

### Employee-Friendly Work Environments

- Provide work environments enabling each employee to fully concentrate on work in a physically and mentally healthy condition
- Build healthy labor-management relationships
- Realizing work practices that allow flexibility and diversity

#### Mental Healthcare

To safeguard the mental health of employees, we provide access to psychiatrists and an employee counseling room staffed by a dedicated professional. Since May 2016, we have conducted stress checks to promote employee awareness of their own stress, and aim to prevent mental health issues from arising by creating workplaces that are easy to work in. Furthermore, we are committed to helping employees who have taken leave to recover from mental illness return to the workplace.

#### Relationships with Labor Unions

More than half of the employees of Nomura Securities are members of the Nomura Securities Employees Union, and Nomura Securities has standing labor agreements with the union. To maintain sound and healthy relationships between labor and management, discussions are conducted with the union on a wide range of topics on day-to-day issues, including respect for employee rights and management issues. Through these discussions, management and labor share views, and employees in the workplace have the opportunity to make their views known.

#### Realizing Work Practices that Allow Flexibility and Diversity

Management and labor are monitoring employees' working hours to maintain physical and mental health of employees and enable them to conduct work efficiently. Also, in some departments, Nomura works to optimize total hours worked by giving consideration to the actual conditions in each department and having managerial staff exercise flexibility regarding hours worked, including such measures as adopting a work shift system and encouraging employees to use their allotted vacation days. Moreover, Nomura's flexible work styles provide employees with work security for the long term. In specific terms, Nomura has endeavored to provide improved arrangements that allow employees to take half-day paid vacation time and leave for childbirth and child-rearing, and has enhanced the system for nursing care. In fact, all of the benefits provided by Nomura are above the legal requirement minimum, including leave before and after childbirth, leave for child-rearing, leave for nursing for sick children, subsidies for nurseries, nursing care leave and long-term leave for senior care. Nomura has also started a corporate contract to use nurseries to improve the level of support for those engaged in both child-rearing and work.

### Respecting Human Rights

- Established various mechanisms to prevent discrimination and harassment
- Continue to conduct human rights training
- Bolstered Sexual Harassment/Power Harassment Hotline

The Nomura Group has set up Nomura Group Human Rights Committee to have discussions over various human rights issues and determine human rights initiatives. In addition, we continue to hold human rights training for all Nomura people, including members of the Board of Directors, to create greater

awareness about human rights issues. The Group has established consultation contacts both within and outside the Company and provides similar advisory functions for all harassment issues.

## Our Environment

In 2009, Nomura Group created both its Environmental Statement and Environmental Policy and, with the Environmental Activities Working Group as the core, the Group is proactively working to reduce the environmental impact of its business activities.

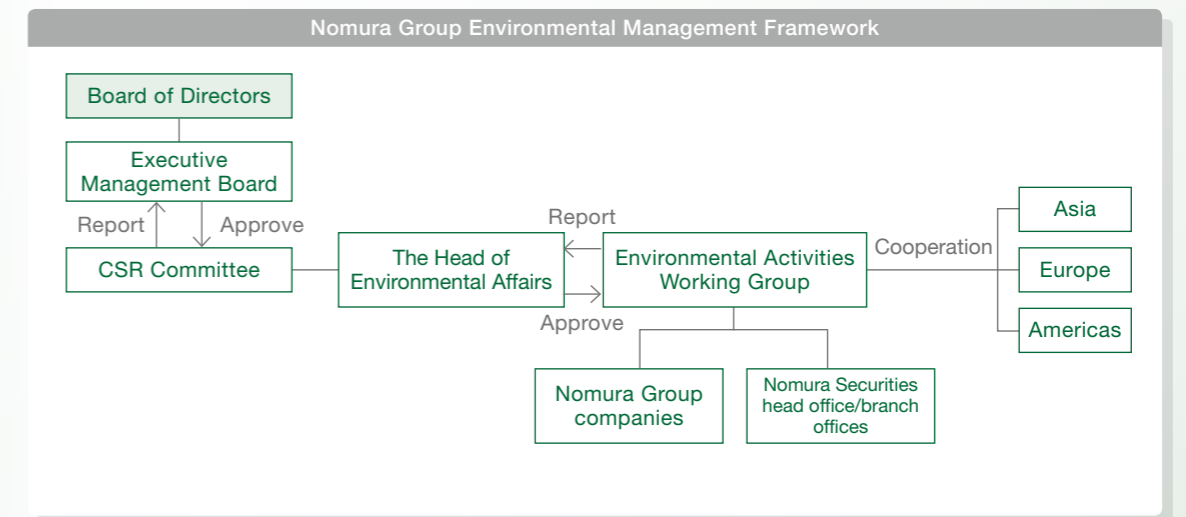
### Fundamental Approach and Environmental Management

The Code of Ethics of Nomura Group states, "Nomura Group is committed to acting in an environmentally responsible manner and should, therefore, approach environmental issues positively."

In Japan, we have established an environmental management system (EMS) and are implementing comprehensive environmental preservation activities to deal with environmental risks and issues. Our Environmental Activities Working Group, which is a Group-wide organization, meets once a month to monitor the progress of environmental preservation

activities. Also, to make sure the plan, do, check, action (PDCA) management approach is functioning, internal environmental audits are conducted periodically.

Our offices around the world are implementing environmental initiatives. For example, our London headquarters building obtained ISO 14001 certification in 2007 following an audit performed by a local accreditation body and has maintained its certification to the present.



### Environmental Targets

We set environmental goals for each year and closely manage the progress of our environmental preservation activities. In Japan, in line with the target to cut electricity consumption per square meter in FY2030/31 by 20% or more from FY2009/10, the Group is working to conserve resources and energy.

To deepen the understanding of environmental issues and conduct related educational programs, we have held an annual environmental training program for all Nomura Group employees since 2009. In FY2015/16, 94% of employees in Japan participated in this program.

Nomura Group Environmental Objectives and Progress (Japan)

	FY2015/16 targets	Assessments	FY2016/17 targets
Reduction of greenhouse gas emissions	Reduce domestic Nomura Group CO <sub>2</sub> emissions per square meter of floor space by 20% or more from FY2009/10	○ Reduction: 31.3%	Reduce domestic Nomura Group CO <sub>2</sub> emissions per square meter of floor space by 20% or more from FY2009/10
	Shift and maintain the percentage of fuel-efficient, low pollution leased vehicles of Nomura Securities at 95%	○ Switchover ratio: 99.9%	Reduce the CO <sub>2</sub> emissions per mileage driven of leased vehicles of Nomura Securities from the previous year
	Raise the wastepaper recycling rate at principal offices to 95%	○ Recycling ratio: 99%	Reduce the waste emissions volume at principal offices from FY2013/14
Effective use of resources	Have green products account for 85% of supplies request system items	○ Purchase ratio: 88.65%	Have green products account for 85% of supplies request system items
Reduction of paper usage	Reduce use of copy paper (as measured by the annual volume purchased) from the previous year	× 3.9% increase year on year	Reduce use of copy paper (as measured by the annual volume purchased) from the previous year
	Encourage electronic document delivery service	○ Accounts accepting electronic document delivery: 1.35 million	Encourage electronic document delivery service
Contribution to environment through Nomura's main businesses	Increase the number of financial products and services that help resolve social issues	○ Pursued underwriting and sales of sustainable development bonds to promote "social contribution-type investments"	Increase the number of financial products and services that help resolve social issues

Note: For further information on environmental objectives, please visit: <http://www.nomuraholdings.com/csr/environment/management>

Efforts to Address Climate Change

The proper management of climate change risk and the promotion of measures to deal with global warming will lead to solutions to social problems and will contribute to maintaining and increasing corporate value. Nomura Group, as a multinational corporation with offices around the world, is making every effort to help resolve climate change issues through its business activities and to reduce the impact of its business activities on the natural environment.

We collect and disclose environmental information, and, since FY2009/10, we have introduced third-party assurance verifications to ensure the reliability of this information (refer to page 78 for the third-party verification).

Nomura Group is working to lighten the impact of its activities on the environment through the purchase of green power. Our purchases of green power began domestically in 2006, and these reached a cumulative total of 60.76 million kWh. Beginning in 2014, we have set a goal of continuing these purchases of green power (from biomass power generation and other green sources) for three consecutive years, and it will be allocated to our principal domestic offices (located in Nihonbashi in Tokyo, Osaka, and Nagoya). In addition, at our offices in London and elsewhere in Europe, we make use of electric power generated by renewable energy sources, including hydroelectric power.

Going Paperless and Promoting Recycling

We are making efforts to more effectively use limited natural resources and reduce the environmental impact of our activities and assist in the creation of a recycling-oriented society. As part of our commitment to reducing paper usage, we continue to digitize prospectuses, reports, forms, and other documents.

Beginning in 2012, our initiatives have included providing all of our sales staff with tablet devices featuring digitized sales and marketing tools to enhance the quality of our services and further

reduce paper usage. We also use these devices for training and internal meetings.

We are also continuing to expand the range of documents that are distributed electronically for our Nomura Home Trade service.

During FY2015/16, approximately 11.13 million documents were delivered electronically.

In our offices, we are working to raise employee awareness of the amount of paper they use as part of our campaign to reduce paper consumption.

# Performance Review & Data Section

In this section, we present the basic information needed to understand the Nomura Group, beginning with our performance history, in addition to our Company-wide and business segment results for the fiscal year ended March 31, 2016 and Nomura Holdings' financial strategies.