NOMURA GROUP

Jul/9/2026

Translation

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Financial Summary for the 1st Quarter of Fiscal 2026

NOMURA Co.,Ltd.

Tokyo Stock Exchange, Prime Section Code No.9716

Nomura Recruiting Space「tokeru」

1 Financial Summary for the 1st Quarter of Fiscal 2026

2 2026-2028 Medium-term Management Plan

3 Supplemental Material / Corporate Profile

Highlights of FY2026_1Q Earnings

- Net sales decreased year on year due to projects related to EXPO 2025 Osaka, Kansai, Japan had come to an end.

- Operating income decreased year on year due to a decline in net sales and an increase in SG&A expenses.

Unit: millions of yen	FY2025_1Q		FY2026_1Q			
	Results	Ratio	Results	Ratio	Year-on-year	
Net sales	40,815	100.0%	35,734	100.0%	(5,080)	(12.4%)
Gross profit	9,094	22.3%	7,151	20.0%	(1,943)	(21.4%)
Operating income	4,530	11.1%	2,492	7.0%	(2,038)	(45.0%)
Ordinary income	4,593	11.3%	2,571	7.2%	(2,022)	(44.0%)
Net income	3,024	7.4%	1,425	4.0%	(1,598)	(52.9%)

Net sales and Gross profit

Unit: millions of yen	FY2025		FY2026			
	1Q	Ratio	1Q	Ratio	Year-on-year	
Net sales	40,815	100.0%	35,734	100.0%	(5,080)	(12.4%)
Gross profit	9,094	22.3%	7,151	20.0%	(1,943)	(21.4%)

- Net sales decreased by 12.4% year on year due to projects related to EXPO 2025 Osaka, Kansai, Japan came to an end although handled multiple large-scale projects such as hotel new construction and renovations driven by inbound tourism demand.
- Despite rising labor costs and persistently high material and energy prices, gross profit maintained a gross margin of 20% due to steady progress in initiatives to improve profitability.

Selling, general and administrative expenses

Unit: millions of yen

	FY2025		FY2026			
	1Q	Ratio	1Q	Ratio	Year-on-year	
Personnel expenses	2,687	6.6%	2,827	7.9%	+140	+5.2%
Operating expenses	1,876	4.6%	1,831	5.1%	(44)	(2.4%)
SG&A expenses	4,563	11.2%	4,659	13.0%	+95	+2.1%

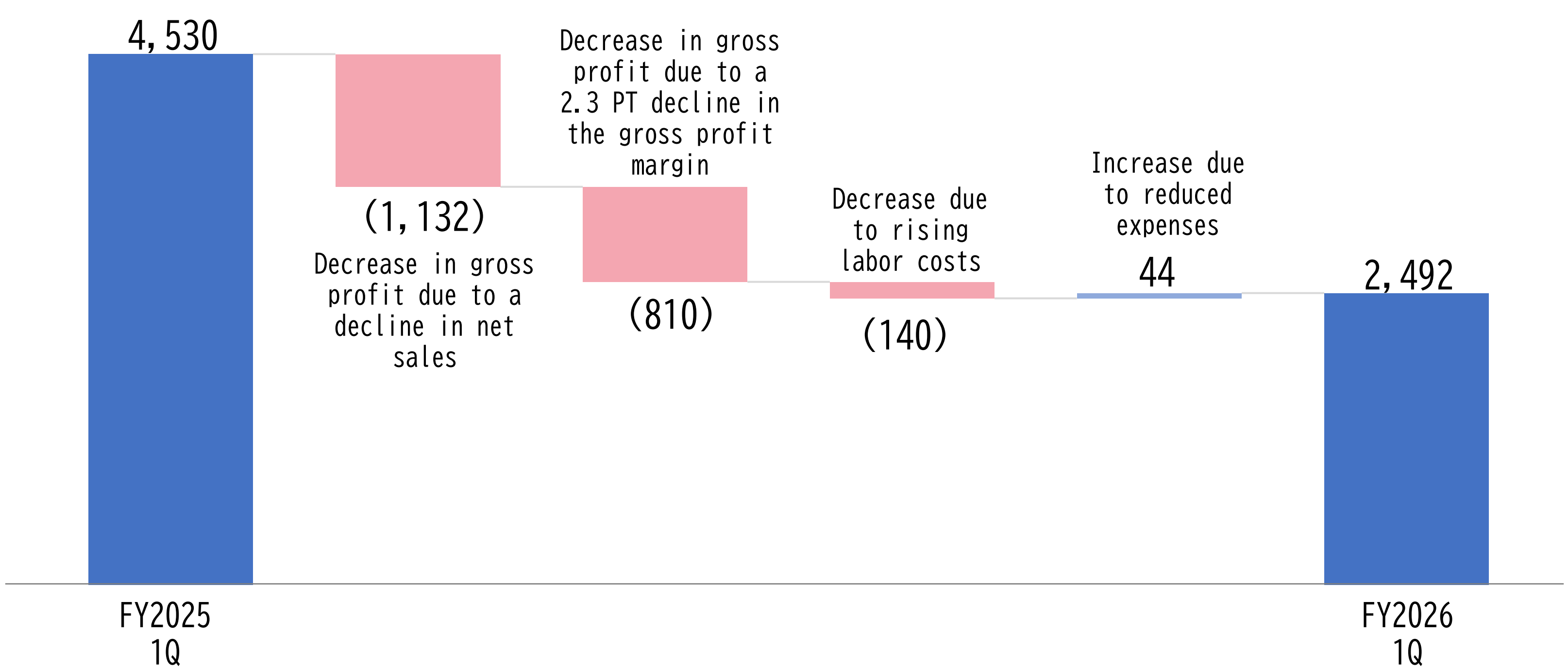
- Personnel expenses increased by 5.2% year on year due to improvements in working conditions.
  Expenses decreased by 2.4% year on year due to factors such as a decline in depreciation expense.

- The ratio of SG&A expenses to net sales increased by 1.8 percentage points year on year due to a decline in net sales.

Factors behind changes in operating income (YoY change)

- Operating income decreased by 45.0% year on year due to a decline in gross profit resulting from lower sales and an increase in SG&A expenses.

Unit: millions of yen	FY2025		FY2026			
	1Q	Ratio	1Q	Ratio	Year-on-year	
Operating Income	4,530	11.1%	2,492	7.0%	(2,038)	(45.0%)



Ordinary income and Net income

Unit: millions of yen	FY2025		FY2026			
	1Q	Ratio	1Q	Ratio	Year-on-year	
non-operating income or expenses	62	0.2%	79	0.2%	+16	+26.6%
Ordinary income	**4,593**	**11.3%**	**2,571**	**7.2%**	**(2,022)**	**(44.0%)**
Extraordinary income or loss	–	–	–	–	–	–
Income before income taxes	**4,593**	**11.3%**	**2,571**	**7.2%**	**(2,022)**	**(44.0%)**
Income taxes	1,568	3.9%	1,145	3.2%	(423)	(27.0%)
Net Income Attributable to Shareholders of the Parent	**3,024**	**7.4%**	**1,425**	**4.0%**	**(1,598)**	**(52.9%)**

- Net income decreased by 52.9% year on year due to a decline in operating income.

Conditions by Market Field

- Net sales increased year on year in the leisure facility market segment, which handles significant large-scale projects such as hotel new construction and renovations and theme park event decorations driven by inbound tourism demand.

- On the other hand, net sales decreased year on year due to factors such as a rebound effect in the shopping center market segment, the public relations and sales promotion market segment, and the expositions and event market segment—all of which had seen the completion of major projects during the same period of the previous year.

	FY2025_1Q			FY2026_1Q		
Unit: millions of yen	Net sales	Year-on-year	Gross Profit Margin	Net sales	Year-on-year	Gross Profit Margin
Specialty store market	8,998	(0.0%)	↑19.0%	**8,468**	**(5.9%)**	**↓18.4%**
Department store and mass merchandise store market	1,058	+9.3%	↑24.8%	**1,476**	**+39.4%**	**↑26.1%**
Shopping center market	4,723	+50.3%	↑26.0%	**3,684**	**(22.0%)**	**↓20.6%**
Public relations and sales promotion market	4,073	+75.8%	↑19.6%	**3,444**	**(15.4%)**	**↑21.6%**
Museum and art museum market	2,189	+3.7%	↓19.3%	**2,324**	**+6.2%**	**↑20.9%**
Leisure facility market	3,625	(32.7%)	↑23.7%	**8,066**	**+122.5%**	**↓17.3%**
Exposition and event market	8,744	+511.3%	↑26.5%	**652**	**(92.5%)**	**↑30.6%**
Other markets	7,401	+57.1%	↓20.3%	**7,617**	**+2.9%**	**↑21.4%**
Total	40,815	+40.4%	↑22.3%	**35,734**	**(12.4%)**	**↓20.0%**

Orders and Backlog of Orders by Market

- Orders received increased by 35.1% year on year to ¥52,565 million (a quarterly record high), driven by continued to show a robust trend even after the Osaka-Kansai Expo. Growth was led by the specialty store market segment, which secured orders for large-scale mobile-related stores and overseas brand stores; the public relations and sales promotion market segment, which secured contracts for the construction and operation of corporate PR facilities; and the leisure facilities market segment, which secured numerous large-scale hotel renovation projects.

- The order backlog increased significantly by 30.1% year on year to ¥87,026 million (a record high as of the end of the quarter) driven by a robust order environment, especially in the leisure facility market segment which handles several large-scale renovation projects for hotels in Tokyo metropolitan area and the other market segment which includes large-scale renovations of office and educational facilities.

Unit: millions of yen	FY2025_1Q		FY2026_1Q			
	Orders	Backlog of orders	Orders	Backlog of orders	Orders Year-on-year comparison	Backlog of orders Year-on-year comparison
Specialty store market	10,329	15,647	12,928	17,749	+25.2%	+13.4%
Department store and mass merchandise store market	922	859	710	222	(23.0%)	(74.1%)
Shopping center market	2,688	9,348	2,331	9,151	(13.3%)	(2.1%)
Public relations and sales promotion market	4,142	6,239	7,448	8,589	+79.8%	+37.7%
Museum and art museum market	3,438	5,675	4,537	6,654	+32.0%	+17.3%
Leisure facility market	3,602	15,335	11,628	24,611	+222.8%	+60.5%
Exposition and event market	5,544	4,307	4,034	4,128	(27.2%)	(4.2%)
Other markets	8,239	9,486	8,946	15,919	+8.6%	+67.8%
Total	38,906	66,899	52,565	87,026	+35.1%	+30.1%

FY2026 Consolidated Financial Forecasts

- Forecast that the outlook for FY2026 will remain robust, driven by continued strong private investment and inbound demand, and we plan to achieve both revenue and profit growth. However, we must continue to closely monitor changes in logistics trends and the procurement environment resulting from the situation in the Middle East.
- Regarding profit distribution, we will pay a dividend amount that is either 7% of net assets or a payout ratio of 50% or more, whichever is higher.

Unit: millions of yen	FY2025			FY2026		
	Full year	Ratio	Year-on-year	**Forecasts**	**Ratio**	**Year-on-year**
Net Sales	162,679	100.0%	+8.3%	168,000	100.0%	+3.3%
Operating Income	12,818	7.9%	+44.1%	13,400	8.0%	+4.5%
Ordinary Income	13,014	8.0%	+43.7%	13,600	8.1%	+4.5%
Net Income	9,134	5.6%	+35.2%	9,250	5.5%	+1.3%
Cash Dividends per Share (yen)	42.00	—	+10.00	Interim 22.00 Year-End 22.00	—	+2.00
Earnings per share (yen)	81.87	—	+21.26	82.89	—	+1.02

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2026-2028 Mid-term Management Plan

NOMURA GROUP

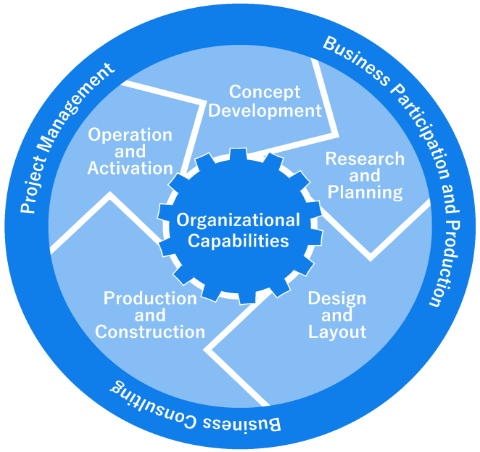
✦ Our Vision for 2028

The NOMURA Group: Spatial Design for Any Occasion

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

✦ Group-wide Strategy

Business	Driving the cycle of spatial design to foster the next wave of innovatiaon
	Evolving products and services to provide value tailored to the times
	Developing diverse business models centered on space
Organizational Capabilities	Developing and strengthening employees with diverse strengths
	Establishing a stable and flexible production system
	Fostering a company-wide commitment to sustainability as a source of competitive advantage
	Approach management and business from a long-term perspective, and proactively anticipate social changes
Overseas	Expanding overseas operations in tandem with the Group's growth



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

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

NOMURA GROUP

The NOMURA Group: Spatial Design for Any Occasion

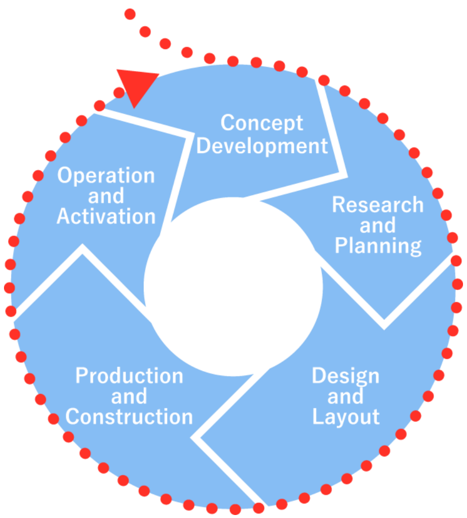
—Transcending the boundaries of the display industry to become a one-of-a-kind corporate group—

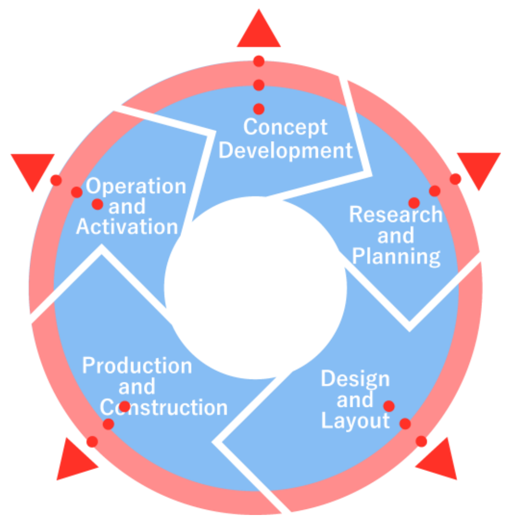
As professionals who have walked alongside spaces throughout our history,
we have never been content with the status quo and have continued to deliver exceptional value.

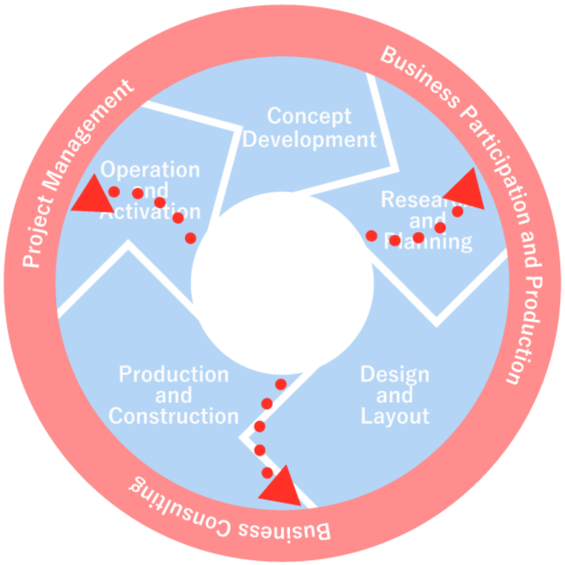
Moving forward, we will continue to approach spaces with a human-centered perspective,
and we view expanding our engagement with spaces to a broader scope and in a sustainable manner
as the growth driver of the NOMURA Group,
and we will continue to contribute to people's lives and society.

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

Mid-Term Management Plan: Business Strategy





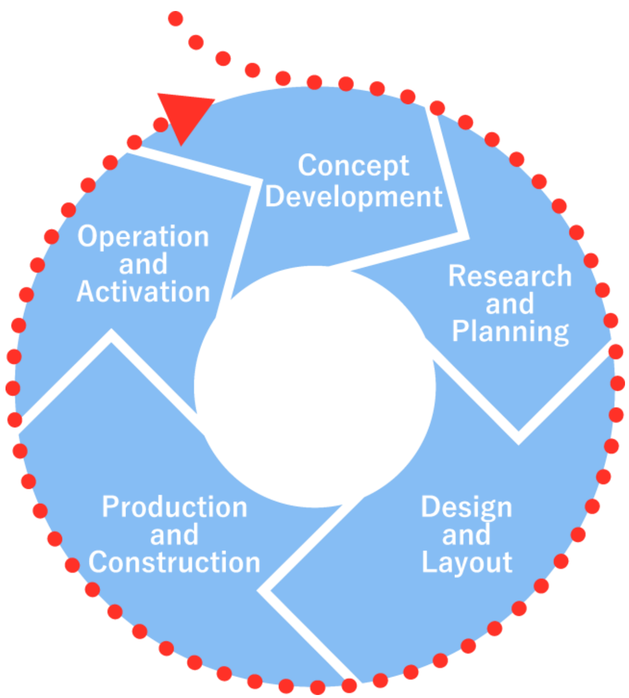


Driving the cycle of spatial design to foster the next wave of innovation

Evolving products and services to provide value tailored to the times

Developing diverse business models centered on space

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



Think Ahead to the Future

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

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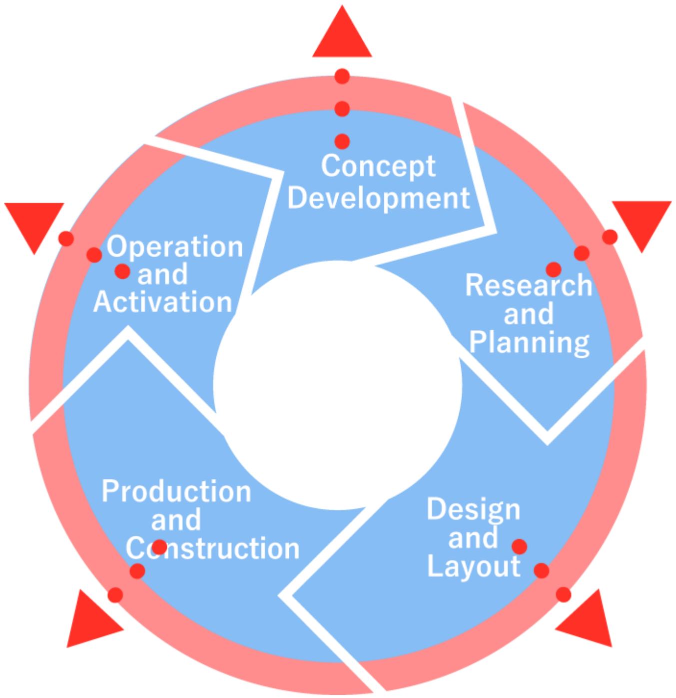
Evolving products and services to provide value tailored to the times

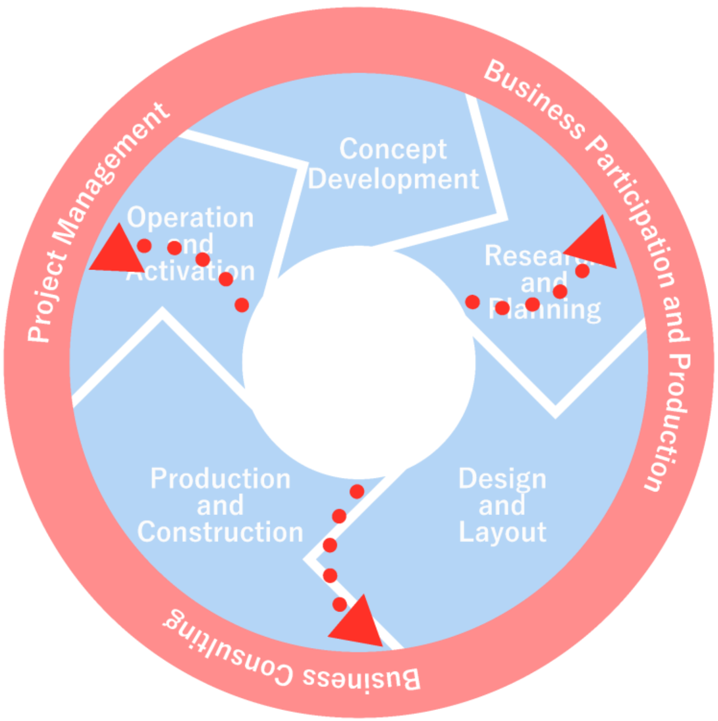


Continuously Refine

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

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

Developing diverse business models centered on space



Expanding our approach

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

Mid-Term Management Plan: Organizational Capabilities Strategy

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

Developing and strengthening employees with diverse strengths

Establishing a stable and flexible production system

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

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

Expanding Overseas Operations in Tandem with Group Growth

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

● Overseas Strategy: 5 Key Objectives

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

Financial Targets, Management Indicators, and Non-Financial Targets

Financial Targets

	FY 2025 Actual Results	FY 2028 Targets
Net Sales	162.6 billion yen	Over 190.0 billion yen
Operating Profit	12.8 billion yen	Over 16.1 billion yen
Operating profit margin	7.9%	Over 8.5%

Management Indicators

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

Non-Financial Targets

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

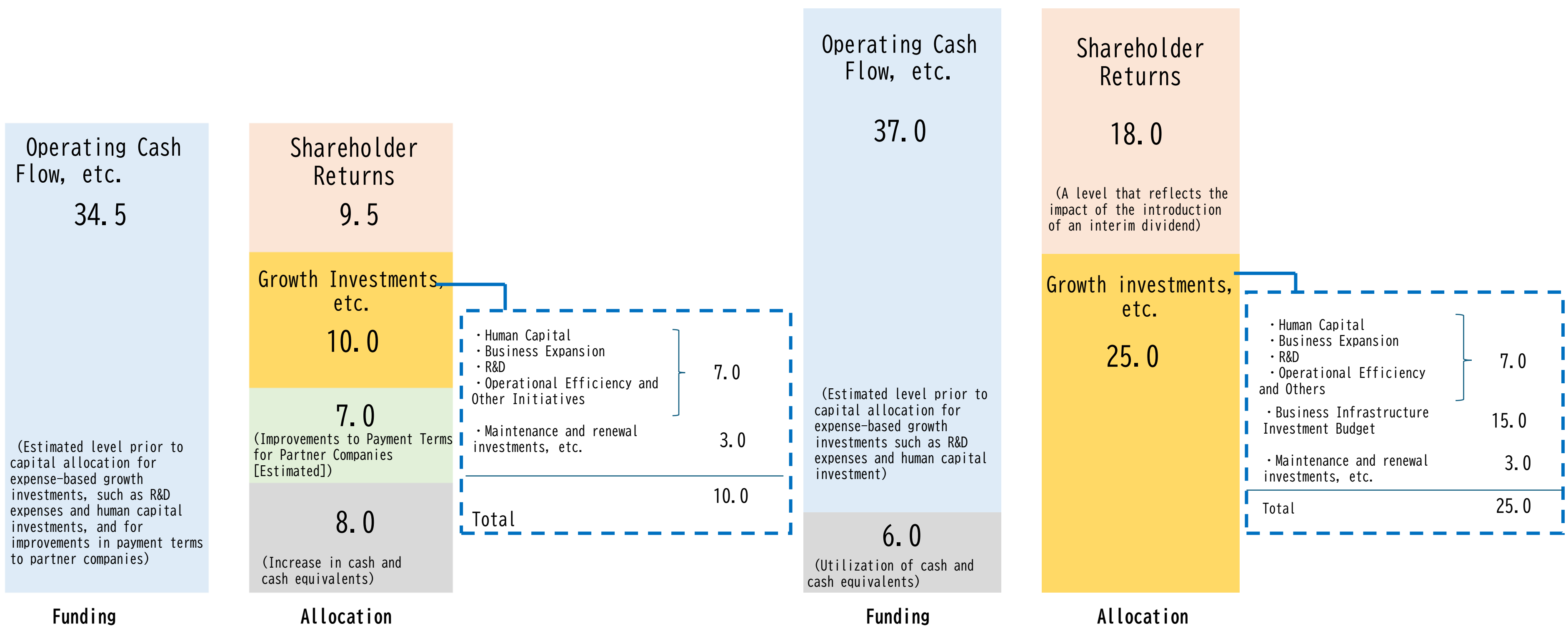
Capital Allocation

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

Mid-term Management Policy for 2023-2025

2026-2028 Mid-term Management Plan

Unit: billions of yen



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3 **Supplemental Material / Corporate Profile**

Quarterly Performance Year-on-Year Comparisons

(Millions of yen)	FY2025				FY2026			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	40,815	39,719	40,681	41,462	35,734			
Gross profit	9,094	7,258	8,267	8,148	7,151			
(ratio)	22.3%	18.3%	20.3%	19.7%	20.0%			
SG&A expenses	4,563	4,893	5,208	5,284	4,659			
(ratio)	11.2%	12.3%	12.8%	12.7%	13.0%			
Operating income	4,530	2,364	3,058	2,864	2,492			
(ratio)	11.1%	6.0%	7.5%	6.9%	7.0%			
Non-operating income	79	57	27	64	95			
Non-operating expenses	17	(11)	0	27	16			
Ordinary income	4,593	2,434	3,085	2,901	2,571			
(ratio)	11.3%	6.1%	7.6%	7.0%	7.2%			
Extraordinary income	—	40	21	0	—			
Extraordinary loss	—	187	2	10	—			
Income before income taxes and minority interests	4,593	2,288	3,104	2,891	2,571			
Net income	3,024	1,417	2,078	2,613	1,425			
(ratio)	7.4%	3.6%	5.1%	6.3%	4.0%			

Consolidated Balance Sheet

- Total assets decreased by 12.0% year on year to 83,859 millions of yen, primarily due to a decline in contract assets and accounts receivable resulting from a decrease in the number of projects currently underway.
- Liabilities decreased by 23.3% year on year to 25,545 millions of yen, primarily due to a decline in accounts payable and accrued income taxes resulting from a decrease in construction volume.

(Millions of yen)	FY2025		FY2026		
	Actual	ratio	Actual	ratio	Year-on-year comparison; change
Current assets	79,327	83.2%	68,512	81.7%	(13.6%)
Property, plant and equipment	7,890	8.3%	7,905	9.4%	(+0.2%)
Intangible assets	639	0.7%	686	0.8%	+7.4%
Investments and other assets	7,475	7.8%	6,754	8.1%	(9.6%)
Total assets	95,333	100.0%	83,859	100.0%	(12.0%)
Current liabilities	28,659	30.1%	21,337	25.4%	(25.5%)
Long-term liabilities	4,638	4.8%	4,208	5.1%	(9.3%)
Total liabilities	33,298	34.9%	25,545	30.5%	(23.3%)
Net assets	62,035	65.1%	58,313	69.5%	(6.0%)
Total liabilities and net assets	95,333	100.0%	83,859	100.0%	(12.0%)

Quarterly Sales by Market Segment

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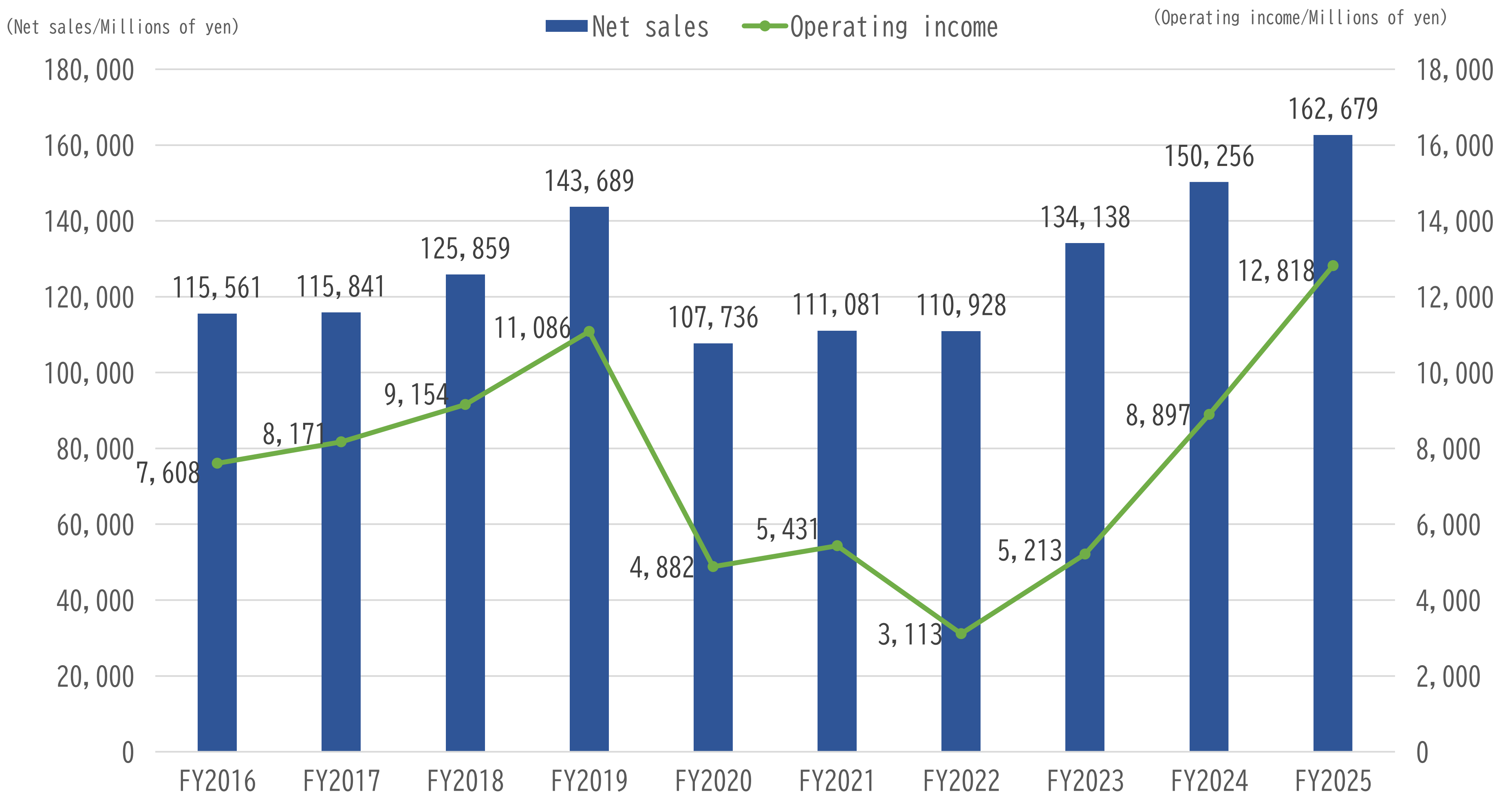
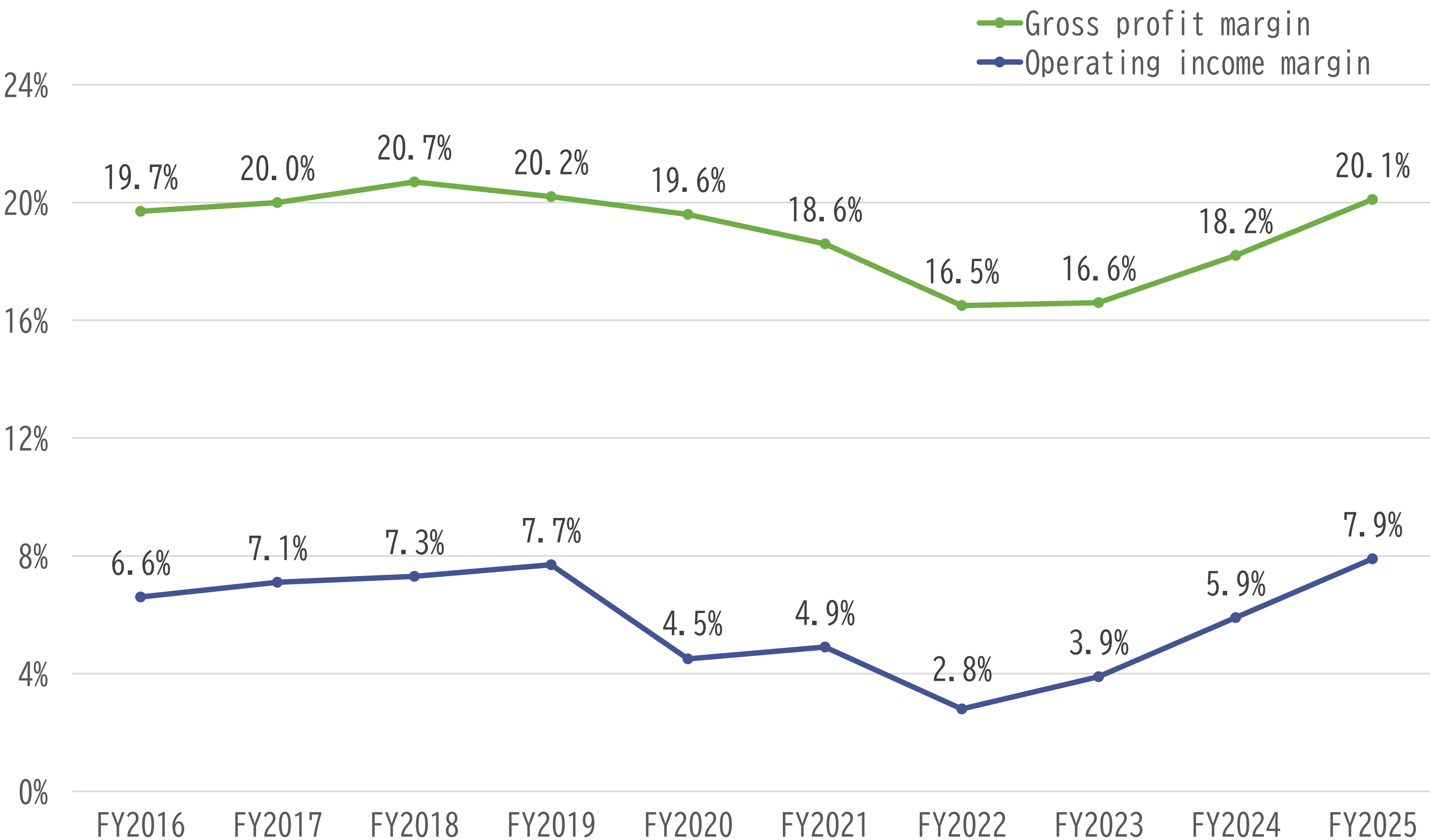
(Millions of yen)	FY2025				FY2026			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Specialty store market	8,998	12,059	13,031	10,267	8,468			
Department store and mass merchandise store market	1,058	759	1,089	1,082	1,476			
Shopping center market	4,723	4,538	3,741	5,014	3,684			
Public relations and sales promotion market	4,073	3,445	5,846	3,845	3,444			
Museum and art museum market	2,189	2,116	2,399	2,927	2,324			
Leisure facility market	3,625	7,867	4,409	8,680	8,066			
Exposition and event market	8,744	2,093	2,844	1,133	652			
Other markets	7,401	6,838	7,318	8,511	7,617			
Total	40,815	39,719	40,681	41,462	35,734			

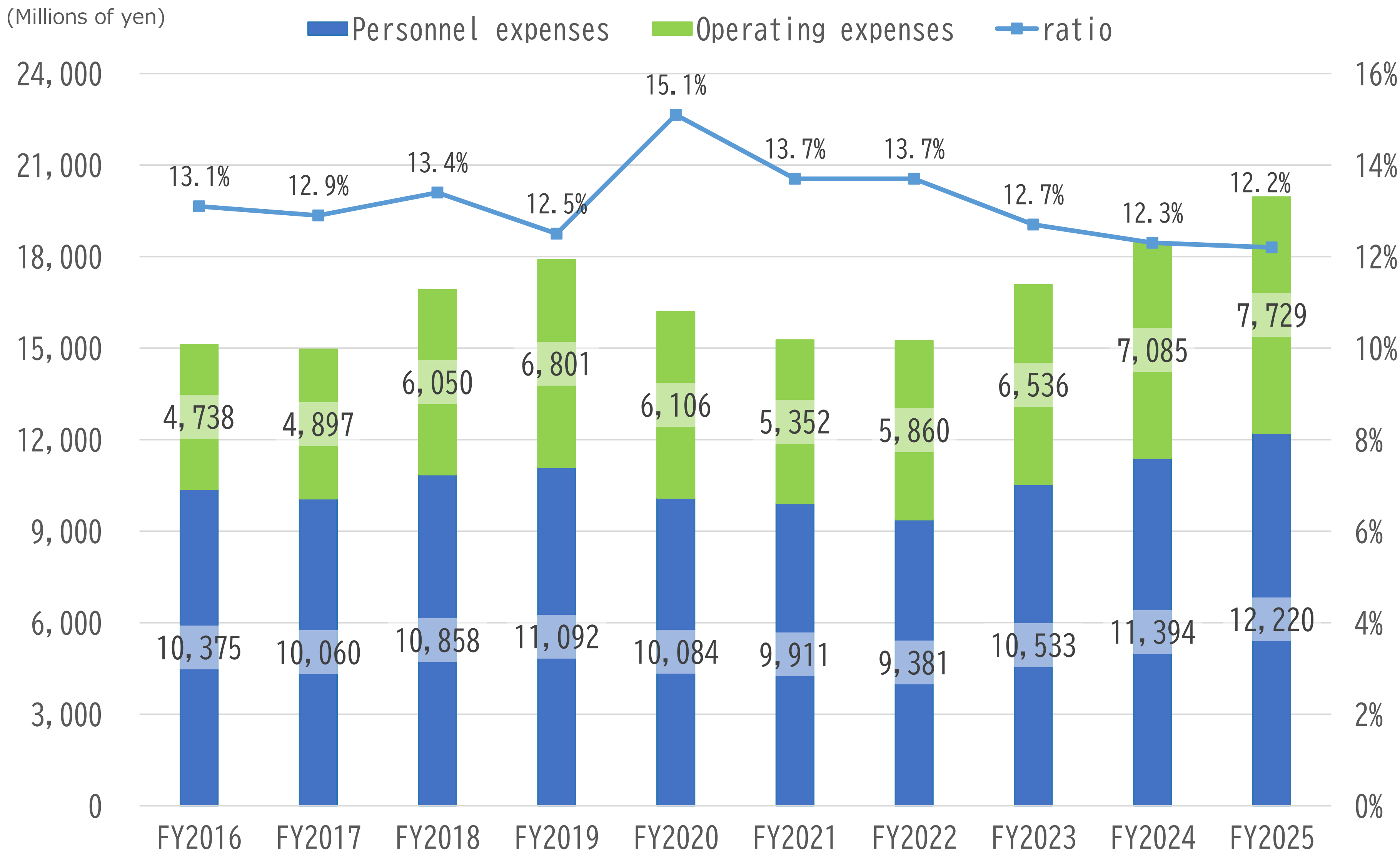
[10-Year Trends] Full-Year Results



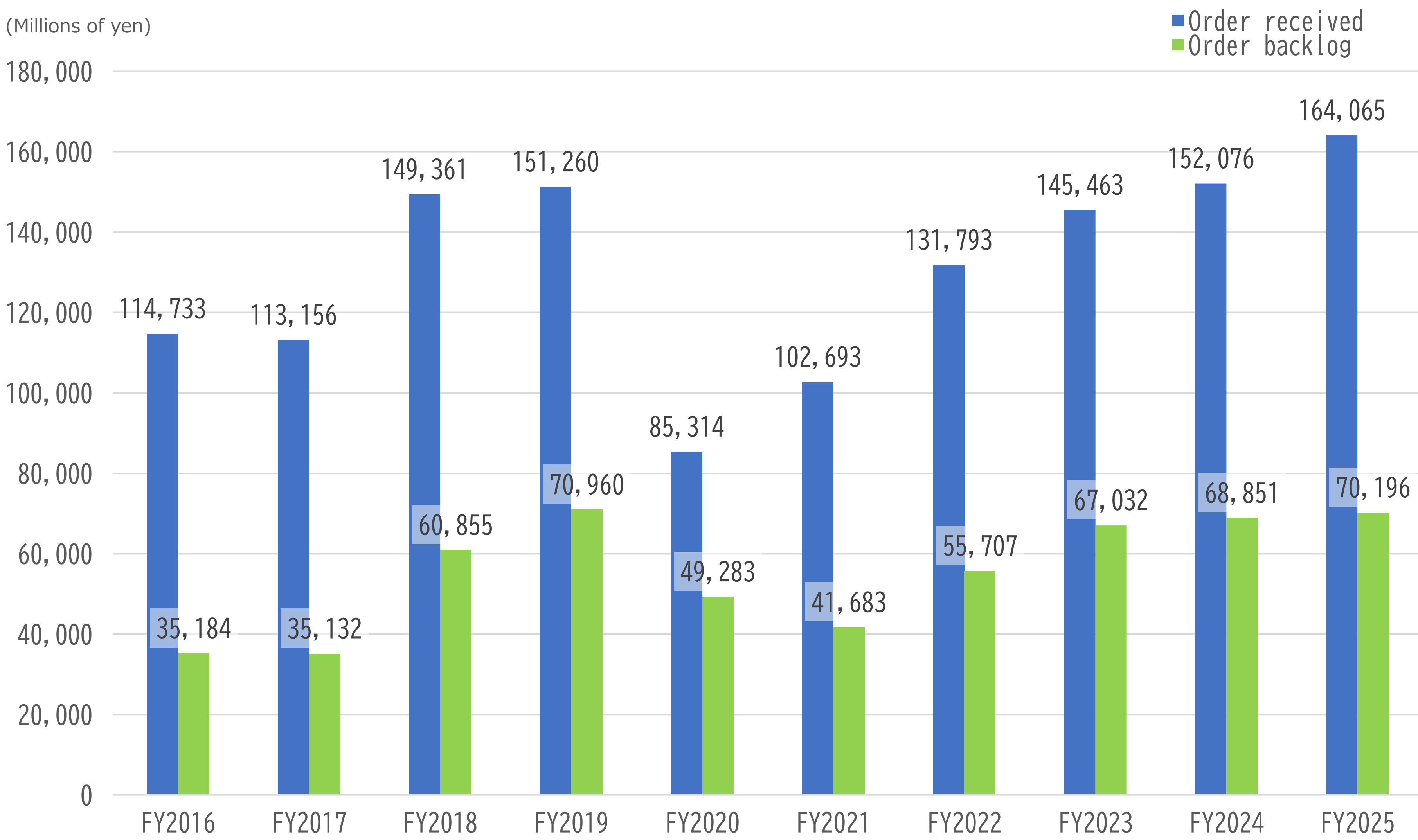
[10-Year Trends]
Gross Profit Margin and Operating Income Margin



[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

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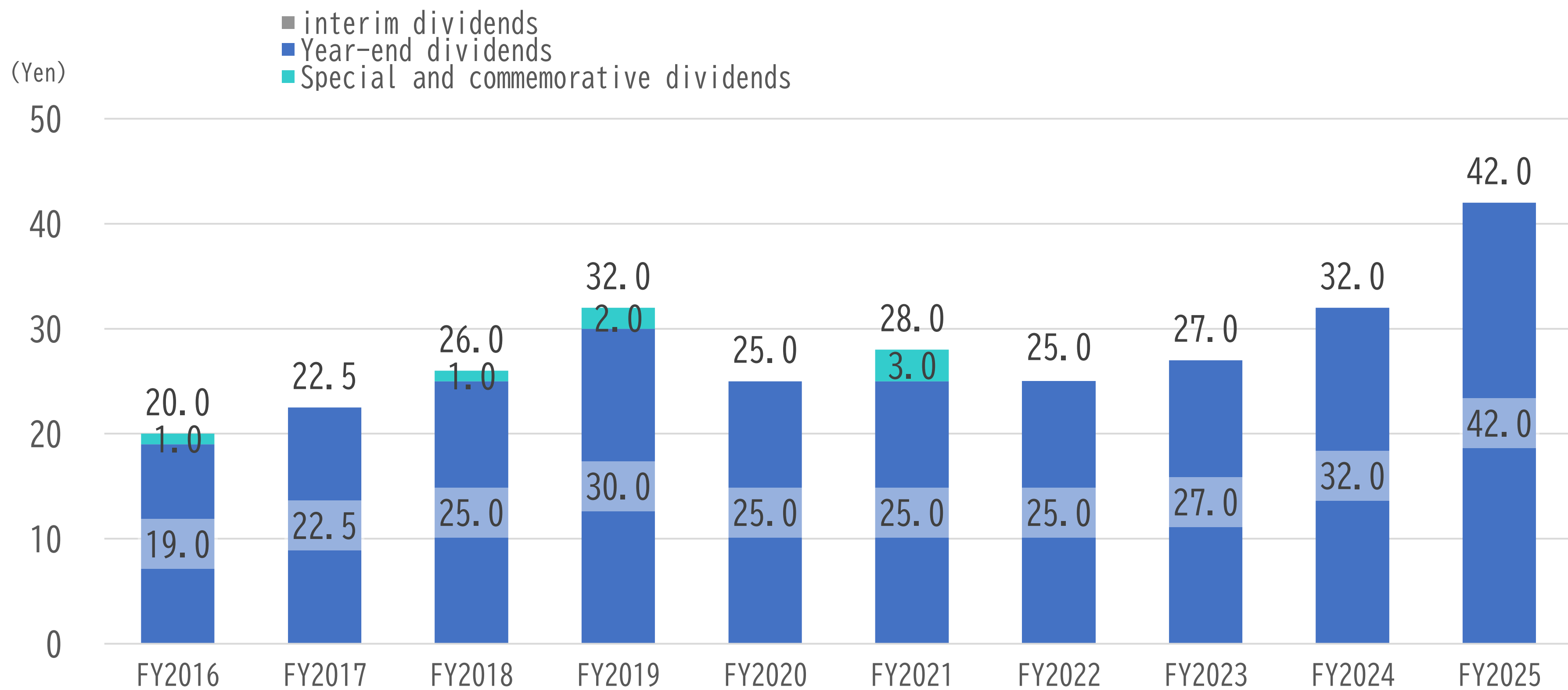
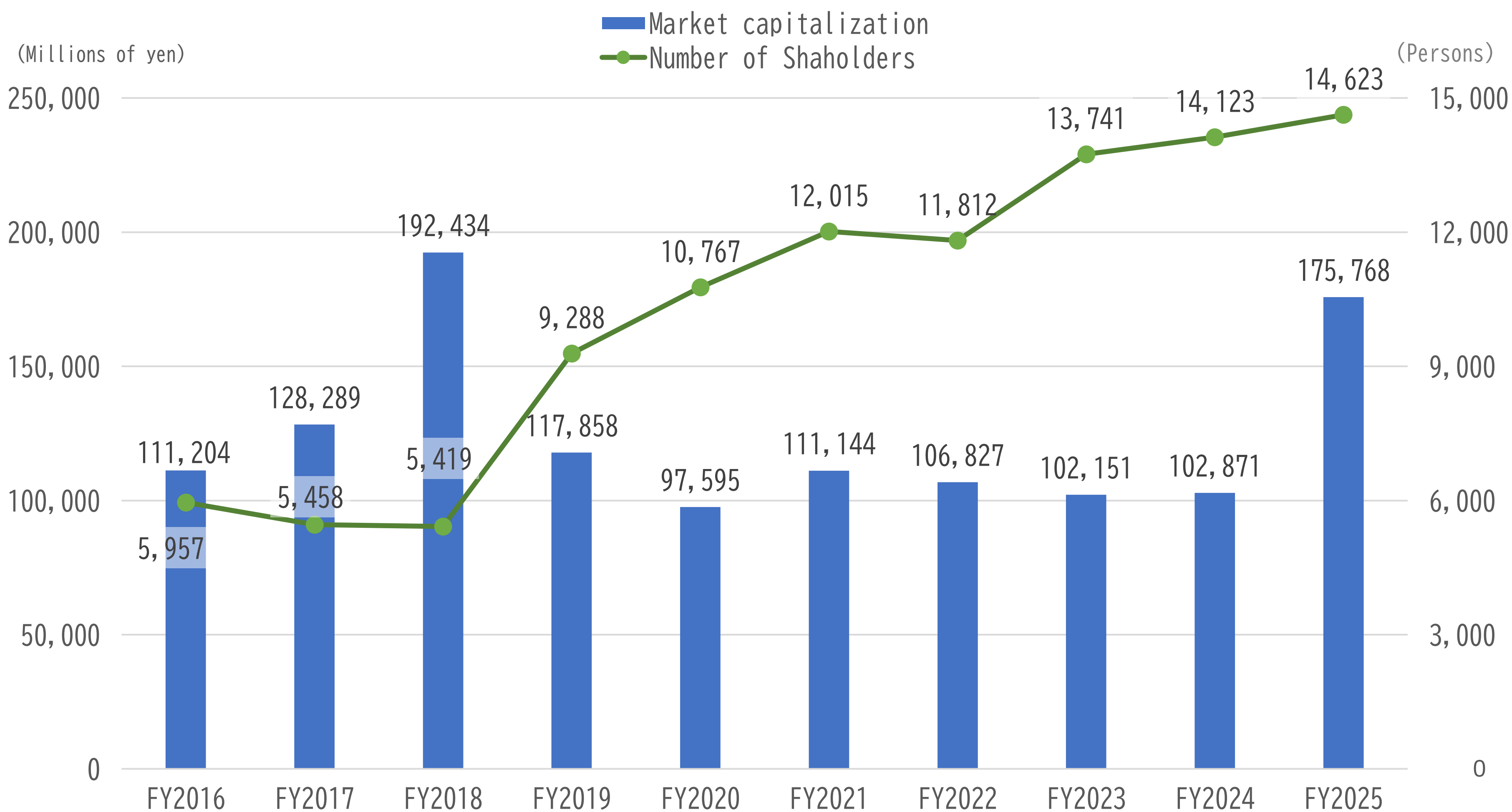
[Stock Information] Shareholder Returns and Dividends



	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Dividend payout ratio	44.0%	44.4%	42.9%	45.7%	90.6%	78.2%	124.9%	77.9%	52.８%	51.3%
DOE	6.7%	6.7%	7.0%	7.8%	5.8%	6.5%	5.7%	6.1%	6.8%	8.1%
stock price all-time high (yen)	995.0	1,324.0	1,667.5	1,670.0	1,031.0	1,148.0	1,102.0	1,010.0	990.0	1,466.0
stock price all-time low (yen)	663.5	901.5	1,017.5	961.0	642.0	787.0	831.0	８１９.０	738.0	704.0

[Stock Information]
Market capitalization and number of shareholders



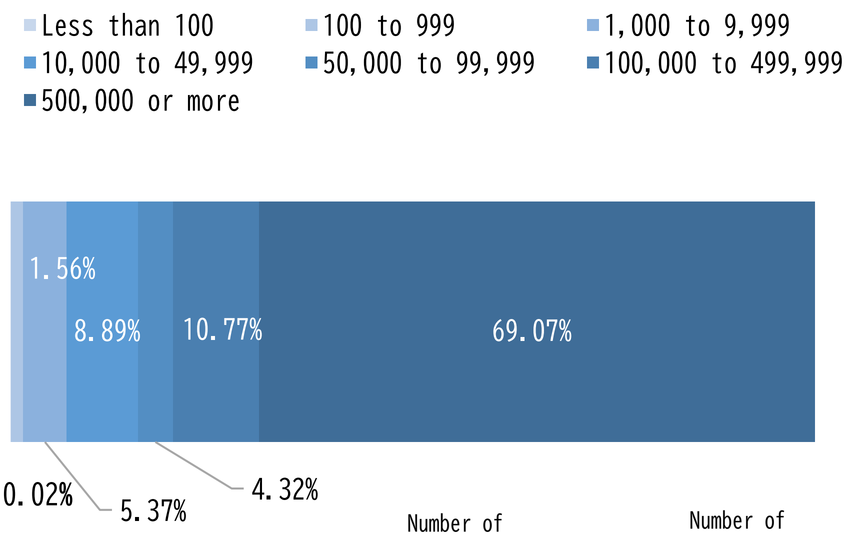
*A 2-for-1 stock split of common stock was implemented on June 1, 2019.

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

[Stock Information] Shareholder Composition

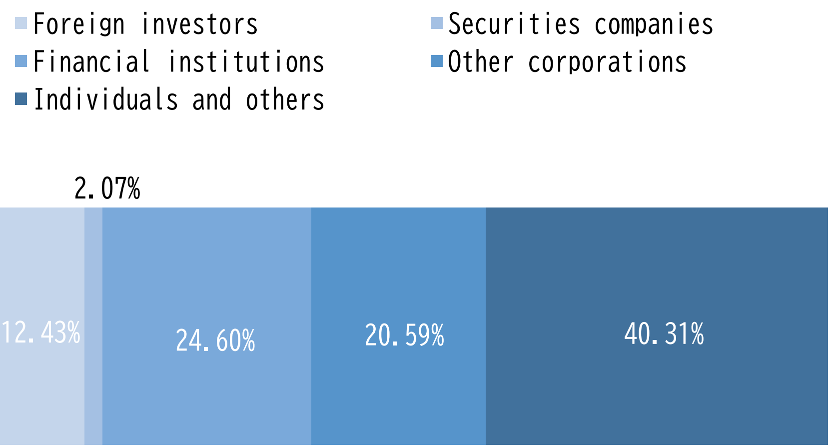
as of the end of February 2026

Distribution of Shares Owned by Shareholder



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

Distribution of Shares by Type of Shareholder



	Number of Shareholders (Persons)	Number of Shares (Shares)
Foreign investors	237	14,908,956
Securities companies	26	2,478,604
Financial institutions	26	29,492,880
Other corporations	170	24,681,605
Individuals and others	14,164	48,334,543
	14,623	119,896,588

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

Management Philosophy

We help to create enriching environments by putting people first and creating new value

Putting People First

NOMURA reflects a diverse range of human values to create comfortable environments that will improve consumers' lives. NOMURA also provides fulfilling, people-centric workplaces where our employees can realize their full potential.

Creating New Value

NOMURA explores new functions and possibilities for interaction between people, between people and items, and between people and information to maximize customer traffic and create the best space for our clients' business.

Our Aim

NOMURA improves the culture of people's everyday lives by improving the environments where they spend their time. It is through this work that we lead the environment creation industry.

About Us

- **Founded** March 1892
- **Established** December 1942
- **Listed** Market Prime Market (9716)
- **Capital** 6,497 million yen
- **Consolidated net sales**
  162,679 million yen (FY2025)
- **Number of employees** (As of the end of February 2026)
  All Nomura Group employees 2,742
  (including contract employees)
  Consolidated 2,154 (regular employees)
  Non-consolidated 1,587 (regular employees)
- **Domestic and Overseas Offices** (As of May 31, 2026)

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 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.

Locations overseas

8 cities

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

Our history

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

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

● 1892
Founded by Taisuke Nomura in Takamatsu. NOMURA initially creates scene shifting services for theaters

● 1892-1945
Expansion from popular entertainment to exhibitions and decorative displays

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

● 1946-1969
Start of management modernization and the establishment of the display industry

Department stores, exhibitions, art exhibitions and amusement parks

● 1970-1989
Business expansion and strengthening of management framework

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

● 1990-2012
Overcoming market fluctuations and becoming "Nomura: the company you choose"

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

● 2013-2022
Becoming a Prosperity Partner that maximize our customers' prosperity

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

● 2023-
Unleash the boundless creativity of our multitalented professionals to explore the frontiers of spatial design


Founder Taisuke Nomura


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

Store decorations, Takashimaya Osaka Store
1947


Expo Osaka 1970
© Osaka Prefecture


NTV Clock (design by Hayao Miyazaki)
2006


TOKYO Solamachi®
2012
© TOKYO-SKYTREETOWN


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


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


Sanuki Pavilion, National Industrial Exhibition (Takamatsu Expo)
1928

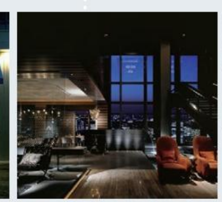
The First All-Japan Motor Show
1954
© Japan Automobile Manufacturers Association, Inc.

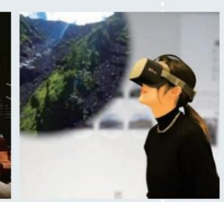

MISAKI KOEN Amusement Park (Ride Fair)
1960

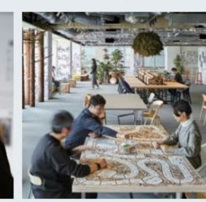

Ikebukuro PARCO
1969


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


Shiseido Parlour Ginza 8-Choume Store
1997

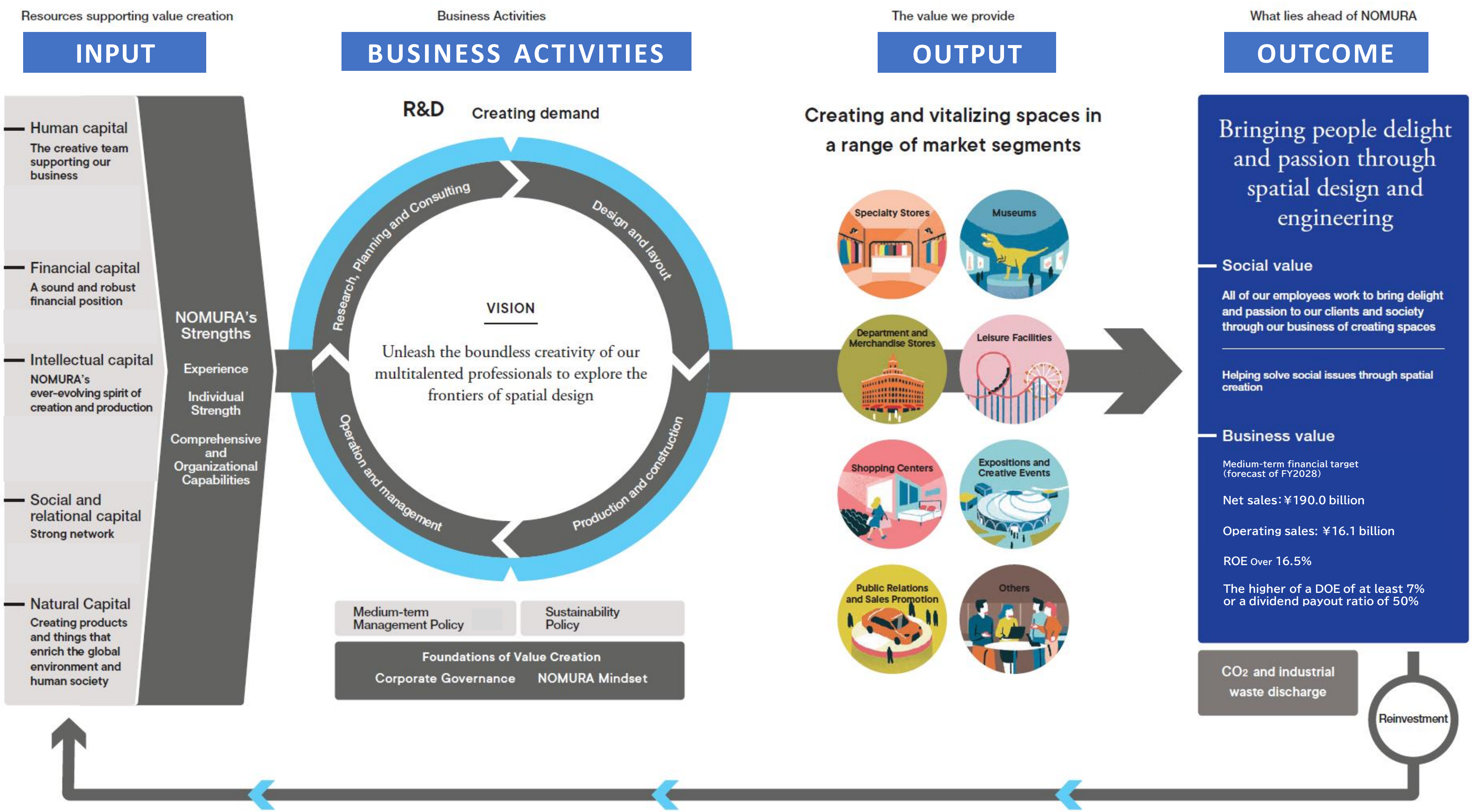

Mandarin Oriental Tokyo Main dining
2005


Fujisan World Heritage Center
2016


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

NOMURA Group: The Full Cycle of Our Business Activity

NOMURA GROUP



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.

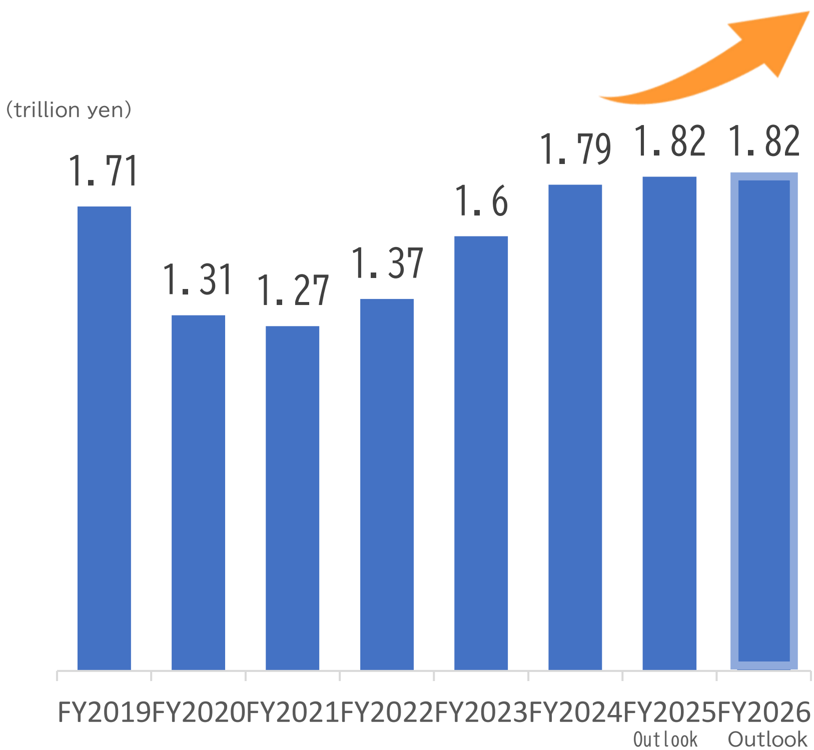
The Hotel Seiryu Kyoto Kiyomizu

The 46th Tokyo Motor Show Toyota Booth

Display Services Structure

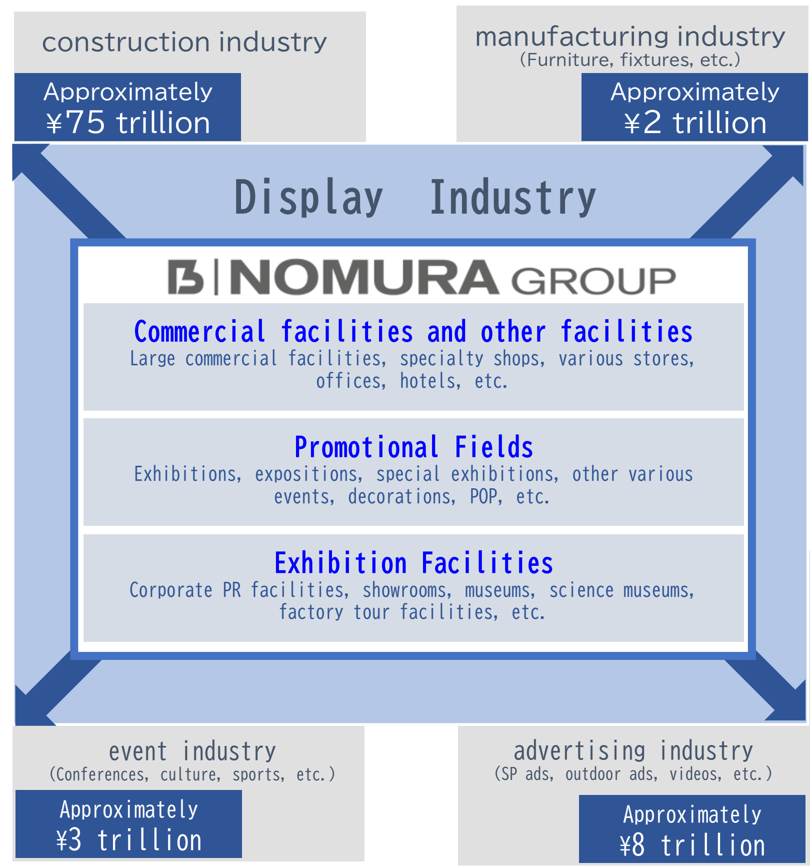
Aiming to further business expansion through the growth of the industry and exploring new business fields

Change in Scale of Display Market



Source: Yano Research Institute Ltd.

Exploring new business fields



Display Services Market Share

Leading the industry for over 20 years

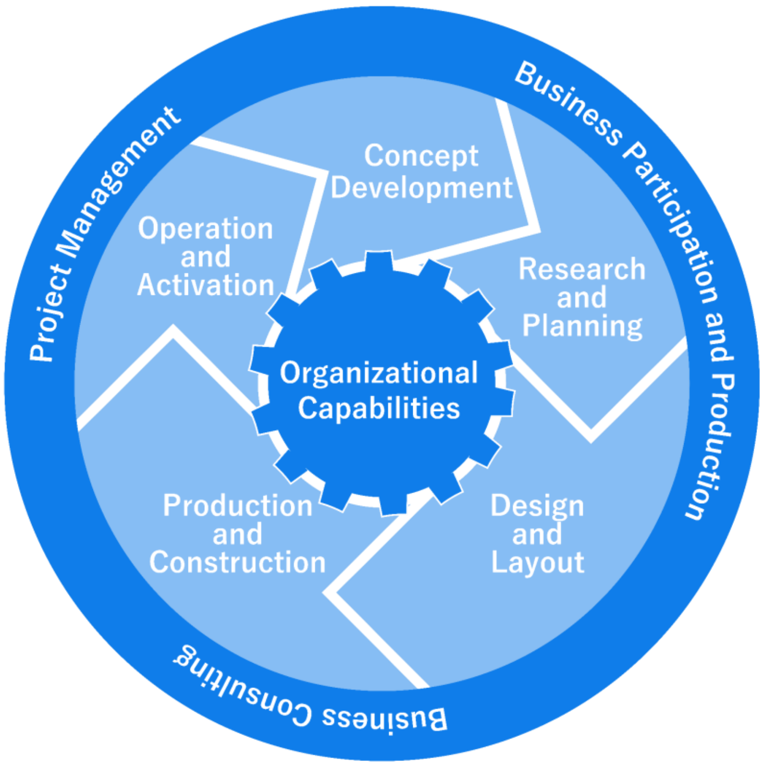
Share of the top 10 companies in the total sales of the top 30 companies in the display service

FY2004				FY2014				FY2024			
order	Company Name	Net sales Millions of yen	share	order	Company Name	Net sales Millions of yen	share	order	Company Name	Net sales Millions of yen	share
1	**NOMURA Co., Ltd.**	**73,442**	**12.0%**	1	**NOMURA Co., Ltd.**	**103,129**	**15.5%**	1	**NOMURA Co., Ltd.**	**150,256**	**16.1%**
2	TANSEISHA Co., Ltd.	69,727	11.4%	2	TANSEISHA Co., Ltd.	63,373	9.5%	2	TANSEISHA Co., Ltd.	91,858	9.8%
3	AIM CREATE Co., Ltd.	38,945	6.3%	3	SPACE Co., Ltd.	48,249	7.2%	3	SPACE Co., Ltd.	64,182	6.9%
4	Takashimaya Space Create Co., Ltd.	33,693	5.5%	4	ZYCC CORPORATION	29,618	4.4%	4	Mitsui Designtec Co., Ltd.	57,878	6.2%
5	SPACE Co., Ltd.	31,469	5.1%	5	Shimizu Octo, Inc.	29,521	4.4%	5	J.FRONT DESIGN & CONSTRUCTION Co., Ltd.	50,645	5.4%
6	Daimaru Construction (J.FRONT DESIGN & CONSTRUCTION Co., Ltd.)	28,283	4.6%	6	J.FRONT DESIGN & CONSTRUCTION Co., Ltd.	28,651	4.3%	6	LUCKLAND CO.,LTD.	47,659	5.1%
7	SEMBA CORPORATION	28,173	4.6%	7	Takashimaya Space Create Co., Ltd.	28,500	4.3%	7	Shimizu Octo, Inc.	45,301	4.8%
8	Zeniya (ZYCC CORPORATION)	25,804	4.2%	8	Mitsui Designtec Co., Ltd.	28,253	4.2%	8	Takashimaya Space Create Co., Ltd.	33,460	3.6%
9	PARCO SPACE SYSTEMS CO.,LTD.	25,729	4.2%	9	ISETAN MITSUKOSHI PROPERTY DESIGN LTD.	25,813	3.9%	9	SEMBA CORPORATION	28,956	3.1%
10	YOSHICHU MANNEQUIN CO.,LTD.	22,366	3.6%	10	AIM CREATE Co., Ltd.	25,410	3.8%	10	ZYCC CORPORATION	28,068	3.0%
Total sales of top 30 companies		613,965	100.0%	Total sales of top 30 companies		666,705	100.0%	Total sales of top 30 companies		934,187	100.0%

*The above figures were aggregated by NOMURA.

Support for all processes in creating a wide variety of spaces

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



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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 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
2,880	93.8%	12,977

2 Individual Strengths

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

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

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

3 Comprehensive and Organizational Capabilities

Production system capable of handling large projects

Domestic bases	Overseas bases	Consolidated subsidiaries	Partner companies
11 cities	8 cities	7	More than 550

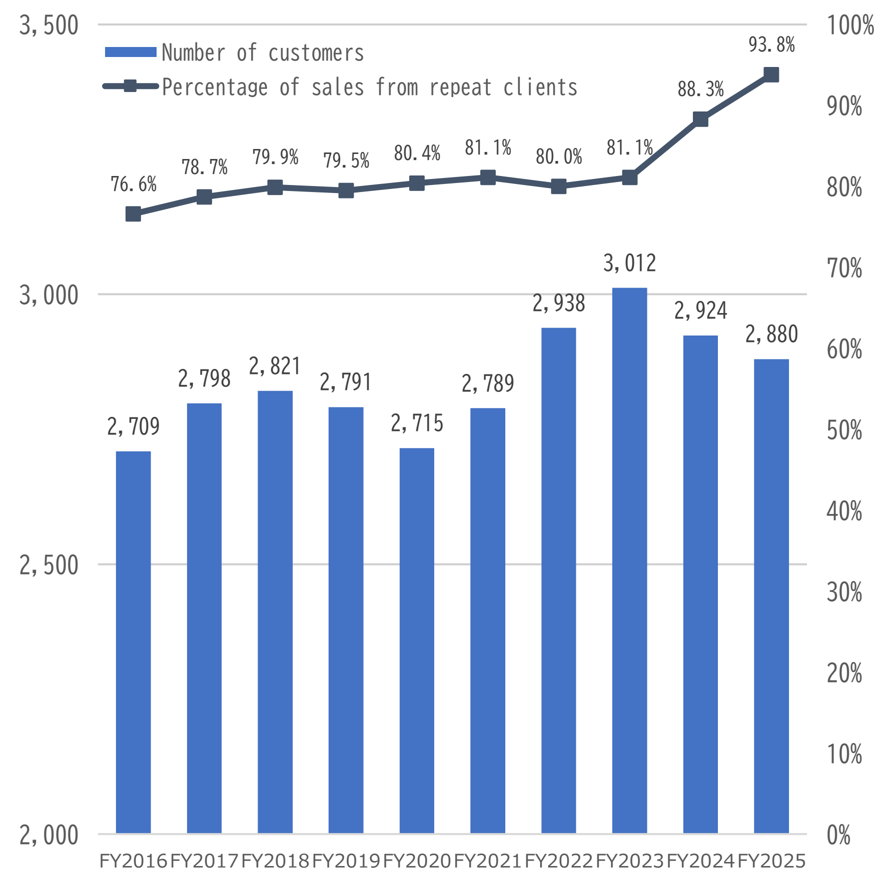
1. Experience

NOMURA GROUP

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)

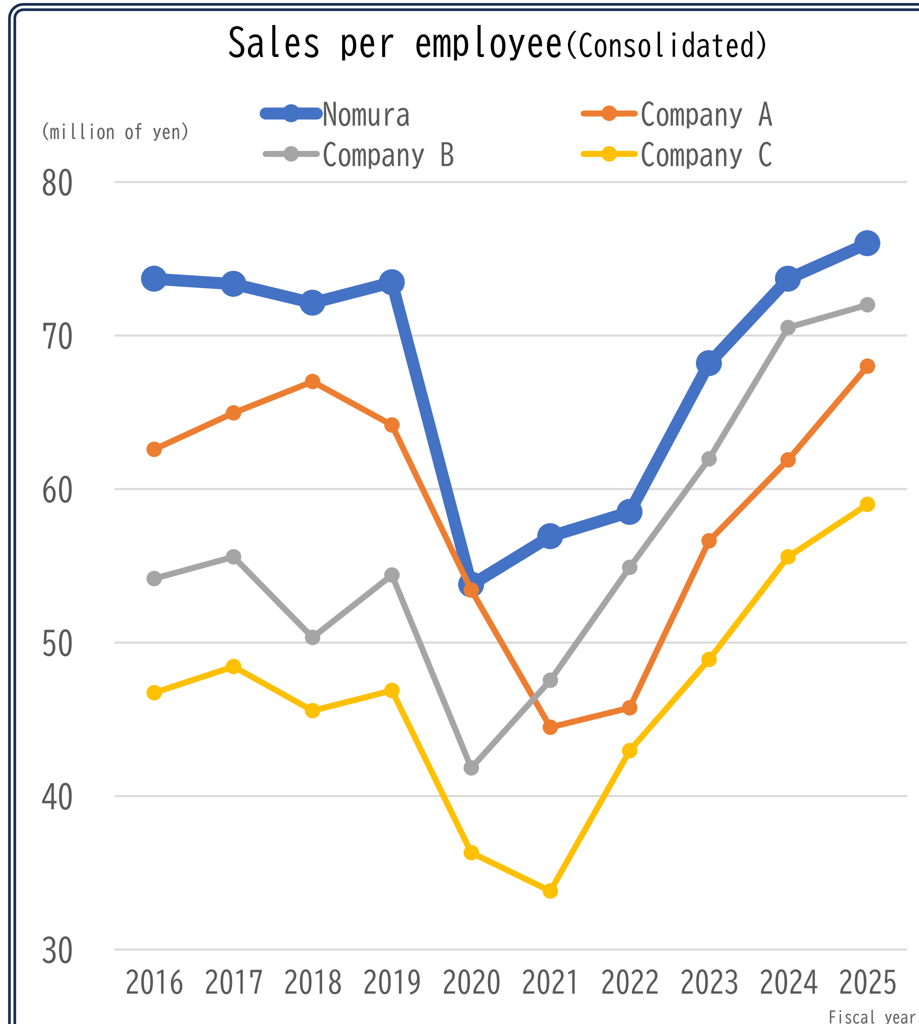


2. Individual Strengths

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

Chiba Zoological Park animal science museum
-Forest of Life: Tropical Rainforest Wonder of Rainforest—

「Japan Kukan Design Award 2025」Long List / Young Talent Prize
「Japan Sign Design Award」Bronze Prize



3. Comprehensive and Organizational Capabilities

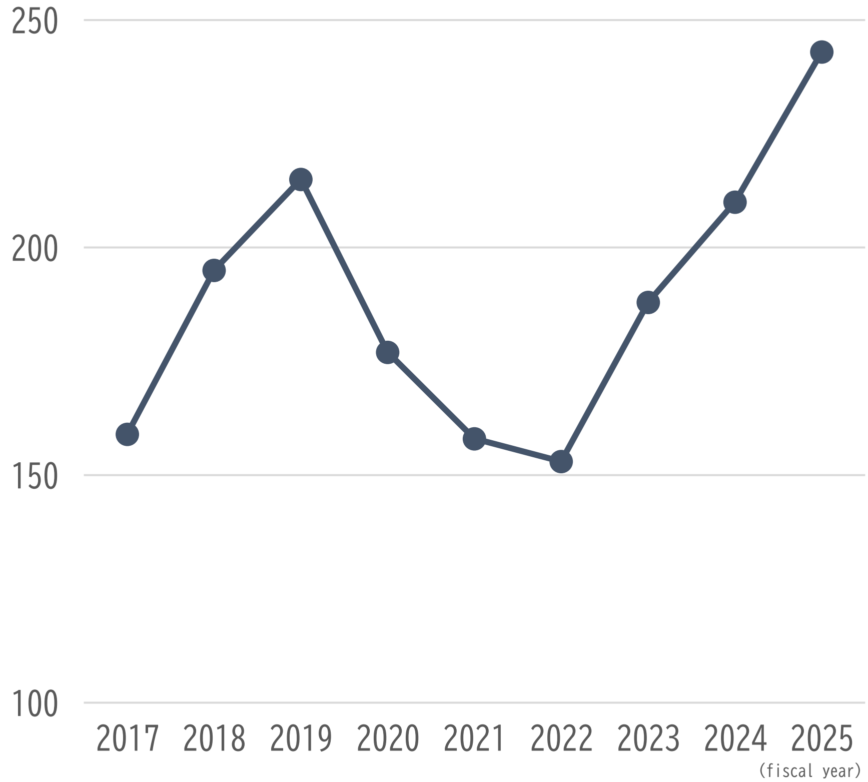
Production system capable of handling large projects
Number of deals over 100 million yen recovered to pre-covid levels



Rihga Royal Hotel Osaka Vignette collection

Photo：Nacasa & Partners

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



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.