

Corporate Governance

Unit	June 30, 2012	June 30, 2013	June 30, 2014	June 30, 2015	June 30, 2016	
Members of the board						
Board of Directors	No. of people	11	11	11	12	11
Outside Directors	No. of people	7	6	6	7	6
	Ratio (%)	64	55	55	58	55
Non-Japanese Directors	No. of people	3	3	3	3	3
	Ratio (%)	27	27	27	25	27
Female Directors	No. of people	1	1	1	1	1
	Ratio (%)	9	9	9	8	9

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	
Officers (Executive Officers and Senior Managing Directors)						
Men	No. of people	41	23	27	26	27
Women	No. of people	2	2	2	2	2
Ratio of women	%	4	8	6	7	7

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	
Board of Directors meetings						
No. of times held	No. of times	10	11	10	10	10
Average attendance rate	%	95	97	98	99	100

Client Focused

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	
Caseload at Customer Help Desk Department (Nomura Securities)						
Total	No. of cases	5,005	5,693	7,010* ¹	5,540	5,767
Complaints	No. of cases	3,012	3,409	4,023* ²	2,537	2,771
Inquiries	No. of cases	1,836	2,119	2,730	2,766	2,749
Opinions and requests	No. of cases	13	23	55	81	128
Other	No. of cases	144	142	202	156	119

*1 The increase in the caseload in FY2013/14 was due to a rise in the number of incoming calls and heavy demand on telephone circuits.
*2 Of the total, 69 calls were related to the handling of customer information.



Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	
Branches that are barrier-free and have AEDs (Nomura Securities)						
Certified universally accessible	No. of branch offices	30	30	30	30	33
Wheelchair-accessible toilets	No. of branch offices	80	81	78	78	83
Wheelchair-accessible elevators	No. of branch offices	54	57	66	66	68
With steps removed from entrances and exits (with ramps, elevators, or no steps)	No. of branch offices	140	139	129	130	128
With installations to mitigate entrance and exit steps (railings or reduced step heights)	No. of branch offices	14	13	13	14	14
Percentage of branches equipped with AEDs (automated external defibrillators)	%	—	—	100	100	100
Percentage of branches with personnel designated to provide assistance to seniors	%	—	—	80	80	80

Unit	January 2012	December 2013	August 2014	January 2015	February 2016	
Results of customer satisfaction surveys at branch offices (Nomura Securities)						
Extremely satisfied/satisfied	%	—	81.6	81.4	80.9	82.1
Neither satisfied nor dissatisfied	%	—	15.7	16.3	16.3	15.1
Extremely dissatisfied/dissatisfied	%	—	2.7	2.2	2.8	2.8

Unit	FY2012/13	FY2013/14	FY2014/15	FY2015/16	
Social contribution-type bonds (Nomura Securities)					
Name of bonds issued	ADB Clean Energy Bonds/ IFC Bonds	ADB Clean Energy Bonds/ ADB Water Bonds/ AfDB Education Support Bond/ IFC Bonds/ IFC Green Bonds/ EIB Bonds	ADB Bonds/ADB Water Bond/ AfDB Food Safety and Security Bond/ IADB Bonds/IBRD Bonds/IBRD Green Bonds/ IFC Bond/IFC Green Bond	ADB Bonds/IADB EYE Bonds/ IBRD Bonds/IFC Bonds/ NIB Bonds	
Bonds issued	Number	14	11	19	24
Proceeds	Millions of yen	76,883	95,960	159,145	72,310

Dialogue with Stakeholders

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	
Community contribution expenditures						
Total	Millions of yen	1,235	1,348	1,323	1,457	1,325
Education	Millions of yen	582	556	604	530	562
Arts, culture, and sports	Millions of yen	106	81	66	333	102
Science and academic achievement	Millions of yen	83	129	117	114	120
Community contribution	Millions of yen	200	199	190	161	162
Welfare and health	Millions of yen	49	79	39	85	79
Environment	Millions of yen	43	47	84	34	29
Human rights and labor	Millions of yen	3	4	20	19	39
Disaster relief	Millions of yen	71	88	78	68	56
Other	Millions of yen	103	171	129	113	176

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	Cumulative total	
Participants and materials in financial and economics education							
Visiting classes (elementary, junior, senior high schools, universities, teachers)	No. of schools	22	31	56	265	304	731
	No. of participants	1,087	1,865	2,825	9,836	9,637	28,470
Financial courses for universities	No. of schools	115	114	112	108	106	1,654
	No. of participants	12,000	11,000	11,000	11,000	11,000	217,000
Financial courses for the general public	No. of courses	536	444	531	566	412	7,546
	No. of participants	27,839	21,696	23,897	24,712	14,958	380,724
Nikkei Stock League	No. of teams	1,420	1,287	1,484	1,361	1,429	24,500
	No. of members	5,741	5,120	5,699	5,167	5,587	97,066
 Teaching material for elementary schools (The Economics Classroom, "The Framework of Society and the Role of Money")*	No. of schools	120	396	227	366	361	3,670
	No. of copies	5,000	17,422	14,639	24,170	21,377	282,608
 Teaching material for junior high schools (The t-shirt shop)*	No. of schools	180	387	215	161	79	4,722
	No. of copies	17,200	17,326	12,162	15,380	5,928	447,996

*The total volume of learning materials donated to elementary and junior high schools by Nomura Holdings

Developing Human Resources Who Respect Diversity

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	
Education and training expenses						
Total	Millions of yen	2,033	2,441	2,515	2,972	2,880
Japan	Millions of yen	1,468	1,907	1,978	2,076	2,020
Europe	Millions of yen	133	108	81	115	225
Americas	Millions of yen	280	233	262	573	426
Asia-Pacific	Millions of yen	153	193	194	208	209

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	
Participation in education and training*						
Total	Aggregate no. of hours	225,184	254,117	406,602	507,639	589,242
	Aggregate no. of participants	21,928	22,048	89,657	132,672	211,014
Japan	Aggregate no. of hours	169,385	208,087	284,920	333,305	307,295
	Aggregate no. of participants	11,965	12,081	12,325	14,398	16,294
Europe	Aggregate no. of hours	2,766	1,732	26,117	48,434	137,565
	Aggregate no. of participants	977	647	21,822	41,654	62,077
Americas	Aggregate no. of hours	7,390	7,204	7,811	15,439	17,589
	Aggregate no. of participants	1,182	1,794	5,598	12,255	25,122
Asia-Pacific	Aggregate no. of hours	45,643	37,094	87,754	110,461	126,793
	Aggregate no. of participants	7,804	7,526	49,912	64,365	107,521

*Certain subsidiaries and affiliates were excluded from the number of participants in internal education and training in Europe, the Americas and Asia as the data was compiled based on persons registered through the Wholesale Division's internal training system.

Developing Human Resources Who Respect Diversity

	Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16
☑ Composition of employees*1						
Total	No. of employees	27,168	26,242	26,019	28,672	28,865
	Ratio of male employees (%)	62	62	62	62	62
	Ratio of female employees (%)	38	38	38	38	38
Japan	No. of employees	15,145	15,004	15,062	15,973	16,083
	Ratio of male employees (%)	56	57	56	58	58
	Ratio of female employees (%)	44	43	44	42	42
Europe	No. of employees	4,014	3,618	3,461	3,485	3,424
	Ratio of male employees (%)	70	70	71	71	71
	Ratio of female employees (%)	30	30	29	29	29
Americas	No. of employees	2,420	2,271	2,281	2,449	2,503
	Ratio of male employees (%)	74	74	74	74	74
	Ratio of female employees (%)	26	26	26	26	26
Asia-Pacific	No. of employees	5,589	5,349	5,215	6,765	6,855
	Ratio of male employees (%)	66	65	64	61	61
	Ratio of female employees (%)	34	35	36	39	39
☑ Ratio of employees by region						
Total	%	100	100	100	100	100
Japan	%	56	57	58	56	56
Europe	%	15	14	13	12	12
Americas	%	9	9	9	9	8
Asia-Pacific	%	20	20	20	23	24
☑ Number of new hires*2						
Total	No. of employees	3,359	2,554	2,920	2,934	2,868
Japan (Nomura Holdings, Nomura Securities)	Men (No. of employees)	573	446	507	482	537
	Women (No. of employees)	495	581	522	363	395
Europe	Men (No. of employees)	663	307	503	389	286
	Women (No. of employees)				121	119
Americas	Men (No. of employees)	478	361	418	382	313
	Women (No. of employees)				128	111
Asia-Pacific	Men (No. of employees)	1,150	859	970	718	714
	Women (No. of employees)				351	393
☑ Composition of managers						
Total	Men	7,299	7,024	6,913	7,095	7,165
	Women	1,064	1,055	1,031	1,234	1,370
	Ratio of women (%)	13	13	13	15	16
Japan (Nomura Holdings, Nomura Securities)	Men	3,623	3,549	3,480	3,437	3,345
	Women	205	219	218	236	270
	Ratio of women (%)	5	6	6	6	7
Europe	Men	1,693	1,557	1,507	1,479	1,503
	Women	325	315	290	311	335
	Ratio of women (%)	16	17	16	17	18
Americas	Men	1,060	1,016	1,028	1,093	1,123
	Women	243	234	234	250	276
	Ratio of women (%)	19	19	19	19	20
Asia-Pacific	Men	923	902	898	1,086	1,194
	Women	291	287	289	437	489
	Ratio of women (%)	24	24	24	29	29

*1 Composition of employees: The figures cover Nomura Group on a consolidated basis. In FY2013/14 and prior years, some subsidiaries were not included in the scope of the calculations.
 *2 Number of new hires: In Asia-Pacific, certain subsidiaries were not covered in the data for FY2014/15. Those not covered included Capital Nomura Securities Public Company Limited (CNS) and Nomura Asset Management Taiwan Ltd.
 Please refer to standards for calculation (<http://www.nomuraholdings.com/csr/data/>).

Our Environment

	Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	
☑ GHG Emissions							
Scope 1: Direct emissions*1	Japan	t-CO ₂	2,373	2,247	2,207	2,107	1,986
	Europe	t-CO ₂	1,299	1,318	1,131	797	752
	Americas	t-CO ₂	0	0	46	69	72
	Asia-Pacific	t-CO ₂	76	76	143	143	169
Scope 2: Indirect emissions*1	Japan	t-CO ₂	34,214	38,988	42,300	40,965	39,065
	Europe	t-CO ₂	21,629	16,842	17,334	14,164	12,822
	Americas	t-CO ₂	12,208	11,672	10,143	13,486	11,975
	Asia-Pacific	t-CO ₂	24,357	24,323	21,601	22,007	21,892
Scope 1, 2 Emissions per employee	Japan	t-CO ₂	2.4	2.8	3.0	2.9	2.7
	Europe	t-CO ₂	6.9	6.2	6.0	4.6	4.3
	Americas	t-CO ₂	5.0	5.1	4.5	5.5	4.8
	Asia-Pacific	t-CO ₂	5.0	5.4	4.9	4.3	4.2
Scope 3 Emissions from employee travel*2 (Air, rail, and automobile travel)	Japan	t-CO ₂	18,505	17,919	18,729	20,823	22,013
	Europe	t-CO ₂	9,446	9,728	9,253	8,127	7,651
	Americas	t-CO ₂	6,060	5,124	5,561	4,349	4,966
	Asia-Pacific*3	t-CO ₂	11,883	11,057	9,552	10,575	11,587
☑ Energy Consumption							
Direct energy consumption (Natural gas, etc.)*4	Japan	MWh	12,664	11,948	11,729	11,229	10,573
	Europe	MWh	6,981	7,025	6,210	4,438	4,201
	Americas	MWh	0	0	225	340	355
	Asia-Pacific	MWh	272	800	608	611	732
Indirect energy consumption (Purchased electric power)*4	Japan	MWh	74,648	74,293	74,117	72,780	70,520
	Europe	MWh	50,091	38,679	41,164	30,836	30,133
	Americas	MWh	16,194	16,104	15,896	22,148	21,882
	Asia-Pacific	MWh	27,474	28,012	26,942	27,862	26,720
Including, Green electric purchase power*5 (Purchased cooling and heating power)	Japan	MWh	7,424	6,329	6,317	32,626	34,652
	Europe	MWh	20,550	17,523	15,258	12,400	11,971
	Americas	MWh	0	0	0	0	0
	Asia-Pacific	MWh	10,047	7,924	2,220	238	140
☑ Environmental Resource Efficiency	Japan	Thousand m ³	2,352	1,907	1,731	1,694	1,617
	Europe	Thousand m ³	188	178	177	171	170
	Americas	Thousand m ³	136	124	124	97	115
	Asia-Pacific	Thousand m ³	4	4	13	26	30
Copy paper consumption*7	Ton	33	45	45	48	36	
Amount of waste generated*8	Ton	820	759	746	1,041	1,083	
	Ton	1,223	1,904	2,659	2,281	2,540	

The scope 1, 2, and 3 classifications follow The Greenhouse Gas Protocol (GHG Protocol): <http://www.ghgprotocol.org/>
 The coverage by region is as follows:
 Japan: The Group companies located in Japan (<http://www.nomuraholdings.com/company/group/>)
 Europe: Offices in London, Paris, Frankfurt, Zurich, Madrid, Milan, and Luxembourg
 Americas: Offices in New York and Instinet offices
 Asia-Pacific: Offices in Hong Kong, Singapore, India, Dalian, and Bangkok
 However, data on air transportation in scope 3 are compiled based on corporate data

*1. The Bangkok office was included in the scope for Asia from FY2014/2015
 *2. Data based on airline and long-distance railway travel in Japan and overseas purchased from specified travel agencies. Data for Japan, Europe, and the India, Hong Kong and Bangkok office components of Asia include emissions from automobiles in regular use.
 *3. Assurance-verified data for Asia totaled 10,275 t-CO₂ in FY2015/16 (Two offices in Hong Kong and one office each in Singapore, India and Bangkok)
 *4. As a result of improvements in data collection precision, figures on direct energy consumption in Japan for FY2014/15 were revised.
 *5. Data for FY2011/12 and FY2012/13 were comprised of Japan and the Frankfurt and Zurich offices for Europe. Additions to the scope for Europe were the Milan office from FY2013/14, the London office from FY2014/15, and the Luxembourg and Paris offices from FY2015/16.
 *6. Only the India office was included in the scope for Asia in FY2011/12.
 *7. Data for FY2011/12 and FY2013/14 were compiled based on paper purchased from specified suppliers by Nomura Securities for Japan, paper consumed by the London office for Europe, and paper consumed by the India and Hong Kong offices for Asia. From FY2014/15, the scope was expanded to include the Bangkok office for Asia, and from A4 paper to all copy paper purchased by Nomura Securities for Japan.
 *8. Data for FY2011/12 and FY2012/13 were compiled based on the Nihonbashi Head Office building and Dai-ni Edobashi Building in Tokyo, the Osaka Branch, and the Nagoya Branch for Japan, the London, Paris, Frankfurt, and Zurich offices for Europe, and the India office for Asia. Additions to the scope were the Urbarnet Otemachi Building in Tokyo, the Kyoto Branch, and the Okayama Branch for Japan, and the Hong Kong office for Asia from FY2013/14, the Luxembourg office for Europe from FY2014/15, and the Nomura Asset Management Head Office building in Tokyo for Japan from FY2015/16.