



Promotion Foundations

Management Structure

The Nomura Real Estate Group recognizes that strengthening compliance and promoting risk management and corporate governance are vital for ensuring the continuity of business and enhancing corporate value toward creating a sustainable society. The Group also conducts its business activities in a manner that respects the human rights of all people, including customers, local communities, employees and suppliers.

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Management structure

Group Policy

The Nomura Real Estate Group recognizes that strengthening compliance and promoting risk management and corporate governance are vital for ensuring the continuity of business and enhancing corporate value toward creating a sustainable society. The Group also conducts its business activities in a manner that respects the human rights of all people, including customers, local communities, employees and suppliers.



Management

Nomura Real Estate Holdings has established the Risk Management Committee and the Group Legal & Compliance Department to develop and implement a framework for promoting compliance. Regarding risk management, the Management Committee has been designated as the integrated entity for deliberating on various risks related to Group management. The committee regularly monitors, evaluates, and analyzes the status of major risks, provides necessary guidance and advice to each business unit and Group company, and regularly reports to the Board of Directors.

As for respect for human rights and enhancing supplier management, the Nomura Real Estate Holdings president and Group CEO is responsible for implementing initiatives. In addition, the Sustainability Committee, which comprises Nomura Real Estate Holdings and Group company directors and others and is chaired by the Nomura Real Estate Holdings president and Group CEO, deliberates on and decides related policies and action plans. The committee also sets annual targets for these actions and monitors progress.

(For details of the compliance promotion framework and risk management structure, refer to the “Management” sections on relevant pages.)

Corporate Governance



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Corporate Governance

Philosophy and Policies

[Group Policy \(Management Structure\)](#)



We here at Nomura Real Estate Holdings believe in governance that maximizes the value of the corporate group over the long term while considering the interests of its shareholders and other stakeholders. As a holding company, we manage and supervise the business activities of our subsidiaries and strive to build a more transparent management system in accordance with the "Basic Corporate Governance Policy" with the aim of improving the profitability of the entire group.

[Basic Corporate Governance Policy](#)

Corporate Governance Report

[Corporate Governance Report](#)

(Last updated: June 24, 2022)

Results

Meetings in FY2020

Types of Meetings	Number of meetings held	Types of Meetings	Number of meetings held
Board of Directors	15	Budget Committee	9
Audit and Supervisory Committee	14	Risk Management Committee	7
Advisory Committee Relating to Nomination and Compensation	11	Sustainability Committee	3
Management Committee	50	DX Strategy Committee	13

※ reporting scope: Nomura Real Estate Holdings

Attendance rate at meetings of the Board of Directors and the Audit & Supervisory Committee

	FY2018	FY2019	FY2021
Board of Directors (%)	100	99.0	100
Of which external directors (%)	100	97.5	100
Audit & Supervisory Committee (%)	100	100	100
Of which external directors who serve as Audit & Supervisory Committee Members (%)	100	100	100

※ The meetings of the Board of Directors and the Audit & Supervisory Committee held after their appointment on June 24, 2021 are included.

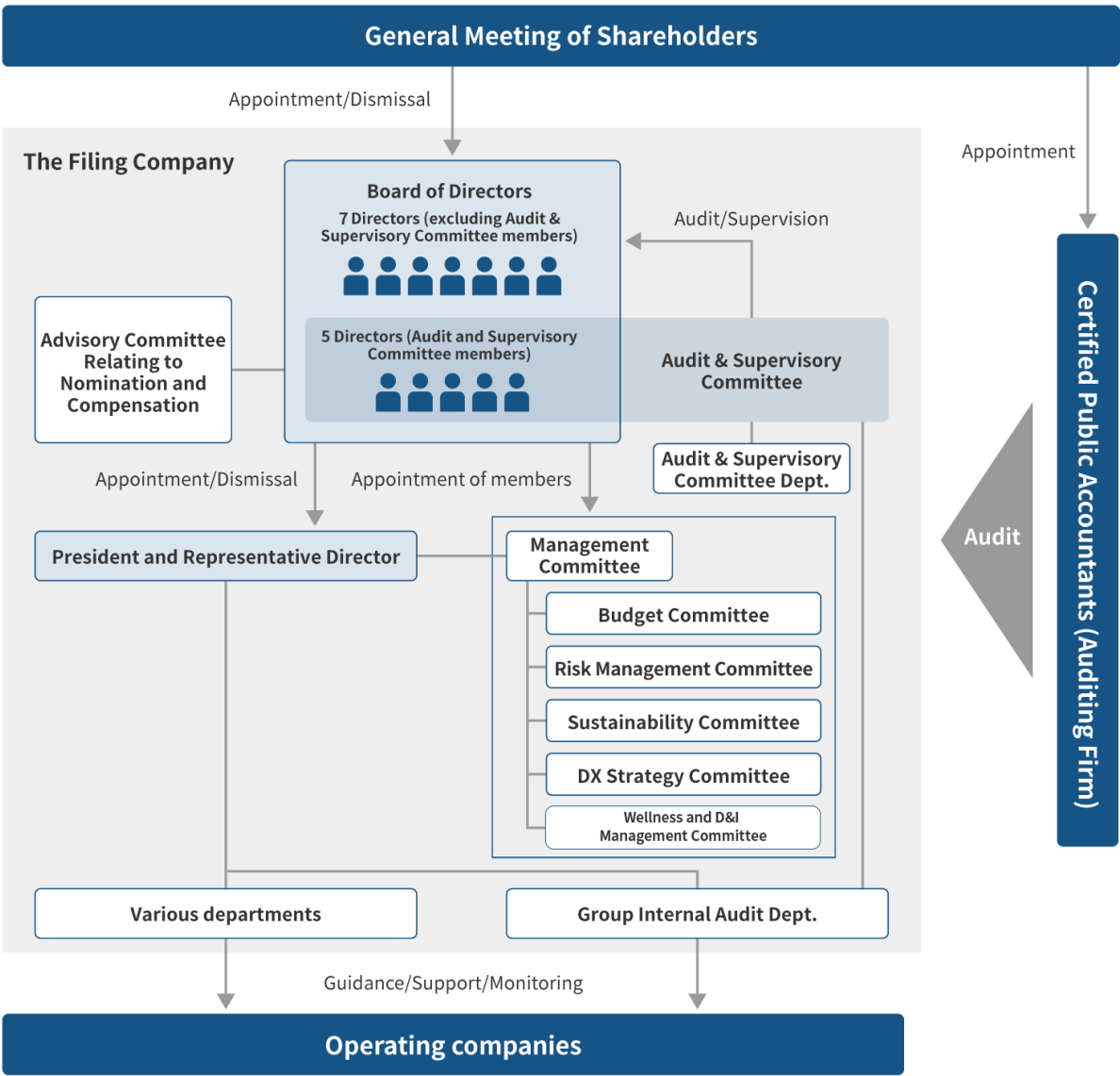
Attendance of external directors at meetings of the Board of Directors and the Audit & Supervisory Committee held in fiscal 2020 (current external directors only)

	Board of Directors	Audit & Supervisory Committee
Tetsuro Higashi	Attended 15 out of 15 meetings held	—
Yoshio Mogi	Attended 15 out of 15 meetings held	Attended 14 out of 14 meetings held
Akiko Miyagawa	Attended 15 out of 15 meetings held	Attended 14 out of 14 meetings held
Tetsu Takahashi	Attended 10 out of 10 meetings held	Attended 9 out of 9 meetings held

☞ For more details, see the ESG data (Governance).

Corporate Governance System

Chart of Corporate Governance System



Board of Directors

The Board of Directors bears the responsibility of realizing effective corporate governance for all shareholders, and through this, achieving sustainable growth of the Company and working to maximize long-term corporate value. To fulfill this responsibility, the role of the Board of Directors is to ensure the fairness and transparency of management by fully supervising management, and make the best decisions for the Company through important business execution decisions, etc. The Company's Board of Directors comprises seven directors (excluding directors who serve as Audit & Supervisory Committee Members) (of which one is an External Director) and five directors who serve as Audit & Supervisory Committee Members (of which three are external directors). The Company appoints diverse directors with various knowledge, experience, and skills in order to ensure the necessary balance and diversity as a holding company that manages companies that conduct business in various areas. In order to strengthen the supervisory function of the Board of Directors and realize highly fair and transparent management, four out of the 12 directors are independent external directors.

Board Members

Audit and Supervisory Committee

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

Audit and Supervisory Committee (5 Members, Including 3 Independent External Directors)	
Chairperson	Hiroyuki Kimura (full-time)
Members	Hiroyuki Kimura (full-time)
	Yasushi Takayama (full-time)
	Yoshio Mogi (independent external director)
	Akiko Miyagawa (independent external director)
	Tetsu Takahashi (independent external director)

Advisory Committee Relating to Nominations and Compensation

The Company established the Advisory Committee Relating to Nominations and Compensation, as an advisory body to the Board of Directors, where the majority of members are comprised of independent external directors, to strengthen the objectivity and independence of functions of the Board of Directors in relation to nomination and compensation of the directors and executive officers. The committee will discuss matters relating to the nomination of and compensation for directors and executive officers, successor plan, policy for training, etc., and shall report the outcome of discussions to the Board of Directors.

Advisory Committee Relating to Nominations and Compensation (5 Members, Including 3 Independent External Directors)	
Chairperson	Tetsuro Higashi (independent external director)
Members	Tetsuro Higashi (independent external director) Shoichi Nagamatsu (chairperson of the Board of Directors) Yoshio Mogi (independent external director and Audit & Supervisory Committee member) Tetsu Takahashi (independent external director and Audit & Supervisory Committee member) Shoichi Nagamatsu (part-time director)

Management Committee

The Company has introduced a system of executive officers with an aim to strengthen Group management by separating and enhancing the business execution function from the management decision-making and supervisory functions. Each executive officer appointed by the Board of Directors is delegated management authority based on the Company's internal rules and other stipulations to execute business under the direction of the president and representative director and policies approved by the Board of Directors of the Company.

The Management Committee, which is comprised of the chief executive officer, the executive vice president and executive officers, determines certain matters regarding the execution of business at overall Group companies. The chairman of the Board of Directors and Directors who are Audit & Supervisory Committee Members attend meetings of the Committee, where they express their opinions as necessary.

Other Committees

Under the Management Committee, there are the following committees that discuss the Group's management policies, issues to be coped with, etc.

a. Budget Committee

For the compilation of budgets, preparation of Mid-to Long-term Business Plan, and other matters, the Committee discusses the planning, exercise, and other matters regarding budgets and Mid-to Long-term Business Plan as a subordinate organization of the Management Committee.

b. Risk Management Committee

With the aim of securing the continuity and stable development of business through the exercise of risk management, the Committee discusses matters in connection with internal controls, risks in the Group's management, and other matters.

c. Sustainability Committee

The committee discusses matters on the promotion of sustainability and others for the purpose of establishing policies and plans and managing results regarding the promotion of sustainability, deepening Group employees' understanding, and disclosing various information thereof.

d. DX Strategy Committee

The Committee discusses matters on DX strategy and investment plans for preparing the ICT base and establishing information systems with the aim of establishing policies and plans regarding the promotion of DX and improving the ICT environment and its effective use.

e. Wellness and D&I Management Committee

The Committee discusses mid-to long-term goals and various measures related to promoting wellness, work style reforms, promoting the empowerment of women, and utilization and active participation of the Group's diverse human resources in order to maintain and improve sound, comfortable workplace environments in which people can work with vigor and achieve wellness, and also to enhance efforts for formulating human resource development policies and promoting internal environment development for ensuring diversity.

Accountability of the Board of Directors

Appointment of Directors

The directors of Nomura Real Estate Holdings are elected at the general meeting of shareholders every year in accordance with the Articles of Incorporation, differentiating directors who are Audit and Supervisory Committee members from other directors. In order to ensure the necessary balance and diversity as a holding company that oversees companies operating in a wide range of fields, directors are those with a variety of knowledge, experience and ability, regardless of nationality and gender. In order to function effectively, we have no more than 12 directors (excluding directors who are Audit and Supervisory Committee members) and no more than 6 directors who are Audit and Supervisory Committee members.

Criteria for Determining Impartiality of Independent External Directors

The Company has established the following criteria for determining Impartiality of independent external directors.

Excerpt from Article 14 of the Basic Corporate Governance Policy

Article 14: In addition to Independent Director impartiality criteria set by the Tokyo Stock Exchange, the Board of Directors establishes criteria concerning the impartiality of Independent External Directors and nominates Independent External Directors having confirmed that they do not correspond to any of the following items.

- (1) Individuals who execute business for any other company with which the Company or our subsidiaries have a reciprocal employment relationship as each other's External Directors;
- (2) Individuals who are employees of the Company's or our subsidiaries' major business partners^{*1} or who are employees at companies that consider the Company or our subsidiaries to be their major business partner^{*1} (or individuals involved in the execution of business if such business partner is a corporation);
- (3) Consultants, accounting experts, or legal experts who receive money, or other property gains in excess of ¥10 million in addition to Directors compensation from the Company or subsidiaries during the most recent business year;
- (4) Individuals affiliated to companies, etc., that provide professional services such as law firms, accounting firms, and consulting companies that receive large sums of money or other property gains^{*2} from the Company or subsidiaries;
- (5) Individuals who are or were involved in the execution of business at one of the Company's major shareholders (individuals who are or were involved in the execution of business at such corporation if the major shareholder is a corporation), or lead managing underwriter; or

(6) Close relatives of individuals stated in (1) to (5).

*1. A Major business partner means a business partner whose transactions with the Group exceed 2% of the Company's or such business partner's annual consolidated sales in the most recent business year.

*2. Large sums of money or other property gains means gains that exceed 2% of the annual consolidated sales of that companies, etc., in the most recent business year.

Full name	Reason for appointment	Main activities
Tetsuro Higashi	Mr. Higashi has been selected as an external director because it is expected that he will contribute to strengthening the supervisory function of the Board of Directors and ensuring fair and transparent management by drawing on his wealth of knowledge, experience, and profound insights related to corporate management in his long career as a corporate manager. Furthermore, based on his attributes and relationship with Nomura Real Estate Holdings, it was determined that there is no risk of conflict of interest with general shareholders as specified by the Tokyo Stock Exchange and he was designated as an independent director.	Mr. Higashi attended 15 out of 15 meetings of the Board of Directors held in fiscal 2020, and asked questions and expressed opinions on proposals, deliberations and other matters as necessary.
Yoshio Mogi	Mr. Mogi has great knowledge, experience and profound insights concerning corporate management acquired through his many years working as a corporate manager. He has been selected as an external director who is also an Audit & Supervisory Committee member because it is expected that his extensive experience and knowledge will contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure. Furthermore, based on his attributes and relationship with NREH, it was determined that there is no risk of conflict of interest with general shareholders as specified by the Tokyo Stock Exchange before designating him as an independent director.	Mr. Mogi attended 15 out of 15 meetings of the Board of Directors and 14 out of 14 meetings of the Audit & Supervisory Committee held in fiscal 2020 and asked questions and expressed opinions on proposals, deliberations and other matters as necessary.

Akiko Miyagawa

Ms. Miyakawa has great knowledge, experience and profound insights as an expert at accounting and auditing acquired through her many years working as a Certified Public Accountant. She has been selected as an external director as Audit & Supervisory Committee member because it is expected that her extensive experience and knowledge will contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure, although she has no previous experience directly involved in the management of a company other than as an external officer.

Furthermore, based on her attributes and relationship with Nomura Real Estate Holdings, it was determined that there is no risk of conflict of interest with general shareholders as specified by the Tokyo Stock Exchange before designating her as an independent director.

Tetsu Takahashi

Mr. Takahashi has great knowledge, experience and profound insights as a legal expert acquired through his many years working as a lawyer. He has never in the past been involved in the management of a company except as an external director, however he has been selected as an external director as Audit & Supervisory Committee member because it is expected that his extensive experience and knowledge as a representative of a law firm and an external director and external Audit & Supervisory Board member of other companies will contribute to strengthening the supervisory function of the Board of Directors and the corporate governance structure, as well as to enhancing the auditing structure. Furthermore, based on his attributes and relationship with Nomura Real Estate Holdings, we determined that there is no risk of conflict of interest with general shareholders as specified by the Tokyo Stock Exchange before designating him as an independent director.

Mr. Takahashi attended all 10 meetings of the Board of Directors and all 9 meetings of the Audit & Supervisory Committee held after he assumed the position on June 23, 2020; he consistently asked questions and expressed opinions on proposals, deliberations and other matters as necessary.

Assessing the Effectiveness of the Board of Directors

For the assessment of the effectiveness of the Board of Directors in FY2021, as was the case in the previous fiscal year, the Company conducted questionnaires and interviews of all directors (including Audit & Supervisory Committee members) through a third-party evaluation organization. The analysis and assessment based on discussions at a meeting of the Board of Directors regarding the results are outlined below.

	Results of analysis and assessment	
	Highly regarded points	Issues, future improvement measures
Members	The scale of the Board of Directors and the ratio of independent external directors are broadly appropriate.	—

Discussions	Discussions are free and lively, exceeding internal and external limits and leveraging the knowledge and experience of each director. In particular, discussions were enhanced through the opinions, etc., from external directors.	—
Operation	The Board of Directors has been operating stably with materials provided beforehand and the number of agenda items being balanced.	In order to provide further clarification of the discussion points regarding explanations on agenda items and materials, it is necessary to continue to work on improvements.
Matters for discussion	The Company makes efforts to enhance discussion aimed at improving governance and risk management through progress management, etc. using a “Priority Issue List” set up for organizing the issues that need to be monitored by the Board of Directors.	The Company recognizes that strategic discussions that require a medium-to long-term perspective need to be enhanced further. For the fiscal year ending March 2023, the Company has designated “enhancement of strategic discussions” and “optimization of governance” as priority measures, as in the previous fiscal year, and it will promote initiatives aimed at further improving corporate value and strengthening corporate governance.

Going forward, the Company will regularly grasp areas for improvement by conducting an assessment of the effectiveness of the Board of Directors each year and will further improve the effectiveness of the Board of Directors.

Compensation Plan of Directors

Outline of Compensation Plan of Directors

At a meeting of the Board of Directors, the Company has adopted a resolution on a policy for deciding the details of the compensation, etc. for each individual director excluding Audit & Supervisory Committee members. In addition, the Company established the Advisory Committee Relating to Nominations and Compensation, where the majority of members composing that body are independent external directors, and the Board of Directors resolved the operation, etc. of the compensation plan for the directors, based on the deliberation by the Committee and on the Committee's opinion reported to the Board of Directors.

Furthermore, the Board of Directors has judged that the compensation, etc. for each individual Director in the fiscal year ended March 2022 is in line with this policy regarding decisions of compensation, etc. as it has confirmed that the method for deciding the details of compensation, etc. and the details of the compensation, etc. that were determined are consistent with this policy regarding decisions of compensation, etc.

The decision policies in (1) to (6) below are as of the date of submission of the annual securities report (June 24, 2022), and the compensation of External Directors for the fiscal year ended March 2022 consists only of "base compensation." In addition, since 2019, the Company have incorporated initiatives for addressing environmental and social issues, including climate change, into the performance evaluation of officers.

(1) Basic policy

1. Compensation for Directors consists of a structure that is linked to the Mid- to Long-term Business Plan, etc. in order to sufficiently work as an incentive for the sustainable improvement of corporate value, and the Company's basic policy in deciding compensation for each Director is to provide an appropriate level of compensation according to the role and position as a director.
2. Operation and revision of the compensation plan for Directors and the amount of the compensation for Directors are determined by the Board of Directors based on the deliberation by the Advisory Committee Relating to Nominations and Compensation and its opinion reported to the Board of Directors.
3. In reviewing the appropriateness of the compensation level and the content of the share-based compensation plan, the Company takes consideration of factors such as the size of the Company and business characteristics, after obtaining advice from an external compensation consultant as necessary.
4. Compensation of Directors concurrently serving as Executive Officers consists of "base compensation," "bonus" and "share based compensation" so that it works as a clear incentive to improve performance not only for the short-term, but also for the medium- to long-term.

5. Compensation of the Chair and Director and External Directors is made up of the “base compensation” and the “restricted shares (“RS”) portion of share-based compensation,” taking into account the sharing of interests with shareholders, since the Chairman of the Board of Directors is responsible for supervising execution of business from an objective standpoint and also for enhancing long-term corporate value.
6. Compensation of Part-time Internal Directors consists only of “base compensation” due to their role of supervising the business execution from an objective standpoint.

(2)Policy regarding decisions on the percentage of each type of compensation for each Director

1. The composition ratio of each type of compensation for Directors concurrently serving as Executive Officers is decided based on 2. and 4. in (1) above.
2. The composition ratio of each type of compensation for the Chair and Director and External Directors is decided based on 2. and 5. in (1) above.
3. Compensation of Part-time Internal Directors consists only of “base compensation” based on 2. and 6. in (1) above.

(3)Policy regarding decisions on the amount of fixed compensation (base compensation) for each Director (including the policy regarding decisions on the timing and conditions for paying compensation)

1. The amount of fixed compensation (base compensation) for each Director shall be determined according to the role and position as a Director.
2. The fixed compensation (base compensation) shall be paid monthly.

(4)Policy regarding decisions on the details of variable compensation (bonus and share-based compensation) for each Director and the calculation method for the monetary amount or number of shares (including the policy regarding decisions on the timing and conditions for paying compensation)

Bonus:

1. The amount of bonus is determined according to the Company’s business performance, such as consolidated business profit, and evaluation of individuals.
2. While largely focusing on the above evaluations, the Company will also evaluate its performance using non-financial indicators (sustainability factors, etc.). The fiscal years subject to such evaluations shall be from the fiscal year ending March 2023.
3. The evaluation of individuals evaluates the progress of initiatives for single-year and the medium- to long-term, for which achievements are difficult to measure based only on the figures of financial results.
4. It shall be paid at a certain time after the end of each fiscal year.

Reference:The Company revised the policy regarding decisions of the details of the compensation, etc. for each of the Directors excluding Audit & Supervisory Committee Members from the fiscal year ending March 2023, deciding that the details and calculation method for performance indicators, etc., relating to bonuses, which are monetary compensation, would retain a central emphasis on evaluation of performance in terms of consolidated business profit, etc., but would also include an evaluation by non-financial indicators (sustainability factors, etc.). The purpose of this change is to promote initiatives aimed at increasing corporate value over

the medium to long term through increasing Directors' awareness of sustainability, and in the fiscal year ending March 2023, the Company plans to conduct an evaluation based on BEI* as a non-financial indicator.

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

Share-based compensation:

1. The performance-based compensation adopts performance-sharing ("PS") providing incentive for enhancement of medium- to long-term performance, and implements, after three years of the commencement of each business year, delivery or payment ("delivery, etc.") of the Company's shares and/or an amount equivalent to the proceeds of converting the Company's shares into cash (the "Company Shares, etc.").
2. The non-performance-based portion adopts restricted shares ("RS") providing an incentive for long-term contributions and enhancement of corporate value by delaying delivery, etc., until retirement as an officer.
3. The share-based compensation system adopts the system of executive compensation BIP (Board Incentive Plan) trust (the "Trust"). The number of shares, etc., to be delivered, etc., is set at one Company's share per one point, according to the number of points calculated based on the below formula.

Calculation formula of points:

● PS portion

The number of points (the "Number of PS Points") to be granted to directors for each fiscal year during the covered period is calculated by dividing the amount of pre-determined base compensation with respect to each executive position by the share price as of the acquisition of the Company's shares by the Trust. The number of achievement-linked points shall be calculated by multiplying the Number of PS Points granted for each fiscal year by the achievement-linked coefficient determined based on the level of performance three years after the beginning of the applicable fiscal year. For the achievement-linked coefficient, the target ranges (0-200%) are set based on the "business profit" from the viewpoint of profit growth, and return on equity (ROE) from the viewpoint of maintaining the capital efficiency, out of the management benchmarks listed in the Mid- to Long-term Business Plan.

● RS portion

The number of points (the "Number of RS Points") to be granted to directors and added for each fiscal year during the covered period is calculated by dividing the amount of pre-determined base compensation with respect to each executive position by the share price as of the acquisition of the Company's shares by the Trust.

(5) The method for determining the details of compensation for each director, etc.

1. The determination of the specific details of the amount of base compensation and bonuses, both of which are monetary compensations, to be paid out is delegated to the president and representative director based on a resolution of the Board of Directors.

2. The payment level shall be deliberated by the Advisory Committee Relating to Nominations and Compensation for the appropriate exercise of the authority stated in (1) above by the president and representative director.

(6) Other important matters concerning individual compensation

Regarding share-based compensation, the Company formulated “share delivery regulation” to handle repayment claims at an amount equivalent to the Company Shares, etc. to be delivered, etc. in the event that specific circumstances (improper conduct, etc.) occur.

Compensation for Each Category of Executive

FY2021

Director category	Total amount of compensation, etc. (million yen)	Base compensation (million yen)	Bonus (performance-based incentives, etc.) (million yen)	Share-based compensation (non-monetary compensation, etc.)		Number of directors applicable
				Performance-based portion (million yen)	Non-performance-based portion (million yen)	
Directors (Excluding Directors who also serve as Audit & Supervisory Committee Members) (Excluding External Directors)	562	275	118	97	71	9
Directors (Audit & Supervisory Committee Members) (Excluding External Directors)	102	102	—	—	—	3
External Directors	71	71	—	—	—	6

1. The number of Directors (excluding Directors as Audit & Supervisory Committee Members) (excluding External Directors) is five as of the end of the fiscal year ended March 2022. The reason for the difference with the “Number of directors applicable” above is the fact that three persons who retired at the conclusion of the Ordinary General Meeting of Shareholders held on June 24, 2021 are included, and that as of the end of the fiscal year ended March 2022, one Director (Audit & Supervisory Committee Member) of the Company served as an Executive Director in the past, and that the amount of share-based compensation (performance-based portion) allotted during the relevant period was confirmed in the fiscal year ended March 2022.

2. The number of Directors (Audit & Supervisory Committee Members) (excluding External Directors) is two as of the end of the fiscal year ended March 2022. The reason for the difference with the “Number of directors applicable” above is the fact that one Director who retired at the conclusion of the Ordinary General Meeting of Shareholders held on June 24, 2021 is included.
3. The number of External Directors is five as of the end of the fiscal year ended March 2022. The reason for the difference with the “Number of directors applicable” above is the inclusion of one who retired at the conclusion of the Ordinary General Meeting of Shareholders held on June 24, 2021.
4. The compensation amount (“base compensation” and “bonus”) of Directors has been set as no greater than ¥550 million per year for Directors (excluding Directors as Audit & Supervisory Committee Members) according to a resolution at the Ordinary General Meeting of Shareholders held on June 26, 2018, and at the time of the resolution, the number of Directors (excluding Directors as Audit & Supervisory Committee Members) was eight (of which, two were External Directors). Furthermore, the compensation amount of Directors (Audit & Supervisory Committee Members) is limited to up to ¥170 million per year according to a resolution at the Ordinary General Meeting of Shareholders held on June 23, 2020. The number of Directors as Audit & Supervisory Committee Members at the time of the resolution was six (including four External Directors). Of that compensation amount, the Company pays the compensation shown in the table above. The compensation amount of Directors is shown as the amount recorded by the Company as an expense during the fiscal year ended March 2022 regardless of whether it was paid during the fiscal year ended March 2022.
5. Separately from the compensation amount of Directors shown in 4. above, the Company introduced a performance-based share-based compensation plan for Directors (excluding External Directors and Directors as Audit & Supervisory Committee Members) in accordance with a resolution approved at the Ordinary General Meeting of Shareholders held on June 26, 2018. Under the terms of the Plan, the Company’s contribution to a trust as compensation for Directors (excluding External Directors and Directors as Audit & Supervisory Committee Members) is limited to an amount of not more than ¥730 million over the relevant period of three fiscal years, and the number of Directors (excluding Directors as Audit & Supervisory Committee Members) who were subject to the Plan at the time of the resolution was six (excluding two External Directors). Of that compensation amount, the Company pays the compensation shown in the table above.
The amount paid as “share-based compensation, etc. (non-monetary compensation, etc.)” above includes performance-based share-based compensation recorded as an expense for the fiscal year ended March 2022. By the resolution of the Ordinary General Meeting of Shareholders held on June 24, 2022, the three fiscal years starting from the fiscal year ending March 31, 2023, were made the new covered period (and in the event that the extension of the period is carried out, the three subsequent fiscal years shall become the covered period), and a maximum amount of ¥1,650 million and 672,000 shares to be contributed to the trust as compensation to Directors (excluding Directors as Audit & Supervisory Committee Members) (including a maximum amount of ¥9.90 million and 4,030 shares for each External Director for every three fiscal years). At the time of the resolution, the number of Directors (excluding Directors as Audit & Supervisory Committee Members) subject to the Plan is seven.

6. With respect to the performance-based compensation, the details of factors including the performance indicators that pertain to bonuses, which are monetary compensation, the calculation method of such bonuses and the reasons for selecting these indicators are as stated in the “II-1. Organization Structures and Organizational Operations [Compensation of Directors] Disclosure of Policy Determining the Amount and Calculation of Compensation” of Corporate Governance Report. The actual results that pertain to performance indicators are as presented in the table below.

	Fiscal year ended March 2020	Fiscal year ended March 2021	Fiscal year ended March 2022
Business profit	82,833 million yen	76,448 million yen	92,765 million yen
Year-on-year change	+4.0%	-7.7%	+21.3%

7. With respect to the performance-based compensation, the details of factors including the performance indicators that pertain to share-based compensation, etc., the calculation method of such share-based compensation, etc. and the reasons for selecting these indicators are as stated in “Outline of compensation plan of Directors”. The ranges of performance indicators were decided as presented in the tables below.

(The ranges for the fiscal year ended March 2021, the third year from the start of the system in the fiscal year ended March 2019)

	Range		Performance
Performance-based coefficient	0%~200%	⇒	22.0%
Business profit	75,400 million~105,600 million yen		76,448 million yen
ROE	6.5%~12.5%		7.4%

(The ranges for the fiscal year ended March 2022, the third year from the start of the system in the fiscal year ended March 2020)

	Range		Performance
Performance-based coefficient	0%~200%	⇒	127.0%
Business profit	70,800 million~99,200 million yen		92,765 million yen
ROE	6.5%~12.5%		9.2%

8. Non-monetary compensation, etc., consists of the Company's shares, etc., and the conditions, etc., for delivery are as stated in the “Outline of compensation plan of Directors” above.
9. As stated in the “Outline of compensation plan of Directors” above, the decisions on the specific details concerning the amounts of base compensation and bonuses, both of which are monetary compensation, to be paid out are delegated to the President and Representative Director Eiji Kutsukake based on a resolution of the Board of Directors. Therefore, the president and representative director shall decide the details. The reason for this delegation to the president and

representative director is that the Company has judged the president and representative director as appropriate to conduct the individual evaluation of each director while considering, among other things, performance of the Company overall. The payment level is deliberated by the Advisory Committee Relating to Nominations and Compensation for the appropriate exercise of the decision authority delegated to the president and representative director.

Total Consolidated Compensation, etc., for Those Receiving Total Consolidated Compensation of 100 Million Yen or More

Name	Director category	Payer	Total amount of compensation, etc. (million yen)	Base compensation (million yen)	Bonus (Performance-based incentives, etc.) (million yen)	Share-based compensation (Non-monetary compensation, etc.)	
						Performance-based portion (million yen)	Non-performance-based portion (million yen)
Eiji Kutsukake	Director	Filing company	171	64	44	47	15

※ The payment amount in "Share-based compensation (Non-monetary compensation, etc.)" is the amount recorded as an expense for the fiscal year ended March 2022.

Internal control system

Internal control system

Nomura Real Estate Holdings has established the Board of Directors, the Audit and Supervisory Committee, and the Advisory Committee Relating to Nominations and Compensation for internal control.

Risk management system

Nomura Real Estate Holdings established a Risk Management Committee to promote risk management activities within the Group. The committee is made up of directors and executive officers of the Company and Group companies, and deliberates matters relating to risk management, compliance, and information security for the entire Group, and discusses countermeasures for when risks occur.

 [Click here for more details](#)

Compliance System

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

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

 [Click here for more details.](#)

Internal Audit System

With the exception of some small companies, the Group has an internal audit department in each company. This department maintains organizational independence by setting up officers under the direct control of the president or directors who do not hold additional office in other business divisions. In addition, the Group Audit Department was established in Nomura Real Estate Holdings, which oversees, monitors, and evaluates the internal audit functions of the entire Group in coordination with the accounting auditor. The results are reported to the Board of Directors and the Audit and Supervisory Committee.

Audit and Supervisory Committee Audit System

The Audit & Supervisory Committee is comprised of five members, two Audit & Supervisory Committee members (full-time) and three Audit & Supervisory Committee members (independent external directors). The two full-time members were elected to strengthen the effectiveness of audit and supervision functions through the collection of information from directors (excluding directors who are Audit & Supervisory Committee members), executive officers, employees, etc., attendance at important meetings and close cooperation with the Internal Audit Dept.

The Audit & Supervisory Committee holds regular meetings prior to monthly Board of Directors meetings with all members attending the meetings. It also holds irregular meetings as necessary. During the fiscal year ended March 2022, the committee held 12 meetings.

Each of the monthly meetings took approximately three hours. After receiving audit reports from the Internal Audit Dept., reports on important meetings, including those of the Management Committee, from the full-time Audit & Supervisory Committee members and quarterly financial reports from the Finance & Accounting Dept., the members of the Audit & Supervisory Committee, among other activities, exchanged opinions with Group CFO, executive officer and supervisor of the Management Division on a regular basis and confirmed what was discussed at meetings of the Advisory Committee Relating to Nominations and Compensation. The Company also adopts measures to enhance the effectiveness of audits, having established an Audit & Supervisory Committee Dept. to support the execution of duties by the Audit & Supervisory Committee and appointed full-time staff dedicated to the department.

1. Name of auditing firm

Ernst & Young ShinNihon LLC

The Company appointed Ernst & Young ShinNihon LLC as the Accounting Auditor pursuant to the Companies Act.

2. Continued auditing period

Since June 2004

3. Certified Public Accountants involved in auditing

Certified Public Accountant/Designated and Engagement Partner Toshihiro Morishige

Certified Public Accountant/Designated and Engagement Partner Kenji Sato

Certified Public Accountant/Designated and Engagement Partner Natsuki Saiki

Ernst & Young ShinNihon LLC takes measures to ensure that Engagement Partners do not continue their involvement in NREH accounting audits for more than seven consecutive accounting periods (five accounting periods for Head Engagement Partners at listed companies).

4. Assistants involved in auditing

Certified Public Accountants: 6, Part-qualified Accountants, etc.: 5, Other: 9

5. Policy and reasons for selection of Accounting Auditor

The Audit & Supervisory Committee has appointed an auditing firm based on the regulations stipulated by the Audit & Supervisory Committee and the criteria for evaluation and appointment of the Accounting Auditor. If the Accounting Auditor is recognized as falling under any of the items listed in Article 340, Paragraph 1 of the Companies Act, the Accounting Auditor shall be dismissed with the unanimous consent of all Audit & Supervisory Committee Members. In addition, notwithstanding the above, if it is recognized that the Accounting Auditor's fulfilment of appropriate auditing would be difficult due to the occurrence of reasons that compromise the eligibility or independence of the Accounting Auditor, the Audit & Supervisory Committee shall propose the dismissal or non-reappointment of the Accounting Auditor, and the appointment of a new Accounting Auditor at a General Meeting of Shareholders. The Audit & Supervisory Committee ensures the appropriateness of the procedures for evaluation and appointment of the Accounting Auditor, and prepares for the cases where the Company needs to appoint the new Accounting Auditor. On a regular basis, the Company requests business proposals for accounting audits from the major auditing firms, and evaluates each business proposal through interviews, questions, etc., focusing on the quality control system and independence of the auditing firm, the audit implementation system, etc., and the estimated amount of audit fees.

6. Evaluation of the Accounting Auditor by the Audit & Supervisory Committee

The Audit & Supervisory Committee discusses and determines the appropriateness of reappointment of the Company's Accounting Auditor and the team engaged in the audit each year after it obtains necessary information and receives reports from the Accounting Auditor and considers the execution conditions of its duties (including the execution conditions in the previous fiscal years). Based on the criteria for evaluation and appointment of the Accounting Auditor, the Audit & Supervisory Committee

judges it proper to reappoint the current auditing firm after having performed an evaluation from the aspects of the auditing firm's quality management conditions, independence of the audit team in charge of the Company and expression of its professional skepticism, appropriateness of audit fees, effectiveness of communication between management and the Audit & Supervisory Committee and response to fraud risks.

Shareholder Rights and Securing Impartiality

Cross-holding Shares

Nomura Real Estate Holdings formulated the “Basic Policy on Cross-holding Shares” within the “Basic Corporate Governance Policy” for cross-held shares.

Basic Policy on Cross-holding Shares

Excerpt from “Basic Corporate Governance Policy”

Article 4

1. The Company's policy on cross-holding shares is that they enhance the corporate value of the Company by strengthening business relationships and aid in the creation of strategic business tie-ups.
2. While cross-holding shares, the Board of Directors annually evaluates the rationality of continuing to own said shares by regularly monitoring the state of transactions with the Group and the management status of investee companies and seeing how they contribute to the enhancement of corporate value. With such verification, the Company will sell shares that have low rationality in holding while taking into consideration the market environment and other factors.
3. When voting on cross-held shares, the Company judges whether or not they contribute to the enhancement of the corporate value of the company through the enhancement of corporate value of the investee company.
4. In the event that a company that holds the Company's shares as cross-held shares (a cross-held share holder) has indicated its intention to sell or otherwise transfer said shares, the Company will take the appropriate measures so as to not impede the sale of shares, such as by suggesting reductions in transactions, etc.
5. Transactions with cross-held shareholders will only be made after fully verifying economic rationality, as with other business partners.

Approach and Policies

Group Policy (Management Structure)

The Nomura Real Estate Group has positioned compliance with laws, regulations, corporate codes of conduct, and so on as a key management issue, in addition to the Group Policy, and formulated the Nomura Real Estate Group Code of Action as a compliance guide. In addition, Nomura Real Estate Holdings established the Risk Management Committee and the Group Legal & Compliance Department, promotes ongoing education and training for officers and employees throughout the Group, and provides advice, guidance, and support to Group companies.

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

The Nomura Real Estate Group Code of Action

The Nomura Real Estate Group has formulated a Code of Action to define fundamental rules that Group officers and employees must adhere to. We review the effectiveness of the content of the Code of Action as appropriate, taking social circumstances and other factors into consideration, and any changes thereto are subject to decision by the Board of Directors.

Table of Contents of the Code of Action

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 member of society)

Article 6 (Respect for basic human rights)

Article 7 (Observance of compliance)

Article 8 (Consideration for the global environment)

Article 9 (Corporate social responsibility)

Chapter 3 Behavior that gains customer trust

Article 10 (Providing highly safe, high-quality products and services)

Article 11 (Description of and risks relating to goods and services)

Article 12 (Response to consultations and complaints from customers)

Article 13 (Appropriate disclosure and provision of information to customers)

Article 14 (Management of customer 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 to 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 officers 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 records and reports)

Article 25 (Management of company assets and information)

Article 26 (Reporting illegal or unethical behavior)

Chapter 6 Relationship with society

Article 27 (Disclosure of corporate information)

Article 28 (Offering entertainment or gifts to public officials etc.)

Article 29 (Exclusion of anti-social forces)

Article 30 (Establishment, operation and improvement of internal controls for proper business execution)

Chapter 7 Miscellaneous provisions

Article 31 (Preparation of guidelines)

Article 32 (Use of guidelines)

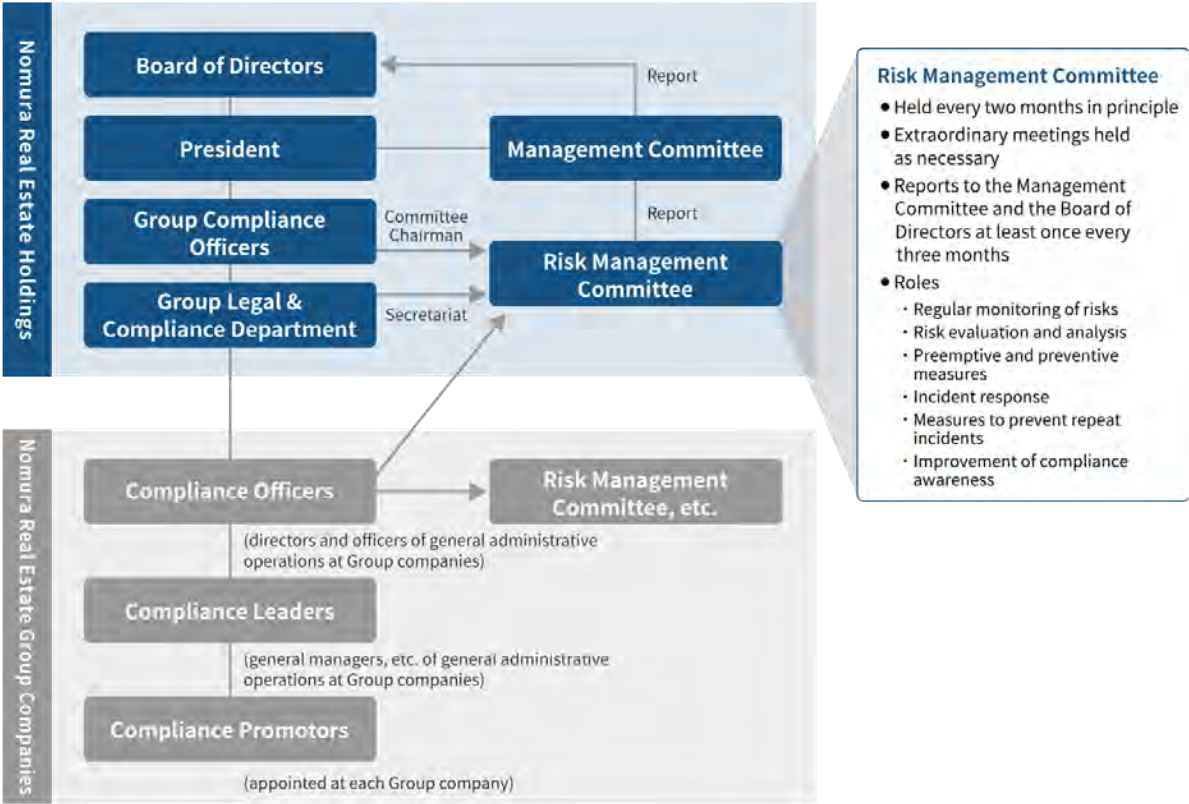
Article 33 (Application to overseas subsidiaries and affiliates)

Management

Management (Management Structure)

Compliance Promotion Framework

Nomura Real Estate Holdings has established the Risk Management Committee and the Group Legal & Compliance Department to develop and implement a framework for compliance. In addition, Compliance Officers have been appointed at each Group company, and Compliance Leaders and Compliance Promoters have been appointed under Compliance Officers to ensure compliance throughout the Group.



Results

Results

The results of compliance promotion in fiscal 2020 are as follows.

Compliance Hours

Distributed online every other month.

In fiscal 2020, the attendance rate for the entire Group was 100%.


Compliance Training

Group training for different professional ranks.

In fiscal 2020, training was conducted 27 times. The total number of participants was 1,311.

Main Training

Target Participants	Number of Events	Number of Participants
All officers of the Group	1	145
Compliance officers	1	14
All Group supervisors and compliance promoters	13	783
Employees working at overseas offices	10	49
Newly promoted managerial employees of the Group	1	135
Mid-career hires of the Group	1	185

 [For more details, see the ESG data \(Governance\).](#)

Anti-Corruption and Anti-Bribery Measures

In fiscal 2020, there were no significant legal violations, fines or penalties related to corruption or bribery including facility payments. Also, no employees were disciplined for violating the Anti-Corruption and Anti-Bribery Policy.

Compliance with the Anti-Monopoly Act, the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors and other laws and regulations

Over the past four years since the end of March 2021, the Group has not been subject to any administrative penalties (fines or settlement payments) for violations of the Anti-Monopoly Act or the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors.

 ESG Data

Initiatives

Policy on Political Participation

In cases where the Group supports the activities of a political organization or makes political contributions, we act in compliance with relevant laws and regulations such as the Political Funds Control Act, the Public Offices Election Act, and other relevant and the laws and regulations of each country and check our actions under the Group Code of Action.

Preventing Bribery, Graft, and Corruption

The Group prohibits the provision of entertainment or gifts to business partners incompatible with social common sense and to public officials (including foreign public officials) in pursuit of self-interest. Specifically, the Group Code of Action provides, with regard to receipt or provision of entertainment or gifts from or to business partners, “Nomura Real Estate Group officers and employees shall not request, provide, or receive entertainment or gifts incompatible with sound business practices or social common sense” and “No officer or employee shall use their professional position to request or accept benefits or favors from a business partner.” The Group strictly implements the Code of Conduct, for instance, detailed reporting and documentation of the details of entertainment or goods provided or received by its officers and employees.

The Risk Management Committee, a sub-organization of the Management Committee, regularly monitors, evaluates and analyzes risks such as legal and regulatory violations. It also deliberates on basic response policies regarding risk prevention, response when risk occurs, and prevention of recurrence. In addition, a compliance promotor has been assigned to each department, office and branch, and a system has been established to enhance the effectiveness of compliance activities in every

workplace.

Moreover, the Group has set up whistleblowing systems that includes helplines exclusively for its Group employees and business partners.

 [Policy on Anti-Bribery of Foreign Public Officials](#)

Bribery Prevention Initiatives in Overseas Business

The Group complies with the Guidelines for the Prevention of Bribery of Foreign Public Officials established by the Ministry of Economy, Trade and Industry, and has formulated its own Policy on Anti-Bribery of Foreign Public Officials, which can be found on the Group website. In accordance with this policy, the Group formulated the Regulations on the Prevention of Bribery of Foreign Public Officials and the Anti-Bribery Guidelines and has established specific internal procedures such as prior application and recording relating to the provision of entertainment, gifts, invitations, and donations to foreign public officials and the use of agencies and so on.

The above regulations also prohibit the payment of small amounts (facility payments) for the sole purpose of facilitating official procedures.

When selecting a new business partner overseas, the Group makes every effort to prevent corruption, such as by conducting due diligence for bribery concerns and adopting anti-bribery clauses in contracts as required. In addition, the Group also conducts periodic training on the prevention of bribery for officers and employees involved in overseas business operations.

Anti-Bribery Guidelines for Overseas Business (Table of Contents)

Chapter 1 General Provisions

Article 1 Purpose

Article 2 Conduct Related to Duties

Chapter 2 Entertainment and Gifts

Article 3 Notes on Entertainment and Gifts

Article 4 Acceptable Entertainment and Gifts

Article 5 Entertainment and Gifts at Joint Ventures

Article 6 In-house Socializing at Joint Ventures

Chapter 3 Invitation

Article 7 Notes on Invitations

Article 8 Acceptable Expenses for Invitations

Chapter 4 Donations

Article 9 Notes on Donations

Chapter 5 Use of Agencies, etc.

Article 10 Notes on the Use of Agencies, etc.

Chapter 6 Cases Not Involving Bribery

Article 11 Emergency Response

Chapter 7 Special Notes

Article 12 Special Notes

Reference: Article 10. Notes on the Use of Agencies, etc.



Implementation of Fair Competition and Fair Trade

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 the implementation of fair competition and fair trade and implementation of highly transparent trade, to ensure compliance with the Anti-Monopoly Act, the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors and other laws and regulations. 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.

Excluding Anti-Social Forces from Business Relationships

The Nomura Real Estate Group has established Article 29 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 issued a manual that details specific responses and have designated a department to ensure organizational responses by Nomura Real Estate Holdings and are collaborating with Group companies. We have appointed personnel responsible for preventing improper requests at each Group company. In addition, we consult and coordinate with legal counsel, the police, and other specialized external organizations to ensure that anti-social forces are excluded from involvement in our business activities and to prevent any harm caused by such anti-social forces.

Guidelines on Social Media

In accordance with the Guidelines on the Use of Social Media, the Nomura Real Estate Group stipulates that use of social media must exhibit an awareness of the individual as 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. The Group's Social Media Policy has been disclosed.

As a part of our compliance training program, we implement periodic measures intended to raise awareness and provide information on areas of caution and risks relating to the posting information on social media.

☐ [The Group's social Media Policy \(Japanese only\)](#)

Complying with Regulatory Requirements and Raising Awareness

The Nomura Real Estate Group has developed a compliance program every year and provides compliance training to officers and employees all year round in a planned manner in order to ensure compliance and the penetration of compliance awareness among officers and employees.

The Group also distributes the Nomura Real Estate Group Procurement Guidelines to its business partners and requests their compliance with fair business practices. In fiscal 2020, it monitored 10 major suppliers, including general contractors, and it will continue to work closely with suppliers to ensure compliance.

☐ [Procurement Guidelines](#)

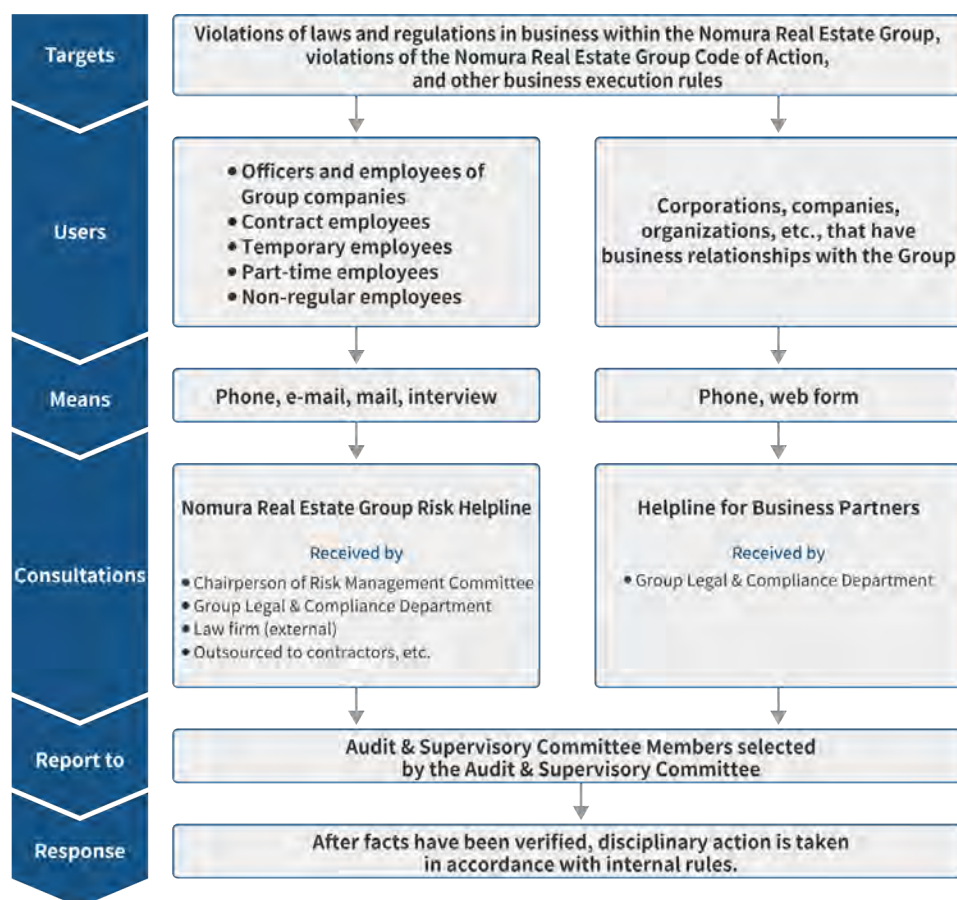
The Nomura Real Estate Group Risk Helpline

The Nomura Real Estate Group has set up the Nomura Real Estate Group Risk Helpline based on the Whistle-blowing System Operation Rules in order to establish a system for appropriately responding both to consultations and reports on legal violations and misconduct committed at organizational or individual levels.

We have established internal points of contact (The Risk Management Committee Chairman and the Group Legal & Compliance Department) and external points of contact (lawyers and outsourcing contractors) to make it easy for informants and users to use the helpline. For overseas offices, we have a system for responding to consultations and reports in the language of the relevant countries. We also protect whistleblowers such as by imposing a duty of confidentiality on those involved in helpline operations and by not prejudicially treating informants because they made a report.

In addition, in order to carry out fair transactions with corporate customers and others with whom we have a business relationship, we have established the Helpline for Business Partners for their use. The Risk Management Committee Chairman reports the received consultations and reports to Audit & Supervisory Committee Members selected by the Audit & Supervisory Committee, who promptly investigate, verify facts, and mete out strict punishment for any serious violations, in accordance with internal rules.

☐ [Helpline for Business Partners \(Japanese only\)](#)



Approach and Policies

Group Policy (Management Structure)



The Nomura Real Estate Group regards risk management as a “business management methodology that aims to improve corporate value by managing all risks related to the attainment of corporate group organizational and business objectives in an integrated and unified manner while controlling risk within the company’s risk tolerance limits.” With the aim of ensuring the soundness of business management through proper management and operation of risks, the Nomura Real Estate Group has established the Risk Management Regulations, in addition to the Group Policy.

As its basic policy in the Risk Management Regulations, the Group assures business continuity and stable development by implementing risk management and classifies its main risks into four categories, namely “A: Investment risk,” “B: External risk,” “C: Disaster risk,” “D: Internal risk.” Among them, risks listed below are regarded as important risks that should be managed, and performing effective and efficient risk management is provided according to the scale and characteristics of each risk. In addition, based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), the Group is promoting the management of and response to climate related risks.

Important risks needing to be managed among main risks:

- Risks that could have a major impact on Group management
- Risks that could have a major impact on society
- Risk of litigation or other serious problems
- Other major risks that should be managed by the Nomura Real Estate Group

Main Risks

Risk Category		Main Risk Items
A: Investment risk	Risks related to individual investments (real estate investment, strategic investment (M&A), etc.)	1. Risk associated with real estate investment
		2. Risk associated with strategic investment (M&A) and new businesses
B: External risk	Risks related to external factors	3. Risk associated with market changes

	influencing business	4. Risk generated by changes in economic conditions
		5. Risk generated by changes in political and social conditions and systems (law, tax systems, accounting and others)
		6. Risks due to lagging behind innovation and changes in the structure of society related to the business
C: Disaster risk	Risks generated by disasters that have a large impact on customers and business continuity	7. Risks related to disasters (earthquakes, typhoons, floods, tsunamis, volcanic eruptions, major fires, epidemics of infectious diseases, etc.) that have a major impact on customers and business continuity
D: Internal risk	Operational risks occurring at the Company and each group company	8. Risks related to the violations of laws and ordinances
		9. Risks related to quality defects
		10. Risks related to occurrence of information system crisis
		11. Risks from inadequate responses to matters related to human resources
		12. Risks related to occurrence of fraud, negligence

 [Special Feature: Response to the Task Force on Climate-related Financial Disclosures \(TCFD\)](#)

Management

Management (Management Structure)



Risk Management Structure

To discuss various risks related to group management, the Company has prescribed the Management Committee as the integrated risk management body and operates a system to regularly monitor, evaluate and analyze the state of main risks, provide necessary guidance and advice to each business unit and Group company while regularly reporting details to the Board of Directors.

A: Investment risk B: External risk	Directed, monitored and provided guidance by the Management Committee, which is the integrated management body.
C: Disaster risk D: Internal risk	Regularly monitored, evaluated and analyzed by the Risk Management Committee, and established as a subordinate organization of the Management Committee. Basic response policies regarding risk prevention, response when risk occurs, prevention of recurrence, etc., are discussed by the Risk Management Committee.

Risk Management Committee

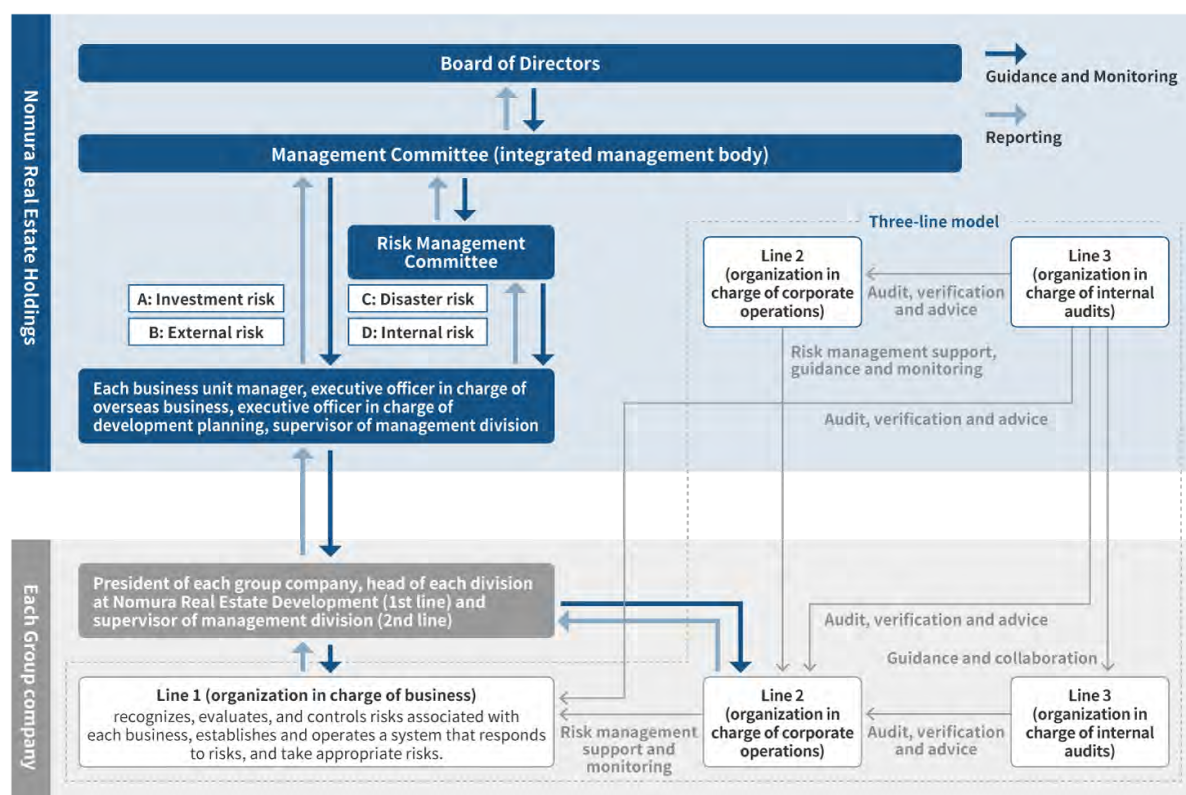
The Risk Management Committee, a subordinate body of the Management Committee, consists of directors and executive officers of Nomura Real Estate Holdings and each Group company appointed by the Board of Directors and is chaired by the officer in charge of the Group Legal Compliance Department (an executive officer of Nomura Real Estate Holdings).

Moreover, we established the Group Risk Meeting consisting mainly of directors and executive officers of each Group company appointed by the Chair of the Risk Management Committee to share risk information and response policies within the Group.

Risk Management System (conceptual diagram)

With regard to risk management, each business unit manager will supervise the risk management of their affiliated business unit and report on the situation to the Management Committee or Risk Management Committee as necessary. Concurrently, the president of each Group company (the head of each division at Nomura Real Estate Development Co., Ltd.) are responsible for reporting risk management matters to the business unit manager in a timely and appropriate manner. In addition, we defined the organization in charge of business in each group company as the “first line” of risk management, the organization in charge of corporate operations at the Company and each Group company as the “second line” of risk management, and the organization in charge of internal audits at the Company and each Group company as the “third line” of risk management. With each “line” playing its role in risk management, we have established an appropriate defense line.

The risk management system refers to ISO 31000 and the risk management framework of The Institute of Internal Auditors (IIA)—Japan.



For further details, refer to pages 10 to 20 of Financial Report.

Results

Risk Management Committee and Group Risk Liaison Committee meetings held

Item	FY2018	FY2019
Number of meetings held	12	12

Risks of particular focus (in fiscal 2021) in the risk categories are as follows.

Risk Category	Specific Risks
A: Investment risk	<ul style="list-style-type: none"> • Deterioration of profitability and delay in the real estate development business • Delays in the recovery of businesses substantially impacted by COVID-19 (fitness clubs business, hotel business, and other business)
B: External risk	<ul style="list-style-type: none"> • Changes in the real estate trading market and stock market • Changes in people's behavior due to COVID-19 • Changes in the economic and real estate markets of overseas countries • slowness in taking advantages of continuously evolving digital technology
C: Disaster risk	<ul style="list-style-type: none"> • Increase in natural disasters such as severe torrential rains • Impact of COVID-19 epidemics on business continuity
D: Internal risk	<ul style="list-style-type: none"> • Occurrence of designs and construction defects in the real estate development business • Occurrence of information leakage, business dela, damage, etc. due to cyber attacks • Delays in the establishment of a human resources systems securing diverse personnel

Initiatives

Information Security Measures

The Group has established the Information Security Regulations, which prescribe personal information, trade secrets and other highly confidential information as important information, and which stipulate basic matters regarding the management system and handling of such information.

The regulations assign a chief information security officer (concurrently held by the chairperson of the Risk Management Committee), a document information officer and an electronic information officer (head of each department in charge) as administrators to maintain and improve the level of systemic information management and security. The Group will also strengthen its information security to keep pace with the increase in businesses using rapidly expanding digital technologies, as well as the surge in teleworking and the modal change in business due to the use of cloud computing.

Nomura Real Estate Holdings Personal Information Protection Policy

The Group considers the appropriate protection of personal information to be an essential aspect of its business operations, and manages customers' personal information with great care, in accordance with the Act on the Protection of Personal Information and related laws and regulations.

 [Personal Information Protection Policy](#)

Risk Management Relating to Society and the Environment

The Group is also aware of risks relating to social and environmental issues. The details are reported to the Sustainability Committee (chaired by the president and Group CEO of Nomura Real Estate Holdings), which is made up of directors and others from Nomura Real Estate Holdings and Group companies. Important issues are reported to the Board of Directors, which deliberates on how to deal with them.

 [Sustainability Management](#)

Provision for Lawsuits Involving Violations of Laws and Regulations, and Environmental, Social, and Governance (ESG) Issues

There were no significant provisions at the end of March 2021 related to fines and settlements incurred in the future arising from cases prior to fiscal 2020.

Inquiries Desks

Inquiries Desks have been set up at Nomura Real Estate Holdings and at each Group company in order to respond quickly and appropriately when a problem with a product or service is found. Significant information gathered at the Inquiries Desks is reported to the Risk Management Committee and shared within the Group, and measures to prevent reoccurrence are implemented.

Business Continuity Plan Established for Emergencies

The Group formulated a business continuity plan (BCP) in anticipation of a major earthquake in the Tokyo Metropolitan region. The plan provides for the chain of command during an emergency and the allocation of duties for the continuation of business as well as the establishment of structures that can respond even at night and on days off and holidays so that the impact of a disaster can be minimized. In addition, a disaster response headquarters establishment drill is conducted once a year with the president of Nomura Real Estate Holdings as the head and other members of the Disaster Response Headquarters participating. During the drills, implementation of initial responses specified in the business continuity plan (ensuring the safety of officers and employees, establishing a chain of command, and restoring business) is confirmed and other actions are taken to prepare for an earthquake and other emergencies.

Measures and Response to the Global Pandemic

Amid the globalization of its businesses, the Group has taken measures against the increasing risk of infectious diseases, such as new strains of influenza and new coronaviruses. With respect to COVID-19 in particular, which struck in 2020, the Group formulated a basic policy for response based on the business continuity plan that had been formulated to respond to a new influenza pandemic.

The Group also established a response headquarters led by the president of Nomura Real Estate Holdings to collect information issued by the national and local governments, and to examine and implement measures to ensure business continuity while prioritizing the health of its stakeholders, customers, employees and their families and the prevention of the spread of COVID-19.

Specifically, in response to the state-of-emergency declaration for COVID-19, which was issued by the national government on April 7, 2020, as well as to requests by prefectural governors for emergency measures, on April 8, the Group began scaling back its head office functions and some of its business activities in affected areas. On May 25, the government decided to lift the state-of-emergency declaration nationwide. Prioritizing the safety, security and health of its customers and employees, the Group, however, has maintained working systems that include teleworking and staggered working hours.

Other responses at some stores and facilities have included suspending business or shortening business hours. (As of June 23, 2021)

For further details, refer to the following.

[!\[\]\(469fe3264811c530cbfecc2f0e3bf98a_img.jpg\) Group Response to Spread of COVID-19 \(Japanese only\)](#)

[!\[\]\(f97bbb84d3e14c71f5666b6875b81b2f_img.jpg\) Health and Safety of Employees](#)

Confirming the Safety of Officers and Employees

The Group introduced a safety confirmation system that uses the Internet and emails to rapidly determine the status of harm to and safety of officers and employees during emergencies, and conducts safety confirmation drills for Group officers and employees four times a year.

Approach and Policies

Group Policy (Management Structure)

The Nomura Real Estate Group acts with respect for the dignity and fundamental human rights of all stakeholders, including employees. In doing so, the Group supports and complies with the following international norms on human rights and strives to conduct business by complying with laws and regulations on human rights in each country in which it conducts business activities. We also formulated the Nomura Real Estate Group Human Rights Policy to clarify the Group's responsibility to respect human rights, and we will comply with this policy throughout all our business activities and ensure that our business partners are fully aware of this stance.

In addition, the Group has signed the UN Global Compact to further enhance its human rights initiatives. The Group supports the Global Compact's principles of "support and respect the protection of human rights" and "not to be complicit in abuse of human rights," and works to respect human rights and avoid infringing on the human rights of others.

International norms that the Group supports and respects

International Bill of Human Rights (United Nations)

Common standards to be achieved for all people including the right to life, freedom of speech and expression, right to work, right to education, and right to live a civilized life.

Declaration on Fundamental Principles and Rights at Work (International Labor Organization (ILO))

Fundamental rights in labor (the freedom of association, the right to collective bargaining, prohibition of compulsory labor, effective elimination of child labor, and elimination of discrimination in employment and occupation)

Guiding Principles on Business and Human Rights (United Nations)

A global standard applicable to all countries and businesses, consisting of three pillars: state duty to protect human rights, corporate responsibility to respect human rights, and a remedy for victims of business-related abuses.

Children's Rights and Business Principles (UNICEF, UN Global Compact, and Save the Children)

Guidelines on actions that should be taken by companies to protect children's rights.

Management

Management Structure

The Human Rights Subcommittee has been established as the Sustainability Committee's subordinate organization under the supervision of the officer in charge of the Group Legal Compliance Department. The subcommittee consists of members from the Human Resources Division and the Compliance Department and meets as needed. In fiscal 2020, it met five times to mainly discuss the formulation of a human rights policy and surveys for human rights due diligence, which has led to Group-wide initiatives.

Targets and Results

Targets

The Group has set the following two targets in order to disseminate its thinking on respect for human rights.

Target 1 Thorough human rights training for Group officers and employees

Target 2 Monitoring and education of stakeholders on human rights issues

Results

Result 1 Thorough human rights training for Group officers and employees

In fiscal 2020, human rights training was conducted a total of 12 times throughout the Group, with 2,345 persons attending.

Training Conducted

Training Type	Target Participants	Participation rate* (%)
Group-wide training		
Group training for new employees	New employees	Cancelled due to measures against COVID-19 in FY2020 (deferred to next fiscal year)

Group training for newly-appointed managers	Newly-appointed managers	100 (135/135 persons)
Group training for new career-track employees	Mid-career hires	100 (170/170 persons)
Email distribution to Group officers and employees	All officers and employees	—
Nomura Real Estate Life & Sports		
Human Rights Training	Newly-hired recent graduates	100 (30/30 persons)
Human Rights Training	Employees in their second year	84 (37/44 persons)
Human Rights Training	Employees in their third year	90 (27/30 persons)
Human Rights Training	Employees in P1 position	97 (36/37 persons)
Human Rights Training	Employees in L position	97 (33/34 persons)
Human Rights Training	Newly-appointed managerial employees	100 (20/20 persons)
Human Rights Training	Newly-appointed employees in CMG position	100 (35/35 persons)
Human Rights Training	Store managers	100 (14/14 persons)
Human Rights Training	All employees and part-time workers	99 (1,808/1,828 persons)

※ Participants/Target Participants

Result 2 Monitoring and education of stakeholders on human rights issues

As a trial for monitoring the Procurement Guidelines, we conducted interviews with 10 major suppliers to monitor their awareness and operation of the Procurement Guidelines, including respect for human rights. In the interviews, no suppliers were found to have human rights or other risks.

Initiatives

Human rights training for Group officers and employees

Rank-Specific Training

To deepen understanding of respect for human rights, the Group makes use of opportunities such as rank-specific training to conduct human rights education. The human rights training conducted in fiscal 2020 is described below. A total of 2,435 persons participated in this training. In addition, the Nomura Real Estate Group Code of Action Handbook is distributed to all employees to inform personnel about the prohibition of discrimination and harassment and other matters. In addition, the Group's internal newsletter, which is published regularly, contains provisions requesting understanding of and consideration for LGBT* individuals.

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

Responses to Human Rights Issues

Responses to Human Rights Due Diligence

The Nomura Real Estate Group has considered and is continuing to work on introducing a human rights due diligence process. In fiscal 2020, it established the Human Rights Subcommittee to launch human rights risk assessment initiatives. In fiscal 2021, this subcommittee will take the lead in identifying potential and apparent human rights risks in the Group's business activities, conducting surveys and hearings with relevant departments, considering a human rights due diligence system, and preparing a roadmap.

The Group also continues to request the compliance of business partners with sustainability items including human rights based on its Procurement Guidelines formulated in September 2018.

Consultation and Reporting on Human Rights Issues

The Group has set up the Nomura Real Estate Group Human Rights Desk as a point of contact for consultation on human rights issues which is accessible to all employees regardless of employment status, and the Power and Sexual Harassment Hotline as an external point of contact for consultation. In addition, the Group established the Helpline for Business Partners (Corporate Customers) as a point of contact for reporting on human rights abuses by Group employees and other acts that may conflict with its code of ethics.

Reports and consultations received through these points of contact are accepted anonymously and strictly remain confidential. If, as a result of investigation, there is a clear violation of respect for human

rights, the Group takes appropriate action against the perpetrator, and protects the victim and whistleblower so that they are not treated prejudicially for having made a report.

In this way, by setting up multiple points of contact for consultation, the Group has created an environment where it is easy to seek advice, and is working for the early detection and resolution of any problems and taking measures to prevent recurrence. In fiscal 2020, there were 41 consultation matters relating to human rights.

Engagement with Stakeholders on Human Rights Issues

The Group is implementing internal and external stakeholder engagement initiatives in various ways on the theme of human rights.

Participation in the Human Rights Due Diligence Study Group

The Group participates in the Human Rights Due Diligence Study Group, which is made up of three general contractors, which are suppliers to the Group, and five real estate developers (including Nomura Real Estate Holdings).

The group was established to fulfill the responsibility of companies to "avoid infringing on the human rights of others and prevent, mitigate, and rectify adverse human rights impacts with which they are involved" required by the Guiding Principles of Business and Human Rights. We strive to prevent human rights abuses including forced labor in the industry as a whole.

Exchanges of Opinion on Human Rights Issues

Through the Human Rights Due Diligence Study Group, whose active participants include construction and real estate companies, the Group implements engagement initiatives with NGOs, lawyers, and other external bodies to prevent adverse impacts on human rights with respect to the acceptance of foreign technical interns and human rights issues related to its business activities.

As for engagement initiatives, the Group was pointed out as having noticeable problems such as long working hours and insufficient safety measures. In response, it is promoting appropriate business activities based on international norms by recognizing human rights issues that need to be considered when accepting foreign technical interns and reflecting them in future activities and plans.

Acceptance of, and Communication with, Foreign Technical Interns

The Group's Nomura Real Estate Amenity Service accepts foreign technical interns from Indonesia and Vietnam. To ensure that interns can work with confidence, the company gives due consideration to the improvement of their working environments, thorough implementation of safety standards, the provision of appropriate living arrangements, and other key factors. As a mechanism for eliciting opinions from trainees, the company provides periodic opportunities for interviews with their superiors.



Gathering in Kamakura

In fiscal 2020, it also held a “Gathering in Kamakura” for Indonesian trainees and “Gathering in Enoshima” for Vietnamese trainees while practicing infection control measures such as thorough disinfection to provide opportunities to promote their understanding of Japanese culture.

We are considering accepting more trainees going forward, and to this end, we recognize that it is essential to treat and communicate with the trainees with greater consideration for their human rights.



Trainees from Vietnam folding origami paper

Improved supplier management

Approach and Policies

Group Policy (Management Structure)

The Nomura Real Estate Group conducts its business in cooperation with various suppliers including design and construction companies and construction contractors in all business areas. Because of this, the Group believes that initiatives throughout the supply chain are essential for implementing effective measures to address social and environmental issues, and we established the Nomura Real Estate Group Procurement Guidelines (the "Procurement Guidelines"). We request that suppliers apply the Guidelines to their business activities with regard to eight topics: compliance, respect for human rights, fair business activities, consideration for the environment, ensuring and improving quality, ensuring information security, whistleblowing systems, and creating business continuity plans. Going forward, we will continue to improve supplier management in accordance with the Guidelines.

Management

Management (Management Structure)

In fiscal 2020, the Group began conducting supplier questionnaires on the status of compliance with the Procurement Guidelines as well as risk assessment trials and monitoring the status of corrective actions based on the results of the questionnaires.

The Sustainability Committee (chaired by the Nomura Real Estate Holdings president and Group CEO) regularly reviews the status of the trials and monitors the progress of supplier management throughout the Group.

Targets and Results

Targets

The Group seeks to improve procurement and supplier management in accordance with the Procurement Guidelines.

Results

As a monitoring trial with regard to the Procurement Guidelines, in fiscal 2020 we held interviews with 10 major suppliers (6 construction companies, 2 building maintenance companies, 1 goods rental company, and 1 security company) to monitor their awareness and operation of the Procurement Guidelines. As a result of the interviews, no risks were found from any suppliers. On the other hand, a number of suppliers raised concerns about whether they would be able to secure a compliance system for Provision No. 20 of the Procurement Guidelines, so the Group will consider providing support for building a compliance system for this provision going forward.

Reference: No. 20 of Nomura Real Estate Group Procurement Guidelines

When procuring raw materials, take into consideration the conservation of biodiversity and sustainable use of resources. In particular, when procuring wood and wood products, take due care not to use illegal logged timber, and endeavor to use wood that has been produced by sustainable methods, such as recycled wood and certified wood.

Initiatives

Nomura Real Estate Group Procurement Guidelines

The Group formulated the Procurement Guidelines (Japanese and English versions) in September 2018 and started implementation of the guidelines to all suppliers from November that year, asking them to comply with the guidelines.

In addition, business consignment agreements and purchase orders (including those for new contractors and renewed suppliers) include a provision on compliance with the guidelines. As of January 2021, we have included this provision in the agreements and purchase orders for almost all of our suppliers, approximately 4,600 companies. We also confirm awareness of the guidelines among suppliers through internal audits.

Nomura Real Estate Group Procurement Guidelines

- I. Establishment of Compliance
- II. Respect for Human Rights
- III. Fair Business Activities
- IV. Consideration for the Environment
- V. Ensuring and Improving Quality
- VI. Ensuring Information Security
- VII. Whistleblowing Systems
- VIII. Creating Business Continuity Plans

 [Nomura Real Estate Group Procurement Guidelines](#)

Supplier Engagement

As a trial for monitoring, in fiscal 2020 the Group selected 10 out of approximately 4,600 suppliers who had received the Procurement Guidelines, based on criteria such as the likelihood of risks to human rights and procurement and the extent of their relationships with the Group. The Group then conducted monitoring interviews for performing risk assessment and analysis of the status of supplier awareness and compliance with the guidelines.

Based on the results, the Group established a policy for full-scale operation, and in fiscal 2021 it plans to increase the number of target companies to approximately 400 (an estimated 50% of the total transaction value) and conduct an online questionnaire based on the guidelines. The Group will conduct a risk assessment and analysis based on the results of the questionnaire and perform onsite audits of suppliers that are deemed to have concerns. The Legal Liaison Committee will monitor the status of corrective actions to address any concerns.

Improving Supplier Capabilities and Enhancing Quality

The Group works to enhance quality throughout the supply chain and raise awareness of the environment by holding Safety Conferences and study groups for suppliers that address issues such as quality and the environment to encourage suppliers to operate their business in accordance with the Procurement Guidelines.

To achieve safety and security through appropriate quality control, Nomura Real Estate Development distributes Design and Construction Standards and Quality Manuals to construction companies and designers to ensure that they are fully aware of these standards and manuals.

In addition, Nomura Real Estate Partners holds annual meetings of the East Japan Supplier Council Meetings on Health & Safety and West Japan Supplier Council Meetings on Health & Safety where it presents commendations to excellent companies and conducts training on health and safety.

Initiatives for New Suppliers

When starting business with new suppliers, the Group requests compliance with the Procurement Guidelines and works to conclude agreements and purchase orders in all new deals that include a provision on compliance with the guidelines.

Disseminating the Procurement Guidelines throughout the Group

The Group is working to instill the Procurement Guidelines throughout the Group to ensure full compliance. To strengthen the effort effectively by taking into consideration the actual conditions in each company, based on the results of a survey on the dissemination status of the guidelines, the Group conducted an online questionnaire survey in January 2021 of 433 compliance promotion staff at Group companies to inform them of the guidelines. It also reminded the Group Legal Affairs Liaison Committee, which is mainly composed of legal personnel from the Group, to ensure that the draft clauses for compliance with the guidelines are included in outsourcing contracts and order forms.

Contributions to Local Communities and Society

Approach and Policies

The Nomura Real Estate Group conducts its business based on long-term relationships with local communities in all aspects from the development and construction to the operation and management of real estate.

Accordingly, we conduct local and social contribution activities based on our belief that identifying initiatives required in society through dialogues and making contributions to society is a part of our responsibility as a corporate citizen.

We consider that carrying out local and social contribution activities will realize urban development and community building concerning the future of the global environment and local communities, a key theme of the mid- to long-term business plan.

Results

Expenditures for Contributions to Local Communities and Society

	FY2018	FY2019	FY2020
Cash donations^{*1} (thousand yen)	1,100	1,100	1,100
Management costs^{*2} (thousand yen)	6,849	6,458	2,058
Total amount (thousand yen)	7,949	7,558	3,158

※1 Cash donations represent support paid to the Japanese Para-Sports Association (JPSA).

※2 Management costs are the expenses for events held for local communities mainly at Group-owned facilities.

Contribution to the Local Community

Civic-Minded Hotel Business

The Group's NOHGA HOTEL brand is built on the concept of offering a wonderful experience to guests, which comes from the hotel's deep ties to the local community. NOHGA HOTELS have therefore undertaken various projects to support and foster ties with the communities in which they operate, such as cooperatively creating products with local designers, craftsmen and businesses and organizing events and workshops.



Edokiriko glassware made by a local business



Shoehorn produced in collaboration with local businesses

Supporting the UN Refugee Support Campaign

The Group supports the activities of the UNHCR, the United Nations Refugee Agency, by providing its facilities to the United Nations Refugee Support Campaign free of charge. The campaign collects donations to purchase vaccines and tents for refugees. In fiscal 2019, support was provided by 56 persons and the equivalent of 1.572 million yen was donated over the course of the year. In fiscal 2020, the Group did not collect donations for the campaign due to the COVID-19 pandemic.

Supporting Youth Development

Participation in Career University

Nomura Real Estate Development participates in the Career University* Summer Class conducted by NPO Career Cruise with the aim of supporting young people in building their careers. The class, which is for university freshmen and sophomores, includes programs such as real estate development games and property tours. In fiscal 2020, under the theme of "Develop a Community, Create Happiness," the Company conducted urban development experience workshops, etc., and won the Award for Excellence that is granted to companies whose workshops, etc., achieved high participant satisfaction.

※ Career University

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

Internship Program

Nomura Real Estate Development offers an internship program targeting university undergraduate and graduate students every year.

■ On-site Internship Program

The program provides opportunities to experience real estate operations such as product planning and accompanying personnel during marketing activities. In fiscal 2020, the program was provided for five days in the Company's Head Office in Tokyo and approximately 60 students participated.

■ Simulated Experience of Developer Operations

Through this program, intern students can learn about developer operations and what the Group attaches importance to urban development. In fiscal 2020, the program was provided online for two days, and approximately 300 students participated.

Career Support Programs through Collaboration with Universities

The Group collaborates with universities to offer programs that support career development of young people.

■ Industry Circumstances* lectures presented at the Faculty of Economics of the University of Tokyo: Future of the Real Estate Industry

Officers and employees of the Group present lectures to third- and fourth-year students of the Faculty of Economics about the history, present markets and businesses, and future outlook of the real estate industry, making particular reference to various practical examples from the standpoint of on-site work. The lectures were conducted online in fiscal 2020.

※ This is one of the courses that have been provided for many years by the Faculty of Economics at the University of Tokyo. For the past two years, two companies have been presenting lectures so that students can learn about trends in the industry from those directly involved in the industry.

■ Rikkyo University

The Group's employees conduct the class, which is for university freshmen and sophomores and offers opportunities to think about what it takes to work in society and create a vision for the future by experiencing developer operations through real estate development games, property tours, and other programs.

■ Future Skills Program* at Meiji University

Group employees teach freshmen practical skills for the real estate business. In fiscal 2020, students discussed the area management system that is sustainable for 20 years into the future by using the Proud City Hiyoshi project, under development by Nomura Real Estate Development, as a case study.

※ A practical, project-based learning-type program intended for university freshmen. Participants work on solving simulation problems based on actual business scenarios.

Swimming Lessons for Toddlers and Children in Local Communities

The Kodomo Mirai Project ("project for children's future") run by Nomura Real Estate Life & Sports is intended to engage entire communities in child development through sports and popularizing sports among children. As part of the project, the Company held an event to get nursery school and kindergarten children accustomed to being in the water. This was separate from a fully clothed swimming lesson taught since fiscal 2010 to prevent injury and



Getting nursery school and kindergarten children accustomed to being in the water

drowning among elementary school children. The Company canceled the lesson in fiscal 2020 due to the COVID-19 pandemic and in its place distributed a DVD on tips for swimming to about 40 elementary schools.

The Megalos sports clubs, run by the Company, have also jointly provided special swimming lessons with neighborhood elementary schools. With the goal of resolving the disparity in swimming skills between children who take swimming lessons out of school and those who do not, this special lesson is designed for children who cannot swim. A total of 1,568 children have taken the lesson so far.

Number of Participants in the Fully-Clothed Swimming Lesson

	FY2017	FY2018	FY2019	FY2020
Number of participants	2,478	1,605	650	—*

※ The lesson was not held in fiscal 2020 due to the COVID-19 pandemic.

 [Megalos Kodomo Mirai Project Launched](#)

Swimming Lessons for Asthmatic Children

At the request of Nagoya City, Nomura Real Estate Life & Sports has been providing swimming lessons for asthmatic children at Megalos Chikusa since fiscal 2014. In fiscal 2020, however, the lesson was not held due to the COVID-19 pandemic. (In fiscal 2019, 26 children participated.)

Live Online Classes for Children

In fiscal 2020, the Megalos sports clubs held a live online dance and exercise classes for children free of charge. These provided opportunities to enjoy physical activity during the COVID-19 pandemic. A total of 2,531 children participated during the year.

Cooperation with "Kodomo Hyakutoban no Ie (Children's Emergency Shelter)" Activities

Nomura Real Estate Solutions started to participate in "Kodomo Hyakutoban no Ie (children's emergency shelter)" activities at 15 "Nomura's Broker + (Plus)" stores in Tokyo to contribute to keep children safe and be well-received by local communities. These stores serve as emergency shelters for children when they feel physical danger, such as when they are approached by suspicious persons, and contact their parents or the police if necessary.



"Kodomo Hyakutoban no Ie" sticker displayed on the store entrance door

Supporting Sports

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

As a company that identifies with the philosophy of the Japanese Para-Sports Association (JPSA) of fostering inclusion to make society a place where everyone can benefit from the value of sports, Nomura Real Estate Holdings has entered into an official partner agreement with the JPSA.



[See here to learn more about the activities of JPSA](#)

Supporting Sports for the Disabled

Nomura Real Estate Life & Sports signed a Facility Use Agreement for the Development of Para-Athletes with Kawasaki City and provides training locations for them. In addition, the company collaborates with governmental bodies to provide swimming lessons for the disabled and program for developing instructors for the intellectually disabled. Employees include one CP soccer (seven-on-seven soccer for persons with cerebral palsy) national team member and one deaf soccer (soccer for persons with hearing difficulties) national team member. Special leave and special financial incentives are granted during applicable sports events. Nomura Real Estate Partners promotes understanding of



CP soccer national team member
Tatsuhiro Ura (right)



Yuki Nishi, a wheelchair track and field athlete

parasports and supports them through various activities, including the employment of Yuki Nishi, a wheelchair track and field athlete (T54 class), and Ryo Nagano, a Para swimmer (S21 class).



Ryo Nagano, a Para swimmer

Certified as Tokyo Sports Promotion Companies

Nomura Real Estate Partners and Nomura Real Estate Life & Sports were again certified by the Tokyo Metropolitan Government as 2020 Tokyo Sports Promotion Companies* as in the previous year. Both companies have been certified for five consecutive years since fiscal 2016.

※ Tokyo Sports Promotion Companies

This certification is granted by the metropolitan government of Tokyo to companies that encourage employees to directly participate in sports as well as to those that provide support for athletes and others involved in sports.

