



Nomura Report

Nomura Holdings, Inc. | Integrated Report

Paradigm shift


How can the financial services
industry help?
What is Nomura's role?

Today, the things we took for granted are changing dramatically. A generation that knew no inflation or interest rate hikes is now witnessing a reshaping of the future of globalization.

We are in the midst of a paradigm shift, a historic and fundamental transformation in values and perspectives.

Nomura Report 2022

01 Introduction	49 Foundation for achieving our Management Vision
13 CEO message	51 To realize a sustainable society
19 Strategies to achieve our Management Vision	61 Corporate governance
21 Path toward 2025 Management Vision	67 Directors of Nomura Holdings
25 Strategy 1-1 Broader asset management business	69 Code of Conduct
27 Strategy 1-2 Origination, advisory and solutions businesses	71 Compliance
29 Strategy 1-3 Strengthen and streamline flow business	73 Risk management
31 Strategy 2 Contributing to the realization of a sustainable society through our core businesses	77 Human resources strategy
33 Strategy 3 Digital strategy	81 Business continuity management / Cybersecurity
35 Risk management enhancement	83 Financial and non-financial data
39 CFO message	83 Financial review
43 The value creation process	89 Key financial data
45 Stakeholder engagement	91 Eleven-year consolidated financial summary
47 Materiality	93 ESG data
	97 Corporate data / Share information / Credit ratings



We believe creating a truly enriched society by helping resolve social issues, and achieving sustainable growth are closely linked together.

2025 Management Vision

Achieve sustainable growth by helping resolve social issues

In 2025, Nomura will celebrate our 100th anniversary. We have set a management vision for this milestone year of achieving sustainable growth by helping resolve social issues and we are accelerating efforts to help create a more sustainable environment and society.

Solutions to social problems such as climate change, aging infrastructure and stable energy supply require a massive amount of risk money. We are committed to leveraging our strengths as a global financial services group to help enhance the supply of risk money, create value for our stakeholders and deliver sustainable growth.

We are committed to Drive Sustainability.

Drive Sustainability.

At Nomura, we are committed to “Drive Sustainability” by accelerating efforts towards a more sustainable society and in keeping with our commitment to our stakeholders. We will help create a truly enriched society by ensuring the proper circulation of money in the economy, and by contributing to a sustainable future for our clients and for our society.

For Our Clients

We support clients and stakeholders in their sustainability efforts by promoting the circulation of risk money. We create value through our extensive global network cultivated over many years, our unparalleled capabilities, our robust financial base, and the rich diversity and talent of our people.

For Our Society

We are committed to being responsible and sustainable ourselves, and undertake a wide range of initiatives to contribute to the society and improve financial literacy. Using our unique strengths, we will continue to contribute over the long term.

Diversity in talent, united by values

Nomura Group Corporate Philosophy

Mission

Contributing to Society

We help to enrich society through our expertise in capital markets

Vision

Trusted Partner

As a leading financial institution, we aim to be the most trusted partner for our clients

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

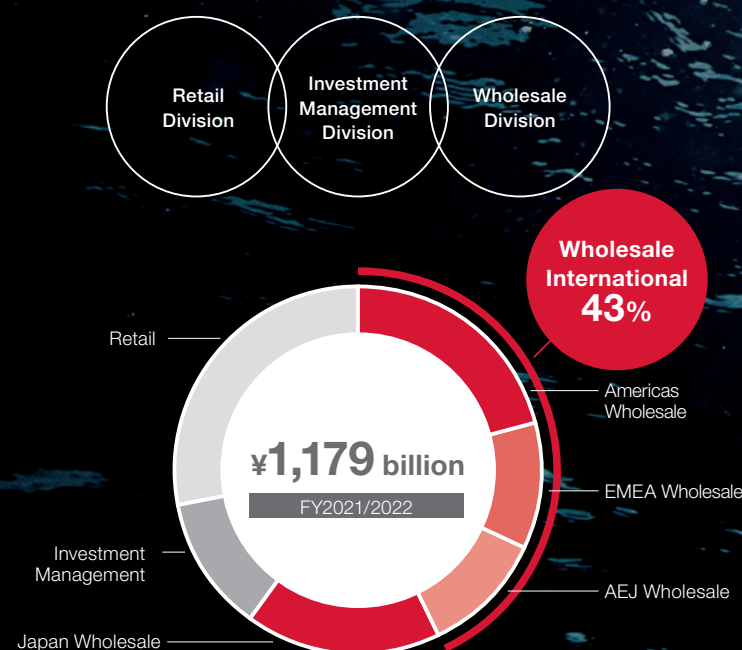
| Integrity |

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



We have a globally connected network of businesses and people to support global money flows.

Net revenue for 3 business segments



Group employees



Global network and strong competitive edge

Assets under management ¥67.9 trillion*1	Cross-border M&A (Japan, Asia excluding Japan) #2*2	US Rates Agencies underwriting share #1*3
US EQ listed options revenue share #1*4	Credit revenue share (Asia excluding Japan) #2*5	Research coverage of macro economy 29 countries and regions

Sustainability-related presence

Sustainable finance transactions \$21.4 billion*6	ESG investment products Asset under custody (Retail Division) ¥747.1 billion*1	Deal value of sustainable M&A supported \$11.8 billion*7	Sustainable investment ratio 79%*8
---------------------------------------------------------	-----------------------------------------------------------------------------------------	----------------------------------------------------------------	------------------------------------------

Unparalleled client franchise in Japan

Trading share in Japan stock #1*9	Yen Rates client share #1*10	Corporate Access Providers ranking #1*11
Retail client assets ¥122.1 trillion*1	Accessible accounts 9 million+*1	Japan listed companies Lead Manager ratio Approx. 40%*12 Manager ratio Approx. 60%*12

1. As of March 31, 2022

2. Source: Refinitiv, 2021

3. Source: Bloomberg, 2021

4. Source: Third party research, 2021

5. Source: Coalition Competitor Analytics and Nomura, 2021. Ranks are based upon the following peers (BofA, BARC, BNPP, Citi, CS, DB, GS, JPM, MS, HSBC, UBS). Market share results are based on industry revenue pools and Nomura's internal revenues, and are based upon Nomura's product taxonomy

6. FY2021/2022

7. Source: Refinitiv, 2021

8. As of March 31, 2022, For the details on how we determined this figure, please refer to footnote *5 on P32

9. Source: Greenwich, 2021

10. Source: Greenwich, 2021. Include JGB and agency securities

11. Source: Institutional Investor, Japan's Top Corporate Access Providers ranking (as chosen by investors) 2022

12. Source: Nomura based on Kaisha Shikiho (volume 2 spring 2022) by Toyo Keizai

Towards the future navigating the paradigm shift together with our clients

What is Nomura's role?

We will continue to evolve to help clients navigate the challenges of the changing environment. We will continue to contribute to the creation of an affluent society through our expertise in capital markets.

This is our commitment and our challenge.





Kento Okuda
Group CEO

Dear shareholders, clients and all stakeholders,

Finding opportunities in paradigm shift

When I speak to people from outside the firm, many have recently said they feel Nomura is changing. While I am always pleased to hear that, change itself is not our ultimate goal. Any change must deliver better services for our clients and keep them satisfied to do business with us.

As profound changes take place in society and

for our clients, we must continue to transform ourselves to stay relevant. Constant change equates to continually pushing yourself to take on new challenges.

We are now seeing signs that the prolonged era of low interest rates and low inflation is coming to an end.

Global supply chains remain severely impacted by travel restrictions and a lack of semiconductor parts due the COVID-19 pandemic. Russia's invasion of Ukraine in February 2022 sparked a

crisis marking a historical turning point. Shortages of energy such as oil and gas due to heightened geopolitical risks are expected to continue. Any unwinding of globalization could also lead to inefficiencies in the global economy. Prices could rise if companies dismiss cost when deciding where to make products.

We are facing a major turning point that will change the way we all do business. Conventional thinking and traditional operating models will not be able to capture the opportunities that arise from this paradigm shift. By taking the initiative to transform ourselves rather than reacting to external influences, we aim to deliver the added value that our clients and all our stakeholders need every day.

Expanding into private markets

When I took over as Group CEO, I laid out our plan to expand into private markets to complement our public markets businesses in order to take Nomura to the next stage.

Our strategy is not about just extending our products and services, client franchise, and delivery methods from public to private markets. By combining these, we aim to provide customized services and solutions for each client. That is the core thinking behind our private markets strategy.

Stepping up asset consulting

In addition to enhancing our long-term asset and portfolio management proposals for individual investors, we have aimed to deliver private services tailored to each client's needs including for real estate, insurance, estate planning and business succession.

We have also worked to extend our reach to offer our financial services to more clients by using digital technologies and collaborating with business partners.

To further drive this strategy forward, we will continue to evolve our client segment approach. This involves enhancing our expertise as an organization and as individuals and defining the path forward in order to provide high value added services to our clients. While further enhancing our traditional strengths in wealth management,

we will roll out fully digital services that are convenient and meet the needs of our clients.

To develop our business for salaried employees, we have launched a cross-departmental project and we aim to increase our pool of potential clients while elevating financial wellbeing.


Promoting alternative investment opportunities

In April 2021, we established the Investment Management Division to provide alternative investment opportunities to our clients, in addition to our offering of traditional asset classes such as equities and fixed income. By combining a diverse range of expertise under a single organization, we aim to create synergies to further improve the added value we provide to our clients.

Assets under management in Investment Management Division totaled ¥67.9 trillion at the end of March 2022, reaching a record high level driven by traditional asset classes. To further grow our assets under management, it is essential that we expand our alternative product offering.

In 2021, we established an investment corporation together with SPARX Group to invest in unlisted companies. Through this venture, we have already invested in a start-up company involved in the space business and a biotech company, among others. We plan to list investment units in this investment corporation on Tokyo Stock Exchange Venture Funds market. By providing post-IPO liquidity, we aim to give a wide range of investors, including individuals, the opportunity to invest in private equity.

We are actively seeking out alliances and investments. One example is the agreement we reached with Nomura Real Estate to establish an asset management company to jointly operate real estate funds.

In May 2022, we announced plans to acquire a stake in New Forests Pty Limited, one of the world's leading forestry asset management companies. This will allow us to offer new asset classes of products through our global platform, while also acquiring industry knowledge and expertise in the fields of forest resources and carbon credits to bring new growth opportunities to the Group.  **P25**

Sustainable finance

Financial institutions have an active role to play in helping achieve net zero emissions and other sustainability initiatives.

Our sustainability efforts are based on two pillars. First, to ensure we can achieve sustainable growth, we are reducing our own environmental footprint while enhancing our risk management and governance. In September 2021, we joined a global initiative aimed at achieving net zero by 2050.

The second pillar is to support the sustainability activities of our clients and other stakeholders through our core business. We have set a goal to deploy \$125 billion in sustainable financing in the five years to March 2026. In the first year ended March 2022, we supported a total of \$21.4 billion in sustainable finance.

A sharper focus on climate change among pension funds and other institutional investors has prompted corporate managers to look at shifting to decarbonization to mitigate any negative impact on their share price or ability to raise funds. At the same time, new value is created as investments are steered towards activities to combat climate change.

Decarbonization of the corporate sector will also transform the way business is conducted across the entire supply chain, requiring a complete overhaul of operations. The development and commercialization of innovative technologies to halt climate change will require a massive amount of investment. Similar to credit ratings, we are also seeing funding terms change depending on sustainability actions, and in some cases companies can't raise the funds they need.

As environmental and social issues such as climate change and inequality become more serious, we looked at what we can do to help. The answer lies in leveraging our core business to create a sustainable society. All industries will have to shift to more sustainable technologies, which will require cross-industry collaboration and investment to achieve decarbonization.

It is said that it will require \$122 trillion to achieve decarbonization of all society by 2050, the majority of which is in Asia. Investors are taking an increasing

interest in sustainability and global sustainable investment assets in 2020 totaled \$35 trillion. Helping our clients and society address sustainability issues by supporting them through the capital markets is a major driving force positioning us to contribute to resolving social issues while creating value for Nomura over the long term.

We acquired US firm Greentech Capital, a leading player in the sustainable technology and infrastructure space, and since April 2020 we have been running the business as Nomura Greentech. In October 2021, we appointed Greentech CEO Jeffrey McDermott as Global Co-Head of Investment Banking to further drive the growth of our global Investment Banking platform as well as the ongoing expansion of our US business. We will leverage the competitive advantage of Nomura Greentech's sustainability business in our advisory and origination businesses and roll it out across Asia and Europe.

These initiatives will contribute significantly to diversifying and stabilizing revenues in our Wholesale business. **P27-28, P31-32**

Acting sustainably as an institutional investor

Nomura Asset Management (NAM) was a pioneer when it launched Japan's first ESG investment trust in June 1990. Since then, we have offered products that invest in companies contributing to environmental conservation to clients around the world. NAM's efforts have been highly recognized globally, receiving an A+ rating in all reported items in the annual assessment by the Principles for Responsible Investment (PRI) for 2020.

We are committed to fulfilling our stewardship responsibilities and creating a virtuous investment cycle by ensuring constructive engagement with portfolio companies, exercising our voting rights, and taking into account long-term sustainability, including ESG factors, all based on stewardship codes and corporate governance codes.

We traditionally engaged with portfolio companies to make decisions on governance. Now we aim to increase our level of practical engagement and raise our understanding of the company's growth and management strategies to

ensure proper management and raise the corporate value of portfolio companies.

Driving digital change

It is critical that we make further use of digital technologies to accelerate the pace of change. For financial institutions like us, this directly influences our competitiveness in the market. Digital technologies are not only important for driving operational efficiencies and client convenience, but they are also key to creating new value.

In April 2022, we reorganized the Future Innovation Company, which had planned and developed digital services and explored new businesses, into the Digital Company to expand its scope and better define the organization's direction.

Blockchain technology is transformational for the financial services industry. We have been actively engaged in the new asset class of digital assets, with BOOSTRY and Komainu examples of this.

We now plan to set up a new subsidiary to further strengthen our efforts in this space. Our work on digital assets has been done by two teams: the Future Innovation Company has focused on security token offerings, and the Wholesale Digital Office has worked on cryptoassets and artificial intelligence trading.

The new subsidiary will consist mostly of members from the Wholesale Digital Office and will be set up under the Digital Company. We plan to hire digital natives from outside the firm and move swiftly to enter cutting-edge business.

By leveraging our expertise and client franchise in our Wholesale business to drive forward our digital asset businesses, we aim to connect traditional finance with decentralized finance to provide a diverse range of services to our clients.

We are also aiming to build new businesses, in some instances with partners and in others by taking the initiative ourselves to enhance our competitive advantage. **P33-34**

Diversity and employee engagement

I often talk about taking on new challenges. Sitting on the sidelines for fear of making a

mistake is not an option. In times of change, we must have the strength to take the first step and be brave enough to start something new.

Diversity is an essential element of tackling new challenges. Working with people from different backgrounds opens you up to new expertise, inspiration and ideas.

Diversity is not just about who we are as a person, but also the experiences we have gained throughout life. We are shaped by the people we meet, and that contributes to making us all uniquely diverse. Diversity is something that is closely connected to all of us at Nomura.

Simply hiring diverse talent is not enough. We must ensure we have a working environment where everyone can shine. Creating an environment where diverse values and thinking are accepted and where everyone can be themselves is one of the highest priorities for myself and the management team. I am committed to bringing not only high levels of expertise, but also diverse backgrounds and different values.

We need to provide a place for our people to grow. Nomura has a history of advancing younger people and actively providing opportunities for growth. People can grow when given the chance to experience the thrill of working hard to achieve something they thought they could not do.

I am strongly committed to employee engagement. In our employee survey 2021, 83 percent of respondents gave a favorable answer on a question about the current direction of the firm, an improvement from 74 percent in the previous year.

Communication is key to raising employee engagement. It is our responsibility as a management team to set out the firm's future direction and ensure we listen to employees to bridge any gaps between employees and management. As such, we are seeking more opportunities for two-way communication.

We are also focused on being a company where every employee can maximize their productivity and creativity, contribute to society and our clients, and feel they are continuing to grow, while ensuring they receive valuable feedback.

Strengthening our corporate governance

Since I took over as Group CEO, we have had many discussions about how to strengthen our corporate governance. In the year ended March 2021, we conducted a third-party appraisal of the effectiveness of our Board of Directors and reviewed our overall corporate governance.

The results highlighted a number of issues for the Board, such as being predominately Japanese despite the global nature of our business and a lack of Board members with backgrounds in finance.

Taking this feedback onboard, following our June 2021 general meeting of shareholders, we increased the number of Board members to 12, eight of whom are Outside Directors, including four non-Japanese and three women directors,

giving us a more diverse and open Board of Directors.

By including four new professionals with backgrounds in finance to complement our Outside Directors with experience running Japanese companies, we can receive diverse viewpoints that take into account changes in the macroeconomic environment and global markets.

With this reinvigorated Board, I feel the quality and quantity of our discussions have improved dramatically. While enhancing corporate governance is a never-ending mission, I feel that the effectiveness of the Board has increased significantly over the past two years.

To share the strategy and initiatives from the execution side and ensure deeper insights and feedback, Executive Managing Directors hold individual meetings with Outside Directors once or twice a month. That way, they can discuss issues frankly without waiting until the monthly Board

meeting, which makes for more constructive discussions at the Board meetings. **P61-68**

Enhancing risk management and building risk culture

We booked significant losses from transactions with a US client in March 2021. We take this incident very seriously and have implemented a series of measures to further enhance our risk management.

In September 2021, we established the Board Risk Committee comprised mainly of non-Japanese Outside Directors. On the execution side, we are strengthening our organization, including hiring people, to ensure we can provide valuable products and services as a financial institution. We have made senior appointments in Wholesale, the first line of defense, and in Risk Management, the second line of defense. In addition, I am taking the lead on a risk management enhancement program that encompasses 126 initiatives.

Our aim is not to limit the risk we take. It is to further enhance our risk management so we can provide better products and services to our clients. That requires building out our organization and changing the mindset of each employee to foster the firm's risk culture. As part of this, we added new items on risk culture to our Code of Conduct and we are taking various steps to embed risk culture across the firm. **P35-38**

Pioneering financial education

Raising financial literacy is essential to grow and invigorate the capital markets. It is also one of the Sustainable Development Goals aimed at creating a fair and sustainable society.

Nomura Group has been involved in financial and economics education for everyone from primary school and junior high students to adults since the 1990s. We have provided information and textbooks free of charge. Notably, we have given lectures to a total of 940,000 students. Since 2001, we have run courses at a total of 2,100 universities covering 270,000 students. Nikkei Stock League, a contest to learn about stocks sponsored by Nomura, had a cumulative

total of 130,000 participants through to 2022.

We recently appointed an executive officer to oversee our financial and economics education initiatives and will continue to work to further contribute to improving financial literacy. **P57-58**

Defining our purpose

Nomura Securities started operations in 1925 with just 84 people. Now, we operate in over 30 countries and regions around the world with a global team of 27,000 people representing 90 nationalities. This growth is the result of the trust placed in us by our clients and our position in society.

In 2025, we will celebrate our 100th anniversary. This milestone is the perfect opportunity to express our thanks to everyone who has supported Nomura over the years, including our clients, our people and shareholders.

In the lead up to our centenary, we set up a project team in July 2021 to discuss Nomura Group's purpose and we are encouraging a broad range of employees to participate in the discussions.

The aim of the project is not to come up with a new slogan or create something new. The important thing is to have a globally diverse group of people coming together to enjoy the discussions based on their own personal purpose so they can feel accepted. They can also use the discussions as an opportunity to question whether their actions are in line with our purpose.

Moving forward together

Our management vision is to achieve sustainable growth by helping resolve social issues. Our diverse businesses rely on the trust of our clients and all stakeholders. We recognize that raising our corporate value is closely linked to ensuring sustainable growth of society as a whole.

I am confident the future holds boundless opportunities for financial services and we can deliver value for our clients amid the current paradigm shift. As we move forward to this new future, everyone at Nomura will work hard to realize sustainable growth for the firm and society.



Strategies to achieve Nomura's Management Vision

Committed to achieving sustainable growth by contributing to a sustainable society and the long-term success of our clients.

- P21 Path toward 2025 Management Vision
- P25 Strategy 1-1 : Broader asset management business
- P27 Strategy 1-2 : Origination, advisory and solutions businesses
- P29 Strategy 1-3 : Strengthen and streamline flow business
- P31 Strategy 2 : Contributing to the realization of a sustainable society through our core businesses
- P33 Strategy 3 : Digital strategy
- P35 Risk management enhancement
- P39 CFO message
- P43 The value creation process
- P45 Stakeholder engagement
- P47 Materiality

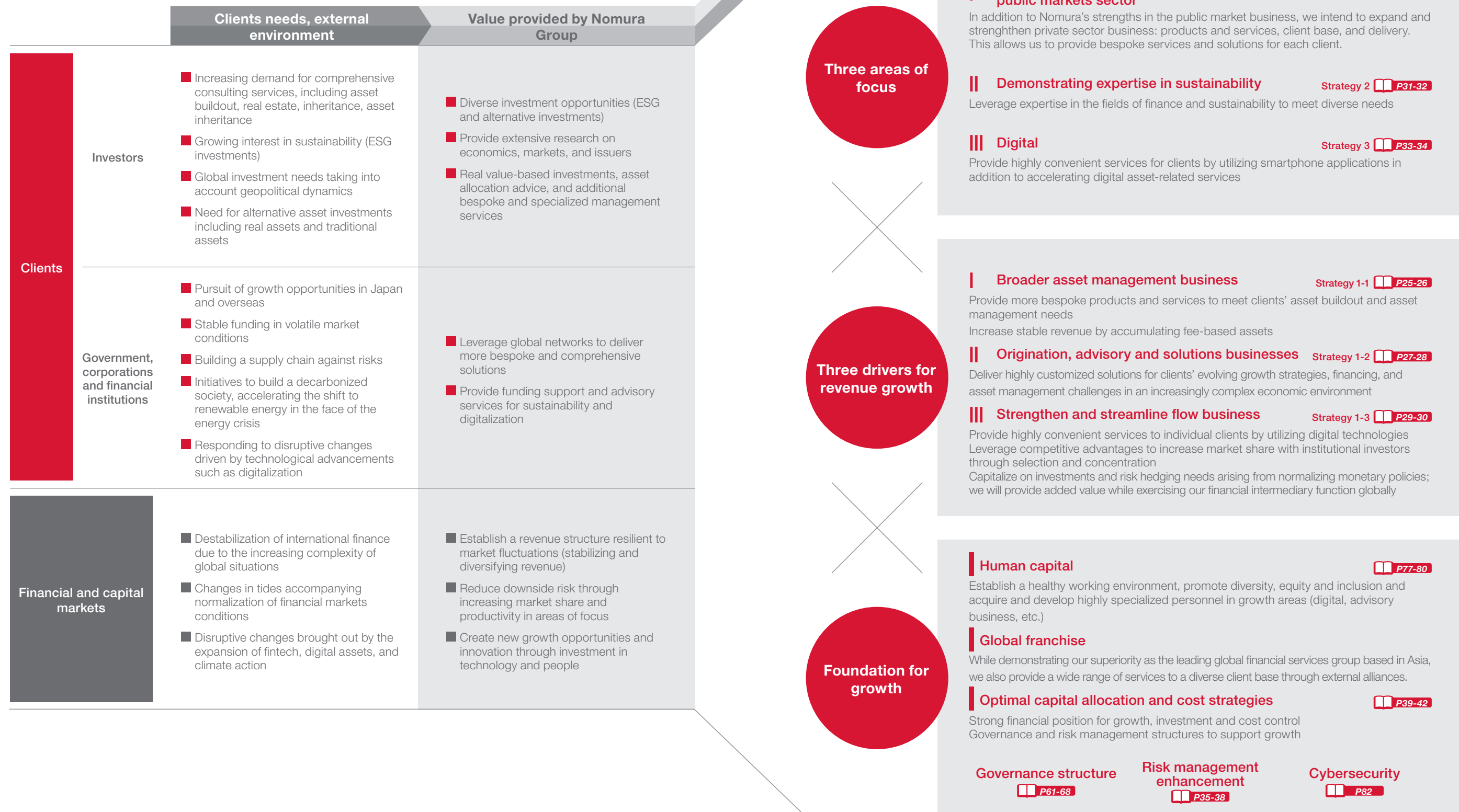
This part introduces Nomura Group's strategies and initiatives for achieving sustainable growth by helping resolve social issues. Nomura Group's mission is to contribute towards building a prosperous society through achieving sustainable business growth and long-term asset formation of our clients, and further developing sound capital markets through navigating major economic and social changes.

In order to fulfill this mission, we explain the strengths of Nomura Group, the added value we provide to clients, and the business areas and specific initiatives we focus on in creating added value, as well as our management's investment strategy.

Path toward 2025 Management Vision

Nomura Group has formulated a strategy to achieve its management vision for the fiscal year ending March 2025, taking into account various issues and needs faced by our clients and the environment surrounding financial and capital markets.

In addition to public sector, we will expand and strengthen private sector capabilities and promote strategies such as sustainability and digital initiatives, as well as strengthen the foundation of human resources and risk management that support our strategies.



Revenue
growth

Business growth/KPI

Red bold characters are the target for the fiscal year ending March 2025, ★ is KPI, figures of () are actual results for the fiscal year ended March 2022.

Retail Division

Flow

Providing products and services that meet client needs

Flow business clients
★1.6 million cases
(1.51 million cases)

Increase the number of flow business clients and expand the services provided to each client

Flow revenue
(Brokerage revenue,
Consulting revenue, etc.)

Divisional
revenue

Recurring

Support clients' medium- to long-term assets formation

Net inflows of recurring revenue
assets
★Approx. ¥1.4 trillion
(¥477.2 billion)

Achieve net inflows by expanding the number of clients holding recurring revenue assets and the recurring revenue assets held by each client

Recurring revenue assets
★¥25.8 trillion
(¥19.6 trillion)

Recurring revenue

Average management fee

Expanding contact points

Providing services for salaried employees - Building medium- to long-term relationships with clients

Services for salaried employees
★3.66 million (3.36 million)

Investment Management Division

Expanding assets under management

Accelerating inflows through expansion of products, etc.

Investment capabilities, product
lineup reinforcement

Net inflows
★¥2.9 trillion
(¥2.0 trillion)

Assets under management
★¥79.1 trillion
(¥67.9 trillion)

Business revenue

Divisional
revenue

Strengthen solution provision
(Strengthening collaboration and
sales support with banks, etc.)

Average management fee

Careful selection of investments/
Improvement of enterprise value

Investment gain/loss

Wholesale Division

Increase stable revenues

Improve the stability of the business base by expanding risk light businesses and businesses that are less affected by the market conditions

Increase productivity through
selection and concentration

Focus on areas of competitive
advantage in flow products
across fixed income

Flow business revenue
(Accurate capture of
profitable opportunities)

Divisional
revenue

Demonstrate expertise across
sustainability focused sectors

Expansion of equity business

Fee and commission
revenue
\$1.5 billion or
more
(\$1.4 billion)

Origination, advisory and
solutions businesses
(Capture of growth
opportunities and expansion of
stable revenues)

Provide products and services
that meet diverse client needs

Expansion of risk light business

Sustainable
finance
Involvement
\$125 billion*1

Maintenance and capital efficiency improvements
based on new capital regulations

Measures of cost

Profit margin

Three major segments
(Expenses/revenue)

Approx. **73%**
(83%)

Wholesale Division
Expenses/revenue

★Approx. **80%**
(89%)

Review and
restructure
business
processes and
improve
productivity using
technology

Office and location
strategies that
enable work style
reform and
business continuity

Profit target (KGI)

Profit

Income before
income taxes of three
major segments

Total of three major
segments
**¥350-
390 billion**
(¥205.2 billion)

Retail Division
**¥110-
130 billion**
(¥59.2 billion)

Investment
Management Division
¥80 billion
(¥71.5 billion)

Wholesale Division
**¥160-
180 billion**
(¥74.5 billion)

Capital policy

Capital base

Common Equity Tier1
Capital Ratio
(Medium term target)

**11% or
more**

Total return ratio
**50% or
more**

Maintain financial
soundness

Financial and
capital support for
sustainable growth

Appropriate
shareholder return

Management Vision
for 2025

Achieve
sustainable
growth by
helping resolve
social issues

Management target
for the fiscal year
ending March 2025

ROE
8-10%

Human capital

- Promote diversity
- Improving employee engagement
- Recruit and develop highly specialized talent, providing career paths and create opportunities so they can grow globally

Social capital

- Sustainability: Achieve net zero emissions of greenhouse gases by the borrowers and the assets under management by 2050
- Client satisfaction: Supporting customer success
- Collaboration: Establishing a foundation for innovation through collaboration with other business sectors

Financial capital

- Investments: Selective investment in growth areas
- Optimizing invested capital: Continuous capital reallocation to improve return on capital, reinvestment of residual profits into new businesses and human resources development, etc.

Business
foundation

*1. Cumulative total for the five years from March 2022 to March 2026

Strategy 1-1 Broader asset management business

To provide investment opportunities to a wide range of clients, Nomura is expanding its portfolio of alternative products in addition to traditional products. In Japan, we are developing a structure that enables us to provide products and services that are more customized to meet the needs of each client in terms of asset building and asset management. Through these efforts, we aim to expand fee-based assets and grow stable revenues.

Expand product lineup

The Investment Management Division provides advanced services and solutions to meet various needs of clients by combining the Group's expertise and enhancing added value, from traditional assets such as stocks and bonds to alternative assets such as private equity. We aim to strengthen existing businesses in public markets, transform our business through digitalization, expand our products to meet

investors' alternative investment needs in private markets, and expand our product and client base through inorganic growth opportunities.

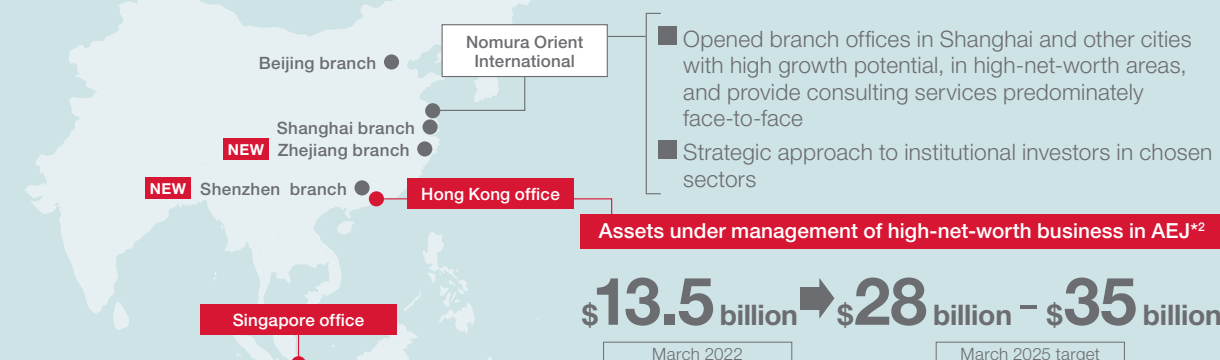
Assets under management

¥67.9 trillion → ¥79.1 trillion

March 2022 March 2025 target

Traditional products		Alternative products	
Asset management products	Initiatives	Asset management products	Initiatives
Publicly offered investment trust	Expand the investment trust business for individuals by providing contents for distributors and enhancing ESG products	Real assets	<div> <div>NEW</div> <div>NOMURA</div> <div>NEW</div> <div>New Forests</div> </div> <p>Agreed to jointly establish real estate fund management company</p> <p>Investments in forest asset management company</p> <p>Accelerate post-pandemic strategy in Aircraft Leasing</p>
Fund Wrap	Provide packaged solutions integrated with goal-based approach, managing assets for individual future goals	Private market strategy	<div> <div>NEW</div> <div>Nomura SPARX Investment</div> <div>NEW</div> <div>JSPF</div> <div>NEW</div> <div>N-MEZ</div> </div> <p>Investments in unlisted growth companies</p> <p>Promote business succession by establishing Japan Search Fund Platform</p> <p>Management of mezzanine funds</p>
Defined contribution pension plans	Offer funds suited to long-term investment (e.g. target-year fund)		
Private offered investment trust	Provide investment solutions for financial institutions		
ETFs (Listed investment trust)	Encourage investment by institutional investors, grow retail investor base via online channels, and deploy international investor marketing		
UCITS ^{*1}	Grow product lineup compliant with Sustainable Finance Disclosure Regulation (SFDR); Regional specific strategies in EMEA, Americas and AEJ; Integrated UCITS platforms with American Century Investments		

Expanding services to AEJ clients



^{*1} Undertakings for Collective Investment in Transferable Securities (UCITS) compliant funds
^{*2} AuM of Nomura Orient International is not included

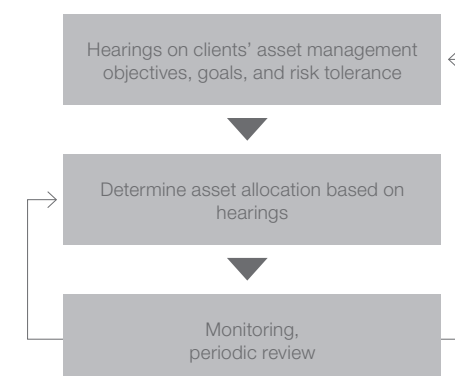
Shift towards asset consulting

Strengthen asset management proposals

We will contribute to the medium- to long-term asset formation and expansion of our clients by enhancing our asset management advice. As a result, we will expand our recurring revenue assets.

1 Goal-based approach

Careful follow-up and ongoing portfolio review
 - Partners^{*1} move together towards the client's goal



^{*1} We call our sales representatives "Partners" because we want to be the most trusted financial service group for clients.

^{*2} In the CIO (Chief Investment Office) service, we aim to build an even more advanced advisory function by providing consulting services similar to those already offered towards institutional investors, to individual investors.

Expand recurring revenue assets

¥19.6 trillion → ¥25.8 trillion

March 2022

March 2025 target

2 Provide a wide range of products to meet client needs

- **Accumulation plan for investment trusts**
Helps clients build medium- to long-term assets
- **Discretionary investment service**
Asset management on behalf of the client based on the client's preference
- **Loan, insurance, etc.**
Provide a variety of services other than securities for the entire portfolio

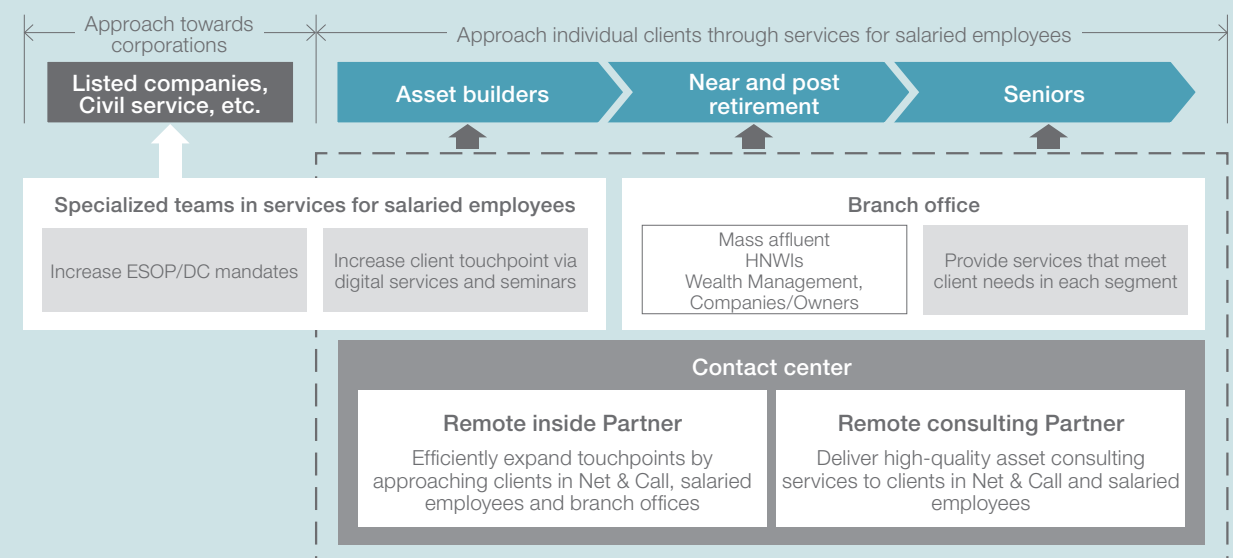
3 Introduction of level fee and Nomura Navigation

Available at all branches since April 2022 (Provided to individual and corporate clients who meet certain conditions)

- **Level fee**
A new fee structure, in which fees are charged according to the level of client assets
- **Nomura Navigation**
High-quality portfolio proposals utilizing the CIO model^{*2}

Business for salaried employees: Provide financial services tailored to the client's life stage

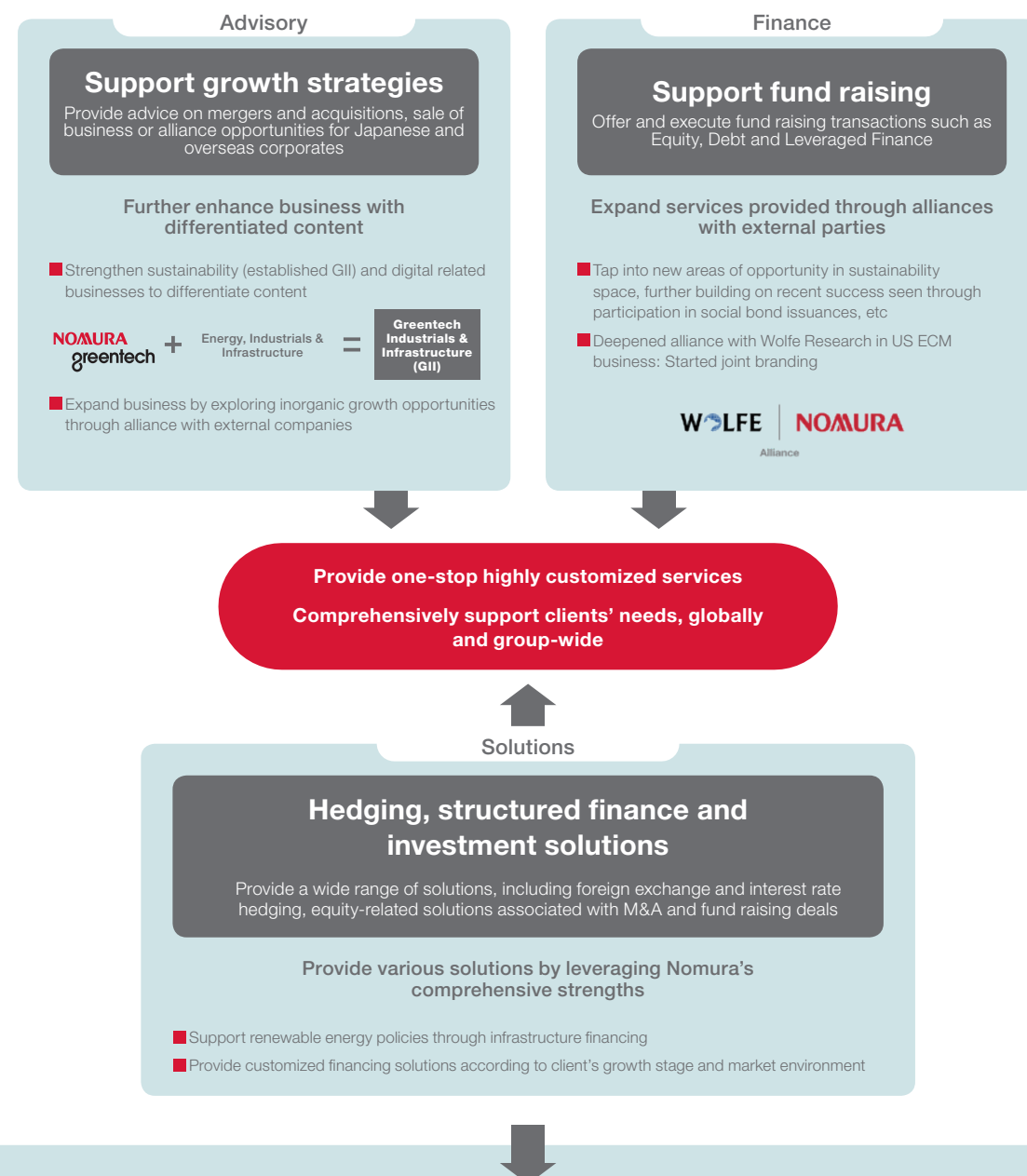
Nomura provides ESOP and DC services to executives and employees of listed companies, civil service and corporations. We aim to build medium- to long-term relationships with clients, including those after retirement, by building a seamless support system from the working period to retirement. We will use contact centers and digital technology to expand touchpoints of salaried employees and improve client's convenience.



Strategy 1-2 Origination, advisory and solutions businesses

Comprehensively support client's business growth and continuity

By leveraging our expertise and global network, we are able to provide highly customized solutions to clients' growth strategies, funding needs, and investments challenges, which are constantly evolving in response to increasingly complex economic conditions.



Business growth plan for FY2024/25

Advisory revenue:
compared to FY2021/22

50%+ growth (approx. \$250 million)

Private markets
business revenue:
compared to FY2020/21

40%+ growth

Management interview

Jeffrey McDermott is Global Co-Head of Investment Banking, leading the expansion and growth of Nomura's global investment banking platform. Jeff is also the Founder of Greentech Capital, LLC, which Nomura acquired in April 2020.



Jeffrey McDermott
Global Co-Head of Investment Banking

Q – Please tell us about Nomura's Global Investment Banking platform.

Nomura's tremendous strengths in Japan are unrivaled by any other investment bank, in any other market in the world. We have full teams throughout the region who are very effective in serving clients and are highly collaborative and globalized. We need to export that culture internationally.

The three main pillars of our business platform are clients, content and culture. Every great investment banker is somebody who really cares about helping their clients. If we can truly differentiate our content, bring unique perspectives and capabilities to our clients, help them finance their balance sheet or help them grow their business, we can provide added value to our clients. Culture is also important, as we have to be the employer of choice by being a great place to work and by giving people rewarding career opportunities.

Q – How has Nomura's Investment Banking franchise evolved?

Nomura's investment banking business has evolved in recent years and has a clearer strategic vision of where we have a "right to win", where we can provide differentiated levels of service and expertise to clients, and where we enable them to succeed to greater effect.

Current global mega trends are creating major challenges for corporations including:

- The need to be more sustainable and to focus on ESG practices
- The digitalization and the increased use of software, across all industries
- Globalization issues and global supply chains disruptions

All of these mega trends create issues for clients, and clients rely on us to help them thrive in a dynamic, changing world. I believe Nomura is uniquely positioned to help tackle some of the most profound issues faced, and by doing so, enable them to create value for their various stakeholders.

Q – How will Nomura's international Investment Banking franchise grow and be different from incumbent institutions?

We will build our international investment bank, but we will not build equally across all regions and countries at the same time. We need to concentrate resources and efforts where we have a "right to win." We task ourselves with

being differentiated in terms of our content and our ability to help our clients succeed.

In the US, we have less than a third of our international bankers. At about 60% of the international fee pool, the US has the largest fee pool, as well as the geographic market with the highest margin. By increasing the efficiency and the productivity of our bankers, we believe that we can create a lot of growth. Our growth strategy includes hiring some high quality bankers, particularly in the US, over the next three years. They will bring with them revenues as well.

Outside Japan, Nomura has the advantage of being viewed as a global firm. We can take advantage of Nomura's strong international presence. If we do it right, we can actually create a place for ourselves in the market that will be durable and profitable over the long term.

In addition, we are best in class in our key sectors, where we have already built talent density and capabilities. We are focusing in the digital area, where we have strong leveraged finance capabilities and have a high market share in advising on acquisition and leveraged finance for software industry. Also, we have the Greentech Industrials and Infrastructure group, which is focused on advising on corporate finance activity involving sustainable assets. Digitalization and sustainability are areas that are disruptive across all industries, and we would like to build the best in class expertise and content to be able to help clients succeed.

Q – How will Nomura retain and hire best talent in a challenging job market?

We made some selective hiring where we have a "right to win". We have hired in China and in Asia Ex-Japan, where we have a very strong business and a lot of growth opportunity. We have also hired in Nomura Greentech, where we have a leading ESG practice. People want to join us because we have the best ESG team.

Concerning employee training, we have a program called M&A University. We offer continuous training programs which help employees develop skills and qualities to be very capable experts for the rest of their career. Employees across the world can also find online training, which is allowing us to disseminate cutting edge expertise globally. By offering exciting, meaningful roles in combination with unique training opportunities, we can differentiate our investment banking operation from others and become the employer of choice.

Strategy 1-3 Strengthen and streamline flow business

Initiatives towards institutional investors

Nomura has built a global platform centered on core products with competitive advantages and is responsible for providing global liquidity by connecting investment needs worldwide. Leveraging the strengths we have accumulated, we will focus on risk and resource management while seizing further growth opportunities.

Market access and liquidity provisions for asset classes globally

Products, services

Selection and concentration

- Develop core products in each region with competitive advantages
- Build core products and platform to monetize favorable market conditions

Market leading global capabilities / High level of expertise

- Develop capabilities and ability to build market leading and highly regarded products (Securitized Products, Equity derivatives, APAC Credit, etc.)

Group wide multiproduct approach

- Leverage capabilities across Global Markets and Retail to ensure seamless cross border access and delivery across multiple asset classes



Franchise

Leverage dominant presence in Japan

- Capitalize on our market leading performance in Japan to provide unique solutions and opportunities for clients globally

Deep client franchise

- Work closely with our clients across regions to facilitate client flows, provide access to deep liquidity & customized solutions across products

Capture growth opportunities

Respond flexibly to client needs

- Be able to flexibly respond to changing market environments and cater to needs for hedging and portfolio rebalancing amidst events such as interest rates increases

Leverage external resources

- Including the utilization of alliance with third parties, aim to increase revenues by enhancing service functions in public equity business alongside diversifying Wholesale's revenue sources

Respond to risks and streamlining of resource utilization

Risk management

- Strengthen risk management, global risk response, and resilience against market volatility resulting from normalization of monetary policy

Resource management

- Operate business with focus on resource efficiency in flow businesses in light of the new regulatory environment

Examples of initiatives

Synergy

- Align execution capabilities to promote more effective use of management resources and seamless service delivery



Alliance

- Deepened collaboration in Equity Products and Execution Services through alliance with Wolfe Research

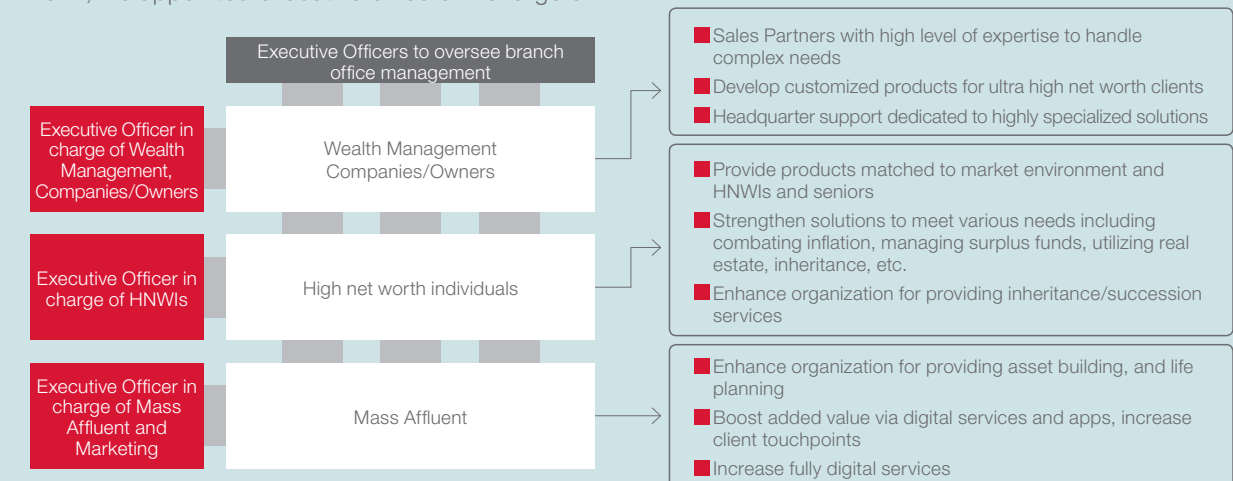


Initiatives towards individual investors

Strengthen segment approach

In order to address the diversifying needs of our clients and provide personalized, private services, in 2019, we reallocated our Sales Partners*¹ according to the attributes of our clients. In April 2022, we appointed executive officers in charge of

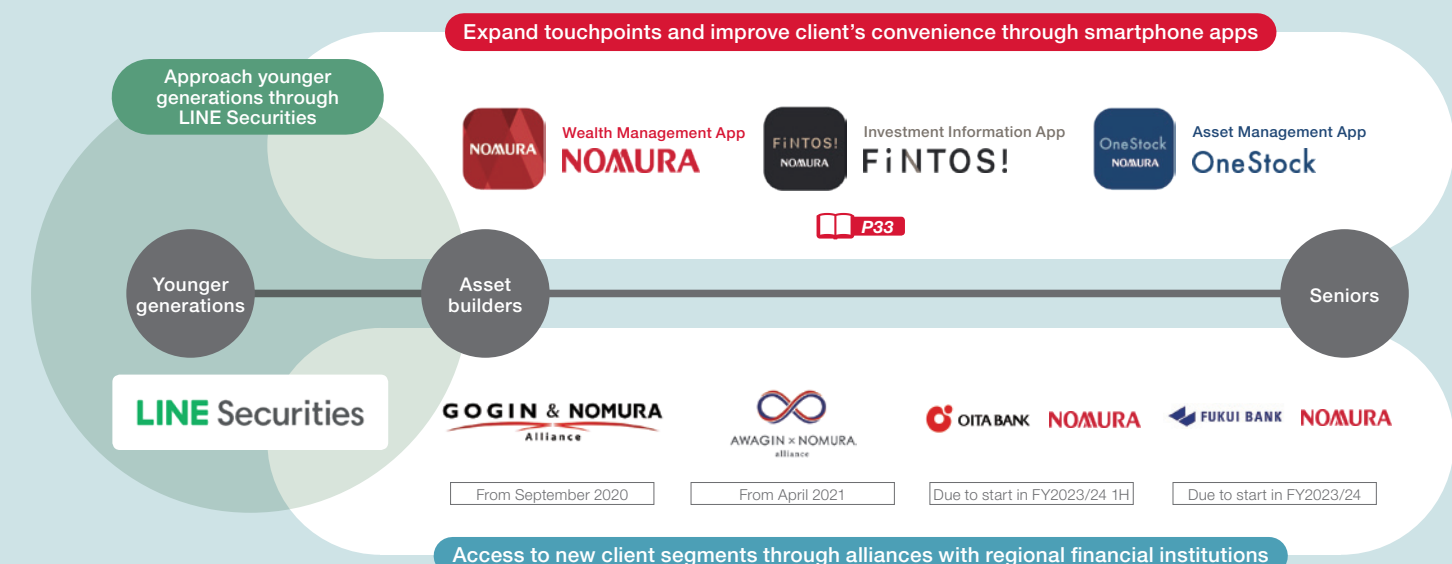
each segment to accelerate the planning and execution of business strategies. We are also actively utilizing digital technology to improve client convenience and provide services efficiently.



*1 We call our sales representatives "Partners" because we want to be the most trusted financial service group for clients.

Enhance service delivery to each generation through digital platforms and strategic alliances

Through comprehensive alliances with LINE Securities and regional financial institutions, through smartphone apps, we are working to deliver Nomura Group's services to more clients than ever before.



Strategy

02

Contributing to the realization of a sustainable society through our core businesses

What can we do for our clients in response to various social and environmental issues? We believe it is to support our clients and stakeholders through our core businesses by delivering funds and capital throughout financial and capital markets, and help deliver clients' sustainability initiatives through M&A advisory and consulting. Through these actions, we will also grow the Nomura Group's business.

(See **P51-54** for other sustainability initiatives)

For Our Clients

What Nomura Group can do for our clients



Supporting the sustainability efforts of issuers through funding and capital flows

Decarbonization of all of society will require \$122 trillion*¹ in investment and financing to 2050, and more than half of this demand is said to arise from Asia.

Nomura Group targets to deploy \$125 billion in sustainable financing over the next 5 years until March 2026, in order to support clients with their decarbonization strategies.

Examples of growth opportunities

- Underwriting opportunities in line with higher capital investment needs related to decarbonization (transition finance)
- Origination of green projects for renewable energy such as solar and wind power

In April 2022, we established Greentech Industrials & Infrastructure (GII), a team of approximately 150 bankers, through realigning our existing energy, industrials and sustainability focused sectors, and hiring in focus areas. We are strengthening and promoting M&A advisory services in the sustainability field on a global basis, including support for decarbonization through the restructuring of our clients' business portfolios.

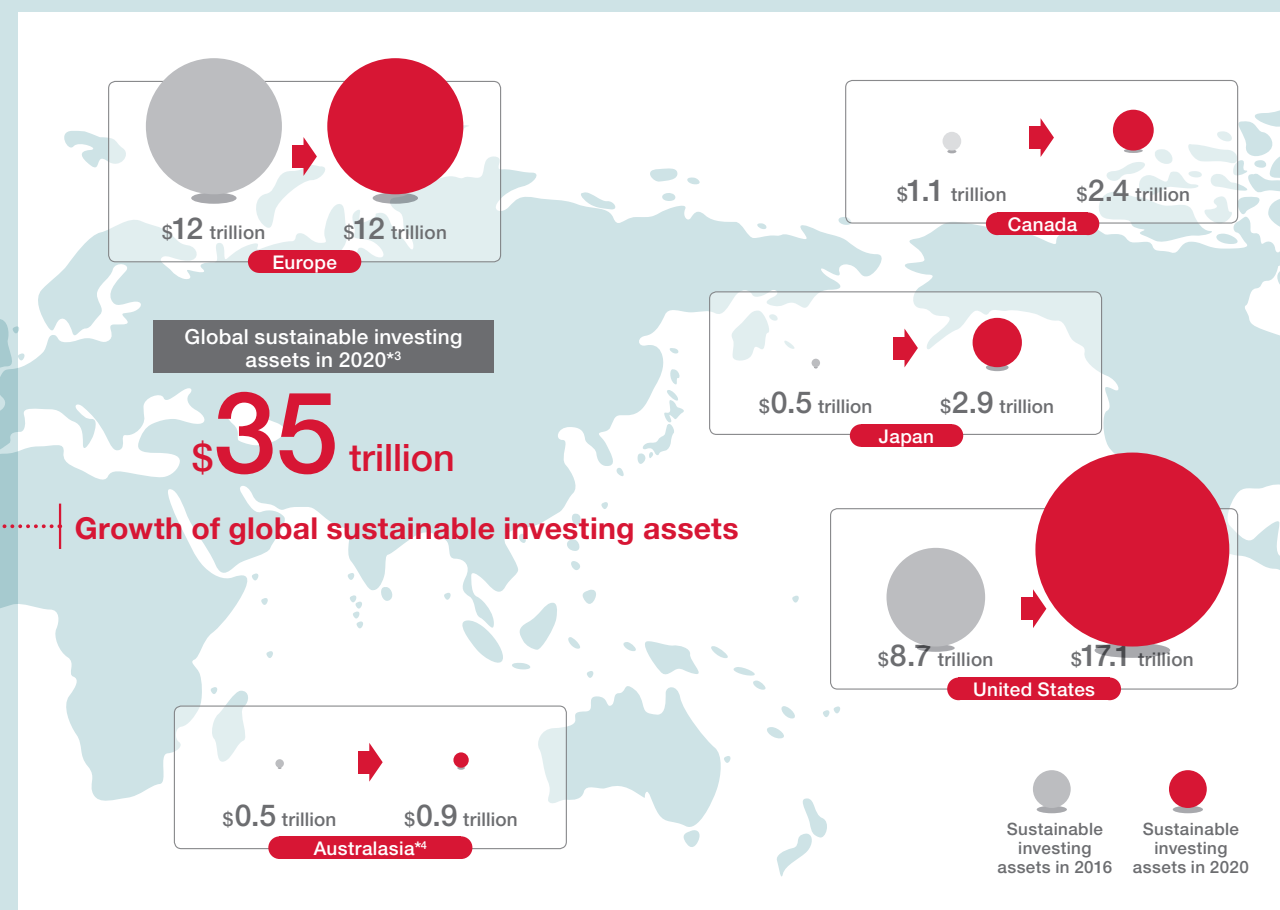
NOMURA greentech + **Energy, Industrials & Infrastructure** = **Greentech Industrials & Infrastructure (GII)**

\$21.4 billion

of sustainable finance supported in FY2021/22

\$11.8 billion

Deal value of sustainable M&A supported in CY2021*²



Creating a better future for individuals

Offer ESG investment products

Retail Division offers investment trusts with investment policies that help achieve SDG goals, providing ESG/SDG linked fund opportunities for our clients to contribute towards the creation of a sustainable environment and society for the next generation.

We are also strengthening to provide ESG information towards individual investors.

¥747.1 billion

ESG investment products – Asset under custody (Retail Division)
[As of March 31, 2022]

Contributing to sustainability as a responsible investor
Promote sustainability-oriented management among investee companies

In addition to providing investment returns, Nomura Asset Management proactively works to achieve its medium- to long-term sustainability goals, including ESG issues.

Nomura Asset Management Responsible Investment Report 2021
https://global.nomura-am.co.jp/responsibility-investment/pdf/ri_report_2021.pdf

79%

Sustainable investment ratio*⁵
[As of March 31, 2022]

*1 Source: "Climate Finance Markets and Real Economy (December 2020)" issued by Boston Consulting Group

*2 Source: Refinitiv

*3 Source: Nomura, based on Global Sustainable Investment Review 2020 issued by Global Sustainable Investment Alliance

*4 Australia, New Zealand, New Guinea, Indonesia and the surrounding islands

*5 To determine the sustainable investment ratio, we include the following investment approaches in Nomura Asset Management. It is not compliant with regulations such as SFDR.

Best in Class (investment in leading companies in each industry from an ESG perspective)
ESG Thematic Investment
Impact Investment
ESG Integration

Active Share Ownership, including exercising proxy voting rights and direct engagement with portfolio companies' management

In addition, to ensure an accurate assessment of our sustainable investment activities, we exclude investment strategies for which we are unable to directly undertake sustainable investment decisions.

Strategy 03 Digital strategy

In April 2022, we established Digital Company, which expanded upon the responsibilities and clarified the direction of our previous Future Innovation Company. The newly established company will continue to plan and develop digital services and explore new businesses similar to its predecessor, but will also aim to strengthen digital collaboration across Nomura Group globally, through digitization of financial services, and development of business on digital assets, such as security tokens and crypto assets.

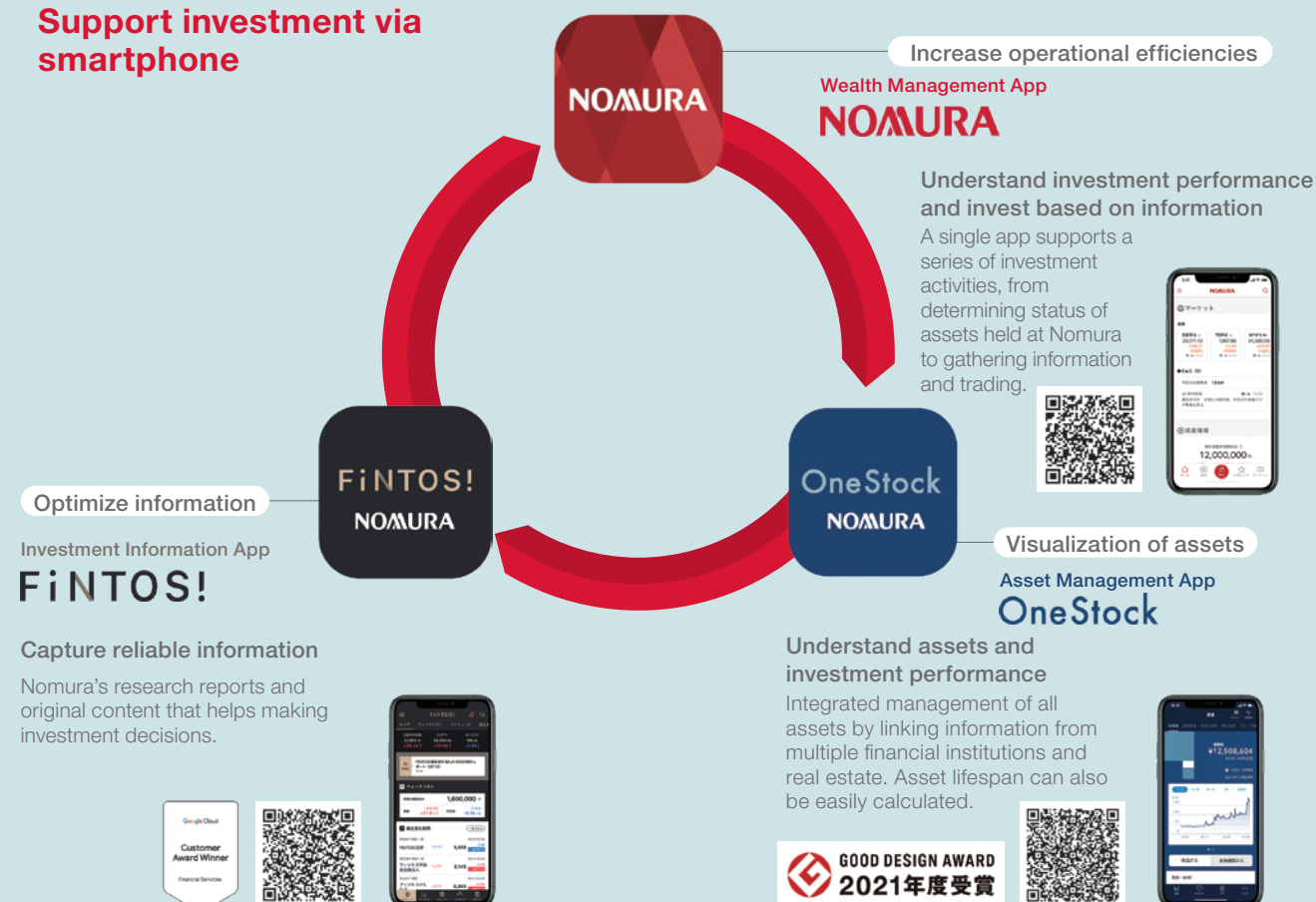
Digitization of financial services

Nomura is expanding its digital services in order to make the services and contents it has cultivated over the years, more convenient for more clients. We support clients via smartphone apps to help them understand their assets, gather information about investments, and transact

efficiently. By flexibly linking and using each application, it is possible to easily manage assets according to each client's situation.

The use of digital technology delivers added value to our clients and promotes tailored financial services to meet their needs.

Support investment via smartphone

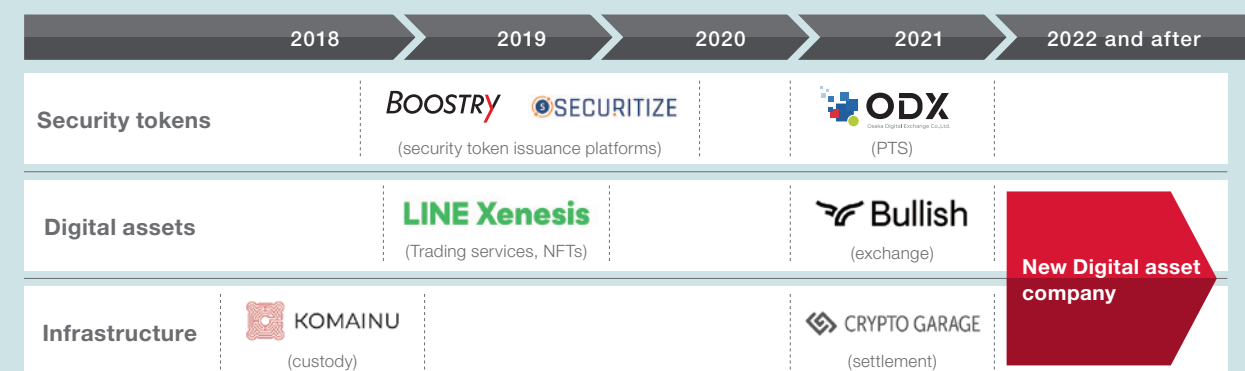


Creating new businesses in new areas / Digital assets

Establishment of new Digital assets company

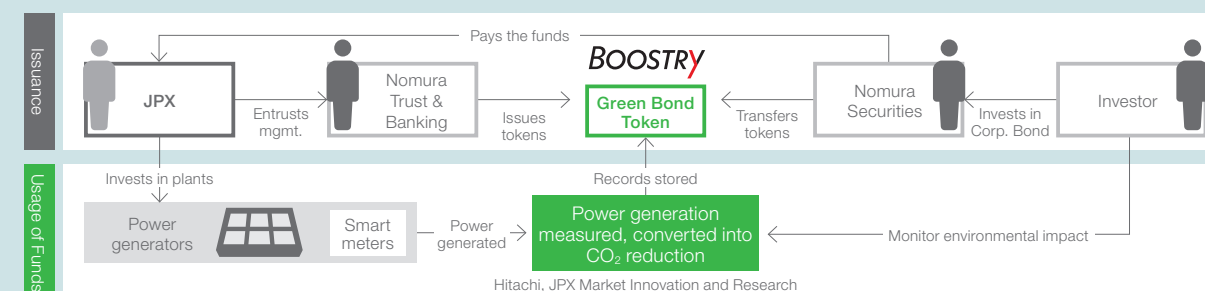
A new company will be established to provide services related to digital assets (Crypto assets, Non-fungible tokens (NFT, etc.)). We will initially focus our efforts on secondary trading, providing products for institutional investors, and investing to develop businesses in the area of digital assets

across the Group. Through this initiative, by combining traditional finance with innovation brought about by blockchain or distributed ledger technology we aim to provide leading edge financial services.



Digitally tracked green bonds

In cooperation with the Japan Exchange Group, Inc., Hitachi, Ltd., and BOOSTRY Co., Ltd., we issued Japan's first environmental bond using a blockchain platform. We aim to contribute towards carbon neutrality throughout our society.



Utility tokens (Digital membership)

Nomura Farm Hokkaido, a demonstration farm of Nomura Agri Planning & Advisory, and Chef Masayuki Okuda of Al ché-cciano launched a new food brand "Agricciano". Digital memberships using blockchain technology for subscription payments will be sold, where members will receive

exclusive membership benefits (special dishes using ingredients from Nomura Farm Hokkaido) curated by Chef Okuda, and enjoy content such as wine pairings.

We use digital technology to expand the possibilities of food and agriculture.



TOKYO FINANCIAL AWARD
東京金融賞

Organized by the Tokyo Metropolitan Government
Tokyo Financial Award
2021 ESG Investment Category

Board Risk Committee Chairperson Interview

Risk management enhancement

Nomura established the Board Risk Committee to further enhance its risk management and carry out rigorous controls and business oversight. The committee will provide an independent perspective with the aim to strengthen oversight and develop more sophisticated, in-depth risk management. Under the supervision of the committee, which has already started operating, the management of Nomura is committed to implementing advanced risk management measures and building a solid platform for business operations.

Outside Director
Board Risk Committee Chairperson
Laura Simone Unger

The Board Risk Committee

Q: What is the background to the establishment of the Board Risk Committee as part of the enhancement of risk management? Was it triggered by the U.S. incident?

Board-level risk committees are in place at many financial institutions lately, especially in the United States per the requirements of the Dodd-Frank Act (This regulatory requirement is not applicable to Nomura). As the global market complexity increases, we thought that such a risk-focused committee would benefit Nomura as it conducts its business globally. Therefore, the Board of Directors had started discussing whether and how to establish a board risk committee, including the committee member composition and scope of risks to be covered. Following the occurrence of losses arising

from transactions with a U.S. client ("U.S. incident") in 2021, we decided to establish the Board Risk Committee ("BRC"). Although Nomura had started such discussions much before, I do think that the learnings from the U.S. incident really sharpened our need for more sophisticated risk management and thinking as we embarked upon our global expansion. I think Nomura has really begun to invest in all of the underpinnings of what we need to be a truly powerful force going as any global financial firm going forward.

Q: What is the role of the BRC?

The BRC approves the Risk Appetite Statement and risk management framework. The BRC also tries to probe and anticipate strategic risks. For example, we have conversations about emerging risks associated with external factors. My view is that it helps management think about external factors affecting Nomura and its strategy by pressure testing the risk management view. We also conduct deep dives for area of business opportunities as capital market movements are unfolding

and things are moving quite dramatically every day. We have begun to provide opportunities for new management to come to the BRC meeting and have an open line dialogue to the BRC. This transparency would help sharpen the accountability of the risk executives and underscore that we are paying very close attention on all of the risk issues.

Q: What kind of members make up the BRC?

I think Patricia and Chris have a deeper knowledge of the economy and the actual modeling and market related risk considerations, Victor has hands-on experience in the investment business which is relevant to Nomura and Shimazaki-san is obviously a financial expert who also serves a critical role in having the Audit Committee perspective of the risks. This is a good mix of talent for

diversity of thinking on risk. In addition, Chris, Patricia and I serve on the board of Nomura's U.S. subsidiaries. I think that would help increase cross-organization transparency and communication as well.

* Please refer to Page 63 for the composition of the BRC. Please also refer to P67-68 for the BRC member's skills and careers.

Q: What is the philosophy of the committee in terms of challenging management?

The challenge maybe begins in having the conversation. We provide a high-level overlay over some very granular thinking. That overlay is a combination of a kind of background perspective and external events. Sometimes such dialogues are ongoing, but it is critical to at least begin the conversation. I think management also wants

to have some input from board members. BRC does not necessarily supplant the full board conversations, but we look more deeply into issues the board is thinking and cares about, wants to probe, or we vet the issues and then bring them up to the full board.

Risk Culture

Q: How do you think Risk Culture affects Nomura Group's competitiveness?

The U.S. incident might expose less than perfect things about the firms on Wall Street. For us, it provided the trigger to look more deeply into our risk management and risk culture and change and evolve it to the current best practices. I think our journey to be known as a firm that is expert and laser-focused on risk will give us a competitive advantage in attracting clients and new

business. Clients are going to need very sophisticated advice and products to invest in the market and to manage risks. To satisfy those client needs, we are going to have to provide our best thinking and client service. We happen to be very good at bespoke advice in difficult markets and it will continue to become a competitive advantage in a very complicated marketplace.

**Q: What is the key for embedding Risk Culture?
Also, please tell us your view of the goal Nomura should aim for.**

There is a need to look at Risk Culture at the firm level and at the people level. At the firm level, it means a way of thinking about opportunity and strategy going forward, as risk is embedded in everything we do. At the people level, it is how you look at your responsibility in terms of what you do for the firm individually, but then collectively how you work with others in creating success. We're one firm. We should be working together on our future success. It can be a very nuanced

business, where you need to share your expertise among your colleagues and for the greater good of the firm. Preventing the repeat of events like the U.S. incident is one of the goals of enhancing Risk Culture. At the same time, our objective is to create a stronger risk oriented corporate culture. We must work together, escalate concerns without retribution, and ensure voices are heard and respected.

Conclusion

Q: You have been an outside director of Nomura Holdings since 2018. What kind of strategy or action do you think is necessary for Nomura to raise corporate value or to raise share price?

We have had some solid performance, but we have also had some negative surprises. I think having a continuous pattern of performance without any surprises will greatly help our share price, and I know we are working diligently to resolve past issues that could result in a surprise. In addition, if we can show our solid progress

towards our strategic objectives and perhaps provide more granularity to the marketplace about the metrics that will show our progress, I believe that will help develop investor confidence in our future success and improve our share price.

Q: Finally, what message would you like to convey to stakeholders?

Nomura cares deeply about its clients and its stakeholders, and it is moving purposefully towards becoming the new Nomura; reflecting the paradigm shift in capital markets. This entails continuing to build on its risk management culture, and focus on the firm's strategic objectives. I do think we have made incredible strides in our governance and becoming a single global firm as opposed to a Tokyo based firm with offices in other places. That transformation is very apparent to me.

It has made the board stronger and more effective and more focused. Having more engagement with our shareholders and stakeholders and having deeper conversations about strategy and of course being focused on risk with the BRC, will continue to make us crisper and more focused on executing strategy. I think our future should be as a truly global firm with world recognition of our talent and client service.

Risk management enhancement

Front Office initiatives - Management interview

As part of Nomura's initiatives to build out a platform to provide value-added products and services to our clients, we appointed a Global Head of Wholesale Front Office Risk and Control to strengthen critical first-line risk management functions and enhance oversight of complex business activities carried out globally.



Q: Could you introduce your team and role?

As part of Nomura's first line of defense, we oversee both financial risks (market, counterparty and liquidity risks) and non-financial risks (operational, legal, conduct and reputational risks). Structurally, we report to the Head of Global Markets and the Head of Investment Banking, and locally to the NHA CEO, giving us insights to goals and perspectives across the Wholesale business.

Our core mandate is to ensure that all the risks that we take within Wholesale are identified, evaluated, and monitored. Any major risks or changes to our risk profile are then swiftly escalated to senior decision makers so that we can take prompt action when needed. We confirm our risk levels remain within the firm's risk appetite and appropriately balance our risk profile against potential revenue opportunities.

Our role is not about dictating what risks to take,

but to ensure that there is a robust discussion around the risks that affect our business. In evaluating various product types or client risks, we consult with Traders and Risk Officers across regions to deepen our understanding of the opportunities and associated risks. We also hold committee discussions around the largest risks that we have within Wholesale.

We work very closely with Risk Management and other corporate functions within our second line of defense. These key partners share a common goal of actively managing risk inherent to our business activities and fostering sound risk culture. When assessing a particular risk, we encourage perspectives from our partners, which may be different from our own view, leading to healthy debates. There may not always be one correct answer, but it is important to consider all possible scenarios and viewpoints.

Q: What should be done to strengthen risk management?

One of Nomura's key strengths is intellectual integrity. We are very analytical by nature and skilled at solving complex problems. Our risk assessments utilize various mathematical models; but these are just the starting point. Our experience and judgment are even more important when making risk decisions.

We have several key initiatives to reinforce our risk management plan. In particular, ensuring we have a comprehensive approach that assesses all risk types with equal rigor. For instance, we are creating a global framework to assess counterparty risks, while also taking a more

proactive approach to evaluating operational, legal and other non-financial risks. This holistic approach helps ensure the firm is well prepared for financial dislocations when they occur.

In measuring our risks, there is no single metric that captures every risk we take. A robust framework requires a variety of measures used together; e.g. Stress testing, Scenario analysis, Value-at-Risk, Position measures. An important initiative is strengthening our bottom-up stress testing of risk exposures, applied both to Nomura trading books and to our client portfolios. This is crucial in understanding our exposure to extreme

but plausible market events and ensuring it aligns within our risk appetite. In these analyses, we differentiate between diversified, liquid portfolios, and those that may be concentrated in just a few securities or may be difficult to exit in a distressed market.

We also need to research clients' exposures held at other firms to get a handle on their overall

risk profile. We do this by looking diligently at their public disclosures along with private transparency provided to us. Sometimes it may not be possible to get a complete assessment of a client's total risk profile. In such situations, we have to be appropriately more conservative in our risk appetite with those clients.

Q: What are the challenges ahead and path forward?

One of the most significant challenges for our team is the sheer amount you need to have your arms around on a day-to-day basis. I have developed a few key principles for staying on track:

We have greatly reinforced the communication and coordination across our global teams, especially those between the first and second line of defense.

- A Be extremely thorough.** Success in this business starts with executing the small details well.
- B Be prepared for change.** Major events or disasters rarely strike overnight. When markets unravel or clients become distressed, there are nearly always prior warning signs.
- C Prioritize, prioritize, prioritize.** There are so many different market permutations and risks – a good Risk Manager learns which ones really matter. You must manage your time accordingly to focus on those major risks.
- D Leverage your team.** If you can get your team working effectively as a unit, it is like having 20 pairs of eyes or ears. A dependable and collaborative team will offer different perspectives and feed off each other. It's simple but beautiful when you are able to achieve these synergies.

Q: Can a reinforced framework change the Front Office risk behaviors/culture?

Our primary goal is that the enhanced risk framework should increase the effectiveness of our risk decisions, not avoid risk altogether. All businesses need to take risks to generate revenues, but the key is to be informed and

balanced around those risks. The responsibility for that rests with all Nomura employees and building a strong risk culture will make us a superior firm.

Some specific initiatives aimed at achieving this are:

- A Promptly escalating any material risk concerns to appropriate decision makers.** If you see a risk of any sort that is a threat to the firm, you have an obligation to raise it promptly to the appropriate managers who can take action. We have created a formal escalation policy to codify some of the important actions in this regard, including margin calls, material increases in counterparty risk, and large payment requests out of Nomura.
- B Creating an environment where we are able to challenge each other constructively at all levels.** Looking at past events across Wall Street, there are often people at the more junior level who had information that could have saved the loss. I think it is critical that individuals feel empowered to challenge or raise issues to senior level management.
- C Respect for each other and everything we do,** particularly between the first and second line of defense. In every firm, there is some tension between the two, and the trick is to make that tension healthy. We encourage constructive debates and challenging each other, while remaining respectful in order to learn and raise our collective knowledge.



We aim to ensure a robust financial position with strong profitability while raising corporate value over the long term by supporting business growth and risk management enhancement through optimal capital allocation and cost strategies

Takumi Kitamura

Chief Financial Officer (CFO) and
Investor Relations

Review of fiscal year ended March 2022

In the fiscal year ended March 2022, market conditions weakened as new waves of the pandemic and geopolitical risks disrupted supply chains and impacted economic activity. Growth in the global equity markets also slowed compared to the previous year.

This created a difficult operating environment for the firm. Our Retail business reported a slowdown in sales of stocks and investment trusts as market uncertainty prompted investors to sit on the sidelines. Client activity in Wholesale was muted and Macro trading in Rates and FX was challenged.

Although losses arising from transactions with a US client*¹ were lower this year, three segment net revenue declined 4% year on year to ¥1,179.0 billion, while income before income taxes

decreased 17% to ¥205.2 billion.

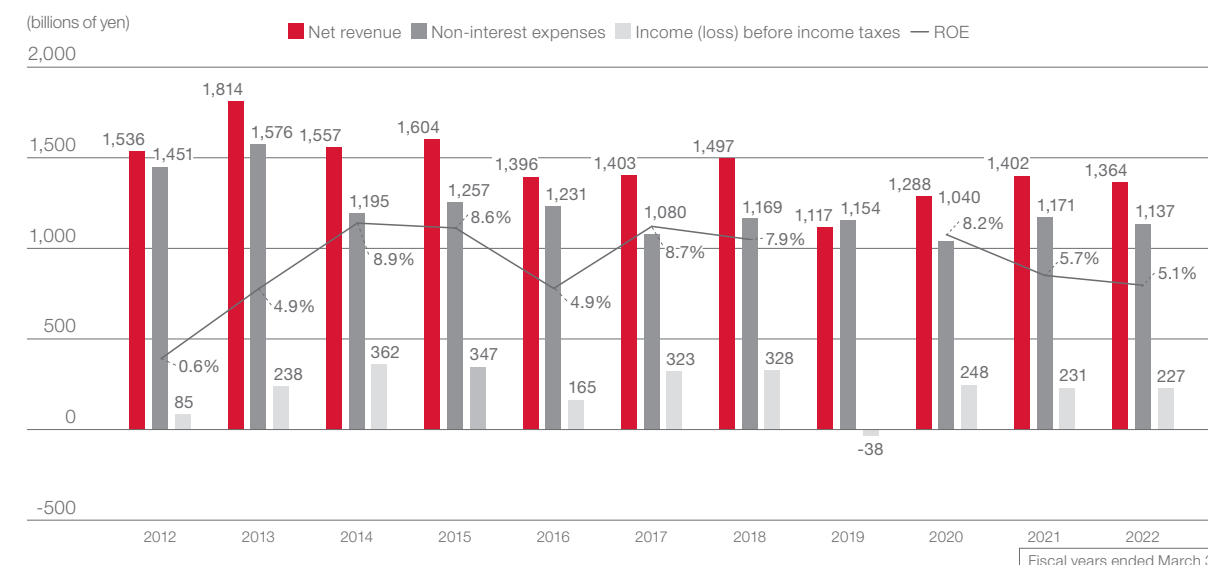
We booked one-off gains and losses in segment Other, including a gain on the sale of a part of our stake in Nomura Research Institute*² and legal expenses for legacy transactions from before the global financial crisis (2007 – 2008)*³.

As a result, firmwide net revenue declined 3% to ¥1,363.9 billion, income before income taxes edged down 2% to ¥226.6 billion, and ROE was 5.1%.

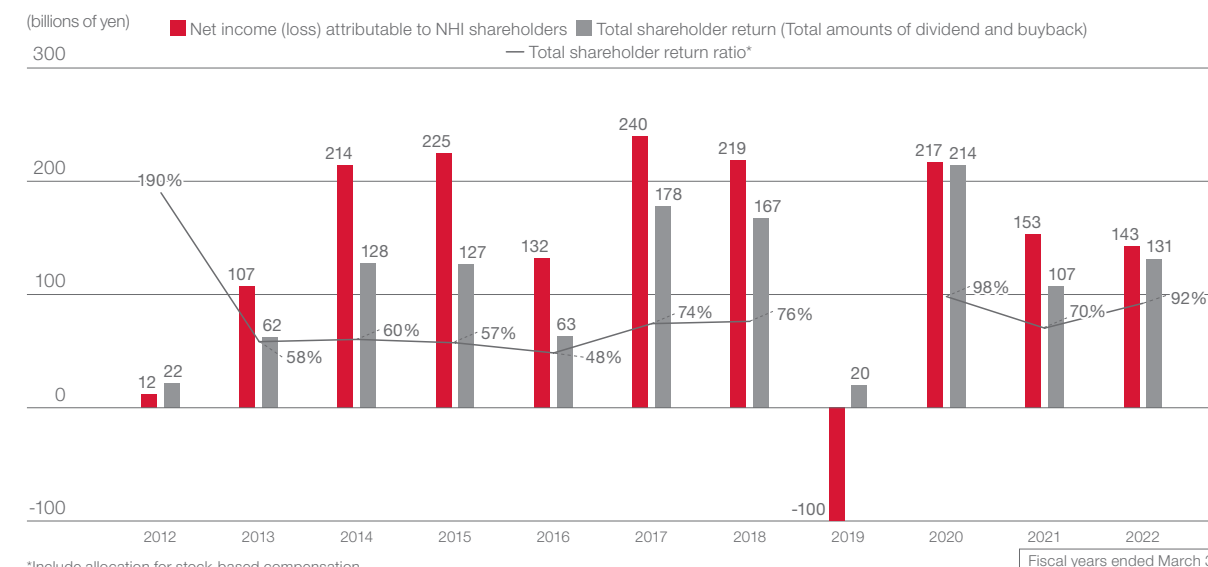
Despite the challenging environment, we started to see results from our business transformation.

In Retail, we focused on asset consulting to lift recurring revenue while controlling costs, resulting in an increase in our recurring revenue cost coverage ratio to 49%. As such, stable recurring revenue now

Firmwide performance and ROE



Shareholder returns



*Include allocation for stock-based compensation

covers about half of our Retail expenses.

Underlying profitability in Wholesale has improved thanks to revenue growth in Equities and Investment Banking. We have a more diverse, consistent revenue mix and we are well positioned to capture revenue uplift under favorable market conditions. We expect to see performance improve if market conditions recover from FY2022/23.

Our shareholder return policy calls for a dividend payout ratio of 30%*⁴ and a total return ratio of 50% or more*⁵. For the fiscal year ended March 2022, our full year dividend was ¥22 (H1 ¥8, H2 ¥14). We also bought back a total of ¥64 billion of our own shares. That equates to a total return ratio of 92%*⁶, meaning we returned over 90% of net income attributable to shareholders.

*1 Booked loss arising from transactions with a US client of ¥245.7 billion (¥204.2 billion trading loss, ¥41.6 billion loan-loss provision) in FY2020/21 4Q and ¥65.4 billion (¥56.1 billion trading loss, ¥9.3 billion loan-loss provision) in FY2021/22 1Q. In addition, as the recoverable amount for part of the claim related to the loss can now be reasonably estimated, gains of ¥3.2 billion (¥2.6 billion trading revenue, ¥500 million loan loss provision reversal) and ¥11.5 billion (¥9.5 billion trading revenue, ¥2 billion loan-loss provision reversal) were booked in FY2021/22 3Q and FY2021/22 4Q, respectively

*2 Booked realized gain on partial sale of stake (¥36.2 billion in 1Q and ¥42.8 billion in 4Q)

*3 Booked a provision of approx. ¥39 billion in 2Q and additional expenses of approx. ¥23 billion in 4Q

*4 We will strive to pay dividends using a consolidated pay-out ratio of 30% for each semi-annual consolidated earnings as a key indicator. Dividend payments are determined by taking into account a comprehensive range of factors including the tightening of Basel regulations and other changes to the regulatory environment, as well as the Company's consolidated financial performance

*5 Aim for total shareholder return ratio including share buybacks of at least 50%

*6 Include allocation for stock-based compensation

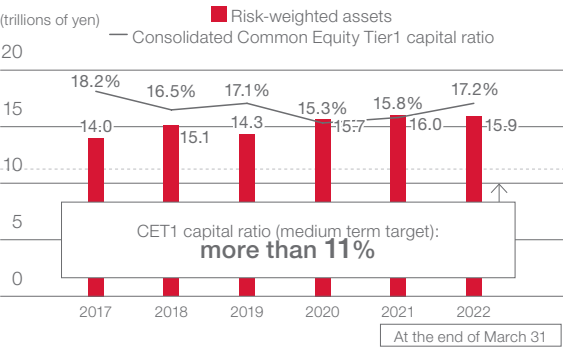
Capital policy and regulatory requirements

Our capital policy is based on ensuring we allocate capital optimally to maintain a robust financial position, provide financial and capital support for sustainable growth, and deliver adequate returns to our shareholders.

In line with this, we have set a medium-term target for our Common Equity Tier1 capital ratio (CET1 ratio)*¹ of 11% or above. At the end of March 2022, we had a healthy level of capital with a CET1 ratio of 17.2%. In response to TLAC*² regulations introduced in March 2021, we now have more than the minimum regulatory requirement, giving us sufficient loss absorbing capacity and in turn contributing to stability in the financial system.

*1 CET1 capital ratio is defined as Tier1 capital minus Additional Tier1 capital divided by risk-weighted assets
*2 Abbreviation for Total Loss Absorbing Capability. Sufficient Total Loss Absorbing Capacity aims to promote financial stability where it is a combination of equity capital + TLAC instruments.

Consolidated capital adequacy ratio

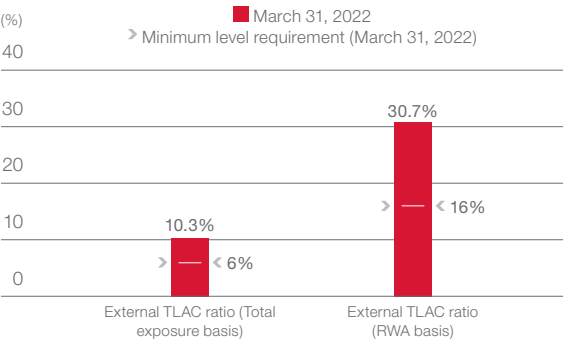


* CET 1 capital ratio is defined as Tier 1 capital minus Additional Tier 1 capital divided by risk-weighted assets.

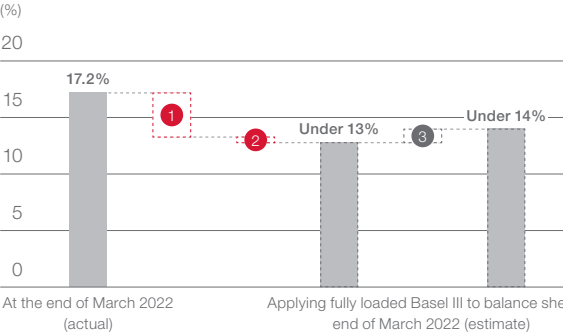
The finalization of Basel III in Japan is set for the end of March 2024. If we were to apply the fundamental review of the trading book and other final rules to our balance sheet at the end of March 2022, our CET1 ratio using the 100% standardized approach would be nearly 13% or close to 14% if we partially used internal models. We believe this is sufficient to meet the tighter regulatory requirements.

When deciding how to use capital exceeding our medium-term target of 11%, we will take into account a broad range of factors to choose from various options including investing for growth and shareholder returns.

External TLAC ratio
(total exposure basis and RWA basis)



Impact of Basel III finalization



Impact of Basel III finalization

- 1 FRTB*¹
- 2 Other fully loaded Basel III*¹

*1 Current estimate applying fully loaded Basel III to balance sheet at end of March 2022. FRTB uses 100% standardized approach; CVA uses 100% standardized approach, estimated by BA-CVA

Measures to mitigate the impact

- 3 Applying internal model*²

*2 Impact on CET1 changes depending on whether internal model is used or not, the scope of use and the time period

Sustainable growth

At our Investor Day in May 2022, we announced a three segment income before income taxes target of ¥350 billion to ¥390 billion in FY2024/25, based on ROE target of 8% - 10%. We also discussed some of the specific initiatives we will take to reach those targets such as our revenue growth plans.

There are two things I can do as CFO to help us achieve our targets. First is optimal capital allocation. We are focused allocating capital to our growth areas of the broader asset management business (P25-26) and the advisory business (P27-28). Compared to flow businesses such as trading and brokerage, these businesses are more resilient to changing market conditions and will give us a more stable mix of revenues.

We are currently considering inorganic growth as an option to expand our business through M&A and alliances with business partners in our growth areas. Inorganic growth is an effective way to accelerate growth by adding on new capabilities and extending our client reach. That said, we will conduct rigorous due diligence and only pursue opportunities where we expect returns to exceed the cost of capital.

We place great emphasis on capital efficiency. We currently use attributed capital*¹, our own internal indicator, to monitor the profitability of each division in relation to financial resources from multiple angles.

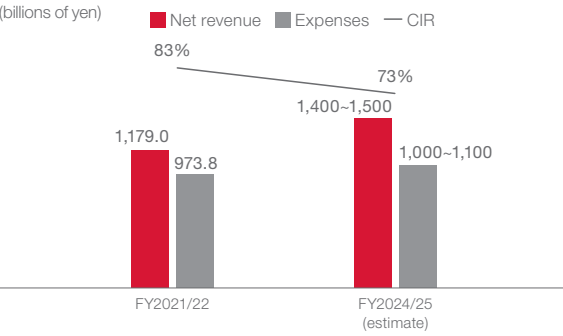
We will continue to sell cross-shareholdings in principle. Over the past 10 years, we have reduced the number of stocks by 40% (P66). Over the next 5 years, we plan to further reduce the number of stocks

by about 25% (compared to the end of March 2022) to improve capital efficiency.

My second area of focus is cost strategies. As we grow our business, we must increase headcount in growth areas, enhance our risk management, and build up our digital capabilities. We are prioritizing the hiring of people with expertise in these fields. We intend to actively invest for growth, while maintaining stringent cost controls, driving efficiencies using digital tools, and reducing real estate costs through our office location strategy. By implementing these cost measures and growing our revenue base, we aim to lower our cost-to-income ratio to 73% in FY2024/25.

The optimal allocation of capital combined with our cost strategies will allow us to work towards achieving a more robust financial position with strong profitability, and in turn lower our cost of capital.

Three segment total net revenue, expenses and CIR



*1 Capital indicator that takes into account various risks including risk-weighted assets and leverage exposure in Basel regulations and so on.

In closing

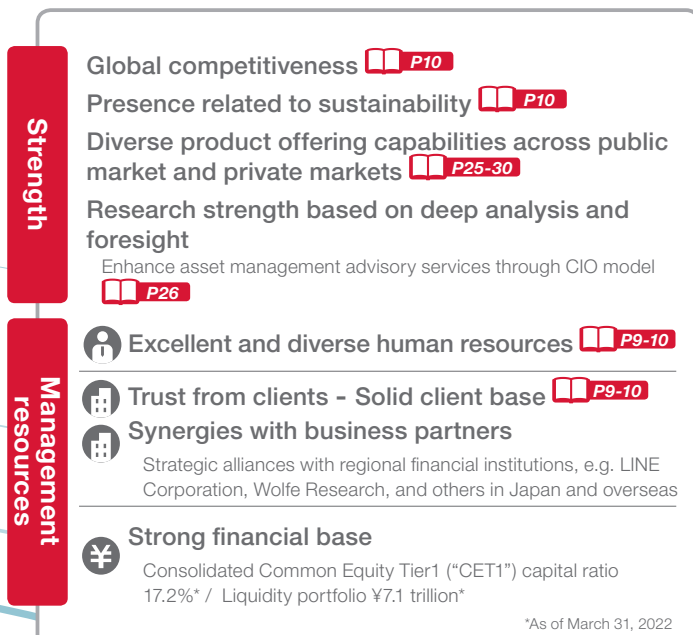
We are committed to proactively communicating with investors. In FY2021/22, we held an IR event on sustainability (Nomura Sustainability Day), an area of increasing interest to investors. We also held an online seminar for individual investors to outline our strategy and initiatives in an easy to understand conversational format. These are both new initiatives and were well received by those who attended. We will continue to find ways to deepen understanding of Nomura Group among various audiences.

Through our management vision of achieving sustainable growth by helping resolve social issues, we are targeting ROE of 8% - 10% in FY2024/25 and we will continue our efforts to ensure sustainable growth into the future. Our first priority is to build a foundation to consistently deliver ROE of 8% - 10% by March 2025, and then boost our corporate value over the long term to raise ROE sufficiently above our cost of capital. We look forward to your continued support.

The Value Creation Process

By providing optimal solutions to meet the diversifying needs of our clients and by leveraging the Group's comprehensive strengths, we will fulfill our management vision, "achieve sustainable growth by helping resolve social issues."

By promoting the circulation of risk money, capital markets will expand and reinvestment of profits from the business, which will lead to further business expansion and the development of society as a whole.



- Human capital
- Social and relationship capital
- Financial capital

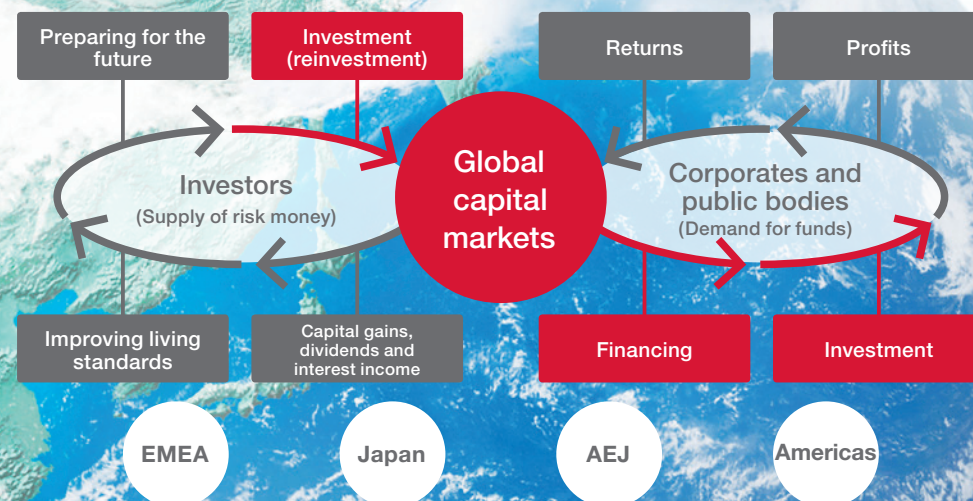
Contributing to the realization of a sustainable society through our core businesses **P31-32**

Achieve sustainable growth by helping resolve social issues

Expand and strengthen our private market capabilities in addition to our current strengths in the public markets **P25-30**

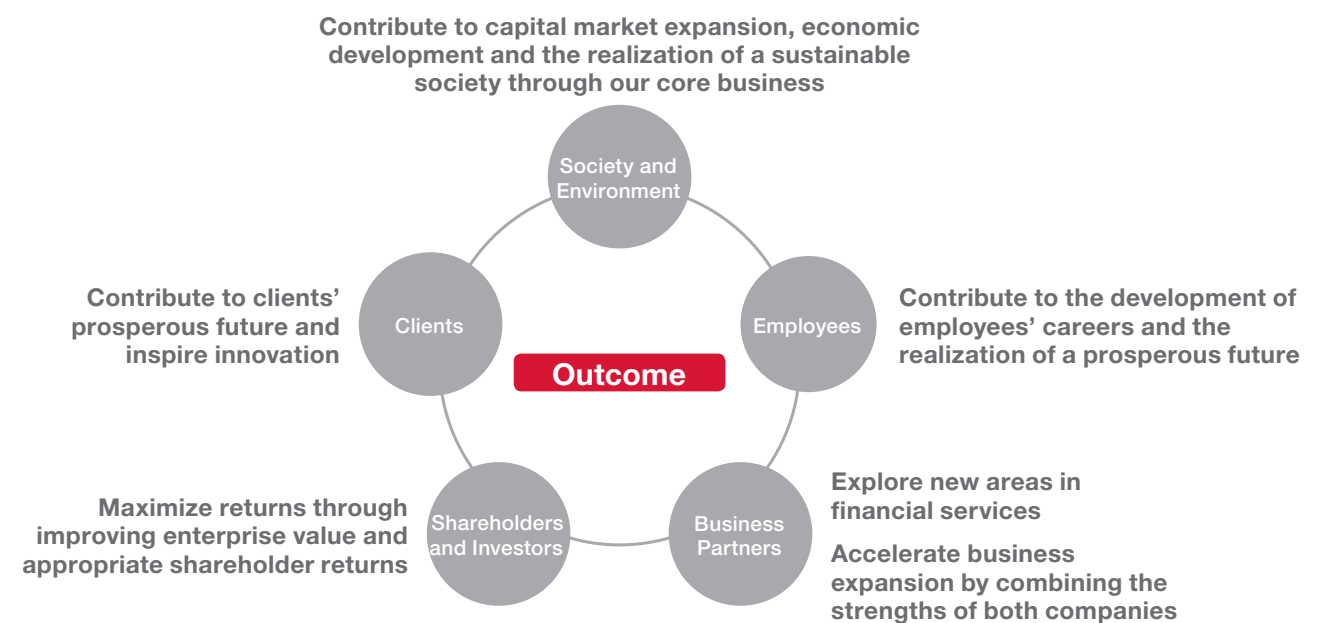
Digital strategy **P33-34**

Promote the circulation of risk money globally



Foundation to support value creation

Risk management enhancement **P35-38** Foundation to achieve the Management Vision **P49-82**



FY2024/2025 Target
ROE 8-10%

Addressing climate change
Reducing greenhouse gas emissions to net zero^{*1,*2}
Realize net zero greenhouse gas emissions (Scope 3) by 2050

Financial and economic education - Target for number of participants

More than **1** million cumulative participants until March 2026 ^{*4}

Sustainable finance target
\$125 billion^{*3}

^{*1}Nomura Holdings has joined the Net-Zero Banking Alliance (NZBA)

^{*2}Nomura Asset Management has joined the Net Zero Asset Managers initiative (NZAM)

^{*3}Cumulative target FY2021/22 – FY2025/26

^{*4}Cumulative number of participants receiving financial and economics education through off-site lectures for elementary, junior high and high school students, and sponsored lectures for university students (FY1989/90 to FY2025/26)

Social issues

Climate change
Demographic changes
Increasing social disparities

External environment

Diversifying client needs
Digital innovation
Coexistence with COVID-19

Recent new challenges

+

Rise of geopolitical risks and their impact on the international order
Soaring energy and raw material prices

Possibility of a major shift from "low inflation," "low interest rates," and "globalization"

Nomura Group values dialogue with stakeholders and actively engages stakeholders based on their individual interests. We provide value to various stakeholders by conducting business on a daily basis based on the Group's corporate philosophy.

■ P07-08

	Society and environment		Shareholders and investors	Clients		Employees	Business partners
	Community	Governments and regulatory authorities		Individual and institutional investors	Corporates and government agencies		
Stakeholders' interest	<ul style="list-style-type: none">Environmental issuesSocial issues such as inequalityImproving financial literacyAccess to investment opportunities	<ul style="list-style-type: none">Impact on capital markets and societyFair competitionCorporate culture and governance, including corporate behavior, corporate ethics, and anti-fraud measures	<ul style="list-style-type: none">Total return through shareholder returns and stock price increasesCapital efficiencyStrategies to stabilize business performance and grow business scaleAppropriate governance structureStrict risk management systemESG initiatives	<ul style="list-style-type: none">Long-term asset buildingInvestment performanceInheritance and business successionTimely and appropriate investment informationVarious investment opportunitiesFair and transparent pricing	<ul style="list-style-type: none">Secure funding for business continuity, growth and innovationEfficient fundraisingVarious financing optionsSustainability focused initiatives	<ul style="list-style-type: none">Rewarding work environmentDiverse work stylesGrowth opportunitiesCareer developmentFair assessmentDeep understanding of corporate philosophy and Code of Conduct	<ul style="list-style-type: none">Synergies with Nomura GroupTrust and stability as a business partner
How we respond	<ul style="list-style-type: none">Strengthen sustainability-related business ■ P31-32Dialogue with NGOs and support activitiesCooperation with international organizationsRespect for international human rights standardsEnvironmental management to reduce environmental impactJoined NZBA*1 and NZAM*2Improve financial literacy through financial and economic educationVarious other activities contributing to society	<ul style="list-style-type: none">Continuous reporting, dialogue and recommendationsContribute to the maintenance of a stable financial system<ul style="list-style-type: none">Satisfy standards for capital and liquidity regulations with a sound financial baseFormulation of recovery and resolution plans (RRP)	<ul style="list-style-type: none">Growth through realization of management visionBusiness operations with capital efficiencyInitiatives to strengthen governanceEnhance risk management ■ P35-38Enact and implement ESG Appetite StatementTimely and appropriate information disclosure	<ul style="list-style-type: none">Advanced asset management adviceComprehensive consulting including inheritance and business succession ■ P30Continuous liquidity supplyPricing reflecting supply and demandBroad lineup of financial products including private market and ESG products ■ P25, P32	<ul style="list-style-type: none">Support for optimal fundingEstablishment of an investment entity to promote fund raising by non-listed companies, and construction of a platform to realize diversification of fund raising measuresProvision of advice on improving enterprise value through M&A etc.Enhance sustainability-related business ■ P31-32Strengthen global business platform	<ul style="list-style-type: none">Diverse and inclusive work environmentDevelopment of human resources system and IT infrastructure to enable tele-workingConduct employee engagement surveysProvide extensive training opportunities, including online coursesFair personnel evaluation and compensationEstablishment and revision of Code of ConductEmbed corporate culture	<ul style="list-style-type: none">Strategic alliances such as comprehensive business agreements and joint venturesOngoing collaboration in providing services to clients
Outcome	<p>Contribute to capital market expansion, economic development and the realization of a sustainable society through our core businesses</p> <ul style="list-style-type: none">By promoting the circulation of risk money, we will contribute to the formation and expansion of a sound and deep capital market and contribute to the development of people's lives and society and the economy.We will contribute to the realization of a sustainable society by energizing the sustainability efforts of society as a whole by strengthening our sustainability-related business.We will also work to resolve social issues by improving financial literacy through financial and economic education, and working toward a decarbonized society.		<p>Maximize returns through improving enterprise value and appropriate shareholder returns</p> <ul style="list-style-type: none">Achieve a high level of ROE by expanding business with capital efficiency and by ensuring cost controlStrive to earn the trust of society and continuously improve our company brand by earnestly engaging in activities that lead to the sustainable growth of society as a whole, such as sustainability-related businessesWe will make appropriate shareholder returns based on our return policy while maintaining a sound financial base and balancing growth investment.	<p>Contribute to clients' prosperous future and inspire innovation</p> <ul style="list-style-type: none">As a trusted partner to individuals, we will help build a better future for clients by advising on entire balance sheet and supporting long-term asset building.Helps corporate clients achieve sustainable growth and innovation by providing advice on growth strategies and supporting financingIn addition, by strengthening initiatives in private market businesses, we will promote diverse fund raising and investment, and contribute to the formation of a deeper capital market.		<p>Contribute to the development of employees' careers and the realization of a prosperous future</p> <ul style="list-style-type: none">Provide a healthy work environment in which each employee with diverse backgrounds and values can demonstrate his or her abilities and individuality to the fullest, and provide opportunities for skill development and trainingMaintain and retain excellent human resources by thoroughly implementing appropriate performance evaluation and compensation, and improve employee satisfaction through encouragement and motivation. And through building careers in Nomura, we will contribute to the self-fulfillment of employees and the realization of a prosperous future.	<p>Explore new areas in financial services</p> <ul style="list-style-type: none">Accelerate innovations that will open the future of finance with new technologies, going beyond the traditional framework of the financial industry, through alliances and collaborations with business partners with a high level of expertise in the digital technologies <p>Accelerate business expansion by combining the strengths of both companies</p> <ul style="list-style-type: none">By combining the strengths of our business partners and Nomura, we will work together to build a long-term competitive advantage by rapidly approaching new clients segments and providing services.

*1 Nomura Holdings has joined the Net-Zero Banking Alliance (NZBA)
*2 Nomura Asset Management has joined the Net Zero Asset Managers initiative (NZAM)

Materiality

There are many issues in society to be addressed. Among the various social issues, Nomura has identified “Nomura Group Priority Initiatives (Materiality)” as priority themes to focus on for solutions and responses. We review the Materiality every year based on the environment and Nomura’s business developments. We will use related items to monitor the progress of our efforts on each issue, and make steady progress on these initiatives.

STEP 1

List the issues

We make a list of issues based on domestic and overseas non-financial information disclosure guidelines such as the GRI Guidelines and SDGs, etc.

STEP 2

Evaluate importance

We evaluate the importance to stakeholders based on the matters to be evaluated as provided by ESG research organizations* in Japan and overseas and based on opinions from external stakeholders. In addition, we evaluate the importance to Nomura, referencing our Management Vision, Corporate Philosophy and the Nomura Group Code of Conduct, as well as based on interviews of key internal departments.

* DJSI(S&P Global/SAM), Vigeo Eiris, MSCI, ISS-oekom, Sustainalytics

STEP 3

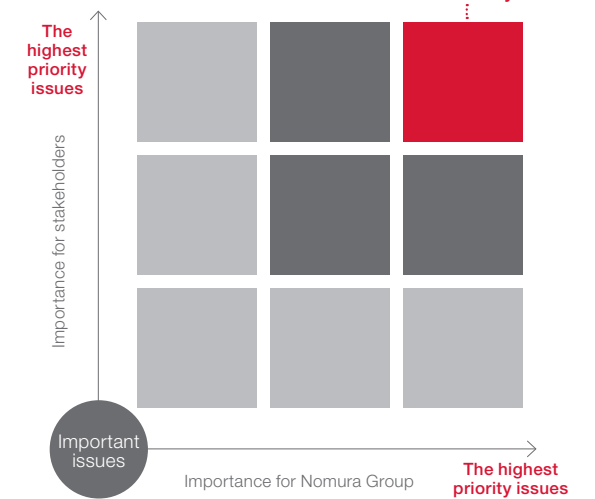
Formulate draft Materiality

Based on the evaluation of importance (see 2 left), we formulate a Nomura Group Materiality draft following verification by the Group Strategy Department, Group Secretariat and Regulatory Affairs Department and Sustainability Development Department.

STEP 4

Senior management discusses and makes final decision

The Sustainability Committee, chaired by the Group CEO, makes a final decision after reviewing the validity of the Nomura Group Materiality.



Priority social issues to address	Related social issues	Nomura Group	Priority Initiatives (Materiality)	Reference page	Metrics	Contributing to Society
A Sound development of capital markets	A D E	Provision of financial services according to clients' situations and diversification of access points to financial services	<ul style="list-style-type: none">Enhance the level of asset management adviceDiversification of consulting servicesProvision of financial services using digital platformsProvision of financial services to a wide range of customers through collaboration with business partnersProvision of various means of raising funds	<div> P26</div> <div> P33</div>	<ul style="list-style-type: none">Discretionary investment assets under managementConsulting-related incomeRetail client assetsAlternative assets under management	4 QUALITY EDUCATION
B Mitigation of climate change and response to natural disasters			<ul style="list-style-type: none">Various financial transactions including issuance support and underwriting of sustainability bonds (green bonds, social bonds) that contribute to solving social issues and realizing a decarbonized societyExpansion of advisory business (provision of M&A, consulting services, research capabilities, etc.)Support for venture companies, including healthcare, nursing care, agriculture, etc.Development and provision of ESG/SDGs investment productsPractice responsible investmentAdvancement of initiatives based on the GFANZ framework (Net Zero Asset Managers initiative, Net-Zero Banking Alliance)	<div> P27-28</div> <div> P31-32</div>	<ul style="list-style-type: none">Value of sustainable finance we supportSustainable investment ratio	5 GENDER EQUALITY
C Response to the pandemic	D	Development and provision of services in response to the declining birthrate and increasing longevity	<ul style="list-style-type: none">Strengthening of services supporting smooth asset/business successionMeasures in response to the lengthening of asset lifespansHeartful partners specializing in working with elderly clients	<div> P53</div>	<ul style="list-style-type: none">Track record of training received from Japan Financial Gerontology Association aimed at improving customer service for elderly clientsPercentage of branches with heartful partners (specialist team for elderly clients)	7 AFFORDABLE AND CLEAN ENERGY
D Response to the declining birthrate and increasing longevity	A D E	Provision of opportunities to deepen understanding of finance/economics and asset-building	<ul style="list-style-type: none">Support for financial and economics educationProvision of opportunities for people of all ages to acquire knowledge about asset buildingDiversification of access points to financial and economics knowledge	<div> P57-58</div>	<ul style="list-style-type: none">Number of students (all levels) we provide financial and economics education toNumber of learning materials providedStatus of implementation of financial and economics education for company employees	8 DECENT WORK AND ECONOMIC GROWTH
E Rectification of regional and individual disparities	B	Nomura's own efforts to reduce environmental impact	<ul style="list-style-type: none">Achieve net zero GHG emissions from Nomura offices by 2030Switching to renewable energyImplementation of environmental management system	<div> P55-56</div>	<ul style="list-style-type: none">GHG emissionsAmount and ratio of renewable energy purchased	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
F Countermeasures against cyberattacks, money laundering and other financial crimes	A F	Strengthening of governance including enhancement of risk management	<ul style="list-style-type: none">Bolstering the risk management frameworkEnsuring diversity of Board of Directors membersAdvancement of information disclosureStrengthening IT security, including response to cyber risksBuilding a global business continuity systemSetting policies and developing a management framework to combat money laundering and the financing of terrorism	<div> P64</div> <div> P75-76</div> <div> P81-82</div>	<ul style="list-style-type: none">Diversity of Board of DirectorsDiscussions at Board of Directors meetings (frequency of meetings, participation by each director, and details of discussions)Training on risk management and cybersecurity	10 REDUCED INEQUALITIES
G Suppression and prevention of inappropriate/unjust actions by companies	G	Promotion of appropriate conduct and compliance	<ul style="list-style-type: none">Thorough compliance with laws and regulationsFoster widespread compliance with Nomura Group Code of ConductResponding to human rights issues (raise awareness of human rights and manage human rights risks in the supply chain)	<div> P69-70</div> <div> P71-72</div>	<ul style="list-style-type: none">Client satisfaction levelNumber of complaintsStatus of compliance with Code of Conduct (employee survey)Compliance and human rights training conductedNumber of whistle-blowing reportsSigning of Supplier CSR Guideline	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
H Promotion of diverse human resources	H	Enhancement of human capital, initiatives for Diversity, Equity & Inclusion	<ul style="list-style-type: none">Recruitment/appointment/promotion of diverse human resourcesImprovement in employee engagement (develop and inform employees about personnel system enabling diverse working styles, and foster active communication between management and employees)Enhancement of education and training programs, and provision of recurrent educational opportunities	<div> P59-60</div> <div> P77-80</div>	<ul style="list-style-type: none">Manager ratio and hiring ratio by gender, title and regionEmployment ratio of persons with disabilitiesEmployee surveyUsage of childcare and nursing care support systemsTraining track record (hours, attendance, cost)	13 CLIMATE ACTION
	B C E	Carry out global social contribution activities	<ul style="list-style-type: none">Formulation of policies for social contribution activitiesCarry out social contribution activities at each branch/office	<div> P94</div>	<ul style="list-style-type: none">Social contribution expenditureNumber of participants in social contribution activities	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Foundation to achieve Nomura's Management Vision

Aiming to achieve sustainable growth by helping resolve social issues, we will move forward on a solid foundation.

- | | | | |
|-----|------------------------------------------------------------|-----|------------------------------------------------|
| P51 | To realize a sustainable society | P67 | Directors of Nomura Holdings |
| P55 | Efforts to address climate change and environmental impact | P69 | Code of Conduct |
| P57 | Financial Well-being | P71 | Compliance |
| P59 | Diversity, Equity and Inclusion | P73 | Risk management |
| P61 | Corporate governance | P77 | Human resources strategy |
| | | P81 | Business continuity management / Cybersecurity |

Since our founding in 1925, this has underpinned everything we do. Our mission to help create a truly enriched society through our expertise in the capital markets. As a leading financial services group, we recognize the important role we have in resolving environmental and social issues such as climate change and widening social inequalities. We believe that role is to help build a sustainable world through our business. By striving for further growth, and through partnership with a wide range of stakeholders, we aim to strengthen our capabilities to solve social issues. We are committed to building a sustainable future for all.

Our sustainability efforts**To realize a sustainable society**

Nomura Group's 2025 management vision is to achieve sustainable growth by helping resolve social issues, and we have integrated sustainability into our management strategy and are advancing various initiatives.

Our sustainability efforts are underpinned by two main goals. The first goal is to be "For Our Clients," which means to support the sustainability efforts of our clients and various stakeholders through our core business activities. The second goal is to be "For Our Society," which involves advancing our own efforts in order to continue being a sustainable corporate group, and we are working to deepen and enhance our efforts by linking these two goals as necessary.

Through partnerships with a wide range of stakeholders, Nomura Group will enhance its ability to solve various social issues, and will accelerate our progress to realize a sustainable Society.

Message from Group Sustainability Officer

Support clients' initiatives and
accelerate the advancement of
Nomura Group's own initiatives
with the aim of realizing a
sustainable society



Chie Toriumi

Head of Content Company, Group Sustainability Officer and Financial Education

The environment surrounding sustainability is changing at a dizzying speed, as seen in the actions of countries and companies toward quickly realizing a decarbonized society, as well as the increasing interest in biodiversity, human capital, and human rights.

Nomura Group is also working to realize a decarbonized society as soon as possible, with the goal of achieving net zero greenhouse gas (GHG) emissions and contributing \$125 billion to sustainable finance.

In order to solve various social issues, we believe that we should work harder than ever to

improve financial literacy ( **P57-58**) and further promote diversity, equity and inclusion ( **P59-60**). In order to encourage the sustainable circulation of funds, it is necessary to improve financial literacy among people of all ages, and the concepts of diversity, equity and inclusion are indispensable for generating flexible thinking as a part of promoting sustainability initiatives.

We will promote initiatives on a global and group-wide basis in order to realize a sustainable society and to ensure that Nomura Group itself remains a sustainable entity.

**For Our
Clients**

As a financial services group engaged in global securities and investment banking businesses, Nomura Group provides solutions to solve social issues from various angles, including underwriting green bonds and social bonds, providing M&A advisory services in the sustainability domain, creating a sustainable circulation of funds by providing investment products related to ESG and SDGs, and by promoting innovation in business succession, regional revitalization, and in the fields of agriculture and health care.

**For Our
Society**

In order for Nomura itself to remain a sustainable entity as a financial group that supports sustainability initiatives, Nomura is actively working to reduce its environmental impact, enhance its governance, and appropriately disclose information. In 2021, with the aim of realizing a decarbonized society as soon as possible, Nomura committed to work to achieve net zero GHG emissions from its own operations by 2030 and net zero GHG emissions from its lending and investment portfolios by 2050.

Governance structure for realizing sustainability

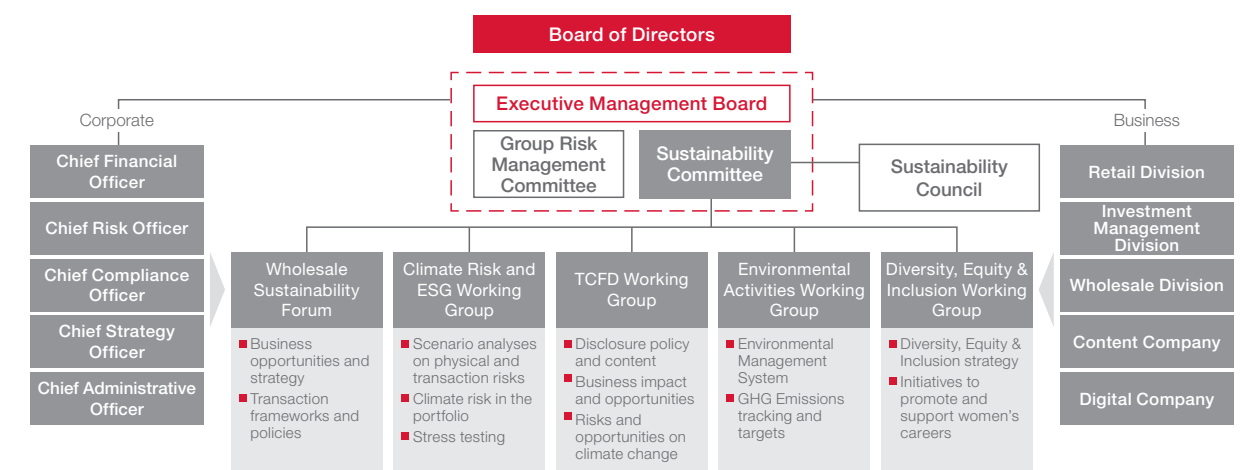
At Nomura Group, we are making our decisions on sustainability issues at the management level, and therefore, we are responding to Nomura's own sustainable development issues and other broad social issues in a timely manner.

Decisions on all Nomura Group sustainability initiatives are made by the Sustainability Committee, which is chaired by the Group CEO and comprises members of the Executive Management Board. The Sustainability Committee is responsible for formulating business policies and both approving and determining activities concerning risks and opportunities related to sustainability for the

entire Group. The committee also considers specific business operations that contribute to the Sustainable Development Goals (SDGs) adopted by the United Nations. The activities of the committee are regularly reported to the Board of Directors, which oversees the Group's sustainability-related initiatives.

The Sustainability Committee has five working groups that serve as sub-committees. Matters discussed by each working group are reported to the Sustainability Committee and the Board of Directors as necessary.

In 2021, a Sustainability Council was established as an advisory body to the Sustainability Committee. The Council conducts in-depth discussions across departments and regions, and shares this information with the Sustainability Committee.

**Participation in initiatives**

Nomura Group participates in and endorses initiatives both in Japan and overseas to further promote the realization of a sustainable environment and society in cooperation with stakeholders regarding how we will address and work to solve social issues.

 <https://www.nomuraholdings.com/sustainability/stakeholder/initiatives.html>



Since 2015 Nomura Holdings, Inc. has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment and anti-corruption.



Net-Zero
Banking Alliance



To realize a sustainable society

As a financial group that supports sustainability initiatives, Nomura Group contributes to the realization of a sustainable society by providing optimal solutions on a group-wide basis, utilizing the comprehensive capabilities and expertise it has cultivated over many years.

- Healthy development of capital markets
- Mitigating climate change and responding to natural disasters

- Rectifying regional and individual disparities
- Responding to the declining birthrate and increasing longevity

Finance **P31**

- Support and underwriting of sustainability bonds
- Financing energy-related infrastructure projects
- Development and provision of ESG/SDGs investment products

Business succession and regional revitalization

- Support for business succession
- Hometown tax system using investment trusts **①**

Declining birthrate and increasing longevity

- Providing asset-building opportunities for a wide range of ages **P57-58**
- Gerontology initiatives

Consulting & Advisory, Research

- M&A advisory in the sustainability domain
- ESG research **②**
- Consulting in agriculture, nursing care and health care **③**

1 Initiatives for business succession and regional revitalization



As an initiative for regional revitalization, the TASUKI Project was launched in July 2022 to contribute to SDG-related projects carried out by local governments. A portion of the proceeds based on the balance of the target investment trust will be donated through a tax framework that supports regional revitalization (corporate version of hometown tax payment). Under the "Kokorozashi Project" based on a similar system, Nomura Asset Management made donations in 33 prefectures in cooperation with 47 regional financial institutions.

TASUKI Project
<https://www.nomura-am.co.jp/special/tasuki/> (Japanese Only)

Kokorozashi Project
<https://www.nomura-am.co.jp/special/kokorozashi/> (Japanese Only)

In December 2021, Nomura Research & Advisory established Japan Search Fund Platform (JSFP) in cooperation with Japan Search Fund Accelerator (JaSFA).

In response to the business succession needs of clients throughout Japan, Nomura, which provides a variety of financial services, including M&A advisory, financing and asset management services, and JaSFA, which has strengths in recruiting searchers and improving corporate value, and has a track record in business succession deals with the search fund, are collaborating on the search fund initiative. Through this collaboration, Nomura aims to solve social issues such as the shortage of successors caused by the aging of society in Japan, while also providing investors with opportunities for investment gains in the private market. Funded by a variety of institutional investors, this initiative was widely reported on both in Japan and abroad.

Investment Management Future Initiatives
<https://www.nomuraholdings.com/services/im/im.html#future>



- A search fund is a form of buyout fund specializing in business succession centered on people
- A business model that connects aspiring entrepreneurs (searchers) with SMEs that have business succession issues and are looking for an appropriate successor
- Contributes to the development of corporate managers, the sustainable development of local economies, and the creation of innovation by providing opportunities for future leaders to play an active role

2 Research initiatives

Since its founding, Nomura Group has had a deeply-rooted tradition of valuing financial market research from a global perspective, and it provides useful information for investment decisions in areas around the world. As non-financial information grows in importance, we are also strengthening our sustainability-related research. We have established a system that integrates analysis of researchers from various departments in Japan and overseas, including the ESG team and the Nomura Sustainability Research Center. We provide a wide range of clients, including investors, companies, and pension funds, with reports and seminars that provide analysis and information from a variety of perspectives so that they can be utilized not only for investments but also for corporate management. A survey conducted by Institutional Investor magazine found a positive assessment of Nomura's Japan ESG research.

We also contribute to the development of capital markets as a whole through various policy proposals in the rule-making process in the field of sustainable finance.



- Provision research information including the ESG Monthly and Nomura Sustainability Quarterly
- Advice for corporate ESG management and consulting on ESG investment for pension funds
- Holds Nomura Sustainability Day to disseminate relevant information to investors

Global Research
https://www.nomuraholdings.com/services/global_research.html

3 Food and agriculture initiatives

Agriculture is an area that is deeply relevant to many sustainability issues, including climate change.

In recent years, there have been growing expectations for the creation of new business opportunities, with smart agriculture, agri-tech and food-tech as key areas of focus. In anticipation of this trend, in 2010 Nomura Group established Nomura Agri Planning & Advisory (NAPA) with the aim of contributing to the sustainable development of the Japanese economy by revitalizing local communities through the provision of consulting and execution support centered on agriculture. In 2020, NAPA published a book introducing the world's leading business case studies that will change the future of agriculture and food, and provides information on market size forecasts and business prospects through 2030 in the food and agri-tech sector, which is gaining attention as a new concept for agriculture and food solutions.



- Supporting sustainable growth of the food and agriculture industry by providing research and consulting services in the food and agriculture sector
- Books on the latest business models in agriculture, including plant factories, agricultural robots, and alternative proteins, as well as a variety of research reports (Photo: Food & Agri-Tech in 2030)
- Owns a farm in Hokkaido and has been carrying out production, processing, and sales demonstration projects for more than 10 years



Food and Agriculture Sustainability Initiative (Nomura Sustainability Day's Material)
https://www.nomuraholdings.com/investor/presentation/data/2021_1005_03_prem.pdf

Efforts to address climate change and environmental impact

Nomura Group is working to expand business opportunities as well as identify and appropriately manage risks associated with climate change in order to quickly realize a decarbonized society.

Toward achieving net zero emissions

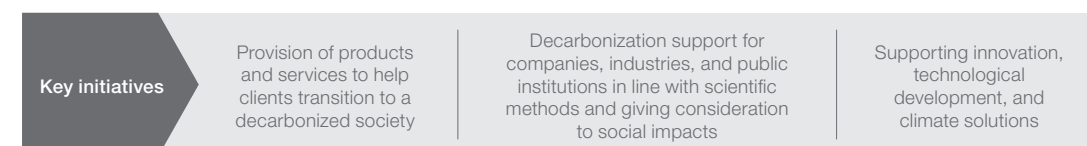
In September 2021, Nomura Group showed a commitment to the principles of the Paris Agreement and announced three goals targeting the realization of a decarbonized society as quickly as possible.

1 Achieve net zero greenhouse gas (GHG) emissions from own operations by 2030

We will gradually increase the use of renewable energy, and switch to 100% renewable energy by 2030 as we aim to achieve net zero emissions by 2030.

2 Achieve net zero GHG emissions in lending and investment portfolios by 2050

We have joined the Net-Zero Banking Alliance (NZBA)*1, established by the United Nations Environment Program Finance Initiative (UNEP FI), and are working to achieve net zero GHG emissions in our lending and investment portfolios by 2050.

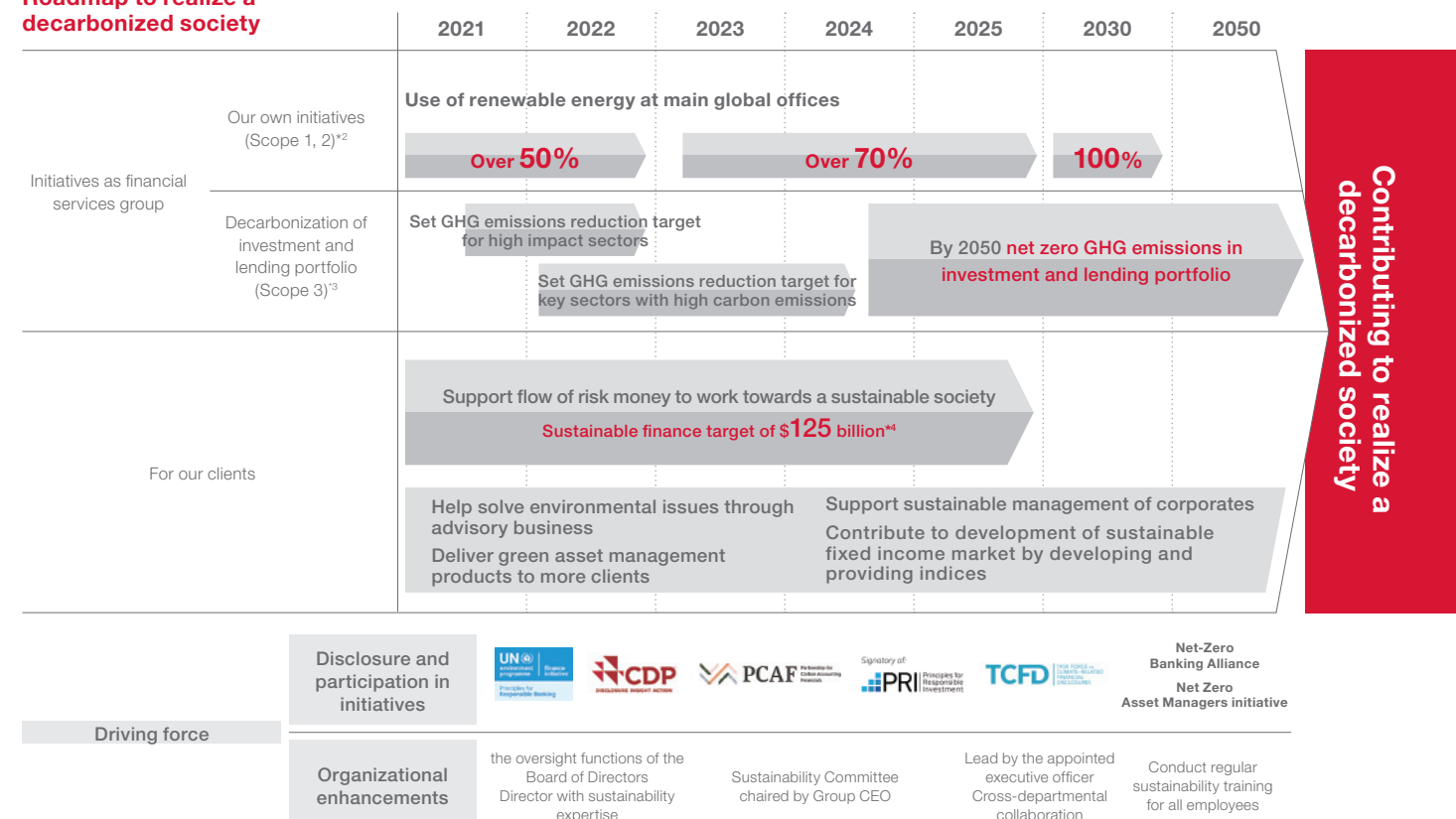


Within 18 months of joining the Net-Zero Banking Alliance in September 2021, we plan to disclose interim targets for 2030 and long-term targets for 2050 for sectors that have a significant impact on Nomura.

3 Sustainable finance initiatives

We aim to deploy \$125 billion in sustainable financing projects over the five years to March 2026 in order to help clients transition to a decarbonized society. P31-32

Roadmap to realize a decarbonized society



Contributing to realize a decarbonized society

Response to TCFD Recommendations

Recognizing the importance of climate-related financial disclosures, Nomura Group supports the Task Force on Climate-related Financial Disclosures (TCFD). Nomura organizes and discloses initiatives on climate change risks and opportunities in accordance with the four basic disclosure items recommended by TCFD: Governance; Strategy;

Risk Management; and Metrics and Targets. Based on scenario analyses, we believe that the impact of climate change on Nomura's finances will be limited and we consider helping clients' transition to decarbonization through our business to be an opportunity for growth.

Category	TCFD Recommendations	Key initiative								
Governance	Disclose the organization's governance around climate-related risks and opportunities	<div>■ Selection of directors with sustainability experience</div> <div>■ Establishment of a Board Risk Committee that contributes to the enhancement of risk management</div> <div>■ Establishment of Sustainability Council</div>								
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's business strategy, and financial planning where such information is material.	<div>Risks<div>■ Identification of assumed physical and transition risks</div><div>■ Disclosure of scenario analysis outcomes: Climate change has limited financial impact on Nomura</div></div> <div>Opportunities<div>■ Identification of business areas with potential growth opportunities (Expansion of financing, consulting, advisory, and asset management opportunities)</div><div>■ Active involvement in related initiatives and rule making</div></div>								
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks	<div>■ Conduct credit risk exposure analysis related to climate change (carbon-related assets, high transition risk sectors, high physical risk sectors) and scenario analysis</div>								
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities	<div>■ Set net zero targets and target amount of sustainable financing</div> <table><tr><th>Metrics</th><th>Targets</th></tr><tr><td>GHG emissions for own operations</td><td>Net zero by 2030</td></tr><tr><td>GHG emissions from lending and investment portfolios</td><td>Net zero by 2050</td></tr><tr><td>Sustainable Financing</td><td>\$125 billion in sustainable financing over five years through March 2026</td></tr></table>	Metrics	Targets	GHG emissions for own operations	Net zero by 2030	GHG emissions from lending and investment portfolios	Net zero by 2050	Sustainable Financing	\$125 billion in sustainable financing over five years through March 2026
Metrics	Targets									
GHG emissions for own operations	Net zero by 2030									
GHG emissions from lending and investment portfolios	Net zero by 2050									
Sustainable Financing	\$125 billion in sustainable financing over five years through March 2026									

Efforts to reduce environmental impact

As a whole, Nomura Group is working to reduce its environmental impact in order to be a sustainable entity.

In Japan, we have established an environmental management system, set environmental targets, and put in place a system to implement a PDCA cycle with respect to the environment. We are also promoting environmental initiatives at our offices around the world. For example, our

Environmental Management
<https://www.nomuraholdings.com/sustainability/environment/management.html>

Promotion of paperless services

We are promoting the digitalization of various materials and documents. Internally, we have established a system to monitor the amount of copy paper used by each department on a monthly basis, and are working to foster awareness of the importance of using less paper. Nomura Securities is also promoting electronic delivery of documents to customers. As of the end of March 2022, approximately 3.29 million accounts were using electronic delivery of documents.

Expanding use of renewable electricity

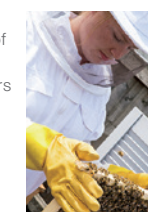
We purchase green power to cover electricity use in our major office buildings in Japan. In addition, most of our key offices in Europe are supplied with renewable electricity. We will continue to promote energy and resource conservation, and accelerate our efforts to achieve 100% renewable energy for the electricity we use in our offices by, for example, increasing the use of renewable energy.

Green Power mark – certificate of use of green power in Japan



Conservation of biodiversity

We are continuing our efforts to contribute to sustainable environmental conservation by providing employees with opportunities to think about the environment, including biodiversity, in a variety of ways. The London office has been raising honeybees on the roof of the building for approximately 10 years in order to raise awareness of the ecosystem and environmental issues.



Related materials

Nomura Group TCFD Report 2022
<https://www.nomuraholdings.com/investor/library/tcfcd/2022/pdf/all.pdf>



Nomura Asset Management Responsible Investment Report 2021
https://global.nomura-am.co.jp/responsibility-investment/pdf/ri_report_2021.pdf



*1 An initiative by banks to commit to net zero GHG emissions in their investment and lending portfolios by 2050 and is one of the four initiatives for GHG emissions net zero that participated in Glasgow Financial Alliance for Net Zero (GFANZ). Excludes Nomura Asset Management. *2 The Greenhouse Gas Protocol Scope 1, 2 *3 The Greenhouse Gas Protocol Scope 3
 *4 FY2021/22 - FY2025/26 five year accumulated total

Financial Well-being

By helping people learn about finance, we aim to create a world where everyone has the freedom to choose how they live

The need for financial education is growing against the backdrop of the lowering of the official age of adulthood in Japan as well as the arrival of the era in which more people live to the age of 100. We believe that more widespread financial education will lead not only to enhanced asset formation and improved living standards, but will also contribute to the healthy development of capital markets and the proper circulation of capital.

Nomura has been providing financial education programs for people of all ages, ranging from

children to adults for more than 20 years, dating back to the 1990s.

In April 2022, Nomura Securities established the Financial Well-being Dept. in order to strengthen our financial education capabilities. All Nomura Securities branches have established a Financial Well-being Promotion Team, headed by the head of each branch, to provide financial education to a diverse range of students in accordance with the distinct profiles of each community and region.

The Nikkei Stock League

Develop ability to judge

A financial and economic contest for students from junior high schools, high schools and universities. Students form teams of 3-5 people and establish a theme based on what they are interested in and what they view as issues. They select stocks according to their theme and compete with other teams for content by preparing and submitting a report on their process. This year marks the 23rd time the contest has been held, and we have been a special sponsor since the first contest. A total of 138,000 students have participated in the contest thus far.



Examples of awards

Our financial education learning materials received awards from a number of organizations.

The Town T-shirt Shop and Financial Literacy to Brighten Your Life received the Excellence Award at the Consumer Education Materials Awards 2022 sponsored by the Consumer Education Support Center.



Nomura's "Man@bow (Let's Learn) Class" provided at off-site won the 3rd Japan Childcare Support Grand Prize. (Sponsored by the Japan Child Care Support Association)



Financial education initiatives offered since the 1990s

Introduction of initiatives thus far

90's –

2000

中・高・大学生のための金融・経済学習コンテスト
日経STOCKリーグ

2001

Sponsored lectures for university students

2004

Securities classes for adults

2006

Began providing educational materials for junior high schools

2008

Began providing educational materials and off-site classes for elementary schools

2011

Began providing workplace experience programs and off-site classes for junior and senior high school students

2014

Development of new educational materials and participation in Saturday classes by the Ministry of Education, Culture, Sports, Science and Technology

2016

Began providing parent-child seminar program

2017

Certification for Tokyo 2020 official program

2018

Began offering Nomura Financial Academy classes

2020

Began providing online courses and started Nomura Financial Academy on-demand

2021

Launched new educational materials in line with new high school curriculum



Nikkei Stock League participants

138,000

Total number of participants from 22 times through FY2021/22



Sponsored classes and off-site classes

5,000

schools in total



Number of participants having received financial education

948,000

FY2021/22



Original teaching materials

1,075,000

books in total

FY2021/22

Diversity, Equity & Inclusion (DEI)

Diversity, Equity & Inclusion promotion policies and structure - Toward a new stage -

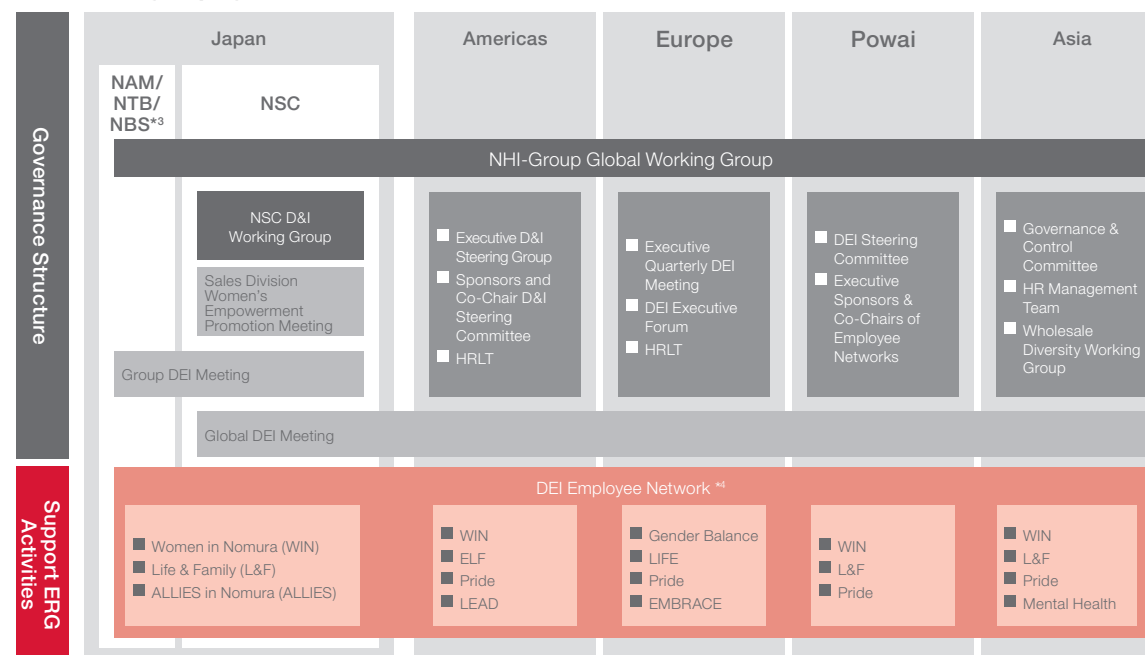
Human resources are the source of Nomura Group's sustainable growth. Individuals of more than 90 nationalities are currently employed in Nomura Group. This diverse group of people represents our greatest asset. Nomura Group provides equal opportunities, builds a healthy work environment and, under the Nomura Group Code of Conduct, forbids discrimination based on nationality, ethnic origin, gender, gender identity, gender preference, beliefs, social standing, disability or any other attribute, so that each and every employee can be active and successful in utilizing her or his capabilities and personal strengths.

The Diversity, Equity & Inclusion Working Group was established under the Sustainability

Committee^{*1}. This working group comprises Executive Officers and other members, and discusses Group-wide strategies to promote diversity, equity & inclusion. At each global site, we have established an organization with local senior management as members, and have assigned DEI staff to promote activities in accordance with local conditions.

In addition, voluntary employee networks are promoting to local issues such as women's careers, work-life management, multiculturalism, people with disabilities, LGBTQ +^{*2}, race, ethnicity, and mental health. Through both these top-down and bottom-up approaches, we provide our diversity, equity and inclusion activities.

NHI Diversity, Equity & Inclusion Promotion Structure



^{*1} Please refer to the Sustainability Promotion Structure Chart on P52

^{*2} LGBTQ+ is an acronym for lesbian, gay, bisexual, transgender, queer or questioning, while "+" represents other sexual minorities.

^{*3} Nomura Asset Management, The Nomura Trust and Banking, Nomura Business Services

^{*4} L&F, ELF, and LIFE work on the themes of work-life management and well-being, Pride on LGBTQ+ awareness, LEAD, and EMBRACE on creating a comfortable workplace for diverse races and ethnic groups, and ALLIES on the themes of increasing allies for multi-culture, people with disabilities, and LGBTQ+.

Promotion of women's participation and advancement

Nomura Group aims to create an environment in which women can play active roles. Nomura Securities has four principles for realizing the Action Plan for the Promotion of Women's Participation and Advancement: (1) Improve engagement of female employees; (2) Support female employees in developing their leadership skills; (3) Enhance managers' diversity management skills; and (4) Create an environment that encourages flexible ways of working. Under these principles we are taking strategic measures, including securing a human resource pool and hiring

experienced professionals, with an eye on candidates for executive and managerial positions.

In addition, we provide training for all employees on the significance of promoting the women's participation and advancement, and understanding employees with diversity. And also we provide DEI related trainings for managers to familiarize them with the company's DEI policies, to understand the significance and effects of promoting women's success, the unconscious bias and the diversity management skills.

Figure 1 Diversity Promotion of women's participation and advancement (Training/Events)

Position	Female employees	All employees
Senior managerial positions	Leadership program (+Coaching)	Training for new branch managers/ department heads
Managerial positions	Mentoring	Sustainability training
General employees	Leadership training	Introductory training for mid-career hires
	External training	Training for new managers
	Leadership training	Manager training
	External networks	Introductory training for new graduates
	Trainee system	

Figure 2 Diversity Nomura Securities' ratio of female Senior Managing Directors and managers

Position	2016	2022	Aim
Directors ^{*5}	9%	25%	—
Senior Managing Directors (SMDs)	1	5	—
Equivalent to general manager		5.9%	10% (by 2025)
Managers	8%	13.9%	20% (by 2025)

^{*5} Data from Nomura Holdings, Inc.

Balancing childcare, family care and work

Nomura Securities strives to enhance flexible working styles and systems for childbirth, childcare and family care so that employees can continue working with peace of mind over the long term. Maternity leave, childcare leave, Special Leave during and after Spouses' or Partners' Childbirth, childcare time, child Sick leave, subsidies for daycare expenses, etc., paid leave taken on a halfday or hourly basis, family care paid leave, family care leave (unpaid) and other options are all at levels

exceeding those stipulated by law, and we have also introduced fertility treatment leave. In addition, in order to encourage men to take childcare leave and to prevent people from leaving their jobs due to life events, we have made efforts to enhance and promote the use of various systems, such as a system to change the working location of area-limited general staff and a system to allow employees to take leave when their spouse is transferred overseas.

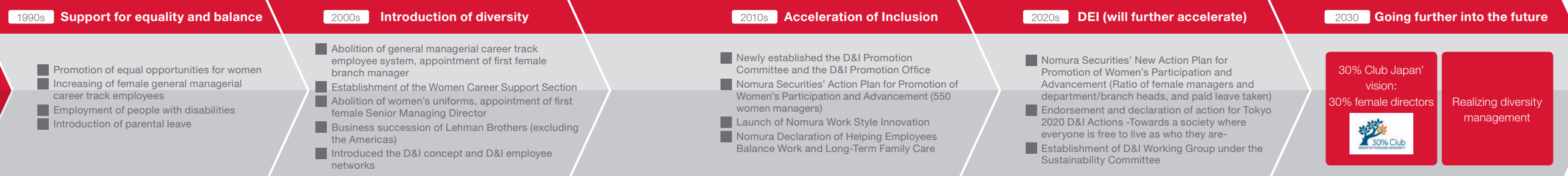
LGBTQ+

In 2019, the company became the first Japanese financial and securities company to officially sign the United Nations Global Code of Conduct to Eliminate Discrimination Against LGBTI^{*2} People. Nomura Holdings America also earned full marks on the Human Rights Campaign's LGBTQ + Corporate Equality Index for the third consecutive year. In Japan, we have received the Gold Award in the PRIDE Index that evaluates

LGBTQ + initiatives in the workplace for six consecutive years since 2016. In 2021, we also received the Rainbow Award, which recognizes companies that implement collaborative initiatives across sectors (collective impact). In addition, Nomura changed the logo on its official SNS account to rainbow during the Pride month in June in order to express support as an ally company.



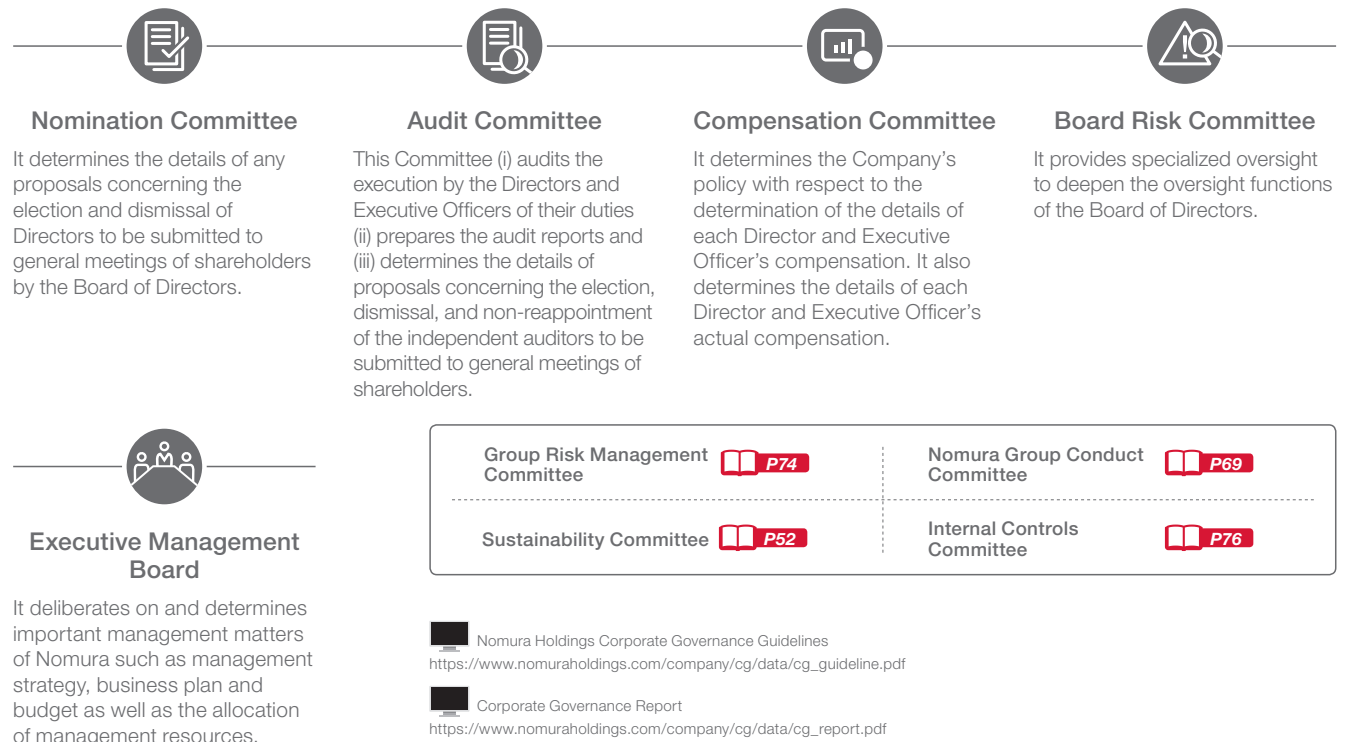
Nomura's Progress and Roadmap



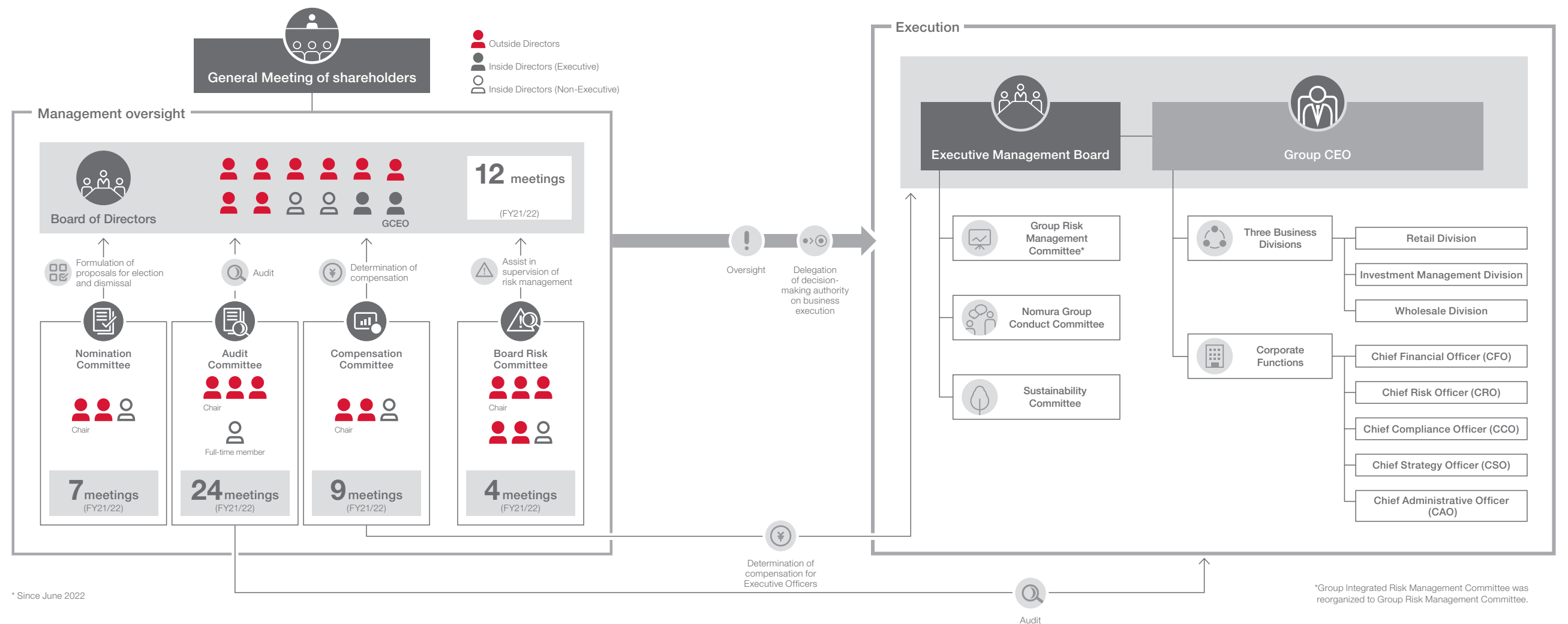
Corporate Governance

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, beginning with shareholders and clients, strengthening corporate governance is one of the most important issues. As a company with Three Board Committees, we have separated management oversight from business execution. This separation of duties strengthens the oversight functions of the Board of Directors and delegation of authority regarding business execution to the Executive Officers with the aim to accelerate the Group's decision-making process.

In 2010, Outside Directors from abroad joined the Board of Directors, which is now comprised of a majority of 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 have an Outside Director as the Chairman to further enhance our corporate governance structure. In addition, the Succession Plan is discussed in the Nomination Committee, concerning the Group CEO qualifications based on factors such as the business environment and candidate proposal to further develop our governance structure. 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.

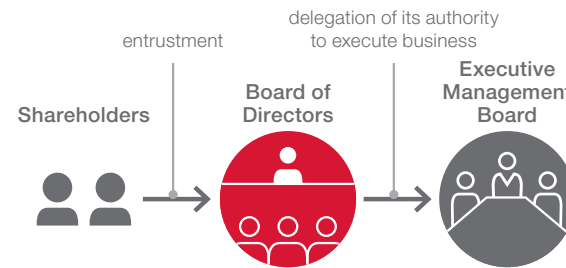


Overview of our Corporate Governance Structure*



Roles of the Board of Directors

As a company with Three Board Committees, we aim to accelerate the Group's decision-making process by separation of management oversight from business execution and delegation of authority regarding business execution to the Executive Officers. In addition, we have worked to ensure management transparency by diversifying the attributes of Directors and supervising from a multilateral and medium- to long-term perspective.

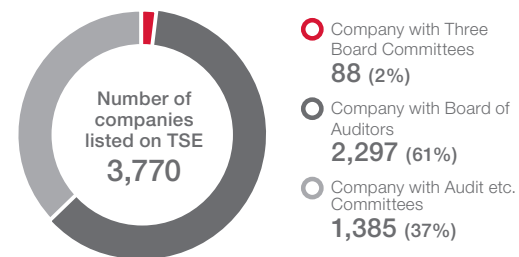


Upon entrustment from the shareholders, determine the "Fundamental Management Policy" to seek sustainable corporate growth and maximization of corporate value over the mid- to long-term, and appoint Executive Officers who will manage the company in accordance with the policy.

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

Ensure 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.

Form of Corporate Governance of Japanese companies



Source: Nomura, Japan Exchange Group* Corporate Governance Information Search*(As of July 8, 2022)

Adopted a Company with Committees, etc. structure (now known as a Company with Three Board Committees)	2003		
Regularly held Outside Directors Meetings	2015		
	2001	2010	2022
Ratio of Outside Directors	17%	58%	67%
Ratio of non-Japanese Directors	—	17%	33%
Ratio of Female Directors	—	8%	25%

Role of the Board Risk Committee in the enhancement of Risk Management

Following an incident in the US in March 2021 that resulted in a significant loss, we considered a broad range of measures to further strengthen its risk management. We established a Board Risk Committee ("BRC") to provide specialized oversight to deepen the oversight functions of the Board of Directors. It will provide an independent perspective with the aim to strengthen oversight and develop more sophisticated, in-depth risk management as part of

efforts to carry out rigorous controls and business oversight. To ensure a high degree of independence, the BRC is chaired by an outside director and comprises six members, including five outside directors and an internal non-executive director.

*An interview with Director Ms. Unger, Chairperson of the BRC, can be found on P35-36
*An overview of the risk management organization is also included on P74

Role of the BRC	Composition of the BRC	
<ul style="list-style-type: none"> Consent to the Risk Appetite Statement Consent to the main design of the risk management framework Analysis of risk environment/verification results and future projections Supervision of overall execution of risk management and medium- to long-term risk strategies 	Laura Simone Unger	Outside Director Chairperson
	Noriaki Shimazaki	Outside Director
	Victor Chu	Outside Director
	J.Christopher Giancarlo	Outside Director
	Patricia Mosser	Outside Director
	Shoji Ogawa	Outside Director Non-Executive Director

Main items discussed by the Board of Directors (FY2021/22)

	Dialogue with Shareholders	Report and discussion on points of appeal and responses of institutional investors in Shareholder Relation
	Business execution report	Report on future challenges and strategies of the three divisions: Retail, WS, IM (newly established)
	Update on US incident	Report on the background and the cause of the case in regard to a loss arising from transactions with a US client.
1Q	Investor day and medium- to long-term business strategy	Report and discussion on our priorities, management vision, and business strategy
	Risk management report	Report and discussion on the progress of action plans to strengthen risk management in light of U.S. Prime Brokerage Event
	Enhancement of Disclosure	Report and discussion on considerations for enhancing statutory disclosure documents based on revisions of laws and regulations in Japan and overseas
	Initiatives of Digital	Report and discussions on our concept of digital utilization, overview of digital assets, and specific examples of initiatives, including Komainu which is engaged in asset management services for digital assets
	Business execution report	Report and discussions on the status of three divisions, current earnings and KPIs etc.
2Q	Sustainability report	Report and discussions on the Nomura Group's sustainability initiatives and promotion structure
	Investment Securities Committee report	Current status of strategic shareholdings and future measures
	Enhancement of Risk Management	Report and discussion on the progress of remediation plans in light of U.S. Prime Brokerage Event
	Voting results of major institutional shareholders	Report and discussion on the status of the exercise of voting rights at AGM and the reasons for voting against or abstaining
	Business execution report	Report and discussion on future issues/strategies based on the midterm review of three divisions, and on WS optimization in Europe
	Cyber security	Explanation and discussion of the results of the external vendor's assessment of our cyber security system, and cyber security initiatives
3Q	Commitment to the Corporate Governance Code	Revision of CG Guidelines based on the revised CG Code. Report and discussion on Sustainability Statement, which set forth specific policies for sustainability
	Audit activity findings report	Report and discussion on reply from executive side in relation to proposals from Audit Committee to executive side
	Enhancement of Risk Management	Report and discussion on the progress of remediation plans and the update of the new Committees: Board Risk Committee, the Steering Committee for Enhancement of Risk Management
	Important litigation	Report and discussion on the status of important litigation and negotiations
	Business execution report	Report and discussions on three divisions, current initiatives for medium- to long-term strategies, and the situation in Ukraine
4Q	Initiatives for 100th Anniversary	Report and discussion on the 100th anniversary project structure and initiatives for this fiscal year
	Revision of Code of Conduct	Revision of the Code of Conduct, including the addition of a new section "Managing risks appropriately" with the aim of enhancing risk culture
	Enhancement of Risk Management	Report and discussion on the progress of various measures, key factors, structure to enhance risk management

Evaluation of the effectiveness of the Board of Directors

Our Board of Directors has defined a rule to evaluate its overall effectiveness every year and to disclose its results. The Board of Directors confirmed that its effectiveness is sufficiently secured this year.

Efforts in FY2021/22	Evaluation Results in FY2021/22	Efforts since FY2022/23
<ul style="list-style-type: none"> Discussed not only regular agendas but also strategic agendas including medium- to long-term management strategies, enhancement of risk management, sustainability, and cybersecurity As part of the enhancement of risk management, the Board Risk Committee was established as a specialized supervisory body to supervise the Group's risks. Five of the six members are outside directors, and a foreign outside director is also selected as the chair, so that the committee is highly independent. Reported and discussed on progress in enhancing risk management, revision of Risk Appetite Statement, the situation in Ukraine, etc 	<ul style="list-style-type: none"> In general, the evaluation was high. In particular, the report on deepening discussions on management strategy and dialogue with stakeholders was highly evaluated. In addition, the composition of the Board of Directors, including the appointment of new outside directors, was highly evaluated as being balanced with further improvement in diversity, including the ratio of foreign outside directors. On the other hand, there were many comments calling for more time for discussion agendas related to medium- to long-term management strategies and management goals. 	<ul style="list-style-type: none"> In response to the increasing proportion of our international business portfolio, we decided to appoint a foreign outside director as a new member of the Audit Committee. Continue to supervise our efforts to enhance risk management Focus on more strategic agendas, including medium- to long-term management strategies, management goals, sustainability, digital and IT governance, and conduct appropriate monitoring

Compensation Policy and Compensation Scheme

We have developed the Compensation Policy of Nomura Group and the Compensation Policy for Directors and Executive Officers, to enable us to achieve sustainable growth, realize a long-term increase in shareholder value, deliver added value to our clients, compete in the global market and enhance our reputation. Compensation for Directors and Executive Officers is determined by the Compensation

Compensation Policy

Compensation Governance

- As a company with three Board Committees structure, pursuant to Japanese corporate law, an independent statutory Compensation Committee has been established.
- The Committee considers and determines the details of individual compensation for Directors and Executive Officers.
- With respect to the relevant policies and total compensation funding for Nomura Group officers and employees other than NHI's Directors and Executive Officers, certain decisions regarding employment and remuneration matters are delegated to the "Human Resources Committee ("HRC")" by Executive Management Board of NHI.

Compensation Policies and Practices

- Nomura Group recognizes that its employees are key in contributing to society in line with our mission of "We help to enrich society through our expertise in capital markets."
- Compensation for Nomura Group employees is designed to support achieving below 1) – 3) key elements. In addition, in order to ensure that Nomura attracts, retains, motivates and develops talent, the level and structure of remuneration takes into account the roles and responsibilities of individuals as well as the market pay levels, relevant laws and regulations in Japan and overseas. In Addition, ESG is mentioned in "1) Sustainable corporate growth and increasing enterprise value over the medium- to long-term."

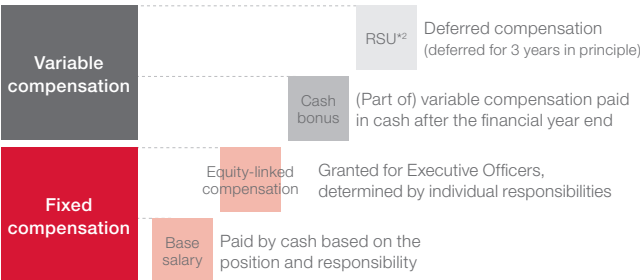
- 1 Sustainable corporate growth and increasing enterprise value over the medium- to long-term
- 2 Sound and effective risk management
- 3 Alignment of interests with shareholders

Committee each fiscal year based on those policies with discussion for its individual appropriateness. In addition, we have established compensation policy for Nomura Group officers and employees, including senior managing directors of NHI and directors of subsidiaries of NHI but excluding directors and executive officers and clarified compensation for officers and employees and specific management guidelines.

Scheme of compensation for Directors and Executive Officers

- A portion of variable remuneration is paid as deferred remuneration to directors who receive a certain level of remuneration and bonuses. The higher the compensation and bonus, the lower the ratio of cash bonuses.
- Main way to provide RSU as deferred compensation is to link economic value of compensation to share price and have executive officers share the common target of raising corporate value over the medium- to long-term.
- Any voluntary resignation, material modification of the financial statements, material breach of Nomura's internal policies and regulations etc. are subject to forfeiture, reduction or clawback (Conclusion of individual contracts including "clawback clause")

Total compensation*1



*1. This figure does not indicate the percentage of each remuneration, but shows the breakdown of remuneration.
*2. Restricted Stock Unit, Right to choose either RSU and phantom stock is given to certain individuals.

Medium-term incentives

Compensation of Directors and Executive Officers is composed of base salary, annual bonus and long-term incentive plans. By providing deferred compensation as equity-linked compensation, the economic value of the compensation is linked to the stock price of Nomura and a certain vesting period is set. It enables us to expect multiple effects such as alignment of interests with shareholders and medium-term incentives* and

* In line with the introduction of RSU, among the equity-linked compensation, as the principal vehicle for Deferred Compensation, in principle, Nomura's common stock will be paid instead of cash over the three year deferral period from the fiscal year following the fiscal year in which the deferred compensation was granted. Since the number of shares to be paid is determined based on the Nomura's share price at the time of grant, the increase in Nomura's share price will increase the economic value of Deferred Compensation at the time of vest. Since the increase in share prices reflects the increase in corporate value, alignment of interest with that of shareholders, in addition to medium-term incentive effects for the Directors and Executive Officers, will be achieved.

Compensation paid to Directors and Executive Officers (Mar.2022)

Position	Directors (Outside Directors)	Executive Officers	Total
Number of People*1	13 (10)	7	20
Base Salary*2,3 (millions of yen)	323 (166)	430	753
Performance-linked compensation*4 (millions of yen)	70 (—)	301	371
Non-monetary compensation (Deferred Compensation)*5 (millions of yen)	63 (—)	258	321
Total (millions of yen)	456 (166)	989	1,445

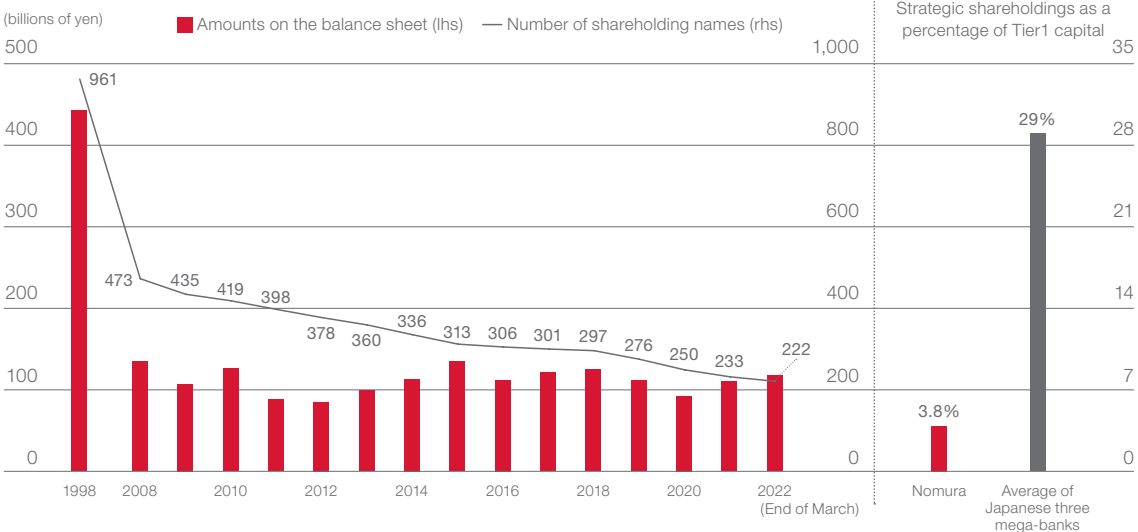
*1 The number of people includes 3 Directors and 1 Executive Officer who retired in June 2021. There were 10 Directors and 6 Executive Officers as of March 31, 2022. Compensation to Directors who were concurrently serving as Executive Officers is included in that of Executive Officers.
*2 Base Salary of ¥753 million includes other compensation (commuter pass allowance) of ¥60 thousand.
*3 In addition to base salary of Executive Officers, ¥16 million of corporate housing costs, such as housing allowance and related tax adjustments, were provided.
*4 Out of the annual bonus, amounts to be paid in cash after the Fiscal Year close are shown.
*5 Deferred compensation (such as RSU and stock options) granted during and prior to the fiscal year ended March 31, 2021 is recognized as expense in the financial statements for the fiscal year ended March 31, 2021.
*6 Subsidiaries of the Company paid ¥56 million to Outside Directors as compensation, etc. for their directorship at those subsidiaries for the fiscal year ended March 31, 2021.

Basic policy for 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 end of March 2022,

our Company held 222 companies' stocks, total assets recorded on the balance sheet is ¥117.5 billion (total market value of holdings) and represented only 3.8% of our Tier1 capital.

Strategic shareholdings

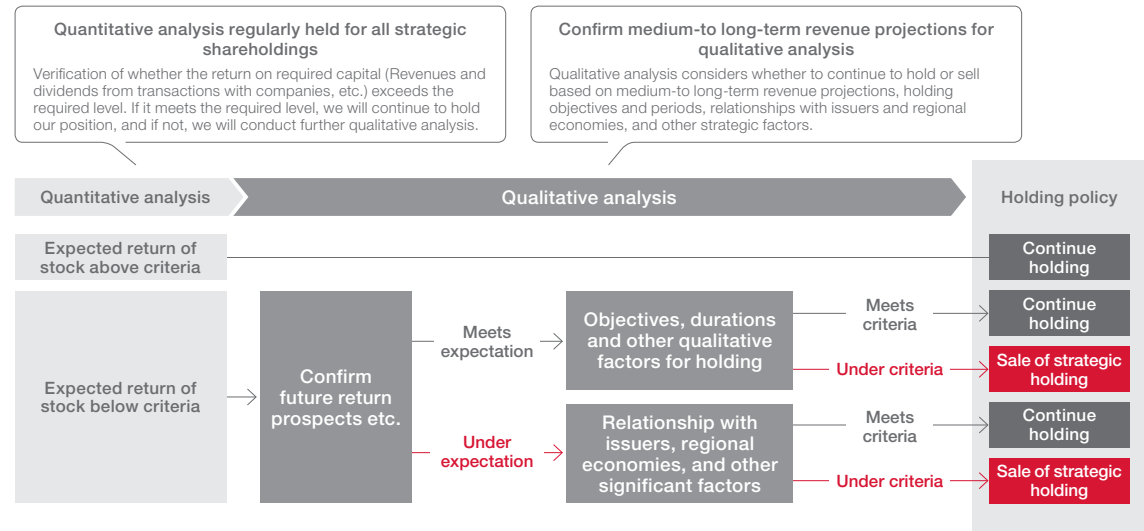


We have ongoing discussions concerning the value of strategic shareholdings (see below chart). Regarding strategic shareholdings, we balance the risks and costs involved in holding such shares with potential benefits into business strategy, such as additional opportunities to increase the revenues of our businesses through expansion of transactions, or business alliances with partners whose shares are held, and Nomura 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. 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.

To date, we have sold approximately 40% of the strategic shareholding names in the 10 years since 2012. Going forward, we will continue to sell such shares by setting a new target of reducing the names of shareholdings held (including unlisted names) by 25% in the 5 years from April1, 2022 to March 31, 2027.

Process for Reviewing the value of strategic shareholdings



Directors of Nomura Holdings

★ Chairman of the Committee ■ Member of the Committee

	Involved Committee				Experience						
	Nomination Committee	Compensation Committee	Audit Committee	Board Risk Committee	Corporate management	International business	Financial industry	Accounting/Financial	Legal	Internal control*	Digital (IT)
Outside Director											
Kazuhiko Ishimura	★	★			■	■					■
Takahisa Takahara	■	■			■	■					■
Noriaki Shimazaki			★	■	■	■		■		■	■
Mari Sono			■					■	■	■	
Internal Director											
Laura Simone Unger				★		■	■		■	■	
Victor Chu			■	■	■	■	■		■	■	■
J.Christopher Giancarlo			■			■	■		■	■	■
Patricia Mosser			■			■	■		■	■	
Koji Nagai	■	■			■	■	■				■
Kentaro Okuda					■	■	■				■
Tomoyuki Teraguchi					■	■	■			■	■
Shoji Ogawa			■	■		■	■			■	

* including Risk management

Kazuhiko Ishimura

Chairman of the Nomination Committee
Chairman of the Compensation Committee

Mr. Ishimura has extensive experience with respect to corporate management, and including the holding in the past of positions such as Representative Director and President and CEO, and Chairman of the Board of AGC, such achievements and related insights have been evaluated highly both within and outside of the Company.

Takahisa Takahara

Member of the Nomination Committee
Member of the Compensation Committee

Mr. Takahara has extensive experience with respect to corporate management, and currently holds the position as Representative Director, President & CEO of Unicharm Corporation, such achievements and related insights have been evaluated highly both within and outside of the Company.

Noriaki Shimazaki

Chairman of the Audit Committee
Member of the Board Risk Committee

Mr. Shimazaki has extensive experience with respect to corporate management and a high degree of expertise with regard to international accounting systems corresponding to a Sarbanes-Oxley Act of 2002 financial expert. Including the holding in the past of positions such as Representative Director and Executive Vice President of Sumitomo Corporation, Member of the Business Accounting Council of the Financial Services Agency, Trustee of IASC Foundation and Director of the Financial Accounting Standards Foundation, such achievements and related insights have been evaluated highly both within and outside of the Company.

Mari Sono

Member of the Audit Committee

Ms. Sono has a high degree of expertise with respect to corporate accounting based on many years of experience as a Certified Public Accountant and has held positions such as External Comprehensive Auditor, Tokyo, and Member of "Business Accounting Council," Ministry of Finance. Further, after retiring from the Audit Firm, she served as Commissioner of the Securities and Exchange Surveillance Commission, and such achievements and related insights have been evaluated highly both within and outside of the Company.

Laura Simone Unger

Chairperson of the Board Risk Committee

Ms. Unger is well-versed in finance-related legal systems/regulations, and including the holding in the past of positions such as a Commissioner and Acting Chairperson of the SEC, etc., such achievements and related insights have been evaluated highly both within and outside of the Company.

Victor Chu

Member of the Audit Committee
Member of the Board Risk Committee

Mr. Chu has extensive experience with respect to corporate management and the finance industry, and a high degree of expertise with regard to legal, regulatory and corporate governance. He established First Eastern Investment Group, an international investment company, and has served as its Chairman and CEO for many years. His past positions included key positions in Hong Kong financial circles such as the Hong Kong Stock Exchange and Securities and Futures Commission, Hong Kong. Such achievements and related insights have been evaluated highly both within and outside of the Company.

J.Christopher Giancarlo

Member of the Board Risk Committee

Mr. Giancarlo is well-versed in finance-related legal systems/regulations and advanced technologies such as blockchain, and including the holding in the past of positions such as Executive Vice President of GFI Group Inc., a U.S. securities brokerage company, and Chairman of the U.S. Commodity Futures Trading Commission, such achievements and related insights have been evaluated highly both within and outside of the Company.

Patricia Mosser

Member of the Board Risk Committee

Ms. Mosser has many years of experience as an economist and central banker. In addition to her current position of Senior Research Scholar and Director of Central Banking at Columbia's School of International and Public Affairs, she has held past positions such as Deputy Director of the Office of Financial Research at U.S. Treasury Department and Senior Vice President of the FRBNY. Such achievements and related insights have been evaluated highly both within and outside of the Company.

Koji Nagai

Chairman of the Board of Director
Member of the Nomination Committee
Member of the Compensation Committee

Mr. Nagai has held positions including Director, Representative Executive Officer & Group Managing CEO of the Company and Director and President of Nomura Securities Co., Ltd., and has served as Director and Chairman of the Company since April 2020. The Company expects that, by having Mr. Nagai, who is well-versed in the business of the Nomura Group, chair meetings of the Board of Directors as Chairman of the Board of Directors, he will contribute to enhancing the quality of discussions at meetings of the Board of Directors and operate meetings of the Board of Directors effectively and efficiently.

Kentaro Okuda

Representative Executive Officer and President

Mr. Okuda has held positions including 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 & Group CEO of the Company. The majority of the Board of Directors of the Company, including Outside Directors, is made up of non-executive directors. The Company expects that, by having a top executive concurrently serve as a director, the Board of Directors will be able to easily understand the business execution status and the status of the Company, and exercise the management oversight function more effectively.

Tomoyuki Teraguchi

Representative Executive Officer and Deputy President

Mr. Teraguchi has held positions including Internal Control Supervisory Manager of Nomura Securities Co., Ltd., and currently serves as Representative Executive Officer, Deputy President, Chief of Staff and Chief Compliance Officer (CCO) of the Company. The majority of the Board of Directors of the Company, including Outside Directors, is made up of non-executive directors. The Company expects that, by having a top executive concurrently serve as a director, the Board of Directors will be able to easily understand the business execution status and the status of the Company, and exercise the management oversight function more effectively.

Shoji Ogawa

Member of the Audit Committee
Member of the Board Risk Committee

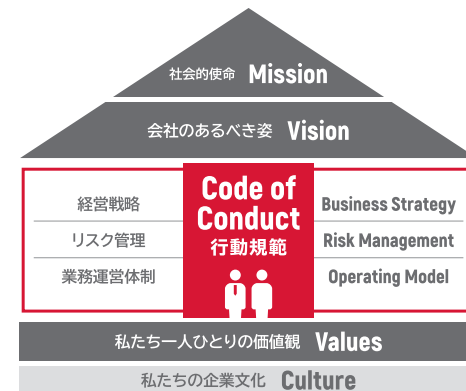
Mr. Ogawa has held positions including Head of Office of Audit Committee, Head of Office of Non-Executive Directors and Audit Committee and Senior Managing Director and Group Internal Audit of the Company, he has extensive experience and knowledge in the governance, internal control and internal audit field of the Nomura Group. The Company expects that, by adding Mr. Ogawa, who is well-versed in the business of the Nomura Group, to the Audit Committee, the effectiveness of audits by the Audit Committee will be enhanced.

Code of Conduct

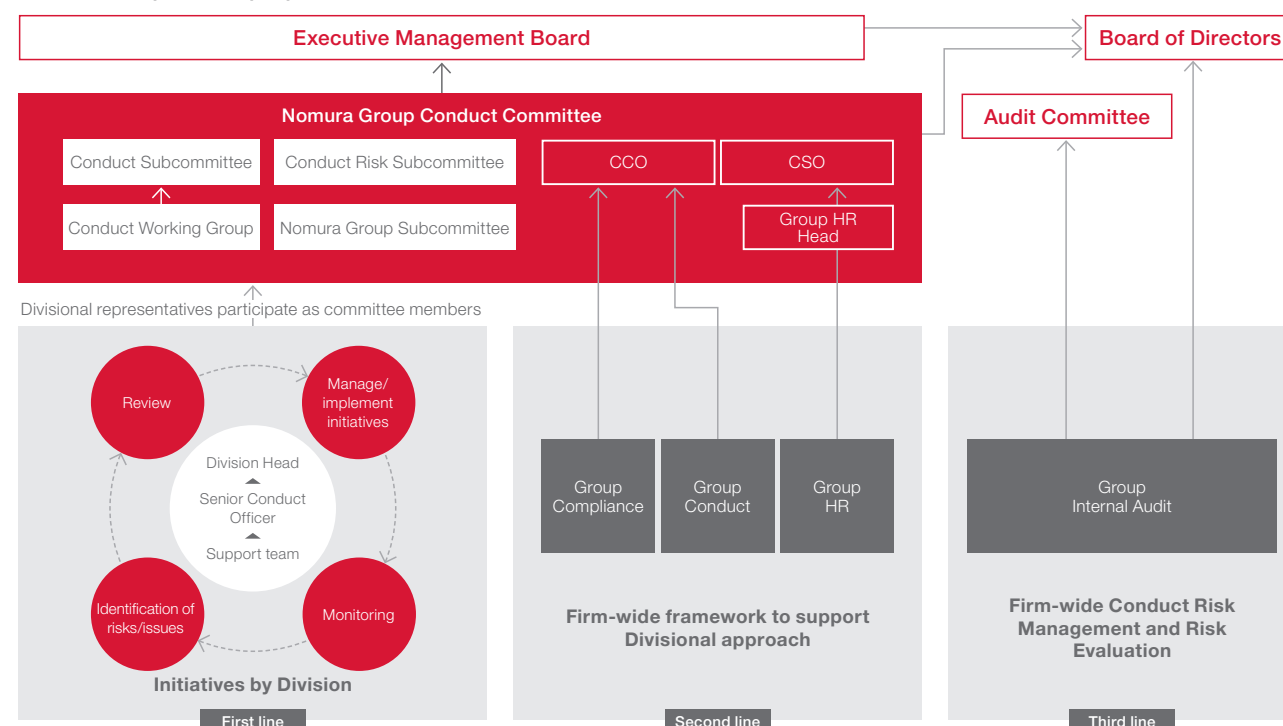
The Nomura Group Code of Conduct is a guide for all in Nomura to translate into actions the core values of entrepreneurial leadership, teamwork and integrity clarified in Nomura Group's Corporate Philosophy. The Code represents the commitment by everyone at Nomura to adhere to the highest standards of ethics and integrity in their business activities with all clients and stakeholders.

Promoting proper conduct

The firm engages in business operations based on the "Conduct Program," a Group-wide framework that aims for everyone to understand and abide by the Code of Conduct and to reduce risks arising from inappropriate conduct. We have created committees at the executive level, subcommittees at the department and branch management level, and working groups at lower levels. Under the Group-wide framework, these bodies work to disseminate ideas and encourage desirable conduct, as well as manage risks by limiting inappropriate conduct through regulations and monitoring. In each division, under the supervision of the division head, a Senior Conduct Officer and his/her support team play a central role in drafting an annual plan and implementing specific activities laid out in the plan. A management PDCA cycle is then utilized to ensure effectiveness. This includes identifying conduct that could adversely impact clients and/or the market, formulating preventive measures, monitoring, identifying problems, and planning subsequent actions. Employees' contributions to these efforts are reflected in their performance reviews, thereby providing additional motivation for them to be proactively involved.



Structure to promote proper conduct



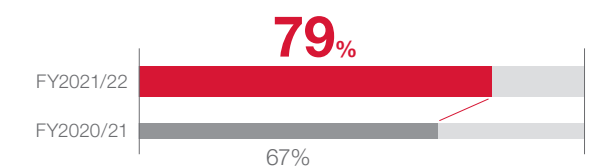
Code of Conduct 2022

The Nomura Group Code of Conduct is regularly revised in order to respond to the changing society by collecting opinions from each division. In the Nomura Group Code of Conduct 2022 published in March 2022, we added the concept of "Managing risks appropriately" to instill a robust risk culture. The following three points are listed in this section.

- 1 Deepen our knowledge and understanding on risks, properly recognize and evaluate them, and actively engage in risk management.
- 2 Assume appropriate risks to pursue the improvement of Nomura Group's corporate value and provide the highest quality of services to our clients.
- 3 Each employee is accountable and will work together to prepare for all possible contingencies.

Nomura Group employee survey

Ratio of employees who answered "I have considered and discussed the Nomura 5 YES in the Nomura Group Code of Conduct."



Initiatives to promote dissemination of the Code of Conduct

We are implementing various 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.

Raising awareness

- Training for new hires, trainings by title and by themes
- Promotion of Nomura 5 YES and Code of Conduct apps on corporate mobile devices
- Intranet site to promote good conduct
- Entries and listing of outstanding conduct slogans (Generally provided in Japanese and English)

Motivate our employees

- Include in performance reviews
- Commend good conduct
- Implementation of divisional activities and reports

Whistleblowing system - Compliance Hotline -

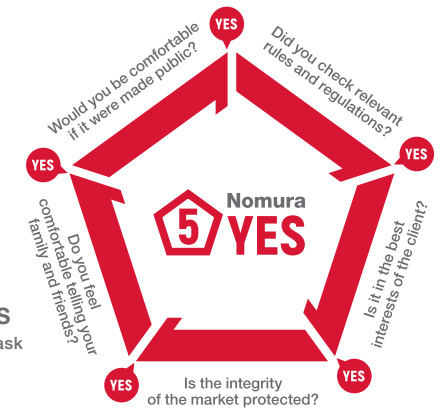
Nomura Group companies have established whistleblowing systems (Compliance Hotline) that provides all executives and employees (including temporary employees) with the means to directly report any suspected violations of laws and regulations, breaches of the Nomura Group Code of Conduct, or suspicious accounting or auditing activities. We are also working to raise awareness and promote the use of the hotline through internal distribution of documented information and the intranet, and to create a psychologically safe environment in which anyone can speak up if they feel something is wrong.

The Hotlines can be contacted anonymously, and the information provided will be 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 to ensure the maintenance and effectiveness of the legal compliance system for the entire Group. In FY2021/22, 101 internal reports were raised globally, including 80 reports to the Nomura Group Compliance Hotline which covers executives and employees in Japan.

Whistleblowing System
<https://www.nomuraholdings.com/company/compliance/index.html#hotline>



Nomura 5 YES
Five questions to ask when in doubt



Intranet site to promote good conduct

Compliance

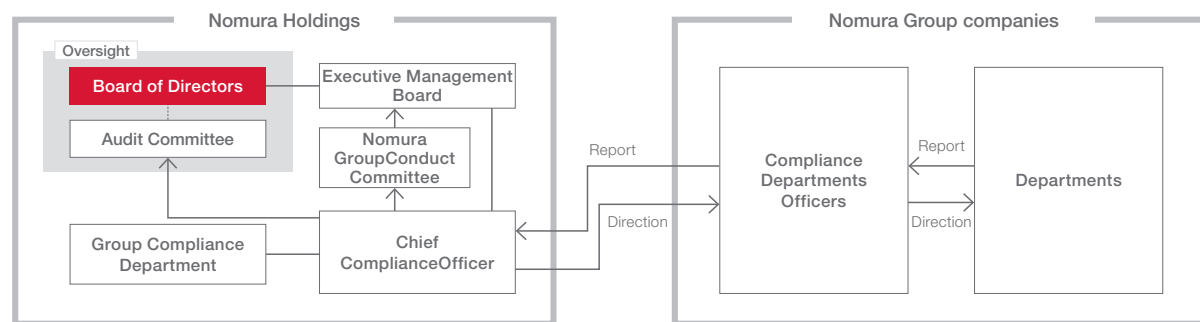
Recognizing compliance and conduct risk management to be critical to overall management, Nomura Group has established the “Conduct Program,” a fundamental document that contains the frameworks and initiatives targeting compliance and appropriate conduct. This document is a key part of the Group’s framework for achieving a high level of compliance and conduct risk management that transcends legal compliance.

Compliance framework

All Group companies and departments establish thorough compliance, and establish adequate control frameworks to ensure that their members do not engage in activities suspected of being in violation of laws or regulations. In the event that such issues arise, they are reported to members of senior management and handled appropriately.

A Chief Compliance Officer has been appointed to oversee compliance for Nomura Group as a whole. In addition, all Group companies and overseas regions have a Compliance Officer.

The Chief Compliance Officer, through instructions to the Group Compliance Department, works with the Compliance Officers of each Group company and overseas region to strengthen internal controls in response to global business development, and to develop and maintain the respective compliance structures of each Group company, including overseas offices.



Compliance and conduct training

Nomura Group provides comprehensive compliance and conduct training for all executive officers and employees on topics. We are working to raise the level of legal and regulatory

knowledge among executives and employees, raise compliance awareness, and foster a corporate culture of pursuing appropriate business practices.


Segregation of customer assets and information security

In accordance with applicable laws and regulations, including the Financial Instruments and Exchange Act and the Personal Information

Protection Act, Nomura Group works to properly protect customers’ assets and information. For more information, visit our website


Proper segregation of customer assets

Based on the Financial Instruments and Exchange Act, Nomura Securities has established an appropriate segregated management system to ensure that customers’ assets are properly protected by clearly distinguishing between the securities and money of customers in custody and the assets held by Nomura Securities itself.

 Nomura’s Segregation Management
<https://www.nomura.co.jp/guide/system/bunbetsu/>
(Japanese only)

Effective protection of clients’ personal information and other information assets of the Group


The Nomura Group Information Security Policy provides the basic principles for appropriately protecting information assets. Each Group company has its own information security related regulations in accordance with this basic policy. We are also working to enhance the management of information provided to customers in accordance with the characteristics of each company’s business activities. In particular, customer related personal information is handled in line with rigorous standards set out in the Nomura Group Privacy Policy and other information security related rules, and is handled in full compliance with the Personal Information Protection Act and other related laws and regulations.

 Nomura Group Privacy Policy
<https://www.nomuraholdings.com/policy/privacy.html>

Global financial crime compliance framework

The Nomura Group Code of Conduct sets forth the basic policy of preventing money laundering and combating the financing of terrorism (AML/CFT) to ensure high level and effective AML/CFT framework.

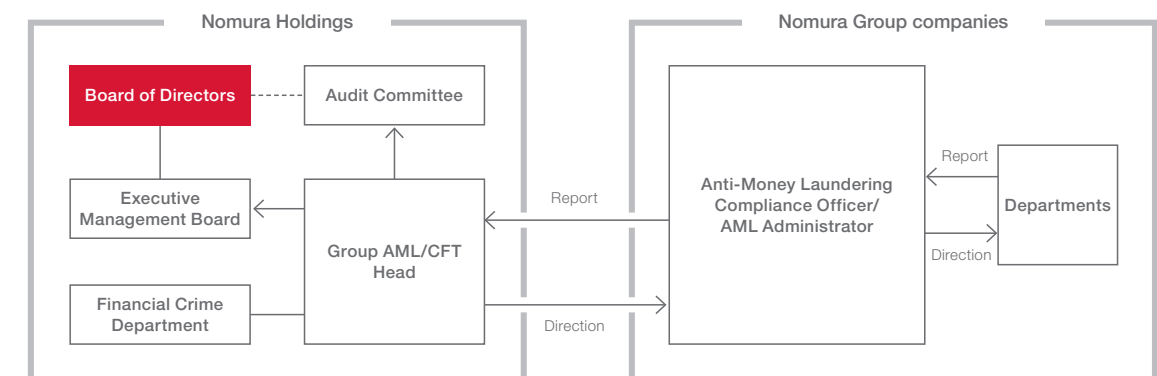
- 1 Concrete measures to prevent money laundering and combating the financing of terrorism
- 2 Elimination of transactions with anti-social forces
- 3 Prevention of bribery and corruption

 Global financial crime compliance framework
https://www.nomuraholdings.com/company/compliance/index.html#aml_cft

Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Management Framework

In addition to the basic policies set forth in the Nomura Group Code of Conduct, we have established the “Nomura Group Anti-Money Laundering and Combating the Financing of Terrorism Policy,” a global policy on AML/CFT, that stipulates the common rules to be complied within each region and at each subsidiary. We have also established specific standards that apply across the entire

Group in areas of particular importance, such as management of client due diligence and economic sanctions. While maintaining regulatory compliance within each country, AML/CFT framework is being implemented consistently across Nomura Group in accordance with the international trends involving Recommendations provided by the Financial Action Task Force (FATF).



Group AML/CFT Head : Responsible for establishing and maintaining the effectiveness of Nomura Group’s AML/CFT framework.
Financial Crime Department : Assist the Group AML/CFT Head to maintain and establish an effective AML/CFT framework
Anti-Money Laundering Compliance Officer : Designated at each Nomura Group company and is responsible for the company’s AML/CFT framework
AML/CFT Officers : Appointed in each department / branch of Nomura Securities to plan and implement the AML/CFT framework

Prevention of bribery and corruption framework

In addition to the basic policies of the Nomura Group Code of Conduct, Nomura Group has established the Nomura Group Anti-Bribery and Anti-Corruption Policy as a global policy to establish standards to be observed in each region and at each subsidiary. It specifies the types of


activities that the Group as a whole should pay particular attention to, such as exchanging gifts and entertainment. While maintaining regulatory compliance within each country, the framework to prevent bribery and corruption is being implemented consistently across Nomura Group.

Ensuring fair financial business practices

Nomura Group strictly complies with applicable laws and regulations and has established a

management system to ensure market integrity. For details, visit our website.

- 1 Prevention of insider trading
Prohibition of accepting orders that may violate laws and regulations, prevention of insider trading by preparing insider registration cards, management of undisclosed corporate information and undisclosed material information that is not publicly known
- 2 Measures to prevent conflicts of interest
Establishment of a Group-wide Conflict of Interest Management System based on Nomura Group Conflicts of Interest Management Policy
- 3 Examining market manipulation and other unfair transactions
Measures such as interviews, warnings, and suspension of received orders based on the results of transaction surveillance. Establishment and maintenance of an appropriate trading management framework through verification of the effectiveness and soundness of the process through analysis of the results of periodic surveillance

 Ensuring fair financial business practices
<https://www.nomuraholdings.com/company/compliance/index.html#insider>

Risk Management

As a provider of sophisticated financial services, Nomura Group recognizes that enhancing risk management is the most important management issue in helping to solve social issues and achieving sustainable growth. We are promoting group-wide efforts to enhance risk management, including promoting an appropriate risk culture among all people working in Nomura Group.

Risk management policy

Nomura Group is working to enhance our people's knowledge and understanding of risks, as well as to properly recognize, evaluate and actively manage risks. We manage risks in accordance with the Code of Conduct, and in doing so we not only comply with rules and regulations, but also understand the reasons those rules and regulations were put in place, and manage risks based on high ethical standards. If risk management-related concerns or issues arise, we have a responsibility to proactively and promptly bring those concerns to managers and relevant departments, so as to ensure that the related risks are properly recognized and managed appropriately.

Fostering a sound risk culture is essential in order for risk management and a sense of responsibility to take root. In order to identify as many risks as possible that could lead to significant losses, we strive to understand the nature, impact, and probability of risks associated with our day-to-day operations and the products we handle. As a general rule, we strive to avoid risks that are difficult to identify and manage. In addition, recognizing the existence of unforeseen risks that cannot be identified at present, as financial professionals we work to increase our knowledge about risks and develop a corporate culture of correctly recognizing, assessing and managing risks.

The three lines of defense in risk management

Nomura Group has adopted the following layered structure on the grounds that all employees are accountable for proactively managing risk.



Departments involved in the first line of defense are responsible for complying with the risk management framework comprising the Risk Appetite Statement, company policies and procedures, as well as risk limits and other matters prescribed therein. In addition to complying with internal rules, they are responsible for appropriately managing risks in accordance with the Code of Conduct. Moreover, they develop systems to identify and manage risks by themselves by making appropriate use of the infrastructure, information, and analysis provided by the second line of defense.

Departments involved in the second line of defense develop a framework to appropriately manage risk and support the risk management activities of the first line of defense, monitor whether the business activities of the first line of defense are in line with the risk appetite, and report to the Board of Directors and management. In addition, they evaluate the risk management system developed by the first line from an independent position.

Departments of the third line of defense (Internal Audit) independently verify and evaluate the effectiveness of the first and second lines of defense respectively. The first line of defense manages risks appropriately in accordance with the Code of Conduct, the second line of defense supports the risk management activities and monitors the business activities of the first line of defense.

Risk Appetite Statement

To promote integrated risk management, Nomura Group defines risk appetite as the types and level of risk that Nomura Group is willing to assume in pursuit of its strategic objectives and business plans. The Risk Appetite Statement documents these types and levels of risk in writing.

The Risk Appetite Statement is approved by the Executive Management Board and receives the consent of the Board Risk Committee.

Compliance with the Risk Appetite Statement is

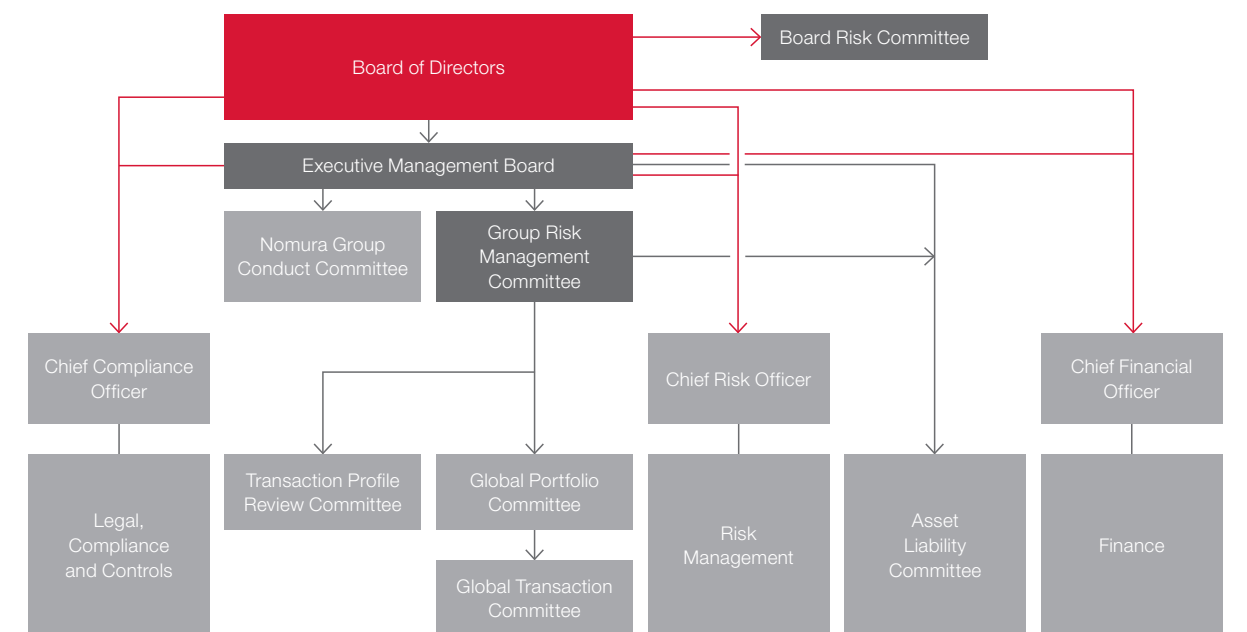
monitored. In FY2021/22, we specified our policy of conducting risk management in accordance with the Nomura Group Code of Conduct, and specifically defined the roles and responsibilities of each of the three lines of defense.

For details about Nomura Group's Risk Appetite Statement, please visit Nomura Holdings, Inc.'s website.

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

Risk management governance and oversight

Nomura has established an organizational structure to facilitate effective business operations and management of risks.



→ Delegation for deliberation and/or certain decision making → Appointment

Board Risk Committee In order to ensure independence from the execution side, the Board Risk Committee, chaired by an outside director, assists the Board of Directors in supervising Nomura Group's risk management and contributes to the sophistication of risk management. The Board Risk Committee provides consent for the Risk Appetite Statement and the key designs of the risk management framework, and oversees the outcomes of analysis and verification of the risk environment, the future forecasts of the risk environment, along with overseeing the status of execution of overall risk management and medium- to long-term risk strategies.

* Please also refer to Page 63 for the role of the Board Risk Committee in the enhancement of Risk Management.

Executive Management Board The Executive Management Board deliberates on and determines management strategies, the allocation of management resources, and important management matters for Nomura Group, and seeks to increase shareholder value by promoting the effective use of management resources and having a consensus regarding the execution of business. Key responsibilities of the Executive Management Board include approval of management resource allocation and limits, approval of business plans and budgets, and reporting to the Board of Directors.

Group Risk Management Committee Upon delegation from the Executive Management Board, the Group Risk Management Committee deliberates on and determines important matters concerning Nomura Group's enterprise risk management to contribute to the sound and smooth operation of businesses. As the decision-making body for risk management on the execution side, the Group Risk Management Committee develops a framework for integrated risk management consistent with the risk appetite, and conducts necessary deliberations on strengthening risk management systems based on reports from business divisions.

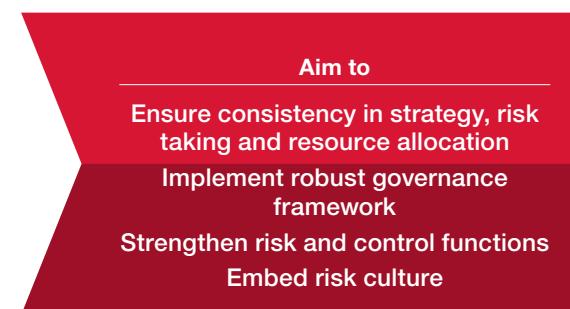
Risk management enhancement

Nomura Group recognizes that enhancing risk management is one of the most important management issues for achieving sustainable growth. To date, on the supervision side we have established the Board Risk Committee mainly comprising outside directors, while on the execution side we have established the Group Risk Management Committee. In addition, we have established the Steering Committee for Enhancement of Risk Management to enable

members of senior management to promote initiatives aimed at enhancing risk management. We are also taking concrete steps to strengthen and expand our three lines of defense. (See figure below)

In addition, on top of instilling a Group-wide risk culture, we are closely examining governance, management systems, and business processes, and advancing initiatives that will lead to specific improvements.

- ▶ Established Board Risk Committee comprised mostly of outside directors
- ▶ Established Group Risk Management Committee on execution side
- ▶ Established Steering Committee for Enhancement of Risk Management
- ▶ Strengthen and enhance business operating structure
- ▶ Detailed review of risk culture, governance, management structure, business processes, etc.



Strengthen and expand the systems for the first line, the second line, and the third line

Strengthening three lines of defense

Implement structure for cross-divisional, cross-regional collaboration to speed up decision making and identify potential risks early

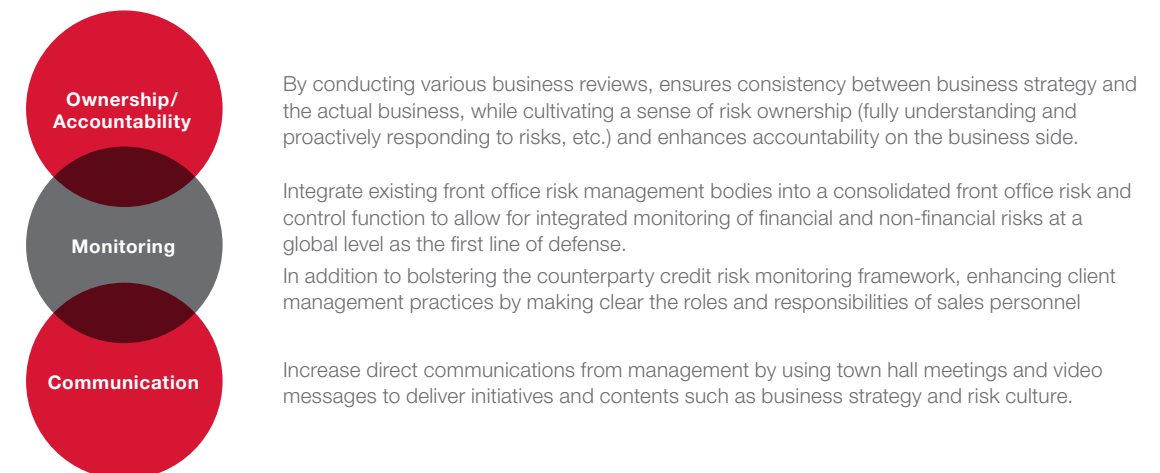


Hired global head to oversee risk control in the front office
Hired global head to oversee management of client activity and internal collaboration

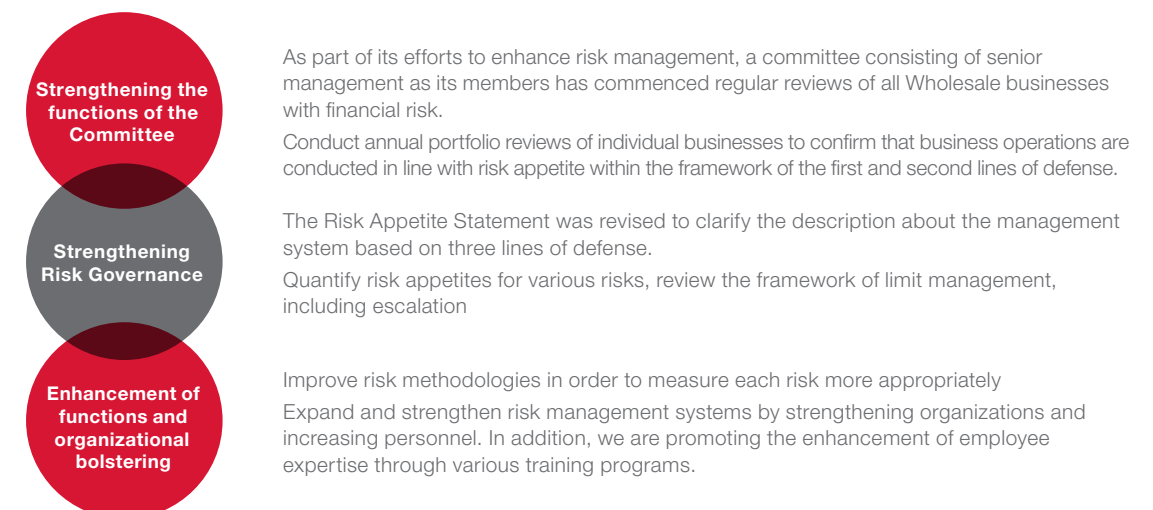
Appointed new Senior Managing Director in Tokyo headquarters in charge of Risk Management
Established Group Risk Management Head Office
In addition to having Chief Risk Officer in Americas, we conducted focused hiring of senior staff to manage risk

Conduct more global or multi-regional audits to further enhance Internal Audit's ability to respond to the globalization of business and the associated complexity of risks, amid growing expectations of Internal Audit from various stakeholders.
Also enhance the effectiveness of internal audits by reorganizing the staff structure on an ongoing basis in accordance with the changes of the risk environment, and establish an HR model containing adequate and sufficient professional skills on a global basis.

Specific initiatives to enhance risk management on the first line



Specific initiatives to enhance risk management on the second line



Internal audit structure and specific initiatives on the third line

- In order to ensure the effectiveness and appropriateness of internal controls, the firm has established dedicated internal auditing departments in the Company and its major subsidiaries that are independent from the execution of business operations, and these departments conduct internal audits across the Nomura Group.
- To ensure the independence of the Internal Audit department from business execution functions, the formulation of the audit plan and budget for internal audits are subject to the approval of the Audit Committee or the Audit Committee members appointed by the Audit Committee.

- The firm is working to strengthen and enhance its internal control system. This is to ensure appropriate corporate behavior throughout the Group in an effort to (i) deliver management transparency and ensure efficiency, (ii) comply with regulations, (iii) manage risks, (iv) maintain the reliability of business and financial reports, and (v) encourage appropriate information disclosure. Internal Audit independently evaluates the effectiveness of such internal controls.
- Internal Audit is enhancing its capabilities and promoting audits more globally in the risk management audit areas. This is to better evaluate emerging risks and changes in the environment, as well as the firm's business strategies.

For details about Nomura's Internal Controls System Framework including Internal Controls Committee*, please visit Nomura Holdings, Inc.'s website.

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

*Internal Controls Committee deliberates on important matters in regard to areas such as internal controls, audit activities and risk management relating to the Nomura Group's business. The Committee shall consist of the Group CEO, person(s) appointed by the Group CEO, member(s) of the Audit Committee designated by the Audit Committee and a director(s) designated by the board of directors.

Human Resources Strategy

Nomura Group's human resources management strategy

Human resources are the source of Nomura Group's efforts to achieve sustainable growth through solving social issues. Since its founding, we have emphasized that its greatest asset is the acquisition, development and promotion of talented people.

Nomura Group places great importance on the skills that enable employees to make proposals that exceed clients' expectations, the speed with which Nomura can move ahead of changes in the market environment, and the spirit that allows Nomura to be the first to take on new challenges eyeing the future (the Three "S"). To this end, our group has developed an evaluation system that maximizes employee performance by respecting the diversity of its employees, providing attractive growth opportunities, and proposing ways of working that increase employee productivity.

Relationship between Nomura Group's Mission
and Values and the Three "S"



Diverse human resources portfolio

Individuals of more than 90 nationalities are currently employed in Nomura Group. One-third of Nomura Holdings, Inc.'s directors and approximately 20% of Nomura Group's Senior Managing Directors (SMD) are from overseas. In addition, the majority of Managing Directors (MD) who lead business and operations in each division and region are from overseas, reflecting diverse opinions and perspectives in management.

In FY2021/22, we hired about 300 new graduates in Japan and more than 200 overseas, and we are engaged in medium- to long-term human resource development on a global scale.

Nomura Group has also strengthened its course-based hiring system for new graduates in Japan, which specifies the duties of the department to which they are assigned when they join the company, and encourages each employee to develop his or her own career.

In addition, in order to respond to changes in the business environment and take on new

business with a speed, we also emphasize the recruitment of professionals (mid-career) with advanced knowledge and experience in specialized fields. In FY2021/22, at Nomura Securities in Japan, the number of employees who joined the firm as experienced hires recruits exceeded that of new graduates. In Nomura Group, such experienced hires are also active, and in recent years, the percentage of newly-appointed executive officers who joined the firm as experienced hires has increased.

With
approximately
over **90**
nationalities

30+
countries and
regions

Improve employee engagement

We believe that in order for employees to perform to their full capabilities, it is essential to increase their trust in the Group and their sense of participation in management by understanding how they feel and what they view as issues to be addressed, in addition to providing appropriate feedback.

Nomura Group holds regular town hall meetings and other opportunities for dialogue in each region, at which senior management shares the Group's corporate philosophy and strategies, and provides opportunities for employees to discuss issues and deepen mutual understanding with members of senior management.

In addition, we conduct the "Nomura Group employee survey" throughout the entire Group to monitor the status of communication within the organization and the level of employee satisfaction, and aim to maintain and increase the level of each. In the FY2021/22 survey, roughly 90% of employees responded positively to the question, "I am proud to work for the firm."

The results of the survey are fed back to employees along with messages from senior management. Teams are formed in each division, and the employees themselves consider their own efforts to address issues that have come to light, and work to solve those issues.

Examples of initiatives: promoting internal exchange and mutual understanding

- Cross-border small round table
- Management and employee dialogue event
- Global town hall
- Networking event "Senior Women Employee round table discussion"



Personnel development and growth opportunities

Nomura Group is strengthening knowledge management on a Group-wide basis so that employees can acquire skills that enable them to provide proposals that exceed clients' expectations and realize their own development.

In the Wholesale Division, employees hired around the world are grouped into ranks and provided knowledge training through a common global program to develop human resources across the group.

In response to changes in the environment, such as the impact of the COVID-19 pandemic and the development of communications infrastructure, we also moved ahead with online training. New initiatives unique to online training, such as workshop training and interactive program management with instructors via chat, are being implemented to maximize the number of participants and training effects beyond distance and time constraints.

Furthermore, in terms of acquiring qualifications and achieving self-development, we provide content consisting of a large number of e-learning and correspondence courses, and support employees' voluntary efforts to develop their skills using a

system that subsidizes related costs. A total of 33,000 employees have participated in the Nomura Business Academy (NBA), a self-development platform provided in Japan since 2011.

From a long-term perspective, Nomura Group has long engaged in programs to develop human resources who will be responsible for future management. In Japan, we have sent more than 600 employees to overseas business and law schools over the past 60 years. In FY2021/22, we began dispatching employees in Japan to venture companies to enhance their business development and innovation skills.

Nomura Group also works to develop successors by dispatching and selecting senior employees, primarily MDs, from Japan and overseas to programs for executives run by the Nomura School of Advanced Management, overseas graduate schools of management, and other external educational institutions, as well as to the Nomura Keiei-juku (Senior Management Development Program). In addition, SMDs, who are key management members, are encouraged to participate in the management task force to resolve long-term management issues.

Integrated evaluation process and compensation system

Nomura Group has established "New Challenges for the Future" and "Professional ethics, risk management, compliance and conduits" as common global issues for all employees around the world, and the results are evaluated every year. In addition, we have established global competencies that serve as indicators for each corporate title, and ensure fairness by establishing a system that links the degree of achievement of these competencies with the level of evaluation. This encourages each and every employee to make changes in order to realize their future vision. At the same time, it encourages employees to think and act in accordance with the Nomura Group Code of Conduct and to foster psychological safety and a sound risk culture in the organization.

Nomura Group conducts comprehensive personnel evaluations based on a common global evaluation system in order to properly evaluate performance and develop human resources. In some divisions, we conduct 360-degree evaluations, in which not only superiors but also colleagues and subordinates become evaluators. This system promotes personal growth through multifaceted evaluations and feedback.

In the compensation system, based on Nomura Group's Basic Compensation Policy established by the Compensation Committee, the Company has established a group-wide compensation governance system and introduced stock compensation and other forms of compensation, managed in accordance with global standards and policies as medium- to long-term incentives.

Nomura Ways of Working

The global spread of COVID-19 has led to the rapid expansion of remote working and video conferencing, leading to significant changes in the way people work and live, and increased awareness of well-being. In light of these changes, Nomura Group launched a global project called Nomura Ways of Working.

This project takes a cross-regional approach with four axes (culture, people, workplaces, technology), and aims to create an environment in which employees can maximize their performance unbounded by time or location constraints. As

part of this project, we are working to secure opportunities for communication and collaboration, work-life balance balance, and Health & Productivity Management.

In terms of development, we introduced Digital IQ, an e-learning program designed to raise the level of digital knowledge and skills and develop specialized skills for all group employees around the world in FY2021/22. Through Digital IQ, Nomura Ways of Working encourages the use of technology in new ways of working and collaboration.



In-house training



Cumulative total of participants

289,467employees
(FY2021/22)

Cumulative total of hours

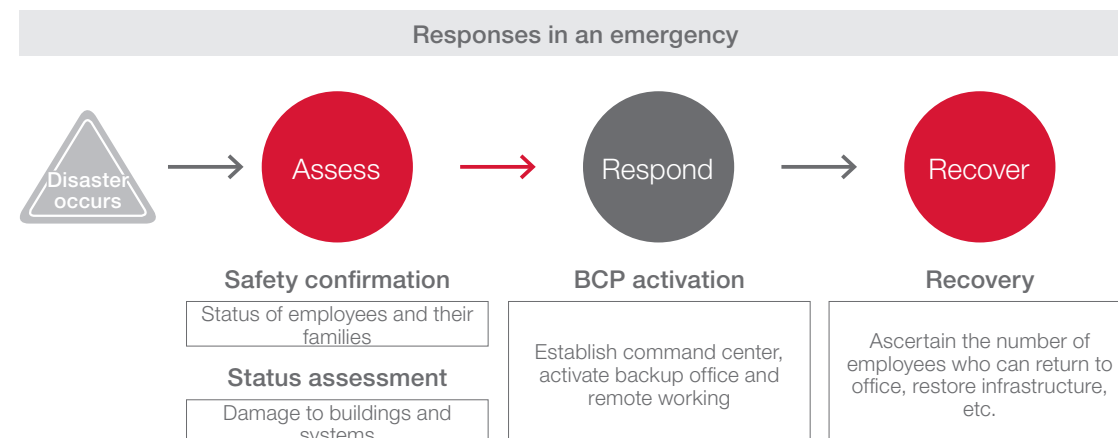
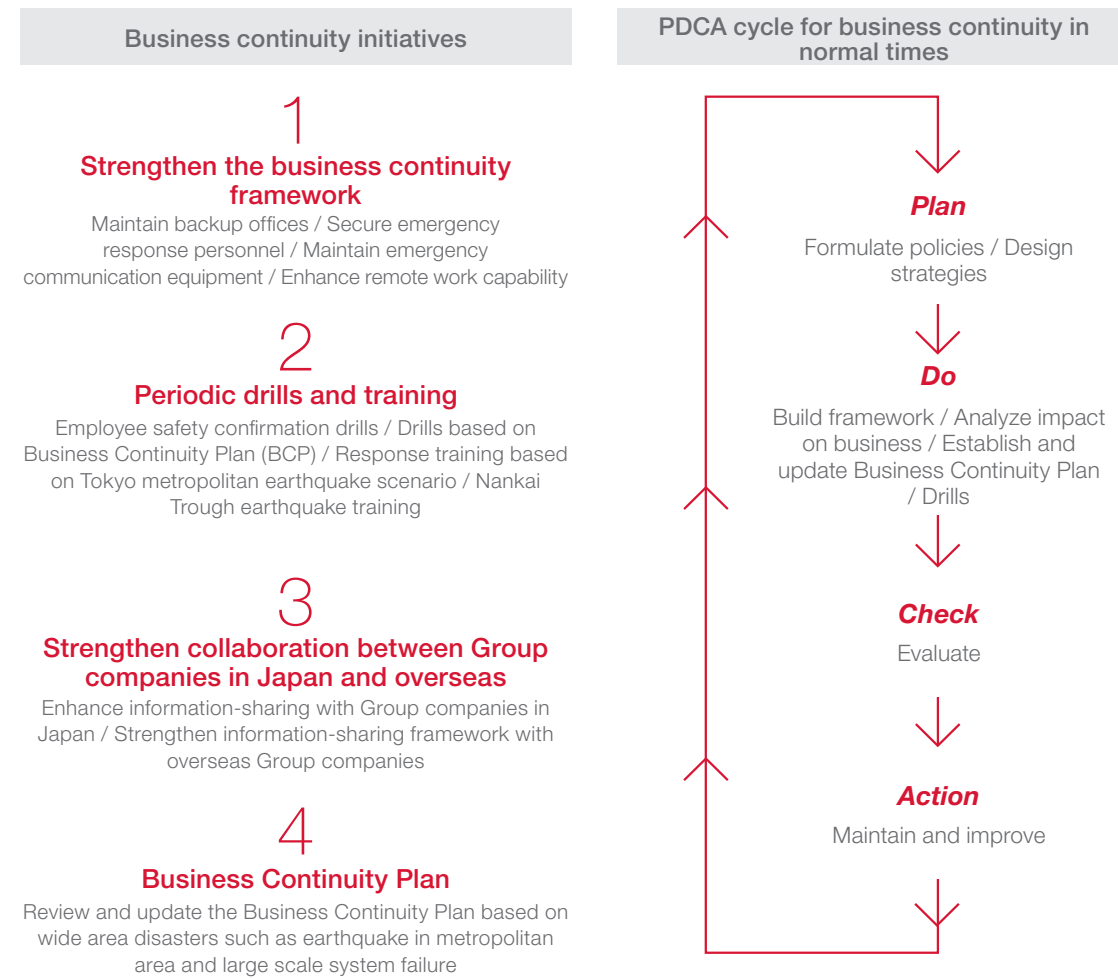
259,921hours
(FY2021/22)



Business Continuity Management

In Nomura Group, natural disasters such as earthquakes and typhoons, man-made disasters such as fires and terrorism, infectious diseases such as the COVID-19, system failures, and information asset leaks are considered as crisis events that must be prepared for. In order to respond to such an event, we have a comprehensive global business continuity framework and are working on a broad range of measures, including awareness raising activities for our employees.

Nomura Group has organized the Group Crisis Management Committee to continually strengthen the capability of the business continuity in Japan as well as outside of Japan. The Group Crisis Management Committee is chaired by a senior officer appointed by the Group CEO, and comprised of senior management from Group companies. Resolutions passed by the committee are reported to the Executive Management Board. In the event of a major disaster, the committee establishes a command center and takes appropriate measures to ensure the safety of employees and their families, control the spread of damage, and maintain business continuity arrangements.



In order to ensure that clients' information and assets are securely protected from increasingly challenging cyber security threats, and to enable clients to conduct transactions with peace of mind, Nomura Group continues to strengthen its cyber security platform under the leadership of the Crisis Management Committee and Group IT Officer.

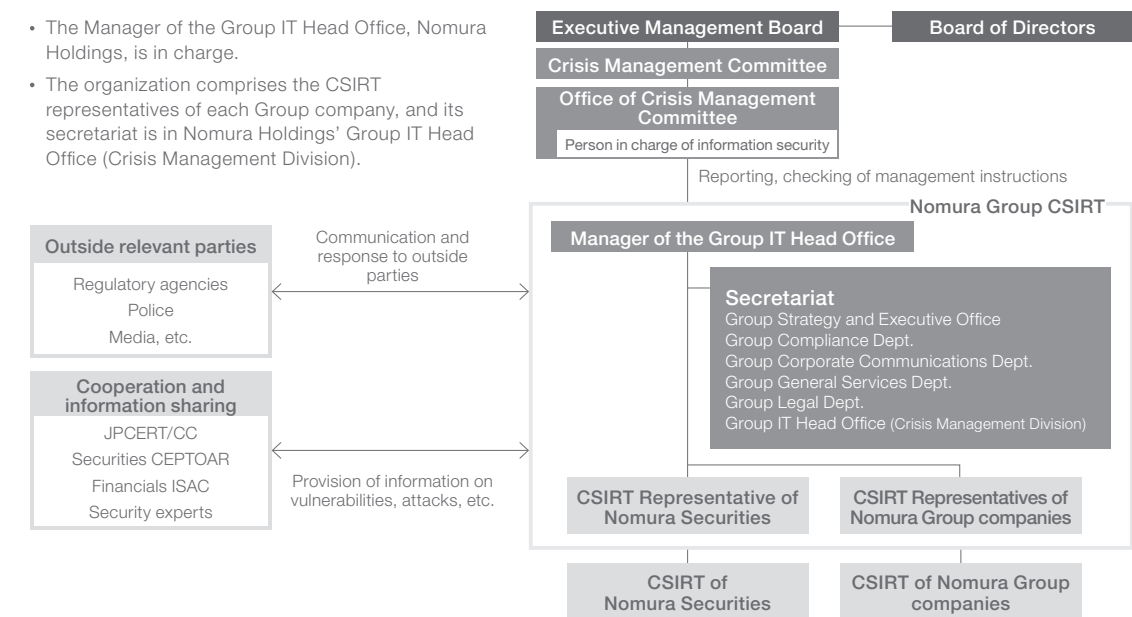
The leadership team will be leveraging the Comprehensive Guidelines for Supervision of Financial Instruments Business Operators, etc. of the Financial Services Agency, the Cybersecurity Framework of the National Institute of Standards and Technology (NIST) and other overseas frameworks, as references to manage the Cybersecurity operations throughout the entire Nomura Group.

Nomura Group has established the Nomura Group Computer Security Incident Response Team (CSIRT) under the Crisis Management Committee's secretariat.

In addition, Nomura Securities and Nomura Group companies have established CSIRTs to protect their operations, information assets, and systems.

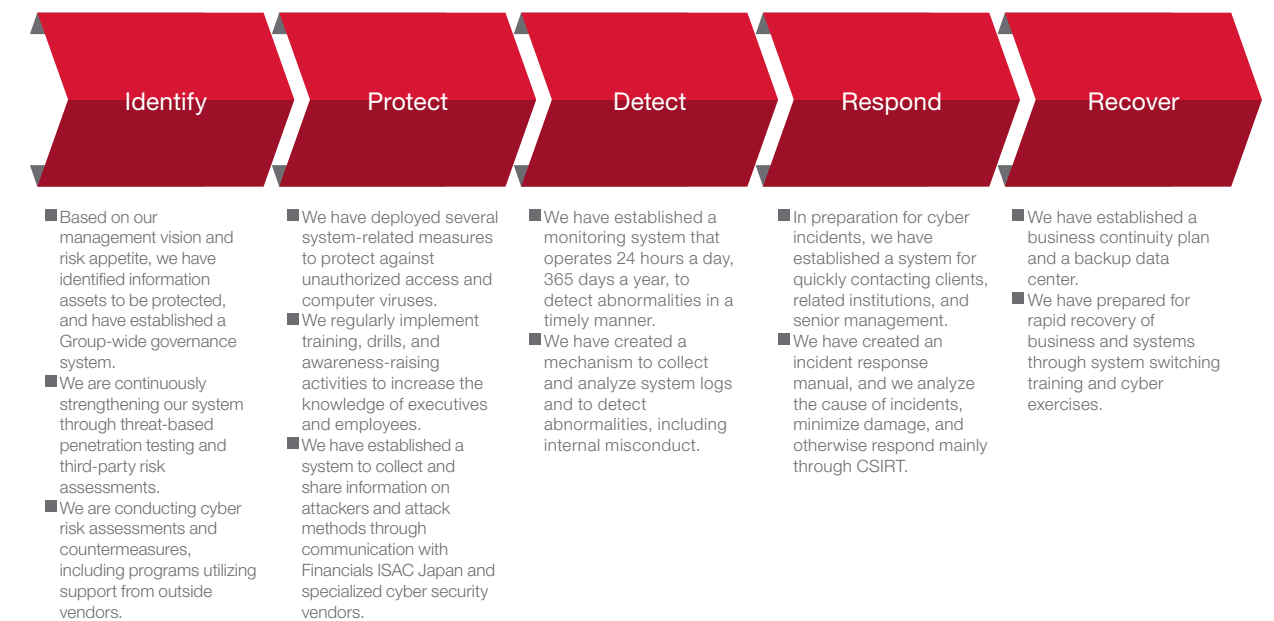
Organizational structure

- The Manager of the Group IT Head Office, Nomura Holdings, is in charge.
- The organization comprises the CSIRT representatives of each Group company, and its secretariat is in Nomura Holdings' Group IT Head Office (Crisis Management Division).



Cyber countermeasures

The following cyber countermeasures are being promoted for each of the five functional categories defined by the NIST Cybersecurity Framework.



Cybersecurity

Financial review and analysis of the fiscal year ended March 31, 2022

Business environment

The global economy experienced repeated slowdowns in the fiscal year ended March 31, 2022 in response to flare-ups in the COVID-19 pandemic. Even so, economic activity resumed to a great extent, particularly in the countries of the West that were at the forefront in administering COVID-19 vaccination programs. The pandemic had a lingering impact on emerging market economies in particular, causing sluggishness in production and distribution that, when combined with the pent-up demand unleashed by the economic recovery, led to increasingly severe supply constraints and, in turn, rising inflation. Despite initial expectations that it would not last, this rise in inflation became protracted, and as a result the central banks of major countries and regions around the world became more inclined to execute monetary policy tightening sooner than they had previously expected to, or to raise their policy interest rates in larger increments. This led to greater concern over rising interest rates in financial markets. Global equity markets stayed in an overall uptrend, albeit punctuated by numerous

downward adjustments prompted by worries over sustained inflation and rising market interest rates.

In spite of lackluster performance in the real economy and rising costs (including in the form of higher prices for imported raw materials due to accelerating global inflation and high market prices for raw materials and fuel), earnings at major Japanese companies kept up solid growth. The Japanese equity market set a fresh post-bubble high in September, buoyed by rising global equity markets and improvement in corporate earnings at home, but performance thereafter softened under the influence of downward adjustments in equity markets around the world triggered in part by worries over rising interest rates.

Summary of consolidated results

Amid significant changes in the business environment that surrounded our company, this fiscal year we have almost completed accounting for legacy transactions in the Americas from before the global financial crisis, how allocated management resources towards growth areas is marking a major turning point. We have also worked towards establishing a structure to secure sustainable profits globally by expanding stable revenues and diversifying revenue sources.

(billions of yen)	FY2020/21	FY2021/22	Year-on-year	Comments
Commission	376.9	332.3	-11.8%	Commissions from sales of stocks and investment trusts decreased.
Fees from investment banking	108.7	149.6	37.7%	Advisory business contributed to revenue growth
Asset management and portfolio service fees	230.0	270.0	17.4%	Increase in recurring revenue and fees driven by increase in assets under management.
Net gain (loss) on trading	310.0	368.8	19.0%	A loss arising from transactions with a US client (¥204.2 billion for the fiscal year ending March 2021, ¥44 billion for the fiscal year ended March 2022) decreased.
Gain (loss) on private equity and debt investments	12.7	30.8	141.6%	
Interest and dividends	356.5	284.2	-20.3%	
Gain (loss) on investments in equity securities	14.1	5.4	-61.2%	
Other	208.3	152.8	-26.6%	American Century Investments related gain/loss decreased.
Total revenue	1,617.2	1,594.0	-1.4%	
Interest expenses	215.4	230.1	6.8%	
Net revenue	1,401.9	1,363.9	-2.7%	
Non-interest expenses	1,171.2	1,137.3	-2.9%	Compensation and benefits increased while a loan loss provision in expenses arising from transactions with a US client decreased. An impairment loss on our equity method investments in an affiliated company in the previous year was no longer present.
Income (loss) before income taxes	230.7	226.6	-1.8%	
Net income (loss) attributable to Nomura Holdings shareholders	153.1	143.0	-6.6%	

✓ Net financial income, net of financing 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 2022, interest income decreased 20% and interest expenses increased 7% from the previous year. As a result, net interest income for the year ended March 2022 decreased from the year ended March 2021.

Net revenue for the fiscal year ending March 31, 2022, was ¥1,363.9 billion, down 3% from the previous year, and expenses other than financial expenses were ¥1,137.3 billion, down 3% from the previous year. Income before income taxes was ¥226.6 billion, net income attributable to Nomura Holdings shareholders was ¥143 billion, ROE was 5.1%, and EPS (diluted earnings attributable to Nomura Holdings shareholders per share) was ¥45.23.

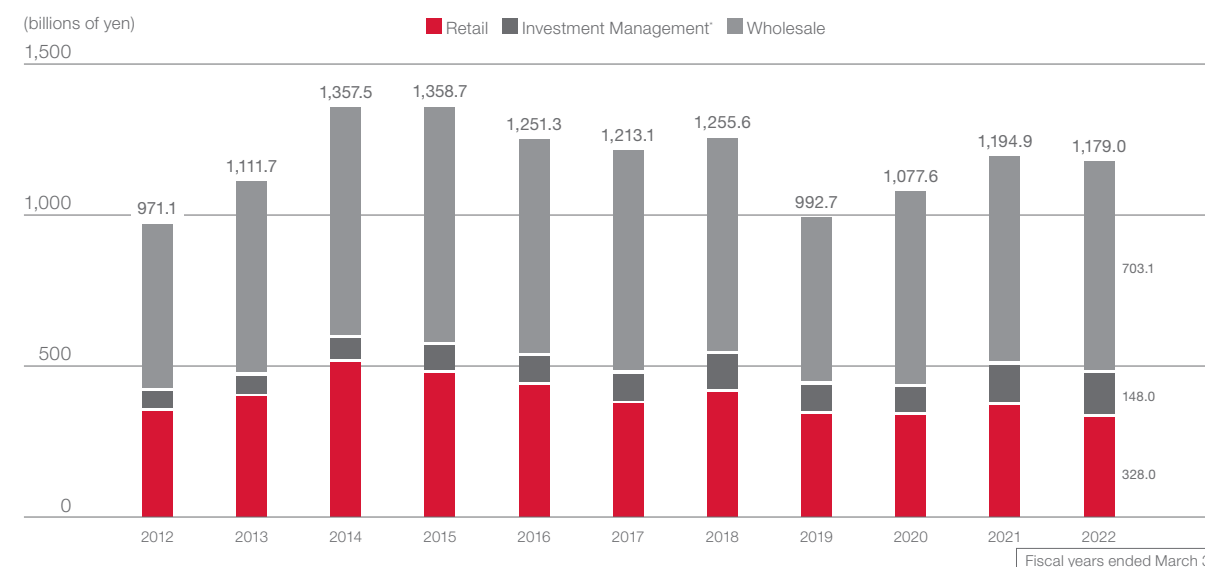
Results of three segments

On April 1, 2021, we abolished the Asset Management Division and Merchant Banking Division and established the Investment Management Division. As a result, figures for the year ending March 2021 have

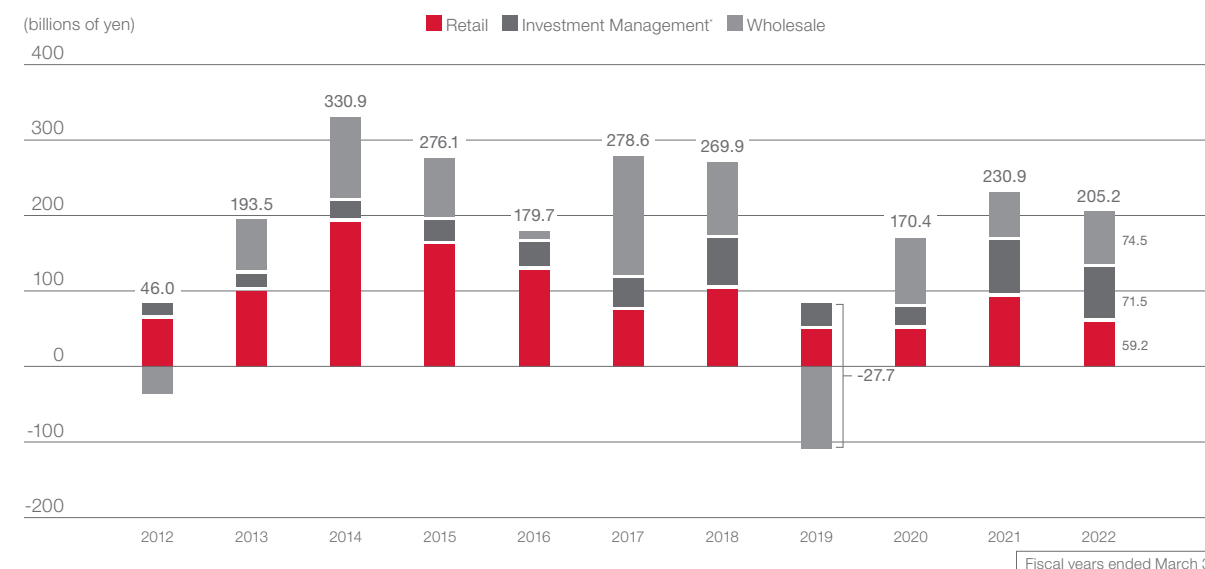
been reclassified into Retail, Investment Management, and Wholesale Division.

For the fiscal year ending March 2022, revenue in all three segments decreased 4% to ¥1,179 billion and income before income taxes decreased 17% to ¥205.2 billion. In Wholesale, Investment Banking earnings increased due to strong advisory performance, and Equity also saw a decrease in losses related to a U.S. client transaction. In the Retail Division and Investment Management Division, stable revenue increased, driven by progress in efforts to increase assets under custody/management. However, flow revenue decreased and investment gain/loss deteriorated due to poor market conditions.

Total net revenue of three segments



Income before income taxes for three segments



* Asset Management Division and Merchant Banking Division was abolished with Investment Management Division established on April 1, 2021 in its place. Accordingly, figures for the year ending March 2021 have been restated to the disclosure form for the year ending March 2022. Figures before the fiscal year ending March 2020 are the results of the former Asset Management Division.

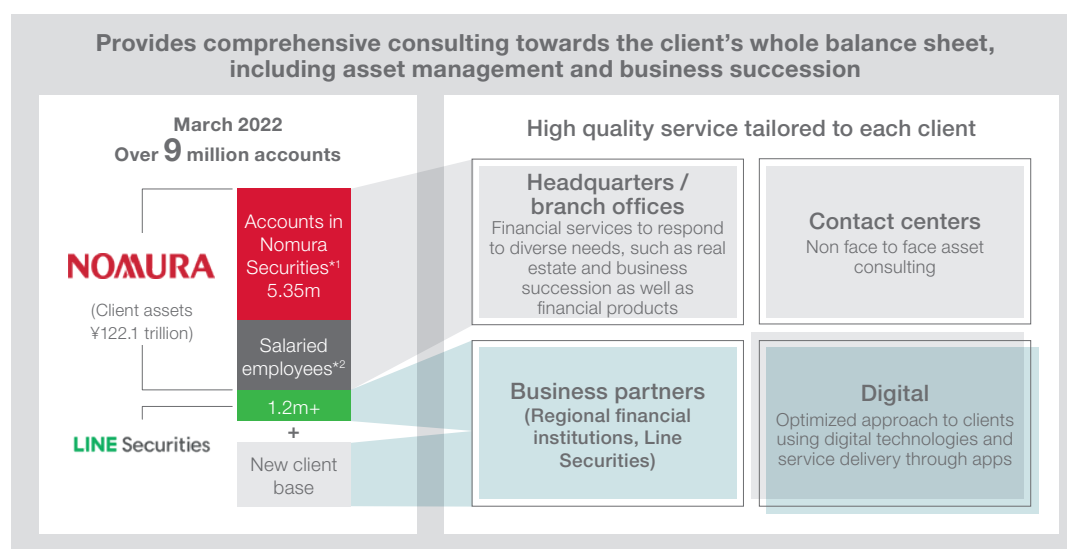
Retail Division

Strengths

- Largest client base across securities sector
- Sophisticated consulting capabilities and supporting platforms
- Ability to offer products and services by leveraging Nomura's comprehensive strengths

Head of Retail **Go Sugiyama**

Business outline



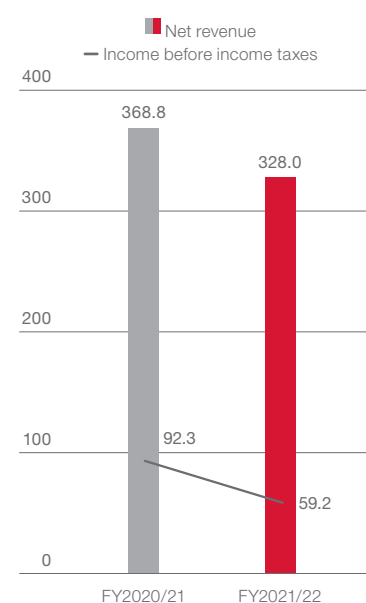
Review of fiscal year ended March 2022

Performance

- Sales of stocks and investment trusts declined due to lower investor sentiment stemming from future market uncertainty
- Revenue decreased 11% to ¥328 billion, income before income taxes decreased 36% to ¥59.2 billion
- Recurring revenue assets increased to ¥19.6 trillion at the end of March 2022 on net inflows into investment trusts and discretionary investments
- Expenses decreased due to cost controls, and recurring revenue cost coverage ratio increased to 49%

Initiatives

- Arranged Partners*3 in each segment according to client attributes; Build a system to provide customized services to each client
- Strengthened remote consulting through contact centers
- Expand client base through alliances with regional financial institutions and LINE Securities

Business performance
(billions of yen)

*1 Accounts with balance *2 ESOP and corporate DC plan subscribers

*3 We call our sales representatives "Partners" because we want to be the most trusted financial service group for clients

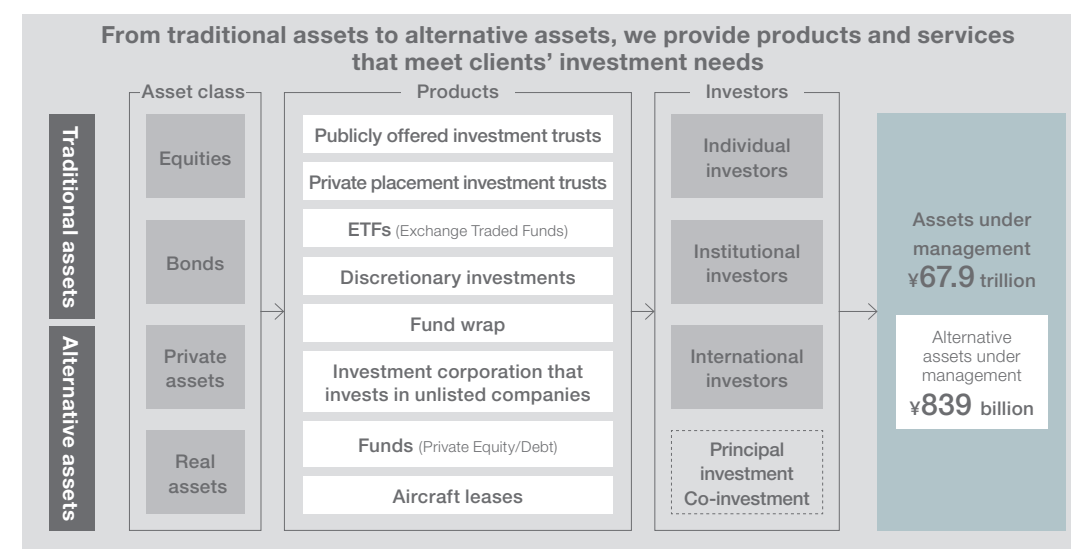
Investment Management Division

Strengths

- High level of asset management expertise from various investment companies within the division
- Expertise with diverse investment businesses in both public and private markets
- Enhancing growth through flexible capital policies within the division, combined with Nomura Group's comprehensive strength

Head of Investment Management **Yoshihiro Namura**

Business outline



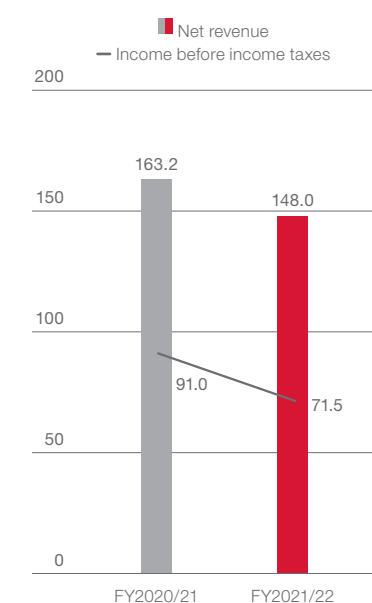
Review of fiscal year ended March 2022

Performance

- Revenue decreased 9% to ¥148 billion, and income before income taxes decreased 21% to ¥71.5 billion
- As a result of inflows of funds for four consecutive quarters, assets under management remained high, and stable business revenue increased
- Although Nomura Capital Partners posted valuation gains and gains on the sale of its investee company following its initial public offering, investment gain/loss decreased from the previous fiscal year due to a decrease of American Century Investments related gain/loss

Initiatives

- Contributed to regional revitalization through asset management business "Kokorozashi Project" in cooperation with regional financial institutions and Nomura Asset Management
- Established Nomura SPARX Investment, a joint venture with SPARX Group and began to operate an investment corporation that invest in unlisted companies
- Established Japan Search Fund Platform, specialized in investments for business succession, and completed initial investor solicitation

Business performance
(billions of yen)

Wholesale Division

Strengths

Leading position in Japan

Leading position in areas where we compete overseas

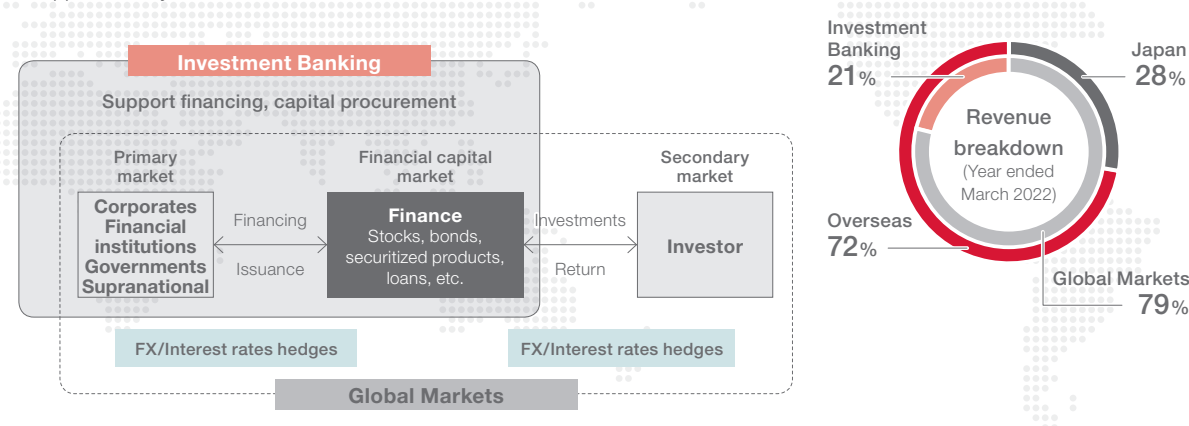
Provide services and products that leverage expertise in the sustainability field

Head of Wholesale **Steven Ashley**



Business outline

- Wholesale Division facilitates overall flow of funds by connecting “capital holders” to “seekers” with Global Markets offering investors a broad range of asset classes and underlying market liquidity, and Investment Banking offering fund raising and advisory services to corporates and financial institutions
- Approximately 70% of revenues are earned overseas



Review of fiscal year ended March 2022

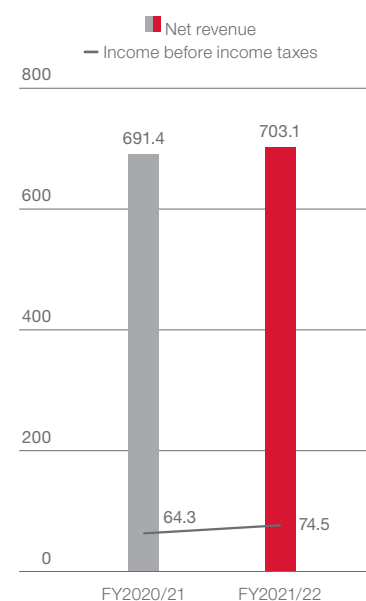
Performance

- Net revenue was ¥703.1 billion (+2% YoY), and Income before income taxes was ¥74.5 billion (+16% YoY). CIR was 89% (-2% YoY)
- Global Markets delivered robust earnings amid major market fluctuations, underpinned by a diversified business portfolio across regions, products, and client segments
- Investment Banking revenues increased due to growing Advisory revenues and expansion of sustainability products by combining Nomura Greentech's expertise with our global client franchise

Initiatives

- Diversification of revenue sources through enhancement and expansion of products and services provided
- Expanding sustainability initiatives outside the United States
- International Wealth Management business in Asia is steadily progressing and expanding

Business performance (billions of yen)



Consolidated capital adequacy ratio

As of March 31, 2022, the consolidated Common Equity Tier 1 ratio was 17.22%, up from 15.81% as of March 31, 2021. Nomura has set a medium-term target of a consolidated Common Equity Tier1 ratio

of at least 11% and has maintained a sufficient capital level. The consolidated leverage ratio was 5.98%, up from 5.63% at the end of March 2021.

Consolidated capital adequacy ratio

	(billions of yen)	March 2021	March 2022	Year-on-year
Capital	CET1 capital	2,522	2,726	204
	Tier1 capital	2,841	3,103	263
	Total capital	2,845	3,103	258
Risk-weighted assets	Credit risk-weighted assets	8,551	8,301	-250
	Value obtained by dividing market risk equivalent assets by 8%	4,952	4,899	-53
	Value obtained by dividing the operational risk equivalent assets by 8%	2,449	2,630	181
	Total risk-weighted assets	15,951	15,830	-121
Consolidated capital adequacy ratio	CET1 capital ratio	15.81%	17.22%	1.41%
	Tier1 capital ratio	17.80%	19.60%	1.80%
	Consolidated capital adequacy ratio	17.83%	19.60%	1.77%
	External TLAC ratio on a risk weighted assets basis	23.06%	30.72%	7.66%
	External TLAC ratio on a total exposure basis	8.24%	10.30%	2.06%
	Consolidated leverage ratio	5.63%	5.98%	0.35%

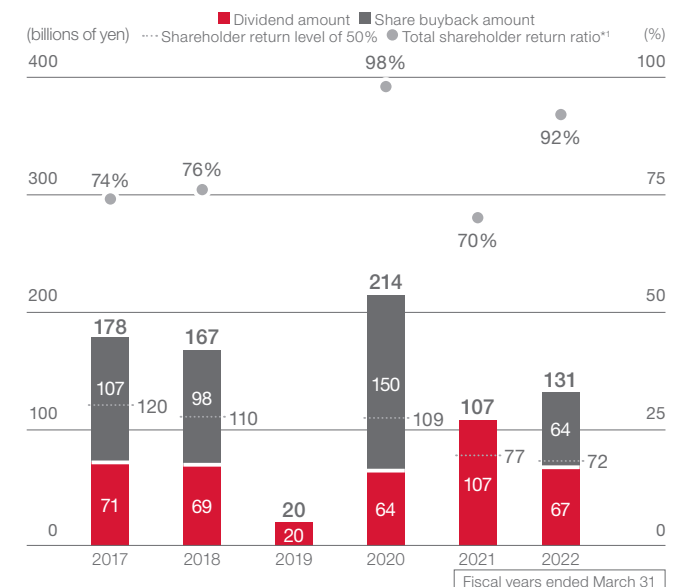
Return to shareholders

Our fundamental policy in the redistribution of profits is to continuously increasing shareholder value and paying dividends. Regarding dividends, the consolidated dividend payout ratio of 30%, based on semiannual consolidated results, is one of the important indicators. The dividend amount for each fiscal year will be determined by comprehensively taking into account the trends in the regulatory environment, including the strengthening of the Basel requirements, in Japan and overseas, as well as consolidated business results. We aim for a total payout ratio, which includes dividends and share buybacks, of at least 50%.

Based on the above policy regarding dividends from surplus, we paid a dividend of ¥8 per share with a record date of September 30, 2021 and a dividend of ¥14 per share with a record date of March 31, 2022. As a result, the annual dividend is ¥22 per share. In October 2021, Nomura set up a share buyback program and had an upper limit of 80 million shares and an upper limit of the aggregate amount of the repurchase price of ¥50 billion. The program resulted in 80 million shares repurchased amounting to ¥39.6 billion in value. In April 2022, we

announced a new share buyback program with upper limits of 50 million shares and ¥30 billion total value of shares repurchased of. The program resulted in 50 million shares repurchased amounting to ¥24.7 billion in value.

Total shareholder return



*1 Total return ratio includes allocation to shares to be delivered as stock-based compensation

Key Financial Data

(billions of yen)

P/L	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Net revenue	1,403.2	1,497.0	1,116.8	1,287.8	1,401.9	1,363.9
Income (loss) before income taxes	322.8	328.2	(37.7)	248.3	230.7	226.6
Net income (loss)*	239.6	219.3	(100.4)	217.0	153.1	143.0

* Net income (loss) attributable to Nomura Holdings shareholders

(billions of yen)

Segment information		FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Net revenue	Retail	374.4	412.9	339.5	336.4	368.8	328.0
	Investment Management*	99.4	127.3	97.8	92.6	163.2	148.0
	Wholesale	739.3	715.3	555.4	648.6	691.4	703.1
	Subtotal	1,213.1	1,255.6	992.7	1,077.6	1,223.3	1,179.0
	Other	183.5	239.5	131.3	231.6	167.0	179.2
	Unrealized gain (loss) on investments in equity securities held for operating purposes	6.6	1.9	(7.2)	(21.3)	11.5	5.6
Net revenue		1,403.2	1,497.0	1,116.8	1,287.8	1,401.9	1,363.9
Income (loss) before income taxes	Retail	74.8	103.1	49.5	49.4	92.3	59.2
	Investment Management*	42.3	66.2	34.2	28.8	91.0	71.5
	Wholesale	161.4	100.6	(111.4)	92.2	64.3	74.5
	Subtotal	278.6	269.9	(27.7)	170.4	247.6	205.2
	Other	37.6	56.4	(2.8)	99.2	(28.5)	15.8
	Unrealized gain (loss) on investments in equity securities held for operating purposes	6.6	1.9	(7.2)	(21.3)	11.5	5.6
Income (loss) before income taxes		322.8	328.2	(37.7)	248.3	230.7	226.6

*On April 1, 2021, Asset Management and Merchant Banking were dissolved and Investment Management newly established. As a result, figures of FY2020/21 have been reclassified in line with the disclosure format for FY2021/22.

(billions of yen)

Geographic information*		FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Income (loss) before income taxes by region	Japan	234.7	328.8	128.2	235.2	244.1	260.8
	Americas	50.0	(8.8)	(114.1)	7.4	(77.0)	(41.0)
	Europe	14.4	(14.7)	(56.9)	(14.1)	14.3	(21.8)
	Asia and Oceania	23.7	22.8	5.0	19.8	49.2	28.6
	Subtotal	88.1	(0.7)	(165.9)	13.1	(13.5)	(34.1)
	Consolidated	322.8	328.2	(37.7)	248.3	230.7	226.6

* 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	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
ROE	8.7%	7.9%	-	8.2%	5.7%	5.1%

(billions of yen)

B/S	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Total assets	42,852.1	40,343.9	40,969.4	43,999.8	42,516.5	43,412.2
Total Nomura Holdings shareholders' equity	2,789.9	2,749.3	2,631.1	2,653.5	2,694.9	2,914.6
Gross leverage (times)	15.4	14.7	15.6	16.6	15.8	14.9
Net leverage* (times)	8.6	8.8	9.0	10.6	9.8	9.1

* Total assets minus securities purchased under agreements to resell and securities borrowed, divided by Nomura Holdings shareholders' equity.

(billions of yen)

Funding and liquidity	Mar 31, 2017	Mar 31, 2018	Mar 31, 2019	Mar 31, 2020	Mar 31, 2021	Mar 31, 2022
Liquidity portfolio*	4,970.3	4,628.4	4,870.5	5,354.4	5,658.3	7,074.2
Short-term unsecured debt	1,883.0	2,107.0	2,518.8	3,072.3	2,929.5	2,932.1
Long-term unsecured debt	5,918.9	5,218.9	6,483.5	6,344.0	6,696.3	7,898.1

* 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.

(yen)

Per share data	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Basic-net income attributable to Nomura Holdings shareholders per share (EPS)	67.29	63.13	(29.90)	67.76	50.11	46.68
Diluted-net income attributable to Nomura Holdings shareholders per share (EPS)	65.65	61.88	(29.92)	66.20	48.63	45.23
Nomura Holdings shareholders' equity per share (BPS)	790.70	810.31	794.69	873.26	879.79	965.80
Dividends per share (DPS)	20.0	20.0	6.0	20.0	35.0	22.0
Dividend payout ratio	29.7%	31.7%	(20.1)%	29.5%	69.8%	47.1%

(billions of yen)

Consolidated capital adequacy, etc.*1	Mar 31, 2017	Mar 31, 2018	Mar 31, 2019	Mar 31, 2020	Mar 31, 2021	Mar 31, 2022
Tier1 capital	2,689.8	2,666.4	2,605.9	2,571.5	2,840.5	3,103.0
Tier2 capital	109.6	66.1	46.0	30.9	4.7	0.4
Total capital	2,799.4	2,732.5	2,651.9	2,602.4	2,845.2	3,103.4
RWA	13,977.9	15,122.3	14,251.6	15,674.5	15,951.0	15,829.9
Tier1 capital ratio	19.2%	17.6%	18.3%	16.4%	17.8%	19.6%
CET1 capital ratio*2	18.2%	16.5%	17.1%	15.3%	15.8%	17.2%
Consolidated capital adequacy ratio	20.0%	18.1%	18.6%	16.6%	17.8%	19.6%
Consolidated leverage ratio*3	4.63%	4.74%	5.03%	4.83%	5.63%	5.98%

(trillions of yen)

HQLA*4	4.5	4.0	4.3	4.2	5.4	6.0
LCR*4	180.0%	153.6%	198.4%	201.1%	192.4%	241.7%

*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.	Mar 31, 2017	Mar 31, 2018	Mar 31, 2019	Mar 31, 2020	Mar 31, 2021	Mar 31, 2022
Number of shares outstanding (thousands)	3,822,563	3,643,563	3,493,563	3,493,563	3,233,563	3,233,563
Share price (fiscal year-end) (yen)	691.9	615.3	400.2	457.8	581.4	515.2
Market capitalization (trillions of yen)*	2.6	2.2	1.4	1.6	1.9	1.7
PBR (times)*	0.88	0.76	0.50	0.52	0.66	0.53
PER (times)*	10.28	9.75	-	6.76	11.60	11.04

* Figures based on the fiscal year-end share price.

Eleven-Year Consolidated Financial Summary (US GAAP)

For the fiscal years beginning April 1 and ending March 31 of the following year

Note: This financial summary is prepared solely for convenience. Readers are recommended to refer to Form 20-F.

		FY2011/12	FY2012/13	FY2013/14	FY2014/15		FY2015/16	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
		(millions of yen)											
Operating results:													
Revenue:	Commission	347,135	358,210	473,121	453,401		431,959	327,129	373,313	293,069	308,805	376,897	332,344
	Fees from investment banking	59,638	62,353	91,301	95,083		118,333	92,580	101,663	101,521	103,222	108,681	149,603
	Asset management and portfolio service fees	144,251	141,888	168,683	203,387		229,006	216,479	245,616	245,519	238,202	230,047	269,985
	Net gain (loss) on trading	272,557	367,979	476,356	531,337		354,031	475,587	442,885	342,964	356,609	310,040	368,799
	Gain (loss) on private equity and debt investments	25,098	8,053	11,392	5,502		13,761	1,371	(869)	1,007	(93)	12,734	30,768
	Interest and dividends	435,890	394,007	416,350	436,766		440,050	441,036	585,675	776,964	794,472	356,466	284,222
	Gain (loss) on investments in equity securities	4,005	38,686	15,156	29,410		(20,504)	7,708	2,683	(6,983)	(14,726)	14,053	5,446
	Other	563,186	708,767	179,485	175,702		156,460	153,626	221,192	81,057	165,991	208,317	152,832
	Total revenue	1,851,760	2,079,943	1,831,844	1,930,588		1,723,096	1,715,516	1,972,158	1,835,118	1,952,482	1,617,235	1,593,999
	Interest expense	315,901	266,312	274,774	326,412		327,415	312,319	475,189	718,348	664,653	215,363	230,109
	Net revenue	1,535,859	1,813,631	1,557,070	1,604,176		1,395,681	1,403,197	1,496,969	1,116,770	1,287,829	1,401,872	1,363,890
Non-interest expenses:	Compensation and benefits	534,648	547,591	570,058	596,593		574,191	496,385	530,641	497,065	479,420	507,906	529,506
	Commissions and floor brokerage	93,500	91,388	111,849	129,977		123,881	94,495	99,868	82,637	106,123	111,550	105,204
	Information processing and communications	177,148	179,904	192,168	192,300		189,910	175,280	184,781	166,865	170,317	178,835	184,319
	Occupancy and related depreciation	100,891	91,545	80,142	76,112		78,411	69,836	67,895	64,940	72,986	72,367	69,742
	Business development expenses	48,488	49,010	38,485	35,230		35,892	35,111	36,762	36,915	31,885	13,520	15,641
	Other	496,227	616,463	202,754	227,205		228,238	209,295	248,864	306,049	178,837	287,023	232,855
	Total non-interest expenses	1,450,902	1,575,901	1,195,456	1,257,417		1,230,523	1,080,402	1,168,811	1,154,471	1,039,568	1,171,201	1,137,267
Income (loss) before income taxes		84,957	237,730	361,614	346,759		165,158	322,795	328,158	(37,701)	248,261	230,671	226,623
Income tax expense (benefit)		58,903	132,039	145,165	120,780		22,596	80,229	103,866	57,010	28,894	70,274	80,090
Net income (loss)		26,054	105,691	216,449	225,979		142,562	242,566	224,292	(94,711)	219,367	160,397	146,533
Less: Net income (loss) attributable to noncontrolling interests		14,471	(1,543)	2,858	1,194		11,012	2,949	4,949	5,731	2,369	7,281	3,537
Net income (loss) attributable to NHI shareholders		11,583	107,234	213,591	224,785		131,550	239,617	219,343	(100,442)	216,998	153,116	142,996
Balance sheets (Period end):													
Cash and cash deposits		1,953,677	1,652,752	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
Loans and receivables		2,211,423	2,629,875	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
Collateralized agreements		13,742,646	14,115,257	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
Trading assets and private equity and debt investments		14,123,594	17,124,349	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
Other assets		3,665,972	2,420,206	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
Total assets		35,697,312	37,942,439	43,520,314	41,783,236		41,090,167	42,852,078	40,343,947	40,969,439	43,999,815	42,516,480	43,412,156
Short-term borrowings		1,185,613	738,445	602,131	662,256		662,902	543,049	743,497	841,758	1,486,733	1,368,098	1,050,141
Payables and deposits		2,437,370	2,413,801	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
Collateralized financing		12,519,274	15,409,383	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
Trading liabilities		7,495,177	8,491,296	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
Other liabilities		1,165,901	978,163	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
Long-term borrowings		8,504,840	7,592,368	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
Total liabilities		33,308,175	35,623,456	40,967,101	39,038,290		38,347,152	40,008,287	37,544,123	38,288,646	41,268,551	39,760,029	40,439,353
Total NHI shareholders' equity		2,107,241	2,294,371	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
Noncontrolling interests		281,896	24,612	39,533	37,172		42,776	53,875	50,504	49,732	77,797	61,513	58,198
Total equity		2,389,137	2,318,983	2,553,213	2,744,946		2,743,015	2,843,791	2,799,824	2,680,793	2,731,264	2,756,451	2,972,803
Total liabilities and equity		35,697,312	37,942,439	43,520,314	41,783,236		41,090,167	42,852,078	40,343,947	40,969,439	43,999,815	42,516,480	43,412,156
Cash flows:													
Net cash provided by (used in) operating activities		290,863	549,501	457,426	(77,028)		1,238,372	1,305,025	(445,690)	(361,165)	(15,943)	665,770	(1,368,710)
Net cash provided by (used in) investing activities		9,942	(160,486)	(103,195)	12,337		(23,711)	(118,051)	(56,172)	(112,503)	216,336	(139,026)	(45,301)
Net cash provided by (used in) financing activities		(844,311)	(701,623)	289,385	(178,206)		986,387	(2,130,644)	373,168	761,191	332,062	(269,927)	1,070,715
Effect of exchange rate changes on cash and cash equivalents		(6,314)	47,175	41,089	68,513		(40,195)	4,249	(53,504)	44,741	(27,277)	60,884	149,693
Net increase (decrease) in cash and cash equivalents		(549,820)	(265,433)	684,705	(174,384)		2,160,853	(939,421)	(182,198)	332,264	505,178	317,701	(193,603)

Environment, social and governance (ESG) Data

Corporate Governance

Members of the Board	Unit	June 30, 2017	June 30, 2018	June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022
Board of Directors	No. of people	10	10	10	10	12	12
Outside Directors	No. of people	6	6	6	6	8	8
	%	60	60	60	60	67	67
Non-Japanese Directors	No. of people	1	2	2	2	4	4
	%	10	20	20	20	33	33
Female Directors	No. of people	1	2	2	2	3	3
	%	10	20	20	20	25	25

As of the end of June 2022, average tenure of board members is three years.

Officers (Executive Officers and Senior Managing Directors)	Unit	April 1, 2017	April 1, 2018	May 1, 2019	April 1, 2020	April 1, 2021	April 1, 2022
Male	No. of people	33	34	33	38	30	32
Female	No. of people	1	1	1	3	5	5
Ratio of female	%	3	3	3	8	14	14

Board of Directors meetings	Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
No. of meetings held	No. of times	11	10	10	11	11	12
Average attendance rate	%	99	100	100	100	99	100

Contributing to Sound and Sustainable Capital Markets

Caseload at Customer Help Desk Department (Nomura Securities)	Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Total	No. of cases	6,003	7,054	7,843	6,961	5,951	6,244
Complaints	No. of cases	2,531	2,479	2,542	2,315	1,006	809*2
Inquiries	No. of cases	3,267	4,147*1	4,852	4,180	4,463	4,967
Opinions and requests	No. of cases	98	270	237	323	363	378
Other	No. of cases	107	158	212	143	119	90

From FY2020/21, only newly reported cases are counted.

*1 The increase in the number of inquiries in FY2017/18 was due to system changes.

2 Of this total, 15 complaints were related to personal information.

Results of customer satisfaction surveys at branches (Nomura Securities)	Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Average satisfaction rating	Point	4.29	4.34	8.49	8.56	8.40	8.57

Figures represent the average score from among the overall company satisfaction ratings received via postage-paid return postcard from customers who visited our branches. From FY2016/17 to FY2017/18, a scale of 0 (worst) to 5 (best) with six ratings was used, while from FY2018/19 a scale of 0 (worst) to 10 (best) with 11 ratings has been used.

Sustainable Finance, capital raised*	Unit	FY2020/21	FY2021/22
Apportioned	Billions of USD	23.4	21.4

* 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).

Sustainable Investment	Unit	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Sustainable investment ratio	%	74	73	81	79

To determine the sustainable investment ratio, we include the following investment approaches in Nomura Asset Management as sustainable investment. This methodology is not fully compliant with regulations such as SFDR.

1 Best in Class (Investment in leading companies in each industry from an ESG perspective)

2 ESG Thematic Investment

3 Impact Investment

4 ESG Integration

5 Active Share Ownership, including exercising proxy voting rights and direct engagement with portfolio companies' management

In addition, to ensure an accurate assessment of our sustainable investment activities, we exclude investment strategies from the overall universe for which we are unable to directly undertake sustainable investment decisions.

Contributing to Sustainable Communities

Community contribution expenditures	Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Total	Millions of yen	1,704	1,224	1,717	2,053	1,307	1,908
Education	Millions of yen	451	407	410	308	256	356
Arts, culture, and sports	Millions of yen	567	157	476	932	266	337
Science and academic achievement	Millions of yen	116	109	230	241	147	156
Community contribution	Millions of yen	189	261	277	237	297	328
Welfare and health	Millions of yen	53	33	46	48	55	107
Environment	Millions of yen	71	59	69	62	51	50
Human rights and labor	Millions of yen	12	6	16	41	35	36
Disaster relief	Millions of yen	61	9	18	12	62	361
Other	Millions of yen	184	185	175	173	138	178

* Subtotals may not add up to totals due to rounding.

Participants and materials in financial and economics education	Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Visiting classes*1 (elementary, junior and high schools, universities, teachers) since 2008	No. of schools	346	442	393	287	138	282
	No. of participants	15,317	19,377	18,919	13,847	8,988	16,748
Financial courses for universities since 2001	No. of schools	104	106	102	101	69	87
	No. of participants	11,200	11,000	11,200	10,924	5,862	8,068
Nikkei Stock League since 2000	No. of teams	1,618	1,832	1,792	1,726	1,643	1,719
	No. of participants	6,462	7,180	7,103	6,892	6,535	7,046
Number of educational materials supplied *2	No. of schools	434	470	730	804	11,214	20,743
	No. of copies	30,167	37,163	61,581	62,698	87,338	66,125

*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.

Human Resources Valuing Diversity

Education and training expenses	Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Total	Millions of yen	2,767	2,987	3,225	3,100	2,089	2,332
Japan	Millions of yen	2,094	2,093	2,004	2,035	1,143	1,363
Americas	Millions of yen	299	435	694	639	623	542
Europe	Millions of yen	161	228	280	228	177	268
Asia and Oceania	Millions of yen	213	230	247	196	146	159

* Subtotals may not add up to totals due to rounding.

Participation in education and training	Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Total	Aggregate no. of hours	501,377	530,869	537,323	565,949	325,735	259,921
	Aggregate no. of participants	195,819	277,824	302,460	187,639	258,694	289,467
Japan	Aggregate no. of hours	303,854	298,571	332,570	440,867	195,274	128,783
	Aggregate no. of participants	15,581	14,896	18,879	22,451	23,374	37,513
Americas	Aggregate no. of hours	15,848	23,139	15,983	9,127	18,684	16,524
	Aggregate no. of participants	19,816	38,169	35,932	17,393	34,912	34,811
Europe	Aggregate no. of hours	33,638	49,288	43,787	29,407	42,000	45,481
	Aggregate no. of participants	44,325	70,240	77,539	41,030	69,309	85,703
Asia and Oceania	Aggregate no. of hours	148,037	159,871	144,983	86,548	69,776	69,133
	Aggregate no. of participants	116,097	154,519	170,110	106,765	131,099	131,440

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.

Following a review of previous years' data, the figures in FY2020/21 have been revised. We revised Aggregate No. of Hours for Japan (288,129 → 195,274) and Total Aggregate No. of Hours (418,590 → 325,735).

We have obtained a limited assurance on the key sustainability performance indicators by Ernest & Young ShinNihon LLC. Please visit Nomura Holdings' website for details (<https://www.nomuraholdings.com/sustainability/data/>).

Human Resources Valuing Diversity

Composition of employees*1	Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Total	No. of employees	28,186	28,048	27,864	26,629	26,402	26,585
	Ratio of male employees (%)	61	61	60	60	59	60
	Ratio of female employees (%)	39	39	40	40	41	40
Japan	No. of employees	16,227	15,819	15,852	15,748	15,330	15,213
	Ratio of male employees (%)	58	57	56	57	56	56
	Ratio of female employees (%)	42	43	44	43	44	44
Americas	No. of employees	2,314	2,362	2,357	2,120	2,152	2,257
	Ratio of male employees (%)	74	74	74	73	73	72
	Ratio of female employees (%)	26	26	26	27	27	28
Europe	No. of employees	3,026	3,057	2,909	2,691	2,769	2,820
	Ratio of male employees (%)	70	70	69	68	69	69
	Ratio of female employees (%)	30	30	31	32	31	31
Asia and Oceania	No. of employees	6,619	6,810	6,746	6,070	6,151	6,295
	Ratio of male employees (%)	59	60	59	59	59	59
	Ratio of female employees (%)	41	40	41	41	41	41

Number of new hires*2	Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Total	No. of employees	2,763	2,901	2,779	2,416	1,934	2,920
	Ratio of male employees (%)	57	61	59	60	62	65
	Ratio of female employees (%)	43	39	41	40	38	35
Japan	No. of employees	1,107	1,008	1,100	1,004	642	752
	Ratio of male employees (%)	53	54	51	59	59	67
	Ratio of female employees (%)	47	46	49	41	41	33
Americas	No. of employees	318	355	333	251	246	470
	Ratio of male employees (%)	71	74	76	71	74	71
	Ratio of female employees (%)	29	26	24	29	26	29
Europe	No. of employees	283	376	346	286	288	400
	Ratio of male employees (%)	67	69	67	65	75	72
	Ratio of female employees (%)	33	31	33	35	25	28
Asia and Oceania	No. of employees	1,055	1,162	1,000	875	758	1,298
	Ratio of male employees (%)	54	60	59	57	56	60
	Ratio of female employees (%)	46	40	41	43	44	40

Composition of managers*3	Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Total	No. of employees	9,110	9,174	9,187	8,734	9,145	9,927
	Ratio of male employees (%)	85	84	83	82	81	80
	Ratio of female employees (%)	15	16	17	18	19	20
Japan	No. of employees	4,672	4,493	4,493	4,267	4,445	4,798
	Ratio of male employees (%)	92	91	90	89	88	87
	Ratio of female employees (%)	8	9	10	11	12	13
Americas	No. of employees	1,279	1,366	1,355	1,257	1,319	1,392
	Ratio of male employees (%)	80	80	81	80	80	79
	Ratio of female employees (%)	20	20	19	20	20	21
Europe	No. of employees	1,559	1,624	1,568	1,473	1,564	1,634
	Ratio of male employees (%)	81	81	80	79	79	79
	Ratio of female employees (%)	19	19	20	21	21	21
Asia and Oceania	No. of employees	1,600	1,691	1,771	1,737	1,817	2,103
	Ratio of male employees (%)	70	70	68	67	66	64
	Ratio of female employees (%)	30	30	32	33	34	36

*1 Employee composition: The figures cover Nomura Group on a consolidated basis.

*2 New hire composition: The figures represent total Nomura Group hires on a consolidated basis.

*3 Management composition: The figures cover Nomura Group on a consolidated basis. Please refer to standards for calculation(<https://www.nomuraholdings.com/sustainability/data/>).
Management composition: The figures in FY2021/22 for Japan and total have been revised on July 10 2023.

Our Environment

GHG emissions		Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Scope 1: Direct emissions*1	Japan	t-CO ₂	2,005	1,968	1,901	1,895	1,406	1,218
	Americas	t-CO ₂	72	73	74	69	87	82
	Europe	t-CO ₂	772	784	683	675	638	603
	Asia and Oceania	t-CO ₂	173	167	201	175	21	21
Scope 2: Indirect emissions*1	Japan	t-CO ₂	36,783	35,302	34,126	30,709	26,344	23,189
	Americas	t-CO ₂	6,168	5,510	5,361	4,728	4,112	4,154
	Europe	t-CO ₂	11,786	10,031	8,364	6,880	4,988	4,391
	Asia and Oceania	t-CO ₂	20,942	19,800	17,207	16,251	11,275	10,482
Scope 1, 2: Emissions per employee*1	Japan	t-CO ₂	2.5	2.4	2.3	2.1	1.9	1.6
	Americas	t-CO ₂	2.7	2.4	2.3	2.3	2.0	1.9
	Europe	t-CO ₂	4.2	3.6	3.2	2.9	2.1	1.8
	Asia and Oceania	t-CO ₂	4.2	3.8	3.2	3.1	2.1	1.9
Scope 3: Emissions from employee travel*2 (Air, rail, and automobile travel)	Japan	t-CO ₂	22,936	24,554	23,417	19,476	2,411	3,131
	Americas	t-CO ₂	4,343	5,547	5,147	4,205	389	2,294
	Europe	t-CO ₂	7,023	7,929	5,774	4,342	97	896
	Asia and Oceania	t-CO ₂	11,041	12,196	11,628	8,711	812	1,150

Energy consumption		Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Direct energy consumption (Natural gas, etc.)	Japan	MWh	10,654	10,402	10,054	10,008	7,646	6,669
	Americas	MWh	359	360	368	340	432	406
	Europe	MWh	4,329	4,374	3,804	3,791	3,624	3,372
	Asia and Oceania	MWh	743	720	862	758	84	85
Indirect energy consumption (Purchased electric power)	Japan	MWh	68,372	67,360	66,807	62,574	53,544	48,099
	Americas	MWh	20,236	18,883	18,345	17,273	16,243	14,342
	Europe	MWh	30,713	30,135	31,666	28,233	22,974	22,329
	Asia and Oceania	MWh	25,577	24,200	24,996	23,912	16,542	15,192
Including, renewable power*3		MWh	35,033	34,193	35,560	32,564	27,749	33,617
Percentage of renewable power		%	24.2	24.3	25.1	24.7	25.4	33.6
(Purchased cooling and heating power)	Japan	MWh	12,320	11,680	11,335	10,289	14,501	13,243
	Americas	MWh	198	254	284	202	101	88
	Europe	MWh	0	0	0	0	0	0
	Asia and Oceania	MWh	1,723	1,824	1,832	1,656	1,446	2,380

Environmental resource efficiency		Unit	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22
Water consumption*4	Japan	Thousand m ³	168	161	161	153	106	89
	Americas	Thousand m ³	29	30	30	27	20	23
	Europe	Thousand m ³	107	111	109	103	103	120
	Asia and Oceania	Thousand m ³	35	53	45	47	9	11
Copy paper consumption*5		ton	1,018	1,002	1,018	990	611	508
Amount of waste generated*7		ton	2,658	2,403	2,341	2,206	1,397	1,290

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. However, data on air transportation in Scope 3 are compiled based on data from all domestic and overseas business locations.
Japan: Group companies located in Japan (<https://www.nomuraholdings.com/company/group/>)
Americas: Offices in New York and Instinet offices
Europe: Offices in United Kingdom, France, Germany, Switzerland, Spain, Italy, and Luxembourg
Asia and Oceania: Offices in Hong Kong, Singapore, India, Mainland China, Thailand, South Korea, and Australia
*1 The South Korea office and Australia office were included from FY2019/20, the China (Shanghai) office was included from FY2020/21, and the China (Beijing) office was included from FY2021/22 in the scope for Asia and Oceania.
*2 Data based on airline and long-distance railway travel in Japan and overseas purchased from specified travel agencies. Data for Japan, Europe, and the India, Hong Kong, Thailand and South Korea offices in Asia and Oceania include emissions from automobiles used on a daily basis (The South Korea office was added to the scope of calculation from FY2019/20).
*3 Data comprise Japan, as well as the U.K., France, Germany, Switzerland, Italy, and Luxembourg offices in Europe. The Spain office was included in the scope of calculation for Europe from FY2019/20. The India office was included in the scope of calculation for Asia and Oceania from FY2021/22.
*4 The China (Shanghai) office was included from FY2020/21, and the Hong Kong office was included from FY2021/22 in the scope for Asia and Oceania.
*5 Data for Japan were compiled based on paper purchased from specified suppliers (all types of copy paper). Paper consumed by the U.K., India, Hong Kong and Thailand offices are included. The Singapore office was included from FY2020/21, the China (Shanghai) office and the Australia office were included from FY2021/22 in the scope for Asia and Oceania.
*6 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), and from FY2021/22 data for the Australia office, were added to the scope. The Nihonbashi Head Office Building, Dai-ni Edobashi Building and the Nomura Asset Management Head Office Building were relocated to the Toyosu Bayside Cross Tower in FY2020/21. Accordingly, include these buildings are included in the data until FY2020/21, but not from FY2021/22. Purchased Electric Power and Purchased Cooling and Heating Power for Toyosu Bayside Cross Tower in FY2020/21 have been revised.
For Japan, we revised Purchased Electric Power (55,213 MWh → 53,544 MWh), Purchased Cooling and Heating Power (9,034 MWh → 14,501 MWh), Percentage of Renewable Power (25.0% → 25.4%), GHG Emissions Scope 2 (26,006 t-CO₂ → 26,343 t-CO₂), and Scope 1 and Scope 2 GHG Emissions per Employee (1.8 t-CO₂ → 1.9 t-CO₂).

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	26,585
Common stock issued	3,233,562,601 shares
Number of shareholders	371,422 (Unit shareholders: 343,627)
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
Depositary for American Depositary Receipts (ADRs)	The Bank of New York Mellon
Date of record for dividend payments	September 30, March 31

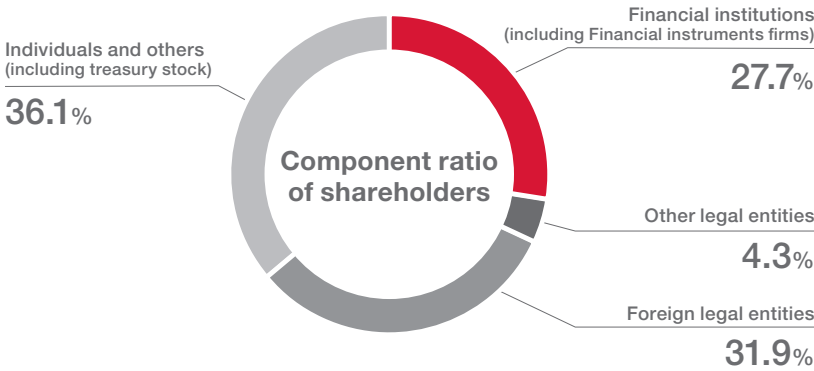
Share
Information

As of March 31, 2022

Major shareholders (Top 10)*1

Name of shareholder	Number of shares owned (thousands)*2	Owenship (%)*2
The Master Trust Bank of Japan, Ltd. (Trust Account)	488,832	16.2%
Custody Bank of Japan (Trust Account)	140,171	4.6%
Northern Trust Co. (AVFC) Re Silchester International Investors International Value Equity Trust	60,965	2.0%
State Street Bank West Client-Treaty 505234	52,950	1.8%
Northern Trust Co. (AVFC) Re U.S. Tax Exempted Pension Funds	46,432	1.5%
JP Morgan Chase Bank 385781	39,066	1.3%
The Bank of New York Mellon as Depositary Bank for DR Holders	36,833	1.2%
Nomura Group Employee Stock Ownership Union Organization	33,620	1.1%
Government of Norway	32,331	1.1%
State Street Bank and Trust Company 505001	30,928	1.0%

*1 The company has 215,394 thousand shares of treasury stock as of March 31, 2022 which is not included in the major shareholders list above.
*2 Figures for Number of Shares Owned are rounded down to the nearest thousand and figures for Percentage of Shares Owned are calculated excluding treasury stock.



Total
Shareholder
Return
(TSR*)

Holding Period*2	1 year	2 years	3 years	4 years	5 years
Nomura Holdings	91.8%	61.6%	72.8%	95.7%	89.3%
TOPIX	115.9%	110.0%	99.6%	141.5%	144.3%

*1 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
*2 Figures based on the last price of March 31, 2017

Credit Ratings

As of June 30, 2022

	Nomura Securities		Nomura Holdings	
	Long-term	Short-term	Long-term	Short-term
R&I	A+	a-1	A	a-1
JCR	AA-	-	AA-	-
Moody's	A3	P-2	Baa1	-
Standard & Poor's	A-	A-2	BBB+	A-2
Fitch Ratings	A-	F1	A-	F1

Basic Information in the Report

Period covered	April 1, 2021 to March 31, 2022 (Some content may be outside this time frame.)
Reporting cycle	Once a year
Previous	August 2021
Current	August 2022
Entities covered	Nomura Holdings, Inc. and its major subsidiaries and affiliates https://www.nomuraholdings.com/company/group/ Numerical data are presented alongside information on the scope of companies covered.

Reference guidelines	<ul style="list-style-type: none">■ GRI Sustainability Reporting Standards (GRI Standards) Please access the following URL on our corporate website for our GRI Guidelines Index. https://www.nomuraholdings.com/sustainability/gri/index.html■ International Integrated Reporting Frameworks recommended by the International Integrated Reporting Council and the World Intellectual Capital Initiative■ Guidance for Collaborative Value Creation of Japan's Ministry of Economy, Trade, and Industry■ Environmental Reporting Guidelines (2018 Version) of Japan's Ministry of the Environment
----------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Inquiries

Nomura Holdings, Inc.
Investor Relations Tel: +81 (3) 5255-1000 (Main switchboard)
Sustainability Development Tel: +81 (3) 5255-1000 (Main switchboard)
e-mail csr@jp.nomura.com

Nomura Holdings, Inc.

www.nomura.com

