

### Nomura Real Estate Holdings, Inc.

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# New Value, Real Value Integrated Report 2020







### Our Group Vision/Action guideline

Our Group Vision "New Value, Real Value"

# New Value, Real Value

Integrating all that is precious to people and communities,
we build cities—dynamic stages that connect today with tomorrow's possibilities,
and embrace every moment of life's pursuits.

We create new value, social value, and, above all, real value.

Action guideline "What We Value" -

### Client-first approach

We maintain our "client-first" approach as well as our attitude to ensure trust and fulfill expectations, which we have valued since the foundation of the company.

### Creating new value based on original ideas

We pursue creating new value with free and out-of-the-box thinking, placing importance on anticipating future and global perspectives.

### Always being a challenger

We always bear in mind that we are a challenger and take on new challenges with humility and ambition.

### Acknowledging our growth with society

Ever mindful of our responsibility and pride in creating the future for people and cities, we contribute to society and continue to be a company on which it relies.

### Working with vigor and achieving wellness

Recognizing that working with vigor brings growth to both the company and ourselves, we take the utmost care of our mental and physical health.

### **Editorial policy**

### **Editorial policy**

This integrated report is published in order to foster understanding and serve as a tool for a deeper dialogue among shareholders, investors, and other stakeholders of the Nomura Real Estate Group. It explains the Group's approaches, strategies, and specific measures toward the creation of mid- to long-term value (social value and economic value) by giving consideration to the external environment and linking financial and non-financial information.

This report focuses on explaining the Nomura Real Estate Group's value creation process and distinctive business models and other initiatives to realize value creation. It also strives to communicate the likelihood of creating the kind of value the Group aspires to through the messages from top managements and dialogue between the Chairman of the Board of Directors and an External Director.

The editing and layout of this report follow guidelines such as the International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC) and the Guidance for Integrated Corporate Disclosure and Company–Investor Dialogues for Collaborative Value Creation of the Ministry of Economy, Trade and Industry. In addition, feedback and requests raised during dialogues with investors have been also incorporated.

### About the cover

The Nomura Real Estate Group engages in the businesses of developing real estate and providing real estate-related services. We strive to create new value by resolving social issues through "building cities—dynamic stages that connect today with tomorrow's possibilities" and "embracing every moment of life's pursuits."

By effectively utilizing our corporate colors, specifically orange (hospitality, spirit of challenge) and purple (originality, dignity), the cover of this report expresses our urban development and unfaltering commitment to the achievement of Our Group Vision.



### Referenced guidelines

- Global Reporting Initiative (GRI) Standards
- ISO 26000-Guidance on Social Responsibility
- International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC)
- Guidance for Integrated Corporate Disclosure and Company–Investor Dialogues for Collaborative Value Creation of the Ministry of Economy, Trade and Industry



### Period covered by the report

This report covers the period from April 1, 2019 to March 31, 2020.

Parts may discuss information from times prior to this period or activities or outlooks for times following this period.

### Scope of the report -

Nomura Real Estate Holdings, Inc. and Nomura Real Estate Group 23 companies

### Forward-looking statements

This integrated report contains forward-looking statements about the future plans, strategies, and performance of Nomura Real Estate Holdings, Inc. ("the Company") and its consolidated subsidiaries ("the Group"). These forward-looking statements are not historical facts.

Rather, they are estimates, forecasts, and projections based on information currently available to the Company and are subject to a number of risks and uncertainties, which include economic trends, intensification of competition in the real estate industry, legal and taxation systems, and other regulations. As such, actual results may differ from those projected.

Integrated Report 2020

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Eiji Kutsukake President and Representative Director, Group CEO



Seiichi Miyajima Executive Vice President and Representative Director, Group COO



Makoto Haga Director, Group CFO

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### Information disclosure on the website-

Additional information can be found on our website.



### Home page

https://www.nomura-re-hd.co.jp/english/



# Integrated report and financial report https://www.nomura-re-hd.co.jp/english/ir/ir\_library/annualreport.html •Investor relations https://www.nomura-re-hd.co.jp/english/ir/ -Management policy -Financial information -IR library -Stock information etc. Non-financial information © Company information •Business overview •Sustainability/ESG https://www.nomura-re-hd.co.jp/english/csr/ download/ etc.

### The Nomura Real Estate Group's history of challenge

We have continued to take on challenges amid these changing times while anticipating the needs of customers and society. Our past initiatives created the current and future values.

1957–1990

### High economic growth period—Bubble economy

### Social situation

1964 Tokyo Olympics held 1985 Plaza Accord 1989 Nikkei Stock Average recorded all-time high

- · Shortage of high-quality housing to
- occurred in urban areas · Development of urban infrastructure accompanying rapid economic growth

### The Group at the time

- Transferred from Nomura Securities' asset
- management company to real estate developer



Spun off from Nomura Securities and launched real estate ess focused on leasing and management of office

### Initiatives at the time

### Entered into the residential development business

In 1957, the Company was established as a company to hold and manage Nomura Securities's new head office building. Subsequently, the Company took its first step in entering the residential development business by developing the Kajiwarayama residential area (Kanagawa Pref.) in 1961, to solve the housing shortage during the postwar reconstruction boom. In 1963, the Company advanced into the condominium development business and firmly established its position as a major private developer. In addition, when only short-term loans were available for housing, we established a housing trust system that pioneered the current housing loans and set the possible installment period for 10 years. The Company's market-in approach, which promotes thinking from the customers' perspective, has been cultivated ever since.



Launched real estate development business with development of Kajiwarayama residential area in Kanagawa



1963 Launched condominium development business with construction of Co-op Takenomaru in

Kanagawa

### Developed the Shinjuku Nomura Building, a skyscraper integrating the latest technologies

The office building business is the origin of the Group, starting from the construction of the new building for Nomura Securities, and has steadily expanded, including the completion of the Nomura Real Fstate Edobashi Building (currently Dai-ni Edobashi Building) in 1973. Later, construction of high-rise buildings was facilitated by the revision of the Building Standards Act. In 1978, the Shiniuku Nomura Building was completed, a cuttingedge skyscraper featuring the latest disaster prevention equipment and resource conservation. Through this construction together with the Group-wide activities, including leasing tenants, valuable expertise was accumulated which contributed to the subsequent expansion of the office building



Completed construction of the Shinjuku Nomura Building. Head Office was moved from Nihonbashi to

### Now and toward the future

### Build residences that can maintain high quality over the years ahead

An array of residences developed by emphasizing the market-in approach and the commitment to quality since its foundation have maintained their beautiful townscapes and residential quality, which constitute the Group's DNA. In addition, the large-scale repair works by the Property & Facility Management Business Unit and the brokerage business for condominiums and detached housings by the Property Brokerage & CRE Business Unit have continually generated value.



The Kajiwarayama residential area in Kanagawa that maintains its beautiful



Co-op Takenomaru that maintains high quality even after 50 years of construction

### Expand the mixed-use development business

In 2020, the construction of TOKYO TORANOMON GLOBAL SQUARE was completed to facilitate the convenience and comfort of working people. Meanwhile, the Nihonbashi 1-Chome Central District Redevelopment, including Nomura Securities's former headquarters the Dai-ni Edobashi Building, showcases the Group's business performance in the past, present, and future.



TORANOMON GLOBAL SQUARE



Nihonbashi 1-Chome Central District Redevelopment Project scheduled to be completed

### 1991–2002

### Bubble burst—Recession in the 1990's/Lost decade

- into account of the necessity for higher seismic adequacy in consideration of the damage caused by the Great Hanshin-Awaji Earthquake

   Accelerated population inflow toward urban centers, buying motivation of those with actual demand due to falling land prices in urban centers increased

### The Group at the time

# profit caused by the economic crisis Downsized balance sheets and reinforced the financial soundness

### Initiatives at the time

Concentrated business resources into the residential development business and generated the PROUD

When the bubble burst, the economy and the real estate market conditions rapidly deteriorated. Under the harsh environment, the Group grasped the residential needs that were returning to urban centers due to falling land prices and concentrated its business resources on the condominium business. In 2002, the Group announced its unified residential brand, PROUD. With proactive advancement centered on the brand strategy, the Group refined its characteristics of the integrated development, sales, and management system.



Announced PROUD as the unified residential brand of products and Completed construction of PROUD Kugayama (2003)

# Started asset management and property

Since the dawn that took place in the latter half of the 1990s, the Group focused on the future potential. of the real estate securitization business and entered in the asset management business utilizing external funds. As we continued to accumulate expertise through the structuring of real estate funds, we started the property development for sales business. In 2001, the retail facility Fab Minami-Osawa, developed on the premise of selling to investors. was completed.



### 2001 Completed construction of Fab Minami-Osawa, a retail facility developed using the real estate securitization

### Made use of IT in the real estate brokerage business ahead of competitor

Noticing the potential for the use of IT systems supported by rapid improvement of the Internet infrastructure ahead of competitors, the Group launched nomu.com. its real estate information website, in 1999. Because nomu.com functioned as a point of contact with customers, it became possible to grasp their needs via both real stores and the Internet, which facilitated the growth of the real estate brokerage business.



### Now and toward the future

### Make use of high-quality real estate stock: "re:Premium"

Condominiums that the Group has continued to supply have become high-quality real estate stock and contribute to the growth of the Property Brokerage & CRE Business Unit and Property & Facility Management Business Unit To enable the reduction of buildings' life-cycle cost, the Property & Facility Management Business Unit developed "re:Premium" as an initiative for long-term, large-scale repair works for many properties of PROUD that undergo the first large-scale repair works because approximately 20 years have passed since the announcement of PROUD. Aiming to provide housing where people can always live with comfort and safety/ security, the Group will continue to offer better services.



### Expand asset management business

Leveraging the expertise accumulated over years of operations in the asset management business, the Group has managed Nomura Real Estate Master Fund, which is one of the largest J-REITs, and Nomura Real Estate Private REIT, which is the first private REIT in Japan. Including the real estate investment manager Lothbury in the UK, which joined the Group in 2018, the assets under management (AUM) amount to approximately ¥1.8 trillion. Through the acceleration of the initiatives for environment, social, and governance (FSG) and other measures, we have continued to be a leading company in the industry.



### nomu.com, the top real estate company website (brokerage)

There are approximately 220,000 nomu.com members since its launch more than 20 years ago, and it is the top\* real estate company website (brokerage) in terms of access and users. It has made great contributions because many inquiries about sales transactions for the retail brokerage business came from nomu. com. Advanced services have been introduced by using Al and VR, among others, to facilitate transactions for customers.



\*In February 2020, the number of users of Nielsen NetView (excluding access/apps from computers at home or in the office) was approximately 926,000

and the number of users from smartphones of Nielsen Mobile NetView (including access/apps from iOS or Android) was approximately 1,683,000 (the top in terms of the monthly number of users in the real estate company (brokerage) section). The total number of PCs and smartphones is estimated inhouse based on Nielsen Digital data. The comparison target between the real estate agency and the real estate portal site is selected by the Company.

### The Nomura Real Estate Group's history of challenge

### 2003–2010

### Economic recovery—Global financial crisis



2006

Nomura Real Estate Holdings became listed Exchange

### Initiatives at the time

# Made the housing sales business grow and established the PROUD brand

The residential development business that achieved growth along with PROUD contributed to the Group's business expansion. The track record of the accumulated developments based on the market-in approach and the commitment to quality led to the established reputation of PROUD. Backed by the high evaluations of PROUD from customers, the Group began aggressive land acquisition after the global financial crisis ahead of competitors, which significantly contributed to the subsequent further business expansion.



Completed construction of PROUD Minamiaoyama

Take initiatives for the redevelopment

Now and toward the future

business

In 2008, we conducted an M&A with NREG TOSHIBA BUILDING as the disposition of real estate held by nonreal estate companies progressed due to the heightened awareness of the compression of balance sheets and capital efficiency. This company owns a large number of leasing properties, and by joining the Group, the leasing business has expanded as a stable source of income, which is a major step leading to future large-scale development.



NREG TOSHIBA BRUILING (currently Nomura Real Estate Building) joined the Group

Through the market-in approach, the Group discovered the diversified needs of the tenants and people working there and created unique property brands such as PMO (offices) and Landport (logistics facilities). The Group exploited a new market of mid-sized high-grade offices by PMO, and its initiative to rebuild buildings that are aging and concerned about earthquake resistance, and then build a city that is resilient to disasters have contributed to resolving social issues.





2007 Completed construction of Landport Atsugi



Completed construction of

PMO Nihonbashi Honcho

**PMO** 

2008

In order to acquire development opportunities in highly The Shibaura 1-chome District Project to rebuild the convenient area mainly near city center and urban railway stations, it is essential to take initiatives in the redevelopment business. The high appreciation of the customers for PROUD\*1 has given the Group a large will become one of the largest high-quality leasing advantage in the redevelopment business. Due to the synergy effect with the expertise accumulated over many years, the number of residential redevelopment projects



### Make a challenge for the largest-scale, mixeduse development project ever for the Group

Hamamatsucho Building owned by Nomura Real Estate Building into twin towers of 230m high, with 550,000m<sup>2</sup> of gross floor area is now in progress. The twin towers assets in the history of the Group, equipped with area management, top-class environmental functions, and consideration for safety/security, aiming for future urban development.



### Grow mutually with the Group REITs

For further growth of the property development for sales business, the Leasing Value Chain was concluded for mutual growth with the Group REITs and funds through selling-off properties to the REITs and funds. Since 2015, the cumulative total of the transactions amounted to over ¥300 billion, significantly contributing to the growth of the Group.



\*1 PROUD was ranked first in 7 out of 10 categories in the Nikkei, Inc. 2019 Condominium Brand Survey. \*2 Source: Based on in-house research

### Great East Japan Earthquake—Increase in ESG values and progress of globalization



Established NOMURA REAL ESTATE ASIA in

Launched overseas business expansion in Asian

### Initiatives at the time

In response to the changing social structure, such as the declining birthrate and aging society, the Group has promoted the multi-functional and highly convenient urban-type compact town. Funabashi Morino City, completed in 2014, is equipped with necessary functions for people's lives, such as a shopping center and hospital centered around residential areas. In 2017, the elderly housing with supportive services, OUKAS Funabashi, opened there and contributed urban development for many generations.



Completed construction of the urban-type compact town Funabashi



Acquired ÉcoQuartier certification for the first time in the world (except the projects in France) promoted by the French Ministry of the Ecological Transition (eco-district certification)



2017

Opened the Group's first elderly housing with supportive services, OUKAS Funabashi

### Accelerated overseas business

Mainly in the cities of rapidly growing ASEAN countries, the Group has accelerated its overseas expansion by leveraging the expertise cultivated in Japan, including the market-in approach and commitment to quality. In the housing sales business, based on collaborations with local developers, the Group has promoted the provision of products and urban development by accurately grasping needs in the areas with Japanese high-quality project management.



Joined the housing sales business in Bangkok,



2017 Joined the mixed-use development business. including residential and retail facilities, in Manila, the Philippines

### Now and toward the future

### Take initiatives for urban development toward the future

The experience of Funabashi Morino City contributes to the further expansion of the urban-type compact town, sustainable urban development that the Groups has pursued. A variety of developments are now in progress in Hiyoshi, Kichijoji, and Kameido. In 2018, activities for the community-based urban development initiative of ACTO were launched in the course of our urban development toward the future



Completed construction of PROUD CITY Hiyoshi



KAMEIDO PROJECT and PROUD TOWER Kameido Cross

### Strengthen sustainability/ ESG promotion

In order to pass on the Group's history to the future and continuously achieve sustainable growth with all stakeholders in the coming years, the Group has enhanced its initiatives for and information disclosure of sustainability/ESG. In 2016, the Group's COO was appointed as the Chairman of the CSR Committee (currently the Chairman of the Sustainability Committee). Under the belief that all of the Group's business activities should be integrated with sustainability/ESG, a variety of initiatives have been enhanced as well as the signing of the United Nations Global Compact and the Principles for Responsible Investment (PRI) by investment management companies.

Global Compact

Principles for Responsible Investment (PRI)



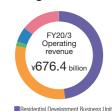


### The Nomura Real Estate Group at a glance

We are a group of companies that creates high added value by leveraging the business resources accumulated over many years and by cooperation of Development Sector and Service Management Sector.

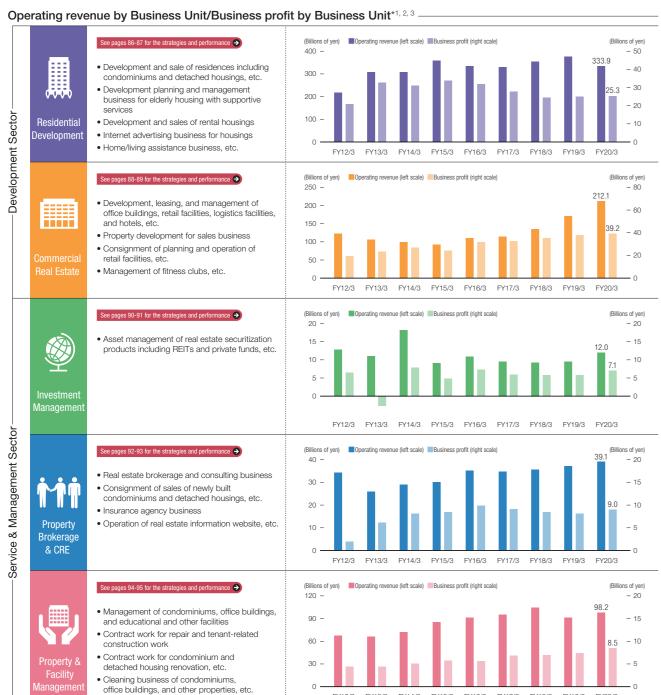
### The Nomura Real Estate Group's businesses

Operating revenue/Business profit\*1,2









\*1 Business profit = Operating profit + share of profit (loss) of entities accounted for using equity method + amortization expenses of intangible assets associated with corporate acquisitions

FY12/3 FY13/3 FY14/3 FY15/3 FY16/3 FY17/3 FY18/3 FY19/3 FY20/3

- \*2 Prior to FY18/3, figures are equivalent to operating profit.
  \*3 The figures for each fiscal year may differ due to business transfers, etc. For details, see the outline of consolidated financial statements, etc.

### The Nomura Real Estate Group in figures

[Output] Value created by business resources

| Operating revenue  | ¥676.4 billion | Business profit | ¥82.8 billion | Profit attributable to owners of parent | ¥48.8 billion |
|--------------------|----------------|-----------------|---------------|---|---------------|
| Total return ratio | 46.5%          | ROE             | 9.1%          | ROA                                     | 4.7%          |

### [Input] Business resources cultivated by the Company to realize mid- to long-term value improvement-

•Financial capital Shareholders' equity Shareholders' equity ratio D/E ratio Cumulative gross profit on sales of properties for the last ¥550.1 billion 30.5% 1.6 times five fiscal years\* Rating Approx. ¥388.0 billion Rating and Investment Information, Inc. (R&I) Japan Credit Rating Agency, Ltd. (JCR)

\*Cumulative gross profit on sales of properties from housing sales and property sales (Residential Development Business Unit, Commercial Real Estate Business Unit) for the last five fiscal

Human capital

Number of employees Percentage of female Number of first-class licensed Investment in training employees architects per employee 281 7.176 30.6% ¥80.393

•Manufactured capital, intellectual capital, social capital, natural capital, and customer base

Net lettable area (NLA) (offices, retail facilities)

Approx. 913,000 m<sup>2</sup>

Number of residential redevelopments projects participated No. 7

Condominium brand

Nikkei, Inc. Condominium Brand Survey No. 1

Number of Nomura Real Estate Group Customer Club members

Approx. 129.000 Number of H¹T members

Accumulated development expertise

Percentage of acquired environmental certifications on properties developed in Commercial Real Estate

(excluding rental housings) 100% Real estate brokerage evaluation

Oricon Customer Satisfaction Report

Number of nomu.com members

in Japan (excluding listed REITs)

Approx. 225,000 Number of institutional investors customers through assets management

Approx. 24,500

Product planning and design capabilities

Approx. 60 years

Good Design Award for 18 years ESG asset management evaluation

GRESB 5 stars

Condominium management rating

Satisfaction Survey

Number of housings under

182.259 units

Number of MEGALOS

Approx. 144,000

Assets under management

¥1.798.5 billion

Fitness clubs evaluation

Woman Research Customer Satisfaction No.

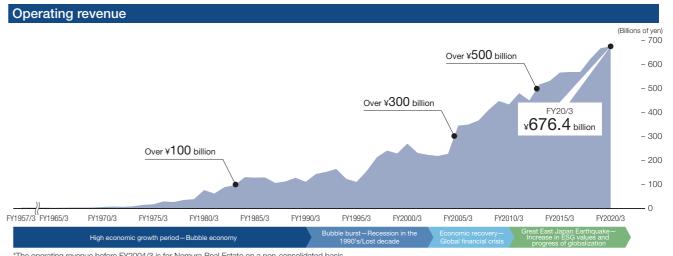
Number of tenants (offices, retail facilities)

Approx. 900 tenants

Number of partnerships with financial institutions through property brokerage

77 companies

<sup>\*</sup>The figures are for the fiscal year ended March 2020 or as of the end of March 2020. See P22-23 for notes on manufactured capital, etc



<sup>\*</sup>The operating revenue before FY2004/3 is for Nomura Real Estate on a non-consolidated basis.



We will achieve remarkable growth through focus on our value creation while fully leveraging the Nomura Real Estate Group's competitive strengths and business resources.

### Eiji Kutsukake

President and Representative Director, Group CEO

### Our desire of "New Value, Real Value"

## Building a better tomorrow by enriching people's lives and how they spend their time

### Our Group Vision "New Value, Real Value"

I will explain our Group Vision that we crafted in 2016 to provide a more clear understanding of the Nomura Real Estate Group.

We cherish this Vision and always keep it in mind in everything we do in undertaking our business activities. This Vision of "New Value, Real Value" is also our promise to customers and society that "through our real estate development and real estate-related services we will create secure, safe, and comfortable urban development and enrich the lives and times of people living in these communities to create an even better tomorrow well into the future."

### Our Group Vision "New Value, Real Value

### New Value, Real Value

Integrating all that is precious to people and communities, we build cities-dynamic stages that connect today with tomorrow's possibilities, and embrace every moment of life's pursuits. We create new value, social value, and above all, real value.

We use this Vision as the basis for all our activities and aim for sustainable value enhancement. We have cherished the people who live and spend time in the communities.

Rather than merely developing high-quality towns and properties, we, as a group, also deeply consider the ways customers can nurture their time and experiences after completion. We also think about ways to create enriched communities where people can live and work securely, safely, and comfortably for a long term.

We strive to consistently offer new value through real estate development and real estate-related services that enrich people's lives and time. The Vision represents this desire. We must always pursue the Vision even in the current environment with drastic changes. The Vision is concrete, and let us adapt changes and create new value.

### The Group's strengths

# Competitiveness and business resources cultivated throughout our history

P4-7 [The Nomura Real Estate Group's history of challenge] > P22-23 [Sources of corporate value] >

### The Group's four strengths

The Group traces its origins back to 1957 when the real estate business division of Nomura Securities was spun off during Japan's period of rapid economic growth. Along with leasing and managing the company's retail outlets and buildings, the Group started out by commencing large-scale residential development aimed at alleviating the chronic housing shortage, an urgent social issue at that time. Since its inception, the Group has continued to grow by addressing social issues through "real estate development" and "real estate-related services."

As a key characteristic, the Group achieved growth driven by our unique business model. This model focuses on real estate development and real estate-related services. The Development Sector develops such areas as housing and offices based on the market-in approach and sells them to raise capital turnover and reinvest for growth. The Service & Management Sector provides services as property and facility management and property brokerage to further enhance customer satisfaction and then continuing our involvement even after we sell the developed real estate. We have attained consistent growth by differentiating ourselves from industry competitors that have adopted a strategy of focusing on the leasing business by holding assets.

### The Group's strengths

- Development capabilities based on market-in approach
- Development and expertise of various types of assets
- Commitment to the quality of products and services
- Group synergy

We entered the field of real estate securitization in the early stage where we have recorded significant growth in real estate fund management businesses such as Real Estate Investment Trusts (REITs). Throughout our history, we have built a distinctive corporate group that undertakes value creation by combining "development and service management" excessively without depending on holding assets.

We used to face major upheavals in the Japanese economy and the real estate market which derailed our business plans. Even during such challenging times, we never abandoned our market-in approach of meeting the needs of customers. We also upheld our commitment to quality in

### products and services.

During Japan's economic downturn in the 1990s after the collapse of the economic bubble, we concentrated management resources on the housing sales business, for which there was a strong demand in society and has high capital efficiency. During these tough times, we adhered to the market-in approach and commitment to quality and built an "integrated development, sales, and management system" that still earns high acclaim. We also created PROUD, that is still highly evaluated today. We were a forerunner of formulating housing brand strategy. Following our public listing in 2006, we expanded business and emphasized our "market-in approach" and "commitment to quality." This allowed us to develop and expand our portfolio of competitive products in various asset classes such as PMO (offices) and Landport (logistics facilities) in the property for sales business.

Consistently meeting the needs of society and customers by developing high-quality real estate and providing real estate-related services and realizing profits is the hallmark of our business that we have honed throughout our history.

We have defined the Group's four strengths as "Development capabilities based on market-in approach," "Commitment to the quality of products and services," "Development and expertise of various types of assets," and "Group synergy." These are the major driving forces for realizing "New Value, Real Value."

The impact of COVID-19 is set to dramatically reshape society and the ways of living. We must now consider our customers' wants and needs using our market-in approach and further demonstrate our commitment to quality. We are confident to continue providing products and services that are popular with our customers amid new lifestyles and work styles we call "post COVID-19 social environment."

### Strong business resources that underpins our businesses

To the present, the Group has steadily built up its business resources that underpin our business. We are enhancing various types of strong business resources in both financial and non-financial aspects. These resources include 281 in-house first-class licensed architects who continuously take on the challenge of achieving high quality; brands within various asset types, such as PROUD and PMO, which are highly applauded by customers; and our property and facility management service that has been ranked No. 1 for customer satisfaction in condominium management for over 11 years. Another invaluable business resource is our broad customer base built up over long years. This includes approximately 130,000 members of the Nomura Real Estate Group Customer Club and over 220,000 users of the real estate information website (nomu.com).

Unless they are constantly upgraded, business resources cannot serve as a basis for meeting the expectations of society. For example, securing new human resources who will take a key role for the Group business in the future is difficult without parallel efforts to further promote diversity and bolster trainings for employees. Without being satisfied with the current business resources, we must keep trying to improve them.

### Business environment (opportunities and threats)

### Backcasting from the future

P85 [Awareness of the external environment (opportunities and threats)] > P80-81 [Topic: Response to COVID-19] >

### Approach to a changing environment

As for my background, I worked in the securities industry business for about 30 years. When I assumed the helm as the President of the Company, I was advised by numerous people that "the real estate business has a long timeline. This means you need to manage from a different perspective than in the securities business." I agreed, but at the same time, I felt a concern that this is too conservative and could hinder us from rapid changes in society.

From the planning and concept stages to the actual provision of real estate to the public, our business requires a long lead time. For this reason, it is imperative that we always look forward and forecast future trends. In addition, in times or situations like today with the environment in a constant state of flux, we must simultaneously consider strategies such as where to concentrate our investments and what actions to take at present. Otherwise, the Group will face risks of being left behind by changes. Forecasting to predict the future based on current conditions and social changes and backcasting that guides strategies we must adopt now based on these predictions will both be crucial in the days ahead. In other words, in looking to the future real estate industry, we must further anticipate changes or ascertain needs to proactively spur change and deliver new value to customers.

The Group has a proven track record of successfully, understanding and responding flexibly to shifts in the environment. After the bursting of the economic bubble, we accelerated asset turnover to jump-start new business cycles that spawned opportunities for a fast business recovery and further growth. Moreover, following the global financial crisis, we executed an M&A deal that made NREG TOSHIBA BUILDING (currently Nomura Real Estate Building) a member of the Group, which added a stable leasing income structure to our business. We are enhancing a strong financial base through various initiatives in times of major changes. We are confident that we are firmly positioned to connect the current major changes to our next profit opportunities.

### Important opportunities and threats that we must recognize

The long-term shrinking of Japan's population poses a major threat to the housing sales business. Diverse household composition, people's values, lifestyles, and work styles occur as a result of these changes. Thinking about what steps we should take now to address them, we will be able to provide products and services that anticipate these changes and create opportunities from threats.

Overseas markets also offer tremendous opportunities. In rapidly growing ASEAN cities, people are now seeking quality in addition to quantity for housing and urban development. I regard this trend as a major opportunity for us. This means the know-how we have cultivated in Japan has started to be accepted by those who are seeking moresecure, safer, and environment-friendly homes, and convenient and comfortable offices.

The recent spread of COVID-19 has drastically upended social conditions and the business environment. COVID-19 is exposing people to extremely difficult circumstances in their daily lives in addition to creating great economic risk. In view of this situation, the Group places top priority on the safety and security of executives, employees, and people involved in our business. As prime examples, we launched various measures such as working from home and promoting teleworking to ensure everyone can work energetically in good physical and mental health and perform their jobs as smoothly as possible in this difficult environment.

During these times, we must of course thoroughly implement all immediate measures and agilely perceive any possible changes in the situation. The possibilities we envision for the future are diverse. These include rapid transformations in the ways people live and work, the advance of teleworking, the evolution of ICT, and the progression of DX. Under these conditions, we must decide what action the Group should take. The thinking embodied in Our Group Vision "New Value, Real Value" will serve as a cornerstone for these decisions. We need to ask ourselves what exactly are the enriched lives and times that people will demand in the future. We must make our best efforts with anticipating these future demands.

### Mid- to Long-term Business Plan and responses to social issues

### Value creation by the Group

P26-27 [Four value creation initiatives] > P70-81 [Sustainability] >

### Four value creation initiatives

The four value creation initiatives under the Mid- to Longterm Business Plan clarify the value that the Group creates as we take advantage of opportunities and transform threats into opportunities.

We aim to generate both social and economic value by leveraging the strengths and business resources nurtured since our founding backed by the Group's unique business model. We will always consider and closely examine our short-term numerical targets and plans and be vigilant of the major shifts in the economic environment triggered by the spread of COVID-19. As we do so, we remain committed to realizing our aspired target over the long term.

### Four value creation initiatives

- · Realization of enriched lifestyles and work styles
- Multifunctional urban development toward exceptional convenience, comfort, and safety
- Urban development and community building concerning the future of the global environment and local communities
- Global expansion of high-quality products and

A key issue will be responding to the diversification and sophistication of needs by developing distinctive assets and improving the quality of services in anticipation of future changes.

In overseas business, we will leverage our know-how and value creation cultivated in Japan and deploy them in the rapidly growing cities of Asia, where demand is now shifting from quantity to quality. Connecting this urban growth to the enhancement of our corporate value is an extremely important measure.

### Initiatives toward social issues through value creation

Major risks that could undermine the sustainability of corporate activities include climate change such as global warming and the increase in and intensification of natural disasters as well as various social issues and changes such as human rights and labor issues. A vital mission of companies is to contribute to the attainment of the Sustainable Development Goals (SDGs) that address these social issues around the world. We believe we can take various actions unique to the Group, which has solved social issues through our businesses.

The Group's core business is real estate development and this means we must pay particular attention to environmental sustainability. Alongside reducing negative impacts on the environment, the importance of generating positive environmental impacts through real estate development and real estate-related services are essential.

We are also moving ahead to reduce CO<sub>2</sub> and to create and use renewable energy. To indicate these efforts, we have set a target for 2030 of achieving a 30% reduction in CO<sub>2</sub> emissions from real estate owned by the entire Group compared with the FY14/3 level. We will redouble these efforts and aim to acquire Science Based Targets (SBT)\*1 Initiative Certification that also commits to the environmental performance of real estate that we have sold. In tandem with setting strict environmental standards during developing properties, we make Group-wide efforts such as promoting various initiatives related to environmental, social and governance (ESG) matters for properties owned by REITs and funds in the Investment Management Business Unit. We also have endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)\*2 in September 2020.

In 2019, we signed the United Nations Global Compact. Utilizing these opportunities, we intend to play an even greater role in human rights and labor issues. Promoting closer communication with each stakeholder, including application of the Group's CSR Procurement Guidelines, and focusing on coexistence and co-creation with the trust of stakeholders, are above all essential to the sustainability of the Group, Regarding this point, we must pay particularly close attention and respond to issues pertaining to foreign technical intern trainees and the problems of local residents related to timber procurement.

The Group's value creation is evolving and expanding into large-scale urban development and area management

Looking at the future real estate business, I believe we will increasingly need to anticipate changes or create changes on our own by grasping needs to provide new value to customers.



such as urban-type compact towns and the Shibaura 1-chome District Project. Our value creation aims to enhance the value of the town continuously working in unison with the local community. We will achieve the vision by enhancing function of the town through creating safe and secure urban development and by the ongoing participation in town management fostering the community. Through the realization of the four value creation initiatives, we will make Group-wide efforts to address the demands of society, work together to solve social issues, and ensure this leads to further business growth. In doing so, to address social issues, the Group has formulated the four key themes of "Safety/ Security," "Environment," "Community," and "Health and Well-being" and established even more specific material issues for social issues and set goals linked to business activities.

We intend to firmly recognize social issues from a long-term perspective that looks beyond 2030, the target year for attaining the SDGs, and plan to present an ultra-long-term vision for the ways the Group can make contributions.

### Our unique business model

# Generating social and economic value through collaboration between two sectors

P24-25 [Business model] > P38-41 [Interview with the CF0] >

### Two business sectors that create social value

Real estate is used over a long period of time and serves as the foundation of people's lives. On the other hand, the preferences of people who live, work, and gather using the real estate change time to time. We must develop high-quality real estate as well as keep providing real estate-related services that address these changes. This will ensure that the Group consistently creates social value and attracts customers.

With the market-in approach, we will continue urban development through the Development Sector, which develops distinctive real estate through its "commitment to quality," and the Service & Management Sector, which provides services such as investment management, property brokerage, and property and facility management. This is our unique business model that the Group has refined for over 60 years. With this model, we continue providing value by flexibly responding changes in the social environment.

### Creating economic value that exceeds the capital cost

Companies need to raise funds through a variety means and deploy these funds efficiently to generate economic value that exceeds the capital cost. The Group creates value and provides shareholder returns through a business

\*See P72 about SBI\*1 and TCFD\*2



The Group creates value and provides shareholder returns through a business model that combines development profits in the Development Sector with capital efficiency and stable fee revenue in the Service & Management Sector.

model that combines development profits in the Development Sector with capital efficiency and stable fee revenue in the Service & Management Sector.

By appropriately allocating resources to these two sectors, we will continue to achieve ROE exceeding the capital cost, balance growth investment with high returns to shareholders, and always maximize both social and economic

As targets of our Mid- to Long-term Business Plan, our target for the total return ratio is approximately 40-50% for Phase 1 and ROA of over 5% and ROE of over 10% for Phase 2 and onward. We are making our utmost efforts to achieve these targets.

### Promotion foundation for sustainability

### Initiatives for human resources and management structure

P55-69 [Corporate governance, risk management, internal controls, compliance/Information disclosure] > P76-79 [Human resources] >

We have positioned "human resources" and "management structure (corporate governance, compliance, risk management)" as the foundation for promoting initiatives for sustainability that supports the continuity of our corporate activities and are accelerating specific initiatives.

### Corporate governance

The Group aims for a monitoring-oriented supervisory system and has made efforts to continuously evolve its corporate governance. As part of these efforts, the Group transitioned to a company with an Audit & Supervisory Committee in 2015 and established an Advisory Committee Relating to Nominations and Compensation the following year. External directors of the Company have experience in management, a high knowledge of global business, as well as extensive expertise in legal affairs and accounting. Board Members with such a wealth of knowledge have deep discussions in a wide range of fields.

Turning to our compensation system for directors, in 2018 we introduced a share-based compensation system that evaluates mid- to long-term performance and measures as we make ongoing efforts to devise ways to maintain a long-term perspective and avoid a short-term orientation. In 2019, we also incorporated initiatives for environmental and social issues into the performance evaluation of executives. In doing so, we have also clarified that the Group must fulfill our role in undertaking business activities. This is also management's commitment to promoting businesses with an awareness of sustainability.

An assessment of the effectiveness of the Board of Directors, which was implemented for the fifth time, advised further enhancing strategic discussions and building an even more efficient group governance system. We have already launched efforts to address these issues.

### Strengthening risk management

With regard to risk management, understanding the Company's risk tolerance limit and thoroughly controlling risks within this range will reduce the risk of loss of corporate value and lead to an improvement in it. In keeping with this idea, the overall risk management body has been shifted from the Risk Management Committee to the Management Committee directly under the control of the Board of Directors to raise the positioning. In parallel, we encompass redefining risk categories and setting up defense lines. We also recognize that there are areas requiring further improvement, such as devising more effective control methods. We will continue to promote ongoing initiatives in risk management.

### The importance of human resources as our foundation

Strengthening human resources as our foundation is also indispensable for improving corporate value. The Group recognizes that employees are our most valuable and indispensable business resources and thus places great importance on the management of these human resources. We are implementing various measures toward realizing "wellness management" whereby all executives and employees can work energetically in good physical and mental health to enable sustainable growth of the Company.

We also believe there is ample room for improvement in encouraging the active roles of employees. This includes promoting the participation of women and responding for flexible work styles such as teleworking. We will continue to take our initiatives and creative efforts that enable our diverse human resources to maximize their abilities and work with satisfaction.

### For stakeholders

### To realize Our Group Vision "New Value, Real Value"

The Group has achieved growth through a distinctive business model that provides high-quality real estate development and real estate-related services. Looking ahead, we will realize remarkable growth through our ongoing focus on value creation while fully leveraging our competitive strengths and business resources.

Our Group Vision "New Value, Real Value" will remain solid even in the present drastic changes in economic conditions and the social environment arising from COVID-19. This will continue to be our philosophy and discipline as our key to further growth.

I sincerely appreciate our shareholders, investors, and other stakeholders for their ongoing support and I hope you to look forward to our sustainable growth.



Eiji Kutsukake President and Representative Director, Group CEO



# Our Group Vision "New Value. Real Value"

and embrace every

above all, real value,

Integrated Report 2020 21

Resolving social issues through new value creation

Creation of multifunctional

urban development toward

exceptional convenience,

comfort, and safety

Global expansion of

high-quality products

and services

P26-27 🗩

# New Value, **Real Value**

Vision

connect today with tomorrow's possibilities moment of life's pursuits. We create new value, social value, and,

Our unique business model identifies areas in which the Group should engage in value creation activities by capturing social changes and utilizes sources of corporate value. We aim to resolve social issues through the creation of new value and to realize Our Group Vision "New Value, Real Value" by using our business model.

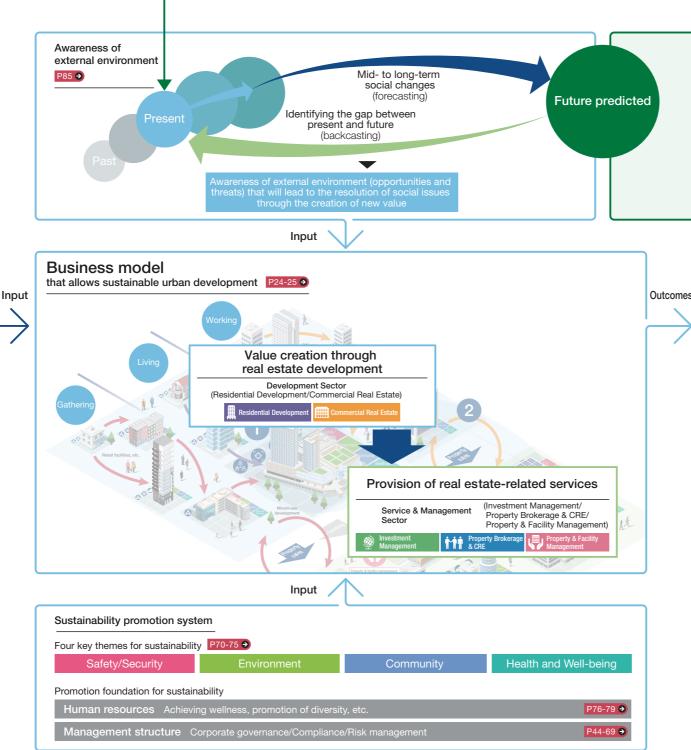


Number of nomu.com members 
Number of MEGALOS members

Approx. 225,000 Approx. 144,000

(The figures are for the fiscal year ended March 2020 or as of

the end of March 2020.)



\*4 "SumaiSurfin" 11th Property Management Company Customer Satisfaction Survey ranking 2019

Value creation

Value creation target in the Mid- to Long-term Business Plan (FY28/3)

Four value creation initiatives

Realization of

enriched lifestyles

and work styles

Urban development and

community building

concerning the future of

the global environment

and local communities

value creation

Contribute to resolving

social issues through

Promote initiatives to

issues, such as CO<sub>2</sub>

emission reduction

address environmental

Achieve ROE that exceeds

cost of equity of 7-8%

Key initiatives and indicators to be achieved through

by 2030

per unit floor space

Related key SDGs defined by the Group

CO<sub>2</sub> emission reduction target

Reduce by

(compared to FY14/3)

ROE over 10 %

30%

Key initiatives and indicators relating to social value

\*5 Nomura Real Estate Master Fund (NMF) and Nomura Real Estate Private REIT (NPR) obtained a GRESB Real Estate the highest 5 stars rating for three consecutive years

Key initiatives and indicators of economic value

\*1 Cumulative gross profit on sales from housing sales and property sales (Residential Development Business Unit, Commercial Real Estate Business Unit) for the last five fiscal years

\*2 PROUD was ranked first in 7 out of 10 categories in the Nikkei, Inc. 2019 Condominium Brand Survey.
\*3 2020 Oricon Customer Satisfaction Report for real estate brokerage in the detached housing (sales) category

# Sources of corporate value

Since its foundation, the Nomura Reals Estate Group has refined its strengths featuring a market-in approach designed to connect customer needs drawn up on the spot to specific product development, a commitment to the quality of products, and various capital as well as a customer base that have been accumulated along with its history. These initiatives are sources to create new values for the Group.

The Group's strengths: For more than 60 years since its foundation, the Group has developed its four strengths while working to meet the expectations of its customers and society by tackling their issues.

### Development capabilities based on the market-in approach

With a client-first approach, the Group has delivered new products and services based on needs and ideas inspired by continued dialogues with customers and markets. The Group will remain committed to creating new added value for urban development in the future, while addressing four value creation initiatives (see P26-27) under the Mid- to Long-term Business Plan.

### Development of PMO

Social issues and needs

- . While there are social issues to rebuild small and medium-sized properties built under the old earthquake resistance standards, the market has few adequate small and medium-sized buildings with high
- •Certain demand to use an entire floor, similar to large-scale "class A" office buildings in terms of quality and specifications

Features and strengths of PMO

- •Floor plan offering high individuality mainly for each tenant to use an entire floor basically
- Stylish exterior design ·Entry with security gates



### Development and expertise of various types of assets

The Group has a long history of property sales since it provided condominiums for the first time in 1963. With its expertise and the market-in approach, the Group has developed a wide range of assets with added value such as PMO mid-size high-end offices, GEMS urban retail facilities, and Landport large-sized high-performance logistics facilities, thereby offering new value to customers.

### Development of diverse properties for sale (cumulative\*)



### Commitment to quality of products and services

With our strong commitment to quality since our founding, the Group has gained confidence from its customers and society, receiving high evaluations in terms of external evaluations. We maintain our commitment in a range of areas, encompassing from the supervision of the construction process to the pursuit of stylishness and comfort. The Group will transmit this concept into our human resources development, passing this DNA on to future generations.

### Received Good Design Award for 18 consecutive years



PROUD Ichigaya Sadoharacho PROUD CITY Itam

### Group synergy

The Group has achieved growth, with each employee performing a diverse role while leveraging collaborative efforts among organizations within the Group in pursuit of value creation based on a unique approach. This corporate culture has fostered an integrated development, sales, and management system, which are sources of corporate value in the form of the synergy of the Group.

Integrated development, sales, and management system in the condominium sales business

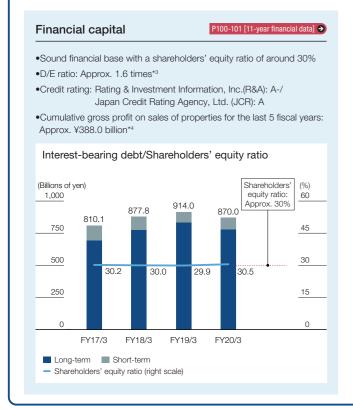


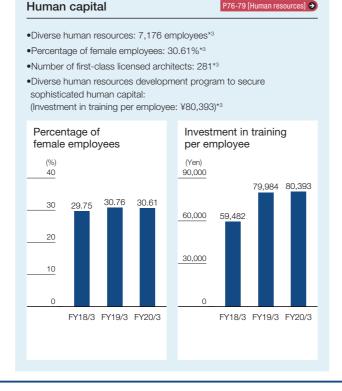
Ranked 1st in the condominium brand rankings\*1

Ranked 3rd in the number of condominium supplied\*2

Business resources: Various capital and customer base are assets that the Group has accumulated throughout its history.

\*As of the end of March 2020





Manufactured capital, intellectual capital, social capital, natural capital, customer base

### Manufactured capital

- •Net lettable area (NLA) (offices, retail facilities)\*5: Approx. 913,000m2 Intellectual capital
- •Condominium development expertise established over the past 60 years; quality management, design, and construction standards and instruction manual
- •Product planning capabilities and design competitiveness underpinned by Good Design Awards for 18 consecutive years
- •Visionary creativity driven by design reviews and Nomura Real Esate Group Awards
- •In the real estate securitization business, accumulated over 20 years of know-how in diverse asset management and assets under management (AUM) totaling approximately ¥1.8 trillion

### Social capital

GRESR

- •Highly trusted by stakeholders including condominium brands, real estate brokerage, condominium management, and No.1 ranked fitness clubs
- •Highly trusted as the top player in the number of residential redevelopments projects participated\*5

### Main external evaluation



Natural capital

- •Utilizing of environment evaluation challenge sheet in development for housing sales (PROUD)
- •Percentage of acquired environmental certifications of properties developed in Commercial Real Estate Business Unit
- •Obtained a GRESB 5 stars rating\*10 in Investment Management Business Unit
- Customer base
- •Ability to contact diverse customers leveraging diverse business engagement

### Diverse customer base\*3

Number of Nomura Real Estate Group Customer Club members Approx. 129,000

Number of nomu com members:

Approx. 225,000

Number of housings under management: 182.259

Number of MEGALOS members: Approx. 144,000

Number of tenants (offices, retail facilities):\*11 Approx. 900 Number of H1T members: Approx. 395 companies: Approx. 24,500 individuals Number of institutional investor customers through assets management in Japan (excluding listed REITs): 193 Number of partner financial institutions

es by Business Unit P96 [Major asset brands]

through brokerage business:

77

\*1 Ranked first in 7 out of 10 categories in the Nikkei, Inc. 2019 Condominium Brand Survey

\*2 National Condominium Market Trend 2019 (Annual Report) by the Real Estate Economic Institute Co., Ltd.

- \*4 Cumulative gross profit on sale from housing sales and property sales (Residential Development Business Unit, Commercial Real Estate Business Unit) in the last five fiscal years
- 5 Total net lettable area of offices and retail facilities under the Group's long-term ownership
- \*6 Based on in-house research

- "SumaiSurfin" 11th Property Management Company Satisfaction Survey ranking 2019
- 2020 Oricon Customer Satisfaction Report for real estate brokerage in the detached housing (sales) category
- \*9 Fitness Club Satisfaction Ranking, SANKEI LIVING SHIMBUN "Woman Research" conducted in 2020
  \*10 Nomura Real Estate Master Fund (NMF) and Nomura Real Estate Private REIT (NPR) obtained a GRESB Real Estate the highest 5 stars rating for three consecutive years
- \*11 Number of tenants occupying in offices and retail facilities under the Group's long-term ownership

### **Business model**

We are working on resolving social issues through the creation of new values even in post COVID-19 social environment, making full use of our unique business model. This business model enables us to engage continuously in community building thanks to urban development by the Development Sector and services offered by the Service & Management Sector.

The Group creates value through real estate development in the Development Sector, leveraging its four strengths, including a market-in approach that prioritizes living, working, and gathering and a commitment to quality, which facilitates the approach. We have the same attitude toward value creation through the real estate-related services in the Service & Management Sector.

One of the major features of the Group is continuously engaging in urban development and creating value even after selling and development of

Even in post COVID-19 environment, we are creating new value by tackling social issues based on the market-in approach that meet needs, such as gathering while maintaining social distancing and diverse ways of working including working from home. Through these initiatives, we focus on the four key themes of Safety/Security, Environment, Community, and Health and Well-being.

### Value creation through real estate development

### **Development Sector**

(Residential Development/Commercial Real Estate)





The Group's real estate development business has always been ahead of the times, focusing on the needs of the people who live, work, and gather in the area. Our major strength and characteristic are urban development through the development of various assets enabled by the market-in approach, where primary consideration is given to people spending time in the area or property, and a commitment to quality, which facilitates the approach.

In the Development Sector, we created PROUD and PMO, among many other distinctive and competitive assets. Based on our experience and expertise obtained through developing these assets, we create new value,

### Provision of real estate-related services

### Service & Management Sector

(Investment Management/Property Brokerage & CRE/Property & Facility Management)







For sustainable urban development, it is indispensable to maintain and improve the value through continued engagement in urban development, whether we hold properties or not. In the Service & Management Sector, each business unit continues to contribute to sustainable urban development by providing real estate-related services.

Consistently providing high-quality services improves the value of real estate and significantly contributes to increasing the competitiveness of the Group, including the Development Sector, and seizing business opportunities.





Group synergy





on the market-in approach Development and expertise of various types of assets Commitment to the quality o products and services



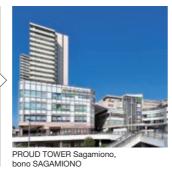


Large-scale mixed-use redevelopment project (PROUD TOWER Sagamiono  $\times$  bono SAGAMIONO  $\times$  H<sup>1</sup>T)

PROUD TOWER Sagamiono, a condominium, and bono SAGAMIONO, a large retail facility, were completed in 2013 in a large redevelopment project around Sagamiono Station. They are 100% fire-resistant buildings and have improved disaster prevention functions. Boasting features necessary for daily life, including retail and medical facilities, the project has significantly increased convenience in the area.

By capturing demand for diverse work styles, we opened a satellite-type shared office, H1T, in the retail facility to meet the needs for people working in the area they live. That accelerates urban development based on the market-in approach.





Acquires a development opportunity in cooperation with Group REIT

Nomura Real Estate Master Fund sold a retail facility with declined competitiveness to Nomura Real Estate Development with the preferential negotiating rights. Nomura Real Estate Development developed the facility, and it changed to a

logistics facility with advanced functions, which enabled the REIT to incorporate competitive assets. In terms of development by Nomura Real Estate Development, it identified the local government's needs for job creation by our own market-in approach and the characteristics of the location as well, and has transformed the facility into a cutting-edge logistics facility where many people can work.

In addition to the high competitiveness of its assets, the Group is further creating new value, including creating jobs in each area and reducing the environmental impact through solar power generation on the roof in cooperation with the Development Sector and the Service & Management Sector



Landport Higashinarashino Redevelopment sold to REIT

Ito Yokado



# Four value creation initiatives

### Resolving social issues through new value creation

The Group is developing our business by making the best use of the Group's strengths we have cultivated over the years. We aim to create social and economic values through resolving social issues by implementing the Four Value Creation Initiatives set forth in the Mid- to Long-term Business Plan.

### Realization of enriched lifestyles and work styles

The Group provides highly original products and services such as PROUD and PMO based on a market-in approach. At a time when lifestyles and work styles are changing at an accelerated pace and values are diversifying due to the impact of COVID-19, the market-in approach is one of the Group's major strengths. We aim to provide products and services that stay ahead of the needs of our customers and the changes in society.

### Case

### Business expansion of H<sup>1</sup>O (small office with services)

We are developing H¹O (small offices with services) to respond to the demand for more flexible offices, such as the needs of the start up companies, law offices, and other professional offices with a select few staff, the demand of new project bases of large companies, and the needs of satellite offices in terms of preventing the spread of infection. With the H¹T (satellite shared office), we propose a new work style that combines core offices, working from home, and satellite offices based on "HUMAN FIRST" concept, which gives first priority to the realization of an office environment where people working there can maximize their performance.



Natsumi Sato ommercial Real Estate Development & Management Division I Nomura Real Estate Development









# Urban development and community building concerning the future of the global environment and local communities

The Group is creating urban development that reduces the burden on the environment and can add value continuously in both tangible and intangible elements, as well as engaging in far-sighted urban development that is environmentally friendly and contributes to local communities by achieving community building. We aim to enhance the value of "urban development where people live" by activating local communities, looking ahead to the spread of new lifestyles based in neighborhoods where people live owing to the increase in working from home and teleworking.

### Case

### The KAMEIDO PROJECT equipped with community facilities and the latest environmental features

The KAMEIDO PROJECT is a large mixed-use development project with a total of 934 residences, a large retail facility accommodating more than 100 tenants, an extension building for an elementary school, and multiple open spaces. As the developer of this project, the Group is planning to introduce ACTO, which aims to activate the local community, by maintaining a space for shared use with the town and allocating an area designer. Through daily management and other operations after completion by the Group, we will also promote initiatives to ensure that people can live and gather comfortably for many years to come.



Yuichiro Ono Residential Development Division Nomura Real Estate Development



Five activities for

Five activities for community development aimed at activating the community of the entire area and district

1 Set up a "Shared community" space
2 Assign an "Area Designer" who connects people

 Establish a community action group named "Community company (tentative name)"
 Launch a "Community website" as a base

§Commence activities before property completion



# Multifunctional urban development toward exceptional convenience, comfort, and safety

The Group has actively promoted the development of "urban-type compact towns" and mixed-use redevelopment with diverse urban functions mainly for residences, but also for retail and medical facilities. Changes in lifestyles are accelerating due to the advent of the aging society and the diversication of household composition, as well as the impact of COVID-19. Against this backdrop, we will create new value in response to the growing need for multifunctional urban development that offers safe and secure, comfortable, and convenient facilities within walking distance.

### Case Mixed-use development with community-based retail facility SOCOLA and residences with over 700 units

SOCOLA Musashi-Koganei Cross is a vibrant, bustling community-based retail facility consisting of some 50 stores, ranging from groceries to fashion, sundries, and lifestyle support. On the upper levels is PROUD TOWER with a total of 716 units (including condominium units not for sale). This is a prime example of an urban-type compact town, which is a multifunctional urban development with superior convenience and comfort, such as direct elevator access from the residential floors to the retail floors, and fully outfitted open spaces. We will continue to promote similar developments.



Satoru Nakano
Development &
Management Division II













### Global expansion of high-quality products and services

We are steadily expanding global business opportunities by harnessing our know-how and strengths that the Group has cultivated in Japan over the years. We will expand value creation globally through the provision of high-quality products and services, particularly in development businesses in Asian countries, which are moving into a phase where the demand for quantity will give way to the demand for quality.

### Case

### Business expansion in Asian countries and quality management improvement initiatives in Thailand

We are contributing to increasing the value of individual businesses by utilizing our know-how cultivated in Japan over the years in areas such as residential development, serviced apartment development, and investment and property management business of office buildings in ASEAN countries and China. In Thailand and the Philippines, KAIZEN teams were formed with the involvement of Japanese general contractors, local design companies, and other external companies. Based on the concepts of "localization," "organization," and "structuring," each project is scrutinized at every phase, from planning and design to sales and completion of construction, with the aim of managing costs and processes appropriately and improving quality and merchantability.



Masaya Hirao
Overseas Business Division
Jomura Real Estate Developme











### Enhancing corporate value

In 2016, I was appointed as the Chairman of the CSR Committee (the Sustainability Committee from April 2020) of the Nomura Real Estate Group, and in the following year as its Group COO to oversee the business execution of the entire Group. For me to be concurrently responsible for business execution and sustainability sends out a message to both within and outside the Group, that sustainability is inseparably integrated with every aspect of the Group's business, and that we are determined to resolve social issues through our business activities and promote a sustainable society, while also securing growth as a corporate entity.

The Group assumes an important social responsibility as a corporate entity engaged in real estate development and related services provision. Needless to say, it is crucial to be profitable as a company. However, if we are to continue growing by offering value to society, it is critically important for us to develop properties that generate long-standing value, without fixating on short-term earnings. Furthermore, we must keep providing essential real estate-related services that maintain and raise the value of cities. Our basic stance is to perpetually

enhance the value of cities.

From a long-term perspective, this stance leads to building trust in the Group and its brand value, which in turn, reduces business risks and generates new business opportunities and earnings. I myself have experienced this firsthand during my long engagement in the real estate development business.

In the Group's real estate projects, it takes many years to construct the buildings and subsequently complete urban development, including the creation of local communities. To enable people to lead a rich life at home and at work and gather, the Group needs to meet its key challenge of achieving "Sustainable Cities and Communities," which is also one of the Sustainable Development Goals (SDGs) upheld by the United Nations. In other words, we will create safe and comfortable cities and communities that are friendly to all human beings and the natural environment, as well as resilient against disasters. Through our high-quality real estate development and related services, we will continue offering diverse value to our customers and society, and also enhance our corporate value.

### To achieve the Mid- to Long-term Business Plan

In April 2019, the Group announced its new nine-year Midto Long-term Business Plan, concluding in the fiscal year ending March 2028. Under the Plan, we specified our Four Value Creation Initiatives: Realization of enriched lifestyles and work styles; multifunctional urban development toward exceptional convenience, comfort, and safety/security; urban development and community building toward the future of the global environment and local communities; and global expansion of high-quality products and services. The initiatives serve as our guideposts for reaching our goals of "building cities—dynamic stages that connect today with tomorrow's possibilities" and "embracing every moment of life's pursuits."

In addition, the Development Sector, which develops a wide range of assets, and the Service & Management Sector, which continues to generate value by providing related services after property development, play key roles in our business models. Our plan is to grow earnings over the nine years by executing our Four Value Creation Initiatives, and upholding the mid- to long-term targets of achieving ROA of 5% or over and ROE of 10% or over. We will promote our unique business management defined by high capital efficiency and asset efficiency.

After we had formulated the Mid- to Long-term Business Plan, COVID-19 broke out, precipitating drastic changes in our society, lifestyles, and the economy on a global scale. In P26-27 [Four value creation initiatives] 

P36-37 [Mid- to Long-term Business Plan overview and progress]

response, we will flexibly review our strategies and profit plans for the immediate future, but will not make any major changes to our mid- to long-term business strategies under the Plan.

The Plan has clarified that the Group aims for its property sales business, leasing business, and service & management business to account for 40%, 20%, and 40% of its total business profit, respectively. This is a key strategy for the entire Group to achieve its targeted profit, ROA, and ROE under the

Our property sales business is centered on housing sales and property development for sales an area in which the Group holds a strong competitive edge. Our service & management business mainly generates earnings, not by using assets, but from fee revenues received in exchange for services we provide, such as investment management, property brokerage & CRE, and property & facility management. By increasing the proportion of profits generated by each of the property sales business and the service & management business to 40% of the total, we enhance asset efficiency. With regard to our leasing business, which generates stable cash flows but may drive down asset efficiency, we will build a better leasing asset portfolio while modulating its profit at 20% of the total business profit. Needless to say, we will continue to grow all businesses, pushing them forward by setting targets in view of their respective business environment.

### Business results for FY20/3 and initiatives going forward

In the fiscal year ended March 2020, we reported a business profit of ¥82.8 billion, ROA of 4.7%, and ROE of 9.1% - solid results that exceeded our initial forecast. Since the beginning of 2020, some businesses such as our fitness clubs and hotels were affected by the COVID-19, but the shortfall was more than compensated for by strong performances displayed by other business units across the Group, including the rise in the gross margin ratio for the housing sales business in the Residential Development Business Unit, realization of unrealized gains achieved by property sales appropriately tuned to the market environment in the Commercial Real Estate Business Unit, and the stable growth of the Service & Management Sector.

In light of these financial results, the business units will adopt the following policies.

### Residential Development Business Unit

The Residential Development Business Unit is required to gain stable earnings in the mature market in Japan by providing diverse forms of housing and services that cater to changing lifestyles and work styles and continue to be attracted by

In Japan, prominent changes are seen in the family structure

due to an increase in the number of dual-income and single households, both young and senior. The spread of COVID-19 has increased the number of people working from home and teleworking, transforming how they live and work, which is also expected to accelerate the transformation and diversification of housing needs.

The Group has already embarked to provide new products that meet the changing and diversifying values and residential needs of our customers. We will pursue the market-in approach and commitment to quality to the maximum possible extent and provide high quality housing that meets the varied needs of diverse customers, including single, dual-income, and senior households as well as families with one or more children, by offering a wide selection of floor areas, room layouts, facilities, and locations.

We are also strongly committed to multifunctional and highly convenient mixed-use urban development that provides solutions for customers' preferences for the convenience of daily life such as shopping and childcare and quick access to transportation. Station-front redevelopment and rebuilding in the Tokyo metropolitan area and regional core cities and the development of urban-type compact towns equipped with a wide range of the essential facilities necessary for

### Message from the Group COO and Chairman of the Sustainability Committee

daily life and functions are also businesses drawing on the Group's strengths. We are thus making dedicated efforts in urban development that offer safe and comfortable living to all generations.

The large-scale mixed-use development KAMEIDO PROJECT currently underway is an urban development project aimed at offering superior environmental performance, safety, and comfort in harmony with the local community, an approach with the Group's strengths. Encompassing housing, retail facilities, and a school on the premises, the project has been well received by local residents and customers, and has been enjoying strong sales.

### Commercial Real Estate Business Unit-

The core businesses run by the Commercial Real Estate Business Unit are the leasing business and the property for sales business.

In the leasing business, we opened TOKYO TORANOMON GLOBAL SQUARE, an office building in the Toranomon area, where a newly opened subway station is driving rapid changes in the area, and SOCOLA Musashi-Koganei Cross, a retail facility located in a mixed-use redevelopment site in front of Musashi-Koganei Station, in June 2020. In addition, other large-scale mixed-use development projects are steadily underway in Shibaura and Nihonbashi, which are scheduled to be completed in or after the fiscal year ending March 2025. In preparation of the commencement of operations of such fine property stock, we will continue with our strategic replacement of leasing assets from a mid- to long-term perspective to build a high-quality leasing business portfolio, while selling some assets at the appropriate timing to realize unrealized gains.

in April 2019, we set up the Shibaura Project Division to clarify the responsibilities involved in the Shibaura 1-chome District Project, one of the largest projects in the Group's history, and push the project forward with greater impetus. The Group is marshalling all its capabilities to undertake measures befitting this core project, such as applying our longaccumulated expertise in urban development, conducting area management activities to engage the local community, and aiming for environmental performance at the highest level.

In the property for sales business, we develop diverse and unique property assets under such brand names as PMO. GEMS, and Landport and sell them to the Group's REITs or others. The source of our competitive edge in this business lies in our market-in approach that focuses on the needs of property users and our commitment to the quality of our products and services. Drawing on such strengths, we produce competitive assets with high added value, which to a certain extent arms us with resilience against short-term market changes. Considering the temporary market confusion caused by COVID-19 and the expected recovery process from it, we will flexibly adjust the speed and volume of our property sales in the short term. In the mid- to long-term, we will work to maximize profit and aim for high asset efficiency.

### Service & Management Sector

(Investment Management Business Unit, Property Brokerage & CRE Business Unit, and Property & Facility Management Business Unit)

The Service & Management Sector aims to increase its profit to 40% of the Group's total profit in the fiscal year ending March 2028, the final year under the Mid- to Long-term Business Plan. To achieve this target, the sector essentially maintains stable growth and ambitiously takes on new challenges. The Investment Management Business Unit is steadily expanding its assets under management by leveraging the Leasing Value Chain established in collaboration with the Development Sector. The business unit is also exploring growth opportunities through M&A of overseas asset managers such as Lothbury Investment Management (UK), which joined the Group in November 2018.

The Property Brokerage & CRE Business Unit is further strengthening its services using ICT, including the nomu.com real estate information website. The business unit will continue expanding its business collaboration with Nomura Securities and local financial institutions, aiming for further growth.

For the Property & Facility Management Business Unit, the key strategy is to maintain and enhance the quality of competitive assets developed by the Development Sector and add value by providing services. A good example of its initiatives is "Attractive 30." It is a scheme for working with the Residential Development Business Unit from the designing stage, to reduce life cycle costs\* of condominium buildings by extending the useful life of them. We utilize the large-scale repair work product "re:Premium" developed by the Unit.

### Overseas business

In April 2020, we established the Overseas Business Division. We accelerate the growth of overseas business by harnessing our experience and expertise acquired in Japan. At the same time, we manage the wide-ranging risks involved in it.

We will primarily focus on housing sales and leasing businesses mainly in Southeast Asia and China, where there is prominent economic growth and development. In housing sales, we establish joint venture firms with leading real estate developers in each country or city. Because it is important to understand and respond to legal systems, we are promoting our businesses specific to each country and to meet the needs of prospective residents. Our aim is to integrate their expertise with the Group's property development quality control and efficient sales methodologies. We will also invest in and manage high-quality office buildings featuring high specifications and superior management levels desired by Japanese and global corporations.

While continuing to keep an eye on the impact of COVID-19 globally, we will leverage the experience and expertise accumulated in Japan to develop our overseas business into one of the Group's core businesses by taking advantage of the growth momentum of the cities in which we do business.

### Initiatives for sustainability

In addition to pursuing short-term profit, companies are called on to tackle diverse social issues including those related to the environment, human rights, and labor toward the goal of achieving a sustainable society as upheld by the Paris Agreement and the SDGs. Investments based on environmental, social, and governance (ESG) indexes are

expanding, as exemplified by the incorporation of ESG issues in the investment practices set forth by the Principles for Responsible Investment. Companies must endeavor to resolve various social issues to help achieve a sustainable society and fulfill their responsibility to future generations.

Although these social issues pose risks to the Group's business continuity, we can reduce the risks and generate new business opportunities by accurately ascertaining and dealing with their impact on our business. In addition, we must also promptly and appropriately announce the Group's business activities and initiatives to resolve social issues through value creation in order to get better understanding from our stakeholders. To this end, we should work harder to acquire relevant certifications, disclose related information, and strengthen our dialogue and engagement with stakeholders.

In our sustainability efforts, we have identified current and future social issues and are working on them under four key themes: Safety/Security, Environment, Community, and Health and Well-being. Targets have already been set for each key theme as well as for the specific material issues identified toward which efforts are underway. Going forward, sustainable management will be further incorporated into our Group-wide business strategy so that we can develop our business from a mid- to long-term perspective.

P70-71 [Sustainability] P72-79 [Environment, Safety/Security, Community, Health and Well-being, Human resources)]

In each business unit of the Group, we are pursuing sustainability more in line with our business activities both in our day-to-day business operations and in our endeavor "to build cities—dynamic stages that connect today with tomorrow's possibilities—and "to embrace every moment of life's pursuits."

One example is "Yukai-full," a unit-by-unit central airconditioning system that takes advantage of the double floor structure of condominiums. Adopted for the first time in the KAMEIDO PROJECT, the system provides temperaturecontrolled air around the clock throughout the entire living space including the hallway and restrooms, mitigating the risk of heat shock and heatstroke, offering comfort and peace of mind, and saving energy. Also exemplifying our sustainability efforts are our "Attractive 30" initiative aimed at reducing the life cycle cost of buildings and ACTO, an urban development initiative in which we strive to activate the surrounding local communities as well as the towns we create as a real estate developer in an all-encompassing manner.

### Case of the Group's initiatives toward achieving a sustainable society KAMEIDO PROJECT

The Group upholds Safety/Security, the Environment, Community, and Health and Well-being as its four key themes for advancing sustainability. In each of our business operations, we are accelerating the development of proprietary products and services conducive to a sustainable society





### KAMEIDO PROJECT

Scheduled completion: Fiscal year ending March 2022

Major use: Housing (934 units), retail facility (approx. 28,000  $\mbox{m}^{2}\!\mbox{), etc.}$ This large-scale mixed-use redevelopment project is well

located at a two-minute walk from Kameido Station, with a retail facility. We will introduce ACTO, an all-encompassing urban development initiative that activates the broader community including the surrounding areas. Furthermore, by utilizing our proprietary "Yukai-full" and "Attractive 30," we aim for urban development in harmony with the neighborhood community that offers superior environmental performance, safety, comfort, and convenience

### Initiatives to achieve a sustainable society through business activities



the double floor structure to provide temperature-controlled air throughout each residential unit

Reduces CO<sub>2</sub> Reduces the risk

(in Japanese)

News release: Announced "Yukai-full" https://www.nomura-re.co.jp/cfiles/news/ n2019111501652.pdf

### Attractive 30

Adopts highly durable materials and construction methods in constructing new buildings and introduces "re:Premium" to prolong the cycle of large-scale repair work

> Alleviates anxiety Reduces waste

News release: Announced "Attractive 30" (in Japanese) https://www.nomura-re.co.jp/cfiles/news/ n2018082701466.pdf



the broader community including surrounding areas



used for multiple

"ACTO" website (in Japanese) http://www.acto-nreg.jp/

<sup>\*</sup> Life cycle cost: The total cost of a property throughout its life including repair work

### Message from the Group COO and Chairman of the Sustainability Committee

Our urban development projects offering superior environmental performance, safety, and comfort in harmony with existing local communities are well received by neighborhood residents as well as our customers. By continuing to develop people- and earth-friendly products and services, we will achieve a sustainable society through our diverse business activities.

In April 2020, to step up our sustainability efforts in closer coordination with our business across the entire Group, we established the Sustainability Management Department, which plays a central role in strengthening collaboration between the Board of Directors, the Sustainability Committee and each Business Unit. The Group's compensation plan for directors incorporates, as one of the assessment criteria, the level of sustainability target achievement in the respective business fields they oversee.

As a measure against the particularly pressing issue of climate change, we set, in the form of a non-financial key performance index (KPI), a Group target of reducing CO<sub>2</sub> emissions by 30% compared with the fiscal year ended March 2014 level by 2030. Going forward, we are stepping up our efforts to address climate change and human rights issues.

Also for climate change, we will expand the scope of our existing CO<sub>2</sub> emissions reduction targets for Scopes 1 and 2 to include Scope 3, revise our mid- to long-term target toward the 2050 Zero Emission goal, and obtain approved Science Based Targets (SBT)\*<sup>1</sup>. As property sales account for a high percentage of the Group's operating revenue, we are aware

Response to COVID-19

of our serious responsibility for properties after they have been sold as well as properties we own. We will also further promote the concept of Net Zero Energy Houses (ZEH)\*2, promote the use of renewable energy, and make environmental efforts from a long-term perspective by taking measures after sales of properties as well as in the development phase. Furthermore, Nomura Real Estate Asset Management, which manages real estate funds such as J-REITs at the Investment Management Business Unit, announced its support for the Task Force on Climate-related Financial Disclosures (TCFD)\*3 recommendations in July 2020, and the Company itself also announced its support in September 2020, in order more clearly to express our stance, which could lead to reducing business risks and obtaining new business opportunities by assessment and analysis on risks and opportunities of climate change.

In 2019, we signed the United Nations Global Compact to express our commitment to resolving social issues concerning the environment, human rights, labor, and other matters to help achieve a sustainable society. In addition, we jointly worked with our suppliers on industry-wide material issues, including problems responding to the Technical Intern Training Act in Japan and local residents involved in timber procurement. Deeming that our relationship of trust and collaboration with our suppliers constitutes the foundation of the Group's business continuity, we will practice our CSR Procurement Guidelines more exhaustively and strengthen our engagement with our suppliers.

### P80-81 [Topic: Response to COVID-1

We are taking Group-wide measures against COVID-19, giving top priority to securing the health and safety of our employees, customers, tenants, suppliers, and other stakeholders. When the Japanese government issued an emergency declaration and prefectural governments made self-restraint requests, we responded by closing our MEGALOS fitness clubs, all our housing sales galleries, and all the "Nomura no chukai + (PLUS)" retail branches. The Group has long upheld wellness management with the aim of offering a work environment where all employees can work energetically, accommodating diverse work styles including working from home and teleworking and flexible working so as to place the health and safety of employees first. Anticipating a post-COVID-19 world, we intend to further develop our wellness management.

On the business front, thanks to the Group's solid financial base sustained by our policy of maintaining the shareholders' equity ratio at 30%, our future investment for growth and long-term projects remain stable even in the face of market confusion, a downturn in business confidence, and the ensuing short-term decline in financial performance resulting from the COVID-19 woes. While keeping a close eye on economic trends and the real estate market, we can adapt our strategies

as necessary.

Looking back over our history, we can see that the Group has taken advantage of significant environmental changes to expand its business and achieve growth. Economic crises trigger enormous changes in the environment, which spawn new businesses. The Group's PROUD condominium brand and PMO (premium mid-sized office) brand were also created and fostered amid such adversities. The prevalence of teleworking that allows employees to work regardless of their time and place and the diversification of the office environment will provide new business opportunities for the Group's H1O small office with services and H1T satellite shared office. Meanwhile. on the housing front, the growing number of persons working from home and teleworking is expected to increase the time they spend at home and in their local neighborhood, leading them to increasingly value their local communities. Such trends will provide the Group with ever more opportunities to advance its community building and area management schemes that engage the surrounding areas in addition to the development

In this time of difficulty, the Group will draw on its market-in approach and commitment to quality, which are its strengths, to take decisive steps in business to gain new opportunities.

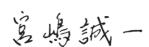
### New offices based on the market-in approach Catering to diversifying We analyze the needs of small businesses, in which It is becoming increasingly important for people to secure Meeting the needs of work styles and the need productivity directly affects financial performance, and workplaces where they can work comfortably and workers in small teams provide offices with facilities and services that help for higher efficiency productively regardless of the location or infrastructure of eximize the "Potential of their workers." The exter their offices. Placing great value on "Workers' precious facilities and services for shared use enable tenant time," we are developing our network of shared satellite companies to streamline their leased space and reduce offices, including in station-front retail facilities, in order to their initial cost, helping them flexibly expand their networ workers' "second office. 29 offices Offices to be 15 offices OPartner offices 20 offices Other areas SendaiNagoyaNamba H¹O Nihonbashi Kobunacho (opened in 2020) H¹O Kanda (to open in 2020) H¹O Toranomon (to open in 2021 (As of August 24, 2020)

### For further growth

While consistently valuing the bonds with customers through the development of high-quality products and services, the Group is continuously enhancing its corporate value and competitiveness by creating new value toward the goals of "building cities—dynamic stages that connect today with tomorrow's possibilities" and "embracing every moment of life's pursuits." Furthermore, I am convinced that we will generate new business opportunities that will produce a virtuous circle.

Unexpectedly faced with such a drastic change caused by the COVID-19, we are now reexamining the impact on our Mid- to Long-term Business Plan. However, we will remain committed to our business strategy of maintaining a high asset efficiency on the back of the growth achieved in our property sales business and the service & management business and thrusting forward our urban development projects. With an eye toward the next 30 or even 50 years as a real estate group, we are aspiring to grow together with society and to continue being a corporate entity that contributes to achieving a sustainable society. We will live up to the expectations and trust of our customers, shareholders, suppliers, employees, and all other stakeholders toward a bright future society.





Seiichi Miyajima

Executive Vice President and Representative Director, Group COO

See page 72 for details on \*1 (SBT), \*2 (ZEH), and \*3 (TCFD).

### Mid- to Long-term Business Plan overview and progress

The Group is promoting its Mid- to Long-term Business Plan (FY20/3-FY28/3), which was announced in April 2019. The Plan aims to achieve the four value creation initiatives as well as maintain and enhance high asset efficiency and sustainable profit growth by leveraging awareness of the external environment (opportunities and threats) as well as the Group's strengths and business resources that it has cultivated since the Company's inception.



| Four value creation initiatives under<br>the Mid- to Long-term Business Plan | P26-27 <b>→</b> |
|--|-----------------|
| Realization of enriched lifestyles and work styles                           |                 |

- Multifunctional urban development toward exceptional
- convenience, comfort, and safety Urban development and community building toward the future of the global environment and local communities
- · Global expansion of high-quality products and services

### Profit plan (business profit)

Realize sustainable profit growth while maintaining high asset and capital efficiency.

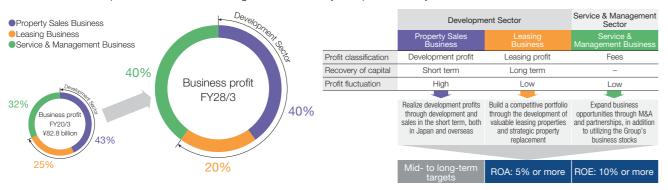
| Business profit by business unit* (Billions of yen) | FY20/3<br>(Results)<br><b>82.8</b> | FY22/3<br>(Phase 1)<br><b>85.0</b> | FY25/3<br>(Phase 2)<br>100.0 | FY28/3<br>(Phase 3)<br>120.0-140.0 |
|---|------------------------------------|------------------------------------|------------------------------|------------------------------------|
| Residential Development Business Unit               | 24.9                               | 30.0                               | 36.0                         |                                    |
| Commercial Real Estate Business Unit                | 39.2                               | 33.0                               | 36.0                         |                                    |
| Service & Management Sector                         | 24.4                               | 28.0                               | 35.0                         |                                    |
| Investment Management Business Unit                 | 7.1                                | 9.0                                | 12.0                         |                                    |
| Property Brokerage & CRE Business Unit              | 9.1                                | 11.0                               | 14.0                         |                                    |
| Property & Facility Management Business Unit        | 8.1                                | 8.0                                | 9.0                          |                                    |
| Adjustments   | (5.6)                              | (6.0)                              | (7.0)                        |                                    |

\*Business profit = operating profit + share of profit (loss) of entities accounted for using equity method + amortization of intangible assets associated with corporate acquisitions \*It does not reflect the change in the classification of overseas business as of April 1, 2020 from the Residential Development Business Unit and Commercial Real Estate Business Unit to Other.

### Business portfolio strategy (profit structure) -

### Optimizing our business portfolio

Achieve a business portfolio that combines high asset efficiency and profit stability.



### Overseas business strategies

Expand overseas business profit ratio to 15-20% of total business profit in Phase 3 by capturing overseas growth markets.





| Overseas platform                                   |
|---|
| Establishment of local offices                      |
| Capital and business alliances with local companies |
| Overseas human resource development                 |
|   |

| Risk management   |
|---|
| Business risks<br>Monitor risks related to the business environment,<br>financial markets, laws and regulations |
| Stress tests Confirm soundness of shareholders' equity ratio and business balance based on assumed risks        |
|   |

### Financial and capital policies

Achieve a balance between profit growth and shareholder returns. The total return ratio is targeted to be 40-50% in Phase 1.

| Mid- to long-term t | argets             |                               |     | FY20/3    | Phase 1         | Phases 2 & 3    |
|---------------------|--------------------|-------------------------------|-----|-----------|-----------------|-----------------|
| Asset efficiency    | Capital efficiency | Shareholder returns (Phase 1) |     | (Results) | (FY20/3-FY22/3) | (FY23/3-FY28/3) |
| ROA:                | ROE:               | Total return ratio:           | ROA | 4.7%      | Approx. 4-5%    | 5% or more      |
| <b>5%</b> or more   | 10% or more        | Approx 40–50%                 | ROF | 9.1%      | Annrox 8-9%     | 10% or more     |

### Investment plan

Accelerate new investments while increasing asset turnover, controlling net investment, and increasing asset efficiency.

|                          |               |                     |         |         |         | (Billions of yen) |                  |                |                |
|--------------------------|---------------|---------------------|---------|---------|---------|-------------------|------------------|----------------|----------------|
|                          | End of        | Pha                 | se 1    | Phase 2 | Phase 3 | Total             |                  |                |                |
|                          | FY19/3        | FY20/3<br>(Results) |         |         |         |                   |                  |                |                |
| Residential Deve         | lopment Bus   | iness Unit          |         |         |         |                   |                  |                |                |
| Investment               | _             | 297.3               | 1,100.0 | 1,250.0 | 1,250.0 | 3,600.0           | Total investment | Total recovery |                |
| Recovery                 | _             | 257.4               | 1,000.0 | 1,200.0 | 1,250.0 | 3,450.0           | ¥5.5<br>trillion | ¥4.9 trillion  |                |
| Commercial Rea           | l Estate Busi | ness Unit           |         |         |         |                   |                  |                |                |
| Investment               | _             | 164.4               | 550.0   | 650.0   | 700.0   | 1,900.0           |                  |                |                |
| Recovery                 | _             | 125.2               | 400.0   | 500.0   | 550.0   | 1,450.0           |                  |                | Net investment |
| Total                    |               |                     |         |         |         |                   |                  |                | ¥0.6 trillion  |
| Total investment         | _             | 461.7               | 1,650.0 | 1,900.0 | 1,950.0 | 5,500.0           |                  |                |                |
| (of which overseas)      | _             | 29.9                | 50.0    | 100.0   | 150.0   | 300.0             |                  |                |                |
| Total recovery           |               | 382.6               | 1,400.0 | 1,700.0 | 1,800.0 | 4,900.0           |                  |                |                |
| (of which overseas)      |               | 3.3                 | 0.0     | 50.0    | 100.0   | 150.0             |                  |                |                |
| Total balance of assets* | 1,759.4       | 1,801.2             | 2,000.0 | 2,200.0 | 2,400.0 | _                 |                  |                |                |

\*Total balance of assets is the assumed total assets balance as of the end of the last fiscal year of each phase. Since the investment/recovery plan only shows the figures of the Residential Development Business Unit and Commercial Real Estate Business Unit, the change in the total balance of assets does not match the calculation result from total investment and total

\*It does not reflect the change in the classifications of overseas business as of April 1, 2020 from the Residential Development Business Unit and Commercial Real Estate Business Unit to

### Strategic investment

In addition to the investment plans described above, we are making strategic investments for future growth. In the fiscal year ended March 2020, we acquired an additional shares in Nomura Real Estate Building (formely NREG TOSHIBA BUILDING) and made it a 100% subsidiary.

|   | Major investment goals         |                                       |
|---|--------------------------------|---------------------------------------|
| Expand business in Service & Management Sector and overseas | Develop business in new fields | Gain external expertise and resources |

### Impact of COVID-19

The Plan was formulated in April 2019 and does not take into account the impact of the spread of COVID-19. As of the end of September 2020, we are scrutinizing the impact on the profit targets for Phase 1 (FY22/3).

### Interview with the CFO



By building a flexible business portfolio, we will promote both investment for growth and shareholder returns through highly efficient management.

Makoto Haga Director, Group CFO

-ROF -ROA

Please assess performance of the Group for the fiscal year ended March 2020.

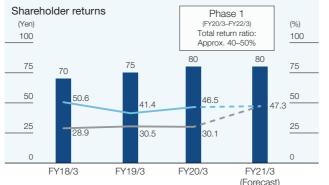
The Group is promoting a nine-year Mid- to Long-term Business Plan (the Plan) that runs from the fiscal year ended March 2020 to the fiscal year ending March 2028, and the fiscal year ended March 2020 was the first year.

Under the Plan, we will target ROE of over 10% and ROA of over 5% in the medium term and will work to create corporate value that exceeds cost of equity. We will improve ROE by increasing ROA while preserving financial soundness with our discipline of maintaining a level of 30% for the shareholders' equity ratio.

Looking at our consolidated business results for the fiscal year ended March 2020, business profit increased 4.0% from the previous fiscal year to ¥82.8 billion and profit attributable to owners of parent increased 6.6% to ¥48.8 billion. These increases were driven by an improvement in the gross profit margin in the housing sales business in the Residential Development Business Unit, realization of development profit and unrealized profit in the Commercial Real Estate Business Unit, and solid growth in the three business units comprising the Service & Management Sector. Meanwhile, ROE was 9.1%, ROA was 4.7%, and the shareholders' equity ratio was 30.5%, as each of these indicators progressed following the Plan. For shareholder returns as well, as we targeted the Plan, we achieved a total return ratio of 46.5% as a result of cash dividends and the acquisition of treasury shares. We are delighted with these acclaimed results.



ROE = Net profit/Shareholders' equity (average over the fiscal year) ROA = (Operating profit + Non-operating profit) / Total assets (average over the fiscal year)



■Annual cash dividends per share (left scale)

- Dividend payout ratio (right scale) - Total return ratio (right scale)

Total return ratio = (Total amount of dividends + Total amount of acquisition of treasury

shares) / Profit attributable to owners of parent
Dividend payout ratio = Total amount of dividends / Profit attributable to owners of parent

The Mid- to Long-term Business Plan calls for high capital efficiency. What is the reason for and background of this policy?

In Japan, there are Japanese Real Estate Investment Trusts (J-REITs) and other several fund schemes which are also suitable for long-term holding of real estate thanks to preferential tax breaks. The Group also manages Nomura Real Estate Master Fund (NMF), which is top-ranked in the size of assets under management in J-REITs, and Nomura Real Estate Private REIT (NPR), an unlisted REIT. We think that it is a rational approach to separate developer arms and leasing asset holding entities. This change in ownership structure would be a main stream in Japan as well.

In terms of risk/return, the cost of equity of REITs engaged in the long-term holding and management of leasing assets is around 3-5%. However, developers are required higher cost of equity due to their development risk. As a developer, we believe it is our duty to leverage our experience and expertise to take mainly real estate development risks and to generate ROE that exceeds cost of equity which is 7-8%. Even though we describe this as high capital efficient management, in reality this is only "highly efficient" compared with domestic developers up to the present. When looking globally we must still improve our capital efficiency even further.

On the other hand, from the perspective of debt procurement encompassing credit ratings as well as business continuity, we must also be aware of the stability of cash flows and the asset value on the balance sheets. For these reasons, holding a certain level of excellent leasing assets is essential.

To balance these, we will build a portfolio that combines our three businesses consisting of the property sales business, the leasing business, and service & management business that have different risk/return characteristics. We will commit to high asset efficiency and capital efficiency while maintaining stability by constructing an optimized business portfolio and continuing to manage our size of balance sheets as we keep a close watch on business opportunities and market trends.

Could you explain what is an "optimized business portfolio"?

We regard "optimized" as "flexible to appropriately respond to market changes," and this encompasses future forecasts. Our business portfolio should be changed through market adaptation and forward-looking approaches. We believe this will allow us to deliver high performance to our investors.

There are numerous companies that lacked this flexibility and have fallen by the wayside. The Group implements its Plan over a long term spanning nine years because we recognize

the importance of future prospects that are based on the characteristics of the real estate industry. The management of the Group is imbued with a culture of steadily observing the market, objectively ascertaining the Company's own strengths and weaknesses, and taking in investors' opinions. We regard these features as the foundation of our corporate governance.

As I explained previously, considering changes in the ownership structure of leasing assets in Japan and the required returns in terms of cost of equity, we believe that on a business profit basis, a balance combining 40% for the property sales business, 20% for the leasing business, and 40% for the service & management business is an optimized business portfolio over the mid-to long term. Through this combination, we will strive for ROA of over 5% and utilize financial leverage with the shareholders' equity ratio at the 30% level to attain ROE of over 10%.



Please describe your approach to the current changes in the business environment.

The impact of COVID-19 on the real estate business includes uncertainties that are difficult to forecast (as of September 30, 2020). We monitor changes in social trends and assume multiple scenarios for real estate price trends that affect asset values. This is an environment in which we should truly "build a flexible business portfolio."

For example, realizing development profit and unrealized profit by property sales will be a pillar of the Group's business model. In view of this, we must ascertain whether it is the best timing for selling them. Assuming that property price fluctuations are cyclical, asset fire sales based on only a shortterm perspective are not a good idea. The Group maintains financial soundness with a shareholder's equity ratio at the 30% level. This means we have the option of ascertaining the environment and deciding independently whether to hold or sell. We believe that effectively utilizing this option is also important.

Risk management is essential for securing high returns. What are the Group policies?

Risk management is a means for sustainably maximizing corporate value.

To properly manage the risks we must assume, for the asset side of our business portfolio we carry out risk management using the Value at Risk (VaR) approach, which quantifies the amount of risk in each business. This is a method to put stress on each business and assume the maximum losses based on an analysis of historical data for the changes in macro markets



and in the Group's business and compare this with the amount of shareholders' equity. In other words, VaR is one basis for setting the Group's shareholders' equity ratio standard at the 30% level.

Concurrently, impacts on cash flows are also subject to risk management. Real estate developers are involved in the transfer of large amounts of funds through their investments and recoveries. For this reason, we also carry out risk management that includes cash management.

As for the liability side, we believe it is crucial to undertake risk management for two types of risks, the risk of interest rate hikes and the risk of unexpected changes in the fund procurement environment. In response to the risk of interest rate hikes, we are taking advantage of the current low interest rate environment and have moved ahead with the conversion of floating-rate loans to fixed-rate loans and the extension of average loan maturities. Both the ratio of long-term maturities and fixed-rate loans to current interest-bearing debt are 97.5%. We are also executing hybrid financing in this environment that is conducive to various means of financing.

Regarding the fund procurement risk, we are assuming a worst-case scenario due to COVID-19 and have issued commercial papers and already executed commitment line agreements to keep funds at a level higher than in normal times.



Long-term Shareholders' equity ratio (right scale)

### What is your thoughts on shareholder returns?

For shareholder returns, we set a total return ratio of approximately 40-50% in the Phase 1 period of the Plan (up to the fiscal year ending March 2022). We will strike a balance between investment for growth and shareholder returns through profits generated by high capital efficient management.

During my dialogue with investors, I am often asked whether we prioritize investment for growth or shareholder returns. I always tell them that in the real estate industry, we can achieve

Investment for growth by non-real estate companies such as manufacturers are usually for facilities with low liquidity like manufacturing equipment and plants as well as for R&D, and recovery of these investments takes a long time. In contrast, investment for growth in the real estate industry is for investment in developing properties, which can be a product itself. When we sell property after completion, we recover the investment amount in a relatively short span. Thus, we can reinvest as well as provide shareholder returns with the realized

I should point out that even in the same real estate industry, however, it is difficult to realize both of these using a business model that continuously holds the developed assets and continually expands the balance sheets. We are confident the Group's business model, which centers on the property sales business and realize development profits, is a rational strategy for the balance of investment and shareholder returns.

In this manner, the Group emphasizes high capital efficiency and high total return ratio. In order to achieve them, we should be a company that consistently generates profits. In the fiscal year ending March 2021, I expect COVID-19 will have a significant impact on our businesses, and we forecast declines in revenue and profits. Despite this, we have announced that we will maintain cash dividends at the same level. I believe we have clearly demonstrated our policy of emphasizing stable shareholder returns as well as the soundness of the Group's financial base that enables these shareholder returns.



What are your thoughts on your role as Group CFO and the director in charge of investor relations.

Within Japan's real estate industry, the Group has devised the unique form of a developer that includes concentrating on high capital efficient management, realizing development profits and unrealized profit, and emphasizing shareholder returns along with articulating a clear capital policy. I have long engaged in the asset management business and corporate planning. With such backgrounds, I have promoted the Group's business

strategy from the dual perspectives of capital and real estate markets.

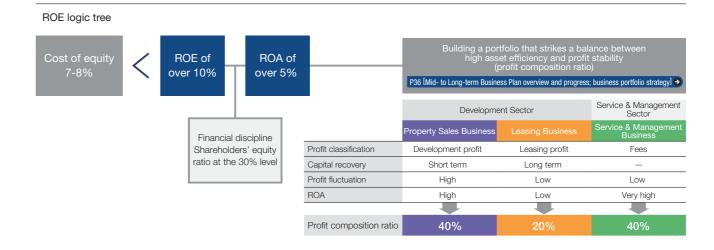
The market situation is now changing drastically due to the impact of COVID-19. From now on, we can keep growing by grasping these changes and adapting to the environment flexibly and actively.

The Group has earnestly taken in the investors' opinions and reflected feedback in business activities. In my communications with investors recently, I feel strongly their clear intention to "change society through ESG investments." Social responsibility

has become increasingly important for both companies and investors.

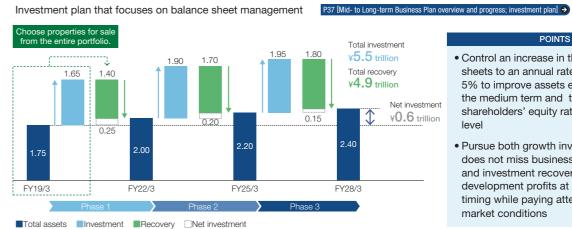
The Group operates businesses that are directly connected to people's lives and society. Our business growth is always aligned in the same direction as our contributions to resolve social issues responses and ESG initiatives will become one important "return" to investors.

As CFO, I will continue to commit to achieving profit growth and making social contributions through the Group's businesses and will work to earn the trust of our investors.





- Distribute profits generated through high captal efficient management to investment for growth and shareholder returns in a balanced manner
- Control increase of shareholders' equity by retained earnings to approximately 5% annually



- Control an increase in the balance. sheets to an annual rate of approximately 5% to improve assets efficiency over the medium term and to maintain the shareholders' equity ratio at the 30%
- Pursue both growth investment that does not miss business opportunities and investment recovery that realize development profits at appropriate timing while paying attention to market conditions



# Sustainability/ESG

- 44 Dialogue between the Chairman of the Board of
- 48 Roundtable discussion with External Directors
- 69 Internal controls, compliance/Information
- 74 Safety/Security, Community, Health and Well-being

| Sustainability (structure, materiality determination process, policy on CSR/ESG, etc.) |                      |                          |   |                            |  |  |  |  |  |  |  |
|--|----------------------|--------------------------|---|----------------------------|--|--|--|--|--|--|--|
| <b>E</b><br>P72-73 <b>⊙</b>  |                      | Environment              | Responding to climate change, etc.  | P72-73 <b>→</b>            |  |  |  |  |  |  |  |
|  | Four key themes      | Safety/<br>Security      | Securing safety and security in disasters, etc.   | P74-75 <b>→</b>            |  |  |  |  |  |  |  |
| S  | themes               | Community                | Care for communities and support for activation   | P74-75 <b>→</b>            |  |  |  |  |  |  |  |
| P74-81 <b>②</b>  |                      | Health and<br>Well-being | Response to aging population and diversity and<br>support for health, etc.  | P74-75 <b>→</b>            |  |  |  |  |  |  |  |
|  | Promot               | Human<br>resources       | Achieving wellness, promoting diversity, etc.     Topic: Response to COVID-19   | P76-79 <b>→</b>            |  |  |  |  |  |  |  |
| <b>G</b><br>P44-69 <b>€</b>  | Promotion foundation | Management<br>system     | Dialogue between the Chairman of the Board of Directors and an External Director/ Roundtable discussion with External Directors     Directors | P44-51 • P52-54 • P55-69 • |  |  |  |  |  |  |  |

### Watching over the Community (a program for visiting elementary schools)

The Group aims to achieve urban development in harmony with local communities through sustainably interacting with the locality and society. Through elementary school visits, the program seeks to foster children's interest in their local area and community to build a better

### Dialogue between the Chairman of the Board of Directors and an External Director



# Nomura Real Estate Holdings' "ever-evolving" governance

Nomura Real Estate Holdings' governance is also continually evolving in step with the times and business models as the Group aims for new growth based on its Mid- to Long-term Business Plan. Atsushi Yoshikawa, Director and Chairman of the Board of Directors, and Akira Ono, who has served as an external director for many years, discuss the features of and changes in the Group's governance. We hope this dialogue helps a deeper understanding of the Group's governance.

# Diversified composition of the Board of Directors

Q. There have been significant changes in composition of the Board of Directors over the past one or two years. Can you tell us about the background and aims of these changes?

### Yoshikawa

I assumed the position of Chairman of the Board of Directors of the Company in 2017. Back then, lawyers, certified public accountants, and academics had been appointed as external directors. Soon after the Company transitioned to a company with an Audit & Supervisory Committee in 2015, the Board was comprised of optimal members given that creating corporate governance was a key issue then. At the same time, however, in the next step, when envisioning a governance system that could support our mid- to long-term development, I realized that we also needed the involvement of persons with greater

experience in business and corporate management, such as those with a knowledge of overseas business and business investments prioritization.

### Ono-

My appointment as an external director in 2015 coincided with the transition to a company with an Audit & Supervisory Committee. For this reason, I thought our first mission at that time was to add functions that support the establishment of legal and financial auditing systems. Having finished that stage, we are now set to embark on a new phase that includes expanding overseas business, our strategic investments, and our business portfolio by leveraging this governance structure we have built as a foundation. Naturally, the roles that the Board of Directors will fulfil are diversifying. The addition of a wide range of persons with company management experience and a knowledge of IT and overseas business during the past one or two years is a welcome change that is aligned with our growth and business strategies. I think that the new directors' remarks triggered the active discussions.

### Yoshikawa

Insightful commentaries provided by these newly appointed directors has spurred extremely active debate and provided fresh stimulus for the Company. For example, director Higashi, backed by his experience in the global semiconductor industry, and director Mogi, who had been in center of the corporate division for many years at a trading company, have provided thought-provoking suggestions precisely because they have responded successfully many times to drastic market changes through a commitment to their business models and innovation. I am especially impressed because these directors keenly perceive changes in the external environment not as threats but as new business opportunities.

Turning to a different topic, as another new perspective on the composition of Board members, the Advisory Committee Relating to Nominations and Compensation set a six-year term of office for external directors as a guideline. This applies to Audit & Supervisory Committee Members to be appointed in the future. I believe six years is an ideal length of time in terms of understanding the Company's business, keeping continuity of discussions at the Board, and securing the independence of external directors.

### Ono

External directors play key roles as representatives of minority shareholders. It is important that these directors maintain an appropriate sense of distance and objectivity in the Company's business execution. Serving continuously as a director for several years will likely help foster a deeper understanding of the Company and its business strategies and enable optimal discussions about the current state of the Company. Alternatively, when directors serve too long, this in fact could even sow the seeds of distrust in their objectivity and independence as external directors. My sense is that six years is probably the ideal length of time needed for injecting a breath of fresh air into the Company.

# Transitions in the state of the Board of Directors and discussions

Q: Please tell us about operational aspects such as details of discussions at the Board of Directors.

### One

The Company's Board of Directors has been quite active and has exchanged frank opinions since my appointment. Initially, at times we mainly deliberated on individual projects. Recently, however, I have the impression that the Board of Directors has been undertaking enhanced discussions focused on matters of high importance in terms of business strategy.

### Yoshikawa

In 2019, we reevaluated the ways we should hold meetings giving consideration to the assessment of effectiveness of the Board of Directors. Specifically, to enhance the functions of the Company's Board, which is responsible for Group

management, we clearly separated roles of the Company's Board from those of our subsidiaries. This move enables the Company's Board of Directors to hold even more strategic discussions from broader perspectives and has already generated positive results. Besides the meetings of the Board of Directors, twice per year we convene Directors' opinion exchange sessions where we engage in long hours of in-depth discussion. We also hold free-ranging discussions focused on mid- to long-term themes. The most recent discussion featured some heated debates on themes about the Mid- to Long-term Business Plan, M&A, digital strategies, and trends of the Integrated Resort Bill in Japan. These debates are still fresh in my mind.

### Ono-

With concerning changes in the external environment, one new noteworthy achievement is an improvement in risk management. We held long discussions about them. We carefully reviewed the risk management method for the entire Group starting from the basic framework and are now able to classify, assess, and manage risks along with the expansion of our business strategy and business portfolio (see P64-68 Risk management). In particular, besides just so-called compliance in risk management such as internal control, we have organized the risks arising from changes in the external environment that affect our business and established a system for managing these risks. This represents a major leap forward in our business strategy.

### Yoshikawa

As Mr. Ono explained, risk management is a crucial perspective. Execution of the Company's dynamic business plan that includes expanding asset types, improving asset quality on the balance sheets, and expanding overseas businesses requires sophisticated judgment capabilities. Our executive directors are generally sensitive to risks. Additionally, realizing a balance in a manner akin to optimally stepping on the accelerator and applying the brakes based on risk analysis from the viewpoint of non-executive directors is crucial for achieving healthy growth of the entire Group. We must also consider the emergence of new risks such as the recent impact of COVID-19 which might lead to a change of behavior in society. Continuous monitoring by the Board of Directors is essential.

# Evolution of the Directors' compensation system

Q. Can you explain the design of the system for directors' compensation introduced in 2018? What is the reaction after its introduction?

### Yoshikawa-

Our director's compensation system consists equally of fixed and variable compensation, while the variable part is divided between short-term and long-term incentives. The performance-based portion of long-term incentives has been

### Dialogue between the Chairman of the Board of Directors and an External Director



tied to the achievement of performance goals after three years, thereby having a system in place that is tailored to the characteristics of the real estate industry, where it takes time before profits are realized. We introduced the system in just two years. Given this short span, we will probably need a bit more time to analyze the outcome of changes. The important point is to closely link the director compensation system with the Mid- to Long-term Business Plan. With three years as a general timeline, the concept is to execute a management strategy that emphasizes profit and efficiency while taking into account capital cost and then pay compensation according to the results. The current challenging business environment especially requires us to maintain an awareness of mid- to longterm growth and not just pursue short-term results.

### Ono

We have set business profit and ROE as performance indicators and this is in line with the Company's stance of focusing on both profit amount and capital efficiency. Based on a business plan that flexibly changes in tandem with shifts in the environment, we must constantly strive to optimally shape our compensation system in terms of the balance between fixed and variable compensation. For example, perhaps we could also deliberate the pros and cons of including sustainability elements as achievement goals.

### Yoshikawa-

I agree with that. We need to further evolve the compensation system rather than arbitrarily stick with the status quo. We will also continuously review the system from new perspectives to foster the growth of our human resources, who form the cornerstone of our company management.

### Response to the Corporate Governance Code

Q. Please tell us about items in the Corporate Governance Code for which you explain your non-compliance ("Explain") and the reasons for this.

### Yoshikawa-

The Company explains non-compliance for two items. These are Proper Supervision of Successor Plans for CEO, etc. (Planning)\*<sup>1</sup> and Training Policy for Directors\*<sup>2</sup>. Let me explain

the reason for non-compliance. Concisely, the Company has made no significant position changes such as changing CEO and COO following the announcement of the Corporate Governance Code in 2015. Therefore, we have had no opportunity to verify effects of the new process. We have not yet had an opportunity to evaluate the results of whether these actually work effectively and reliably preserve corporate value.

We must explain not only because we have no results to report but also because we are aiming for higher standards. Of course, we recognize that we have sufficiently created frameworks for succession in the future and are constantly undertaking reviews to improve the quality of these.

### Yoshikawa—

We also explain the reason for not implementing the Training Policy for Directors, which is for the same reason as just described. We have no track record of implementing training for newly appointed CEOs and COOs, which are the most important positions. However, the Advisory Committee Relating to Nominations and Compensation gathers detailed information regularly concerning the names of CEO and COO candidates as well as those for other important positions and what those candidates should experience in the future. Based on this information, the Committee makes suggestions and reports to the Board of Directors to ensure that the grooming of successor candidates is undertaken in a systematic manner while strengthening the training system.

### Ono-

As one example of progress in this area, training for external directors has been improved by leaps and bounds compared with five years ago when I assumed my position. Training is implemented via a variety of formats that encompass inspections of properties, including those overseas, as well as individual meetings. That said, we also chose to "Explain" because we still have ample latitude for improving training and we need to constantly raise the level of our training. We will aim for further improvements in the future.

### Relationship with major shareholders

Q. Investors pay close attention to the relationship with major shareholders. What are your thoughts on this?

Investors pay close attention to the relationship between the Company and Nomura Holdings (NHI), which holds 35% or more of our shares. I think the primary concern of investors is whether or not there is a conflict of interest with NHI, the major shareholder, on a daily basis or under certain special circumstances.

First of all, I must point out there is no daily business relationship between the Company and NHI of any nature that would unilaterally benefit the interests of NHI, the major shareholder. Conversely, I'm sure there are mutually beneficial relationships that contribute to enhancing the corporate value of both companies. For example, in the Property Brokerage & CRE Business Unit, NHI introduces customers to us and in turn, we meet the specialized needs of these NHI customers. Also, from the perspective of supplying human resources, this relationship functions as an important management resource, such as complementing human resources with management experience.

On the other hand, there is no assurance the risk of a structural conflict between major shareholders and minority shareholders will not arise in unforeseen circumstances that differ from normal times. In such circumstances, we must form a special committee centered on external directors and take proper measures to assure the interests of minority shareholders are protected. I believe the members of the Company's Board of Directors including Mr. Yoshikawa are highly sensitive to the importance of this type of process.

### Yoshikawa —

I started my career at NHI myself. However, I must emphasize that fulfilling accountability to minority shareholders is first and foremost a major precondition. Even supposing a situation arose where I could be the subject of a conflict as mentioned by Mr. Ono, then I will of course remove myself from any relevant decision-making processes. Exactly for this reason, I believe my responsibility is to make my utmost daily efforts to ensure the participation of external directors who can find any satisfactory conclusion from the perspective of our shareholders even in such a situation.

### Ono-

External directors including me must make our very best efforts to protect the interests of our minority shareholders. This is a major premise. On the basis of mutual trust between the major shareholders and the Company, further advancing healthy communication that fully considers that the other parties are also listed companies will also contribute to increasing the Company's corporate value.

### For building sustainable governance

Q. Please tell us about your own determination toward realizing the Company's sustainable growth.

### Ono-

I believe the Company has now put into place a fundamental governance system. Presently, however, I expect to see major shifts in society and the economy that will require further changes to our governance. As functions of the Board of Directors, together with newly appointed external directors. I hope to discuss the essential points for the Company's mid- to long-term growth such as digital strategies and mid- to longterm strategies for overseas business, from the perspectives of



strategies for sustainable growth in the future, of course, from the perspectives of "post COVID-19" and sustainability as well. At the same time, I would like to play my role both as a member of the Board of Directors and as an external director.

In doing so, risk management will be an important theme. Risk management needs to be undertaken with an awareness that in the first place the shape of the managed risk will continually evolve along with shifts in the external environment. Building a more balanced business portfolio is also a form of risk management for the Company as a whole. In view of this, while taking on major challenges in one area, it will also be crucial to earn stable profits in other businesses.

### Yoshikawa —

The impact of COVID-19 is the risk that no one had anticipated until last year. Even if the pandemic is overcome in the near future, people's work styles and lifestyles, our business domain, will surely change. In order to continue sustainable growth, no matter what unexpected risk event occurs, it is essential for the Company to build a governance system supporting a corporate culture that accepts the reality honestly and is not afraid of change. Besides just using governance as a defensive measure. I will enhance the Company's proactive challenges in new fields in line with changes in the social environment by implementing our unique business model. With this in mind, I believe the role of the Board of Directors is to determine the optimal allocation of business resources with consciousness of capital cost and the balance between returns to shareholders and investment for growth.

With an eve to the future, we will continue to monitor the business performances from the perspective of governance and work with executive directors to create long-term corporate value and to achieve sustainable growth.

<sup>\*1</sup> The Corporate Governance Code Supplementary Principle 4-1-3
\*2 The Corporate Governance Code Principle 4-14, Supplementary Principle 4-14-1, and Supplementary Principle 4-14-2

### Roundtable discussion with External Directors



### Tetsuro Higashi

Director (External)

### Akiko Miyakawa

Director
(Audit & Supervisory
Committee Member)
(External)

### Yoshio Mogi

Director
(Audit & Supervisory
Committee Member)
(External)

### Dialogue

With one year having passed since their appointment in June 2019, three External Directors talk about their assessment of the Group and various issues.

# Impressions of the Group through their activities during the past year

Q: One year has passed since you were appointed as Company directors. What are your impressions about the actual state of the Group?

### Higashi-

Prior to my appointment, I envisioned the real estate industry as being a worthwhile business in that it is closely related to people's lives and their ways of working, and helps shape the future together with them. At the same time, I also pictured this as a business that focuses on holding properties. Once I looked at the actual state of the Company, however, I found out that it utilizes a quite unique business model based on brand formation by creating distinctive concepts such as its PROUD for residences and PMO for offices. This is an intriguing management method that raises the added value of real estate by enhancing the brand concept rather than just putting emphasis on holding properties.

The Company separates its management into real estate development that involves holding properties, and Service & Management such as investment management. At the same time, it utilizes schemes like REITs to bring real value in both development and services. I reaffirmed that rapid asset turnover and efficient management are other features of the Company's operations.

### Mogi-

In my days working for a trading company I was involved in the real estate business and had a variety of experiences, so I imagined that there are also high-risk aspects to this industry and business. However, the perspectives and business practices of the corporate side are very precise and closely interwoven, and I was impressed with their financial analysis capabilities and insights. I felt that collaboration between the corporate side and the business side is also very close. For this reason, I also sometimes worry that they will spend much time and effort to respond politely to the requests of external directors.

### Miyakawa —

As they have pointed out, I felt again that the real estate industry is a difficult business requiring skillful management in balancing two contrasting imperatives, namely taking a long-term view for significant investments and having the stringent perspectives of investors, who have a short-term view. In this respect, I am impressed that the Company highly values both long-term and short-term perspectives. The Company is also firmly imbued with an attitude and spirit of taking on new challenges, and this gives me an interest and enjoyment.

# Information provision to Directors for enforcing proper governance

Q: Did the Company provide sufficient information for the effective governance?

### Miyakawa —

I was taken on property tours and my understanding was deepened with viewing properties in themselves. My impression was that the Company is quite cooperative in this regard. For example, whenever I asked questions, such as about questionable points in the Securities Report, persons from the Finance and Accounting Department provided me with thorough explanations. I also strengthened my interaction during exchanges with executive directors such as through opinion exchange sessions with the CEO, COO, and CFO, individual interviews with executive officers and attendance at Budget Committee meetings. Additionally, I was invited to online social gatherings held by staffs, and these venues provided me with valuable opportunities for listening to people's frank opinions.

# Q: How was information provision for the Board of Directors meetings?

### Mogi-

As was mentioned previously, the response including information provided in advance was more thorough than I had anticipated. Explanations of the agenda of the Board of Directors meetings were provided from the viewpoint of the Corporate Planning Department after they analyzed and provided their own input. The quality of information is further improving.

### Miyakawa —

As for the information provision for the Board of Directors meetings, including preliminary information sessions, this was handled thoroughly. Actually, at first I thought the information provision was so thorough that I was receiving too many materials. However, this has changed significantly over the past one year as pointed out by Mr. Higashi and Mr. Mogi. I think there is tremendous value in striving for improvements through sincere engagement in external opinions.

### Higashi—

Since Mr. Mogi and Ms. Miyakawa are both Audit & Supervisory Committee members, I think they have more detailed information. Even so, the Company sets up prior briefing sessions each time before I attend the Board of Directors meeting. Through this effort, I am confident I receive sufficient information.

We should engage in discussions from a long-term perspective, that includes seeking direction on what type of value we will add to actual real estate by utilizing ICT after consideration of changes in people's lifestyles and work styles. — Tetsuro Higashi

I think now is the time we must have major discussions about where to position ourselves in the industry, how to expand our businesses, and where to accelerate our M&A and overseas business expansion. — Yoshio Mogi



# Issues and points for improvements to further enhance governance

Q: You have discussed the positive aspects of the Company. Tell us about issues and points requiring improvement as well.

### Higashi----

The role of external directors is to examine the Company from a broad perspective and provide advice on its direction, strategies, differentiation from competitors, and areas where it is lacking. For me as well, I make every possible effort to convey my knowledge and ideas on strategic areas. In this sense, besides discussions premised just on "the current state of policy," I hope to see the Board of Directors engage in more invigorated discussions on the way strategies ought to be and the background of these strategies.

For our overseas business in particular, instead of simply explaining result of individual projects, now is the time to further deepen discussions on our mid- to long-term directions, specific measures, and methodologies.

I also regard ICT as an important theme based on my experience from working at a semiconductor production equipment manufacturer. The use of ICT as a part of sales sites and management is already widespread. In the future, however, we should probably carry out discussions that focus even more closely on the ideal way to apply ICT to raise the added value of real estate. We should engage in discussions from a long-term perspective and about overseas business expansion that include seeking direction on what type of value we will add to actual real estate by utilizing ICT after consideration of changes in people's lifestyles and work styles.

### Mogi

I also agree with this point. We receive ample information and explanations from the persons on the corporate side and undertake active debates at meetings. To make further improvements, I believe we will need to spend more time discussing key issues such as overseas business expansion, ICT strategies, and M&A.

I heard from Mr. Yoshikawa (Chairman of the Board of Directors) that during the formulation of the Mid- to Long-term Business Plan announced last year, he spent much time engaging in detailed discussions through opinion exchange sessions with executive members in addition to holding discussions at the Board of Directors meetings. This year, the impact of COVID-19 has made it difficult to create such opportunities. I hope to have the opportunity to delve more extensively into one theme and spend time having heated discussions.

Also, it is important for the Board of Directors to deepen discussions and determine the direction as a company rather than just trying to draw conclusions. Directors in charge of execution should also share details with general managers and senior managers. I think that this process will make the Group even better

I would also like to see the issue of "clarifying responsibility" given more consideration. The trading company where I worked had clearly defined responsibility for planning and responsibility for results. Because of this, details of projects were strictly pointed out and discussions were held repeatedly. This approach will help intensify a commitment to projects. I believe that both individuals and companies can build up their strengths through savoring successes and experiencing failures.

### Higashi-

I agree. Even under such circumstances, I also wish for a little more time to discuss strategies and hope to utilize my own knowledge and ideas in these discussions to the extent possible. Also, I feel expectations for this point from Mr. Yoshikawa as well.

The semiconductor production equipment manufacturer I worked for held offsite strategic meetings focused on one theme for about two days once per year. At these meetings, key discussions were held with a mix of directors and top executives. I hear the Company also holds similarly positioned meetings. I believe we can realize fruitful meetings that help drive the Company's value creation by holding fundamental discussions on further innovating business and management and on how we can achieve this with foresight. I hope I can

make meaningful contributions to such meetings.

### Miyakawa —

I wish to have thorough discussions on the direction of our overseas business expansion, which will be strengthened in the future. Overseas expansion tends to be a general all-round initiative. So I think we need to increase strategic discussions on how and where to deploy the strengths of the Group. Also, judging from my experience working overseas, I think the Company should pay even closer attention to risk management in its overseas business.

### Expectations for the Nomura Real Estate Group and the role of External Directors

Q: Tell us about your expectations of the Company and your own determination for the future.

### Mogi-

I have a strong sense that the Company has rapidly built its management structure during about 60 years since its establishment. For this reason, I think that during the next stage the time will be ripe for major discussions about issues such as where to position ourselves in the industry, how to expand our businesses, and where to accelerate our M&A and overseas business expansion. I have high hopes that such discussions will be held. In this area, I believe there is much I can convey

about my experience at a trading company, especially about business investments and fund utilization. I will try to proactively express my opinions and hope to contribute to the development of the Company in the future as well.

### Mivakawa —

I wish to continue stating my opinions on matters from my awareness and standpoint as an accountant and from the perspective of minority shareholders. With the diversity of the Board of Directors becoming important, I hope that besides appointing female directors from outside, female candidates will also emerge from within the Group. Nomura Real Estate Group has agility and a wealth of ideas. I would like to enhance these positive attributes of the Group.

### Higashi----

Based on my involvement with the Company as a director, I feel this is a very rewarding company and a worthwhile company for all employees. Furthermore, the Company carries out highly transparent management in an extremely unique form. I hope to see Nomura Real Estate Group become a group in which employees and management work as one with a clear long-term vision of the social significance of its existence as a real estate company and how it will shine brightly in the future. To achieve this, as a person with management experience, I hope to provide useful advice regarding the direction the Company is heading and about strategic areas.

Nomura Real Estate Group has agility and a wealth of ideas. I would like to enhance these positive attributes of the Group.

— Akiko Miyakawa



### Directors and Executive officers (As of June 23, 2020)

### Directors-



Atsushi Yoshikawa Date of birth: Apr. 7, 1954

Director and Chairman of the **Board of Directors** Chairman of Advisory Committee Relating to Nominations and



Jun. 2000 Director of Nomura Securities Co., Ltd.

Oct. 2001 Director of Nomura Securities Co., Ltd.

Jun. 2003 Executive Officer of Nomura Securities Co., Ltd.

Apr. 2004 Executive Managing Director of Nomura Holdings, Inc. Senior Corporate Managing Director of Nomura Asset Management Co., Ltd.

Apr. 2006 Executive Vice President of Nomura Asset Management Co., Ltd.

Apr. 2008 Director and President of

Nomura Asset Management Co., Ltd. Oct. 2008 Executive Managing Director of Nomura Holdings, Inc. Director, President, and CEO of

Nomura Asset Management Co., Ltd. Jun. 2011 Executive Vice President and Senior Managing Director of

Nomura Holdings, Inc. CEO and President of Nomura Holding America Inc. Aug. 2012 Representative Executive Officer and Group COO of

Nomura Holdings, Inc. Jun. 2013 Director, Representative Executive Officer, and Group COO of Nomura Holdings, Inc.

Jun. 2016 Advisor of Nomura Holdings, Inc.

Apr. 2017 Director of Nomura Real Estate Development Co., Ltd.

Advisor of Nomura Real Estate Holdings, Inc. Jun. 2017 Chairman of the Board of Directors of Nomura Real Estate Holdings, Inc. (present

May 2018 Outside Director of Ryohin Keikaku Co., Ltd. (present)



Eiji Kutsukake

Date of birth: Sep. 12, 1960 President and Representative Director, Group CEO

Apr. 1984 Joined Nomura Securities Co., Ltd. (currently Nomura Holdings, Inc.)

Apr. 2007 Executive Managing Director of Nomura Securities Co., Ltd. Oct. 2008 Senior Managing Director of Nomura Securities Co., Ltd.

Apr. 2009 Senior Corporate Managing Director of Nomura Securities Co., Ltd.

Apr. 2011 Senior Corporate Managing Director Chief Operating Officer of Nomura Holdings. Inc. Executive Vice President of Nomura Securities Co., Ltd.

Apr. 2012 Executive Managing Director of Nomura Holdings, Inc. Aug. 2012 Deputy President of Nomura Securities Co., Ltd.

Apr. 2013 Director and Deputy President of

Nomura Securities Co., Ltd.

Apr. 2014 Advisor of Nomura Real Estate Holdings, Inc. Jun. 2014 Representative Director and Executive Vice President of Nomura Real Estate Holdings, Inc.

Jun. 2015 President and Representative Director, and Chief Executive Officer of Nomura Real Estate Holdings, Inc. (present)

Apr. 2017 Chair and Representative Director of Nomura Real Estate Development Co., Ltd. (present)



Seiichi Miyajima

Date of birth: Aug. 3, 1958 Executive Vice President and Representative Director, Group COO

Apr. 1981 Joined Nomura Real Estate Development Co., Ltd. Jun. 2004 Director of Nomura Real Estate Development Co., Ltd.

Apr. 2008 Senior Executive Officer of Nomura Real Estate Development Co., Ltd.

Apr. 2009 Managing Executive Officer of Nomura Real Estate Development Co., Ltd.

Apr. 2012 Representative Director and Senior Managing Executive Officer of Nomura Real Estate Development Co., Ltd.

May 2012 Executive Officer of Nomura Real Estate Holdings, Inc. Apr. 2014 Representative Director and Executive Vice President of Nomura Real Estate Development Co., Ltd.

Jun 2014 Representative Director and Executive Officer of Nomura Real Estate Holdings, Inc.

Ann 2015 President and Representative Director, and Chief Executive Officer of Nomura Real Estate Development Co., Ltd.

Apr. 2017 Executive Vice President and Representative Director of Nomura Real Estate Holdings, Inc. (present)



Tetsuro Higashi Date of birth: Aug. 28, 1949

Director Advisory Committee Relating to Nominations and Compensation

Apr. 1977 Joined Tokyo Electron Ltd

Dec. 1990 Director of Tokyo Flectron I td.

Apr. 1994 Managing Director of Tokyo Electron Ltd.

Jun. 1996 Representative Director, President of Tokyo Electron Ltd.

Jun. 2003 Representative Director, Chairman of the Board of Tokyo Electron Ltd.

Jun. 2011 Director, Chairman of the Board of Tokyo Electron Ltd. Jun. 2012 Outside Director of Ube Industries. Ltd.

Apr. 2013 Representative Director, Chairman, President & CEO of Tokyo Electron Ltd.

Jun. 2015 Representative Director, President & CFO of Tokyo Electron Ltd.

Jan. 2016 Corporate Director, Corporate Advisor of Tokyo Electron Ltd.

May 2018 Outside Director of Seven & i Holdings Co., Ltd. (present) Jun. 2019 External Director of Nomura Real Estate Holdings, Inc.

Outside Director of Ube Industries, Ltd. (present)



Shoichi Nagamatsu

Date of birth: Jul. 6, 1958 Director Advisory Committee Relating to

Nominations and Compensation



Apr. 1982 Joined Nomura Securities Co., Ltd.

(currently Nomura Holdings, Inc.) Apr. 2004 Executive Managing Director of Nomura Securities Co., Ltd.

Oct. 2008 Executive Managing Director of Nomura Holdings, Inc. Senior Managing Director of Nomura Securities Co., Ltd.

Jun. 2010 Senior Corporate Managing Director Chief Operating Officer of Nomura Holdings, Inc. Senior Corporate Managing Director of

Nomura Securities Co., Ltd. Jun. 2012 Representative Executive Managing Director and Senior Corporate Managing Director of Nomura Securities Co., Ltd.

Apr. 2013 Executive Managing Director and Chief of Staff of Nomura Holdings, Inc. Executive Managing Director and Executive Vice President of Nomura Securities Co., Ltd.

Apr. 2016 Deputy President of Nomura Securities Co., Ltd.

Apr. 2017 Representative Executive Officer and Deputy President, and Chief of Staff of Nomura Holdings, Inc. Director of Nomura Securities Co., Ltd

Apr. 2018 Representative Executive Officer and Deputy President of Nomura Holdings, Inc. Jun. 2018 Director, and Representative Executive Officer and

Deputy President of Nomura Holdings, Inc. Apr. 2020 Director of Nomura Holdings, Inc.

Jun. 2020 Director of Nomura Real Estate Holdings, Inc. (part-time)



Takao Orihara

Date of birth: Feb. 6, 1958 Director (Audit & Supervisory Chairman of Audit & Supervisory

Apr. 1980 Joined Nomura Real Estate Development Co., Ltd.

Director of Nomura Real Estate Development Co., Ltd.

Apr. 2008 Director and Senior Executive Officer of

Apr. 2009 Director and Managing Executive Officer of

Apr. 2010 Director of NREG TOSHIBA BUILDING Co., Ltd.

(currently Nomura Real Estate Building Co., Ltd.) May 2012 Director and Executive Officer of

Nomura Real Estate Holdings, Inc.

Apr. 2014 Audit & Supervisory Board Member of Nomura Real Estate Development Co., Ltd. (present) (currently Nomura Real Estate Retail Properties Co. Ltd.)

Nomura Real Estate Holdings, Inc. Audit & Supervisory Board Member of Nomura Real Estate Urban Net Co., Ltd. (present) Audit & Supervisory Board Member of Nomura Real Estate Partners Co., Ltd. (present (currently Nomura Real Estate Life & Sports Co., Ltd.)

Nomura Real Estate Holdings, Inc. (present) Audit & Supervisory Board Member of NREG TOSHIBA BUILDING Co., Ltd. (currently Nomura Real Estate Building

Apr. 2018 Audit & Supervisory Board Member of Nomura Real Estate Wellness Co., Ltd. Audit & Supervisory Board Member of Nomura Real Estate Hotels Co., Ltd.



Toshiaki Seki

Date of birth: Mar. 27, 1958 Executive Vice President and Representative Director, Business Unit Manager of mercial Real Estate **Business Unit** 

Apr. 1980 Joined Nomura Real Estate Development Co., Ltd. Jun. 2003 Director of Nomura Real Estate Development Co., Ltd. Mar. 2007 Managing Director of Nomura Real Estate Development Co...

Apr. 2007 President and Representative Director of NOMURA LIVING SUPPORT CO., LTD. (currently Nomura Real Estate Partners)

Co., Ltd.) Apr. 2008 President and Representative Director, and Chief Executive Officer of NOMURA LIVING SUPPORT CO., LTD.

May 2012 Executive Officer of Nomura Real Estate Holdings, Inc. Apr. 2013 Director of NOMURA BUILDING MANAGEMENT CO., LTD. (currently Nomura Real Estate Partners Co., Ltd.) Apr. 2014 President and Representative Director, and Chief Executive

Officer of Nomura Real Estate Partners Co., Ltd. Jun. 2014 Representative Director and Executive Officer of Nomura.

Real Estate Holdings, Inc. Apr. 2015 Director of Nomura Real Estate Urban Net Co., Ltd Chair and Representative Director of Nomura Real Estate Partners Co., Ltd. President and Representative Director of

Nomura Real Estate Wellness Co., Ltd. Jun. 2015 Director of MEGALOS CO., LTD. (currently Nomura Real Estate Life & Sports Co., Ltd.) (present

Apr. 2018 Executive Vice President and Representative Director of Nomura Real Estate Holdings, Inc. (present) Apr. 2019 Executive Vice President and Representative Director of Nomura Real Estate Development Co., Ltd. (present) Director of NREG TOSHIBA BUILDING Co., Ltd. (currently

Nomura Real Estate Building Co., Ltd.) (present)



Makoto Haga

Date of Birth: Jun. 22, 1966 Director and Executive Officer Supervisor of Management Division, Investor Relations

Apr. 1989 Joined Nomura Real Estate Development Co., Ltd. Oct. 2011 Director and Senior General Manager of Investment Management Division of Nomura Real Estate Capital Management Co., Ltd.

Apr. 2012 Executive Officer of

Nomura Real Estate Development Co., Ltd. May 2012 Executive Officer of Nomura Real Estate Holdings, Inc. Apr. 2015 Managing Executive Officer of

Nomura Real Estate Development Co., Ltd. Apr. 2017 Director and Managing Executive Officer of Nomura Real Estate Development Co., Ltd.
Director of NREG TOSHIBA BUILDING Co., Ltd. (currently Nomura Real Estate Building Co., Ltd.) Director of Nomura Real Estate Life & Sports Co., Ltd. Director of Geo Akamatsu Co., Ltd. (currently Nomura Real Estate Retail Properties Co., Ltd.) Director of PRIME X Co., Ltd.

Director of Nomura Real Estate Wellness Co., Ltd. Jun. 2017 Director and Executive Officer of

Nomura Real Estate Holdings, Inc. (present) Apr. 2020 Director and Senior Managing Executive Officer of Nomura Real Estate Development Co., Ltd. (present)



Yasushi Takayama Date of birth: Feb. 1, 1964

Director (Audit & Supervisory

Apr. 1988 Joined Nomura Securities Co., Ltd. (currently Nomura Holdings, Inc.) Jun. 2011 Director, Nomura Financial Products & Services, Inc.

Oct. 2012 Managing Director and General Counsel of Nomura Securities International, Inc. (New York) Sep. 2013 Managing Director and General Counsel of

Nomura Holding America Inc. Apr. 2015 Senior Managing Director and Chief Legal Officer of Nomura Holdings, Inc. Senior Managing Director and Chief Legal Officer of

Nomura Securities Co., Ltd. Jun. 2016 Outside Director of Japan Securities Depository Center Incorporated

Apr. 2019 Audit & Supervisory Board Member of Nomura Real Estate Development Co., Ltd. (present) Advisor of Nomura Real Estate Holdings, Inc. (present) May 2019 Audit & Supervisory Board Member of UHM Co., Ltd.

Jun. 2019 Director (Audit & Supervisory Committee Member) of Nomura Real Estate Holdings, Inc. (present) Audit & Supervisory Board Member of Nomura Real Estate Asset Management Co., Ltd. (present) Audit & Supervisory Board Member of Nomura Real Estate Urban Net Co., Ltd. (present) Audit & Supervisory Board Member of Nomura Real Estate Partners Co., Ltd. (present) Audit & Supervisory Board Member of NRFG TOSHIBA BUILDING Co., Ltd. (currently Nomura Real Estate Building Co., Ltd.) (present) Audit & Supervisory Board Member of

Nomura Real Estate Wellness Co., Ltd. (present) Audit & Supervisory Board Member of Nomura Real Estate Hotels Co., Ltd. (present Audit & Supervisory Board Member of PRIME X Co., Ltd.

Partners)

(present)

Date of birth: Dec. 28, 1971 Director (Audit & Supervisory Committee Member)
Advisory Committee Relating to Nominations and Compensation Member

Apr. 1998 Registered with Tokyo Bar Association

Jan. 2006 Partner of Spring Partners (present)

Joined Tokyo Aoyama Law Office (currently Baker & McKenzie [Gaikokuho Joint Enterprise]) Mar. 1999 Joined Okinobu, Ishihara & Sei Law Office (currently Spring

of Nomura Real Estate Holdings, Inc. (present)

Jun. 2012 External Audit & Supervisory Board Member of MEGALOS CO., LTD. (currently Nomura Real Estate Life & Sports Co., I td.) Jun. 2015 External Director (Audit & Supervisory Committee Member)



Jun. 2005 Director of Nomura Real Estate Holdings, Inc.

Nomura Real Estate Development Co., Ltd.

Nomura Real Estate Development Co., Ltd.

Audit & Supervisory Board Member of Geo Akamatsu Co., Ltd. Advisor of Nomura Real Estate Holdings, Inc. Jun. 2014 Audit & Supervisory Board Member of

Audit & Supervisory Board Member of MEGALOS CO., I TD.

Jun. 2015 Director (Audit & Supervisory Committee member) of

Co., Ltd.)

### **Directors and Executive officers**



Yoshio Mogi

Date of birth: Apr. 10, 1952
Director (Audit & Supervisory
Committee Member)
Advisory Committee Relating to
Nominations and Compensation
Member

External Director
Independent Director
Non-executive

Apr. 1975 Joined Nichimen Co., Ltd. (currently Sojitz Corporation)

Apr. 2006 Executive Officer of Sojitz Corporation

Apr. 2008 Managing Executive Officer of Sojitz Corporation

Apr. 2012 Senior Managing Executive Officer, CFO of Sojitz Corporation
Jun. 2012 Representative Director, Senior Managing Executive Officer,

CFO of Sojitz Corporation

Apr. 2014 Representative Director and Executive Vice President, CFO

of Sojitz Corporation

Jul. 2014 Outside Director of Sojitz Infinity Inc.

Apr. 2017 Representative Director and Executive Vice President, CCO

of Sojitz Corporation
Director of Sojitz REIT Advisors K.K.

Apr. 2018 Advisor of Sojitz Corporation

Jun. 2019 External Director (Audit & Supervisory Committee Member) of Nomura Real Estate Holdings, Inc. (present)



Akiko Miyakawa

Date of birth: Oct. 18, 1955

Director (Audit & Supervisory Committee Member)



Apr. 1978 Joined Tokyo Branch of Chase Manhattan Bank (currently JPMorgan Chase Bank, N.A.)

Nov. 1987 Joined Marunouchi & Co.

(currently Deloitte Touche Tohmatsu LLC)

Jan. 2000 Joined the Los Angeles Office of Deloitte US

Jun. 2005 Partner of Deloitte Touche Tohmatsu LLC

Jul. 2008 Joined the Taipei Office of Deloitte Taiwan
Oct. 2015 Joined Deloitte Touche Tohmatsu LLC Tokyo Office

Aug. 2018 Representative of Akiko Miyakawa CPA Office (present)

Jun. 2019 External Director (Audit & Supervisory Committee Member)

of Nomura Real Estate Holdings, Inc. (present)

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Tetsu Takahashi

Date of birth: Oct. 24, 1956
Director (Audit & Supervisory



Apr. 1986 Registered with Tokyo Bar Association

Jul. 2003 Representative Partner of KASUMIGASEKI PARTNERS LAW OFFICE (present)

Mar. 2006 Outside Audit & Supervisory Board Member of Apple Japan Co., Ltd.

Apple Japan Co., Ltd.

Mar. 2007 External Auditor of McDonald's Holdings Company
(Japan). I td.

External Director of McDonald's Company (Japan), Ltd.

Jun. 2007 Outside Audit & Supervisory Board Member of Gro-Bels Co., Ltd.

Oct. 2007 Outside Audit & Supervisory Board Member of Bit-isle Inc. (currently Bit-isle Equinix Inc.)

Jan. 2012 Outside Audit & Supervisory Board Member of Boox Co., Ltd.

Feb. 2012 Outside Audit & Supervisory Board Member of ZOOM CORPORATION

Jun. 2015 Outside Director (Audit and Supervisory Committee Member) of ZOOM CORPORATION (present)

Oct. 2016 Outside Audit & Supervisory Board Member of eBOOK Initiative Japan Co., Ltd. (present)

Jun. 2020 External Director (Audit & Supervisory Committee Member) of Nomura Real Estate Holdings. Inc. (present)

### Executive officers (Excluding those who are concurrently serving as Directors)

### Takashi Kaku

In charge of Overseas Business

### Akihiro Fukuda

In charge of Property & Facility Management

### Shigeyuki Yamamoto

In charge of Development Planning

### Daisaku Matsuo

In charge of Residential Development

### Kenichi Maeda

In charge of Property Brokerage & CRE

### Koki Miura

In charge of Investment Management

### Tetsumi Yoshimura

In charge of Quality Management and Architectural Design

### Masato Yamauchi

In charge of Corporate Planning, ICT & Innovation Planning

### Yukio Ichihara

In charge of Internal Audit and Compliance, Group Audit, Group Legal & Compliance, Group Corporate Administration, Secretariat

### Yoichiro Ishikawa

In charge of Group Human Resources

### Toshihide Tsukasaki

In charge of Finance & Accounting, Finance

### Tokuji Nakamura

In charge of Sustainability Management, Corporate Communication, Sustainability Management

### Corporate governance

### Basic concept of corporate governance—

Nomura Real Estate Holdings believes that it must be governed in a way that continuously maximizes our Group's value over the long term, while consideration is given to the interest of shareholders and all other stakeholders of the Company. We aim to enhance the earning power of the entire Group, and while acting as a holding company in managing and supervising the business activities of our subsidiaries. Also we endeavor to build a more transparent management system in accordance with the Basic Corporate Governance Policy formulated in 2015.

Corporate Governance https://www.nomura-re-hd.co.jp/english/company/governance.html

Basic Corporate Governance Policy
https://www.nomura-re-hd.co.jp/english/company/PDF/cgpolicy.pdf

### Characteristics of our corporate governance system

In order to strengthen audit and supervisory functions by providing directors who serve as Audit & Supervisory Committee Members with voting rights at Board of Directors' meetings and by other means, the Company transitioned to a company with an Audit & Supervisory Committee in 2015, and then established the Advisory Committee Relating to Nominations and Compensation in 2016. Inviting multiple external directors and establishing the Advisory Committee Relating to Nominations and Compensation are intended to strengthen the supervisory function of the Board of Directors and achieve fair and highly transparent management. At the same time, the Company ensures the effectiveness of supervision by the Board of Directors concerning the directors' execution of duties and the executive officers' business operations by establishing the risk management system, compliance system, and internal audit system and having regularly report to the Board of Directors about initiatives of those systems. Currently, the majority of the members of the Audit & Supervisory Committee and the Advisory Committee Relating to Nominations and Compensation are independent external directors.

The Company also introduced the executive officer system to separate the business execution function from the management supervision and decision-making functions to enhance the execution function, reinforcing the management of the Group. Each executive officer selected by the Board of Directors is granted authority based on internal regulations and executes business operations pursuant to the Company's policy determined by the Board of Directors and instructions from the CEO.

### Our efforts to reinforce corporate governance

|  | 2012        | 2   | 2013            |         | 2014            | 2015                                       | 2016                                       | 2017                | 2018   | 2019            | )           | 2020               |
|--|-------------|---|-----------------|---------|-----------------|--|--|---------------------|--|-----------------|-------------|--------------------|
|  | • Introduce | d executi   | ive officer sys | stem to | separate the bu | siness execution f                         | unction from the manag                     | gement and super    | visory functions of the  | holding compa   | ny          |                    |
| Organization                                     |             | Established the Management Committee at the holding company to help strengthen Group management systems |                 |         |                 |  |  |                     |  |                 |             |                    |
| Organization                                     |             |   |                 |         |                 | • Trans                                    | itioned to a company w                     | ith an Audit & Sup  | pervisory Committee  |                 |             |                    |
|  |             |   |                 |         |                 |  | <ul> <li>Established</li> </ul>            | the Advisory Com    | mittee Relating to Nom   | ninations and C | ompensa     | ation              |
| Directors (No.)                                  | 6*          | 5   |                 | 5*      | 8               |  |  | 13                  |  |                 | 12          | 13                 |
| Of which External<br>Directors (No.)             |             | 0   |                 | 1       | 2               |  |  |                     | 5  |                 |             |                    |
| Of which Independent<br>External Directors (No.) |             | 0   |                 |         | 1               |  | 4  |                     |  | 5               |             |                    |
| Of which Female<br>Directors (No.)               |             |   | 0               |         |                 |  | 1  |                     |  |                 | 2           | 1                  |
| The assessment of                                |             |   |                 |         |                 |  | Started assessment                         |                     | of the Board of Directors  |                 |             | - #:               |
| effectiveness                                    |             |   |                 |         |                 |  |  |                     | <ul> <li>Started assessment<br/>evaluation organization</li> </ul> |                 | s utilizing | a third-party      |
| Compensation                                     |             |   |                 |         |                 | n rights used for s<br>ve in order to shar | tock options to<br>e more interest with sh | areholders          | • Implemented  | l performance-l | based sto   | ock incentive plar |
|  |             |   |                 |         |                 | Transferred a                              | uthority partially from th                 | e Board of Director | rs to the Management C   | Committee to sp | eed up bi   | usiness execution  |
|  |             |   |                 |         |                 |  | Formulated the Bas                         | ic Corporate Gove   | ernance Policy   |                 |             |                    |
| Others   |             |   |                 |         |                 |  | Disclosed r                                | eason for appoint   | ment of directors  |                 |             |                    |
|  |             |   |                 |         |                 |  |  |                     | ne items, systems, and engthen the risk mana                       |                 |             | or                 |

<sup>\*</sup>Reduction due to resignation or retirement during the period is not stated.

<sup>\*</sup>Tetsuro Higashi, Akira Ono, Yoshio Mogi, Akiko Miyakawa and Tetsu Takahashi are External Directors prescribed in Article 2, Item 15 of the Companies Act.

### Corporate governance

### Corporate governance system

### Characteristics of the governance system

- •Company with an Audit & Supervisory Committee
- •Chairman of the Board of Directors is a non-executive director
- •Out of 13 directors, five are independent external directors
- •Established the Advisory Committee Relating to Nominations and Compensation
- Majority of the members of the Audit & Supervisory Committee and the Advisory Committee Relating to Nominations and Compensation are independent external directors

### 1 The Board of Directors

Held 16 times during FY20/3

### Roles of the Board of Directors

The Board of Directors bears the responsibility of realizing effective corporate governance for all shareholders, and through this, achieving sustainable growth of the Company and working to maximize long-term corporate value. To fulfill this responsibility, the role of the Board of Directors is to ensure the fairness and transparency of management by fully supervising management, and make the best decisions for the Company through important business execution decisions, etc.

### Composition of the Board of Directors

The Company's Board of Directors comprises seven directors (excluding directors who serve as Audit & Supervisory Committee Members) (of which one is an external director) and six directors who serve as Audit & Supervisory Committee Members (of which four are external directors). The Company appoints diverse directors with various knowledge, experience, and skills in order to ensure the necessary balance and diversity as a holding company that manages companies that conduct business in various areas. In order to strengthen the supervisory function of the Board of Directors and realize highly fair and transparent management, five out of the 13 directors are independent external directors. The Chairman of the Board of Directors is a non-executive director.

### **Roles of Independent External Directors**

In order to strengthen the supervisory function of the Board of Directors and achieve fair and highly transparent management, one independent external director (excluding those who serve as an Audit & Supervisory Committee Member) and four independent external directors who serve as Audit & Supervisory Committee Members are appointed.

The main role of independent external directors is, based on their own knowledge, to give appropriate advice from the viewpoint of the Company's sustainable growth and improving the corporate value, to supervise management through significant decision making by the Board of Directors, to supervise conflicts of interest between the Company and management or major shareholders, etc., and to appropriately express the opinions of shareholders and other stakeholders to the Board of Directors from a standpoint independent from management

The Company has formulated its own standards for determining the independence of independent external directors, in addition to the independence standards for "independent directors" set out by the Tokyo Stock Exchange.

Independence standards for Independent External Directors: Article 14 of the Basic Corporate Governance Policy

### https://www.nomura-re-hd.co.jp/english/company/pdf/cgpolicy.pdf

# The Advisory Committee Held 7 times during FY20. Relating to Nominations and Compensation

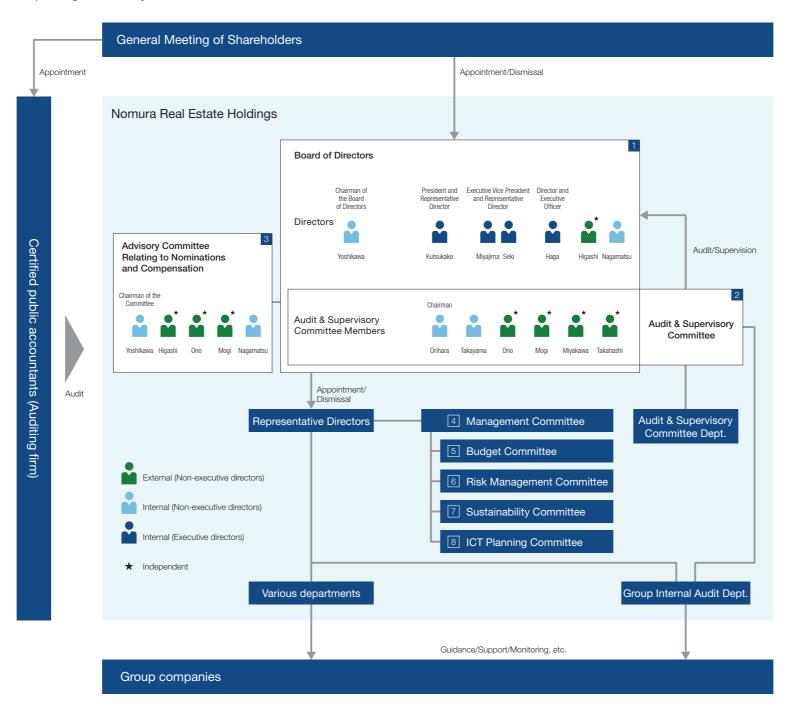
The Company established the Advisory Committee Relating to Nominations and Compensation, as an advisory body to the Board of Directors, where the majority of members are independent external directors, to strengthen the objectivity and independence of functions of the Board of Directors in relation to nomination and compensation of the directors and executive officers. Currently, the Advisory Committee Relating to Nominations and Compensation consists of five members, of which three are independent external directors. The Advisory Committee Relating to Nominations and Compensation meets as necessary to discuss matters relating to the nomination of and compensation of directors and executive officers and reports the outcome to the Board of Directors.

### Group governance

As a holding company, the Company manages its Group companies under various regulations such as Regulations regarding Group Organizational Management and Group Internal Audit. Also, its directors (excluding those who serve as Audit & Supervisory Committee Members) and executive officers also hold the post of director, etc. or directors who serve as Audit & Supervisory Committee Members also act as Audit & Supervisory Board Members in major Group

companies to strengthen the Group management. Furthermore, the Company has built systems for risk management, compliance, and internal audits within the Company itself and the entire Group, with the Board of Directors regularly receiving reports on each of the systems, for an effective monitoring of Group management.

### Corporate governance system



# The Audit & Supervisory Committee

Held 13 times during FY20/

### Roles of Audit & Supervisory Committee

The Audit & Supervisory Committee monitors business management and performs audits utilizing the Company's internal control system. We have developed a system through which the Committee receives periodic reports on internal audits and results from the Internal Audit Dept., and has the authority to ask directors, executive officers, and operating divisions of the Company and Group companies to report such matters when necessary. Audit & Supervisory Committee Members can attend the Company's important meetings, including those of the Management Committee, gather information on the business execution, and express their opinions so that an effective system for audits and supervision is secured.

### Composition of the Audit & Supervisory Committee

The majority of Audit & Supervisory Committee Members comprises independent external directors; and at least one of the members, who also serves as a director, possesses appropriate knowledge of finance and accounting. The Audit & Supervisory Committee consists of six members, of which two are Audit & Supervisory Committee Members (full-time) and four are Audit & Supervisory Committee Members (independent external directors).

### Main initiatives taken by Audit & Supervisory Committee

Main matters on the agenda at the meetings of the Audit & Supervisory Committee include the consent to the election bill of directors who act as Audit & Supervisory Committee Members, drawing up audit plans, the consent to the internal audit plan by the Audit & Supervisory Committee Dept., preparing audit reports, evaluating on the reappointment of the Accounting Auditor, giving consent to compensation for the Accounting Auditor and making decision for appointment and compensation, etc. of the directors except for Audit & Supervisory Committee Members. The full-time Audit & Supervisory Committee Members attend important meetings of the Company and request for reports from operating divisions as necessary to gather information on the Company's business execution status.

### 4 Management Committee

Held 41 times during FY20/3

The Committee, which is comprised of the Chief Executive Officer and Executive Officers, determines certain matters regarding the execution of business at overall Group companies. The Chairman of the Board of Directors and Directors who are Audit & Supervisory Committee Members attend meetings of the Committee, where they express their opinions as necessary.

### 5 Budget Committee

Held 10 times during FY20/3

For the compilation of budgets, preparation of medium-term business plans, and other matters, the Committee discusses the planning, exercise, and other matters regarding budgets and medium-term business plans as a subordinate organization of the Management Committee.

### 6 Risk Management Committee

Held 6 times during FY20/3

With the aim of securing the continuity and stable development of business through the exercise of risk management, the Committee discusses matters in connection with internal controls, risks in the Group's management, and other matters as a subordinate organization of the Management Committee. The Committee is mainly comprised of directors and executive officers of the Company and Group companies who have been appointed by the Board of Directors.

### 7 Sustainability Committee

Held 3 times during FY20/3\*

The Committee discusses matters on the promotion of sustainability/ESG and others for the purpose of establishing policies and plans and managing results regarding the promotion of sustainability/ESG, deepening Group employees' understanding, and disclosing various information thereof as a subordinate organization of the Management Committee.

### 8 ICT Planning Committee



The Committee discusses investment plans and other matters for preparing the ICT base and establishing information systems with the aim of improving the ICT environment and its effective use as a subordinate organization of the Management Committee.

<sup>\*</sup>Number of the CSR Committee (currently the Sustainability Committee) meetings held

drawing on his wealth of knowledge, experience, and profound insights related to corporate management in his long

Shoichi Nagamatsu has extensive business and management experience in the Nomura Group. He has been

appointed because it is expected that he will contribute to strengthening the supervisory function of the Board

of Directors and achieving sustained growth and increased corporate value of the Company by drawing on his

Tetsu Takahashi has great knowledge, experience, and profound insights as a legal expert acquired through his many years working as a lawyer. He has never in the past been involved in the management of a company except as an outside director; however he has been appointed as an external director as an Audit & Supervisory Committee Member because it is

expected that his extensive experience and knowledge as a representative of a law firm and an outside director and outside

audit & supervisory board member of other companies will contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure.

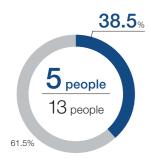
substantial experience and knowledge he has accumulated on management.

career as a corporate manager.

### Corporate governance

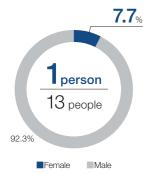
### **Status of Directors**

Percentage of Independent External Directors on the Board of Directors

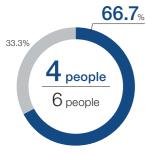


■Independent External Directors

Percentage of Female Directors on the Board of Directors

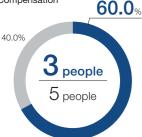


Percentage of Independent External Directors on the Audit & Supervisory Committee



■Independent External Directors

Percentage of Independent External Directors on the Advisory Committee Relating to Nominations and Compensation



■Independent External Directors

| ( | ender | Name (date of birth)                   | Position/Responsibilities  | Executive/External/<br>Independent/New | Term of office*1 | Board of Directors (number of attendances/holdings) | Committee Member | Nominations and<br>Compensation<br>Member*2 | Corporate<br>management | Finance *3 | Finance<br>and audit | Legal and audit | Overseas<br>business | Architectural design | ICT | Reason for appointment   |
|---|-------|--|--|--|------------------|---|------------------|---|-------------------------|------------|----------------------|-----------------|----------------------|----------------------|-----|--|
|   | Male  | Atsushi Yoshikawa<br>(April 7, 1954)   | Director and Chairman of<br>the Board of Directors   | Non-executive                          | 3 years          | 100% (16/16)  |                  | 0   | •                       | •          |                      |                 | •                    |                      |     | Atsushi Yoshikawa has extensive business and management experience in the Nomura Group as well as experience as Chairman of the Board of Directors of the Company. He has been appointed because it is expected that he will continue contributing to strengthening the supervisory function of the Board of Directors and achieving sustained growth and increased corporate value of the Company by drawing on his substantial management experience and knowledge.  |
|   | Male  | Eiji Kutsukake<br>(September 12, 1960) | President and<br>Representative Director,<br>Group CEO   | Executive                              | 6 years          | 100% (16/16)  |                  |   | •                       | •          |                      |                 |                      |                      |     | Eiji Kutsukake has extensive business and management experience in the Nomura Group as well as experience as President of the Company. He has been appointed because it is expected that he will continue contributing to strengthening the supervisory function of the Board of Directors and achieving sustained growth and increased corporate value of the Company by drawing on his substantial management experience and knowledge.  |
| _ | Male  | Seiichi Miyajima<br>(August 3, 1958)   | Executive Vice President<br>and Representative<br>Director,<br>Group COO   | Executive                              | 6 years          | 100% (16/16)  |                  |   | •                       |            |                      |                 |                      | •                    |     | Seiichi Miyajima has extensive business and management experience in the Group as well as experience as Executive Vice President of the Company. He has been appointed because it is expected that he will continue contributing to strengthening the supervisory function of the Board of Directors and achieving sustained growth and increased corporate value of the Company by drawing on substantial experience and knowledge he has accumulated on property development, architecture, and other operations.                |
|   | Male  | Toshiaki Seki<br>(March 27, 1958)      | Executive Vice President<br>and Representative<br>Director,<br>Business Unit Manager<br>of Commercial Real<br>Estate Business Unit | Executive                              | 6 years          | 100% (16/16)  |                  |   | •                       |            |                      |                 |                      |                      |     | Toshiaki Seki has extensive business and management experience in the Group as well as experience as Executive Vice President of the Company. He has been appointed because it is expected that he will continue contributing to strengthening the supervisory function of the Board of Directors and achieving sustained growth and increased corporate value of the Company by drawing on substantial experience and knowledge he has accumulated on property development, property & facility management, and other operations. |
|   | Male  | Makoto Haga<br>(June 22, 1966)         | Director and Executive Officer Group CFO, Supervisor of Management Division, Investor Relations                                    | Executive                              | 3 years          | 100% (16/16)  |                  |   | •                       | •          | •                    |                 |                      | •                    |     | Makoto Haga has extensive business and management experience in the Group as well as experience as a director of the Company. He has been appointed because it is expected that he will continue contributing to a strengthening the supervisory function of the Board of Directors and achieving sustained growth and increased corporate value of the Company by drawing on substantial experience and knowledge he has accumulated on corporate planning and financial and capital policies of the Group, and other operations. |
|   | Male  | Tetsuro Higashi                        | Director   | External Independent                   | 1 year           | 100% (13/13)*4                                      |                  | 0   | •                       | •          |                      |                 | •                    |                      | •   | Tetsuro Higashi has been appointed for an external director because it is expected that he will continue contributing to strengthening the supervisory function of the Board of Directors and ensuring fair and transparent management by drawing on his wealth of knowledge experience, and profund insights related to converte management in his long.  |

Fields of expectation for directors

| Gender | Name (date of birth)                   | Position/Responsibilities   | Executive/External/<br>Independent/New | Term of office*1 | Attendance rate (number of<br>attendances/holdings)<br>Board of Directors meeting<br>(upper)/ Audit & Supervisory<br>Committee meeting (lower) | Audit & Supervisory<br>Committee Member*2 | Advisory Committee<br>Relating to<br>Nominations and<br>Compensation<br>Member*2 | Corporate<br>management | Finance *3 | Finance<br>and audit | Legal and audit | Overseas<br>business | Architectural design | ICT | Reason for appointment  |
|--------|--|---|--|------------------|--|---|--|-------------------------|------------|----------------------|-----------------|----------------------|----------------------|-----|---|
| Male   | Takao Orihara<br>(February 6, 1958)    | Director<br>(Member of the Audit &<br>Supervisory Committee)<br>(Full-time) | Non-executive                          | 5 years          | 100% (16/16)<br>100% (13/13)   | 0   |  | •                       | •          | •                    |                 |                      |                      |     | Takao Orihara has extensive business experience in the Group as well as experience as a director and an Audit & Supervisory Board Member. He has been appointed as a director as an Audit & Supervisory Committee Member because it is expected that his extensive experience and knowledge concerning finance and accounting will continue to contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure. |
| Male   | Yasushi Takayama<br>(February 1, 1964) | Director<br>(Member of the Audit &<br>Supervisory Committee)<br>(Full-time) | Non-executive                          | 1 year           | 100% (13/13 * <sup>4</sup> )<br>100% (9/9 * <sup>4</sup> )   | 0   |  |                         | •          | •                    | •               | •                    |                      |     | Yasushi Takayama has extensive business experience in the Nomura Group. He has been appointed as a director as an Audit & Supervisory Committee Member because it is expected that his extensive experience and knowledge concerning legal affairs will contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure.  |

Akira Ono has great knowledge, experience, and profound insights as a legal expert acquired through his many years working as a lawyer. He has been appointed as an external director as an Audit & Supervisory Committee Member Director Akira Ono 94% (15/16) 0  $\bigcirc$ (Member of the Audit & 5 years because it is expected that his extensive experience and knowledge will continue to contribute to strengthening the 100% (13/13) (December 28, 1971) Supervisory Committee supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure, although he has no experience in the management of a company. Yoshio Mogi has great knowledge, experience, and profound insights concerning corporate management acquired through his many years working as a corporate manager. He has been appointed as an external director as an Director Yoshio Mogi 100% (13/13 \*4) 0 (Member of the Audit &  $\circ$ Audit & Supervisory Committee Member because it is expected that his extensive experience and knowledge 1 year 100% (9/9 \*4) (April 10, 1952) Supervisory Committee will contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure. Akiko Miyakawa has great knowledge, experience, and profound insights as an expert at accounting and auditing acquired through her many years working as a Certified Public Accountant. She has been appointed as an external director as an Audit & Supervisory Committee Member because it is expected that her extensive experience and knowledge will contribute to strengthening the supervisory function of the Board of Directors and the corporate Director Akiko Miyakawa 100% (13/13 \*4) (Member of the Audit & 0 1 year 100% (9/9 \*4) (October 18, 1955) Supervisory Committee governance structure, as well as to enhancing the auditing structure, although she has no previous experience directly involved in the management of a company.

0 (Member of the Audit & (October 24, 1956) June 23, 2020) Supervisory Committee \*1 Years as director as of June 23, 2020

(Appointed on

(Appointed on

June 23, 2020)

Tetsu Takahashi

Male

(August 28, 1949)

Shoichi Nagamatsu

Director

(Part-time)

\*2 ©: Committee Chairman
\*3 Knowledge of capital markets and business experience in capital procurement, etc.

Director

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<sup>\*4</sup> Number of meetings held in the fiscal year ended March 31, 2020 since assuming the position of Director on June 25, 2019

### Corporate governance

### Improvement of the effectiveness of the Board of Directors

For continuous improvement of the effectiveness of the Board of Directors, we repeatedly perform a cycle of assessment of the effectiveness of the Board of Directors and the Board of Directors' determination and implementation of appropriate policies based on the assessment results.

Details of the assessment of effectiveness of the Board of Directors in the fiscal year ended March 2020 are as follows:

| Details of the implementation   | Results of analysis and assessment |  |   |  |  |  |  |
|---|------------------------------------|--|---|--|--|--|--|
| Details of the implementation   |                                    | Highly regarded points   | Issues and future improvement measures  |  |  |  |  |
| Conduct the questionnaires<br>of all directors (including<br>those who serve as Audit   | [Composition]                      | The size of the Board of Directors and the ratio of independent external directors are generally appropriate.  | _   |  |  |  |  |
| & Supervisory Committee Members) and their interview through a third-party assessment organization.  Conduct analysis and               | [Discussions]                      | Directors have free and active discussions beyond their positions based on their knowledge and experience. Particularly in the fiscal year ended March 2020, the Board of Directors aimed to enhance their discussions through insight provided by newly appointed external directors. | _   |  |  |  |  |
| assessment and determine the<br>policy for response through<br>deliberation by the Board of<br>Directors based on the above<br>results. | [Operation]                        | Initiatives to improve operations continuously implemented, including the thorough prior provision of meeting materials, were assessed as fair for generally contributing to improve the effectiveness of the Board of Directors.  | There is still room for improvement of operation such as clarification of issues in the explanation and materials for the agenda. By pursuing the thorough improvement of operation continuously, we will pursue the further effectiveness of the Board of Directors. |  |  |  |  |
|   | [Matters for discussion]           | By narrowing down the agenda to be discussed in the meetings of the Board of Directors and continuously improving operations such as providing discussion opportunities other than the regular meetings of the Board of Directors, they enriched discussions of management issues.     | In the fiscal year ending March 2021, we will enrich the strategic discussion to further increase corporate value and improve corporate governance.   |  |  |  |  |

In the future, by assessing the effectiveness of the Board of Directors each year, the Company will regularly grasp the status of improvement and will further improve the effectiveness of the Board of Directors.

### Main discussions of the Board of Directors

Main matters approved by or reported to the Board of Directors in the fiscal year ended March 2020 are as follows:

| Categories                          | Main themes  |
|-------------------------------------|--|
| Business strategy,<br>business plan | Annual budget, policy for shareholder returns, fund procurement (Borrowings, Bonds, etc.)     Financial results     Investor trends/IR strategy     Overseas business strategy     Examination of M&A     Promotion of sustainability     Promotion of wellness management   |
| Corporate governance                | Evaluating the effectiveness of the Board of Directors     Policy for responding to Audit & Supervisory Committee audit findings     Advisory matters to Advisory Committee Relating to Nominations and Compensation     Policy for strategic shareholdings     Monthly monitoring of response status to various management issues |
| Risk management, compliance, audits | Improvement of risk management     (Review of risk management framework and operation method)     Report of Risk Management Committee     Risk monitoring report in overseas business     Formulation of annual compliance program     Report on the results of the group internal audit plan                                      |
| Individual businesses               | Business progress report of Shibaura 1-chome District Project     Vietnam Ho Chi Minh City Residential Development Project   |

In addition to the above items to be deliberated by the Board of Directors, directors hold meetings to exchange opinions among them to deepen discussions.

| Categories                          | Main themes  | Number of meetings |
|-------------------------------------|--|--------------------|
| Directors opinion exchange sessions | ESG investment (opinion exchange with investors)     Policy to respond to the assessment of effectiveness of the Board of Directors     M&A strategy     Overseas business strategy     Digital strategy | 3                  |

### Information provision and support for external directors

The Company reinforces information provision and support required for the execution of the external directors' duties.

| Items  | Specific details  | Number of<br>meetings |
|--|---|-----------------------|
| Preparatory briefing of the Board of Directors                 | In order to activate discussions by the Board of Directors, members of the Corporate Planning Department provide briefings on the agenda items to external directors prior to the meeting of the Board of Directors.  | 12                    |
| Development<br>property inspection<br>by external<br>directors | External directors regularly inspect business sites in Japan and overseas to deepen understanding about the wide range of businesses of the Group. In the fiscal year ended March 2020 newly appointed external directors inspected the sites of residential developments, office buildings, retail facilities, logistics facilities, hotels, and large-scale mixed-use development projects. | 1                     |

# Main matters discussed and deliberated by the Audit & Supervisory Committee

In the fiscal year ended March 2020, the Audit & Supervisory Committee mainly discussed and deliberated the following matters:

| Categories                                      | Main discussions   |  |  |  |
|---|--|--|--|--|
| Composition and operation of the                | Agreement on a proposal for election of a director who serves as an<br>Audit & Supervisory Committee Member  |  |  |  |
| Committee                                       | Election of Committee Chairman and Committee Members (full-time)   |  |  |  |
| Audit activities of                             | Formulation of the basic audit plan  |  |  |  |
| the Committee                                   | Agreement on the internal audit plan of Group Internal Audit<br>Department   |  |  |  |
|   | Preparation of audit report  |  |  |  |
| Accounting auditor                              | Agreement on accounting auditor's compensation, etc.   |  |  |  |
|   | Revision of criteria for the assessment and election of an accounting auditor  |  |  |  |
|   | Determination of whether to reappoint the accounting auditor based<br>on assessment  |  |  |  |
| Nominations and compensation of directors, etc. | Determination of opinions regarding the nominations and<br>compensation of directors excluding those who serve as Audit &<br>Supervisory Committee Members |  |  |  |

### Compensation of directors -

### Outline of the system

Compensation of the Company's directors (excluding Audit & Supervisory Committee Members and external directors) consists of fixed compensation, comprising base compensation, and variable compensation, comprising bonus and share-based compensation. Policy on the payment ratio of fixed and variable compensation and details of compensation are as follows.

### ▶Base compensation

The amount of base compensation is determined according to the role and position of the director.

### ▶Bonuses

The amount of bonuses is determined according to the Company's business performance, such as consolidated business profit, and evaluation of individuals. The individual evaluation is used to evaluate the progress of initiatives for single-year and the mediumto long term, the performance concerning sustainability and ESG for which achievements are difficult to measure based only on financial results.

|                 | FY19/3          | FY20/3          |
|-----------------|-----------------|-----------------|
| Business profit | ¥79,623 million | ¥82,833 million |
| Year on year    | _               | +4.0%           |

\*Business profit = Operating profit + Share of profit (loss) of entities accounted for using equity method + Amortization of intangible assets associated with corporate acquisitions

### ▶Share-based compensation

The share-based compensation consists of a performance-based portion and a non-performance based portion. The performance-based compensation adopts performance-sharing ("PS") providing incentive for enhancement of medium-term performance such as by delivering the Company's shares and payment of an amount equivalent to the proceeds of converting the Company's shares into cash ("delivery, etc.") after three years of the commencement of each business year, and non-performance-based compensation adopts restricted shares ("RS") providing an incentive for long-term contributions and enhancement of corporate value by delaying delivery, etc. until retirement as an officer.

This share-based compensation system is expected to have an effect that it will function as an incentive to improve corporate value in the medium to long term and align interests with the Company's shareholders by linking Directors' compensation to the Company's share price.

Also, this share-based compensation system adopts the system of executive compensation BIP (Board Incentive Plan) trust (the "Trust"). The number of shares, etc. to be delivered, etc. is set at one Company's share per one point according to the number of points calculated based on the below formula.

[Purpose of the introduction of the share-based compensation plan]

|                                    | Characteristics   |  |  |  |
|------------------------------------|---|--|--|--|
| Performance-based (PS) portion     | Fluctuates depending on the three-year performance<br>Clearer incentive for medium-term performance improvement                         |  |  |  |
| Non-performance-based (RS) portion | Delivery, etc. is deferred to the retirement of an executive<br>Incentive for long-term contribution and corporate value<br>improvement |  |  |  |

### ▶ Calculation formula of points

### •Performance Share (PS) portion

The number of points (the "Number of PS Points") to be granted to target directors, etc. for each fiscal year during the covered period is calculated by dividing the amount of predetermined basecompensation with respect to each executive position by the share price as of the acquisition of the Company's shares by the Trust. The number of achievement-linked points shall be calculated by multiplying the Number of PS Points granted for each fiscal year by the achievement-linked coefficient determined based on the level of performance three years after the beginning of the applicable fiscal year. The achievement-linked coefficient may vary in a range of 0 – 200% depending on the level of achievement of target ranges set based on the "business profit" from the viewpoint of profit growth, and return on equity (ROE) from the viewpoint of maintaining the capital efficiency, from the financial performance targets listed in the Mid- to Long-term Business Plan. This portion enhances the consistency with the features of the real estate business, which spans the mid to long term, and provides a clearer incentive toward better performance for the mid to long term.

The range of management benchmarks was determined by the Board of Directors as shown in the table below based on the Mid- to Long-term Business Plan and the like after passing through the deliberation process of the Advisory Committee Relating to Nominations and Compensation, a majority of whose members are Independent External Directors.

[The ranges for the fiscal year ending March 2021, the third year from the start of the system in the fiscal year ended March 2019]

|                                | Range                              | Results |
|--------------------------------|------------------------------------|---------|
| Achievement-linked coefficient | 0 – 200%                           |         |
| Business profit                | ¥75,400 million – ¥105,600 million | _       |
| ROE                            | 6.5 – 12.5%                        | _       |

[The ranges for the fiscal year ending March 2022, the third year from the start of the system in the fiscal year ended March 2020]

|                                | Range                             | Results |
|--------------------------------|-----------------------------------|---------|
| Achievement-linked coefficient | 0 – 200%                          | _       |
| Business profit                | ¥70,800 million – ¥99,200 million | _       |
| ROE                            | 6.5 – 12.5%                       | _       |

### •Restricted Share (RS) portion

The number of points (the "Number of RS Points") to be granted to target directors, etc. for each fiscal year during the covered period is calculated by dividing the amount of predetermined base compensation with respect to each executive position by the share price as of the acquisition of the Company's shares by the Trust. By delaying the delivering, etc. of shares until retirement of each Director, etc. from the Group, this portion creates incentives to contribute to the Group and enhance corporate value over the long-term.

### Corporate governance

### ▶Policy on payment ratio of fixed and variable compensation

Compensation of directors concurrently serving as executive officers (executive director) consists of base compensation, bonuses, and share-based compensation so that it works as a clear incentive to improve performance not only for the short term, but also for the mid- to long-term. The policy for the ratios of the compensation items is shown on the right.

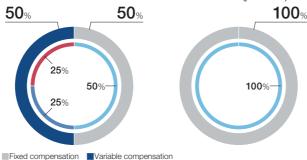
Compensation of the Chairman, who is a non-executive director and Chairman of the Board of Directors, is made up of the base compensation and the RS portion of share-based compensation, taking into account the sharing of interests with shareholders based on holding a role of supervising execution of business from an objective standpoint and also holding a role of enhancing long-term corporate value.

Also, compensation of external directors, directors as Audit & Supervisory Committee Members and internal directors (part-time) consists only of base compensation due to their role of overseeing the business execution from an objective standpoint.

### Composition of Director's compensation

as executive officers





- ■Base compensation ■Bonuses ■Share-based compensation (PS & RS)
- \*1. The ratios above indicate a basic model when the Company pays 100% of its standard variable compensation amount.
- \*2. Compensation of the Chairman of the Board of Directors is comprised of base compensation and share-based compensation (RS portion)

### Breakdown of compensation of directors

| Compensation                   | Fixed compensation         | Variable compensation  |  |                            |  |  |  |  |
|--------------------------------|----------------------------|--|--|----------------------------|--|--|--|--|
|                                |                            | Cash compensation  | Share-based compensation   |                            |  |  |  |  |
|                                | Base compensation          | Bonuses  | PS   | RS                         |  |  |  |  |
| Evaluation/Criteria            | Criteria for each position | Performance such as consolidated business profit Progress of initiatives, etc. for a single-year and the mid to long term Performance in terms of sustainability/ESG | Achievement-linked evaluation after three years     Evaluation indicator: Business profit and ROE  Range of FY22/3     Achievement-linked coefficient: 0 – 200%     Business profit: ¥70,800 million to ¥99,200 million     ROE: 6.5 – 12.5% | Criteria for each position |  |  |  |  |
| Timing of payment/<br>Delivery | Monthly                    | Annually   | After three years from the beginning of the applicable fiscal year   | When a director resigns    |  |  |  |  |

### Compensation, etc. by category of director (FY20/3)

|  | Total compensation,    | Total compensation, etc. by type (millions of yen) |         |                          | Number of directors |
|--|------------------------|--|---------|--------------------------|---------------------|
| Category   | etc. (millions of yen) | Base compensation                                  | Bonuses | Share-based compensation | applicable          |
| Directors (excluding Audit & Supervisory Committee Members and external directors) | 467                    | 259  | 101     | 106                      | 6                   |
| Directors (Audit & Supervisory Committee Members) (excluding external directors)   | 102                    | 102  | _       | _                        | 3                   |
| External directors   | 69                     | 69   | _       | _                        | 8                   |
| Total  | 639                    | 431  | 101     | 106                      | 17                  |

- \*1. As of the end of the fiscal year ended March 2020, there are five directors (excluding Audit & Supervisory Committee Members) (excluding external directors). The reason for the difference in the number of directors applicable in the above table is that one director who retired at the end of the Ordinary General Meeting of Shareholders held on June 25, 2019 is included. \*2. As of the end of the fiscal year ended March 2020, there are two directors (Audit & Supervisory Committee Members) (excluding external directors). The reason for the difference in the
- number of directors applicable in the above table is that one director (Audit & Supervisory Committee Member) who retired at the end of the Ordinary General Meeting of Shareholders held on June 25, 2019 is included.
- \*3. As of the end of the fiscal year ended March 2020, there are five external directors. The reason for the difference in the number of directors applicable in the above table is that three external directors who retired at the end of the Ordinary General Meeting of Shareholders held on June 25, 2019 are included.
- \*4. The payment amount in the Share-based compensation in the above table is the amount recorded in the expenses for the fiscal year ended March 31, 2020 (including the compensation amount of stock option (¥3 million)).

### Total amount of consolidated compensation, etc. of those who received a total amount of ¥100 million or more in compensation, etc.

|                  | Category | Total compensation, etc. by type (millions of yen) |         |                          | Total compensation,    |  |
|------------------|----------|--|---------|--------------------------|------------------------|--|
| Name             |          | Base compensation                                  | Bonuses | Share-based compensation | etc. (millions of yen) |  |
| Eiji Kutsukake   | Director | 64   | 35      | 29                       | 130                    |  |
| Seiichi Miyajima | Director | 55   | 30      | 21                       | 107                    |  |

<sup>\*</sup>The payment amount in the Share-based compensation in the above table is the amount recorded in the expenses for the fiscal year ended March 31, 2020.

### Decision-making process for director's compensation, etc. ▶Compensation frame

The maximum amount of compensation, etc. for Directors (excluding Directors as Audit & Supervisory Committee Members) is limited to up to ¥550 million per year in a separate framework from the share-based, etc. according to a resolution at the Ordinary General

Meeting of Shareholders held on June 26, 2018. The number of directors (excluding Directors as Audit & Supervisory Committee Members) at the time of the resolution was eight (including two external directors).

Furthermore, as for the share-based compensation, the maximum amount of money to be contributed to the trust by the Company during the covered period (three fiscal years) is ¥730 million, and the maximum number of Company shares to be delivered, etc. to directors of the Company is 423,000 shares according to a resolution at the Ordinary General Meeting of Shareholders held on June 26, 2018. The number of directors who were subject to this system at the time of the resolution was six (excluding two external directors).

The maximum amount of compensation, etc. for directors as Audit & Supervisory Committee Members is limited to up to ¥170 million per year according to a resolution at the Ordinary General Meeting of Shareholders held on June 23, 2020. The number of directors as Audit & Supervisory Committee Members at the time of the resolution was six (including four external directors).

### ▶Amount of compensation for each director

The amount of compensation for each director excluding a director who is an Audit & Supervisory Committee Member is determined at the Board of Directors following discussions at the Advisory Committee Relating to Nominations and Compensation, for which the majority of committee members are independent external directors, and the amount of compensation for each director who is an Audit & Supervisory Committee Member is determined by consultation between Audit & Supervisory Committee Members, within the maximum amount resolved at the aforementioned Ordinary General Meetings of Shareholders.

### ▶Operation of compensation plan, etc.

Operation and revision of the compensation plan for directors and the amount of the compensation for directors are determined by the Board of Directors based on deliberation by the Advisory Committee Relating to Nominations and Compensation and reporting to the Board of Directors.

The Advisory Committee Relating to Nominations and Compensation held in the fiscal year ended March 2020 carried out periodic monitoring of the compensation plan of directors and deliberates on general matters concerning the compensation for directors. Furthermore, in reviewing the appropriateness of the compensation level and the content of the share-based compensation system that has been introduced at present, the Company makes a determination on the basis of factors such as the size of the Company and business characteristics, after obtaining advice from an external compensation consultant.

### Compliance with Japan's Corporate Governance Code

Our reasons for not implementing two of the 78 principles of Japan's Corporate Governance Code, "Explain," non-compliance, as of June 2020 are provided below.

### Proper supervision of successor plans for CEO, etc. (planning)

The Company believes that the appropriate appointment process of its CEO, i.e., one that is carried out in line with the Company's corporate philosophy and management strategies and which also considers external candidates, is important for realizing sustainable growth. As for the plan for the CEO's successor, based on the respective appointment criteria for officers and for the CEO, the Company established its training policy and the process up to the CEO's election. Going forward, in addition to the Advisory Committee Relating to Nominations and Compensation providing regular monitoring and reporting to the Board of Directors, the Company will strive for the further enhancement of the structure

and content of training, to ensure that the training of successor candidates in relation to the aforementioned established successor plan goes as planned.

[Supplementary Principle 4-1-3] Proper Supervision of Successor Plans for CEO, etc. (Planning)

### **Training policy for directors**

The Company provides training that takes into consideration the Company's corporate philosophy and management strategies. The Company also regularly provides opportunities for all directors to receive training from guest lecturers from outside the Company, to improve their knowledge of topics such as finance and corporate governance. Also, when external directors assume office, they are provided with an explanation regarding topics, such as the Group's history, business framework, and business model, to deepen their understanding of said topics. Then after the external directors' tenures begin, in addition to ensuring regular opportunities for training, the Company also provides opportunities for them to tour the Company's properties inside and outside Japan. Going forward, the Company will continue to investigate the aforementioned topics, mainly through the Advisory Committee Relating to Nominations and Compensation, in order to further enhance the structure and content of training primarily for directors.

[Principle 4-14, Supplementary Principle 4-14-2] Training Policy for Directors

### Strategic shareholdings policy

The Board of Directors annually verifies the rationality of the Group's continuous holding of shares of listed companies held for reasons other than pure investment purposes (strategic shareholdings), and based on which it sells off shares with low rationality for holding as the basic policy in consideration of the market environment.

With regard to the strategic shareholdings, for each stock name, the Company regularly checks the transaction status with the Group and the business conditions of the investee companies. The Board of Directors verifies the rationality of continuous holding from the viewpoint of whether it contributes to the enhancement of the Company's corporate value.

As of the end of March 2020, holding of shares by Nomura Real Estate Development, which posted the largest amount of equity investments on the balance sheet compared to the Company and other consolidated subsidiaries, is as shown below. Incidentally, the Company has not held shares subject to cross-shareholdings.

### Status of shareholdings

Number of companies and total amount recorded on balance sheet

| Category                            | Number of companies | Total amount on balance sheet (millions of yen) |
|-------------------------------------|---------------------|---|
| Non-listed shares                   | 11                  | 165   |
| Shares other than non-listed shares | 1                   | 237   |

Number of shares by company, information of the amount recorded on the balance sheets and other data

|                 | FY20/3   |        |  | Whether        |
|-----------------|--|--------|--|----------------|
| Company         | Number of shares Amount recorded on the balance sheets (millions of yen) | Circus | the shares<br>of the<br>Company<br>are held or<br>not  |                |
| Onward Holdings | 500,000  | 237    | Enhancement of corporate value<br>by strengthening business ties<br>can be expected. Continuous<br>transactions are made mainly by<br>the Property Brokerage & CRE<br>Business Unit. | Not<br>holding |

<sup>\*</sup>The description of quantitative holding effects is difficult, because individual transaction conditions cannot be disclosed.

### Risk management

The Group recognizes that ensuring the soundness of management through appropriate risk management and operation is an important management issue. To further strengthen our risk management system, the Group organized and restructured risk management items, systems, and management departments in April 2020. At the same time, we revised "the Risk Management Regulations," which stipulates basic matters regarding risk management.

In the rapidly changing social environment, we will identify risks and opportunities for the Group from a mid- to long-term perspective and take appropriate actions in order to provide new value and achieve sustainable growth.

### Basic policy for risk management

The Group regards risk management as a "business management methodology that aims to improve corporate value by managing all risks related to the attainment of corporate group organizational and business objectives in an integrated and unified manner while controlling risks within the company's risk tolerance limits."

With the aim of ensuring the soundness of business management through proper management and operation of risks. the Group has formulated the Risk Management Regulations. As its basic policy, the Group assures business continuity and stable development by implementing risk management and classifies its main risks into four categories, namely "A: Investment risk," "B: External risk," "C: Disaster risk," and "D: Internal risk." Among them, risks listed below are regarded as important risks that should be managed, and performing effective and efficient risk management is provided according to the scale and characteristics of each risk.

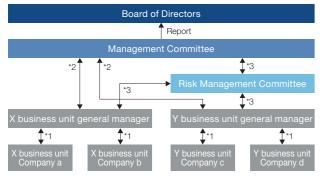
### Important risks needing to be managed among main risks

- •Risks that could have a major impact on the Group management
- •Risks that could have a major impact on society
- •Risk of litigation or other serious problems including litigations, etc.
- •Other major risks that should be managed by the Group

### Risk management structure

To discuss various risks related to group management, the Company has prescribed the Management Committee as the integrated risk management body and operates a system to regularly monitor, evaluate, and analyze the state of main risks,

### Risk management system (conceptual diagram)



- \*1 Each company reports on risks to the business unit manager of the affiliated business unit and the
- business unit manager provides guidance and monitors the risk management of each company.

  \*2 The head of each business unit reports to the Management Committee on "A: Investment risk" and "B: External risk" that pertains to their own department and the Management Committee provides guidance and monitors the risk management associated with "A: Investment risk" and "B: External risk" of each
- Gepartners.

  '3 The head of each business unit reports to the Risk Management Committee on "C: Disaster risk" and

  '5: Internal risk" that pertains to their own department and the Risk Management Committee provides
  guidance and monitors the risk management associated with "C: Disaster risk" and "D: Internal risk" of
  each business unit. Furthermore, the Risk Management Committee reports to the Management Committee on the details of its own deliberations and on the status of each business unit's risk management associated with "C: Disaster risk" and "D: Internal risk.

provide necessary guidance and advice to each of business units and Group companies while regularly reporting details to the Board of Directors.

The Management Committee, which is the integrated management body, directly monitors "A: Investment risk" and "B: External risk," while the Risk Management Committee, established as a subordinate organization of the Management Committee. conducts regular monitoring, evaluation, and analysis of "C: Disaster risk" and "D: Internal risk" as well as discuss basic response policies regarding risk prevention, response when risk occurs, and prevention of recurrence. Moreover, we established the Group Risk Meeting consisting of directors and executive officers of each Group company appointed by the Chair of the Risk Management Committee to share risk information and response policies within

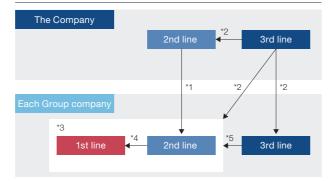
With regard to risk management, each business unit manager will supervise the risk management of their affiliated business units and report on the situation to the Management Committee or Risk Management Committee as necessary. Concurrently, the president of each Group company (the head of each division at Nomura Real Estate Development) are responsible for reporting risk management matters to the business unit manager in a timely and appropriate

In addition, we have introduced a three-line management system (three defense lines) in tune with the restructuring of the risk management system to clarify the role of each business unit in the risk management.

We have defined the organization in charge of business in each Group company as the "first line" of risk management, the organization in charge of corporate operations at the Company and each Group company as the "second line" of risk management, and the organization in charge of internal audits at the Company and each Group company as the "third line" of risk management. With each "line" playing its role in risk management, for example, the "second line" and "third line" of the Company providing support, guidance, and cooperation to the "second line" and "third line" of Group companies, respectively, we have established an appropriate defense line.

In the event of a major problem requiring urgency, the Chair of the Risk Management Committee decides the basic policies such as countermeasures upon consulting with the executives responsible for relevant departments in accordance with the Risk Management

### Defense line (conceptual diagram)



- \*1 The Company's second defense line provides appropriate support and guidance for each Group company's second defense line with respect to overall risk management based on the Group's management policy and strategic objectives and monitors each Group company's second-line activities.
- \*2 The Company's third line monitors activities of Group companies by providing appropriate guidance to and cooperating with the third line of each Group company. Concurrently, it audits matters relating to risk
- and opperating with the fill of the Company, or of the first and second lines of each Group company, when necessary, and verifies their effectiveness and efficiency and provides necessary advice.

  3 The first line of each Group company recognizes, evaluates, and controls risks associated with each business, establishes and operates a system that responds to risks, and carries out appropriate
- \*4 The second line of each Group company supports the risk management of the first line of its own company
- while monitoring to verify whether the risk management of the first line is being properly undertaken.

  '5 The third line of each Group company audits matters related to risk management of each department of the first line and second line of its own company, verifies the effectiveness and efficiency, and provides

Regulations and reports to the President (Group CEO) and provides instructions such as response in accordance with the basic policy.

### Details of main risk items and responses

The following are regarded as main risks that could make a significant influence on the financial position, business performance, and cash flows of the Group.

Matters concerning the future and the recognition of risks in the text are those determined by the Group as of the date of the submission of the Financial Report (June 23, 2020). The Report,

The details of each major risk items and main initiatives are as follows.

however, does not cover all risks. Risks that are unpredictable or deemed insignificant at this point in time could have an impact on businesses in the future

In the fiscal year ended March 31, 2020, many events occurred that were related to main risk item (7) "Risks caused by disasters (earthquakes, typhoons, floods, tsunamis, volcanic eruptions, major fires, epidemics of infectious diseases, etc.) that have a major impact on customers and business continuity." These included storm and flood damage caused by typhoons No. 15 and No. 19 and the spread of COVID-19.

| Risk categories (definition) |   |   | Main risk items   | Basic response policies  |
|------------------------------|---|---|---|--|
|                              | _ | Risk related to individual  | Risk associated with real estate investment   |  |
| (A) Investment risk          |   | investments (real estate<br>investment, strategic<br>investment (M&A), etc.)                    | ② Risk associated with strategic investment (M&A) and new businesses  | Make appropriate responses to risk items for   |
|                              |   |   | 3 Risk associated with market changes   | which returns shall be obtained according to the   |
|                              |   |   | Risk caused by changes in economic conditions   | level of risk  |
| (B) External risk            |   | Risk related to external factors influencing business   | <ul> <li>Risk caused by changes in political/social conditions/systems (laws,<br/>tax system, accounting, others)</li> </ul>  |  |
|                              |   |   | ⑥ Risk from lagging behind innovation and changes in the social<br>structure related to the business  | Make appropriate responses to risk items that<br>result in reduced competitiveness and lost<br>opportunities |
| (C) Disaster risk            |   | Risk caused by disasters<br>that have a large impact on<br>customers and business<br>continuity | Risk caused by disasters (earthquakes, typhoons, floods, tsunamis, volcanic eruptions, major fires, epidemics of infectious diseases, etc.) that have a major impact on customers and business continuity | Make appropriate responses to risk items for   |
|                              |   |   | Risk of violations of laws and ordinances   | which that should be responded to and managed  |
|                              |   | Risk of quality defects   | so that the risk does not materialize or the risk is  |  |
| (D) Internal risk            |   | at the Company and each   | 10 Risk of occurrence of information system crisis  | minimized when it materializes   |
|                              |   |   |   |  |
|                              |   |   | 12) Risk of occurrence of fraud and negligence  |  |

Details of major risk items and initiatives are as follows.

| Risk                | Risk associated with real estate investment  |
|---------------------|--|
| Risk details        | In the real estate investment and development business carried out by the Group, there are cases in which business does not proceed as planned due to such factors as unexpected soil pollution, delays in obtaining permits and licenses, and the need for additional construction. In such cases, the occurrence of changes in the initial business schedule, delays in completion and recognition timing, and additional costs could affect the Group's financial position and business performance.  |
| Main<br>initiatives | Decisions on the real estate investment/development business are made at the meetings such as the Management Committee or the Board of Directors of the Company or of Group companies upon identifying, analyzing and evaluating risk in advance and considering risk taking or risk avoidance policies. In particular, for soil pollution the Company implements a historical survey and a pollution survey in advance, and if pollution is confirmed the Company will cease the acquisition of the land or have the pollution removed by an external specialist. Moreover, following the acquisition of the land for development, the department in charge of the business ascertains the risk of any schedule delay and the state of construction costs. Should an especially important event occur, the department shall report this to the Management Committee or the Board of Directors of the Company or Group companies when necessary and respond to the issues. |

|                     | Directors of the Company or Group companies when necessary and respond to the issues.   |
|---------------------|---|
|                     |   |
| Risk                | ② Risk associated with strategic investment (M&A) and new businesses  |
| Risk details        | The Group positions M&A as one of its growth strategies and aims to enhance the corporate value of the Group by implementing M&A for which synergies can be expected. However, the inability to achieve profit growth from the M&A target companies and synergies expected could affect the Group's financial position and business performance.  The Group goes beyond the existing business domains to explore opportunities in new businesses as well as examines and makes investments in new asset types. However, the inability to execute business according to original plans or achieve synergies with Group companies could affect the Group's financial position and business performance.   |
| Main<br>initiatives | In executing M&A, the main investment targets and investment purposes shall be defined. At the same time, factors such as the synergies with the Group's existing businesses, business plans, financial details, and contract-related matters shall be carefully examined and considered and M&A shall be implemented when it is determined that this will contribute to the Group's business results in the future. In addition, after the M&A is executed, the Board of Directors or the Management Committee shall regularly monitor the status of the integration process between the target company and the Group, management issues, and response policies.  In considering new businesses, the Company carefully investigates and examines the synergies with the Group's existing businesses as well as business plans. A new business is commenced when judgement is made that it will contribute to the business performance of the Group in the future. After entering a new business, its performance is regularly monitored, and if deemed necessary to make modifications or a re-start, it will put to deliberation by the Board of Directors or Management Committee. |

### Risk management

### (B) External risk



Risk related to external factors that has an influence on business

| Risk         | ③ Risk associated with market changes   |
|--------------|---|
| Risk details | The Group carries out a variety of real estate-related businesses and any changes in the business environment or market conditions in each business could have an impact on the Group's business performance. In addition, changes in economic conditions or the occurrence of disasters could have an impact on the business environment or market conditions of real estate-related businesses.  In the Residential Development Business Unit, a decline in customer desire to purchase leads to a decrease in sales prices and an increase in inventories and this could result in a situation whereby expected profits under the business plan cannot be secured and valuation losses on inventories held are recorded. In the Commercial Real Estate Business Unit, a decline in rent levels, a rise in vacancy rates, and increase in the CAP rate that leads to a decline in asset prices could result in a situation whereby expected profits under the business plan cannot be secured and valuation losses on inventories and non-current assets held are recorded. In addition, a decline in demand in the real estate transaction market, a share price decline in the REIT market, a decline in demand for investment funds, and a rise in construction costs, could have an impact on the Group's financial condition and business performance. |
| Main         | The Group regularly updates its awareness of the external environment of each business and works to ascertain impacts on business results, monitor the progress of business, and improve precision.  When making investment decisions in the real estate investment/development business, our basic policy is to understand and forecast the current and future market conditions and confirm past market trends and curb to a certain extent the impact from changes in market conditions.  Moreover, we formulate an investment budget upon undertaking risk assessment to secure a certain shareholders' equity ratio even if market   |
| initiatives  | conditions change rapidly.  |
|              | Since the impact of COVID-19 on the real estate-related business environment and market emerged from the last part of this fiscal year ended  |

Since the impact of COVID-19 on the real estate-related business environment and market emerged from the last part of this fiscal year ended March 31, 2020, the Group has continued to verify the impact on each business according to each business' characteristic. In addition, when making investment decisions at each Group company, we are reviewing the operation of certain internal business' rules such as investment standards and responding to risk arising from market changes.

| Risk                | Risk caused by changes in economic conditions   |
|---------------------|---|
| Risk details        | Domestic and overseas economic recessions, an increase in funding costs due to rising market interest rates, fluctuations in yen-denominated investments and recovered amounts, or amounts of foreign currency assets and liabilities on the consolidated financial statements due to fluctuations in exchange rates could have an impact on the Group's financial condition and business performance.  |
| Main<br>initiatives | Regarding changes in economic conditions, the Group regularly updates its awareness of the external environment and works to ascertain impacts on business results. In addition, since the emergence of the impact of COVID-19, we are paying particularly close attention to trends in corporate earnings, personal income, and consumption. In our funding through borrowings, we respond to the risk of rises in short-term interest rates by using mainly long-term and fixed-rate borrowings. For foreign exchange fluctuation risk, we have established a foreign exchange hedging policy that considers the types of businesses we undertake overseas and we operate in accordance with this policy. |

Risk (5) Risk caused by changes in political/social conditions and systems (laws, taxation, accounting, and others)

Various types of laws and regulations in Japan and overseas are applicable to each of the Group's businesses. For example, in addition to the

Real Estate Brokerage Act and the Building Standards Act, other real estate-related laws and regulations as well as the Financial Instruments and Exchange Act are applicable in Japan. In case there are changes or additions to these laws and regulations or other laws and regulations become applicable due to an expansion in the business scope in the future they could have an impact on the Group's financial position and business performance.

Also, in the case of changes to various tax systems and accounting systems in Japan and overseas that have an impact on the real estate business, the resulting increased costs for acquiring, holding, and selling assets, a decline in customer desire to purchase, a shift in corporate facility strategy, and revision of investment plans could have an impact on the Group's financial position and business performance.

Overseas, there are risks specific to each country's social situations and risks related to laws, regulations and tax laws different from those in Japan. In the case of changes in social situations or changes or the establishment of laws, regulations, and tax laws that have been unexpected at the beginning of conducting business in each country, the occurrence of new obligations, and expenses as well as obstacles to promote business could have an impact on the Group's financial position and business performance.

We collect and analyze information on trends in various laws and regulations, tax systems and accounting systems, from industry groups, external experts and business partners and consider responses at each of the Company's respective organizations on the "second line" and discuss those matters expected to have a significant impact at the Board of Directors or the Management Committee depending on the details. During the fiscal year ended March 31, 2020, we held discussions on "Response to the Revision of the Japanese Civil Code (Law of Obligations).

Moreover, in overseas business, we set up a country-specific investment limit in accordance with the Group's financial risk allowance after conducting investigations and analyses of each country's social situations. In addition, we seek the knowledge of external experts regarding applicable laws, regulations, and tax laws when starting a business overseas, and after starting a business we regularly confirm the state of changes to important related laws and regulations that have an impact on business strategy, revenue, and expenditures, as well as proceed in countries where we do business. In the case there are any changes, discussions are carried out at the Board of Directors or the Management Committee upon evaluating the impact and discussing response policies.

Risk details

Risk details

Risk Geroup and Changes in the social structure related to the business

Should technological innovation or the emergence of innovative new participants in a variety of real estate-related businesses that the Group engages in result in a large change in the industrial structure or business environment and the Company is late in responding to changes in customer needs accompanying changes in the social structure, the Company's competitive advantage could decline and this could have an impact on the Group's financial position and business performance.

Main initiatives

Amid the changing business environment, the Group has created unique new value and provided this to society and our customers by leveraging our strengths that include real estate development capabilities based on the market-in approach and our commitment to the quality in urban development and real estate-related services. To further enhance this strength, we have established the ICT & Innovation Planning Department and this department is undertaking R&D in new business domains and planning, promoting and supporting the emergence of innovation and ICT digital strategies. We have also established the Business Idea Proposal System that enables employees of each Group company to make proposals on new businesses that transcend the framework of their everyday work and promote new businesses and the commercialization of new products and services. Moreover, we will make efforts to create a corporate culture that takes on the challenge of realizing value creation by promoting reforms and strengthen Group collaboration through the Nomura Real Estate Group Award, an award system within the Group. We are also making efforts to create new business by collaborating with venture companies possessing innovative technologies and services through corporate venture capital.

### (C) Disaster risk

Risk details

Main

initiatives



Risk caused by disasters that have a large impact on customers and business continuity, etc.

Risk caused by disasters (earthquakes, typhoons, floods, tsunamis, volcanic eruptions, major fires, epidemics of infectious diseases, etc.) that have a major impact on customers and business continuity, etc.
 Large earthquakes, storms, and flood damage and infectious disease epidemics could make it difficult for the Company and its business partners to undertake normal business and there could be cases of the occurrence of the risk of loss of earnings and the risk of delay of earnings.

Risk of loss of earnings include decreases in leasing revenue and operational revenue due to the suspension of operations or restrictions on facilities that the Group owns and operates and a decrease in income due to the loss of business opportunities.

Moreover, risk of delay of earnings include changes in the sales recording period due to the suspension of operations for housing sales and changes in the timing of sales recording/completion due to the extension of construction periods owing to such factors as suspension of

and changes in the timing of sales recording/completion due to the extension of construction periods owing to such factors as suspension of construction by contractors and these could have an impact on the Group's business results and financial condition. In addition, natural disasters such as earthquakes, fires, storms, and floods, or sudden accidents, could result in damage or loss of real estate owned, operated, or managed by the Group and this could have an impact on the Group's financial condition and business performance.

The Group recognizes an increase in occurrence of various disasters as an important social issue. Based on various information transferred

from central and local governments, we are working to ensure the safety and security in the event of a disaster. If a disaster occurs, we engage in disaster prevention activities so that its impact is minimized and the Group and its employees can continue business and a normal life. At the same time, we have formulated a business continuity plan (BCP) and action plan and engage in initiatives related to the Group's business continuity.

In preparing for an earthquake that directly hits under the Tokyo Metropolitan Area, we have established a BCP, set up an emergency chain

of command, and assigned duties to ensure business continuity, and established a system to minimize the impact of disasters. Furthermore, once per year we hold Disaster Task Force Establishment Drills to confirm responses prescribed in the BCP (assuring the safety of the lives of executives and employees, establishing a chain of command system, and restoring businesses) as we prepare for emergencies.

Regarding an occurrence of earthquakes, fires, storms, floods, or other sudden accidents, we have set up regulations on how to respond to torrential rain and flooding, formulated a disaster prevention response manual, and created a disaster prevention guidebook for distribution to residents, management associations, tenants, and facility users in the properties we own to ensure their safety and bring them peace of mind when a disaster occurs.

### <Matters related to COVID-19>

Based on the BCP that had been formulated to respond to a new influenza outbreak, we established a basic policy for the Group's countermeasures and continuously update it. We have established a task force chaired by the Group CEO, gathered information from government and administrative authorities, and considered and implemented measures that place top priority on ensuring the health of customers, employees, and their families and preventing the spread of infection while considering and implementing countermeasures for business continuity. From the perspective of preventing the spread of infection, we suspended the operation of fitness clubs and deferred or reduced rent payments to a certain level to provide support for the business continuity of tenants who were impacted by the closure of retail facilities at the government's and local authorities' request. Including the hotel business, which was directly affected by a significant decrease in the number of tourists, many businesses are experiencing a temporary decline in revenue. However, these corporate actions align with our approach to promote the Company's sustainability efforts, which are to resolve social issues through business activities and respond to customer needs, and therefore contribute to enhance corporate value in the mid to long term.

### (D) Internal risk



Operational risk occurring at the Company and each Group company

| Risk                | Risk of violations of laws and ordinances  |
|---------------------|--|
| Risk details        | In the real estate brokerage business, the main business of the Group, there are cases when the Company receives administrative sanctions from government authorities due to a violation of laws or ordinances such as an error in explaining important matters to customers, misrepresentation, or non-disclosure of disadvantageous facts. Also, in the case the Group violates the Building Standards Act, the Financial Instruments and Exchange Act, Companies Act, Act on the Protection of Personal Information, Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, and other laws and ordinances related to the Group's business, the loss of the Group's credibility and the imposition of fines could have an impact on the Group's business performance. |
| Main<br>initiatives | The Company has formulated the Nomura Real Estate Group Code of Action that defines the basic code of actions for executives and employees, including complying with laws and regulations and acting with higher ethical standards, and prescribed internal rules. We are making efforts to familiarize employees with the Code of Action and internal rules through periodic training, promote education on an ongoing basis, and facilitate enlightenment. For primary laws such as the Real Estate Brokerage Act, we formulate a business work flow specific to each law to ensure legal compliance, ensure a thorough awareness through training and on-the-job training (OJT), and implement regular voluntary inspections for compliance.  |

Main

initiatives

### Risk management

| Risk                | Risk of defective quality  |
|---------------------|--|
| Risk detai          | In case of deficiencies such as design and construction defects in the Group's real estate development business or in the case of a management deficiency in the properties for leasing or under management, the loss of trust in the Group, unexpected costs, and delays in development plans and operation plans could have an impact on the Group's business performance.   |
| Main<br>initiatives | In the real estate development business, to secure quality in design and construction upon placing an order for the design and construction work of a building with a third party who has a certain level of creditability and technical capabilities, the Group prescribed the Design and Construction Standards (structure, construction, equipment, and electrical) and the Quality Manuals and ensures thorough compliance from the parties with which we order design and construction work while also checking the state of construction and carrying out quality inspections as the ordering party. Regarding leased and managed properties, we will prepare business standard documents related to property management and safety and temporary construction guidelines for repair work as we undertake business. We will also provide property insurance for damages in the unlikely event of deficiency or accident.   |
|                     |  |
| Risk                | 10 Risk of occurrence of information system crisis   |
| Risk detai          | To achieve sustainable growth as the diversity of products and services provided to customers increases, the Group believes it must further improve productivity and work efficiency and is actively utilizing the benefits of the Internet (the Cloud) (speed, flexibility, cost) for establishing an ICT environment and promoting DX to achieve these improvements. In addition, the Group handles a large volume of personal information in each business due to necessity in executing business.  For this reason, in the unlikely case the Company's system cannot be used normally or in case personal information is leaked to the outside due to unexpected circumstances such as cyberattacks and unauthorized access, the loss of credibility and the resulting decrease in sales and damage compensation costs could have an impact on the Company's business performance.   |
| Main<br>initiatives | As we actively promote initiatives that utilize information systems and ICTs, we believe that ensuring information security will be of unprecedented importance, and we have strengthened measures to restrict access via Internet connections as well as measures for log management and the loss of information devices and are progressing with the establishment of an ICT environment in preparation for cyberattacks and information leakage. The Company is also striving to comply with relevant laws and regulations for personal information and to ensure proper handling of this information. Moreover, with the aim of realizing organized management of information and maintaining and improving security levels within the Group, we have prescribed the Information Security Regulations and the Information Handling Guidelines, regularly provide education and enlightenment to our employees, protect the rights and interests of our customers, and ensure the stable operation of an ICT environment within the Group. In addition, the Company has cyber insurance in preparation for an unlikely accident such as an information leakage. |
|                     |  |
| Risk                | ① Risk of inadequate response to matters related to human resources  |
| Risk detai          | We regard human resources as our largest asset and the source of new value creation for the sustainable growth of the Group. Therefore, in the event that the working hours of Group executives and employees are not properly ascertained and long working hours damage the health of executives and employees and we receive administrative sanctions from government authorities because our personnel system and its operation do not comply with labor standards and related laws and regulations, the outflow of the Group's human resources, the loss of trust, and the imposition of fines could have an impact on the Group's business performance.  In terms of personnel and labor management at overseas bases, there is risk of administrative sanctions by government authorities for introducing or operating a system that violates local labor customs, the risk of losing know-how due to the retirement of local employees, and a risk that the health of overseas employees will be damaged due to the lack of systems to provide appropriate support for living in a foreign country.   |
|                     | The Group prescribes "working with vigor and achieving wellness" as its action guideline. The Group aims to provide "wellness management" so that all its executives and employees can work energetically in good physical and mental health, which leads to sustainable corporate growth.   |

| Risk                | ① Risk of occurrence of fraud or negligence  |
|---------------------|--|
| Risk details        | Within the Group, risk could occur due to fraud perpetuated by executives and employees, information leakage due to improper management of information, and operational negligence. In the case the relevant risk materializes, the loss of credibility and the resulting decrease in sales and damage compensation costs could have an impact on the Company's business performance.                                |
| Main<br>initiatives | The Group executives and employees comply with laws and ordinances as well as with the Company rules and regulations formulated by each of Nomura Real Estate Group companies. Furthermore, establishing "the Nomura Real Estate Group Code of Action with the aim of acting in accordance with even higher ethical standards," we continuously provide education and enlightenment to our executives and employees. |

To properly grasp working hours, we have introduced and operate an attendance management system and for particularly long working hours,

this situation is monitored regularly. Furthermore, the compliance of our personnel system and its operation is regularly verified by outside experts

Moreover, overseas there are local laws, cultures, and customs. Therefore, we utilize the knowledge of external experts to build personnel/

labor systems, establish consultation desks for staff stationed overseas, and provide services to help, and provide support for visits to, medical

### Internal controls, compliance/Information disclosure

### Compliance systems

The Group regards compliance, including the observance of laws and regulations and corporate ethics, as one of our most important management issues. As a set of relevant guidelines, the Company has formulated the Nomura Real Estate Group Code of Action. We have established the Risk Management Committee and Group Legal & Compliance Department in the Company to promote continuous education and enlightening activities for the executives and employees of the entire Group, and to provide advice, guidance, and support to Group companies.

Furthermore, based on our priority of collecting information regarding risks, the Company has set up the Nomura Real Estate Group Helpline as a point of contact for internal reporting by Group employees. The Company imposes confidentiality obligation on employees who are involved in the helpline business and prohibits unfair treatment for reporting an incident using the helpline.

In an attempt to enhance its efforts, the Group signed and registered as a participating company in the United Nations Global Compact in May 2019. Based on the principles of the United Nation's global initiatives, the Group will remain committed to all types of anti-corruption activities including extortion and bribery.

The Nomura Real Estate Group Code of Action https://www.nomura-re-hd.co.jp/english/csr/base/compliance.html

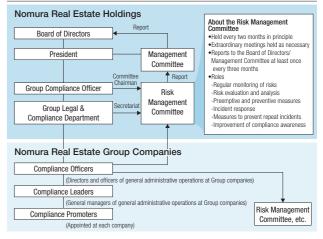
### Appropriate information disclosure and transparency-

The Company strives to disclose information about the Group's management strategy, financial condition, risk management, and internal control system, etc., in a fair, timely, and appropriate manner based on the provisions of the Companies Act and the Financial Instruments and Exchange Act, as well as other laws and the listing rules of the Tokyo Stock Exchange. Specifically, as our timely disclosure system (on the right) indicates, the Executive Officer in charge of the Corporate Communications Department collects information about the Company through the Corporate Planning Department from each business unit and Group company. As for the information requiring timely disclosure, the Information Disclosure Screening Team made up of general managers, executive officers, and others responsible in related departments will screen the matter and report the results to the President. Company information found to require timely disclosure will be disclosed in a timely manner by Corporate Communications Department at the instruction of the Executive Officer in charge of the Corporate Communications Department. The Group Internal Audit Department carries out the monitoring of operations under the aforementioned timely disclosure system. Audit & Supervisory Committee Members attend Board of Directors' and other important Company meetings as well as receive reports from directors and view relevant documents to investigate whether the timely disclosure system is functioning properly.

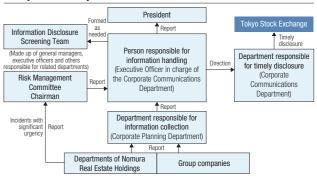
### Shareholder engagement-

The Company conducts proactive and constructive engagement with shareholders based on established systems and policy on initiatives to promote greater engagement. The director in charge of Investor Relations (The Group CFO) takes the lead in engaging with shareholders, while the Investor Relations Section of the Corporate Communications Department supports these efforts. At the financial results briefings, the Group CEO explains business results and future strategies. The Investor Relations Section meets with internal departments and shares information on a daily basis to gather information and promote engagement with shareholders. The director in charge of Investor Relations reports the views and concerns of shareholders found during the engagement to the

### Compliance system



Timely disclosure system



executive management team, and regularly reports to the Board of Directors, which discusses this information. We established Regulations Concerning the Prevention of Insider Trading to ensure the fairness of information disclosures and prevent leakages of information that affect our stock price. We manage insider information appropriately according to these regulations, and a silent period was also established.

### Current status of investor relations activities-

In order to attract more shareholders and prospective investors, we strive to enhance understanding of the Group's business activities and growth strategy through direct and indirect communications with both institutional and individual investors.

Major IR activities during FY20/3

| IR activities for institutional investors   | Number of times<br>held |
|---|-------------------------|
| Financial results briefings   | 2                       |
| Conference calls on financial results announcement days   | 3                       |
| Meetings with investors and analysts (including the following meetings)                           | 346                     |
| CEO small meetings  | 1                       |
| Overseas IR activities (in Europe, U.S., and Asia) (including overseas conferences)               | 8                       |
| Conferences organized by securities companies (Japan) (including video and telephone conferences) | 6                       |
| Property tours  | 4                       |
| SR meetings   | 12                      |

| IR activities for individual investors                        | Number of times held |
|---|----------------------|
| Conferences for individual investors                          | 2                    |
| Company information session organized by securities companies | 1                    |
| Company information session via the Internet                  | 1                    |

For further details and the latest information, visit the IR site. https://www.nomura-re-hd-co.jp/english/ir/

#### Sustainability

The Group implements sustainability initiatives in all its business activities to address social issues that require consideration while meeting the expectations of stakeholders. In line with the framework of the four key themes and two promotion foundations set out under the Nomura Real Estate Group's Policy on CSR/ESG, the Group has now set qualitative and quantitative goals linked to the SDGs or business activities to push ahead with sustainability activities through the steady implementation of the plan-do-check-act (PDCA) cycle.

#### Sustainability management structure-

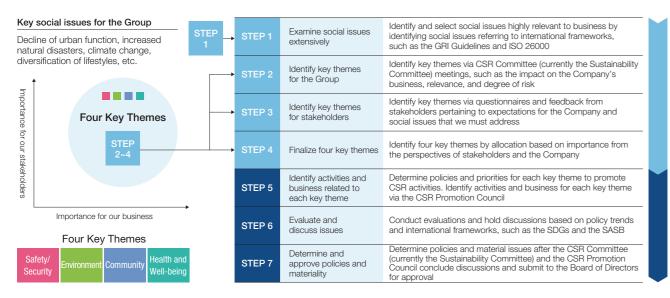
The Group organizes the Sustainability Committee (chaired by the Executive Vice President, Representative Director and Group COO) to further strengthen and promote sustainability activities. The Committee consists of Directors and Executive Officers appointed by the Board of Directors of the Company and is mainly responsible for deliberating and determining policies and activity plans for sustainability. Results of deliberation by the Committee are reported to the Management Committee and the Board of Directors and reflected in its business plans and business activities.

In April 2020, we further established the Sustainability Management Department to strengthen sustainability initiatives more linked with business.



#### Materiality determination process

The Group selected its four key themes in the fiscal year ended March 2016. In the fiscal year ended March 2018, we advanced step 5 through 7 and formulated the Nomura Real Estate Group's Policy on CSR/ESG and determined the Group's material issues. (Report to the Board of Directors was made in the fiscal year ended March 2019)



### Contribution to achieving the Sustainable Development Goals (SDGs)

The 17 goals included in the Sustainable Development Goals (SDGs) which were adopted by the United Nations summit in September 2015 are global common goals, and the Group also recognizes the importance of contributing to their achievement. The Group will contribute to achieving the SDGs through initiatives to address the four key themes of Safety/Security, Environment, Community and Health and Well-being as well as the material issues.

Related key SDGs defined by the Group





### Nomura Real Estate Group's policy on CSR/ESG

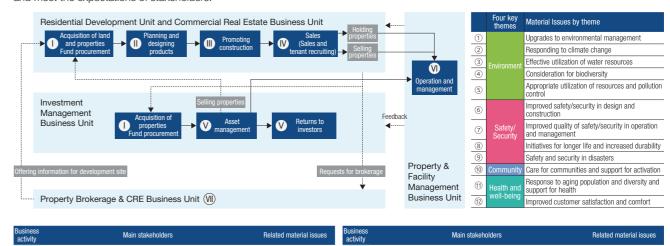
For further details and the latest information, refer to the CSR report at the link below. https://www.nomura-re-hd.co.jp/english/csr/

The Sustainability Committee is mainly responsible for confirming progress of the policy on CSR/ESG and its goals described below and deliberating and determining activity plans.

| Material issues |                           |                        | Material issues   | Group targets/Indicators   | Related SDGs   |  |  |  |
|-----------------|---------------------------|------------------------|---|--|--|--|--|--|
|                 |                           |                        | Upgrades to environmental management                              | Acquiring of advanced environmental management certifications (DBJ Green Building, LEED, CASBEE, etc.)   |  |  |  |  |
| Е               |                           | Environment            | Responding to climate change                                      | Reducing CO <sub>2</sub> emissions  Promoting solar power generation  Reducing energy use  | 7 manus 12 Scans (Constitution of Constitution |  |  |  |
|                 |                           | P72-73 <b>→</b>        | Effective utilization of water resources                          | Reducing water usage   | 13 cance 15 man  |  |  |  |
|                 |                           |                        | Consideration for biodiversity                                    | Acquiring biodiversity certifications (ABINC/JHEP/SEGES)   |  |  |  |  |
|                 | Fou                       |                        | Appropriate utilization of resources and pollution control        | Reducing waste discharge  Promoting use of domestic and FSC certified timber   |  |  |  |  |
|                 | r k                       |                        | Improved safety/security in design and construction               | Complying with design and construction standards and quality manuals   |  |  |  |  |
|                 | Four key themes           | Safety/<br>Security    | Improved quality of safety/security in operation and management   | Improved management quality and expanding after-sales service  | 9 manufactor 12 content conten |  |  |  |
|                 | nes                       | P74-75 €               | Initiatives for longer life and increased durability              | Providing of long life and high durability products and services   |  |  |  |  |
|                 | 0,                        |                        | Safety and security in disasters                                  | Expanding disaster preparedness  |  |  |  |  |
|                 |                           | Community              | Care for and activation of communities                            | Expanding planning and design for activation of communities  | 8 inched autor 16 final autor 17 inched autor 17 inched autor 18 inched autor  |  |  |  |
|                 |                           | P74-75 →               | Care for and activation of confindintes                           | Supporting activation of communities in operations and management  |  |  |  |  |
|                 | Two promotion foundations | Health and             | Response to aging population and diversity and support for health | Promoting universal design  Supporting health and increasing healthy life expectancy   | 3 SERVINITE 5 SEASON 10 FEMALES AND COMMUNITIES  |  |  |  |
|                 |                           | Well-being<br>P74-75 → | Improved customer satisfaction and comfort                        | Promoting communication to improve customer satisfaction Improving comfort   |  |  |  |  |
| S               |                           |                        | Health and safety of employees                                    | Preventing work-related accidents  Promoting thorough physical and mental health management  Promoting taking of paid leave  Preventing overwork |  |  |  |  |
|                 |                           | Human resources        | Promotion of diversity  | Promoting active participation by women  Supporting childcare and nursing care  Promoting hiring of seniors and persons with disabilities        | 3 manufacture   5 minute   8 minute   1 minu |  |  |  |
|                 | motion                    | P76-79 <b>→</b>        | Creation of fair and rewarding workplaces                         | Implementing fair assessment and compensation Improving employee satisfaction  |  |  |  |  |
|                 | ξ                         |                        | Improvements to human capital                                     | Enhancing cultivation of human resources   |  |  |  |  |
|                 | undat                     |                        | Supplier safety   | Complying with CSR Procurement Guidelines  Ensuring supplier safety  |  |  |  |  |
|                 | ons                       |                        | Corporate governance  | Ensuring diversity in Board of Directors   |  |  |  |  |
|                 | 0,                        | Management             | Compliance  | Observing compliance requirements  | E DOWN 10 HANDS 15 HAND, AND I   |  |  |  |
| G               |                           | structure              | Risk management   | Implementing thorough risk management  | 5 10 10 10 10 10 16 10 10 10 10 10 10 10 10 10 10 10 10 10   |  |  |  |
|                 |                           | P44-69 <b>●</b>        | Human rights  | Implementing thorough human rights training  | ¥ ÷ <del>×</del>   |  |  |  |
|                 |                           |                        | Improved supplier management                                      | Compliance with CSR Procurement Guidelines   |  |  |  |  |
|                 |                           |                        |   |  |  |  |  |  |

#### Value chain and sustainability material issues

In all business activities, the Nomura Real Estate Group implements sustainability initiatives to address social issues that require consideration and meet the expectations of stakeholders.



| Business activity | Main stakeholders  | Related material issues | Business<br>activity |  | Related material issues |  |
|-------------------|--|-------------------------|----------------------|--|-------------------------|--|
| - 1               | Sellers, brokers, financial institutions, investors, real estate appraisers, etc | . 10                    | V                    | Investors, customers, financial institutions, property management        | (1)(2)(3)(5)(7)(9)(0)   |  |
| Ш                 | Customers, local communities, NPOs, design companies, administrative             | 16891112                |                      | companies, etc.  |                         |  |
| - 11              | bodies, etc.   |                         | VI                   | Customers, local communities, business owners, service outsourcing       | 2357910112              |  |
| III               | Customers, local communities, construction companies, etc.                       | 23456910                | VI                   | companies, construction companies, etc.                                  |                         |  |
| IV                | Customers, local communities, NPOs, judicial scriveners, etc.                    | 11 12                   | VII                  | Customers, brokers, financial institutions, real estate appraisers, etc. | 10(11)(12)              |  |

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#### Environment

## **Environment**

The Group is aware of climate change, natural resource depletion, and ecosystem destruction as important social issues. Therefore, we will contribute to the realization of sustainable society through environmentally-friendly urban development including initiatives for an energy-saving and low-carbon society while using renewable energy and engaging in the appropriate utilization of resources. We also comply with environmental laws and regulations to implement an appropriate environmental management. Recognizing the following five items as particularly important issues, we will work to step up our initiatives in these areas with our stakeholders including tenant corporations and suppliers.

| Environment  |   |  |  |  |  |  |  |
|--|---|--|--|--|--|--|--|
| Material issues  | Group targets/Indicators  |  |  |  |  |  |  |
| Upgrades to environmental management                       | Acquiring of advanced<br>environmental management<br>certifications (DBJ Green<br>Building, LEED, CASBEE, etc.) |  |  |  |  |  |  |
|  | Reducing CO <sub>2</sub> emissions  |  |  |  |  |  |  |
| Responding to climate change                               | Promoting solar power generation  |  |  |  |  |  |  |
|  | Reducing energy use   |  |  |  |  |  |  |
| Effective utilization of water resources                   | Reducing water usage  |  |  |  |  |  |  |
| Consideration for biodiversity                             | Acquiring biodiversity certifications (ABINC/JHEP/ SEGES)   |  |  |  |  |  |  |
| Appropriate utilization of resources and pollution control | Reducing waste discharge Promoting use of domestic and FSC certified timber                                     |  |  |  |  |  |  |

#### Results of main initiatives in FY20/3

- Acquisition environmental management certifications for newly built properties for sales (excluding rental housing): 100% (No. of properties: 14)
- Acquired ZEH-M oriented certification\*1 (PROUD TOWER Kameido Cross, etc.)
- Analyzed and disclosed climate change related risks and opportunities
- Responded to CDP's climate change questionnaire ("B" score)
- Announced PROUD Kanda Surugadai. a high-rise condominium with structural elements made from wood materials (domestic timber)

#### Main challenges and future initiatives

- · Strengthen environmental measures at various properties (including acquiring environmental management certifications)
- Strengthen analysis of risks and opportunities for climate change (including response to TCFD\*2 recommendations)
- Implement PDCA cycle steadily across the Group and investigate expansion of numerical targets (for Scope 3\*4 and SBT
- Further strengthen information disclosure and further improve ESG rating

### The Company's awareness of environmental issues-

Responding to environmental problems has become an urgent social issue as environmental problems including climate change, the depletion of natural resources, and the destruction of ecosystems become increasingly severe. Meanwhile, the global common frameworks such as the Paris Agreement and the Sustainable Development Goals (SDGs) have been created.

In our real estate business and urban development, the Group enjoys various benefits from the natural environment, but at the same time, imposes certain burdens on the environment in our business activities. In addition, the Group interacts with various customers including residents, tenant corporations, and facility users over the long term, and consequently we are aware that responding to environmental problems associated with our products and services is an important duty of the Group.

We consider the above five items (environmental management,

climate change, water resources, biodiversity, use of resources and pollution control) are particularly important, and we are working to step up our initiatives in these areas with our stakeholders including tenant corporations and suppliers on supply chains of procurement, our own operations, and products and services.

We signed the United Nations Global Compact (UNGC) in May 2019 and announced our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)\*2 in September 2020 to realize the Nomura Real Estate Group Environmental Philosophy and further promote responses to these priority matters. We will continue to support a precautionary approach to climate change mitigation, and other environmental problems, and proactively fulfill our responsibility to address such environmental problems.

### [Nomura Real Estate Group Environmental Philosophy]

The Group's mission is to create urban development in harmony with the natural environment.

To this end, we utilize the power and blessings of nature to pass on our beautiful planet to future generations. We have high aspirations, enhance our sensitivity to the environment, and pursue the realization of ideal environmental quality.



For information about initiatives other than "Response to Climate Change," refer to the CSR report. https://www.nomura-re-hd.co.jp/english/csr/environment/

- \*1: Net Zero Energy House: Residences designed to achieve a net zero annual primary energy consumption (air conditioning, hot-water supply, lighting, and ventilation) by increase in thermal insulation and energy saving performance, while creating energy by solar power generation, etc.
- \*2: Task Force on Climate-related Financial Disclosures: Established to develop recommendations for climate-related information disclosures and response to these disclosures by financial
- \*3: Science Based Targets: Initiative requiring companies to set science-based reduction targets to limit the rise in global average temperature to "less than 2 degrees Celsius"
- \*4: Scope : Scope of calculation and reporting of CO<sub>2</sub> emissions by companies
- Scope 1: Direct emissions from fuel burning, etc.
- Scope 2: Indirect emissions resulting from the use of electricity or heat purchased by the Company
- Scope 3: Indirect emissions other than those for Scope 1 and 2 (use of products sold, employees' commuting and business trips, etc.)

#### Response to climate change

The Group uses land and other natural resources and energy in the course of conducting business activities, and we are fully aware that responding to climate change is a major management issue. For example, increased natural disasters resulting from climate change and stricter environmental regulations could cause increase in costs and impede the continuation of business. On the other hand, we believe that low-carbon/decarbonized products and services will lead to new business opportunities. After organizing the risks and opportunities related to climate change, we are collaborating with stakeholders to promote various initiatives.

#### **Targets**

- Reducing CO<sub>2</sub> emissions
- Promoting solar power generation
- Reducing energy use

#### **Example of main initiatives**

• Initiatives for product development

We believe that low-carbon/decarbonized products and services including net zero energy house (ZEH) will lead to new business opportunities, and we actively engage in such products and services.

#### • Numerical targets to reduce CO<sub>2</sub> emissions

The Group has set the following targets to advance a response to climate change in March 2019 and is taking various initiatives to achieve them.

For further details and the latest information, refer to the CSR report at the link below. https://www.nomura-re-hd.co.jp/english/csr/

| Indicater  | Target             |               | Performance in FY20/3 |
|--|--------------------|---------------|-----------------------|
| CO <sub>2</sub> emissions per unit area of real estate held by the Group (Scope 1 and 2*4) | Compared to FY14/3 | Reduce by 30% | Reduced by            |

We are also examining how to set reduction targets for total CO<sub>2</sub> emissions in the entire business including Scope 3\*4.

#### Analysis of risks and opportunities for responding to climate change and our responses

#### Risks

#### Market:

Changes in customer needs for real estate

#### Technology

Increase in the development cost for CO<sub>2</sub> emissions reduction technologies

### Physical:

Increase in damage to buildings due to increasing frequency of localized severe rain and flooding, and resulting changes in asset value and quality of real

#### Evaluation:

Negative feedback in ESG evaluation by stakeholders

#### Opportunities

#### Products and services:

Expanded customer needs for low-carbon products and services

Energy sources:

Resource efficiency: Expanded utilization of high energy efficient buildings

### and properties

Expanded utilization of renewable energy, etc.

#### Evaluation:

Acquisition of high ESG evaluation from stakeholders

#### Our responses

#### Market and services:

Confirmation and grasp of future scenarios (IPCC Fifth Assessment Report)

Grasp of customer needs (implementation of customer satisfaction surveys)

#### Products and technology

Development of ZEH-M in condominiums

Environmental performance assessments during product planning and design (including developing and exploring new technologies)

#### Resource efficiency:

Development of real estate securing of high environmental performance and energy efficiency including PMO and others and the acquisition of environmental management certifications

#### Physical:

Confirmation of hazard maps released by each local governments during real estate development, and implementation of severe rain and flooding countermeasures

#### Evaluation :

Ongoing communication with all shareholders

Continued enhancement of ESG information disclosures and investigation into improving of ESG

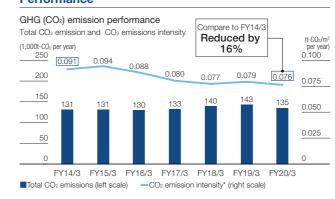
### Main initiatives

- Acquisition of 7FH-M oriented certification (PROUD TOWER Kameido Cross, etc.)
- . Development of high-rise condominium with structural elements made from wood materials (PROUD Kanda Surugadai
- · Certification as a top-level office under the Tokyo Metropolitan Environmental Security Ordinance (Nihonbashi Muromachi Nomura Building)
- · Implementation of disaster-preparedness concept: Advances in Disaster Preparedness in Housing
- Set up of disaster preparedness centers for tenant businesses

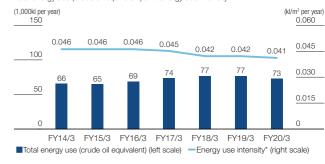


PROUD Kanda Surugadai, a high-rise condominium with structural elements made from

#### **Performance**



#### Energy use performance Total energy use (crude oil equivalent) and energy use intensity



\*Intensities are calculated by dividing the total amount of CO<sub>2</sub> emissions and energy use by the gross floor area of the target facility. Some figures for CO<sub>2</sub> emissions, energy use, and their intensities before FY19/3 are different from the figures shown in the Integrated Report 2019 due to some changes in the calculation method

### Safety/Security, Community, Health and Well-being

Safety/Security

Community Health and Well-being

The Group has identified Safety/Security, Community, and Health and Well-being as priority themes for social (S) initiatives. For example, on the theme of Safety/Security, the Group is aware that the aging and obsolescence of buildings and infrastructure and increases in natural disasters are important social issues and is working to increase building lifespan. On the theme of Community, the Group is cognizant of important social issues such as dysfunction and stagnation of local community resulting from the low birthrate, aging of society, increases in vacant residences. and other factors, and we are implementing a range of initiatives aimed at activating communities. Meanwhile, on the theme of Health and Well-being, the Group is making an approach to help various people to live healthy and comfortable lives regardless of their characteristics and attributes as lifestyles are becoming more diverse.

| Sa | tety. | Sec | urity |
|----|-------|-----|-------|
|    |       |     |       |
|    |       |     |       |
|    |       |     |       |

| Material issues  | Group targets/Indicators   |
|--|--|
| Improved safety/<br>security in design and<br>construction               | Complying with design and construction standards and quality manuals |
| Improved quality<br>of safety/security<br>in operation and<br>management | Improved management quality and expanding after-sales service        |
| Initiatives for longer life and increased durability                     | Providing of long life and high durability products and services     |
| Safety and security in disasters   | Expanding of disaster preparedness                                   |

#### Results of main initiatives in FY20/3

- Formulated Design and Construction Standards and Quality Manuals for newly developed assets (small offices with services, etc.)
- Properties covered by the "re:Premium" service, which is designed to lengthen large-scale repair cycles, were recognized for "good condominium management" under the long-life quality housing renovation promotion project supported by Ministry of Land, Infrastructure, Transport and Tourism

#### Main challenges and future initiatives

- Formulate action plans for each business unit in line with material issues, targets, and indicators for Safety/Security
- · Ensure compliance with Design and Construction Standards and Quality Manuals and develop Design and Construction Standards and Quality Manuals for newly developed assets (retail
- Push ahead with projects under large-scale repair work plans focusing on "re:Premium" service

| Material issues         | Group targets/Indicators  |
|-------------------------|---|
| Care for and activation | Expanding planning and design for activation of communities       |
| of communities          | Supporting activation of communities in operations and management |

#### Results of main initiatives in FY20/3

- Activated communities open to everyone through urban development in harmony and together with the surrounding community based on the "BE UNITED concept"
- →1st project of ACTO: Started operation at Hivoshi
- →2nd project of ACTO: Prepared for operation at Inagi Minamiyama and
- Engaged in communication within communities in which projects are
- (Held Christmas events in collaboration with regional development section of administrative body, etc.)

#### Main challenges and future initiatives

- Formulate action plans for each business unit in line with material issues for Community
- · Strengthen collaboration to resolve community issues at ACTO Hiyoshi, where facilities went into operation in July 2020. and to generate a sustainable urban growth
- Consider expansion of various events to mitigate negative impacts in communities where projects are underway

#### Health and Well-being

| Material issues                                    | Group targets/Indicators                                 |
|--|--|
| Response to aging                                  | Promoting universal design                               |
| population and diversity<br>and support for health | Supporting health and increasing healthy life expectancy |
| Improved customer                                  | Promoting communication to improve customer satisfaction |
| satisfaction and comfort                           | Improving comfort  |

### Results of main initiatives in FY20/3

- Acquired CASBEE-Wellness Office certification for some properties
- · Publicly disclosed the results of customer satisfaction surveys for various assets
- Started introduction of the "Yukai-full" underfloor air-conditioning system for healthy, comfortable living \*Received the FY20/3 Nomura Real Estate Group Awards (→P79)
- Launched HUMAN FIRST LAB to research the nature of offices for increasing creativity and well-being

#### Main challenges and future initiatives

- Formulate action plans for each business unit in line with material issues for Health and Well-being
- · Make it a basic policy to acquire CASBEE-Wellness Office certification for all newly developed office buildings
- · Expand coverage of disclosure of customer satisfaction surveys and strengthen initiatives to improve satisfaction
- Increase properties with "Yukai-full" underfloor air-conditioning system
- Consider actual contents to be researched. at HUMAN FIRST LAB etc.

#### Safety/Security

#### Main targets

- Providing long life and high durability products and services
- Expanding disaster preparedness, etc.

#### **Example of main initiatives**

• Initiatives for extension of large-scale repair work cycles

"re:Premium" is a product designed to extend large-scale repair work cycles, at completed PROUD condominiums. The collection of a repair reserve fund is important for proper maintenance and management of the condominiums, but is often in shortage. Responding to this social issue, "re:Premium" extends the cycle for large-scale repairs, which is normally planned for every 12 years, to 16 to 18 years. As a result, ultra-long-term repair plans extending up to 60 years after the completion of construction can be formulated. The service enables the extension of building lifespan and reduction of demolition waste. The psychological and economic burdens on residents can also be reduced by substantially cutting lifecycle costs.

#### Results in FY20/3

• Number of completed large-scale repairs that adopt the "re:Premium": 17 (3.4 times the number year-on-year)

For further details and the latest information, refer to the CSR report at the link below. https://www.nomura-re-hd.co.jp/english/csr/

#### Social issue

Of around 6 million units of condominiums nationwide, just 40% of condominiums are able to carry out repair works as scheduled (Source: The Ministry of Land. Infrastructure, Transport and Tourism's Result of General Survey on Condominiums Fiscal 2013)



#### Social value

Helps decrease residents' burden through reduction of repair cost and create high quality housing stock

#### Economic value

Number of completed large-scale repairs that adopt the "re:Premium":

### 29 (cumulative)

\*Plan to gradually expand to cover 750 completed PROUD properties

#### Community -

#### Main targets

- Expanding of planning and design for activation of communities
- Supporting activation of communities in operations and management

#### **Example of main initiatives**

Activation of communities based on the "BE UNITED concept"

The "BE UNITED concept" is urban development which nurtures "civic pride" through residents' fondness for and pride in their city. Through this concept, we aim to achieve urban development in harmony and together with the surrounding community based on cooperation with condominium residents and active members of the community. We have labeled the activities necessary to realize the "BE UNITED concept" as ACTO. As a first project, we introduced these activities at PROUD CITY Hiyoshi. Taking advantage of our relationships with administrative bodies, educational institutions, neighborhood associations, and other community members, we have begun community activities, which have been well received and condominium sales are also brisk

#### Results in FY20/3

- Facilities that contribute to local communities: 6\*1 (double the level year-on-year)
- Number of community social events held: 138 (down 10% year-on-year\*²)
- \*1. Nursery schools, cafes, etc. built together with residential developments, which were recorded for the fiscal year ended March 2020.
- \*2. Some events were cancelled due to the spread of COVID-19.

#### Social issue

Dysfunction in communities as a result of the low birthrate and aging population, increases in vacant residences, and other factors

#### Social value

Helps activate local communities and nurture residents' fondness for and pride in their city



### Economic value

auickly)

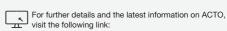


#### Urban development

incorporating ACTO makes properties more competitive Number of contracts concluded at

- PROUD CITY Hivoshi: Approx. 550 units (as of end of March 2020) Sales of PROUD Season Inagi Minamiyama progressed steadily.
- Events related to ACTO
- Sales of PROUD TOWER Kameido Cross progressed steadily. (150 units out of total units sold out quickly)

(41 units out of total units sold out



http://www.acto-nreg.jp (in Japanese)

#### Health and Well-being

#### Main targets

- Supporting health and increasing healthy life expectancy
- Improving comfort, etc.

#### **Example of main initiatives**

• Development of OUKAS elderly housing with supportive services to increase healthy life expectancy

OUKAS elderly housing aims to help seniors maintain and improve their health and achieve autonomy in their day-to-day lives. The housing incorporates support systems which enable seniors to live with peace of mind, including unique wellness programs covering exercise, diet, and sleep for maintaining a healthy routine and a 24-hour monitoring service. OUKAS Funabashi, our first OUKAS project, has a high occupancy rate exceeding approximately 90%.

#### Results in FY20/3

• Development of OUKAS elderly housing (cumulative units completed) 382 units (3.5 times the level year-on-year)

Increase in social security costs due to increasing of aging population

#### Social value

Social issue

Helps independent elderly persons who do not require nursing care stay healthy and contributes to curbing social security costs by providing unique health promotion programs

Economic value Secures development and operation projects of a total

of 6 properties with a total of around 830 units



For further details and the latest information on OUKAS elderly housing wish the fall https://nomura-re-wn.co.jp/brand/ (in Japanese



For more detailed information about targets, initiatives, and performance for each topic, refer to the CSR report. https://www.nomura-re-hd.co.jp/english/csr/social/

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#### Human resources

Human resources The Group recognizes that employees are the most important business resources for a company and fostering human resources is essential for a company to achieve sustainable growth. The Group aims to provide Wellness Managment so that all of its executives and employees can work energetically in good physical and mental health, which leads to sustainable corporate growth. The Group also promotes the occupational safety and health maintenance of its employees and suppliers, recognizing that those matters are important management issues. Also, recognizing that innovations through diversity are indispensable for the continuous creation of new value, the Group works to promote diversity and create fair and rewarding workplaces so that employees with a variety of perspectives and ways of thinking, regardless of their social attributes, can fully demonstrate their individualities and capabilities.

| Human resources                           |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
| Material issues                           | Group targets / Indicators                                |  |  |  |  |  |
|   | Preventing work-related accidents                         |  |  |  |  |  |
| Health and safety of employees            | Promoting thorough physical and mental health management  |  |  |  |  |  |
|   | Promoting taking of paid leave Preventing overwork        |  |  |  |  |  |
|   | Promoting active participation by women                   |  |  |  |  |  |
| Promotion of diversity                    | Supporting childcare and nursing care                     |  |  |  |  |  |
|   | Promoting hiring of seniors and persons with disabilities |  |  |  |  |  |
| Creation of fair and rewarding workplaces | Implementing fair assessment and compensation             |  |  |  |  |  |
| rewarding workplaces                      | Improving employee satisfaction                           |  |  |  |  |  |
| Improvements to human capital             | Enhancing cultivation of human resources                  |  |  |  |  |  |
| Supplier safety                           | Complying with CSR<br>Procurement Guidelines              |  |  |  |  |  |
| ,   | Ensuring supplier safety                                  |  |  |  |  |  |

#### Results of main initiatives in FY20/3

- Each company implemented initiatives to promote work style reforms with their own quantitative targets
- The Group CEO and COO held Wellness Promotion Meetings with employees
- Partial introduction of one-on-one meetings
- Considered how to operate CSR Procurement Guidelines
- Gained understanding of human rights issues through study meetings with other companies (issues regarding of foreign technical interns, etc.)

#### Main challenges and future initiatives

- Examine new ways of working in response to COVID-19
- Evaluate effectiveness of each company's quantitative targets
- Hold one-on-one meetings on a groupwide basis
- Start considering formulation of human rights policy
- Start actually operating CSR Procurement
- . Conduct further research on human rights issues and examine policy for addressing issues (issues regarding foreign technical interns, etc.)

#### Wellness Management-

The Group is promoting initiatives to realize Wellness Management. In April 2017, the Nomura Real Estate Group Work Style Reform Promotion Committee was established, comprising Nomura Real Estate Holdings and Group company directors and others, and is chaired by the Executive Vice President and Group COO. The Committee discussed issues and measures, approved targets, and monitored the results of activities for wellness management, including enhancing employees' happiness and a sense of purpose in life and maintaining and improving health, and reported to the Board of Directors twice a year. Furthermore, in the fiscal year ending March 2021, the Group launched the Group Wellness Promotion Committee chaired by the President and Group CEO, aiming to further develop the Work Style Reform Promotion Committee and promote wellness, work style reform, and diversity in an integrated fashion.

#### Overview of wellness management

## Employee Happiness and Corporate Growth

#### Work style reforms

- Enhance work-life balance by improving productivity, which leads to increased employee happiness and motivation
- Become a corporate group that contributes to employee growth and satisfaction

- Build an environment where each person can maximize their abilities
- Cultivate a work climate that accepts and expresses diverse

#### Wellness

Employees can work energetically in good physical and mental health = our fundamental policy

#### Health and safety of employees

The Group is aware that the physical and mental health and safety of employees are essential for a company's business to grow continuously and sustainably. Based on this understanding, we made working with vigor and achieving wellness a part of the Nomura Real Estate Group Action Guideline, "What We Value," and we think that the basis of everything is that employees can work energetically in good physical and mental health.

#### **Targets**

- Preventing work-related accidents
- Promoting thorough physical and mental health management
- Promoting taking of paid leave
- Preventing overwork

#### **Examples of main initiatives**

• Management of work time over statutory working hours

Each month, the Nomura Real Estate Holdings Board of Directors receives reports on and confirms the status of compliance with the Article 36 Agreement of each Group company. In addition, each month, information on working hours and the status of employees taking vacation for each business unit is reported and any issues are shared.

#### Prevent overwork

As a part of the work style reforms that the Group initiated in the fiscal year ended March 2018, we have implemented a variety of programs intended to prevent overwork by employees.

In addition, "employees who work more than a certain number of hours in a single month" are required to check their physical condition using a Cumulative Fatigue Self-Diagnosis Checklist and provide feedback to a supervisor. Other measures are also taken to ensure good health such as consulting with an industrial physician.

#### Main measures

- Working hours made visible
- No Overtime Days designated
- Clock-out time declaration program
- PCs turned off at 8 p.m.
- Various measures to encourage employees to take vacation time such as allowing employees to take the day off on their birthday

#### · Enhancement of health management

The Group requires employees to undergo thorough annual medical checkups and established the "Physical and Mental Health Consultation Hotline," to provide access to outside specialists for consultations, and the "Health Consultation Office," which is staffed by full-time physicians and nurses, within the Group. In the fiscal year ended March 2020, the rate of employees undergoing annual medical checkups at Nomura Real Estate Development was 100%.

For further details and the latest information, refer to the CSR report at the link below. https://www.nomura-re-hd.co.jp/english/csr/

#### • Health and safety risk management

At Nomura Real Estate Development, general managers and senior managers who supervise employees based on stress checks share information regarding employees who require health care with the responsible officers and officer responsible for the Human Resources Department. In addition, the responsible officers take measures to determine the health and safety status of the above-mentioned general managers and senior managers and share information regarding issues with the Human Resources Department.

## Comment by General Manager of the Group Human

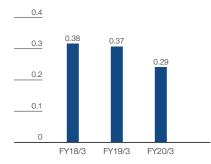


I believe the fact that all Group executives and employees already shared the understanding that "the wellness of employees comes first" was hugely significant in responding to COVID-19. We were able to promptly introduce a range of crisis measures, such as the decision

of stand by at or working from home in consideration Tadataka Yano of employees' family situations and other measures in relation to customers and people using the facilities without spending time on discussion. The Group can not grow unless safety and health are ensured for our employees and stakeholders. Moving forward, we will all go about our activities based on this common understanding. And we have also begun examining measures for new working styles based on the lessons learned from this experience.

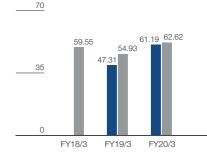
#### Performance

#### Preventing work-related accidents Absentee rate (%)



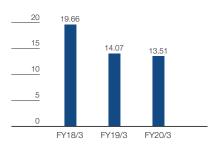
Absentee rate: Total number of lost days due to absence/ (Predetermined working days × Number of employees

#### Promoting taking of paid leave Paid vacation acquisition rate (%)



■The Group ■Nomura Real Estate Development only

#### Preventing overwork Average work time over statutory working hours (hours per person/month)



#### **Targets**

- Promoting active participation by women
- Promoting diverse work styles
- Hiring and utilizing diverse human resources, etc.

#### **Examples of main initiatives**

• Initiatives for promoting active participation by women

The Group is working to promoting active participation by women in the workplace based on the belief that leveraging diverse perspectives in business is a key to creating new corporate value. Nomura Real Estate Development held "Health Seminars for Women" for all female employees in 2019.



Booklet distributed at

#### Supporting childcare and nursing care

The Group has instituted personnel programs that make it possible for employees to continue working even after certain life events. such as childbirth or the need to provide childcare or nursing care. We provide information on and raise awareness of these programs though the Group intranet, etc., and are working to create workplace environments that encourage the use of these programs.

#### Main measures

- Encouragement of taking childcare leave
- Encouragement of taking nursing care leave
- Holiday childcare support program and subsidies for a portion of babysitter expenses
- Paternity leave programs for male employees
- Reduced working hours for nursing care

#### Promotion of work style reforms and diverse work styles

The Group discusses and promotes work style reforms and various systems and programs at the Group Wellness Promotion Meeting.

| Main programs   |   |
|---|---|
| Promoting diverse work styles                           | Establishing teleworking programs (including working from home)     Securing satellite offices     Expanding flex time working programs                                     |
| Encouraging employees to take vacation                  | Setting regular days off at sales offices     Encouraging employees to take leave such as making employee birthdays a day off   |
| Raising awareness<br>regarding shorter working<br>hours | Working hours made visible     Clock-out time declaration program     Establishing "No Overtime Days"     Introducing productivity assessments     PCs turned off at 8 p.m. |

## • Initiatives to promote active participation of diverse human

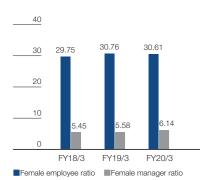
The Group believes that utilizing diverse perspectives in business is essential to create new corporate value and is working to promote the active participation of diverse human resources regardless of gender, age, or nationality. Also, in terms of hiring foreign human resources, Nomura Real Estate Amenity Service has hosted a total of 39 foreign technical intern trainees to date. We are also promoting the employment of persons with disabilities.



Asian Night 2019 social event

### **Performance**

Promoting active participation by women Female employee ratio and female manager ratio (%)



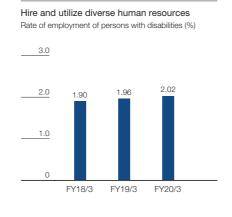
(persons) 300 253 (10) 200 178 (6) 148 (3) FY19/3 FY18/3 ■Number of childcare leave takers

Number in parentheses indicates number of men)

Number of nursing care leave takers

Childcare leave takers and nursing care leave takers

Promoting diverse work styles



#### Improvements to human capital

The Group seeks to carry out the Nomura Real Estate Group Action Guideline "What We Value" and works to improve human capital. We offer programs to enhance the qualifications and capabilities of each Group employee so that they can perform they work as a professional with a high degree of specialization.

#### **Targets**

• Enhancing cultivation of human resources

#### **Examples of main initiatives**

#### • Skill development program

Nomura Real Estate Development has offered N-COLLEGE, a self-skill development system for employees, which provides programs to study for real estate-related certifications for professionals, such as a real estate notary, real estate appraiser, or first-class architect, and programs covering general business skills, such as programs in finance and foreign language study.

#### • Business idea proposal program

The Group has the Business Idea Proposal Program, which allows all employees to propose new businesses, products, or services that go beyond the boundaries of their ordinary work. There have been 60 entries in total (including 12 entries in the fiscal year ended March 2020), of which seven ideas are currently being examined and four ideas are already materialized.

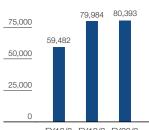
#### • The Nomura Real Estate Group Awards

The Group believes that fostering a corporate culture which encourages challenges is essential for achieving the work-style reforms goal of "becoming a corporate group that contributes to employee growth and satisfaction" and the diversity goal of "building an environment where each person can maximize their abilities." As part of this belief, we have held the Nomura Real Estate Group Awards since the fiscal year ended March 2017.

#### **Performance**

Enhancing cultivation of Investment in training per employee (yen)

100,000



Selection criteria

- 1: Reform and innovation 2: Improvement in customer satisfaction
- 3: Group synergy
- 4: CSR activities and social contribution
- 5: Continuity and perseverance



First Place Award winner of the Group Award 2020: "Yukai-full," an underfloor air-conditioning system

### Comments of the First Place Award winner

The "Yukai-full," underfloor air-conditioning system, which won this year's award, provides around the clock air conditioning for the reduction of CO<sub>2</sub> emissions and a healthy, comfortable life. We encountered various problems along the way, and I am proud that we overcame these obstacles as a team. The Yasuhiro Yoshida fact that we have this award system to properly recognize employees' efforts increases employees' motivation.

#### Ensuring supplier safety

#### **Targets**

• Ensuring supplier safety, etc.

### **Examples of main initiatives**

• Inspections at construction sites in accordance with the Construction Safety and Security Measures Guidelines

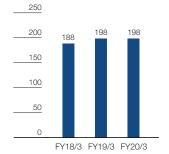
Nomura Real Estate Development has established its original Construction Safety and Security Measures Guidelines to prevent accidents and disasters at demolition and new construction sites. The Group conducts health and safety training for construction contractors to raise awareness, and performs inspections in major building construction processes to ensure the safety not just of suppliers, but also of neighboring residents and local community members.

• Safety and health initiatives by Nomura Real Estate Partners and Nomura Real Estate Heating and Cooling Supply

With the aim of implementing comprehensive safety management systems and raising awareness regarding health and safety, Nomura Real Estate Partners and Nomura Real Estate Heating and Cooling Supply regularly hold briefing sessions on health and safety for business partner companies who are their suppliers.

#### Performance

Number of suppliers attending the Meeting on Health and Safety Council organized by the property management companies



Nomura Real Estate Partners and Nomura Real

#### Topic: Response to COVID-19



## Response to COVID-19

#### Basic approach to COVID-19-

The Company has adhered to the policy of appropriately collaborating with shareholders, employees, customers, suppliers, and all other diverse stakeholders in consideration of their interests. In responding to COVID-19, we are taking a wide range of measures based on this policy to secure the safety of our stakeholders and prevent the further spread of infection.



#### Initiatives to protect people who are sustaining the Group's businesses and services-

#### Measures for employees and parties concerned, suppliers, etc.

#### Basic approach

The Group aims to provide wellness management so that all of our executives and employees can work energetically in good physical and mental health, which leads to sustainable corporate growth. Based on this understanding, we take numerous measures putting the safety of our employees, parties concerned, and suppliers first.

#### Specific initiative examples

- Special paid leave for employees with children whose schools are closed
- A selection of training programs for employees to enhance their skills while they remain at home
- Guaranteed pay for condominium resident managers
- Flexible rescheduling of projects under development and giving maximum consideration to the safety and security of contractors



A Group employee working from home during school closure



General manager/branch manager meeting held with social distancing

#### Management meeting safety & health standards-

### Measures taken in our hotel business





About our hotel business We have arranged a collaborative scheme between NOHGA HOTEL. our directly managed hotel brand established in 2018, and HOTEL NIWA TOKYO and Tokyo Green Hotel Korakuen, both of which joined the Group in 2019, to provide unique added value including bonds forged with the local communities

and Japanese-style hospitality.



Akira Kawatsuji Commercial Real Estate Development & Management Division II Nomura Real Estate Development

At the end of January 2020, when COVID-19 become a pandemic, our hotels kept ahead of its competitors to have all front desk and restaurant staff wear face masks to prevent the spread of infection among customers and employees.

In addition, we formulated the Nomura Real Estate Group Hotels Safety & Cleanliness Policy based on the guidelines set by an industry association in Japan, among others. Our hotels also became the first hotels in Japan to acquire the SAFEGUARD Label, demonstrating that they meet the international safety and health standards set by Bureau Veritas, one of the world's leading testing, inspection, and certification services providers.

Acquisition of the label reassured us of the high rating given to the safety and health measures of our Group hotels. Also, through our preparation to acquire the label, we were able to strengthen our commitment to deliver safety and security to our customers through our concerted efforts.





Serving customers while wearing a face mask



### Maintaining residents' healthy lifestyles

#### Initiatives at OUKAS, elderly housing with supportive services



Yasutomo Nakamura OUKAS Funabashi Manager Nomura Real Estate Wellness

Amid COVID-19, we are giving top priority to providing a safe and secure living environment for our residents, while focusing especially on maintaining their healthy lifestyle. Specifically, to prevent the spread of infection, we thoroughly disinfected our facility, ensured ventilation, prohibited face-to-face seating in the dining room, and changed our health management service from group-based programs to individual programs, while providing healthy meals and an environment for getting some exercise. In addition, we divided our operation staff into two teams in an effort to reduce the risk of infection, giving full consideration to the health of our employees

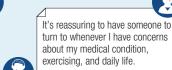
Currently, we are devising ways to continue providing services while dealing with COVID-19. We have resumed group-based programs in our health management service with various measures taken against COVID-19, such as offering online programs alongside in-person programs and setting rules for participation.

### Residents' comments



I can stay healthy because I'm able to exercise within

I can go about my daily life with peace of mind because the facility is always thoroughly disinfected.



I'm grateful for being able to eniov different dishes every day without having to go out.



About MEGALOS

service possible.

MEGALOS fitness clubs nursue

well-being, namely, a favorable

physical, mental, and social

fulfilling life as a human being

and strives to provide the best

condition that allows for a

About OUKAS

OUKAS aims at enabling its residents to lead healthy lives

and prolong their healthy life

expectancy. To this end, a wide

range of services are provided

including exercise programs

run by dedicated trainers and dietary management

#### Initiatives at MEGALOS fitness clubs



Asami Yamazaki MEGALOS Soka Manager Nomura Real Estate Life & Sports

In response to the government's declaration of the state of emergency, we had no choice but to close our fitness clubs, but we continued providing services in new ways and strived to maintain our valued bonds with our customers by distributing online training videos and live lessons and having our instructors send letters to junior members

Meanwhile, we also offered online training programs to our employees during the closure to enable them to provide our customers with enhanced services.

After reopening the fitness clubs, we have been disinfecting and cleaning our facilities and applying anti-virus coating. We also introduced anti-virus filters and installed an automatic thermometer at facility entrances in an effort to create an environment where our customers can come with peace of mind.





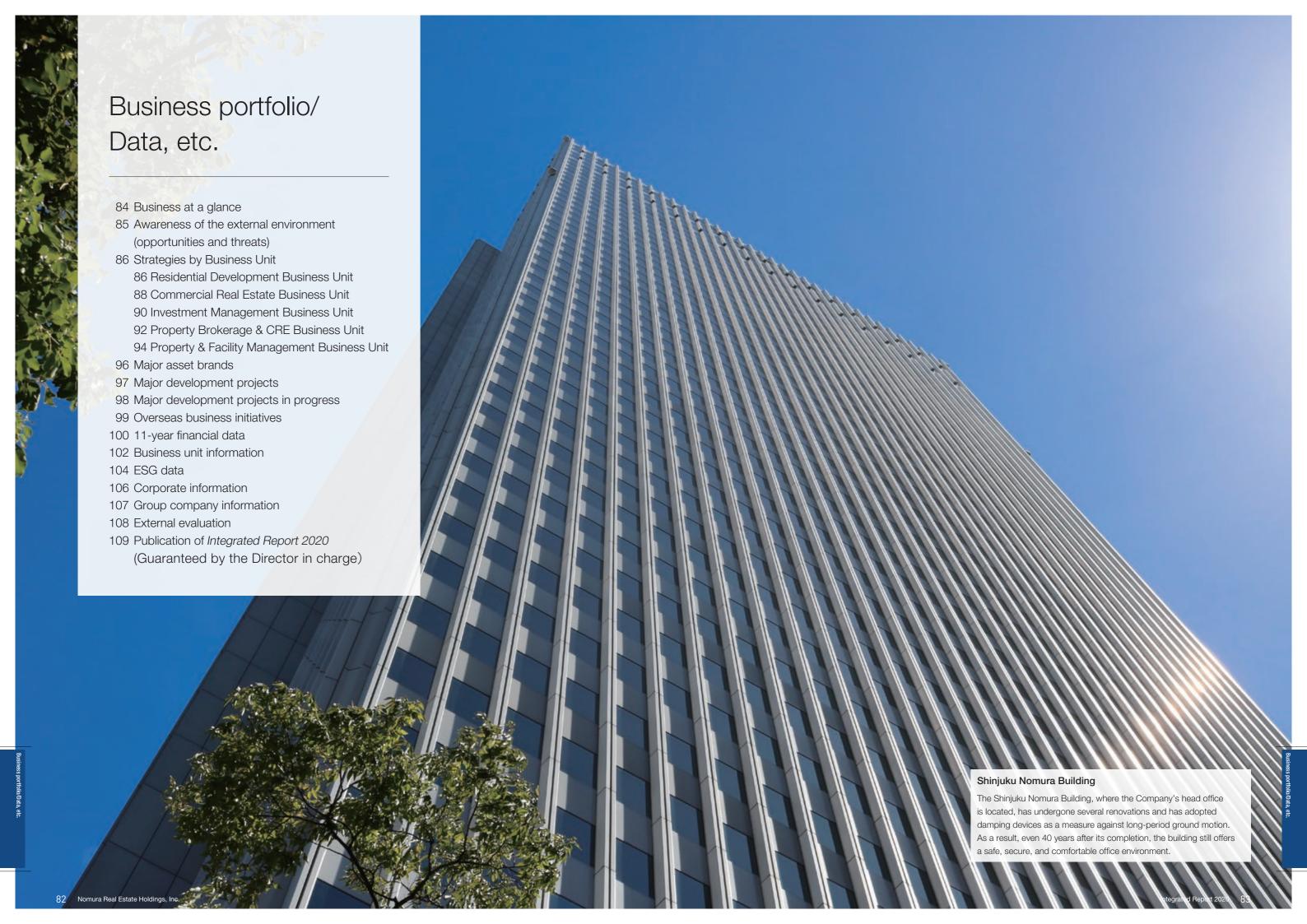






Instructors and junior members sent letters to each other

Introduced online lessons



Business at a glance

operating revenue and business profit from each business unit.

\*2. Figures for FY20/3 reflect the change in classification of overseas business from the Residential Development Business Unit and Commercial Real Estate Business Unit to Other.

\*1. The percentage breakdown is calculated based on the total amount for each segment. The resulting figure is rounded to the first decimal place, which in some cases may mean the total does not add up to 100.0%. The total shown at the center of the pie chart includes "eliminations or corporate" amount within segment information. As a result, data differs when totaling

FY18/3 FY19/3 FY20/3

\*3. Business profit = operating profit + share of profit (loss) of entities accounted for using equity method + amortization of intangible assets associated with corporate acquisitions \*4. As for FY18/3, figures are equivalent to operating profit.

FY18/3 FY19/3 FY20/3

\*4. As for FY18/3, figures are equivalent to operating profit.
\*5. Rental housing business has been transferred to the residential development business since FY20/3. Following this change, figures after FY19/3 represent figures after deducting those of rental housing business, and figures for FY18/3 represent figures including those of rental housing business.

### Awareness of the external environment (opportunities and threats)

Regarding the mid- to long-term business environment surrounding the Group, there are social issues such as the extreme aging of the population, the decline in population, and labor shortages in Japan. In addition, diversification in household composition, such as the decline in family households and increase in single-person/dual income households, the diversification of needs associated with changes in lifestyles and work styles, and the evolution of digital technologies will become increasingly evident.

The impact of COVID-19 has further transformed the way people

live, work, and gather, and their consumption inclination, and we recognize the need to closely observe trends in the domestic real estate market as well as the economic conditions in Asia, North America, and Europe, which up to now have been favorable.

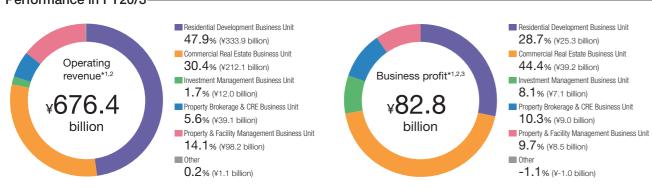
In light of such awareness of the external environment (opportunities and threats), each business unit has formulated a business strategy and is working toward business growth in order to maximize the Group's competitive advantage and management capital

## Relevance between awareness of the external environment and business strategy of each business unit

|   |   | Opportunities   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
|---|---|---|--|---|--------------------------------|--|--|---|--|--|------------------------------------|---|------------------------------------|--|---|--------------------|
|   |   |   |  |   |                                |  |  |   | Thre   | eats   |                                    |   |                                    |  |   |                    |
| of the                                    | ss strategies/Awareness<br>external environment<br>ortunities and threats)  | Increase in<br>single, dual-<br>income,<br>and senior<br>households | Improving<br>Tokyo's grow-<br>ing city power<br>and global<br>competitive-<br>ness | Demand for<br>compact<br>cities in<br>regional core<br>cities | Accumulation of property stock | Growing<br>demand for<br>renovation<br>and rebuilding<br>of aged<br>properties | Expansion of<br>real estate<br>investment<br>needs and<br>cross-border<br>growth | Continuous<br>growth in the<br>Asian market | Diversification<br>of lifestyles<br>and work<br>styles | Diversification<br>of values<br>toward<br>housing and<br>offices | Rapid<br>advances in<br>technology | Growth of<br>e-commerce<br>and changing<br>consumer<br>trends | Japan's<br>declining<br>population | Decrease in<br>the number<br>of family<br>households | Rapid<br>changes in<br>economic<br>conditions | Labor<br>shortages |
| Residential                               | Provide multifunctional and sustainable urban development and community building  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| Development<br>Business Unit              | Supply high-quality housing catered to diversifying customer needs  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| P86-87 →                                  | Offer services that sustain safe and secure living  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| Commercial<br>Real Estate                 | Property development and management based on highly unique planning and in pursuit of higher user satisfaction  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| Business Unit<br>P88-89 →                 | Highly value-added business by providing new services utilizing digital technology  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| Investment                                | Steady growth of REIT business,<br>which is the core business<br>leveraging the Leasing Value Chain   |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| Management<br>Business Unit               | Strengthening of the private equity fund business as a growth engine following REIT business  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| P90-91 <b>→</b>                           | Building of the global network  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| Property                                  | Provide high-quality and extensive services by leveraging digital technology  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| Brokerage &<br>CRE Business<br>Unit       | Strengthen "solution selling" aimed at solving customers' issues  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| P92-93 <b>→</b>                           | Build extensive customer base by expanding partnerships with financial institutions   |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| Property                                  | Strengthen customer satisfaction through proposal-based management  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| & Facility<br>Management<br>Business Unit | Expand business domain and service offerings  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| P94-95 <b>→</b>                           | Increase number of orders for large-scale repair works and other construction orders  |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |
| Overseas<br>Business<br>P99 →             | Responding to expectations for quality and services, and providing new value overseas through the utilization of know-how cultivated in Japan and strong partnerships with local developers |   |  |   |                                |  |  |   |  |  |                                    |   |                                    |  |   |                    |

## "Parts with high relevance between awareness of the external environment (opportunities and threats) and the strategy of each Business Unit are shown in colors.

Performance in FY20/3-



#### Performance by business unit/Key indicators

| Fen                         | office by t                          | ousiness unit/Key indic  | alors   |  |  |
|-----------------------------|--------------------------------------|--|---|--|--|
|                             | Business unit                        | Operating revenue*2  | Business profit*2, 3, 4                               | Key  | figures  |
| Developm                    | Residential Development              | (Billions of yen) 355.4 375.3 333.9 333.9 FY18/3 FY19/3 FY20/3 | (8illons of yen) 24.5 25.0 25.3  PY18/3 FY19/3 FY20/3 | Number of housing contracted (thits)  5,917 6,055  4,353  FY18/3 FY19/3 FY20/3                             | Housing sales/Gross margin ratio (Ellions of yen)  Housing sales — Gross margin ratio  336.8 342.0 294.3  19.1% 19.1%  FY18/3 FY19/3 FY20/3                              |
| Development Sector ————     | Commercial<br>Real Estate            | (Billions of yen) 212.1 171.6 134.9 FY18/3 FY19/3 FY20/3       | (Billions of yen) 35.2 38.0 39.2 FY18/3 FY19/3 FY20/3 | Vacancy rate (%)  Tokyo metropolitan area  All areas 5.1  4.5  4.7  4.7  7.7  7.7  7.7  7.7  7.7           | Sales of property development*s/Gross profit*s  Sales of property development Gross profit  106.8 (Billions of yeri)  65.3  43.3  10.0  11.7  17.6  FY18/3 FY19/3 FY20/3 |
| Serv                        | Investment<br>Management             | (Billions of yen) 12.0 9.3 9.6 FY18/3 FY19/3 FY20/3            | (Billions of yen) 5.9 5.9 7.1 FY18/3 FY19/3 FY20/3    | Assets under (AUM)  1,669.4 1,798.5  1,285.9  FY18/3 FY19/3 FY20/3   | Breakdown of AUM Overseas asset management companies 300.6  Private funds, etc. 130.2  Private REIT 236.6  |
| Service & Management Sector | Property<br>Brokerage<br>& CRE       | (Billions of yen) 35.7 37.2 39.1 FY18/3 FY19/3 FY20/3          | (Billions of yen)  8.4 8.1 9.0  FY18/3 FY19/3 FY20/3  | Brokerage fee (retail) (Billions of yen)  20.7 21.6 24.0  FY18/3 FY19/3 FY20/3                             | Brokerage fee (wholesale) (Billions of yen)  |
| ector —————                 | Property &<br>Facility<br>Management | (Billions of yen)  | (Billions of yen)                                     | Buildings/Housings under management Buildings, etc. (No. of properties/ Thousands of unit)  72.3 73.2 78.6 | Sales of construction ordered (Billions of yen)  37.3  31.6  32.3  |

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## Residential Development Business Unit



Daisaku Matsuo Executive Officer, Business Unit Manager of Residential Development Business Unit

#### Group companies

- •Nomura Real Estate Development
- •PRIME X
- Nomura Real Estate Wellness
- •First Living Assistance

#### **Business environment**

The Residential Development Business Unit has offered residential developments itself and a variety of other highly valueadded products and services related to housing based on our signature integrated development, sales, and management system, as well as our market-in approach and commitment to quality. Our highly rated PROUD condominium brand and our solid customer base, as represented by the Nomura Real Estate Group Customer Club, are a significant competitive advantage for the Group.

In the environment surrounding the residential development business, an ongoing decline in the domestic population is anticipated in the long term. In that environment, some significant changes are seen recently, including the diversification of the household composition. Family households, the main buyers of our housing products, are dwindling in number, while the number of single, dual-income, and senior households is on the rise.

This change is leading to diversified housing needs and a growing customer preference for convenience in various forms. As a way to respond to such trends, the Group has focused on the development of urban-type compact towns, which offer a variety of city functions within walking distance. We are leveraging our extensive know-how acquired over the years to generate high added value through this urban development.

In addition, due to the impact of COVID-19, more people are spending longer hours at home mainly by the spread of working from home, which is raising their interest in the future direction of housing. The resulting changes in their needs are not uniform, with some customers preferring to live in more spacious housing in the suburbs and others desiring to reside in convenient locations in the city center. We believe the preexisting diversification trend will be accelerated by the transformation in people's lifestyles.

#### Strategies going forward-

The diversifying housing needs are generating new business opportunities. By drawing on our market-in approach, we are

endeavoring to expand our product lineup by focusing on compact condominiums for single and dual-income households and detached housing in the city center to add to our mainstay product, housing for family households.

We will also continue with our development of urban-type compact towns that consolidate diverse functions of a city. In these "compact towns," we will also promote the introduction of ACTO, an all-encompassing urban development initiative that aims to invigorate the broader community including its surrounding areas. ACTO is the new initiative to enhance value of the town by establishing a community as a platform in addition to creating urban

Furthermore, with a view to delivering highly value-added housing to more customers, we are also proactively pushing forward our residential redevelopment projects, an area in which the Group has a top-tier track record among its competitors. Another focal point is the development of compact cities in regional core cities, a project we have already accomplished in 14 cities across Japan, receiving strong demand from local governments.

Moreover, we will further fortify our PROUD brand strategy by aligning it with the Group's four key themes of sustainability. We will place particular emphasis on creating products that give consideration to the environment and local communities and providing services that develop communities and enrich people's lives, thereby delivering products and services that cater to our customers' changing housing needs.

#### Sustainability initiatives-

The four key themes of sustainability set by the Group are all directly linked to the businesses undertaken by our Business Unit. We will continue providing sustainable housing through multifunctional and convenient urban development featuring superior environmental performance, such as the urban-type compact towns, and services sustaining safe and secure living.

"Yukai-full," a highly efficient air-conditioning system featuring high insulation, and effective use of wood, are examples of our environmental initiative. To be introduced at the KAMEIDO PROJECT, "Yukai-full" helps save energy by utilizing high thermal insulation and highly effective air-conditioning units, and offers a healthy and comfortable life by maintaining a consistent room temperature. "Yukai-full" and other initiatives have been highly rated, resulting in two of our residential development projects to be selected for the government-led Net Zero Energy House (ZEH) Demonstration/Support Project.

Another example of our environmental initiatives is our effective use of wood as displayed in PROUD Kanda Surugadai. The building is Japan's first wood-frame high-rise residential condominium using domestic wood for its structural elements including pillars and walls. This initiative is aimed at supporting to preserve the global environment through recycling forest resources.

Community development based on the ACTO area management activities is another initiative for urban development eyeing the future. We believe that such endeavors by our Business Unit will contribute to environmental preservation and urban development that provides a setting for people to lead fulfilling lives.

### Business environment in focus

- Decrease in the domestic population and family households
- Increase in single, dual-income, and senior households
- Diversified housing needs resulting from lifestyle changes
- Expand development of compact cities in regional core cities

#### The Group's strengths

- Product planning capability generated by integrated development, sales, and management system
- Solid customer base, highly value-added services and development capability tailored to diverse customer needs
- Expertise in urban-type compact town, redevelopment, and rebuilding projects

#### Business resources

• Land bank in the housing sales business:

Approx. 21,600 units

- Number of Nomura Real Estate Group Customer Club members: Approx. 129,000
- · Number of residential redevelopment projects participated: No.1\*

#### **Business strategies**

- Provide multifunctional and sustainable urban development and community building
- Supply high-quality housing catered to diversifying customer needs
- Offer services that sustain safe and secure living

#### Multifunctional and sustainable urban development

### **KAMEIDO PROJECT**

Location:

•Major use:

2-minute walk from JR Sobu Line

Kameido Station Residence (934 units)

Retail facility (approx. 28.000 m²)

Scheduled completion: FY22/3



Urban-type compact town integrating diverse city functions

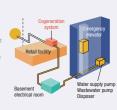


In response to a growing preference for convenient housing, we are focusing on the development of urban-type compact towns that consolidate diverse city functions. The KAMEIDO PROJECT is a typical example of a compact town. By including within the project premises high-quality residences, a large-scale retail facility, an elementary school, and a communal space open to the local community, we will offer a multifunctional and convenient urban development.

Sustainable urban development based on environmental/ energy-saving initiatives and measures against disasters

Emergency power generation system





We are striving for sustainable urban development by implementing advanced environmental and energy-saving initiatives and measures against disasters. By introducing the "Yukai-full" unit-by-unit central airconditioning system, we aim to offer healthy and comfortable lifestyles and high environmental performance at the same time. In addition, we will realize housing that is highly resilient against disasters by placing an emergency power source based on a cogeneration system on the roof of the retail facility in the town and installing flood barriers in anticipation of the inundation risks due to typhoons and heavy rains, etc.

\*Source: Based on in-house research

## Commercial Real Estate Business Unit



Executive Vice President, Business Unit Manager of Commercial Real Estate Business Unit

- •Nomura Real Estate Development •Nomura Real Estate Retail Properties
- •Nomura Real Estate Building
- Nomura Real Estate Hotels •Nomura Real Estate Life & Sports •UHM
- **Business environment**

The Commercial Real Estate Business Unit has been placing facility users' needs first based on the market-in approach, generating unique brands with high product value, including PMO (offices), GEMS (retail facilities), and Landport (logistics facilities), to expand property for sales business. The source of our strengths lies in these competitive brands, our expertise accumulated through numerous developments, our high-quality services, and our extensive customer base

The office market lately has been strong in terms of vacancy rate and rent, but due to the growing momentum for work style reform and the impact of COVID-19, corporations are increasingly implementing or examining diverse work styles including working from home and teleworking in addition to the conventional in-office work style. We therefore expect corporate and individual office needs to diversify even more.

In addition, the business environment for each type of asset is becoming varied due to COVID-19. For example, retail facilities and hotels have faced difficulties due to the need to restrict their business operations, while demand for logistics facilities has been increasing on the back of the ever-growing e-commerce market. In such an environment, it is indeed that the Group's development and management expertise based on the market-in approach, in addition to the value of our individual brands, serve as the source of our competitive edge for staying ahead of market changes and expanding business opportunities. We believe that now is the time for the Group to fully demonstrate its competitive advantage by capitalizing on its strength in high-value-added property development.

#### Strategies going forward-

Even before the impact of COVID-19, we regarded the diversification of office needs stemming from work style changes as the source of business opportunities, taking concrete steps to seize them.

In 2019, we launched H<sup>1</sup>O (small office with services) and H<sup>1</sup>T (satellite shared office), based on "HUMAN FIRST" concept of providing offices and services that closely cater to workers' needs and allow individuals to fully display their capabilities. Offices under both brands allow for diverse work styles, and contribute to enhancing the productivity of workers and corporations by utilizing biometric identification and IoT and other technologies.

In addition to developing mid-sized offices by PMO and largescale pivotal offices based in Shibaura, Nihonbashi and other areas, we will continue responding to a variety of corporate needs for distributed business sites, including suburban and project-byproject offices and office relocations to accommodate corporate growth, by utilizing our diverse office lineup.

With regard to logistics facilities, an area we entered ahead of our competitors, we will continue with our initiatives that place facility users first with the aim of seizing the expanding demand for logistics facilities. Specifically, we will continue developing such unique products as industry-focused facilities, help tenants secure personnel, and provide a range of services including automated

As for retail facilities, which have been hit hard by COVID-19, SOCOLA Musashi-Koganei Cross centered on food and daily necessities opened in June 2020 and has been enjoying strong sales. Meanwhile, restaurants have faced difficult situations due to seating restrictions and other measures that had to be imposed on customers to combat COVID-19. Situations are changing by the day. In our efforts to quickly identify signs of recovery in social and economic activities and changes in market needs while also taking long-term measures, we changed the name of GEO-AKAMATSU to Nomura Real Estate Retail Properties effective October 1, 2020 and consolidated the planning and management operations of the Group's retail facilities. Going forward, the renamed company will play a leading role in pushing forward the Group's retail facility

#### Sustainability initiatives-

We are implementing a wide range of environmental initiatives. Specifically, we have acquired environmental certifications for all our new properties for sales and use green electricity at our hotels, thereby contributing to sustainable urban development. Such initiatives cater to the needs of tenants and users, heighten environmental awareness, and help us enhance our competitive strength. In 2020, we established the HUMAN FIRST LAB, which conducts research on ideal future offices. We are studying how offices can help individuals work in more fulfilling ways and will incorporate our findings into the Company's businesses.

Furthermore, all our businesses are stepping up efforts to continue delivering safe and secure services, as demonstrated by the Company's directly managed hotels acquiring Japan's first SAFEGUARD label in recognition of their proprietary safety and health standards. In particular, our fitness club business, aimed at promoting health, is itself an initiative to address a key social challenge in an aging society. By taking rigorous measures against infection, including providing online fitness lessons, we will keep up our efforts to help our customers maintain their health and boost their immune system.

- Diversifying work styles and changing perceptions of the value of offices
- Advances in digital technology
- Expansion of e-commerce
- Changes in consumption and leisure preferences

#### The Group's strengths

- Track record for developing diverse asset tvpes
- Brands (PMO, GEMS, Landport) created based on the market-in approach
- Participation in major large-scale development projects in central Tokyo, including Shibaura 1-chome District Project and Nihonbashi 1-chome Central District Rebuilding Plan

•Net lettable area (NLA) (offices/retail facilities)\*1: Approx. 913.000 m<sup>2</sup>

 Number of tenants (offices/retail facilities)\*2 Approx. 900 companies

•Number of H<sup>1</sup>T branches and their members\*3:

22branches/395 companies Approx. 24,500 members

•Number of MEGALOS fitness clubs and their members: 44<sub>clubs/Approx.</sub> 144,000 members

- Property development and management based on highly unique planning and in pursuit of higher user satisfaction
- Highly value-added business by providing new services utilizing digital technology

#### Development based on market-in approach

We strive to understand our customers' diversifying needs through dialogue and connect them for new development.

#### Responding to diversifying office needs with broad lineup

Changing needs from a traditional office to diverse office that responds to various work styles













In addition to the PMO brand, mid-sized high-grade offices for which the Group has cultivated a new market, we offer a broad lineup of differentsized offices for various purposes to cater to diversifying needs, including distributed business sites and project-by-project offices. We aim to help companies and their workers further enhance their productivity by proposing the use of a network of office sites in addition to stand-alone

Developing logistics facilities with uncompromising efforts to meet user needs

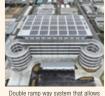




Features of Landport logistics facilities Equipped with facilities that fit the needs of tenants







Shared cafeteria offering excellent

Widely spaced pillars for high storage

We develop uniquely competitive logistics facilities with uncompromising efforts to meet users' needs for a comfortable workplace. One example is installing around-the-clock cafeterias in facilities that operate day and night. In 2018, we introduced industry-focused logistics facilities to respond flexibly to diversifying tenant needs. The facilities offer both the features of a multi-tenant facility equipped with multi-purpose specifications to accommodate tenants in a broad range of industrial sectors and the benefits of a build-to-suit (BTS)-type custom-made facility tailored to specific tenants.

<sup>\*1</sup> Total net lettable area of offices and retail facilities under the Group's long-term ownership \*2 The number of tenants in the Group's long-term holding offices and retail facilities

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## Investment Management Business Unit



Koki Miura Executive Officer, Business Unit Manager of Investment Management Business Unit

#### Group companies

- •Nomura Real Estate Development
- •Nomura Real Estate Asset Management
- •Lothbury Investment Management

#### Business environment

We have established the Leasing Value Chain between the Group and the funds managed by the Investment Management Business Unit for the sake of mutual growth. This business model allows us to acquire high quality properties developed by the sponsor and achieve strategic property replacements, providing both our Business Unit and its funds with an immense competitive edge. In addition, the relationships built with institutional investors through our management of private REITs and private funds and our broad product lineup form a solid earnings base.

In March 2020, the share prices of listed REITs temporarily plunged sharply due to the impact of COVID-19. The prices subsequently recovered, but not to the pre-pandemic level. Meanwhile, although situations differ by asset type, real estate is attracting strong demand as an investment asset because of its stability and profitability. Investment demand for private REITs and private funds, which are unaffected by unit price fluctuations, is stable among institutional investors, including pension funds.

In a world in which we will have to live with COVID-19 as well as in a post-pandemic world, investments in real estate will draw even more attention as an alternative investment amid the ongoing lowinterest rate environment. The trend is highly likely to develop into cross-border investments beyond the domestic market, which will provide us with important business opportunities.

#### Strategies going forward-

We intend to achieve continued growth in our REIT business in Japan, the main source of earnings for our Business Unit, by leveraging the Leasing Value Chain. Nomura Real Estate Master Fund (NMF), a listed REIT, will capitalize on its strength as a diversified REIT with an excellent portfolio. We will explore optimal strategies to maximize value for unitholders in view of market conditions, such as seizing the opportunity purchase of own investment units and making a public offering. Meanwhile, Nomura Real Estate Private REIT (NPR), a non-listed private REIT, will work to keep driving its external growth on the back of stable demand from institutional investors.

It is also crucial for us to establish another profit-generating business in addition to our domestic REIT business.

As an initiative to take on this challenge, we added private funds to the assets handled by our property acquisition pipeline in the fiscal year ended March 2020 to expand our opportunities to acquire properties. With a track record of managing private funds for more than 20 years, the Group is capable of structuring a variety of funds that meet the needs of investors by drawing on our strong relationships built with institutional investors and our diverse product lineup. We will take advantage of the rising demand for real estate funds as an alternative investment and endeavor to expand our assets under management (AUM).

In our overseas business, we will further solidify our relationship with existing business partners, as well as Lothbury Investment Management Group, a real estate investment manager in the UK, which joined the Group in 2018. Furthermore, we hope to swiftly address the overseas investment needs of institutional investors in Japan by striving to forge partnerships with asset management companies in North America, Europe, and Asia.

#### Sustainability initiatives-

In real estate, as in other types of assets, investors' interest in ESG initiatives is increasing. Also, the trend will undoubtedly gain momentum going forward. We regard ESG initiatives as an important point for differentiation and have implemented a variety of leading-edge ESG initiatives.

NMF became the first J-REIT to acquire a third-party certification under the EcoAction 21 environmental management system. The Minister of the Environment Award (General Category) was awarded to NMF in the fiscal year ended March 2020 in recognition of its sustainability efforts as an Example of Best Initiatives under the "21st Century Financial Behavior Principles" proposed by the Ministry of the Environment. NMF is highly regarded by ESG-focused investors including the Government Pension Investment Fund (GPIF).

More recently, Nomura Real Estate Asset Management announced its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

### Business environment in focus

- Growing alternative investment needs for real estate
- Expanding and diversifying global investment needs of investors
- Rapidly increasing ESG investment needs

#### The Group's strengths

- Business growth model based on the Leasing Value Chain
- Relationships built with institutional investors through many years of asset management experience
- Product structuring capabilities that meet the needs of investors

- Assets under management (AUM):
- ¥1,798,583 million
- Institutional investor customers through asset management in Japan (excluding listed REITs):

193 institutions

- Steady growth of REIT business, which is the core business leveraging the Leasing Value Chain
- Strengthening of the private equity fund business as a growth engine following REIT business
- Building of the global network



## Expanding AUM by leveraging the Leasing Value Chain



#### Properties acquired by private funds from the Group



We are leveraging our property acquisition pipeline within the Group to drive ongoing external growth of our funds under management through a mutual growth model based on the Leasing Value Chain. The pipeline has started including private funds in addition to listed REITs and private REITs. In the fiscal year ended March 2020, we structured multiple private funds with properties acquired from the Group.

#### Proactive ESG initiatives for further growth





2020 CONSTITUENT MSCI JAPAN

We are actively implementing ESG initiatives, and received the Minister of the Environment Award under the "21st Century Financial Behavior Principles" as an asset management company in the fiscal year ended March 2020. We have also received the highest 5 stars rating in the Global Real Estate Sustainability Benchmark (GRESB), a global ESG benchmark for the real estate sector, and have been included in the MSCI Japan ESG Select Leaders Index, an index of corporations with high ESG performance, which testifies to the high ratings given to our ESG initiatives in fund management.

#### Further expansion of overseas business



In 2018, we formed a partnership with Lothbury Investment Management, a real estate investment manager in the UK, to expand our overseas business. We will further develop our overseas business by exploring strategic partnerships with asset management companies in North America, Europe, and Asia

<sup>\*</sup>The property acquisition pipeline started including private funds in the fiscal year ended March 2020.

## The Property Brokerage & CRE Business Unit



Kenichi Maeda Executive Officer, Business Unit Manager of Property Brokerage & CRE Business Unit

#### Group companies

- •Nomura Real Estate Development
- Nomura Real Estate Urban Net
- Tokio Property Services

#### **Business environment**

In retail business targeting individual customers, we offer a range of high-quality services at our retail brokerage branches under the "Nomura no chukai + (PLUS)" brand. Our services have been given high ratings by customers, as shown in the Oricon Customer Satisfaction Report, in which we were ranked No. 1 over five consecutive years in the "detached housing (sales)" category for real estate brokerage business. In addition, our nomu.com website boasts approximately 225,000 members and the highest number of visits among websites run by real estate brokerage companies, serving as an important gateway for customers, many of whose inquiries lead to transactions. Our sales method of combining finely tuned face-to-face service and ICT is a unique competitive edge of the Property Brokerage & CRE Business Unit.

Though we had to suspend our sales activities at branches due to the impact of COVID-19, inquiries via nomu.com increased significantly. As housing needs are changing stemming from the widespread shift to working from home and the longer hours spent at home, we see the possible signs of an early recovery in residential demand, such as an increase in relocation needs. The stock of quality properties is also steadily building up in the retail business market. We therefore expect the market for the retail business to continue on its growth trajectory.

In our wholesale business targeting corporate customers, we have established a structure for responding quickly to requests from customers across Japan by expanding our domestic branch network and drawing on our strategic partnerships with 77 financial institutions including Nomura Securities, which has an extensive customer base. We are therefore capable of addressing all kinds of customers and needs, including reorganizing and utilizing idle assets to increase asset efficiency and real estate transactions associated with business succession and inheritance required due to small and medium-sized company owners reaching the age of

Transactions may temporarily become stagnant due to COVID-19, but we are carefully monitoring the situation for changes that will lead to business opportunities over the medium term, such

as corporations selling off their assets or restructuring.

#### Strategies going forward-

Given the uncertainty in the outlook regarding the impact of COVID-19, we now need to keep a closer eye on the day-to-day changes in the market and customer sentiments, and establish a system that allows us to respond appropriately regardless of how the environment changes.

In retail business, our Business Unit will further strengthen its signature sales methodology of combining face-to-face service and ICT to capture the actual residential demand that are likely to

By leveraging ICT, we will serve customers through video calls and other means online, providing services of equivalent quality to our face-to-face sales activities at "Nomura no chukai +" branches. We will also offer a virtual reality (VR) home staging service and 3D walkthrough tours on our nomu.com website by leveraging new technologies so that customers can gain a hands-on feel for our properties. Through such measures, we aim to further improve our service quality and efficiently draw more customers.

In wholesale business, we will closely monitor for changes in the environment surrounding our customers to promote "solution selling," in which we make proposals that help customers solve their problems. This includes, for example, suggesting that they utilize assets by rebuilding properties or use our leasing and management services, expanding beyond simply selling off assets or reorganizing idle assets. By maximizing our Group synergy based on diverse products and services offered by the Development Sector and the Service & Management Sector, we are poised to secure even greater business opportunities.

We will also continue with our efforts to expand our strategic partnerships with Nomura Securities and other regional financial institutions with the aim of increasing our customer base. Furthermore, we intend to forge new partnerships with financial institutions to establish a structure that enables us to capture a broader range of customer needs.

#### Sustainability initiatives-

In Japan, a shrinking and aging population are now resulting in a higher ratio of vacant houses. Meanwhile, the increase in the number of buildings that have been built for a long time and have not been properly maintained, raises concerns over their insufficient earthquake resistance, which could jeopardize public safety and security as well as exert a negative impact on the environment. Our Business Unit engages in the brokerage of existing housing for residential customers with an actual demand and proposes solutions to corporate customers, contributing to making effective use of real estate stock. In wholesale business, we also help our corporate customers achieve sustainable growth by proposing solutions from the viewpoint of sustainability as well.

Our retail brokerage branches, which provide retail services rooted in the local community they serve, also engage in various community and social contribution initiatives. As part of their efforts, the retail branches offer the "Nomura no chukai +" branches as refuge areas where children can seek shelter and safety if they find themselves in danger. Branch staff will also contact their parents and report to the police if necessary.

#### Business environment in focus

- Increase in stock of quality existing housing
- Heightening needs for business succession and inheritance-related measures
- · Advances in digital technology

#### The Group's strengths

- Expertise in ICT services
- High customer satisfaction rating in retail business
- Partnerships with Nomura Securities and regional financial institutions

### Business resources

- . Number of property brokerage transactions:
- Number of partner financial institutions including Nomura Secutrities and regional financial institutions:
- Number of retail brokerage branches:

77

9,515

- Provide high-quality and extensive services by leveraging digital technology
- Strengthen "solution selling" aimed at solving customers' issues
- Build extensive customer base by expanding partnerships with financial institutions

## Major initiative examples

Sales method combining face-to-face service and ICT

ネットで住みかえ ノムコム nomu.com × 野村の仲介さ



Provision of ICT-based services through nomu.com website, which boasts the highest number of visits\*

Number of members: **225,000** 

#### Services utilizing ICT

•Mansion Data Plus Provides estimates on prices of popular condominiums in Tokyo metropolitan area and

Kansai and Tokai regions

•AI ANSWER Q&A chatbot that supports real estate purchase and sales

•VR home staging Virtual interior coordination using computer graphic furniture

Nomura no chukai +" has earned the highest customer satisfaction rating\*2





To engage in transactions involving our customers' valuable real estate, we need exhaustive and in-depth knowledge and expertise. Our 85 "Nomura no chukai +" branches ranked No. 1 in customer satisfaction provide highquality services rooted in their locality, which results in a large number of contracts signed. Our nomu com website, which boasts a membership of 225,000 and is the most popular real estate brokerage website by number of visits, has introduced diverse leading-edge ICT-based services and has fortified its function as an entry point for transactions

#### Providing real estate solutions by capitalizing on Group synergy



Number of partner financial institutions including Nomura Secutrities and regional financial institutions

Service & Management Sector

•Make the most effective use of idle assets or real estate held

•Downsize balance sheet, reduce cost of ownership, and own properties for sale, etc.



#### Providing solutions integrated with the Group's functions

- Closed search for buyers and sellers by using customer network
- Acquisition of real estate by the Group's Development Sector
- Optimization of real estate repair work planning by the Group's Service & Management Sector etc.

### Development Sector Diverse track record of development

Provision of services such as real estate securitization and management



The Group's strengths lie in its solid customer base sustained by 77 regional financial institutions including Nomura Securities and our partnerships through co-working. For customers with various issues, we go beyond simply offering brokerage services and selling real estate solutions by capitalizing on our Group synergy to act as a gateway.

For example, we may suggest customers who own idle real estate to consider selling it to the Group for a development site, rebuilding to transform it into a leasing property, or replacing it with another property. The Group unifies its resources to provide a full spectrum of services including designing, developing, and leasing properties as well as property management after completion.

\*2 2020 Oricon Customer Satisfaction Survey Report for real estate brokerage in the detached housing (sa

<sup>\*1</sup> The number of visits was approximately 926,000 according to the February 2020 Nielsen NetView (page views from home or work computers, excluding apps) and approximately 1,683,000 from smartphones according to Nielsen Mobile NetView (page views from iOS or Android, including apps). This represents the largest number of monthly website visits among real estate companies (brokerage). The total number of computer and smartphone users represents an estimate made by the Nomura Real Estate Group based on the Nielsen Digital Consumer Database. The real estate brokerage companies and portal sites for comparison were selected by the Group.

## Property & Facility Management Business Unit



Akihiro Fukuda Executive Officer, Business Unit Manager of Property & Facility Management Business Unit

#### Group companies

- •Nomura Real Estate Partners
- •Nomura Real Estate Heating and Cooling Supply
- •Nomura Real Estate Amenity Service

#### Business environment

The Property & Facility Management Business Unit has its competitive edge in the high level of quality of its property management, which has been highly rated by third parties. For example, we have been ranked No. 1 for 11 consecutive years in a property management satisfaction survey of condominium residents conducted by "SumaiSurfin," a website for purchasers of condominiums. Armed with this strength, our Business Unit plays a key role in ensuring that real estate primarily developed by the Group continues to generate value after completion. The longterm value of real estate is significantly affected by its adequate maintenance and management. Engagement based on the Group's integrated development, sales, and management system from the product development stage and designing and developing projects by taking into consideration their future management and repair works sustains the Group's continuous value creation. The strength of our Business Unit also lies in steadily adding superior properties to its management stock.

Meanwhile, property and facility management is largely dependent on manpower, but due to the shrinking and aging population in Japan, securing human resources is a tremendous challenge. On top of this, COVID-19 has forced us to partially downsize our management services to protect the safety of our customers and employees. To overcome such challenges and maintain the quality of our management, it is essential to save labor in operations and adopt contactless services, which urgently calls for the use of digital technology to enhance operation efficiency.

Turning to the business environment for construction ordered, we see that an increasing number of condominiums developed by the Group are approaching the time when they will require large-scale repair works. We are looking to capture the abundant business opportunities by making on-target proposals for repair works through our day-to-day management operations.

Furthermore, we are also keeping a close eye on new construction demand that may be generated by the progressive work style reforms and increase in working from home, such as offices adopting free address systems and condominiums redesigning their common area as a shared workspace.

#### Strategies going forward-

As part of our efforts to streamline property and facility management and shift to contactless services by using digital technology, we are holding residents' association board meetings online and employing labor-saving and unmanned management services by using apps. The online board meetings, which members can join from anywhere, and the 24-hour management service through apps and the Web, meet the needs of condominium residents who spend a lot of time away from home due to work, such as dual-income households. Likewise, in building management, we will promote labor-saving by employing new technologies such as cleaning robots and smart glasses. Such initiatives not only help enhance operational efficiency, but also enable us to provide services that more closely meet the needs of our diverse customers, which will lead to further enhancement of customer satisfaction.

As a measure to expand construction ordered business, we will strive to boost orders for large-scale condominium repair works by harnessing such products as "re:Premium," which was developed to extend the cycle of large-scale repair works for PROUD condominiums. To make the best use of our abundant condominium management stock, we will explore developing similar products and broaden our proposals

In addition, we will proactively take orders for renovation work of the condominium exclusively owned space, renewal work of common areas and layout change of office buildings, mainly due to work style reforms.

### Sustainability initiatives-

Our Business Unit stays engaged with customers over long periods of time after buildings are completed such as providing management services and construction work. We consider it our important duty to make their lives safe and secure, which is a sustainability effort in and of itself. We hope to fulfill our responsibility by developing good quality of communities through high-quality condominium management and prolonging the lifespan of buildings based on the "re: Premium" service, among other measures.

Natural disasters are another issue we must tackle. Dealing with frequent typhoons and flooding caused by torrential rain is particularly important. We make it a rule to examine the local flooding hazard map and check the inundation risk for all the properties we manage. For condominiums with a particularly high risk of inundation, we will make meticulous preparations such as briefing the residents' association on details of the flooding hazard map and proposing to execute flood drills.

- Growing needs for high-quality management and extensive services
- Increase in number of aged buildings and condominiums that require largescale repair works
- · Advances in digital technology
- Difficulty in securing senior staff due to postponement of retirement age, etc.

#### The Group's strengths

- Stable increase in property under management through Group cooperation
- High level of external evaluation for management quality
- Competitive construction proposal capacity, including scheme for extending large-scale repair works cycle

Number of housings under management:

182,259 units

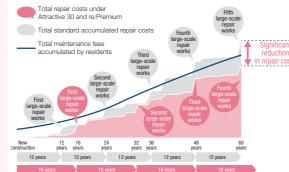
 Number of buildings, etc. under management: 786 buildings

- Strengthen customer satisfaction through proposal-based management
- Expand business domain and service offerings
- Increase number of orders for large-scale repair works and other construction orders

Initiative to extend cycle of large-scale repair works

re:Premium

Long-term Simulation of Large-scale Repair Works



- Conventional large-scale repair works: 12-year cycle • Large-scale repair works under "Attractive 30" and "re:Premium":
- 16-year cycle

For properties employing the "re:Premium" scheme, we succeeded in extending the cycle of large-scale repair works from 12 years to 16 to 18 years. The surplus funds generated by reducing the number of repair work cycles can be allocated to improving the property value, which is a valuable initiative for residents.

In the fiscal year ended March 2020, three properties adopting "re:Premium" were certified for "excellent condominium management" under the renovation promotion project aimed at promoting long-term high-quality housing, which is sponsored by the Ministry of Land, Infrastructure, Transport and Tourism.

Provision of property management services by leveraging digital technology

Contactless service required due to COVID-19

Difficulty securing human resources on the back of shrinking and aging population

Increasing necessity to employ management services by leveraging digital technology

<Condominium Management Case Example> Online board

Condominium

Enhance residents' sense

convenience for

Case Example> Cleaning robot

<Building Management

Increase work

Responding to securing human

We will strive to provide labor-saving and contactless management services by leveraging digital technology. Property management tasks can be streamlined by introducing websites and apps through which residents can make reservations for use of shared facilities and residents' associations can post notices. In addition, as a way to offer high-quality management services to residents regardless of time and place, we also promote online board meetings of residents' associations.

Furthermore, in managing office buildings, we are introducing smart glasses for inexperienced staff members to wear so that information and directions can be remotely sent to help them execute high-quality service. Along with the use of cleaning robots, we are thus moving forward to save labor in our property management services.

#### Major asset brands

#### Housing-



### PROUD SEASON PROUD - SEASON

Detached housing with the concept of "creating housing that will endure as heritage of people, towns and times"





## named after the words meaning "family and family bonds"

Suburban-type condominiums

### Rental housing

– PROUD – FLAT





### Elderly housing with supportive services







#### Offices-

### Pmo

#### PMO

Medium-scale office building with the similar quality and specification as large-scale "class A" office building



#### H<sup>1</sup>O

Small office with services to meet the needs of workers in a small



#### H¹T

Satellite-type shared office that offers to diversification and efficiency of work styles



### Retail facilities







**GEMS** Urban retail facility that mainly features one restaurant on each floor

### MEFULL Urban retail facility mainly focusing



## SOCOLA

Neighborhood shopping center retail facility that integrates grocery supermarkets, merchandise sales restaurants, and service stores



#### Logistics facilities



### Landport

Logistics facility with advanced and high functionality



### Hotels-

### **NOHGA HOTEL**

#### NOHGA HOTEL

Hotel with the concept of "creating memorable experiences through close links with the local community"



### Major development projects



Completion: 2013 PROUD Minamiazabu



Completion: 2013 PROUD Funabashi



Completion: 2015 **Tomihisa Cross Comfort Tower** Total units: 1.084



Completion: 2016 PROUD CITY Asagaya Total units: 575



Completion: 2017 PROUD TOWER Akashi



Completion: 2020 PROUD CITY Kichijoji



Completion: 1978 Shinjuku Nomura Building



Completion: 1990 and onward Yokohama Business Park Gross floor area: 245,200m2\*



Completion: 2010 Nihonbashi Muromachi Nomura Building Gross floor area: 44,989m2



Completion: 2013 bono Sagamiono Gross floor area: 43,059m2\*



Completion: 2017 Yokohama Nomura Building Gross floor area: 58.755m<sup>2</sup>



Completion: 2020 TOKYO TORANOMON GLOBAL SQUARE Gross floor area: 20,860m<sup>2</sup>

 ${}^\star\!\text{Gross}$  floor area indicates the calculated area owned.

#### Major development projects in progress



KAMEIDO PROJECT (Koto-ku, Tokyo) Scheduled for completion: FY22/3

Major use: Residence (934 units), retail facility (Approx. 28,000m²)



Nihonbashi 1-chome Central District Redevelopment (Chuo-ku, Tokyo) Scheduled for completion: FY26/3

Land area: Approx. 18,900m<sup>2</sup> Gross floor area: Approx. 380,000m<sup>2</sup> Major use: Office, retail facility, hotel, serviced apartment, residence, conference



Shibaura 1-chome District Project (Minato-ku, Tokyo)

Scheduled for completion: S Building FY25/3, N Building FY31/3

Land area: Approx. 40,000m<sup>2</sup> Gross floor area: Approx. 550,000m<sup>2</sup> Major use: Office, retail facility, hotel, residence



Nishi-Azabu 3-chome Northeast District Redevelopment (Minato-ku, Tokvo)

Scheduled for completion: FY28/3 Land area: Approx. 7,500m<sup>2</sup> Gross floor area: Approx. 96,000m<sup>2</sup> Major use: Residence, retail facility, office, hotel



Minamikoiwa 6-chome District Redevelopment (Edogawa-ku, Tokyo)

Scheduled for completion: FY23/3 / FY26/3 Major use: Residence, retail facility



Rebuilding (Minato-ku, Tokyo) Scheduled for completion: FY25/3 Maior use: Residence



Minami-Ikebukuro 2-chome C District Redevelopment (Toshima-ku, Tokyo) Scheduled for completion: FY25/3 Major use: Residence, office, retail facility



Nishiki 2-chome No.7 Town District Redevelopment (Naka-ku. Nagoya-shi, Aichi)

Scheduled for completion: FY22/3 Major use: Residence, retail facility, parking



Katamachi No.4 Seaside District Redevelopr (Kanazawa-shi, Ishikawa) Scheduled for completion: FY26/3

Major use: Hotel, retail facility, residence (under consideration)



Okayama-shi Ekimaecho 1-chome No. 2, 3, 4 District Redevelopment (Kita-ku, Okayama-shi, Okayama) Scheduled for completion: FY26/3 (residential building), FY27/3 (town area) Major use: Residence, hotel, retail facility, parking

#### Overseas business initiatives

Our Group sets the target in overseas business at 15-20% of the business profit (for the fiscal year ending March 2028) by expanding the development and operation business of residential and office buildings, mainly in rapidly growing ASEAN cities where a transition from quantity to quality is taking place.

We plan to make a total investment of ¥300 billion over the course of the nine years of the Mid- to Long-term Business Plan, with the aim of expanding our business while ensuring thorough risk management.



Overseas business ratio 15-20% Business profit FY28/3



#### Ho Chi Minh City, Vietnam



Residence development: Approx. 2,400 units



Residence development: Approx. 10,000 units



Holding office



ZEN PLAZA

### Bangkok, Thailand-



Ratchavothin<sup>3</sup> Residence development: Approx. 823 units



On Nut\* Residence development: Approx. 601 units



Ramkhamhaeng' Residence development: Approx. 685 units



Thona Lo\* Residence development: Approx. 1,236 units



Serviced apartment development: 303 rooms

#### Manila, the Philippines



Sunshine Fort\* Residence development: Approx. 1,400 units, Retail facility development

### Beijing and Changzhou, China-



Residence development: Approx. 2,300 units



Beijing Fortune Building

Managing office

### 11-year financial data

|  | FY10/3                  | FY11/3      | FY12/3      | FY13/3      | FY14/3      | FY15/3      | FY16/3      | FY17/3      | FY18/3      | FY19/3      | FY20/3      |
|--|-------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Statements of Income / Balance Sheets / Statements of                    | of Cash Flows (Millions | s of yen):  |             |             |             |             |             |             |             |             |             |
| Operating revenue  | 434,226                 | 480,983     | 450,807     | 517,740     | 532,016     | 567,159     | 569,545     | 569,680     | 623,762     | 668,510     | 676,495     |
| Operating profit   | 39,274                  | 42,083      | 49,939      | 58,308      | 74,307      | 71,894      | 80,912      | 77,271      | 76,660      | 79,162      | 81,905      |
| Business profit*1  | _                       | _           | _           | _           | _           | _           | _           | _           | _           | 79,623      | 82,833      |
| Ordinary profit  | 23,967                  | 26,149      | 34,173      | 45,806      | 64,058      | 63,681      | 72,679      | 68,952      | 68,033      | 69,323      | 73,077      |
| Profit attributable to owners of parent                                  | 4,660                   | 5,471       | 17,591      | 19,357      | 26,844      | 38,441      | 47,182      | 47,005      | 46,029      | 45,873      | 48,886      |
| Total assets   | 1,405,424               | 1,474,331   | 1,402,624   | 1,369,949   | 1,313,887   | 1,369,226   | 1,485,449   | 1,593,093   | 1,673,099   | 1,759,455   | 1,801,273   |
| Current assets   | 709,618                 | 636,925     | 585,332     | 535,103     | 496,978     | 549,300     | 608,779     | 684,306     | 717,635     | 849,528     | 906,726     |
| Inventories  | 458,921                 | 433,386     | 396,857     | 369,667     | 349,167     | 429,764     | 496,910     | 570,888     | 592,996     | 636,925     | 714,734     |
| Equity investments   | 94,889                  | 60,948      | 41,895      | 29,578      | 7,128       | 6,316       | 819         | 2,567       | 9,612       | 18,066      | 30,983      |
| Non-current assets   | 695,805                 | 837,406     | 817,292     | 834,845     | 816,909     | 819,926     | 876,670     | 908,786     | 955,464     | 909,926     | 894,547     |
| Total net assets   | 349,437                 | 357,365     | 376,486     | 398,276     | 418,697     | 461,031     | 456,408     | 493,813     | 514,982     | 541,562     | 565,120     |
| Interest-bearing debt  | 759,636                 | 816,910     | 758,562     | 669,268     | 617,583     | 616,700     | 721,900     | 810,100     | 877,800     | 914,000     | 870,000     |
| Cash flows from operating activities                                     | 19,266                  | 33,947      | 43,876      | 89,295      | 83,535      | 23,837      | 13,258      | (31,889)    | 21,498      | 89,964      | 56,618      |
| Cash flows from investing activities                                     | (24,571)                | (33,730)    | 7,809       | (2,588)     | (20,191)    | (32,476)    | (59,714)    | (54,558)    | (51,637)    | (46,699)    | (30,490)    |
| Cash flows from financing activities                                     | 13,098                  | (7,485)     | (63,296)    | (94,666)    | (57,858)    | (8,983)     | 53,637      | 76,575      | 43,787      | 13,723      | (66,821)    |
| Capital investment*2   | 26,796                  | 37,570      | 14,098      | 18,963      | 21,938      | 38,871      | 50,367      | 61,300      | 71,665      | 20,824      | 20,363      |
| Per Share Data (Yen):  |                         |             |             |             |             |             |             |             |             |             |             |
| Profit attributable to owners of parent                                  | 25.69                   | 28.74       | 92.38       | 101.61      | 140.70      | 201.28      | 246.42      | 245.10      | 240.89      | 245.99      | 267.21      |
| Net assets   | 1,583.63                | 1,599.57    | 1,664.78    | 1,764.05    | 1,863.12    | 2,061.86    | 2,320.84    | 2,508.73    | 2,664.70    | 2,854.21    | 3,031.15    |
| NAV*3  | 1,685                   | 1,719       | 1,768       | 1,885       | 1,997       | 2,299       | 2,708       | 3,063       | 3,333       | 3,630       | 3,833       |
| Annual dividends   | 25.00                   | 25.00       | 25.00       | 30.00       | 35.00       | 45.00       | 57.50       | 65.00       | 70.00       | 75.00       | 80.00       |
| Share Information (Shares):  |                         |             |             |             |             |             |             |             |             |             |             |
| Number of shares issued at the end of period (including treasury shares) | 190,331,000             | 190,387,000 | 190,456,900 | 190,595,500 | 190,906,800 | 191,119,700 | 191,679,601 | 191,877,801 | 192,155,201 | 192,373,101 | 192,875,301 |
| Treasury shares at the end of period*4                                   | 853                     | 924         | 1,016       | 1,125       | 1,206       | 1,206       | 1,508       | 1,709       | 3,956,956   | 7,821,664   | 11,367,181  |
| Management Benchmarks:   |                         |             |             |             |             |             |             |             |             |             |             |
| Operating profit ratio (%)   | 9.0                     | 8.7         | 11.1        | 11.3        | 14.0        | 12.7        | 14.2        | 13.6        | 12.3        | 11.8        | 12.1        |
| ROA* <sup>5</sup>  | 2.8                     | 2.9         | 3.7         | 4.5         | 5.6         | 5.5         | 5.8         | 5.1         | 4.7         | 4.7         | 4.7         |
| ROE <sup>∗6</sup>  | 1.7                     | 1.8         | 5.7         | 5.9         | 7.8         | 10.3        | 11.2        | 10.1        | 9.4         | 8.9         | 9.1         |
| Shareholders' equity ratio   | 21.4                    | 20.7        | 22.6        | 24.5        | 27.1        | 28.8        | 29.9        | 30.2        | 30.0        | 29.9        | 30.5        |
| Unrealized profit*7 (billions of yen)                                    | 32.5                    | 36.9        | 33.1        | 37.2        | 41.2        | 70.2        | 110.9       | 153.9       | 181.9       | 206.3       | 209.6       |
| D/E ratio (times)  | 2.5                     | 2.7         | 2.4         | 2.0         | 1.7         | 1.6         | 1.6         | 1.7         | 1.8         | 1.7         | 1.6         |
| EBITDA*8 (billions of yen)   | 37.7                    | 46.0        | 52.8        | 61.0        | 72.8        | 82.1        | 94.8        | 93.7        | 93.8        | 93.3        | 101.6       |
| EBITDA ratio (times)   | 20.1                    | 17.7        | 14.4        | 11.0        | 8.5         | 7.5         | 7.6         | 8.6         | 9.4         | 9.8         | 8.6         |
| Total return ratio*9 (%)   | 97.3                    | 87.0        | 27.1        | 29.5        | 24.9        | 22.4        | 23.3        | 26.5        | 50.6        | 41.4        | 46.5        |
| Dividend payout ratio (%)  | 97.3                    | 87.0        | 27.1        | 29.5        | 24.9        | 22.4        | 23.3        | 26.5        | 28.9        | 30.5        | 30.1        |
| Stock Market Index (at the end of each period):                          |                         |             |             |             |             |             |             |             |             |             |             |
| Share price (yen)  | 1,442                   | 1,261       | 1,459       | 2,084       | 1,970       | 2,166       | 2,080       | 1,774       | 2,512       | 2,125       | 1,755       |
| PER (times)  | 27.4                    | 34.2        | 18.5        | 20.9        | 15.0        | 14.2        | 9.9         | 7.9         | 10.7        | 8.5         | 6.9         |
| PBR (times)  | 0.9                     | 0.8         | 0.9         | 1.2         | 1.1         | 1.1         | 0.9         | 0.7         | 1.0         | 0.8         | 0.6         |
| P/NAV (times)  | 0.9                     | 0.7         | 0.8         | 1.1         | 1.0         | 0.9         | 0.8         | 0.6         | 0.8         | 0.6         | 0.5         |
| Dividend yield (%)   | 1.7                     | 2.0         | 1.7         | 1.4         | 1.8         | 2.1         | 2.8         | 3.7         | 2.8         | 3.5         | 4.6         |
| , (, - )   |                         | 0           |             |             | 110         |             | 98.7        | · · ·       | 2.3         | 0.0         | 97.1        |

<sup>\*1</sup> Business profit = operating profit + share of profit (loss) of entities accounted for using equity method + amortization of intangible assets associated with corporate acquisitions
\*2 Capital investment represents the amount shown for "Purchase of property, plant and equipment and intangible assets" in the Consolidated Statements of Cash Flows.

\*3 NAV per share = (shareholders' equity + unrealized gains (after deduction of tax)) / the number of shares issued at the end of period (excluding treasury shares), Unrealized gains (after deduction of tax) = Unrealized gains × (1-effective tax rate)

\*4 Treasury shares at the end of period includes shares held by the executive compensation BIP (Board Incentive Plan) trust and shares held by the ESOP (Employee Stock Ownership Plan) trust for granting stock for employees.

\*5 ROA = (operating profit + non-operating profit) / total assets (average over the fiscal year)

<sup>\*6</sup> ROE = profit attributable to owners of parent / shareholders' equity (average over the fiscal year)

\*7 Unrealized profit = fair value of real estate for rent at the end of the fiscal year - balance of real estate for rent at the end of the fiscal year

\*8 EBITDA = profit before income taxes + interest expenses + depreciation, EBITDA ratio = interest bearing debt / EBITDA

\*9 Total return ratio = (total amount of dividends + total amount of acquisition of treasury shares) / profit attributable to owners of parent

\*10 Total shareholder return (TSR) = (stock price as of the end of the fiscal year + accumulated dividend amount per share from FY16/3 to FY20/3) / stock price as of the end of the FY15/3

#### **Business Unit information**

|  |          |          |            |          |                                      | (Millions of yen)    |
|--|----------|----------|------------|----------|--------------------------------------|----------------------|
| Operating Revenue                      | FY17/3   | FY18/3*1 | FY19/3*2,3 | FY20/3   | FY20/3*4,5<br>(after change segment) | FY21/3<br>(forecast) |
| Residential Development                | 329,787  | 355,445  | 375,373    | 334,710  | 333,966                              | 290,000              |
| Housing sales (Japan)                  | 308,960  | 336,819  | 342,055    | 294,376  | 294,376                              | _                    |
| Rental housing (sales)*7               | _        | _        | 11,740     | 17,931   | 17,931                               | _                    |
| Rental housing (leasing revenue)*7     | _        | _        | 495        | 1,070    | 1,070                                | _                    |
| Senior                                 | _        | _        | 377        | 451      | 451                                  | _                    |
| Other                                  | 20,827   | 18,626   | 20,701     | 20,880   | 20,136                               | _                    |
| Commercial Real Estate*6               | 115,009  | 134,941  | 171,612    | 215,820  | 212,133                              | 190,000              |
| Leasing (offices)                      | 51,981   | 53,312   | 53,975     | 48,792   | 48,562                               | _                    |
| Leasing (retail facilities)            | 11,649   | 12,686   | 13,817     | 12,910   | 12,910                               | _                    |
| Leasing (other)                        | 5,954    | 7,193    | 7,974      | 8,375    | 8,375                                | _                    |
| Property for sales (sale)*8            | 35,350   | 43,301   | 65,350     | 106,816  | 106,816                              | _                    |
| Property for sales (leasing)*8         | 4,054    | 4,724    | 4,533      | 7,037    | 7,037                                | _                    |
| Fitness                                | _        | _        | 16,647     | 15,757   | 15,757                               | _                    |
| Other                                  | 6,018    | 13,722   | 9,312      | 16,131   | 12,674                               | _                    |
| Investment Management                  | 9,662    | 9,378    | 9,641      | 12,059   | 12,059                               | 12,000               |
| Property Brokerage & CRE               | 34,820   | 35,703   | 37,298     | 39,110   | 39,110                               | 34,000               |
| Brokerage fee (retail)                 | 20,038   | 20,791   | 21,618     | 24,017   | 24,017                               | _                    |
| Brokerage fee (wholesale)              | 10,244   | 10,845   | 11,517     | 11,138   | 11,138                               | _                    |
| Other                                  | 4,536    | 4,065    | 4,162      | 3,954    | 3,954                                |                      |
| Property & Facility Management         | 95,764   | 104,581  | 91,374     | 92,982   | 98,274                               | 95,000               |
| Property & facility management         | 48,301   | 50,386   | 51,524     | 53,210   | 55,530                               | _                    |
| Construction ordered                   | 26,857   | 31,604   | 32,371     | 34,354   | 37,327                               | _                    |
| Fitness club & elderly care            | 15,523   | 16,064   | _          | _        | _                                    | _                    |
| Other                                  | 5,081    | 6,526    | 7,478      | 5,417    | 5,417                                | _                    |
| Other                                  | 106      | 107      | 94         | 168      | 1,143                                | 1,000                |
| Adjustments (elimination or corporate) | (15,470) | (16,396) | (16,885)   | (18,356) | (20,193)                             | (22,000)             |
| Total                                  | 569,680  | 623,762  | 668,510    | 676,495  | 676,495                              | 600,000              |

| 0                      | ner: | atin | a P | rofit |  |
|------------------------|------|------|-----|-------|--|
| $\mathbf{\mathcal{C}}$ | DEL  | aun  | чı  | IUIIL |  |

|  |         |         |         |         |         | (Millions of yen) |
|--|---------|---------|---------|---------|---------|-------------------|
| Residential Development                | 27,787  | 24,523  | 25,069  | 24,925  | 25,351  | _                 |
| Commercial Real Estate*6               | 32,567  | 35,232  | 37,600  | 38,669  | 38,941  | _                 |
| Investment Management                  | 6,016   | 5,911   | 5,943   | 6,853   | 6,853   | _                 |
| Property Brokerage & CRE               | 9,124   | 8,452   | 8,170   | 9,117   | 9,097   | _                 |
| Property & Facility Management         | 6,939   | 7,078   | 7,434   | 8,089   | 8,474   | _                 |
| Other                                  | (30)    | (10)    | (43)    | (106)   | (1,267) | _                 |
| Adjustments (elimination or corporate) | (5,132) | (4,527) | (5,013) | (5,644) | (5,545) | _                 |
| Total                                  | 77,271  | 76,660  | 79,162  | 81,905  | 81,905  |                   |

### Business Profit\*9

|  |   |   |         |         |         | (Millions of yen) |
|--|---|---|---------|---------|---------|-------------------|
| Residential Development                | _ | _ | 25,032  | 24,905  | 25,339  | 18,000            |
| Commercial Real Estate*6               | _ | _ | 38,043  | 39,238  | 39,247  | 32,000            |
| Investment Management                  | _ | _ | 5,969   | 7,149   | 7,149   | 7,000             |
| Property Brokerage & CRE               | _ | _ | 8,170   | 9,109   | 9,088   | 4,000             |
| Property & Facility Management         | _ | _ | 7,464   | 8,181   | 8,566   | 7,000             |
| Other                                  | _ | _ | (43)    | (106)   | (1,012) | (3,000)           |
| Adjustments (elimination or corporate) | _ | _ | (5,013) | (5,644) | (5,545) | (5,000)           |
| Total                                  | _ | _ | 79,623  | 82,833  | 82,833  | 60,000            |
|  |   |   |         |         |         |                   |

|  |           |           |            |           | (Millions of yen)                    |
|--|-----------|-----------|------------|-----------|--------------------------------------|
| Assets                                 | FY17/3    | FY18/3*1  | FY19/3*2,3 | FY20/3    | FY20/3*4,5<br>(after change segment) |
| Residential Development                | 450,698   | 448,412   | 463,277    | 505,710   | 457,505                              |
| Commercial Real Estate*6               | 993,985   | 1,060,815 | 1,086,064  | 1,126,619 | 1,112,664                            |
| Investment Management                  | 35,649    | 34,840    | 42,463     | 43,053    | 43,053                               |
| Property Brokerage & CRE               | 22,873    | 17,181    | 28,228     | 19,136    | 19,240                               |
| Property & Facility Management         | 56,529    | 62,781    | 42,294     | 44,474    | 47,106                               |
| Other                                  | 929       | 921       | 929        | 937       | 61,730                               |
| Adjustments (elimination or corporate) | 32,427    | 48,147    | 96,197     | 61,340    | 59,972                               |
| Total                                  | 1,593,093 | 1,673,099 | 1,759,455  | 1,801,273 | 1,801,273                            |

| Inventories | (land held for | or development au | nd real estate | for sale, etc | ).) |
|-------------|----------------|-------------------|----------------|---------------|-----|
|-------------|----------------|-------------------|----------------|---------------|-----|

|  |         |         |         |         | (Millions of yen) |
|--|---------|---------|---------|---------|-------------------|
| Residential Development                | 403,232 | 401,030 | 391,508 | 401,119 | 401,119           |
| Commercial Real Estate*6               | 166,997 | 187,299 | 245,575 | 314,311 | 314,297           |
| Investment Management                  | _       | _       | _       | _       | _                 |
| Property Brokerage & CRE               | _       | _       | _       | _       | _                 |
| Property & Facility Management         | 964     | 5,091   | 397     | 55      | 69                |
| Other                                  | 13      | 13      | 11      | 11      | 11                |
| Adjustments (elimination or corporate) | (319)   | (437)   | (567)   | (762)   | (762)             |
| Total                                  | 570,888 | 592,996 | 636,925 | 714,734 | 714,734           |
|  |         |         |         |         |                   |

## Return on Assets (ROA)\*10

|                                |      |      |      |      | (%)  |
|--------------------------------|------|------|------|------|------|
| Residential Development        | 6.2  | 5.5  | 5.4  | 4.9  | 5.5  |
| Commercial Real Estate*6       | 3.3  | 3.3  | 3.5  | 3.5  | 3.5  |
| Investment Management          | 16.9 | 17.0 | 14.0 | 15.9 | 15.9 |
| Property Brokerage & CRE       | 39.9 | 49.2 | 28.9 | 47.6 | 47.3 |
| Property & Facility Management | 12.3 | 11.3 | 17.6 | 18.3 | 18.1 |
| Other                          | _    | _    | _    | _    | _    |
| Total ROA*11                   | 5.1  | 4.7  | 4.7  | 4.7  | 4.7  |
|                                |      |      |      |      |      |

| Key Results  | FY17/3    | FY18/3*1  | FY19/3* <sup>2,3</sup> | FY20/3*4,5<br>(after change segment) | FY21/3<br>(forecast) |
|--|-----------|-----------|------------------------|--------------------------------------|----------------------|
| Residential Development  |           |           |                        |                                      |                      |
| Housing sales (units)  | 5,567     | 5,865     | 5,890                  | 4,739                                | 3,700                |
| Gross margin ratio of housing sales (%)  | 21.7      | 19.1      | 19.1                   | 20.4                                 | _                    |
| Completed housing inventories at the end of period (released for sale) (units) | 252       | 239       | 229                    | 321                                  | _                    |
| Completed housing inventories at the end of period (unreleased) (units)        | 402       | 218       | 47                     | 187                                  | _                    |
| Commercial Real Estate*6   |           |           |                        |                                      |                      |
| Net lettable area at the end of period (offices, retail facilities) (m²)       | 975,974   | 1,021,004 | 953,620                | 913,446                              | _                    |
| Vacancy rate at the end of period (offices, retail facilities) (%)             | 0.8       | 0.7       | 4.7                    | 4.0                                  | _                    |
| Number of MEGALOS members at the end of period                                 | 140,743   | 139,836   | 145,065                | 143,663                              | _                    |
| Investment Management  |           |           |                        |                                      |                      |
| Assets under management at the end of period (millions of yen)                 | 1,260,064 | 1,285,903 | 1,669,476              | 1,798,583                            | _                    |
| Property Brokerage & CRE   |           |           |                        |                                      |                      |
| Brokerage: Number of transactions  | 8,272     | 8,561     | 8,922                  | 9,515                                | _                    |
| Brokerage: Total transaction value (millions of yen)                           | 745,147   | 800,739   | 767,324                | 872,337                              | _                    |
| Property & Facility Management   |           |           |                        |                                      |                      |
| Buildings under management at the end of period (buildings)                    | 702       | 723       | 732                    | 786                                  | _                    |
| Housings under management at the end of period (units)                         | 168,999   | 173,705   | 177,582                | 182,259                              | _                    |
|  |           |           |                        |                                      |                      |

- \*1 Since FY19/3, Nomura Real Estate Reform has changed the segment from the Residential Development Business Unit to the Property & Facility Management Business Unit. Thus,
- Since FY19/3, Nomura Real Estate Reform has changed the segment from the Residential Development Business Unit to the Property & Facility Management Business Unit. Thus, figures for FY18/3 reflect the changes.
   Since FY20/3, the rental housing business, which had been classified in the Commercial Real Estate Unit, and the senior business, which had been classified in the Property & Facility Management Business Unit, have been reclassified into the Residential Development Business Unit. Thus, figures for FY19/3 reflect the changes.
   Since FY20/3, the fitness business has been reclassified from the Property & Facility Management Business Unit to the Commercial Real Estate Business Unit. Thus, figures for FY19/3 reflect the changes.
- Since FY2U3, the titness business has been reclassified from the Property & Facility Management Business Unit to the Commercial Real Estate Business Unit. Thus, figures for FY19/3 reflect the changes.
   Since FY2U3, condominium development and sale business overseas, which had been classified in the Residential Development Business Unit, as well as office building development and leasing business overseas and ZEN PLAZA which had been classified in the Commercial Real Estate Business Unit, have been reclassified into Other. Thus, figures for FY20/3 reflect the changes.
- reflect the changes.

  As of April 1, 2020, an absorption-type merger was conducted with Nomura Real Estate Partners, which had been classified in the Property & Facility Management Business Unit, as the surviving company and NREG TOSHIBA BUILDING FACILITIES, which had been classified in Commercial Real Estate Business Unit, as the absorbed company. Thus, figures for FY20/3 reflect the changes according to the post-merger categories.

  In FY20/3, the Leasing Business Unit was renamed to the Commercial Real Estate Business Unit.

  Rental housing refers to properties developed for the real estate investment market.

  Property for sales refers to properties such as office building, retail facility and logistic facility developed for the real estate investment market.

  Business profit = operating profit + share of profit (loss) of entities accounted for using equity method + amortization expenses of intangible assets associated with corporate acquisitions.

  NOA of each business unit = (operating profit + share of profit (loss) of entities accounted for using equity method) / total assets at the end of the period.

**Environmental management** 

Acquisition rate of environmental certifications for newly

Number of environmental certifications for newly built

built property for sales (excluding rental housing)\*1

property for sales (excluding rental housing)\*

FY20/3

97.8%

¥9,462,899

4.05

97.4%

Sustainability/ESG information
https://www.nomura-re-hd.co.jp/english/csr/

FY19/3

FY18/3

148

145

92.59%

¥59,482

12.53

95.1%

3

4

Others

#### Corporate governance

Utilizing and improving human resources

Rate of reinstatement after childcare leave

Investment in training cost per employee

Childcare leave takers

Family care leave takers

Training hours per employee\*9

Male

Female

| Number of Directors   | 13    | 13   | 12    |
|---|-------|------|-------|
| Independent External Directors  | 5     | 5    | 5     |
| Female Directors  | 1     | 1    | 2     |
| Number of the Board of Directors meetings   | 19    | 14   | 16    |
| Average attendance rate of all Directors*12   | 98.6% | 100% | 99.0% |
| Average attendance rate of Independent External Directors   | 96.8% | 100% | 97.5% |
| Number of the Audit & Supervisory Committee meetings  | 12    | 11   | 13    |
| Average attendance rate of all Audit & Supervisory Committee Members                              | 98.3% | 100% | 100%  |
| Average attendance rate of Independent External Directors (Audit & Supervisory Committee Members) | 97.2% | 100% | 100%  |

\*1 For FY20/3, some properties under application are included.

\*5 Number of foreign national employees does not include foreign technical interns.
\*6 Rate of employment of persons with disabilities for each period is as of June of the following fiscal year. The scope are Group companies which are subject to Act on Employment

Promotion etc. of Persons with Disabilities.

\*7 Figures in parentheses for Nomura Real Estate Development only.

\*8 Absentee rate =Total days of absence/(Scheduled working days × Number of employees)
\*9 Covers only mandatory training and does not include open and selective training or e-learning courses.

\*10 Data for Nomura Real Estate Development. Beginning from FY19/3, "Satisfaction with the workplace" is used as the reference index. \*11 Average data of Nomura Real Estate Development's employees (Number of employees: 24 in FY18/3, 31 in FY19/3, 24 in FY20/3)

\*12 In FY18/3, the number of times that some directors withheld attendance at the Board of Directors meeting based on the purpose of Article 369, Paragraph 2 of the Companies Act is excluded.

**ESG Data** 

| Response to climate change   |  |  |   |
|--|--|--|---|
| CO <sub>2</sub> emissions of our properties*3                      | 140 thousand t-CO <sub>2</sub> /year               | 143 thousand t-CO <sub>2</sub> /year               | 135 thousand<br>t-CO <sub>2</sub> /yea            |
| CO <sub>2</sub> emission intensity of our properties* <sup>3</sup> | 0.077t-CO <sub>2</sub> /m <sup>2</sup><br>per year | 0.079t-CO <sub>2</sub> /m <sup>2</sup><br>per year | 0.076t-CO <sub>2</sub> /m <sup>2</sup><br>per yea |
| Total energy use of our properties*3                               | 77 thousand<br>kl/year                             | 77 thousand kl/year                                | 73 thousand<br>kl/yea                             |
| Energy use intensity of our properties*3                           | 0.042kl/m²<br>per year                             | 0.042kl/m²<br>per year                             | 0.041 kl/m<br>per yea                             |
| Solar power generated at Landport logistics facilities             | 11,550 thousand kWh/year                           | 12,081 thousand kWh/year                           | 15,194 thousand<br>kWh/yea                        |
| Efficient use of water resources                                   |  |  |   |
| Total water use*3  | 1,949 thousand<br>m³/year                          | 2,027 thousand<br>m³/year                          | 1,914 thousand<br>m³/year                         |
| Water use intensity*3  | 1.27m <sup>3</sup> /m <sup>2</sup><br>per year     | 1.31m <sup>3</sup> /m <sup>2</sup><br>per year     | 1.16m³/m²<br>per yea                              |
| Appropriate resource use and pollution prevention                  |  |  |   |
| Total waste discharge*3  | 6,060t/year  | 6,832t/year  | 6,594t/year                                       |
| Waste discharge intensity*3  | 4.343kg/m²<br>per year                             | 4.867kg/m <sup>2</sup><br>per year                 | 5,159kg/m <sup>2</sup>                            |

FY18/3

100%

per year

11

FY19/3

100%

per year

15

FY20/3

100%

per year

14

| Employment / Human resources  |            |                 |                |
|---|------------|-----------------|----------------|
| Number of employees   | 6,636      | 6,980           | 7,17           |
| Female employee ratio   | 29.75%     | 30.76%          | 30.61%         |
| Number of hires   | 256        | 258             | 30             |
| Female hires ratio  | 34.38%     | 36.82%          | 44.77%         |
| Female manager ratio  | 5.45%      | 5.58%           | 6.14%          |
| Female junior manager ratio*4   | 15.08%     | 16.07%          | 15.87%         |
| Number of foreign national employees*5                                  | 14         | 16              | 114            |
| Rate of employment of persons with disabilities*6                       | 1.90%      | 1.96%           | 2.02%          |
| Health and productivity management                                      |            |                 |                |
| Average work time over statutory working hours (hours per person/month) | 19.66      | 14.07           | 13.5           |
| Rate of employees to take paid vacation*7                               | — (59.55%) | 47.31% (54.93%) | 61.19% (62.62% |
| Number of work-related injuries resulting in death                      | 0          | 1               | (              |
| Absentee rate*8   | 0.38%      | 0.37%           | 0.29%          |

 <sup>1</sup> five 1720/3, some properties under application are included.
 2 If two types of certification are acquired for the same property, each is recorded. For FY20/3, some properties under application are included.
 3 Environmental data covers facilities subject to reporting under the Act on the Rational Use of Energy. Data concerning waste discharge and water use; it covers only some facilities.
 3 Some data are provisional values in the aggregation work. CO<sub>2</sub> emission intensity and energy use intensity are calculated by dividing the total amount of each by the gross floor area of the target facilities. CO<sub>2</sub> emission intensity and energy use intensity are different from the figures shown in the Integrated Report 2019 due to some changes in the calculation method.

\*4 Junior managers are candidates of promotion to manager.

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### Corporate information (As of March 31, 2020)

#### Corporate data-

Corporate name: Nomura Real Estate Holdings, Inc.

Eiji Kutsukake, Representative:

President and Representative Director

1-26-2 Nishi-Shinjuku, Shinjuku-ku, Head office:

June 1, 2004

Tokyo 163-0566, Japan

Date of establishment:

Number of 7,176 (consolidated)

employees:

Fiscal year: From April 1 to March 31

General meeting

of shareholders:

#### Share information-

Captal:

Number of

Authorized shares:

450,000,000 shares

192,875,301 shares Issued:

(including 9,399,164 treasury shares)

First Section of the Tokyo Stock Exchange

(Board Incentive Plan) trust and 252,815 shares held by the ESOP (Employee Stock Ownership Plan) trust for granting

Listed market:

Number of

26,113

100 shares

### Major shareholders (top 10)

| Shareholders' name  | No. of shares held | Shareholding ratio (%) |  |
|---|--------------------|------------------------|--|
| Nomura Holdings, Inc.   | 64,777,500         | 35.30                  |  |
| Japan Trustee Services Bank, Ltd. (Trust account)             | 8,276,000          | 4.51                   |  |
| The Master Trust Bank of Japan, Ltd. (Trust account)          | 8,190,900          | 4.46                   |  |
| Japan Trustee Services Bank, Ltd. (Trust account 9)           | 3,154,000          | 1.71                   |  |
| Nomura Real Estate Holdings Employee Shareholding Association | 2,873,444          | 1.56                   |  |
| Japan Trustee Services Bank, Ltd. (Trust account 5)           | 2,442,600          | 1.33                   |  |
| BNYMSANV AS AGENT / CLIENTS LUX UCITS NON TREATY 1            | 2,384,700          | 1.29                   |  |
| Japan Trustee Services Bank, Ltd. (Trust account 7)           | 2,103,500          | 1.14                   |  |
| JP MORGAN CHASE BANK 385151                                   | 2,015,901          | 1.09                   |  |
| STATE STREET BANK WEST CLIENT – TREATY 505234                 | 1,952,384          | 1.06                   |  |
|   |                    |                        |  |

\*1. Although the Company holds 9,399,164 treasury shares, it is excluded from the list of major shareholders above.
\*2. Treasury shares excluded from the total number of shares issued do not include the Company shares held by the

¥117,822,180,050

Number of shares

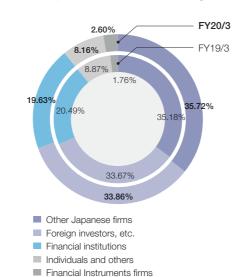
\*The number of treasury shares above does not include 1,715,202 shares held by the executive compensation BIP

Minimum trading

unit:

shareholders:

#### Composition of shareholdings—



# Share price



### Total shareholders return

|                             | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 |
|-----------------------------|--------|--------|--------|--------|--------|
| Nomura Real Estate Holdings | 98.7%  | 87.6%  | 124.9% | 110.5% | 97.1%  |
| TOPIX (Including dividends) | 89.2%  | 102.3% | 118.5% | 112.5% | 101.8% |

<sup>\*1.</sup> Total shareholders return is the overall yield for shareholders that takes into account both capital gains and dividends. It is calculated in accordance with the formula prescribed by the Cabinet Office Ordinances

### Group company information (As of April 1, 2020)

| Nomura Real Estate Development Co., Ltd. —                | Overview of | 1-26-2 Nishi-Shinjuku, Shinjuku-ku, Tokyo Condominium sales, detached housing sales, corporate real estate brokerage, investment and development, building architectural design, asset management, etc.   |
|---|-------------|---|
| Nomura Real Estate Asset Management Co., Ltd.             | 1           | 8-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo Investment management, type II financial instruments, investment advisory and agency, real estate brokerage, etc.  |
| Nomura Real Estate Urban Net Co., Ltd. —                  | Overview of | 1-26-2 Nishi-Shinjuku, Shinjuku-ku, Tokyo Resale housing brokerage, real estate brokerage for investment and business purposes, consignment sales of newly condominiums and detached housing, insurance agency, real estate information website operation   |
| Nomura Real Estate Partners Co., Ltd.                     | Overview of | 1-26-2 Nishi-Shinjuku, Shinjuku-ku, Tokyo Facility management of buildings and condominiums, architecture and interior design, property management, cleanir insurance agency, renovation  |
| Nomura Real Estate Building Co.,Ltd. —                    | Overview of | 1-1-1 Shibaura, Minato-ku, Tokyo Ownership, management, trading, leasing, brokerage, agent, consulting, and appraisal for real estate; design and construction for residential land development, building development, repair work, etc.  |
| Nomura Real Estate Life & Sports Co., Ltd. —              | 1           | 1-32-2 Honcho, Nakano-ku, Tokyo Planning and management of sports clubs and consulting, sales and rental of sports equipment, etc.  |
| Nomura Real Estate Heating and Cooling Supply Co., Ltd.   | l .         | 134 Godocho, Hodogaya-ku, Yokohama-shi, Kanagawa<br>Supply of heating   |
| Nomura Real Estate Retail Properties Co., Ltd.* —         | Overview of | 8-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo     Project management of retail facilities, including trading area surveys, demand forecasts, market research, business planning, operational planning, and merchandising; property management of retail facilities   |
| Nomura Real Estate Wellness Co., Ltd. —                   |             | 1-26-2 Nishi-Shinjuku, Shinjuku-ku, Tokyo Development planning and management of senior housing   |
| Nomura Real Estate Hotels Co., Ltd. —                     | l .         | 1-26-2 Nishi-Shinjuku, Shinjuku-ku, Tokyo<br>Planning, operation, and management of hotels  |
| UHM Co., Ltd.   | 1           | 1-1-16 Kanda-Misakicho, Chiyoda-ku, Tokyo<br>Management of hotels and restaurants   |
| Nomura Real Estate Amenity Service Co., Ltd. —            |             | 8-4-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo Building and condominium cleaning, sales of consumable goods and beverages   |
| PRIME X Co., Ltd.   | 1           | 6-22-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo<br>Internet advertising, creative business, marketing   |
| First Living Assistance Co., Ltd.                         |             | 6-26-12 Nishi-Shinjuku, Shinjuku-ku, Tokyo<br>Home/living assistance service  |
| Lothbury Investment Management Limited —                  | l .         | 155 Bishopsgate, London EC2M 3TQ, U.K. Asset management business in the United Kingdom  |
| ZEN PLAZA CO.,LTD —                                       | 1           | 54-56 Nguyen Trai Street, Ben Thanh Ward, District 1, Ho Chi Minh City, Vietnam<br>Ownership and operation business of ZEN PLAZA (office building)  |
| Beijing shokai Nomura Real Estate<br>Management Co., Ltd. | l .         | 5 Dong San Huan Bei Lu Chaoyang District, Beijing, China<br>Operation and management of Beijing Fortune Building  |
| Tokio Property Services Pte Ltd                           | l .         | 20 Kramat Lane #03-12 United House, Singapore 228773  Brokerage of housings, offices and factories for Japanese corporations based in Singapore   |
| NOMURA REAL ESTATE ASIA PTE. LTD. —                       | Overview of | 10 Marina Boulevard, Marina Bay Financial Center Tower 2 #33-6, Singapore 018983 Exploring real estate development opportunities, market research, and building relationships with partner companies Southeast Asia   |
| NOMURA REAL ESTATE HONG KONG LIMITED —                    | Overview of | 30/F Two International Finance Centre, 8 Finance Street, Central, Hong Kong Support services for investment in real estate in Japan from foreign investors, building relationships with local corpor and investors, and exploring business opportunities  |
| NOMURA REAL ESTATE (THAILAND) CO., LTD —                  | Overview of | 689 Bhiraj Tower at EmQuartier, Unit2307, 23rd Floor, Sukhumvit Road, Klongton Nua, Vadhana, Bangkok 10110, T<br>Local market surveys, identification of new projects and partner corporations, building business relationships with an<br>monitoring of local partner companies, and supporting for Group companies and businesses |
| NOMURA REAL ESTATE VIETNAM CO., LTD —                     | Overview of | 11th floor, Sun Wah Tower 115 Nguyen Hue Boulevard, HCMC, Vietnam  Local market surveys identification of new projects and partner corporations, building business relationships with and monitoring of local partner companies, and supporting for Group companies and businesses  |
| Nomura Real Estate Consulting (Beijing)  Co., Ltd.        | 1           | Room 708, Beijing Fortune Building, 5 Dong San Huau Bei Lu, Chaoyang District Beijing, China Consulting services for real estate, property and facility management, corporate management  |

executive compensation BIP trust and the ESOP trust.

\*3. Japan Trustee Services Bank, Ltd. changed its name to Custody Bank of Japan, Ltd. on July 28, 2020.

<sup>\*2.</sup> Total shareholders return is calculated at fiscal year-ends, starting from April 1, 2015, as if the investment was made at the closing stock price at the end of FY15/3.

#### External evaluation

#### Inclusion in ESG indices

2020 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX



Selected for S&P/JPX Carbon Efficient Index, a thematic/environmental index in the ESG indices adopted by GPIF (1)



Selected as a component of the SOMPO Sustainability Index uniquely set by Sompo Asset Management (1)

#### Commendations on environmental activities



Acquired and registered Eco-Action 21 (Environmental Management System) certification (4)

\*Acquired and registered Eco-Action 21 certification for the first time as a Japanese Real Estate Investment Trust (J-REIT).

Received the Minister of the Environment Award (best practices case) for the Principles for Financial Action for the 21st Century 2019

Nomura Real Estate Master Fund received this award for the acquisition and registration of Eco-Action 21 certification, Japan's unique environmental management system (EMS) established by the Ministry of the Environment, for the first time as a J-REIT (3)





Annual benchmark for the real estate sector established by major pension funds in Europe to measure environmental, social, and governance (FSG) considerations. Received the highest 5 stars rating in the real estate assessment (4, 5). Received the highest level A in the disclosure evaluation (1.4)

#### Commendations on social activities



Selected for Health and Productivity Management Award 2020 (for Large Corporation - White 500) jointly certified by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi (1, 2, 3, 6)

#### Received Good Design Award for 18 consecutive years

Received Good Design Award 2019 for 12 items, a record high. Group has received this award for 18 consecutive years (2, 8, 9)

#### Signatures on initiatives



Signed the United Nations Global Compact (1)

Signed the Principles for Responsible



Signed the UNEP Finance



Agreed to Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) (1, 3)



Joined the Japan Climate Initiative (3)



Signed the Financial Action Principles for the Formation of a Sustainable Society (the 21st Century Principles of



Member of the UK Green Building

Agreed to Declaration of Biodiversity by Keidanren (1)

#### Information disclosure

#### **Excellent Integrated Report** selected by GPIF

The Company's Integrated Report 2019 was selected as an Excellent Integrated Report and Most-improved Integrated Report by GPIF's asset managers entrusted with domestic equity investment (1) 最優秀サイト

The Company's IR website was selected as the most excellent website in the overall ranking and in the ranking by industry on Nikko IR's Website Rankings of All Listed Companies 2019 (1)



The Company's IR website was selected for the Excellence Award 2019 in the Internet IR commendation by Daiwa Investor Relations (1)



The Company's IR website was selected for the Silver Award of the Gomez IR Site Ranking 2019 (1)

#### Sustainability Site Award 2020

The Company's CSR Report 2019 received the Excellence Award in the Sustainability Site Award 2020 hosted by the CSR Communication Association (1)

ected / Concerned / Award-winning companies

- : Nomura Real Estate Holdings, Inc. 4: Nomura Real Estate Master Fund, Inc.
- Nomura Real Estate Partners Co., Ltd.
- 2: Nomura Real Estate Development Co., Ltd 5: Nomura Real Estate Private REIT Inc. 8: Nomura Real Estate Life & Sports Co., Ltd.
- 3: Nomura Real Estate Asset Management Co., Ltd. 6: Nomura Real Estate Urban Net Co., Ltd.
- 9: Nomura Real Estate Wellness Co., Ltd.

### Publication of Integrated Report 2020 (Guaranteed by the Director in charge)

We started issuing integrated reports in 2014 with the aim of helping our stakeholders gain a better understanding of the mid- to long-term value creation undertaken by our Group. We are pleased to hereby issue our Integrated Report 2020, our seventh integrated report.

This integrated report focuses on explaining the value creation pursued by the Group by elaborating on its process, sources of corporate value, the Group's strengths, and business models. Notably, our new value creation through real estate development and the continuous provision of real estate-related services, with emphasis on the Group's signature market-in approach and commitment to quality, is an essential element in achieving sustainable urban development, and it is the important point that we particularly wish to convey to our stakeholders.

In our efforts to foster understanding of our mid- to long-term management policies and strategies, the Group CEO, Group COO, and other executive officers communicate in their messages how the Group is aware of its external environment and pushes its initiatives forward from a mid- to long-term perspective.

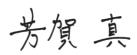
Furthermore, in the hope of promoting readers' in-depth understanding of our Group's corporate governance, an area drawing much attention lately, we have expanded the content to include a dialogue between the Chairman of the Board of Directors and an external director and a roundtable discussion among three external directors with one year having passed since their appointment in June 2019.

In my capacity as the Group CFO and director in charge of investor relations, I have had numerous discussions with investors, each of whom has shared with me their valuable opinions and requests. I have taken the input seriously as valuable information to tap into. I sincerely hope that this integrated report will help our stakeholders, including shareholders and investors, gain an in-depth understanding of and develop a sense of affinity for the Group.

As the Group CFO and director in charge of investor relations responsible for compiling this integrated report, I hereby declare the legitimacy of its compilation process and the accuracy of the content.

Amid the drastic changes in society primarily caused by the COVID-19, we would like to adhere to our editorial policy of embracing our communication with you, providing substantive disclosure, and enhancing transparency to make our integrated reports better. We would be grateful if you could provide us with your opinions of this integrated report.

I would like to conclude by taking this opportunity to express our appreciation to all the readers of this report and to all those who have helped compile and issue it.



Makoto Haga Director, Group CFO