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February 13, 2026

Company name: NOMURA Co., Ltd.  
 Name of representative: Kiyotaka Okumoto,  
 Representative Director, President and CEO  
 (Securities code: 9716; TSE Prime Market)  
 Inquiries: Takayuki Maejima,  
 Director, Senior Executive Officer, General  
 Manager of Corporate Operations Headquarters  
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## Notice Concerning Organizational Restructuring and Personnel Changes

NOMURA Co., Ltd. (the “Company”) hereby announces the following decisions regarding the Company’s organizational restructuring, executive officer and executive fellow personnel changes, as well as representative personnel changes at its group companies.

### 1. Organizational Restructuring, Executive Officer and Executive Fellow Personnel Changes at NOMURA Co., Ltd.

#### (1) Organizational Restructuring (Effective as of March 1, 2026)

With the aim of achieving both enhanced corporate governance and sustainable business growth, the Company will implement the following organizational restructuring.

- From the perspective of strengthening corporate governance, the Company will establish Executive Officers who oversee and coordinate the entire business from an enterprise-wide perspective, separately from Executive Officers who serve as heads of divisional organizations.
- In order to achieve more agile business operations, the Company will reorganize the Sales Activation Headquarters into three headquarters, namely the Urban Retail Implementation Headquarters, the Cultural Communications Implementation Headquarters, and the Regional Implementation Headquarters, based on their respective business fields.
- Similarly, the Company will reorganize the Creative Headquarters into two headquarters, namely the Creative Design Headquarters and the Creative Production Headquarters.
- In order to promote stronger collaboration across headquarters, the functions of the Business Planning Department, which had been established within each headquarters, will be consolidated into the newly established Business Planning Headquarters.

Please refer to the attached organizational chart for details.

#### (2) Executive Officer and Executive Fellow Personnel Changes (Effective as of March 1, 2026)

Name	New Position	Former Position
Yoshitaka Hayashida	Director, Managing Executive Officer, in charge of Domestic Business	Director, Managing Executive Officer, General Manager of Sales Activation Headquarters
Takayuki Maejima	Director, Managing Executive Officer, in charge of Corporate Functions	Director, Senior Executive Officer, General Manager of Corporate Operations Headquarters
Asako Harayama	Director, Senior Executive Officer, in charge of Business Development, Overseas Business, and Innovation, and concurrently serving as Chairman of the Board of NOMURA (BEIJING) Co., Ltd.	Director, Senior Executive Officer, General Manager of Business Development Headquarters
Hironobu Takeda	Senior Executive Officer, in charge of Sustainability and the Creative Division, General Manager of Creative Production Headquarters	Senior Executive Officer, General Manager of Creative Headquarters

Name	New Position	Former Position
Ryu Kosaka	Senior Executive Officer, in charge of the Creative Division, Chief Design Officer	Senior Executive Officer, Chief Design Officer, Creative Headquarters
Yoshiaki Yamaguchi	Senior Executive Officer, General Manager of Regional Implementation Headquarters, and Division Head of Kansai Business Division	Executive Officer, Deputy General Manager of Sales Activation Headquarters, and Division Head of Kansai Business Division
Hideki Sato	Senior Executive Officer, General Manager of Cultural Communications Implementation Headquarters	Executive Officer, Deputy General Manager of Sales Activation Headquarters, and Division Head of Account Management Division 4
Toru Sakuma	Senior Executive Officer, General Manager of Business Planning Headquarters, and Division Head of Business Planning Division, and Office Manager of Digital Transformation Strategy Office	Executive Officer, Deputy General Manager of Sales Activation Headquarters, and Division Head of Account Management Division 2, and Division Head of Business Planning Division, and Office Manager of Digital Transformation Strategy Office
Tetsuji Norimura	Senior Executive Officer, in charge of the Product Division	Executive Officer, Deputy General Manager of Sales Activation Headquarters, and Deputy Division Head of Business Planning Division
Yujiro Kawanishi	Executive Officer, in charge of Strategic Accounts	Executive Officer, Deputy General Manager of Sales Activation Headquarters, and Division Head of Account Management Division 1
Tatsuya Sudo	Executive Officer, General Manager of Urban Retail Implementation Headquarters	Executive Officer, Deputy General Manager of Sales Activation Headquarters, and Division Head of Global Business Division and Office Manager of Overseas Strategy Office
Hiroyuki Tahara	Executive Officer, General Manager of Business Development Headquarters	Executive Officer, Deputy General Manager of Business Development Headquarters, and Division Head of Strategic Management Division 1
Kosei Tsujimura	Executive Officer, General Manager of Corporate Operations Headquarters	Executive Officer, Head of HR and General Affairs Division, Corporate Operations Headquarters
Naoyuki Inoue	Executive Officer, in charge of the Product Division	Executive Officer, Division Head of Account Management Division 3, Sales Activation Headquarters
Kazuo Neishi	Executive Officer, General Manager of Creative Design Headquarters	Division Head of Business Planning Division, Creative Headquarters
Masaki Kawahara	Executive Fellow, Executive Creative Director, Creative Production Headquarters	Executive Fellow, Executive Creative Director, Creative Headquarters
Hiroataka Tamura	Executive Fellow, Executive Creative Director, Creative Design Headquarters	Division Head of Creative Produce Center, Creative Headquarters

## (For Reference) Executive Officer Structure as of March 1, 2026

Position	Name
Representative Director, President and CEO	Kiyotaka Okumoto
Director, Managing Executive Officer, in charge of Domestic Business	Yoshitaka Hayashida
Director, Managing Executive Officer, in charge of Corporate Functions	Takayuki Maejima
Director, Senior Executive Officer, in charge of Business Development, Overseas Business, and Innovation, and concurrently serving as Chairman of the Board of NOMURA (BEIJING) Co., Ltd.	Asako Harayama
Senior Executive Officer, in charge of Sustainability and the Creative Division, and General Manager of Creative Production Headquarters	Hironobu Takeda
Senior Executive Officer, in charge of the Creative Division, Chief Design Officer	Ryu Kosaka
Senior Executive Officer, General Manager of Regional Implementation Headquarters, and Division Head of Kansai Business Division	Yoshiaki Yamaguchi
Senior Executive Officer, General Manager of Cultural Communications Implementation Headquarters	Hideki Sato
Senior Executive Officer, General Manager of Business Planning Headquarters, and Division Head of Business Planning Division, and Office Manager of Digital Transformation Strategy Office	Toru Sakuma
Senior Executive Officer, in charge of the Product Division	Tetsuji Norimura
Executive Officer, in charge of Strategic Accounts	Yujiro Kawanishi
Executive Officer, General Manager of Urban Retail Implementation Headquarters	Tatsuya Sudo
Executive Officer, General Manager of Business Development Headquarters	Hiroyuki Tahara
Executive Officer, General Manager of Corporate Operations Headquarters	Kosei Tsujimura
Executive Officer, in charge of the Product Division	Naoyuki Inoue
Executive Officer, General Manager of Creative Design Headquarters	Kazuo Neishi
Executive Fellow, Executive Creative Director, Creative Production Headquarters	Masaki Kawahara
Executive Fellow, Executive Creative Director, Creative Design Headquarters	Hiroataka Tamura

2. Representative Personnel Changes at the Company's Group Companies (Effective as of March 1, 2026)

Name	New Position	Former Position
Shinsuke Yamashita	President and Representative Director of C's·Three Co., Ltd., and concurrently serving as President and Representative Director of RIKUYOSHA Co., Ltd.	Division Head of Corporate Management Division, Corporate Operations Headquarters
Yusuke Yoshida	Director and General Manager of NOMURA (BEIJING) Co., Ltd.	Chairman of the Board of NOMURA (BEIJING) Co., Ltd.

(For Reference) Representatives at the Company's Group Companies as of March 1, 2026

Company Name	Position	Name
NOMURA ARCHS Co., Ltd.	Representative Director, President	Takayuki Yoshida
NOMURA MEDIAS Co., Ltd.	Representative Director, President	Shinji Sakai
C's·Three Co., Ltd.	Representative Director, President	Shinsuke Yamashita
RIKUYOSHA Co., Ltd.	Representative Director, President	Shinsuke Yamashita
NOMURA (BEIJING) Co., Ltd.	Director and General Manager	Yusuke Yoshida
NOMURA Design & Engineering Singapore Pte. Ltd.	Representative Director, President	Akira Ashida
NOMURA Design & Engineering Malaysia Sdn. Bhd.	Representative Director, President	Akira Hiraishi
Shizuoka Ocean Culture Network Co., Ltd.	Representative Director, President	Ryuichi Fujinaka

