



Financial Summary for the 3rd Quarter of Fiscal 2024

Jan/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. Summary of Financial Results for the 3rd Quarter of FY2024**
2. Future development
3. Supplemental Material / Corporate Profile

Financial Highlights

- Despite the handling of multiple projects in the specialty stores market segment and elsewhere, net sales decreased year on year, due to the effect of progress on several large projects being concentrated in 4Q.
- Operating income declined year on year as the increase in gross profit was not enough to absorb the increase in SG&A expenses.

(Millions of yen)	FY2023		FY2024			
	3Q	ratio	3Q	ratio	Year-on-year	
Net sales	95,099	100.0%	94,234	100.0%	-864	-0.9%
Gross profit	15,747	16.6%	15,941	16.9%	+193	+1.2% (+0.3P)
Operating income	3,512	3.7%	3,085	3.3%	-426	-12.2% (-0.4P)
Ordinary income	3,630	3.8%	3,206	3.4%	-423	-11.7% (-0.4P)
Net income attributable to owners of the parent	2,511	2.6%	2,235	2.4%	-275	-11.0% (-0.2P)

■ Net sales and Gross profit

(Millions of yen)	FY2023		FY2024		Year-on-year	
	3Q	ratio	3Q	ratio		
Net sales	95,099	100.0%	94,234	100.0%	-864	-0.9%
Gross profit	15,747	16.6%	15,941	16.9%	+193	+1.2% (+0.3P)

- Net sales decreased by 0.9% year on year due to the impact of the concentration of progress on large-scale projects in 4Q, although the company undertook many projects such as corporate PR facilities, large hotels, and exposition events, in addition to the new openings and renovation projects for overseas brands and apparel.
- The gross profit margin increased 0.3 points year on year to 16.9%.

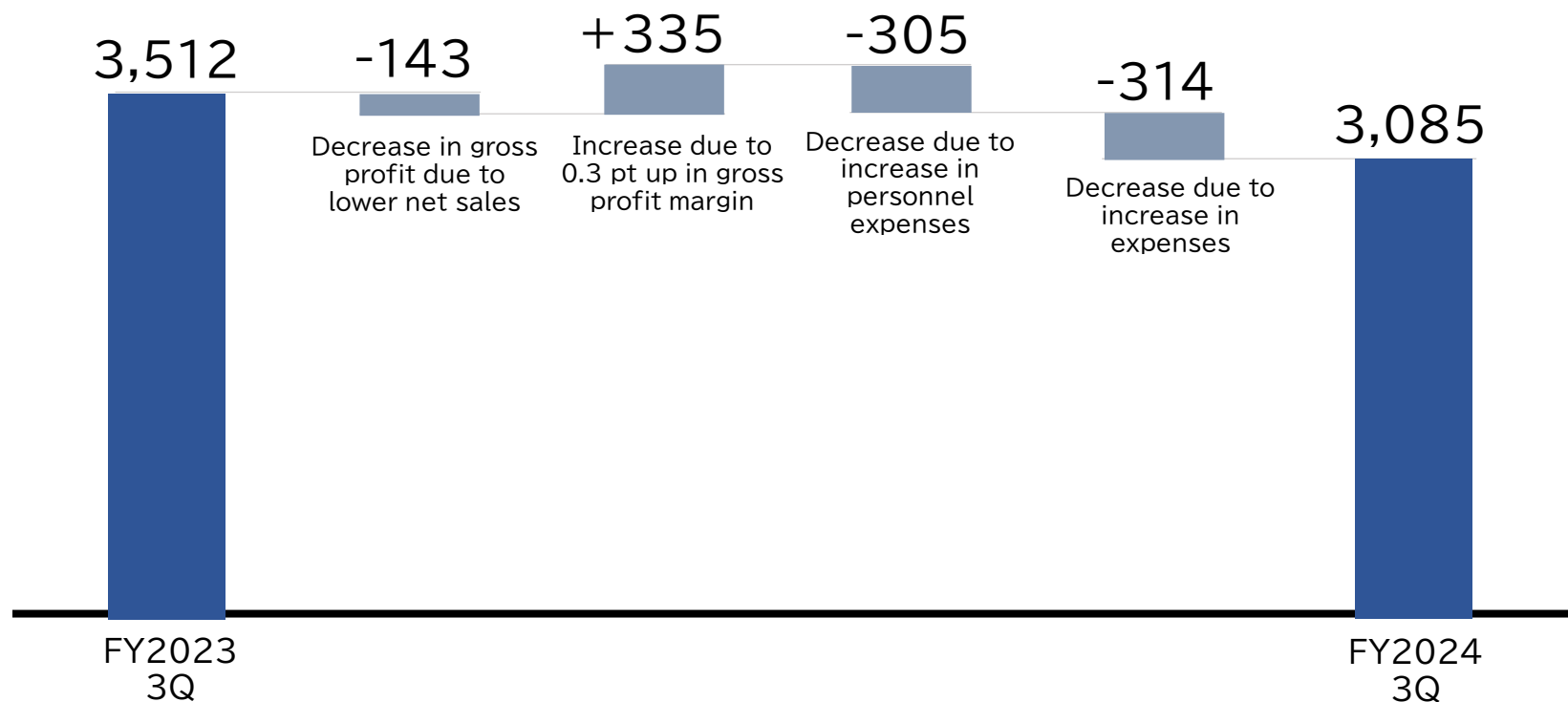
Selling, general and administrative expenses

(Millions of yen)	FY2023		FY2024		Year-on-year	
	3Q	ratio	3Q	ratio		
Personnel expenses	7,517	7.9%	7,822	8.3%	+305	+4.1%
Operating expenses	4,718	5.0%	5,033	5.3%	+314	+6.7%
SG&A expenses	12,235	12.9%	12,856	13.6%	+620	+5.1%

- SG&A expenses increased by 5.1% year on year, with an 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)

(Millions of yen)	FY2023		FY2024		Year-on-year	
	3Q	ratio	3Q	ratio		
Operating income	3,512	3.7%	3,085	3.3%	-426	-12.2%



■ Ordinary income and Net income

(Millions of yen)	FY2023		FY2024		Year-on-year	
	3Q	ratio	3Q	ratio		
non-operating income or expenses	118	0.1%	121	0.1%	+3	+2.7%
Ordinary income	3,630	3.8%	3,206	3.4%	-423	-11.7%
Extraordinary income or loss	270	0.3%	254	0.3%	-16	-5.9%
Income before income taxes	3,901	4.1%	3,461	3.7%	-439	-11.3%
Income taxes	1,389	1.5%	1,225	1.3%	-163	-11.8%
Net income attributable to owners of the parent	2,511	2.6%	2,235	2.4%	-275	-11.0%

- Net income was ¥2,235 million, down ¥275 million year on year due to the decrease in ordinary income.

■ Conditions by Market Field

- Net sales increased in the specialty stores market segment, where demand for new openings and renovations of overseas brands, sports brands, and automotive stores increased, and the expositions and creative events market segment, which saw progress on the EXPO 2025 Osaka, Kansai, Japan.
- Net sales decreased overall in the shopping centers market segment, which has large projects to be completed in 4Q, the museums market segment, which saw a decline in large museums, and others markets, which saw a decline in large offices.

(Millions of yen)	FY2023		Gross Profit Margin	FY2024		Gross Profit Margin
	3Q	Year-on-year		3Q	Year-on-year	
Specialty stores market	20,579	+7.7%	↑ 16.3%	27,016	+31.3%	↑ 16.8%
Department and mass merchandise stores market	4,386	-1.0%	↓ 19.4%	2,931	-33.2%	↑ 20.7%
Shopping centers market	14,056	+101.2%	↑ 16.8%	9,434	-32.9%	↓ 15.6%
Public relations and sales promotion market	9,014	+30.1%	↑ 20.8%	9,056	+0.5%	↓ 20.2%
Museums market	7,046	-9.9%	↓ 17.9%	6,058	-14.0%	↓ 17.6%
Leisure facilities market	16,519	+45.4%	↓ 12.0%	17,120	+3.6%	↑ 14.3%
Expositions and creative events market	4,657	+59.5%	↑ 21.8%	7,080	+52.0%	↓ 16.0%
Others markets	18,838	+9.0%	↓ 16.3%	15,536	-17.5%	↑ 18.2%
Total	95,099	+23.8%	↓ 16.6%	94,234	-0.9%	↑ 16.9%

Orders and Backlog of Orders by Market Field

- Orders received increased by 8.1% year on year to ¥113,462 million due to increases in the specialty stores market segment, where new openings and renovation projects of overseas brands and mobile-related stores increased, the public relations and sales promotion market segment, which received orders for large corporate showrooms, and the expositions and creative events market segment, which received orders for projects related to EXPO 2025 Osaka, Kansai, Japan.
- The order backlog increased by 31.6% year on year to ¥86,260 million, due to the above factors for increased orders, as well as several large projects in the commercial facilities complex market.

(Millions of yen)	FY2023_3Q		FY2024_3Q		Orders Year-on-year comparison	Backlog of orders Year-on-year comparison
	Orders	Backlog of orders	Orders	Backlog of orders		
Specialty stores market	23,146	9,346	31,444	13,037	+35.8%	+39.5%
Department and mass merchandise stores market	4,700	1,498	3,452	1,474	△26.5%	△1.6%
Shopping centers market	12,538	7,342	8,814	14,388	△29.7%	+96.0%
Public relations and sales promotion market	8,270	4,544	13,292	6,955	+60.7%	+53.1%
Museums market	12,965	9,225	8,002	7,778	△38.3%	△15.7%
Leisure facilities market	18,198	21,693	12,921	14,905	△29.0%	△31.3%
Expositions and creative events market	5,988	2,085	17,740	15,701	+196.2%	+652.7%
Others markets	19,144	9,824	17,794	12,018	△7.1%	+22.3%
Total	104,954	65,561	113,462	86,260	+8.1%	+31.6%

■ Upwardly revised full-year forecasts for FY2024 earnings and dividends

- We have revised up our full-year earnings and dividend forecasts for FY2024, as we expect orders to grow significantly by adapting to the market environment and accurately grasping needs, and we expect sales to further increase and profitability to improve toward the end of the fiscal year.

(Millions of yen)	FY2023			FY2024(Forecast)		
	Full year	ratio	Year-on-year	Full year	ratio	Year-on-year
Net Sales	134,138	100.0%	+20.9%	149,000	100.0%	+11.1%
Operating Income	5,213	3.9%	+67.4%	8,000	5.4%	+53.5%
Ordinary Income	5,373	4.0%	+65.5%	8,100	5.4%	+50.7%
Net income attributable to owners of the parent	3,862	2.9%	+73.2%	6,000	4.0%	+55.3%
Cash Dividends per Share (yen)	27.00	—	+2.00	32.00	—	+5.00
Earnings per share (yen)	34.67	—	+14.65	53.81	—	+19.14

1. Summary of Financial Results for
the 3rd Quarter of FY2024

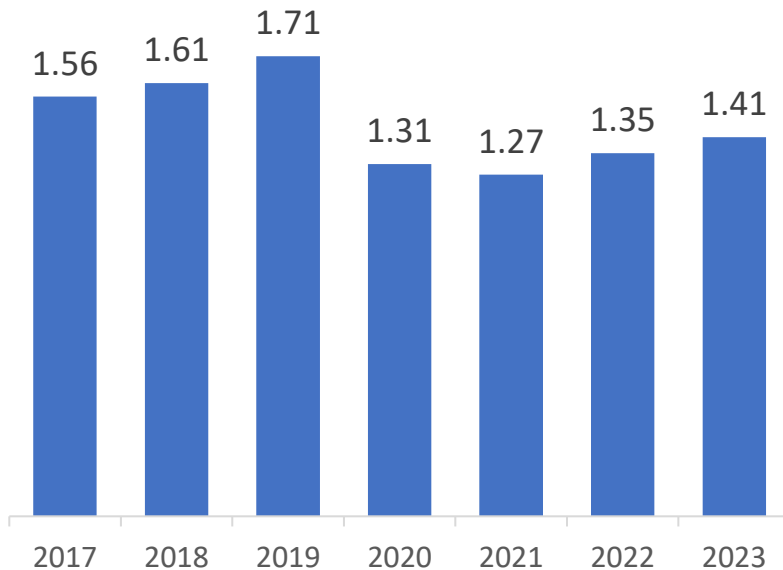
2. Future development

3. Supplemental Material /
Corporate Profile

Industry Structure and NOMURA Group's Strengths

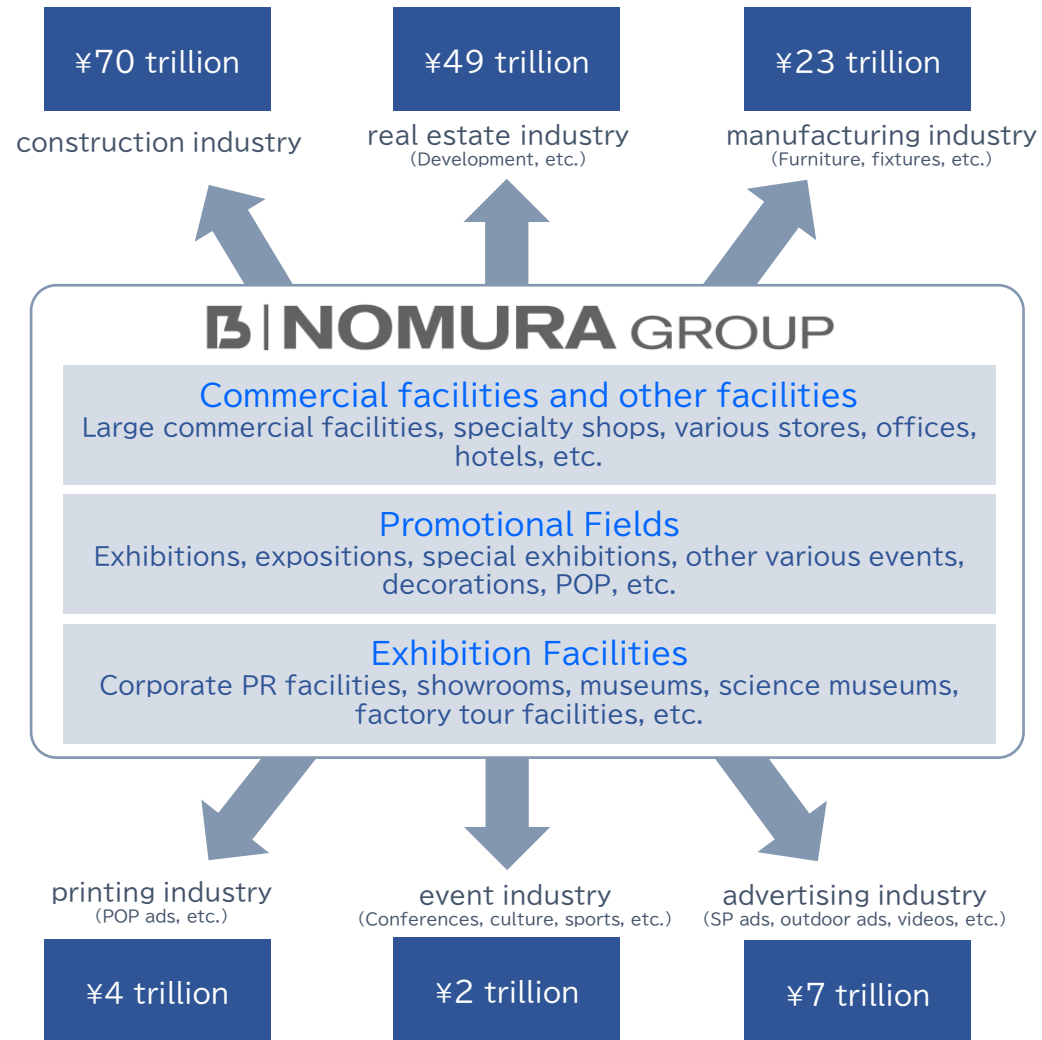
Display Industry Market Size

(trillion yen)



Source: Yano Research Institute Ltd.

Market Fields and Related Industries



■ Display Industry Market Share

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

FY2013				FY2018				FY2023			
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.	98,410	15.9%	1	NOMURA Co., Ltd.	125,859	15.7%	1	NOMURA Co., Ltd.	134,138	16.6%
2	TANSEISHA Co., Ltd.	57,074	9.2%	2	TANSEISHA Co., Ltd.	82,677	10.3%	2	TANSEISHA Co., Ltd.	81,200	10.0%
3	SPACE Co., Ltd.	42,235	6.8%	3	SPACE Co., Ltd.	46,458	5.8%	3	Mitsui Designtec Co., Ltd.	54,887	6.8%
4	ZYCC CORPORATION	29,693	4.8%	4	LUCKLAND Co., Ltd.	42,842	5.4%	4	SPACE Co., Ltd.	52,793	6.5%
5	J.FRONT DESIGN & CONSTRUCTION Co., Ltd.	29,643	4.8%	5	Shimizu Octo, Inc.	36,897	4.6%	5	LUCKLAND CO.,LTD.	45,116	5.6%
6	AIM CREATE Co., Ltd.	29,600	4.8%	6	Mitsui Designtec Co., Ltd.	33,408	4.2%	6	Shimizu Octo, Inc.	39,675	4.9%
7	Mitsui Designtec Co., Ltd.	28,142	4.6%	7	Takashimaya Space Create Co., Ltd.	31,629	4.0%	7	J.FRONT DESIGN & CONSTRUCTION Co., Ltd.	35,902	4.4%
8	Shimizu Octo, Inc.	25,127	4.1%	8	ISETAN MITSUKOSHI PROPERTY DESIGN LTD.	31,096	3.9%	8	Takashimaya Space Create Co., Ltd.	30,912	3.8%
9	Takashimaya Space Create Co., Ltd.	24,804	4.0%	9	ZYCC CORPORATION	29,953	3.7%	9	SEMBA CORPORATION	24,886	3.1%
10	Bauhaus Maruei Co., Ltd.	22,205	3.6%	10	SEMBA CORPORATION	28,473	3.6%	10	ZYCC CORPORATION	23,109	2.9%
Total sales of top 30 companies		617,807	100.0%	Total sales of top 30 companies		800,612	100.0%	Total sales of top 30 companies		808,134	100.0%

*The above figures were aggregated by NOMURA.

Medium- to Long-term Business Environment

Providing spaces that respond to a changing business environment

~2025

2023-2025 Mid-term Management Policy

~2028

Next Mid-term Management Policy

~2032

Creating and vitalizing spaces

Urban redevelopment

Tourism Sector
Hotels and tourist facilities
Inbound

Osaka
/Umeda

Saitama
/Omiya

Fukuoka
/Tenjin

Kanagawa
/Yokohama

Tokyo/
Shibuya

Tokyo
/Shinjuku

Tokyo
/Shinagawa

Hokkaido
/Sapporo

Tokyo-Nagoya-Osaka Linear
Providing urban development

Public-private partnership

Local development

National project

Expo2025 Osaka,Kansai,Japan
Legacy Project

Integrated Resort

Promotional Events

Stadium and arena reform
Theme Parks
Entertainment Facilities

Hands-on and live show events

Future Outlook

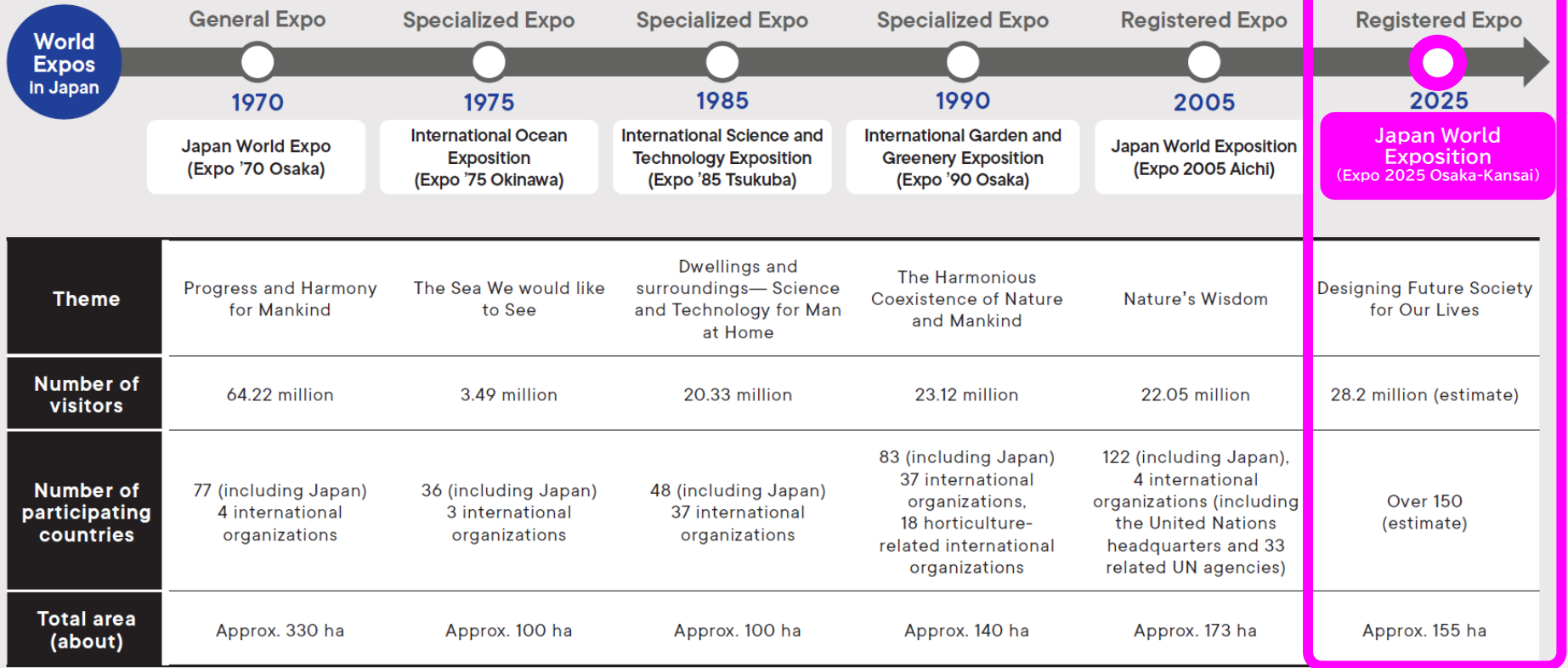
- Urban redevelopment and inbound-related demand is strong, and investment is expected to continue.
- Aggressive investment in theme parks, sports facilities, etc.
- Acceleration of public-private partnerships, new business schemes and know-how in operations are required.

field	Future Outlook
<p>Commercial and other facilities</p> <p>Large commercial facilities, specialty shops, various stores, offices, hotels, etc.</p>	<ul style="list-style-type: none"> □ Urban redevelopment is booming □ Shift from “a place to just buy things” to “a place to spend time with friends and family” □ Increased demand for corporate real estate (CRE) revitalization and utilization □ Investment in tourism, leisure and entertainment facilities to capture inbound demand □ Rebranding of existing hotels and expansion of foreign luxury hotels
<p>Promotional Fields</p> <p>Exhibitions, expositions, special exhibitions, other various events, decorations, POP, etc.</p>	<ul style="list-style-type: none"> □ Return to real events such as street promotions, inner-city events, and exhibitions □ Expansion of sports, entertainment, and other experiential value-added events □ Increase in environmentally friendly events □ Increased plans for new construction and renovation of event-related facilities □ Recovery and future growth in sports-related events
<p>Exhibition Facilities</p> <p>Corporate PR facilities, showrooms, museums, science museums, factory tour facilities, etc.</p>	<ul style="list-style-type: none"> □ Expand opportunities for private sector participation in public real estate (PRE) □ Major repairs to aging cultural facilities □ Expanding the use of private funding in public works projects □ New corporate PR and showroom renovations and remodeling remained steady.

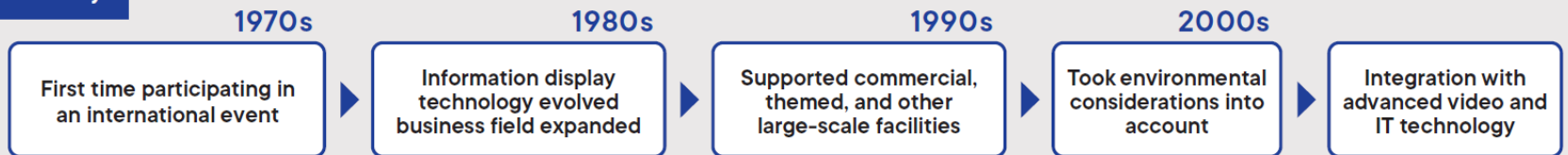
Initiatives for Expo 2025

Initiatives that leverage accumulated experience, knowledge, and expertise (social capital)

The Evolution of World Expositions in Japan



NOMURA's Journey



Public-Private Partnerships and Operations

Takegawa 22nd Century Hill Park Tamari-na Indoor playground development project

As a new form of public-private partnership, we have been commissioned to invest in the maintenance of playground equipment and recover the investment from usage fees. In the future, we intend to expand the scope of our business to include the operation of corporate communication facilities, in addition to actively participating in mixed- or independent-profit operations.



Watashino: Koshimizu Town Government Complex and Disaster Preparedness Center

“Watashino” is a hub for community revitalization and disaster preparedness. Its aim is to help create a vibrant and sustainable town, providing a place for people to gather both in everyday life and during times of disasters. As one of the public-private partnership companies, we were in charge of planning the “Nigiwai Area,” bustling area, designing the space and visual identity, and PR for the opening of the townhall.



Shizuoka City Ocean & Earth Museum (tentative name) Maintenance and Operation Business

We will serve as the first representative company of the consortium. This project is to construct a “comprehensive museum of the ocean and the earth” with both aquarium and museum functions on a site adjacent to the Port of Shimizu’s cruise ship wharf. MHI will be responsible for the overall project management, facility production, exhibition production, and operation for 15 years.



Morioka City Library renovation

This is a project for the renewal of Morioka City Library, including seismic retrofitting. The library reopened in April 2024 after a two-and-a-half year closure. The concept is “a library where knowledge circulates, people and the city grow together,” and like the ecosystem of “Takamatsu Pond,” which spreads out before our eyes, we aim to create a library where knowledge and people of Morioka naturally gather, connect, and circulate in the local community. In addition to planning, design, policy, and construction of the facility’s interior spaces, we were also responsible for the logo and other VI.



Overseas Business Development

Lumine Singapore renovation

Lumine Singapore, which opened its first overseas store in 2017, has relocated and reopened as a new global flagship store in the Raffles City Shopping Center, a complex located in the heart of the business district. We were in charge of design, implementation design, and construction.



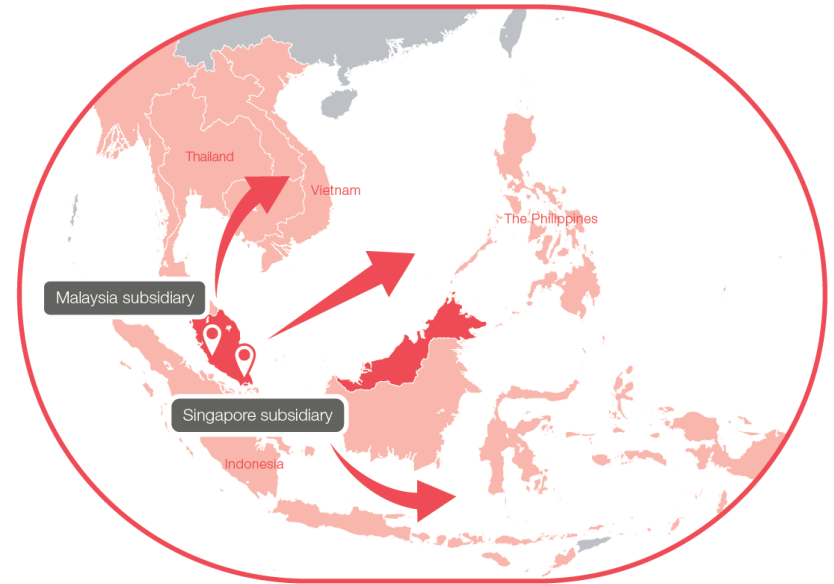
Office, Nikken Sekkei Ltd.(Shanghai, China)

Nikken Sekkei Ltd. was involved in the redevelopment project of the West Bank Mediaport in Shanghai, where cutting-edge media and cultural creative industries are concentrated, and opened a new office in the same area. Designed under the theme of low carbon and environmental protection, Nikken Sekkei was in charge of production and construction work. The hydroponics on the walls and greenery reminiscent of a forest provide a sense of surprise and comfort. The abundant use of renewable bamboo and timber as construction materials has created a comfortable office environment where one can feel nature even in the midst of urban buildings.



Full-scale entry into the rapidly growing ASEAN marketgrowing ASEAN market

Business expansion viewing ASEAN as a single market



Establishment of Malaysia subsidiary in April 2024



Sustainability Initiatives

CITY CIRCUIT TOKYO BAY

In December 2023, "CITY CIRCUIT TOKYO BAY," one of the largest urban circuits in Japan, will open in Odaiba, mainly featuring EV (electric) karts. We sympathized with the carbon neutrality of EV karts and their potential as a new type of urban and indoor entertainment, and provided support for the commercialization of the project in the form of a joint project with TMS Co. We will continue to work together to create and promote a new future for motorsports.



SCRAPTURE Traveling Exhibition

"SCRAPTURE" will be exhibited at "GreenCreative™ Innovations" organized by SIAM Takashimaya, one of the largest complexes in Thailand, from 8/21 to 9/2, 2024. "SCRAPTURE" participated in a talk session.



Our Exhibits

This product was created as a practical and sustainable message art that appeals to the emotions and memories of people who are familiar with waste materials related to interior decoration, which they do not usually see. Unlike conventional scrap-and-build message delivery, these products are upcycled as new interior materials for the next generation and circulated as a medium to expand the circle of co-creation. The product will be exhibited at offices, international conferences, and art events, aiming to inspire many people to think about a better future. The work has won the Gold Award in the Multimedia & Visual included Exhibition category at the Sky Design Awards 2023, the Gold Award and the Yui Tezuka Award at the 57th Japan Sign Design Award, and others.



Human Resource Development - Co-creation within and outside the company

Internal Award System | NOMURA CREATIVITY AWARDS

Every year, NOMURA holds internal awards for project teams and individuals who have taken on diverse challenges. By recognizing their expertise and creativity, and uncovering the keys to their success, we aim to boost the motivation to contribute to resolve clients' social issues and create an environment where the organization's strengths can be maximized.



What the NOMURA CREATIVITY AWARDS aim to achieve

Realizing Our Vision



Fostering a culture where everyone celebrates creativity

Expression of creativity



Improve internal recognition of human resources
Sharing of demonstrated expertise

Partner companies Award system (Safety Award System, Nomura Outstanding Technology Award)

We have introduced our own award system for our partner companies to enhance their safety and health activities, improve their technical capabilities, and motivate the people working on site. We have established the "Safety Award System" to recognize partner companies that have made outstanding achievements in conventional safety and health management activities, and the "Nomura Excellent Technology Award" to express our appreciation for partner companies that possess the technology to achieve high quality. We are working to further improve our technical and team capabilities.



An example of a 2023 award

- Modeling and aging techniques that bring the world of the movie to life in real space at an ultra-high quality.
- Copper plate hammered out to reproduce life-size with sulfide ibushi finish

Future Insight Report "Re: ZONING" Talk Session

A Future Forecasting Concept Based on Insights from the Signs of Consumers' Daily Lives.

Re:ZONING

What will spaces look like in 2030? We have published the "Future Insights Report Re:ZONING Phase I," a comprehensive 55-page document predicting 11 behavioral changes in consumers based on current emerging signs.

11 Insights for Envisioning Future Spaces

- | | |
|---|--|
| <p>01 Family and Community Re:ZONING
Can we be family even if not blood related?
Borderless Family</p> | <p>07 Mind and Health Re:ZONING
Will mental well-being be a criterion for selection?
Mindful Design</p> |
| <p>02 On and Off Re:ZONING
Are activities that combine work, hobbies, and learning increasing?
Third Project</p> | <p>08 Welfare and Technology Re:ZONING
Can everyone be happy with technology?
Inclusion Tech</p> |
| <p>03 Office and Site Re:ZONING
Will hands-on work become a popular career?
Parallel Work-style</p> | <p>09 Humans and AI Re:ZONING
Will AI become a partner to humans?
AI Mate</p> |
| <p>04 City and Local Community Re:ZONING
Are future trends coming from local communities?
Neo-Local Economy</p> | <p>10 Consumption and Circulation Re:ZONING
Is it cool to hand things down?
Mottainai Value</p> |
| <p>05 Children and Learning Re:ZONING
Will schools be free from curriculums?
Flexible Education</p> | <p>11 Humans and the Environment Re:ZONING
Where will humans live in the age of climate change?
Climate Fit</p> |
| <p>06 Generation and Career Re:ZONING
Does life really begin after retirement?
Lifelong Active</p> | |

In July 2024, we held a talk session at NOMURA's head office, inviting individuals involved in future insights. Using the report as a starting point, we discussed, together with guest speakers, how consumers and lifestyles will change moving forward, and what changes can be expected in the surrounding environment.



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

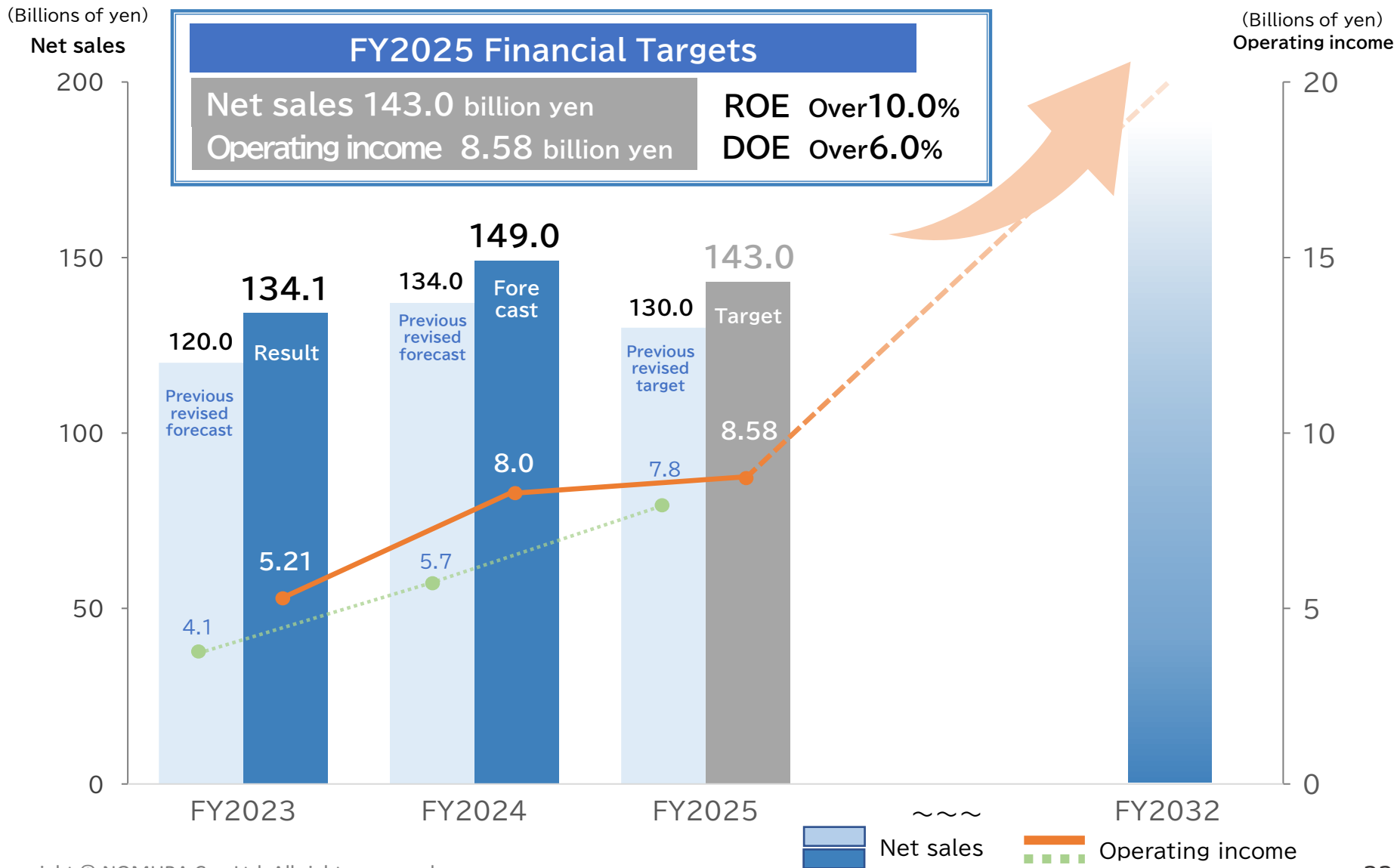
Over ¥7 billion in 3 years

*Total for the three-year period 2023-2025



■ Medium-Term Management Policy Financial Targets

➤ Considering revision of FY2025 financial targets, due to an upward revision of the forecast for FY2024.



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Quarterly Performance Year-on-Year Comparisons

(Millions of yen)	FY2023				FY2024		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Net sales	24,909	34,606	35,583	39,039	29,070	28,875	36,288
Gross profit	4,039	5,973	5,735	6,535	5,099	4,633	6,209
(ratio)	16.2%	17.3%	16.1%	16.7%	17.5%	16.0%	17.1%
SG&A expenses	3,848	3,944	4,443	4,834	4,073	4,215	4,566
(ratio)	15.4%	11.4%	12.5%	12.4%	14.0%	14.6%	12.6%
Operating income	191	2,029	1,291	1,701	1,025	417	1,642
(ratio)	0.8%	5.9%	3.6%	4.4%	3.5%	1.4%	4.5%
Non-operating income	76	35	7	41	97	16	15
Non-operating expenses	3	-3	1	-1	-	29	-21
Ordinary income	263	2,068	1,297	1,743	1,123	404	1,679
(ratio)	1.1%	6.0%	3.6%	4.5%	3.9%	1.4%	4.6%
Extraordinary income	-	270	3	0	-	-	273
Extraordinary loss	-	2	0	223	-	12	6
Income before income taxes and minority interests	263	2,336	1,300	1,519	1,123	391	1,947
Net income	4	1,677	829	1,350	606	245	1,383
(ratio)	0.0%	4.8%	2.3%	3.5%	2.1%	0.8%	3.8%

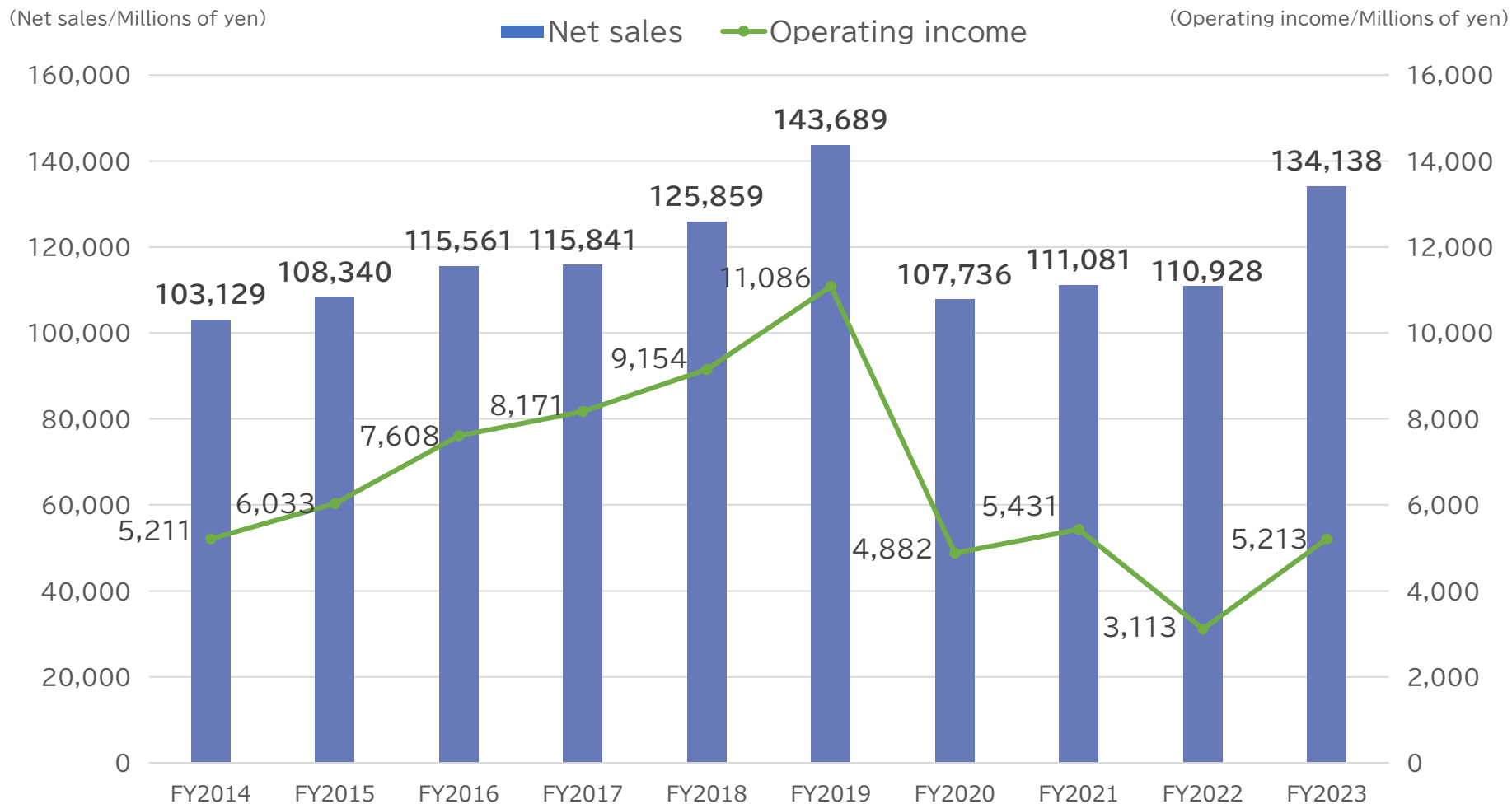
Consolidated Balance Sheet

(Millions of yen)	FY2023		FY2024		
	Actual	ratio	3Q	ratio	Year-over-year comparison; change
Current assets	72,026	83.1%	71,099	83.7%	-1.3%
Property, plant and equipment	7,541	8.7%	7,432	8.7%	-1.4%
Intangible assets	1,639	1.9%	1,205	1.4%	-26.5%
Investments and other assets	5,489	6.3%	5,239	6.2%	-4.6%
Total assets	86,697	100.0%	84,978	100.0%	-2.0%
Current liabilities	31,324	36.1%	30,338	35.7%	-3.1%
Long-term liabilities	5,066	5.9%	5,015	5.9%	-1.0%
Total liabilities	36,391	42.0%	35,354	41.6%	-2.8%
Net assets	50,306	58.0%	49,624	58.4%	-1.4%
Total liabilities and net assets	86,697	100.0%	84,978	100.0%	-2.0%

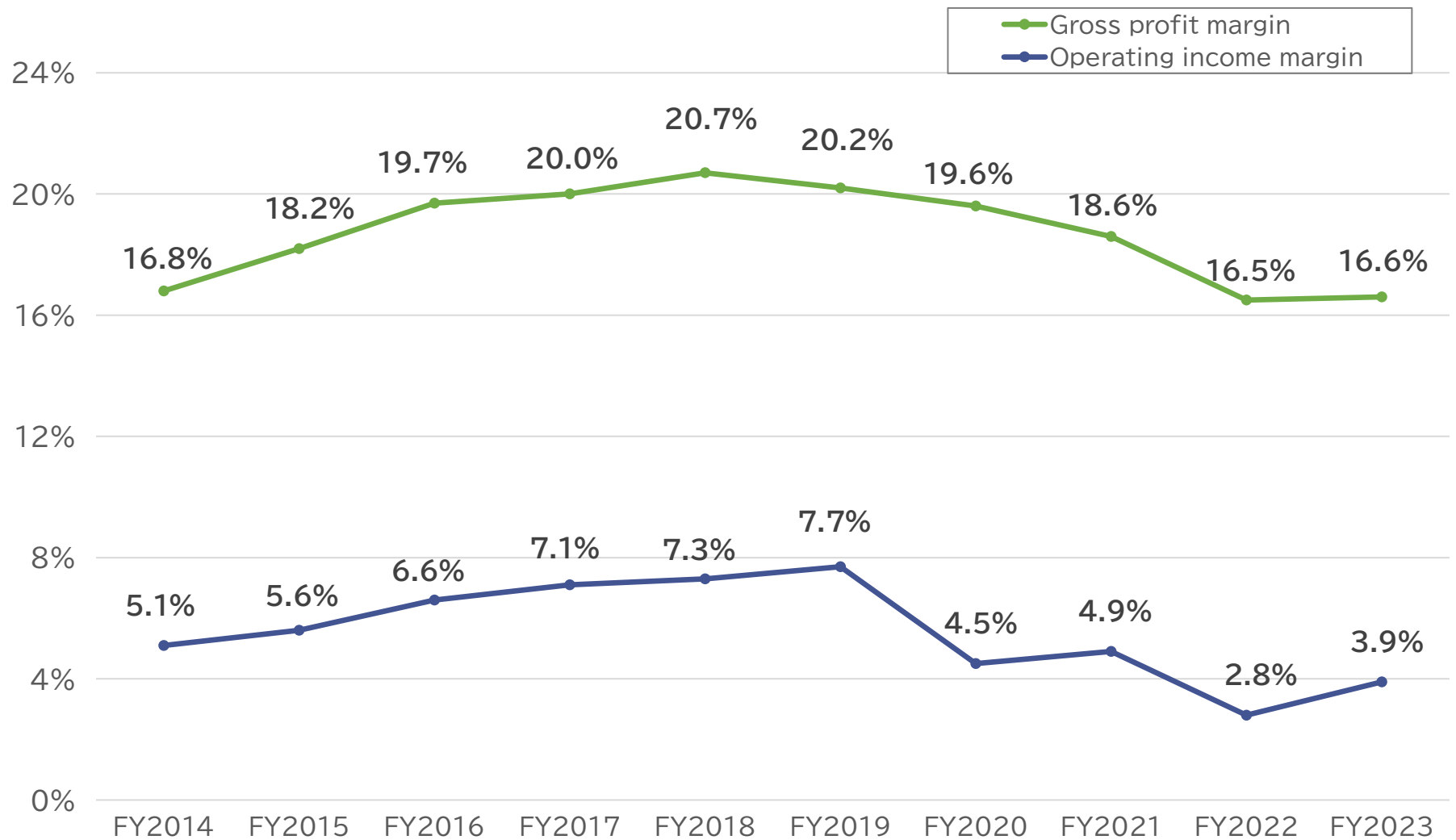
■ Quarterly Sales by Market Segment

(Millions of yen)	Fiscal Year 2023				Fiscal Year 2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Specialty store market	6,310	6,922	7,346	8,464	9,001	6,946	11,068	
Department store and mass merchandise store market	1,161	1,221	2,002	1,734	968	1,034	928	
Shopping center market	3,365	5,277	5,412	3,671	3,142	2,707	3,584	
Public relations and sales promotion market	2,588	2,451	3,975	3,934	2,317	3,586	3,152	
Museum and art museum market	2,068	2,935	2,042	3,571	2,111	1,916	2,030	
Leisure facility market	3,499	7,464	5,555	7,657	5,388	6,009	5,721	
Exposition and event market	1,350	1,498	1,808	1,967	1,430	1,856	3,793	
Other markets	4,564	6,835	7,438	8,038	4,711	4,816	6,008	
Total	24,909	34,606	35,583	39,039	29,070	28,875	36,288	

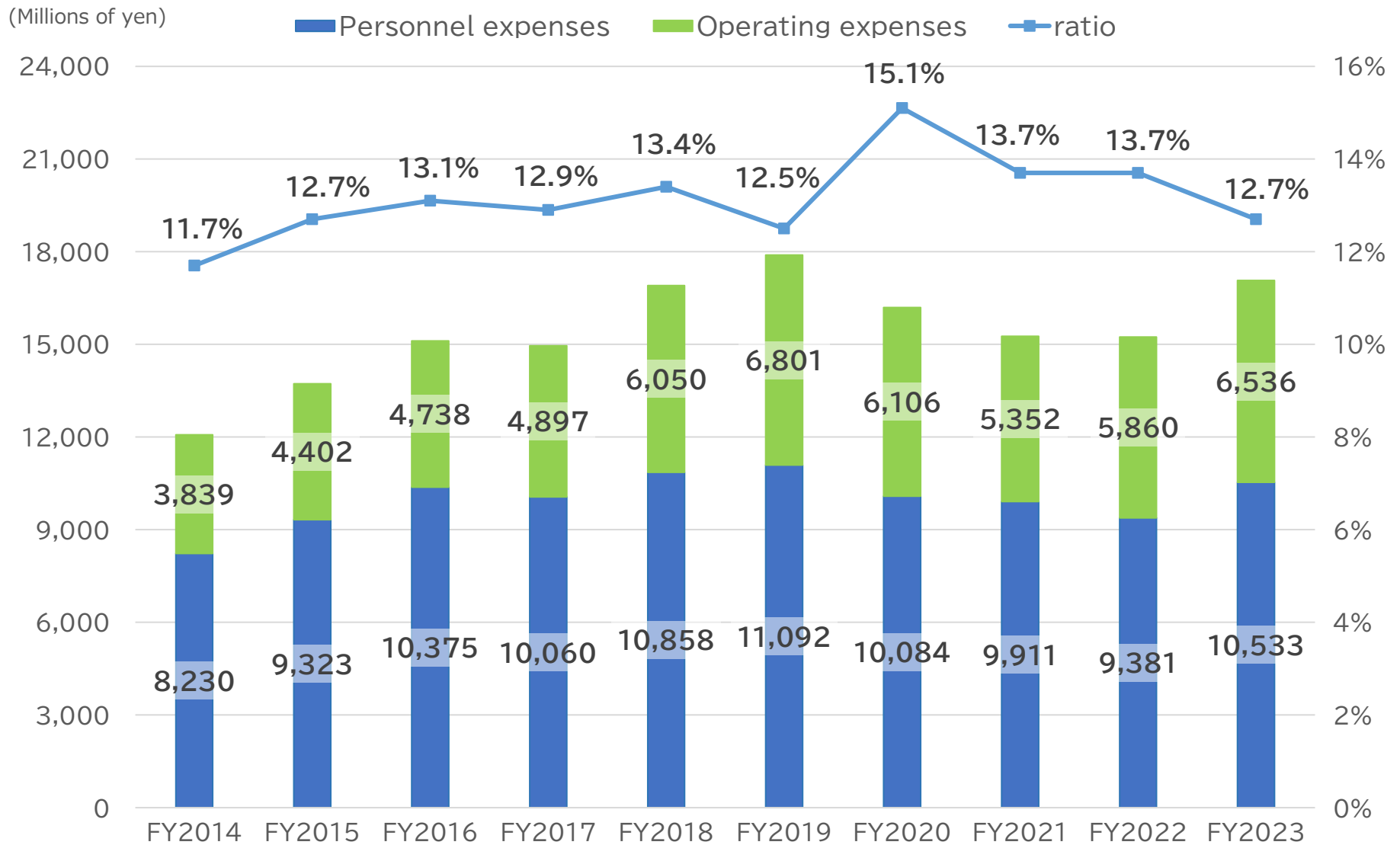
[10-Year Trends] Full-Year Results



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

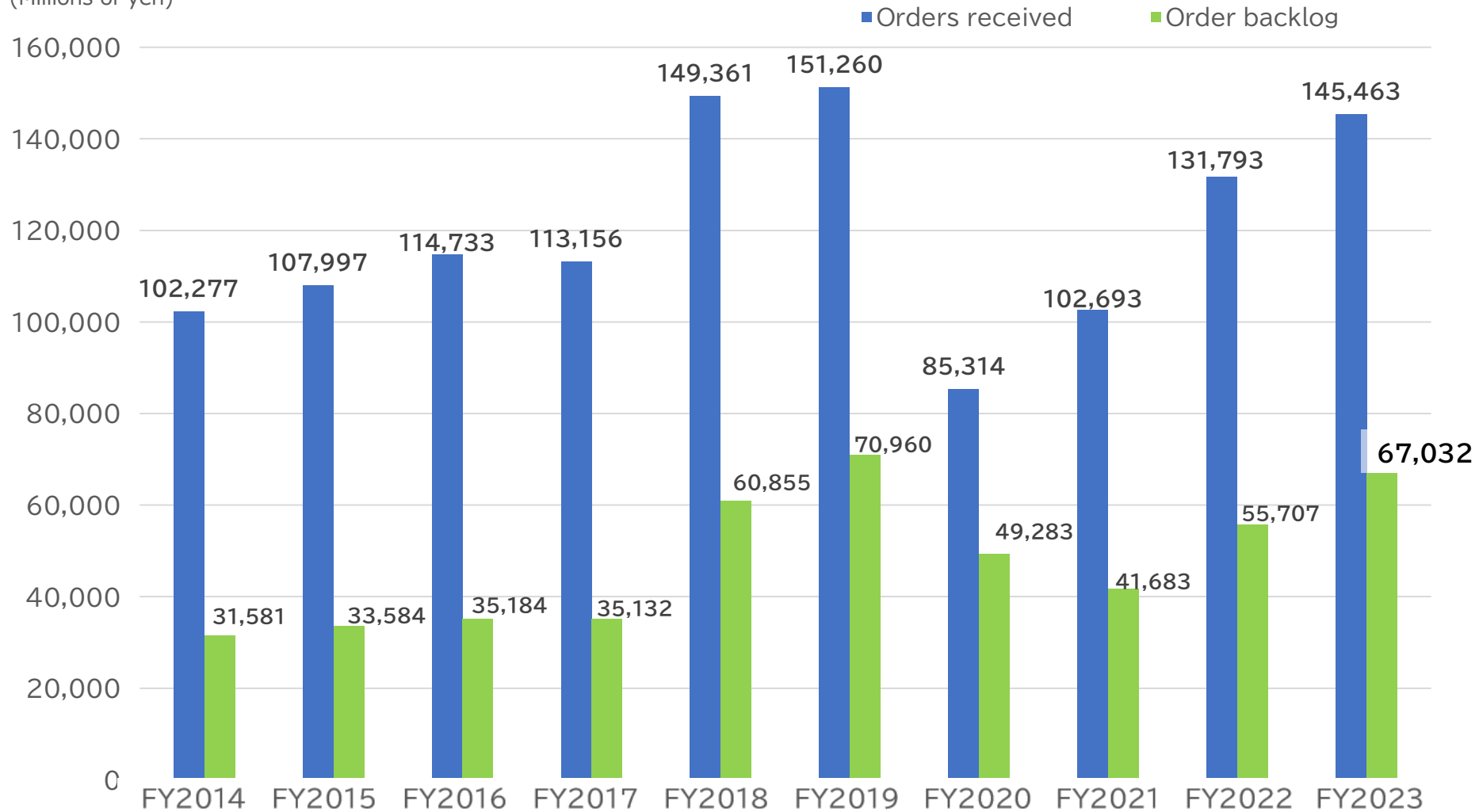


[10-Year Trends] SG&A expenses / SG&A expenses ratio



[10-Year Trends] Orders received and backlog

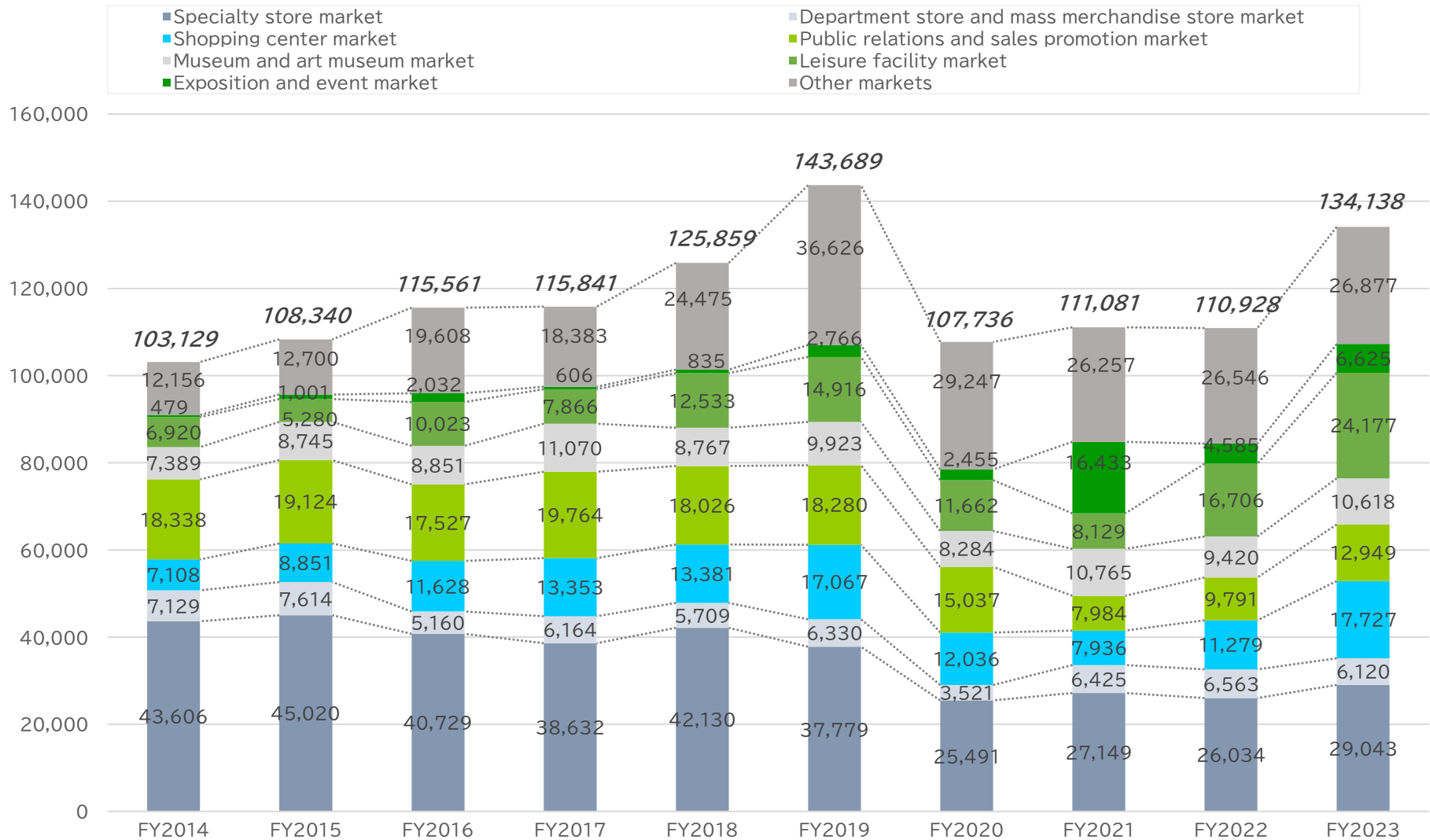
(Millions of yen)



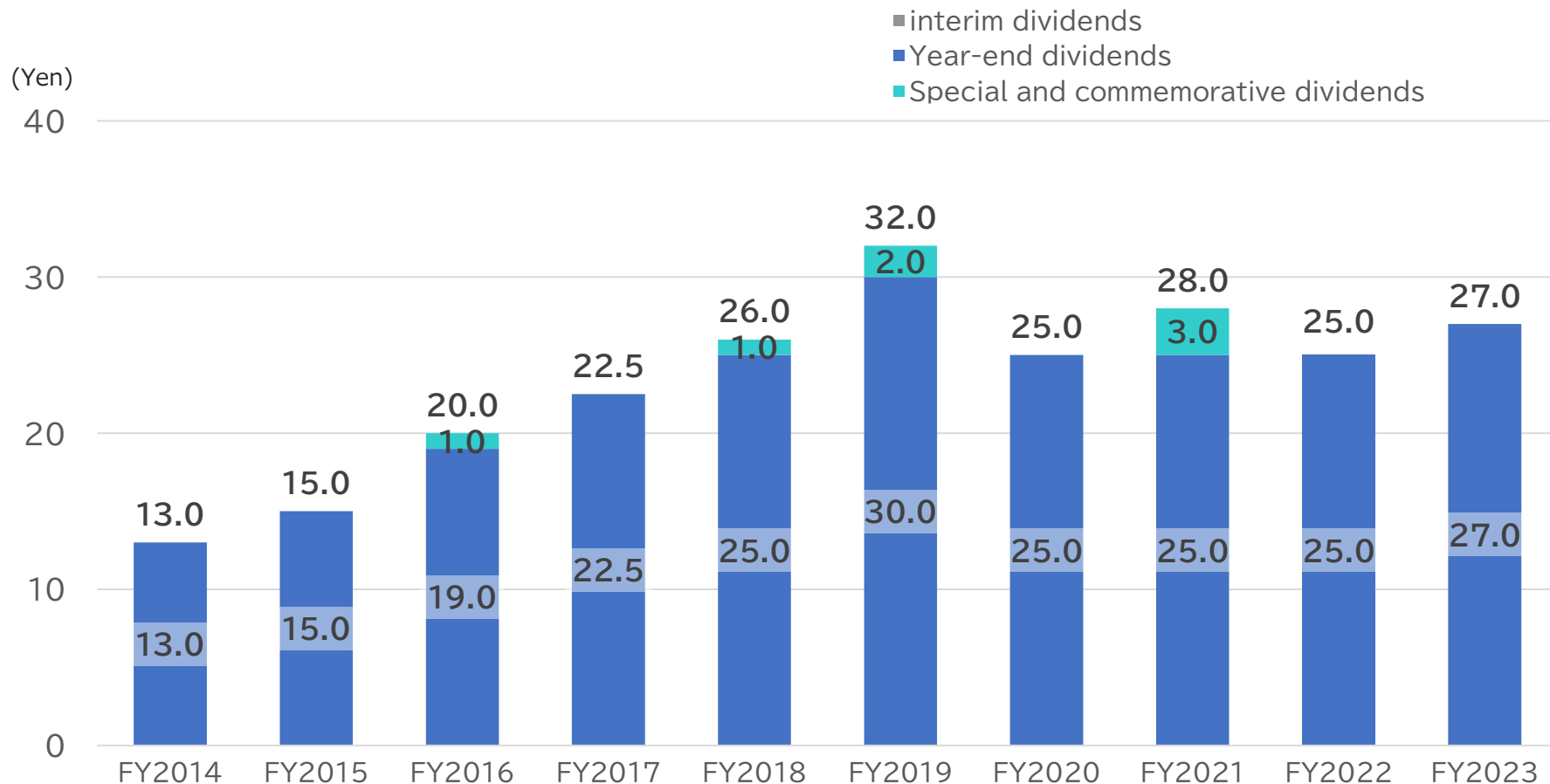
(Note) Food & Beverage and Product Sales businesses are not shown due to different order concepts.

[10-Year Trends] Net Sales by Market Segment

(Millions of yen)



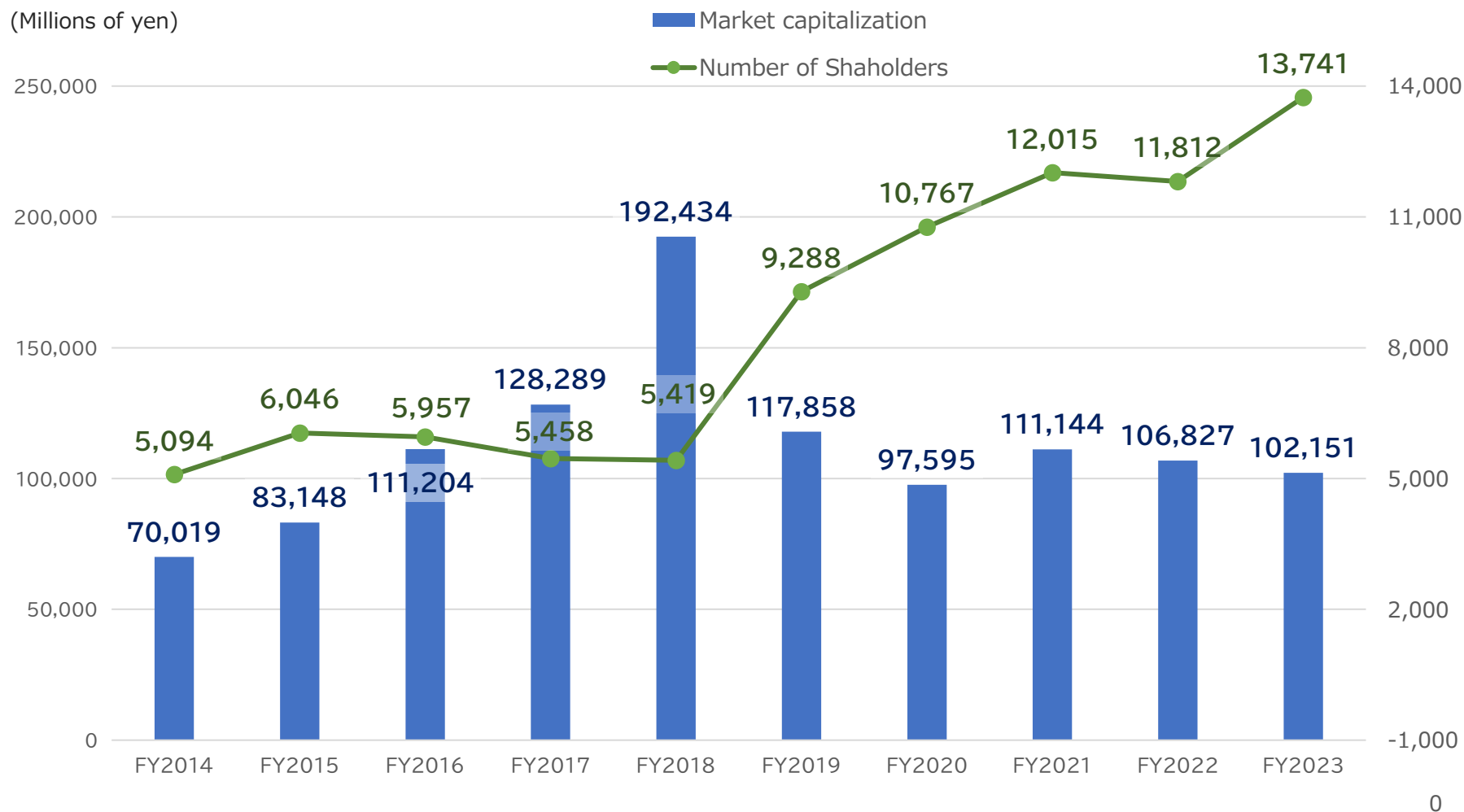
[Stock Information] Shareholder Returns and Dividends



*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	45.3%	43.4%	44.0%	44.4%	42.9%	45.7%	90.6%	78.2%	124.9%	77.9%
stock price all-time high (yen)	608	966	995	1,324	1,667.5	1,670	1,031	1,148	1,102	1,010
stock price all-time low (yen)	332.5	551.0	663.5	901.5	1,017.5	961.0	642.0	787.0	831.0	819.0

[Stock Information] Market capitalization and number of shareholders



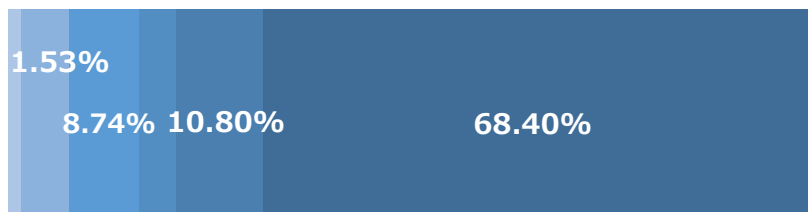
*A 2-for-1 stock split of common stock was implemented on June 1, 2019.

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

[Stock Information] Shareholder Composition (as of August 31, 2024)

Distribution of Shares Owned by Shareholder

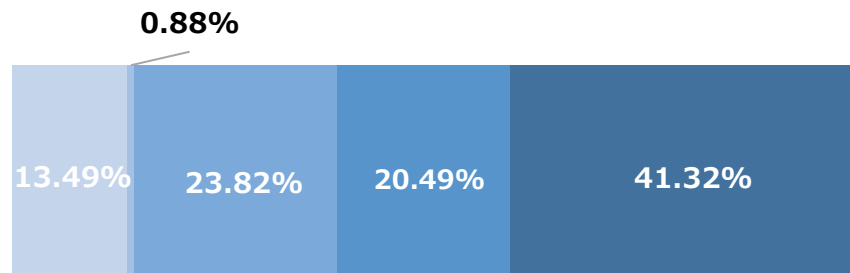
- Less than 100
- 100 to 999
- 1,000 to 9,999
- 10,000 to 49,999
- 50,000 to 99,999
- 100,000 to 499,999
- 500,000 or more



	Number of Shareholders (Persons)	Number of Shares (Shares)
Less than 100	2,646	15,329
100 to 999	7,235	1,835,146
1,000 to 9,999	2,608	7,167,415
10,000 to 49,999	493	10,472,992
50,000 to 99,999	78	5,471,350
100,000 to 499,999	69	12,945,990
500,000 or more	30	81,988,366
	13,159	119,896,588

Distribution of Shares by Type of Shareholder

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

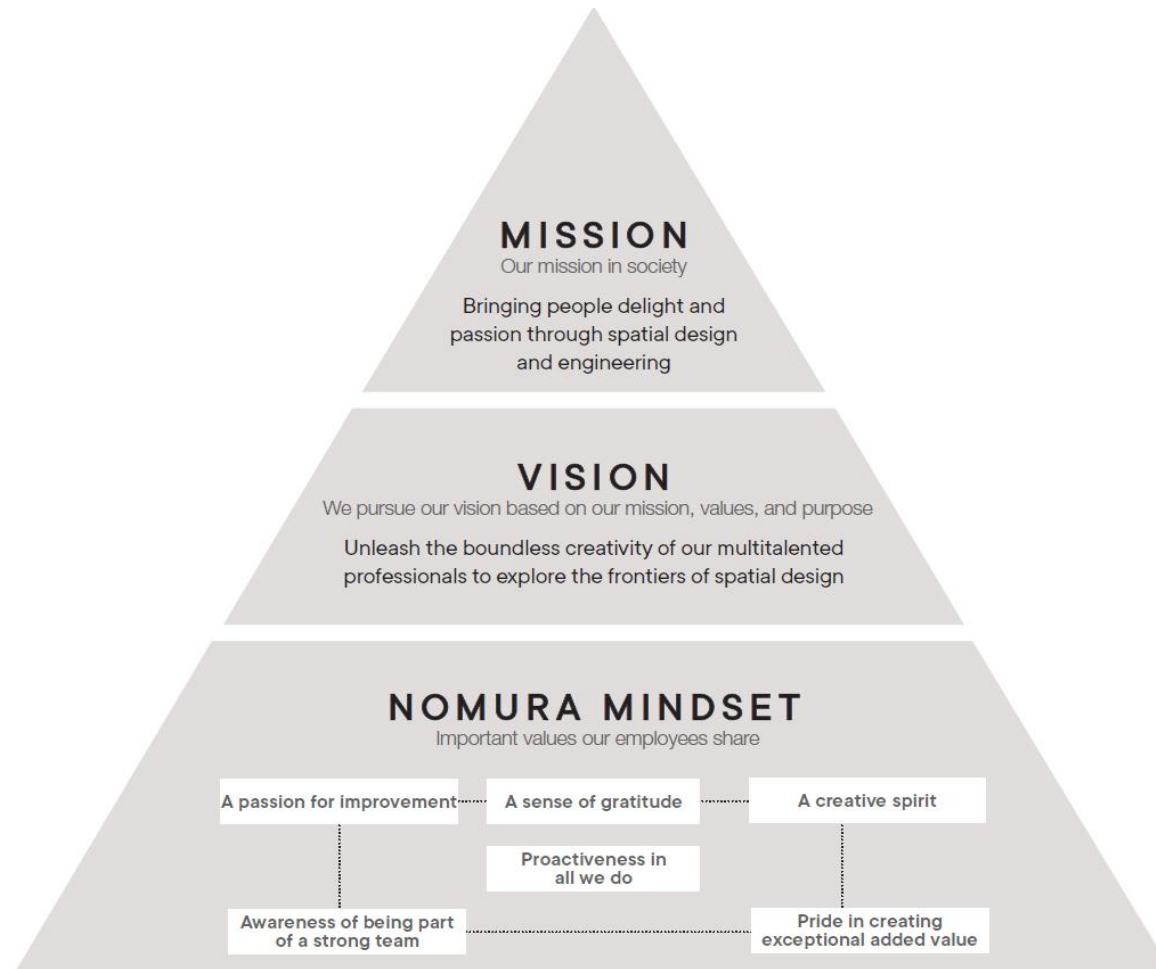


	Number of Shareholders (Persons)	Number of Shares (Shares)
Foreign investors	206	16,175,748
Securities companies	29	1,058,665
Financial institutions	28	28,559,880
Other corporations	162	24,562,750
Individuals and others	12,734	49,539,545
	13,159	119,896,588

(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.



About Us

- **Founded** March 1892
- **Established** December 1942
- **Listed** Market Prime Market (9716)
- **Capital** 6,497 million yen
- **Consolidated net sales**
134,138 million yen (FY2023)
- **Number of employees**
All Nomura Group employees 2,604
(including contract employees)
Consolidated 2,022 (regular employees)
Non-consolidated 1,483 (regular employees)
- **Domestic and Overseas Offices**

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



Locations in Japan

10 cities

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



Locations overseas

9 cities

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



(As of the end of August 2024)

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	1892-1945	1946-1969	1970-1989	1990-2012	2013-2022	2023-
<p>● 1892</p> <p>Founded by Taisuke Nomura in Takamatsu. NOMURA initially creates scene shifting services for theaters</p>	<p>● 1892-1945</p> <p>Expansion from popular entertainment to exhibitions and decorative displays</p> <p>Events (chrysanthemum dolls, events at sumo halls and exhibitions) and department store</p>	<p>● 1946-1969</p> <p>Start of management modernization and the establishment of the display industry</p> <p>Department stores, exhibitions, art exhibitions and amusement parks</p>	<p>● 1970-1989</p> <p>Business expansion and strengthening of management framework</p> <p>World Exposition, commercial facilities, museums, exhibitions, corporate PR facilities and showrooms</p>	<p>● 1990-2012</p> <p>Overcoming market fluctuations and becoming "Nomura: the company you choose"</p> <p>Brand stores, chain stores, visitor attractions, work as designated administrator and operator, and urban development</p>	<p>● 2013-2022</p> <p>Becoming a Prosperity Partner that maximize our customers' prosperity</p> <p>Shopping centers, hotels, theme parks, offices, vitalization of local communities, and digital technology</p>	<p>● 2023-</p> <p>Unleash the boundless creativity of our multitalented professionals to explore the frontiers of spatial design</p>
 <p>Founder Taisuke Nomura</p>	 <p>12-dangaeshi tiered chrysanthemum doll display at Ryogoku Sumo Hall Arena Around 1924</p>	 <p>Store decorations, Takashimaya Osaka Store 1947</p>	 <p>Expo Osaka 1970 © Osaka Prefecture</p>	 <p>NTV Clock (design by Hayao Miyazaki) 2006</p>	 <p>TOKYO Solamachi* 2012 © TOKYO-SKYTREETOWN</p>	 <p>The projection mapping to celebrate the NOMURA Group's 130th anniversary in 2022</p> <p>A book published in 2023 showcasing NOMURA Group employees and their passion to create "happy spaces"</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-Choume Store 1997</p>	 <p>Mandarin Oriental Tokyo Main dining 2005</p>  <p>Fujiisan World Heritage Center 2016</p>  <p>The NOMURA Group office consolidation project implemented in Daiba, Minato-ku, Tokyo 2021</p>

NOMURA Group: The Full Cycle of Our Business Activity

Resources supporting value creation

INPUT

Business Activities

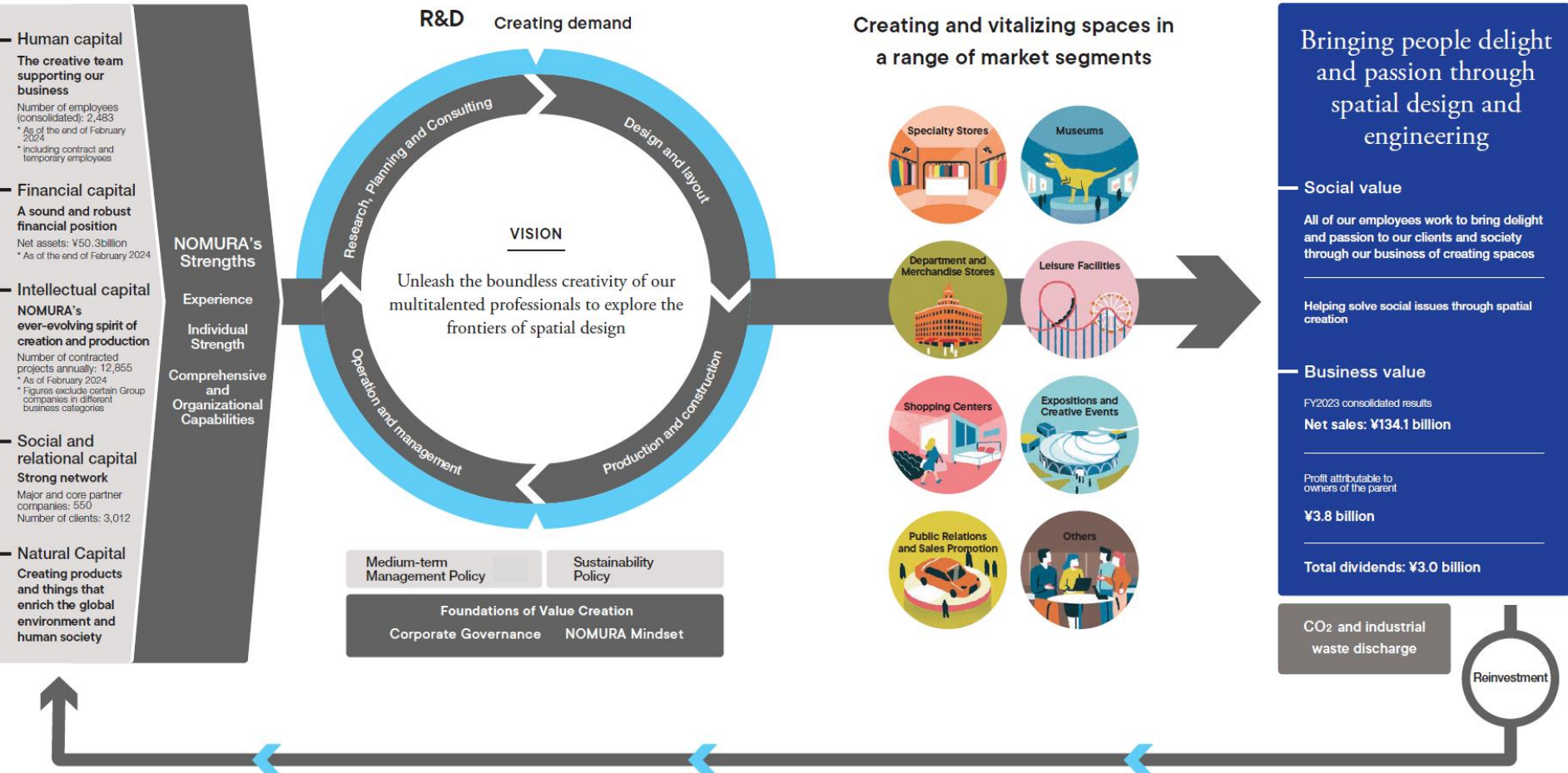
BUSINESS ACTIVITIES

The value we provide

OUTPUT

What lies ahead of NOMURA

OUTCOME



Strengths of the NOMURA Group

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

1. Experience

Number of contracted projects annually

12,855

Number of clients

3,012

Percentage of sales from repeat clients

81.1%

Major players in each industry
Businesses are clients

2. Individual Strengths

Differentiation through planning and design

Planners & Designers **618**

First-class architects **127**

Number of design awards received **92**

Production system that achieves high quality

Product Director **514**

First-class architectural construction management engineers **296**

3. Comprehensive and Organizational Capabilities

A system capable of handling large-scale projects from planning to operation, both in Japan and overseas

Domestic bases **10 cities**

Consolidated subsidiaries **7 companies**

Overseas bases **9 cities**

Partner companies **more than 550**

Research and Planning consulting

Design & Design

Production and construction

Operation and Management

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.