Investor Day

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Core Platform Has Grown in Resilience and Strength

- Wholesale platform resilient, delivering consistent through-the-cycle performance
- Greater diversification of revenues to balance platform historically centered around Fixed Income

### Platform Transformation

- Grow stable revenue streams and investment in infrastructure and risk management
- Stability
- Diversification
- Growth

**Diversifying platform to expand profit contributing areas**

- Expand in fast-growing fee pools to meet client demand

### Driving More Diversified Business Mix

**Revenue Mix**

<table>
<thead>
<tr>
<th>Risk Light(^2,3)</th>
<th>Current vs Historical (Growth %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Markets</td>
<td>51%</td>
</tr>
<tr>
<td>Equities(^3)</td>
<td>31%</td>
</tr>
<tr>
<td>Fixed Income(^3)</td>
<td>9%</td>
</tr>
</tbody>
</table>

- Robust growth in overall platform with Risk Light, Private Markets and Equities outpacing growth in traditional FI platform

<table>
<thead>
<tr>
<th>Historical Avg. FY 16/17-19/20</th>
<th>Current Avg. FY 20/21-21/22</th>
<th>FY 24/25</th>
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</thead>
<tbody>
<tr>
<td>51%</td>
<td>18%</td>
<td>65%</td>
</tr>
<tr>
<td>31%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>9%</td>
<td></td>
<td>35%</td>
</tr>
</tbody>
</table>

1. Excludes loss related to transaction with US client and other non-core items
2. Includes Advisory, Underwriting and International Wealth Management
3. Excludes Private Markets
Looking Ahead: Drive Strategic Step Change to Deliver Long Term Value

- Unprecedented changes in external environment driving ‘paradigm shift’ in industry
- Wholesale gearing towards ‘Strategic Step Change’ to drive the platform’s growth and transformation

Industry Witnessing a Paradigm Shift...

**Disruptive Market Shifts**

- Market dislocations and trade disruptions from heightened geo-political risks
- Elevated volatility and investor uncertainty following multi-decade high inflation, rising rate hike cycle
- Shifts in monetary policy to balance growth vs inflationary pressures
- Industry disruption from impact of digital assets and climate transition

With Wholesale Focused on Driving Strategic Step Change

**Platform Transformation**

**Key Levers for Strategic Step Change**

- **New Digital Asset Platform**
  - Launch and successfully operate: Nomura Digital Asset Company
- **Drive Sustainability Push**
  - Monetize climate transition opportunities: Develop new offerings; partner with clients to navigate seismic change

- **Grow through Inorganic Expansion**
  - Address platform gaps, accelerate growth
  - Acquisitions to bolster Digital / core sectors in Investment Banking
- **Accelerated Growth in Equities**
  - Increase platform diversification:
  - Grow Equities franchise to generate through-the-cycle returns
Looking Ahead:
Key Focus Areas to Deliver Strategic Step Change

Well positioned to accelerate execution of strategic initiatives and deliver on growth targets

Key Drivers to Reach Medium Term Goal in FY2024/25

<table>
<thead>
<tr>
<th>Income before income taxes (billions of yen)</th>
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<tbody>
<tr>
<td>FY 21/22</td>
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<tr>
<td>FY 24/25</td>
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</table>

Strategic Initiatives to Fuel Growth

1. Steady Growth in Fixed Income
   - Continued reinforcing of strengths across multiple products & regions
2. Scale up Global Equities Platform
   - Geographic diversification and product expansion
3. Step Change in Investment Banking
   - Differentiated content led growth in Sustainability & Digital sectors
4. Advance Digital Initiatives
   - Successfully launch new digital asset platform
5. Accelerate Wealth Management
   - Strengthen product portfolio, cross-leverage client franchise
6. Expand Private Markets
   - Monetize high-growth opportunities leveraging solid platform
7. Drive Sustainable Finance
   - Build on existing strengths while exploring new sustainability offerings

### Tier 1 KPI's

<table>
<thead>
<tr>
<th></th>
<th>2021/22 Progress</th>
<th>Current Target</th>
<th>Medium Term Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rev/RWA²</td>
<td>7.0% (7.4%)¹</td>
<td>&gt;6%</td>
<td>~6% (post Basel III finalization)</td>
</tr>
<tr>
<td>CIR (Expenses / Revenues)</td>
<td>89% (83%)¹</td>
<td>~80%</td>
<td>~80%</td>
</tr>
<tr>
<td>Fee and commission based revenue ($bn)⁴</td>
<td>$1.4bn</td>
<td>&gt;$1.3bn</td>
<td>&gt;$1.5bn</td>
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</tbody>
</table>

1. Excluding one-off loss/recovery from transactions with US client in 21/22
2. Includes Private Side businesses in Fixed Income, Equities and Advisory & Underwriting
3. 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 1 capital calculated and presented under Basel III divided by our internal minimum capital ratio target.
4. Includes International Wealth Management, Advisory and Execution Services

Prudent investment plan to support Wholesale growth
Reinforce Front Line Risk Management
Steady Growth in Fixed Income

- Stable growth in Fixed Income businesses where we have chosen to compete
- Future priorities centered around monetizing opportunities amidst changing market conditions

Diversified Platform Well-Positioned for Growth

**Global Fixed Income Revenue**

- Outperformance supported by Covid-19 tailwinds
- Driven by business recovery and resource efficient growth

<table>
<thead>
<tr>
<th></th>
<th>17/18-19/20</th>
<th>20/21</th>
<th>21/22</th>
<th>24/25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Side</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Structured Products</td>
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<tr>
<td>Flow Products</td>
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**Current Progress**

- Diversified Fixed Income portfolio in recent years with increasing contribution from Structured & Private side businesses
- Core profit engine for the firm generating through-the-cycle performance
- Developed a number of core profit centers across regions and created new high margin businesses

**Focus Going Forward**

- With changes in macro environment amidst rising interest rates, Macro business is well-positioned to monetize elevated volatility levels and facilitate two-way client flows
- Investment in core areas and normalized rates environment to drive Structured Products growth
- Pursue resource efficient growth for private side businesses
- Continue to leverage well-diversified client franchise to further drive business stability and increase revenue upside

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1. Fixed Income includes Rates, Credit, FX/EM and Securitized Products
Scale up Global Equities Platform

- Expansion of Equities franchise under global leadership and integrated strategy
- Drive significant franchise growth leveraging market-leading Japan platform, successful US business and global execution capabilities

Global Equities Expansion

Medium-Term Growth Initiatives

- Drive structured notes growth globally
- Expand into new client segments as well as increase product offering

- Grow AEJ business including derivatives, flow/structured financing and Delta One
- Further Japan Equity product penetration with our International clients

- Expand successful US Funds Financing and Solutions franchise globally
- Broaden Corporate Equity Derivative franchise in partnership with Investment Banking

- Established GES, bringing together Nomura and Instinet’s execution capabilities
- Seamlessly deliver comprehensive product offering to clients and monetize synergies

- Diversify client base and expand with real money
- Maximize cross regional flows through global sales coordination

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Global Equities Client Revenue¹

Targeting 20%+ Growth in Client Revenue

Cross Border Client Rev

- 16/17-17/18 Avg.
- 18/19-19/20 Avg.
- 20/21-21/22 Avg.
- 24/25

2X Growth vs 16/17-17/18 Avg.

1. Includes Execution Services and Equity Products
Robust IB performance led by growth in Advisory with momentum in the US franchise and Nomura Greentech

Strategic Step Change plan aimed at building and globalizing differentiated content in key focus areas

Global IB Growth and Ambition…

Global Revenues ($m)

1. Achieved Investor Day target of 50%+ revenue growth in Advisory (vs 20/21) two years early in 21/22; ~3x revenue growth in US Advisory (vs 20/21)

2. Further ambition to grow Advisory revenue by 50%+ ($250m+) across regions and target sectors supported by 50%+ growth in International MD Advisory productivity (vs 21/22)

…Supported by Strategic Step Change Plan

- **Investment in differentiated content:** Sustainability hires, GII creation
- **Truly globalizing our platform** through monetizing investments in the US globally and embedding Client First, Content Led approach
- **Capture Financing / Solutions upside** on the back of increased C-suite client dialogue
- **Emulate the success of Nomura Greentech acquisition** to build Digital/core sectors via an organic / inorganic buildout

"The Future is Green, The Future is Digital"

Financial Institutions

Greentech Industrials & Infrastructure

Financial Sponsors

Consumer / Retail

Technology, Media and Services

Healthcare
Launch a Nomura Digital Asset Company

- Establishing a new segregated digital asset company: a major strategic push into rapidly growing asset class
- Focus on building comprehensive suite of capabilities across the digital asset value chain over time

**New Digital Asset Company**

Centralized effort to operate across digital asset value chain with dedicated capital and resources

- **Secondary Trading** - Systematic market making in digital assets in a risk-light manner
- **Investor Products** - Staking, Yield Farming, Smart-Beta and QIS products in an investible format
- **Launchpad** - End-to-end startup incubator with access to in-house specialists, Support products and liquidity for incubated protocol tokens
- **Venture Capital** - Invest in early stage digital asset/distributed ledger technology companies

**Product scope to be expanded over time supported by necessary licenses as business grows and regulatory regime evolves**

**Nomura Divisions**

- Wholesale
- Investment Management
- Retail

**Differentiated Value Proposition for Digital Asset Products**

- **Unique model, combining traditional finance strengths and crypto-native capabilities**
- **Institutional grade platform built fit-for-purpose for digital assets**
- **Skill, speed and agility to compete with crypto-native firms and accelerated time-to-market**
- **Transfer specialist talent from Nomura and hire top class entrepreneurial talent with tech DNA**
- **Strong linkages with Nomura’s global franchise across divisions**
Accelerate International Wealth Management

- Robust progress in IWM franchise supporting Wholesale business diversification and growth in risk light businesses
- Accelerating momentum in asset gathering, strengthening product portfolio and platform capabilities

Targeting Growth in AuM

Assets under Management ($bn)

- On track to achieve medium term target

<table>
<thead>
<tr>
<th>Year</th>
<th>Current</th>
<th>Future</th>
</tr>
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<tbody>
<tr>
<td>19/20</td>
<td>$7bn</td>
<td></td>
</tr>
<tr>
<td>20/21</td>
<td>$11bn</td>
<td>$13.5bn</td>
</tr>
<tr>
<td>21/22</td>
<td>$28-35bn</td>
<td></td>
</tr>
</tbody>
</table>

Productivity (Rev / RM $m)

- 1.2
- 2.1 - 2.5

Current Achievements and Future Priorities

- Hiring progress ahead of medium-term target with ~120 front office hires including 45+ RMAs
- Expanded core market presence across Greater China, Southeast Asia and Global Non-Resident Indians
- Broadened product suite across investments and financing with AUM accumulation from new products gaining traction
- Solid progress in platform infrastructure upgrade across Core Banking, Trading, Risk & Control Framework

Future Focus

- Deepen core market presence and expand onshore footprint e.g. Dubai, reinforce client framework for cross-border business
- Develop bespoke structuring and financing capabilities, deepen Investment Products & Advisory Solutions suite
- Enhance RM productivity – focus on recurring revenue streams and one bank revenues with robust risk appetite
Expand Private Markets

- Built a solid foundation in Private Markets. Supports revenue diversification and expansion in high growth areas
- Future revenue plan dependent on constructive market environment

Strong Momentum in Private Markets

Global Private Markets Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>PM as % of Global Wholesale</th>
</tr>
</thead>
<tbody>
<tr>
<td>19/20</td>
<td>10%</td>
</tr>
<tr>
<td>20/21</td>
<td>8%</td>
</tr>
<tr>
<td>21/22</td>
<td>13%¹</td>
</tr>
<tr>
<td>24/25</td>
<td>18%</td>
</tr>
</tbody>
</table>

Targeting 40%+ Growth in Revenue (in supportive market)

Running ahead of plan (+20%)

Medium Term Priorities

- **Continue to Expand Areas of Strength**
  - Build upon strong momentum to grow leading US Mortgage Structured Lending and Real Estate Finance businesses internationally
  - Expand successful US Funds Financing and Solutions business internationally

- **Newer / High Growth Businesses**
  - Drive growth in Infrastructure and Sustainable Financing businesses globally and capture cross-sell opportunities
  - Diversify revenues through areas such as Trade Finance, AEJ Warehouse Financing and CLO Finance
  - Continue focus on expanding global Equity Private Placements client offering

- **Originate to Distribute**
  - Continue to enhance risk distribution channels with Investor clients leveraging Japan and AEJ franchise

- **Cross-Divisional Opportunities**
  - Selectively pursue opportunities in asset backed loans in AEJ in partnership with Int’l. Wealth Management
  - Japan Wholesale collaborating with Nomura Sparx² to facilitate fund raising for private companies

Well Positioned to Deliver Medium Term Priorities

- **Infrastructure Financing**
  - Top 10 in Project Finance in America³,⁴

- **Mortgage Structured Lending**
  - Ranked #3 in RMBS New-Issue⁵,⁶

- **Funds Financing**
  - Top 5 in PE Secondaries NAV financing⁷

- **Japan Private Markets**
  - Developed and executed real estate backed STOs and digital bonds

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¹ Global Wholesale revenue excluding one-off loss from transactions with US client
² Nomura Sparx Investment, Inc.
³ FY 21/22
⁴ Source: Inframation
⁵ CY 2021; based on number of deals
⁶ Source: Bloomberg
⁷ Source: Desk intelligence and client feedback
Drive Momentum in Sustainable Finance

- Significant traction across Wholesale underpinned by strong performance across businesses
- Leverage existing strengths to deliver on $125bn\textsuperscript{1} sustainable finance target and facilitate client transition

Solid Progress on Delivering Sustainable Finance Target

- **Sustainable financing for FY 21/22 tracking in line with target**

Backed by a Well-Recognized Franchise

- **Only bank to win two awards in sustainability in 2020 and 2021**
  - *Investment Bank of the Year for Sustainable FIG Financing 2021\textsuperscript{2}*
  - *Investment Bank of the Year for Sustainable Corporate Finance 2020\textsuperscript{2}*

- **NHI ESG ratings upgrade reflecting strong progress in sustainability**
  - Top 7% of Investment Banks (Sustainalytics)
  - Top 4% of Financials (S&P)

Focus Going Forward

Drivers to Achieve Sustainable Finance Ambition

- **Enhance Sustainability Coverage**
- **Grow Financing & Primary Business**
- **Develop New Product Offerings**

Drivers to Achieve Sustainable Finance Ambition

- Monetize opportunities in sustainable Advisory and Financing through the newly formed GII\textsuperscript{3} group
- Leverage strong capabilities of Nomura Greentech and Nomura’s deep client relationships globally

- Expand Infrastructure and Power Finance business globally to further implement business model focused on utility & ESG assets across an increased range of jurisdictions
- Continue to leverage our award winning ESG bond underwriting and distribution capabilities by expanding sustainable bond framework development globally

- Build on new opportunities including: products and services integrating ESG, financing solutions for green and social investments, carbon market structures

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1. Cumulative target by March 2026
2. The Banker
3. Greentech Industrials and Infrastructure
Investing in Growth

- Planned investments to drive growth in strategic areas, transformation and reinforcement of risk management
- Majority of cost increase in medium-term (~3% CAGR) linked to revenue growth (~5% CAGR)

Strategic Investment Plan to Create Positive Operating Leverage

### Cost to Income Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost to Income Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>21/22</td>
<td>~83%1</td>
</tr>
<tr>
<td>24/25</td>
<td>~80%</td>
</tr>
</tbody>
</table>

### Wholesale Costs

- ~3% CAGR

### Cost Growth Drivers

- Run the Bank
  - Includes variable costs to support revenue growth and business development
  - Maintain investments for process streamlining and operating model efficiencies

- Risk Enhancement
  - Investments to strengthen front line risk management to increase platform stability

### Investing in Growth

- Monetize strategic investments to fuel growth and build a viable international franchise
  - New hires to support growth in key focus areas (Advisory, Equities, Digital)
  - Pay for performance growth for incentivization
  - Investing in corporate functions to support growth across businesses

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1. Excludes impact of loss related to transactions with US client

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Clear investment plan linked to revenue growth and prudent cost management. Wholesale focused on achieving CIR target in medium term.
Strengthened risk management measures focused on enhancing connectivity, aligning business strategy with overall risk appetite, and improving accountability.

**Globally-Integrated Risk and Control Function**

- Strengthen 1st Line of Defence
  - Revamped Front Office Risk to cover Financial & Non-Financial Risks
  - Strengthened leadership with key appointments
  - Enhanced risk governance and practices for consistent risk management approach
  - Focus on ensuring risk taking commensurate with risk appetite
  - Establish collaborative partnership with 2nd line to facilitate responsible growth

**Enhanced Risk Framework**

- **Standardised Risk Framework**
  - Comprehensive framework for setting risk appetite and counterparty risks
  - Risk Analytics framework for a timely view of significant and emerging risks
  - Standardized presentations of risks and rapid escalation of material risk
  - Review and upgrade key processes where needed
  - Ensure adequate protection especially in stressed or default situations

**Strengthened Risk Culture and Accountability**

- **Follow Key Non-negotiables**
  - Proactively spot and flag major risks and know risk escalation method
  - Respect and proper regard for all existing controls
  - Do not normalize for “Risk Asset Inflation”
  - Understand clients and their motivations
  - Every interaction should reflect 1st LoD responsibility and Risk Culture
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