

# The Principles Established by Nomura's Founder and the Current Corporate Culture




## Our Founder's Principles Are the Cornerstone of Our Business Activities

### Ten principles set out by our founder

We remain committed to enriching society by delivering superior services and solutions to our clients that meet all their investment needs. This has been our unwavering spirit since our founding. It is our social mission and our raison d'être.



Founder Tokushichi Nomura

 **Our History & Founder's Principles**  
<http://www.nomuraholdings.com/company/basic/>

### 1. Nomura's raison d'être

"Nomura's mission is to enrich the nation through the securities business. This is something we must absolutely see through."

### 2. Principle of putting the customer first

"We must place our customers' interests before our own."

### 3. Global ambition

"Nomura is destined to become an active player on the international stage."

### 4. Emphasis on rigorous research and analysis

"We have a duty to research scientifically the intrinsic nature of all securities."

### 5. Staying one step ahead

"Always strive to stay one step ahead. Standing still is retrogressive."

### 6. Entrepreneurial spirit

"If, as an entrepreneur, you can determine something to a 70% certitude, you must have the courage to take up the challenge even though some uncertainty remains."

### 7. Human resources

"Nomura underscores the fact that the development of human resources, acquisition of talented personnel and ability to match the right talent with the most appropriate position are more formidable assets than sheer capital strength."

### 8. Emphasis on team work

"It is the management's task to see that Nomura employees take responsibility and pride in their work and to form a unified team under the control of branch office managers."

### 9. Business development frame of mind

"We must have the courage to boldly follow the path of our convictions."

### 10. Customer service mindset

"If you conduct your work in a mechanical manner, believing simply that your role is over once the deal is done, there is no use in drawing on the strengths of those around you."

## Carrying Forward Our Founder's Principles

To this day, Nomura Group employees draw on the ten principles handed down from the founder for inspiration in their business activities. We introduce some examples of the principles here.

### 5. Staying one step ahead

#### Shohei Goto

Deputy Manager Financial Consulting Section, Namba Branch, Nomura Securities Co., Ltd.



I make comprehensive proposals on business succession, reorganization and M&As to corporate customers, as well as inheritance strategies for individual customers. Through counseling customers, I try to find out their various needs such as a real estate transaction or an M&A. I then work with our specialized Head Office departments and affiliate companies to come up with forward-looking solutions. When a certain customer was having difficulty trying to sell an apartment building, we went a step further to propose the sale of the corporation that nominally owned the building instead. As a result, the customer invested the proceeds to other financial products through us. The customer was very pleased and surprised by the reach of our financial consulting services. Apart from our investment capabilities, I also draw on the Group's organizational strengths to come up with new ideas for customers.

### 7. Human resources

#### Philipp de Cassan

Managing Director, Head of Euro Flow Rates Trading, Nomura International plc



Here at Nomura in London, I oversee our group's risk and trading decisions, where we show liquidity in financial assets to our clients from across Nomura's broad franchise. We are always working very closely with our international client base, in order to help them achieve the best possible outcome for their investment or hedging needs. We constantly strive to come up with innovative and strategic solutions for our clients, often working closely with our colleagues in Asia. This approach ensures that our clients know that we are fully committed to delivering best-in-class solutions for them and reinforces how we are linking markets East and West.

### 8. Emphasis on team work

#### Keishi Nobukuni

Deputy Head, Equity Capital Markets Dept./Capital Markets Dept., Nomura Securities Co., Ltd.



In 2015, three companies of the Japan Post Group held their initial public offering (IPO) at once. To guide this IPO to success in coordination with the client and many divisions within the Company, it was important for each member of the team to demonstrate their abilities as a professional. To make sure that we maintained smooth interaction between all parts of the project, we strove to keep the team organization compact so as to remain in close communication with the client and to centralize the management of the IPO. We had to take on many initiatives for the first time, including a briefing for individual investors at 12 locations throughout Japan, but the Company worked together as a team to make the project a success.

### 10. Customer service mindset

#### Mizuho Sugiura

Deputy Manager Financial Consulting Section, Okazaki Branch, Nomura Securities Co., Ltd.



To further the depth of our customer consultations, we are using tools developed by the Company to run lifelong financial planning and inheritance simulations and make tailored proposals. In the process, we often listen to the daily worries of our customers in addition to their asset management needs. My job is to suggest the best products in anticipation of changes in the market. But I also think that it's my job to understand what customers plan to do with their lives and what they're trying to accomplish with their investments. I'm always ready to listen because I want to be of assistance when customers are willing to open up their hearts.