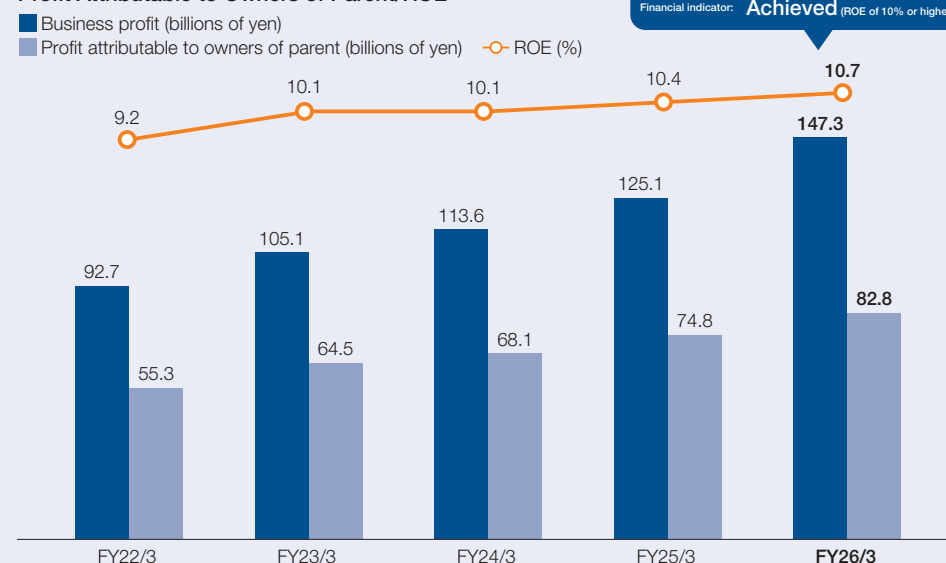


CFO Message



Changes in Business Profit/ Profit Attributable to Owners of Parent/ROE



Accelerating the virtuous cycle of growth and shareholder returns by responding effectively to changes in interest rates and market conditions, thereby sustainably enhancing corporate value

1. FY2026/3 in review

—The three-year plan gets off to a strong start

FY2026/3 marked the first year of our three-year plan for FY2026/3–FY2028/3, and our performance exceeded initial expectations, surpassing even the full-year forecasts, which had been upwardly revised with the announcement of our third-quarter results. In short, we recorded double-digit growth in both business

profit and profit attributable to owners of parent while ROE also exceeded its target, reaching 10.7%. Meanwhile, land acquisition has progressed steadily in the rental housing, hotel, and senior housing businesses, which the management plan identifies as priority areas for growth. Investments in line with the three-year plan are also proceeding smoothly.

Our FY2026/3 plan factored in changes in the external environment, such as rising interest rates and construction costs,

together with temporary losses related to the redevelopment of the Hamamatsucho Building. Given the circumstances, we formulated an asset sales plan that would ensure the achievement of performance targets and each of our businesses, particularly those in Japan, performed steadily. Notably, sales of housing and of property for sale exceeded expectations against a backdrop of steady performance in the housing for sale business and strong investor demand in the property for sale market. Thus, overall results outstripped plans.

CFO Message

Financial indicators under the business plan

Our vision

**Achieve asset and capital efficiency
greater than capital cost**

High profit growth

Healthy financial standing

High shareholder returns

Financial indicators (FY26/3-around 2030)

ROA	5% or higher
ROE	10% or higher
Average annual business profit growth rate	8% level
Shareholder's equity ratio	30% level
Total return ratio	40%–50%
DOE	4% lower limit

These results reflect the resilience of the Group's diverse business portfolio and asset turnover-based business model, enabling a flexible response to changing market conditions. I therefore view this fiscal year as a year in which we demonstrated our ability to deliver on the growth story presented in the business plan and reinforced confidence in its future realization.

2. Navigating changes in the macroeconomic environment

—The core capabilities of a developer in offsetting rising interest rates

Interest rate trends are among the key factors affecting the performance of and investment decisions concerning the real estate business. Although we factored a certain amount of increase in interest rates into the business plan, the recent pace of increase has exceeded our expectations. We therefore recognize that this is an issue requiring renewed attention.

At the same time, I do not believe the current rise in interest rates should necessarily be viewed negatively. Behind this trend is a structural shift in the Japanese economy as it emerges from

deflation and transitions toward inflation. While rising interest rates present the real estate business with the challenge of higher costs, increases in asset values and rents may also create opportunities for revenue growth. What matters is how we translate these changes in the operating environment into greater business value.

In fact, in the Residential Development segment, sales have remained robust, supported by rising household incomes driven by wage growth, which has helped absorb increases in condominium selling prices. Demand for rental housing is also increasing amid continued population inflows into urban areas, leading to higher rents. In the Commercial Real Estate Business segment, rents are steadily rising, including at existing properties, supported by stronger office demand amid improved corporate earnings and declining vacancy rates across the market.

Of course, there is a degree of time lag between the increase in costs caused by rising interest rates and the improvement in earnings from higher rents. Accordingly, the Company has primarily secured financing at long-term, fixed interest rates and has spread the timing of debt repayments across multiple fiscal years. This ensures that we can expect the impact of rising interest rates to emerge gradually and remain moderate. In addition, the Group

maintains a portfolio covering a broad range of asset types, including housing, offices, hotels, and logistics facilities, and is positioned to enhance their added value by improving the appeal of individual properties and quality of services. We will continue to appropriately reflect higher costs in prices and rents while achieving sustainable profit growth.

3. Advancing capital efficiency

—Optimizing asset turnover and profit margins amid rising interest rates

Our dialogue with capital market participants has underscored the growing importance of generating returns above the cost of capital. When we formulated the business plan, we estimated our cost of capital at approximately 8% and established ROE above that level as a core objective. In FY2026/3, we set a target of at least 10% and exceeded it, achieving an ROE of 10.7%. However, in light of recent interest rate increases, I believe it is now necessary to reassess our cost of capital. We must therefore move beyond the existing ROE benchmark of 10% and set our sights higher.

At the same time, we do not currently intend to raise financial leverage solely to improve ROE. We view our financial strength and creditworthiness as valuable management resources and will continue to exercise financial discipline, including our current credit rating, maintaining a benchmark shareholders' equity ratio of approximately 30%. Amid rising interest rates, corporate value should be enhanced through stronger business earnings and greater asset efficiency, not simply through greater leverage.

Accordingly, we will seek to improve capital efficiency by increasing both asset turnover and profit margins.

First, from the perspective of asset turnover, the Company has

CFO Message

long pursued growth by repeatedly selling and reinvesting funds in development assets rather than insisting on holding them over the long term. This approach is not a recent introduction in response to calls for management that is conscious of the cost of capital and share price; rather, it has long been the foundation of our business model. A particular strength of this model is that not only does it increase asset turnover, but it also facilitates high profitability by allowing the realization of value created through development as capital gains. In addition, by reallocating the funds recovered to growth investments, primarily in our priority areas, we can prevent the excessive expansion of the balance sheet. I therefore believe this is an effective management approach even in a rising interest rate environment. Going forward, we will continue to carefully assess the profitability and future value of each asset while actively selling property for sale and reinvesting the proceeds in growth areas.

Turning to profit margins, we must sustain and enhance profitability despite rising construction and financing costs. We will

therefore raise hurdle rates across our businesses and adopt more stringent investment criteria. At the same time, we will accelerate investment in high-growth, high-return areas such as rental housing and hotels and actively leverage strategic investment to expand earnings. We will also further strengthen the appeal of our offerings to customers, supporting higher profit margins.

In addition, expanding our asset-light service management businesses—investment management, property brokerage & CRE, and property & facility management—is another important priority. By strengthening such fee-based businesses as fund management, real estate brokerage, property management, and contracted construction, we will expand our stable earnings base and improve profitability.

In this way, I believe that improving capital efficiency through higher asset turnover and stronger profit margins, rather than greater leverage, is the key to sustainably enhancing corporate value amid rising interest rates.

4. Our approach to shareholder returns —Balancing growth investment with shareholder returns, with dividends as the primary form of returns

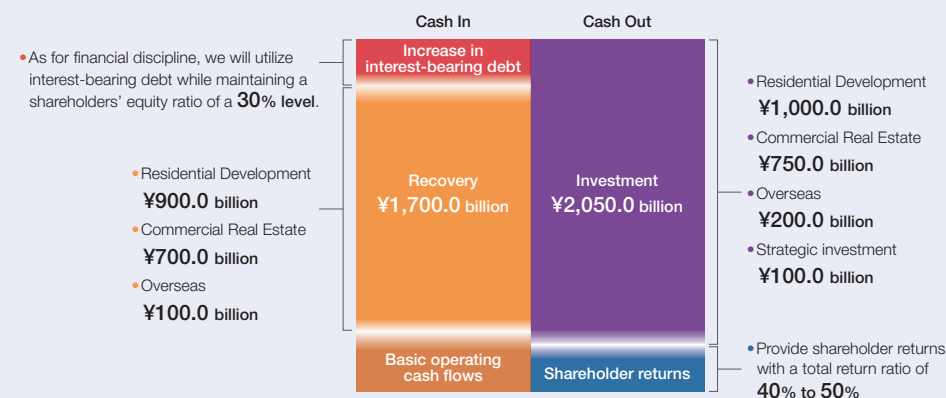
Our commitment to prioritizing shareholder returns will remain unchanged. At the same time, we believe that balancing sustained investment for growth with appropriate shareholder returns is essential to maximizing corporate value. By achieving strong profit growth and returning the resulting gains to shareholders, we can maintain a virtuous cycle that leads to the sustainable enhancement of corporate value.

To date, we have enhanced our shareholder-focused initiatives in light of dialogue with capital market participants by, among other moves, introducing a dividend floor based on DOE and conducting a stock split. Our shareholder return policy targets a total return ratio of 40%–50%, which we currently view as the optimal balance between investing for growth and returning

Focus areas under the business plan

Business policy	Mainstay businesses	In the housing sales and office businesses, we will enhance our product planning capabilities and service capabilities while further strengthening alliances in the development, service, and management sectors as well as build a robust position.
		We will focus on the following five businesses to achieve sustainable growth.
	Priority areas	1 Focus investment in growth businesses (rental housing, hotels, senior housing, logistics facilities)
		2 Introduce investor funding in the development and leasing businesses
		3 Strengthen collaboration within the Group and with the Nomura Group
		4 Take measures aimed at expanding the future profit of the overseas business
		5 Accelerating growth through strategic investment (M&A)

Capital allocation under the three-year plan (FY26/3–FY28/3)



Note: Basic operating cash flows: Cash flows from operating activities + Change in inventory assets + Change in operating equity investment – Depreciation and amortization expenses

CFO Message

capital to shareholders.

Although our shareholder returns have historically combined dividends with share repurchases, over the past one or two years we have increasingly placed dividends at the center of our approach. This shift reflects management's commitment to delivering sustained profit growth and consistently sharing the benefits with shareholders. Given the long-term nature of value creation and monetization in the real estate development business, we believe dividends offer the most stable and sustainable means of distributing the benefits of growth. We will therefore continue to provide reliable dividends as the foundation of long-term relationships of trust with our shareholders.

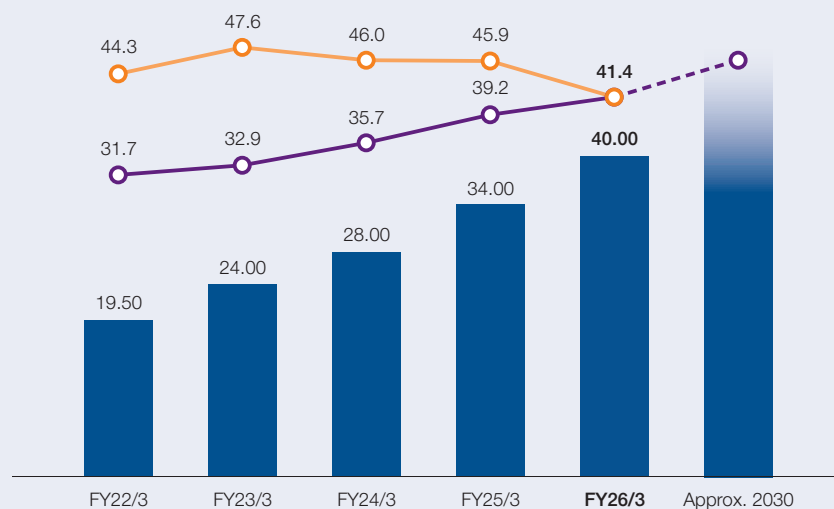
We will continue to position share repurchases as a flexible means of providing shareholder returns. However, any decision to

conduct a repurchase will be based on a comprehensive assessment of factors, including the Company's share price and financial position. We do not believe that carrying out repurchases for the sole purpose of countering short-term share price fluctuations is consistent with their fundamental purpose of such repurchases.

While many companies have recently expanded shareholder returns, we have consistently maintained a proactive return policy. Simply following the example of other companies by further increasing returns would not necessarily be appropriate. With ample investment opportunities available, we believe the best path to maximizing long-term shareholder value is to generate sustainable profit growth through disciplined growth investment and share the resulting gains with shareholders.

Annual dividends and total return ratio

■ Dividends per share (yen) —○— Total return ratio (%) —○— Dividend payout ratio (%)



5. Message to shareholders and investors

In April 2025, the Company conducted a five-for-one stock split of its common shares. The purpose was to broaden our investor base and improve the market liquidity of the Company's shares by creating a more accessible investment environment. In fact, over the past two years we have welcomed many new investors and the number of shareholders has more than quadrupled. I am sincerely grateful that so many people now hold our shares, while also feeling a renewed sense of responsibility in light of their high expectations. We will continue working to meet those expectations.

Throughout the year, I engage with many shareholders and investors in Japan and overseas. These discussions have reinforced my understanding that capital market participants expect more from the Company than short-term results; rather, they expect the long-term enhancement of corporate value. We invest significant amounts of time from initial project planning through completion to ensure that we are delivering products of value. Yet project completion is not the end—it is also a new starting point. By continuing to provide worthwhile services wherever customers live, work, and gather, we create value and monetize that value over the long term. This business model enables us to focus on enhancing corporate value from a medium- to long-term perspective, rather than being driven by short-term performance fluctuations.

Going forward, we will continue evolving both our business and asset portfolios, achieve sustainable profit growth, and return the resulting gains to our shareholders and investors. I hope you will share our confidence in the Group's growth story and future potential and continue supporting us from a medium- to long-term perspective. As CFO, I will devote my full efforts to enhancing corporate value.

Assessment of the External Environment—Opportunities and Risks

We monitor changes in the external environment, especially with regard to the points listed below, and create strategies to address the risks and opportunities presented by said changes.

Opportunities

- Diversifying values and a shift in focus from ownership to use and experiential value
- Changes in the customer base in Japan with increases in inbound tourists, high net worth individuals, and single-person households
- Rising real estate investment needs, including among institutional investors and high-income individuals
- Rising awareness of sustainability
- Rising awareness of wellness
- Evolving needs and social issues overseas amid economic expansion and population growth

Changes related
to the needs and
values of customers
and society

Examples of our responses to the shift in focus from ownership to use and experiential value

H¹T (H-One-T)

- Satellite shared offices designed to meet the growing need for diverse and efficient workstyles
- Number of bases: 561* (including partner offices)

* As of March 31, 2026



H¹T Shibaura



H¹T Shin-Osaka

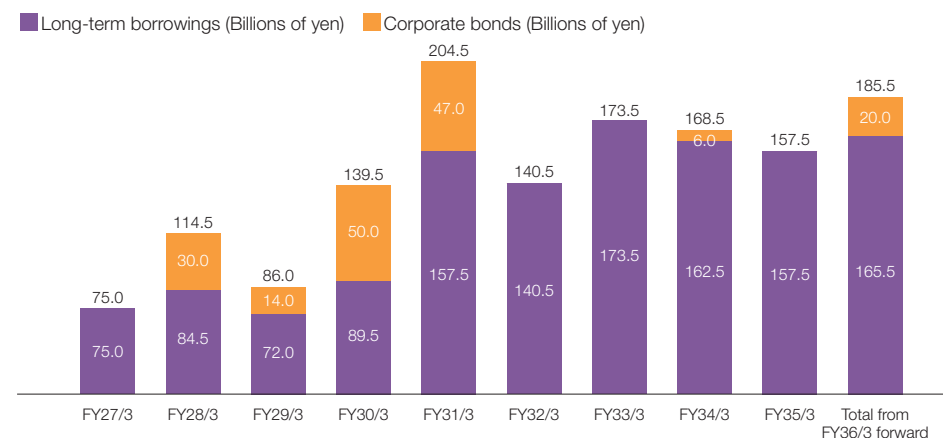
Risks

- Ongoing decline in birthrate and demographic aging
- Shrinking workforce and intensifying competition for human resources
- Increasing geopolitical risks
- Intensifying climate change effects and natural disaster severity
- Rising construction costs and lengthening construction schedules (Impact of rising construction costs on project profitability [p. 23](#))
- Changes in the economic and financial environment in Japan and abroad

Changes related
to the macro
environment

Examples of our responses to changes in the economic and financial conditions in Japan and abroad

Long-term borrowings maturity schedule (as of the end of FY26/3)*1, 2, 3



Main responses to rising interest rates

- Spread repayment amounts across multiple fiscal years based on fixed interest rates and long-term borrowings
- Expand the number of partner financial institutions to diversify funding sources and methods

*1. This graph illustrates only the Company's domestic yen-denominated financing status and does not include foreign currency-denominated financing procured overseas by SPCs or subsidiaries.

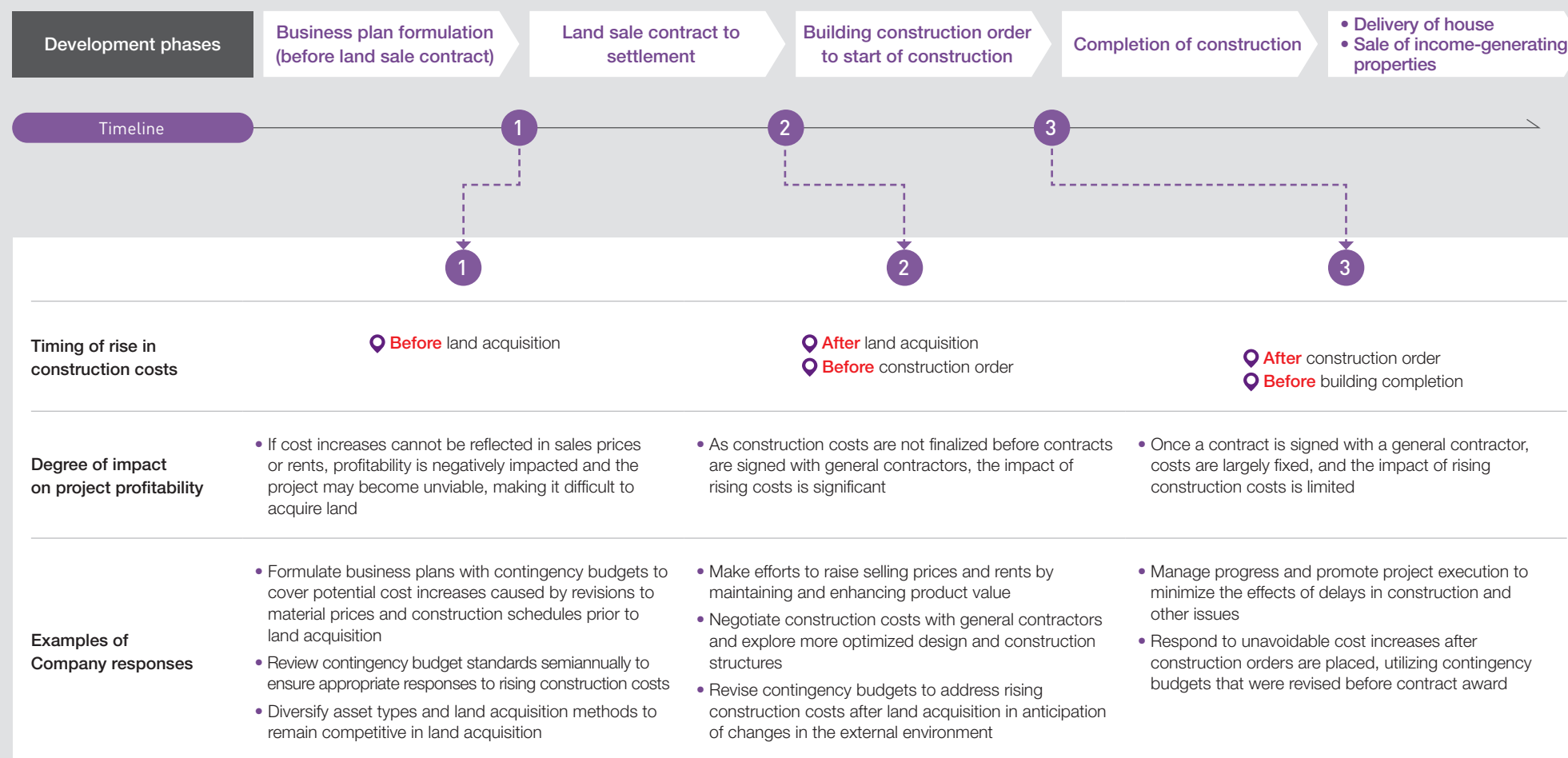
*2. Hybrid financing is calculated based on the earliest date that a debt can be repaid or amortized before maturity (the due date).

*3. Applying to borrowings as of March 31, 2026, this graph illustrates the amount planned to be repaid at present and the "total from FY36/3 forward" is the total amount of borrowings that will reach their due dates on or after the close of the fiscal year ending March 2036.

Assessment of the External Environment—Opportunities and Risks

Impact of rising construction costs on project profitability by development phase

We assessed the impact of rising construction costs on project profitability across three scenarios and formulated response policies tailored to each case.



Business Plan

Overview of the Business Plan (Comprising a three-year plan (FY2026/3–FY2028/3) and a long-term management policy)

The business plan was formulated in April 2025 in two parts: a three-year plan and a long-term management policy. We intend to revise the three-year plan every three years, but the long-term management policy will serve as the Group's vision and, as a general rule, will not be regularly revised.

FY2026/3–Around 2030

Around 2030

Long-term management policy

This policy shows the Group's targeted direction and policy over the long term.

► Evolving and transforming value creation methods



► Long-term management policies of each segment

Sector	Segment	Policy
Development	Residential Development Commercial Real Estate	We will further strengthen our customer-focused operational capabilities in addition to our diverse product planning capabilities to expand our business scope and volume.
	Overseas	We will address lifestyle and social issues in various countries by utilizing the know-how we have cultivated in Japan to contribute to happiness among people and abundance for society.
Service and management	Investment Management Property Brokerage & CRE Property & Facility Management	We will pursue new value creation focused on customers to expand the services we offer while enhancing the value of the Group's development business.

Nomura Real Estate Group 2030 Vision

Be a "Life & Time Developer,"
as never seen before

- Becoming a Group That Maximizes Happiness and Abundance -

► Financial indicators (FY26/3–around 2030)

ROA 5% or higher
ROE 10% or higher

Average annual business
profit growth rate 8% level

Shareholders' equity ratio 30% level

Total return ratio 40%–50%
DOE 4% lower limit

FY2026/3–FY2028/3

Three-year plan

This plan features business policies that particularly focus on the long-term management policy and specific quantitative targets and strategies based on said policies.

► Policies of the three-year plan

Basic policy	We will establish both high profit growth and high asset and capital efficiency by appropriately managing our balance sheet while realizing sustainable growth and striving to expand business volume across the entire Group.
Business policy	Build a robust position for our mainstay business p. 26
	Five focus areas p. 27–29

► Quantitative targets of the three-year plan

Profit plan p. 30
Investment/recovery plan p. 30
Capital allocation plan p. 20
Shareholder return policy p. 21

► Non-financial value

Society and Employees



Diversity & inclusion



Human rights

Climate Change and Natural Environment



Decarbonization



Biodiversity



Circular design

Business Plan

Financial and Non-financial Targets up to 2030

In line with the Nomura Real Estate Group Vision for 2030, “Be a ‘Life & Time Developer,’ as never seen before - Becoming a Group that Maximizes Happiness and Abundance -,” we have established financial indicators, priority issues (materiality), and key performance indicators (KPIs) with a target year around 2030.

Financial targets

Financial indicators (FY26/3–around 2030)

		FY26/3 Results	Financial indicators
Achieve asset and capital efficiency greater than capital cost	ROA	5.4% Achieved	5% or higher
	ROE	10.7% Achieved	10% or higher
High profit growth	Average annual business profit growth rate	+17.8% Achieved	8% level
Healthy financial standing	Shareholders' equity ratio	28.5% Within range	30% level
	Total return ratio	41.4% Achieved	40%–50%
High shareholder returns	DOE	4.5% Achieved	4% lower limit

Profit plan under the three-year plan (FY26/3–FY28/3)

		(Billions of yen)			
		FY25/3 Results	FY26/3 Results	FY28/3 Targets	Growth rate
Total		125.1	147.3	160.0	+8.5%
Development Sector	Residential Development Segment	48.7	61.7	63.0	
	Commercial Real Estate Segment	41.6	53.9	52.0	
	Overseas Segment	6.6	2.7	11.0	
Service & Management Sector	Investment Management Segment	9.8	10.5	13.0	
	Property Brokerage & CRE Segment	16.5	18.9	20.0	
	Property & Facility Management Segment	11.9	13.5	11.0	
Other, Adjustments		(10.2)	(14.2)	(10.0)	

Non-financial targets

Priority issues (materiality)		Key performance indicators (KPIs)	FY26/3 results	2030 targets FY31/3
Climate Change and Natural Environment	 Decarbonization	Reduction rate in GHG emissions (Compared to FY20/3)	Scopes 1 & 2: -21.6% Scope 3: -21.5%	Scopes 1 & 2: -60% Scope 3: -50%
		Energy conservation performance indicators in new buildings: Maintain ZEH/ZEB-oriented standards	100% (11 cases)	Maintain standards
	 Biodiversity	Develop timber-based buildings: Carbon storage amount	14,917 t-CO ₂ /year	10,000 t-CO ₂ /year
		Obtain biodiversity certification	8 cases	—
	 Circular design	Implementation rate of initiatives to promote building longevity	100%	The Company's own standards: 100%
		Promote waste reduction and increase recycling rate (Compared to FY22/3)	+44.8%	Rate of industrial waste reduction: -20%
	Society and Employees	 Diversity & inclusion	Providing products and services with inclusive designs	Held five hands-on workshops
Procurement guideline survey implementation rate			56.4%	80%
 Human rights		Creation of a human rights due diligence system	1. Internal: Working conditions survey of foreign national employees 2. External: Working conditions survey of technical intern trainees at suppliers 3. Onsite inspections at overseas offices to assess human rights risks in the overseas business 4. Newly established a human rights consultation desk and began operation	Targets set for each fiscal year
		Childcare leave utilization rate among men and women	97.6%	100%
		Female manager and junior manager ratio	22.2%	20%
		Percentage of implementation of one-on-one meetings	83.2%	100%
		Percentage of participation in human rights, wellness, and D&I training	100%	100%

Note: Definitions of and notes pertaining to each metric are included in the ESG data section on pp. 86–87.

Business Plan

Building a Robust Position for Our Mainstay Businesses

In the housing sales and office businesses, we will enhance our product planning capabilities and service capabilities while further strengthening alliances in the development, service, and management sectors as well as build a robust position.

Housing sales business

We aim to solidify our business base and achieve continuous business expansion by adding high-end condominiums in city centers and detached housing in city centers to our product lineup.

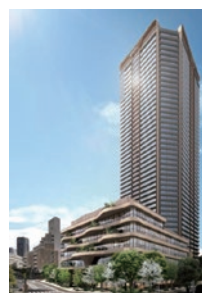
High-end condominiums in city centers designed with the highest level of product planning

- We plan to record sales of around 3,500–4,000 units over the period ending FY2028/3, making our business one of the industry's largest in Japan. We expect the gross profit ratio to remain on par with the last three years.
- Demand is growing for high-end condominiums in the highly exclusive central Tokyo area amid growing wealth among high net-worth individuals.
- On the foundation of a land bank worth over ¥600.0 billion and supported by ongoing redevelopment projects in central Tokyo, we have created a business structure focused on expanding supply.
- We established the Private Service Department specifically to nurture customer engagement and are promoting product planning.



Atago District Category 1 Urban Redevelopment Project F District

Location: Minato-ku, Tokyo
Scale: 41 floors aboveground, 2 floors underground
Floor area: Approx. 54,100 m²
Main uses: Residences, offices, stores, etc.



Akasaka 7-chome 2-ban Category 1 District Urban Redevelopment Project

Location: Minato-ku, Tokyo
Scale: 46 floors aboveground, 1 floor underground
Floor area: Approx. 87,900 m²
Main uses: Residences, offices, schools, stores, etc.



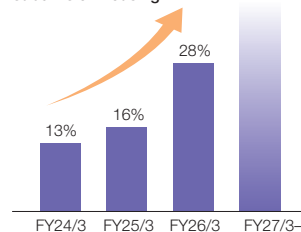
Nishi-Azabu 3-chome Northeast District Category 1 Urban Redevelopment Project A Block

Location: Minato-ku, Tokyo
Scale: 54 floors aboveground, 4 floors underground
Floor area: Approx. 97,000 m²
Main uses: Residences, offices, stores, hotels

Detached housing in city centers satisfies the need for both convenience and abundant space

- In addition to our existing PROUD SEASON detached housing, we are expanding such developments in city centers
- Customers highly value being in the city center, near train stations, the efficient design, the abundant space, the originality of our living spaces, and the 24-hour, year-round customer care we provide.
- NREG Nakazato Construction, which joined the Group in April 2025, is working to build up the construction system and expand detached housing in city centers.

Sales of detached housing in city centers compared proportionally to subdivision housing



Shibuya Sasazuka Station w5 Project

Office business

By expanding services for the employees of tenants and pairing them with a wide range of products provided, we aim to enhance customer satisfaction both tangibly and intangibly.

Broad office lineup (FY2026/3 results)

Satellite-type shared office



- Inherited business of SoloTime from Tokyo Electric Power Holdings on March 31, 2026.
- Directly operated stores increased to 194 locations due to the business inheritance
When including partner stores, 561 locations can be used



Small office with services



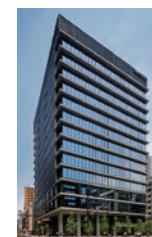
- Opened kaiwai Akasaka, a food hall for a retail multi-use facility with H1O



Medium-sized high-grade office



- Completed PMO EX Honcho, which features HUMAN FIRST SALON, a communal space exclusively for tenants and their guests



Large-scale office



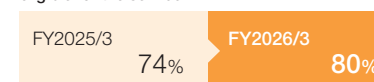
- Began operating BLUE FRONT SHIBAURA TOWER S



Office tenant-oriented service NOMURA WORK LIFE PLUS

- A service platform that solves issues for companies and employees
- Provides diverse services for office users
- Enhances both physical and service value

Percentage of member companies among offices eligible for the service



Business Plan

Three-year Plan (FY2026/3–FY2028/3)

Focus investment in growth businesses
(rental housing, hotels, senior housing, logistics)

- We define rental housing, hotels, senior housing, and logistics as growth businesses
- We plan to invest a total of ¥500.0 billion in these growth businesses. We aim to expand our business volume

Progress on investments

- Made steady progress on increasing total amount of investment targets
- Taking on assets that can provide both high physical and service value, regardless of existing asset types

	Three-year targets		FY26/3 results
Rental and senior housing	¥100.0 billion		¥139.1 billion
Hotels	¥100.0 billion		
Logistics	¥300.0 billion		
			¥45.0 billion



Logistics

Completed Landport Tokai Obu I, the Company's largest-ever facility with a total floor area of around 246,000 m², and achieved full occupancy



Rental housing

Completed and opened the co-living rental residence TOMORE Tabata



Hotels

Began construction on the tentatively named NOHGA HOTEL Shinjuku Gyoen, slated to open in 2027

Senior housing

Completed and opened OUKAS Urawa Harigaya

Measures aimed at expanding the future profit of the overseas business

- Utilizing know-how accumulated in Japan, we will demonstrate the Company's strengths through collaboration with partners in various countries to optimize localization
- We aim to achieve stable profit expansion through well-balanced expansion into emerging countries, such as Vietnam and the Philippines, and developed countries, such as the United Kingdom and United States

Progress on investments

- Invested mainly in condominium housing in Asia and property for sale in the United Kingdom and United States
- Built solid relationships with local partner companies with the aim of expanding investment opportunities

FY2025/3	FY2026/3
Total business costs Approx. ¥760.0 billion	Total business costs Approx. ¥840.0 billion

Asia

Hông Hạc (Vietnam)



Europe and the United States

Alta Preserve (U.S.)



Diversifying opportunities to earn profit

- Made our first sale of a property for sale, the serviced apartment Staybridge Thonglor in Bangkok, Thailand
- Promote the property for sale business as a way to diversify our profit earnings in the short term and as a driver of profit growth over the long term



Staybridge Thonglor (Thailand)

Business Plan

Three-year Plan (FY2026/3–FY2028/3)

Strengthen collaboration within the Group and with the Nomura Group

Strengthen collaboration with the Group, including Nomura Securities

We will further enhance collaboration with the Nomura Group, our connection with which is a unique strength, and work to maximize the value of each product and service.



Products and services related to high-quality real estate



NOMURA

Enhanced customer base

Strengthen collaboration within the Group

Strengthening collaboration among Group companies around meeting customer needs

- We built a value chain in the development sector and the service and management sector [p. 17](#)
- We strengthened value creation enabled by real estate development as well as related services, with a focus on meeting customer needs.

Strengthening collaboration with the headquarters relocation

- In August 2025, the Group companies relocated to BLUE FRONT SHIBAURA. We aim to strengthen collaboration and enhance the performance of individuals and teams [p. 34](#)

Group
collaboration
①

Residential Development Segment
Sales of high-end condominiums

Collaboration in housing sales targeting high-net-worth individuals

- Build a specialized business structure for handling the product planning and sale of high-end condominiums in central Tokyo
- Share property information with Nomura Securities' team of specialists in business related to high-net-worth individuals
- Secure a land bank with value exceeding ¥600.0 billion for use in high-end condominium development,* with prospects for continued project development and collaboration

Lineup of future high-end condominiums (partial)



Atago District Category 1 Urban Redevelopment Project F District



Akasaka 7-chome 2-ban District Category 1 Urban Redevelopment Project



Nishi-Azabu 3-chome Northeast District Category 1 Urban Redevelopment Project A Block

*As of April 23, 2025

Group
collaboration
②

Property Brokerage & CRE Segment
The middle business

Collaboration in real estate brokerage for high-net-worth individuals

- The middle business specializes in real estate brokerage and consulting services for small and medium-sized companies, business owners, and high-net-worth individuals
- The business provides tailored proposals to meet the needs of Nomura Securities' high-net-worth clients seeking residential condominiums or investment properties

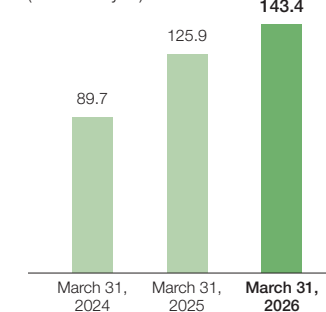
Group
collaboration
③

Investment Management Segment
Nomura Real Asset Investment



Collaboration in the private real estate fund business

- We established a company managing private real estate funds in August 2022 with the aim of combining the Nomura Group's extensive financial expertise and client base with our real estate fund management expertise. The management business was launched in April 2023
- The company manages a wide range of property types, including housing, offices, hotels, limited proprietary rights of land, and healthcare facilities, and is steadily expanding its assets under management

Assets under management
(billions of yen)

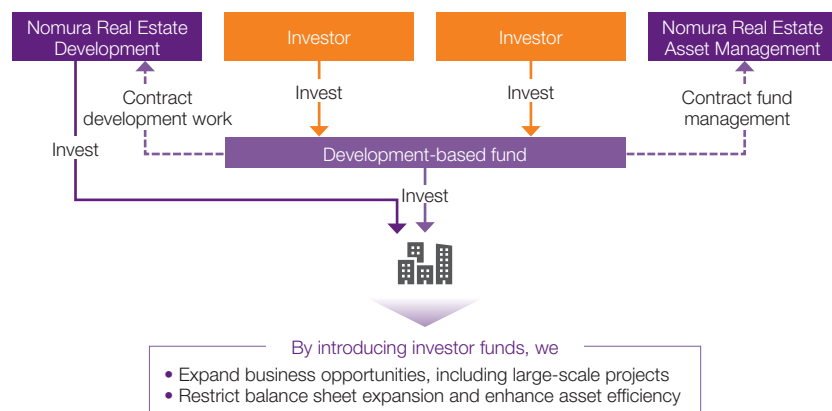
Business Plan

Three-year Plan (FY2026/3–FY2028/3)

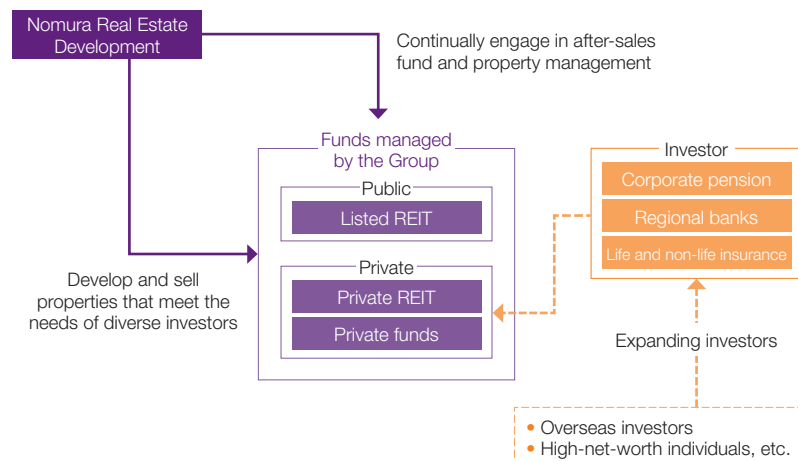
Introduce investor funding in the development businesses

- We aim to enhance asset efficiency and expand business opportunities by introducing investor funds in the development business
- We develop and sell properties that meet the needs of diverse investors in the leasing value chain

Introducing investor funds to the development business



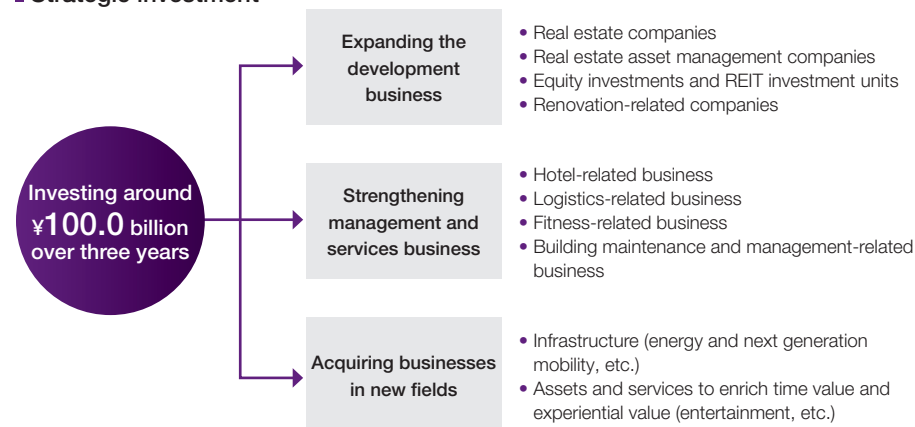
Diverse investors in the leasing value chain



Accelerate growth through strategic investment (M&A)

- We will set an investment limit and focus theme and accelerate growth through strategic investment

Strategic investment



Progress on and results of strategic investments

Capital and business alliance with Oishii Farm as a business opportunity in the infrastructure and industry field

— Creating synergy between our real estate development capabilities and the agriculture field, specifically in the vertical farming field, which is representative of next-generation food infrastructure—

- We formed a capital and business alliance with Oishii Farm, the first company in the world to achieve the mass production of strawberries in a completely closed-system vertical farm.
- By leveraging our expertise in real estate development in conjunction with our collaboration with Oishii Farm, we aim to seize business opportunities in the infrastructure and industry field.



Strawberries produced by Oishii Farm

FY2026/3: Other investment results

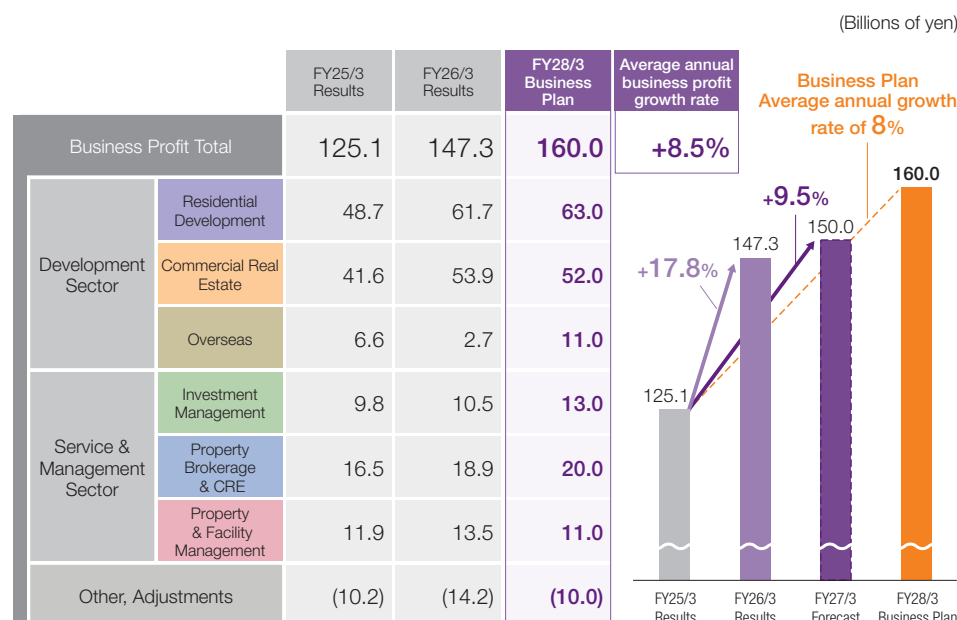
- Entered the refrigerated and frozen logistics facility business
- Expanded into the entertainment industry, including live music venues and traditional Japanese taiko drumming
- Formed a capital and business alliance with Interstellar Technologies, which operates a rocket transport business and a communications satellite business, among other initiatives

Business Plan

Profit Plan and Investment/Recovery Plan

Profit plan

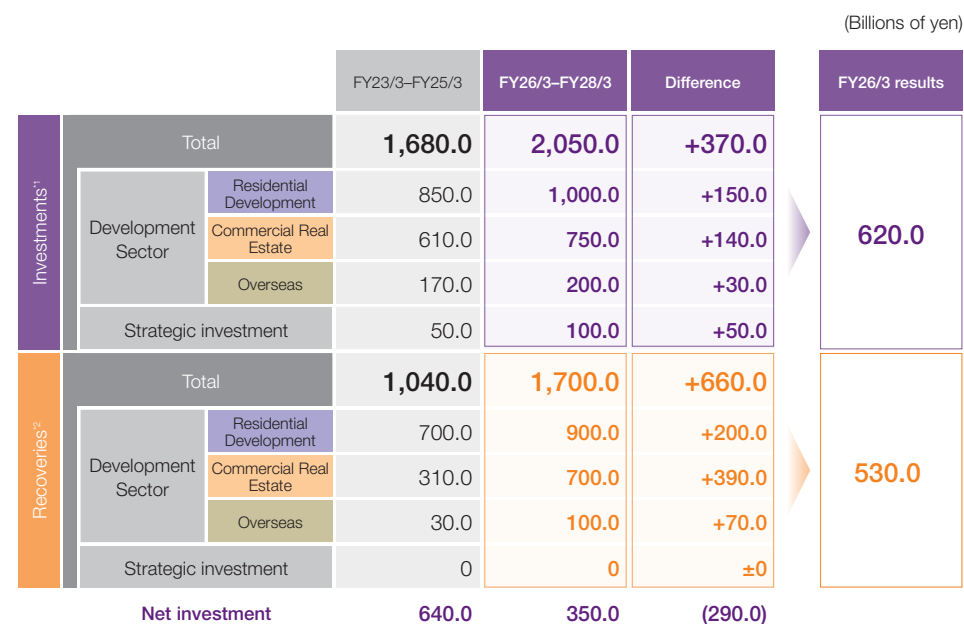
- In line with the financial indicator of an 8% average annual business profit growth rate set in the long-term management policy, we are targeting business profit of ¥160.0 billion in FY2028/3
- In FY2026/3, we achieved business profit of ¥147.3 billion and growth of +17.8%.
In FY2027/3, we expect to achieve a business profit growth rate exceeding the plan



Note: The growth rate in the profit plan is compared with FY2025/3

Investment/recovery plan

- We will continually invest in mainstay businesses (housing sale, offices) [p. 26](#) and expand investment in such focus areas as rental housing and hotels [p. 27](#)
- By revising our leasing asset portfolio, we will increase returns on property sales for investors and implement balance sheet controls [p. 31](#)



*1. Investments include acquisitions of land and buildings, acquisitions of investment securities and business equity, and payments for capital expenditures.

*2. Recoveries include sales of land and buildings, sales of investment securities and business equity, and amortization and depreciation costs.

Business Plan

Financial Strategies

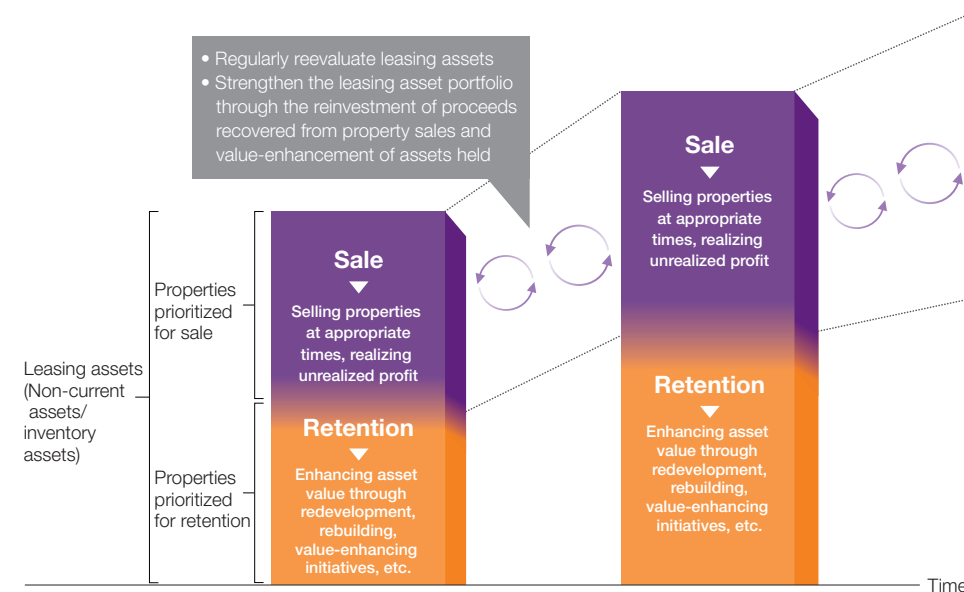
Business portfolio strategy

- Leverage the characteristics of each business to achieve a business portfolio that combines profit growth with high asset and capital efficiency
- Achieve an average annual business profit growth rate around the 8% level through business expansion and profitability improvement powered by intragroup business collaboration and the value chain, starting with leveraging our development capabilities
- Aim for an ROA of 5% or more by taking advantage of a combination of businesses with differing profit structures and risks

	Domestic				Overseas
	Housing sales / Property sales	Service & management		Property Ownership / Leasing	Housing sales / Property sales / Leasing
		Property brokerage & CRE	Investment management / Property & facility management		
Asset risks	Medium	Low		Medium	Medium to high
Earnings fluctuation risks	Medium	Low to medium	Low	Low	Medium to high
ROA characteristics	Medium	High		Low	Medium
ROA target	5% or more (FY26/3 to around 2030)				

Leasing asset portfolio strategy

- Strengthen the leasing asset portfolio and implement balance sheet controls through strategic asset replacement
- Conduct regular evaluations of all leasing assets (including both non-current and inventory assets) based on such factors as leasing yield and future competitiveness (e.g., location and product uniqueness) and classify each property based on the relative merits of its retention or sale
- Enhance asset efficiency and implement balance sheet controls by selling prioritized properties at appropriate times, thereby realizing unrealized profit and contributing to the expansion of AUM in the asset management business through sales to REITs, etc., operated by the Group
- For continually held properties, increase rent to reflect rising costs and property value amid the inflationary environment and enhance their competitive advantages through redevelopment, rebuilding, value-enhancing initiatives, and more. Through these efforts, we aim to further enhance the value of our rental assets and increase leasing income.



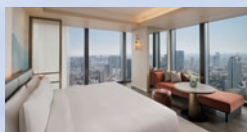
Full opening of BLUE FRONT SHIBAURA TOWER S

Start of a town that connects the Bay Area and central Tokyo

Hotel | Luxury hotel Fairmont Tokyo, the first Fairmont in Japan

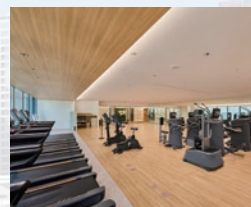
A recent addition to the world-renowned Fairmont brand's legacy and its first location in Japan. Occupying the upper floors of TOWER S, Fairmont Tokyo boasts 217 spacious rooms in a prime location overlooking Tokyo Tower to the West and Tokyo Bay to the East. The hotel also features a full range of amenities, including an executive floor, restaurant and bar, infinity pool, and one of the capital's largest banquet halls. The hotel promises a special stay where every moment will leave a lasting impression in your heart, from spaces that beautifully blend the downtown energy with the stillness of the bay to impeccable service.

Fairmont



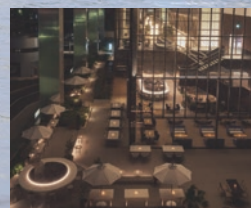
Office | Breathing new life into each person's workstyle. TOKYO WORKation

On each floor we offer expansive offices with about 4,950 m² of floorspace organized in line with the TOKYO WORKation concept. In addition to designs that promote convenience and comfort, we offer workstyle options tailored to individual needs and strive to blend the excitement of the city with the healing essence of nature. The entire facility and its surrounding areas can be used as workplaces, enabling a diverse range of workstyles and offering workers a choice of workspaces to accommodate particular tasks or needs.



Retail | The community hub of a town abutting the water and greenery

A broad array of shops and restaurants grace the expansive 1st, 2nd, and 3rd floors of TOWER S, where visitors can find refreshment along the canals as they experience the natural splendor of each season up close. This wide-open space designed in line with the concept of a Community Hub is open to all, offering a venue for gathering to chat and mingle while promising an enriching experience filled with peaceful moments, new encounters, and discoveries. We also hold many different kinds of community events that build connections between all types of visitors, from workers and residents to tourists, children, and pets.



BLUE FRONT SHIBAURA is a large-scale mixed-use development project that will span about 10 years and boast a district area of around 4.7 ha and a gross floor area of around 550,000 m², including offices, a hotel, retail spaces, and residences. Guided by the concept of "TOKYO & NATURE," this project seeks to create spaces inspired by Shibaura's natural character, where the convenience of the city meets the richness of nature, with the aim of meeting diverse needs and becoming a welcoming hub for the community. TOWER S, the southern twin tower, held a grand opening ceremony on September 1, 2025, for the retail area, which is now fully operational.

TOWER N
Planned construction site
The existing property is
currently being demolished.

Overview of BLUE FRONT SHIBAURA

Business operators	Nomura Real Estate Development Co., Ltd.; East Japan Railway Company
Constructors	TOWER S: Shimizu Corporation TOWER N: TBD
Architects	Maki and Associates Architecture and Planning, Shimizu Corporation, Ove Arup & Partners Japan Ltd., Nikken Sekkei Ltd.
Location	1-1-1 Shibaura, Minato-ku, Tokyo 105-8340, Japan
District area	Approx. 47,000 m ²
Gross floor area	Approx. 550,000 m ²
Main uses	Office, retail, hotel, residence, etc.
Number of floors	TOWER S: 43 floors aboveground, 3 floors underground TOWER N: 45 floors aboveground, 3 floors underground
Completion	February 2025 (TOWER S), FY2031/3 plan (TOWER N)

Shibaura Area Management

City and nature. People and people. And a town that will “connect” a new tomorrow

BLUE FRONT SHIBAURA is a large-scale mixed-use development embodying a new symbol of Tokyo as a place connecting the city with nature and the bay area with central Tokyo. The area of BLUE FRONT SHIBAURA is distinguished by two things.

The first is that it sits on the edge of the land. The development is the embodiment of the TOKYO & NATURE concept in this liminal space, boasting open spaces along the water blessed with rich nature, including the sea, sky, greenery, and canals, while simultaneously existing in the center of the city.

The second distinguishing point is its existence in central Tokyo as a bridge connecting the bay area with the city's heart. Taking advantage of its prime location next to Hinode Pier and Shibaura Canal, the project connects bayfront locations in an effort to revitalize waterborne transport, which is garnering attention as a new means of transportation.

We aim for this place to become a hub serving as a nexus for land, sea, and air transportation; a center of new urban development; and a base for Tokyo tourism.



Projects related to the Shibaura 1-chome District Urban Development Committee

We formed the Shibaura 1-chome District Urban Development Committee to utilize mainly local resources, like waterside spaces and canals, and promote activities that help revitalize the local community and enhance emergency preparedness.



Collaboration with educational organizations

Helping children learn about urban development, we work with elementary schools to provide lessons and activities. In turn, these activities provide feedback from the participating children and we reflect their input in our urban development.



Revitalizing local communities

To deepen our ties with the area, we help run the Shibaura Canal Festival and Children's Festival and operate child-oriented booths at both.



Clean-up activities

We have conducted regional clean-up activities every month since 2021 with the purpose of keeping the communities safe, secure, and beautiful.



Utilizing public spaces

We create urban excitement through activities using such local resources as canals, walkways, and other public spaces.

Projects related to the Shiba Tokyo Bay Committee

In October 2025, we established the Shiba Tokyo Bay Committee as a co-creative urban development organization. The committee is working to enhance local value in part by utilizing historical and cultural assets in the lush Hamamatsucho Shibaura Daimon area, creating excitement in the Takeshiba Shibaura area with its open spaces along Tokyo Bay, and revitalizing waterborne transport.



Common themes

Enhancing walkability

Utilizing local resources

Enhancing emergency preparedness

Key measure 1

Enhance multimodal connectivity



Key measure 2

Develop content using local resources



Key measure 3

Introduce smart-city services



Key measure 4

MICE tourism in city center areas



Key measure 5

Collect and disseminate information on local events, etc.



Revitalizing waterborne transport and building a network

Operations have kicked off at BLUE FRONT SHIBAURA PIER, which is situated alongside Shibaura Canal and Hi-NODE (the small vessel terminal at Hinode Pier). Also, BLUE FERRY service between Harumi and Shibaura/Hinode began operating in line with our participation in an aid program aimed at encouraging people to commute by ferry,* one of the waterborne transport revitalization measures backed by Tokyo. We will continue to make waterborne transport a more convenient daily experience by enabling the use of piers with excellent access from train stations.

*The brand name of the commuter ferry service, *Funatabi Tsuukin*, is a registered trademark of Urban Waterfront Development Partners.

Ferry route map



BLUE FERRY



BLUE FRONT SHIBAURA PIER



Our Head Office Relocation Project

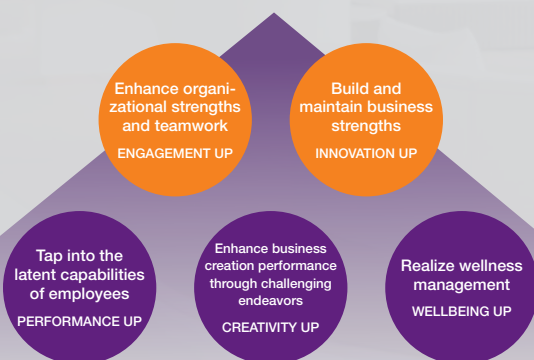
After 47 years in the Shinjuku Nomura Building, the Nomura Real Estate Group relocated its head office, moving to BLUE FRONT SHIBAURA with the purpose of strengthening Group collaboration and realizing new value creation. We dubbed the concept of our relocation “CROSS-BORDER For Tomorrow.” Accordingly, this move was positioned as an opportunity to accelerate Group growth, and was undertaken with the aim of enhancing the Group’s comprehensive strengths through workstyle reforms and environmental improvements that encourage collaboration spanning the divisions between companies and departments. With these initiatives, we will continue to realize the Group 2030 Vision, “Be a ‘Life & Time Developer,’ as never seen before - Becoming a Group That Maximizes Happiness and Abundance -.”



Group 2030 Vision

Be a “Life & Time Developer,” as never seen before

- Becoming a Group That Maximizes Happiness and Abundance -



Project Concept

Generate new value creation from connections that run across various borders, such as organizations, occupations, and companies.

Head office relocation by the numbers

- Head office relocation after **47** years
- Bringing around **3,500** employees into one base
- The area of each office floor where employees connect is around **4** times larger.
- Over **90%** of employees feel more job satisfaction and motivation compared to the old head office.



I feel an improvement in
job satisfaction and
motivation.

93%

I feel an improvement in
my business efficiency
and performance.

86%

My desire to
come into the
office has risen.

74%

External evaluations

- Won the **Minister of the Economy Award**, the highest honor, at the 39th Nikkei New Office Awards
- Acquired the highest rank of **Platinum** under WELL Certification

Voice

Becoming a head office that
draws out employee strengths
and fosters connections



Yoko Hashimoto
Group Head Office
Planning Dept.

To enable employees to better utilize their talents and to further strengthen Group-wide collaboration, we implemented the relocation with a focus on ensuring that people find their ability to work and make connections is smooth and unstrained. We also reflected insights and employee feedback gained from running a “Trial office” prior to moving forward with design and management planning. After the relocation, we will continue activities in line with the theme of evolving workstyles across the Group. Going forward, we will continue to strive to ensure the new Group head office will support employee ambitions and collaboration and serve as a foundation for new value creation.

*Trial office: Over approximately two and a half years from November 2022 to February 2025, we established a trial office at a building next to the new head office and conducted two work trials lasting around two months each.

The ultra-high-rise mixed-use tower, standing 284 meters tall, was completed in September 2026

Connecting the birthplace of Nomura Real Estate with a new future

Nomura Real Estate Development Co., Ltd. was established in Nihonbashi in 1957 to handle the construction of a new wing to house the new head office of Nomura Securities Co., Ltd. adjacent to the old wing. That makes this site the birthplace of the Company. We have since maintained and utilized the original façade of the old wing of the Nihonbashi Nomura Building, which Chuo-ku designated a tangible cultural asset. Preserving historically significant parts of this structure, which was completed in 1930, for future generations, we will revitalize the lower floors as a retail facility. We will continue contributing to urban development in Nihonbashi by creating iconic urban spaces that resonate with tradition and innovation.

Tradition and Revolution

A new symbol is born in Nihonbashi, where two values intersect

Nihonbashi Nomura Mitsui Tower

The Nihonbashi 1-chome Central District Category 1 Urban Redevelopment Project covers one section of the Nihonbashi River Walk, a redevelopment area along the Nihonbashi River that will offer new urban experiences uniting the river and city by leveraging waterfront spaces, which are rare in the heart of the city.

Becoming a new symbol of Nihonbashi

Nihonbashi 1-chome Central District is located in the center of the city and since the Edo period has served as a commercial, financial, and cultural hub with global connections. The Group has long striven to enhance the urban value of this land and is promoting the landmark project to develop areas surrounding the Nihonbashi River and lead the efforts in enriching Tokyo.

We blend Nihonbashi's unique historical properties and futuristic ambitions while heavily integrating diverse urban activities, such as working, gathering together, visiting, and pursuing other daily life activities. As a mixed-use development utilizing waterside spaces, this district will serve as a new symbol expanding from Nihonbashi to Tokyo and the rest of the world.



Forging a bustling international business hub

Nihonbashi Nomura Mitsui Tower is an ultra-high rise mixed-use tower standing around 284 meters tall with 52 aboveground floors and 5 underground floors, creating a new skyline for Nihonbashi. Plans call for the vertical consolidation of diverse functions and the creation of an international urban hub linked with waterside spaces. With offices that have the area's largest floor plates and a hall that can host around 1,600 guests, it is one of the largest MICE facilities in central Tokyo. In addition, this large-scale mixed-use development has such diverse urban features as polished retail facilities, a luxury hotel, and rental housing.



Sustainability Strategies

In the course of providing value to customers, we strive to contribute to society through business activities that connect employee job satisfaction with the further creation of value and realization of sustainable growth. Moreover, these efforts yield results that lead to better shareholder and investor expectations and trust, enable future growth investments, and further enhance value creation cycles. The Group considers sustainability to be the continual maximization of stakeholder happiness and abundance through these cycles.

— Our Group Vision —

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.



Sustainability Strategies

Sustainability Policy (vision of 2050)

Earth Pride

The Group has defined its unique sustainability policy for its 2050 vision encompassing: Pursuing humanity, Maintaining harmony with nature, and Building the future together. We will continue focusing on achieving its implementation.



Pursuing humanity

We strive to answer the deep questions of human existence and well-being in a world where technology is increasingly progressing and being integrated into our lives. By providing an inclusive living environment where people support and connect with each other, we contribute to the creation of a society that leaves no one behind.

Maintaining harmony
with nature

Our aim is to achieve true harmony with our natural environment for our future children and healthy ecosystems by reconsidering how human economic activities should operate. While carefully conserving the Earth's finite resources, we improve the relationship between nature and humans.



Building the future together

The ambition we have is to create unprecedented value from diverse organizations and people working together to overcome boundaries. We are continuously challenging ourselves with novel ideas of living, business, and working styles for an innovative society where all people with various backgrounds and values can build on their strengths.

Priority issues (materiality) for 2030

To realize its vision, the Group has identified five priority issues (materiality) in its business activities with 2030 set as a milestone year. We will set relevant KPIs, conduct annual monitoring, and report findings to management.

Society and Employees



Diversity & inclusion



Human rights

Strengthening a foundation for promoting sustainability for co-creation that transcends organizations and business categories

Climate Change and Natural Environment



Decarbonization



Biodiversity



Circular design

Addressing the urgent global issues of reducing GHG emissions, biodiversity preservation, and the realization of a circular society that contributes to GHG reduction

Sustainability Strategies

Our goals for and policies on creating value through material issues

Material issues to be prioritized through 2030		Initiatives (excerpts)	Results of initiatives	Rollout into business activities	Created value
Society and Employees	 Diversity & inclusion	- Encouraging activities by diverse human resources - Promoting diverse workstyles - Meeting diverse customer needs - Promoting inclusive design	- Expanding diverse activities - Ingraining diverse workstyles - Lowering personnel risks - Becoming aware of new perspectives	- Creating new businesses - Increasing the quality of the decision-making process - Enhancing our ability to recruit and retain human resources - Enhancing engagement - Developing environments conducive to working	Economy - Establishing strengths - Creating new businesses and services Society - Enabling diverse human resources to tap into their full potential - Promoting the widespread adoption of inclusive workstyles
	 Human rights	- Conducting human rights due diligence - Supply management - Addressing working conditions at construction sites - Improving working environments for foreign nationals in Japan	- Identifying and assessing human rights risks and opportunities - Improving the sophistication of supply chain management - Improving working environments - Building trusting relationships with suppliers	- Enhancing business continuity - Reducing legal risks - Building a responsible supply chain - Making the supply chain more resilient - Increasing reliability	Economy - Building a stable business foundation - Expanding business partner opportunities Society - Realizing respect for human rights - Promoting the widespread creation of appropriate working environments
Climate Change and Natural Environment	 Decarbonization	- Installing energy-saving equipment - Procuring and using renewable energy - Creating renewable energy - Encouraging the installation of low-carbon and carbon-free technology	- Enhancing energy efficiency - Reducing GHG emissions - Promoting the decarbonization of energy	- Reducing energy costs - Strengthening our earnings base - Enhancing business continuity - Strengthening our ability to respond to a carbon-free society	Economy - Enhancing our attractiveness as an investment - Stabilizing our profit structure Society - Reducing climate change risks - Promoting the transition to a low-carbon society
	 Biodiversity	- Ensuring construction planning is considerate of the surrounding environment - Developing green spaces to higher than government standards - Acquiring certifications related to biodiversity - Conserving and sustainably using forest resources	- Expanding the area of green spaces - Conserving and creating ecosystems - Creating jobs	- Enhancing asset valuation - Creating rental premiums - Improving local environments - Creating excitement	Economy - Ensuring continued stability of asset valuation - Enhancing strengths in development and management Society - Deepening relationships with communities - Qualitatively improving urban environments
	 Circular design	- Reducing waste - Extending the life of buildings - Revitalizing and renewing existing assets - Recycling and reusing materials	- Reducing waste - Reducing the consumption of materials - Creating jobs	- Reducing future costs - Reducing material price volatility risks - Improving the effective use of resources - Enhancing supply stability	Economy - Stabilizing our profit structure - Expanding circular businesses Society - Enhancing our evaluation as an eco-friendly company - Encouraging resource recycling

Maximizing the happiness of people and abundance for society

Sustainability Strategies

Material issues to be prioritized through 2030		Status of KPIs		Countermeasures			
Society and Employees	Diversity & inclusion	FY2024/3		FY2025/3		FY2026/3	
		Ratios of both female managers and junior managers: 20%					
		14.7%		18.9%		22.2%	
	Childcare leave utilization rate among men and women: 100%						
	101.2%		103.1%		97.6%		
	Percentage of implementation of one-on-one meetings: 100%						
82.1%		82.6%		83.2%			
Human rights	Procurement guideline survey implementation rate: 80%						
	56.4%		67.0%		56.4%		
	Human rights-related training participation rate: 100%						
100%		100%		100%			
						- Achieved our goal through recruitment, promotion, and other measures - Plan to set new goals and work to train future management candidates throughout the Group	
						- Goal not achieved due to an increase in the number of eligible people as of the fiscal year-end - To achieve our goal, we will engage in congratulatory chats, make new father post-birth childcare leave 100% paid, and take other measures	
						- Held steady at a level on par with that of the previous fiscal year - Work to enhance the implementation rate and strive to ingrain the goals and significance of the program in part through training for conductors and participants	
						- A lower implementation rate than in the previous fiscal year - Consider switching to a method that does not rely on transaction amount and allows for a wider scope of assessment	
						- Maintain the current achievement rate among PC users - Consider training methods for employees unable to attend online, such as non-PC users and overseas subsidiary employees	
Climate Change and Natural Environment	Decarbonization	FY2024/3		FY2025/3		FY2026/3	
		Reduce Scope 1 and 2 GHG emissions 60% compared to FY2020/3 Reduce Scope 3 emissions 50% (FY2031/3 target)					
		Scope 1 and 2: -37.4%		Scope 1 and 2: -21.4%		Scope 1 and 2: -21.6%	
	Scope 3: -38.5%		Scope 3: -51.4%		Scope 3: -21.5%		
	Attain ZEH/ZEB-oriented energy efficiency performance metrics for newly built properties (Achieved BEI values)						
	Achieved		Achieved		Achieved		
	Carbon stored by developing timber-based buildings: 10,000 t-CO ₂ /year (FY2031/3 target)						
	15,700 t-CO ₂ /year		14,839 t-CO ₂ /year		14,917 t-CO ₂ /year		
	Initiatives to extend building life: 100% in-house standards implementation rate						
	89%		100%		100%		
Biodiversity	Better waste reduction, reuse, and recycling: Industrial waste reduced 20% compared to FY2022/3 (FY2031/3 target)						
	-24.4%		-34.2%		+44.8%		
Circular design							

Sustainability Strategies

Materiality



Diversity & inclusion

We formulated a diversity & inclusion (D&I) promotion policy in 2022 and are accordingly promoting D&I. Specifically, we are incorporating diverse perspectives and values and encouraging innovation and new value creation with the aim of enhancing organizational creativity and the quality of our decision-making process. By realizing a highly reliable organization, we are striving to reduce value degradation, such as the loss of talent and business opportunities.

Incorporating inclusive design into businesses



Measures

- To create an accessibility map, employees worked in collaboration with actual wheelchair users and people with visual impairments in addition to engaging in an immersive experience using wheelchairs and white canes. Enhancing convenience for a diverse range of users increases property values.
- To improve working environments for foreign national professionals and trainees, we worked together to identify issues occurring in the course of operations and promoted the use of simpler Japanese. Making it easy for anyone to work in these environments improves efficiency and productivity.

Future
action

- By horizontally rolling out the accessibility map, we will continue to foster an environment in which a diverse range of individuals are able to access even more buildings and urban areas with peace of mind.
- To realize an environment that makes working easy for anyone, including foreign national specified skilled workers and technical interns, we are promoting the horizontal rollout of inclusive design.

LGBTQ+ inclusive initiatives



- We created the Home Search Handbook* that compiles LGBTQ+ individual needs and home purchasing issues in an effort to provide more detailed information that enables anyone to find a home with peace of mind.
- We ran a booth at Tokyo Pride 2026, distributed the Home Search Handbook, and collected opinions related to desirable urban facilities, equipment, and services to better understand their diverse needs.

- The Group will continue to expand the scope of its responses to diverse customer needs, leveraging its customer contact points in a wide range of business fields to conduct an organization-wide rollout of responses to diverse customers, including same-sex partners.
- We will gather information on the diverse needs we identify and reflect them in products and services in our ongoing effort to realize universally accessible customer experiences.

*A handbook to get LGBTQ+ individuals thinking about owning their own home in the future, spanning such topics as taking out home loans with a same-sex partner and coming out about their sexuality.

Sustainability Strategies

Materiality



Human rights

Interest and expectations are rising both internally and externally regarding enacting human rights initiatives through business activities. Our respect for the human rights of all our different stakeholders forms the foundation upon which the Group operates and expands businesses, and we believe this is linked to better sustainability for each party. Through human rights initiatives, we are working hard to prevent and reduce reputation risks and to enhance business continuity in part by strengthening the supply chain.

Action on human rights issues through dialogue with suppliers

	First survey: FY22/3	Second survey: FY23/3	Third survey: FY24/3	Fourth survey: FY25/3	Fifth survey: FY26/3
Companies that were sent surveys	Approx. 200 companies	Approx. 300 companies	Approx. 300 companies	Approx. 300 companies	Approx. 300 companies
Companies that returned surveys	89	154	132	157	163
Implementation rate	37.4%	51.1%	56.4%	67.0%	56.4%
Number of direct interviews held	10	10	10	12	10

Measures

- In the supply chain, to realize environments where people can work with peace of mind we conduct Procurement Guidelines surveys of our main suppliers to identify human rights issues and improvement opportunities.
- Based on an analysis of the results, we hold dialogues with suppliers who employ foreign national technical interns, confirm the working environments and working conditions, identify issues that need improvement, and offer improvement proposals.

Future action

- As our business fields expand, we will work to reorganize risks by supplier industry and build a responsible supply chain through the more sophisticated management of human rights risks according to industry-specific characteristics.
- By expanding the scope of the survey and striving to prevent and reduce human rights risks across the entire supply chain, we aim to enhance sustainability for both suppliers and the Group.

Human rights due diligence rooted in the frontlines



- At the demolition site for the Hamamatsucho Building, to assess the environment and human rights issues affecting those working on the front lines, we conducted onsite inspections with the help of primary and secondary suppliers, leading to improvements.
- Through construction site inspections conducted by Nomura Real Estate (Thailand), we assess the human rights risks that differ for local countries and regions, facilitating the promotion of human rights due diligence attuned to real-world conditions.

- By expanding the scope and methods of our surveys, we will continue working to quickly assess, prevent, and reduce human rights issues among workers at construction sites in overseas operations
- We promote responses based on international human rights principles and aim to achieve respect for human rights and appropriate working conditions based on the unique characteristics of each country and region.

Sustainability Strategies

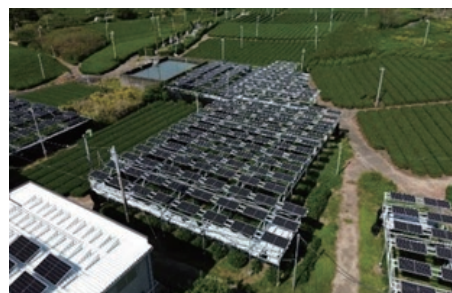
Materiality



Decarbonization

We are promoting decarbonization initiatives by revising medium- to long-term greenhouse gas emission reduction targets and acquiring international certifications (SBT net zero). By utilizing renewable energy and promoting energy conservation, we aim to achieve decarbonization and cost stabilization. We parlay this into expanding profit and reducing risks through the enhancement of environmental performance and product strengths.

Expanding renewable energy procurement through PPAs with power companies



Utilizing onshore wind power

Under its first physical PPA*¹ with an onshore wind power plant, the Group expects to procure around 18 GWh of power per year for 20 years. We continue to promote the incremental transition to renewable energy with additionality.

Promoting the procurement of renewable energy that utilizes agrivoltaics

Via a virtual PPA*¹ that ensures environmental value with additionality, we are simultaneously helping to revitalize farming and introduce renewable energy production in Shizuoka Prefecture. Under this 20-year agreement, we will procure all of the renewable energy generated by a Shizuoka-based agrivoltaic power plant.

Measures

Future
action

- We will continue working to upgrade systems that balance cost optimization against the sustainability of our procurement strategy while taking into account the volatility of non-fossil fuel certificate prices and international renewable energy trends.
- We will expand the procurement of renewable energy with additionality, such as inland wind power and agrivoltaics, and work to diversify our procurement methods and strengthen business alliances with the aim of ensuring a long-term stable supply.

Developing and promoting GX-oriented residences



- We developed GX-oriented housing with better energy-saving and -generating performance than ZEH levels.*² Along with utility cost reduction and improved environmental performance, we are enhancing our product strengths and brand value while expanding profit opportunities.
- In collaboration with Kansai Electric Power and UI Bank, we began applying preferential interest rates to CQ Eco Housing Loans for GX-oriented housing to both financially benefit customers and contribute to a zero-carbon society.

- We continue working to popularize and enhance the added value of GX-oriented housing by expanding the installation of highly efficient facilities while aiming to control soaring construction costs and ensuring quality.
- We are promoting the widespread adoption of GX-oriented housing by enhancing its product strengths and through financial alliances. We are also building a business model that ensures both superior environmental performance and affordability by improving the ease and flexibility of equipment installation.

*1. Physical PPA: agreements to buy environmental value and electric power from renewable energy sources
Virtual PPA: agreements to buy only environmental value

*2. ZEH (Net Zero Energy House): Housing that aims to achieve net zero annual consumption of primary energy.

Sustainability Strategies

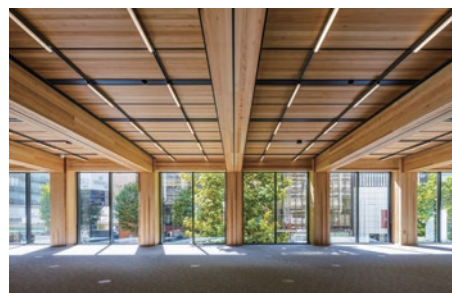
Materiality



Biodiversity

In 2024, we formulated the Nomura Real Estate Group Biodiversity Policy and have since continued to promote biodiversity initiatives. Specifically, these initiatives are aimed at creating natural capital value and enhancing environmental value, which, in turn, will reinforce our product strengths and brand power. Furthermore, we aim to expand profit opportunities by establishing environmental value and competitive strengths while working to increase ESG value and improve capital efficiency.

Creating biodiversity value through developments that coexist with nature



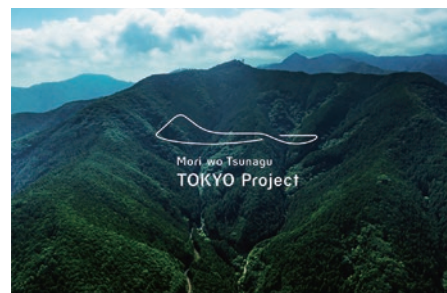
Measures

- Because business activities depend on and affect natural capital, the Group formulated the biodiversity conservation policy Link NATURE Action* in March 2025 with the aim of realizing nature positive outcomes.
- We horizontally applied this policy across the housing business (PROUD, PROUD Flat, OUKAS) and urban development business (buildings, logistics) and since July 2024 have been steadily incorporating it into property design.

Future action

- We steadily promote the use of biodiversity-related metrics, the use of timber, and the acquisition of and compliance with certifications across all businesses. In addition, we pursue biodiversity promoting measures that cut across businesses, such as adding green spaces and using native species. Through these efforts, we promote urban development that harmonizes nature positive actions with the surrounding environment.
- To further popularize timber as a construction material, we will need to establish a stable supply system and overcome technical limitations. We are rolling out Tsunagu Mori, a circular model for producing and using timber, across our businesses while working together to reduce environmental burdens and enhance brand value.

Implementing nature finance and green finance, financial tools focused on the use of natural capital



- To promote projects that can help realize a carbon-free society, conserve biodiversity, and build a circular society, we added projects that help conserve biodiversity and nature-based businesses to the Company's sustainability finance framework.
- Based on the Company's Link NATURE Action initiative and Mori wo Tsunagu TOKYO project (Integrated Forest Management Project in Tokyo), we procured ¥10.0 billion from three megabanks for nature finance and green finance, tools that focus on natural capital.

- To enhance the effectiveness of sustainability-linked loans, we set targets and established evaluation methods in collaboration with lenders in addition to enhancing the economic performance and effectiveness of programs while creating case studies.
- Through these efforts, we will expand financial capital for natural capital-related businesses with the aim of increasing the use of nature finance and green finance while making them more sophisticated.

*Link NATURE Action's official website: <https://www.minnade-tsunagu.com/linknatureaction/> (Japanese only)

Sustainability Strategies

Materiality

Circular design

With regard to the construction phase, which imposes a heavy environmental burden, and the management stage, we have positioned the creation of a circular economy as a priority management issue. To ensure business continuity and establish medium- to long-term strengths, we work to stably secure natural capital and upgrade resource recycling infrastructure. Our overarching aim is to enhance property value and business value. We also take strategic measures to reduce the risk of increasing resource restrictions and costs as well as to enhance supply stability.

Environmental measures in the demolition of the Hamamatsucho Building

—Initiatives that reduce waste during the demolition of existing buildings to realize a resource recycling society—



- For the demolition of Hamamatsucho Building and Toshiba Hamamatsucho Building, we took the following advanced measures and visualized the status of our recycling efforts with the aim of achieving an approximately 600 tons overall reduction in CO₂.
- For this project, we diligently visualized each initiative and aimed to establish a next-generation resource recycling model that would ensure decarbonization and a circular economy.

Measures

Specific recycling initiatives:

- Air conditioners (in collaboration with the Daikin Industries group)
- Concrete from columns and foundations
- Exterior glass, carpet tiles, drywall, and timber that may be eligible for horizontal recycling

Collecting domestic waste cooking oil from condominiums under management to use as a raw material for sustainable aviation fuel (SAF)



- We collect waste cooking oil from households in condominiums we manage and are promoting initiatives to recycle it as a raw material for SAF and biodiesel fuel. Agreements have been reached with management associations at 58 properties, and we are steadily rolling out the program.
- We provide mechanisms by which residences can participate in resource recycling in their daily lives and aim to utilize unused resources to encourage domestic resource recycling and stably procure energy.

Future
action

- Enhancing the sustainability of our business scheme by optimizing collection methods tailored to the different types of materials and ensuring stable collection volumes.
- Expanding collection routes and recycling amounts by strengthening collaboration with relevant operators.

- With the aim of expanding the domestic waste cooking oil collection initiative, we are building a project management system that will, for example, encourage the ongoing participation of residents, expand collection sites, and optimize the logistics and collection efficiency.
- We aim to build a sustainable management system and expand business by proactively offering proposals to management associations, visualizing results based on feedback on collection results, and pursuing co-creation with other companies.

Sustainability Strategies

Mori wo Tsunagu TOKYO project (Integrated Forest Management Project in Tokyo)

Sustainability Policy
(vision of 2050)

Earth Pride

Pursuing humanity

Maintaining harmony
with nature

Building the future together

Seeking to comprehensively address both the natural environment and human activities in Tokyo's natural and urban areas, our Mori wo Tsunagu TOKYO project (Integrated Forest Management Project in Tokyo) takes a "landscape approach" to derive solutions to issues. We have established a sustainable coexistence with nature and the city through this project and it has proven to be a reliable model that can be applied in other regions. We aim to achieve sustainable corporate growth through the generation of social impact and the creation of new value to realize a sustainability policy encompassing: pursuing humanity, maintaining harmony with nature, and building the future together.

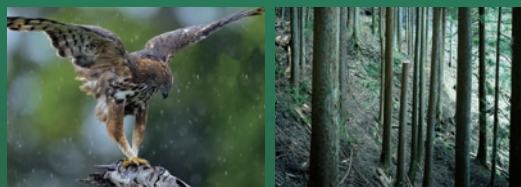
Pursuing humanity

Getting away from the bustle of the city and spending quiet time in Okutama Town, a place blessed with abundant forest resources, refines our sensitivity and reminds us of our simplicity of existence. By taking deep breaths in nature, well-being is deeply felt, happiness gently grows, and our hearts gain a sense of serenity and warmth.



Maintaining harmony with nature

We strive to create circular forests that create a new economic cycle encompassing cities and mountainous areas. We create new value for timber by using low-quality materials, which had previously been used only as wood biomass fuel, to make furniture. We aim to raise the value of the entire forest while maximizing the value of each tree and thereby prevent the loss of the multifaceted functions of the forest due to degradation.



Building the future together

We offer sustainable tourism activities for employees, and by experiencing how forest resources are used and touring lumber mills, they have come to view global issues as their own issues. We aim to foster awareness that leads to action and are striving to train personnel who will think about and practice sustainable methods for the next era that will help create the future.



Human Resources Strategy

The Group Human Resources and Human Resources Development Vision's Three Priority Themes / Group Human Resources Strategy

We believe that the Group's competitive advantage stems from the value created by its human capital. Accordingly, we have established the Group Human Resources and Human Resources Development Vision and will formulate and implement a Human Resources Strategy that creates a virtuous cycle involving the execution of our business strategy—the aim of which is to achieve business growth through the creation of new value—and the enhancement of each employee's creativity and ability to act.

When formulating and implementing the Group's Human Resources Strategy, we established three priority themes aligned with the Group Human Resources and Human Resources Development Vision. Under these themes, we are working to foster an organizational culture that encourages employees to take the initiative while also assigning and developing personnel in ways that promote the growth of both our businesses and our people.

Realizing the 2030 Vision

Be a “Life & Time Developer,” as never seen before

- Becoming a Group That Maximizes Happiness and Abundance -

Human Resources Development Vision

We will maximize happiness
among people and abundance for
society by creating virtuous
cycles of individual employee
growth and business growth.

Human Resources Strategy

Fostering a Corporate Culture That Encourages Employees to Be Proactive

Staffing and Training Aimed at Growth in Both Business and Human Resources

Three priority themes of the Group's human resources strategy

1 Resonance with the Group's Vision

Linking personal goals with the Company's Vision

2 Improving Job Satisfaction

Creating an environment in which every employee can grow through the full utilization of their abilities

3 Staffing and Recruitment

Ensuring both employee career development and personnel placement aligned with business strategies

Governance

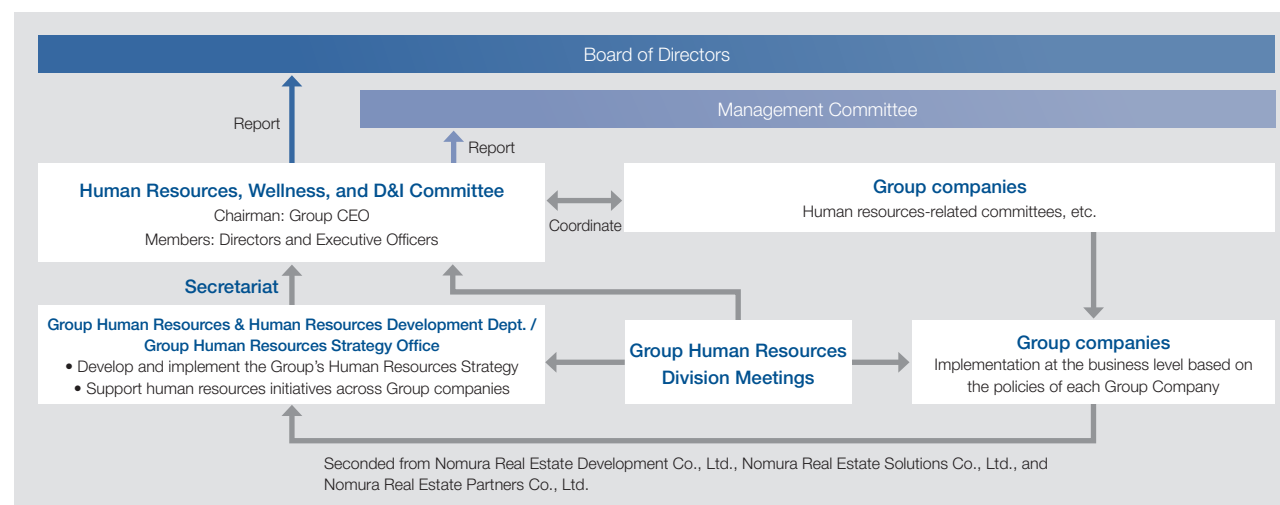
Deliberations by the Human Resources, Wellness, and D&I Committee

Governance Structure (Deliberations by the Human Resources, Wellness, and D&I Committee)

The Company has established the Human Resources, Wellness, and D&I Committee under the Management Committee. Among the matters this committee deliberates on is the optimal approach to the integrated management of human capital and the alignment of its Human Resources Strategy with its management strategy.

As a general rule, the Committee reports the results of its deliberations to the Board of Directors and the Management Committee at least once every six months. Any matters of importance to Group management are also reported to both bodies as they arise.

The Company also established the Group Human Resources Strategy Office in April 2025 to develop and implement a Group-wide Human Resources Strategy and advance human capital management across the Group.



Group Human Resources & Human Resources Development Dept. Manager Interview



Rie Ugawa

General Manager, Group
Human Resources & Human
Resources Development Dept.
Nomura Real Estate
Holdings, Inc.
General Manager,
Human Resources & Human
Resources Development Dept.
Nomura Real Estate
Development Co., Ltd.

Yuichi Ito

General Manager,
Human Resources Dept.
Nomura Real Estate
Solutions Co., Ltd.

Yoshiaki Inoue

General Manager,
Human Resources Dept.
Nomura Real Estate
Partners Co., Ltd.

Q1. It has been a year since the Group Human Resources Strategy Office was established. How has the Group changed as a result of strengthening its framework for human capital management? What challenges must be addressed to achieve further growth?

Ugawa Last fiscal year, we established three new priority themes and began implementing initiatives in areas where we could take immediate action. To promote “Resonance with the Group’s Vision,” senior management communicated and engaged in dialogue with employees while training was provided to General Managers to deepen their understanding of the vision. In terms of “Enhancing Employee Fulfillment,” our many years of promoting D&I have fostered a growing culture of respect for individuality. For “Staffing and Recruitment,” our three companies began making personnel and job information more visible to facilitate employees’ efforts to balance strategic personnel assignments with career development.

The greatest challenge going forward will be enabling every employee

to take the initiative in realizing the Group’s vision, which has become increasingly relevant to them. Our departments also play an important role in creating work environments that employees find fulfilling, establishing mechanisms for further developing personnel capable of driving growth, and helping all employees shape their careers and proactively hone their capabilities.

Inoue With the vision set out in our business plan, “employee growth equals business growth,” taking root within the Group, frontline employees are increasingly coming to see customers’ happiness as connected to their own happiness.

To advance strategies aligned with the management policies of the Group as a whole, we developed our own human resources strategy aimed at supporting employees’ autonomous career development and optimizing personnel assignments. Specifically, we plan to conduct one-on-one meetings to strengthen people management **p. 51** and support employees’ careers. We are also working to link our human resources initiatives with the evaluation system, including by adding “development of subordinates” as an evaluation item under the role-based compensation system introduced this fiscal year.

Our immediate challenge is putting our data utilization platform into operation. Alongside AI tools, we have established job descriptions for all 500 job categories and compiled data on employee skills, enabling us to objectively assess how well employees’ skills match job requirements and identify any gaps. We must now develop a plan to ensure that these resources lead to concrete changes in employee behavior and support individual growth.

Ito The Group’s vision aligns with our goal of “maximizing the happiness of customers and employees.” To ensure the vision steadily takes root across the Group, it is important that individual employees develop a deeper understanding of the vision and embody it in their daily work moving forward. Specifically, by taking pride in their work and the Group and continually honing their capabilities, employees enhance the quality of services they provide and help maximize our customers’ happiness, which in turn contributes to further enhancing employees’ own growth and happiness.

The nature of our brokerage business can lead us to focus too heavily on the short-term achievement of performance targets. Achieving further growth will require us to develop employees over the

medium to long term, and people management will become even more essential to meeting this challenge.

To help address this challenge and support employees in shaping their own careers, we introduced our first open application process for a secondment to another Group company. This has become a way for us to support employee development while also contributing to the growth of both Group companies’ businesses.

Q2. What do you hope to achieve through the realization of the Group Human Resources and Human Resources Development Vision, and how are you approaching this goal?

Ugawa Amid significant changes in the business environment, various transformations will be essential for the Group to achieve further growth. To generate fresh ideas and drive change, we will focus on fostering a culture in which diverse employees can collaborate and exchange views freely.

It is also important to empower employees to think proactively about the Group’s future. We believe that strengthening people management capabilities is the first step toward fostering a sense of initiative across the Group. This fiscal year, management and the human resources divisions will begin by considering measures to enhance these capabilities.

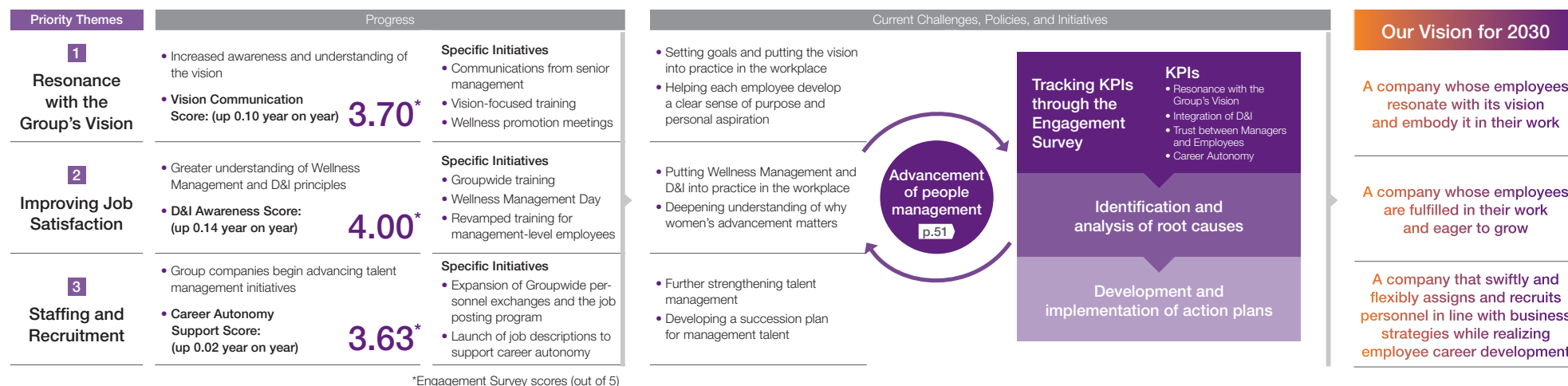
Inoue Now that we are increasingly able to place employee growth at the center of our thinking, it is important to translate that growth into business growth. I hope this approach will become an integral part of our culture. Throughout the Group we want to embed a virtuous cycle in which each employee takes ownership of their career and their personal growth leads to innovation and business growth.

Ito Going forward, we believe that empowering employees to make their own career choices and proactively shape their careers will help them achieve personal fulfillment and become more deeply engaged. As a first step, we will establish a support framework for managers that will help foster an organizational culture in which conversations about career development occur naturally. This, in turn, will help employees reflect seriously on their careers, address their individual challenges, and continually acquire and hone the capabilities needed to become who they aspire to be.

Human Resources Strategy

Progress and Future Policies in Line with the Three Priority Themes of the Group's Human Resources Strategy

Based on the progress made in advancing human capital management in FY2025, we have identified the following challenges and policies for realizing our vision for 2030.



Priority Theme 1 Resonance with the Group's Vision

The Purpose behind the Vision Training Program

As a first step toward embedding the 2030 Vision throughout the Group and encouraging all employees to embrace it as personally relevant, we conducted Vision Training for 336 department, office, and branch managers who play central roles within the Group. The program was designed to help participants move beyond simply knowing the Company's vision on an intellectual level and toward an internal, visceral understanding through the medium of drawing on and articulating their own experiences through dialogue. It also encouraged them to consider how to increase the number of employees who resonate with the vision and spread that agreement throughout the organization.

In designing the program, we began by asking participants to reflect on what constitutes happiness and fulfillment to them personally, helping them identify meaningful connections between their own values and the Company's vision. This approach led to a post-training satisfaction rate of 95.5%. While the program could only provide an initial opportunity for reflection within the limited time available, we believe it is important for participants to continue asking themselves how they define the happiness and fulfillment they hope to realize and to translate their answers into concrete action.



Yuji Murata (left)
Group Human Resources Strategy Office
(at the time of the photo),
Group Human Resources &
Human Resources Development Dept.
Nomura Real Estate Holdings, Inc.

Hiroya Ono (right)
Corporate Planning Section,
Corporate Planning Dept.
Nomura Real Estate Holdings, Inc.

Feedback from Vision Training Participants

The fact that the Company devoted three hours to a carefully structured training program, rather than limiting the initiative to a general briefing, gave me a strong sense of how seriously it is committed to the vision. Group CEO Arai and Group COO Matsuo also communicated the vision repeatedly, conveying their determination to truly embed it throughout the organization rather than allowing it to remain merely a slogan.

Applying what I learned from the training, I promptly asked my team members, "What does happiness mean to you?" during casual conversations rather than formal interviews. I found that even an abstract question such as "What does fulfillment mean?" could elicit honest responses when framed more concretely. For example, when asked "When do you feel a sense of fulfillment in your life?" team members shared thoughts such as "I want to take on challenges in a way that feels true to who I am" and "I want to work without undue stress." Through this kind of dialogue, I hope to better understand each person's values and engage more deeply with the Company's vision.



Akifumi Tanigawa
Realia Tokyo, Brokerage Business Division
Nomura Real Estate Solutions Co., Ltd.

Human Resources Strategy

Priority Theme 2 Improving Job Satisfaction

The Purpose behind Wellness Management Day 2025

The Group has designated December 1 as its annual Wellness Management Day to reaffirm the significance of advancing Wellness Management. We select the theme and speaker for the event with the aim of inspiring participants to take a step toward maximizing happiness and fulfillment across the Group.

In FY2025, approximately 440 Group executives and department, office, and branch managers attended a presentation by Professor Shinichiro Kumagaya of the University of Tokyo's Research Center for Advanced Science and Technology, a leading authority on research led by people with lived experience. Professor Kumagaya explained that an inclusive organization requires the integrated pursuit of three elements: high reliability, an anti-stigma stance, and co-creation. He also demonstrated how these elements relate to the Group's 2030 Vision. As a result, I felt that participants were able to engage with the presentation as something personally relevant to them.



Yujiro Konuma (center)
Miyuki Nakaoka (right)
Yoko Ozawa (left)
 Wellness Promotion Section, Group Human
 Resources & Human Resources
 Development Dept.
 Nomura Real Estate Holdings, Inc.

Group Joint Management Training

Management-level employees from across the Group gathered to discuss their respective organizations and businesses under the guidance of a university professor, drawing on strategic frameworks grounded in management theory. The program culminated in our presenting proposals for strategic innovation to senior management. Completing the year-long program alongside our regular responsibilities was demanding, but it reaffirmed the importance of continuous learning. Our candid and personally engaging discussions with fellow Group employees also highlighted the importance and potential of collaboration across the Group.

The program also provided a valuable opportunity to share the aspirations and challenges of each member's organization. We explored how to distinguish ourselves and drive business growth in a rapidly changing external environment. We also considered how to move beyond addressing existing problems by maintaining a healthy sense of urgency, proactively identifying challenges, and making steady progress toward our aspirations. I hope to build on what I learned by continuing to think critically and putting those insights into practice.



Naoki Endo
 General Manager, Overseas Business Dept. (3)
 Nomura Real Estate Development Co., Ltd.

Priority Theme 3 Staffing and Recruitment

Internal Job Posting Program

I applied through the Internal Job Posting Program, which allows employees to put themselves forward for new roles and important projects, and transferred from a building operations and management department to the Corporate Planning Dept. I was given this opportunity after completing a selection process that included an application review and interview.

Now, about two months into my new role, my perspective on my career has changed considerably. I have realized that, in addition to deepening my expertise, it is important to apply my strengths in new areas to create value. The Company's active support of employees who take on challenges across the traditional divide between frontline operations and management has further encouraged me to take ownership of my own career. Through this growth, I hope to deliver greater value to our customers and the Group.



Kazu Fujino
 Corporate Planning Section,
 Corporate Planning Dept.
 Nomura Real Estate Partners Co., Ltd.

“Job Navi” Guide to Roles across the Company

As the organization continues to expand and its operations become more diverse, we created “Job Navi” to support employees' career autonomy and provide them with a comprehensive understanding of the work performed across the Company. This guide brings together information on each department's responsibilities, what its General Manager considers rewarding about the work, the skills required for each position, and other relevant details.

Ishizaki: As the organization grows, its operations become more difficult to navigate, and employees express a desire for greater visibility regarding the work of each department, prompting us to develop this guide. With the cooperation of general managers, we prioritized authentic employee perspectives and insights into each workplace's atmosphere. In addition to supporting career development, the guide now serves as a catalyst for interaction across departments.

Ono: We introduced an AI tool and used such inputs as departmental and section-level goals to develop job descriptions for all 500 job categories. Many employees have commented that the detailed descriptions are easy to understand and accurately reflect the realities of each role, demonstrating the high quality of the job descriptions.



Kazuo Ishizaki (left)
 Human Resources Section,
 Human Resources & Human Resources
 Development Dept.
 Nomura Real Estate Development Co., Ltd.

Tomohiro Ono (right)
 Human Resources Planning Section,
 Human Resources Dept.
 Nomura Real Estate Partners Co., Ltd.

Dialogue

Interview with an External Director and the Executive Officer Responsible for Human Resources

People Management: Connecting the Business Strategy and the Human Resources Strategy



Chiharu Takakura (left)
External Director
Nomura Real Estate Holdings, Inc.

Motomi Uki (right)
Managing Executive Officer
Responsible for the Group
Human Resources & Human
Resources Development Dept.
Nomura Real Estate Holdings, Inc.

The key to advancing people management is creating moments that ignite a spark within employees

Aligning the Business Strategy with the Human Resources Strategy

We will focus on advancing people management that enables diverse individuals to thrive and improves job satisfaction by aligning our business strategy with our Human Resources Strategy, thereby maximizing happiness among people and abundance for society. We will work to create a virtuous cycle between maximizing happiness for our customers and abundance for society and maximizing employee happiness through greater engagement. At the same time, we will provide employees with opportunities to take on challenges and promote co-creation among employees to drive business growth through the creation of new value.

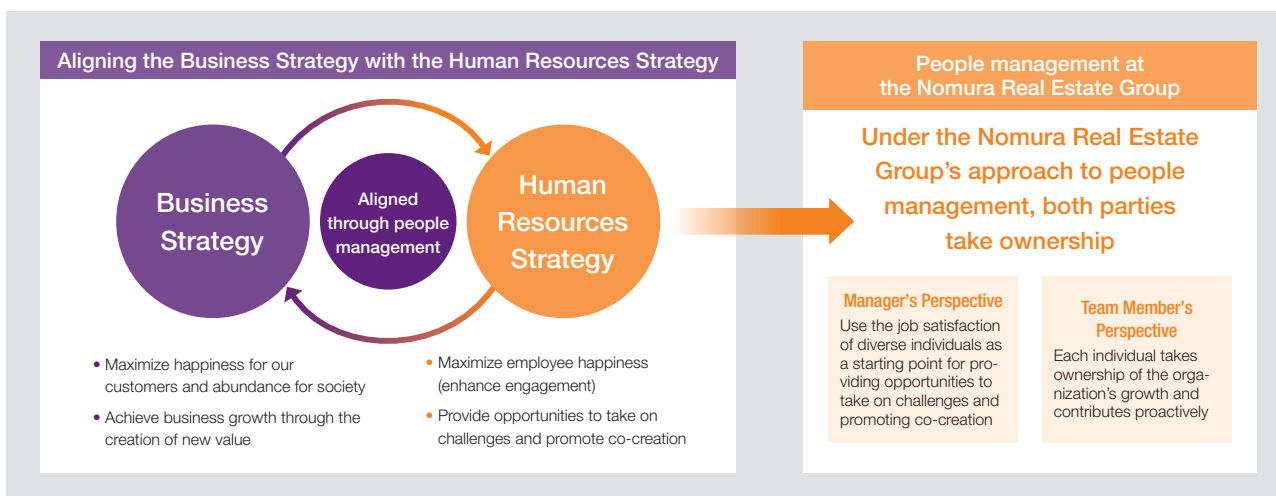
The importance of people management

Uki In FY2025, alongside the formulation of the new management plan, we established the Group Human Resources and Human Resources Development Vision of “creating a virtuous cycle between employee growth and business growth.” To realize this vision, we identified three priority themes: (1) Resonance with the Group’s Vision, (2) Improving Job Satisfaction, and (3) Staffing and Recruitment. We are currently advancing human capital management across the Group based on these themes. We also reached a shared understanding with senior management that people management will be the most important factor in addressing the challenges associated with the three themes.

Takakura I first introduced the term “people management” during my discussions with Mr. Uki about the Groupwide Human Resources Strategy. I am honored that this served as a catalyst for further exploration of the concept.

“People management” brings together two ideas: people and management. Management does not simply mean “controlling people”; at its root, it means making effective use of management resources to achieve results. People are arguably the most important of these resources. The meaning of “people” is also evolving. Harnessing the strengths of diverse individuals has become essential to enhancing organizational capabilities. Moreover, as AI becomes increasingly prevalent, ideas and perspectives that only humans can generate will become even more important. I believe a manager’s role is to enable each employee to fulfill their potential, deliver results, and translate those results into corporate value.

Uki People management, encompassing the “people aspects” of an organization such as talent development and organizational development, has always been essential. The challenge is that decisions concerning evaluation and advancement have tended to focus disproportionately on the “work aspects.” Going forward, we aim to develop strong



Group Human Resources Strategy Interview



people managers who can empower every employee to thrive, creating a foundation for the Nomura Real Estate Group's future growth.

Important factors to consider when advancing people management

Takakura I believe this is an excellent direction. The key to advancing people management is understanding what motivates people. In other words, the points that “ignite a spark within them” and lead to engagement. I believe there are four such points.

The first is “creating meaning.” This involves helping employees answer the “why” questions: Why do I work for this Company? What significance does my work have for the organization and for me personally? The second is “motivation.” When employees fully internalize the meaning of their work, it generates intrinsic motivation and helps create a fulfilling work environment. The third is “providing opportunities.” This means enabling employees to continue learning on their own initiative

and providing opportunities to take on challenges that allow them to apply what they have learned. The fourth and final point is “supporting growth.” This involves focusing on each individual team member and providing feedback and other support to help them grow.

These four sources of motivation are closely related to the three priority themes established under the Human Resources Strategy.

It is also important to take an integrated approach to managing both the work and people aspects of an organization. For example, managers must draw out, in a timely manner, the insights and value held by frontline team members, the group that works most closely with customers, and translate them into business results. This is precisely why the delegation of authority is so important. Those who will lead the Group's next generation must be highly attuned to future developments both in appearance and actuality.

Furthermore it is essential that we trust the next generation and empower them. Managers now play an important role in welcoming a range of perspectives—such as “This is what the world may look like in 20 years” and “This is the kind of company we want to create”—and using them to drive the growth of both individuals and the organization.

Uki For example, while one-on-one meetings are being promoted across the Group, many managers tend to limit these conversations to performance evaluations and operational matters. We want to clearly communicate the importance of using these meetings to cultivate the four sources of motivation.

I also believe that two-way dialogue is essential. Rather than relying on unilateral communication, managers must engage with their team members and thereby harness their insights and strengths and bring out their full potential.

As a human resources function, we must not only ask managers to engage in this kind of dialogue but also consider measures to support the managers. Therefore, along with dialogue, it is equally important to ensure that managers are able

to devote sufficient time and attention to people management. In selected departments, the Group has begun implementing the “Time Creation Program” to facilitate effective people management and will continue working to do so moving forward.

Policies for promoting people management

Uki To promote people management, we are implementing initiatives that include communications from senior management, training programs, opportunities for employees to transfer through internal job postings, and the introduction of a talent management system. Under the internal job posting program, for example, NRE,^{*1} SL,^{*2} and PT^{*3} have each enabled employees to apply for transfers within their respective companies. We have also launched a job posting system aimed at promoting personnel exchanges among the three companies. By providing employees with opportunities to take on new challenges on their own initiative, we believe managers will also be better positioned to support their team members' career development.

Last fiscal year, we also provided Vision Training to all department, office, and branch managers across the Group. Managers explored how the Company's vision connects with their own and considered how to communicate and apply it within their teams.

^{*1} Nomura Real Estate Development Co., Ltd.,

^{*2} Nomura Real Estate Solutions Co., Ltd.,

^{*3} Nomura Real Estate Partners Co., Ltd.

Takakura I believe it is important to change how we set goals and evaluate performance. At many companies, the reality is that numerical targets are handed down first. This leads team members to focus exclusively on the “how” of achieving those targets. Instead, we need to shift the focus to the “why” and question “why this work is necessary?” “What meaning does it have for both the organization and the individual?” Without

Group Human Resources Strategy Interview

this process, we cannot create a virtuous cycle in which employees engage with their work proactively, fulfill their potential, deliver results, and increase their engagement. Moreover, in a rapidly changing environment, goals themselves continue to evolve. Managers and team members will find themselves expected to engage in more meaningful dialogue than ever before and consider the meaning behind their work.

Unless clear goals are established through this kind of dialogue, employees will not be able to fully accept their evaluations. Moreover, evaluation discussions should go beyond feedback that merely reviews past results. It is important to engage in “feedforward,” dialogue about what employees should do to achieve even better results in the future. The same principle applies when an employee transfers to a new role. The manager and team member should discuss why the assignment was made, how the new role contributes to the organization, and what opportunities it offers for the employee’s development.

Uki Until now, we have asked managers to use one-on-one meetings to discuss matters beyond day-to-day work rather than such topics as goal setting. Going forward, however, we intend to make greater use of these meetings for goal setting and feedforward discussions as well. In FY2026, for example, NRE added goal setting and evaluation to the suggested themes for one-on-one meetings. We asked managers to conduct these meetings as two-way dialogues rather than one-way communications and to consider medium- to long-term perspectives in addition to short-term matters.

Takakura We also need to provide training aimed at strengthening managers’ skills related to goal setting and feedforward dialogues. As managers are expected to practice effective people management as part of their role, we must also reconsider how they approach setting their own goals. An important responsibility of managers is to support the development of each team member, foster a healthy organizational culture, and build a team capable of delivering

results. These factors are just as relevant when managers themselves are setting goals for themselves. The goals established under the evaluation system send the clearest possible message about what the organization expects.

Uki In FY2026, NRE plans to introduce coaching for General Managers as well as internal and external cross-mentoring programs. Under the mentoring program for General Managers, internal executives will serve as mentors, which we believe will also help the executives themselves strengthen their dialogue skills.

I have a manager myself, whom I intend to remind to engage in meaningful dialogue as well.

Expectations for managers and team members

Takakura What I want to tell all managers is to have confidence in themselves. Some may view people management negatively, seeing it as an additional burden or feeling that it is beyond their skill set. However, it is your management and leadership to date that have shaped the Nomura Real Estate Group into what it is today. Looking to the future, I encourage each of you to develop your own authentic management and leadership styles rather than imitating others. Leadership means setting a direction for the future and guiding those around you. I hope you will practice management that inspires people, drawing on the style that works best for each of you.

Effective people management cannot be achieved by managers alone. It depends on the relationship between managers and team members and requires each team member to demonstrate initiative and take responsibility. I encourage employees to think proactively about what they want to accomplish at the Company and the careers they hope to build. When managers provide opportunities for growth, employees must commit fully and follow through. Failure may occur, but growth requires genuine effort and accountability

for results. Team members should also engage openly with their managers and take an active role in people management rather than approaching it passively.

Uki As Ms. Takakura noted, people management is closely connected to enabling team members to deliver results through their work and contribute to realizing our business strategies. I believe that implementing human resources initiatives centered on people management will align our business strategies with the Human Resources Strategy and create a virtuous cycle between business growth and employee growth.

I encourage all managers to advance people management in ways that reflect their own individual styles, enhance team member engagement, and build organizations willing to venture into new and unexplored areas. Our Group Human Resources & Human Resources Development Dept. will work closely with the human resources divisions of each Group company to provide managers with the support they need. Whatever challenges you may encounter, please do not hesitate to reach out to us.



DX Strategies

Our DX initiatives will be key to the evolution and transformation of value creation as well as the realization of our Group 2030 Vision, “Be a ‘Life & Time Developer,’ as never seen before - Becoming a Group That Maximizes Happiness and Abundance -.”

The Group’s unique initiatives and strategic investments will lead to new value creation.

NRE Group DX Declaration and 2030 DX Vision

To encourage the promotion of DX for the entire Nomura Real Estate Group, the Group created a DX declaration that lays out the Group’s future vision for DX. We aim to achieve transformations in four fields through digital technology.

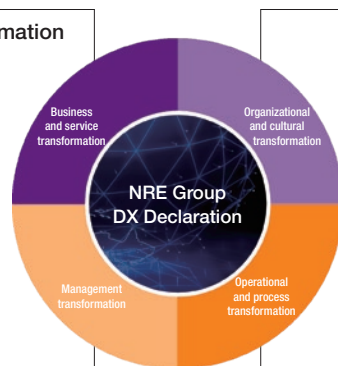
NRE Group DX Declaration

Business and service transformation

- Through digital technology, we better understand individuals and swiftly provide diverse services
- We address the issues of people and companies and enhance spatial value through digital technology

Management transformation

- We visualize changes in the business environment and make swift and accurate management decisions
- We visualize management risks and identify and analyze risks



Organizational and cultural transformation

- By visualizing diverse personnel, we will ensure the right people are in the right place and expand the breadth of individual activities
- We will enhance organizational capabilities by encouraging more active communication, the sharing of management knowledge, and developing DX personnel

Operational and process transformation

- By utilizing data and AI, we will realize faster and more detailed decision making
- We will make operations automated and more efficient and maximize time devoted to fundamental value creation

The creation of the Nomura Real Estate Group 2030 DX Vision was based on a compilation of what we want to realize by 2030 in the process of achieving the goals outlined in the DX Declaration.

NRE Group 2030 DX Vision

We will utilize data to ensure efficient and accurate decision making. Using digital technology, we will accelerate connections between companies and society to provide greater service convenience and spatial value for customers.

The Company uses the phrase “Realization of the Digital Dream” to describe its digital technology-driven value creation. The NRE Group DX Declaration is a more concrete expression of this digital dream. Moreover, the Company takes an “approach to connect closely with individuals” as is demonstrated in its commitment to “ensuring greater service convenience and spatial value for customers” as laid out in the NRE Group 2030 DX Vision. Going forward, we will continue providing products and services that contribute to the improvement of customers’ quality of life (QOL) as well as maximize customer happiness and abundance.

Overview of our DX strategies

Regarding our DX strategies, we will work to strengthen organizational capabilities, save time, and improve data utilization management in order to enhance the Group’s foundations. We will also continue encouraging business and service transformation with the aim of enhancing the value provided to customers in their personal lives and work.



*The concept of the relocation to the new head office is “CROSS BORDER For Tomorrow.”

DX Strategies

DX Promotion System / DX Strategy Committee

As a subordinate organization of the Management Committee, we have established a DX Strategy Committee, which discusses investment plans, such as establishing policies and plans regarding the promotion of DX, improving the ICT environment, and preparing the ICT base. When Groupwide collaboration is needed, we establish working groups (WGs) with subcommittees charged with tackling specific issues, such as the promotion of DX strategies. Each WG is assigned to an executive officer in charge of DX for each segment to ensure the realization of a system that promotes DX in alignment with the management strategy. Once every six months, the resolutions and action policies of the DX Strategy Committee and WGs are reported to the Management Committee by the executive officer in charge of DX.



DX personnel training

The Group is focusing efforts on DX personnel training as it sees this as an important theme for accelerating DX promotion.

In line with each of the following purposes, we provide training for all employees, in addition to selective training for chosen individuals and specialized training for upper management.

Regarding the Group-wide training for all employees, we conduct DX assessments and e-learning with the aim of raising the baseline for DX literacy. Furthermore, we provide Group-wide DX promotion training and selective training for chosen individual employees who will lead DX promotion in each segment, enabling them to acquire the skills needed to independently promote DX. We also provide DX training once a year to upper management to strengthen DX promotion aimed at realizing business strategies.

In this way, we conduct structured personnel training to enable all Group officers and employees to promote DX while maintaining a business mindset. In addition, we set target numbers for future DX personnel and approach training in a systematic manner.

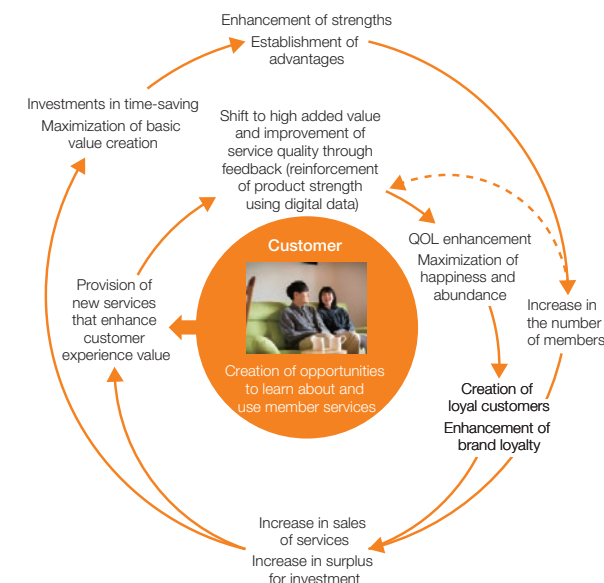
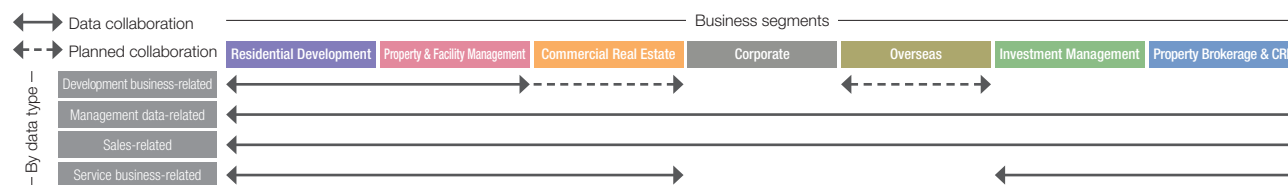
Training theme	Purpose	Training content	Number of participants (in the previous fiscal year)
Training for upper management	Assess the importance of promoting DX to achieve the management strategy	- Introducing other company cases and DX trends - Workshops for creating DX strategies and vision	42
Selective training	Training managers and leaders promoting DX	- Training to develop business architects who use DX to drive the reformation of internal operations and increase the sophistication of existing businesses - Practical training aimed at saving time through the reformation of internal operations using generative AI - Training for professionals related to data analysis and visualization	252
Group-wide training	Raising the baseline literacy regarding DX among all officers and employees	Conducting DX assessments and e-learning to acquire basic DX knowledge and foster a DX mindset	2,058

DX Strategies

Building a foundation to realize our DX strategy

The Group aims to improve operational efficiency and customer convenience as well as provide new products and services by enhancing the collaborative sharing of data between segments. By broadly and collaboratively sharing data related to construction, projects, sales, and services, we strive to realize more efficient and advanced operations and sales activities while enabling speedier decision-making. In addition, ID integration—allowing access to housing and lifestyle services across platforms under a single login ID—is steadily progressing among individual customers, and we will continue working to achieve a concept to realize optimal service provision attuned to each customer through Group-wide collaborative data sharing. Meanwhile, to handle corporate customer data, we have built a visualization base that allows us to identify customer needs and improve the efficiency of sales operations. Turning to business management, the consolidation of basic information, budgets, plans, and other data for each property has enabled us to run risk simulations based on volatility in the external environment, such as construction costs, exchange rates, and interest rates. We also take into account analyses comparing planned and actual results.

Going forward, we will expand data usage in line with needs and strive for further sophistication with an eye toward utilizing AI technologies. To achieve this, we are upgrading our shared database and accelerating data collaboration between segments.



Progress of DX investment

The Group emphasizes the use of DX to improve QOL as well as in the revision of operational processes and introduction of systems that enhance productivity. Given this, digital security is becoming an increasingly important concern and we drew up a plan to invest a total of ¥130.0 billion in DX and ICT over the nine-year period spanning FY2022/3 to FY2031/3 (cumulative nine-year total: ¥60.0 billion in DX and ¥70.0 billion in ICT). As of the completion of the fifth year of this plan, we have invested around ¥68.0 billion in DX and ICT while enhancing investment in the hiring and training of DX personnel. Based on changes in the external environment, such as expanded investment in AI-related fields and rising IT costs, we appropriately revise our investment plans' priorities and allocations to ensure the efficient use of capital and thoroughly exercise due diligence regarding investments.

Operational and process transformation

Already providing services:

- Providing an app to apply for or cancel contracts with condominium vehicle, bicycle, or motorcycle parking spaces
- Building a Group-wide cloud platform, etc.
- Encouraging more efficient operations through generative AI using internal information

Pilot tests under way:

- Using AI agents to automate operations and transform processes
- Utilizing digital technologies in the Group's new head office BLUE FRONT SHIBAURA
- Providing Property Brokerage & CRE proposals using generative AI



Using digital technologies to test workstyles at the new head office

Business and service transformation

Already providing services:

- Techrum inter-company co-creation program (logistics automation, verification of effects on operations)
- NOMURA no KURASUMA (comprehensive website about home life and residences)
- NOMURA WORK LIFE PLUS (services for office building tenant companies and their employees)
- Interior Online Salon (interior internet sales service for furniture, etc.)
- Robotic cleaning (robotic cleaning inside PROUD TOWER Sagami-Ono Cross)

Pilot tests under way:

- Digital platform for shared offices, etc.
- Offering new workstyles through BLUE FRONT APP
- Enhance convenience for residents using automated delivery robots in large-scale condominiums



DX Strategies

DX

Initiative 1

Conducting practical training on operational reforms using generative AI

Achieved in operational efficiencies equivalent to approximately 86,000 hours

To achieve the NRE Group DX Declaration, we are promoting activities under the Time-Saving Program, which utilizes AI and data to transform operations and processes.

As a central initiative, we conduct training on using generative AI to transform operations and processes. Twice a year, employees receive practical training in analyzing operational issues on their own and learn how to best utilize AI to solve issues and help them find practical applications.

This training promotes specific improvements aligned with the operations of each segment through the development of prompts and the integration of external data. Thus far, this training has yielded improvements in operational efficiencies amounting to a cumulative total of approximately 86,000 hours. As for specific operations, we have automated the creation of manuals and agendas and enhanced the efficiency of cross-referencing illustration- and contract-related data. Generative AI has allowed us to successfully reform operations and processes across a wide range of business fields.

Moreover, this training has a far greater impact than ordinary instruction; those who have undergone training act as ambassadors on their own initiative, working to broadly instill the concepts they learned into the frontlines with the aim of constantly expanding use of AI and data in the course of their work. In the Property & Facility Management Segment, we have formalized activities to ingrain AI use and will develop them further into training for new hires. In these and other ways, we are promoting operational transformation using generative AI alongside human resource development.



HOW DO YOU CREATE YOUR TIME?



DX

Initiative 2

Immersive condominium experience platform at
PROUD Gallery Shibaura

We have introduced an extended reality (XR) experience system using Apple Vision Pro and are promoting the DX of home buying processes. We were able to evolve purchasing methods that traditionally depend on building models and floor plans into immersive experiences. Through specialized terminals, people can get a feeling for the life-size scale of buildings before they are built. We have thus made customer decision-making more better-informed and efficient. Furthermore, by developing mechanisms that facilitate the sharing of common spaces by multiple people, we have enhanced the quality of the purchase consideration process. This initiative will help create added value and enhance our strengths by transforming the purchasing experience.

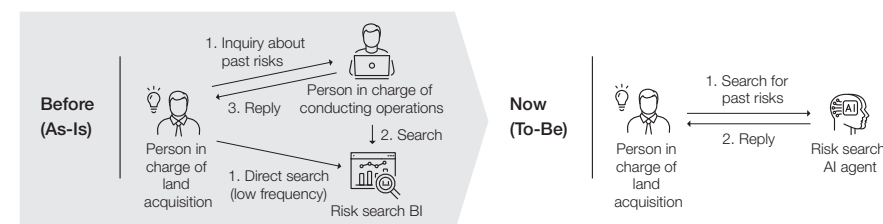


DX

Initiative 3

Strengthening organizational capabilities by turning institutional
knowledge into assets

In the Residential Development Business Unit, we strive to preserve and utilize employee knowledge and know-how as organizational assets. We regard the accumulation and utilization of knowledge as a priority issue and introduced an AI-powered agent to search land acquisition risks and a price list calculation support system. We created an environment where people can swiftly search for past cases and the rationale behind decisions, improving the efficiency and sophistication of decision-making related to acquiring land, drafting marketing strategies, and other processes without relying on personal knowledge. As a result, we utilize knowledge and know-how accumulated within business units as organizational assets, which has helped sustainably enhance our strengths.



Strategies by Segment



Residential Development Segment

Residential Development Business Unit

- Development and sale of condominiums and detached housing
- Internet advertising
- Providing customer assistance for home repairs and maintenance, etc.

Accommodations Development Business Unit

- Development, leasing and sale of rental housing
- Development, management, leasing and sale of co-living rental housing
- Development, management, leasing and sale of senior housing
- Development, management, leasing and sale of hotels, etc.

Major Group companies

- Nomura Real Estate Development • PRIME X
- First Living Assistance
- NREG Nakazato Construction
- Nomura Real Estate Wellness
- Nomura Real Estate Hotels • UDS • Okinawa UDS



Market environment

- Diversifying values and lifestyles and a shift in focus toward experiential value
- Increasing numbers of inbound customers, high-net-worth individuals, and single-person households over the medium- to long- term
- Growing consumer awareness of sustainability and wellness
- Changing market size due to declining birthrate and aging population
- Rising construction costs, lengthening construction schedules, and geopolitical risks like delays in procuring materials due to Middle East tensions
- Changes in the mortgage rate environment



Business asset components

- Specialist personnel, including 244 in-house first-class licensed architects
- Housing development culture focused on quality
- Around 70 years of know-how in development, design, and product planning
- Robust customer base as evinced in part by Nomura Real Estate Development's Customer Club with around 172,000 members
- Accumulated brand power, including a fourth consecutive Grand Prize in the SUUMO AWARD's overall evaluation category
- Abundant land bank enabled by continuous acquisition of land
- The Nomura Group's customer base, centered on high-net-worth individuals
- Our partner base with Nomura Real Estate Group companies (value chain, management, brokerage, renovation)



Competitive advantages

- Response capabilities that rapidly reflect the needs identified through our customer contact points and integrated development, sales, and management system in products and services in line with changing social trends and lifestyles
- Design concepts and quality standards cultivated in the PROUD brand and unique product development capabilities represented by PROUD Compass
- Project management capabilities that promote diverse projects, such as redevelopment, rebuilding, mixed-use development, fixed-term land leases
- Ability to develop products for high-net-worth individuals and high-added-value services as well as to propose combinations with Group assets

Business strategy

Residential Development Business Unit

- Establish a strong market position in our mainstay housing sales business (with 3,000–4,000 units representing one of the highest business volumes in Japan planned over the period ending in FY2028/3)
- Expand our lineup of products and services that meet diversifying customer needs (e.g., high-end condominiums in city centers, designed with the highest level of product planning, and detached housing in city centers)
- Strengthen collaboration with the Nomura Group and other partners on sales of housing for high-net-worth individuals

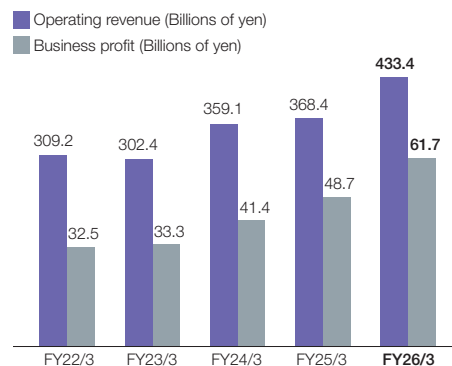
Accommodations Development Business Unit

- Focus investment in growth businesses (rental housing, hotels, senior and shared housing)
- Maximize experiential value and enhance management service capabilities at customer contact points
- Expand our product lineup to meet diversifying customer needs, including products for students and foreign nationals as well as high-value-added projects

Strategies by Segment

Key results

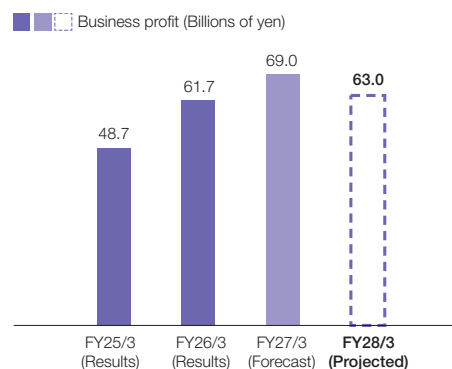
Operating revenue and business profit



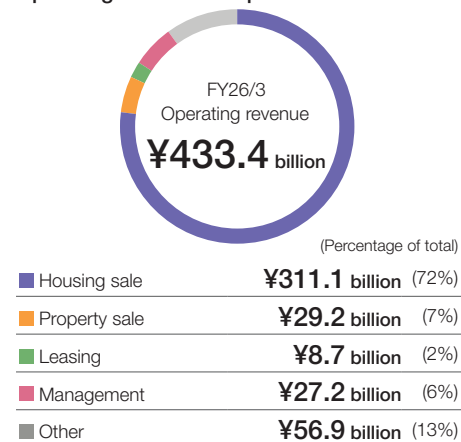
Note: Effective from FY2025/3, the hotel business, which had been included in the Commercial Real Estate Segment, is now included in the Residential Development Segment. Due to this change, the figures listed for FY2024/3 have been retroactively adjusted. Unadjusted operating revenue was ¥351.8 billion and unadjusted business profit was ¥40.8 billion.

Profit plan

Business profit



Operating revenue composition



Main initiatives to achieve materialities



<Diversity & inclusion>

- Create a handbook that compiles information for LGBTQ+ individuals looking to buy residences



<Human rights>

- Conduct guideline training to appropriately respond to all customers



<Decarbonization>

- Introduce Grade 6 thermal insulation standards
- Promote the development of GX-oriented housing specifications and begin applying preferred interest rates to properties with said specifications
- Promote the active use of wood through hybrid timber structures and wooden common buildings



<Biodiversity>

- Promote the Link NATURE Action initiative to conserve biodiversity



<Circular design>

- Engage in initiatives to create new condominiums with longer lives and higher durability "Attractive 30"

Earnings base

Condominium land bank

	Sales equivalent (billions of yen)	Number of units
Land bank	2,570.0	17,700
Redevelopment and rebuilding projects	1,100.0	6,500
Tokyo's 23 wards	1,680.0	6,700

Note: Our land bank comprises properties for which we have acquired land or decided to participate in redevelopment or reconstruction projects and expect to record in future financial results (excluding projects already recorded as of March 31, 2026)

Property for sale land bank

(Billions of yen)

	Under development	Completed	Total
Rental housing	110.0	50.0	160.0
Senior housing	30.0	20.0	60.0
Hotels	120.0	40.0	170.0
Total	270.0	120.0	390.0

Development record of main assets (Including plans)



Strategies by Segment



Commercial Real Estate Segment

Office & Retail Development Business Unit

- Development, leasing, sale, and entrusted management of office buildings, retail facilities, etc.
- Planning and management of construction work, etc.

Shibaura Area Development Business Unit

- Development and leasing of BLUE FRONT SHIBAURA and the surrounding area
- Planning and management of construction work, etc.

Infrastructure & Industry Development Business Unit

- Development, leasing, sale, and entrusted management of logistics facilities, data centers, etc.
- Planning and management of construction work, etc.

Major Group companies

- Nomura Real Estate Development
- Nomura Real Estate Retail Properties
- Nomura Real Estate Life & Sports



Market environment

- Changing and rising awareness and values important to customers (individuality, community, wellness, sustainability, carbon neutrality, time value, experiential value)
- Ongoing inflation in Japan's economic environment for consumer prices, construction costs, utilities, and more
- Impact of interest rate increases on real estate buying and selling market conditions in Japan and overseas
- Impact of geopolitical risks on the performance of tenant and customer companies and various costs
- Changing workstyles and employee awareness regarding desired office functions
- Increasing diversity in needs for serviced offices stemming from an influx of startup companies
- Growing need for the reorganization of logistics bases amid an accelerating shift to e-commerce, a shortage of delivery drivers, and workstyle reforms
- Rising domestic tourism demand due to an increase in inbound travelers



Business asset components

- Experts to plan, develop, and manage a wide variety of assets
- Land bank of diverse real estate, such as office, retail, and logistics
- Proposal and project promotion capabilities for mixed-use developments
- Product evolution and new business creation know-how aligned with market changes and customer needs
- Urban development and area management that helps enhance the value of properties and communities
- Robust tenant and customer base
- Co-creation relationships with governmental, community, and external partners



Competitive advantages

- Product and service development based on the experiences and needs of tenants and customers
- Creating added value that combines tangible and intangible assets
- Circular business model through collaboration with the Investment Management Segment
- Maximizing earnings through management and leasing tailored to property characteristics
- Development and management quality that enhances brand value
- Expansion into new industries and fields, such as lab offices, venues,* live event spaces, and multi-tenant refrigerated and frozen logistics facilities

*This refers to halls where events are held, specifically concerts and sporting events

Business strategy

Matters common to all segments

- Evolve environmental changes into value creation that leads to business opportunities
- Realize unrealized profit and strengthen the leasing property portfolio through strategic asset replacement
- Contribute to a sustainable society and the creation of new products/services utilizing digital technology

Office & Retail Development Business Unit

- Strengthen the provision of tangible and intangible value, such as changes to workstyles
- Create new value in the retail sector by combining real estate with content, CX, and DX

Shibaura Area Development Business Unit

- Promote an expansion of business areas, mainly for BLUE FRONT SHIBAURA
- Enhance value in the Shibaura area by improving the differentiation of TOKYO & NATURE

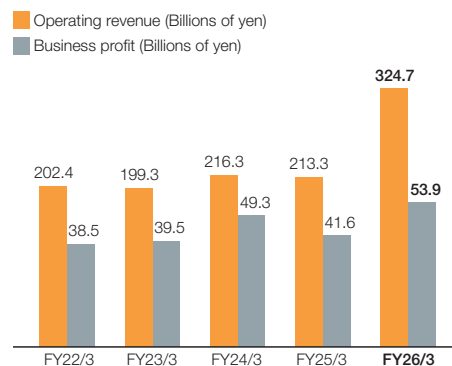
Infrastructure & Industry Development Business Unit

- Expand investment in growth fields, such as high-performance logistics facilities
- Undertake initiatives involving new assets, such as data centers, vertical farms, and batteries for electrical grids

Strategies by Segment

Key results

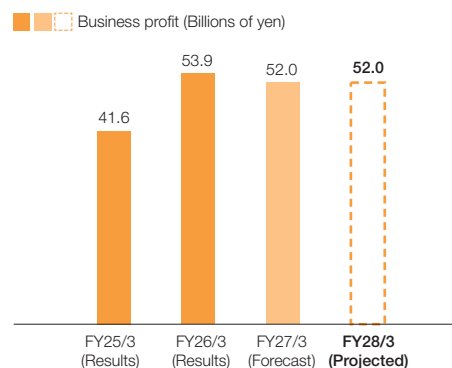
Operating revenue and business profit



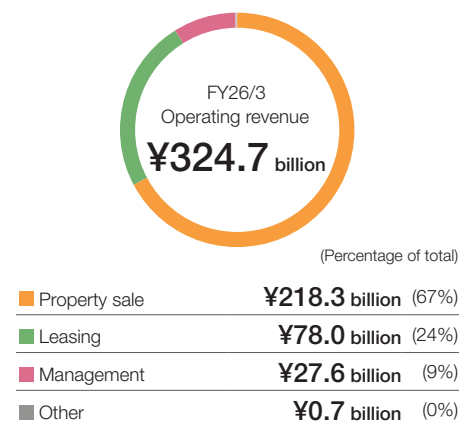
Note: Effective from FY2025/3, the hotel business, which had been included in the Commercial Real Estate Segment, is now included in the Residential Development Segment. Due to this change, the figures listed for FY2024/3 have been retroactively adjusted. Unadjusted operating revenue was ¥223.7 billion and unadjusted business profit was ¥49.9 billion.

Profit Plan

Business profit



Operating revenue composition



Main initiatives to achieve materialities



<Diversity & inclusion>

- Develop the Universal Design Guide for design standards that anyone can easily use for facilities



<Human rights>

- Conduct on-site inspections to ensure and improve working conditions for frontline workers, including foreign nationals



<Decarbonization>

- Maintain ZEB-oriented standards in new buildings
- Utilize renewable energy through PPAs and taking such measures as installing solar power generators at logistics facilities



<Biodiversity>

- Contribute to the preservation of forest cycles via the use of wooden materials



<Circular design>

- Reduce waste and conserve resources by sharing and reusing workspaces, equipment, and fixtures

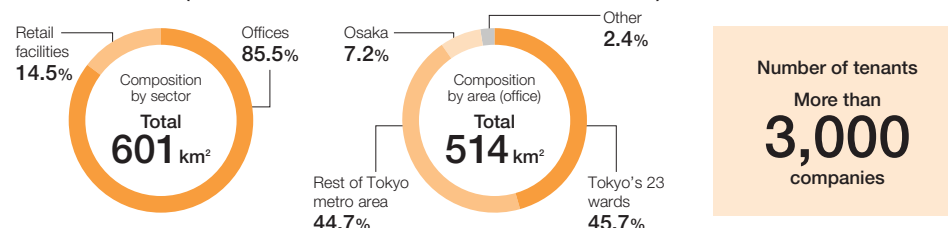
Earnings base

Property for sale land bank

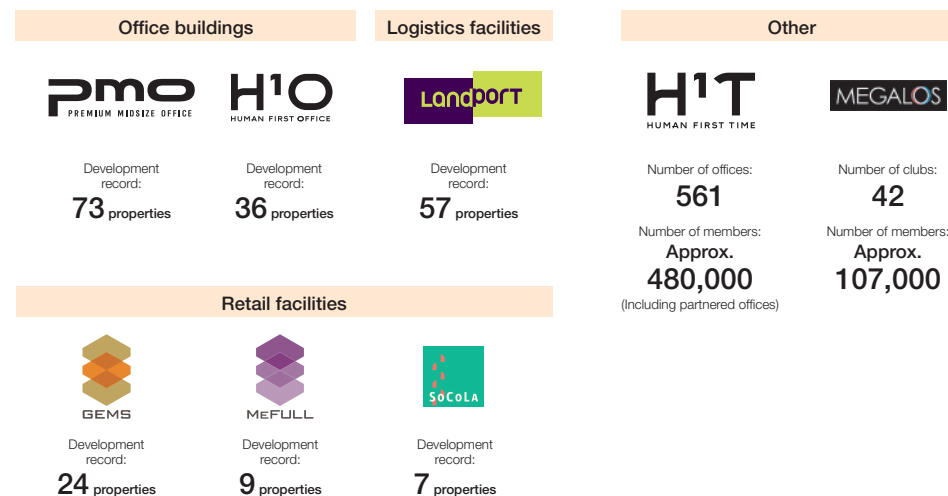
(Billions of yen)

	Under development	Completed	Total
Offices	180.0	170.0	350.0
Logistics facilities	510.0	190.0	700.0
Retail facilities	10.0	50.0	60.0
Total	700.0	420.0	1,120.0

Net lettable area (offices and retail facilities of non-current assets)



Development record of main assets (Including plans)



Strategies by Segment



Overseas Segment

Overseas Business Unit

- Development and sale of housing, mainly in Southeast Asia
- Development and leasing of office buildings etc., primarily in the U.K., and the U.S., etc.

Major Group companies

- Nomura Real Estate Development • ZEN PLAZA • NOMURA REAL ESTATE ASIA
- NOMURA REAL ESTATE (THAILAND) • NOMURA REAL ESTATE VIETNAM
- NOMURA REAL ESTATE CONSULTING (SHANGHAI) • Beijing Shokai Nomura Real Estate Management
- NOMURA REAL ESTATE UK • NOMURA REAL ESTATE US • Federal Land NRE Global



Market environment

- Emergence of geopolitical risks and their impact on the global economy
- Medium- to long-term demographic trends and economic growth in target countries
- Target countries' macroeconomic trends, such as business conditions and inflation, along with interest rate differentials and exchange rate fluctuations relative to Japan
- Mortgage interest rates in target countries and their impact on the supply-demand balance of housing sales
- Rents and transaction cap rate trends by asset type in target countries in the context of property sales
- Increased global expectations that real estate development will help solve social issues



Business asset components

- An overseas network comprising nine bases in seven countries
- Locally recruited staff well versed in the real estate business of the target country and accumulated insight into the Company's business
- Employees stationed overseas who have ample business experience in Japan
- Independent engineering teams within the Overseas Segment
- A business promotion structure operated in unison by the head office and local entities
- Abundant development and investment projects in target countries
- Overseas business know-how accumulated through multiple business experiences in various countries
- Networks and trusting relationships with partners in various countries



Competitive advantages

- Business mindset that is deeply ingrained in the market from a domestically customer perspective
- Ability to improve quality in line with the unique properties of each project, including their locations
- Ability to deftly offer products to partner companies
- Business operations utilizing insights gleaned from each Group business, including residential, office, logistics, and hotels
- Diversifying our portfolio by expanding the countries and assets targeted for business

Business strategy

Overseas Business Unit

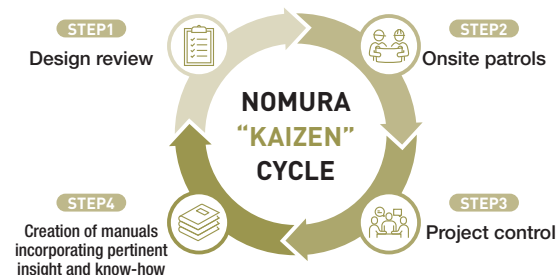
- Establish the Company's unique characteristics and strengths through optimal localization while collaborating with partners in each country by leveraging the comprehensive strengths and know-how the Group has cultivated in domestic businesses
- Steadily expand profit through a balanced approach to development in high-growth Asian nations and such developed countries as the United Kingdom and the United States

Example of robust business promotion system established with partner companies in various countries
Established Federal Land NRE Global Inc., a joint venture with a major developer in the Philippines

FNG
Federal Land NRE Global

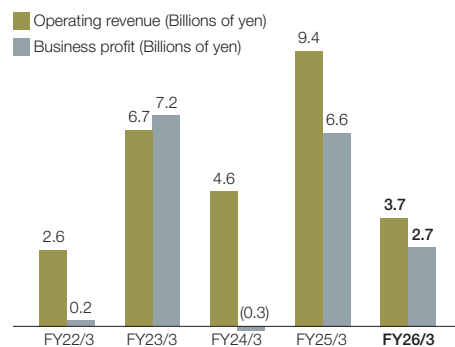


KAIZEN activities that leverage expertise developed in Japan to enhance quality from the design stage through optimal localization



Strategies by Segment

Key results

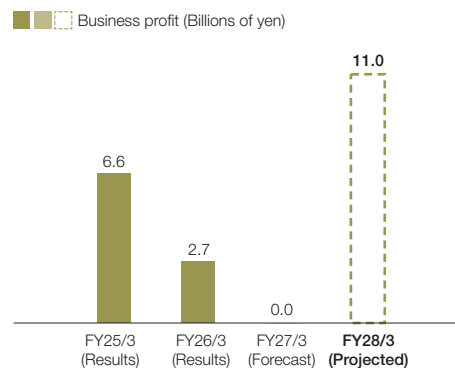
Operating revenue and business profit^{1,2}

* 1 In FY2023/3, the Overseas segment was established, and the Overseas segment of Nomura Real Estate Development and overseas subsidiaries, etc., which had been classified under the "Other," were reclassified under this segment. Due to this change, figures listed for FY2022/3 have been retroactively adjusted.

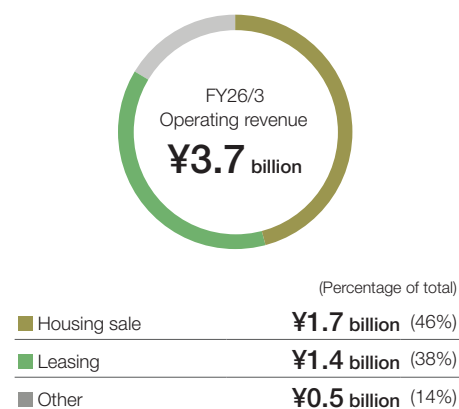
* 2 For overseas businesses, depending on the form of participation and other factors, some projects are accounted for as equity investments or as share of entities accounted for using equity method.

Profit plan

Business profit



Operating revenue composition



Main initiatives to achieve materialities



<Diversity & inclusion>

- Empower global human resources to take key positions and hire locals at overseas subsidiaries



<Human rights>

- Conduct onsite inspections to maintain and improve working conditions at construction sites



<Decarbonization>

- Supply energy-efficient housing for sale with Japanese-style elements, such as eaves and tiled roofs
- Reduce CO₂ emissions by using timber in structures



<Biodiversity>

- Acquire environmental certifications for each project (such as acquiring the first SITES certification in Vietnam)



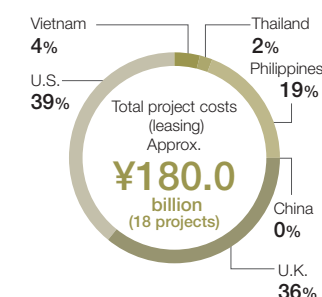
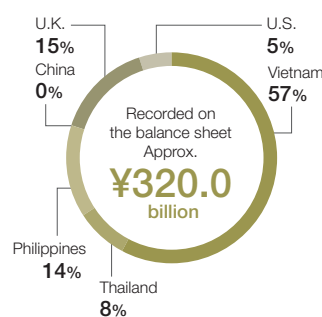
<Circular design>

- Extend the life of buildings by using highly durable concrete technology
- Reuse existing building frames

Earnings base

Total project cost
(the Company's share)

Approx. **¥840.0 billion**
(of which ¥320.0 billion is recorded on the balance sheet)

Number of condominium projects
participated in
Percentage by country (FY2026/3)Number of rental projects
participated in
Percentage by country (FY2026/3)Recorded on the balance sheet
Percentage by country (FY2026/3)

Southeast Asia



Hong Hac (Bac Ninh, Vietnam)

The Seasons
Residence
(Manila,
Philippines)

United Kingdom and United States



Herne Hill (London, United Kingdom)



Alta Preserve (Texas, United States)

Strategies by Segment



Investment Management Segment

Investment Management Business Unit

- Investment management services, including listed and private real estate investment trusts (REITs) and private funds
- Investment management services, including real estate securitization products, etc.

Major Group companies

- Nomura Real Estate Asset Management
- Nomura Real Asset Investment



Market environment

- Increase in alternative asset management needs in proportion to traditional asset management
- Shift in investment of household assets reflecting the promotion of asset income doubling plans and Japan's ambition of becoming an asset management nation
- Impact of rising interest rates in Japan on the real estate trading market and demand from institutional investors
- Impact of sustained inflation and increased inbound tourism on the real estate leasing market
- Diversification of investment sectors (e.g., data centers/infrastructure)
- Increase in investors' outbound and inbound investments
- Rise in sustainability awareness and expansion of ESG investment



Business asset components

- Professionals well versed in both real estate and finance
- Real estate asset management know-how accumulated over more than 30 years
- An integrated system encompassing acquisition, management, and sales
- Product design and fund forming capabilities based on investor needs
- Ability to create investment opportunities using procurement funds
- Investing in and managing ESG and eco-friendly assets
- Solid business and trust-based relationships with institutional investors and overseas partners



Competitive advantages

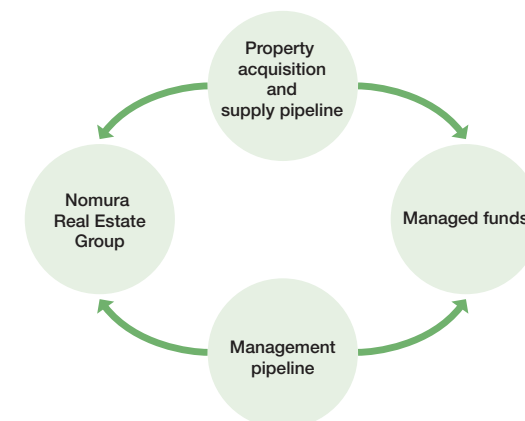
- Product design and investment strategy drafts based on investment needs
- Business growth model based on the leasing value chain
- Asset cycles based on utilizing Group collaboration and bridge functions
- Combined asset and project management, facilitating rent growth and enhanced earnings
- Maximizing value through management strategies tailored to property characteristics
- Ability to provide overseas real estate fund investment opportunities and services

Business strategy

Investment Management Business Unit

- Strengthen Group collaboration throughout the leasing value chain
- Accelerate the growth of private funds by diversifying the lineup of products unique to developer-related management companies
- Stably grow the REIT business by promoting external growth that fully utilizes the sponsor pipeline and internal growth with an eye on inflation
- Promote the U.S. business strategy aimed at building a global management system
- Seize and expand business opportunities in new fields (e.g., winning new investors and expanding into new sectors) through collaboration with the Nomura Group

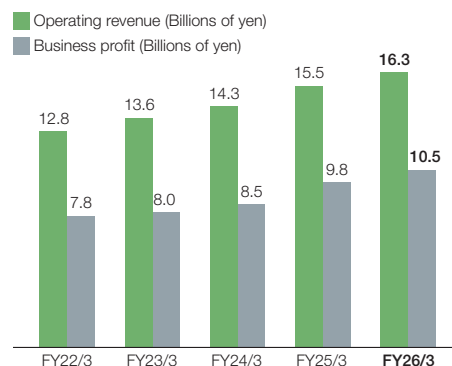
Structure of the leasing value chain



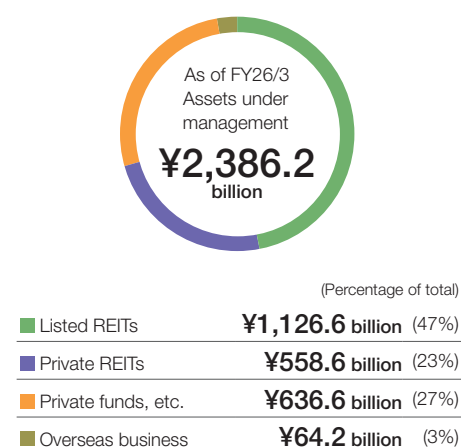
Strategies by Segment

Key results

Operating revenue and business profit

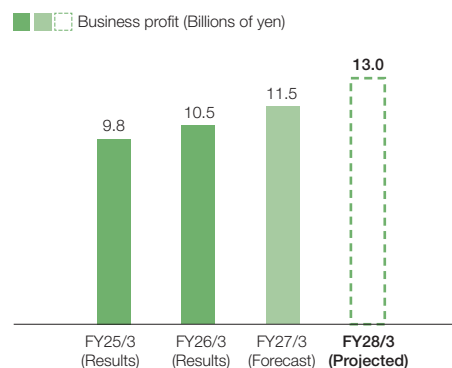


Composition of assets under management



Profit plan

Business profit



Main initiatives to achieve materialities



<Diversity & inclusion>
<Human rights>



- Purpose Resonance Project: Reform of corporate culture to create a rewarding work environment in which employees can find meaning in their work



<Decarbonization>

- Reduce the volume of energy consumption and GHG emissions attributable to properties managed by funds
- Use of renewable energy in fund-managed properties (e.g., off-site PPAs)



<Biodiversity>

- Certify and register under Japan's unique environmental management system (EMS) Eco Action 21

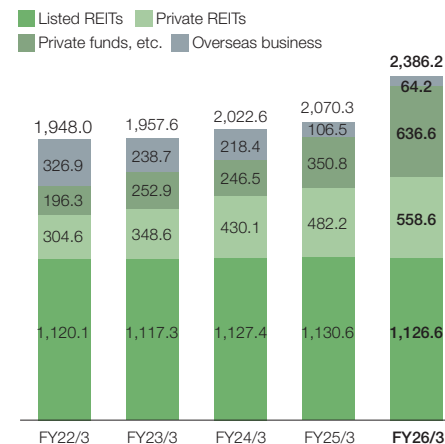


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- Promote the recycling of carpet tiles

Earnings base

Assets under management (AUM) (Billions of yen)



Number of institutional investors secured through domestic asset management (excluding listed REIT):

381 institutions

Number of years of asset management know-how:

more than **30** years

Main managed funds

Nomura Real Estate Master Fund, Inc. (NMF)

MASTER FUND

A comprehensive listed REIT,
the largest of its kind in Japan
Assets under management:

¥1,126.6 billion
(285 properties)

Nomura Real Estate Private REIT Inc. (NPR)

NOMURA REAL ESTATE PRIVATE REIT, INC.

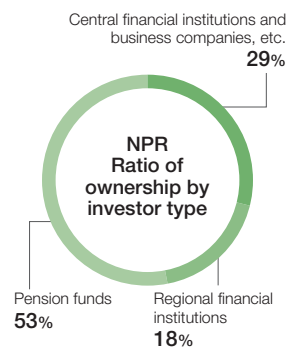
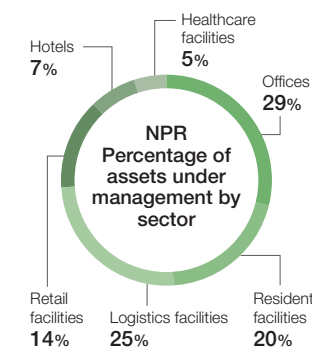
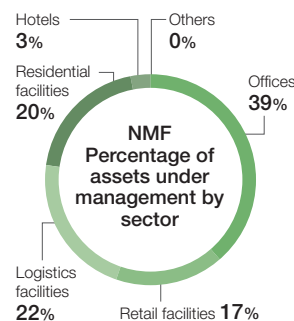
Japan's first comprehensive
private REIT
Assets under management:

¥558.6 billion
(142 properties)

Nomura Real Asset Investment Co., Ltd. (NRAI)

Nomura
Real Asset Investment

- Taking full advantage of our experience in various fund schemes and sectors to formulate and manage private real estate funds tailored to accommodate needs among institutional investors
- Nomura Real Asset Investment, a joint venture with the Nomura Group, launched its fund management business in April 2023



Strategies by Segment

Property Brokerage &
CRE Segment

Property Brokerage & CRE Business Unit

- Real estate brokerage and consulting for individuals and companies
- Real estate information website operation
- Insurance and banking agency, etc.

Major Group companies

- Nomura Real Estate Solutions
- NOMURA REAL ESTATE HONG KONG
- Tokio Property Services



Market environment

- A shift in demand to the higher quality existing housing market, which is highly liquid and has abundant stock, amid rising prices and a declining supply of new housing
- Expanding demand for estate planning and asset reorganization using real estate due to rising needs related to inheritance and business succession
- Increase in the need for selling real estate from the growing number of high-net-worth individuals and unlisted companies with solid track records
- Revision of the CRE strategy to enhance capital efficiency
- Robust investment demand for Japanese real estate from global investors
- Rise in reluctance to purchase property due to higher interest rates and the falling liquidity of high-end properties
- Continually soaring construction costs and rapid fluctuations in the macro environment



Business asset components

- System and proposal field that can comprehensively provide all of the strengths in the retail, middle, and wholesale business to meet customer needs
- Digital contact points, including the Tokyo-Nagoya-Osaka store network and nomu.com (retail)
- Unique network linked with the Nomura Group, financial institutions, and specialists, including professionals (middle)
- High-level proposal capabilities for ultra-high-net-worth individuals, high-net-worth individuals, corporate owners, and more (middle)
- Nationwide branches from Hokkaido to Kyushu and overseas bases in Hong Kong and Singapore (wholesale)
- Customer network, including companies, domestic and overseas institutional investors, and family offices, through a robust collaborative framework with the Nomura Group (wholesale)



Competitive advantages

- Comprehensive capabilities that address the customer needs of regular individuals, high-net-worth individuals, investors, and companies
- Technological advancement, including nomu.com (retail)
- REALIA with its expertise and ability to collect information specifically related to high-end real estate in central Tokyo
- 2026 Oricon Customer Satisfaction Ranking, No. 1 for real estate brokerage and sales of condominiums in the Greater Tokyo area (retail)
- Consultation capabilities for individual investors and high-net-worth individuals, which form the basis of our relationship with professionals (middle)
- Strong partnership relationship with the Nomura Group and local financial institutions (middle, wholesale)
- CRE proposal capabilities utilizing the research capabilities of the Research and Consulting Department (wholesale)
- High-level proposal capabilities and a long track record in the real estate fund market (wholesale)

Business strategy

Property Brokerage & CRE Business Unit

- Enhance the structure for high-net-worth customers by increasing the number of employees in the central Tokyo area (retail and middle businesses)
- Meet various needs through collaboration with the Nomura Group, financial institutions, and others (retail and middle businesses)
- Promote CRE proposals and capture the investment needs of funds based on our customer base (wholesale business)
- Develop human resources and improve institutional infrastructure by providing diverse skill-building opportunities and leveraging digital transformation (DX)

Note:

- The retail business refers to the real estate brokerage business for individuals.
- The middle business provides real estate brokerage services for small and medium-sized companies, business owners, and some individual investors and high-net-worth individuals.
- The wholesale business provides real estate brokerage services for large companies, funds, and overseas investors.

Representative brands

その期待に、プラスを。

野村の仲介 PLUS

"Nomura no Chukai + (PLUS)" was rebranded as a common service brand for the three real estate brokerage and CRE businesses in April 2026.

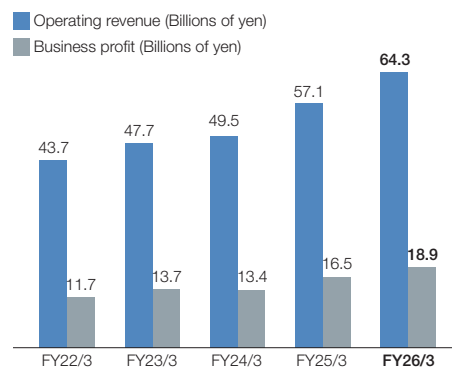
REALIA

We developed the REALIA brand as a specialist organization to meet the needs for buying and selling high-end real estate in the central Tokyo area.

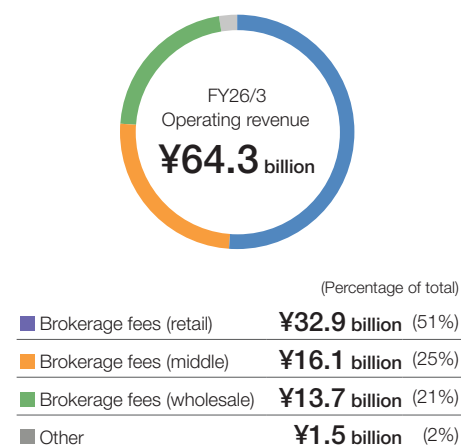
Strategies by Segment

Key results

Operating revenue and business profit

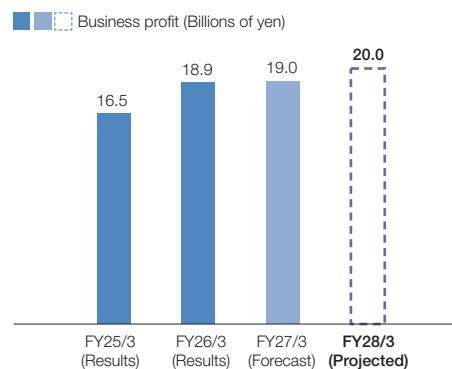


Operating revenue composition



Profit plan

Business profit



Main initiatives to achieve materialities



<Diversity & inclusion>

- Open the NODYS human resources support center, which is charged with empowering people with disabilities



<Human rights>

- Use natural wood for retail facilities interiors, sourcing the wood from loggers certified by Japan's nationwide natural wood veneer industrial association



<Decarbonization>

- Introduce solar PPA services to customers who purchase detached residences



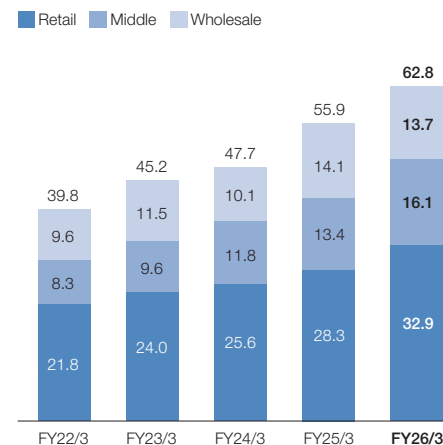
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- Encourage the utilization of idle properties through brokerage transactions
- Use wallpaper made from recycled materials in private customer consultation rooms

Earnings base

Brokerage fees

(Billions of yen)

Customer contact points and network base
(As of April 1, 2026)

Number of retail branches:	87
Number of middle branches:	11
Number of wholesale branches:	10
Number of nomu.com members (as of January 31, 2026):	approx. 279,000
Number of partner financial institutions, including Nomura Securities and regional financial institutions:	116
Annual number of visitors to the real estate brokerage website:	More than 10 million

Note: Data was collected by the Company using Google Analytics (Google Analytics 4 property).
Collection period: January 1, 2025–December 31, 2025

TOPICS: Rebranding

Unified the property brokerage and CRE business under “Nomura no Chukai + (PLUS)” brand Appointing Kazunari Ninomiya as a brand ambassador

その期待に、プラスを。
野村の仲介 PLUS

On April 1, 2026, Nomura Real Estate Solutions unified the three property brokerage and CRE businesses under the “Nomura no Chukai + (PLUS)” brand. At the same time, the company formulated the new brand tagline of “Going beyond expectations” to express its promise to customers.

This brand integration enables the use of the OneTeam system beyond organizational boundaries as a one-stop shop to respond to all customers, including individuals, corporations, and investors. The company also revamped its logo to incorporate both the word plus and its mathematical symbol (+) to demonstrate a corporate stance of providing high added value solutions that do not just meet expectations but surpass them.

Kazunari Ninomiya has been tapped to be the brand ambassador. He has worked hard to always surpass expectations under a diverse range of titles like actor, voice actor, lyricist, composer, and YouTuber. We are widely broadcasting the new message of “Nomura no Chukai + (PLUS)” through newspaper ads, outdoor ads, and commercials.



Strategies by Segment



Property & Facility Management Segment

Property & Facility Management Business Unit

- Administration, management, contracted construction, renovation, district heating and cooling, etc., of condominiums, office buildings, logistics facilities, data centers, etc.

Major Group companies

- Nomura Real Estate Partners
- Nomura Real Estate Heating and Cooling Supply



Market environment

- Rising costs due to ongoing inflation
- Intensifying competition for human resources (shrinking workforce, declining birthrate and aging population)
- Growing need to maintain the quality of aging buildings
- Saving labor in business operations through digital solutions
- Changing work and lifestyles, diversifying customer demographics



Business asset components

- Personnel who offer value based on customer issues, going beyond the operation and management of properties
- Stock of managed properties and the continuous earnings base based on them
- Property and customer data accumulated through operations and management
- Know-how related to management for a wide range of uses, such as office buildings, condominiums, data centers, public facilities, and educational facilities
- Insights into maintaining and improving the value of buildings, such as conserving energy and extending longevity
- Trusting relationships with residents, tenants, and owners based on long-term customer contact points and relationships



Competitive advantages

- Ability to provide continuous and steady operations and services
- Product planning capabilities based on needs identified through daily contact with residents, tenants, and owners
- Unified proposals linking property management, facility management, design, and construction
- Proposal capabilities utilizing accumulated operational data and advanced services
- Maximizing property value and customer satisfaction through Group collaboration
- Expanding the earnings base by subcontracting the management of the Group's developed properties
- Enhancing productivity by utilizing DX, generative AI, and robots
- Creating and rolling out services targeting new industries and fields

Business strategy

Property & Facility Management Business Unit

- Shift personnel toward assets that will continue to grow businesses
- Develop and rolling out high added value products and services based on customer perspectives
- Encourage higher efficiency and use DX to conserve manpower while accelerating improvements in service quality
- Expand the earnings base by adding to the stock of properties under management

Nomura Real Estate Partners won the highest award in the general ranking of the Customers Choice SUUMO AWARD 2026, a satisfaction survey for customers of newly built condominiums

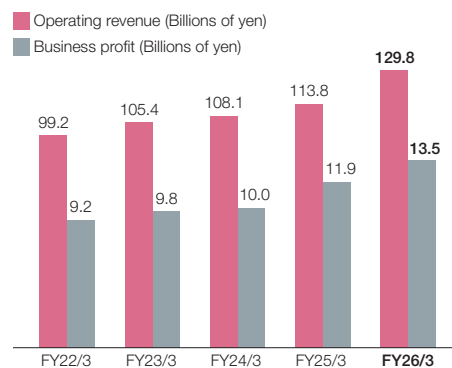


SUUMO AWARD 2026: Greater Tokyo area
Condominium management company
category – under 100 units category
Winner of the Grand Prize in the overall evaluation
Winner of three other categories

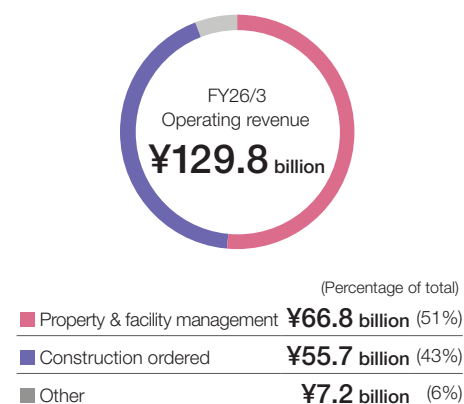
Strategies by Segment

Key results

Operating revenue and business profit

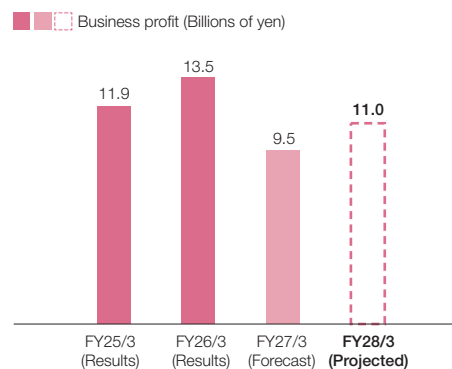


Operating revenue composition



Profit plan

Business profit



Main initiatives to achieve materialities

<Diversity & inclusion>
<Human rights>

- Building a female manager pipeline by implementing a sponsorship program
- Holding an Asian Night social event to welcome foreign national employees



<Decarbonization>

- Conserving energy by installing high-performance equipment at renewal and renovation sites

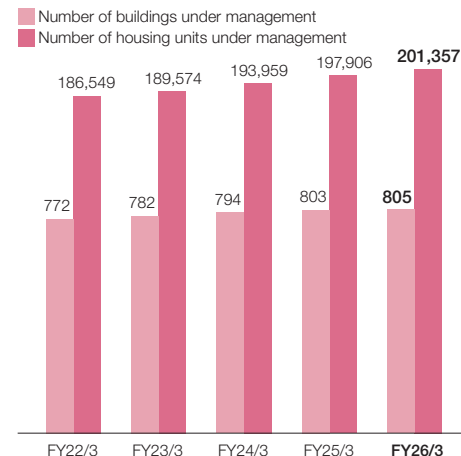


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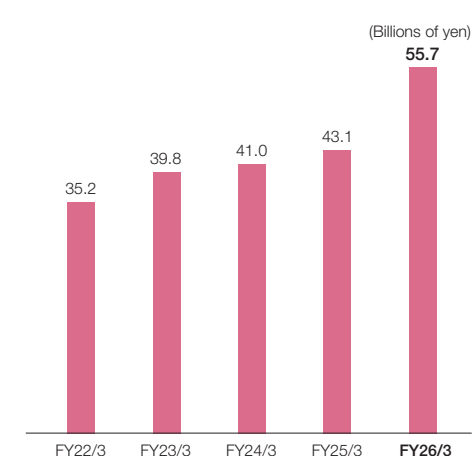
- Extending the longevity and enhancing the durability of buildings by introducing re:Premium, re:Premium Duo, and re:Sati-Nas
- Promoting the utilization of waste cooking oil as a raw material for sustainable aviation fuel (SAF)

Earnings base

Number of managed properties by asset



Operating revenue of construction ordered



Foundation for property and facility management and services

Number of licensed representatives of condominium management company

646

Number of building environment and health management engineers

616

Ranking based on 2025 "SumaiSurfin" Property Management Company Customer Satisfaction Survey

No.1
for the 16th time



Product development to enhance property value

- Won a Good Design Award for achieving higher quality and extended large-scale repair work cycles for condominiums thanks to highly resilient designs and by consolidating the Group's knowledge

re:Premium

リ・プレミアム

re:Premium Duo

リ・プレミアムデュオ

- Extended large-scale repair work cycles and helped ensure consistent support for repair funds using a unique industry-leading scheme and by offering inspection, maintenance, and warranty packages

re:Sati-Nas

リ・サチナス