

# Strategy for Value Creation

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# Nomura Group's Value Creation Process

Creating additional value by connecting stakeholders

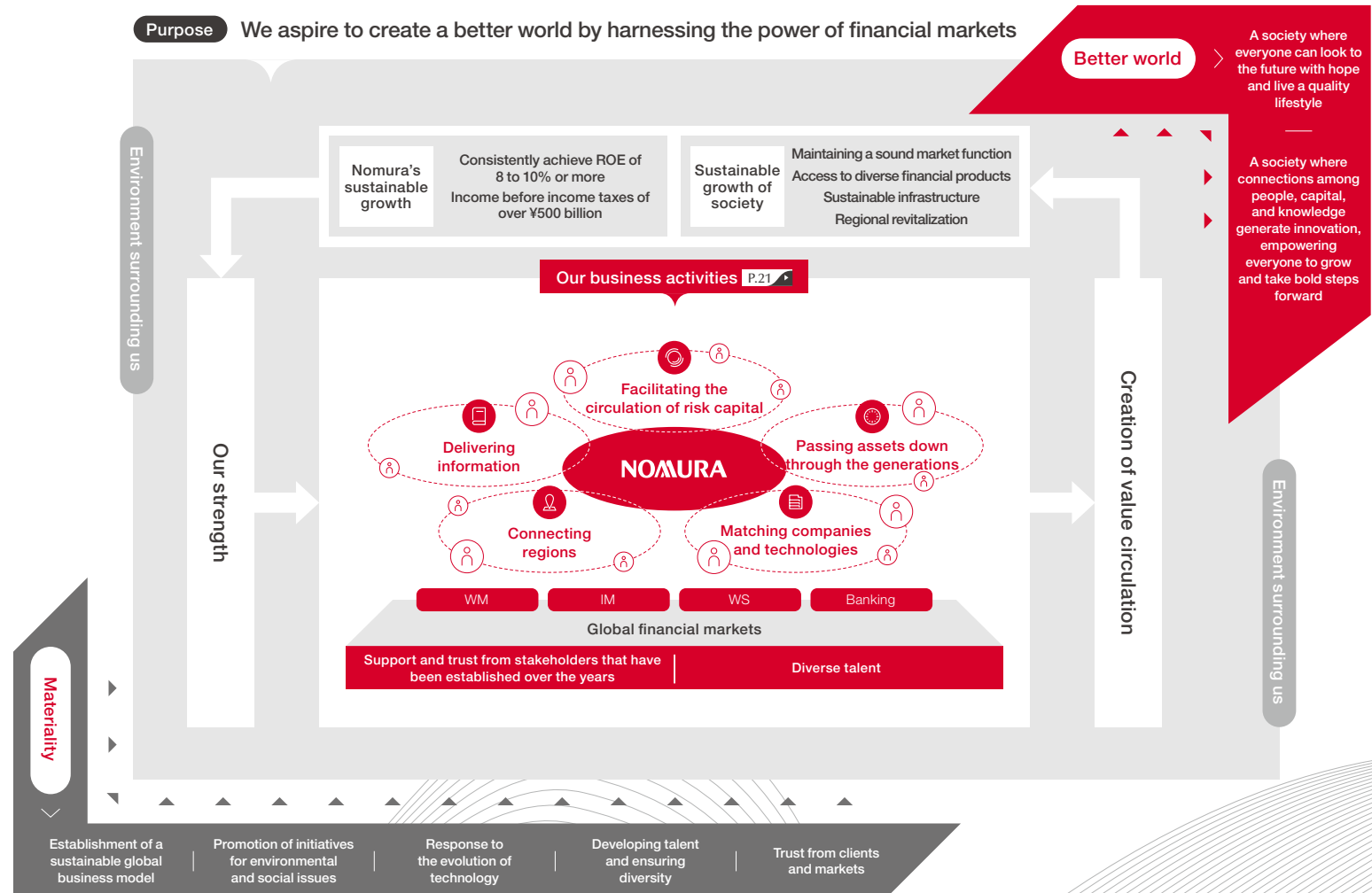
The Nomura Group began its history as a money changer and has grown over the past 100 years into a global financial group.

The essence of our business is not only to connect those who seek and those who provide funds and capital.

We identify various forms of "value" that exist around the world and seek out those who value them more. Sometimes, we may realize the value ourselves.

By connecting time, connecting regions, and providing liquidity and circulation to various forms of value, we believe that we can create additional value and deliver it to our stakeholders.

In this section, we introduce our efforts to create additional value by connecting various stakeholders through our business activities.

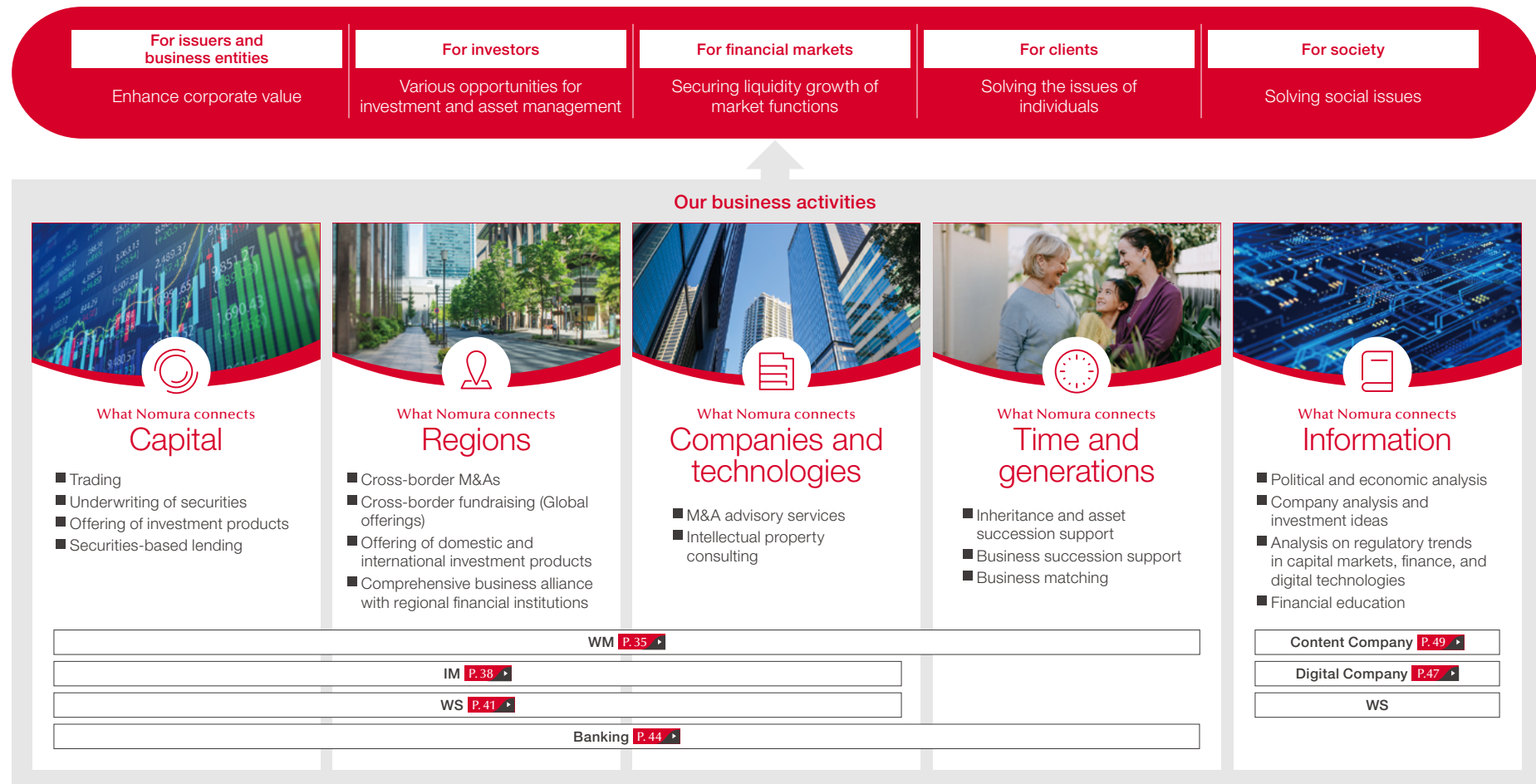


## Our business activities

-Creating additional value by connecting stakeholders-

Since the foundation of the Nomura Group, our source of value creation has been the circulation of funds and capital through a global platform. We have contributed to enriching society by supporting the financing of business entities and providing financial products such as stocks, bonds, and investment trusts to investors. We are also working

to create additional value through our business activities, such as integrating companies and/or acquiring niche areas/technologies through M&A, connecting money and businesses across generations by supporting business succession and inheritance, and circulating information by providing a wide range of research.

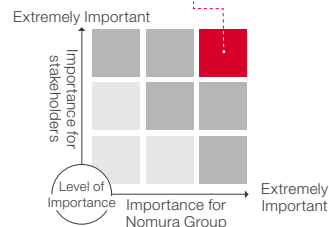


## Materiality 2025

Nomura Group identifies matters that have positive or negative impacts within the value creation process and that are important not only to the company but also to society and stakeholders as Nomura Group's Materiality. Materiality is reviewed annually based on changes in the external environment.

| Materiality  | Reasons for being identified as Materiality   | Awareness of risks/opportunities |   | Issues to work on  |
|--|---|----------------------------------|---|--|
| Establishment of a sustainable global business model         | To allow Nomura to create differentiated values by supplying liquidity to tangible and intangible assets including funds and capital, a global franchise is important and managing the franchise in a sustainable manner is indispensable.  | Risks                            | There is a risk of financial loss and loss of profit opportunities due to drastic changes in global dynamics caused by heightened geopolitical risk.  | ■ Diversification of business portfolios<br>■ Reduction of performance volatility primarily through appropriate resource distribution<br><a href="#">P. 23</a>   |
| Promotion of initiatives for environmental and social issues | Initiatives related to environmental and social issues are crucial for the realization of a sustainable society and enhancement of Nomura's corporate value. These initiatives include support for clients in their initiatives for sustainability (business structure and structural transformation initiatives, etc.), our own environmental activities, financial education, contribution to society, and support for innovation creation. | Risks                            | Physical damage primarily due to disasters, deterioration in the creditworthiness of business partners resulting mainly from climate change, and loss from market fluctuations  | ■ Sustainability-related business<br>■ Our own environmental activities<br>■ Financial education<br>■ Social contribution activities<br>■ Innovation creation support<br><a href="#">P. 51</a>   |
| Response to the evolution of technology                      | Diversification of service formats and workstyles due to the evolution of digital technology, advancement into new business domains, and response to digital crime are indispensable for enhancing corporate value through business expansion, increased profitability, and risk management.  | Risks                            | There are risks of a decrease in trust resulting from insufficient cybersecurity measures, as well as reduced revenue due to the decrease in transaction fee levels from online trades, loss of growth opportunities caused by delays in digital technology use.  | ■ Development of Digital Talent<br>■ Expansion of businesses related to digital assets<br>■ Cybersecurity measures<br><a href="#">P. 47</a>  |
| Developing talent and ensuring diversity                     | Realizing an organization that is sound, respects human rights and enables diverse talent to fully utilize their abilities leads to increased competitiveness, differentiation from other companies, promotion of innovation, and realization of advanced risk management.  | Risks                            | Incurring administrative penalties or paying compensation for damages due to overwork, reputational risk, decline in employee morale, stagnation in strategic execution due to talent outflow and inability to secure talent, and lack of adaptability to changes in the environment due to a lack of diversity | ■ Enhanced talent management cycle<br>■ Enhancement of educational and training opportunities<br>■ Promotion of Inclusion<br>■ Well-Being<br>■ Respect for human rights<br><a href="#">P. 53</a>   |
| Trust from clients and markets                               | For Nomura Group, which is based on the financial market, trust from society is crucial and is the foundation of every single business activity of Nomura.  | Risks                            | Loss of clients caused by loss of trust and financial loss due to deterioration of reputation   | ■ Enhancement of corporate governance<br>■ Sophistication of risk management<br>■ Compliance and Code of Conduct<br>■ Cybersecurity measures<br>■ Dialogue and information disclosure<br><a href="#">P. 60</a> <a href="#">P. 71</a> <a href="#">P. 73</a> <a href="#">P. 76</a> |

Purpose



### Process of identifying Materiality

Each year, we identify and determine materiality based on the following process.

#### 01 Organize the issues

Organize environmental and social issues based on non-financial information disclosure guidelines both in Japan and overseas, including the GRI Guidelines, SDGs, and stakeholder opinions, etc.

#### 02 Organize and integrate environmental awareness

Based on the external environment and issues identified in Step 1, we listed themes and specific content that should be addressed in the sustainable growth and development of Nomura itself and that of our stakeholders, including clients, shareholders and investors, society and the environment, employees, and business partners.

#### 03 Discussion among executive officer

Based on the results of Step 2, a draft of materiality was formulated based on the discussion among executive officers.

#### 04 Final decision

Based on the results of Step 3, the final decision was made after discussion and validity verification by the Sustainability Committee chaired by the Group CEO, referencing the opinions of outside directors.

\*The above process may be reviewed as needed based on changes in the external environment and other factors.