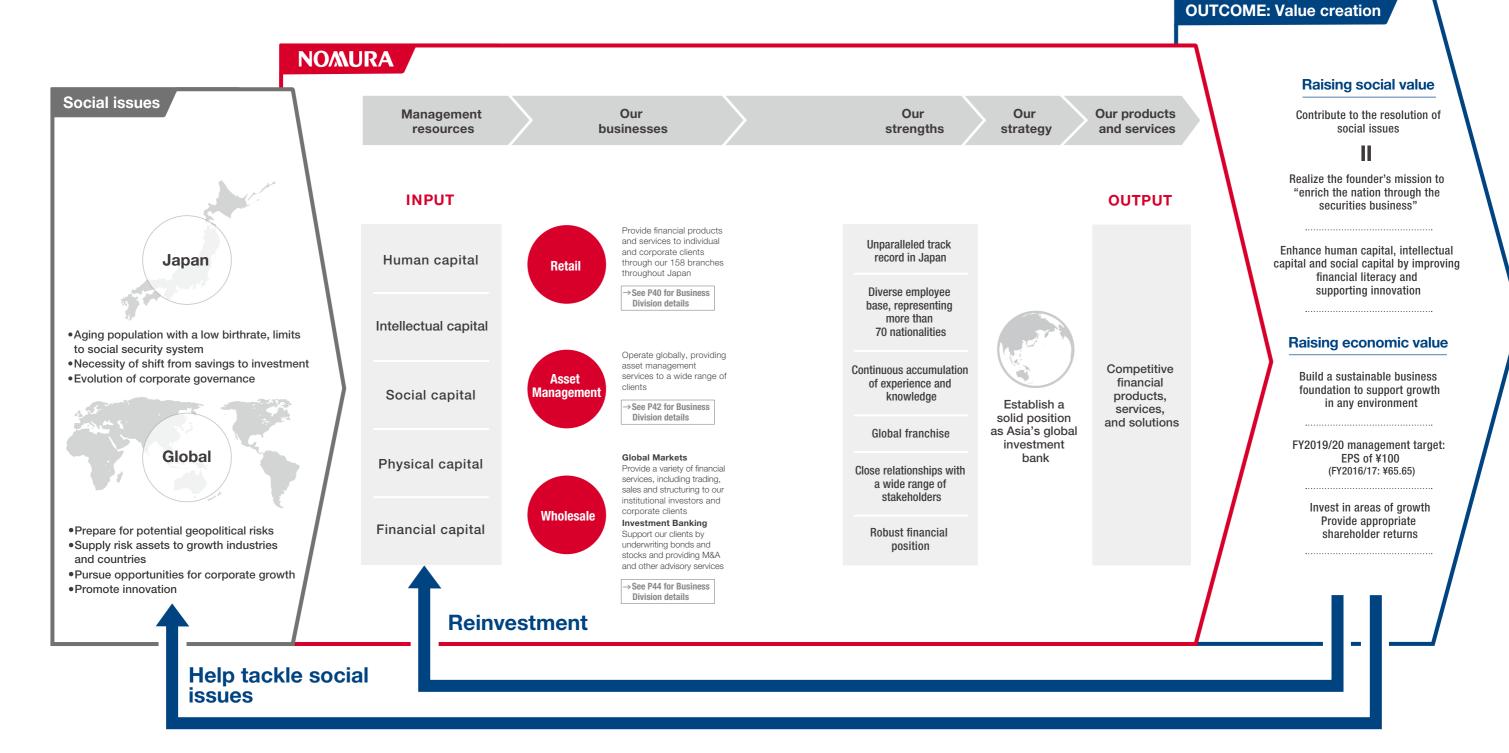
## Nomura Group value creation model

The Nomura Group's business is executed according to our philosophy of always "placing our clients at the heart of everything we do." We contribute to the economic growth and creation of a prosperous society by providing financial products, services, and solutions that are innovative and competitive, while also utilizing our high-quality management resources. We strive to raise our economic value by building a sustainable business foundation to support growth in any environment.



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