

ESG Briefing

Activities of the Value Co-Creation Committee

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1 Positioning of the Value Co-Creation Promotion Committee

2 Awareness Building at All NRI Group Companies

3 Future Efforts

4 Efforts as a Value Co-Creation Leader

Establishing a committee aiming to solve social Issues via value co-creation

Sustained Growth of the NRI Group

Building Sustainable Futures

Corporate Philosophy "Dream Up the Future"

NRI Group Sustainability Management (Medium-Term Management Plan 2019 to 2022)



[Vision 2022 Numerical Targets]

Consolidated operating profit (JPY billion)	100
Consolidated operating profit margin	14% or more
Overseas sales (JPY billion)	100
ROE	14%*

* Continuously aiming for higher capital efficiency

Solving social issues through value co-creation (CSV)

by driving new value.
Co-create a thriving future society
by effectively utilizing its resources
by advancing its infrastructure.
Co-create an ideal society

Value Co-Creation Committee
by Matsumoto/Aizawa

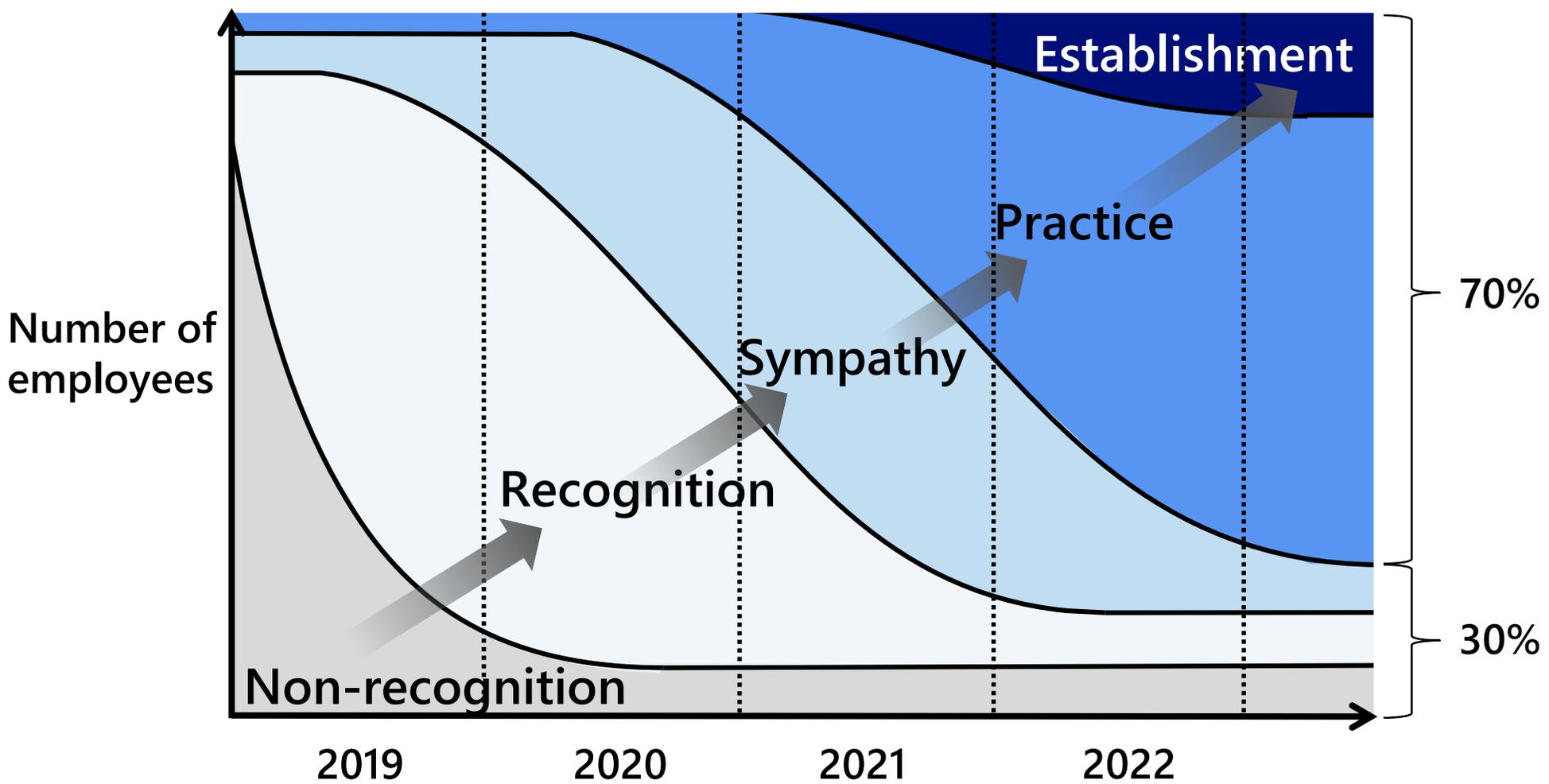


Materiality for sustainable growth

Sustainability Activities Committee

- Reduction of environmental impact for preserving global environment
- Provision of opportunities for all kinds of professionals to take on challenge
- Compliance with laws, regulations and risk management to increase trust from society
- Management of the information systems that form social infrastructure

Ensuring 70% of employees are putting into practice/establishing the measures by FY2022



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Positioning of the Value Co-Creation Promotion Committee

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Future Efforts

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Efforts as a Value Co-Creation Leader

Framework for establishing value co-creation at the entire NRI Group

Create social value together with our clients via business

Awareness building process



Measures

Promoting recognition via transmission



Cultivating sympathy via dialog



Assisting efforts across organizations



Maintaining systems to achieve establishment

Deploying measures according to the level of awareness



Plans were consolidated until FY2018, and then efforts started in earnest from FY2019

	Social Value Creation Committee		Value Co-Creation Committee
	FY2018	FY2019	FY2020
Awareness building activities for employees	Investigating awareness building activities for employees	Promoting recognition via transmission Cultivating sympathy via dialog Maintaining systems to achieve establishment	
Embedding in business	Investigating embedding in business	Medium-term management plan PDCA Business plan PDCA	Assisting efforts across organizations PDCA
Deploying to group			Investigating deployment to group

Promoting recognition via transmission

Promote awareness of value co-creation efforts by sharing information inside and outside the company

■ Sharing information in special internal website

After opening the website, a total of 53 articles have been shared, which have had 212,727 views (monthly average of 11,818 views).

■ Transmit information outside the company

These materials were prepared for the solo purpose of providing information to use as reference in making investment decisions, and are not intended as a solicitation for investment.

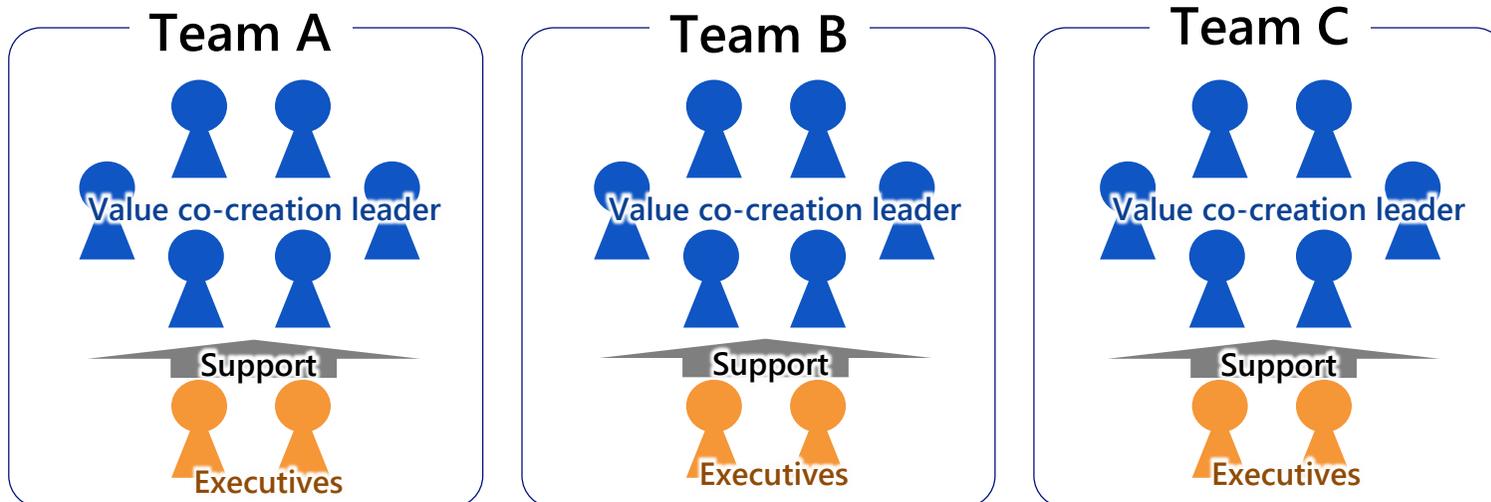
Cultivating sympathy via dialog

Promoting awareness over the entire group by cultivating and assisting the efforts of value co-creation leaders

- **Creating next-generation leaders** that promote and implement value co-creation and implementing initiatives to **continuously support** their efforts

Ideal human resources for value co-creation leaders

- ✓ Strongly sympathize with NRI's 3 social values and the mission of NRI
- ✓ Have a sense of duty for continuing to reform the NRI Group
- ✓ Have a high sense of leadership

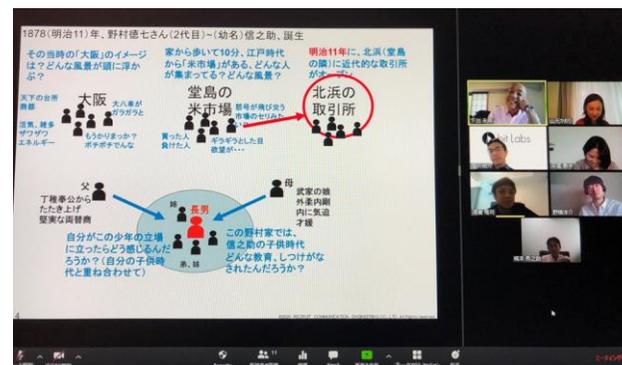


Promoting awareness over the entire group by cultivating and assisting the efforts of value co-creation leaders

- The program is for both first term and second term leaders
- First term leaders learn about implementing and passing down value co-creation and second term leaders investigate the future to create and the social issues that NRI's business will solve in order to create it

Value co-creation leader development program

STEP 0 Realization	Realization as a successor
STEP 1 Knowing oneself	Rediscovering and recreating your own value standards
STEP 2 Knowing NRI	Rediscovering and recognizing the value standards of NRI
STEP 3 Taking action	Designing value co-creation activities
	Presenting value co-creation activities/dialog with the president
Practical succession	Implementing value co-creation (1) Dialog with young employees/managements
	Implementing value co-creation (2) Value co-creation day



STEP 2 for second term value co-creation leaders: Rediscovering and recognizing the value standards of NRI



Second term value co-creation leaders: Presenting the results of value co-creation activities

Cultivate sympathy via dialog with the president and the value co-creation day

■ Dialog between value co-creation leaders and the president

- An opportunity for value co-creation leaders to directly ask the president any doubts they may have or convey their feelings about value co-creation efforts, etc.



First term value co-creation leaders: Dialog with the president



Second term value co-creation leaders: Dialog with the president

■ Value co-creation day

- Shared with the entire group to enable all the NRI Group executives and employees to think about value co-creation as something they are involved in.

A slide titled "足元の日本の状況：2020年現在" (Current Situation of Japan's Base: 2020 Present) discussing labor shortages and value co-creation. It includes bullet points about work-sharing, group externalization, and individual work options. A central question asks if these are solutions to Japan's social issues. Two columns of text provide details on work-sharing and group externalization. A vertical video call interface is visible on the right side of the slide.

足元の日本の状況：2020年現在
将来の労働力不足の一方、足元では「ワークシェアリング」や「出向」の動きが拡大しつつある

- 人件費抑制などを目的に「週休3, 4日制の導入」や「グループ外企業への出向」が進み始めている
- 景気悪化時に、企業はリストラをすことなく雇用を継続しながら業績の維持が可能に

個人の働き方に対する選択肢を増やし人財の流動化に取り組むことは日本の社会課題（労働問題）の解決に繋がるのではないかと？

<週休3, 4日制の導入（ワークシェアリング）>

- 従業員は業務日数の短縮し年収減となるも、雇用は維持され生活負担は最小限に（コロナ禍などに社会的セーフティネットの観点から有効）
- 空いた時間は、「新たなスキル獲得への取り組み」や「実業で介護などワーグライフに適した働き方の実現」、「自分のノウハウを売る副業に取り組む」などに生かせる

<グループ外企業への出向>

- 従業員が失業を経験することなく別の業種の企業へ移ることは円滑な形で産業・企業間の人の移動を実現し新たな産業構造の転換を促す可能性がある
- 需要が期待できる新たなビジネスに進出し、多角化によるビジネス拡大という選択肢も考えられ、出向先で従業員が吸収した他業種のノウハウが、新規ビジネスで大いに活かされていく可能性もある

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Activity reports by second term value co-creation leaders



Panel discussion

Maintaining systems to achieve establishment

Trace the penetration of value co-creation over the years and share the analysis results

- Goal: Understand the penetration of value co-creation and its transition
(to be utilized for understanding issues and considering solutions)
- Target: All executives and employees that belong to NRI (5,788 responses received; response rate: 74.1%)
- Period: September 1 to September 15, 2020
- Method: Anonymous Internet survey *Responses made after viewing the value co-creation website

Release results to value co-creation website (Nov. 24, 2020)

【コーポレートの活動】 価値共創

「3つの社会価値」が何だったか、あなたは覚えていますか？
——2020年度価値共創浸透度調査集計結果

2020/11/24

2020年9月1日から9月15日にかけて、「2020年度価値共創浸透度調査」を実施し、国内で勤務するNRI在籍の役員員5788人からの回答がありました（回収率74%）。昨年から引き続き、2回目となる調査で明らかになった、特徴的な内容の一部についてご紹介します。結果の詳細についてはPDFをご覧ください。

> 「2020年度 価値共創浸透度調査集計結果」はこちら

（価値共創推進委員会）

「価値共創」の認知度は9割以上、上位者ほど内容まで理解

この調査では、回答者に事前に価値共創サイトを見てもらった上で、内容について知っていたかを聞いています。「価値共創」や「3つの社会価値」についての認知度、すなわち「聞いたことがある」人（「知っていた」「なんとなく知っていた」「聞いたことはあった」と回答した人の割合）は、この1年で81%から94%に向上しました。ただし、そのうち20%は、「内容はよく知らない」と回答しています。



Release interview article based on results (Dec. 24, 2020)

【経営メッセージ】 価値共創

松本委員長×森沢副委員長対談 ～50年後、100年後も社会からの期待に応えられる企業に～

2020/12/24

松本 委員長

浸透度調査 2020 対談

森沢 副委員長

【写真】 左から、インタビューを受ける松本委員長と森沢副委員長（実際は、適切な距離をとり、感染予防対策を講じてインタビューをしています）

「価値共創」の認知を広げ、共感を呼び、実践につなげるべく、価値共創推進委員会では価値共創リーダーネットワークや価値共創Day、価値共創友の会などさまざまな活動の場づくりを進めています。また、昨年より価値共創浸透度調査を実施し、実際にNRIグループの社員の皆さんが日ごろどのように感じているかを調べています。2020年11月に公開した本年度の調査結果とこれまでの活動をふまえ、委員会の松本委員長と森沢伊智郎副委員長にお話を伺いました。

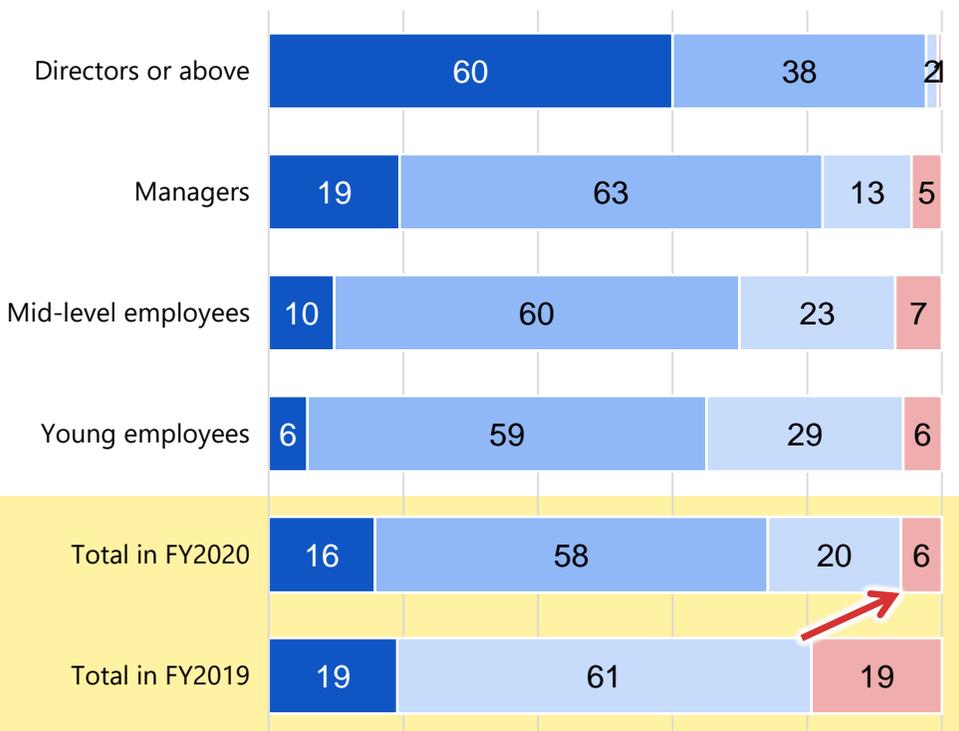
Maintaining systems to achieve establishment

Recognition has increased but there are few opportunities for bringing up the topic in dialog with others

Q: Did you know about the value co-creation and NRI's 3 social value?

■ Can say the three types of social value
 ■ Have an idea of what they are
 ■ Have heard about them
 ■ Do not know them

0% 20% 40% 60% 80% 100%

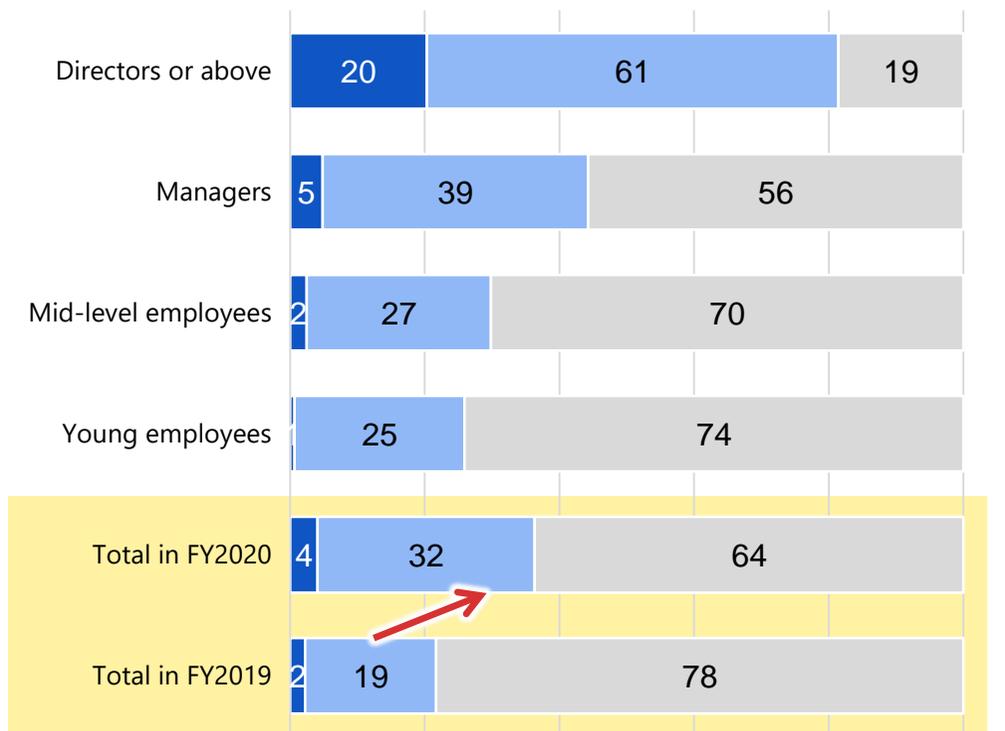


*Three level evaluation in FY2019

Q: Did you have dialog relating to value co-creation with superiors or colleagues?

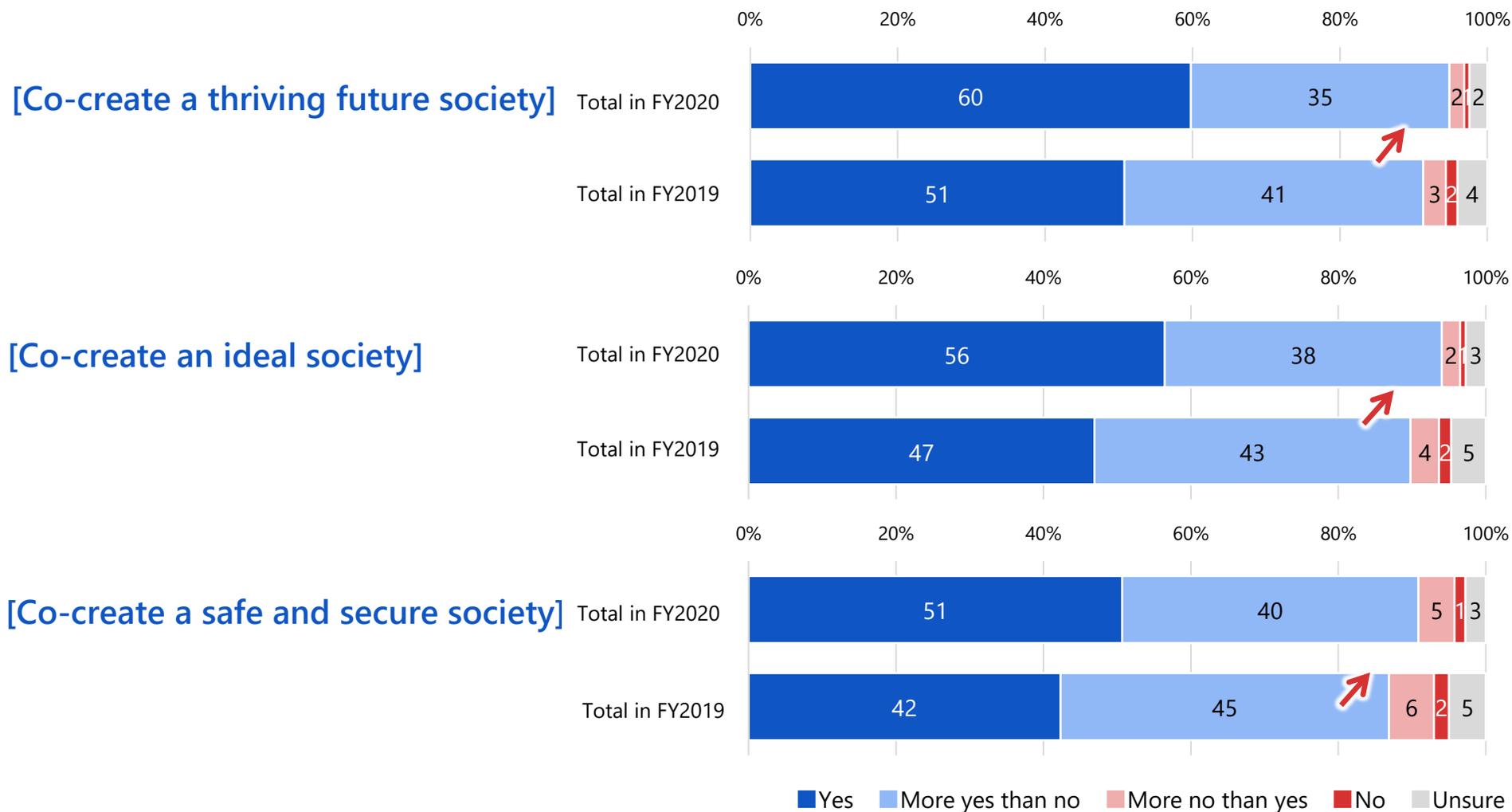
■ Have had deep dialog
 ■ Have brought them up
 ■ Have not had dialog

0% 20% 40% 60% 80% 100%



Most employees consider value co-creation to be their mission

Q: Do you think that continuing to co-create the following social value is the mission of the NRI Group?



Voluntary on-site value co-creation efforts have been increasing

- Company leaders and young NRI members that will play important roles in the future of the securities industry, which is having trouble, had a "next-generation leader exchange session" to investigate ways of solving the social issues related to finance

1st meeting

1st meeting held on Oct. 9, 2019 on the theme of **sustainability**
23 people from 14 securities firms participated



2nd meeting

2nd meeting held on Feb. 21, 2020 on the theme of thinking about **the future of the face-to-face securities business** based on examples in the United States and example solutions
22 people from 14 securities firms, JPX, and the JSDA participated



3rd meeting

3rd Zoom meeting held on Oct. 2 2020 on the theme of "thinking about how the securities business can survive the age of the new normal"
31 people from 14 securities firms, JPX, and the JSDA participated



"Value co-creation association" held for the goal of stimulating on-site efforts

■ Goal

- **Share and debate value co-creation efforts between organizations facing the same issues and concerns** to start new efforts at one's own organization and improve those efforts in order to expand those efforts into ones which exceed the boundaries of a single organization
- As for the committee, find clues for investigating measures that can be implemented across the organization

■ Comments from participants (common issues)

- Difficult to find time to focus on efforts while doing current work
 - ➔ **It is important for everybody to make resolutions, accept things, and consider the issue to be something relevant to them**

■ Comments from participants (individual issues)

- Want to have continuous opportunities
- Want an atmosphere that makes it easy to talk and provides opportunities for dialog
- Want to hear about things that cannot be mentioned officially, such as honest opinions and failures
- Want to hear about individual specific examples

➔ **2nd "Value co-creation association" held**

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Efforts as a Value Co-Creation Leader

Expand efforts in order to deepen sympathy inside and outside the company

Dialog

- ✓ Further create/cultivate value co-creation leaders
- ✓ Plan and hold events such as the value co-creation day

Transmission/linking

- ✓ Provide opportunity to promote activities at the organizational level
- ✓ Share examples of on-site activities inside and outside the NRI Group
- ✓ Deploy activities within group and globally

Maintaining systems

- ✓ Fixed point observation of employee awareness
- ✓ Incorporate value co-creation content in employee training

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Self introduction

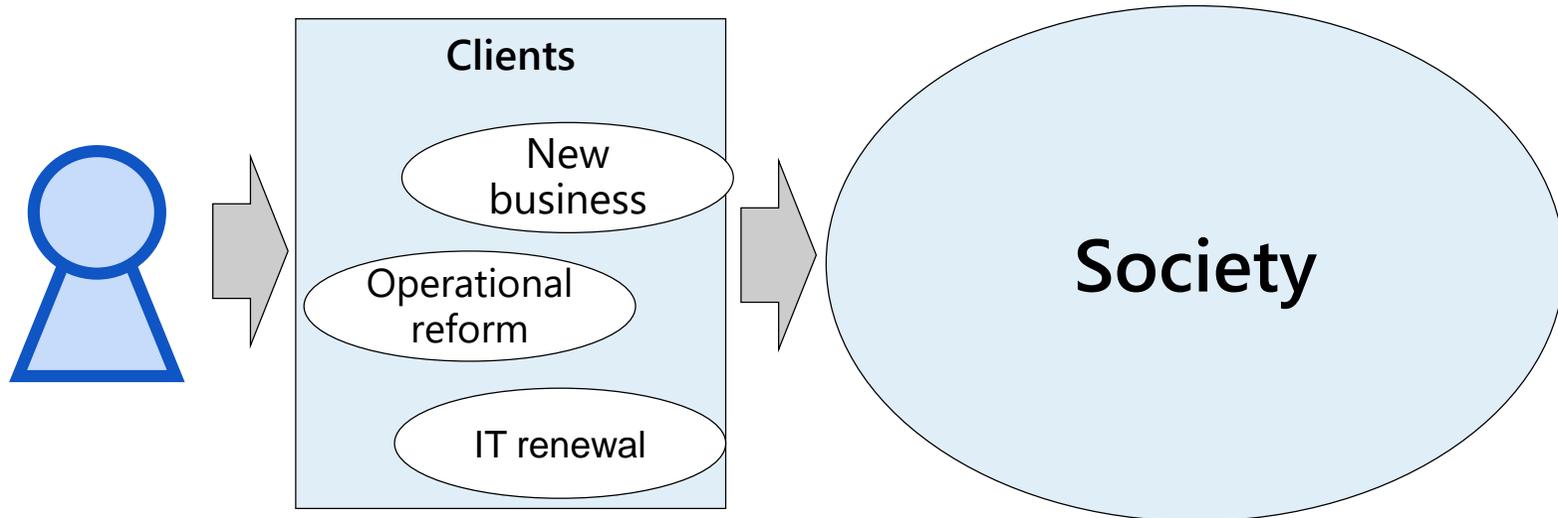


Shoko Aizawa (Systems Consulting Division)

After being in charge of retail system development at the service & industrial division, worked in charge of IT strategy, system conceptualization, and DX reform assistance in industries such as the petroleum/medical device manufacturing and logistics industries at the Systems Consulting Division.

Works hard every day together with clients to narrow the gap between ideals and reality regarding corporate reforms.

I'm a member of first term value co-creation leader.



Understanding of NRI issues behind value co-creation (my understanding)

未来創発
Dream up the future.

Have we stopped thinking about things because we are already doing them?

Is every employee really looking at society?

Are we afflicted by the "big company disease?"

Have we been handed the issues by our clients?

Are other organizations far?

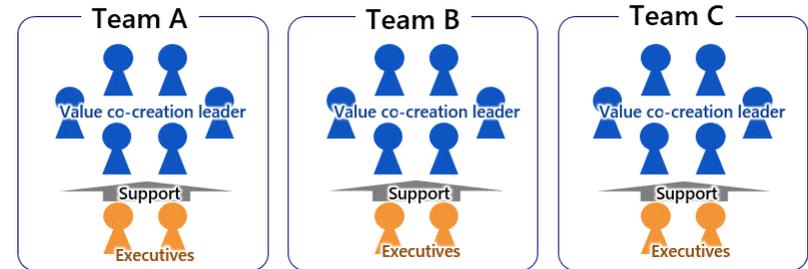
Is it difficult to access experts?

Are we holding back from proposals?

Are we busy with the work in front of us?

Value co-creation leader workshop

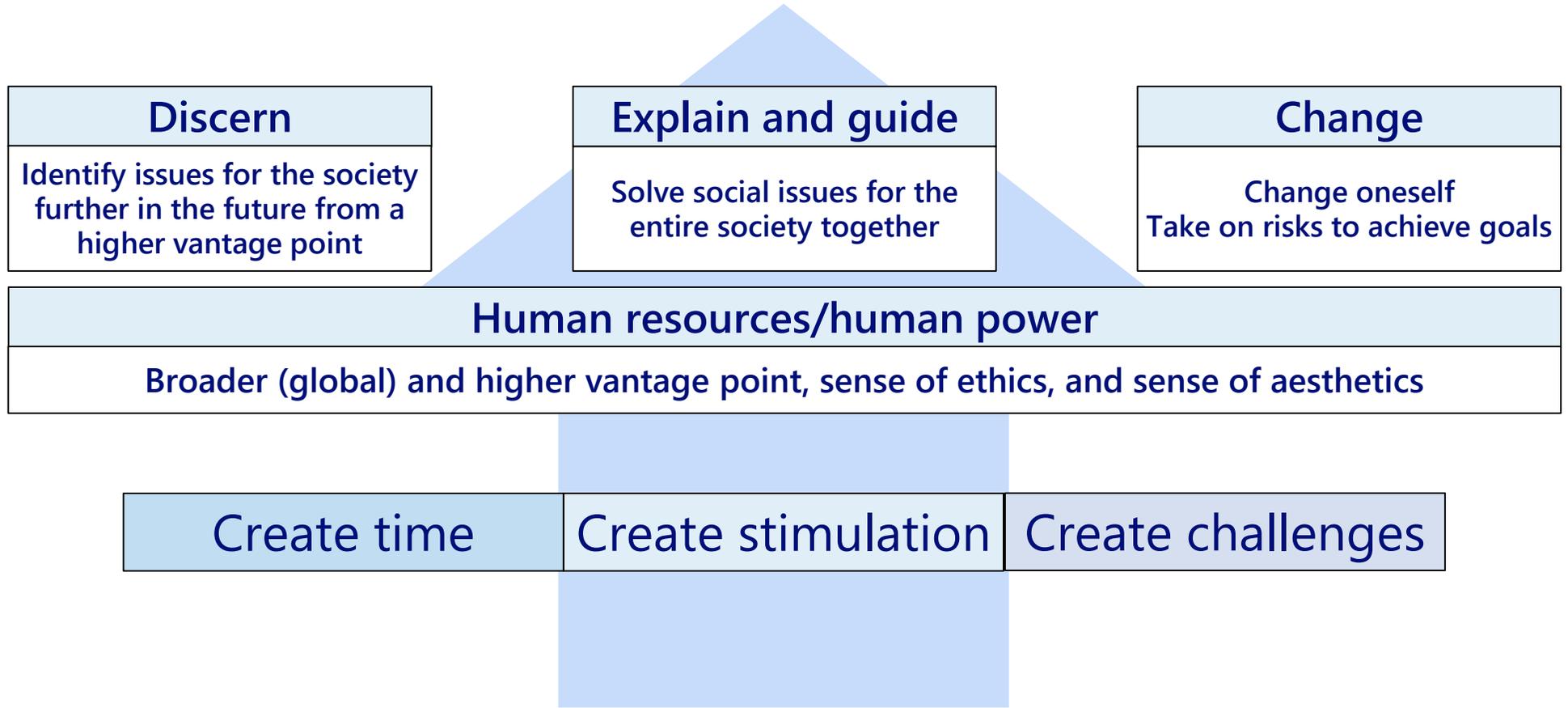
<p>STEP 0 Realization</p>	<p>Realization as a successor</p>
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<p>STEP 3 Taking action</p>	<p>Designing value co-creation activities</p>
	<p>Presenting value co-creation activities/dialog with the president</p>



- Program to make employees realize value co-creation themselves
- No Why, What, and How
⇒ NRI-like method?

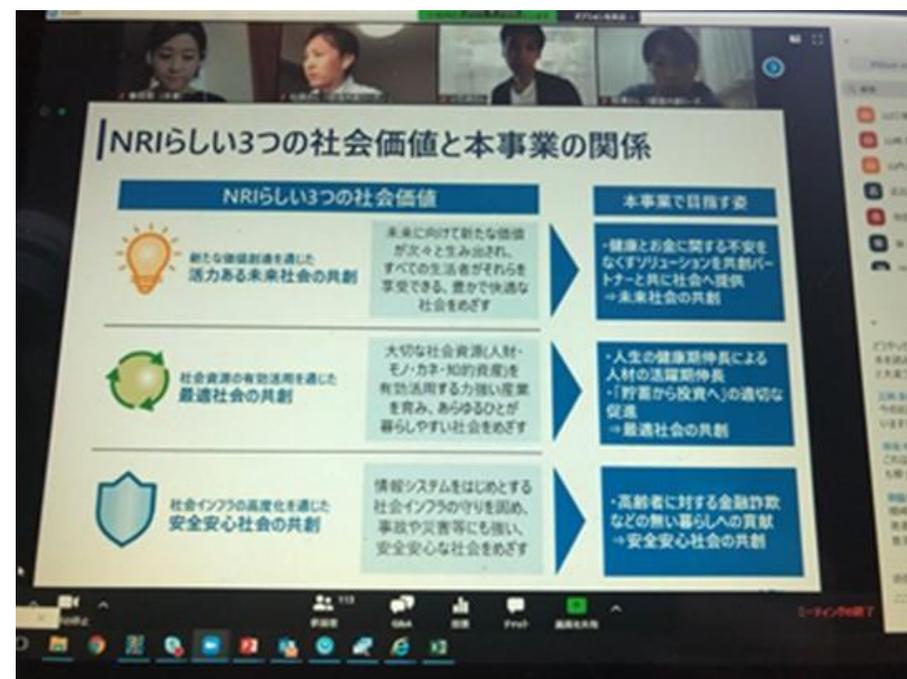
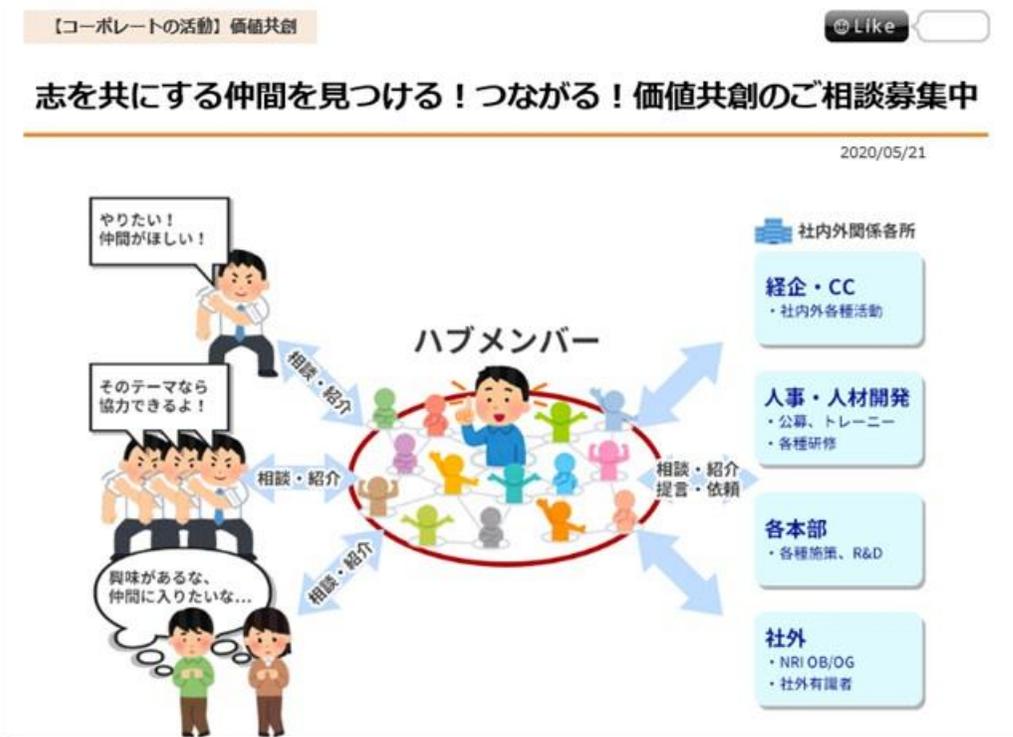
Ideal state of NRI and measures for achieving it

Becoming a company that transforms society



Value co-creation hub

- Connect people with others and people with society across organizational boundaries based on the theme of solving social issues via value co-creation
- During the trial period, online pitches for recruiting members were conducted three times



Looking ahead to the future

- No matter what form it takes, developing an atmosphere conducive to employees tackling social issues of their own volition is a never-ending effort that must not stop

Seek method for building awareness that does not rely on a huge framework

- Mechanically making tasks and systems only leads to pain
- Think about how employees can be made to get excited about doing things of their own volition

Continue dialog with colleagues from a broad perspective

- Create a safe space that enables people to talk freely without the need to feel ashamed

Encourage clients

- Bring proposals that focus on social value creation to various clients

The text is framed by two decorative swooshes. The top swoosh is a gradient bar transitioning from blue on the left to red on the right. The bottom swoosh is a solid blue bar.

Share the Next Values!