

FY2/26

SHIMAMURA Co.,Ltd.

Full-year Financial Results

March 31, 2026



しまむらグループ



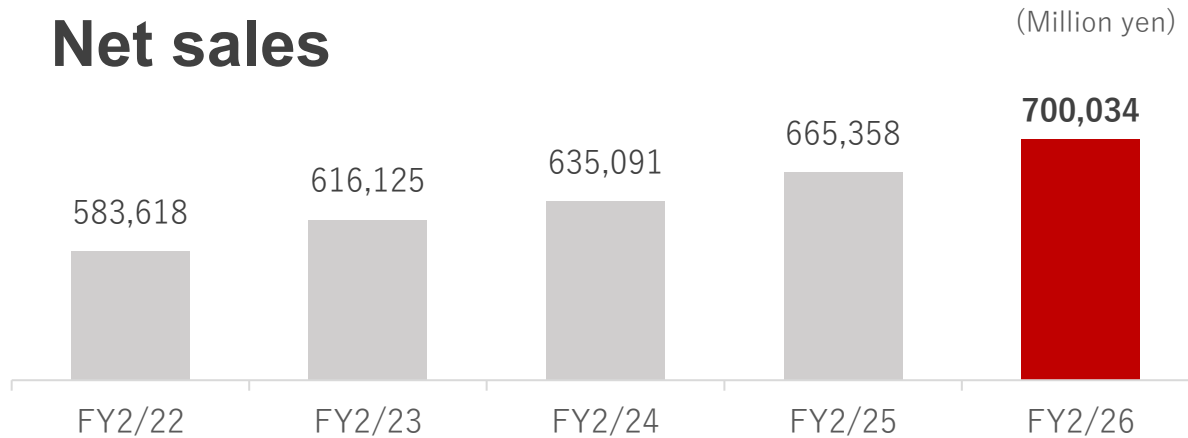
1. FY2/26 Summary (Consolidated) and Performance Overview	P 3
2. Initiatives by Business	P10
3. ESG Initiatives	P24
4. Consolidated Business Forecasts for FY2/27	P27
5. Medium-term Management Plan 2027: Revision of Numerical Targets	P31

FY2/26 Summary (Consolidated)

■ Net sales, gross profit, operating income, and net income all reached record highs.

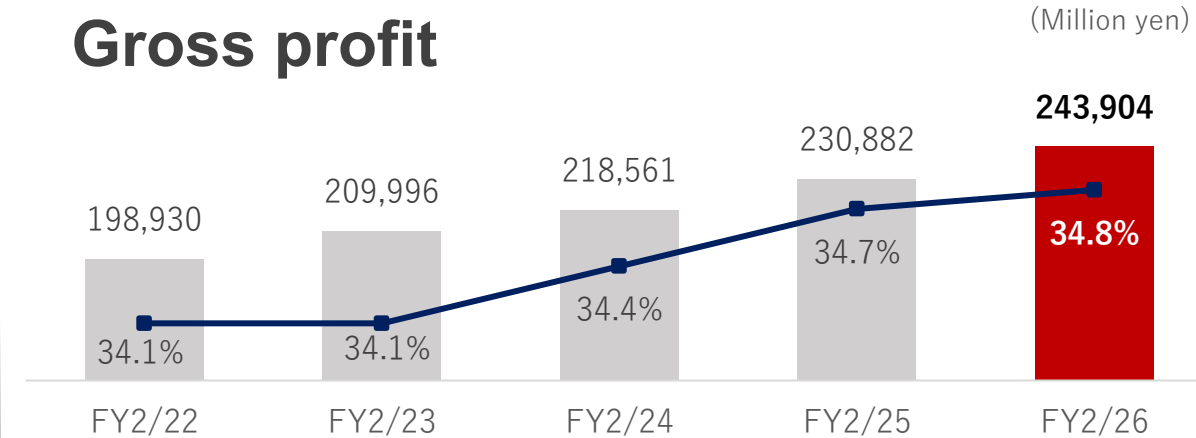
Net sales

(Million yen)



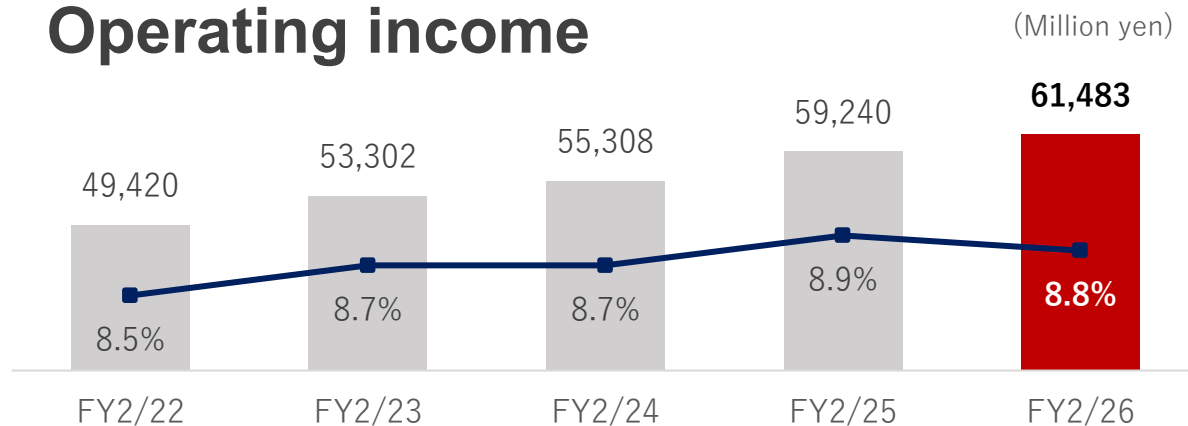
Gross profit

(Million yen)



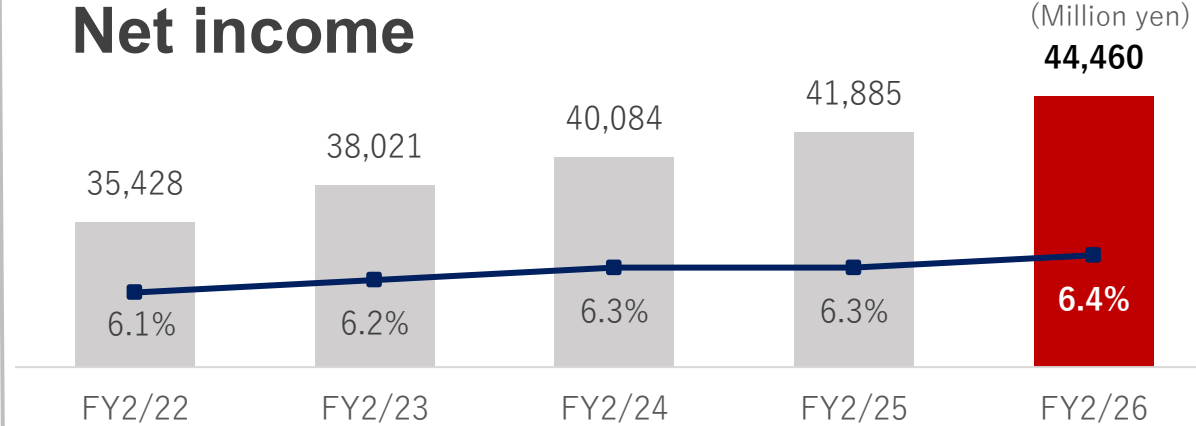
Operating income

(Million yen)



Net income

(Million yen)



Consolidated Results: Income Statement

■ Net sales and all profit line items achieved the plan.

Gross profit margin improved, driven by better pricing. The SG&A ratio was generally controlled in line with the plan, despite increases in personnel expenses and freight costs.

(Million yen/%)

	FY2/26	Ratio to sales	YoY	H1	YoY	H2	YoY
Net sales	700,034	100.0	105.2	343,577	103.9	356,457	106.5
Gross profit	243,904	34.8	105.6	119,788	105.0	124,116	106.3
SG&A	183,771	26.2	106.2	89,010	106.7	94,761	105.7
Operating income	61,483	8.8	103.8	31,461	100.2	30,022	107.9
Ordinary income	63,672	9.1	105.1	32,556	101.8	31,116	108.8
Net income attributable to owners of parent	44,460	6.4	106.1	22,901	103.6	21,558	109.0
Net income per share	202.36yen	—	—	103.85yen	—	—	—

* The Company conducted a 3-for-1 stock split on February 21, 2026. Accordingly, net income per share for FY2/26 has been calculated assuming that these stock splits were effected at the beginning of the fiscal year.

Consolidated Results: SG&A Expenses

■ SG&A expenses were generally controlled in line with the plan.

Personnel expenses increased by 8.1% YoY, mainly due to wage increases. Advertising expenses increased by 2.7% YoY, reflecting the strengthening of key promotional campaigns.

	(Million yen/%)					
	FY2/26	Ratio to sales	YoY	FY2/25	Ratio to sales	YoY
Salary	81,825	11.7	108.1	75,665	11.4	107.1
Total personnel expenses	96,521	13.8	108.1	89,329	13.4	107.4
Advertising expenses	11,816	1.7	102.7	11,509	1.7	96.3
Total selling expenses	21,356	3.0	105.2	20,307	3.1	101.4
Supplies expenses/ Display fixtures expenses	3,235	0.5	127.1	2,545	0.4	114.3
EDP expenses	1,684	0.2	74.8	2,253	0.3	93.5
Total operating expenses	11,059	1.6	109.1	10,137	1.5	107.0
Rents	33,407	4.8	101.2	33,016	5.0	100.8
Depreciation and amortization	6,996	1.0	114.6	6,105	0.9	103.2
Total equipment cost	49,771	7.1	103.1	48,264	7.3	101.9
Total general expenses	5,062	0.7	101.5	4,987	0.7	107.7
Total SG&A expenses	183,771	26.2	106.2	173,026	26.0	105.1

Consolidated Results: Balance Sheets

- Assets: Total assets decreased by 2.2% YoY, mainly due to share repurchases.
- Liabilities: Total liabilities decreased by 0.1% YoY, due to an increase in accounts payable associated with higher procurement, partially offset by a decrease in retirement benefit obligations.

(Million yen/%)

	End-Feb 2026	Composition ratio	YoY	End-Feb 2025	Composition ratio
Current assets	321,887	58.0	86.9	370,429	65.3
Noncurrent assets	232,779	42.0	118.3	196,715	34.7
Total assets	554,667	100.0	97.8	567,144	100.0
Current liabilities	56,806	10.2	102.2	55,605	9.8
Noncurrent liabilities	9,315	1.7	88.2	10,562	1.9
Total liabilities	66,121	11.9	99.9	66,168	11.7
Total shareholder's equity	479,749	86.5	96.7	496,008	87.4
Accumulated other comprehensive income	8,796	1.6	177.1	4,968	0.9
Total net assets	488,545	88.1	97.5	500,976	88.3
Total liabilities and net assets	554,667	100.0	97.8	567,144	100.0

Sales by Business

- Net sales exceeded the previous year across all businesses, both in Japan and overseas. Domestic net sales increased by 5.0% YoY.

(Million yen/%)

Business	FY2/26	Composition ratio	YoY	H1	YoY	H2	YoY
Shimamura	519,658	74.2	104.4	255,149	103.4	264,508	105.4
Avail	70,352	10.1	106.6	34,875	103.3	35,477	110.1
Birthday	81,394	11.6	106.4	40,151	105.4	41,242	107.3
Chambre	17,254	2.5	111.7	8,283	108.7	8,970	114.6
Divalo	1,042	0.1	116.2	538	112.6	503	120.2
Shimamura (non-consolidated)	689,702	98.5	105.0	338,999	103.8	350,702	106.3
Si meng le (Taiwan)	10,332	1.5	117.3	4,577	116.1	5,754	118.2
Shimamura (consolidated)	700,034	100.0	105.2	343,577	103.9	356,457	106.5

Same-store Sales, Customer Traffic, and Average Spending per Customer (YoY)

■ Same-store sales at the three core businesses exceeded the previous year, driven by higher customer traffic.

Strengthened promotional events and product offerings less sensitive to temperature fluctuations led to an increase in customer traffic across all businesses. Although the number of items per purchase declined YoY, this was offset by higher customer traffic. (%)

Business	Period	Net sales		Number of customers	Spending per customer	Number of items purchased	Unit price per item
		Existing stores	All stores				
Shimamura	H1	103.6	103.4	102.3	101.1	98.7	102.3
	H2	105.3	105.4	105.9	99.5	99.4	99.8
	Full year	104.4	104.4	104.1	100.3	99.0	101.2
Avail	H1	102.3	103.3	100.0	103.3	99.5	103.9
	H2	108.1	110.1	112.1	98.1	100.4	97.8
	Full year	105.1	106.6	105.8	100.8	99.8	101.1
Birthday	H1	102.4	105.4	104.6	100.8	97.1	103.9
	H2	105.0	107.3	109.7	97.8	93.8	104.1
	Full year	103.7	106.4	107.1	99.3	95.3	104.0

Gross Profit, Price Reduction, Inventory YoY

■ In the Shimamura Business, gross profit increased by 4.7% due to reduced markdowns and improved pricing.

In the Birthday Business, gross profit margin improved by 0.2% YoY, reflecting enhanced product assortments.

(%, pt)

Business	Period	Gross profit			Price reduction			Inventory
		Gross profit YoY	Gross margin		Discount price YoY	Discount rate		Inventory YoY (Monthly avg.)
				YoY			YoY	
Shimamura	H1	105.0	34.3	+0.5	94.1	6.2	-0.6	-
	H2	104.4	34.0	-0.3	107.6	6.1	+0.1	-
	Full year	104.7	34.1	+0.0	100.5	6.2	-0.2	105.6
Avail	H1	103.0	38.7	-0.1	113.1	14.7	+1.2	-
	H2	109.3	39.3	-0.3	119.9	13.4	+1.1	-
	Full year	106.1	39.0	-0.2	116.3	14.1	+1.2	109.5
Birthday	H1	104.4	33.3	-0.3	119.7	6.5	+0.8	-
	H2	109.5	34.1	+0.6	103.0	4.6	-0.2	-
	Full year	107.0	33.7	+0.2	112.1	5.5	+0.3	109.3

2. Initiatives by Business

■ Private-brand (PB) products drove sales. FIBER HEAT sales increased by 28.6% YoY.

PB products performed strongly, led by the premium-priced “CLOSSHI PREMIUM” line and the high-functionality Fiber series. The “Iki-Iki Labo” wellness-focused series was selected for Nikkei MJ’s “2025 Hit Products Ranking.”

PB Performance in 2025

• Net sales +7.7% YoY



High-value and high-functionality PB products drove sales

Sales by PB category

	YoY
CLOSSHI	Up2.1%
CLOSSHI PREMIUM	Up6.5%
FIBER DRY ファイバードライ	Up12.9%
FIBER HEAT ファイバーヒート	Up28.6%

The “Iki-Iki Labo” series ranked among hit products



Shimamura Business (2): Strengthening Sales Power



■ Sales grew, supported by enhanced “Super Surprise Sales” and product offerings less affected by temperature fluctuations.

The “Super Surprise Sales” were held twice a year, with improved content driving increases in both sales and customer traffic. During off-peak periods, sales were supported through timely character merchandise and various promotional campaigns.

Sales growth driven by “Super Surprise Sales” during peak demand periods

Stable sales generation during off-peak periods, less dependent on temperature

Avail Business (1): Strengthening Product Appeal

■ JB products were driven by “CHIP CLIP” and collaboration items with Korean brands.

■ Character products increased by 22.4% YoY, supported by line expansion and the introduction of new characters.

Strong performance of “CHIP CLIP” driven by Korean collaborations



Character products grew through line expansion and new character development



- Six key promotional events were held during the year, successfully driving customer traffic and sales during peak demand periods.
- In-store VMD enhancements improved customer flow and product visibility, contributing to sales growth.

Customer traffic boosted through six key promotional events annually



VMD aligned with event demand



■ In JB products, “Cottoli” performed strongly, with sales increasing by 11.2% YoY.

■ Character costume items featuring Disney and Sanrio characters gained strong traction in e-commerce.

Strong performance of “Cottoli” in JB products



Character costume items, including dresses and rompers, gained popularity



■ Sales were supported by strengthened promotional events and expanded social media marketing (EC sales increased by 112.0% YoY).

■ A new social media account for maternity preparation was launched to enhance support for expectant mothers.

Increased customer traffic through the 25th anniversary project



Expansion of social media-driven promotions



Launch of maternity preparation social media account to support expectant mothers



お買い物で「お困りのこと」はありませんか？



- ・出産準備、何を買ったらいいんだろう？
- ・使い方が分からない商品がある。
- ・違いは何だろう？

店内商品について、お困りのことがありましたら、スタッフが調べてお答え致します。

お気軽にご相談ください。

Chambre Business: Strengthening Product Appeal and Sales Power

■ Sales increased, driven by new product initiatives and the 25th anniversary campaign.

Net sales increased by 11.7% YoY, supported by strengthened gift offerings centered on motivational themes and the successful anniversary campaign. Introduction of a new layout, exterior improvements, and enhanced VMD led to the acquisition of new customers.

Strengthened gift offerings



Anniversary campaign contributed to customer traffic



New store layouts and exterior redesigns



Divalo Business: Strengthening Product Appeal and Sales Power

■ Sales increased, driven by expanded offerings of hands-free shoes and functional products.

Handing of shoes and functional products, supported by an expanded product lineup, drove sales. Net sales increased by 16.2% YoY. At the newly opened Beppu FM store, the foot measurement service was well received, with approximately 40% of customers who used it making purchases.

Product assortment expanded; functional products performing well



Foot measurement service driving purchase conversion



Si meng le (Taiwan) Business: Strengthening Product Appeal and Sales Power

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■ Sales increased, driven by expanded Japan-developed products and influencer marketing.

Net sales increased by 17.3% YoY, supported by the expansion of Japan-developed products, including PB and JB items, as well as the impact of influencer promotions. The newly opened Zhongshan North Road store in central Taipei recorded the highest-ever opening-period sales.

Sales growth driven by Japan-developed products and influencer marketing



暮らしを
もっと楽に

ラクっと!
お手軽

PREMIUM

針織の三大煩惱
一次解決

機洗 免手洗
不易起毛球
不易起靜電

經典針織系列 CLOSSH!

經典百搭款・耐穿耐看，
輕鬆穿出質感與舒適。

490元起

Icons: moisture, UV, machine wash, no lint, no static, eco-friendly.

Record-high opening sales at Zhongshan North Road store in urban Taipei



MIZUKI
LIN 林襄

ROCHESTER

しまむら SHIMAMURA

日本企劃



しまむら

AUTUMN COLLECTIONS

Expansion of Store Openings, Relocations, and Renovations **しまむらグループ**

■ Store openings: 52 stores opened during the year, in line with the plan.

Opened high-profitability formats, including five-business FM stores, relocations, and urban-format stores.

■ Renovations: 115 stores renovated, exceeding the plan.

First five-business FM store opened



Relocations optimized the dominant strategy



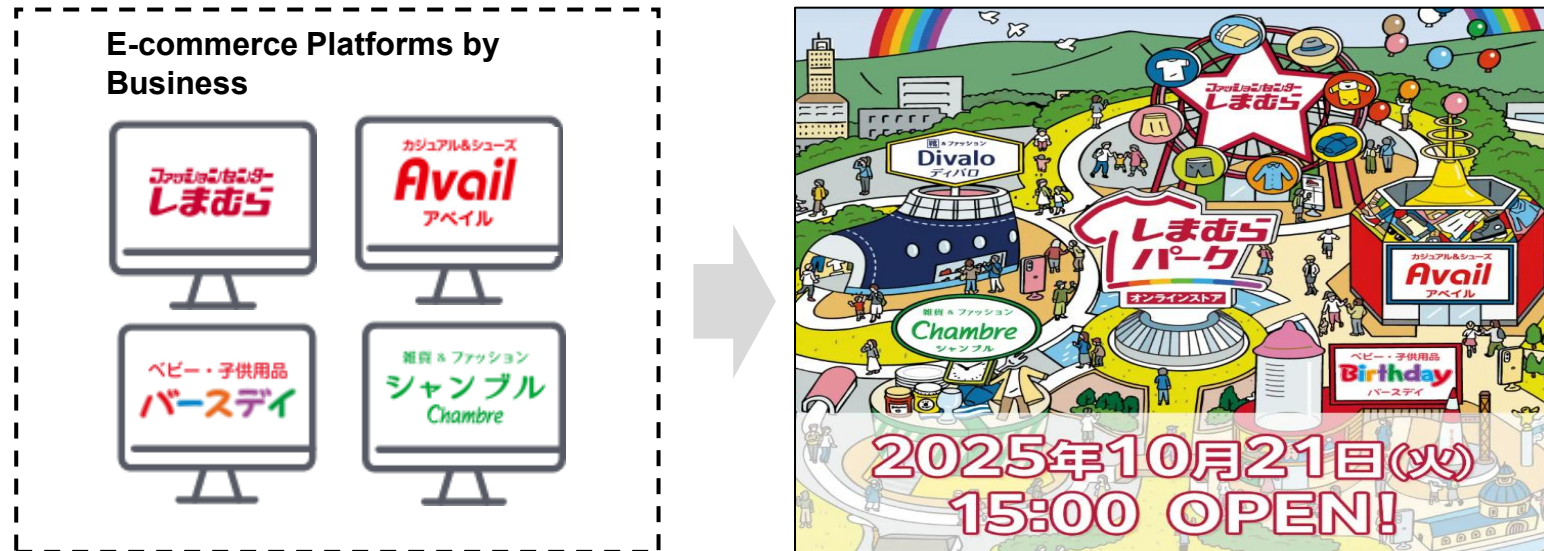
Expansion of E-Commerce Business

■ Sales amounted to 19.6 billion yen, up 51.7% YoY. The integration of the online stores in October enhanced customer acquisition capabilities.

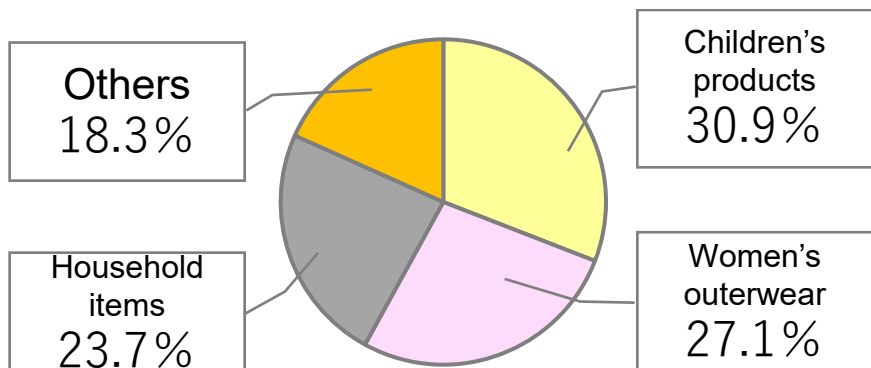
EC sales by business (Full year)

Business	YoY
Shimamura	Up 42.5%
Avail	Up 35.1%
Birthday	Up 112.0%
Chambre	Up 158.1%
Divalo	NEW

Increased site sessions following online store integration



EC sales composition by category (Full year)



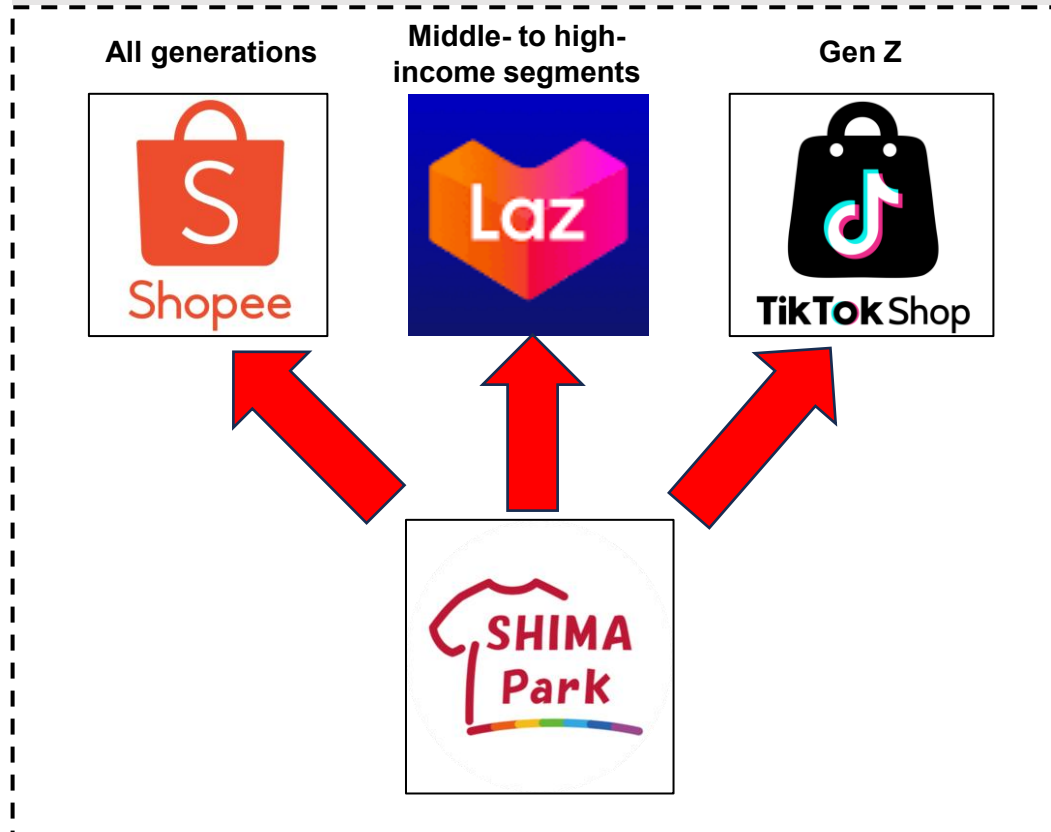
Impact of Online Store Integration

- Website traffic: approx. 3 x increase
- Sales: increased Up 58.2% YoY

■ Brand awareness of SHIMA Park continued to improve.

Expanded customer touchpoints and acquired new customers through store openings on major Thai e-commerce platforms and participation in local exhibitions.

Expansion into e-commerce malls targeting diverse customer segments



Exhibited at "JAPAN EXPO THAILAND," a Japanese culture event



■ Promoted digitalization to enhance productivity.

Strengthened the online store by leveraging customer data, while improving store productivity through digital initiatives.

Personalized marketing using customer data

Customer management system



- Gender
- Age group
- Purchase history



Personalized marketing initiatives



Personalized product recommendations

Digitalization of store operations to enhance productivity

Automated payment machines



390 Store

Cleaning robots



525 Store

Digital signage



509 Store

Digital POP displays



509 Store

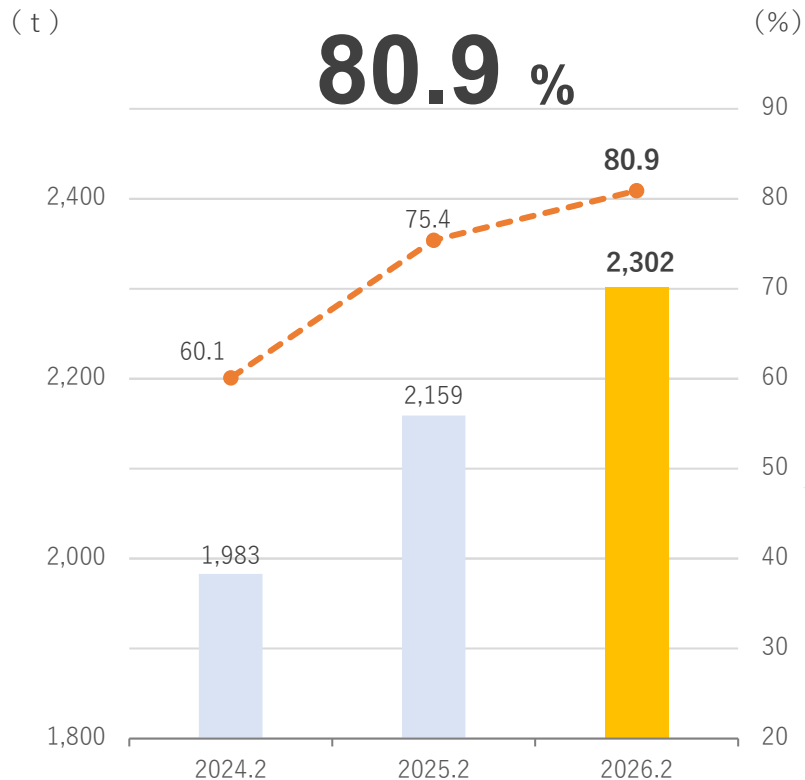
3. ESG Initiatives

ESG Initiatives (1): Environment

- Hanger recycling has grown by 20.8% over the past two years, as a fully closed-loop recycling system was established.
- Clothing collection expanded to 900 stores. We are promoting the establishment of a clothing collection framework, with a view to rolling it out to all stores.

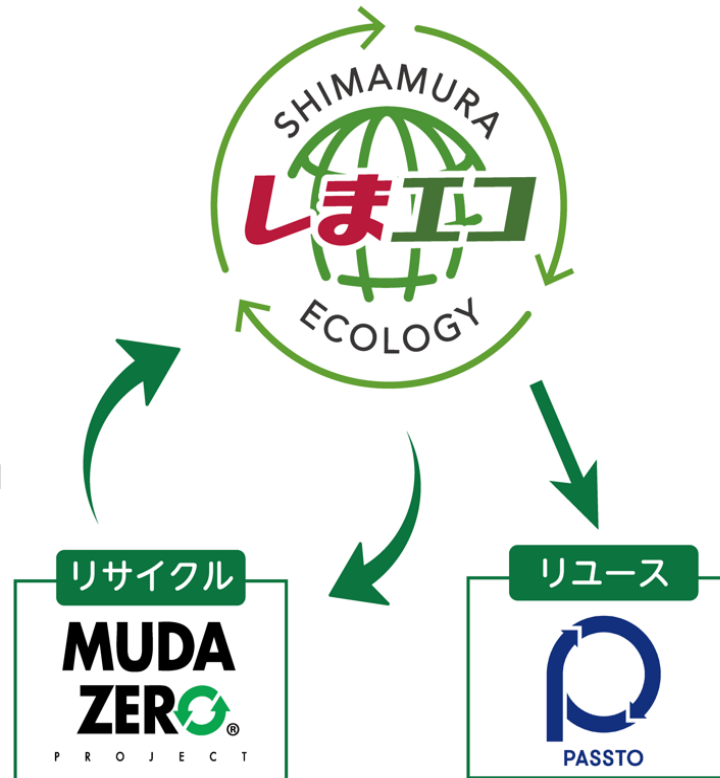
Hanger Recycling Performance

Recycling rate trends



Clothing Collection

Recycling and reuse



Number of collection stores



Collection volume trends

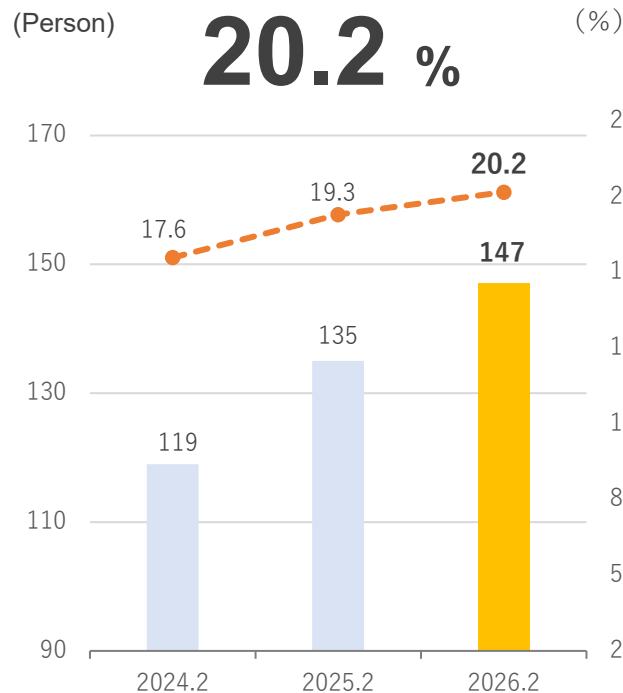


ESG Initiatives (2): Social

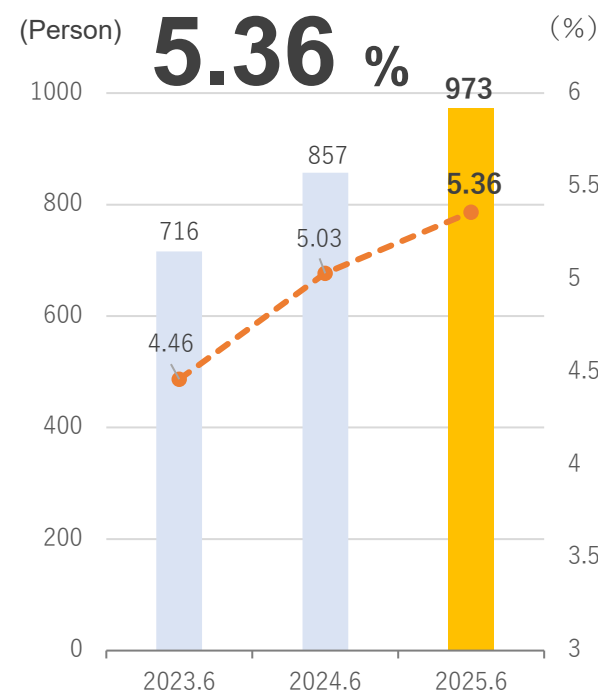
- The ratio of female managers and the employment rate of persons with disabilities both increased, reaching 20.2% and 5.36%, respectively.
- The number of mobile sales events and shopping tours increased. Optimized product assortments and introduced dedicated hangers to enhance operations.

Female Manager Ratio / Employment Rate of Persons with Disabilities

Trends in female manager ratio

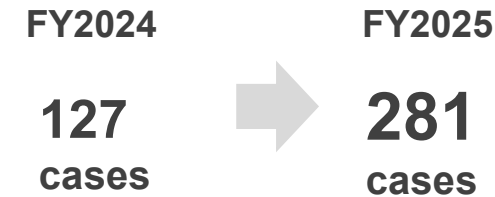


Trends in employment rate of persons with disabilities



Mobile Sales / Shopping Tours

Trends in mobile sales



Trends in shopping tours



Launch of EC site

4. Consolidated Business Forecasts for FY2/27

Consolidated Business Forecasts for FY2/27

- Net sales: expected to increase by 4.2% YoY / Operating income: expected to increase by 8.7% YoY
- SG&A expenses: expected to increase by 3.0% YoY. Personnel expenses are expected to increase by 4.2% YoY. Expenses for consumables and display fixtures are also expected to increase, reflecting renovations of existing stores.
- Dividend per share: expected to be 80 yen for the full year

(Million yen/%)

	FY2/27 Forecast	YoY	Ratio to sales	FY2/26 Result	Ratio to sales
Net sales	729,193	104.2	100.0	700,034	100.0
Gross profit	254,728	104.4	34.9	243,904	34.8
SG&A	189,292	103.0	26.0	183,771	26.2
Operating income	66,842	108.7	9.2	61,483	8.8
Ordinary income	68,825	108.1	9.4	63,672	9.1
Net income attributable to owners of parent	47,321	106.4	6.5	44,460	6.4
Net income per share	227.92yen	—	—	202.36yen	—
Dividend per share	80yen	—	—	215yen	—

* The Company conducted a 3-for-1 stock split on February 21, 2026. Accordingly, net income per share for FY2/26 has been calculated assuming that these stock splits were effected at the beginning of the fiscal year.

■ Unified Theme: “Next Challenge 3rd – Evolving Challenges”

Over the past two years, we have undertaken a wide range of initiatives. “Evolving Challenges” represents our commitment to not simply repeat past efforts, but to elevate each challenge into something greater and more valuable. We will continue to take on challenges that go one step further, driving the next stage of evolution for both our employees and the Group.

Strengthening Product Appeal

- Enhancing brand value through the development of hit products, the evolution of in-house brands, and the creation of innovative product initiatives
- Expanding into new customer segments by challenging conventional boundaries in merchandising (line expansion)
- Creating new products and optimizing assortments through advanced data analytics

Strengthening Sales Power

- Adopting innovative marketing methods and cutting-edge digital technologies
- Revising sales floors and promotions using customer data
- Evolving products, store layouts, and promotions in line with store and regional characteristics
- Advancing digital utilization in in-store operations and enhancing VMD
- Enhancing store loyalty through improved customer service and the creation of new shopping experiences

Strengthening Base and Foundation

- Improving efficiency of store and head office operations through new digital technologies
- Expanding urban store strategies, relocations, renovations, and FM formats
- Building a proactive supply chain that ensures both competitive advantage and sustainability, beyond risk mitigation
- Evolving HR strategies to create a rewarding and comfortable workplace
- Promoting Shimamura-style ESG through core business activities
- Enhancing e-commerce platforms to meet increasingly diverse customer needs
- Pursuing new business opportunities and overseas expansion

FY2/27 Stores Opening/Closing and Renovation Plan

- Group total: 65 new store openings and 38 store closures (net increase of 27 stores).
Improved store profitability through expansion via relocations and fashion mall formats.
Accelerated store openings in urban areas (Tokyo and Keihanshin region).
- Renovation plan: 100 stores. Enhanced store loyalty while promoting environmental initiatives through the introduction of the latest equipment.

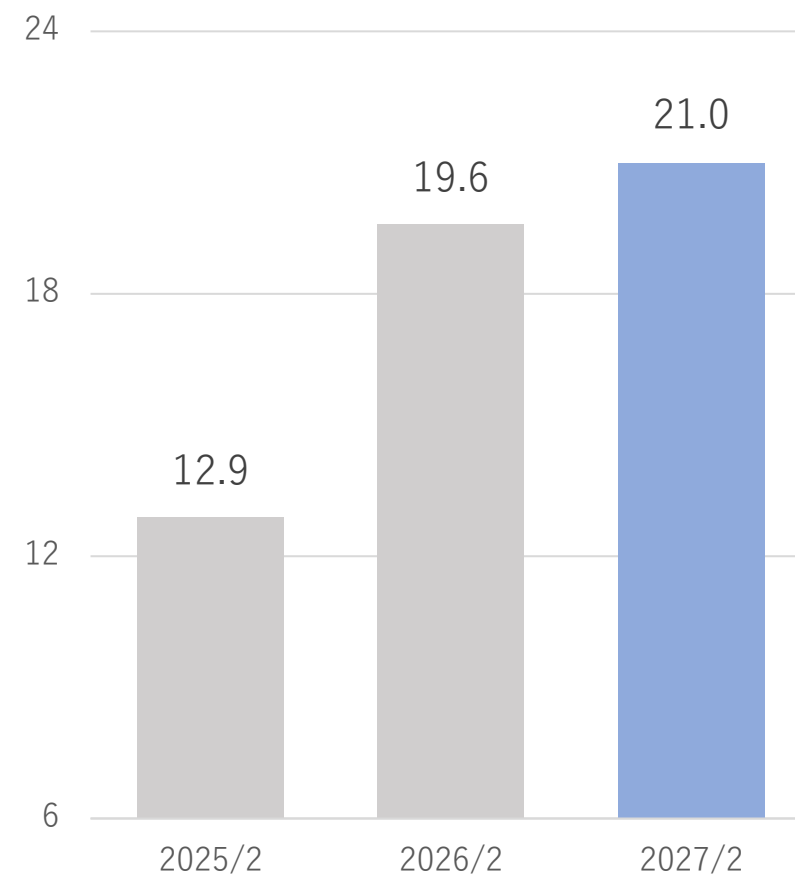
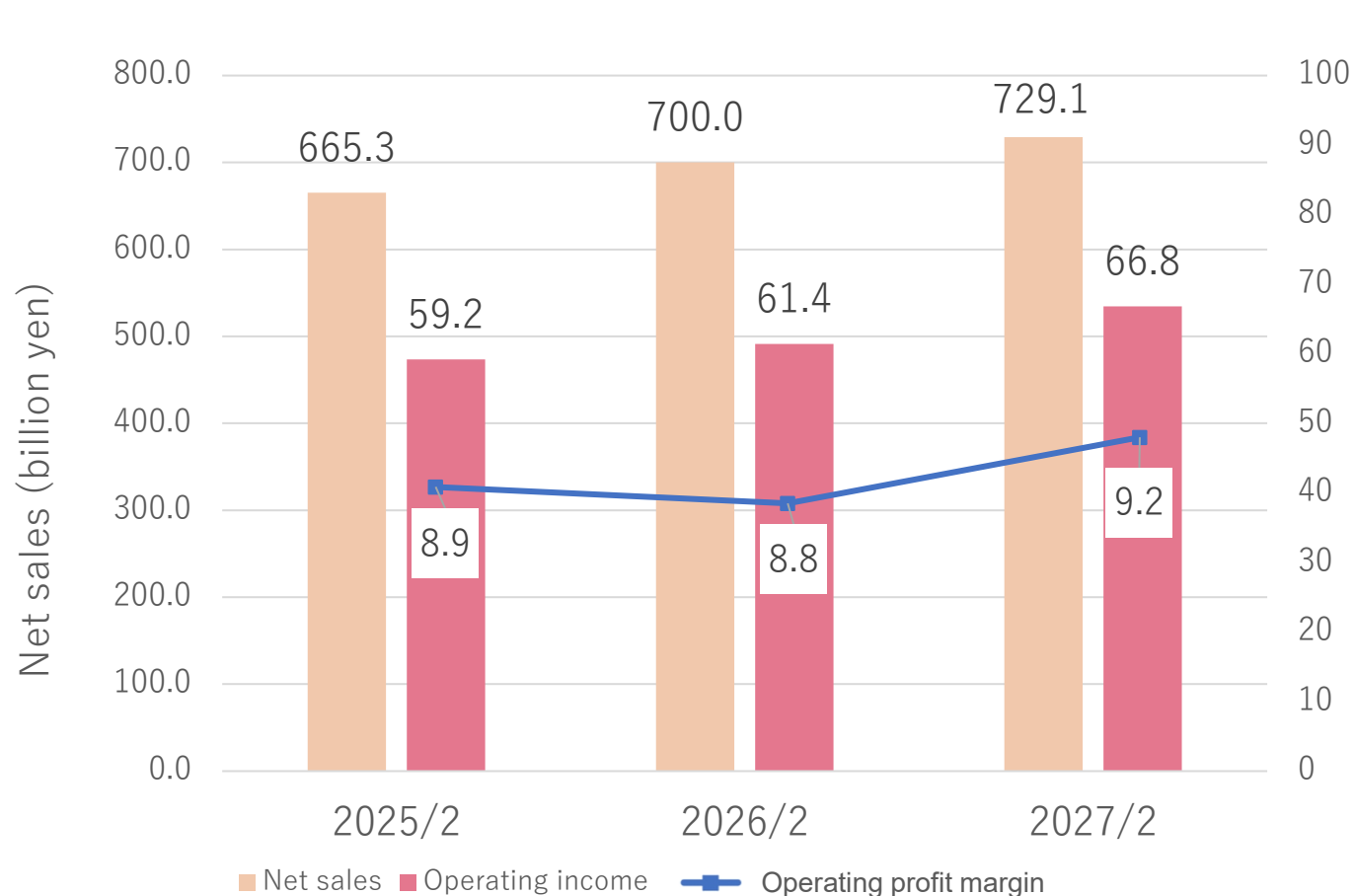
Business	End-FY2/26 Number of stores	Planned opening stores	Planned closing stores	End-FY2/27 Number of stores (Plan)	Number of renovation plan
Shimamura	1,423	25	18	1,430	73
Avail	323	15	9	329	14
Birthday	343	9	6	346	8
Chambre	125	11	3	133	5
Divalo	19	0	0	19	0
Shimamura (non-consolidated)	2,233	60	36	2,257	100
Si meng le (Taiwan)	45	5	2	48	0
Shimamura (consolidated)	2,278	65	38	2,305	100

5. Medium-term Management Plan 2027: Revisions to Numerical Targets

Medium-term Management Plan 2027: Revisions to Numerical Targets

Medium-term Management Plan: Numerical Target

Consolidated net sales		Consolidated operating income		EC sales	
Initial Plan	Revised Plan	Initial Plan	Revised Plan	Initial Plan	Revised Plan
725.0 billion yen	729.1 billion yen (+4.1 billion yen)	66.5 billion yen	66.8 billion yen (+0.3 billion yen)	18.0 billion yen	21.0 billion yen (+3 billion yen)



Financial Results Materials (Disclosed on the corporate website)

- Financial Results Briefing Materials (with comments): Tuesday, March 31
- Financial Results (Summary of Question and Answer Session): Wednesday, April 1
- Financial Results Briefing (English): Thursday, April 2

Cautionary Statement Regarding Forward-Looking Statements, etc.

The forward-looking statements, including business forecasts, contained in this document are based on judgments made in accordance with information available at the time of this document's release and are subject to a number of uncertainties.

Actual results may differ from these forecasts due to changes in business conditions and other factors.