

Message from Newly appointed Outside Director



Miyuki Ishiguro

Outside Director

It has been 32 years since I became a lawyer in 1991.

My main field of expertise as a lawyer is corporate legal affairs, and I have been involved in many financial transactions and financial arrangements for listed companies through financial and capital markets in Japan and overseas.

Through corporate legal affairs, I have also been involved in the design, evaluation and disclosure of corporate governance, as well as gaining a wealth of experience in building internal controls and auditing systems. As an Outside Director of Nomura Holdings, Inc., I hope to use these insights to support the Nomura Group's efforts to improve corporate governance.

I would like the Nomura Group to continue to be a leader in the securities industry in Japan and a company that clients can always rely on.

To that end, I believe that it is important to establish a system that can quickly provide competitive services that appeal to the Internet generation as conventional sales styles rapidly change.

Masahiro Ishizuka

Outside Director

As a certified public accountant, I have been engaged for more than 30 years (including 6 years in the United States) in auditing the accounts of global Japanese companies that adopt the US GAAP and IFRS, and have been involved in various ways in strengthening the system to respond to the growth of global Japanese companies.

In addition, for the last six years, as the risk management manager of Deloitte Tohmatsu Group, I have been engaged in the development of a risk management system based on the latest risk management techniques to adapt to changes in the environment.

Auditing firms and securities firms are referred to as the gatekeepers of capital markets and are subject to special oversight by regulatory authorities and markets. Under these circumstances, growth of the audit firm and of the group centered on a securities firm sometime require autonomous or compounded considerations. Amid rising tensions and rapid changes in the global environment, I would like to consider together about what "responsible behavior" means based on ESG for the Nomura Group.

The Nomura Group has built a solid foundation in Japan as a Japanese securities group that is focused on the global capital market. Going forward, I believe that it is important to further evolve into a global major player by strengthening medium- to long-term growth areas such as digital and technology.

