

Translation

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Financial Summary for the 2nd Quarter of Fiscal 2026

NOMURAco.,Ltd.

Tokyo Stock Exchange, Prime Section Code No.9716



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Financial Summary
for the 2nd Quarter of Fiscal 2026

2

Business Environment/Progress of
the 2026-2028 Medium-term
Management Plan

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Highlights of FY2026_2Q Earnings

- Second-quarter results saw declines in both net sales and profit year on year, reflecting a rebound effect from Osaka-Kansai Expo-related projects and large-scale urban redevelopment projects completed in the same period of the previous year. While the gross profit margin remained at a high level, profit decreased due to lower net sales.

Unit: millions of yen	FY2025_2Q		FY2026_2Q			
	Results	Ratio	Results	Ratio	Year-on-year	
Net sales	80,534	100.0%	73,322	100.0%	(7,212)	(9.0%)
Gross profit	16,353	20.3%	14,766	20.1%	(1,586)	(9.7%)
Operating income	6,895	8.6%	5,261	7.2%	(1,633)	(23.7%)
Ordinary income	7,027	8.7%	5,426	7.4%	(1,601)	(22.8%)
Net income	4,442	5.5%	3,412	4.7%	(1,030)	(23.2%)

Net sales and Gross profit

	FY2025		FY2026			
	2Q	Ratio	2Q	Ratio	Year-on-year	
Unit: millions of yen						
Net sales	80,534	100.0%	73,322	100.0%	(7,212)	(9.0%)
Gross profit	16,353	20.3%	14,766	20.1%	(1,586)	(9.7%)

- Net sales decreased by 9.0% year on year due to a rebound effect from Osaka-Kansai Expo-related projects and large-scale urban redevelopment projects, despite solid demand for large-scale hotel new construction and renovation projects driven by inbound tourism.
- The gross profit margin remained at a high level of 20.1%, supported by continued profitability improvement initiatives despite rising labor costs and persistently high material and energy prices.

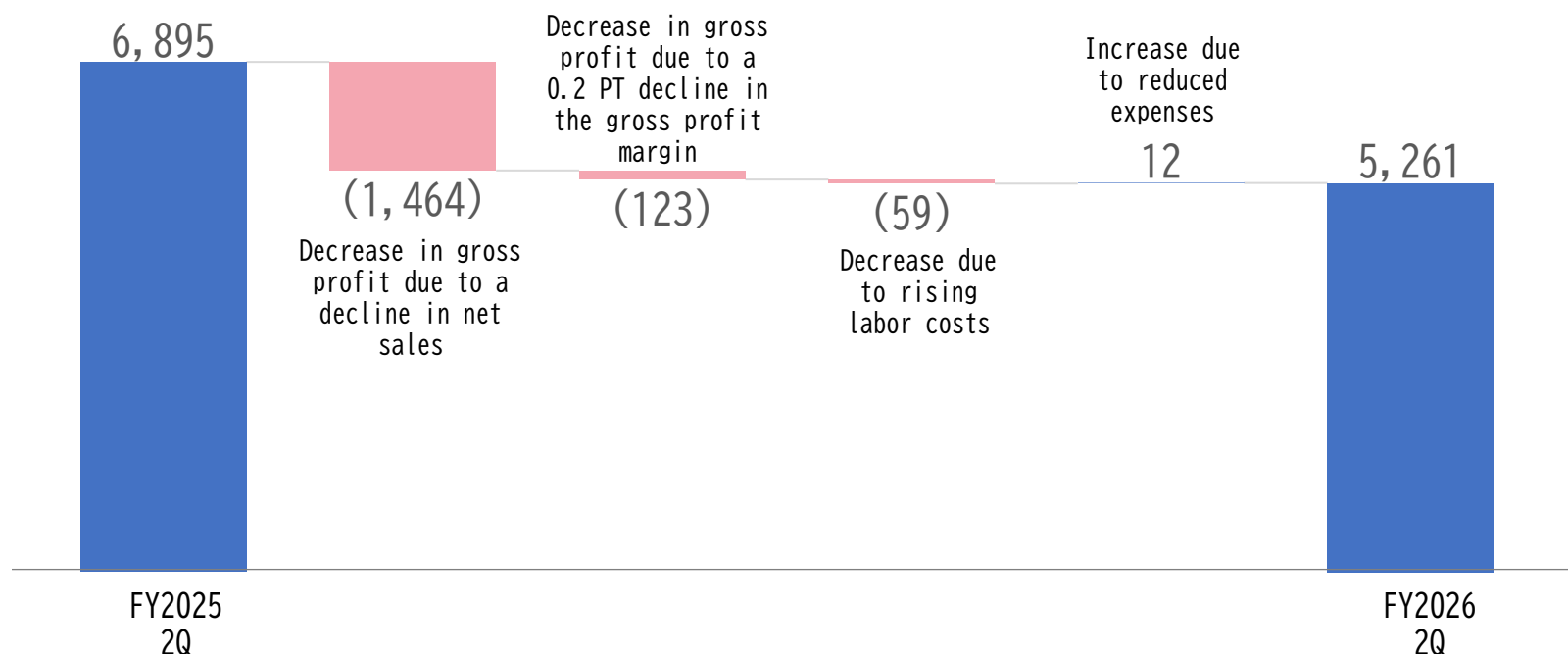
Selling, general and administrative expenses

	FY2025		FY2026			
	2Q	Ratio	2Q	Ratio	Year-on-year	
Unit: millions of yen						
Personnel expenses	5,787	7.2%	5,846	8.0%	+59	+1.0%
Operating expenses	3,670	4.6%	3,657	5.0%	(12)	(0.3%)
SG&A expenses	9,457	11.7%	9,504	12.9%	+46	+0.5%

- Personnel expenses increased by 1.0% year on year due to workforce expansion and improved employee compensation, while operating expenses decreased by 0.3% year on year, primarily reflecting lower depreciation expenses.
- The SG&A expense ratio increased by 1.2 percentage points year on year, reflecting lower net sales.

Factors behind changes in operating income(YoY change)

Unit: millions of yen	FY2025		FY2026			
	2Q	Ratio	2Q	Ratio	Year-on-year	
Operating Income	6,895	8.6%	5,261	7.2%	(1,633)	(23.7%)



- Operating profit decreased by 23.7% year on year, due to lower gross profit associated with the decline in net sales and higher SG&A expenses.

Ordinary income and Net income

Unit: millions of yen	FY2025		FY2026			
	2Q	Ratio	2Q	Ratio	Year-on-year	
Non-operating income and expenses	132	0.1%	164	0.2%	+ 32	+ 24.7%
Ordinary income	7,027	8.7%	5,426	7.4%	(1,601)	(22.8%)
Extraordinary income and loss	(146)	(0.2%)	(1)	(0.0%)	+ 144	—
Income before income taxes	6,881	8.5%	5,425	7.4%	(1,456)	(21.2%)
Income taxes	2,439	3.0%	2,013	2.7%	(426)	(17.5%)
Net Income Attributable to Shareholders of the Parent	4,442	5.5%	3,412	4.7%	(1,030)	(23.2%)

- Net income decreased by 23.2% year on year due to a decline in operating income.

Conditions by Market Field

- Net sales increased year on year in the public relations and sales promotion market segment, supported by strong showroom and visitor facility projects; the leisure facility market segment, driven by hotel new construction and renovation projects and theme park event decoration projects; and the other market segment, where office projects increased.
- In contrast, net sales decreased year on year in the shopping center market segment and the expositions and event market segment, reflecting a rebound effect from large-scale projects completed in the same period of the previous year.

Unit: millions of yen	FY2025_2Q			FY2026_2Q		
	Net sales	Year-on-year	Gross Profit Margin	Net sales	Year-on-year	Gross Profit Margin
Specialty store market	21,058	+32.0%	↑ 18.5%	20,156	(4.3%)	↑ 19.7%
Department store and mass merchandise store market	1,818	(9.2%)	↑ 23.5%	1,959	+7.8%	↑ 26.5%
Shopping center market	9,261	+58.3%	↑ 25.1%	6,769	(26.9)	↓ 20.3%
Public relations and sales promotion market	7,518	+27.4%	↑ 19.6%	8,262	+9.9%	↑ 21.7%
Museum and art museum market	4,306	+6.9%	↓ 16.6%	4,367	+1.4%	↑ 18.7%
Leisure facility market	11,493	+0.8%	↑ 21.3%	14,104	+22.7%	↓ 16.8%
Exposition and event market	10,838	+229.7%	↑ 22.3%	1,645	(84.8%)	↑ 25.2%
Other markets	14,240	+49.5%	↑ 18.7%	16,058	+12.8%	↑ 21.8%
Total	80,534	+39.0%	↑ 20.3%	73,322	(9.0%)	↓ 20.1%

Orders and Backlog of Orders by Market

- Orders received increased by 21.1% year on year to ¥91,971 million, marking a record high for the cumulative second-quarter period. Growth was driven primarily by the specialty store market segment, the public relations and sales promotion market segment, and the leisure facility market segment, against the backdrop of a continued robust business environment.
- The order backlog increased by 38.3% year on year to ¥88,844 million, reaching a new record high. The increase was driven mainly by strong performance in the leisure facility market segment and the other market segment.

Unit: millions of yen	FY2025_2Q		FY2026_2Q			
	Orders	Backlog of orders	Orders	Backlog of orders	Orders Year-on-year comparison	Backlog of orders Year-on-year comparison
Specialty store market	20,369	13,628	23,985	17,119	+17.8%	+25.6%
Department store and mass merchandise store market	2,042	1,219	1,379	408	(32.5%)	(66.5%)
Shopping center market	5,048	7,170	5,638	9,374	+11.7%	+30.7%
Public relations and sales promotion market	8,349	7,001	12,466	8,788	+49.3%	+25.5%
Museum and art museum market	5,932	6,052	6,875	6,948	+15.9%	+14.8%
Leisure facility market	9,734	13,600	15,370	22,316	+57.9%	+64.1%
Exposition and event market	6,413	3,083	6,637	5,738	+3.5%	+86.1%
Other markets	18,055	12,463	19,617	18,149	+8.7%	+45.6%
Total	75,945	64,220	91,971	88,844	+21.1%	+38.3%

FY2026 Consolidated Financial Forecasts

- The FY2026 forecast remains unchanged, as the business environment is expected to remain robust, supported by continued inbound tourism demand and private-sector investment. However, the Company will continue to closely monitor potential changes in the procurement environment arising from the situation in the Middle East.
- There is no change to the FY2026 dividend forecast. Under its shareholder return policy of paying the higher of a DOE of 7% or a dividend payout ratio of 50%, the Company will seek to enhance shareholder returns in line with earnings growth while maintaining stable and continuous dividend payments.

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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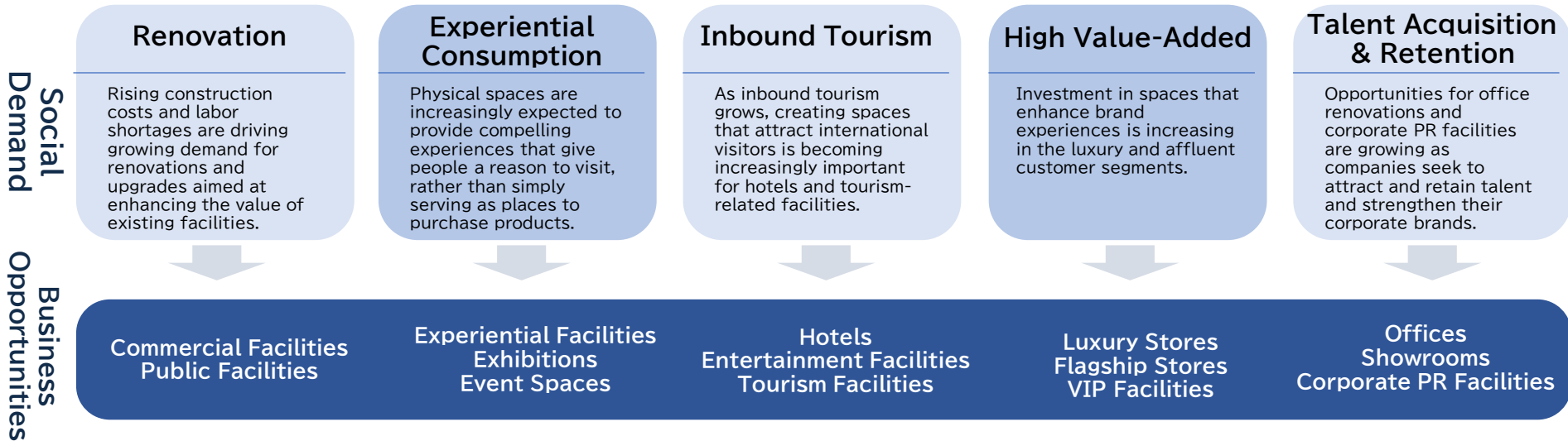
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Social changes are creating new demand for spaces and expanding our growth opportunities

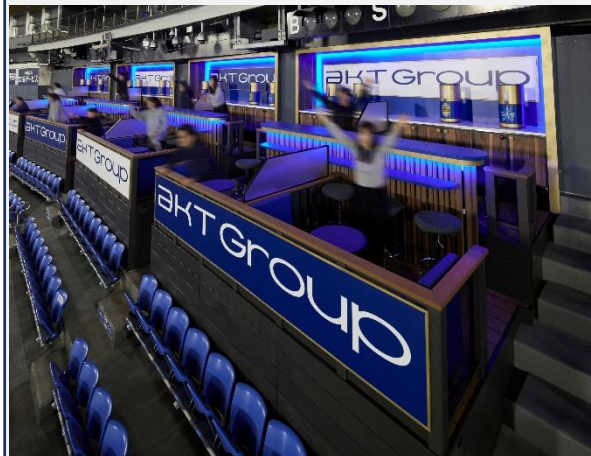


Kai Matsumoto Renewal



Photo:Kanno Kai, Nacasa and Partners

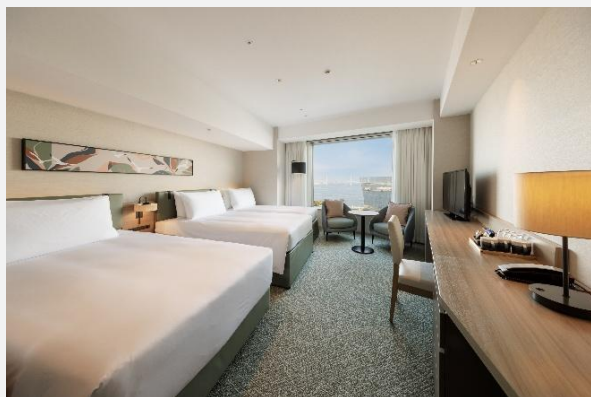
Yokohama Stadium AKT Executive Box



Ricoh Eco Business Development Center



**Hilton Garden Inn
Yokohama Minatomirai**



**THE LIVE
Supported by DAIWA JISYO**



**KIRIN BEER Yokohama
factory Renewal**



Commercial Facilities
Public Facilities

Experiential Facilities
Exhibitions
Event Spaces

Hotels
Entertainment Facilities
Tourism Facilities

Luxury Stores
Flagship Stores
VIP Facilities

Offices
Showrooms
Corporate PR Facilities

**Wonderia YOKOHAMA
Supported by Umios**

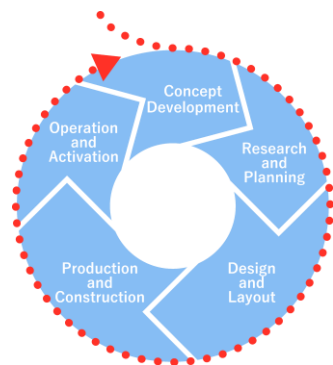


**Renovation of the former
Hokkaido Government Office
Building (Red Brick Building)**



**FUJI Nagoya Science Museum
FUJI Railway Plaza**

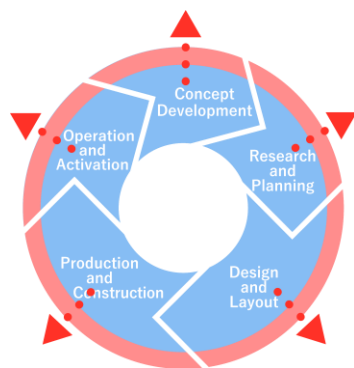




Driving the cycle of spatial design to foster the next wave of innovation

Think Ahead to the Future

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

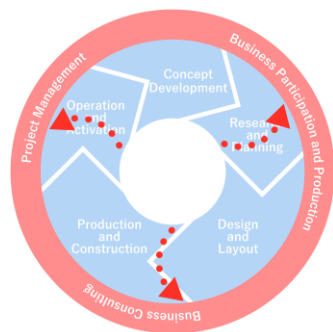


Evolving products and services to provide value tailored to the times

Continuously Refine

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

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

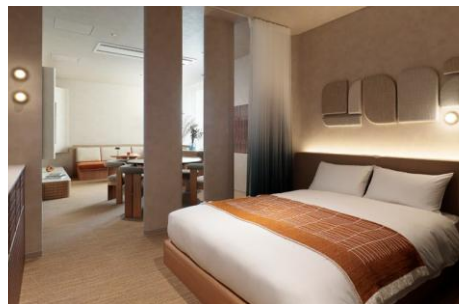


Developing diverse business models centered on space

Expanding our approach

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

Tokyo's First Dedicated Postpartum Care Hotel Combining Professional Childcare Support with a Premium Hotel Experience *Responsible for Design, Construction and Service Concept Development*



Community Development Centered Around the Store

Provided one-stop services spanning research, planning, concept development, architectural and landscape design, and construction through collaboration between Nomura Co., Ltd. and NOMURA ARCHS.



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

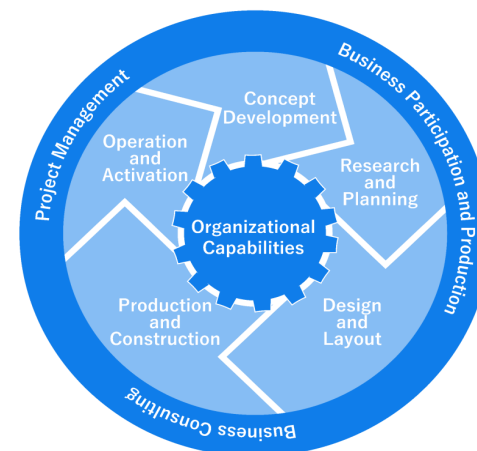
◆ Our Vision for 2028

The NOMURA Group: Spatial Design for Any Occasion

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

◆ Group-wide Strategy

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

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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	37,587		
Gross profit		9,094	7,258	8,267	8,148	7,151	7,614		
(ratio)		22.3%	18.3%	20.3%	19.7%	20.0%	20.3%		
SG&A expenses		4,563	4,893	5,208	5,284	4,659	4,845		
(ratio)		11.2%	12.3%	12.8%	12.7%	13.0%	12.9%		
Operating income		4,530	2,364	3,058	2,864	2,492	2,769		
(ratio)		11.1%	6.0%	7.5%	6.9%	7.0%	7.4%		
	Non-operating income	79	57	27	64	95	105		
	Non-operating expenses	17	(11)	0	27	16	19		
Ordinary income		4,593	2,434	3,085	2,901	2,571	2,855		
(ratio)		11.3%	6.1%	7.6%	7.0%	7.2%	7.6%		
	Extraordinary income	—	40	21	0	—	—		
	Extraordinary loss	—	187	2	10	—	1		
Income before income taxes and minority interests		4,593	2,288	3,104	2,891	2,571	2,854		
Net income		3,024	1,417	2,078	2,613	1,425	1,986		
(ratio)		7.4%	3.6%	5.1%	6.3%	4.0%	5.3%		

Consolidated Balance Sheet

- Total assets decreased by 3.8% year on year to 91,743 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 7.2% year on year to 30,912 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%	75,644	82.5%	(4.6%)
	Property, plant and equipment	7,890	8.3%	7,821	8.5%	(0.9%)
	Intangible assets	639	0.7%	862	0.9%	+34.8%
	Investments and other assets	7,475	7.8%	7,414	8.1%	(0.8%)
Total assets		95,333	100.0%	91,743	100.0%	(3.8%)
	Current liabilities	28,659	30.1%	26,473	28.9%	(7.6%)
	Long-term liabilities	4,638	4.8%	4,438	4.8%	(4.3%)
Total liabilities		33,298	34.9%	30,912	33.7%	(7.2%)
Net assets		62,035	65.1%	60,831	66.3%	(1.9%)
Total liabilities and net assets		95,333	100.0%	91,743	100.0%	(3.8%)

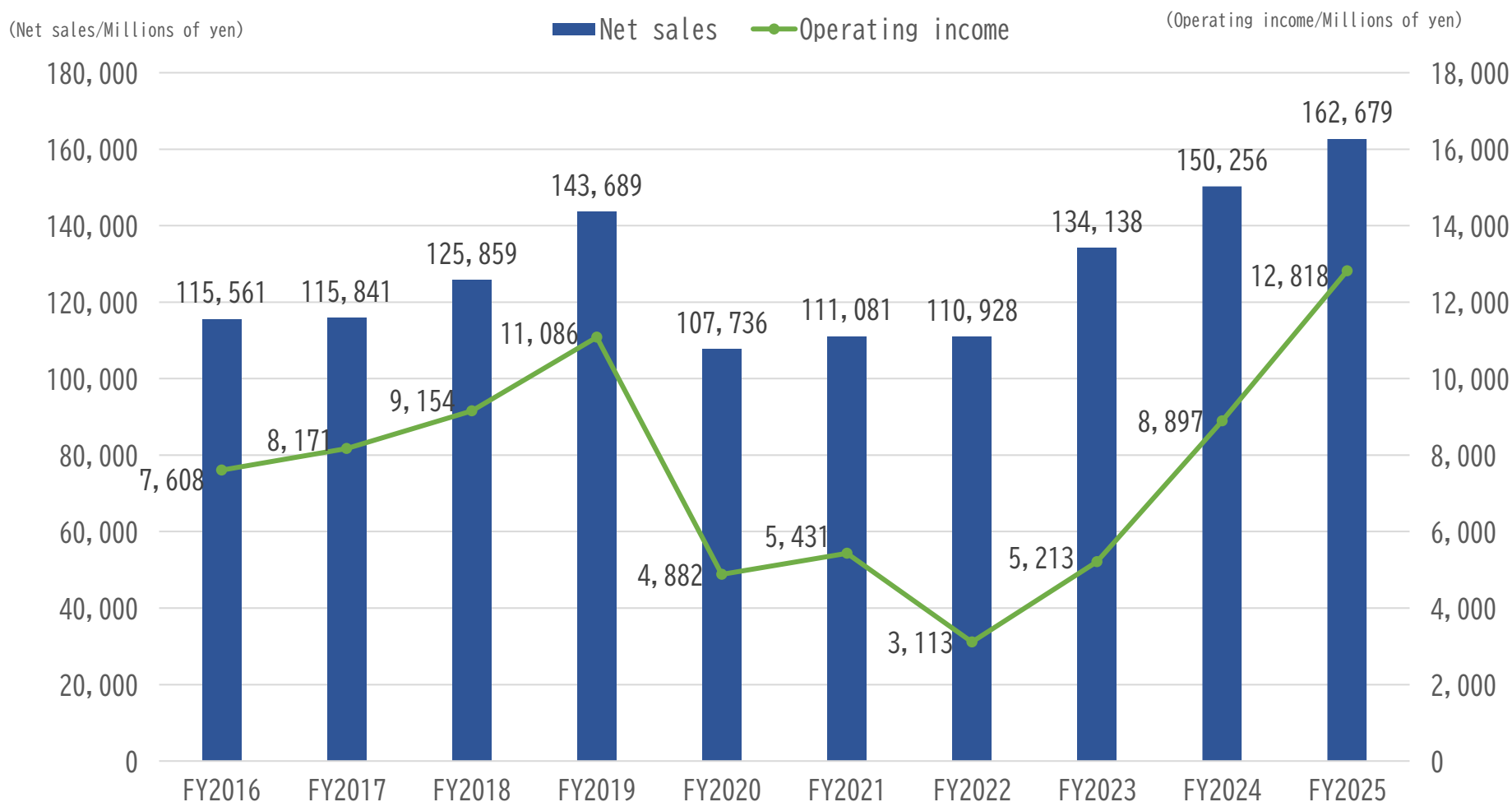
Consolidated statements of cash flows

(Millions of yen)	FY2025_2Q	FY2026_2Q
Cash flows from operating activities	3,450	9,791
Cash flows from Investing activities	(389)	(637)
Cash flows from financing activities	(3,600)	(4,722)
Net increase in cash and cash equivalents	(598)	4,471
Cash and cash equivalents at beginning of period	31,322	37,552
Cash and cash equivalents at end of period	30,723	42,023

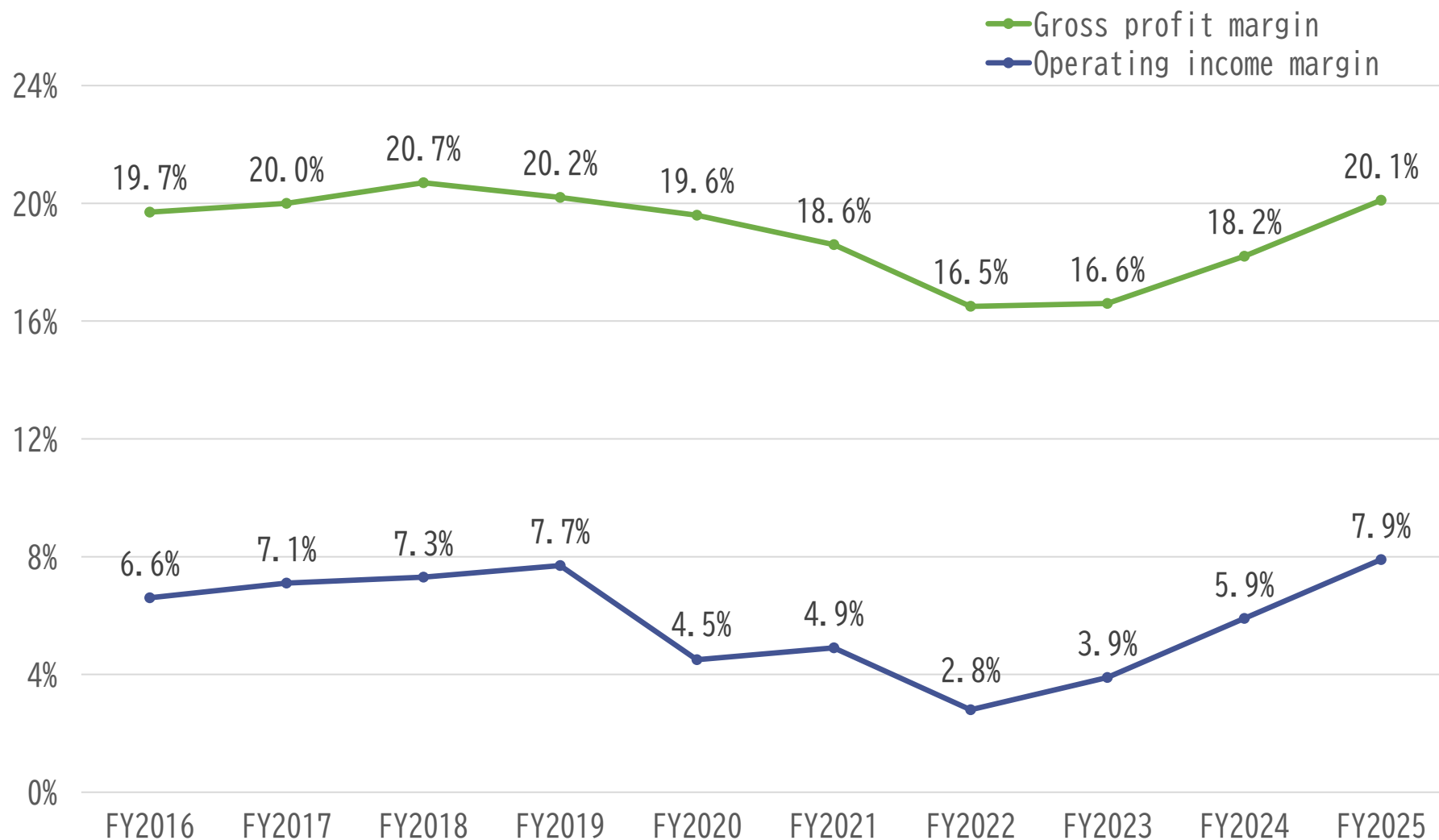
Quarterly Sales by Market Segment

(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	11,687		
Department store and mass merchandise store market	1,058	759	1,089	1,082	1,476	483		
Shopping center market	4,723	4,538	3,741	5,014	3,684	3,084		
Public relations and sales promotion market	4,073	3,445	5,846	3,845	3,444	4,818		
Museum and art museum market	2,189	2,116	2,399	2,927	2,324	2,043		
Leisure facility market	3,625	7,867	4,409	8,680	8,066	6,037		
Exposition and event market	8,744	2,093	2,844	1,133	652	992		
Other markets	7,401	6,838	7,318	8,511	7,617	8,440		
Total	40,815	39,719	40,681	41,462	35,734	37,587		

[10-Year Trends] Full-Year Results

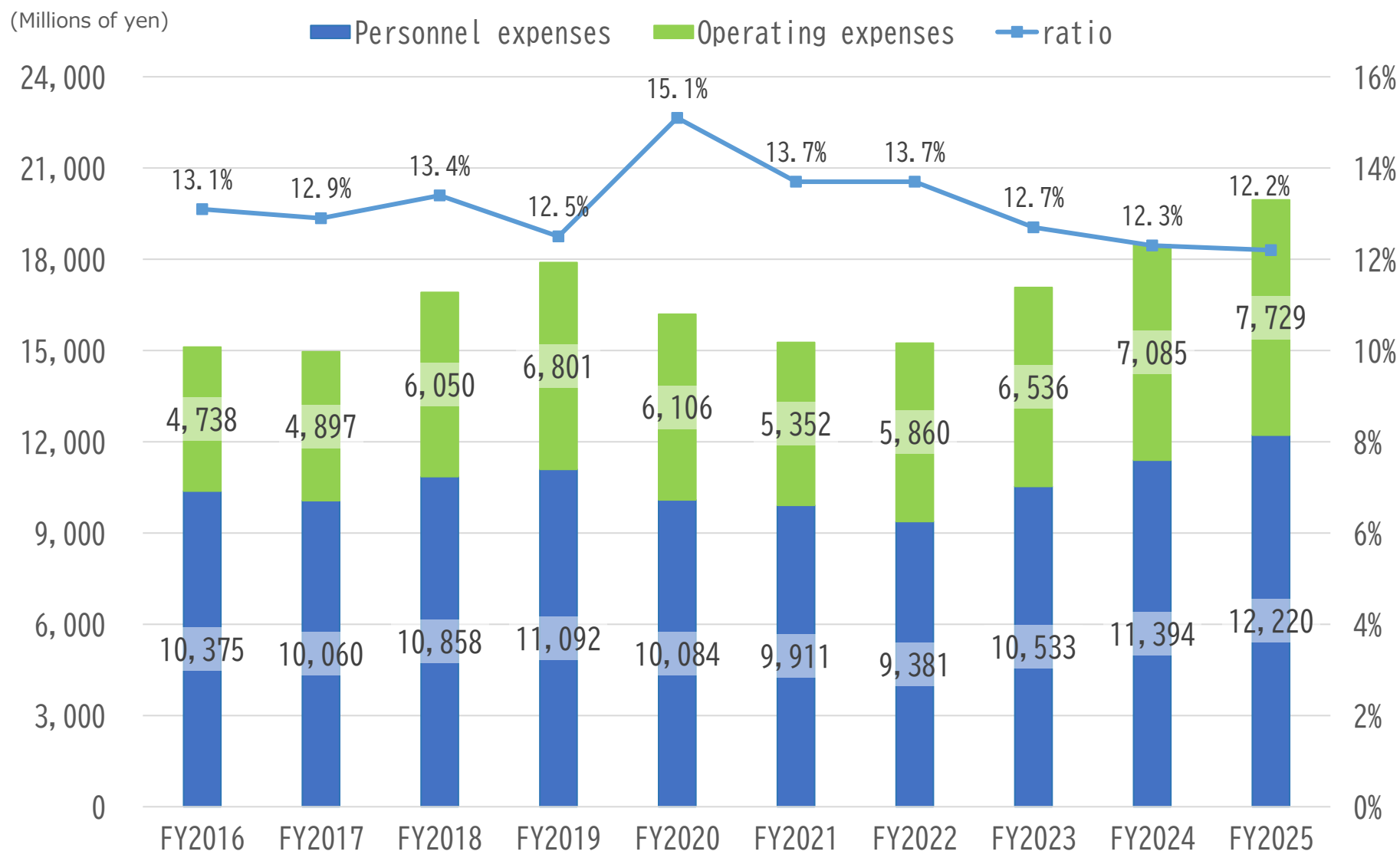


Gross Profit Margin and Operating Income Margin



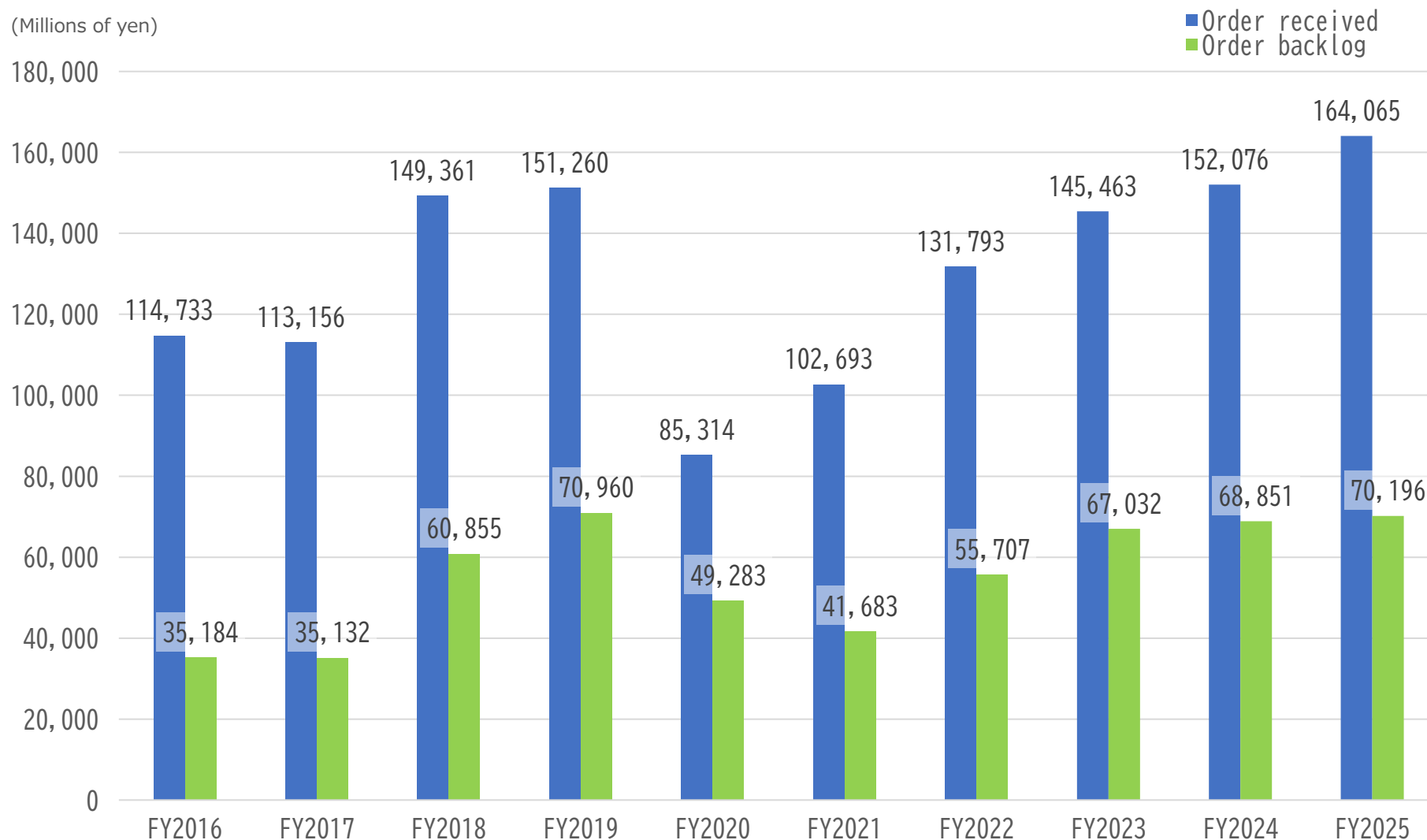
[10-Year Trends]

SG&A expenses / SG&A expenses ratio



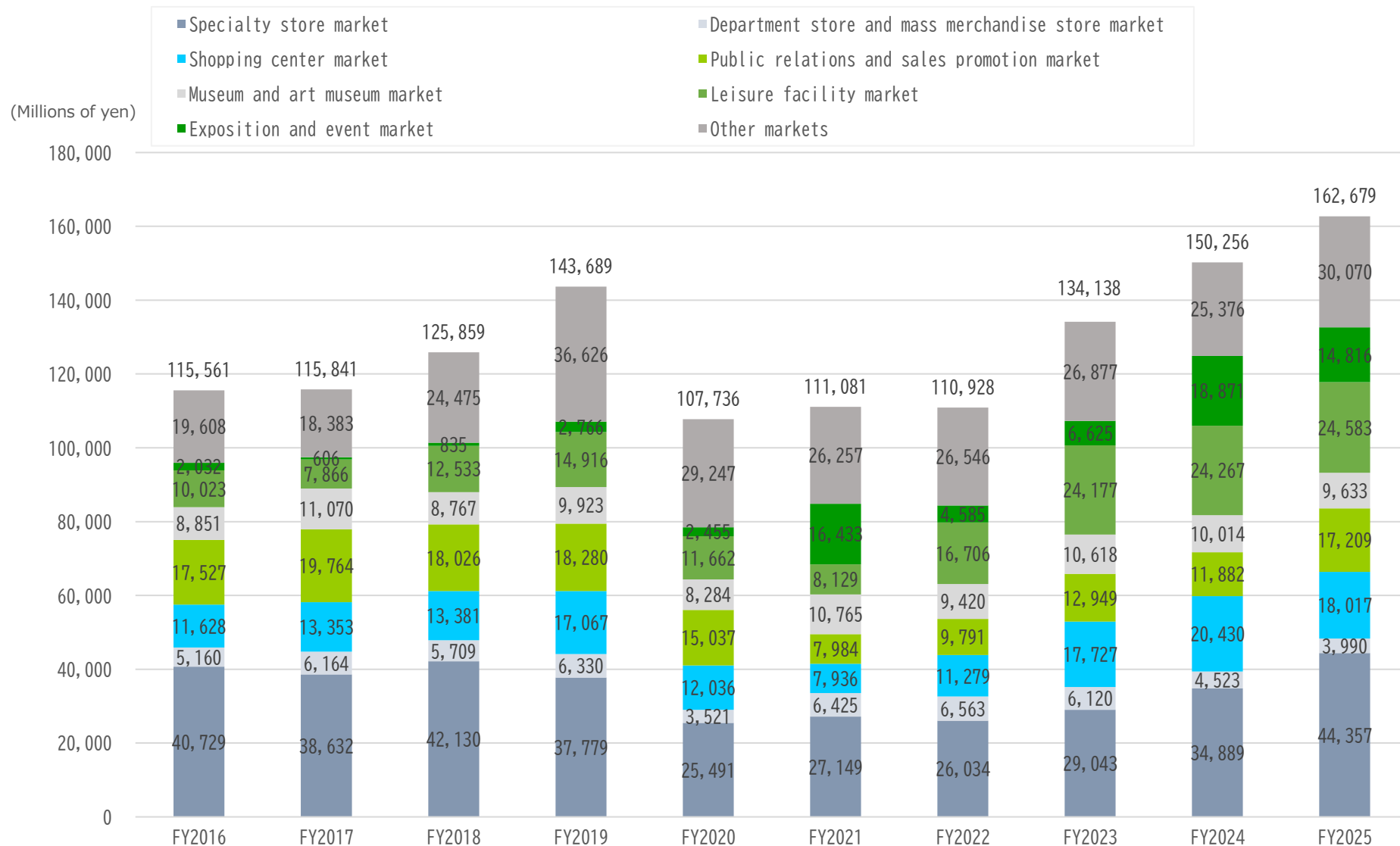
[10-Year Trends] Orders received and backlog

(Millions of yen)

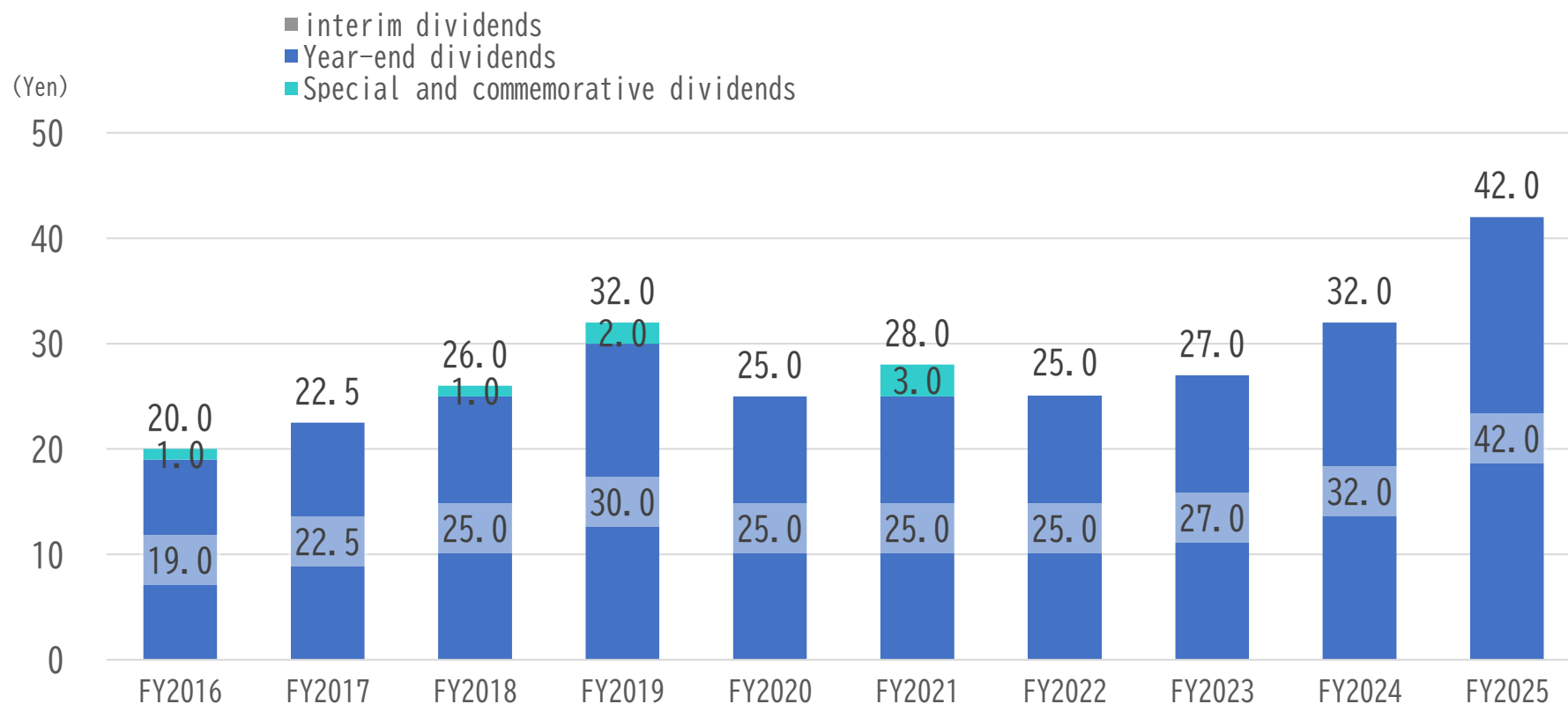


(Note) Food & Beverage and Product Sales businesses are not shown due to different order concepts.

[10-Year Trends] Net Sales by Market Segment



[Stock Information] Shareholder Returns and Dividends



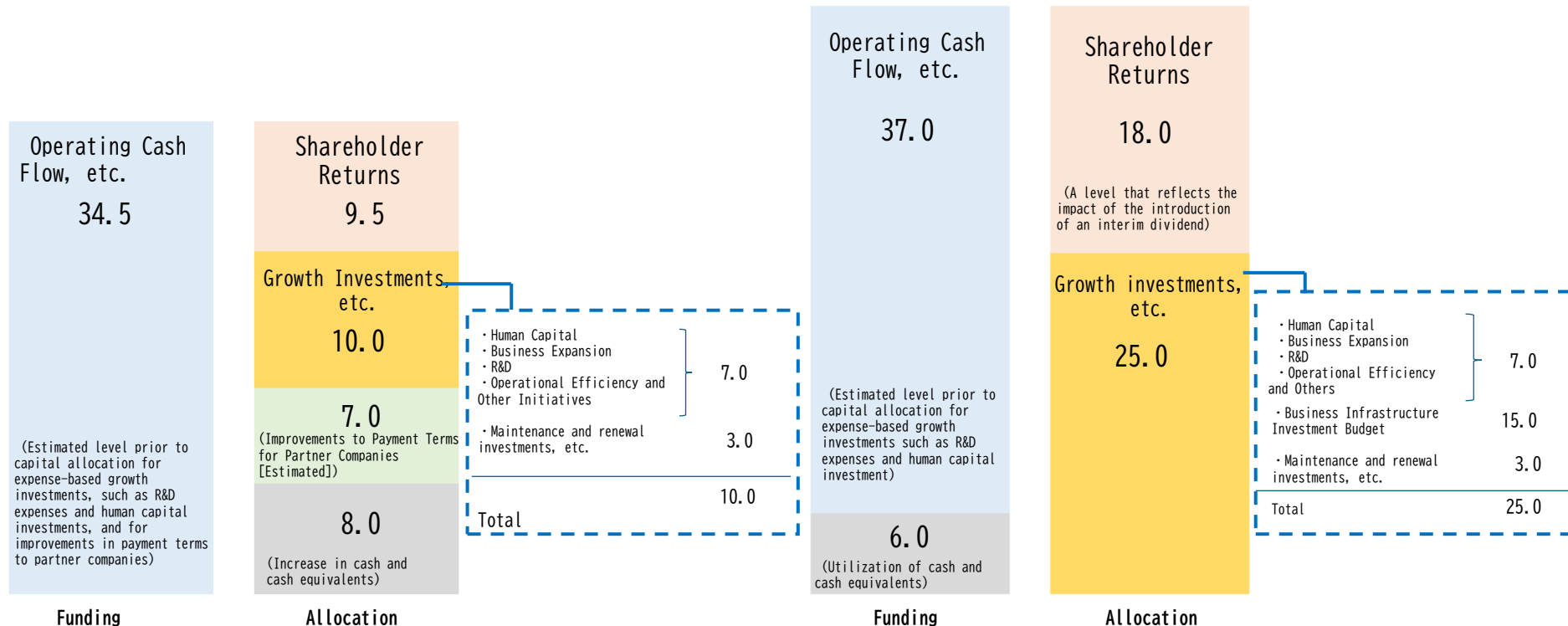
Dividend payout ratio	44.0%	44.4%	42.9%	45.7%	90.6%	78.2%	124.9%	77.9%	52.8%	51.3%
DOE	6.7%	6.7%	7.0%	7.8%	5.8%	6.5%	5.7%	6.1%	6.8%	8.1%
stock price all-time high (yen)	995.0	1,324.0	1,667.5	1,670.0	1,031.0	1,148.0	1,102.0	1,010.0	990.0	1,466.0
stock price all-time low (yen)	663.5	901.5	1,017.5	961.0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

- 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

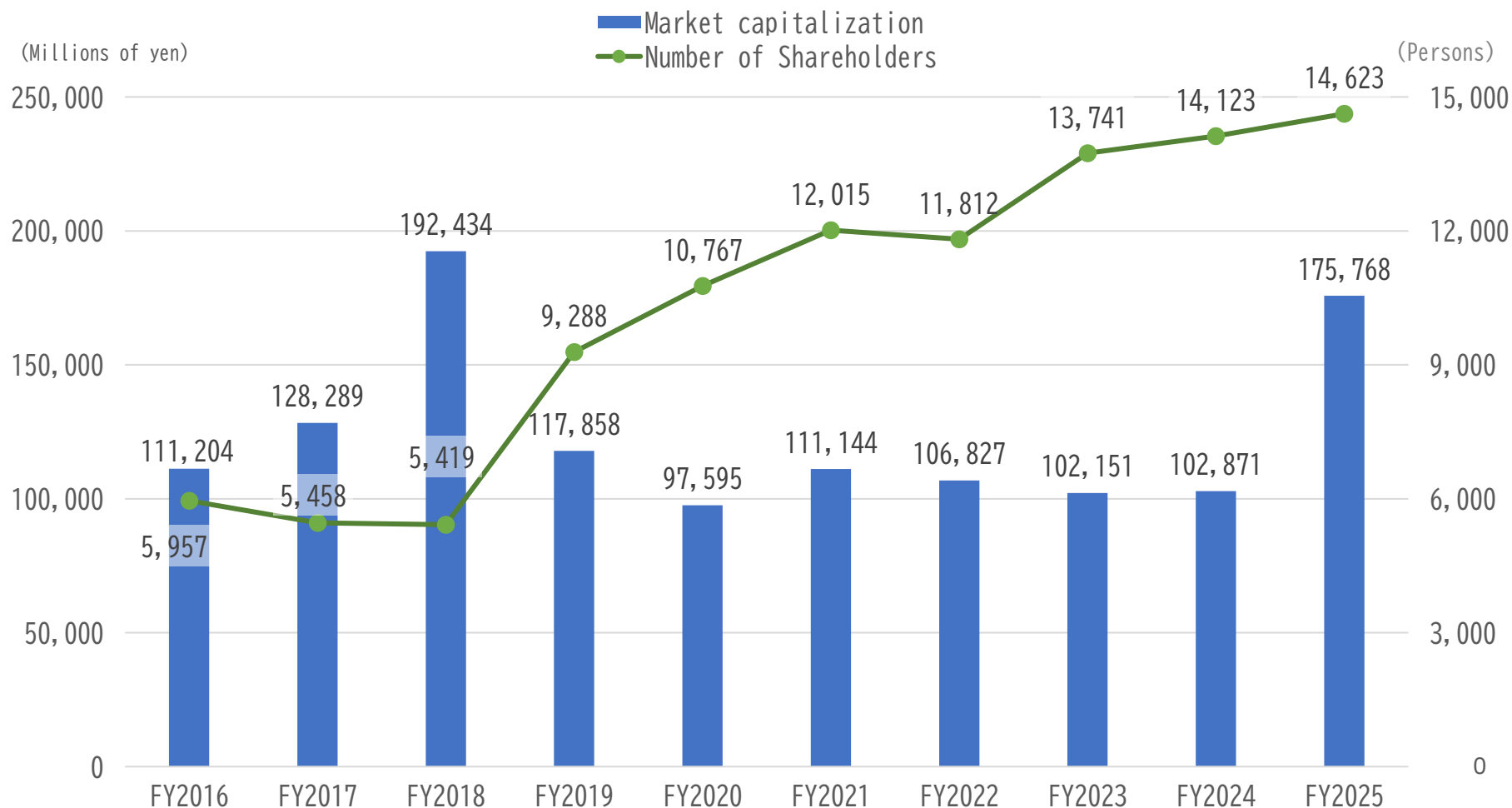
2026–2028 Mid-term Management Plan

Unit: billions of yen



[Stock Information]

Market capitalization and number of shareholders



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

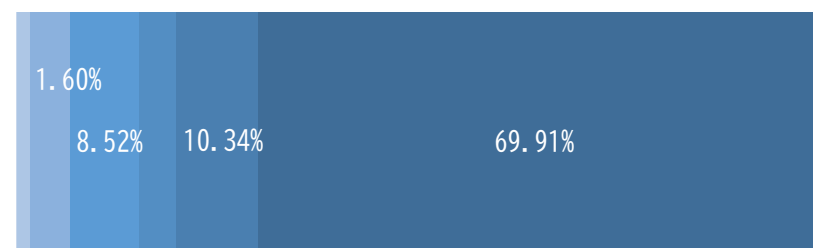
*Market capitalization and number of shareholders at the end of each fiscal year.

[Stock Information] Shareholder Composition

As of the end of August 2026

■ Distribution of Shares Owned by Shareholder

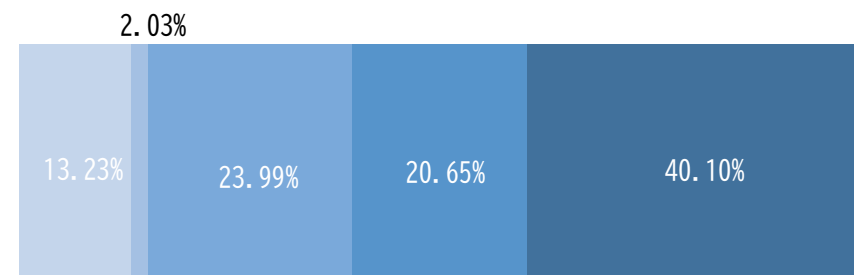
- Less than 100
- 10,000 to 49,999
- 500,000 or more
- 100 to 999
- 50,000 to 99,999
- 1,000 to 9,999
- 100,000 to 499,999



	Number of Shareholders (Persons)	Number of Shares (Shares)
Less than 100	3,615	26,090
100 to 999	8,659	1,919,549
1,000 to 9,999	2,228	6,091,423
10,000 to 49,999	472	10,212,821
50,000 to 99,999	81	5,432,759
100,000 to 499,999	66	12,397,731
500,000 or more	32	83,816,215
	15,153	119,896,588

■ Distribution of Shares by Type of Shareholder

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



	Number of Shareholders (Persons)	Number of Shares (Shares)
Foreign investors	229	15,859,936
Securities companies	29	2,438,672
Financial institutions	26	28,758,080
Other corporations	173	24,784,336
Individuals and others	14,696	48,075,564
	15,153	119,896,588

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

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

Putting People First



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

Creating New Value



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

Our Aim



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

- **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 Aug. 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

NOMURA ARCHS Co., Ltd.

NOMURA
medias

NOMURA MEDIAS Co., Ltd.

C's·3

C's·Three Co., Ltd.



RIKUYOSHA Co., Ltd.

B | NOMURA

NOMURA (Beijing) Co., Ltd.

B | NOMURA
D&E SINGAPORE PTE. LTD.

NOMURA Design &
Engineering Singapore Pte. Ltd.

B | NOMURA
D&E MALAYSIA SDN. BHD.

NOMURA Design &
Engineering Malaysia Sdn. Bhd.

Locations overseas

8 cities

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



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



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

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

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

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

2013-2022

Becoming a Prosperity Partner that maximize our customers' prosperity

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



TOKYO Solamachi* 2012
© TOKYO-SKYTREETOWN

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"



Sanuki Pavilion, National Industrial Exhibition (Takamatsu Expo) 1928



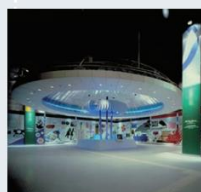
The First All-Japan Motor Show 1954
© Japan Automobile Manufacturers Association, Inc.



MISAKI KOEN Amusement Park (Ride Fair) 1960



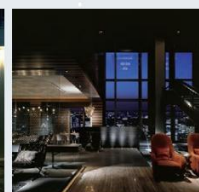
Ikebukuro PARCO 1969



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

Our Group's value creation process diagram illustrates how business activities generate value and feed into the cycle of further growth through a flow that extends from capital inputs to business activities, outputs, outcomes, and reinvestment. The circular diagram at the center represents the business model outlined in our Medium-term Management Plan and depicts the overall picture of our Group's business activities, which encompass all aspects of spatial creation. At the core of the circular value creation framework lie the management foundations that underpin our business activities and drive the continuous cycle of value creation, including human capital development, sustainability management, and corporate governance.

INPUT

BUSINESS ACTIVITIES

OUTPUT

OUTCOME

Human capital

A group that unleashes creativity
Number of employees (consolidated): 2,742
* As of the end of FY2025
* including contract employees

Social and relational capital

Strong network
Major and core partner companies: 550 companies
Number of clients: 2,880

Intellectual capital

NOMURA's ever-evolving creation and manufacturing know-how
Number of contracted projects annually: 12,977
* As of the end of FY2025
* Figures exclude certain Group companies in different business categories

Financial capital

A sound and robust financial position
Net assets: ¥62.0 billion
* As of the end of FY2025

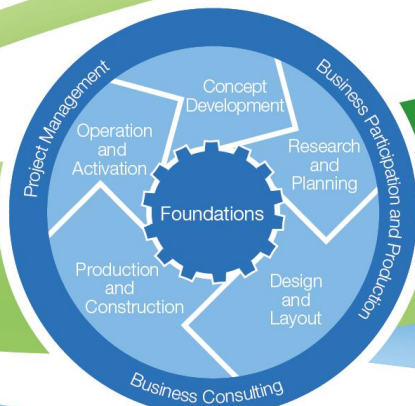
NOMURA's Strengths

Experience

Individual Strengths

Comprehensive and Organizational Capabilities

Environmental Changes and Social Issues



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

Undertaking all aspects of spatial creation across a wide variety of market segments



Reinvestment

Social value

Customers (end users/clients)
Enhancing experiential value and satisfaction, and increasing brand and business value

Partner companies

Achieving sustainable coexistence and mutual prosperity through collaboration that transcends existing business relationships and company size

Environment and local communities

Balancing urban and regional revitalization with the reduction of environmental impact, and contributing to the realization of a sustainable society

Business value

Financial targets (FY2028)

Net sales: ¥190 billion or more
Operating income: ¥16.1 billion or more
Operating income to net sales: 8.5%
ROE: 16.5% or more

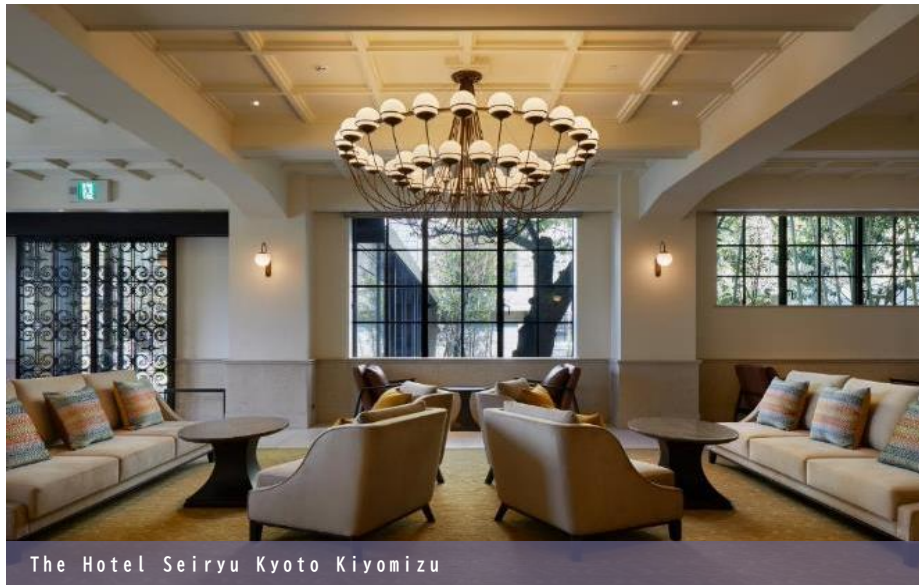
Shareholder returns

The higher of a DOE of 7% or more, or a dividend payout ratio 50% or more

Bringing people delight and passion through spatial design and engineering

A leading company in the display services

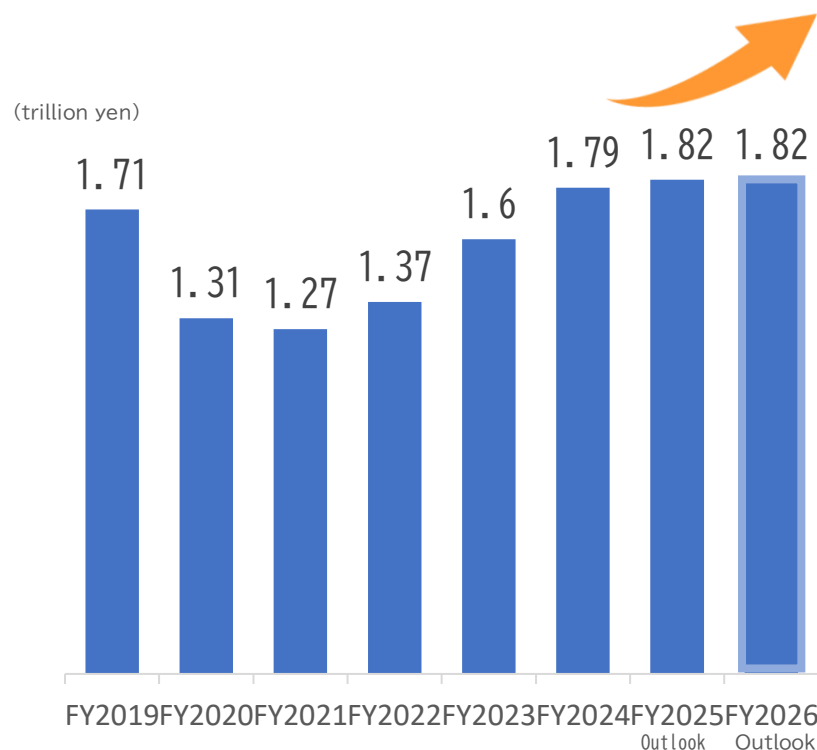
* the display services is related to the exhibition design and construction of commercial facilities, events, theme parks, museums, offices, etc.



Display Services Structure

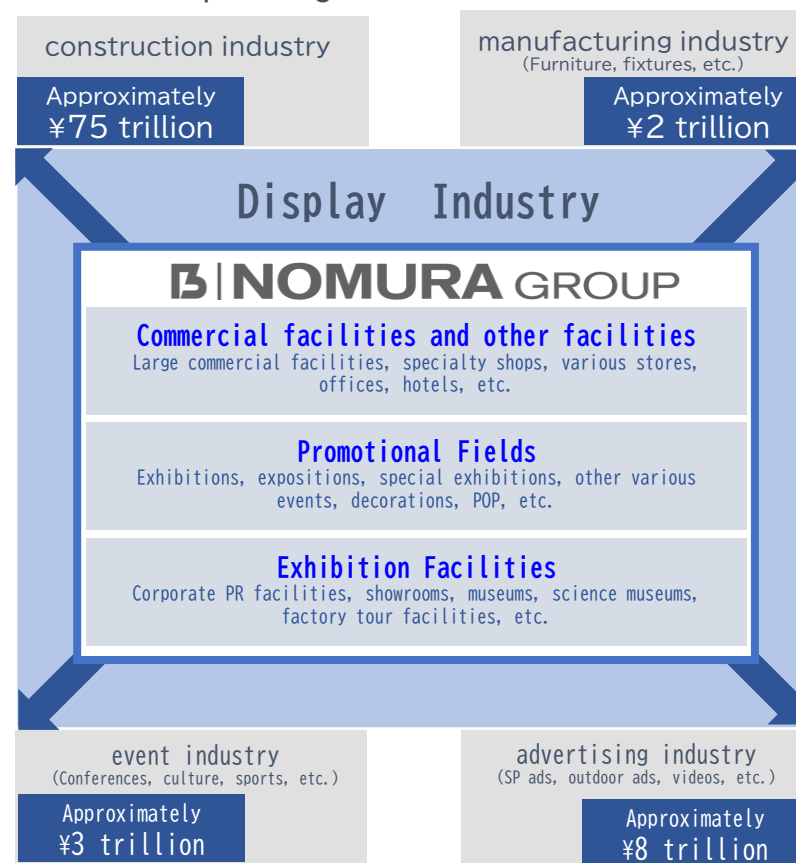
Aiming to further business expansion through the growth of the industry and exploring new business fields

Change in Scale of Display Market



Source: Yano Research Institute Ltd.

Exploring new business fields



Display Services Market Share

Leading the industry for over 20 years

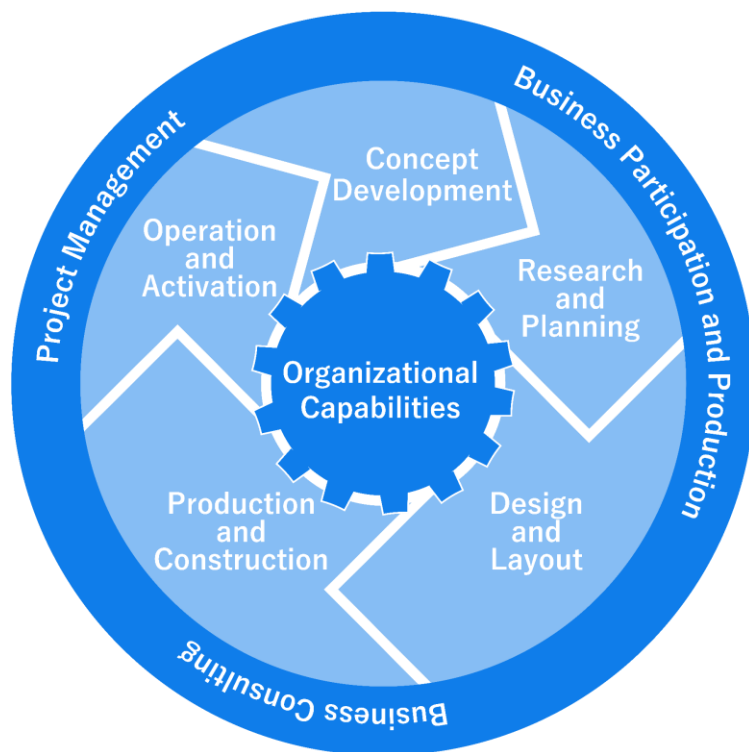
Share of the top 10 companies in the total sales of the top 30 companies in the display service

FY2005				FY2015				FY2025			
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.	79,178	13.1%	1	NOMURA Co., Ltd.	108,340	14.5%	1	NOMURA Co., Ltd.	162,679	15.9%
2	TANSEISHA Co., Ltd.	62,547	10.3%	2	TANSEISHA Co., Ltd.	67,612	9.0%	2	TANSEISHA Co., Ltd.	107,222	10.5%
3	AIM CREATE Co., Ltd.	37,415	6.2%	3	SPACE Co., Ltd.	51,371	6.9%	3	SPACE Co., Ltd.	71,511	7.0%
4	SPACE Co., Ltd.	31,903	5.3%	4	J.FRONT DESIGN & CONSTRUCTION Co., Ltd.	38,714	5.2%	4	Mitsui Designtec Co., Ltd.	65,739	6.4%
5	Daimaru Construction (J.FRONT DESIGN & CONSTRUCTION Co., Ltd.)	28,572	4.7%	5	MITSUKOSHI ISETAN PROPERTY DESIGN LTD.	34,138	4.6%	5	LUCKLAND CO.,LTD.	56,574	5.5%
6	SEMBA CORPORATION	27,608	4.6%	6	ZYCC CORPORATION	33,446	4.5%	6	Shimizu Octo, Inc.	46,602	4.6%
7	Zeniya (ZYCC CORPORATION)	26,376	4.4%	7	Shimizu Octo, Inc.	31,022	4.1%	7	J.FRONT DESIGN & CONSTRUCTION Co., Ltd.	40,403	3.9%
8	Takashimaya Space Create Co., Ltd.	25,396	4.2%	8	Mitsui Designtec Co., Ltd.	30,985	4.1%	8	Takashimaya Space Create Co., Ltd.	37,649	3.7%
9	PARCO SPACE SYSTEMS CO.,LTD.	21,985	3.6%	9	SEMBA CORPORATION	30,732	4.1%	9	SEMBA CORPORATION	32,831	3.2%
10	YOSHICHU MANNEQUIN CO.,LTD.	21,782	3.6%	10	Takashimaya Space Create Co., Ltd.	30,250	4.0%	10	PARCO SPACE SYSTEMS CO., LTD	31,479	3.1%
Total sales of top 30 companies		606,030	100.0%	Total sales of top 30 companies		748,282	100.0%	Total sales of top 30 companies		1,023,262	100.0%

*The above figures were aggregated by NOMURA.

Support for all processes in creating a wide variety of spaces

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



Creating spaces in all market sectors
(industry-leading market coverage)

Specialty Stores



Shopping Centers



Leisure Facilities



Museums



Public relations and Sales promotion



Expositions and Creative Events



Department and Merchandise Stores



Others



Strengths of the NOMURA Group

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

1 Experience



Trust built with our clients

Number of clients

2,880

Percentage of sales from repeat clients

93.8%

Number of contracted projects annually

12,977

2 Individual Strengths



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

Planners & Designers

620

Product Director

610

Number of design awards received

111

First-class architects

135

First-class architectural construction management engineers

309

3 Comprehensive and Organizational Capabilities



Production system capable of handling large projects

Domestic bases

11 cities

Overseas bases

8 cities

Consolidated subsidiaries

7

Partner companies

More than **550**

1. Experience

Trust built with our clients

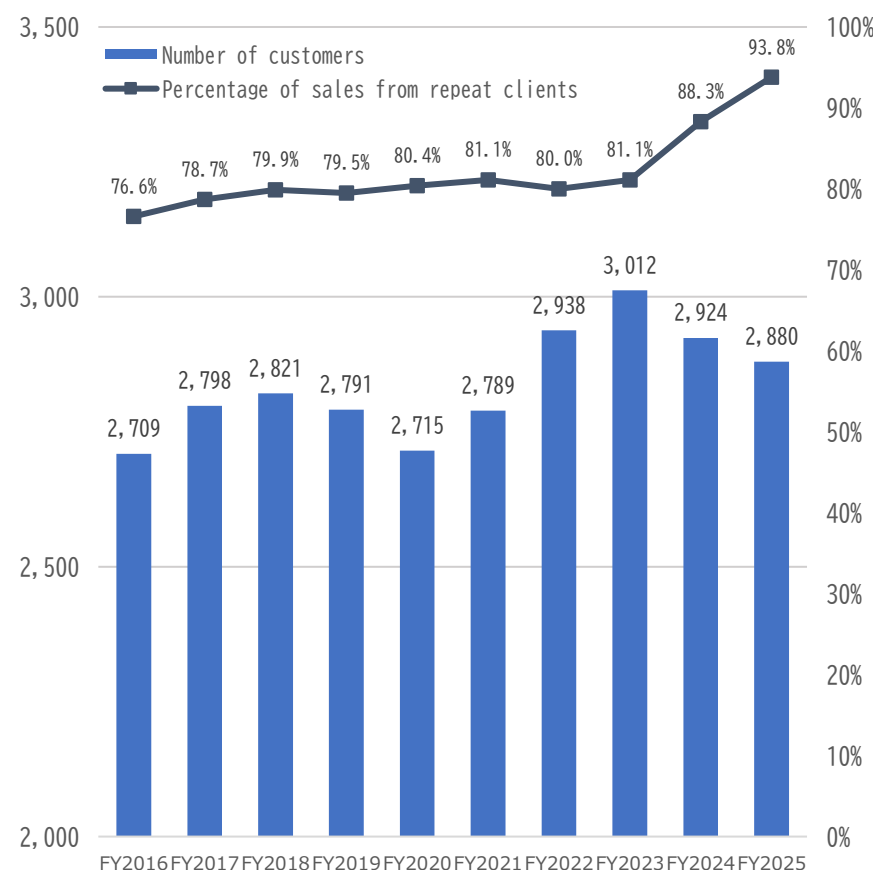
Partnerships with key companies in a wide variety of industries

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)



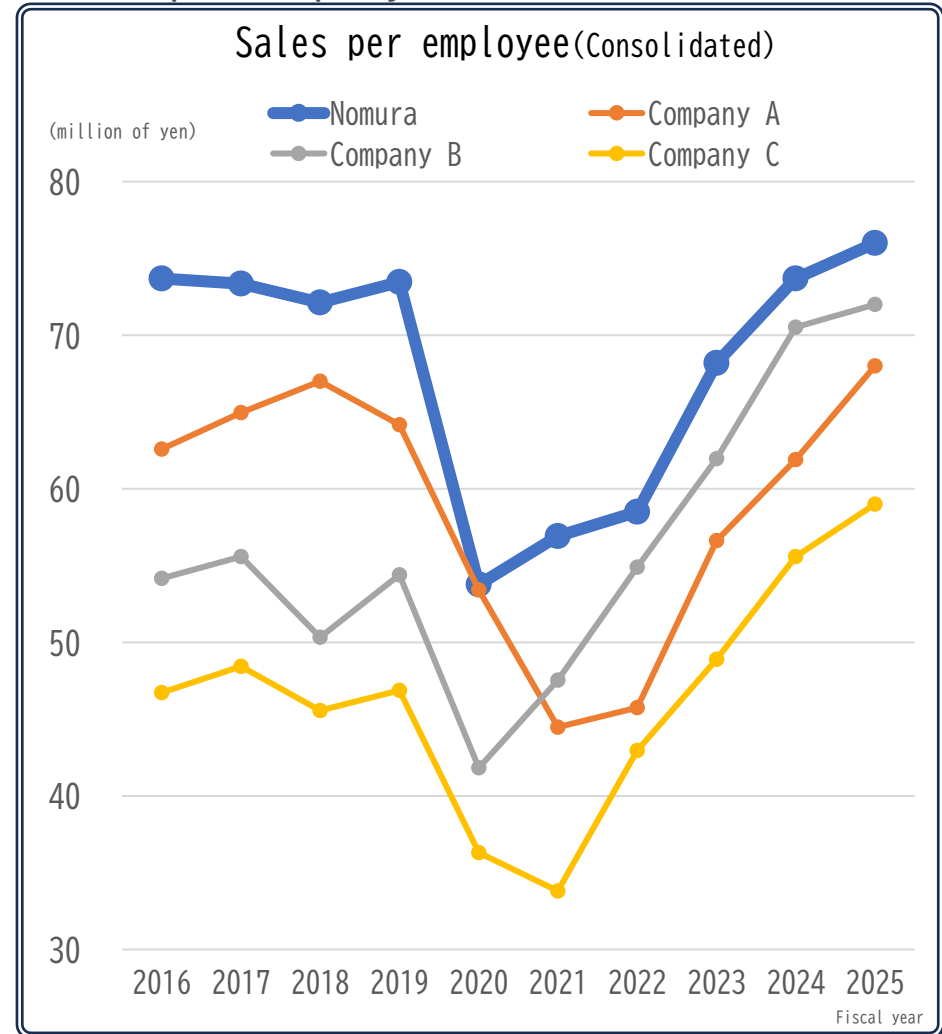
2. Individual Strengths

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



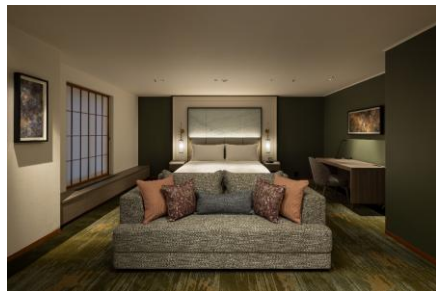
Chiba Zoological Park animal science museum
—Forest of Life: Tropical Rainforest Wonder of Rainforest—

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



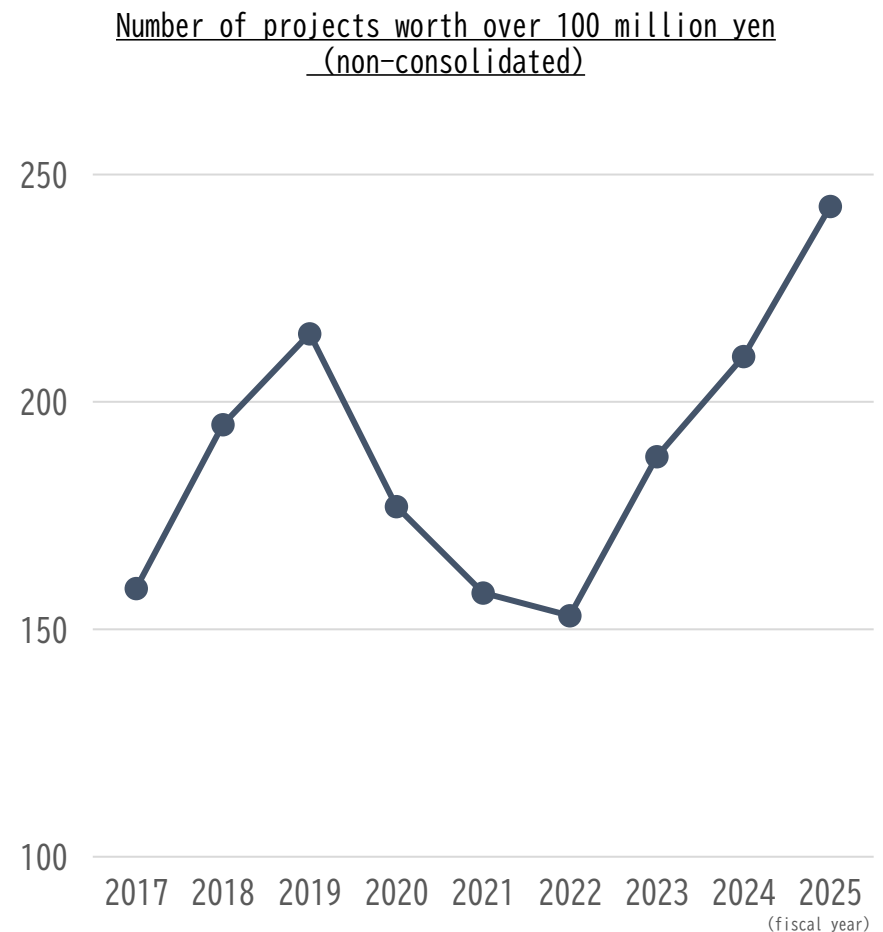
3. Comprehensive and Organizational Capabilities

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



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.