

# Summary of Reference data

## Fiscal Year August 2019 1H

(September 1, 2019 to February 29, 2020)



(Tokyo Stock Exchange, 1st Section : 3048)

**1. Fiscal Year August 2019 1H**

**2. Earnings Forecast for FY2019**

**3. Topics**

**4. Kojima (Subsidiary)**

# Results Highlights

<Consolidated>

JPY million, %	FY2018 1H		FY2019 1H (Sep. 2019 – Feb. 2020)			
	Results	% of sales	Results	% of sales	YoY	Forecast
<b>Net sales</b>	<b>441,897</b>	<b>–</b>	<b>436,588</b>	<b>–</b>	<b>98.8</b>	<b>457,500</b>
Gross profit	119,979	27.2	118,537	27.2	98.8	27.3%
SG&A expenses	107,319	24.3	110,871	25.4	103.3	25.1%
Personnel expenses	33,888	7.7	34,598	7.9	102.1	
Points expenses	14,778	3.3	13,998	3.2	94.7	
Rents	17,390	3.9	17,799	4.1	102.3	
Depreciation expenses	3,466	0.8	3,859	0.9	111.3	
Others	37,795	8.6	40,616	9.3	107.5	
<b>Operating income</b>	<b>12,659</b>	<b>2.9</b>	<b>7,665</b>	<b>1.8</b>	<b>60.6</b>	<b>10,100</b>
Non-operating income	1,515	0.3	1,637	0.4	108.1	
Non-operating expenses	236	0.1	206	0.0	87.6	
<b>Ordinary income</b>	<b>13,938</b>	<b>3.2</b>	<b>9,096</b>	<b>2.1</b>	<b>65.3</b>	<b>10,800</b>
Extraordinary income	25	0.0	1	0.0	5.1	
Extraordinary losses	214	0.0	150	0.0	69.9	
Profit before income taxes	13,750	3.1	8,947	2.0	65.1	
Total income taxes	3,882	0.9	3,211	0.7	82.7	
Profit attributable to non-controlling interests	1,555	0.4	881	0.2	56.7	
<b>Profit attributable to owners of parent</b>	<b>8,311</b>	<b>1.9</b>	<b>4,854</b>	<b>1.1</b>	<b>58.4</b>	<b>6,200</b>

# <Non-Consolidated> Results Highlights

JPY million, %	FY2018 1H		FY2019 1H (Sep. 2019 – Feb. 2020)			
	Results	% of sales	Results	% of sales	YoY	Forecast
<b>Net sales</b>	<b>257,905</b>	<b>–</b>	<b>250,951</b>	<b>–</b>	<b>97.3</b>	<b>264,500</b>
Gross profit (Wholesale sales not included)	67,673	26.2 (27.2)	65,265	26.0 (27.3)	96.4	26.4% (27.7%)
SG&A expenses	61,096	23.7	62,728	25.0	102.7	24.3%
Personnel expenses	15,904	6.2	16,366	6.5	102.9	
Points expenses	11,255	4.4	10,826	4.3	96.2	
Depreciation expenses	2,258	0.9	2,665	1.1	118.0	
Others	31,677	12.3	32,870	13.1	103.8	
<b>Operating income</b>	<b>6,576</b>	<b>2.5</b>	<b>2,536</b>	<b>1.0</b>	<b>38.6</b>	<b>5,600</b>
Non-operating income	1,175	0.5	1,990	0.8	169.3	
Non-operating expenses	118	0.0	94	0.0	79.6	
<b>Ordinary income</b>	<b>7,633</b>	<b>3.0</b>	<b>4,432</b>	<b>1.8</b>	<b>58.1</b>	<b>7,100</b>
Extraordinary income	0	0.0	0	0.0	126.2	
Extraordinary losses	29	0.0	4	0.0	14.2	
Profit before income taxes	7,604	2.9	4,428	1.8	58.2	
Total income taxes	2,289	0.9	1,299	0.5	56.8	
<b>Profit income</b>	<b>5,314</b>	<b>2.1</b>	<b>3,129</b>	<b>1.2</b>	<b>58.9</b>	<b>4,700</b>

# Quarterly results

## Consolidated

JPY billion	1Q			2Q			1H		
	FY18	FY19	increase / decrease	FY18	FY19	increase / decrease	FY18	FY19	increase / decrease
Net sales	197.0	216.4	+19.3	244.7	220.1	(24.6)	441.8	436.5	(5.3)
Gross profit	54.3	59.2	+4.8	65.6	59.3	(6.2)	119.9	118.5	(1.4)
(Sales ratio)	27.6%	27.4%		26.8%	26.9%		27.2%	27.2%	
SG&A expenses	51.5	54.9	+3.4	55.8	55.9	+0.0	107.3	110.8	+3.5
(Sales ratio)	26.1%	25.4%		22.8%	25.4%		24.3%	25.4%	
Operating income	2.8	4.2	+1.3	9.7	3.4	(6.3)	12.6	7.6	(4.9)

## Non-Consolidated

JPY billion	1Q			2Q			1H		
	FY18	FY19	increase / decrease	FY18	FY19	increase / decrease	FY18	FY19	increase / decrease
Net sales	113.8	124.1	+10.3	144.0	126.7	(17.2)	257.9	250.9	(6.9)
Gross profit	30.4	32.5	+2.1	37.2	32.6	(4.5)	67.6	65.2	(2.4)
(Sales ratio)	26.7%	26.2%		25.9%	25.8%		26.2%	26.0%	
(Whole sales not included)	27.7%	27.5%		26.7%	27.0%		27.2%	27.3%	
SG&A expenses	29.1	31.0	+1.8	31.8	31.6	(0.2)	61.0	62.7	+1.6
(Sales ratio)	25.6%	25.0%		22.1%	25.0%		23.7%	25.0%	
Operating income	1.2	1.5	+0.3	5.3	1.0	(4.3)	6.5	2.5	(4.0)

# 〈Consolidated〉 Net sales

## Net Sales 436.5 bln yen

YoY (5.3) bln yen vs forecast (20.9) bln yen

<p><b>BicCamera</b> (Non-consolidated) <b>250.9</b> bln yen YoY (6.9)bln yen vs forecast(13.5)bln yen</p>	<ul style="list-style-type: none"> <li>◆ Existing stores               <ul style="list-style-type: none"> <li>• E-commerce</li> </ul> </li> <li>◆ Tax-free sales</li> </ul>	<p>YoY 95.1% (1Q 106.7% 2Q 86.0%) YoY 133.6% YoY 78.9%</p>
<p><b>Kojima</b> (Subsidiary) <b>133.2</b> bln yen YoY +4.1 bln yen vs forecast (3.7) bln yen</p>	<ul style="list-style-type: none"> <li>◆ Existing stores               <ul style="list-style-type: none"> <li>• E-commerce</li> </ul> </li> <li>◆ Number of stores (As of August, 2019)</li> </ul>	<p>YoY 102.9% (1Q 112.5% 2Q 95.1%) YoY 137.8% 142 store YoY ±0 store (Opened:2 Closed:2)</p>
<p><b>Other subsidiaries</b> <b>52.3</b> bln yen* YoY (2.5) bln yen</p>	<ul style="list-style-type: none"> <li>◆ Net sales               <ul style="list-style-type: none"> <li>• Ranet 59.8 bln yen</li> <li>• Sofmap 22.5 bln yen</li> <li>• Nippon BS Broadcasting (Non-consolidated) 5.3 bln yen</li> </ul> </li> </ul>	<p>YoY 79.0%, (15.9) bln yen YoY 102.2%, 0.4 bln yen YoY 93.8%, (0.3) bln yen</p>

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

# 〈Consolidated〉 Operating income

## Operating income 7.6 bln yen

YoY (4.9) bln yen vs forecast (2.4) bln yen

<p><b>BicCamera</b> (Non-consolidated) <b>2.5</b> bln yen YoY (4.0) bln yen vs forecast (3.0) bln yen</p>	<p>◆ Gross profit (ratio) ◆ SG&amp;A expenses (ratio)</p>	<p>65.2 bln yen 26.0 % 62.7 bln yen 25.0 %</p>	<p>YoY (2.4) bln yen YoY (0.2) P YoY +1.6 bln yen YoY +1.3 P</p>
<p><b>Kojima</b> (Subsidiary) <b>1.6</b> bln yen YoY (0.7) bln yen vs forecast +0.6 bln yen</p>	<p>◆ Gross profit (ratio) ◆ SG&amp;A expenses (ratio)</p>	<p>36.0 bln yen 27.1 % 34.3 bln yen 25.8 %</p>	<p>YoY +1.6 bln yen YoY +0.4 P YoY +2.4 bln yen YoY +1.0 P</p>
<p><b>Other subsidiaries</b> <b>3.4</b> bln yen* YoY (0.2) bln yen</p>	<p>◆ Operating income • Ranet • Sofmap • Nippon BS Broadcasting</p>	<p>2.1 bln yen (0.2) bln yen 0.9 bln yen</p>	<p>YoY +0.1 bln yen YoY (0.2) bln yen YoY +0.0 bln yen</p>

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

# 〈Consolidated〉 Ordinary income / Net income

## Ordinary income 9.0 bln yen

YoY (4.8) bln yen vs forecast (1.7) bln yen

Non-operating income and expenses		FY2018 1H	FY2019 1H
YoY +0.1 bln yen	◆ Non-operating income	1.5 bln yen	1.6 bln yen
	◆ Non-operating expenses	0.2 bln yen	0.2 bln yen

## Profit attributable to owners of parent 4.8 bln yen

YoY (3.4) bln yen vs forecast (1.3) bln yen

Extraordinary income and losses		FY2018 1H	FY2019 1H
YoY +0.0 bln yen	◆ Extraordinary income	0.0 bln yen	0.0 bln yen
	◆ Extraordinary losses	0.2 bln yen	0.1 bln yen
Total income taxes		FY2018 1H	FY2019 1H
YoY (0.6) bln yen	◆ Total income taxes	3.8 bln yen	3.2 bln yen
	• income taxes-current	3.8 bln yen	2.7 bln yen
	• income taxes-deferred	(0.0) bln yen	0.4 bln yen
Profit attributable to non-controlling interests		FY2018 1H	FY2019 1H
YoY (0.6) bln yen	◆ Profit attributable to non-controlling interests	1.5 bln yen	0.8 bln yen



# 〈Consolidated〉 Balance Sheet

JPY million	As of Aug 31, 2019	As of Feb 29, 2020	Amount of increase	As of Feb 28, 2019
Total current assets	<b>208,936</b>	<b>206,891</b>	<b>(2,045)</b>	<b>201,558</b>
Cash and deposits	25,791	26,165	+373	24,021
Merchandise and finished goods	127,954	125,028	(2,925)	126,498
Total property, plant and equipment	<b>87,509</b>	<b>89,284</b>	<b>+1,774</b>	<b>89,114</b>
Total Intangible assets	<b>23,105</b>	<b>23,913</b>	<b>+807</b>	<b>22,318</b>
Total investments and other assets	<b>80,898</b>	<b>80,490</b>	<b>(407)</b>	<b>81,477</b>
Total non-current assets	<b>191,514</b>	<b>193,688</b>	<b>+2,173</b>	<b>192,911</b>
<b>Total assets</b>	<b>400,451</b>	<b>400,579</b>	<b>+128</b>	<b>394,470</b>
Total current liabilities	<b>173,927</b>	<b>173,467</b>	<b>(459)</b>	<b>165,814</b>
Interest bearing debt	60,073	76,297	+16,223	68,298
Provision for point card certificates	12,922	12,790	(132)	12,438
Total non-current liabilities	<b>63,181</b>	<b>60,094</b>	<b>(3,087)</b>	<b>66,463</b>
Interest bearing debt	31,163	28,386	(2,776)	35,498
<b>Total liabilities</b>	<b>237,108</b>	<b>233,562</b>	<b>(3,546)</b>	<b>232,277</b>
<b>Total net assets</b>	<b>163,342</b>	<b>167,017</b>	<b>+3,675</b>	<b>162,192</b>
<b>Total liabilities and net assets</b>	<b>400,451</b>	<b>400,579</b>	<b>+128</b>	<b>394,470</b>

# 〈Consolidated〉 Cash flow statement

JPY million	FY2018 1H	FY2019 1H (Sep. 2019 – Feb. 2020)	
Cash flows from operating activities	<b>(11,481)</b>	<b>(2,979)</b>	- Decrease in inventories
Cash flows from investing activities	<b>(6,263)</b>	<b>(7,550)</b>	- Purchase of property, plant and equipment
Cash flows from financing activities	<b>19,798</b>	<b>10,903</b>	- Increase in loans payable
Cash and cash equivalents at end of period	<b>24,021</b>	<b>26,165</b>	

# <Consolidated> Sales by Product line

JPY million, %	FY2018 1H		FY2019 1H (Sep. 2019 – Feb. 2020)						
	Results	% of sales	Results	BicCamera		Kojima		% of sales	YoY
				Results	YoY	Results	YoY		
Audio visual products	<b>70,735</b>	<b>16.0</b>	<b>71,766</b>	45,119	96.6	23,968	111.6	<b>16.5</b>	<b>101.5</b>
Cameras	18,991	4.3	16,105	12,296	81.1	3,359	100.2	3.7	84.8
TVs	19,760	4.5	22,761	11,073	111.2	11,487	119.2	5.2	115.2
Audios	7,571	1.7	7,505	4,907	93.7	2,331	111.8	1.7	99.1
Home appliances	<b>128,668</b>	<b>29.1</b>	<b>131,515</b>	70,974	101.0	59,314	104.2	<b>30.1</b>	<b>102.2</b>
Refrigerators	16,836	3.8	19,126	8,902	112.0	10,184	115.2	4.4	113.6
Washing machines	17,396	3.9	18,542	9,023	105.7	9,483	107.4	4.3	106.6
Kitchen appliances	19,411	4.4	19,054	10,383	95.2	8,446	102.7	4.4	98.2
Seasonal home electronics	23,105	5.2	21,583	9,574	93.9	11,942	93.4	4.9	93.4
Personal care electronics	24,318	5.5	24,203	16,636	96.6	7,230	107.9	5.5	99.5
Information communications equipment Products	<b>144,259</b>	<b>32.7</b>	<b>138,534</b>	74,492	95.0	35,983	98.6	<b>31.7</b>	<b>96.0</b>
PCs	36,792	8.3	41,171	27,544	106.6	11,617	129.5	9.4	111.9
PC peripherals	13,917	3.2	14,400	7,860	102.0	4,620	111.7	3.3	103.5
Cellular phones	63,570	14.4	53,561	20,898	79.1	10,778	74.4	12.3	84.3
Other products	<b>91,434</b>	<b>20.7</b>	<b>88,338</b>	60,364	96.5	14,028	98.6	<b>20.2</b>	<b>96.6</b>
Video Games	23,017	5.2	21,288	15,103	93.5	4,584	92.7	4.9	92.5
Watches	12,364	2.8	10,603	10,157	84.9	324	107.8	2.4	85.8
Sporting goods	5,276	1.2	5,392	4,736	99.8	638	122.9	1.2	102.2
Toys	7,538	1.7	7,439	4,997	99.0	1,635	96.1	1.7	98.7
Glasses and Contact lenses	3,375	0.8	3,146	3,110	94.5	33	40.7	0.7	93.2
Liquors and Soft drinks	4,099	0.9	4,083	–	–	148	111.8	0.9	99.6
Medicine and Daily goods	10,420	2.3	9,435	8,534	89.9	811	94.8	2.2	90.5
Retail goods sales	435,097	98.5	430,154	250,951	97.3	133,295	103.2	98.5	98.9
Other business	6,800	1.5	6,433	–	–	–	–	1.5	94.6
<b>Total</b>	<b>441,897</b>	<b>100.0</b>	<b>436,588</b>	250,951	97.3	133,295	103.2	<b>100.0</b>	<b>98.8</b>

# 〈Consolidated〉 New Stores (FY2019)

## Opening a store in Nihonbashi Mitsukoshi

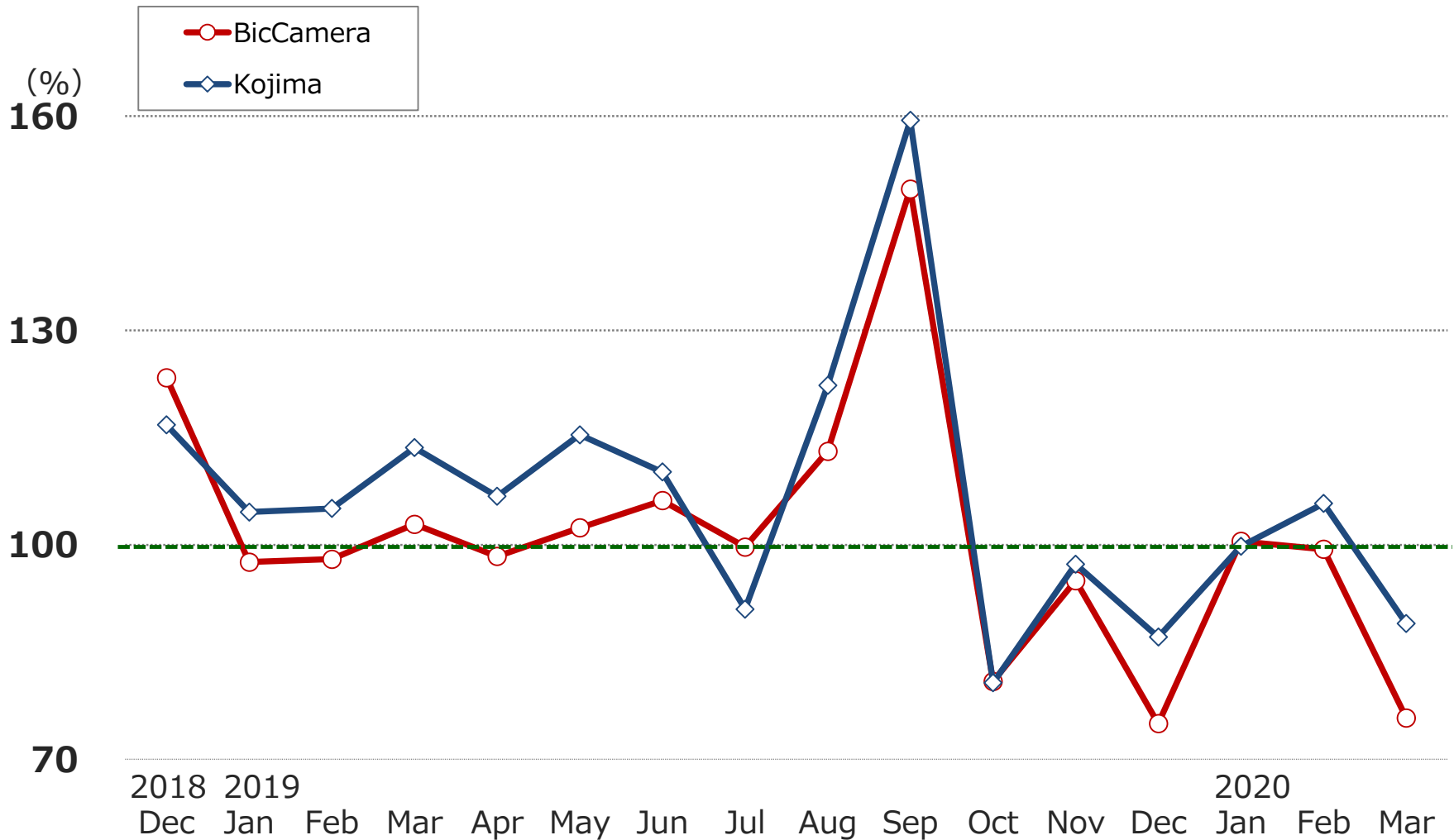


BicCamera  
Nihonbashi Mitsukoshi store  
Floor space : 1,200m<sup>2</sup>  
Opened : February 7, 2020



BicCamera Tokorozawa station store  
Floor space : 3,300m<sup>2</sup>  
Opened : November 8, 2019

# Monthly Sales (YoY, POS base)



Info) Sales data is excluding 2 sales, the sales of online shopping site "Rakuten BIC" and wholesales sales.

**1. Fiscal Year August 2019 1H**

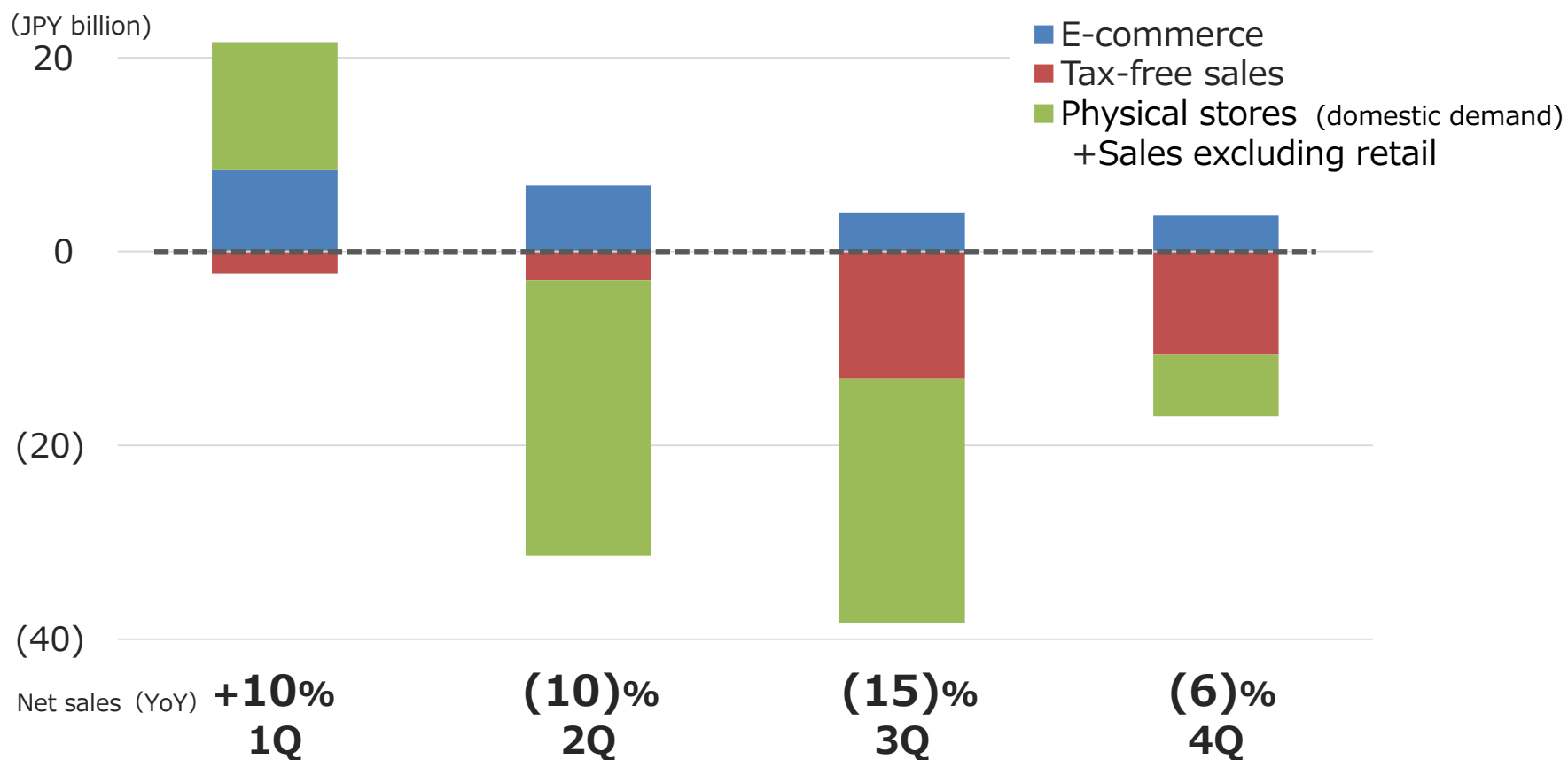
**2. Earnings Forecast for FY2019**

**3. Topics**

**4. Kojima (Subsidiary)**

# 〈Consolidated〉 Changes in net sales

## Quarterly net sales (FY2019)



**Results**

**Revised forecast for earnings results**

# 〈Consolidated〉 Earnings Forecast for FY2019

## Full-year

JPY million, %	FY2018		FY2019			FY2019 (Revised forecast for earnings results)					
	Results	% of sales	Previous forecast	% of sales	YoY	Forecast	% of sales	Vs FY2018		Vs Previous forecast	
								YoY	Increase/decrease	Growth rate	Increase/decrease
Net sales	<b>894,021</b>	–	<b>941,000</b>	–	105.3	<b>841,000</b>	–	94.1	(53,021)	89.4	(100,000)
Operating income	<b>22,943</b>	2.6	<b>25,200</b>	2.7	109.8	<b>3,500</b>	0.4	15.3	(19,443)	13.9	(21,700)
Ordinary income	<b>25,871</b>	2.9	<b>26,900</b>	2.9	104.0	<b>6,500</b>	0.8	25.1	(19,371)	24.2	(20,400)
Profit attributable to owners of parent	<b>14,047</b>	1.6	<b>15,400</b>	1.6	109.6	<b>1,800</b>	0.2	12.8	(12,247)	11.7	(13,600)
Gross profit ratio		27.2		27.5			27.1				
SG&A expenses ratio		24.7		24.9			26.7				
Point expenses ratio		3.3		3.2			3.2				

## Second half-year

JPY million, %	FY2018		FY2019			FY2019 (Revised forecast for earnings results)					
	Results	% of sales	Previous forecast	% of sales	YoY	Forecast	% of sales	Vs FY2018		Vs Previous forecast	
								YoY	Increase/decrease	Growth rate	Increase/decrease
Net sales	<b>452,123</b>	–	<b>483,500</b>	–	106.9	<b>404,412</b>	–	89.4	(47,712)	83.6	(79,088)
Operating income	<b>10,283</b>	2.3	<b>15,100</b>	3.1	146.8	<b>(4,165)</b>	(1.0)	–	(14,449)	–	(19,265)
Ordinary income	<b>11,932</b>	2.6	<b>16,100</b>	3.3	134.9	<b>(2,596)</b>	(0.6)	–	(14,529)	–	(18,696)
Profit attributable to owners of parent	<b>5,736</b>	1.3	<b>9,200</b>	1.9	160.4	<b>(3,054)</b>	(0.8)	–	(8,790)	–	(12,254)
Gross profit ratio		27.3		27.8			27.0				
SG&A expenses ratio		25.0		24.7			28.0				
Point expenses ratio		3.2		3.1			3.2				



# <Non-Consolidated> Earnings Forecast for FY2019

## Full-year

JPY million, %	FY2018		FY2019			FY2019 (Revised forecast for earnings results)					
	Results	% of sales	Previous forecast	% of sales	YoY	Forecast	% of sales	Vs FY2018		Vs Previous forecast	
								YoY	Increase/decrease	Growth rate	Increase/decrease
Net sales	<b>516,078</b>	–	<b>536,000</b>	–	103.9	<b>463,000</b>	–	89.7	(53,078)	86.4	(73,000)
Operating income	<b>9,941</b>	1.9	<b>13,200</b>	2.5	132.8	<b>(4,500)</b>	(1.0)	–	(14,441)	–	(17,700)
Ordinary income	<b>12,185</b>	2.4	<b>15,700</b>	2.9	128.8	<b>(900)</b>	(0.2)	–	(13,085)	–	(16,600)
Profit income	<b>7,300</b>	1.4	<b>10,400</b>	1.9	142.5	<b>(500)</b>	(0.1)	–	(7,800)	–	(10,900)
Gross profit ratio		26.1		26.8			25.9				
Wholesale sales not included		27.2		28.1			27.3				
SG&A expenses ratio		24.2		24.4			26.8				
Point expenses ratio		4.3		4.1			4.4				

## Second half-year

JPY million, %	FY2018		FY2019			FY2019 (Revised forecast for earnings results)					
	Results	% of sales	Previous forecast	% of sales	YoY	Forecast	% of sales	Vs FY2018		Vs Previous forecast	
								YoY	Increase/decrease	Growth rate	Increase/decrease
Net sales	<b>258,172</b>	–	<b>271,500</b>	–	105.2	<b>212,048</b>	–	82.1	(46,124)	78.1	(59,452)
Operating income	<b>3,365</b>	1.3	<b>7,600</b>	2.8	225.8	<b>(7,036)</b>	(3.3)	–	(10,401)	–	(14,636)
Ordinary income	<b>4,552</b>	1.8	<b>8,600</b>	3.2	188.9	<b>(5,332)</b>	(2.5)	–	(9,884)	–	(13,932)
Profit income	<b>1,985</b>	0.8	<b>5,700</b>	2.1	287.1	<b>(3,629)</b>	(1.7)	–	(5,614)	–	(9,329)
Gross profit ratio		26.0		27.2			25.7				
Wholesale sales not included		27.2		28.5			27.2				
SG&A expenses ratio		24.7		24.4			28.8				
Point expenses ratio		4.2		4.1			4.5				

# Return to Shareholders

〈Consolidated〉

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (Project)
Dividends per Share (JPY)	Total	<b>10</b>	<b>12</b>	<b>12</b>	<b>20</b>	<b>20</b>	Undecided
	1H	5	5	5	5	10	<b>10</b>
	2H	5	7	7	15	10	Undecided
Total cash dividends (JPY million)		1,772	2,182	2,181	3,609	3,543	—
Payout ratio (%)		25.5	18.2	16.2	21.4	25.3	Undecided
Ratio of dividends to net assets (%)		1.9	2.1	1.9	2.9	2.7	—

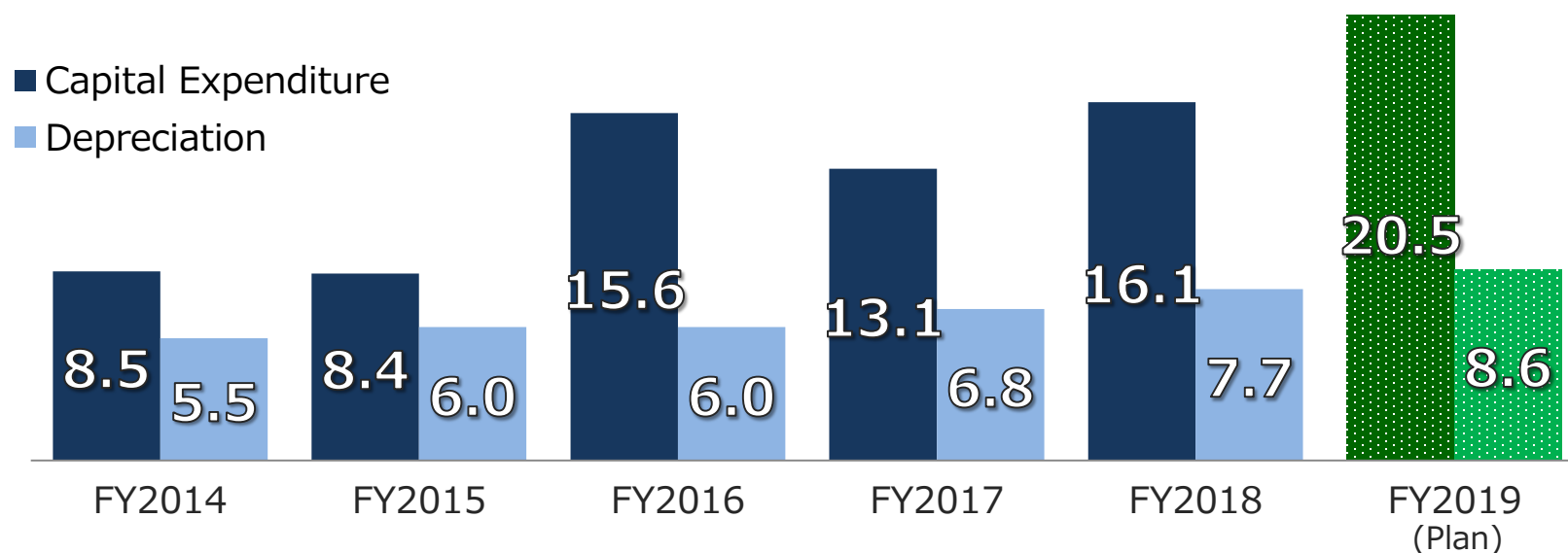
# Capital Expenditure / Depreciation

	FY2018	FY2019 (Plan)
Capital Expenditure	<b>16.1 billion yen</b>	<b>20.5 billion yen</b>
Mainly	<ul style="list-style-type: none"> <li>•IT</li> <li>•Renovation of existing stores</li> <li>•New stores</li> </ul>	<ul style="list-style-type: none"> <li>•IT</li> <li>•Renovation of existing stores</li> <li>•New stores</li> </ul>
Depreciation	<b>7.7 billion yen</b>	<b>8.6 billion yen</b>

## Start full-scale installment of electronic shelf labels

(JPY billion)

Capital Expenditure / Depreciation



Note) From now on, make retrospective statements on depreciation expenses on a CF basis.

**1. Fiscal Year August 2019 1H**

**2. Earnings Forecast for FY2019**

**3. Topics**

**4. Kojima (Subsidiary)**

# Omni-channel commerce – EC

- Achieve EC net sales of 200 billion yen in the fiscal year ending August 2022
  - EC sales (FY2019 First-half) : 66.9 billion yen (YoY 129%)
- Evolution from O2O and omni-channel marketing approaches to those based on online-merges-offline (OMO)

## Consumer expectations

## What can be accomplished by IT and AI

## Product ranges

## Appropriate proposals on products and services



- Creation of sales floors on which customers have the real experience and feeling of products
- Customer services and proposals by sales staff members

- Understanding consumer needs
- Flexible setting of prices

# Omni-channel commerce – Distribution

- Increase/expansion of floors in the flagship distribution bases
- Enhancement of corporate value through improvements in distribution

## Flagship distribution bases

[Existing] MFLP Funabashi I  
 +  
 [Expansion] MFLP Funabashi II  
 (Started in March 2020)

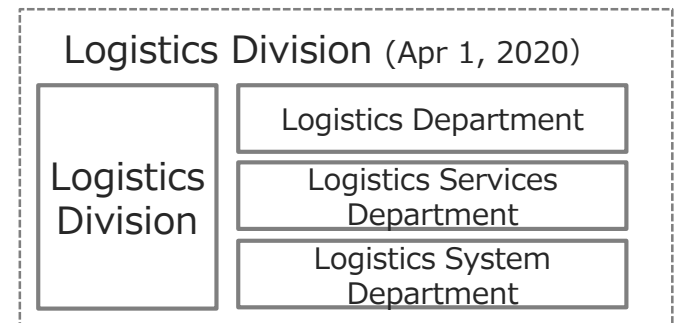


Floor space of the  
 logistics base (For EC)  
**1.7**times  
 (Compared to before)



## Development from distribution to logistics

- ◆ Distribution Division
  - Renaming of Distribution Headquarters as Logistics Headquarters.
- ◆ Expansion of the scope of operations (transportation, storage and management)
  - Work to raise the level of customer satisfaction through better delivery and installation services for products.



# Sales floors that change due to the adoption of IT

## Omni-channel commerce

- Purchase experiences that change due to electronic shelf labels
  - ・Sales efficiency and capabilities improved due to the use of electronic shelf labels
- Total introduction expenses decreased to approximately three fourths of the initial prediction

## Changes due to the introduction of electronics shelf labels

### Price flexibility

Customers visiting the Company's stores can confirm the inventory of products available at its other stores of our company as well as product reviews.

Customers visiting the Company's stores can place online orders from there easily.

Customers visiting the Company's stores can gather information there by scanning products of interest using smartphones.



## Schedule



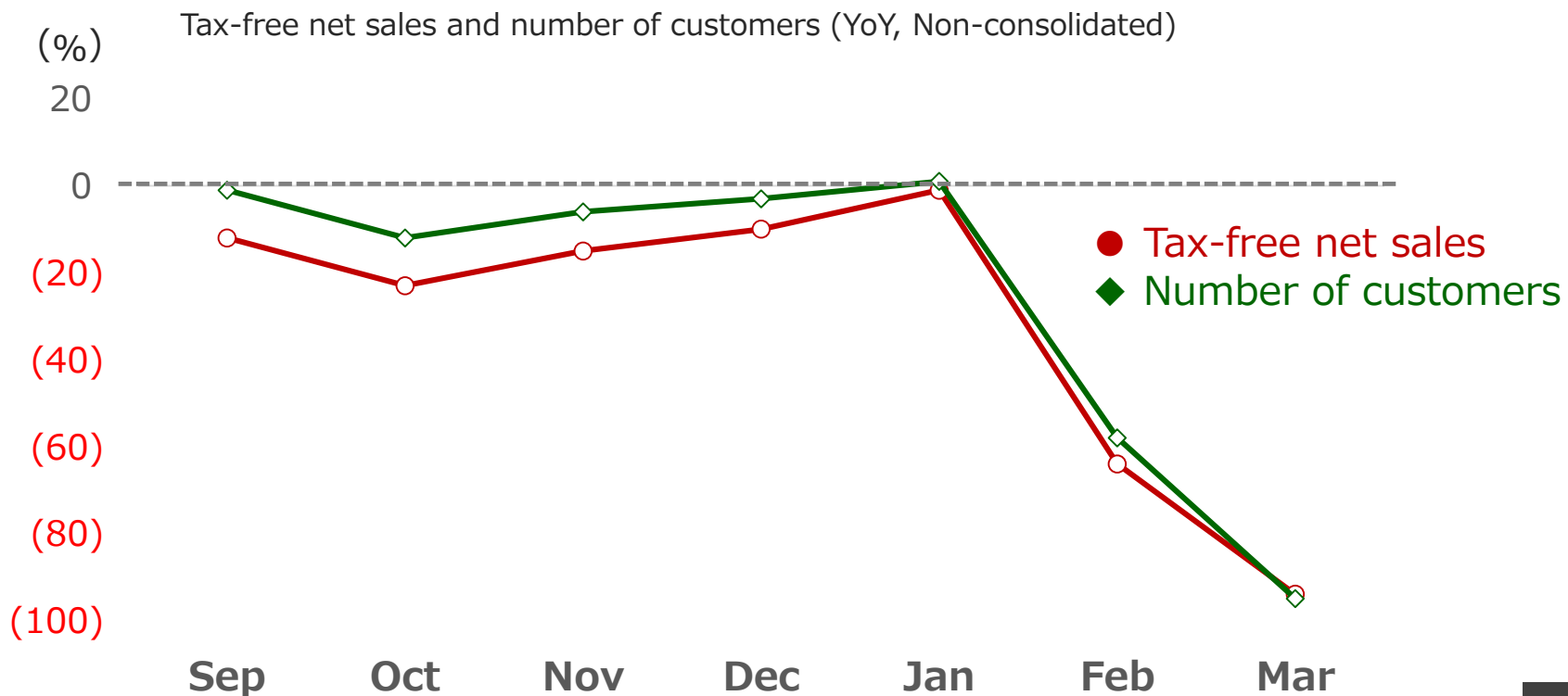
Take advantage of electronics shelf labels Company

- BicCamera (All stores, All items)
- Sofmap (Second-hand goods only)

# Tax-free sales

- Net sales and the number of customers remained unchanged from the previous year (January)
- Recovery is expected in the next fiscal year and beyond

## Changes in Tax-free sales



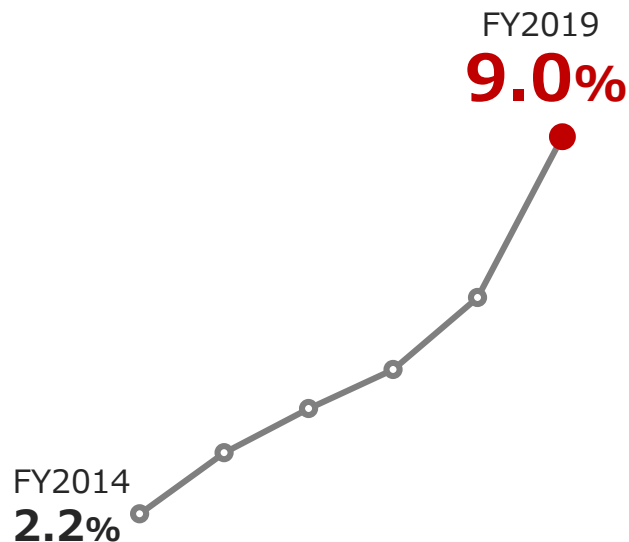


# PB (Private brand) products

- Enhanced contribution to sales
  - PB products net sales (FY2019 First-half) : YoY 147%
- Efforts for differentiation from competitors will be facilitated through product development and sales

## Growth of PB products

Ratio of PB product to net sales (First-half)



## TAG-label series



**1. Fiscal Year August 2019 1H**

**2. Earnings Forecast for FY2019**

**3. Topics**

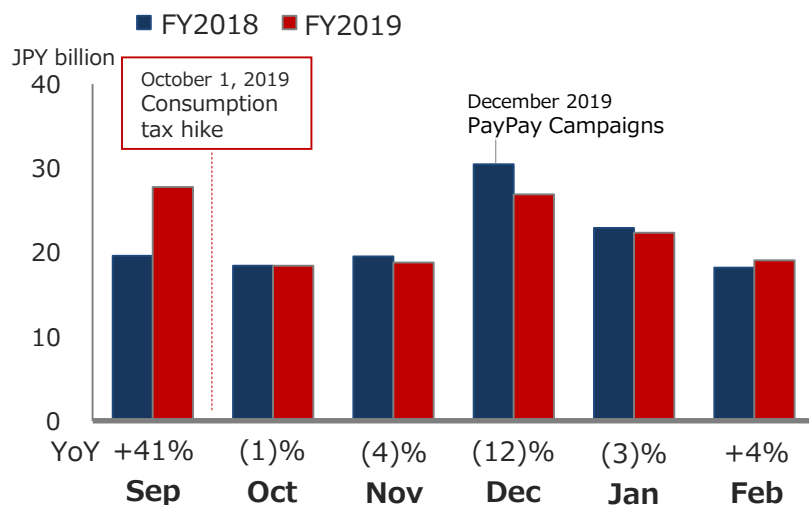
**4. Kojima (Subsidiary)**

# Results Highlights (FY2019 1H)

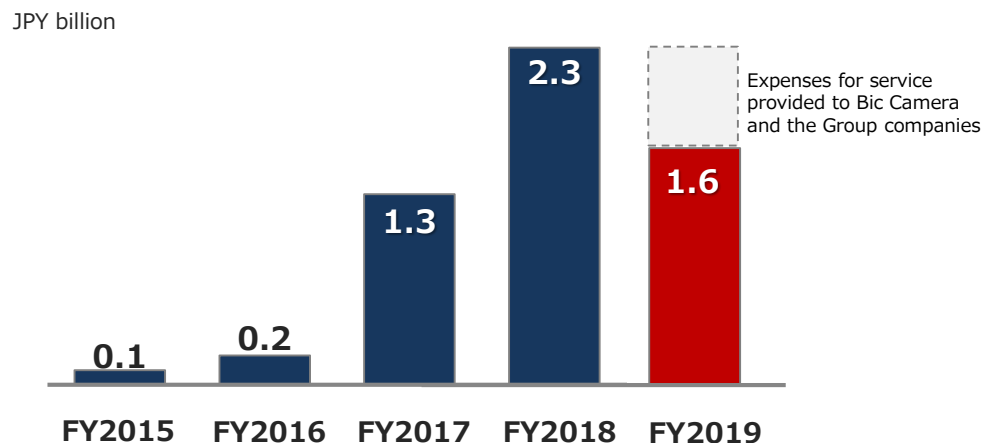
JPY million, %	FY2018 1H		FY2019 1H (Sep. 2019 – Feb. 2020)			
	Results	% of sales	Results	% of sales	YoY	Forecast
<b>Net sales</b>	<b>129,113</b>	–	<b>133,295</b>	–	<b>103.2</b>	137,000
Gross profit	34,366	26.6	36,065	27.1	104.9	
SG&A expenses	31,984	24.8	34,384	25.8	107.5	
Personnel expenses	9,952	7.7	10,307	7.7	103.6	
Others	22,032	17.1	24,077	18.1	109.3	
<b>Operating income</b>	<b>2,382</b>	<b>1.8</b>	<b>1,680</b>	<b>1.3</b>	<b>70.6</b>	1,000
Non-operating income	412	0.3	209	0.2	50.8	
Non-operating expenses	99	0.1	86	0.1	87.6	
<b>Ordinary income</b>	<b>2,695</b>	<b>2.1</b>	<b>1,803</b>	<b>1.4</b>	<b>66.9</b>	930
Extraordinary income	11	0.0	0	0.0	1.7	
Extraordinary losses	146	0.1	127	0.1	87.1	
Profit before income taxes	2,560	2.0	1,676	1.3	65.5	
Total income taxes	125	0.1	572	0.4	454.5	
<b>Profit income</b>	<b>2,434</b>	<b>1.9</b>	<b>1,104</b>	<b>0.8</b>	<b>45.3</b>	700

# Net sales / Operating income (FY2019 1H)

## Monthly sales



## Operating income

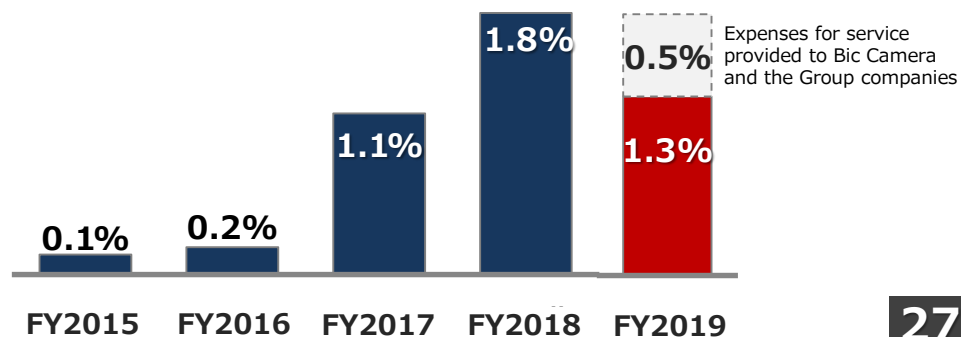


## Physical store sales

Sales in the FY2019 1H (YoY, existing stores)

Large store	(1) %
Medium store	(2) %
Small store	(4) %
Total	(3) %

## Operating income ratio



# Topics (FY2019 2H)

## E-commerce

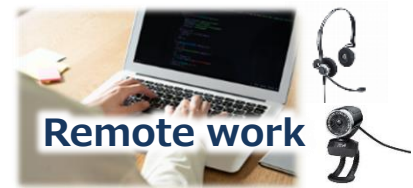


Acceleration of growth mainly in connection with E-commerce websites operated by the Company

## Sales for companies



## Expansion of stay-at-home request-related demand



## Existing stores



# 〈Kojima〉 New store (FY2019 2H)

## Kojima × BicCamera AEONMALL Takasaki store

Address : Gunma Prefecture Takasaki City  
Floor space : 1,615m<sup>2</sup>  
Open : April, 2020  
→ Postponement of Opening (COVID-19)



## Kojima × BicCamera iias Okinawa Toyosaki store

Address : Okinawa Prefecture Tomigusuku City  
Floor space : 2,428m<sup>2</sup>  
Open : June 19, 2020



# 〈Kojima〉 Earnings Forecast for FY2019

## Full-year

JPY million, %	FY2018		FY2019			FY2019 (Revised forecast for earnings results)					
	Results	% of sales	Previous forecast	% of sales	YoY	Forecast	% of sales	Vs FY2018		Vs Previous forecast	
								YoY	Increase/decrease	Growth rate	Increase/decrease
Net sales	<b>268,127</b>	–	<b>290,000</b>	–	108.2	<b>274,000</b>	–	102.2	+5,872	94.5	(16,000)
Operating income	<b>6,426</b>	2.4	<b>5,200</b>	1.8	80.9	<b>2,600</b>	0.9	40.5	(3,826)	50.0	(2,600)
Ordinary income	<b>7,165</b>	2.7	<b>5,200</b>	1.8	72.6	<b>2,700</b>	1.0	37.7	(4,465)	51.9	(2,500)
Profit income	<b>6,604</b>	2.5	<b>5,000</b>	1.7	75.7	<b>1,800</b>	0.7	27.3	(4,804)	36.0	(3,200)
Gross profit ratio		26.9		27.2			27.0				
SG&A expenses ratio		24.5		25.4			26.1				

## Second half-year

JPY million, %	FY2018		FY2019			FY2019 (Revised forecast for earnings results)					
	Results	% of sales	Previous forecast	% of sales	YoY	Forecast	% of sales	Vs FY2018		Vs Previous forecast	
								YoY	Increase/decrease	Growth rate	Increase/decrease
Net sales	<b>139,013</b>	–	<b>153,000</b>	–	110.1	<b>140,704</b>	–	101.2	+1,690	92.0	(12,295)
Operating income	<b>4,044</b>	2.9	<b>4,200</b>	2.7	103.9	<b>919</b>	0.7	22.7	(3,124)	21.9	(3,280)
Ordinary income	<b>4,470</b>	3.2	<b>4,270</b>	2.8	95.5	<b>896</b>	0.6	20.1	(3,573)	21.0	(3,373)
Profit income	<b>4,169</b>	3.0	<b>4,300</b>	2.8	103.1	<b>695</b>	0.5	16.7	(3,473)	16.2	(3,604)
Gross profit ratio		27.2		27.5			27.0				
SG&A expenses ratio		24.3		24.8			26.4				

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 April 2020 based on the information available as of April 2020, and expressions for future prospects are not to be updated or changed to reflect future incidents and situations.

April, 2020  
**BicCamera Inc.**

