

Corporate governance

Unit	June 30, 2012	June 30, 2013	June 30, 2014	June 30, 2015	June 30, 2016	June 30, 2017	
<b>Members of the Board</b>							
Board of Directors	No. of people	11	11	11	12	11	<b>10</b>
Outside Directors	No. of people	7	6	6	7	6	<b>6</b>
	Ratio (%)	64	55	55	58	55	<b>60</b>
Non-Japanese Directors	No. of people	3	3	3	3	3	<b>1</b>
	Ratio (%)	27	27	27	25	27	<b>10</b>
Female Directors	No. of people	1	1	1	1	1	<b>1</b>
	Ratio (%)	9	9	9	8	9	<b>10</b>

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	FY2016/17	
<b>Officers (Executive Officers and Senior Managing Directors)</b>							
Men	No. of people	41	23	27	26	27	<b>33</b>
Women	No. of people	2	2	2	2	2	<b>1</b>
Ratio of women	%	4	8	6	7	7	<b>3</b>

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	FY2016/17	
<b>Board of Directors meetings</b>							
No. of times held	No. of times	10	11	10	10	10	<b>11</b>
Average attendance rate	%	95	97	98	99	100	<b>99</b>

Client Focused

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	FY2016/17	
<b>Caseload at Customer Help Desk Department (Nomura Securities)</b>							
Total	No. of cases	5,005	5,693	7,010* <sup>1</sup>	5,540	5,767	<b>6,003</b>
Complaints	No. of cases	3,012	3,409	4,023* <sup>2</sup>	2,537	2,771	<b>2,531</b>
Inquiries	No. of cases	1,836	2,119	2,730	2,766	2,749	<b>3,267</b>
Opinions and requests	No. of cases	13	23	55	81	128	<b>98</b>
Other	No. of cases	144	142	202	156	119	<b>107</b>

\*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	FY2016/17	
<b>Branches that are barrier-free and have AEDs (Nomura Securities)</b>							
Certified universally accessible	No. of branch offices	30	30	30	30	33	<b>32</b>
Wheelchair-accessible toilets	No. of branch offices	80	81	78	78	83	<b>83</b>
Wheelchair-accessible elevators	No. of branch offices	54	57	66	66	68	<b>66</b>
With steps removed from entrances and exits (with ramps, elevators, or no steps)	No. of branch offices	140	139	129	130	128	<b>132</b>
With installations to mitigate entrance and exit steps (railings or reduced step heights)	No. of branch offices	14	13	13	14	14	<b>12</b>
Percentage of branches equipped with AEDs (automated external defibrillators)	%	—	—	100	100	100	<b>100</b>
Percentage of branches with personnel designated to provide assistance to seniors	%	—	—	80	80	80	<b>86.7</b>

Unit	January 2012	December 2013	August 2014	January 2015	February 2016	February 2017	
<b>Results of customer satisfaction surveys at branch offices (Nomura Securities)</b>							
Extremely satisfied/satisfied	%	—	81.6	81.4	80.9	82.1	<b>83.7</b>
Neither satisfied nor dissatisfied	%	—	15.7	16.3	16.3	15.1	<b>14.3</b>
Extremely dissatisfied/dissatisfied	%	—	2.7	2.2	2.8	2.8	<b>2.0</b>

Unit	FY2012/13	FY2013/14	FY2014/15	FY2015/16	FY2016/17	
<b>Social contribution-type bonds (Nomura Securities)</b>						
Name of bonds issued	ADB Clean Energy Bonds/ IFC Bonds	ADB Clean Energy Bonds/ ADB Water Bonds/AIDB Education Support Bond/IFC Bonds/IFC Green Bonds/EIB Bonds	ADB Bonds/ADB Water Bond/ AIDB Food Safety and Security Bond/IADB Bonds/ IFRD Bonds/IFC Green Bonds/IFC Bond/IFC Green Bond	ADB Bonds/IADB EYE Bonds/ IFRD Bonds/IFC Bonds/NIB Bonds	ADB Bonds/AIDB Bonds/ IFRD Bonds/IFC Bonds/NIB Bonds	
Bonds issued	Number	14	11	19	24	<b>18</b>
Proceeds	Millions of yen	76,883	95,960	159,145	72,310	<b>78,118</b>

Dialogue with stakeholders

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	FY2016/17	
<b>Community contribution expenditures</b>							
Total	Millions of yen	1,235	1,348	1,323	1,457	1,325	<b>1,704</b>
Education	Millions of yen	582	556	604	530	562	<b>451</b>
Arts, culture, and sports	Millions of yen	106	81	66	333	102	<b>567</b>
Science and academic achievement	Millions of yen	83	129	117	114	120	<b>116</b>
Community contribution	Millions of yen	200	199	190	161	162	<b>189</b>
Welfare and health	Millions of yen	49	79	39	85	79	<b>53</b>
Environment	Millions of yen	43	47	84	34	29	<b>71</b>
Human rights and labor	Millions of yen	3	4	20	19	39	<b>12</b>
Disaster relief	Millions of yen	71	88	78	68	56	<b>61</b>
Other	Millions of yen	103	171	129	113	176	<b>184</b>

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	FY2016/17	Cumulative total	
<b>Participants and materials in financial and economics education</b>								
Visiting classes (elementary, junior, senior high schools, universities, teachers)	No. of schools	22	31	56	265	304	346	<b>1,077</b>
Since 2008	No. of participants	1,087	1,865	2,825	9,836	9,637	15,317	<b>43,787</b>
Financial courses for universities	No. of schools	115	114	112	108	106	104	<b>1,758</b>
Since 2001	No. of participants	12,000	11,000	11,000	11,000	11,000	11,200	<b>228,200</b>
Financial courses for the general public	No. of courses	536	444	531	566	412	304	<b>7,850</b>
Since 2003	No. of participants	27,839	21,696	23,897	24,712	14,958	10,926	<b>391,650</b>
Nikkei Stock League	No. of teams	1,420	1,287	1,484	1,361	1,429	1,618	<b>26,118</b>
Since 2000	No. of members	5,741	5,120	5,699	5,167	5,587	6,462	<b>103,528</b>
 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	378	<b>4,048</b>
	No. of copies	5,000	17,422	14,639	24,170	21,377	25,503	<b>308,111</b>
Since 2008								
 Teaching material for junior high schools (The t-shirt shop)*	No. of schools	180	387	215	161	79	56	<b>4,778</b>
Since 2006	No. of copies	17,200	17,326	12,162	15,380	5,928	4,664	<b>452,660</b>

\* 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	FY2016/17	
<b>Education and training expenses</b>							
Total	Millions of yen	2,033	2,441	2,515	2,972	2,880	<b>2,767</b>
Japan	Millions of yen	1,468	1,907	1,978	2,076	2,020	<b>2,094</b>
Europe	Millions of yen	133	108	81	115	225	<b>161</b>
Americas	Millions of yen	280	233	262	573	426	<b>299</b>
Asia-Pacific	Millions of yen	153	193	194	208	209	<b>213</b>

Unit	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	FY2016/17	
<b>Participation in education and training*</b>							
Total	Aggregate no. of hours	225,184	254,117	406,602	507,639	589,242	<b>562,289</b>
	Aggregate no. of participants	21,928	22,048	89,657	132,672	211,014	<b>195,819</b>
Japan	Aggregate no. of hours	169,385	208,087	284,920	333,305	307,295	<b>303,854</b>
	Aggregate no. of participants	11,965	12,081	12,325	14,398	16,294	<b>15,581</b>
Europe	Aggregate no. of hours	2,766	1,732	26,117	48,434	137,565	<b>94,550</b>
	Aggregate no. of participants	977	647	21,822	41,654	62,077	<b>44,325</b>
Americas	Aggregate no. of hours	7,390	7,204	7,811	15,439	17,589	<b>15,848</b>
	Aggregate no. of participants	1,182	1,794	5,598	12,255	25,122	<b>19,816</b>
Asia-Pacific	Aggregate no. of hours	45,643	37,094	87,754	110,461	126,793	<b>148,037</b>
	Aggregate no. of participants	7,804	7,526	49,912	64,365	107,521	<b>116,097</b>

\* 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	FY2016/17	
<b>Composition of employees*1</b>							
Total	No. of employees	27,168	26,242	26,019	28,672	28,865	<b>28,186</b>
	Ratio of male employees (%)	62	62	62	62	62	<b>61</b>
	Ratio of female employees (%)	38	38	38	38	38	<b>39</b>
Japan	No. of employees	15,145	15,004	15,062	15,973	16,083	<b>16,227</b>
	Ratio of male employees (%)	56	57	56	58	58	<b>58</b>
	Ratio of female employees (%)	44	43	44	42	42	<b>42</b>
Europe	No. of employees	4,014	3,618	3,461	3,485	3,424	<b>3,026</b>
	Ratio of male employees (%)	70	70	71	71	71	<b>70</b>
	Ratio of female employees (%)	30	30	29	29	29	<b>30</b>
Americas	No. of employees	2,420	2,271	2,281	2,449	2,503	<b>2,314</b>
	Ratio of male employees (%)	74	74	74	74	74	<b>74</b>
	Ratio of female employees (%)	26	26	26	26	26	<b>26</b>
Asia-Pacific	No. of employees	5,589	5,349	5,215	6,765	6,855	<b>6,619</b>
	Ratio of male employees (%)	66	65	64	61	61	<b>59</b>
	Ratio of female employees (%)	34	35	36	39	39	<b>41</b>
<b>Ratio of employees by region</b>							
Total	%	100	100	100	100	100	<b>100</b>
Japan	%	56	57	58	56	56	<b>58</b>
Europe	%	15	14	13	12	12	<b>11</b>
Americas	%	9	9	9	9	8	<b>8</b>
Asia-Pacific	%	20	20	20	23	24	<b>23</b>
<b>Number of new hires*2</b>							
Total	No. of employees	3,359	2,554	2,920	2,934	2,868	<b>2,266</b>
Japan (Nomura Holdings, Nomura Securities)	Men (No. of employees)	573	446	507	482	537	<b>526</b>
	Women (No. of employees)	495	581	522	363	395	<b>430</b>
Europe	Men (No. of employees)	663	307	503	389	286	<b>189</b>
	Women (No. of employees)	663	307	503	121	119	<b>94</b>
Americas	Men (No. of employees)	478	361	418	382	313	<b>227</b>
	Women (No. of employees)	478	361	418	128	111	<b>91</b>
Asia-Pacific	Men (No. of employees)	1,150	859	970	718	714	<b>425</b>
	Women (No. of employees)	1,150	859	970	351	393	<b>284</b>
<b>Composition of managers*3</b>							
Total	Men	7,299	7,024	6,913	7,095	7,165	<b>7,705</b>
	Women	1,064	1,055	1,031	1,234	1,370	<b>1,405</b>
	Ratio of women (%)	13	13	13	15	16	<b>15</b>
Japan	Men	3,623	3,549	3,480	3,437	3,345	<b>4,289</b>
	Women	205	219	218	236	270	<b>383</b>
	Ratio of women (%)	5	6	6	6	7	<b>8.2</b>
Europe	Men	1,693	1,557	1,507	1,479	1,503	<b>1,270</b>
	Women	325	315	290	311	335	<b>289</b>
	Ratio of women (%)	16	17	16	17	18	<b>19</b>
Americas	Men	1,060	1,016	1,028	1,093	1,123	<b>1,029</b>
	Women	243	234	234	250	276	<b>250</b>
	Ratio of women (%)	19	19	19	19	20	<b>20</b>
Asia-Pacific	Men	923	902	898	1,086	1,194	<b>1,117</b>
	Women	291	287	289	437	489	<b>483</b>
	Ratio of women (%)	24	24	24	29	29	<b>30</b>

\*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.  
 \*3 Composition of managers: The figures cover Nomura Group on a consolidated basis. In FY2015/16 and prior years, some domestic subsidiaries were not included in the scope of the calculations.  
 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	FY2016/17	
<b>GHG emissions</b>							
Scope 1: Direct emissions*1	Japan t-CO <sub>2</sub>	2,373	2,247	2,207	2,107	1,986	<b>2,005</b>
	Europe t-CO <sub>2</sub>	1,299	1,318	1,131	797	752	<b>772</b>
	Americas t-CO <sub>2</sub>	0	0	46	69	72	<b>72</b>
Scope 2: Indirect emissions*1	Asia-Pacific t-CO <sub>2</sub>	76	76	143	143	169	<b>173</b>
	Japan t-CO <sub>2</sub>	34,214	38,988	42,300	40,965	39,065	<b>36,783</b>
	Europe t-CO <sub>2</sub>	21,629	16,842	17,334	14,164	12,822	<b>11,786</b>
Scope 1, 2: Emissions per employee	Americas t-CO <sub>2</sub>	6,784	6,278	5,015	6,406	6,966	<b>6,168</b>
	Asia-Pacific t-CO <sub>2</sub>	24,357	24,323	21,601	22,007	21,892	<b>20,942</b>
	Japan t-CO <sub>2</sub>	2.4	2.8	3.0	2.9	2.7	<b>2.5</b>
Scope 3: Emissions from employee travel*2 (Air, rail, and automobile travel)	Europe t-CO <sub>2</sub>	6.9	6.2	6.0	4.6	4.3	<b>4.2</b>
	Americas t-CO <sub>2</sub>	2.8	2.8	2.2	2.6	2.8	<b>2.7</b>
	Asia-Pacific t-CO <sub>2</sub>	5.0	5.4	4.9	4.3	4.2	<b>4.2</b>
Energy consumption	Japan MWh	12,664	11,948	11,729	11,229	10,573	<b>10,654</b>
	Europe MWh	6,981	7,025	6,210	4,438	4,201	<b>4,329</b>
	Americas MWh	0	0	225	340	355	<b>359</b>
Direct energy consumption (Natural gas, etc.)	Asia-Pacific MWh	272	800	608	611	732	<b>743</b>
	Japan MWh	74,648	74,293	74,117	72,780	70,520	<b>68,372</b>
	Europe MWh	50,091	38,679	41,164	30,836	30,133	<b>30,713</b>
Indirect energy consumption (Purchased electric power)	Americas MWh	16,194	16,104	15,896	22,148	21,882	<b>20,236</b>
	Asia-Pacific MWh	27,474	28,012	26,942	27,862	26,720	<b>25,577</b>
	Japan MWh	7,424	6,329	6,317	32,626	34,652	<b>35,033</b>
Including, Green electric purchase power*4	Europe MWh	20,550	17,523	15,258	12,400	11,971	<b>12,320</b>
	Americas MWh	0	0	0	0	0	<b>0</b>
	Asia-Pacific MWh	10,047	7,924	2,220	238	140	<b>198</b>
(Purchased cooling and heating power)	Japan MWh	2,352	1,907	1,731	1,694	1,617	<b>1,723</b>
	Europe MWh	0	0	0	0	0	<b>0</b>
	Americas MWh	0	0	0	0	0	<b>0</b>
<b>Environmental resource efficiency</b>							
Water consumption*5	Japan Thousand m <sup>3</sup>	188	178	177	171	170	<b>168</b>
	Europe Thousand m <sup>3</sup>	136	124	124	97	115	<b>107</b>
	Americas Thousand m <sup>3</sup>	4	4	13	26	30	<b>29</b>
	Asia-Pacific Thousand m <sup>3</sup>	33	45	45	48	36	<b>35</b>
Copy paper consumption*6	ton	820	759	746	1,041	1,083	<b>1,018</b>
Amount of waste generated*7	ton	1,223	1,904	2,659	2,281	2,540	<b>2,658</b>

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. However, data on air transportation in scope 3 are compiled based on corporate data.  
 Japan: 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  
 \*1 The Bangkok office was included in the scope for Asia from FY2014/2015  
 Indirect emissions at offices located in New York were previously calculated using emission factors from the Emissions & Generation Resource Integrated Database of the United States Environmental Protection Agency for the NYLI, a decision made based on a conservative assessment.  
 However, the Company has since chosen to utilize emission factors for the NYCW based on an on-site survey aimed at improving the precision of data collection. Information on the impact of this change can be found on the Company's corporate website (<http://www.nomuraholdings.com/csr/data/>).  
 \*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 offices of Asia include emissions from regularly used automobiles.  
 \*3 Assurance-verified data for Asia totaled 9,723 t-CO<sub>2</sub> in FY2016/17. (Offices in Hong Kong, Singapore, India and Bangkok.)  
 \*4 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.  
 \*5 Only the India office was included in the scope for Asia in FY2011/12.  
 \*6 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.  
 \*7 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 Urbannet 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.