



CSR Report 2017

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External evaluation



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Top Commitment



NEW VALUE, REAL VALUE

Supported by a new version of "Our Group Vision" we are continually changing and confronting new challenges so that we all will live in prosperity, achieve our dreams, and realize a better future.

Eiji Kutsukake

President and Representative Director, Group CEO
Nomura Real Estate Holdings, Inc.

Last year marked the 10th year that Nomura Real Estate Holdings has been listed on the Tokyo Stock exchange. During this time, the company has seen its business grow and the number of employees and group companies increase, and the expectations customers and society have for the company are now greater than ever. What will the Nomura Real Estate Group need to do in order to successfully adapt to social change and satisfy wide-ranging needs while achieving sustainable growth? To answer this question, we have established "Our Group Vision" in the form of the Group's Corporate Philosophy and CSR Vision.

Our Group Vision

NEW VALUE, REAL VALUE

Integrating all the things precious to people and communities,
we build cities— dynamic stages that connect today
with a future of possibilities and enrich every moment invested in life's pursuits.
We create new value, social value, and above all, real value.

The Nomura Real Estate Group predecessor Nomura Real Estate Development Co., Ltd, was founded in 1957 with a social mission - to contribute to society by putting our full weight behind the construction of large-scale new towns to solve Japan's housing shortage, and for more than 50 years since then we have striven to develop communities and to create affluence throughout society.

The role that the Group must play and the expectations society has for us are greater than ever before. For example, the changes in Japan's demographic structure and the transformation of communities as a result of a decreasing birth rate and increased longevity, expectations concerning urban revitalization and the aging of real estate stock, the acceleration of globalization, and environmental problems. How should the Group view these social changes and how should it commit itself to solving attendant problems? The Group will strengthen its resolve to faithfully confront these questions and challenges and continuously create value for society, and will tenaciously rise to the challenge so that we all will live in prosperity, achieve our dreams, and realize a better future.

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Message from the CSR Committee Chairman



A commitment to social and environmental issues has contributed to sustainable growth for the Group

Seiichi Miyajima

Executive Vice President

Group COO

Nomura Real Estate Holdings, Inc.

■ CSR and Earnings Growth on Equivalent Vectors

On April 1, 2017, I became the Group COO, taking on corporate management for not only the Development Sector, which I previously headed, but the Group as a whole. In pursuing mixed-use redevelopment projects, particularly urban-type compact towns, which is a main focus of the Group, enhancing a wide array of assets and services is indispensable and the role of Group COO is of vital importance.

I have also chaired the CSR Committee, a job which has, most notably, involved spreading the word on the CSR aspects of each and every Group project both within the Company and externally. With “building cities that connect today with tomorrow’s possibilities” and “embracing every moment of life’s pursuits” as corporate philosophies, the Group has established safety/security, the environment, community, and health/comfort as its four key CSR themes. These philosophies and key themes support Group CSR activities and are fundamental to our medium- to long-term growth strategy. In actuality, executive management has embedded these philosophies in its guidelines for conduct and decision-making from the beginning as a tool for tackling all types of issues that may arise.

■ Tackling Societal Issues to Expand Growth Opportunities

When I became the chair of the CSR Committee in April 2016, my first duty was to instill a stronger awareness of the importance of CSR in our employees. General real estate is an industry with strong connections to the establishment of social infrastructure and the laying of foundations on which people build their lives. I believe that this perspective will enable us to achieve sustainable growth for generations to come.

Concern for profits is natural for any company, but for me, rather than immediate profits, I would rather develop properties that hold on to their value years down the line, even given the up-front costs. For instance, commitment to environmental performance may increase costs, but only temporarily. Each improvement strengthens our brand power as well as our image as a company deserving of trust and leads to sustainable profits in the medium to long term.

The Group is promoting environmental initiatives. In 2009, the Group established its Environmental Statement and the Residential Development Business Unit developed PROUD Environmental Evaluation Sheets. In addition, the Leasing Business Unit instituted a policy to secure DBJ Green Building Certification and BELS Certification for properties acquired from April 2017 and thereafter, including offices, commercial and logistics facilities, and lease housing. Furthermore, the area of Funabashi City known as Funabashi Morino City has earned the ÉcoQuartier quality label and a World Smart City Award, two examples of acknowledgments not just for how it approaches environmental issues, but also for urban development and community-building. Moreover, we are using the experience and know-how gained from tackling the cutting-edge initiatives of this project and putting them to use in the development of other projects.

■ In Closing

Our strong relationship with the stakeholders most closely connected to our business activities is of extreme importance. In the housing business, for instance, it is important that our relationship with buyers does not end with the sale, but continues after move in. Customers have different needs corresponding to different life events, from after move in to management, repair, property brokerage, remodeling, relocation to assisted living facilities, and more. The Group strives to offer services that meet these needs. The understanding and cooperation of our business associates and partners are indispensable to accurately providing the most ideal products and services. In order to raise our corporate value for our shareholders and investors, we have to go after sustainable growth. As a corporate group with appeal and inimitable individuality, we will work determinedly on each challenge we face to earn the trust and faith of our stakeholders moving forward.

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The Nomura Real Estate Group's Stance on CSR

■ The Group's CSR Policy

Guided by our Group Vision, which lays out our corporate philosophy and approach to CSR activities, the Nomura Real Estate Group carries out its business strategies and CSR activities as a unified effort. The Group has established four key themes to focus on as social problems to which it can contribute: Safety/Security, the Environment, Community, and Health/Comfort.

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.



Four Key Themes for CSR

Safety/Security

Environment

Community

Health/Comfort

CSR Promotion Foundation

Labor: Training diverse human resources

Management structure: Corporate governance, compliance and risk management

Identifying the CSR key themes

The Group is identifying and prioritizing key issues to be addressed through its CSR activities, and these issues guide our CSR efforts.

Brainstorming the key themes

By looking at, among other things, important aspects discussed in the 4th edition of the GRI Guideline, we contemplated the Group's business, social problems, and other issues before selecting key theme candidates.



Initial process

Discussions were held concerning the abovementioned candidates' degree of impact (including relevancy to our business and risk severity) for our business at meetings of the CSR Committee, whose members include Directors, Outside Directors, and Executive Officers. The resulting candidates provisionally became key themes that related to the Company.



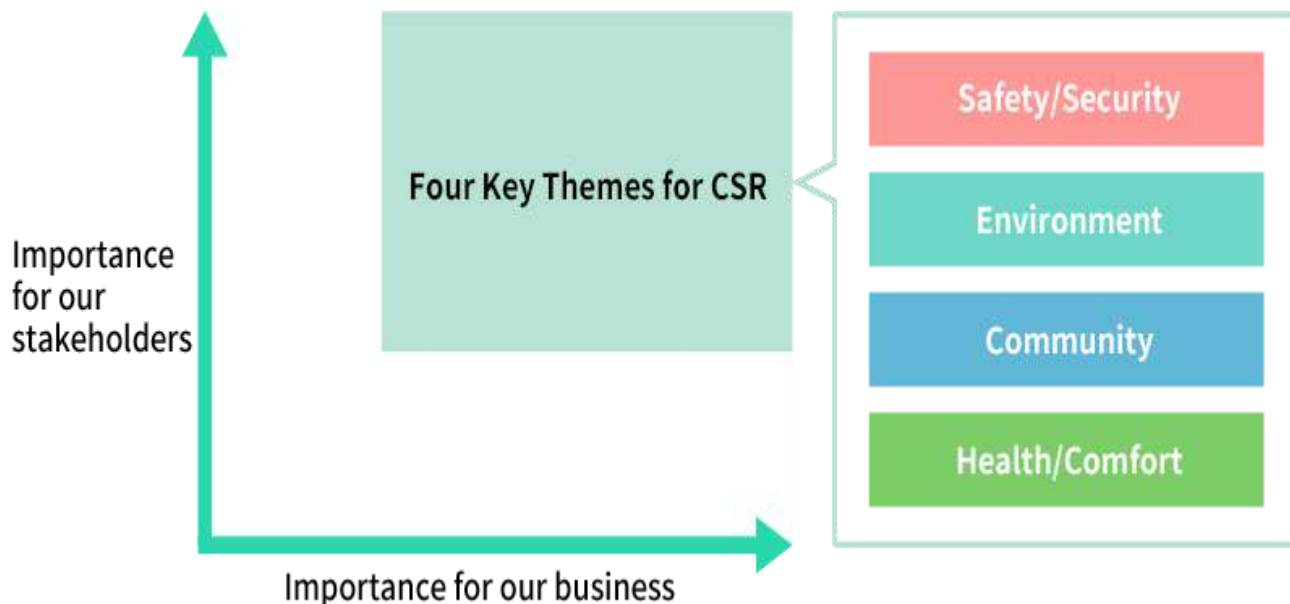
Identifying key themes for stakeholders





We administered a questionnaire to stakeholders on the above key themes. Respondents included Company employees, Group condominium and detached house residents, general contractors, institutional investors, CSR experts (general), CSR experts (SRI investment-related), NGOs and NPOs (involved with the environment, regional communities, architecture, and a range of other industries), and students.



Finalizing the CSR key themes

Following these steps, we looked at the candidate themes developed based on degree of importance as identified by us and our stakeholders, and ultimately selected four themes that we would place a particular focus on.



	<div>Safety/Security</div>  <p>Employees inspecting a building frame</p>	<div>Environment</div>  <p>PROUD City Motosumiyoshi courtyard</p>	<div>Community</div>  <p>A Christmas party for tenants</p>	<div>Health/Comfort</div>  <p>A senior citizen exercise program</p>
Social Issues	Handling natural disasters, real estate stock deterioration, urban renewal expectations, etc.	Addressing environmental problems and energy shortages	Due to the low birthrate and aging society, ties between people and communities are weakening and their functions are eroding	Heightened interest in health and comfort due to the aging society, increase in free time, shifts in priorities and lifestyles, etc. and sophistication and diversification of needs

The Group's Approach	<p>We work to improve safety in both tangible ways (installing the latest technology, ensuring architecture quality, improving city functions through development, etc.) and intangible ways (disaster prevention planning, BCPs, comprehensive after-service, etc.).</p>	<p>In our business, we work to reduce the environmental burden by installing the latest environmental technology and information and communications technology as well as energy generation and passive design that coexists with nature. We also seek to provide environmental education through events and town meetings.</p>	<p>We work with the people that live, work, gather and relax in and around the development site to use urban-type compact town-style development and the diverse values of communities such as cooperation and frameworks that encourage multi-generational interaction to create robust communities.</p>	<p>We work to enable people to live healthy and comfortable lives by improving health through sport and developing senior housing as well as promoting universal design and frameworks that encourage participation in the community.</p>
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Specific Examples	<ul style="list-style-type: none"> ● Using original Apartment Building Design Standards and Manuals ● Creating a PROUD Standard Disaster Prevention Manual for residences ● Installing a disaster prevention hub for office building tenants (PMO Nihonbashi Muromachi) ● Conducting disaster prevention training 	<ul style="list-style-type: none"> ● Formulating original PROUD Environmental Evaluation Sheets, quantifying each property's environmental efforts and reinforcing environmental consideration ● Instituting a policy of attaining at least a CASBEE A-rating for each of our PMO buildings ● Promoting smart towns 	<ul style="list-style-type: none"> ● Issuing Condominium Community Guides and supporting community-building events such as summer festivals and Christmas parties in each condominium community ● Holding the Firefly Evening 2016 at Yokohama Business Park to promote local interaction ● Conducting training, seminars and exchange events for office building tenants 	<ul style="list-style-type: none"> ● Sponsoring various health improvement programs corresponding to local needs through our sports clubs ● Creating a Universal Design Guidebook and strengthening promotion of universal design based on the guidebook's principles
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CSR Promotion Framework

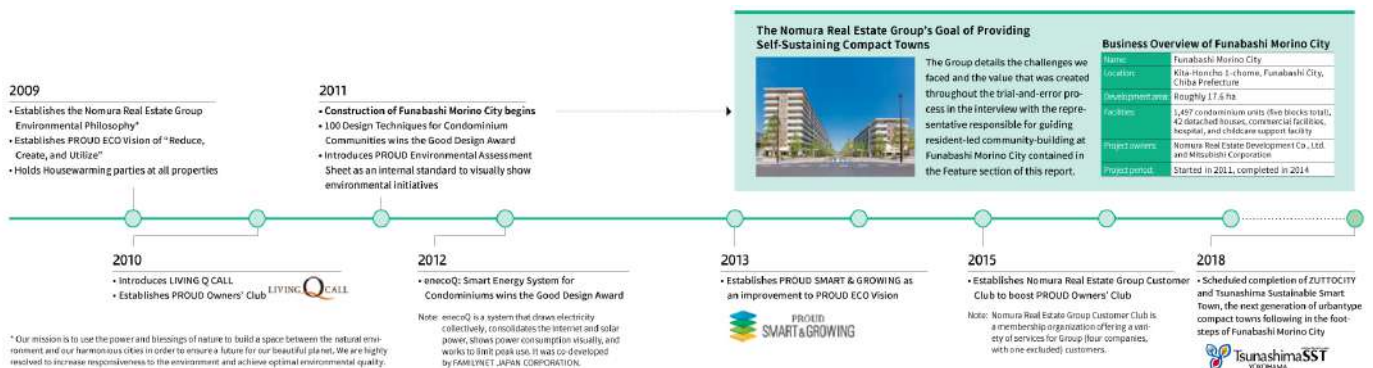
The Group has established a CSR Committee to further strengthen and promote CSR management. The Committee is comprised of Executive Officers and External Directors selected by the Board of Directors, and is in charge of deliberating on and establishing policies and action plans concerning CSR. We also established the CSR Promotion Council, a subordinate organization to the CSR Committee. This council executes and manages CSR activity plans and ensures that our CSR philosophy is instilled at Group companies. CSR Committee and CSR Promotion Council meetings were each held six times in fiscal 2016.

CSR

Special Feature



Evolving urban development : Our path to environmental and community awareness



The Nomura Real Estate Group's Goal of Providing Self-Sustaining Compact Towns

In light of changes in the structure of society, such as a declining birth rate and aging population, the Nomura Real Estate Group is working toward timely advancement of its urban-type compact town strategy, which combines multifunctionality with a high level of convenience.

Urban-type compact towns are neighborhoods that consolidate facilities with a variety of functions, such as residences, offices, commercial facilities, public facilities, hospitals, and elderly housing. But the city-building we have in mind goes beyond the mere physical aspects of urban development. We aim to build urban areas that impart a sense of purpose and fulfillment to the people who live, work, and visit there. Our intention is to build cities where progress is self-sustained by the people who live in them.



Tomoe Soda
Nomura Real Estate
Development Co.,
Ltd.

Residential
Development
Division, Residential
Product Planning &
Marketing
Department
Manager

Ms. Soda joined the Company in 1999. After gaining experience in the Condominium Sales Business, she spent roughly 10 years in product planning, including interior design for model rooms. She has been involved in the Funabashi Morino City project since 2012.

■ Toward Creating the Ideal Community

Q. What were project expectations at the planning stage?

Soda: The Funabashi Morino City Project (hereafter “this project”) began in 2011 and reached completion in 2014. The city, which is located on the 17-hectare site of a former factory, consists of roughly 1,500 residences, commercial facilities, medical facilities, and childcare facilities, as well as five parks and green spaces. As a local contributor, the city has been admired throughout the three-year construction process by many, including those who live there, of course, as well as residents of the surrounding areas.

Aims for this project included expanding our experience as a real estate developer by taking on new challenges and achieving city-building that emphasizes a sense of community to enrich the lives of residents for generations to come. This is something we had hoped to accomplish by means of consultations with Funabashi City from the planning stage onward. The Great East Japan Earthquake, which struck during the planning stage in 2011, made the need for stable energy infrastructure and coordination within communities stark. In addition, results of a residence “fondness survey” (Figure 1) conducted in 2007 indicated to the Company that beyond conditions at the time of purchase, interactions with residents after moving in and community-building efforts are key elements to creating a greater sense of fondness for one’s living situation.

In light of this information, project work began with the building of “smart city” foundations for urban development by utilizing the most advanced environmental technology and IT networks at the time while formulating the “Smart & Share Town Concept,” which offers a space for residents to cultivate the bonds between them (sharing spirit).

I joined this project before sales began. My mission was to approach residents after moving in and make communitybuilding among them a reality. However, not a few of my coworkers were concerned about coming up against discontentment regarding the residences we had developed through direct contact with clients and about whether they could operate a city that satisfies its residents. Moreover, I was personally apprehensive about pressing for cooperation between the residents and the local community, as I find it inherently difficult to force social relationships. Despite these doubts, I changed my perspective when I began to reflect seriously on the disaster-stricken areas and the expansion of opportunities to take concrete action to assist in recovery efforts in the aftermath of the Great East Japan Earthquake. I did not want to let even that modest feeling of consideration for others fade away and came to realize that consideration for others is something that should be deeply connected to the Company’s city-building goals. I have come to believe that it is exactly because I find social relationships demanding that I was able to find the shortest route to ideal community-building.

Figure 1

Fondness Survey (Nomura Real Estate Development Survey: 2007) Key points for conducting next-generation urban development

	Convenience	Comfortable living	Status/Luxury	Trust / Security
Interaction and community	Residents' association activities	Residents and community	Resident's quality	Home owners' association
Services		Smile Supporter Ease of cleaning	Maintenance and management	Management company
Shared equipment		Shared facilities Courtyard and green space	Exterior and green space	Security
Private equipment	All-electric home	Barrier-free house Bathroom	Largeness	Specification and quality
Location (convenience, environment)	Surrounding environment	Natural environment	Property size	Brand

↑

More fondness for one's residence

↓

Conditions to be considered when purchasing a condominium

Building Cities That Sustain Themselves after Community-Building Support Ends

Q. What did you care about with respect to community-building?

Soda: To many, "community-building" implies events. But participating in events alone is not enough to create a community. What is necessary for residents is to maintain daily communication. It is our hope that community-building activities continue, even after our support for them ends.

Our first task was to establish the Morino City Community Building Association—currently the Morino City Residents' Association. The Company intended to support the activities of this association for three years following its establishment, and then have residents and local businesses take over leadership from the fourth year onward. 2017 marked that fourth year and, despite the end of Company support, residents and local businesses continued association activities, such as the summer festival and cleanup activities.



Clean Green activity
in 2013

That was a communication challenge for the Company. When I encountered this obstacle, I shared the desires behind the construction of the city with the association. The Company hoped to make this city a better place. I asked the association how they wanted to use such a place and what they could do with it. This approach inspired great change in the residents, and members began to take

more autonomous action than they had before. Now, management of the residents' association is carried out independently by residents and local businesses. However, the importance of daily communication in returning leadership to residents was the major breakthrough.

As part of ongoing trial and error, we have worked to actively incorporate the opinions of outside parties. In particular, we received input from the office running the association and advice from a representative knowledgeable about self-governance from an external partner, which was especially useful. We held meetings in which we addressed, one by one, doubts that I myself may have had if I were a resident. As a result, we were able to smoothly communicate to residents our vision for the future, including the type of city-building we hope to achieve and our financial plans. It is precisely because no precedent for this existed, even within the Company, that we were able to find our way to the most ideal solutions for our residents, by always trying to see things from their perspective. This contributed to the development of my ability to provide convincing explanations.



We are also devising methods for the operation of the association itself. In order to guarantee the continuation of community-building activities, the system for operating costs must be adjusted. As the organizer, the Company has taken on costs for both itself and the establishment of the association, such as personnel costs and the costs of holding early socializing events. However, while support for community-building activities was limited to three years, activities in the public interest, including disaster preparedness, tree planting, and beautification of the environment, are being covered by membership fees from residents and local businesses and have continued even after the Company's support ended. Moving forward, the residents themselves will assume responsibility for personnel costs and will fund maintenance of the mechanism for activity agendas and administrative work through area management. I believe that a major factor in guaranteeing the continuation of community-building activities is securing both continuity and management that does not place inordinate strain on residents and local businesses.

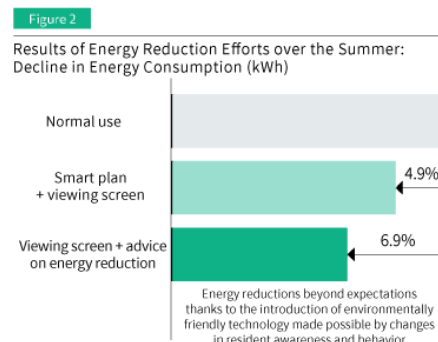
■ Raising Awareness and Producing Results beyond the Introduction of Technology

Q. How did you pursue becoming environmentally friendly?

Soda: Cultivating autonomy in residents has produced significant results, even for the environment. No matter how many advances in environmental technology are introduced, experience suggests that energy saving efforts based on a sense of duty are generally

unsustainable. This is another arena where a system is necessary so residents themselves can maintain a sense of environmental awareness and a shared vision for the city that includes cultivating green spaces, restoring the power of nature, and saving energy. Discoveries gained through environmental programs based on these ideals are proving effective as a source of motivation for residents. For instance, 240 households, roughly half, participated in growing "green curtains" on their balconies in the summer of 2013, prompting the establishment of a gardening group. This is a perfect example of self-sustaining community expansion.

Funabashi Morino City has done more than just introduce advanced environmental technology. It is also characterized by initiatives to raise awareness regarding energy conservation among residents and confirmation of participation in energy reduction by residents. In fact, when we examined the results of reduced electricity use and limits on maximum power consumption covering 500 households, we found the energy savings we had achieved were higher than we had hoped. Measures such as the installation of monitors that visually display electricity use in private areas, the restriction of peak energy use by residents within their households, the introduction of billing systems for reduced utility costs, and the provision of advice tailored to each household have resulted in a change in both resident awareness and behavior (Figure 2).



Recently, observations from countries promoting the "smart city" concept have been on the rise. During observations, the foremost concern is energy management. In addition to the physical supply side and devices designed to reduce energy use, considerable changes in resident awareness and behavior have inspired a particularly significant response. The same obstacles to a rich life exist in all countries. We would like to make use of our knowledge to work together with people of differing values to find their solution.

The ÉcoQuartier Quality Label and the Future of Funabashi Morino City

Soda: Such environmental initiatives have been highly acclaimed, with Funabashi Morino City becoming the first non-French project to be awarded the ÉcoQuartier quality label for environmentally friendly communities by the Ministry of Housing and Sustainable Home of France in 2016. In pursuit of sustainable urban development, the ÉcoQuartier quality label system focuses mostly on self-governing bodies. Since its establishment in 2012, over 800 French cities have earned approval and of 353 projects submitted, 51 gained certification, making this a highly successful system for promoting urban development in France.

The ÉcoQuartier quality label charter contains 20 criteria that illustrate the principles of sustainable urban development. These commitments are not specific numerical targets. They require that the contents be understood, measures taken to implement them, and the results analyzed. These administration-centered evaluation indicators are very diverse and, for developers, can function as a comprehensive form of evaluation for urban development.

We also plan to open OUKAS Funabashi—our first elderly housing project—in October 2017 on land adjacent to Funabashi Morino City. As a vital element of urban development, we are aiming to operate elderly housing that the local community can feel secure using.

20 ÉcoQuartier Certification Assessment Criteria

Approach and process	Territorial development
1- Carrying out projects that meet everyone's needs.	11- Balanced local economic development.
2- Management for the entire project period.	12- Providing a wide range of functions in the community.
3- Incorporating the life-cycle-cost approach.	13- Optimizing the consumption of resources and developing local sectors and short circuits.
4- Taking account of users' practices and managers' constraints.	14- Favoring walking/bicycling and public transport.
5- Implementing continuous assessment and improvement practices.	15- Deploying innovative services and networks.
Living environment	Preservation of resources and adaptation to climate change
6- Working with the existing city and proposing an appropriate density.	16- Taking initiatives to anticipate and adapt to climate changes and risks.
7- Implementing conditions of mutual help.	17- Conserving energy and promoting the use of renewable energy resources and recovery.
8- Providing a safe and healthy living environment.	18- Reducing, recovering, and recycling waste.
9- Taking account of landscape and architectural qualities.	19- Preserving and managing water resources.
10- Promoting the local heritage, history, and identity of the neighborhood.	20- Preserving and promoting biodiversity, soils and natural environments.

As the results of our honest work on this project indicate, we tackle each challenge with enthusiasm and sincerity from the perspective of a developer and of a customer. I am confident that this approach, which we apply to offices and commercial facilities as well, will bring us closer to solving the social issues we face both in Japan and abroad. It is our belief that our competitive edge as a company occupies the same vector as the creation of social value through urban development.

Summary

Outcomes Gained from Building Funabashi Morino City

Mixed-use urban development	Establishment of medical, commercial, and childcare facilities as well as parks and green spaces District planning, landscape guidelines, and maintenance of roadside green belts
Smart design	Introduction of CO2 reduction models and a highly acclaimed energy management system (first use of enecoQ) including not only green technology but also methods to verify how energy is used, and energy management verification
Shared spaces	Established a clubhouse for community activities and as a center for disaster preparedness and crime prevention activities Common facility for each block and car, bicycle, and equipment sharing
Community support	Creation of a place to foster bonds between residents Urban Development Committee: to promote urban development via residents and local businesses and support management of other committees Housing Complex Residents' Association: to promote interaction across generations through community clubs Various programs: big band (ongoing for 3 years), green curtain (ongoing for 1.5 years), disaster preparedness manual (ongoing for 6 months), etc.

Third-Party Evaluation



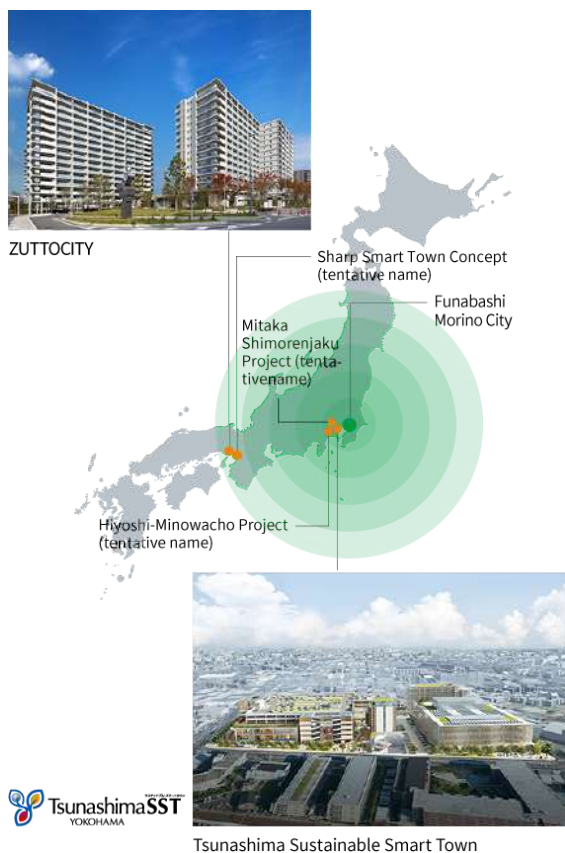
ÉcoQuartier Quality Label (eco-district certification)

The first non-French project to be awarded the ÉcoQuartier quality label quality label for environmentally friendly communities by the Ministry of Housing and Sustainable Home of France

World Smart City Award

Presented a World Smart City Award in the Project category by the Smart City Expo World Congress 2013 for its highly acclaimed initiatives to create sustainable economic value in line with the "Smart & Share Town" concept

Effort to Spread Urban-Type Compact Towns



Tsunashima Sustainable Smart Town

Location	Yokohama, Kanagawa Prefecture
Special characteristics	Numerical targets, such as those for CO2 emissions, have been set and objectives urban-type smart cities should meet established in pursuit of creating a sustainable city. Unified operation under regulations and smart services to achieve sustainable and comfortable living through landscape and design.

ZUTTOCITY

Location	Amagasaki, Hyogo Prefecture
Special characteristics	We are taking part in initiatives to create a "smart community" certified by Amagasaki City, constructing a variety of facilities on an expansive site with roughly 8.4 ha of total land for development. A private childcare facility opened on the ZUTTOCITY site in April 2017.

Sharp Smart Town (Tentative) Concept

Location	Osaka, Osaka Prefecture
Special characteristics	We are planning to build cutting-edge "smart condominiums," in collaboration with Sharp Corporation, that incorporate the strengths of both companies. With the goal of conducting business to make the IoT a part of people's lives and creating a smart society where people can live more richly, we are combining smart homes that bring humans and machines together with smart offices where people can work energetically.

Tackling Services for Elderly Residents

The Nomura Real Estate Group has launched the new elderly housing brand—OUKAS—as an indispensable part of its aim to "build cities that connect today with tomorrow's possibilities." The concept behind OUKAS is residences that support life and facilitate "a healthier tomorrow." The aim of the facility is to try to extend healthy life expectancies through attention to both body and soul by such means as the exercise program we co-developed with Nomura Real Estate Life & Sports. We are working to incorporate this as an important function of urban development moving forward. OUKAS Funabashi is scheduled to open in October 2017, as the first project with a total of 125 units located next to Funabashi Morino City. Within the next 10 years, we hope to offer 5,000 units at 40 buildings.

The Nomura Real Estate Group's elderly housing



A Home for
Celebrating Life "Tomorrow
Healthier than Today"

First OUKAS project:
OUKAS Funabashi

(Opening scheduled for October 2017)
Units: 125 Floor space per unit: 19—50 m²



On the Nomura Real Estate Group's Town Management

I would like to see the Company create legendary places that encompass more than just space, but also time, and are synonymous with "community."



Satoko Shinohara

External Director

Professor at the Department of Housing and Architecture, Faculty of Human Sciences and Design, Japan Women's University

Satoko Shinohara Living Design Institute LLC

Ms. Shinohara has abundant knowledge, experience, and extensive insight regarding methods to create common spaces in apartment buildings gained not only from her many years working as an architect but also from her perspective as a researcher. She has been working as a director for the Company since 2014.

The atmosphere of a neighborhood can influence the level of attachment residents feel, just as a corporate atmosphere can influence employees' feelings about a company.

The Importance of a Climate of Cooperation between Residents

In addition to my job as an external director, I design buildings and work as a university professor. What I have been working on, in particular, in recent years, is studying the lives of residents of housing complexes and towns within Japan and the rest of Asia. When conducting my research, I have encountered a number of ideal communities. For instance, the Group's Co-op Nomura Sonnou in Inage, Chiba, does not have an elevator. When the residents association examined possible improvements and repairs, they decided that if they could not install an elevator and make the building structurally barrier-free, younger residents would carry their elderly down from top floors, in the case of emergency. I admire the willingness to look beyond simple physical solutions. Many people in this condominium become very attached to their residence and continue to live there for a long time because they have established an inclusive communication environment. Moreover, while the building itself is not at all in a good location, the majority of residents are so fond of their home, believing it to have a charm and value that transcend its location, people sign up for them immediately when units would sell immediately as soon as there are put on the secondary market. On the other hand, there were also examples of housing complexes that are easy for families with children to live in but dissatisfied the elder residents. There were also cases where high resident turnover led to a lack of communication

among residents. This is an example of a lack of communication among residents.

As this research continued, I came to realize that even if it is the real estate companies that create the buildings, it is the residents themselves who must take the initiative to cooperate in order to create a place where they feel at ease and can continue living for a long time. The atmosphere of a neighborhood can influence the level of attachment residents feel, just as a corporate atmosphere can influence employees' feelings about a company. I believe that planning large-scale apartment complexes is virtually town-building in a short period of time, and therefore the attachment to the town itself represents the true value of that location.

Funabashi Morino City is a project that embodies those concepts. Ms. Soda, who worked on this project, referenced the results of both the Company's and my research in conceiving a system to urge cooperation among residents. I was struck by the way she worked to instill a sense of autonomy and duty toward town-building in the residents. Moreover, continuing a relationship after the sale is key. There is a concern that being too conscious of the ideal town before the sale will cause services to swell, which will only bring the town further from that ideal. For instance, an elderly housing facility with supportive services is planned to open in Funabashi Morino City in October 2017, approximately four years after the sale. This represents an ideal approach whereby we gradually add value over a certain period of time. I believe service development that occurs all at once without an atmosphere of cooperation between the town's residents will eventually lead to a squandering of resources.

Of course, town-building is not only about the intangible aspects. The tangible ones are crucial, too. For instance, creating a formal entrance hall is a vital element to condominium construction, as it functions as the face of the building. However, it is also important to furnish that entryway in such a manner as to naturally encourage residents to not only greet each other but also stop and talk. Furthermore, as beautiful and peaceful as inner courtyards are, building tall enclosure walls to ensure safety and security would have a negative impact on the surrounding environment and do nothing to increase the value of the town itself. In such a case, it might be better to consider an arrangement more beneficial to both the town and the surrounding environment, such as a timed gate that opens onto the courtyard.

The responsibilities of a real estate company go beyond that of space. Time is also a crucial element.

Expectations of the Nomura Real Estate Group

The Nomura Real Estate Group adopts a process integrating development, sales, and management. Given the fact that I am usually able to conduct an inspection of a property immediately after being contacted, I have been able to experience the functionality of this integrated process firsthand. The integrated process the Group has in place to provide timely feedback from the management company to the development department is functioning

properly. Furthermore, by virtue of our foresight in focusing on residential communities, we collect useful information faster than our competitors. This is information that should be utilized as a part of our toolbox. For instance, town-building does not have to hinge on condominiums. It could be centered on detached houses. In regard to living space, the time when three-bedroom units were the standard is coming to an end. Couples that no longer live with children may block off a section of their living space and rent it out. When they retire, they may turn an extra room into a home office where they can work separately from where they live. The idea of one family to one residence is not a given. Unfortunately, renting a portion of one's residence to another is restricted under the law in Japan. However, as a company with intimate knowledge of the housing situation, it may be advisable for the Nomura Real Estate Group to recommend a policy aimed at shifting the government's stance.

The responsibilities of a real estate company go beyond that of space. Time is also a crucial element. Long-term survival as a company of value is not possible without that perspective. Objectively speaking, the Nomura Real Estate Group's pool of human resources who are well versed in construction is quite large when compared with other companies. The Group is also highly fastidious about its buildings and deliberate in the way it works. While it has several challenges to overcome, the Group will make great use of its strengths in order to create renowned spaces synonymous with community.



CSR priority theme

Safety and Security

Demand is on the rise for better real estate safety and security. This includes efforts to ensure natural disaster readiness, measures to address aging real estate stock, and expectations concerning urban revitalization.

The Nomura Real Estate Group is engaged in the technical aspects of this pursuit in ways that include ensuring building quality by deploying state-of-the-art technologies and satisfying our own quality control standards and improving the city functions in urban development projects. Non-technical efforts involve bolstering disaster prevention plans, BCPs, and after-sales services. Through these efforts, we seek to ensure safety and security for customers and communities.

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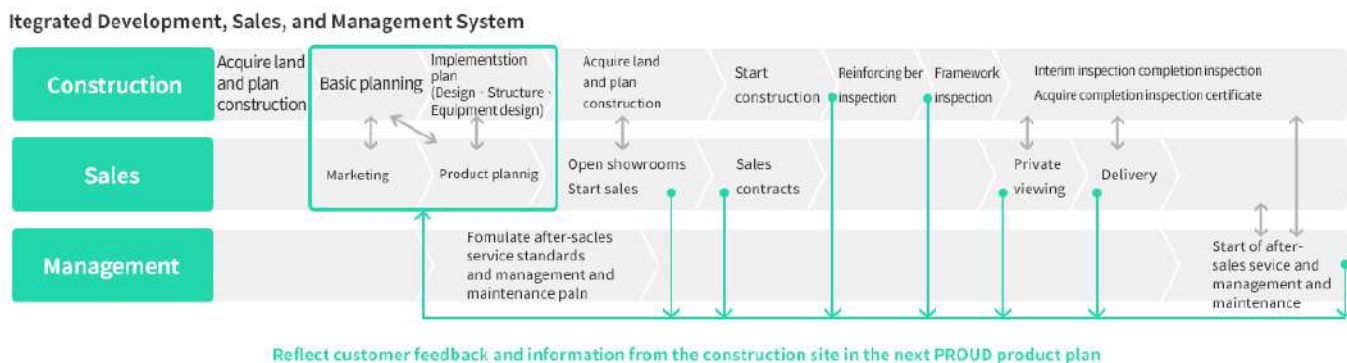
CSR | Safety and Security

Building Safety and Security (PROUD Condominiums)

Quality Improvement Initiatives

Integrated Development, Sales, and Management System

The Nomura Real Estate Group provides a complete range of integrated residential services, from development to after-sales maintenance. This commitment to tightly integrated services enables the Group to accurately grasp the opinions and preferences of its customers at each stage. As a result, we can better meet the needs of the market as we utilize feedback to improve subsequent product development.



Condominium Design Standards and Condominium Manual

Nomura Real Estate Development has established proprietary design and construction standards, including its Condominium Design Standards, Condominium Design Manual (Structure, Construction, Facilities), and After-sales Service Standards. These manuals and standards are distributed to all construction companies and other business partners, and efforts are made to increase awareness about these by holding regular seminars. The goal of these activities is to ensure the supply of high-quality, safe, and secure housing.



Condominium Design Standards and Condominium Manual

Construction Progress Reporting

With a view to making known the safety, security, and quality provided by our PROUD condominiums, Nomura Real Estate Development uses a special website to provide construction progress reports to our contract holders. The site provides monthly updates on construction progress and provides information about the main work being performed at each stage of construction.



Site for Contract Holders

CSR | Safety and Security

Safety and Security after a Sale

Improving After-Sales Services

■ National Customer Conference

Every year, Nomura Real Estate Development hosts the National Customer Conference as a means to enhance after-sales services in its housing business. After-sales service personnel from our branches around the nation share information about and discuss cases and problems that occurred at their offices.

■ NEXT PASS 10

Nomura Real Estate Development has run the NEXT PASS 10 paid program to respond to home needs, including problems and malfunctions, for a period of 10 years. In fiscal 2016, we launched NEXT PASS 15 in order to extend the program another five years. This service consists of equipment warranty extensions, emergency response and repair services, and long-term maintenance support. The first maintenance and support system for private floor space to be offered in the condominium industry.

■ Nomura Real Estate Relocation Service

Nomura Real Estate Development offers the Nomura Real Estate Relocation service for owners of condominium units. When owners of Nomura Real Estate condominium units in the Tokyo metropolitan area are absent from their homes for long periods due to job transfer or other reasons, we lease the vacant homes directly from the owners and sublet them as rented accommodations. The owners receive rent payments and enjoy peace of mind because they are leasing their homes to the company that originally sold the property.

■ Earnest Repair Guarantee Service

Nomura Real Estate Urban Net Co., Ltd. offers its Earnest Repair Guarantee service to bring safety and security to customers purchasing resale housing.

This service guarantees secure housing by promptly inspecting the property sold and repairing any problem areas before a brokerage agreement is signed. This service was launched in December 2012, and is now provided for some 10,000 properties.

About the Earnest Repair Guarantee Service

■ Introducing the Housing Equipment Guarantee Featuring Maintenance Support

Nomura Real Estate Urban Net Co., Ltd. has launched a guarantee program for the repair or replacement of major equipment belonging to properties purchased through a broker. The guarantee, which extends for one year after each sale, covers any breakdown or failure. Even for properties not covered by this guarantee, the company offers a service beginning 10 months after the date of sale that provides tenants with peace of mind by handling repairs in wet areas and inspecting major equipment.

Improving Quality Control

■ Managing in Accordance with the Guideline to Assessing Building Quality Control

Nomura Real Estate Partners has formulated the Guideline to Assessing Building Quality control in order to standardize and improve quality control efforts, and follows this guideline when managing its office buildings and other facilities. The guideline contains more than 400 items that pertain to topics such as quality control, legal compliance, and internal audits.

■ Promoting the Acquisition of ISO Certification

Nomura Real Estate Partners holds ISO 20000 international certification for IT service management systems (ITSMS) for services provided to three data centers (as of the end of March, 2017): Yokohama Data Center #1, Yokohama Data Center #2, and the Osaka Data Center. This marks the first time that a company in Japan's building management industry has obtained this certification.

Nomura Real Estate Development has also acquired ISO 9001: 2015 certification (an international standard for quality management systems) for design management operations pertaining to important equipment and construction management operations conducted by the facility.

Nomura Real Estate Partners has also acquired ISO 9001 certification (an international quality management system standard) for 21 properties in the office building segment and 19 complexes in the condominium segment.

ISO 14001 and ISO 50001, please see Environmental Activity Promotion Framework.

■ Regular Study Sessions Held With Partner Companies

Nomura Real Estate Partners holds study sessions with partner companies on a regular basis in an effort to prevent the recurrence of accidents and improve business quality. Discussions at these study sessions cover topics such as reporting accidents and other problems and giving improvement instructions. In fiscal 2016 we launched the East Japan Safety and Health Council and West Japan Safety and Health Council as part of the Architectural Design Office.

■ Delegation of an Adviser for the Prevention of Damage from Bank Transfer Scams

As of April 2017, 453 people from Nomura Real Estate Partners have designated by the Metropolitan Police Department as advisers in charge of preventing damage from bank transfer scams. Known as “smile supporters,” these condominium managers reach out to residents in order to raise awareness of and caution them against such scams.



Disaster Preparedness Initiatives

Disaster Preparedness Support

Advancing the "Circle Aid" Disaster Preparedness Concept

We have formulated the Circle Aid disaster preparedness concept for PROUD brand condominiums. This concept encompasses earthquake-resistant design and disaster preparedness storerooms, and assists residents in helping themselves and others when disasters strike. As part of this initiative, we have distributed guidebooks and support disaster drills.

Protect yourself. Help one another. Circle Aid

Disaster Preparedness at Managed Condominiums

Nomura Real Estate Partners provides assistance for disaster preparedness, helping condominium associations formulate and implement disaster preparedness drills and earthquake response manuals. We have also created a Disaster Preparedness Guidebook, a set of guidelines for earthquakes and power outages that is being distributed to all condominium associations contracted for management.

Disaster Preparedness Hub Set up for Office Building Tenants

The Nomura Real Estate Group is developing premium midsize offices (PMOs) for small- and medium-sized enterprises that feature the same functions and design standards found in much larger office buildings. To respond to the disaster preparedness and BCP needs of tenants in PMO series buildings, we opened N-FORT disaster preparedness hub at PMO Nihonbashi Muromachi. N-FORT houses food rations for some 2,000 people and an emergency generator that can supply power for up to 72 hours following a blackout caused by a major disaster.



PMO Nihonbashi
Muromachi

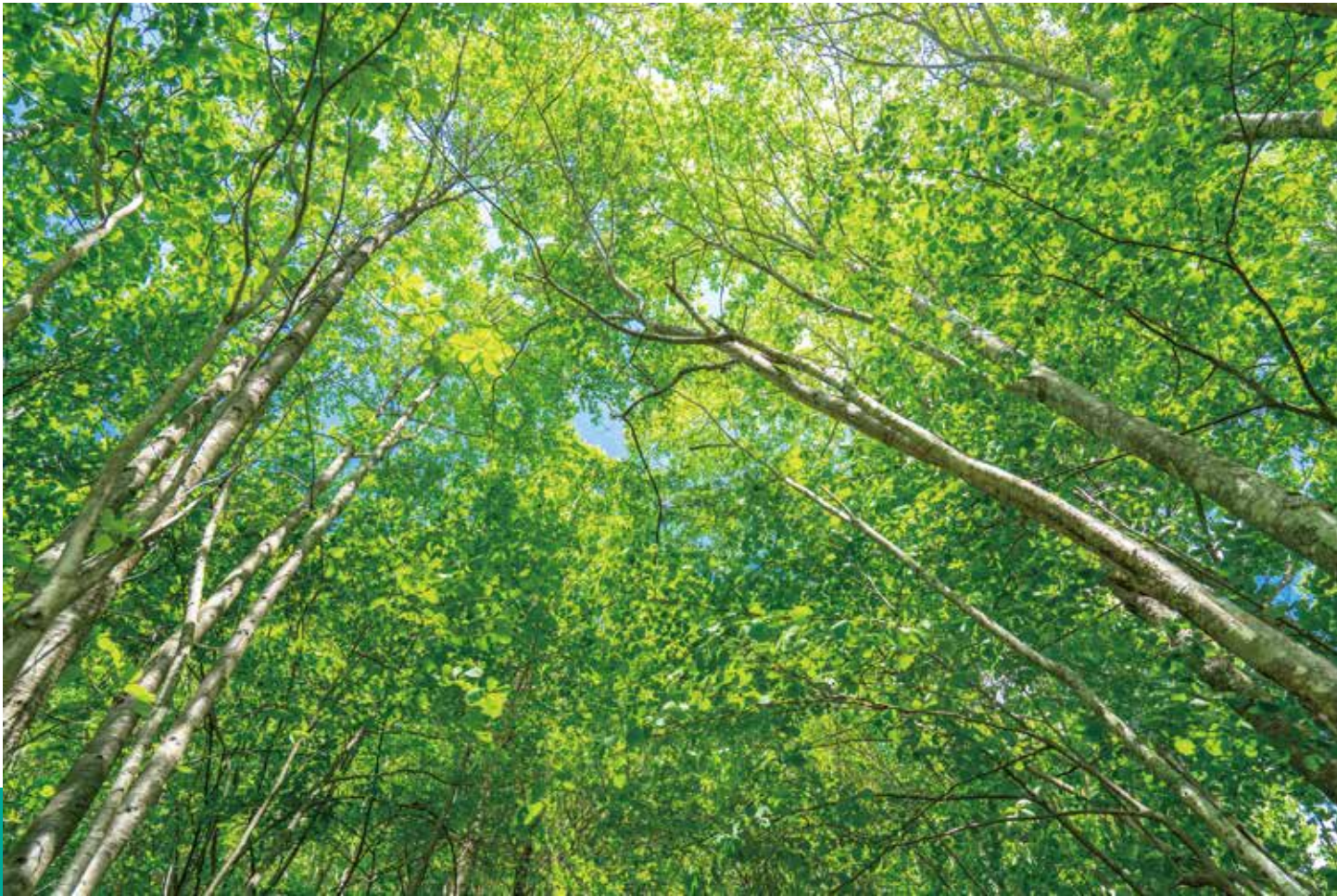
Disaster Response Drills at Office Buildings and Commercial Facilities

Nomura Real Estate Partners conducts a number of initiatives aimed at ensuring the safety of tenants and their visitors. These include holding disaster preparedness drills, assisting in the creation of earthquake and fire preparedness manuals, and running basic lifesaving certification classes for building managers.

In addition, disaster communication drills are held every month between the head office of Nomura Building Management and local sites. Once a year, a widespread disaster response drill is held. The drill involves identifying, assessing, and communicating damage levels and building a system that uses wireless devices and teleconferencing.

Sheltering of and Support for Disaster Victims through Temporary Living Accommodations for Those Unable to Return Home

The Shinjuku Nomura Building (Shinjuku Ward, Tokyo) and Nihonbashi Muromachi Nomura Building (Chuo Ward, Tokyo) have signed agreements with their respective wards to serve as temporary living accommodations for disaster victims unable to return to their homes.



CSR priority theme

The Environment

Addressing environmental issues and energy shortages represent critical issues facing society. A company will not be able to continue as a going concern without addressing these issues.

Through its businesses, the Nomura Real Estate Group is focused on deploying advanced eco-technologies and ICT, implementing passive design and creating energy through harmony with nature, and other initiatives that seek to lessen our environmental impact.

We are also engaged in ongoing efforts to support community development and environmental education through events and town meetings with the goal of achieving a sustainable society together with local communities.

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CSR | The Environment

Environmental Management

Environmental Activity Promotion Framework

■ The Group Environmental Philosophy

The Group believes that it has a duty to society to help pass the current natural environment down to future generations. In accordance with that belief, we are working to create communities and spaces in harmony with the environment, and we are pursuing the realization of ideal environmental quality. Nomura Real Estate Holdings has formulated the Nomura Real Estate Group Environmental Philosophy and is actively addressing environmental issues at the Group level.

The Nomura Real Estate Group Environmental Philosophy

The Group has a mission of utilizing the power and blessings of nature to create communities and spaces in harmony with the environment in order to pass down the earth's beauty to future generations.

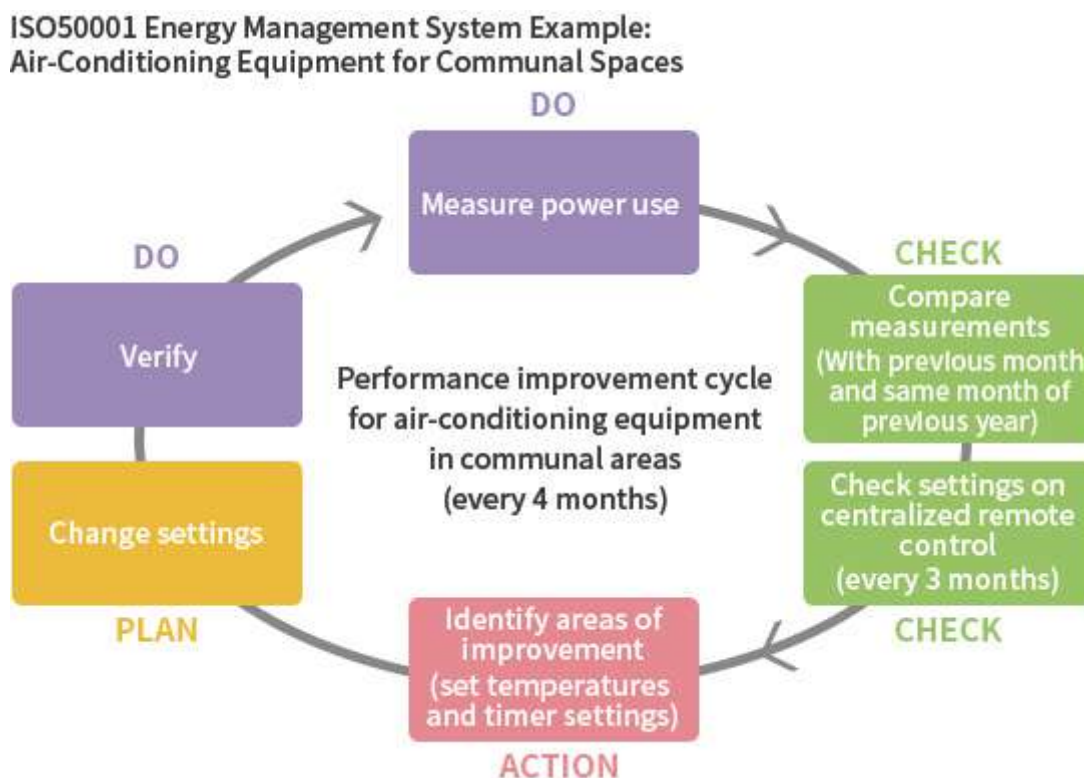
We will pursue the realization of ideal environmental quality with a strong will and increased sensitivity to the environment.

Environmental Management System ISO 14001 Certification

The Yokohama Office of Nomura Real Estate Partners Co., Ltd. is a model environmental office that has earned ISO 14001 certification, the international standard for environmental management systems. The office is working to advance a wide range of initiatives, including waste reduction, resource recycling, and energy-saving measures.

Energy Management System ISO 50001 Certification

At PROUD Funabashi Blocks 1&2, FamilyNet Japan Corp., one of our business partners, earned ISO 50001 certification for the development of the facility's energy management system. This marks one of our many efforts to build a sustainable energy management framework.



PROUD Funabashi showcases advanced energy management, especially in air-conditioning and lighting in communal spaces. The power used by each piece of equipment is measured, visualized, and analyzed, and the results are used to improve performance. By repeating this process, we work to optimize energy use in condominiums without overburden, waste, or irregularity.

CSR | The Environment

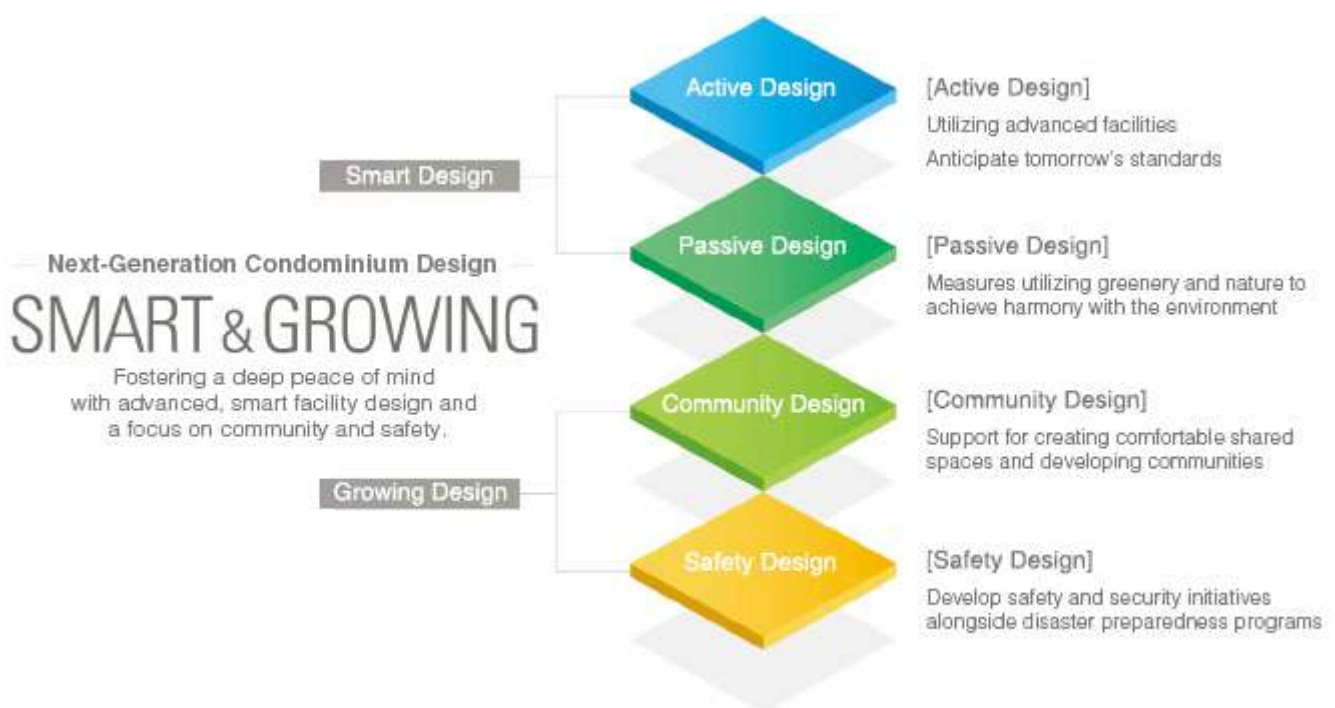
Providing Environmentally Conscious Housing and Buildings

Saving Energy and Reducing CO₂ Emissions

PROUD Smart Design: SMART & GROWING

Nomura Real Estate Development has formulated its PROUD Smart Design: SMART & GROWING concept in line with its environmental vision focused on creating next-generation condominiums. SMART denotes a commitment to reducing environmental impact through the use of advanced equipment and through harmony with nature, and consists of active design and passive design. GROWING refers to achieving relaxing lifestyles and sustainability and consists of community design and safety design. Through these two concepts, we are focusing efforts on sustainability, providing homes with value that will stand the test of time.

PROUD Smart&GROWING



Formulating the PROUD Environmental Assessment Sheet

Nomura Real Estate Development has created the PROUD Environmental Assessment Sheet as a step towards improving and standardizing PROUD's environmental performance. We have established 33 environmental performance standards that span energy conservation to greenhouse gas emission reductions to biodiversity. Personnel are required to check these standards when planning and designing products.

Procuring and supplying power efficiently

At its PROUD condominiums, the Nomura Real Estate Group is rolling out its enecoQ service. This service promotes energy saving and cost reductions through a combination of ICT (information and communications technologies) and a high-voltage power receiving service for condominiums. We have also established NF Power Service Co., Ltd. to procure power for Group companies. By leveraging demand prediction models we have developed over the course of providing our enecoQ service, the company can now purchase power much more efficiently.

enecoQ

ZUTTOCITY Becomes Certified Amagasaki-Version Smart Community

One of the largest train station area redevelopment projects, ZUTTOCITY (Amagasaki City, Hyogo Prefecture) has been certified as an Amagasaki-version smart community by Amagasaki City.

Through this project, we built a "town energy management system" for tracking energy consumption across the entire town. Using digital signage, the system provides a visual representation of energy usage in real time. This encourages people to go outside during times of peak demand and thereby reduce peak usage. As an incentive to go outside, the city provides residents with local currency points they can redeem at businesses in Amagasaki City (see figure below).

These efforts to save energy in and stimulate not just the property development area but an entire community by tying energy usage to local currency points has never been done before in Japan.



Public opening of
ZUTTOCITY

Grant local currency points based on energy conservation performance



LAZONA Kawasaki TOSHIBA building wins the Energy Conservation Center of Japan Chairman's Prize, the grand prize for energy conservation

The LAZONA Kawasaki TOSHIBA building in Kawasaki, Kanagawa has implemented a building energy management system (BEMS) that visually represents energy usage and automatically manages lighting and air conditioning using image sensors. The system has decreased CO2 emissions by more than 50% over traditional office buildings and has both saved energy and increased comfort. For these achievements, we received the 2016 Energy Conservation Center of Japan Chairman's Prize, the grand prize for energy conservation.

*Grand prize for energy conservation

An awards program run by Energy Conservation Center, Japan, with support from the Ministry of Economy, Trade and Industry. The program aims to encourage greater energy conservation in society through means such as raising energy conservation awareness and driving adoption of energy-saving products throughout Japan. Awards are given for outstanding energy conservation initiatives that provide a model for other companies and for products or business models that exhibit outstanding energy-saving performance.



LAZONA Kawasaki
TOSHIBA building



Energy Conservation
Grand Prize label

■ Purchasing Green Power at the Nihonbashi Muromachi Nomura Building

The Group is actively promoting environmental initiatives at its Nihonbashi Muromachi Nomura Building (Chuo Ward, Tokyo), including site landscaping, rooftop gardens, and water reuse. As a part of these initiatives, the building purchases 1 million kWh per year of electricity generated by renewable energy, which is known as green power.



Nihonbashi
Muromachi Nomura
Building

■ Moving Forward with Solar Power Generation Business

Yokohama Business Park Heating and Cooling Supply has installed solar panels on Landport, a distribution facility developed by the Nomura Real Estate Group, and has begun a solar power generation business. Landport's combined eleven facilities (as of March 2017) generate 8.95 million KWh of energy a year, equivalent to the annual power consumption of 2,490 ordinary households.*

* Assuming each of the 2,490 households uses 3,600 kWh a year. Source: The Federation of Electric Power Companies of Japan (FEPC), Electricity Statistics Information

Solar Power Generation Business

	Buildings	Power output	General household consumption equivalent
FY 2016	7 buildings	Approx. 5.91 million kWh	Approx. 1,640 households
FY 2017	11 buildings	Approx. 8.95 million kWh	Power consumed by approx. 2,490 households

Resource Conservation and Waste Reduction Initiatives

The Nomura Real Estate Group practices waste reduction, reuse, and recycling to make effective use of resources and reduce the waste generated through its business activities. With a view to helping create a recycling-based society, the company promotes the recycling of industrial waste while working to reduce regular waste.

Proposing Energy Efficiency Solutions to Customers

Energy Efficiency and Eco Proposals for Tenants

The Nomura Real Estate Group makes energy efficiency and environmental proposals to the tenant companies in its buildings and to the residents of its condominiums.

Nomura Real Estate Partners Co., Ltd. established a committee to respond to restrictions on power consumption. This committee makes proposals to building owners on ways to reduce power consumption in managed buildings. The company also employs an ASP*-based system that compiles energy data, provides operational support, and conducts awareness-raising activities designed to reduce electricity use. The company makes energy efficiency and electricity conservation proposals to condominium associations and introduces examples of environmental initiatives through "Smile" Online, a housing newsletter that provides useful information about residential living.

* ASP, or Application Service Provider, is a provider that rents business applications to customers via the Internet.

■ Energy Efficiency Support Business

Nomura Real Estate Partners conducts an energy efficiency support business for tenant companies in the properties it manages and operates. Its efforts to contribute energy conservation include helping to create environment-related legal reports, providing energy usage calculation systems, and offering monitoring systems that visually represent energy usage.



The "ecomio" system visualized energy use

Initiatives for Biodiversity

PROUD City MusashinoMitaka has acquired both ABINC and JHEP certification

PROUD City MusashinoMitaka (located in Musashino, Tokyo) is the result of planning with a focus on preserving Musashino's abundant natural surroundings and the ecosystems of the area. This has led to the acquisition of two types of certifications related to biodiversity preservation: ABINC (Biodiversity-Promoting Office®)*1 certification and JHEP (Japan Habitat Evaluation and Certification Program)*2 rank AA certification. Nomura Real Estate Development is the first company in Japan to acquire both types of certification for a single spec home.

ABINC certification has also been obtained for PROUD Kokubunji (in Kokubunji, Tokyo) and Roka-Koen the Residence (in Setagaya Ward, Tokyo).



PROUD City
MusashinoMitaka
exterior

*1 ABINC (Association for Business Innovation in harmony with Nature and Community) certification:

A certification program created to promote harmony between people and nature in corporate activities. Under the program, ABINC—as an independent party—evaluates and certifies housing developments office buildings and that engage in greening activities and that show a regard for biodiversity in accordance with the JBIB Guidelines for Sustainable Business Sites published by the Japan Business Initiative for Biodiversity (JBIB).

*2 JHEP (Japan Habitat Evaluation and Certification Program):

A program developed and run by Ecosystem Conservation Society-Japan with the purpose of quantitatively evaluating and certifying efforts to preserve and restore biodiversity. It features strict standards comparable to those that exist internationally, and the number of certifications a company or organization acquires serves as an indicator of the degree to which it has achieved, in Japan, the Aichi Biodiversity Targets adopted at the COP 10 event in 2010.

Criteria for acquiring certification

<ABINC certification>

- At least 20% of the organization's floor area contributes to improving biodiversity
- Make considerations to allow a greater variety of organisms to thrive through three-dimensional greening that involves the use of grasses, bushes/shrubbery, and trees
- Develop contiguous green space stretching at least 300 m²
- Survey the history of the surrounding natural environment and land, and perform green space design and management planning
- Make considerations for spaces and pathways for animals to live and move through

<JHEP certification>

- Demonstrate that the business increased improved biodiversity value
- Refrain from using ecosystem-damaging alien species or uncategorized alien species in the planting of vegetation
- Develop green spaces such as self-managed parks, public open spaces, or courtyards
- Preserve existing large-diameter trees

Exhibit of Urban Design for Firefly Habitats held at Yokohama Business Park

Yokohama Business Park (YBP) received ABINC (Association for Business Innovation in Harmony with Nature and Community) certification (urban/SC ver.)* for its consideration given to conserving biodiversity.

Held every year, the Exhibit of Urban Design for Firefly Habitats serves as an opportunity to think and learn about biodiversity and environmental problems together with tenant companies and local community members. The event received the Kanagawa Global Environment Award in FY 2013.



Exhibit of Urban Design for Firefly Habitats

Promoting Green Design in Business Activities

The Nomura Real Estate Group actively conducts green space design with landscaping and trees, and maintains and manages landscaping at condominiums and office buildings.

Nomura Real Estate Development's PROUD condominiums use passive design strategies based on the PROUD Smart Design: SMART & GROWING concept. These include improving the visibility of vegetation from the street through the effective use of different sized trees, creating cool spots with tall trees, and taking into account continuity with surrounding green spaces.

Environmental Certification

Funabashi Morino City awarded ÉcoQuartier certification by the French Ministry of Housing

An eco-conscious urban development initiative based on the Smart & Share Town concept, Funabashi Morino City (in Funabashi, Chiba) became the first such project in the world to receive ÉcoQuartier certification (eco-district certification) outside of France. The certification was granted by the Ministry of Housing and Sustainable Homes of France in December 2016. Funabashi Morino City is an eco-conscious urban development project achieved through a combination of advanced environmental, information, and communication technologies, and a design that takes advantage of wind flow, sunlight, greening, and other aspects of nature.

Established through cooperation with the City of Funabashi, the Morino City Community Building Committee (currently registered as a neighborhood council in the City of Funabashi as the "Morino City Community Association") works with local residents and enterprises to develop the urban landscape and stimulate the community. This certification comes in recognition of the committee's efforts to work with government, the private sector, and city residents to practice urban development and support a local recycling economy.



Certification-granting ceremony held in Paris, France



ÉcoQuartier certification

Yokohama Nomura Building acquires LEED, CASBEE, SEGES, and other certifications

The Yokohama Nomura Building (in Yokohama, Kanagawa) has acquired LEED CS GOLD and CASBEE S rank (environmental performance rating system) certifications as well as SEGES (Social and Environmental Green Evaluation System) certification. This demonstrates the building's strong BCP performance achieved through the use of technologies that include seismically isolated structures, cogeneration systems that use medium-pressure gas, and dual fuel emergency generators. It also recognizes the building's strengthened environmental performance, the result of using equipment with low environmental impact coupled with greening activities that include planting more than 80 tall trees and creating green walls.



Yokohama Nomura Building

Promoting the Acquisition of CASBEE Certification

The Nomura Real Estate Group actively works to reduce environmental impact with the goal of acquiring CASBEE* certification.

Nomura Real Estate Development acquires CASBEE A or higher ratings for the PMO (premium midsize office) buildings and Landport logistics facilities it develops.

*CASBEE, or Comprehensive Assessment System for Built Environment Efficiency, includes the certification program administered by the Institute for Building Environment and Energy Conservation (IBEC) and programs such as CASBEE Kawasaki, which are administered by local governments.

CASBEE Certified Properties

Building	Rank
Yokohama Nomura Building	S
PMO Nihonbashi Edodori	A
PMO Nishi Shinbashi	A
PMO Shin Nihonbashi	A
PMO Kanda Iwamotocho	A
Landport Iwatsuki	A
Landport Kashiwanami I	A
Landport Kashiwanami II	A

* Only major properties certified in FY 2016 are shown

Acquisition of Green Building Certification

Nomura Real Estate Development has acquired DBJ Green Building certification for its Landport logistics facility and for office buildings that we developed, including PMOs (premium midsize offices) and the Nihonbashi Muromachi Nomura Building (Chuo Ward, Tokyo). This certification recognizes these facilities' efforts to regard for the environment in deploying the latest equipment, their efforts to visualize energy usage, and the measures in place to ensure comfortable working environments for tenants. Newly acquired certifications in fiscal 2016 are shown at right.

*1 DBJ Green Building Certification System:

A ranking system employed by the Development Bank of Japan. The system is designed to promote real estate development planning that considers environmental performance, disaster preparedness, and security as well as social needs from a diverse range of stakeholder.

*2 Plan Certification:

The Development Bank of Japan's Green Building Certification Program utilizes a model to score real estate development projects in the planning stage for their environmental performance and tenant user friendliness and rank them accordingly.

Properties with Green Building Certification

Building Name	Rank
Landport Kashiwa Shonan I	2015 Plan 
Landport Kashiwa Shonan II	2015 Plan 
Landport Takatsuki	2015 Plan 
Landport Hachioji II	2015 Plan 
Landport Iwatsuki	2015 Plan 
Landport Komaki	2015 Plan 

* Only major properties certified in FY 2016 are shown

Environmental Considerations during Construction and Demolition

Policy and Standards

PROUD Environmental Guidelines

We created the PROUD Environmental Guidelines for construction partners to help reduce environmental impacts from construction sites. These guidelines include design consideration, such as greenery and use of recycled materials, and the promotion of the 3Rs (Reduce, Reuse, Recycle).

Summary

- Improve environmental awareness
- Reduce impacts on the natural environment and surrounding environment
- Promote the use of products, technologies and methods with fewer environmental impacts
- Reduce waste emissions and increase recycling rate
- Reduce greenhouse gas emissions
- Proper management and reduced usage of chemicals

Initiatives to Reduce Hazardous Materials and Prevent Pollution

Asbestos: Proper Handling and Continuous Monitoring

The Nomura Real Estate Group handles asbestos found during demolition work with the utmost caution and care by cordoning off affected areas and ensuring regular third-party testing to determine presence and concentration. We also conduct continuous monitoring to ensure that no problems exist.

■ Initiatives against Soil Contamination

The Nomura Real Estate Group thoroughly investigates the history of land use prior to the purchase of any site for development and hires specialists to conduct soil surveys when prior soil contamination is suspected. If soil contamination is found, we initiate measures required under the Soil Contamination Countermeasures Law and other related laws, which include the removal or containment of substances.

■ Initiatives for Reducing Chemicals used in Construction Materials

The Nomura Real Estate Group is firmly committed to the proper management of chemical substances and is working to reduce the amounts it uses.

In its spec home business, Nomura Real Estate Development stipulates in its own Condominium Design Standards (Quality Standards) the requirement that materials used in construction have a four star* formaldehyde emission rating. At the time of completion, we also measure the levels of formaldehyde, toluene, xylene, ethylbenzene, and styrene, the five substances designated in the Housing Quality Assurance Promotion Act.

To ensure the proper handling and reduced usage of VOCs, PCBs and other chemicals, we require our construction partners to follow the PROUD Environmental Guidelines during construction. Construction partners are also required to submit a Quality Control Check Sheet.

Furthermore, in the development of our office buildings, shopping centers, and other such facilities, we use F Four Star (F☆☆☆☆) rated materials and require our construction contractors to provide quality control check sheets.

* Four star formaldehyde rating:

The highest rating against formaldehyde emissions

■ Initiatives for Reducing Chlorofluorocarbon

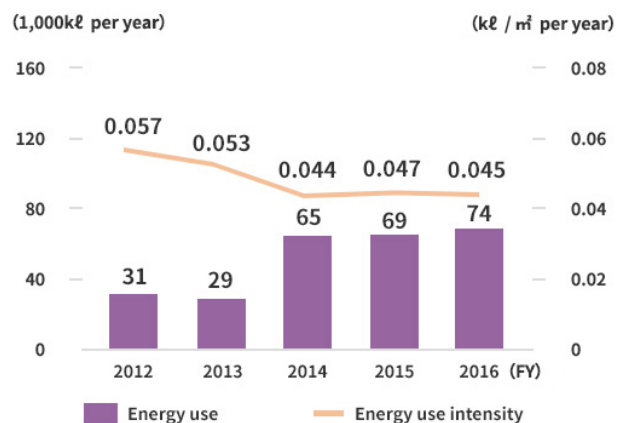
The Nomura Real Estate Development Condominium Design Manual requires the use of chlorofluorocarbon-free insulation and refrigerants used in air conditioners to prevent emissions of ozone-damaging chlorofluorocarbon. Construction partners are also required to submit a Quality Control Check Sheet during construction to confirm that only chlorofluorocarbon-free materials have been used.

Environmental Data

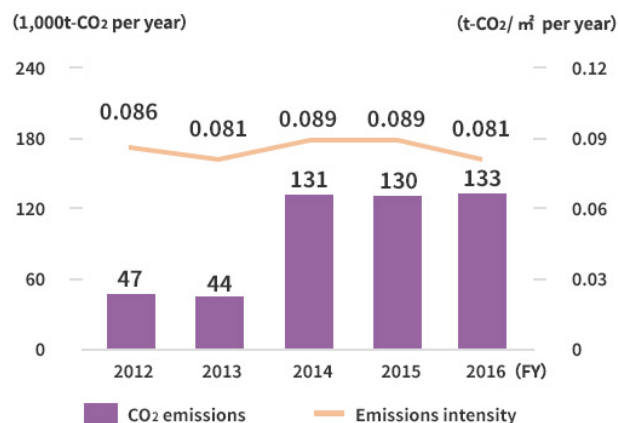
Environmental Data

The Nomura Real Estate Group gathers environment-related data for the major facilities that must be registered under the Energy Saving Act.

Crude Oil-Equivalent Energy and Intensity



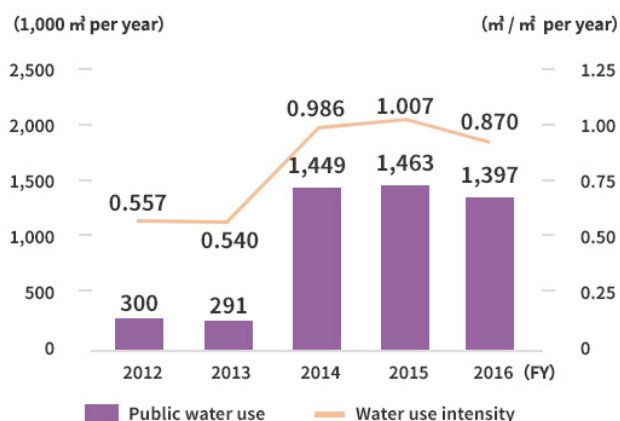
CO₂ Emissions and Intensity



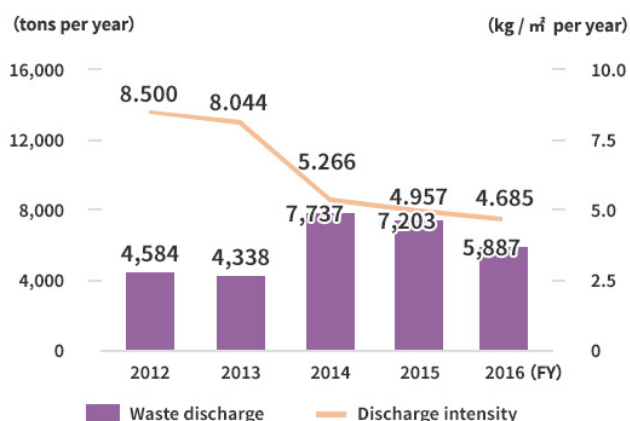
	2012	2013	2014	2015	2016
Energy use (1,000k ℓ per year)	31	29	65	69	74
Energy use intensity (k ℓ / m ² per year)	0.057	0.053	0.044	0.047	0.045

	2012	2013	2014	2015	2016
CO₂emissions (1,000t-CO ₂ per year)	47	44	131	130	133
Emissions intensity (t-CO ₂ /m ² per year)	0.086	0.081	0.089	0.089	0.081

Public Water Use and Intensity



Waste Discharge and Intensity



	2012	2013	2014	2015	2016
Public water use (1,000m³ per year)	300	291	1,449	1,463	1,397
Water use intensity (m³/m² per year)	0.557	0.540	0.986	1.007	0.870

	2012	2013	2014	2015	2016
Waste discharge (tons per year)	4,584	4,338	7,737	7,203	5,887
Discharge intensity (kg/m² per year)	8.500	8.044	5.266	4.957	4.685

* Until fiscal 2013, this included seven buildings (primarily used for office space) that were subject to the Tokyo Metropolitan Ordinance on Environmental preservation and that had a Nomura Real Estate Group floor area ownership of 50,000 m² or more.

* For fiscal 2014, this included 143 facilities requiring registration under the Energy Saving Act (including some waterworks, sewerage, and waste facilities), excluding condominium sales centers. (There were a total of 201 facilities.)

* For fiscal 2015, this included 142 facilities requiring registration under the Act on the Rational Use of Energy (including some waste facilities), with the exception of condominium sales centers. (There were 210 facilities in total.)

* In fiscal 2016, this included 181 facilities requiring registration under the Act on the Rational Use of Energy (including some waterworks, sewerage, and waste facilities), with the exception of condominium sales centers.

* CO₂ emissions are calculated using the coefficient stipulated in the Tokyo Metropolitan Ordinance on Environmental Preservation.



CSR priority theme

Community

One social problem we face is an eroding connection between individuals and the community and a reduced effectiveness of communities brought about by changes to the social fabric, which include a declining population and growing number of elderly.

The Nomura Real Estate Group works to develop vibrant communities together with people who live, work, gather, and rest in our areas of operation. This involves making the most of the diverse values held by communities through initiatives that include community building via the urban-type Compact Town concept, promoting mutual support, and building systems to encourage inter-generational interaction.

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CSR | Community

Support for Developing Condominium Communities

Design Initiatives Aimed at Building Communities

■ Practicing the "100 Design Techniques for Condominium Communities"

Through an industry-academia joint research effort with Japan Women's University Graduate School, Nomura Real Estate Development developed the "100 Design Techniques for Condominium Communities" ("100 Design Techniques"), which it employs when planning condominium products. We build comfortable communities where residents respect one another's values and lifestyles and help each other out in times of need. Our condominiums thereby serve as a foundation for addressing social issues that include disaster prevention and environmental preservation. The 100 Design Techniques were developed based on the results of customer questionnaires and of surveys looking at the usage of shared areas at our existing condominiums, and represent important considerations concerning design aimed at nurturing and maintaining healthy communities.



PROUD Funabashi
courtyard

Community Development Support

Regional Community Development Support

The Nomura Real Estate Group believes fostering regional communities is key to sustainable urban development that is focused on disaster prevention and the environment. This belief guides our support for developing the regional communities that surround our property development areas.

Our Funabashi Morino City multi-use development project in Funabashi, Chiba saw residents join with companies and other organizations involved in the project to establish the Morino City Community Association (certified as a neighborhood council by the City of Funabashi), a self-governing organization established to engage in developing appealing urban communities. Association members discuss issues concerning urban development and work together on initiatives that include environmental beautification events and disaster prevention workshops.



Forest City Big Band

Condominium Community Guide Released

Nomura Real Estate Partners has released the Condominium Community Guide as a means to help build communities for the residents of its condominiums.

The guide is a compendium of advice on everything from planning to executing community activities and touches on topics that include holding disaster prevention training, conducting club activities, and hosting seasonal events. It is distributed to the board members of condominium associations at all properties managed under contract.

Kids Explore Condos Event Held

Nomura Real Estate Development and Nomura Real Estate Partners hold "Kids Explore Condos" events for children living in Nomura Real Estate Development condominiums.

In fiscal 2016 we gave children a look at the work building managers do and let them go inside machine rooms and other places they normally never get to see. These experiences helped the children learn about the measures taken to ensure condos stay safe and secure.

Events such as these provide opportunities for children to develop a sense of civic pride[※].

※Civic pride:

having pride and affection for the place in which you live and work, and realizing that you are one of those helping to improve that place.



Kids Explore Condos event

Efforts to Support Tenant Companies at PMO Facilities

Nomura Real Estate Development holds mixer events for workers as a way to foster closer relationships among companies doing business in our PMO facilities.

One such event held in fiscal 2016 was the PMO Women's Meet. Targeted at female workers at PMO tenant companies, these roundtable events allow for discussion on long-term working arrangements.

Another initiative is the Oh! Hayo newsmagazine, which is published four times a year for workers at tenant companies.



Networking event for PMO tenant companies

Revitalizing Communities Surrounding Our Projects

Efforts in Development Areas

The 9th Annual Exhibit of Urban Design for Firefly Habitats (2016)

Nomura Real Estate Development held its 9th annual "Exhibit of Urban Design for Firefly Habitats (2016):

Towards a Happy Harmony Among Nature, People, and Communities" at Yokohama Business Park in June 2016. Aiming at encouraging people to think about environmental problems and the importance of nature, this exhibit is held each year with many local residents attending. Attractions include a special exhibition booth for observing live fireflies and a workshop for local children.

From June to November, we worked with nearby elementary schools and tenant companies to hold Rice Making Workshops, Fun with Science events, and other such "integrated study" opportunities as a means of connecting with communities.



Workshop for local children

Participation in the Nishi-Shinjuku 'Round-Town Event

In conjunction with owners of high-rise buildings in the Nishi-Shinjuku area (Shinjuku Nomura Building, Shinjuku i-Land, Shinjuku Park Tower, and Shinjuku Mitsui Building), Nomura Real Estate Development is discussing ways to make the area even more lively and appealing in ways appropriate to Shinjuku.

We conducted Nishi-Shinjuku Learning Events once a month in fiscal 2016. Participants took part in everything from dating parties to photography lessons to cooking classes that taught how to cook Spanish food and use spices and herbs.



"Konkatsu" party

■ Participation in the Nihonbashi-Muromachi 'Round-Town Event

As a member of the Nihonbashi-Muromachi community, Nomura Real Estate Development participates in a number of local events.

In fiscal 2016 we made a number of efforts to revitalize the Nihonbashi area together with local merchants' associations and companies in the area. This included participating in the Jinko Festival at the Fukutoku Shrine and the washing of the famous Nihonbashi bridge, sponsoring local community bus service, and working with Nomura Real Estate Partners to maintain and manage flowerbeds along Chuo Dori.

Efforts Ongoing at Managed or Operated Properties

Community Building Activities at Kokubunji Izumi Hall

Nomura Real Estate Partners is undertaking a number of initiatives through its operation of public facilities. One of these is its establishment of Kokubunji Asobi Art in cooperation with the NPO Kids Arts Tokyo Conference. Hands-on arts events are held regularly at Kokubunji Izumi Hall.

These events are held as part of the company's support for revitalization of the local community, and are designed to broaden interaction and foster greater sensibilities in local children and families through the creation of art.

Nomura Real Estate Partners is also engaged in a range of efforts involving the management of a public facility.



Activities to
Revitalize
Communities
through Art

Interacting with Communities through Bono Sagamiono and Morisia Tsudanuma

Nomura Real Estate Development undertakes a number of initiatives in collaboration with Morisia Tsudanuma and Bono Sagamiono (in Sagamihara, Kanagawa), shopping malls operated by Geo Akamatsu. These events serve as opportunities for local residents to interact with each other and include providing facilities for holding festivals, putting on disaster prevention and lifesaving events, and conducting youth development programs.



Halloween Festival



CSR priority theme

Health and Comfort

Factors such as Japan's aging population and a growing amount of free time are promoting a stronger focus on ensuring health and comfort in people's lives. Moreover, changing values and lifestyles are bringing about more sophisticated, variegated needs.

The Nomura Real Estate Group is working to bring health and comfort to people's lives through such efforts as promoting health through sports, developing housing for senior citizens, advancing universal design, and creating initiatives to encourage participation in communities.

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CSR | Health and Comfort

Promoting Design that Improves Health Comfort

Providing Homes and Buildings that Achieve Greatness in both Design and Quality

PROUD Smart Design: SMART & GROWING

For condominium development, the Nomura Real Estate Development has formulated SMART & GROWING as part of its PROUD smart design paradigm. Under the dual concepts of "SMART" (reducing environmental impact by using advanced technologies and achieving harmony with nature) and "GROWING" (achieving housing comfort, safety, and sustainability), the Group is developing PROUD communities.

SMART & GROWING

FY2016 Good Design Awards

For 15 consecutive years, the Group has won Japan Institute of Design Promotion Good Design Awards. The Group won awards for three projects for fiscal 2016.

Award-Winning Projects

- Igokochi Book (detailing regional/community building and social action programs) was included in the GOOD DESIGN Best 100
- Sakurajosui Gardens (housing/residential space)
- Siphon drainage system (housing equipment)

FY2016 Good Design Awards



Sakurajosui Gardens, recognized as a model for the rebuilding of housing complexes

■ Design Review Contest

Every year, Nomura Real Estate Development holds a Design Review: an in-house competition to honor exceptional properties. The goal of this competition is to improve the design and quality of its spec homes. A panel of outside architects listens to presentations from in-house architectural staff and then judges and grants awards to properties based not only on exterior design but also on such aspects as community building and the handling of environmental issues. This fosters a spirit of healthy competition and helps to sharpen design skills, techniques, and knowledge on the path to improving customer satisfaction.



PROUD
Shirokanedai

CSR | Health and Comfort

Addressing Japan's Aging and Diversifying Society

Promoting Universal Design

Barrier Free and Quality of Life Guidebook

Together with Sonoda Lab of Meiji University Graduate School, Nomura Real Estate Development has created the Barrier Free & Quality of Life Guidebook as part of an industry-academia joint research project. The guidebook represents a compilation of major design points—such as the six types of spatial configurations and the 22 types of design points—required for a layout targeting seniors, people in wheelchairs or the visually or hearing impaired, based on actual floor plans from the company's custom-built condominium unit business launched in 2000. These floor plans provide spaces that are comfortable for those in need of care as well as supporting family members.



A custom-made kitchen

Universal Design Guidebook

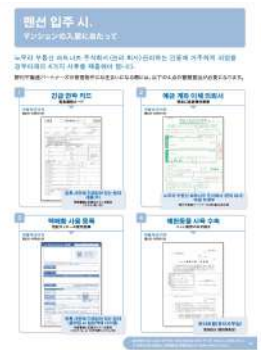
Nomura Real Estate Development considers aspects of design that enhance the daily comfort of people of all ages and capabilities. This approach has been compiled into the PROUD Universal Design Guidebook, which we use to achieve universal design.

Resident Manual for Foreign Residents Published

Nomura Real Estate Partners has published a handbook on etiquette and rules for residing in its condominiums. The publication is available in English, Chinese, and Korean, and is intended for these condominiums' growing number of foreign residents.



Chinese edition



Korean edition

Promoting Longer and Healthier Lives

Smart Wellness Town (Funabashi Model) Concept Selected as a Model Project to Promote Smart Wellness Housing by the Ministry of Land, Infrastructure, Transport and Tourism

Nomura Real Estate Development and Nomura Real Estate Wellness are currently promoting the "Smart Wellness Town (Funabashi Model) concept, an integrated and comprehensive community care support system that incorporates serviced housing for seniors into the city's functions with the goal of improving health and fostering communities". This concept was selected as a Model Project to Promote Smart Wellness Housing, Etc. by the Ministry of Land, Infrastructure, Transport and Tourism. The Model Project to Promote Smart Wellness Housing, Etc. initiative puts the call out for proposals on projects that seek to provide housing for seniors, people with disabilities, and households with children and maintain and improve the health of these residents. The Ministry subsidizes a portion of the costs for conducting these projects.

Overview of the Smart Wellness Town (Funabashi Model) Concept

- Built OUKAS Funabashi, 126 units of serviced housing for seniors, into Funabashi Mori
- Seeks to promote healthier lives through health checks performed by experts using ICT and through exercise guidance and healthcare services provided by experts.
- Aims to provide services for community residents as well as building tenants, promote better health for the entire community, and raise awareness for preventive care for senior citizens.

OUKAS Funabashi

Joint Research with Tsukuba University on Dual-Task Training

Under the supervision of University of Tsukuba Associate Professor Minoru Yamada, Nomura Real Estate Life & Sports provides training to alleviate sarcopenia, the age-related loss of muscle mass that can cause falls among the elderly, and dual-task training to prevent the onset of dementia. With support from "Club 100®" members, researchers measure participants' physical capabilities before and after training, then analyze the results and develop appropriate exercise programs.

Supporting Exercise among Elderly Individuals in Local Communities

Commissioned by local governments, Nomura Real Estate Life & Sports provides exercise programs to "those 65 and over who may have trouble with various everyday physical functions." To support physical activity among local elderly residents, the exercise programs provide exercise classes at local clubs and hold events to measure physical strength, among other activities.



Exercise Programs

Promoting the Acquisition of "Dementia Supporter" Certification

Nomura Real Estate Life & Sports encourages its employees to become certified Dementia Supporters, who help keep an eye on dementia sufferers and their family members in local communities. A total of 207 people have become supporters as of fiscal 2016. The fostering of Dementia Supporters is part of the Comprehensive Strategy to Accelerate Dementia Measures (New Orange Plan) devised by the Ministry of Health, Labour and Welfare.

Becoming a Member of the Shinagawa CSR Council

Nomura Real Estate Urban Net became a member of the Shinagawa CSR Council in April 2017 and entered into an agreement concerning a community watch network project for elderly and other citizens by means of private sector collaboration, the first such project for a real estate company in Shinagawa Ward.

Under this agreement, private enterprises will notify Shinagawa Ward when, during the course of their normal business, they notice unusual events (e.g., newspapers or mail piling up, hearing a TV on inside but getting no response when calling out) at an elderly person's home.



Finalizing the agreement at the Shinagawa Ward Office

CSR | Social Contribution

Support for the Great East Japan Earthquake Reconstruction Efforts

Recovery Support Projects and Donations for Affected Areas

Planning Underway for Rikuzentakata City Center Recovery

Geo Akamatsu has received contracts for work that includes drafting city revitalization plans from cities such as Rikuzentakata, which suffered catastrophic damage from tsunami generated by the Great East Japan Earthquake. These urban revitalization efforts involve the concerted efforts of the government, chambers of commerce, merchants, local residents, and urban renaissance agencies. Taking full advantage of its commercial expertise in earthquake recovery planning, the company is helping build new sustainable urban development models that not only aid in earthquake recovery but more compactly consolidate commercial and public functions in order to build new city centers.

The Abasse Takata shopping center opened in April 2016.



Opening of the
Abasse Takata
shopping center

Recovery Support Sales Event Held

NREG Toshiba Building held a Recovery Support Sales Event at the Hamamatsucho Building in September 2016. Close to 2,600 people came to shop for local specialties from five prefectures, namely Aomori, Miyagi, Fukushima, Kumamoto, and Iwate. This effort helped support recovery efforts.



Selling local
specialties from five
prefectures,
including
Kumamoto

Donating Rice from the Kayabuki-no-sato Project to a Family Camp for Fukushima Refugees

The Nomura Real Estate Group donates a portion of the rice harvested by the Kayabuki-no-sato Project to a family camp in Fukushima. Since the Great East Japan Earthquake, children living in Fukushima Prefecture contend with restrictions when it comes to playing outside. Organized by the volunteer group, Karchanz, this project arranges for parents and children living in Fukushima Prefecture to go camping in Kanagawa Prefecture. The goal is to provide mental and physical healing by having participants enjoy nature and safe food.

Supporting the Education of Children in Tohoku through Donations from Used Books

With the assistance of Chance for Children, since 2012 the Nomura Real Estate Group has donated the proceeds from the sale of used books collected from employees to help fund extracurricular educational activities for children living in the Tohoku region.

Following the Great East Japan Earthquake, the disaster-stricken areas have seen a growing disparity in educational opportunities and academic ability caused by economic disparities. The goal of these activities is to provide children with equal opportunities for education and growth. As of July 2017, a total of 4,000 books had been collected and sold, with the proceeds used to fund private tutoring classes or cultural lessons.

CSR | Social Contribution

Initiatives for Youth Development

Programs and Events Aimed at Developing the Next Generation

Support the UN Refugee Support Campaign

Nomura Real Estate Development helped conduct a refugee support campaign carried out by UNHCR at the Shinjuku Nomura Building, Yokohama Business Park, Nihombashi Muromachi Nomura Building, Bono Sagamiono, Morisia Tsudanuma, all facilities operated by the Nomura Real Estate Group. The campaign saw supporters donate money every month to UNHCR to give refugees vaccines and enable them to purchase tents to live in. In fiscal 2016, the 28-day event enjoyed support from 114 people and facilitated donations equivalent to ¥3.29 million for the year.



The Nomura Real Estate Group received a letter of appreciation.

Kayabuki-no-sato Project

With the goal of creating connections between urban residents and rural communities, where the population is both dwindling and growing older, and to teach children in urban areas about the environment, Nomura Real Estate Development practices eco-friendly rice growing at the base of Mt. Tsukuba.

This industry-academia-government project involves the Tsukuba Green Tourism Suisinkyougikai, local NPOs, the City of Tsukuba, and the University of Tsukuba. Nomura Real Estate Development employees and their families, PROUD condominium residents, and PMO (premium midsize office) tenant companies help grow the rice.



Kayabuki-no-sato

Participation in Career University's Summer Class Course

Since fiscal 2014, we have been participating in the Summer Class course offered by Career University* as a means to help young people build their careers. The course has seen freshman and sophomore students take part in a real estate development business game we designed and participate in facility tours and other activities in line with the theme of "building communities, building happiness." By learning about the work done by the real estate industry and about being a working adult, students were afforded an opportunity to think about their own careers.

※ Career University

An initiative conducted by NPO Career Cruise aimed at helping college students build their careers. Other like-minded organizations including companies and government agencies provide educational seminars covering various specialized fields.

Internship Program

Nomura Real Estate Development takes in university undergraduate and graduate students as interns every year, and a total of 105 students participated across five sessions conducted in Tokyo and Osaka in fiscal 2016.



Internship program

With support from instructors, the program helps participants make architectural design proposals and sales calls. It teaches participants about the actual work done in the real estate industry and provides them with opportunities to experience actual workplaces.

Swimming in Clothes Classes for Elementary School Students

With the aim of preventing water-related accidents, Nomura Real Estate Life & Support has held classes since 2010 to teach elementary school students in many areas such as Hachioji City, Tokyo, how to swim in clothes. In fiscal 2016, some 977 children took part in the classes.



Fully-clothed swimming classes

Numbers of participants in fully-clothed swimming classes

	2013	2014	2015	2016
Participants	1,100	1,250	480	977

■ Swimming Lessons for Asthmatic Children

At the request of Nagoya City, Nomura Real Estate Life & Support has been providing swimming lessons for asthmatic children from fiscal 2014. A total of 28 children learned how to swim in 2016.

CSR | Social Contribution

Social Contribution through Support for Sports

Efforts to Support Disabled Sports

■ Official partner of the Japanese Para-Sports Association (JPSA)

As a company that identifies with the "fostering inclusivity to make society a place where everyone can benefit from the value of sports" philosophy of the Japanese Para-Sports Association, Nomura Real Estate Holdings has become an official partner of the organization. Together with the JPSA, we will continue to build a brighter future for para-athletes and the world of para-athletics through efforts to better popularize and promote sports for the disabled.



Nomura Real Estate Holdings is an official partner of the JPSA.

[Learn more about the activities of the JPSA](#)

Support for para-athletes

Nomura Real Estate Partners has hired wheelchair track and field athlete Yuki Nishi, a certified Tokyo Athlete, to promote a better understanding of sports for the disabled and supporting para-athletes. With the goal of developing the next generation of para-athletes, Nomura Real Estate Life & Sports has signed the Agreement to Provide Nomura Real Estate Facilities for Para-Athlete Training. Under this agreement, the Megalos Tabata 24 facility is provided free of charge for use by certified Tokyo Athletes and athletes designated for strengthening and development by Tokyo Boccia Association.



Yuki Nishi



Efforts to Promote Sports

Certification as a Tokyo Sports Promotion Company

Nomura Real Estate Partners and Nomura Real Estate Life & Sports have been certified by the city of Tokyo as 2016 Tokyo Sports Promotion Companies in line with the city's goal to become a "sports city" by 2020. Tokyo Sports Promotion Companies are companies certified by the city of Tokyo for "engaging in sports" by having their employees play them and "supporting sports" by helping sports organizations, athletes, and competitions.

Through these efforts, we are working to help employees build a greater bond with sports and foster a society in which everyone takes part in the sports they enjoy.





CSR Promotion Foundation

Appointment and Utilization of Diverse Human Resources

Individual employees maximizing their abilities as part of a diverse workforce is essential in order to continually create products and services with value and new approaches using a speedy response to the diversifying needs and changes of our business environment.

Based on this, the Nomura Real Estate Group recognizes human resources as an important area of focus and is working to improve employees' abilities while promoting diversity management that will foster a corporate culture in which all employees—regardless of gender, age, or position—express and accept each other's diverse viewpoints and values.

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CSR | Appointment and Utilization of Diverse Human Resources

Respecting Diversity and Reinforcing Co-Creation

Promoting Diversity

Diversity Promotion Committee

The Nomura Real Estate Group is promoting diversity so that every employee, regardless of gender, age, or position, can demonstrate their full capabilities as individuals with unique values and backgrounds.

As part of these efforts, in June 2013 Nomura Real Estate Development established the Diversity Promotion Committee, chaired by the president (currently the chairman) and comprising male and female members from various departments and ranks. The Committee deliberates on a broad range of matters, from work-life balance and ways to reinforce management abilities to mid- to long-term career development. It has identified issues with, made suggestions for, and implemented measures to be improved companywide as part of a three-year plan, and has worked to ensure these measures have taken root. In fiscal 2016, we put together a business division framework and took steps towards enforcing policies in the workplace. Nomura Real Estate Development has also established a dedicated department, launched a special website, started a blog, launched a company newsletter, and conducted surveys as part of a range of measures to strengthen communication with its employees in order to promote a better understanding of the importance of diversity. Similar activities are also being conducted by Nomura Real Estate Urban Net to promote a better appreciation for diversity.



Diversity Promotion Committee

Human Resource System Revisions

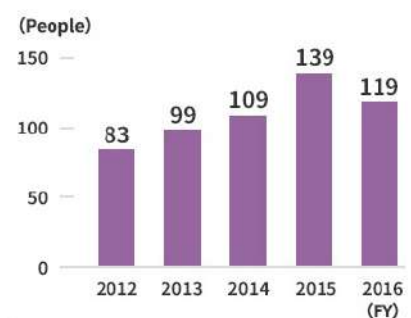
In line with a proposal from the Diversity Promotion Committee, Nomura Real Estate Development implemented the following system revisions in fiscal 2016.

- Institution of indefinite-term employment for contract employees
- Performance evaluation method re
- Human resource development program revisions
- Implemented a strategy for switching to a “localized” career-pursuing positions system, and improved compensation and benefits provided

Support for Childcare and Nursing Care

The Nomura Real Estate Group has instituted childcare leave, shortened working hours for employees with small children or elderly family members requiring care to ensure a workplace environment in which every employee is able to choose an optimal working arrangement and demonstrate their abilities. These programs are intended to allow employees to keep working as they attend to childbirth/childcare or nursing care responsibilities. Furthermore, we are making efforts to ensure that the programs are easy to actually use, which includes providing information about these programs on the Company intranet and in the Primer on Achieving a Good Work-Life Balance. In fiscal 2016, 119 employees took childcare leave. At Nomura Real Estate Development, we believe that childcare and nursing care provide many opportunities to develop new perspectives and skills. Consequently, we have established a non-work day childcare support program along with a birth leave program for male employees and shortened work hours for nursing care program, among other such programs. This has been done to allow all employees, regardless of gender, to tend to both work and childcare/nursing care responsibilities.

No. of Childcare Leave Takers

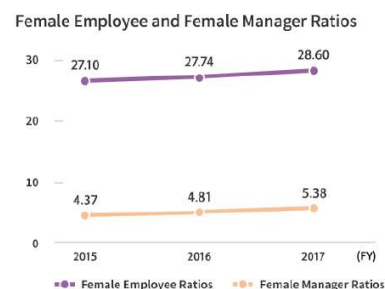


No. of Nursing Care Leave Takers

					(FY)
2012	2013	2014	2015	2016	
4	2	1	1	2	

Women's Empowerment Initiatives

The Nomura Real Estate Group is working to empower women in the workplace with the view that leveraging a variety of perspectives in business is the key to creating new corporate value. As of April 1, 2017, our efforts in this regard have led to a female employee ratio of 28.60%, female manager ratio of 5.38%, and female Junior manager ratio of 14.8%.



Nomura Real Estate Development selected to be in the New Diversity Management Selection 100

In March 2016, Nomura Real Estate Development was selected by the Ministry of Economy, Trade and Industry for its New Diversity Management Selection 100 project. The project selects and awards companies that demonstrate excellent diversity by improving corporate value through "diversity management".



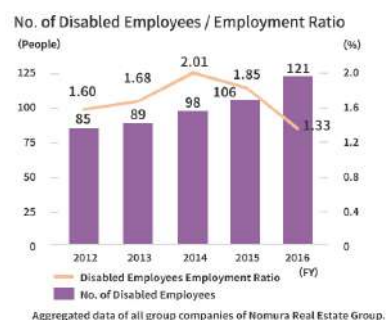
Diversity management refers to management that achieves innovation and creates value by providing opportunities for a diverse workforce to fully demonstrate its abilities.

Hiring Seniors and People with Disabilities

The Nomura Real Estate Group believes in the importance of including individuals that represent a wide range of viewpoints and perspectives. Accordingly, we actively hire senior citizens and people with disabilities.

As of April 1, 2017, the Group employed 121 individuals with disabilities, a figure that represents 1.33% of the total workforce. We will continue these hiring practices and work to create pleasant and convenient working conditions for people with disabilities.

The Group currently employs 403 people aged 60 or over (excluding part-time workers), and employs 2,430 senior citizens as "Smile" supporters (people in charge of condominium management).



Support for Capacity Building

Basic Plan for Human Resource Development

Nomura Real Estate Development Basic Human Development Policies

- Proactive medium-to-long-term human development that provides a focus for careers
- Human development that responds to change over time, fosters innovation, and supports future management

The Qualities and Skills Nomura Real Estate Development Looks For

- Professionalism: The ability to perform duties professionally in any field
- Determination: The willingness and ability to work proactively based on personal conviction and to continue working until results are achieved
- Judgment: Strategic thinking and decision making that exhibit an awareness of conditions in the workplace and that lead to specific plans that produce results
- Emotional intelligence: The understanding of personality characteristics and feelings, and communication ability that maximizes potential within an organization
- Adaptability: A flexible outlook with the ability to think outside the box, and the energy to create new value
- Versatility: A range of skills such as analytical management and the ability to discern changes in society

"You Can Do It" Skill Development Program

The Nomura Real Estate Group promotes the "You Can Do It" (YCDI) skill development program based on the idea that each employee should be a professional with a high degree of specialization.

YCDI helps employees acquire real estate-related certifications, such as real estate transaction specialist and real estate appraiser, and provides a variety of programs, including classes in language, finance, and law, that are aimed at enabling employees to acquire a range of skills necessary for working adults.

CSR | Appointment and Utilization of Diverse Human Resources

Developing Employee-Friendly Workplaces

Reinforcing Health Management

■ Preventing Overwork

The Nomura Real Estate Group has a variety of initiatives to prevent or limit overwork by employees.

Some of the specific measures being taken by Nomura Real Estate Development include promoting the use of paid vacation days by introducing birthday and "refresh" vacation days, and shortening working hours by designating "no overtime" days and putting restrictions on computer usage times.

In addition, when an employee's work hours in a given month exceed a certain amount, the employee is required to submit an overwork self-assessment checklist to assess their health and provide feedback to his or her supervisor. At the same time, measures to ensure the health of the individual employee are implemented as necessary.

■ Reinforcing Health Management

The Nomura Real Estate Group Code of Action states that the Group will "strive to maintain and enhance sound and pleasant workplace conditions." Accordingly, the Group works to prevent work-related accidents, facilitate appropriate management of physical and mental health, and ensure pleasant workplaces. Group companies offer health checkups and examinations, and have set up mental and physical health hotlines and health consultation desks as part of proactive efforts to address mental health issues.

Respect for Human Rights

■ Initiatives to Raise Awareness about Human Rights

The Nomura Real Estate Group's Code of Action has the following provision: "The Group shall respect the dignity and fundamental human rights of all people, including customers, business partners, directors, and employees."

As a concrete measure, the Group has set up the Nomura Real Estate Group Human Rights Desk as a point of contact for consultation on human rights issues. The Sexual and Power Harassment Hotline, meanwhile, functions as an external point of contact for consultations. All consultations are handled in a confidential manner with a priority on providing relief and preventing recurrence. Also, in fiscal 2016 we indicated our regard for LGBT* individuals in the Guide to Preventing Harassment and Rules of Employment documents.

*LGBT: an initialism that stands for lesbian, gay, bisexual, and transgender. A general term for sexual minorities.

Occupational Safety and Health at Business Partners

■ Work Safety and Security Guidelines Formulated for Construction Sites

Nomura Real Estate Development has formulated the Work Safety and Security Guidelines to prevent disasters and serious accidents at condominium construction sites. Nomura Real Estate Development raises the safety awareness of construction companies and reviews priority areas for each process in an effort to ensure safety and prevent crime during demolition and construction work.

Outline of the Work Safety and Security Guidelines

- Prompt reporting duties
- Individual and company information management
- Crime prevention standards
- Pre-construction checks
- Temporary work plan checks
- Accident prevention measures for demolition work
- Accident prevention measures for heavy machinery work

■ YBP Heating and Cooling Supply Hosts Safety Meeting

Together with partner companies, YBP Heating and Cooling Supply co-hosts a Safety Meeting once yearly.

The purpose of the meeting is to enhance safety management systems and increase the penetration of safety awareness. Outstanding business partners are recognized and occupational health and safety plans for the fiscal year are explained.

CSR | Appointment and Utilization of Diverse Human Resources

Human Resources Data

* Scope: Nomura Real Estate Group consolidated companies

Employment Data

Numbers of Employees (as of April 1)

	FY 2015	FY 2016	FY 2017
Employees	6170	6485	6728
Men	4498	4686	4804
Women (Female employee ratio (%))	1672 (27.10)	1799 (27.74)	1924 (28.60)
Average number of temporary staff	3078	3363	3367

New Graduate Employees and Female Employee Ratio (Employment Start Date of April 1)

	FY 2015	FY 2016	FY 2017
New employees	237	274	247
Men	145	167	166
Women	92	107	81
Female employee ratio (%)	38.82	39.05	32.79

* "Employees" includes personnel sent on assignment from organizations outside the Nomura Real Estate Group to the Nomura Real Estate Group, and exclude personnel sent on assignment from the Group to organizations outside the Group.

* "Number of temporary staff" (including part-time workers and temporary personnel from staffing companies) indicates the annual average number of personnel calculated based on the prescribed working hours for regular employees at each Group company.

■ Number of Resignations / Resignation Ratio

Total Resigned Employees: 198 (16 employees resigning on reaching retirement age and 179 employees voluntarily resigning)

Total Turnover Rate: 3.1% (including voluntary resignation rate of 2.8%)

Work Safety Data

Work Fatalities Among Employees: 0

Work Fatalities Among Part-Time Workers & Temporary Workers: 0

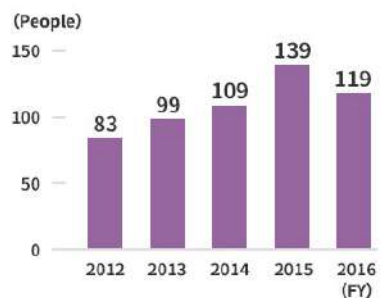
Work Fatalities Among General Contractor Employees/Workers: 0

Diversity Data

■ Childcare Leave Takers

FY 2013	FY 2014	FY 2015	FY 2016
99	109	139	119 (women 117、 men 2)

No. of Childcare Leave Takers



■ Nursing Care Leave Takers

FY 2013	FY 2014	FY 2015	FY 2016
2	1	1	2 (women 2、men 0)

No. of Nursing Care Leave Takers (FY)

2012	2013	2014	2015	2016
4	2	1	1	2

Female Employees: 1,924 Female Employee Ratio: 28.60%

Female Managers: 98 Female Manager Ratio: 5.38%

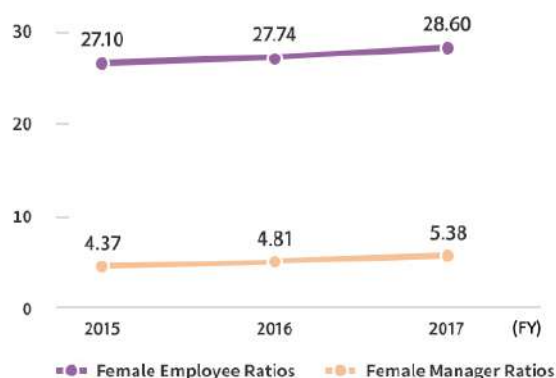
Female Junior Managers: 178 Female Junior Manager Ratio: 14.8%

(As of April 1, 2017)

Female Employee and Manager Ratios (as of April 1)

	FY 2015	FY 2016	FY 2017
Female employee ratio (%)	27.10	27.74	28.60
Female Manager Ratio (%)	4.37	4.81	5.38

Female Employee and Female Manager Ratios



Employees 60 and Over (excluding part-time workers): 403 (As of April 1, 2017)

Foreign Employees: 7 (As of April 1, 2017)



CSR Promotion Foundation

Management System

The Nomura Real Estate Group's CSR policy is focused on creating new value through its business activities and contributing to achieving a sustainable society.

Towards this end, we regard corporate governance, compliance, and risk management as the bedrock for our CSR promotion platform and work to expand and strengthen this system in order to enhance management integrity and transparency and conduct business activities with a strong sense of ethics.

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Compliance

Policy and Standards

The Nomura Real Estate Group Code of Action

The Nomura Real Estate Group has formulated a Code of Action to define fundamental rules that Group officers and employees must adhere to.

Ethical codes of Nomura Real Estate Group

Chapter 1 General provisions

- Article 1 (Purpose)
- Article 2 (Positioning)
- Article 3 (Definitions)
- Article 4 (Revision or abolition)

Chapter 2 Basic position

- Article 5 (Awareness and behavior as a social worker)
- Article 6 (Respect for basic human rights)
- Article 7 (Comply with compliance)
- Article 8 (Consideration for the global environment)
- Article 9 (Corporate social responsibility)

Chapter 3 Behavior that gains customer's trust

- Article 10 (Providing highly safe, high-quality products and services)
- Article 11 (Description of contents and risks of goods and services)
- Article 12 (Customer consultation, response to complaints)
- Article 13 (Appropriate display to customers and provision of information)
- Article 14 (Management of customer's information)

Chapter 4 Maintaining a fair relationship with business partners

- Article 15 (Implementation of fair competition and fair trade)
- Article 16 (Implementation of highly transparent transactions)
- Article 17 (Offering moderate entertainment or gifts for business partners)
- Article 18 (Infringement of intellectual property rights and prohibition of unauthorized use)
- Article 19 (Management of information on business partners)

Chapter 5 Relationship with executives and employees

- Article 20 (Respect for human rights of officers and employees)
- Article 21 (Maintenance and improvement of work environment)
- Article 22 (Prohibition of insider trading)
- Article 23 (Sincere business activities)
- Article 24 (Operational record and report)
- Article 25 (Management of company assets and information)
- Article 26 (Reporting of illegal or unethical behavior)

Chapter 6 Relationship with society

- Article 27 (Disclosure of corporate information)
- Article 28 (Offering entertainment or gifts for public officials etc.)
- Article 29 (Exclusion of antisocial forces)
- Article 30 (Construction, operation, improvement of internal control for correct business execution)

Compliance Promotion Framework

NREH has established a Risk Management Committee and Group Compliance Department to develop and implement a framework for compliance. In addition, Compliance Officers, Compliance Leaders, and Compliance Promotion Officers have been appointed at Group companies to ensure compliance throughout the Group.

The Nomura Real Estate Group Compliance Promotion Framework



The Nomura Real Estate Group Helpline

The Nomura Real Estate Group has established a helpline for Group employees at Nomura Real Estate Holdings.

There are two channels available for employees to report problems: one is to a contact within the Group and the other is to a contact outside the Group. Employees can use either contact in the event that a workplace problem cannot be resolved or when appropriate handling cannot be expected.

16 reports were made in fiscal 2016.

Compliance Promotion Initiatives

■ Compliance Program

The Nomura Real Estate Group runs a Compliance Program through which training is conducted throughout the year. Compliance Hour is an e-learning program distributed every other month to the employees of Group companies via the Internet. The program has contributed significantly to improving compliance awareness throughout the Group.

■ The Exclusion of Anti-Social Forces from Our Business Relationships

The Nomura Real Estate Group has established a provision within its Code of Action that prohibits business transactions with anti-social forces or related organizations. It is our strict policy to exclude anti-social forces from our business relationships.

In line with this policy, we have issued a manual that details specific measures and responses, and we have assigned responsible departments and managers to ensure the consistent execution of these measures and responses throughout the Group. Additionally, we consult and coordinate with legal counsel, the police and other specialized organizations when necessary to ensure that anti-social forces are excluded from involvement in our management activities and to prevent any damage that may arise from such anti-social forces.

■ Guidelines on Social Media

The Nomura Real Estate Group's Guidelines on the Use of Social Media state that use of social media must exhibit an awareness of the individual's position as a member of society and exemplify a high level of ethics following the norms of society at all times when posting, regardless of whether such posting is for personal or professional reasons.

In addition, as part of our compliance training program, we regularly raise awareness and provide cautions about the potential risks of posting information on social media.

■ Preventing Bribery and Corruption

The following stipulations are made with respect to "the observance of moderation in entertainment and gift giving with business partners" in Nomura Real Estate Group's Code of Ethics: "Nomura Real Estate Group officers and employees shall not request or receive entertainment or gifts incompatible with sound business practices or common sense" "The content of entertainment, money, or goods received shall be reported and documented" and "Nobody shall use their professional position to request or accept benefits or favors from a business partner."

We also require all international business department employees to take compliance training in dealing with foreign civil servants once a year. This is in addition to monthly monitoring of entertainment and gift giving activities performed by departments and branches in charge. In April 2016 we formulated the Basic Policy on Preventing Bribes to Foreign Civil Servants, which is now available on our website.

Basic Policy on Preventing Bribes to Foreign Civil Servants

■ Policy on Fair and Open Competition and Appropriate Transactions

The Nomura Real Estate Group Code of Action sets forth rules on maintaining fair relationships with business partners. The areas covered by the rules include fair competition and transactions as well as transparency. Moreover, in the selection of business partners we strive to comprehensively and fairly assess a wide range of factors, including quality, price, track record, and reliability.

CSR | Management System

Risk Management

Basic Policy and Structure

Risk Management Regulations

The Nomura Real Estate Group believes that ensuring sound management by properly addressing risks is fundamental to corporations. Accordingly, the Group has established Risk Management Regulations as its fundamental risk management guidelines. Risk management is predicated on the crucial task of understanding risk. The Group has thus established timely and proper reporting rules, including prompt escalation of situational reports to management after unforeseen incidents have occurred, in addition to regularly monitoring risks.

Flow of Communication



Establishment of Risk Management Committee

In accordance with the Company's "Risk Management Regulations" the Risk Management Committee has been established at Nomura Real Estate Holdings for the purpose of promoting risk management activities within the Group. Committee members include officers in charge of administrative operations at Group companies, who meet once each month to deliberate matters relating to risk management, compliance, and information security for the entire Group, as well as providing guidance, advice, and support as needed to Group companies. It also discusses countermeasures when risks occur. The Committee regularly reports the details of those deliberations to the Board of Directors.

Furthermore, the Committee provides necessary guidance, advice, and support to Group companies. For example, the Committee conducts regular assessments of legal compliance. It also promotes legal compliance through ongoing assessment of this and other important elements, and by pointing out problems that should be addressed with respect to laws that apply to all Group companies, such as the Building Lots and Buildings Transaction Business Law and the Financial Instruments and Exchange Act.

Furthermore, Group companies strive to ensure proper risk management according to their business operations by, for example, independently establishing risk management-related committees.

■ Inquiries Desks

Inquiries Desks have been set up at Nomura Real Estate Holdings and at Group companies in order to respond quickly and appropriately when a problem with a product or service is found. Material information received by Inquiries Desks is reported to the Risk Management Committee, shared with other employees, and otherwise used to prevent problems from reoccurring.

Emergency Response and BCP

■ BCP Formulation

The Nomura Real Estate Group has in place a business continuity plan (BCP) for a possible major earthquake occurring directly under the Tokyo Metropolitan Area. The BCP sets forth the chain of command in the event of an emergency, as well as the assignment of duties and responsibilities to ensure business continuity and other matters. In this way, a system has been developed to minimize the impact of natural disaster on business continuity.

■ Safety Confirmation Training Drill

Every year, the Nomura Real Estate Group conducts a safety confirmation training and emergency information correspondence drill for all officers and employees via the Internet, mobile phone, etc. The goal is to be able to quickly check the safety of officers and employees in the wake of a disaster. The participation rate for fiscal 2017 was 100%.

CSR

Editorial Policy

This CSR site has been created to provide stakeholders with clear and accurate information about Nomura Real Estate Group CSR approaches and activities.

The report has been prepared with reference to Sustainability Reporting Guidelines Version 4.0 of the Global Reporting Initiative (GRI) and ISO 26000: 2010 Guidance on Social Responsibility.

■ Reporting Period

Fiscal 2016 (from April 1, 2016 to March 31, 2017)

* Certain information on activities and outlooks before and after fiscal 2015 is also provided.

■ Scope

Nomura Real Estate Holdings, Inc. and its 19 Group companies

Group Companies:

Nomura Real Estate Development, Nomura Real Estate Asset Management, Nomura Real Estate Urban Net, Nomura Real Estate Partners, NREG TOSHIBA BUILDING, Nomura Real Estate Life & Sports, Nomura Real Estate Heating and Cooling Supply, Geo-Akamatsu, Nomura Real Estate Reform, Nomura Real Estate Wellness, Nomura Real Estate Amenity Service, NREG TOSHIBA BUILDING FACILITIES, PRIME X, NF Power Service, First Living Assistance Co., Ltd , NOMURA REAL ESTATE HONG KONG LIMITED, Nomura Real Estate Consulting (Beijing) Co., Ltd , NOMURA REAL ESTATE ASIA PTE. LTD

■ Updated

October, 2017

■ Next Update

October, 2018

■ Statements on the Site

- On this site, Nomura Real Estate Holdings refers to Nomura Real Estate Holdings, Inc. and the Nomura Real Estate Group refers to Nomura Real Estate Holdings, Inc. and the Group's 19 member companies.
- Personal titles and company names in this report have been abridged.
- This site contains forward-looking statements about the plans, strategies and performance of Nomura Real Estate Holdings, Inc. and its consolidated subsidiaries. These statements are not historical facts, and they include assumptions and judgments that are based on information currently available to us. As such, future activities and results may differ from those mentioned herein.

CSR

Third Party Comments

**Yoshinao Kozuma**

Professor

Faculty of Economics

Sophia University

After leaving the doctoral program at the Sophia University Graduate School of Economics, Professor Kozuma became a research assistant at the Nagoya Institute of Technology and attended the Limperg Instituut, the Inter-University Institute for Accounting and Auditing in the Netherlands, as a guest researcher. He became an associate professor at the University of Shizuoka, and then took up his current position as professor in the Faculty of Economics at Sophia University after first working as an associate professor. He has held successive positions as the chair or member of various CSR- or environment-related advisory panels, research societies, etc. for the Ministry of the Environment; the Ministry of Economy, Trade and Industry; the Ministry of Land, Infrastructure, Transport and Tourism; the Ministry of Agriculture, Forestry and Fisheries; the Cabinet Office; and the Japanese Institute of Certified Public Accountants. He is currently the chair of the Ministry of the Environment's Committee to Revise the Environmental Accounting Guidelines. He specializes in non-financial reporting and environmental accounting. His recently published works include Carbon Labelling for Visualizing CO2 Emissions (Chuokeizai-sha, Inc.) and Assurance on Environmental Reports (Dobunkan Publishing Co., Ltd.).

1. International acclaim for sustainable community development activities

Nomura Real Estate Development has so far acquired a number of environmental certifications for the properties at markets, and this year achieved the remarkable feat of being the first company outside of France to receive EcoQuartier certification, a national certification program conducted by the French government.

This certification is granted to community-building projects that conform to the EcoQuartier charter, which outlines a sustainable urban planning approach. Funabashi Morino City's acquisition of the certification is testament to its having gone beyond the level of simply demonstrating a regard for the environment to become a living environment based on a highly-sustainable development concept.

In preparation for a final review in three years' time, Funabashi Morino City's sustainable community development is tirelessly moving forward, and we expect to reach step 4 of EcoQuartier certification.

2. Results of socially-oriented initiatives

This year saw us make great achievements in socially-oriented initiatives.

One of these was meeting certain standards under the action plan associated with the Act on Promotion of Women's Participation and Advancement in the Workplace. Nomura Real Estate Development was selected as an “Eruboshi” company under a Health, Labor and Welfare Minister system for companies that have made outstanding achievements in women's involvement in the workplace. This comes after our adoption of an indefinite-term employment system for contract employees as part of human resource system revisions made in fiscal 2016, and demonstrates the strong regard for vulnerable employees in management behavior.

In addition, this fiscal year we began publicizing quantitative human resource data. This also was an improvement made in response to a suggestion made in past years, and was an admirable effort.

3. Method for identifying key themes

Beginning this fiscal year, we have made the decision to disclose our method for identifying CSR key themes, something that was not previously made clear. This is another example of an effort deserving of recognition.

The criteria for selecting key themes, the method for making initial selections, and the stakeholder engagement model in the identification process are all appropriate as established.

However, the process by which the four key themes were ultimately identified is not clear. This is due to the fact that there is no verbiage regarding issues such as the environment or human rights risk in the supply chain, which should be key themes given what is important to stakeholders, and that CSR procurement criteria important to real estate business are ill-defined. This seems to be an area where further planning will be needed.

4. Priorities going forward

Becoming a company that works towards the needs of a sustainable society will require incorporating a regard for the environment and society into business strategy and adopting a sustainable business model.

Although the Nomura Real Estate Group's management vision is aligned with this path, there is a lack of information regarding the target and achievement management essential to assessing the effectiveness of the PDCA cycle, and the scope within which environmental and other data is tabulated differs from that of the organizations being reported on. As such, the degree to which CSR management is being practiced is opaque. If there is indeed a companywide CSR management system in place, the Company will need to disclose the details. Otherwise, it will need to quickly establish such a system.

Response to the Third Party Comments

We thank Mr. Kozuma for his opinions and insights concerning efforts needed to sustainably develop the CSR activities of the Group.

Guided by our Group Vision, which lays out our corporate philosophy and approach to CSR activities, the Nomura Real Estate Group carries out its business strategies and CSR activities as a unified effort. Our focus going forward will be on developing priorities and targets for each department and then creating a Groupwide CSR system that transcends departmental boundaries.

To ensure that our Group Vision is perpetuated, we will be focused on creating the kind of companywide CSR structure that Mr. Kozuma has suggested.

As we move forward, the Group will continue to fulfill the expectations of our stakeholders while working to earn their trust as we undertake CSR management that will improve corporate value and bring about a more sustainable society.

Seiichi Miyajima
Executive Vice President and Representative Director
Group COO
Chair of CSR Committee, Nomura Real Estate Holdings Inc.
President, Nomura Real Estate Development Co., Ltd.