Maximizing Asset Value

Message from the COO

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Daiwa Securities Group has set out **maximizing customer asset value** as its Basic Group Management Policy for the three-year Medium-Term Management Plan ending in FY2026. Guided by this Policy, we have been engaging in an array of initiatives within the various business domains since FY2024. These are not simply short-term initiatives. For example, in the Wealth Management Division, since 2017, we have rigorously pursued business operations centered on enhancing customer satisfaction. More specifically, we transitioned to a bottom-up sales structure and introduced NPS, and, based on a deep understanding of our customers, strengthened our consulting with a focus on comprehensive portfolio proposals that include both financial and non-financial assets, pursuing added value through a consistent customer-centric approach.

We're about a year out since the Plan was formulated. My sense is that the Policy of **maximizing customer asset value** has become deeply ingrained in all of the Group's officers and employees, and that they are reflecting the Policy in concrete actions in their day-to-day operations. Going forward, we will continue aiming to contribute to maximizing customer asset value and corporate value over the longer-term by providing the best, most tailored, and highest-quality solutions to meet the needs and circumstances of our customers and the economic environment.