

# Financial Results Briefing

## FY2021/08 First Half

(September 1, 2020 to February 28, 2021)

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April 16, 2021



(Tokyo Stock Exchange, 1st Section : 3048)



(Tokyo Stock Exchange, 1st Section : 7513)



# Financial Results Briefing materials

**1. BicCamera**

**2. KOJIMA**



(Tokyo Stock Exchange, 1st Section : 3048)

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**Kazuyoshi Kimura**

Representative Director and President

# **1. Financial Results for the First Half of FY2021**

## **2. Earnings Forecast for FY2021**

## **3. Growth strategy**

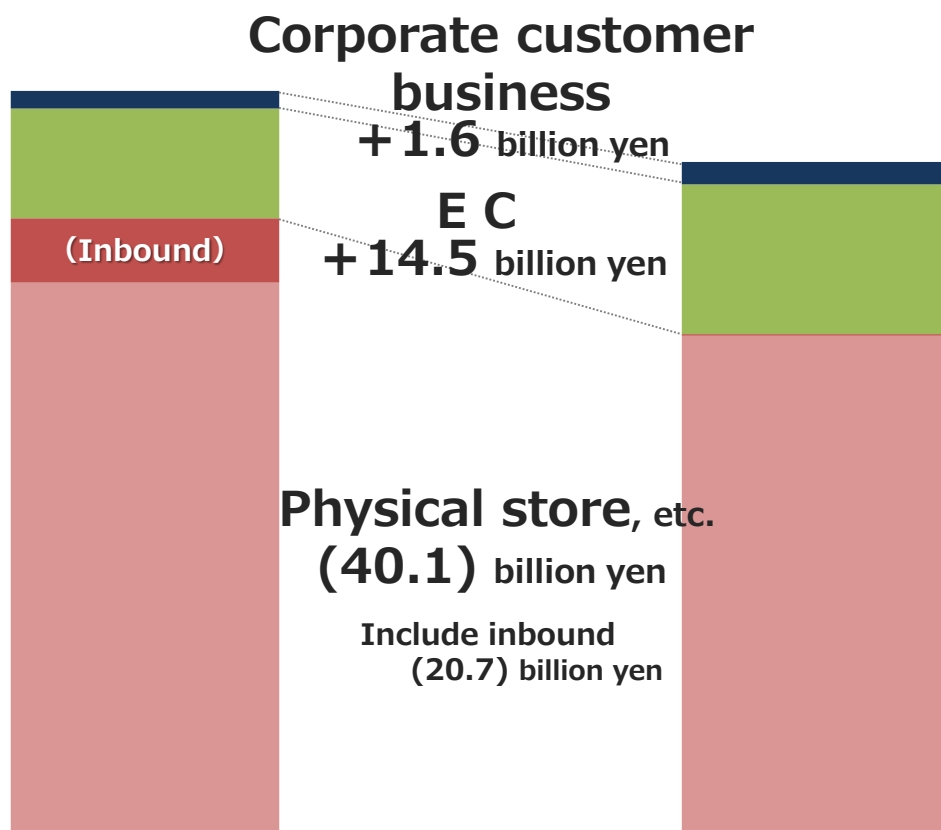
# Financial Results Highlights

<Non-Consolidated>

(million yen, %)	FY2020 1H (Sep. 2019 – Feb. 2020)		FY2021 1H (Sep. 2020 – Feb. 2021)			
	Amount	% to sales	Amount	% to sales	YoY	Forecast
<b>Net sales</b>	<b>250,951</b>	<b>100.0</b>	<b>226,912</b>	<b>100.0</b>	<b>90.4</b>	<b>251,000</b>
Gross profit (Gross profit excluding wholesale sales and consideration of the provision of services)	65,265	26.0 (27.1)	59,179	26.1 (27.5)	90.7	25.8% (27.3%)
SG&A expenses	62,728	25.0	58,432	25.8	93.2	25.4%
Personnel expenses	16,366	6.5	15,215	6.7	93.0	
Points expenses	10,826	4.3	9,906	4.4	91.5	
Logistics expenses	7,014	2.8	6,800	3.0	96.9	
Rent expenses	11,242	4.5	10,784	4.8	95.9	
Depreciation	2,665	1.1	3,474	1.5	130.4	
Others	14,613	5.8	12,251	5.4	83.8	
<b>Operating income</b>	<b>2,536</b>	<b>1.0</b>	<b>746</b>	<b>0.3</b>	<b>29.4</b>	<b>800</b>
Non-operating income	1,990	0.8	2,253	1.0	113.2	
Non-operating expenses	94	0.0	129	0.1	136.9	
<b>Ordinary income</b>	<b>4,432</b>	<b>1.8</b>	<b>2,871</b>	<b>1.3</b>	<b>64.8</b>	<b>2,200</b>
Extraordinary income	0	0.0	0	0.0	117.2	
Extraordinary losses	4	0.0	97	0.0	2,315.8	
Profit before income taxes	4,428	1.8	2,774	1.2	62.7	
Total income taxes	1,299	0.5	743	0.3	57.2	
<b>Profit income</b>	<b>3,129</b>	<b>1.2</b>	<b>2,031</b>	<b>0.9</b>	<b>64.9</b>	<b>1,400</b>
Operating income excluding consideration for provision of services	1,777	0.7	(58)	(0.0)	–	0

# <Non-Consolidated> Net sales

**250.9** billion yen **(24.0)** **226.9** billion yen



## Non-consolidated Sales

(%)	1Q	2Q	1H
Total	88.0	92.8	90.4
Existing store	87.0	92.1	89.6
EC	142.9	138.3	140.5
Corporate customer business	130.1	124.9	127.1

**FY2020 1H**  
(Sep. 2019 – Feb. 2020)

**FY2021 1H**  
(Sep. 2020 – Feb. 2021)

Note) From this document onwards, the scope of non-consolidated EC for accounting purposes applies. This scope was also applied in creating the results for FY2020. (Sep. 2019 – Aug. 2020)

Scope of non-consolidated EC    New: Bic Camera's own EC site, Amazon and Rakuten Bic (wholesale)    Old: EC site for corporate customer business

# <Non-Consolidated> Gross profit / SG&A expenses

## Gross profit margin \*Excluding wholesale sales and consideration of the provision of services

FY2020 1H	FY2021 1H	Increase / decrease
<b>27.1%</b>	<b>→ 27.5%</b>	<b>+0.4P</b>

## SG&A expenses

FY2020 1H	FY2021 1H	Increase / decrease
<b>62.7</b> billion yen	<b>→ 58.4</b> billion yen	<b>(4.2)</b> billion yen
<b>Fixed costs</b>		<b>(2.5)</b> billion yen
<b>Variable costs</b>		<b>(1.7)</b> billion yen

## Break-even point

FY2020 1H	FY2021 1H	Increase / decrease
<b>236.1</b> billion yen	<b>→ 222.5</b> billion yen	<b>(13.6)</b> billion yen

# 〈Consolidated〉 Consolidated subsidiaries

(million yen, %)		Sofmap			Nippon BS Broadcasting (Non-consolidated)			Ranet		
		FY2020 1H	FY2021 1H	YoY	FY2020 1H	FY2021 1H	YoY	FY2020 1H	FY2021 1H	YoY
<b>Net sales</b>		<b>22,509</b>	<b>20,272</b>	<b>90.1</b>	<b>5,397</b>	<b>5,459</b>	<b>101.2</b>	<b>59,872</b>	<b>53,859</b>	<b>90.0</b>
Gross profit		5,799	5,956	102.7	2,684	2,900	108.0	8,673	8,341	96.2
SG&A expenses		6,033	5,668	93.9	1,691	1,649	97.5	6,568	5,682	86.5
<b>Operating income</b>		<b>(233)</b>	<b>287</b>	<b>-</b>	<b>992</b>	<b>1,250</b>	<b>126.0</b>	<b>2,105</b>	<b>2,658</b>	<b>126.3</b>
<b>Ordinary income</b>		<b>(219)</b>	<b>300</b>	<b>-</b>	<b>999</b>	<b>1,320</b>	<b>132.1</b>	<b>2,186</b>	<b>2,744</b>	<b>125.5</b>
Sales ratio	Gross profit	25.8	29.4		49.7	53.1		14.5	15.5	
	SG&A expenses	26.8	28.0		31.3	30.2		11.0	10.6	
	Operating income	(1.0)	1.4		18.4	22.9		3.5	4.9	
	Ordinary income	(1.0)	1.5		18.5	24.2		3.7	5.1	



# <Consolidated> Financial Results Highlights

(million yen, %)	FY2020 1H (Sep. 2019 – Feb. 2020)		FY2021 1H (Sep. 2020 – Feb. 2021)			
	Amount	% to sales	Amount	% to sales	YoY	Forecast
<b>Net sales</b>	<b>436,588</b>	<b>100.0</b>	<b>421,211</b>	<b>100.0</b>	<b>96.5</b>	<b>441,000</b>
Gross profit	118,537	27.2	118,664	28.2	100.1	27.0%
SG&A expenses	110,871	25.4	108,411	25.7	97.8	25.8%
Personnel expenses	34,598	7.9	34,176	8.1	98.8	
Points expenses	13,998	3.2	13,417	3.2	95.9	
Logistics expenses (Shipping)	9,623	2.2	10,233	2.4	106.3	
Rent expenses	17,799	4.1	17,530	4.2	98.5	
Depreciation	3,859	0.9	4,688	1.1	121.5	
Others	30,993	7.1	28,364	6.7	91.5	
<b>Operating income</b>	<b>7,665</b>	<b>1.8</b>	<b>10,252</b>	<b>2.4</b>	<b>133.8</b>	<b>5,000</b>
Non-operating income	1,637	0.4	2,198	0.5	134.3	
Non-operating expenses	206	0.0	334	0.1	161.8	
<b>Ordinary income</b>	<b>9,096</b>	<b>2.1</b>	<b>12,117</b>	<b>2.9</b>	<b>133.2</b>	<b>6,000</b>
Extraordinary income	1	0.0	1	0.0	109.6	
Extraordinary losses	150	0.0	187	0.0	125.1	
Profit before income taxes	8,947	2.0	11,931	2.8	133.3	
Total income taxes	3,211	0.7	4,092	1.0	127.5	
Profit attributable to non-controlling interests	881	0.2	2,156	0.5	244.6	
<b>Profit attributable to owners of parent</b>	<b>4,854</b>	<b>1.1</b>	<b>5,682</b>	<b>1.3</b>	<b>117.0</b>	<b>2,800</b>

【Newly consolidated】

FY2021 1Q~ WILBY (Operation of Web magazines)

2Q~ Arrow Japan (Operation of mobile carrier shops)

【Newly subject under the equity method】

FY2021 1Q~ Bic Camera Rakuten, Rakuten Bic (Operation of Rakuten Bic)

# 〈Consolidated〉 Balance Sheet

(million yen)	As of Aug 31, 2020	As of Feb 28, 2021	Increase / Decrease	As of Feb 29, 2020
Total current assets	<b>273,809</b>	<b>265,444</b>	<b>(8,365)</b>	<b>206,891</b>
Cash and deposits	117,211	102,561	(14,649)	26,165
Merchandise and finished goods	100,925	106,716	5,791	125,028
Total property, plant and equipment	<b>90,374</b>	<b>89,072</b>	<b>(1,302)</b>	<b>89,284</b>
Total Intangible assets	<b>25,379</b>	<b>30,473</b>	<b>5,093</b>	<b>23,913</b>
Total investments and other assets	<b>82,510</b>	<b>80,506</b>	<b>(2,004)</b>	<b>80,490</b>
Total non-current assets	<b>198,265</b>	<b>200,052</b>	<b>1,786</b>	<b>193,688</b>
<b>Total assets</b>	<b>472,074</b>	<b>465,496</b>	<b>(6,578)</b>	<b>400,579</b>
Total current liabilities	<b>173,957</b>	<b>178,140</b>	<b>4,183</b>	<b>173,467</b>
Interest bearing debt	54,514	83,635	29,120	76,297
Provision for point card certificates	13,159	12,956	(203)	12,790
Total non-current liabilities	<b>128,326</b>	<b>110,443</b>	<b>(17,882)</b>	<b>60,094</b>
Interest bearing debt	96,188	77,734	(18,454)	28,386
<b>Total liabilities</b>	<b>302,283</b>	<b>288,584</b>	<b>(13,698)</b>	<b>233,562</b>
<b>Total net assets</b>	<b>169,791</b>	<b>176,912</b>	<b>7,120</b>	<b>167,017</b>
<b>Total liabilities and net assets</b>	<b>472,074</b>	<b>465,496</b>	<b>(6,578)</b>	<b>400,579</b>

# 〈Consolidated〉 Cash flow statement

(million yen)	FY2020 1H (Sep. 2019 – Feb. 2020)	FY2021 1H (Sep. 2020 – Feb. 2021)	
<b>Cash flows from operating activities</b>	<b>(2,979)</b>	<b>(15,108)</b>	<ul style="list-style-type: none"> <li>• Increase in inventories (5,299) FY2020 1H : 2,882 → FY2021 1H : (5,299)</li> <li>• Decrease in trade payables (18,422) FY2020 1H : (13,935) → FY2021 1H : (18,422)</li> </ul>
<b>Cash flows from investing activities</b>	<b>(7,550)</b>	<b>(7,931)</b>	<ul style="list-style-type: none"> <li>• Purchase of non-current assets (5,440)</li> <li>• Purchase of shares of subsidiaries (2,819)</li> </ul>
<b>Cash flows from financing activities</b>	<b>10,903</b>	<b>7,649</b>	<ul style="list-style-type: none"> <li>• Net increase in borrowings 9,237</li> </ul>
<b>Cash and cash equivalents at end of period</b>	<b>26,165</b>	<b>102,446</b>	<ul style="list-style-type: none"> <li>• Emergency borrowing</li> </ul>

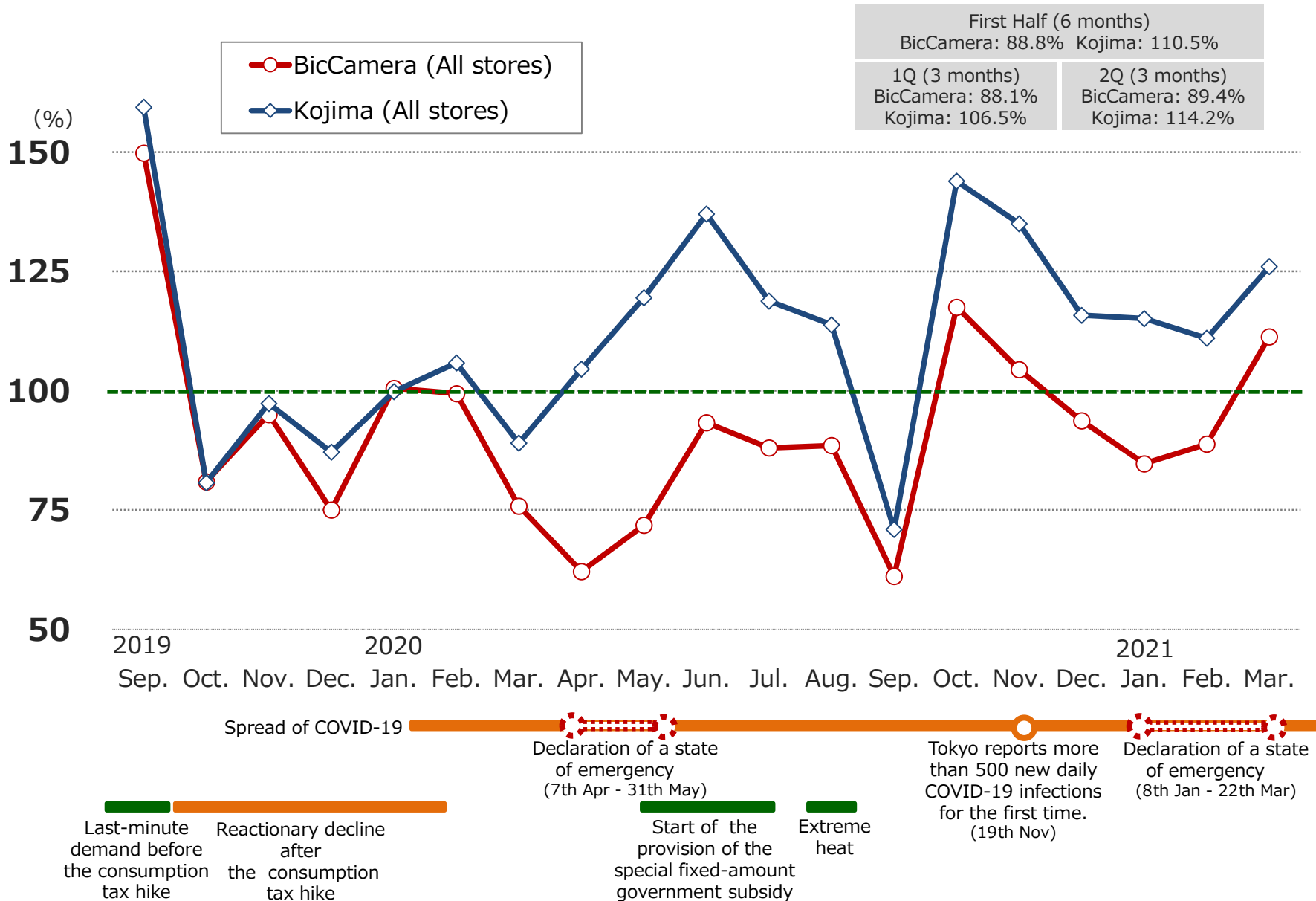
# 1. Financial Results for the First Half of FY2021 (Sep.2020 – Feb.2021)

## <Consolidated> Sales by Product line

(million yen, %)	FY2020 1H (Sep. 2019 – Feb. 2020)		FY2021 1H (Sep. 2020 – Feb. 2021)						
	Amount	Composition ratio	Amount	BicCamera		Kojima		Composition ratio	YoY
				Amount	YoY	Amount	YoY		
<b>Audio visual products</b>	<b>71,766</b>	<b>16.5</b>	<b>65,985</b>	<b>37,790</b>	<b>83.8</b>	<b>25,987</b>	<b>108.4</b>	<b>15.7</b>	<b>91.9</b>
Cameras	16,105	3.7	11,578	8,532	69.4	2,847	84.8	2.8	71.9
TVs	22,761	5.2	25,359	11,359	102.6	13,562	118.1	6.0	111.4
Audios	7,505	1.8	6,450	4,042	82.4	2,286	98.1	1.5	85.9
<b>Home appliances</b>	<b>131,515</b>	<b>30.1</b>	<b>136,207</b>	<b>66,696</b>	<b>94.0</b>	<b>68,672</b>	<b>115.8</b>	<b>32.3</b>	<b>103.6</b>
Refrigerators	19,126	4.4	19,966	8,858	99.5	11,037	108.4	4.7	104.4
Washing machines	18,542	4.2	19,944	9,239	102.4	10,636	112.2	4.7	107.6
Kitchen appliances	19,054	4.4	17,884	8,110	78.1	9,690	114.7	4.2	93.9
Seasonal home electronics	24,816	5.7	33,123	14,463	127.5	18,438	137.5	7.9	133.5
Personal care electronics	20,970	4.8	18,497	11,935	80.3	6,365	110.5	4.4	88.2
<b>Information communications equipment Products</b>	<b>138,534</b>	<b>31.7</b>	<b>138,280</b>	<b>74,978</b>	<b>100.7</b>	<b>37,298</b>	<b>103.7</b>	<b>32.8</b>	<b>99.8</b>
PCs	41,171	9.4	39,817	26,645	96.7	11,580	99.7	9.4	96.7
PC peripherals	14,400	3.3	15,854	8,821	112.2	5,603	121.3	3.8	110.1
Cellular phones	53,561	12.3	54,349	22,592	108.1	10,658	98.9	12.9	101.5
<b>Other products</b>	<b>88,560</b>	<b>20.3</b>	<b>74,442</b>	<b>47,446</b>	<b>78.6</b>	<b>15,111</b>	<b>115.9</b>	<b>17.7</b>	<b>84.1</b>
Video Games	21,288	4.9	25,103	17,027	112.7	6,121	133.5	6.0	117.9
Watches	10,603	2.4	5,808	5,405	53.2	358	110.4	1.4	54.8
Used PCs	4,979	1.2	5,019	–	–	–	–	1.2	100.8
Sporting goods	5,392	1.2	4,451	3,722	78.6	703	110.2	1.1	82.5
Toys	7,439	1.7	6,185	3,777	75.6	1,768	108.1	1.5	83.1
Glasses and Contact lenses	3,146	0.7	2,196	2,172	69.8	–	–	0.5	69.8
Liquors and Soft drinks	4,083	0.9	3,119	–	–	–	–	0.7	76.4
Medicine and Daily goods	9,435	2.2	4,444	3,639	42.6	772	95.1	1.0	47.1
Retail goods sales	<b>430,376</b>	<b>98.6</b>	<b>414,915</b>	<b>226,912</b>	<b>90.4</b>	<b>147,069</b>	<b>111.2</b>	<b>98.5</b>	<b>96.4</b>
BS digital broadcasting business	5,342	1.2	5,419	–	–	–	–	1.3	101.4
Other business	869	0.2	876	–	–	865	87.6	0.2	100.9
<b>Total</b>	<b>436,588</b>	<b>100.0</b>	<b>421,211</b>	<b>226,912</b>	<b>90.4</b>	<b>147,934</b>	<b>111.0</b>	<b>100.0</b>	<b>96.5</b>

Note) From FY2021 (Sep. 2020 – Aug. 2021) onwards, air purifiers are classified as seasonal home electronics, not as personal care electronics. This has been applied to the results for the previous fiscal year.

# Monthly Sales (YoY, POS base)



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

**1. Financial Results for the  
First Half of FY2021**

**2. Earnings Forecast for FY2021**

**3. Growth strategy**

# 〈Consolidated〉 Earnings Forecast for FY2021

(million yen, %)		Full-year				Second half-year			
		FY2020	FY2021	FY2021		FY2020	FY2021	FY2021	
		Amount	Previous forecast	Forecast	YoY	Amount	Previous forecast	Forecast	YoY
<b>Net sales</b>		<b>847,905</b>	<b>896,000</b>	<b>866,000</b>	<b>102.1</b>	<b>411,317</b>	<b>455,000</b>	<b>444,789</b>	<b>108.1</b>
<b>Operating income</b>		<b>12,066</b>	<b>15,000</b>	<b>17,700</b>	<b>146.7</b>	<b>4,401</b>	<b>10,000</b>	<b>7,448</b>	<b>169.2</b>
<b>Ordinary income</b>		<b>14,690</b>	<b>17,000</b>	<b>20,500</b>	<b>139.5</b>	<b>5,594</b>	<b>11,000</b>	<b>8,383</b>	<b>149.8</b>
<b>Profit attributable to owners of parent</b>		<b>5,450</b>	<b>7,900</b>	<b>10,200</b>	<b>187.1</b>	<b>595</b>	<b>5,100</b>	<b>4,518</b>	<b>758.5</b>
Sales ratio	Gross profit	27.2	27.4	27.9		27.3	27.8	27.6	
	SG&A expenses	25.8	25.7	25.8		26.3	25.6	25.8	
	Points expenses	3.1	3.3	3.2		3.1	3.3	3.1	
	Operating income	1.4	1.7	2.0		1.1	2.2	1.7	
	Ordinary income	1.7	1.9	2.4		1.4	2.4	1.9	
	Profit attributable to owners of parent	0.6	0.9	1.2		0.1	1.1	1.0	

# 〈Non-Consolidated〉 Earnings Forecast for FY2021

(million yen, %)		Full-year				Second half-year			
		FY2020	FY2021	FY2021		FY2020	FY2021	FY2021	
		Amount	Previous forecast	Forecast	YoY	Amount	Previous forecast	Forecast	YoY
<b>Net sales</b>		<b>460,501</b>	<b>508,000</b>	<b>473,000</b>	<b>102.7</b>	<b>209,550</b>	<b>257,000</b>	<b>246,088</b>	<b>117.4</b>
<b>Operating income</b>		<b>(2,987)</b>	<b>5,000</b>	<b>1,900</b>	<b>-</b>	<b>(5,524)</b>	<b>4,200</b>	<b>1,154</b>	<b>-</b>
<b>Ordinary income</b>		<b>627</b>	<b>7,000</b>	<b>4,900</b>	<b>781.2</b>	<b>(3,804)</b>	<b>4,800</b>	<b>2,029</b>	<b>-</b>
<b>Profit income</b>		<b>(424)</b>	<b>4,600</b>	<b>3,200</b>	<b>-</b>	<b>(3,553)</b>	<b>3,200</b>	<b>1,169</b>	<b>-</b>
Sales ratio	Gross profit	25.6	26.4	26.1		25.0	27.0	26.2	
	Gross profit excluding wholesale sales and consideration of the provision of services	26.7	27.9	27.6		26.2	28.5	27.7	
	SG&A expenses	26.2	25.4	25.7		27.7	25.4	25.7	
	Points expenses	4.3	4.5	4.3		4.4	4.4	4.3	
	Operating income	(0.6)	1.0	0.4		(2.6)	1.6	0.5	
	Ordinary income	0.1	1.4	1.0		(1.8)	1.9	0.8	
	Profit income	(0.1)	0.9	0.7		(1.7)	1.2	0.5	
Operating income excluding consideration for provision of services		(4,876)	3,180	70	-	(6,653)	3,180	129	-



# <Non-Consolidated> FY2021 Net sales

## Trends in quarterly net sales by sales channel (Non-consolidated)



	1Q	2Q	3Q (Forecast)	4Q (Forecast)
YoY	88.0%	92.8%	130%	107%
	90.4%		117.4%	
Compared to FY2019	96.0%	81.6%	94%	97%
	88.0%		95.3%	

# 〈Consolidated〉 New Stores



Kojima × BicCamera  
AEON TOWN Ibarakiota store  
Opened March 27, 2021



BicCamera(Non-consolidated)  
Number of stores 44  
Sales floor space 242 thousand m<sup>2</sup>

Consolidated  
Number of stores 217  
Sales floor space 682 thousand m<sup>2</sup>  
\*Floor space includes 89 mobile carrier shops.  
(As of Feb. 2021)

### 〈A community-based store close to the railway station〉

BicCamera AMU PLAZA Kumamoto store  
Opened March 5, 2021  
Sales floor space 2,200m<sup>2</sup>

#### Opened (First half)

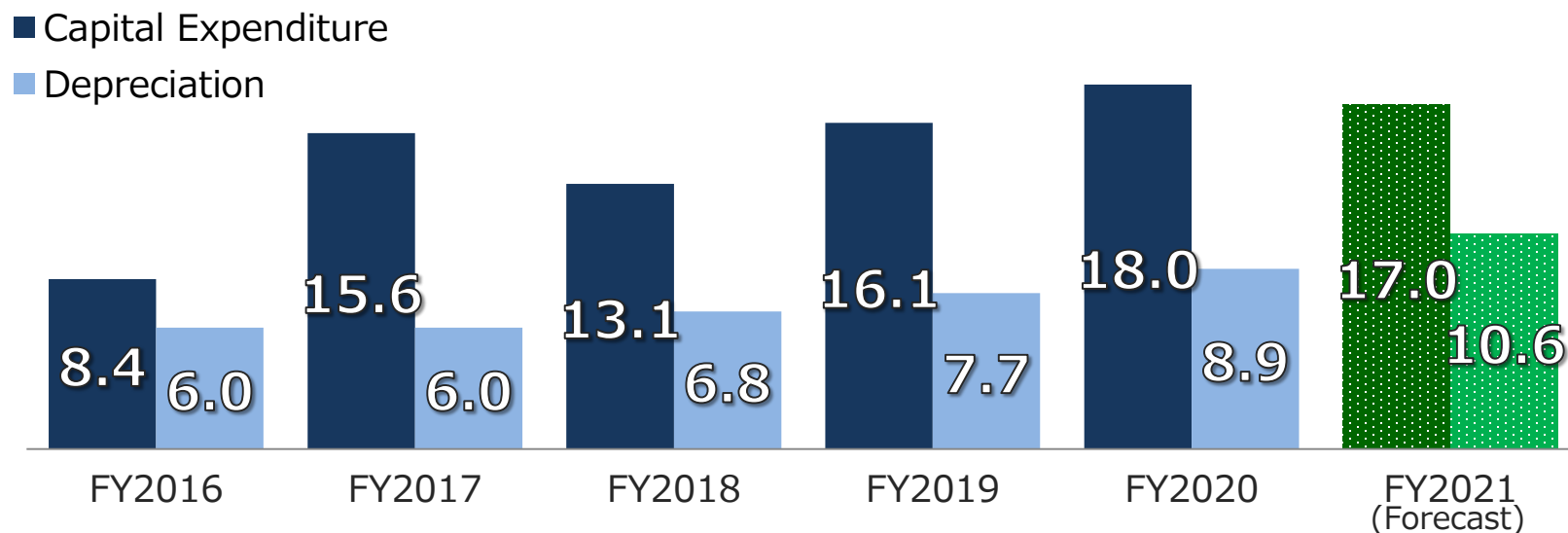
Sep. 14, 2020 Bic Style LaLaport Aichi Togo store  
Nov. 21, 2020 Kojima × BicCamera AEON TOWN Fujimino store  
Jan. 28, 2021 Bic Style AEON MALL Matsumoto store

#### Closed

Nov. 1, 2020 Kojima × BicCamera Ibaraki store  
Nov. 8, 2020 Kojima × BicCamera Kamifukuoka store  
Jan. 11, 2021 BicCamera Ikebukuro East Camera store

# <Consolidated> Capital Expenditure / Depreciation

	FY2020	FY2021 (Forecast)
Capital Expenditure	<b>18.0 billion yen</b>	<b>17.0 billion yen</b> Previous forecast 19.5 billion yen
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>8.9 billion yen</b>	<b>10.6 billion yen</b> Previous forecast 11.2 billion yen



# Return to Shareholders

<Consolidated>

		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021 (Project)
Dividends per Share (Yen)	Total	<b>12</b>	<b>12</b>	<b>20</b>	<b>20</b>	<b>13</b>	<b>15</b>
	1H	5	5	5	10	10	<b>5</b>
	2H	7	7	15	10	3	<b>10</b>
Total cash dividends (million yen)		2,182	2,181	3,609	3,543	2,287	—
Payout ratio (%)		18.2	16.2	21.4	25.3	42.0	<b>25.9</b>
Ratio of dividends to net assets (%)		2.1	1.9	2.9	2.7	1.7	—

**1. Financial Results for the First Half of FY2021**

**2. Earnings Forecast for FY2021**

**3. Growth strategy**

# Selling Strength : Increases stores' appeal

## ■ Produce selling spaces that are simple and shopper-friendly

- Product arrangement that helps customers find the items they want  
e.g. TV sets: Types (OLED or LCD) -> Sizes -> Brands  
Refrigerators: Capacity -> Width -> Door types  
Air conditioners: Room sizes -> Brands -> Grades
- Appropriate walking routes that aid shopping
- Expansion of spaces for home appliances and TV sets



Selling spaces enabling easy discovery: TV sets now arranged by type, when they were previously arranged by brand

## ■ Proposals from women

- Creation of selling spaces and campaigns based on feelings unique to women
- Close relationships with customers to provide services and exciting proposals filled with discovery and fun
- Discovery of products from a women's perspective



Selling spaces enabling easy shopping: Spaces expanded for home appliances which are seeing growing demand

## B-Life Design Office to encourage women to play more active roles

Providing opportunities to think and work independently to women  
Bringing out their potential to foster growth, self-confidence and job satisfaction



Staff from different stores compete to propose ideas for selling spaces



# Selling Strength : EC(E-Commerce)

## ■ Group EC sales

FY2020 1H Group EC	Sales	24.7% (YoY)
	EC ratio	19.1%

## ■ Visualization of earnings (Non-consolidated)

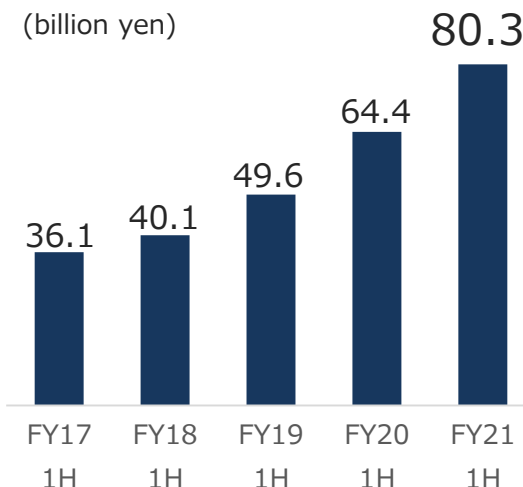
FY2020 2Q(3 months) Operating profit margin	EC	3.4%
	Physical store	2.9%

(Before the addition of headquarters expenses)

## ■ Growing response to EC needs

- Fundamental principle of user friendliness for EC sites
- Increase ability to install home appliances and perform other work to quickly deliver them

## BicCamera Group EC sales



Note) The past results of the BicCamera Group's EC sales have been retrospectively modified to reflect the changes to the scope of non-consolidated EC. In *Visualization of earnings*, the figure for BicCamera EC does not include the figure for Rakuten Bic (wholesale).

# Selling Strength : Corporate customer business

## ■ Increase Bic Camera's corporate customer business

- Establish community-based corporate customer business offices in all areas

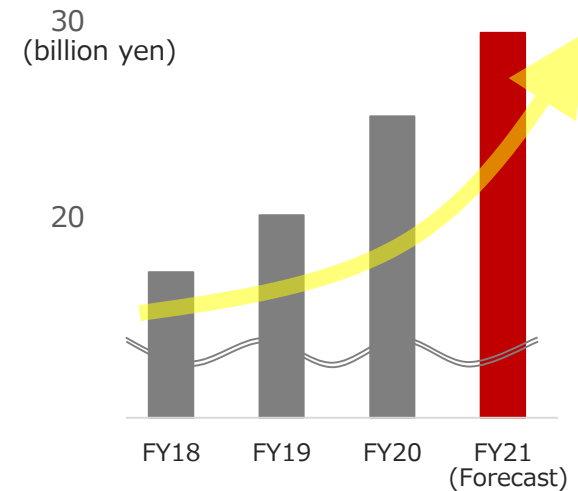
Increase the number of corporate customer business offices from 7 to 34 during the current fiscal year.

Increase the staff for the corporate customer business to 1.5 times its level before the increase of offices.

- Proactive sales visits and proposals by dedicated staff familiar with the needs in specific areas around stores

The corporate customer business on which the entire Group is focusing its efforts  
(Non-consolidated, Kojima and Sofmap)


Corporate customer business sales (Full-year)



### Corporate customer business up to now



Increase offices for the corporate customer business



Carry out community-based sales activities to corporate customers



# Selling Strength : PB(Private brand) products

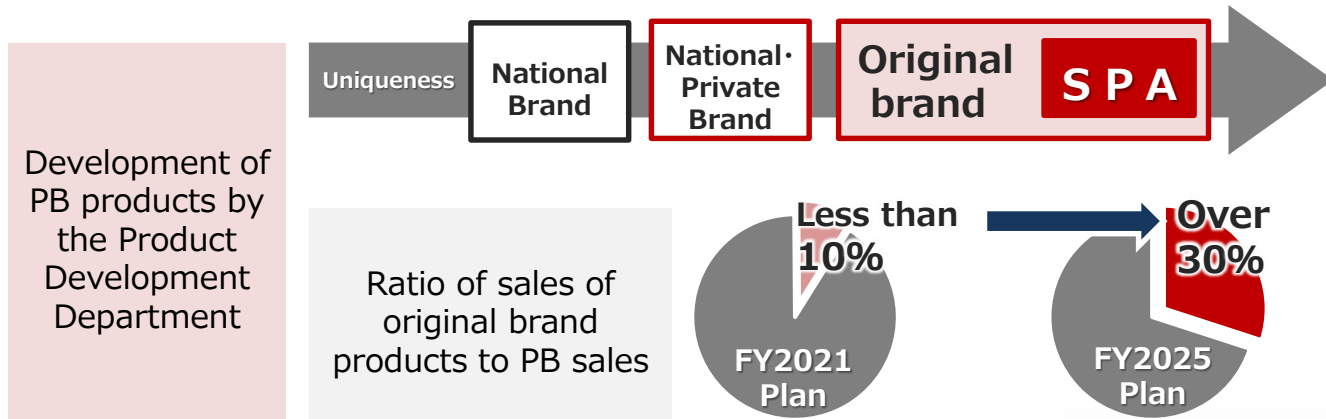
- Acquisition of support leads to the growth of PB products

PB sales ratio 9.9%(FY2021 1H)

## PB sales ratio



- Development of original PB products



FY17	FY18	FY19	FY20	FY21
1H	1H	1H	1H	1H



Functions responding to the growing attention to air  
 ・Automatic blow speed control using a sensor  
 ・3D motion featuring figure-eight oscillation



Development of products in ranges in which national brands' supply of products is poor



Response to an increasing need for aesthetic appeal, even for new home appliances for single people

分類	確認済の試験項目
動作確認試験	メーター動作確認試験・ロータリー確認試験
耐久試験	加熱機能確認試験・冷却機能確認試験・冷凍機能確認試験 冷凍・冷却機能確認試験・上部冷蔵機能確認試験
安全確認試験	電気安全確認試験・防漏試験・防液試験 防漏試験・防液試験・防液試験
騒音・振動試験	騒音試験



Original quality tests to provide peace of mind

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

# Selling Strength : Recurring services

## ■ Development of recurring services

- Maximize contact with customers after product sales
- Enrich services based on the customer base

## ■ Home delivery services for natural water

- Begin operating out own water collection plant within 2022
- Capitalize on sales channels to receive contracts and utilize logistics infrastructure
- Aim to achieve single-year profitability within five years of the start of operations



Plant location:  
Kamiyoshida, Fujiyoshida, Yamanashi Prefecture

Production capacity:  
800,000 9.5-liter bottles for water servers per month or more

Number of employees:  
Approx. 40 (planned)

Initial investment:  
Approx. 2.5 billion yen (until start of production)

### Business operation in collaboration with the local community

Conclude a business agreement with the Fujiyoshida city government



### Bic Life Solution

Operation of natural water home delivery service (Subsidiary wholly owned by BicCamera)

# Accelerate sustainability management

## ■ Establish the Sustainability Management Office (1th Apr)

Seek to achieve both sustainable corporate growth (economic value) and a sustainable global environment and society (social value) in an effort to develop business

### Purpose

To serve customers as a purchasing agent that provide helpful support for their lives

## ■ Publish integrated reports

Integrated Report 2020 published in January 2021 (the second publication of this series, following Integrated Report 2019)



### Recent actions and results

- E** : CO<sub>2</sub> emissions reduced by 8.9% from the previous year's level (2019 results) Apr.2019 – Mar.2020
- S** : Recognized as a Certified Health & Productivity Management Outstanding Organization (White 500) for three consecutive years (Mar. 2021)
- G** : Transitioned to being a company with an audit and supervisory committee (Nov. 2020)



**Purpose  
(Why)**

To serve customers as a purchasing agent that provide helpful support for their lives

**Corporate Philosophy  
(Where)**

A group of specialty stores persistently seeking to evolve so they are able to leverage their expertise and advanced position to propose richer lifestyles

**Corporate Mission  
(What)**

Continuing to be a company trusted and needed by customers to achieve continued growth

**Corporate  
Commitments  
(What)**

- (1) Boosting employee satisfaction on both material and motivational levels
- (2) Increasing customers' shopping satisfaction
- (3) Contributing to local communities and stakeholders
- (4) Offering returns to shareholders

**Principles of Conduct  
(How)**

Do common tasks thoroughly and act enterprisingly



(Tokyo Stock Exchange, 1st Section : 7513)

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**Yuji Nakazawa**

Representative Director and President

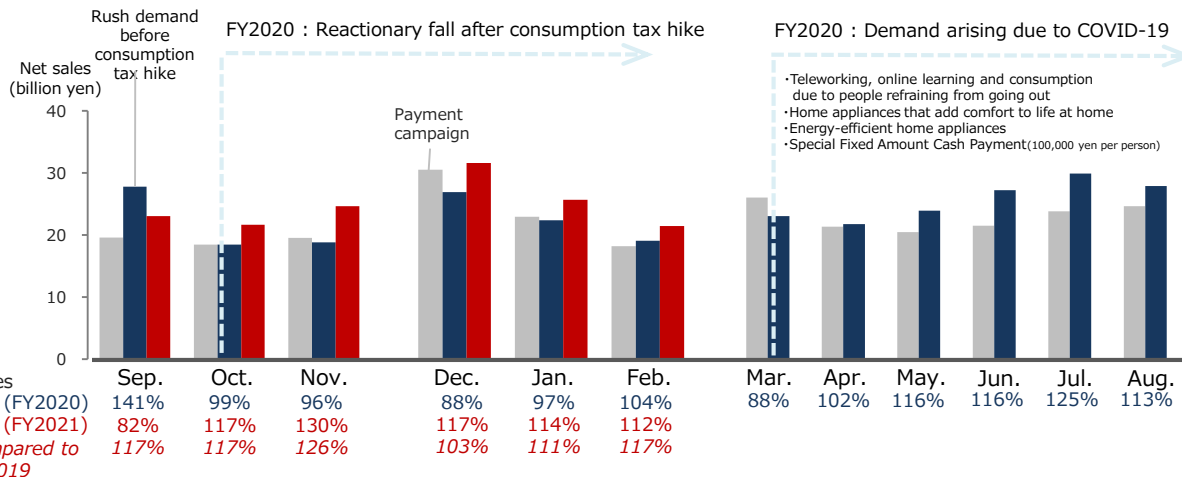
# 〈Kojima〉 Financial Results Highlights (FY2021 1H)

(million yen, %)	FY2020 1H (Sep. 2019 – Feb. 2020)		FY2021 1H (Sep. 2020 – Feb. 2021)			
	Amount	% to sales	Amount	% to sales	YoY	Forecast
<b>Net sales</b>	<b>133,295</b>	<b>100.0</b>	<b>147,934</b>	<b>100.0</b>	<b>111.0</b>	<b>139,500</b>
Gross profit	36,065	27.1	42,271	28.6	117.2	27.3%
SG&A expenses	34,384	25.8	37,156	25.1	108.1	26.1%
Personnel expenses	10,307	7.7	10,814	7.3	104.9	
Points expenses	2,840	2.1	3,175	2.1	111.8	
Logistics expenses(Shipping)	5,279	4.0	6,214	4.2	117.7	
Rent expenses	4,265	3.2	4,252	2.9	99.7	
Depreciation	796	0.6	736	0.5	92.5	
Others	10,895	8.2	11,963	8.1	109.8	
<b>Operating income</b>	<b>1,680</b>	<b>1.3</b>	<b>5,114</b>	<b>3.5</b>	<b>304.3</b>	<b>1,700</b>
Non-operating income	209	0.2	194	0.1	92.8	
Non-operating expenses	86	0.1	88	0.1	101.6	
<b>Ordinary income</b>	<b>1,803</b>	<b>1.4</b>	<b>5,221</b>	<b>3.5</b>	<b>289.5</b>	<b>1,700</b>
Extraordinary income	0	0.0	0	0.0	72.5	
Extraordinary losses	127	0.1	52	0.0	40.9	
Profit before income taxes	1,676	1.3	5,169	3.5	308.4	
Income taxes - current	74	0.1	592	0.4	797.4	
Income taxes - deferred	497	0.4	1,063	0.7	213.5	
<b>Profit income</b>	<b>1,104</b>	<b>0.8</b>	<b>3,513</b>	<b>2.4</b>	<b>318.3</b>	<b>1,100</b>

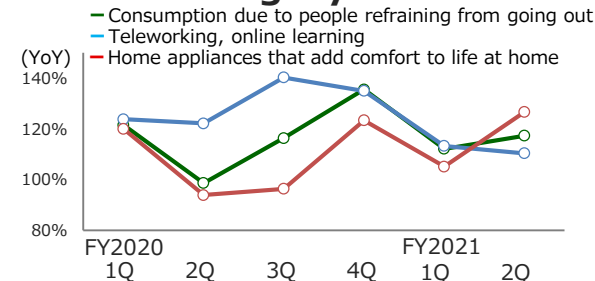
# <Kojima> Net sales / Operating income

## Monthly sales

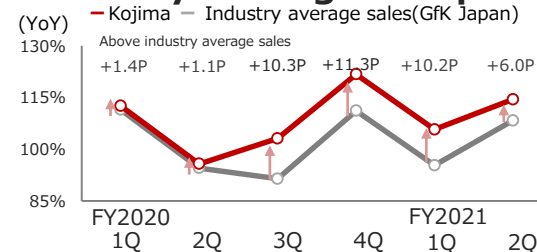
■ FY2019(Sep.2018 - Aug.2019)  
 ■ FY2020(Sep.2019 - Aug.2020)  
 ■ FY2021(Sep.2020 - Feb.2021)



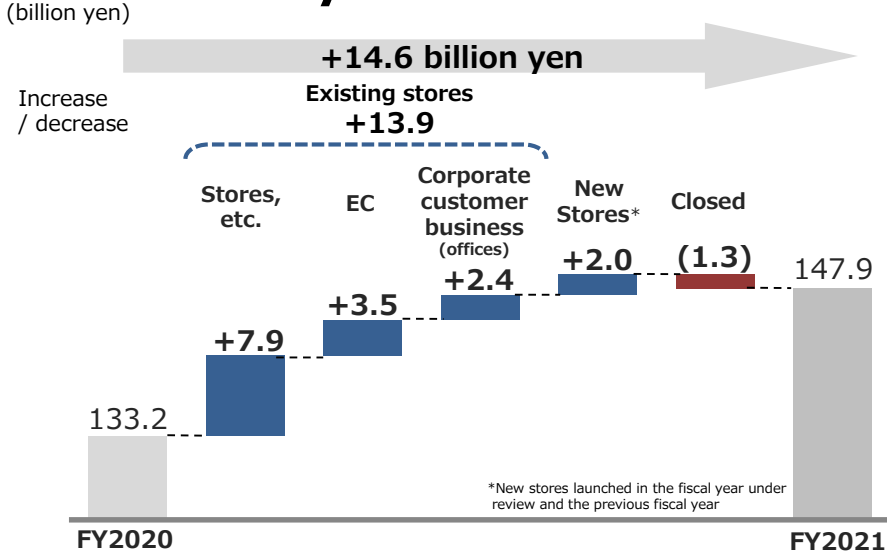
## Product category sales



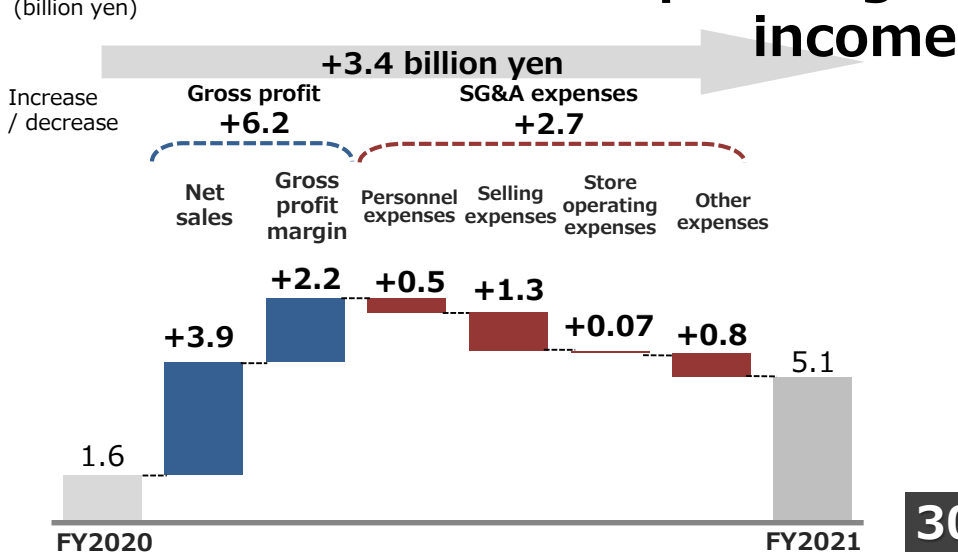
## Industry average comparison



## Net sales by sales channel



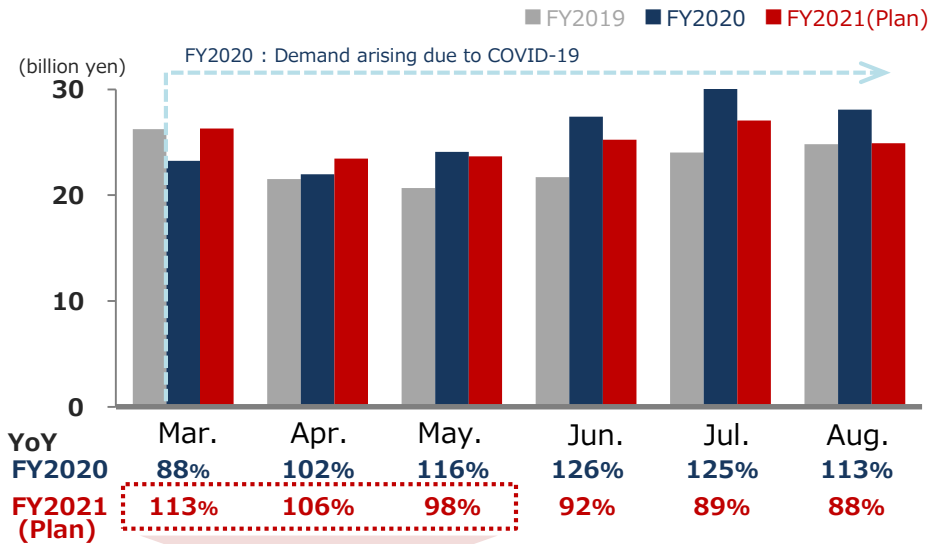
## Factors that increase operating income





# 〈Kojima〉 Demand forecast for the 2H

## Second half Monthly sales



## Response to the pandemic

Expansion of stores introducing items other than home appliances



Use of videos explaining key points and useful ways to use products



Ensuring customer contact that enables customers to feel free to ask questions to solve their problems



### Capturing pre-season demand

**Air conditioners**  
Demand for one unit per room

**TVs**  
Olympic



### Increase in visitors to stores

**Cellular phones**  
Increase in inquiries at stores due to major changes in billing plans



### Continuing demand due to people refraining from going out

**PCs, PC peripherals**  
Teleworking, online learning



**Refrigerators, Washing machines**  
Home appliances that add comfort to life at home



Quick response to changing customers' needs



# 〈Kojima〉 Earnings Forecast for FY2021

(million yen, %)		Full-year				Second half-year			
		FY2020	FY2021	FY2021		FY2020	FY2021	FY2021	
		Amount	Previous forecast	Forecast	YoY	Amount	Previous forecast	Forecast	YoY
<b>Net sales</b>		<b>288,216</b>	<b>288,300</b>	<b>298,000</b>	<b>103.4</b>	<b>154,920</b>	<b>148,800</b>	<b>150,065</b>	<b>96.9</b>
<b>Operating income</b>		<b>7,221</b>	<b>5,000</b>	<b>8,800</b>	<b>121.9</b>	<b>5,541</b>	<b>3,300</b>	<b>3,685</b>	<b>66.5</b>
<b>Ordinary income</b>		<b>7,382</b>	<b>4,900</b>	<b>8,800</b>	<b>119.2</b>	<b>5,578</b>	<b>3,200</b>	<b>3,579</b>	<b>64.2</b>
<b>Profit income</b>		<b>6,056</b>	<b>3,500</b>	<b>6,200</b>	<b>102.4</b>	<b>4,952</b>	<b>2,400</b>	<b>2,686</b>	<b>54.2</b>
Sales ratio	Gross profit	27.5	27.7	28.4		27.9	28.0	28.3	
	SG&A expenses	25.0	26.0	25.5		24.3	25.8	25.8	
	Points expenses	2.1	2.2	2.1		2.0	2.2	2.1	
	Operating income	2.5	1.7	3.0		3.6	2.2	2.5	
	Ordinary income	2.6	1.7	3.0		3.6	2.2	2.4	
	Profit income	2.1	1.2	2.1		3.2	1.6	1.8	

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 16 2021 based on the information available as of April 16 2021, and expressions for future prospects are not to be updated or changed to reflect future incidents and situations.

April 16, 2021

**Bic Camera Inc.  
Kojima Co., Ltd.**

