

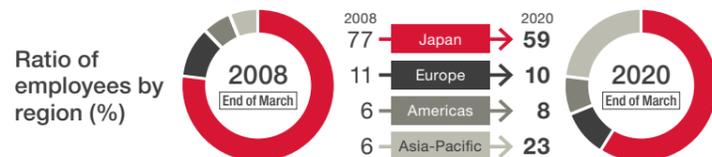


HUMAN RESOURCES STRATEGY

Individuals of more than 90 nationalities are currently employed in Nomura Group. This diverse group of people represents our greatest asset. Nomura Group provides equal opportunities, builds a healthy work environment and, under the Nomura Group Code of Conduct, forbids discrimination based on nationality, ethnic origin, gender, gender identity, gender preference, beliefs, social standing, disability or any other attribute, so that each and every employee can be active and successful in utilizing her or his capabilities and personal strengths.

Global human resources system

Nomura Group takes an integrated approach to talent management by employing professionals around the world who are capable of providing financial services that meet the diverse needs of clients. Having a pool of employees with a wide variety of career paths and values within the Group, we seek to manage our talent 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 abilities to the workplace.



Introduction of new personnel system

Nomura Securities introduced a new personnel system in April 2020. In an operating environment marked by great change, such as diverse work styles and digital innovation, we aim to be a company that continues to attract competent and motivated talent. The new personnel system is designed to help expand opportunities for talented employees to leverage their abilities regardless of their age or the number of years working in Group, and to support each individual in building a professional career that leverages their unique aptitudes.

Proper evaluation and compensation

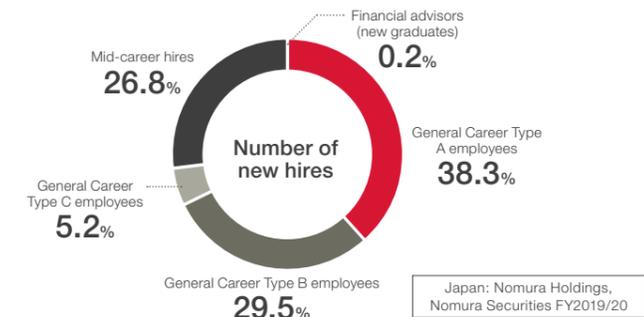
To properly evaluate performance and further the development of personnel, the Group adopts an integrated personnel evaluation system. From this fiscal year, we have further incorporated compliance and conduct into evaluations. Depending on the division, the Group also undertakes a 360-degree evaluation for certain personnel in managerial-level positions. Every employee is provided, in principle once a year, with the opportunity to be interviewed by the Human Resources Department and directly communicate their thoughts about their career. The Group has established its Compensation Policy for Group executive officers and employees in order to secure, retain, motivate and nurture outstanding personnel.

Compensation Policy of Nomura Group
<https://www.nomuraholdings.com/csr/employee/capability.html>

Recruiting and hiring talented people

Recognizing that people are our greatest asset, since our founding we have placed particular emphasis on recruitment. In our constant efforts to secure the most talented people, we continue to follow a policy of recruiting people regardless of nationality, gender, or other attributes. We strive to recruit outstanding and diverse people by increasing contact with students in a variety of ways, including the use of our "Career Support System" for new graduate recruitment, enhancing our internship programs, and participating in international student recruitment events.

In addition, we are also focusing on mid-career hires who can contribute immediately. We are also seeking to acquire human resources in a variety of ways, such as through the reemployment of retired employees and the



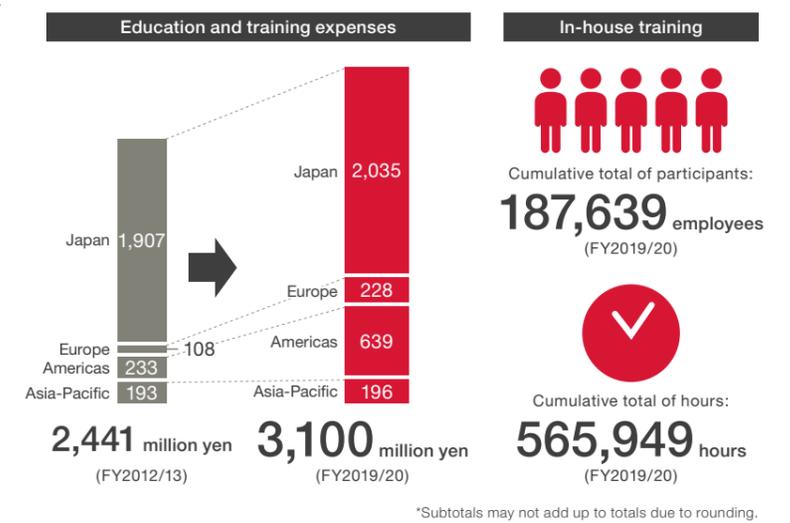
"Nomura Passport" recruitment program for doctoral students in science and engineering. In addition, we are making efforts to provide job seekers with a variety of ways to interact with our firm, such as hiring throughout the year and holding some recruitment events and interviews online.

By making sure to place these diverse people in positions they are best suited for, we take a personnel management approach that allows each employee to display their capabilities to the fullest.

Personnel development

To ensure that people with diverse career backgrounds and values can demonstrate their talents, the Group believes that, in addition to human resources development, developing and enhancing a structure for organizational development aimed at fostering a vibrant and unified corporate culture is important. Accordingly, we provide diverse education and training programs to help employees at all levels proactively develop their careers. In Nomura Securities, each division appoints instructors to serve for one year to guide and train new hires and help them develop into independent-minded employees. In the Retail Division, a trainer (managerial-level employee) is appointed to work with instructors to train sales staff (partners). The Nomura Training Curriculum was introduced in April 2019 to enable partners to acquire the skills and knowledge required to provide services to customers in a given period of time. To make each employee's development more visible, Nomura has established a framework that brings together the necessary actions and skills for improving performance and achieving targets, and this framework is utilized in dialogue between employees and their evaluators to clarify the skills that employees should develop. In addition to introductory training for new hires, our core training programs in Japan

Amount invested in employees



include annual online and in-person group training by years of service, job position or according to title, and human resource development through on-the-job training. We have also created a self-study support system comprising a large number of e-learning and correspondence education to support employees in their efforts to develop skills on their own. At the same time, we have established various overseas training programs to develop human resources who can play an active role on the global stage.

Communication with employees

Nomura organizes various forums for direct dialogue between management and employees around the world. Town hall meetings and employees gatherings are held regularly in each region to provide opportunities for senior management to share the firm's vision, strategy, and philosophy, and for employees to engage in active dialogue with senior management with the aim of deepening mutual understanding.

As part of our continued efforts to understand how our employees feel about Nomura, we periodically conduct surveys of all Group employees to monitor the status of communication within the organization and the level of employee satisfaction. From FY2020/21, Nomura Group will further enhance its dialogue with employees by measuring their awareness of the Nomura Group Code of Conduct, including their views on ESG and diversity.



Work Style Innovation and Health & Productivity Management

In July 2016, Nomura Group adopted the NOMURA Health & Productivity Declaration Statement as part of the Group's efforts led by the Group Chief Health Officer (CHO) to maintain and improve the health of employees. In addition, since 2017, Nomura has launched the "Nomura Work Style Innovation" initiative, which comprises "Work Style Reform" and "Health & Productivity Management," and has been developing an environment that enables diverse employees to demonstrate their talents and play active roles. In this regard, we have developed and internally announced guidelines with quantitative targets. Nomura has further promoted these initiatives by posting messages from top management and positive examples on the internal website and by appointing people in charge of advancing initiatives in each division. We are currently facing a challenging environment due to the spread of

coronavirus, and the number of employees working remotely has increased dramatically in a short period of time. We will continue to promote all forms of digitization, such as streamlining operations using technology and centralizing operations. At the same time, as we move towards a new normal, we will pursue additional productivity improvements by addressing new challenges and by listening to new ideas.



Diversity and Inclusion strategy

Nomura Group is promoting Diversity and Inclusion (D&I) based on the belief in creating new value through respect for diversity and collaboration transcending organization and position. In 2016, we established a Group-wide organization*¹ to deliberate the promotion of D&I at the management level, and adopted a declaration to create a work environment that makes use of diverse employees. Under the slogan "NEXT D&I," we are working to further promote diversity management.

Supporting women's careers

Nomura Securities revised the Action Plan for the Promotion of Women's Participation and Advancement established in 2015, to a new Action Plan based on the new management vision and new personnel system with the aim of advancing the firm to a higher stage. To achieve this, the firm is taking further steps to create an environment in which women can play active roles. In addition, in order to create a comfortable work environment for employees who have time constraints due to childcare and/or family nursing care, the firm provides information on support for work-life balance and encourages men to take childcare leave, among other initiatives.

Various types of diversity

In April 2019, Nomura Holdings became the first company in the Japanese financial services industry to sign the "UN Standards of Conduct for Business for Tackling Discrimination against LGBTI*² People." Nomura Securities is working to increase the number of LGBTI supporters (allies) and to support employees with disabilities and those undergoing cancer treatment to balance their work and treatment.

Employee networks

Nomura Group has voluntary employee networks*³ operating at its offices globally. These employee networks provide information, hold events, and offer opportunities for internal and external exchange regarding diversity.



- Our People <https://www.nomuraholdings.com/csr/employee/>
- External evaluations <https://www.nomuraholdings.com/csr/evaluations/>

*1 Refer to "Structure to Implement Conduct" on page 56 for the structure.
 *2 Refers to sexual minorities: lesbian, gay, bisexual, transgender, and intersex.
 *3 In Japan, there are three networks: Women in Nomura (WIN), which works to raise awareness about career advancement for women; Life & Family (L&F), which focuses on work-life management; and Multi-Culture Value(MCV), which promotes the understanding of diverse values such as multiculturalism, LGBTI, and people with disabilities.

External evaluations



Employment of people with disabilities

In recent years, the desire to work for persons with disabilities has increased rapidly, and it has become a corporate responsibility to provide them with opportunities to develop their careers. Nomura Kagayaki Co., Ltd., a subsidiary of Nomura Group, was established on October 1, 2019 to provide a more flexible work environment for people with disabilities so that they can work with peace of mind. This includes ensuring work that takes into account the special characteristics of people with disabilities, improving the work environment, and assigning appropriate specialist staff. Nomura Kagayaki provides opportunities for career development in Nomura Group to people with disabilities while creating a work environment where they can work with a sense of security. The name of the company embodies Nomura's strong desire to be a company that shines and thrives forever, along with the strong wish for each and every one of our employees with disabilities to continue to thrive and shine. On January 23, 2020, Nomura Kagayaki Co., Ltd. was designated as a special subsidiary company under the Act on Promotion of Employment of Persons with Disabilities. Nomura Group aims to realize a symbiotic society by further promoting and stabilizing the employment of persons with disabilities.