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Financial Results Briefing

FY2026/8

(September 1, 2025 to August 31, 2026)

October 20, 2026

BicCamera

(Tokyo Stock Exchange, Prime Market: 3048)

KOJIMA

(Tokyo Stock Exchange, Prime Market: 7513)

Financial Results Briefing materials

1. FY2026/8 Key Initiatives
2. KOJIMA
3. BicCamera

FY2026/8 Financial Results Summary

Consolidated net sales reached 1 trillion yen—poised for a stage of further growth

Consolidated financial results

[FY2026/8 Results] Net sales 1041.1 billion yen Operating profit 37.6 billion yen

[FY2027/8 Forecasts] Net sales 1082.0 billion yen Operating profit 39.0 billion yen

Key companies	Net sales/ Operating profit	FY2026/8 (Results)			FY2027/8 (Forecasts)		
		Results	YoY	Highlights	Forecasts	YoY	Highlights
BicCamera (Non-consolidated)	Net sales	508.9 billion yen	107.7%	・Both taxable and tax-free net sales were strong. ・Renovated stores in Ikebukuro. Opened stores in new business formats and stores specializing in tax-free sales. ・Rebranded our original private brands.	537.0 billion yen	105.5%	・Aim for double-digit growth in growth areas: e-commerce, corporate customers, and inbound. ・Pursue new group-wide growth strategies.
	Operating profit	13.5 billion yen	143.3%		14.0 billion yen	103.1%	
Kojima	Net sales	297.6 billion yen	105.2%	・Promoted rebranding using the 70th anniversary as a catalyst. ・Achieved growth in sales and profit for the third consecutive fiscal year by driving improvements in customer service quality and labor productivity.	300.0 billion yen	100.8%	・Strengthen our capabilities to propose energy-efficient and high-value-added products. ・Enhance profitability by improving labor productivity and inventory efficiency.
	Operating profit	8.6 billion yen	117.7%		9.0 billion yen	104.4%	
Ranet	Net sales	230.8 billion yen	107.2%	・Merged with former TDmobile through an absorption-type merger in September 2025. ・Operating profit broke through the 10.0 billion yen mark, setting a new record high.	233.4 billion yen	101.1%	・Continue active investment in human capital and stores. ・Consider additional distributor M&A opportunities as well.
	Operating profit	10.5 billion yen	107.2%		10.7 billion yen	101.8%	
Sofmap	Net sales	46.1 billion yen	108.2%	・Introduced dynamic pricing and strengthened our buyback operations. Used-product sales grew, and we achieved a V-shaped recovery from the previous fiscal year.	48.7 billion yen	105.6%	・Further strengthen our buyback operations. ・Expand RaKu-uru's business initiatives.
	Operating profit	0.9 billion yen	360.7%		0.9 billion yen	93.7%	
JANPARA	Net sales	21.7 billion yen	109.6%	・Strengthened store opening efforts (opened six stores). ・Opened Mobile Plus, a store in a new business format that specializes in mobile devices and support services, in August 2026.	24.4 billion yen	112.0%	・Strengthen our buyback operations by accelerating store openings, including stores in new business formats.
	Operating profit	1.2 billion yen	245.1%		1.0 billion yen	83.3%	
Nippon BS Broadcasting	Net sales	11.1 billion yen	101.0%	・Non-broadcasting sales set a new record high. ・Expenses increased due to investment in program-related activities.	12.0 billion yen	107.7%	・Pursue a recovery in broadcasting revenue and growth in other revenue. ・Strengthen initiatives in the event business, including large-scale projects.
	Operating profit	1.8 billion yen	91.6%		2.1 billion yen	115.3%	

*Amounts less than ¥100 million are rounded down.

Progress on the Medium-Term Management Plan | Three Key Strategies

1 Store-led customer strategy

Results for FY2026/8

- Group-wide store openings - Results **15 stores**
- Number of point card registrations (Group-wide) **Reached 97.00 million** (Up more than 6.00 million from August 31, 2024)
  * Cumulative number of cards issued as of August 31, 2026.



Kojima & BicCamera AEON Mall Sendai Kamisugi Store

Initiatives for FY2027/8

- Group-wide store openings - Plan **15 stores**

Steadily expand our customer base.

2 Replacement demand generation strategy leveraging group assets

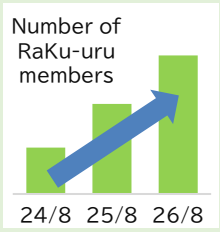
Results for FY2026/8

- Number of RaKu-uru members **Up 44%** (From August 31, 2024)

▸Working on app integration to achieve the Medium-Term Management Plan target of **4.00 million members** in FY2029/8.

- Amount of items bought back at RaKu-uru **Up 25%** (From August 31, 2024)





Initiatives for FY2027/8

Increase brand awareness and strengthen buyback operations.

Accelerate service rollout with RaKu-uru as a starting point.

3 Strategy to strengthen inbound demand

Results for FY2026/8

Record-high sales for the second consecutive fiscal year

- Group-wide tax-free net sales
  *Including net sales at Air BicCamera

72.6 billion yen (FY2025/8) → **85.0 billion yen** (FY2026/8)

▸Work to increase value of existing stores and open new stores to achieve the Medium-Term Management Plan target of **100.0 billion yen** in FY2029/8.

BicCamera Select


BicCamera Select Naha Kokusai-dori Store

Air BicCamera


Air BicCamera Fukuoka Airport International Terminal Store

Initiatives for FY2027/8

Up 10% (Forecast)

Increase the capture rate through enhanced pre-travel and other measures.

Steadily execute the three key strategies to ensure the achievement of Medium-Term Management Plan targets.

KOJIMA

(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

【Kojima】
Summary of Financial Results

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

(million yen, %)	FY2025/8		FY2026/8					
	Results	% to sales	Forecast	% to sales	Results	% to sales	YoY	vs. Forecast
Net sales	282,790	100.0	294,000	100.0	297,632	100.0	105.2	101.2
Gross profit	76,830	27.17	80,409	27.35	81,618	27.42	106.2	101.5
SG&A expenses	69,505	24.6	72,209	24.6	72,995	24.5	105.0	101.1
Personnel expenses	25,784	9.1	26,321	9.0	26,462	8.9	102.6	100.5
Advertising expenses	1,570	0.6	1,797	0.6	1,704	0.6	108.5	94.8
Promotion expenses	2,509	0.9	3,195	1.1	3,424	1.2	136.5	107.2
Logistics expenses (Shipping)	10,973	3.9	11,393	3.9	11,281	3.8	102.8	99.0
Rent expenses	9,019	3.2	9,135	3.1	9,153	3.1	101.5	100.2
Utilities	1,970	0.7	1,888	0.6	1,918	0.6	97.3	101.6
Depreciation	1,507	0.5	1,570	0.5	1,573	0.5	104.4	100.2
Others	16,170	5.7	16,906	5.8	17,477	5.9	108.1	103.4
Operating profit	7,325	2.6	8,200	2.8	8,622	2.9	117.7	105.2
Non-operating income	541	0.2	429	0.1	436	0.1	80.6	101.6
Non-operating expenses	134	0.0	129	0.0	147	0.0	109.7	113.8
Ordinary profit	7,732	2.7	8,500	2.9	8,911	3.0	115.3	104.8
Extraordinary income	0	0.0	25	0.0	119	0.0	—	472.6
Extraordinary losses	1,137	0.4	737	0.3	811	0.3	71.3	110.0
Profit before income taxes	6,595	2.3	7,787	2.6	8,219	2.8	124.6	105.5
Corporate, inhabitant and business tax	1,404	0.5	1,773	0.6	2,299	0.8	163.7	129.7
Income taxes – deferred	481	0.2	714	0.2	390	0.1	81.2	54.7
Profit income	4,709	1.7	5,300	1.8	5,529	1.9	117.4	104.3

【Kojima】
Financial Results Highlights (1H, 2H, Full year)

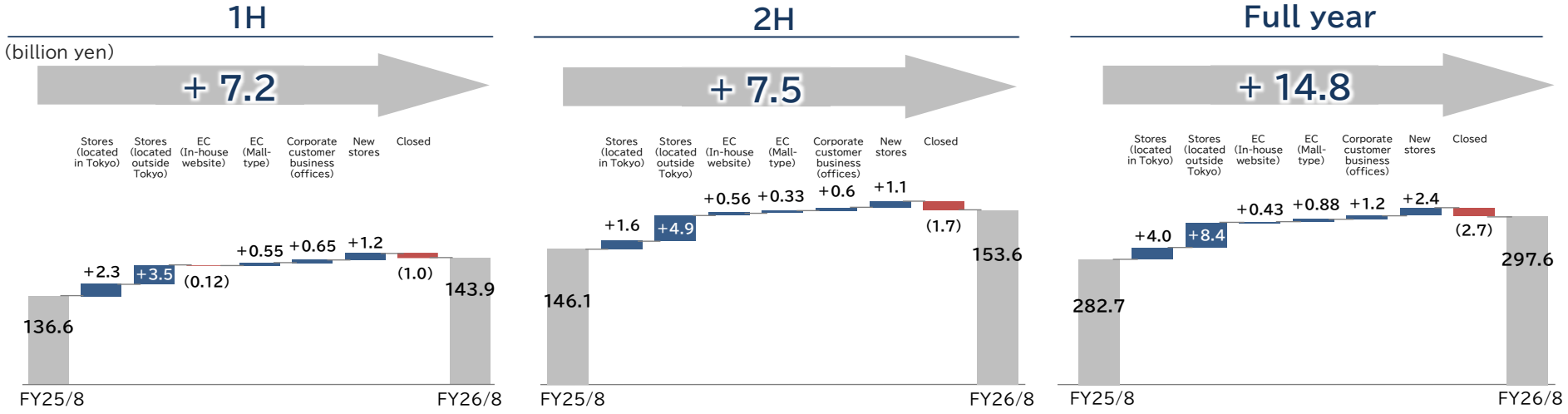
■ Net sales and profits at all levels exceeded the previous year and the forecast for both 1H and 2H.

(million yen, %)		1H			2H			Full year		
		Results	YoY	vs. Forecast	Results	YoY	vs. Forecast	Results	YoY	vs. Forecast
Net sales		143,937	105.3	100.7	153,694	105.2	102.4	297,632	105.2	101.2
Gross profit		38,978	104.9	100.2	42,639	107.5	102.9	81,618	106.2	101.5
Operating profit		4,074	+633	+574	4,548	+663	+422	8,622	+1,297	+422
Ordinary profit		4,218	+529	+518	4,693	+649	+411	8,911	+1,179	+411
Profit income		2,819	+328	+319	2,709	+491	+229	5,529	+819	+229
% to sales	Gross profit	27.1	(0.1)	(0.1)	27.7	+0.6	+0.1	27.4	+0.3	+0.1
	SG&A expenses	24.2	(0.4)	(0.5)	24.8	+0.3	(0.1)	24.5	(0.1)	(0.0)
	Operating profit	2.8	+0.3	+0.4	3.0	+0.3	+0.2	2.9	+0.3	+0.1
	Ordinary profit	2.9	+0.2	+0.3	3.1	+0.3	+0.2	3.0	+0.3	+0.1
	Profit income	2.0	+0.1	+0.2	1.8	+0.2	+0.1	1.9	+0.2	+0.1

【Kojima】
Net Sales (By Sales Channel)

■ Net sales exceeded across all channels. (Sales at stores were led by those in Tokyo in 1H and those outside Tokyo in 2H.)

(million yen, %)	1H				2H				Full year			
	FY2025/8	FY2026/8			FY2025/8	FY2026/8			FY2025/8	FY2026/8		
	Results	Results	Difference	YoY	Results	Results	Difference	YoY	Results	Results	Difference	YoY
Total	136,667	**143,937**	+7,270	105.3	146,122	**153,694**	+7,572	105.2	282,790	**297,632**	+14,842	105.2
Existing stores	133,544	140,527	+6,982	105.2	142,358	150,473	+8,114	105.7	275,903	291,001	+15,097	105.5
Stores	108,959	114,854	+5,894	105.4	117,652	124,264	+6,612	105.6	226,611	239,119	+12,507	105.5
30 stores located in Tokyo	29,355	31,743	+2,388	108.1	31,522	33,159	+1,637	105.2	60,877	64,903	+4,025	106.6
104 stores located outside Tokyo	79,603	83,110	+3,506	104.4	86,130	91,105	+4,975	105.8	165,733	174,216	+8,482	105.1
EC	18,527	18,957	+430	102.3	18,350	19,243	+893	104.9	36,877	38,201	+1,323	103.6
In-house website	5,088	4,960	(128)	97.5	4,977	5,539	+561	111.3	10,066	10,499	+433	104.3
Mall-type EC site	13,439	13,997	+558	104.2	13,372	13,703	+331	102.5	26,811	27,701	+889	103.3
Corporate customer business (offices)	6,057	6,715	+657	110.9	6,356	6,965	+609	109.6	12,413	13,680	+1,266	110.2
New stores, Closed	3,123	3,410	+287	109.2	3,763	3,221	(542)	85.6	6,886	6,631	(255)	96.3



【Kojima】
Net Sales (By Product: 1H, 2H, Full year)

■ Sales increased from the previous fiscal year as air conditioners, cellular phones, personal computers, and video games remained strong.

(million yen, %)	1H					2H					Full year				
	FY2025/8		FY2026/8			FY2025/8		FY2026/8			FY2025/8		FY2026/8		
	Amount	Composition ratio	Amount	Composition ratio	YoY	Amount	Composition ratio	Amount	Composition ratio	YoY	Amount	Composition ratio	Amount	Composition ratio	YoY
Audio visual products	20,106	14.7	19,400	13.5	96.5	18,837	12.9	19,147	12.5	101.6	38,943	13.8	38,547	13.0	99.0
Cameras	3,329	2.4	4,139	2.9	124.3	3,675	2.5	4,191	2.7	114.0	7,005	2.5	8,330	2.8	118.9
TVs ④	9,472	6.9	8,553	5.9	90.3	8,552	5.9	8,621	5.6	100.8	18,024	6.4	17,175	5.8	95.3
Recorders and video cameras	1,729	1.3	1,494	1.0	86.4	1,475	1.0	1,419	0.9	96.2	3,205	1.1	2,913	1.0	90.9
Audios	1,726	1.3	1,604	1.1	92.9	1,704	1.2	1,555	1.0	91.3	3,430	1.2	3,160	1.1	92.1
Home appliances	56,826	41.6	57,662	40.1	101.5	63,738	43.6	67,714	44.1	106.2	120,564	42.6	125,377	42.1	104.0
Refrigerators	9,372	6.9	8,670	6.0	92.5	10,661	7.3	10,100	6.6	94.7	20,033	7.1	18,771	6.3	93.7
Washing machines	9,933	7.3	9,899	6.9	99.7	10,291	7.0	10,313	6.7	100.2	20,224	7.1	20,213	6.8	99.9
Kitchen appliances	8,135	6.0	8,431	5.9	103.6	7,596	5.2	7,566	4.9	99.6	15,732	5.6	15,997	5.4	101.7
Seasonal home electronics	12,503	9.1	14,118	9.8	112.9	19,246	13.2	23,655	15.4	122.9	31,749	11.2	37,773	12.7	119.0
(Air conditioners) ③	7,292	5.3	9,200	6.4	126.2	16,041	11.0	20,634	13.4	128.6	23,333	8.3	29,834	10.0	127.9
Personal care electronics	6,432	4.7	6,323	4.4	98.3	6,110	4.2	6,291	4.1	103.0	12,543	4.4	12,615	4.2	100.6
Information communications equipment products	43,222	31.6	46,638	32.4	107.9	43,830	30.0	45,223	29.4	103.2	87,053	30.8	91,862	30.9	105.5
PCs	7,411	5.4	9,058	6.3	122.2	9,260	6.3	8,899	5.8	96.1	16,672	5.9	17,958	6.0	107.7
PC peripherals	5,334	3.9	5,148	3.6	96.5	5,291	3.6	5,124	3.3	96.9	10,625	3.8	10,273	3.5	96.7
Cellular phones ①	22,190	16.2	24,506	17.0	110.4	21,241	14.5	23,558	15.3	110.9	43,431	15.4	48,065	16.2	110.7
Other products	15,799	11.6	19,589	13.6	124.0	19,013	13.0	20,978	13.6	110.3	34,813	12.3	40,567	13.6	116.5
Video games ②	5,068	3.7	6,284	4.4	124.0	4,564	3.1	4,939	3.2	108.2	9,633	3.4	11,223	3.8	116.5
Sporting goods	1,115	0.8	1,109	0.8	99.5	1,234	0.8	1,286	0.8	104.2	2,350	0.8	2,396	0.8	102.0
Toys	2,315	1.7	2,445	1.7	105.6	1,892	1.3	2,104	1.4	111.2	4,207	1.5	4,550	1.5	108.2
Medicine and daily goods	755	0.6	906	0.6	119.9	820	0.6	970	0.6	118.2	1,576	0.6	1,876	0.6	119.0
Retail goods sales	135,955	99.5	143,291	99.6	105.4	145,419	99.5	153,064	99.6	105.3	281,374	99.5	296,355	99.6	105.3
Other business	712	0.5	645	0.4	90.7	702	0.5	630	0.4	89.7	1,415	0.5	1,276	0.4	90.2
Total	136,667	100.0	143,937	100.0	105.3	146,122	100.0	153,694	100.0	105.2	282,790	100.0	297,632	100.0	105.2
(Housing equipment)*	4,670	3.4	6,006	4.2	128.6	5,732	3.9	5,463	3.6	95.3	10,403	3.7	11,469	3.9	110.3

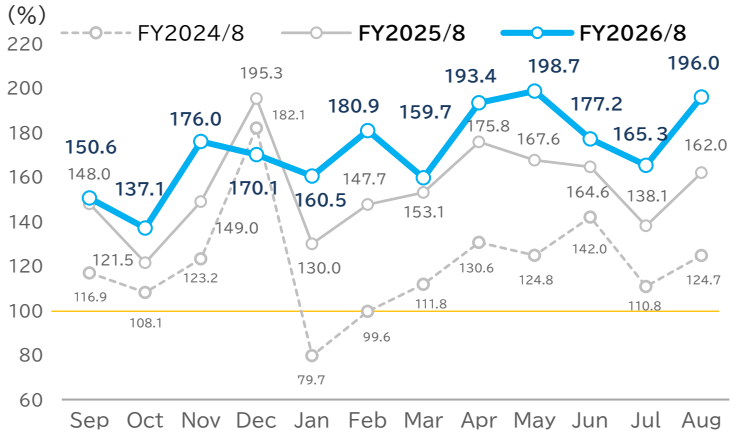
*The figures included in each product category are separately aggregated.

Note 1) The details for each product category are excerpts. Note 2) The breakdown of 'Other Businesses' includes income from real estate rentals and related items.

【Kojima】
Net Sales (By Product)

* Including YoY Comparison of Orders Received (POS basis)

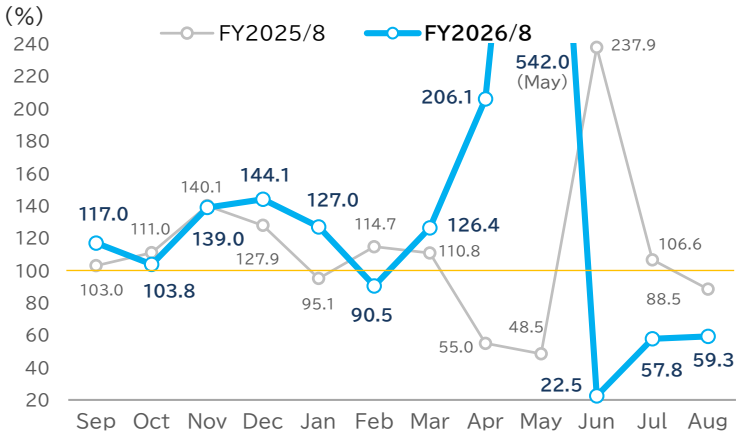
① Cellular phones (vs. FY2023/8: Prior to the revision of the Telecommunications Business Act)



■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.

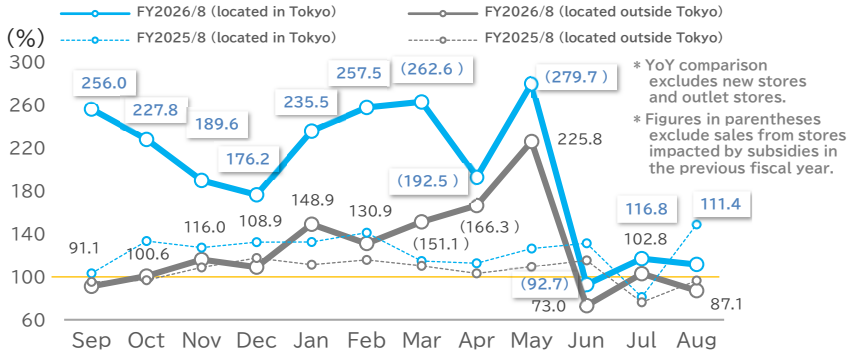
■FY2026 Sales remained strong as residual value contracts increased and replacement cycles shortened.

② Video game consoles



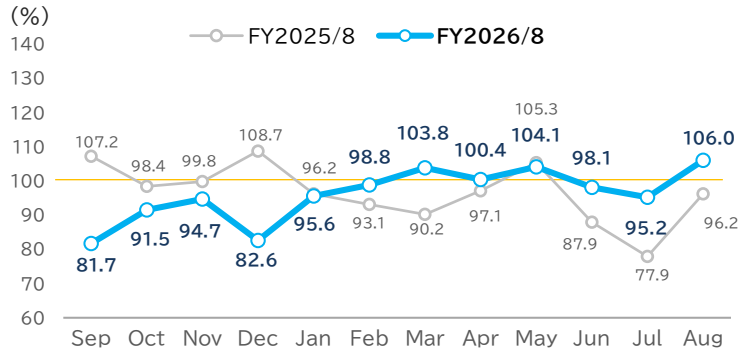
■FY2026 Sales remained strong until May due to a recovery in Nintendo Switch 2 inventory and the release of popular games. However, sales were sluggish in June and thereafter due to the Nintendo Switch 2 price change and the effects on demand related to the previous year's launch of the Switch 2 (June 5, 2025).

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



■FY2026 Sales remained strong until May due to the expansion of the Zero Emission Tokyo Strategy and the "2027 air conditioner problem." Sales were steady in June and thereafter as demand was brought forward in May amid tight installation capacity.

④ TVs



■FY2026 Sales had been sluggish due to declining demand caused by a decrease in TV viewing, but they gradually recovered in February and thereafter thanks to replacement demand linked to the Olympics and the World Baseball Classic, as well as strong sales of Mini LED TVs.

【Kojima】 Gross Profit Margin

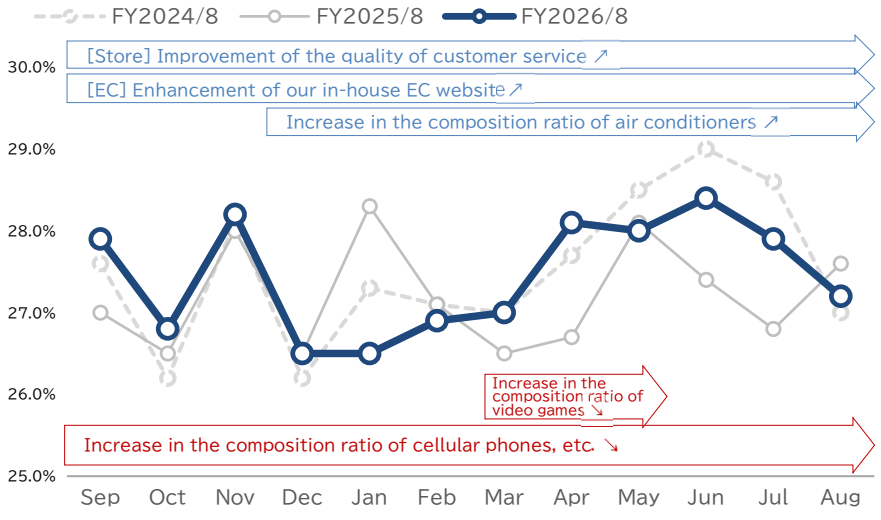
■ For the full year, the gross profit margin exceeded the previous year despite the negative impact of the product mix.

- In 1H, the gross profit margin fell by 0.11 percentage points from the previous year due to the change in product mix resulting from a rise in the proportion of sales of cellular phones, video game consoles, and other products with relatively low margins
- In 2H, the gross profit margin increased by 0.60 percentage points from the previous year due to an overall rise in the margin for each category, as well as an improvement in product mix
- For the full year, the gross profit margin increased by 0.25 percentage points from the previous year

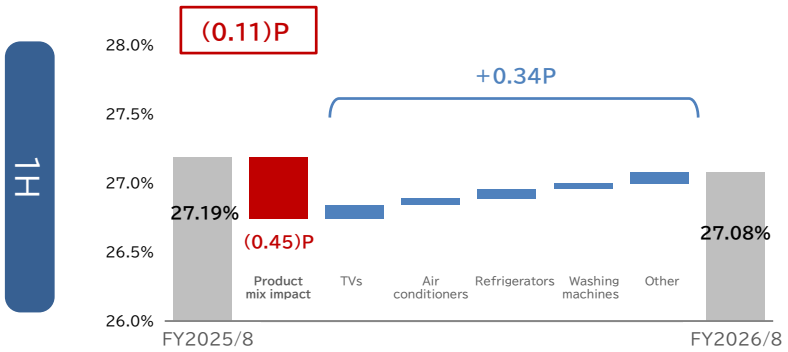
Gross profit margin trends

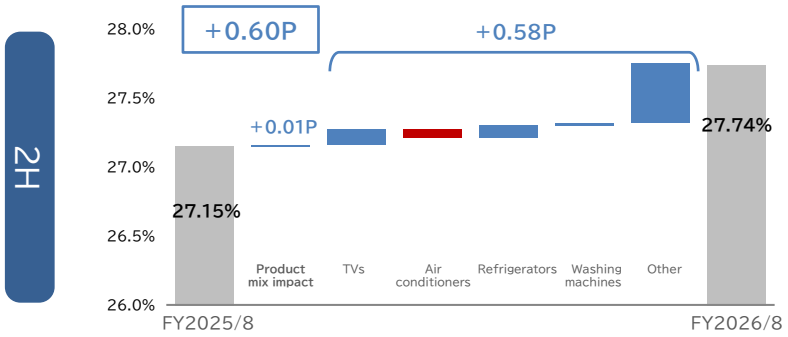
YoY difference Full year: +0.25P

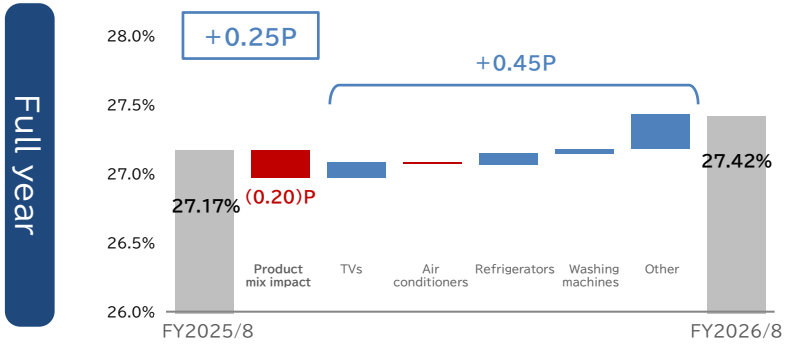
(%)	1Q	2Q	1H	3Q	4Q	2H	Full year
FY2025	27.16	27.22	27.19	27.07	27.23	27.15	27.17
FY2026	27.62	26.63	27.08	27.66	27.83	27.74	27.42
Difference	+0.46	(0.59)	(0.11)	+0.59	+0.60	+0.60	+0.25



Factors behind the change in gross profit margin (YoY difference)







【Kojima】 SG&A Expenses

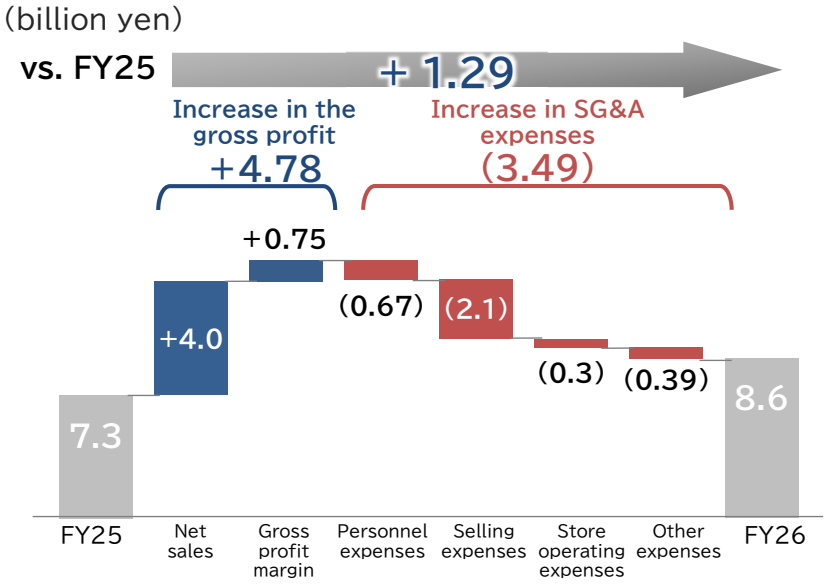
■ In addition to human capital investment, we recorded expenses associated with rebranding initiatives.

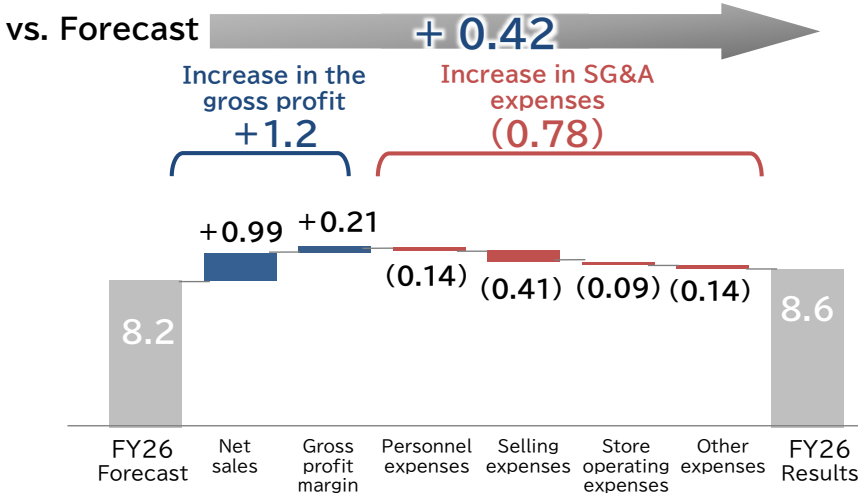
(million yen, %)	FY2025/8		FY2026/8					
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Personnel expenses	25,784	9.1	26,321	9.0	26,462	8.9	102.6	100.5
Advertising expenses	1,570	0.6	1,797	0.6	1,704	0.6	108.5	94.8
Promotion expenses	2,509	0.9	3,195	1.1	3,424	1.2	136.5	107.2
Logistics expenses (Shipping)	10,973	3.9	11,393	3.9	11,281	3.8	102.8	99.0
Rent expenses	9,019	3.2	9,135	3.1	9,153	3.1	101.5	100.2
Utilities	1,970	0.7	1,888	0.6	1,918	0.6	97.3	101.6
Depreciation	1,507	0.5	1,570	0.5	1,573	0.5	104.4	100.2
Others	16,170	5.7	16,906	5.8	17,477	5.9	108.1	103.4
(System maintenance expenses)	2,076	0.7	2,125	0.7	2,144	0.7	103.3	100.9

(million yen)	YoY difference	vs. Forecast	YoY difference factors
■Personnel expenses	+678	+141	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	+134	(93)	Rebranding costs increased (Black Friday, TV commercials, etc.).
■Promotion expenses (Including the expenses for exhibited products)	+915	+229	EC coupon expenses increased due to intensifying competition on shopping mall sites.
■Logistics expenses (Shipping)	+308	(112)	Inventory receipts and shipment volumes of air conditioners increased due to strong sales driven by the Zero Emission Tokyo Strategy and the 2027 problem.
■Utilities	(52)	+30	Utilities expenses decreased due to lower electricity consumption and a switch to a plan linked to market prices.
■Others	+1,507	+591	Increase in expenses associated with shareholder returns and their enhancement (+378 million yen) Increase in supplies expenses (+270 million yen)
Total	+3,490	+786	SG&A expenses to sales ratio was 24.5%, an improvement of 0.1 points compared to the same period last year.
(% to sales)	(0.1)P	(0.1)P	

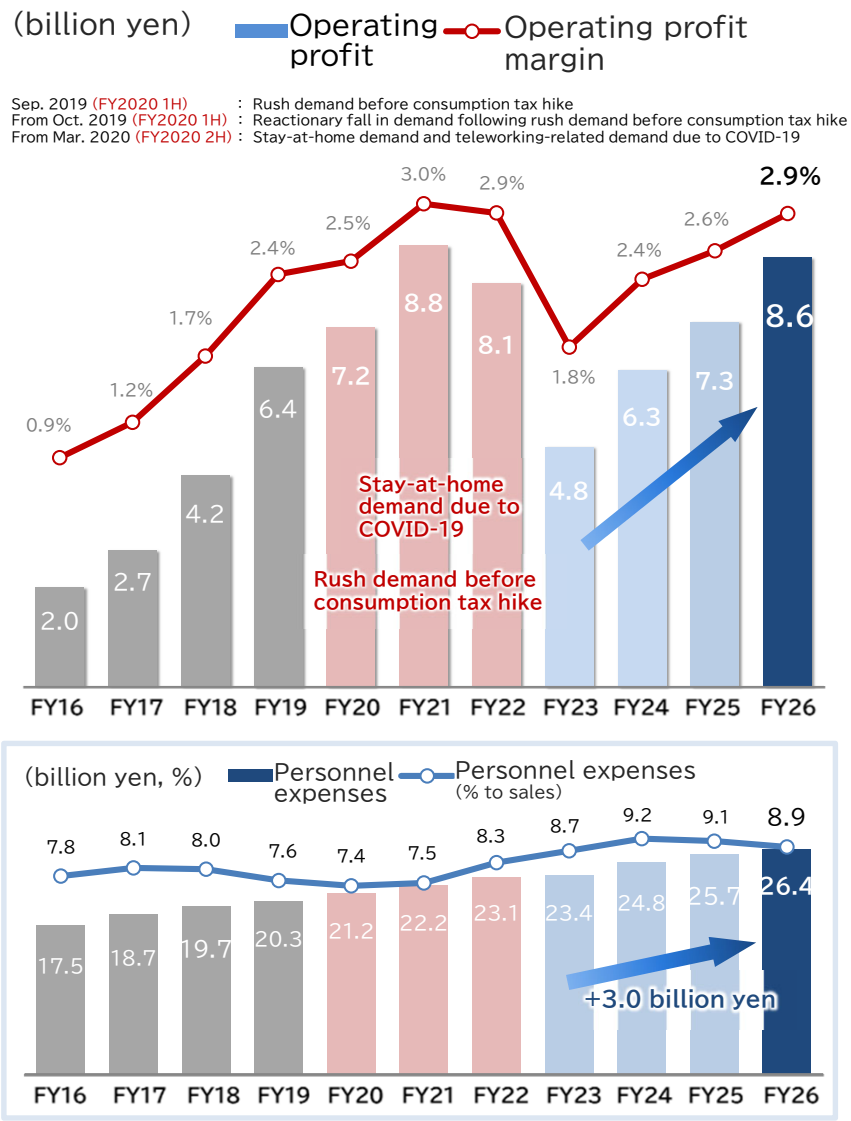
【Kojima】 Operating Profit

Factors for increase/decrease Full year





Changes in operating profit Full year



【Kojima】Development of Stores and Corporate Customer Business Offices

KOJIMA

● Stores

Number of stores	FY2025 Aug. 31	FY2026 1Q	2Q	3Q	4Q	FY2026 Aug. 31
All stores	139	139	139	139	138	138
New Open	–	+1		+1		+2
Closed	–	(1)		(1)	(1)	(3)

New Open

- On October 8, 2025 — Kojima & BicCamera Aeon Mall Sendai Kamisugi Store (Sendai City, Miyagi)
- On May 29, 2026 — Kojima & BicCamera COTOE Hashimoto Store (Sagamihara City, Kanagawa)

Closed

- On November 9, 2025 — Kojima & BicCamera Narumi Store (Nagoya City, Aichi)
- On May 10, 2026 — Kojima & BicCamera Hashimoto Store (Sagamihara City, Kanagawa)
- On June 7, 2026 — Kojima & BicCamera Aeon Mall Sakai Teppocho (Sakai City, Osaka)

Number of stores, %		Full year	Composition ratio
All stores		138	–
Store format	Stand-alone stores	79	57.3
	Supermarket complex	14	10.1
	Shopping mall	35	25.4
	Other complex stores	10	7.2

Number of stores, %		Full year	Composition ratio
All stores		138	–
Region	Hokkaido/Tohoku	19	13.8
	North Kanto *Includes 1 outlet store	15	10.9
	South Kanto (Tokyo, etc.) *Includes 31 stores in Tokyo	69	50.0
	Chubu	14	10.1
	Kinki/Chugoku	12	8.7
	Kyushu/Okinawa	9	6.5

● Corporate Customer Business Offices

Number of offices	As of Aug 31, 2024	As of Aug 31, 2025	As of Aug 31, 2026
Number of corporate customer business offices	10	14	17
Opening	+1	+4	+3

Opening of corporate customer business offices

- On November 4, 2025 — Kobe corporate customer business office (Kobe City, Hyogo)
- On May 25, 2026 — Himeji corporate customer business office (Himeji City, Hyogo)
- On July 16, 2026 — Mito corporate customer business office (Mito City, Ibaraki)

Stand-alone stores



Supermarket complex

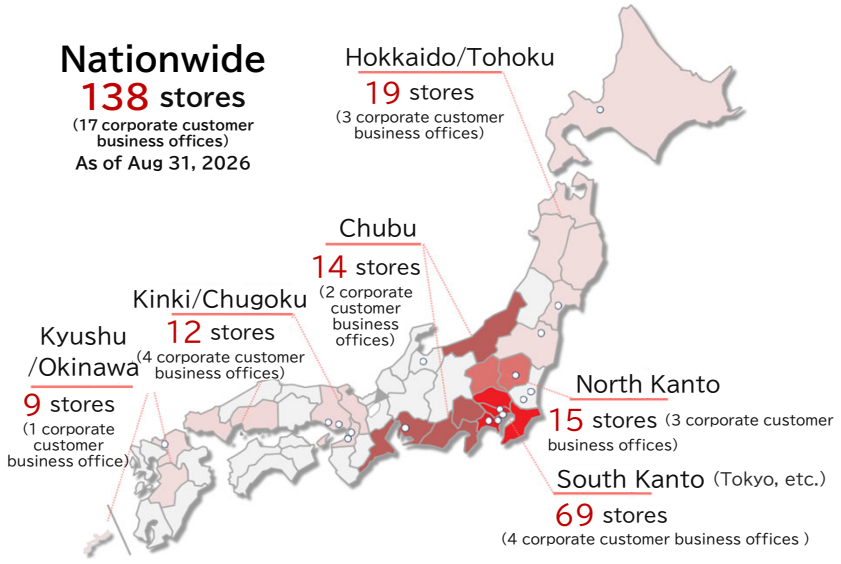


Shopping mall



Other complex stores





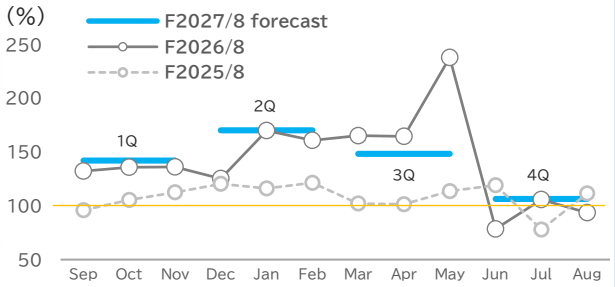
*○ indicates a corporate customer business office.

【Kojima】 Outlook for FY2027/8

Air conditioners

Orders received
(vs. FY2024/8: Prior to the change in the Zero Emission Tokyo Strategy)





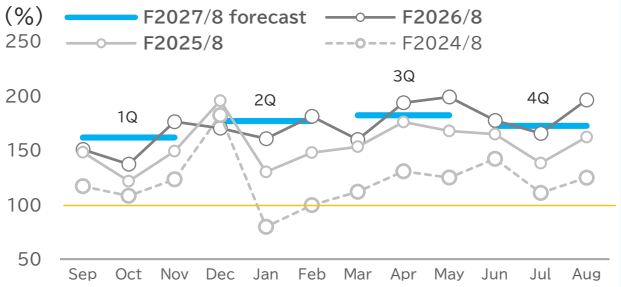
- In the first half, we expect a rush of demand driven by the Zero Emission Tokyo Strategy and the 2027 issue.
- In the second half, we expect a reactionary fall in demand.

1H Rush in demand → 2H Reactionary fall in demand

Cellular phones

Orders received
(vs. FY2023/8: Prior to the revision of the Telecommunications Business Act)





- Sales under residual value-based contracts will grow, shortening replacement cycles.
- We expect replacement demand for new products.

Full year: Remain solid →

Energy efficient home appliances

(Air conditioners, refrigerators, washing machines, lighting fixtures, etc.)



● Utility costs, including electricity and gas, have increased. (Since October 2026)

- Air conditioners and refrigerators:
  Shift to energy efficient models
- Washing machines:
  Shift from top-loading to front-loading models
- Lighting fixtures:
  Shift from fluorescent to LED lighting fixtures

Full year

Replacement demand for more energy efficient models will increase. →

TVs



- Replacement demand for higher-ticket items, such as Mini LED TVs

Full year: Remain solid →

Kitchen appliances



- Reduction in consumption tax on food
  (Starting April 2027)

2H Demand for at-home dining will grow. →

【Kojima】 Future Initiatives

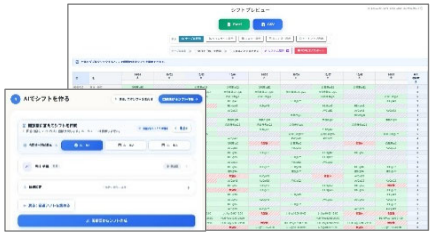
Improve labor productivity

Promote higher operational efficiency

- **Build an environment that enables sales staff to focus more on customer service by promoting DX and utilizing AI.**

Introduce an AI-powered automatic phone answering system.
Increase call answer rates and streamline call handling operations.

Introduce AI-powered shift scheduling.
Reduce time spent on shift scheduling.



Enhance store brand strength

Improve the quality of customer service

- **Open training center in Western Japan, which will be our third training center. Expand educational opportunities for sales staff.**



Training Centers
- Kanto Training Center (Tokyo)
- Tohoku Training Center (Sendai)
- New training center (Western Japan area)

Optimize inventory

Manage inventory quantity and quality

- **Newly establish an inventory management office**
  Achieve both securing high-demand products and strategic inventory and reducing at-risk inventory, including aged inventory.

→**Aim to maximize sales opportunities and improve inventory efficiency.**

Promote human capital management

Promote health and productivity management

- **Issued the Kojima Health and Productivity White Paper 2026**
  Reviewed the health and productivity management strategic map and established target metrics.

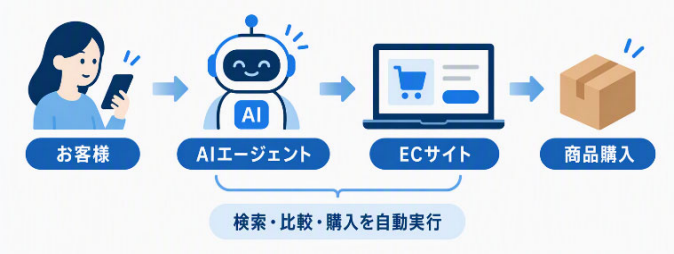


【Kojima】 Future Initiatives

Grow revenue from growth businesses

E-commerce business

・**Promote readiness for agentic commerce.**
Expect growth in AI-mediated purchasing activities.



Housing equipment business

・**Roll out new services to support customers' home and daily lives.**
Aim to build lasting relationships with customers.

Corporate customer business

・**Increase corporate sales locations.**
Promote new customer acquisition in areas in which we have no stores

Two new locations to be opened
(One in Eastern Japan and the other in Western Japan)

New store openings

Kojima & BicCamera minanoba Kawaguchi Store



Kawaguchi City, Saitama
Opened on September 17, 2026

Kojima & BicCamera AEON MALL Date Store (tentative)



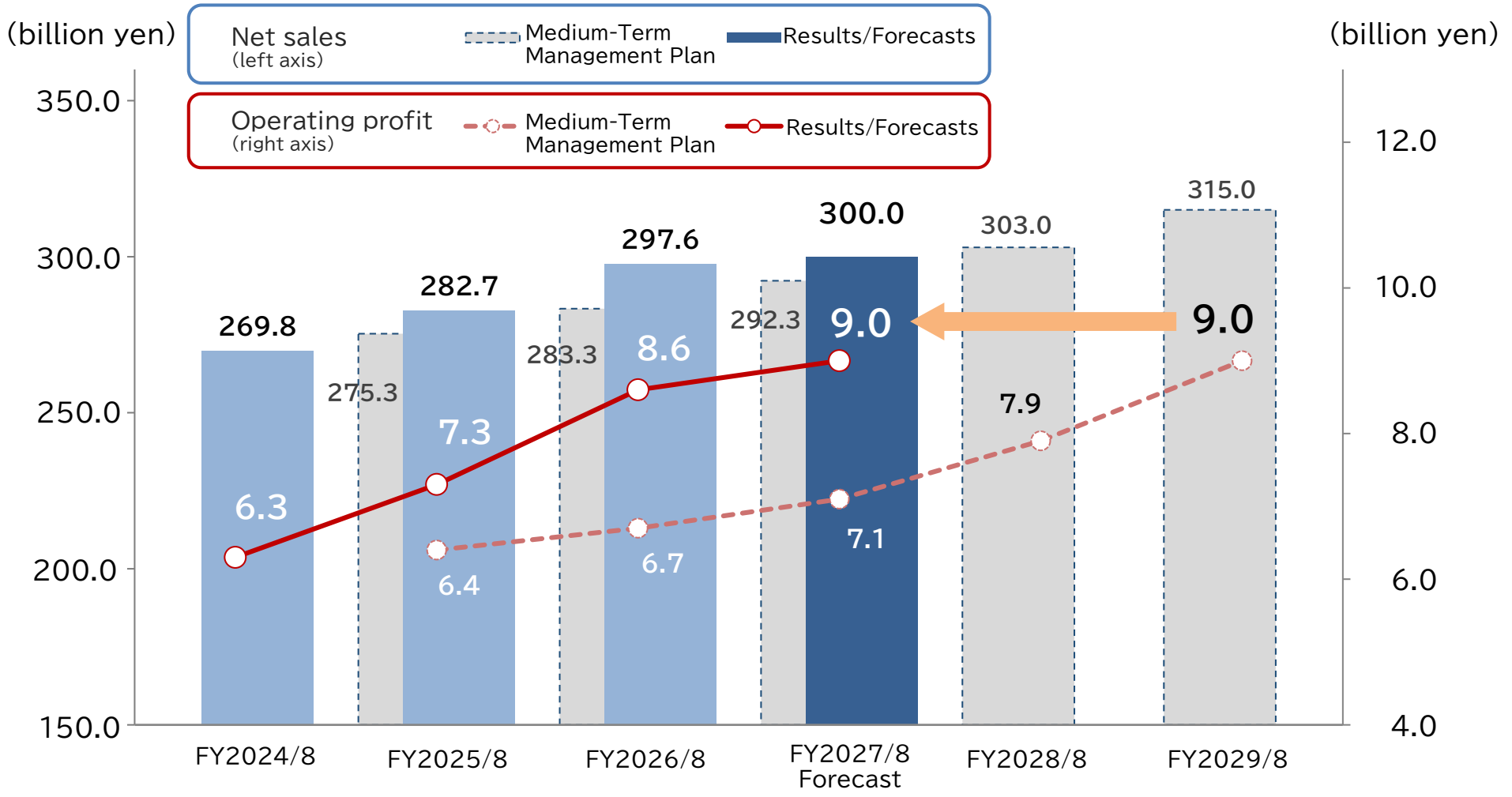
Date City, Fukushima
To be opened in late November 2026

【Kojima】
Earnings Forecast (FY2027/8)

(million yen, %)		1H			2H			Full year		
		FY2026/8	FY2027/8		FY2026/8	FY2027/8		FY2026/8	FY2027/8	
		Results	Forecast	YoY	Results	Forecast	YoY	Results	Forecast	YoY
Net sales		143,937	148,000	102.8	153,694	152,000	98.9	297,632	300,000	100.8
Operating profit		4,074	4,100	100.6	4,548	4,900	107.7	8,622	9,000	104.4
Ordinary profit		4,218	4,300	101.9	4,693	4,800	102.3	8,911	9,100	102.1
Profit income		2,819	2,900	102.8	2,709	2,900	107.0	5,529	5,800	104.9
% to sales	Gross profit	27.1	27.4	+0.3	27.7	28.0	+0.3	27.4	27.7	+0.3
	SG&A expenses	24.2	24.6	+0.4	24.8	24.8	+0.0	24.5	24.7	+0.2
	Operating profit	2.8	2.8	(0.1)	3.0	3.2	+0.3	2.9	3.0	+0.1
	Ordinary profit	2.9	2.9	(0.0)	3.1	3.2	+0.1	3.0	3.0	+0.0
	Profit income	2.0	2.0	+0.0	1.8	1.9	+0.1	1.9	1.9	+0.1

【Kojima】
Progress on the Medium-Term Management Plan

■ In FY2027/8, aim to achieve the Medium-Term Management Plan's operating profit target for its final fiscal year of 9.0 billion yen, two years ahead of schedule.



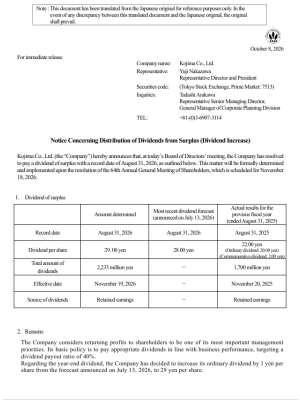
【Kojima】
Dividends and Purchase of Treasury Shares

		FY2019/8	FY2020/8	FY2021/8	FY2022/8	FY2023/8	FY2024/8	FY2025/8	FY2026/8 (Scheduled)	FY2027/8 (Forecast)
Dividends per share (yen)	Total	10	12	14	14	14	16	22	29	30
	1H	0	0	0	0	0	0	0	0	0
	Commemorative	0	0	0	0	0	0	2	0	0
	2H	10	12	14	14	14	16	20	29	30
Total cash dividends (million yen)		776	931	1,079	1,079	1,080	1,231	1,700	2,233	2,310
Dividend payout ratio (%)		11.7	15.4	17.1	18.7	37.7	30.8	36.0	40.6	39.8
Purchase of treasury shares	Number of shares (in thousands)	300	–	500	–	–	300	–	500	–
	Total acquisition (million yen)	154	–	419	–	–	279	–	688	–

Distribution of Dividends from Surplus (Dividend Increase)

Notice Concerning Distribution of Dividends from Surplus (Dividend Increase)
(Released on October 8, 2026)

The Company considers returning profits to shareholders to be one of its most important management priorities. Its basic policy is to pay appropriate dividends in line with business performance, targeting a dividend payout ratio of 40%. Regarding the year-end dividend, the Company has decided to increase its ordinary dividend by 1 yen per share from the forecast announced on July 13, 2026, to 29 yen per share.



Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

October 8, 2026

For immediate release

Company name: Kojima Co., Ltd.
Representative: Yuji Nakazawa, Representative Director and President
Securities code: 7513 (Tokyo Stock Exchange, Prime Market)
Inquiries: Tadashi Arakawa, Representative Senior Managing Director, General Manager of Corporate Planning Division
TEL: +81-(0)3-6907-5114

Notice Concerning Distribution of Dividends from Surplus (Dividend Increase)

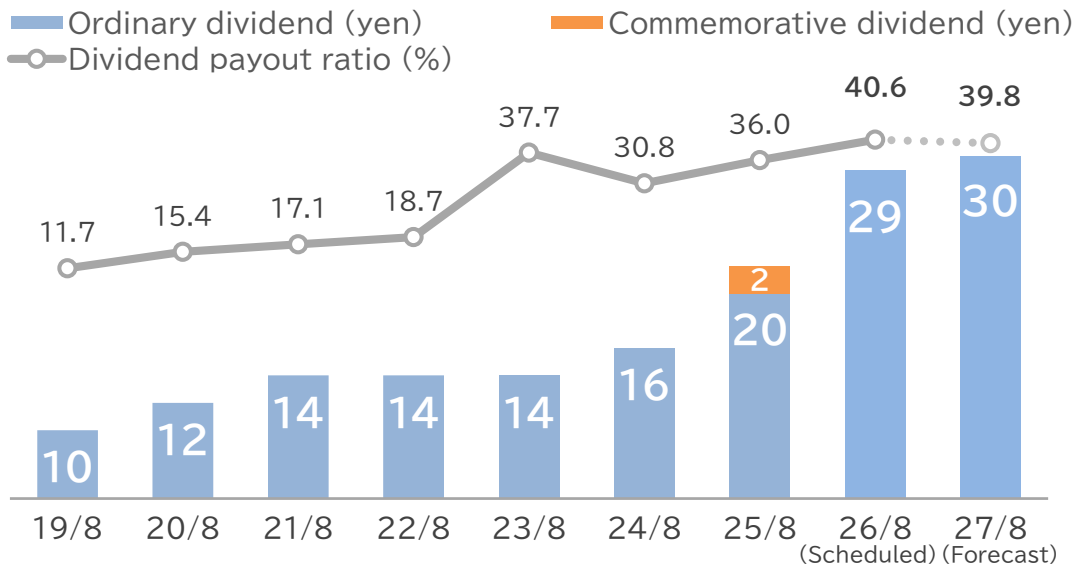
Kojima Co., Ltd. (the "Company") hereby announces that, at today's Board of Directors' meeting, the Company has resolved to pay a dividend of surplus with a record date of August 31, 2026, as outlined below. This matter will be formally determined and implemented upon the resolution of the 64th Annual General Meeting of Shareholders, which is scheduled for November 18, 2026.

1. Dividend of surplus

	Amount determined	Most recent dividend forecast (announced on July 13, 2026)	Actual results for the previous fiscal year (ended August 31, 2025)
Record date	August 31, 2026	August 31, 2026	August 31, 2025
Dividend per share	29.00 yen	29.00 yen	22.00 yen (Ordinary dividend: 20.00 yen; Commemorative dividend: 2.00 yen)
Total amount of dividends	2,233 million yen	–	1,700 million yen
Effective date	November 19, 2026	–	November 20, 2025
Source of dividends	Retained earnings	–	Retained earnings

2. Reasons

The Company considers returning profits to shareholders to be one of its most important management priorities. Its basic policy is to pay appropriate dividends in line with business performance, targeting a dividend payout ratio of 40%. Regarding the year-end dividend, the Company has decided to increase its ordinary dividend by 1 yen per share from the forecast announced on July 13, 2026, to 29 yen per share.



BicCamera

(Tokyo Stock Exchange, Prime Market: 3048)

Toru Akiho

President and Representative Director

1. Financial Results for FY2026/8

2. Earnings Forecast for FY2027/8

3. Important Management Issues

BicCamera

〈Non-Consolidated〉 Financial Results Highlights

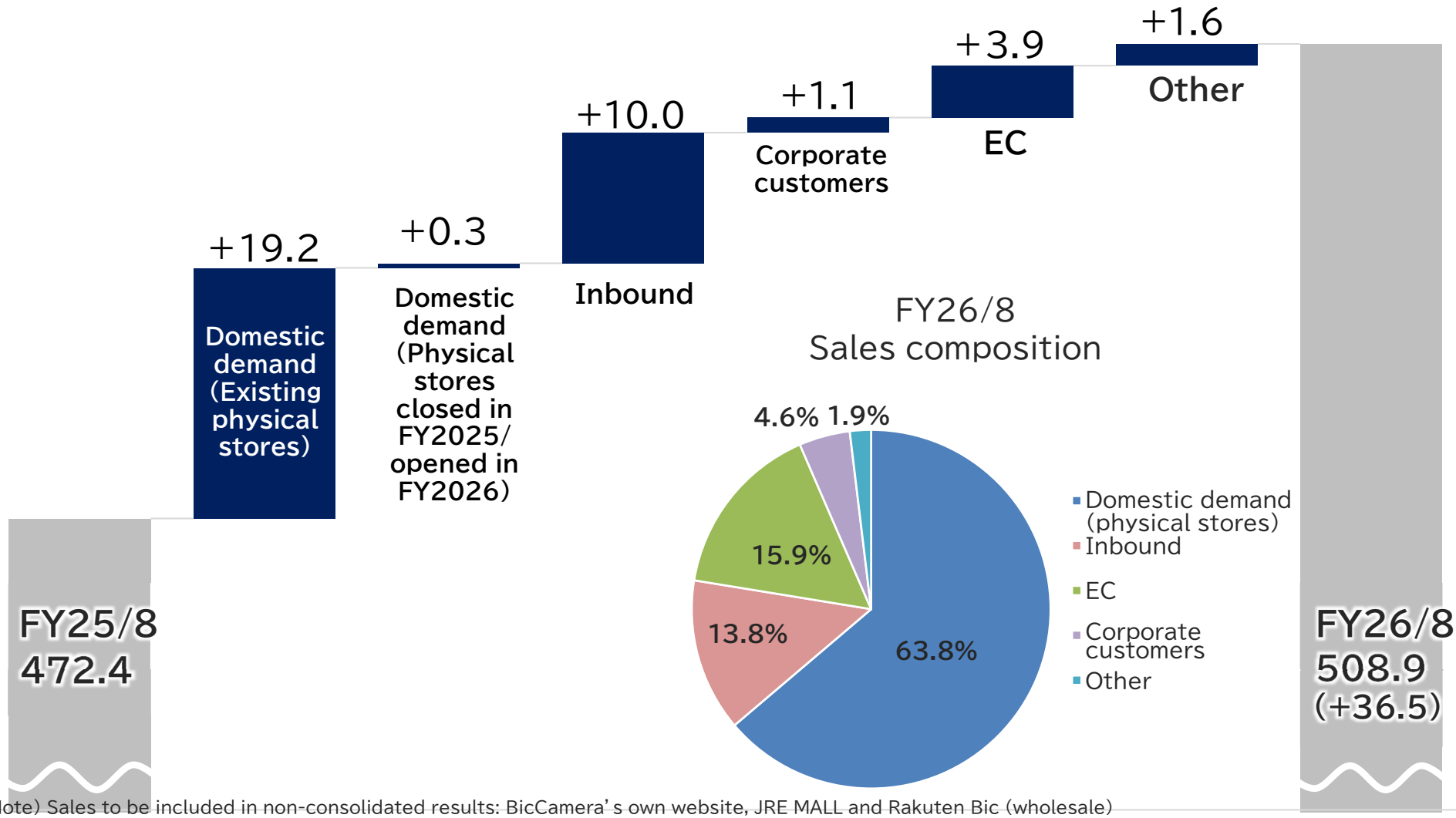
(million yen, %)	FY2025/8		FY2026/8			
	Results	% to sales	Results	% to sales	YoY	Forecast
Net sales	**472,422**	**100.0**	**508,944**	**100.0**	**107.7**	**497,000**
Gross profit (Gross profit excluding wholesale sales)	115,981	24.6 25.7	126,009	24.8 25.9	108.6	
SG&A expenses	106,505	22.5	112,431	22.1	105.6	
Personnel expenses	38,338	8.1	40,595	8.0	105.9	
Advertising and promotion expenses	8,097	1.7	8,902	1.7	109.9	
Logistics expenses	13,412	2.8	14,548	2.9	108.5	
Utilities	2,194	0.5	2,086	0.4	95.1	
Rent expenses	21,199	4.5	22,085	4.3	104.2	
Depreciation	6,115	1.3	5,190	1.0	84.9	
Others	17,147	3.6	19,022	3.7	110.9	
Operating profit	**9,476**	**2.0**	**13,577**	**2.7**	**143.3**	**11,900**
Non-operating income	5,581	1.2	5,472	1.1	98.0	
Non-operating expenses	422	0.1	616	0.1	146.1	
Ordinary profit	**14,636**	**3.1**	**18,433**	**3.6**	**125.9**	**16,600**
Extraordinary income	–	–	2	0.0	–	
Extraordinary losses	720	0.2	3,623	0.7	503.2	
Profit before income taxes	13,915	2.9	14,812	2.9	106.4	
Total income taxes	3,085	0.7	3,177	0.6	103.0	
Profit income	**10,830**	**2.3**	**11,634**	**2.3**	**107.4**	**11,700**

BicCamera

〈Non-Consolidated〉 Net Sales

Change factors in non-consolidated net sales (YoY)

(billion yen)



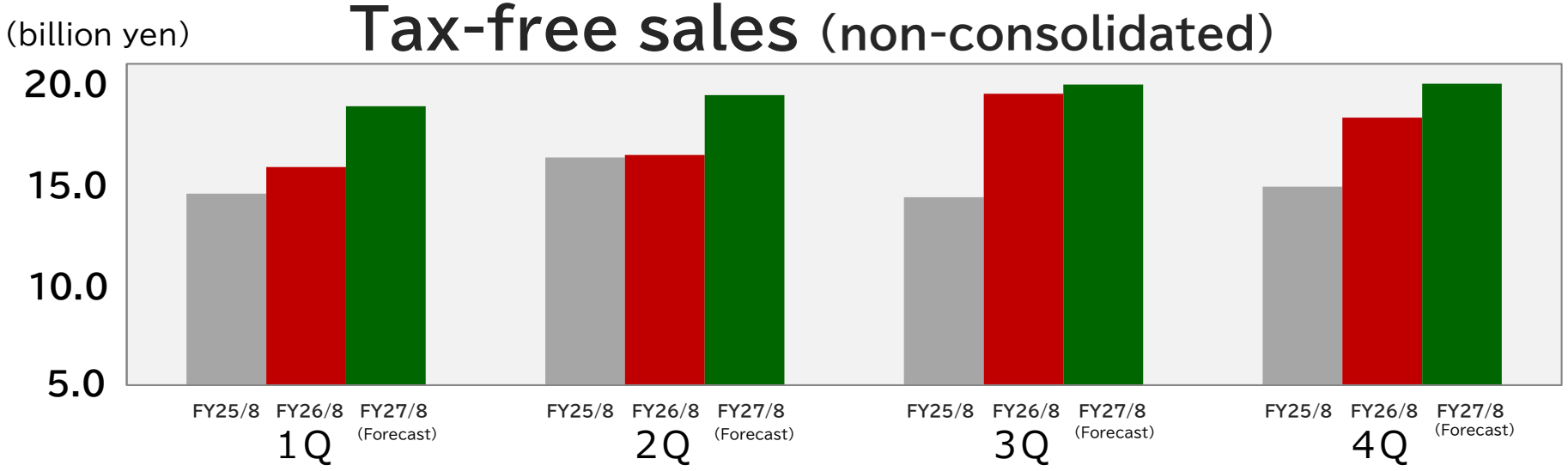
Note) Sales to be included in non-consolidated results: BicCamera's own website, JRE MALL and Rakuten Bic (wholesale)

BicCamera

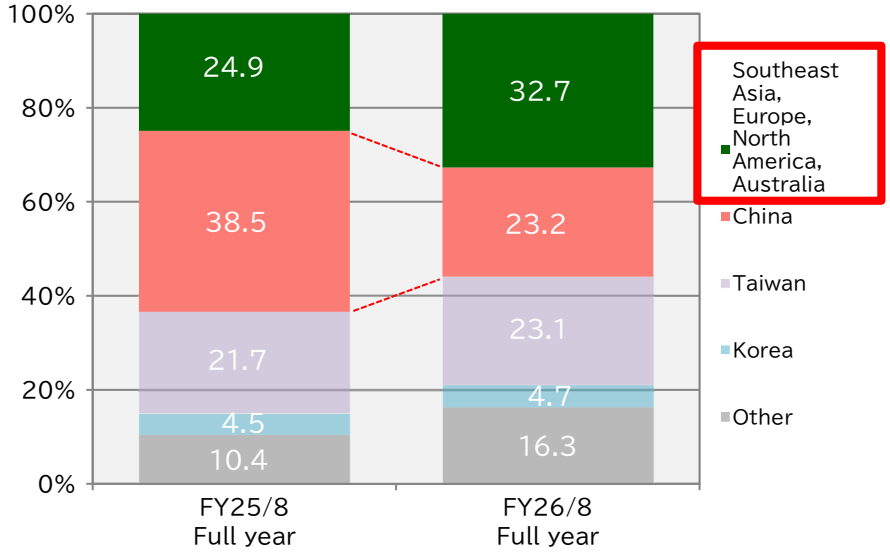
〈Non-Consolidated〉 Net Sales (Inbound Business)

Record-high net sales for the second consecutive year

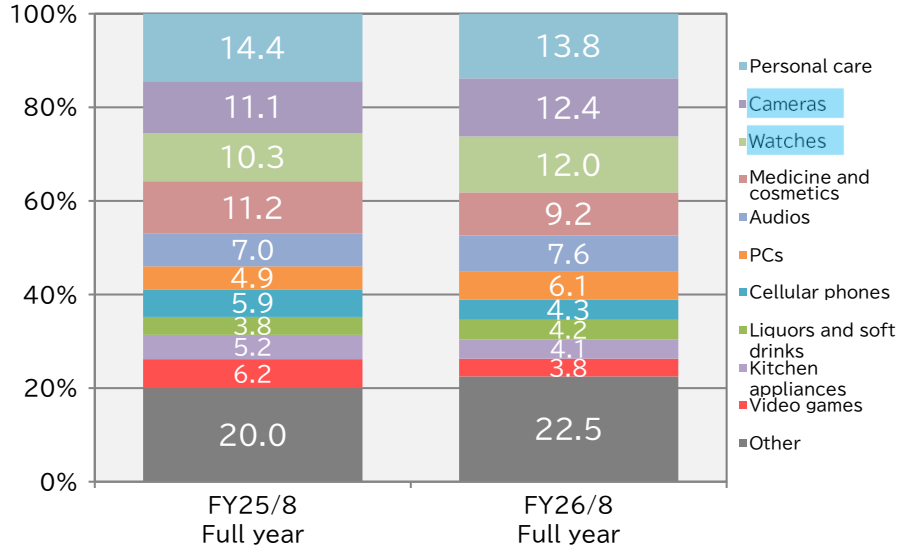
Tax-free sales (non-consolidated)



Composition by nationality



Composition by products sold



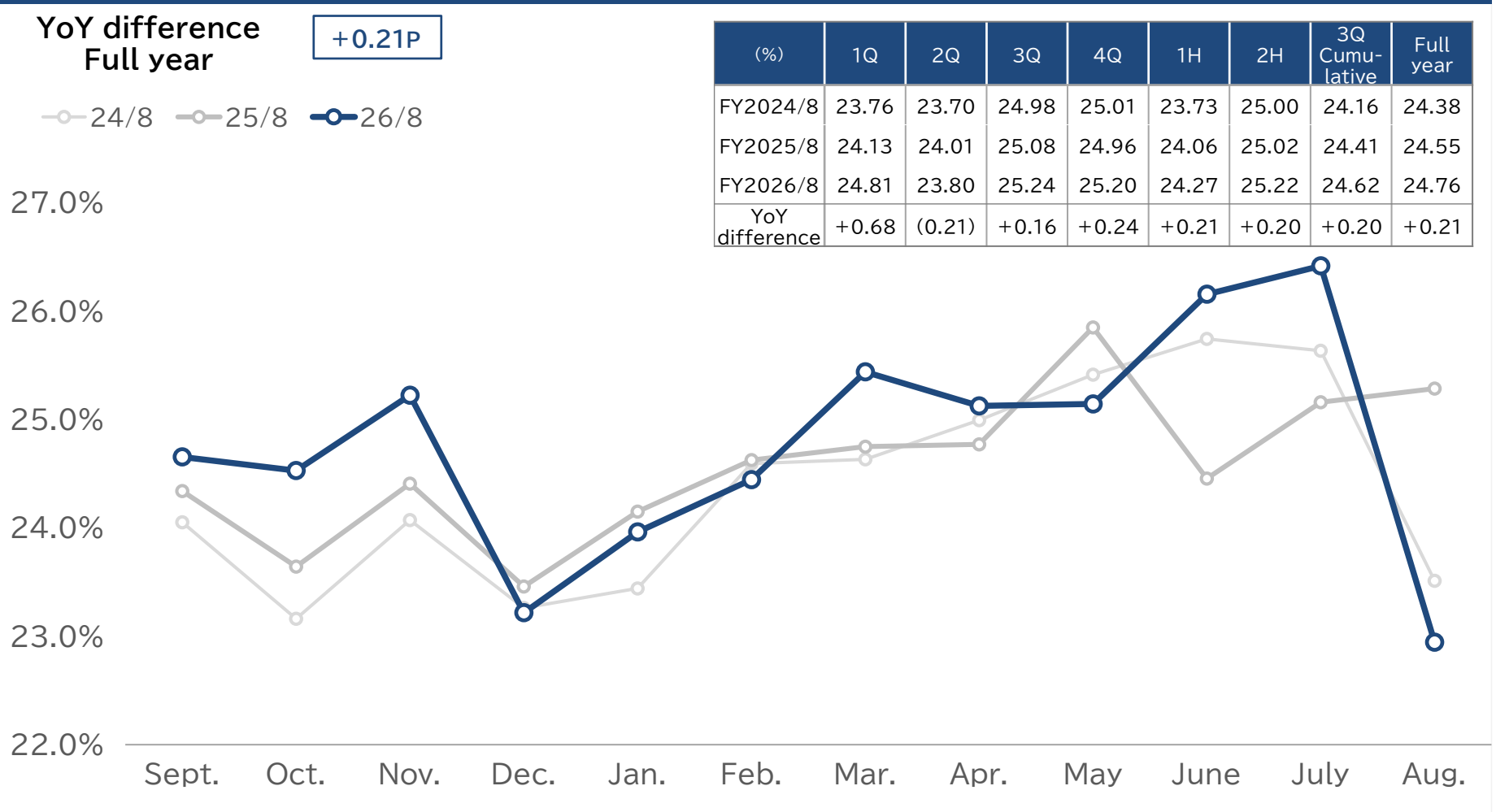
〈Non-Consolidated〉 Gross Profit Margin

Gross profit margin improvements by product category more than offset the impact of product mix, resulting in an improvement in the overall gross profit margin

Changes in Gross Profit Margin

YoY difference Full year +0.21P

(%)	1Q	2Q	3Q	4Q	1H	2H	3Q Cumu-lative	Full year
FY2024/8	23.76	23.70	24.98	25.01	23.73	25.00	24.16	24.38
FY2025/8	24.13	24.01	25.08	24.96	24.06	25.02	24.41	24.55
FY2026/8	24.81	23.80	25.24	25.20	24.27	25.22	24.62	24.76
YoY difference	+0.68	(0.21)	+0.16	+0.24	+0.21	+0.20	+0.20	+0.21



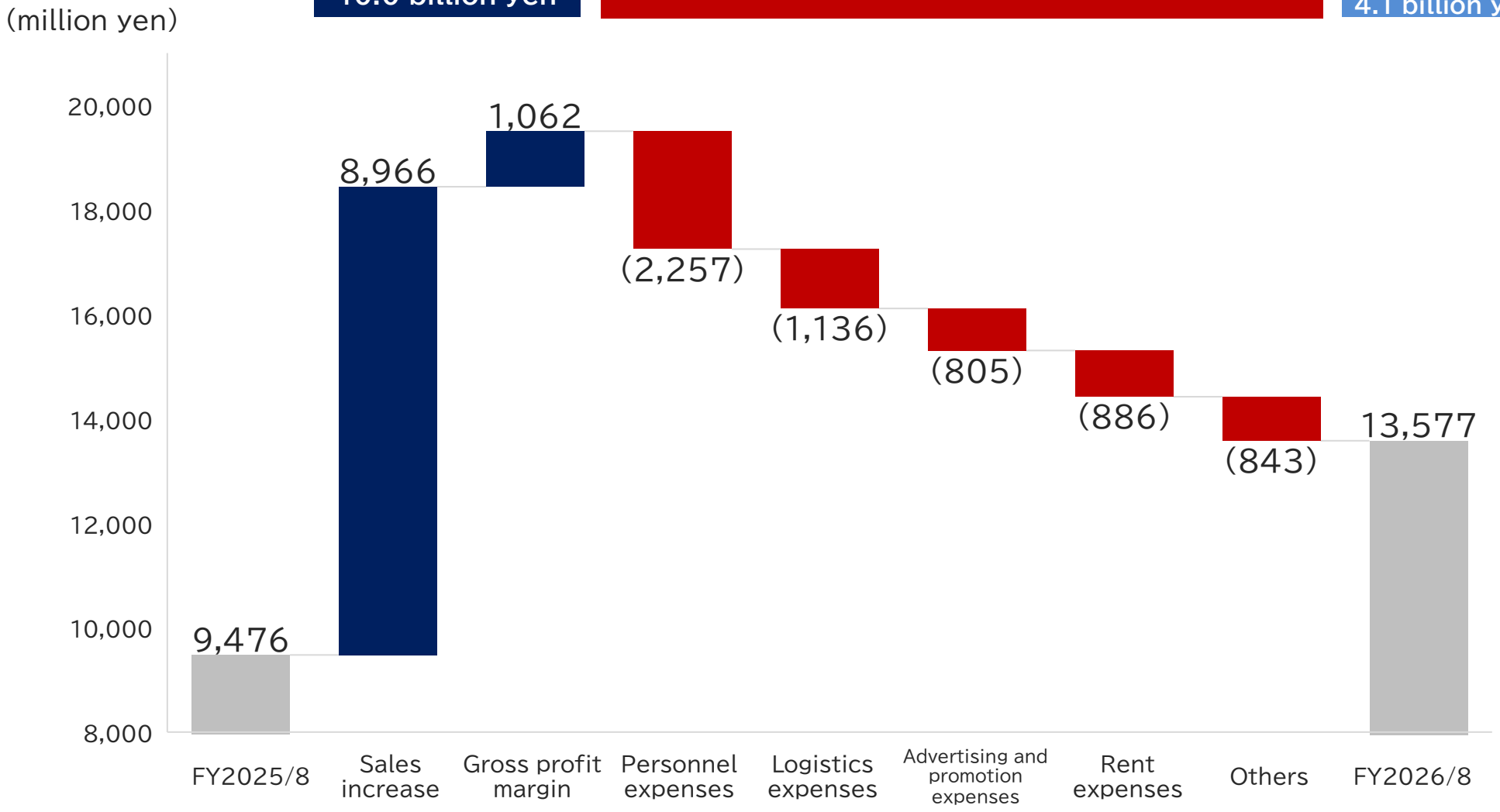
BicCamera

〈Non-Consolidated〉 Operating Profit

Increase in gross profit 10.0 billion yen

Increase in SG&A expenses 5.9 billion yen

Increase in operating profit 4.1 billion yen



BicCamera

Financial Results of Subsidiaries (1)

(million yen, %)	Ranet					Nippon BS Broadcasting (Non-consolidated)				
	FY2025/8		FY2026/8			FY2025/8		FY2026/8		
	Results	% to sales	Results	% to sales	YoY	Results	% to sales	Results	% to sales	YoY
Net sales	**215,224**	**100.0**	**230,811**	**100.0**	**107.2**	**11,039**	**100.0**	**11,144**	**100.0**	**101.0**
Gross profit	44,738	20.8	48,505	21.0	108.4	5,311	48.1	5,186	46.5	97.6
SG&A expenses	34,849	16.2	37,908	16.4	108.8	3,322	30.1	3,364	30.2	101.3
Operating profit	**9,889**	**4.6**	**10,596**	**4.6**	**107.2**	**1,988**	**18.0**	**1,821**	**16.3**	**91.6**
Non-operating income	424	0.2	367	0.2	86.4	55	0.5	102	0.9	186.3
Non-operating expenses	377	0.2	282	0.1	74.8	0	0.0	0	0.0	203.9
Ordinary profit	**9,936**	**4.6**	**10,681**	**4.6**	**107.5**	**2,043**	**18.5**	**1,924**	**17.3**	**94.2**
Extraordinary income	1	0.0	3,606	1.6	–	–	–	–	–	–
Extraordinary losses	227	0.1	637	0.3	279.9	–	–	–	–	–
Profit before income taxes	9,709	4.5	13,650	5.9	140.6	2,043	18.5	1,924	17.3	94.2
Profit income	**6,489**	**3.0**	**10,571**	**4.6**	**162.9**	**1,413**	**12.8**	**1,359**	**12.2**	**96.1**

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.

BicCamera

Financial Results of Subsidiaries (2)

(million yen, %)	Sofmap (Non-consolidated)					JANPARA				
	FY2025/8		FY2026/8			FY2025/8		FY2026/8		
	Results	% to sales	Results	% to sales	YoY	Results	% to sales	Results	% to sales	YoY
Net sales	**42,664**	**100.0**	**46,173**	**100.0**	**108.2**	**19,882**	**100.0**	**21,797**	**100.0**	**109.6**
Gross profit	10,364	24.3	11,596	25.1	111.9	4,428	22.3	5,749	26.4	129.8
SG&A expenses	10,091	23.7	10,612	23.0	105.2	3,931	19.8	4,532	20.8	115.3
Operating profit	**272**	**0.6**	**984**	**2.1**	**360.7**	**496**	**2.5**	**1,217**	**5.6**	**245.1**
Non-operating income	248	0.6	242	0.5	97.5	26	0.1	72	0.3	268.5
Non-operating expenses	72	0.2	87	0.2	120.7	13	0.1	112	0.5	837.3
Ordinary profit	**449**	**1.1**	**1,139**	**2.5**	**253.7**	**510**	**2.6**	**1,176**	**5.4**	**230.7**
Extraordinary income	–	–	–	–	–	–	–	–	–	–
Extraordinary losses	2	0.0	77	0.2	–	19	0.1	15	0.1	77.8
Profit before income taxes	446	1.0	1,062	2.3	237.6	490	2.5	1,161	5.3	236.7
Profit income	**358**	**0.8**	**764**	**1.7**	**213.1**	**318**	**1.6**	**811**	**3.7**	**254.7**

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

BicCamera

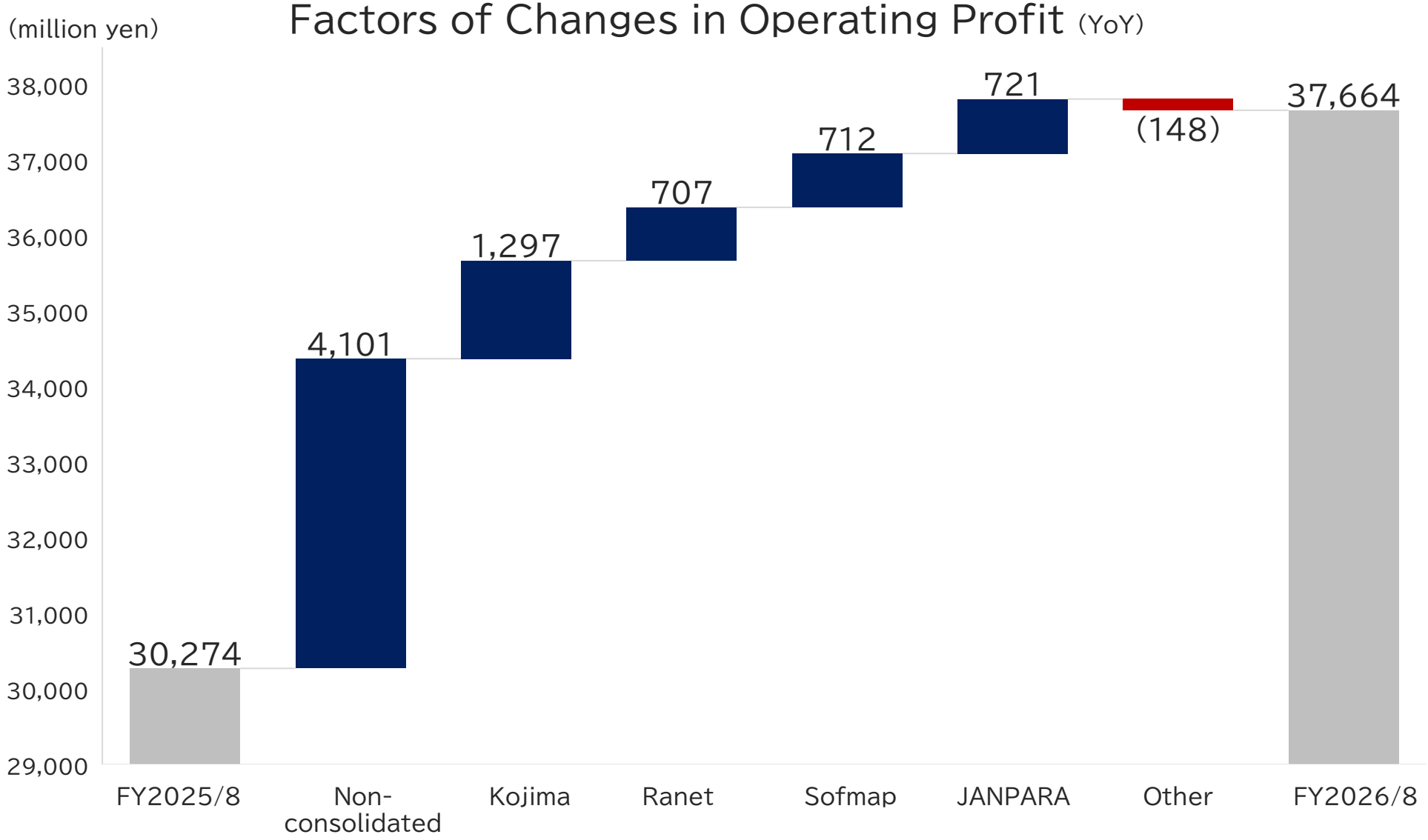
〈Consolidated〉 Financial Results Highlights

(million yen, %)	FY2025/8		FY2026/8			
	Results	% to sales	Results	% to sales	YoY	Forecast
Net sales	**974,483**	**100.0**	**1,041,165**	**100.0**	**106.8**	**1,022,000**
Gross profit	260,511	26.7	281,631	27.0	108.1	
SG&A expenses	230,236	23.6	243,967	23.4	106.0	
Personnel expenses	98,038	10.1	104,077	10.0	106.2	
Advertising and promotion expenses	20,351	2.1	25,747	2.5	126.5	
Logistics expenses	16,910	1.7	17,627	1.7	104.2	
Utilities	5,043	0.5	4,852	0.5	96.2	
Rent expenses	38,056	3.9	39,257	3.8	103.2	
Depreciation	9,683	1.0	9,038	0.9	93.3	
Others	42,152	4.3	43,366	4.2	102.9	
Operating profit	**30,274**	**3.1**	**37,664**	**3.6**	**124.4**	**34,400**
Non-operating income	2,482	0.3	2,451	0.2	98.8	
Non-operating expenses	827	0.1	1,205	0.1	145.6	
Ordinary profit	**31,929**	**3.3**	**38,911**	**3.7**	**121.9**	**35,700**
Extraordinary income	5	0.0	137	0.0	–	
Extraordinary losses	2,072	0.2	4,859	0.5	234.5	
Profit before income taxes	29,862	3.1	34,189	3.3	114.5	
Total income taxes	9,464	1.0	10,535	1.0	111.3	
Profit attributable to non-controlling interests	2,920	0.3	3,300	0.3	113.0	
Profit attributable to owners of parent	**17,476**	**1.8**	**20,353**	**2.0**	**116.5**	**18,400**

BicCamera

〈Consolidated〉 Operating Profit (1) By Company

Factors of Changes in Operating Profit (YoY)



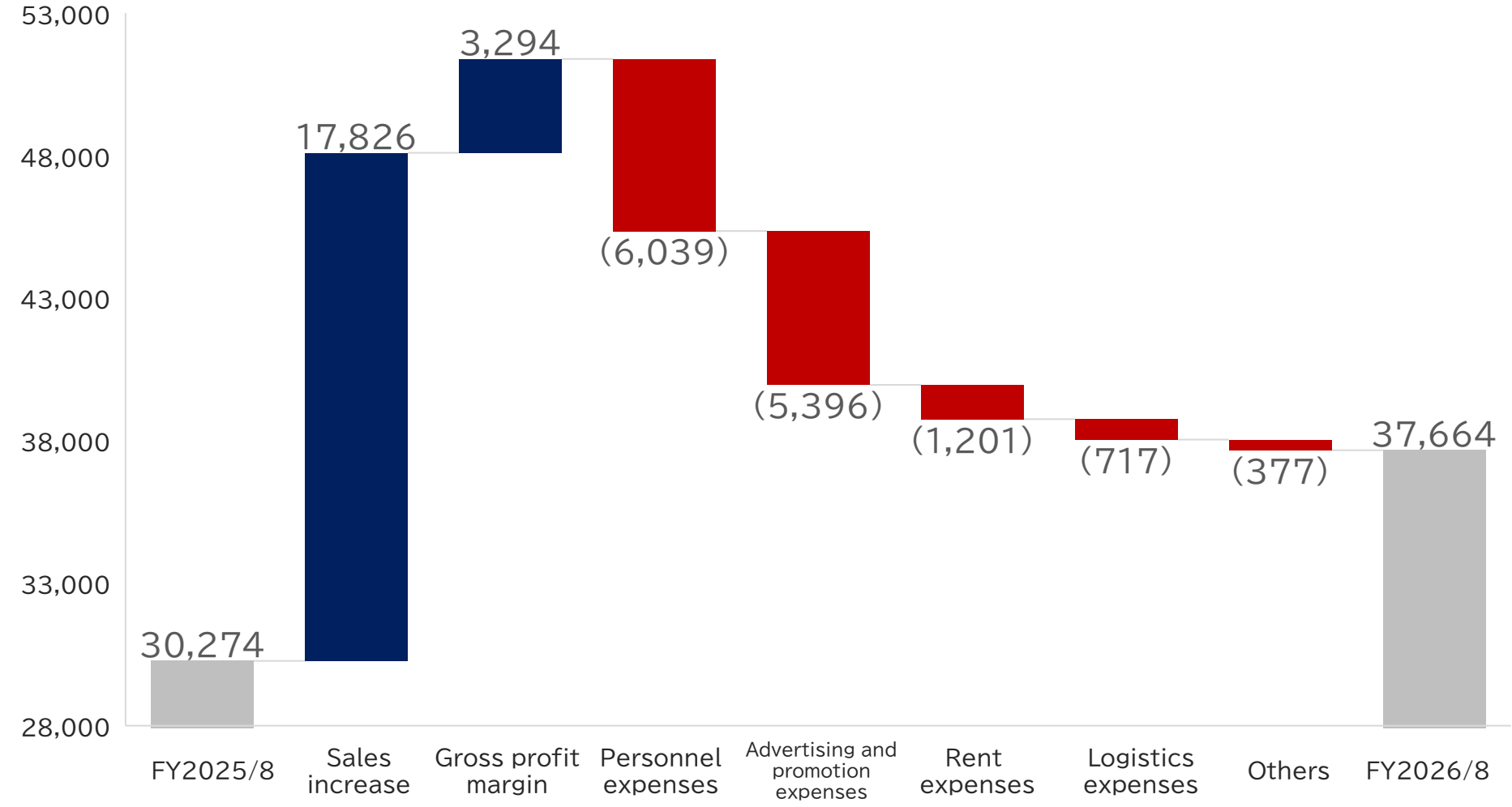
BicCamera

〈Consolidated〉 Operating Profit (2) By Component

Increase in gross profit 21.1 billion yen

Increase in SG&A expenses 13.7 billion yen

Increase in operating profit 7.3 billion yen



BicCamera

〈Consolidated〉 Balance Sheet

(million yen)	As of Aug 31, 2025	As of Aug 31, 2026	Increase / Decrease
Total current assets	**278,158**	**306,098**	**27,940**
Cash and deposits	69,284	83,181	13,896
Merchandise and finished goods	115,180	127,037	11,857
Total property, plant and equipment	**79,136**	**79,656**	**520**
Total intangible assets	**38,875**	**35,344**	**(3,530)**
Total investments and other assets	**96,361**	**101,114**	**4,753**
Total non-current assets	**214,373**	**216,116**	**1,742**
Total assets	**492,531**	**522,214**	**29,682**
Total current liabilities	**213,426**	**222,866**	**9,439**
Interest bearing debt	72,938	69,310	(3,627)
Total non-current liabilities	**67,337**	**68,975**	**1,637**
Interest bearing debt	23,272	25,724	2,452
Total liabilities	**280,764**	**291,841**	**11,077**
Total net assets	**211,767**	**230,372**	**18,605**
Total liabilities and net assets	**492,531**	**522,214**	**29,682**

Total interest-bearing debt	96,210	95,034	(1,175)
Equity	168,309	184,711	16,401

■ **Inventory turnover**
FY2025/8: 8.7 times/year
FY2026/8: 8.6 times/year
YoY change: -0.1p

■ **Interest-bearing debt**
-1.1 billion yen

■ **Equity** +16.4 billion yen
Profit: +20.3 billion yen
Other comprehensive income: +3.4 billion yen
Payment of dividends: -7.3 billion yen
・FY2025/8 year-end: 23 yen/share
・FY2026/8 1H: 20 yen/share

■ **Equity ratio**
FY2025/8: 34.2%
FY2026/8: 35.4%
YoY change: +1.2p

■ **D/E ratio**
FY2025/8: 0.6 times
FY2026/8: 0.5 times
YoY change: +0.1p improvement

BicCamera

〈Consolidated〉Cash Flow Statement

(million yen)	FY2025/8	FY2026/8	
Cash flows from operating activities	25,355	39,525	・Profit before income taxes: 34,189 ・Depreciation and amortization, and other non-cash items, including provisions: 15,613 ・Increase in inventories: (11,943)
Cash flows from investing activities	(14,772)	(15,130)	・Purchase of non-current assets (tangible/intangible) FY2026/8: (11,816) ・Payments of guarantee deposits FY2026/8: (2,989)
Cash flows from financing activities	(15,994)	(10,329)	・Net decrease in borrowings FY2026/8: (1,089) ・Payment of dividends FY2026/8: (8,408)
Cash and cash equivalents at end of period	57,984	72,051	

BicCamera

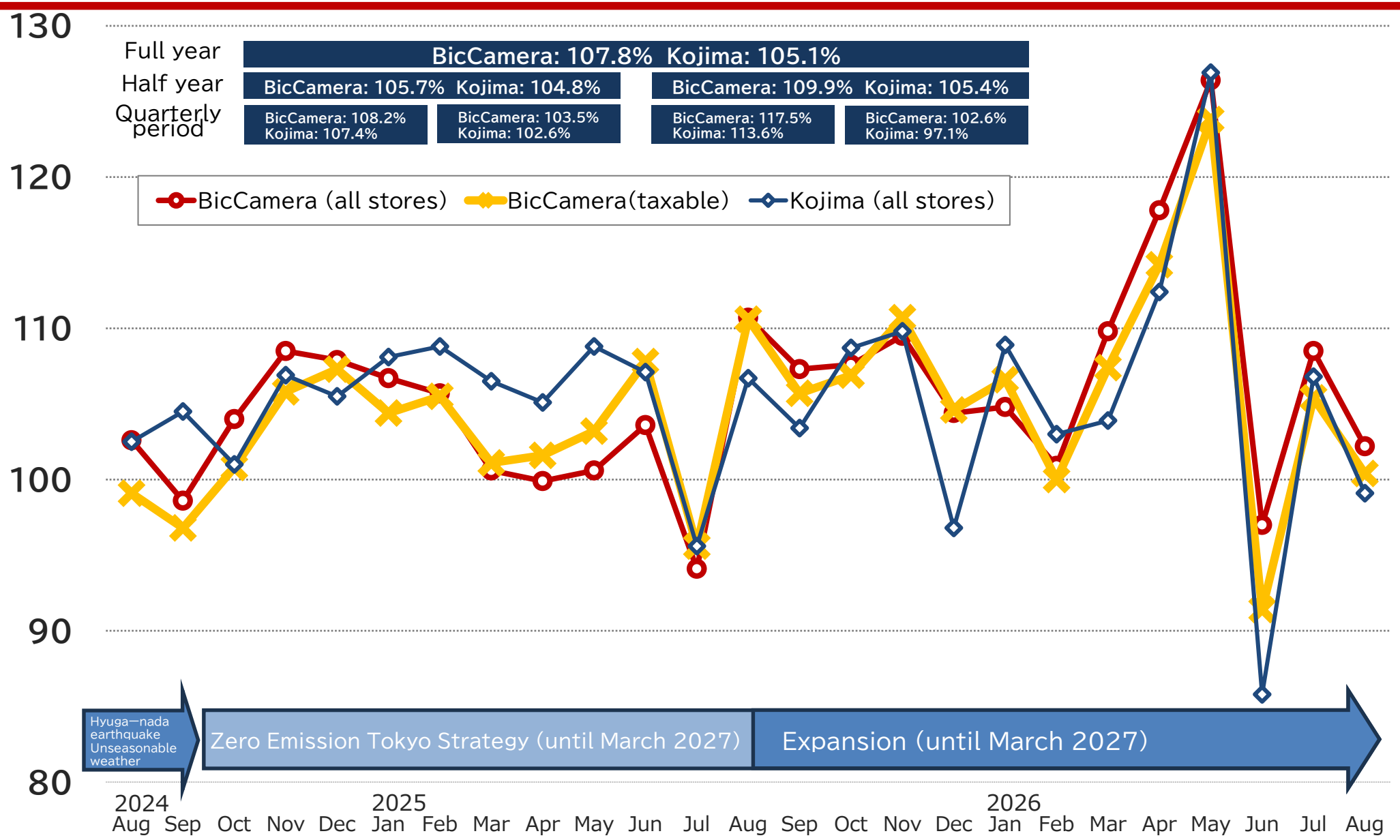
〈Consolidated〉 Sales by Product Line

(million yen, %)	FY2025/8		FY2026/8						
	Results	Composition ratio	Results	BicCamera Results	BicCamera YoY	Kojima Results	Kojima YoY	Composition ratio	YoY
Audio visual products	**118,923**	**12.2**	**124,521**	**82,601**	**109.1**	**38,547**	**99.0**	**12.0**	**104.7**
Cameras	32,616	3.3	38,184	29,083	115.4	8,330	118.9	3.7	117.1
TVs	35,137	3.6	34,221	16,292	99.7	17,175	95.3	3.3	97.4
Audios	9,421	1.0	9,442	6,161	104.6	3,160	92.1	0.9	100.2
Home appliances	**260,753**	**26.8**	**272,360**	**144,225**	**104.9**	**125,377**	**104.0**	**26.1**	**104.5**
Refrigerators	37,321	3.8	35,712	16,468	98.3	18,771	93.7	3.4	95.7
Washing machines	40,668	4.2	40,667	19,901	100.1	20,213	99.9	3.9	100.0
Kitchen appliances	33,332	3.4	33,541	17,327	99.7	15,997	101.7	3.2	100.6
Seasonal home electronics	56,314	5.8	66,400	27,720	116.3	37,773	119.0	6.4	117.9
Personal care electronics	48,145	5.0	50,443	37,525	106.3	12,615	100.6	4.8	104.8
Information communications equipment products	**362,512**	**37.2**	**401,855**	**157,516**	**105.0**	**91,862**	**105.5**	**38.6**	**110.9**
PCs	59,329	6.1	65,055	43,070	110.4	17,958	107.7	6.3	109.7
PC peripherals	29,804	3.1	29,449	16,399	101.7	10,273	96.7	2.8	98.8
Cellular phones	216,464	22.2	257,187	67,472	104.5	48,065	110.7	24.7	118.8
Other products	**219,788**	**22.5**	**229,867**	**124,600**	**114.2**	**40,567**	**116.5**	**22.1**	**104.6**
Video games	40,727	4.2	45,720	30,314	112.1	11,223	116.5	4.4	112.3
Watches	15,370	1.6	18,343	17,719	119.7	586	108.8	1.8	119.3
Used PCs, used smartphones	33,348	3.4	38,371	–	–	–	–	3.7	115.1
Sporting goods	10,978	1.1	11,087	8,690	100.8	2,396	102.0	1.1	101.0
Toys	17,559	1.8	19,921	14,598	116.7	4,550	108.2	1.9	113.4
Glasses and contact lenses	5,005	0.5	4,808	4,538	96.5	–	–	0.5	96.1
Liquors and soft drinks	8,436	0.9	9,607	–	–	–	–	0.9	113.9
Medicine and daily goods	17,664	1.8	18,995	17,104	106.4	1,876	119.0	1.8	107.5
Retail goods sales	**961,978**	**98.7**	**1,028,605**	**508,944**	**107.7**	**296,355**	**105.3**	**98.8**	**106.9**
BS digital broadcasting business	10,971	1.1	11,097	–	–	–	–	1.1	101.1
Other business	1,533	0.2	1,462	–	–	1,276	90.2	0.1	95.3
Total	**974,483**	**100.0**	**1,041,165**	**508,944**	**107.7**	**297,632**	**105.2**	**100.0**	**106.8**

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.

BicCamera

Monthly Sales (YoY, POS base)



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

1. Financial Results for FY2026/8

2. Earnings Forecast for FY2027/8

3. Important Management Issues

BicCamera

〈Non-Consolidated〉 Earnings Forecasts

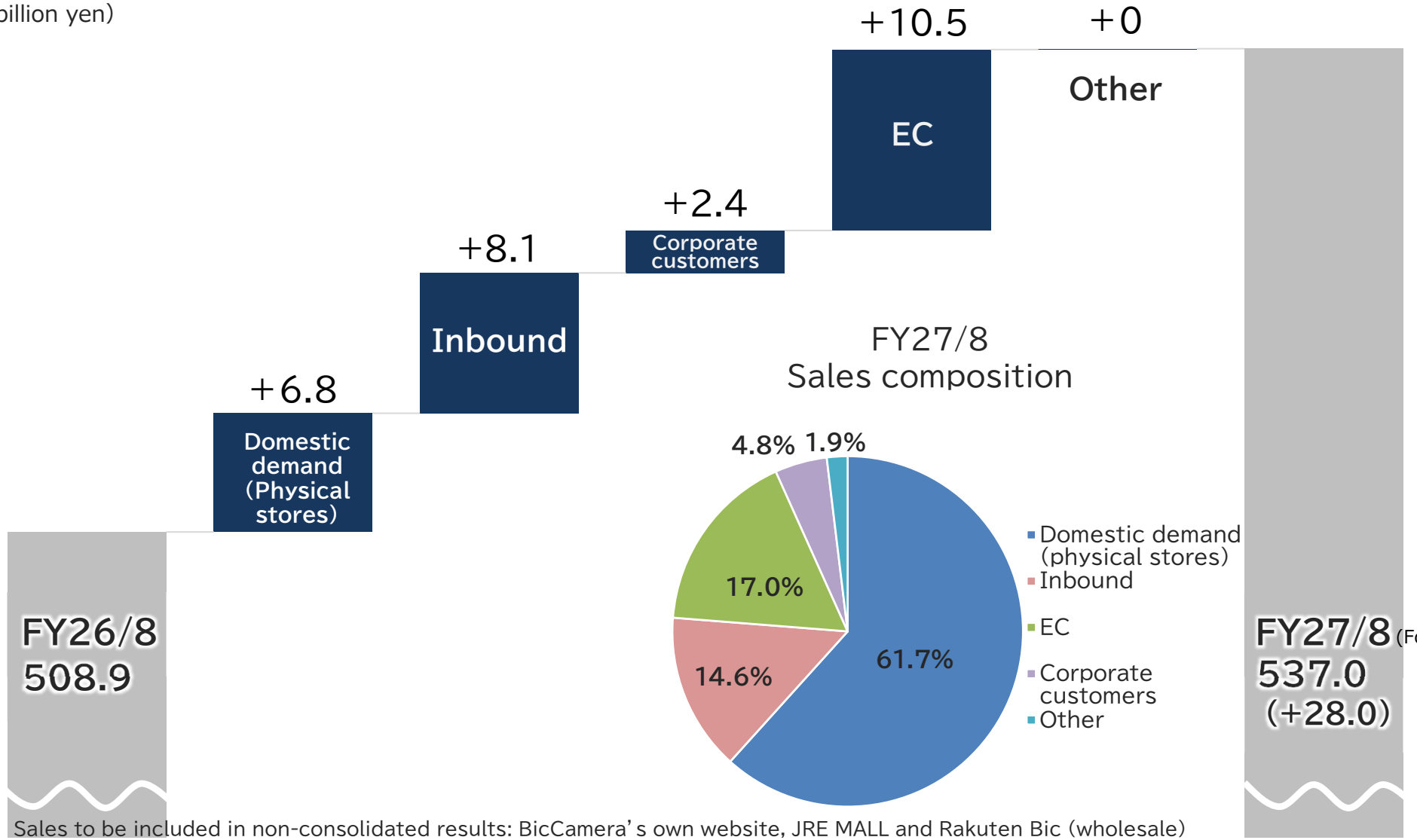
(million yen, %)		1H			2H			Full year		
		FY2026/8	FY2027/8		FY2026/8	FY2027/8		FY2026/8	FY2027/8	
		Results	Forecast	YoY	Results	Forecast	YoY	Results	Forecast	YoY
Net sales		247,761	266,400	107.5	261,182	270,600	103.6	508,944	537,000	105.5
Operating profit		6,196	6,100	98.5	7,381	7,900	107.0	13,577	14,000	103.1
Ordinary profit		10,690	11,550	108.0	7,742	7,950	102.7	18,433	19,500	105.8
Profit income		8,426	9,300	110.4	3,240	4,700	145.1	11,667	14,000	120.0
% to sales	Gross profit	24.3	24.7		25.2	25.5		24.8	25.1	
	Gross profit excluding wholesale sales	25.4	25.8		26.3	26.6		25.9	26.2	
	SG&A expenses	21.8	22.4		22.4	22.6		22.1	22.5	
	Operating profit	2.5	2.3		2.8	2.9		2.7	2.6	
	Ordinary profit	4.3	4.3		3.0	2.9		3.6	3.6	
	Profit income	3.4	3.5		1.2	1.7		2.3	2.6	

BicCamera

〈Non-Consolidated〉 Net Sales Forecast

Change factors in non-consolidated net sales (YoY)

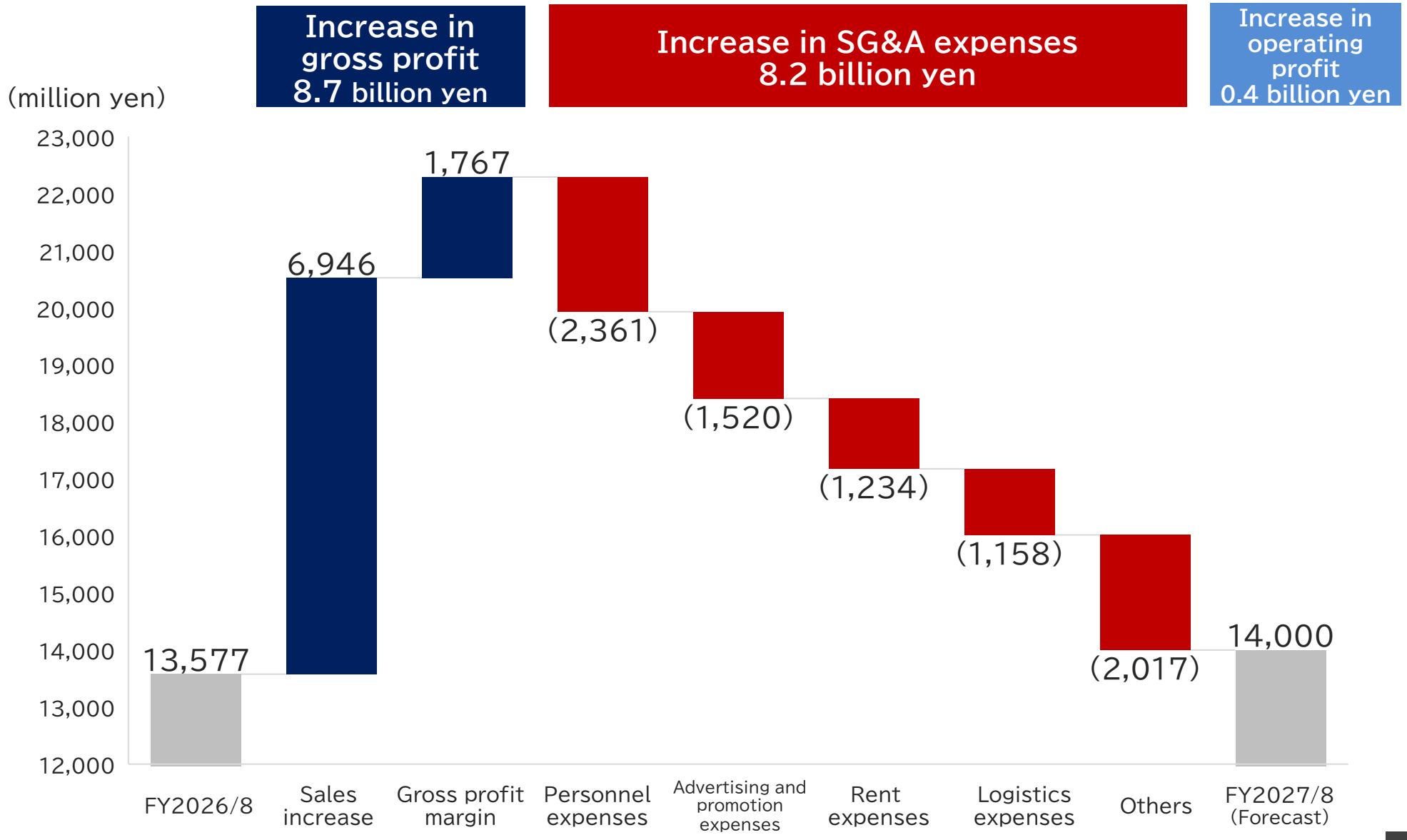
(billion yen)



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

BicCamera

〈Non-Consolidated〉 Operating Profit Forecast



Earnings Forecasts for Subsidiaries

(million yen, %)	Ranet			Nippon BS Broadcasting (Non-consolidated)		
	FY2026/8	FY2027/8		FY2026/8	FY2027/8	
	Results	Forecast	YoY	Results	Forecast	YoY
Net sales	230,811	233,412	101.1	11,144	12,000	107.7
Operating profit	10,596	10,792	101.8	1,821	2,100	115.3
Operating profit margin	4.6	4.6		16.3	17.5	
Ordinary profit	10,681	10,763	100.8	1,924	2,260	117.4

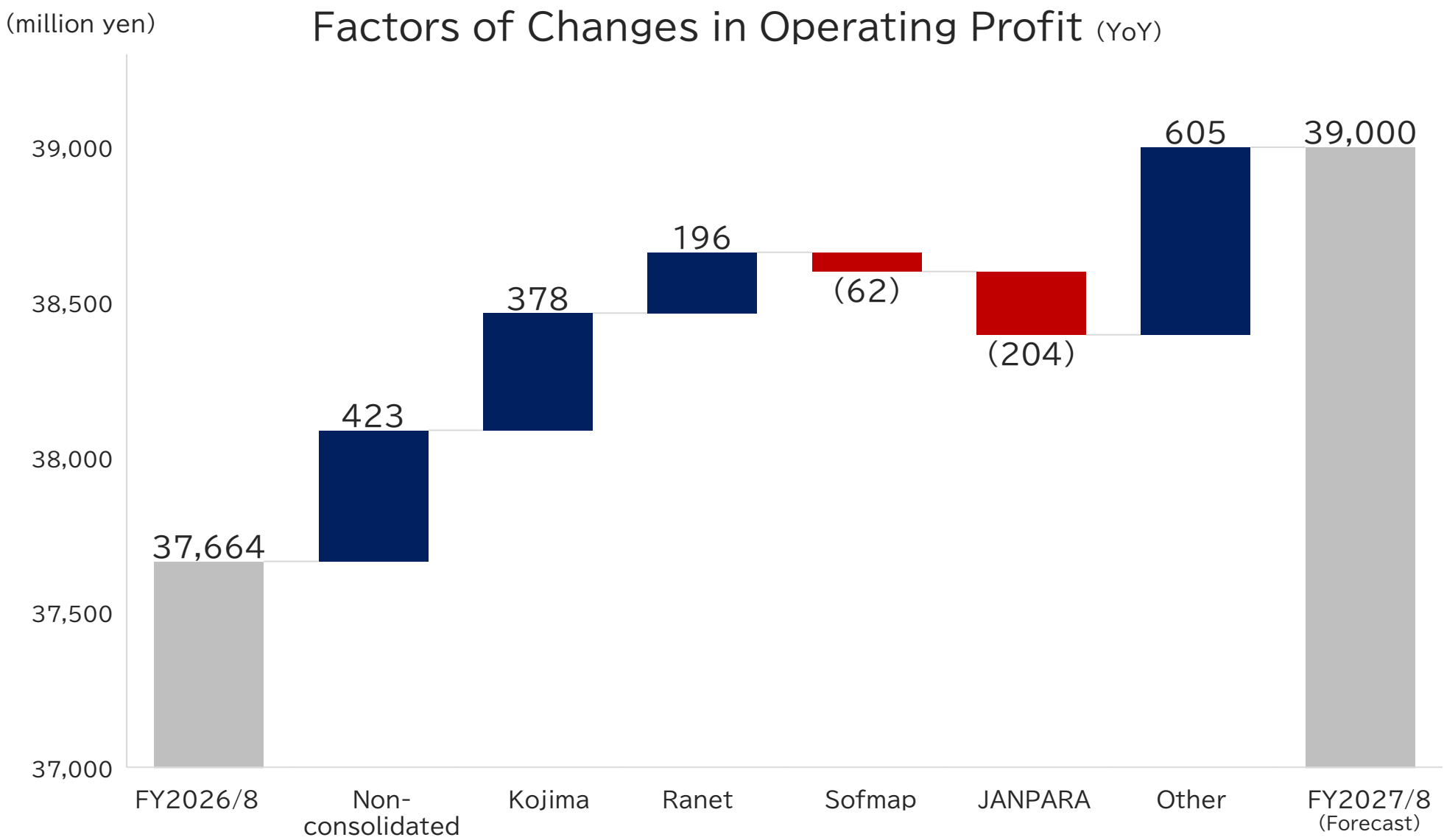
(million yen, %)	Sofmap (Non-consolidated)			JANPARA		
	FY2026/8	FY2027/8		FY2026/8	FY2027/8	
	Results	Forecast	YoY	Results	Forecast	YoY
Net sales	46,173	48,741	105.6	21,797	24,419	112.0
Operating profit	984	922	93.7	1,217	1,013	83.3
Operating profit margin	2.1	1.9		5.6	4.1	
Ordinary profit	1,139	1,179	103.5	1,176	980	83.4

BicCamera

〈Consolidated〉 Earnings Forecast

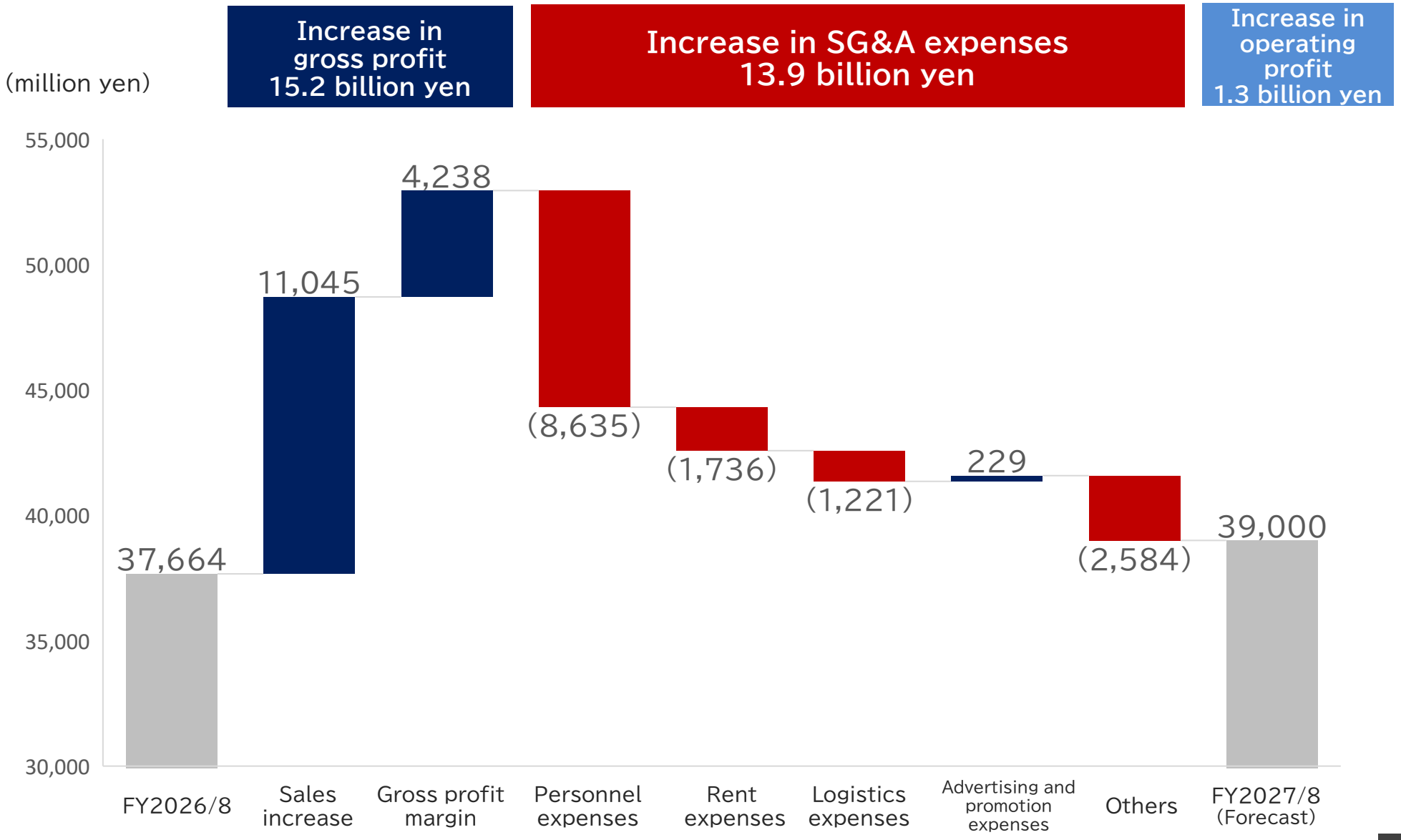
(million yen, %)		1H			2H			Full year		
		FY2026/8	FY2027/8		FY2026/8	FY2027/8		FY2026/8	FY2027/8	
		Results	Forecast	YoY	Results	Forecast	YoY	Results	Forecast	YoY
Net sales		508,429	536,500	105.5	532,735	545,500	102.4	1,041,165	1,082,000	103.9
Operating profit		18,727	18,100	96.7	18,936	20,900	110.4	37,664	39,000	103.5
Ordinary profit		19,421	18,500	95.3	19,489	21,000	107.8	38,911	39,500	101.5
Profit attributable to owners of parent		11,098	10,500	94.6	9,255	10,700	115.6	20,353	21,200	104.2
% to sales	Gross profit	26.6	27.0		27.5	27.8		27.0	27.4	
	SG&A expenses	22.9	23.7		24.0	24.0		23.4	23.8	
	Operating profit	3.7	3.4		3.6	3.8		3.6	3.6	
	Ordinary profit	3.8	3.4		3.7	3.8		3.7	3.7	
	Profit attributable to owners of parent	2.2	2.0		1.7	2.0		2.0	2.0	

〈Consolidated〉 Operating Profit Forecast (1) By Company



BicCamera

〈Consolidated〉 Operating Profit Forecast (2) By Component

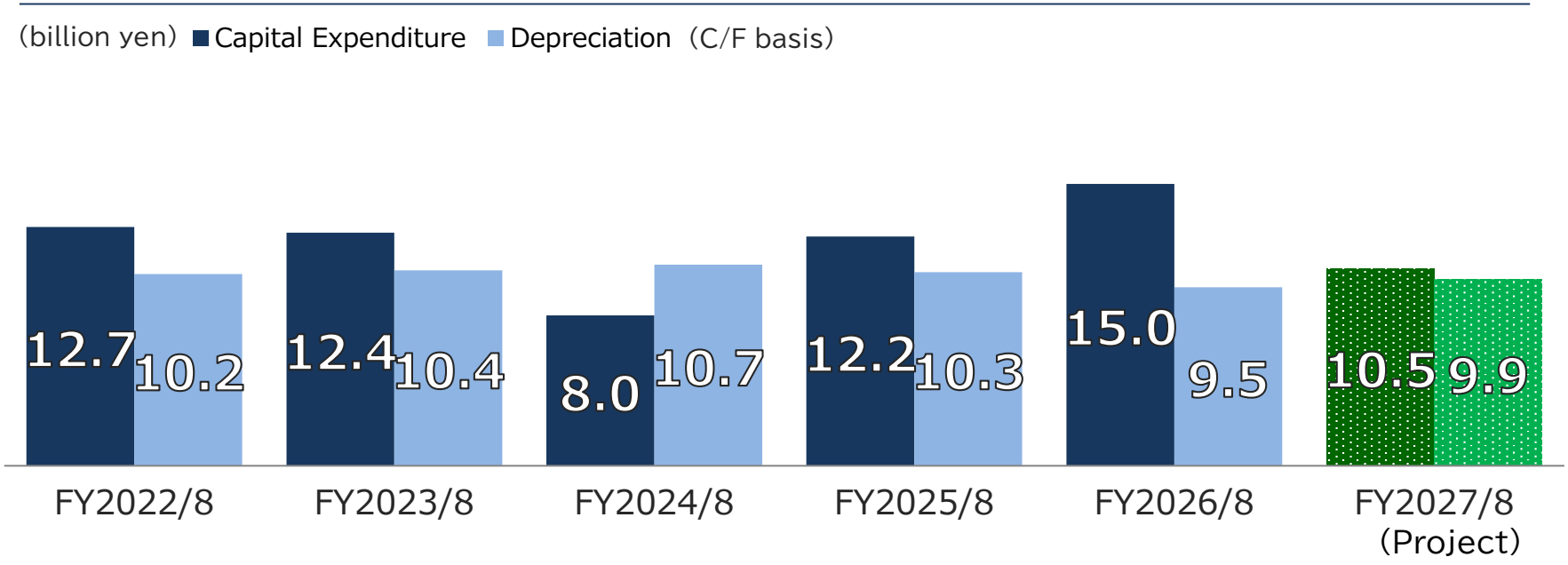


BicCamera

〈Consolidated〉 Capital Expenditure / Depreciation

	FY2026/8	FY2027/8 (Project)
Capital Expenditure	15.0 billion yen	10.5 billion yen
Main purposes	・IT (Core, EC, improving efficiency) ・Stores (new stores and existing stores)	・IT (Core, EC, improving efficiency) ・Stores (new stores and existing stores)
Depreciation	9.5 billion yen	9.9 billion yen

Implementation of carefully selected investments



BicCamera

Return to Shareholders

		FY2022/8	FY2023/8	FY2024/8	FY2025/8	FY2026/8 (Scheduled)	FY2027/8 (Forecast)
Dividends per Share (yen)	**Total**	**15**	**15**	**33**	**41**	**48**	**50**
	1H	5	5	9	18	20	25
	2H	10	10	24	23	28	25
Total cash dividends (million yen)		2,580	2,567	5,649	7,019	8,220	—
Payout ratio (%)		45.2	87.4	40.6	40.2	40.4	40.4
Ratio of dividends to net assets (%)		1.9	1.9	3.9	4.4	4.7	—

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 FY2026/8

2. Earnings Forecast for FY2027/8

3. Important Management Issues

BicCamera

New Growth Strategies

Background to the formulation

Social and market issues

- Declining population (Declining working-age population)
- Growing burden due to rising prices (Declining real wages)
- Longer usage periods for consumer durables

There are concerns that the market may shrink due to declining replacement demand.

The Group's assets



Among consumer durables, smartphones and other digital devices have shorter replacement cycles and high household penetration. They are a strong strategic fit with the Group's assets.

A path toward "establishing a foundation for a circular economy-type business model," which has been set out in the Medium-Term Management Plan (Vision 2029), is taking shape.

Aim to become "the No. 1 provider of digital devices and support services."

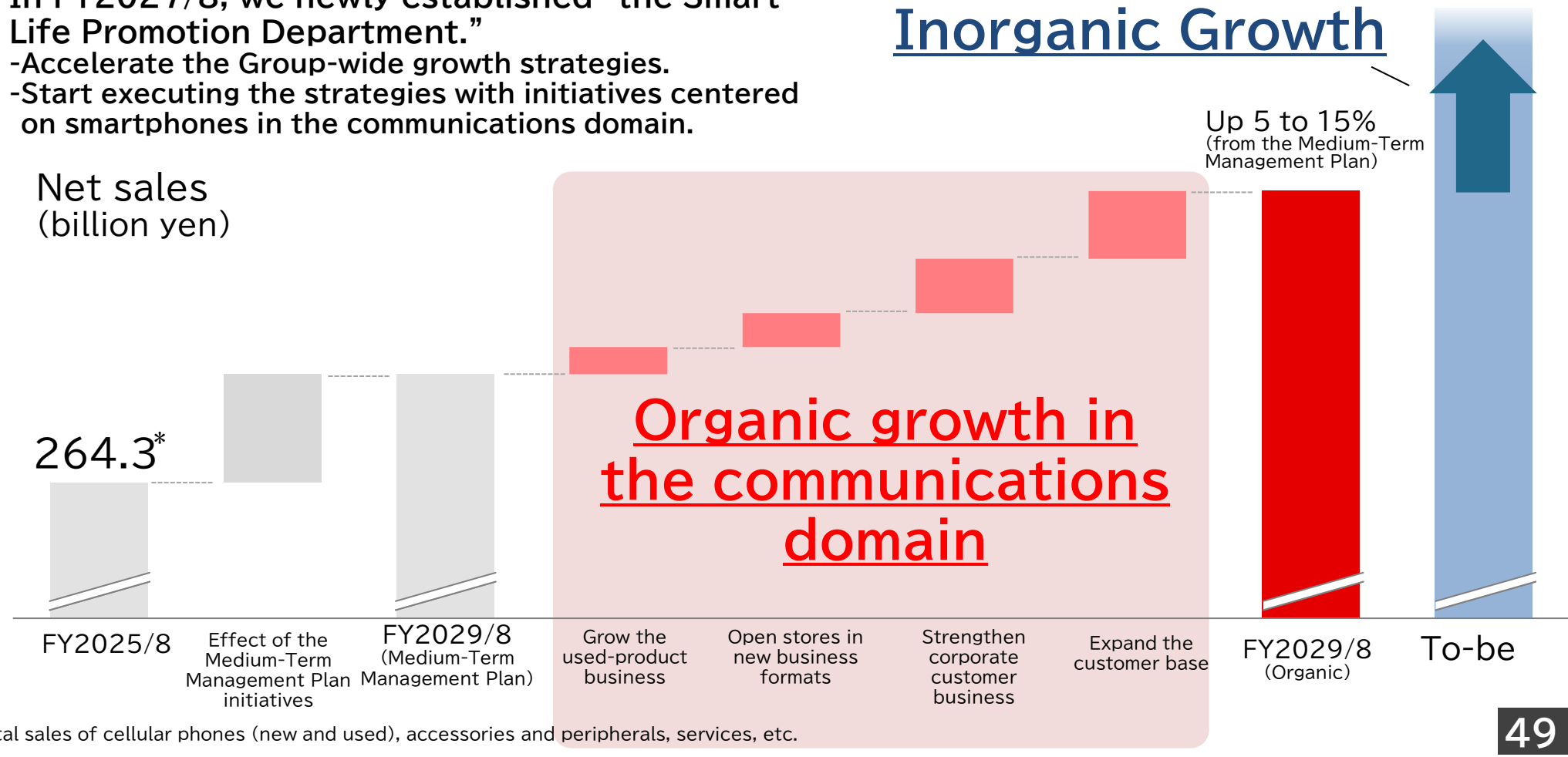
BicCamera

New Growth Strategies

Aim to become “the No. 1 provider of digital devices and support services.”

Focus on smartphones first and strengthen key initiatives.

In FY2027/8, we newly established “the Smart Life Promotion Department.”
-Accelerate the Group-wide growth strategies.
-Start executing the strategies with initiatives centered on smartphones in the communications domain.



* Total sales of cellular phones (new and used), accessories and peripherals, services, etc.

Promotion of the Original Private Brand (BicIdea)

Position BicIdea at the core of the growth strategies.

Constantly incorporate what customers want into product development and aim for further growth.

Beyond "Good!" to "Exactly What I Wanted!"

Gather information on what customers want

Collect a wide range of real insights and data.

Customer feedback
In stores, at call centers, on social media, etc.

Suggestions from sales staff and Meisters
Insights and expertise of frontline staff

Purchase and market information
Purchase data and market trends



Strengthen the private brand development cycle

Turn insights into products and feed new insights into the next product development.



Organizational structure
商品開発部へ昇格

専門人財
+20%
＊Compared with FY2025/8

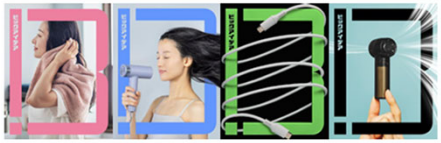
商品ラインアップ
約6倍
＊Compared with March 31, 2026

Accelerate growth investment

Enhance the organizational structure.
Continue recruitment and develop specialized talent.

Strengthen sales capabilities.
Increase brand awareness. Strengthen marketing operations.

Expand customer touchpoints.
Develop new customer segment through IP collaborations and other initiatives.





Medium-term sales target



100.0 billion yen



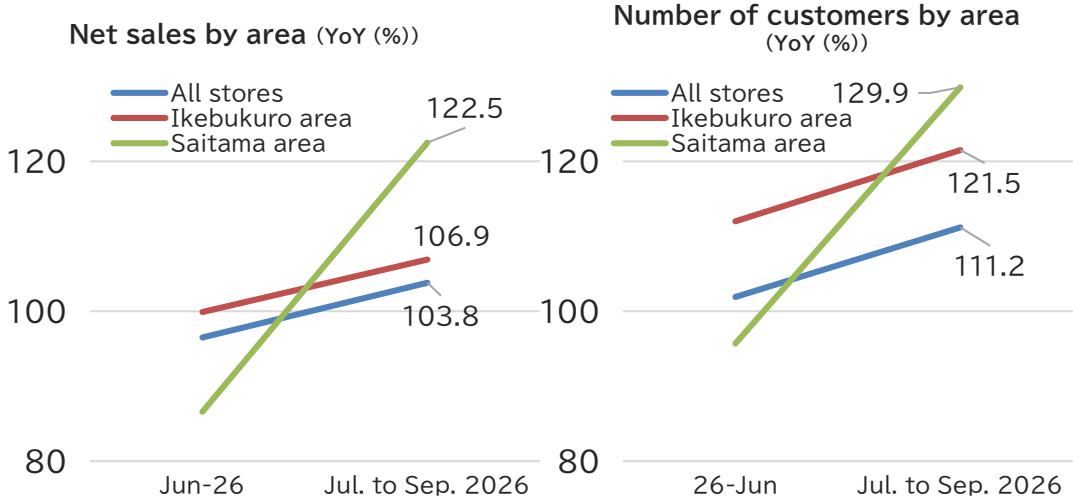
Starting with what customers "want", we continue to create products that make them say, "Exactly What I Wanted!"

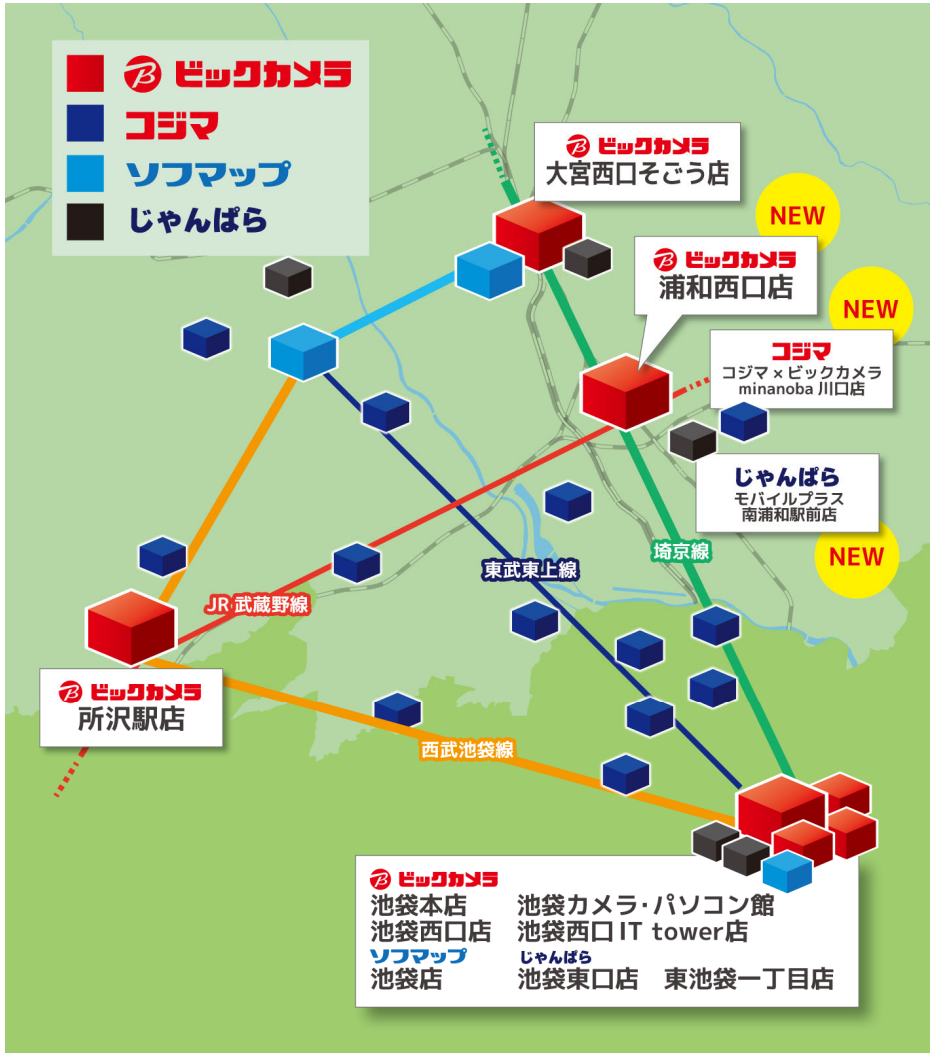
Promote Cross-Utilization of Urban and Suburban Stores

Strengthen the Ikebukuro and Saitama areas









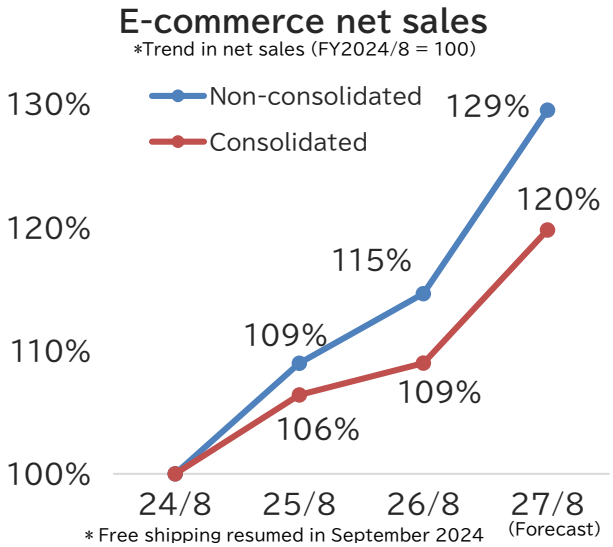
Focus our efforts on further improving convenience and promoting cross-utilization.

Strengthening Initiatives in Growth Areas

Strengthen the e-commerce business

Expand the customer base by acquiring new customers and improving customer satisfaction.

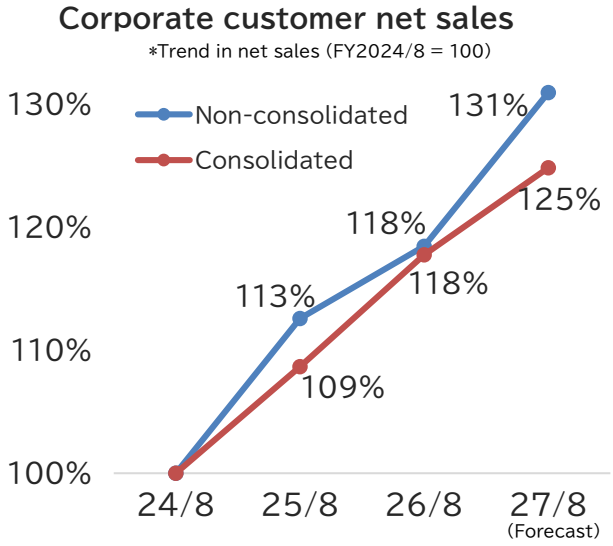
- Implement initiatives to encourage in-store customers to use e-commerce.
- Make receiving deliveries more convenient (unattended delivery and mailbox delivery).
- Enhance payment reliability (strengthen fraud prevention measures).
- Increase brand recall and respond to AI-driven traffic.
- Reinforce product lineups.



Strengthen the corporate customer business

Integrate face-to-face sales and digital technologies to expand customer touchpoints and grow repeat purchases.

- Face-to-face sales
  - Deepen relationships with existing customers.
  - Transformation from individual-based sales to team-based sales.
- Expand digital touchpoints.
  - Acquire new members.
  - Increase purchase frequency of existing members.
- Generate new customer demand through collaboration among Group companies.



Promotion of Sustainability Management

External evaluations

Recognized for ongoing initiatives to address ESG issues and information disclosure.

- Continued inclusion in the FTSE JPX Blossom Japan Index
- Continued inclusion in the FTSE JPX Blossom Japan Sector Relative Index
- FTSE Russell ESG Score improved from 3.5 to 4.1.

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

Coexist with local communities

Solve local community issues using digital technologies.

- Held in-person and remote smartphone consultation sessions in Toshima Ward and Amami City.
- Donated 300 refurbished tablets to 77 organizations in Amami City.
- Supported efforts to bridge digital divide and promote DX in local communities.





Position sustainability as a key management priority and aim to achieve both the resolution of social issues and the enhancement of corporate value.

Received CDP's highest ratings. Recognized for climate change initiatives and efforts across the entire supply chain.

- Selected for Climate Change "A-List."
- Selected as "a Supplier Engagement Leader"

Climate CDP A List 2025

Supplier Engagement Leader CDP 2025

Collaborated with local communities to foster the next generation and create opportunities for experiences.

- Donated approximately 12,000 custom-designed caps to all elementary and junior high school students in Toshima Ward.
- Provided opportunities for experiences through "the TOSHIMA Bic Dance PROJECT."
- Contributed to children's learning and development and revitalization of local communities.



Supported disaster-affected areas by utilizing the Group's logistics network.



- Provided approximately 300 portable air conditioners to Kumamoto Prefecture at the request of the Ministry of Economy, Trade and Industry.
- Contributed to support efforts at evacuation shelters in cooperation with relevant government ministries and the Japan Self-Defense Forces

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 October 20 2026 based on the information available as of October 20 2026, and expressions for future prospects are not to be updated or changed to reflect future incidents and situations.

October 20, 2026

Bic Camera Inc.
Kojima Co., Ltd.