



Financial Summary for the 1st Quarter of Fiscal 2025

Jul/10/2025

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 1st Quarter of Fiscal 2025**
2. NOMURA's strengths /
Future development
3. Supplemental Material /
Corporate Profile

■ Highlights of FY2025_1Q Earnings

- Net sales increased year-on-year due to EXPO 2025 Osaka, Kansai, Japan as well as solid sales of large-scale projects in each of the key markets.
- Gross profit margin improved to 22.3% due to successful profitability improvement measures. Operating income increased by 341.8% year on year.

	FY2024		FY2025			
	1Q	ratio	1Q	ratio	Year-on-year	
Unit: millions of yen						
Net sales	29,070	100.0%	40,815	100.0%	+11,744	+40.4%
Gross profit	5,099	17.5%	9,094	22.3%	+3,995	+78.4% (+4.8P)
Operating income	1,025	3.5%	4,530	11.1%	+3,505	+341.8% (+7.6P)
Ordinary income	1,123	3.9%	4,593	11.3%	+3,470	+309.0% (+7.4P)
Net income	606	2.1%	3,024	7.4%	+2,418	+398.5% (+5.2P)

■ Net sales and Gross profit

	FY2024		FY2025		Year-on-year	
	1Q	ratio	1Q	ratio		
Unit: millions of yen						
Net sales	29,070	100.0%	40,815	100.0%	+11,744	+40.4%
Gross profit	5,099	17.5%	9,094	22.3%	+3,995	+78.4%

- ▶ Net sales increased by 40.4% year on year due to the completion of projects related to EXPO 2025 Osaka, Kansai, Japan and steady progress in large-scale projects such as urban redevelopment, corporate PR facilities, and offices.
- ▶ Gross profit increased by 78.4% year on year, due to the substantial increase in net sales, which offset personnel, operating, and other costs, as well as the effects of greater profitability. The gross profit margin also improved by 4.8 percentage points to 22.3%.

Selling, general and administrative expenses

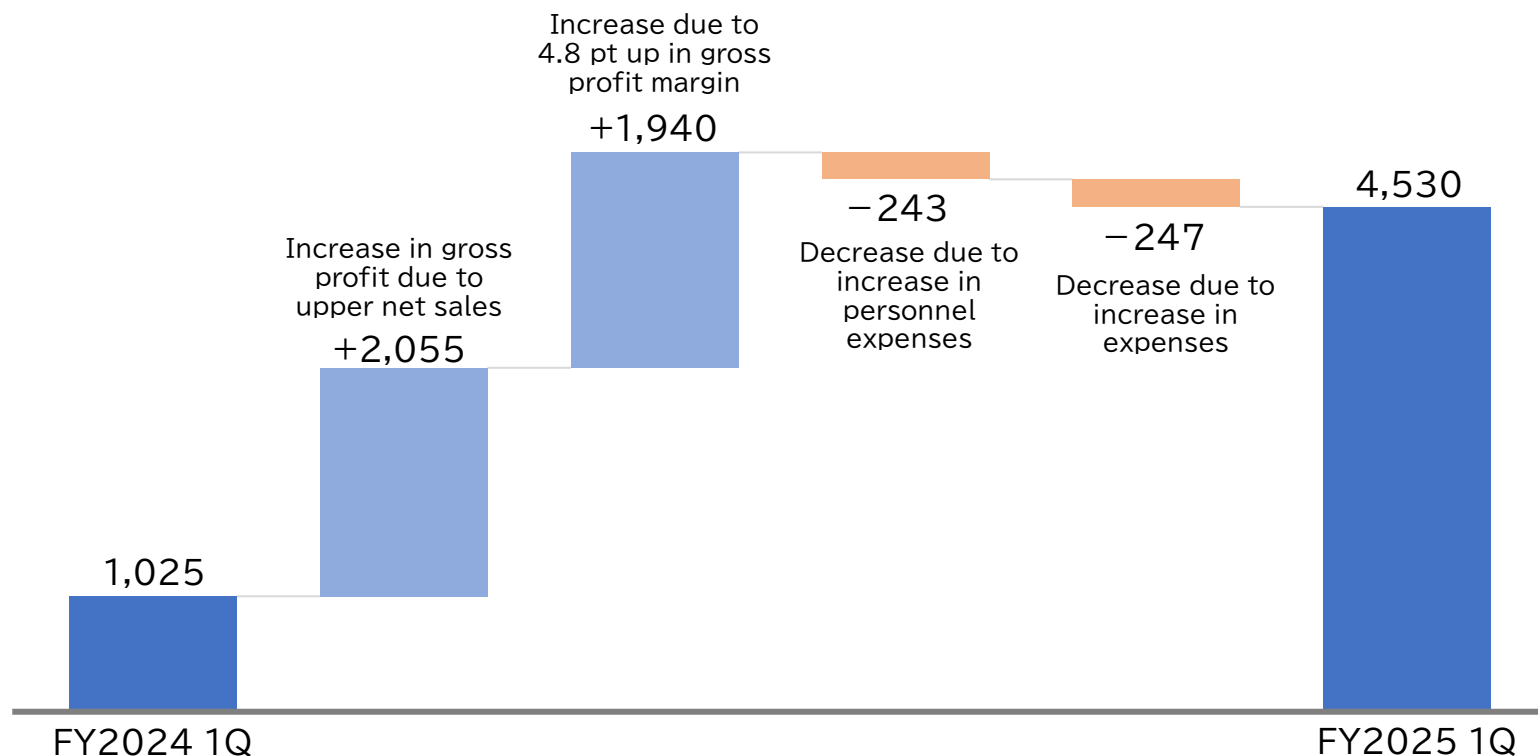
Unit: millions of yen	FY2024		FY2025		Year-on-year	
	1Q	ratio	1Q	ratio		
Personnel expenses	2,444	8.4%	2,687	6.6%	+243	+9.9%
Operating expenses	1,629	5.6%	1,876	4.6%	+247	+15.2%
SG&A expenses	4,073	14.0%	4,563	11.2%	+490	+12.0%

- SG&A expenses increased by 12.0% year on year due to the increase in personnel expenses due to factors such as an increase in personnel and better compensation, as well as increases in IT-related expenses and human resources development costs associated with growth investment.

■ Factors behind changes in operating income (YoY change)

- ▶ Operating income increased by 341.8% year on year due to the large increase in gross profit offset the increase in SG&A expenses.

	FY2024		FY2025			
Unit: millions of yen	1Q	ratio	1Q	ratio	Year-on-year	
Operating Income	1,025	3.5%	4,530	11.1%	+3,505	+341.8%



■ Ordinary income and Net income

	FY2024		FY2025		Year-on-year	
Unit: millions of yen	1Q	ratio	1Q	ratio		
non-operating income or expenses	97	0.3%	62	0.2%	-35	-36.0%
Ordinary income	1,123	3.9%	4,593	11.3%	+3,470	+309.0%
Extraordinary income or loss	—	—	—	—	—	—
Income before income taxes	1,123	3.9%	4,593	11.3%	+3,470	+309.0%
Income taxes	516	1.8%	1,568	3.9%	+1,052	+203.8%
Net Income Attributable to Shareholders of the Parent	606	2.1%	3,024	7.4%	+2,417	+398.5%

- Net income increased by 398.5% year on year due to the increase in ordinary income.

■ Conditions by Market Field

- Net sales increased in 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, and the public relations and sales promotion market segment, which handles PR facilities and exhibition events for major manufacturers; and the others market segment, which handles the office renovation and relocation.
- Net sales in the exposition and event market segment increased significantly year on year due to the completion of multiple large-scale projects in EXPO 2025 Osaka, Kansai, Japan.

Unit: millions of yen	FY2024		Gross Profit Margin	FY2025		Gross Profit Margin
	1Q	Year-on-year		1Q	Year-on-year	
Specialty store market	9,001	+42.7%	↑ 16.0%	8,998	−0.0%	↑ 19.0%
Department store and mass merchandise store market	968	−16.6%	↑ 21.4%	1,058	+9.3%	↑ 24.8%
Shopping center market	3,142	− 6.6%	↓ 16.5%	4,723	+50.3%	↑ 26.0%
Public relations and sales promotion market	2,317	−10.5%	↓ 18.8%	4,073	+75.8%	↑ 19.6%
Museum and art museum market	2,111	+ 2.1%	↑ 20.8%	2,189	+3.7%	↓ 19.3%
Leisure facility market	5,388	+54.0%	↑ 15.5%	3,625	−32.7%	↑ 23.7%
Exposition and event market	1,430	+ 5.9%	↓ 17.4%	8,744	+511.3%	↑ 26.5%
Other markets	4,711	+ 3.2%	↑ 20.7%	7,401	+57.1%	↓ 20.3%
合 計	29,070	+16.7%	↑ 17.5%	40,815	+40.4%	↑ 22.3%

■ Orders and Backlog of Orders by Market

- Orders received increased by 30.6% year on year to ¥38,906 million due to increases in the specialty stores market segment, where new openings and renovation projects of sports brand and overseas brands increased, the public relations and sales promotion market segment, which saw an increase in demand for showrooms and corporate PR facilities, and the expositions and event market segment, which received orders for the operation, maintenance, and removal of pavilions to EXPO 2025 Osaka, Kansai, Japan; and other markets, which received orders for office renovation and relocation services.
- The order backlog decreased by 1.3% year on year to ¥66,899 million because, despite the specialty stores market segment and the public relations and sales promotion market segment increased significantly on the back of increasing orders, the market in the shopping center market segment, leisure facilities market segment, and expositions and events decreased due to the completion of large-scale projects.

Unit: millions of yen	FY2024_1Q		FY2025_1Q		Orders Year-on-year comparison	Backlog of orders Year-on-year comparison
	Orders	Backlog of orders	Orders	Backlog of orders		
Specialty store market	8,373	7,982	10,329	15,647	+23.4%	+96.0%
Department store and mass merchandise store market	639	624	922	859	+44.3%	+37.6%
Shopping center market	3,562	15,429	2,688	9,348	-24.5%	-39.4%
Public relations and sales promotion market	2,081	2,483	4,142	6,239	+99.0%	+151.2%
Museum and art museum market	4,019	7,741	3,438	5,675	-14.5%	-26.7%
Leisure facility market	3,178	16,893	3,602	15,335	+13.3%	-9.2%
Exposition and event market	3,296	6,907	5,544	4,307	+68.2%	-37.6%
Other markets	4,635	9,685	8,239	9,486	+77.7%	-2.1%
Total	29,787	67,749	38,906	66,899	+30.6%	-1.3%

■ FY2025 Consolidated Financial Forecasts

- The business environment for FY2025 is expected to remain strong due to continued private investment and inbound demand, leading to increased sales, as we plan to increase sales and profits by providing high value-added products and continuing measures to improve operational efficiency and profitability. However, it is necessary to keep a close eye on factors such as the decline in consumption due to continuing price increases and the impact of US policies.
- The Company's basic policy for profit distribution is to steadily distribute results in line with business performance, with a target DOE of 6% or higher.

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%	155,000	100.0%	+3.2%
Operating Income	8,897	5.9%	+70.7%	9,500	6.1%	+6.8%
Ordinary Income	9,059	6.0%	+68.6%	9,600	6.2%	+6.0%
Net Income	6,757	4.5%	+75.0%	7,000	4.5%	+3.6%
Cash Dividends per Share (yen)	32.00	—	+5.00	34.00	—	+2.00
Earnings per share (yen)	60.60	—	+25.93	62.75	—	+2.15

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■ What's the NOMURA Group

A leading company in the display services

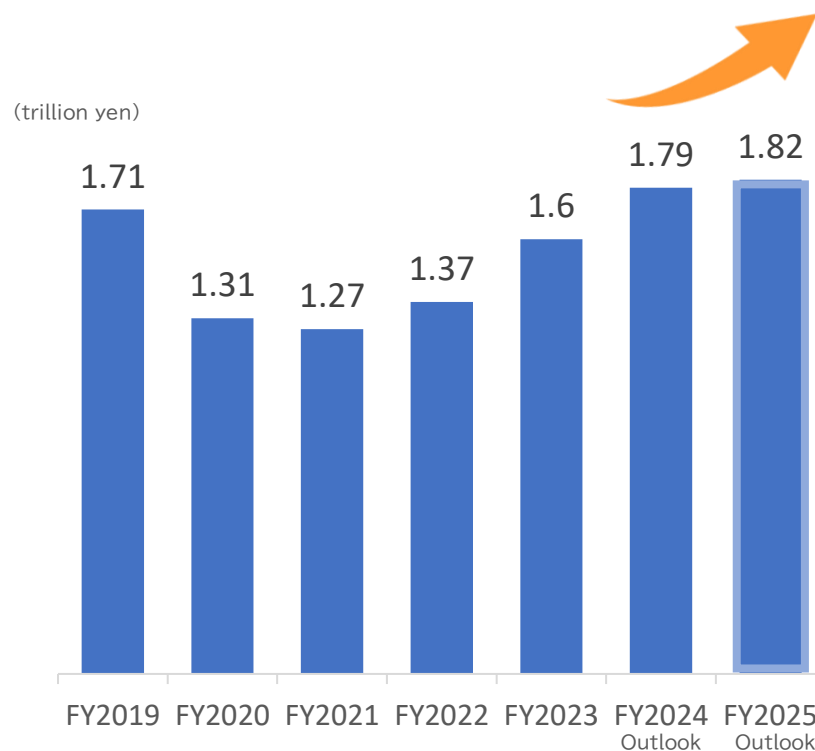
* the display services is related to the exhibition design and construction of commercial facilities, events, theme parks, museums, offices, etc.



■ Display Services Structure

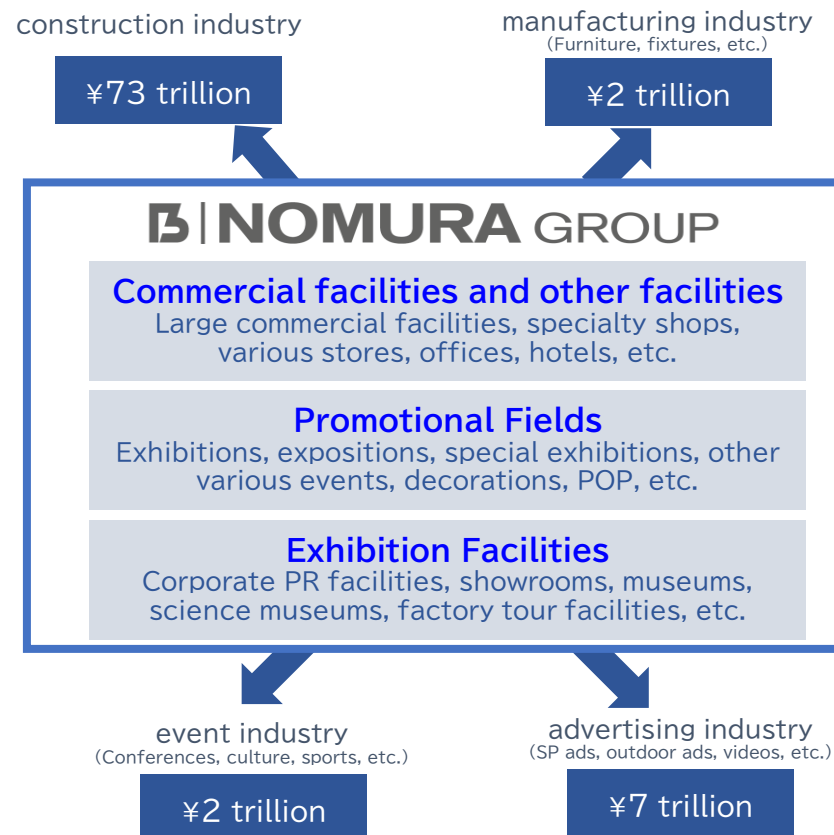
Aiming to further business expansion through the growth of the industry and exploring new business fields

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

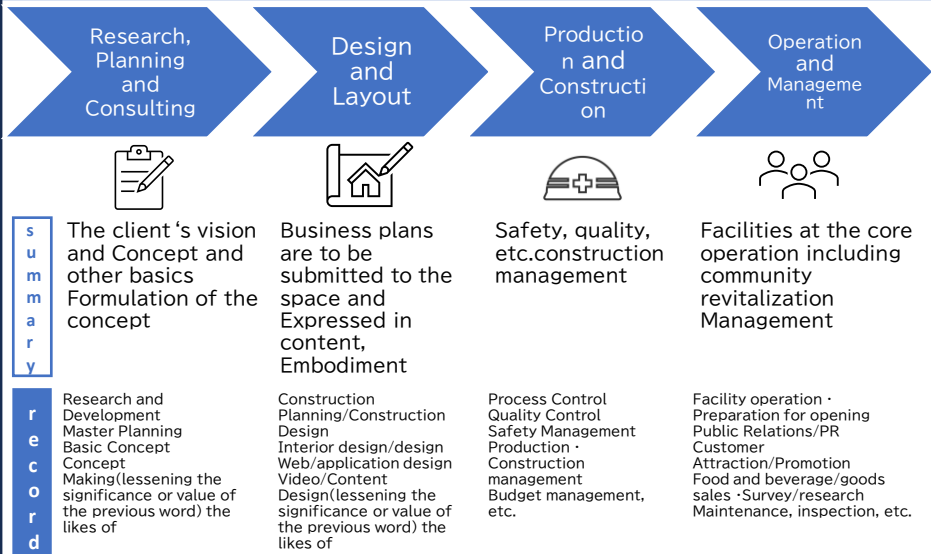
FY2003				FY2013				FY2023			
order	Company Name	Net sales Millions of yen	share	order	Company Name	Net sales Millions of yen	share	order	Company Name	Net sales Millions of yen	share
1	NOMURA Co., Ltd.	69,234	12.5%	1	NOMURA Co., Ltd.	98,410	15.9%	1	NOMURA Co., Ltd.	134,138	16.6%
2	TANSEISHA Co., Ltd.	58,137	10.5%	2	TANSEISHA Co., Ltd.	57,074	9.2%	2	TANSEISHA Co., Ltd.	81,200	10.0%
3	Takashimaya Space Create Co., Ltd.	37,559	6.8%	3	SPACE Co., Ltd.	42,235	6.8%	3	Mitsui Designtec Co., Ltd.	54,887	6.8%
4	SPACE Co., Ltd.	27,450	5.0%	4	ZYCC CORPORATION	29,693	4.8%	4	SPACE Co., Ltd.	52,793	6.5%
5	SEMBA CORPORATION	25,737	4.7%	5	J.FRONT DESIGN & CONSTRUCTION Co., Ltd.	29,643	4.8%	5	LUCKLAND CO.,LTD.	45,116	5.6%
6	AIM CREATE Co., Ltd.	23,662	4.3%	6	AIM CREATE Co., Ltd.	29,600	4.8%	6	Shimizu Octo, Inc.	39,675	4.9%
7	PARCO SPACE SYSTEMS CO.,LTD.	23,167	4.2%	7	Mitsui Designtec Co., Ltd.	28,142	4.6%	7	J.FRONT DESIGN & CONSTRUCTION Co., Ltd.	35,902	4.4%
8	Zeniya(ZYCC CORPORATION)	22,626	4.1%	8	Shimizu Octo, Inc.	25,127	4.1%	8	Takashimaya Space Create Co., Ltd.	30,912	3.8%
9	Daimaru Construction (J.FRONT DESIGN & CONSTRUCTION Co., Ltd.)	20,485	3.7%	9	Takashimaya Space Create Co., Ltd.	24,804	4.0%	9	SEMBA CORPORATION	24,886	3.1%
10	Nissyo Inter Life	20,171	3.6%	10	Bauhaus Maruei Co., Ltd.	22,205	3.6%	10	ZYCC CORPORATION	23,109	2.9%
Total sales of top 30 companies		552,677	100.0%	Total sales of top 30 companies		617,807	100.0%	Total sales of top 30 companies		808,134	100.0%

*The above figures were aggregated by NOMURA.

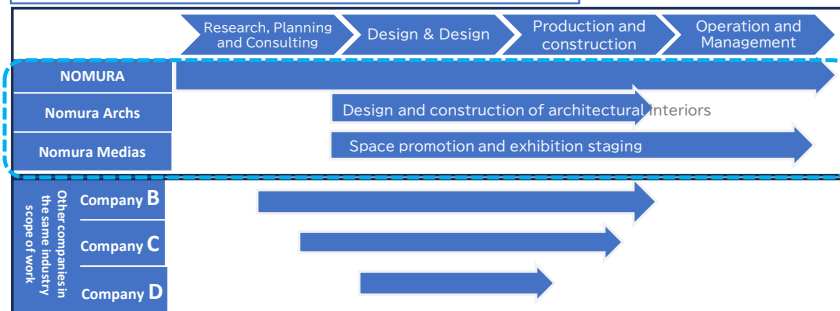
Business model

Support for all processes in creating a wide variety of spaces

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



Achieve synergy effects of the NOMURA Group



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



■ 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

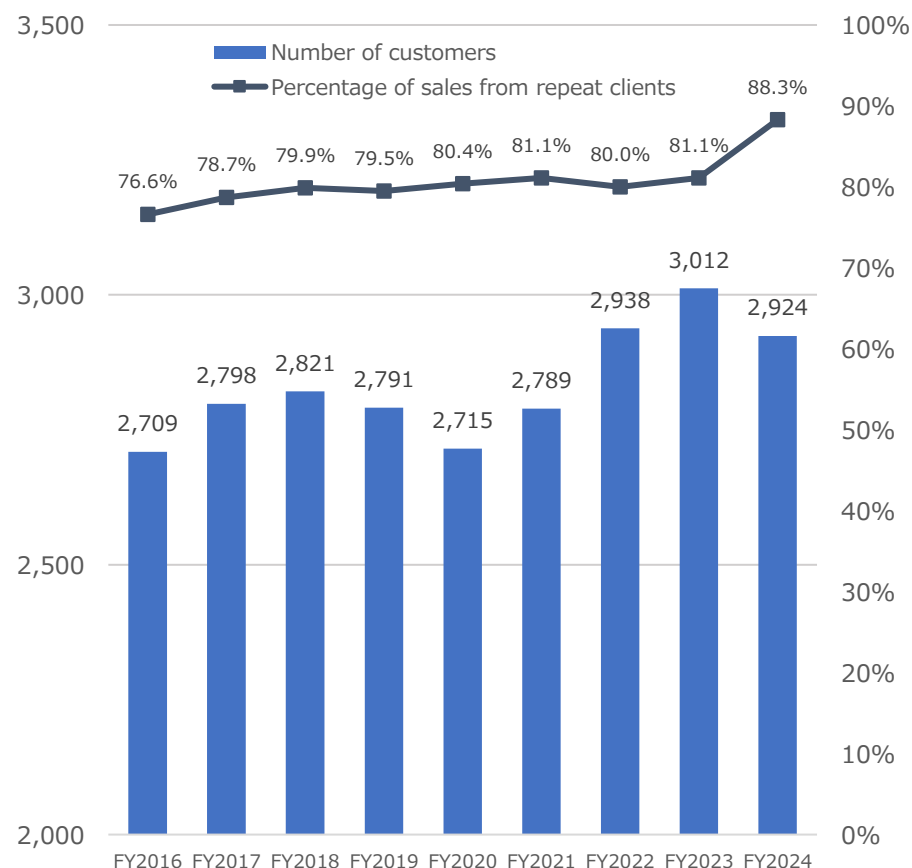
Trust built with our clients Partnerships with key companies in a wide variety of industries

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

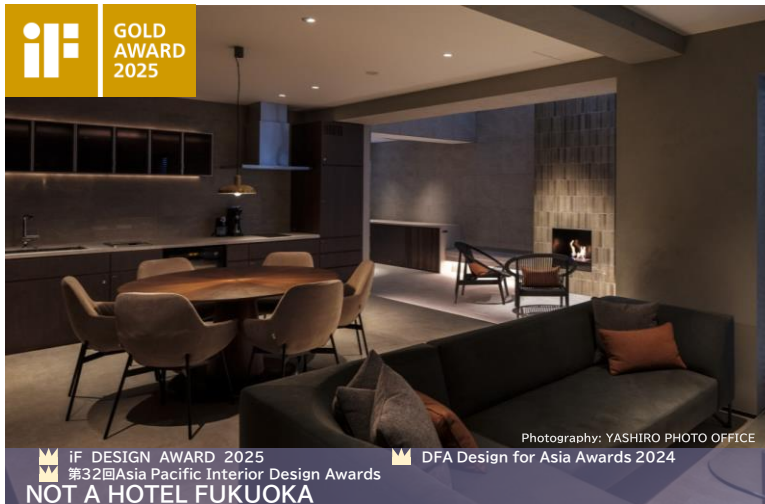
First-class architectural construction management engineers

297

Number of design awards received

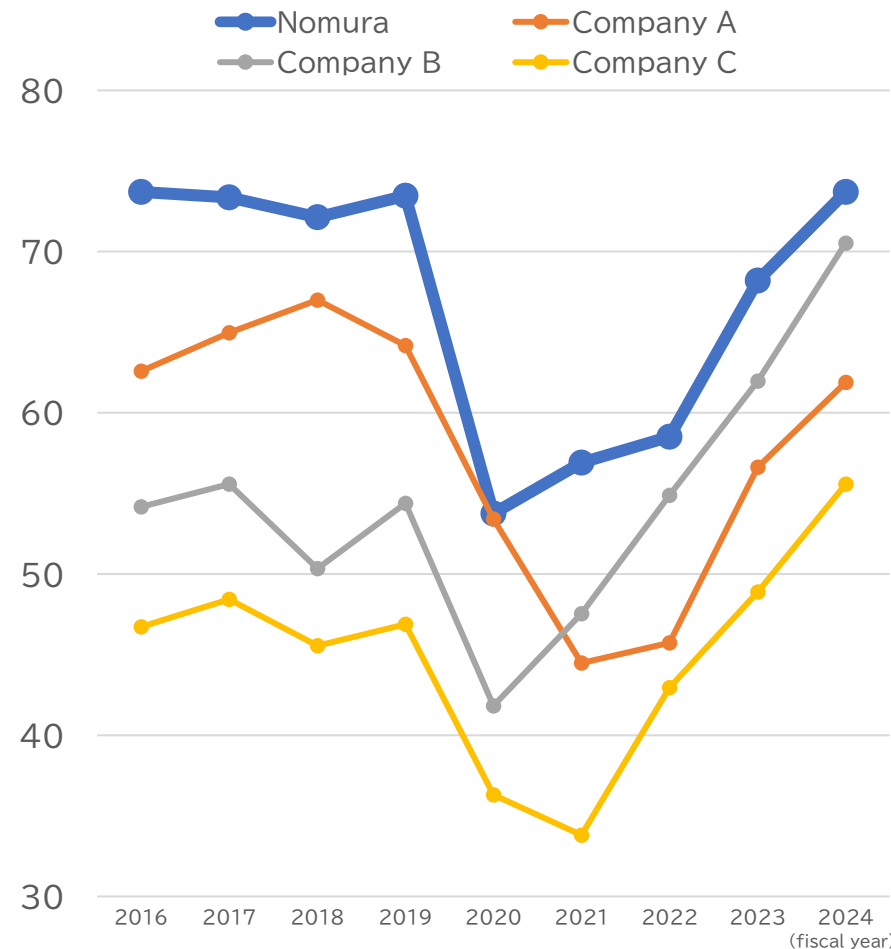
100

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

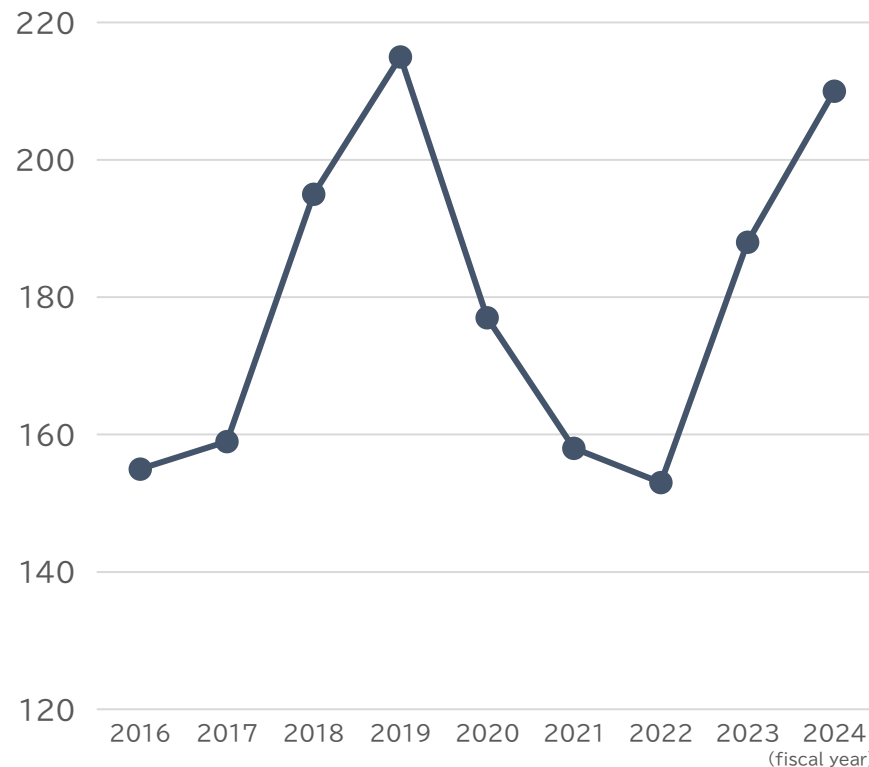
Consolidated subsidiaries
7

Partner companies
More than **550**

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



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



■ 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

Commercial facilities and specialty shops,
Transportation hub facilities, etc.

CRE* and Corporate Affairs

*CRE: Corporate Real Estate

Corporate PR facilities, offices, etc.

PRE*, Public-Private Partnerships, Local Development

*PRE: Public Real Estate

Museums and aquariums, libraries,
Educational facilities, etc.

Expansion of Tourism Nationhood and Revitalization of Domestic Human Flow

Inbound and tourism industry related

Hotel and resort development,
Theme parks, etc.

Promotion and Entertainment related

Sports facilities, entertainment facilities,
live concerts, events, etc.

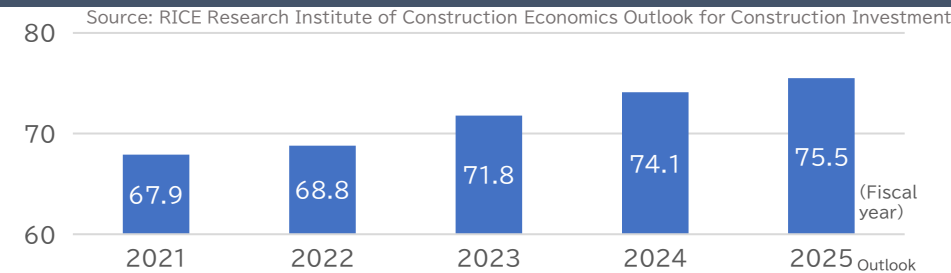
National Project / Expo Legacy Redevelopment

Horticultural Expo, IR integrated resort,
etc.

① Urban redevelopment

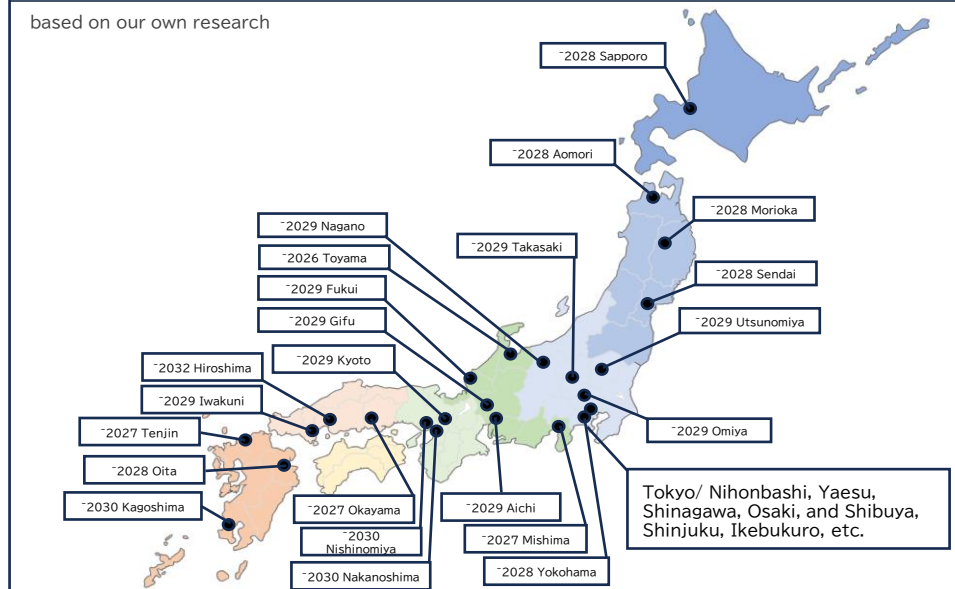
Urban redevelopment remains strong throughout Japan
Demand for commercial facilities complexes also continues

Trends in Japanese construction investment (trillions of yen)



Major planned urban redevelopment sites by FY2030

based on our own research



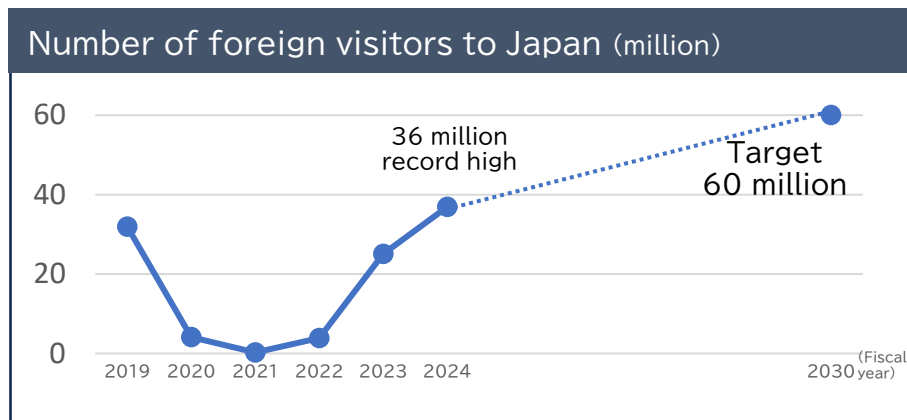
Gran Green Osaka



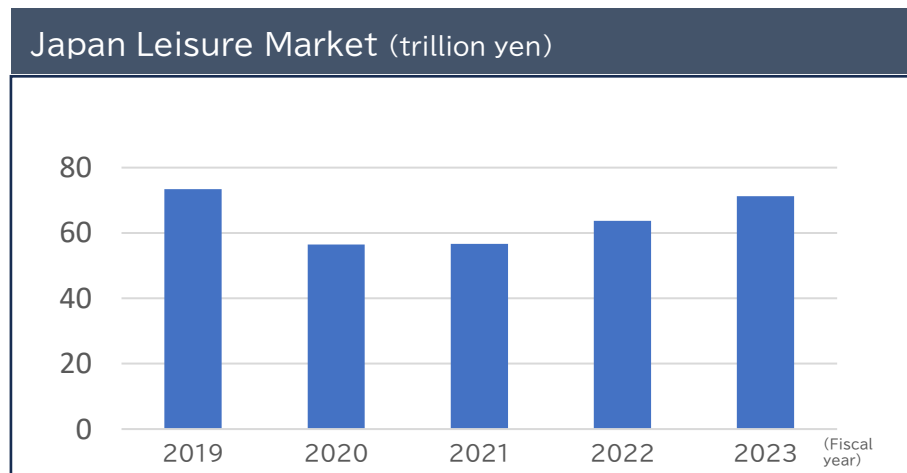
Shibuya Sakura Stage

② Inbound and tourism industry

Towards the target of 60 million foreign tourists to Japan in 2030, tourism and holiday demand is expanding



Source: JNTO (Japan National Tourism Organization) Statistics on Visitors to Japan



Reference: Japan Productivity Center, Leisure White Paper 2023



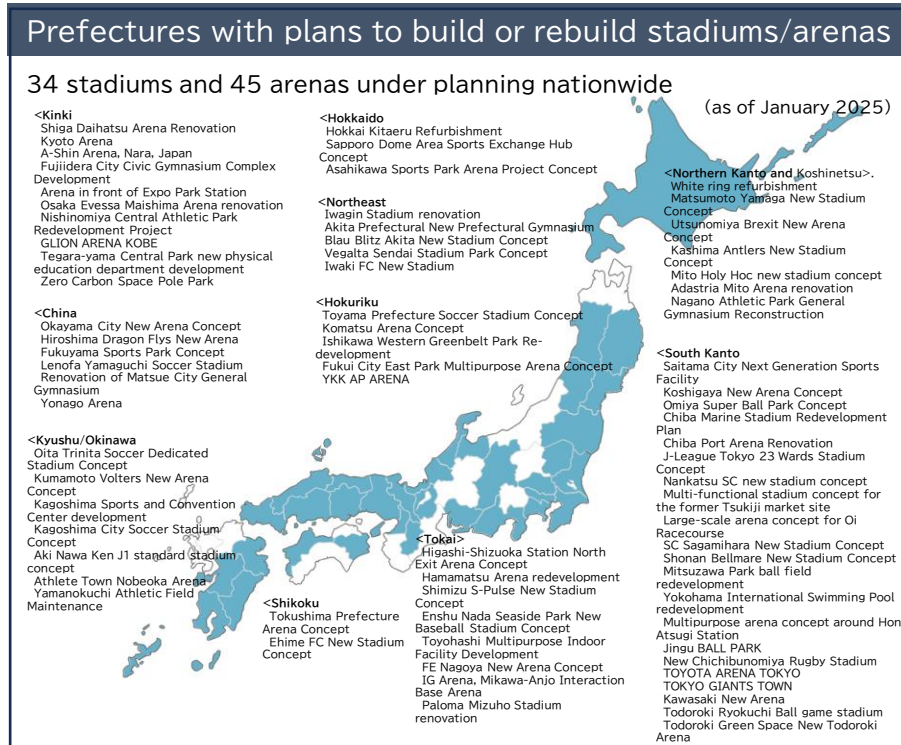
RIHGA Royal Hotel Osaka Vignette Collection



Kochikame Memorial Hall

③ Promotion and entertainment field

Increased demand in the promotion and entertainment sector against the backdrop of Stadium arena reforms



Quoted from: Sports Agency

Estimated size of event industry (100 million yen)					
(Fiscal year)	2019	2020	2021	2022	2023
Event-Related Industries	9,591	3,800	5,584	6,758	9,142
Event Peripheral Industries	16,545	8,096	9,415	14,046	17,195
Event Industry Total	26,136	11,896	14,999	20,804	26,337

Source: JACE 2023 Event Industry Size Estimates



ES CON FIELD HOKKAIDO「tower eleven baseball」



Fukuoka PayPay Dome "Sensory Room" trial event

Sustainability

Further accelerate management and business activities based on sustainability to improve sustainable corporate value

Established the Sustainability Promotion Office to strengthen integrated management and business initiatives

Business activities based on sustainability

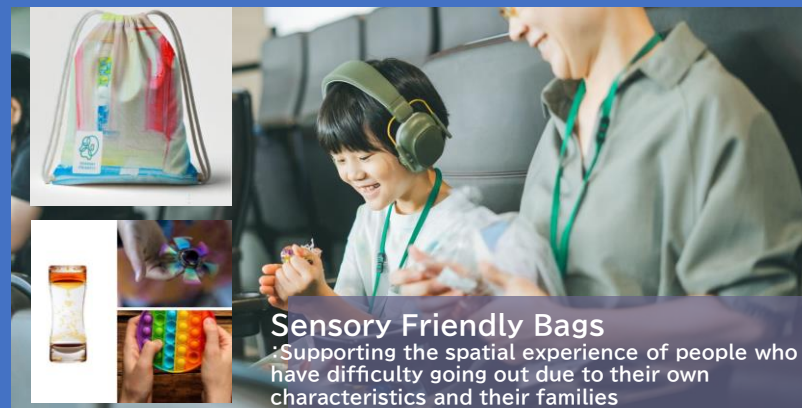
① Sustainable Design

Activities that contribute to environmental friendliness in various facility spaces by promoting the use of materials with low environmental impact



② Access for All

Activities to expand the range of movement of all people who have difficulty going outside to various facility spaces



Achieving business prosperity and sustainability by contributing to solving sustainability issues for our clients and in the supply chain

■ 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

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

Medium-term
Management Policy

Executing growth investments in seven themes

Over ¥7 billion in 3 years

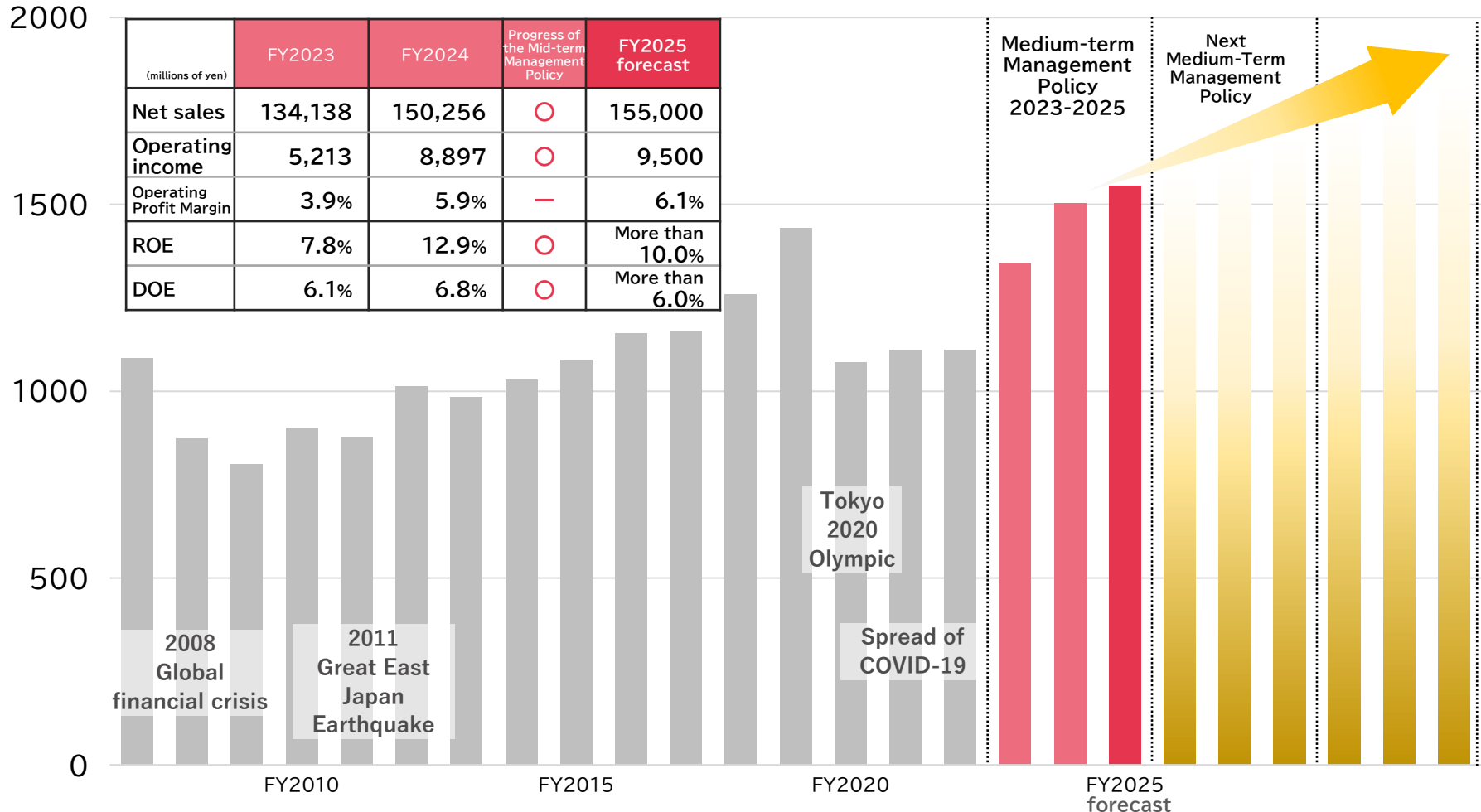
*Total for the three-year period 2023-2025



Business Performance

- Even when social conditions declined, the company has been able to recover its performance by flexibly responding to changes in the environment.
- Amid a recovering business environment, we will steadily promote and grow our business in the medium to long term.

Net sales (Billions of yen)



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■ Quarterly Performance Year-on-Year Comparisons

5(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			
Gross profit		5,099	4,633	6,209	11,436	31,720			
(ratio)		17.5%	16.0%	17.1%	20.4%	22.3%			
SG&A expenses		4,073	4,215	4,566	5,623	4,563			
(ratio)		14.0%	14.6%	12.6%	10.0%	11.2%			
Operating income		1,025	417	1,642	5,812	4,530			
(ratio)		3.5%	1.4%	4.5%	10.4%	11.1%			
	Non-operating income	97	16	15	42	79			
	Non-operating expenses	—	29	-21	2	17			
Ordinary income		1,123	404	1,679	5,852	4,593			
(ratio)		3.9%	1.4%	4.6%	10.4%	11.3%			
	Extraordinary income	—	—	273	0	—			
	Extraordinary loss	—	12	6	3	—			
Income before income taxes and minority interests		1,123	391	1,947	5,848	4,593			
Net income		606	245	1,383	4,522	3,024			
(ratio)		2.1%	0.8%	3.8%	8.1%	7.4%			

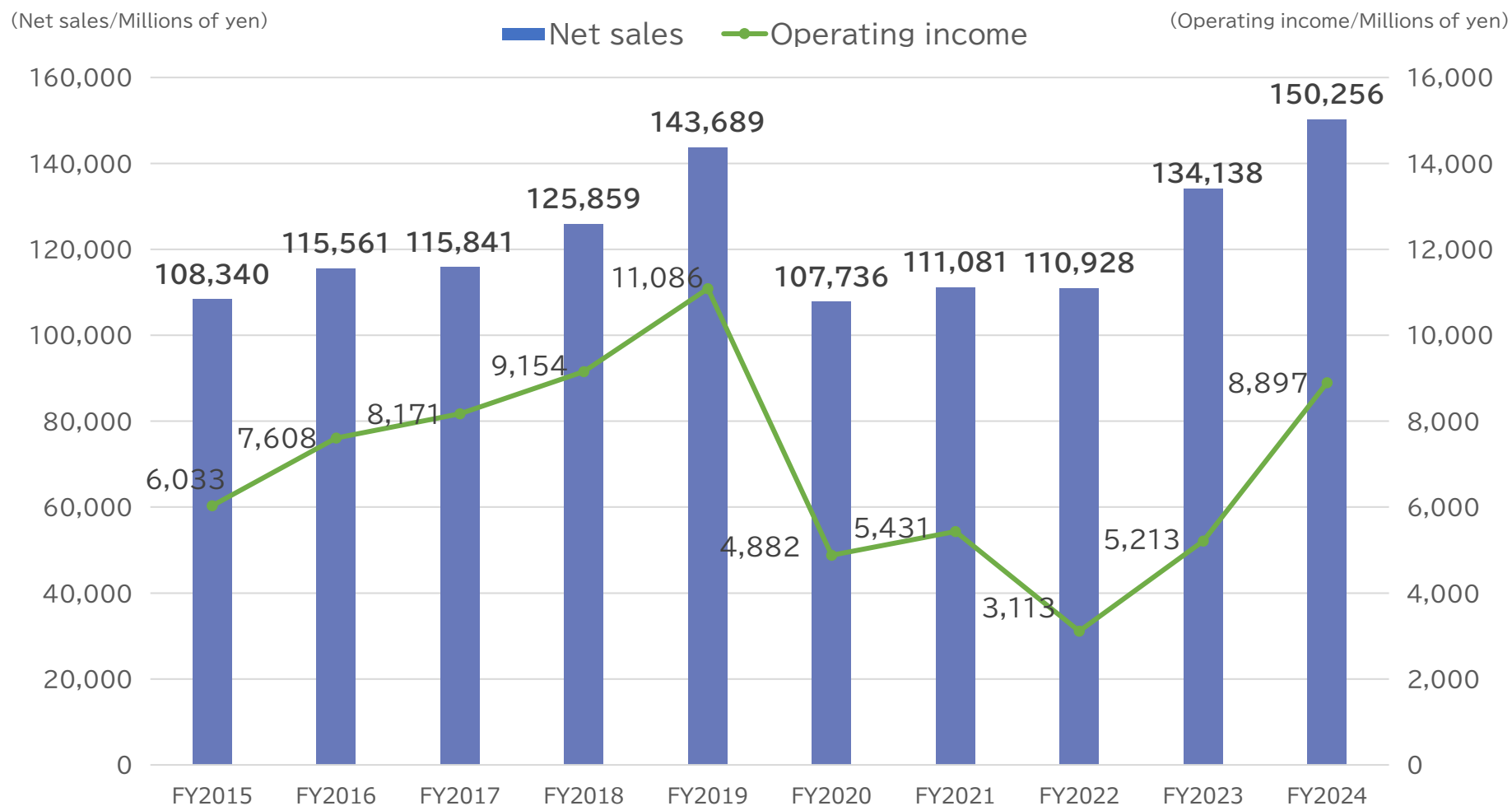
Consolidated Balance Sheet

(Millions of yen)		FY2024		FY2025_1Q		
		Actual	ratio	Actual	ratio	Year-on-year comparison; change
	Current assets	88,356	86.2%	74,671	84.2%	-15.5%
	Property, plant and equipment	7,585	7.4%	7,647	8.6%	+0.8%
	Intangible assets	1,057	1.0%	907	1.0%	-14.3%
	Investments and other assets	5,499	5.4%	5,422	6.2%	-1.4%
Total assets		102,500	100.0%	88,648	100.0%	-13.5%
	Current liabilities	43,228	42.2%	30,215	34.1%	-30.1%
	Long-term liabilities	4,990	4.8%	4,785	5.4%	-4.1%
Total liabilities		48,218	47.0%	35,000	39.5%	-27.4%
Net assets		54,281	53.0%	53,648	60.5%	-1.2%
Total liabilities and net assets		102,500	100.0%	88,648	100.0%	-13.5%

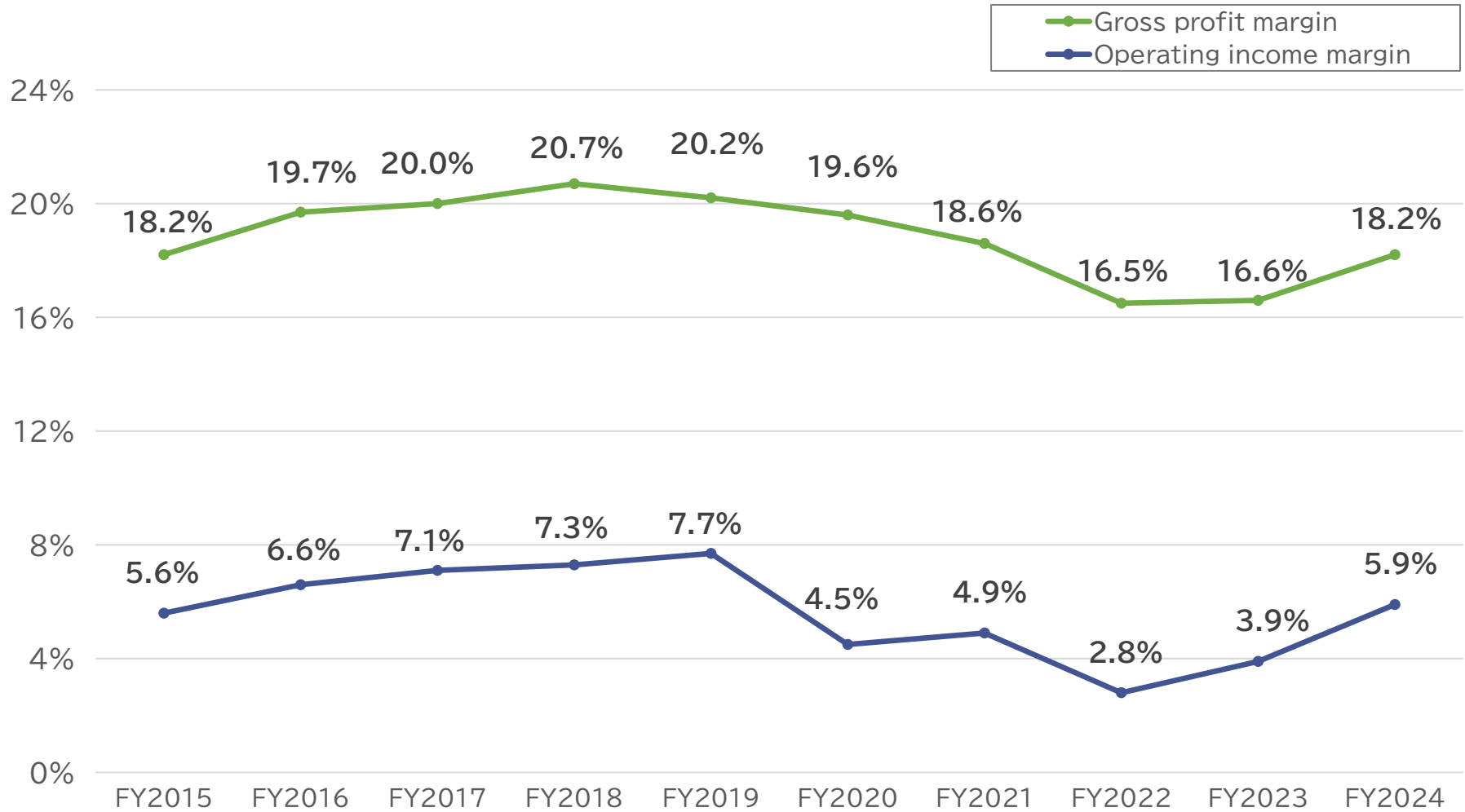
■ Quarterly Sales by Market Segment

(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			
Department store and mass merchandise store market	968	1,034	928	1,591	1,058			
Shopping center market	3,142	2,707	3,584	10,995	4,723			
Public relations and sales promotion market	2,317	3,586	3,152	2,826	4,073			
Museum and art museum market	2,111	1,916	2,030	3,956	2,189			
Leisure facility market	5,388	6,009	5,721	7,147	3,625			
Exposition and event market	1,430	1,856	3,793	11,791	8,744			
Other markets	4,711	4,816	6,008	9,840	7,401			
Total	29,070	28,875	36,288	56,022	40,815			

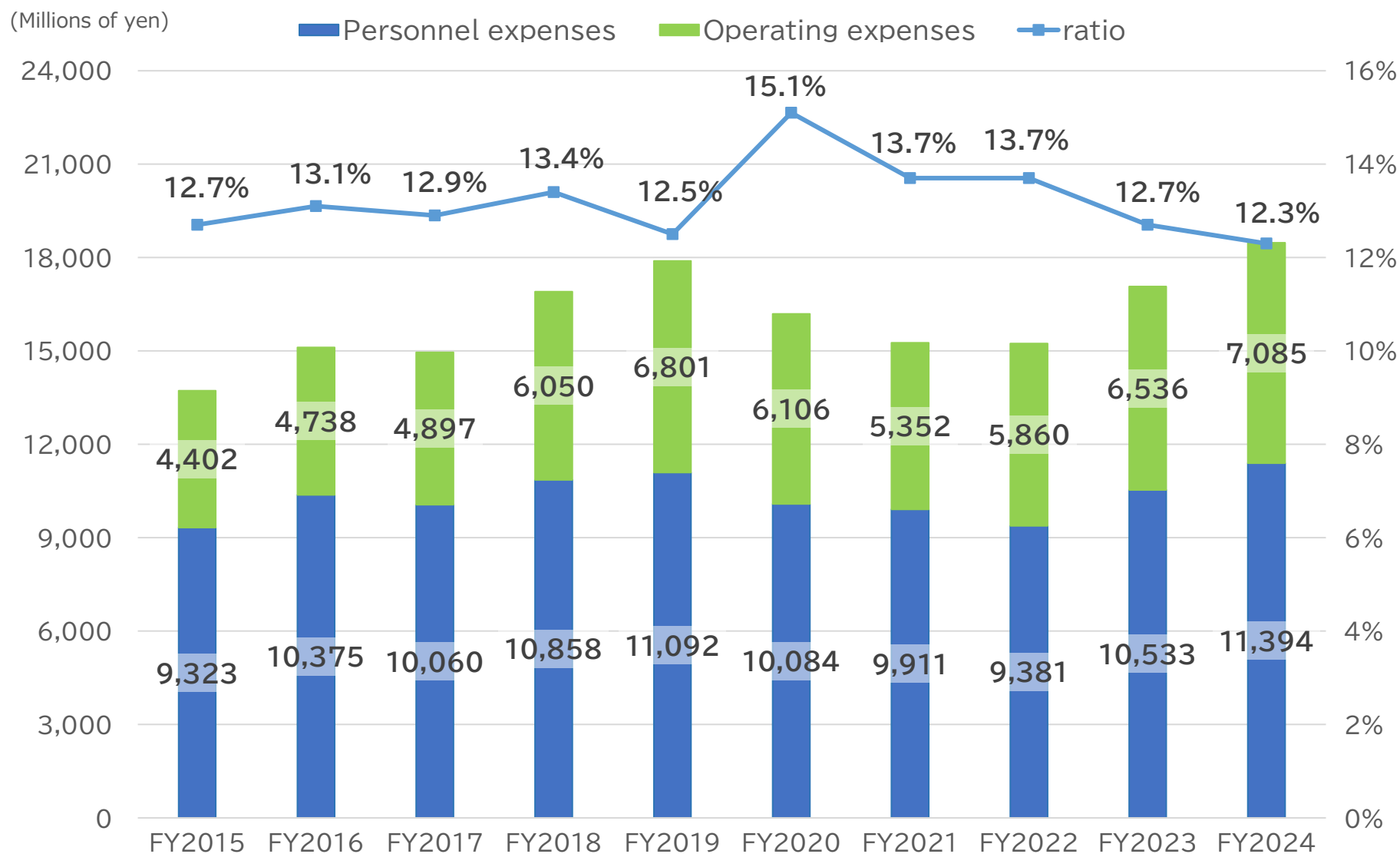
■ [10-Year Trends] Full-Year Results



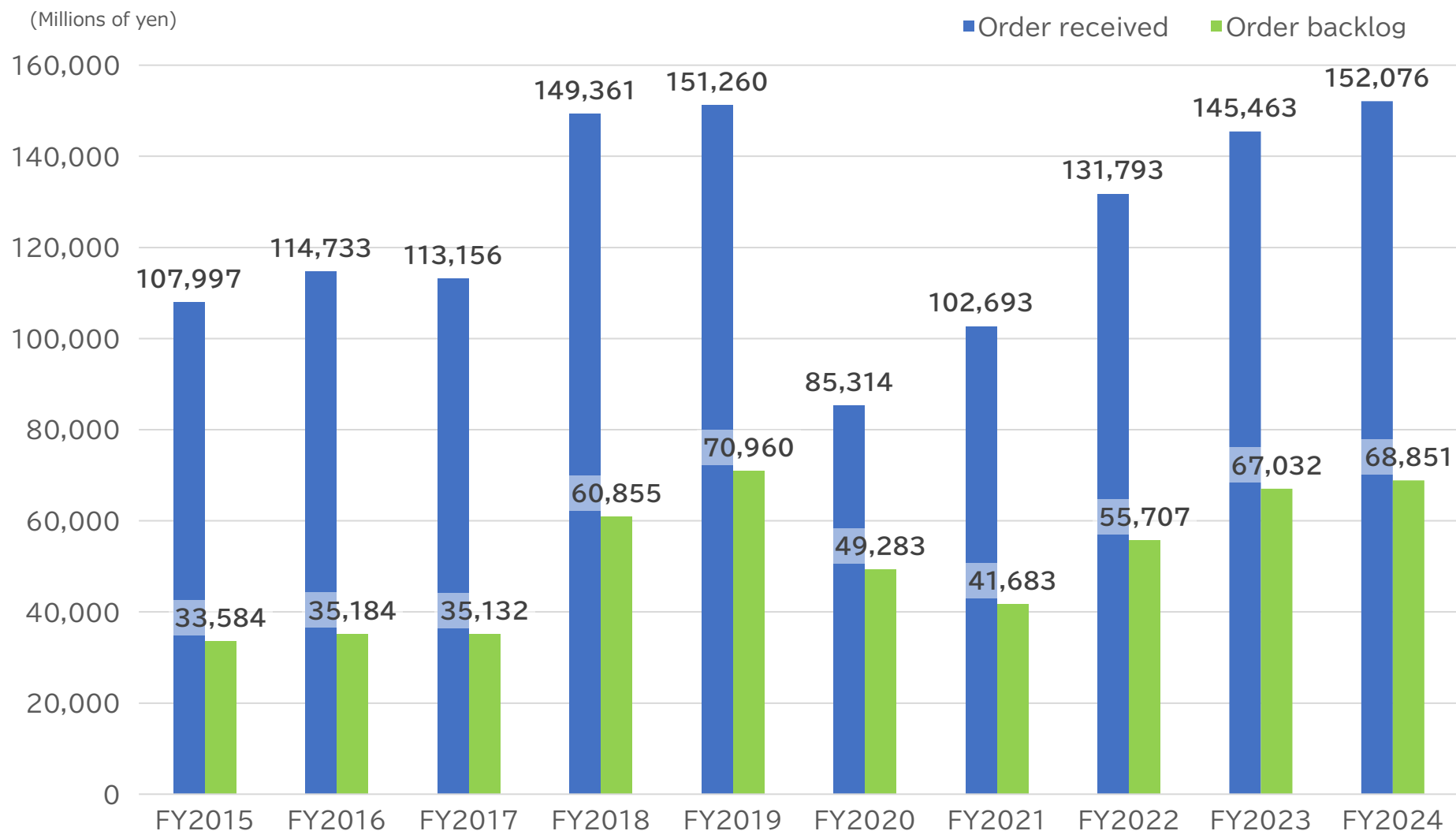
■ [10-Year Trends] Gross Profit Margin and Operating Income Margin



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



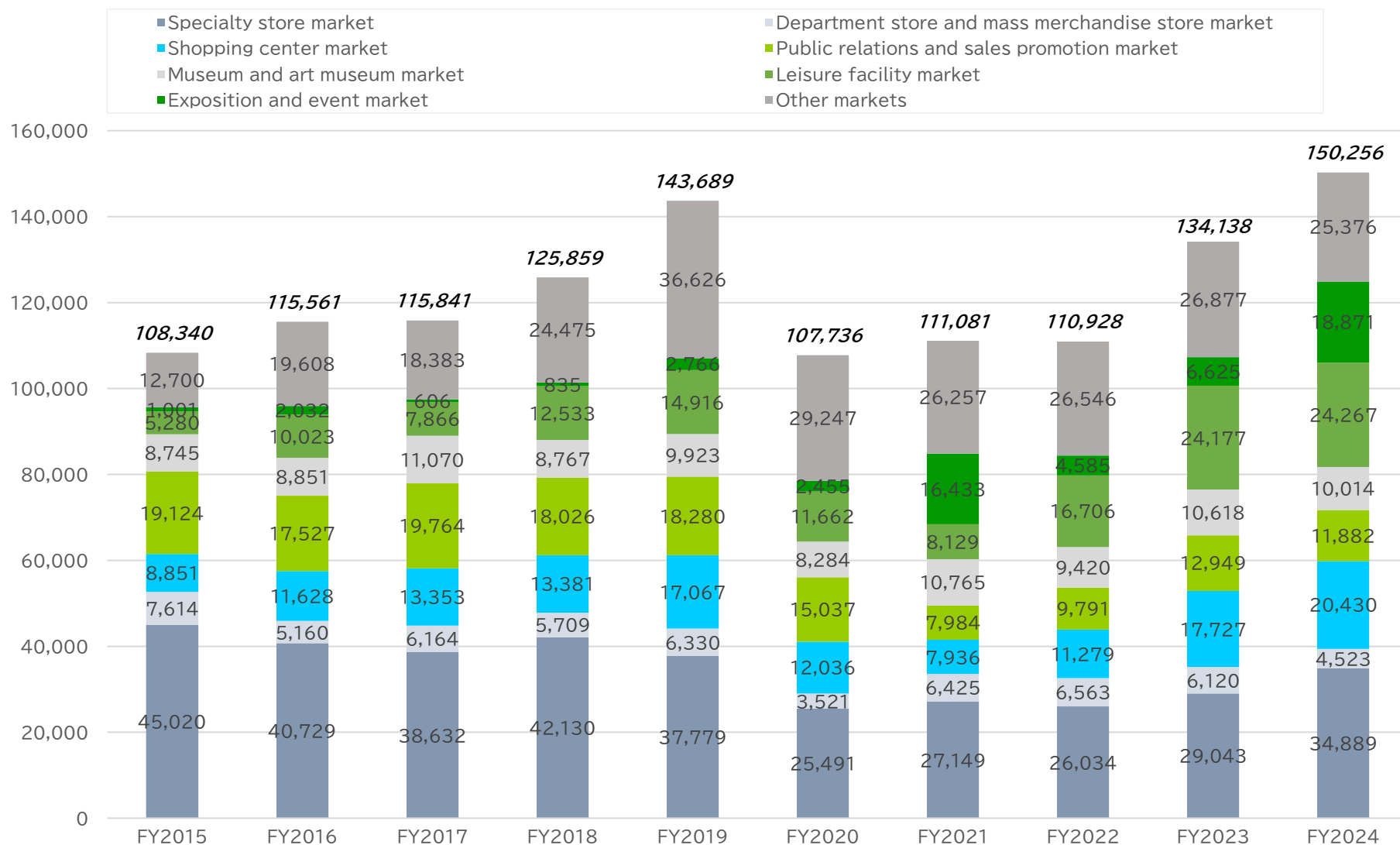
[10-Year Trends] Orders received and backlog



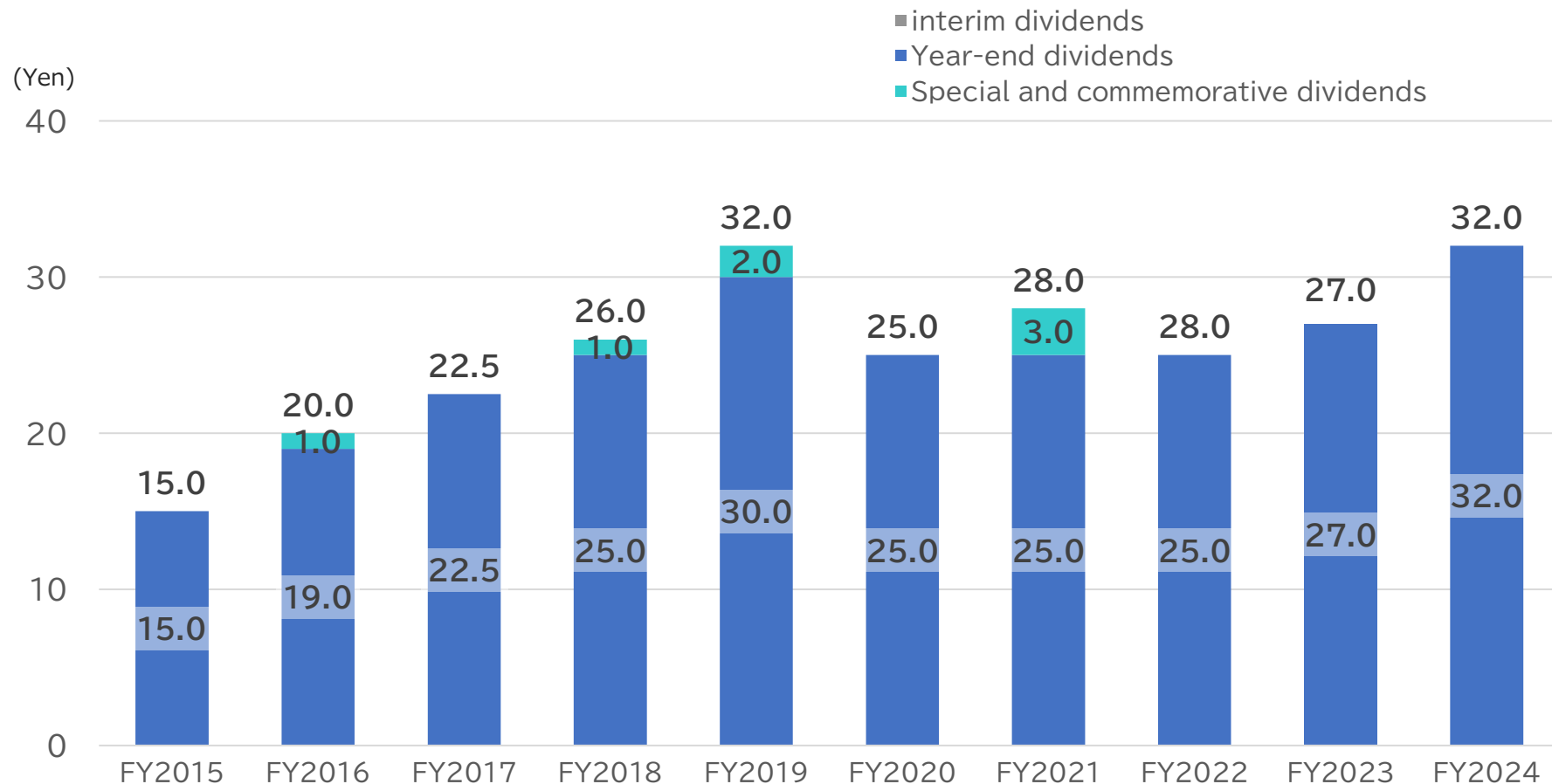
(Note) Food & Beverage and Product Sales businesses are not shown due to different order concepts.

[10-Year Trends] Net Sales by Market Segment

(Millions of yen)



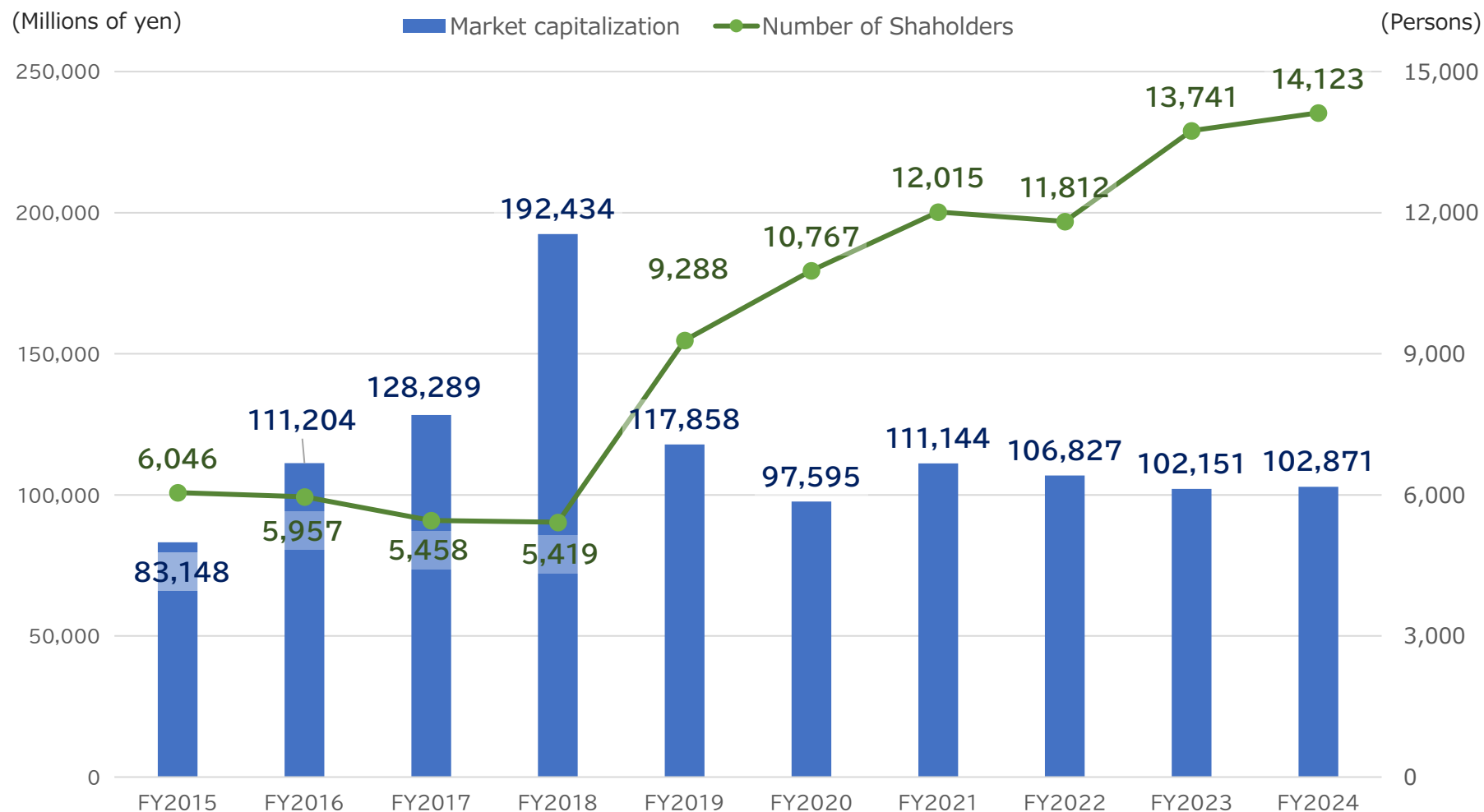
■ [Stock Information] Shareholder Returns and Dividends



*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 FY2014.

Dividend payout ratio	43.4%	44.0%	44.4%	42.9%	45.7%	90.6%	78.2%	124.9%	77.9%	52.2%
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

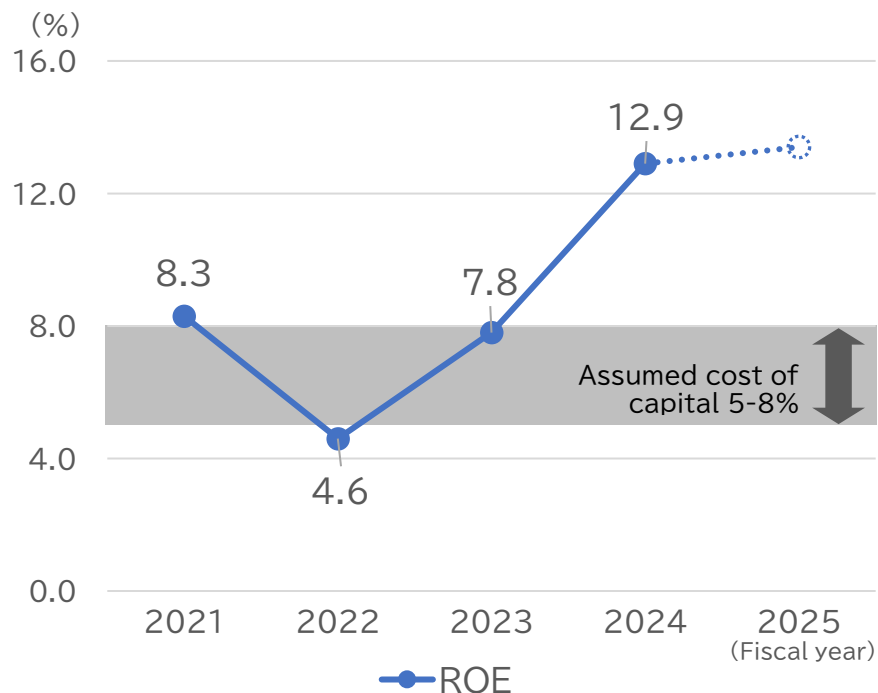


*A 2-for-1 stock split of common stock was implemented on June 1, 2019.

*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

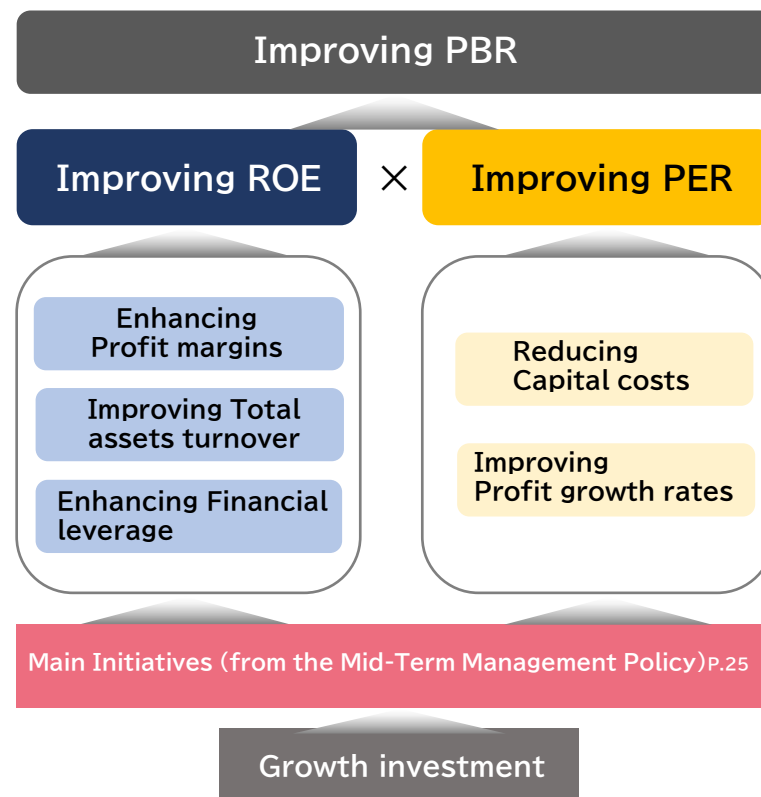
ROE / Cost of Capital



Current Situation

- 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.

Main initiatives to improve PBR

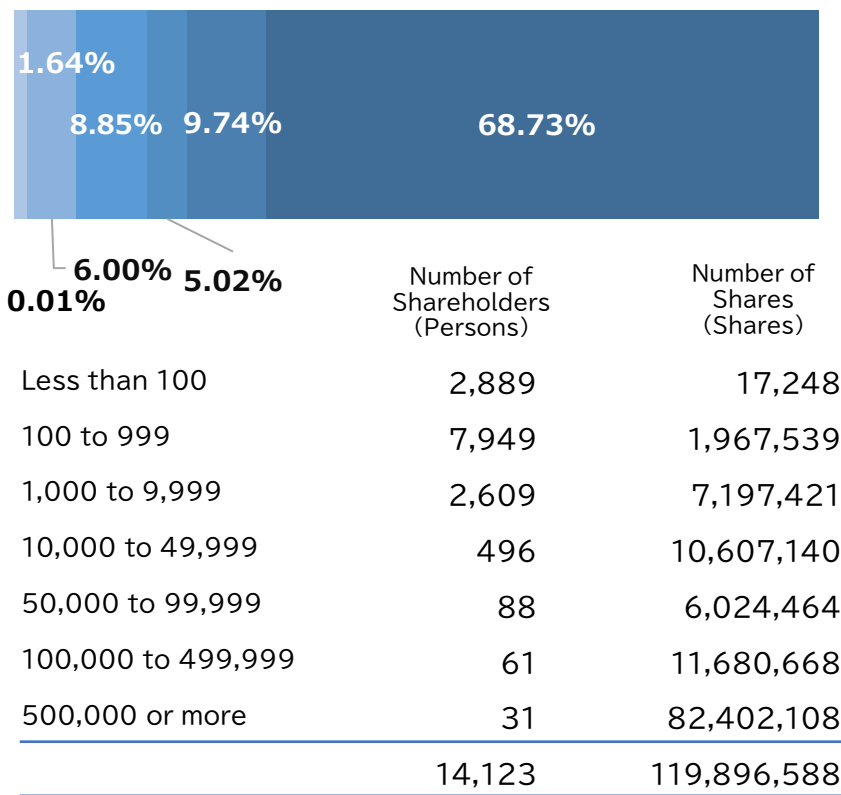


- In order to further improve PBR, it is essential to take steps to improve both ROE (=improved profitability) and PER (=improved growth prospects).
- We will steadily implement various measures to achieve results and further strengthen our ongoing initiatives.

■ [Stock Information] Shareholder Composition (as of February 28, 2025)

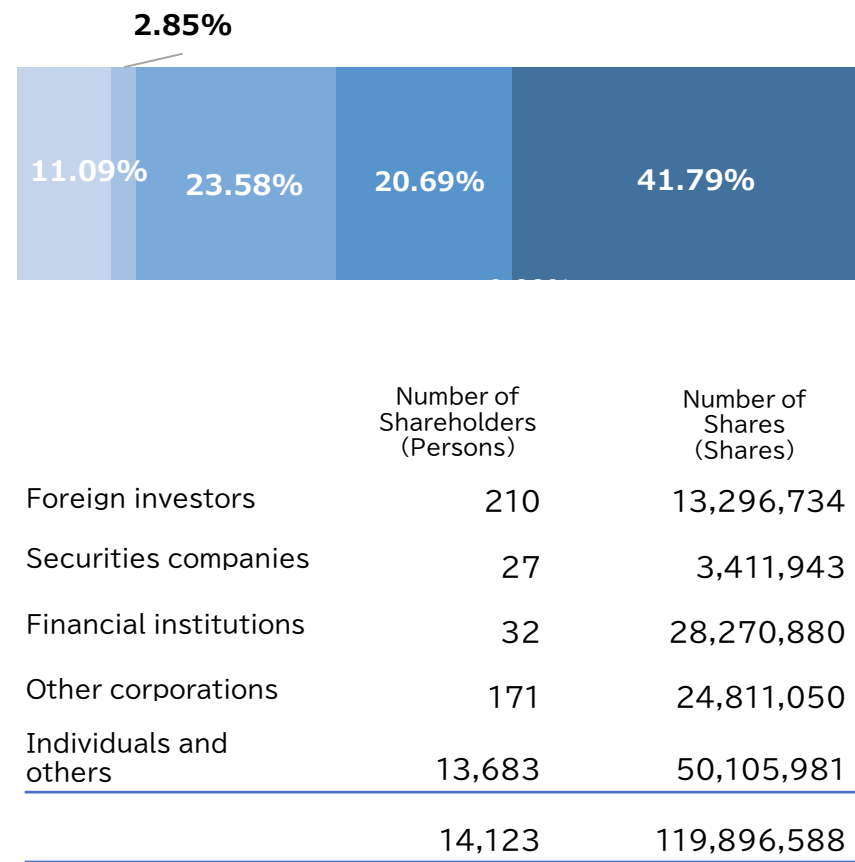
■ Distribution of Shares Owned by Shareholder

- 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



■ Distribution of Shares by Type of Shareholder

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



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

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**
All Nomura Group employees 2,740
(including contract employees)
Consolidated 2,039 (regular employees)
Non-consolidated 1,498 (regular employees)

- **Domestic and Overseas Offices**

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.



RIKUYOSHA 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



(As of the end of February 2025)

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.



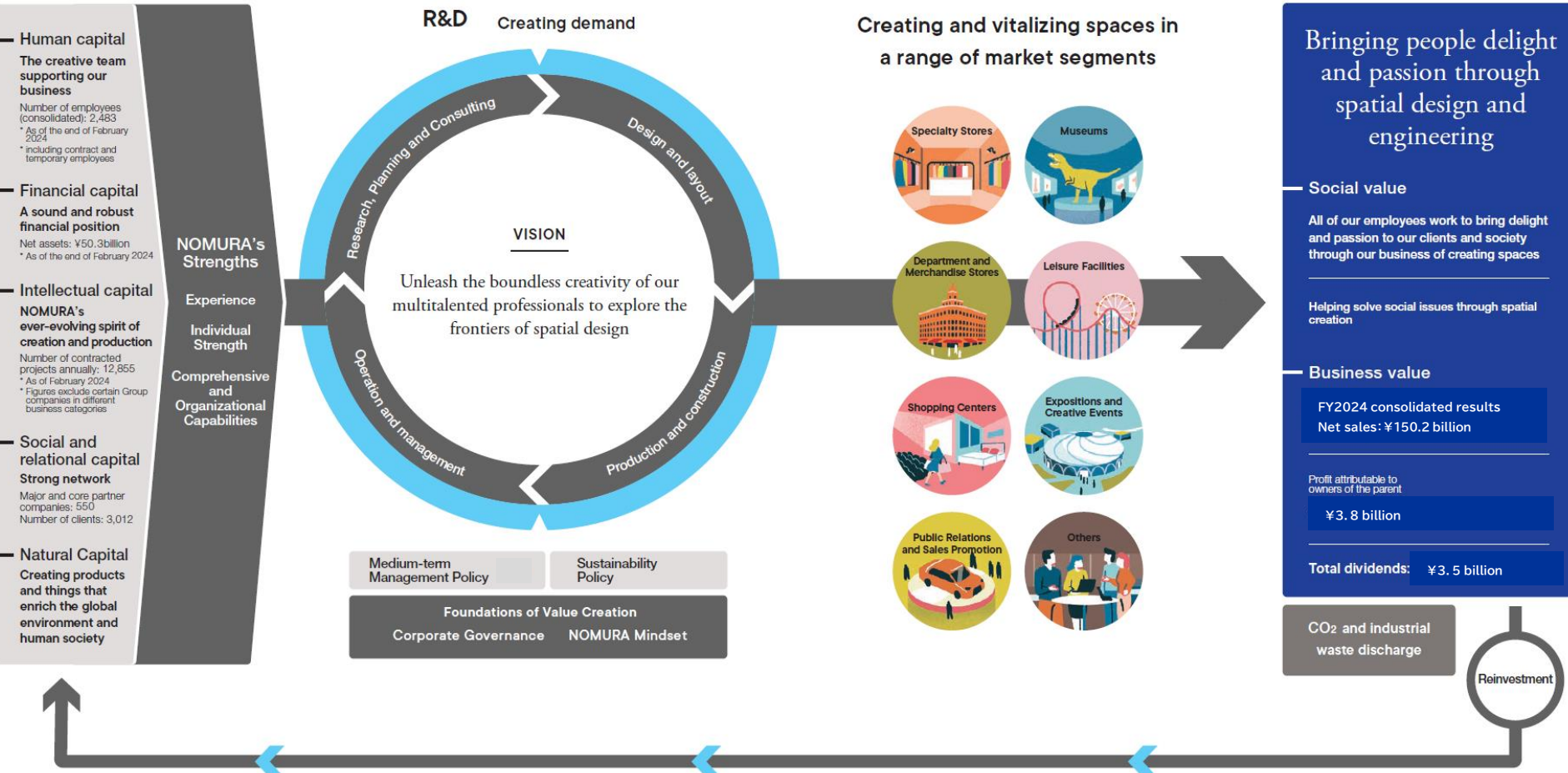
NOMURA Group: The Full Cycle of Our Business Activity

Resources supporting value creation

Business Activities

The value we provide

What lies ahead of NOMURA



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.