



株式会社ニトリホールディングス

2026年3月期 第2四半期決算説明会

ニトリ
NITORI

2025年11月13日

I am Toshiyuki Shirai, Representative Director and COO.

Thank you very much for taking time out of your busy schedules to join us today. I would like to express my sincere appreciation.

Now, without further ado, I will explain the financial results for the second quarter of the fiscal year ending March 2026 for NITORI Holdings.

連結業績概要



(単位：億円)

	2026年3月期 第2四半期累計 (2025.4.1~2025.9.30)		2025年3月期 第2四半期累計 (2024.4.1~2024.9.30)		前期比較	
	実績	売上比	実績	売上比	増減	前期比
売上収益	4,391	-	4,471	-	▲80	98.2%
売上利益	2,331	53.1%	2,285	51.1%	45	102.0%
販売費及び 一般管理費	1,744	39.7%	1,662	37.2%	82	105.0%
営業利益	598	13.6%	642	14.4%	▲44	93.1%
税引前中間利益	603	13.7%	640	14.3%	▲37	94.2%
親会社の所有者に 帰属する中間利益	417	9.5%	454	10.2%	▲36	91.9%

Let me explain our consolidated business results.

Revenue was 439.1 billion yen, representing 98.2% of the previous fiscal year. Gross profit was 233.1 billion yen, at 102% compared to the previous year. Selling, general and administrative expenses were 174.4 billion yen, or 105% of the previous year. The gross profit margin increased by 2 percentage points year-on-year to 53.1%. The SG&A ratio rose by 2.5 percentage points to 39.7%.

As a result, operating profit was 59.8 billion yen, or 93.1% of the previous year. Profit before tax for the interim period was 60.3 billion yen, at 94.2% of the previous year. Profit attributable to owners of the parent for the interim period was 41.7 billion yen, or 91.9% of the previous year.

I will explain the details of each item later.

セグメント別業績概要



(単位：億円)

		2026年3月期 第2四半期累計 (2025.4.1~2025.9.30)		2025年3月期 第2四半期累計 (2024.4.1~2024.9.30)		前期比較	
		実績	売上比	実績	売上比	増減	前期比
ニトリ 事業	売上収益	3,889	-	3,916	-	▲27	99.3%
	営業利益	551	14.2%	601	15.4%	▲49	91.7%
島忠 事業	売上収益	569	-	610	-	▲41	93.3%
	営業利益	47	8.3%	41	6.8%	5	113.5%

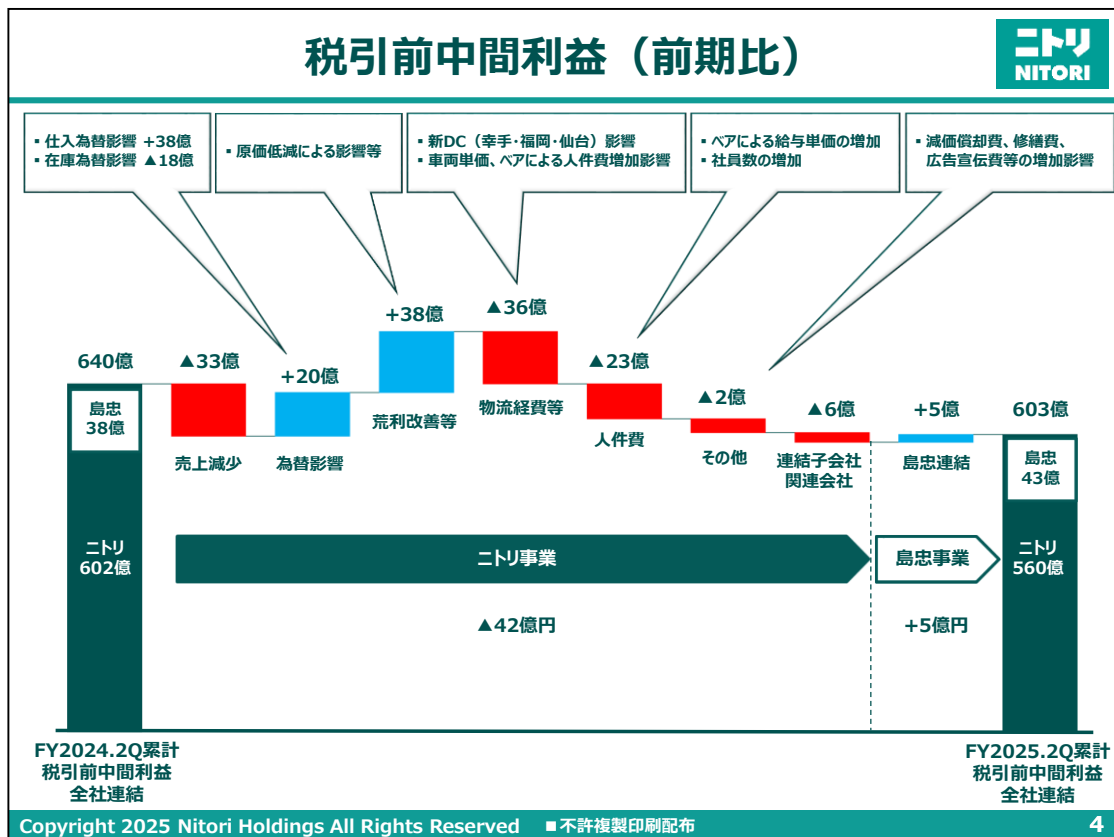
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I will explain the business results by segment.

For the NITORI business, revenue was 388.9 billion yen, which is 99.3% of the previous year's figure, and operating profit was 55.1 billion yen, or 91.7% compared to the previous year.

For the Shimachu business, revenue was 56.9 billion yen, which is 93.3% of the previous year's figure, and operating profit was 4.7 billion yen, or 113.5% compared to the previous year.



I will explain the year-on-year comparison of pre-tax interim profit.

In the NITORI business, pre-tax interim profit decreased by 4.2 billion yen to 56.0 billion yen.

In the Shimachu business, it increased by 0.5 billion yen to 4.3 billion yen.

As a result, NITORI Group's consolidated pre-tax interim profit decreased by 3.7 billion yen year-on-year to 60.3 billion yen.

The main factors behind these changes are as follows:

- ・ A decrease of 3.3 billion yen due to lower revenue
- ・ An increase of 2.0 billion yen due to the impact of foreign exchange fluctuations on procurement and inventory
- ・ An increase of 3.8 billion yen due to improved gross profit from cost reductions, etc.

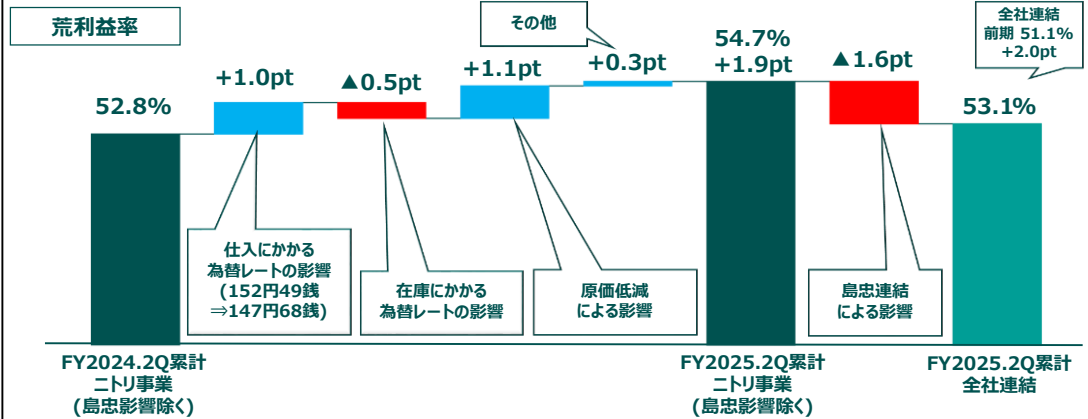
In addition,

- ・ Logistics expenses decreased by 3.6 billion yen, mainly due to costs related to new distribution centers in Fukuoka, Satte, and Sendai, as well as higher vehicle costs and increased labor costs for logistics staff due to base salary increases
- ・ Personnel expenses decreased by 2.3 billion yen due to higher salary levels from base increases and an increase in the number of employees
- ・ The impact of consolidation of subsidiaries and affiliates resulted in a decrease of 0.6 billion yen
- ・ The consolidation of Shimachu resulted in an increase of 0.5 billion yen

荒利益・販管費



販管費	金額	前期比	売上比	前期差	販管費	金額	前期比	売上比	前期差
人件費	584億円	107.6%	13.3%	+1.2pt	業務委託費	79億円	81.0%	1.8%	▲0.4pt
賃借料	71億円	110.9%	1.6%	+0.2pt	減価償却費	313億円	105.5%	7.1%	+0.5pt
発送配達費	170億円	103.7%	3.9%	+0.2pt	設備投資等				
広告宣伝費	107億円	109.2%	2.4%	+0.2pt	設備投資額		194億円		



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Regarding selling, general and administrative expenses, as explained earlier, I will now discuss gross profit and capital investment.

The gross profit margin for the NITORI business increased by 1.9 points to 54.7%.

Including the negative impact of -1.6 points from the consolidation of Shimachu, the overall gross profit margin for the company increased by 2 points to 53.1%.

Compared to the previous year, the average settlement exchange rate appreciated by 4.81 yen, resulting in a positive impact of 1 point on the procurement exchange rate, and a positive impact of 1.1 points from cost reductions and other factors.

On the other hand, the exchange rate for inventory had a negative impact of 0.5 points.

Capital investment amounted to 19.4 billion yen, mainly due to new store openings and material handling equipment at the Sendai distribution center.

連結財政状態計算書



(単位：億円)

区分	科目	2025年 9月度末	2025年 3月期末	増減	主な増減要因
流動資産	流動資産	3,500	3,646	▲146	
	うち 営業債権及びその他の債権	554	805	▲250	売掛金▲204
	うち 棚卸資産	1,080	1,127	▲46	
	非流動資産	11,639	11,647	▲8	
	うち 有形固定資産	9,030	9,051	▲21	
	うち 無形資産	96	93	3	
資産合計		15,139	15,294	▲154	
流動負債	流動負債	3,094	3,536	▲442	
	うち 営業債務及びその他の債務	627	754	▲127	買掛金▲11 未払金▲97
	うち 借入金	1,550	1,731	▲181	
	非流動負債	2,640	2,700	▲59	
	うち 借入金	150	200	▲50	
負債合計		5,735	6,236	▲501	
資本合計		9,404	9,057	347	利益剰余金+331
負債及び資本合計		15,139	15,294	▲154	

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I will explain the consolidated statement of financial position.

Total assets decreased by 15.4 billion yen compared to the end of the previous fiscal year, to 1,513.9 billion yen, mainly due to a decrease in trade and other receivables.

Liabilities decreased by 50.1 billion yen compared to the end of the previous fiscal year, to 573.5 billion yen, mainly due to a decrease in trade and other payables.

The other items are as shown.

連結キャッシュ・フロー



(単位：億円)

	2026年3月期 第2四半期累計	2025年3月期 第2四半期累計	増 減	当期実績の主な内訳
営業活動による キャッシュ・フロー	870	831	39	税引前中間利益 603 減価償却費及び償却費 343 法人税等の支払 ▲210
投資活動による キャッシュ・フロー	▲290	▲559	268	有形固定資産及び投資 不動産の取得による支出 ▲204
財務活動による キャッシュ・フロー	▲495	▲377	▲118	短期借入金の純増減額 ▲179 リース負債の返済による支出 ▲180
その他	▲8	2	▲11	
現金及び現金同等物 の増減額	75	▲102	178	
現金及び現金同等物 の中間期末残高	1,435	1,077	358	
フリーキャッシュ・フロー	579	272	307	(営業CF+投資CF)

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I will explain the consolidated cash flows.

Net cash provided by operating activities was 87.0 billion yen.

Net cash used in investing activities was 29.0 billion yen, mainly due to the acquisition of property, plant and equipment and investment properties.

Net cash used in financing activities was 49.5 billion yen, mainly due to the repayment of borrowings.

As a result, the balance of cash and cash equivalents at the end of the interim period was 143.5 billion yen.

2026年3月期 第2四半期 店舗数



地域	業態	期首 店舗数	2Q累計 出店数	2Q累計 退店数	2Q累計 純増数	2Q末 店舗数
国内	ニトリ・EX	566	15	5	10	576
	デコホーム	172	8	4	4	176
	Nプラス	44	0	5	▲5	39
	島忠	53	0	1	▲1	52
	小計	835	23	15	8	843
海外	台湾	68	2	0	2	70
	中国大陸	100	2	23	▲21	79
	香港	3	0	0	0	3
	韓国	5	2	3	▲1	4
	マレーシア	12	1	2	▲1	11
	シンガポール	4	2	1	1	5
	タイ	10	0	0	0	10
	ベトナム	3	1	0	1	4
	フィリピン	4	2	0	2	6
	インドネシア	3	2	0	2	5
	インド	1	0	0	0	1
	小計	213	14	29	▲15	198
	合計	1,048	37	44	▲7	1,041

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I will explain the store openings.

Compared to the end of the previous fiscal year:

In Japan, there was a net increase of 8 stores, bringing the total to 843 stores.

Overseas, although 14 new stores were opened, we prioritized improving profitability in mainland China and proceeded with closing unprofitable stores. As a result, 23 stores were closed, resulting in a net decrease of 15 stores and a total of 198 stores.

The total number of stores in the NITORI Group decreased by 7 from the previous fiscal year-end, resulting in 1,041 stores.

主要経営効率の推移 (1)



番号	効率項目	単位	目標	評価	IFRS	日本基準				
					2025.9	2024.9	2023.9	2022.8	2021.8	
全社連結 (6か月累計)	1	総資本経常利益率	%	7.5%以上	×	4.0	4.9	5.0	7.1	8.3
	2	総資本回転率	回	1回以上	×	0.29	0.36	0.36	0.42	0.44
	3	営業収入経常利益率	%	10%以上	○	13.7	13.6	13.7	16.6	19.1
	4	1株あたり純利益高	円	50円以上	○	73.9	358.0	336.6	455.5	477.4
	5	自己資本当期純利益率	%	7.5%以上	×	4.5	4.4	4.5	6.8	8.1
	6	自己資本構成比率	%	60%以上	○	62.1	76.6	74.2	77.8	72.4
	7	インタレスト・カバレッジ	倍	20倍以上	○	121	236	352	711	761
	8	総売上高増加率	%	10%以上	×	▲1.8	6.9	▲1.5	2.1	14.4
	9	経常利益高増加率	%	10%以上	×	▲5.8	6.5	▲19.2	▲10.9	▲2.5
	10	総売上高総利益率	%	48%以上	○	53.1	51.2	50.8	51.3	53.0
	11	損益分岐点売上高比率	%	80%未満	○	70.5	70.6	70.3	63.8	60.8

※ 目標値に関して、日本レディングセンターが定める経営効率数値のあるべき値に基づく
 ※ 2025.9 数値 (IFRS適用) に関して、「経常利益」は「税引前四半期利益」、「自己資本」は「親会社の所有者に帰属する持分」に読み替えて算出
 ※ 4番「1株あたり純利益高」について、株式分割 (1株につき5株への割合をもって分割) 後の株式数を基に算出

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I will explain the trends in our key management efficiency indicators.

Items 1 to 11 are calculated on a consolidated basis for the entire company, including the performance of Shimachu. Figures for the current period are based on IFRS, while figures for prior periods are based on Japanese GAAP.

Due to the application of IFRS compared to Japanese GAAP:

- Item 1, Return on Total Capital, was negatively impacted by approximately 1 percentage point.
- Item 6, Equity Ratio, was negatively impacted by approximately 12 percentage points.

Item 7, Interest Coverage Ratio, was affected by increased borrowings to pay for the restructuring of logistics centers.

Item 4, Earnings Per Share, fluctuated as a result of a stock split at a ratio of 5 shares for every 1 common share, based on the record date of September 30.

主要経営効率の推移（2）



番号	効率項目	単位	目標	評価	2025.9	2024.9	2023.9	2022.8	2021.8
2 社 連 結 （ ニ ト リ ホ ー ル デ ィ ン グ ス ・ ニ ト リ ）	12 売場販売効率	万円	95万円以上	×	94.0	97.5	95.0	102.4	104.6
	13 商品回転率	回	9回以上	×	4.6	5.1	4.0	5.4	6.0
	14 販売資産回転率	回	2.9回以上	×	2.5	2.8	2.6	3.5	3.7
	15 利潤分配率	%	20%以上	○	25.9	28.0	30.7	35.4	39.8
	16 不動産費分配率	%	25%未満	×	26.5	25.1	24.4	21.8	20.5
	17 販促分配率	%	6%以下	○	5.8	4.9	5.4	4.3	4.2
	18 労働生産性	万円	1,000万円以上	○	1,984	1,976	1,946	2,160	2,110
	19 従業者1人当り売場面積	坪	60坪以上	×	38.9	38.4	38.7	39.5	36.6
	20 坪あたり営業利益高	万円	15万円以上	×	12.0	13.2	14.3	18.2	21.7
	21 坪あたり在庫高	万円	9万円以下	×	10.23	9.85	12.03	9.2	7.7
	22 平均従業員年齢	歳	30歳～35歳	○	32.3	33.1	33.9	33.4	32.9
評価成績（○勝/×敗）					10勝12敗	11勝11敗	12勝10敗	14勝8敗	18勝4敗

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For items from number 12 onward, the figures are calculated by consolidating NITORI Holdings and NITORI, and are based on Japanese GAAP as in previous years.

Although the real estate cost distribution ratio (item 16) did not reach the target, mainly due to an increase in investment in distribution centers and stores, the gross profit exceeded the previous year.

Labor productivity (item 18) improved again compared to the previous year, achieving the target.

For other items, please refer to the figures shown.

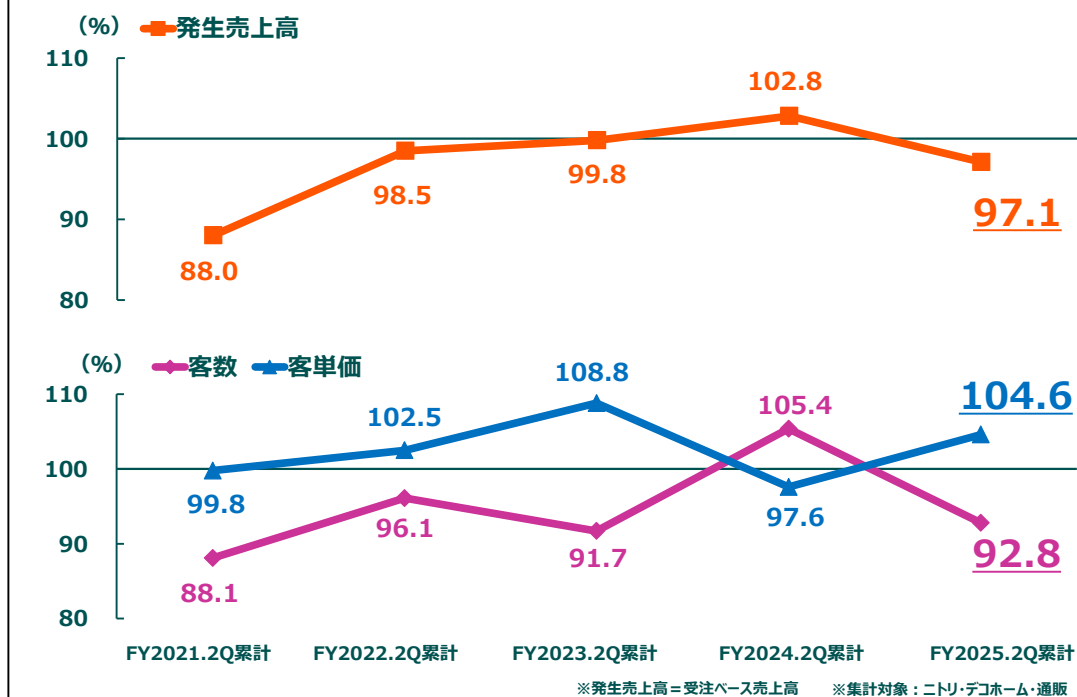
Overall, the results were 10 wins and 12 losses. We will continue to pursue improvements and reforms.

ニトリ事業 トピックス



I will explain the topics related to the NITORI business.

既存店前年比推移



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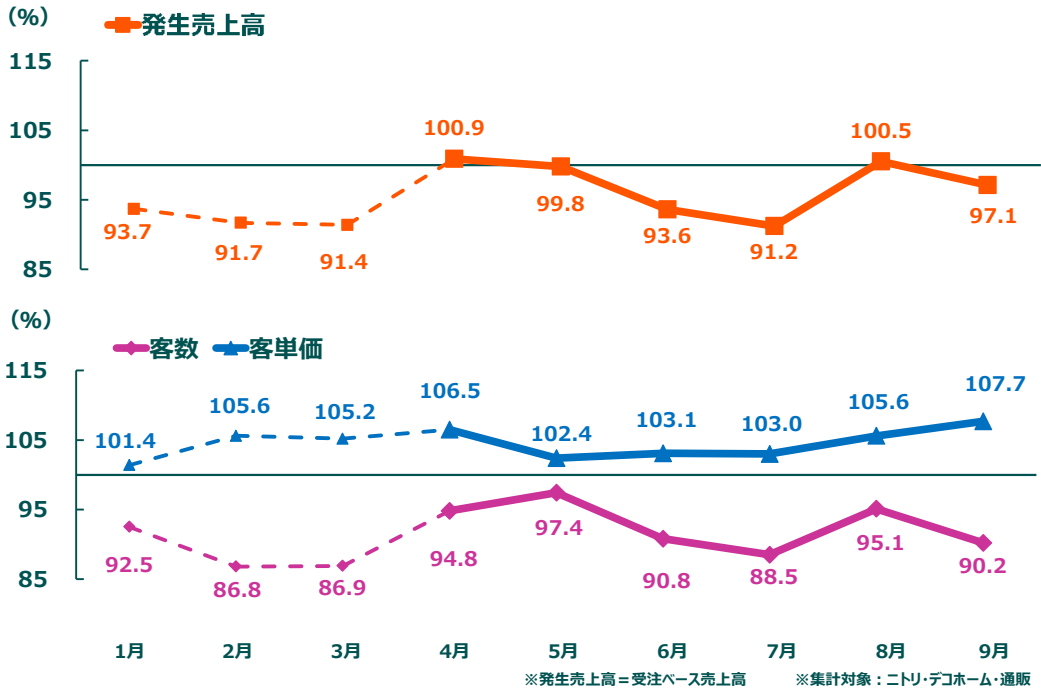
I will explain the sales situation of existing stores in the second quarter.

Sales at existing stores were 97.1% compared to the previous year.

Average customer spend was 104.6%.

Number of purchasing customers was 92.8%.

国内既存店前年比推移（月次）



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I will explain the monthly sales situation of domestic existing stores.

Continuing from the first quarter, the average customer spend has steadily increased as a result of our strategy to strengthen the lineup of higher-priced products, which had previously been underrepresented, in order to attract new customer segments.

On the other hand, the number of customers has decreased. As explained at the previous briefing, this is due to the fact that the development of low-priced products, which are our existing volume zone, has not kept pace with customer expectations. We recognize this as a key issue.

To address this, under the new product department structure, we are promoting further improvements and reforms to better meet customer expectations.

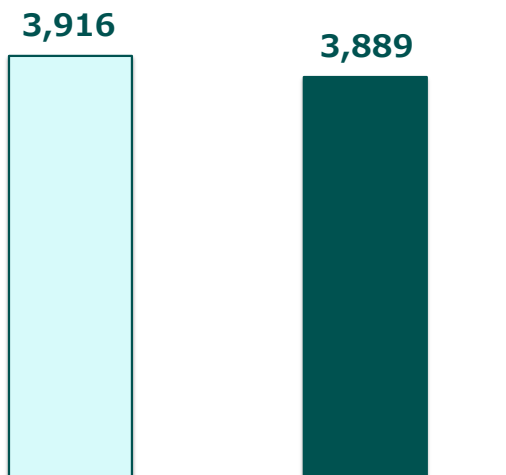
In October, unusually high temperatures from early to mid-month made the situation challenging. Although the decline in customer numbers could not be fully offset after temperatures dropped later in the month, there was an increase in customer numbers, especially for seasonal bedding, surpassing the previous year's level.

ニトリ事業 売上収益



ニトリ事業売上収益 3,889億円
前期比 99.3%

(単位：億円)



FY2024.2Q累計

FY2025.2Q累計

売上収益		金額	前期比
店舗売上(海外含む)		3,225億円	99.6%
店舗外売上 (海外含む)	通販	443億円	94.8%
	法人& リフォーム	69億円	103.4%
賃貸料収入		38億円	96.5%
その他		111億円	107.4%
合計		3,889億円	99.3%

販売チャネル別売上構成比		
店舗 (ニトリ・デコホーム)	75.8%	▲0.7pt
通販	11.3%	▲0.5pt
法人&リフォーム	1.8%	+0.1pt
海外	7.2%	+0.9pt
その他	3.9%	+0.2pt

NITORI Business Sales Revenue Explanation

The sales revenue of the NITORI business, including both Japan and overseas, was 388.9 billion yen, which is 99.3% of the previous fiscal year.

Regarding the sales composition ratio by sales channel:

- In-store sales accounted for 75.8%, a decrease of 0.7 points from the previous year.
- E-commerce sales accounted for 11.3%, a decrease of 0.5 points from the previous year.
- Corporate remodeling accounted for 1.8%, an increase of 0.1 points from the previous year.
- Overseas sales accounted for 7.2%, an increase of 0.9 points from the previous year.

Additionally, from this fiscal year, there has been a change in the accounting method for e-commerce sales. Sales of Deco Home and corporate products through NITORI Net have been reallocated to their respective channels. When comparing e-commerce sales under the same conditions as the previous fiscal year, the year-on-year ratio is 98.9%.

“ニトリ初となる新商品展示会開催”

- 「家具」「ホームファッションソフト」「ホームファッションハード」「家電」
秋冬に展開するニトリ自信の新商品をメディア・インフルエンサー向けに発表



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Explanation of the New Product Exhibition

Our company originated in the furniture business and has since expanded our product range to include furniture, curtains, daily necessities, and home appliances. We are committed to offering total coordination proposals that enable a richer lifestyle.

At the exhibition, we showcased approximately 70 new items with confidence across NITORI's four main categories: Furniture, Home Fashion Soft, Home Fashion Hard, and Home Appliances.

The event was attended by many visitors and received positive feedback. We plan to hold such exhibitions regularly in the future.

新商品 月別の投入数と比率



“下期以降で発売予定の新商品数”

- 年末の12月度には売場の**21%**に新商品が見えてくる状態となる
- 2月度以降には**30%**を超えていく計画

年度 / 月度	2025年度 下期						2026年度 第1四半期		
	10月度	11月度	12月度	1月度	2月度	3月度	4月度	5月度	6月度
当月発売予定 商品数	1,555	517	689	868	900	313	778	812	624
1年以内発売 新商品 比率	18%	19%	21%	24%	30%	34%	34%	34%	39%

Explanation of Upcoming New Product Launch Plans

Under the new product division structure, we are planning to launch new products every month as a result of our ongoing product development efforts.

We aim to create a sales floor where customers can easily notice the new products as they walk through the store. By the end of the year, the proportion of new products will exceed 20%, and by February, it is expected to surpass 30%.

This represents twice the number compared to August of this year.

“感動の乾燥力、ヒートポンプドラム誕生”

- 常識を変える家電として発売以来ご好評いただいているドラム式洗濯乾燥機が感動ヒートポンプドラムとして大きく進化

12kgヒートポンプ式ドラム式洗濯乾燥機



感動の乾燥力! 5年保証付き

ヒートポンプドラム誕生。

ハイブリッド乾燥

繊維の奥までしっかり洗浄
高浸透泡シャワー

水で除菌^{※2}
OxyWave

※1 メーカー保証1年+ニトリ大型家電保証4年の合計5年保証

※2 OxyWave：洗濯コースに除菌機能を追加することでできる機能です。【標準】「スリット」【部屋干し】「つけおき」【次亜塩素酸ナトリウム】「漂白」の時にON/OFFを選択できます。

12kg

149,900円 (税込)

- ヒートポンプ×ヒーター ふっくら省エネハイブリッド乾燥
- 高濃度の洗剤液を泡シャワーで繊維の奥まで浸透させ頑固な汚れもすっきり
- すすぎ時に除菌水生成する「OxyWave」機能を搭載 ※特許出願中

Explanation of Home Appliance Product Development

Our drum-type washer-dryer, which has been well received since its launch as a home appliance that changes conventional standards, has undergone significant advancements and evolved into the "Kando Heat Pump Drum."

While featuring major improvements such as energy-saving heat pump drying, enhanced cleaning power with new technology, and automatic detergent and fabric softener dispensing, the price remains under 150,000 yen, at 149,900 yen including tax.

“しっかり支えて、朝まで快適。眠りの質を高めるマットレス”

- 毎日の暮らしに寄り添い快適な睡眠環境を叶える
快適な眠り、お手入れのしやすさ、清潔さ、持ち運びやすさを手頃な価格で

ウレタンマットレス XKシリーズ

<p>XK003</p> <p>おすすめポイント</p> <p>高密度ウレタン+ プロファイルウレタンで 抜群の弾力性と体圧分散性</p> <p>腰部かための 3ゾーン構造</p> <p>カバーが洗える</p> <p>生地は通気性がよく 抗菌・防ダニ加工も されているから安心</p> <p>軽量でお手入れ ラクラク</p> 	<p>XK005</p> <p>おすすめポイント</p> <p>3層のウレタンで 抜群の弾力性と体圧分散性。</p> <p>腰部かための 3ゾーン構造</p> <p>カバーが洗える</p> <p>トッパーでかたさを 変えられる</p> <p>やらかめ かため</p> <p>軽量でお手入れ ラクラク</p> <p>ウレタン抗菌加工& 表面生地抗菌・防ダニ加工</p> 	<p>XK003 59,990円（税込） XK005 79,990円（税込）</p> <p>※シングルサイズ価格</p> <ul style="list-style-type: none"> ▪ 3層ウレタン構造で抜群の体圧分散性を実現 ▪ 伸縮性の高いニット生地、カバーを外せて洗える ▪ 圧縮梱包で持ち帰りや設置が簡単 ▪ 軽量でベッドメイキングが簡単
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Explanation of Furniture Product Development

The XK Series urethane mattresses feature a three-layer urethane structure, including high-density urethane with excellent elasticity and durability. These mattresses provide outstanding body pressure dispersion while also offering easy maintenance, cleanliness, portability, and affordable pricing.

“「敷く」から「くつろぐ」へ。床がくつろぎの場所になる極厚ラグ”

- 厚さ30mmの極厚ウレタンを使用し
底付き感が気にならず、やわらかな肌ざわりで寝転がっても快適

ボリュームラグ PL10シリーズ



9,990円（税込）

※幅185cm×奥行185cmサイズ価格

- 極厚30mmウレタン使用で底付き感が気にならず床からの冷気も防ぐ
- 異なる生地ミックスでやわらかな肌ざわりを実現
- 裏生地は滑り止め加工
- 防汚・防ダニ加工に加え防音性も兼ね備える※

※自社調べ

ラグは、
「敷く」から
「くつろぐ」へ。

Explanation of Home Fashion Product Development

The Volume Rug PL 10 Series uses extra-thick 30mm urethane. This design eliminates the feeling of hardness from the floor and prevents cold air from rising. By mixing different fabrics, the rug achieves a soft texture, transforming the floor into a comfortable relaxation space.

We will continue to develop products that contribute to enriching our customers' lives in a wide variety of living situations.

“2025年度グッドデザイン賞受賞”

■ ニトリグループで2013年度より13年連続受賞



ちょうど良い湿度調整掛ふとん



タンクはこべる楽給水加湿器シリーズ



Explanation of the 2025 Good Design Award

We have received the Good Design Award for the fiscal year 2025, marking our 13th consecutive year of receiving this honor since 2013.

The double-sided "Just Right Humidity Control Comforter" was highly praised for its simplicity, allowing users to choose between a warming or refreshing side for a comfortable sleep environment. The award also recognized our persistent efforts to bring clear benefits to bedding products, which are often difficult for customers to evaluate.

The "Easy Water Supply Humidifier Series" was commended for its thoughtful design that makes frequent daily actions, such as refilling water and maintenance, simple and convenient. Additionally, the series was highly rated for its design that naturally blends into the living space.

“東京ゲームショウ2025 4年連続出展”

- 「好きと快適をすべてのゲーマーに」をテーマに
ゲームの世界観を存分に楽しめる特別な空間を、快適さとともにご提案



コラボ商品



出展ルーム

my command base



Small space, big immersion



Oshi-room



high performance playroom



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Explanation of Participation in Tokyo Game Show 2025

We exhibited at the "Tokyo Game Show 2025" held in September, marking our fourth consecutive year of participation.

At the venue, we proposed special spaces where visitors could fully enjoy the world of games, offering comfort unique to NITORI. Additionally, we collaborated with three popular game titles and began selling collaboration products at NITORI stores and on NITORI Net.

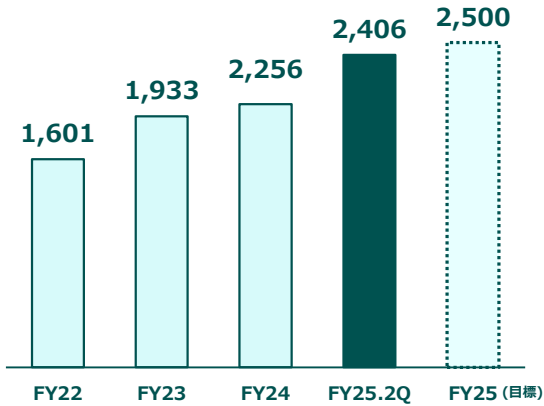
Going forward, the NITORI Group will continue to strive to offer convenient and comfortable gaming lifestyles.

アプリ会員数



- 2025年9月末のアプリ会員数が2,406万人（期首+150万人）
- ニトリアプリの刷新や機能追加など、更なるお客様の買物利便性の向上へ

アプリ会員数推移 (単位：万人)



ランクアップ制度の導入

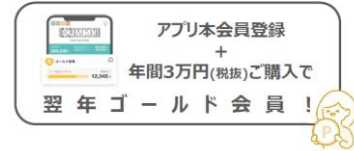
ニトリアプリ

ゴールド会員は通常ポイント

3倍

200円(税別)につき

通常1pt+アプリ会員特典1pt+ゴールド会員特典1pt獲得！



Explanation of App Membership Numbers

As of the end of September, the number of app members increased by 1.5 million from the beginning of the fiscal year, reaching 24.06 million.

As a new initiative, we plan to introduce a rank-up system in which customers who spend 30,000 yen (excluding tax) in a year will become Gold members the following year. Gold members will receive triple the reward points.

We will continue to focus on improving our services to provide customers with a better shopping experience.

- 第2四半期累計 売上EC化率12.9%
- ライブコマース視聴者数が6ヶ月累計で719万人を突破

商品画像・説明の進化

第2四半期累計 売上EC化率：12.9%



背景も含め画像は生成AIを活用
より伝わりやすく魅力的に

FY24.2Q累計差：+0.2pt
FY23.2Q累計差：+1.4pt

※法人・リフォーム除く、発生売上高=受注ベース売上高

ライブコマースの拡大



6ヶ月間累計視聴者数
719万人 (前期比 183.0%)

アーカイブ含め
ライブコマース経由売上は好調に推移

Explanation of E-Commerce Business

For the cumulative results of the second quarter, the EC (e-commerce) sales ratio was 12.9%. This represents an increase of 0.2 points compared to the same period in 2024, and an increase of 1.4 points compared to the same period in 2023, indicating steady progress in e-commerce conversion.

Additionally, the cumulative number of viewers for live commerce over the past six months reached 7.19 million.

新規オリジナル商品



2WAYフェイスローラー
1,490円



ジェルネイル
999円



スマホショルダーバッグ デコネコ
999円
ニットトートバッグ シマエナガ
1,490円



絡みにくいアブラシ
799円



やみくもにブラッシングは髪を傷め、頭皮を刺激するから、全身なめらかな髪に仕上げたい。

オールインワン
シェーバー
2,990円



まくらカバー
（バンブーサテン）
999円



LEDコンバクトミラー
1,290円

Instagramを活用したアプローチ



follow キャンペーン

デコホーム公式スタッフアカウントをフォロー
お買い物時のアプリポイントが5倍

商品の使用感や新規商品のご案内など
売場を覗いているような、タイムリーで個性
あふれる情報を随時お届け

Explanation of DECO HOME Business

DECO HOME's original new products, such as beauty goods, gel nail items, DECO NEKO and SHIMAENAGA merchandise, have been well received by customers.

In addition, the official Deco Home staff account on Instagram provides information on product usability and new items, delivering timely and unique updates that allow users to experience the atmosphere of the sales floor.



N+ トータルコーディネートのお大人服。

Explanation of N-Plus Business

For the 2025 Autumn Collection, we have prepared items that combine two colors, allowing customers to create their own unique styles. We propose coordinated outfits that are brightly colored with autumn hues and also comfortable to wear.



2025年9月末で39店舗

マジックベルトシリーズ

累計販売数 17万本突破

2025 AUTUMN COLLECTION

2 配色のカラーコーディネートをご提案

Explanation of Second Quarter Results for N-Plus Business

As of the cumulative results for the second quarter, there are 39 stores.

The highly popular Magic Belt Series has surpassed a total of 170,000 units sold.

For the 2025 Autumn Collection, we proposed color-coordinated outfits featuring two-color combinations.

Going forward, we will continue to develop products with the aim of creating an apparel brand that delights adult women.

収益性の改善

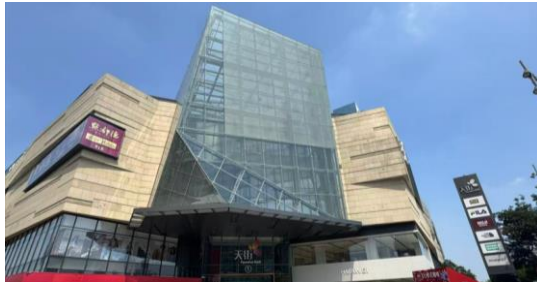
北京銀座和諧広場店

河北燕郊永旺店

出店計画の見直し



蘇州龍湖獅山天街店



部門別売場構成の見直し・リプレイスにより
収益改善し数値は好調に推移

当期 出店数	当期 退店数	当期 純増数	期末 店舗数
4	25	▲21	79



収益性の改善を最優先
当期の出店計画を見直し

Explanation of Overseas Business

Representative examples such as the Beijing Ginza Harmony Plaza Store, the Hebei Yanjiao AEON Store, and the Suzhou Longfor Shishan Paradise Walk Store have undergone reviews and replacements of their sales floor layouts by department. These changes have improved sales efficiency, and the performance figures are trending favorably.

Additionally, in order to achieve profitability in the fiscal year 2026, we have prioritized improving profitability. In the second quarter, we continued to close unprofitable stores.

モデル店舗・グローバル旗艦店

ドンコイ店（ベトナム）



ブギスジャンクション店（シンガポール）

海外最大の売上高を見込むグローバル旗艦店



コネクト ヒョンデ チョンジュ店（韓国）



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Explanation of Singapore Store Opening

In August, we opened our fifth store in Singapore, Bugis Junction, as a global flagship store expected to achieve the highest overseas sales.

This store reflects the sales floor concepts of our overseas model stores, such as the Don Khoi store and Connect Hyundai Cheongju store.

The sales floor is designed so that customers can immediately understand what products are being offered, and the functionality of the products is intuitively conveyed.

To fulfill our vision of providing a richer lifestyle to people around the world, we will continue to steadily expand our overseas store network.



Explanation of Shimachu Business Topics

“シナジーを創出する一体型店舗”

- 同建物各階に島忠・ニトリそれぞれの店舗を出店
ホームセンター・ホームファッション・家具すべてが揃う一体型店舗出店



町田三輪店・港北高田店・北赤羽店

新たに3店舗がニトリ導入店舗として
リニューアルオープン



一体型店舗の販売は好調に推移

Explanation of Shimachu Business Initiatives

To achieve optimal sales floor areas by evaluating profit per tsubo (unit area) for each department, surplus space was utilized to open integrated NITORI stores. In June, such stores were opened in Tokorozawa and Kasai.

Additionally, in August, Machida Miwa, Kohoku Takada, and Kita Akabane Stores were renewed as NITORI-introduced stores.

These efforts have not only optimized sales floors for each department but also leveraged NITORI's customer-attracting power, resulting in improved profitability.

Moving forward, we will continue to promote improvements and reforms to maximize group synergy effects.

ニトリグループ トピックス



Explanation of NITORI Group Topics

- 「みんな就 インターンシップ人気企業ランキング」にて7年連続 **1** 位を獲得
- 「就職企業人気ランキング（日本経済新聞社・マイナビ調査）」にて3年連続文系総合 **1** 位を獲得

インターンシップ人気企業ランキング

順位	企業名	前年順位
1	ニトリ	1
2	全日本空輸（ANA）	48
3	日本航空（JAL）	41
4	伊藤忠商事	7
5	資生堂	4
6	味の素	2
7	アクセンチュア	62
8	ロッテ	9
9	任天堂	19
10	博報堂	34
⋮	⋮	⋮
100	ホームロジスティクス	132

調査対象：27年卒生

ホームロジスティクスが初めて総合100位にランクイン

就職企業人気ランキング（文系総合）

順位	企業名	前年順位
1	ニトリ	1
2	みずほフィナンシャルグループ	2
3	味の素	5
4	伊藤忠商事	3
5	日本航空（JAL）	7

就職企業人気ランキング（理系総合）

順位	企業名	前年順位
1	ソニーグループ	1
2	味の素	2
3	Sky	4
4	KDDI	3
5	パナソニックグループ	5
⋮	⋮	⋮
13	ニトリ	11

調査対象：26年卒生

Explanation of New Graduate Recruitment

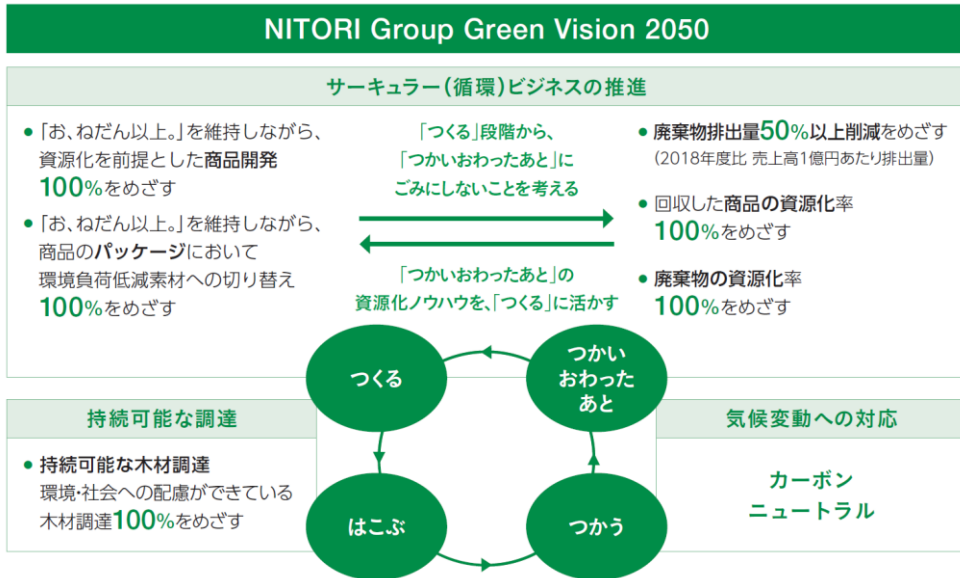
In the "Internship Popular Company Ranking" for university students graduating in 2027, NITORI achieved first place for the seventh consecutive year.

Additionally, Home Logistics was ranked within the overall top 100 for the first time.

In the "Employment Popular Company Ranking" for university students graduating in 2026, NITORI was ranked first overall in the humanities category for the third consecutive year. In the science category, NITORI ranked 13th, a slight decrease from last year.

Going forward, we will continue to strive to secure talented individuals who will lead the future of the NITORI Group and to further increase the number of NITORI fans.

環境への配慮および持続可能な「暮らしの豊かさ」の実現に貢献するため、2050年に向けた目標として「NITORI Group Green Vision 2050」を策定



Explanation of NITORI Group’s Sustainability Initiatives

The NITORI Group is committed to environmental responsibility and the realization of sustainable "enriched living." As part of its long-term goals toward 2050, the Group formulated the "NITORI Group Green Vision 2050" in August 2024.

This initiative outlines the Group’s efforts and objectives to contribute to a sustainable society and promote environmentally conscious practices.

サーキュラー（循環）ビジネスの推進 ～回収した商品の資源化～

- ・リサイクル回収の取り組みが2025年グッドデザイン賞を受賞
販売元に関わらずリサイクル回収を実施する点などが評価

羽毛布団も通年回収を開始
3品目が“いつでも”お持ち込み可能に

カーテン回収	タオル回収	羽毛布団回収	
<p>「寝具カバー回収」を期間限定で実施</p>			
<p>掛ふとんカバー</p>	<p>敷ふとんカバー</p>	<p>ボックスシーツ</p>	<p>まくらカバー</p>



Explanation of Circular Business Promotion in the Green Vision

As part of the circular business initiatives under the Green Vision, in addition to curtains and towels, NITORI Group has started accepting feather comforters for collection at all times.

With this, customers can now bring in three items—curtains, towels, and feather comforters—at any time to any NITORI Group store nationwide (excluding N-Plus), without a limited collection period. This allows many beloved products to be reused as valuable resources, enabling customers to shop with peace of mind.

Additionally, from November 3 until January 11, 2026, we have started a limited-time collection of bedding covers.

NITORI Group will continue to recycle important resources collected from customers, protect limited resources, and strive for a sustainable future together with our customers.

“新規マテハン導入”

- デバンニングロボットを幸手DCへ本格導入開始



【これまで】 コンテナ当たり2名の作業者

【これから】 デバンニングロボットに代替

重労働であるデバンニング（荷降ろし）作業の自動化により、職場環境の抜本的な改善と省人化を目指す

Explanation of Logistics Initiatives

In the logistics industry, while automation of material handling and warehouse management systems is progressing, the physically demanding work of container devanning remains a significant challenge for improving on-site working conditions.

In response, the newly established Satte Distribution Center (Satte DC) has begun introducing devanning robots. This initiative aims to fundamentally improve the workplace environment and enhance productivity through labor-saving measures.

By utilizing cutting-edge technology and addressing on-site challenges, we aim to build a more efficient and sustainable logistics system.



Explanation of Store Opening Plans and Performance Forecast

2026年3月期 出店計画（修正）



地域	業態	期首 店舗数	期中 出店数	期中 退店数	純増数	期末 店舗数
国内	ニトリ・EX	566	42	11	31	597
	デコホーム	172	22	8	14	186
	Nプラス	44	0	14	▲14	30
	島忠	53	0	1	▲1	52
	小計	835	64	34	30	865
海外	台湾	68	6	1	5	73
	中国大陸	100	4	25	▲21	79
	香港	3	1	0	1	4
	韓国	5	4	5	▲1	4
	マレーシア	12	3	2	1	13
	シンガポール	4	3	1	2	6
	タイ	10	3	0	3	13
	ベトナム	3	1	0	1	4
	フィリピン	4	3	0	3	7
	インドネシア	3	3	0	3	6
	インド	1	0	0	0	1
	小計	213	31	34	▲3	210
	合計	1,048	95	68	27	1,075

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Explanation of Store Opening Plans

Reflecting progress up to the second quarter and current outlook, the full-year store opening plan has been revised.

- As of the end of March 2026, the NITORI Group is expected to have a total of 1,075 stores.
- In Japan, 64 new stores will be opened under the NITORI and DECO HOME brands, with a net increase of 30 stores.
- Overseas, due to continued uncertainty in the economic outlook, the initially planned store openings in mainland China have been postponed, prioritizing profitability improvement. In addition, ongoing closures of unprofitable stores are expected to result in a net decrease of 3 overseas stores.

Both domestically and internationally, profitability improvement remains the top priority, and we will continue to pursue steady store expansion.

2026年3月期 連結業績予想



業績予想は変更していません

(単位：億円)

	2026年3月期		2025年3月期		前期比較	
	予想	売上比	実績	売上比	増減	増減率
売上収益	9,880	-	9,288	-	591	106.4%
営業利益	1,358	13.7%	1,176	12.7%	181	115.4%
税引前当期利益	1,370	13.9%	1,174	12.6%	195	116.6%
親会社の所有者に 帰属する当期利益	940	9.5%	825	8.9%	114	113.9%

Explanation of Consolidated Performance Forecast for the Fiscal Year Ending March 2026

The performance forecast figures are as previously presented. There are no changes to the plan announced on June 25.

This concludes the financial results report. Thank you for your attention.



【免責事項】

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