

## **FY2016 NRI Group Entrance Ceremony Welcoming Address** ***-Responding to the New Era in IT and Truly Realizing our Corporate Philosophy-***

**Tokyo, April 1, 2016** – On the occasion of NRI groups’ annual entrance ceremony, we are pleased to bring you a message from our President & CEO, Shingo Konomoto.

Congratulations on becoming a member of the NRI Group. On behalf of our directors and employees, it is my pleasure to welcome you all to the company. As we take our first steps in the 51st year since the company’s founding, I feel extremely happy to see you all bursting with vitality, and looking so dependable.

### **■ Towards a new era in IT with the digital economy**

The digital economy is a reality beginning simultaneously throughout the world and it is now close at hand. Since current technologies such as Omnichannel retailing, Industry 4.0, digital marketing using Big Data, IoT, FinTech are used for achieving their goals to make new business models, there is also a fear that existing business models, companies and industries could be destroyed overnight. You have all joined the NRI Group at a time when the course of things may undergo a major change with this new era in IT.

Business models and IT have become integrated in this new era in IT. The ability of the NRI Group to provide both consulting cognizant of strategies and IT services to put that into a concrete form, is a major strength of the Group. At the same time, customers are seeking major changes in management and IT. Now more than ever, we need to approach marketing by putting our customers first and listening carefully to what they have to say.

Against this backdrop, we created our long term management vision “Vision 2022.” This shows the direction the NRI Group will take for self-reform, in order to respond to the new era in IT.

### **■ Truly realizing our corporate philosophy that supports the strengths of the NRI Group**

By the same token, as well as reform, the strengths of the NRI Group which have evolved over the company’s 50 years of history must be protected. The most important thing which gives shape to those strengths is the company’s corporate philosophy.

The NRI Group’s mission is to discern new social paradigms and implement such paradigms, as well as to build customer trust and prosper together with customers. However, not just discerning new social paradigms, but implementing them together with our clients and bringing about social changes is very difficult. From consulting to IT solutions, unless the overall power of the NRI Group is raised, we cannot truly realize our corporate philosophy.

If in the future, you are having problems in your work, I want you to revisit our corporate philosophy and think about whether your work fits in with our ideals, whether it will be properly appreciated and appraised by our customers. I hope that you will all strive in your day-to-day work so that it will fit in with our corporate philosophy and our customers will properly appreciate what you do.

### **■ What I expect of you and some advice**

In closing, I have four things to say to you including some requests and some advice.

First of all, no matter what kind of work is assigned to you, I want you to give it your best and not skimp. No one can grow and develop if their work is too easy. When you are young, tackling your work with all your power and experiencing that feeling of completion, will form the foundation to support your own personal growth. When the going is tough, just remember it is also a time for growing and developing, and then you will feel much better.

Second, I want you to be sincere, both in your work and your private life. If you are not sincere, you will not be able to gain the trust of customers. In difficult projects, even if you find yourself in tough situations, not trying to escape but instead facing customers front on and using everything in your power to resolve any issues is the NRI Group way of doing things. I want you to carry on the organizational culture that the NRI Group is proud of - to be sincere and earnest.

The third item is being humble. There is a limit to what just one person can do. To broaden one's work and tackle something on a bigger scale, collaboration both inside and outside the company is essential. As well as deepening one's own field of expertise, it is necessary to be respectful in dealing with others and aim to act in a way that will earn you their trust. Being humble means building teamwork that is considerate of other people's position and feelings.

The last item is the most important – being healthy both physically and mentally. In the NRI Group, work that entails a lot of responsibility is also allocated to our younger employees. If you have an attitude of accepting challenges in your everyday life, then I am sure that you will be given some major opportunity one day. However, the opportunity for growth and development also means that pressure from such work will also be major. Your mental and physical health should be your top priority. Please take good care of your health as you start your new life as a working member of society.

I sincerely look forward to each one of you being active on the stage of the NRI Group.

---

**For enquiries, please contact:**

Takashi Shimizu, Tomokazu Ban  
Corporate Communications Department,  
Nomura Research Institute, Ltd.  
Tel: +81 3-6270-8100 / E-mail: kouhou@nri.co.jp

**Reference**

- **FY2016 NRI Group Entrance Ceremony**
  - Date: April 1, 2016 (Fri) 9am
  - Location: Yokohama
  - Program: Welcoming address by the President
    - Section Assignment
    - Address of resolution by new employee representative
  - Number of new NRI Group employees as of April 1: 274