The Nomura Group’s business is executed according to our philosophy of always “placing our clients at the heart of everything we do.” Although the business environment surrounding our company is changing significantly, we contribute to the economic growth and creation of a prosperous society by providing the best services and solutions to our clients, leveraging our client base and know-how that we have cultivated in Japan and our global businesses. We strive to improve economic value by creating an operating platform capable of delivering consistent growth.

**Shrinking domestic market**

**Low birthrate and aging population (aging demography)**

**Geographical risk**

**Prolonged low interest rate policy**

**Digitalization**

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**Challenges**

**Strengths**

**Opportunities**

**Value creation**

**Social value**

Contributing to economic growth and creation of a prosperous society through financial services

**Example of social value creation**

**Economic value**

Improving economic value by creating an operating platform capable of delivering consistent growth

**Trust from stakeholders**

Enhancing the trust of clients, shareholders, employees and other stakeholders through business development and various systems and structures that support it

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**Depicting the Path to Value Creation**

**Path to Value Creation**

**Challenges**

- Low birthrate and aging population (aging demography)
- Shrinking domestic market
- Prolonged low interest rate policy
- Digitalization
- Geographical risk

**Strengths**

- Top client base in Japan
- Sophisticated proposals of products and services
- Trust from clients
- Global business platform
- Global development of asset management business
- Recognition of Nomura Brand
- Platform that supports our strengths

**Opportunities**

- Responding to diversifying client needs
- Shift to asset building from savings
- Growing momentum for overseas expansion by Japan-based companies
- Growing demand for asset management amid low interest rates
- Capturing growth in overseas markets

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**Social value**

- Contributing to economic growth and creation of a prosperous society through financial services

**Economic value**

- Improving economic value by creating an operating platform capable of delivering consistent growth

**Trust from stakeholders**

- Enhancing the trust of clients, shareholders, employees and other stakeholders through business development and various systems and structures that support it

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**Indicators for measuring progress in economic value**

**Examples of trust from stakeholders**

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**Footnotes**

*1 As of March 31, 2019
*2 Refinitiv, April 2018 to March 2019
*3 Greenwich, January 2018 to December 2018
*4 J.D. Power Japan 2012 to 2018
*5 Institutional Investor (Based on commission weighted investor voting), January 2018 to December 2018
*6 McLagan, January 2018 to December 2018
*7 Bloomberg, November 2018
*8 Coalition, January 2018 to December 2018