

Presentation at Nomura Investment Forum 2020

Taking Nomura to the next level: Achieving sustainable growth

Kentaro Okuda Group CEO Nomura Holdings, Inc.



Our strengths and progress

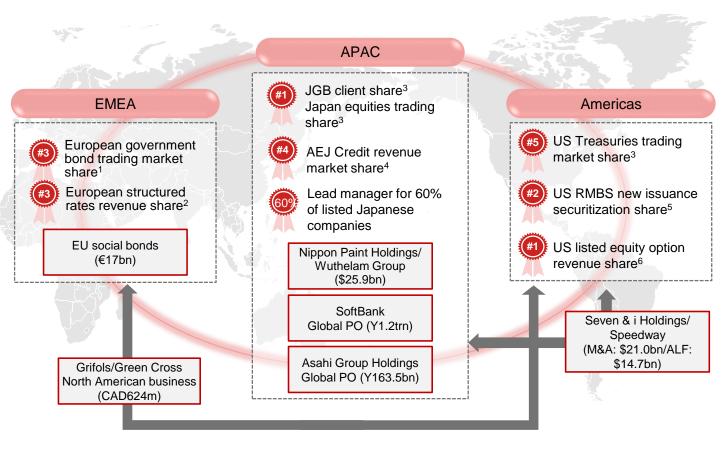


Our strength: Truly global franchise

Global revenue mix

Three segment net revenue (FY2020/21 1H) Wholesale Retail Americas (25%)(27%)Y703.7bn Asset Management Wholesale (9%)**EMEA** Wholesale (13%)Japan Wholesale (18%)**AEJ** (9%) International Wholesale (49%)

Global franchise to support our clients

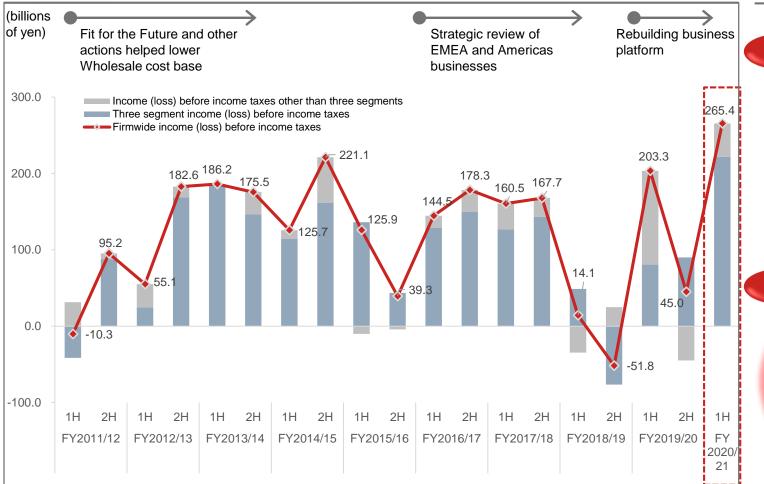


^{1.} Source: Bloomberg, duration weighted trading volume share 2. Source: McKinsey CIB Insights, internal Nomura estimates. Market share and rank based on Nomura's product taxonomy 3. Source: Greenwich 4. Source: Coalition Competitor Analytics. Ranks are based upon the following peers (BofA, BARC, BNPP, Citi, CS, DB, GS, JPM, MS, HSBC, UBS). Market share results are based on industry revenue pools and Nomura's internal revenues, and are based upon Nomura's product taxonomy 5. Source: Bloomberg, deal count share as of November 6, 2020. 6. Source: Third party research

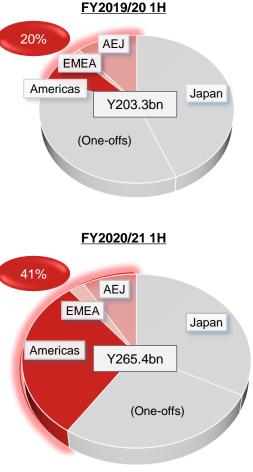
Ongoing transformation has led to improved three segment profitability







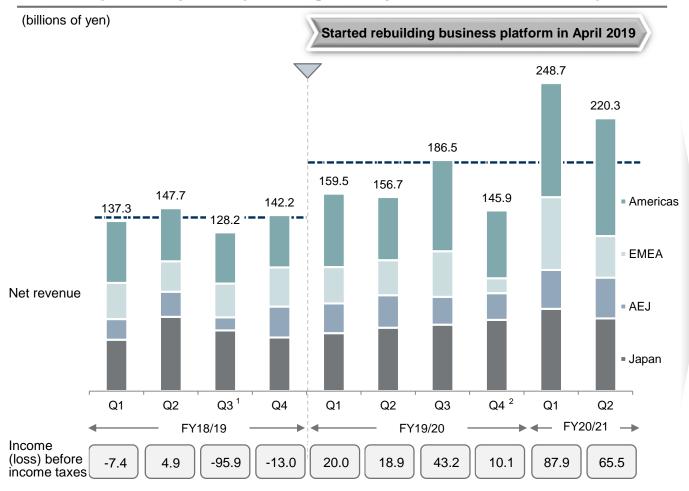
International business growth





Marked improvement in Wholesale profitability

Wholesale profitability has improved significantly since rebuild of business platform



Initiatives to improve and stabilize underlying profitability

Strengthen core products to monetize favorable market conditions (increase market share)

Enhance client businesses,
deliver consistent revenues
(refocus on areas of competitive strength and strategic importance)

Lower cost base, boost resource efficiency

^{1.} FY2018/19 Q3 includes goodwill impairment charge (Y81bn) attributable to Wholesale.

^{2.} FY2019/20 Q4 includes an unrealized loss (Y25bn) from loan-related positions and loss arising from valuation of changes to credit spread of counterparties for derivatives transactions and for uncollateralized derivatives (Y12bn).

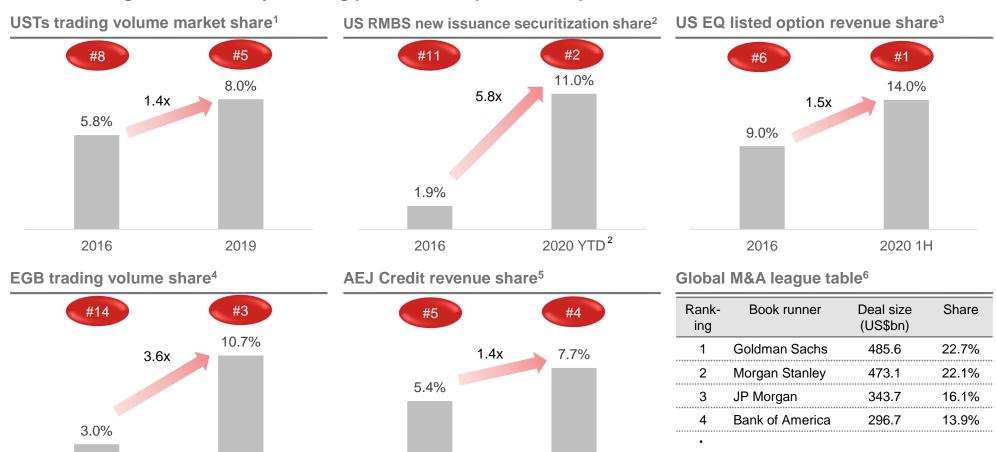
2016

2020 1H



Wholesale: Market share growth in core products

- Focusing resources on competitive businesses in each region has led to enhanced client recognition
- Revenue growth driven by building platform well placed to tap into favorable market environment



2020 1H

2016

6.9%

5.9%

146.7

125.5

Nomura

Lazard

10

Source: Greenwich
 Source: Bloomberg, deal count share as of November 6, 2020
 Source: Third party research
 Source: Bloomberg, duration weighted trading volume share
 Source: Ranks are based upon the following peers (BofA, BARC, BNPP, Citi, CS, DB, GS, JPM, MS, HSBC, UBS). Market share results are based on industry revenue pools and Nomura's internal revenues, and are based upon Nomura's product taxonomy
 Source: Bloomberg, January to September 2020

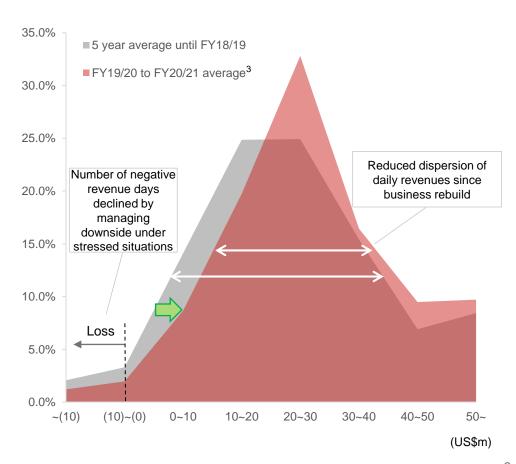


Wholesale: Improved productivity, consistent revenues

Focused resources on client businesses to boost productivity and deliver consistent revenues

Enhanced productivity¹ in trading businesses FY2018/19² FY2020/21 1H (annualized)² (Size of circle reflects revenue size) Pretax margin Profit 1 Loss Productivity¹ Trading productivity has improved significantly 2.8x FY18/19 FY20/21 FY19/20 1H

Daily Wholesale revenues: more consistency



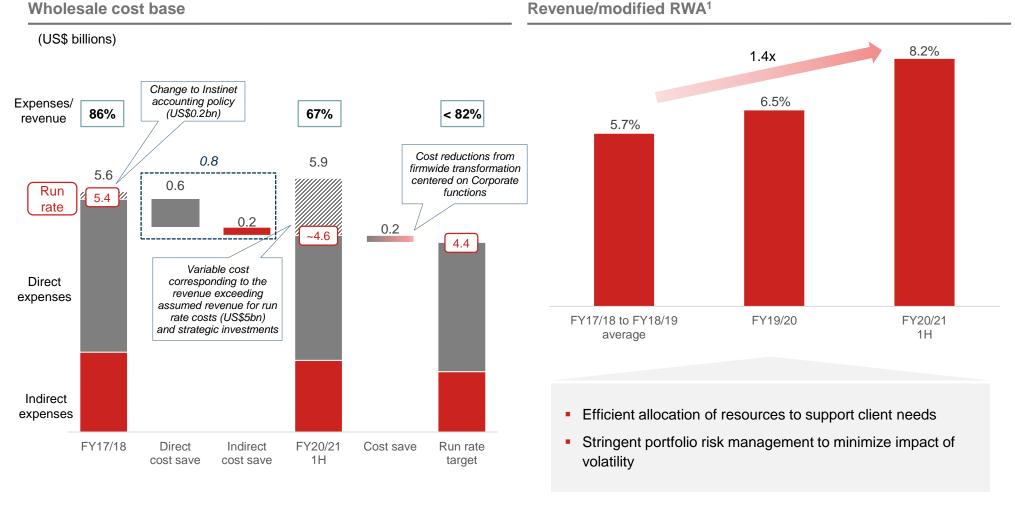
Productivity: Revenue generated by each producer.

Circles represent Rates, Credit, FX/EM, Securitized Products, Equity Trading (incl. Derivatives), and Execution Services businesses.

[.] FY2020/21 based on daily revenue data until November 9.

NOMURA Wholesale: Reduced cost base, enhanced resource efficiency

- Over 80% of cost reductions have been completed, which has lowered our breakeven point
- Optimal resource allocation has improved our capital efficiency



^{1.} Wholesale net revenue (annualized) divided by modified risk-weighted assets (daily average for the accounting period) used by Wholesale. Modified risk-weighted assets (daily average for the accounting period) is a non-GAAP financial measure and is the total of (i) risk-weighted assets (as calculated and presented under Basel III) and (ii) an adjustment equal to the regulatory adjustment to common equity tier I capital calculated and presented under Basel III divided by our internal minimum capital ratio target.

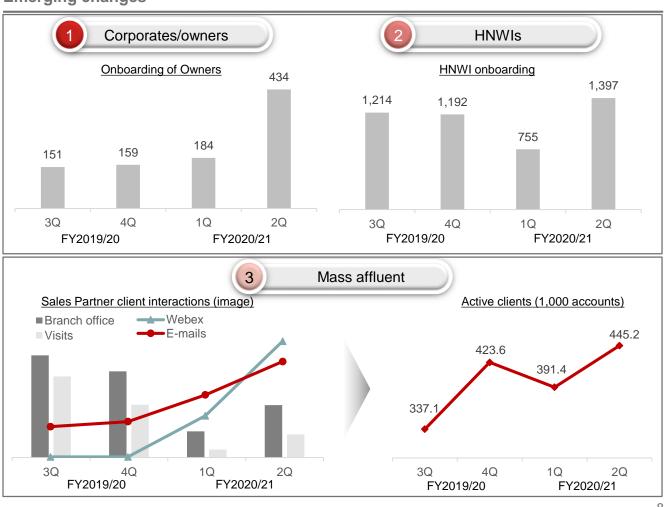
Retail: Strengthened consulting for clients' total asset portfolio



Retail net revenue by channel

(billions of yen) 92.8 81.1 Corporates/owners **HNWIs** Mass affluent 1Q 2Q FY2020/21

Emerging changes





Steady progress towards FY2022/23 KPIs and KGIs

Results to FY2020/21 1H vs. FY2022/23 targets

			FY2019/20 full year or Mar 2020	FY2020/21 1H or Sep 2020	Target (FY2022/23)
	Retail	Recurring revenue assets	Y15.3trn	Y16.9trn	Y21trn
KPI		Consulting-related revenue	Y14.9bn	Y5.5bn	Y27.8bn
		Number of active clients	1.07m	0.717m	1.47m
		Net inflows of cash and securities	-Y429.4bn	Y767.5bn	Y2.4trn/year
	Asset Management	Assets under management	Y49.3trn	Y55.7trn	Y65trn
	Wholesale	Revenue/modified RWA ¹	6.5%	8.2%	Approx. 6%
		Fee and commission revenue	US\$1bn	US\$520m	+15% or more ² (US\$1.15bn or more)
		Expenses/revenue	86%	67%	82% or less
	Firmwide	Cost reductions	Approx. 70% completed	Mid 80% range completed	Y140bn reduction (By FY2021/22)
KGI	Retail	Income before income taxes	Y49.4bn	Y37.9bn	Y110bn
	Asset Management		Y28.8bn	Y30.6bn	Y50bn
	Wholesale		Y92.2bn	Y153.3bn	Y120bn
	Three segment		Y170.4bn	Y221.8bn	Y280bn

Wholesale net revenue (annualized) divided by modified risk-weighted assets (daily average for the accounting period) used by Wholesale. Modified risk-weighted assets (daily average for the accounting period) is a non-GAAP financial measure and is the total of (i) risk-weighted assets (as calculated and presented under Basel III) and (ii) an adjustment equal to the regulatory adjustment to common equity tier I capital calculated and presented under Basel III divided by our internal minimum capital ratio target.
 Compared to FY2019/20 actual (US\$1bn).



Grow our businesses, deliver added value to our clients

Expand private market services in addition to public markets



Promote risk money flows

- ✓ Provide alternative investment opportunities
- ✓ Pursue business opportunities in private markets

Strengthen asset and investment management

- ✓ Grow our business for high net worth individuals
- ✓ Collaborate with third parties to grow our client base

Meet increasingly diverse needs of our clients ✓ New financial services leveraging digital technologies

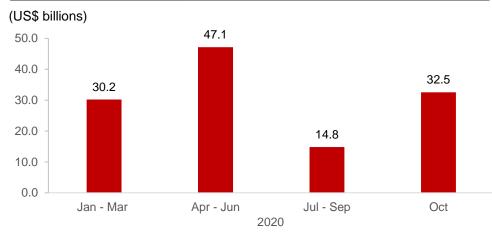


Promote risk money flowsSupported capital flow initiatives in the public markets

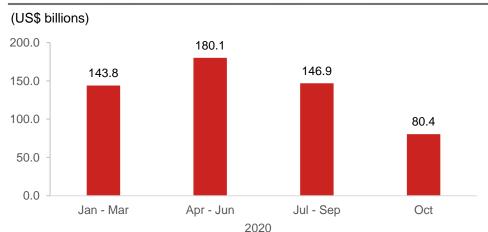
NOMURA

We have supported government and client financing needs and investment for future growth in order to ensure continuous money flow amid the pandemic

Support for unprecedented, large scale fundraising by European countries¹



Supported bond issuances of US\$551.2bn in 10 months



Supported large bond issuance by EU to combat impact of coronavirus (October)

■ Acted as joint lead manager on EU's record €17bn social bond issued as part of the EU's Support to Mitigate Unemployment Risks in an Emergency (SURE) program

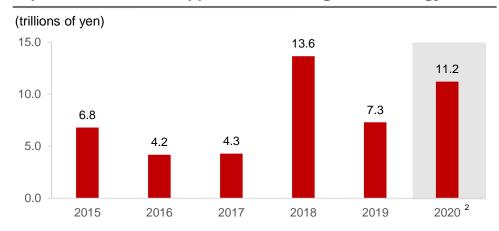


Dual Tranche
€10 billion Social RegS 0.000% due October 2030
€7 billion Social RegS 0.100% due October 2040

Joint Bookrunner

NOMURA

Japan-related M&A: Support our clients' growth strategy



Total of deals where Nomura had a leading role such as lead manager, duration manager, etc., USD conversion.

2. January 1, 2020 to November 12, 2020





Provide alternative investment opportunities

Expand the scope of services provided to clients by enhancing alternative investments

Provide investment Traditional ✓ Nomura Asset Management products investment ✓ Other asset management Stable revenue assets companies, etc. expansion, Deliver Nomura Group value Businesses with light capital burden ✓ Nomura Mezzanine Partners ✓ Japan-China Industrial Cooperation Fund Alternative ✓ Nomura Asset Management investment assets New/Diversified Provide balance sheet ✓ Nomura Capital Partners ✓ Nomura Research & Advisory Equity / Own capital, Debt Capital intensive ✓ Nomura Capital Investment businesses

Gatekeeper for collaboration with overseas asset managers

- Established Alternative Investment Department in Nomura Asset Management in April 2020
- Considering to expand funds of funds through in-house management and discretionary business investing in privately placed real estate funds



Expand alternative investment engine

- Organization and operational framework: Preparations currently underway, mainly in Merchant Banking
- Investment target
 - Considering new investment strategies such as venture investments, unlisted assets, illiquid assets, etc.
- Schedule: Develop framework this fiscal year, starting from businesses that are ready
- Nomura Mezzanine Partners: Invested in two transactions; enhanced team and working towards good investment deals
- Japan-China Industrial Cooperation Fund: Signed joint venture agreement in September; started sourcing activities

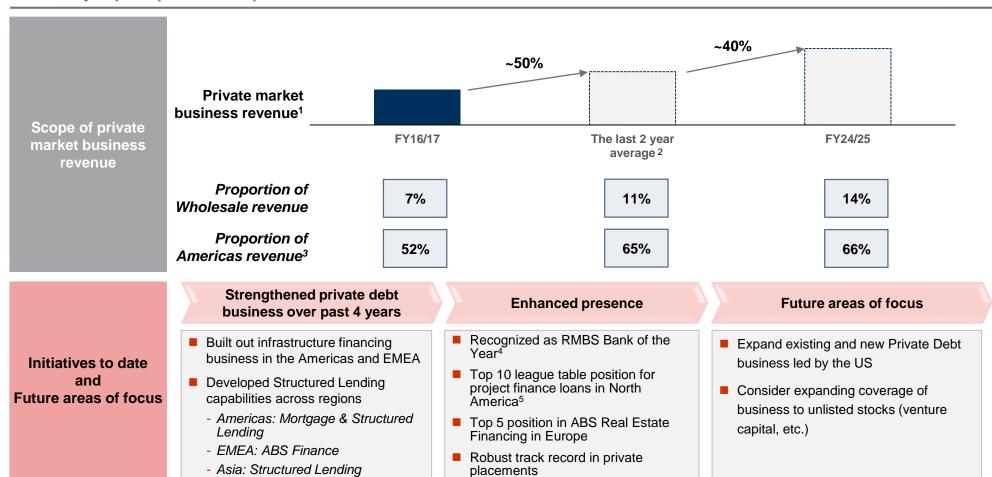


NOMURA

Business initiatives for institutional investors and corporates

- Enhance product capabilities mainly in the Americas in response to diversified investment needs
- **Expand revenue base in private areas amid rising investor demand for active returns due to low interest rates**

Selectively expand private debt platform



^{1.} Including infrastructure finance, mortgage and structured lending, other structured lending, asset-backed finance, private placements, leveraged finance, etc.

^{2.} Average of FY2019/20 and FY2020/21 estimate 3. Americas private market revenue as % of global private market revenue for institutional investors and corporates

^{4.} Source: GlobalCapital, 2019 5. Source: Inframation North America Project Finance League Table

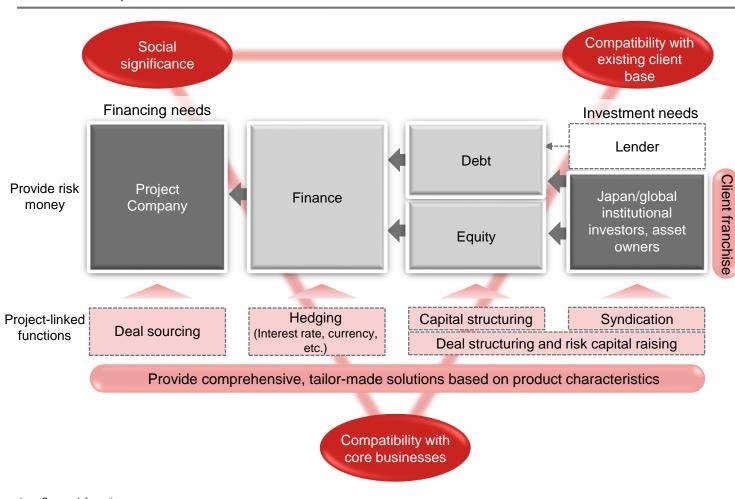


NOMURA

Respond to infrastructure finance needs

- In light of social significance and investor need, in 2017 we made a full-fledged entry into the infrastructure finance field, which is highly compatible with existing businesses
- Unique business model for differentiation Ranked in top 10¹ in North America in 2019

Nomura Group's infrastructure finance business model



Strengths/Characteristics

- Global flow of risk money Positioned to bring together investment needs of a wide range of clients seeking alpha and infrastructure finance needs in high social demand
- Core businesses compatibility
 Possible to provide comprehensive solutions from deal sourcing to syndication, contributing to business portfolio cycle diversification
- Business model with low capital burden
- ✓ Full-fledged entry in 2017, participated in numerous crossborder deals
- ✓ Ranked in North America top 10¹ in 2019 on the back of domestic institutional investor demand
- ✓ Potential demand for infrastructure investment from 2016-2030 at approx. US\$50trn² means high potential growth

1. Source: Inframation

Source: McKinsey





Group-wide focus on revitalizing domestic private markets

Contribute to development of the capital markets by connecting the needs of unlisted companies with investor needs



= Nomura Group value

Unlisted companies – Over 99% of companies in Japan From newly established venture companies to stable, growing companies) ✓ While financing needs are high, financing methods are limited (dependent on bank lending)

✓ Methods accessible to wide range of investors are Current state and needs Primary market limited unlisted companies ✓ Stocks have low liquidity Increased demand for buyback by non-family Secondary market ✓ Administrative burden of shareholder management Business ✓ Alliance, acquisition needs based on business reorganization, M&A. environment etc. ✓ Business succession needs 9 Regulatory ✓ Relaxation of solicitation rules for non-listed stocks by JSDA (December 1, 2020) environment

Investment Banking

Bolster private placement organization

Merchant Banking

Exploring establishment of listed investment entity that invests in unlisted company stocks (with Investment Banking)

Retail

Provide liquidity through shareholder community

Investment Banking

Promote through team in charge of mid-sized company M&A (with Retail)

Investors (VC,CVC, institutional investors, individual investors, etc.)

Enhance coverage

- Retail: Detailed services provided by representatives in charge of corporates/owners
- Investment Banking: Strengthen relationships by increasing staff in charge of unlisted companies

Enhance research and introduce new services

Content Company

Newly established Frontier Research Dept. dedicated to emerging industry and unlisted company research (reorganized Nomura Research & Advisory); Deepen research through collaboration with listed company research

- Visit 1,500 companies per year (350 new companies annually) to conduct company evaluation
- Start offering private research services to unlisted company investors

16

Strengthen asset and investment managementEnhance asset management advisory functions

Client needs

Long-term asset building

Diverse commissions structure based on investment objective

High value-added investment advice

Future areas of focus

Sophisticated asset management advice from CIO Group

Expand investment consulting know-how provided to institutional investors into retail investor services

- Performance focused strategy (Selection of new funds)
- Diversify risk in investment portfolios (Propose new asset allocation)
- ✓ Aim for high investment performance over the long-term
- Possible to provide appropriate investment advice matching client preference

Revise commission structure

Consider introducing level fee

- Consider introducing level fee to align interest of clients and Nomura
- Conduct trial in April 2021; aim to fully introduce from April 2022
- ✓ Support long-term asset building by creating a diversified fee structure to respond to client needs

Provide information leveraging internal and external research

Bolster current research functions

Strategic alliance with external organization (Wolfe Research)

Enhance content using the web and apps

- ✓ Provide customized research content and solutions to each client
- ✓ Use of new channels to provide information to a broader range of clients

<u>Strengthen asset and investment management</u> Initiatives in strategic areas of HNWI business



Increase headcount to provide detailed solutions for company owners and to grow our business

Provide solutions to owners

- Develop business committed to owners events/actions
- Offer solutions with both owners and corporates in mind

Events/ Action Clients **Business succession** Unlisted company Sale through M&A owners Receive fund investment Start-up/ (Incl. sale by owner) emerging **IPO** Continue owner management while listed Shift from owner mgmt Listed to organizational mgmt company owners Sale through M&A Acquisition by owner (MBO/privatization) Approach to owner families Build relationships with both owners and corporates

■ Collaboration with Investment Banking

(Multiple relationships)

Business development

Offer solutions based on owner's balance sheet and family situation

- Asset business
 Financial assets, real estate, leasing, etc.
 Build a customized portfolio for each client
- · Sale of own shares business
- Loans, etc.

Tap into private markets

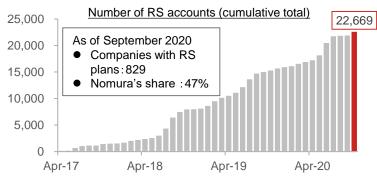
- Increase investment opportunities
- Funding, sale of own shares, etc., in private markets

Expand business to other divisions leveraging relationship with owner

- M&A (Sale by owner)
- MBO (Acquisition by owner)
- IPO, etc.
- Right-size and streamline client coverage
- Strengthen approach to pre-IPO/ startup companies
- Enhance development of solutions
- Expand product lineup

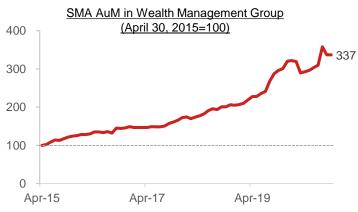
Approach to listed company executives

 Expand coverage as companies introduce Restricted Stock Incentive Plans (RS)



Approach to clients' core assets

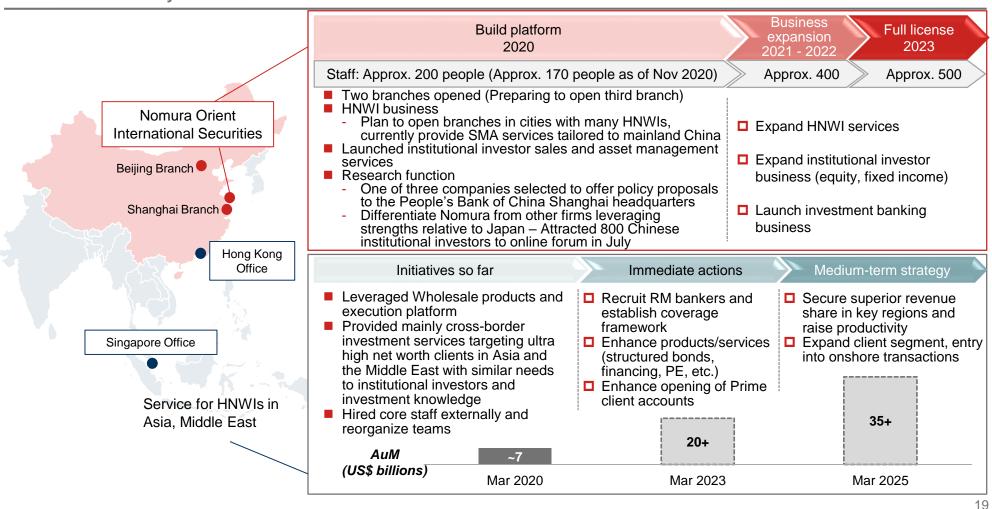
 Increase in financial assets under management through approach to entire balance sheet



Strengthen asset and investment management **Expand business for HNWIs in Asia**

NOMURA

HNWI business mainly in Asia



2

Strengthen asset and investment management

Expand client franchise by collaborating with other companies

 Provide value-added, full-service financial services to broader clients by collaborating with other companies

Expand client franchise

Collaborate with other companies

Asset building segment

LINE × NOMURA

- Total number of accounts exceeded 310,000 in first year
- Approach to mainly younger client segment that we could not provide products and services to before
- ✓ Starting from stock transactions, gradually expand lineup to include investment trusts and FX

LINE 証券

NOMURA

Regional clients

Regional Financial Institutions × NOMURA

- ✓ Contribute to client growth and regional revitalization by making use of regional financial institution network
- ✓ San-in Godo Bank: Opened six consulting plazas as of November 2, 2020; collaborating with San-in Godo Bank retail branches
- Awa Bank: Signed final agreement for comprehensive business alliance on June 26, 2020

Regional financial institutions × Wealth Square

- Established Wealth Square Co., Ltd in 2016 and started providing fund wrap services to regional financial institutions
- ✓ Collaborating with major regional financial institutions (Fukuoka Financial Group, San-in Godo Bank, Tokyo Kiraboshi Financial Group, Shizugin TM Securities)
- ✓ AuM increased nearly four-fold in the past two years









Meet increasingly diverse needs of our clientsNew financial services leveraging digital technologies



- Provide more convenient, lower cost services by leveraging digital technologies in existing business
- Adopt a diversified approach to new digital technologies, including collaborating with other companies, to cultivate new areas in financial services





OneStock

- Released "One Stock" asset management app
- Automatically connects to bank and brokerage accounts enabling integrated management of total asset portfolio

LINE 証券

- Expand investing population by providing user-friendly investment services via smartphone¹
- Plan to offer iDeCo from 2021 to support long-term asset building

Nomura Connects



- Website with market information for broad range of investors from individuals to institutional
- Articles and video podcasts by Nomura analysts and economists



- Develop algorithmic trading engine to provide low cost execution services
- Diversify revenues by offering equity execution platform to other companies





- BOOSTRY² developed ibet digital asset platform using blockchain technology for fundraising and trading of digital securities
- Issued Japan's first digital bond this year and succeeded in digitizing real estate securitized products



KOMAINU

- Provides custodial services to institutional investors for cryptocurrencies and various other digital assets³
- Pursuing initiatives across the entire digital asset value chain

High added value to existing business

New areas in financial services

- LINE Securities is a joint venture between LINE Financial and Nomura Holdings.
- 2. Joint venture with Nomura Research Institute.

Institutional

investors

and issuers

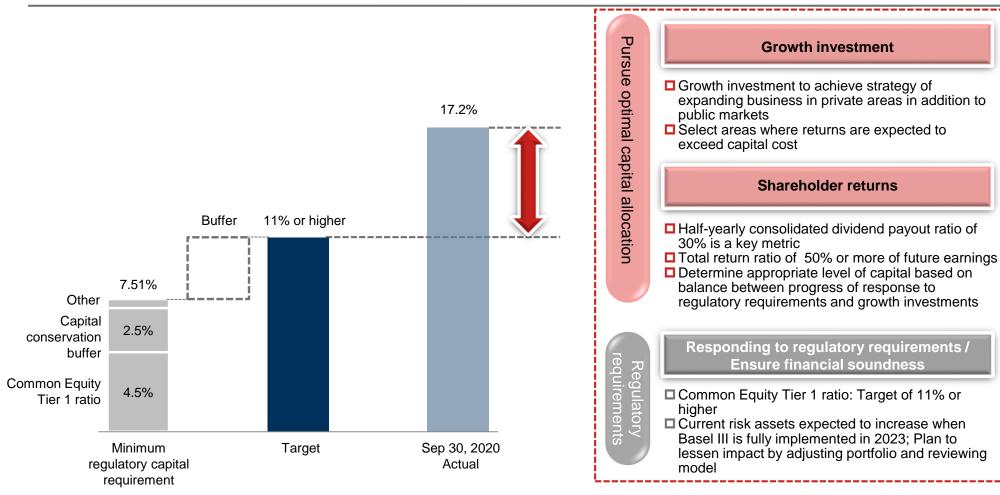
KOMAINU is a joint venture with Ledger and CoinShares, a subsidiary of Global Advisors.



Financial and capital strategy

Aim for a balance between investing for growth and shareholder returns to sustainably enhance corporate value

Target CET 1 ratio and allocation of excess capital





Review working styles in Japan

Consider diverse working styles post coronavirus

Coronavirus (State of emergency) - Present

Operate in accordance with Infectious Diseases Action Plan Guidelines Action plan for each phase of the pandemic

- Confirm work arrangements for the pandemic and access while working from home
- Currently conducting business operations by combining in-office, staggered working hours and work from home
- Business Continuity Plan (BCP)
 - Clarify process for putting BCP into action and priority operations when BCP is invoked
- Enforce rules on international travel



Code of Conduct

- Strict information and risk controls as a financial institution
- Foster awareness of professional and personal decisions and actions as seen from the perspective of clients, family and society
 - Issue guidelines on staff get-togethers, private dinner outings, etc.
- Labor management, personnel development



Develop infrastructure

- Develop IT infrastructure to ensure operations can continue in remote working environment as in the office
- Accelerate digitalization

Post coronavirus (Normal times)

HR strategy that facilitates diverse working styles

<u>Plan to implement flexible system based on the characteristics of each department</u>

Enhance work from home program (Finalizing)

Firmwide minimum rule





Minimum 40% of monthly work hours in office

Policy of each department

Labor management, business management, training, instruction, etc.

- Introduce flextime
 - For employees who have a business reason such as interacting with people overseas

Office strategy based on diverse working styles

 Review office functions in consideration of post coronavirus environment (consider satellite offices, etc. and new office designs)

Aim to achieve sustainable growth by helping resolve social issues



Leverage the collective strength of Nomura Group to respond to client needs in order to help realize a sustainable society

Advisory/ Finance

- Acquired Greentech Capital, a US-based firm with strong presence in the sustainable technology and infrastructure fields, in April 2020
- Under rebranded Nomura Greentech, we are supporting the transition to more sustainable social infrastructure by connecting growth companies possessing superior environment-related skills with investors

NOMURA greentech

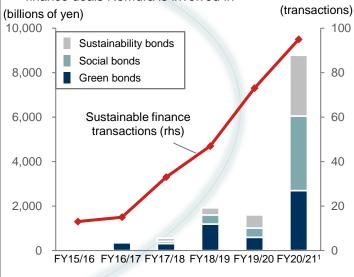
Research

- Established Nomura Research Center of Sustainability in December 2019
 - Provide value-added sustainability-related information and proposals leveraging objective and practical research by Nomura Institute of Capital Markets Research
- Created ESG research team inside Content Company, consolidated and strengthened ESG research function



Underwriting

- Established dedicated ESG team in Japan in 2017; developed and reorganized into a global structure in 2018
- Upward trend in issuance amounts of sustainable finance deals Nomura is involved in



Investment

- Enhance Nomura Asset Management's ESG initiatives
 - Sustainable investment ratio: 73% (FY2019/20)
 - PRI assessment: Received top A+ rating in 2020 assessment in all categories reported (assessment period: April 2019- March 2020)

Financial Products

 Published Nomura-BPI SDGs, an index reflecting the performance of the secondary market for SDG bonds, in November 2019, contributing to market transparency and continuity

1. FY20/21 is as of November 20, 2020.

(Reference)

Sustainability initiatives and third-party validation



Awards and recognition



Investment Bank of the Year (Sustainable Corporate Finance)

- Awarded 2020 investment banking award by The Banker magazine, published by the Financial Times
- Award recognizes ESG consulting initiatives by Nomura Greentech, Nomura's commitment to sustainable finance amid pandemic, etc.



Highest rating in Principles for Responsible Investment (PRI) annual assessment

Nomura Asset Management received top A+ rating in all categories assessed in the annual PRI assessment (Assessment period: April 2019- March 2020)



CDP Leadership Level A-

- CDP is an international project whereby institutional investors ask companies to disclose their climate change strategy, greenhouse gas emissions, etc.
- Nomura Holdings rated A- for four straight years since 2016



Principles for Financial Action for the 21st Century (PFA21) Special Award

Nomura won the Special Award (PFA21 Steering Committee Chairman Award) in 2018 in recognition of our contribution to a sustainable society through our business

Participation in initiatives



Supporting TCFD

- Recognizing importance of disclosing climate change affiliated financials, committed support for TCFD in 2018
- As part of our commitment to information disclosure, in July 2020 we published Nomura Group TCFD Report outlining our strategic approach to climate change risks and opportunities, etc.

Signatory of:



PRINCIPLES FOR RESPONSIBLE BANKING

Signatory of Principles for Responsible **Banking (PRB)**

- PRB provides a framework for a sustainable banking system and promotes measures to ensure the industry makes positive contributions to society
- Nomura became a signatory in May 2020

Inclusion in ESG indices

Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA







FTSE Blossom Japan







NOMURA

Disclaimer

- This document is produced by Nomura Holdings, Inc. ("Nomura").
- Nothing in this document shall be considered as an offer to sell or solicitation of an offer to buy any security, commodity or other instrument, including securities issued by Nomura or any affiliate thereof. Offers to sell, sales, solicitations to buy, or purchases of any securities issued by Nomura or any affiliate thereof may only be made or entered into pursuant to appropriate offering materials or a prospectus prepared and distributed according to the laws, regulations, rules and market practices of the jurisdictions in which such offers or sales may be made.
- The information and opinions contained in this document have been obtained from sources believed to be reliable, but no representations or warranty, express or implied, are made that such information is accurate or complete and no responsibility or liability can be accepted by Nomura for errors or omissions or for any losses arising from the use of this information.
- All rights regarding this document are reserved by Nomura unless otherwise indicated. No part of this document shall be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of Nomura.
- This document contains statements that may constitute, and from time to time our management may make "forward-looking statements" within the meaning of the safe harbor provisions of The Private Securities Litigation Reform Act of 1995. Any such statements must be read in the context of the offering materials pursuant to which any securities may be offered or sold in the United States. These forward-looking statements are not historical facts but instead represent only our belief regarding future events, many of which, by their nature, are inherently uncertain and outside our control. Actual results and financial condition may differ, possibly materially, from what is indicated in those forward-looking statements. You should not place undue reliance on any forward-looking statement and should consider all of the following uncertainties and risk factors, as well as those more fully discussed under Nomura's most recent Annual Report on Form 20-F and other reports filed with the U.S. Securities and Exchange Commission ("SEC") that are available on Nomura's website (https://www.nomura.com) and on the SEC's website (http://www.sec.gov); Important risk factors that could cause actual results to differ from those in specific forward-looking statements include, without limitation, economic and market conditions, political events and investor sentiments, liquidity of secondary markets, level and volatility of interest rates, currency exchange rates, security valuations, competitive conditions and size, and the number and timing of transactions.
- Forward-looking statements speak only as of the date they are made, and Nomura undertakes no obligation to update any forward-looking statement to reflect the impact of circumstances or events that arise after the date the forward-looking statement was made.
- The consolidated financial information in this document is unaudited.



Nomura Holdings, Inc. www.nomura.com