

Investor Day 2026

# Banking

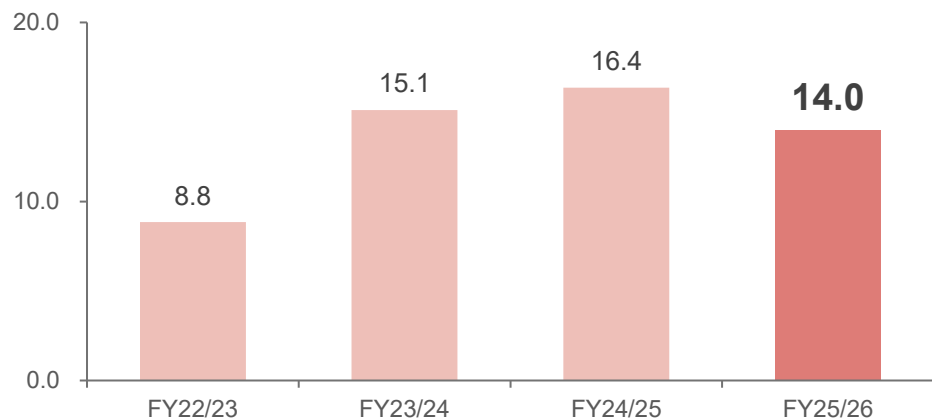
May 29, 2026

Go Sugiyama  
Executive Officer,  
Deputy President of Nomura Holdings, Inc.  
Head of Banking Division

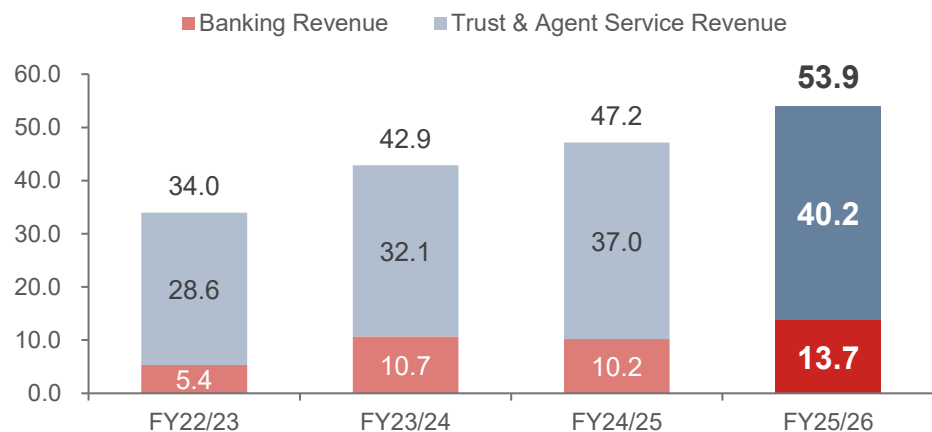
# Review of Progress toward Our 2030 Vision

- To achieve our strategic aim of strengthening banking as the “fourth pillar” of our business, we launched a new division
- We steadily expanded our core business while making strategic investments in medium- to long-term growth

## Income before income taxes (billions of Yen)



## Breakdown of Net revenue (billions of Yen)



1. Nomura Trust and Banking 2. Nomura Bank Luxembourg 3. Wealth Management

## Recent initiatives and results

### 1 Expansion of the loan business

- Expanded eligible collateral assets to better serve diverse client needs
- Refining the advertising strategy successfully stimulated Nomura Web Loan demand

	FY22/23 Mar	FY25/26 Mar
Loans Outstanding	0.8 trillion yen	<b>1.2 trillion yen</b>

### 2 Increase in trust assets

- In addition to favorable market conditions, strong performance continued as capital inflows into private assets—one of our key strengths—remained steady
- Funds also continued to flow into trust services for financial institutions

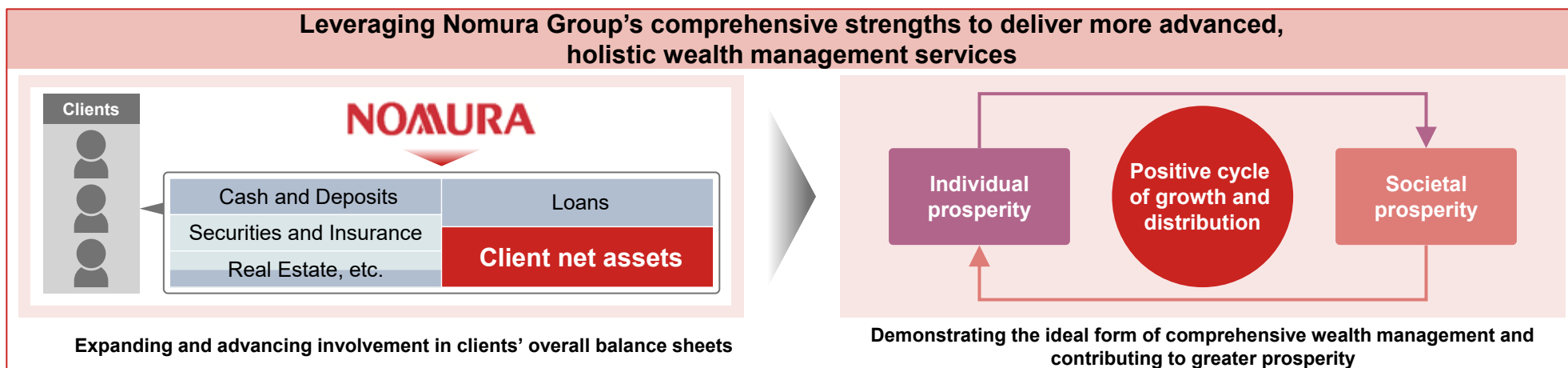
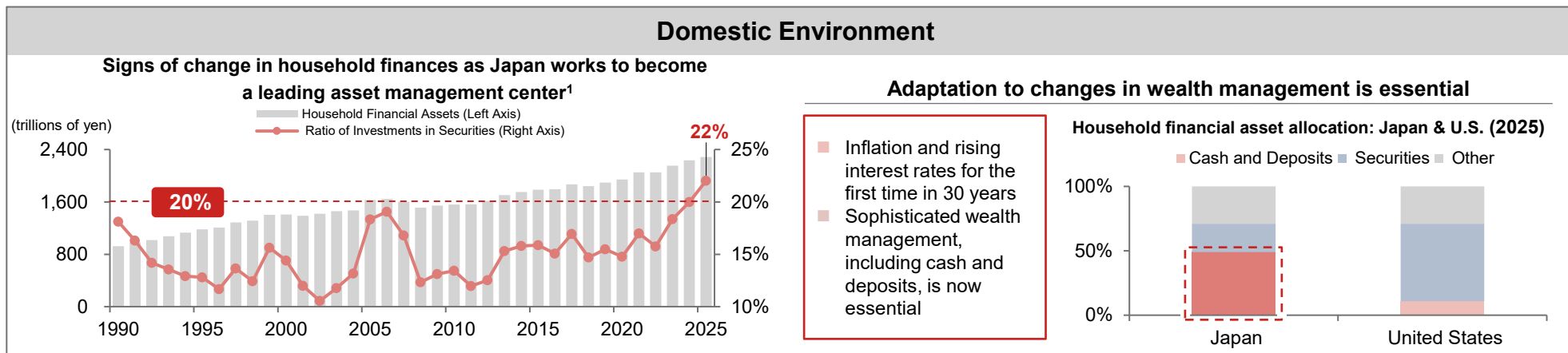
	FY22/23 Mar	FY25/26 Mar
Investment Trust balance (NTB <sup>1</sup> )	32 trillion yen	<b>43 trillion yen</b>
Assets under administration (NBL <sup>2</sup> )	49.5 billion USD	<b>64.6 billion USD</b>

### 3 Progress on business infrastructure

- The completion of the core banking system upgrade at NTB removed the 1 million account limit and reinforced banking services
- Strengthened client information sharing with the WM<sup>3</sup> Division to enable more consistent service delivery, subject to compliance with applicable laws and regulations

# The Importance of the Banking Business

- As securities investment expands in Japan, a country striving to become a leading asset management center, demand for more sophisticated wealth management is increasing
- Leveraging the Nomura Group’s comprehensive strengths, we deliver “true wealth management” and contribute to enriching society



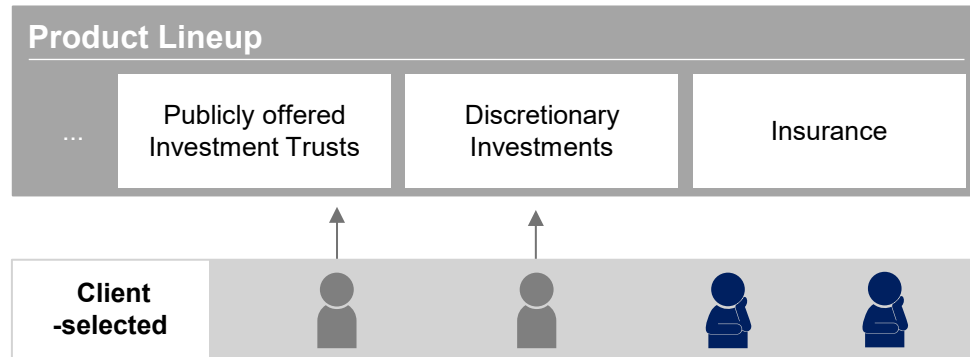
1. Source: Bank of Japan

# Toward Delivering True Wealth Management Services

- Rather than operating merely as a supplier, we create and customize services based on client needs
- By expanding our optimal service lineup, we help our clients achieve their envisioned future while maximizing the business

## Supplier-centric

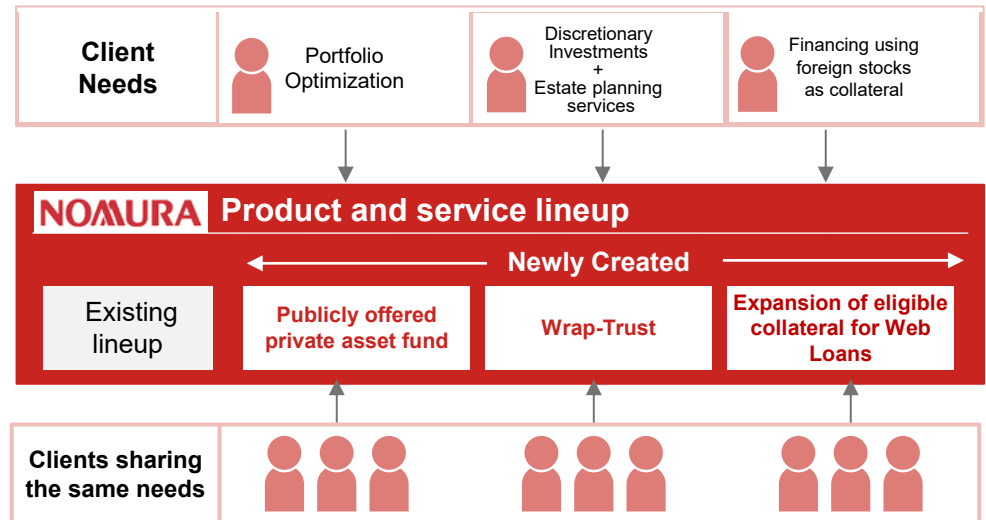
- An approach of preparing a versatile product lineup in advance to meet client needs



Service direction	<ul style="list-style-type: none"> <li>■ <b>Addressing</b> client needs that <b>can be met with general-purpose services</b></li> <li>■ Business with a <b>wide range of clients on a broad, shallow basis</b></li> </ul>
Strengths	<ul style="list-style-type: none"> <li>■ An efficient approach for a customer base in the tens of millions</li> </ul>
Constraints	<ul style="list-style-type: none"> <li>■ <b>Limited client experience value; there is a ceiling on expanding the business scale per client</b></li> </ul>

## Client-centric

- An approach that creates products and services based on client needs and strengthens the product lineup



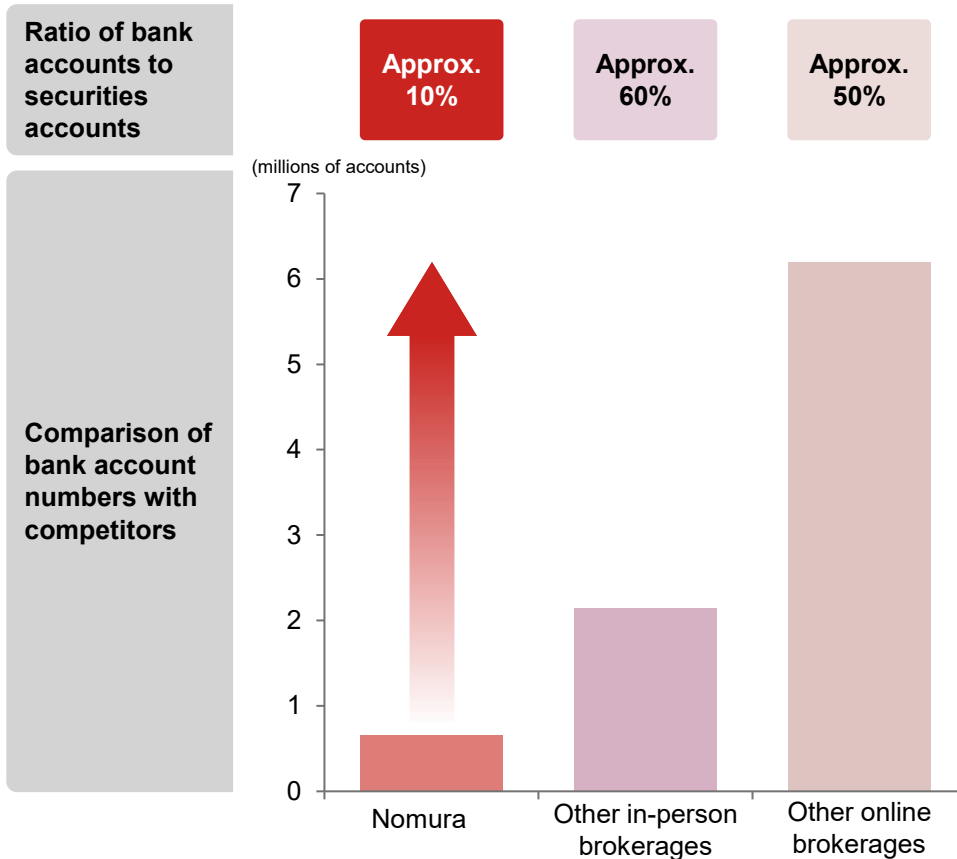
Service direction	<ul style="list-style-type: none"> <li>■ If there are no services that meet client needs, we will <b>create new ones</b></li> <li>■ Develop <b>deep business relationships with each client</b></li> </ul>
Strengths	<ul style="list-style-type: none"> <li>■ <b>Maximizing business per client by enhancing the client experience</b></li> <li>■ <b>Attracting new clients</b> with similar needs</li> </ul>
Constraints	<ul style="list-style-type: none"> <li>■ Requires <b>highly capable sales professionals who can accurately identify client needs</b>, along with a <b>strong development team possessing extensive knowledge and deep expertise</b></li> </ul>

## -Banking Business-

- Given the Group's vast client base, there is significant room for expansion of banking services
- By capturing client needs that are expanding amid changing market conditions, we will further accelerate the growth of our loan business

### Room for growth in bank accounts compared to competitors

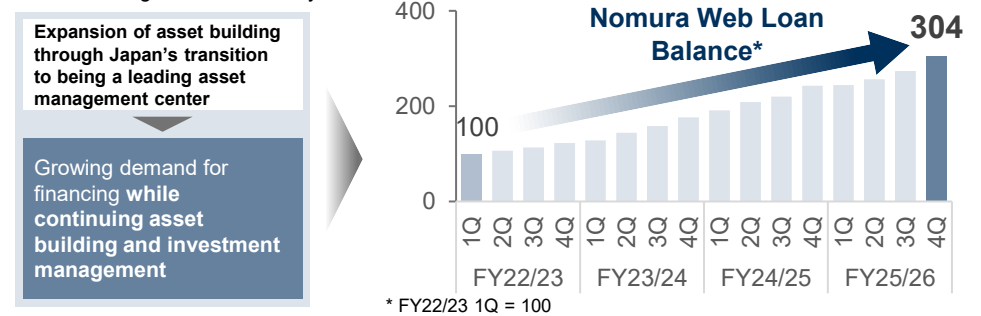
- Despite our overwhelming client base in the securities business, banking services are currently provided to only around 10% of clients, leaving substantial room for expansion compared with competitors



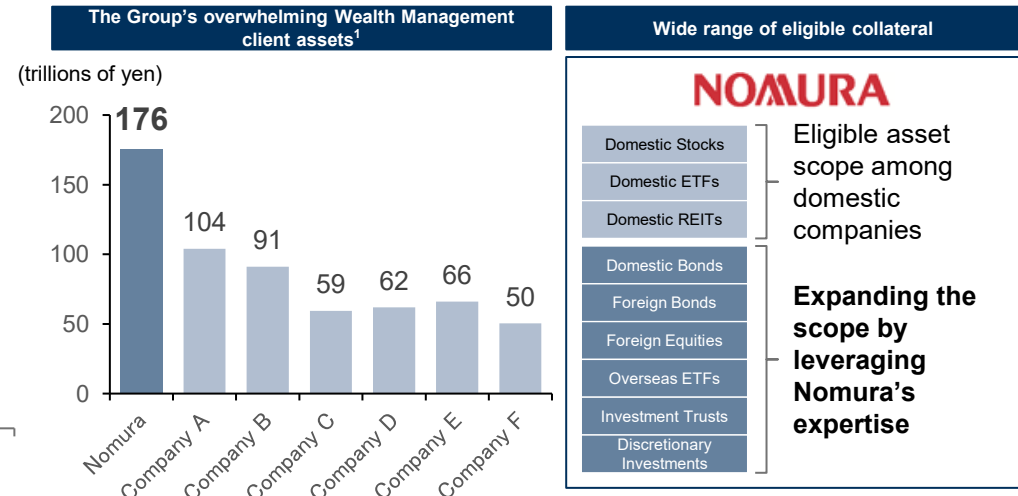
### Room for expansion in banking services

#### Growing demand for loans amid changing market conditions

- As market conditions have changed, demand has broadened, and the use of securities-backed loans has grown dramatically



#### Strengths of Nomura's loan services



1. Prepared by the Company based on publicly disclosed data from each company (as of March 31, 2026)

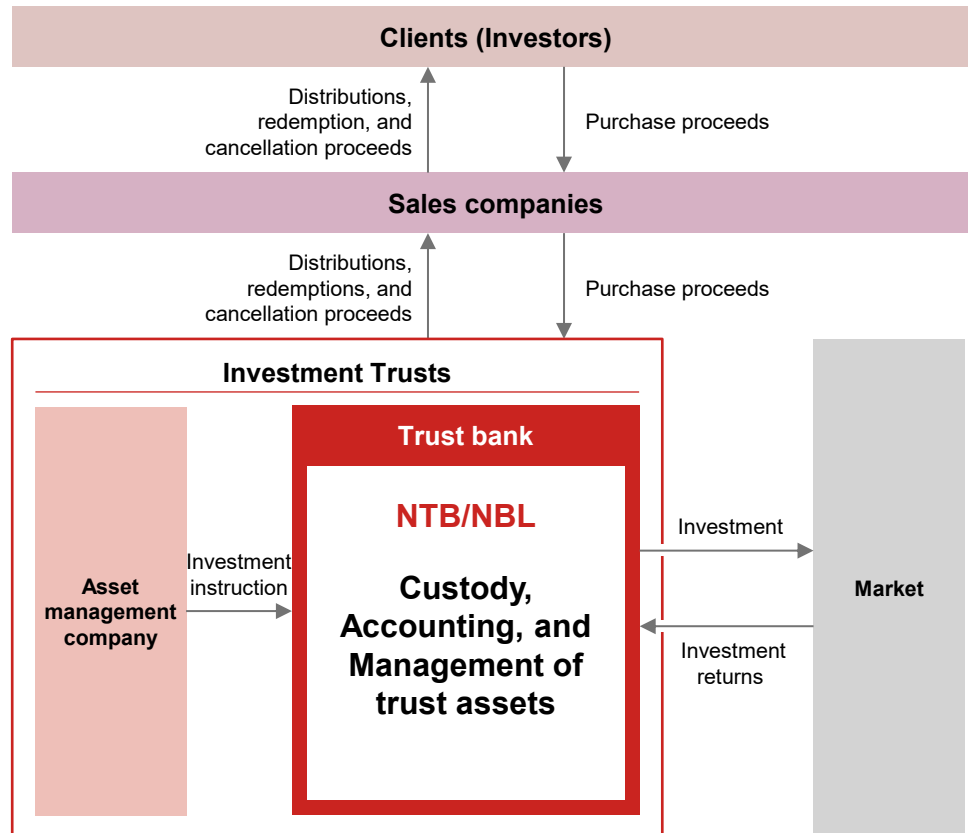
# Further Expansion Potential in the Banking Division

## -Trust and Agency Business-

- Expect stable growth linked to balances supported by the expanding investment trust market as a core product for household asset management

### Role as a custodian in the investment trust business

- Trust fees rise in line with the growth of customer assets
- A recurring business model that aligns with clients and steadily grows revenue



1. IM: Investment Management

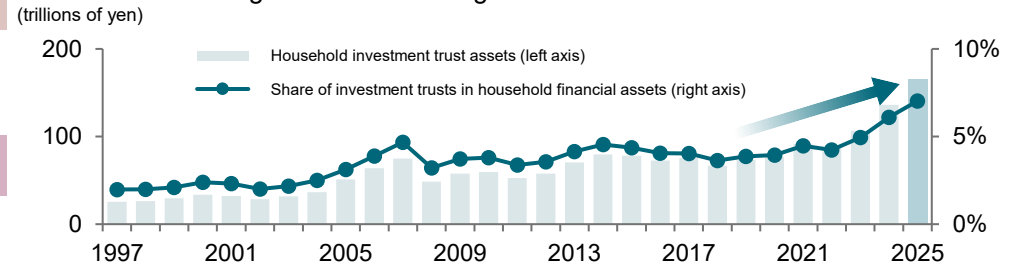
2. BK: Banking

3. Source: Bank of Japan

### Room for business expansion

#### Expanding investment in individual investment trust assets<sup>3</sup>

- As part of the national policy to establish Japan as a major center for asset management, investment trusts are experiencing rapid growth as a key product for asset building and wealth management



#### Strengths of Nomura's trust and agency business

##### Sales company (WM)

Even for highly complex products, we provide products that clients can fully understand through careful explanations

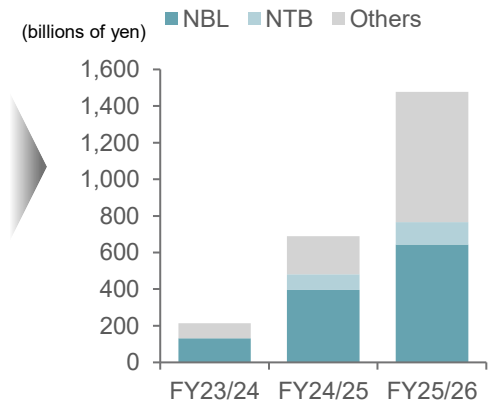
##### Asset management company (IM<sup>1</sup>)

Extensive investment expertise and a proven track record in structuring diverse funds as one of Japan's leading asset management companies

##### Trust bank (BK<sup>2</sup>)

Provide customized solutions for complex products and schemes, leveraging accumulated expertise

##### Balance of publicly offered private asset investment trusts



# Prospect for 2030

- Strengthen collaboration with the Wealth Management Division to deepen understanding of client needs
- Deliver high-value wealth management services unique to Nomura and achieve stable revenue expansion

## KGI

Income before income taxes
14 billion yen ⇒ 50 billion yen

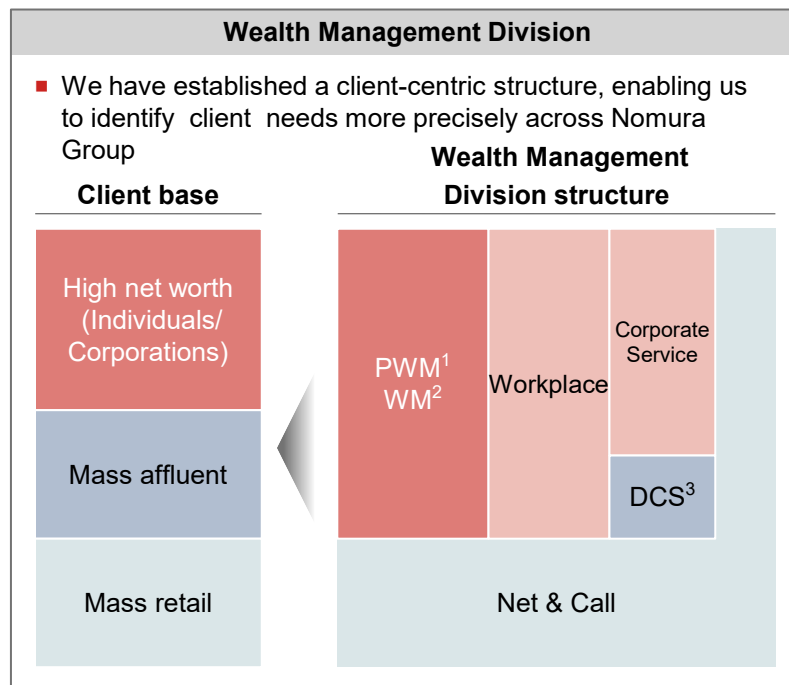
## KPI

Loans Outstanding
1.2 trillion yen ⇒ 2.8 trillion yen

Investment Trust balance (NTB)
43 trillion yen ⇒ 70 trillion yen

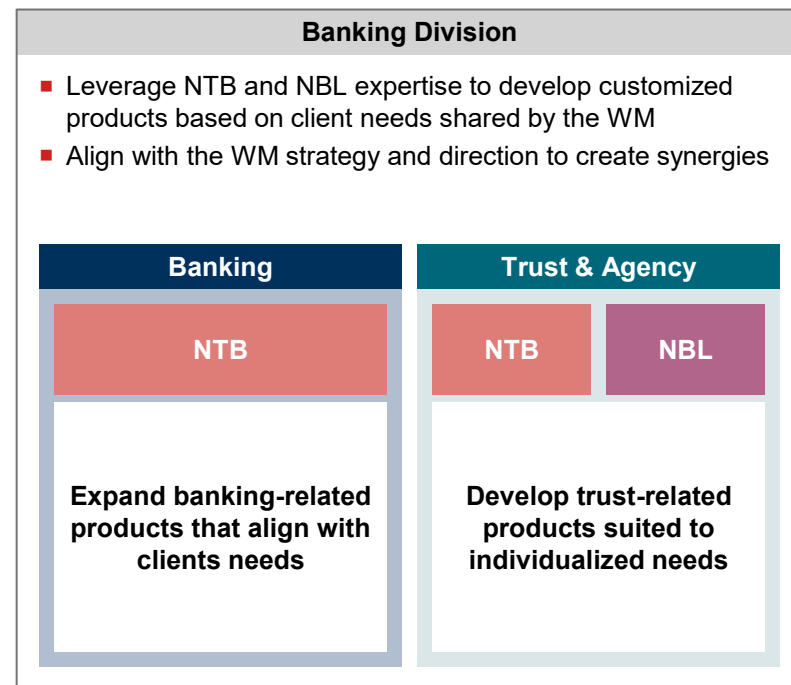
Asset under administration (NBL)
64.6 billion USD ⇒ 89.6 billion USD (upward revision)

## Directions for Group Collaboration to Achieve KGI/KPI



Share new client needs identified through business operations

Develop client-oriented products and strengthen the product lineup



1. Private Wealth Management (PWM)

2. Wealth Management (WM)

3. Digital Customer Service (DCS)

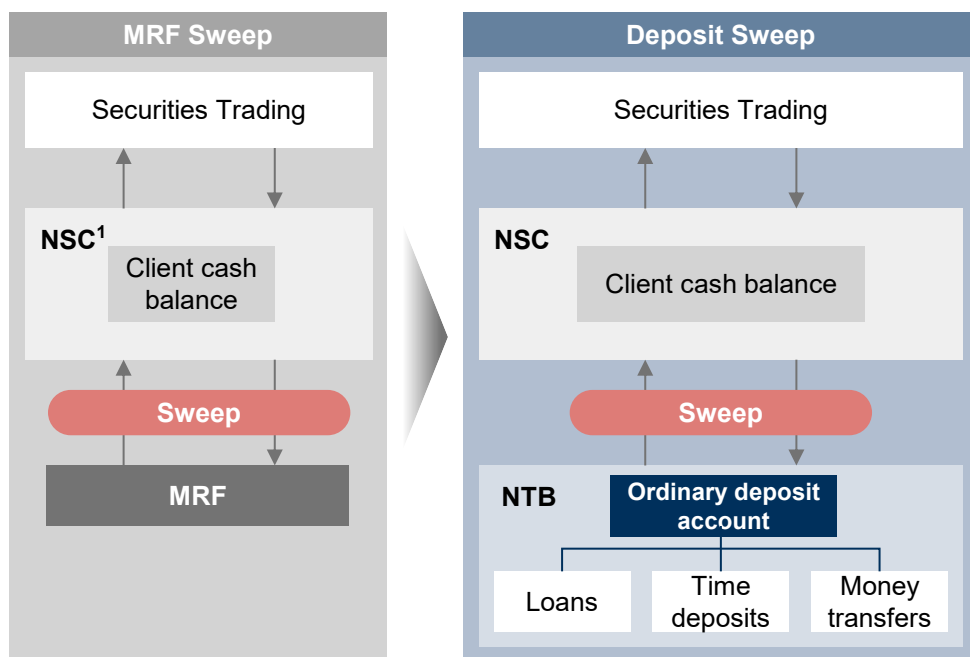
# A Leap forward for the Banking Division through Deposit Sweep

- We launched the deposit sweep service named “Anshin sweep” in April 2026 for establishing client touchpoints with WM clients
- With this launch, we aim to expand the banking client base and significant business growth

## Positioning of the deposit sweep

- Using deposits, a familiar product, as a starting point, we will accelerate account and deposit acquisition among WM clients

### Transformation of client touchpoints through deposit sweep



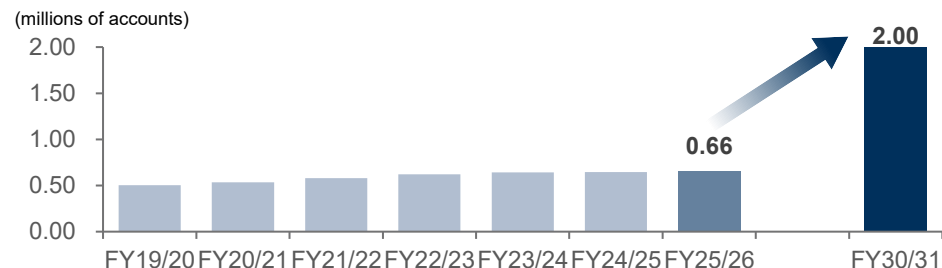
**Expand the Banking Division's services to the Group clients**

1. Nomura Securities (NSC)

## Expanding the client base through the deposit sweep

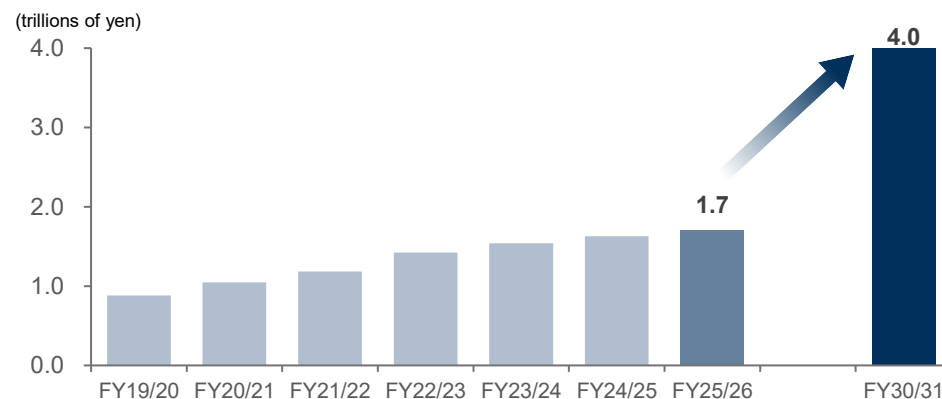
### Increase in the number of accounts

- Achieve a significant expansion in the number of clients we can reach with our banking services



### Deposit acquisition

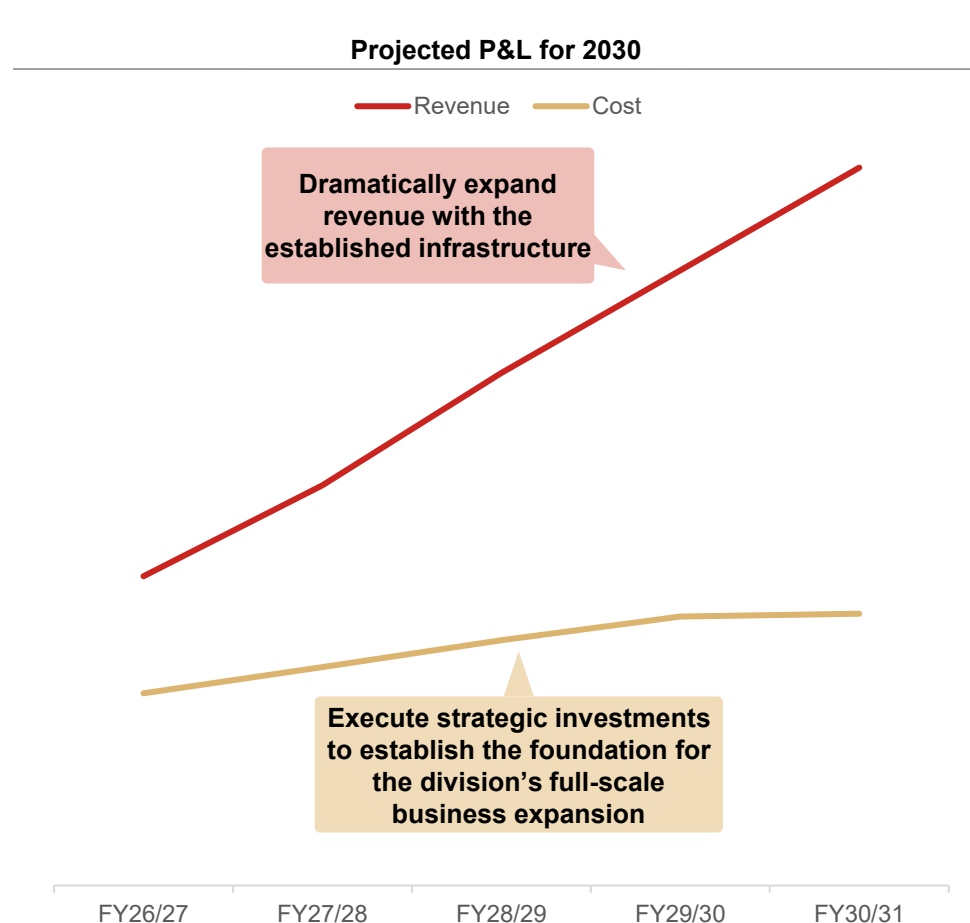
- Expanding the balance sheet creates the capacity to develop new products
- This also contributes to lower funding costs and increased interest income



# Upfront Investment to Execute Growth Strategies

- The Banking Division will make proactive upfront investments to strengthen its infrastructure and drive medium- to long-term business growth

## Approach to investment for business expansion



## Major upfront investments

<p><b>Core Banking System Upgrade</b> FY25/26: Completed</p>	<p><b>Expand Capacity to Support Client base Growth</b></p> <ul style="list-style-type: none"> <li>■ Build scalable system infrastructure to support significant service expansion</li> <li>■ Prepare data infrastructure with a view toward UI integration with Nomura Securities services</li> </ul>
<p><b>Deposit Sweep</b> FY26/27~</p>	<p><b>Establish pathways to expand the Client base</b></p> <ul style="list-style-type: none"> <li>■ Position it as a core business strategy to expand touchpoints with Wealth Management clients</li> <li>■ Expand the business by leveraging a client base that has grown non-linearly</li> </ul>
<p><b>Investments In IT</b> FY26/27~</p>	<p><b>Strengthen IT infrastructure to Sustain our Growth</b></p> <ul style="list-style-type: none"> <li>■ Strengthen IT infrastructure and promote the standardization and digitization of various operations to support future business expansion</li> <li>■ Enhance the client experience to improve client satisfaction</li> </ul>

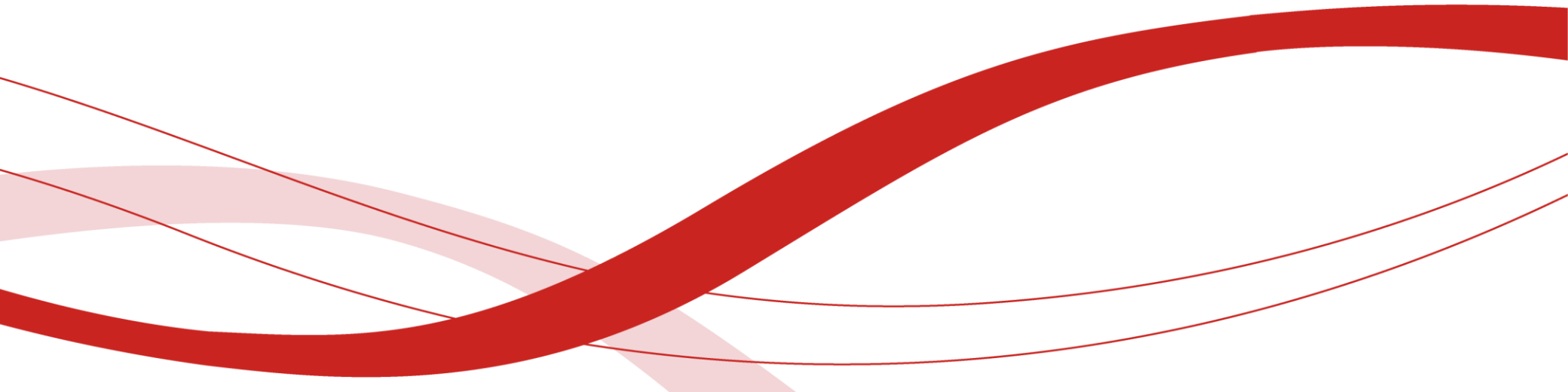
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**NOMURA** | 100 YEARS

**Our Purpose**

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



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