

# Financial Results Briefing

## FY2026/8 First Half

(September 1, 2025 to February 28, 2026)

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April 20, 2026



(Tokyo Stock Exchange, Prime Market: 3048)



(Tokyo Stock Exchange, Prime Market: 7513)



# Financial Results Briefing materials

**1. KOJIMA**

**2. BicCamera**



(Tokyo Stock Exchange, Prime Market: 7513)

## Purpose

To be a company that supports everyday living by providing consumer electronics with a view toward the creation of a bright and happy future full of smiles

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# Yuji Nakazawa

Representative Director and President

- We achieved higher net sales and profits at all levels versus both the previous year and the forecast.

(million yen, %)	FY2025/8 1H		FY2026/8 1H					
	Results	% to sales	Forecast	% to sales	Results	% to sales	YoY	vs. Forecast
<b>Net sales</b>	<b>136,667</b>	<b>100.0</b>	<b>143,000</b>	<b>100.0</b>	<b>143,937</b>	<b>100.0</b>	<b>105.3</b>	<b>100.7</b>
Gross profit	37,161	27.19	38,900	27.20	38,978	27.08	104.9	100.2
SG&A expenses	33,720	24.7	35,400	24.8	34,903	24.2	103.5	98.6
Personnel expenses	12,518	9.2	13,158	9.2	12,897	9.0	103.0	98.0
Advertising expenses	599	0.4	891	0.6	832	0.6	138.9	93.4
Promotion expenses	1,227	0.9	1,436	1.0	1,523	1.1	124.0	106.0
Logistics expenses (Shipping)	5,321	3.9	5,570	3.9	5,440	3.8	102.2	97.7
Rent expenses	4,493	3.3	4,562	3.2	4,566	3.2	101.6	100.1
Utilities	998	0.7	1,054	0.7	934	0.6	93.6	88.6
Depreciation	666	0.5	765	0.5	741	0.5	111.2	96.8
Others	7,894	5.8	7,960	5.6	7,967	5.5	100.9	100.1
<b>Operating profit</b>	<b>3,440</b>	<b>2.5</b>	<b>3,500</b>	<b>2.4</b>	<b>4,074</b>	<b>2.8</b>	<b>118.4</b>	<b>116.4</b>
Non-operating income	296	0.2	300	0.2	218	0.2	73.6	72.9
Non-operating expenses	48	0.0	100	0.1	74	0.1	152.8	74.5
<b>Ordinary profit</b>	<b>3,688</b>	<b>2.7</b>	<b>3,700</b>	<b>2.6</b>	<b>4,218</b>	<b>2.9</b>	<b>114.4</b>	<b>114.0</b>
Extraordinary income	—	—	—	—	25	0.0	—	—
Extraordinary losses	16	0.0	—	—	37	0.0	232.7	—
Profit before income taxes	3,672	2.7	3,700	2.6	4,206	2.9	114.5	113.7
Corporate, inhabitant and business tax	422	0.3	650	0.5	952	0.7	225.3	146.6
Income taxes - deferred	758	0.6	550	0.4	433	0.3	57.2	78.8
<b>Profit income</b>	<b>2,491</b>	<b>1.8</b>	<b>2,500</b>	<b>1.7</b>	<b>2,819</b>	<b>2.0</b>	<b>113.2</b>	<b>112.8</b>

# 【Kojima】 Financial Results Highlights (FY2026 1Q, 2Q, 1H)

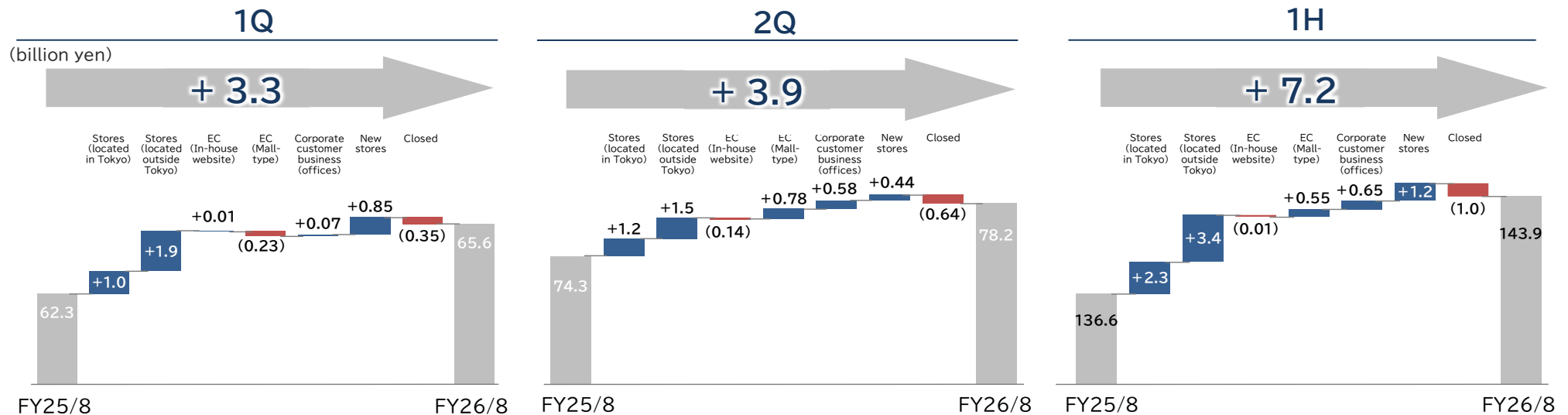
- Profits exceeded the forecast at all levels for both 1Q and 2Q.  
(In 2Q, operating profit slightly declined compared to the same period of the previous fiscal year, when gross profit margin was higher.)

(million yen, %)		1Q			2Q			1H		
		Results	YoY	vs. Forecast	Results	YoY	vs. Forecast	Results	YoY	vs. Forecast
Net sales		65,668	105.4	97.9	78,269	105.3	103.1	143,937	105.3	100.7
Gross profit		18,135	107.2	100.1	20,842	103.0	100.3	38,978	104.9	100.2
Operating profit		1,211	+657	+318	2,862	(23)	+255	4,074	+633	+574
Ordinary profit		1,267	+634	+316	2,951	(104)	+202	4,218	+529	+518
Profit income		832	+429	+207	1,987	(100)	+111	2,819	+328	+319
% to sales	Gross profit	27.6	+0.5	+0.6	26.6	(0.6)	(0.7)	27.1	(0.1)	(0.1)
	SG&A expenses	25.8	(0.5)	+0.1	23.0	(0.4)	(1.0)	24.2	(0.4)	(0.5)
	Operating profit	1.8	+1.0	+0.5	3.7	(0.2)	+0.2	2.8	+0.3	+0.4
	Ordinary profit	1.9	+0.9	+0.5	3.8	(0.3)	+0.1	2.9	+0.2	+0.3
	Profit income	1.3	+0.6	+0.3	2.5	(0.3)	+0.1	2.0	+0.1	+0.2

# 【Kojima】 Net Sales (By Sales Channel)

■ Sales increased across all channels, particularly at stores in Tokyo and corporate customer business offices.

(million yen, %)	1Q				2Q				1H			
	FY2025/8	FY2026/8			FY2025/8	FY2026/8			FY2025/8	FY2026/8		
	Results	Results	Difference	YoY	Results	Results	Difference	YoY	Results	Results	Difference	YoY
<b>Total</b>	62,305	<b>65,668</b>	<b>+3,362</b>	<b>105.4</b>	74,362	<b>78,269</b>	<b>+3,907</b>	<b>105.3</b>	136,667	<b>143,937</b>	<b>+7,270</b>	<b>105.3</b>
Existing stores	61,496	64,364	+2,867	104.7	73,071	77,176	+4,105	105.6	134,567	141,541	+6,973	105.2
Stores	50,416	53,430	+3,014	106.0	59,566	62,437	+2,871	104.8	109,982	115,867	+5,885	105.4
30 stores located in Tokyo	13,614	14,711	+1,096	108.1	15,740	17,032	+1,291	108.2	29,355	31,743	+2,388	108.1
106 stores located outside Tokyo	36,801	38,719	+1,917	105.2	43,825	45,404	+1,579	103.6	80,627	84,124	+3,496	104.3
EC	8,438	8,219	(218)	97.4	10,089	10,738	+648	106.4	18,527	18,957	+430	102.3
In-house website	2,199	2,211	+12	100.5	2,888	2,748	(140)	95.1	5,088	4,960	(128)	97.5
Mall-type EC site	6,238	6,007	(230)	96.3	7,200	7,989	+788	111.0	13,439	13,997	+558	104.2
Corporate customer business (offices)	2,641	2,713	+72	102.7	3,416	4,001	+585	117.1	6,057	6,715	+657	110.9
New stores, Closed	808	1,303	+495	161.2	1,290	1,092	(198)	84.6	2,099	2,396	+296	114.1



# [Kojima] Net Sales (By Product)

■ Sales increased compared to the same period of the previous fiscal year as personal computers, air conditioners, and cellular phones remained strong.

(million yen, %)	1Q					2Q					1H				
	FY2025/8		FY2026/8			FY2025/8		FY2026/8			FY2025/8		FY2026/8		
	Amount	Compo sition ratio	Amount	Compo sition ratio	YoY	Amount	Compo sition ratio	Amount	Compo sition ratio	YoY	Amount	Compo sition ratio	Amount	Compo sition ratio	YoY
<b>Audio visual products</b>	9,299	14.9	8,665	13.2	93.2	10,806	14.5	10,735	13.7	99.3	20,106	14.7	19,400	13.5	96.5
Cameras	1,584	2.5	1,865	2.8	117.8	1,745	2.3	2,273	2.9	130.3	3,329	2.4	4,139	2.9	124.3
TVs ④	4,370	7.0	3,829	5.8	87.6	5,101	6.9	4,724	6.0	92.6	9,472	6.9	8,553	5.9	90.3
Recorders and video cameras	786	1.3	633	1.0	80.6	943	1.3	861	1.1	91.3	1,729	1.3	1,494	1.1	86.4
Audios	765	1.2	690	1.1	90.1	960	1.3	914	1.2	95.2	1,726	1.3	1,604	1.1	92.9
<b>Home appliances</b>	26,231	42.1	26,075	39.7	99.4	30,594	41.1	31,587	40.3	103.2	56,826	41.6	57,662	40.1	101.5
Refrigerators	4,830	7.8	4,357	6.6	90.2	4,542	6.1	4,313	5.5	95.0	9,372	6.9	8,670	6.0	92.5
Washing machines	4,566	7.3	4,501	6.9	98.6	5,367	7.2	5,398	6.9	100.6	9,933	7.3	9,899	6.9	99.7
Kitchen appliances	3,482	5.6	3,577	5.4	102.7	4,653	6.3	4,853	6.2	104.3	8,135	6.0	8,431	5.9	103.6
Seasonal home electronics	5,730	9.2	6,163	9.4	107.5	6,772	9.1	7,955	10.2	117.5	12,503	9.1	14,118	9.8	112.9
(Air conditioners) ③	3,847	6.2	4,207	6.4	109.4	3,444	4.6	4,992	6.4	144.9	7,292	5.3	9,200	6.4	126.2
Personal care electronics	2,920	4.7	2,842	4.3	97.3	3,512	4.7	3,480	4.4	99.1	6,432	4.7	6,323	4.4	98.3
<b>Information communications equipment products</b>	19,181	30.8	21,474	32.7	112.0	24,041	32.3	25,164	32.2	104.7	43,222	31.6	46,638	32.4	107.9
PCs ②	3,119	5.0	4,372	6.7	140.2	4,291	5.8	4,685	6.0	109.2	7,411	5.4	9,058	6.3	122.2
PC peripherals	2,357	3.8	2,244	3.4	95.2	2,976	4.0	2,904	3.7	97.6	5,334	3.9	5,148	3.6	96.5
Cellular phones ①	9,869	15.8	11,115	16.9	112.6	12,320	16.6	13,391	17.1	108.7	22,190	16.2	24,506	17.0	110.4
<b>Other products</b>	7,233	11.6	9,120	13.9	126.1	8,566	11.5	10,468	13.4	122.2	15,799	11.6	19,589	13.6	124.0
Video games	2,208	3.5	2,496	3.8	113.0	2,859	3.8	3,787	4.9	132.4	5,068	3.7	6,284	4.4	124.0
Sporting goods	532	0.9	531	0.8	99.6	582	0.8	578	0.7	99.3	1,115	0.8	1,109	0.8	99.5
Toys	828	1.3	1,050	1.6	126.7	1,486	2.0	1,395	1.8	93.9	2,315	1.7	2,445	1.7	105.6
Medicine and daily goods	357	0.6	453	0.7	126.8	398	0.5	453	0.6	113.8	755	0.6	906	0.6	119.9
Retail goods sales	61,946	99.4	65,336	99.5	105.5	74,008	99.5	77,955	99.6	105.3	135,955	99.5	143,291	99.6	105.4
Other business	358	0.6	331	0.5	92.5	353	0.5	314	0.4	88.8	712	0.5	645	0.4	90.7
<b>Total</b>	62,305	100.0	65,668	100.0	105.4	74,362	100.0	78,269	100.0	105.3	136,667	100.0	143,937	100.0	105.3
(Housing equipment)*	2,239	3.6	3,033	4.6	135.5	2,431	3.3	2,972	3.8	122.3	4,670	3.4	6,005	4.2	128.6

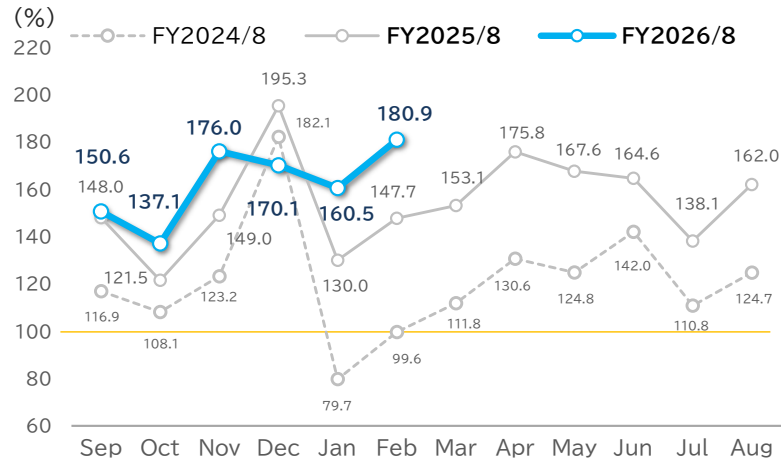
\*The figures included in each product category are separately aggregated.

Note) The details for each product category are excerpts.

# [Kojima] Net Sales (By Product)

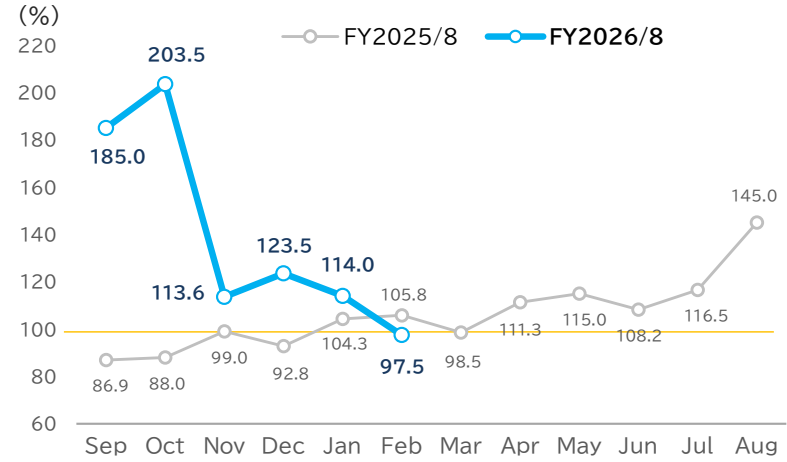
\* Including YoY Comparison of Orders Received (POS basis)

## ① Cellular phones (vs. FY2023/8: Prior to the revision of the Telecommunications Business Act)



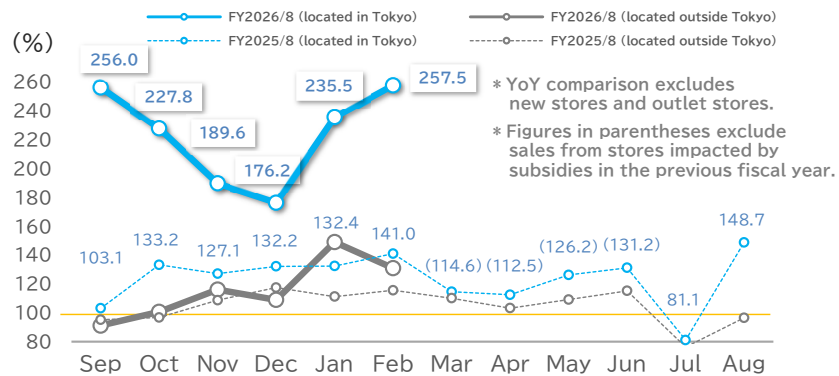
- FY2024 FY2025 Sales declined in January following a demand surge in FY2024/8 and FY2025/8 (December) associated with the revision of the Telecommunications Business Act.
- FY2026 Sales remained strong as residual value contracts increased and replacement cycles shortened.

## ② PCs (excluding tablets)



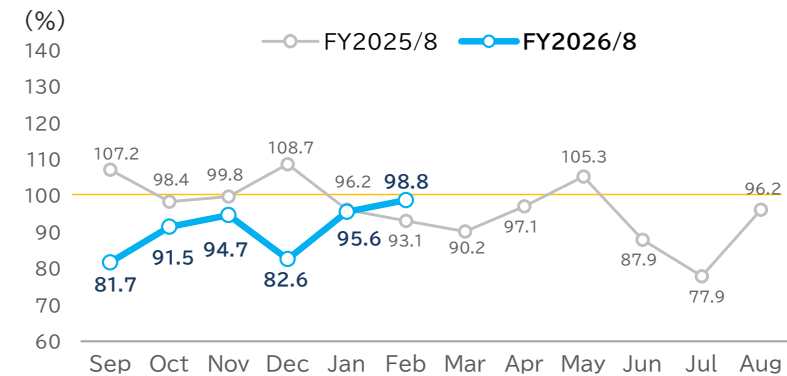
- FY2026 For 1H as a whole, sales remained strong due to demand associated with the end of Windows 10 support in October. In December and thereafter, concerns over soaring semiconductor prices also contributed to strong sales.

## ③ Air conditioners (vs. FY2024/8: Prior to the change in the Zero Emission Tokyo Strategy)



- FY2025 Sales remained strong, particularly at stores in Tokyo, due to the change in the Zero Emission Tokyo Strategy to an in-store discount system.
- FY2026 Sales remained strong as the Zero Emission Tokyo Strategy was expanded for older adults and people with disabilities at the end of August 2025.

## ④ TVs



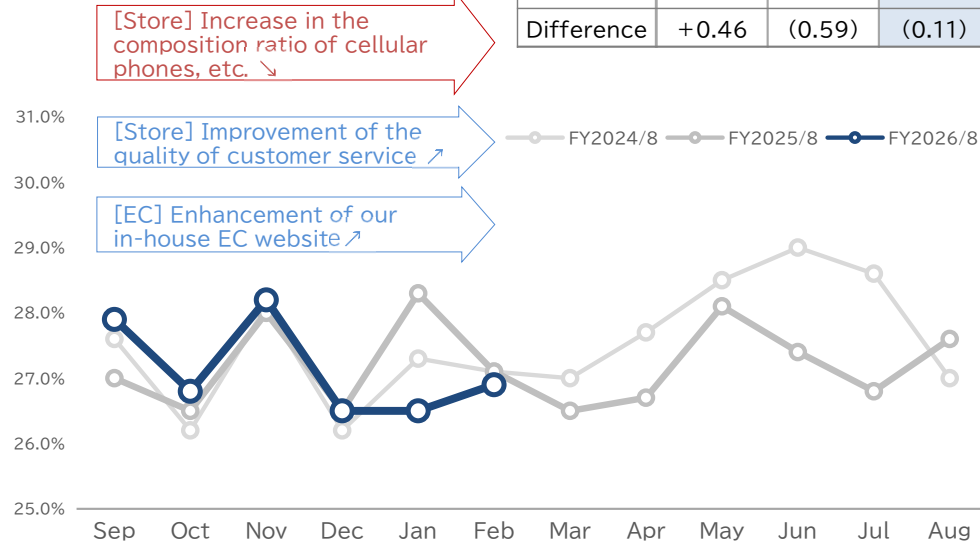
- FY2026 Sales had been sluggish due to declining demand caused by a decrease in TV viewing, but they gradually recovered in January and thereafter thanks to replacement demand linked to the Olympics and the World Baseball Classic.

# 【Kojima】 Gross Profit Margin

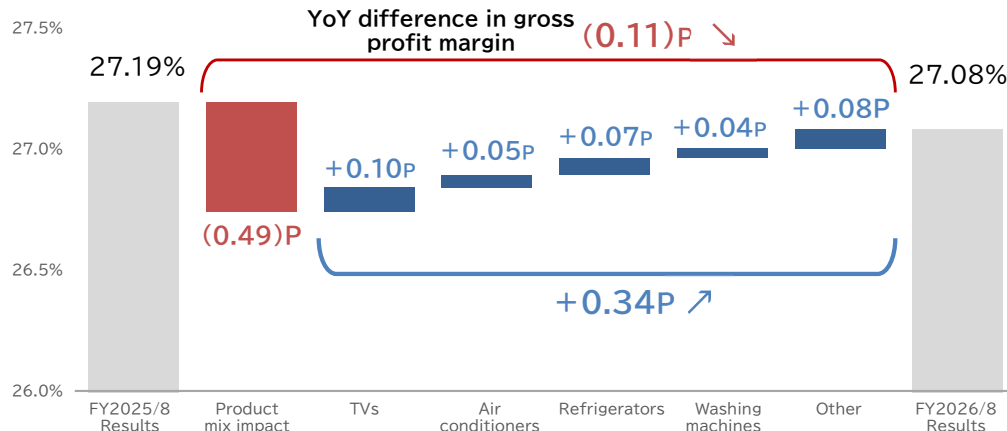
## Total

YoY difference in gross profit margin (1H) **(0.11)P**

(%)	1Q	2Q	1H
FY2025	27.16	27.22	27.19
FY2026	27.62	26.63	27.08
Difference	+0.46	(0.59)	(0.11)



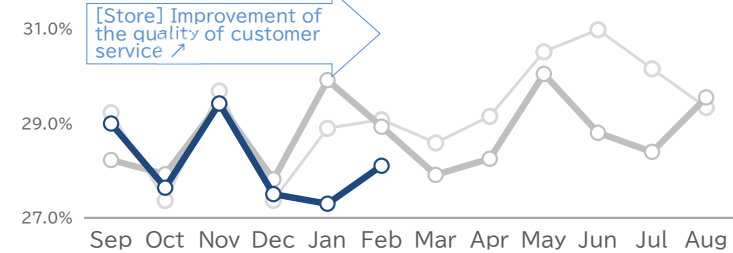
\* [Total] Factors behind the YoY difference in gross profit margin (1H)



## Stores

[Store] Increase in the composition ratio of cellular phones, etc. ↘

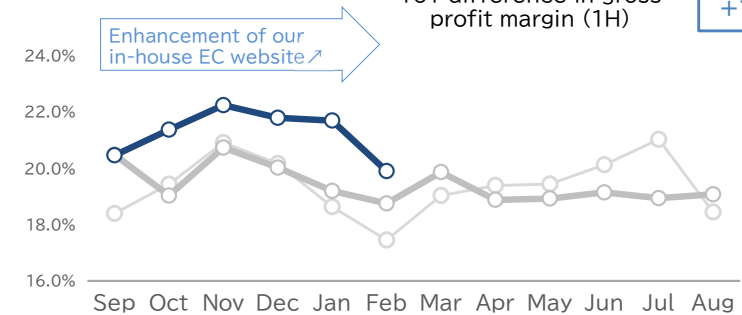
YoY difference in gross profit margin (1H) **(0.57)P**



- FY2025 1H Gross profit margin increased due to enhanced customer service provided by sales staff and efforts to strengthen sales of high value-added products such as large white goods.
- FY2026 1H Gross profit margin declined due to the impact of product mix and other special factors, although it was supported by efforts to strengthen our proposals for high value-added products.

## (EC)

YoY difference in gross profit margin (1H) **+1.59P**



- FY2025 1H Gross profit margin increased mainly due to enhanced content and expanded payment options on our in-house EC website.
- FY2026 1H Gross profit margin increased due to growth in sales of high value-added products on our in-house EC website, as well as improved profitability of shopping mall sites.

\* The figure for August FY2025/8 excludes the impact of consumption tax processing at mall-type EC sites.

# 【Kojima】 SG&A Expenses



■ In addition to human capital investment and system investment, we recorded expenses associated with rebranding initiatives.

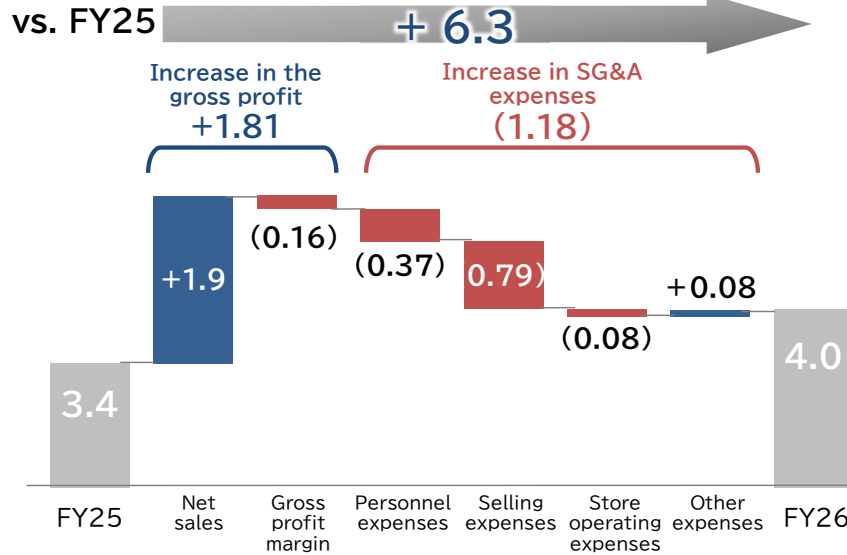
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<b>SG&amp;A expenses</b>	<b>33,720</b>	<b>24.7</b>	<b>35,400</b>	<b>24.8</b>	<b>34,903</b>	<b>24.2</b>	<b>103.5</b>	<b>98.6</b>
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Utilities	998	0.7	1,054	0.7	934	0.6	93.6	88.6
Depreciation	666	0.5	765	0.5	741	0.5	111.2	96.8
Others	7,894	5.8	7,960	5.6	7,967	5.5	100.9	100.1
(System maintenance expenses)	1,036	0.8	1,062	0.7	1,053	0.7	101.6	99.1

(million yen)	YoY difference	vs. Forecast	Factors for differences from the forecast
■ Personnel expenses	+379	(261)	Personnel expenses increased due to the introduction of the “PA rank” (part-time staff) evaluation system, investment in an employee-friendly work environment, and other factors.
■ Advertising expenses	+233	(59)	Advertising expenses increased due to TV commercials for the Black Friday Campaign, and a special project commemorating the 70th anniversary.
■ Promotion expenses (Including the expenses for exhibited products)	+296	+87	EC coupon expenses increased due to intensifying competition on shopping mall sites.
■ Logistics expenses (Shipping)	+119	(130)	Inventory storage fees rose along with an increase in inventory of air conditioners, which sold well due to the Zero Emission Tokyo Strategy.
■ Utilities	(64)	(120)	Utilities expenses decreased due to lower electricity consumption and a switch to a plan linked to market prices.
■ Others	+73	+7	Credit card fees increased (+83 million yen); payment processing fees increased (+53 million yen)
<b>Total</b> (% to sales)	<b>+1,183</b> (0.5)P	<b>(497)</b> (0.6)P	<b>SG&amp;A expenses to sales ratio was 24.2%, an improvement of 0.5 points compared to the same period last year.</b>

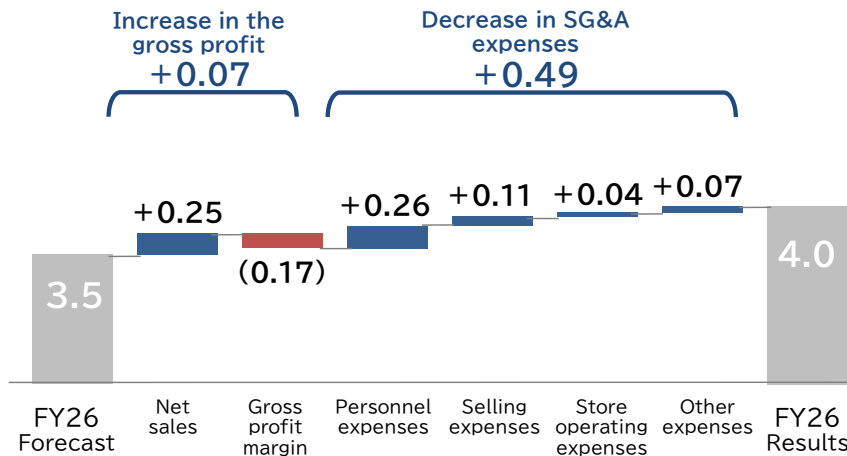
# 【Kojima】 Operating Profit

## Factors for increase/decrease 1H

(billion yen)



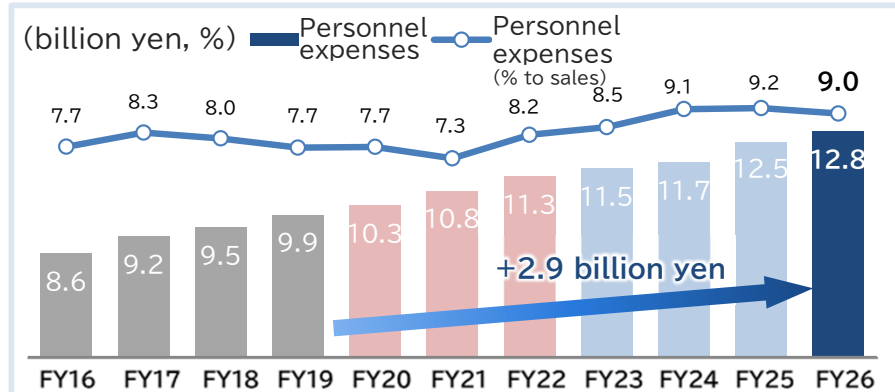
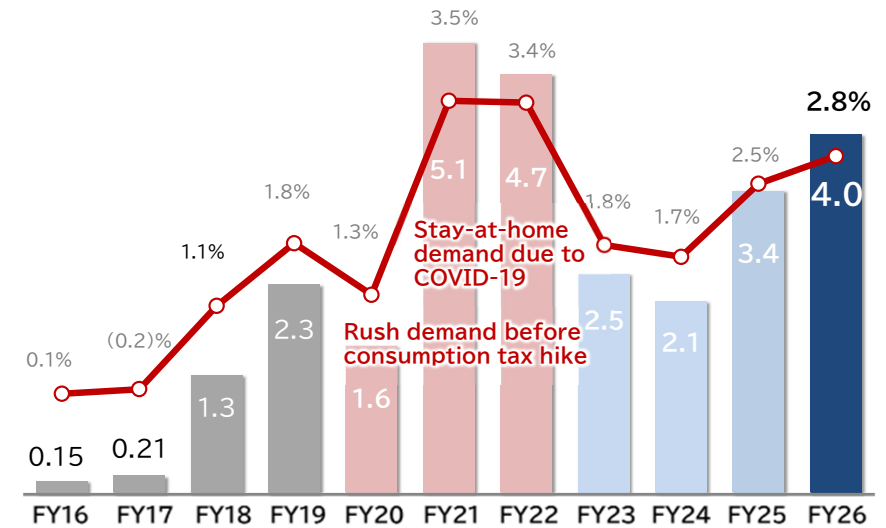
vs. Forecast **+ 0.57**



## Changes in operating profit 1H

(billion yen) ■ Operating profit ○ Operating profit margin

Sep. 2019 (FY2020 1H) : Rush demand before consumption tax hike  
 From Oct. 2019 (FY2020 1H) : Reactionary fall in demand following rush demand before consumption tax hike  
 From Mar. 2020 (FY2020 2H) : Stay-at-home demand and teleworking-related demand due to COVID-19



# [Kojima] Development of Stores and Corporate Customer Business Offices

## ● Stores

Number of stores	FY2025 Aug. 31	FY2026						
		Sep	Oct	Nov	Dec	Jan	Feb	1H
All stores	139	139	140	139	139	139	139	139
New Open	-		+1					+1
Closed	-			(1)				(1)

### New Open

■ On October 8, 2025 Kojima & BicCamera Aeon Mall Sendai Kamisugi Store (Sendai City, Miyagi)

### Closed

■ On November 9, 2025 Kojima & BicCamera Narumi Store (Nagoya City, Aichi)

Number of stores, %		As of Feb 28, 2026	Compositi on ratio
All stores		139	-
Store format	Stand-alone stores	80	57.5
	Supermarket complex	14	10.1
	Shopping mall	35	25.2
	Other complex stores	10	7.2

Number of stores, %		As of Feb 28, 2026	Compositi on ratio
All stores		139	-
Region	Hokkaido/Tohoku	19	13.7
	North Kanto <small>*Includes 1 outlet store</small>	15	10.8
	South Kanto (Tokyo, etc.) <small>*Includes 31 stores in Tokyo</small>	69	49.5
	Chubu	14	10.1
	Kinki/Chugoku	13	9.4
	Kyushu/Okinawa	9	6.5

Stand-alone stores



Supermarket complex



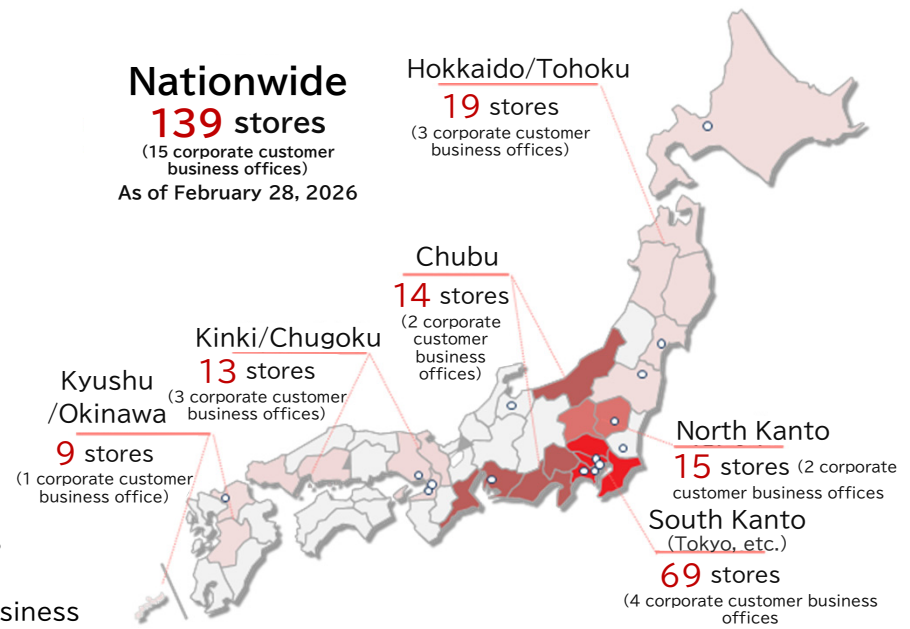
Shopping mall



Other complex stores



**Nationwide**  
**139 stores**  
(15 corporate customer business offices)  
As of February 28, 2026



## ● Corporate Customer Business Offices

Number of offices	As of Aug 31, 2024	As of Aug 31, 2025	As of Feb 28, 2026
Number of corporate customer business offices	10	14	15
Opening	+1	+4	+1

### Opening of corporate customer business offices

■ On November 4, 2025 Kobe corporate customer business office (Kobe City, Hyogo)

\*○ indicates a corporate customer business office.

# 【Kojima】 Priority strategies ①

## Strengthening of the brand strength of the stores

### Rebranding

- Collaboration with popular content

Collaborated with Demon Slayer, Sanrio, and Jujutsu Kaisen as a special project to celebrate the 70th anniversary of the company's foundation



→ Contributed to acquiring a wide range of customers, especially among the younger demographic

We will continue to expand our IP-based collaboration initiatives

- 70th Anniversary Celebration Grand Finale (until April 24)

- Actor Nao will continue as Kojima Ambassador

→ New commercial to be released soon



## Improvement of labor productivity

### Promoting operational efficiency

- Electronic shelf labels: Completed introduction at stores in March

→ Create an environment where staff can focus on customer service



### Improving customer service quality

- Conducted basic customer service training for store managers and assistant managers

→ Raise awareness of customer service across all stores



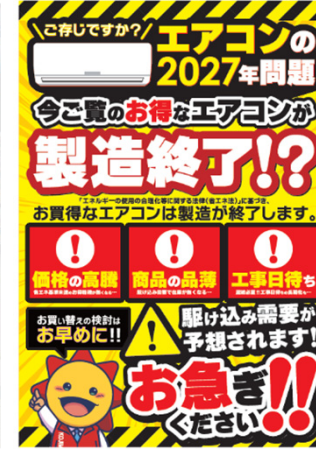
Store manager training

# 【Kojima】 Priority strategies ②

## Strengthening of air conditioner sales

We anticipate an increase in demand in 2H due to factors such as severe heat, the extension of the expanded Zero Emission Tokyo Strategy, and the anticipated introduction of stricter air conditioner energy efficiency regulations in 2027

- Strengthen in-store promotion and sales campaigns



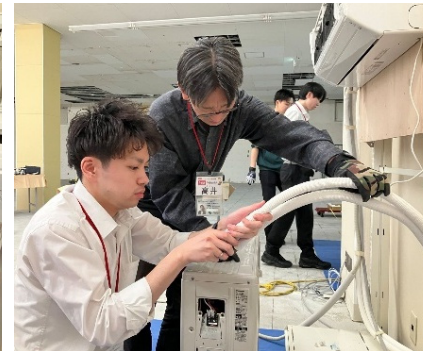
- Make Kojima the go-to store for air conditioners

Increase customer awareness through a special website and TV commercials



- Enhance proposal capabilities

Urge employees to obtain Home Appliances Advisor Qualifications Air Conditioner Meister training program (basic knowledge/installation)



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# 【Kojima】 Priority strategies ③

## Expansion of revenue in growth businesses

### E-commerce business

- Kojima.net: Expand the range of items eligible for same-day delivery

Aim to increase sales by focusing on fast delivery on our high-profit-margin in-house website



- Promote operational efficiency through the introduction of systems at our mercari store



### Corporate customer business

- Expand corporate sales offices

Promote new customer acquisition in areas without existing stores

Plan to open two new locations in 2H (1 in East Japan and 1 in West Japan)



### Housing equipment business

- Improve contract rates for water-related renovation

Aim to increase contract rates by adding more closers

- Strengthen the bundled sales of air conditioners and eco double-glazed windows

Enhance proposals aimed at improving energy efficiency and comfort and work on developing staff responsible for seasonal products



## Promoting sustainability management

### CDP 2025 (climate change)

- Selected for the first time as an “A List” company, the highest rating

### 2026 KENKO Investment for Health Outstanding Organization

(large enterprise category)

- Certified for the 7th consecutive year



## New stores

### Kojima & BicCamera COTOE Hashimoto Store

Sagamihara City, Kanagawa

Scheduled to open in late May 2026



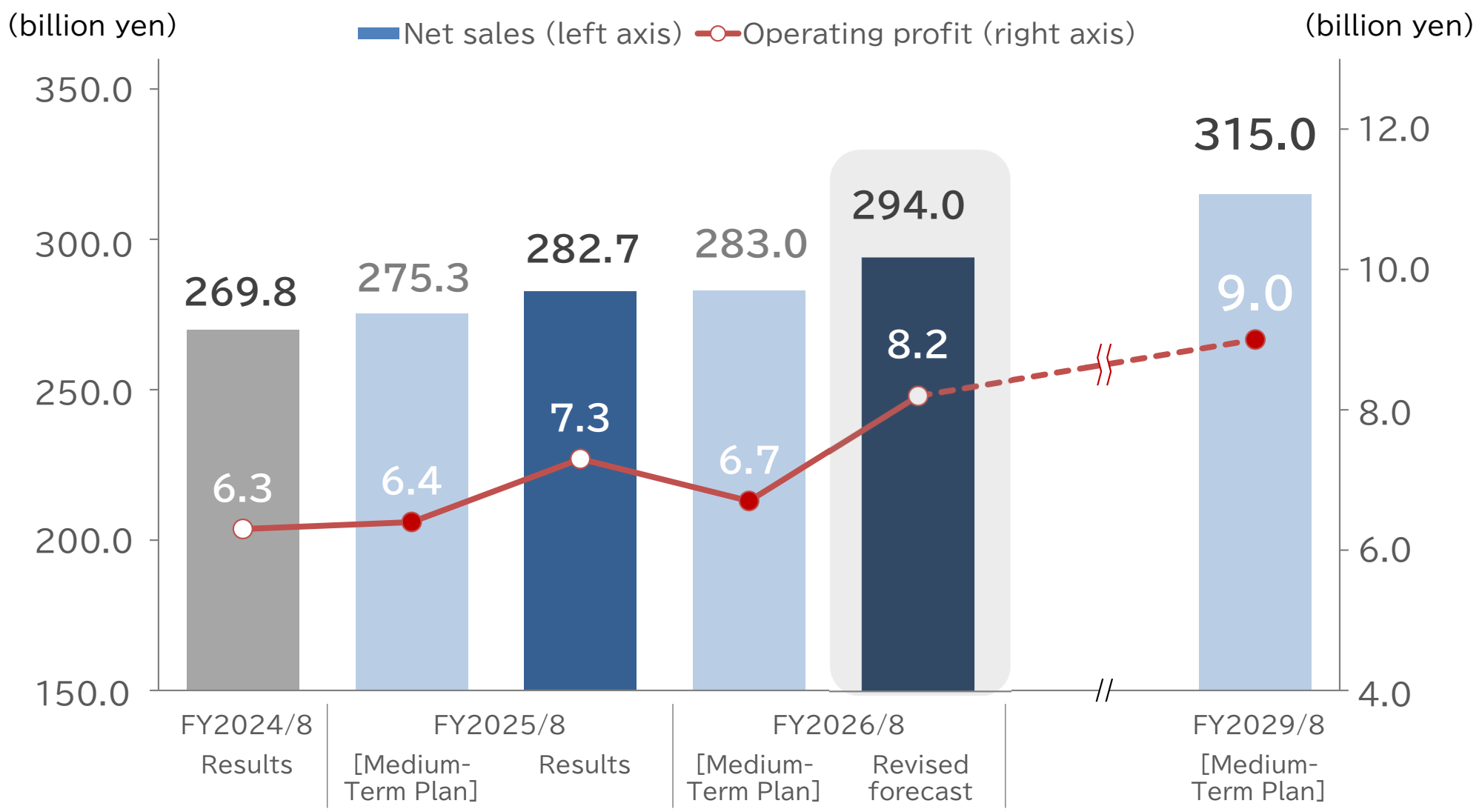
→Plan to open **2 stores** in autumn 2026

# 【Kojima】 Earnings Forecast (FY2026/8)



(million yen, %)		2H					Full year				
		FY2025/8	FY2026/8				FY2025/8	FY2026/8			
		Results	Previous forecast	Revised forecast	YoY	vs. Previous forecast	Results	Previous forecast	Revised forecast	YoY	vs. Previous forecast
Net sales		146,122	151,000	150,062	102.7	99.4	282,790	294,000	<b>294,000</b>	104.0	100.0
Operating profit		3,884	4,100	4,125	106.2	100.6	7,325	7,600	<b>8,200</b>	111.9	107.9
Ordinary profit		4,043	4,200	4,281	105.9	101.9	7,732	7,900	<b>8,500</b>	109.9	107.6
Profit income		2,217	2,400	2,480	111.8	103.3	4,709	4,900	<b>5,300</b>	112.5	108.2
% to sales	Gross profit	27.1	27.2	27.6	+0.5	+0.5	27.2	27.2	27.4	+0.2	+0.2
	SG&A expenses	24.5	24.5	24.8	+0.3	+0.3	24.6	24.6	24.5	(0.1)	(0.1)
	Operating profit	2.7	2.7	2.7	+0.1	+0.0	2.6	2.6	2.8	+0.2	+0.2
	Ordinary profit	2.8	2.8	2.9	+0.1	+0.1	2.7	2.7	2.9	+0.2	+0.2
	Profit income	1.5	1.6	1.7	+0.1	+0.1	1.7	1.7	1.8	+0.1	+0.1

## Progress with Medium-Term Management Plan



# [Kojima] Dividends and Purchase of Treasury Shares

		FY2019/8	FY2020/8	FY2021/8	FY2022/8	FY2023/8	FY2024/8	FY2025/8	FY2026/8 (Forecast)
Dividends per share (yen)	<b>Total</b>	<b>10</b>	<b>12</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>16</b>	<b>22</b>	<b>24</b>
	1H	0	0	0	0	0	0	0	0
	Commemorative	0	0	0	0	0	0	2	0
	2H	10	12	14	14	14	16	20	24
Total cash dividends (million yen)		776	931	1,079	1,079	1,080	1,231	1,700	1,860
Dividend payout ratio (%)		11.7	15.4	17.1	18.7	37.7	30.8	36.0	35.1
Purchase of treasury shares	Number of shares (in thousands)	300	—	500	—	—	300	—	—
	Total acquisition (million yen)	154	—	419	—	—	279	—	—

## Dividend Forecast Revision

### Notice Concerning Revision to Full-Year Financial Results Forecast and Dividend Forecast (Dividend Increase) (Released on April 9, 2026)

We have revised our full-year financial results forecast and year-end dividend forecast for the fiscal year ending August 31, 2026 (September 1, 2025–August 31, 2026), which were disclosed on October 9, 2025, in light of recent earnings developments and other relevant factors.

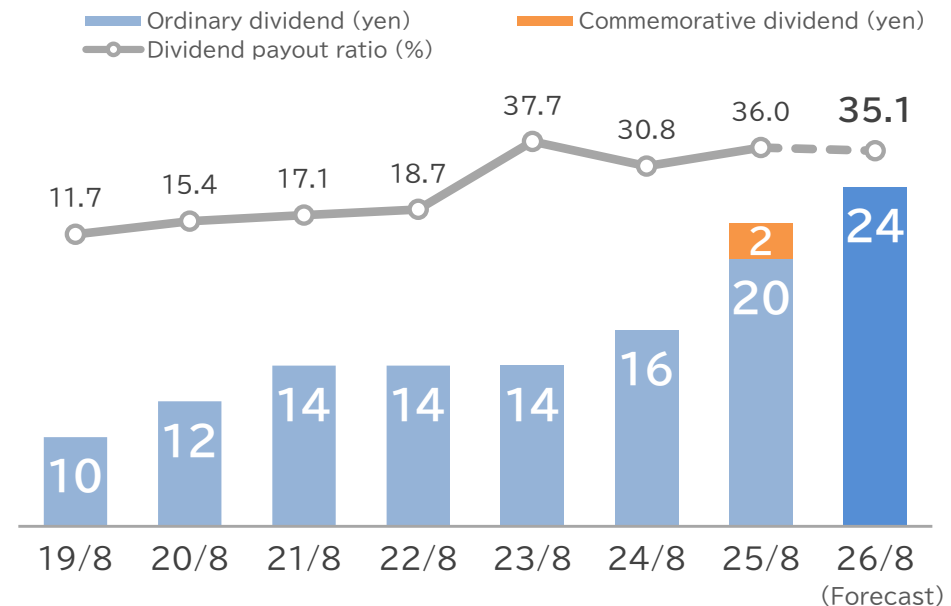
In light of the revision to our full-year financial results forecast for the fiscal year ending August 31, 2026, we have decided to increase the year-end dividend for this fiscal year by 2 yen from the previously forecast 22 yen, revising it to 24 yen per share.



Notice Concerning Revision to Full-Year Financial Results Forecast and Dividend Forecast (Dividend Increase)

Report Co., Ltd. (Company Name) announced that it has revised its full-year financial results forecast and dividend forecast for the fiscal year ending August 31, 2026 (September 1, 2025–August 31, 2026), which were previously disclosed on October 9, 2025, in light of recent earnings developments and other relevant factors.

Item	Previous Forecast	Revised Forecast
Dividend per share (yen)	22	24
Dividend payout ratio (%)	36.0	35.1





# BicCamera

(Tokyo Stock Exchange, Prime Market: 3048)

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**Toru Akiho**

Representative Director and President

# **1. Financial Results for the First Half of FY2026/8**

## **2. Earnings Forecast for FY2026/8**

## **3. Important Management Issues**

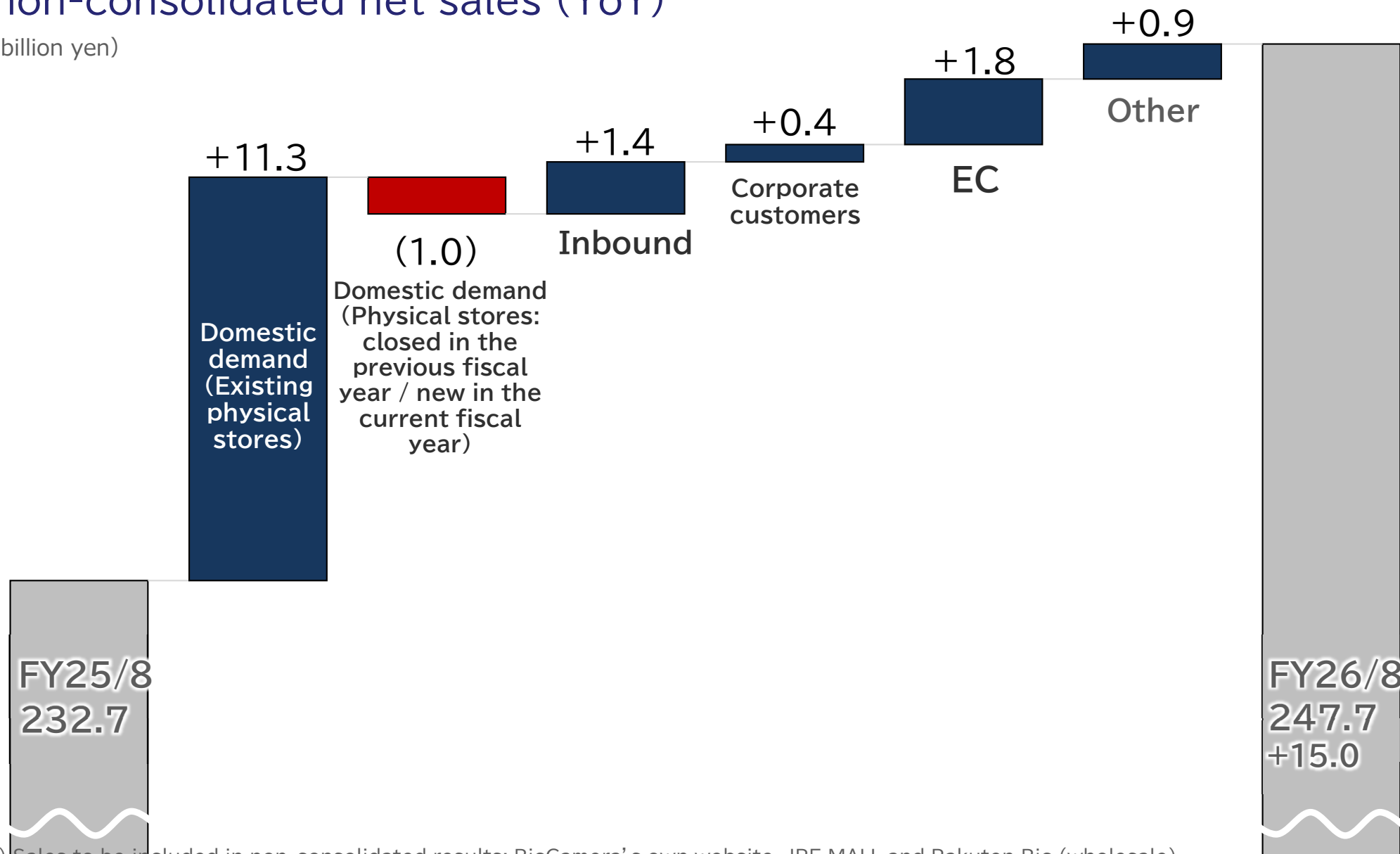
# 〈Non-Consolidated〉 Financial Results Highlights

(million yen, %)	FY2025/8 1H		FY2026/8 1H			
	Results	% to sales	Results	% to sales	YoY	Previous forecast
<b>Net sales</b>	<b>232,701</b>	<b>100.0</b>	<b>247,761</b>	<b>100.0</b>	<b>106.5</b>	<b>238,500</b>
Gross profit (Gross profit excluding wholesale sales)	55,999	24.1 (25.1)	60,141	24.3 (25.4)	107.4	
SG&A expenses	52,118	22.4	53,944	21.8	103.5	
Personnel expenses	18,620	8.0	19,452	7.9	104.5	
Advertising and promotion expenses	4,016	1.7	4,164	1.7	103.7	
Logistics expenses	6,563	2.8	6,901	2.8	105.1	
Utilities	1,115	0.5	1,015	0.4	91.0	
Rent expenses	10,563	4.5	10,879	4.4	103.0	
Depreciation	3,071	1.3	2,515	1.0	81.9	
Others	8,166	3.5	9,016	3.6	110.4	
<b>Operating profit</b>	<b>3,881</b>	<b>1.7</b>	<b>6,196</b>	<b>2.5</b>	<b>159.7</b>	<b>4,200</b>
Non-operating income	4,833	2.1	4,754	1.9	98.4	
Non-operating expenses	189	0.1	260	0.1	137.4	
<b>Ordinary profit</b>	<b>8,525</b>	<b>3.7</b>	<b>10,690</b>	<b>4.3</b>	<b>125.4</b>	<b>8,140</b>
Extraordinary income	–	–	2	0.0	–	
Extraordinary losses	1	0.0	79	0.0	–	
Profit before income taxes	8,523	3.7	10,613	4.3	124.5	
Total income taxes	1,492	0.6	2,186	0.9	146.5	
<b>Profit income</b>	<b>7,031</b>	<b>3.0</b>	<b>8,426</b>	<b>3.4</b>	<b>119.8</b>	<b>7,950</b>

# 〈Non-Consolidated〉 Net Sales

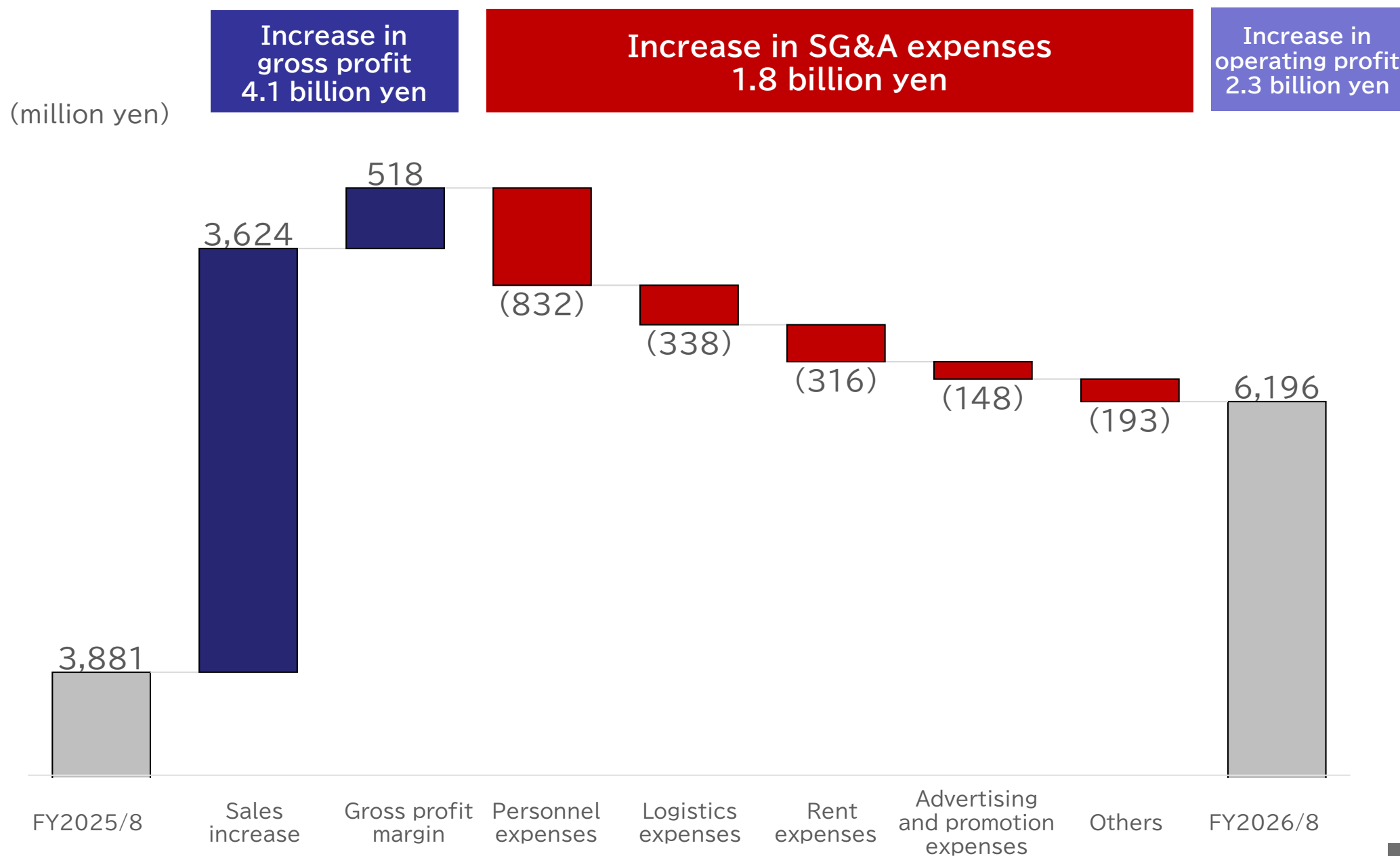
## Change factors in non-consolidated net sales (YoY)

(billion yen)



Note) Sales to be included in non-consolidated results: BicCamera's own website, JRE MALL and Rakuten Bic (wholesale)

# 〈Non-Consolidated〉 Operating Profit



# Financial Results of Subsidiaries (1)

(million yen, %)	Ranet					Sofmap (Non-consolidated)				
	FY2025/8 1H		FY2026/8 1H			FY2025/8 1H		FY2026/8 1H		
	Amount	% to sales	Amount	% to sales	YoY	Amount	% to sales	Amount	% to sales	YoY
<b>Net sales</b>	<b>110,860</b>	<b>100.0</b>	<b>117,163</b>	<b>100.0</b>	<b>105.7</b>	<b>21,181</b>	<b>100.0</b>	<b>23,242</b>	<b>100.0</b>	<b>109.7</b>
Gross profit	22,026	19.9	23,469	20.0	106.6	5,124	24.2	5,765	24.8	112.5
SG&A expenses	16,321	14.7	17,632	15.0	108.0	5,029	23.7	5,227	22.5	103.9
<b>Operating profit</b>	<b>5,704</b>	<b>5.1</b>	<b>5,837</b>	<b>5.0</b>	<b>102.3</b>	<b>95</b>	<b>0.4</b>	<b>538</b>	<b>2.3</b>	<b>565.0</b>
Non-operating income	167	0.2	152	0.1	91.5	233	1.1	230	1.0	98.3
Non-operating expenses	156	0.1	102	0.1	65.1	29	0.1	39	0.2	130.8
<b>Ordinary profit</b>	<b>5,715</b>	<b>5.2</b>	<b>5,888</b>	<b>5.0</b>	<b>103.0</b>	<b>299</b>	<b>1.4</b>	<b>729</b>	<b>3.1</b>	<b>243.6</b>
Extraordinary income	1	0.0	3,606	3.1	–	–	–	–	–	–
Extraordinary losses	41	0.0	24	0.0	59.3	0	0.0	0	0.0	13.6
Profit before income taxes	5,675	5.1	9,470	8.1	166.9	299	1.4	729	3.1	244.0
<b>Profit income</b>	<b>3,725</b>	<b>3.4</b>	<b>7,406</b>	<b>6.3</b>	<b>198.8</b>	<b>252</b>	<b>1.2</b>	<b>535</b>	<b>2.3</b>	<b>211.9</b>

Note) TDMobile was merged into Ranet on September 1, 2025.

FY2025/8 results for Ranet represent the simple sum of results from Ranet and TDMobile.

The extraordinary gain of 3,606 million yen in Ranet's FY2026/8 results represents a gain on extinguishment of tie-in shares associated with the TDMobile merger. It has no impact on consolidated results.

Note) Internal transactions are not included in the sales performance of each company.

# Financial Results of Subsidiaries (2)

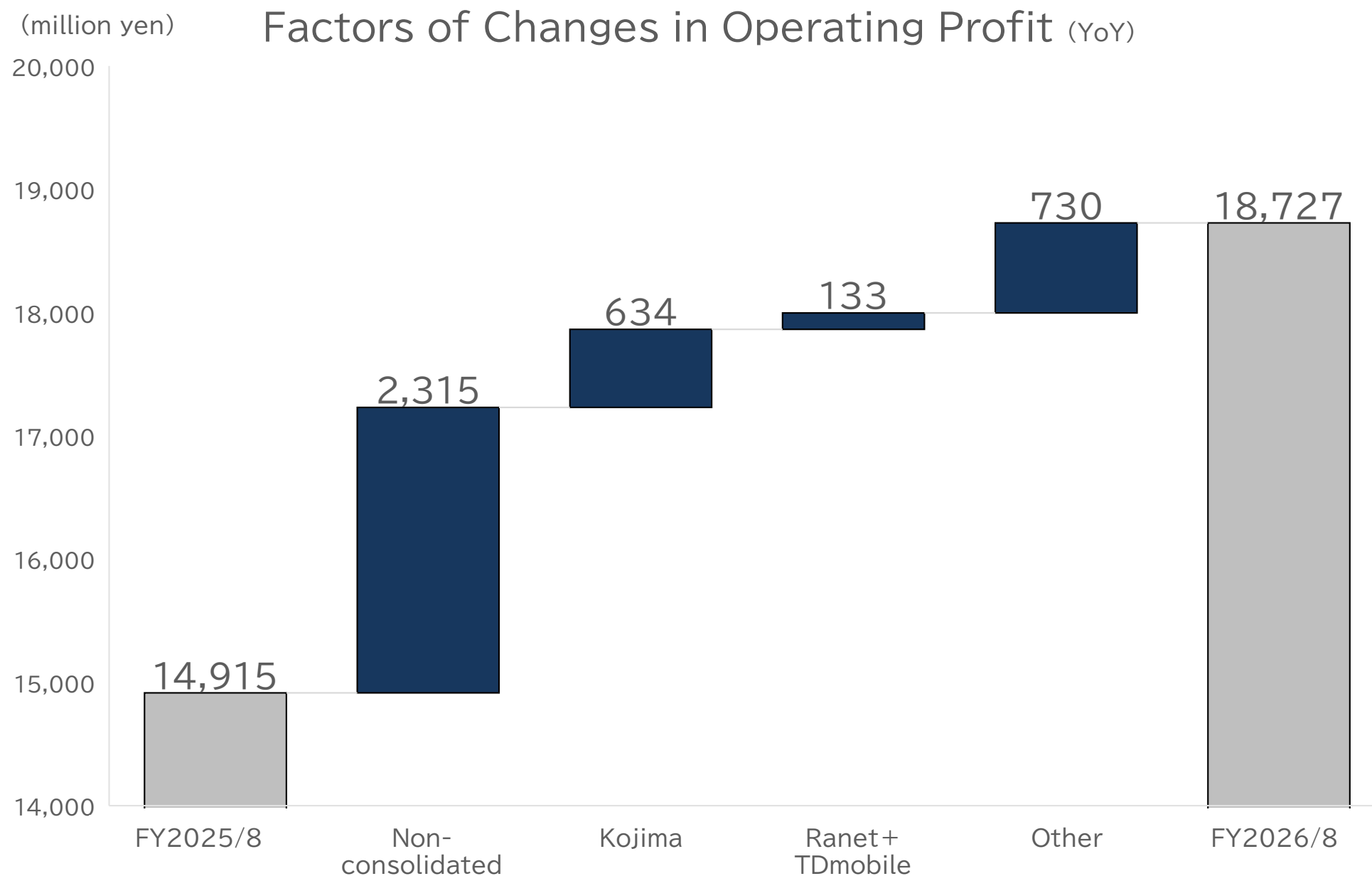
(million yen, %)	Nippon BS Broadcasting (Non-consolidated) TSE Standard: 9414				
	FY2025/8 1H		FY2026/8 1H		
	Amount	% to sales	Amount	% to sales	YoY
<b>Net sales</b>	5,534	100.0	5,499	100.0	99.4
Gross profit	2,799	50.6	2,511	45.7	89.7
SG&A expenses	1,606	29.0	1,629	29.6	101.4
<b>Operating profit</b>	<b>1,192</b>	<b>21.6</b>	<b>882</b>	<b>16.0</b>	<b>74.0</b>
Non-operating income	16	0.3	29	0.5	181.3
Non-operating expenses	–	–	0	0.0	–
<b>Ordinary profit</b>	<b>1,208</b>	<b>21.8</b>	<b>911</b>	<b>16.6</b>	<b>75.4</b>
Extraordinary income	–	–	–	–	–
Extraordinary losses	–	–	–	–	–
Profit before income taxes	1,208	21.8	911	16.6	75.4
<b>Profit income</b>	<b>836</b>	<b>15.1</b>	<b>630</b>	<b>11.5</b>	<b>75.4</b>

Note) Internal transactions are not included in the sales performance of each company.

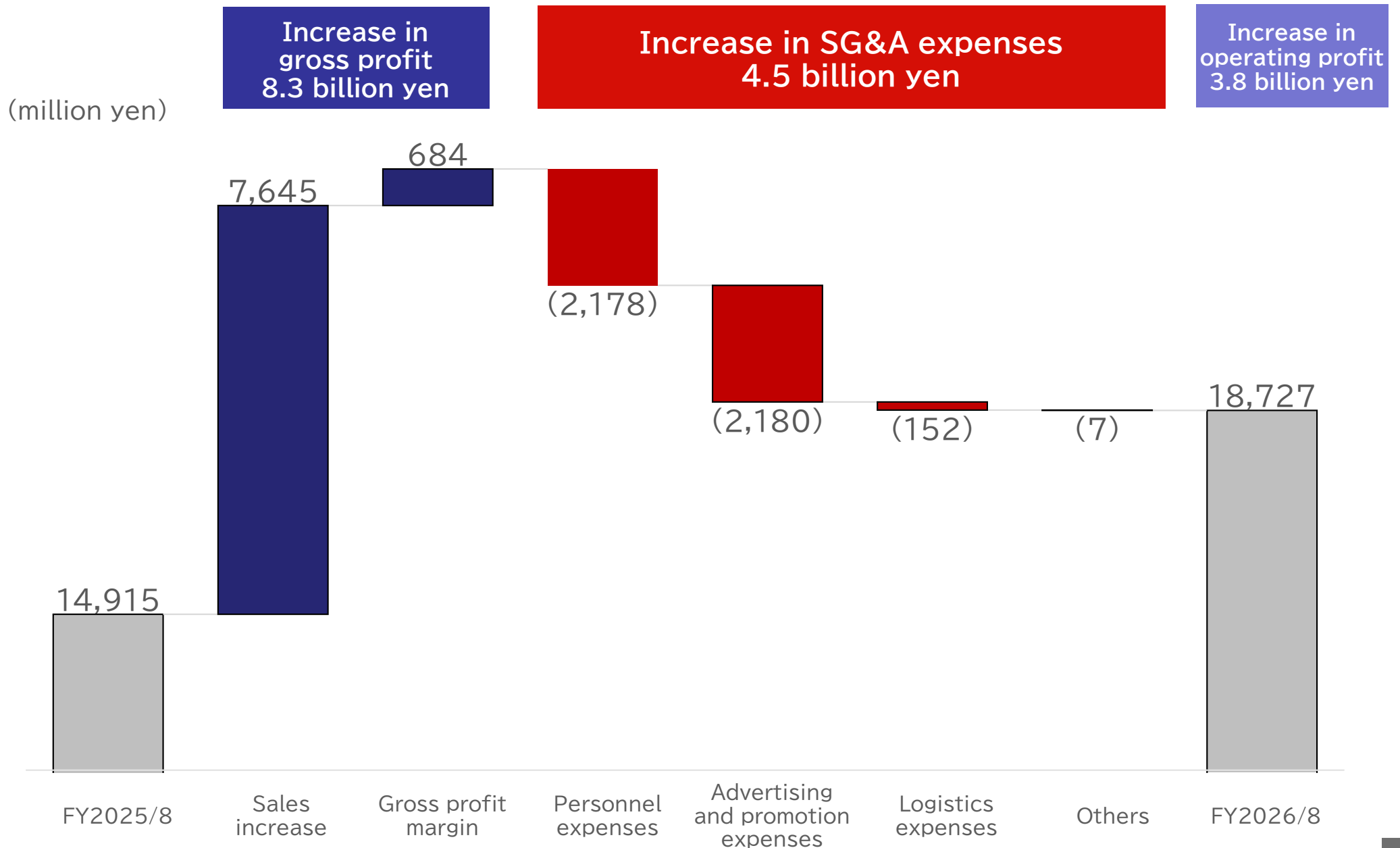
# Financial Results Highlights

(million yen, %)	FY2025/8 1H		FY2026/8 1H			Previous forecast
	Results	% to sales	Results	% to sales	YoY	
<b>Net sales</b>	<b>479,502</b>	100.0	<b>508,429</b>	100.0	106.0	<b>497,500</b>
Gross profit	126,731	26.4	135,060	26.6	106.6	
SG&A expenses	111,815	23.3	116,332	22.9	104.0	
Personnel expenses	47,351	9.9	49,529	9.7	104.6	
Advertising and promotion expenses	9,633	2.0	11,813	2.3	122.6	
Logistics expenses (Shipping)	8,201	1.7	8,353	1.6	101.9	
Utilities	2,578	0.5	2,379	0.5	92.3	
Rent expenses	18,943	4.0	19,398	3.8	102.4	
Depreciation	4,711	1.0	4,371	0.9	92.8	
Others	20,395	4.3	20,486	4.0	100.4	
<b>Operating profit</b>	<b>14,915</b>	3.1	<b>18,727</b>	3.7	125.6	<b>14,440</b>
Non-operating income	1,257	0.3	1,159	0.2	92.2	
Non-operating expenses	338	0.1	465	0.1	137.5	
<b>Ordinary profit</b>	<b>15,834</b>	3.3	<b>19,421</b>	3.8	122.7	<b>14,900</b>
Extraordinary income	2	0.0	36	0.0	–	
Extraordinary losses	53	0.0	142	0.0	266.0	
Profit before income taxes	15,784	3.3	19,316	3.8	122.4	
Total income taxes	5,202	1.1	6,550	1.3	125.9	
Profit attributable to non-controlling interests	1,574	0.3	1,667	0.3	105.9	
<b>Profit attributable to owners of parent</b>	<b>9,006</b>	1.9	<b>11,098</b>	2.2	123.2	<b>9,610</b>

# 〈Consolidated〉 Operating Profit (1) By Company



# <Consolidated> Operating Profit (2) By Component



# 〈Consolidated〉 Balance Sheet

(million yen)	As of Aug 31, 2025	As of Feb 28, 2026	Increase / Decrease	As of Feb 28, 2025
<b>Total current assets</b>	<b>278,158</b>	<b>297,152</b>	<b>18,993</b>	<b>279,589</b>
Cash and deposits	69,284	66,464	(2,820)	63,709
Merchandise and finished goods	115,180	133,646	18,466	128,084
<b>Total property, plant and equipment</b>	<b>79,136</b>	<b>78,899</b>	<b>(236)</b>	<b>80,012</b>
<b>Total Intangible assets</b>	<b>38,875</b>	<b>39,287</b>	<b>411</b>	<b>39,440</b>
<b>Total investments and other assets</b>	<b>96,361</b>	<b>98,037</b>	<b>1,675</b>	<b>92,834</b>
<b>Total non-current assets</b>	<b>214,373</b>	<b>216,224</b>	<b>1,851</b>	<b>212,287</b>
<b>Total assets</b>	<b>492,531</b>	<b>513,376</b>	<b>20,844</b>	<b>491,876</b>
<b>Total current liabilities</b>	<b>213,426</b>	<b>227,740</b>	<b>14,313</b>	<b>221,043</b>
Interest bearing debt	72,938	78,816	5,877	86,335
<b>Total non-current liabilities</b>	<b>67,337</b>	<b>64,235</b>	<b>(3,102)</b>	<b>72,034</b>
Interest bearing debt	23,272	19,263	(4,008)	26,411
<b>Total liabilities</b>	<b>280,764</b>	<b>291,976</b>	<b>11,211</b>	<b>293,078</b>
<b>Total net assets</b>	<b>211,767</b>	<b>221,400</b>	<b>9,633</b>	<b>198,798</b>
<b>Total liabilities and net assets</b>	<b>492,531</b>	<b>513,376</b>	<b>20,844</b>	<b>491,876</b>
Total interest-bearing debt	96,210	98,080	1,869	112,746
Equity	168,309	177,109	8,799	157,028

## ■ Inventory turnover

FY2025/8 1H: 8.1 times/year

FY2026/8 1H: 8.2 times/year

YoY change:

+0.1p improvement

## ■ Interest-bearing debt

+1.8 billion yen

## ■ Equity: +8.7 billion yen

Profit: +11.0 billion yen

Other comprehensive income:

+1.5 billion yen

Payment of dividends:

-3.9 billion yen

·FY2025/8 year-end:

23 yen/share

## ■ Equity ratio

FY2025/8 year-end: 34.2%

FY2026/8 1H: 34.5%

Change from FY2025/8 year-

end: +0.3p

## ■ D/E ratio

FY2025/8 year-end: 0.6 times

FY2026/8 1H: 0.6 times

# 〈Consolidated〉 Cash Flow Statement

(million yen)	FY2025 1H	FY2026 1H	
Cash flows from operating activities	(4,903)	<b>6,613</b>	<ul style="list-style-type: none"> <li>• Profit before income taxes 19,316</li> <li>• Increase in inventories (18,436)</li> <li>• Increase in trade payables 9,135</li> <li>• Income taxes paid (4,320)</li> </ul>
Cash flows from investing activities	(7,539)	<b>(5,142)</b>	<ul style="list-style-type: none"> <li>• Purchase of non-current assets (tangible/intangible) FY2026/8: (5,290)</li> </ul>
Cash flows from financing activities	3,455	<b>(3,119)</b>	<ul style="list-style-type: none"> <li>• Net increase in borrowings FY2026/8: 1,947</li> <li>• Payment of dividends FY2026/8: (4,984)</li> </ul>
Cash and cash equivalents at end of period	54,409	<b>56,334</b>	

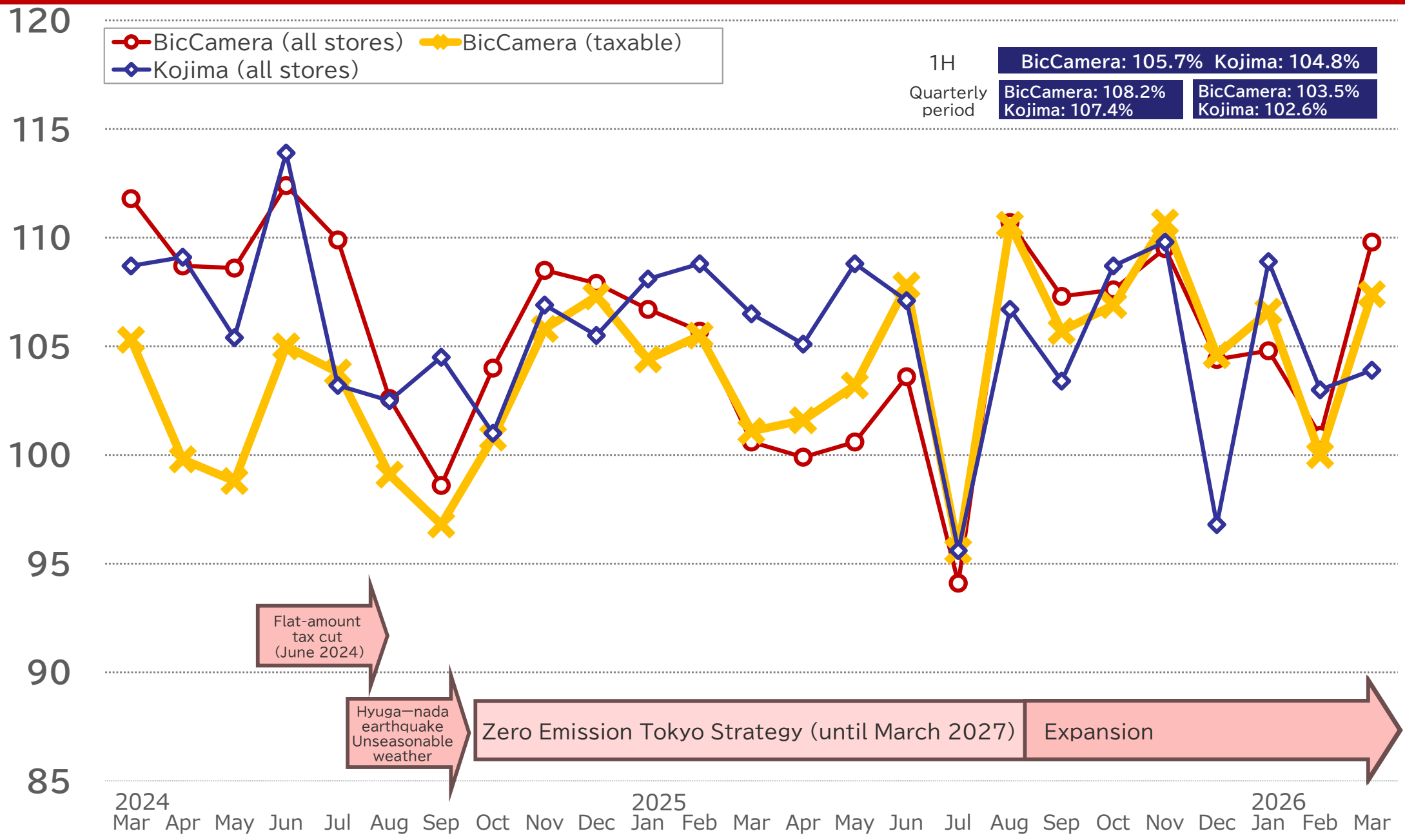
# 〈Consolidated〉 Sales by Product Line

(million yen, %)	FY2025/8 1H		FY2026/8 1H						
	Results	Composition ratio	Results	BicCamera		Kojima		Composition ratio	YoY
				Results	YoY	Results	YoY		
<b>Audio visual products</b>	<b>60,418</b>	<b>12.6</b>	<b>62,660</b>	41,009	107.6	19,400	96.5	<b>12.3</b>	<b>103.7</b>
Cameras	15,576	3.2	18,658	14,131	116.9	4,139	124.3	3.7	119.8
TVs	18,270	3.8	16,813	7,896	93.7	8,553	90.3	3.3	92.0
Audios	4,782	1.0	4,665	3,002	99.9	1,604	92.9	0.9	97.5
<b>Home appliances</b>	<b>124,708</b>	<b>26.0</b>	<b>126,293</b>	67,378	101.1	57,662	101.5	<b>24.9</b>	<b>101.3</b>
Refrigerators	17,482	3.7	16,499	7,617	96.3	8,670	92.5	3.3	94.4
Washing machines	19,791	4.1	19,509	9,274	97.9	9,899	99.7	3.9	98.6
Kitchen appliances	17,140	3.6	17,176	8,625	97.0	8,431	103.6	3.4	100.2
Seasonal home electronics	22,226	4.6	25,058	10,650	111.7	14,118	112.9	4.9	112.7
Personal care electronics	25,092	5.2	24,992	18,525	100.2	6,323	98.3	4.9	99.6
<b>Information communications equipment products</b>	<b>182,727</b>	<b>38.1</b>	<b>200,958</b>	78,095	103.2	46,638	107.9	<b>39.5</b>	<b>110.0</b>
PCs	27,810	5.8	31,565	20,374	109.6	9,058	122.2	6.2	113.5
PC peripherals	14,828	3.1	14,959	8,310	103.9	5,148	96.5	2.9	100.9
Cellular phones	111,573	23.3	129,389	34,235	101.1	24,506	110.4	25.5	116.0
<b>Other products</b>	<b>105,384</b>	<b>22.0</b>	<b>112,293</b>	61,278	117.3	19,589	124.0	<b>22.1</b>	<b>106.6</b>
Video games	20,340	4.2	26,422	17,891	135.6	6,284	124.0	5.2	129.9
Watches	7,440	1.6	8,605	8,275	115.7	310	116.4	1.7	115.7
Used PCs, used smartphones	16,557	3.5	18,610	–	–	–	–	3.7	112.4
Sporting goods	5,186	1.1	5,109	3,998	98.3	1,109	99.5	1.0	98.5
Toys	9,412	2.0	10,613	7,740	115.9	2,445	105.6	2.1	112.8
Glasses and contact lenses	2,490	0.5	2,320	2,199	93.6	–	–	0.4	93.1
Liquors and soft drinks	4,335	0.9	4,852	–	–	–	–	0.9	111.9
Medicine and daily goods	8,369	1.7	9,025	8,111	106.6	906	119.9	1.8	107.8
<b>Retail goods sales</b>	<b>473,238</b>	<b>98.7</b>	<b>502,206</b>	247,761	106.5	143,291	105.4	<b>98.8</b>	<b>106.1</b>
BS digital broadcasting business	5,507	1.1	5,478	–	–	–	–	1.1	99.5
Other business	756	0.2	745	–	–	645	90.7	0.1	98.5
<b>Total</b>	<b>479,502</b>	<b>100.0</b>	<b>508,429</b>	247,761	106.5	143,937	105.3	<b>100.0</b>	<b>106.0</b>

Note) The details for each product category are excerpts.

Note) The figures in the breakdown (BicCamera, Kojima) may differ from the consolidated figures in some categories due to differences in aggregation methods.

# Monthly Sales (YoY, POS base)



Note) Wholesale sales are not included in POS-based results of BicCamera stores (all stores).

**1. Financial Results  
for the First Half of FY2026/8**

**2. Earnings Forecast for FY2026/8**

**3. Important Management Issues**

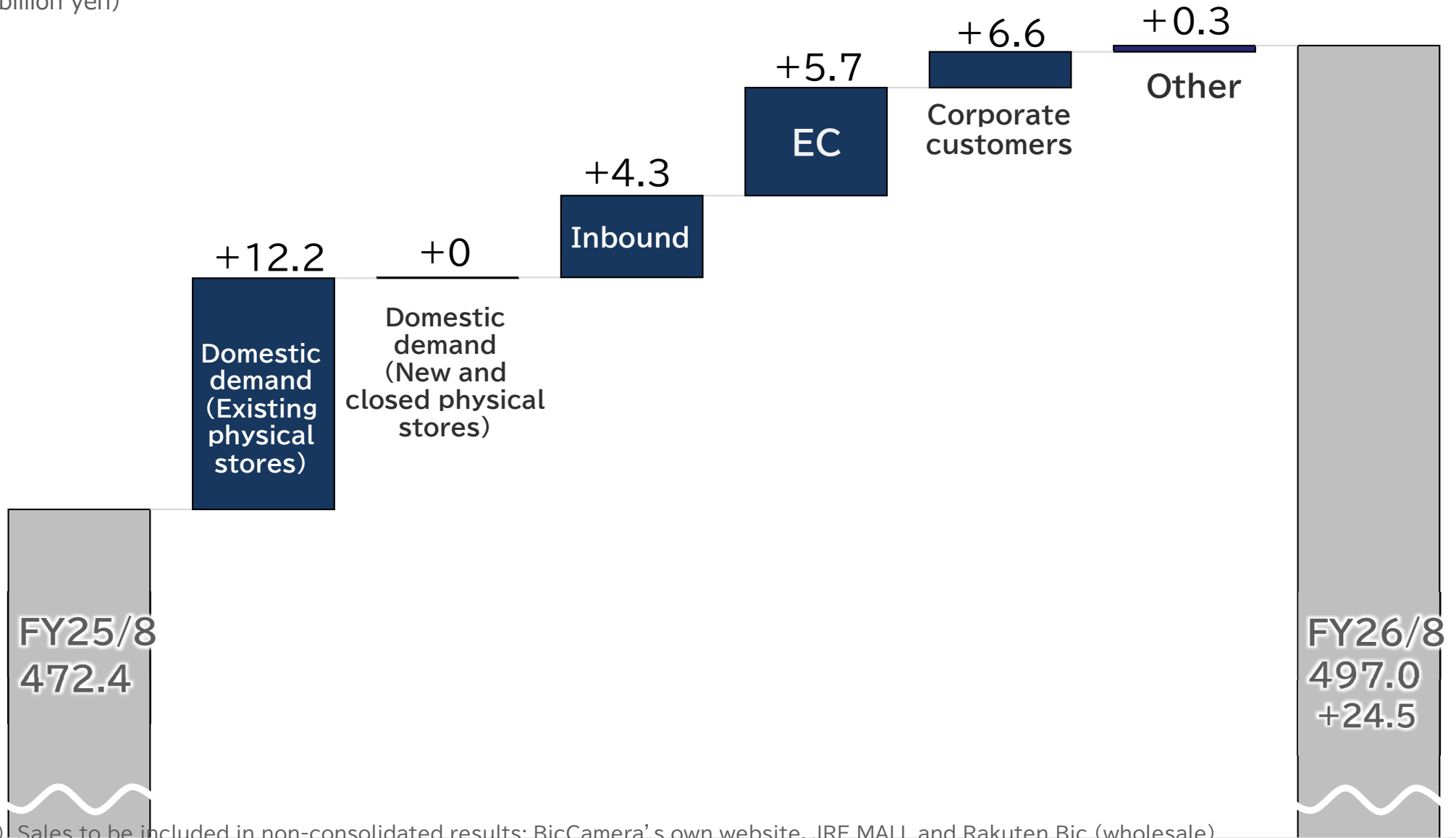
# 〈Non-Consolidated〉 Earnings Forecasts

(million yen, %)		Full year					2H				
		FY2025/8	FY2026/8	FY2026/8			FY2025/8	FY2026/8	FY2026/8		
		Results	Previous forecast	Revised forecast	YoY	vs. Previous forecast	Results	Previous forecast	Revised forecast	YoY	vs. Previous forecast
<b>Net sales</b>		472,422	481,000	497,000	105.2	103.3	239,720	242,500	249,238	104.0	102.8
<b>Operating profit</b>		9,476	10,000	11,900	125.6	119.0	5,595	5,800	5,703	101.9	98.3
<b>Ordinary profit</b>		14,636	14,300	16,600	113.4	116.1	6,110	6,160	5,909	96.7	95.9
<b>Profit income</b>		10,830	11,100	11,700	108.0	105.4	3,799	3,150	3,273	86.2	103.9
% to sales	Gross profit	24.6	25.3	25.1			25.0	25.8	25.8		
	Gross profit excluding wholesale sales	25.7	26.4	26.3			26.2	27.0	27.1		
	SG&A expenses	22.5	23.2	22.7			22.7	23.4	23.6		
	Operating profit	2.0	2.1	2.4			2.3	2.4	2.3		
	Ordinary profit	3.1	3.0	3.3			2.5	2.5	2.4		
	Profit income	2.3	2.3	2.4			1.6	1.3	1.3		

# 〈Non-Consolidated〉 Net Sales Forecast

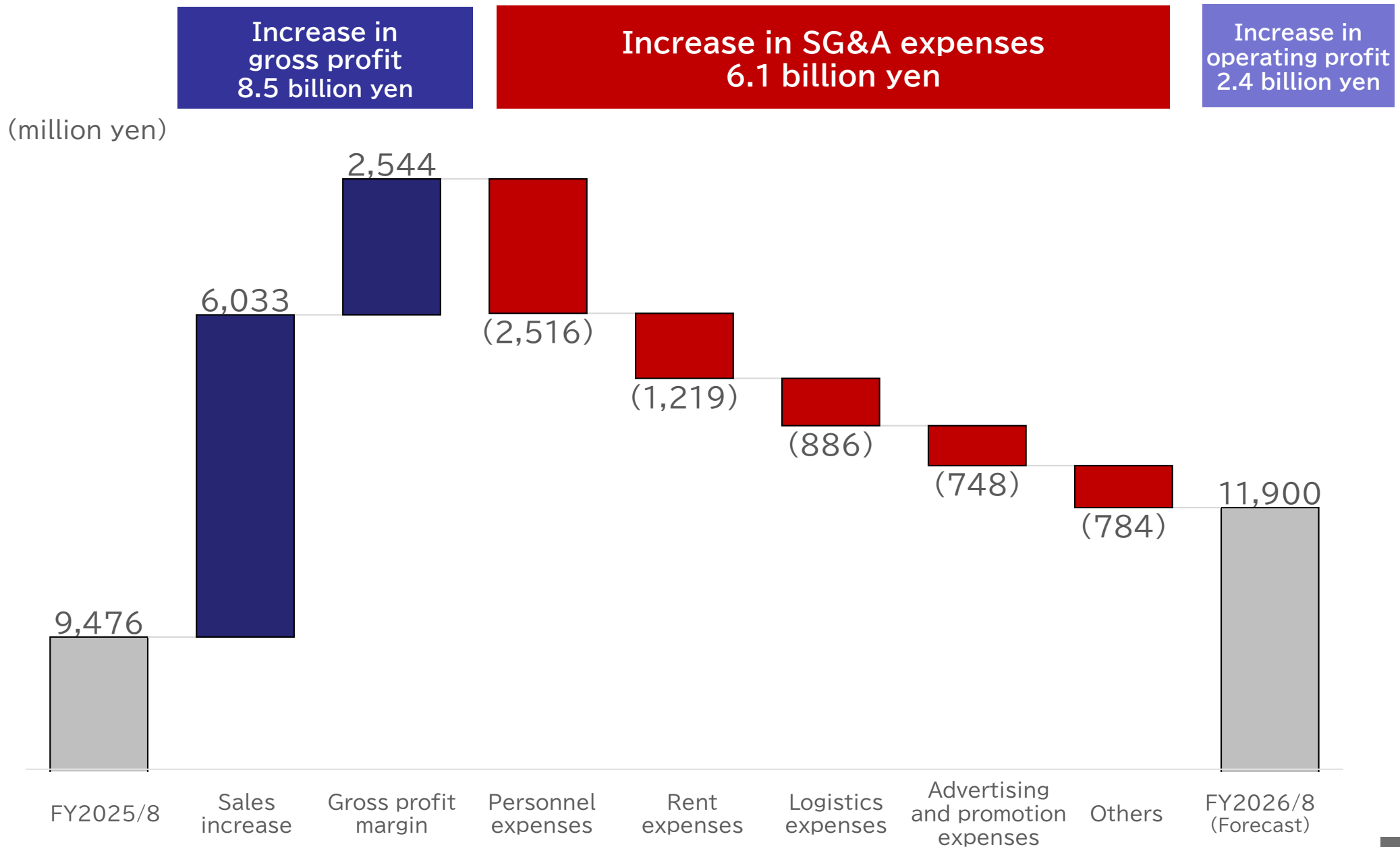
Change factors in non-consolidated net sales (YoY)

(billion yen)



Note) Sales to be included in non-consolidated results: BicCamera's own website, JRE MALL and Rakuten Bic (wholesale)

# <Non-Consolidated> Operating Profit Forecast



# Earnings Forecasts for Subsidiaries

(million yen, %)		Ranet*				Sofmap (Non-consolidated)				Nippon BS Broadcasting (Non-consolidated)			
		Previous forecast	Revised forecast	YoY	vs. Previous forecast	Previous forecast	Revised forecast	YoY	vs. Previous forecast	Previous forecast	Revised forecast	YoY	vs. Previous forecast
Net sales		216,756	232,413	108.0	107.2	45,905	45,912	107.6	100.0	11,800	11,800	106.9	100.0
Operating profit		8,822	10,050	101.6	113.9	751	918	336.4	122.2	1,800	1,800	90.5	100.0
Ordinary profit		8,805	10,151	102.2	115.3	950	1,072	238.8	112.9	1,886	1,886	92.3	100.0
% to sales	Operating profit	4.1	4.3			1.6	2.0			15.3	15.3		
	Ordinary profit	4.1	4.4			2.1	2.3			16.0	16.0		

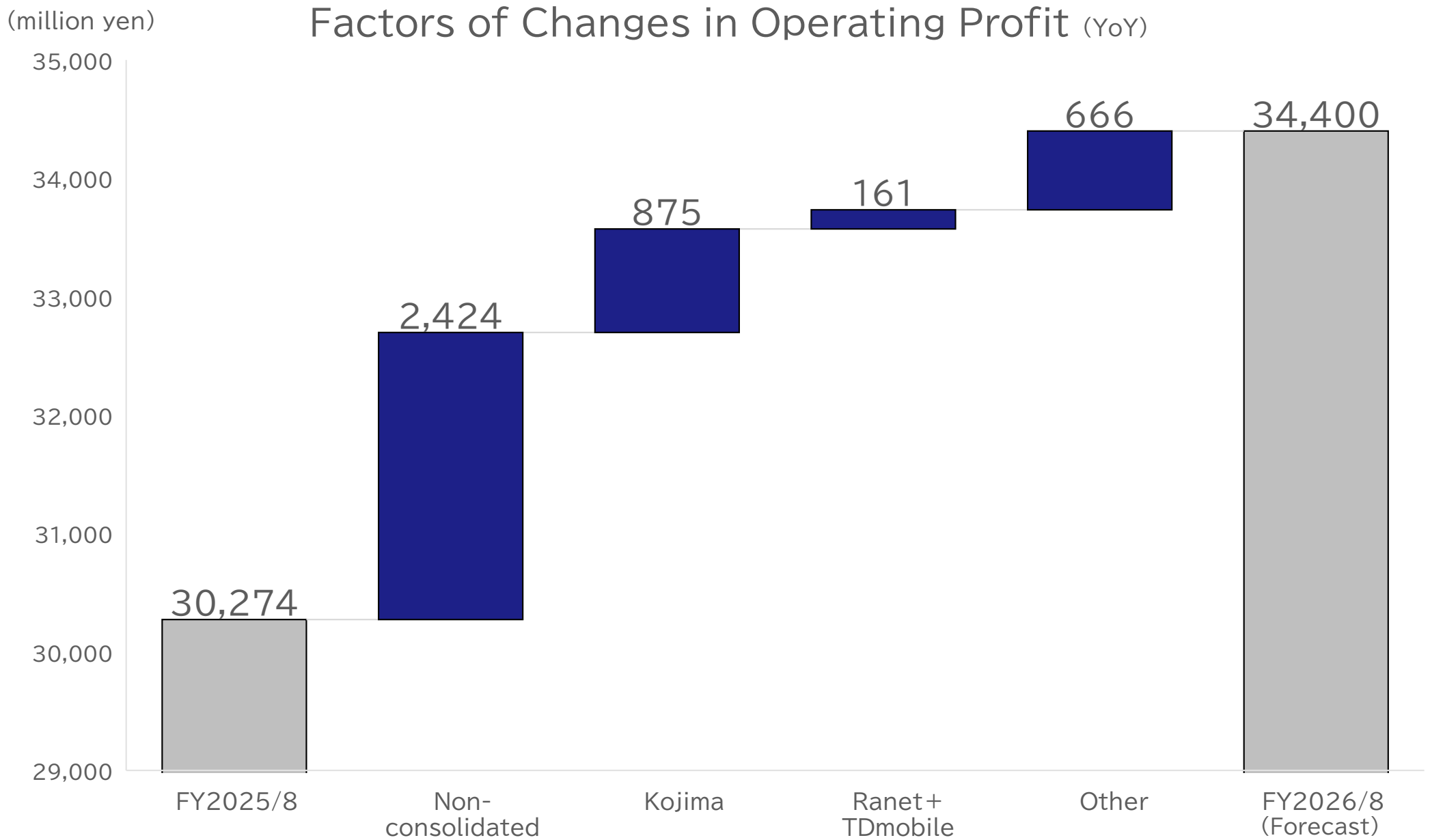
\*Tmobile was merged into Ranet on September 1, 2025.

FY2025/8 results for Ranet represent the simple sum of results from Ranet and Tmobile.

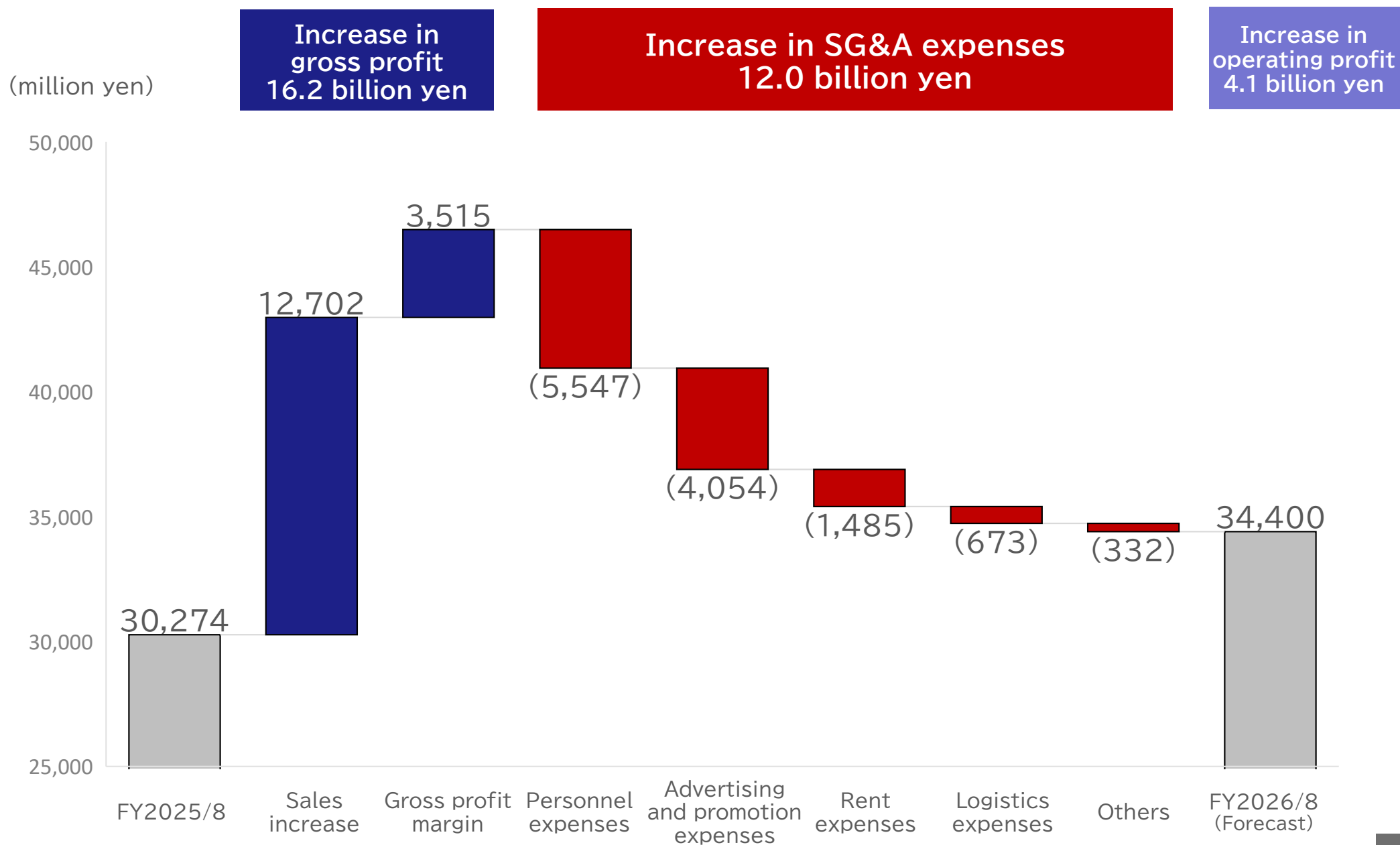
# 〈Consolidated〉 Earnings Forecasts

(million yen, %)		Full year					2H				
		FY2025/8	FY2026/8	FY2026/8			FY2025/8	FY2026/8	FY2026/8		
		Results	Previous forecast	Revised forecast	YoY	vs. Previous forecast	Results	Previous forecast	Revised forecast	YoY	vs. Previous forecast
<b>Net sales</b>		974,483	1,013,000	1,022,000	104.9	100.9	494,981	515,500	513,570	103.8	99.6
<b>Operating profit</b>		30,274	30,500	34,400	113.6	112.8	15,359	16,060	15,672	102.0	97.6
<b>Ordinary profit</b>		31,929	31,500	35,700	111.8	113.3	16,094	16,600	16,278	101.1	98.1
<b>Profit attributable to owners of parent</b>		17,476	17,500	18,400	105.3	105.1	8,469	7,890	7,301	86.2	92.5
% to sales	Gross profit	26.7	26.8	27.1			27.0	27.0	27.6		
	SG&A expenses	23.6	23.8	23.7			23.9	23.8	24.5		
	Operating profit	3.1	3.0	3.4			3.1	3.1	3.1		
	Ordinary profit	3.3	3.1	3.5			3.3	3.2	3.2		
	Profit attributable to owners of parent	1.8	1.7	1.8			1.7	1.5	1.4		

# 〈Consolidated〉 Operating Profit Forecast (1) By Company



# <Consolidated> Operating Profit Forecast (2) By Component

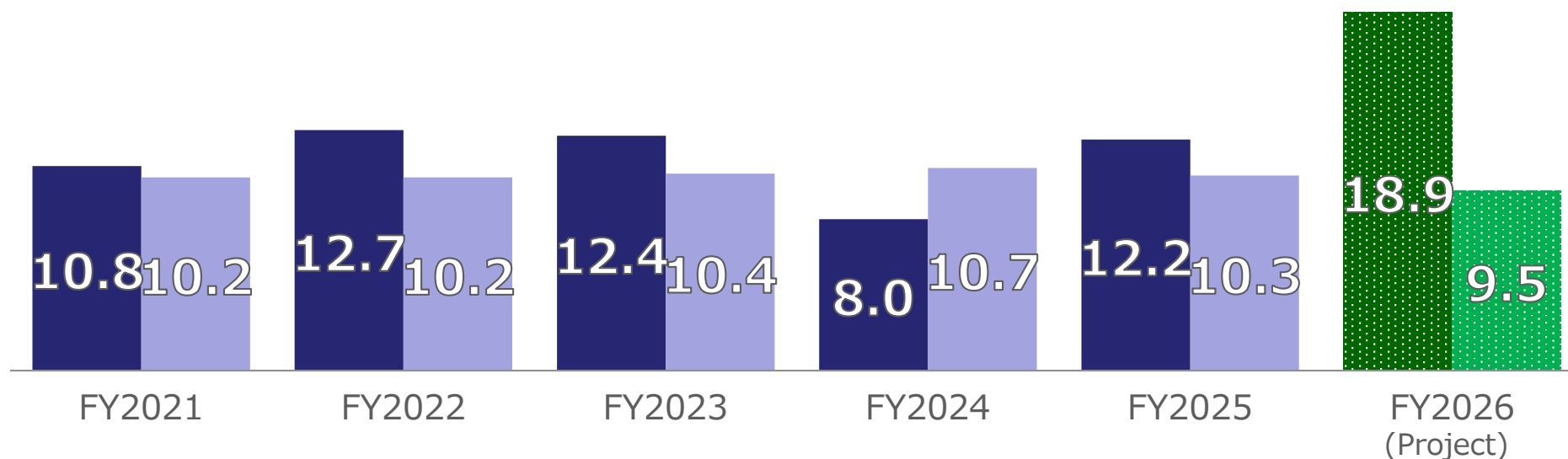


# <Consolidated> Capital Expenditure / Depreciation

	FY2025/8	FY2026/8 (Project)
Capital Expenditure	12.2 billion yen	18.9 billion yen Previous project 14.7 billion yen
Main purposes	<ul style="list-style-type: none"> <li>IT (Core, EC, improving efficiency)</li> <li>Stores (new stores and existing stores)</li> </ul>	<ul style="list-style-type: none"> <li>IT (Core, EC, logistics, improving efficiency)</li> <li>Stores (new stores and existing stores)</li> </ul>
Depreciation	10.3 billion yen	9.5 billion yen Previous project 10.1 billion yen

## Implementation of carefully selected investments

(billion yen) ■ Capital Expenditure ■ Depreciation (C/F basis)



# Dividend Forecast (Dividend Increase)

		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 (Previous forecast)	FY2026 (Revised forecast)
Dividends per Share (yen)	Total	<b>15</b>	<b>15</b>	<b>15</b>	<b>33</b>	<b>41</b>	<b>41</b>	<b>43</b>
	1H	5	5	5	9	18	20	20
	2H	10	10	10	24	23	21	23
Total cash dividends (million yen)		2,639	2,580	2,567	5,649	7,019	—	—
Payout ratio (%)		30.1	45.2	87.4	40.6	40.2	40.1	40.0
Ratio of dividends to net assets (%)		1.9	1.9	1.9	3.9	4.4	—	—

## Dividend policy

The Company considers shareholder returns as one of the most important management issues and its basic policy is to distribute profits appropriately according to earnings results.

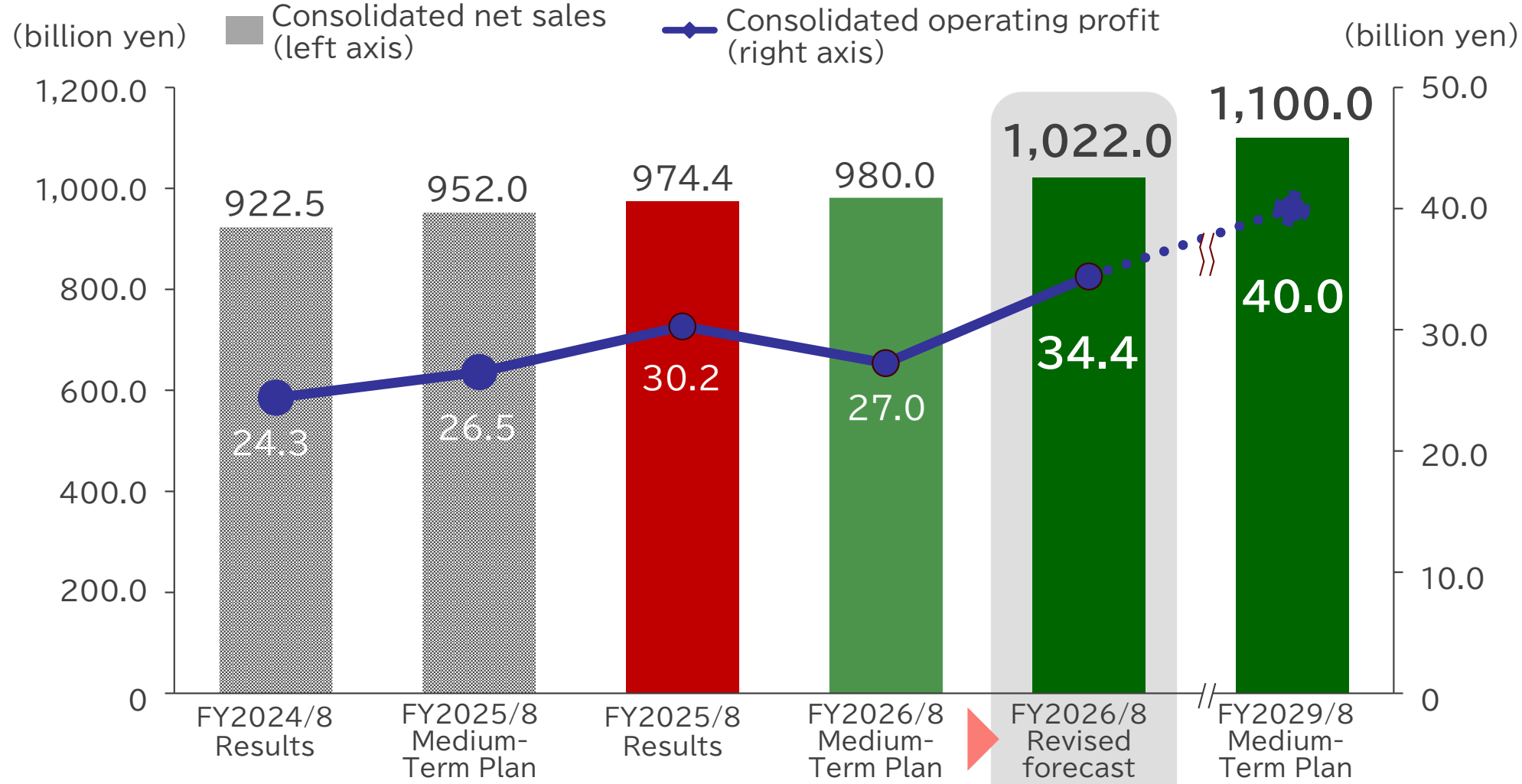
Under the basic policy, we will work to achieve a consolidated dividend payout ratio of 40%.

**1. Financial Results  
for the First Half of FY2026/8**

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# Progress with Medium-Term Management Plan



Net sales (Operating profit)	Group consolidated	922.5 24.3	952.0 26.5	974.4 30.2	980.0 27.0	1,022.0 34.4	1,100.0 40.0

# Customer Strategy Centered on Stores ① Store Strategy

## Non-consolidated: Store openings/closings Plan vs. Actual

Unit: Store			Opening		Closing	Increase/ Decrease	Fiscal year-end	(Reference) Liquor shop/ AirBIC
			Medium to large	Small				
FY2025/8	Actual	Full year	0	0	1	(1)	42	+3
FY2026/8	Plan	Full year	1	2	0	+3	45	+2
	Actual	1H	0	1	0	+1	43	+2
FY2027/8	Plan	Full year	2	1	0	+3	48	0

**New openings**

- October 23, 2024
- October 23, 2024
- July 24, 2025
- December 5, 2025
- December 9, 2025
- January 30, 2026
- March 14, 2026
- Scheduled for April 23, 2026
- Scheduled for fall 2026

- BicCamera Liquor Daimaru Shinsaibashi Store
- Air BicCamera Daimaru Shinsaibashi Store
- BicCamera Liquor Shop Kichijoji Store
- Air BicCamera Fukuoka Airport International Terminal Store
- Air BicCamera Ginza Store
- BicCamera Select Sapporo Tanukikoji Store
- BicCamera Ikebukuro West Exit IT tower Store
- BicCamera Select Naha Kokusai-dori Store
- BicCamera Urawa Store (tentative name)

**Closing**

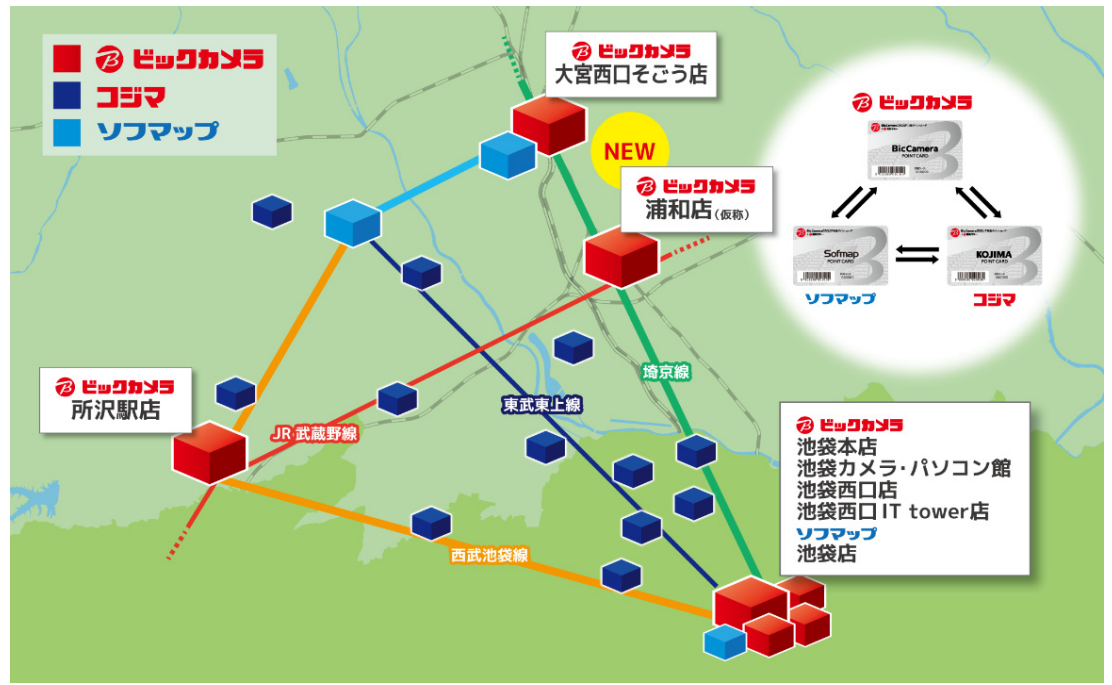
- January 31, 2025

- BicCamera Ito-Yokado Tama Plaza Store

## Opening at Urawa CulE (Released on April 10, 2026)



Store name: BicCamera Urawa Store (tentative name)  
 Opening date: Scheduled for fall 2026  
 Area: Approx. 7,245 m<sup>2</sup>  
 Location: Urawa CulE, B1-2nd floors  
 (Saitama City, Saitama Prefecture)



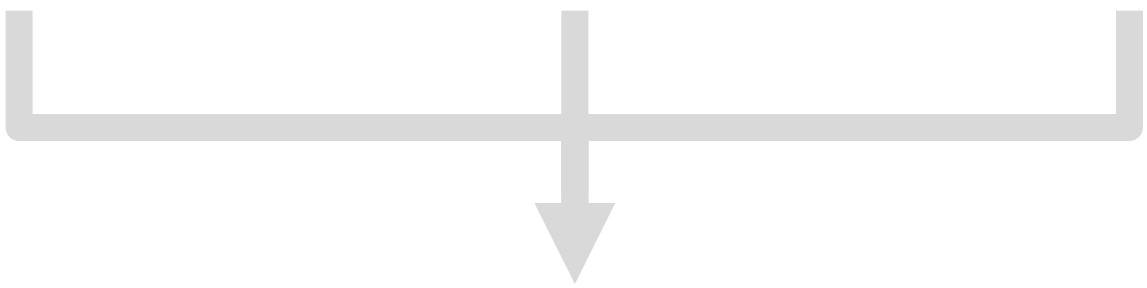
# Customer Strategy Centered on Stores ② New Initiatives

Stores unique to BicCamera × experience and sensation ⇒ a new type of store

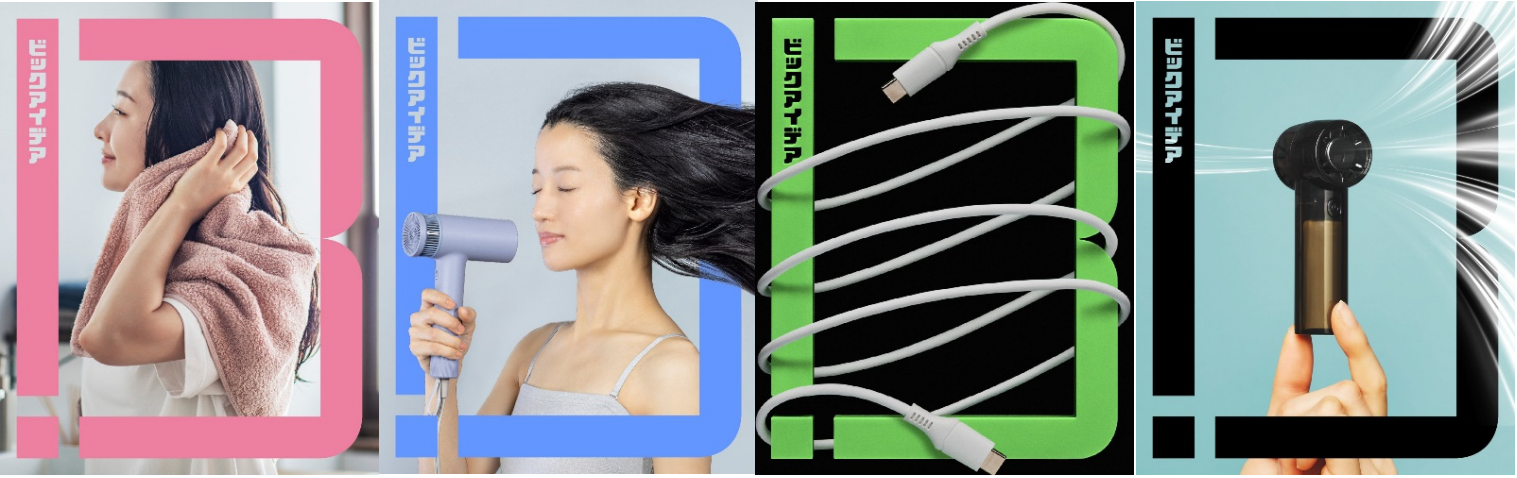


Store name: BicCamera Ikebukuro West Exit IT tower Store  
Opening date: Saturday, March 14, 2026  
Area: Approx. 2,755 m<sup>2</sup>  
Location: IT tower TOKYO, Floors 2-4 (Toshima Ward, Tokyo)

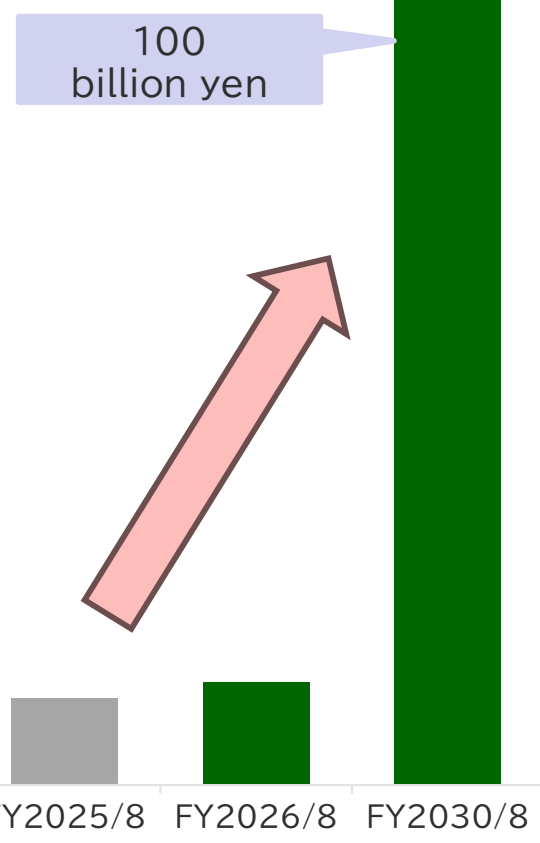
# Customer Strategy Centered on Stores ③ Private Brands



# アディクティブ



Group net sales target from private brands



# Strategies to Create Replacement Demand by Leveraging Group Assets

## Strengthen buyback and reuse through Group-wide collaboration

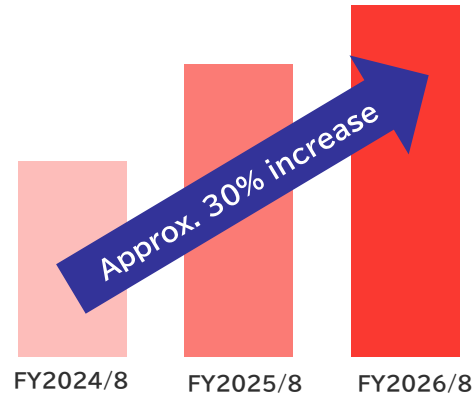
- Further improve the convenience of buyback, reuse, and support services to establish a competitive advantage in Ikebukuro

- Promoted membership of Raku-uru, the BicCamera Group's buyback service

**Ikebukuro Main Store**

Established a new buyback and smartphone support reception desk on the 1st floor

From Oct. 2025



**Ikebukuro Camera and PC Wing**

Moved from 8F→B1F, substantially improving convenience

Launched sales of second-hand cameras and lenses on 2F



**Sofmap Ikebukuro Store**

Expanded and renovated the sales floor, mainly expanding the lineup of used Apple products



# Strategies to Enhance Inbound Sales ①

“Select” brand: Proposing carefully selected products at tourist destinations



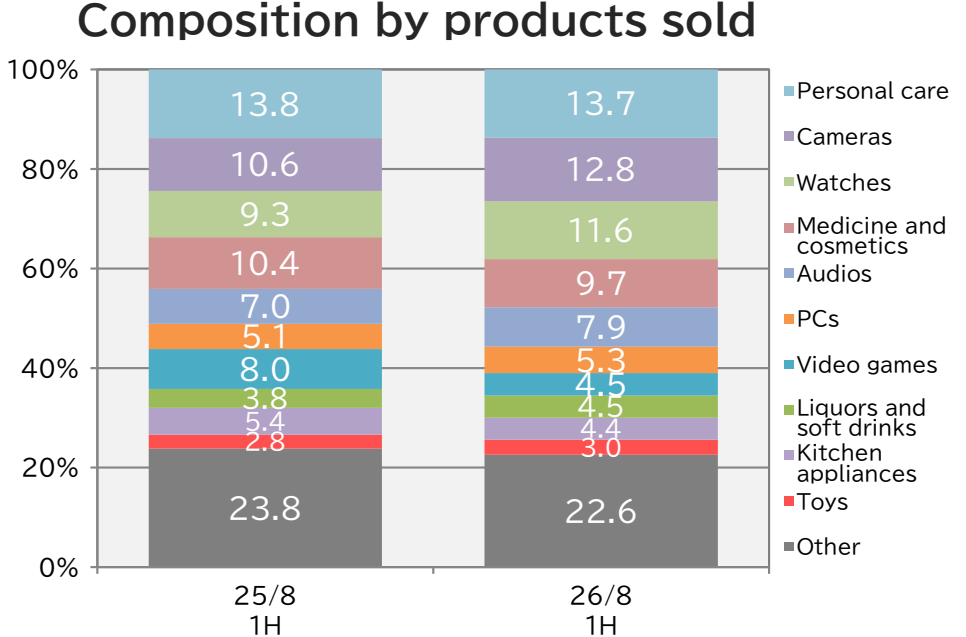
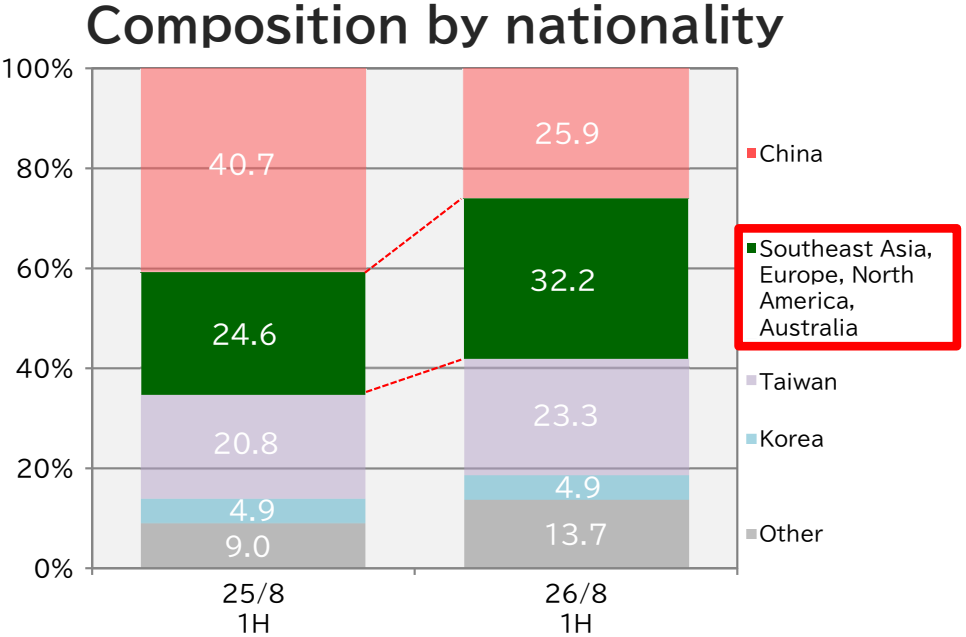
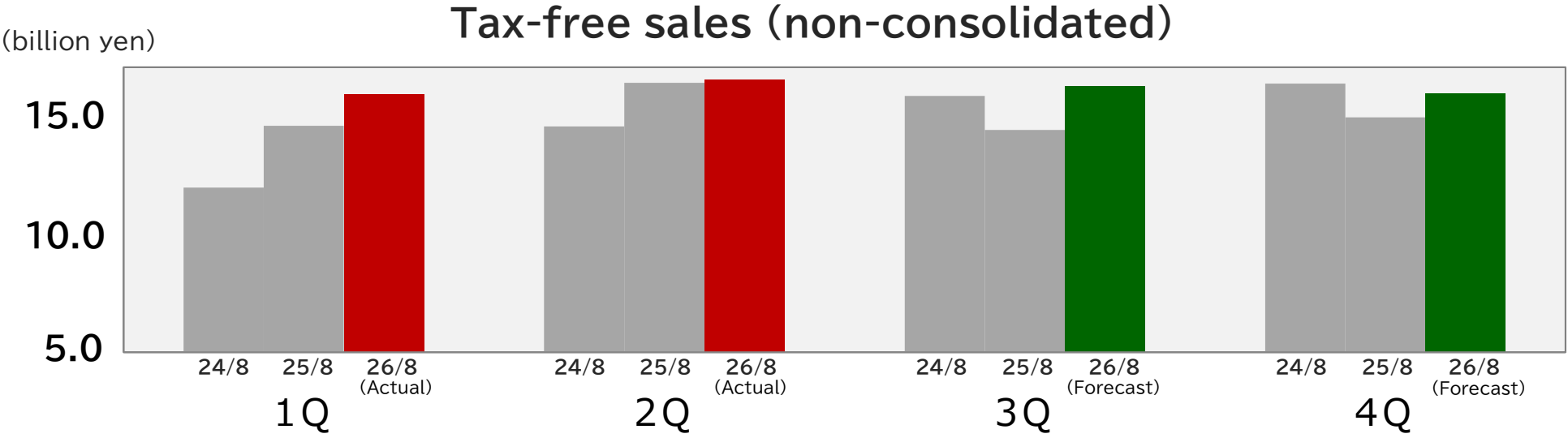
Store name: BicCamera Select Sapporo Tanukikoji Store  
Opening date: Friday, January 30, 2026  
Area: Approx. 300 m<sup>2</sup>  
Location: 3F, Daiou Building  
(Sapporo City, Hokkaido)



Store name: BicCamera Select Naha Kokusai-dori Store  
Opening date: Scheduled for Thursday, April 23, 2026  
Area: Approx. 350 m<sup>2</sup>  
Location: 1F, JMF Building Okinawa Kokusai-dori 01  
(Naha City, Okinawa Prefecture)

# Strategies to Enhance Inbound Sales ②

Strong growth in Southeast Asia, Europe, North America, and Australia offset the sales decline in China. Sales reached a record high.

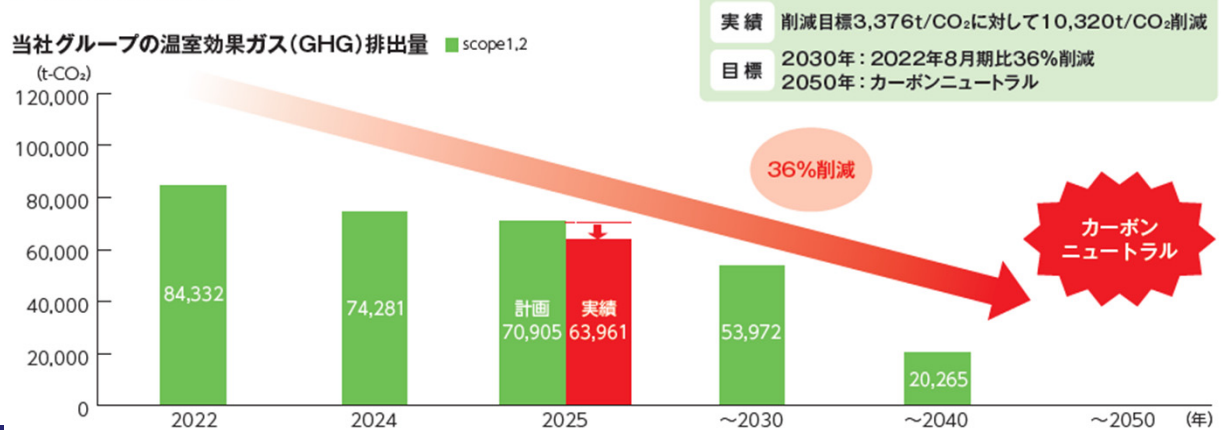


# Promotion of Sustainability Management

## Environment (decarbonization) initiatives are progressing according to plan

- We are on track toward our 2030 CO<sub>2</sub> reduction target as of the fiscal year ended August 31, 2025
- Expected to achieve the target at the current pace

### 脱炭素移行計画



## CDP2025

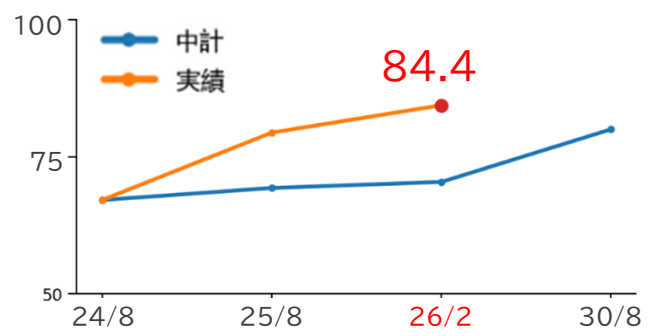
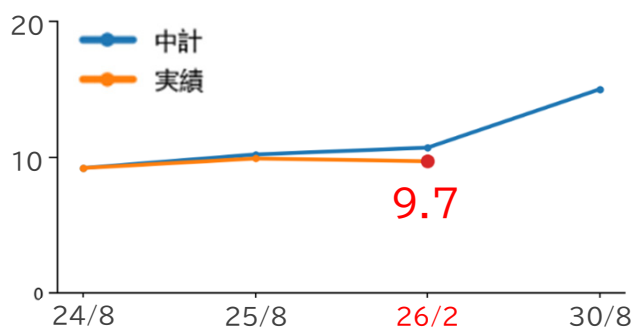
- Certified on the “A List” for climate change
- Recognized for environmental initiatives



## More sophisticated human capital management

- ① Percentage of women in management positions: Enhance the effectiveness of training and career support aimed at promotion
- ② Percentage of men taking parental leave: Establish an environment that encourages men to take parental leave to increase the ratio

① Percentage of women in management positions Target [15%]      ② Percentage of men taking parental leave Target [80%]



## White 500

- Certified for the seventh time, four consecutive years
- Recognized for workforce initiatives



This document mentions future prospects on our business operations and industry trends based on our current plans, estimates, possibilities or expectations.

Expressions of these future prospects are associated with various risks and uncertainties. Already known or unknown risks, uncertainties and other factors may cause different outcomes from the matters included in the expressions for future prospects. We cannot promise that our expressions and expectations for future prospects will be correct, and outcomes may be substantially different from the future prospects.

Expressions relating to future prospects in this document were made as of April 20 2026 based on the information available as of April 20 2026, and expressions for future prospects are not to be updated or changed to reflect future incidents and situations.

April 20, 2026

**Bic Camera Inc.  
Kojima Co., Ltd.**

