Financial Summary for Fiscal 2025

Apr/14/2026

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 FY2025
2. Medium-term Management Plan for 2026-2028
3. Supplemental Material / Corporate Profile

Highlights of FY2025 Earnings

- Net sales and profits marked a record high for the fiscal year due to projects related to inbound tourism and urban redevelopment progressed steadily.
- In addition to revenue growth driven by the expansion of business areas and the acquisition of large-scale projects, improved profitability contributed to a gross profit margin of 20.1%, and operating profit increased by 44.1% year on year.

Unit: millions of yen	FY2024		FY2025			
	Results	ratio	Results	ratio	Year-on-year	
Net sales	150,256	100.0%	162,679	100.0%	+12,422	+8.3%
Gross profit	27,378	18.2%	32,769	20.1%	+5,391	+19.7% (+1.9P)
Operating income	8,897	5.9%	12,818	7.9%	+3,920	+44.1% (+2.0P)
Ordinary income	9,059	6.0%	13,014	8.0%	+3,955	+43.7% (+4.6P)
Net income	6,757	4.5%	9,134	5.6%	+2,376	+35.2% (+1.1P)

Net sales and Gross profit

Unit: millions of yen	FY2024 Results	FY2024 ratio	FY2025 Results	FY2025 ratio	Year-on-year	
Net sales	150,256	100.0%	**162,679**	**100.0%**	**+12,422**	**+8.3%**
Gross profit	27,378	18.2%	**32,769**	**20.1%**	**+5,391**	**+19.7% (+1.9P)**

➤ Net sales increased by 8.3% year on year due to projects which saw a significant increase in demand for new construction and renovations in the specialty stores and hotels and offices related to inbound tourism and urban redevelopment.

➤ Gross profit increased by 19.7% year on year, absorbing cost increases due to higher sales volume and the acquisition of highly profitable projects. The gross profit margin improved by 1.9 percentage points to 20.1%.

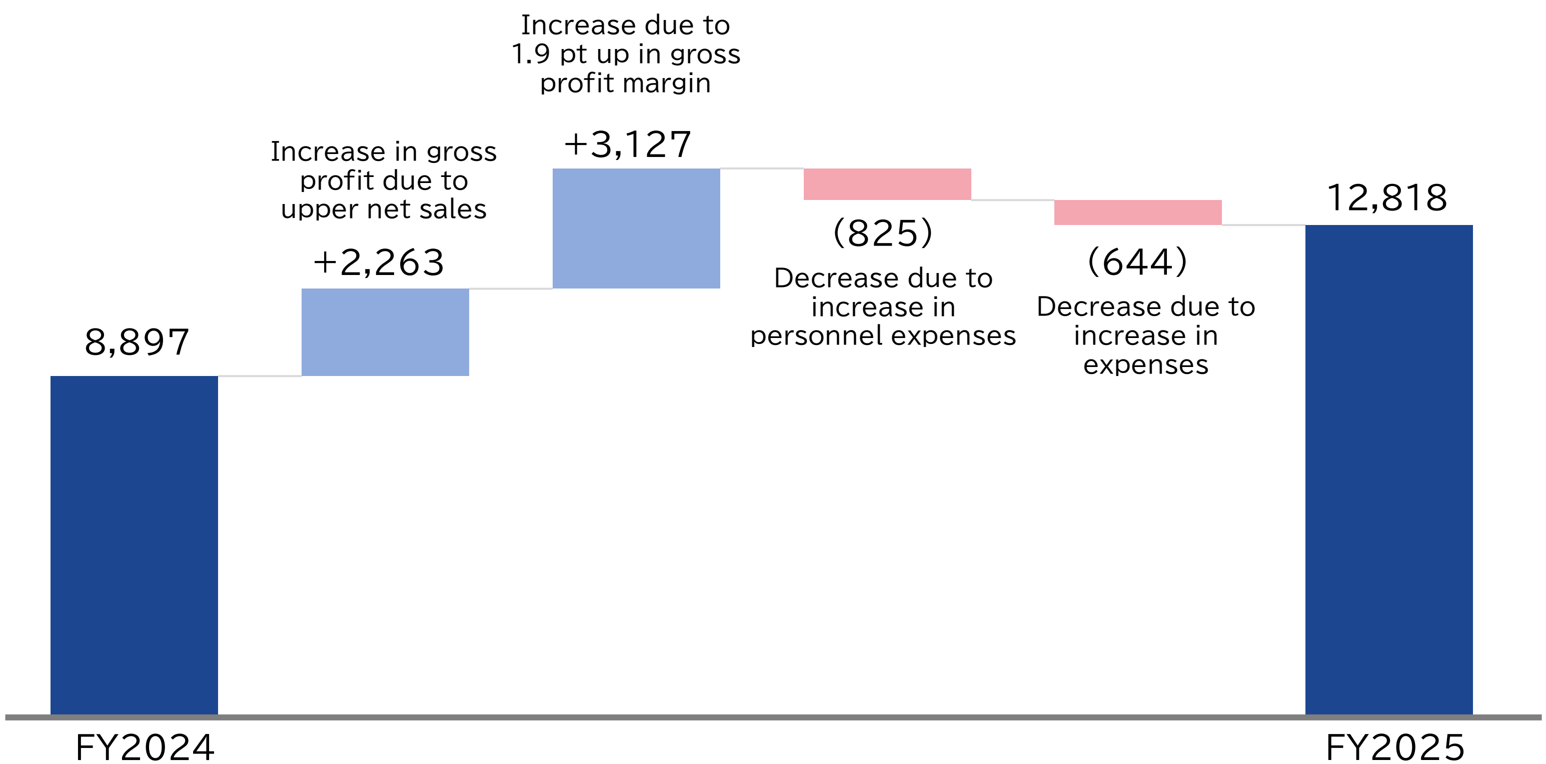
Selling, general and administrative expenses

Unit: millions of yen	FY2024 Results	FY2024 ratio	FY2025 Results	FY2025 ratio	Year-on-year	
Personnel expenses	11,394	7.6%	**12,220**	**7.5%**	+825	+7.2%
Operating expenses	7,085	4.7%	**7,729**	**4.8%**	+644	+9.1%
SG&A expenses	18,480	12.3%	**19,950**	**12.2%**	+1,470	+8.0% (−0.1P)

- Personnel expenses increased by 7.2% due to factors such as an increase in personnel and better compensation, as well as Operating expenses increased 9.1% due to factors such as an advertising and promotional costs, IT-related expenses.
- Although SG&A expenses increased by 8.0% compared to the previous period, the ratio to net sales decreased by 0.1 percentage points due to the growth in net sales.

Factors behind changes in operating income (YoY change)

Unit: millions of yen	FY2024 Results	FY2024 ratio	FY2025 Results	FY2025 ratio	Year-on-year	
Operating Income	8,897	5.9%	12,818	7.9%	+3,920	+44.1%



➤ Operating income increased by 44.1% year on year due to the large increase in gross profit offset the increase in SG&A expenses, reaching ¥12,818 million.

Ordinary income and Net income

Unit: millions of yen	FY2024		FY2025		Year-on-year	
	Results	ratio	Results	ratio		
non-operating income or expenses	161	0.1%	**195**	**0.1%**	+34	+21.5%
Ordinary income	9,059	6.0%	**13,014**	**8.0%**	+3,955	+43.7%
Extraordinary income or loss	250	0.2%	**(137)**	**(0.1%)**	(388)	—
Income before income taxes	9,310	6.2%	**12,876**	**7.9%**	+3,566	+38.2%
Income taxes	2,552	1.7%	**3,742**	**2.3%**	+1,189	+46.6%
Net Income Attributable to Shareholders of the Parent	6,757	4.5%	**9,134**	**5.6%**	+2,376	+35.2%

- Net income increased by 35.2% year on year due to the increase in operating income.
- In extraordinary gains and losses, an impairment loss of ¥186 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 for overseas brands, sports brand stores, and the public relations and sales promotion market segment, which handles PR facilities, showrooms, and exhibition events for companies in the automotive, video game console, and housing and home equipment sectors; and the other markets segment, which increased in demands for the office new construction and renovation.

Unit: millions of yen	FY2024		Gross Profit Margin	FY2025		Gross Profit Margin
	Results	Year-on-year		Results	Year-on-year	
Specialty store market	34,889	+20.1%	↑ 16.8%	**44,357**	**+27.1%**	**↑ 19.6%**
Department store and mass merchandise store market	4,523	(26.1%)	↑ 19.8%	**3,990**	**(11.8%)**	**↑ 23.1%**
Shopping center market	20,430	+15.2%	↑ 18.6%	**18,017**	**(11.8%)**	**↑ 22.8%**
Public relations and sales promotion market	11,882	(8.2%)	↓ 20.2%	**17,209**	**+44.8%**	**↑ 21.7%**
Museum and art museum market	10,014	(5.7%)	↓ 17.9%	**9,633**	**(3.8%)**	**↓ 17.7%**
Leisure facility market	24,267	+0.4%	↑ 15.5%	**24,583**	**+1.3%**	**↑ 19.8%**
Exposition and event market	18,871	+184.9%	↑ 23.0%	**14,813**	**(21.5%)**	**↓ 22.4%**
Other markets	25,376	(5.6%)	↑ 17.9%	**30,070**	**+18.5%**	**↑ 18.0%**
Total	150,256	+12.0%	↑ 18.2%	**162,679**	**+8.3%**	**↑ 20.1%**

Orders and Backlog of Orders by Market

- Orders received increased by 7.9% year on year to ¥164,065 million because, despite of decrease in the expositions and event market segment which received orders for large-scale projects for EXPO 2025 Osaka, Kansai, Japan in the same period last year, the leisure facility market segment, which received significant orders for resort hotels and theme parks ; the other market, which secured new construction and renovation projects for major corporate offices, foreign diplomatic missions, medical facilities, and Transportation Department Facilities, etc. saw growth.

- The order backlog increased by2.0% on year to ¥70,196 million due to increase in the leisure facilities segment and the other markets segment which orders received grew, maintaining a high level despite of decrease in the expositions and event market segment which projects such as the Osaka-Kansai Expo and urban redevelopment projects completed.

Unit: millions of yen	FY2024		FY2025		Orders Year-on-year comparison	Backlog of orders Year-on-year comparison
	Orders	Backlog of orders	Orders	Backlog of orders		
Specialty store market	40,639	14,360	**43,393**	**13,289**	+6.8%	(7.5%)
Department store and mass merchandise store market	4,565	995	**3,983**	**988**	(12.8%)	(0.7%)
Shopping center market	16,804	11,383	**17,138**	**10,504**	+2.0%	(7.7%)
Public relations and sales promotion market	15,334	6,170	**15,624**	**4,585**	+1.9%	(25.7%)
Museum and art museum market	8,606	4,426	**9,648**	**4,441**	+12.1%	+0.3%
Leisure facility market	20,522	15,358	**30,209**	**21,049**	+47.2%	+37.1%
Exposition and event market	21,337	7,507	**8,054**	**745**	(62.3%)	(90.1%)
Other markets	24,265	8,648	**36,012**	**14,590**	+48.4%	+68.7%
Total	152,076	68,851	**164,065**	**70,196**	+7.9%	+2.0%

FY2026 Consolidated Financial Forecasts

- Forecast that the outlook for FY2026 will remain robust, driven by continued strong private investment and inbound demand, and we plan to achieve both revenue and profit growth. However, we must remain vigilant regarding future price trends and policy developments in the United States.
- Regarding profit distribution, we will pay a dividend amount that is either 7% of net assets or a payout ratio of 50% or more, whichever is higher.

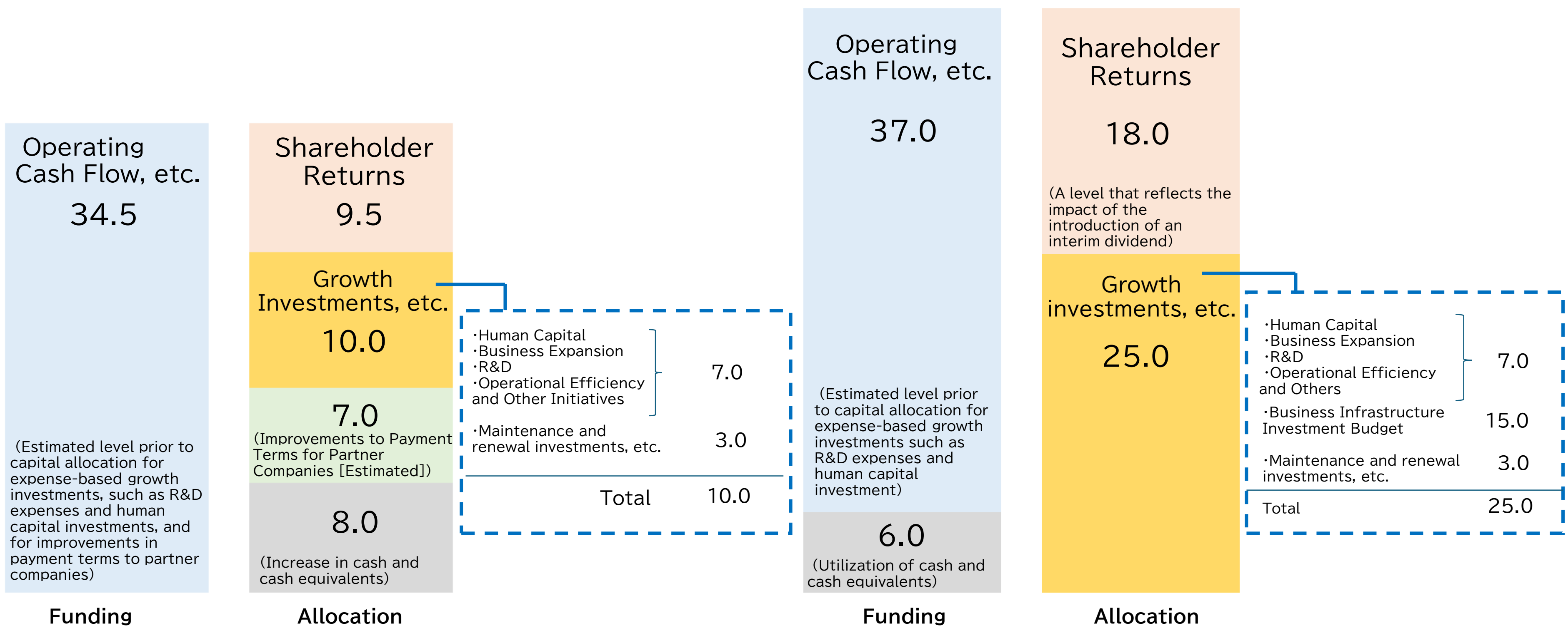
Unit: millions of yen	FY2025			**FY2026(Forecast)**		
	Full year	ratio	Year-on-year	**Full year**	**ratio**	**Year-on-year**
Net Sales	162,679	100.0%	+8.3%	**168,000**	**100.0%**	**+3.3%**
Operating Income	12,818	7.9%	+44.1%	**13,400**	**8.0%**	**+4.5%**
Ordinary Income	13,014	8.0%	+43.7%	**13,600**	**8.1%**	**+4.5%**
Net Income	9,134	5.6%	+35.2%	**9,250**	**5.5%**	**+1.3%**
Cash Dividends per Share (yen)	42.00	—	+10.00	**44.00**	—	**+2.00**
Earnings per share (yen)	81.87	—	+21.26	**82.89**	—	**+1.02**

Capital Allocation

- Prioritize growth investments from both short-term and medium- to long-term perspectives
- Maintain cash and cash equivalents equivalent to approximately two months of monthly sales and continue to actively return value to shareholders

Mid-term Management Policy for 2023-2025 | Mid-term Management Plan for 2026-2028

Unit: billions of yen



Review of the 2023-2025 Mid-term Management Policy

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

2023-2025 Mid-term Management Policy

Initiatives to improve corporate value = Increasing business value × Increasing social 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
Working to realize work styles that allow employees to demonstrate their individual strengths

05 Improving processes
Making extra time to spend on creativity

06 Human resource development
Fostering human resources who show both creativity and the ability to put ideas into practice

07 R&D
Engaging in R&D to create new value propositions

Growth investments

Executing growth investments in seven themes
Over ¥7 billion in 3 years
*Total for the three-year period 2023-2025

Financial Targets

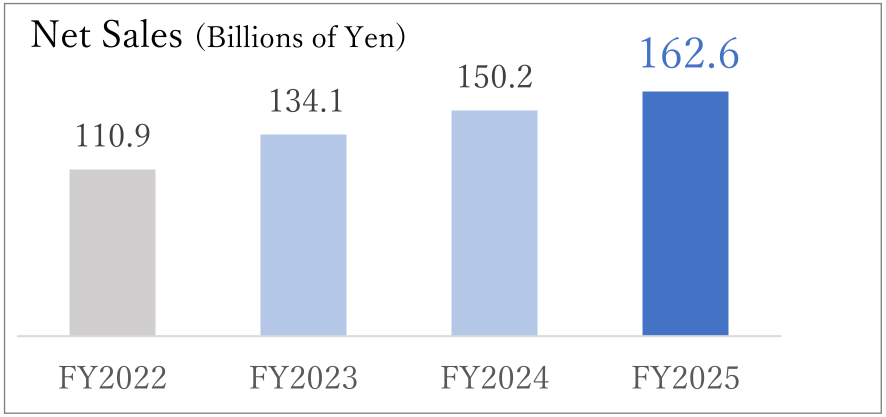
*Target figures as of fiscal year 2023

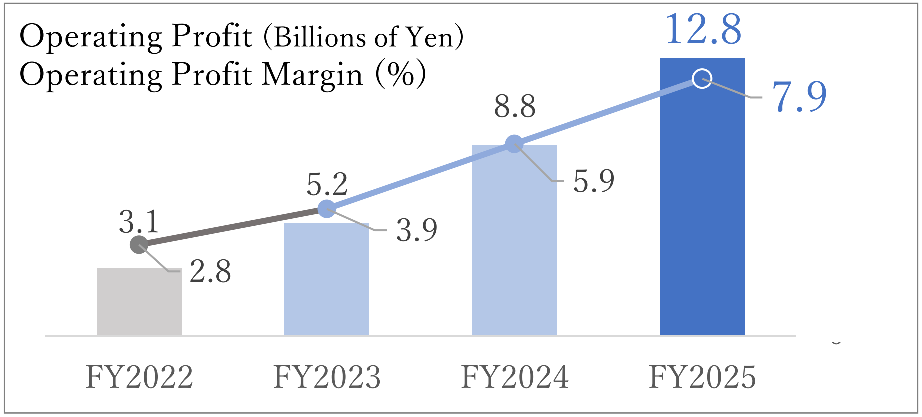
Net Sales	Over 130.0 billion yen
Operating income	Over 7.8 billion yen
Operating profit margin	Over 6.0%
ROE	Over 10.0%
DOE	Over 6.0%

Measures	Results
Refining our existing businesses	【BIM】 Building a solid foundation, including human resource development initiatives, and establishing a system that can be utilized daily
Exploring new business fields	【Landscaping, architecture, private management, etc.】 Signs of expansion into new products and services are beginning to emerge, and progress has begun
Human resource development	【Human Resources Development Program】 An educational system has been established to maximize learning opportunities and promote self-directed learning
R&D	【Opened Creative Lab, an activity base for Future Insights Lab., etc.】 By creating a space where research, outreach, and collaboration take place under one roof, various development initiatives—including partnerships and joint research projects with major corporations—have begun

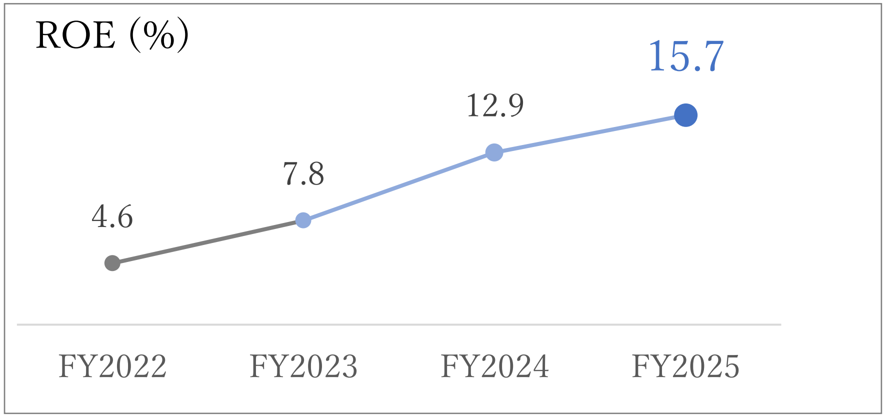
Achieved our fiscal 2025 targets by viewing the post-COVID recovery in market demand as an opportunity and responding with flexibility.

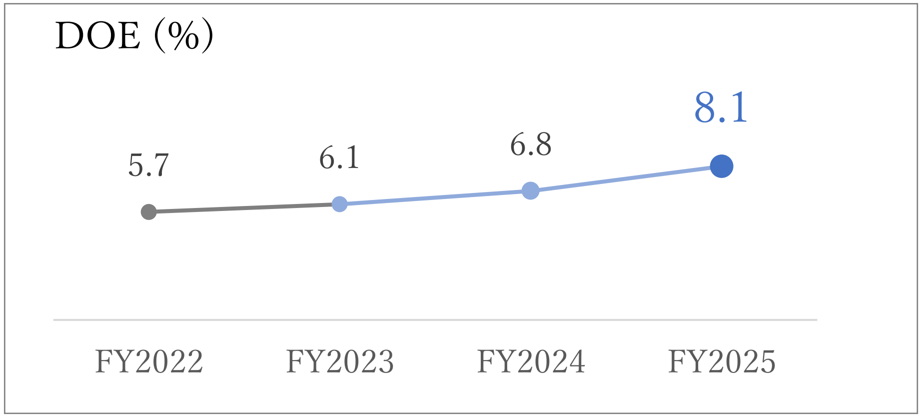
Financial Performance





Key Performance Indicators





Environmental Assessment

Macro Environment	• Improvement in the investment environment driven by government investment support measures and a recovery in private investment • Expansion of inbound demand • Persistent inflationary trends and the structural progression of labor shortages • Polarization of consumer behavior (increasing cost consciousness and selective spending on experiential value)
Business Environment	• Diversification of information and purchasing behavior driven by IT andtechnological advancements • Growing demand for spaces that prioritize experiential value • Growing importance of corporate PR and branding
Adapting to Changing Environments	• Profitability has recovered to pre-COVID levels. Rebuilding the foundation for stable growth • Secured orders for numerous pavilions at the Expo2025 and participated in mega-scale urban redevelopment projects • Established a system to drive initiatives holistically—from selecting personnel for key areas to formulating and executing strategies

Issues

- **Improving sustainable profitability**
- **Building a management foundation aimed at improving execution**
- **Establishing a business cycle that delivers competitive advantage**

Our Vision for 2028

The NOMURA Group: Spatial Design for Any Occasion

—Transcending the boundaries of the display industry to become a one-of-a-kind corporate group—

Group-wide Strategy

Business

- Driving the cycle of spatial design to foster the next wave of innovation
- Evolving products and services to provide value tailored to the times
- Developing diverse business models centered on space

Organizational Capabilities

- Developing and strengthening employees with diverse strengths
- Establishing a stable and flexible production system
- Fostering a company-wide commitment to sustainability as a source of competitive advantage
- Approach management and business from a long-term perspective, and proactively anticipate social changes

Overseas

- Expanding overseas operations in tandem with the Group's growth

Financial Targets

Net Sales	Over 190.0 billion yen
Operating Profit	Over 16.1 billion yen
Operating Profit Margin	Over 8.5 %

Non-Financial Targets

- Improving the qualitative satisfaction of key stakeholders
- Realizing Essential Sustainability Management
- Adapting to long-term societal changes

The NOMURA Group: Spatial Design for Any Occasion

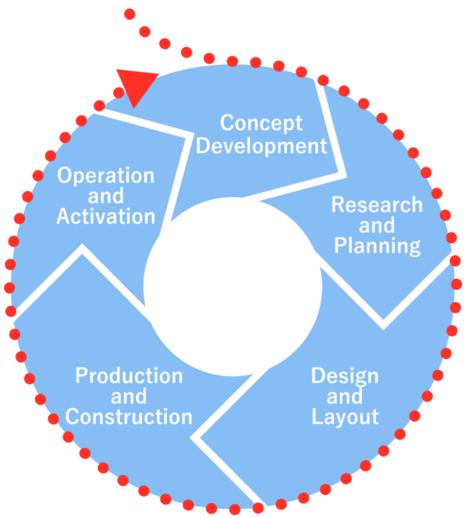
—Transcending the boundaries of the display industry to become a one-of-a-kind corporate group—

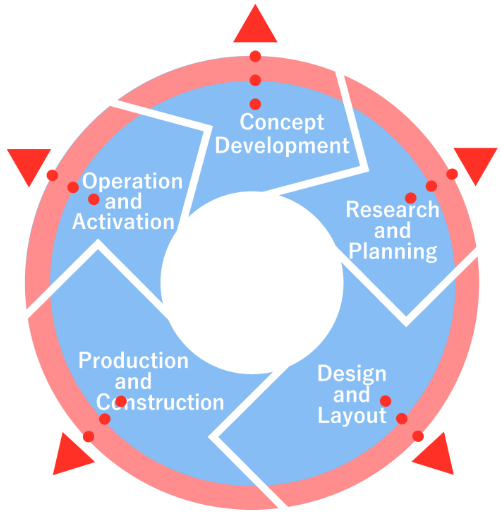
As professionals who have walked alongside spaces throughout our history, we have never been content with the status quo and have continued to deliver exceptional value.

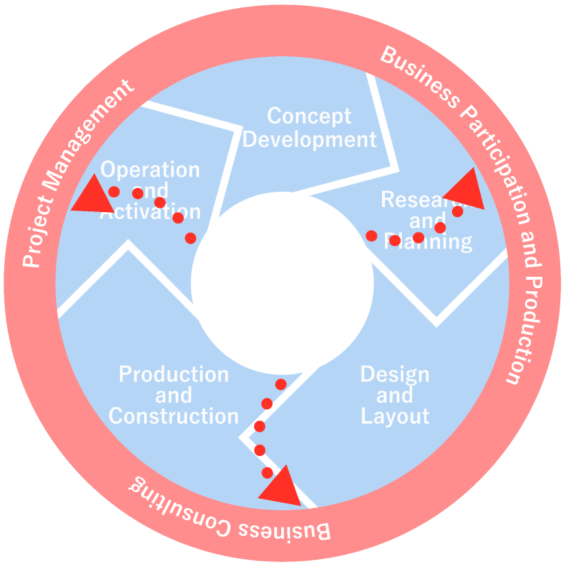
Moving forward, we will continue to approach spaces with a human-centered perspective, and we view expanding our engagement with spaces to a broader scope and in a sustainable manner as the growth driver of the NOMURA Group, and we will continue to contribute to people's lives and society.

Over the next three years, we aim to become a one-of-a-kind corporate group that consistently provides society with diverse value created through our spaces, maintaining the highest standards.

Mid-Term Management Plan: Business Strategy





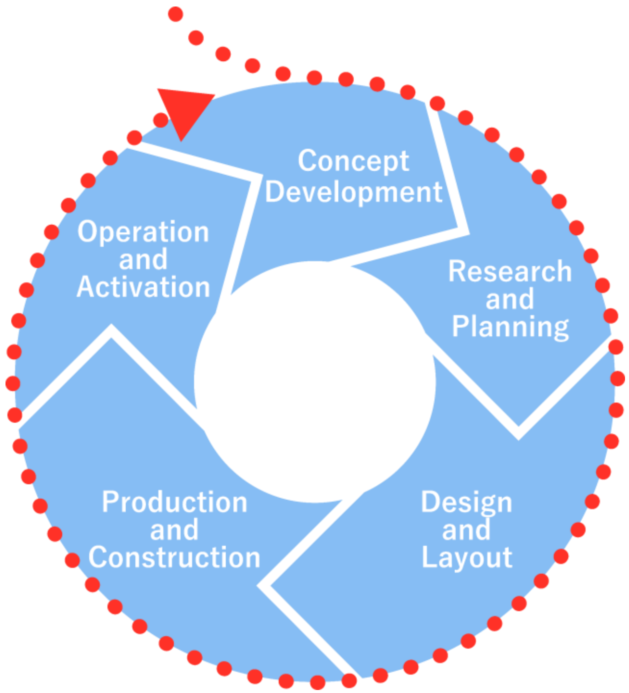


Driving the cycle of spatial design to foster the next wave of innovation

Evolving products and services to provide value tailored to the times

Developing diverse business models centered on space

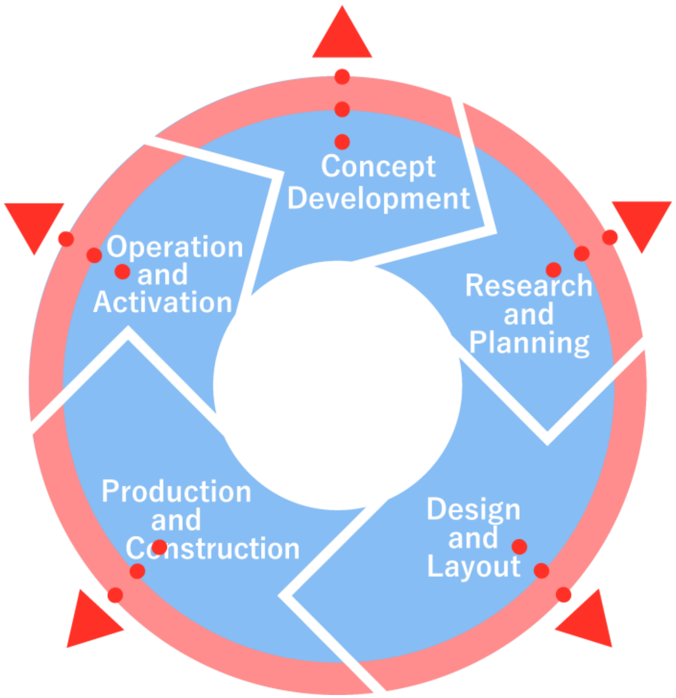
Driving the cycle of spatial design to foster the next wave of innovation



Think Ahead to the Future

Rather than limiting our involvement in spaces to a one-time engagement,
we will remain involved from the beginning of a space, through its subsequent use, and beyond, continuing to be part of a cyclical process.

Evolving products and services to provide value tailored to the times

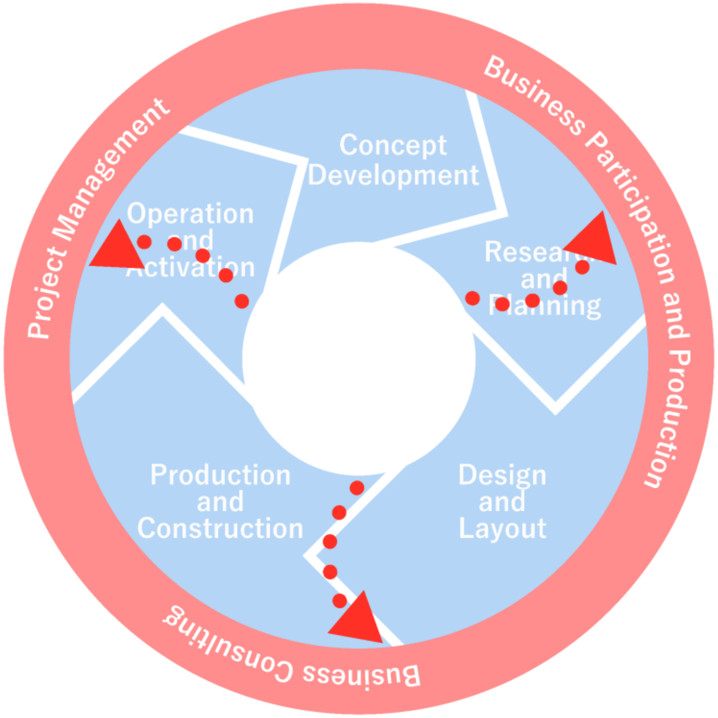


Continuously Refine

As the role expected of spaces continues to evolve, the NOMURA Group is advancing the evolution of its products and services.

While strengthening its existing products and services, the Group is also expanding its portfolio by developing new offerings.

Developing diverse business models centered on space



Expanding our approach

Not just taking on projects,
but also challenging new business models such as participating as a project management and business operator for projects that leverage our expertise in spatial design.

Mid-Term Management Plan: Organizational Capabilities Strategy

By strengthening our most important resource—our people—and responding appropriately to societal changes,
we aim to strengthen our management foundation to generate long-term business opportunities

Developing and strengthening employees with diverse strengths

Establishing a stable and flexible production system

Fostering a company-wide commitment to sustainability as a source of competitive advantage

Approach management and business from a long-term perspective, and proactively anticipate social changes

Expanding Overseas Operations in Tandem with Group Growth

Based on the fundamental policy of "Connecting Group Functions Globally and Making Overseas Operations a Pillar of Growth,"
we will rebuild our collaboration mechanisms to establish a structure that optimally combines resources across borders

Overseas Strategy: 5 Key Objectives

- Development of High-Quality Global Projects and Clients
- Gaining international recognition for our creative work
- Optimization of the Supply Chain (Production and Procurement)
- Establishment of Cross-Border Project Management
- Circulation of expertise (human resources and information)

Financial Targets, Management Indicators, and Non-Financial Targets

Financial Targets

	FY 2025 Actual Results	FY 2028 Targets
Net Sales	162.6 billion yen	Over **190.0 billion yen**
Operating Profit	12.8 billion yen	Over **16.1 billion yen**
Operating profit margin	7.8%	Over **8.5%**

Management Indicators

Capital efficient	ROE 15.7%	**ROE** Over **16.5%**
Shareholder returns	DOE 8.1%	**The higher of a DOE of at least 7% or a dividend payout ratio of 50%**

Non-Financial Targets

- Improvement in the qualitative satisfaction of key stakeholders
- Realizing Essential Sustainability Management
- Adapting to long-term societal changes

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	**41,462**
Gross profit	5,099	4,633	6,209	11,436	31,720	7,258	8,267	**8,148**
(ratio)	17.5%	16.0%	17.1%	20.4%	22.3%	18.3%	20.3%	**19.7%**
SG&A expenses	4,073	4,215	4,566	5,623	4,563	4,893	5,208	**5,284**
(ratio)	14.0%	14.6%	12.6%	10.0%	11.2%	12.3%	12.8%	**12.7%**
Operating income	1,025	417	1,642	5,812	4,530	2,364	3,058	**2,864**
(ratio)	3.5%	1.4%	4.5%	10.4%	11.1%	6.0%	7.6%	**6.9%**
Non-operating income	97	16	15	42	79	57	27	**64**
Non-operating expenses	–	29	(21)	2	17	(11)	0	**27**
Ordinary income	1,123	404	1,679	5,852	4,593	2,434	3,085	**2,901**
(ratio)	3.9%	1.4%	4.6%	10.4%	11.3%	6.1%	7.6%	**7.0%**
Extraordinary income	–	–	273	0	–	40	21	**0**
Extraordinary loss	–	12	6	3	–	187	2	**10**
Income before income taxes and minority interests	1,123	391	1,947	5,848	4,593	2,288	3,104	**2,891**
Net income	606	245	1,383	4,522	3,024	1,417	2,078	**2,613**
(ratio)	2.1%	0.8%	3.8%	8.1%	7.4%	3.6%	5.1%	**6.3%**

Consolidated Balance Sheet

(Millions of yen)	FY2024		FY2025		
	Actual	ratio	Actual	ratio	Year-on-year comparison; change
Current assets	88,356	86.2%	79,327	83.2%	(10.2%)
Property, plant and equipment	7,585	7.4%	7,890	8.3%	+4.0%
Intangible assets	1,057	1.0%	639	0.7%	(39.6%)
Investments and other assets	5,499	5.4%	7,475	7.8%	+35.9%
Total assets	102,500	100.0%	95,333	100.0%	(7.0%)
Current liabilities	43,228	42.2%	28,659	30.1%	(33.7%)
Long-term liabilities	4,990	4.8%	4,638	4.8%	(7.0%)
Total liabilities	48,218	47.0%	33,298	34.9%	(30.9%)
Net assets	54,281	53.0%	62,035	65.1%	+14.3%
Total liabilities and net assets	102,500	100.0%	95,333	100.0%	(7.0%)

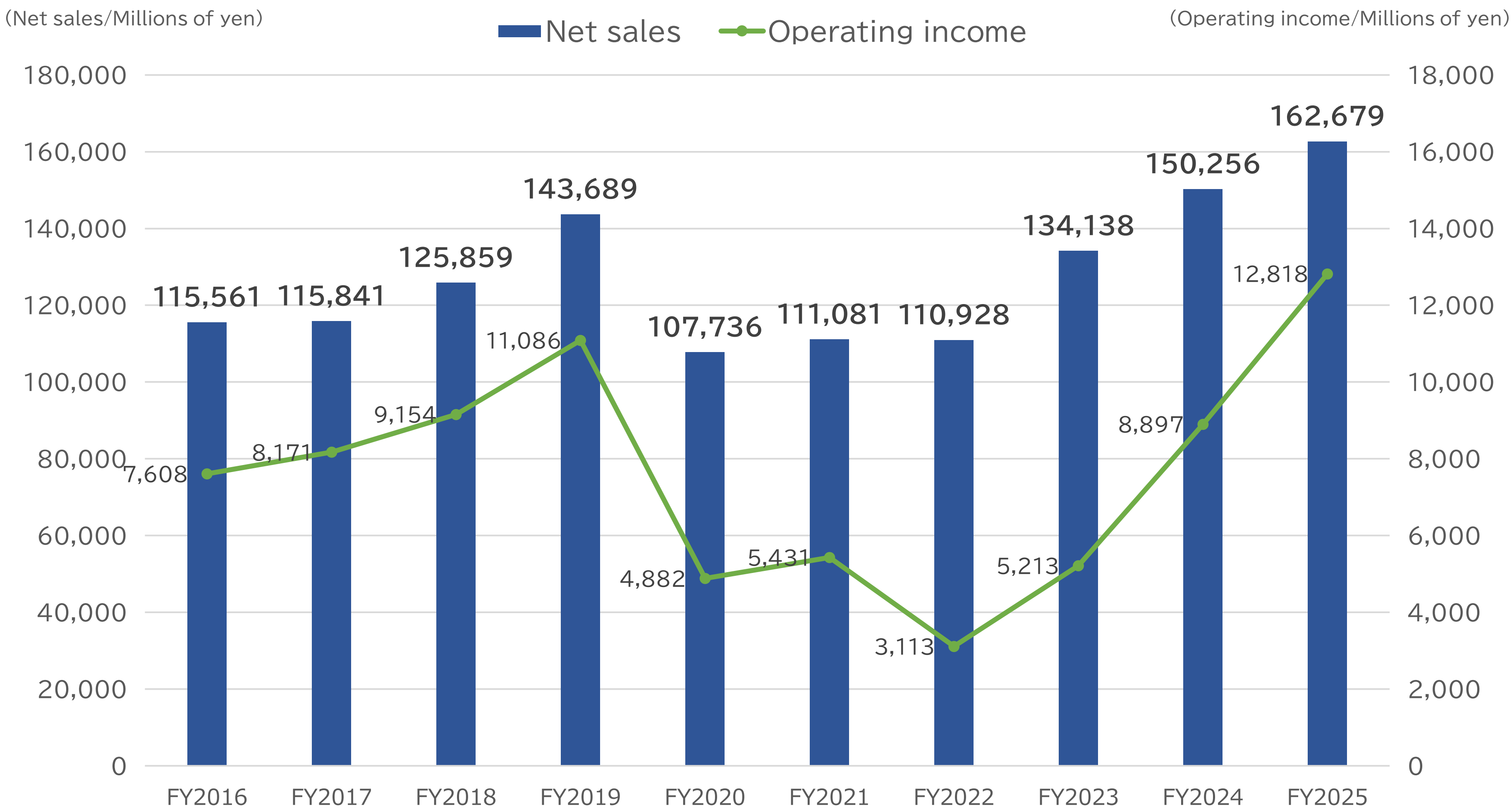
Consolidated statements of cash flows

(Millions of yen)	FY2024	FY2025
Net cash provided by operating activities	1,675	**10,865**
Net cash provided by investing activities	45	**(999)**
Net cash used in financing activities	(3,089)	**(3,657)**
Net increase in cash and cash equivalents	(1,291)	**6,230**
Cash and cash equivalents at beginning of period	32,613	**31,322**
Cash and cash equivalents at end of year	31,322	**37,552**

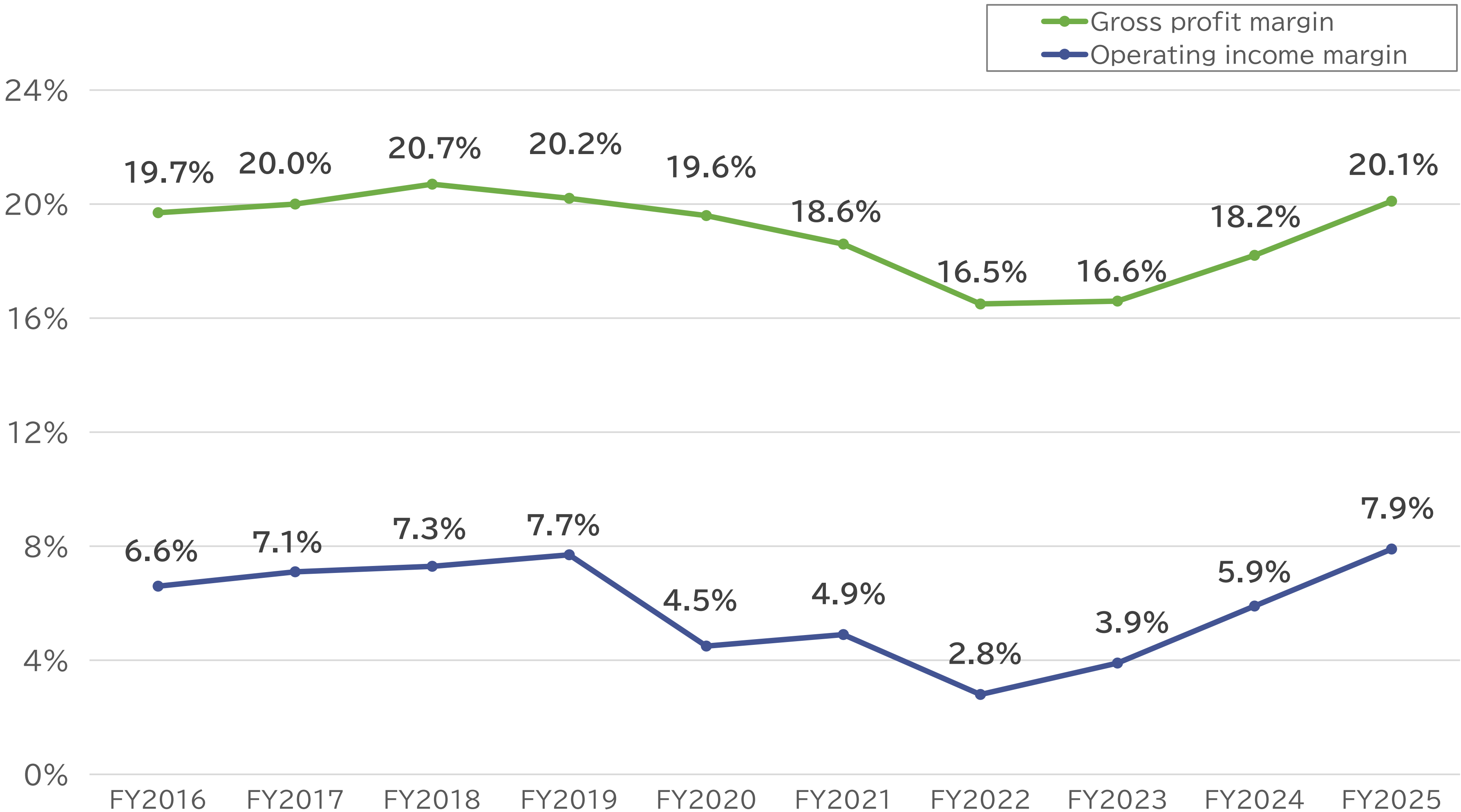
Quarterly Sales by Market Segment

(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	**10,267**
Department store and mass merchandise store market	968	1,034	928	1,591	1,058	759	1,089	**1,082**
Shopping center market	3,142	2,707	3,584	10,995	4,723	4,538	3,741	**5,014**
Public relations and sales promotion market	2,317	3,586	3,152	2,826	4,073	3,445	5,846	**3,845**
Museum and art museum market	2,111	1,916	2,030	3,956	2,189	2,116	2,399	**2,927**
Leisure facility market	5,388	6,009	5,721	7,147	3,625	7,867	4,409	**8,680**
Exposition and event market	1,430	1,856	3,793	11,791	8,744	2,093	2,844	**1,133**
Other markets	4,711	4,816	6,008	9,840	7,401	6,838	7,318	**8,511**
Total	29,070	28,875	36,288	56,022	40,815	39,719	40,681	**41,462**

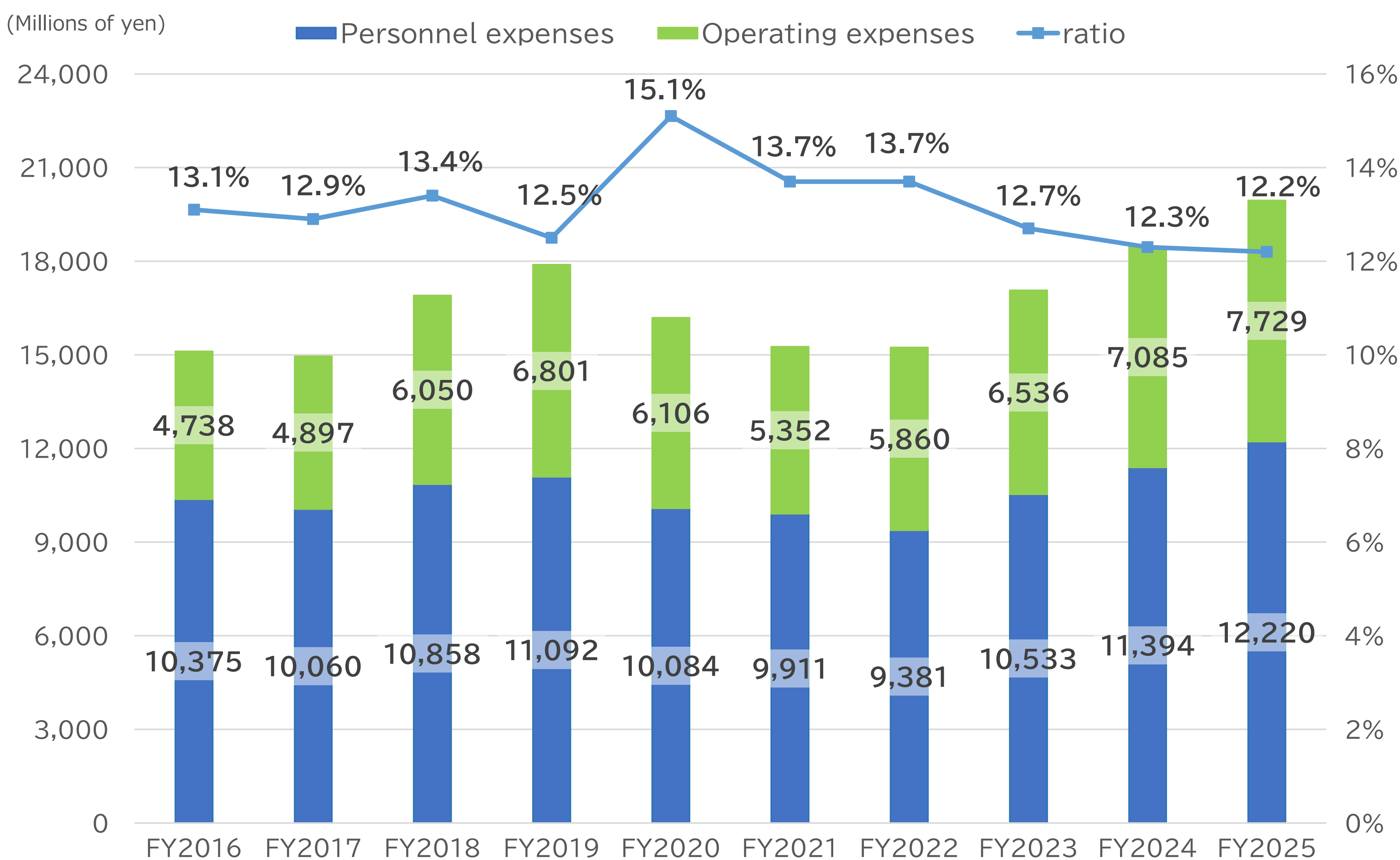
[10-Year Trends] Full-Year Results



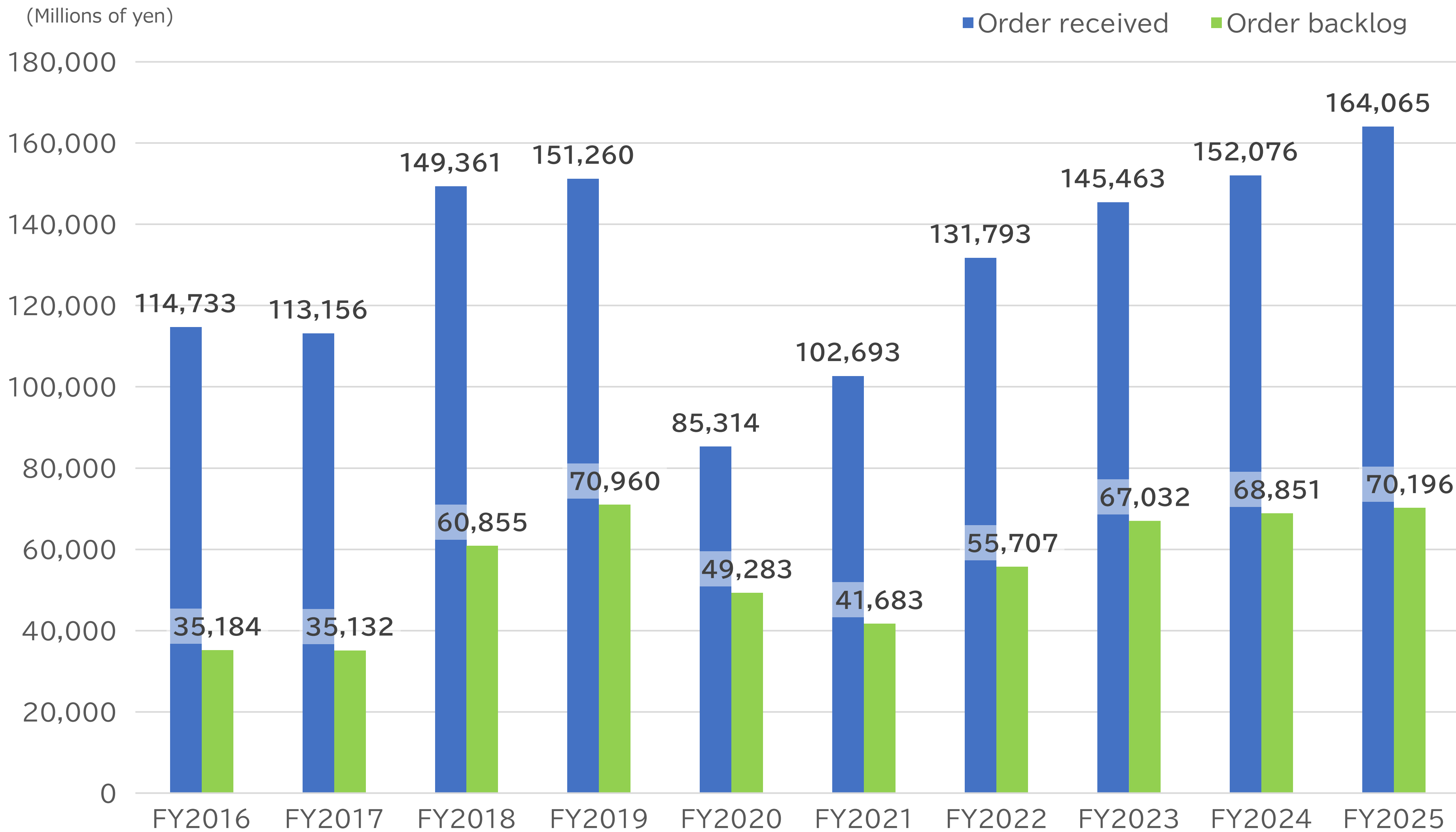
[10-Year Trends] Gross Profit Margin and Operating Income Margin



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



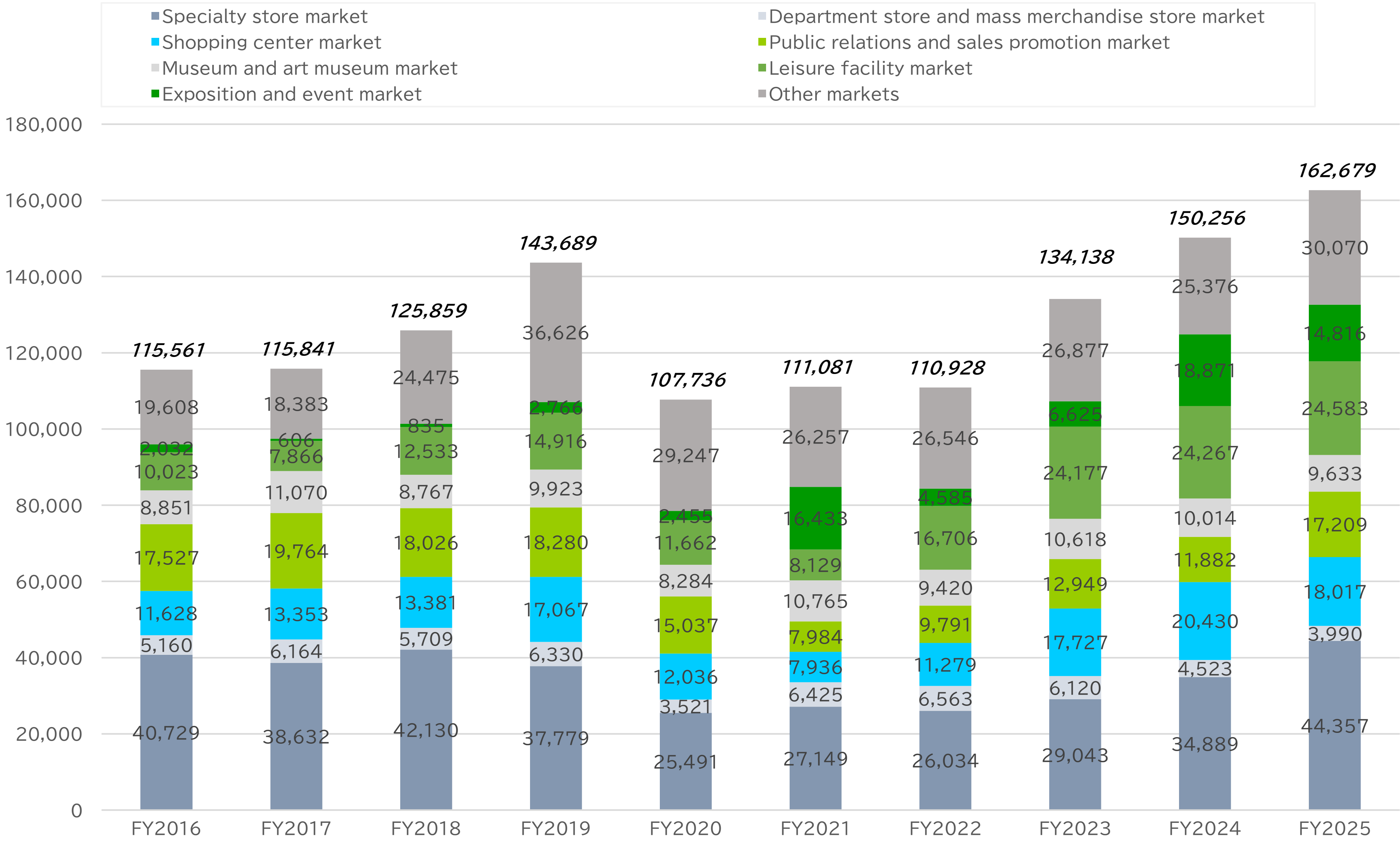
[10-Year Trends] Orders received and backlog



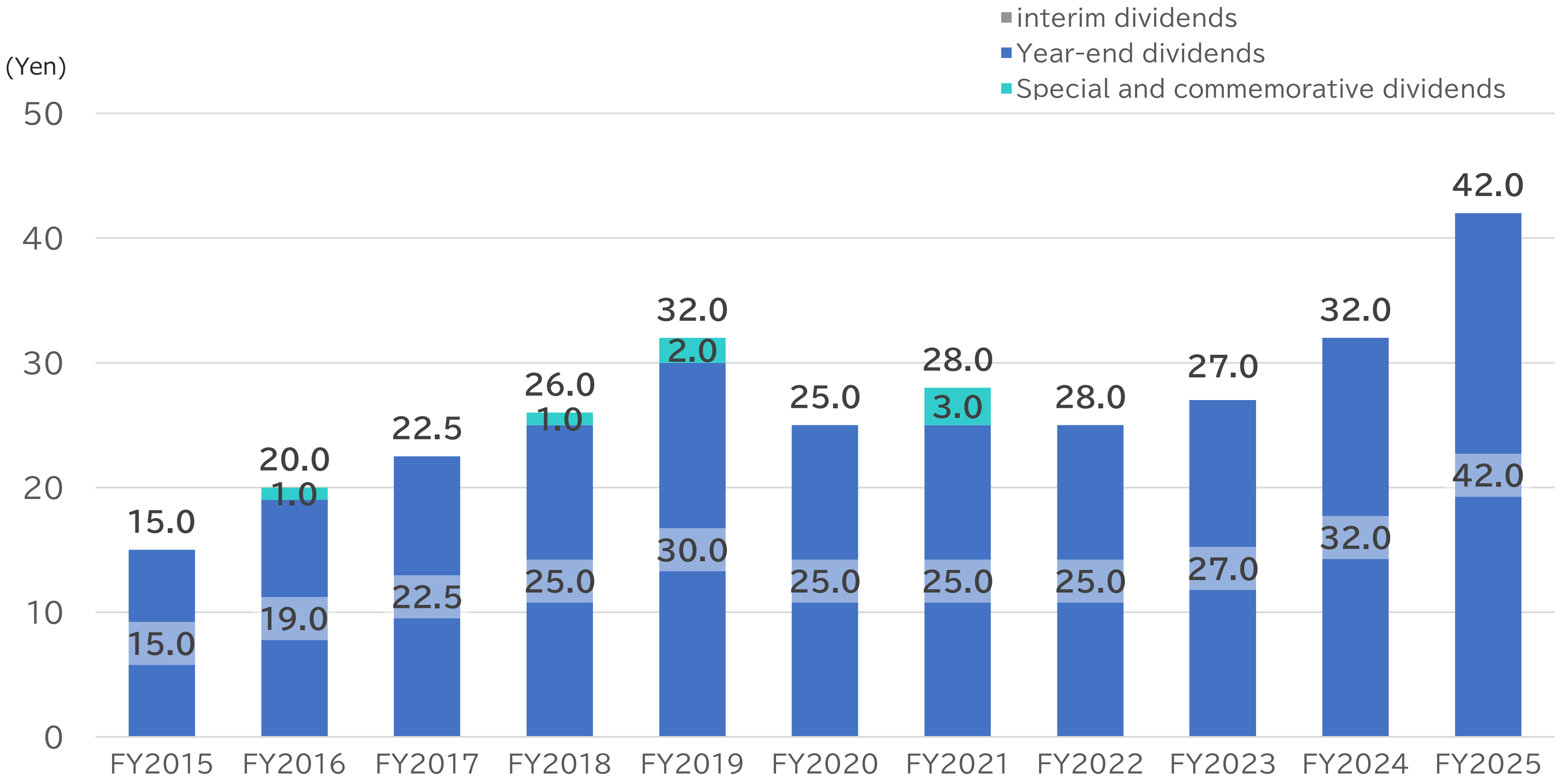
(Note) Food & Beverage and Product Sales businesses are not shown due to different order concepts.

[10-Year Trends] Net Sales by Market Segment

(Millions of yen)



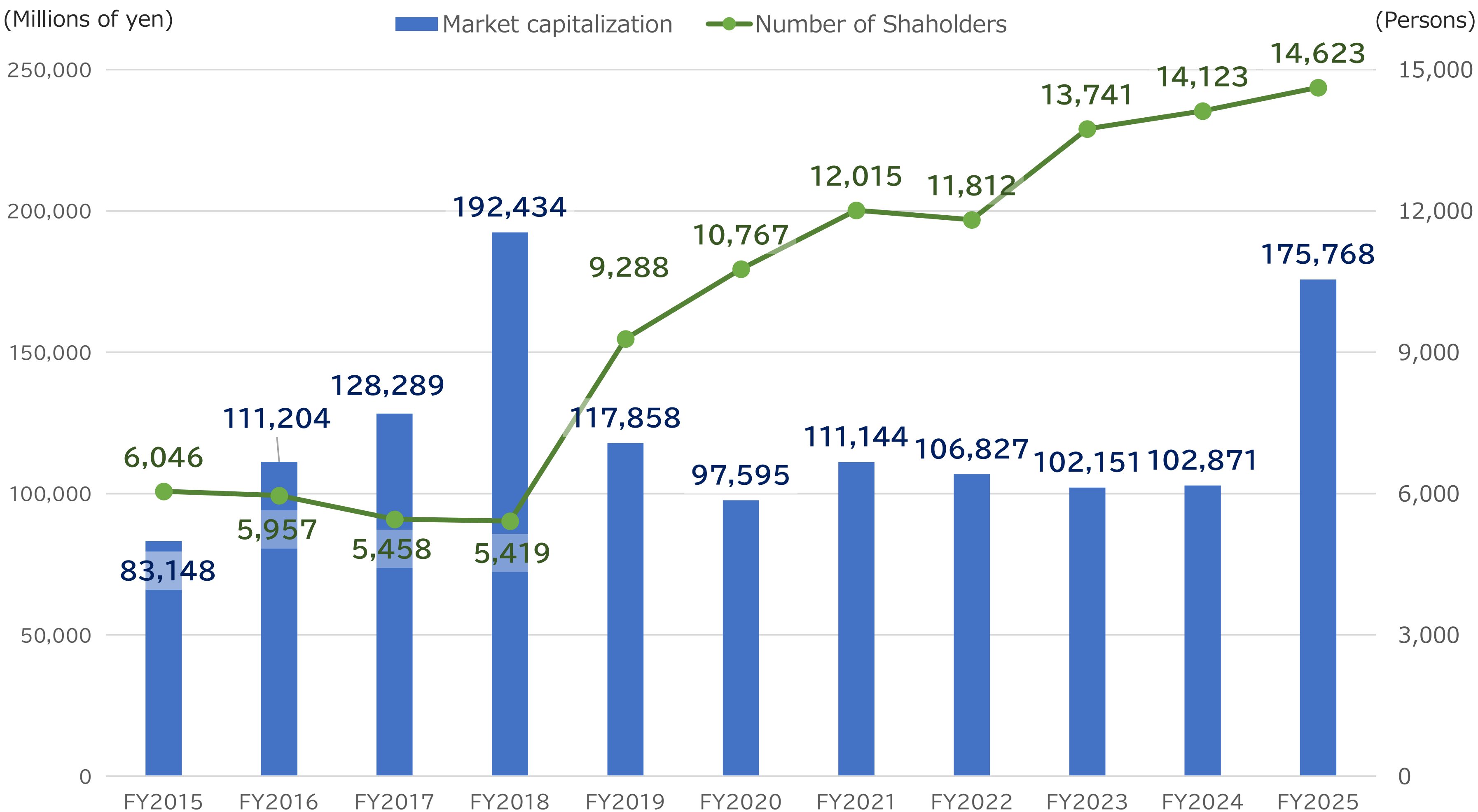
[Stock Information] Shareholder Returns and Dividends



*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	44.0%	44.4%	42.9%	45.7%	90.6%	78.2%	124.9%	77.9%	52.8%	51.3%
DOE	6.7%	6.7%	7.0%	7.8%	5.8%	6.5%	5.7%	6.1%	6.8%	8.1%
stock price all-time high (yen)	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	1,466.0
stock price all-time low (yen)	663.5	901.5	1,017.5	961.0	642.0	787.0	831.0	819.0	738.0	704.0

[Stock Information] Market capitalization and number of shareholders

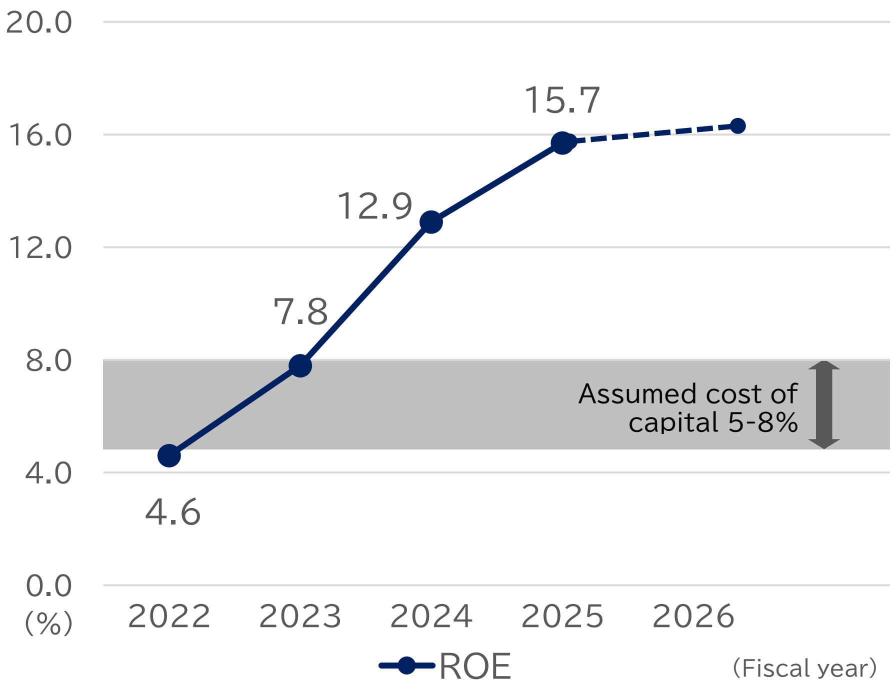


*A 2-for-1 stock split of common stock was implemented on June 1, 2019.

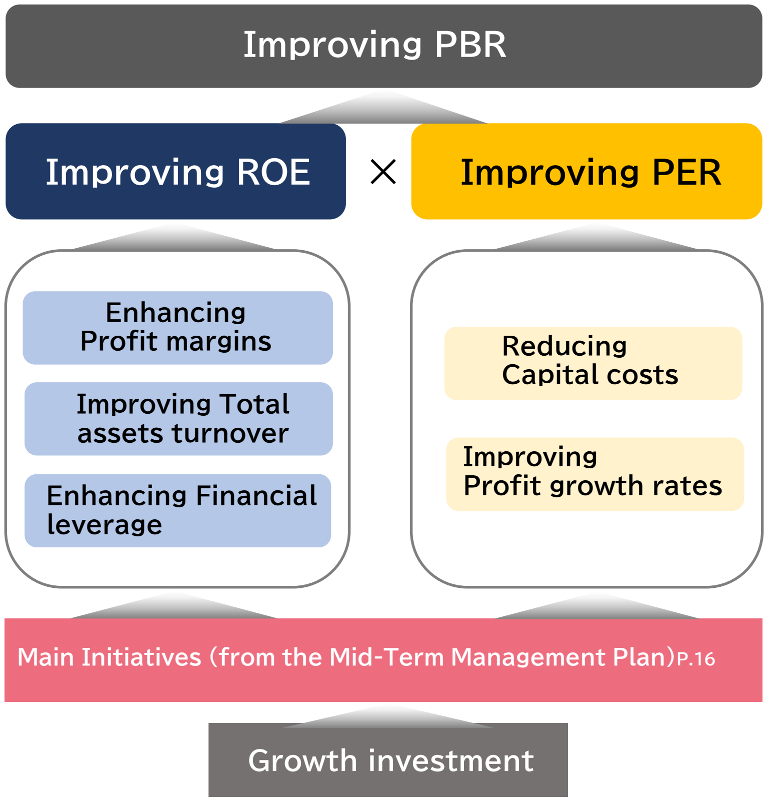
*Market capitalization and number of shareholders at the end of each fiscal year.

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

ROE / Cost of Capital



Main initiatives to improve PBR



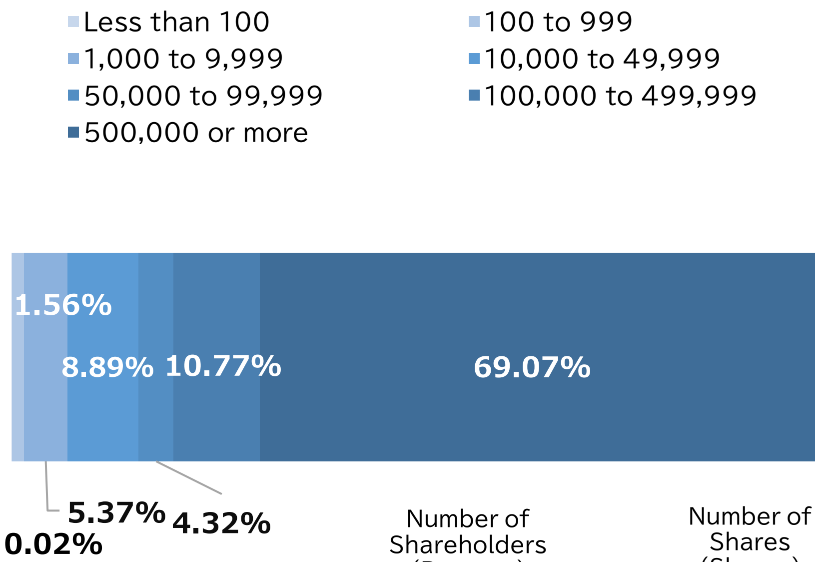
Current Situation

- Although the stock price has risen by about 70% over the past year, it has not yet returned to pre-pandemic levels
- 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
- Continue efforts to improve profitability and aim to maintain a high level of ROE

- Towards further improve PBR, taking steps to improve both ROE (=improved profitability) and PER (=improved growth prospects)
- While making appropriate growth investments, strengthening measures to ensure that the various initiatives identified in our mid-term management plan are successfully implemented and yield tangible results

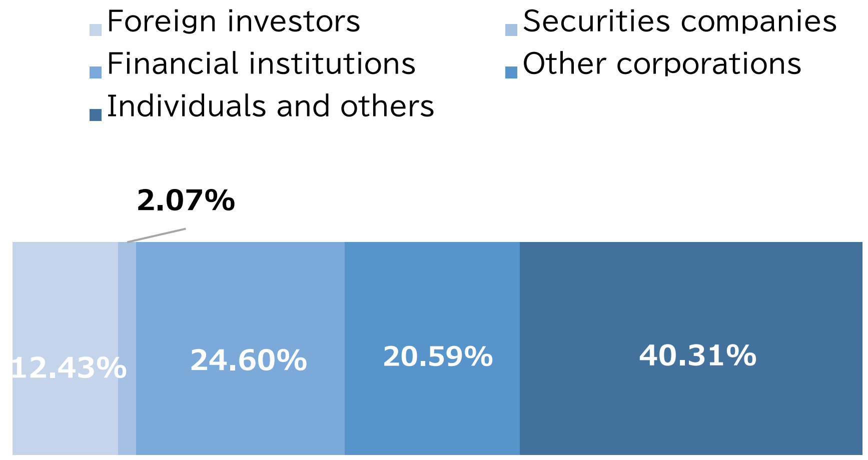
[Stock Information] Shareholder Composition (as of the end of February 2026)

Distribution of Shares Owned by Shareholder



	Number of Shareholders (Persons)	Number of Shares (Shares)
Less than 100	3,364	22,815
100 to 999	8,271	1,865,448
1,000 to 9,999	2,316	6,442,294
10,000 to 49,999	498	10,658,298
50,000 to 99,999	75	5,177,477
100,000 to 499,999	67	12,913,125
500,000 or more	32	82,817,131
	14,623	119,896,588

Distribution of Shares by Type of Shareholder



	Number of Shareholders (Persons)	Number of Shares (Shares)
Foreign investors	237	14,908,956
Securities companies	26	2,478,604
Financial institutions	26	29,492,880
Other corporations	170	24,681,605
Individuals and others	14,164	48,334,543
	14,623	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
  162,679 million yen (FY2025)
- Number of employees (As of the end of February 2026)
  All Nomura Group employees 2,742
  (including contract employees)
  Consolidated 2,154 (regular employees)
  Non-consolidated 1,587 (regular employees)
- Business Research, planning , consulting , design, layout, production, construction, operation and management in the field of spatial creation
- Consolidated subsidiaries 7 companies

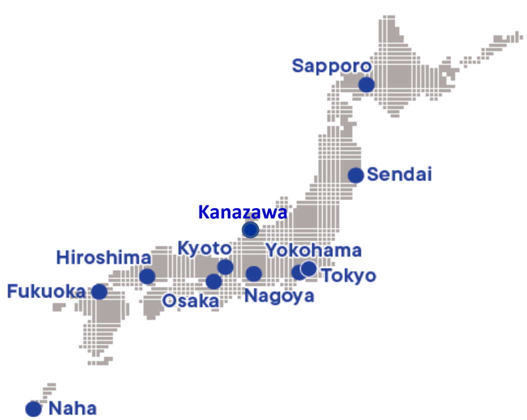
NOMURA ARCHS Co., Ltd.
NOMURA MEDIAS Co., Ltd.
C's·Three Co., Ltd.
RIKUYOSHA Co., Ltd.
NOMURA (Beijing) Co., Ltd.
NOMURA Design & Engineering Singapore Pte. Ltd.
NOMURA Design & Engineering Malaysia Sdn. Bhd.

- Domestic and Overseas Offices (As of March 1, 2026)

Locations in Japan

11 cities

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



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

Founded by Taisuke Nomura in Takamatsu. NOMURA initially creates scene shifting services for theaters

● 1892-1945

Expansion from popular entertainment to exhibitions and decorative displays

Events (chrysanthemum dolls, events at sumo halls and exhibitions) and department store

● 1946-1969

Start of management modernization and the establishment of the display industry

Department stores, exhibitions, art exhibitions and amusement parks

● 1970-1989

Business expansion and strengthening of management framework

World Exposition, commercial facilities, museums, exhibitions, corporate PR facilities and showrooms

● 1990-2012

Overcoming market fluctuations and becoming "Nomura: the company you choose"

Brand stores, chain stores, visitor attractions, work as designated administrator and operator, and urban development

● 2013-2022

Becoming a Prosperity Partner that maximize our customers' prosperity

Shopping centers, hotels, theme parks, offices, vitalization of local communities, and digital technology

● 2023-

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

Founder Taisuke Nomura

12-dangaeshi tiered chrysanthemum doll display at Ryogoku Sumo Hall Arena
Around 1924

Store decorations, Takashimaya Osaka Store
1947

Expo Osaka 1970
© Osaka Prefecture

NTV Clock (design by Hayao Miyazaki)
2006

TOKYO Solamachi®
2012
© TOKYO-SKYTREETOWN

The projection mapping to celebrate the NOMURA Group's 130th anniversary in 2022

A book published in 2023 showcasing NOMURA Group employees and their passion to create "happy spaces"

Sanuki Pavilion, National Industrial Exhibition (Takamatsu Expo)
1928

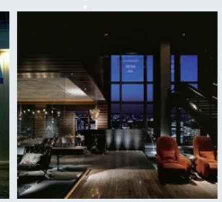
The First All-Japan Motor Show
1954
© Japan Automobile Manufacturers Association, Inc.

MISAKI KOEN Amusement Park (Ride Fair)
1960

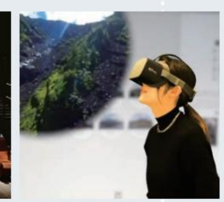
Ikebukuro PARCO
1969

Tsukuba Expo '85 Government Pavilion/ History Pavilion 1985
Tsukuba Expo '85 Memorial Foundation

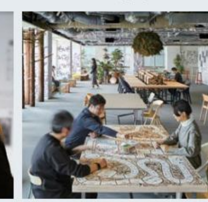
Shiseido Parlour Ginza 8-Choume Store
1997



Mandarin Oriental Tokyo Main dining
2005

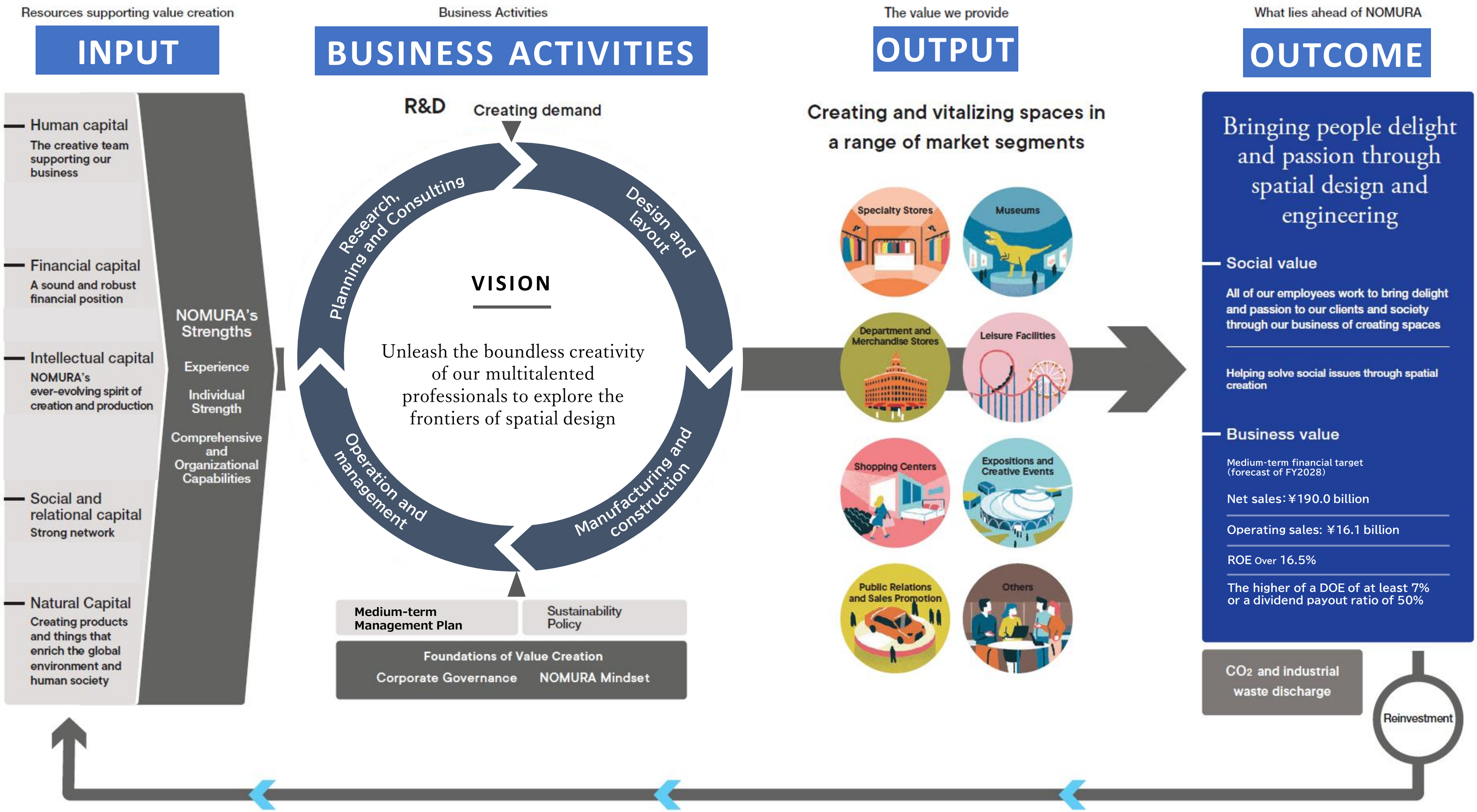


Fujisan World Heritage Center
2016



The NOMURA Group office consolidation project implemented in Daiba, Minato-ku, Tokyo
2021

NOMURA Group: The Full Cycle of Our Business Activity



A leading company in the display services

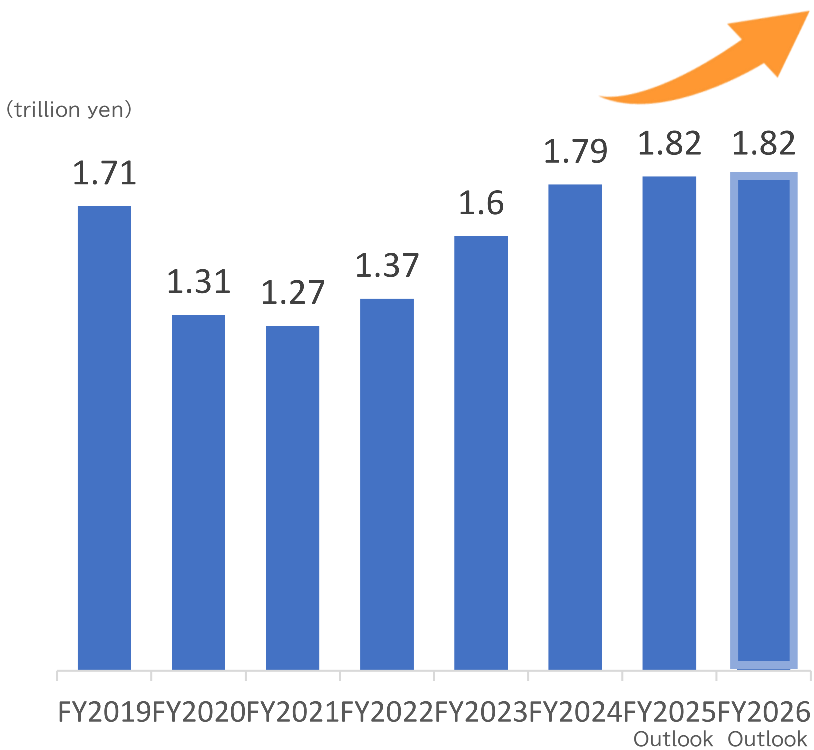
＊the display services is related to the exhibition design and construction of commercial facilities, events, theme parks, museums, offices, etc.

The Hotel Seiryu Kyoto Kiyomizu

The 46th Tokyo Motor Show Toyota Booth

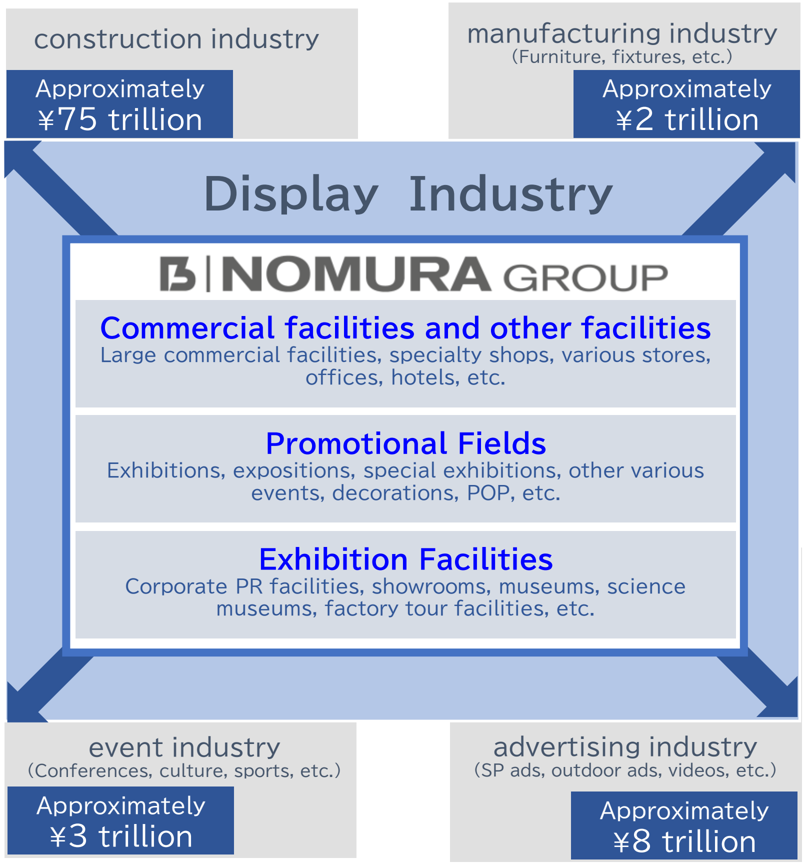
Aiming to further business expansion through the growth of the industry and exploring new business fields

Change in Scale of Display Market



Source: Yano Research Institute Ltd.

Exploring new business fields



Display Services Market Share

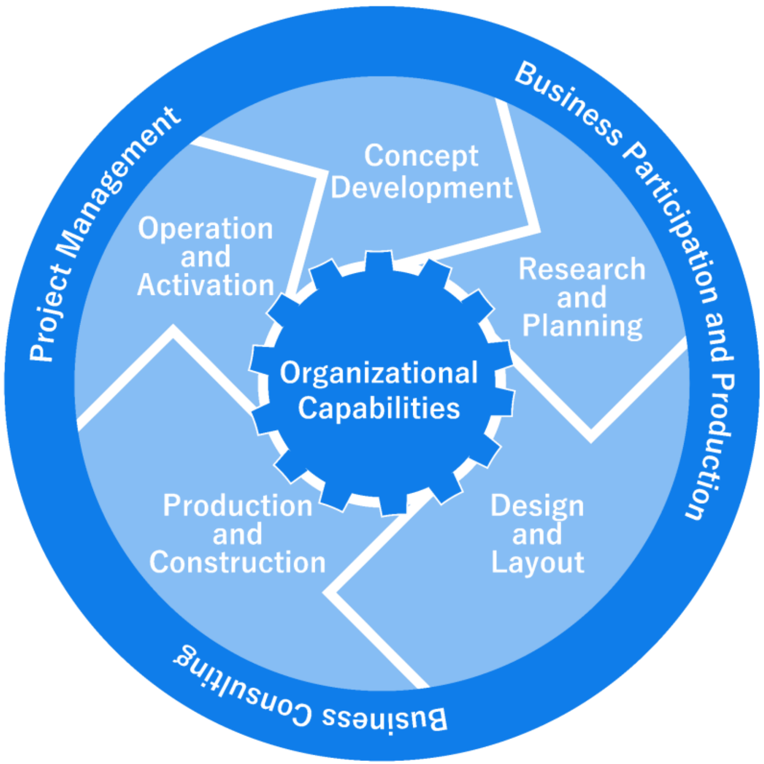
Share of the top 10 companies in the total sales of the top 30 companies in the display service

FY2004				FY2014				FY2024			
order	Company Name	Net sales (Millions of yen)	share	order	Company Name	Net sales (Millions of yen)	share	order	Company Name	Net sales (Millions of yen)	share
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	YOSHICHU 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.

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

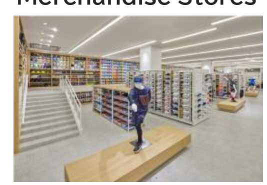
Leisure Facilities

Museums

Public relations and Sales promotion

Expositions and Creative Events

Department and Merchandise Stores



Others

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

1 Experience

Trust built with our clients

Number of clients	Percentage of sales from repeat clients	Number of contracted projects annually
2,880	93.8%	12,977

2 Individual Strengths

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

Planners & Designers	Product Director	Number of design awards received
620	610	111

First-class architects	First-class architectural construction management engineers
135	309

3 Comprehensive and Organizational Capabilities

Production system capable of handling large projects

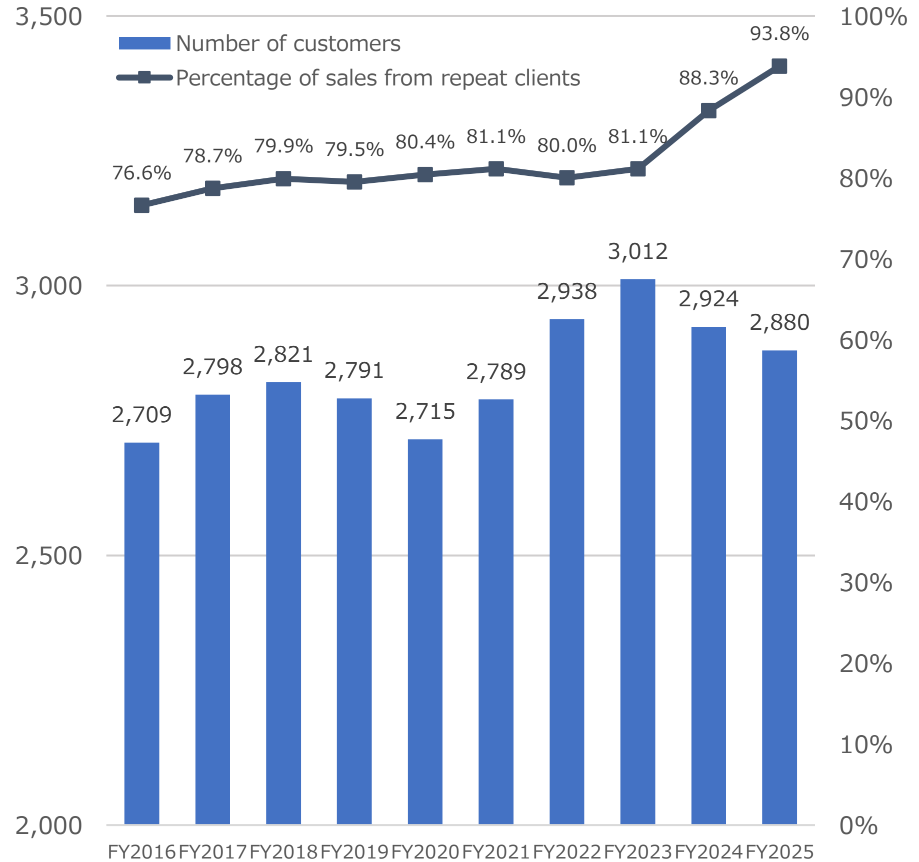
Domestic bases	Overseas bases	Consolidated subsidiaries	Partner companies
11 cities	9 cities	7	More than 550

Number of clients	Percentage of sales from repeat clients	Number of contracted projects annually
2,880	93.8 %	12,977

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.

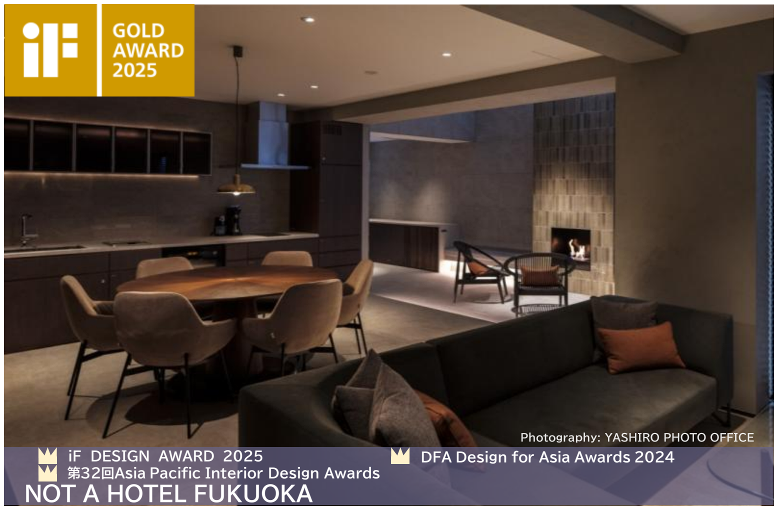
Number of Customers and Percentage of sales from repeat clients (Consolidated)



2. Individual Strengths

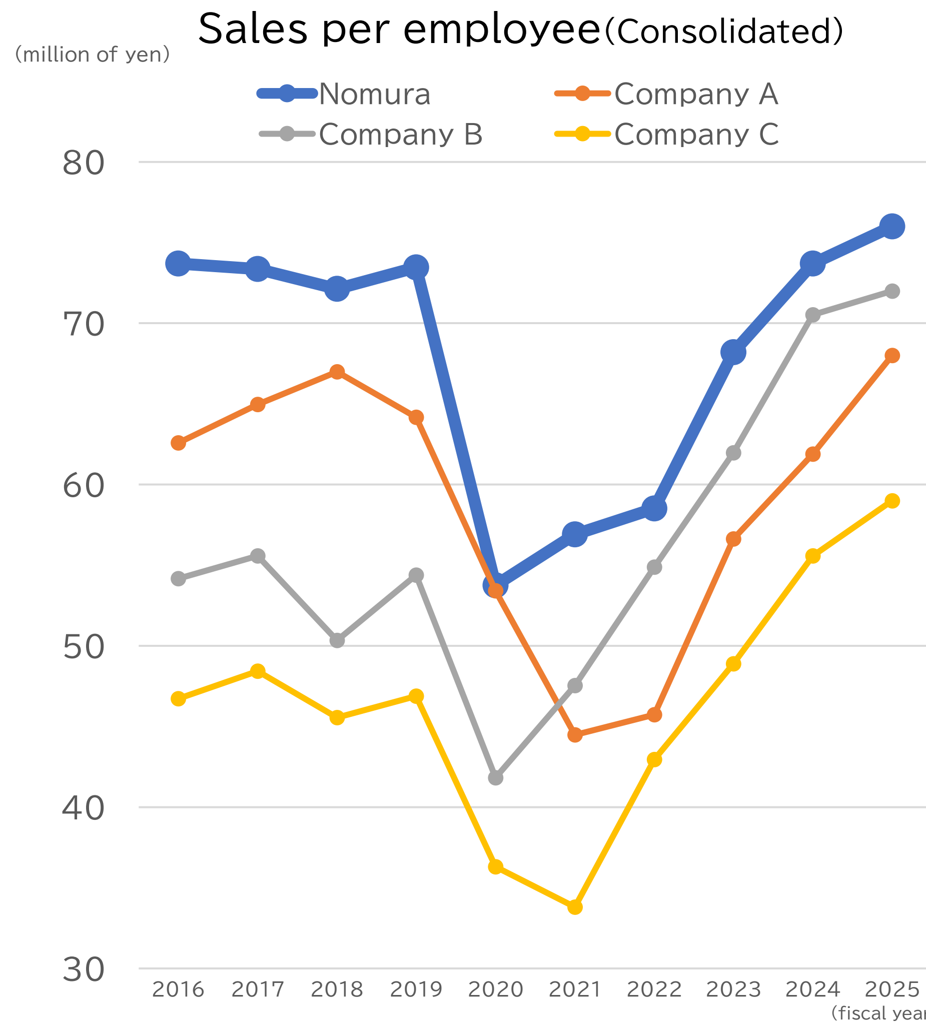
Planners & Designers	Product Director	First-class architects	First-class architectural construction management engineers	Number of design awards received
620	610	135	309	111

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



iF DESIGN AWARD 2025
第32回Asia Pacific Interior Design Awards
DFA Design for Asia Awards 2024
NOT A HOTEL FUKUOKA

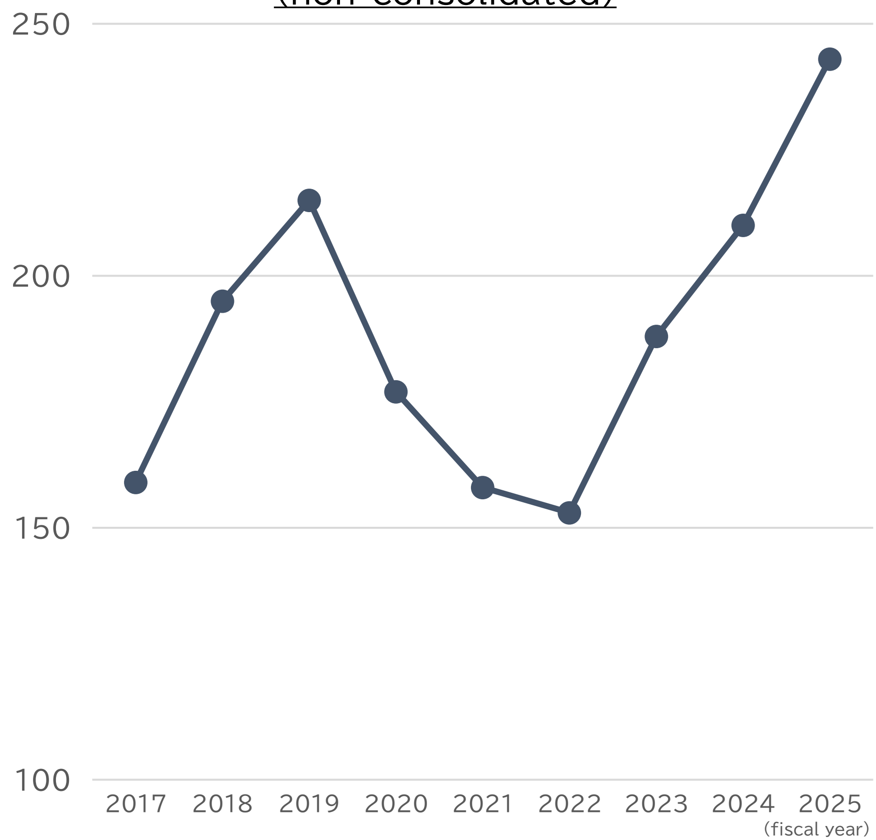
iF DESIGN AWARD 2025
atelier Kyobaum/ Kyoto COMMERCIAL SPACE



Domestic bases	Overseas bases	Consolidated subsidiaries	Partner companies
11 cities	9 cities	7	More than 550

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

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.