

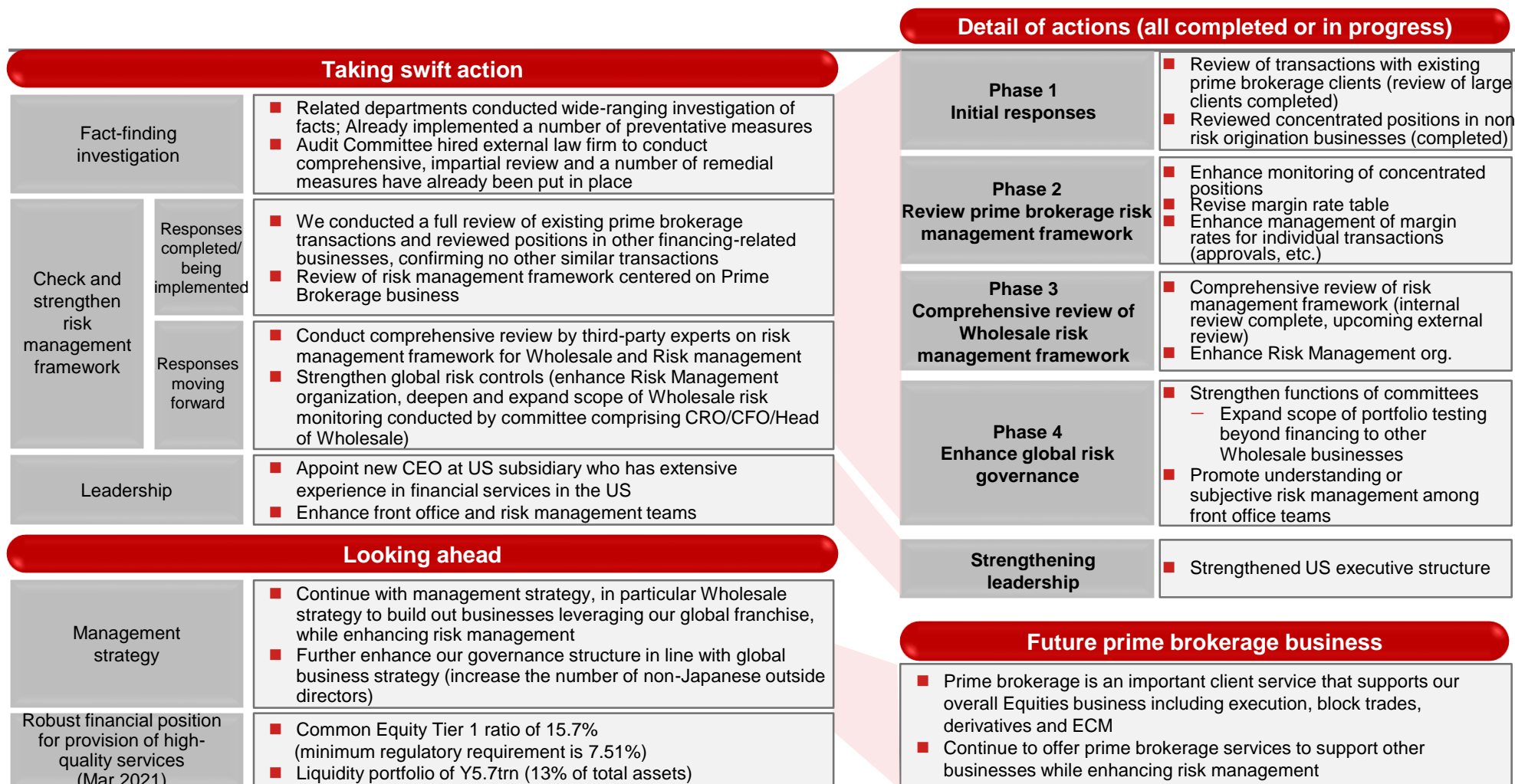
Investor Day

Kentaro Okuda
Group CEO
Nomura Holdings, Inc.

May 12, 2021

Enhancing risk management and business approach following incident in US

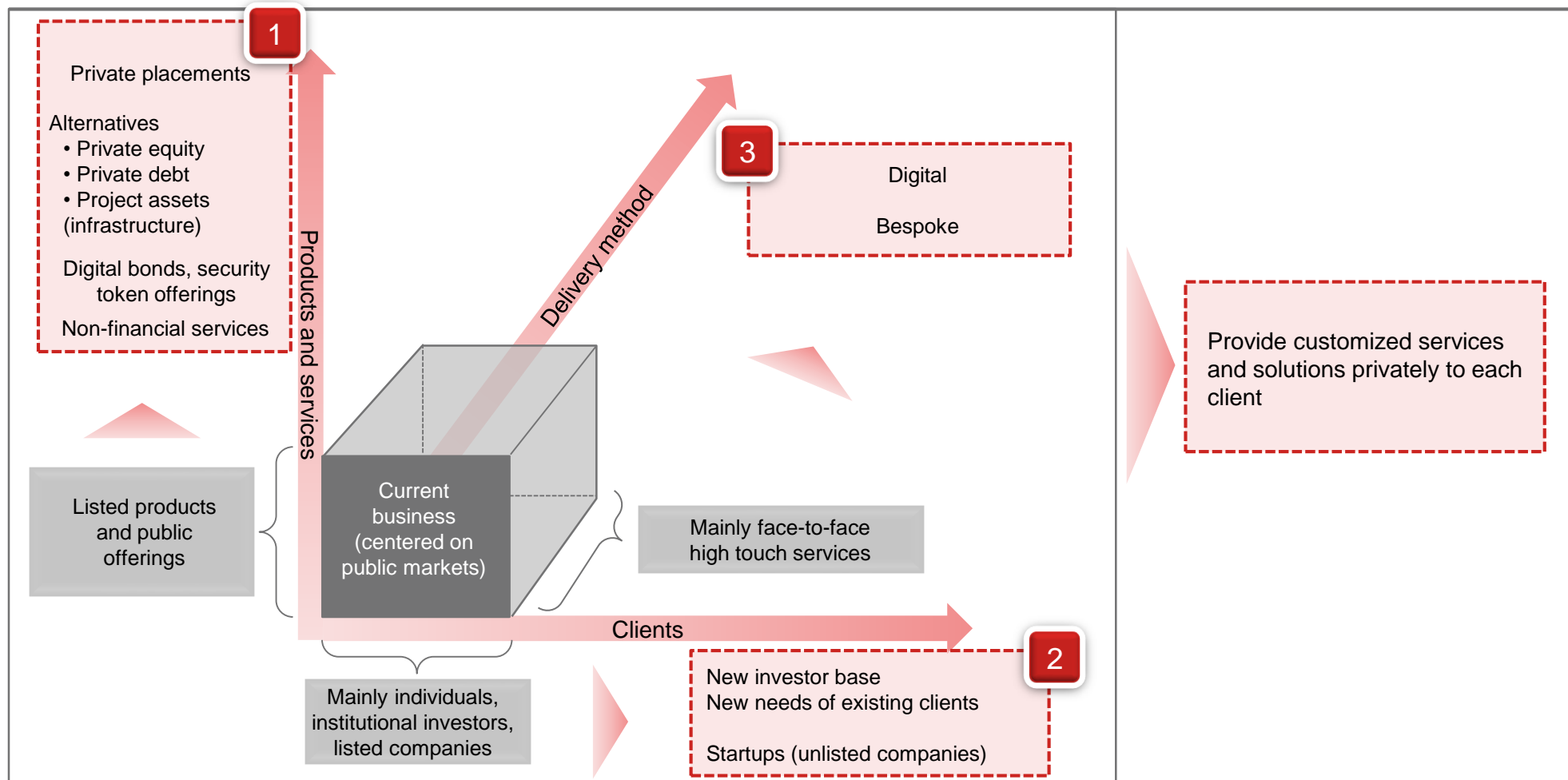
- Exited over 99% of positions (progressed from over 97% as of April 23 and now nearly fully exited)
- Implementing following initiatives and strengthening organization to support international strategy



Expanding our scope of business from public to private (1/2)

- Announced management vision of “Achieving sustainable growth by helping resolve social issues” towards FY2024/25
- To achieve this, we are taking strategic steps to expand our scope of business from public to private

Leverage our strengths in the public markets to enhance our presence in private markets



Expanding our scope of business from public to private (2/2)

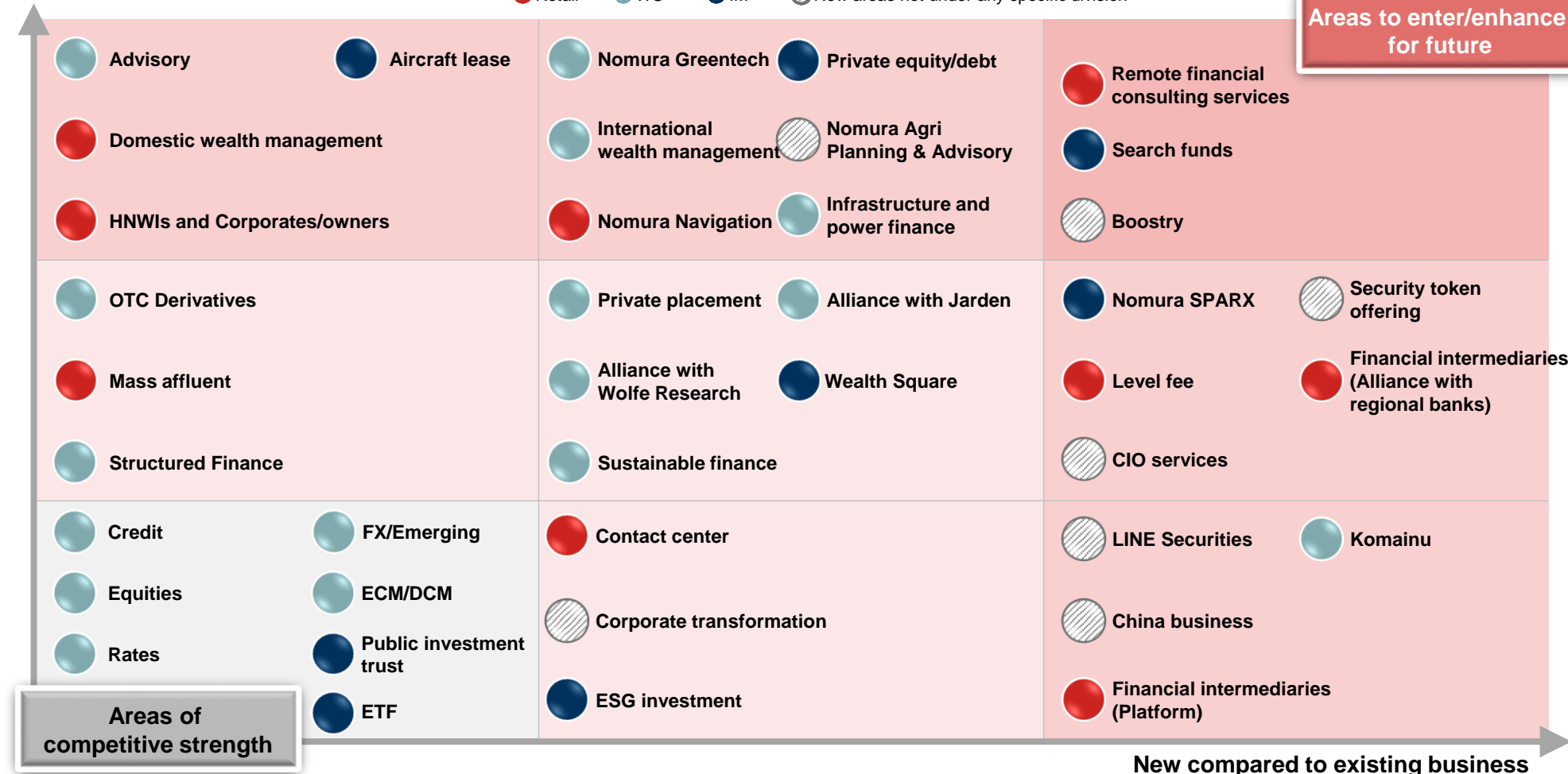
NOMURA

- Continue to strengthen existing businesses with competitive advantage
- Actively allocate resources to new businesses including private with a view to the future

Private

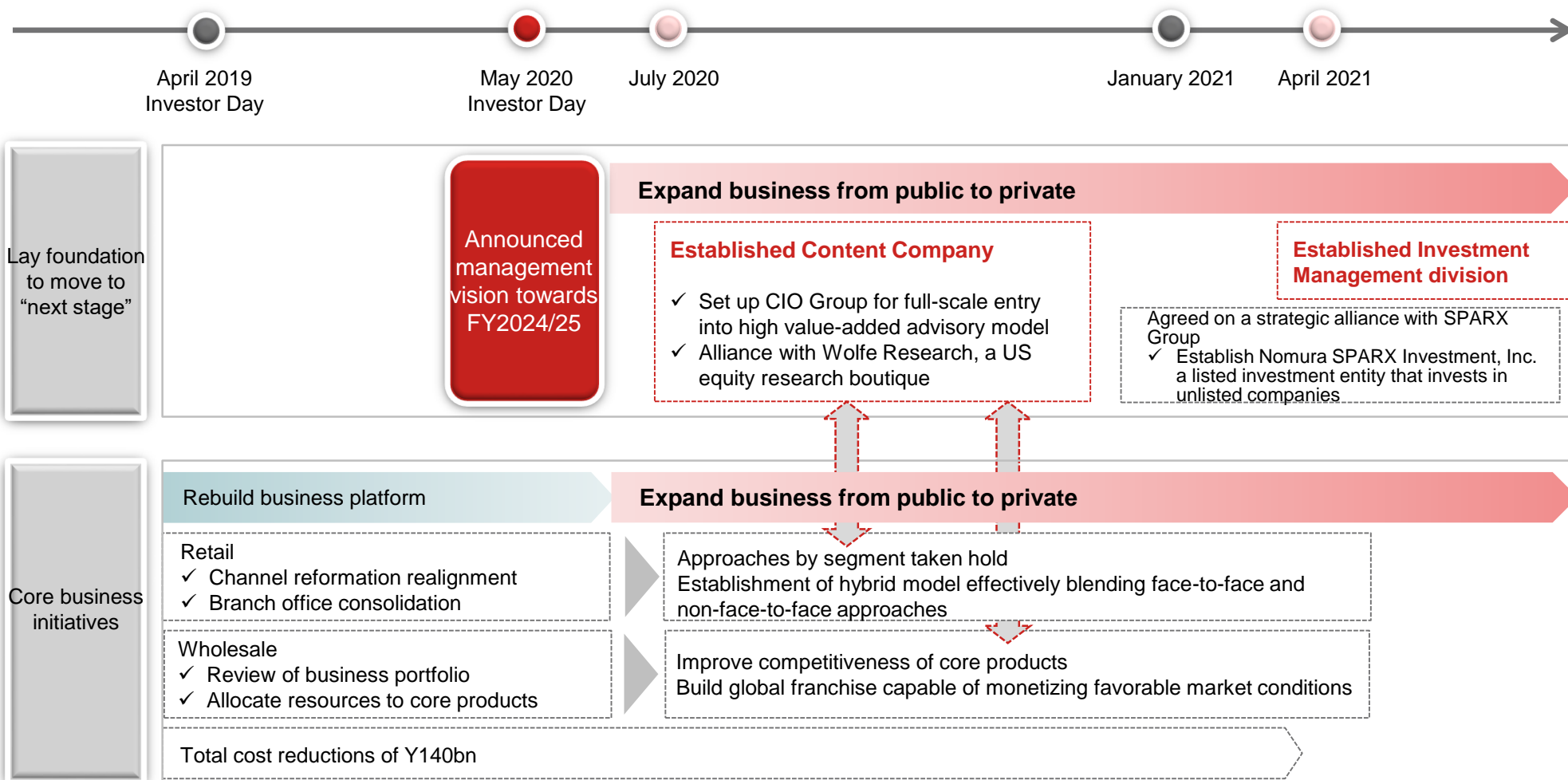
● Retail ● WS ● IM ● New areas not under any specific division

Areas to enter/enhance for future



Looking back on past year

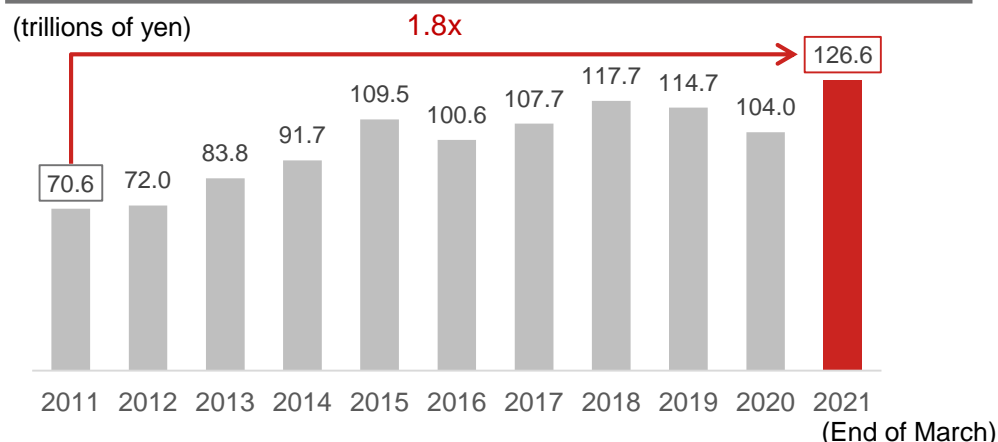
- Seeing results from business platform rebuild launched two years ago and firmwide cost reduction program
- In May 2020, announced FY2024/25 management vision, now implementing strategic initiatives to expand our scope of business from public to private



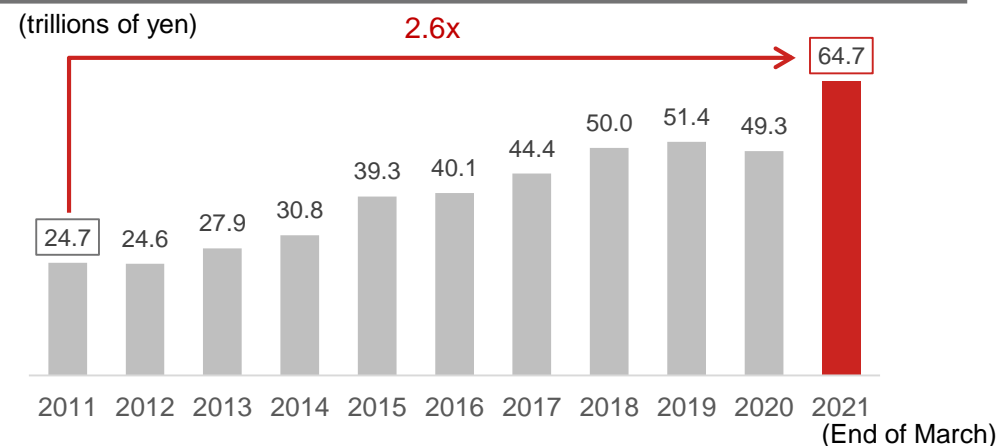
Risk money flows via public markets

- Connecting investors and issuers through capital markets and providing liquidity; Support the sound flow of risk money

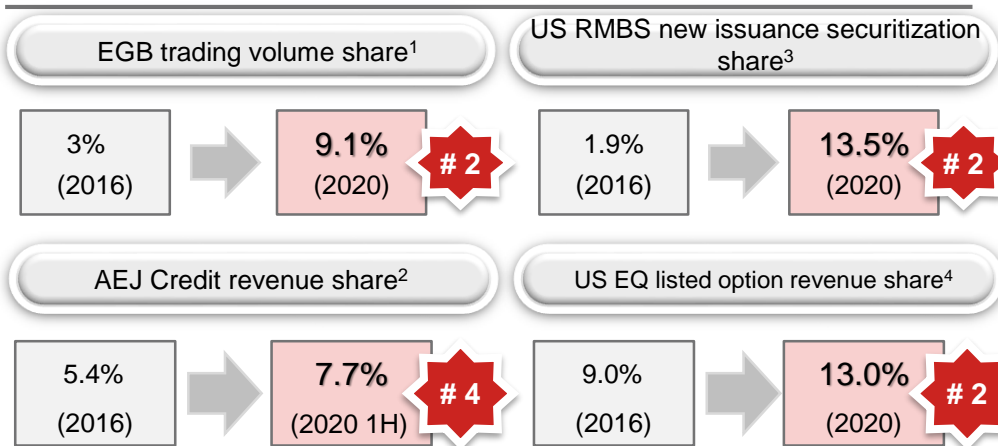
Retail client assets up 1.8x in past 10 years



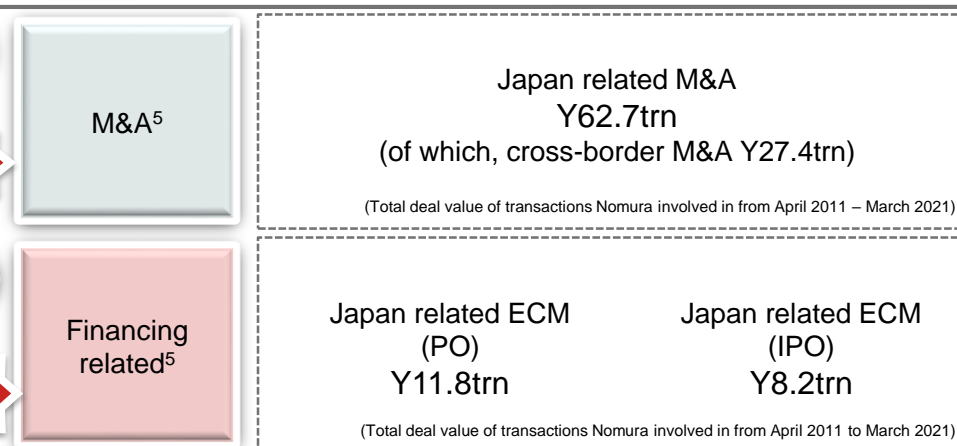
Assets under management up 2.6x in past 10 years



Market share growth in core products



Providing fundraising, M&A advisory and other services



1. Source: Bloomberg, duration weighted trading volume share

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

3. Source: Bloomberg, deal count share

2. Source: Coalition Competitor Analytics and Nomura. Ranks are based upon the following peers (BoFA, BARC, BNPP, Citi, CS, DB, GS,

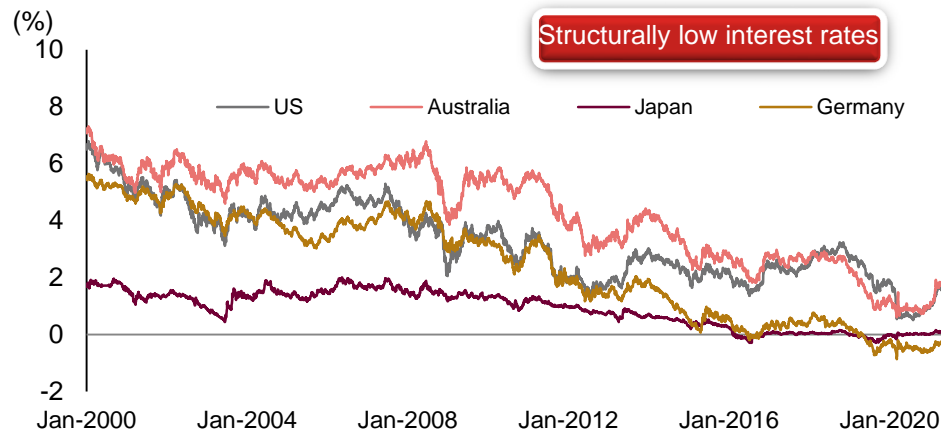
4. Source: Third party research

5. Source: Refinitiv, from April 2011 to March 2021

Current environment and issues to address

- Long-term low interest rates and declining earnings per share driving diversification of investor needs; Allocation to alternative assets on the rise

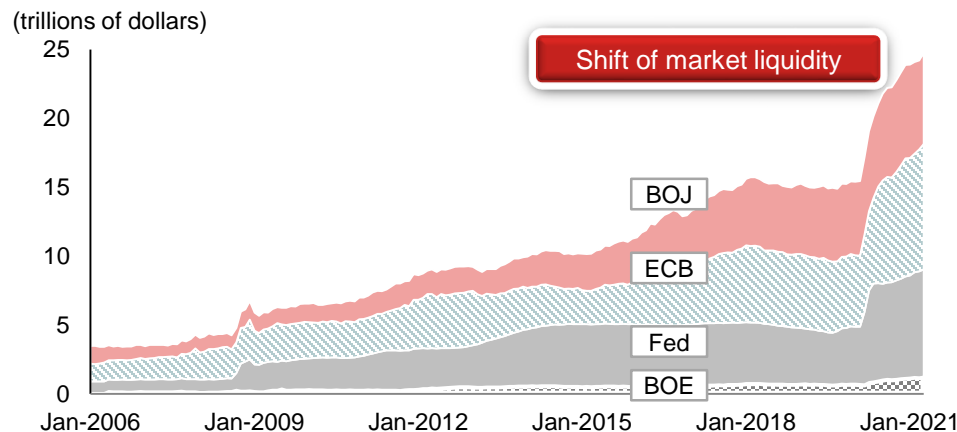
Government bond yields¹



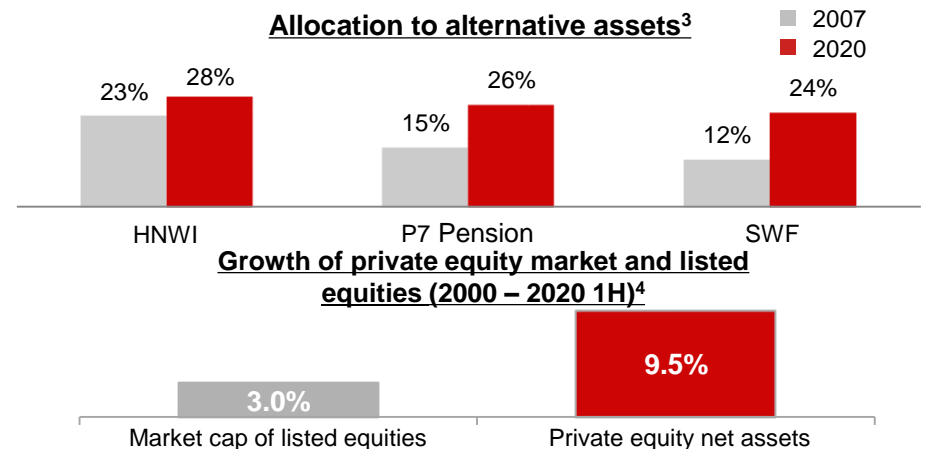
S&P 500 forward P/E ratio¹



Central bank balance sheets²



Asset class distribution



1. Source: Bloomberg
2. Source: Bloomberg, central banks
3. Source: HNWI - Capgemini World Wealth Report based on Jan-Feb 2020 survey; P7 Pension (Top seven countries for pension assets: Australia, Canada, Japan, Netherlands, Switzerland, UK, US) - Willis Towers Watson; Sovereign Wealth Funds – Invesco based on Jan-March 2020 survey and State Street Global Advisors
4. Source: McKinsey, World Federation of Exchanges, Preqin

Establishment of Investment Management division

- Announced establishment of Investment Management division in March 2021
- Bring together Nomura Group companies to provide investment management opportunities and solutions in both public and private markets

Strengthen efforts in public and private markets

Aim of division

- ✓ Respond to increasingly diverse investment management needs of clients amid prolonged low interest rate environment
- ✓ Bring together Group wide expertise from traditional assets to private equity and other alternatives to boost added value

Provide investment products
Stable revenue expansion,
Businesses with light capital burden

Provide balance sheet
Own capital,
Capital intensive businesses

NOMURA ASSET MANAGEMENT

Nomura Corporate Research and
Asset Management Inc.



Nomura Capital Partners Co., Ltd.

Nomura Mezzanine Partners Co., Ltd.
N-MEZ

NOMURA BABCOCK & BROWN CO., LTD.

Main
companies¹

Full
capabilities
of Nomura
Group

Access to Group's high-quality, broad client base

- ✓ Groupwide collaboration to provide investment opportunities and solutions to clients (retail clients and institutional investors in Japan and abroad)



Operational efficiencies

- ✓ Standardize internal processes
- ✓ Drive efficiencies through digital efforts



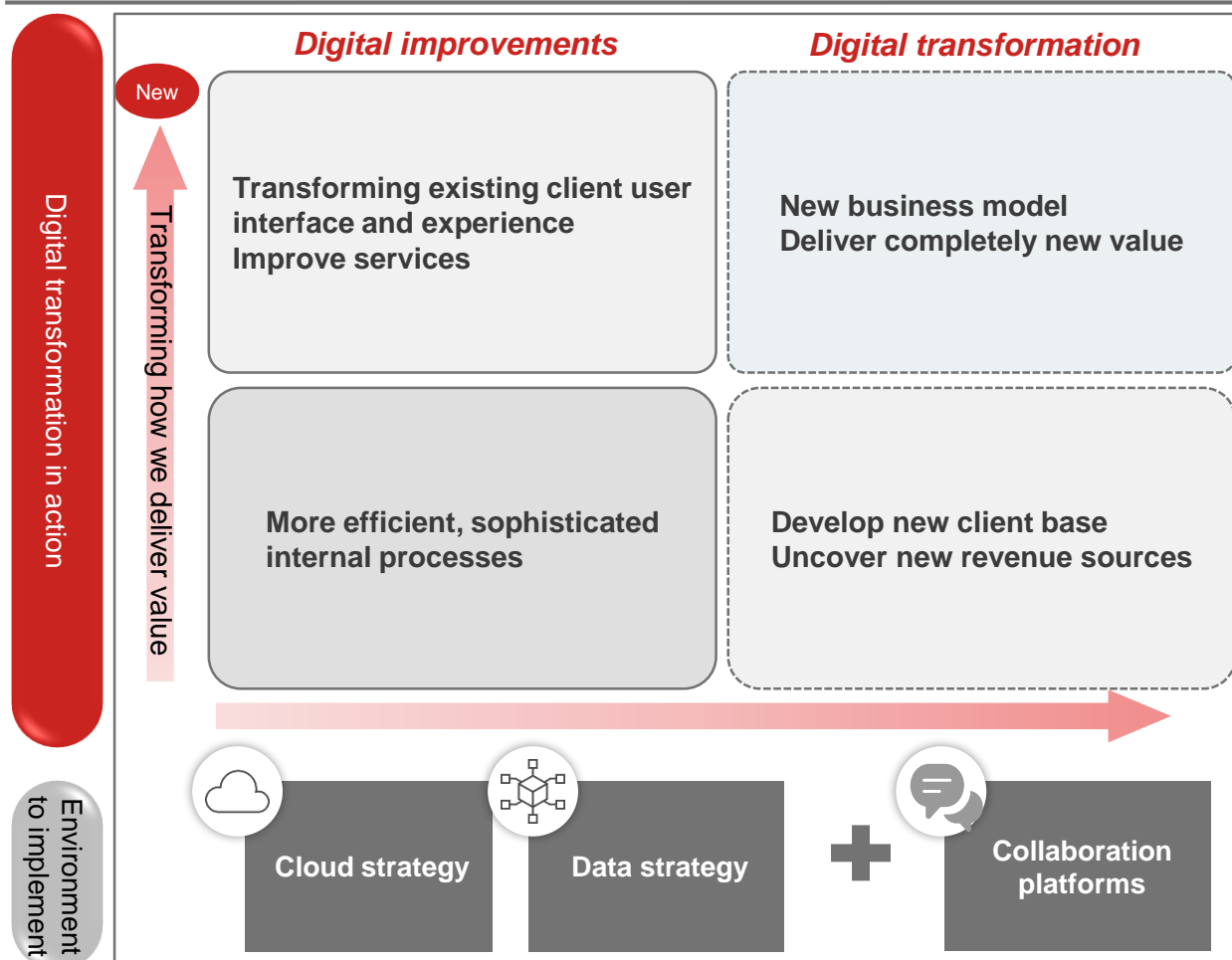
Sophisticated divisional strategies

- ✓ Centralize division strategy under dedicated department
- ✓ Ensure independence of each entity. Expand product offering with competitive performance backed by expertise and innovation of each entity under the division

1. Main Group companies under Investment Management.

Digital transformation

Overview of digital transformation



Promoting digital transformation

Organizational initiatives

- Initiatives led by businesses and companies for digital improvement and transformation
 - Wholesale Digital Office
 - Global Markets Digital Strategy Dept.
 - Innovation Lab (research on innovative technologies in Asset Management)
 - Future Innovation Company, etc.
- Appointed CIO in each division to consolidate infrastructure aligned to requirements of each business, clarified cross-divisional functions

Development of digital talent

- Provide learning opportunities for new technologies such as AI mainly in Wholesale, create cross-divisional organization of new technology experts to drive internal initiatives
- Introduce systematic development program for Retail IT talent

Recruiting digital talent

- Step up recruitment of IT talent with knowledge of new technologies
- Recruit digital transformation talent into Future Innovation Company to collaborate with businesses

**Initiatives and successes of existing businesses,
delivering higher added value to clients**

Business growth: FY2022/23 KPI and KGI targets

- Revised some FY2022/23 KPIs and KGI based on progress to end FY2020/21 and establishment of Investment Management division

Results to FY2020/21 vs. FY2022/23 targets

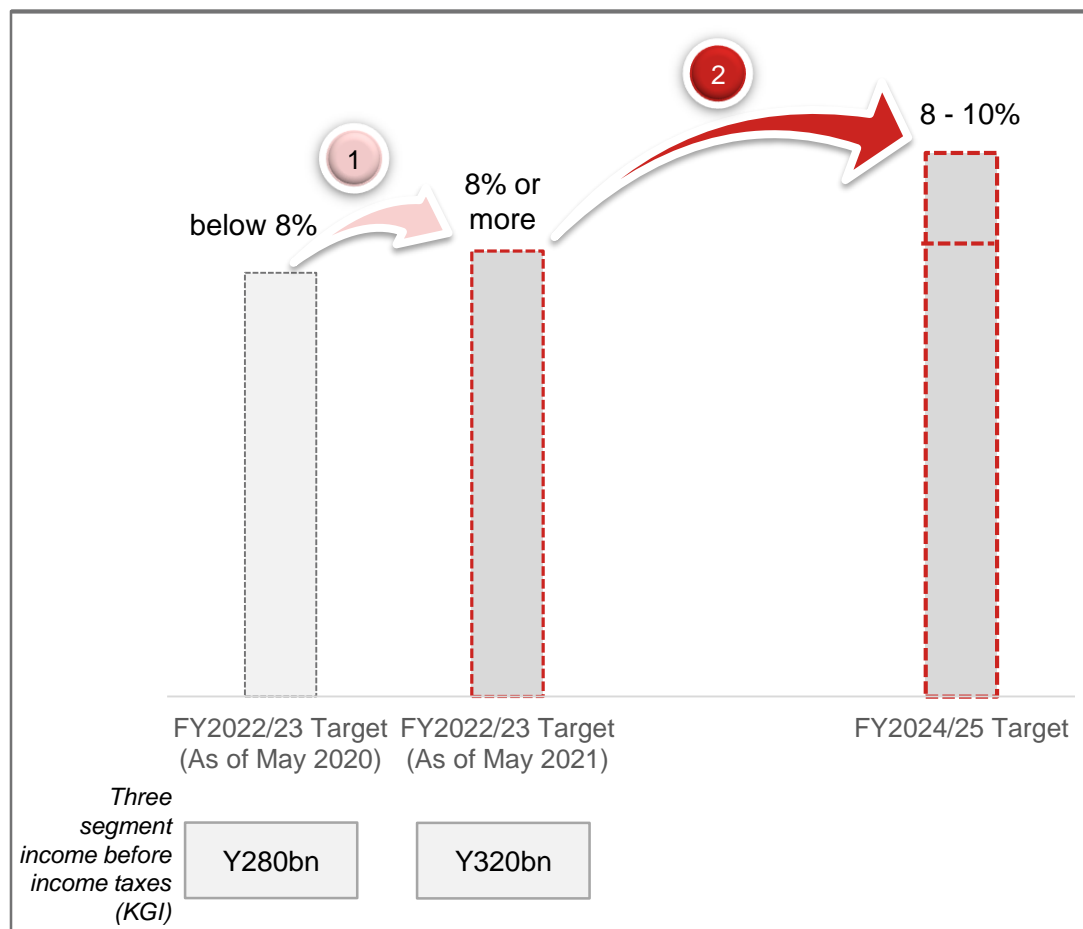
			FY2020/2021 full year or Mar 2021	FY2022/23 Target (as of May 2020)	FY2022/23 Target (as of May 2021)
KPI	Retail	Recurring revenue assets	Y18.2trn ✓	Y21trn	Y21trn
		Consulting-related revenue	Y13.4bn	Y27.8bn	Y27.8bn
		Number of active clients	1.019m	1.47m	1.47m
		Net inflows of cash and securities	Y887.7bn	Y2.4trn/year	Y2.4trn/year
	Investment Management	Assets under management	Y65.8trn ✓	(former AM division: Y65trn)	Y70trn
	Wholesale	Revenue/modified RWA ¹	6.4% ✓	Approx. 6%	6% or more
		Fee and commission revenue	US\$1.26bn ✓	US\$1.15bn or more	US\$1.3bn or more
		Expenses/revenue	91%	82% or less	80% or less
KGI	Retail	Income before income taxes	Y92.3bn ✓	Y110bn	Y110bn
	Investment Management		Y91.0bn (of which business income ² Y40.8bn) ✓	(former AM division: Y50bn)	Y60bn (of which business income ² Y45bn)
	Wholesale		Y64.3bn (of which US loss -Y245.7bn)	Y120bn	Y150bn
	Three segment		Y247.6bn ✓	Y280bn	Y320bn

- Wholesale net revenue 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
- Investment Management business income does not include investment income (ACI-related gain/loss (includes gain/loss on market valuation of ACI shares, interest payments on funds used to acquire ACI shares and dividends received from ACI) and gain/loss on funds of investment companies under Investment Management such as Nomura Capital Partners and investment securities under Investment Management).

FY2024/25 management targets

- Expand business into private areas in addition to public markets to increase income from existing businesses and new areas

Achieving ROE target



1 Raising FY2022/23 income before income tax target (KGI)

Improve underlying Wholesale profitability

Income before income taxes: +Y30bn

Consolidate management of assets from traditional to alternatives

Income before income taxes: +Y10bn

2 Income growth to FY2024/25

Enhance private and low risk businesses for institutional investors and corporates

Reinforcing Private Markets

>40% growth over next 2-3 years

Scaling-up Advisory business

50%+ growth over next 3 years

Growth in International Wealth Management

Targeting 5x AuM

Consolidate investment management functions for existing business growth and pursue inorganic strategies

Income before income taxes: +Y20bn

Collaborate with other companies (regional financial institutions, LINE, etc.) to grow client base and generate different types of fees

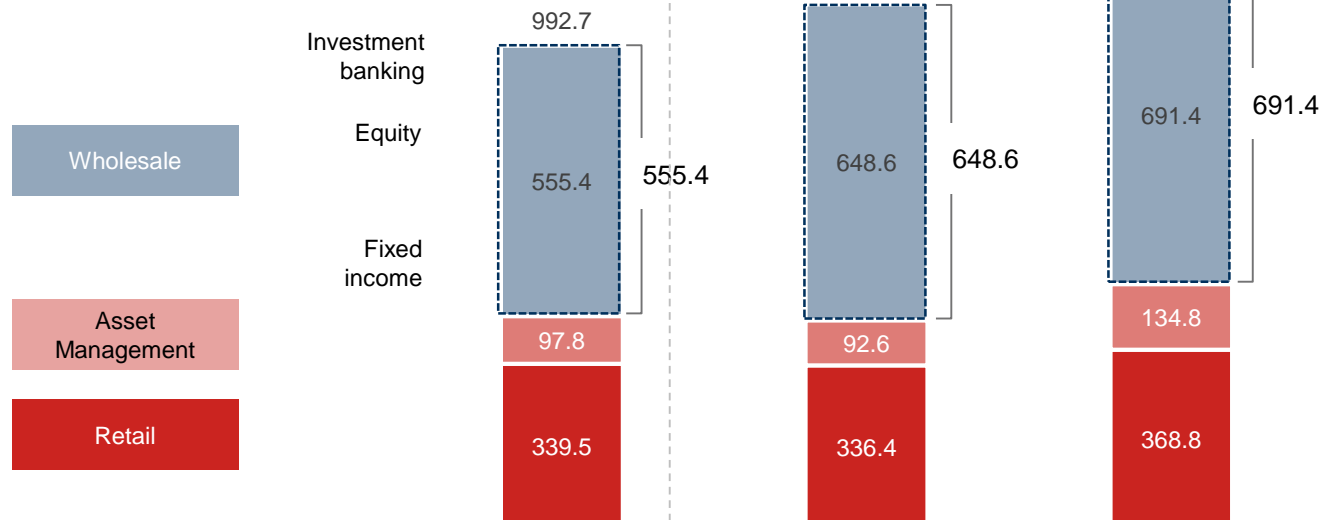
Grow digital businesses (existing and new)

FY2020/21: Three segment profitability improved as a result of structural transformation

Stronger revenues in each core business segment, and marked improvement in income before income taxes driven by continued focus on cost reductions

Three segment net revenue
(billions of yen)

Started business portfolio realignment in April 2019



Three segment income (loss) before income taxes

Three segment Expenses/revenue

	FY2018/19	FY2019/20	FY2020/21
Three segment income (loss) before income taxes	-27.7	170.4	230.9
Three segment Expenses/revenue	103%	84%	81%

Main KPI/KGI progress

Wholesale
Revenue/modified RWA
6.4%

(FY2022/23 KPI Approx. 6%)

Asset Management
Assets under management
Y64.7trn *Record high*

(FY2022/23 KPI Y65trn)

Retail
Recurring revenue assets
Y18.2trn

(FY2022/23 KPI Y21trn)

Three segment income before
income taxes
Y230.9bn

(FY2022/23 KGI Y280.0bn)

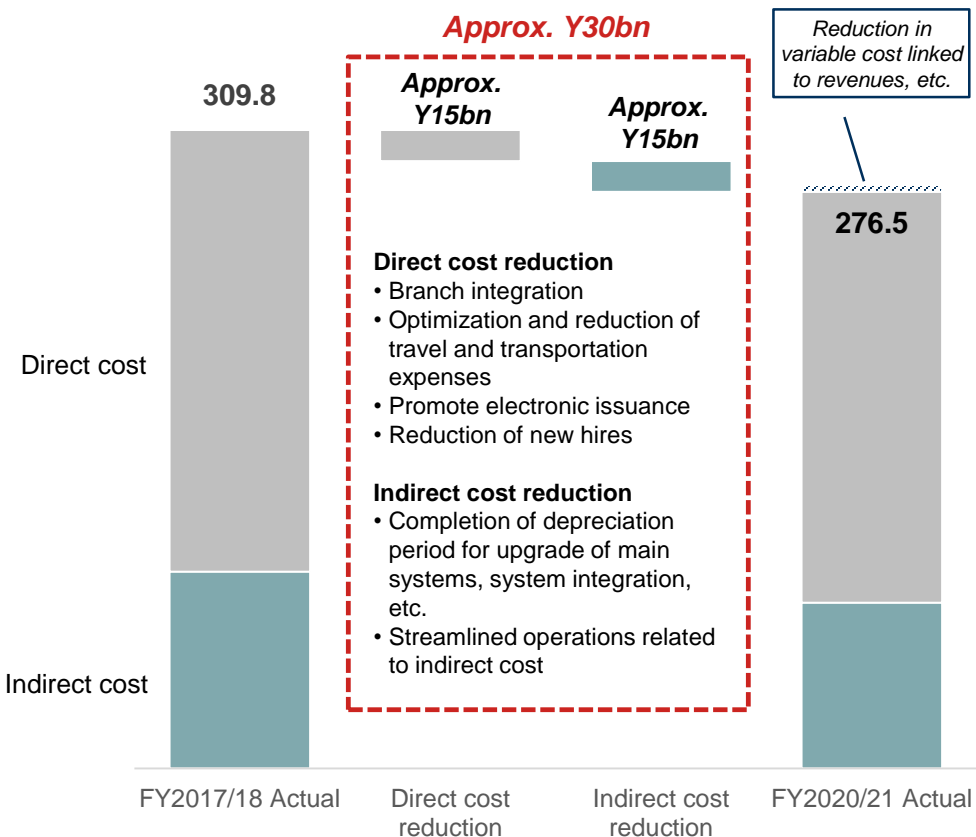
CET 1 ratio
15.7%

(Medium-term target: 11% or more)

Completed firmwide cost reduction of Y140bn a year ahead of schedule

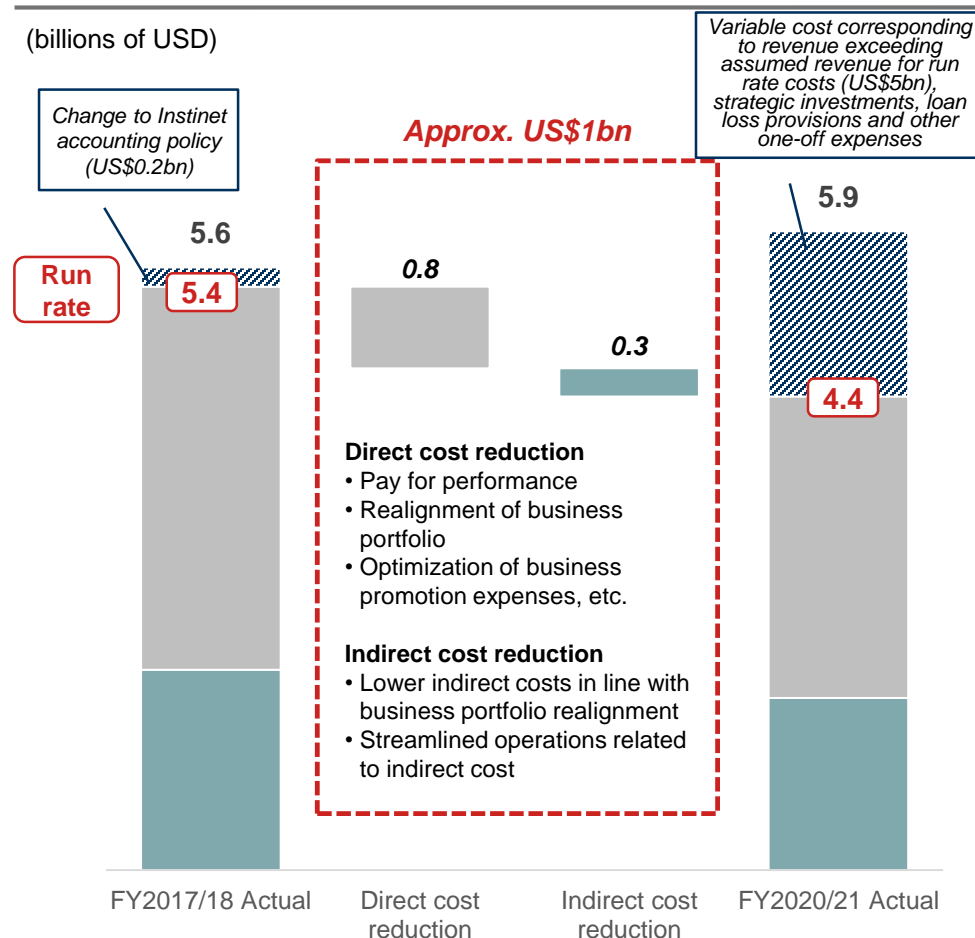
Retail: Y30bn reduction

(billions of yen)



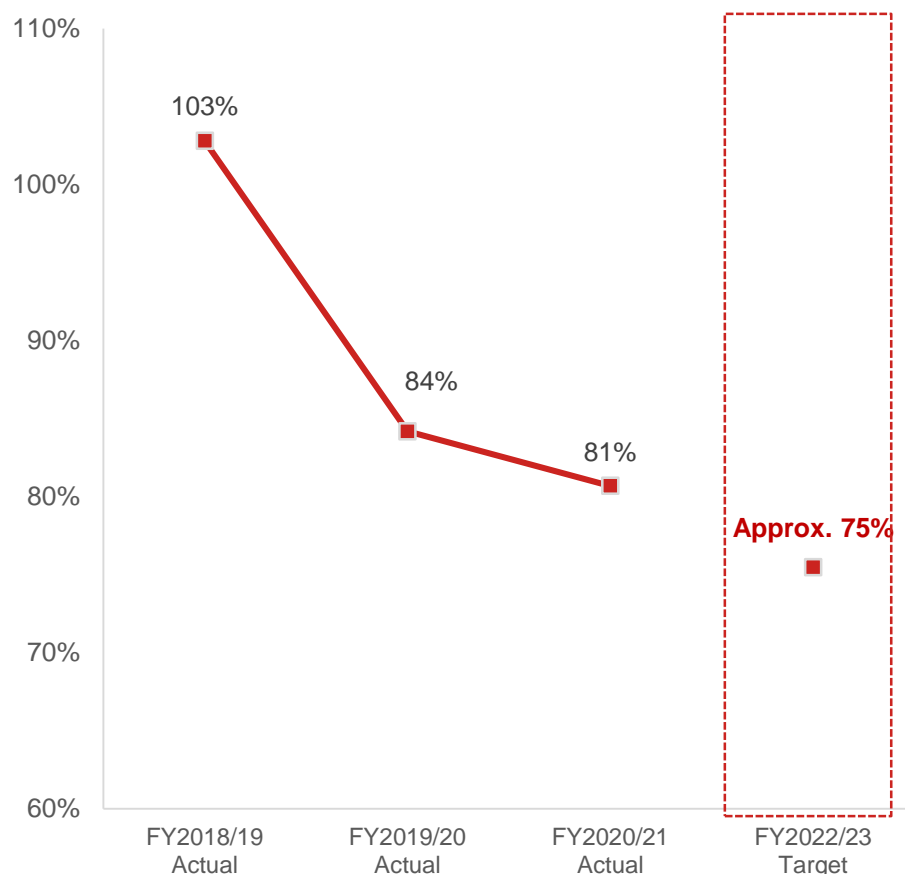
Wholesale: US\$1bn (approx. Y110bn) reduction

(billions of USD)



Continued focus on cost control

Three segment cost income ratio (expenses / revenue)¹



Measures to lower the cost income ratio

Revenue expansion

- Develop business leveraging high market share of core products and global collaboration; improve underlying profitability
- Create a new business model through combined digital and people approach and collaborate with third parties to grow our client base
- Expand business in private areas in addition to public markets

Cost control

- Continue necessary investments to build out business towards achieving the management vision
- Promote use of digital technologies in Corporate
 - ✓ Transform operating model while building important foundation of agility and efficiency
 - ✓ Support operating efficiency and revenue growth
 - Lessen client onboarding time and reduce maintenance costs
 - Eliminate manual processes to promote efficiency, cut costs, etc.
- Implement real estate and offshore center strategies
- Consolidate branch administrative operations, enhance retail sales support and transaction management and promote higher productivity

1. Actual total for Retail, Asset Management and Wholesale from FY2018/18 to FY2020/21. FY2022/23 is cost income ratio on assumption of a certain level of total revenues for Retail, Wholesale and Investment Banking.

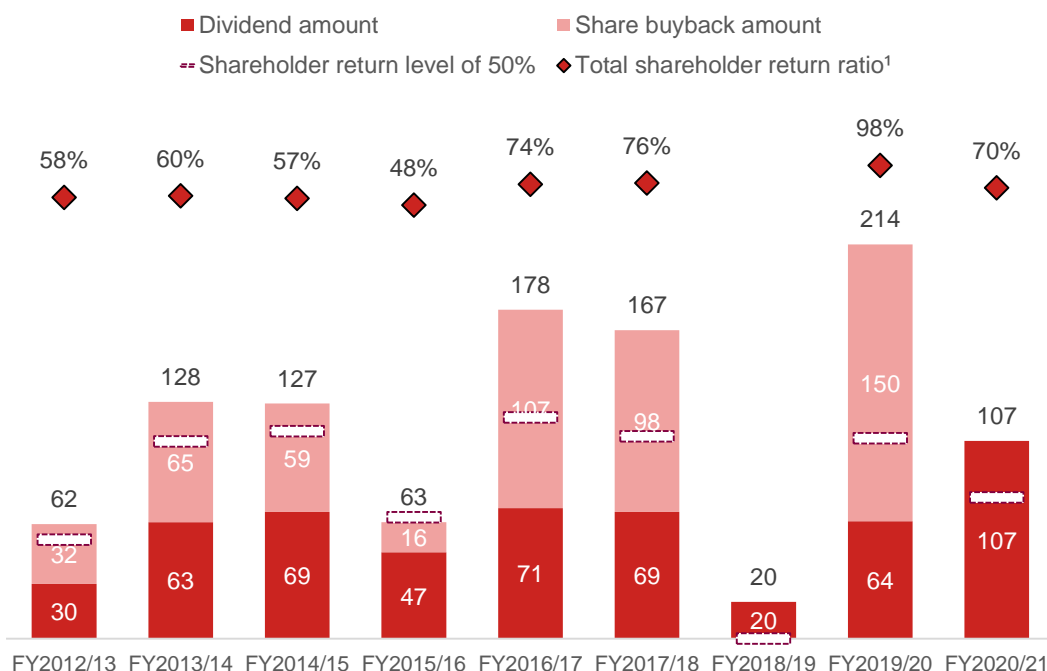
Capital policy and shareholder returns

■ Maintain appropriate capital ratios and aim for long-term ROE growth through optimal capital allocation

Shareholder return policy

- Consolidate payout ratio of 30% as key indicator based on half year consolidated performance
- Aim for total shareholder return ratio including share buybacks of at least 50%

(billions of yen)



Optimal capital allocation

Invest for growth

- Invest for growth to realize management strategy of expanding scope of our business from public into private markets
- Carefully select areas where returns outstrip cost of capital

Shareholder returns

- Reward shareholders in line with shareholder return policy while maintaining appropriate capital levels and ensure balance between regulatory developments and investing for growth

Regulatory requirement

Respond to regulatory requirements and ensure financial soundness

- CET1 ratio: Targeting at least 11%
- Risk assets expected to increase when Basel 3 fully implemented in 2023; Plan to minimize impact by realigning portfolio and revising models

1. Including allocations for stock options.

Initiatives to enhance governance

Following shareholders' meeting in June 2021, aim for more advanced governance in line with global operating environment

History of enhancing governance system

2001

- Shifted to holding company structure and listed on NYSE
- Established Advisory Board where outside experts regularly discuss group management

2003

- Adopted Company with Committees, etc. structure
- (now known as a Company with Three Board Committees)

2010

- Two Outside Directors (one female) joined from overseas and Board of Director comprised of a majority of Outside Directors

2015

- Established "Outside Directors Meetings" to discuss matters related to business and corporate governance regularly

2019

- All three committees (Nomination, Audit, Compensation) have Outside Director as Chairman

New governance system

- Explored how to further enhance governance in line with global operating environment on back of increasing in international business proportion in business portfolio
- Researched and validated best approach for Board of Directors for a global financial company, and to further enhance governance conducted search and selected Director nominees with the required background needed for management oversight

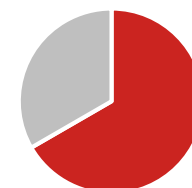


4 new Outside Director nominees

- ✓ 2 nominees with deep knowledge of US financial industry, macro economics and regulatory environment
- ✓ 1 nominee from Asia with expertise in UK and Hong Kong legal systems
- ✓ 1 Japanese corporate executive with experience in running global businesses and sustainability

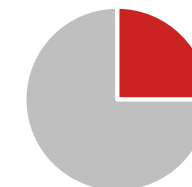
Composition of Board of Directors after 2021 shareholders' meeting (plan)

Outside Directors



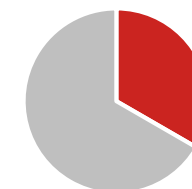
Outside:
8 (67%)

Female directors



Female:
3 (25%)

Non-Japanese directors

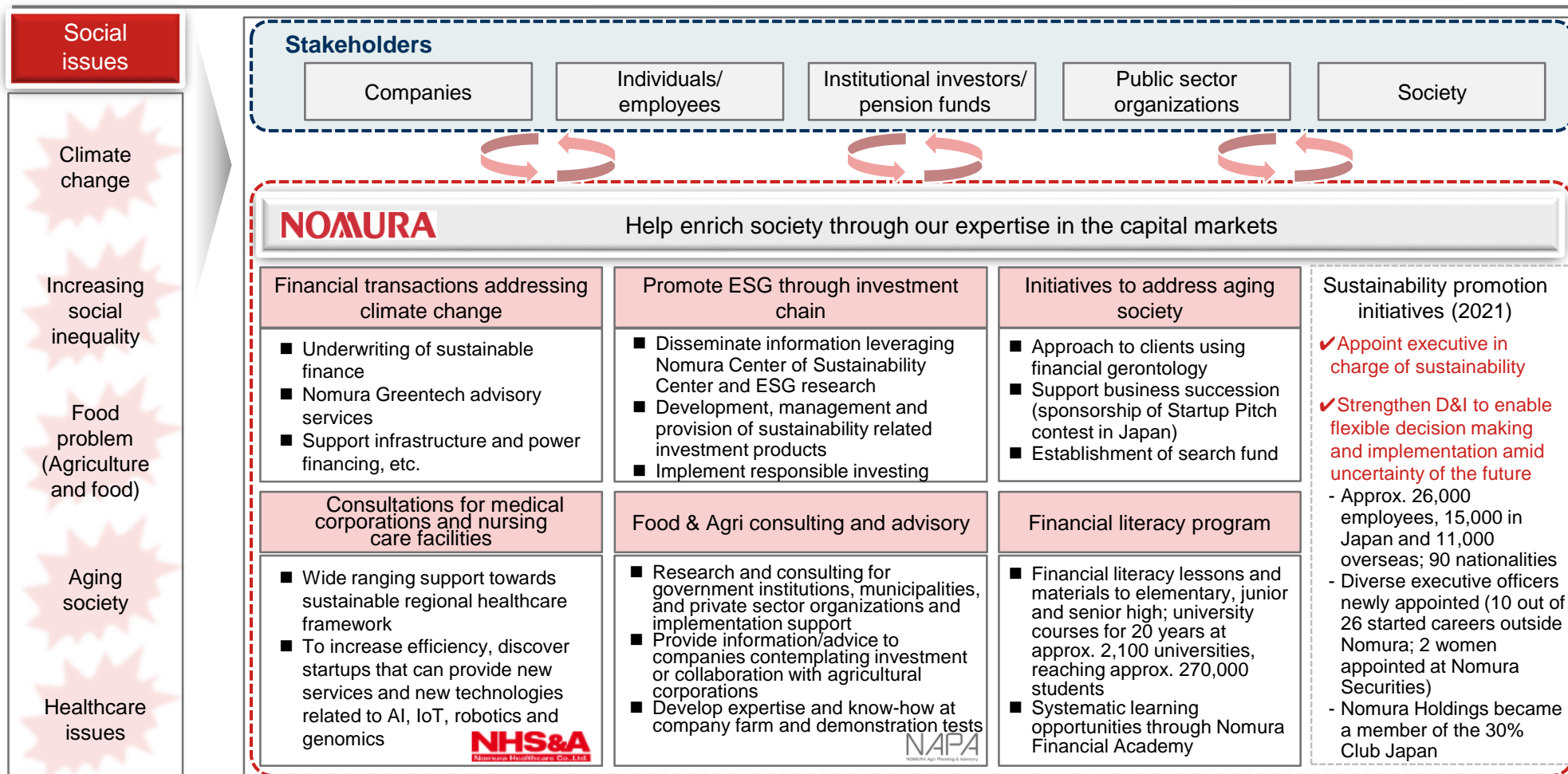


Non-Japanese:
4 (33%)

Towards the realization of a sustainable society

- Deliver solutions to a broad range of stakeholders leveraging diverse group functions
- Integrate sustainability into management strategy, and realize growth of clients, wider society and Nomura Group

Drive Sustainability.



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