

Business Report

(From April 1, 2025 to March 31, 2026)

1. Current status of the Group

(1) Status of operations for the fiscal year under review

1) Progress and results of business

We are pleased to announce a summary of operating results of our 22nd term (April 1, 2025 to March 31, 2026).

During this fiscal year, the Japanese economy continued its gradual recovery, driven by solid consumer spending backed by improvements in the employment and wage environments, capital investment and AI demand, and the effects of various government measures.

However, it will continue to be necessary to closely monitor the impacts of geopolitical risk, changes in the capital market, and the impact of commodity price trends on the domestic and global economies.

In this business environment, the Nomura Real Estate Group (the “Group”) posted the following consolidated performance for this fiscal year: Operating revenue of 942,505 million yen, which represents an increase of 24.4% year on year; operating profit of 138,242 million yen, an increase of 16.2%; business profit of 147,384 million yen, an increase of 17.8%; ordinary profit of 124,807 million yen, an increase of 16.9%; and profit attributable to owners of parent of 82,880 million yen, an increase of 10.8%.

Operating revenue		Operating profit	
942.5 billion yen	up 24.4% year on year	138.2 billion yen	up 16.2% year on year
Business profit		Ordinary profit	
147.3 billion yen	up 17.8% year on year	124.8 billion yen	up 16.9% year on year
Profit attributable to owners of parent			
82.8 billion yen	up 10.8% year on year		

- Notes: 1. Business profit = operating profit + share of profit (loss) of entities accounted for using equity method + amortization of intangible assets associated with corporate acquisitions + gain or loss on sale of equity interest in project companies (SPCs, etc. which are mainly engaged in holding/development of real estate) in the Overseas Business Unit
2. “Gain or loss on sale of equity interest in project companies in the Overseas Business Unit” has been added to the definition of business profit. The change to this definition has been applied from the fiscal year ended March 31, 2025.

[Residential Development Business Unit]

Operating revenue	433,408 million yen	up 17.6% year on year
Business profit	61,736 million yen	up 26.6% year on year

In regard to housing sales, 3,473 units were recorded as sales (a decrease of 287 units year on year), including condominium at PROUD TOWER Sagami Ono Cross (Sagamihara-shi, Kanagawa) and PROUD Jingumae (Shibuya-ku, Tokyo) and detached housing units in PROUD SEASON Mitaka Shimorenjaku (Mitaka-shi, Tokyo). The Group also opened PROUD GALLERY Shibaura, its largest sales site for newly built condominiums.

[Commercial Real Estate Business Unit]

Operating revenue	324,789 million yen	up 52.2% year on year
Business profit	53,987 million yen	up 29.7% year on year

TOWER S, the first of the twin towers in the BLUE FRONT SHIBAURA (Minato-ku, Tokyo) large-scale mixed-use development, fully opened for business in September 2025. Furthermore, the Group completed construction of the H¹O Hamamatsucho (Minato-ku, Tokyo) serviced office and the Landport Tokai Obu I (Obu-shi, Aichi) logistics facility.

[Overseas Business Unit]

Operating revenue	3,718 million yen	down 60.5% year on year
Business profit	2,792 million yen	down 57.8% year on year

In the housing sales business, sales were recorded for delivery of projects primarily in Vietnam, including GrandPark Phase 3 in Ho Chi Minh City. In addition, we are advancing projects centered on properties developed for sale in the U.K. and the U.S., and have secured investments totaling approximately 840,000 million yen for our share of the total project costs.

[Investment Management Business Unit]

Operating revenue	16,340 million yen	up 4.8% year on year
Business profit	10,575 million yen	up 7.3% year on year

In the REIT business, assets under management by Nomura Real Estate Master Fund, Inc. and by Nomura Real Estate Private REIT, Inc. were 1,126,600 million yen and 558,600 million yen, respectively, as a result of the acquisition of properties including development properties of Nomura Real Estate Development. In the private equity fund business, in addition to further expanding our product lineup to capture demand for alternative investments from institutional investors in Japan, in the U.S. the Group also began operating its first specified-property fund aimed at overseas real estate development projects.

[Property Brokerage & CRE Business Unit]

Operating revenue	64,363 million yen	up 12.5% year on year
Business profit	18,994 million yen	up 14.6% year on year

Both transaction value and the number of transactions increased for the retail business. Total transaction value increased for the middle business and wholesale business*. In the retail business, the Group opened the Tokorozawa Center in April 2025, bringing the total number of locations for individual customers to 88 branches as of the end of the fiscal year under review.

Note: Middle business: real estate brokerage business for small- and medium-sized enterprises, business owners, and some individual investors and wealthy individuals
Wholesale business: real estate brokerage business for large corporations, funds, and overseas investors

[Property & Facility Management Business Unit]

Operating revenue	129,869 million yen	up 14.0% year on year
Business profit	13,526 million yen	up 13.3% year on year

As of the end of the fiscal year under review, the number of buildings under management was 805 buildings (up 2 from the end of the previous fiscal year), and the number of condominiums under management was 201,357 (up 3,451 from the end of the previous fiscal year). In the fiscal year under review, we rationalized the timing of our large-scale repair work and began the full-fledged launch of the re:Sati-Nas® service for shortfalls in repair reserve funds.

[Other]

Operating revenue totaled 280 million yen, which represents a decrease of 1 million yen year on year, and business profit totaled 94 million yen, a decrease of 41 million yen year on year.

2) Capital investment

In the fiscal year under review, the Company spent a total of 63,438 million yen on capital investment, including BLUE FRONT SHIBAURA TOWER S and Nomura Real Estate Takebashi Building.

3) Financing

In the fiscal year under review, the Company procured necessary funds through loans from financial institutions, the issuing of short-term corporate bonds, etc. On June 17, 2025, we issued 27 billion yen in unsecured bonds (green bonds), our 19th round of green bonds, to procure funds for BLUE FRONT SHIBAURA. Our long-term borrowing ratio as of the end of the fiscal year was 86.3%, with 83.3% of these consisting of fixed-rate borrowings.

4) Business transfer, absorption-type company split or incorporation-type company split
Not applicable.

5) Acquisitions of other companies' businesses
Not applicable.

6) Successions of rights or duties related to the businesses of other legal entities, etc. due to absorption-type merger or absorption-type company split
On September 1, 2025, an absorption-type merger was completed with Nomura Real Estate Partners Co., Ltd. being the surviving company and Nomura Real Estate Amenity Service Co., Ltd. being the absorbed company.

7) Acquisitions and disposals of shares, other equities, and share acquisition rights in other companies
Not applicable.

(2) Trends in operating results and assets in and at the end of the fiscal year under review and the most recent three fiscal years

(Millions of yen)

Classification	19th term (Fiscal year ended March 31, 2023)	20th term (Fiscal year ended March 31, 2024)	21st term (Fiscal year ended March 31, 2025)	22nd term (Fiscal year under review) (Fiscal year ended March 31, 2026)
Operating revenue	654,735	734,715	757,638	942,505
Operating profit	99,598	112,114	118,958	138,242
Business profit	105,172	113,665	125,104	147,384
Ordinary profit	94,121	98,248	106,740	124,807
Profit attributable to owners of parent	64,520	68,164	74,835	82,880
Basic earnings per share (Yen)	73.05	78.46	86.77	96.69
Total assets	2,110,693	2,251,456	2,686,569	2,811,989
Net assets	655,737	692,440	751,439	802,729
Net assets per share (Yen)	751.26	800.56	873.40	938.08

Note: The Company conducted a stock split at a ratio of five shares for every one share of common stock on April 1, 2025. The figures for basic earnings per share and net assets per share have been calculated based on the assumption that the stock split was conducted at the beginning of the 19th term.

Note: Business profit = operating profit + share of profit (loss) of entities accounted for using equity method + amortization of intangible assets associated with corporate acquisitions + gain or loss on sale of equity interest in project companies (SPCs, etc. which are mainly engaged in holding/development of real estate.) in the Overseas Business Unit

“Gain or loss on sale of equity interest in project companies in the Overseas Business Unit” has been added to the definition of business profit. This change in definition applies from the fiscal year ended March 31, 2025.

(3) Status of parent company and major subsidiaries

1) Parent company

Not applicable.

2) Major subsidiaries

Name	Share Capital (Millions of yen)	Ratio of voting rights (%)	Principal businesses
Nomura Real Estate Development Co., Ltd.	2,000	100.0	General real estate business including sale and leasing of real estate
Nomura Real Estate Asset Management Co., Ltd.	300	100.0	Investment management services including REIT and privately placed real estate funds
Nomura Real Estate Solutions Co., Ltd.	1,000	100.0	Brokerage of real estate
Nomura Real Estate Partners Co., Ltd.	200	100.0	General management of office buildings, condominiums, etc.
Nomura Real Estate Life & Sports Co., Ltd.	100	100.0	Planning and operation of fitness clubs
Nomura Real Estate Heating and Cooling Supply Co., Ltd.	480	100.0	Supply of heat as provided for under the Heat Supply Business Act
Nomura Real Estate Retail Properties Co., Ltd.	243	100.0	Planning and management of retail facilities
Nomura Real Estate Wellness Co., Ltd.	300	100.0	Planning and operation of housing services for the elderly
Nomura Real Estate Hotels Co., Ltd.	100	100.0	Planning and operation of hotels
UDS Ltd.	100	100.0	Planning, design, and construction of real estate, and operation of hotels, etc.
Okinawa UDS Ltd.	10	100.0	Operation of hotels
PRIME X. Co., Ltd.	100	60.0	Internet advertising
First Living Assistance Co., Ltd.	100	51.0	Service business aimed at providing assistance to customers concerning their homes
ZEN PLAZA CO., LTD	213,306 million Vietnamese dong	100.0	Owning and operating office buildings in Vietnam

- Notes: 1. On September 1, 2025, an absorption-type merger was completed with Nomura Real Estate Partners Co., Ltd. being the surviving company and Nomura Real Estate Amenity Service Co., Ltd. being the absorbed company.
2. Lothbury Investment Management Limited has been excluded from the list of major subsidiaries due to ongoing liquidation procedures.
3. The Company has no specified wholly-owned subsidiary as of the end of the fiscal year under review.
4. The ratios of voting rights of Okinawa UDS Ltd., PRIME X. Co., Ltd., and ZEN PLAZA CO., LTD are calculated based on shares held by subsidiaries of the Company.

(4) Issues to address

Having defined our 2030 Vision “Be a ‘Life & Time Developer,’ as never seen before: Becoming a Group That Maximizes Happiness and Abundance,” we will continue to strive to maximize happiness among people and abundance for society through evolving our value creation and transforming ourselves, to enrich people’s respective lives and every moment of their time. In line with this vision, according to the Long-term Management Policy we formulated in April 2025, we have set financial policy to be realized by around 2030, with targets including an annual average business profit growth rate around the 8% level, ROA of 5% or more, and ROE of 10% or more.

To achieve this vision, it is necessary for us to address changes in customers’ and society’s needs and values over the medium to long term, be it the changes in consumer preference from ownership to utilization/experience; the increase in inbound tourists, wealthy individuals, and single-person households; or the rise in awareness of the importance of sustainability. We also need to respond to changes in macro-environments, such as rising construction costs, changes in domestic and international financial environments, increasingly low birthrates and aging populations, and the rise in geopolitical risks.

To address these issues, the Group aims to further strengthen cooperation between the Development Sector and the Service & Management Sector in its core businesses (the housing sales and office businesses), while enhancing our product planning and service capabilities to establish a solid position. To achieve sustainable growth, the Group has set forth the following five focus initiatives in the management plan it announced in 2025.

- 1) Focus investment in growth businesses (rental housing, hotels, senior residences, 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) Accelerate growth through strategic investment (M&A)

To achieve these, in April 2026, the Group reorganized its Residential Development Business Unit and its Commercial Real Estate Business Unit, which covered an expansive business scope and were seeing a growth in business volume, into five business units: the Residential Development Business Unit, Accommodations Development Business Unit, Office & Retail Development Business Unit, Shibaura Area Development Business Unit, and Infrastructure & Industry Development Business Unit. The goals of this reorganization are to accelerate business implementation and to reinforce and optimize governance. With this reorganization, the Group now has nine business units for business implementation and management, with the others being the Overseas Business Unit, the Investment Management Business Unit, the Property Brokerage & CRE Business Unit, and the Property & Facility Management Business Unit.

As important strategies to support these business policies, we will promote specific initiatives including promoting our human resources strategy to create a virtuous cycle of individual employee growth and business growth, and digital transformation strategies to provide even greater convenience and spatial value to our customers. Moreover, we will work to accelerate collaboration between the Group’s businesses while realizing the well-being of each employee, as we pursue growth into an even more innovative corporate group from BLUE FRONT SHIBAURA TOWER S, a large-scale mixed-use facility in which some of our head office functions were consolidated in August 2025.

On July 28, 2025, a fatal accident involving a child occurred at a pool facility operated by Group company, Nomura Real Estate Life & Sports Co., Ltd. The company has conducted an investigation and verification through an independent third-party organization and, based on the findings, has analyzed the causes of the accident and is implementing measures to prevent recurrence.

The Group takes this matter extremely seriously. We would like to express our deepest condolences for the child who lost his/her life and our sincere apologies to the bereaved family for the profound pain and sorrow caused by this accident. The Group will continue to work toward building and strengthening an organizational structure that places the highest priority on safety.

We respectfully ask for the continued understanding and support of our shareholders.

(5) Principal business offices (as of March 31, 2026)

Business office of the Company

Head office: 1-1-1 Shibaura, Minato-ku, Tokyo

Note: The Company relocated its head office from Shinjuku-ku, Tokyo to Minato-ku, Tokyo on August 27 2025.

(6) Status of employees (as of March 31, 2026)

1) Employees in the Group

Business Unit	Residential Development Business Unit	Commercial Real Estate Business Unit	Overseas Business Unit	Investment Management Business Unit	Property Brokerage & CRE Business Unit	Property & Facility Management Business Unit	Other	Group overall (in common)	Total
Number of employees	2,122	1,369	200	179	1,999	2,583	21	570	9,043
Number of temporary employees	438	714	6	5	123	2,966	1	49	4,301

- Notes: 1. The number of employees refers to the number of working employees. The number of temporary employees indicates the annual average number calculated using a baseline of prescribed labor hours of regular employees of the respective company. Due to the rounding of fractions, total figures may not match.
2. The figure stated in “Group overall (in common)” indicates the number of employees who belong to administrative departments, which cannot be categorized as specified business units.

2) Employees in the Company

Number of employees	Increase/decrease from the previous fiscal year-end	Average age	Average years of service
427	Increase of 24	41.9	13.5

- Notes: 1. Number of employees presents the number of employees, including those concurrently serving at Nomura Real Estate Development Co., Ltd. and other subsidiaries of the Company. For the fiscal year under review, the Company has 407 employees who concurrently serve at its subsidiaries.
2. Figures stated for average age and average years of service include employees concurrently serving at subsidiaries of the Company.
3. The figure for average years of service is calculated based on total length of employment with the Group.

(7) Status of principal lenders (as of March 31, 2026)

The Group follows a general principle of Group financing whereby it is chiefly the Company that procures financing and supplies these funds to its subsidiaries and associates. Status of principal lenders as of the end of the fiscal year under review is as follows:

(Millions of yen)

Lender	Amount borrowed
MUFG Bank, Ltd.	149,000
Sumitomo Mitsui Banking Corporation	127,000
Mizuho Bank, Ltd.	82,500
The Norinchukin Bank	77,000
Resona Bank, Limited	69,000

(8) Other important matters relating to the current status of the Group

Not applicable.

2. Status of the Company

(1) Shares of the Company (as of March 31, 2026)

1) Total number of shares authorized to be issued by the Company: 2,250,000,000 shares

Note: Following the stock split at a ratio of five shares for every one share of common stock conducted on April 1, 2025, the total number of shares authorized to be issued by the Company increased by 1,800,000,000 shares.

2) Total number of shares issued: 917,927,685 shares
(including 44,663,500 treasury shares)

Notes: 1. The total number of shares issued increased by 733,910,548 shares due to the conduct of stock split at a ratio of five shares for every one share of common stock conducted on April 1, 2025.

2. The total number of shares issued increased by 539,500 shares due to the exercise of stock options.

3. The number of treasury shares above does not include 15,741,288 shares held by the executive compensation BIP (Board Incentive Plan) trust and 3,321,090 shares held by the ESOP (Employee Stock Ownership Plan) trust for granting stock for employees.

3) Number of shareholders: 145,710

4) Major shareholders (top 10)

Name	Number of shares held (Hundreds of shares)	Shareholding ratio (%)
Nomura Holdings, Inc.	3,238,875	37.08
The Master Trust Bank of Japan, Ltd. (Trust account)	967,236	11.07
Custody Bank of Japan, Ltd. (Trust Account)	570,544	6.53
JPMorgan Securities Japan Co., Ltd.	251,499	2.87
Nomura Real Estate Holdings Employee Shareholding Association	160,361	1.83
The Master Trust Bank of Japan, Ltd. (executive compensation BIP trust account; 76272 account)	157,412	1.80
BNYM AS AGT/CLTS NON TREATY JASDEC	116,544	1.33
STATE STREET BANK AND TRUST COMPANY 505103	114,777	1.31
STATE STREET BANK AND TRUST COMPANY 505001	89,670	1.02
STICHTING PENSIOENFONDS ZORG EN WELZIJN	89,429	1.02

Notes: 1. Although the Company holds 44,663,500 treasury shares, it is excluded from the list of major shareholders above.

2. The 44,663,500 treasury shares are excluded in the calculation of the shareholding ratio.

5) Status of shares granted to the officers of the Company as compensation for their execution of duties during the fiscal year under review

	Number of shares (Shares)	Number of eligible officers
Directors (excluding External Directors and Audit & Supervisory Committee Members)	297,500	6
External Directors (excluding Audit & Supervisory Committee Members)	—	—
Directors (Audit & Supervisory Committee Members)	—	—

Notes: 1. The contents of the Company's share-based compensation are described in (2) "4) Compensation, etc. for Directors" below.

2. The above number of shares include shares granted to the officers of the Company who have retired.

6) Other important matters relating to shares

The Company conducted a stock split at a ratio of five shares for every one share of common stock on April 1, 2025. As a result, the number of shares authorized to be issued by the Company has increased by 1,800,000,000 shares and the total number of shares issued has increased by 733,910,548 shares.

The Company has introduced a performance-based stock incentive plan for Directors ("executive compensation BIP trust"), according to a resolution at the 14th Ordinary General Meeting of Shareholders held on June 26, 2018, and a resolution at the 18th Ordinary General Meeting of Shareholders held on June 24, 2022 partially revised this plan and changed the scope of the plan to include Directors (excluding Directors as Audit & Supervisory Committee Members and non-residents of Japan). At the end of the fiscal year under review

(March 31, 2026), the number of shares of the Company held by the executive compensation BIP trust, including those of major subsidiaries such as Nomura Real Estate Development Co., Ltd. which introduced same plan, was 15,741,288 shares.

Furthermore, the Company has introduced the “ESOP (Employee Stock Ownership Plan) trust for granting stock,” an incentive plan for employees of the Company and the Group, according to a resolution at the meeting of the Board of Directors held on February 21, 2019. At the end of the fiscal year under review (March 31, 2026), the number of shares of the Company held by the ESOP (Employee Stock Ownership Plan) trust for granting stock was 3,321,090 shares.

(2) Status of company officers

1) Directors (as of March 31, 2026)

Name	Position and responsibility in the Company	Significant concurrent positions
Eiji Kutsukake	Chair and Director	Director of Nomura Real Estate Development Co., Ltd.
Satoshi Arai	President and Representative Director, and Chief Executive Officer Group CEO	Chair and Representative Director of Nomura Real Estate Development Co., Ltd.
Daisaku Matsuo	Executive Vice President and Representative Director Group COO	President and Representative Director, and Chief Executive Officer of Nomura Real Estate Development Co., Ltd.
Makoto Haga	Executive Vice President and Representative Director Supervisor of Management Division	Executive Vice President and Representative Director of Nomura Real Estate Development Co., Ltd.
Hiroshi Kurokawa	Director and Executive Officer Business Unit Manager of Commercial Real Estate Business Unit	Director and Senior Managing Executive Officer of Nomura Real Estate Development Co., Ltd.
Chiharu Takakura	Director	Outside Director of Niterra Co., Ltd. Outside Director of Mitsui Sumitomo Insurance Company, Limited
Yoshinori Yamashita	Director	Director and Chairperson of Ricoh Company, Ltd. Outside Director of Asahi Kasei Corp. Outside Director of Kubota Corporation
Yukio Ichihara	Director (Full-time Audit & Supervisory Committee Member)	Audit & Supervisory Board Member of Nomura Real Estate Development Co., Ltd. Audit & Supervisory Board Member of Nomura Real Estate Asset Management Co., Ltd. Audit & Supervisory Board Member of Nomura Real Estate Solutions Co., Ltd. Audit & Supervisory Board Member of Nomura Real Estate Partners Co., Ltd. Audit & Supervisory Board Member of Nomura Real Estate Retail Properties Co., Ltd. Audit & Supervisory Board Member of Nomura Real Estate Hotels Co., Ltd. Auditor of UDS Ltd.
Takayuki Ikeda	Director (Full-time Audit & Supervisory Committee Member)	Audit & Supervisory Board Member of Nomura Real Estate Development Co., Ltd. Audit & Supervisory Board Member of Nomura Real Estate Solutions Co., Ltd. Audit & Supervisory Board Member of Nomura Real Estate Partners Co., Ltd. Audit & Supervisory Board Member of Nomura Real Estate Life & Sports Co., Ltd. Audit & Supervisory Board Member of Nomura Real Estate Wellness Co., Ltd.
Tetsu Takahashi	Director (Audit & Supervisory Committee Member)	Executive Partner of EST Partners Law Office External Director of McDonald's Holdings Company (Japan), Ltd.
Saimon Nogami	Director (Audit & Supervisory Committee Member)	Outside Director of Yasuda Logistics Corporation Outside Director of Yamaha Corporation
Akiko Miyakawa	Director (Audit & Supervisory Committee Member)	Representative of Akiko Miyakawa CPA Office Outside Audit & Supervisory Board Member of JTEKT CORPORATION Outside Director of Asahi Group Holdings, Ltd.

- Notes: 1. Yukio Ichihara, Takayuki Ikeda and Saimon Nogami were elected as Director (Audit & Supervisory Committee Member) at the 21st Ordinary General Meeting of Shareholders held on June 26, 2025, and assumed their offices.
2. Hiroyuki Kimura, Yasushi Takayama and Yoshio Mogi retired from their positions as Directors (Audit & Supervisory Committee Members) at the conclusion of the 21st Ordinary General Meeting of Shareholders held on June 26, 2025, due to the expiration of their terms of office.

3. Aogi Suemura resigned as Director (Audit & Supervisory Committee Member) on December 31, 2025. At the time of her resignation, she was an External Director and an Independent Director as stipulated under the regulations of the Tokyo Stock Exchange. Also, she held the significant concurrent positions of Representative of Aogi Suemura Certified Public Accountant Firm, Outside Director of RIKEN TECHNOS CORPORATION, and Outside Director of Nippon Denko Co., Ltd. She had great knowledge and experience and profound insights as experts at accounting and auditing acquired through their many years working as a Certified Public Accountant.
4. Director (Audit & Supervisory Committee Member) Akiko Miyakawa retired at the conclusion of the 21st Ordinary General Meeting of Shareholders held on June 26, 2025, due to the expiry of her term of office. At the same General Meeting, she was appointed as substitute External Director as Audit & Supervisory Committee Member. Furthermore, as the resignation of Aogi Suemura as Director (Audit & Supervisory Committee Member) caused the Company to lack the number of Directors as Audit & Supervisory Committee Members required by laws and regulations, Akiko Miyakawa assumed her office as Director (Audit & Supervisory Committee Member) on January 1, 2026.
5. Directors Chiharu Takakura and Yoshinori Yamashita, and Directors (Audit & Supervisory Committee Members) Tetsu Takahashi, Saimon Nogami and Akiko Miyakawa are External Directors.
6. Directors Chiharu Takakura and Yoshinori Yamashita, and Directors (Audit & Supervisory Committee Members) Tetsu Takahashi, Saimon Nogami and Akiko Miyakawa are Independent Directors/Auditors as stipulated under the regulations of the Tokyo Stock Exchange.
7. Director (Audit & Supervisory Committee Member) Takayuki Ikeda has extensive knowledge of finance and accounting from his many years of business experience in finance.
8. Director (Audit & Supervisory Committee Member) Saimon Nogami has extensive knowledge of finance and accounting due to his business experience as CFO at a company listed on the First Section (currently the Prime Market) of the Tokyo Stock Exchange.
9. Director (Audit & Supervisory Committee Member) Akiko Miyakawa has great knowledge and experience and profound insights as experts at accounting and auditing acquired through her many years working as a Certified Public Accountant.
10. The Company appoints full-time Audit & Supervisory Committee Members to strengthen the auditing and supervising function by collecting information from the Directors (excluding Audit & Supervisory Committee Members), Executive Officers, employees, etc., attending at important company meetings, and ensuring sufficient coordination between the committee and the internal audit department and others.
11. Director (Audit & Supervisory Committee Member) Saimon Nogami assumed his office as Outside Director of Yamaha Corporation on June 20, 2025.
12. Director (Audit & Supervisory Committee Member) Tetsu Takahashi retired as Executive Partner of ITN law office on November 30, 2025. He assumed his office as Executive Partner of EST Partners Law Office on December 1, 2025.
13. As of April 1, 2026, Director Hiroshi Kurokawa's position and responsibility in the Company, as well as his significant concurrent positions, are as follows.

Name	Position and responsibility in the Company	Significant concurrent positions
Hiroshi Kurokawa	Director and Executive Officer Business Unit Manager of Overseas Business Unit	Director and Senior Managing Executive Officer of Nomura Real Estate Development Co., Ltd.

- 2) Outline of limited liability agreements
 Three Directors Eiji Kutsukake, Chiharu Takakura and Yoshinori Yamashita, and five Directors as Audit & Supervisory Committee Members, have entered into agreements with the Company to limit their liability for damages provided for in Article 423, Paragraph 1 of the Companies Act, pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act. The maximum amount of liability based on the said agreements, on condition that they perform their duties in good faith and without gross negligence, shall be the sum of the amounts stipulated in each item of Article 425, Paragraph 1 of the Companies Act. The Company had also entered into a similar agreement with Director (Audit & Supervisory Committee Member) Aogi Suemura, who resigned on December 31, 2025 to limit her liability for damages.
- 3) Outline, etc. of the directors and officers liability insurance policy
 The Company has entered into a directors and officers liability insurance policy with an insurance company pursuant to the provisions of Article 430-3, Paragraph 1 of the Companies Act. The insurance policy covers litigation expenses and the amount of legal indemnification to be borne by insureds due to corporate lawsuits, third-party lawsuits, derivative lawsuits, etc. against the insureds. The insureds in this insurance policy are Directors (including Directors as Audit & Supervisory Committee Members), Audit & Supervisory Board Members and Executive Officers of the Company and some of the Company's subsidiaries (including consolidated subsidiaries in which the Company or its subsidiary has an investment ratio of more than 50%), and the insurance premiums are not borne by the insureds. However, the amount of litigation expenses and legal indemnification, etc. resulting from an illegal act, etc. committed by an insured are not covered by the insurance policy.
- 4) Compensation, etc. for Directors
 a. Policy, etc. regarding decisions on the details of compensation, etc. for Directors
 At a meeting of the Board of Directors, the Company resolved the policy for deciding the details of the compensation, etc. for each individual Director excluding Audit & Supervisory Committee Members. In addition, the Company established the Advisory Committee Relating to Nominations and Compensation, where the majority of members composing that body are Independent External Directors, and the Board of Directors resolved the operation, etc. of the compensation plan for the Directors, based on the deliberation by the committee and on the committee's opinion reported to the Board of Directors.
 Furthermore, the Board of Directors has judged that the compensation, etc. for each individual Director in the fiscal year under review is in line with this policy regarding decisions of compensation, etc. as it has confirmed that the method for deciding the details of compensation, etc. and the details of the compensation, etc. that were determined are consistent with this policy regarding decisions of compensation, etc.
 The details of the policy regarding decisions of the details of the compensation, etc. for each individual Director are as follows.

A) Basic policy
a) Compensation for Directors consists of a structure that is linked to the business plan, etc. in order to sufficiently work as an incentive for the sustainable improvement of corporate value, and the Company's basic policy in deciding compensation for each Director is to provide an appropriate level of compensation according to the role and position as a Director.
b) Operation and revision of the compensation plan for Directors and the amount of the compensation for Directors are determined by the Board of Directors based on the deliberation by the Advisory Committee Relating to Nominations and Compensation and its opinion reported to the Board of Directors.
c) In reviewing the appropriateness of the compensation level and the content of the share-based compensation plan, the Company takes consideration of factors such as

the size of the Company and business characteristics, after obtaining advice from an external compensation consultant as necessary.
d) Compensation of Directors concurrently serving as Executive Officers consists of “base compensation,” “bonus” and “share-based compensation” so that it works as a clear incentive to improve performance not only for the short-term, but also for the medium- to long-term.
e) Compensation of the Chair and Director and External Directors is made up of the “base compensation” and the “restricted shares (“RS”) portion of share-based compensation,” taking into account the sharing of interests with shareholders, since the Chair and Director is responsible for supervising execution of business from an objective standpoint and also for enhancing long-term corporate value.
f) Compensation of Part-time Internal Directors consists only of “base compensation” due to their role of supervising the business execution from an objective standpoint.
B) Policy regarding decisions on the percentage of each type of compensation for each Director
a) The composition ratio of each type of compensation for Directors concurrently serving as Executive Officers is decided based on b) and d) in A) above.
b) The composition ratio of each type of compensation for the Chair and Director and External Directors is decided based on b) and e) in A) above.
c) Compensation of Part-time Internal Directors consists only of “base compensation” based on b) and f) in A) above.
C) Policy regarding decisions on the amount of fixed compensation (base compensation) for each Director (including the policy regarding decisions on the timing and conditions for paying compensation)
a) The amount of fixed compensation (base compensation) for each Director shall be determined according to the role and position as a Director.
b) The fixed compensation (base compensation) shall be paid monthly.
D) Policy regarding decisions on the details of variable compensation (bonus and share-based compensation) for each Director and the calculation method for the monetary amount or number of shares (including the policy regarding decisions on the timing and conditions for paying compensation)
<Bonus>
a) The amount of bonus is determined according to the Company’s business performance, such as consolidated profit, and evaluation of individuals.
b) The evaluation of performance retains a central emphasis on evaluation above but also evaluates by non-financial indicators (sustainability factors, etc.).
c) The evaluation of individuals evaluates the progress of initiatives for single-year and the medium- to long-term, for which achievements are difficult to measure based only on the figures of financial results.
d) It shall be paid at a certain time after the end of each fiscal year.
<Share-based compensation>
a) The performance-based compensation adopts performance-sharing (“PS”) providing incentive for enhancement of medium- to long-term performance, and implements, after three years of the commencement of each business year, delivery or payment (“delivery, etc.”) of the Company’s shares and/or an amount equivalent to the proceeds of converting the Company’s shares into cash (the “Company Shares, etc.”).
b) The non-performance-based compensation adopts restricted shares (“RS”) providing an incentive for long-term contributions and enhancement of corporate value to delay delivery, etc. until retirement as an officer.

	<p>c) The share-based compensation adopts the system of executive compensation BIP (Board Incentive Plan) trust (the “Trust”). The Company Shares, etc. to be delivered, etc. is set at one Company’s share per one point, according to the number of points calculated based on the formula below.</p> <p>[Calculation formula of points]</p> <ul style="list-style-type: none"> • PS portion <p>The number of points (the “Number of PS Points”) to be granted to Directors for each fiscal year during the covered period is calculated by dividing the amount of pre-determined base compensation with respect to each executive position by the share price as of the acquisition of the Company’s shares by the Trust.</p> <p>The number of performance-based points shall be calculated by multiplying the Number of PS Points granted for each fiscal year by the performance-based coefficient determined based on the level of performance three years after the beginning of the applicable fiscal year.</p> <p>For the performance-based coefficient, the target ranges (0-200%) are set based on the “business profit” from the viewpoint of profit growth, and return on equity (ROE) from the viewpoint of maintaining the capital efficiency, out of the management benchmarks listed in the business plan.</p> <ul style="list-style-type: none"> • RS portion <p>The number of points (the “Number of RS Points”) to be granted to Directors and added for each fiscal year during the covered period is calculated by dividing the amount of pre-determined base compensation with respect to each executive position by the share price as of the acquisition of the Company’s shares by the Trust.</p>
E)	<p>Matters regarding the method for determining the details of compensation for each Director</p>
	<p>a) The determination of the specific details of the amount of base compensation and bonuses, both of which are monetary compensations, to be paid out is delegated to the President and Representative Director based on a resolution of the Board of Directors.</p>
	<p>b) The payment level shall be deliberated by the Advisory Committee Relating to Nominations and Compensation for the appropriate exercise of the authority stated in a) above by the President and Representative Director.</p>
F)	<p>Other important matters relating to compensation for each Director</p>
	<p>Regarding share-based compensation, the Company formulated “share delivery regulation” to handle repayment claims at an amount equivalent to the Company Shares, etc. to be delivered, etc. in the event that specific circumstances (improper conduct, etc.) occur.</p>

b. Resolutions at the General Meeting of Shareholders regarding compensation, etc. for Directors

Monetary compensation	The amount of monetary compensation has been set as no greater than 550 million yen per year for Directors (excluding Directors as Audit & Supervisory Committee Members) according to a resolution at the Ordinary General Meeting of Shareholders held on June 26, 2018, and at the time of the resolution, the number of Directors (excluding Directors as Audit & Supervisory Committee Members) was eight (of which, two were External Directors). Furthermore, the amount of monetary compensation for Directors (Audit & Supervisory Committee Members) is limited to up to 180 million yen per year according to a resolution at the Ordinary General Meeting of Shareholders held on June 21, 2024. The number of Directors as Audit & Supervisory Committee Members at the time of the resolution was six (including four External Directors).
Share-based compensation, etc. (non-monetary compensation, etc.)	Apart from the monetary compensation above, the Company has introduced a performance-based stock incentive plan. In accordance with a resolution at the Ordinary General Meeting of Shareholders held on June 24, 2022, the Company's contribution to a trust as compensation for Directors (excluding Directors as Audit & Supervisory Committee Members) will be an amount of not more than 1,650 million yen over the relevant period of three fiscal years for this compensation plan. The number of Directors (excluding Directors as Audit & Supervisory Committee Members) who were subject to the plan at the time of the resolution was seven (including one External Director).

c. Matters regarding the delegation of decisions on the details of the compensation for each individual Director excluding Audit & Supervisory Committee Members

Delegatee	President and Representative Director Satoshi Arai
Description of the delegated authority and measures adopted for ensuring appropriate exercise of such authority	As stated in the "a. Policy, etc. regarding decisions on the details of compensation, etc. for Directors," the decisions on the specific details concerning the amounts of base compensation and bonuses, both of which are monetary compensation, to be paid out are delegated to the President and Representative Director based on a resolution of the Board of Directors. Therefore, the President and Representative Director shall decide the details. The payment level is deliberated by the Advisory Committee Relating to Nominations and Compensation for the appropriate exercise of the decision authority delegated to the President and Representative Director.
Reason for the delegation	The reason for the delegation to the President and Representative Director is that the Company has judged the President and Representative Director as appropriate to conduct the individual evaluation of each Director while considering, among other things, performance of the Company overall.

d. Total amount of compensation, etc. for the fiscal year under review

Category	Total number of persons paid	Total payment amount (Millions of yen)	Breakdown			
			Monetary compensation (Millions of yen)			
			Base compensation		Bonus (Performance-based incentive, etc.)	
			Number of persons paid	Amount paid	Number of persons paid	Amount paid
Directors (excluding Audit & Supervisory Committee Members)	7	930	7	296	4	182
(Of which, External Directors)	(2)	(36)	(2)	(30)	(-)	
Directors (Audit & Supervisory Committee Members)	9	155	9	155	-	
(Of which, External Directors)	(5)	(55)	(5)	(55)	(-)	
Total	16	1,085	16	451	4	182

Category	Breakdown			
	Share-based compensation, etc. (Non-monetary compensation, etc.) (Millions of yen)			
	Performance-based compensation		Non-performance-based compensation	
	Number of persons paid	Amount paid	Number of persons paid	Amount paid
Directors (excluding Audit & Supervisory Committee Members)	4	359	7	92
(Of which, External Directors)	(-)		(2)	(6)
Directors (Audit & Supervisory Committee Members)	-		-	
(Of which, External Directors)	(-)		(-)	
Total	4	359	7	92

- Notes: 1. The amount paid above is shown as the amount of compensation, etc. for the fiscal year under review, recorded by the Company as an expense regardless of whether it was paid during the fiscal year under review.
2. The number of Directors (Audit & Supervisory Committee Members) shown above includes four Directors (Audit & Supervisory Committee Members) (two of whom were External Directors) who retired at the conclusion of the 21st Ordinary General Meeting of Shareholders held on June 26, 2025, one External Director (Audit & Supervisory Committee Member) who retired on December 31, 2025, and one External Director (Audit & Supervisory Committee Member) who assumed office on January 1, 2026. Director (Audit & Supervisory Committee Member) Akiko Miyakawa retired at the conclusion of the 21st Ordinary General Meeting of Shareholders held on June 26, 2025 and assumed her office as External Director as Audit & Supervisory Committee Member on January 1, 2026. The number of Directors (Audit & Supervisory Committee Members), including Akiko Miyakawa, is currently five as of the end of the fiscal year under review.
3. With respect to the performance-based compensation, the details of factors including the performance indicators that pertain to bonuses, which are monetary compensation, the calculation method of such bonuses and the reasons for selecting these indicators are as stated in the "a. Policy, etc. regarding decisions on the details of compensation, etc. for Directors," and the actual results that pertain to profit attributable to owners of parent among performance indicators are as presented in the table below. As shown in Note 1 above, the amount of compensation, etc. recorded

by the Company as an expense during the fiscal year under review was the amount paid as “monetary compensation” above. Furthermore, the difference (6 million yen) between the provision for bonuses for Directors (and other officers) for four Directors (excluding Directors as Audit & Supervisory Committee Members and External Directors) in the previous fiscal year and the bonus amount paid during the fiscal year under review is not included in amount paid in “Bonus (Performance-based incentive, etc.)” above.

	Profit attributable to owners of parent	Year-on-year change
Fiscal year ended March 31, 2026	82,880 million yen	+10.8%

4. With respect to the performance-based compensation, the details of factors including the performance indicators that pertain to share-based compensation, etc., the calculation method of such share-based compensation, etc. and the reasons for selecting these indicators are as stated in the “a. Policy, etc. regarding decisions on the details of compensation, etc. for Directors,” and the actual results that pertain to performance indicators are as presented in the table below.

	The achievement-linked coefficient	Business profit	ROE
Fiscal year ended March 31, 2026	193.0%	147,384 million yen	10.7%

5. The amount paid as “share-based compensation, etc. (non-monetary compensation, etc.)” above is shown as the amount recorded as an expense associated with the executive compensation BIP trust points granted as compensation, etc. As stated in the “a. Policy, etc. regarding decisions on the details of compensation, etc. for Directors,” with respect to the performance-based compensation of the share-based compensation, etc., the number of the Company’s shares, etc. to be delivered, etc. is determined by multiplying the number of points granted for each fiscal year by the performance-based coefficient determined based on the level of performance three years after the beginning of each applicable fiscal year. In the fiscal year under review, there arose a difference (¥35 million) between the amount recorded in the past fiscal years as expenses for the points granted to five Directors (excluding Directors as Audit & Supervisory Committee Members and External Directors) and the amount paid as a result of delivery, etc. of shares, etc. in the fiscal year under review. This difference is not included in amount paid in “Share-based compensation, etc. (non-monetary compensation, etc.)” above.
6. Non-monetary compensation, etc. consists of the Company’s shares, etc. and the conditions, etc. for delivery are as stated in the “a. Policy, etc. regarding decisions on the details of compensation, etc. for Directors.”
7. The Company revised the policy regarding decisions of the details of the compensation, etc. for each individual Director excluding Audit & Supervisory Committee Members from the fiscal year ended March 31, 2023, deciding that the details and calculation method for performance indicators, etc., relating to bonuses, which are monetary compensation, would retain a central emphasis on evaluation of performance in terms of consolidated profit, etc., but would also now include an evaluation by non-financial indicators (sustainability factors, etc.). The purpose of this change is to increase Directors’ awareness of sustainability, and for the four persons eligible to receive bonuses, which are monetary compensation, in the fiscal year under review, the Company conducted an evaluation based on employee engagement scores and an evaluation based on BEI* as a non-financial indicator.

* Building Energy-efficiency Index. An index for evaluating the energy-efficiency performance of buildings based on the energy-efficiency standards under the Act on the Improvement of Energy Consumption Performance of Buildings (Building Energy Efficiency Act). It represents the primary energy consumption standard for buildings.

5) External Officers

a. Relations between other organizations where significant concurrent positions are assumed and the Company

Category	Name	Significant concurrent positions	Relationship with the Company
Director	Chiharu Takakura	Outside Director of Niterra Co., Ltd.	Not applicable
		Outside Director of Mitsui Sumitomo Insurance Company, Limited	There are borrowing transactions between Mitsui Sumitomo Insurance Company, Limited and the Company.
Director	Yoshinori Yamashita	Director and Chairperson of Ricoh Company, Ltd.	Not applicable
		Outside Director of Asahi Kasei Corp.	Not applicable
		Outside Director of Kubota Corporation	Not applicable
Director (Audit & Supervisory Committee Member)	Tetsu Takahashi	Executive Partner of EST Partners Law Office	Not applicable
		External Director of McDonald's Holdings Company (Japan), Ltd.	Not applicable
Director (Audit & Supervisory Committee Member)	Aogi Suemura	Representative of Aogi Suemura Certified Public Accountant Firm	Not applicable
		Outside Director of RIKEN TECHNOS CORPORATION	Not applicable
		Outside Director of Nippon Denko Co., Ltd.	Not applicable
Director (Audit & Supervisory Committee Member)	Saimon Nogami	Outside Director of Yasuda Logistics Corporation	Not applicable
		Outside Director of Yamaha Corporation	Not applicable
Director (Audit & Supervisory Committee Member)	Akiko Miyakawa	Representative of Akiko Miyakawa CPA Office	Not applicable
		Outside Audit & Supervisory Board Member of JTEKT CORPORATION	Not applicable
		Outside Director of Asahi Group Holdings, Ltd.	Not applicable

- Notes: 1. Director (Audit & Supervisory Committee Member) Tetsu Takahashi retired from his position as Executive Partner of ITN law office on November 30, 2025. There is no special relationship between ITN law office and the Company. He also assumed his position of Executive Partner of EST Partners Law Office on December 1, 2025.
2. Director (Audit & Supervisory Committee Member) Saimon Nogami assumed his office as Outside Director of Yamaha Corporation on June 20, 2025.
3. Aogi Suemura resigned as Director (Audit & Supervisory Committee Member) on December 31, 2025.
4. Akiko Miyakawa was appointed as substitute External Director as Audit & Supervisory Committee Member; however, as the resignation of Aogi Suemura as Director (Audit & Supervisory Committee Member) caused the Company to lack the number of Directors as Audit & Supervisory Committee Members required by laws and regulations, Akiko Miyakawa assumed her office as Director (Audit & Supervisory Committee Member) on January 1, 2026.

b. Main activities for the fiscal year under review

Category	Name	Main activities and outline of duties performed in relation to expected roles
Director	Chiharu Takakura	Ms. Takakura attended 14 out of 14 meetings of the Board of Directors held during the fiscal year under review. She is expected to contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, and ensuring fair and transparent management. She expressed her opinions at the meetings of the Board of Directors by drawing on her wealth of knowledge, experience, and profound insights related to the promotion of human capital management including human resources strategy and development.
Director	Yoshinori Yamashita	Mr. Yamashita attended 14 out of 14 meetings of the Board of Directors held during the fiscal year under review. He is expected to contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, and ensuring fair and transparent management. He expressed his opinions at the meetings of the Board of Directors by drawing on his wealth of knowledge, experience, and profound insights related to corporate management. In addition, he is the Chairman of the Advisory Committee Relating to Nominations and Compensation.
Director (Audit & Supervisory Committee Member)	Tetsu Takahashi	Mr. Takahashi attended 14 out of 14 meetings of the Board of Directors and 12 out of 12 meetings of the Audit & Supervisory Committee held during the fiscal year under review. He is expected to contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure. He expressed his opinions at the meetings of the Board of Directors and at the meetings of the Audit & Supervisory Committee by drawing on his wealth of knowledge, experience, and profound insights as a legal expert, as a representative of a law firm, and as an outside director. In addition, he is a member of the Advisory Committee Relating to Nominations and Compensation.
Director (Audit & Supervisory Committee Member)	Aogi Suemura	Ms. Suemura attended 8 out of 10 meetings of the Board of Directors and 8 out of 9 meetings of the Audit & Supervisory Committee held during the fiscal year under review until she resigned on December 31, 2025. She was expected to contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure. She expressed her opinions at the meetings of the Board of Directors and at the meetings of the Audit & Supervisory Committee by drawing on her wealth of knowledge, experience, and profound insights as an expert in accounting and auditing.
Director (Audit & Supervisory Committee Member)	Saimon Nogami	Mr. Nogami attended 11 out of 11 meetings of the Board of Directors and 9 out of 9 meetings of the Audit & Supervisory Committee held after he assumed the position on June 26, 2025. He is expected to contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure. He expressed his opinions at the meetings of the Board of Directors and at the meetings of the Audit & Supervisory Committee by drawing on his wealth of knowledge, experience, and profound insights related to corporate management. In addition, he is a member of the Advisory Committee Relating to Nominations and Compensation.
Director (Audit & Supervisory Committee Member)	Akiko Miyakawa	Ms. Miyakawa attended 3 out of 3 meetings of the Board of Directors and 3 out of 3 meetings of the Audit & Supervisory Committee held during the fiscal year under review until she retired on June 26, 2025. Moreover, she attended 4 out of 4 meetings of the Board of Directors and 3 out of 3 meetings of the Audit & Supervisory Committee held during the fiscal year under review after she assumed the position on January 1, 2026. She is expected to contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure. She expressed her opinions at the meetings of the Board of Directors and at the meetings of the Audit & Supervisory Committee by drawing on her wealth of knowledge, experience, and profound insights as an expert at accounting and auditing.

Note: As indicated in “1. Current status of the Group” “(4) Issues to address,” a fatal accident involving a child occurred at a pool facility operated by Group company Nomura Real Estate Life & Sports Co., Ltd. The company has analyzed the cause of the accident and is implementing measures to prevent recurrence. All External Directors are fulfilling their responsibilities by actively expressing their opinions from independent and objective perspectives with respect to Group management at meetings of the Board of Directors and on other occasions, and by making recommendations regarding the building and strengthening of an organizational structure that places the highest priority on safety throughout the Group.

(3) Accounting Auditor

1) Name

Ernst & Young ShinNihon LLC

2) Amount of compensation, etc.

Category	Amount of payment (Millions of yen)
Amount of compensation, etc. to be paid to the Accounting Auditor for the fiscal year under review	121
Total amount of money and other financial profits to be paid by the Company and its subsidiaries to the Accounting Auditor	264

- Notes: 1. Since the audit contract between the Company and the Accounting Auditor does not clearly distinguish between the amounts of compensation, etc. for audits conducted based on the Companies Act and based on the Financial Instruments and Exchange Act, respectively and it is not possible to substantively distinguish them, the amount of compensation, etc. to be paid to the Accounting Auditor for the fiscal year under review is the total amount for both.
2. The Audit & Supervisory Committee obtained necessary resources and received reports from the Group CFO, finance division and the Accounting Auditor, and upon doing so, it confirmed the Accounting Auditor's record of achievements and record of compensation in the past and examined the Accounting Auditor's audit plan and grounds of the calculation of the compensation estimate for the fiscal year under review. As a result, the Audit & Supervisory Committee judged that the Accounting Auditor's amount of compensation, etc. was suitable and provided its consent pursuant to Article 399, Paragraph 1 of the Companies Act.
3. Of the Company's major subsidiaries, ZEN PLAZA CO., LTD is subject to auditing by Certified Public Accountants and auditing firms (including those with equivalent qualifications overseas) other than the Company's Accounting Auditor.

3) Description of non-auditing services

The Company pays fees to the Accounting Auditor for the preparation of comfort letters related to the issuance of corporate bonds outside the services provided in Article 2, Paragraph 1 of the Certified Public Accountants Act.

4) Policy for dismissal or non-reappointment decision of Accounting Auditor

If the Accounting Auditor is recognized as falling under any of the items listed in Article 340, Paragraph 1 of the Companies Act, the Audit & Supervisory Committee shall dismiss the Accounting Auditor with the unanimous consent of all Audit & Supervisory Committee Members.

In addition, notwithstanding the above, if it is recognized that the Accounting Auditor's fulfilment of appropriate auditing would be difficult due to the occurrence of reasons that compromise the eligibility or independence of the Accounting Auditor, the Audit & Supervisory Committee shall propose the dismissal or non-reappointment of the Accounting Auditor at a General Meeting of Shareholders.

(4) Policy regarding decisions on the dividends of surplus

As for the year-end dividend, the Company set the year-end dividend for the fiscal year ended March 31, 2026 at 22.0 yen per share, as previously forecast. Combined with the second quarter-end dividend already paid, the annual dividend per share is 40.0 yen. As a result, the total return ratio for the fiscal year under review was 41.4%.

Under the Long-term Management Policy, which was formulated in April 2025, the Company set a financial policy of the total return ratio to be 40-50% and of setting a level that meets DOE* of 4% as the lower limit for annual dividend. Based on these policies, in regard to the dividend for the next fiscal year, the Company intends to set both the second quarter-end and the year-end dividend for the fiscal year ending March 31, 2027 at 22.0 yen per share, therefore the annual dividend per share is expected to be 44.0 yen.

* DOE = annual dividend / average shareholders' equity during the fiscal year

CONSOLIDATED BALANCE SHEET

As of March 31, 2026

(Millions of yen)

Assets		Liabilities	
Current Assets:	1,647,512	Current Liabilities:	457,202
Cash and Deposits	38,288	Notes and Accounts Payable - Trade	87,759
Notes and Accounts Receivable - Trade, and Contract Assets	38,199	Short-term Borrowings	142,632
Real Estate for Sale	661,595	Commercial Papers	76,000
Real Estate for Sale in Process	376,640	Income Taxes Payable	20,550
Land Held for Development	272,873	Deposits Received	32,427
Equity Investments	131,545	Provision for Bonuses	17,486
Other	128,386	Provision for Bonuses for Directors (and Other Officers)	803
Allowance for Doubtful Accounts	(16)	Other	79,541
Non-current Assets:	1,164,476	Non-current Liabilities:	1,552,056
Property, Plant and Equipment	772,305	Bonds Payable	167,000
Buildings and Structures	289,722	Long-term Borrowings	1,213,732
Land	423,396	Leasehold and Guarantee Deposits Received	70,034
Other	59,186	Deferred Tax Liabilities	34,763
Intangible Assets	38,815	Deferred Tax Liabilities for Land Revaluation	4,021
Investments and Other Assets	353,355	Provision for Share Awards	7,293
Investment Securities	246,296	Retirement Benefit Liability	12,089
Leasehold and Guarantee Deposits	41,892	Other	43,121
Deferred Tax Assets	21,602	Total Liabilities	2,009,259
Retirement benefit asset	13,700	Net Assets	
Other	30,645	Shareholders' Equity:	764,519
Allowance for Doubtful Accounts	(782)	Share Capital	119,836
		Capital Surplus	115,843
		Retained Earnings	571,197
		Treasury Shares	(42,357)
		Accumulated Other Comprehensive Income:	36,792
		Valuation Difference on Available-for- sale Securities	8,268
		Deferred Gains or Losses on Hedges	911
		Revaluation Reserve for Land	7,761
		Foreign Currency Translation Adjustment	8,932
		Remeasurements of Defined Benefit Plans	10,918
		Share Acquisition Rights:	6
		Non-controlling Interests:	1,411
		Total Net Assets	802,729
Total Assets	2,811,989	Total Liabilities and Net Assets	2,811,989

Note: The figures are denoted by rounding fractions down to the unit indicated.

CONSOLIDATED STATEMENT OF INCOME

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

Operating Revenue		942,505
Operating Costs		639,923
Operating Gross Profit		302,581
Selling, General and Administrative Expenses		164,339
Operating Profit		138,242
Non-operating Income		8,160
Interest Income	236	
Dividend Income	131	
Share of Profit of Entities Accounted for Using Equity Method	6,877	
Other	914	
Non-operating Expenses		21,595
Interest Expenses	18,856	
Other	2,738	
Ordinary Profit		124,807
Extraordinary Income		19,497
Gain on Sale of Non-current Assets	17,351	
Gain on Sale of Investment Securities	858	
Other	1,287	
Extraordinary Losses		34,826
Impairment Losses	20,073	
Loss on Building Reconstruction	14,753	
Profit before Income Taxes		109,478
Income Taxes - Current		37,874
Income Taxes - Deferred		(11,352)
Profit		82,956
Profit Attributable to Non-controlling Interests		75
Profit Attributable to Owners of Parent		82,880

Note: The figures are denoted by rounding fractions down to the unit indicated.

NON-CONSOLIDATED BALANCE SHEET

As of March 31, 2026

(Millions of yen)

Assets		Liabilities	
Current Assets:	422,331	Current Liabilities:	273,459
Cash and Deposits	4,682	Short-term Borrowings	137,500
Accounts Receivable - Trade	2,912	Commercial Papers	76,000
Prepaid Expenses	193	Accounts Payable - Other	1,380
Short-term Loans Receivable	418,889	Accrued Expenses	2,115
Other	523	Income Taxes Payable	3
Allowance for Doubtful Accounts	(4,871)	Deposits Received	55,503
Non-current Assets:	1,744,026	Provision for Bonuses	690
Property, Plant and Equipment	351	Provision for Bonuses for Directors (and Other Officers)	182
Buildings	38	Other	84
Tools, Furniture and Fixtures	312	Non-current Liabilities:	1,384,222
Intangible Assets	2,166	Bonds Payable	167,000
Software	1,436	Long-term Borrowings	1,203,000
Other	730	Provision for Share Awards	1,071
Investments and Other Assets	1,741,509	Provision for Loss on Business of Subsidiaries and Associates	758
Investment Securities	3,722	Other	12,392
Shares of Subsidiaries and Associates	201,543	Total Liabilities	1,657,681
Investments in Capital	211	Net Assets	
Long-term Loans Receivable from Subsidiaries and Associates	1,534,200	Shareholders' Equity:	507,192
Long-term Prepaid Expenses	2,383	Share Capital	119,836
Deferred Tax Assets	1,404	Capital Surplus	120,200
Other	2,044	Legal Capital Surplus	120,200
Allowance for Doubtful Accounts	(4,000)	Retained Earnings	309,513
		Other Retained Earnings	309,513
		Reserve for Purchase of Specific Shares	71
		Retained Earnings Brought Forward	309,441
		Treasury Shares	(42,357)
		Valuation and Translation Adjustments:	1,477
		Valuation Difference on Available-for-sale Securities	78
		Deferred Gains or Losses on Hedges	1,398
		Share Acquisition Rights:	6
		Total Net Assets	508,675
Total Assets	2,166,357	Total Liabilities and Net Assets	2,166,357

Note: The figures are denoted by rounding fractions down to the unit indicated.

NON-CONSOLIDATED STATEMENT OF INCOME

For the year ended March 31, 2026

(Millions of yen)

Operating Revenue		78,200
Dividends from Subsidiaries and Associates	41,836	
Financial Revenue	29,515	
Business Advisory Fee	1,445	
Other	5,404	
Operating Costs		22,185
Operating Gross Profit		56,015
Selling, General and Administrative Expenses		17,310
Operating Profit		38,704
Non-operating Income		75
Interest Income	9	
Dividend Income	16	
Gain on Sale of Non-current Assets	39	
Gain on Forfeiture of Unclaimed Dividends	8	
Other	0	
Non-operating Expenses		247
Loss on Retirement of Non-current Assets	81	
Loss on Investments in Partnership	164	
Other	1	
Ordinary Profit		38,532
Extraordinary Income		75
Gain on Liquidation of Subsidiaries and Associates	63	
Gain on Reversal of Share Acquisition Rights	12	
Extraordinary Losses		97
Provision for Loss on Business of Subsidiaries and Associates	97	
Profit before Income Taxes		38,511
Income Taxes - Current		258
Income Taxes - Deferred		(1,399)
Profit		39,651

Note: The figures are denoted by rounding fractions down to the unit indicated.

Audit Report of Accounting Auditor on Consolidated Financial Statements
(Translation)

Independent Auditor's Report

May 15, 2026

To the Board of Directors
Nomura Real Estate Holdings, Inc.

Ernst & Young ShinNihon LLC
Toshihiro Morishige (Seal)
Certified Public Accountant
Designated and Engagement Partner
Kenji Sato (Seal)
Certified Public Accountant
Designated and Engagement Partner
Masahiro Yawata (Seal)
Certified Public Accountant
Designated and Engagement Partner

Opinion

Pursuant to Article 444, Paragraph 4 of the Companies Act, we have audited the consolidated financial statements, which comprise the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in shareholders' equity and the notes to the consolidated financial statements of Nomura Real Estate Holdings, Inc. (the "Company") applicable to the fiscal year from April 1, 2025 through March 31, 2026.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position and results of operations of the Nomura Real Estate Group, which consisted of the Company and consolidated subsidiaries, applicable to the fiscal year ended March 31, 2026 in conformity with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Company and its consolidated subsidiaries in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan (including provisions applicable to the financial statement audits of public interest entities (PIE)), and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Information

The other information refers to the business report and its supplementary schedules. Management is responsible for preparing and disclosing the other information. In addition, the Audit & Supervisory Committee is responsible for overseeing the Directors' performance of duties within the maintenance and operation of the reporting process for the other information. The scope of our audit opinion on the consolidated financial statements does not include the content of the other information, and we do not express an opinion regarding the other information.

Our responsibility in auditing the consolidated financial statements is to read through the other information, and in the process of reading it, we examine whether there are material differences between the other information and the consolidated financial statements or the knowledge we have gained in the auditing process, and we also pay attention as to whether there are any indications in the other information of material errors besides such material differences.

If we determine there to be material errors in the other information based on the work we have performed, we are required to report those facts.

There are no matters to report regarding the other information.

Management's and Audit & Supervisory Committee's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements with the assumption of a going concern, and in accordance with accounting principles generally accepted in Japan, for disclosing, as necessary, matters related to going concern.

Audit & Supervisory Committee is responsible for overseeing the Directors' performance of duties within the maintenance and operation of the financial reporting process.

Auditor's Responsibility for the Audit of the Consolidated Financial Statements

Our responsibilities are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that expresses our opinion on the consolidated financial statements based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of these consolidated financial statements.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit process to perform the following:

- Identify and assess the risks of material misstatement, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Selecting audit procedures to be applied is at the discretion of the auditor. Obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- When auditing the consolidated financial statements, obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances in making risk assessments, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates made by management and related notes thereto.
- Conclude on the appropriateness of preparing the consolidated financial statements with the assumption of a going concern by management, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the notes to the consolidated financial statements or, if the notes to the consolidated financial statements on material uncertainty are inadequate, to express a qualified opinion with exceptions on the consolidated financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation of the consolidated financial statements and notes to the consolidated financial statements are in accordance with accounting standards generally accepted in Japan, as well as evaluate the presentation, structure, and content of the consolidated financial statements, including the related notes thereto, and whether the consolidated financial statements fairly present the underlying transactions and accounting events.
- Plan and implement audit of the consolidated financial statements to obtain sufficient appropriate audit evidence regarding the financial information of the Company and its consolidated subsidiaries, which is fundamental to expressing an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the consolidated financial statements. We remain solely responsible for our audit opinion.

We report to the Audit & Supervisory Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit process, and other matters required by auditing standards.

We also provide the Audit & Supervisory Committee with a statement that we have complied with relevant ethical requirements in Japan regarding independence, and to communicate with them all relationships and other matters that may reasonably be deemed to bear on our independence, and where applicable, related countermeasures in order to eliminate obstruction factors or related safeguards in order to reduce obstruction factors to an acceptable level.

Conflicts of Interest

We or engagement partners have no interests in the Company and its consolidated subsidiaries, which should be stated in compliance with the Certified Public Accountants Act.

Audit Report of Accounting Auditor on Non-consolidated Financial Statements
(Translation)

Independent Auditor's Report

May 15, 2026

To the Board of Directors
Nomura Real Estate Holdings, Inc.

Ernst & Young ShinNihon LLC
Toshihiro Morishige (Seal)
Certified Public Accountant
Designated and Engagement Partner
Kenji Sato (Seal)
Certified Public Accountant
Designated and Engagement Partner
Masahiro Yawata (Seal)
Certified Public Accountant
Designated and Engagement Partner

Opinion

Pursuant to Article 436, Paragraph 2, Item 1 of the Companies Act, we have audited the non-consolidated financial statements, which comprise the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in shareholders' equity, the notes to the non-consolidated financial statements and the related supplementary schedules of Nomura Real Estate Holdings, Inc. (the "Company") (hereinafter referred to as the "non-consolidated statements, etc.") applicable to the 22nd business year from April 1, 2025 through March 31, 2026.

In our opinion, the non-consolidated financial statements, etc. referred to above present fairly, in all material respects, the financial position and results of operations of Nomura Real Estate Holdings, Inc. applicable to the 22nd business year ended March 31, 2026 in conformity with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements, etc. section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan (including provisions applicable to the financial statement audits of public interest entities (PIE)), and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Information

The other information refers to the business report and its supplementary schedules. Management is responsible for preparing and disclosing the other information. In addition, the Audit & Supervisory Committee is responsible for overseeing the Directors' performance of duties within the maintenance and operation of the reporting process for the other information. The scope of our audit opinion on the non-consolidated financial statements, etc. does not include the content of the other information, and we do not express an opinion regarding the other information.

Our responsibility in auditing the non-consolidated financial statements, etc. is to read through the other information, and in the process of reading it, we examine whether there are material differences between the other information and the non-consolidated financial statements, etc. or the knowledge we have gained in the auditing process, and we also pay attention as to whether there are any indications in the other information of material errors besides such material differences.

If we determine there to be material errors in the other information based on the work we have performed, we are required to report those facts.

There are no matters to report regarding the other information.

Management's and Audit & Supervisory Committee's Responsibility for the Non-consolidated Financial Statements, etc.

Management is responsible for the preparation and fair presentation of the non-consolidated financial statements, etc. in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the non-consolidated financial statements, etc. that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements, etc., management is responsible for assessing whether it is appropriate to prepare the non-consolidated financial statements, etc. with the assumption of a going concern, and in accordance with accounting principles generally accepted in Japan, for disclosing, as necessary, matters related to going concern. Audit & Supervisory Committee is responsible for overseeing the Directors' performance of duties within the maintenance and operation of the financial reporting process.

Auditor's Responsibility for the Audit of the Non-consolidated Financial Statements, etc.

Our responsibilities are to obtain reasonable assurance about whether the non-consolidated financial statements, etc. as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that expresses our opinion on the non-consolidated financial statements, etc. based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of these non-consolidated financial statements, etc.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit process to perform the following:

- Identify and assess the risks of material misstatement, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Selecting audit procedures to be applied is at the discretion of the auditor. Obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- When auditing the non-consolidated financial statements, etc., obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances in making risk assessments, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates made by management and related notes thereto.
- Conclude on the appropriateness of preparing the non-consolidated financial statements, etc. with the assumption of a going concern by management, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the notes to the non-consolidated financial statements, etc. or, if the notes to the non-consolidated financial statements, etc. on material uncertainty are inadequate, to express a qualified opinion with exceptions on the non-consolidated financial statements, etc. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation of the non-consolidated financial statements, etc. and notes to the non-consolidated financial statements are in accordance with accounting standards generally accepted in Japan, as well as evaluate the presentation, structure, and content of the non-consolidated financial statements, etc., including the related notes thereto, and whether the non-consolidated financial statements, etc. fairly present the underlying transactions and accounting events.

We report to the Audit & Supervisory Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit process, and other matters required by auditing standards.

We also provide the Audit & Supervisory Committee with a statement that we have complied with relevant ethical requirements in Japan regarding independence, and to communicate with them all relationships and other matters that may reasonably be deemed to bear on our independence, and where applicable, related countermeasures in order to eliminate obstruction factors or related safeguards in order to reduce obstruction factors to an acceptable level.

Conflicts of Interest

We have no interest in the Company which should be disclosed in compliance with the Certified Public Accountants Act.

Audit Report of the Audit & Supervisory Committee
(Translation)

Audit Report

The Audit & Supervisory Committee has conducted audit on the execution of duties by Directors for the 22nd business year from April 1, 2025 to March 31, 2026, and hereby reports the methods, details and results of audit as follows:

1. The Methods and Details of the Audit

With regard to the resolution of the Board of Directors concerning the matters stipulated in Article 399-13, Paragraph 1, Item 1, (b) and (c) of the Companies Act, as well as the system (the internal control system) developed based on such resolution, the Audit & Supervisory Committee received reports regularly and requested explanation as necessary from the Directors, Executive Officers, employees, etc. on the establishment and operation of such system, expressed its opinion, and conducted audit by the following methods.

- 1) In accordance with the Audit & Supervisory Committee audit criteria established by the Audit & Supervisory Committee, as well as the auditing policies and allocation of duties, we cooperated with the internal control department of the Company; attended significant meetings; obtained reports on matters related to the execution of duties from Directors, Executive Officers, employees, etc.; requested explanation as necessary; reviewed documents which record approval of material matters; and conducted investigations regarding the status of the business operations and assets. With respect to subsidiaries, the Audit & Supervisory Committee communicated and exchanged information with Directors, Executive Officers, Audit & Supervisory Board Members, etc. of the subsidiaries, and received business reports from subsidiaries as necessary.
- 2) The Audit & Supervisory Committee monitored and verified if the Accounting Auditor kept its independent position and performed appropriate audit, received reports on the execution of duties from the Accounting Auditor, and requested explanation as necessary. Also, a notice informing that the “system to ensure appropriate execution of duties” (set forth in items of Article 131 of the Ordinance on Accounting of Companies) has been established in accordance with the Quality Control Standards for Audit (Business Accounting Council) and others was received from the Accounting Auditor, and we requested explanation as necessary.

Based on the methods as described above, the Audit & Supervisory Committee examined the business report and supplementary schedules, the non-consolidated financial statements (the non-consolidated balance sheet, non-consolidated statement of income, non-consolidated statement of changes in shareholders’ equity and the notes to the non-consolidated financial statements) and supplementary schedules, and the consolidated financial statements (the consolidated balance sheet, consolidated statement of income, consolidated statement of changes in shareholders’ equity and the notes to the consolidated financial statements) for the business year under review.

2. Results of Audit

- (1) Audit results of business report and other documents concerned
 - 1) We confirm that the business report and supplementary schedules comply with the laws and regulations and with the Articles of Incorporation and correctly represent the Company status.
 - 2) We have not detected any misconduct or material fact of violation of the relevant laws and regulations or the Articles of Incorporation in connection with the execution of duties by Directors.
 - 3) We confirm that the content of the resolution of the Board of Directors concerning the internal control system is fair and reasonable. Furthermore, we have not found anything that should be pointed out with respect to the content of the business report and the execution of duties by Directors concerning the internal control system.
- (2) Audit results of the non-consolidated financial statements and supplementary schedules
We confirm that the auditing methods and results of the Accounting Auditor Ernst & Young ShinNihon LLC are appropriate.
- (3) Audit results of the consolidated financial statements
We confirm that the auditing methods and results of the Accounting Auditor Ernst & Young ShinNihon LLC are appropriate.

As indicated in the business report, on July 28, 2025, a fatal accident involving a child occurred at a pool facility operated by Nomura Real Estate Life & Sports Co., Ltd., a subsidiary of the Company. The Audit & Supervisory Committee takes this accident very seriously and will closely monitor the Group’s efforts toward building and strengthening an organizational structure that places the highest priority on safety.

May 19, 2026

Nomura Real Estate Holdings, Inc. Audit & Supervisory Committee
Audit & Supervisory Committee Member (Full-time) Yukio Ichihara (Seal)
Audit & Supervisory Committee Member (Full-time) Takayuki Ikeda (Seal)
Audit & Supervisory Committee Member Tetsu Takahashi (Seal)
Audit & Supervisory Committee Member Saimon Nogami (Seal)
Audit & Supervisory Committee Member Akiko Miyakawa (Seal)

Notes: 1. Audit & Supervisory Committee Members Tetsu Takahashi, Saimon Nogami, and Akiko Miyakawa are External Directors as stipulated in Article 2, Item 15 and Article 331, Paragraph 6 of the Companies Act.

2. Audit & Supervisory Committee Member Aogi Suemura resigned on December 31, 2025, causing the number of Directors as Audit & Supervisory Committee Members to fall below the legally mandated number, so substitute Director as Audit & Supervisory Committee Member Akiko Miyakawa assumed her office as Director as Audit & Supervisory Committee Member on January 1, 2026.