






# Stakeholder Engagement

Nomura Group values dialogue with stakeholders and actively engages stakeholders based on their individual interests. We provide value to all stakeholders by conducting business on a daily basis based on the group's corporate philosophy (→ P01).

	 <b>Society and Environment</b>	 <b>Shareholders and Investors</b>	 <b>Clients</b>	 <b>Employees</b>	 <b>Business Partners</b>	
<b>Stakeholders' interest</b>	<ul style="list-style-type: none"> <li><b>Community</b> <ul style="list-style-type: none"> <li>Environmental issues</li> <li>Social issues such as inequality</li> <li>Improving financial literacy</li> <li>Access to investment opportunities</li> </ul> </li> <li><b>Governments and regulatory authorities</b> <ul style="list-style-type: none"> <li>Impact on capital markets and society</li> <li>Fair competition</li> <li>Corporate culture and governance, including corporate behavior, corporate ethics, and anti-fraud measures</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Return through shareholder returns and stock price appreciation</li> <li>Capital efficiency</li> <li>Appropriate governance structure</li> <li>ESG initiatives</li> <li>Management vision and strategy</li> </ul>	<ul style="list-style-type: none"> <li><b>Individual and institutional investors</b> <ul style="list-style-type: none"> <li>Long-term asset building</li> <li>Investment performance</li> <li>Inheritance and business succession</li> <li>Various investment opportunities</li> <li>Fair and transparent pricing</li> </ul> </li> <li><b>Companies and government agencies</b> <ul style="list-style-type: none"> <li>Solution for business continuity, growth and innovation</li> <li>Efficient fundraising and various financing options</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Rewarding work environment</li> <li>Diverse work styles</li> <li>Growth opportunities</li> <li>Career development</li> <li>Greater understanding of corporate philosophy and Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Synergies with Nomura Group</li> <li>Trust and stability as a business partner</li> </ul>	
<b>How we respond</b>	<ul style="list-style-type: none"> <li>Strengthen sustainability-related business</li> <li>Dialogue with NGOs and support activities</li> <li>Cooperation with international organizations</li> <li>Respect for international human rights standards</li> <li>Environmental management to reduce environmental impact</li> <li>Improve financial literacy through courses and economic education</li> <li>Various other social contribution activities</li> </ul>	<ul style="list-style-type: none"> <li>Continuous reporting, dialogue and recommendations</li> <li>Contribute to the maintenance of a stable financial system                             <ul style="list-style-type: none"> <li>Satisfy standards for capital and liquidity regulations with a sound financial base</li> <li>Formulation of recovery and resolution plans (RRP)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Sustainable growth through realization of management vision</li> <li>Business operations with emphasis towards capital efficiency</li> <li>Initiatives to strengthen governance</li> <li>Enact and implement ESG Appetite Statement</li> <li>Timely and appropriate information disclosure</li> </ul>	<ul style="list-style-type: none"> <li>Sophistication asset management advisory (→ P35)</li> <li>Comprehensive consulting including measures for inheritance and business succession</li> <li>Continuous liquidity supply</li> <li>Pricing reflecting supply and demand</li> <li>Provide broad financial products including private market area</li> <li>Support for optimal funding</li> <li>Establishment of a listed investment entity that invests in unlisted company (→ P33-34) Promoting circulation of risk capital), and construction of a platform to realize diversification of fund raising measures (→ P38 BOOSTRY)</li> <li>Provision of advice on improving enterprise value through M&amp;A etc.</li> </ul>	<ul style="list-style-type: none"> <li>Promote a diverse and inclusive working environment</li> <li>Development of human resources system and IT infrastructure to enable tele-working</li> <li>Conduct employee engagement surveys</li> <li>Provide extensive training opportunities, including online courses</li> <li>Fair personnel evaluation and compensation</li> <li>Establishment of Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Strategic alliances such as comprehensive business agreements and joint ventures</li> <li>Ongoing collaboration in providing services to clients</li> </ul>
<b>Outcome</b>	<p><b>Contribute to economic development and the realization of a sustainable society through our core business</b></p> <ul style="list-style-type: none"> <li>By promoting the circulation of capital, we will contribute to the formation of a sound capital market and contribute to the <b>advancement of society and build economic prosperity</b></li> <li>By strengthening our sustainability-related business, we will <b>contribute toward the creation of a sustainable society by increasing the sustainability efforts of society</b></li> <li>We will also work to resolve social issues by improving financial literacy through financial and economic education, and reducing CO<sub>2</sub> emissions</li> </ul>	<p><b>Maximize total shareholder returns through improving enterprise value and appropriate dividends and share buyback</b></p> <ul style="list-style-type: none"> <li>Achieve a <b>high level of ROE</b> by expanding business with capital efficiency and by ensuring cost control</li> <li>Through our sustainability-related focused businesses and engaging in activities that lead to the sustainable growth of society as a whole, we strive to <b>earn the trust of society</b> and continuously <b>improve our company's brand value</b></li> <li>While maintaining a sound financial base, we will balance investment in further growth opportunities with appropriate distribution of <b>shareholder returns</b></li> </ul>	<p><b>Contribute to clients' prosperous future and creation of innovation</b></p> <ul style="list-style-type: none"> <li>As a trusted partner to individuals, we will help build a <b>better future for clients</b> by advising on their entire balance sheet and supporting long-term asset building</li> <li>Help corporate clients achieve <b>sustainable growth and create innovation</b> by providing advice on growth strategies and supporting financing</li> <li>In addition, by <b>strengthening initiatives in private market business</b>, we will promote fund raising and investment, and contribute to the <b>formation of a deeper capital market</b></li> </ul>	<p><b>Contribute to the development of employees' careers and the realization of a prosperous future</b></p> <ul style="list-style-type: none"> <li>Provide a healthy work environment in which employee with diverse backgrounds and values can demonstrate their abilities and individuality to the fullest, and provide <b>opportunities for skill development and training</b></li> <li>Maintain and retain strong talent by thoroughly implementing <b>appropriate performance evaluation and compensation</b>, and improve employee satisfaction and motivation through aligned incentives. And through a career in Nomura, we will contribute to the self-fulfillment of employees and the <b>realization of their prosperous future</b></li> </ul>	<p><b>Explore new areas in financial services</b></p> <ul style="list-style-type: none"> <li>Accelerate the innovation that will open the future of finance through new technologies, going beyond the traditional framework of the financial industry, by forming alliances and collaborating with business partners with a high level of expertise in the digital technology field.</li> </ul> <p><b>Accelerate business expansion by combining the strengths of both companies</b></p> <ul style="list-style-type: none"> <li>By combining the strengths of our business partners and Nomura, we will work together to build a <b>long-term competitive advantage by rapidly approaching new clients segments and providing services.</b></li> </ul>	