

Nomura Research Institute

NRI

DREAM UP THE FUTURE.

That's the Nomura Research Institute Group Corporate Philosophy. It is our desire to create a positive future by thoroughly considering the possibilities facing society in this era of rapid change, in an era where predictions cannot easily be made. We hope to contribute to society by creating new value. NRI will continue our endeavors in meeting never-ending challenges as a "Company Creating Future Society."



The dramatic progress of digital technology is beginning to accelerate innovation in various fields.

However, truly meaningful innovations—innovation that sustains client businesses over the long term and transforms society—is not easily realized. NRI has accumulated a unique set of strengths over its 50-plus-year history as a "Company Creating Future Society." They are the ability to discern the future based on deep insights related to clients, industries and society; the ability to continually refine and raise the value of solutions backed by superb technology and strong will; and the ability to create optimal services in concert with clients. By further enhancing these strengths, NRI will realize truly meaningful innovations together with clients, and thereby contribute to the development of Japan, Asia and the world.

Shingo Konomoto

Shingo Konomoto, *President and CEO*

CORPORATE OVERVIEW

CORPORATE NAME:

Nomura Research Institute, Ltd.

CAPITAL BASE:

419,292 million yen (\$3,946M)

¥ 106.25 = U.S.\$1.00, the rate of exchange prevailing on March 31, 2018

NUMBER OF EMPLOYEES:

6,130 (NRI Group 12,708)

As of March 31, 2018

NRI'S LONG-TERM MANAGEMENT VISION "VISION2022"

Share the Next Values!

CREATING FUTURE SOCIETY

CO-CREATING "TRULY MEANINGFUL INNOVATIONS"



DRAMATIC EXPANSION OF GLOBALIZATION

Supporting the global business expansion of clients by utilizing advanced business models and cutting-edge technologies originating overseas



ENHANCEMENT OF IP PORTFOLIO

Expanding NRI's value-adding intellectual property platforms (IP¹), backed by advanced industry knowledge



PROMOTION OF BUSINESS VALUE CREATION

Promoting Con-Solution®, which enhances "Business IT"² that contributes directly to expansion of clients' businesses



FURTHER PURSUIT OF "INNOVATIONS IN PRODUCTION"

Pursuing innovations in production that balance stability and security with changes to business models



COOPERATION AND ASSEMBLY OF DIVERSE TALENTS

Assemble and pool the efforts of the diverse range of personnel with the upmost professionalism

EVEN DEEPER INSIGHT

In addition to insight into industry and technology trends, NRI will further enhance the depth of our insight into business innovations for our clients. NRI will assess future markets and use technology to give shape to business potential.

MORE DYNAMIC POWER OF REALIZATION

NRI can conceive and operate the optimal systems to realize efficient business operations, and also propose Business IT to boost the value-added potential of our clients' businesses, NRI can build, operate, and continuously upgrade systems that are truly made for our clients.

MORE OPEN CO-CREATION ABILITY

NRI will learn things from more people on the front lines of clients' businesses, the market and society. Ideas will be shared with leading research institutes, specialized companies, NPOs, NGOs and many other partners. The co-creation projects will span organizational, language and national boundaries.

¹ IP (intellectual property): The intellectual property that forms the source for delivering value, including NRI's unique industry knowledge and industry standard services. NRI's "industry standard business platforms" such as STAR and BESTWAY are also considered intellectual property.

² Business IT: IT that contributes directly to the expansion of client businesses; as opposed to "Corporate IT" that contributes to the efficiency of internal administrative work within client companies.

NRI. OUR PAST. OUR PRESENT. OUR FUTURE.

COMPANY HISTORY

**BIRTH OF NOMURA
RESEARCH INSTITUTE,
JAPAN'S FIRST PRIVATE
THINK TANK**



NRI



**ESTABLISHMENT OF
NOMURA COMPUTING
CENTER**



Merger of
Nomura Research
Institute and Nomura
Computer Systems

Listed on the
First Section of
Tokyo Stock Exchange

50th Anniversary

NRI GROUP WORLDWIDE OFFICES



NORTH AMERICA

United States

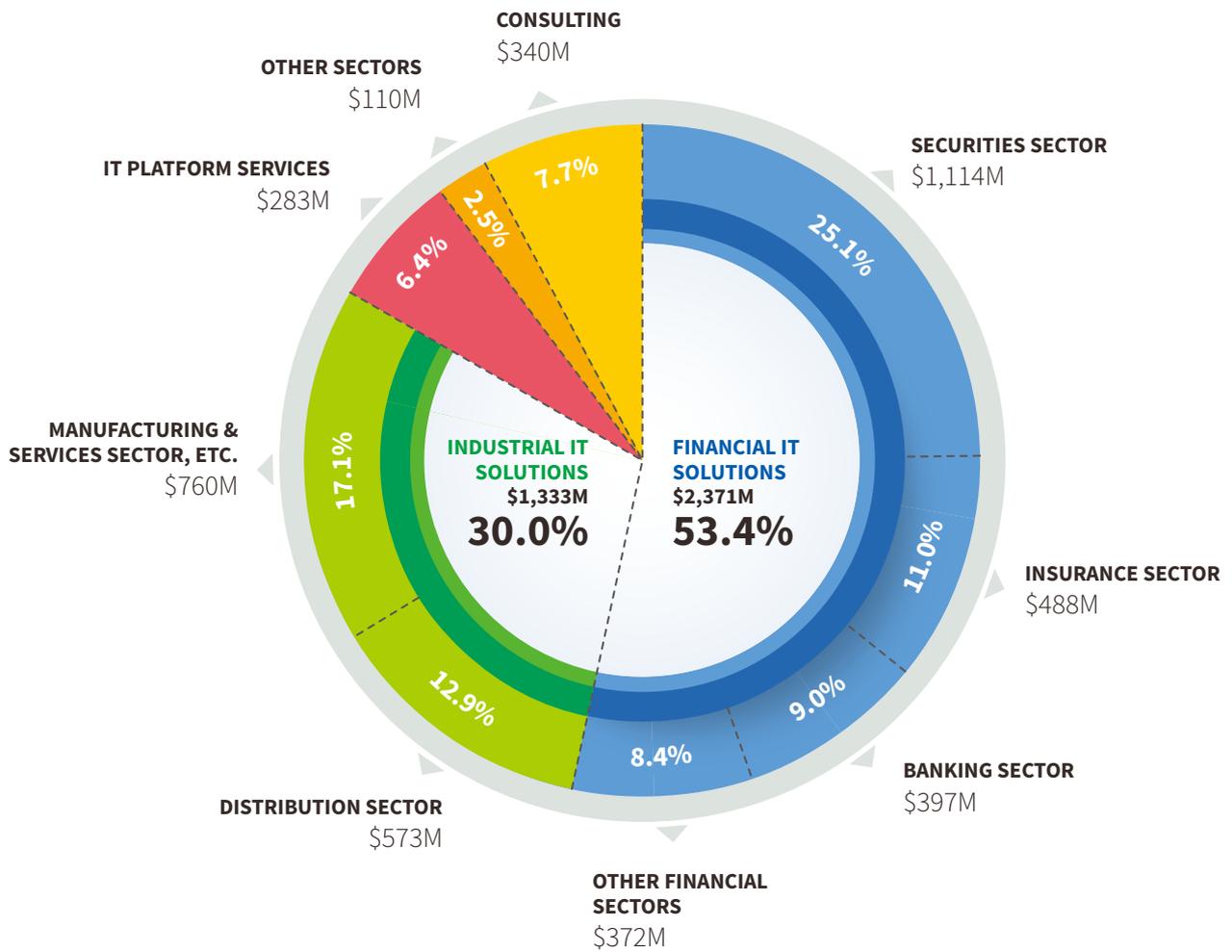
EUROPE

Luxembourg
Russia
United Kingdom

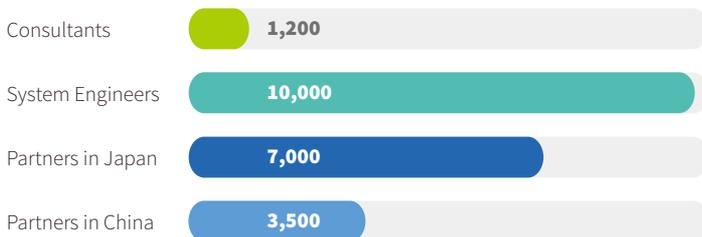
ASIA PACIFIC

Japan	India	Singapore	Taiwan
Australia	Indonesia	South Korea	Thailand
China	Phillippines		

CONSOLIDATED SALES OF FISCAL YEAR 2017: 4,438M



CURRENT NUMBER OF RESOURCES *As of March 31, 2018*



CONSOLIDATED OPERATING PROFIT *of fiscal year 2017*



613
MILLION DOLLARS
 OPERATING PROFIT MARGIN:
13.8%



NRI SEES THE FUTURE DIFFERENTLY.

**Is it possible to do now what the rest of
the world will do 10 years from now?**

The world is in the midst of change. Because the times are uncertain, many intellectuals are intent on forecasting the future. However at NRI, we see things differently. Forecasting the future is not enough. Real value comes from taking the lead. Real value lies creating your own future. Faster than anyone else. More dynamically than anywhere else. At NRI, we do not wait 10 years. We make that future today's reality. That is NRI's timeless mission. Dream up the future. Today.



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