

1/4/2015

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

## **FY 2015 NRI Group Entrance Ceremony Welcoming Address**

### **— Inherit the Spirit and Practice of Keeping One Step Ahead of Times**

Congratulations on becoming a member of NRI. I wholeheartedly welcome you all to the NRI Group on this memorable day, on which the beautiful cherry blossoms are in full bloom.

#### **- "Dream up the future" and "Determined to Innovate, Committed to Principles."**

The business cards that you receive today are imprinted with two phrases that are very important to the NRI Group.

The first is, "Dream up the future." This is a message that represents our desire to create a bright future for the societies of Japan and the world, and our commitment to offering society and companies proposals for improvement, for which we will work together to bring into realization.

The second is, "Determined to Innovate, Committed to Principles." This is the tag line for our 50th anniversary. In order to appropriately adapt to the changes of this world, we must alter our own business, our way of working, and our mindset. This is expressed in "Determined to Innovate" On the other hand, "Committed to Principles" expresses our steadfast culture and corporate DNA, which values customer and quality over everything else.

It is my hope to see you separate yourselves from the student's life and take on the challenge of your new life with both a "Determined to Innovate" and an "Committed to Principles" in your own strengths and abilities.

#### **- 50th Anniversary, The Spirit of Keeping One Step Ahead of Times**

NRI's advertisement in today's newspaper features two episodes—our prediction of the number of visitors to the 1970 Japan World Exposition in Osaka, and the implementation of the large-scale commercial computer UNIVAC-120 at Nomura Securities. These episodes symbolize the NRI Group corporate DNA of "keeping one step ahead of times."

Nomura Research Institute began its journey as Japan's first private think tank 50 years ago today, and was given the responsibility of predicting the number of visitors to the Exposition in Osaka. Nine months later, the Electronic Data Processing Division of Nomura Securities broke off and became Nomura Computer Systems. In 1988 the two companies joined forces to become a unique company that offers comprehensive services from consulting to systems integration, the first of its kind in Japan.

I hold high expectations that, as a member of the NRI Group, you will also inherit and practice the corporate DNA that pulsates throughout our company: keeping one step ahead of times.

**- The Three M's (Myself, Market, Mutual Respect) as a Member of the Group**

In closing, I will talk about the three M's that I would like you to practice as an NRI Group member.

The first M stands for Myself. As you develop your expertise, know that the health of your mind and body is also of utmost importance. The second M stands for Market, which means staying focused on the market and customers at all times. Since establishment, 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. Whomever you interact with, the other party will always have something in which they excel over you. Focus on that point, and respect and inspire each other. Think of the wonderful teamwork that you can achieve if you all do this together. This will surely be a great asset to the NRI Group.

I hope that you remember and practice the three M's: Myself, Market and Mutual Respect.

I look forward to seeing your energy and actions in the future.

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**For inquiries, please contact:**

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**[Reference]**

**- FY 2015 NRI Group Entrance Ceremony**

- Date: April 1, 2015 (Wed) 9:00am
- Location: Yokohama
- Program: Welcoming address from the president  
Section assignment  
Address of resolution by new employee representative
- Number of new NRI Group employees as of April 1: 290