

News Release

January 4, 2016
Tadashi Shimamoto
President & CEO
Member of the Board
Nomura Research Institute, Ltd.

New Year's Greetings

I would like to extend to you a warm New Year's greeting at this start of 2016.

Last year marked an important milestone for the NRI Group—the 50th anniversary of NRI's founding. It offered a good opportunity for us to reflect on our trajectory to date as well as give thought toward the future of the NRI Group, which now has more than ten thousand employees. It was also announced that NRI's next president & CEO would be assuming his post in the new fiscal year (FY2016). The year 2015 did indeed prove to be a year in which we set off toward a new age.

This year, we will be taking our first steps of the new age. First, we will continue to work to achieve the three growth targets under NRI's long-term management plan—Vision 2015—which will be completed at the end of March. The targets are, (1) Growth exceeding industry average, (2) Outstanding profitability in industry, and (3) Strong business portfolio. We will realize record-breaking performance of 425 billion in sales and an operating profit of 58 billion yen.

The new long-term management plan following this is Vision 2022, with a three-year medium-term plan commencing from the upcoming fiscal year. The main message contained in the new vision is, "Double Value and Variety (VV) by Cultivating, Changing and Creating." Targets that symbolize Vision 2022 are an operating profit of 100 billion yen and overseas business sales of 100 billion yen. To increase NRI's corporate value, we will also engage in the reinforcement of our corporate governance—in accordance with our Corporate Philosophy and the NRI Group's Code of Business Principle, which realizes the philosophy. The NRI Group will work as one through Vision 2022 and aim to create distinctive new value befitting the Group.

According to the Chinese zodiac, 2016 is the Year of the Monkey. The Kanji character used to depict “monkey (申)” is used in the verb “mousu (申す) (to say).” It is a humble form of “to say” and shows respect toward another party by lowering the speaker’s position. Such humble language is related to the spirit of Mutual Respect—a principle of behavior being nurtured by NRI. Meanwhile, when the Chinese character radical that represents “person” is added to the left of the character for “monkey,” it becomes a part of the verb “nobiru (伸びる),” which means to grow or stretch. So, each officer of the NRI Group will “grow” while keeping the spirit of “Mutual Respect” close to heart. Our desire for the 2016 is to make it a year in which the NRI Group will also take a sure-footed step toward growth.

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