

REGAL CORPORATION

COMPANY PROFILE

Message from the President:

I would first like to express my sincere gratitude for your continued support of Regal Corporation.

In the current consolidated fiscal year, the Japanese economy has shown signs of gradual recovery due to improvements in corporate earnings and the employment environment. However, uncertainties remain regarding the future outlook due to a decline in consumer confidence caused by continued increases in consumer prices, as well as soaring prices of raw materials and energy against the backdrop of heightened geopolitical risks.

The footwear industry continues to face a harsh business environment due to factors that include ongoing belt-tightening amid greater cost-consciousness prompted by rising consumer prices, as well as soaring prices of raw materials and merchandise.

In the final year of our medium-term management plan (FY2023–FY2025), the Group focused on rebranding our core brands and promoting Online-Merge-Offline (OMO). However, the decline in demand for business shoes, our main product, has had a significant impact, leading to results that fell far short of our numerical targets.

Under these circumstances, in addition to implementing fundamental structural reforms, including fixed cost reductions through the consolidation and reorganization of domestic production bases and organizational streamlining, we will strengthen strategic investments in growth areas such as e-commerce and overseas businesses, with the aim of transforming into a sustainable, high-profit business structure.

We are now embarking on a new stage under the banner of “Reframe.”

Looking ahead to the next 10 years, we will set ourselves the challenge of complete transformation without being bound by past assumptions or previous successes.

At the heart of this transformation will always be our customers.

To realize, ahead of others, what is better in the long term for our customers, we will evolve our business structure itself.

Transformation inevitably comes with challenges, but we are determined to turn those challenges into the strength of unity and overcome them by working together.

In order to achieve future success, we are now building a new foundation across the Company as a whole.

As we continue our challenge toward transformation, we trust in your ongoing endorsement.

We look forward to your continued support and patronage.

Motokazu Aono

President June 2026

Corporate Information:

Company Name	REGAL CORPORATION
Main Office Location	2-1-8, Hinode, Urayasu, Chiba 279-8553, JAPAN Tel: 047(304)7050 (representative)
Foundation	January 21, 1902
Activities	Manufacturing, retailing, wholesaling and repair of various type of footwear for males and females.
Capital	5,355 million yen
Issued Stock	3,250,000 (As of March 31, 2026) (Includes treasury stock: 265,040shares)
Sales	19,479million yen (As of March 31, 2026) (Consolidated net sales: 22,841 million yen)
Number of Employees	170 (790 consolidated) (As of March 31, 2026)
Board of Directors	(As of June 23, 2026) PRESIDENT MANAGING DIRECTOR DIRECTOR OUTSIDE DIRECTOR OUTSIDE DIRECTOR CORPORATE AUDITOR CORPORATE AUDITOR OUTSIDE CORPORATE AUDITOR OUTSIDE CORPORATE AUDITOR
	Motokazu Aono Hiromasa Shirasaki Keizo Miyata Isao Iwata Nanako Sadasue Tatsuya Koga Shinichi Uchibori Yukiko Nakagawa Akira Nishida

Executive Officers

(As of June 23, 2026)

Hideki Aoki

Mitsunori Akiba

Shuichi Kakinuma

Kenichi Sekino

Kenichiro Hoshii

Major subsidiaries and associated companies:

(As of March 31, 2026)

Wholesale Subsidiaries Regal Sales Co., Ltd.

Retail Subsidiaries Regal Retail Co., Ltd.
Shanghai Regal Shoes Co., Ltd.

Production Subsidiaries Iwate Shoes Manufacturing Co., Ltd.
Iwate Shoes Co., Ltd.
Tayama Upper Fitting Manufacturing Co., Ltd.
Nikka Enterprise Co., Ltd.
Regal Business Support Co., Ltd
Hong Kong Regal Shoe Co., Ltd.
and others