

## News Release

### **FY 2014 NRI Group Entrance Ceremony Welcoming Address**

### **"Bring Innovation to Japanese Society by Striving Ambitiously in Everything You Do"**

01/04/2014

Tadashi Shimamoto  
President & CEO, Member of the Board  
Nomura Research Institute, Ltd.

Congratulations upon becoming a member of NRI. Speaking for the directors and employees of the NRI Group, I extend our heartfelt welcome upon your joining the company.

The business card you will receive is imprinted with two phrases that are important to the NRI Group.

One phrase is "Dream up the future." This embodies the desire to build a bright future society for Japan and the world, to provide society and enterprises with proposals for betterment, to collaborate on such proposals, and to take responsibility for carrying them out. To make this phrase reality, the NRI Group will aim to provide total solutions through navigation and solutions from consulting to systems development and operation.

The other phrase is "NRInnovation! Reinventing Ourselves, Reinventing the future." This is our slogan for Vision2015, our long-term management plan, and points to what we want NRI to look like in 2015.

I hope that each of you, as a member of the NRI Group, will inscribe these phrases on your heart.

The Winter Olympics and Paralympics were held last February and March. In 2020, the Summer Olympics will be held in Tokyo. The previous Tokyo Olympics were held 50 years ago, in 1964. The Olympic invitation was extended to Tokyo in 1959, and in the following five years Japan experienced spectacular growth. I believe that during six years between now and 2020, many sectors in Japan will grow significantly.

The NRI Group is also looking ahead to 2020, and has begun to consider its Vision2020 as the follow-on to Vision2015. Through Vision2020, we will aim to spur innovation in IT services, innovation in the financial industry, and innovation in Japanese society.

NRI has prepared a place for you to demonstrate the full extent of your strengths. I hope you will strive ambitiously in everything you do.

In closing, I would like to touch on the Three M's, which I would like you to practice as a member of NRI.

The first M stands for Myself. This signifies that I would like you to polish your specialist skills while maintaining your health and engaging in energetic activity. The second M stands for Market, which means

staying focused on customer needs. Since its founding, NRI has preserved a spirit of valuing its customers by gaining their trust and prospering along with them. The third M stands for Mutual Respect. Practicing mutual respect with a wide range of people inside and outside the company, exchanging opinion actively, and demonstrating superior teamwork is the basis of a strong NRI Group.

I invite you all to strive ambitiously into the future.

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- **FY 2014 NRI Group Entrance Ceremony**

- Date: April 1, 2014 (Tuesday), 9:00 a.m.
- Location: Yokohama
- New employees: 288
- Program: Welcoming address from the president  
Section assignment  
"Aspirations" — Address by new employee representative