Nomura Group’s Management Vision

In May 2020, Nomura Group announced a new management vision for the year 2025, the 100 year anniversary of its founding. Under this vision, we aim to realize "business growth" by expanding our business domain from public to private, with our core business (Retail, Asset Management, Wholesale and Merchant Banking) as the foundation. The ROE target is set at 8-10%.

At the same time, we will focus on ESG (Environment, Social and Governance) elements such as "trust from society" and "employee satisfaction." We believe sustainable growth cannot be achieved if either element is missing. By combining "business growth," "trust from society" and "employee satisfaction" to create synergies, we will achieve sustainable growth and help solve social issues.

Nomura Group needs to comply with various financial regulations in order to operate globally. We are working to improve capital efficiency by appropriately allocating the limited capital to businesses, while complying with these requirements and ensuring financial soundness. At the same time, we aim to provide the appropriate return to shareholders.

Nomura Group operates businesses by placing our clients at the heart of everything we do. The environment surrounding us is changing rapidly, and the needs of our clients are becoming more diverse and complex. We would like to remain the most trusted partner for clients by sincerely addressing the needs of each client in any environment and providing the best financial products, services and solutions.

As environmental and social issues such as climate change and widening social disparities become more serious, consideration of these issues are essential for economic growth. Nomura Group continues to contribute toward the realization of a sustainable society through the financial and capital markets.

Approximately 26,600 employees of 90 nationalities work for Nomura Group. We seek to manage our employees in a flexible and appropriate manner so that each and every one of our employees can thrive as they collaborate with each other and contribute their skills to the workplace. The new management vision will focus on the following three areas.

Corporate culture

- Trust from clients
- Creating a sustainable society
- Value of sustainable finance we support Sustainable investment ratio

Employee satisfaction

- Environment where employees can work with enthusiasm
- Talent development
- Diversity & Inclusion
- Female manager ratio

Trusted by our clients

- Client satisfaction
- Pursuit of optimal capital
- ROE 8-10%
- Dividend payout ratio*: 30%
- Total return ratio: 50% or more

Financial soundness

- Capital and liquidity ratios well above the regulatory minimum requirements
- Trust from clients
- Awareness of the Nomura brand
- Organization with diversity of about 90 nationalities
- Corporate culture

Optimize resource allocation

- Increase profitability of existing businesses
- Expanding the scope of businesses
- Optimize resource allocation

Growth

- Achieve sustainable growth by solving social issues
- Japan’s leading client base
- Full-scale global franchise
- Trust from clients
- Products and services capabilities
- Awareness of the Nomura brand
- Organization with diversity of about 90 nationalities
- Corporate culture

- Strengthened oversight function by separating management oversight and business execution, enabling an expedited decision-making process
- Advanced risk management structure
- Infrastructure which supports global franchise

- Our revenue base consists of domestic business and carefully selected international business
- Capital and liquidity ratios well above the regulatory minimum requirements

- We will strive to pay dividends using a consolidated pay-out ratio of 30 percent of each semi-annual consolidated earnings as a key indicator. Dividend payments are determined taking into account a comprehensive range of factors such as the tightening of Basel regulations and other changes to the regulatory environment as well as the Company’s consolidated financial performance.
Since 2012, Nomura Group has conducted structural reforms by transforming the business model in Japan and improving profitability of international business. As a result, the quality of our business and the recognition from our clients has improved significantly, and we have built a more solid business foundation in international regions by focusing on areas of our strength. For the next five years, we will continue to focus on transformation within our core businesses, while making necessary investments and incorporating new ideas to expand our scope of business from public to private so that we are able to enter into a "Next Stage of Growth."

Our management vision for the fiscal year ending March 2025 is broadly divided into two phases. By fiscal year ending March 2023, we aim to expand existing businesses and invest towards developing new business domains. By the fiscal year ending March 2025, we aim to expand our core business domain from public to private. The ROE target is set at 8-10%.

ROE is one of the most important financial targets in our management vision. The targeted 8-10% of ROE is broken down into three factors; profitability, efficiency and financial leverage, which we call as the "ROE tree." In particular, to improve profitability, we have established Key Performance Indicators (KPIs) and Key Goal Indicators (KGI) to align our efforts with those of each business.