



Financial Summary for the 3rd Quarter of Fiscal 2025

Jan/9/2026

NOMURA Co.,Ltd.

Tokyo Stock Exchange, Prime Section Code No.9716

Translation

Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

- 1. Financial Summary for the 3rd Quarter of Fiscal 2025**
2. Future development
3. Supplemental Material / Corporate Profile

■ Highlights of FY2025 3Q Earnings

- Net sales increased year-on-year due to large-scale projects related to EXPO 2025 Osaka, Kansai, inbound tourism, and urban redevelopment progressed steadily.
- Gross profit margin reached 20.3% due to increased sales from large-scale projects and profitability improvement measures. Operating income increased by 222.6% year on year.

Unit: millions of yen	FY2024		FY2025		Year-on-year	
	3Q	ratio	3Q	ratio		
Net sales	94,234	100.0%	121,216	100.0%	+26,981	+28.6%
Gross profit	15,941	16.9%	24,620	20.3%	+8,679	+54.4% (+3.4P)
Operating income	3,085	3.3%	9,954	8.2%	+6,869	+222.6% (+4.9P)
Ordinary income	3,206	3.4%	10,113	8.3%	+6,906	+215.4% (+4.9P)
Net income	2,235	2.4%	6,520	5.4%	+4,285	+191.7% (+3.0P)

Net sales and Gross profit

Unit: millions of yen	FY2024		FY2025		Year-on-year	
	3Q	ratio	3Q	ratio		
Net sales	94,234	100.0%	121,216	100.0%	+26,981	+28.6%
Gross profit	15,941	16.9%	24,620	20.3%	+8,679	+54.4% (3.4P)

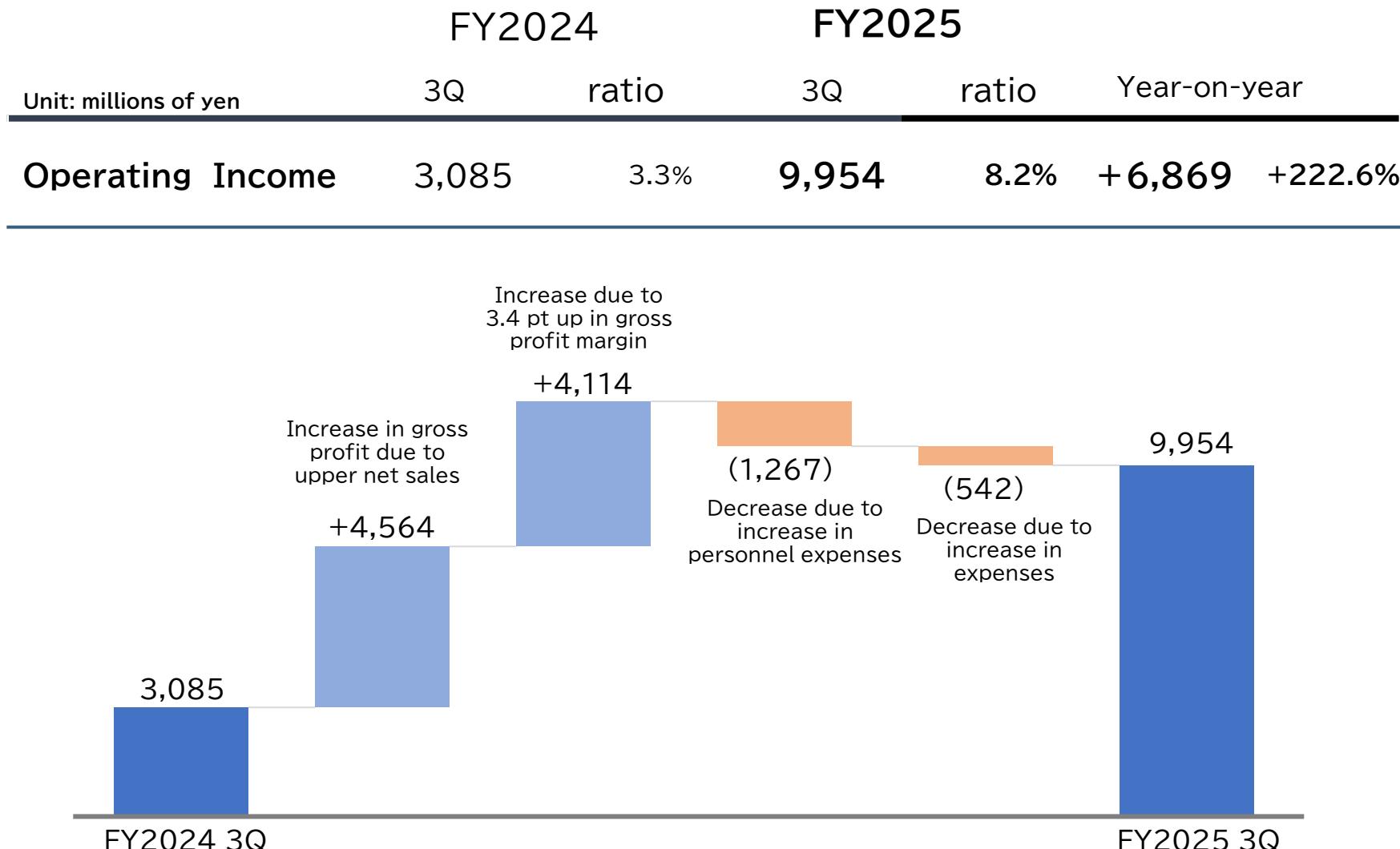
- Net sales increased by 28.6% year on year due to the completion of projects related to EXPO 2025 Osaka, Kansai, Japan and steady demand in the specialty stores, and large-scale projects such as urban redevelopment and office renovation.
- Gross profit increased by 54.4% year on year, absorbing cost increases due to higher sales volume and improved profitability driven by an increase in high-value-added projects and the acquisition of highly profitable projects. The gross profit margin improved by 3.4 percentage points to 20.3%.

Selling, general and administrative expenses

Unit: millions of yen	FY2024		FY2025		Year-on-year	
	3Q	ratio	3Q	ratio		
Personnel expenses	7,822	8.3%	9,089	7.5%	+1,267	+16.2%
Operating expenses	5,033	5.3%	5,576	4.6%	+542	+10.8%
SG&A expenses	12,856	13.6%	14,666	12.1%	+1,810	+14.1%

- SG&A expenses increased by 14.1% year on year, but the ratio to sales improved by 1.5 percentage points. Personnel expenses increased by 16.2% due to factors such as an increase in personnel and better compensation, as well as increased 10.8% due to factors such as an advertising and promotional costs, IT-related expenses.

Factors behind changes in operating income (YoY change)



- Operating income increased by 222.6% year on year due to the large increase in gross profit offset the increase in SG&A expenses. This marked a record high for the third quarter.

Ordinary income and Net income

Unit: millions of yen	FY2024		FY2025		Year-on-year	
	3Q	ratio	3Q	ratio		
non-operating income or expenses	121	0.1%	159	0.1%	+37	+31.0%
Ordinary income	3,206	3.4%	10,113	8.3%	+6,906	+215.4%
Extraordinary income or loss	254	0.3%	(127)	(0.1%)	(382)	—
Income before income taxes	3,461	3.7%	9,985	8.2%	+6,524	+188.5%
Income taxes	1,225	1.3%	3,465	2.8%	+2,239	+182.6%
Net Income Attributable to Shareholders of the Parent	2,235	2.4%	6,520	5.4%	+4,285	+191.7%

- Net income increased by 191.7% year on year due to the increase significantly in operating income.
- In extraordinary gains and losses, an impairment loss of ¥183 million was recorded on fixed assets of overseas group companies due to the economic slowdown in China.

Conditions by Market Field

- Net sales and gross profit margin increased in the specialty store market, which saw a significant increase in demand for new construction and renovations, particularly for large-scale mobile-related stores, overseas brands, and sports brand stores, and the shopping center market segment, which handles multiple large-scale shopping centers related to urban redevelopment in the Tokyo metropolitan area and the Kansai region.
- Net sales and gross profit margin increased in the public relations and sales promotion market segment, which handles the construction and operation of corporate PR facilities as well as automotive-related exhibitions and events; the exposition and event market segment boosted by projects for EXPO 2025 Osaka, Kansai, Japan; and the other markets segment, which increased in demands for the office renovation and relocation.

Unit: millions of yen	FY2024		Gross Profit Margin	FY2025		Gross Profit Margin
	3Q	Year-on-year		3Q	Year-on-year	
Specialty store market	27,016	+31.3%	↑ 16.8%	34,089	+26.2%	↑ 18.9%
Department store and mass merchandise store market	2,931	(33.2%)	↑ 20.7%	2,908	(0.8%)	↑ 22.4%
Shopping center market	9,434	(32.9%)	↓ 15.6%	13,002	+37.8%	↑ 25.3%
Public relations and sales promotion market	9,056	+0.5%	↓ 20.2%	13,364	+47.6%	↑ 20.7%
Museum and art museum market	6,058	(14.0%)	↓ 17.6%	6,705	+10.7%	↓ 17.2%
Leisure facility market	17,120	+3.6%	↑ 14.3%	15,903	(7.1%)	↑ 20.8%
Exposition and event market	7,080	+52.0%	↓ 16.0%	13,682	+93.2%	↑ 21.7%
Other markets	15,536	(17.5%)	↑ 18.2%	21,559	+38.8%	↑ 18.7%
Total	94,234	(0.9%)	↑ 16.9%	121,216	+28.6%	↑ 20.3%

Orders and Backlog of Orders by Market

- Orders received increased by 8.1% year on year to ¥122,628 million because, despite of decrease in the expositions and event market segment which received orders for multiple large-scale projects for urban redevelopment and EXPO 2025 Osaka, Kansai, Japan in the same period last year, the shopping center market segment, which received orders projects related to urban redevelopment in the Tokyo metropolitan area and the Kansai region; the leisure facility market segment, which received orders renovation projects for resort hotels and theme parks; the museum and art museum market, which handles a new construction project for a large museum related to public competitions; and the other market, which secured new construction and renovation projects for foreign diplomatic missions, large financial facilities, and major corporate offices, all saw growth.
- The order backlog increased in the leisure facilities segment and the other markets segment which orders received grew, maintaining a high level. However, it decreased by 18.6% year on year to ¥70,221 million due to declines in the shopping center market and the exposition and event segment, which projects such as the Osaka-Kansai Expo and urban redevelopment projects completed.

Unit: millions of yen	FY2024_3Q		FY2025_3Q		Orders Year-on-year comparison	Backlog of orders Year-on-year comparison
	Orders	Backlog of orders	Orders	Backlog of orders		
Specialty store market	31,444	13,037	32,947	13,175	+4.8%	+1.1%
Department store and mass merchandise store market	3,452	1,474	2,923	1,011	(15.3%)	(31.4%)
Shopping center market	8,814	14,388	11,027	9,408	+25.1%	(34.6%)
Public relations and sales promotion market	13,292	6,955	13,040	5,846	(1.9%)	(15.9%)
Museum and art museum market	8,002	7,778	8,624	6,344	+7.8%	(18.4%)
Leisure facility market	12,921	14,905	18,246	17,701	+41.2%	+18.8%
Exposition and event market	17,740	15,701	7,721	1,545	(56.5%)	(90.2%)
Other markets	17,794	12,018	28,097	15,187	+57.9%	+26.4%
Total	113,462	86,260	122,628	70,221	+8.1%	(18.6%)

FY2025 Consolidated Financial Forecasts

- Against the backdrop of robust private investment and sustained inbound demand, performance is expected to exceed projections. Consequently, the full-year earnings and full-year dividend forecast, which were revised in the second quarter, have been revised upward.
- Both sales and profits are expected to reach record highs.

Unit: millions of yen	FY2024			FY2025(Forecast)		
	Full year	ratio	Year-on-year	Full year	ratio	Year-on-year
Net Sales	150,256	100.0%	+12.0%	163,000	100.0%	+8.5%
Operating Income	8,897	5.9%	+70.7%	13,000	8.0%	+46.1%
Ordinary Income	9,059	6.0%	+68.6%	13,100	8.0%	+44.6%
Net Income	6,757	4.5%	+75.0%	9,150	5.6%	+35.4%
Cash Dividends per Share (yen)	32.00	–	+5.00	42.00	–	+10.00
Earnings per share (yen)	60.60	–	+25.93	81.99	–	+21.39

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Quarter of Fiscal 2025

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3. Supplemental Material /
Corporate Profile

■ 2023-2025 Mid-term Management Policy

VISION | Unleash the boundless creativity of our multitalented professionals to explore the frontiers of spatial design

Initiatives to improve corporate value

01

Increasing
business value

Refining our existing
businesses to higher
level

02

Increasing
business value

Exploring new business
fields and engaging all
employees in creating
new businesses

03

Increasing
social value

Delivering the value
that society needs

Initiatives to foster creativity

04

Work-style
reform

05

Improving
processes

06

Human resource
development

07

R&D

Working to realize
work styles that
allow employees
to demonstrate
their individual
strengths

Making extra time
to spend on
creativity

Fostering human
resources who
show both
creativity and the
ability
to put ideas into
practice

Engaging in R&D
to create
new value
propositions

Growth investments

Medium-term
Management Policy

Executing growth
investments
in seven themes

Over ¥7 billion
in 3 years

*Total for the three-year
period 2023-2025



Medium- to Long-term Business Environment

Providing spaces that respond to a changing business environment
(Spatial design, Space Vitalization)

Medium- to Long-term Business Environment

Infrastructure renewal, CRE/PRE restructuring and integrated facilities

Urban redevelopment related

CRE* and Corporate Affairs

*CRE: Corporate Real Estate

PRE*, Public-Private Partnerships, Local Development

*PRE: Public Real Estate

Expansion of Tourism Nationhood and Revitalization of Domestic Human Flow

Inbound and tourism industry related

Promotion and Entertainment related

National Project / Expo Legacy
Redevelopment

Key Areas

Commercial facilities and specialty shops

Corporate PR facilities and offices

Public-Private Partnership cultural facilities

Hotel and resort development, theme parks

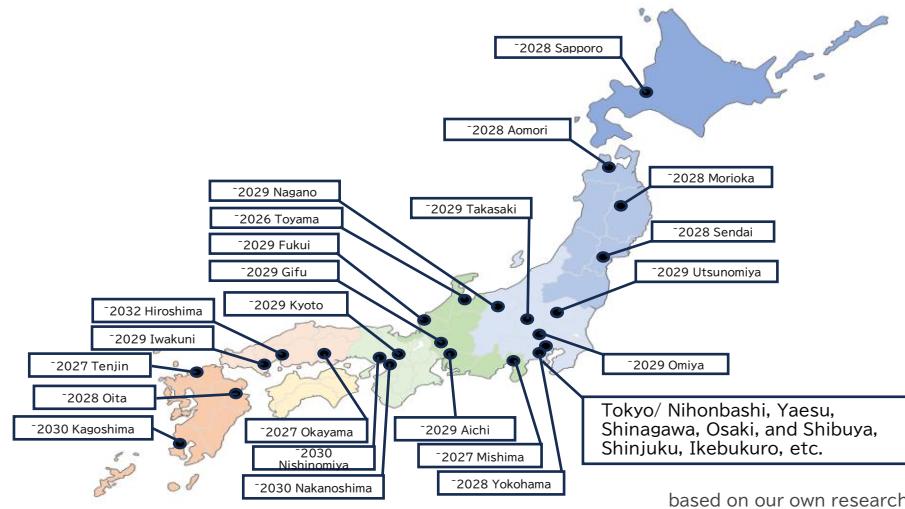
Sports facilities, entertainment facilities

International events

Commercial Facilities / Hotel

Commercial facilities are becoming larger and more complex, and the services and experiences demanded are becoming increasingly diverse.

Major urban redevelopment sites planned through 2030



Outlook for the Leisure facility market

- Investments aimed at value enhancement through hotel renovations are increasing
- Domestic hotel operators show a trend toward developing new brands
- Foreign hotel operators are introducing new luxury and lifestyle brands and expanding into regional areas. Funds and asset managers acquire existing hotels for value enhancement, renovating and rebranding them

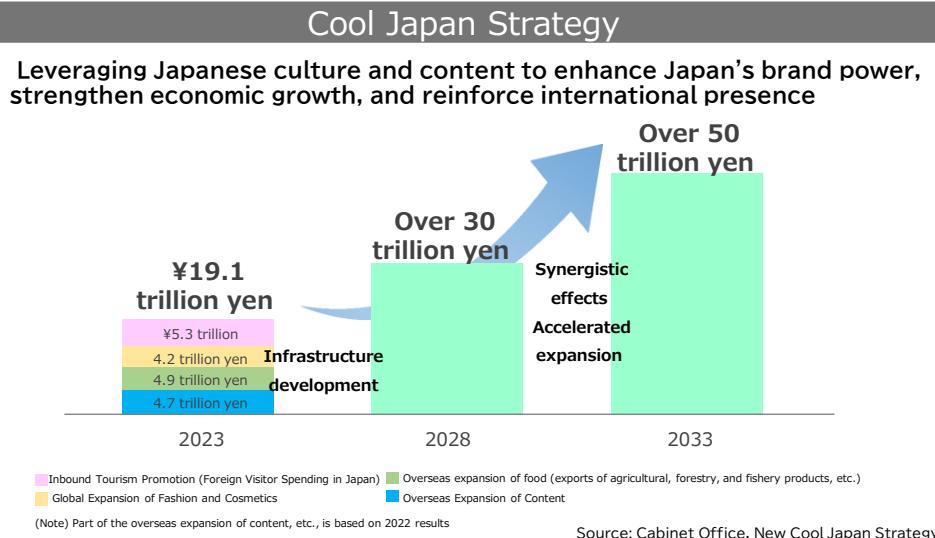


Source: Japan Productivity Center, Public Interest Incorporated Foundation, Leisure White Paper 2023



Entertainment

Against the backdrop of a new Cool Japan strategy, the content industry is expanding, and entertainment facilities are evolving.

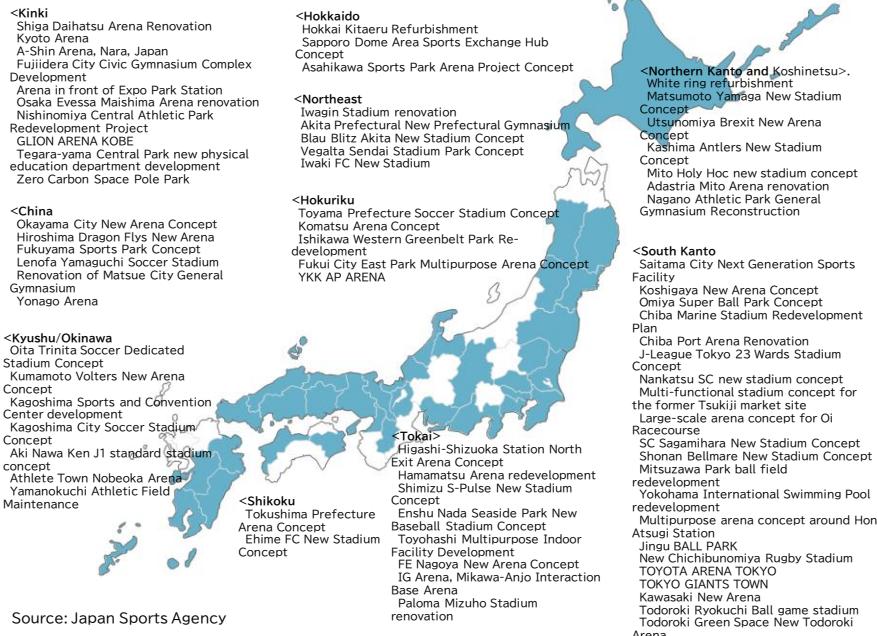


Sports

Not just for spectators, but as a hub for business and community gatherings
Stadium and arena development progresses, positioning them as potential "regional symbols"

Concepts for new construction and rebuilding of stadiums and arenas

Plans for 34 stadiums and 45 arenas are underway nationwide



Expanding spectator sports

- Expanding into a wide range of entertainment fields, including providing highly entertaining experiences
- B.League(Japan professional basketball league) launched in 2016. SV League, aiming for professional league status by the 2027 season, commenced
- Relationships between leagues/clubs and companies evolve from "sponsorship" to "partnerships"

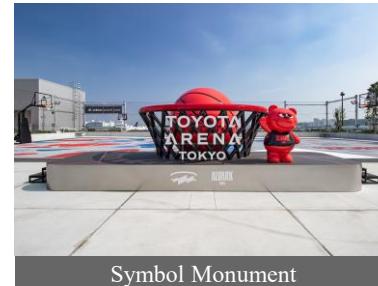
Hokkaido Ballpark F Village
Escon Field HOKKAIDO



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Photography: Nakasa and Partners

TOYOTA ARENA TOKYO



Symbol Monument



JOINT PARK

■ International Events

At EXPO 2025 Osaka, Kansai, Japan, Nomura were involved in over 50 projects, including more than 25 pavilions and exhibition booths.

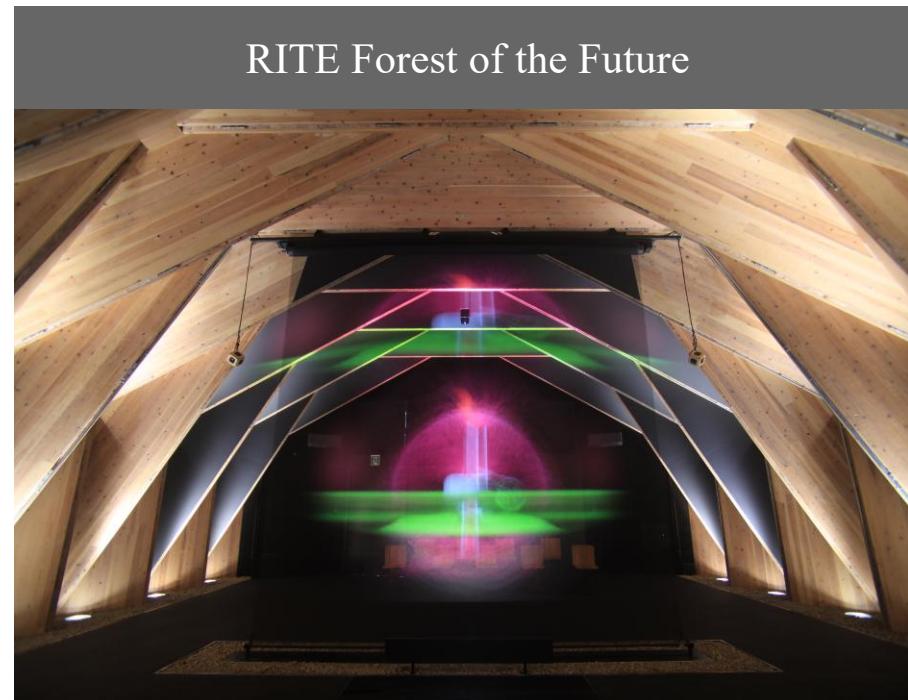
Practicing design and construction that creates spaces accessible to all and minimizes environmental impact

Panasonic Group Pavilion "The Land of NOMO"



Photography: Masato Kawano, Nakasa and Partners

RITE Forest of the Future



Exhibited by: Research Institute of Innovative Technology for the Earth (RITE)

International Events

The Expo was held during a period of transition and served as a driving force for our company's growth
We will carry forward the experience of the Expo2025 into the future.

The Evolution of World Expos in Japan		World Expos have been held during transformative periods, providing opportunities to update social systems and infrastructure.					
World Expos in Japan	General Expo	Specialized Expo	Specialized Expo	Specialized Expo	Registered Expo	Registered Expo	Specialized Expo
	1970	1975	1985	1990	2005	2025	2027
	Japan World Expo (Expo '70 Osaka)	International Ocean Exposition (Expo '75 Okinawa)	International Science and Technology Exposition (Expo '85 Tsukuba)	International Garden and Greenery Exposition (Expo '90 Osaka)	Japan World Exposition (Expo 2005 Aichi)	Japan World Exposition (Expo 2025 Osaka-Kansai)	International Horticultural Exposition (Yokohama Flower Expo)
	Progress and Harmony for Mankind	The Sea We would like to See	Dwellings and surroundings—Science and Technology for Man at Home	The Harmonious Coexistence of Nature and Mankind	Nature's Wisdom	Designing Future Society for Our Lives	Creating Happiness Tomorrow's Landscape Scenery of the Future for Happiness
	64.22 million	3.49 million	20.33 million	23.12 million	22.05 million	29.02 million	15 million (estimated)
	77 (including Japan) 4 international organizations	36 (including Japan) 3 international organizations	48 (including Japan) 37 international organizations	83 (including Japan) 37 international organizations, 18 horticulture-related international organizations	122 (including Japan), 4 international organizations (including the United Nations headquarters and 33 related UN agencies)	158 (including Japan), 7 international organizations	
	Approx. 330 ha	Approx. 100 ha	Approx. 100 ha	Approx. 140 ha	Approx. 173 ha	Approx. 155 ha	

NOMURA's Journey

1970s

First time participating in an international event

1980s

Information display technology evolved business field expanded

1990s

Supported commercial, themed, and other large-scale facilities

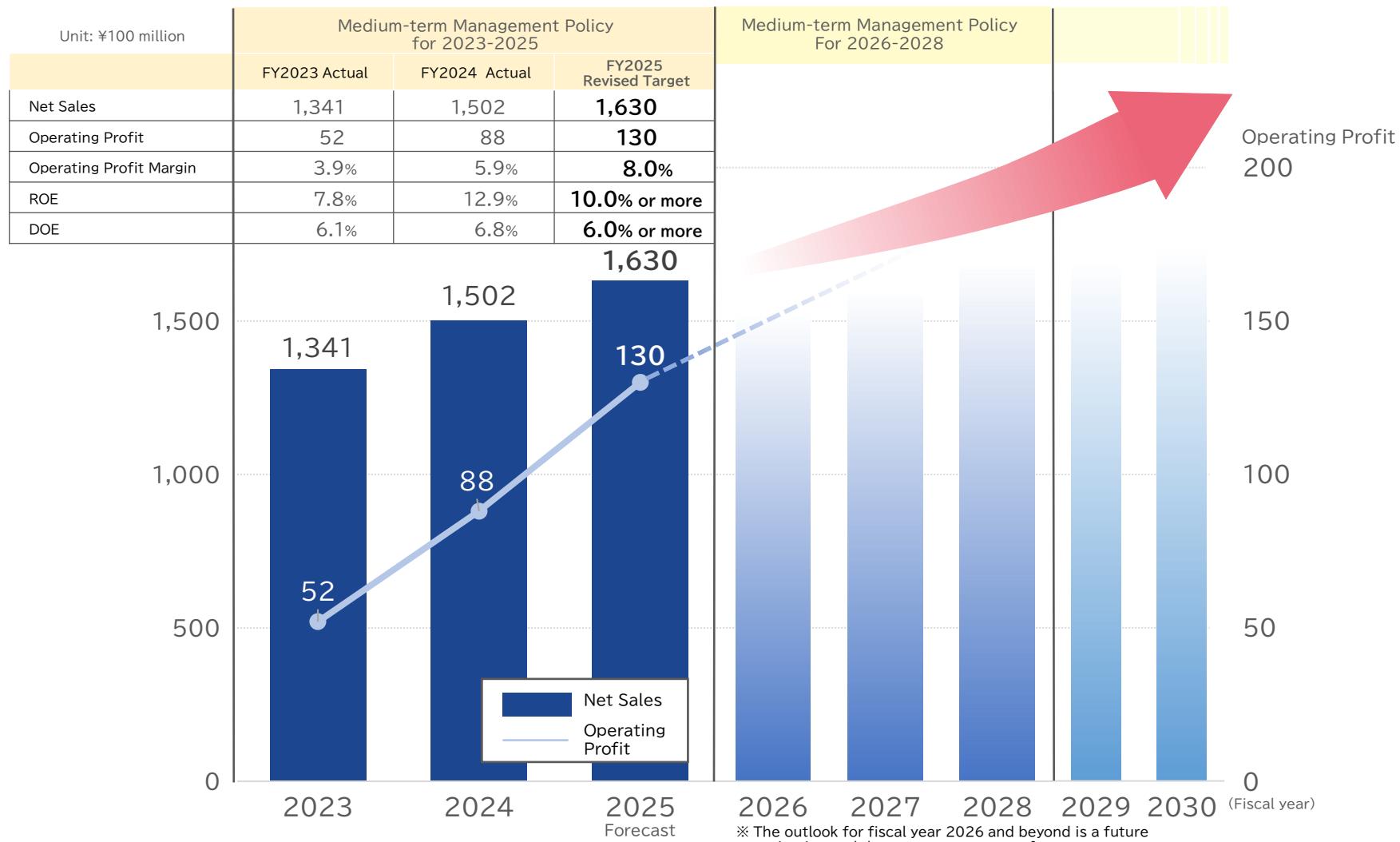
2000s

Took environmental considerations into account

Integration with advanced video and IT technology

For Future Growth

The business environment is recovering, and we will steadily advance and grow our mid-to-long-term business development.



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■ Quarterly Performance Year-on-Year Comparisons

(Millions of yen)	FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	29,070	28,875	36,288	56,022	40,815	39,719	40,681	
Gross profit	5,099	4,633	6,209	11,436	31,720	7,258	8,267	
(ratio)	17.5%	16.0%	17.1%	20.4%	22.3%	18.3%	20.3%	
SG&A expenses	4,073	4,215	4,566	5,623	4,563	4,893	5,208	
(ratio)	14.0%	14.6%	12.6%	10.0%	11.2%	12.3%	12.8%	
Operating income	1,025	417	1,642	5,812	4,530	2,364	3,058	
(ratio)	3.5%	1.4%	4.5%	10.4%	11.1%	6.0%	7.6%	
Non-operating income	97	16	15	42	79	57	27	
Non-operating expenses	–	29	(21)	2	17	(11)	0	
Ordinary income	1,123	404	1,679	5,852	4,593	2,434	3,085	
(ratio)	3.9%	1.4%	4.6%	10.4%	11.3%	6.1%	7.6%	
Extraordinary income	–	–	273	0	–	40	21	
Extraordinary loss	–	12	6	3	–	187	2	
Income before income taxes and minority interests	1,123	391	1,947	5,848	4,593	2,288	3,104	
Net income	606	245	1,383	4,522	3,024	1,417	2,078	
(ratio)	2.1%	0.8%	3.8%	8.1%	7.4%	3.6%	5.1%	

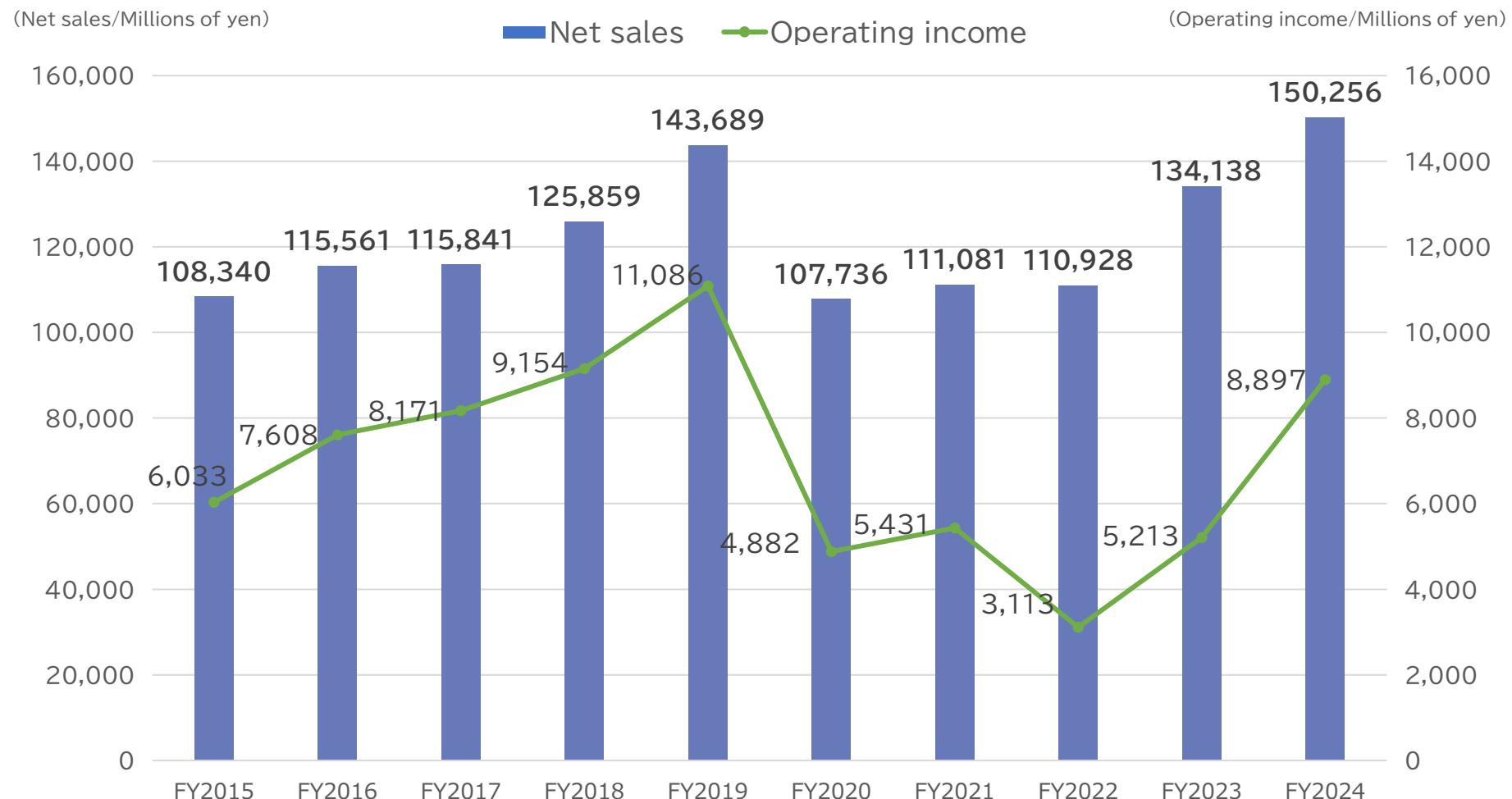
■ Consolidated Balance Sheet

(Millions of yen)	FY2024		FY2025_3Q		
	Actual	ratio	Actual	ratio	Year-on-year comparison; change
Current assets	88,356	86.2%	81,171	85.1%	(8.1%)
Property, plant and equipment	7,585	7.4%	7,344	7.7%	(3.2%)
Intangible assets	1,057	1.0%	701	0.7%	(33.7%)
Investments and other assets	5,499	5.4%	6,130	6.5%	+11.5%
Total assets	102,500	100.0%	95,347	100.0%	(7.0%)
Current liabilities	43,228	42.2%	32,613	34.2%	(24.6%)
Long-term liabilities	4,990	4.8%	4,882	5.1%	(2.1%)
Total liabilities	48,218	47.0%	37,496	39.3%	(22.2%)
Net assets	54,281	53.0%	57,851	60.7%	+6.6%
Total liabilities and net assets	102,500	100.0%	95,347	100.0%	(7.0%)

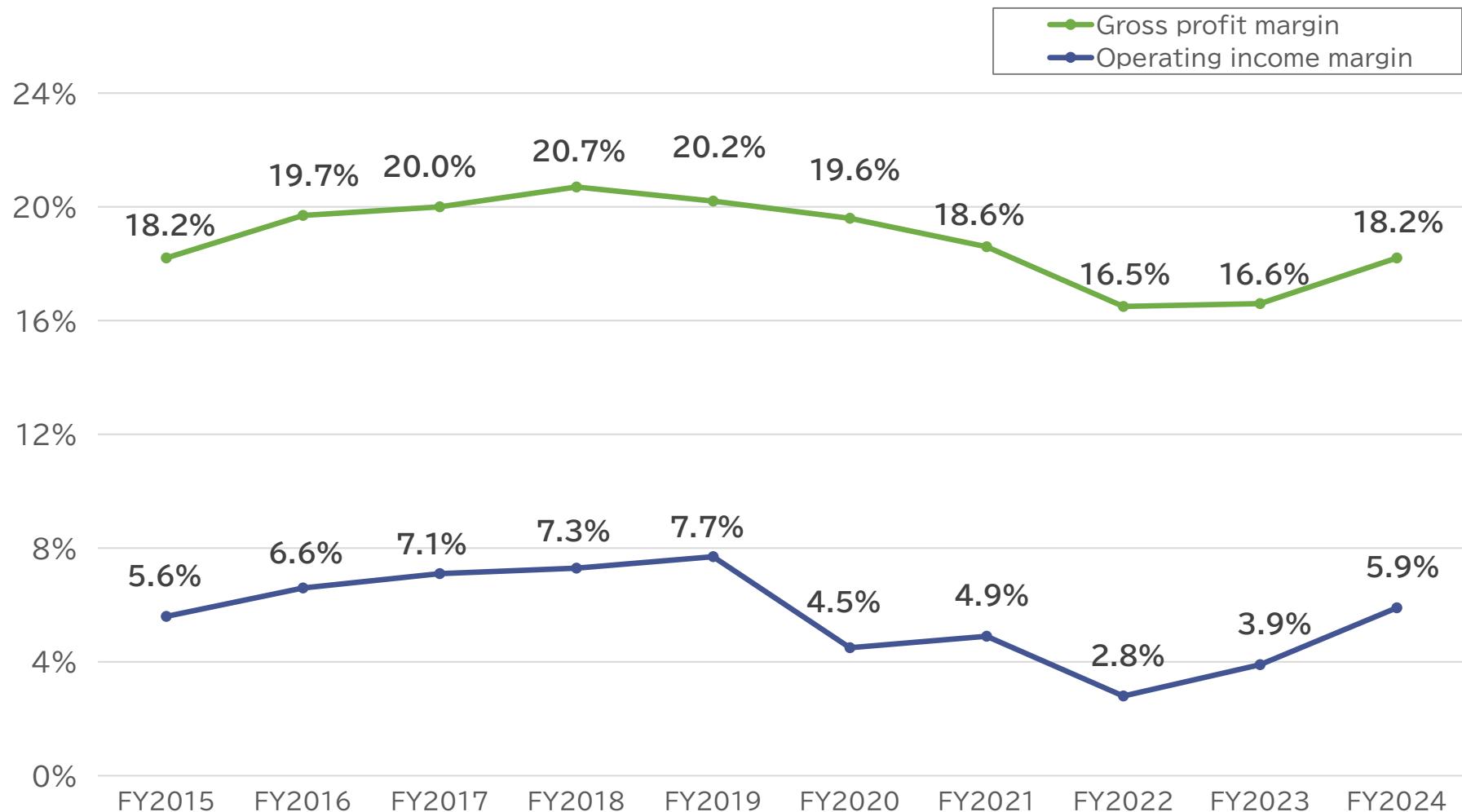
■ Quarterly Sales by Market Segment

(Millions of yen)	FY 2024				FY 2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Specialty store market	9,001	6,946	11,068	7,872	8,998	12,059	13,031	
Department store and mass merchandise store market	968	1,034	928	1,591	1,058	759	1,089	
Shopping center market	3,142	2,707	3,584	10,995	4,723	4,538	3,741	
Public relations and sales promotion market	2,317	3,586	3,152	2,826	4,073	3,445	5,846	
Museum and art museum market	2,111	1,916	2,030	3,956	2,189	2,116	2,399	
Leisure facility market	5,388	6,009	5,721	7,147	3,625	7,867	4,409	
Exposition and event market	1,430	1,856	3,793	11,791	8,744	2,093	2,844	
Other markets	4,711	4,816	6,008	9,840	7,401	6,838	7,318	
Total	29,070	28,875	36,288	56,022	40,815	39,719	40,681	

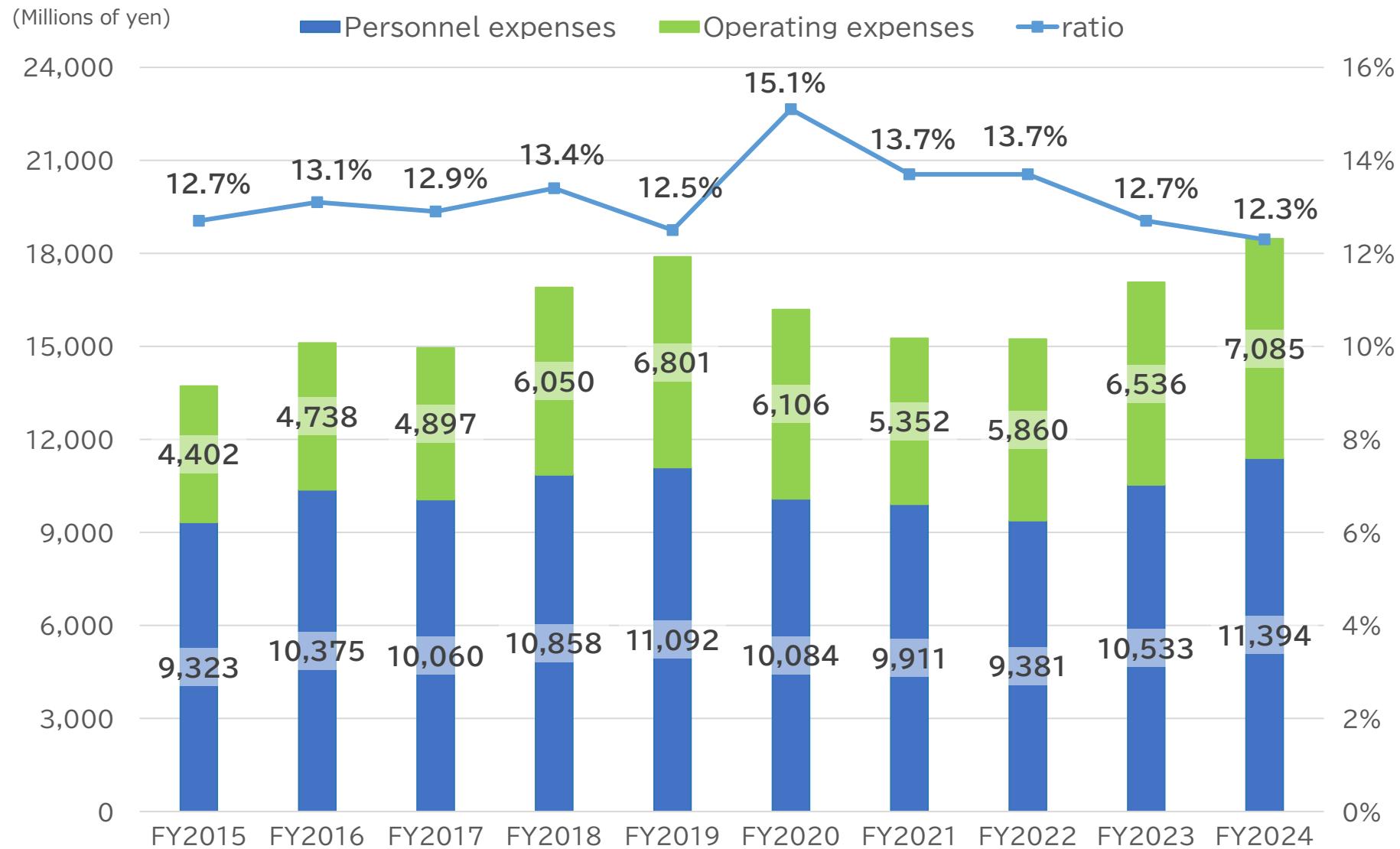
[10-Year Trends] Full-Year Results



[10-Year Trends] Gross Profit Margin and Operating Income Margin

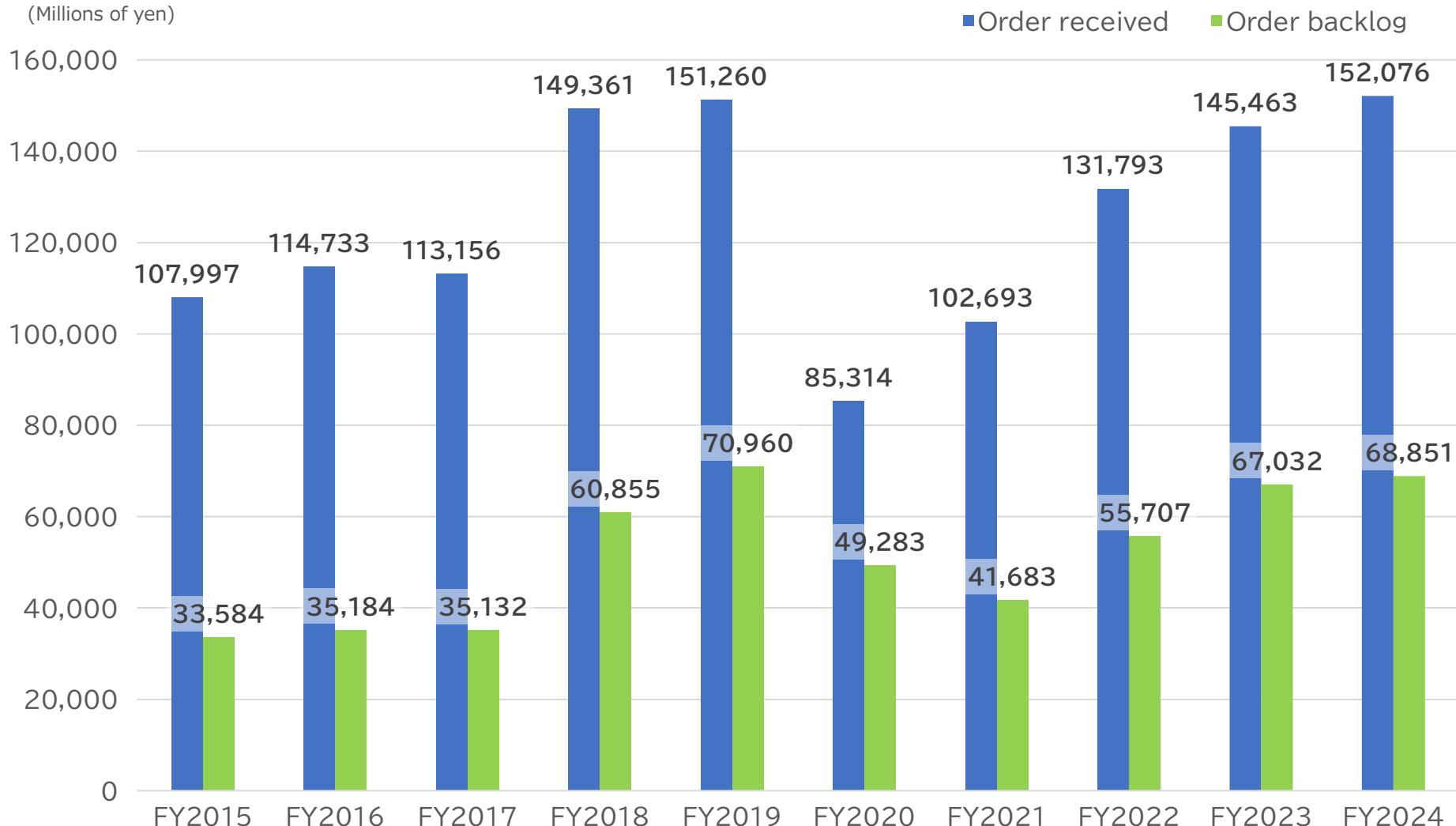


[10-Year Trends] SG&A expenses / SG&A expenses ratio



[10-Year Trends] Orders received and backlog

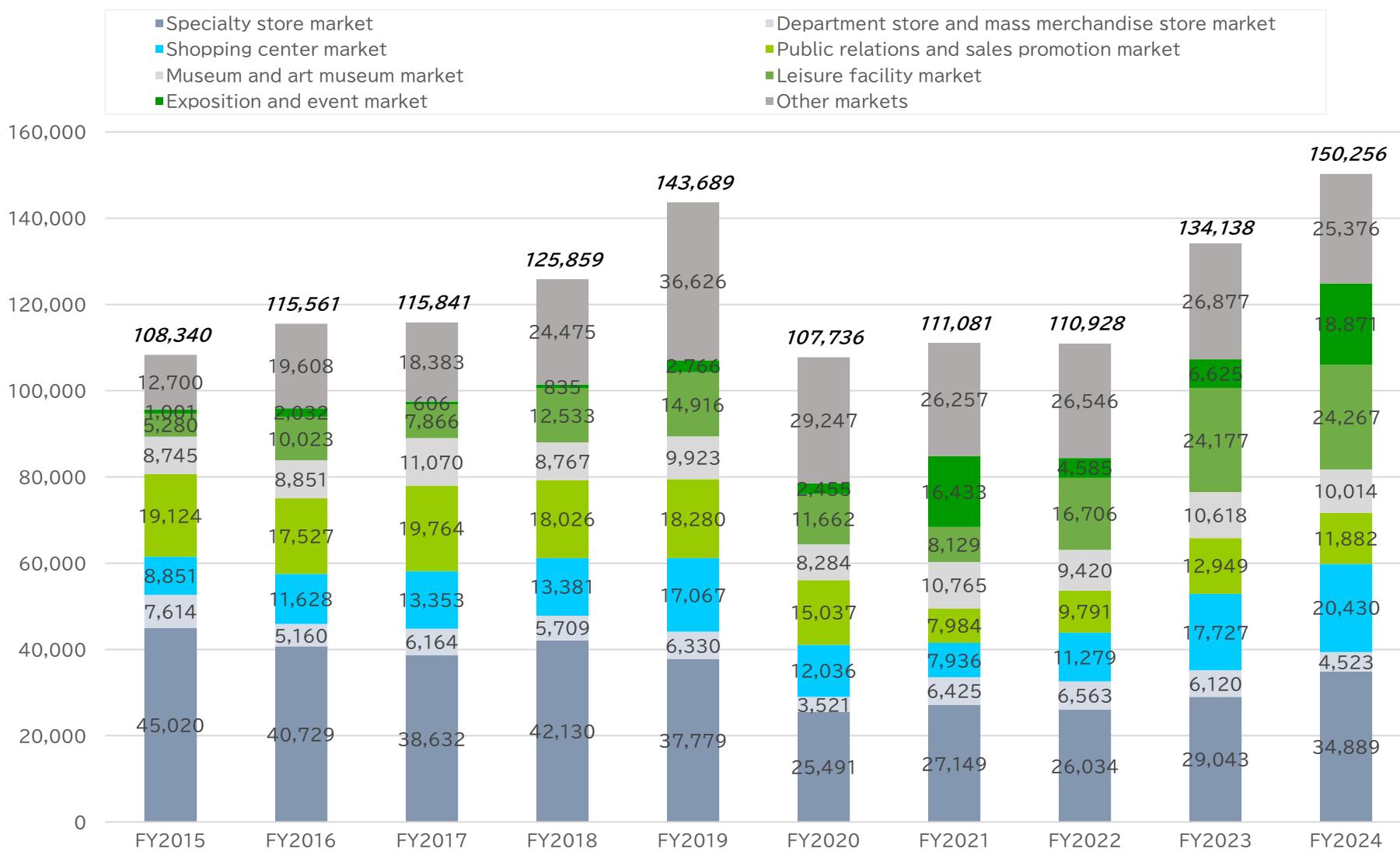
(Millions of yen)



(Note) Food & Beverage and Product Sales businesses are not shown due to different order concepts.

[10-Year Trends] Net Sales by Market Segment

(Millions of yen)

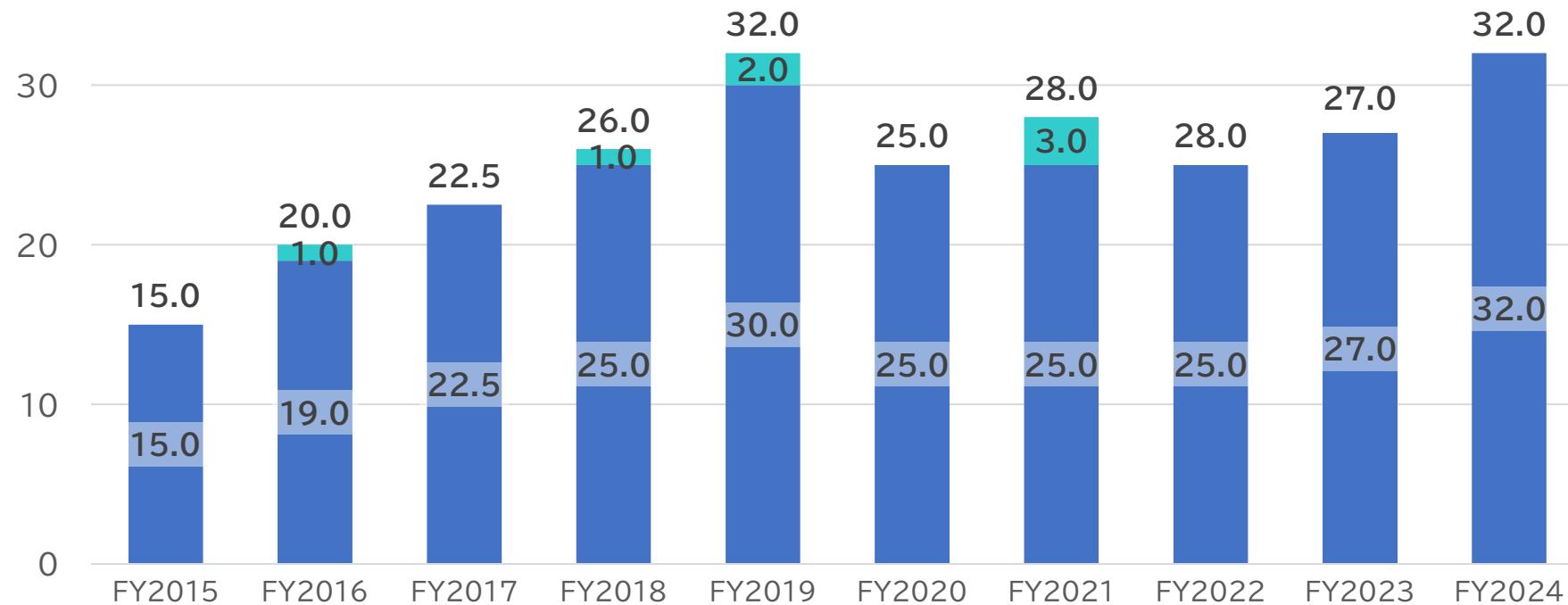


[Stock Information] Shareholder Returns and Dividends

(Yen)

40

- interim dividends
- Year-end dividends
- Special and commemorative dividends



*A 2-for-1 stock split of common stock was implemented on June 1, 2019. The following calculations of dividends and stock prices are based on the assumption that such stock split was executed at the beginning of FY2015.

Dividend payout ratio	43.4%	44.0%	44.4%	42.9%	45.7%	90.6%	78.2%	124.9%	77.9%	52.8%
DOE	5.4%	6.7%	6.7%	7.0%	7.8%	5.8%	6.5%	5.7%	6.1%	6.8%
stock price all-time high (yen)	966.0	995.0	1,324.0	1,667.5	1,670.0	1,031.0	1,148.0	1,102.0	1,010.0	990.0
stock price all-time low (yen)	551.0	663.5	901.5	1,017.5	961.0	642.0	787.0	831.0	819.0	738.0

[Stock Information] Market capitalization and number of shareholders

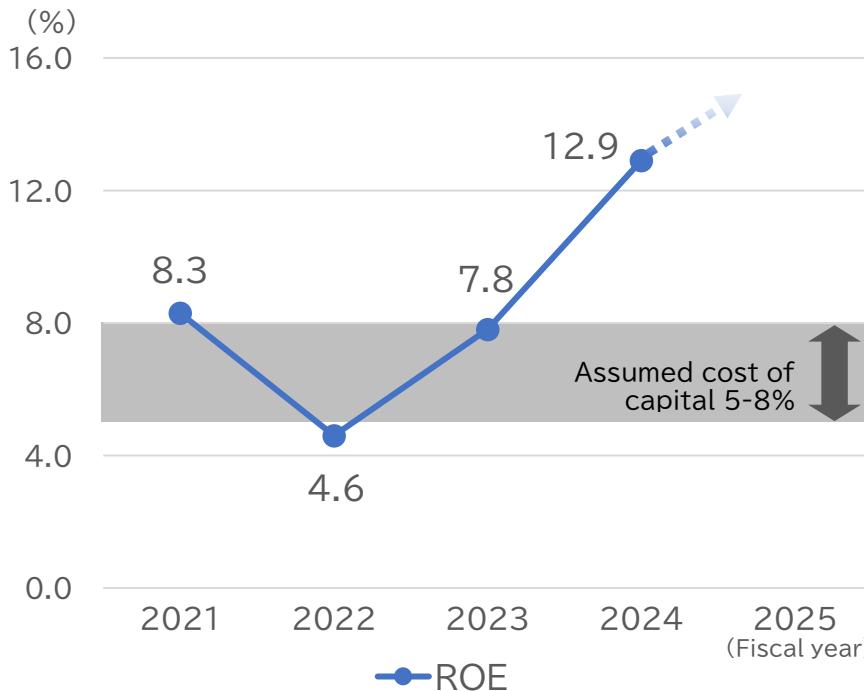


*A 2-for-1 stock split of common stock was implemented on June 1, 2019.

*Market capitalization and number of shareholders at the end of each fiscal year.

Concerning Action to Implement Management that is Conscious of Cost of Capital and Stock Price

ROE / Cost of Capital



Main initiatives to improve PBR

Improving PBR

Improving ROE

Improving PER

Enhancing Profit margins

Improving Total assets turnover

Enhancing Financial leverage

Reducing Capital costs

Improving Profit growth rates

Main Initiatives (from the Mid-Term Management Policy) P.12

Growth investment

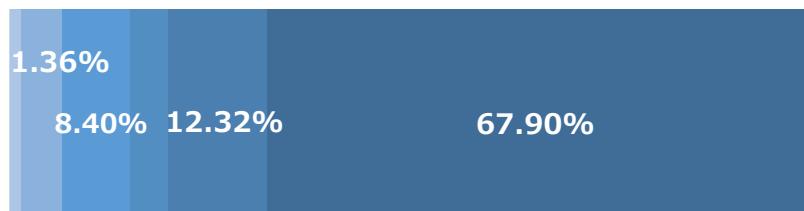
- Our share price has lagged behind major indices since the COVID-19 pandemic.
- Our assumed cost of capital is approximately 5-8%.
- From FY2024 onward, profitability improved through strategic initiatives, raising ROE above the assumed cost of capital.
- We will continue efforts to improve profitability and aim to maintain a high level of ROE.

- In order to further improve PBR, it is essential to take steps to improve both ROE (=improved profitability) and PER (=improved growth prospects).
- We will steadily implement various measures to achieve results and further strengthen our ongoing initiatives.

[Stock Information] Shareholder Composition (as of the end of August 2025)

Distribution of Shares Owned by Shareholder

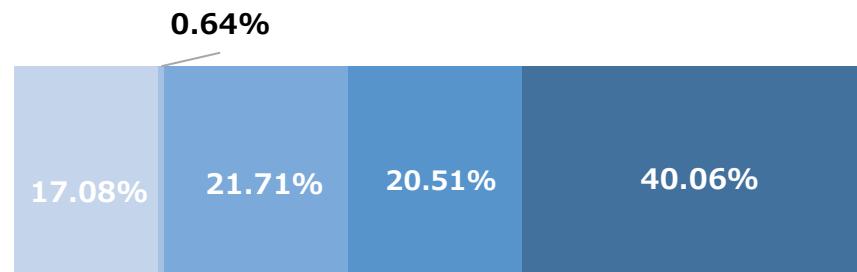
- Less than 100
- 1,000 to 9,999
- 50,000 to 99,999
- 500,000 or more
- 100 to 999
- 10,000 to 49,999
- 100,000 to 499,999



	Number of Shareholders (Persons)	Number of Shares (Shares)
Less than 100	2,974	17,855
100 to 999	6,694	1,630,039
1,000 to 9,999	2,214	6,278,437
10,000 to 49,999	472	10,073,216
50,000 to 99,999	83	5,724,841
100,000 to 499,999	71	14,765,935
500,000 or more	30	81,406,265
	12,538	119,896,588

Distribution of Shares by Type of Shareholder

- Foreign investors
- Financial institutions
- Individuals and others
- Securities companies
- Other corporations



	Number of Shareholders (Persons)	Number of Shares (Shares)
Foreign investors	233	20,476,650
Securities companies	23	773,234
Financial institutions	25	26,031,480
Other corporations	158	24,586,035
Individuals and others	12,099	48,029,189
	12,538	119,896,588

(Note) All of the above distributions include the number of treasury stock.

Management Philosophy

We help to create enriching environments by putting people first and creating new value

Putting People First

NOMURA reflects a diverse range of human values to create comfortable environments that will improve consumers' lives. NOMURA also provides fulfilling, people-centric workplaces where our employees can realize their full potential.

Creating New Value

NOMURA explores new functions and possibilities for interaction between people, between people and items, and between people and information to maximize customer traffic and create the best space for our clients' business.

Our Aim

NOMURA improves the culture of people's everyday lives by improving the environments where they spend their time. It is through this work that we lead the environment creation industry.

About Us

- Founded March 1892
- Established December 1942
- Listed Market Prime Market (9716)
- Capital 6,497 million yen
- Consolidated net sales 150,256 million yen (FY2024)
- Number of employees (As of the end of February 2025)
 - All Nomura Group employees 2,621 (including contract employees)
 - Consolidated 2,039 (regular employees)
 - Non-consolidated 1,498 (regular employees)
- Domestic and Overseas Offices (As of the end of April 2025)

Locations in Japan

11 cities
Sapporo / Sendai / Tokyo /
Yokohama / Nagoya /
Kyoto / Osaka / Hiroshima /
Fukuoka / Naha / Kanazawa



- Business Research, planning , consulting , design, layout, production, construction, operation and management in the field of spatial creation
- Consolidated subsidiaries 7 companies

NOMURA
ARCHS

NOMURA ARCHS Co., Ltd.

NOMURA
medias

NOMURA MEDIAS Co., Ltd.

C's•3

C's•Three Co., Ltd.

RIKYUOSHA

RIKYUOSHA Co., Ltd.

NOMURA

NOMURA (Beijing) Co., Ltd.

NOMURA
D&E SINGAPORE PTE. LTD.

NOMURA Design & Engineering Singapore Pte. Ltd.

NOMURA
D&E MALAYSIA SDN. BHD.

NOMURA Design & Engineering Malaysia Sdn. Bhd.

Locations overseas

9 cities

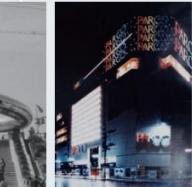
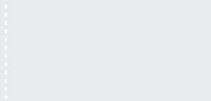
Beijing / Shanghai / Chengdu /
Shenzhen / Hong Kong / Singapore /
Kuala Lumpur / Milan / New York



History

Single-mindedly pursuing delight and passion for people, both yesterday and today

NOMURA's history dates back to 1892. Our founder, Taisuke Nomura, gained prominence for creating a largescale chrysanthemum doll display at the Ryogoku Kokugikan Sumo Arena during the early 20th century. A pioneer in the world of displays, our challenging projects and bold ideas brought delight and passion to the people at that time. The stage we work from has expanded over the years, and today our projects encompass a diversity of genres. The core of the Company's growth is rooted in a spirit of innovation, deep commitment to quality, and a relentless focus on customer satisfaction.

1892	1946	1970	1990	2013	2023			
<p>● 1892</p> <p>Founded by Taisuke Nomura in Takamatsu. NOMURA initially creates scene shifting services for theaters</p>  <p>Founder Taisuke Nomura</p>	<p>● 1892-1945</p> <p>Expansion from popular entertainment to exhibitions and decorative displays</p>  <p>12-dangaishi tiered chrysanthemum doll display at Ryogoku Sumo Hall Arena Around 1924</p>	<p>● 1946-1969</p> <p>Start of management modernization and the establishment of the display industry</p>  <p>Store decorations, Takashimaya Osaka Store 1947</p>	<p>● 1970-1989</p> <p>Business expansion and strengthening of management framework</p>  <p>Expo Osaka 1970 © Osaka Prefecture</p>	<p>● 1990-2012</p> <p>Overcoming market fluctuations and becoming "Nomura: the company you choose"</p>  <p>NTV Clock (design by Hayao Miyazaki) 2006</p>	<p>● 2013-2022</p> <p>Becoming a Prosperity Partner that maximizes our customers' prosperity</p>  <p>TOKYO Solamachi® 2012 © TOKYO-SKYTREETOWN</p>	<p>● 2023+</p> <p>Unleash the boundless creativity of our multitalented professionals to explore the frontiers of spatial design</p>  <p>The projection mapping to celebrate the NOMURA Group's 130th anniversary in 2022</p>		
 <p>Sanuki Pavilion, National Industrial Exhibition (Takamatsu Expo) 1928</p>	 <p>The First All-Japan Motor Show 1954 © Japan Automobile Manufacturers Association, Inc.</p>	 <p>MISAKI KOEN Amusement Park (Ride Fair) 1960</p>	 <p>Ikebukuro PARCO 1969</p>	 <p>Tsukuba Expo '85 Government Pavilion/ History Pavilion 1985 Tsukuba Expo '85 Memorial Foundation</p>	 <p>Shiseido Parlour Ginza 8-Chome Store 1997</p>	 <p>Mandarin Oriental Tokyo Main dining 2005</p>	 <p>Fujisan World Heritage Center 2016</p>	 <p>The NOMURA Group office consolidation project implemented in Daiba, Minato-ku, Tokyo 2021</p>
 <p>1946</p>	 <p>1970</p>	 <p>1990</p>	 <p>2013</p>	 <p>2023</p>				

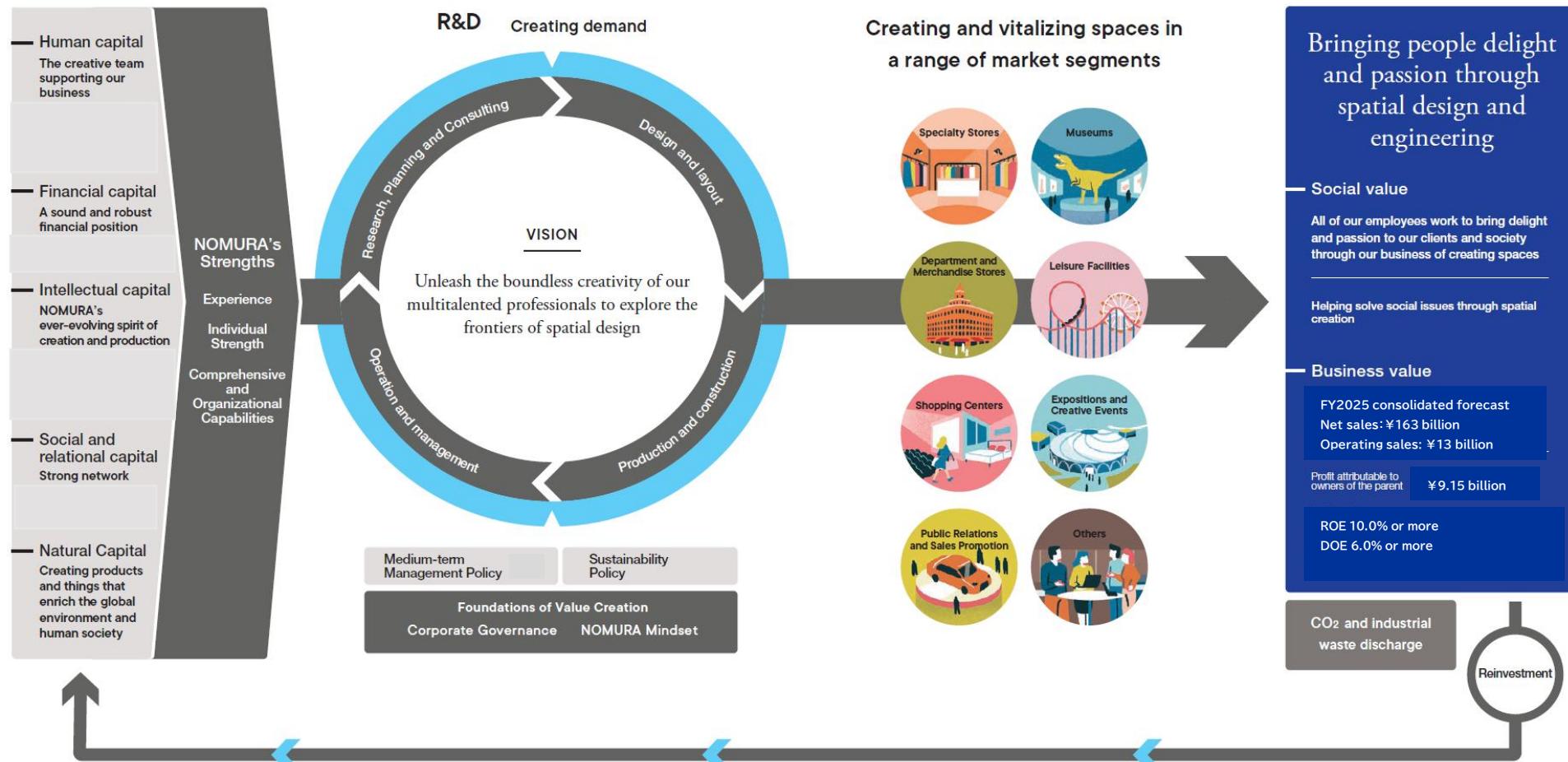
NOMURA Group: The Full Cycle of Our Business Activity

Resources supporting value creation

Business Activities

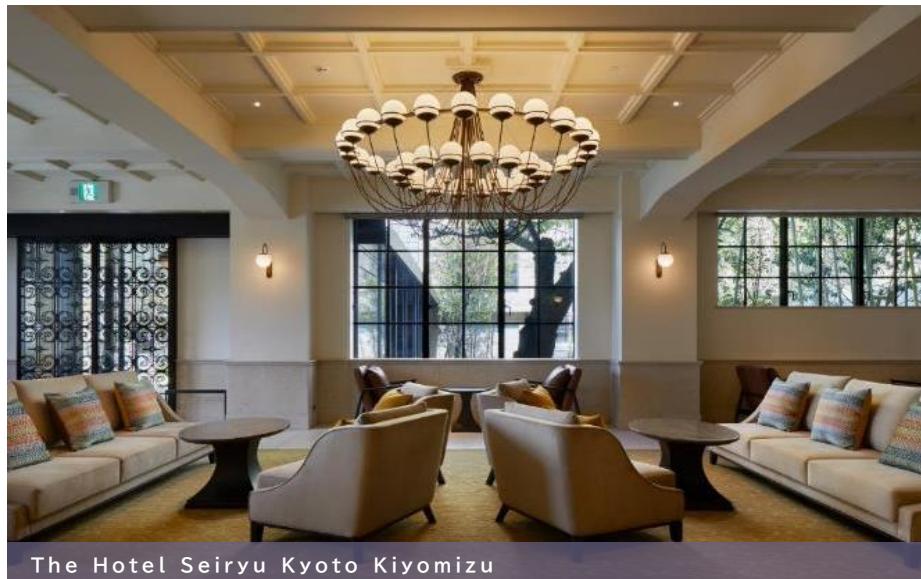
The value we provide

What lies ahead of NOMURA



A leading company in the display services

* the display services is related to the exhibition design and construction of commercial facilities, events, theme parks, museums, offices, etc.



The Hotel Seiryu Kyoto Kiyomizu

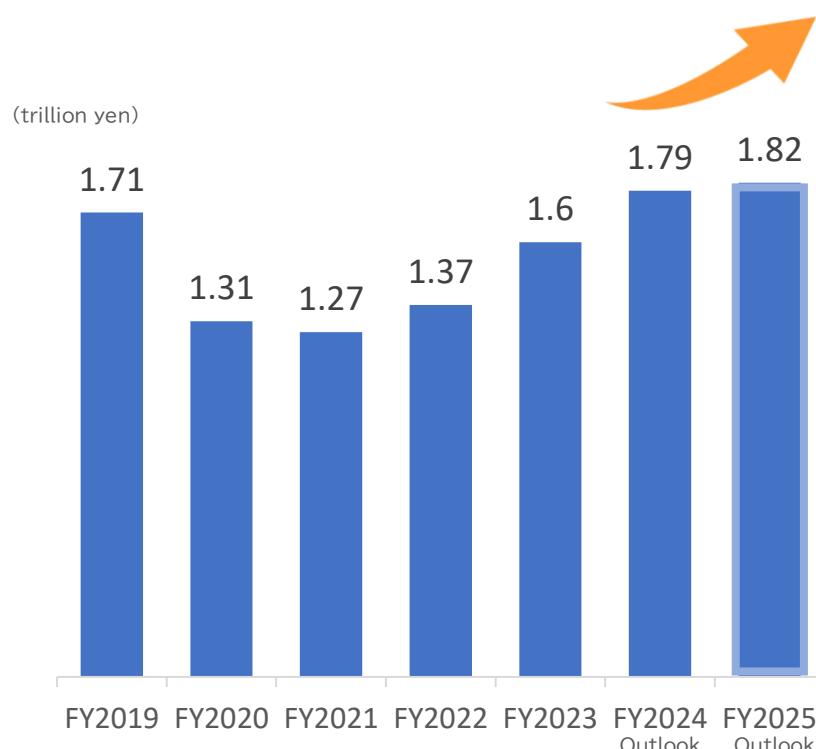


The 46th Tokyo Motor Show Toyota Booth

Display Services Structure

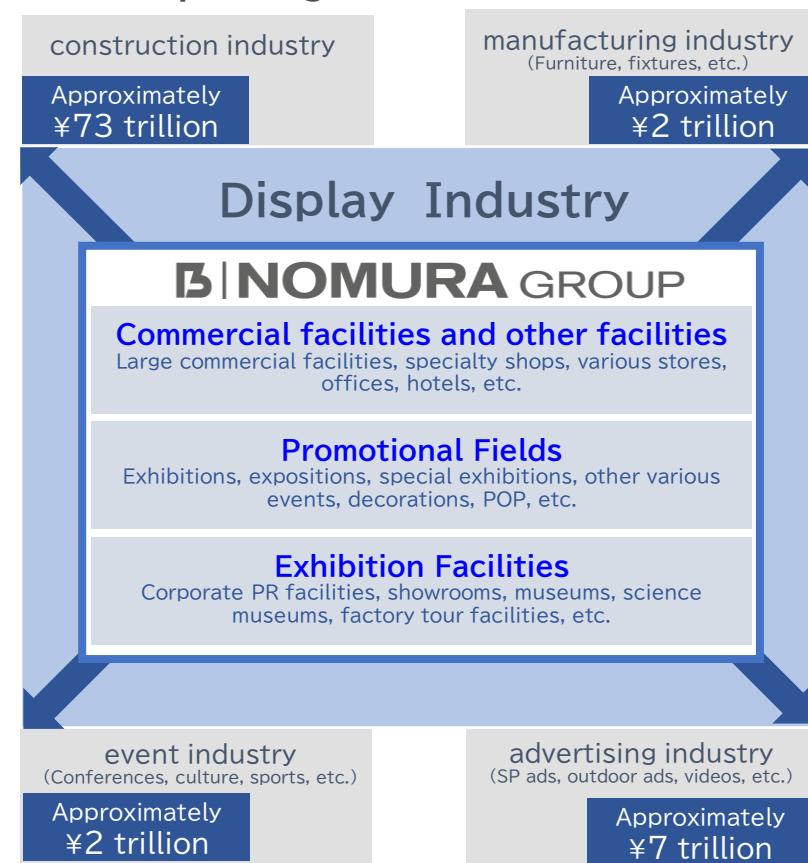
Aiming to further business expansion through the growth of the industry and exploring new business fields

Change in Scale of Display Market



Source: Yano Research Institute Ltd.

Exploring new business fields



Display Services Market Share

Share of the top 10 companies in the total sales of the top 30 companies in the display service

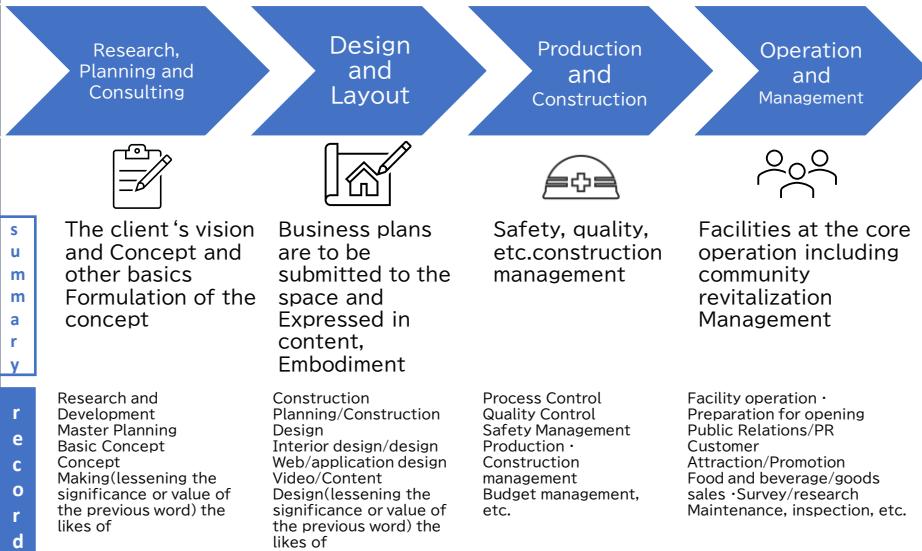
FY2004				FY2014				FY2024			
order	Company Name	Net sales	share	order	Company Name	Net sales	share	order	Company Name	Net sales	share
		Millions of yen				Millions of yen				Millions of yen	
1	NOMURA Co., Ltd.	73,442	12.0%	1	NOMURA Co., Ltd.	103,129	15.5%	1	NOMURA Co., Ltd.	150,256	16.1%
2	TANSEISHA Co., Ltd.	69,727	11.4%	2	TANSEISHA Co., Ltd.	63,373	9.5%	2	TANSEISHA Co., Ltd.	91,858	9.8%
3	AIM CREATE Co., Ltd.	38,945	6.3%	3	SPACE Co., Ltd.	48,249	7.2%	3	SPACE Co., Ltd.	64,182	6.9%
4	Takashimaya Space Create Co., Ltd.	33,693	5.5%	4	ZYCC CORPORATION	29,618	4.4%	4	Mitsui Designtec Co., Ltd.	57,878	6.2%
5	SPACE Co., Ltd.	31,469	5.1%	5	Shimizu Octo, Inc.	29,521	4.4%	5	J.FRONT DESIGN & CONSTRUCTION Co., Ltd.	50,645	5.4%
6	Daimaru Construction (J.FRONT DESIGN & CONSTRUCTION Co., Ltd.)	28,283	4.6%	6	J.FRONT DESIGN & CONSTRUCTION Co., Ltd.	28,651	4.3%	6	LUCKLAND CO.,LTD.	47,659	5.1%
7	SEMBA CORPORATION	28,173	4.6%	7	Takashimaya Space Create Co., Ltd.	28,500	4.3%	7	Shimizu Octo, Inc.	45,301	4.8%
8	Zeniya (ZYCC CORPORATION)	25,804	4.2%	8	Mitsui Designtec Co., Ltd.	28,253	4.2%	8	Takashimaya Space Create Co., Ltd.	33,460	3.6%
9	PARCO SPACE SYSTEMS CO.,LTD.	25,729	4.2%	9	ISETAN MITSUKOSHI PROPERTY DESIGN LTD.	25,813	3.9%	9	SEMBA CORPORATION	28,956	3.1%
10	YOSHICHIU MANNEQUIN CO.,LTD.	22,366	3.6%	10	AIM CREATE Co., Ltd.	25,410	3.8%	10	ZYCC CORPORATION	28,068	3.0%
Total sales of top 30 companies		613,965	100.0%	Total sales of top 30 companies		666,705	100.0%	Total sales of top 30 companies		934,187	100.0%

*The above figures were aggregated by NOMURA.

Business model

Support for all processes in creating a wide variety of spaces

Support for all operations from planning to management
(industry-leading scope of work)



Creating spaces in all market sectors
(industry-leading market coverage)

Specialty Stores Shopping Centers Leisure Facilities



Museums Public relations and Sales promotion Expositions and Creative Events



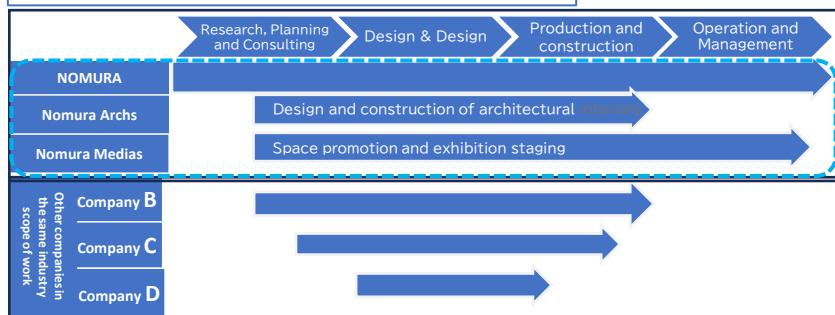
Department and Merchandise Stores



Others



Achieve synergy effects of the NOMURA Group



Strengths of the NOMURA Group

NOMURA's 3 unique strengths that Create the Industry's No. 1

1 Experience



Trust built with our clients

Number of clients

2,924

Percentage of sales
from repeat clients

88.3 %

Number of contracted
projects annually

13,674

2 Individual Strengths



- Differentiation through planning and design
- Production system that achieves high quality

Planners & Designers

629

Product Director

535

Number of design
awards received

100

First-class architects

130

First-class architectural
construction management
engineers

297

3 Comprehensive and Organizational Capabilities



Production system capable of handling large projects

Domestic bases

11
cities

Overseas bases

9
cities

Consolidated subsidiaries

7

Partner companies

More than 550

1. Experience

Number of clients

2,924

Percentage of sales from repeat clients

88.3 %

Number of contracted projects annually

13,674

Trust built with our clients

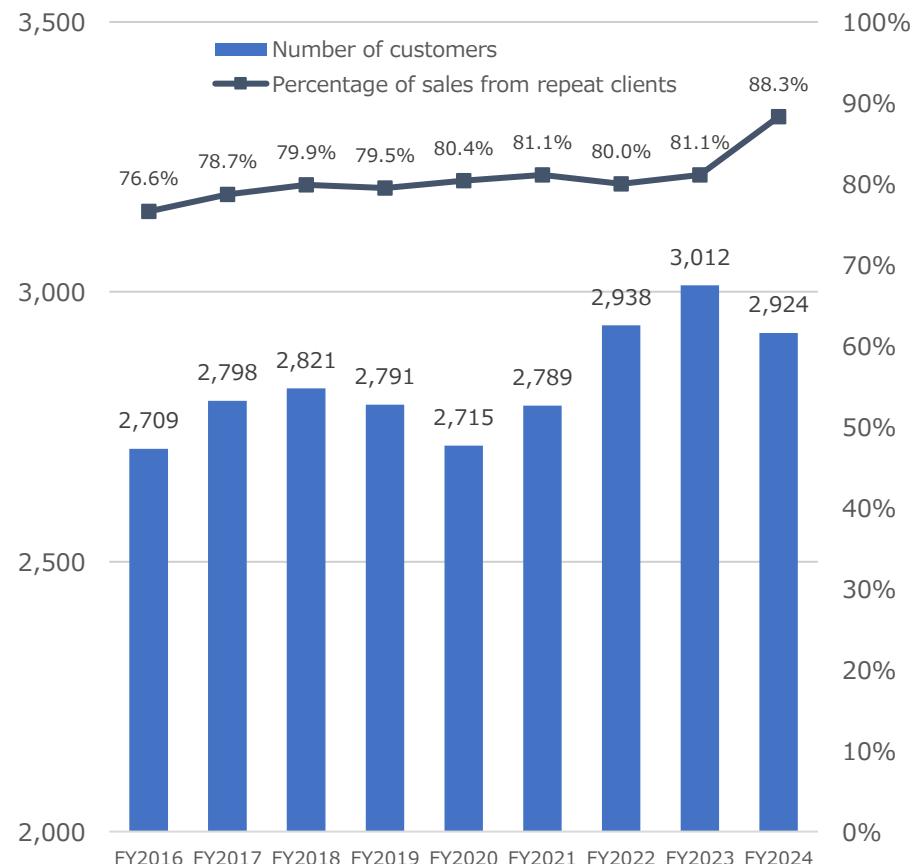
Partnerships with key companies in a wide variety of industries

market segment

Main Clients

Specialty store market	Major apparel brands, Leading mobile stores, overseas high-end brands, and Sports brands, etc.
Department store and mass merchandise store market	Major department stores, major mass merchandise store , etc.
Shopping center market	Electric railway companies, general contractors, real estate developers, etc.
Public relations and sales promotion market	Major Automobile, major Home appliance manufacturer, Major amusement company, Major housebuilders, etc.
Museum and art museum market	Central government ministries, local governments, etc.
Leisure facility market	Foreign luxury hotels, major amusement companies, electric railway companies, general contractors, developers, etc.
Exposition and event market	Central government ministries and agencies, local governments, etc.
Other markets	Office, Bridal Facility, signs, monuments, schools, airports, etc.

Number of Customers and Percentage of sales from repeat clients (Consolidated)



2. Individual Strengths

Planners & Designers

629

Product Director

535

First-class architects

130

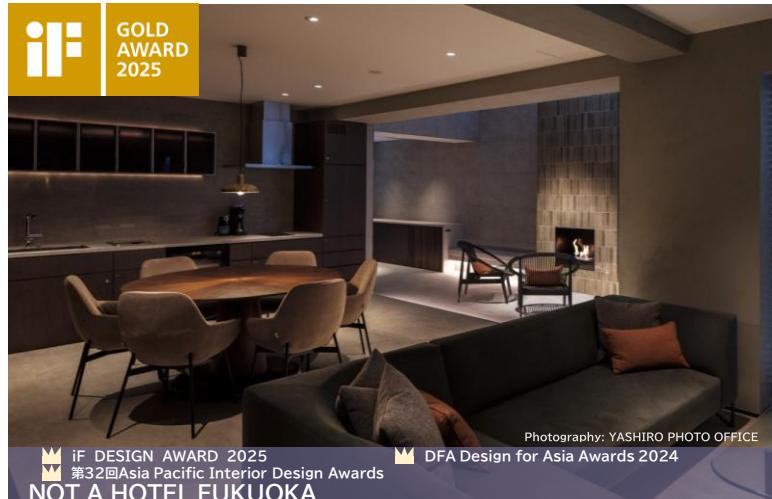
First-class architectural construction management engineers

297

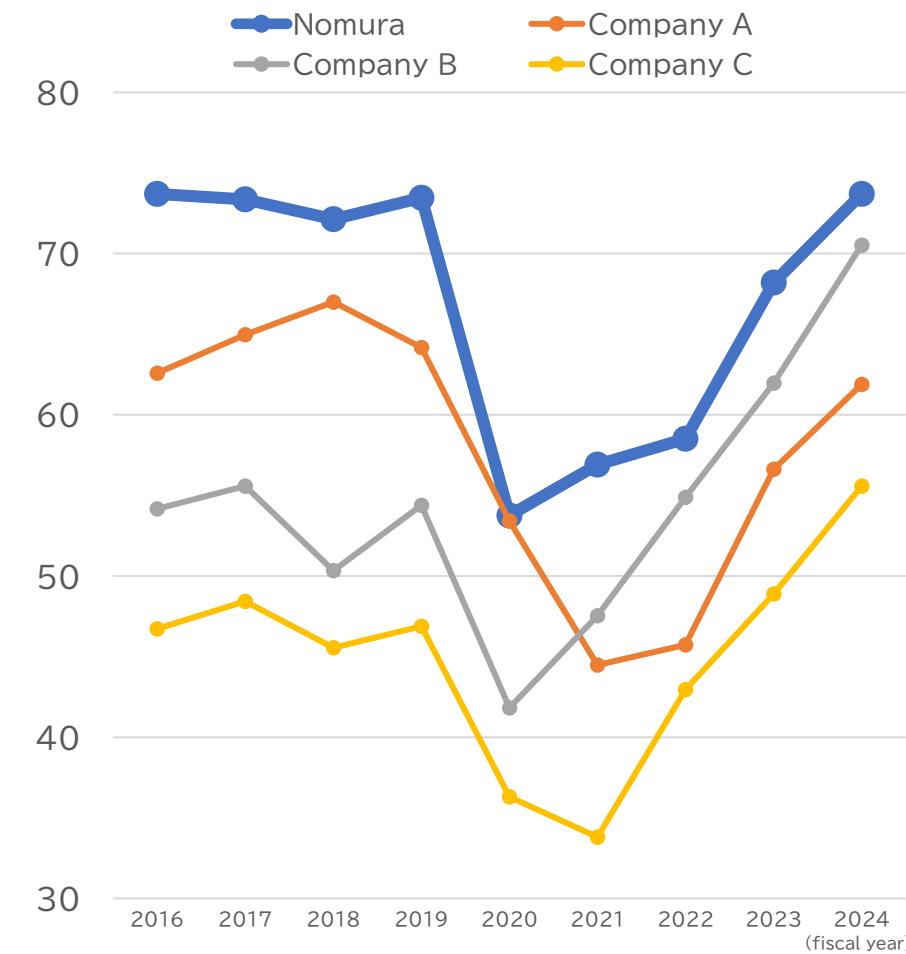
Number of design awards received

100

Differentiation through planning and design
Production capabilities to achieve high quality
Industry-leading sales per employee



Sales per employee(Consolidated)
(million yen)



3. Comprehensive and Organizational Capabilities

Domestic bases
11 cities

Overseas bases
9 cities

Consolidated
subsidiaries
7

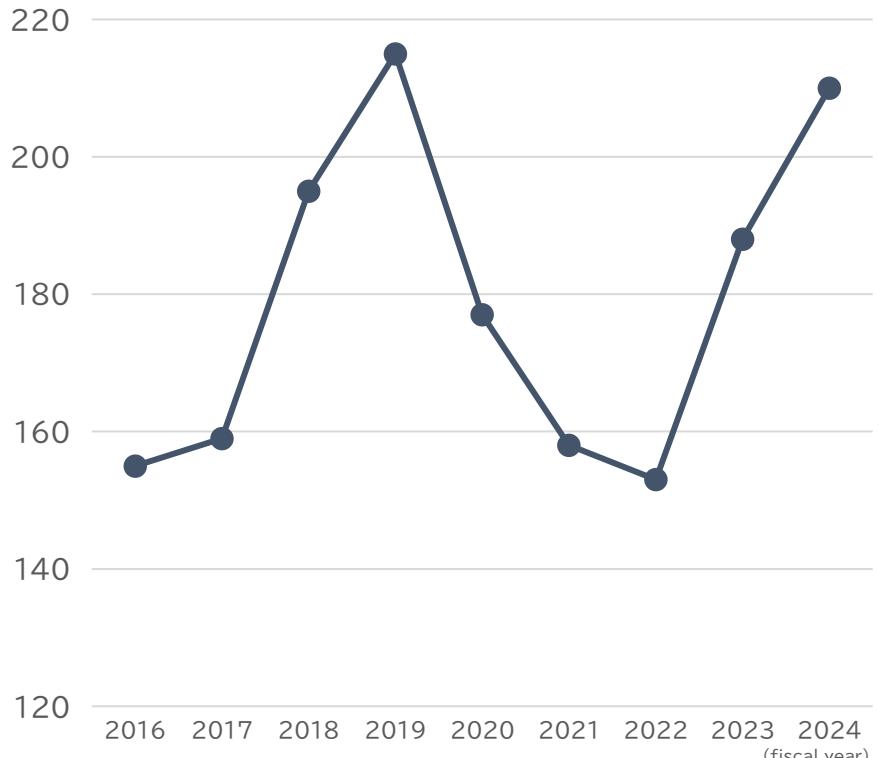
Partner companies
More than 550

Production system capable of handling large projects
Number of deals over 100 million yen recovered to pre-covid levels



GOOD DESIGN AWARD 2024
TIAD, AUTOGRAPH COLLECTION

Number of projects worth over 100 million yen
(non-consolidated)



NOMURA Co., Ltd.

(Tokyo Stock Exchange, Prime Section Code No.9716)
<https://www.nomurakougei.co.jp/en/ir/>

E-mail: ir@nomura-g.jp

Cautionary Statement Regarding Forward-Looking Statements

Forward-looking statements, including earnings forecasts, are based on information available as of the date of preparation,

The Company has determined that the information is reasonable. Because of the potential risks and uncertainties involved, actual results and performance Please note that the above forecasts may differ from those stated.