



JASDAQ
Securities Code: 3048



Overseas IR
November 2007

BIC CAMERA

1. Corporate Summary
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ビックカメラ

1. Corporate Summary

The only Listed “Urban-type” Major Volume Retailer

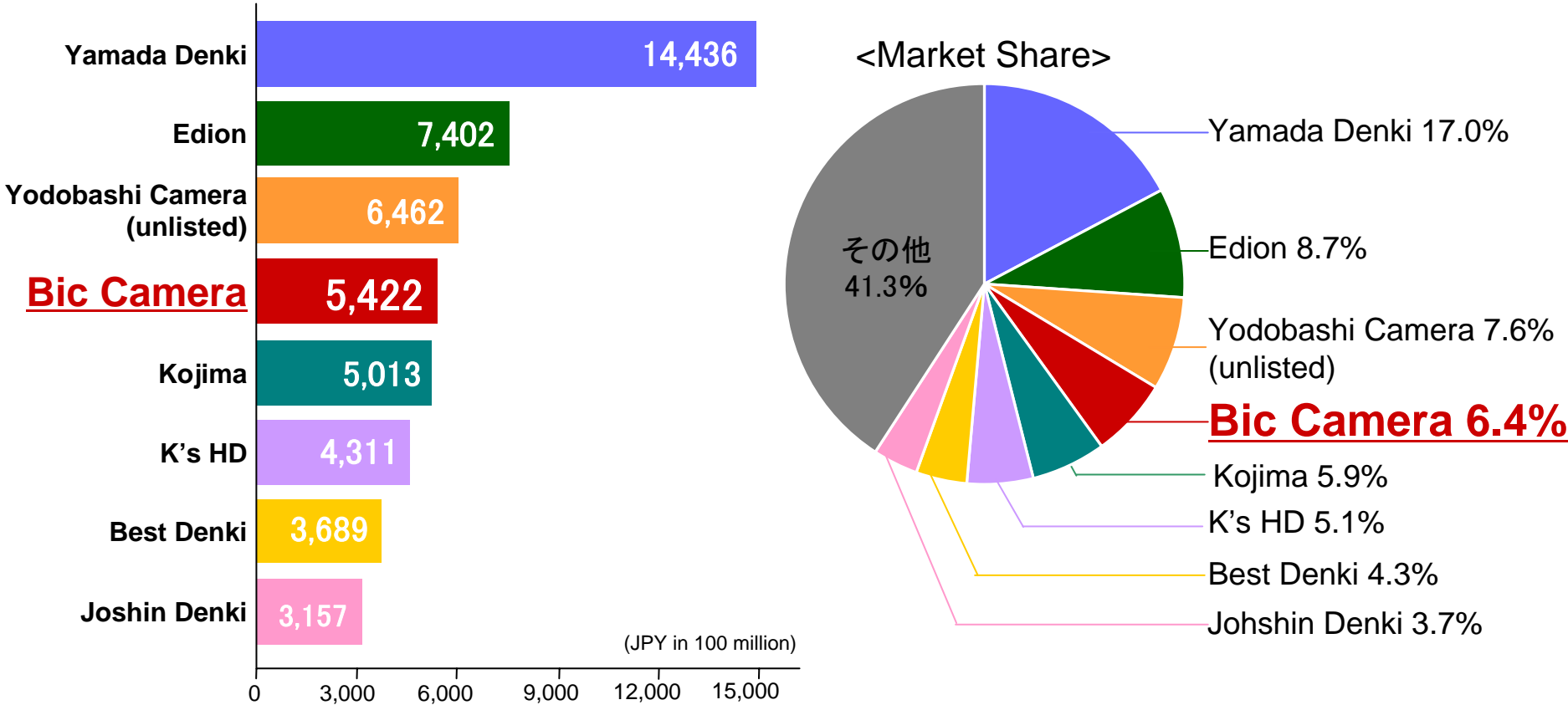
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Visions	“A complex of specialty stores that are committed to bringing you amore affluent lifestyle”
Position in the industry	The 4th largest electric retailer with a market share of 6.4%
Classifications of electronic retailers	The only one listed company of “Urban type” electronic retailer
Branch policy	“Urban-type” x “Station front” x “Large scale”
Performance	Both Net sales (JPY 542.2 billion) and Operating income (JPY 16.0 billion) hit a record-high for the year ended Aug 2007

Position in the Electric Retailer Market

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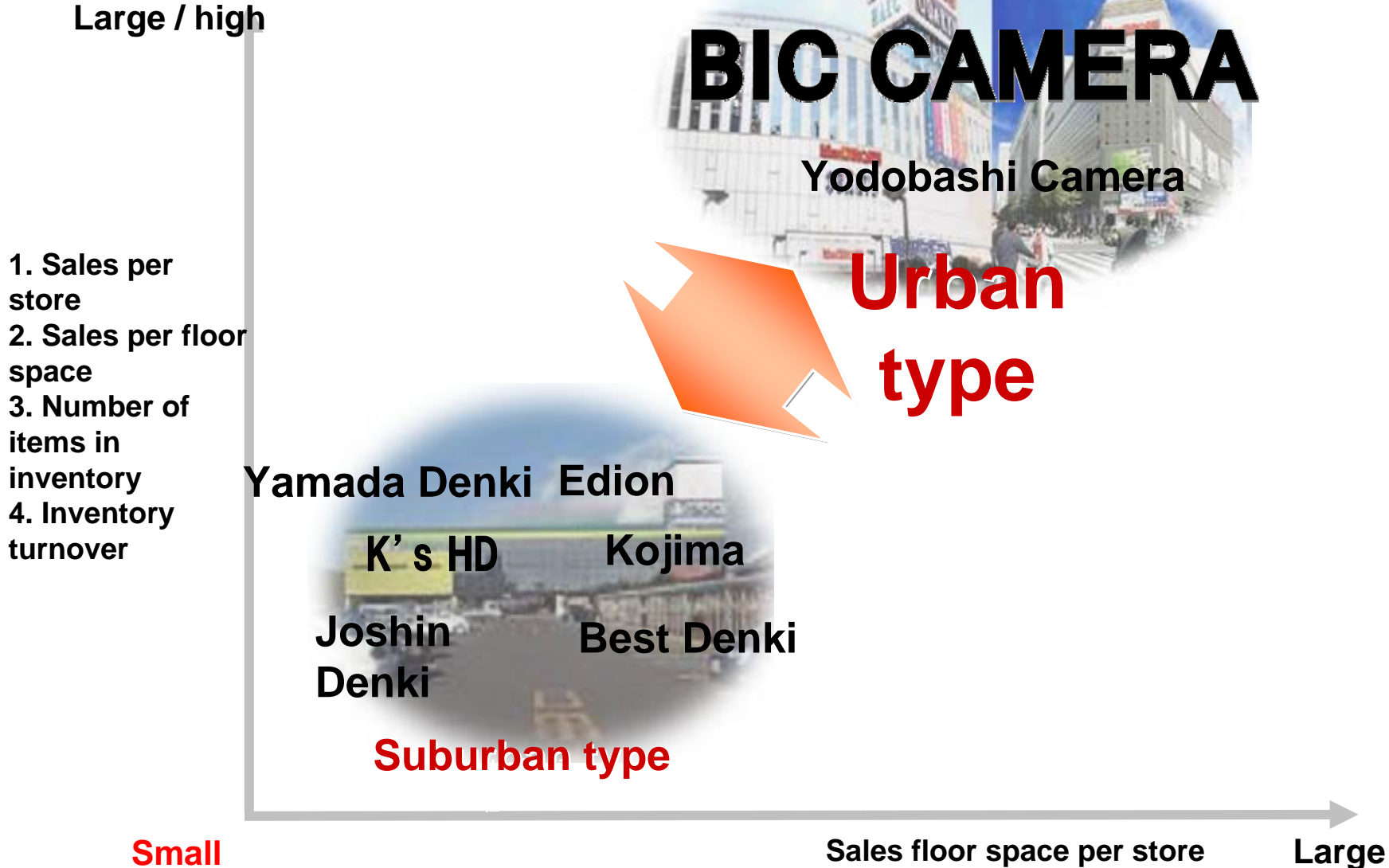
The 4th place in the industry for FY2007 (5th in 2006)



Source: Created by us based on the documents disclosed by each company (Nikkei MJ for Yodobashi Camera)
 Note: Feb/07 consolidated results for Best Denki, Mar/06 non-consolidated results for Yodobashi Camera, Aug/07 consolidated forecasts for us, Mar/07 consolidated results for others
 The shares were calculated based on the fiscal '04 industry market scale of approximately 8.5 trillion yen (source: RIC).

Bic Camera = "Urban-type"

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Products of “Urban-type”

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- The sales composition of the products such as white goods is low
 - Demonstration sale
 - Promotion of energy saving products



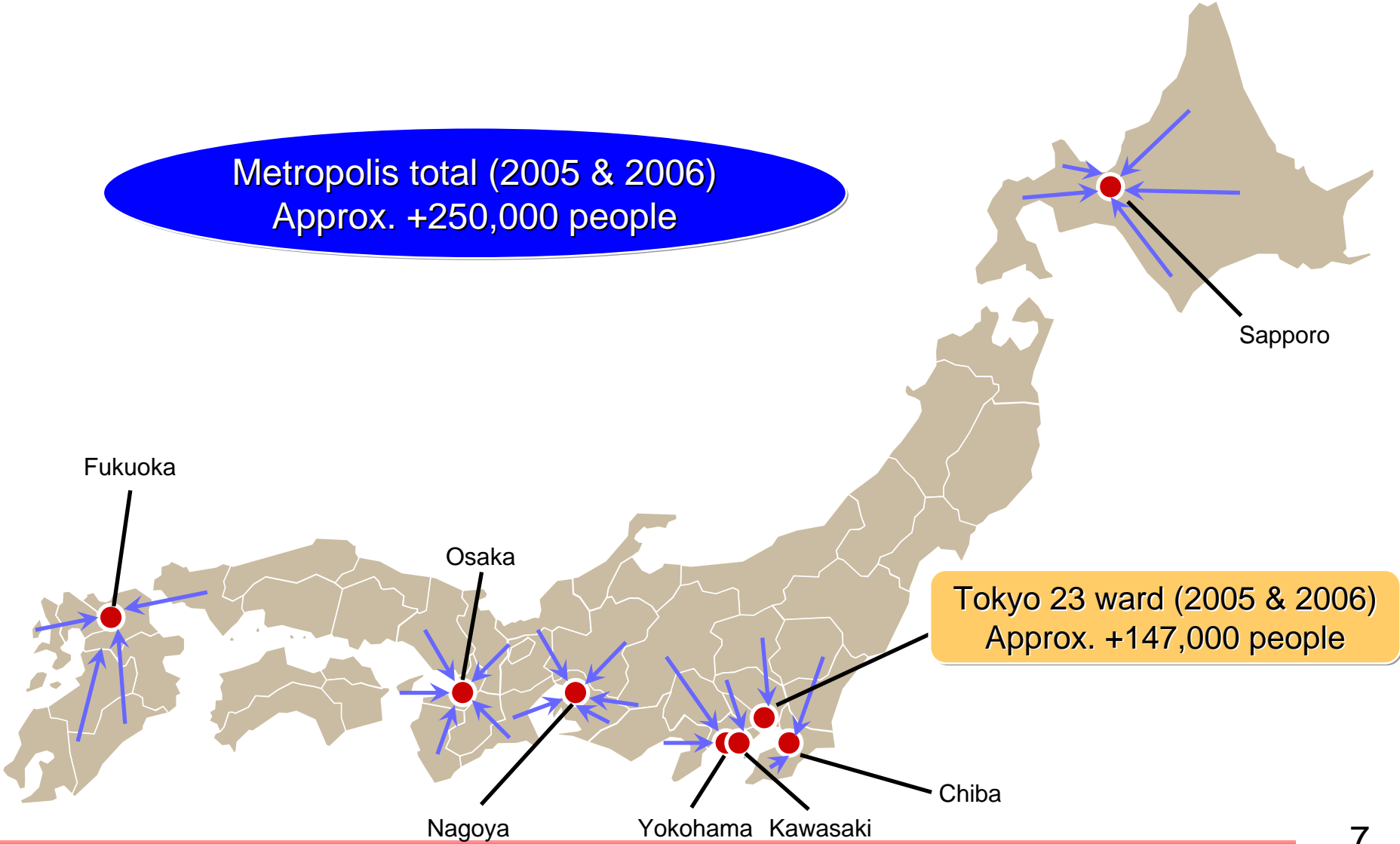
- The sales composition of a product needing the product explanation such as a PC or the digital camera is high

Source: Bic Camera (based on disclosed information)
Bic Camera (07/8 non-consolidated), YD (07/3 consolidated)

Expanding "Urban-type Market"

Increasing urban population

Metropolis total (2005 & 2006)
Approx. +250,000 people

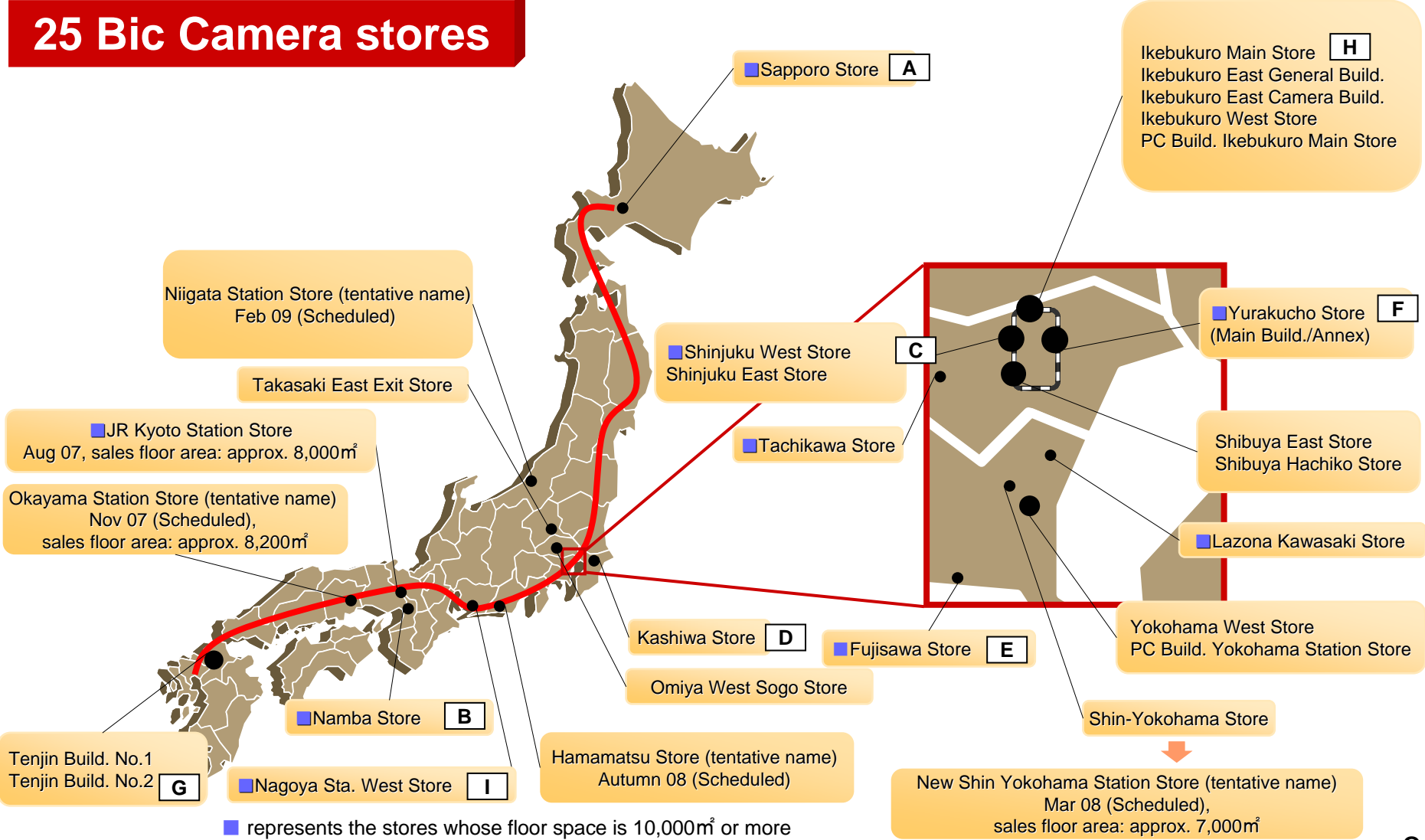


Large Scale Stores Located at the Populated Area

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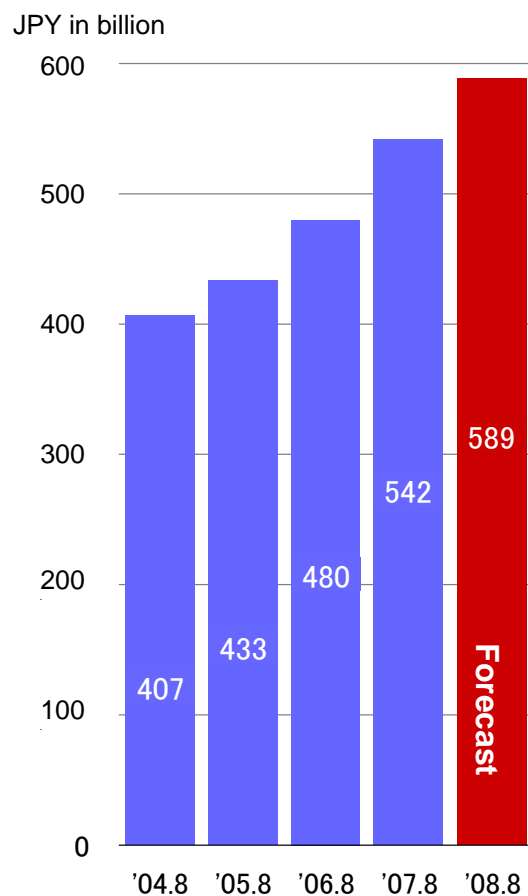
“Urban type” x “Station front” x “Large scale” under alliance with JR

25 Bic Camera stores

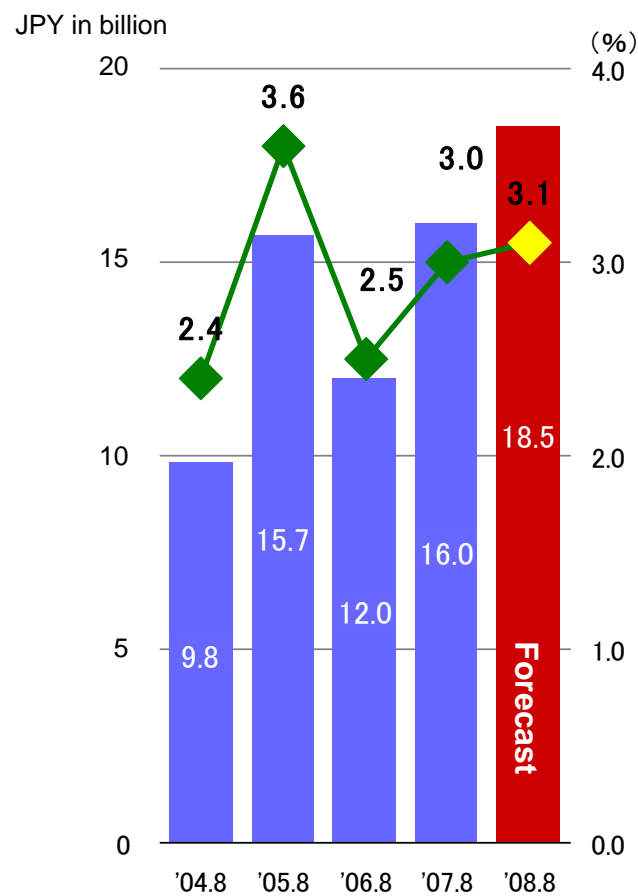


Financial Highlights (Consolidated)

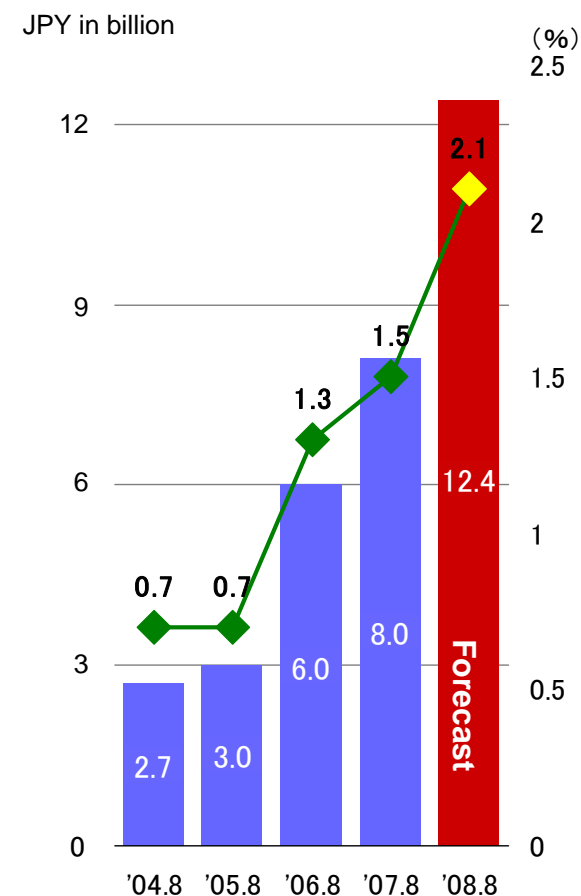
Sales



Operating Income /
Operating Income margin



Net Income /
Net Income Margin



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2. Our Strength

“Urban type” x “Station front” x “Large scale”

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Flagship store – Yurakucho Store -



Our Strengths

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A	Corporate Image	<ul style="list-style-type: none">- The most vigorous company for 6 consecutive years!
B	Expertise	<ul style="list-style-type: none">- Over 750 “qualified” expert sales persons (leaders)- About 700,000 items
C	Store Making Know-how	<ul style="list-style-type: none">- Proposal-based store making with bodily sensation and experience regarded as important- Setting various consultation counters
D	Efficiency	<ul style="list-style-type: none">- Per store sales, per 1m² sales , inventory turnover- Stable customer attractions (even weekends or bad weather)

A. Corporate Image

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Superiority of Recruiting

Popularity ranking where job-seekers want to work

1st	Bic Camera	257th
2nd	YC	354th
3rd	YD	902th

(Surveyed by Recruit Co., Ltd.)

- Recruiting according to 19 types of job

“Vigorous company” No.1 for 6 consecutive years

[Business people research]	[General individual research]	Strong sales ability	Proactive in self-transformation
1st / 1,178 companies	1st / 1,178 companies	1st / 1,178 companies	1st / 1,178 companies
2 nd : Yodobashi Camera 3 rd : Fuji TV Network	2 nd : Coca-Cola Japan 3 rd : Fuji TV Network	2 nd : Kirin Brewery 3 rd : Toyota Motor	2 nd : Nissan Motor 3 rd : Yodobashi Camera

- High brand awareness

Nihon Keizai Shinbun (Nikkei)
“Corporate Image Research” Year 2006 Ranking

B. Expertise

Training program focusing on an acquisition of expertise

“Qualified” expert advisors

- More than 750 “qualified” expert advisors (our unique system)

3rd party license recommended

- More than 400 Home appliances advisors
 - Association for Electric Home Appliances
- Approx. 70 photo masters (3rd grade – EX)
 - International Culture College Association Photo Master License Exam. Committee
- Other qualifications (Dot Com Master, bicycle mechanic, etc.)

Well-developed training program to develop expertise

Study meeting by employees “qualified” as an expert advisor

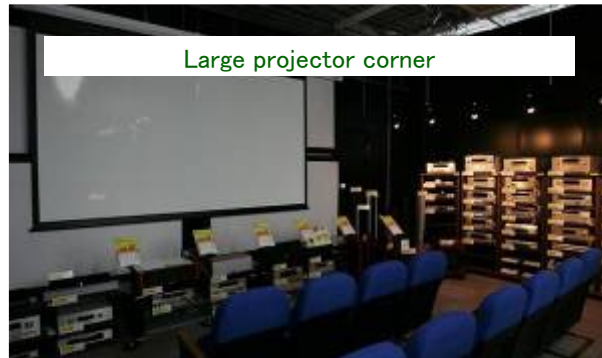


Study meeting

C. Store Making Know-how



Clock



Large projector corner



PC consulting counter



Camera



Cooking electronics demonstration corner



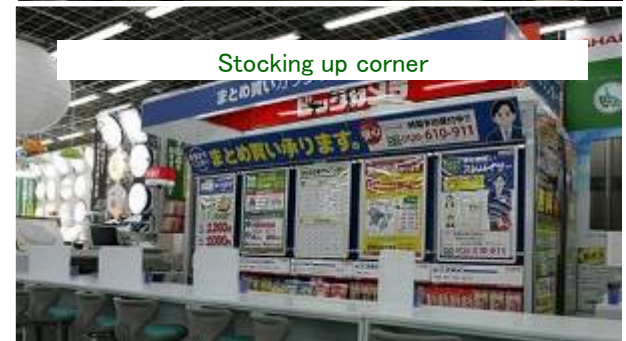
Digital broadcasting consulting corner



Head Phone



Demonstration and comparison corner



Stocking up corner

About 700,000 items

Store making with bodily sensation and experience regarded as important

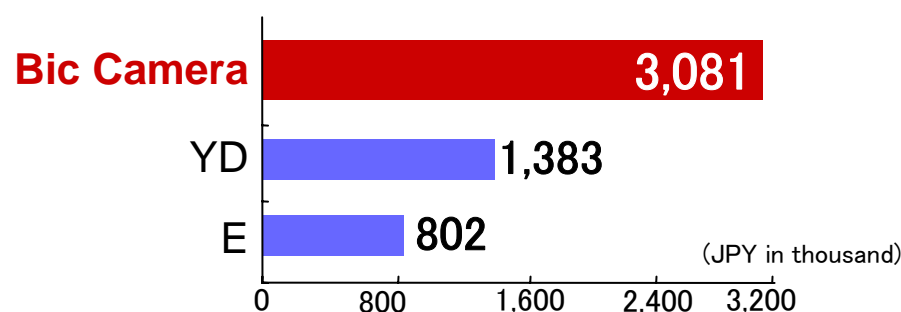
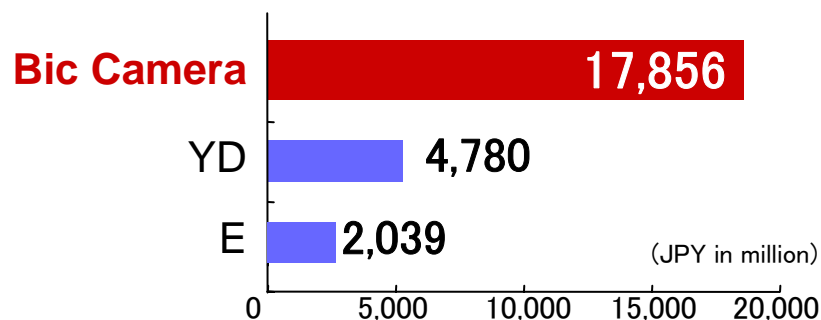
Enriching various consultation counters

D. Efficiency

Highly efficient “Urban type” stores

Net sales per store under direct management

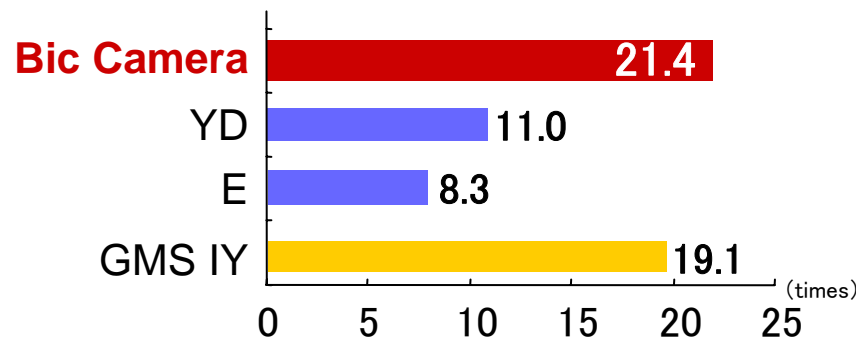
Net sales per 1 m²



Source: Calculated by us based on the documents disclosed by each company
 Note: Aug/06 non-consolidated results for us, Mar/07 non-consolidated results for YD, Mar/07 consolidated results for E

High inventory turnover

Annual inventory turnover
21.4 Times*



Source: Calculated from the documents disclosed by each company
 Note: Aug/06 non-consolidated results for us, Mar/07 non-consolidated results for YD, Mar/07 consolidated results for E, Feb/07 non-consolidated results for major supermarket operator IY

* <Sales / ((Inventory at beginning of the period + Inventory at end of the period) * 1/2)>

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3. Growth Strategy

Continuous Growth Strategy

We continue to grow capitalizing on our strengths of “Urban type”

A	Store Opening	“Urban-type” x “Station front” x “Large scale” About 2 stores per year
B	Renewal	Working out in a planned way
C	Internet Shopping	Renewal of websites, common use of points with actual stores
D	TV Shopping	Starting TV shopping in December 2007 mainly through subsidiary Nippon BS Broadcasting Corporation
E	House Cards	“Bic Camera Suica Card”, tied-up with East Japan Railway
F	Business Alliance	Business alliance with Edion and Best Denki

Store Opening Plans

~ Oct 2007

- Aug 2007 JR Kyoto Station Store
(Sales floor area: 8,000m²)
- Sep 2007 Sofmap Akihabara New Main Building
(Sales floor area: 4,600m²)



Nov 2007 ~

- Nov 2007 Okayama Station Store
(Sales floor area: 8,200m²)
- Aug 2008 New Shin Yokohama Station Store
(Sales floor area: 2,000m² ⇒ 7,000m²)
- Autumn in 2008 JR Hamamatsu Station Store*
- Feb 2009 JR Niigata Station Store*



JR Kyoto Station Store



In store ticket gate directed to platforms



Okayama Station Store



New Shin Yokohama Station Store

* Tentative name

B. Renewal

Renewal of Ikebukuro Main store (June 29th). A drastic increase in the capability to attract customers (approx. 20% increase for July through September)



Details of the renewal

- Expansion of the sales floor area for home electronics
- Establishment of a “demonstration room equipped with high-end audio-visual equipment
- Has started to deal in personal computer-related products
- Renovation of interior and exterior of the building
(Addition of escalators/change in exterior design, etc.)

Other existing stores will carry out a renewal to enhance their competitiveness

C. Internet Shopping

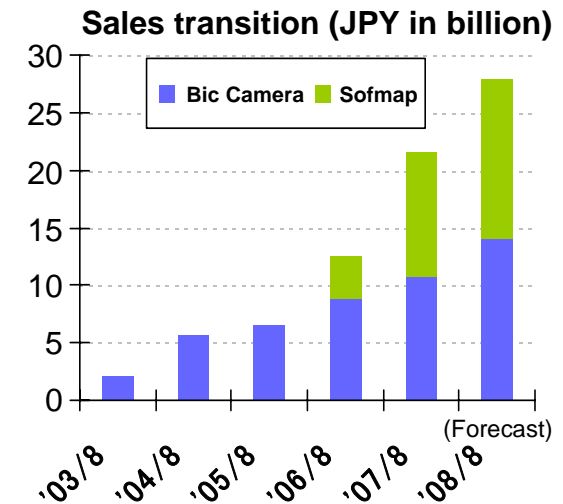
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25 Billion Business

- Internet shopping (Bic Camera + Sofmap)

Sales for the year ended Aug 2007:
JPY 21.7 billion

- Net sales for the year ended Aug 2008 are expected to exceed JPY 25.0 billion



Website Renewal in Spring, 2008

- Able to correspond to the sales increase which is expected in the future by the enhanced system

- Details of renewal

- ◆ Drastic improvement in access speed
- ◆ User-friendly layout of the website
- ◆ Expansion of the product lineup



- Improvement in customer satisfaction
- Increase in repeaters

D. TV Shopping

“TV shopping” via BS Digital Broadcasting (BS11) starts on Dec 1st !!



■ 2 slots (30 min x 2 times) every day



- Reclamation of new customers
- Sales increase

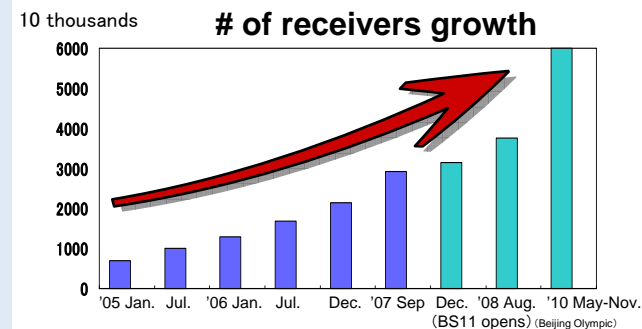
BS Digital Broadcasting

- Providing full-spec high vision programs for free (from Dec 1st, 2007)
- Programming: comprehensive 24-hour
- Targets: aged 30 or elder, centering on Japanese baby boomers



Spread status of BS Digital Broadcasting receiver device

As of Sep 2007: Approx. 30 million unit
 ⇒ Increasing Viewers



Source: Research conducted by NHK for up to March 2007, research conducted by us for December 2007 and later

E. House Card

The only credit card in the industry tied-up with East Japan Railway

- Bic Points can be converted into electronic money “Suica”
- Points for credit payment is same as cash payment
- The service matched urban type stores

of applications: Over 330,000 (within 18 months)

Outstanding effects in sales promotion and improvement in the frequency of usage



	Bic Camera Suica Card member
Average annual frequency of shopping	10 times
Rate of increase in shopping amount (YOY)	150%*

* Comparison between the shopping amount of Bic Camera Suica Card members in the first year and that of Point Card members one year ago (before becoming Bic Camera Suica Card members)

F-1. Business Alliance with Edion

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Implementation of Business Alliance

1. Mutual dispatch of management
2. Joint-development of products
3. Strengthening of customer after-sale service
4. Promotion of efficiency by sharing logistics network
5. Jointly taking action and sharing know-how to make attractive stores
6. Development of business model combining the strength of both companies
7. Jointly planning advertisement and promotion
8. Jointly purchasing equipments

Took out 3% of shares outstanding on a reciprocal basis

Implementation of Business Alliance

1. Mutual utilization of repair center and functions
2. Mutual utilization of the distribution network service
3. Mutual exchange of human resources
4. Joint-development of original products
5. Cooperation for sales of sports, toys, alcoholic beverages, and bedclothes
6. Sharing of know-how of overseas businesses
7. Jointly purchasing equipments
8. Shared utilization of the point catalogue
9. Sharing of know-how of store operations

Underwrote 9.3% of third party allotment

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4. Reference

[Consolidated] Highlight of the year ended Aug 2007

BIC CAMERA

Net sales: JPY 542.2 billion (+12.9%), Operating income: JPY 16.0 billion (+32.4%)

Both sales and income hit a record-high

(JPY in million)

	Year ended Aug 2006		Year ended Aug 2007			
	Actual	% Sales	Actual	% Sales	YOY	% Estimated
Net sales	480,453		542,294		+12.9%	+0.8%
Gross profit	116,156	24.2%	130,742	24.1%	+12.6%	
SG&A expenses	104,072	21.7%	114,739	21.1%	+10.2%	
Operating income	12,084	2.5%	16,002	3.0%	+32.4%	
Ordinary income	12,729	2.6%	17,448	3.2%	+37.1%	+11.1%
Net income	6,007	1.3%	8,146	1.5%	+35.6%	+19.8%

※ Planned figures of Gross profit, SG&A expenses, and Operating income have not been disclosed.

[Consolidated] Overview of the year ended Aug 2007

BIC CAMERA

Double-digit increases both in sales and income due to effects of new stores and efficient sales promotion as well as full-year consolidation of Sofmap

Net sales: JPY 542.2 billion (up JPY 61.8 billion or 12.9% YOY)

- Effects of new Bic Camera stores (Fujisawa Store, Lazona Kawasaki Store)
- Full-year consolidation of Sofmap

Operating income: JPY 16.0 billion (up JPY 3.9 billion or 32.4% YOY)

- Improvement in operating income margin (efficient and systematic management of expenses)
- Improvement in revenue of consolidated subsidiaries such as Sofmap

Net income: JPY 8.1 billion (up JPY 2.1 billion or 35.6% YOY)

- Extraordinary gain and extraordinary loss were posted

[Non-consolidated] Highlight of the year ended Aug 2007

BIC CAMERA

Net sales: JPY 446.4 billion (+4.3%), Operating income: JPY 13.2 billion (+20.8%)

Both sales and income hit a record-high

(JPY in million)

	Year ended Aug 2006		Year ended Aug 2007			
	Actual	To-sales ratio	Actual	To-sales ratio	YOY	% Estimated
Net sales	428,135		446,409		+4.3%	+0.3%
Gross profit	103,476	24.2%	108,452	24.3%	+4.8%	
SG&A expenses	92,478	21.6%	95,162	21.3%	+2.9%	
Operating income	10,998	2.6%	13,290	3.0%	+20.8%	
Ordinary income	12,574	2.9%	15,262	3.4%	+21.4%	+9.0%
Net income	6,587	1.5%	7,458	1.7%	+13.2%	+16.5%

※ Planned figures of Gross profit, SG&A expenses, and Operating income have not been disclosed.

[Non-consolidated] Overview of the year ended Aug 2007

BIG CAMERA

Double-digit increase in profits supported by an increase in revenue due to the effect of new stores as well as an efficient sales promotion

Net sales: JPY 446.4 billion (up 18.3 billion or 4.3% YOY)

- Effects of opening stores (Fujisawa Store, Lazona Kawasaki Store)
- Effect of renewal open of Ikebukuro Main Store
- Favorable sales of widescreen flat-panel TV sets and high-performance/high value-added/energy-saving home electronics
- Sales of information and communication equipment have picked up from 2H

Operating income: JPY 13.2 billion (up JPY 2.3 billion or 20.8% YOY)

- "Aggressive and efficient systematic management of expenses" has succeeded
 - ◆ Point-related costs: To-sales ratio of 7.5% (8.2% for 1H)
 - ◆ Sales promotion costs (campaigns): To-sales ratio of 0.8% (1.0% for 1H)
 - ◆ Ad expenses - To-sales ratio: To-sales ratio of 1.2% (1.3% for 1H)

[Consolidated] Forecast of the year ending Aug 2008

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Net sales: JPY 589.0 billion (+8.6%), Operating income: JPY 18.5 billion (+15.6%)

Both net sales and income are expected to hit a record-high

(JPY in million)

	Year ended Aug 2007		Year ending Aug 2008 (forecast)			
	Actual	% Sales	Plain	% Sales	Amount of increase	YOY
Net sales	542,294		589,000		+46,706	+8.6%
Operating income	16,002	3.0%	18,500	3.1%	+2,498	+15.6%
Ordinary income	17,448	3.2%	18,500	3.1%	+1,052	+6.0%
Net income	8,146	1.5%	12,400	2.1%	+4,254	+52.2%

[Consolidated] Overview of the year ending Aug 2008

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Increase in revenue and double-digit increase in profits
due to the effect of new stores

Net sales: JPY 589.0 billion (up JPY 46.7 billion or 8.6% YOY)

- Contribution by JR Kyoto Station Store to a full-year performance/contribution by new stores (opening of Okayama Station Store and an increase in floor area and relocation of Shin Yokohama Store)
- Contribution of Sofmap (strong performance of Akihabara Main Building and existing stores) and other subsidiaries
- Effect of Beijing Olympics (widescreen flat-panel TV sets, high-performance recorders)

Operating income: JPY 18.5 billion (up JPY 2.5 billion or 15.6% YOY)

- Effect of an increase in revenue
- Improvement in gross profit ratio
- Aggressive and efficient sales promotion, efficient management of expenses

Net income: 12.4 billion (up JPY 4.3 billion or 52.2% YOY)

- Extraordinary gain
 - ◆ Dividend from the liquidation of Tokumei Kumiai (a type of partnership) following the liquidation of the real estate

Sofmap's Continuous Contribution

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Reasons for good performance of Sofmap

- Performance of the existing stores has remained strong
- Sales of new personal computers equipped with Vista and their peripheral equipment have been strong
- An increase in demand for used personal computers
- Effective utilization of expenses for renewal of Akihabara District

District



In Sep 6, Sofmap opened Akihabara Main Building and started selling home appliances products

(JPY in million)

Sofmap's non-consolidated performance	1H ended Aug 2007 (Actual)		2H ending Feb 2008 (forecast)		Full-year ending Feb 2008 (forecast)		
	Actual	% Sales	Forecast	% Sales	Forecast	% Sales	YOY
Net sales	46,184		53,816		100,000		+17.1%
Operating income	540	1.2%	560	1.0%	1,100	1.1%	Δ7.8%
Ordinary income	532	1.2%	568	1.1%	1,100	1.1%	+26.6%
Net income	275	0.6%	1,075	2.0%	1,350	1.4%	+97.6%

Plans and Results of Capital Expenditure

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	Year ended Aug 2007 (A)	Year ending Aug 2008 (E)
Capital Expenditure	JPY 8,597 million	JPY 40,500 million
Contents	<ul style="list-style-type: none"> ▪ Opening of new stores (Lazona Kawasaki Store, JR Kyoto Station Store) ▪ Renewal of existing stores (3 stores in the Ikebukuro district) ▪ Opening of Higashi-matsuyama center 	<ul style="list-style-type: none"> ▪ Opening stores (Okayama Station Store, Sofmap Akihabara Main Building) ▪ Increase in floor space and relocation (Shin Yokohama Store) ▪ Renewal of the existing stores ▪ Renewal of biccamera.com ▪ Acquisition of Ikebukuro Main Store etc. ▪ Building of a new head office for Nippon BS Broadcasting
	Year ended Aug 2007 (A)	Year ending Aug 2008 (E)
Depreciation	JPY 1,401 million	JPY 2,386 million
Contents	<ul style="list-style-type: none"> ▪ Increase in the number of stores and equipment (up 12.4% YOY) 	<ul style="list-style-type: none"> ▪ Increase in stores and equipments ▪ Acquisition of Ikebukuro Main Store etc. (up 70.3% YOY)

Positive Action to Environmental Measures

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Top runner of promotion of energy saving products

Winning prizes for energy-saving model product spread promotion excellent shop system for the fourth consecutive year



3R activities - Reuse & Recycle -

promoted 3R to the recycling society formation that economy was compatible with environment

- Future Ecology (Recycle factory)
- Sofmap (Reuse of old PCs)

COOLBIZ EXECUTIVES

enforcement of the campaign of the anti-various global warming measure

Top runner of the prevention of support global warming for a people's social campaign of the CO₂ reduction

Return to Shareholders

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Dividend increase (year ended Aug 2007)

- JPY 1,500 (up JPY 500)
- The payment of stable dividend as a basic policy: JPY 750 is expected due to the stock split for this fiscal year (year ending Aug 2008)

Stock split

- A 1-to-2 stock split was conducted (as of Sep 1, 2007)
- Improvement in liquidity

Improvement in the shareholder special benefit plan

- Introduction of the long-term shareholder special benefit plan
- Special benefits per share will not be changed even after the stock split

Securing long-term stable shareholders

This document also 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.

The expressions for future prospects in the document were given by us as of November 2007 based on the information available as of November 2007, and the descriptions of the expressions for future prospects are not to be updated or changed reflecting future incidents and situations.

November 2007
BIC CAMERA INC.