

Summary of Reference data

Fiscal Year August 2017

(September 1, 2017 to August 31, 2018)



(Tokyo Stock Exchange, 1st Section : 3048)

安い、を越えろ



CHALLENGE!
40TH ANNIVERSARY

1. Fiscal Year August 2017

2. Earnings Forecast for FY2018

3. Topics

4. Kojima (Subsidiary)

Results Highlights

〈Consolidated〉

JPY million, %	FY2016		FY2017 (Sep. 2017 – Aug. 2018)			
	Results	% of sales	Results	% of sales	YoY	Forecast
Net sales	790,639	–	844,029	–	106.8	835,000
Gross profit	218,865	27.7	236,081	28.0	107.9	
SG&A expenses	197,011	24.9	209,025	24.8	106.1	
Personnel expenses	64,394	8.1	68,199	8.1	105.9	
Points expenses	26,549	3.4	27,575	3.3	103.9	
Other	106,068	13.4	113,250	13.4	106.8	
Operating income	21,854	2.8	27,055	3.2	123.8	27,000
Non-operating income	3,119	0.4	2,860	0.3	91.7	
Non-operating expenses	608	0.1	674	0.1	111.0	
Ordinary income	24,364	3.1	29,241	3.5	120.0	28,400
Extraordinary income	745	0.1	474	0.1	63.6	
Extraordinary losses	2,364	0.3	1,630	0.2	69.0	
Profit before income taxes	22,745	2.9	28,085	3.3	123.5	
Total income taxes	7,216	0.9	8,382	1.0	116.2	
Profit attributable to non-controlling interests	2,024	0.3	2,579	0.3	127.4	
Profit attributable to owners of parent	13,505	1.7	17,122	2.0	126.8	16,400

Results Highlights

〈Non-Consolidated〉

JPY million, %	FY2016		FY2017 (Sep. 2017 – Aug. 2018)			
	Results	% of sales	Results	% of sales	YoY	Forecast
Net sales	442,607	–	487,523	–	110.1	481,000
Gross profit	122,636	27.7	135,230	27.7	110.3	
SG&A expenses	108,846	24.6	119,119	24.4	109.4	
Personnel expenses	30,215	6.8	32,491	6.7	107.5	
Points expenses	19,939	4.5	20,791	4.3	104.3	
Other	58,692	13.3	65,837	13.5	112.2	
Operating income	13,789	3.1	16,110	3.3	116.8	15,900
Non-operating income	2,913	0.7	2,409	0.5	82.7	
Non-operating expenses	278	0.1	284	0.1	102.3	
Ordinary income	16,425	3.7	18,236	3.7	111.0	17,600
Extraordinary income	615	0.1	473	0.1	76.9	
Extraordinary losses	2,253	0.5	677	0.1	30.1	
Profit before income taxes	14,787	3.3	18,032	3.7	121.9	
Total income taxes	4,927	1.1	5,976	1.2	121.3	
Profit income	9,859	2.2	12,055	2.5	122.3	11,600

〈Consolidated〉 Net sales

Net Sales 844.0 bln yen

(YoY +53.3 bln yen vs forecast +9.0 bln yen)

<p>BicCamera (Non-consolidated) 487.5 bln yen</p> <p>YoY +44.9 bln yen vs forecast +6.5 bln yen</p>	<ul style="list-style-type: none"> ◆ Existing stores YoY 103.7% <ul style="list-style-type: none"> • E-commerce YoY 126.0% ◆ Tax-free sales YoY 127.9%
<p>Kojima (Subsidiary) 246.3 bln yen</p> <p>YoY +13.6 bln yen vs forecast +4.3 bln yen</p>	<ul style="list-style-type: none"> ◆ Existing stores YoY 105.0% <ul style="list-style-type: none"> • E-commerce YoY 117.4% ◆ as of Aug. 2018 141stores Include K&B 122 stores YoY +2stores (Open 5 Close 3)
<p>Other subsidiaries 110.1 bln yen*</p> <p>YoY (5.2) bln yen</p>	<ul style="list-style-type: none"> ◆ Ranet 121.5 bln yen YoY 110.3%, +11.3 bln yen ◆ Sofmap 43.2bln yen YoY 85.6%, (7.2) bln yen ◆ Nippon BS Broadcasting 12.0bln yen YoY 103.9%, +0.4 bln yen

*Net sales amount of other subsidiaries : Excluding BicCamera and Kojima from consolidated results

〈Consolidated〉 Operating income

Operating income 27.0 bln yen
 (YoY +5.2 bln yen vs forecast +0.0 bln yen)

<p>BicCamera (Non-consolidated) 16.1 bln yen YoY +2.3 bln yen vs forecast +0.2 bln yen</p>	<ul style="list-style-type: none"> ◆ Gross profit 135.2 bln yen YoY +12.5 bln yen (ratio) 27.7% YoY +0.0 P ◆ SG&A expenses 119.1 bln yen YoY +10.2 bln yen (ratio) 24.4% YoY (0.2) P
<p>Kojima (Subsidiary) 4.2 bln yen YoY +1.5 bln yen vs forecast +0.4 bln yen</p>	<ul style="list-style-type: none"> ◆ Gross profit 66.7 bln yen YoY +4.4 bln yen (ratio) 27.1% YoY +0.3 P ◆ SG&A expenses 62.5 bln yen YoY +2.9 bln yen (ratio) 25.4% YoY (0.2) P
<p>Other subsidiaries 6.6 bln yen* YoY +1.3 bln yen</p>	<ul style="list-style-type: none"> ◆ Ranet 2.3 bln yen YoY +0.3 bln yen ◆ Sofmap 0.5 bln yen YoY +1.1 bln yen ◆ Nippon BS Broadcasting 2.4 bln yen YoY +0.1 bln yen

*Operating income amount of other subsidiaries : Excluding BicCamera and Kojima from consolidated results

<Consolidated> Ordinary income / Net income**Ordinary income 29.2 bln yen****(YoY +4.8 bln yen vs forecast +0.8 bln yen)**

		FY2016	FY2017
Non-operating income and expenses			
YoY (0.3) bln yen	◆ Subsidy income	0.7 bln yen	0.3 bln yen

Profit attributable to owners of parent 17.1 bln yen**(YoY +3.6 bln yen vs forecast +0.7 bln yen)**

		FY2016	FY2017
Extraordinary income and losses			
YoY +0.4 bln yen	◆ Extraordinary income	0.7 bln yen	0.4 bln yen
	◆ Extraordinary losses	2.3 bln yen	1.6 bln yen
Total income taxes			
YoY +1.1 bln yen	◆ Total income taxes	7.2 bln yen	8.3 bln yen
	• income taxes-current	7.9 bln yen	9.1 bln yen
	• income taxes-deferred	(0.7) bln yen	(0.7) bln yen
Profit attributable to non-controlling interests			
YoY +0.5 bln yen	◆ Profit attributable to non-controlling interests	2.0 bln yen	2.5 bln yen

〈Consolidated〉 Balance Sheet

JPY million	As of Aug 31, 2017	As of Aug 31, 2018	Amount of increase
Total current assets	172,153	183,222	11,068
Cash and deposits	19,997	21,967	1,970
Merchandise and finished goods	101,812	106,100	4,287
Total property, plant and equipment	81,972	84,515	2,543
Total Intangible assets	22,129	22,672	542
Total investments and other assets	73,955	75,195	1,239
Total non-current assets	178,057	182,383	4,326
Total assets	350,211	365,605	15,394
Total current liabilities	150,272	156,561	6,289
Interest bearing debt	57,850	58,338	488
Provision for point card certificates	11,567	12,124	557
Total non-current liabilities	54,345	53,278	(1,067)
Interest bearing debt	23,280	22,258	(1,021)
Total liabilities	204,617	209,839	5,222
Total net assets	145,593	155,765	10,172
Total liabilities and net assets	350,211	365,605	15,394

〈Consolidated〉 Cash flow statement

JPY million	FY2016	FY2017 (Sep. 2017 – Aug. 2018)	
Cash flows from operating activities	19,629	26,102	Profit before income taxes
Cash flows from investing activities	(11,522)	(12,612)	Purchase of property, plant and equipment
Cash flows from financing activities	(13,247)	(11,520)	Purchase of treasury shares
Cash and cash equivalents at end of period	19,997	21,967	

<Consolidated> Sales by Product line

JPY million, %	FY2016		FY2017 (Sep. 2017 – Aug. 2018)						
	Results	% of sales	Results	BicCamera		Kojima		% of sales	YoY
				Results	YoY	Results	YoY		
Audio visual products	126,904	16.1	138,601	91,107	111.7	41,565	106.0	16.4	109.2
Cameras	37,926	4.8	40,979	32,544	108.7	7,405	105.2	4.9	108.0
TVs	35,084	4.4	37,894	18,928	110.8	18,708	106.1	4.5	108.0
Audios	15,489	2.0	16,076	11,401	105.7	4,074	100.0	1.9	103.8
Others	18,779	2.4	23,883	17,888	132.1	5,072	116.9	2.8	127.2
Home appliances	248,896	31.5	261,110	140,764	106.7	117,518	103.7	30.9	104.9
Refrigerators	37,284	4.7	38,735	17,941	103.8	20,666	104.2	4.6	103.9
Washing machines	32,244	4.1	35,021	16,699	110.5	18,283	107.4	4.1	108.6
Kitchen appliances	34,610	4.4	36,552	20,928	109.0	15,105	101.8	4.3	105.6
Seasonal home electronics	51,490	6.5	55,668	23,820	108.4	31,647	107.9	6.6	108.1
Personal care electronics	43,841	5.5	45,523	32,808	106.6	11,886	101.1	5.4	103.8
Information communications equipment Products	245,246	31.0	263,817	142,680	110.5	61,738	108.2	31.3	107.6
PCs	58,879	7.5	63,769	43,761	112.8	16,216	99.9	7.6	108.3
PC peripherals	23,174	2.9	25,315	14,342	111.9	6,916	110.9	3.0	109.2
Cellular phones	108,457	13.7	117,330	48,868	111.2	23,510	119.1	13.9	108.2
Other products	156,048	19.7	166,399	112,971	112.9	23,530	111.5	19.7	106.6
Video Games	27,352	3.5	32,630	22,200	124.0	6,196	127.8	3.9	119.3
Watches	22,952	2.9	24,071	23,439	105.3	440	105.0	2.9	104.9
Sporting goods	8,212	1.0	10,156	9,191	120.0	949	173.3	1.2	123.7
Toys	12,276	1.6	13,043	9,027	106.0	2,762	109.8	1.5	106.2
Glasses and Contact lenses	5,660	0.7	6,302	6,204	110.7	–	–	0.7	111.4
Liquors and Soft drinks	5,857	0.7	7,048	–	–	–	–	0.8	120.3
Medicine and Daily goods	14,991	1.9	19,174	17,575	130.6	1,398	113.2	2.3	127.9
Retail goods sales	777,096	98.3	829,928	487,523	110.1	244,352	106.0	98.3	106.8
Other business	13,543	1.7	14,100	–	–	2,038	97.8	1.7	104.1
Total	790,639	100.0	844,029	487,523	110.1	246,391	105.9	100.0	106.8

<Consolidated> New Stores (FY2017)

BicCamera



Sep. 2017
BicCamera
Chofu station store



Nov. 2017
BicCamera
Funabashi Tobu department store

Nov. 2017
Bic Toys
PRIMETREE AKAIKE
Store specializing in toys



Nov. 2017
BicCamera SELECT
Harajuku
Select shop of BicCamera



Mar. 2018
Re Collection
(Sofmap)
Used PC shop

Aug. 2018
BicCamera Liquor
AQUA City Odaiba
Specialty shop of liquor

Kojima

Oct. 2017 **Kojima** × **BicCamera Seiyu Futamatagawa**

Nov. 2017 **Kojima** × **BicCamera PRIMETREE AKAIKE**

Apr. 2018 **Kojima** × **BicCamera Corowa Koshien**

May. 2018 **Kojima** × **BicCamera APiTA Yokkaichi**

Jun. 2018 **Kojima** × **BicCamera AEON MALL Iwaki Onahama**



Apr. 2018
Air BIC CAMERA
Chubu Centrair International Airport

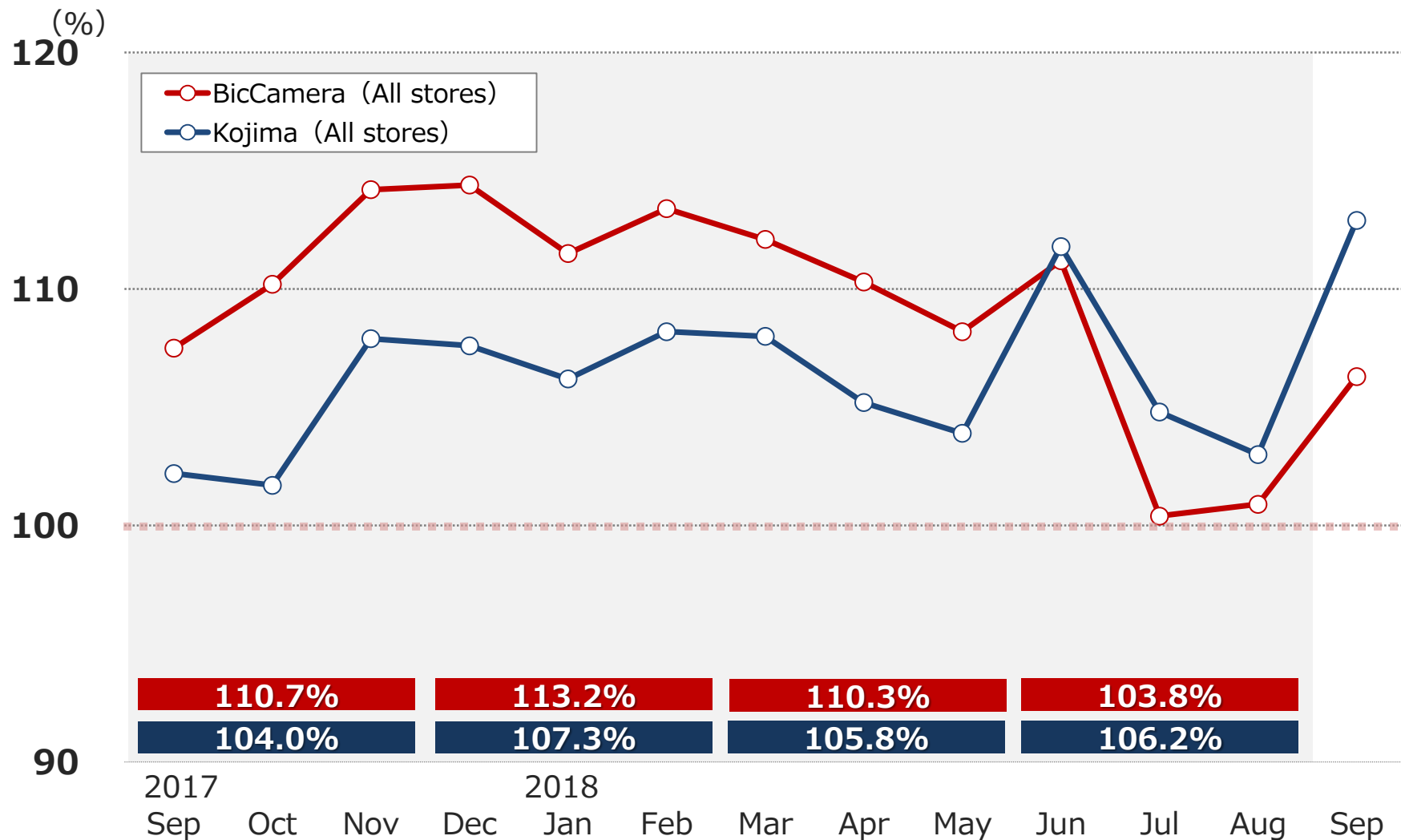


1st store



2nd store

Monthly Sales (YoY, POS base)



Info) On 11th April, 2018, the online shopping site "BIC CAMERA Rakuten Ichiba" has been renewed as "Rakuten BIC". Due to this renewal, the sales of these stores have been excluded from the total volume.

1. Fiscal Year August 2017

2. Earnings Forecast for FY2018

3. Topics

4. Kojima (Subsidiary)

<Non-Consolidated> Earnings Forecast for FY2018

JPY million; %		First half			Second half			Full year		
		FY2017	FY2018		FY2017	FY2018		FY2017	FY2018	
		Results	Forecast	YoY	Results	Forecast	YoY	Results	Forecast	YoY
Net Sales		240,771	248,000	103.0	246,752	270,000	109.4	487,523	518,000	106.3
Operating income		7,951	7,400	93.1	8,159	9,800	120.1	16,110	17,200	106.8
Ordinary income		9,021	8,300	92.0	9,214	10,700	116.1	18,236	19,000	104.2
Profit income		6,149	5,500	89.4	5,905	7,100	120.2	12,055	12,600	104.5
% of sales	Gross profit	27.5	26.8		27.9	26.9		27.7	26.9	
	wholesale sales not included	27.6	28.0		28.7	28.4		28.1	28.2	
	SG&A expenses	24.2	23.8		24.6	23.3		24.4	23.5	
	Point expense	4.3	4.1		4.2	4.0		4.3	4.1	
	Operating income	3.3	3.0		3.3	3.6		3.3	3.3	
	Ordinary income	3.7	3.3		3.7	4.0		3.7	3.7	
	Profit income	2.6	2.2		2.4	2.6		2.5	2.4	

<Consolidated> Earnings Forecast for FY2018

JPY million; %		First half			Second half			Full year		
		FY2017	FY2018		FY2017	FY2018		FY2017	FY2018	
		Results	Forecast	YoY	Results	Forecast	YoY	Results	Forecast	YoY
Net Sales		415,063	428,000	103.1	428,965	462,000	107.7	844,029	890,000	105.4
Operating income		13,347	12,300	92.2	13,708	16,500	120.4	27,055	28,800	106.4
Ordinary income		14,404	12,800	88.9	14,836	17,800	120.0	29,241	30,600	104.6
Profit attributable to owners of parent		8,701	7,600	87.3	8,421	10,200	121.1	17,122	17,800	104.0
% of sales	Gross profit	27.8	27.5		28.1	27.8		28.0	27.7	
	SG&A expenses	24.6	24.6		24.9	24.2		24.8	24.4	
	Point expense	3.3	3.2		3.2	3.2		3.3	3.2	
	Operating income	3.2	2.9		3.2	3.6		3.2	3.2	
	Ordinary income	3.5	3.0		3.5	3.9		3.5	3.4	
	Profit attributable to owners of parent	2.1	1.8		2.0	2.2		2.0	2.0	

<Consolidated> Capital Expenditure / Depreciation

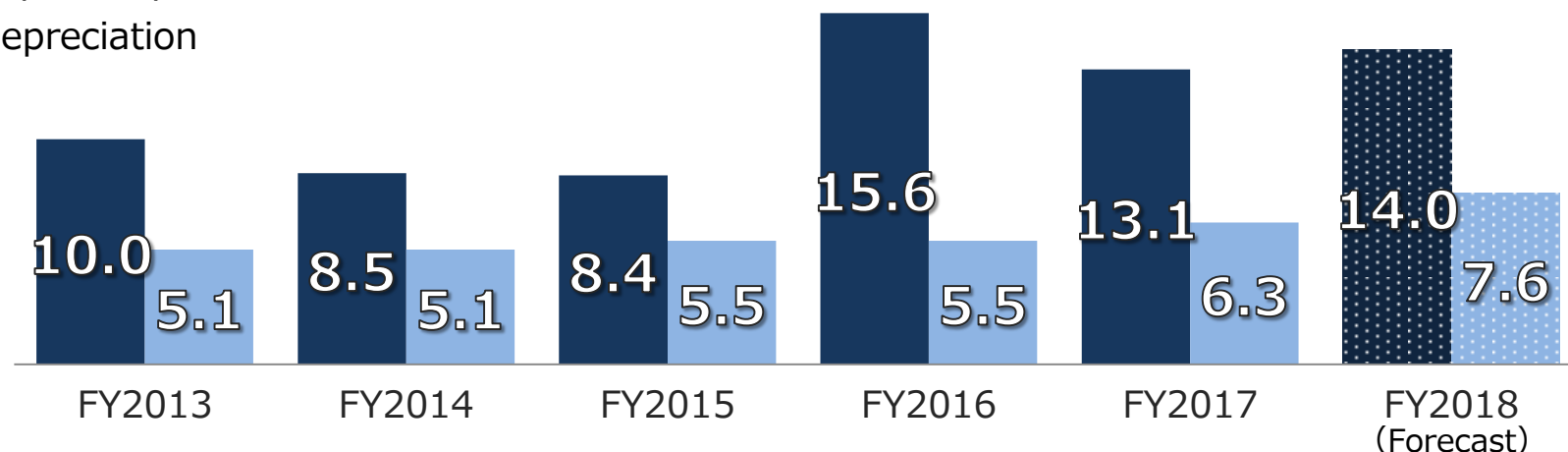
	FY2017	FY2018 (Forecast)
Capital Expenditure	13.1 billion yen	14.0 billion yen
Mainly	<ul style="list-style-type: none"> •System •Renovation of existing stores •New stores 	<ul style="list-style-type: none"> •System •Renovation of existing stores •New stores
Depreciation	6.3 billion yen	7.6 billion yen

Capital investment is mainly focused on systems

(JPY billion)

Capital Expenditure / Depreciation

- Capital Expenditure
- Depreciation



2. Earnings Forecast for FY2018 (Sep.2018 – Aug.2019)

		FY2013	FY2014	FY2015	FY2016	FY2017	FY2018 (Project)
Dividends per Share (JPY)	Total	10	10	12	12	20	20
	1H	5	5	5	5	5	10
	2H	5	5	7	7	15	10
Total cash dividends (JPY million)		1,717	1,772	2,182	2,181	3,609	—
Payout ratio (%)		17.4	25.5	18.2	16.2	21.4	20.0
Ratio of dividends to net assets (%)		2.2	1.9	2.1	1.9	2.9	—

Note) The Company will conduct a stock split at 1:100 of common stock with March 1, 2014 as the effective date.

1. Fiscal Year August 2017

2. Earnings Forecast for FY2018

3. Topics

4. Kojima (Subsidiary)

Omni-channel

■ Use an environment suitable for Omni-channel

- Railside and roadside store network
- E-commerce sales with an ever increasing size

■ Draw Rakuten Bic users to physical stores with O2O initiatives

- Attract new users through their experience at stores



Marriage with physical stores

(Omni-channel)

1

Improvement of being easy to find/select products

2

Indicate displays or inventories of physical stores on the Internet

3

Reserve inventories of physical stores on the Internet

4

Gain smartphone app members at physical stores



E-commerce

■ EC sales 86.4 bln yen (FY2017)

・YoY 118.5% ・EC sales ratio 10%

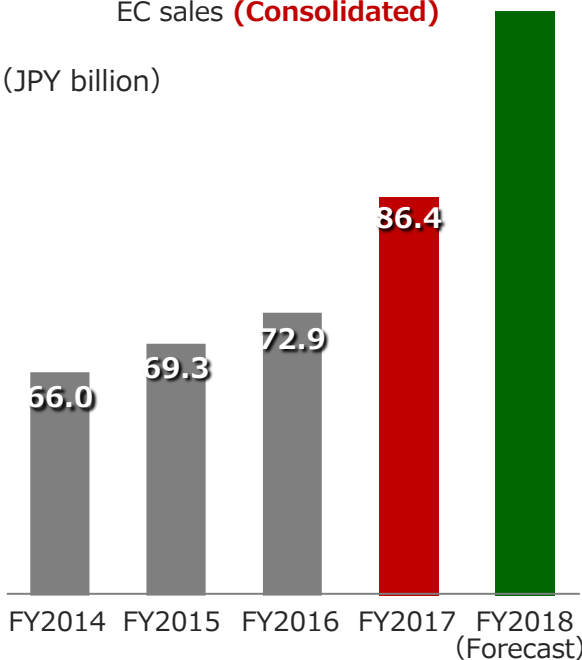
■ Launch of new services

・Delivery on the same day outside the Tokyo metropolitan area, launch a pick-up service at convenience stores

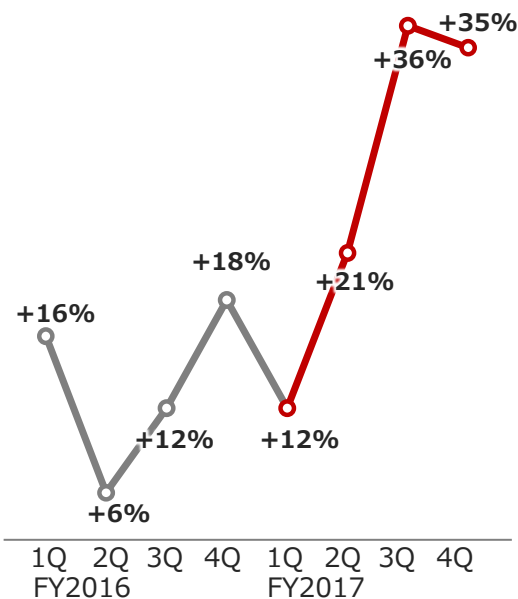
Growing E-commerce

EC sales (Consolidated)

(JPY billion)



YoY of EC sales (Non-consolidated)



New services

ビックカメラ.com

ご利用ガイド > 商品のお届けについて > 当社指定地域「当日・翌日配送」承ります!

対象地域拡大! 「当日・翌日配送」承ります

当日配送 対象地域

大阪市24区で「当日お届け」を開始いたしました

大阪府[NEW]	午前11時までのご注文で当日お届け	大阪市(都島区、福島区、此花区、西区、港区、天王寺区、生野区、旭区、城東区、阿倍野区、住吉区、東住吉区、西野区、北区、中央区)
営業所受け取り[NEW]	午前3時までのご注文で当日お届け	23区内

いつでも、どこでも受け取れる



Note) Sales of EC are aggregate of EC sales of BicCamera, Kojima, Sofmap and wholesale sales of Rakuten Bic.

Physical store (New stores)

- **Continuous growth by opening new stores**
 - ・BicCamera opens about 1 store/year
and Kojima opens multiple stores/year
- **Propose new values or experiences that can be felt with five senses, which can be realized only at physical stores**

BicCamera Machida Odakyu (Tokyo)



Scheduled to open in spring 2019
Sales floor space 4,700m²

Kojima×BicCamera MARK IS Fukuoka-momochi

Scheduled to open in Nov. 21, 2018

Air BicCamera Diver City Tokyo Plaza



Scheduled to open in Nov. 2, 2018

Physical store

Propose at physical stores making use of locations or product lineups

Rising originality by pursuing specialties



Wireless headphone



HUAWEI Shop



DJI Shop (Drone)



VTuber



eSports studios



Open a standing 2020 Olympics official shop within BicCamera stores

- 2018 Jul Shinjuku West store
- Oct Akasaka-station store
- Oct Ikebukuro main store

Logistics

■ Operation of a new EC logistics base

- ・Set up a logistics base for western Japan in an increased floor of the existing Osaka Logistics Center.
- ・Improve services related to distribution of western Japan and reduce cost for last one mile.

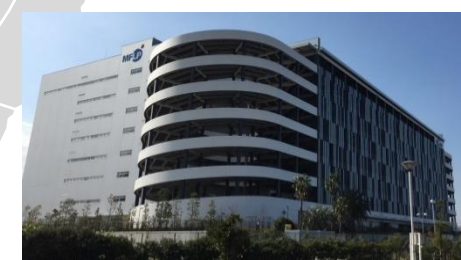
■ Establish a “Logistics Planning Department” with the aim of accelerating the efficiency of logistics.



Oct. 2018
 Osaka (EC,TC,DC)
 Set up a new EC function in the Expanded floor



Nov. 2017
 Saitama (Higashi-matsuyama)
 (DC,TC)
 Expanded floor



Jul. 2017
 Chiba (Funabashi)
 (EC,TC)
 New



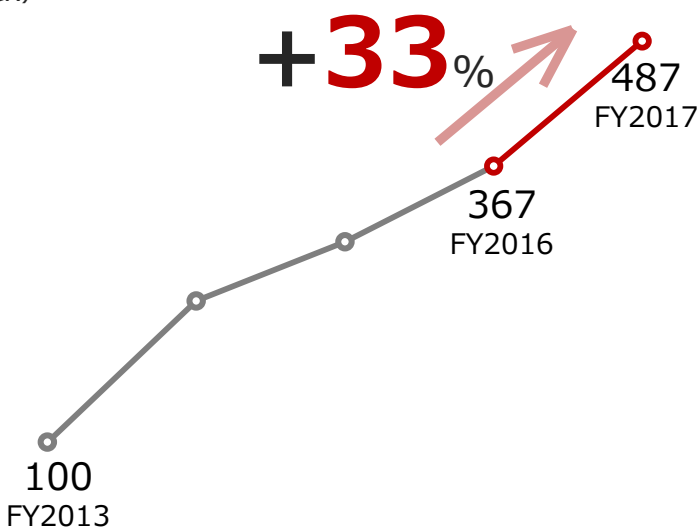
PB(Private brand products)

- Enhance attractiveness of products, focus on sales
 - PB sale ratio 6.1% | +1.2P period-on-period
 - Focusing on sales backed up accelerating sales for the fiscal year ended August 31, 2018
- Differentiation by products that can be bought only at "our company"

Accelerating PB products

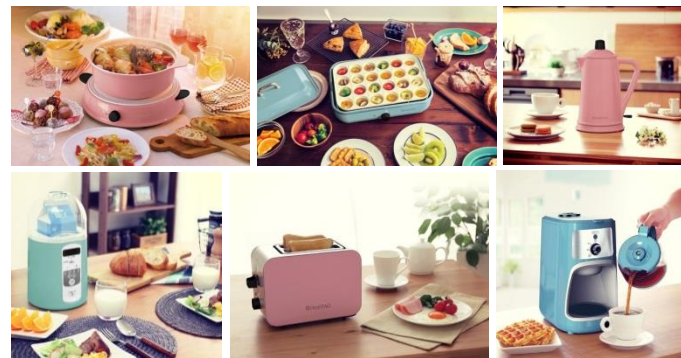
FY2013 PB sales of 100

(Index)



Products that put an emphasis on colors or design

HashTAG

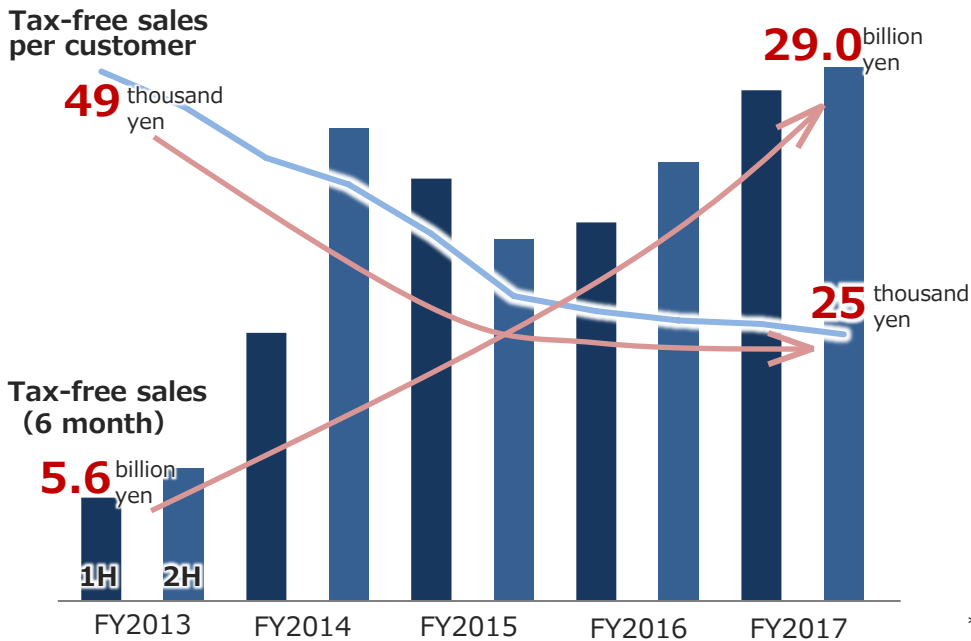


Tax-free sales

- **Aim to expand first mover advantages in the inbound market**
 - ・Advance an aggressive sales promotion that is unprecedented and accelerate improvements in the level of recognition/usage
 - ・Respond to changing needs with an extensive product lineup and offer one stop shopping
- **Growth market that is not subject to consumption tax or the impact of the dwindling domestic population**

Average customer spend remains stable

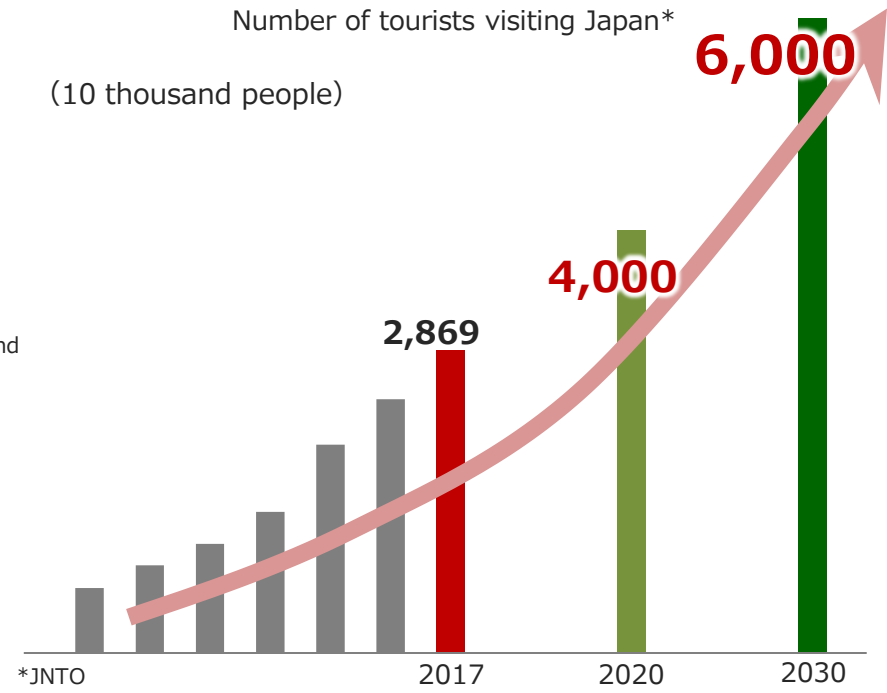
The results of the BicCamera (Non-consolidated)



Expectations on the government's backup

Number of tourists visiting Japan*

(10 thousand people)



ESG

E

Environment

- Sales of eco-friendly products
- Eco-friendly type stores/offices
- Facilitation of re-use/recycle

G

Governance

- Enhancement of independent officers
- Set up a Corporate Governance Committee
- Dialogue with shareholders/investors

S

Social

- Health Management Declaration
- Childcare support
- BicCamera Scholarship Foundation
- Sports/Culture



Spread/promotion of eco-friendly products and industry leading activities were appreciated and we were accredited with ECOFIRST.

Health Management Declaration

Established as initiatives to help employees and the families live a healthy life

Preschool of the BicCamera Group



In-house preschool that was opened with the aim of childcare support



Accreditation of excellent childcare support company



Exchange with local communities through sporting activities

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3. Topics

4. Kojima (Subsidiary)

Results Highlights

〈Kojima〉

JPY million, %	FY2016		FY2017 (Sep. 2017 – Aug. 2018)			
	Results	% of sales	Results	% of sales	YoY	Forecast
Net sales	232,700	–	246,391	–	105.9	242,000
Gross profit	62,371	26.8	66,774	27.1	107.1	
SG&A expenses	59,624	25.6	62,526	25.4	104.9	
Personnel expenses	18,778	8.1	19,764	8.0	105.2	
Other	40,846	17.6	42,761	17.4	104.7	
Operating income	2,746	1.2	4,248	1.7	154.7	3,800
Non-operating income	790	0.3	567	0.2	71.7	
Non-operating expenses	322	0.1	339	0.1	105.4	
Ordinary income	3,214	1.4	4,475	1.8	139.2	4,000
Extraordinary income	0	0.0	0	0.0	110.3	
Extraordinary losses	555	0.2	782	0.3	140.8	
Profit before income taxes	2,659	1.1	3,693	1.5	138.9	
Total income taxes	296	0.1	275	0.1	93.1	
Profit income	2,363	1.0	3,418	1.4	144.6	2,200

〈Kojima〉 Earnings Forecast for FY2018

JPY million; %		First half			Second half			Full year		
		FY2017	FY2018		FY2017	FY2018		FY2017	FY2018	
		Results	Forecast	YoY	Results	Forecast	YoY	Results	Forecast	YoY
Net Sales		118,607	124,100	104.6	127,783	135,900	106.4	246,391	260,000	105.5
Operating income		1,347	1,500	111.4	2,900	3,300	113.8	4,248	4,800	113.0
Ordinary income		1,516	1,520	100.3	2,959	3,480	117.6	4,475	5,000	111.7
Profit income		902	1,100	122.0	2,515	2,600	103.3	3,418	3,700	108.3
% of sales	Gross profit	26.9	27.1		27.3	27.3		27.1	27.2	
	SG&A expenses	25.7	25.8		25.0	24.8		25.4	25.3	
	Operating income	1.1	1.2		2.3	2.4		1.7	1.9	
	Ordinary income	1.3	1.2		2.3	2.6		1.8	1.9	
	Profit income	0.8	0.9		2.0	1.9		1.4	1.4	

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 2018 based on the information available as of October 2018, and expressions for future prospects are not to be updated or changed to reflect future incidents and situations.

October, 2018
BicCamera Inc.

