

Governance

Note: Unless otherwise indicated, the reporting scope is the Group.

Corporate Governance

Category	Item	Unit	FY2022
Meetings in FY2022*	Board of Directors	Meetings held	15
	Audit & Supervisory Committee		12
	Advisory Committee Relating to Nominations and Compensation		9
	Management Committee		47
	Budget Committee		10
	Risk Management Committee		7
	Sustainability Committee		3
	DX Strategy Committee		13

*Reporting scope: Nomura Real Estate Holdings

Category	Item	Unit	FY2019	FY2020	FY2021	FY2022
Attendance rate at meetings of the Board of Directors and the Audit & Supervisory Committee*	Board of Directors	%	99.0	100	99.6	99.4
	External Directors		97.5	100	99.0	98.2
	Audit & Supervisory Committee		100	100	100	100
	External Directors who serve as Audit & Supervisory Committee Members		100	100	100	100
	Advisory Committee Relating to Nominations and Compensation		—	—	—	100
	External Directors		—	—	—	100
Annual total compensation ratio*	Ratio of compensation between CEO and employees	—	13.7:1	13.1:1	16.8:1	17.3:1

*Reporting scope: Nomura Real Estate Holdings

Compliance

Category	Item	Unit	FY2020	FY2021	FY2022
Points of contact for Group employees	Number of consultations received by the Group's points of contact*1		45	39	52
	Consultations on harassment	—	—	26	31
	Consultations on other issues		—	13	21
Compliance with Japan's Anti-Monopoly Act, the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors (the so-called Subcontracting Act), etc., and Preventing Corruption and Bribery	Number of significant legal violations, fines, or penalties related to corruption or bribery including facility payments	—	0	0	0
	Number of violations of the Anti-Monopoly Act and the Subcontracting Act	—	0	0	0
	Fines related to the Anti-Monopoly Act (including other relevant laws)	Yen	0	0	0
	Investigations related to the Anti-Monopoly Act (including other relevant laws)		0	0	0
	Corruption cases such as graft and bribery	—	0	0	0
	Investigations related to corruption cases such as graft and bribery		0	0	0
Actions for compliance violations	Number of significant concerns communicated to the highest governance body	—	—	0	0
Tax payments by country and region*2	Total tax payments		—	25,563	28,896
	Japan		—	25,343	28,660
	UK		—	96	171
	Vietnam		—	56	62
	Thailand	Million yen	—	3	0
	Ireland		—	1	0
	China		—	0.8	1.8
	Hong Kong		—	0.5	0.8
	Singapore		—	0.4	0.3

*1 Total number of consultations

*2 Source: Country-by-Country Report (CbCR)

Category	Training Type	Target Participants	Number of Events (times)	Number of Participants (persons)	Participation Rate (%)	
Complying with Regulatory Requirements and Raising Awareness	Group-wide training	Group employees	Bi-monthly	—	100	
		Group employees	1	137	100	
		Compliance officers	1	12	100	
	Rank-specific training	Group supervisors and compliance promoters	10	788	100	
		Newly promoted managerial employees of the Group	1	166	100	
		Mid-career hires of the Group	4	236	100	
	Compliance training for overseas business personnel in FY2022*	Training through e-learning	New local hires at local subsidiaries	1	9	100
			Newly appointed overseas business personnel	1	31	100
			Officers and employees in departments related to overseas business	1	31	100
		Online hybrid training (online + onsite)	Officers and employees in departments related to overseas business	1	103	100

*In fiscal 2022, we conducted training on compliance basics, data compliance, and anti-bribery.

Risk Management

Category	Item	Unit	FY2019	FY2020	FY2021	FY2022
Risk Management Committee and Group Risk Liaison Committee meetings held	Number of meetings held	—	12	13	13	13
Provision for lawsuits involving violations of laws and regulations, and environmental, social, and governance (ESG) issues		Yen	—	0	0	0

Supply Chain Management

Category	Item	Unit	FY2020	FY2021	FY2022
Procurement guidelines engagement results	Procurement guidelines survey implementation rate*	%	—	37	51
	Number of companies responding to procurement guideline survey	—	—	89	154
	Number of legal and regulatory violations	—	0	0	0

*Implementation rate is calculated using the overall procurement amount of the relevant Group companies as the denominator and the procurement amount (transaction amount) of the companies responding to the survey as the numerator.