NOMURA

Investment Banking

Introduction to Nomura for the Greek Ministry of Transport & Communications

ΥΠΟΥΡΓΕΙΟ ΜΕΤΑΦΟΡΩΝ & ΕΠΙΚΟΙΝΩΝΙΩΝ

Δικτυώνουμε το Μέλλον

16 October 2008

Introduction

The Nomura Group ("Nomura") is pleased to meet the Minister of Transport and Telecommunications of the Hellenic Republic and grateful for the opportunity present its credentials.

We hope to be of assistance to the Greek Government in the future, in its efforts to privatise certain State-owned assets and businesses such as:

- Hellenic Railways
- the deployment and financing of a new fibre optic cable network
- the Government's stake in Athens International Airport
- the Greek regional airports

We believe that Nomura is in a strong position to contribute to the success of any contemplated privatisation and that we will be able to bring extensive experience and added-value to any potential transaction.

Nomura brings a considerable expertise and track record in the transportation and TMT sectors, in privatisations and in Greek offerings

- Team experience in large Greek privatisations OTE I, II and III
- Experience managing a number of transportation privatisations in Asia and Europe
- Top equity Bookrunner ranking in both transportation and TMT sectors in Europe and Asia

Nomura is today the largest independent global investment bank capable of able of providing access to the enormous financial resources of Asia as well as those of Europe and the US.

Contents

Investment Banking

1. Biographies of attendees

Robert Koenig

Managing Director, Head of European TMT

Nationality	German / American
Education / Qualification	MM Degree, Kellogg Graduate School of Management; MIM Degree, Garvin School of International Management
Career Summary	Robert joined Nomura in October 2005 as Head of TMT and Co-Head of Sponsor Coverage. Prior to this, Robert spent 16 years at Deutsche Bank, the last five as Co-Head of Telecoms in London. Prior to this, Robert was based in New York and was Head of Telecoms from 1995-97. Within the telecoms vertical, Robert's EMEA deal experience is extensive and includes privatisations (DT I & II, Cesky, BTC Bulgaria, Telekom SA), LBOs (Eircom, TDC, Bezeq, DDI Pocket), M&A advisory (Mannesmann / Vodafone, BT (Italian deals)), and equity financings (Kingston, Telkom SA, Eircom). His Japanese deal experience includes the LBO for DDI Pocket, HY financing for Softbank and advisory to TDK (EPCOS).

John St John

Chairman, Equity Capital Markets

Nationality	British
Education / Qualification	BA (Hon), Philosophy, University College, University of London
Career Summary	John St John was appointed as Chairman of Equity Capital Markets in 2006. John has over 20 years of advisory and equity capital markets experience. In the last ten years he has been Global Head of Equity Capital markets at Dresdner Kleinwort Wasserstein, Lehman Brothers and Commerzbank as well as European Head of Equity Capital Markets at Citigroup (formerly Salomon Brothers). John has significant experience in structuring and executing IPOs. Recent experience includes advising on the IPOs of Inmarsat (£600m) and Pages Jaunes (€1.5bn – winning Global IPO of the Year in 2004), the capital increase for France Telecom (€15bn – winning Equity Deal of Year in 2003. John has also got significant experience working in Greek privatisations in deals: OTE I, II, III (€1bn+) as well as other large deals in the region, Isbank (Turkey, €900m) etc.

John-Paul Warszewski

Managing Director, Co-Head of CF/Head of CEE

Nationality

Polish / Italian

Education / Qualification

BSc Engineering, Birmingham University. Association of Taxation Technicians

Career Summary

John-Paul has over 20 years of investment banking experience, including positions at Hambros and James Capel, 17 of which focused on advisory work in Emerging European Markets. He has advised both governments and corporates on privatisations, acquisitions, mergers and equity listings, across all sectors.

Notable transactions include:

- Advised NKBM, Slovenia's 2nd largest bank, on its IPO (EUR303m)
- IPO of PIK, largest Russian residential real estate developers (US$1.93bn)
- Advised Glenmark (Indian Pharma company) on acquisition of Medicamenta in the Czech Republic
- Advised the Deposit Insurance Agency on the sale of Vojvodjanska banka, 5th largest Serbian bank, to NBG for EUR385m
- Advised Delta Banka, the largest Serbian private bank on the sale of a majority stake to Banca Intesa for EUR370m
- Advised two key shareholders in Lek, the largest Slovenian pharma company on the sale of a strategic stake to Novartis (EUR855m)
- Advised PZU on the sale of a strategic stake in Bank Handlowy to CitiBank (US$450m)

Masashi Kawakami

Director

Nationality

Japanese

Education / Qualification

Bachelor of Electronics Engineering, Doshisha University, Japan

Chartered Member of the Securities Analysts Association of Japan

Career Summary

Mr. Kawakami joined Nomura in January 2003 in Tokyo to originate and execute M&A transactions mainly in technology sector and has been based in London since November 2005. Prior to joining Nomura, Mr. Kawakami had worked for three years at JPMorgan as a Vice President for Investment Banking Division in Tokyo. Prior to JPMorgan, he spent seven years at Nikko Securities' M&A Advisory Department. Whilst at Nikko, he was seconded to The Blackstone Group in New York for two years to execute Japan-US cross boarder transactions.

His recent transaction experience at Nomura include Canon's two simultaneous acquisitions of NEC's publicly-held and privately-held subsidiaries, Omron Healthcare's acquisition of Colin Medical Technology from Carlyle Group, Omron's establishment of the JV with Hitachi in the area of ATM and the related information equipment business, Itochu's acquisition of Aerospace Division of Kawasho and Toho's acquisition of Virgin Cinemas Japan from Virgin Group.

Jean Grall

Senior Consultant (STJ Advisors)

Nationality	French
Education / Qualification	Diploma, Institut d'Etudes Politiques de Paris; Economics degree from the University of Paris; MBA degree from Stanford University, California
Career Summary	Jean Grall established Salomon Brothers/Citigroup's investment banking practice in Greece and was responsible for numerous Greek capital market transactions (debt & equity) and advisory/privatization assignments in the 80's & 90's (Helpe, PPC, NBG, Piraeus Bank etc.) Jean has led several advisory teams for European transport projects structured as public-private partnerships. In particular, he was an advisor to the Greek Government over a 3-year period for the € 2.2 billion BOOT project of Athens International Airport, the first major European "greenfield" airport constructed with the participation of the private sector. He also advised the Swedish Government in a 2-year assignment for the € 850 million express rail link between the airport of Arlanda and Stockholm city center. The Arlanda Express shuttle has successfully operated as a public-private partnership since 2001. Jean Grall headed the investment banking team that worked on the IPO of OTE and assisted the Company in most of OTE's follow-on offerings. After leaving Salomon Brothers, he became a senior advisor to OTE and was involved in several of OTE's acquisitions in Eastern Europe (notably Romtelecom).

Nick Demos

Senior Consultant (STJ Advisors)

Nationality	Greek and Canadian
Education / Qualification	PhD degree from Heriot-Watt University, (Edinburgh), MBA from York University, (Toronto); BA in business and economics from the University of Piraeus.
Career Summary	Nick Demos is a corporate communications and equity capital markets specialist. He has held the position of Group Manager-Investor Relations at several listed Greek companies, including Hellenic Telecom, Antenna Media Group, and Technical Olympic. At OTE, following the 1996 IPO, Nick established the IR function, assisted in the development of a set of best corporate governance practices and reports, expanded OTE's analyst coverage, organized numerous domestic and international roadshows, managed the Company's LSE and NYSE listings projects as well as OTE's transition to IFRS (IAS) and US-GAAP reporting. Nick is very familiar with the investor universe that buys Greek equities, having over the years met in one-on-one meetings and/or in group roadshows most of the institutional buyers of Greek stocks in Europe and North America. He has also raised strategic and financial capital for a number of listed Greek companies. Nick has authored a book entitled Effective Corporate Communication and Voluntary Investor Relations (2008). He has lectured at several academic institutions in Canada and the UK.

Michiel Ybema

Vice President, Transport

Nationality	Dutch
Education / Qualification	MSc in International Financial Economics from the University of Amsterdam
Career Summary	Michiel has nine years of experience in investment banking in London and three years in the transport industry. He was a member of the Corporate Finance Transport teams at Hambros and Rothschilds. Both there and later at Ermgassen & Co, Michiel focused primarily on cross-border Mergers & Acquisitions. At Nomura, Michiel is responsible for M&A and ECM origination and execution across the whole transport sector

Notable transactions include:

- The Government of the Canary Islands' sale of public bus operator TITSA to the Tenerife insular council
- EUR600m proposed MBO of Hays Logistics Plc
- Proposals for privatisation of airlines Alitalia, SAA and TAP and of port operator Emporchi (Chile)
- BOT Licence and other privatisation options for HSL-Zuid high-speed railway (Government of The Netherlands)
- Structuring the financing Currently engaged in two live CEE transport transactions
- for the upgrade of the West Coast Main Line to high-speed rail for Railtrack Plc
- Proposed MBO of Port of Harwich backed by HSBC Private Equity
- Fairness opinion on Antwerp Port Authority's licence to Hessenatie for operating its largest container terminal
- Peninsular and Oriental Steam Navigation Company's merger of P&O Containers with Nedlloyd Container Line
- Proposed acquisition of TDG Plc by Hays Plc
- Merger between Worldwide Shipping (HK) and Nordström & Thulin (Sweden)

NOMURA

Investment Banking

2. Introduction to Nomura

Nomura; the world's largest independent investment bank

Strong balance sheet

- Market capitalisation of approximately US$24bn
- Managing over US$600bn of clients' assets
- Global network of over 15,000 employees in 28 countries
- Active dealings with over 1,500 institutional investors globally

The Banker — Capital markets team of the month July 2007

KfW Bankengruppe — Euromoney — No. 1

Delivering ASIA
Delivering EUROPE

EPCOS TDK

25 August 2008

€1.4bn takeover of EPCOS AG by TDK Corporation (Nomura acted as financial adviser to the acquirer)

ONWARD JILSANDER

1 September 2008

€167m acquisition of Jil Sander by Onward Holding's (Nomura acted as financial adviser to bidder)

World's largest independent investment bank

NOMURA — LEHMAN BROTHERS

22 September 2008
Nomura to acquire Lehman Brothers' Asia Pacific franchise

Nomura Holdings, Inc. today announced it has agreed to acquire Lehman Brothers' franchise in the Asia Pacific region including Japan and Australia.

23 September 2008
Nomura continues global push with Lehman's European equities and investment banking businesses

Nomura, the pre-eminent Asian-based investment bank, today announced it had reached an agreement to acquire the European and Middle Eastern equities and investment banking operations of Lehman Brothers.

Selected global ECM expertise

Sony Financial Holdings	Joint Global Co-ordinator and Bookrunner	Initial Public Offering	US$3,025,561,000	Oct 2007
Lotte Shopping	Joint Global Co-ordinator and Joint Bookrunner	Initial Public Offering	US$3,738,000,000	Jan 2006
Honda	Global Coordinator and Bookrunner	Secondary Offering	US$1,320,000,000	Mar 2007
Infosys Technologies	Joint Global Co-ordinator and Sole Japan Bookrunner	ADR Offering	US$1,605,000,000	Nov 2006
ICICI Bank	Joint Global Co-ordinator and Joint Bookrunner	Secondary Offering	US$1,400,000,000	Dec 2005
KfW / Deutsche Post	Sole Bookrunner & Lead Manager	Exchangeable Bond - 0.5% (2010)	€1,100,000,000	Feb 2005

Investment Banking

3. Next Generation Cable network rollout
Case studies

Case study: Singapore next generation broadband

Project Overview

- The Singapore Telecommunications regulator ("IDA") announced plans for a national broadband network project in Mar-06 – a fibre-to-the-home (FTTH) project across Singapore
- The project aims to create an access network offering broadband with symmetric speeds of over 1 Gbps to all homes, offices and schools by 2015, with a target of completing basic infrastructure by 2012
- IDA has separated the broadband network into three layers:
  - Passive structural layer / wholesale wirelines ("NetCo") – responsible for the design, build and operation at this layer
  - Active structural layer / wholesale bandwidth services ("OpCo") – responsible for the design, build, and operation at this layer
  - Retail services layer ("RSP") – providing competitive and innovative services to end-users
- The choice of technology, roll-out strategy, construction techniques and interconnection arrangements were based on inputs from the bidders

Evaluation Criteria

- Attractiveness of business plans to industry (43%)
  - Wholesale prices (20%)
  - Attractiveness of interconnect offer (15%)
  - Level of independence (5%)
  - Benefits of business plan (3%)
- Quality of network infrastructure (25%)
  - Quality of network design and operations (15%)
  - Extent of network coverage (5%)
  - Innovations to minimise roll-out disruptions (5%)
- Level of government grant (22%)
- Financial proposition and strength of bidder (10%)
  - Financial proposition of bidder (5%)
  - Bidder track record and management expertise (5%)

Process / Key Milestones

- Phase 1
  - Request for Concept (RFC) issued 23-Mar-06
  - RFC closed 15-Jun-06. Received 33 submissions, of which IDA pre-qualified 12 bidders for RFP Phase 2 RFP
  - Competitive dialogues with pre-qualified bidders held from Dec-06 to Nov-07. Fibre chosen as the best option to meet the outlined broadband network requirements
- Phase 2
  - NetCo Request for Proposals (RFP) issued 11-Dec-07
  - NetCo RFP closed 05-May-08. Received 2 bids: OpenNet, a consortium led by the incumbent telco operator, SingTel; and another from a consortium led by the current cable operator. OpenNet won the bid and expect to sign contractual and financial agreement by Apr-09
  - OpCo Request for Proposals (RFP) (Apr-08 to Q1-09) issued 07-Apr-08
  - OpCo RFP expected to close by 14-Nov-08. 11 consortium leads were pre-qualified

Source: Company data, IDA, analyst reports

Key Highlights of Winning Bid

- Incumbent SingTel will transfer relevant underlying assets including ducts, manholes and exchanges to AssetCo, which is a neutral party to be managed through a trust structure
- NetCo (OpenNet) will lease these passive infrastructure assets from AssetCo
- OpenNet will construct the new all-fibre network to homes and businesses, i.e. deliver dark fibre services to OpCo
- OpenNet plans to roll-out fibre coverage to 95% of all premises by June 2012
- The market views Singapore as ideal market for FTTH given its small size and wealth, competitive strength of cable-TV against telecoms network and proven demand for broadband and pay-TV

Case study: UK next generation broadband

Project Overview

- In response to the UK telecoms regulator's ("Ofcom") strategic review in 2006, BT, the incumbent operator, has restructured its fixed-line operations into three layers:
  - Openreach – responsible for the operation of BT's access network
  - BT Wholesale – responsible for the operation of core network, where 21CN project is developed
  - BT Retail – providing retail services to consumers and SMEs
- Twenty First Century Network ("21CN") is BT's proposal for next generation network deployment aiming to enhance customer experience, shorten time-to-market and reduce cost base over a new single multi-service IP based platform
- Key characteristics of the proposed NGN include a single IP-based core network handling the full range of telecoms services and distributed switching, routing and network intelligence enabling remote access, control and maintenance
- Primary work includes building of five network nodes, upgrading equipment, installation of fibres and rebuilding of core infrastructure network

Status

- BT had achieved 10 million wholesale broadband lines by the end of 2006 (beating its initial growth estimates)
  - In addition, alternative network providers ("altnets") are now offering a wide range of competing broadband services based on wholesale products provided by BT Openreach, including 1.5 million connections based on Local Loop Unbundling (LLU)
  - Virgin Media has reached over 3 million connections, with a footprint covering about 50% of UK homes
- The national infrastructure rebuild of metro and core sites is now complete; the next focus will be on transmission infrastructure
- BT has announced that it will start nationwide deployment of ADSL2+ in 2008 and will complete deployment in 2011. However, ADSL2+ is now considered an old technology, compared to FTTC and VDSL2
- In Jul-08, BT announced £1.5bn investment to roll-out FTTC to 10 million homes by Dec-12, delivering a range of services with speeds of up to 100 Mbps and potential for 1 Gbps in the future

Process / Key Milestones

- BT announced its vision, strategy and proposed timeline for 21CN in Jun-04, followed by its preferred strategic vendors for the programme in Apr-05
- Trials of the new technology were initiated in 2004, with next generation voice services being delivered to 1,000 customers in Jan-05
- On 28-Nov-06, first 100 voice customers in Wick were switched onto 21CN
- In Dec-06, BT Vision, a next generation TV service was launched
- About 650 exchanges in the West Midlands were transformed into ADSL2+ products in early 2008
- Currently, the UK leads the G7 in terms of the availability of first generation broadband with 99.6% of homes connected to an ADSL-enabled exchange

Fibres Investment Analysis

- A study was undertaken by the Broadband Stakeholder group in 2008 on the costs of various types of fibre deployment in the UK
- National deployment of fibre-to-the-curb (FTTC) is estimated at £5.1bn, while fibre-to-the-home (FTTH) is estimated at £28.8bn
  - Based on 26m homes, the average FTTC cost is c. £200 per home and average FTTH is £1,100 per home
- FTTC has been identified as the most realistic option given FTTH is more economically challenging

Source: Company data, Ofcom, analyst reports

4. Privatisation of Japan National Railways case study

JNR was divided and privatized in 1987

In April 1987 Japanese National Railways was divided and privatized as below:

Japanese National Railways

Passenger Transportation →

Six Regional Railway Companies

- **East Japan**
- **Central Japan**
- **West Japan**
- **Hokkaido**
- **Shikoku**
- **Kyushu**

Shinkansen Holding

Possesses Shinkansen facilities. On a lease to 3 regional railway companies and the facilities were transferred to them in 1991

Freight Transportation →

Japan Freight Railway Company

Freight Transportation Division was greatly reduced and JFRC has virtually an operating division only and pays rents to the 6 passenger companies that own the infrastructures

Communications-Engineering Research →

- **Railway Telecom. Company**
- **Railway Information Systems Company**
- **Railway Technical Research Institute**

Railway Telecommunication company was merged with Japan Telecom later

Others (Assets/Liabilities) →

JNR Settlement Corporation

Established to deal with settlement of long-term debts and promotion of reemployment of surplus labour. Owns non-business-related property and share holdings of new companies, which are to be used as a source to repay liabilities

Employees : 250,000 → **All employees were laid off and new companies re-hired 200,000**

Debt : ¥50 trillion (€333 billion) →
- **¥15 trillion (€100 billion) allocated to new companies**
- **¥35 trillion (€233 billion) allocated to JNR Settlement Corporation**

Nomura has played a key role in the privatization of the JR

In April 1987 JNR was divided into 6 national passenger train companies in response to the need for reform

- JR East, Central and West emerged as the largest of these railways and the privatization process began in 1993 and these three companies completed the full privatization this year

1993	IPO	JR-EAST
1994		
1995		
1996	IPO	JR-WEST
1997	IPO	JR-CENTRAL
1998		
1999		JR-EAST
2000		
2001		
2002	Full Privatization	JR-EAST
2003		
2004	Full Privatization	JR-WEST
2005		JR-CENTRAL
2006	Full Privatization	JR-CENTRAL

JR Privatisations

JR East — Oct 1993
JR-EAST
Arranger for Listing
Privatisation & Initial Public Offering
US$6,999,000,000

JR West — Oct 1996
JR-WEST
Selling Agent
Privatisation & Initial Public Offering
US$5,434,000,000

JR East — Aug 1999
JR-EAST
Joint Global Co-ordinator and Bookrunner
Privatisation & Secondary Offering
US$5,600,000,000

JR East — Jun 2002
JR-EAST
Joint Global Co-ordinator and Bookrunner
Privatisation & Secondary Offering
US$2,134,000,000

JR West — Mar 2004
JR-WEST
Co-Manager
Privatisation & Secondary Offering
US$2,346,000,000

JR Central — July 2005
JR-CENTRAL
Joint Global Co-ordinator and Bookrunner
Privatisation & Secondary Offering
US$4,300,000,000

1st

Nomura is the No.1 bank for Railway privatisations

Commitments to stakeholders, “Just one time”

- **Commitments to employees**
  - All of 250,000 JNR employees had once been laid-off without exceptions, at the end of March 1987
  - And 200,000 had re-hired by new companies, at the beginning of April 1987
  - New management teams have never had any “lay off” since the privatization
- **Commitments to taxpayers**
  - New companies have taken just only 15 trillion yen (€100 billion) debt of JNR’s 50 trillion yen (€333 billion) debt
  - Approximately 30 trillion yen (€200 billion) of JNR’s debt were paid by taxpayers
  - However new companies have never been dependent on government subsidies
- **Commitments to customers**
  - JNR had a lot of “loss making routes” and most of those were operated in local areas
  - Despite local communities protested, JNR had decided to shut down some of those operations before privatization
  - However the new companies have never quit other railway operations and able to keep enhancing their network

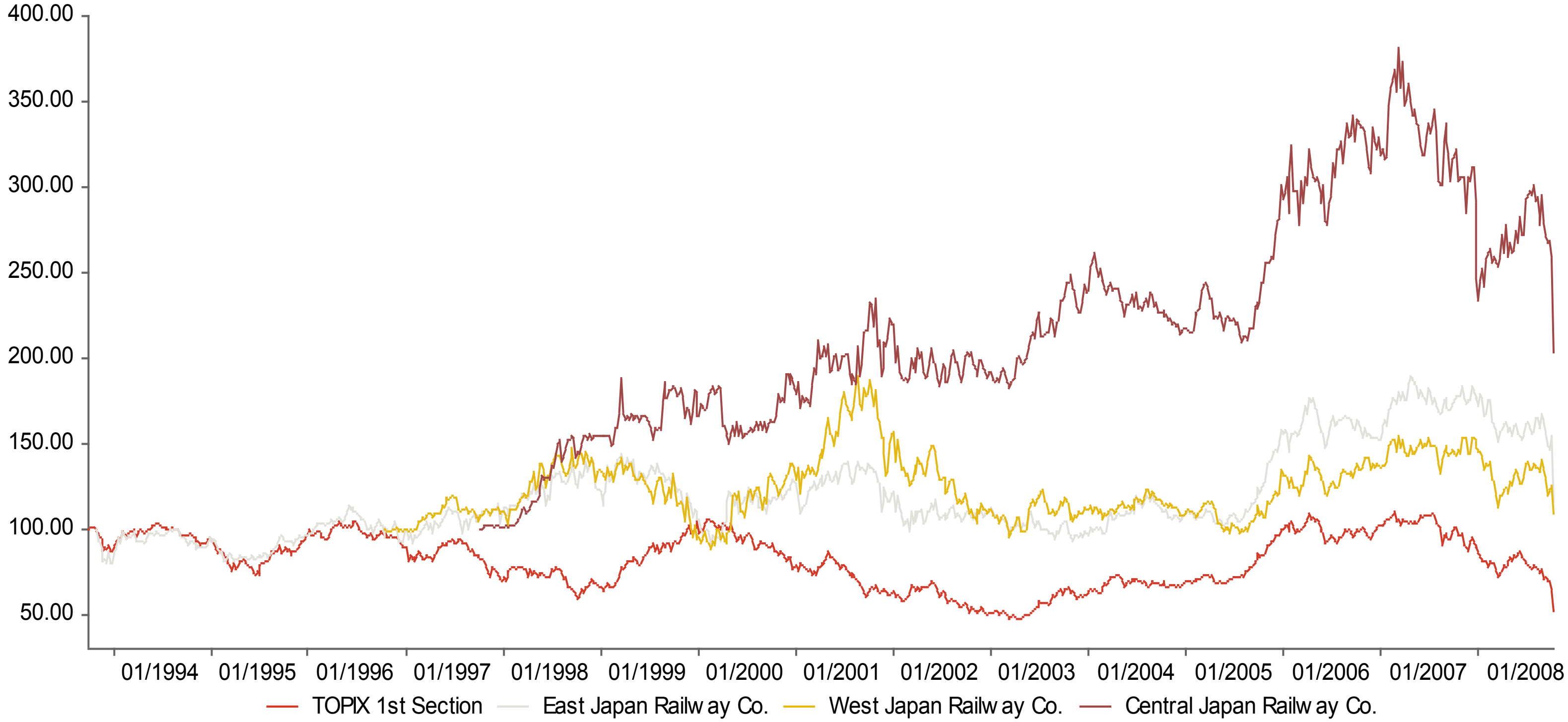
Focusing on key operating drivers

- **Urban areas and local areas**
  - To make transparency, passenger business has split up into six regional companies
  - To keep discretion, each company has a quite independent accounting and governance
  - Urban areas keep intensive investments to remain competitive, rather than local areas
- **High speed trains and local trains**
  - Each company allocates much more management resources upon Shinkansen business than local services
  - To start new Shinkansen projects, management team makes decisions at own discretions
- **Passenger business and freight business**
  - Freight business spun-off from regional passenger companies
- **Employees and retired personnel**
  - Old JNR pension system was absorbed by the government
- **Consolidated and non-consolidated group companies (i.e. KIOSK)**
  - Old mutual aid organizations have been re-incorporated as consolidated group companies
  - Those companies have liability to contribute to group profits, based on fair competitions

New companies prove to be very efficient

- **No fare hikes**
  - New companies have never increased railway fares since privatization in 1987
  - Before privatization, JNR fares were much more expensive than private sector railway companies
  - Now, JR fares in some areas can be cheaper than other private sector railway companies
- **No strike**
  - New management teams and labor unions have kept good communications
  - Most employees have enjoyed their employee shareholdings plans
- **Never wasting money**
  - New companies keep very solid investment plans
  - Management teams keep excluding any politicians' pressure
- **Focus on corporate governance as public companies**
  - Independent management from less political influence under the supervision of the Ministry of Land Infrastructure and Transport
  - Stable long-term framework for stakeholders

Share price chart of JR companies since IPO

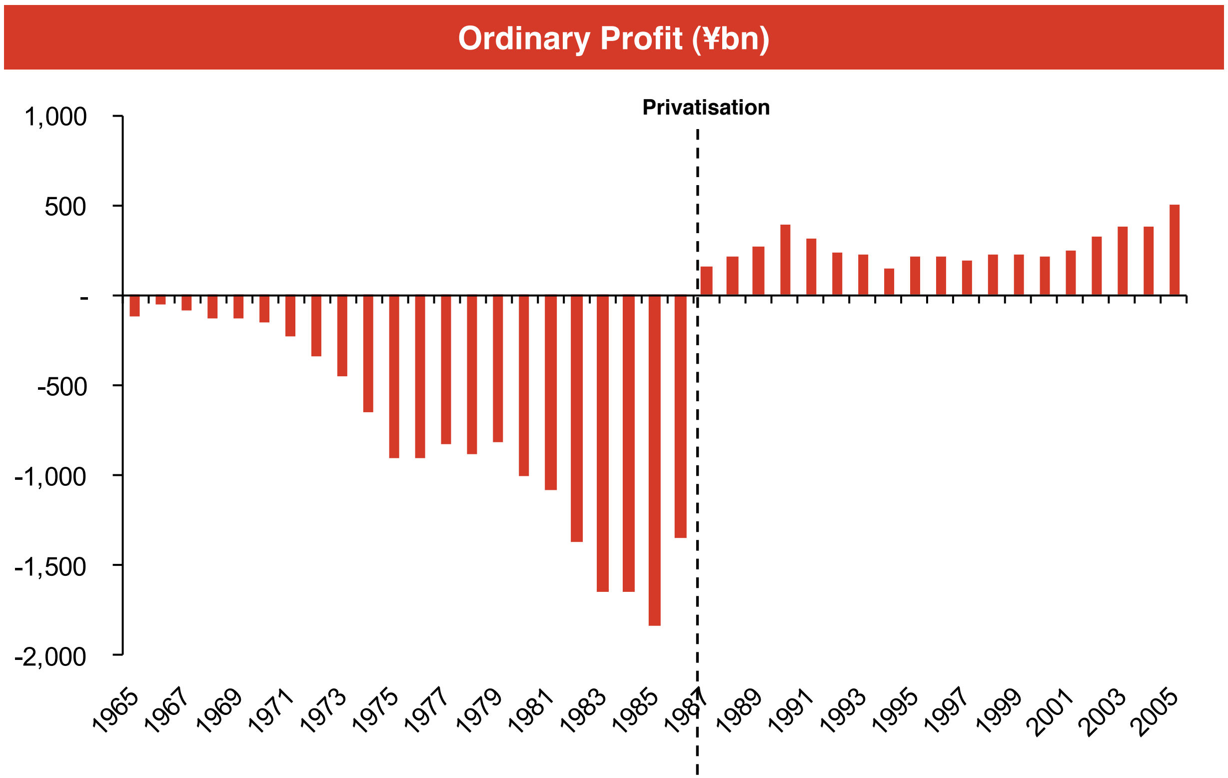


Source: Factset, share price as of 08/10/1997 is assumed to be 100

Stock price of all three listed JR companies is outperforming TOPIX

Financial stability has improved

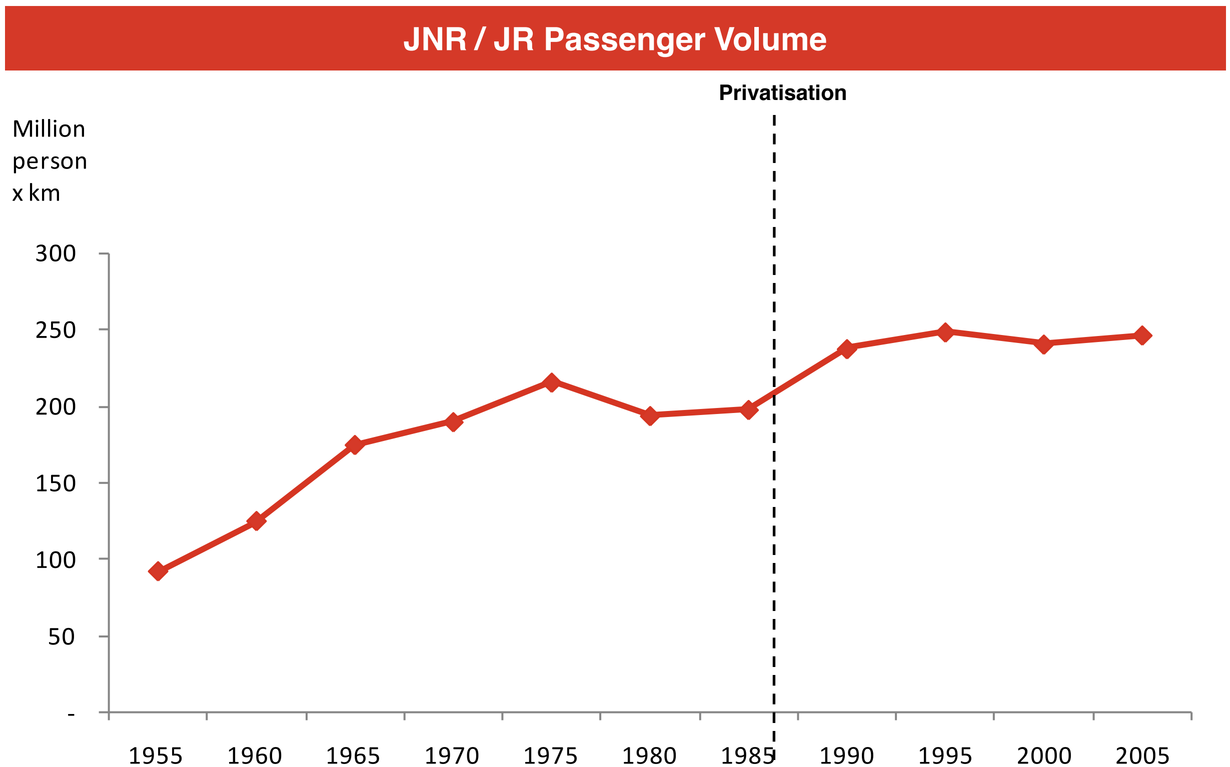
- JR 7 companies in total succeeded in achieving approximately 504 billion yen (€3.36 billion) of the ordinary profit in FY2005



Source : Ministry of Land, Infrastructure, Transport and Tourism

Passenger volume increased 3.4% p.a. after privatization

- Passenger volume increased steadily as a result the improved services and no fare increase policy (except for a 6.6% increase in Hokkaido, Shikoku and Kyushu areas in 1996), whilst it had long stagnated before the break-up and privatization
- Annual passenger volume (person x km) increased by 3.4% p.a. over the past seven years after the privatization, whilst it had increased merely 0.6% p.a. over the past five years before the privatization

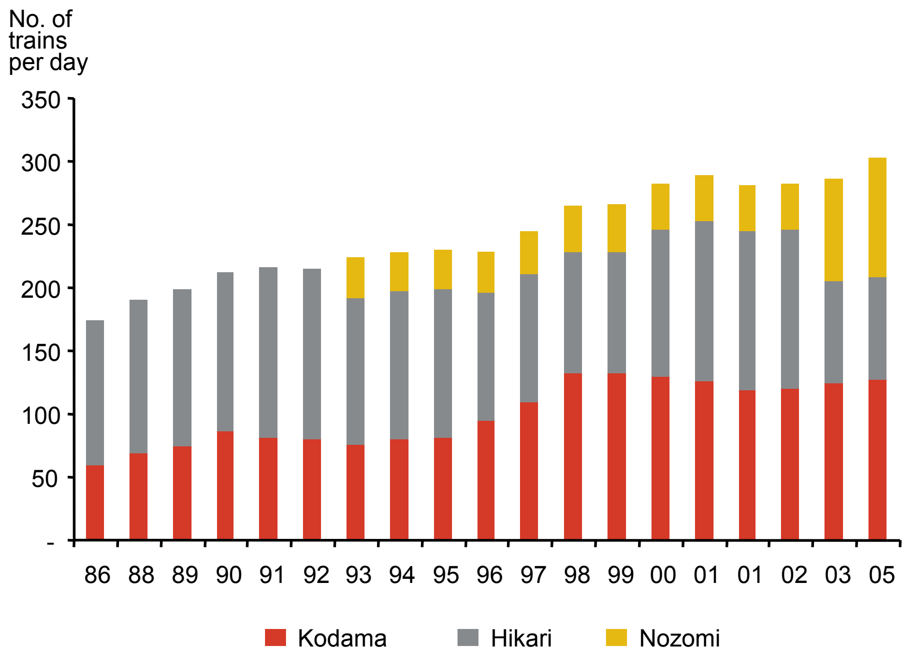


Source : Ministry of Land, Infrastructure, Transport and Tourism

Customer service improved after the privatization

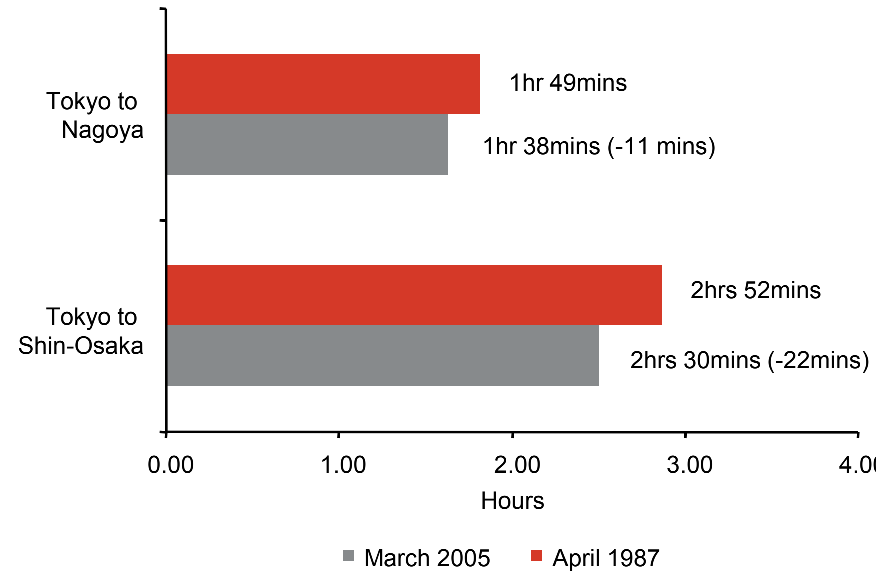
- Users are satisfied the changes after the privatization such as; 1) an increased number of trains and 2) an improved customer service such as speed up

Number of Shinkansen operated by JR West



Source : JR West

Required time of Shinkansen operated by JR Central

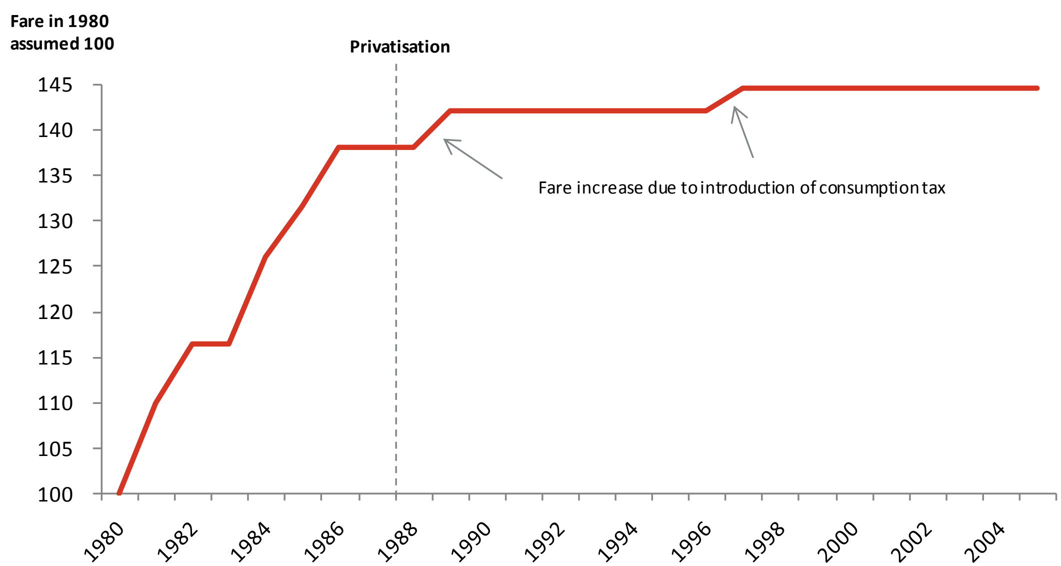


Source : JR Central

Improvement in productivity and no fare increases

- JR had thoroughly reviewed the business outline of JNR and through the mechanization and computerization, JR succeeded in improving its productivity hugely
  - FY1987 – 1.13 million person x km / person
  - FY1996 – 1.62 million person x km / person (x1.43)
  - FY2004 – 1.89 million person x km / person (x1.67)
  - (calculated based on the number of employees in the railways department)
- As a result, JR succeeds in maintaining the current fare level despite the upward tendency of prices (except for a 6.6% increase in Hokkaido, Shikoku and Kyushu areas in 1996), whilst JNR increased the fare almost every year

Movement of Fare (JNR / JR 3 Companies)

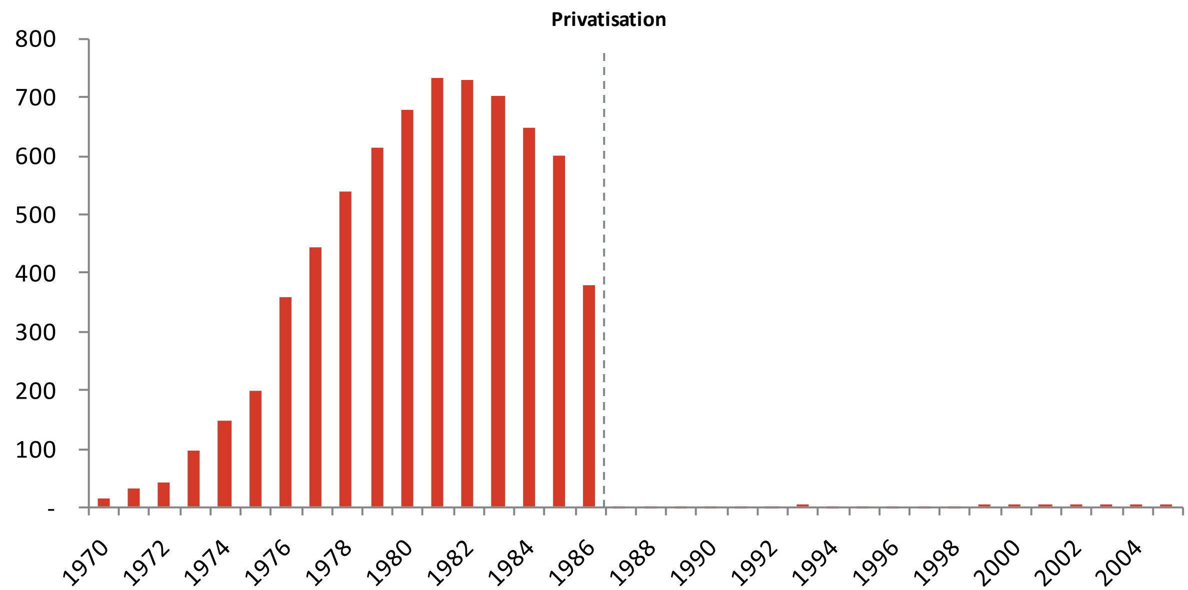


Source : Ministry of Land, Infrastructure, Transport and Tourism

Subsidies were decreased dramatically

- Business condition improved far better than originally expected by the government, as a result of the greatly increased productivity
- During the last stage of JRN, it had recorded a deficit of more than 1 trillion yen (€6.67 billion), despite the large amount of governmental subsidy (600 billion yen - €4.0 billion in FY1985)
- After the privatization, the amount of Subsidies was reduced dramatically and the amount in FY2005 was 1.9 billion yen (€12.8 million)

Subsidies (¥bn)

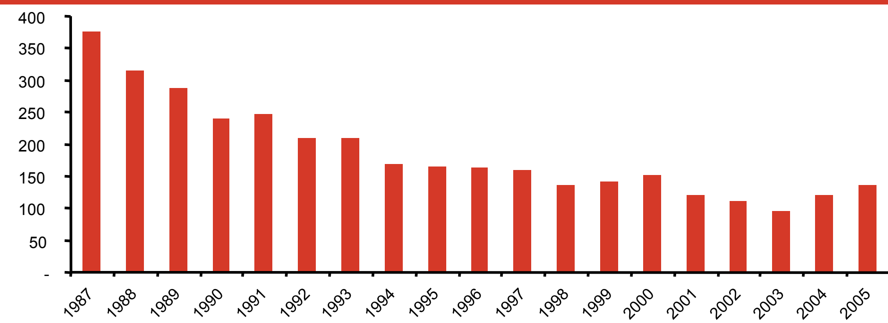


Source : Ministry of Land, Infrastructure, Transport and Tourism

Number of railway accidents decreased

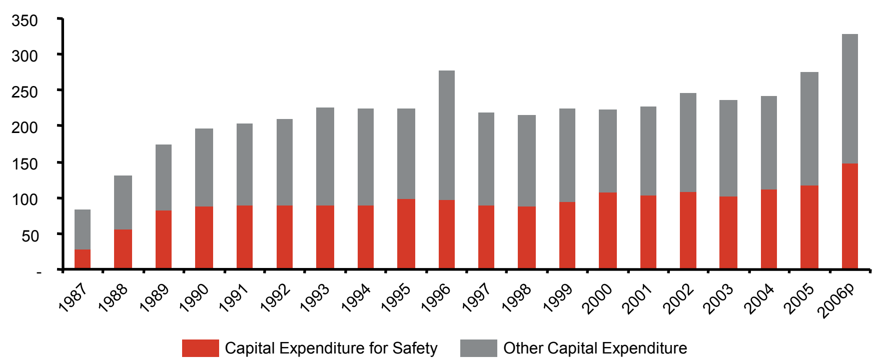
- As a result of the active investment into safety improvement, the number of accidents hugely went down (The number of all JR accidents: 900 accidents in FY1988 to 455 accidents in FY2005)

Number of Railway Accidents by JR East



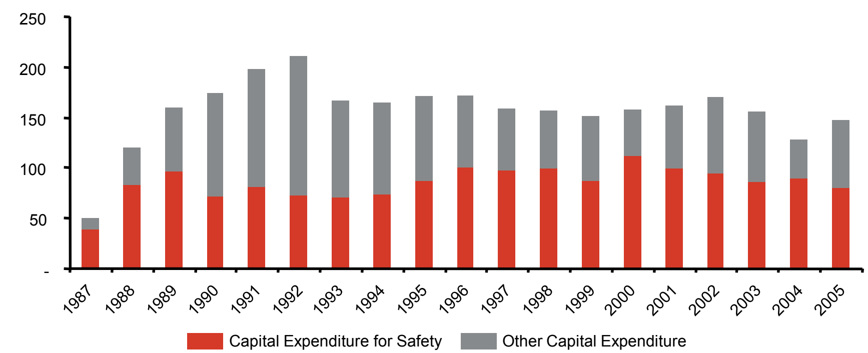
Source : JR East

CapEx for safety improvement (¥bn)



Source : JR East

CapEx for safety improvement (¥bn)



Source : JR Central

Investment Banking

5. Nomura TMT credentials

Nomura's global TMT team comprises over 70 bankers across the world

US

New York

- **Michael Lowry**
- **Hideharu Miyoshi**
- **Hisao Takahashi**

Thomas Weisel Partners
MERCHANT BANKING

- **Usmaan Kitchlew,** IT Services
- **Brad Raymond,** Software
- **Blake Warner,** Digital Media
- **Kevin Swanson,** Telecoms
- **Blake Kim,** Comm's Equip
- **Mark Quinlan,** Semiconductors

Israel

magnolia capital
PARTNERS

- **Rani Cohen**
- **Hagi Schwartz**
- **Irit Hillel**
- **Yoav Hineman**

Europe

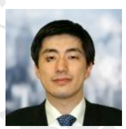
UK

Robert Koenig
Managing Director
Head of TMT Group

Victor Garcia
Director
Hardware, Communications, Clean Technology

Matthew Judge
Director
IT Services, Software

Andy Broom
Vice President



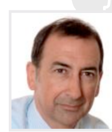
Takashi Miura
Vice President

Kian Hwa Tan
Associate

Henry Möykkynen
Analyst

Varun Verma
Analyst

Axel Majert
Senior Consultant



Giuseppe Sala
Senior Consultant

Asia

India
- **Sharma**
- **Thakkar**
- **Oza**

China
- **Liu**
- **Fan**

Hong Kong
- **Totsuka**
- **Tachiwada**

Korea
- **Song**
- **Kil**

Singapore
- **Kong**

Taiwan
- **Chiang, P**
- **Chiang, E**

Thailand
- **Nimit**

Vietnam
- **Nam**

Japan

Tokyo

Coverage
- **Hasegawa,** Technology
  - **Mori**
  - **Yanai**
- **Mori** Telecom; Media
  - **Takemura**
  - **Teshima**

M&A
- **Hashimoto**
- **Kobayakawa**

Industry Research
- **Amatsu**
- **Jo**

Nagoya

Coverage
- **Otsuka**

M&A
- **Ushiro**

Osaka

Coverage
- **Sakajiri**

M&A
- **Ono**

Nomura team experience in the global Telecom sector

Selected Telecoms Equity Offerings [1]

Company	Role	Transaction	Value	Date
Softbank	Global Coordinator & Bookrunner	Secondary Offering	¥48,691,000,000	Dec 2003
Telkom SA	Joint Global Co-ordinator & Bookrunner	IPO & Equity Offering	US$539m / US$930m	Mar 2003
Korea Telekom	Co-lead Manager	Privitisation & Secondary Offering	US$2,240,000,000	Jun 2001
KDDI	Global Coordinator & Bookrunner	Block Trade - Japan	US$373,000,000	Jun 2001
Lithuanian Telecom	Co-Lead Manager	Initial Public Offering	US$160,500,000	May 2000
Deutsche Telekom	Co-Lead Manager	Secondary Offering	US$12,400,000,000	Jun 2000
Telia	Co-lead Manager	Initial Public Offering	US$8,635,000,000	Oct 2000
Estonian Telecom	Joint Lead Manager & Bookrunner	Initial Public Offering	US$221,000,000	Feb 1999
BTC	Lead Manager & Bookrunner	Initial Public Offering	US$31,000,000	Jun 1997
TPSA	Co-Lead Manager	Initial Public Offering	US$924,000,000	Nov 1998
Eutelsat	Bookrunner & Lead Manger	Secondary Offering	EUR76,500,000	Mar 2007
Inmarsat	Joint Bookrunner & Joint Lead Manger	Secondary Offering	EUR496,422,000	Mar 2006
SK Telecom	Joint Bookrunner & Joint Lead Manger	Convertible Bond	EUR274,600,000	May 2004

Selected Telecoms Advisory Experience [1]

Company	Role	Transaction	Value	Date
NTT DoCoMo	Adviser to NNT DoCoMo	Capital alliance with Kadokawa Group	US$40,000,000	Nov 2006
France Telecom / Mobi63	Financial Adviser	Evaluation of Acquisition of Mobi63	ND	Sep 2006
NTT DoCoMo	Financial Adviser	Share buyback	US$2,400,000,000	Aug 2005
Vodafone		Strategic investment by Vodafone International Holdings B.V. in Vodafone Holdings K.K.	¥196,000,000,000	May 2004
Cesky Telecom	Adviser to the Board	Privatisation Sale to Telefonica	€4,500,000,000	Apr 2005
Bulgaria Telecom	Government Adviser	Privatisation	€280,000,000	Jun 2004
NTT DoCoMo	Financial Adviser	Acquisition by NTT DoCoMo of a 40% stake in Sony's FeliCa Networks smart card IC business		Jun 2004
Orange SA	Joint Adviser to the Board of Orange	Secondary Offering	€6,600,000,000	Oct 2003
TeliaSonera	Adviser to the Finnish Government		€20,000,000,000	Dec 2002
JR East	Financial Adviser	JR East mandated Nomura to act as sell-side advisor in responding to Vodafone's offer	US$2,683,000,000	Jun 2001

1) Includes transactions completed by team members at previous institutions

Certain of the transactions set out above were roles undertaken by the Lehman Brothers Asia and Europe, whose investment banking businesses were acquired respectively by Nomura Holdings Inc. on September 30 2008 and Nomura International plc on October 13 2008

Leading TMT equity research with strong reputation with institutional investors

Telecoms Equity Research Capability in Europe

Martin Mabbutt
Telecoms, Western Europe
Media

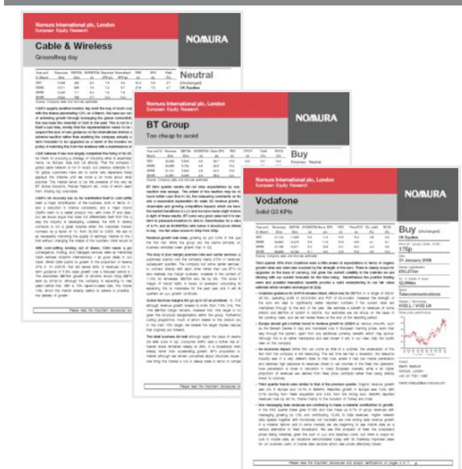
BSkyB Telefonica
BT Vodafone
Cable & Wireless Virgin Media
Deutsche Telekom
France Telecom
KPN
Telecom Italia

Richard Ferguson
Telecoms, Emerging Markets

America Movil	Telcom SA
Comstar	TSPA
Magyar Telekom	Turkcell
MTN	Vimpelcom
MTS	
Orascom	
Rostelecom	
Sistema	

- **Deep TMT sector research coverage with specialist sector knowledge**
  - **27 TMT sector analysts globally**
- **Access to tier 1 investors**
- **Able to raise company's profile**
- **Providing aftermarket coverage**

UK Stock Coverage



European Themed Research

Global Sector Coverage

Understanding and expertise in conducting global Tech sector offerings

Global Tech offerings *

Pos.	Bookrunner	No.	Deal Value (Euro m)	%share
1	Nomura	151	16,513.45	7.42
2	Citi	135	31,270.82	14.06
3	Goldman Sachs	131	38,782.20	17.44
4	Credit Suisse	120	33,617.65	15.12
5	JPMorgan	119	29,048.24	13.06
6	Morgan Stanley	114	36,184.60	16.27
7	UBS	108	23,456.00	10.55
8	Taiwan Securities (HK) Co Ltd	102	1,751.03	0.79
9	Merrill Lynch	98	22,451.75	10.09
10	Deutsche Bank	88	19,189.87	8.63
	Subtotal	**949**	**144,786.22**	**65.10**
	Total	**4,107**	**222,406.46**	**100.00**

Source: Dealogic, all deals since 2004

Selected Recent Global Technology Offerings

Company	Role	Offering	Amount	Date
Greentech	Lead Manager & Bookrunner	Secondary Offering	€153,000,000	Oct 2007
PowerFilm	Placing Agent	Secondary Offering	US$20,500,000	Jun 2007
Asia Media Co	Lead Manager & Bookrunner	Initial Public Offering	US$43,185,000	Apr 2007
Ulvac Inc.	Lead Manager & Bookrunner	Convertible Bond	US$132,000,000	Mar 2007
Protherics	Joint Lead Manager	Initial Public Offering	£38,000,000	Dec 2006
Infosys Technologies	Joint Lead Manager & Bookrunner	Secondary Offering	US$1,605,000,000	Nov 2006
Ricoh Co	Joint Lead Manager & Bookrunner	Convertible Bond	US$481,390,000	Nov 2006
Sharp Corp	Lead Manager & Bookrunner	Convertible Bond – 0% (2013)	US$1,761,000,000	Oct 2006
Matsushita Electric Industrial Co. Ltd	Joint Lead Manager & Bookrunner	Secondary Offering	US$830,000,000	Sep 2006
Elpida	Joint Lead Manager & Bookrunner	Secondary Offering	US$1,200,000,000	Jul 2006
Airtricity	Joint Financial Adviser	Private Placement	€385,000,000	Jul 2006
PuriCore	Joint Lead Manager	Initial Public Offering	£30,000,000	Jun 2006
BenQ	Lead Manager & Bookrunner	Secondary Offering	US$41,300,000	Apr 2006
Optos	Joint Lead Manager & Bookrunner	Initial Public Offering	US$88,500,000	Feb 2006
Sony Corp	Joint Lead Manager & Bookrunner	Initial Public Offering	US$253,000,000	Dec 2005

Selected Tech Advisory Experience [1]

Company	Role / Transaction	Amount	Date
TDK Corporation	Joint Financial Adviser. Advised TDK on the launch of its public tender offer for EPCOS	€1,400,000,000	Pending
NTT DoCoMo	Co-adviser to NTT DoCoMo. Acquisition of a 30% stake in TM International (Bangladesh) Ltd	US$350,000,000	June 2008
Rohm	Acquisition of Oki Electric Industry Co's (Japan) chipmaking business by Rohm (Japan)	€620,000,000	May 2008
JVC	Merger between JVC (Japan) and Kenwood (Japan)	€750,000,000	May 2008
Motorola	Public takeover of Vertex Standard (Japan) by Motorola (US)	€57,000,000	Jan 2008
NTT Data	Public takeover of itelligence (Germany) by NTT Data (Japan)	€153,000,000	Jan 2008
interTouch	Acquisition of MagiNet (Singapore) by interTouch (Singapore)	€104,000,000	Dec 2007
Canon Marketing	Acquisition or Argo21 Corporation (Japan) by Canon Marketing (Japan)	€77,000,000	May 2007
Xchanging	Independent adviser to Xchanging (UK) on its IPO on the London Stock Exchange	€338,300,000	Apr 2007
Ricoh Co Ltd	Acquisition of InfoPrint Solutions (US) by Ricoh (Japan) from IBM	€539,000,000	Jan 2007
Hitachi Ltd / Clarion Co. Ltd	Strategic investment by Hitachi (Japan) in Clarion (Japan)	US$105,000,000	Jan 2007
Carlyle / Unison	Acquisition of Toshiba Ceramics Co Ltd (Japan) by Sponsor Consortium	€744,000,000	Dec 2006
Ricoh Europe	Acquisition of Danka Business Systems' (UK) European business by Ricoh (Japan)	€167,000,000	Oct 2006
Dainippon Screen MFG	JV between Applied Materials (US) and Dainippon Screen's (Japan) coater developer business	€118,000,000	Jul 2006
Intel Capital	Acquisition of convertible bonds of Bitwallet (US) by Intel Capital (US)	€33,000,000	Apr 2006
Omron Corp / Scientific Technologies Inc	Acquisition of Scientific Technologies (US) by Omron Corporation (Japan)	€70,000,000	Apr 2006
Komatsu E.M.	Public offer of Komatsu Electronic Metals (Japan) by SUMCO (Japan)	€462,000,000	Apr 2006
Invensys plc	Disposal by Invensys plc (UK) of its Lambda business to TDK Corp (Japan)	€194,000,000	Sep 2005
Access	Fairness opinion on acquisition of Palmsource (US) by Access (Japan)	€243,000,000	Sep 2005
Elata	Sale of Elata (UK) to Qualcomm (US)	€46,000,000	Aug 2005

Certain of the transactions set out above were roles undertaken by the Lehman Brothers Asia and Europe, whose investment banking businesses were acquired respectively by Nomura Holdings Inc. on September 30 2008 and Nomura International plc on October 13 2008.

6. Nomura transport credentials

Investment Banking

Nomura's global Investment Banking team comprises more than 25 Transport bankers

Europe

Shu Matsuura
Managing Director
Head of Transport and Logistics

Robert Davis
Managing Director
Head of M&A Team

Peter Wyatt
Director

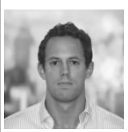
Michael Mueller
Director, Head of Germany, Austria & Switzerland

Michiel Ybema
Vice President

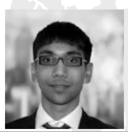
Julian Skeels
Vice President

Jameel Madhani
Associate

Andrew McCarthy
Associate



Richard Rohleder
Analyst



Asif Ziaullah
Analyst

Asia

Tokyo		Hong Kong	Singapore
Soejima	*Saeki*	*Tachiwada*	*Kong*
Hosoda	*Kawamura*	*Yue*	*Kwok*
Yuge	*Miyazaki*	*Ando*	*Goh*
Hayashi	*Shimizu*	*Lau*	*Takenaka*
Mutou	*Teshima*		

Nomura expertise in transport sector

Keikyu · Posteitaliane · PDA · Nippon Travel Agency · Jalux · Deutsche Post · Sinotrans · Hochtief · Tokyo Metro · Hainan Meilan Airport Co. Ltd. · Seino · KWE · NAA Narita Airport · Alitalia · Meilan Airport · Temasek Holdings · Athens International Airport · ANA · Korean Air · Itochu · Tokyu Corporation · BALtrans Group · Düsseldorf International · SAA South African Airways · "K" Line · TAP Portugal · 相模 · Berlin Airports · i-Logistics Corp. · JR-Hokkaido · 日本郵政公社 Japan Post · 北京首都国际机场股份有限公司 Beijing Capital International Airport Co.,Ltd. · Hamburg Airport · JR-Central · JR-East · Mitsui-Soko Co., Ltd. · Yusen Air & Sea Service Co., Ltd. · JR-West · JR Kyushu · Jardines · KfW Bankengruppe · Azuma Shipping Co., Ltd. · Mitsui O.S.K. Lines · Hitachi Transport System · Hanshin Electric Railway Co., Ltd. 阪神グループホームページ

Nomura's equity expertise in the transport sector

Asian transport offerings*

Pos.	Bookrunner	No.	Deal Value EURm	%share
1	Nomura	27	8,293.22	15.17
2	UBS	24	18,452.58	33.76
3	Daiwa Securities SMBC Co Ltd	21	1,041.02	1.90
4	Citi	18	4,854.74	8.88
5	JPMorgan	16	4,449.20	8.14
6	DBS	15	1,316.38	2.41
7	CIMB Group	14	755.30	1.38
8	Mitsubishi UFJ Securities	13	365.00	0.67
8	Kim Eng Securities	13	226.79	0.41
8	Goldman Sachs	13	6,166.86	11.28
	Subtotal	**162**	**25,205.59**	**46.12**
	Total	**373**	**54,650.85**	**100.00**

Source: Dealogic, all deals in Asia since 2000

European transportation offerings*

Pos.	Bookrunner	Deal Value EURm	No.	%share
1	JPMorgan	3,794.07	12	28.12
2	Citi	2,483.85	5	18.41
3	Nomura	2,000.69	4	14.83
4	SEB	1,845.70	10	13.68
5	UBS	1,843.77	7	13.66
6	Lazard-NATIXIS	1,754.65	2	13.00
7	Morgan Stanley	1,481.50	6	10.98
8	HSBC	1,196.08	2	8.86
9	Merrill Lynch	1,129.77	9	8.37
10	RBS	963.15	2	7.14
	Subtotal	**8,080.41**	**44**	**59.89**
	Total	**13,493.05**	**94**	**100.00**

Source: Dealogic, all deals in Europe since 2007

Selected Recent Global Transport Offerings

Company	Role	Type	Amount	Date
Central Japan Railway Co	Global Co-ordinator and Bookrunner	Privatisation	US$4,301,560,000	Jul 2005
Groupe Eurotunnel	Joint Bookrunner & Joint Lead Manger	Privatisation	EUR1,484,686,000	May 2008
KfW / Deutsche Post	Sole Lead Manager and Sole Bookrunner	Exchangeable Bond – 0.5% (2010)	€1,100,000,000	Jan 2005
JR East	Joint Global Co-ordinator & Bookrunner	Privatisation & Secondary Offering	US$2,140,000,000	Jun 2002

Selected Tech Advisory and Debt transactions Experience [1]

Company	Role	Description	Amount	Date
JR Central	Acquisition	Tender Offer for Nippon Sharyo Ltd.	¥ 26,225,000	Aug 2008
Keihin Express Railway	Strategic restructuring of subsidiaries	Consolidation of Keikyu's bus companies	¥2,540,000,000	April 2007
Keihin Express Railway	Strategic restructuring of subsidiaries	Consolidation of Keikyu's supermarket	¥ 26,225,000	Mar 2006
Sagami Railway Group	Stock for stock acquisition of 2 listed group companies	Strategic restructuring of affiliates	ND	Jan 2005
Hanshin Electric Railway Co. Ltd.	Strategic Merger	Stock swap with a affiliate of Department Store	N/A	Apr 2005
Tokyo Metro	Bookrunner	2.36% (2024)	US$95,200,000	Sep 2004
Tokyo Metro	Bookrunner	1.68% (2014)	US$95,200,000	Sep 2004
East Japan Railway Co	Bookrunner	1.87% (2014)	US$238,100,000	Jul 2004
East Japan Railway Co	Bookrunner	2.26% (2014)	US$95,200,000	Apr 2004

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