



Financial Summary for Fiscal 2024

Apr/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 FY2024

2. NOMURA's strengths／Future development

3. Supplemental Material / Corporate Profile

Copyright © NOMURA Co., Ltd. All rights reserved.

Highlights of FY2024 Earnings

- Net sales and Operating income increased significantly year on year, marking the third straight fiscal period.
- Amid a recovering business environment, we will allocate resources to priority markets and aggressively seek orders, sales reached a record high.

Unit: millions of yen	FY2023		FY2024			
	Results	ratio	Results	ratio	Year-on-year	
Net sales	134,138	100.0%	**150,256**	**100.0%**	+16,118	+12.0%
Gross profit	22,283	16. 6%	**27,378**	**18. 2%**	+5,094	+22.9% (+1.6P)
Operating income	5,213	3. 9%	**8,897**	**5. 9%**	+3,684	+70.7% (+2.0P)
Ordinary income	5,373	4. 0%	**9,059**	**6. 0%**	+3,685	+68.6% (+2.0P)
Net income	3,862	2. 9%	**6,757**	**4. 5%**	+2,895	+75.0% (+1.6P)

Copyright © NOMURA Co., Ltd. All rights reserved.

Net sales and Gross profit

Unit: millions of yen	FY2023 Results	FY2023 ratio	FY2024 Results	FY2024 ratio	Year-on-year	
Net sales	134,138	100.0%	**150,256**	**100.0%**	+16,118	+12.0%
Gross profit	22,283	16.6%	**27,378**	**18.2%**	+5,094	+22.9%

- Net sales increased by 12.0% year on year by large projects related to urban redevelopment, leisure facilities, and expositions, all of which were completed at the end of the fiscal year.

- The substantial increase in sales absorbed labor and other costs, resulting in a 22.9% increase in gross profit. The gross margin ratio improved by 1.6 points year on year to 18.2% due to the effects of profitability improvement measures.

Copyright © NOMURA Co., Ltd. All rights reserved.

Selling, general and administrative expenses

Unit: millions of yen	FY2023 Results	FY2023 ratio	FY2024 Results	FY2024 ratio	Year-on-year	
Personnel expenses	10,533	7.9%	**11,394**	**7.6%**	+860	+8.2%
Operating expenses	6,536	4.9%	**7,085**	**4.7%**	+548	+8.4%
SG&A expenses	17,070	12.7%	**18,480**	**12.3%**	+1,409	+8.3% (-0.4P)

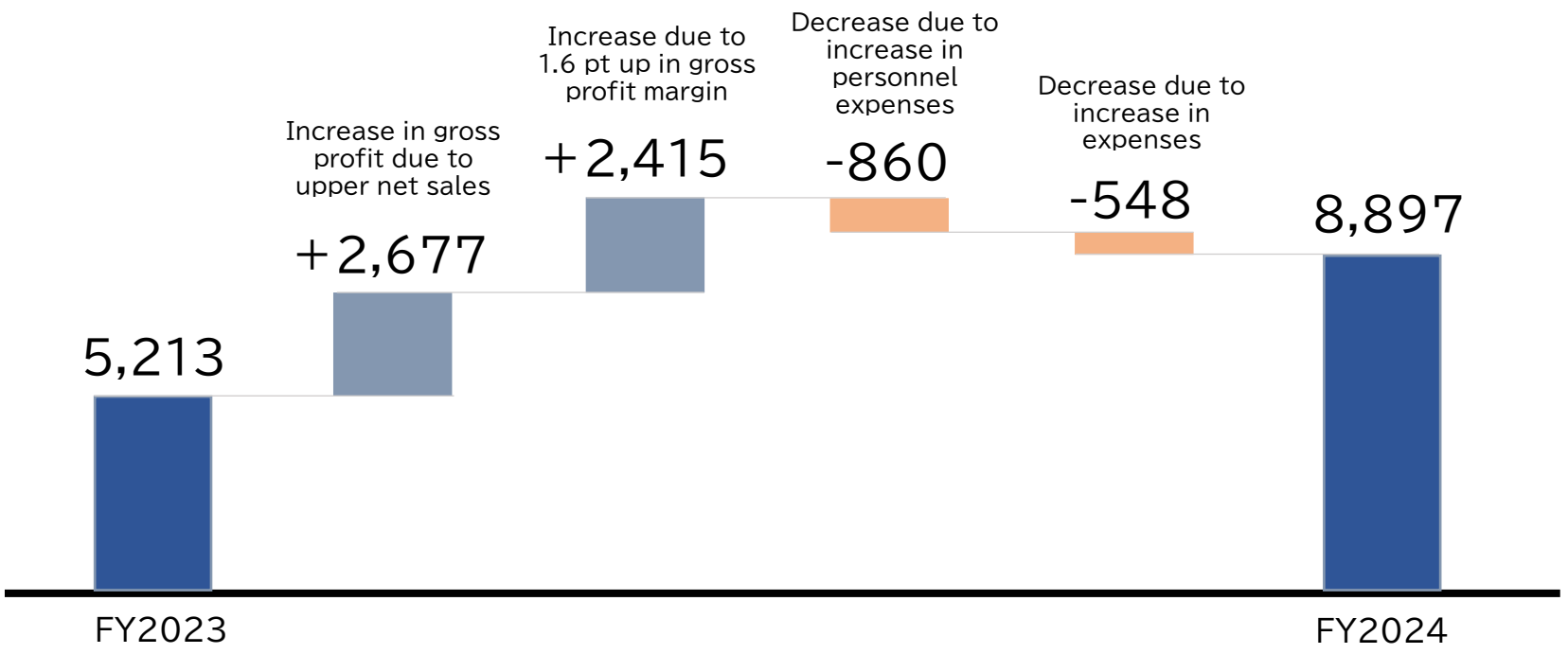
➤ SG&A expenses increased by 8.3% year on year, with an increase in personnel expenses due an increase in personnel and better compensation, as well as increases in IT-related expenses and human resources development costs associated with growth investment.

Copyright © NOMURA Co., Ltd. All rights reserved.

Factors behind changes in operating income (YoY change)

- Operating income increased by 70.7% year on year due to the increase in gross profit offset the increase in SG&A expenses.

Unit: millions of yen	FY2023 Results	FY2023 ratio	FY2024 Results	FY2024 ratio	Year-on-year	
Operating Income	5,213	3.9%	**8,897**	**5.9%**	**+3,684**	**+70.7%**



Copyright © NOMURA Co., Ltd. All rights reserved.

Ordinary income and Net income

Unit: millions of yen	FY2023 Results	FY2023 ratio	FY2024 Results	FY2024 ratio	Year-on-year	
non-operating income or expenses	160	0.1%	**161**	**0.1%**	+0	+0.5%
Ordinary income	5,373	4.0%	**9,059**	**6.0%**	+3,685	+68.6%
Extraordinary income or loss	47	0.0%	**250**	**0.2%**	+203	+429.4%
Income before income taxes	5,421	4.0%	**9,310**	**6.2%**	+3,889	+71.7%
Income taxes	1,558	1.1%	**2,552**	**1.7%**	+993	+63.8%
Net Income Attributable to Shareholders of the Parent	3,862	2.9%	**6,757**	**4.5%**	+2,895	+75.0%

➢ Net income increased by 75.0% year on year due to the increase in ordinary income.

Copyright © NOMURA Co., Ltd. All rights reserved.

Conditions by Market Field

- Net sales increased in the specialty stores market segment, where demand for new openings and renovations of overseas brands, mobile-related shops, and automotive stores increased, and the shopping center market segment and leisure facility market segment, which handles new openings and renovations of multiple large-scale shopping centers and luxury hotels related to urban redevelopment in the Tokyo metropolitan area and the Kansai region.
- Net sales in the exposition and event market segment increased significantly year on year due to the handling of multiple large-scale projects in EXPO 2025 Osaka, Kansai, Japan.

Unit: millions of yen	FY2023		Gross Profit Margin	FY2024		Gross Profit Margin
	Results	Year-on-year		Results	Year-on-year	
Specialty store market	29,043	+11.6%	↑ 16.2%	**34,889**	**+20.1%**	**↑ 16.8%**
Department store and mass merchandise store market	6,120	-6.7%	↓ 19.3%	**4,523**	**-26.1%**	**↑ 19.8%**
Shopping center market	17,727	+57.2%	↑ 16.4%	**20,430**	**+15.2%**	**↑ 18.6%**
Public relations and sales promotion market	12,949	+32.2%	↑ 21.3%	**11,882**	**-8.2%**	**↓ 20.2%**
Museum and art museum market	10,618	+12.7%	↓ 18.4%	**10,014**	**-5.7%**	**↓ 17.9%**
Leisure facility market	24,177	+44.7%	↓ 12.8%	**24,267**	**+0.4%**	**↑ 15.5%**
Exposition and event market	6,625	+44.5%	↑ 21.1%	**18,871**	**+184.9%**	**↑ 23.0%**
Other markets	26,877	+1.2%	↑ 15.9%	**25,376**	**-5.6%**	**↑ 17.9%**
Total	134,138	+20.9%	↑ 16.6%	**150,256**	**+12.0%**	**↑ 18.2%**

Copyright © NOMURA Co., Ltd. All rights reserved.

Orders and Backlog of Orders by Market

- Orders received increased by 4.5% year on year to ¥152,076 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 saw an increase in demand for corporate showrooms, and the expositions and event market segment, which received orders for projects related to EXPO 2025 Osaka, Kansai, Japan.

- The order backlog increased by 2.7% year on year to ¥68,851 million, due to increases due to the above factors, offsetting the decrease in the shopping center market segment and the leisure facility market segment which made a progress in the fourth quarter.

Unit: millions of yen	FY2023		FY2024		Orders Year-on-year comparison	Backlog of orders Year-on-year comparison
	Orders	Backlog of orders	Orders	Backlog of orders		
Specialty store market	30,874	8,610	**40,639**	**14,360**	+31.6%	+66.8%
Department store and mass merchandise store market	5,890	953	**4,565**	**995**	-22.5%	+4.4%
Shopping center market	23,876	15,009	**16,804**	**11,383**	-29.6%	-24.2%
Public relations and sales promotion market	10,380	2,719	**15,334**	**6,170**	+47.7%	+126.9%
Museum and art museum market	13,145	5,833	**8,606**	**4,426**	-34.5%	-24.1%
Leisure facility market	23,266	19,104	**20,522**	**15,358**	-11.8%	-19.6%
Exposition and event market	10,911	5,041	**21,337**	**7,507**	+95.6%	+48.9%
Other markets	27,118	9,760	**24,265**	**8,648**	-10.5%	-11.4%
Total	145,463	67,032	**152,076**	**68,851**	+4.5%	+2.7%

Copyright © NOMURA Co., Ltd. All rights reserved.

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. 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.
- Profits are expected to increase by providing high-value-added products and improving productivity and earnings structure.

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円	–	+5.00円	**34.00円**	–	**+2.00円**
Earnings per share (yen)	60.60円	–	+25.93円	**62.75円**	–	**+2.15円**

Copyright © NOMURA Co., Ltd. All rights reserved.

1. Summary of Financial Results for FY2024

2. NOMURA's strengths／Future development

3. Supplemental Material ／ Corporate Profile

A leading company in the display industry

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



The Hotel Seiryu Kyoto Kiyomizu



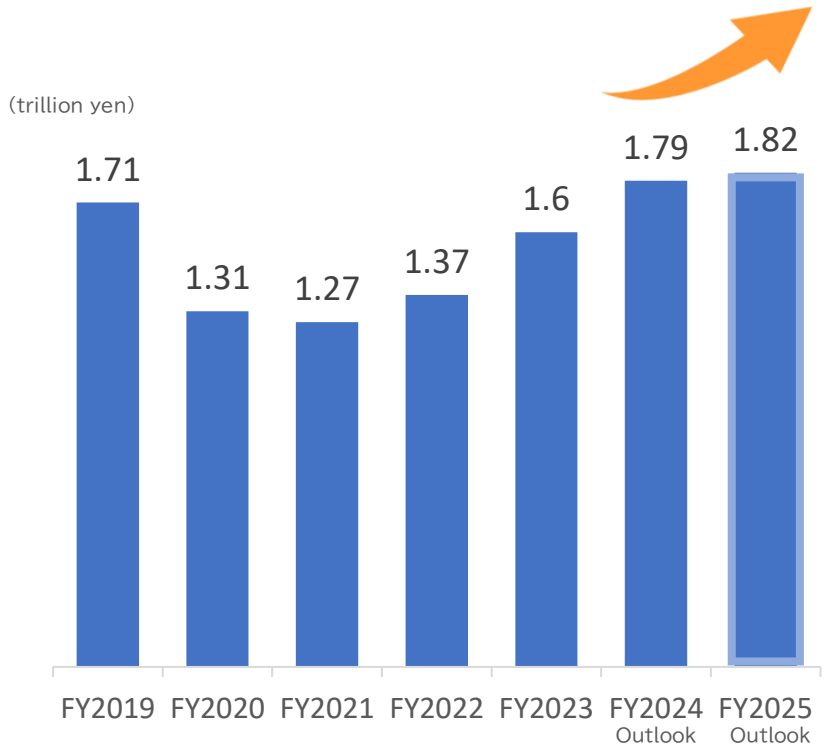
The 46th Tokyo Motor Show Toyota Booth

Copyright © NOMURA Co., Ltd. All rights reserved.

Display Industry Structure

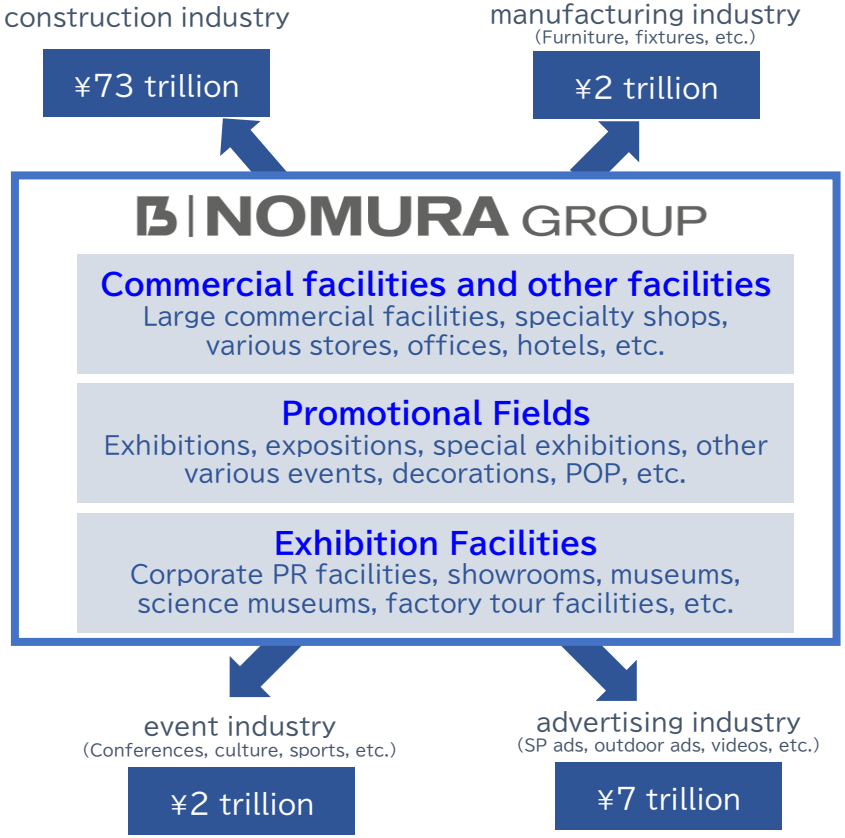
Aiming to further business expansion through the growth of the industry and exploring new business fields

Change in Scale of Display Market



Source: Yano Research Institute Ltd.

Exploring new business fields



Copyright © NOMURA Co., Ltd. All rights reserved.

Display Industry Market Share

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

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.

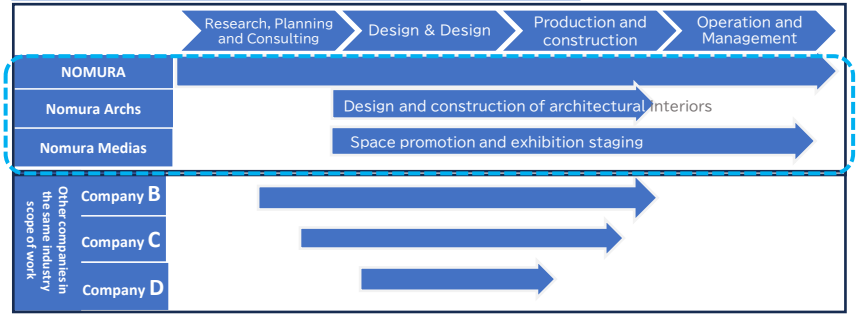
Copyright © NOMURA Co., Ltd. All rights reserved.

Support for all processes in creating a wide variety of spaces

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

	Research, Planning and Consulting	Design and Layout	Production and Construction	Operation and Management
summary	The client 's vision and Concept and other basics Formulation of the concept	Business plans are to be submitted to the space and Expressed in content, Embodiment	Safety, quality, etc.construction management	Facilities at the core operation including community revitalization Management
record	Research and Development Master Planning Basic Concept Concept Making(lessening the significance or value of the previous word) the likes of	Construction Planning/Construction Design Interior design/design Web/application design Video/Content Design(lessening the significance or value of the previous word) the likes of	Process Control Quality Control Safety Management Production・Construction management Budget management, etc.	Facility operation・Preparation for opening Public Relations/PR Customer Attraction/Promotion Food and beverage/goods sales・Survey/research Maintenance, inspection, etc.

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



Copyright © NOMURA Co., Ltd. All rights reserved.

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	Percentage of sales from repeat clients	Number of contracted projects annually
2,924	88.3 %	13,674

2 Individual Strengths



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

Planners & Designers	Product Director	Number of design awards received
629	535	100

First-class architects	First-class architectural construction management engineers
130	297

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

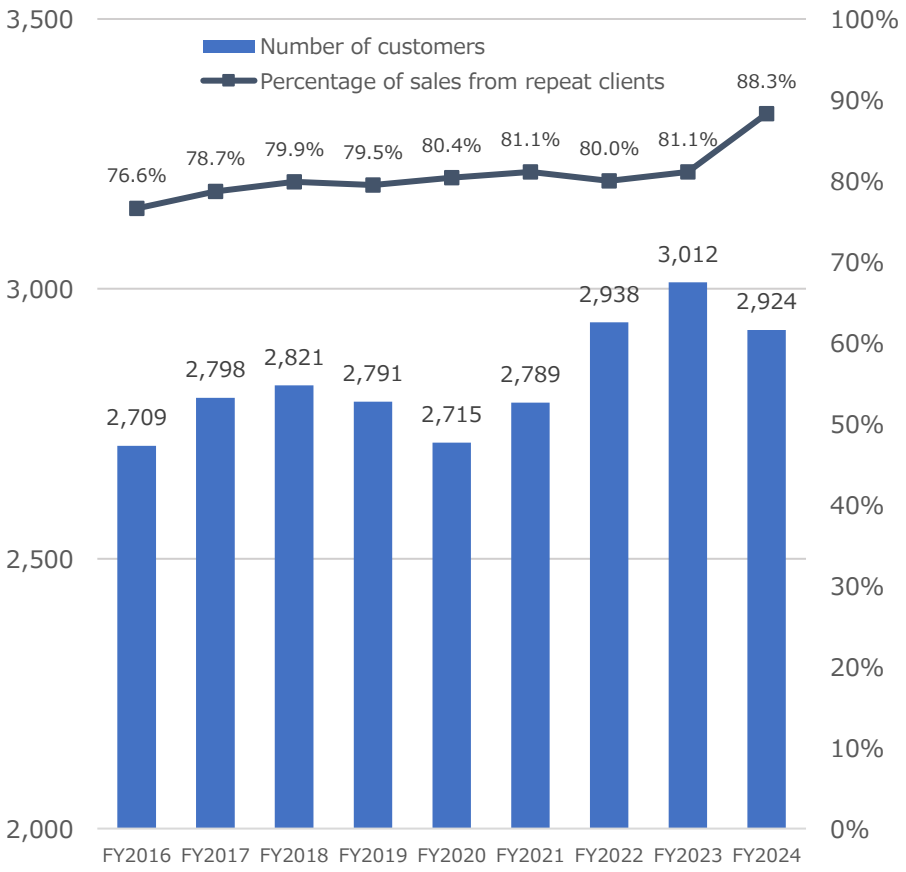
Copyright © NOMURA Co., Ltd. All rights reserved.

Number of clients	Percentage of sales from repeat clients	Number of contracted projects annually
2,924	88.3 %	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.

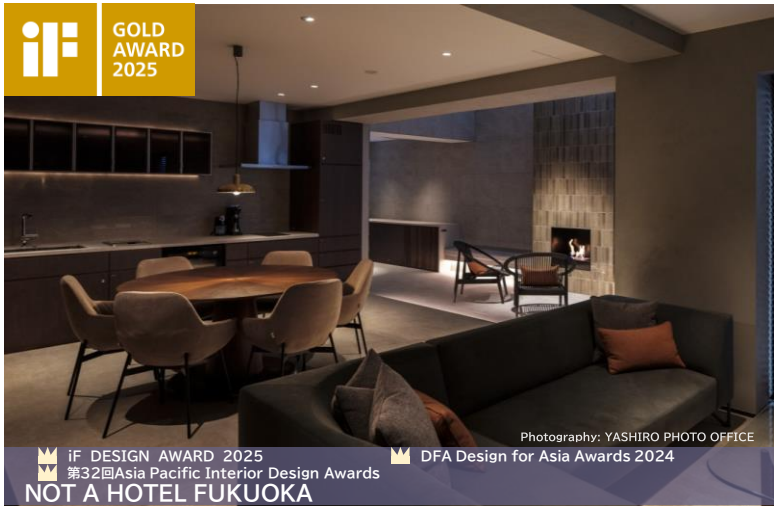
Number of Customers and Percentage of sales from repeat clients (Consolidated)



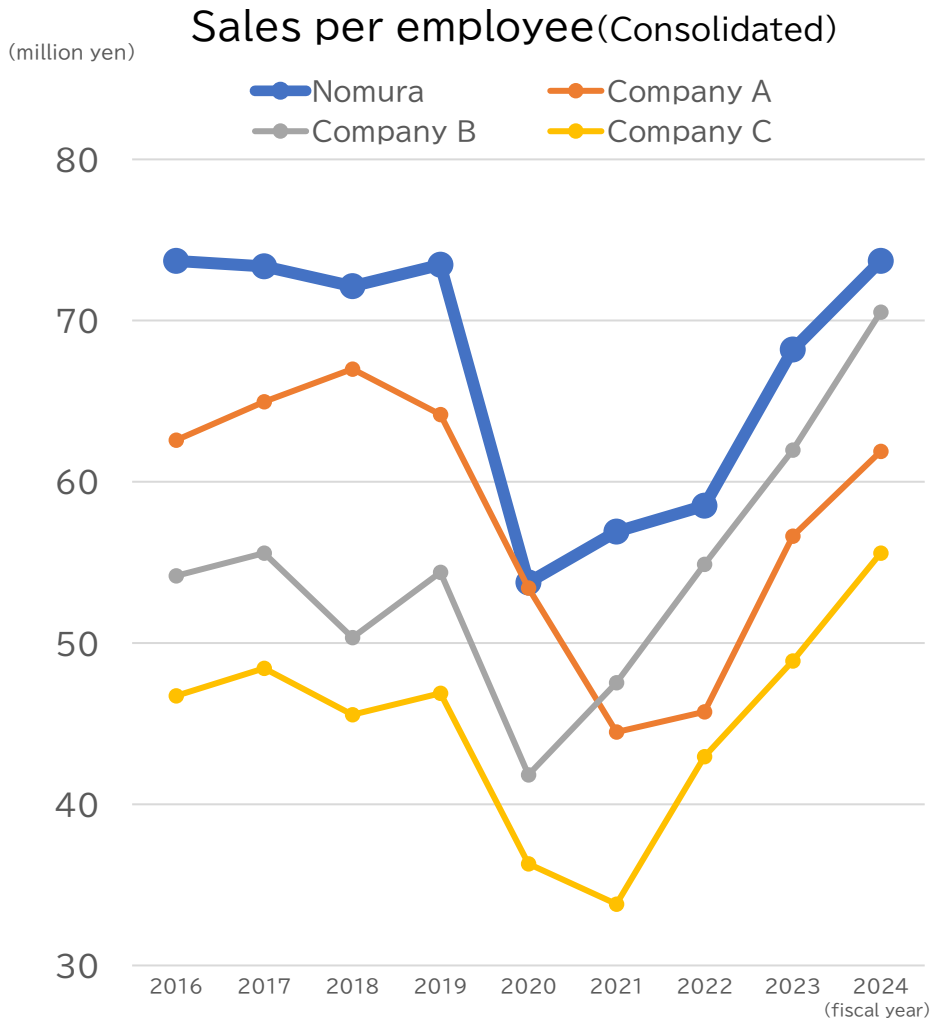
Copyright © NOMURA Co., Ltd. All rights reserved.

Planners & Designers	Product Director	First-class architects	First-class architectural construction management engineers	Number of design awards received
629	535	130	297	100

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







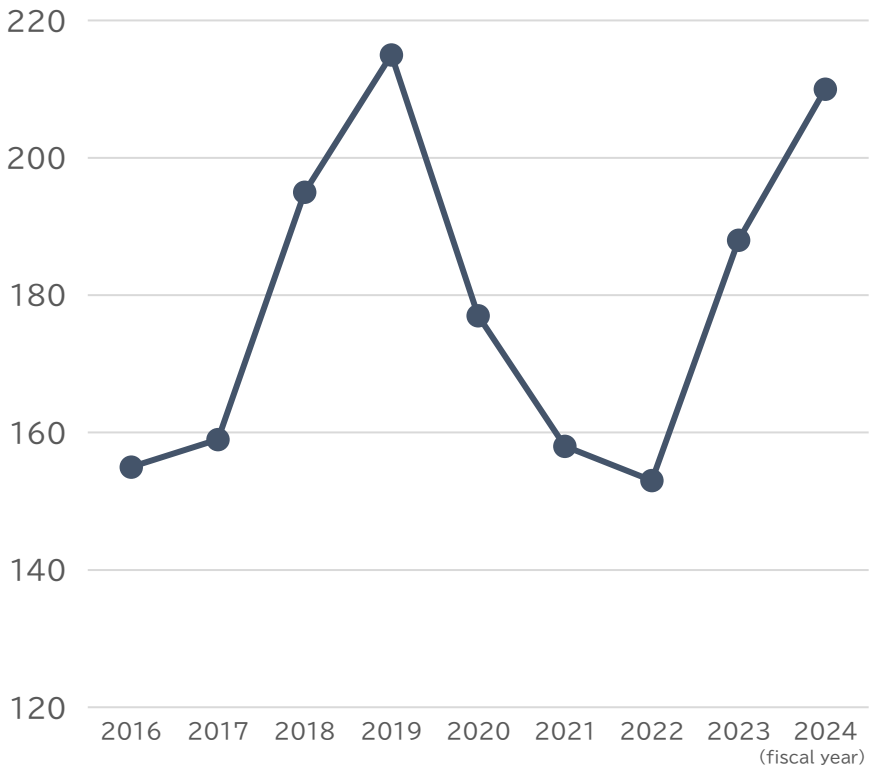
Copyright © NOMURA Co., Ltd. All rights reserved.

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-Corona levels



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



Copyright © NOMURA Co., Ltd. All rights reserved.

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** → Corporate PR facilities, offices, etc.
- **PRE, Public-Private Partnerships, Local Development** → 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 '70 Legacy Redevelopment** → Horticultural Expo, IR integrated resort, etc.

Copyright © NOMURA Co., Ltd. All rights reserved.

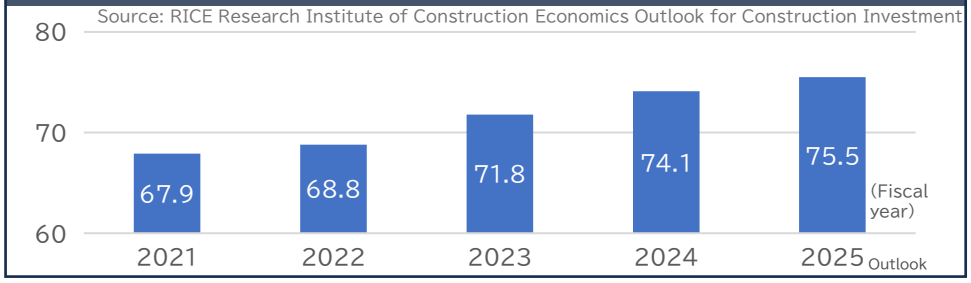
*CRE: Corporate Real Estate *PRE: Private Real Estate

① Urban redevelopment

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

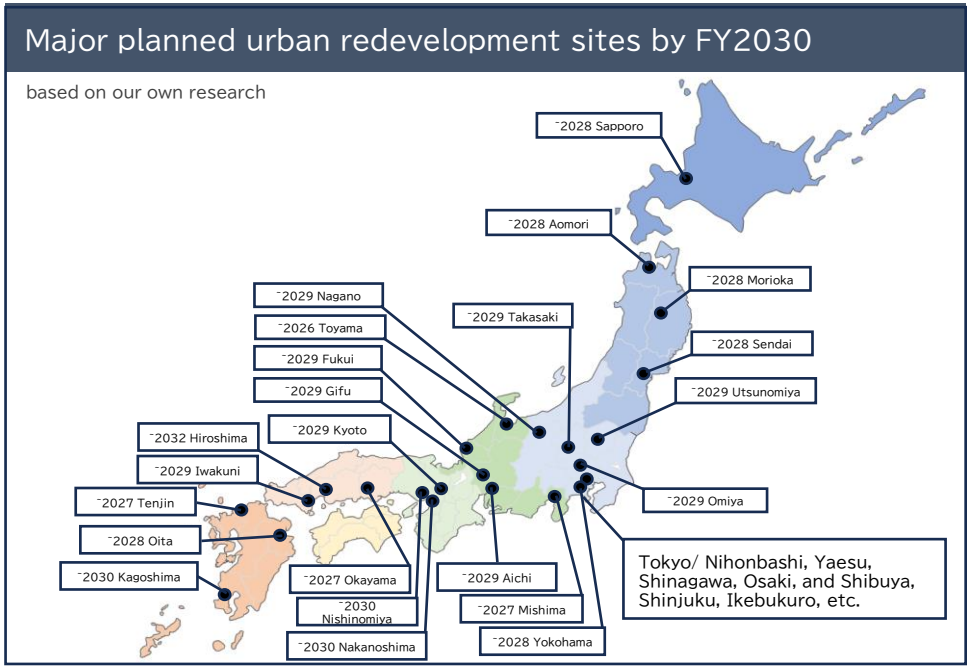
Trends in Japanese construction investment (trillions of yen)

Source: RICE Research Institute of Construction Economics Outlook for Construction Investment



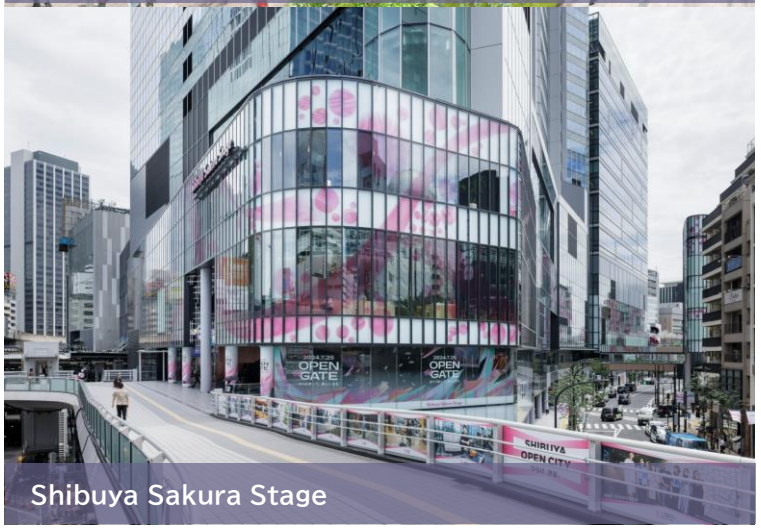
Major planned urban redevelopment sites by FY2030

based on our own research





Gran Green Osaka



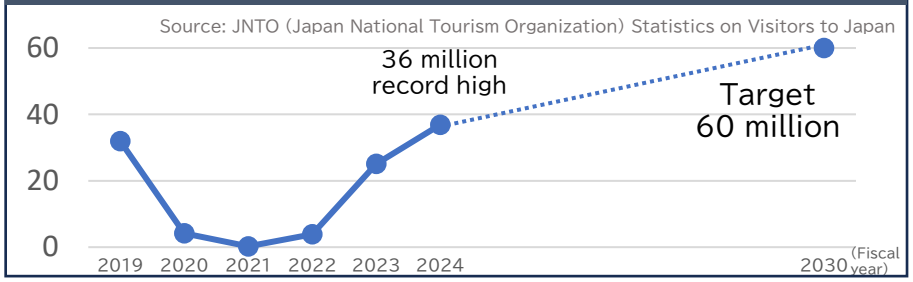
Shibuya Sakura Stage

Copyright © NOMURA Co., Ltd. All rights reserved.

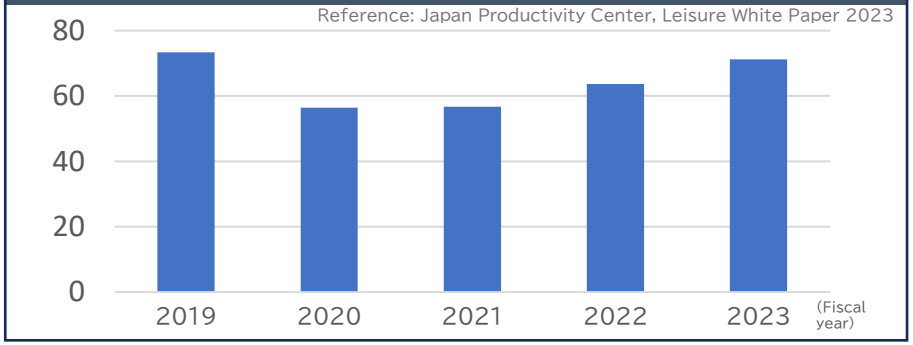
② Inbound and tourism industry

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

Number of foreign visitors to Japan (million)



Japan Leisure Market (trillion yen)



Hotel sales of NOMURA (non-consolidated) (Billions of yen)

(Fiscal year)	2019	2020	2021	2022	2023	2024
Net sales	73.2	60.7	35.0	75.5	111.2	154.9



RIHGA Royal Hotel Osaka Vignette Collection



Kochikame Memorial Hall

Copyright © NOMURA Co., Ltd. All rights reserved.

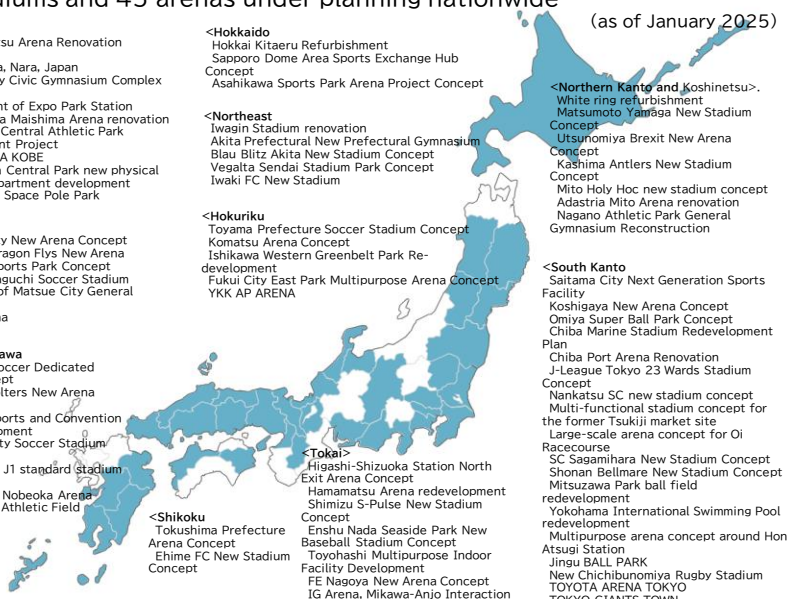
③ Promotion and entertainment field

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

Prefectures with plans to build or rebuild stadiums/arenas

34 stadiums and 45 arenas under planning nationwide

(as of January 2025)



<Kinki
Shiga Daihatsu Arena Renovation
Kyoto Arena
A-Shin Arena, Nara, Japan
Fujiidera City Civic Gymnasium Complex Development
Arena in front of Expo Park Station
Osaka Evessa Maishima Arena renovation
Nishinomiya Central Athletic Park Redevelopment Project
GLION ARENA KOBE
Tegara-yama Central Park new physical education department development
Zero Carbon Space Pole Park

<China
Okayama City New Arena Concept
Hiroshima Dragon Flys New Arena
Fukuyama Sports Park Concept
Lenofa Yamaguchi Soccer Stadium
Renovation of Matsue City General Gymnasium
Yonago Arena

<Kyushu/Okinawa
Oita Trinita Soccer Dedicated Stadium Concept
Kumamoto Volters New Arena Concept
Kagoshima Sports and Convention Center development
Kagoshima City Soccer Stadium Concept
Aki Nawa Ken J1 standard stadium concept
Athlete Town Nobeoka Arena
Yamanokuchi Athletic Field Maintenance

<Shikoku
Tokushima Prefecture Arena Concept
Ehime FC New Stadium Concept

<Hokkaido
Hokkai Kitaeru Refurbishment
Sapporo Dome Area Sports Exchange Hub Concept
Asahikawa Sports Park Arena Project Concept

<Northeast
Iwagin Stadium renovation
Akita Prefectural New Prefectural Gymnasium
Blau Blitz Akita New Stadium Concept
Vegalta Sendai Stadium Park Concept
Iwaki FC New Stadium

<Hokuriku
Toyama Prefecture Soccer Stadium Concept
Komatsu Arena Concept
Ishikawa Western Greenbelt Park Re-development
Fukui City East Park Multipurpose Arena Concept
YKK AP ARENA

<Tokai>
Higashi-Shizuoka Station North Exit Arena Concept
Hamamatsu Arena redevelopment
Shimizu S-Pulse New Stadium Concept
Enshu Nada Seaside Park New Baseball Stadium Concept
Toyohashi Multipurpose Indoor Facility Development
FE Nagoya New Arena Concept
IG Arena, Mikawa-Anjo Interaction Base Arena
Paloma Mizuho Stadium renovation

<Northern Kanto and Koshinetsu>.
White ring refurbishment
Matsumoto Yamaga New Stadium Concept
Utsunomiya Brexit New Arena Concept
Kashima Antlers New Stadium Concept
Mito Holy Hoc new stadium concept
Adastria Mito Arena renovation
Nagano Athletic Park General Gymnasium Reconstruction

<South Kanto
Saitama City Next Generation Sports Facility
Koshigaya New Arena Concept
Omiya Super Ball Park Concept
Chiba Marine Stadium Redevelopment Plan
Chiba Port Arena Renovation
J-League Tokyo 23 Wards Stadium Concept
Nankatsu SC new stadium concept
Multi-functional stadium concept for the former Tsukiji market site
Large-scale arena concept for Oi Racecourse
SC Sagamihara New Stadium Concept
Shonan Bellmare New Stadium Concept
Mitsuzawa Park ball field redevelopment
Yokohama International Swimming Pool redevelopment
Multipurpose arena concept around Hon Atsugi Station
Jingu BALL PARK
New Chichibunomiya Rugby Stadium
TOYOTA ARENA TOKYO
TOKYO GIANTS TOWN
Kawasaki New Arena
Todoroki Ryokuchi Ball game stadium
Todoroki Green Space New Todoroki Arena

Quoted from: Sports Agency



ES CON FIELD HOKKAIDO「tower eleven baseball」



Fukuoka PayPay Dome "Sensory Room" trial event

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

Copyright © NOMURA Co., Ltd. All rights reserved.

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

①Sustainable Design

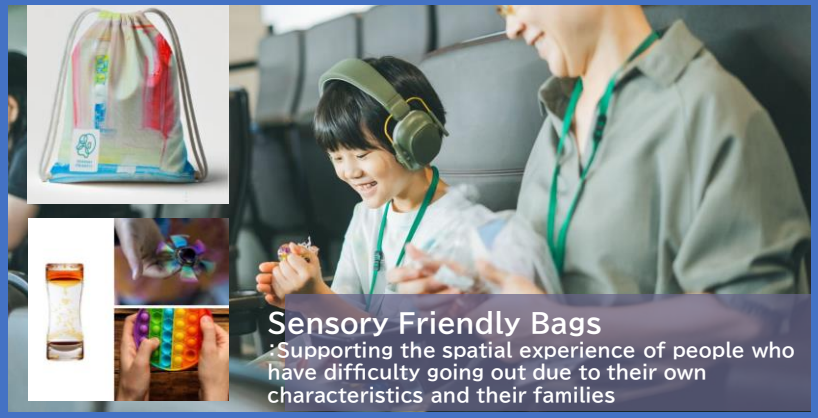
Activities that contribute to environmental friendliness in various facility spaces by promoting the use of materials with low environmental impact



Sustainable Materials Library
:Introduce the use of environmentally friendly materials both inside and outside the company to promote their use.

②Access for All

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



Sensory Friendly Bags
:Supporting the spatial experience of people who have difficulty going out due to their own characteristics and their families

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

Copyright © NOMURA Co., Ltd. All rights reserved.

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

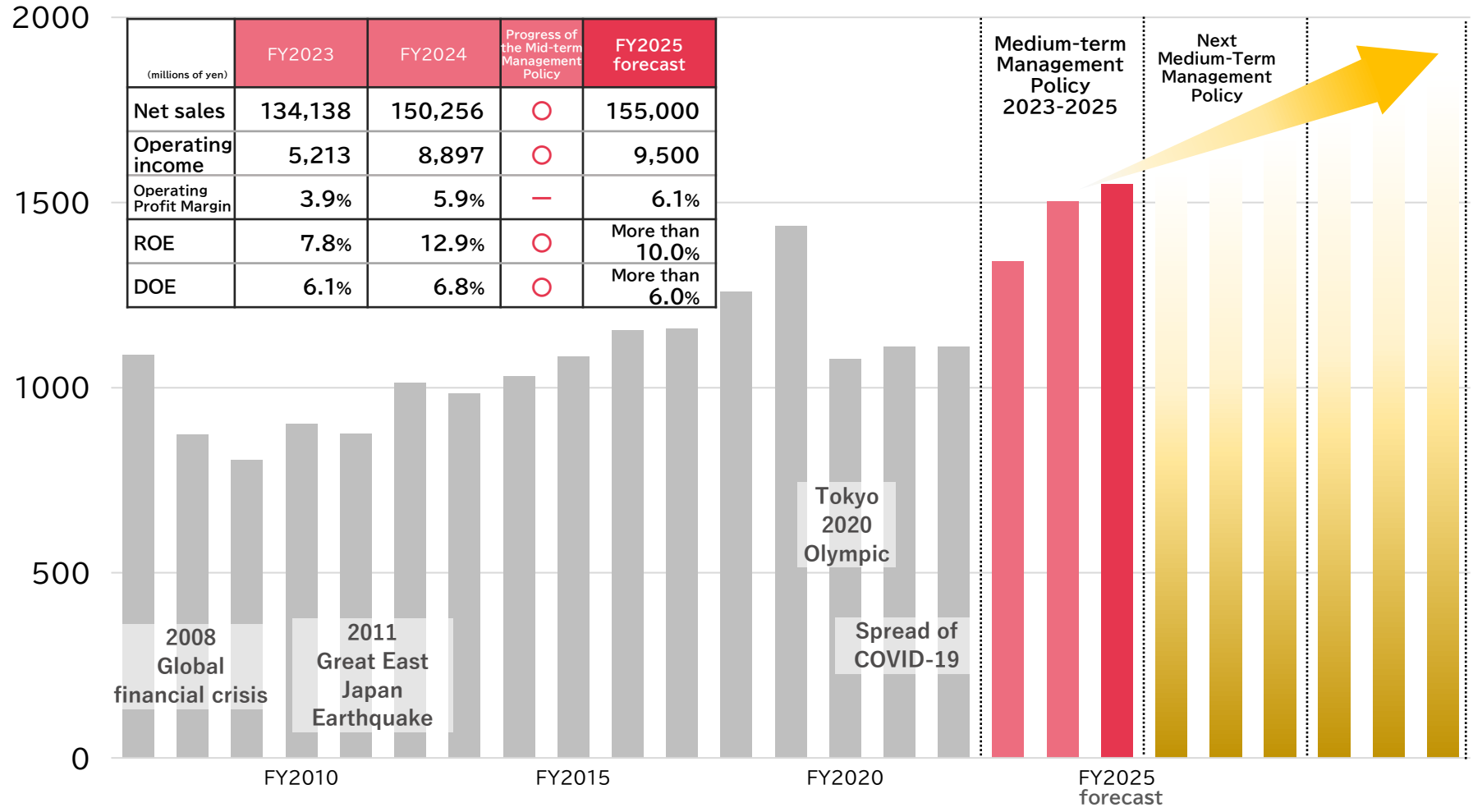
Copyright © NOMURA Co., Ltd. All rights reserved.

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)

(millions of yen)	FY2023	FY2024	Progress of the Mid-term Management Policy	FY2025 forecast
Net sales	134,138	150,256	○	155,000
Operating income	5,213	8,897	○	9,500
Operating Profit Margin	3.9%	5.9%	—	6.1%
ROE	7.8%	12.9%	○	More than 10.0%
DOE	6.1%	6.8%	○	More than 6.0%



Copyright © NOMURA Co., Ltd. All rights reserved.

1. Summary of Financial Results for FY2024

2. NOMURA's strengths／Future development

3. Supplemental Material ／Corporate Profile

Quarterly Performance Year-on-Year Comparisons

(Millions of yen)	FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	24,909	34,606	35,583	39,039	29,070	28,875	36,288	**56,022**
Gross profit	4,039	5,973	5,735	6,535	5,099	4,633	6,209	**11,436**
(ratio)	16.2%	17.3%	16.1%	16.7%	17.5%	16.0%	17.1%	**20.4%**
SG&A expenses	3,848	3,944	4,443	4,834	4,073	4,215	4,566	**5,623**
(ratio)	15.4%	11.4%	12.5%	12.4%	14.0%	14.6%	12.6%	**10.0%**
Operating income	191	2,029	1,291	1,701	1,025	417	1,642	**5,812**
(ratio)	0.8%	5.9%	3.6%	4.4%	3.5%	1.4%	4.5%	**10.4%**
Non-operating income	76	35	7	41	97	16	15	**42**
Non-operating expenses	3	-3	1	-1	-	29	-21	**2**
Ordinary income	263	2,068	1,297	1,743	1,123	404	1,679	**5,852**
(ratio)	1.1%	6.0%	3.6%	4.5%	3.9%	1.4%	4.6%	**10.4%**
Extraordinary income	-	270	3	0	-	-	273	**0**
Extraordinary loss	-	2	0	223	-	12	6	**3**
Income before income taxes and minority interests	263	2,336	1,300	1,519	1,123	391	1,947	**5,848**
Net income	4	1,677	829	1,350	606	245	1,383	**4,522**
(ratio)	0.0%	4.8%	2.3%	3.5%	2.1%	0.8%	3.8%	**8.1%**

Copyright © NOMURA Co., Ltd. All rights reserved.

Consolidated Balance Sheet

(Millions of yen)	FY2023 Actual	FY2023 ratio	FY2024 Actual	FY2024 ratio	FY2024 Year-on-year comparison; change
Current assets	72,026	83.1%	88,356	86.2%	22.7%
Property, plant and equipment	7,541	8.7%	7,585	7.4%	0.6%
Intangible assets	1,639	1.9%	1,057	1.0%	-35.5%
Investments and other assets	5,489	6.3%	5,499	5.4%	0.2%
Total assets	86,697	100.0%	102,500	100.0%	18.2%
Current liabilities	31,324	36.1%	43,228	42.2%	38.0%
Long-term liabilities	5,066	5.9%	4,990	4.8%	-1.5%
Total liabilities	36,391	42.0%	48,218	47.0%	32.5%
Net assets	50,306	58.0%	54,281	53.0%	7.9%
Total liabilities and net assets	86,697	100.0%	102,500	100.0%	18.2%

Copyright © NOMURA Co., Ltd. All rights reserved.

Consolidated statements of cash flows

(Unit: millions of yen)	FY2023	FY2024
Net cash provided by operating activities	6,124	1,675
Net cash provided by investing activities	-241	45
Net cash used in financing activities	-2,863	-3,089
Net increase in cash and cashequivalents	3,086	-1,291
Cash and cash equivalents at beginning of period	29,527	32,613
Cash and cashequivalents at end of year	32,613	31,322

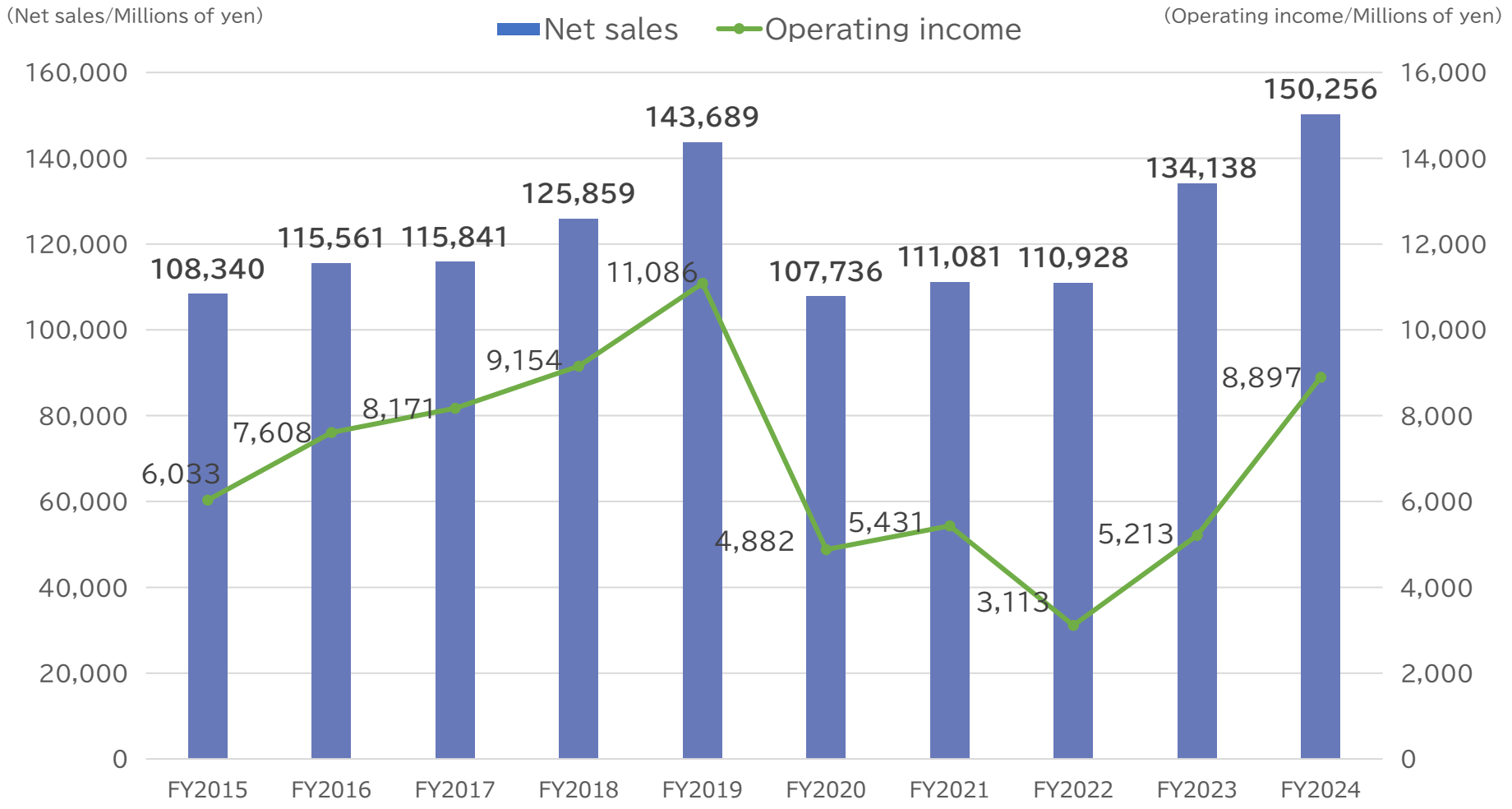
Copyright © NOMURA Co., Ltd. All rights reserved.

Quarterly Sales by Market Segment

(Millions of yen)	FY 2023				FY 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	**7,872**
Department store and mass merchandise store market	1,161	1,221	2,002	1,734	968	1,034	928	**1,591**
Shopping center market	3,365	5,277	5,412	3,671	3,142	2,707	3,584	**10,995**
Public relations and sales promotion market	2,588	2,451	3,975	3,934	2,317	3,586	3,152	**2,826**
Museum and art museum market	2,068	2,935	2,042	3,571	2,111	1,916	2,030	**3,956**
Leisure facility market	3,499	7,464	5,555	7,657	5,388	6,009	5,721	**7,147**
Exposition and event market	1,350	1,498	1,808	1,967	1,430	1,856	3,793	**11,791**
Other markets	4,564	6,835	7,438	8,038	4,711	4,816	6,008	**9,840**
Total	24,909	34,606	35,583	39,039	29,070	28,875	36,288	**56,022**

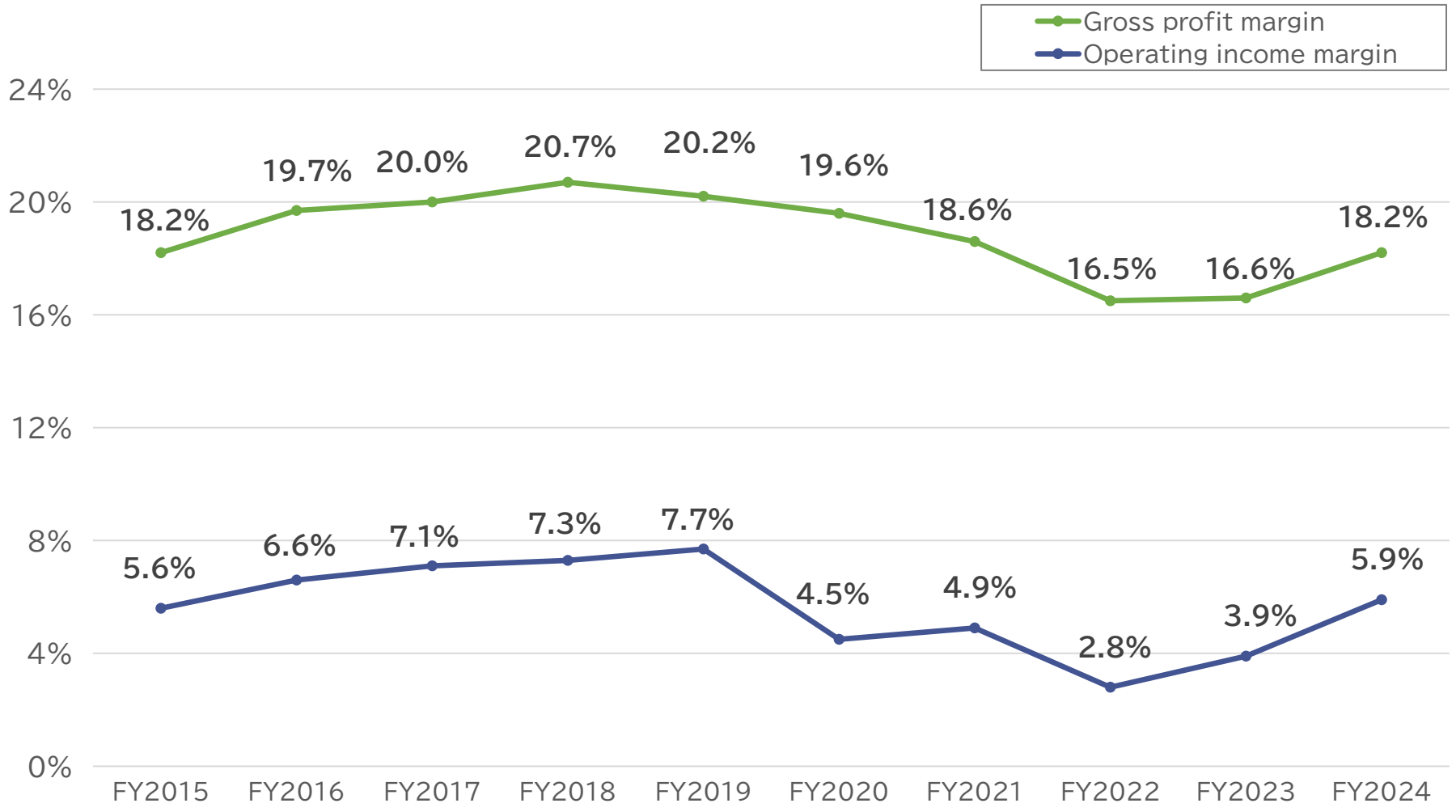
Copyright © NOMURA Co., Ltd. All rights reserved.

[10-Year Trends] Full-Year Results



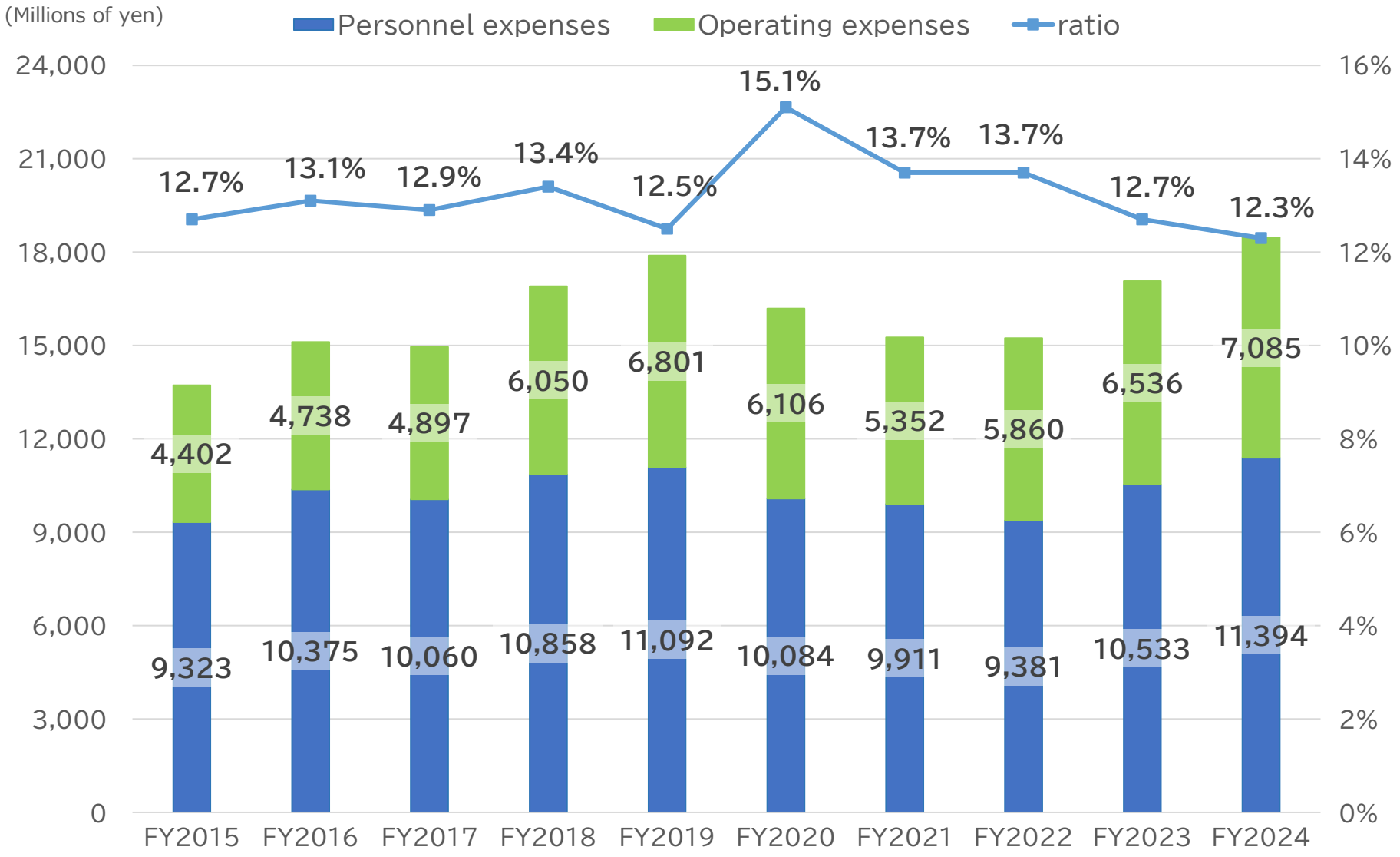
Copyright © NOMURA Co., Ltd. All rights reserved.

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



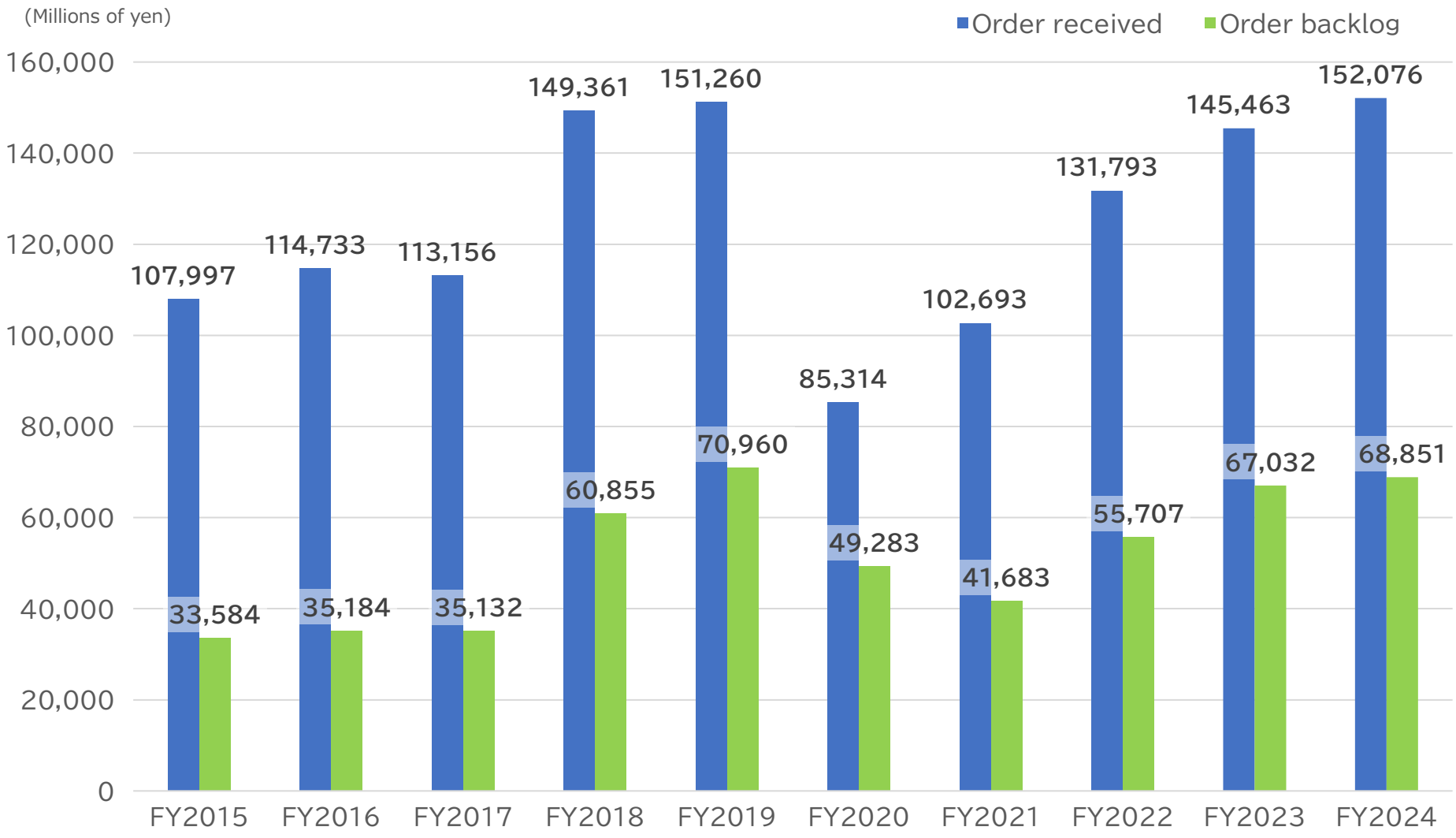
Copyright © NOMURA Co., Ltd. All rights reserved.

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



Copyright © NOMURA Co., Ltd. All rights reserved.

[10-Year Trends] Orders received and backlog

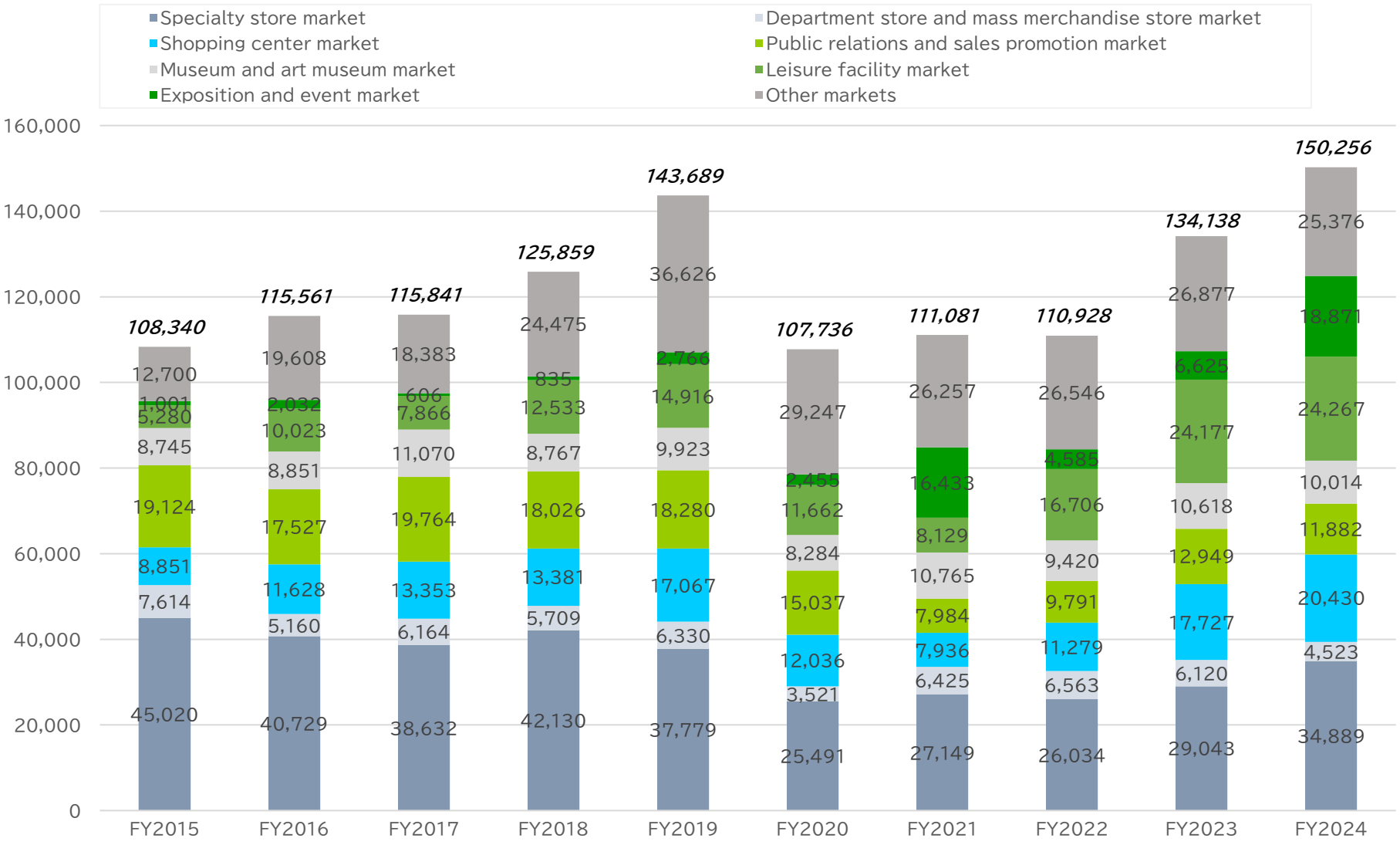


(Note) Food & Beverage and Product Sales businesses are not shown due to different order concepts.

Copyright © NOMURA Co., Ltd. All rights reserved.

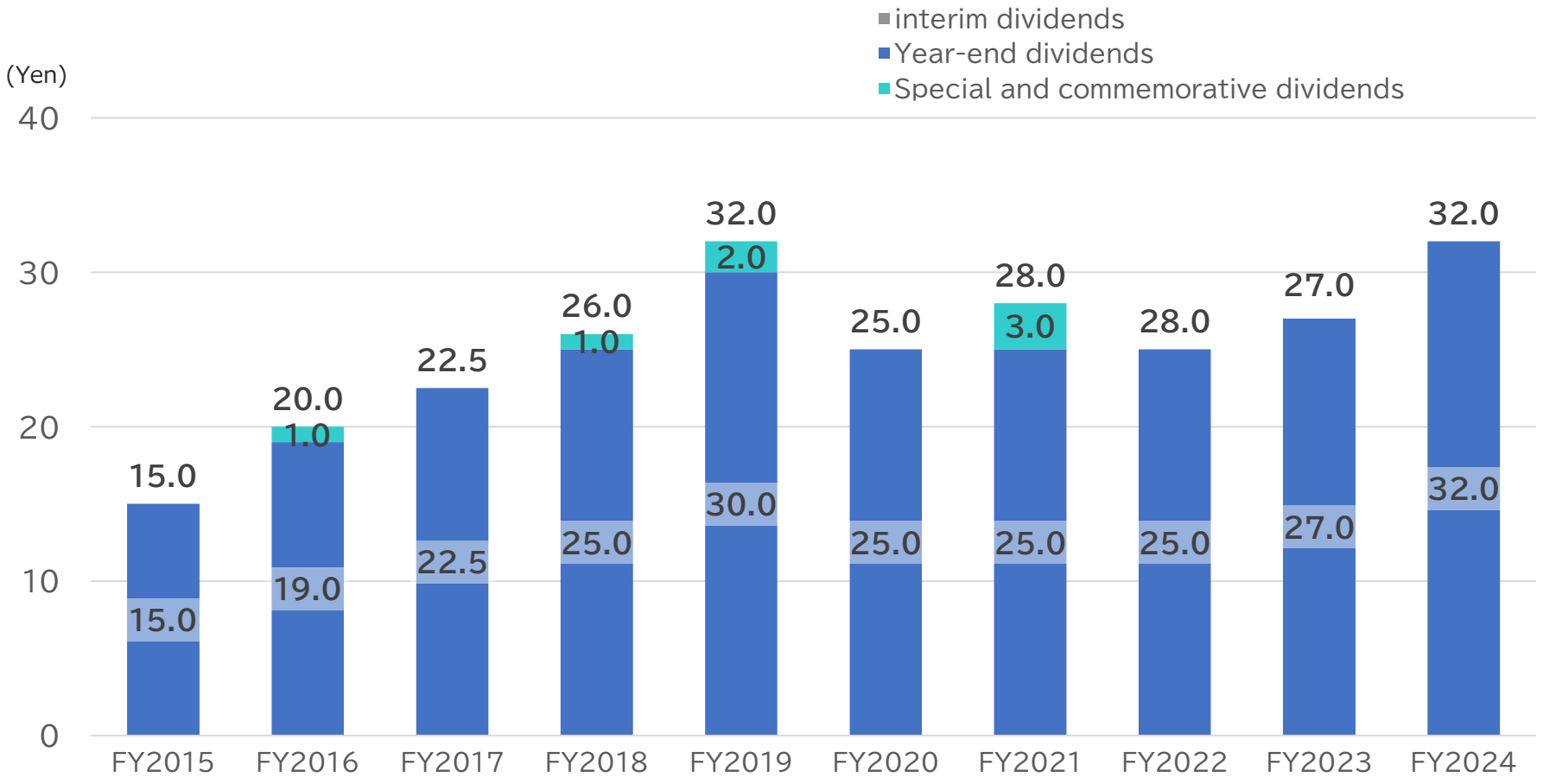
[10-Year Trends] Net Sales by Market Segment

(Millions of yen)



Copyright © NOMURA Co., Ltd. All rights reserved.

[Stock Information] Shareholder Returns and Dividends

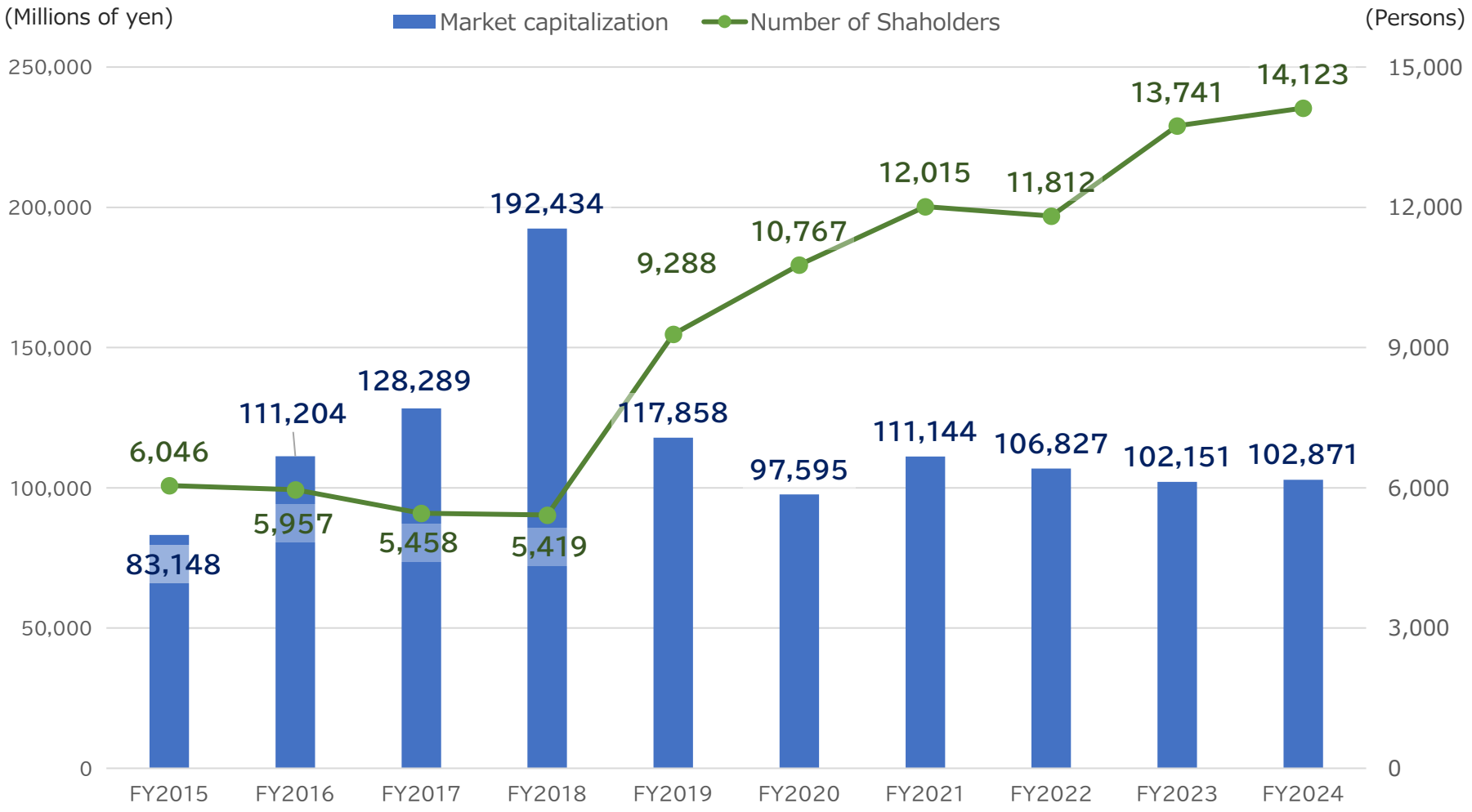


*A 2-for-1 stock split of common stock was implemented on June 1, 2019. The following calculations of dividends and stock prices are based on the assumption that such stock split was executed at the beginning of FY2014.

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

Copyright © NOMURA Co., Ltd. All rights reserved.

[Stock Information] Market capitalization and number of shareholders



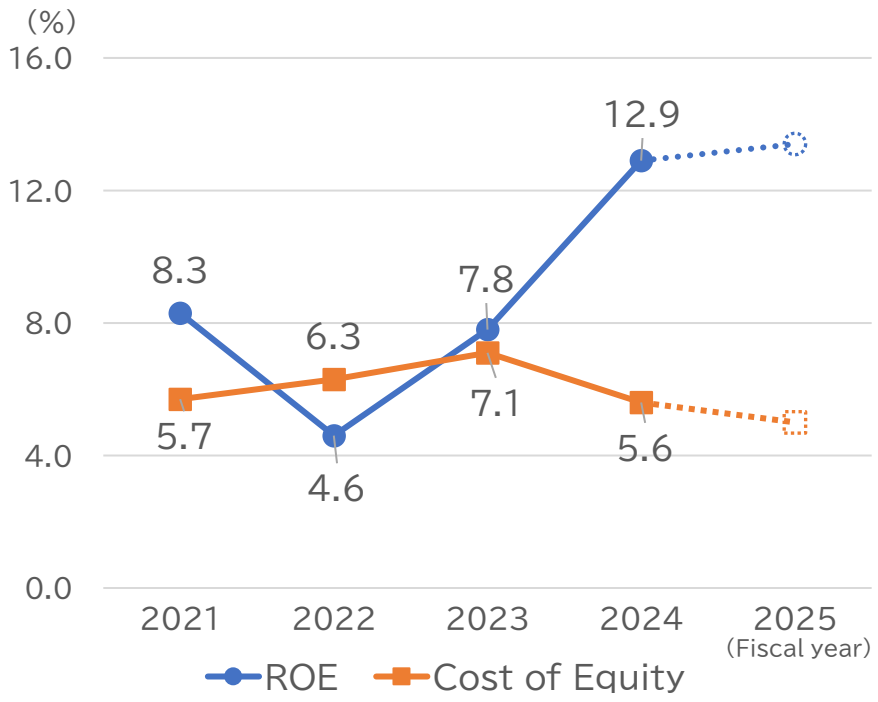
*A 2-for-1 stock split of common stock was implemented on June 1, 2019.

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

Copyright © NOMURA Co., Ltd. All rights reserved.

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

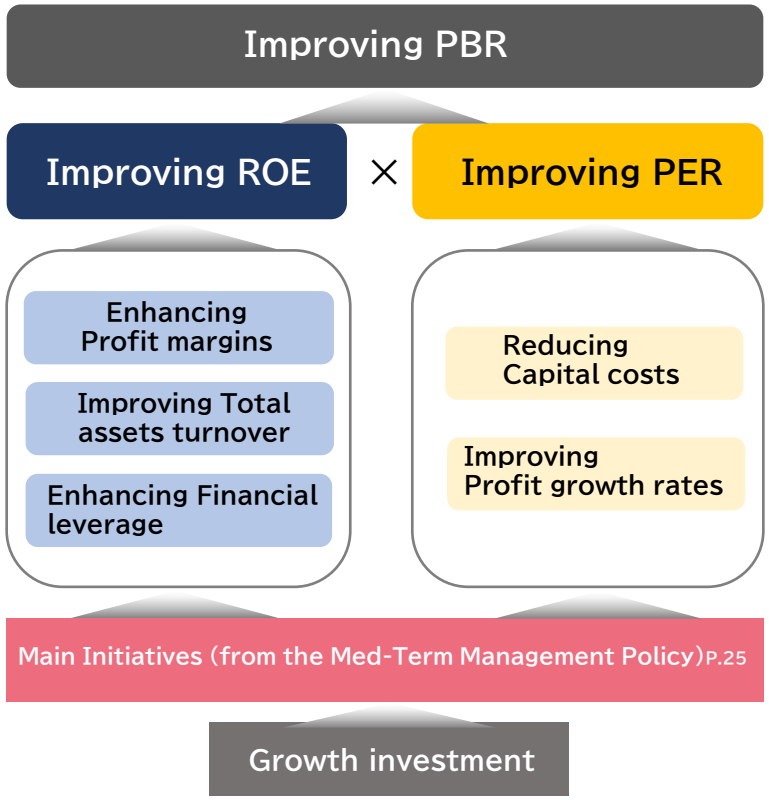
Trends in ROE and Cost of Equity (most recent 6 periods)



Current Situation

■We recognize that the average cost of equity over the past five years has been around 5.8 %.
■Although ROE is expected to exceed the cost of equity capital at 12.9% by the end of FY2024, further efforts are needed to improve profitability.
■In terms of market valuation, PBR at the end of FY2024 will be 1.8x, which exceeds the prime market average of 1.3x (as of the end of FY2024).

Main initiatives to improve PBR

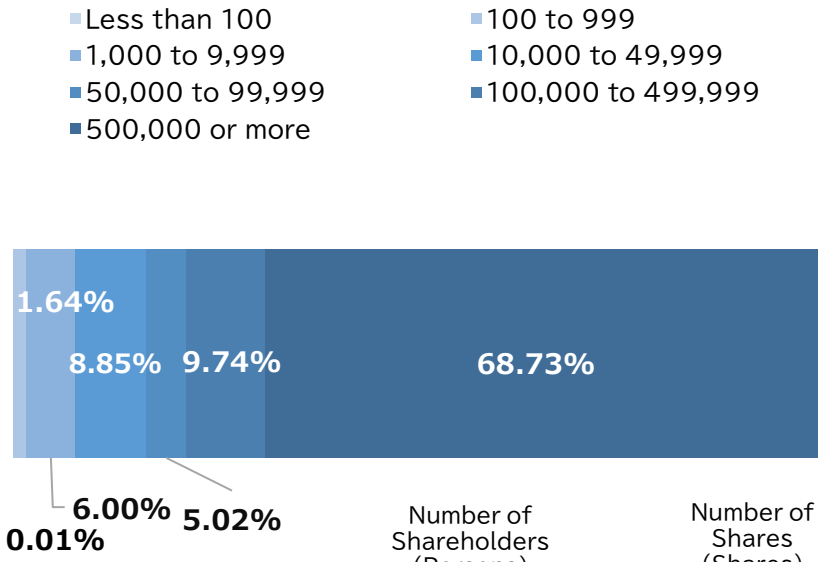


■In order to further improve PBR, it is essential to take steps to improve both ROE (=improved profitability) and PER (=improved growth prospects).
■We will steadily implement various measures to achieve results and further strengthen our ongoing initiatives.

Copyright © NOMURA Co., Ltd. All rights reserved.

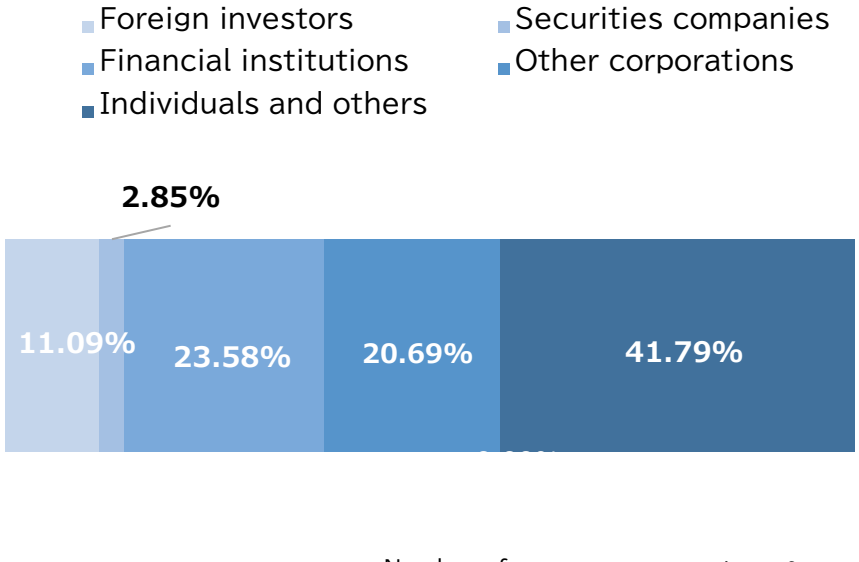
[Stock Information] Shareholder Composition (as of February 28, 2025)

Distribution of Shares Owned by Shareholder



	Number of Shareholders (Persons)	Number of Shares (Shares)
Less than 100	2,889	17,248
100 to 999	7,949	1,967,539
1,000 to 9,999	2,609	7,197,421
10,000 to 49,999	496	10,607,140
50,000 to 99,999	88	6,024,464
100,000 to 499,999	61	11,680,668
500,000 or more	31	82,402,108
	14,123	119,896,588

Distribution of Shares by Type of Shareholder



	Number of Shareholders (Persons)	Number of Shares (Shares)
Foreign investors	210	13,296,734
Securities companies	27	3,411,943
Financial institutions	32	28,270,880
Other corporations	171	24,811,050
Individuals and others	13,683	50,105,981
	14,123	119,896,588

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

Copyright © NOMURA Co., Ltd. All rights reserved.

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.

Copyright © NOMURA Co., Ltd. All rights reserved.

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)

- 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

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



(As of the end of February 2025)

Copyright © NOMURA Co., Ltd. All rights reserved.

History

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

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

1892 1946 1970 1990 2013 2023

● 1892

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



Founder Taisuke Nomura

● 1892-1945

Expansion from popular entertainment to exhibitions and decorative displays

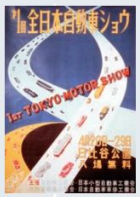
Events (chrysanthemum dolls, events at sumo halls and exhibitions) and department store



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



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

● 1946-1969

Start of management modernization and the establishment of the display industry

Department stores, exhibitions, art exhibitions and amusement parks



Store decorations, Takashimaya Osaka Store
1947



Ikebukuro PARCO
1969

● 1970-1989

Business expansion and strengthening of management framework

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



Expo Osaka 1970
© Osaka Prefecture



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

● 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



NTV Clock (design by Hayao Miyazaki)
2006



Shiseido Parlour Ginza 8-Choume Store
1997



Mandarin Oriental Tokyo Main dining
2005

● 2013-2022

Becoming a Prosperity Partner that maximize our customers' prosperity

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



TOKYO Solamachi®
2012
© TOKYO-SKYTREETOWN



Fujisan World Heritage Center
2016

● 2023-

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



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



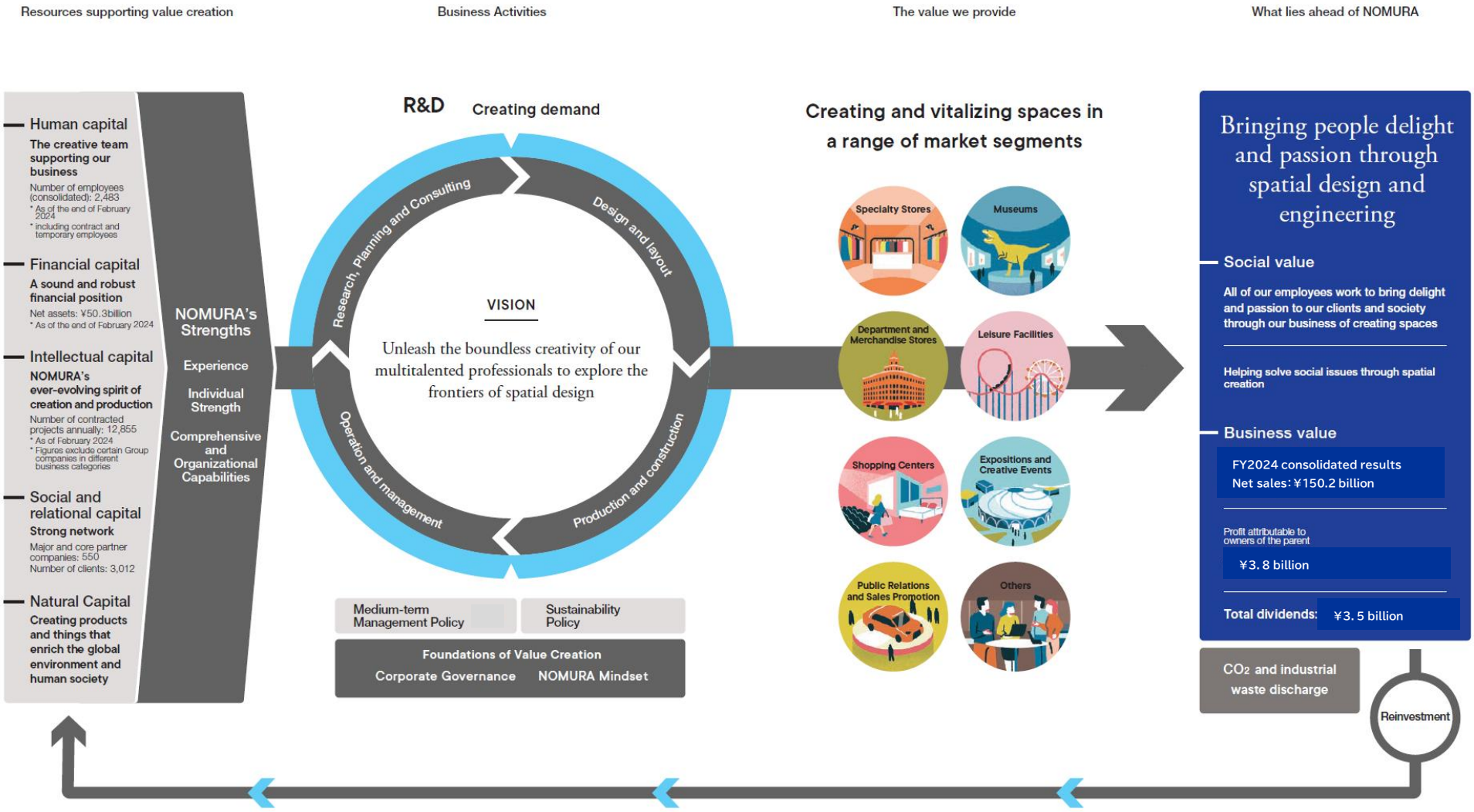
A book published in 2023 showcasing NOMURA Group employees and their passion to create "happy spaces"



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

Copyright © NOMURA Co., Ltd. All rights reserved.

NOMURA Group: The Full Cycle of Our Business Activity



Copyright © NOMURA Co., Ltd. All rights reserved.

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.

Copyright © NOMURA Co., Ltd. All rights reserved.