

Investor Day

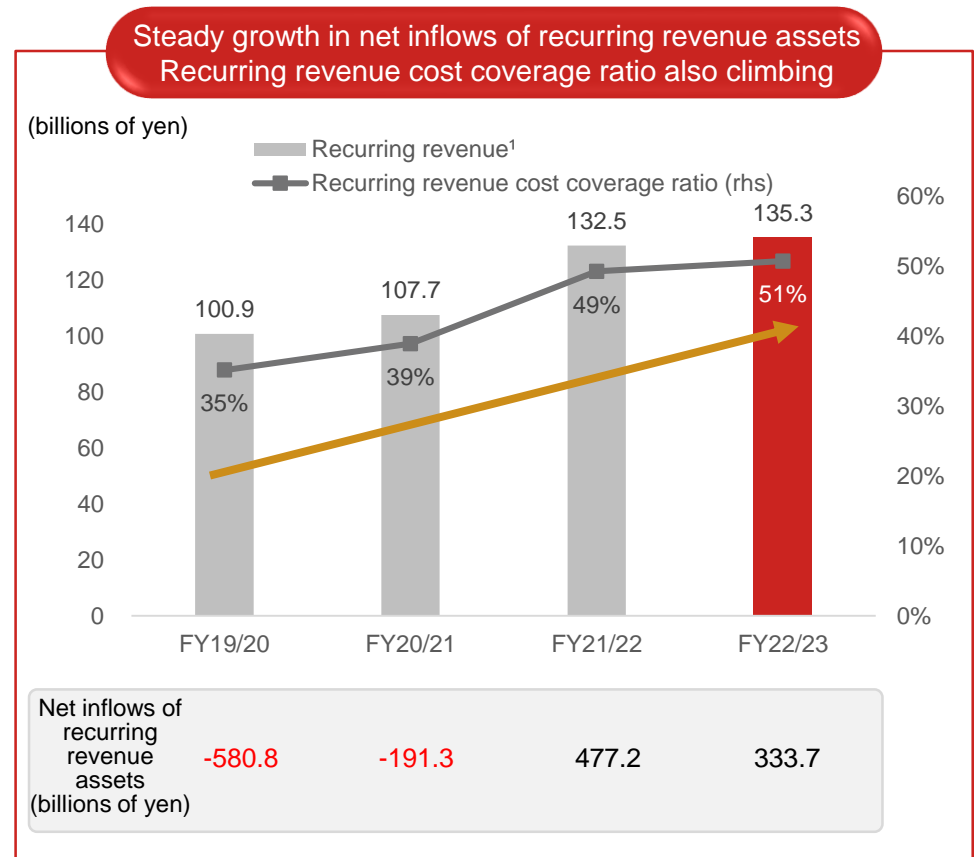
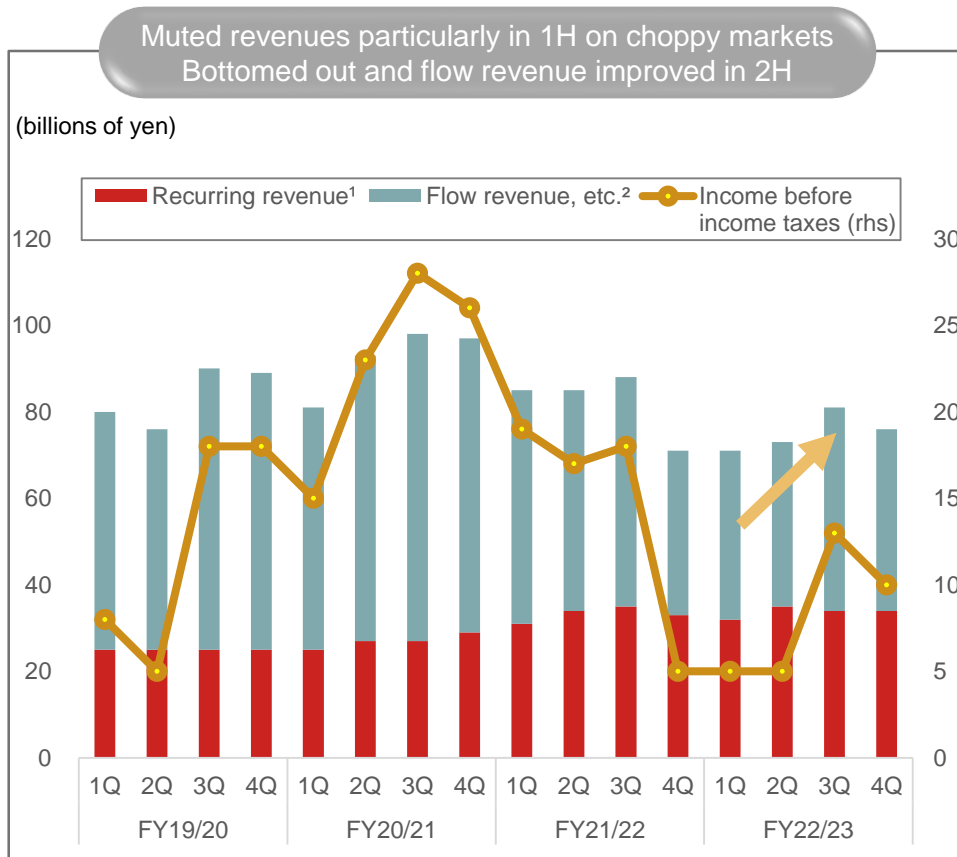
Go Sugiyama
Head of Retail
Nomura Holdings, Inc.

May 18, 2023



Looking back on FY2022/23

- Continued to grow our recurring revenue businesses and control costs amid challenging environment from internal and external factors



Clarified needs of clients wanting both face-to-face and non face-to-face services



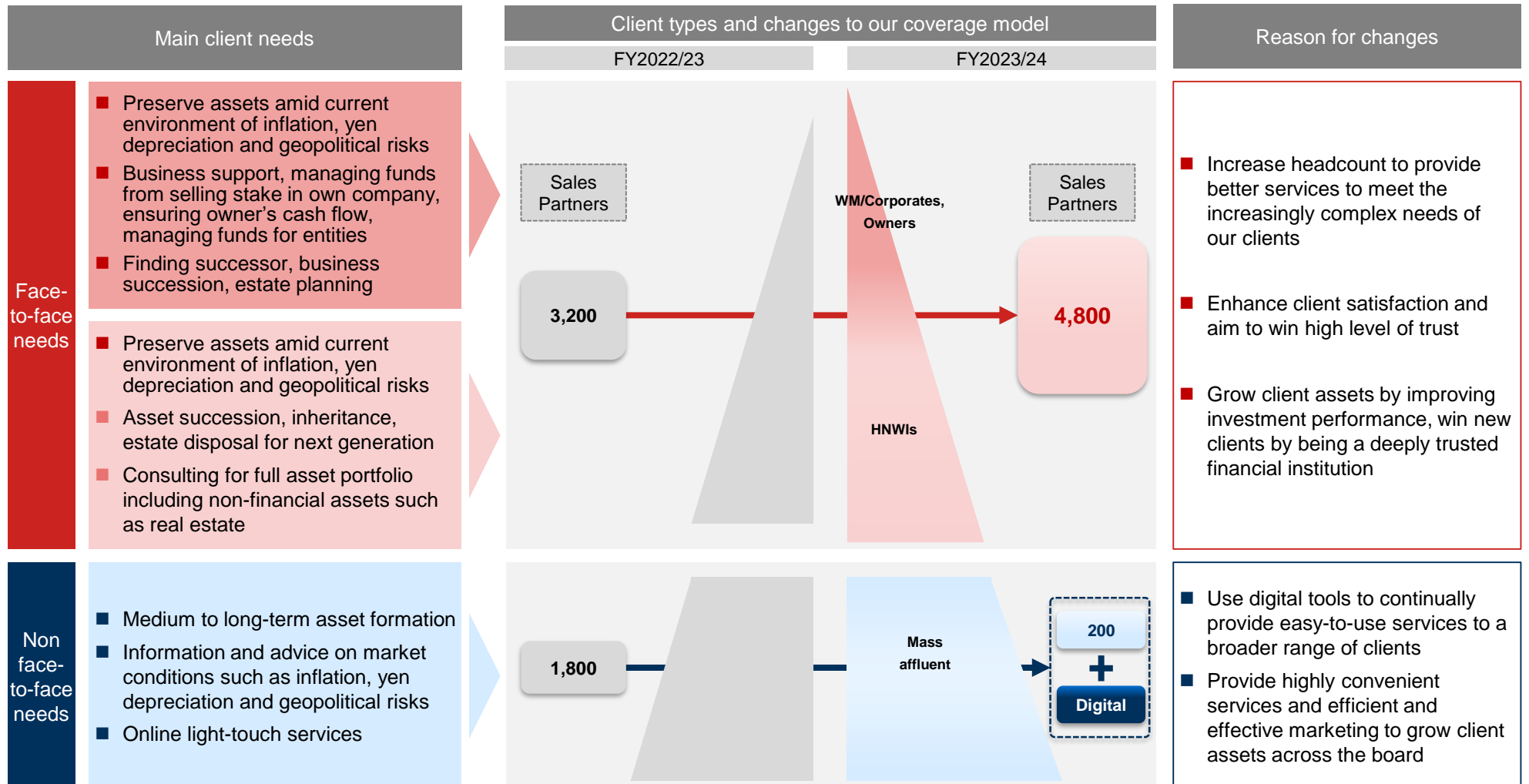
Facing some issues in optimally allocating resources to meet the needs of our clients

1. Revenue from client assets and ongoing revenue (investment trusts, discretionary investments, insurance, loans, level fee assets, etc.).
 2. Revenue from transactions (brokerage revenue, consulting-related revenue), interest income, etc. other than from loans.

Road to FY2024/25

Taking steps to further improve Retail profitability

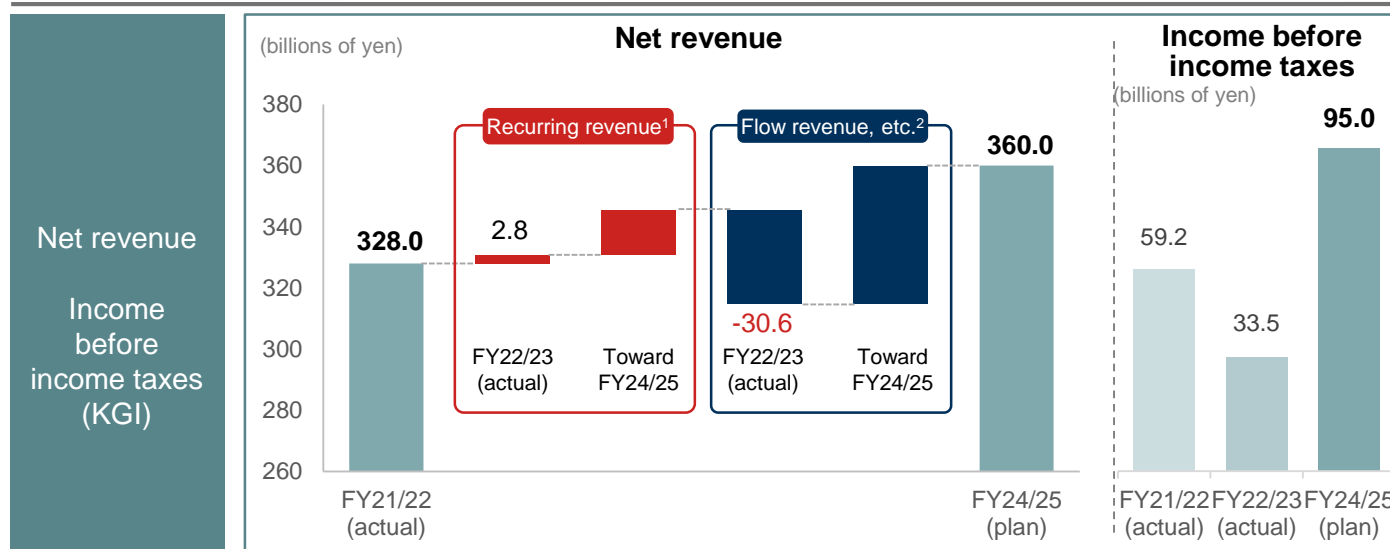
- Maximize profitability by segmenting in line with client needs and reallocating resources
- Allocation of Sales Partner resources to maximize our traditional strengths in delivering face-to-face services



FY2024/25 KGIs and KPIs

- Boost top line performance driven by face-to-face business
- Continue to control costs and focus on building revenue structure that delivers consistent profitability

Quantitative targets for FY2024/25



Key points to achieve targets

Recurring revenue¹ Y150bn or more

- Provide customized portfolio management services to meet the needs of each client
- Aim to build steady revenue base

Flow revenue, etc.² Y200bn or more

- Aim for significant growth mainly from clients with face-to-face needs by deepening business with existing clients and bringing in new clients
- Provide highly specialized services through organization aligned to client needs

KPIs to achieve KGI	FY2021/22 or Mar (actual)	FY2022/23 or Mar (actual)	FY2024/25 or Mar (KPI)
Recurring revenue assets	Y19.6trn	Y18.7trn	Y21.6trn
Net inflows of recurring revenue assets	Y477.2bn	Y333.7bn	Y800bn
Flow business clients	1.505m	1.446m	1.46m
Services for salaried employees	3.357m	3.489m	3.66m

Expenses

- Determined items to cut as part of earnings structural reform project and focused on controlling costs

1. Revenue from client assets and ongoing revenue (investment trusts, discretionary investments, insurance, loans, level fee assets, etc.).
 2. Revenue from transactions (brokerage revenue, consulting-related revenue), interest income, etc. other than from loans.

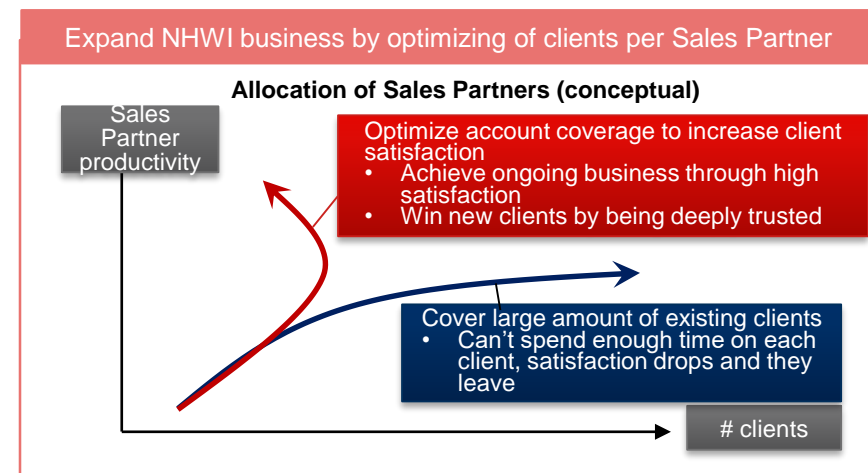
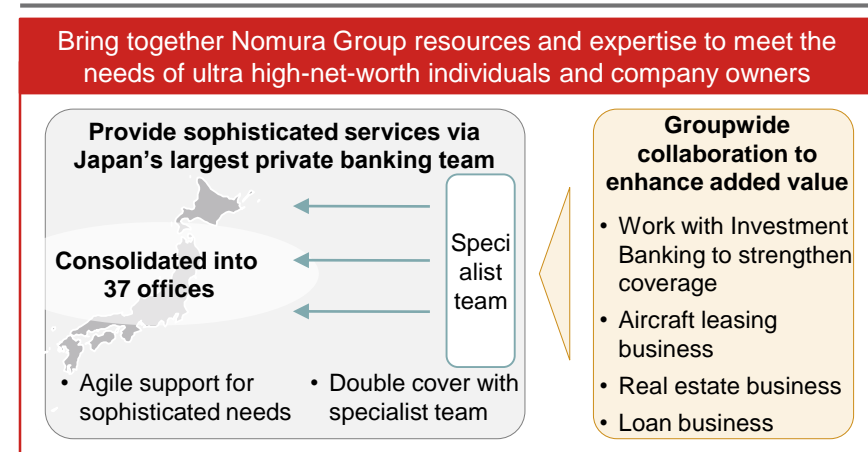
Initiatives to achieve KGI and KPIs

- Key drivers to achieve our KGI and KPIs are to scale up our face-to-face business and improve profitability
- In mass affluent segment, have a smaller headcount delivering highly productive services to achieve growth over the medium to long-term

Initiatives to achieve KGI and KPIs

	Headcount/Organization	Strategy
WM/Corporates, Owners	<ul style="list-style-type: none"> ■ Create Japan's largest private banking team of 600 people by combining WM and corporate, owners segment 	<ul style="list-style-type: none"> ■ Increase coverage of unlisted and venture companies by collaborating within Retail and with other divisions, expand client franchise by strategically approaching target companies ■ Launch high value added businesses by boosting expertise across the group on solutions clients are interested in (expand private products, etc.)
HNWIs	<ul style="list-style-type: none"> ■ Substantial increase in headcount to meet the needs of growing HNWI market (Approx. 4,200 Sales Partners) 	<ul style="list-style-type: none"> ■ Optimize number of accounts per Sales partner to enhance client satisfaction and boost profitability; Step up onboarding of new clients through introductions, etc. ■ Enhance delivery of solution services and build out offering for asset classes of strong interest to HNWIs
Mass affluent	<ul style="list-style-type: none"> ■ New structure leveraging people and digital ■ Revamp service provision and coverage to meet the needs of clients 	<ul style="list-style-type: none"> ■ Ensure high productivity with efficient organization of minimal headcount using digital tools, while maintaining touchpoints with broad range of clients ■ Conveniently offer products and solutions leveraging digital, including increasing use of online services and apps

Scaling up face-to-face services

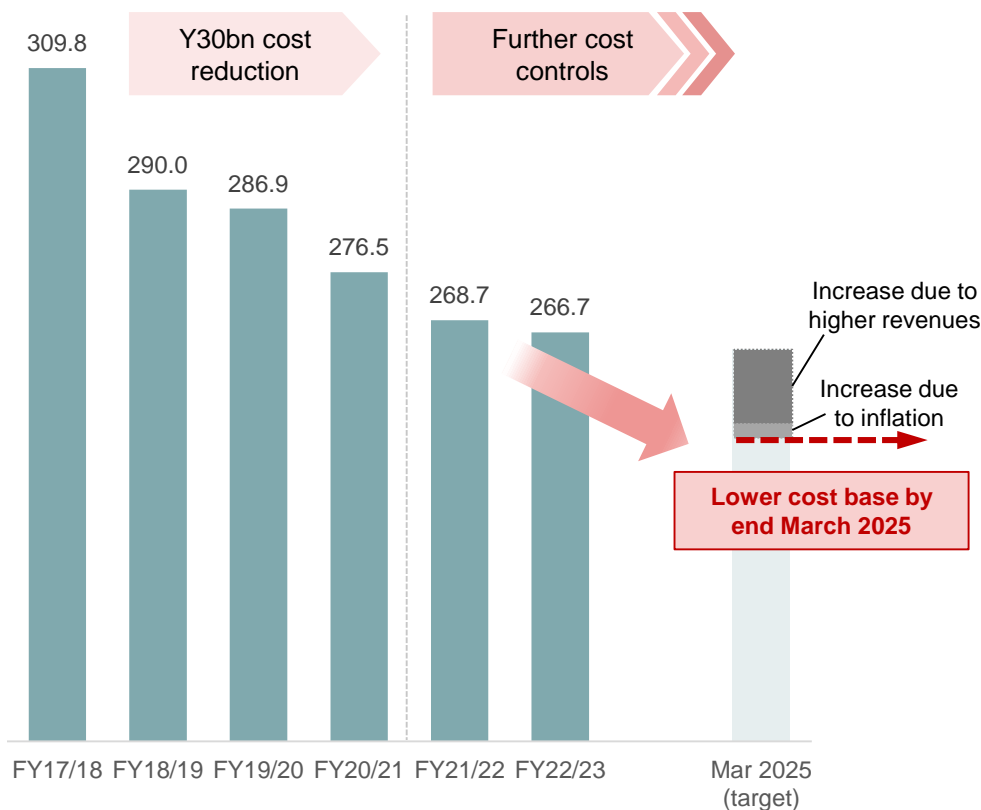


Cost strategy

- Program to reduce costs by Y20bn by end of March 2025 already identified about 60% of reductions and we expect to see results from reductions starting this fiscal year
- We will continue to control costs while investing in digital tools and business growth

Retail non-interest expenses

(billions of yen)



Cost reduction initiatives
(Approx. 60% of reduction items identified)

- Reduce administrative expenses by reviewing communications costs and containing outsourcing costs
- Reduce real estate expenses by moving branches from road level to higher levels and returning office space
- Lower compensation and benefits by optimizing allocation of people and ensuring pay for performance

Increase in costs due to higher revenues and inflation

- Increase due to higher revenues**
- Payments to regional bank alliance partners
 - Performance-linked bonuses, etc.
- Increase due to inflation**
- Yen depreciation and effects of inflation including higher resource and energy prices

Cost reductions of Y20bn by end March 2025

Medium-term strategy for continued growth

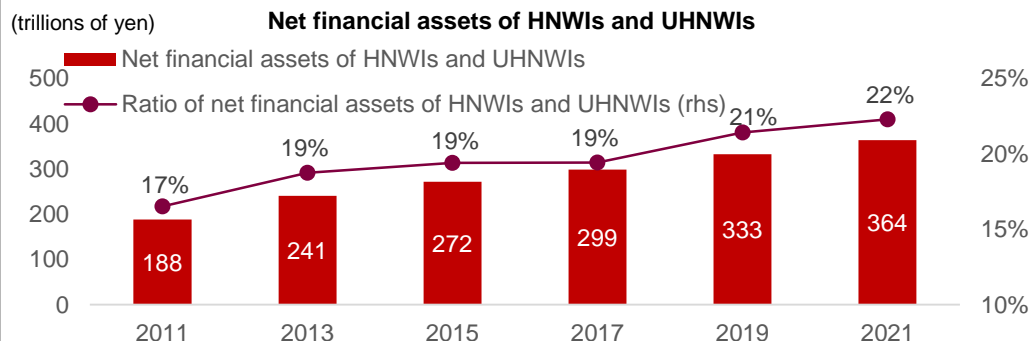
Medium-term strategy for continued growth: Establish dominant brand presence in growing HNWI market

- Sustainably grow face-to-face business and build platform to deliver consistent revenues; Aim for recurring revenue cost coverage ratio of 70% or more
- Capitalize on momentum around plan to double asset-based income including new NISA to grow client franchise and achieve continued growth

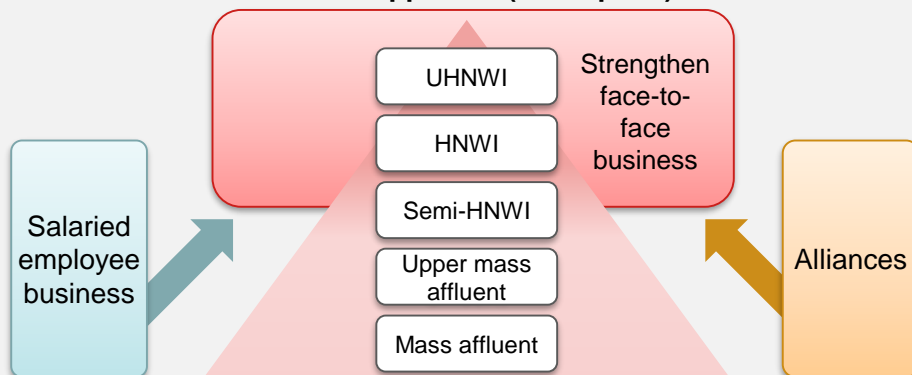
Establish dominant brand presence in growing HNWI market

Growth of HNWI market¹

- Ongoing increase in net financial assets in HNWI and UHNWI markets
- Future HNWIs such as business owners trust financial institutions as advisors



Market approach (conceptual)



Strategy for continued growth

Clients with face-to-face needs

- Net financial assets of HNWIs and UHNWIs continue to grow, opening up greater business potential going forward
- Aim to expand our market share in face-to-face business by continuing to bring in new clients based on targeting by Sales Partners
- Step up services for business owners to respond to growing focus on shareholder returns and raising corporate value

Salaried employee clients

- Work with salaried employees earlier as pipeline for client franchise growth to maximize business potential

Alliances

- Expand client franchise and improve profitability through alliances with regional financial institutions best matched to their respective region

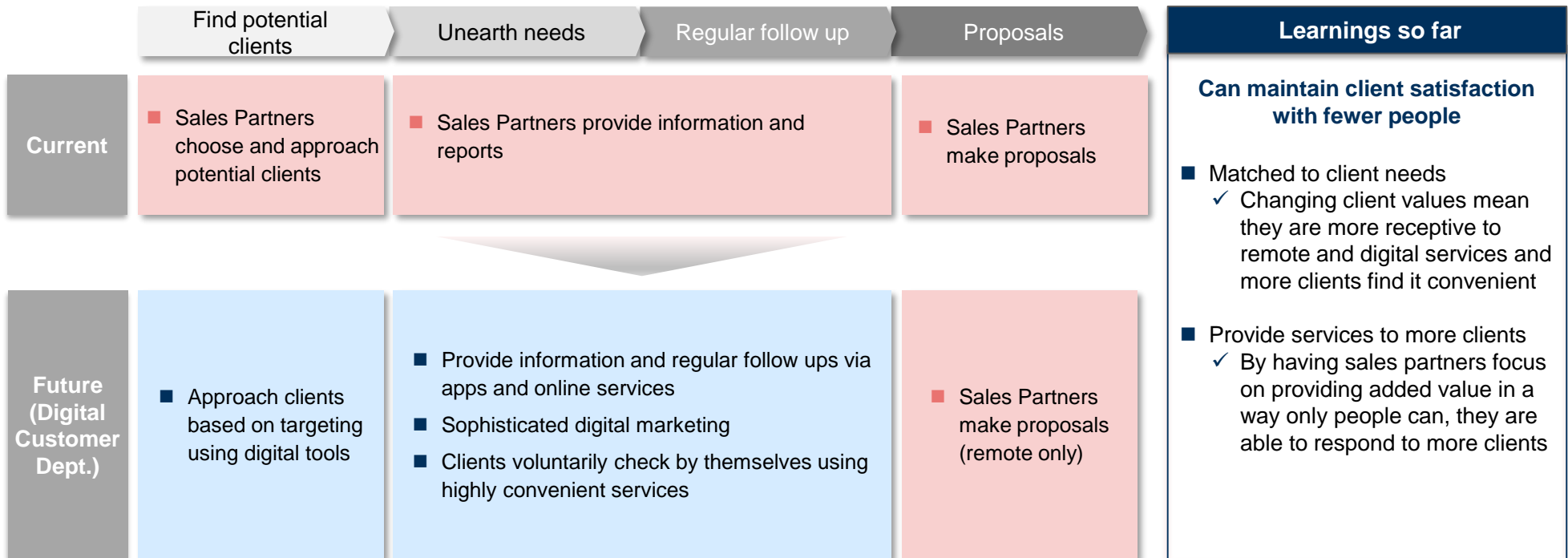
1. Based on press release by Nomura Research Institute calculating 1.49 million households of Japanese high net worth individual net financial assets totaling ¥364trn.

Medium-term growth strategy:

Establish non face-to-face business model to deliver ongoing services

- Undergo retail transformation to create organization to deliver ongoing services tailored to client needs

Building organization to provide services combining digital tools and Sales Partners

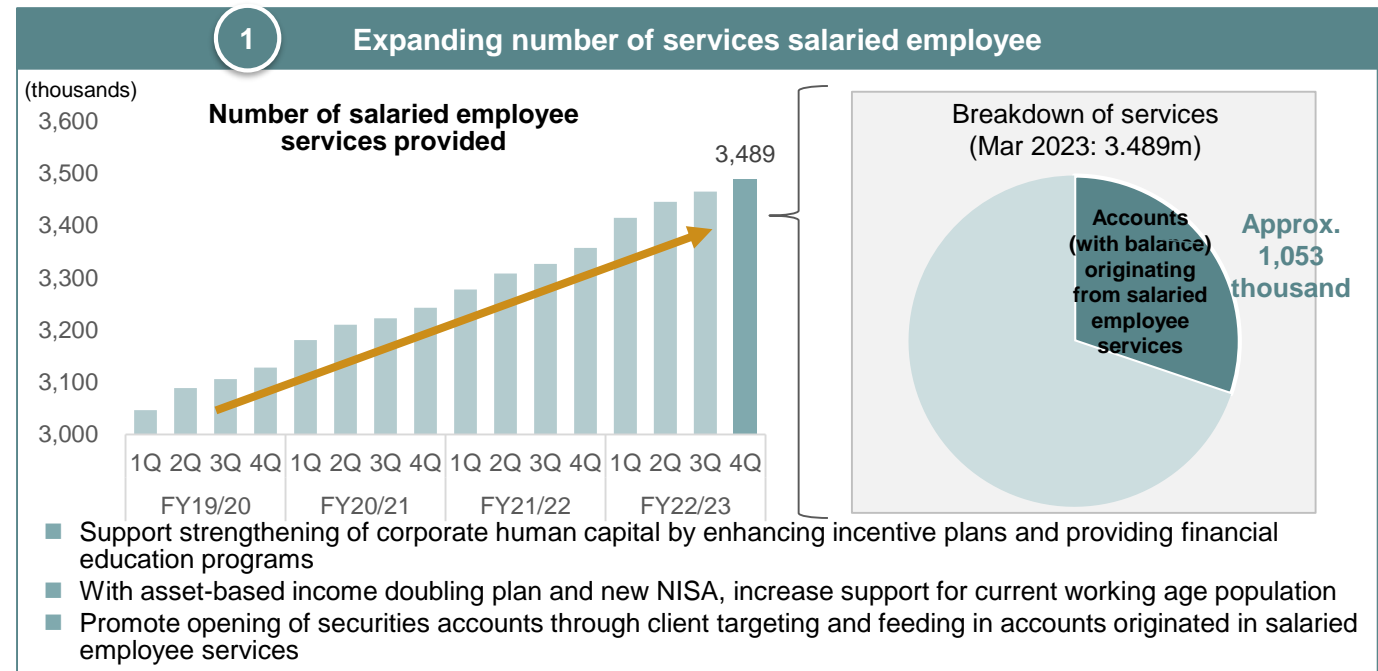
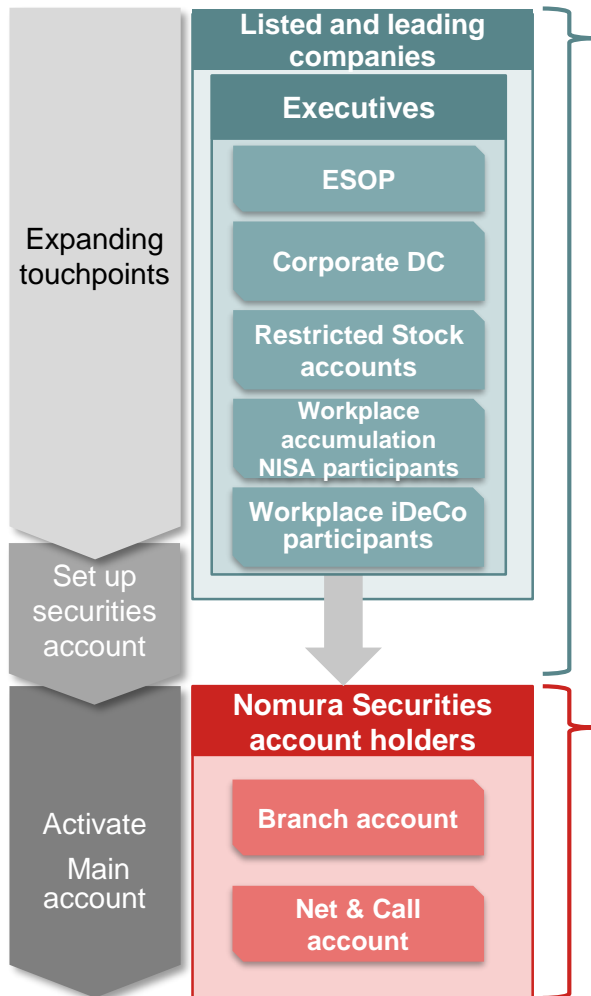


By having Sales Partners focus more on providing added value, we can meet the needs of our clients with smaller headcount

Improve convenience for clients via apps and online services

Growth of salaried employee business

- Provide salaried employee services to feed into continual client franchise growth; Help increase investor pool in Japan in line with government's plan to double asset-based income
- Increase business with clients who have opened accounts to achieve growth over medium to long-term



2 Revenue growth in Nomura Securities accounts

HNWIs

- Support clients with certain level of financial assets to manage and generate assets including retirement package
- Dedicated team provides tailored proposals on asset building to key corporate executives, including for restricted stock accounts

Future HNWIs

- We will use digital marketing to provide highly convenient services matched to client's needs

Growing our recurring revenue business through alliances

- Comprehensive business alliances with San-in Godo Bank and Awa Bank growing steadily despite challenging markets
- Forge alliances matched to the specific situation in each region

Alliances matched to each region



	San-in Godo Bank	Awa Bank	Oita Bank	Fukui Bank
Started	Sep 2020	Apr 2021	Mar 2023	May 2023
Organization	Sales organization tailored to the specific situation in each region			

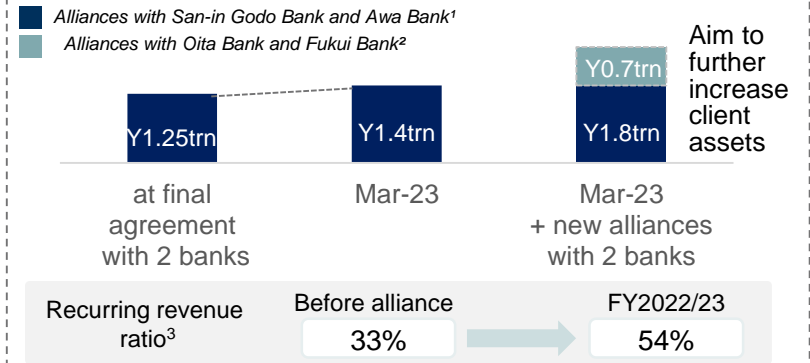
Sales support	Business support	Products and services	Company support	Regional revitalization
<ul style="list-style-type: none"> ■ Investment information ■ Training ■ Tools, etc. 	<ul style="list-style-type: none"> ■ Design rules ■ Monitoring ■ Help desk, etc. 	<ul style="list-style-type: none"> ■ Stocks ■ Bonds ■ Investment trusts ■ Discretionary investments, etc. 	<ul style="list-style-type: none"> ■ Business succession ■ M&A ■ Salaried employee services, etc. 	<ul style="list-style-type: none"> ■ Financial education ■ Search funds ■ SDGs, etc.
Account management, etc.				

Results of comprehensive business alliances

Growing our client franchise

- Boost client assets by solving issues regional clients face
- FY2022/23 net inflows of investment trusts and discretionary investments totaled Y40bn
- Steady growth in recurring revenue, achieve high recurring revenue ratio

Alliance client assets



Synergies from collaboration

- Sales organization optimized to each region specifics to maximize results
- Seek efficacies by sharing IT systems and other middle and back office operations where possible
- Through the above initiatives, we aim to improve profitability and ensure a win-win alliance for both parties

1. Gogin Securities client accounts and San-in Godo Bank securities client accounts. 2. Awa Bank securities client accounts.
 3. Before alliances: Ratio of recurring revenue from Matsue, Yonago, and Tokushima branches in FY2018/19 before alliances with both banks; FY2022/23: Ratio of recurring revenue from San-in Godo Bank and Awa Bank in FY2022/23.

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 (<https://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