

# 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.

## Value creation OUTCOME

**Raising social value**  
Contribute to the resolution of social issues



Realize the founder's mission to "enrich the nation through the securities business"

Enhance human capital, intellectual capital and social capital by improving financial literacy and supporting innovation

**Raising economic value**

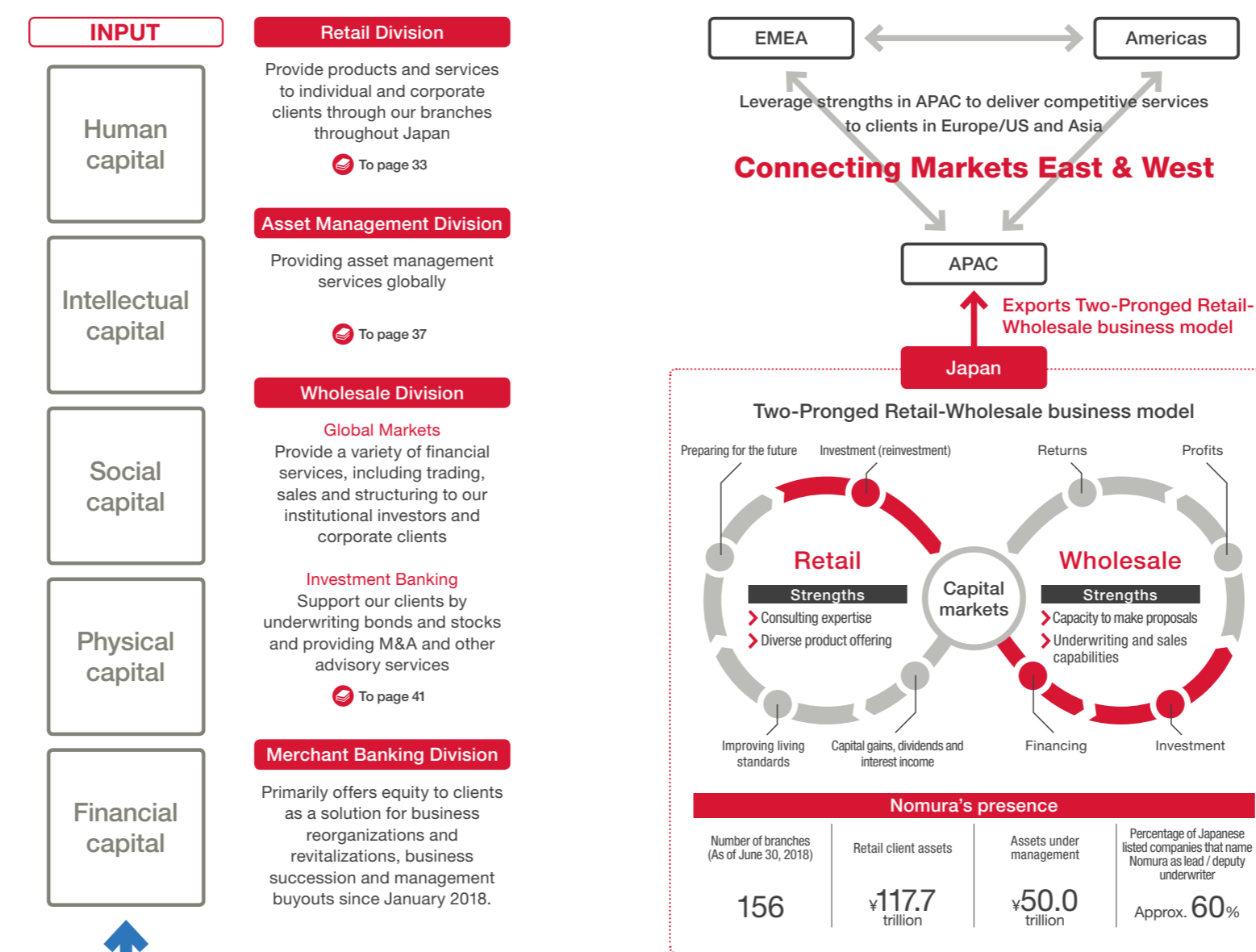
Create an operating platform capable of delivering consistent growth in any environment

FY2019/20 management target  
**EPS of ¥100**  
(FY2017/18: ¥61.88)

Invest in areas of growth  
Provide appropriate shareholder returns

# NOMURA

## Management resources → Our businesses → Our strengths and strategy



## Social issues

### Japan

- Aging population with a low birthrate, limits to social security system
- Necessity of shift from savings to asset building
- Evolution of corporate governance

### Global

- Prepare for potential geopolitical risks
- Supply risk assets to growth industries and countries
- Pursue opportunities for corporate growth
- Promote innovation

Help tackle social issues

Reinvestment