

Stakeholder Engagement

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

☐☐ P07-08

	Society and environment		Shareholders and investors	Clients		Employees	Business partners
	Community	Governments and regulatory authorities		Individual and institutional investors	Corporates and government agencies		
Stakeholders' Interest	<ul style="list-style-type: none"> Environmental issues Social issues such as inequality Improving financial literacy Access to investment opportunities 	<ul style="list-style-type: none"> Impact on capital markets and society Fair competition Corporate culture and governance, including corporate behavior, corporate ethics, and anti-fraud measures 	<ul style="list-style-type: none"> Total return through shareholder returns and stock price increases Capital efficiency Strategies to stabilize business performance and grow business scale Appropriate governance structure Strict risk management system ESG initiatives 	<ul style="list-style-type: none"> Long-term asset building Investment performance Inheritance and business succession Timely and appropriate investment information Various investment opportunities Fair and transparent pricing 	<ul style="list-style-type: none"> Secure funding for business continuity, growth and innovation Efficient fundraising Various financing options Sustainability focused initiatives 	<ul style="list-style-type: none"> Rewarding work environment Diverse work styles Growth opportunities Career development Fair assessment Deep understanding of corporate philosophy and Code of Conduct 	<ul style="list-style-type: none"> Synergies with Nomura Group Trust and stability as a business partner
How we respond	<ul style="list-style-type: none"> Strengthen sustainability-related business ☐☐ P31-32 Dialogue with NGOs and support activities Cooperation with international organizations Respect for international human rights standards Environmental management to reduce environmental impact Joined NZBA*1 and NZAM*2 Improve financial literacy through financial and economic education Various other activities contributing to society 	<ul style="list-style-type: none"> Continuous reporting, dialogue and recommendations Contribute to the maintenance of a stable financial system <ul style="list-style-type: none"> Satisfy standards for capital and liquidity regulations with a sound financial base Formulation of recovery and resolution plans (RRP) 	<ul style="list-style-type: none"> Growth through realization of management vision Business operations with capital efficiency Initiatives to strengthen governance Enhance risk management ☐☐ P35-38 Enact and implement ESG Appetite Statement Timely and appropriate information disclosure 	<ul style="list-style-type: none"> Advanced asset management advice Comprehensive consulting including inheritance and business succession ☐☐ P30 Continuous liquidity supply Pricing reflecting supply and demand Broad lineup of financial products including private market and ESG products ☐☐ P25, P32 	<ul style="list-style-type: none"> Support for optimal funding Establishment of an investment entity to promote fund raising by non-listed companies, and construction of a platform to realize diversification of fund raising measures Provision of advice on improving enterprise value through M&A etc. Enhance sustainability-related business ☐☐ P31-32 Strengthen global business platform 	<ul style="list-style-type: none"> Diverse and inclusive work environment Development of human resources system and IT infrastructure to enable tele-working Conduct employee engagement surveys Provide extensive training opportunities, including online courses Fair personnel evaluation and compensation Establishment and revision of Code of Conduct Embed corporate culture 	<ul style="list-style-type: none"> Strategic alliances such as comprehensive business agreements and joint ventures Ongoing collaboration in providing services to clients
Outcome	<p>Contribute to capital market expansion, economic development and the realization of a sustainable society through our core business</p> <ul style="list-style-type: none"> By promoting the circulation of risk money, we will contribute to the formation and expansion of a sound and deep capital market and contribute to the development of people's lives and society and the economy. We will contribute to the realization of a sustainable society by energizing the sustainability efforts of society as a whole by strengthening our sustainability-related business. We will also work to resolve social issues by improving financial literacy through financial and economic education, and working toward a decarbonized society. 		<p>Maximize returns through improving enterprise value and appropriate shareholder returns</p> <ul style="list-style-type: none"> Achieve a high level of ROE by expanding business with capital efficiency and by ensuring cost control Strive to earn the trust of society and continuously improve our company brand by earnestly engaging in activities that lead to the sustainable growth of society as a whole, such as sustainability-related businesses We will make appropriate shareholder returns based on our return policy while maintaining a sound financial base and balancing growth investment. 	<p>Contribute to clients' prosperous future and inspire innovation</p> <ul style="list-style-type: none"> As a trusted partner to individuals, we will help build a better future for clients by advising on entire balance sheet and supporting long-term asset building. Helps corporate clients achieve sustainable growth and innovation by providing advice on growth strategies and supporting financing In addition, by strengthening initiatives in private market businesses, we will promote diverse fund raising and investment, and contribute to the formation of a deeper capital market. 	<p>Contribute to the development of employees' careers and the realization of a prosperous future</p> <ul style="list-style-type: none"> Provide a healthy work environment in which each employee with diverse backgrounds and values can demonstrate his or her abilities and individuality to the fullest, and provide opportunities for skill development and training Maintain and retain excellent human resources by thoroughly implementing appropriate performance evaluation and compensation, and improve employee satisfaction through encouragement and motivation. And through building careers in Nomura, we will contribute to the self-fulfillment of employees and the realization of a prosperous future. 	<p>Explore new areas in financial services</p> <ul style="list-style-type: none"> Accelerate innovations that will open the future of finance with new technologies, going beyond the traditional framework of the financial industry, through alliances and collaborations with business partners with a high level of expertise in the digital technologies Accelerate business expansion by combining the strengths of both companies By combining the strengths of our business partners and Nomura, we will work together to build a long-term competitive advantage by rapidly approaching new clients segments and providing services. 	

*1 Nomura Holdings has joined the Net-Zero Banking Alliance (NZBA)

*2 Nomura Asset Management has joined the Net Zero Asset Managers initiative (NZAM)