

Summary of Reference data

Fiscal Year August 2019

(September 1, 2019 to August 31, 2020)



(Tokyo Stock Exchange, 1st Section : 3048)

1. Fiscal Year August 2019

2. Earnings Forecast for FY2020

3. Topics

4. Kojima (Subsidiary)

Results Highlights

〈Consolidated〉

JPY million, %	FY2018		FY2019 (Sep. 2019 – Aug. 2020)			
	Results	% of sales	Results	% of sales	YoY	Forecast
Net sales	894,021	–	847,905	–	94.8	841,000
Gross profit	243,444	27.2	231,005	27.2	94.9	27.1%
SG&A expenses	220,500	24.7	218,939	25.8	99.3	26.7%
Personnel expenses	69,052	7.7	68,020	8.0	98.5	
Points expenses	29,367	3.3	26,645	3.1	90.7	
Rents	34,927	3.9	34,706	4.1	99.4	
Depreciation expenses	7,361	0.8	8,463	1.0	115.0	
Others	79,790	8.9	81,102	9.6	101.6	
Operating income	22,943	2.6	12,066	1.4	52.6	3,500
Non-operating income	3,448	0.4	3,133	0.4	90.9	
Non-operating expenses	521	0.1	509	0.1	97.8	
Ordinary income	25,871	2.9	14,690	1.7	56.8	6,500
Extraordinary income	55	0.0	1,056	0.1	1,916.7	
Extraordinary losses	3,253	0.4	3,117	0.4	95.8	
Profit before income taxes	22,673	2.5	12,629	1.5	55.7	
Total income taxes	4,676	0.5	3,386	0.4	72.4	
Profit attributable to non-controlling interests	3,948	0.4	3,793	0.4	96.1	
Profit attributable to owners of parent	14,047	1.6	5,450	0.6	38.8	1,800

Results Highlights

<Non-Consolidated>

JPY million, %	FY2018		FY2019 (Sep. 2019 – Aug. 2020)			
	Results	% of sales	Results	% of sales	YoY	Forecast
Net sales	516,078	–	460,501	–	89.2	463,000
Gross profit (Wholesale sales not included)	134,896	26.1 (27.2)	117,751	25.6 (27.0)	87.3	25.9% (27.3%)
SG&A expenses	124,955	24.2	120,739	26.2	96.6	26.8%
Personnel expenses	32,705	6.3	30,813	6.7	94.2	
Points expenses	22,042	4.3	20,016	4.3	90.8	
Logistics expenses	12,947	2.5	14,670	3.2	113.3	
Rents	22,023	4.3	21,698	4.7	98.5	
Depreciation expenses	4,828	0.9	5,904	1.3	122.3	
Others	30,408	5.9	27,635	6.0	90.9	
Operating income	9,941	1.9	(2,987)	(0.6)	–	(4,500)
Non-operating income	2,464	0.5	3,845	0.8	156.0	
Non-operating expenses	220	0.0	230	0.1	104.7	
Ordinary income	12,185	2.4	627	0.1	5.1	(900)
Extraordinary income	0	0	858	0.2	132,041.2	
Extraordinary losses	1,426	0.3	2,189	0.5	153.5	
Profit before income taxes	10,760	2.1	(703)	(0.2)	–	
Total income taxes	3,460	0.7	(278)	(0.1)	–	
Profit income	7,300	1.4	(424)	(0.1)	–	(500)

Quarterly results

JPY billion, %	1 Q (Sep-Nov)			2 Q (Dec-Feb)			First Half (Sep-Feb)		
	FY2018	FY2019	Inc./Dec.	FY2018	FY2019	Inc./Dec.	FY2018	FY2019	Inc./Dec.
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)
(Gross profit 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	107.3	110.8	+3.5
(SG&A 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)

JPY billion, %	3 Q (Mar-May)			4 Q (Jun-Aug)			Second Half (Mar-Aug)		
	FY2018	FY2019	Inc./Dec.	FY2018	FY2019	Inc./Dec.	FY2018	FY2019	Inc./Dec.
Net sales	228.0	184.5	(43.4)	224.0	226.7	+26	452.1	411.3	(40.8)
Gross profit	60.9	50.6	(10.3)	62.4	61.8	(0.6)	123.4	112.4	(10.9)
(Gross profit ratio)	26.7	27.4		27.9	27.3		27.3	27.3	
SG&A expenses	55.6	50.3	(5.2)	57.5	57.7	0.1	113.1	108.0	(5.1)
(SG&A ratio)	24.4	27.3		25.7	25.5		25.0	26.3	
Operating income	5.3	0.3	(5.0)	4.9	4.0	(0.8)	10.2	4.4	(5.8)

〈Consolidated〉 Net sales

Net Sales 847.9 bln yen

YoY (46.1) bln yen vs forecast +6.9 bln yen

<p>BicCamera (Non-consolidated) 460.5 bln yen</p> <p>YoY (55.5) bln yen vs forecast (2.4) bln yen</p>	<ul style="list-style-type: none"> ◆ Existing stores <ul style="list-style-type: none"> • E-commerce ◆ Tax-free sales 	<p>YoY 87.4% (1H 95.1% 2H 79.7%)</p> <p>YoY 151.6% (1H 133.6% 2H 167.2%)</p> <p>YoY 42.0% (1H 78.9% 2H 3.1%)</p>
<p>Kojima (Subsidiary) 288.2 bln yen</p> <p>YoY +20.0 bln yen vs forecast +14.2 bln yen</p>	<ul style="list-style-type: none"> ◆ Existing stores <ul style="list-style-type: none"> • E-commerce ◆ Number of stores (As of August, 2020) 	<p>YoY 107.1%</p> <p>YoY 135.8% (1H 137.8% 2H 133.9%)</p> <p>143</p> <p>YoY +1 store (Opened:4 Closed:3)</p>
<p>Other subsidiaries 99.1 bln yen*</p> <p>YoY (10.6) bln yen</p>	<ul style="list-style-type: none"> ◆ Net sales <ul style="list-style-type: none"> • Ranet (13 months) 116.1 bln yen • Sofmap 42.5 bln yen • Nippon BS Broadcasting (Non-consolidated) 10.6 bln yen 	<p>YoY 75.7%, (35.7) bln yen</p> <p>YoY 96.4%, (1.6) bln yen</p> <p>YoY 90.4%, (1.1) bln yen</p>

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

〈Consolidated〉 Operating income

Operating income 12.0 bln yen

YoY (10.8) bln yen vs forecast +8.5 bln yen

<p>BicCamera (Non-consolidated) (2.9) bln yen YoY (12.9) bln yen vs forecast +1.5 bln yen</p>	<p>◆ Gross profit (ratio)</p> <p>◆ SG&A expenses (ratio)</p>	<p>117.7 bln yen 25.6 %</p> <p>120.7 bln yen 26.2 %</p>	<p>YoY (17.1) bln yen YoY (0.6) P</p> <p>YoY (4.2) bln yen YoY +2.0 P</p>
<p>Kojima (Subsidiary) 7.2 bln yen YoY +0.7 bln yen vs forecast +4.6 bln yen</p>	<p>◆ Gross profit (ratio)</p> <p>◆ SG&A expenses (ratio)</p>	<p>79.2 bln yen 27.5 %</p> <p>72.0 bln yen 25.0 %</p>	<p>YoY +7.0 bln yen YoY +0.6 P</p> <p>YoY +6.2 bln yen YoY +0.4 P</p>
<p>Other subsidiaries 7.8 bln yen* YoY +1.2 bln yen</p>	<p>◆ Operating income</p> <ul style="list-style-type: none"> • Ranet (13 months) • Sofmap • Nippon BS Broadcasting 	<p>4.8 bln yen</p> <p>+0 bln yen</p> <p>2.1 bln yen</p>	<p>YoY +1.6 bln yen</p> <p>YoY (0) bln yen</p> <p>YoY +0.5 bln yen</p>

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

〈Consolidated〉 Ordinary income / Net income

Ordinary income 14.6 bln yen

YoY (11.1) bln yen vs forecast +8.1 bln yen

Non-operating income and expenses		FY2018	FY2019
YoY (0.3) bln yen	◆ Non-operating income	3.4 bln yen	3.1 bln yen
	◆ Non-operating expenses	0.5 bln yen	0.5 bln yen

Profit attributable to owners of parent 5.4 bln yen

YoY (8.5) bln yen vs forecast +3.6 bln yen

Extraordinary income and losses		FY2018	FY2019
YoY +1.1 bln yen	◆ Extraordinary income	0 bln yen	1.0 bln yen
	•Subsidy income	—	1.0 bln yen
	◆ Extraordinary losses	3.2 bln yen	3.1 bln yen
	•Impairment loss	2.9 bln yen	1.4 bln yen
	•Loss due to temporary business suspension	—	1.3 bln yen
Total income taxes	◆ Total income taxes	4.6 bln yen	3.3 bln yen
YoY (1.2) bln yen	•income taxes-current	7.1 bln yen	4.5 bln yen
	•income taxes-deferred	(2.4) bln yen	(1.1) bln yen
Profit attributable to non-controlling interests	◆ Profit attributable to non-controlling interests	3.9 bln yen	3.7 bln yen
YoY (0.1) bln yen			

〈Consolidated〉 Balance Sheet

JPY million	As of Aug 31, 2019	As of Aug 31, 2020	Amount of increase
Total current assets	208,936	273,809	+64,872
Cash and deposits	25,791	117,211	+91,419
Merchandise and finished goods	127,954	100,925	(27,029)
Total property, plant and equipment	87,509	90,374	+2,865
Total Intangible assets	23,105	25,379	+2,273
Total investments and other assets	80,898	82,510	+1,611
Total non-current assets	191,514	198,265	+6,750
Total assets	400,451	472,074	+71,623
Total current liabilities	173,927	173,957	+29
Interest bearing debt	60,073	54,514	(5,558)
Provision for point card certificates	12,922	13,159	+236
Total non-current liabilities	63,181	128,326	+65,144
Interest bearing debt	31,163	96,188	+65,025
Total liabilities	237,108	302,283	+65,174
Total net assets	163,342	169,751	+6,449
Total liabilities and net assets	400,451	472,074	+71,623

(Non-Consolidated)

Merchandise and finished goods As of Aug 31,2019: 72.3 bln yen → As of Aug 31,2020: 56.3 bln yen (15.9) bln yen

 Inc./Dec.
 Inc./Dec.

Interest bearing debt As of Aug 31,2019: 66.5 bln yen → As of Aug 31,2020: 121.6 bln yen +55.1 bln yen

〈Consolidated〉 Cash flow statement

JPY million	FY2018	FY2019 (Sep. 2019 – Aug. 2020)	
Cash flows from operating activities	13,192	52,004	<ul style="list-style-type: none"> •Decrease in inventories FY2018: (21.9) bln yen → FY2019: 27.0 bln yen
Cash flows from investing activities	(11,437)	(15,691)	<ul style="list-style-type: none"> •Purchase of fixed assets
Cash flows from financing activities	2,069	55,106	<ul style="list-style-type: none"> •Implementation of emergency borrowing
Cash and cash equivalents at end of period	25,791	117,211	

<Consolidated> Sales by Product line

JPY million, %	FY2018		FY2019 (Sep. 2019 – Aug. 2020)						
	Results	% of sales	Results	BicCamera		Kojima		% of sales	YoY
				Results	YoY	Results	YoY		
Audio visual products	141,101	15.8	132,985	79,457	85.4	48,753	113.3	15.7	94.2
Cameras	36,956	4.1	25,173	18,812	64.3	5,749	84.8	3.0	68.1
TVs	40,946	4.6	47,485	21,916	105.0	24,807	125.4	5.6	116.0
Audios	14,738	1.7	13,806	8,753	86.0	4,661	114.3	1.6	93.7
Home appliances	277,638	31.0	275,280	136,796	91.6	136,301	108.5	32.5	99.2
Refrigerators	40,705	4.6	42,913	18,727	97.4	23,961	112.1	5.1	105.4
Washing machines	38,845	4.3	40,415	18,669	97.1	21,665	110.8	4.8	104.0
Kitchen appliances	37,874	4.2	36,296	17,975	84.5	17,985	111.5	4.3	95.8
Seasonal home electronics	59,741	6.7	58,464	24,253	93.1	33,995	101.5	6.9	97.9
Personal care electronics	47,789	5.3	43,357	27,893	82.2	14,890	113.4	5.1	90.7
Information communications equipment Products	285,112	31.9	269,014	141,087	91.6	72,591	100.9	31.7	94.4
PCs	75,030	8.4	84,726	55,654	106.1	25,081	133.6	10.0	112.9
PC peripherals	27,239	3.0	28,664	15,956	105.5	9,538	120.3	3.4	105.2
Cellular phones	123,190	13.8	100,150	36,182	73.2	19,913	71.6	11.8	81.3
Other products	176,738	19.8	158,312	103,105	86.1	30,569	110.8	18.7	89.6
Video Games	35,010	3.9	40,434	27,519	112.8	9,936	127.4	4.8	115.5
Watches	24,313	2.7	15,889	15,087	64.3	628	99.8	1.9	65.4
Used PCs	9,251	1.0	10,046	–	–	–	–	1.2	108.6
Sporting goods	11,672	1.3	10,083	8,644	83.1	1,395	113.1	1.2	86.4
Toys	14,225	1.6	12,664	7,975	84.0	3,268	108.2	1.5	89.0
Glasses and Contact lenses	6,856	0.8	5,246	5,182	77.1	–	–	0.6	76.5
Liquors and Soft drinks	8,112	0.9	6,829	–	–	–	–	0.8	84.2
Medicine and Daily goods	21,215	2.4	14,243	12,392	63.7	1,728	107.5	1.7	67.1
Retail goods sales	880,590	98.5	835,593	460,447	89.2	286,355	107.5	98.6	94.9
BS digital broadcasting business	11,713	1.3	10,568	–	–	–	–	1.2	90.2
Other business	1,717	0.2	1,743	–	–	1,860	91.2	0.2	101.6
Total	894,021	100.0	847,905	460,447	89.2	288,216	107.5	100.0	94.8

〈Non-Consolidated〉 New Stores (FY2019)



BicCamera Nihonbashi Mitsukoshi store

(Tokyo)
 Opened : February 7 , 2020
 Floor space : 1,200m²



BicCamera Tokorozawa station store

(Saitama)
 Opened : November 8 , 2019
 Floor space : 3,300m²



BicCamera select Roppongi station

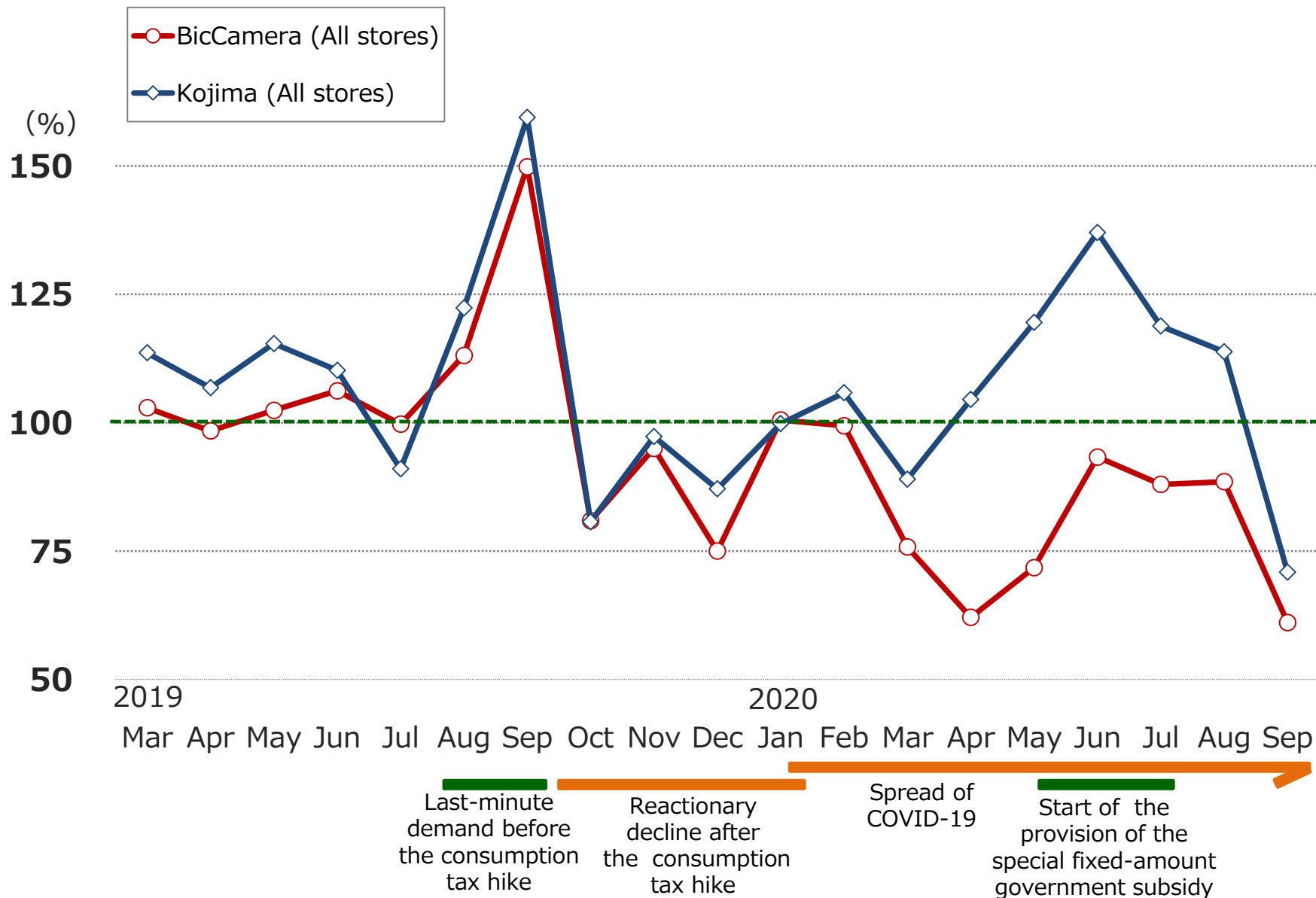
Opened : June 1 , 2020



Air BicCamera Tokyo Skytree town soramachi

Opened : May 29 , 2020

Monthly Sales (YoY, POS base)



Info) Wholesale sales are not included in POS-based results of BicCamera stores (All stores).

1. Fiscal Year August 2019

2. Earnings Forecast for FY2020

3. Topics

4. Kojima (Subsidiary)

〈Consolidated〉 Earnings Forecast for FY2020

JPY million; %		First half			Second half			Full year		
		FY2019	FY2020		FY2019	FY2020		FY2019	FY2020	
		Results	Forecast	YoY	Results	Forecast	YoY	Results	Forecast	YoY
Net Sales		436,588	441,000	101.0	411,317	455,000	110.6	847,905	896,000	105.7
Operating income		7,665	5,000	65.2	4,401	10,000	227.2	12,066	15,000	124.3
Ordinary income		9,096	6,000	66.0	5,594	11,000	196.6	14,690	17,000	115.7
Profit attributable to owners of parent		4,854	2,800	57.7	595	5,100	856.2	5,450	7,900	144.9
% of sales	Gross profit	27.2	27.0		27.3	27.8		27.2	27.4	
	SG&A expenses	25.4	25.9		26.3	25.6		25.8	25.7	
	Point expense	3.2	3.4		3.1	3.3		3.1	3.3	
	Operating income	1.8	1.1		1.1	2.2		1.4	1.7	
	Ordinary income	2.1	1.4		1.4	2.4		1.7	1.9	
	Profit attributable to owners of parent	1.1	0.6		0.1	1.1		0.6	0.9	

<Non-Consolidated> Earnings Forecast for FY2020

JPY million; %		First half			Second half			Full year		
		FY2019	FY2020		FY2019	FY2020		FY2019	FY2020	
		Results	Forecast	YoY	Results	Forecast	YoY	Results	Forecast	YoY
Net Sales		250,951	251,000	100.0	209,550	257,000	122.7	460,501	508,000	110.3
Operating income		2,536	800	31.5	(5,524)	4,200	-	(2,987)	5,000	-
Ordinary income		4,432	2,200	49.6	(3,804)	4,800	-	627	7,000	1,106.0
Profit income		3,129	1,400	44.7	(3,553)	3,200	-	(424)	4,600	-
% of sales	Gross profit	26.0	25.8		25.0	27.0		25.6	26.4	
	excluding wholesales etc.	27.1	27.3		26.2	28.5		26.7	27.9	
	SG&A expenses	25.0	25.5		27.7	25.4		26.2	25.4	
	Point expense	4.3	4.7		4.4	4.4		4.3	4.5	
	Operating income	1.0	0.3		(2.6)	1.6		(0.6)	1.0	
	Ordinary income	1.8	0.9		(1.8)	1.9		0.1	1.4	
	Profit income	1.2	0.6		(1.7)	1.2		(0.1)	0.9	

Note) In the gross profit section, the note of "excluding wholesales" has been changed to read "excluding wholesales etc.". This "etc." means the service income form subsidiaries. In addition, the figures for the fiscal year ended August 31, 2020 have been changed accordingly.

Breakdown of earnings forecast by company

JPY billion		First half			Second half			Full year			
		FY2019	FY2020		FY2019	FY2020		FY2019	FY2020		ref) FY2018
		Results	Forecast	Inc/Dec	Results	Forecast	Inc/Dec	Results	Forecast	Inc/Dec	Results
Net sales	Consolidated	436.5	441.0	4.4	411.3	455.0	43.6	847.9	896.0	48.0	894.0
	Non-Consolidated	250.9	251.0	0	209.5	257.0	47.4	460.5	508.0	47.4	516.0
	Kojima (Subsidiary)	133.2	139.5	6.2	154.9	148.8	(6.1)	288.2	288.3	0	268.1
	Other subsidiaries	52.3	50.5	(1.8)	46.8	49.2	2.3	99.1	99.7	0.5	109.8
Operating income	Consolidated	7.6	5.0	(2.6)	4.4	10.0	5.5	12.0	15.0	2.9	22.9
	Non-Consolidated	2.5	0.8	(1.7)	(5.5)	4.2	9.7	(2.9)	5.0	7.9	9.9
	Kojima (Subsidiary)	1.6	1.7	0	5.5	3.3	(2.2)	7.2	5.0	(2.2)	6.4
	Other subsidiaries	3.4	2.5	(0.9)	4.3	2.5	(1.8)	7.8	5.0	(2.8)	6.5

〈Non-Consolidated〉 New Stores (FY2020)

Open a store in Kumamoto station (Kumamoto prefecture)



**BicCamera
Kumamoto store
(Temporary name)**

Floor space : 3,550m²
Open : Spring , 2021



**BicCamera Nihonbashi Mitsukoshi store
(Floor extended)**

Extended : September 18 , 2020
(1,200m² → 2,000m²)



Bic Style LaLaport Aichi Togo store
Opened : September 14 , 2020
(Specialty shop of APPLE product)

Return to Shareholders

〈Consolidated〉

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Project)
Dividends per Share (JPY)	Total	12	12	20	20	13	15
	1H	5	5	5	10	10	5
	2H	7	7	15	10	3	10
Total cash dividends (JPY million)		2,182	2,181	3,609	3,543	2,287	—
Payout ratio (%)		18.2	16.2	21.4	25.3	42.0	33.4
Ratio of dividends to net assets (%)		2.1	1.9	2.9	2.7	1.7	—

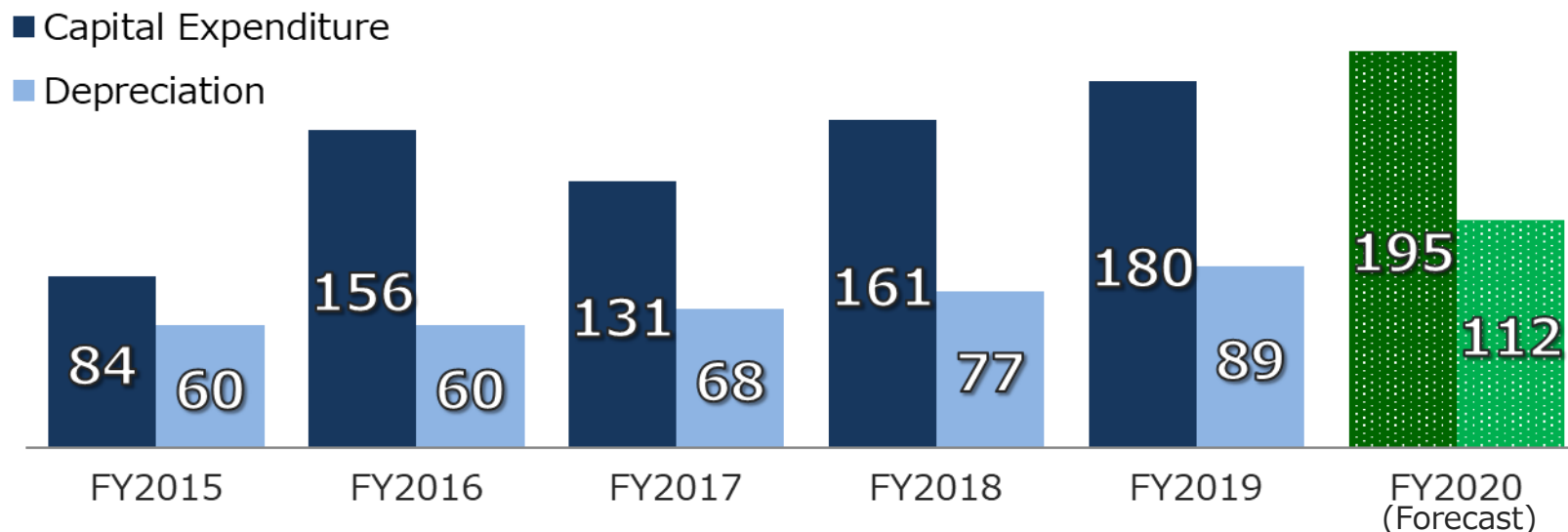
Capital Expenditure / Depreciation

	FY2019	FY2020 (Forecast)
Capital Expenditure	18.0 billion yen	19.5 billion yen
Mainly	<ul style="list-style-type: none"> •IT •Renovation of existing stores •New stores 	<ul style="list-style-type: none"> •IT •Renovation of existing stores •New stores
Depreciation	8.9 billion yen	11.2 billion yen

Changes in capital investment and depreciation

(JPY billion)

(CF basis)



1. Fiscal Year August 2019

2. Earnings Forecast for FY2020

3. Topics

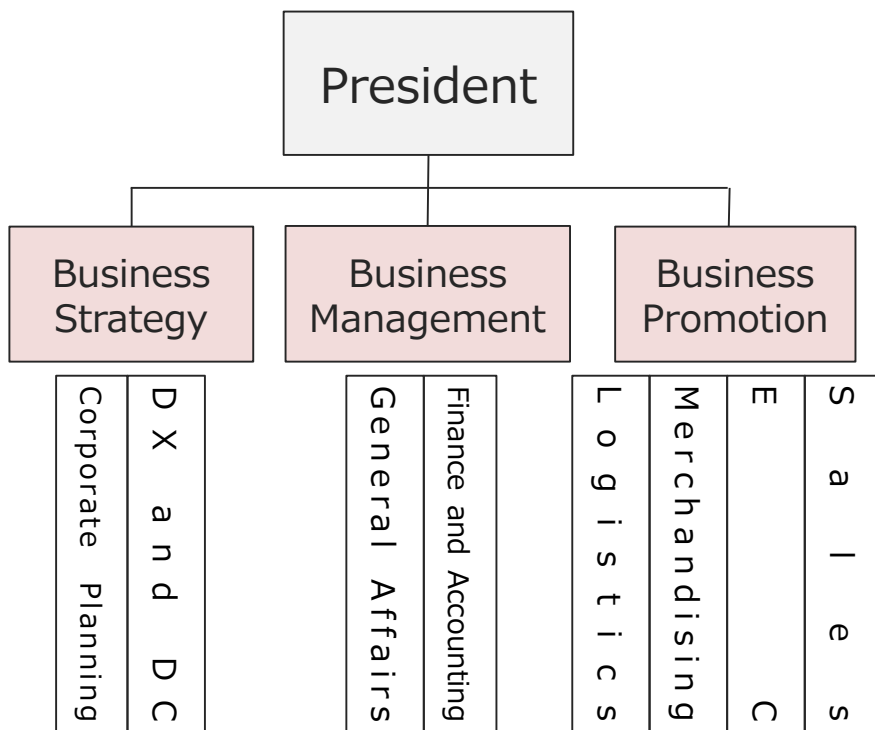
4. Kojima (Subsidiary)

New organizational structure

8 Divisions.



Consolidated 3 Depts.



Growth / Differentiation



▶ Accelerate the development of private brand products along with enhancement EC

Stores

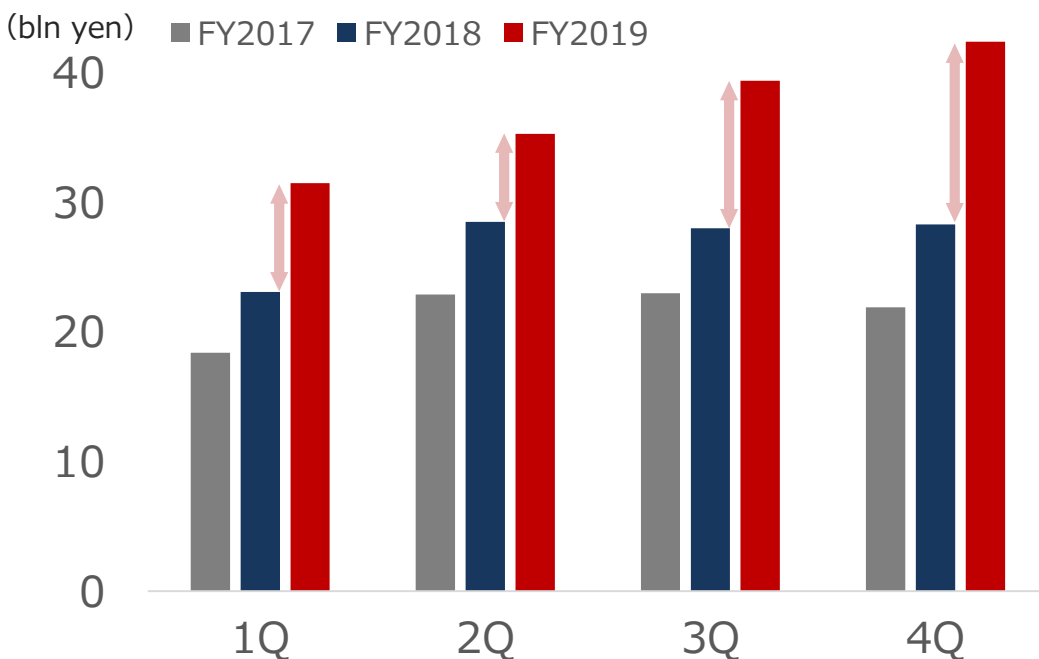


▶ Same as before

EC (E-Commerce)

- Demand for EC increased due to COVID-19
 - ・FY2019 Consolidated EC sales 148.7 bln yen YoY 137%
- Efforts to improve profits

EC sales (Consolidated Quarter)



Note) For EC net sales, wholesale sales to Rakuten Bic are aggregated.

Pages for featured products



These are original page edited by BicCamera that contributes to influx of searches.

Logistics

■ Efficiency of logistic bases

- Material handling will be operation by the fall of next year
- Expansion of operating area for mobile robots between shelves

■ Improving the quality of delivery services

Efficiency of warehouse



Material handling
(image)



Mobile robots between shelves

Introduction of material handling

(Full operation scheduled by the fall of 2021)

- Sorting and storage Efficiency
- Efficient use of floor area
- Increased shipping capacity (Responding to EC)

Mobile robots between shelves

(Expansion of operation by Aug 2020)

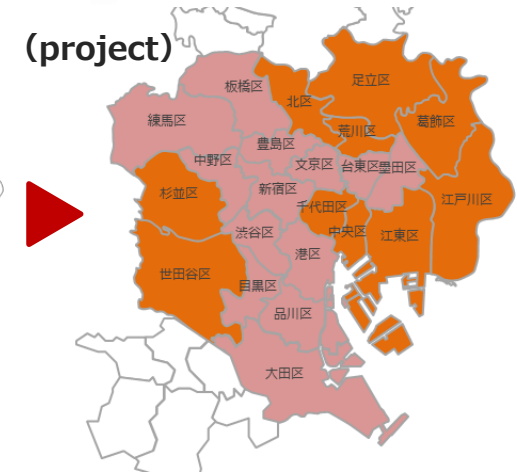
- Increased by three times compared to the level when the system adopted initially

Delivery service

(now)



(project)



Utilization of delivery subsidiary

- Expanded delivery area of delivery subsidiary
- Differentiation by improving quality

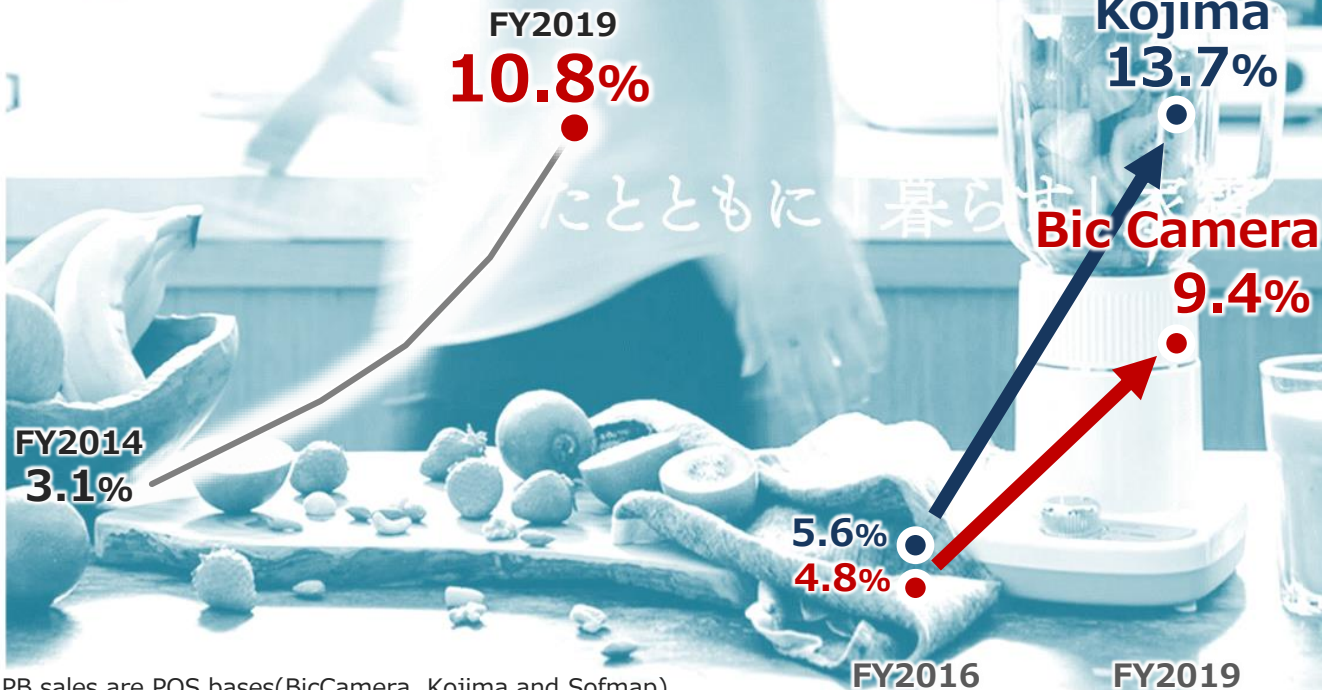
PB (Private brand) products

- Contribution to sales, gross profit, and differentiation from other companies
 - ・FY2019 YoY 130% | sales ratio 10.8%
- Accelerate product development and sales

Growth of PB products

PB products sales ratio

(The difference between BicCamera and Kojima)



B
ORIGINAL
CONCEPT
CATEGORY
BRAND

B ORIGINAL BASIC
B ORIGINAL SELECT

TAG label by amadana

Note) The PB sales are POS bases(BicCamera, Kojima and Sofmap)

Response to the New normal

■ Utilization online

- Recruitment activity and Job offer ceremony
- Customer service

■ Diversification of workstyles

オンライン内定証授与式



Online Unofficial Job offer ceremony



dyson

オンライン接客サービス

チャットでも、ビデオ通話でも！
リアルタイムにお答え致します！



Online customer service

1. Fiscal Year August 2019

2. Earnings Forecast for FY2020

3. Topics

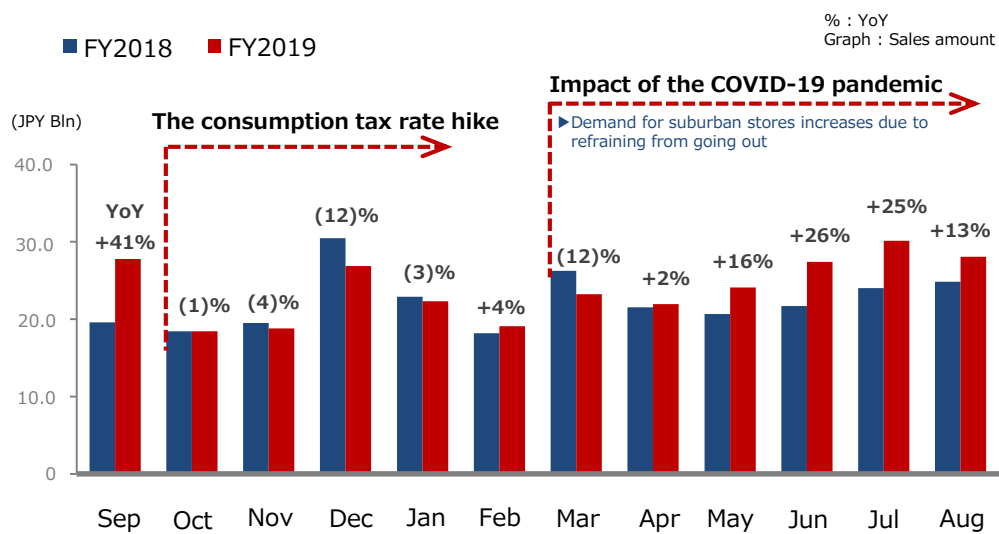
4. Kojima (Subsidiary)

Results Highlights

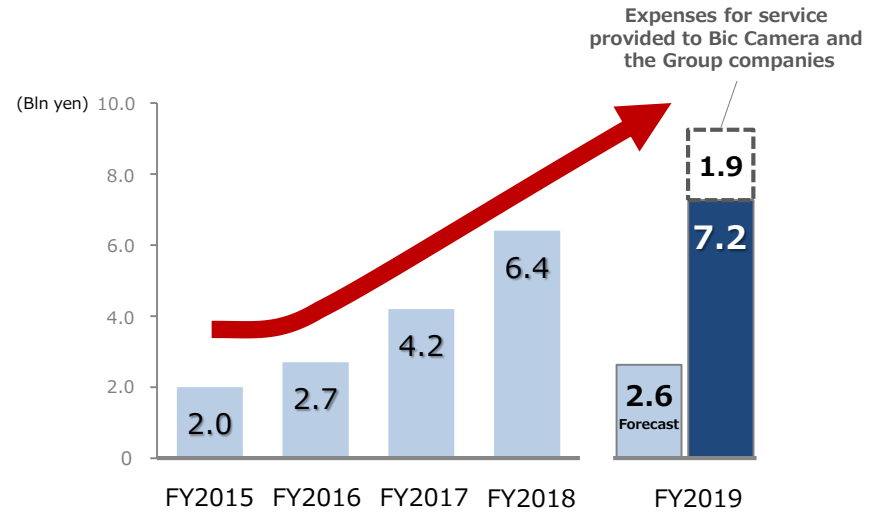
JPY million, %	FY2018		FY2019 (Sep. 2019 – Aug. 2020)			
	Results	% of sales	Results	% of sales	YoY	Forecast
Net sales	268,127	–	288,216	–	107.5	274,000
Gross profit	72,238	26.9	79,240	27.5	109.7	
SG&A expenses	65,812	24.5	72,018	25.0	109.4	
Personnel expenses	20,326	7.6	21,240	7.4	104.5	
Points expenses	6,653	2.5	6,002	2.1	90.2	
Logistics expenses	9,848	3.7	11,768	4.1	119.5	
Rents	8,507	3.2	8,423	2.9	99.0	
Depreciation expenses	1,826	0.7	1,657	0.6	90.8	
Other	18,650	7.0	22,925	8.0	122.9	
Operating income	6,426	2.4	7,221	2.5	112.4	2,600
Non-operating income	970	0.4	361	0.1	37.2	
Non-operating expenses	231	0.1	200	0.1	86.9	
Ordinary income	7,165	2.7	7,382	2.6	103.0	2,700
Extraordinary income	31	0.0	4	0.0	14.0	
Extraordinary losses	1,560	0.6	554	0.2	35.5	
Profit before income taxes	5,636	2.1	6,832	2.4	121.2	
Corporate, inhabitant and business tax	700	0.3	(239)			
Corporate tax adjustment amount	(1668)	-	775	-	-	
Profit income	6,604	2.5	6,056	2.1	91.7	1,800

<Kojima> Net sales / Operating income

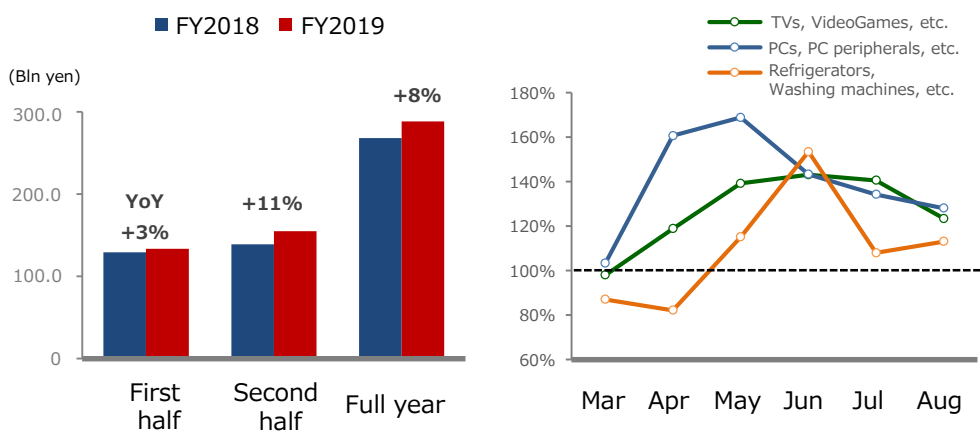
Monthly sales YoY



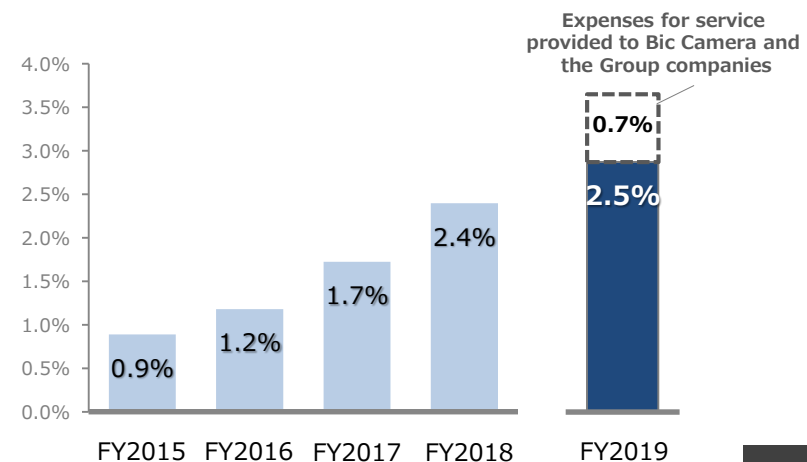
Changes in operating income



Half period (Net sales YoY) Net sales by demand



Changes in operating income ratio



Initiatives at stores

Existing Stores - Enhancement of product appeal and local community service -

■ New lifestyle -with COVID 19-

Proposal of products that make time at home comfortable



■ Improving customer service efficiency by product description in videos



■ Enhancement of product range

Toys

Bicycles

Liquors



■ Enhancement cooperation for local community service



Enhancement of original services



Offering special cards for ages 65 and up

EC

- Enhancement of own site -

■ Planning of the renewal of the EC system



New Store

-Enhancement of competitiveness with scrap and build-



Kojima x BicCamera
Kami-Fukuoka
[Closed]

Kojima x BicCamera
AEONTOWN Fujimino
[Scheduled to open
in autumn 2020]



※Image

〈Kojima〉 Earnings Forecast for FY2020

JPY million; %		First half			Second half			Full year		
		FY2019	FY2020		FY2019	FY2020		FY2019	FY2020	
		Results	Forecast	YoY	Results	Forecast	YoY	Results	Forecast	YoY
Net Sales		133,295	139,500	104.7	154,920	148,800	96.0	288,216	288,300	100.0
Operating income		1,680	1,700	101.1	5,541	3,300	59.6	7,221	5,000	69.2
Ordinary income		1,803	1,700	94.3	5,578	3,200	57.4	7,382	4,900	66.4
Profit income		1,104	1,100	99.6	4,952	2,400	48.5	6,056	3,500	57.8
% of sales	Gross profit	27.1	27.3		27.9	28.0		27.5	27.7	
	SG&A expenses	25.8	26.1		24.3	25.8		25.0	26.0	
	Operating income	1.3	1.2		3.6	2.2		2.5	1.7	
	Ordinary income	1.4	1.4		3.6	2.2		2.6	1.7	
	Profit income	0.8	0.8		3.2	1.6		2.1	1.2	

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

October, 2020
BicCamera Inc.

