

NOMURA

Retail Division

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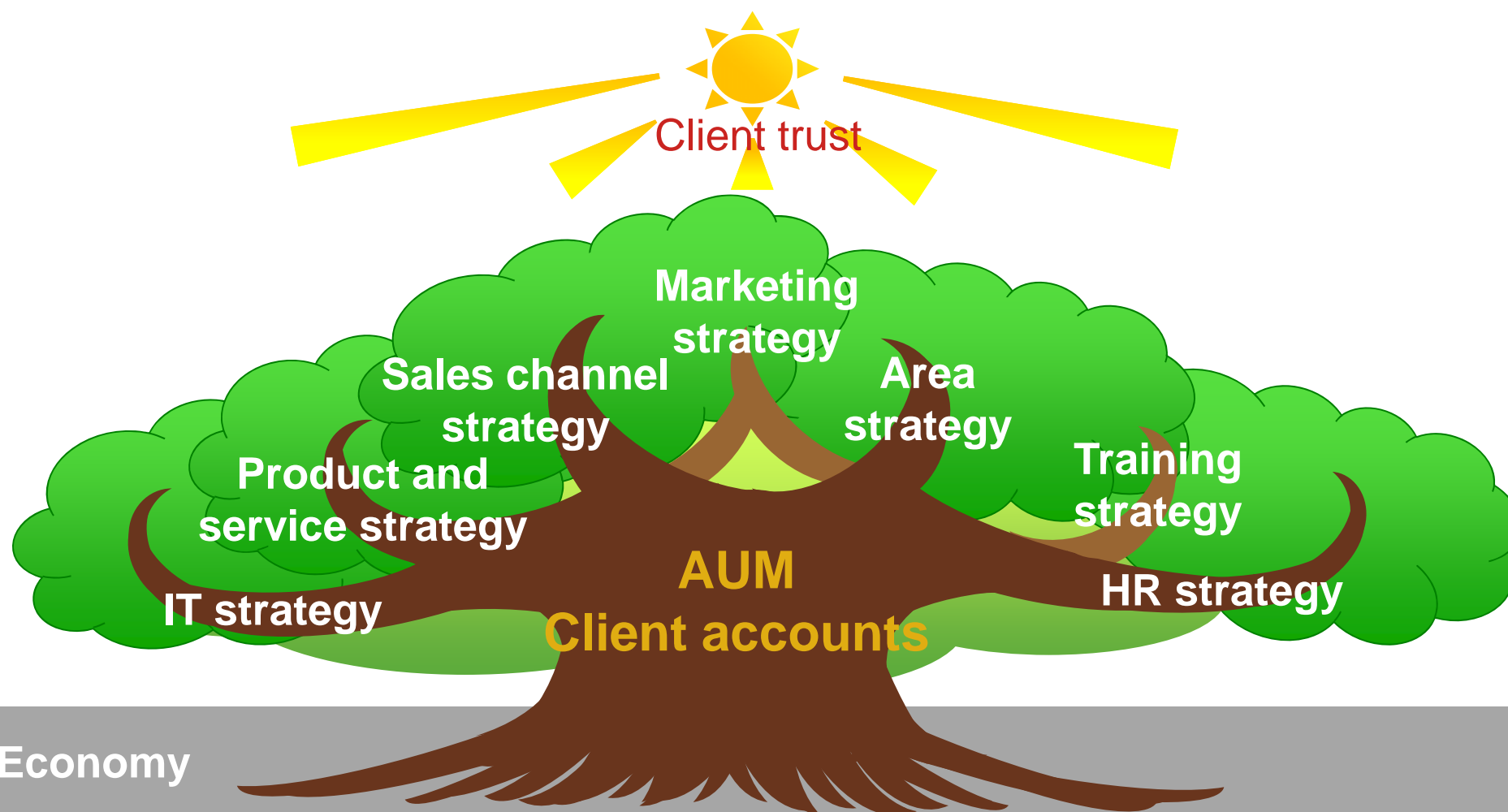
May 10, 2010

Hitoshi Tada
Retail CEO

1. **Retail strategy**
2. Review of last fiscal year
3. Challenges ahead
4. Business plan

Achieving growth in Retail

- Act strategically and expand operations to build client trust



1. Retail strategy
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Initiatives taken last fiscal year

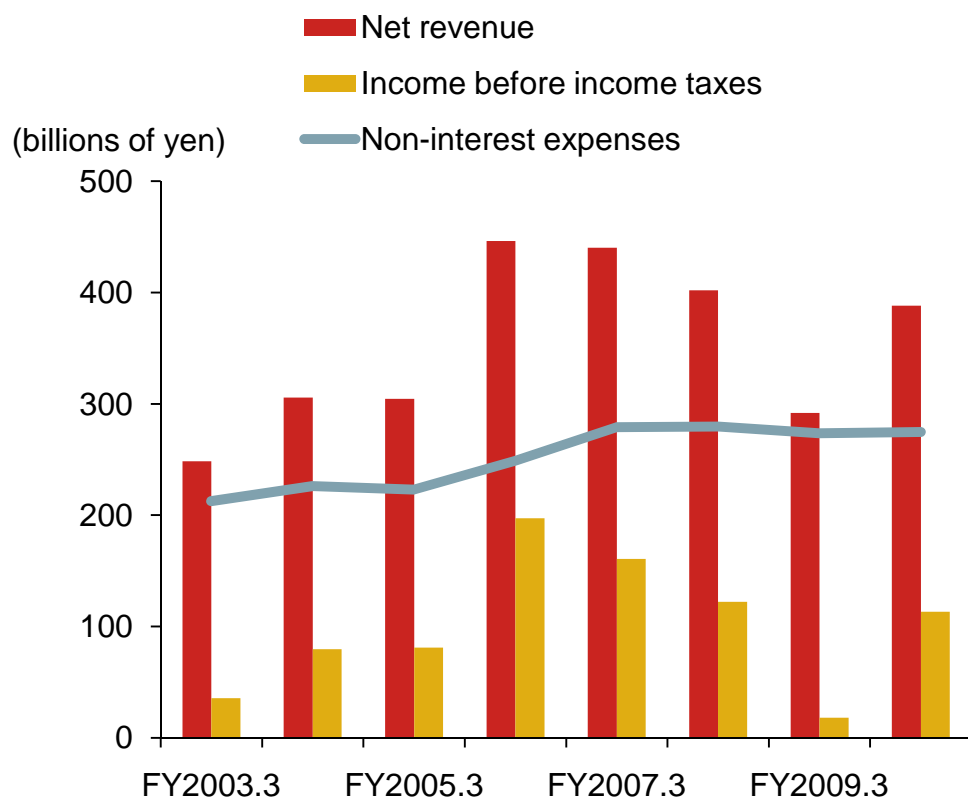
Key points

- Set up organizational structure aligned to client needs
 - Reformed branch office channel
 - Enhanced head office support functions in line with new channel formation
- Seamless connectivity between face-to-face, online, and call center services
 - Enhanced efficiencies by developing salaried worker and IPO businesses and promoted collaboration with branch office network
 - Further developed consulting-based services by opening call centers to all branches nationwide
- Implemented cost cutting drive by raising efficiencies and reviewing cost structure
 - Cut SG&A by 20% YoY
 - Prioritized investments to keep expenses down

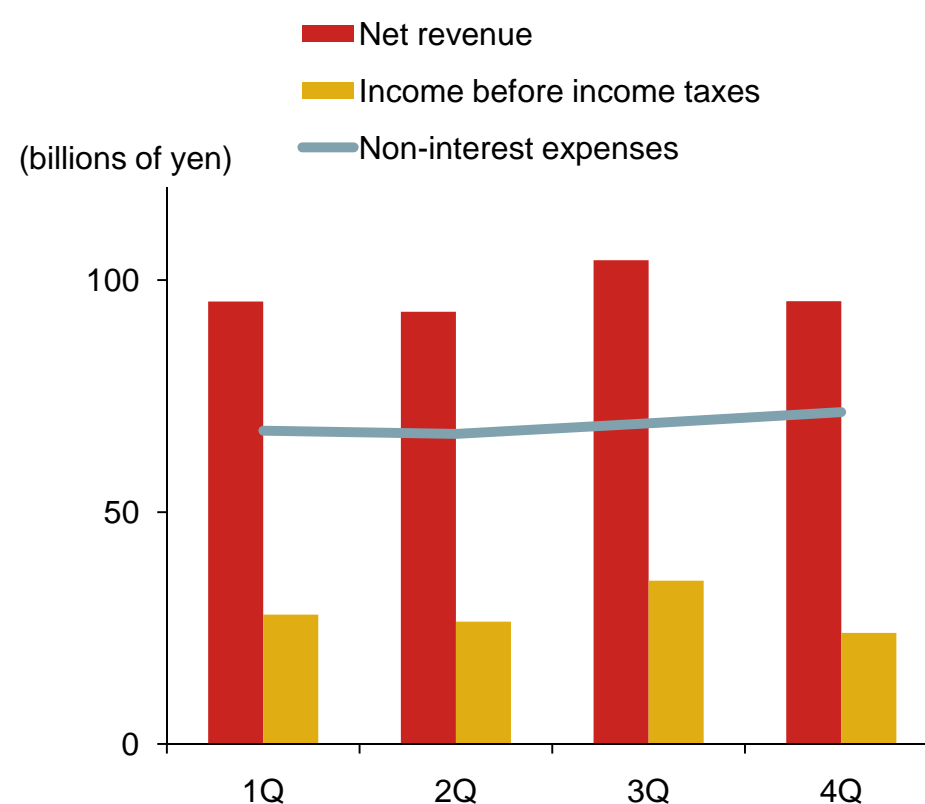
Revenue, expenses, and income

■ Net revenue: Y388.3bn; Expenses: Y274.9bn; Pretax income: Y113.4bn

Full-year trend



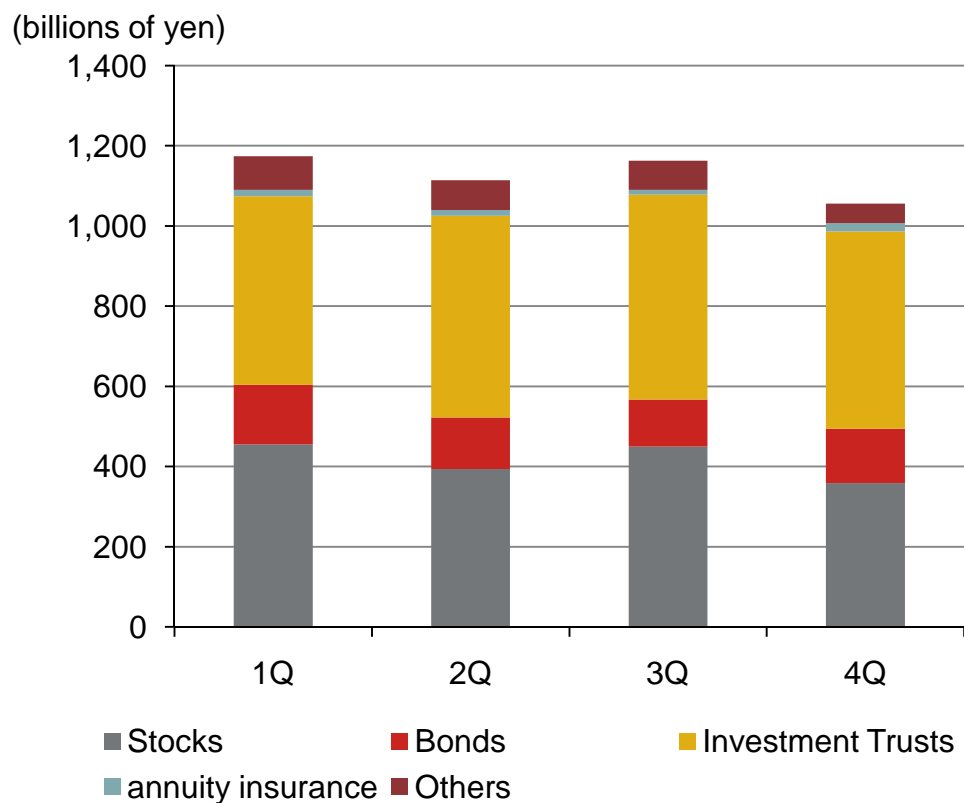
FY2009 quarterly trend



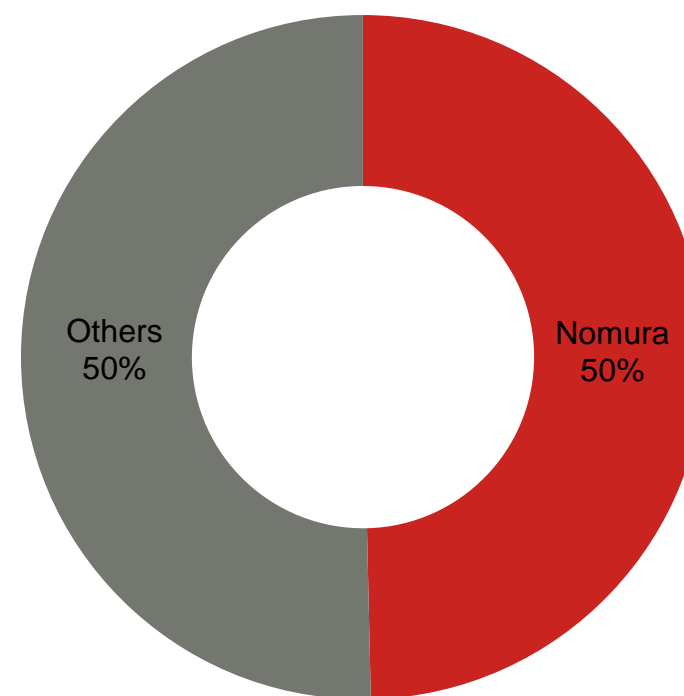
Total sales

- Average monthly sales of Y1.13trn mainly from investment trusts, stocks, and public offerings

**Total sales
FY2010.3 (monthly average)**



**Share of sales of newly launched investment trusts
(Apr 2009 - Mar 2010)**



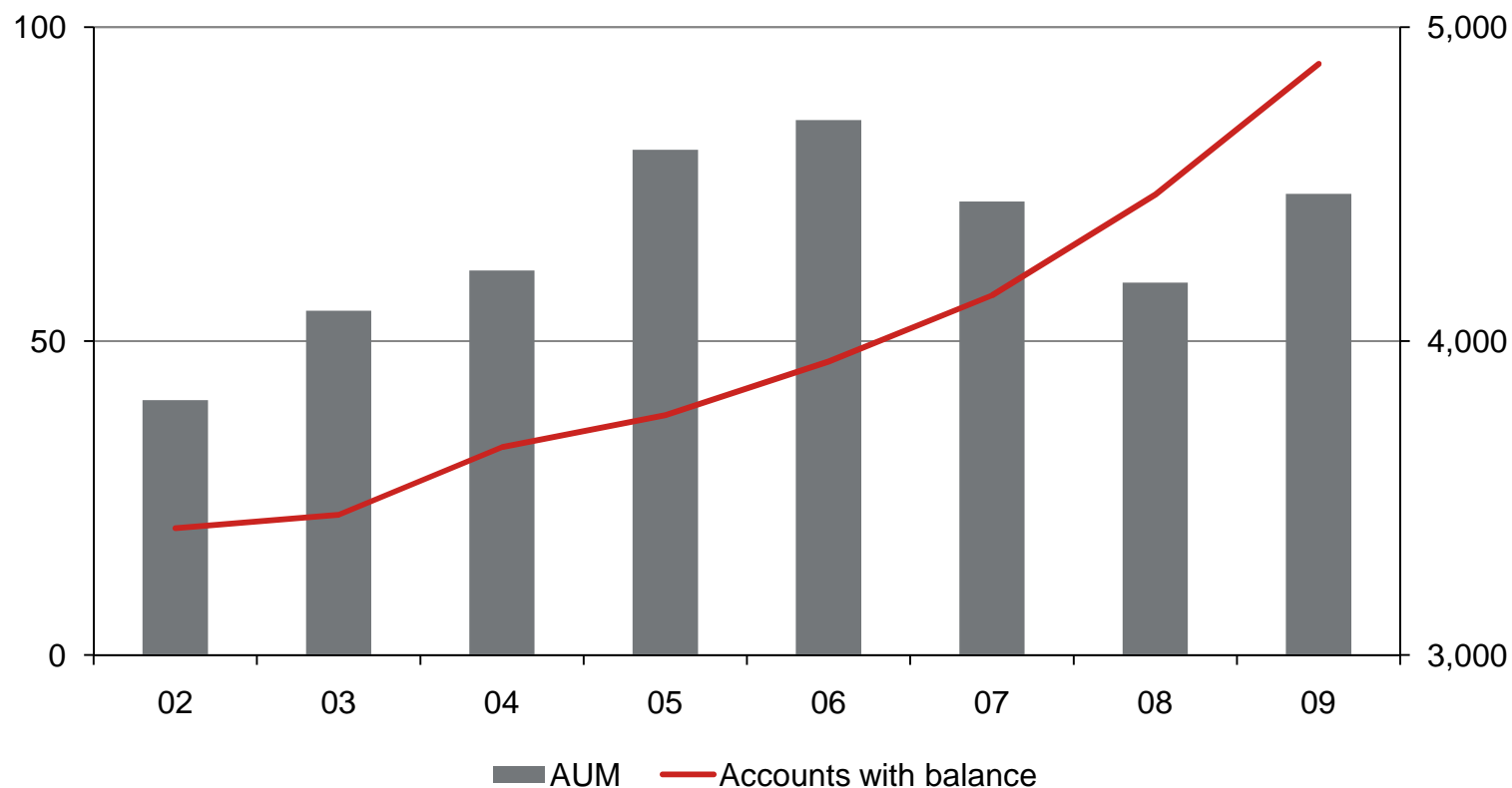
Expanding client base

■ AUM: ¥73.5trn; Accounts with balance: 4.88m

AUM and accounts with balance

(AUM in trillions of yen)

(# of accounts in thousands)

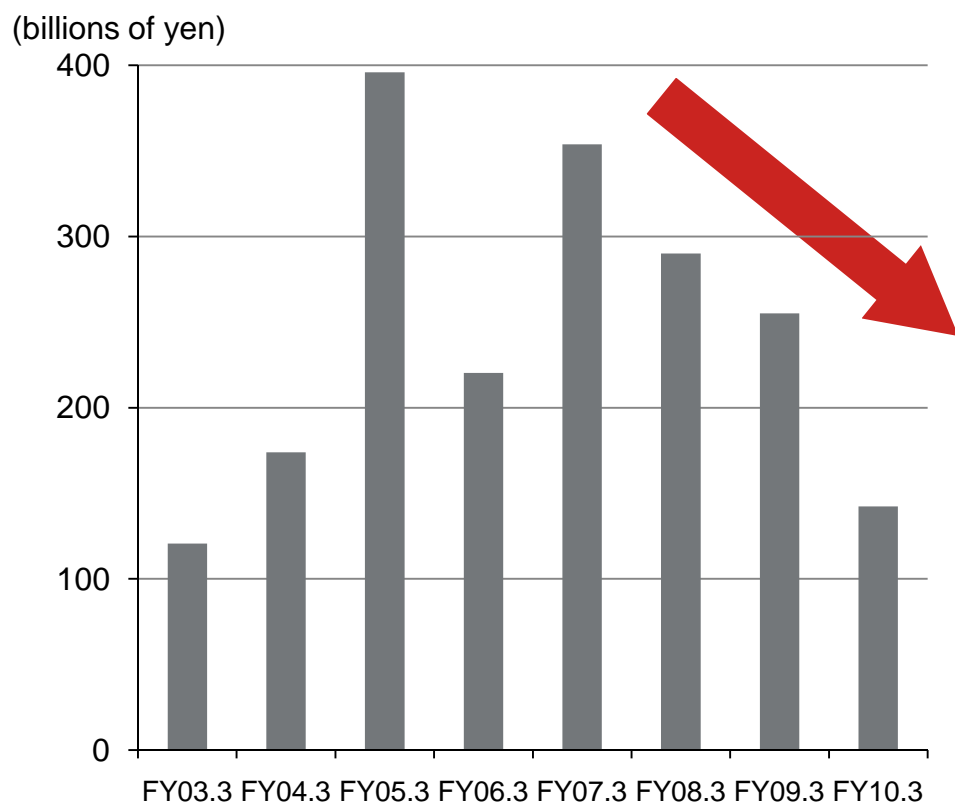


1. Retail strategy
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3. **Challenges ahead**
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Challenges ahead

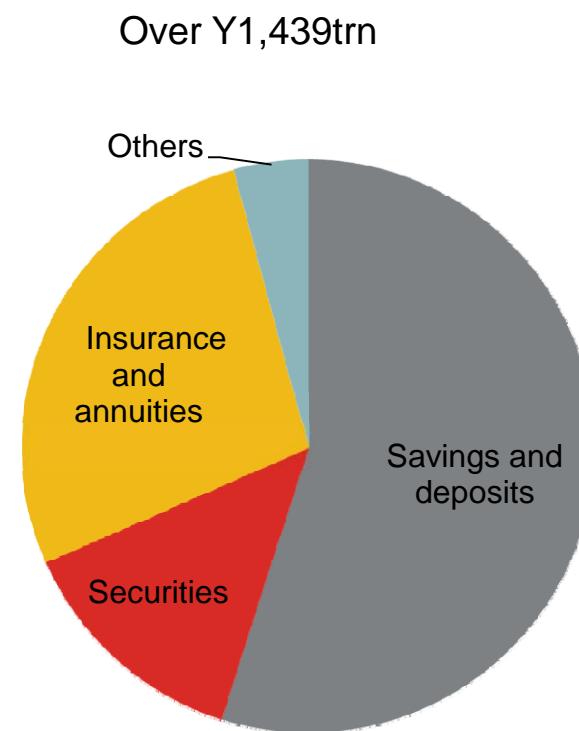
- Despite high potential, net asset inflow remains low with sluggish growth

Net asset inflow (monthly average)



Note: Retail channel and corporate section (excludes financial institutions)

Breakdown of personal financial assets in Japan



Note: As of September 30, 2009

Source: Nomura, based on Bank of Japan data

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Initiatives for current fiscal year

Key points

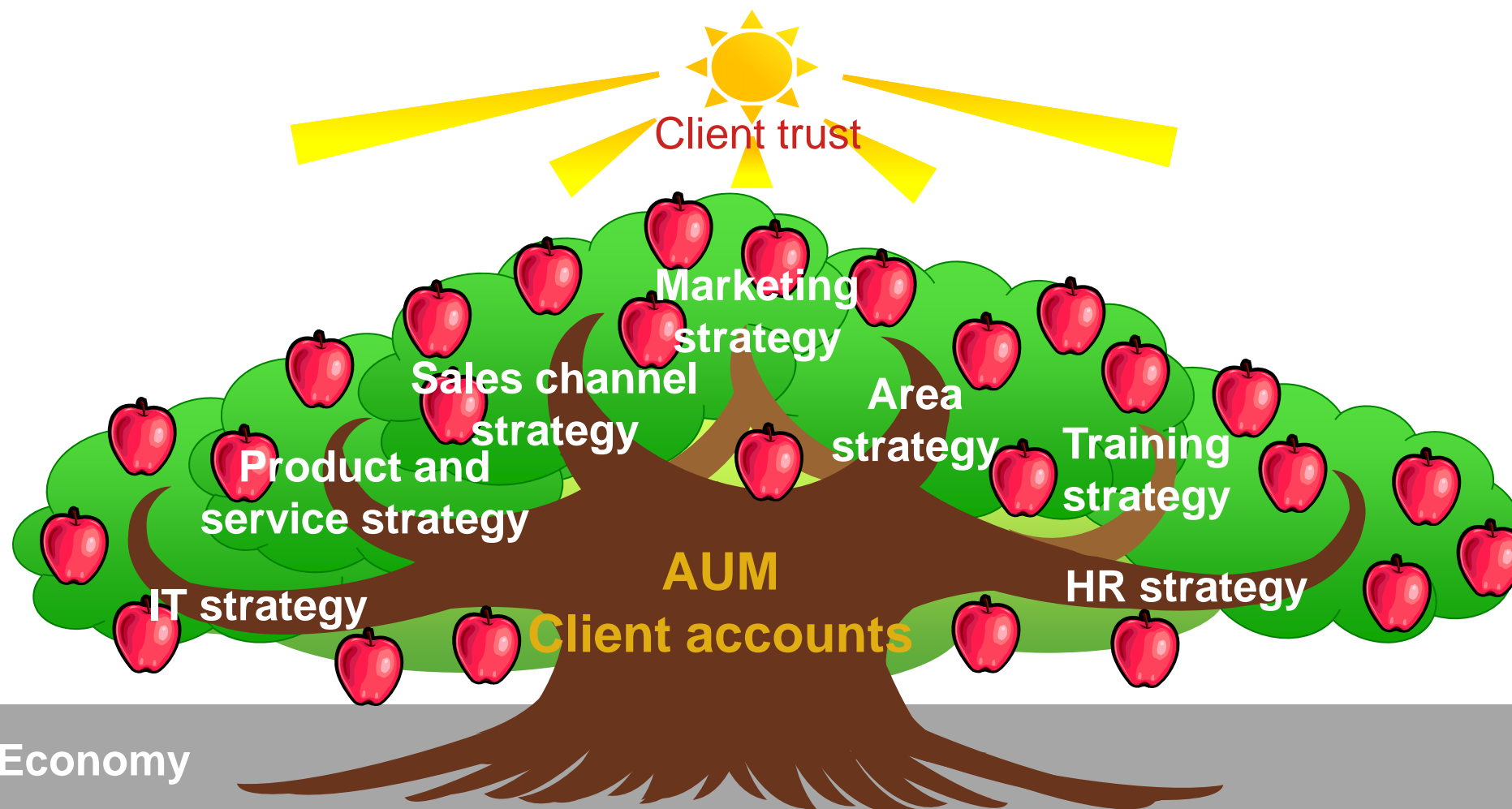
- Improve customer satisfaction and further develop consulting services
 - Maintain focus on segments and provide solutions to customers by collaborating with head office support functions
 - Train staff and establish organization capable of ascertaining customer needs and creating new business opportunities

- Ensure seamless connectivity in face-to-face, online, and call center services
 - Ascertain consulting needs of customers currently not served face-to-face and enhance collaboration with branch office network
 - Improve online functionality to expand client base and further improve consulting services

- Revamp operations to cut costs
 - Establish more efficient IT platform
 - Consolidate back office functions to cut costs

Future vision

- Build client trust to expand client base and in turn grow Nomura's retail business



Medium term targets

- Increase AUM to Y100trn by 2013 and aim for further growth

Outline of medium term targets

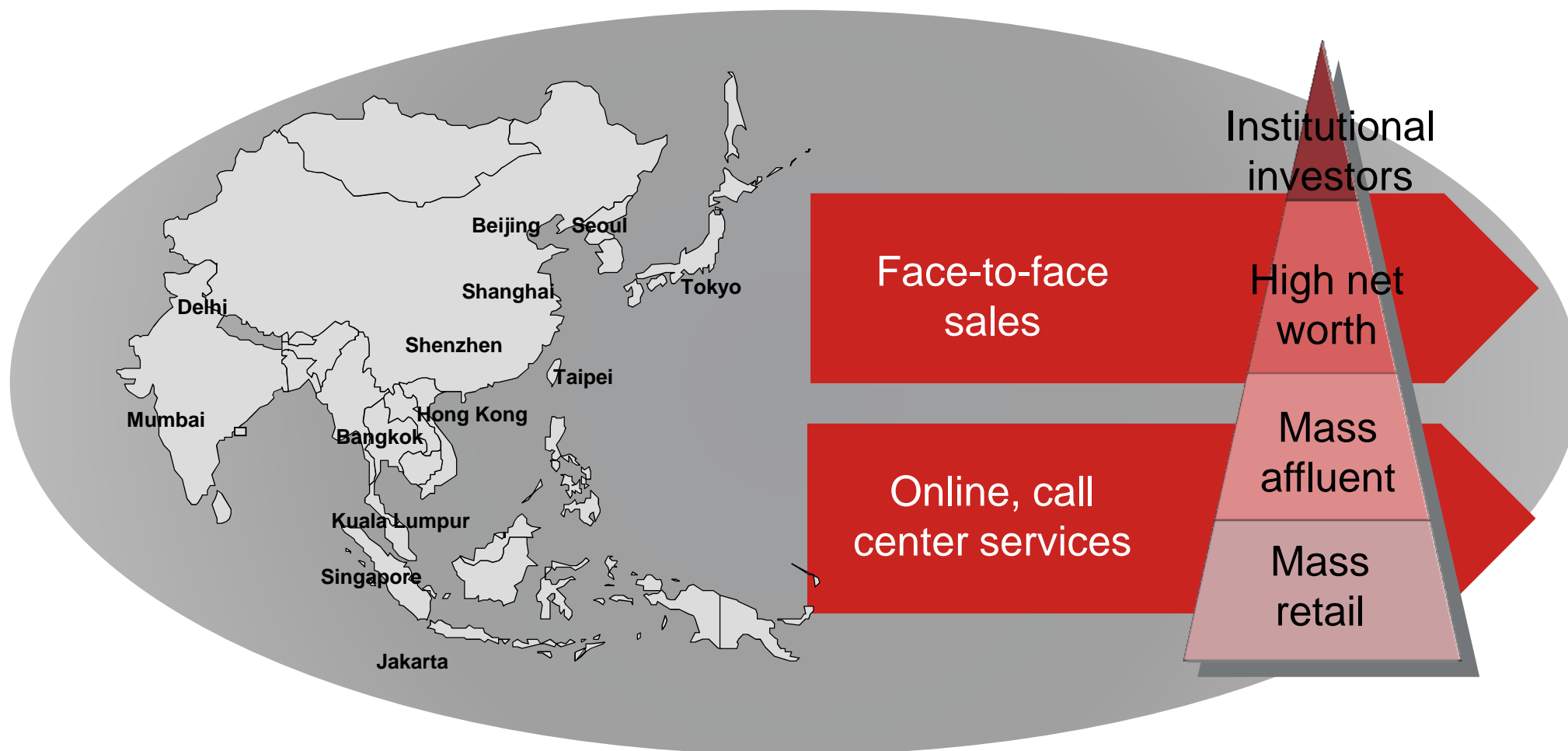
(Net revenue and pretax income in billions of yen)

(AUM in trillions of yen)



Developing new markets

- Draw up strategies matched to client segments outside Japan



Nomura Holdings, Inc.
www.nomura.com/