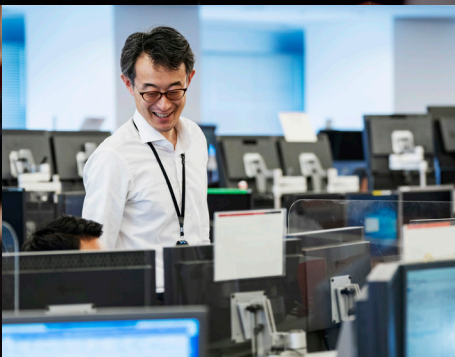




Nomura Holdings, Inc.  
Integrated Report

# Nomura Report | 2024






PURPOSE STORY

We aspire to create  
a better world by  
harnessing the power  
of financial markets







Nomura will celebrate its 100th anniversary on December 25, 2025. For our milestone 100th anniversary, we have created our new Group Purpose: We aspire to create a better world by harnessing the power of financial markets.

Since our founding, we have continued to take on new challenges, driven by our unwavering commitment to evolving and growing as a firm. Two years after our founding, we expanded overseas with the opening of our New York office. Since then, we have built a global network that connects Japan with the world and contributed to the development of financial markets.

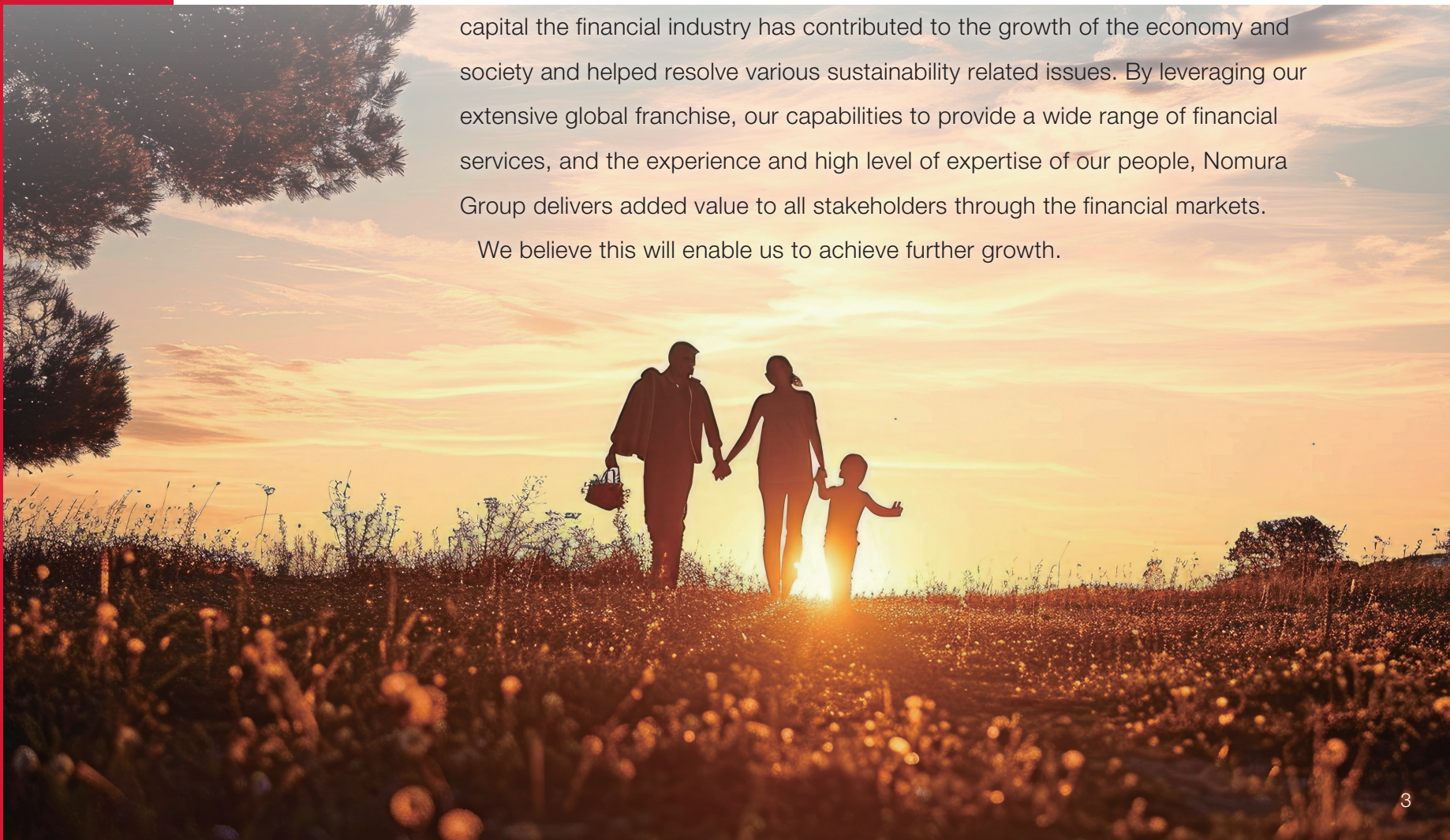
We have developed numerous pioneering financial products and services in Japan and helped our clients build their assets. At the heart of these efforts are the principles of contributing to society and all stakeholders through our business, passed down by our founder Tokushichi Nomura. These principles embody our *raison d'être*.



Amid profound structural changes in society and turmoil in the global environment, Nomura must continue to evolve to meet the expectations of society and help build a better world. People have diverse values and diverse ways of experiencing happiness, so this will look different for everyone.

While accomplishing these goals is challenging, by facilitating the flow of risk capital the financial industry has contributed to the growth of the economy and society and helped resolve various sustainability related issues. By leveraging our extensive global franchise, our capabilities to provide a wide range of financial services, and the experience and high level of expertise of our people, Nomura Group delivers added value to all stakeholders through the financial markets.

We believe this will enable us to achieve further growth.







**We aspire to create a better world by harnessing the power of financial markets**

We will continue to take on new challenges and harness the power of financial markets to create a better world with and for all stakeholders.

“ We look forward to being your trusted partner for the next 100 years and beyond ”

Nomura Group Corporate Philosophy

● **PURPOSE**

We aspire to create a better world by harnessing the power of financial markets

● **MANAGEMENT VISION 2030**

Reaching for Sustainable Growth

● **VALUES**

**Entrepreneurial Leadership**

With passion and courage, we continually innovate to meet the needs of our stakeholders

**Teamwork**

To build our values and 'Deliver Together', we promote diversity and collaboration across divisions and regions

**Integrity**

Personal integrity is paramount to us. We act honestly, fairly and openly





Director, President and Group CEO

Kentaro Okuda

# CEO Message



“ We aspire to create a better world by harnessing the power of financial markets ”

## Our Purpose

Companies around the world are increasingly being questioned about their reason for being. It is important they consider this as they scale up and generate profits to continue to exist.

That alone is not enough. Employees must also ask themselves why they work at the company. Our purpose journey started by asking questions about why we are relied on by society and thinking about what role we intend to play.

Nomura turns 100 next year. I want to make this milestone an important occasion for us to show our gratitude to our clients and other stakeholders who have supported us over the years. I also wanted to have our people think about their own purpose, why they work at Nomura and what they want to achieve with us.

As part of our activities in the lead up to our 100th anniversary, we launched the Nomura Purpose Journey project in 2021. The aim of the project was not to come up with a purpose statement. It was to make each employee think about their own personal purpose and discuss with their teams, managers, and colleagues. Over 10,000 people globally participated in various programs, giving them the opportunity to discover new things about themselves.

Our Purpose has three elements: Where do we find value, how can we contribute, and what role can we play?

In 2017, we defined our Mission as: “We help enrich society through our expertise in capital markets.”

We believe there is value in enriching society, not only economically but also to improve people’s wellbeing and the environment. A world where everyone is happy requires a personal touch adapted to the needs of each person. That is why we aim to provide products and services personally tailored just for you.

Our business is broader than just the securities business. We operate across the financial and capital markets.

The role of financial institutions is to make people’s lives better and contribute to social and economic development. We do this through the capital markets by connecting investors who supply funds to corporates and others who require funding.

We supply liquidity and support the flow of risk capital throughout the economy. This helps companies invest for growth and return the fruits of their success to investors who can build up their assets and reach for a better life. This in turn drives economic growth and advances society as a whole.

Two of the three elements of our Purpose were already included in our Mission. The last one, what role can we

play, means what can we do to create a better world. The answer is to move forward together with our clients and other stakeholders to help them achieve their aspirations and make things better.

This is equally important internally. We will support our people as they work towards achieving their aspirations. The whole Nomura Group will continue to take on new challenges to move closer to our ideal state.

Our Purpose is:

**“We aspire to create a better world by harnessing the power of financial markets”**

Now that our Purpose is defined, we have to work even harder to embed it across the firm and put it into action to deliver results. I look forward to working together with people who share our Purpose as we aim to achieve our targets.

By understanding their own personal purpose based on the Group’s Purpose, our people will be able to answer the question of why the work they do is important. That should boost motivation and help them grow as they bring their own personal touch to the work they do and deliver higher added value for our clients.

### Management Vision 2030

We have also set out a management vision for 2030 based on our new Purpose: Reaching for Sustainable Growth.

As we head to 2030, we aim to consistently achieve ROE of 8 to 10% or more and income before income taxes of 500 billion yen, which is roughly double the 273.9 billion yen we booked in the year ended March 2024.

Our strategy of expanding into private markets to supplement our public businesses remains unchanged as we work towards achieving these targets.

The path towards achieving our targets is clear: We will focus on further developing our global strategy, leveraging our Japan franchise. We will continue to increase stable revenues. Our business divisions will collaborate closely as they implement their own growth strategies. We will invest in new areas of growth and deliver value to address social issues. These efforts will help drive top line growth while we manage our cost base and allocate capital effectively to improve our earnings structure.

As we steadily grow businesses that generate stable revenues and capital-light businesses, Wholesale, which uses the most capital, will take a self-funding approach. The capital that becomes available through this will be redirected to new growth areas such as the Investment Management and Trust Banking businesses with the aim of boosting overall Group revenues.

To achieve a jump in ROE and income before income taxes, we will direct our efforts to continuously grow revenues from both capital-light and capital-intensive businesses.

### Private Assets

I believe that our future growth is dependent on our efforts in the asset management alternative private asset space. Being a leader in this area will provide us with a distinct advantage.

Since we established the Investment Management division three years ago in April 2021, alternative assets under management have tripled to 1.9 trillion yen. Several of our initiatives to expand into private markets have also started to bear fruit.

For instance, we launched Japan's first investment trust that invests in buyouts of unlisted companies. This privately placed fund invests in private assets using the J-Ships scheme for qualified investors.

Our Investment Banking businesses has also used the scheme to support fundraising transactions by startups, providing our clients with private equity and unlisted stock investment opportunities.

These are examples of how we are collaborating across divisions and outside the firm. New business opportunities lie in cross-divisional collaboration. We will continue to adopt new ways of thinking and accept

mistakes as we take on new challenges.

### Growing our Existing Businesses

We are not just looking at new sources of revenue. We recognize the importance of expanding and strengthening our current businesses.

For instance, one issue we have to address in Japan to further grow our revenues is to increase the number of high-net-worth clients.

We have seen steady results in our strategic alliances with regional financial institutions. For clients in prefectures where we only had one branch office and couldn't properly reach them, we are now able to provide them with information, our proposal, and products and services.

These tie-ups allow both parties to provide higher added value and bring about growth opportunities. We are also keen to contribute together to regional economies over the long term.

### Business-to-Business-to-Consumer

Our business model is dual-pronged with a business-to-business side targeting corporates and institutional investors and a business-to-consumer side targeting individual investors. Both businesses are highly competitive and the fact we operate in both areas is one



of our strengths.

A case in point is fundraising by corporates. We are well positioned to underwrite fundraising transactions thanks to the solid relationships of trust our Wholesale business has with corporates.

If these companies are looking at individual investors as new shareholders to complement institutional investors, our Wealth Management channel can connect them to individuals searching for investment opportunities, resulting in satisfied corporate and individual clients.

### Workplace Business

Our Workplace Business is the classical example of how our business-to-business-to-consumer strengths shine through. This is where we have onboarded many clients including entrepreneurs and employees of startups that have gone public, executives of listed companies, and high-net-worth individuals.

Competition to capture emerging wealth clients from an early stage is speeding up in international markets. This client segment has a strong potential to become high-net-worth clients as they are startup managers or employees with stock options yet to be cashed out.

We are addressing this not just through our Wealth Management business, but by the Group as a whole as we focus on making future high-net-worth individuals

Nomura clients as soon as possible.

### Trust Banking

Banking and lending are essential to support the high-net-worth business. We are enhancing our Trust Banking business amid the rising interest rate environment in Japan.

Nomura Trust and Banking celebrated its 30th anniversary last October. It has seen tremendous growth with outstanding loans nearly tripling over the past five years. Strategically, this is a very important business for us as we grow and strengthen our high-net-worth business amid rising interest rates.

In April this year, the company launched a publicly offered fund using the trustee single-party scheme, where only Nomura Trust and Banking as the trustee calculates the unit price, marking the first time in Japan that the scheme has been used for publicly offered investment trusts.

To build our Trust Banking business into our fourth division, we will step up collaboration across the Group, strengthen the management structure and expand the business so it can grow as an independent bank.

### Growth Markets: India and Middle East

India and the Middle East offer huge potential as new

locations for future investment.

We already have over 4,000 people in India. It is our second largest operation after Japan. Our onshore services business has been operating for over 15 years and we offer a full-service platform in Wholesale.

In the Middle East, we opened a Dubai office for our International Wealth Management business in December 2022.

As many Asian and Middle Eastern high-net-worth individuals run family businesses in addition to managing their assets, we are strengthening relations with shareholders who are also decision makers and plan to offer services for corporates.

### Global Network

As a global financial services group, we operate a network across approximately 30 countries and regions.

In Wholesale, about two thirds of our revenues come from our international business while the other third is generated by Japan-related businesses. Our global franchise built up over many years is the driving force behind our ability to generate over half of our revenues outside Japan.

Our platform doesn't just connect Japan and the world. We connect the Americas, EMEA and Asia together as well. We aim to leverage this platform to deliver optimal solutions that meet the needs of our

clients around the world. We are committed to making these connections to give our clients the best value possible.

### » Revisit Japan

Our Content Company established in July 2020 was the first to start reaching out to international investors after covid when it launched the Revisit Japan concept in March 2022 to convey the appeal of Japanese companies and equities.

In total, 44 analysts travelled to 34 cities in 18 countries and regions to hold over 1,000 one-on-one meetings. As a result, last fiscal year our Japan Execution Services posted its strongest revenues in ten years.

## Sustainable Finance

We believe it is our duty to help resolve social issues through our sustainable-related businesses to realize a sustainable society. We have a target of arranging 125 billion US dollars of sustainable financing over the five years from the year ended March 2022 to the year ending March 2026. We are proactively underwriting sustainable-related bonds globally and transition bonds in Japan.

Our efforts in arranging these types of bonds are

delivering results and we rank number one in Japan and top ten globally.

### » Infrastructure and Power Finance

Since setting up a dedicated Infrastructure and Power Finance team in the US in 2017, we have worked on over 15 billion US dollars of infrastructure and sustainable asset projects, over half of which were related to solar energy and other renewable energy.

We have also been involved in many projects in Japan, with our Japan-related business working on about 2 billion US dollars (¥300bn) of transactions. Our coverage in Japan is now in place and we will look to further strengthen our capabilities in our home market.

## Digital

Blockchain and crypto assets technologies are expected to play a central role in the future of finance.

### » Laser Digital

Nomura Group's digital asset subsidiary Laser Digital was established in Switzerland in 2022. In August 2023, we received an operating license approval from Dubai's Virtual Asset Regulatory Authority and we are now working to generate revenues in this market. We also

established a Japan office in October 2023 where we are strengthening collaboration across the Group and developing the business.

### » Security Tokens

As of the end of March 2024, Nomura Securities had been involved in 53.5 billion yen of fundraising via security tokens, cementing its position as an industry frontrunner with a market share of 43.8%.

Security tokens are digital securities that use technologies such as blockchain and have real estate, bonds, etc. as underlying assets. By using security tokens, individual investors can make small investments in large-scale real estate projects, something which was out of reach to them previously.

## Platform Outsourcing

We aim to open up new areas of business and grow revenues by making two of our in-house platforms widely available to third parties.

In 2021, we started providing a financial service platform focused on the financial product intermediary business. This was led by our strategic alliances with regional financial institutions and we have continued to steadily expand the business. Looking ahead, we aim to become an integrated platformer for the



securities industry.

Recently, we have seen an increase in requests from financial institutions asking us to take on their middle and back office functions for securities operations because it is too much of a burden for them to do by themselves. By offering our platform to cover these areas and contribute to the growth of the securities business, we believe can create a win-win partnership for both parties.

The other platform we can offer is for asset managers.

The Japanese government has announced the creation of a Japan-style Emerging Managers Program as part of their drive to promote the entry of new asset managers into the market.

The biggest barrier to entry is middle and back office functions. Systems used by major asset managers are costly, making them a heavy burden that can be a barrier to market entry. We believe we can take leadership here and build a platform that is easy for other asset managers to use.

In this way, we aim to be a platformer in Japan's securities and asset management businesses by opening up our infrastructure for use by other companies.

Before I became Group CEO, when I asked people what they thought of Nomura they would often say that we weren't contributing to society as much as we should, and that we were only thinking of ourselves. We have

proactively made proposals to address social issues and by offering our platforms to third parties, we will contribute to not only the industry but the overall economy.

To make this idea a reality, we are organizing internally and appointing people as we move with speed to step up collaboration with other companies.

### Executing Our Strategy Our People

Our diverse talent pool and wide range of values are the source of our competitive strengths. We conduct various initiatives based on the thinking that our people create added value as our greatest asset.

### Secondment to Venture Firms

Starting in fiscal 2022, we have offered a training program where employees are seconded to a venture company for one year. After passing an internal selection process, they contribute as a team member at the company, learning strategic planning, project management, and business management, while experiencing the speed and innovation of a venture firm.

Our people gained valuable experience at five companies in fiscal 2022, three in fiscal 2023 and four in fiscal 2024 across various industries. I would like to thank those companies that welcomed our people.

I have been briefed by those who returned from secondment. They say their thinking has changed completely from a year ago and that they were able to make many discoveries by looking at Nomura from the outside. I am truly pleased by the results and changes that this training is creating.

### Diverse Talent

Diversity is a key focus for us. Inclusion is essential to bring out the most from people of diverse backgrounds. Equally important is ensuring a fair system to evaluate people. I have been focused on creating and communicating such a system since taking over as Group CEO.

Diversity is also important to adapt to the changing environment. I believe diversity makes us stronger as a firm. I want to build on our tradition of advancing young people and leveraging people with diverse backgrounds and highly specialized expertise to boost the corporate value of Nomura Group.

Globally, it is natural to have a high percentage of mid-career hires. But even if you look just at Nomura Securities in Japan, about half of all new employees have experience working outside Nomura. Despite differences in hiring tracks, everyone receives the same training, evaluation, and advancement opportunities. Of the 18 new executives appointed in April this year, five

started their career outside Nomura.

A diverse workforce alone is not enough to invigorate an organization. We need the organization to be open to diverse values and ways of thinking to create an environment where everyone can be their true self. It is an important responsibility for me and the whole management team to facilitate that.

### Wellbeing and Diverse Ways of Working

As of April 2024, the percentage of women branch managers and department heads at Nomura Securities was 10.2%, beating our April 2025 target of 10% ahead of schedule.

Last October Nomura Securities in Japan introduced a childcare leave payment for employees taking childcare leave, regardless of gender. As part of the performance management for managers, we have introduced metrics around creating a workplace accepting of diversity, encouraging male employees to take childcare leave, and development of women talent. And we are reflecting initiatives on promoting understanding of diversity and equity in how we rate the performance of all employees.

This has resulted in the number of male employees taking childcare leave jumping 50% in the second half of the year ended March 2024 compared to the first half of the year. This has gained media attention and we are

hearing clients say Nomura has changed for the better.

### Employee Engagement

Employee engagement is another area we are keenly focused on. Communication is key as people must believe in what they are doing.

### Risk and Crisis Management

Developing and promoting risk culture and enhancing risk management remain key management issues for us.

To enhance our risk management, in addition to reinforcing our approach, including introducing specialized calculation technologies and hiring new people, the awareness and actions of each person is critically important.

We have a multi-layered risk management system with Three Lines of Defense underpinned by a policy of all executives and employees proactively taking responsibility for risk management.

To develop our risk culture we introduced an ethics, risk management, compliance and conduct (ERCC) rating for employees in Japan in 2020. This has now been rolled out to all employees globally across the Group.

There is no end to fostering risk culture and we will continue to implement initiatives in this area.

In 2023, we established the Resilience Department to

oversee our resilience as a firm, including managing our recovery and resolution planning.

IT strategy and responding to cybersecurity threats are urgent issues critical to ensuring proper risk management and efficient business operations. We are taking a comprehensive Groupwide approach and have appointed a Chief Information Security Officer. Our reference points include guidelines issued by the Japan Financial Services Agency and frameworks from various countries including the US National Institute of Standards and Technology cybersecurity Framework.

### Diverse Board of Directors

Enhancing corporate governance is an important for us to achieve our management targets.

We have been welcoming non-Japanese to our Board of Directors since 2010. Currently, two thirds of our Board are Outside Directors. Non-Japanese account for one third of the Board and a quarter of our directors are women.

In 2015 we set up the Outside Directors Meeting as a forum to periodically discuss our business and corporate governance issues. To further enhance our corporate governance, Outside Directors were appointed to chair our three committees in 2019.

As the diversity of our Outside Directors has increased, we have been receiving a wider range of



advice, which often includes critical feedback and tough questions. We have intense discussions and I feel the effectiveness of the Board has increased.

### New Challenges, Constant Change

Nomura Securities came to life in 1925 with only 84 people. Now, we operate across approximately 30 countries and regions with a global team of 27,000 from 90 nationalities. That remarkable growth is the result of responding to the trust our clients place in us and because we have remained an essential part of society.

Nomura is what it is today because we have relentlessly pursued new challenges and constantly evolved. Our founder once said: “Always strive to stay one step ahead. Standing still is retrogressive.”

No one can accurately predict how the world will change. People become worried because they think it won't change. That is why it is important to accept change and take the initiative to change yourself. If you stick to the same way of doing things, you will miss precious opportunities.

Naturally, change brings uncertainty. And standing up to that takes bravery. Being brave to take on a challenge no one has done before has been ingrained in Nomura's DNA since our founding.

Since taking over as Group CEO in April 2020, I have transformed how we do business and our various

systems, including human resources. I feel within the Group we have further developed our culture of creating change and taking on new challenges.

The current focus on Japan is an exciting opportunity for Nomura. By fully leveraging our global franchise and stepping it up a notch, we can deliver steady results and achieve sustainable growth.

We will put our Purpose into action as part of our business management to continue working towards achieving our targets.

Each of us at Nomura will work even harder to meet the expectations of our shareholders, clients, and other stakeholders.

Director,  
President and Group CEO

奥田健太郎

## CONTENTS

Purpose Story .....	1
CEO Message .....	5
At a Glance .....	14
Nomura Highlights .....	15

» As used in this report, references to the "Company" are to Nomura Holdings, Inc., while references to "Nomura" and "Nomura Group" are to Nomura Holdings, Inc. and its consolidated subsidiaries.

### » Special Note Regarding Forward-Looking Statements

This annual report contains forward-looking statements that are based on our current expectations, assumptions, estimates and projections about our business, our industry and capital markets around the world. These forward-looking statements are subject to various risks and uncertainties. Generally, these forward-looking statements can be identified by the use of forward-looking terminology such as "may," "will," "expect," "anticipate," "estimate," "plan" or similar words. These statements discuss future expectations, identify strategies, contain projections of our results of operations or financial condition, or state other forward-looking information.

Known and unknown risks including the COVID-19 pandemic, uncertainties and other factors may cause our actual results, performance, achievements or financial position to differ materially from any future results, performance, achievements or financial position expressed or implied by any forward-looking statement contained in this annual report.

## 01 Value Creation

Nomura Group's Value Creation .....	18
Special Feature :	
Contributing to Society by Facilitating the Circulation of Risk Capital. ....	19
» Supporting Our Clients' Growth .....	21
» Build Trust by Providing Products and Services that Meet Client Needs .....	23
» Building a Wealth Management Franchise in North Asia .....	26
» Building a Business Based on Client Relations .....	27
Materiality .....	29

## 02 Strategy for Value Creation

Strategy for Value Creation .....	32
CFO Message .....	35
Wealth Management Division .....	41
Investment Management Division .....	45
Wholesale Division .....	49
People Strategy .....	53
IT Digital Strategy .....	57
Sustainability .....	59

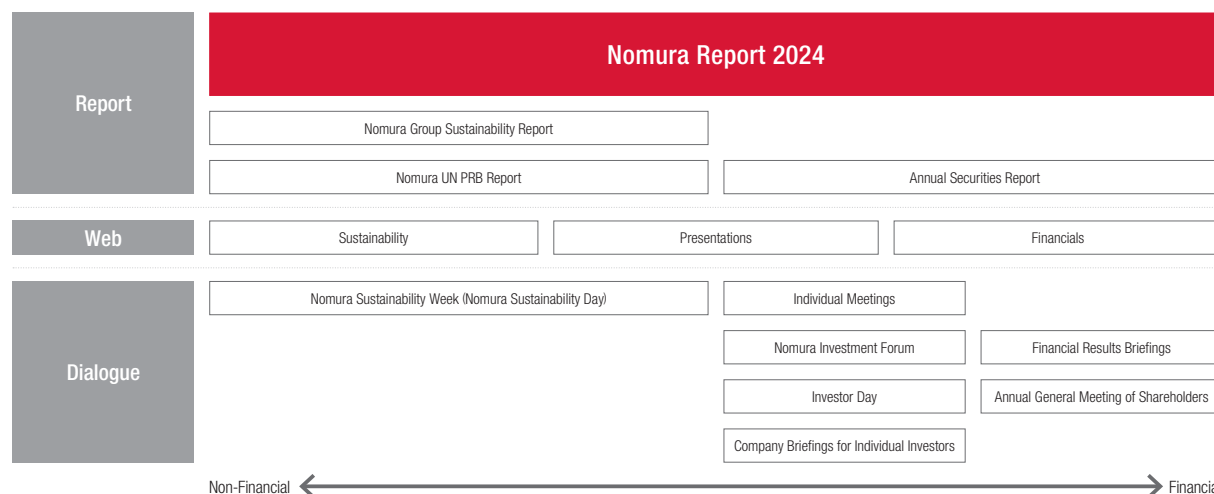
## 03 Value Creation Platform

Corporate Governance .....	68
Directors of Nomura Holdings .....	77
Conversation with Outside Director .....	79
Message from Newly Appointed Outside Director .....	82
Code of Conduct .....	83
Compliance .....	85
Whistleblowing System .....	87
Internal Audit .....	88
Risk Management .....	89
Resilience .....	93

## 04 Financial and Non-Financial Data

Financial Review .....	98
Key Financial Data .....	99
Eleven-Year Consolidated Financial Summary (US GAAP) .....	101
ESG Data .....	103
About Nomura Group .....	111

### ● Wide-Ranging Introduction of Strategies and Activities Targeting the Long-Term Enhancement of Corporate Value



Sustainability  
<https://www.nomuraholdings.com/sustainability/>



Financials  
<https://www.nomuraholdings.com/investor/summary/index.html>



20F  
[https://www.nomuraholdings.com/investor/library/sec/20f/240626/240626\\_e.pdf](https://www.nomuraholdings.com/investor/library/sec/20f/240626/240626_e.pdf)



# At a Glance

While maintaining and expanding its business foundation in Japan, its home country, Nomura Group leverages a solid track record and a global network to provide clients with a wide range of solutions as a partner.

## EUROPE

European Government Bond Trading Volume Share\*<sup>1</sup>

No. **5**

Samurai Bonds Ranking\*<sup>2</sup>

No. **2**

Euroyen Bond Ranking\*<sup>3</sup>

No. **2**

### EUROPE

Number of Employees (March 2024)

**3,053**

## ASIA • OCEANIA

Asia Credit Revenue Share\*<sup>4</sup>

No. **2**

Indian IPOs\*<sup>5</sup>

No. **2**

Kangaroo Bond Ranking\*<sup>6</sup>

No. **1**

### ASIA • OCEANIA

Number of Employees (March 2024)

**6,487**

(Including Powai, India)

## JAPAN

Accounts (March 2024)

**5.50** million

Retail Client Assets (March 2024)

Approx. **154** trillion yen

Assets Under Management (March 2024)

Approx. **89** trillion yen

Lead Underwriter Ratio of Japan Listed Companies\*<sup>7</sup>

Approx. **40** %  
Underwriter Ratio Approx. 60%

### JAPAN

Number of Employees (March 2024)

**14,870**

## AMERICAS

Underwriting Share of US Agency Mortgage Backed Securities\*<sup>8</sup>

No. **3**

US Listed Equity Options Revenue Share\*<sup>9</sup>

No. **5**

### AMERICAS

Number of Employees (March 2024)

**2,440**

Number of Group Employees (March 2024)

**26,850**

Nationality

Approx. **90**

Inclusion in ESG Indices

Member of  
**Dow Jones  
Sustainability Indices**  
Powered by the S&P Global CSA

**2024** MSCI ESG Leaders  
Indexes Constituent  
MSCI TERMS AND CONDITIONS



FTSE4Good



FTSE Blossom  
Japan Index



FTSE Blossom  
Japan Sector  
Relative Index

ESG Ratings (June 2024)

**FTSE**  
FTSE Russell ESG Ratings Overall ESG Score  
**4.5**

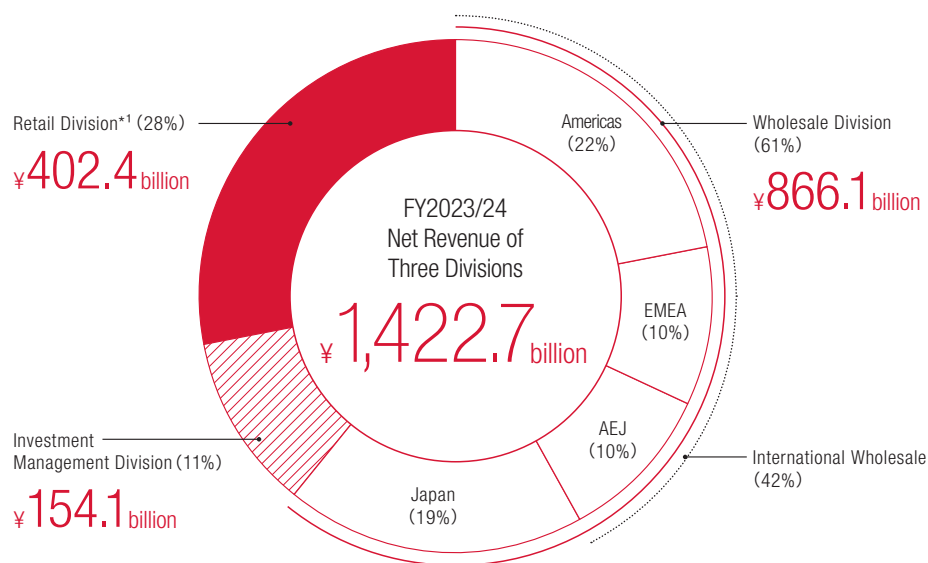
**ISS**  
ISS ESG Corporate Rating  
**C-**

\*<sup>1</sup> Source: Bloomberg, Jan. to Dec. 2023 \*<sup>2</sup> Source: Refinitiv, Jan. to Dec. 2023 \*<sup>3</sup> Source: Refinitiv, Jan. to Dec. 2023 \*<sup>4</sup> Source: Coalition Greenwich Competitor Analytics and Nomura Jan. to Dec. 2023 \*<sup>5</sup> Source: Bloomberg, The target population is foreign securities firms, with an average deal size of \$50 million per transaction in India (excluding infrastructure funds and REIT since January 2019). \*<sup>6</sup> Source: Bloomberg, Jan. to Dec. 2023 \*<sup>7</sup> Source: Nomura based on Kaisha Shikho (volume 3 summer 2024) by Toyo Keizai \*<sup>8</sup> Source: Bloomberg, Jan. to Dec. 2023 \*<sup>9</sup> Source: Third Party Research, Jan. to Dec. 2023

# Nomura Highlights

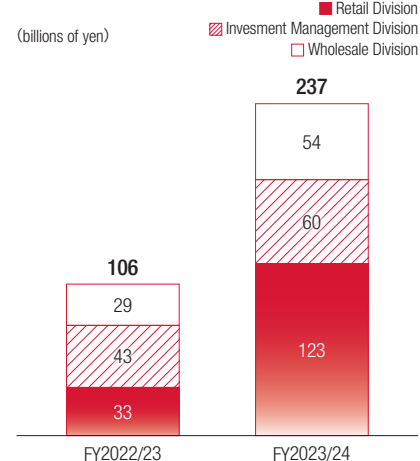
## Financial Highlights

For the fiscal year ended March 2024, net revenue and income before income taxes in all three core Divisions increased from the previous year, and ROE improved to 5.1%. Full year dividends per share were 23 yen (with a dividend payout ratio of 42%), and adding the 100 billion yen share buyback, total return ratio was 102%. As the share price rose, PBR also improved. We have been maintaining a solid financial capital with CET1 capital ratio of 16.2% at the end of March 2024.

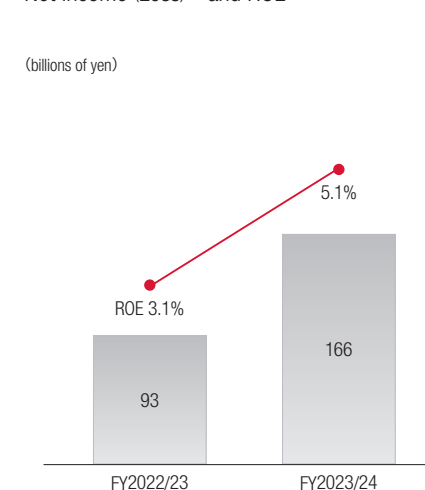


### < Financial Results >

#### Income Before Income Taxes of Three Divisions



#### Net Income (Loss)<sup>2</sup> and ROE



### < Shareholder Returns >

Dividends Payout Ratio

42%

Total Return Ratio

102%

### < Capital Adequacy >

CET1 Capital Ratio<sup>3</sup>

16.2%

### < Share Price, etc. >

Share Price (March 2024)

¥977.6

PBR<sup>4</sup>

0.81<sub>x</sub>

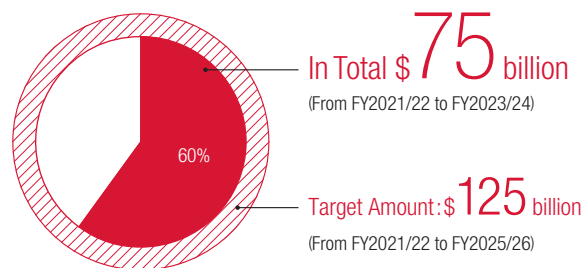
<sup>1</sup>1 Changed division name to Wealth Management in April 2024. <sup>2</sup>2 Net income (loss) attributable to Nomura Holdings Shareholders. <sup>3</sup>3 CET1 capital ratio is defined as Tier1 capital minus Additional Tier1 capital divided by risk-weighted assets. <sup>4</sup>4 Based on March 2024 share price.



## Sustainability Highlights

In an increasingly important theme of responding to sustainability, the fiscal year ended March 2024, we have a solid achievement in our business activities, including sustainable finance, and also in our own initiatives. Under our Purpose “We aspire to create a better world by harnessing the power of financial markets”, we will further promote these initiatives and strive to achieve a sustainable environment and society.

### Sustainable Finance, Capital Raised



### ESG Bond Underwriting

〈Japan〉 No. **1**<sup>\*1</sup>    〈Global〉 No. **9**<sup>\*2</sup>

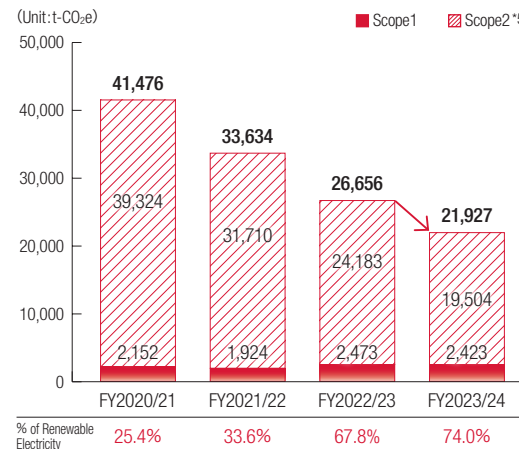
### Transition Bond Underwriting<sup>\*3</sup>

〈Japan〉 No. **2**

### ESG Product Lineup Total Sales<sup>\*4</sup>

¥ **800** billion

### GHG Emissions



### Coverage Rate of Donated Educational Materials to Elementary and Junior High Schools/Public Libraries

**100%**

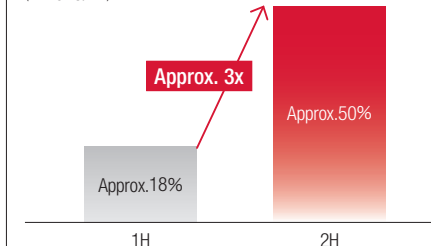
### Participants in the Financial Education Program for Employees (Nomura Securities)

Over **4,000**

### Global Mid-Career Hiring Ratio

Approx. **70%** (FY2023/24)

### Male Paternity Leave Ratio<sup>\*6</sup>



### Women Branch Managers/Department Head (Nomura Securities)

**10.2%**  
(April 2024)

Achieved The 10% Target 1 Year Early

### Women Managers (Nomura Securities)

**15.7%**  
(March 2024)

### Diverse Board of Directors

〈Outside Directors〉 **8/12**    〈Women〉 **3/12**    〈Non-Japanese〉 **4/12**

<sup>\*1</sup> Source: Bloomberg, underwriting of bonds in Japan compliant with ICMA (FY2023). <sup>\*2</sup> Source: Bloomberg, underwriting of bonds in SSA sector compliant with ICMA (2023). <sup>\*3</sup> Source: Nomura Securities, transition bond underwriting (FY2023).

<sup>\*4</sup> Duration: Apr. 2020 –Mar 2024; Products under Japan jurisdiction <sup>\*5</sup> Scope 2 emissions are calculated using the market-based method based on the GHG Protocol. <sup>\*6</sup> Calculated with the numerator being the “Number of male employees who took paternity leave for the first time for the same child during the applicable period” and the denominator being the “Number of male employees whose spouses gave birth during the applicable period.” If paternity leave is split up into different periods, only the first period of paternity leave is included in the calculation.

# 01

## Value Creation

### I N D E X

Nomura Group's Value Creation .....	18
Special Feature :	
Contributing to Society by Facilitating the Circulation of Risk Capital ....	19
» Supporting Our Clients' Growth .....	21
» Build Trust by Providing Products and Services that Meet Client Needs .....	23
» Building a Wealth Management Franchise in North Asia .....	26
» Building a Business Based on Client Relations .....	27
Materiality .....	29



# Nomura Group's Value Creation

## SOCIAL ISSUES

Environment Surrounding Us

Changing global dynamics

Increase in awareness of DEI, human rights, and human capital

Demand for enhancement of governance

Threats regarding natural capital, including the environment

Advancements in digital, AI technology, and threats

Changes in the domestic environment in Japan, including declining birthrate and aging population

## BUSINESS

Our Business Activities

Society and Environment

Contributing to the realization of a sustainable society through strengthening initiatives towards sustainability, including the enhancement of financial literacy

Clients

Provide financial services aimed at realizing a prosperous future for each client, Support and encourage client's innovation and challenges

Business Partner

Create new financial services and business expansion that capitalize on the strengths of both parties

Shareholders and Investors

Improving corporate value and delivering appropriate shareholder returns

Employees

Providing various growth opportunities, Utilizing diverse talents, Financial well-being

Diverse human capital with deep expertise  
► P.53

Strong business franchise in Japan and around the world  
► P.14

Capability to provide a wide range of financial services  
► P.19

Solid financial capital  
► P.15

Spirit to Take on Challenges

## FACILITATING THE CIRCULATION OF RISK CAPITAL

Wealth Management Division  
**WM**

Investment Management Division  
**IM**

Wholesale Division  
**WS**

Platform Supporting Business Activities

Corporate Governance	Code of Conduct	Compliance	Risk Management	Resilience
----------------------	-----------------	------------	-----------------	------------

## OUTPUT/OUTCOME

Provide Value to Society

### PURPOSE

We aspire to create a better world by harnessing the power of financial markets

## REACHING FOR SUSTAINABLE GROWTH

Management Vision for 2030

### NUMERICAL TARGETS

- Consistently achieve ROE of 8% to 10% or more
- Income before income taxes of over ¥500 billion

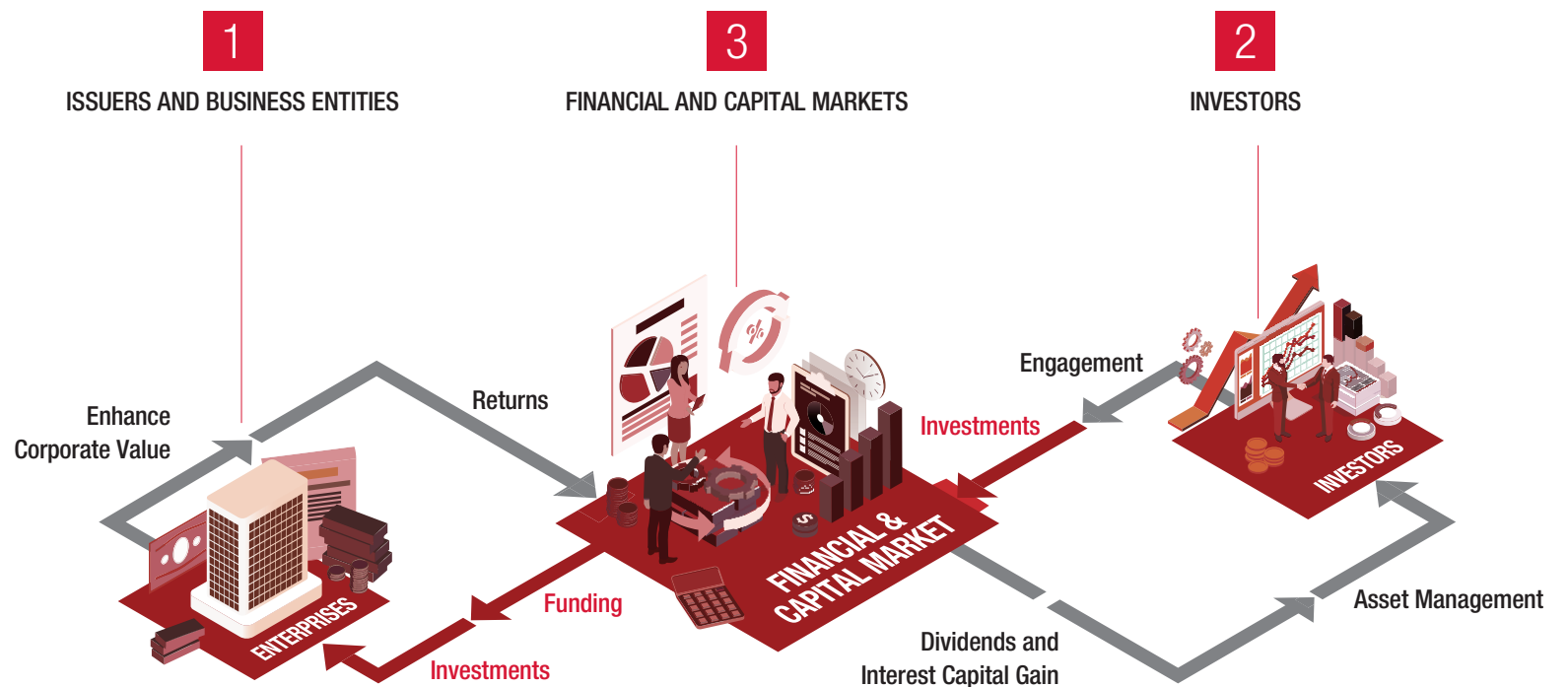
Sustainable Growth

# Special Feature

## OUR BUSINESS MODEL

# Contributing to Society by Facilitating the Circulation of Risk Capital

Since its founding, Nomura Group has been engaged in the development of the financial and capital markets, economic growth, and the realization of a prosperous future for its clients by connecting issuers who seek capital with investors who provide capital, and therefore facilitating the circulation of risk capital.



## 1 ISSUERS AND BUSINESS ENTITIES P.21

- Support client financing (IPOs, equity and bond issuances, securitization, etc.)
- Various proposals and support for improving corporate value (M&A, business restructuring, stock buyback, etc.)
- Support for business continuity and succession planning
- Various solutions for M&A and financing

Nomura Group supports issuers in financing, mainly through Investment Banking in its Wholesale Division, and provides advice on M&As and capital/business alliances. With a lead underwriter ratio of approximately 40% for domestically listed companies and approximately 60% including underwriters, Nomura is the only company that commands overwhelming shares in its home market while also establishing a full-fledged franchise outside of Japan. Furthermore, in Wholesale Division, Global Markets has an extensive access to institutional investors around the world. Nomura Group's investor network, global presence, knowledge and expertise also position ourselves as choice of clients around the world. In addition, Wealth Management Division operates the largest client franchise in Japan, particularly among high-net-worth individuals.

In recent years, a variety of management decisions have been made in Japan to reform governance and improve capital efficiency. We will continue to support our clients' growth strategies and initiatives to improve corporate value by leveraging the Group's collective strengths.

## 2 INVESTORS P.23

- Provide expert consulting for all clients assets
- Support for medium- to long-term asset building

Wealth Management Division aims to address our clients' concerns around "how to increase, protect and pass on assets" and to achieve their future financial goals through collaboration with our experienced and knowledgeable Sales Partners. We provide expert consulting services for all client assets, including asset management proposals, solutions for inheritance and succession planning, non-financial services such as real estate utilization, as well as support for corporate core businesses and various advisory services. We also provide medium- to long-term asset building support through provisions of highly convenient and unique services that combine people and digital tools, as well as offering a service for corporate employees and shareholding association members (Workplace Business).

In addition, to further expand our wealth management business in Asia, where rapid growth is expected, we have been promoting growth strategies for International Wealth Management under the Wholesale Division since 2020. In addition to Singapore and Hong Kong, we opened a Dubai branch and newly appointed a Head of North Asia in 2023. We are working to expand our client base while simultaneously expanding our product lineup.

## 3 FINANCIAL AND CAPITAL MARKETS P.27

- Provide liquidity in financial and capital markets and market making
- Structure tailor-made products
- Provide solutions addressing diverse financial needs

In Global Markets, which is part of Wholesale Division, Nomura plays a role of providing liquidity to the market through extending its balance sheet. The products lines managed in the secondary market are broadly divided into Rates, Credit, FX & Emerging, and Securitized Products. Nomura Group has a strong presence not only in Japan but also in the Americas, EMEA, and Asia. At the same time, it contributes to innovation in financial and capital markets by developing and structuring products that meet client needs. In this way, Global Markets plays the role of providing products to Nomura Group. For example, it provides solutions for rates and FX hedging in the event of M&A.

Another important role of Nomura Group is to provide solutions for the various investment needs of investors. Investment Management Division offers a wide range of investment products from traditional assets including listed stocks and bonds to alternative assets such as private equity, private debt, real estate and forest resources.



# Special Feature 1

Global Head of Investment Banking

Masahiro Goto



Masahiro Goto is Global Head of Investment Banking since April 2020.

He has a long career in M&A advisory business, including an experience at Wasserstein Perella & Co., Inc. in NY. In addition to his career as a banker covering Telecom Media Trading Company Sector and Machinery/Auto Industry Sector, he served as Co-Head of Investment Banking EMEA, Head of the team covering Trading Company & Financial Sponsors Sector, and Senior Managing Director responsible for multiple departments around capital markets business. He was appointed to Deputy President of Nomura Securities in April 2022.

## ISSUERS AND BUSINESS ENTITIES

### Supporting Our Clients' Growth

Within our Wholesale Division, Investment Banking supports our clients' various initiatives to pursue business strategies and enhance their corporate value. We interviewed Masahiro Goto, Senior Managing Director of Nomura Holding (Global Head of Investment Banking), about the current business environment and Investment Banking's business strategy.

#### How has the mindset of Japanese corporate management shifted in response to changes in the business environment over the past few years?

A major change that has affected their mindset is the heightened awareness of corporate governance. Managers have become increasingly aware of the importance of maintaining dialogue with their shareholders, optimizing capital efficiencies, and increasing profitability. On the institutional side, once "Guidelines for Corporate Takeovers" was announced, it activated more corporate actions. In addition to the unwinding of cross-shareholdings that has been ongoing, managers began to more seriously consider taking actions to efficiently allocate their limited capital to areas of future growth. For example, distributing the proceeds from sales of cross-shareholdings to new growth opportunities and restructuring their

business portfolios. We work very closely with many executives as trusted partners. I always advise our investment bankers to fully understand the conditions and situations impacting clients, to be able to think about corporate growth opportunities. We are expected to support corporate managers to create and execute future strategies and plans together, including determining which medium- to long-term growth strategies should be implemented, what capital policies should be adopted to execute upon these strategies, and how they should be announced both internally and externally, well before the decision is made.

#### Toward "Expanding scope of business from public to private markets," we are strengthening Equity Private Placement\*<sup>1</sup> (EPP) initiatives.

EPP is the business area that we

approach actively and globally. In Japan, the IB Private Business Promotion Department, established in 2022, plays a central role. Internationally, we allocated specialized bankers in North America, Europe, and Asia. Through global collaboration and cooperation with other departments including Wealth Management Division, we aim to create business opportunities and to acquire global projects. In last fiscal year, the first financing deal of "JSDA\*<sup>2</sup> Shares and Investment trusts for Professionals" called "J-Ships" was completed in Japan. We are working deliberately with a focus on quality over quantity or scale. In addition, we supported Oishii Farm's financing, a startup in US that grows strawberries in plant factories, and brought Japanese strategic investors which have significant synergy. While most of our targets are growing companies which need capital, we are expanding our private financing

“ Our mission is to respond to various concerns from our clients ”

capabilities through methods tailored to fit strategic, institutional, and professional investors. We will continue to support growing companies in both Japan and overseas.

\*1 Capital raising and investment by private companies and investors

\*2 Japan Securities Dealers Association

### Could you explain your overseas business?

We have built world-class sector coverage teams across GII (Greentech Industrials and Infrastructure), Consumer & Retail, and Financial Sponsors which are well aligned with our differentiated M&A, and Financing and Solutions franchises.

Going forward, we aim to improve our competitiveness and enhance our presence in overseas markets through leveraging our presence in Japan and strengthening our overall global capabilities and advisory businesses.

We aim to further raise productivity of each team by recruiting and effectively training talented personnel and by expanding the cross-selling opportunities arising from winning advisory mandates.

### What is the future strategy of Investment Banking, including its connection with the Group's purpose established in April 2024?

Our mission is to support our clients in enhancing their corporate value and prosper. In order to do so, we promptly respond to various concerns from our clients, and we strive to add value through global firm-wide collaboration. We believe Investment Banking takes a key role. In addition to traditional investment banking business, we will support the human capital management of companies working to improve employees' financial wellness through the Workplace Business, where we have

strong market share in Japan, in collaboration with Wealth Management Division.

We believe that transactions that leverage the power of financial markets will enhance the corporate and asset value of our clients, and thereby “create a better world” through promoting technological advancement, creating jobs, responding to sustainability issues, and enhancing Japan's global competitiveness.

# Special Feature 2

(From left)

Nagoya Branch Office Private Wealth Management Dept. II

**Koichiro Iwanami**

Workplace Consulting Dept.

**Yukiko Ono**

Head Office Sales Dept. IV

**Seiya Hidaka**

Digital Customer Service Dept.

**Ayumi Shimakawa**



## INVESTORS

### Build Trust by Providing Products and Services that Meet Client Needs

Since 2019, the Wealth Management Division has pursued a segment based approach aligning sales representatives (Partners) with client needs. In this section, we interviewed four Partners engaged in wealth management services across each segment.

#### What is your current role?

**Iwanami** Nomura's Private Wealth Management Department (PWM) covers UHNWI, corporate and owner clients, and I am currently working at Nagoya Branch Office PWM Department.

In the corporate and owner business, we provide support to address concerns related to clients' assets such as stock management and real estate, and corporate core business, in cooperation with headquarter departments. If our clients don't trust us, they will not share their concerns. We provide custom-made solutions and products that meet our client needs and receive fees in return for their trust, which is a very rewarding experience.

**Hidaka** I knew early on that I wanted to become a wealth management professional, so I joined a major bank as a graduate, and gained experience in sales for individuals and in banking for wealthy clients. I joined Nomura in May 2023, as a mid-career employee. Currently, I work in the Wealth

Management Department (WM), where I deal with the diverse concerns of high-net-worth clients in areas such as wealth management, estate planning, and real estate.

**Shimakawa** The Digital Customer Service Department (DCS), which I work under, has a mission of "Utilizing digital technologies to provide Nomura products and services to as many clients as possible and improve client satisfaction." We have about 200 Partners who use digital tools to provide non-face-to-face financial services to clients, and who effectively manage day-to-day dialogues with clients.

**Ono** I am currently working at the Workplace Consulting Department (WPC). Nomura's Workplace Business consists of B-to-B business, which supports corporate clients' human capital management through the utilization of workplace systems such as Employee Stock Ownership Programs (ESOP), and B-to-C business, which supports personal asset management for corporate executives and employees.

WPC is in charge of the latter. At WPC, we utilize digital tools and work together to come up with solutions to various issues encountered throughout our clients' life events to support them live an enriched life.

#### Nomura Group has quickly shifted to a segment based approach. What do you see as Nomura's strengths and points of differentiation?

**Shimakawa** I feel that we provide effective services by combining proposals from Partners and the use of digital technologies to meet client needs. Many of DCS' mass-affluent clients have simple needs. They either want to grow their assets appropriately for the future or they want to casually consult with a reliable financial institution. Understanding client needs by providing information and following up with the appropriate digital tools, and having Partners propose the most appropriate combination of portfolio products are new strengths and differentiators for





Head Office Sales Dept. IV

### Seiya Hidaka

Mainly in charge of providing various solutions to address overall asset issues, in addition to wealth management proposals, for HNWI and corporate clients in the region



Nagoya Branch Office Private Wealth Management Dept. II

### Koichiro Iwanami

Mainly in charge of providing various solutions to solve issues specific to clients, in addition to wealth management proposals for UHNWI clients, including corporates and their owners, both listed and unlisted



Workplace Consulting Dept.

### Yukiko Ono

Mainly responsible for supporting asset building through Workplace Business for listed company executives and employees



Digital Customer Service Dept.

### Ayumi Shimakawa

Mainly responsible for delivering combined digital and in-person services to mass affluent clients

Nomura that are not found in traditional face-to-face securities businesses or online brokers where users trade by themselves.

**Ono** At WPC, we allocate Partners by company. By exchanging information among Partners in charge of the same company and deepening understanding of various systems such as retirement benefits and corporate pensions plans, we are able to provide services that are best suited for each client. Since the majority of our clients are in the working generations, we have created a convenient environment to consult with Nomura. For example, every other week, we remain open on Saturdays and Sundays and we hold remote meetings during lunch breaks.

Nomura has an extremely high 41% share in ESOP by companies and 55% share by members. By providing comprehensive workplace services, including ESOP, we hope to raise awareness of Nomura as a trusted advisor with regular contact assuming the role of an “occupational physician

specialized in our clients financial health.” We also hope to be able to receive first calls from clients seeking advice on managing retirement funds upon reaching retirement age.

**Iwanami** I feel that the most important thing that has improved is knowledge accumulation as we have had our team members in charge of similar clients gather together on a regular basis. For example, my manager has a background in corporate finance, and I have a background in private banking, so by constantly sharing our knowledge about clients’ core business and stock management with team members and working together, we improve the overall level.

In addition, Partners proactively cooperate with related parties to make proposals to clients, which leads to improved human resources. For example, when we create proposals about taxes for stock management, we work together with a tax accountant. When we talk about real estate, we work together with a partner in real estate company.

As such, we arrange cooperation with related parties under the initiative of each of us. With this method, Partners gain clients’ trust and can engage with diverse businesses and grow professionally.

**Hidaka** I also feel that one of Nomura’s strengths is our Partners high level skill. A person with a lot of experience in the field serves as a branch manager or other management positions, and various ideas are brushed up by the team and put to use in daily operations.

### Regarding asset management business, which is a common theme for the three core Divisions, what are you focusing on?

**Ono** We are striving to further utilize Life Plan Simulation and Nomura Navigation (a tool for managing all asset portfolios) to provide solutions that meet the goals and alleviate concerns of our clients. In particular, when the timing of retirement approaches and clients start to plan their second life, since our clients have been holding stocks in ESOP for a

long time, the recent rise in stock prices has led to an increasing number of clients having a distorted asset portfolio, with ESOP accounting for 50% to 70% of their total assets. Quite a few clients have no experience in asset management other than ESOP. For these clients, we provide consulting services from the perspective of holding a balanced portfolio of assets to help them achieve their desired life plans.

**Iwanami** In regards to PWM, we are increasingly proposing private products as our clients’ needs are becoming more complex. Other companies have similar initiatives, but Nomura is the only company offering a broad lineup, leading to product differentiation. Our approach is not simply about suggesting clients to buy private products, but rather to analyze their portfolios and utilize private products as necessary while optimizing their balance sheets as a whole.

**Hidaka** At WM too, an increasing number of clients are seeking advice on how to pass the baton to the next generation, considering future inflation

and increased social insurance premiums. As part of our asset management business, we are working to provide insurance and testamentary trust solutions to meet such inheritance and succession needs in cooperation with our headquarter departments and tax accountants.

**Have client needs changed in response to hearing the government emphasize the importance of becoming a Leading Asset Management Center? What role is Nomura playing?**

**Shimakawa** I feel that clients are becoming more sensitive to inflation. An increasing number of clients, who were reluctant to invest now feel the need for asset management due to concerns about the future and consult us. The new NISA (Nippon (Japan) Individual Savings Account)\* is gaining traction, but many people do not know what to invest in amid the flood of information. One valuable resource is the presence of Nomura's Partners who understand our

\* A tax exemption program for small investments by individuals.

clients' values and can deliver solutions tailored to their individual preferences and goals. Through capitalizing upon our strengths in distributing a comprehensive set of products and services from both digital and Partner perspectives, Nomura's role is to attract and grow the assets of many clients interested in asset management, leading to a prosperous society.

**Ono** Against the backdrop of prolonged deflation, clients who originally thought that putting retirement money in risk-free savings was the best solution, have begun to seriously consider asset management amid rising interest rates and inflation. When we show them a simulation of the balance of financial assets reflecting the annual inflation rate of 2%, they saw that assets were declining faster than expected. We witness moments such as this one on a daily basis where clients begin to seriously consider asset management, thinking that assets might decline faster than expected with deposits alone.

In addition, with longer life spans,

clients are seeking long-term asset management rather than short-term profits. Our role is to provide meticulous services and solutions that fulfill clients' goals and solve their financial concerns, based on understanding their life cycles and assets.

**Hidaka** At WM, needs outside asset management are also increasing as well. For example, some corporate clients are finding it difficult to hire employees, so they want to establish and market benefits to attract candidates. For this reason, we provide services to support corporate core business, such as supporting them implementing a system that expand employee benefits. In addition, there is a growing need for individual clients to entrust us with asset management of their entire family assets, so an approach that takes into account assets on a whole basis is becoming more important. Nomura's role in this regard is to respond to the need for one-stop consultations.

**Iwanami** Corporate clients have also become aware of inflation, foreign

exchange fluctuations, and rising wages, and have begun to seriously consider alternative investment methods to deposit money. In response to such inquiries, we quantitatively show in the corporate balance sheet how much money should be invested, raise the level of satisfaction, and create proposals, including tailor-made products, that meets clients' goals. Our clients' concerns change over time. While keeping an eye on changes in the world and market trends, We will be constantly alert to changes in our clients thinking and situation and our Partners will aim to always be our clients' first choice.

## INVESTORS

# Building a Wealth Management Franchise in North Asia

We interviewed a leader in International Wealth Management who aims to expand his business through building long-term relationships and trust with his clients.



North Asia Head International Wealth Management

**Rudolf Hitsch**

Joined Nomura in 2023 as Head of International Wealth Management in North Asia. Prior to that, he spent 25 years at Western banks focusing on offshore private banking business supporting wealthy clients, primarily from mainland China. Leveraging his vast experience with China, his current role and responsibilities include expanding the overseas private banking business and increasing Nomura's footprint and operations in Hong Kong.

### **Drawing from your 25+ years of experience, working mostly in Western banks, what are the key transformations required from foreign banks to meet the demands of regional clients?**

Firms naturally have a tendency to replicate what works in their home market. To become a leading company however, you need to take account of differences between the home market and local markets. I witnessed several boom-and-bust cycles and observed that banks often end up adjusting their strategies well after markets have turned. I realized that it was much better to have a longer-term strategy, taking into account the cyclicity of this industry.

I also learned the importance of gaining the trust of clients. Many of them are self-made entrepreneurs. They did not become successful by listening to what other people thought would make sense, but by figuring out how to do something which other people thought cannot be done. It is important that we

provide them with a comprehensive platform and superior services with which they take and manage risk in their own preferred ways. Most clients tend to remember bankers' advice. For example, bankers sometimes encourage clients to slow down. It takes time but mutual understanding and trust can be built, and clients eventually learn to seek out bankers' advice.

### **Why did you join Nomura and where do you see opportunities for growth?**

Joining Nomura, already a powerhouse in Japan, with a focus on expanding our scale throughout other parts of Asia offers me the most exciting and entrepreneurial opportunities for years to come. Heightened geopolitical risk in Asia and a shift from globalization to de-globalization pose uncertainties in the region. While banks from other part of the world are reevaluating their strategies in the region, new opportunities arise for Asian banks. This is also an opportunity for Asian investors to do business with

financial institutions outside of the US and Europe. This is particularly true for Nomura, an Asian-based private bank with an ambition to provide a global platform to Asian clients.

### **How can we achieve our target to become top 15 private bank in Asia by leveraging our strength in Japan?**

It's important for us to become the first-choice of our clients, and by leveraging our leading capabilities in Japan, offer to the clients the best and differentiated investment products, lending and risk management services. Risk diversification is another key factor in private wealth management and this includes managing legal system risk as well. Nomura can offer brand new value, Japan, to potential clients, who are considering new setups in an anticipation of various changes for the future.

On the other hand, North Asian clients prefer to invest the majority of their assets in the US, Europe and Hong Kong.

Hence it is essential to offer them global investment opportunities.

Given the strength of our offshore footprint with half of our business operated outside of Japan, I see opportunities to add real value to Asia's leading entrepreneurial families.

### **What are your key considerations in building out the franchise?**

Our primary focus is hiring experienced, capable, hard-working and entrepreneurial private bankers who share our values and put emphasis on building long-term relationships. It's also critical we target entrepreneurs who own fast growing businesses, so that we can grow our platform with them.



# Special Feature 3

Global Markets Sales Head

Samir Patel



Joined Nomura in 2009 to launch the US Equity Derivatives business after 12 years of industry experience at derivatives desks across major US-based banks. Currently, he is the Head of Global Sales for Fixed Income and Equities.

## FINANCIAL AND CAPITAL MARKETS

### Building a Business Based on Client Relations

We interviewed the Head of Global Markets Sales about his strategy to expand the client franchise through offering differentiated solutions and high value-added services.

#### How did you build up the client franchise?

Actually, after we launched the Americas derivatives, we didn't have any client for the first four months. The very first client was an equity fund which was known as a difficult client. We have delivered our differentiated services that catered to their high standards, now they trade with us in all regions and has become one of the top clients.

What we really focus on as a sales organization is what I call addressable wallet. We focus our efforts on clients who transact based on ideas, services and trading in areas where we are competitive and add value. To execute our client strategy, we need to accurately assess which clients will drive growth and where we should focus our sales, trading, research efforts. Aligned with

our unique service lineup, our client list in international regions also looks unique compared to most firms, providing different revenue opportunities.

#### What do you think sets Nomura apart from competitors?

The level of talent we have at Nomura sets us apart when generating valuable trading ideas. We differentiate our products from others through leading with ideas and solutions crafted by our people, not just with price and balance sheet. We show clients how we can help them with their investment process and improve trading pricing, liquidity and risk management. This is the basis for many long-term client relationships.

We cannot offer every product as our platform is at a smaller scale compared to bulge bracket competitors. However,

we are equally as successful in the products where we compete. When we engage with clients, we communicate our strengths in each product and region, and if they are also active in those areas, we activate them across Nomura's platform. We always leverage our strength in Japan - we deliver east to west, sharing the strength of our Japan franchise with our clients.

#### How did you build a productive and diverse sales team with a strong culture, leading to success in serving clients best interest?

We have a very experienced and stable team with shared values centered around establishing a client-first approach and operating with integrity. We value long-term client partnerships where the sales teams lead with ideas

“ Aligned with our unique service lineup, our client list in international regions also looks unique compared to most firms, providing different revenue opportunities. ”

and work closely with trading teams to ensure overall client success.

In managing the team, we lead with a culture of stability. Teams who have stability are typically the teams that have the best success.

Our client-first approach is based on establishing credibility though looking for ways to add value and acting honestly in our clients' best interests. We always look to raise the client experience.

#### **What are your priorities in expanding client reach globally?**

One of firm's main priorities is to further strengthen our international client franchise. Client revenue currently accounts for a healthy level of total global markets revenue, which is important in reducing earnings volatility. We have ambitions to further grow our

share of our client's business.

We've recently grown our sales force and expanded global distribution of our top-performing products. Cross-sell is a big focus of ours now. We are exploring ways to leverage the strength of a relationship in one product or region and sell across products and regions. For example, our fund financing business is a source of strength in the Americas, and we were able to acquire new clients by marketing to Japanese investors last year. We also expanded our client base to include asset managers and insurance companies in addition to hedge funds, which were our primary clients overseas. Similarly, we are working with Investment Banking to further develop our client reach across private equity firms and corporates.

To encourage this behavior, we have instituted a new incentive structure for

our sales teams.

We are also working to ensure that we have enough time and resources to deal with larger clients with potential revenue opportunities. For example, every time we open an account for a new client in international regions, we charge sales to make them aware that it costs to maintain an account and to create a structure and awareness so that we can focus on the clients to whom we should allocate resources.

# Materiality

In consideration of the environment surrounding Nomura, we have identified specific issues that should be addressed (“materiality”) focusing on not only enhancing Nomura’s corporate value but also creating social value in relation to fulfilling a better world for all stakeholders. Nomura plays a significant role in realizing a better world for all stakeholders, and we are committed to addressing these key issues.

Since Nomura first identified CSR Materiality in 2008, we have regularly reviewed our materiality based on trends in the international community and the expectations of stakeholders. As establishing business models that take environmental and social issues into consideration becomes increasingly important, Nomura has been conscious of the relationship between sustainability and business strategy. Starting from FY2019/20, we renamed this “Nomura Group’s Materiality” and have identified key issues to focus on by considering the external environment. We have identified materiality based on the following understanding of the external environment.

## » Changing global dynamics

The global situation continues to change rapidly and is difficult to predict due to trends in monetary policies and markets in various countries and heightened geopolitical risks.

## » Threats regarding natural capital, including the environment

While responding to natural capital remains a global trend, the importance of balancing it with industrial policy is increasing.

## » Advancements in digital, AI technology, and threats

The utilization of digital and AI technologies, predicated on providing safety through ensuring security levels, is leading to changes in the economic structure.

## » Changes in the domestic environment in Japan, including declining birthrate and aging population

It is necessary to provide solutions that align with changes in clients’ business activities and needs due to structural changes in society.

## » Increase in awareness of DEI, human rights, and human capital

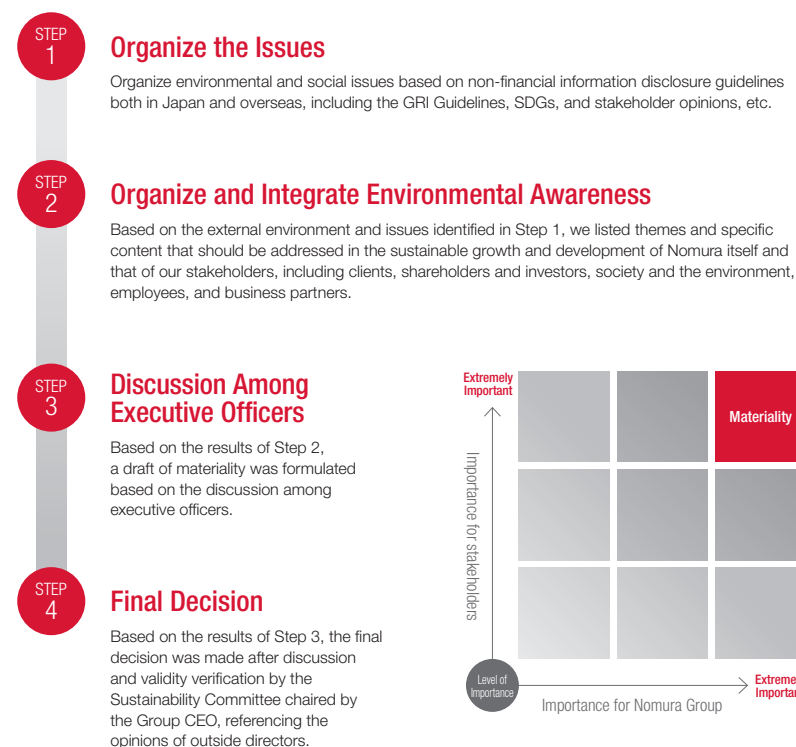
There is growing demand for establishing a healthy workplace environment, promoting diversity, equity, and inclusion, considering human rights in business, and utilizing human capital.

## » Demand for enhancement of governance

Demand for more sophisticated corporate governance and strengthening the function of the board of directors is increasing.

## ● Process of Identifying Materiality

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



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



## ▼ Our Awareness of the Environment Surrounding Us and Risks/Opportunities

Changing global dynamics	Risk	If our risk management is inadequate or if we are unable to meet the needs of our clients, we may incur losses or lose revenue opportunities.
	Opportunity	Appropriately capture changes in financial policies and investors' needs to increase revenue and expand business opportunities
Threats regarding natural capital, including the environment	Risk	Credit risk of business partners, risk of market fluctuations, risk of physical damage due to disasters, reputational risk, etc.
	Opportunity	Supply of risk capital necessary for mitigating and adapting to the crisis involving natural capital, including decarbonization (financial/capital markets, project finance, M&A, etc.)
Advancements in digital, AI technology, and threats	Risk	There are risks of lost trading opportunities and reduced revenue due to the decrease in transaction fee levels from online trades, as well as a decrease in trust resulting from cybersecurity breaches.
	Opportunity	Promotion of businesses related to digital assets through the utilization of digital technology and AI for streamlining operations, optimizing services, and improving efficiency
Changes in the domestic environment in Japan, including declining birthrate and aging population	Risk	Failure to fully capture the changes in society such as the aging population, insufficient consideration for diversity, and inadequate provision of appropriate services leads to customer outflow and missed opportunities
	Opportunity	Creating new revenue opportunities by providing solutions that align with customers' business activities and needs
Increase in awareness of DEI, human rights, and human capital	Risk	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 lack of diversity
	Opportunity	Enhancing competitiveness and increasing differentiation from other companies through diverse talent, promoting innovation, and realizing advanced risk management
Demand for enhancement of governance	Risk	Governance dysfunction, reputation risk, etc., due to failure to demonstrate governance capabilities
	Opportunity	Improvement in corporate value due to further enhancement of risk management, cost reductions through structural reforms, and other initiatives

## ▼ Issues and Details to Work On

Facilitating the circulation of sound risk money	> P.60, P.61
We will facilitate the circulation of sound risk money through proposing and providing financial products and services that address changes in the global situation, market environment, and customers' situations and needs.	
» Provision of various financial services and products	» Enhancement of product governance
» Providing opportunities to improve financial literacy	
Efforts to conserve natural capital	> P.60, P.61
We will actively contribute to the conservation of natural capital through our own environmental activities our support for business structure and structural transformation initiatives.	
» Promotion of our own environmental activities	» Involvement in renewable energy projects
» Analysis of risks and opportunities related to natural capital, including climate change	
» Providing solutions such as sustainable finance	
Strategic and innovative service development with robust cybersecurity measures	> P.57, P.93
We will work to enhance client convenience and expand our service domain by strengthening our digital strategy.	
» Utilization of digital platforms	
» Increased operational efficiency through the use of digital and AI technologies	
» Enhancement of cybersecurity system	» Pursuit of business in the digital asset domain
Providing solutions to social issues arising from environmental changes	> P.41, P.64, P.65
We will identify changes in the domestic environment in Japan and provide solutions for problem-solving by leveraging Nomura Group's expertise.	
» Services supporting smooth asset/business succession	» Providing various solutions to emerging wealth clients
» Development and provision of diverse asset management methods	
» Providing opportunities to improve financial literacy for people of all ages	» Social contribution activities
Creating an organization that supports challenges, rewards contributions, and provides a comfortable work environment	> P.53, P.66
We are committed to realizing a society where human rights are respected, and diverse personnel can demonstrate their abilities.	
» Providing educational and training opportunities	» Realizing diverse working styles
» Enhancing employee benefits	» Promoting health management
	» Providing equal opportunities
	» Addressing human rights issues
Further demonstration of corporate governance functions	> P.68, P.85, P.89
We will work to improve our governance in order to be trusted by society.	
» Diversity of board of directors	» Enhancement of risk management
» Bolstering the effectiveness of the board of directors.	» Thorough compliance with laws and regulations
» Improvement and enhancement of information disclosure	

## ▼ Main Related Matters/ Relevant Metrics

Various Business Initiatives including following items:
» Wealth Management Division > P.41
» Investment Management Division > P.45
» Wholesale Division > P.49
» GHG emissions
» Sustainable finance capital raised
» Status of progress on efforts to eliminate paper use
» Developing Digital Talent
» Approach to Digital Assets
» Cybersecurity Program
» Initiatives for customer-oriented business
» Status of financial education offerings
» Track record for social contribution activities
» Employee survey
» Training track record
» Usage of childcare and nursing care support system
» Women managers ratio
» Board Effectiveness Review
» Status of dissemination of the Code of Conduct
» Fostering a culture of Speak-up

Aspire to create a better world



# 02

## Strategy for Value Creation

### I N D E X

Strategy for Value Creation .....	32
CFO Message .....	35
Wealth Management Division .....	41
Investment Management Division .....	45
Wholesale Division .....	49
People Strategy .....	53
IT Digital Strategy .....	57
Sustainability .....	59



This section explains Nomura Group's strategies and outlines specific measures for value creation. Based on our new purpose announced in May 2024, we established "Reaching for Sustainable Growth" as our management vision toward 2030. Our numerical targets for 2030 are "to consistently achieve ROE of 8-10%+," and "to achieve income before income taxes of over 500 billion yen." Our core business goal is to sustainably enhance corporate value, through supporting our stakeholders address issues and pursue growth, which will also create social value and contribute to the economic development and realization of a sustainable society.

### Management Focus Areas

---

Nomura's management focus areas to sustainably enhance corporate value are the following: A) Deepen global strategy leveraging Japan franchise, B) Achieve sustainable growth of stable revenues, and C) Further promote strategy to provide platforms. We will build a well-balanced portfolio and drive forward growth strategies based on "Expanding scope of business from public to private markets."

#### **A) Deepen global strategy leveraging Japan franchise**

The Wholesale Division will leverage its solid business platform to promote selective business and enhance productivity and profitability all while leveraging our existing strengths. We will capitalize on growth opportunities in growth markets such as the Middle East and India by leveraging our existing platform success.

Furthermore, the division will introduce a self-funding mechanism that utilizes retained earnings it generates as its own financial resources, in order to achieve self-sustaining growth and improve capital efficiency.

#### **B) Achieve sustainable growth of stable revenues**

The Wealth Management Division will provide clients with higher quality services by expanding product solutions,

and grow stable recurring revenues.

Through leveraging relationships with corporate clients, we also invite their employees to become individual clients by providing asset management services tailored to their life stages and asset sizes. In addition, we make efforts to raise their financial literacy which results in increased employee engagement and corporate value.

The Investment Management Division will continue to deliver solutions to capture opportunities in Japan and improve upon our global in-house investment management capabilities in order to achieve our ambitions in growing assets of management and providing high added value.

The Wholesale Division will work to further grow International Wealth Management. In the banking business, which is one of many growth areas, we will strengthen the trust functions of Nomura Trust and Banking and increase cooperation internally and externally to grow our loan and trust related businesses.

#### **C) Further promote strategy to provide platforms**

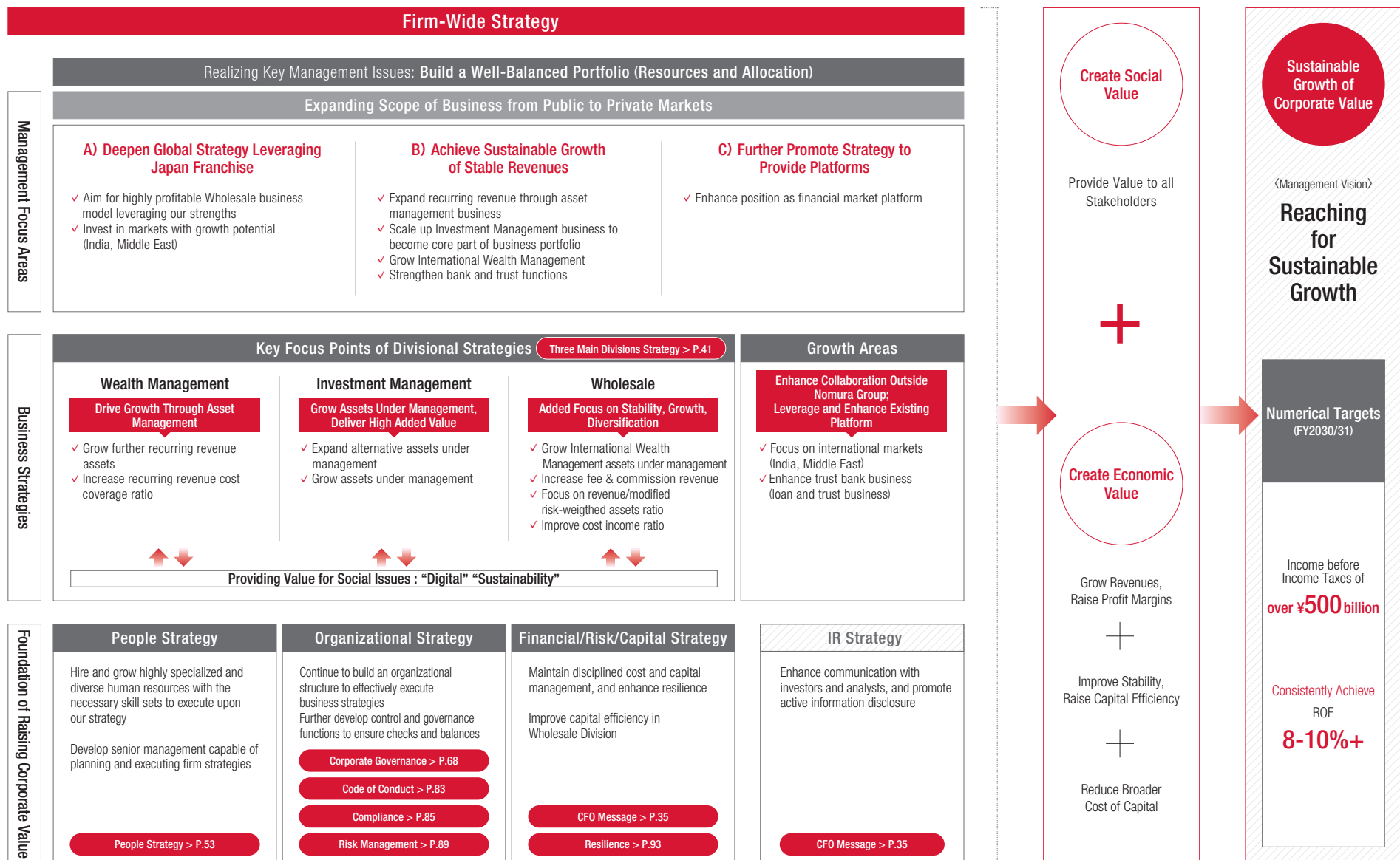
Nomura Group has been providing a platform for financial services through financial product brokerage as

a mechanism which enables each business operator to develop services for their investor base utilizing Nomura Group platform. Furthermore, since 2021 we have used alliances with regional banks to expand the overall securities industry. Looking ahead, we will distribute our platform services in select areas which will act as a catalyst for growth, invigorating the securities industry and result in further revenue opportunities.

In addition to our growth strategies, we will support the sustainability initiatives of our clients and stakeholders through our business activities, and strengthen our digital business by leveraging our Group's expertise and client base. We will promote the creation of social value by contributing to the resolution of various issues.

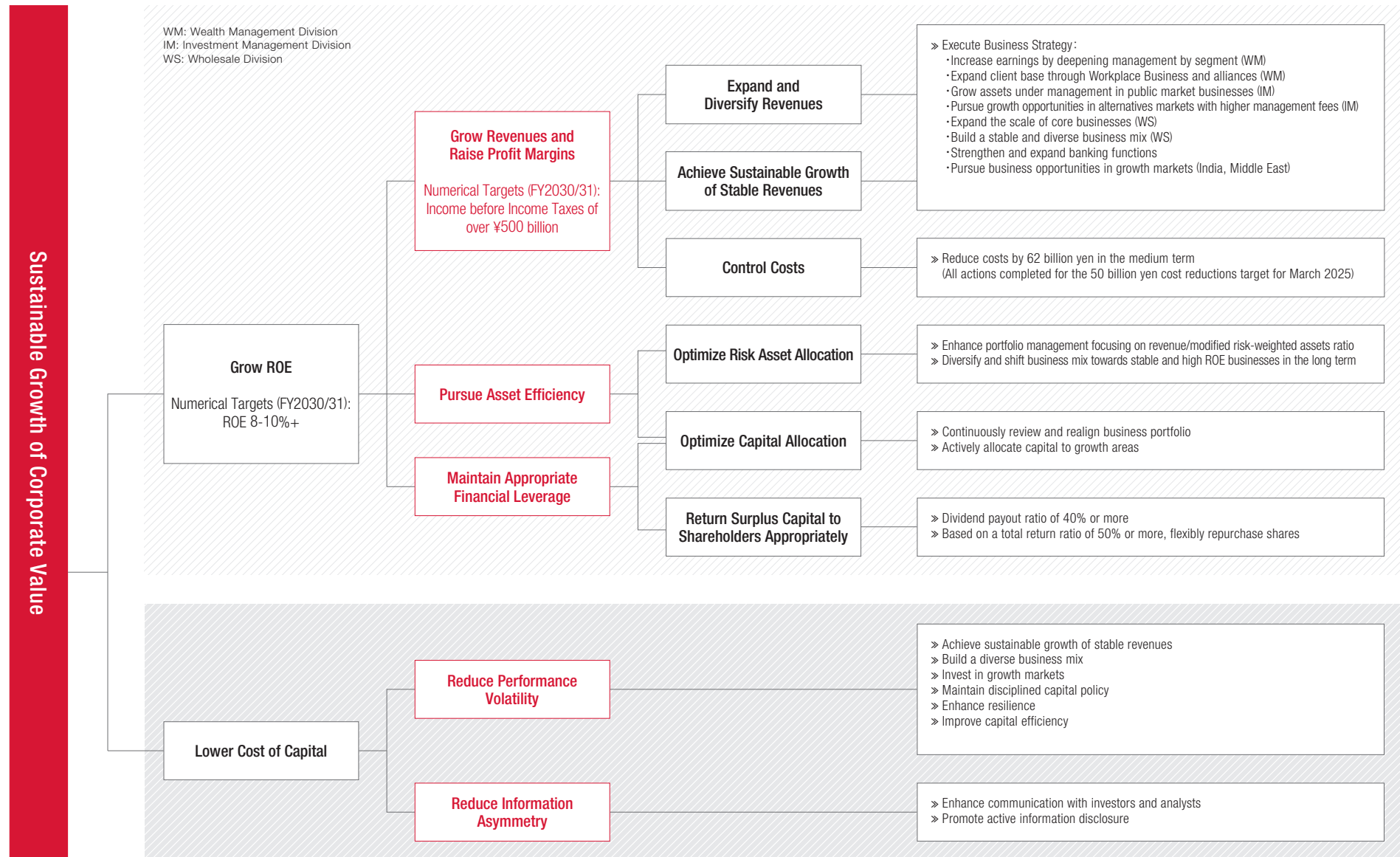
Through these growth strategies, implementing effective financial and risk policies, and reallocating management resources to growth areas, deepening dialogue with investors and analysts, and further enhancing information disclosures, we aim to achieve stable growth and reduce capital costs, thereby achieving our targets and continuously enhancing corporate value.

## ● Overview of Strategies for Sustainable Enhancement of Corporate Value





## ● Logic Tree for Sustainable Growth of Corporate Value: Grow ROE and Lower Cost of Capital



# CFO Message

Executive Officer  
Chief Financial Officer (CFO) and  
Chief Transformation Officer (CTO)

Takumi  
Kitamura



In May 2024, Nomura Group announced our 2030 management vision: Reaching for Sustainable Growth. We have set quantitative targets of consistently achieving a return on equity (ROE) of 8 to 10% or more and income before income taxes of over 500 billion yen, or roughly double the level booked in the fiscal year ended March 2024.

Some people say that “ROE of 8 to 10% or more” is an unusual way to phrase a target. We decided on this range because our cost of equity is around 8% so we want to reach that level even when market conditions are challenging. And when market conditions are favorable, we will aim to

achieve ROE of over 10%.

Throughout our history, we have only generated 500 billion yen of income before income taxes twice, around the time of Japan’s bubble economy in the fiscal years ended September 1987 and March 1990. To achieve this level again, we have to take a completely different approach, promoting sustainable growth of our existing businesses while exploring new opportunities for revenues and ensuring financial discipline.

Our price-to-book ratio (PBR) has started to improve in 2024, although it is still below 1. This is because the absolute level of our ROE is not high enough and our performance is highly volatile. In other

words, if we can properly address these two issues, our corporate value will increase and the market will value us higher.

As we head to 2030, we have set ROE as a quantitative target because we can directly improve our PBR by raising our ROE. We will focus on identifying growth businesses and continuing to control costs while improving capital efficiency. We will also aim to smooth our earnings volatility in order to lower our cost of equity.

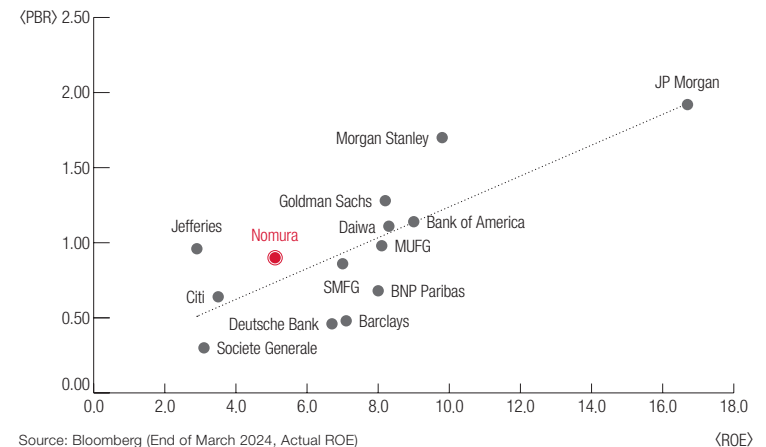
The Board of Directors is discussing specific measures to address this current state and approaches to make improvements.

## ● Initiatives to Improve PBR

$$\text{PBR} = \frac{\text{1 ROE}}{\text{2 Cost of Equity} - \text{3 Expected Growth Rate}}$$

- |  |   |
|--|---|
| <b>1 Maximize ROE</b>                  | <ul style="list-style-type: none"> <li>» Improve profitability</li> <li>» Raise capital efficiency</li> </ul>   |
| <b>2 Lower Cost of Equity</b>          | <ul style="list-style-type: none"> <li>» Smooth out earnings volatility by stabilizing and diversifying groupwide revenues</li> </ul>                     |
| <b>3 Increase Expected Growth Rate</b> | <ul style="list-style-type: none"> <li>» Capture growth markets</li> <li>» Realize organic and inorganic</li> <li>» Realign business portfolio</li> </ul> |

## ● Correlation Between PBR and ROE



“ We are focused on improving profitability and capital discipline as we build an efficient operating model to achieve sustainable growth. ”

## Initiatives Bearing Fruit in FY2023/24

All business divisions posted higher net revenue and income before income taxes for the year ended March 2024. While this performance was supported by favorable external factors such as structural changes in Japan and clarity around the end to monetary tightening by western central banks in the second half, we also saw the initiatives we have been working on start to bear fruit.

Wealth Management (formerly Retail) saw unexpectedly quick results from significantly enhancing headcount in the face-to-face business in the spring of 2023, resulting in a surge in total sales. Progress in the shift to an asset management recurring business helped lift income before income taxes to the highest level in eight years.

Investment Management reported record high assets under management of 89 trillion yen with net inflows, achieving its March 2025 KPI target one year ahead of schedule.

In Wholesale, our international business had a challenging first half of the year, but performance started improving in the second half. We are growing our risk light businesses that don't require too much financial resources. Over the past four years, our

International Wealth Management business in Asia ex-Japan and the Middle East has seen client numbers grow by over 1,700 and assets under management have tripled.

Investment Banking was able to leverage its strong client base in Japan and its global franchise to execute a wide range of transactions and book the strongest revenues since the year ended March 2017 when comparisons are possible.

These results didn't go unnoticed by the ratings agencies. In February 2024,

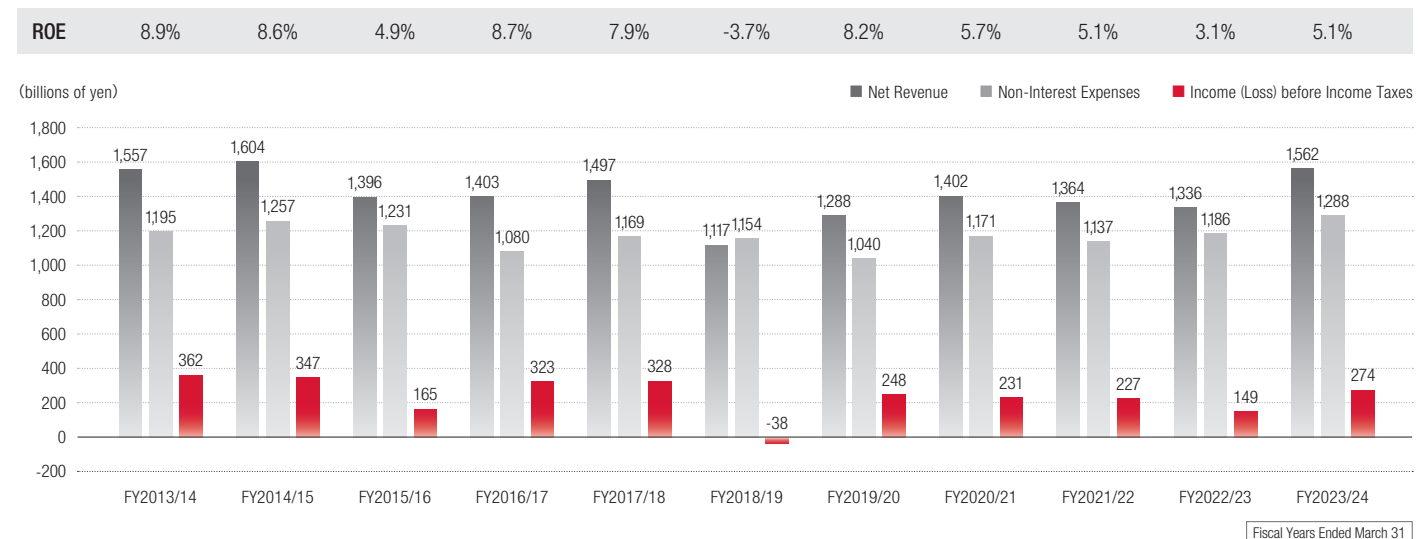
Moody's changed its outlook for Nomura Holdings and Nomura Securities from negative to stable, citing a gradual improvement in profitability driven by the Wealth Management business and better performance in Wholesale.

That said, Groupwide ROE for the year was 5.1%. Although performance improved each quarter, annualized ROE was still only 6.8% in the fourth quarter, leaving further room for improvement. The main reason for this is that our Wholesale revenue structure in international is reliant on Macro

Products, which is easily impacted by changes to the market environment. In addition, our overall cost-to-income ratio remains high.

Our focus now is to swiftly build out a business model that can consistently deliver ROE above our cost of equity. To do this, we have to identify growth areas and steer management resources (financial and human) to these businesses while maintaining stringent control of our cost base.

### ● Our Performance



## Turning Progress into Sustainable Growth

We plan to focus on two areas of growth.

First, our stable revenue businesses that delivered results in FY2023/24. These are the recurring revenue businesses in Wealth Management, the business revenue part of Investment Management and the Trust Banking business, an area we are looking to enhance.

In Wealth Management, we will improve client satisfaction and performance by providing asset management services tailored to the individual needs of each client. By doing so, we aim to maximize client assets and expand stable recurring revenue.

High-net-worth clients require banking and lending functions. As Japan transitions to a higher interest rate environment, we are looking to enhance our capabilities to provide loans through Nomura Trust and Banking. Also, by growing our investment trust trustee business, we aim to turn the Trust Banking business centered on Nomura Trust and Banking into one of the Group's core businesses. To facilitate this, we plan to deploy financial resources for this business as required.

By providing high-quality, high value-added services, our Investment Management business is aiming to boost

assets under management to 129 trillion yen. Given the trend towards lower fees in managing publicly offered funds, we will focus on building up our alternative product offering to drive profit growth. Here, an inorganic strategy is a key option on the table.

Our second growth area is in Wholesale. Our globally competitive macro business is expected to see an uptick in business opportunities as central banks shift monetary policy. We also plan to increase the share of less volatile businesses (Securitized Products and Equities) and high ROE businesses (International Wealth Management and Investment Banking) to around 70% of Wholesale revenues.

Delivering more consistent revenue requires us to scale up our businesses. To secure the required financial resources to do this, we are taking a self-funding approach in Wholesale using retained earnings.

By introducing this concept, we will achieve more efficient business operations and investment as there will be a heightened focus on the revenue/modified risk-weighted asset ratio for each business in Wholesale. This will provide an incentive to move financial resources to businesses with higher profitability, in turn raising overall profitability and capital efficiency.

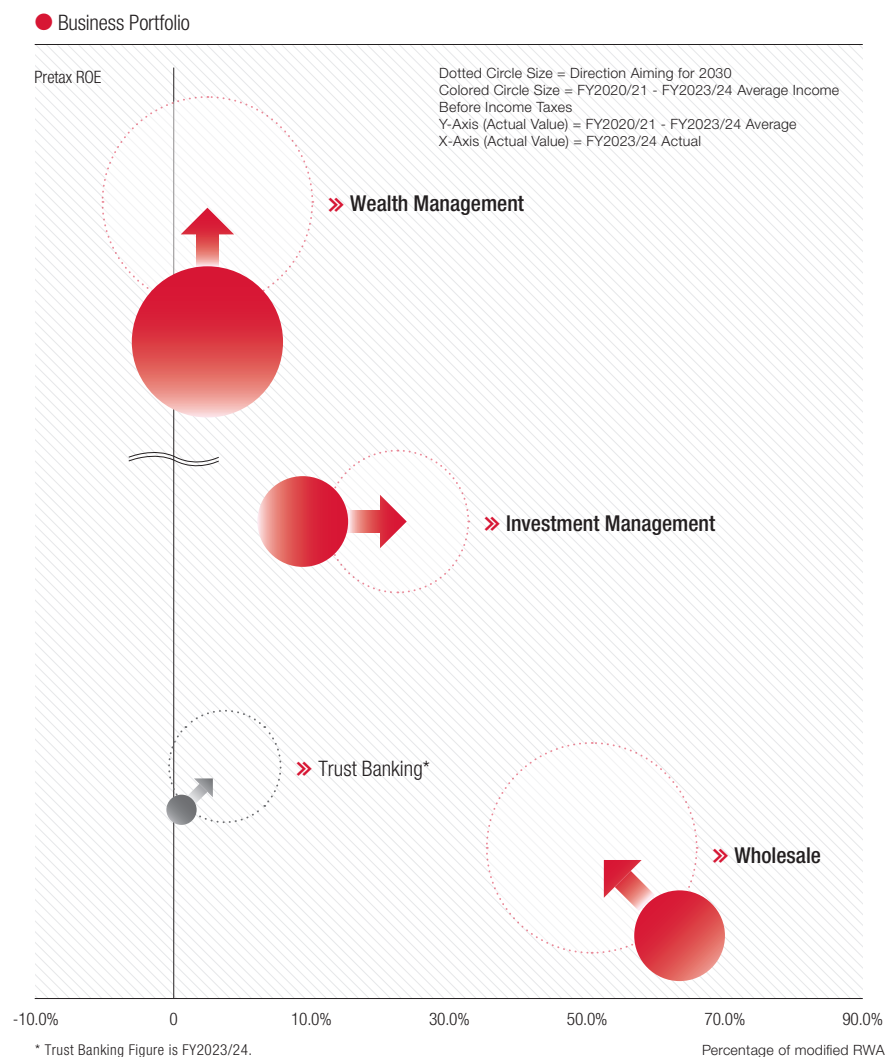
## Cost Control and Operating Leverage

While growing revenues by focusing on these growth areas, we will continue to stringently manage our cost base. We have been working to overhaul our high cost structure through groupwide structural reforms since 2023.

We achieved our March 2025 target of reducing costs by 50 billion yen in the year ended March 2024, one year ahead of schedule. We are now working to cut an additional 12 billion yen of costs by rethinking our location strategy and integrating our IT infrastructure and data centers.

In April 2024, I was appointed Chief Transformation Officer in addition to my role as CFO. My mission is to see through these structural reforms by taking a look at groupwide work processes and data flows. As part of this, we will review the setup of our middle and back office functions and further leverage our operations including international regions (including our offshore center in Powai, India).





## Reallocating Resources to Boost Capital Efficiency

We expect our business portfolio to change as we head towards 2030.

As of the end of March 2024, we had risk-weighted assets of 19 trillion yen, 64% of which were in Wholesale, 10% in Investment Management, 3% in Wealth Management, 1% in Trust Banking, and 22% in other businesses.

As we pursue an inorganic strategy in Investment Management and deploy additional capital to grow our Trust Banking business, these businesses will account for a higher percentage of Group risk-weighted assets by 2030 if everything progresses as planned.

Wholesale is responsible for originating products for the whole Group and functions as a market maker, both of which require significant financial resources. While we expect business to continue to grow in Wholesale, by adopting the self-funding model we can also expect to see the percentage of risk-weighted assets in Wholesale decline.

The current 13% of financial resources deployed in stable businesses is expected to grow to around 27% by 2030. By appropriately allocating resources to each business and through our capital policy, we aim to increase groupwide ROE and speed up the growth of our stable businesses.

## Balancing Investment for Growth and Shareholder Returns

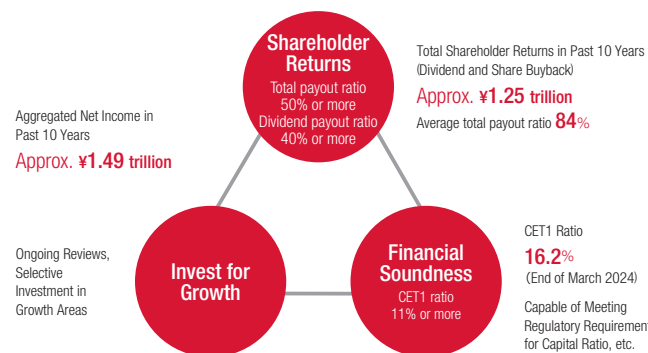
To raise our corporate value in a sustainable way, we must enhance our investments for growth and shareholder returns while maintaining a sound financial position.

We run a global business and this means we have to comply with a complex array of financial regulations. The Basel regulations in particular have a significant impact on our business.

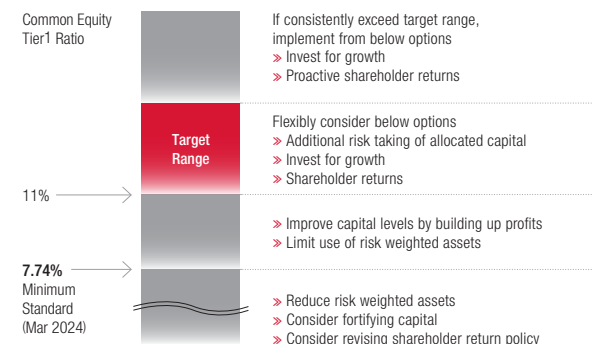
The minimum regulatory requirement for Common Equity Tier 1 capital (CET1) ratio is 7.74%. We have added a buffer to this and are targeting 11% over the medium term. At the end of March 2024, our CET1 ratio was 16.2%. If you include the impact of Basel III finalization due to take effect in March 2025, our CET1 ratio is around 14%. We plan to use the portion of capital above our target of 11% to take additional risk in our existing businesses, invest in growth areas, and deliver returns to shareholders.

We are also considering setting an upper limit to our target CET1 ratio and showing we have appropriate capital levels within our target range in order to enhance financial discipline and improve the predictability of our capital policy. If our capital is consistently above this upper limit, we will choose between investing for growth or returning capital to shareholders.

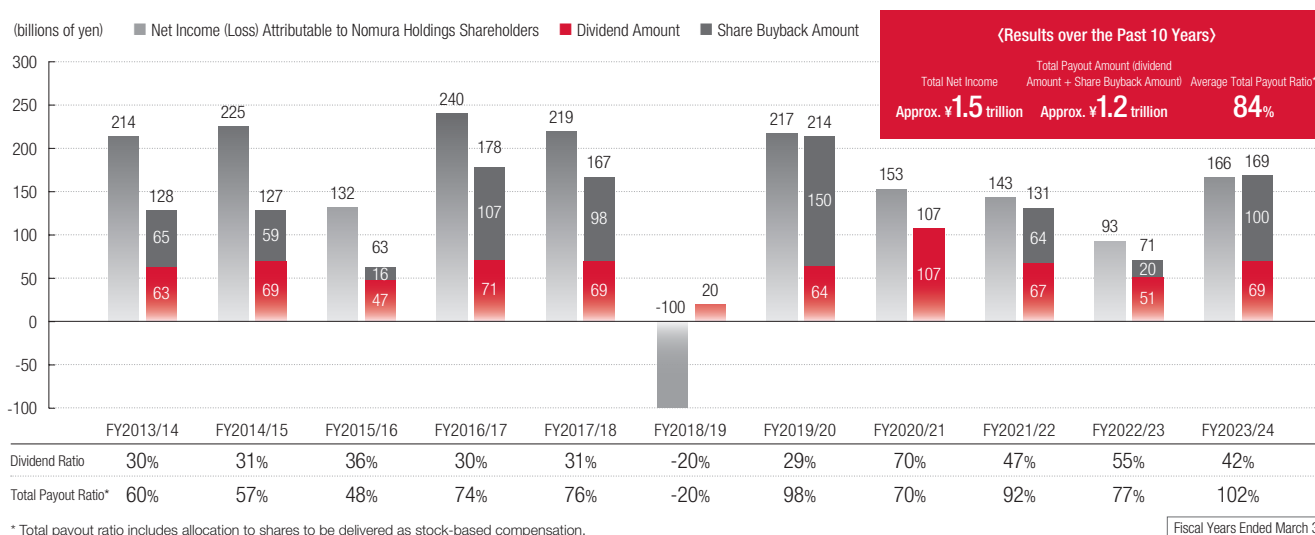
### ● Capital Policy



### ● Capital Management Going Forward (Basel III Final Basis)



### ● Total Shareholder Return



Communicating with Shareholders to Raise Corporate Value

As part of our efforts to boost our corporate value, we take a strategic approach to investor relations and we are stepping up our engagement with investors and our disclosure of information. We also take the constructive feedback we receive from our stakeholders and share it internally, including with the Board of Directors, to support our management strategy.

In 2024, we have seen a dramatic increase in the number of conversations with investors on the back of the heightened interest in Japan's markets. In June, our Global Head of Investment Banking spoke at our first ever speaker series targeting institutional investors. We also held our third session by the Group CEO for individual investors. We will continue this proactive dialog with investors to reduce information asymmetry and raise our corporate value.

FY2023/24 Activities

Speaking Opportunities	» Quarterly financial results, biannual strategy updates (Investor Day, Nomura Investment Forum), Sustainability Day, one-on-one meetings (investor relations, shareholder relations), and overseas roadshows. Although not captured in the data below, we also conduct online briefings for individual investors.
Main Speakers	» Group CEO, CFO, Division Heads, Chief Sustainability Officer, Senior Managing Director in charge of Executive Office, Investor Relations Department.
Shareholders and Institutional Investors Communicated with	» Number of engagements: Japan and overseas total of 488, including 260 one-on-one meetings. » Institutional investors were mostly active investors; Mainly analysts, portfolio or fund managers, and proxy voting managers. » Institutional investors by region in order of meeting numbers: Japan, AEJ, Americas, EMEA.
Main Topics of Interest	» Management focus on cost of equity and share price, measures to address PBR below 1. » Details of plan to achieve management target (ROE 8-10%), growth strategy. » Business opportunities amid structural changes in Japan. » Initiatives to lower earnings volatility and improve international business profitability. » Approach to business portfolio, capital policy (appropriate CET1 ratio, growth investment, shareholder returns). » Strengthening corporate governance (composition and effectiveness of Board of Directors).
Feedback to Management and the Board of Directors	» Feedback from investors was compiled after each quarterly results and strategy updates and reported to the Executive Management Board and the Board of Directors, in addition to other important feedback being shared as needed.

## DIVISION

### Wealth Management



Head of Wealth Management  
**Go Sugiyama**

Wealth Management Division aims to help clients achieve their goals by providing comprehensive asset management services.

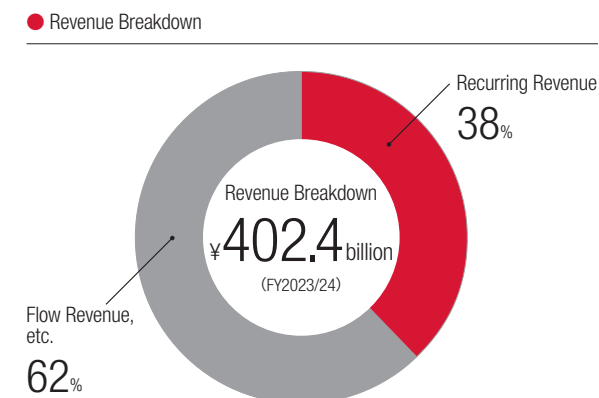
Through our wealth management business, we embody Nomura's purpose of "We aspire to create a better world by harnessing the power of financial markets." As Japan's industry leader, we aim to enrich society through the creation of a virtuous cycle of growth and distribution in pursuit of promoting Japan as a leading asset management center.

# Wealth Management Division

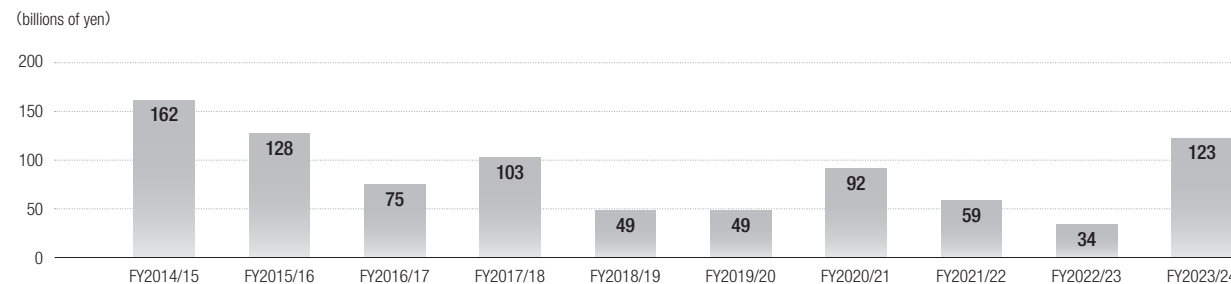
“ Help clients achieve their goals by providing comprehensive asset management services ”

Wealth Management Division provides comprehensive asset management services that meet the diverse needs of individuals and corporate clients through our network of retail offices and digital channels nationwide. We are expected to be professionals who are resilient to change, read ahead, and take the initiatives.

Specifically, we provide both traditional investment products, such as stocks and bonds, and also careful consulting services beyond brokerage services including estate planning, real estate, asset succession, and M&A in order to realize the future that each client aspires to.



#### ● Income Before Income Taxes





## Progress Towards FY2024/25 Target

We have continuously reviewed our organizational structure so that we can accurately meet the needs of each client. In the FY2023/24, we significantly increased the number of Sales Partners that provide face-to-face consulting and optimized the number of clients allocated to each Sales Partner. We achieved our FY2024/25 target income before income taxes (KGI) ahead of schedule driven by the successful realignment of Sales Partners at the start of the fiscal year in combination with the market rally as a tailwind.

● Progress/Achievement of KPIs and KGI		FY2023/24 March 2024 (Actual)	FY2024/25 March 2025 (Target)
KPIs	Recurring Revenue Assets	¥23.0 trillion	¥22.3 trillion
	Net Inflows of Recurring Revenue Assets	¥702 billion	¥800 billion
	Flow Business Clients	1,692 thousand	1,460 thousand
	Workplace Services	3,627 thousand	3,660 thousand
KGI	Income Before Income Taxes	¥122.7 billion	¥95 billion (Announced at Investor Day in May 2023)

### Shift Towards Recurring Revenue Business

We made progress in shifting our business model towards recurring revenue business through asset management, and our recurring revenue assets of 23 trillion yen exceeded our target for the FY2024/25. As a result, our recurring revenue increased to 153.5 billion yen, and our recurring revenue cost coverage ratio rose to 55%, helping to stabilize our earnings structure.

### Expansion of Flow Revenue, etc.

By optimizing accounts per Sales Partners and providing a wide range of products and services tailored to client needs, the number of active high-net-worth clients and new clients opening accounts increased significantly. In the FY2023/24, flow revenue increased 50% from the previous year. In addition, the number of flow business clients exceeded the FY2024/25 target due to the rising Japanese stock market and the launch of the new NISA.

### Appropriate Cost Control

We identified cost reduction items in total of 20 billion yen by March 2025 under earnings structural reform project one year ahead of schedule. Pretax profit margins for FY2023/24 improved markedly on stringent cost controls mainly on fixed expenses.

## Initiatives for 2030

The total amount of net financial assets held by Japan's High-Net-Worth-Individual clients (HNWI) and Ultra-High-Net-Worth-Individual clients (UHNWI) is on the rise and this trend is expected to continue. These clients tend to have complex and diverse concerns with strong needs for face-to-face consulting. We will meet these client needs by allocating Sales Partners heavily to HNWI and UHNWI accounts and providing asset management services.

On the other hand, for busy working generations and clients who prefer the convenience of our digital platform, we aim to provide apps and enhanced online services to improve accessibility and offer combined digital and Sales Partners services as needed. By meeting client needs through multiple service channels, we will continue to improve client activity and our client experience even with a small number of Sales Partners.

### 1 Grow HNWI Active Accounts

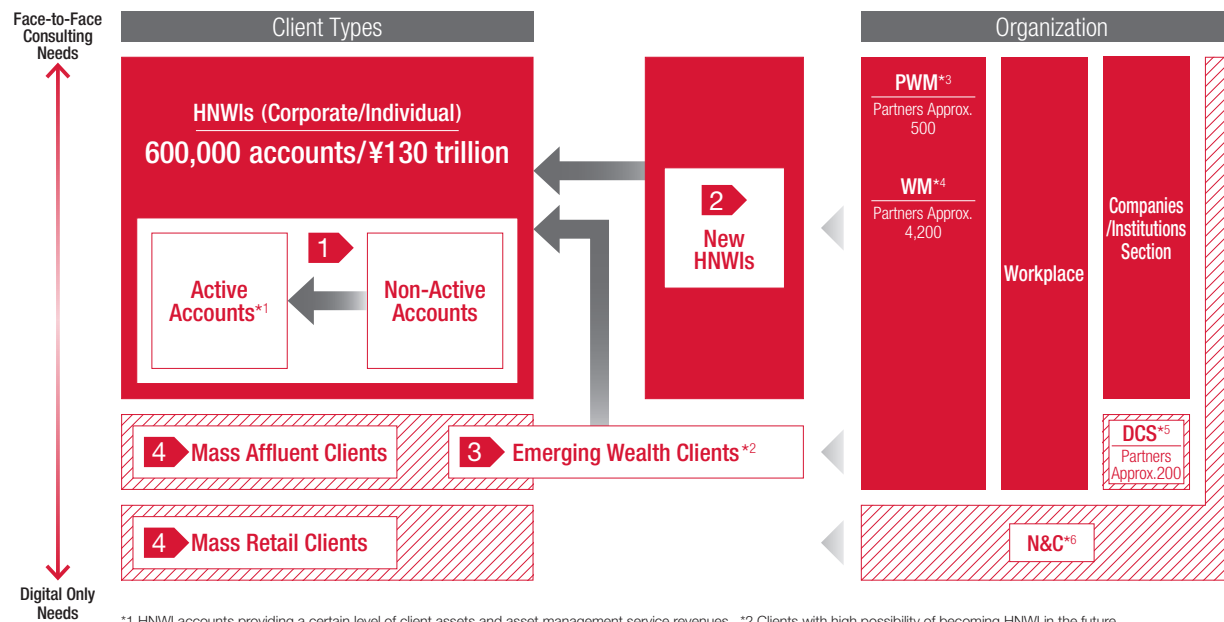
### 2 Onboard New Clients in HNWI Markets

In order to realize 1 Grow HNWI active accounts and 2 Onboard new clients in HNWI markets, the key is to enhance level of Nomura's asset management services, so we will work on "Enhancing products and solutions" and "Improving services by Sales Partners."

Based on trusted relationships built with high-net-worth clients, Nomura's experienced and knowledgeable Sales Partners have the ability to understand clients' values and discover their issues and needs. We also have the ability to combine the group's comprehensive strengths to create new products and solutions to meet the diverse needs of clients. These strengths have attracted a diverse range of deals from around the world, establishing a virtuous cycle of continued product lineup expansion and solution development. We will continue to leverage these unique strengths to further evolve and expand our products and solutions.

We will also work "To hire and retain Sales Partners who provide higher-value-added services" and "To accurately identify corporate and high-net-worth clients" in order to improve our level of service. Furthermore, to enable our Sales Partners to focus on higher-value-added operations, we will promote digitizing administrative tasks and routine work while simultaneously bolstering mid-career hiring ranks through recent graduates with work experience. To accurately attract corporate and high-net-worth clients, and further refine client segmentation, we will use external data to implement efficient and effective processes for onboarding new clients.

● Client Coverage Towards Expansion of Wealth Management Business



3 Acquiring Emerging Wealth Clients

In order to expand our wealth management business sustainably, it is important that we become the first choice for clients who are likely to become wealthy, the so-called 3 emerging wealth clients. There are three types of emerging wealth clients, as shown below. Nomura has unique approaches for those who build assets through Category B “income” and Category C “asset succession.”

Among those who build assets through Category B “income,” Nomura provides services to “executives and employees of listed companies” at their workplaces by leveraging its platform strength. By capitalizing upon Nomura’s leading share such as ESOP share of 55% and an approximately 40% lead manager ratio at listed companies, Nomura is able to encourage the opening of securities accounts through its Workplace Business.

In fact, approximately 10% of the 600,000 accounts of high-net-worth clients are opened through their workplaces. Going forward, we will further strengthen its relationship with investment banking, which manages relationships with listed companies, and enhance services unique to Nomura’s Workplace Business, thereby strengthening pipeline of emerging wealth clients.

For those who build assets through Category C “asset succession,” Nomura will leverage its strong high-net-worth client base to provide estate planning-related services, which will lead to long-term transactions for entire families.

4 Establish Business Model to Provide Sustainable Services Leveraging Digital

We have many clients who say, “I want to easily gather information digitally, but I want to talk to someone in important situations like making investment decisions.” We made progress in creating a business model to provide services by combining digital services and Sales Partners. Even with a small number of Sales Partners, we believe it is possible to provide services that meet client needs and maintain and improve client activities and convenience by utilizing digital services.

The number of login accounts for the asset management application “NOMURA,” which serves as the foundation for our digital services, increased by approximately three times year-on-year in the FY2023/24, and exceeded one million downloads in the latest period. Going forward, we will continue to develop a system to provide services to as many clients as possible in order to serve a greater pool of investors.

● Types of Emerging Wealth Clients

Category	Client Type	Measures
A	Build Assets Through Business	<div>Business Owners</div> <div>Medical Physicians</div> <div>Startup Managers</div> <div>⋮</div> <div>▶</div> <ul style="list-style-type: none"><li>• Able to identify from public information</li><li>• PWM/WM Partners acquire using data</li></ul>
B	Build Assets Through Income	<div>Listed Company Executives</div> <div>Listed Company Employees</div> <div>⋮</div> <div>▶</div> <ul style="list-style-type: none"><li>• Hard to identify from public information</li><li>• Leverage high lead manager ratio and ESOP share, using as “mechanism” to capture clients</li></ul>
C	Build Assets Through Asset Succession	<div>HNWI Families</div> <div>▶</div> <ul style="list-style-type: none"><li>• Hard to identify from public information</li><li>• Leverage high-net-worth client franchise, using as “mechanism” to capture clients</li></ul>

## DIVISION

### Investment Management



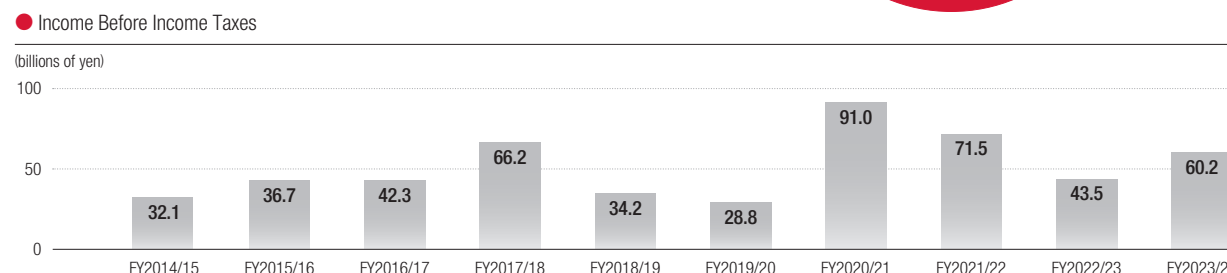
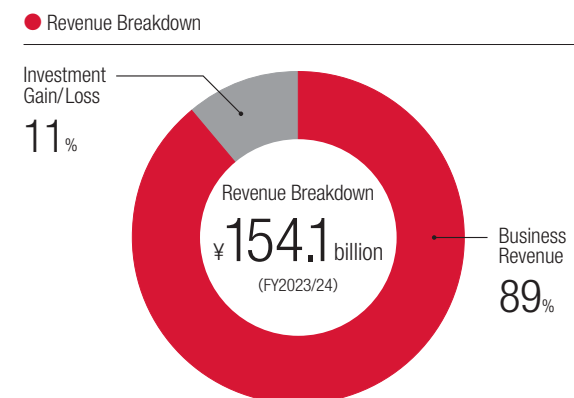
Head of Investment Management  
**Yoshihiro Namura**

We will contribute to enrich society through encouraging companies and other investee entities to utilize invested capital for more sustainable economic activities. We will strive to meet the expectations of clients and various other stakeholders by pursuing growth in assets under management combined with providing high value-added asset management services supported by advanced investment capabilities and solutions.

# Investment Management Division

“ Realize a virtuous cycle of investment that leads to the resolution of social issues by providing high-quality investment products that meet the diverse investment needs of clients ”

Investment Management Division provides various investment products and services, including investment trusts, discretionary investment services, and private funds to individual investors and Japanese and overseas institutional investors such as pension funds and financial institutions. The division manages not only traditional assets such as listed stocks and bonds, but also alternative assets including private equity, private debt, and real assets such as aircraft leasing and real estate.



\* Income before income taxes from FY2014/15 to FY2019/20 are historical figures of the former Asset Management Division reclassified to Investment Management Division in April 2021.

\* Income before income taxes for FY2020/21 is calculated on a pro forma basis.

It is calculated based on the disclosure format within the FY2021/22 disclosure form, issued upon the establishment of Investment Management Division.

\* Income before income taxes for FY2021/22 and thereafter are figures of financial results for each fiscal year since the establishment of Investment Management Division.



# Progress Towards FY2024/25 Target

In the fiscal year ended March 2024, assets under management reached a new record high of 89 trillion yen as inflows continued into a wide range of investment products on the back of favorable market conditions. Business revenue is at its highest level since the division was established in April 2021. We have revised upward KPI targets for the fiscal year ending March 2025 (assets under management and net inflows) and aim to firmly achieve income before income taxes target of 63 billion yen.

● Progress/Achievement of KPIs and KGI		March 2024 FY2023/24 (Actual)	March 2025 FY2024/25 (Target)
KPIs	Assets Under Management	¥89 trillion	¥89 trillion
	Net Inflows	¥3.8 trillion	¥3.4 trillion
KGI	Income Before Income Taxes	¥60.2 billion	¥63 billion (Announced at Investor Day in May 2023)

## Initiatives for Traditional Asset Businesses

In traditional asset businesses, we are working to grow assets under management and provide high value-added products and services. The “Policy Plan for Promoting Japan as a Leading Asset Management Center” by the Japanese government is a tailwind for our asset management business. In line with the purpose of NISA\*1 (Nippon (Japan) Individual Savings Account), we have prepared products that contribute to medium-to-long term asset building for individuals. We have also expanded our product lineup for defined contribution pension plans (DC) and partly because of these efforts, we have captured number one market share among DC dedicated funds.

We will continue to further enhance our approach to asset building generation.

In addition, Nomura Asset Management has been the first in the industry to publish reviews (“Fund Review”) in order to be aligned further with the Client-Oriented Business Conduct. Through the self-assessment of products, the review discloses our efforts to improve quality across investment performance, product, and information provision. We will continue to focus our investment resources on high-quality funds and aim to generate competitive investment performance.

## Initiatives for Alternative Asset Businesses

As we strategically focus on growing alternative asset businesses, our alternative assets under management at the end of March 2024 increased 47% year on year to approximately 1.9 trillion yen. Leveraging our gatekeeping\*2 expertise, we are also providing private asset investment opportunities to individual investors. Our aircraft leasing sales are growing, supported by a recovery in global passenger demand. In Japan, we are also working to scale our in-house private asset management business and expand the real estate fund management business that we launched in April 2023. In addition, we launched a private credit management business in the US.

\*1 A tax exemption program for small investments by individuals.  
\*2 Gatekeeping is a package solution for alternative investments. For example, we provide the following solutions:  
-Introducing funds of external alternative management companies to institutional investors  
-Providing advice on selection, through analyzing, evaluating, and conducting due diligence (DD) on investment targets and fund structures  
-Entering into discretionary investment contracts and constructing custom-made investments  
-Monitoring and fund management for investment decisions and execution

## Initiatives for 2030

### Where We Aim to Be in FY2030/31

Investment Management Division aims to provide high-quality, high value-added investment products and services. We aim to grow assets under management to approximately 129 trillion yen and expand alternative asset ratio from the current 2% to around 9% in the fiscal year ending March 2031. The competitive environment in the asset management industry is intensifying, and we anticipate management fees for traditional assets to decline further. It is important to strengthen high value-added areas, such as alternative asset management, while expanding total assets under management. Furthermore, we will actively pursue inorganic opportunities that leverage

the strengths of our investment management business. Through these efforts, we will aim to achieve income before income taxes of 100 billion yen in the fiscal year ending March 2031.

### Themes to Achieve Aims

In order to achieve aims for the fiscal year ending March 2031, we will attempt to grow assets under management and to expand high value-added businesses through the following three themes:

“Solutions Capturing Opportunities in Japan,”

“Creation of Global Value,”

“New Growth in Collaboration with Global Stakeholders”

### 1 Solutions Capturing Opportunities in Japan

In Japan, we will steadily increase our assets under management in areas where further growth is expected such as NISA, DC and exchange-traded funds (ETFs).

We will also capture business opportunities in alternative asset management with relatively higher management fees.

#### » NISA and DC pension plans

The NISA and DC markets are growth areas driven by a series of policies related to the “Doubling Asset-based Income Plan” of the Japanese government. We believe these markets to grow further. To capture growing investment flows in NISA, we will focus on expanding our investor base and assets through following initiatives: providing products across diverse distribution channels nationwide, supporting consulting capabilities of distribution companies, and leveraging media promotion.

In the DC market, we will strengthen our cooperation within the Group to further grow assets and gain market shares.

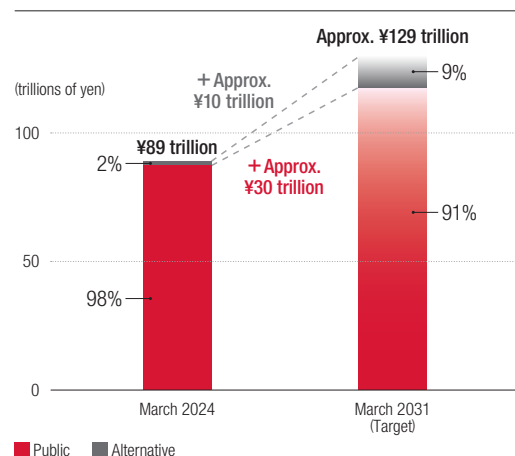
#### » ETFs

Investors’ holdings of ETFs have been increasing year over year, and there is still considerable room for expansion as an asset management tool, especially in Japan. We will further expand our product lineup and strengthen our marketing strategy to institutional and individual investors.

#### » Alternative investment

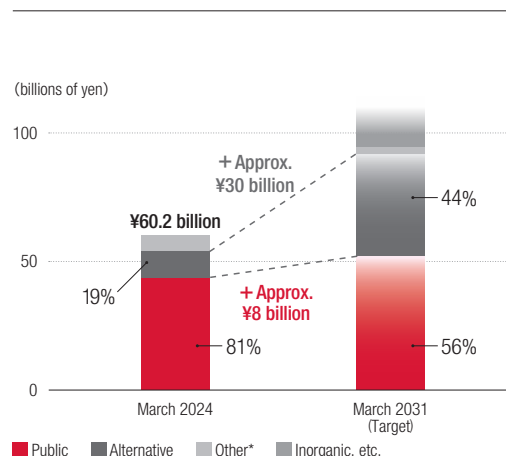
Alternative investment by Japanese investors is growing, and we will provide solutions to a wide range of investors by leveraging the strengths of our more than 20 years’ history in the gatekeeping business. We will also scale up in-house management to expand asset classes and products. We will further focus on the “democratization of private investment,” which provides individual investors with opportunities to invest in private assets that were previously accessible only to limited institutional investors.

● Assets Under Management



\*Other includes American Century Investments related gain/loss and other gains/losses.

● Income Before Income Taxes



## 2 Creation of Global Value

Based on our asset management track record and experience gained over many years, we will develop world-class products and enhance investment capabilities to raise awareness globally. As a result, we will increase income before income taxes.

### » Specialty credit\*<sup>1</sup>

One of the pillars of our global strategy is to strengthen specialty credit management, which is an asset class within active investment that is more likely to generate excess returns. By leveraging our existing strengths in high-yield bond management, we will raise awareness globally as a specialist in credit investment management.

● Strengthen and Grow Specialty Credit to Create Value Globally



\*<sup>1</sup> Specialty credit does not refer to high rated and liquid credit such as government bonds and investment-grade corporate bonds of advanced economies, but rather to credit management in more niche areas, such as emerging economies, high-yield bonds, inflation-linked bonds, and private credit. It requires a higher level of expertise than a general credit management. On the other hand, it is considered as an asset class where performance tends to vary depending on the manager.

\*<sup>2</sup> Global dynamic bond fund is managed by Nomura Asset Management's UK base that aims to maximize total returns through an unconstrained strategy that utilizes not only investments in cash bonds but also various investment methods including derivatives.

\*<sup>3</sup>, \*<sup>4</sup> Nomura Alternative Income Fund (NAIF) and Nomura Credit Opportunities Fund (NCOF) are managed by Nomura Capital Management (NCM), a subsidiary of Nomura Holding America Inc., which oversees credit operations in the Americas. Nomura Alternative Income Fund (NAIF) is a closed-end interval fund in the private credit area. It provides investment opportunities targeting a wide range of assets to retail investors in the US, mainly via RIA (A registered investment advisor in the US that provides advice on the formulation of client asset portfolios based on investment advisory contracts concluded with investors). Nomura Credit Opportunities Fund (NCOF) invests in a wide range of opportunities within private credit in the US through executing a strategy that includes joint and secondary investments. The fund primarily provides investment opportunities to institutional investors. Private credit refers to an asset class that includes direct lending, real estate lending, specialty finance, and asset-based lending.

## 3 New Growth in Collaboration with Global stakeholders

We will develop and expand high quality investment products that promote a virtuous cycle of investment growth that leads to the resolution of social issues from a global perspective.

We aim to not only further increase income before income taxes, but also to achieve our Group purpose.

### » Real asset area

In addition to existing aircraft leasing, real estate, and forestry asset management businesses, we will develop new businesses in other real asset areas such as plant factories, renewable energy and new energy.

### » Research and Development (R&D)

We formed a strategic alliance with Angelano Group, a venture capital firm providing growth capital for next-generation clean energy. Also, we invested in Teamshares, a US-based company supporting business succession for small and medium-sized companies.

We will further strive to launch new businesses by accumulating expertise and knowledge through these forms of strategic R&D.

### » Inorganic opportunity

In order to leverage our strengths in investment management businesses, we will continue to pursue inorganic opportunities, not only by examining business domains and valuations, but also by assessing strategic value and corporate culture.

## DIVISION

### Wholesale



Head of Wholesale

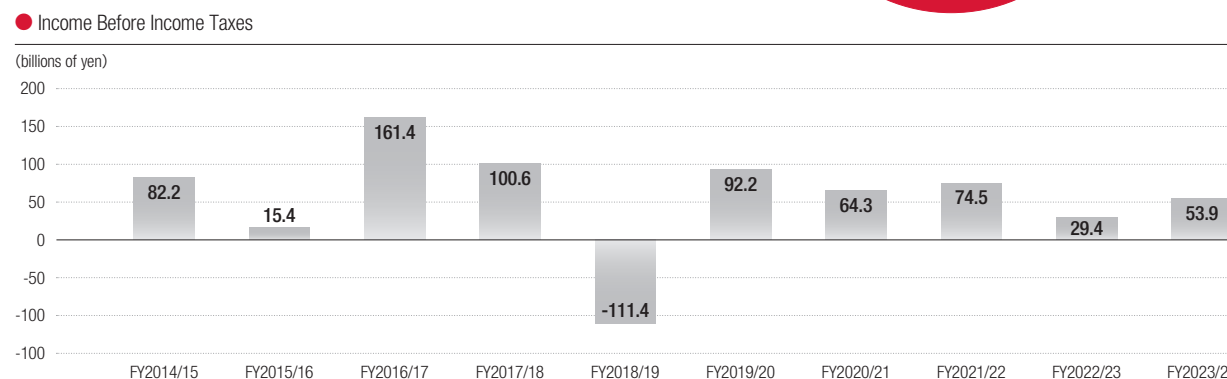
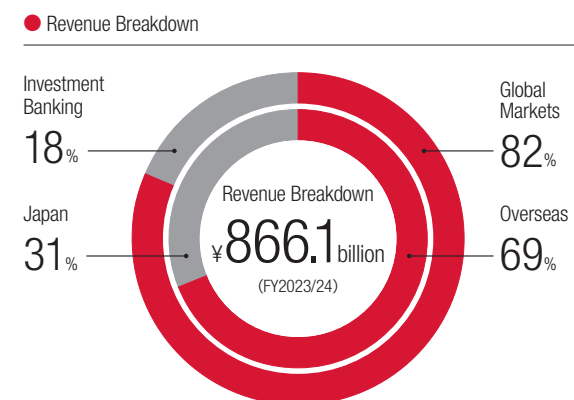
**Christopher Willcox**

At its core, Wholesale acts as a key financial intermediary, advisor and liquidity provider in capital markets – a critical function to ensure confidence in the financial system. Our commitment to sustainability and the service we provide to our clients continues to embody Nomura's purpose.

# Wholesale Division

“ As a financial intermediary, we are at the forefront of connecting capital seekers and holders globally while staying committed to deliver growth sustainably and contributing to society ”

Wholesale encompasses a wide range of products and services to cater to the diverse needs of our clients globally. In Japan, we are a leading company<sup>\*1\*2</sup>, across Fixed Income, Equities and Investment Banking, positioning us uniquely to provide our global clients with unparalleled access to domestic markets. To complement our Japan franchise, we have scaled our international platform, which generates more than two thirds of our Global Wholesale revenue and commands leading positions in multiple products and markets.



<sup>\*1</sup> Source : Fixed Income, Equity: Coalition Greenwich Competitor Analytics (CY2019-23 Avg). Market Share based on industry revenue pools. Results are based upon Nomura's internal product taxonomy and Nomura internal revenues.

<sup>\*2</sup> Source : Investment Banking: Dealogic (23/24)



## Progress Towards FY2024/25 Target

The fiscal year 2023/24 began amidst challenging market conditions. However, the overall market environment turned more favorable in the second half as the Japan re-emergence theme started to gain traction. Amidst this backdrop, Wholesale revenue rose by 12% year-on-year in FY2023/24, with successive revenue increases each quarter in what was a difficult year for the industry.

We have been progressing on the right path for specific KPIs such as Revenue/RWA and Fee & Commission Revenue. Although the target is yet to be achieved, gains have been made in terms of Cost to Income Ratio, which we aim to further improve through our targeted strategic initiatives.

### Stability

We have made solid progress in creating a more stable and resilient Wholesale platform. We are currently on track to exceed our 2023 Investor Day cost saves target of 150 million US dollars by >50% through structural reform of our operating model and streamlining of our Front Office footprint. Performance continued to recover in FY2023/24, with more businesses generating higher contribution through strong client wallet share\*3 gains and improved risk taking, limiting Wholesale loss days to ~1% during the year.

● Progress/Achievement of KPIs and KGI		FY2023/24 (Actual)	FY2024/25 (Target, announced at Investor Day in May 2023)
KPIs	Revenue/RWA	6.8%	>6%
	Cost to Income Ratio	94%	86%
	Fee & Commission Revenue	\$1.2 billion	>\$1.3 billion
KGI	Income before Income Taxes	¥53.9 billion	¥130 billion

### Growth

Our Global Markets franchise has successfully delivered growth across multiple products with >30%\*4 year-on-year revenue increase in Securitized Products and ~20%\*4 in Equity Products. We strengthened our Global Markets client franchise, increasing client revenues by ~8%\*4 year-on-year in FY 2023/24 and driving higher multi-product offering with top clients. We have achieved ~20%\*4 year-on-year growth in International Investment Banking revenues, with >50% of global revenues coming from resource-light businesses\*5. In addition, we cemented our dominance in our domestic market in FY2023/24 with Japan Wholesale revenues up 27% year-on-year.

### Diversification

FY2023/24 was a landmark year for our International Wealth Management business, with AUM reaching 21 billion US dollar as we continued to expand the franchise, including into North Asia and Dubai. We added ~5.5 billion US dollar in Net New Money, opened 500+ new accounts, and increased revenues by ~50%\*4 in FY2023/24. We also continued to increase cross-referrals to the Wholesale business, which have grown by ~1.6x since FY2019/20.

\*3 Our share within clients  
\*4 USD based  
\*5 Includes Advisory, ECM and DCM

Initiatives for 2030

Our 2030 ambition for Wholesale is driven by our three pillars which is a continuous theme for 2025 - Stability, Growth and Diversification. We continue to focus on our steady client growth plan and seek market share gains while controlling costs and investing in core areas. As these plans require resources, our intention is to self-fund our growth plans by re-investing a portion of the retained earnings generated by Wholesale each year.

Stability

Globalized, Cost-Efficient Platform Generating Long-Term Sustainable Returns

In Wholesale, we are focused on generating sustainable long-term returns navigating different market cycles, and we aim to achieve through-the-cycle pre-tax ROE of 8-10% on a post Basel III finalization basis. We are targeting a cost-to-income ratio of ~80% by realizing economies of scale, maintaining cost discipline, and executing longer-term structural savings. Further, we will maintain our resource efficiency at ~6% on a post Basel III finalization basis and continuously seek to optimize resource usage across businesses in alignment with market opportunity and returns.

Growth

Increasing Proportion of Resource-Light, Low Volatility Businesses

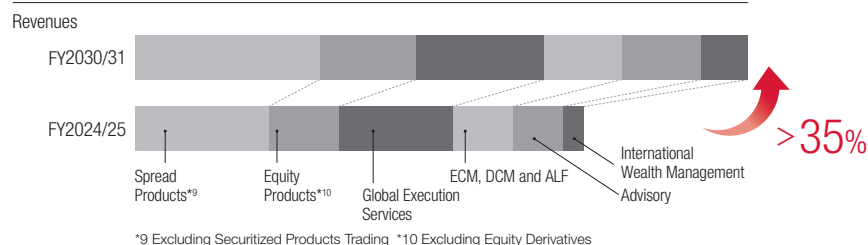
To steer future growth, a key priority for Wholesale is to create a diversified platform and shift our business mix towards more resource-light areas that use less financial resources. Specifically, as a high portion of our current revenue comes from Macro business we are targeting for ~70% of Wholesale revenues to originate from non-Macro products in 2030. We also expect to diversify our portfolio and to shift towards resource-light business including Advisory and Wealth Management and also low volatility, higher return businesses like Spread Products\*7 and Equity Products. A key element of our strategy is building on our existing capabilities in areas where we already excel to extend our reach globally. To achieve stable and sustainable earnings, Wholesale will continue to focus on strengthening the client franchise. In Investment Banking, we continue to lead with differentiated content and focus on deepening new age subsectors coverage which includes agtech\*8 and digital infrastructure while improving wallet share\*3. In our Global Markets division, we aim to improve our client share and increase cross-sell across regions and products.

\*7 Credit and Securitized Products  
\*8 Agricultural technology

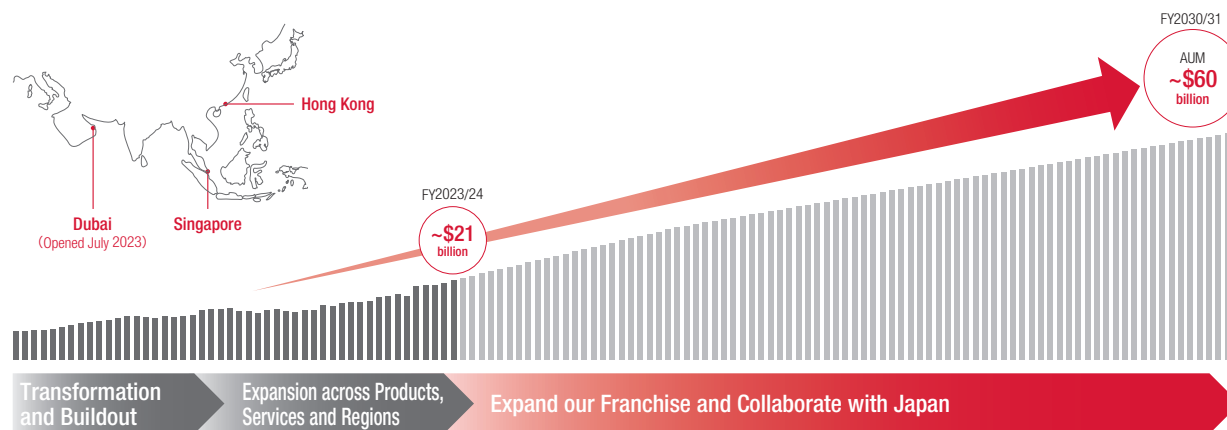
FY2030/31 (Target)	
KPIs	Pre-Tax ROE 8-10%*6
	Revenue/RWA ~6%*6
	Cost to Income Ratio ~80%
	Fee & Commission Revenue ~\$1.9 billion

\*6 post Basel-III finalization basis

## Higher Growth from Low Volatility and Resource Light Business



## Further Expansion of International Wealth Management Business



- Institutionalized the business under the Wholesale division in September 2020, aiming to provide solutions for the International Wealth Management clients at the same level as institutional investors
- Sales recruitment and infrastructure development

- Expansion of products and services
- Established a co-work structure with Investment Banking and Global Markets
- Opened Dubai office and strengthened North Asia team

- Enhance collaboration with Japan and across divisions to broaden our client base, widen product suite, and expand in core regions while exploring opportunities in other select markets

## Diversification

### Longer-term Diversification to Increase Earnings Stability

We are focused on diversifying the Wholesale business mix across products, clients and markets. Continuing our growth trajectory in International Wealth Management is a key part of our diversification strategy; we intend to become a top 15 wealth manager in Asia and target 60 billion US dollar in AUM to fully extract synergies with our Markets and Banking businesses. Additionally, growing our International Advisory business will be a top priority to help push Fee & Commission Revenue for Wholesale to ~1.9 billion US dollar in the long-term. On the client side, we are also broadening our client base and deepening penetration with real-money\*<sup>11</sup> and corporate clients. Lastly, we also seek to enhance cross-collaboration with other divisions in Nomura to drive growth for the firm.

\*<sup>11</sup> Includes pension funds, asset managers and insurance companies

# People Strategy

We have declared our Group Purpose as “We aspire to create a better world by harnessing the power of financial markets”. In order to further embed our Group Purpose and to maximize our corporate value, we seek to improve our return on equity (ROE) through investing strategically for growth. We believe it is essential to enhance the competitive strength of our employees (human capital) in order to enhance productivity, build value for our clients and shareholders, and enrich our risk management culture by realizing the potential of our dedicated and professional workforce. Nomura aims to enhance employee engagement by evolving its people strategy from a long-term perspective. Nomura seeks to differentiate intellectual capital\* that our human capital delivers as a team and further enhance the added value provided by the Nomura Group.

\*Our intellectual capital refers to the intangibles that are the source of our competitiveness, including organizational capabilities, know-how, customer networks, and branding.

Our human resources management strategy is based on the values of “Entrepreneurial Leadership,” “Teamwork,” and “Integrity” as defined in our corporate philosophy, and these core values set us apart from our competitors in our recruitment, talent development, performance appraisal, and mobility and advancement strategies, as well as our dedication to promoting “Diversity, Equity & Inclusion” (DEI), “Employees’ Ways of Working,” and “Wellbeing.” This strategy forms the core of our recruitment, talent development and retention initiatives.



## ● Major Certifications of Nomura Group



For more information on Nomura Group's people strategy, please refer to the Nomura Group Sustainability Report 2024.  
<https://www.nomuraholdings.com/investor/library/ar/sustainability/2024/pdf/all.pdf>



## Recruitment

We seek to recruit individuals who share our values of “Entrepreneurial Leadership,” “Teamwork,” and “Integrity,” and are aligned with our strong risk management culture. In order to attract and develop such individuals who also can demonstrate high levels of expertise, we recruit individuals in all roles and at all career levels in all regions including Japan, through both new graduate programs and mid-career hiring. We focus our career recruitment on hiring professional talent with advanced knowledge and experience in their specialized fields. In recent years, more than approx. 70% of Nomura Group’s hires have been mid-

career hires. From January 2023, we have established alumni networks and recruitment strategies in order to stay connected and regularly re-engage with our pool of alumni who remain active in the industry and communities. As of

March 31, 2024, the number of registrants on the network site has reached approximately 250 people, an increase of approximately 90 people compared to the previous year, as we solidify the foundation of the network steadily.

### Mid-Career Hiring Ratio (Global)

FY2020/21

69%

FY2021/22

81%

FY2022/23

83%

FY2023/24

73%

## Talent Development

Nomura Group is strengthening measures to develop professional talent and leadership talent under the following Basic Policy of Talent Development

### » Basic Policy of Talent Development

In order to further embed our Group Purpose, “We aspire to create a better world by harnessing the power of financial markets”, we aim for Nomura Group people to differentiate themselves by being a professional group that continually takes on challenges to create new added value.

When it comes to development of professional talent and leadership talent, after reorganizing the hierarchical training for new employees and managerial staff, we are working to enhance department-led, department-specific training that enhances specialization by department and self-development programs to promote independent career development.

Since the launch of the self-development program, approximately 3,000 employees have learned digital IQ skills as part of the program. Additionally, we are implementing various selective training programs that promote step-by-step learning with a particular focus on insight, determination and leadership. As a selective training program, we offer opportunities to acquire new perspectives and viewpoints that go beyond ordinary work.

These include self-applied and selective overseas study programs that we have sent employees on for more than 60 years, cross-border learning experiences such as training through secondments to venture companies, and leadership development programs offered by domestic and overseas external organizations such as the Nomura Keiei-Juku and the Nomura Management School, which are flagship programs for leadership candidates.

### Digital IQ University



A self-development programs that started in 2023, approximately 3,000 employees have learned digital skills

### Nomura Business Academy



A self-development platform for employees in Japan. This platform helps employees acquire language, financial accounting, and business skills

### M&A University



A platform to help employees in the Investment Banking business gain expertise in providing advisory services

## Performance Appraisal

In all regions including Japan, and across all departments and roles, we define the expected actions (competencies) and are making further efforts to enhance our performance-based compensation system, through ensuring the fairness of performance appraisal and benchmarking employee productivity against external market data. Since April 2020, we have introduced a system where all managers in Japan are paid by job type. Global evaluation criteria include “Challenging for the Future” and “Professional Ethics, Risk Management, Compliance, and Conduct.”

We have also introduced 360-degree feedback globally,

and by fostering dialogue between the employee and the evaluators regarding the results, we are supporting the growth and leadership development of employees. In the future, we will seek to unify the targets and timing of 360-degree feedback.

Additionally, we have implemented the ERCC (Ethics, Risk Management, Compliance and Conduct) rating, which is a compliance conduct evaluation.

## Mobility and Advancement

We respect employees’ entrepreneurial mindsets and revamped our internal recruitment system as Nomura Group Internal Recruitment (Nomura Career) in April 2020. Nomura Career is an opportunity for individual employees to develop independent careers and we significantly expanded the scope of this system. The internal recruitment system also includes post-retirement positions to promote independent career development for people of all ages. Since the revamping of the system in fiscal 2020, we have received a total of 1,800 applications, and 650 employees have transferred.

In addition, we introduced career design sheets in Japan in 2023 to support independent career development. These sheets are used to deepen career planning through discussions with superiors and other means. These sheets enable employees to demonstrate their aptitudes and strengths, as well as enhance organizational productivity

and competitiveness. Additionally, from the perspective of appointing talent to key positions within the group and developing successors for such positions, we globally manage a talent pool of individuals with the potential to assume critical roles. Assessments are conducted for these talent pools, and various leadership development programs are provided to the respective employees based on their leadership potential.

### ● Number of Applicants and Transferees Accumulated Since the Fiscal Year 2020

Number of applicants for internal job posting system since the fiscal year 2020 **Approx. 1,800**

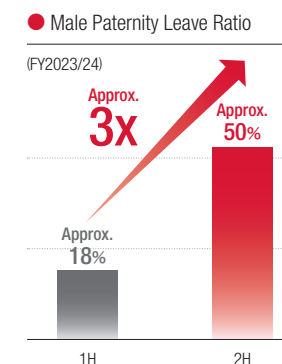
Number of transfers for internal job posting system since the fiscal year 2020 **Approx. 650**

## Initiatives to Promote DEI in Japan

Approximately 40% of Nomura Group employees are women, making women’s advancement a crucial theme in enhancing corporate value. At Nomura group, the promotion of DEI has been incorporated into personnel evaluation as a group-wide initiative. In particular, the following were designated as essential issues for managers in Nomura Securities: creation of a work environment where diversity is accepted, encouragement of male employees to take childcare leave and creation of an environment for doing so, and efforts to increase the abilities of female employees to promote the advancement of women. In October 2023, Nomura Securities and some subsidiaries in Japan introduced an incentive program to encourage male employees to take childcare leave. These companies have since paid the incentives to employees who took childcare leave of at least a month without interruption, regardless of their gender. As a result, the percentage of male employees taking childcare leave in the second half of the fiscal year ended March 2024 tripled from the first half.

We have also expanded our measures to support the balance between work and nursing care, such as posting videos of webinars and setting up consultation desks so that employees can continue to work with peace of mind even when faced with nursing care.

In recognition of these efforts, in March 2024, Nomura Group was selected as a “Next Nadeshiko” company by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE), for its commitment to helping employees balance their work and family life.



## DEI

At Nomura Group, which employs people representing around 90 different nationalities, we consider diverse talent to be a source of competitiveness, innovation, and high-level risk management. We are committed to creating a work environment where all employees can fully utilize their unique strengths. Nomura Group aims to promote diversity, equity, and inclusion, providing equal opportunities to diverse talent and creating a workplace where every employee can work with a sense of belonging, as reflected in our Diversity, Equity & Inclusion Statement. In addition, the DEI Promotion Working Group, comprising executive officers, representatives from different Group companies and regions around the world, is working from top-down to improve the overall environment of the Group, while fostering a corporate culture through bottom-up efforts through the DEI employee networks. In Japan, three DEI Employee Networks: L&F, which focuses on work-life management, ALLIES, which promotes correct understanding of multi-culture, LGBTQ+, and disability topics and fosters a positive working environment; and WIN, which promotes women's careers; hold events and provide opportunities for interactions, both internally and externally. Similar employee networks are active in overseas regions. For example, during Pride Month in June, ALLIES collaborates with Pride networks in various countries to hold joint events.

We are also working to create an environment where LGBTQ+ employees can work with peace of mind and find fulfillment, including by introducing benefit programs that can be used by same-sex partners and by establishing guidelines for transgender employees.

## Employees' Working Styles

In FY2022/23, we launched our global "Nomura Ways of Working" project, which aims to create a positive working environment where our employees can maximize their work performance without time or location constraints. We are promoting this project globally across regions based on four key pillars: culture, people, workplace, and technology. We are also working to develop an environment under which employees can strengthen relationships with other employees to help maximize work performance. In FY2023/24, we launched COMPASS, a program to support both new incoming employees and welcoming employees. To help employees smoothly settle into the Nomura and fully demonstrate their abilities by the 100th day from the day they join, we provide messages from the Group CEO and orientations upon hiring. Overseas offices distribute manager toolkits and provide support messages at milestones of 30, 60, and 100 days. In Japan, we send welcome kits and organize mid-career employee networking programs.

In order to create a work environment that accommodates employees with time constraints due to childcare or nursing care, we are promoting information-sharing to enhance work-life balance and encouraging male employees to take childcare leave. We have introduced various support systems such as allowing the acquisition of paid leave on an hourly basis, flexible work hours system, leave of absence system for infertility treatment, and the use of sick leave and other types of leave, to enable each individual to work in a way that suits their circumstances while maximizing their performance.

## Well-being

Under the policy of internal environment maintenance, we recognize the importance of our employees' physical, emotional, mental and financial well-being in order for them to realize their full potential, stay motivated and excel in performing their duties.

### » Fundamental Approach of an Employee-friendly Work Environment

Nomura Group recognizes the importance of our employees' physical, emotional, mental and financial well-being so that they can realize their full potential, stay motivated and excel in the performance of their duties. We seek to improve its employee welfare programs, such as childcare and nursing care support, as well as to maintain and promote employee health, so that employees can continue to work with enthusiasm, including the development of appropriate working conditions and a comfortable working environment.

In Japan, we offer health initiatives such as a health point system and initiatives to help employees stopping smoking during working hours, and we provide systems that support employees in building up assets, such as the employee shareholding association and the defined contribution pension plan that help employees maintain financial wellness. Based on the results of our annual employee survey, we are also examining and making improvements to our various human resource management strategies.

We have been selected as a "Health Management Stock" for two consecutive years by the METI and the TSE. Additionally, nine companies within the Nomura Group, including us, have been certified as "Health & Productivity Excellent Corporation" from the METI and the Japan Health Conference. Furthermore, six companies from the Nomura Group have won Gold and Silver awards in the "Ganarai Award" organized by the Ganarai-bu, a private project that recognizes companies and organizations that support people working while under cancer treatment.

### ● Nomura's Progress and Roadmap



# IT Digital Strategy

## Establishment of a Sustainable Service Delivery System Utilizing Digital Technology

Amid the evolution of digital technology, we aim to establish a sustainable service delivery system by enhancing the convenience of apps and online services, as well as by integrating the value of digital technology and our partners.

We have been adding functions to the smartphone-exclusive asset management app “NOMURA” to support a series of investment actions, such as assessing the current status of assets, gathering necessary information, and smoothly conducting buying and selling transactions, in order to enhance the convenience of the app. Most recently, we have been working with shareholders' associations to expand the use of the app among members by enhancing its convenience.

In order to respond optimally to the diverse needs of customers and their constantly changing situations, we are constructing a business model that provides services by combining digital technology and partners, enabling us to deliver services to a wide range of customers. In this way, we are advancing the establishment of a system to deliver services to many customers. (Refer to page 44)



## Developing Digital Talent

In 2023, we established an in-house qualification for digital skills called Digital IQ University. Defining digital skills into 12 types of personas, such as data scientist, technology practitioner, and digital strategist, we have subdivided the required skill levels for each persona into beginner, intermediate, and advanced categories, linking them to relevant programs for online learning. Employees can choose a persona based on their career plans and job requirements. Approximately 3,000 employees have started online learning, accumulating over 35,000 hours of study.

In May 2024, we held a contest as a platform for employees to showcase their ideas and skills regarding the potential of generative AI. In the contest, teams proposed ideas for generative AI that could be utilized in business, and after regional qualifiers, a global final was held, with the winning idea subsequently implemented. Additionally, many employees participate in the “G Certification” exam held by the Japan Deep Learning Association (JDLA), a certification exam for personnel who can promote AI utilization. Currently, 393 employees have passed the exam. The cumulative pass rate for our employees since the first period the exam was offered is 75%, exceeding the overall average pass rate of 65% for the exam. Over a period of approximately two months leading up to the exam date, weekly study sessions are held for those interested, providing a platform for active exchange of ideas across departments where participants share useful books and websites that have been beneficial for their learning. We are actively committed to developing digital talent with the aim of firmly establishing a sustainable service delivery system utilizing digital technologies.

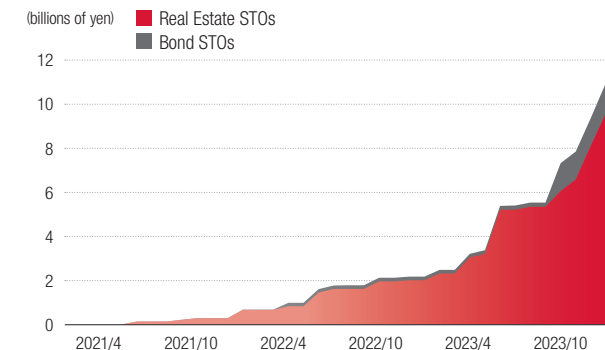
## Offering New Products and Services Utilizing Digital Technology

We are utilizing digital technology to offer new products and services, aiming to provide clients with a higher level of satisfaction and to create new value going beyond traditional financial boundaries.

## Security Token Offering

A security token is a type of tradable security issued and managed using proprietary technology infrastructure leveraging cutting-edge technologies such as blockchain. The fundraising method using security tokens is referred to

● Japan Public STO Market Size (Total Issuance)\*1



\*1 Nomura Securities, based on disclosure materials of names that had issued a Securities Report by March 31, 2024.



as Security Token Offering (STO). By introducing blockchain technology for managing the rights of security tokens, issuers are able to flexibly raise funds through the issuance of fractionalized securities targeting individual real estate properties or projects that were previously difficult to tokenize, thereby expanding the range of fundraising options. Investors can now invest relatively small amounts of money in a variety of products with limited investment opportunities, leading to diversification and access to a wide range of products. The market for security tokens with such new features is expected to grow significantly worldwide. Nomura Group established a subsidiary, BOOSTORY, in 2019 to develop an issuance and management platform for security tokens, and has been actively taking the lead in structuring and selling products since 2021. Since serving as lead manager for the issuance

of publicly offered real estate security tokens in Japan in July 2021, Nomura Group has been involved in the structuring and sale of real estate security tokens backed by hot spring inns and high-rise residences, and as of the end of March 2024, Nomura Group holds the top share in terms of transaction value for publicly offered STOs in Japan. By expanding the lineup of newly introduced private products such as security tokens and offering them appropriately in accordance with clients' needs, Nomura Group aims to provide financial services with even higher added value than before.

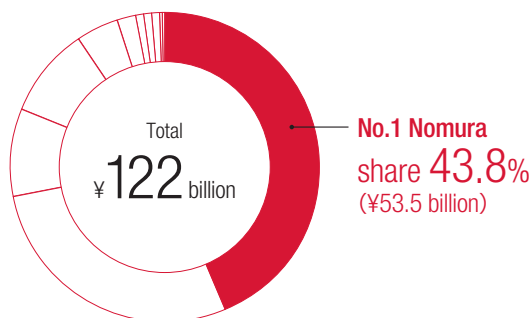
## Digital Assets - Redefining the Frontier of Digital Finance

Recognizing the potential for distributed ledger technology used in cryptocurrencies and security tokens to serve as a catalyst for a paradigm shift in the financial business, Nomura Group established a subsidiary called Laser Digital in Switzerland in September 2022. Leveraging the expertise and platforms of Nomura Group, Laser Digital aims to create and monetize new businesses by providing digital asset-related services. Since its establishment, Laser Digital has established offices in Zurich, London, Dubai, Abu Dhabi, and Tokyo, focusing on secondary trading of digital assets, solutions, asset management, and venture capital businesses for institutional investors. Various initiatives are being pursued to further develop these businesses, such as obtaining the first license for a crypto asset business in the United Arab Emirates (UAE), where the world's first Virtual Asset Regulatory Authority (VARA) was established. Additionally, in July 2023, Laser Digital strengthened its services by acquiring Elysium, a post-trade software platform provider that enables settlements in

both digital and fiat currencies. Furthermore, in September, Laser Digital launched the first Bitcoin fund for institutional investors.

The market size of digital assets has already surpassed 1 trillion US dollar and is expected to continue growing. In this environment, Nomura is combining its extensive track record in businesses targeting institutional investors and strong client base with the expertise of the digital field professionals working at Laser Digital, thereby creating a highly unique group of experts in the digital asset field originating from a traditional financial group. Going forward, Nomura Group will deepen collaboration internally to actively create business opportunities in the digital asset field and contribute to the development of a healthy digital asset market.

● Amount Handled of Japan Public STO\*2



\*2 Nomura Securities, based on disclosure materials of names that had issued a Securities Report by March 31, 2024. Includes issuances where Nomura Securities was involved in sales or as financial advisor.



Nomura delivers added value to all stakeholders

# Sustainability

We will continue to take on new challenges and harness the power of financial markets to create a better world with and for all stakeholders.

The Sustainable Development Goals adopted at the United Nations Summit in September 2015 established goals such as poverty eradication, reducing inequality, and the sustainable conservation of the earth's environment and natural resources. Subsequently, global efforts towards decarbonizing the world economy have been made through agreements like the Paris Agreement, the Glasgow Climate Pact, as well as the adoption of the Kunming-Montreal Biodiversity Framework focused on biodiversity. Environmentally and socially responsible economic activities and sustainable economic growth are of utmost importance making sustainability a critical theme. Nomura Group approaches sustainability from two

perspectives - supporting sustainability efforts of its customers and stakeholders through business activities, and promoting activities to reduce environmental impact and enhance governance to ensure our own sustainability. For example, in the pursuit of a decarbonized society, Nomura Group supports initiatives such as building business portfolios suitable for decarbonization and providing advisory services in sustainable finance and sustainable M&A. This not only provides value for our customers but also presents business opportunities for us. As Nomura Group, we are tackling environmental and social challenges through initiatives like achieving net-zero greenhouse gas (GHG) emissions, respecting human rights, and

implementing responsible financing and investment practices. We will continue to advance these efforts and contribute to the realization of a sustainable society.

## COLUMN

### Sustainability Governance Structure

Nomura has established the Sustainability Committee chaired by the Group CEO to deliberate and make decisions on strategies to promote sustainability. Additionally, to ensure opportunities for more flexible and substantive discussions on sustainability, the Sustainability Forum has been established as a forum for discussion by executives from across departments and regions. In 2023, to enhance our ability to respond to sustainability trends, improve Nomura Group's external communications on sustainability, and strengthen efforts to promote sustainability-related business incubation, Nomura appointed a Chief Sustainability Officer (CSuO).

 GHG emissions from our own operations  
by 2030  
**Net Zero**  
(Scope 1, 2)

 GHG emissions from our lending and investment portfolio  
by 2050  
**Net Zero**  
(Scope 3 Cat. 15/in line with the NZBA framework)

 Sustainable Finance  
over five year  
by March 2026  
**\$125 billion**

 For more information on Nomura Group's sustainability initiatives, please refer to this Integrated Report as well as the Nomura Group Sustainability Report 2024.  
<https://www.nomuraholdings.com/investor/library/ar/sustainability/2024/pdf/all.pdf>

## Nomura Group's Sustainability Initiatives

# Achieve a Sustainable Society through Business Activities

Supporting our clients and a diverse range of stakeholders in their sustainability efforts using the power of the financial and capital markets is the very essence of our existence. We will continue to strive towards the realization of a sustainable society by leveraging Nomura Group's comprehensive strengths.

## Nomura Group's Sustainable Finance Initiatives

Since the first green bond issuance by a domestic company in Japan in 2016 by Nomura Research Institute, Nomura Group has been actively engaged in various deals in sustainable finance, contributing to the environment and society through the use of capital markets. In FY2023/24, Nomura was awarded the Bronze Award in the financial services sector (securities sector) at the 5th ESG Finance Awards Japan by the Ministry of the Environment, for our innovative initiatives. The following are some of Nomura's initiatives in FY2023/24.

### Joint Local Government Green Bond

By utilizing a framework of joint local government bonds, multiple local governments jointly offer green bonds by bringing their target projects together. This framework allows organizations that are unable to secure funds to offer their own green bonds. In joint local government green bonds, Nomura Securities served as a bookrunner and a structuring agent.

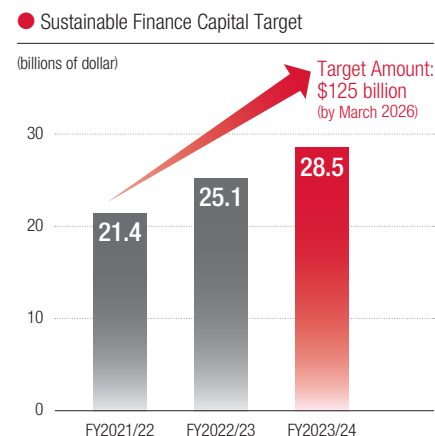
### Hitachi, Ltd.'s Digitally Tracked Green Bond

A Digitally Tracked Green Bond was offered as a publicly offered digital bond in Japan. This new bond makes it possible to visualize green finance indicators for usage of funds raised, leading to an increase in the transparency of green projects and convenience for investors. Nomura served as a bookrunner and a structuring agent.

In April 2024, to strengthen efforts in sustainability-related businesses, Nomura established a Sustainable Business Development Department in Japan to consolidate internal knowledge and respond to the diversification of products. With a high level of expertise, Nomura will provide value-added advice and support customers in addressing various sustainability challenges through the capital markets.

As one of the main businesses in

sustainable finance, we provide financing for projects related to energy-related infrastructure. We have established a dedicated team in New York and have undertaken projects related to infrastructure and sustainable assets worth over 15 billion US dollars.



## Providing M&A Advisory Services in the Sustainability Field

In April 2020, Nomura acquired Greentech Capital Advisors, a US M&A boutique with a strong presence in sustainable technology and infrastructure. The company was fully integrated into the Investment Banking business within the Wholesale Division. In April 2022, we established Greentech Industrials & Infrastructure (GII), a team of approximately 150 bankers working in 11 subsectors, by realigning our existing teams and hiring in focus areas to bolster the organization. GII supports clients in transforming their core infrastructure, from energy, transportation, food, and water to waste management systems. GII provides advice to both new and existing companies with innovative technologies focusing on reducing carbon emissions, digitalization, and efficiency. GII's banking team spanning across the Americas, Europe, and Asia, plays a crucial role in providing support in achieving sustainability targets to clients worldwide.

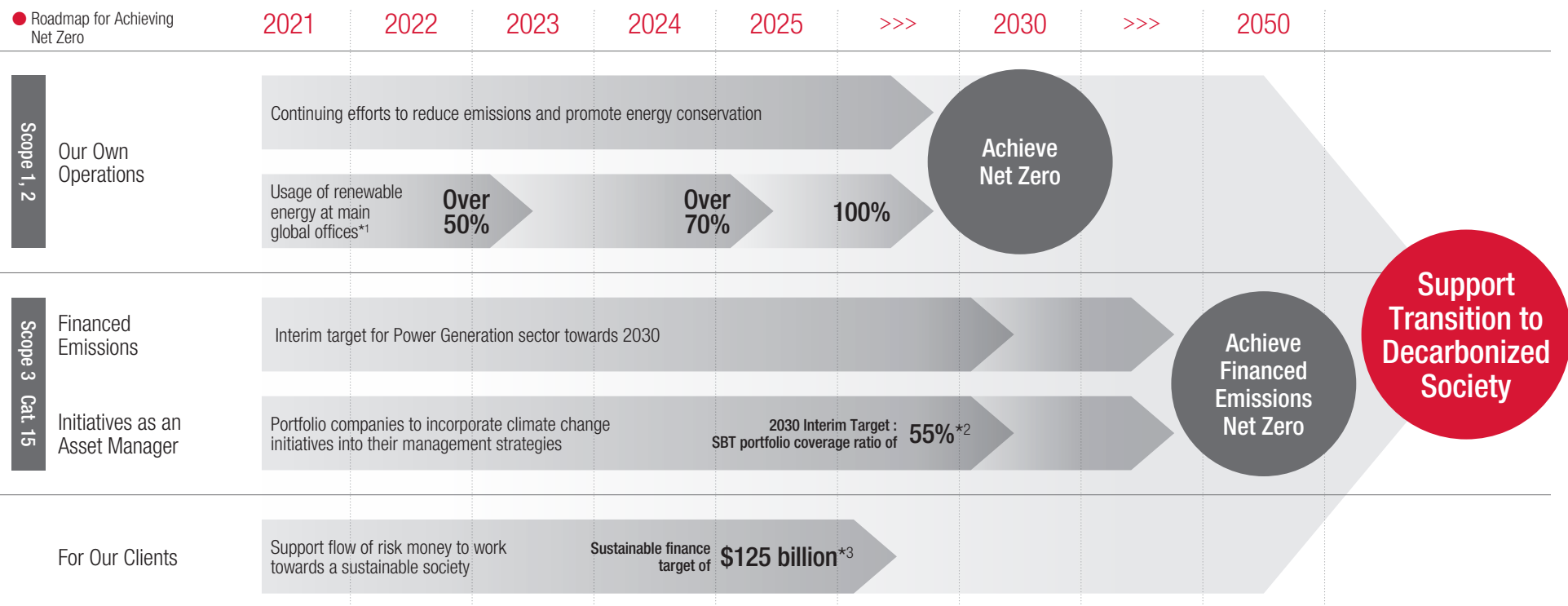


For more information on Nomura Group's efforts towards achieving a sustainable society through business activities, please refer to the Nomura Group Sustainability Report 2024.  
<https://www.nomuraholdings.com/investor/library/ar/sustainability/2024/pdf/all.pdf>

## Nomura Group's Sustainability Initiative

## Address Environmental Issues by Our Own Efforts

We are pursuing initiatives in line with our target to achieve net-zero greenhouse gas (GHG) emissions for our own operations by FY2030/2031, and to transition attributable GHG emissions from our lending and investment portfolios to align with pathways achieving net zero by FY2050/2051.



We set targets for creating a sustainable future while serving the best interest of our clients and other stakeholders. As we work towards achieving these objectives, they are contingent upon various conditions and factors, some of which are within our sphere of influence while others are not. These include potential implications of legal and

regulatory requirements, the importance of implementing effective climate policies, the necessity for technological progress, shifts in consumer behavior and demand, and the challenge of harmonizing short-term goals with the need to ensure a just transition and maintain energy security.

\* Scopes 1, 2, and 3 follow the classifications in the GHG Protocol (<https://www.ghgprotocol.org>).

\*<sup>1</sup> FY2022/23 Target: Over 50%; FY2025/26 Target: Over 70%; 2030 Target: 100%

\*<sup>2</sup> A 55% SBT portfolio coverage ratio refers to 55% (by weight) of the portfolio companies in Nomura Asset Management's investment portfolio having attained SBT approval.

\*<sup>3</sup> FY2021/22 - FY2025/26 five year accumulated total



For more information on Nomura Group's efforts to address environmental issues, please refer to the Nomura Group Sustainability Report 2024.  
<https://www.nomuraholdings.com/investor/library/ar/sustainability/2024/pdf/all.pdf>



● GHG Emissions	FY2021/22	FY2022/23	FY2023/24
GHG Emissions (Scope 1)	1,924 t-CO <sub>2</sub> e	2,473 t-CO <sub>2</sub> e	<b>2,423 t-CO<sub>2</sub>e</b>
GHG Emissions (Scope 2)	31,710 t-CO <sub>2</sub> e	24,183 t-CO <sub>2</sub> e	<b>19,504 t-CO<sub>2</sub>e</b>
Percentage of Renewable Electricity	33.6%	67.8%	<b>74.0%</b>

\* Scope 2 emissions are calculated using the market-based method based on the GHG Protocol. The market-based method is a method of calculating Scope 2 emissions reflecting companies' electricity contract. As the emission factor is based on the contractual terms, if a company purchases low-carbon electricity, such as from renewable energy sources, the effect can be reflected.

## Scope 1 and 2 Efforts

In addition to continuing our efforts to reduce emissions and promote energy conservation, we will gradually expand the use of renewable energy and replace electricity used in our operations with 100% renewable energy as we aim to achieve net zero by 2030.

In FY2023/24, the GHG emissions from our own operations amounted to 21,927t-CO<sub>2</sub>e representing a reduction of approximately half compared to the base year of FY2020/21. Furthermore, the use of renewable energy in FY2023/24 was 74.0%, and we have achieved the goal of exceeding 70% by FY2025/26 ahead of schedule. We will continue to accelerate efforts on a groupwide and global basis.

## ● Nomura's Environmental Activities



Elimination of plastic bottles (India/Powai)



A book recycling station for employees to exchange books (Japan)



Beekeeping on the rooftop of office buildings (London)

## COLUMN

### Environmental Management System

At Nomura, we have established an environmental management system to reduce our environmental impact. In Japan, we have established an environmental management system to promote environmental impact reduction by setting environmental targets and implementing a PDCA cycle. We review environmental targets at least once a year and conduct an environmental action check to assess the efforts of each department. We promote green purchasing, which prioritizes the purchase of products with low environmental impact, and paperless processes. Environmental initiatives and the status of achievement of environmental targets are

### Efforts Towards a Circular Society and Nature Positivity

To preserve the environment of the Earth, it is essential to achieve "nature positive" approach by stopping and restoring the loss of natural capital in addition to addressing climate change. We are engaged in biodiversity conservation through support for NGOs/NPOs via the Keidanren Nature Conservation Fund, as well as activities such as tree planting, forest regeneration support, and promoting greenery to contribute to biodiversity conservation and a circular society. For example, at our London office, we have had a garden area on the rooftop of the office building for over ten years where we grow flowers, plants, and organic vegetables. Under the

regularly reported to the Chief Sustainability Officer and are also disclosed on the Company's website. In 2022, we revised our environmental manuals in line with the 2015 version of ISO14001 to develop and implement a more appropriate environmental management system. Furthermore, in London, Nomura has maintained ISO14001 certification since 2007 under the supervision of a local certification organization. In 2018, we received ISO14001 certification, which had been revised in 2015. In 2015, we acquired ISO50001 certification for our energy management system.

guidance of experts, we also engage in beekeeping. At our India (Powai) office, we are reducing the use of plastic bottles and water, purchasing electric vehicles, and conducting recycling projects. Additionally, in Tokyo, at our Otemachi and Toyosu offices, we have established systems for employees to share books they have finished reading and donate the cash they receive for the remaining books, as well as a system for departments to share unused equipment for reuse. In this way, we are working towards promoting understanding and awareness for a circular society and nature positivity.



## Initiatives for Scope 3 Category 15 (Financed Emissions)

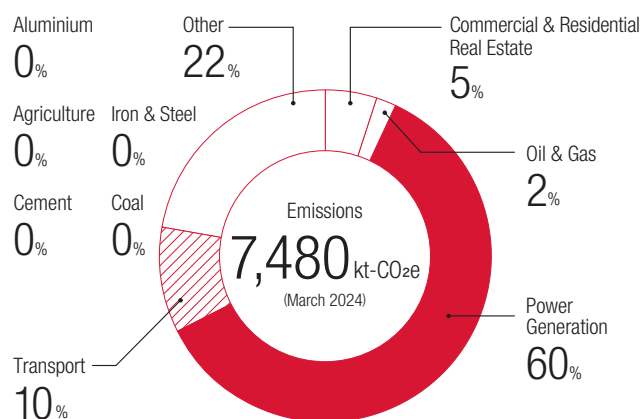
We intend to achieve net-zero GHG emissions from our lending and investment portfolio (Scope 3 Category 15, Financed Emissions) by FY2050/2051, in line with the NZBA\*<sup>1</sup> framework. In February 2023, we set and announced a FY2030/2031 interim target for the Power Generation sector, which accounts for the largest share of our financed emissions by sector, and in March 2024, we published our Net Zero Transition Plan to achieve net zero in financed emissions. In order to achieve our interim target for the Power Generation sector, we established a governance structure to monitor emissions, and are maintaining and managing the ratio of renewable energy-related lending and investments.

\*1 Net-Zero Banking Alliance. A framework convened by the United Nations Environment Program Finance Initiative (UNEP FI) for the transition towards a decarbonized economy.

### » Recent Financed Emissions

Our lending and investment portfolio is smaller compared to other commercial banks given our business profile. As of March 2024, our financed emissions across all sectors amounted to approximately 7.5million t-CO<sub>2</sub>e.

#### ● Breakdown of Financed Emissions (March 2024)



### » Interim Target and Measurement Results for the Power Generation Sector

Our financed emissions in the Power Generation sector as at the end of March 2024 slightly decreased from 4.662mtCO<sub>2</sub>e in FY2022/23 to 4.516mtCO<sub>2</sub>e in FY2023/24.

While outstanding lending and investment increased by approximately 34% compared to the previous year, the impact of improvement of Data Quality used for GHG calculation was also reflected. The portion of lending and investment for renewable energy in the power sector has increased from 61% to 67%, surpassing the 59% assumed in the NZE scenario's 2030 target.

Financed emissions calculation is still evolving and we expect there to be meaningful improvements to data sourcing and calculation methodologies over time. As better sources of data are identified through enhancements in reporting by our clients, revisions to data sources and updates to calculation methodologies and emission calculation factors, there may be significant volatility in year over-year numbers and potential restatements of historical results.

#### ● Interim Target for the Power Generation Sector

Target Setting Metric	Economic emission intensity
Interim Target for FY2030/31	Our target is in line with the Power generation mix that IEA NZE scenario assumes for 2030. Our emissions intensity in FY2030/31 shall be lower than that of this scenario.
Referenced Scenario	International Energy Agency Net Zero Emissions by 2050 Scenario (NZE)
Sub-industry	Power Generation business
Emission Scope Counted	Scope 1, 2, 3
Target Assets	Investments and loans (excluding unused commitments)

#### ● Power Generation Sector – Historical Measurement\*<sup>2</sup>

	March 2021 (Baseline)	March 2022	March 2023	March 2024
GHG Emissions (kt-CO <sub>2</sub> e)	1,150	3,647	4,662	4,516
Economic Emission Intensity (t-CO <sub>2</sub> e/US\$m)	924	3,458	3,422	2,477
PCAF* <sup>3</sup> Data Quality Score (Scope 1,2,3)	4.2	3.8	4.2	3.57
Ratio of Renewable Energy-related Lending and Investments (%)	80	56	61	67

\*2 Emissions, including the baseline, have been recalculated as of July 2024 to reflect the latest PCAF emission factors.

\*3 Partnership for Carbon Accounting Financials. A framework for financial institutions to calculate consistently GHG emissions derived by businesses that they invest and/or finance.

For more information on Nomura Group's efforts to address environmental issues as an asset manager, please refer to the Nomura Asset Management Responsible Investment Report.

## Nomura Group's Sustainability Initiative

# Provide Value to Society

In order to achieve a better world, Nomura Group has earnestly faced the question of what value we can provide to society. As a member of society, we will continue to challenge ourselves to provide value to society.

### Financial Education

For Japan in particular, as it experiences changes in the social environment such as the lowering of the age of adulthood and the shift to a cashless society, along with a progressing birthrate decline and aging population, attention is focusing on self-reliant asset building, in part with the release by the government of the Doubling Asset-based Income Plan.

Findings in a survey conducted by Nomura Securities on financial-wellbeing show that those with a high level of financial literacy enjoy a high level of satisfaction in life. Nowadays, the importance of financial education that aims to elevate financial literacy is ever-increasing.

Leveraging knowledge built up over more than 25 years in financial education and long-cultivated consulting capabilities, Nomura Group provides initiatives through various opportunities for financial

education and asset building according to each life stage.

Number of Participants Having Received Financial Education  
in total **1,104,433**

\* By end of March 2024

Number of Instructors and Volunteers from Nomura Group Employees **864**

\* FY2023/24

In schools, Nomura Group employees serve as instructors for experience-based financial education classes for elementary, middle, and high school students called "Manabou Classroom" (provided at schools) free of charge. For university students, classes are conducted for about six months at approximately 90 universities in line with the expectations of students who want to learn about "real-world economy" and universities that aim to provide practical education linked to society.

Coverage Rate of Financial Education Provided in Prefectures in Japan **100%**

Satisfaction Rate of Financial Education Classes. **97%**

\* Survey on provided school N=200 FY2023/24

Provision of Educational Materials **1,140,449 books**

\* By end of March 2024

Coverage Rate of Donated Educational Materials to Elementary and Junior High Schools/Public Libraries. **100%**

The content of the classes has received high praise from teachers in elementary, middle, and high schools based on post-visit teacher surveys. In addition to that, Nomura continues to donate and provide learning materials to elementary and middle schools, as well as to public libraries. Moreover, in order to expand opportunities for improving financial literacy, not only we collaborate within the group but also provide financial education through collaboration with regional financial institutions and entities in other industries.

### Collaboration with Other Industries

#### Nikkei STOCK League

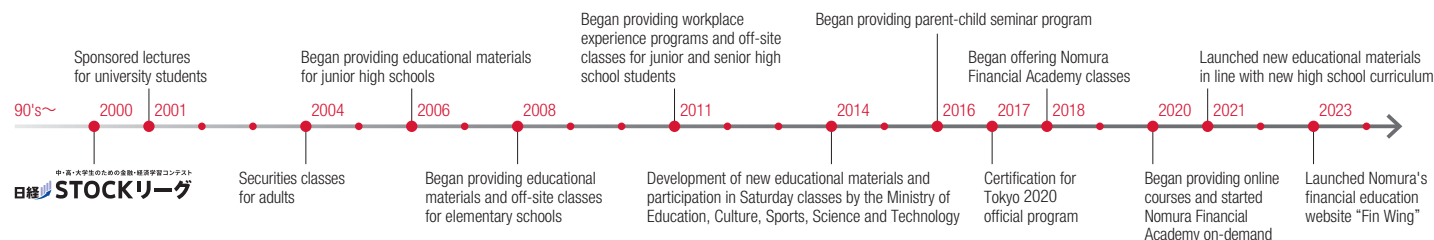
The "Nikkei STOCK League," which started in 2000, is celebrating its 25th edition this year, and saw a record number of 2,118 teams and 8,445 participants in the 24th edition last year. One high school subject is "Inquiry-based cross-disciplinary study" and during this course students go through a cycle of putting forth an issue; gathering information, organizing and analyzing, and collating and expressing, as they work to delve into considering their own ideas and the issues. As this aligns with the initiatives and report preparation process of Nikkei Stock League, several schools are incorporating it into their period for inquiry-based cross-disciplinary study. It is gaining attention as an inquiry-based learning program. About 140 Nomura Group employees serve as volunteer judges in evaluating submitted reports as a way to support the Nikkei STOCK League.

\* Nikkei STOCK League: A contest-style program for learning about finance and economics in schools.

#### Financial Education Program for Students in Early Elementary School Grades in Conjunction with a Non-financial Industry



In March 2024, in conjunction with Global Money Week, Nomura and NTT Docomo held the Nomura Presents comotto - a lesson about money for students in early elementary school grade. This was the first opportunity to provide a lesson developed in collaboration with NTT Docomo specifically targeting students in early elementary school grade. The new program is designed to be provided in schools and communities, and focuses on the concepts of the "value of money" and "ways to receive 'thanks' through work," which aligns with the curriculum employed in elementary school moral education. Additionally, workshops for parents were held alongside the program for elementary school students.



For more information on Nomura Group's efforts to provide value to society, please refer to the Nomura Group Sustainability Report 2024.  
<https://www.nomuraholdings.com/investor/library/ar/sustainability/2024/pdf/all.pdf>

## Nomura Group's Sustainability Initiative

## Provide Value to Society

## Social Contribution Activities

The Nomura Group Social Contribution Activity Policy sets out our fundamental approach to social contribution as a global corporate citizen. Through our social activities, we aim to help build a more sustainable world. Under this policy, we carry out a variety of social and community contribution activities in each region according to the characteristics of that region.

Focusing on the three areas of “Building a better society,” “Solving environmental issues,” and “Promoting cultural advancement,” we engage in social contribution activities through financial support and volunteer activities carried out by our employees.

Since 2020, we have been conducting the “Global Charity Challenge” annually as a global common social contribution activity to donate to health promotion and social contribution activities. Participants engage in various exercises that contribute to health promotion at their own time and place and donate a certain amount as a participation fee. The donation recipients are determined annually based on a common theme set globally and specific to each region. Additionally, the company matches the total amount of donations gathered globally and donates it to international organizations conducting

activities aligned with the support theme. Furthermore, in the event of natural disasters or similar occurrences, Nomura Group collaborates with all its global locations to assess the situation in affected areas and provide financial support or procure relief supplies as needed.

Depending on the extent of the disaster, fundraising activities involving executives and employees globally may be carried out, and contributions matching the amount raised may be made through matching gifts.

#### Support for the Noto Peninsula Earthquake in January 2024

Immediately after the Noto Peninsula Earthquake in January 2024, a donation of 20 million yen was contributed as relief aid, and a fundraising drive among executives and employees was also conducted. The company matched the total amount of donations gathered and donated it to the Central Community Chest of Japan. Additionally, supplies for supporting the disaster victims were provided, and employees volunteered to assist in packing and packaging activities.

#### Eastern Taiwan Offshore Earthquake

In April 2024, following the Eastern Taiwan Offshore Earthquake, we contributed 10 million yen as relief aid to the Japanese Red Cross Society for the purpose of supporting the affected areas, and supported financial assistance to the Taiwan Red Cross organization.

#### Nomura Carries out a Variety of Social Contribution Activities in Each Region According to the Characteristics of that Region.

##### Americas



Collaborated with City Harvest, and employees volunteered to provide fresh ingredients and meals, as well as offer wellness programs.

##### Europe



Collaborated with a charity organization to provide funding for programs that allow young people, who are the next generation, to maximize their potential. This support is specifically aimed at those aged 16-24 who are in underprivileged situations.

##### Asia



Contributed to increasing the average annual income of farmers through supporting the cultivation of climate-resilient crops such as turmeric, magnolia, and jasmine. Additionally, we support sustainable livelihood promotion through skill development programs for people with disabilities. (India/Powai)



Collaborate with OneSky for all Children and provided support for training for over 300 childcare workers in Vietnam. This training contributed to improving care and early education for the children of parents working in factories in Vietnam. (Hong Kong)

##### Japan



Established the Nomura Group Fund and started soliciting applications from eight non-profit organizations to support financially innovative initiatives and other models that aim to solve social issues and create new value through the Mirai Grant Program.

## Respecting Human Rights

Based on the Nomura Group Purpose — We aspire to create a better world by harnessing the power of financial markets — Nomura Group is working to realize a sustainable society through our business activities. We recognize that respect for human rights is an essential element in achieving a sustainable society. The Nomura Group Human Rights Policy provides specific action guidelines for “6. Human rights and other social issues” set forth in the Nomura Group Sustainability Statement, which outlines the direction of the Group’s sustainability-related activities and our response to environmental and social risks.

In May 2023, Nomura established the Human Rights Policy through a resolution by the Board of Directors. This policy acknowledges the potential adverse impact of not only our business activities but also the activities of our stakeholders on social issues such as human rights and aims to mitigate these impacts by respecting not only legal requirements but also international human rights standards, and striving to respond responsibly. The Human Rights Policy is regularly reviewed, and discussions on human rights initiatives take place within the Sustainability Committee and the Human Rights Awareness Subcommittee at Nomura Securities, with reports presented to the Board of Directors. Furthermore, the

Nomura Group Code of Conduct, which serves as a guideline for the behavior of all employees in Nomura Group, also includes provisions for respecting human rights. Each employee undergoes training to deepen their correct understanding and awareness of human rights issues, identifies various adverse impacts on human rights in business activities such as financing, and establishes a system to prevent, reduce, and remedy such impacts, fulfilling our responsibility to respect human rights. We believe that fulfilling our responsibility to respect human rights through these efforts, which includes maintaining the trust of society in our company and ultimately enhancing corporate value, will lead to providing value to society. At Nomura Group, we continue to work in accordance with international standards, such as the United Nations Guiding Principles on Business and Human Rights, to identify and assess human rights issues, identify, prevent, and mitigate negative impacts, establish mechanisms for remedy, and disclose information on these initiatives.

## Social Impact and Innovation Initiatives

For sustainable growth in society, support of startup companies, as well as creating innovation through collaborations across different industries, are essential. Nomura Group provides a wide range of financial services to support these companies in their efforts. At Nomura Securities, we supported the fundraising of unlisted companies based on a new method called J-Ships, which aims to provide growth capital for startup companies. Through this initiative, we aimed to expand and diversify the fundraising methods for unlisted companies to facilitate their growth as well as to identify investment opportunities in unlisted companies with growth potential for specific investors. Additionally, we undertook a research project focusing on business innovation in

agricultural, rural, and fishing villages and hosted events such as the “Agriculture, Mountain, and Fishing Village Innovation Exchange Meeting” (co-hosted with the Kanto Agricultural Administration Bureau) to introduce implications and case studies from the research, as well as organized the “Impact Camp” (co-organized with the Impact Startup Association\*) aimed at networking and mutual learning among impact startups. Through these initiatives, we collaborated with diverse industries to drive innovation, while also providing innovation creation opportunities to a wide range of stakeholders. In this way, we are advancing initiatives towards a sustainable society and our own sustainable growth.

### Decarbonization Verification in Agriculture Utilizing Advanced Technology

In June 2024, Nomura Securities and Nomura Farm Hokkaido, in response to the need for decarbonization solutions, initiated a verification project in the agricultural field focusing on decarbonization using advanced technology from impact startups aiming to solve social and environmental issues and achieve sustainable economic growth. The project involves the application of a next-generation soil improvement material called “Soratan,” the conversion of chemical fertilizers to organic fertilizers, and the utilization of carbon credit systems, satellite data, and AI technology to verify the multifaceted effects of reducing environmental impact and improving productivity. Through this verification project, we aim to contribute to the transition to a decarbonized society both domestically and internationally, support the sustainable development of agriculture, and stimulate the development of impact investments that target the resolution of social issues that are gaining attention as a new market.



Showing the process of spreading Soratan on the farmland of Nomura Farm in Hokkaido (Soratan is spread within the red frame).

\* Established with the aim of building an ecosystem for impact startups to realize a sustainable society.



# 03

## Value Creation Platform

### INDEX

Corporate Governance .....	68
Directors of Nomura Holdings .....	77
Conversation with Outside Director .....	79
Message from Newly Appointed Outside Director .....	82
Code of Conduct .....	83
Compliance .....	85
Whistleblowing System .....	87
Internal Audit .....	88
Risk Management .....	89
Resilience .....	93



# Corporate Governance

The Company is working to further enhance its corporate governance through various measures to strengthen its governance system, including diversification of the composition of the Board of Directors and implementation of Board Effectiveness Evaluation.

Nomura Holdings recognizes that in order to achieve the management's goal of enhancing corporate value by deepening society's trust in the firm and increasing the satisfaction of stakeholders including shareholders and clients, strengthening corporate governance is one of the most important issues.

For this reason, the Company is working to strengthen and enhance a system that pursues sustainable growth and flexible Group management while ensuring the effectiveness of management supervision and management transparency.

As a company with Three Board Committees, the Company aims to enhance oversight functions by separation of management oversight from business execution, and accelerate decision-making by delegation of authority regarding business execution from the Board of Directors to the Executive Officers.

The Company is also working to diversify the composition of the Board of Directors by establishing an Outside Directors structure in 2001 and inviting foreign Outside Directors and female Outside Directors from 2010, with the majority being Outside Directors.

In 2015, we established "Outside Directors Meetings"

where they discuss matters related to our business and corporate governance regularly.

Since 2019, all three of our committees (Nomination Committee, Audit Committee, Compensation Committee) have an Outside Director as the Chairperson to further enhance our corporate governance structure.

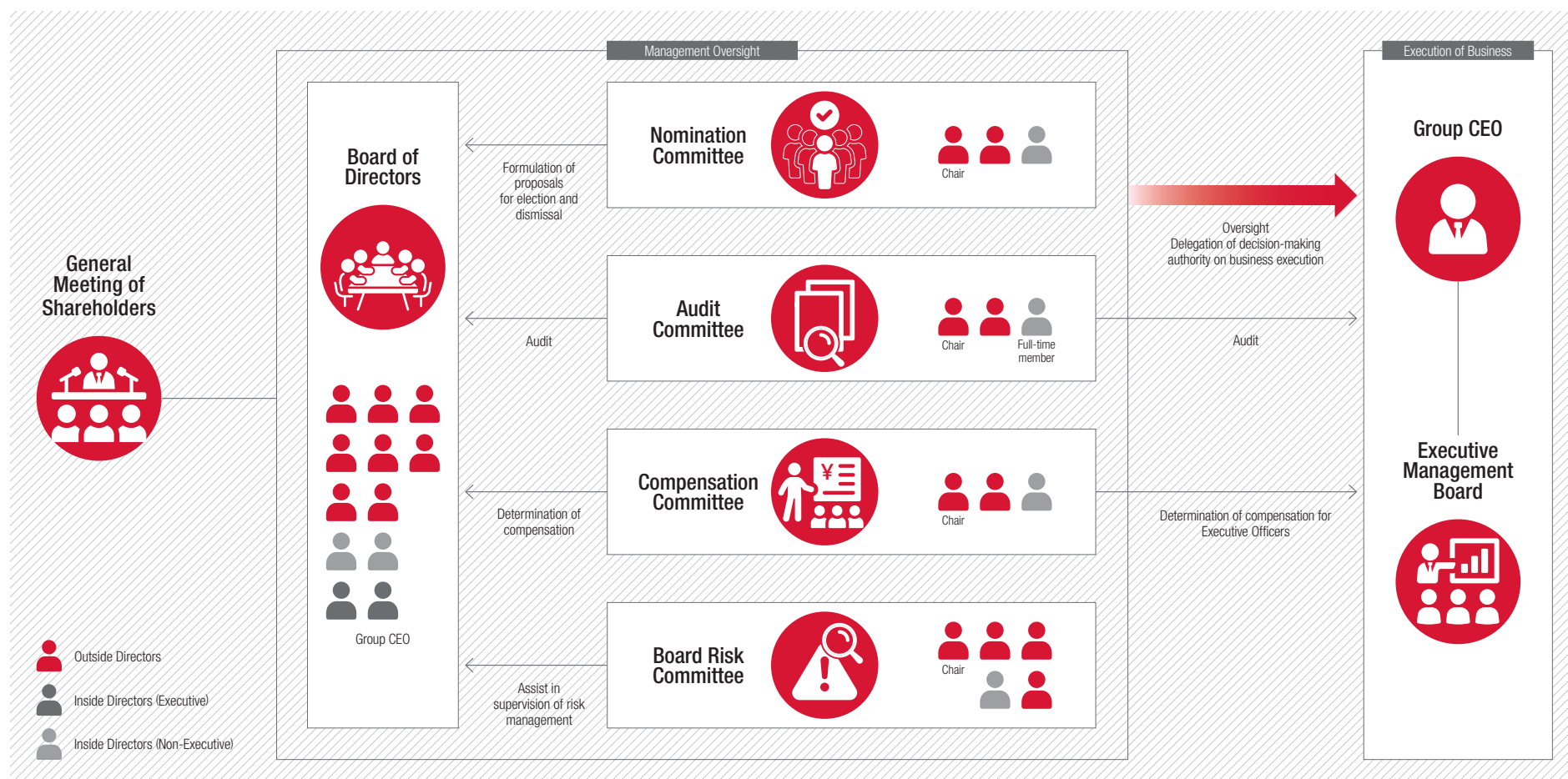
Since the fiscal year ended March 2016, we have also conducted a Board Effectiveness Evaluation.

Furthermore, in 2021, as part of the enhancement of risk management, Nomura established the Board Risk Committee as a specialized oversight body to strengthen oversight from an independent perspective.

Amid the changing environment, it is necessary to promote flexible responses while maintaining an appropriate financial base and effectively utilizing management resources through improvements in capital efficiency. To this end, the Company will continue to strengthen the supervisory function of the Board of Directors from the viewpoint of implementing a transparent, fair, prompt and decisive decision making, taking into consideration the perspectives of various stakeholders, including shareholders and clients.

# Structure of Corporate Governance

● Overview of our Corporate Governance Structure (Structure after the General Meeting of Shareholders held in June 2024)



Number of meetings in the fiscal year ended March 2024  
 Board of Directors: 11, Nomination Committee: 7, Audit Committee: 13, Compensation Committee: 11, Board Risk Committee: 5

● Roles of Nomination, Audit, Compensation and Board Risk Committee, and the Executive Management Board



**Nomination Committee**

This Committee is a statutory body and determines the details of any proposals concerning the election and dismissal of Directors to be submitted to General Meeting of Shareholders.



**Audit Committee**

This Committee is a statutory body and (i) audits the execution by the Directors and Executive Officers of their duties (ii) prepares the audit reports and (iii) determines the details of proposals concerning the election, dismissal, and non-reappointment of the independent auditors to be submitted to General Meeting of Shareholders.



**Compensation Committee**

This Committee is a statutory body and determines the Company's policy with respect to the determination of the details of each Director and Executive Officer's compensation. It also determines the details of each Director and Executive Officer's actual compensation.



**Board Risk Committee**

This Committee is a non-statutory body of which purpose is to assist the Board of Directors in supervising Nomura Group's risk management and to contribute to enhancement of the risk management.



**Executive Management Board**

The Executive Management Board deliberates on and determines important management matters of Nomura such as management strategy, business plan and budget as well as the allocation of management resources.

Among the matters delegated to the Executive Officers by resolutions adopted by the Board of Directors, particularly important matters of business execution must be decided upon deliberation by specific management bodies within the Company including the Executive Management Board, the Group Risk Management Committee, the Nomura Group Conduct Committee, the Sustainability Committee and the Internal Controls Committee.

Group Risk Management  
Committee

P.89

Nomura Group Conduct  
Committee

P.83

Sustainability  
Committee

P.59

Internal Controls Committee



<https://www.nomuraholdings.com/company/cg/intcon.html>



Nomura Holdings Corporate Governance Guidelines

[https://www.nomuraholdings.com/company/cg/data/cg\\_guideline.pdf](https://www.nomuraholdings.com/company/cg/data/cg_guideline.pdf)



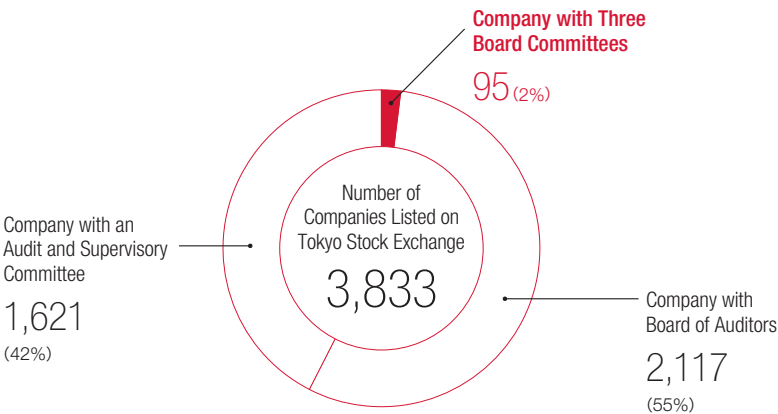
Corporate Governance Report

[https://www.nomuraholdings.com/company/cg/data/cg\\_report.pdf](https://www.nomuraholdings.com/company/cg/data/cg_report.pdf)

● Major Initiatives to Strengthen Governance

Establishment of Outside Directors structure	2001
Adopted Company with Committees structure (now known as a Company with Three Board Committees)	2003
Election of Foreign Outside Directors	2010
Election of Female Outside Directors	2010
Establishment of Meetings of the Outside Directors	2015
Disclosure of Board Effectiveness Evaluation Results	2016
Appointment of Outside Director as Chairperson of Nomination, Audit and Compensation Committee	2019
Establishment of Board Risk Committee	2021

● Form of Corporate Governance of Japanese Companies



Source: Nomura, Japan Exchange Group "Corporate Governance Information Search" (As of August 1, 2024)

## Roles of the Board of Directors

As a company with Three Board Committees, the Company aims to enhance oversight functions by separation of management oversight from business execution and accelerate decision-making by delegation of authority regarding business execution from the Board of Directors to the Executive Officers.

The main role of the Company's Board of Directors is management oversight and the purpose of the Board of Directors of the Company is to strive for the Company's sustainable growth and maximization of corporate value over the medium- to long-term.

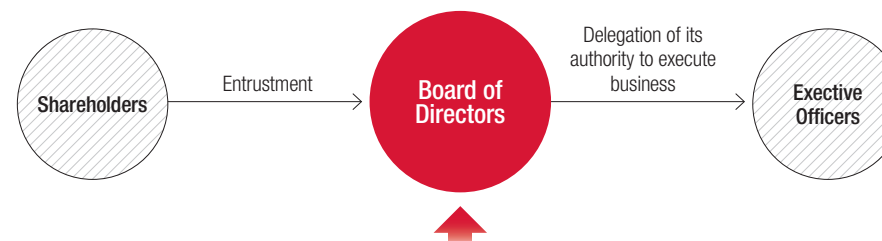
The Board of Directors, in addition to ensuring the fairness and transparency of the management, determines the "Fundamental Management Policy," and based on such policy, appointments of Executive Officers that manage the Company such as the Group CEO and makes important business execution decisions.

The Board of Directors, to enable active discussion from diversified perspectives, consists of members with diversity, such as in gender, international experience and work experience, and with expertise in areas such as accounting, corporate management, and law, etc.

Further, for the appropriate exercise of the Board of Directors' management oversight function, there is a general rule that the majority of the Board of Directors must be Outside Directors.

Going forward, the Company will continue to diversify the composition of the Board of Directors, conduct oversight from multilateral and medium- to long-term perspectives, and work to ensure management transparency.

### ● Positioning of the Board of Directors



Upon entrustment from the shareholders, Board of Directors determines the "Fundamental Management Policy" to seek sustainable corporate growth and maximization of corporate value over the medium- to long-term, and appoint Executive Officers who will manage the company in accordance with the policy.

As a general rule, Board of Directors delegates its authority to execute business to the Executive Officers, to the extent permitted by law, and its main role shall be management oversight.

Board of Directors ensures fairness and transparency of the management by performing its oversight functions, while making decisions in the best interests of the Company to continue business and to enhance corporate value through the appointment / dismissal of the Group CEO and other Executive Officers based on the company's business results, etc., and determining significant business execution decisions, etc.

### ● Composition of the Board of Directors

	2001	2010	2024
Ratio of Outside Directors	17%	58%	67%
Ratio of Foreign Directors	-	17%	33%
Ratio of Female Directors	-	8%	25%

### ● Expected Roles of Directors

The Company sets forth the roles expected of directors in the Corporate Governance Guidelines as follows, and requires each director to oversee the execution of business.

1

One of the main roles of the Outside Directors shall be to oversee the execution of business by the Executive Officers from an independent and objective perspective, to provide advice to the management, or raise issues as necessary, leveraging each Outside Director's experience and expertise.

2

One of the main roles of the Inside Directors who do not concurrently serve as Executive Officers shall be to provide advice to the management and raise issues at or outside of the Meetings of the Board of Directors, applying their expertise regarding the business of the Nomura Group.

3

One of the main roles of the Directors who concurrently serve as Executive Officers shall be to explain and report the status of overall business execution to the Board of Directors so that the Board can understand the business execution status and the status of the Company and effectively perform its management oversight functions.

## ● Main Items Discussed by the Board of Directors (FY2023/24)

At the Board of Directors of the Company, a diverse group of members engage in constructive discussions and exchanges of opinions on a wide range of important themes. For example, Outside Directors use their experience and knowledge to provide advice and raise issues on topics such as medium- to long-term strategies and effective use of capital. In addition, Nomura Group Purpose formulated in April 2024 was also discussed in various ways by the Board of Directors, ranging from consideration, formulation, and implementation measures.

Main Agendas		Content of the Discussion
Formulation of Nomura Group Purpose	»»»	Formulation of Nomura Group Purpose and redefinition of corporate philosophy
Strategy of Retail Division*	»»»	Competitive environment, business model to aim and resource reallocation and strategy, etc.
Strategy of Wholesale Division	»»»	Progress on strategic plan and performance and priority issues of Wholesale Division
Strategy of Investment Management Division	»»»	Overview of Investment Management Division, vision, accumulation of traditional business and expanding the AUM of alternative asset, etc.
Cross-Divisional Strategy/Current Efforts to Generate Group Premium	»»»	Cross-divisional strategy and overview of each measure, etc.
Attributed Capital Status and Utilization of Capital Capacity	»»»	Status of capital capacity, impact of Basel III and resource allocation, etc.
Next Fiscal Year's Group Budget	»»»	Approach to the next fiscal year's Group budget and strategies of each Division, etc.
Report of Structural Reform Committee	»»»	Progress of Structural Reform Committee (established to accelerate Group's structural reform and ensure a sustainable financial and operational foundation to support future growth)
Dialogue with Shareholders	»»»	Dialogue with top shareholders and proxy advisors
Voting Results Analysis of 2023 Annual General Meeting	»»»	Overview of the voting result of 2023 Annual General Meeting of Shareholders
Shareholder Return Policy	»»»	Shareholder return policy, comparison of shareholder composition of Japanese companies, investment behavior and preferences based on investor attributes and the status of domestic competitors, etc.
Investor Day	»»»	Key topics for FY2023/24 regarding Group wide business and other categories based on the content of Investor Day
Report of Disclosure Documents	»»»	The Annual Securities Reports, Form 20-F, Annual Report, action to implement management that is conscious of cost of capital and stock price, etc.
Enhancement of Information Disclosure	»»»	Expanding disclosure of non-financial information and effects on enterprise value, etc.
Sustainability-related Report	»»»	Status of domestic and international regulations and policies related to sustainability and Nomura Group initiatives, etc.
Report of Investment Securities Committee	»»»	Status of deliberations of the Investment Securities Committee and policy of investment securities, etc.
Resilience-related Report	»»»	External environment for operational resilience and current status of our operational resilience, etc.
Report on the Board Effectiveness Evaluation	»»»	Initiatives to strengthen the effectiveness of the Board of Directors implemented in FY2023/24, etc.

\* Effective April 1, 2024, the Company changed the name of "Retail Division" to "Wealth Management Division."



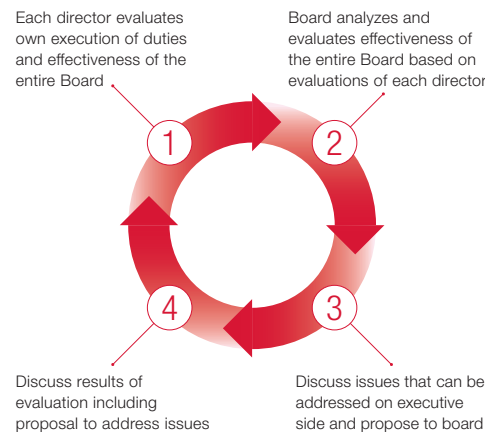
## Board Effectiveness Evaluation

The Company has been conducting Board Effectiveness Evaluation since FY2015/16.

Each director assesses management of the Board, including quantity and quality of information offered and discussions by Board, sharing findings at Board and Outside Directors Meetings and learns from the results in order to continue strengthening their oversight function.

In addition to evaluations by each director, third-party evaluations are conducted by external organizations on a regular basis (the most recent evaluation was conducted in FY2022/2023).

### ● PDCA Cycle to Ensure Effectiveness of Board



#### Evaluation Items

- Overall evaluation of the Board of Directors
- Composition and operation of the Board of Directors
- Information provided to the Board of Directors
- The Board of Director's involvement in management goals and strategies
- Management oversight functions of the Board of Directors
- Each committee
- Monitoring of dialogue with stakeholders
- Meetings of the Outside Directors, etc.

### ● FY2023/24 Response to the Results of FY2022/23

» In order for the Board of Directors to fully exercise its supervisory function, the Company has continued to make efforts such as selecting agenda items related to medium- to long-term Nomura Group strategies and securing sufficient time for deliberations.

### ● Summary of the Board Effectiveness Evaluation in FY2023/24

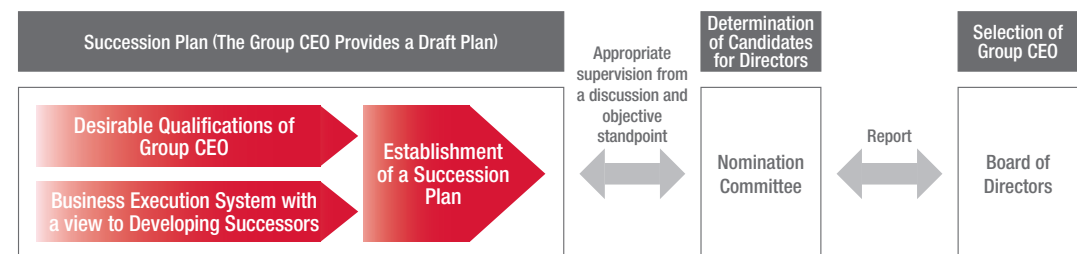
» A high level of evaluation of "Diversity in the composition of the Board of Directors, in-depth knowledge and expertise of each director, appropriate management of proceedings, and active implementation of committee activities," which was evaluated by a third-party evaluation organization in FY2022/2023 and is a strength that supports effectiveness of Board of Directors, is continued to maintain.

### ● Future Challenges

- » Analysis of the company's performance from a long-term perspective
- » Enhancing efforts to provide information to each stakeholder
- » Strengthening of initiatives related to sustainability

## Succession Plan

The Group CEO reports his succession plans to the Nomination Committee each year. The succession plan includes ideas about the qualifications required to be the Group CEO and a business execution system that considers business environment and cultivating successor. The Nomination Committee oversees succession plans and their implementation from an independent and objective perspective.



## Strategic Shareholdings

Over the past 20 years, Nomura Group has consistently reduced its investments in strategic shareholdings that are not used for pure investment purposes.

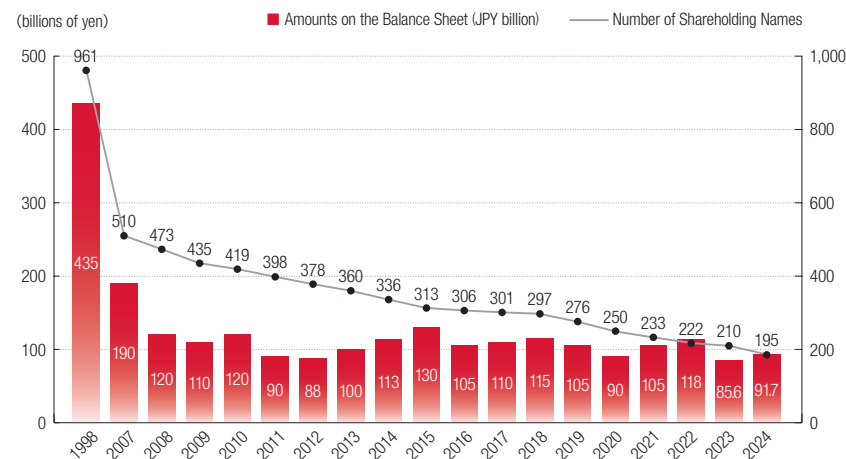
As of the end of March 2024, we held 195 companies' stocks. Total amount recorded on the balance sheet was 91.7 billion yen (total market value of holdings) representing only 2.6% of our Tier1 capital.

In principle, the Company's policy is to proceed with the sale of strategic shareholdings, and we have ongoing discussions concerning the value of strategic shareholdings (see the lower right chart).

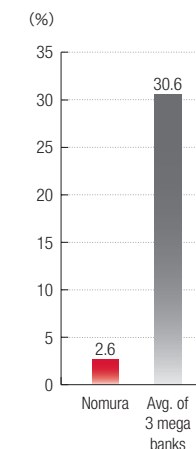
Regarding strategic shareholdings, we balance the risks and costs involved in holding such shares with potential benefits into business strategy, such as additional opportunities to increase the revenues of our businesses through expansion of transactions, or business alliances with partners whose shares are held, and we shall hold such shares only if such shareholdings will contribute to maintaining or enhancing the corporate value of the Nomura Group.

These topics are discussed by the Investment Securities Committee established by the Board of Directors, and the Board of Directors verifies the content of the discussion. As a result, we will proceed with the sale of such shareholdings, where it has been determined to be reasonable upon consideration of the impact on the market and other circumstances. We will continue to sell such shareholdings with a target of reducing the names of strategic shareholdings held (including unlisted names) by 25% in the five years from April 1, 2022 to March 31, 2027.

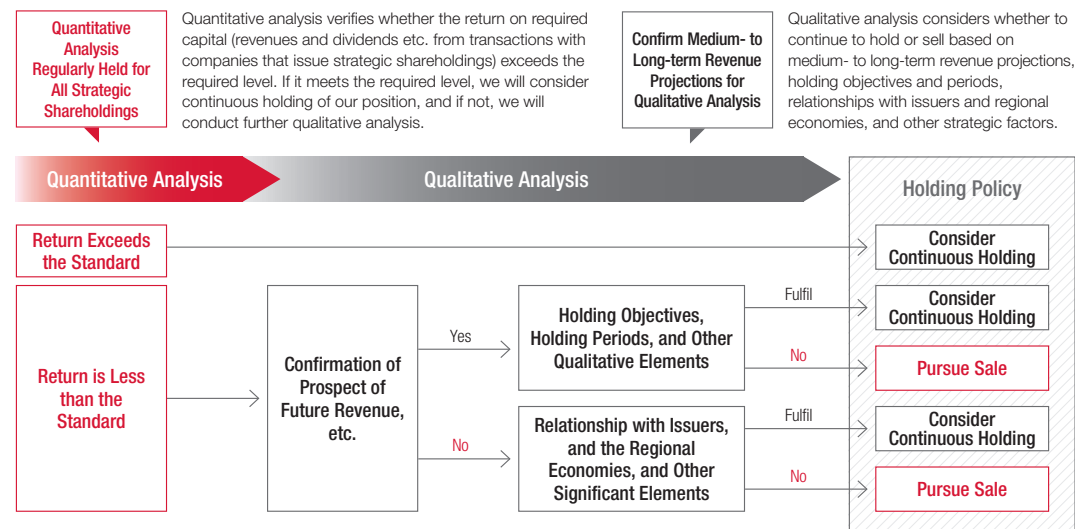
● Changes in Number of Strategic Shareholdings and Market Value (Annual Securities Report disclosure based)



● Ratio of Strategic Shareholdings to Tier1 Capital (March 2024)



● Process for Reviewing the Value of Strategic Shareholdings

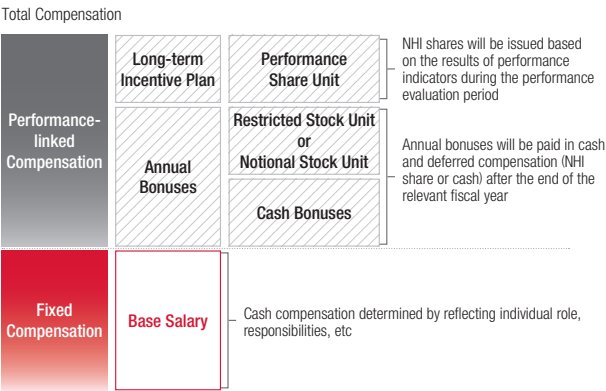


# Compensation

Compensation for Directors and Executive Officers (“Statutory Officers”) of NHI is subject to two policies: the Nomura Group compensation policy that applies to our employees and Statutory Officers, and the Compensation Policy for Directors and Executive Officers of that applies to Statutory Officers. We have developed these policies to enable us to achieve sustainable growth, deliver long-term growth in shareholder value, deliver excellence to our clients, enhance our competitive strength in the global markets and enhance our reputation. The Compensation Committee reviews and updates these policies. We also have established Compensation Recovery Policy separately.

We have established a compensation policy for our officers and employees, including Senior Managing Directors of NHI and directors of our subsidiaries but exclude Directors and Executive Officers of NHI. This policy is referred as our Employee Policy.

● Compensation Framework for Statutory Officers



● Compensation Governance

As a company with Three Board Committees, as defined under Japanese Corporate Law, NHI has established an independent statutory Compensation Committee, which comprises primarily Outside Directors as members. The Committee has established both our Basic Policy and our Compensation Policy for Statutory Officers, based on which compensation for Directors and Executive Officers of NHI is determined.

- » Scheme of Compensation for Statutory Officers  
Compensation of Statutory Officers is divided into fixed compensation and performance-linked compensation, with fixed compensation consisting of base salary and performance-linked compensation consisting of an annual bonus and long-term incentive plans. In order to provide incentives for the improvement of medium to long-term corporate value and to align the interests of shareholders, a portion of the compensation is paid through stock-based compensation awards with specified deferral periods.
- » Fixed Compensation  
Base salary is paid in cash and determined based on factors such as professional background, career history, responsibilities and compensation standards of related business fields.
- » Performance-linked Compensation
  - With respect to the Group CEO, given the overall responsibility of business execution of the Nomura Group, the basic amount of the performance-linked compensation is calculated based on the level of achievement in actual value(s) against the target value(s) of key performance indicator(s) and performance metrics that form the basis for their calculation. In addition, qualitative evaluation competitor benchmarking is also reflected when determining final annual bonus amount.
  - With respect to Directors and other Executive Officers, the amount of annual bonus is determined with the annual bonus of Group CEO as standard baseline, taking into consideration roles and responsibilities, local remuneration regulations and compensation levels in each jurisdiction etc., in addition to a qualitative evaluation of individual performance.
  - Audit Committee members and Outside Directors are not bonus-eligible in order to maintain and ensure their independence from business execution.
- a) Annual Bonuses  
In principle, certain portion of any annual bonus payment should be deferred.
- b) Long-term Incentive Plan  
Payments under long-term incentive plans are made when a certain degree of achievements are accomplished. Payments are made in stock-based compensation awards.

The Outline of Current Stock Based Compensation Awards is as Follows.

Type of Award	Key Features
Restricted Stock Units (“RSUs”)	<ul style="list-style-type: none"><li>• Introduced as the main form of deferred compensation since the fiscal year ended March 31, 2018.</li><li>• Settled in the Company’s common stock.</li><li>• Graded vesting period is set as three years in principle.</li></ul>
Notional Stock Units (“NSUs”)	<ul style="list-style-type: none"><li>• Linked to the price of the Company’s common stock Cash-settled in local currency.</li><li>• Graded vesting period is set as three years in principle.</li></ul>
Performance Share Units (“PSUs”)	<ul style="list-style-type: none"><li>• Introduced as the Long Term Incentive Plan since the fiscal year ended March 31, 2024.</li><li>• The number of shares to be awarded will be determined by depended on the degree of achievement of the performance targets of the three fiscal years.</li><li>• Performance evaluation period is set as more than three years in principle.</li></ul>

## ● Effect of Payment of Stock Based Compensation as Deferred Compensation

By providing equity-linked compensation as deferred compensation, the economic value of the compensation is linked to the stock price of Nomura, and a certain vesting period is set.

- » Alignment of interests with shareholders.
- » Medium-term incentives and retention by providing an opportunity for the economic value of Deferred Compensation at the time of grant to be increased by a rise in shares during a period of time from grant to vesting.
- » Promotion of cross-divisional collaboration and cooperation by providing a common goal of increasing corporate value over the medium- to long-term.

Due to these benefits, the active use of Deferred Compensation is also recommended by regulators in the key jurisdictions in which we operate.

With respect to Deferred Compensation in Nomura, a deferral period is generally three or more years from the following fiscal year or later. This is in line with the "Principles for Sound Compensation Practices" issued by the Financial Stability Board which recommends, among other things, a deferral period of three or more years.

## ● Sound and Effective Risk Management

We seek to maintain sound and effective risk management with an appropriate risk appetite. We update performance measurement metrics and indicators used for determining compensation by considering both financial and non-financial risks underlying each business. Qualitative factors such as conduct, compliance, professional ethics and corporate philosophy are also considered in determining the final amount of remuneration provided to each officer and employee, which may include a reduction in compensation as a result of disciplinary actions. In addition, when granting compensation, it shall be specified that in the event of a material revision of financial statements or a material violation of applicable laws and regulations or Nomura Group rules and policies, compensation may be subject to reduction, suspension, forfeiture of rights, cancellation, offset by other compensation, or re-payment (so-called "clawback").

## ● Introduction of PSU

The Company has decided to introduce Performance-based Share Units (Performance Share Unit: PSU) as a long-term incentive plan. Under NHI's PSU program, the base number of NHI shares to be granted is initially determined based on NHI's performance and other factors each fiscal year. Following the performance period, the number of NHI shares to be awarded will vary from 0% to 150% of the base number of NHI shares depending on the degree of achievement of the performance targets for the three fiscal years. The performance indicators used in evaluation are ROE (average values over the performance evaluation period) and TSR (absolute values over the performance evaluation period).

### Performance Evaluation Indicators and Grant Ratio

Performance Indicators	Composition Ratio	Change in the Grant Ratio	Evaluation Method
ROE	50%	0% -150%	Calculated based on the actual (average) values for the three-year performance evaluation period
TSR	50%	0% -150%	Calculated based on the actual value (absolute value) during the three-year performance evaluation period

### Calculation Method for the Base Number of Shares and the Number of Shares to be Granted

#### Calculation method for the base number of shares

The base number of NHI shares shall be calculated by dividing the amount determined with reference to the performance and qualitative evaluation of the target fiscal year, as well as competitor benchmarking with the NHI share price at the time of grant.

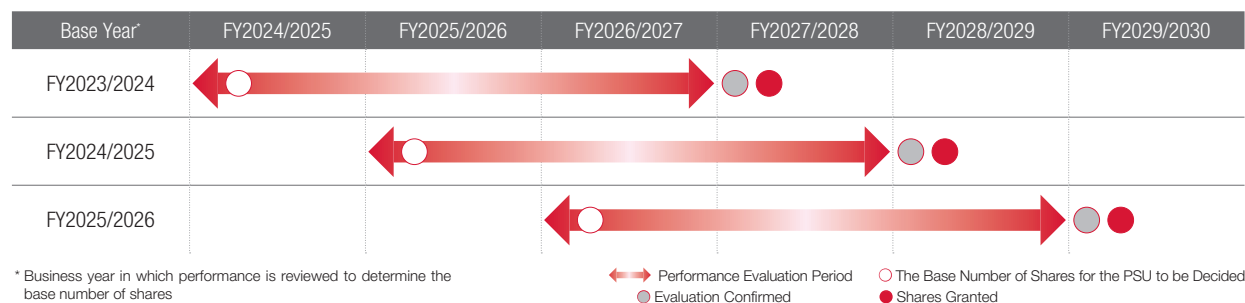
#### Calculation method for the number of NHI shares to be granted

After the end of the performance evaluation period, the number of NHI shares to be granted will be calculated in accordance with the predetermined method.

For more details, please refer to our website  
<https://www.nomuraholdings.com/company/cg/compensation.html>

### Performance Evaluation Period and Payment Schedule

The performance evaluation period shall be three years from the fiscal year in which the base number of PSUs is determined. After the performance evaluation period has concluded, the evaluation shall be finalized and the stock compensation based on PSUs shall be paid.









### Delivery Method

The NHI shares awarded at the end of the performance evaluation period will be primarily issued from treasury stock.

# Directors of Nomura Holdings

## ● Outside Director

	 <p>From June 2018</p> <p><b>Laura Simone Unger</b></p> <p>Chairperson of the Board Risk Committee</p> <p>Ms. Unger is well-versed in finance-related legal systems and regulations, and has expertise and knowledge in the financial industry developed by serving as an independent director etc. of several finance-related public companies.</p> <p>» <b>Major career background</b> Commissioner and Acting Chairperson of the US Securities and Exchange Commission Independent Director of CIT Group Inc. Independent Director of Navient Corporation</p> <p>» <b>Significant concurrent positions</b> Not applicable</p>	 <p>From June 2021</p> <p><b>Victor Chu</b></p> <p>Member of the Audit Committee</p> <p>Mr. Chu has extensive experience with respect to corporate management and the finance industry, and further, has a high degree of expertise with regard to legal, regulatory and corporate governance based on his UK and Hong Kong legal qualifications.</p> <p>» <b>Major career background</b> Chairman and Chief Executive Officer of First Eastern Investment Group (Current)</p> <p>» <b>Significant concurrent positions</b> Chairman and Chief Executive Officer of First Eastern Investment Group Chair of Council, University College London Co-Chair, International Business Council of the World Economic Forum Independent Director of Airbus SE</p>	 <p>From June 2021</p> <p><b>J. Christopher Giancarlo</b></p> <p>Member of the Board Risk Committee</p> <p>Mr. Giancarlo is well-versed in finance-related legal systems and regulations and advanced technologies such as blockchain, and has experience at global financial services companies and leading global regulators.</p> <p>» <b>Major career background</b> Executive Vice President of GFI Group Inc. Chairman of the US Commodity Futures Trading Commission</p> <p>» <b>Significant concurrent positions</b> Senior Counsel of Wilkie Farr &amp; Gallagher LLP Chair of the Board of Directors of Digital Dollar Project Independent Director of Digital Asset Holdings, LLC</p>	 <p>From June 2021</p> <p><b>Patricia Mosser</b></p> <p>Member of the Board Risk Committee</p> <p>Ms. Mosser has many years of experience as an economist and central banker, and is particularly well versed in the structure and stability of financial markets, risk management, regulation of financial institutions and monetary policy.</p> <p>» <b>Major career background</b> Deputy Director of the Office of Financial Research, US Treasury Department Senior Vice President of Federal Reserve Bank of New York</p> <p>» <b>Significant concurrent positions</b> Columbia University, School of International and Public Affairs • Senior Research Scholar • Director of the MPA Program in Economic Policy Management • Director of Central Banking and Financial Policy</p>	 <p>From June 2021</p> <p><b>Takahisa Takahara</b></p> <p>Member of the Nomination Committee Member of the Compensation Committee</p> <p>Mr. Takahara has extensive experience in corporate management and currently serves as the head of a consumer goods manufacturer of hygiene-related products with operations in more than 80 countries and regions.</p> <p>» <b>Major career background</b> Representative Director, President &amp; CEO of Unicharm Corporation (Current)</p> <p>» <b>Significant concurrent positions</b> Representative Director, President &amp; CEO of Unicharm Corporation Outside Director of Sumitomo Corporation</p>	 <p>From June 2023</p> <p><b>Miyuki Ishiguro</b></p> <p>Member of the Board Risk Committee</p> <p>Ms. Ishiguro, from her many years of experience as an Attorney, is well-versed in legal systems and regulations in areas such as financial and capital markets, and has international experience.</p> <p>» <b>Major career background</b> Partner of Nagashima Ohno &amp; Tsunematsu (Current)</p> <p>» <b>Significant concurrent positions</b> Partner of Nagashima Ohno &amp; Tsunematsu President of the Inter-Pacific Bar Association (IPBA) Outside Audit &amp; Supervisory Board Member, Lasertec Corporation</p>
<p>«Experience»</p> <p>Corporate Management</p> <p>International Business</p> <p>Financial Industry</p> <p>Accounting/Treasury</p> <p>Legal System</p> <p>Internal Control (including Risk Management)</p> <p>Digital (IT)/DX</p> <p>Sustainability</p>						

Please refer to the upper part of the following page for views on each of the «Experience» items.



〈Experience〉 Each item of “Experience” above includes the following contents. Please note that these are what the Company expect for Directors and do not represent all the skills, experience and expertise of each Director.

**Corporate Management** ▶ A person with experience mainly in corporate representative positions

**International Business** ▶ A person with experience in international corporate officer positions and/or working outside Japan

**Financial Industry** ▶ A person with work experience in financial institutions and financial regulatory authorities etc.

**Accounting/Treasury** ▶ A person with relevant work experience in accounting and treasury, and/or with academic background

**Legal System** ▶ A Person with experience in legal and compliance-related work, with work experience at regulatory agencies and government offices, and/or with academic background

**Internal Control (including Risk Management)** ▶ A person with relevant business experience and/or academic background

**Digital (IT)/DX** ▶ A person with business experience in digital (IT) and DX-related roles and/or with academic background

**Sustainability** ▶ A person with experience mainly in sustainability-related area such as environment, human rights and diversity (including experience in addressing sustainability as a corporate leader), and/or with academic background

## ● Outside Director

## ● Internal Director

 <div>From June 2023</div> <div>Masahiro Ishizuka</div> <div>Chairman of the Audit Committee</div> <div>Mr. Ishizuka is well-versed in international accounting systems from his many years of experience as a Certified Public Accountant, and has a high degree of expertise with regard to international accounting systems corresponding to a Sarbanes Oxley Act of 2002 financial expert.</div> <div>» Major career background</div> <div>Executive Officer, General Manager of the Reputation Quality Risk Management Division of Deloitte Tohmatsu LLC and Deloitte Touche Tohmatsu LLC</div> <div>Vice Chairman of the Audit Standards Committee of the Japanese Institute of Certified Public Accountants</div> <div>» Significant concurrent positions</div> <div>Not applicable</div>	 <div>New Appointment From June 2024</div> <div>Taku Oshima</div> <div>Chairman of the Nomination Committee Chairman of the Compensation Committee</div> <div>Mr. Oshima has extensive experience in corporate management and currently serves as Chairman and Representative Director of a global ceramics manufacturer.</div> <div>» Major career background</div> <div>President and Representative Director of NGK INSULATORS, LTD. Chairman and Representative Director of NGK INSULATORS, LTD. (Current)</div> <div>» Significant concurrent positions</div> <div>Chairman and Representative Director of NGK INSULATORS, LTD. Outside Director of Central Japan Railway Company Chairman of Aichi Employers' Association Outside Director of Toho Gas</div>	 <div>From June 2013</div> <div>Koji Nagai</div> <div>Chairman of the Board of Director Member of the Nomination Committee Member of the Compensation Committee</div> <div>Mr. Nagai has held positions including Director, Representative Executive Officer &amp; Group CEO of the Company and Director and President of Nomura Securities Co., Ltd., and has served as Chairman of the Board of Directors of the Company since April 2020.</div>	 <div>From June 2020</div> <div>Kentaro Okuda</div> <div>Representative Executive Officer and President Group CEO</div> <div>Mr. Okuda has held positions including Executive Managing Director and Deputy President, Group Co-CEO of the Company and Director, Executive Managing Director and Deputy President of Nomura Securities Co., Ltd., and currently serves as Director, Representative Executive Officer, President &amp; Group CEO of the Company and Representative Director and President of Nomura Securities Co., Ltd.</div>	 <div>From June 2023</div> <div>Yutaka Nakajima</div> <div>Representative Executive Officer and Deputy President</div> <div>Mr. Nakajima has held positions including Head of Global Markets, Senior Managing Director of the Company and Representative Director and Deputy President of Nomura Securities Co., Ltd., and currently serves as Representative Executive Officer and Deputy President of the Company.</div>	 <div>From June 2021</div> <div>Shoji Ogawa</div> <div>Member of the Audit Committee Member of the Board Risk Committee</div> <div>Mr. Ogawa has held positions including Head of Office of Audit Committee, Head of Office of Non-Executive Directors and Audit Committee and Senior Managing Director and Group Internal Audit of the Company, and he has extensive experience and knowledge in the governance, internal control and internal audit field of the Nomura Group.</div>	<div>《Experience》</div> <table><tr><td>●</td><td>Corporate Management</td></tr><tr><td>●</td><td>International Business</td></tr><tr><td>●</td><td>Financial Industry</td></tr><tr><td>●</td><td>Accounting/Treasury</td></tr><tr><td>●</td><td>Legal System</td></tr><tr><td>●</td><td>Internal Control (including Risk Management)</td></tr><tr><td>●</td><td>Digital (IT)/DX</td></tr><tr><td>●</td><td>Sustainability</td></tr></table>	●	Corporate Management	●	International Business	●	Financial Industry	●	Accounting/Treasury	●	Legal System	●	Internal Control (including Risk Management)	●	Digital (IT)/DX	●	Sustainability
●	Corporate Management																					
●	International Business																					
●	Financial Industry																					
●	Accounting/Treasury																					
●	Legal System																					
●	Internal Control (including Risk Management)																					
●	Digital (IT)/DX																					
●	Sustainability																					

# Conversation with Outside Director

## Takahisa Takahara and Group CEO Kentaro Okuda

Nomura Holdings Outside Director Takahisa Takahara and Nomura Group CEO Kentaro Okuda sat down for a wide ranging discussion on putting Nomura Group Purpose into action, where the firm is headed by strengthening its governance, and key thinking on how to achieve Nomura's management vision.



### Putting Purpose into Action

**Okuda** Nomura Holdings turns 100 in 2025. To mark this important milestone, we launched the Nomura Purpose Journey project in 2021 to give our people the opportunity to think about why Nomura exists, the significance to them of working at Nomura, and their own personal purpose.

Over 10,000 people globally have participated in discussions so far. The project has focused on having participants think about what they want to achieve, why they work at Nomura and how the company's purpose intersects with their personal purpose. Another key aim of the project has been to bring Nomura Group Purpose to life through words.

We announced our Purpose in April 2024: "We aspire to create a better world by harnessing the power of financial markets."

Roughly 70% of our workforce are mid-career hires who come from diverse backgrounds. I am keen to see our Purpose used as a common background for our people by having everyone think about and discuss the same theme.

At Unicharm, where you are the President & CEO, your purpose and unique "Manage with Resonance"<sup>\*1</sup> approach to management are deeply rooted throughout the company. As the head of Unicharm, how are you putting your purpose into action and are there any suggestions you have for Nomura's activities related to our Purpose?

**Takahara** At Unicharm, we have the company's overall purpose as well as mission, vision and value. Each division head discussed with their teams and created their own purpose, mission, vision and value. That was then cascaded down to the individual level where people came up with the same structure for themselves. That process

<sup>\*1</sup> Unicharm's own management style where management receives feedback from frontline employees and employees learn about management's point of view and timelines, helping to promote the growth of each employee and in turn driving growth of the whole company.

allowed people to mull over the concepts and really internalize them.

Although workplace culture appears to be the same across the firm, it can actually be quite different because the workplace environment differs for each person. To align the whole company to our purpose, we first discussed it from a high level overall and then gathered bottom-up feedback as our communication focused on “Management with Resonance.”

Division heads and managers spoke at meetings and town halls to explain their own purpose, mission, vision, and value and talk about how they are expanding their horizons both professionally and personally. We did this globally to put our purpose, mission, vision, and value into action. By taking time to do this, you can change people’s perspective. In turn, their actions will change and become new habits and they will start to grow faster.

**Okuda** We also have a process of executives discussing their own Purpose at town hall meetings and small group gatherings followed by a discussion with employees on Purpose.

I hope this will provide an opportunity for participants to make new discoveries and as you say change how people

behave. I also think that our Purpose can help people sort out their mindset, work-life balance, and relationship with the company and we can have discussions with more conviction.

**Takahara** We also hold sessions to read our integrated report. This gives people a good understanding of what is happening in the company and familiarizes them with business areas they are less interested in. This has led to greater awareness of issues we face and acted as a catalyst for internal job rotations.

As Nomura has many people who joined mid-career, it is hard for them to take an interest in a new workplace culture or areas outside their own business or specialty if they join still holding the values and ideas from their previous company. Reading the integrated report is a good way for them to learn about the company.

**Okuda** I am sometimes asked by our people about the direction of the firm and its businesses as well as how Nomura compares to its peers. We do a lot of communication, including through the integrated report. I am interested in looking into how we can better use the integrated report and other information to raise the understanding of the

company among employees.

## Strengthening Governance

**Okuda** Nomura is structured as a Company with Three Board Committees and eight out of 12, or two thirds, of our Directors are Outside Directors. Our people and investors have high expectations for our Outside Directors in terms of governance.

You joined us in June 2021 and this is your fourth year as an Outside Director. During that time, you have joined all Board of Directors, Nomination Committee and Compensation Committee meetings despite bearing a heavy responsibility as President & CEO of Unicharm.

In addition to your activities as Outside Director, you have done other things such as having this conversation and speaking to our people. That’s given you a deep understanding of Nomura Group and the people who work here. Based on your experience, what should we do to further enhance our governance?

**Takahara** In terms of organizational design from a governance perspective, Nomura is a leader given the composition of its Board and the number of Outside Directors. I have learnt a lot.

You also have an excellent structure for managing risk.

That said, I feel there is a need to connect the objective of governance with improving the firm’s performance. Looking back on the Board discussions at Nomura, earnings volatility seems to be blamed on market conditions or the regulatory environment rather than accepting that it is to do with the company itself.

It is critical from a proactive governance stance that you discuss earnings volatility to further leverage your unique edge and enhance your global competitive advantage. Focusing on earnings while complying with regulations is an important objective of governance.

I have been President of Unicharm for 24 years. I am not a manager who praises people, I prefer to nurture people to grow. At Unicharm, we hold regular PDCA meetings on strategy. When I give harsh feedback, I am not criticizing performance, I am trying to work with people so they don’t give up. That might be considered micromanaging, but it leads to proactive governance.

**Okuda** I agree with your point about increasing performance while complying with regulations.

Although we can't avoid earnings volatility due to market changes, we are working to build a business model resilient to the impact of market conditions. We are increasing the percentage of businesses that don't require much balance sheet. Recurring revenue is growing and these initiatives align with our client-led approach. There is still work to be done. We will continue to focus on performance while executing our strategy.

## Management Vision

**Okuda** Our 2030 management vision is "Reaching for Sustainable Growth." We aim to achieve consistent ROE of 8 to 10% or more and income before income taxes of over 500 billion yen. The most important thing to achieving this vision is our people.

To ensure our people deliver high performance and have long-term careers at Nomura while the company increases their satisfaction, it is very important for each person to continue to grow.

One of the positive aspects of our DNA is that managers get involved in looking after their team, often saying too much. I plan to continue speaking out so we can build a great company together.

You have also offered me advice on leading people. What are your thoughts on helping talent grow and how that connects to the business?

**Takahara** I am worried that the pace is slowing down in many areas. As companies get bigger, cross-divisional sectionalism slows down decision making. At Unicharm, we use OGISM(A)\*<sup>2</sup> to broaden our perspective and the OODA loop model\*<sup>3</sup> to speed things up.

Speed is about making quick assessments that lead to the right decisions. By building the OODA loop to reflect actions and results of employees and then empowering them to implement on a daily basis, the speed is gradually increasing.

It's okay to make mistakes. If you move quick enough, you can correct any mistakes. Speed is the greatest advantage you can have in today's world. At Unicharm, people use this system to broaden their outlook and make the right decision quickly.

**Okuda** I strongly agree on the importance of speed. Internal feedback sometimes says that our decision making takes time. For people to have a common understanding when they discuss issues, it is important they share their background and purpose as well as

have their own thinking. Without that, decisions won't be made and the whole decision-making process tends to slow down, especially when it is global.

I also tell my leaders such as executive officers and department heads that I want them to take ownership for management. You have to consider many things when you are responsible for a team and/or the company leading a big group.

Recently I feel that days without any mistakes are days when you didn't do anything. Failure is a part of the path to success. I strongly believe mistakes are not a negative thing and I say that whenever I get the chance. Making decisions, executing, and revising quickly if needed is one way to increase speed and achieve success. I want each of our people to actively take on new challenges.

For people above a certain position, I expect them to always take a Groupwide perspective when making decisions and not think just about their own division. I have seen many cases where something looks good for one division but when you consider the firm as a whole another option would be better. We try to cultivate this way of thinking through training for department

heads that introduces such cases.

**Takahara** A multidisciplinary approach to learning is a must. Around the time of announcing a new medium-to long-term strategy at Unicharm, I go away with my management team and we participate in activities that allow us to experience the unordinary. I want us to feel how challenging the new strategy will be.

By experiencing the unordinary, you can compare it where you are currently at and realize you still have to dedicate yourself to progressing further. You can then stretch yourself for a while and tackle things head on. Everything is about creating opportunities. I find it effective to have impactful real experiences that you can't gain from reading books or role playing.

**Okuda** Nomura Group is heading in the right direction. But I think I still need to work on progressing myself further. There are many things I need to do. I will refer to your advice as I continue to take on new challenges. Thank you for your time today.

\*2 A format for organizing the elements of planning: Objectives, Goals, Issues, Strategies, Measures, and Action Plan.

\*3 A decision-making model where you Observe to catch changes early, properly Orient, Decide, and Act. This process runs in a loop to constantly revise the way of doing things.

# Message from Newly Appointed Outside Director

The following is a message from Director Taku Oshima, who was newly appointed as Outside Director of the Company in June 2024.

Since joining NGK Insulators, Ltd. (NGK) in 1980, I have worked in our international operations, new product development, and the launching of new businesses, mainly in the field of production technology. Since taking over as President and Representative Director of NGK in 2014, I have worked not only on manufacturing, but also on transforming the old corporate structure, such as work-style reforms and strengthening the corporate governance structure.

In addition to managing NGK, I have also assumed responsibilities as an Outside Director of several major infrastructure companies, and I am the Chairman of Aichi Employers' Association. This has given me experience in various business fields and allowed me to be involved in activities in the business world from a leadership position.

I feel that your initial instinct and how you proceed are critical to getting things done. This is the same even if the subject or content is different. I would like to draw on my experience and knowledge to contribute to the management of the Nomura Group as it develops its business globally as a leader in Japan's securities industry.

Sustainable business development requires you to mobilize and maximize the capabilities of each individual who drives the business. I would like to provide appropriate advice to support this.





# Code of Conduct

The Nomura Group Code of Conduct is a guide for all in Nomura to translate into actions the core values of entrepreneurial leadership, teamwork and integrity, set forth in Nomura Group's Corporate Philosophy. The Code represents the commitment by everyone at Nomura to adhere to the highest standards of ethics and integrity in their business activities with all clients and stakeholders. We implement various initiatives on an ongoing basis to ensure that our people clearly understand and abide by the Code, and to foster a robust corporate culture within the firm.

 Embedding the Code of Conduct  
<https://www.nomuraholdings.com/company/basic/coc/index.html>

## Nomura Group Code of Conduct

We established the Nomura Group Code of Conduct in December 2019 and have since continued efforts to embed the Code within our Group. It embodies our aspirations not only to comply with rules and regulations, but also to uphold the highest ethical standards and to work with pride.

Our diverse business is built on the trust of our clients and all stakeholders. As we work to build this trust, the Code serves as our guide for ethical conduct and responsible decision-making. It is an essential pillar that supports the entire Group.

The Code provides 20 guidelines for specific actions relevant to our three stakeholders: clients, our people, and society. It covers a wide range of topics, including compliance with laws and regulations, professional and social ethics, as well as our basic philosophy of putting clients first, respect for diversity and human rights, and our commitment to help solve social issues. To firmly embed the Code across the Group, and to reduce risks arising from inappropriate conduct (conduct risk), we have established a framework centered on the Nomura Group Conduct Committee, which comprises executives from each region and the Corporate division.

Our ethical standards must constantly be reassessed to ensure alignment with the ever-changing requirements and norms of society. Therefore, we regularly review the Code and have made annual revisions since its establishment. During these revisions, employee feedback is gathered and incorporated through

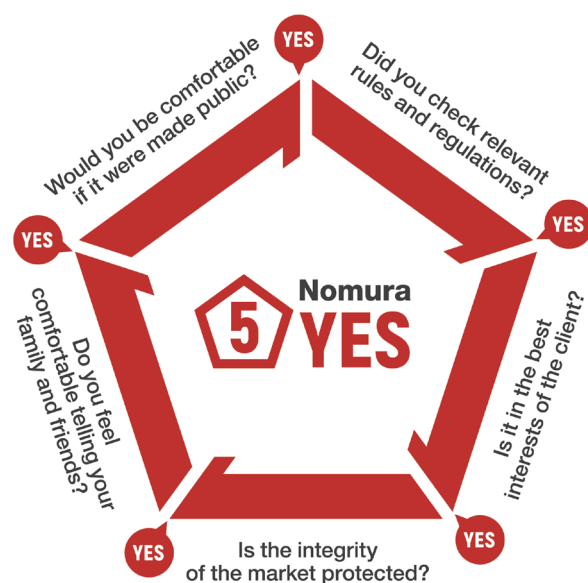
deliberations at the Nomura Group Conduct Committee and the Executive Management Board, with final approval by the Board of Directors. Nomura Group remains committed to ensuring that the Code continues to serve as a guiding principle for all our people, from directors and executive officers to each employee.

### ● 20 Guidelines for Specific Actions

	CONDUCT for <b>CLIENTS</b>	CONDUCT for <b>OUR PEOPLE</b>	CONDUCT for <b>SOCIETY</b>
<b>Entrepreneurial Leadership</b>	<b>01</b> Pursue the Best Interests of Our Clients <b>02</b> Continually Enhance Our Expertise and Capabilities	<b>07</b> Managing Risks Appropriately <b>08</b> Be Passionate about Achieving More	<b>09</b> Support for Mutual Growth <b>17</b> Move Towards the Future
<b>Teamwork</b>	<b>03</b> Leverage Our Collective Strength	<b>10</b> Promote Teamwork	<b>11</b> Create a Comfortable Work Environment <b>18</b> Contribute to a Sustainable Society
<b>Integrity</b>	<b>04</b> Be the Most Trusted Partner for Our Clients <b>05</b> Uphold the Highest Standards of Compliance <b>06</b> Handle Information Properly	<b>12</b> Never Pursue Self-Interests <b>13</b> Control Gifts and Entertainment <b>14</b> Be Responsible	<b>15</b> Learn from Mistakes <b>16</b> Speak Up <b>19</b> Respect Diversity and Human Rights <b>20</b> Disclose Information Appropriately

## Nomura 5YES

The “Nomura 5YES,” in the Nomura Group Code of Conduct, is five questions to guide employees to take the right action by asking themselves whenever they are in doubt. The results of the Nomura Group Employee Survey 2023 show that 83% of employees make decisions and take actions in accordance with the Nomura 5YES. This indicates that the Nomura 5YES has steadily taken root within the Group.



## Embedding the Code of Conduct

We carry out a variety of initiatives to ensure that each and every one of our employees truly understands the Nomura Group Code of Conduct and puts it into practice in their daily actions.

We have designated August 3 as Nomura Founding Principles and Corporate Ethics Day. The entire group annually reflects on past incidents and the lessons learned, as well as reaffirms our founding principles on this day. All executive officers and employees engage in discussions on themes relevant to our corporate culture and pledge to observe our Code.

Regions and divisions also implement initiatives to promote desirable conduct and foster a corporate culture through their own ways. Our Powai office in India has been providing compliance training through skits and role-playing. Approximately 3,600 employees participated last year, with a focus on themes including whistleblowing and fostering a speak-up culture.

Grassroots initiatives are also expanding, such as volunteer employees in Japan publishing email newsletters on the Code. Efforts to embed the Code are being implemented through a combination of top-down organizational initiatives and bottom-up grassroots collaboration.



Annual training each August provides an opportunity to reflect on our founding principles and history (Photo of Nomura's office, 1904-1912)



Training session with skits and role-playing at our Powai office in India



Employees volunteer to send out an email newsletter titled “Grassroots Project”

# Compliance

Promoting compliance is one of the bedrocks supporting Nomura Group's businesses.

Nomura Group believes that compliance extends beyond mere adherence to laws and regulations. Compliance also encompasses conduct based on integrity that aligns with social norms and ethics expected of financial services industry professionals. Nomura Group is committed to further strengthening our robust internal control systems in order to achieve a higher level of Compliance Risk management.

\* Compliance Risk: The risk of financial losses such as fines, or reputational damage, due to violations of financial services laws, rules or regulations, or improper conduct which undermines the integrity or fairness of the financial markets and/or damages client protection. This includes conduct risk arising from conduct or behaviors and activities of Nomura Group executives or employees that deviate from the Nomura Code of Conduct or violate financial services laws, rules, regulations, or applicable company policies and procedures.



Compliance

<https://www.nomuraholdings.com/company/compliance/index.html>

## Compliance Framework

We strive to establish a compliance framework that enables compliance officers to provide appropriate instructions, guidance, and monitoring, focusing on adherence to laws and regulations on a global basis and ensuring that no suspicious activities occur. We also take measures to prevent, early detect, and remedy fraudulent activities. In the event that such issues arise, they are reported promptly and timely to senior management, and a system is in place to handle them appropriately.

Nomura Group appoints a Chief Compliance Officer (CCO) to oversee the Group's compliance framework. Each Group company and overseas region has a Compliance Officer. The CCO works with the Compliance Officers to ensure that the internal controls system is adequately established and maintained in line with global business

development. Additionally, Nomura Group has established the Nomura Group Conduct Committee, chaired by Executive Officer and Deputy President Toshiyasu Iiyama, and the Committee is responsible for examining and discussing the Compliance Risk and Conduct Risk management framework, promoting related measures, and verifying the effectiveness of the Nomura Group Conduct Program which stipulates the basic matters related to embedding the Nomura Group Code of Conduct within the Group. Each Group company is responsible for enhancing its own compliance structure. In 2024, Nomura Securities has made significant changes to its compliance framework, working to provide higher added-value solutions and increasing speed through the advancement and streamlining of compliance-related tasks.

## Compliance Risk Management

Nomura Group has established the Group Compliance Risk Management Policy and the Nomura Group Conduct Risk Management Policy that outline the framework and the structure for putting Compliance Risk management into practice. Additionally, Nomura Group practices appropriate risk management based on the Three Lines of Defense approach, which defines roles and responsibilities, and establishes the fundamental requirements of actions for Compliance Risk management.

As part of these efforts, Nomura Group regularly provides comprehensive compliance and conduct training programs for all executives and employees on topics such as combating money laundering and financing of terrorism, and preventing insider trading. We are working to raise the level of legal and regulatory knowledge among executives and employees, enhance

compliance awareness, and foster a corporate culture of pursuing appropriate business conduct.

To further enhance our Compliance Risk management, it is important not only to establish frameworks and provide various training programs, but also to foster a culture where employees feel comfortable to speak up when they notice something unusual and where their voices are heard. This type of culture, known as psychological safety, is crucial in the workplace. To enhance psychological safety, efforts are being made to identify issues on organizational culture through the Nomura Group Employee Survey, to facilitate management discussions and dialogue among executives and employees based on the findings, and promote the use of our whistleblowing system.

## Initiatives to Ensure Fair Financial Transactions

The cornerstone for creating a better world is healthy and highly-liquid financial markets that are trusted by a diverse range of investors. Unacceptable actions that lead to dysfunction are market manipulation and insider trading, which undermine the fairness and integrity of the market. The compliance departments being the second line of defense diligently strive to prevent unfair transactions that may cause market dysfunctions while all Nomura Group employees engage in their daily business activities cognizant of their roles as participants in financial markets. Compliance departments share information and concerns with securities exchange and self-regulatory organization. This is to ensure such entities have the correct understanding of regulatory trends, market environment and challenges identified from cases involving other companies. In addition, Compliance departments collaborate with first line and IT departments to grasp business changes and trends. They utilize IT solutions, such as cloud services, to establish robust trading management systems that allows for effective, efficient and expert surveillance.

## Combating Money Laundering and Terrorist Financing

In order to maintain and protect financial markets in which all clients can securely invest, efforts to combat money laundering and terrorist financing are crucial. Nomura has established the Nomura Group Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Policy, which applies to the entire Group and sets uniform management standards across all Group companies. Based on this policy, an officer responsible for AML/CFT management, the Group AML/CFT Head, has been appointed to report monthly to the Executive Management Board on the status of the AML/CFT management framework in Japan, the Americas, Europe, and Asia. Furthermore, the Group Compliance Department, which supports the Group AML/CFT Head, closely coordinates with the AML/CFT heads in each region to discuss measures to strengthen the Group's governance framework and promote and implement necessary measures. Additionally, a Global Head of Financial Crime Compliance has been appointed to establish a unified AML/CFT system across the Group.

As economic sanctions and regulations have been rapidly strengthened in response to recent global developments,

such as the conflict in Ukraine, Nomura requires each Group company to check the sanctions lists of Japan (the Ministry of Finance), the United States (OFAC), the United Kingdom (HMT), the European Union (EU), and the United Nations (UN). We place a strong emphasis on front line employees, as the first line of defense, performing client due diligence and identifying any unnatural transactions. Nomura Group companies develop and provide training programs to enhance AML/CFT awareness and understanding among employees.

In September 2022, Nomura launched Laser Digital Holdings AG in Switzerland to provide services related to digital assets. While there is strong demand for transactions involving digital assets, there are likelihood that these assets could be used for money laundering due to the anonymity of the asset holders and the transactions. We believe it is important to meet clients' needs while controlling risks, rather than avoiding business due to potential risks. Therefore, we have established a robust risk control framework to prevent the fraudulent use of digital assets, including conducting thorough client due diligence and monitoring transaction records on blockchain.

## Customer-Oriented Business Operations

In order to create a better world, Nomura Group advances initiatives to pursue the best interests of our clients. We strive to provide suitable products and services tailored to meet client needs, thereby supporting what is in their best interest and helping them find optimal financial solutions for building and managing assets. To realize this, we develop and introduce products and services, establish rules and guidelines, and conduct employee training to ensure that we provide appropriate information and product customization for each client. We continually monitor compliance with these rules and guidelines and provide guidance based on individual employee performance. We then report findings to senior management, while also working to improve the rules and guidelines. Our personnel evaluations incorporate elements such as compliance, conduct, business ethics, and risk management. Additionally, we take measures to suppress incentives that prioritize the firm's earnings over clients' needs, thereby ensuring a customer-oriented approach in our operations.

# Whistleblowing System

Nomura Group recognizes that enhancing risk management is one of the most important management issues.

Therefore, we have established whistleblowing systems with the aim of fostering a healthy corporate culture and ethics through early detection and correction of fraudulent activities and misconduct.

In a psychologically safe workplace, there is a culture of speaking up when something is wrong as well as a culture of accepting the report of someone who speaks up.

Nomura Group is working on creating an organizational culture with psychological safety and has set up whistleblowing and various consultation desks to promote their use.

## Whistleblowing System (Compliance Hotline)

Nomura Group companies have established whistleblowing systems (compliance hotlines) that provide all executives and employees with the means to directly report any suspected violations of laws and/or regulations, breaches of the Nomura Group Code of Conduct, or suspicious accounting or auditing activities.

In accordance with laws and regulations, we have developed a system for whistleblowing. At the same time, we are working to raise awareness and promote the use of the hotline through the Company intranet and messages from senior management, and to create a psychologically safe environment on a global basis in which anyone can speak up when they feel something is wrong.

The hotlines can be contacted anonymously, and the information provided is then investigated as necessary under the direction of the information recipient, with priority placed on maintaining the confidentiality and anonymity of the whistleblower. If a problem is found after an investigation, appropriate corrective actions are taken and measures are carried out to ensure that the whistleblower does not receive disadvantageous treatment, such as dismissal, for having provided information.

The operating status of Group companies' hotlines are regularly reported to the Nomura Holdings Internal Controls Committee, and annual internal assessments

are conducted. Any matters involving significant suspicions of legal violations are promptly reported to the Audit Committee, as we strive to maintain a robust compliance system and ensure its effectiveness.

In FY2023/24, the total number of reports raised globally is as follows, with all cases already resolved except for those currently under investigation, and no major issues were identified.



## Consultation Desks

Nomura Group (Japan) has several consultation desks to support employees who have concerns. Each consultation desk allows for anonymous consultations, protecting the privacy of the individual seeking help and ensuring confidentiality, while working towards creating a more comfortable working environment for employees.

### » Internal Harassment Consultation Desk

We have established a contact point where employees can consult with internal specialists about concerns and complaints of harassment in the workplace, such as power harassment and sexual harassment.

### » Workplace Harassment External Consultation Desk (External counselor)

In addition to the internal consultation desk, we have set up a channel where employees can consult with external professional counselors over the phone regarding workplace harassment or complaints.

### » Workplace and Job Support Desk

We provide comprehensive support for consultations and concerns related to relationships, tasks, business, and working methods in the workplace.



# Internal Audit

## Mission and Purpose of Internal Audit

The Internal Audit Division, from an independent and objective position, performs assurance activities (objective verification of obtained materials, etc.) with the mission of enhancing and safeguarding the value of the organization through the improvement of operations. It also aims to evaluate the effectiveness of risk management, operational management and governance processes and support the achievement of organizational goals through systematic and disciplined approaches targeting improvement.

## Independence of Internal Audit

Securing independence by reporting directly to the Audit Committee

The Company has established the Internal Audit Division that is independent of business execution and reports directly to the Audit Committee. The formulation of the annual internal audit plan and budget requires the approval of the Audit Committee or their selected member, and the appointment or dismissal of the Internal Audit Division Head requires the consent of the Audit Committee or their selected member, thereby ensuring its independence and objectivity from business execution.

## Operational Structure of Internal Audit

Consistent structure across the Group and close coordination with the Audit Committee

In addition to the Group Internal Audit Department within the Company, it has also set up dedicated internal audit units (and personnel) in major subsidiaries in Japan and overseas. This allows it to audit business and corporate functions across Nomura Group using globally unified methodologies. Specifically, the Internal Audit Division operates under a global matrix structure based on functions and regions. Highly-skilled and experienced personnel in internal auditing and related areas have been appointed as Global Portfolio Directors for each business and corporate function to be audited, thereby enhancing overall consistency and evaluating the internal controls of the entire group globally with coherency.

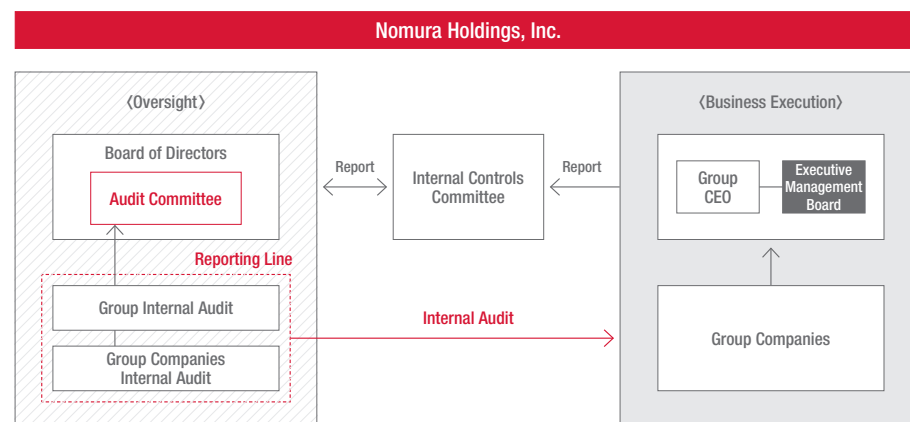
In addition, the Senior Managing Director in charge of the Internal Audit Division reports directly to the Audit Committee on the development/operation of the internal audit organization and the progress of internal audits, and also incorporates in the annual internal audit plan the points the Audit Committee deems necessary for review, ensuring the effectiveness of internal audits through coordination between the Internal Audit Division and the Audit Committee.

## Initiatives to Enhance the Sophistication of Internal Auditing

Introduction of consistent audit methodologies across the Group and promotion of the use of data analytics to enhance the sophistication of the auditing approach

The Internal Audit Division of Nomura Group takes a risk-based approach in principle to effectively and efficiently utilize audit resources and allocates audit resources according to the type and degree of inherent risks. The Internal Audit Division has adopted globally unified internal audit methodologies (which adhere to the International Professional Practices Framework (IPPF) established by the Institute of Internal Auditors (IIA)) to support group-wide internal auditing activities. In addition, in order to promote the use of technology in internal audit activities throughout the Group, a dedicated data analytics team has been formed, and personnel with expertise in data analytics and management have been assigned in each region to advance the use of data analytics in each internal audit activity. Efforts are also being made to implement continuous monitoring and other initiatives using data analytics. Furthermore, the Internal Audit Division undergoes a quality assessment of internal audits on a group-wide basis by external experts approximately every five years, in accordance with internal regulations and the IPPF Standards. The results of these assessments are also utilized to enhance the quality and sophistication of internal audits.

### ● Internal Controls System Framework



# Risk Management

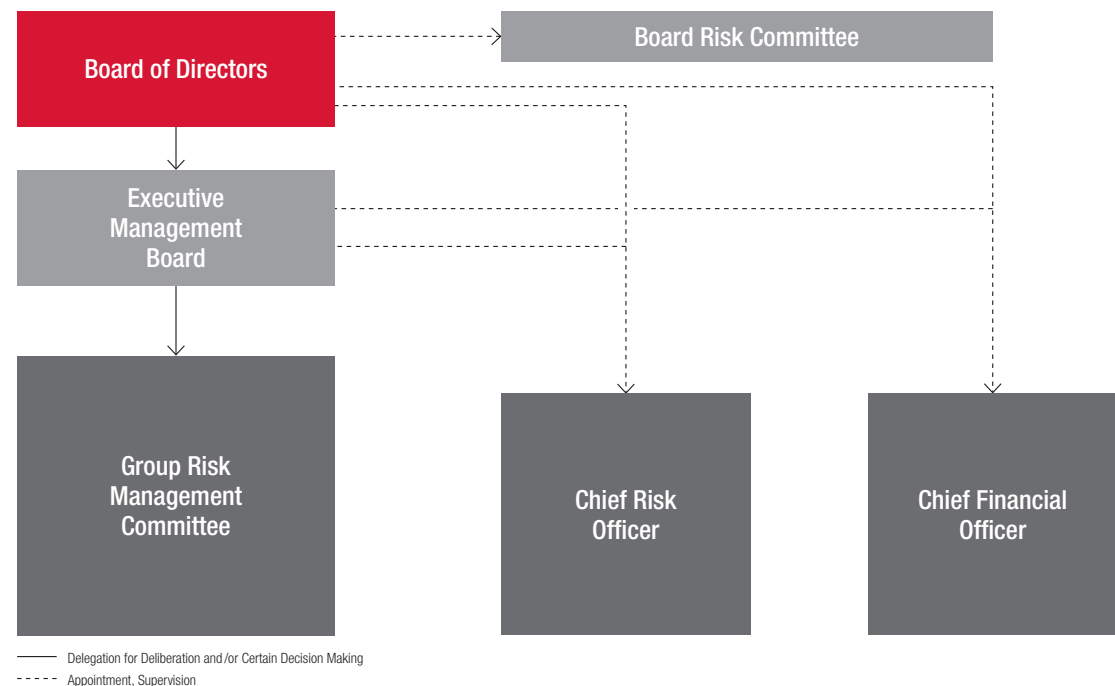
Managing risks appropriately: Each employee of Nomura Group is a stakeholder in risk management, correctly understands risks and thinks about the best way to manage risks at any given time. This is what we believe it means to be “Managing risks appropriately,” as management and each department work together towards common goals, providing high-quality services to customers and enhancing the corporate value of Nomura Group.

Nomura Group requires all staff, regardless of their positions, to proactively engage in risk management. The risk management activities in Nomura Group are based on the following principles.

- » Establish and operate a robust governance system through risk management committees, appropriate organizational structures, and management systems based on Three Lines of Defense.
- » Identify and evaluate risks and classify them into risk categories based on their characteristics. Establish appropriate risk management approaches and control frameworks.
- » Develop and operate a framework for monitoring and reporting to manage risks appropriately within risk appetite.
- » Develop policies and procedures on risk management and establish and operate an effective risk management framework.

## Risk Management (Outline of Organizational Structure)

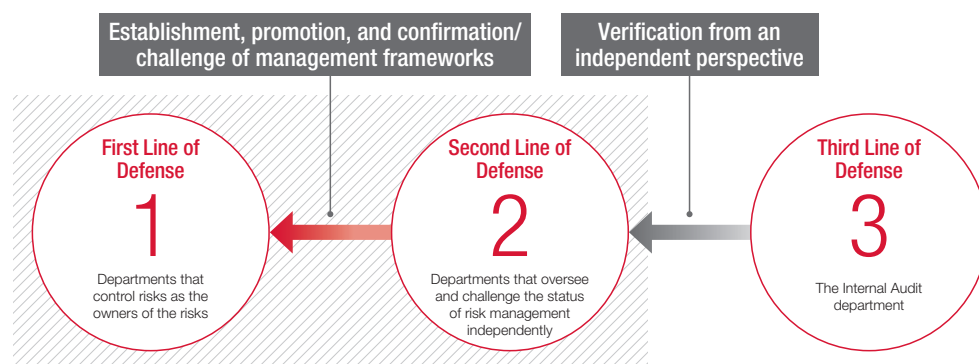
Nomura has established a committee structure to facilitate effective business operations and management of Nomura's risks. The formal governance structure for risk management within Nomura is as follows:



For further details on Nomura Group's risk management framework, please refer to Item 11. Quantitative and Qualitative Disclosures about Market, Credit and Other Risk of 20-F filed by Nomura Holdings, Inc.

## ● Management System Based on Three Lines of Defense

Nomura engages in the risk management through the Three Lines of Defense framework.



### » First Line of Defense

All executives and employees of the front office for Financial Risk and all executives and employees for Non-Financial Risk are primarily responsible for risk management and assume the consequences associated with business execution and to provide evidence and justify that the risk arising from their business activities is in line with risk appetite.

### » Second Line of Defense

The department responsible for risk management supports and monitors management activities on the First Line of Defense and reports to the boards and the senior management. In addition, the Second Line independently evaluates risk management governance established by the First Line.

### » Third Line of Defense

The Internal Audit function examines and evaluates the risk management from an independent standpoint, provides advice for improvement, and reports the examination and evaluation to the Audit Committee.

## Risk Appetite Statement

To promote integrated risk management, Nomura Group defines the types and levels of risks that are acceptable to achieve management strategies and business plans, taking into account constraints from regulatory capital, liquidity, business conditions and other factors, as Risk Appetite. Risk Appetite Statement, which documents that definition, is reviewed at least annually and is subject to the approval of the Executive Management Board and the consent of the Board Risk Committee.

Risk Appetite is managed using various metrics. Nomura Group and all of its staff are responsible for conducting business in compliance with the Risk Appetite.

## Financial Risk

Nomura categorizes and defines the Financial Risks as market risk, credit risk and model risk, and has established departments or units to manage each risk type. The Chief Risk Officer (CRO), upon delegation from the Board of Director or the Executive Management Board, is responsible for the risk management framework for financial risks as the Second Line of Defense.

### » Market risk

Risk of loss arising from fluctuations in values of financial assets or debts (including off-balance sheet items) due to fluctuations in market risk factors (interest rates, foreign exchange rates, prices of securities and others).

### » Credit risk

Risk of loss arising from an obligor's default, insolvency or administrative proceeding which results in the obligor's failure to meet its contractual obligations in accordance with agreed terms. It is also the risk of loss arising through a credit valuation adjustment (the "CVA") associated with deterioration in the creditworthiness of a counterparty.

### » Model risk

Risk of financial loss, incorrect decision making, or damage to the firm's credibility arising from model errors or incorrect or inappropriate model application.

## Non-Financial Risk

Nomura categorizes and defines Non-Financial Risk as operational risk and reputational risk and has established departments or units to manage each risk type. The CRO undertakes a role of assessing the non-financial risk management framework second line corporate functions create and ensuring the adequacy of the framework by providing challenge to the corporate functions, such as giving instructions on necessary actions to enhance the framework.

### » Operational risk

Risk of financial loss or non-financial impact arising from inadequate or failed internal processes, people and systems, or from external events. Operational risk includes in its definition Compliance, Legal, IT and Information Security, Fraud, Third Party and other non-financial risks (Please see the details on the right).

### » Reputational risk

Possible damage to Nomura's reputation and associated risk to earnings, capital or liquidity arising from any association, action or inaction which could be perceived by stakeholders to be inappropriate, unethical or inconsistent with Nomura Group's values and corporate philosophy.

### ● Operational Risk Taxonomy

Risk Category	Definition
Compliance	Risk of financial loss or reputational damage due to violations of financial services laws, regulations, rules, related self-regulatory organisation standards, and codes of conduct applicable to Nomura's financial services activities (together "financial services laws, rules and standards"); and improper conduct which disrupts the integrity of the financial markets and causes unfair client treatment.
Legal	Risk of financial loss or reputational damage due to (i) Nomura's breach of contractual obligations, or infringements of the rights of a third party; (ii) ambiguity and/or insufficiency in contractual terms to secure Nomura's legal rights or enforceability of contractual terms; (iii) violation of laws and regulations applicable to Nomura; and/or (iv) improper management of litigation or other contentious matters.
Information Tecnology (IT) and Information Security (IS)	Risk of adverse financial, regulatory, customer or reputational impact to Nomura resulting from inadequate or failed Information Technology (IT) and Information Security (IS) processes and systems.
Business Continuity (Business Resilience)	Risk of financial loss or reputational damage due to inability to resume normal business operations during a business disruption event and damage to or unavailability of physical assets from natural disasters and other events.
Third Party	Risk of financial loss or reputational damage due to inadequate framework to properly manage third parties while outsourcing important business services or critical operations or rely on services provided by third parties.
Financial Reporting & Tax	Risk of financial loss or reputational damage due to material misstatement or omission in the firm's (i) external financial reporting, regulatory reporting or internal financial management reporting; and/or (ii) external tax reporting or payments.
Transaction Lifecycle	Risk of financial loss or reputational damage due to failures over the lifecycle of a transaction.
People	Risk of financial loss, staff impact or reputational damage due to acts inconsistent with employment or health and safety laws or employment norms and agreements.
Prudential Risk Frameworks	Risk of financial loss or reputational damage due to inadequate prudential risk frameworks or non-compliance with prudential regulatory requirements.
Fraud	Risk of financial loss or reputational damage due to intent to defraud, misappropriate property or conduct unauthorized activity by an internal or third party.

### Framework of Risk Management

The basic framework for the risk management is as follows.

In financial risk management, risks are quantified based on past market data and counterparty credit data, and appropriate limits are set to ensure that we do not exceed our Risk Appetite.

In addition, we perform concentration risk management to prevent excessive concentration on a single risk or exposure.

Furthermore, for risks that cannot be fully captured by past data quantification, we conduct stress tests based on potential future scenarios to prevent exceeding Risk Appetite under even more conservative risk estimations.

In Non-Financial Risk, such as operational risk, we evaluate the impact and likelihood of risks, as well as the effectiveness of controls, and we design countermeasures based on the results.

These basic frameworks are defined in internal policies, etc., and the detailed roles and responsibilities of staff are clarified in documents such as procedures.

### Risk Culture

Nomura Group recognizes a Risk Culture as an essential foundation and source of competitiveness for maintaining and developing business.

Risk management may require specialized knowledge and analysis, but the most important aspect is not just creating analytical methods and management frameworks, but also ensuring that every employee in the Nomura Group has the correct mindset towards risk and takes appropriate actions when they face the risk.

We have distilled this into three key words, which are “Challenge,” “Escalate,” and “Respect,” and positioned them as pillars that support Nomura Group’s Risk Culture, that is, the mindset and behavior necessary for our employees to manage risk appropriately.

**CHALLENGE**  
建設的な牽制  
**ESCALATE**  
報連相の徹底  
**RESPECT**  
尊重しあえる関係



# Resilience

## Risk Management and Crisis Management

Risk Management enhancement including to foster Risk Culture remains one of our important focuses over the medium-to-long term. Nomura pursues continuous efforts to further promote and maintain Risk Culture as well as to appropriately manage risks under a robust and sophisticated risk management governance and framework, in order to add value to our clients and all other stakeholders.

On the other hand, on the back of financial instability in recent years, there has been increasing attention to ensuring “Resilience” including the elaboration of Recovery

and Resolution Planning. Nomura has established a new team to lead and supervise the Group’s resilience and related responses, aiming to accelerate the enhancement of overall Crisis Management. Under heightened uncertainty, we remind ourselves that it is an important perspective, which all of our businesses should keep in mind, to ensure and enhance our own resilience (the ability of financial institutions to continue to provide important business services at the minimum level of resilience that should be maintained in crisis).

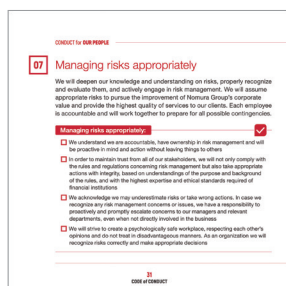
### >> Risk Management

2021

2022

2023

#### Risk Management Enhancement Program kicked off



**CHALLENGE**  
建設的な牽制  
**ESCALATE**  
報連相の徹底  
**RESPECT**  
尊重しあえる関係

#### The Steering Committee for Enhancement of Risk Management integrated into the Group Risk Management Committee

 For history details, please refer to the Nomura Report 2023 (page 73-74)  
[https://www.nomuraholdings.com/investor/library/ar/2023/pdf/nomura\\_report\\_73\\_74.pdf](https://www.nomuraholdings.com/investor/library/ar/2023/pdf/nomura_report_73_74.pdf)

### >> Crisis Management

2024

2025

#### Resilience Department established Nomura Group Crisis Management Committee reorganized

On December 25, 2025, the Nomura Group will celebrate 100th Anniversary. We continue to focus on enhancing risk and crisis management as important initiatives to strengthen the Group's foundation for the next 100 years.

Typical examples that fall between Risk Management and Crisis Management are Business Continuity Management and cybersecurity measures.

## Business Continuity

To prepare for crises such as natural disasters like earthquakes and typhoons, human disasters like fires and terrorism, and infectious diseases, we continue to review and reconsider business continuity plans, conduct multifaceted assessments, and provide training to ensure the protection of human life, physical security, and mitigate the impact and ensure swift recovery in the event of business interruption.

### Basic Idea

The purpose of the business continuity management within the Nomura Group is to ensure the continuation of Nomura Group's operations in the event of a crisis, while ensuring the following items are reliably executed. Our clients are at the heart of everything that we do, and being available to our clients, particularly in times of crisis, is essential. Equally, we cannot serve our clients unless we protect our people. Group Resilience is an important business function that ensures our staff and assets are prepared for any disruption, and able to serve our clients.

- Ensuring the safety of executives and staff
- Protection of material information and assets
- Minimization of losses, risks, and business interruptions
- Protection of reputation and brand
- Compliance with supervision and instructions from regulatory authorities

### Management Structure



### Key Initiatives

In terms of disaster prevention, we conduct evacuation drills and initial fire extinguishing training using fire extinguishers in the office, assuming a scenario where a fire actually occurs after a large-scale earthquake to prepare for disasters. For emergency stockpiling, we have prepared more than three days' worth of drinking water, food, blankets, and portable toilets so that employees can stay in the facility in cases where it is difficult to return home due to disasters such as earthquakes. Regarding business continuity, we have established backup offices in anticipation of the scenarios where major headquarters are damaged and rendered unusable by earthquakes. We also conduct tests for business continuity at the backup offices assuming actual disasters have occurred. For systems, we strive to ensure quick recovery in case of malfunctions by setting up backup data centers in remote locations. We have also strengthened infrastructure such as private power generation equipment to prepare for systemic risks and continue important operations from the standpoint of avoiding local disasters as well as wide-area disasters such as Tokyo Inland Earthquake.

## Cybersecurity

In order to protect our clients' data and assets from increasingly serious cybersecurity threats and to ensure that our stakeholders can continue business with us with confidence, Nomura continues the efforts to maintain and strengthen our cybersecurity measures through teamwork and leadership of Group Chief Information Officer (CIO) as well as Nomura Group Crisis Management Committee and Group Risk Management Committee.

### Basic Principles

#### » Organization management

At normal times, we take part in cybersecurity drills, conduct Threat-Led Penetration Test, assess cyber risks and monitor actions taken by overseas subsidiaries and outside contractors in a constant effort to heighten our readiness. In the case of an incident such as obtaining dangerous vulnerability information or detecting a cyber-attack, the CSIRT(Computer Security Incident Response Team) leads the efforts to analyze the cause, minimize damage, and quickly restore systems.

#### » System security measures

We adopt a multi-layered defense system, which includes multiple detection and defense mechanisms against unauthorized access and malicious programs such as computer viruses. We review these countermeasures as appropriate to deal with new threats.

#### » Human-level response

In accordance with the Nomura Group Information Security Policy, relevant seminars and training programs are regularly provided to all executives and employees and they are kept alert in order to raise their awareness and knowledge about cybersecurity.

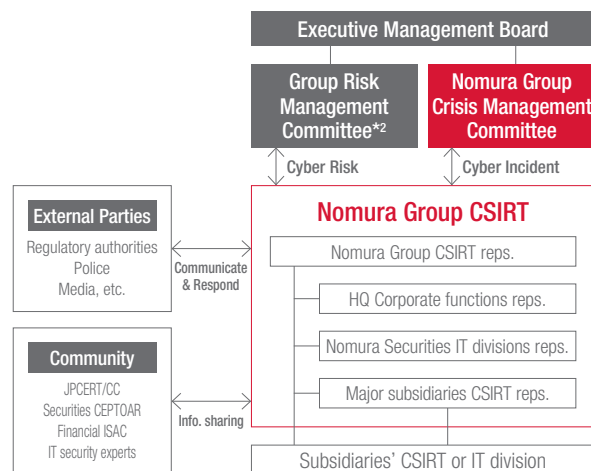
#### » Cooperation with outside organizations

Nomura is cooperating with information sharing organizations such as Financial ISAC Japan and FS-ISAC and cybersecurity vendors to gather and share information on the cyber attackers and their approaches.

### Governance

The Group Risk Management Committee (or its subordinate committee chaired by Group CIO), based on a delegation from the Executive Management Board, covers critical security topics such as resources in cybersecurity risk mitigation and governance, cybersecurity risks, as well as security incidents and cyber tabletop simulations.

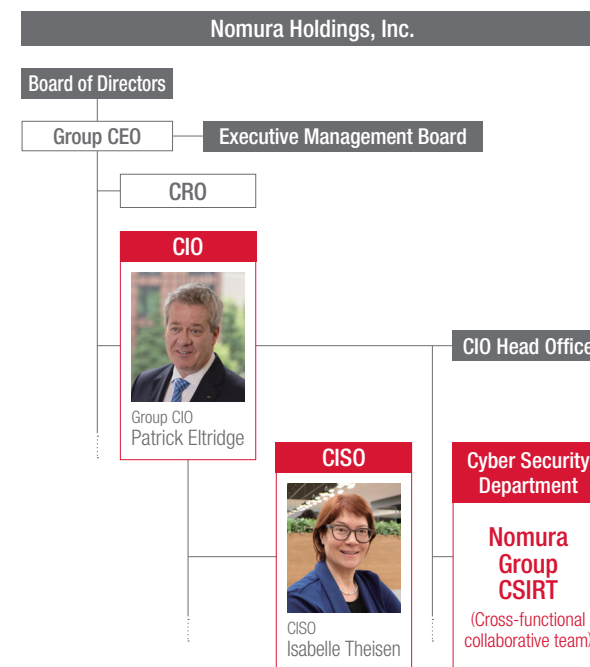
In addition, immediate escalation will be taken for potentially material cybersecurity events according to Nomura's security incident response process including Crisis Management perspectives.



\*2 On practice, periodic report after detailed deliberation by a subcommittee chaired by the Group CIO

### Organizational Structure

Cyber Security Department was established in April 2024 as a specialized unit to analyze and respond to growing threats. A Chief Information Security Officer (CISO) was also hired to drive the cyber risk mitigation and control improvement program.



※1 ISAC: Information Sharing and Analysis Center

## Major Initiatives

### » Technical measures

Nomura's cybersecurity programs are designed to be in line with industry best practice standards and include core capabilities such as Security Governance, Security Awareness and Training, Threat Intelligence & Management, Security Operations Management, Vulnerability Management, Application Security, Data Security, and Identity and Access Management.

Nomura is regularly engaging various external service providers to perform independent assessments of our cybersecurity programs and controls. The results from these independent engagements are integrated into updates to our cybersecurity strategy as appropriate. We also conduct our own regular internal security assessments, such as penetration testing, vulnerability scanning, red teaming, and tabletop cyber attack simulations.

From Risk Management perspectives, Nomura has developed a Third-Party Security Risk Management program that monitors and assesses the cybersecurity controls of our third-party vendors, which include, among others, service providers, SaaS providers, contractors, consultants, suppliers, etc. This program provides a consistent, controlled, cross-divisional approach to managing the services provided by third-party vendors. We perform various risk identification activities including onsite reviews for critical suppliers. Security risks and exceptions observed are monitored per our global Operational Risk Management framework.

### » Training and culture for cybersecurity

Nomura recognizes that in order to ensure cybersecurity and information security on an ongoing basis, it is essential to embed a culture that reflects the daily awareness and actions by each and every employee on the ground, not just by those in specialized units such as IT, and not just by strengthening technical measures and infrastructure.

Therefore, we have a variety of initiatives within the Group to ensure that all officers and employees have a necessary vigilance against the threats of cyber attack and ability to take actions as needed.

For example, we provide mandatory training for all employees and targeted attack email training, and we plan a campaign to promote proactive awareness, such as an event inviting cybersecurity expert as external lecturer as an opportunities to learn about the latest threats and the key

points of data security, and providing awards to those with a high awareness of cybersecurity.

Furthermore, we continue our organization-wide efforts to strengthen the effectiveness of management and controls, for example by participating in exercises organized by supervisory authorities and conducting internal global exercises on cybersecurity.





# 04

## Financial and Non-Financial Data

### INDEX

Financial Review .....	98
Key Financial Data .....	99
Eleven-Year Consolidated Financial Summary (US GAAP) .....	101
ESG Data .....	103
About Nomura Group .....	111



# Financial Review

## Financial review of the fiscal year ended March 2024

In the fiscal year ended March 2024, the global economy experienced heightened uncertainty driven by inflation, interest rate hikes, economic slowdown, and growing geopolitical risks. However, the US economy showed resilience, particularly in consumption. In financial and capital markets, expectations for an early start to interest rate cuts waned as market optimism was offset by persistent inflation throughout most of the fiscal year.

The Japanese economy has seen many positive changes such as improvements in corporate performance and high wage increases for the first time in approximately 30 years, leading to a virtuous cycle of growth and potential for overcoming deflation. The domestic financial capital markets are experiencing strong optimism with growing expectations for policies supporting a societal shift toward corporate and household investment in securities, and emphasizing on effective corporate governance. In March 2024, Bank of Japan shifted away from negative interest rate policy, which is a significant turning point, and ended the unconventional easing measures that had been in place for 11 years. The Nikkei Stock Average reached its highest level in 34 years, prompting increased interest from domestic and foreign investors in the Japanese stock market, generating positive market sentiment.

In this environment, in the fiscal year ended March 2024, we reported stronger revenues and income before income taxes across all three core business Divisions, and have started to realize the benefits from executing our strategic initiatives. Net revenues increased 17% year-on-year to 1,562 billion yen, income before income taxes increased 83% year-on-year to 273.9 billion yen, and net income increased 79% year-on-year to 165.9 billion yen. ROE was 5.1%, and EPS (diluted earnings attributable to Nomura Holdings shareholders per share) was 52.69 yen.

(billions of yen)

	FY2022/23	FY2023/24	Year-on-year	Comments
Revenue				
Commissions	279.9	364.1	30.1%	Increased purchases of stocks and investment trusts partly due to favorable market conditions.
Fees from investment banking	113.2	173.3	53.1%	Earnings grew mainly in ECM and advisory services related to Japan
Asset management and portfolio service fees	271.7	310.2	14.2%	Stable earnings increased year-on-year due to an increase in assets under management
Net gain on trading	563.3	491.6	-12.7%	Decreased year-on-year but maintained a high level
Gain on private equity and debt investments	14.5	11.9	-18.1%	
Interest and dividends*	1,114.7	2,620.9	135.1%	Impact of rising interest rates in various countries
Gain (loss) on investments in equity securities	-1.4	9.6	-	
Other	130.9	175.8	34.3%	Income related to American Century Investments increased
Total revenue	2,486.7	4,157.3	67.2%	
Interest expense*	1,151.1	2,595.3	125.5%	Impact of rising interest rates in various countries
Net revenue	1,335.6	1,562.0	17.0%	
Non-interest expenses	1,186.1	1,288.2	8.6%	Increase mainly due to depreciation of the yen
Income (loss) before income taxes	149.5	273.9	83.2%	
Net income (loss) attributable to Nomura Holdings shareholders	92.8	165.9	78.8%	

\* Net interest income, net of interest expenses, is an integral component of trading operations, which is affected by the level and composition of trading assets and total assets and liabilities, including repo and reverse repo transactions, as well as the term structure and volatility of interest rates. Dividends from American Century Investments are also included in financial income. For the year ended March 2024, interest and dividends increased 135.1% and interest expenses increased 125.5% from the previous year. As a result, net interest and dividends income for the year ended March 2024 increased from the year ended March 2023.

## Key Financial Data

(billions of yen)

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24		
P/L	Net revenue	1,116.8	1,287.8	1,401.9	1,363.9	1,335.6	1,562.0		
	Income (loss) before income taxes	(37.7)	248.3	230.7	226.6	149.5	273.9		
	Net income (loss)*	(100.4)	217.0	153.1	143.0	92.8	165.9		
	* Net income (loss) attributable to Nomura Holdings shareholders								
Segment information	Net revenue	Wealth Management <sup>*1</sup>	339.5	336.4	368.8	328.0	300.2	402.4	
		Investment Management <sup>*2</sup>	97.8	92.6	163.2	148.0	128.6	154.1	
		Wholesale	555.4	648.6	691.4	703.1	772.4	866.1	
		Subtotal	992.7	1,077.6	1,223.3	1,179.0	1,201.1	1,422.7	
		Other	131.3	231.6	167.0	179.2	164.7	149.7	
		Unrealized gain (loss) on investments in equity securities held for operating purposes	(7.2)	(21.3)	11.5	5.6	(30.3)	(10.3)	
		Net revenue	1,116.8	1,287.8	1,401.9	1,363.9	1,335.6	1,562.0	
	Income (loss) before Income taxes	Wealth management <sup>*1</sup>	49.5	49.4	92.3	59.2	33.5	122.7	
		Investment management <sup>*2</sup>	34.2	28.8	91.0	71.5	43.5	60.2	
		Wholesale	(111.4)	92.2	64.3	74.5	29.4	53.9	
		Subtotal	(27.7)	170.4	247.6	205.2	106.4	236.8	
		Other	(2.8)	99.2	(28.5)	15.8	73.4	47.4	
		Unrealized gain (loss) on investments in equity securities held for operating purposes	(7.2)	(21.3)	11.5	5.6	(30.3)	(10.3)	
		Income (loss) before income taxes	(37.7)	248.3	230.7	226.6	149.5	273.9	
	*1 In April 2024, Retail was renamed Wealth Management in order to align the name of the division with the business model it is pursuing. *2 On April 1, 2021, Asset Management and Merchant Banking were dissolved and Investment Management was newly established. As a result, figures of FY2020/21 have been reclassified in line with the disclosure format for FY2021/22.								
	Geographic information*	Income (loss) before income taxes by region	Japan	128.2	235.2	244.1	260.8	161.0	268.5
			Americas	(114.1)	7.4	(77.0)	(41.0)	(51.7)	14.7
			Europe	(56.9)	(14.1)	14.3	(21.8)	9.2	(33.1)
			Asia and Oceania	5.0	19.8	49.2	28.6	31.0	23.8
			Subtotal	(165.9)	13.1	(13.5)	(34.1)	(11.5)	5.4
Consolidated			(37.7)	248.3	230.7	226.6	149.5	273.9	
* Region information is based on US GAAP. Revenues and expenses are allocated based on the country of domicile of the legal entity providing the service.This information is not used for business management purposes.									
ROE	ROE	-	8.2%	5.7%	5.1%	3.1%	5.1%		
B/S	Total assets	40,969.4	43,999.8	42,516.5	43,412.2	47,771.8	55,147.2		
	Total nomura holdings shareholders' equity	2,631.1	2,653.5	2,694.9	2,914.6	3,148.6	3,350.2		
	Gross leverage (times)	15.6	16.6	15.8	14.9	15.2	16.5		
	Net leverage* (times)	9.0	10.6	9.8	9.1	9.4	10.2		

(billions of yen)

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Funding and liquidity	Liquidity portfolio*	4,870.5	5,354.4	5,658.3	7,074.2	7,654.3	<b>8,418.0</b>
	Short-term unsecured debt	2,518.8	3,072.3	2,929.5	2,932.1	3,411.2	<b>3,961.4</b>
	Long-term unsecured debt	6,483.5	6,344.0	6,696.3	7,898.1	8,770.7	<b>10,254.9</b>
* Definition differs from financial disclosures reflecting Liquidity Management's view. Cash and cash deposits portion of liquidity portfolio excludes funds on deposit at exchanges and segregated client funds.							
Per share data	Basic-net income attributable to Nomura Holdings shareholders per share (EPS)	(29.90)	67.76	50.11	46.68	30.86	<b>54.97</b>
	Diluted-net income attributable to Nomura Holdings shareholders per share (EPS)	(29.92)	66.20	48.63	45.23	29.74	<b>52.69</b>
	Nomura Holdings shareholders' equity per share (BPS)	794.69	873.26	879.79	965.80	1,048.24	<b>1,127.72</b>
	Dividends per share (DPS)	6.0	20.0	35.0	22.0	17.0	<b>23.0</b>
	Dividend payout ratio	(20.1)%	29.5%	69.8%	47.1%	55.1%	<b>41.8%</b>
Consolidated capital Adequacy, etc. <sup>*1</sup>	Tier1 capital	2,605.9	2,571.5	2,840.5	3,103.0	3,203.7	<b>3,467.8</b>
	Tier2 capital	46.0	30.9	4.7	0.4	0.4	<b>0.5</b>
	Total capital	2,651.9	2,602.4	2,845.2	3,103.4	3,204.1	<b>3,468.3</b>
	RWA	14,251.6	15,674.5	15,951.0	15,829.9	17,323.9	<b>18,975.5</b>
	Tier1 capital ratio	18.3%	16.4%	17.8%	19.6%	18.4%	<b>18.2%</b>
	CET1 capital ratio <sup>*2</sup>	17.1%	15.3%	15.8%	17.2%	16.3%	<b>16.2%</b>
	Consolidated capital adequacy ratio	18.6%	16.6%	17.8%	19.6%	18.4%	<b>18.2%</b>
	Consolidated leverage ratio <sup>*3</sup>	5.03%	4.83%	5.63%	5.98%	5.63%	<b>5.24%</b>
	HQLA (trillions of yen) <sup>*4</sup>	4.3	4.2	5.4	6.0	6.5	<b>6.5</b>
	LCR <sup>*4</sup>	198.4%	201.1%	192.4%	241.7%	203.8%	<b>202.7%</b>
*1 Basel III standards. *2 CET1 capital ratio is defined as Tier1 capital minus minority interests divided by risk-weighted assets. *3 Tier1 capital divided by exposure (sum of on-balance sheet exposures and off-balance sheet items). *4 Monthly average of 4Q.							
Number of shares outstanding, Share price, etc.	Number of shares outstanding (thousands)	3,493,563	3,493,563	3,233,563	3,233,563	3,233,563	<b>3,163,563</b>
	Share price (fiscal year-end) (yen)	400.2	457.8	581.4	515.2	509.7	<b>977.6</b>
	Market capitalization (trillions of yen)*	1.4	1.6	1.9	1.7	1.6	<b>3.1</b>
	PBR (times)*	0.50	0.52	0.66	0.53	0.49	<b>0.87</b>
	PER (times)*	-	6.76	11.60	11.04	16.52	<b>17.78</b>

\* Figures based on the fiscal year-end share price.

## Eleven-Year Consolidated Financial Summary (US GAAP)

(millions of yen)

Operating results		FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Revenue:	Commission	473,121	453,401	431,959	327,129	373,313	293,069	308,805	376,897	332,344	279,857	364,095
	Fees from investment banking	91,301	95,083	118,333	92,580	101,663	101,521	103,222	108,681	149,603	113,208	173,265
	Asset management and portfolio service fees	168,683	203,387	229,006	216,479	245,616	245,519	238,202	230,047	269,985	271,684	310,154
	Net gain (loss) on trading	476,356	531,337	354,031	475,587	442,885	342,964	356,609	310,040	368,799	563,269	491,611
	Gain (loss) on private equity and debt investments	11,392	5,502	13,761	1,371	(869)	1,007	(93)	12,734	30,768	14,504	11,877
	Interest and dividends	416,350	436,766	440,050	441,036	585,675	776,964	794,472	356,466	284,222	1,114,690	2,620,856
	Gain (loss) on investments in equity securities	15,156	29,410	(20,504)	7,708	2,683	(6,983)	(14,726)	14,053	5,446	(1,426)	9,612
	Other	179,485	175,702	156,460	153,626	221,192	81,057	165,991	208,317	152,832	130,940	175,824
	<b>Total revenue</b>	<b>1,831,844</b>	<b>1,930,588</b>	<b>1,723,096</b>	<b>1,715,516</b>	<b>1,972,158</b>	<b>1,835,118</b>	<b>1,952,482</b>	<b>1,617,235</b>	<b>1,593,999</b>	<b>2,486,726</b>	<b>4,157,294</b>
	Interest expense	274,774	326,412	327,415	312,319	475,189	718,348	664,653	215,363	230,109	1,151,149	2,595,294
	<b>Net revenue</b>	<b>1,557,070</b>	<b>1,604,176</b>	<b>1,395,681</b>	<b>1,403,197</b>	<b>1,496,969</b>	<b>1,116,770</b>	<b>1,287,829</b>	<b>1,401,872</b>	<b>1,363,890</b>	<b>1,335,577</b>	<b>1,562,000</b>
Non-interest expenses:	Compensation and benefits	570,058	596,593	574,191	496,385	530,641	497,065	479,420	507,906	529,506	605,787	673,523
	Commissions and floor brokerage	111,849	129,977	123,881	94,495	99,868	82,637	106,123	111,550	105,204	119,237	137,328
	Information processing and communications	192,168	192,300	189,910	175,280	184,781	166,865	170,317	178,835	184,319	209,537	217,126
	Occupancy and related depreciation	80,142	76,112	78,411	69,836	67,895	64,940	72,986	72,367	69,742	66,857	68,698
	Business development expenses	38,485	35,230	35,892	35,111	36,762	36,915	31,885	13,520	15,641	22,636	24,236
	Other	202,754	227,205	228,238	209,295	248,864	306,049	178,837	287,023	232,855	162,049	167,239
	<b>Total non-interest expenses</b>	<b>1,195,456</b>	<b>1,257,417</b>	<b>1,230,523</b>	<b>1,080,402</b>	<b>1,168,811</b>	<b>1,154,471</b>	<b>1,039,568</b>	<b>1,171,201</b>	<b>1,137,267</b>	<b>1,186,103</b>	<b>1,288,150</b>
Income (loss) before income taxes		361,614	346,759	165,158	322,795	328,158	(37,701)	248,261	230,671	226,623	149,474	273,850
Income tax expense (benefit)		145,165	120,780	22,596	80,229	103,866	57,010	28,894	70,274	80,090	57,798	96,630
Net income (loss)		216,449	225,979	142,562	242,566	224,292	(94,711)	219,367	160,397	146,533	91,676	177,220
Less: Net income (loss) attributable to non-controlling interests		2,858	1,194	11,012	2,949	4,949	5,731	2,369	7,281	3,537	(1,110)	11,357
Net income (loss) attributable to NHI shareholders		213,591	224,785	131,550	239,617	219,343	(100,442)	216,998	153,116	142,996	92,786	165,863

(millions of yen)

Balance sheets (Period end)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Cash and cash deposits	2,189,310	2,096,596	3,898,843	2,972,088	2,959,046	3,261,869	3,874,948	4,164,735	4,063,511	4,521,247	5,154,971
Loans and receivables	2,570,678	2,948,424	2,969,578	3,097,428	3,875,199	3,882,038	5,116,913	4,142,447	5,000,702	5,207,194	6,833,717
Collateralized agreements	17,347,001	16,719,520	15,077,660	18,729,825	16,237,743	17,306,959	15,907,112	16,039,438	16,876,441	18,117,499	20,994,795
Trading assets and private equity and debt investments	18,714,314	17,308,848	16,410,002	15,192,364	14,980,156	14,385,789	16,898,100	15,738,179	15,296,010	17,609,333	19,656,808
Other assets	2,699,011	2,709,848	2,734,084	2,860,373	2,291,803	2,132,784	2,202,742	2,431,681	2,175,492	2,316,529	2,506,912
<b>Total assets</b>	<b>43,520,314</b>	<b>41,783,236</b>	<b>41,090,167</b>	<b>42,852,078</b>	<b>40,343,947</b>	<b>40,969,439</b>	<b>43,999,815</b>	<b>42,516,480</b>	<b>43,412,156</b>	<b>47,771,802</b>	<b>55,147,203</b>
Short-term borrowings	602,131	662,256	662,902	543,049	743,497	841,758	1,486,733	1,368,098	1,050,141	1,008,541	1,054,717
Payables and deposits	2,836,873	3,398,600	4,249,118	3,708,435	3,567,655	3,768,038	4,397,082	4,570,918	4,920,365	5,297,469	6,490,127
Collateralized financing	17,111,999	15,379,803	16,605,591	19,061,091	16,696,994	16,684,403	18,028,339	15,133,573	14,538,198	16,108,948	19,396,575
Trading liabilities	11,047,285	10,044,236	7,499,335	8,191,794	8,202,936	8,219,811	8,546,284	9,473,261	9,652,118	10,557,971	10,890,610
Other liabilities	1,141,750	1,217,099	1,200,647	1,308,510	950,534	858,867	1,034,448	1,239,167	1,020,225	1,175,521	1,414,546
Long-term borrowings	8,227,063	8,336,296	8,129,559	7,195,408	7,382,507	7,915,769	7,775,665	7,975,012	9,258,306	10,399,210	12,452,115
<b>Total liabilities</b>	<b>40,967,101</b>	<b>39,038,290</b>	<b>38,347,152</b>	<b>40,008,287</b>	<b>37,544,123</b>	<b>38,288,646</b>	<b>41,268,551</b>	<b>39,760,029</b>	<b>40,439,353</b>	<b>44,547,660</b>	<b>51,698,690</b>
Total NHI shareholders' equity	2,513,680	2,707,774	2,700,239	2,789,916	2,749,320	2,631,061	2,653,467	2,694,938	2,914,605	3,148,567	3,350,189
Noncontrolling interests	39,533	37,172	42,776	53,875	50,504	49,732	77,797	61,513	58,198	75,575	98,324
<b>Total equity</b>	<b>2,553,213</b>	<b>2,744,946</b>	<b>2,743,015</b>	<b>2,843,791</b>	<b>2,799,824</b>	<b>2,680,793</b>	<b>2,731,264</b>	<b>2,756,451</b>	<b>2,972,803</b>	<b>3,224,142</b>	<b>3,448,513</b>
<b>Total liabilities and equity</b>	<b>43,520,314</b>	<b>41,783,236</b>	<b>41,090,167</b>	<b>42,852,078</b>	<b>40,343,947</b>	<b>40,969,439</b>	<b>43,999,815</b>	<b>42,516,480</b>	<b>43,412,156</b>	<b>47,771,802</b>	<b>55,147,203</b>
<b>Cash flows</b>											
Net cash provided by (used in) operating revenue	457,426	(77,028)	1,238,372	1,305,025	(341,305)	(62,010)	(94,709)	667,610	(862,832)	(694,820)	132,640
Net cash provided by (used in) investing revenue	(103,195)	12,337	(23,711)	(118,051)	(296,741)	(420,464)	(180,541)	257,932	(593,182)	(233,225)	(887,938)
Net cash provided by (used in) financing revenue	289,385	(178,206)	986,387	(2,130,644)	509,352	769,997	807,705	(668,725)	1,112,718	1,283,937	1,012,850
Effect of exchange rate changes on cash and cash equivalents	41,089	68,513	(40,195)	4,249	(53,504)	44,741	(27,277)	60,884	149,693	148,552	220,618
Net increase (decrease) in cash and cash equivalents	684,705	(174,384)	2,160,853	(939,421)	(182,198)	332,264	505,178	317,701	(193,603)	504,444	478,170



# ESG Data

## Corporate Governance

Members of the Board							
		June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022	June 30, 2023	June 30, 2024
Board of Directors	(No. of people)	10	10	12	12	13	12
Outside Directors	(No. of people)	6	6	8	8	9	8
	(%)	60	60	67	67	69	67
Non-Japanese Directors	(No. of people)	2	2	4	4	4	4
	(%)	20	20	33	33	31	33
Female Directors	(No. of people)	2	2	3	3	3	3
	(%)	20	20	25	25	23	25

As of the end of June 2024, average tenure of board members is 3.3 years.

## Social

Caseload at Customer Help Desk Department (Nomura Securities)							
		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total	(No. of cases)	7,843	6,961	5,951	6,244	6,891	9,040
Complaints		2,542	2,315	1,006	809	795	1,015 *
Opinions and requests		237	323	363	378	404	912
Inquiries		4,852	4,180	4,463	4,967	5,567	6,966
Other		212	143	119	90	125	147

From FY2020/21, only newly reported cases are counted.

\* Of this total, 15 complaints were related to personal information

Results of customer satisfaction surveys at branches (Nomura Securities)						
	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Average satisfaction rating of surveys at branches <sup>1)</sup>	8.49	8.56	8.40	8.57	8.47	-
NCX index <sup>2)</sup>	-	-	-	-	-	3.24

<sup>1</sup> Survey conducted until FY2022/23. Figures represent the average score from among the overall company satisfaction ratings received via postage-paid return postcard from customers who visited our branches. A scale of 0 (worst) to 10 (best), with 11 ratings, was used.

<sup>2</sup> Conducted starting FY2023/24. Five points is the highest score possible. NCX is a customized index based on the CX index of CXMM® of Nomura Research Institute, Ltd. CXMM® is a registered trademark of Nomura Research Institute, Ltd.

Number of calls to compliance hotline						
	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
No. of calls	84	126	81	101	97	123

Board of Directors meetings							
		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
No. of meetings held		10	11	11	12	11	11
Average attendance rate	(%)	100	100	99	100	98	100

Officers (Executive Officers and Senior Managing Directors)							
		May 1, 2019	April 1, 2020	April 1, 2021	April 1, 2022	April 1, 2023	April 1, 2024
Male	(No. of people)	33	38	30	32	34	35
Female	(No. of people)	1	3	5	5	5	4
Ratio of female	(%)	3	8	14	14	13	10

Barrier-free branches, Heartful Partner, a specialist team for elderly clients (Nomura Securities)							
		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Certified universally accessible	(No. of branches)	32	31	31	31	30	28
Wheelchair-accessible toilets	(No. of branches)	82	74	74	74	69	66
Wheelchair-accessible elevators	(No. of branches)	67	63	64	64	62	60
With steps removed from entrances and exit (with ramps, elevators, or no steps)	(No. of branches)	129	108	98	98	92	88
With installations to mitigate entrance and exit steps (railings or reduced step heights)	(No. of branches)	12	10	8	8	8	6
Percentage of branches equipped with AEDs (Automated External Defibrillators)	(%)	100	100	100	100	100	100
Heartful Partner, a specialist team for elderly clients	(No. of employees)	164	171	168	229	249	289

The declines since FY2019/20 are due to branch consolidations.

 We have obtained a limited assurance on the key sustainability performance indicators by Ernst & Young ShinNihon LLC. Please visit Nomura Holdings' website for details including calculation standards. (<https://www.nomuraholdings.com/sustainability/data/>)

## Community contribution expenditures

		FY2022/23	FY2023/24
Total	(Millions of yen)	2,353	<b>1,857</b>
Building a better society	(Millions of yen)	672	<b>777</b>
Solving environmental issues	(Millions of yen)	56	<b>498</b>
Promoting cultural development	(Millions of yen)	1,191	<b>70</b>
Others	(Millions of yen)	434	<b>512</b>

Subtotals may not add up to totals due to rounding.

		FY2022/23	FY2023/24
Number of employees involved in volunteer programs		7,491	<b>8,839</b>
Hours of employee volunteering in work time		5,617	<b>9,637</b>
Value of in-kind contributions	(Millions of yen)	2	<b>1</b>
Number of partner beneficiary organizations		306	<b>287</b>

## Participants and materials in financial and economics education

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Visiting classes <sup>*1</sup> (elementary, junior and high schools, universities, teachers) since 2008	(No. of schools)	393	287	138	282	638	<b>735</b>
	(No. of participants)	18,919	13,847	8,988	16,748	59,726	<b>56,113</b>
Financial courses for universities since 2001	(No. of schools)	102	101	69	87	89	<b>88</b>
	(No. of participants)	11,200	10,924	5,862	8,068	10,777	<b>10,126</b>
Nikkei Stock League since 2000	(No. of teams)	1,792	1,726	1,643	1,719	1,860	<b>2,118</b>
	(No. of participants)	7,103	6,892	6,535	7,046	7,585	<b>8,445</b>
Number of educational materials supplied <sup>*2</sup>	(No. of schools)	730	804	11,214	20,743	534	<b>296</b>
	(No. of copies)	61,581	62,698	87,338	66,125	40,298	<b>24,475</b>

\*1 Visiting classes include online classes.

\*2 The total volume of learning materials donated to elementary and junior high schools by Nomura Holdings. In FY2020/21, along with updating learning materials, we donated learning materials to junior high schools nationwide. As a result, the number of schools and the number of educational materials supplied sharply increased. In FY2021/22, along with updating learning materials, we donated one or two learning materials to elementary schools nationwide. As a result, the number of schools significantly increased.

## Education and training expenses

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total	(Millions of yen)	3,225	3,100	2,089	2,332	2,608	<b>2,972</b>
Japan	(Millions of yen)	2,004	2,035	1,143	1,363	1,351	<b>1,261</b>
Americas	(Millions of yen)	694	639	623	542	736	<b>952</b>
Europe	(Millions of yen)	280	228	177	268	250	<b>391</b>
Asia and Oceania	(Millions of yen)	247	196	146	159	271	<b>368</b>

Subtotals may not add up to totals due to rounding.

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Average training and development expenditure per employee	(yen)	115,741	116,414	79,123	87,719	97,390	<b>110,683</b>

## Participation in education and training

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total	(Aggregate no. of hours)	537,323	565,949	325,735	259,921	441,829	<b>385,142</b>
	(Aggregate no. of participants)	302,460	187,639	258,694	289,467	457,011	<b>447,675</b>
Japan	(Aggregate no. of hours)	332,570	440,867	195,274	128,783	308,439	<b>221,540</b>
	(Aggregate no. of participants)	18,879	22,451	23,374	37,513	199,018	<b>182,475</b>
Americas	(Aggregate no. of hours)	15,983	9,127	18,684	16,524	16,868	<b>25,824</b>
	(Aggregate no. of participants)	35,932	17,393	34,912	34,811	38,124	<b>44,524</b>
Europe	(Aggregate no. of hours)	43,787	29,407	42,000	45,481	38,508	<b>40,853</b>
	(Aggregate no. of participants)	77,539	41,030	69,309	85,703	80,259	<b>75,739</b>
Asia and Oceania	(Aggregate no. of hours)	144,983	86,548	69,776	69,133	78,014	<b>96,925</b>
	(Aggregate no. of participants)	170,110	106,765	131,099	131,440	139,610	<b>144,937</b>

Certain subsidiaries and affiliates were not included in the number of participants in internal education and training in the Americas, Europe and Asia and Oceania as the data was compiled based on persons registered through the Wholesale Division's internal training system. In FY2022/23, we expanded the scope of training programs for Japan. As a result, the aggregate number of hours and aggregate number of participants sharply increased.

		FY2022/23	FY2023/24
Average annual hours of training per employee		16.5	<b>14.3</b>

 We have obtained a limited assurance on the key sustainability performance indicators by Ernst & Young ShinNihon LLC. Please visit Nomura Holdings' website for details including calculation standards. (<https://www.nomuraholdings.com/sustainability/data/>)

## Composition of employees

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total	No. of employees	27,864	26,629	26,402	26,585	26,775	26,850
	Male	16,710	15,888	15,696	15,846	16,078	16,096
	Female	11,154	10,741	10,705	10,738	10,696	10,752
	Ratio of male employees (%)	60	60	59	60	60	60
	Ratio of female employees (%)	40	40	41	40	40	40

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Japan	No. of employees	15,852	15,748	15,330	15,213	15,131	14,870
	Male	8,956	8,903	8,586	8,536	8,458	8,237
	Female	6,896	6,845	6,744	6,677	6,673	6,633
	Ratio of male employees (%)	56	57	56	56	56	55
	Ratio of female employees (%)	44	43	44	44	44	45
Americas	No. of employees	2,357	2,120	2,152	2,257	2,387	2,440
	Male	1,744	1,555	1,567	1,633	1,730	1,759
	Female	613	565	585	624	657	681
	Ratio of male employees (%)	74	73	73	72	72	72
	Ratio of female employees (%)	26	27	27	28	28	28

The figures cover Nomura Group on a consolidated basis.

The sum of male and female may not be consistent with the total number of employees, since only employees whose gender is disclosed are included in the number of male and female employees.

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Europe	No. of employees	2,909	2,691	2,769	2,820	2,937	3,053
	Male	2,000	1,838	1,912	1,951	2,027	2,115
	Female	909	853	856	868	909	936
	Ratio of male employees (%)	69	68	69	69	69	69
	Ratio of female employees (%)	31	32	31	31	31	31
Asia and Oceania	No. of employees	6,746	6,070	6,151	6,295	6,320	6,487
	Male	4,010	3,592	3,631	3,726	3,863	3,985
	Female	2,736	2,478	2,520	2,569	2,457	2,502
	Ratio of male employees (%)	59	59	59	59	61	61
	Ratio of female employees (%)	41	41	41	41	39	39

		FY2020/21	FY2021/22	FY2022/23	FY2023/24
Composition of employees by age groups	Under 30 years old (No. of employees)	5,535	5,282	5,321	5,258
	30-50 years old (No. of employees)	15,275	15,816	15,765	15,804
	Over 50 years old (No. of employees)	5,310	5,486	5,689	5,788

Until FY2021/22, certain subsidiaries or employees that do not compile age data were not included in the calculation.

	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Number of seniors (60 years and over) rehired	666	690	715	758	764	800

		June, 2019	June, 2020	June, 2021	June, 2022	June, 2023	June, 2024
Percentage of employees with disabilities (%)		2.08	2.3	2.4	2.4	2.4	2.6

Data covers Nomura Securities. From June 2020 the data of percentage of employees with disabilities covers Nomura Group.

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Composition by employment contract	No. of employees	27,864	26,629	26,402	26,585	26,775	26,850
	Average No. of temporary employees	4,492	4,313	4,224	4,339	4,420	4,234

Headcount figures have been reclassified to include certain contract employees.

 We have obtained a limited assurance on the key sustainability performance indicators by Ernst & Young ShinNihon LLC. Please visit Nomura Holdings' website for details including calculation standards. (<https://www.nomuraholdings.com/sustainability/data/>)

## Composition of managers

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total	No. of employees	9,187	8,734	9,145	9,927	10,040	10,182
	Male	7,586	7,139	7,424	7,898	8,011	8,021
	Female	1,601	1,595	1,720	2,029	2,029	2,161
	Ratio of male employees (%)	83	82	81	80	80	79
	Ratio of female employees (%)	17	18	19	20	20	21

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Japan	No. of employees	4,493	4,267	4,445	4,798	4,927	4,921
	Male	4,036	3,803	3,930	4,165	4,220	4,128
	Female	457	464	515	633	707	793
	Ratio of male employees (%)	90	89	88	87	86	84
	Ratio of female employees (%)	10	11	12	13	14	16
Americas	No. of employees	1,355	1,257	1,319	1,392	1,473	1,486
	Male	1,099	1,007	1,049	1,105	1,167	1,171
	Female	256	250	270	287	306	315
	Ratio of male employees (%)	81	80	80	79	79	79
	Ratio of female employees (%)	19	20	20	21	21	21

The figures cover Nomura Group on a consolidated basis

		FY2020/21	FY2021/22	FY2022/23	FY2023/24
Composition of employees by management level	No. of employees	1,134	1,192	1,203	1,272
	Ratio of male employees (%)	91.4	90.4	90.4	89.5
	Ratio of female employees (%)	8.6	9.6	9.6	10.5
	No. of employees	8,011	8,735	8,837	8,910
	Ratio of male employees (%)	79.7	78.1	78.4	77.3
	Ratio of female employees (%)	20.3	21.9	21.6	22.7

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Europe	No. of employees	1,568	1,473	1,564	1,634	1,668	1,723
	Male	1,251	1,171	1,238	1,287	1,306	1,350
	Female	317	302	325	347	362	373
	Ratio of male employees (%)	80	79	79	79	78	78
	Ratio of female employees (%)	20	21	21	21	22	22
Asia and Oceania	No. of employees	1,771	1,737	1,817	2,103	1,972	2,052
	Male	1,200	1,158	1,207	1,341	1,318	1,372
	Female	571	579	610	762	654	680
	Ratio of male employees (%)	68	67	66	64	67	67
	Ratio of female employees (%)	32	33	34	36	33	33

		FY2022/23	FY2023/24
Ratio of locally-hired managers in overseas offices	Americas (%)	95	96
	Europe (%)	91	92
	Asia and Oceania (%)	90	90

 We have obtained a limited assurance on the key sustainability performance indicators by Ernst & Young ShinNihon LLC. Please visit Nomura Holdings' website for details including calculation standards. (<https://www.nomuraholdings.com/sustainability/data/>)

Number of new hires							
		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total	No. of employees	2,779	2,416	1,934	2,920	3,418	2,531
	Male	1,639	1,450	1,203	1,903	2,233	1,589
	Female	1,140	966	730	1,016	1,184	942
	Ratio of male employees (%)	59	60	62	65	65	63
	Ratio of female employees (%)	41	40	38	35	35	37

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Japan	No. of employees	1,100	1,004	642	752	883	690
	Male	563	589	379	502	554	411
	Female	537	415	263	250	329	279
	Ratio of male employees (%)	51	59	59	67	63	60
	Ratio of female employees (%)	49	41	41	33	37	40
Americas	No. of employees	333	251	246	470	478	347
	Male	254	179	183	332	354	230
	Female	79	72	63	138	124	117
	Ratio of male employees (%)	76	71	74	71	74	66
	Ratio of female employees (%)	24	29	26	29	26	34

The figures represent total Nomura Group hires on a consolidated basis.

The sum of male and female may not be consistent with the total number of employees, since only employees whose gender is disclosed are included in the number of male and female employees.

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Europe	No. of employees	346	286	288	400	506	429
	Male	232	187	215	286	341	293
	Female	114	99	72	113	164	136
	Ratio of male employees (%)	67	65	75	72	67	68
	Ratio of female employees (%)	33	35	25	28	32	32
Asia and Oceania	No. of employees	1,000	875	758	1,298	1,551	1,065
	Male	590	495	426	783	984	655
	Female	410	380	332	515	567	410
	Ratio of male employees (%)	59	57	56	60	63	62
	Ratio of female employees (%)	41	43	44	40	37	38

			FY2020/21	FY2021/22	FY2022/23	FY2023/24
Composition of new hires by age groups	Under 30 years old (%)		57	50	51	51
	30-50 years old (%)		38	45	43	43
	Over 50 years old (%)		5	6	5	6

Until FY2021/22, certain subsidiaries or employees that do not compile age data are not included. From FY2022/23, the figures cover Nomura Group on a consolidated basis. Subtotals may not add up to totals due to rounding.

			FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Mid-career hiring ratio	Nomura Securities (%)		32.5	26.8	38.3	52.7	54.5	48.0
	Nomura Asset Management (%)		54.3	30.2	29.0	77.2	71.4	41.2
	The Nomura Trust and Banking (%)		66.7	42.3	38.1	45.5	62.5	79.2
	Nomura Business Services (%)		-	-	-	42.9	61.9	73.3

The mid-career hiring ratio is based on the Act on Comprehensive Promotion of Labor Measures. (Date of announcement: August 30, 2024)

 We have obtained a limited assurance on the key sustainability performance indicators by Ernst & Young ShinNihon LLC. Please visit Nomura Holdings' website for details including calculation standards. (<https://www.nomuraholdings.com/sustainability/data/>)



Turnover rate							
		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total turnover rate	(%)	7.2	6	7.4	10.6	11.4	9.1
Male	(%)	-	-	8.0	11.8	12.5	9.7
Female	(%)	-	-	6.4	8.7	9.8	8.3
Voluntary turnover rate	(%)	-	-	6.3	9.1	9.0	6.2
		FY2020/21	FY2021/22	FY2022/23	FY2023/24		
Turnover rate by age groups	Under 30 years old	(%)	9.7	15.7	15.0	10.9	
	30-50 years old	(%)	7.1	9.6	10.3	7.8	
	Over 50 years old	(%)	5.7	7.8	11.3	11.2	

Data for FY2019/20 and prior fiscal years cover Nomura Securities. From FY2020/21, data for Japan (Nomura Holdings and Nomura Securities), the Americas, Europe, and Asia and Oceania are included in the calculation. Certain subsidiaries that do not compile turnover rate data are not included. (Equivalent to 87% of the FTE)

Average length of employment							
		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Male	(Year)	14.7	14.8	15.4	15.9	16.1	16.0
Female	(Year)	13.5	14.0	14.7	15.5	15.9	16.1

Data covers Nomura Securities.

Use of childcare and family nursing care support plans							
		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Pre- and post-natal leave	(No. of employees)	292	334	327	300	317	312
Childcare leave	(No. of employees)	540	548	625	607	625	708
Leave to care for sick or injured children	(No. of employees)	1,574	1,549	1,411	1,612	1,764	1,935
Childcare time	(No. of employees)	407	383	415	477	492	530
Assistance with daycare expenses	(No. of employees)	441	445	316	336	344	561
Family nursing care leave	(No. of employees)	17	18	8	7	9	19
Reduced working hours plan for family nursing care	(No. of employees)	4	7	6	5	8	8
Paid leave for family nursing care	(No. of employees)	159	154	138	144	153	196

Data covers Nomura Securities.

 We have obtained a limited assurance on the key sustainability performance indicators by Ernst & Young ShinNihon LLC. Please visit Nomura Holdings' website for details including calculation standards. (<https://www.nomuraholdings.com/sustainability/data/>)

Post-childcare leave reinstatement rates							
		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Reinstatement rate	Male	(%)	100	100	100	100	100
	Female	(%)	94	93	97	96	95

Data covers Nomura Securities.

Absentee rate							
		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Absentee rate	(%)	0.6	0.6	0.7	0.8	1.3	1.2

Data covers Nomura Holdings and Nomura Securities.

Other labor-related indicators							
		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Lost time injury frequency rate*		0.03	0	0.03	0	0.04	0.04
Monthly average overtime hours Nomura Securities		15.5	16.3	14.5	13.2	14.6	14.6
Average number of annual paid leave days used*	(%)	12.5	15.2	13.9	15.4	17.0	17.3
Rate of taking annual paid leave Nomura Securities	(%)	66.8	68.8	60.8	65.0	71.0	71.3
Percentage of employees with labor union membership*	(%)	60.9	59.8	61.4	58.6	60.5	60.6

\*Data covers Nomura Securities.

		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Average annual salary Nomura Securities	(Thousands of yen)	10,599	9,664	10,137	10,898	10,774	10,872

In Nomura Securities, there is no difference for the same job type by gender or region.

## Environment

GHG emissions <sup>1,2</sup>		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total Scope 1 Direct emissions	(t-CO <sub>2</sub> e)	2,960	2,814	2,152	1,924	2,473	<b>2,423</b>
Natural gas	(t-CO <sub>2</sub> e)	2,353	2,325	1,968	1,791	1,859	<b>1,759</b>
Other fuels	(t-CO <sub>2</sub> e)	607	488	185	133	614	<b>664</b>
Total Scope 2 Indirect emissions (location-based)	(t-CO <sub>2</sub> e)	66,662	60,507	48,517	43,582	59,885	<b>57,269</b>
Purchased cooling and heating	(t-CO <sub>2</sub> e)	2,853	2,575	3,363	3,387	3,273	<b>3,115</b>
Purchased electricity	(t-CO <sub>2</sub> e)	63,809	57,932	45,154	40,195	40,473	<b>38,729</b>
Purchased electricity (data center)	(t-CO <sub>2</sub> e)	-	-	-	-	16,139	<b>15,425</b>
Total Scope 1, 2 (location-based) emissions	(t-CO <sub>2</sub> e)	69,621	63,321	50,669	45,506	62,358	<b>59,692</b>
Total Scope 2 Indirect emissions (market-based)	(t-CO <sub>2</sub> e)	-	-	39,324	31,710	24,183	<b>19,504</b>
Purchased cooling and heating	(t-CO <sub>2</sub> e)	-	-	3,363	3,387	3,273	<b>3,115</b>
Purchased electricity	(t-CO <sub>2</sub> e)	-	-	35,961	28,323	18,436	<b>14,932</b>
Purchased electricity (data center)	(t-CO <sub>2</sub> e)	-	-	-	-	2,475	<b>1,456</b>
Total Scope 1, 2 (market-based <sup>3</sup> ) emissions	(t-CO <sub>2</sub> e)	-	-	41,476	33,634	26,656	<b>21,927</b>
Scope 3 Emissions from employee travel <sup>4</sup>	(t-CO <sub>2</sub> e)	45,966	36,733	3,709	7,471	23,497	<b>27,064</b>

Energy consumption <sup>1, 2</sup>		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total energy consumption	(MWh)	170,354	159,036	137,136	126,204	180,415	<b>172,821</b>
Direct energy							
Natural gas	(MWh)	12,951	12,835	11,006	9,964	10,377	<b>9,410</b>
Other fuels	(MWh)	2,138	2,062	780	568	2,576	<b>2,750</b>
Indirect energy							
Purchased cooling and heating	(MWh)	13,451	12,146	16,047	15,711	15,383	<b>15,495</b>
Purchased electricity	(MWh)	141,814	131,993	109,303	99,961	100,641	<b>95,906</b>
Purchased electricity (data center)	(MWh)	-	-	-	-	51,437	<b>49,260</b>
Renewable electricity purchased <sup>5</sup>	(MWh)	35,560	32,564	27,749	33,617	103,086	<b>107,429</b>
Percentage of renewable electricity (%)		25.1	24.7	25.4	33.6	67.8	<b>74.0</b>

Environmental resource efficiency		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Water consumption <sup>6</sup>	(Thousand m <sup>3</sup> )	344	331	238	244	251	<b>268</b>
Copy paper consumption <sup>7</sup>	(ton)	1,018	990	611	508	528	<b>516</b>
Amount of waste generated <sup>8</sup>	(ton)	2,341	2,206	1,397	1,290	1,405	<b>1,273</b>

 We have obtained a limited assurance on the key sustainability performance indicators by Ernst & Young ShinNihon LLC. Please visit Nomura Holdings' website for details including calculation standards. (<https://www.nomuraholdings.com/sustainability/data/>)

GHG emissions per region (FY2023/24)							
		Japan	Americas	Europe	Asia and Oceania	Data Center	Total
Scope 1 Direct emissions	(t-CO <sub>2</sub> e)	1,629	64	663	67	0	2,423
Scope 2 Indirect emissions (location-based)	(t-CO <sub>2</sub> e)	21,218	6,120	4,130	10,377	15,425	57,269
Scope 2 Indirect emissions (market-based)	(t-CO <sub>2</sub> e)	14,342	329	169	3,208	1,456	19,504
Scope 1, 2 (location-based) emissions per employee	(t-CO <sub>2</sub> e)	1.6	2.5	1.6	1.6	-	2.3
Scope 1, 2 (market-based) emissions per employee	(t-CO <sub>2</sub> e)	1.1	0.2	0.3	0.5	-	0.8
Scope 3 Emissions from employee travel	(t-CO <sub>2</sub> e)	11,308	7,000	3,072	5,683	-	27,064

The Scope 1, 2, and 3 classifications follow The Greenhouse Gas Protocol (GHG Protocol):<https://www.ghgprotocol.org/>  
The coverage by region is as follows.

Japan: Group companies located in Japan (<https://www.nomuraholdings.com/company/group/>)

Americas: Offices in United States, Canada, Brazil and Bermuda

Europe: Offices in United Kingdom, France, Germany, Switzerland, Spain, Italy, Luxembourg, Netherlands, Sweden, Finland, Austria, Turkey and United Arab Emirates

Asia and Oceania: Offices in Hong Kong, Singapore, India, Mainland China, South Korea, Australia, Malaysia, Indonesia, Philippines, Taiwan and Vietnam

\*1 From FY2022/2023, energy consumption and GHG emissions at all domestic and overseas data centers used by Nomura Group were added to the scope. As a result, GHG emissions (location-based) and energy consumption have increased, and these increases include the impacts of the addition of data centers.

\*2 The Brazil, Bermuda and U.S. (additional sites in New York) offices were included from FY2022/23 and the Canada office was included from FY2023/24 in the scope for Americas. The UAE office was included from FY2022/23 in the scope for Europe. The South Korea office and Australia office were included from FY2019/20, the China (Shanghai) office was included from FY2020/21, the China (Beijing) office was included from FY2021/22 and the China (Nomura Orient International Securities), Malaysia, Indonesia, Philippines and Taiwan offices were included from FY2022/23 in the scope for Asia and Oceania. For some small offices (located in U.S., Switzerland, Netherlands, Sweden, Finland, Austria, Turkey, Hong Kong and Vietnam), it is assumed that only electric power is purchased, and the amount of electric power purchased is estimated. The estimated consumption is calculated by multiplying the year-end area of the sites by the average electricity consumption per area at other sites of the same size in the same region. The data for the Brazil office was estimated based on the previous year's results, as the office was closed in the middle of the fiscal year ending in March 2024.

\*3 Scope 2 GHG emissions are disclosed after being divided into location-based emissions and market-based emissions. Scope 2 market-based emissions are disclosed from FY2020/21 data.

\*4 Data based on airline and long-distance railway travel in Japan and overseas purchased from specified travel agencies. Data for Japan, Europe, India, Hong Kong, South Korea, China, Malaysia, Taiwan, Singapore and Indonesia offices include emissions from automobiles used on a daily basis (The South Korea office was added to the scope of calculation from FY2019/20, China, Malaysia and Taiwan offices were included in the scope from FY2022/23 and Singapore and Indonesia offices were included in the scope from FY2023/24).

\*5 Data comprise Japan, as well as the U.K., France, Germany, Switzerland, Italy, and Luxembourg offices. The Spain office was included in the scope of calculation from FY2019/20. The India office was included in the scope of calculation from FY2021/22. The U.S. (New York), Netherlands, Hong Kong and Taiwan offices were included in the scope of calculation from FY2022/23. The Australia, China, Malaysia and Sweden offices were included in the scope of calculation from FY2023/24.

\*6 Data comprise Japan, as well as the U.K., U.S., France, Luxembourg, India, Singapore offices. The China (Shanghai) office was included from FY2020/21, the Hong Kong office was included from FY2021/22, the Brazil, UAE, China (Nomura Orient International Securities), Philippines and Taiwan offices were included from FY2022/23 in the scope. The data for the Brazil office was estimated based on the previous year's results, as the office was closed in the middle of the fiscal year ending in March 2024.

\*7 Data for Japan were compiled based on paper purchased from specified suppliers (all types of copy paper). Paper consumed by the U.K., India and Hong Kong offices are included. The Singapore office was included from FY2020/21, the China (Shanghai) office and the Australia office were included from FY2021/22, while the Malaysia and Taiwan offices were included from FY2022/23.

\*8 Data comprise Tokyo (the Urbannet Otemachi Building and the Toyosu Bayside Cross Tower), the Osaka Branch, the Nagoya Branch, the Kyoto Branch and the Okayama Branch, as well as the U.K., France, Germany, Switzerland, Luxembourg, Hong Kong and India offices. From FY2020/21, data for the Singapore office and Tokyo (the Toyosu Bayside Cross Tower), from FY2021/22 data for the Australia office, from FY2022/23 data for the Taiwan offices, and from FY2023/24 data for the Malaysia office were added to the scope.

## Sustainable Finance

		FY2020/21	FY2021/22	FY2022/23	FY2023/24
Sustainable Finance, Capital Raised	(Billions of USD)	23.4	21.4	25.1	28.5

From FY2021/22, data aligned to UN PRB principles, showing only transaction value where Nomura had a lead role. Data is apportioned by the number of Mandated Lead Arrangers (MLAs).

From FY2022/23, the Sustainable Finance amount is calculated based on the newly established Green and Social Finance Framework and Transition Finance Guidance.

Following a review of previous years' data, the figures in FY2022/23 have been revised. We revised Sustainable Finance, Capital Raised from 25.2 to 25.1.

## ESG Assets Under Management

		FY2022/23	FY2023/24
ESG assets under management	(Billions of yen)	13,120	15,433

This is the total AUM of Nomura Asset Management's investment strategies that are considered ESG strategies based on factors such as the relevant country/region's ESG regulations and/or customer guidelines. This number includes the AUM of Japanese investment trusts, UCITS and other overseas investment funds, and domestic and overseas segregated accounts. For Japanese investment trusts, Nomura Asset Management defines "ESG funds" as those that actively utilize ESG integration, engagement/proxy voting, and that actively utilize other sustainable strategies as defined by GSIA.

 We have obtained a limited assurance on the key sustainability performance indicators by Ernst & Young ShinNihon LLC. Please visit Nomura Holdings' website for details including calculation standards. (<https://www.nomuraholdings.com/sustainability/data/>)

# About Nomura Group

## Corporate Data

Company Name	Nomura Holdings, Inc.
Date of Incorporation	December 25, 1925
Head Office	1-13-1, Nihonbashi, Chuo-ku, Tokyo 103-8645, Japan
Paid-in Capital	¥594,493 million
Group Employees	26,850
Common Stock Issued	3,163,562,601 shares
Number of Shareholders	328,764 (Unit shareholders: 301,241)

Listing	The common shares of Nomura Holdings, Inc. are listed on the Tokyo, Nagoya, and Singapore stock exchanges. The shares are also listed on the NYSE in the form of American Depositary Shares (ADSs) evidenced by American Depositary Receipts (ADRs). Each ADS represents one share of common stock.
Securities Code	8604 (Tokyo Stock Exchange), NMR (New York Stock Exchange)
Transfer Agent and Registrar	Mitsubishi UFJ Trust and Banking Corporation Corporate Agency Department
Depository for American Depositary Receipts (ADRs)	The Bank of New York Mellon
Date of Record for Dividend Payments	September 30, March 31

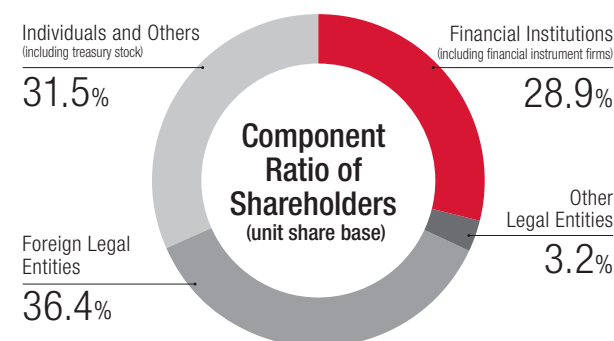
## Major Shareholders<sup>\*1</sup> (As of March 31, 2024)

Shareholder's Name <sup>*1</sup>	Number of Shares Owned (thousands) <sup>*2</sup>	Ownership (%) <sup>*2</sup>
The Master Trust Bank of Japan, Ltd. (Trust Account)	490,840	16.5%
Custody Bank of Japan (Trust Account)	167,148	5.6%
State Street Bank West Client - Treaty 505234	60,703	2.0%
The Bank of New York Mellon as Depository Bank for DR Holders	53,059	1.8%
JP Morgan Chase Bank 385781	45,147	1.5%
State Street Bank and Trust Company 505001	37,743	1.3%
SMBC Securities Inc.	37,680	1.3%
SSBTC Clients Omnibus Account	36,060	1.2%
Northern Trust Co. (AVFC) RE Silchester International Investors International Value Equity Trust	33,024	1.1%
Nomura Group Employee Stock Ownership Union Organization	29,984	1.0%

<sup>\*1</sup> The company has 192,432 thousand shares of treasury stock as of March 31, 2024 which is not included in the major shareholders list above.

<sup>\*2</sup> Figures for Number of Shares Owned are rounded down to the nearest thousand and figures for Ownership are calculated excluding treasury stock.

## Component Ratio of Shareholders As of March 31, 2024



## Total Shareholder Return (TSR<sup>\*1</sup>)

Holding Period <sup>*2</sup>	Nomura Holdings	TOPIX
1 year	119.4%	90.5%
2 year	159.0%	128.6%
3 year	148.0%	131.2%
4 year	150.8%	138.8%
5 year	273.5%	196.2%

<sup>\*1</sup> Ratio obtained by dividing investment amount (stock price) by return (dividend and capital gains). Calculated based on Cabinet Office Order on Disclosure of Corporate Affairs.

<sup>\*2</sup> Figures based on the last price of March 31, 2019.

# Credit Ratings

As of June 30, 2024

Nomura Holdings, Inc.			Nomura Securities Co., Ltd.	
Rating Agency	Long-Term Rating	Short-Term Rating	Long-Term Rating	Short-Term Rating
R&I	A (Outlook: Positive)	a-1	A+ (Outlook: Positive)	a-1
JCR	AA- (Outlook: Stable)	-	AA- (Outlook: Stable)	-
Moody's	Baa1 (Outlook: Stable)	-	A3 (Outlook: Stable)	P-2
S&P	BBB+ (Outlook: Stable)	A-2	A- (Outlook: Stable)	A-2
Fitch	A- (Outlook: Stable)	F1	A- (Outlook: Stable)	F1

# Editor's Note

Thank you for reading this year's Nomura Report. In April 2024, we announced the Nomura Group Purpose, "We aspire to create a better world by harnessing the power of financial markets." Throughout this report, we have explained our efforts to provide value to stakeholders based on this Purpose. We hope you sense our passion behind establishing this Purpose, especially through the Purpose story at the beginning of the report and in the CEO message. Additionally, we have clearly introduced the main initiatives and focus themes towards achieving an ROE of 8-10%+ as part of the new management

vision "Reaching for Sustainable Growth" by 2030.

In addition to the Nomura Report, we have created a Sustainability Report for the first time to foster a deeper understanding of our sustainability initiatives. We would be grateful if you could read both reports together. We will continue to strive to provide appropriate information disclosure to enhance your understanding of our initiatives. We appreciate your comments and feedback as we endeavor to enhance our information disclosure.

Thank you and best regards.

# Basic Information in the Report

Period covered	April 1, 2023 to March 31, 2024 (Some content may be outside this time frame)
Reporting cycle	Once a year
Previous	August 2023
Current	August 2024
Entities covered	Nomura Holdings, Inc. and its major subsidiaries and affiliates <a href="https://www.nomuraholdings.com/company/group/index.html">https://www.nomuraholdings.com/company/group/index.html</a> Numerical data are presented alongside information on the scope of companies covered.
Reference guidelines	<ul style="list-style-type: none"> <li>■ GRI Sustainability Reporting Standards (GRI Standards) Please access the following URL on our corporate website for our GRI Guidelines Index. <a href="https://www.nomuraholdings.com/sustainability/gri/index.html">https://www.nomuraholdings.com/sustainability/gri/index.html</a></li> <li>■ International Integrated Reporting Frameworks recommended by the International Integrated Reporting Council and the World Intellectual Capital Initiative</li> <li>■ Guidance for Collaborative Value Creation of Japan's Ministry of Economy, Trade, and Industry</li> <li>■ Environmental Reporting Guidelines (2018 Version) of Japan's Ministry of the Environment</li> </ul>

# Inquiries

## Nomura Holdings, Inc.

<Investor Relations> +81 (3) 5255-1000 (Main switchboard)  
 <Group Sustainability> Tel: +81 (3) 5255-1000 (Main switchboard)  
 e-mail: [csr@nomura.com](mailto:csr@nomura.com)





**NOMURA**

Nomura Holdings, Inc.  
<https://www.nomura.com/>