

Investor Day

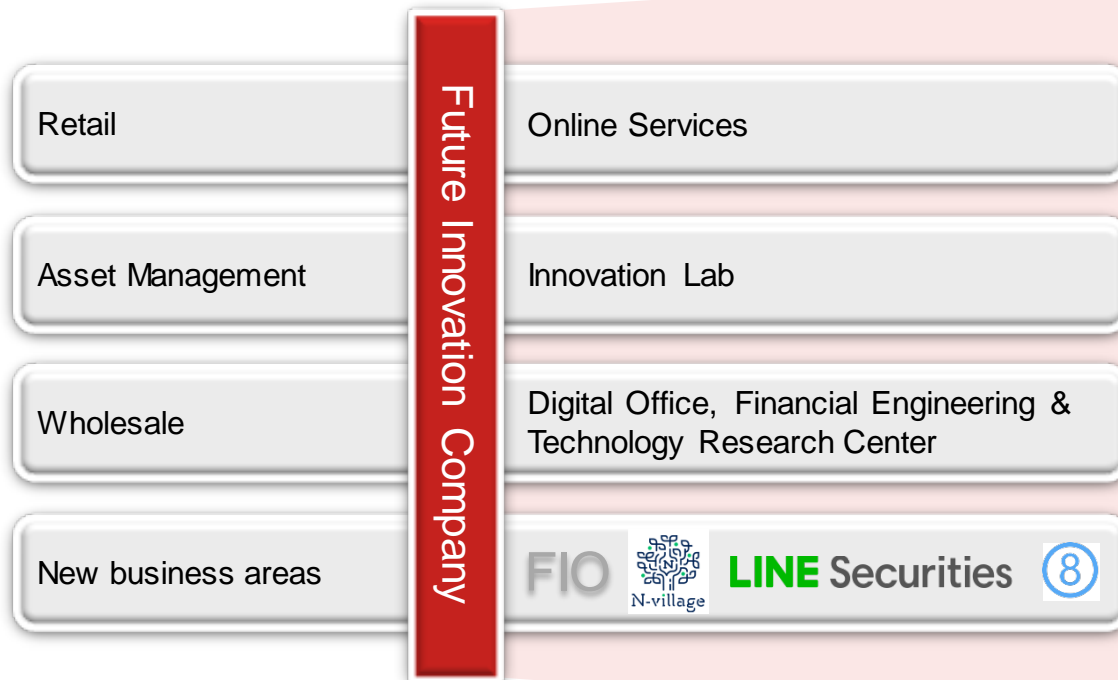
Future Innovation Company

Hajime Ikeda
Head of Future Innovation Company
Nomura Holdings, Inc.

April 4, 2019

Future Innovation Company

A cross-divisional internal company established on April 1, 2019



VISION

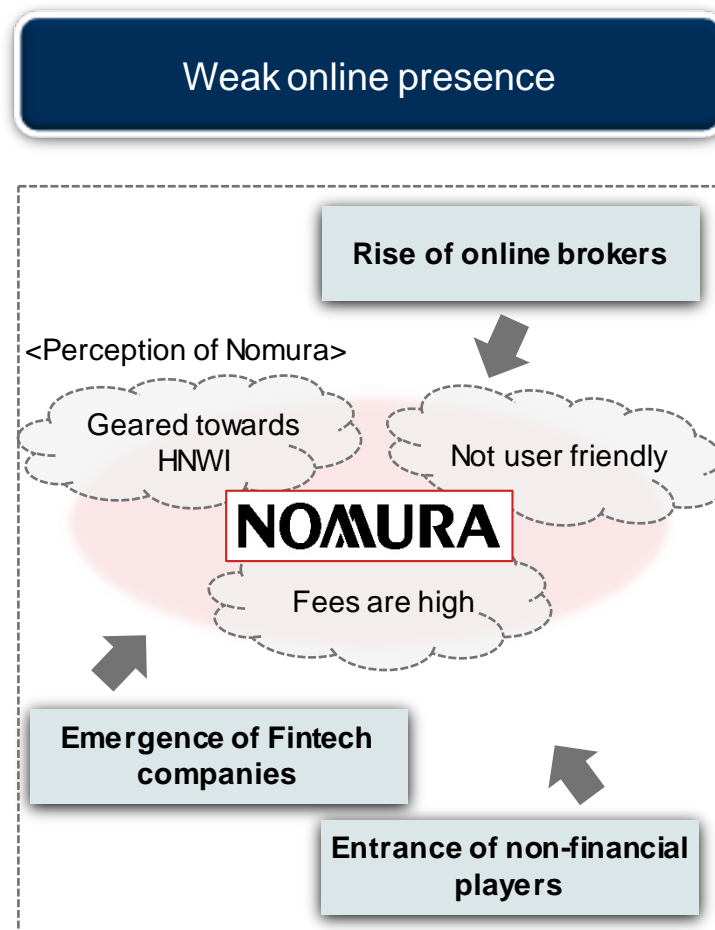
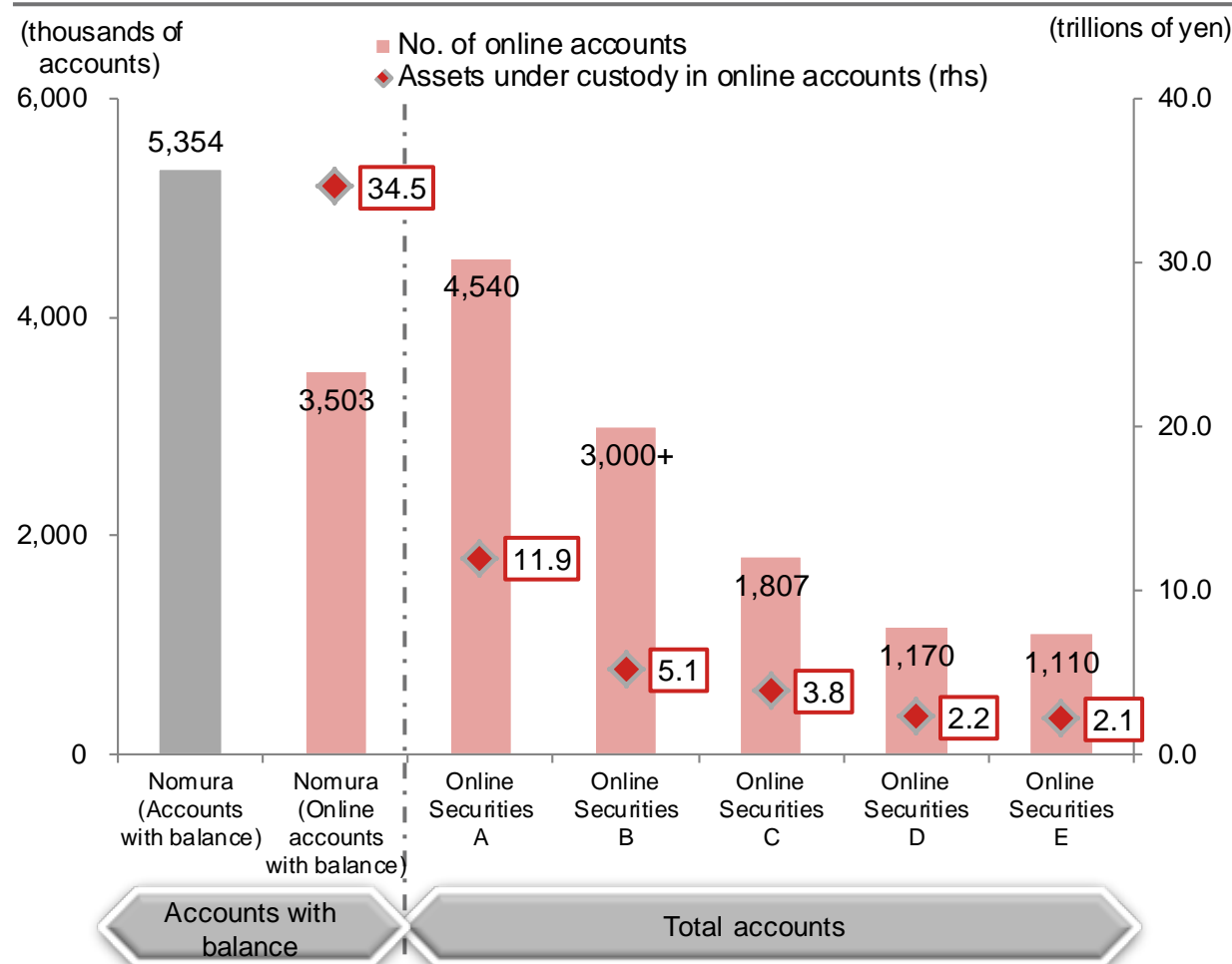
Create ideal services and future with clients

MISSION

Leverage innovation including digital technologies to significantly expand Nomura's core services to a wide range of clients

Future Innovation Company established to combat low awareness of Nomura's Online Services

Industry leader in terms of client assets in online accounts¹

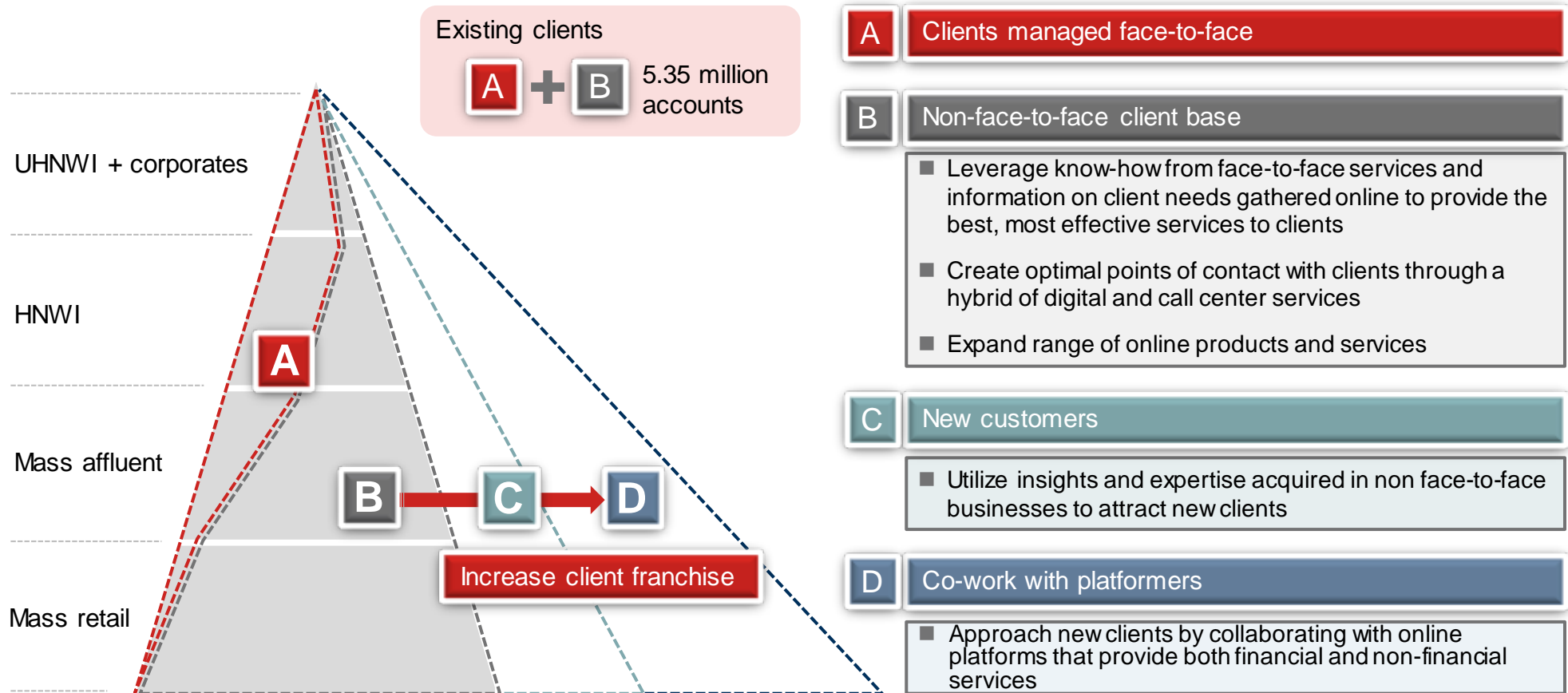


Future Innovation Company initiatives



Leverage and expand client franchise

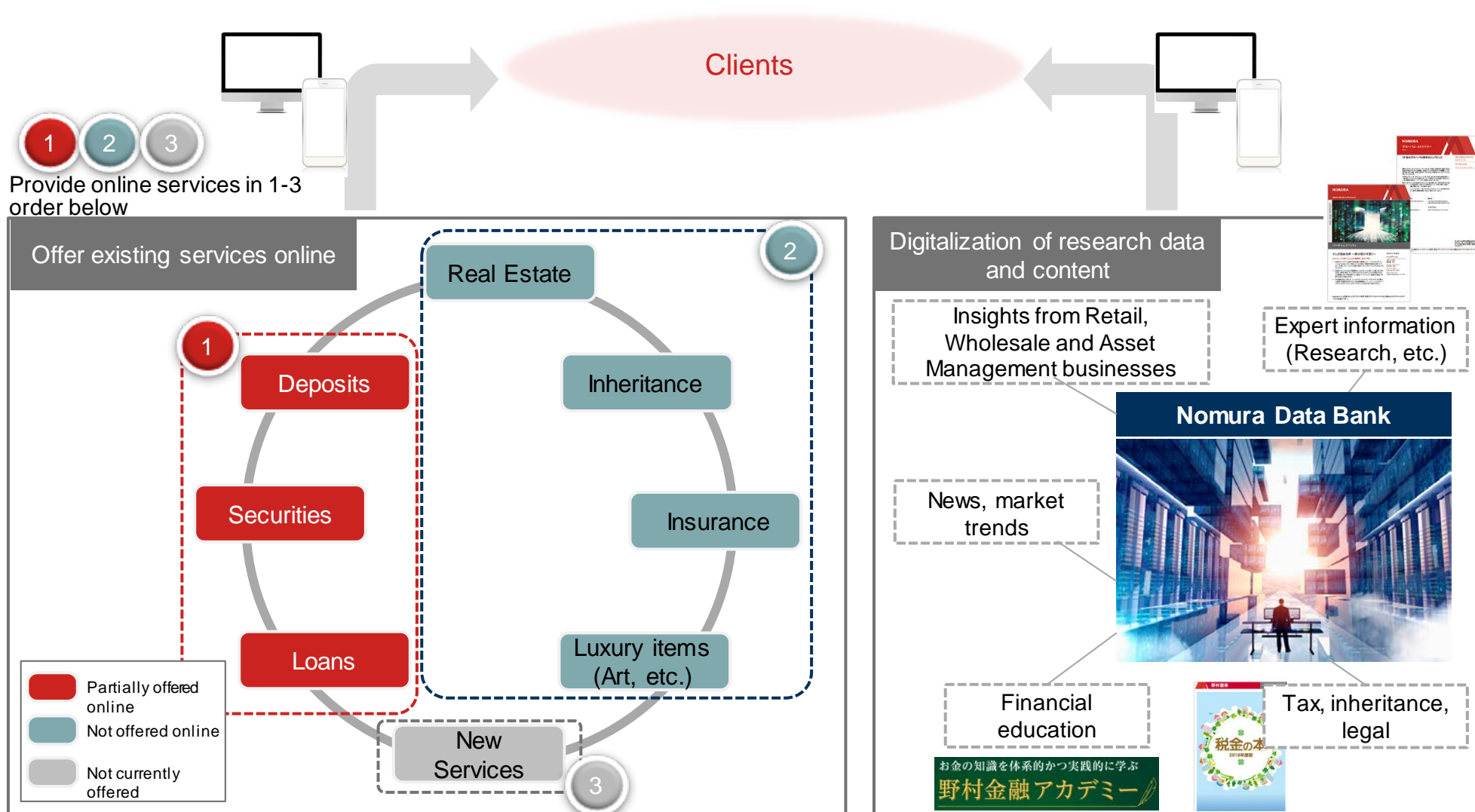
Target client segments



2

3

Offer existing services online; digitalization of research data and content

NOMURA


Utilize internal and third-party technologies

Utilize internal and external technologies to provide wide range of products and services to clients

Internal technologies



Asset Management

- Innovation Lab
- Apply big data and AI to asset management business

Wholesale

- Financial Engineering & Technology Research Center
- Develop indices using AI and big data
- Digital Office
- Provide institutional investors with cutting-edge services using AI



Strategic subsidiaries (N-Village)

- Expand into new business areas beyond financial services



Third-party technologies



Accelerator program

- Collaborate with venture companies to develop ideas into businesses



Corporate venture capital

- Establish fund to collaborate and gather information on new technologies



Collaboration with platformers

- Collaborate with platformers with extensive population of users
- Expand products and services, collaborate with providers

Trusted partner clients turn to

- Always there 24/7 to answer questions and maximize wealth

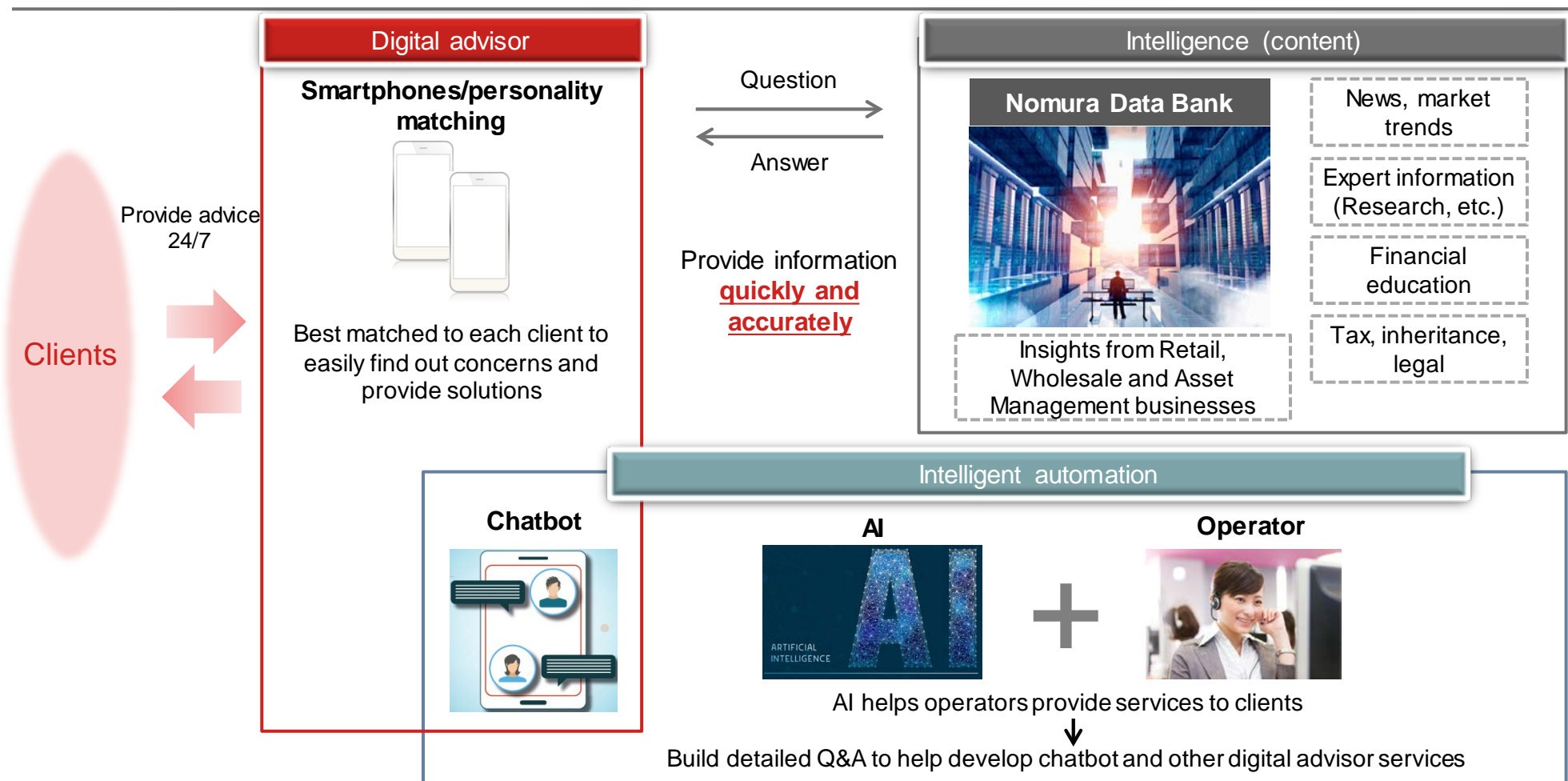
Develop digital advisor that leverages latest technologies

Requirements

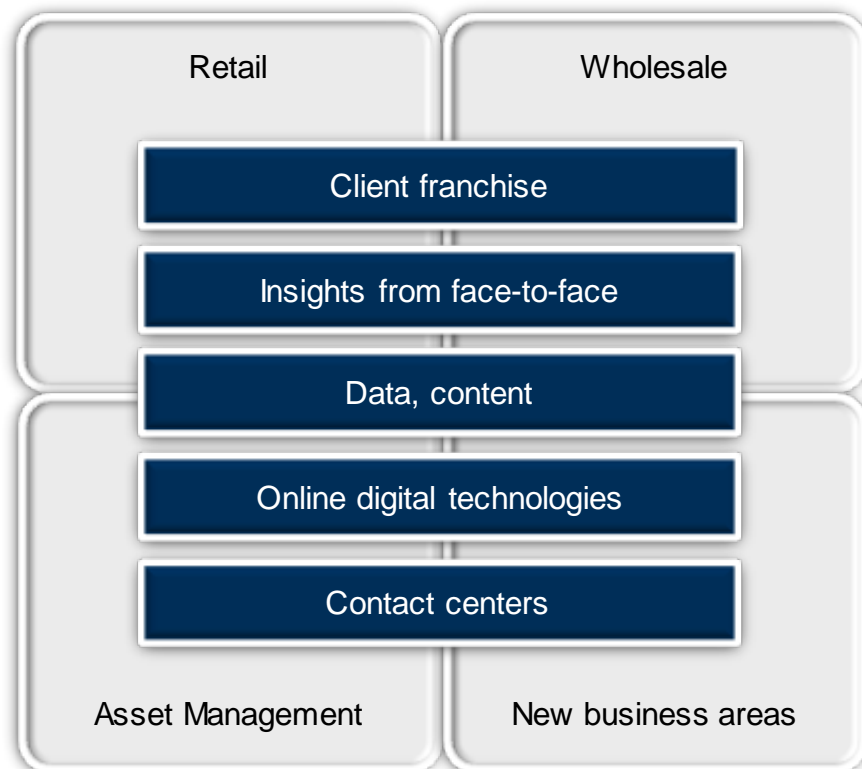
- Leverage digital
- Be approachable and intelligent

Ultimate client experience

Medium to long term: Digital advisor

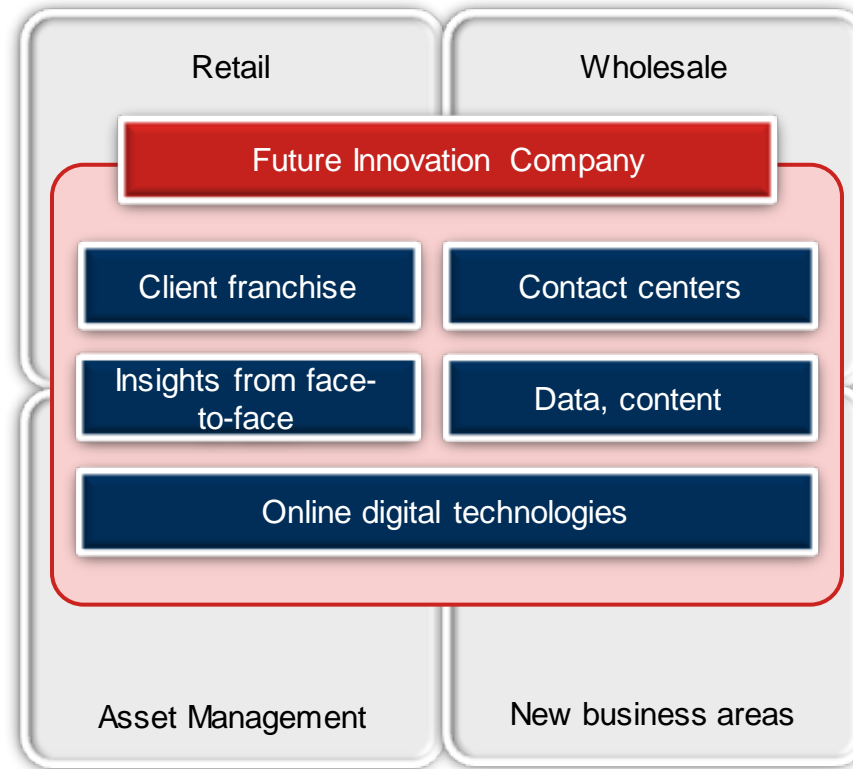


Before



- Provide data and services from each division as required

After



- Future Innovation Company to integrate each function and swiftly implement initiatives across Nomura Group

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