

# Daiwa Securities Group's ESG Approach

Daiwa Securities Group recognizes the need to address environmental, social and governance (ESG) concerns in order to secure sustainable growth. At the same time, the Group is aware that the disclosure of non-financial information including ESG data to investors and stakeholders is closely linked to efforts aimed at enhancing corporate value. Included in the Integrated Report 2017 is a special feature on the Group's ESG approach and initiatives.



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## The Corporate Governance Built by Daiwa Securities Group

Daiwa Securities Group has pursued the establishment of a highly transparent and objective system of corporate governance that is in line with international standards. As the economy and society become more globalized, the way corporate governance is implemented is now an ever-more critical issue to a company's continued viability. In the following, Keiichi Tadaki, an outside director at Daiwa Securities Group Inc., and Takashi Hibino, who this year resigned his position as President and CEO and was newly appointed as Chairman of the Board, exchanged their opinions with regard to corporate governance at the Daiwa Securities Group.



**Keiichi Tadaki**

Outside Director

# SPECIAL DIALOGUE

**Takashi Hibino**

Chairman of the Board

## Corporate Governance Has Raised Corporate Value

**Tadaki:** I was appointed as an outside director at Daiwa in 2009, and the eight years which followed was a tumultuous time. We were confronted with the worldwide financial crisis, and the Nikkei 225 tumbled to the 6,000-yen level. Severity in the business environment continued for some period after that. In 2009 we also dissolved our joint venture with the Sumitomo Mitsui Financial Group, and decided to return to being an independent-type securities company.

Dissolution of the joint venture amidst such a harsh environment, I think, put us at a disadvantage with regard to the procurement of funds. In those days, the biggest issue for Daiwa was how we could build a strong company that could continue to generate profits. After having been appointed as CEO in 2011, now Chairman Hibino set about reducing headcount among back office personnel, while boosting front office capacity, and doing his utmost to build a highly productive, robust business structure. It was so impressive to see the Daiwa employees at that time stand as one, and face those difficult circumstances with such fortitude. We outside directors also had our vision of how the securities industry should look in the future, and we continued our work on making proposals that would take us to where we are at today.

Next, in the current Medium-Term Management Plan, launched in FY2015, we positioned as a goal of the Group the support for people to conduct asset building activities in an era of transition “from savings to investment.” This goal is a clear banner raised not for the simple acquisition of profit, but is a signal intended to press Daiwa on its significance to society. Taking the perspective of stakeholders, including shareholders, we outside directors also deepened our deliberations on whether or not the Executive Management Committee’s stance was appropriate in terms of social common sense. It has become evident now that this was the right direction to take, and I believe that Daiwa has been leading the securities industry as the standard bearer of Japan’s securities business.

**Hibino:** Mr. Tadaki and others with expertise in a variety of areas make up the members of the Group’s outside directors. The role that the CEO expects the outside directors to perform is to keep a close eye on things when formulating a major strategy to make sure that the decisions made on the executive side are not

mistaken, and that they are not straying from the direction that the Group should be pursuing.

The Group was quick off the mark to adopt the Committee System format, meaning that we are moving forward on the delegation of authority to executive officers, enabling a fast and decisive response on the front lines of business. However, in the eight years since we asked Mr. Tadaki to become an outside director, even in the history of the Group, this was a period of ongoing momentous events and decisions. When management and employees are constantly responding to such tough conditions, the people in the Group and I may have a feeling of doubt about the appropriateness of what we are doing. However, given all of the outside directors providing to us their sound opinions and guidance, more than just at the management level, the Group as a whole had the confidence, and was able to come together. I feel that this gave us great strength.

**Tadaki:** My own personal belief is that corporate governance really gained serious attention around the world from the mid-2000s, but Daiwa had already adopted a Committee System and had commenced the engagement of independent outside directors. At present, independent outside directors chair all three committees, covering nomination, compensation and audit, and in each of the committees, outside directors make up more than half the members. FY2016 saw an increase in the number of outside directors, and together with that, there were more members in both the Nominating Committee and Audit Committee,



“ Daiwa Securities Group positioned as a goal of the Group the support for people to conduct asset building activities. This goal is a clear banner raised not for the simple acquisition of profit, but is a signal intended to press Daiwa on its significance to society. ”

among other initiatives to strengthen governance that is agile and sustainable. I believe that governance at Daiwa is quickly reaching global standards.

In addition, from FY2017, an outside director became the chair of the Nominating Committee, which I believe was another turning point. Daiwa, being an enormous global organization of some 15,000 employees, means that it is extraordinarily difficult for outside directors to make comparative assessments for each individual, and to make decisions on the executive officers who will fairly oversee respective divisions both in Japan and overseas. As a specific role, there is the selection based on face-to-face meetings with director candidates, and in an unfortunate case, in the event that an executive's behavior runs counter to the interests of shareholders or other stakeholders, the Nominating Committee can execute its authority and replace the director, or suggest that a CEO be replaced, among other actions. I believe that the very existence of such a system will work to insure a company's transparency and viability over the long term.

**Hibino:** As Mr. Tadaki stated, the trust of society is one of the most important values for a company. Actually, what spurred us to take serious action on corporate governance was the 1997 corporate extortionist incidents. Starting with the big four securities companies at the time, the securities industry as a whole had completely lost the trust of society, and the situation was such that most of the presidents of the main securities houses had resigned. It just so happens that this occurred right around the time of the financial panic of the Asian economic crisis, and the securities industry fell into a critical situation.

Amidst such conditions, Daiwa Securities Group became the first listed company in Japan to adopt a holding company structure, so as to somehow regain trust in the Group, and to bolster our financial situation. A holding company is an excellent structure for its function of oversight of Group business operations. With the intent to further reinforce this, we voluntarily established our Advisory Board by inviting experts, including those with legal specialties. The Advisory Board meets once a quarter, and has a structure that works to elicit management-related opinions. At the time, we also used our discretion and established a Compensation Committee. Following that, the executive officer system and committee system came to gain legal recognition, and from 2004 to the present, the Group has adopted a Three Committees System.

## Positioning of the Corporate Governance Code

**Hibino:** As a code of conduct that should serve to protect listed companies, the Corporate Governance Code, which started from 2015, was a topic for deliberation at the Board of Directors. In light of this, our approach is from the perspective that we "comply" with all principles. All companies have their respective characteristics, and of course there are a variety of business types, with large and small scale, degree of overseas expansion and format of ownership. The true form of corporate governance, I suppose, is uniquely structured to operate by matching the respective conditions within an individual company. I also believe that each company has different expectations for outside directors.

What this means is that the Corporate Governance Code is something that has clearly organized common categories with regard to the unique conditions within respective companies. There are many companies that have the view of an "explanation" of the Corporate Governance Code, but at the Daiwa Securities Group we interpret the Code in a more universal sense.

The Group operates in the financial industry which is responsible for financial markets, and consequently, we also come from a perspective of providing to our client companies advice based on a proper understanding of, and working with the Corporate Governance Code. The Code is one template, and clarifies points in question. Rather than just that all listed companies should strictly adhere to the Code, I believe it is more of a working draft upon which each company can consider respective corporate governance.

**Tadaki:** Presently, the percentage of Japanese company stocks held by foreign investors is increasing, and the percentage held by institutional investors is just as much as that of shares held by corporations. Given this situation, and because corporations also retain risks such as derivative lawsuits from shareholders themselves, both corporations and institutional investors find themselves in an era in which there is intense monitoring by the market with regard to the exercising of voting rights.

In such an environment, companies will to the extent possible disclose information to stakeholders, and it is critical that the public gain an understanding of what they are thinking. The same goes for communicating with employees. You may have the

image of corporate governance as something in which orders go from top to bottom, and that everything will be fine as long as those orders are carried out. But that is not the case. True corporate governance is when people who are doing the work have a grasp of what the current goals of a company happen to be, and they buy in to these goals, working as one. This raises productivity, and boosts corporate value. Of course, this will also positively influence share price, and will have a huge impact on the way society views Daiwa's presence.

In this context, you can say that corporate governance in Japan has been systemized in line with the Code. Our outside directors stand in between these stakeholders and the Executive Management Committee, which is responsible for corporate management. With an understanding of what is proper in today's society, and what is required in order to keep the Daiwa Securities Group developing into the long term, the outside directors, I believe, have the role of continuing to provide counsel.

## Further Enhancing Governance

**Tadaki:** To make corporate governance functions even more robust, in 2016 we launched the Outside Directors Council. Meetings are currently held twice a year, and attending one of those are the CEO and Chairman so that they can exchange opinions with the outside directors.

The CEO and Chairman will provide their unofficial comments on things like what the intention of the Group is with regard to issues that are currently being deliberated, and regarding such issues, the outside directors will convey their respective opinions. The outside directors have their different backgrounds, and their own individuality, so there likely will not be a single opinion. The CEO will take those views as a guide for the next meeting, and for their part, the outside directors will have a reference for knowing the direction of future Board of Directors' meetings.

In the other meeting, the outside directors discuss a variety of matters amongst only themselves. For example, as Daiwa is a pioneer of fund wrap services in Japan, it has come to be the leading driver of the market. Nonetheless, in order for more of the Japanese public to have an understanding of fund wraps, and to further expand upon their prevalence, the outside directors deliberated on the idea that there might be merit in having a management fee structure that is easier to understand, therefore better gaining client

interest. We then organized the topic, taking a single perspective, and made a proposal to the executive side so that it would be taken up as a topic for deliberation at the next Audit Committee meeting.

**Hibino:** The Outside Directors Council I attended as a CEO last year was a more unofficial venue than the Board of Directors meeting, so it was significant in that it was easier to discuss things in a more frank manner. Communication between the Group's outside directors and the executive side, including about this initiative, is, I believe, sufficiently achieved.

The Corporate Governance Code also cites holding meetings in which only the outside directors attend, so this also prompted the Group to develop such meetings.

In addition, with regard to the evaluation of the Board of Directors' effectiveness, each outside director and executive officer have their respective functions at the Board of Directors meeting, and self-appraisals are made from a variety of perspectives. It is through such self-appraisals that the effect is magnified, namely, this raises the consciousness of governance held by members of the Board of Directors.



“ The trust of society is one of the most important values for a company. ”

## Looking to Realize Our Vision

**Hibino:** Corporate management, at its essence, should be thought out by the corporate executive officers; however, for objectivity, it is also extremely important to have the opinions and judgments of outside directors.

Moving forward, under the management of newly appointed CEO, Mr. Nakata, we will commence the formulation of a medium-term management plan set to start in FY2018. In future Executive Management Committee meetings, we will work up a rough draft of strategies, but to do this we ask for the varied advice of the outside directors, which we will then reflect in the planning and formulation process of the management plan.

In order to realize the Group's vision of "leading the development of capital markets in Japan and Asia, and being the customer's first choice securities group," we will take measures to fully leverage the consulting function provided by outside directors.



**To become the customer's first choice securities group, and to lead the transition "from savings to investment."**



**Tadaki:** Daiwa's foremost corporate principle of "building trust" espouses the policy of putting the customer first. As the standard bearer of this customer-first ideology in the securities industry, moving forward it will be necessary to present the specific measures of all our business divisions, which I believe will be an enormous undertaking. We outside directors will offer our cooperation, and hope to contribute so that Daiwa will be the leader in the transition "from savings to investment."

# Daiwa Securities Group's Human Resource Development and Support Systems

One of the major pillars of Daiwa Securities Group's corporate principle is "placing importance on personnel." The Group recognizes that its competitiveness derives from its human resources. On this basis, Daiwa Securities Group does its utmost to create work environments that allow employees to fully deploy their abilities with the best intentions. Here in this special feature, the Group provides details of its human resource development and support initiatives.

## Employees are the most important asset for the Group

Daiwa Securities Group makes every effort to put in place work environments that keep all employees highly motivated, regardless of gender and years of experience. This recognizes the fact that maximizing

the motivation of employees will lead to improved customer satisfaction and consequently enhance shareholder value. Accordingly, we implement a variety of measures aimed at creating environments that help foster passion

and loyalty among employees. Our goal is to remain a company in which our employees as well as their friends and families can take great pride.

### HR-related Policies

#### Supporting the Success of Female Employees

- 2005**
  - Established Women Promotion Team
  - Implemented Women Promotion Plan
  - Introduced Professional Return Plan (Program to promote the rehiring of sales staff)

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- 2008**
  - Reviewed Childcare leave (Paid holidays extended to two weeks)

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- 2010**
  - Implemented shorter working hours system

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- 2014**
  - Implemented Childcare Support leave
  - Implemented Spouse Work Reassignment Leave System
  - Launched female employee career support training initiative

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- 2015**
  - Expanded Professional Return Plan (From 5 years to 10 years after leaving the company)

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- 2016**
  - Implemented a nanny introduction system

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- 2017**
  - Expanded shorter working hours system (Extended period by three more years)

#### Work-life Balance/Health and Productivity Management

- 2007**
  - Began efforts to leave work by 7pm

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- 2008**
  - Established Work-life Balance Promotion Team within HR Dept.
  - Began promotion to take paid annual leave
  - Began open house for families of employees

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- 2010**
  - Implemented Long-term Care leave

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- 2015**
  - Created the position of CHO (Chief Health Officer)
  - Established Health and Productivity Management Team
  - Introduced Kids Ceremony leave

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- 2016**
  - Started healthy life promotion project
  - Expanded support for balancing work and long-term care
  - Introduced Celebration of Parents' Longevity leave

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- 2017**
  - Expanded Long-term Care leave (Extended maximum leave period from 1 year to 3 years which can be taken separately)
  - Established Work-life Balance Committee, Takashi Hibino (Chairman of the Board) and Seiji Nakata (President and CEO) serve as co-chairmen

## Developing Securities Business Professionals

“ Inheritance consultants demand a high degree of specialist knowledge and expertise. Obtaining accreditation as a certified financial planner (CFP) has helped considerably in my ability to provide a broad range of proposals. Even after receiving my credentials, I participate in monthly training to improve my skills and ensure that I remain up-to-date with the latest information. The Daiwa Securities Group offers a multitude of opportunities to continuously improve skills. This in turn helps to maintain a high degree of motivation.

Moving forward, I will endeavor to consistently improve my skills and knowledge so that I can provide customers with the very best counseling and advice. ”



Sayuri Nanjo

Associate Director  
Jiyugaoka Branch

### Developing the highest quality professionals in the industry

With the aim of becoming a corporate organization that is comprised of the highest quality professionals, the Daiwa Securities Group places the utmost emphasis on developing its human resources. To date, we have implemented training programs tailored to employees according to the level of their skills based on a Group-wide policy. In addition to upgrading and expanding joint training opportunities across the Group, we have worked diligently to enhance the quality of staff.

The Daiwa Securities Group views the first two years of an employee's

career as a period for their basic training and development into a professional. The Daiwa Basic Program covers this period of training. With a view to providing staff with the basic skills necessary to reach the highest quality in the industry by their fifth year of employment, the Group launched Q-Road, a new education program. The “Q” in Q-Road is the first letter in the word “quality” and reflects the Group's emphasis on nurturing highly trained specialists and developing employee expertise. As a comprehensive program, Q-Road combines a variety of techniques,

including e-learning and group training, while also providing support in the acquisition of qualifications.

Daiwa Securities Co. Ltd. positions Affiliated Financial Planner (AFP), CFP®, and securities analyst qualifications as core requirements, and encourages employees to acquire these certifications. Owing to this initiative, Daiwa Securities has the highest number of CFPs in the industry, at approximately 680\*.

\* Includes the number of employees who have passed all six subjects and are in the process of applying for certification.

#### Introduction of New Education Program Q-Road



## Aiming for a Women-Friendly Work Environment

“Daiwa Securities Group strives not only to put in place an environment that allows its employees to properly balance work and family needs, but also to understand the circumstances of someone like myself who is endeavoring to fulfill both career and child-rearing aspirations. This type of corporate culture is not something that can be achieved over a short period of time and is a valuable asset of the Group. In addition to the nanny introduction system that I currently use, the Group offers a variety of programs that I plan to actively use in the future.”

Aki Muto

Director  
Hibiya Branch

## Supporting female employees to succeed

Daiwa Securities Group has continued to implement a variety of measures aimed at supporting its female employees. In addition to expanding eligibility of the shorter working hours system to cover children up to the sixth year of elementary school, up from the previous third year, the Group has, for example, launched the nanny introduction system and continues to conduct female employee career support training. Through these and other initiatives, the Daiwa Securities Group has made every effort to help its female employees balance work and childcare needs while also providing career support.

The number of women in management positions has increased each year, totaling 375 Group-wide as of March 31, 2017. The ratio of women in management positions has

risen from 2.2% (at the end of FY2004) to 8.8% on a Group-wide basis, and from 2.3% to 10.6% at Daiwa Securities. By increasing the number of role models, we are making it easier for the Group's female staff to envision their career path. In this context, there has been a sharp increase in female employees aspiring to advance their careers by switching to career-track and regional career-track positions in recent years. To date, more than 1,100 female employees converted to career-track positions.

In 2015, Daiwa Securities Group identified specific objectives regarding the empowerment of women. At the same time, steps were taken to clarify quantitative targets for such targets as the number of women in management positions and the ratio of men



Daiwa WLB Station, a website that focuses on various support systems that promote work-life balance

utilizing childcare leave and to implement measures accordingly. Looking ahead, we will redouble our efforts to create an environment in which women can work actively after experiencing many of life's events, including marriage and the birth of a child, in order to maximize the capabilities of our female employees and help nurture the female leaders who will steer Japan's financial sector in the future.

## Daiwa Woman's Forum

Starting in FY2014, Daiwa Securities launched the female employee career support training initiative, Daiwa Woman's Forum, making it easier for female staff to envision their career path. In addition to career planning and skills advancement training, steps are also being taken to incorporate into the curriculum opportunities for female staff to interact with female executives and managers, who play an active part in the company's operations, as well as co-workers. This initiative is helping women build networks among themselves. Extending beyond divisions and departments, more than 100 women participate each year.



Female employees participating in the Daiwa Woman's Forum career support training

## Supporting Efforts to Motivate Veteran Employees

“ Daiwa Securities Group newly launched the Senior Advisor System when I was 59. While this system allowed veteran employees to engage in community-based consulting and sales up to the age of 70, this upper age limit has recently been removed. Currently aged 68, I am able to speak with customers, who are close to my age and older, about their financial asset management needs. With similar experiences, I can also discuss about a host of familiar topics, including the family and health. I strongly believe that this kind of effort to provide a variety of options to veteran employees with the desire to work is a major strength of the Group. ”



**Tetsuji Tsuruno**  
Managing Director  
Kobe Branch

## Supporting the success of veteran employees

The employee demographic trends of the Daiwa Securities Group continue to mirror the aging of Japan's society. In order to address this trend, we extended the upper age limit for the rehiring of sales staff from 65 to 70 from FY2013. In 2017, the decision was made to remove the upper age limit altogether.

Daiwa Securities is pushing forward plans to establish a designated consulting team for its elderly customers. At the same time, the Company is looking to assign consultants around the same

age as customers at sales branches.

As the careers of employees grow longer, steps are being taken to introduce training programs that allow employees to continuously improve their skills. The Advanced Skill-building Program for employees aged 45 and older is one such initiative that has been designed to help improve business, management, specialized, and other skills. Daiwa Securities has also introduced the License Certification System as a means of providing incentives through remuneration to employees who

have acquired a certain level of professional skills.

As a part of efforts to upgrade and expand support systems that help employees balance work and caregiving needs, the cumulative period of leave allowed for the care of family members was extended from one year to three years in March 2017. In this manner, considerable weight is being placed on creating an environment in which employees can continue to excel at work free from anxieties regarding the future.

### External Evaluations of Daiwa Securities Group's ESG Endeavors

**Nadeshiko Brand**  
(Companies with excellent track records in empowering women)

Selected 3 consecutive years



Ministry of Economy, Trade and Industry and Tokyo Stock Exchange

**Health and Productivity Stock Selection**

Selected 3 consecutive years



Ministry of Economy, Trade and Industry and Tokyo Stock Exchange

**MSCI Japan Empowering Women Index**

Selected for inclusion as a company that exhibits outstanding gender diversity

MSCI

**FTSE Blossom Japan Index**



FTSE Russell

**Bloomberg Financial Services Gender Equality Index**

Selected for the first time in 2017



Bloomberg

**Certified as Family-Friendly Employer**



Ministry of Health, Labour and Welfare

# Initiatives to Promote Economic/Financial Education

–Engaging with society through educational websites–

Daiwa Securities Group has positioned economic and financial education as a key component of its efforts to engage with society. In 2016, we launched two educational and informative websites and are working diligently to continuously raise the financial literacy of a diverse customer base.

## Websites for the young generation and investment beginners

With an emphasis on good corporate citizenship, the Daiwa Securities Group is making every effort to engage with society. We are pushing forward a variety of initiatives, including efforts to promote economic and financial education.

Daiwa Securities Group is a supporter of KidZania and the Finance Park, which target children and young adults focusing mainly on junior and high school students. In March 2016, the Group also launched and operates the “Okane no Mikata,” an educational website

about finance and the economy. This website also helps these students learn how to manage their money and plan a budget for their own lifestyles in the future, while giving them a basic and broad introduction to finance, the economy and investing in an enjoyable format.

In addition, in April 2016, the Daiwa Securities Group opened SODATTE, a website designed to help families with small children looking to engage in investments for the first time. In addition to providing information across the

five broad asset building categories of investment, education funding, household budgets, child-raising, and money planning, the website posts articles offering assistance on child-raising and money from a variety of angles.

We will continue to engage in economic and financial education activities in a bid to help raise financial literacy among a diverse customer base.

### Okane no Mikata



 <http://edu.daiwa.jp>

### SODATTE



 <http://www.daiwa.jp/sodatte>

# Impact Investment Initiatives

**Daiwa Securities Group markets and distributes many financial products that focus on impact investing, thereby working to resolve social issues as a financial institution.**



Compared with typical forms of Socially Responsible Investment (SRI), Impact Investment focuses more on the direct impact of investment on society. It is a method that not only pursues economic benefits, but is also a way to allocate assets solely to activities targeted at resolving social issues, such as poverty and climate change.

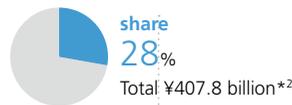
In May 2017, Daiwa Securities Co. Ltd. arranged and distributed to Japanese retail and institutional investors the first Green Bond issued by the Asian Development Bank (ADB) to finance ADB's continuous work in addressing the mitigation of emissions as well as climate change, and to help realize sustainable growth in Asia and the Pacific.

The Daiwa Securities Group has arranged and distributed a variety of products, including vaccine, water, and microfinance bonds that have been designed to support society. Looking ahead, we will continue to vigorously develop and market these types of Impact Investment products.

## Daiwa Securities Group's History of SRI Funds and Impact Investment Bonds (from FY2011)

Net assets of SRI funds (As of the end of March 2017)

Daiwa Securities Group net assets **¥1116.6 billion\***<sup>1</sup>



# Renewable Energy Initiatives

–Investments in solar power generation facilities–

**Daiwa PI Partners Co. Ltd. (PIP), which uses the Group’s own capital to make direct investments, secures opportunities to invest in energy- and infrastructure-related assets through investments in energy businesses. At the same time, PIP works diligently to resolve social issues by promoting a variety of initiatives, including conversion of the energy supply structure.**

## Iwamizawa Solar Power Plant

PIP brings together its investment track record and know-how relating to alternative asset investment and actively invests in energy businesses. With the increased pace of business development in the renewable energy field following the introduction of the renewable energy feed-in tariff system in July 2012, PIP has stepped up its development and operation of renewable energy power generation projects, including solar and biomass energy, leveraging the network of the Daiwa Securities Group.

In February 2016, operations commenced at the Iwamizawa Solar Power Plant, a facility that PIP developed on its own in Iwamizawa, Hokkaido. One of the largest of its kind in the Sorachi area of Hokkaido, this plant was developed and

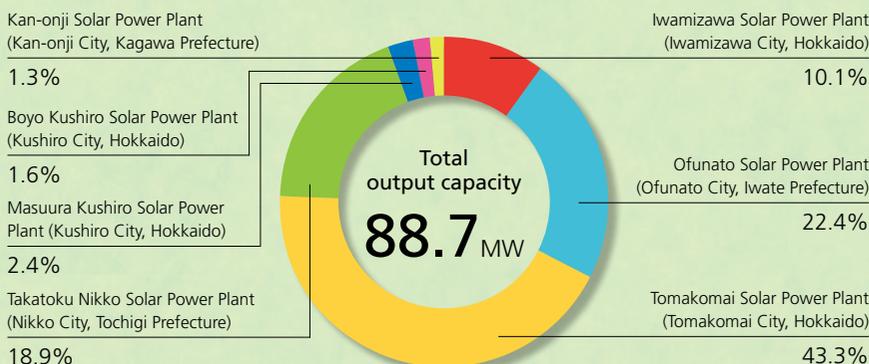


Iwamizawa Solar Power Plant (Iwamizawa City, Hokkaido)

constructed in the Kamihoromui Industrial Park in Iwamizawa City. With an output of about 8.97MW, the amount of energy generated at the plant is equivalent to the amount consumed by approximately 2,800 households per year. PIP has developed and invested in seven solar power generation facilities, including the Iwamizawa Solar Power Plant. Of the six facilities that have been completed, all are operating stably.

Daiwa Securities Group will continue to actively promote development investment in energy- and infrastructure-related assets, which are expected to continue expanding in the future. Every effort will be made to resolve social issues by promoting a variety of initiatives, including conversion of the energy supply structure.

### PIP Development of and Investment in Solar Power Generation Plants (including under construction)



#### Total output capacity

About **88.7** MW

#### Amount of electricity

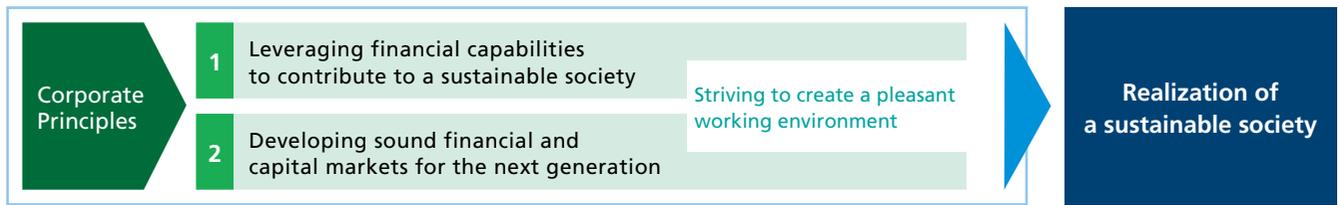
Consumed by approximately **21,000** households per year (converted to a per household power consumption basis)

# Corporate Social Responsibility (CSR) of Daiwa Securities Group

## CSR Key Issues for the Daiwa Securities Group

At the Daiwa Securities Group, we regard “building trust” as one of our corporate principles. We believe that contributing to the development of society and the economy through financial and capital markets is our social mission and that trust from customers and society supports the Group’s sustained growth.

We are promoting the Group’s CSR activities under three pillars. They comprise the following two CSR key issues and the development of a work environment which serves as a base for promoting these issues:



Daiwa Securities Group CSR

Website

<http://www.daiwa-grp.jp/english/csr/index.html>



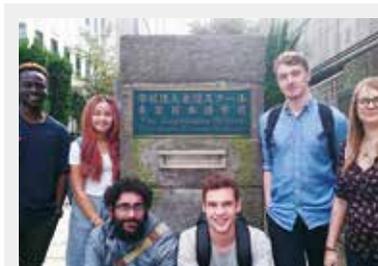
Initiatives through business activities



Creating a rewarding workplace



Initiatives through NPOs and other organizations



Assistance to communities inside and outside of Japan through foundations



Support for culture and the arts



Volunteer activities