



Takahisa Takahara
Outside Director



Victor Chu
Outside Director



J.Christopher Giancarlo
Outside Director



Patricia Mosser
Outside Director

Message
Message from Newly appointed Outside Director

Takahisa Takahara

I agree with Nomura Group's stance of veering from existing business areas and making a leap towards a new management vision for 2025. Based on my experience as head of a "B-to-C consumer goods manufacturer" and a "company actively expanding overseas, particularly in Asia", I intend to propose ideas taking into consideration ESG and digital transformation perspectives which are more relevant than ever in this environment of New Normal Age. From my perspective, I believe that the corporate cultures of Nomura Group and Unicharm are very similar, as they are based on the principles of "hands-on & on-site approach", "simplicity & fortitude", and "resilient spirit". In order for the Japanese economy to revive its competitive edge in the future, it is necessary for the financial and securities sector, industrials, and political and government sectors to work together as one solid team to further promote digital transformation and globalization. Of course, this is not something that can be achieved by skipping forward, but I believe that by repeating serious discussions towards structural reform and continuing to make changes, we will be able to gain a position that is respected by society.

As Representative Director, President & CEO of Unicharm Corporation, I have promoted strong corporate philosophy and determination to grow emerging markets. Prior to being appointed as President, I led the company's 21 Century Project, in which we established our medium- to long-term vision, implementing corporate culture to employees based in over 80 regions worldwide. This experience formed the basis of my current management style. I consider it a universal and common mission to grow the firm even in uncertain and dynamic environments.

Victor Chu

The combination of my multi-professional experiences in corporate law, securities regulation, investments and corporate directorships would hopefully enable me to add value to the Group in the practice and policy development of international corporate governance, corporate social responsibility, risk management, succession planning, as well as in the growing awareness on stakeholder capitalism and sustainability related concerns. Nomura's Vision requires a constant and unfailing commitment to strengthen engagement with all stakeholders, particularly in efforts to strengthen corporate governance, risk management and, more generally, the ESG strategies. On the business front, the current strategy to expand the Group's scope of business from public to private is well articulated and will require collective efforts to cross leverage the Group's resources, intellectual capital and trusted relationships. Nomura needs to strengthen its capacity to manage traditional as well as emerging new economy challenges, including cyber security, digitalization transition, inter-generational cultural shifts and the ever growing compliance scrutiny.

Over the last 40 years my professional career has included the practice of corporate and commercial law in Hong Kong, founding First Eastern Investment Group which is a pioneer of private equity investments in China, serving on the boards and/or advisory boards of Hong Kong Stock Exchange, Securities and Futures Commission, multinational corporations and international organizations.

Message

J.Christopher Giancarlo

I seek to use my US and international experience to contribute to the work of the board of directors in setting the strategic direction of Nomura Group. I look forward to contributing my commercial experience in global financial services and my government experience as head of one of the world premier regulatory agencies in service to furthering the important role that Nomura plays in global finance and investment. Nomura's value proposition lies in connecting Asian and Western financial markets across retail, investment, asset management and wholesale trading sectors, for which Nomura has a well-earned reputation for integrity and service. The challenge ahead is to leverage that value proposition amidst changing generational dynamics, a rapidly evolving digital, global economy, shifting global trade dynamics and ever changing geopolitical developments.

I served as Chairman of the United States Commodity Futures Trading Commission, etc. Before government services, as Executive Vice President of financial services firm GFI Group Inc., leading its initial public offering. I am Senior Counsel to the international law firm, Willkie Farr & Gallagher. In addition, I am a co-founder of the Digital Dollar Project, a not-for-profit initiative to advance exploration of a US Central Bank Digital Currency.

Patricia Mosser

As an outside director, I plan to use my expertise in global financial markets and institutions, regulation and risk management to provide Nomura's senior management with oversight and advice on their upcoming plans to expand Nomura's businesses. Expanding Nomura's businesses in these areas will provide great opportunities – for growth of new products and customers – but also highlight the need for careful management of evolving business risks. Nomura has achieved a strong position in public securities and derivatives markets, in the U.S. and Japan in particular, by focusing on businesses where it has competitive advantages. Its challenge is to determine how to leverage that global status and platform to expand in those financial markets with the greatest opportunities, while at the same time, embrace the ongoing digital revolution in finance in its existing businesses and carefully manage the risks of these new opportunities.

My background as a central banker, a US Treasury official and academic has centered on financial markets and institutions, as well as the financial policies and regulations, both domestic and international, which shape the structure of the global financial system. I have focused particularly on financial market structure and stability, risk management, regulation of financial institutions and monetary policy.