

Financial Results Briefing

FY2022/08 First Half

(September 1, 2021 to February 28, 2022)

April 18, 2022



(Tokyo Stock Exchange, Prime Market:3048)



(Tokyo Stock Exchange, Prime Market :7513)



Financial Results Briefing materials

1. **BicCamera**

2. **KOJIMA**



BicCamera

(Tokyo Stock Exchange, Prime Market : 3048)

Purpose

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

Kazuyoshi Kimura

Representative Director and President

1. Financial Results for the First Half of FY2022

2. Earnings Forecast for FY2022

3. Key Management Issues (materiality)

<Non-Consolidated> Financial Results Highlights

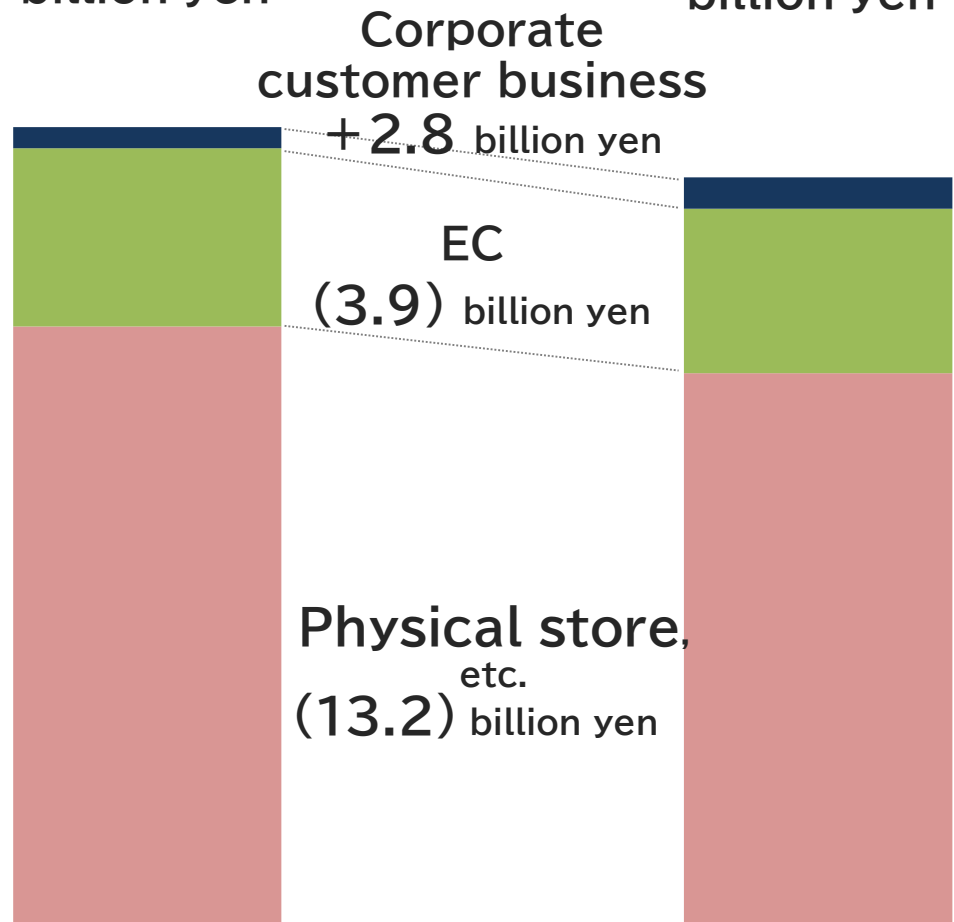
(million yen, %)	FY2020 1H (Sep. 2019 - Feb. 2020)		FY2021 1H (Sep. 2020 - Feb. 2021)			
	Amount	% to sales	Amount	% to sales	YoY	Forecast
Net sales	226,912	100.0	202,817	100.0	89.4	207,000
Gross profit (Gross profit excluding wholesale sales and consideration of the provision of services)	59,179	26.1 (27.5)	47,960	23.6 (25.3)	81.0	23.3% (24.9%)
SG&A expenses	58,432	25.8	48,373	23.9	82.8	23.7%
Personnel expenses	15,215	6.7	15,544	7.7	102.2	
Logistics expenses	6,800	3.0	5,943	2.9	87.4	
Rent expenses	10,784	4.8	11,016	5.4	102.2	
Depreciation	3,474	1.5	3,240	1.6	93.3	
Others	22,158	9.8	12,627	6.2	57.0	
Operating profit	746	0.3	(413)	-	-	(900)
Non-operating income	2,253	1.0	1,889	0.9	83.8	
Non-operating expenses	129	0.1	136	0.1	105.3	
Ordinary profit	2,871	1.3	1,340	0.7	46.7	600
Extraordinary income	0	0.0	-	-	-	
Extraordinary losses	97	0.0	197	0.1	203.6	
Profit before income taxes	2,774	1.2	1,142	0.6	41.2	
Total income taxes	743	0.3	291	0.1	39.3	
Profit income	2,031	0.9	850	0.4	41.9	500
Operating profit excluding consideration for provision of services	(58)	(0.0)	(502)	(0.2)	-	(1,053)

Note) The Company has applied the "Accounting Standard for Revenue Recognition" from the beginning of the first quarter of the fiscal year ending August 31, 2022.

〈Non-Consolidated〉 Net sales

Comparison Based on the Previous Accounting Standard

226.9 billion yen (14.3) → 212.6 billion yen



FY2021 1H
(Sep. 2020 – Feb. 2021)

FY2022 1H
(Sep. 2021 – Feb. 2022)

Non-consolidated Sales channel (YoY)

(%)	1Q	2Q	1H
Total	89.2	97.9	93.7
Existing store	88.6	97.3	93.1
EC	85.4	99.8	92.7
Corporate customer business	134.2	158.3	147.4

〈Non-Consolidated〉 Gross profit / SG&A expenses

Comparison Based on the Previous Accounting Standard

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

FY2021 1H	FY2022 1H	Increase / decrease
27.5%	→ 27.7%	+0.2P

SG&A expenses

FY2021 1H	FY2022 1H	Increase / decrease
58.4 billion yen	→ 56.0 billion yen	(2.4) billion yen
Fixed costs		+0.4 billion yen
Variable costs ratio		(0.8)P

Break-even point

FY2021 1H	FY2022 1H	Increase / decrease
222.5 billion yen	→ 205.0 billion yen	(17.5) billion yen

〈Consolidated〉 Consolidated subsidiaries

(million yen, %)		Sofmap			Nippon BS Broadcasting (Non-consolidated)			Ranet		
		FY2021 1H	FY2022 1H	YoY	FY2021 1H	FY2022 1H	YoY	FY2021 1H	FY2022 1H	YoY
Net sales		20,272	19,419	95.8	5,459	5,820	106.6	53,859	44,932	83.4
Gross profit		5,956	5,802	97.4	2,900	3,116	107.5	8,341	8,264	99.1
SG&A expenses		5,668	5,342	94.3	1,649	1,725	104.6	5,682	5,484	96.5
Operating profit		287	459	159.7	1,250	1,391	111.2	2,658	2,779	104.6
Ordinary profit		300	476	158.3	1,320	1,391	105.4	2,744	2,792	101.8
Sales ratio	Gross profit	29.4	29.9		53.1	53.5		15.5	18.4	
	SG&A expenses	28.0	27.5		30.2	29.6		10.6	12.2	
	Operating profit	1.4	2.4		22.9	23.9		4.9	6.2	
	Ordinary profit	1.5	2.5		24.2	23.9		5.1	6.2	

Note) The Company has applied the "Accounting Standard for Revenue Recognition" from the beginning of the first quarter of the fiscal year ending August 31, 2022.

Financial Results Highlights

〈Consolidated〉

(million yen, %)	FY2021 1H (Sep. 2020 – Feb. 2021)		FY2022 1H (Sep. 2021 – Feb. 2022)			
	Amount	% to sales	Amount	% to sales	YoY	Forecast
Net sales	421,211	100.0	392,360	100.0	93.2	387,000
Gross profit	118,664	28.2	104,596	26.7	88.1	26.5%
SG&A expenses	108,407	25.7	95,156	24.3	87.8	25.2%
Personnel expenses	34,176	8.1	35,545	9.1	104.0	
Logistics expenses (Shipping)	10,233	2.4	8,967	2.3	87.6	
Rent expenses	17,530	4.2	17,968	4.6	102.5	
Depreciation	4,688	1.1	4,550	1.2	97.1	
Others	41,778	9.9	28,124	7.2	67.3	
Operating profit	10,256	2.4	9,439	2.4	92.0	5,000
Non-operating income	2,198	0.5	1,496	0.4	68.0	
Non-operating expenses	334	0.1	270	0.1	80.9	
Ordinary profit	12,121	2.9	10,665	2.7	88.0	6,000
Extraordinary income	1	0.0	226	0.1	15,598.7	
Extraordinary losses	187	0.0	375	0.1	200.0	
Profit before income taxes	11,934	2.8	10,515	2.7	88.1	
Total income taxes	4,089	1.0	3,620	0.9	88.5	
Profit attributable to non-controlling interests	2,156	0.5	2,125	0.5	98.6	
Profit attributable to owners of parent	5,689	1.4	4,770	1.2	83.8	3,000

【Newly consolidated】

FY2021 2Q~ JANPARA Co., Ltd. (purchase and sale of mobile phones, personal computers, etc.)

Note) The results for the first half of the fiscal year ended August 31, 2021 reflect the finalization of a provisional business combination-related accounting treatment made at Arrow-Japan Corporation.

Note) The Company has applied the “Accounting Standard for Revenue Recognition” from the beginning of the first quarter of the fiscal year ending August 31, 2022.

Impact of the Revenue Recognition Accounting Standard

(million yen)	Consolidated			Non-Consolidated		
	Previous standard (Before the application)	New standard (After the application)	Difference	Previous standard (Before the application)	New standard (After the application)	Difference
Net sales	407,479	392,360	(15,119)	212,651	202,817	(9,834)
Cost of sales	291,099	287,763	(3,335)	157,474	154,857	(2,616)
Gross profit	116,380	104,596	(11,784)	55,177	47,960	(7,217)
Gross profit ratio	28.6%	26.7%		25.9%	23.6%	
SG&A expenses	107,528	95,156	(12,371)	56,030	48,373	(7,657)
Operating profit	8,851	9,439	587	(852)	(413)	439

Breakdown of the impact

(million yen)	Consolidated			Non-Consolidated		
	Points expenses	Processing of net amounts of purchases made on a consignment basis	Other	Points expenses	Processing of net amounts of purchases made on a consignment basis	Other
Net sales	(12,120)	(3,140)	140	(7,314)	(2,616)	97
Cost of sales	–	(3,139)	(195)	–	(2,616)	(0)
SG&A expenses	(12,608)	0	237	(7,716)	–	59
Operating profit	488	(0)	99	401	–	37

〈Consolidated〉 Balance Sheet

(million yen)	As of Aug 31, 2021	As of Feb 28, 2022	Increase / Decrease	As of Feb 28, 2021
Total current assets	258,077	259,460	1,383	265,433
Cash and deposits	108,973	92,304	(16,668)	102,561
Merchandise and finished goods	98,584	104,273	5,689	106,713
Total property, plant and equipment	85,774	87,171	1,397	89,072
Total Intangible assets	31,040	34,305	3,265	31,171
Total investments and other assets	79,574	87,266	7,692	80,632
Total non-current assets	196,388	208,743	12,354	200,876
Total assets	454,466	468,204	13,738	466,309
Total current liabilities	173,589	197,901	24,311	178,157
Interest bearing debt	82,612	88,935	6,322	83,635
Provision for point card certificates	13,029	-	-	12,956
Total non-current liabilities	101,353	99,086	(2,266)	111,233
Interest bearing debt	68,076	56,282	(11,793)	77,734
Total liabilities	274,942	296,987	22,044	289,390
Total net assets	179,523	171,216	(8,306)	176,919
Total liabilities and net assets	454,466	468,204	13,738	466,309

Note) The results for the first half of the fiscal year ended August 31, 2021 reflect the finalization of a provisional business combination-related accounting treatment made at Arrow-Japan Corporation.

Note) The Company has applied the “Accounting Standard for Revenue Recognition” from the beginning of the first quarter of the fiscal year ending August 31, 2022. Retained earnings at the beginning of the fiscal year under review decreased by 10,366 million yen due to the application of the accounting standard.

〈Consolidated〉 Cash flow statement

(million yen)	FY2021 1H (Sep. 2020 – Feb. 2021)	FY2022 1H (Sep. 2021 – Feb. 2022)	
Cash flows from operating activities	(15,108)	5,530	<ul style="list-style-type: none"> •Increase in inventories (3,885) FY2021 1H : (5,299) → FY2022 1H : (3,885) •Increase in trade payables 6,470 FY2021 1H : (18,422) → FY2022 1H : 6,470
Cash flows from investing activities	(7,931)	(11,037)	<ul style="list-style-type: none"> •Purchase of non-current assets (6,623) •Purchase of shares of subsidiaries (4,413)
Cash flows from financing activities	7,649	(11,131)	<ul style="list-style-type: none"> •Net decrease in borrowings (6,169) •Purchase of treasury shares (2,154)
Cash and cash equivalents at end of period	102,446	92,219	

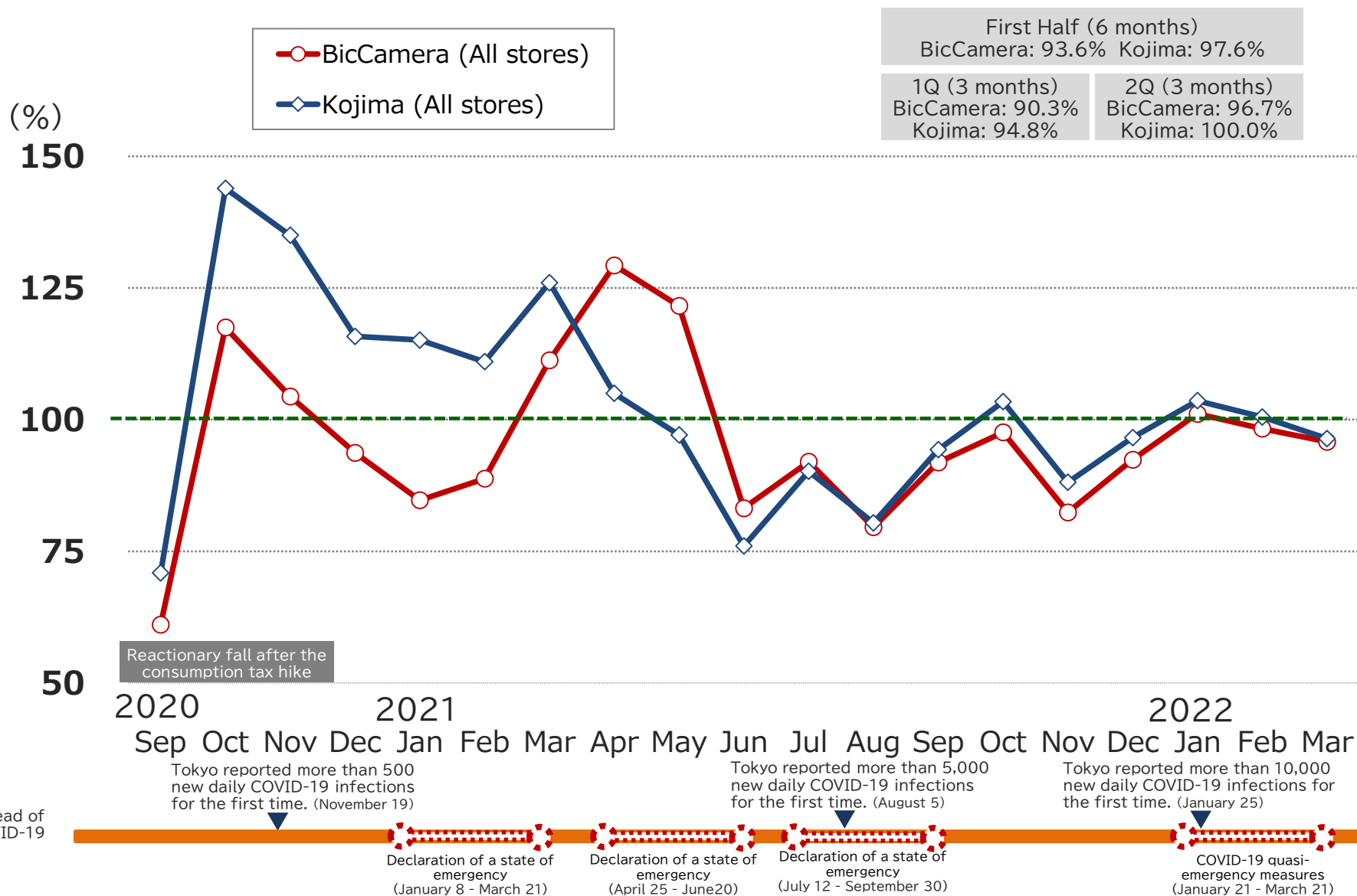
〈Consolidated〉 Sales by Product line

Comparison Based on the Previous Accounting Standard

(million yen, %)	FY2021 1H (Sep. 2020 – Feb. 2021)		FY2022 1H (Sep. 2021 – Feb. 2022)						
	Amount	Composition ratio	Amount	BicCamera		Kojima		Composition ratio	YoY
				Amount	YoY	Amount	YoY		
Audio visual products	65,985	15.7	63,129	35,483	(6.1)	25,348	(2.5)	15.5	(4.3)
Cameras	11,578	2.8	11,915	8,615	1.0	3,034	6.6	2.9	2.9
TVs	25,359	6.0	24,409	10,873	(4.3)	13,069	(3.6)	6.0	(3.7)
Audios	6,450	1.5	5,425	3,308	(18.2)	2,018	(11.8)	1.4	(15.9)
Home appliances	136,207	32.3	130,373	65,047	(2.5)	64,204	(6.5)	32.0	(4.3)
Refrigerators	19,966	4.7	20,060	9,093	2.7	10,813	(2.0)	4.9	0.5
Washing machines	19,944	4.7	20,671	10,154	9.9	10,372	(2.5)	5.1	3.6
Kitchen appliances	17,884	4.2	17,892	8,265	1.9	9,507	(1.9)	4.4	0.0
Seasonal home electronics	33,123	7.9	26,070	11,469	(20.7)	14,393	(21.9)	6.4	(21.3)
Personal care electronics	18,497	4.4	20,563	13,239	10.9	7,052	10.8	5.0	11.2
Information communications equipment Products	138,280	32.8	133,676	68,394	(8.8)	37,994	1.9	32.8	(3.3)
PCs	39,817	9.4	33,425	21,660	(18.7)	9,910	(14.4)	8.2	(16.1)
PC peripherals	15,854	3.8	16,213	8,689	(1.5)	5,989	6.9	4.0	2.3
Cellular phones	54,349	12.9	58,282	22,783	0.8	13,191	23.8	14.3	7.2
Other products	74,442	17.7	73,632	43,726	(7.8)	14,893	(1.4)	18.1	(1.1)
Video Games	25,103	6.0	21,179	13,910	(18.3)	5,516	(9.9)	5.2	(15.6)
Watches	5,808	1.4	5,369	5,077	(6.1)	261	(27.0)	1.3	(7.6)
Used PCs	5,019	1.2	6,281	–	–	–	–	1.5	25.1
Sporting goods	4,451	1.1	4,740	3,832	3.0	873	24.2	1.2	6.5
Toys	6,185	1.5	7,182	4,753	25.8	1,919	8.6	1.8	16.1
Glasses and Contact lenses	2,196	0.5	2,329	2,293	5.6	–	–	0.6	6.1
Liquors and Soft drinks	3,119	0.7	2,989	–	–	–	–	0.7	(4.2)
Medicine and Daily goods	4,444	1.0	4,254	3,512	(3.5)	718	(7.0)	1.1	(4.3)
Retail goods sales	414,915	98.5	400,812	212,651	(6.3)	142,440	(3.1)	98.4	(3.4)
BS digital broadcasting business	5,419	1.3	5,805	–	–	–	–	1.4	7.1
Other business	876	0.2	862	–	–	747	(13.6)	0.2	(1.7)
Total	421,211	100.0	407,479	212,651	(6.3)	143,187	(3.2)	100.0	(3.3)

Note) The amounts for the fiscal year ending August 31, 2022 are based on the previous accounting standard prior to the application of the Accounting Standard for Revenue Recognition.

Monthly Sales (YoY, POS base)



Note) The above declarations of a state of emergency are those that were applied to Tokyo.
 Note) Wholesale sales are not included in POS-based results of BicCamera stores (All stores).

**1. Financial Results for the
First Half of FY2022**

2. Earnings Forecast for FY2022

**3. Key Management Issues
(materiality)**

〈Non-Consolidated〉 Earnings Forecast for FY2022

(million yen, %)		Full-year					Second half-year				
		FY2021	FY2022	FY2022			FY2021	FY2022	FY2022		
		Amount	Previous forecast	Forecast	YoY	vs. Previous forecast	Amount	Previous forecast	Forecast	YoY	vs. Previous forecast
Net sales		440,298	436,000	419,000	95.2	96.1	213,385	229,000	216,183	101.3	94.4
Operating profit		503	2,700	900	178.9	33.3	(243)	3,600	1,313	–	36.5
Ordinary profit		3,900	5,100	3,700	94.9	72.5	1,029	4,500	2,360	229.3	52.4
Profit income		1,358	3,200	2,850	209.9	89.1	(672)	2,700	2,000	–	74.1
Sales ratio	Gross profit	26.4	23.6	24.0			26.7	23.8	24.4		
	Gross profit excluding wholesale sales and consideration of the provision of services	27.8	25.3	25.6			28.1	25.6	26.0		
	SG&A expenses	26.3	23.0	23.8			26.9	22.3	23.8		
	Operating profit	0.1	0.6	0.2			(0.1)	1.6	0.6		
	Ordinary profit	0.9	1.2	0.9			0.5	2.0	1.1		
	Profit income	0.3	0.7	0.7			(0.3)	1.2	0.9		
Operating profit excluding consideration for provision of services		(1,264)	2,229	500	–	22.4	(1,206)	3,282	1,002	–	30.5

<Consolidated> Earnings Forecast (by company)

(million yen, %)		Sofmap				Nippon BS Broadcasting (Non-consolidated)				Ranet			
		Previous forecast	Forecast	YoY	vs. Previous forecast	Previous forecast	Forecast	YoY	vs. Previous forecast	Previous forecast	Forecast	YoY	vs. Previous forecast
Amount	Net sales	41,800	39,900	98.3	95.5	11,500	11,500	102.0	100.0	73,200	79,100	75.2	108.1
	Operating profit	750	690	141.8	92.0	1,800	1,800	68.4	100.0	4,150	4,680	96.0	112.8
	Ordinary profit	760	700	133.2	92.1	1,802	1,802	66.6	100.0	4,200	4,720	94.7	112.4
% to sales	Gross profit	29.2	29.5			50.0	50.0			24.0	20.8		
	SG&A expenses	27.4	27.8			34.3	34.3			18.3	14.9		
	Operating profit	1.8	1.7			15.7	15.7			5.7	5.9		
	Ordinary profit	1.8	1.8			15.7	15.7			5.7	6.0		

〈Consolidated〉 Earnings Forecast for FY2022

(million yen, %)		Full-year					Second half-year				
		FY2021	FY2022	FY2022			FY2021	FY2022	FY2022		
		Amount	Previous forecast	Forecast	YoY	vs. Previous forecast	Amount	Previous forecast	Forecast	YoY	vs. Previous forecast
Net sales		834,060	806,000	806,000	96.6	–	412,849	419,000	413,640	100.2	98.7
Operating profit		18,217	15,700	17,800	97.7	113.4	7,965	10,700	8,361	105.0	78.1
Ordinary profit		21,629	17,500	19,800	91.5	113.1	9,512	11,500	9,135	96.0	79.4
Profit attributable to owners of parent		8,761	8,800	9,500	108.4	108.0	3,079	5,800	4,730	153.6	81.6
% to sales	Gross profit	28.6	26.6	26.9			29.0	26.8	26.8		
	SG&A expenses	26.4	24.7	24.6			27.1	24.2	24.7		
	Operating profit	2.2	1.9	2.2			1.9	2.6	2.0		
	Ordinary profit	2.6	2.2	2.5			2.3	2.7	2.2		
	Profit attributable to owners of parent	1.1	1.1	1.2			0.7	1.4	1.1		

Impact of the Revenue Recognition Accounting Standard

(million yen)		Full-year			Second half-year		
		Previous standard (Before the application)	New standard (After the application)	Difference	Previous standard (Before the application)	New standard (After the application)	Difference
Consolidated	Net sales	840,000	806,000	(34,000)	432,521	413,640	(18,881)
	Cost of sales	597,000	590,000	(7,000)	305,901	302,236	(3,665)
	Gross profit	243,000	216,000	(27,000)	126,620	111,404	(15,216)
	Gross profit ratio	28.9%	26.8%		29.3%	26.9%	
	SG&A expenses	225,700	198,200	(27,500)	118,173	103,044	(15,129)
	Operating profit	18,300	17,800	500	8,448	8,361	(87)
Non-consolidated	Net sales	440,600	419,000	(21,600)	227,949	216,183	(11,766)
	Cost of sales	323,300	318,300	(5,000)	165,827	163,443	(2,384)
	Gross profit	117,300	100,700	(16,600)	62,122	52,740	(9,382)
	Gross profit ratio excluding wholesale and consideration for the provision of services	26.6% 28.4%	24.0% 25.6%		27.3% 29.0%	24.4% 26.0%	
	SG&A expenses	116,800	99,800	(17,000)	60,770	51,427	(9,343)
	Operating profit	500	900	400	1,352	1,313	(39)

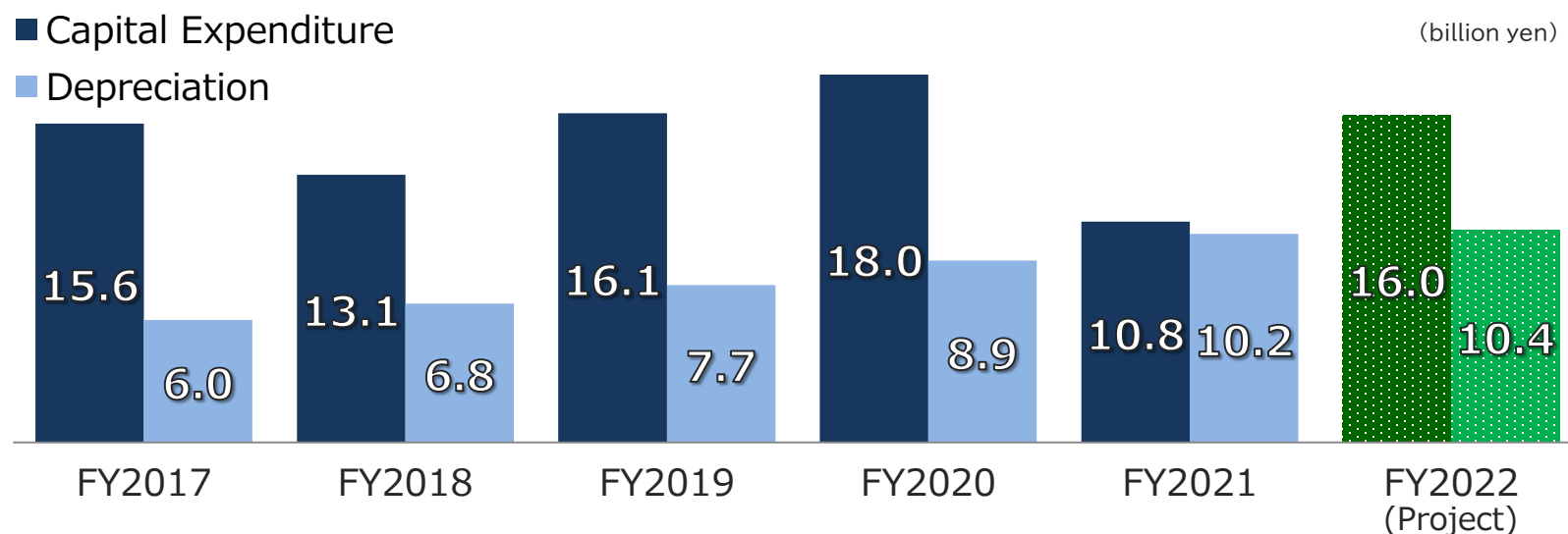
Breakdown of the impact

(million yen)	Consolidated			Non-Consolidated		
	Points expenses	Processing of net amounts of purchases made on a consignment basis	Total	Points expenses	Processing of net amounts of purchases made on a consignment basis	Total
Net sales	(27,000)	(7,000)	(34,000)	(16,600)	(5,000)	(21,600)
Cost of sales		(7,000)	(7,000)		(5,000)	(5,000)
SG&A expenses	(27,500)		(27,500)	(17,000)		(17,000)
Operating profit	500		500	400		400

Capital Expenditure / Depreciation

	FY2021	FY2022(Project)
Capital Expenditure	10.8 billion yen	16.0 billion yen Previous project 16.5 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	10.2 billion yen	10.4 billion yen Previous project 10.7 billion yen

Implementation of carefully selected investments



Return to Shareholders

<Consolidated>

		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 (Forecast)
Dividends per Share (Yen)	Total	12	20	20	13	15	15
	1H	5	5	10	10	5	5
	2H	7	15	10	3	10	10
Total cash dividends (million yen)		2,182	3,609	3,543	2,287	2,639	—
Payout ratio (%)		16.2	21.4	25.3	42.0	30.1	27.6
Ratio of dividends to net assets (%)		1.9	2.9	2.7	1.7	1.9	—

New openings and closings

Opened a store in Takatsuki Hankyu



BicCamera Takatsuki Hankyu Store
 (Takatsuki Hankyu 3F)
 Sales floor space Approx. 2,000㎡
 Scheduled to open in June 2022



Sofmap Akiba Ekimae Kan
 Sales floor space Approx. 1,100㎡
 Opened on April 29, 2022

Closed

- Jan. 30, 2022 Animega x Sofmap Ikebukuro Sunshine Alta Store
- Feb. 20, 2022 Sofmap Akiba Kaitori Senmonkan (Purchasing-only shop)
- Mar. 31, 2022 BicCamera Funabashi Tobu shop
- Mar. 31, 2022 BicCamera SELECT Kyoto Shijou Kawaramachi Store

**1. Financial Results for the
First Half of FY2022**

2. Earnings Forecast for FY2022

**3. Key Management Issues
(materiality)**

1 Enhancement of Initiatives for Creation of a Recycle-Oriented Society (circular economy)

Acquisition of 100% ownership of JANPARA Co., Ltd. by Sofmap

Creation of synergy by consolidating Sofmap and JANPARA against the backdrop of growth in the reuse market.

- Increase in the scale of sales due to an increase

in the number of stores ⇒ 79 stores in total

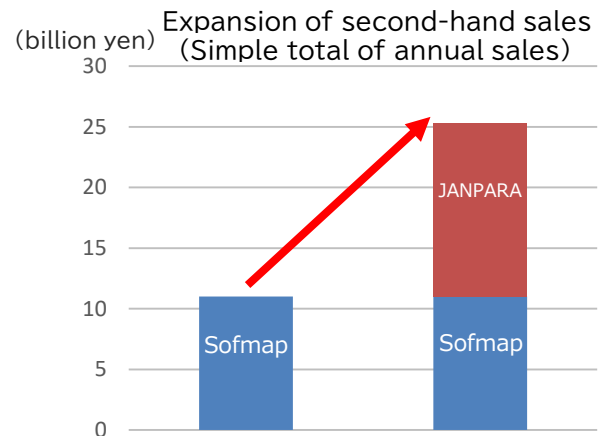
Sofmap 29 stores
JANPARA 50 stores

- Expansion of sales opportunities through the sharing of used product inventories

- Increase of the company's share in the market for reuse, and enhancement of corporate value

- Joint offering of guarantee and support services

(Development of new services)

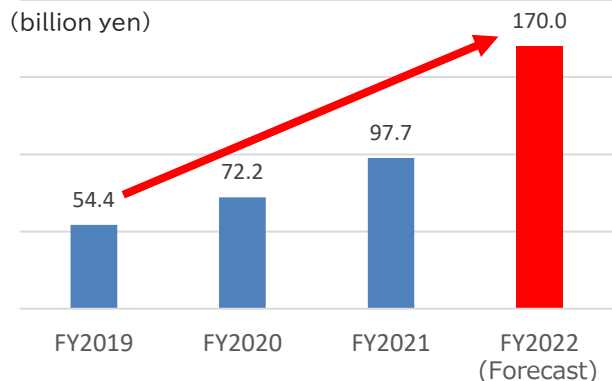


Purchases and sales for reuse

Promotion of a reuse-based economic cycle

- Full utilization and functional improvement of the Rakuuru general purchasing service

Amount of purchases through the Rakuuru service



Expansion of sales of the Kantan Kaitori purchasing kit



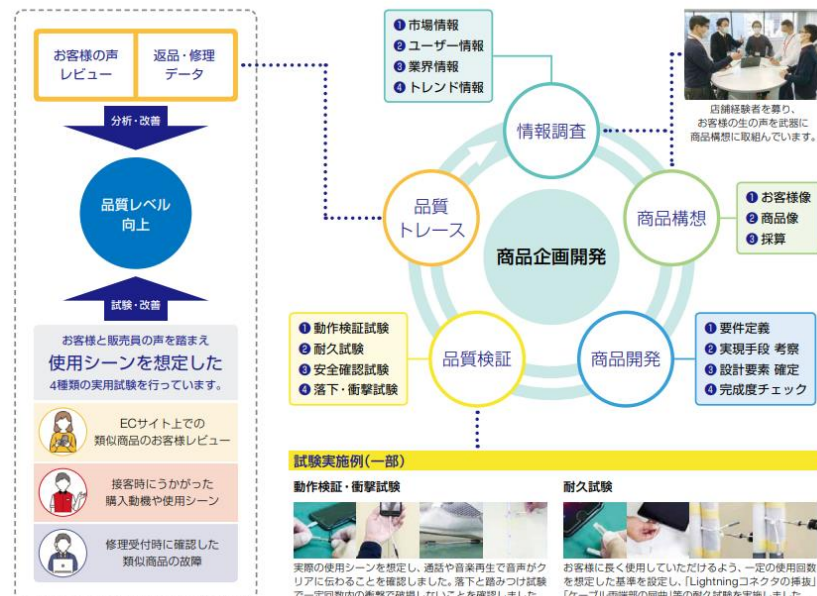
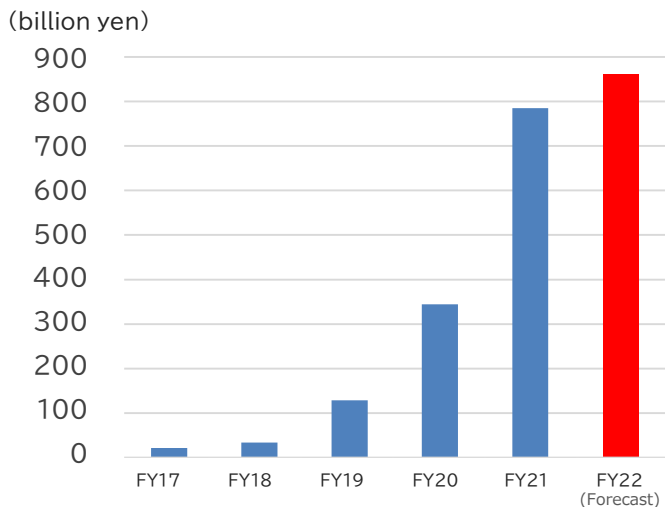
Launch of a reservation service for purchasing store visitors.

2-1 Strengthening of Merchandising Capability: PB (private brand) products

Enhancement of products with original private brands

Development of products that support everyday life

Change in sales of the Group's original PB products



Bic Innovation Capital (CVC)

In July 2021, the Company established and started an approximately 10 billion yen corporate venture capital fund with a view toward launching new strategic businesses and developing products with private brands through the fusion of capabilities nurtured by start-ups and external parties such as the development of advanced technologies and products, and the Company's strengths such as its customer base and sales capabilities.



(Invested in January 2022)

- Providing customers with opportunities to experience new services, starting with robots for learning programming.



(Invested in March 2022)

- Facilitating differentiation in product availability by providing privacy-conscious AI-based cameras.
- Establishing a recurring revenue business model through the agency business.



2-2 Strengthening of Sales Capability (i) Stores

Creation and development of purchasing agents and customer service

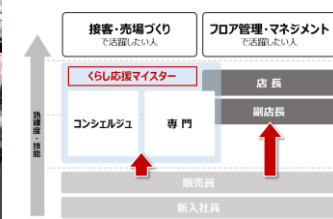
■ Introduction of career paths for sales staff members

Improvement of Employee Engagement

=Improvement of employee motivation and re-skilling of employees



- Provide opportunities for employees to consider career paths and proactively take on challenges
- Provide opportunities for employees to learn many things when they want to learn them



■ Improvement of customer experience

Purchasing agent customer services are the purchasing agents' expertise in the selection of the best items from among a broad range of choices from a perspective that considers customers' lifestyles as their own.



- Dedicated staff members serve customers by selecting products, implementing many types of procedures and processing after-sales services.
- Introduction of a customer service reservation system to ensure that customers are served without waiting in the store.



ビックSUPER サービス
もっと便利にお買物
接客予約

店内の様々なご案内を事前にご予約いただけます
24時間受付中 待ち時間なし 担当者のご案内 申しはらさず

24 24時間受付中

待ち時間なし

担当者のご案内

申しはらさず

ビックカメラ 店舗検索

2-2 Strengthening of Sales Capability (ii) EC

Enhancement of profitability

Profitability
on a non-
consolidated
basis

Gross profit margin (FY2022 1H): +0.4Point

Operating profit ratio: 3.1%
<Before the allocation of headquarters expenses>

Increase in sales of large-size home appliances

Growth of sales
on a non-
consolidated
basis

TVs, Refrigerators, Washing machines
and Air conditioners:
the four types of household appliance
Up 25% (from the level in the 1st half of FY2022)

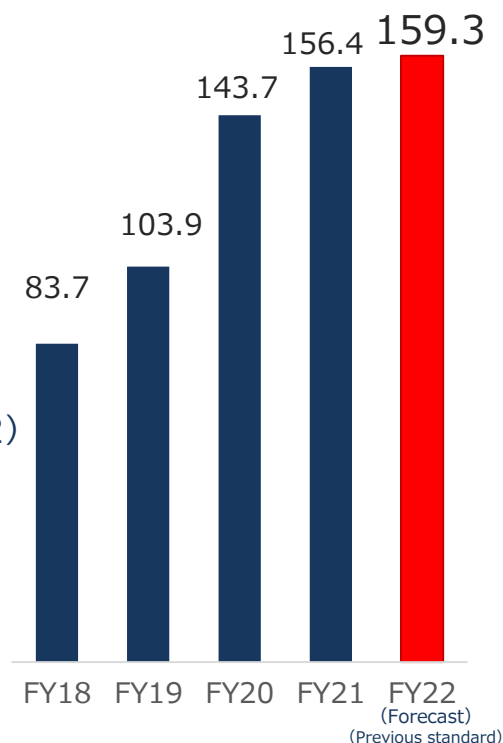
Maintenance of a user friendly website based on its fundamental principles

Improvement of
the UI and UX on
a non-
consolidated
basis

- Offer discounts through a trade-in scheme
- Improvement of coupon functions, etc.

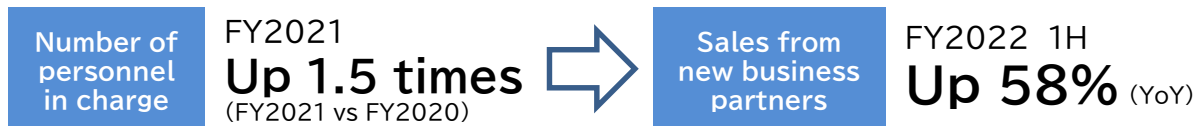
Group's full-year e-commerce sales

(BicCamera, Kojima and Sofmap)
(billion yen)



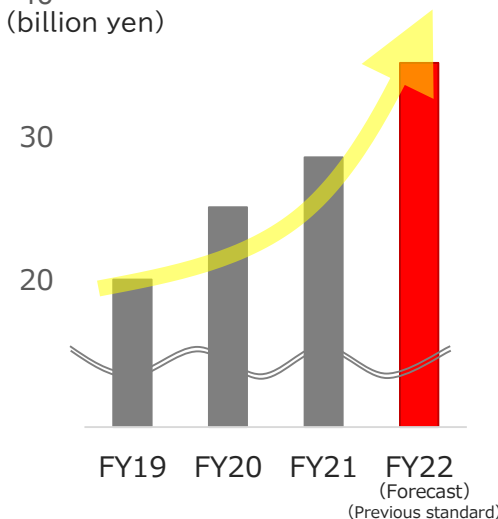
2-2 Strengthening of Sales Capability (iii) Corporate Sales

Expansion of the customer base due to the enhancement of operational structures

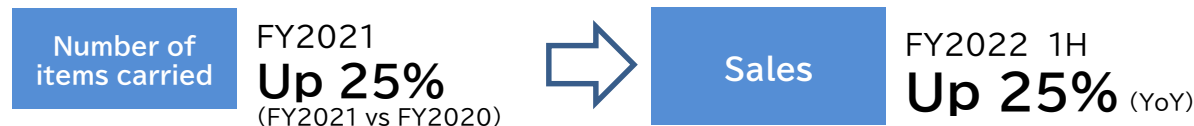


The corporate customer business on which the entire Group is focusing its efforts (Non-consolidated, Kojima and Sofmap)

Corporate customer business sales (Full-year)
40 (billion yen)



Increase of the frequency of use of the e-commerce site for corporate customers



Improved the usability of process including electronic estimates and electronic invoicing.

Streamlining of operations to boost sales activities

- Improvement of existing jobs and automation of human operations
- Further introduction of RPA

3 Improvement of Employee Engagement

Enhancement of the well-being of employees

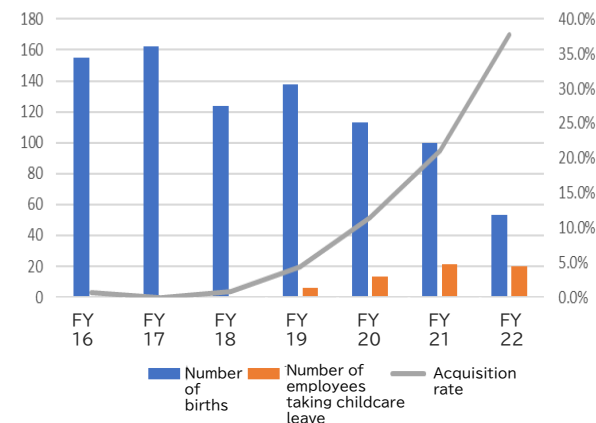
(i) Support efforts balancing work and childcare

- Holding of the Switch Seminar to alleviate the concerns of employees on childcare leave
- Initiatives facilitating male employees taking childcare leave: Provision of Ikumen Seminars and information sharing through the company newsletter

(ii) Creation of a working environment where people work energetically

- Publishing of the Well-Being Handbook to share information about employees actively engaging in operations in their specific areas
- Promotion of health and productivity management: Implementation of the third workplace COVID-19 vaccination

Change in the percentage of men taking childcare leave



Reskilling of employees (redeveloping value-creation capabilities)

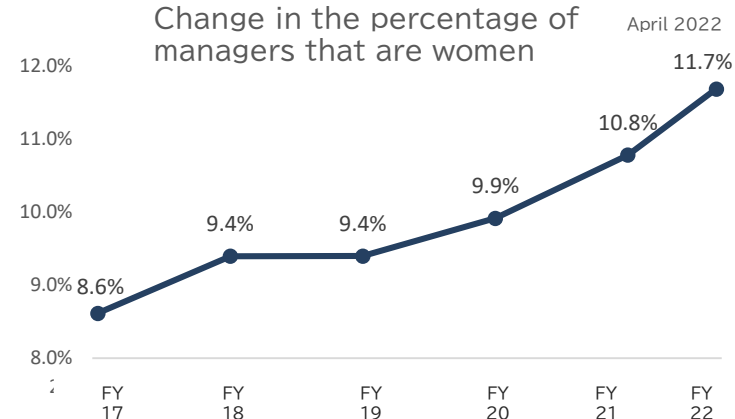
(i) Training for staff members who are assigned to the corporate customer business

- Implementation of educational training to acquire skills for push-type sales activities

(ii) Female manager training

- Implementation of joint training programs by the Group's three companies, targeting store leaders

Change in the percentage of managers that are women



**Purpose
(Why)**

To serve customers as a purchasing agent that provides 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, Prime Market :7513)

Purpose

To be a company that supports everyday living by providing consumer electronics with a view toward the creation of a bright and happy future full of smiles

Yuji Nakazawa

Representative Director and President

<Kojima> Financial Results Highlights (FY2022 1H)

(million yen, %)	FY2021 1H (Sep. 2020 – Feb. 2021)		FY2022 1H (Sep. 2021 – Feb. 2022)			
	Amount	% to sales	Amount	% to sales	YoY	Forecast
Net sales	147,934	100.0	138,516	100.0	93.6	131,400
Gross profit	42,271	28.6	37,540	27.1	88.8	26.7%
SG&A expenses	37,156	25.1	32,781	23.7	88.2	25.4%
Personnel expenses	10,814	7.3	11,326	8.2	104.7	
Logistics expenses(Shipping)	6,214	4.2	5,875	4.2	94.5	
Rent expenses	4,252	2.9	4,306	3.1	101.3	
Depreciation	736	0.5	674	0.5	91.7	
Others	15,139	10.2	10,598	7.7	70.0	
Operating profit	5,114	3.5	4,759	3.4	93.0	1,700
Non-operating income	194	0.1	319	0.2	164.0	
Non-operating expenses	88	0.1	101	0.1	114.8	
Ordinary profit	5,221	3.5	4,976	3.6	95.3	1,700
Extraordinary income	0	0.0	226	0.2	-	
Extraordinary losses	52	0.0	189	0.1	549.2	
Profit before income taxes	5,169	3.5	5,013	3.6	96.7	
Income taxes - current	592	0.4	447	0.3	75.6	
Income taxes - deferred	1,063	0.7	1,164	0.8	109.5	
Profit income	3,513	2.4	3,401	2.5	96.3	1,100

Note) The Company has applied the "Accounting Standard for Revenue Recognition" from the beginning of the first quarter of the fiscal year ending August 31, 2022

〈Kojima〉 Impact of the Revenue Recognition Accounting Standard

Year-on-Year Comparison Based on the Previous Accounting Standard

(million yen, %)	FY2021 1H (Sep. 2020 – Feb. 2021)	FY2022 1H (Sep. 2021 – Feb. 2022)	YoY	Increase / Decrease
	Results (Previous standard)	Results (Previous standard)		
Net sales	147,934	143,187	96.8	(4,747)
Cost of sales	105,663	101,609	96.2	(4,053)
Gross profit	42,271	41,578	98.4	(693)
Gross profit margin	28.6%	29.0%		
SG&A expenses	37,156	36,907	99.3	(249)
Operating profit	5,114	4,671	91.3	(443)

Impact of New Standard

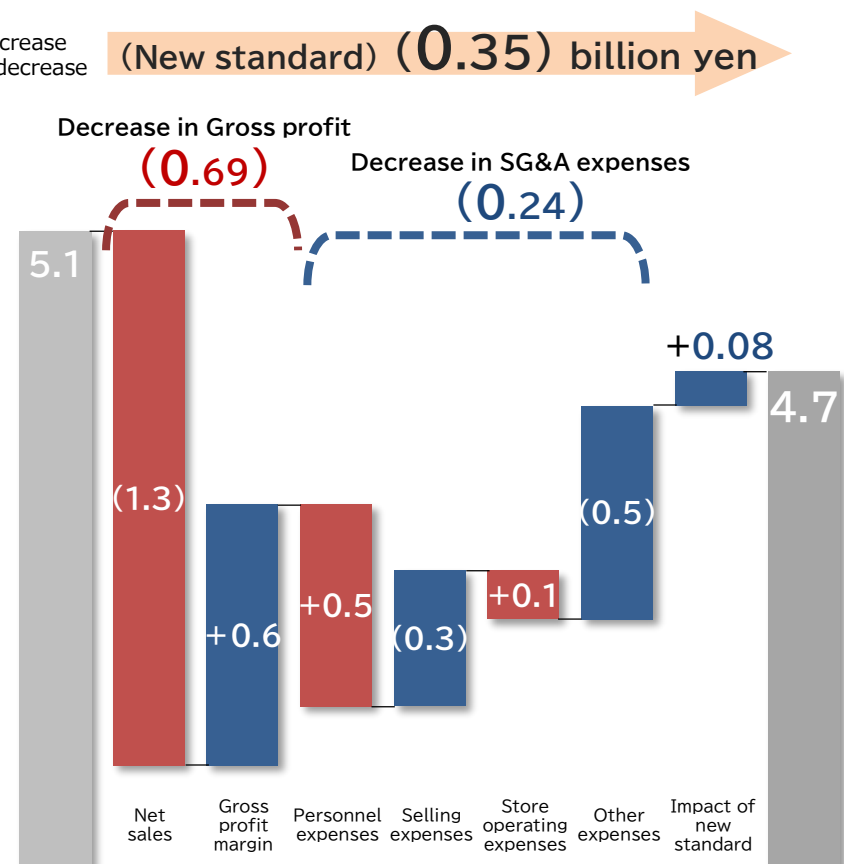
(million yen, %)	FY2022 1H (Sep. 2021 – Feb. 2022)		Impact amount
	Results (Previous standard)	Results (New standard)	
Net sales	143,187	138,516	(4,670)
Cost of sales	101,609	100,976	(633)
Gross profit	41,578	37,540	(4,037)
Gross profit margin	29.0%	27.1%	
SG&A expenses	36,907	32,781	(4,125)
Operating profit	4,671	4,759	87

〈Kojima〉 Operating profit

Factors that increase operating profit

(billion yen)

Increase / decrease (New standard) **(0.35) billion yen**

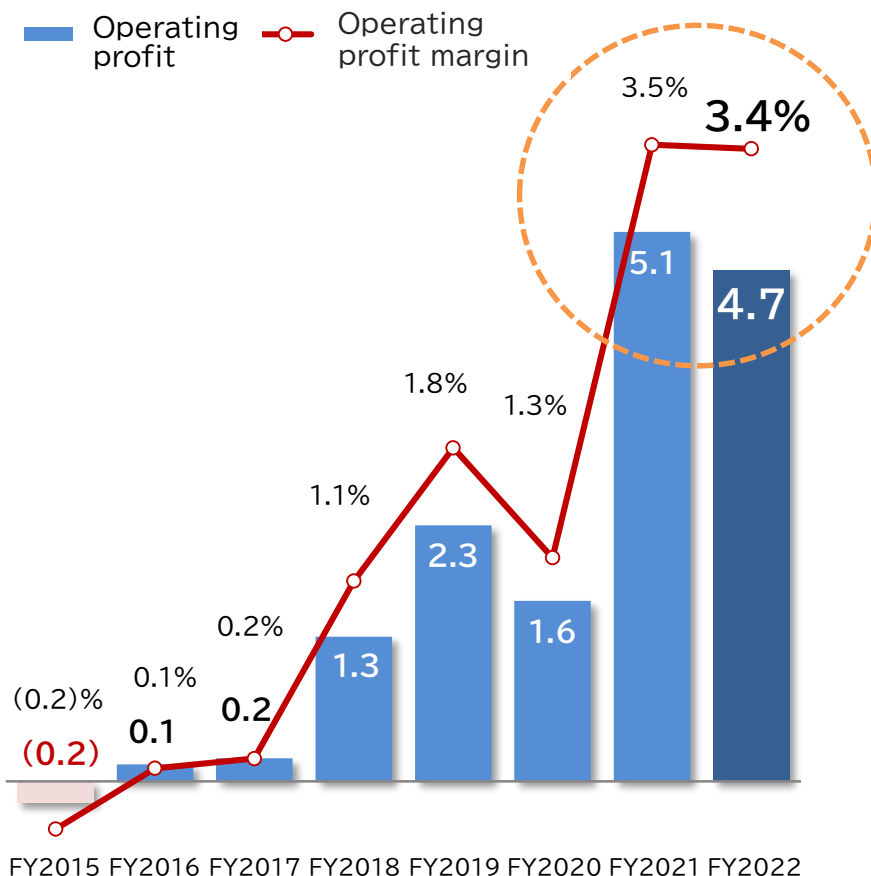


FY2021

FY2022

Changes in operating profit 1H

(billion yen)



FY2015 FY2016 FY2017 FY2018 FY2019 FY2020 FY2021 FY2022

〈Kojima〉 Demand forecast for the 2H

Strengthening of efforts to attract customers

◆ Holding community-based events

Holding community-based events in collaboration with local companies and local governments.



Encouraged shoppers to visit Kojima stores by holding more attractive events such as the Kojima-no-Asaichi morning market featuring in-store sales of vegetables and fruits and the Daitokkaichi fair in which a range of gift items are available at bargain prices.



Creation of attractive stores

◆ Proposal of products in line with lifestyle changes

Introduction of new product categories

Proposing products that provide joy and satisfaction from the ownership and use of these products and the creation of matching sales floors



Fusion with real stores

◆ Booking products via the internet

Efforts to attract users of the Kojima Net online service to visit physical Kojima stores

1H 96 stores

April +20 stores

⇒ Now **116** stores

Increasing the number of stores gradually

ネット取り置きサービス

始めました!



パソコン・スマホで商品をKEEP!



Enhancement of the housing equipment business

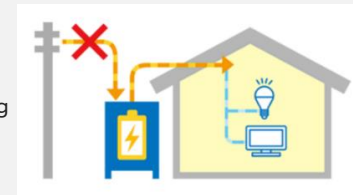
◆ Facilitation of the sale of solar power generation systems/storage batteries

Proposal of environmentally friendly products

i) After the FIT period expires, electricity generated in homes will not be sold but stored for use.



ii) Use as a countermeasure for blackouts and emergencies is possible because it enables electric products to be used during power outages caused by unexpected disasters.



⇒ Placement of **50** dedicated sales staff members for the housing equipment sector, expansion of sales floors and implementation of training programs



〈Kojima〉 New openings

1H results 3 stores

September 23, 2021	Kojima & BicCamera Nitori Homes Miyahara store	(Saitama Prefecture)
October 22, 2021	Kojima & BicCamera Iias Kasugai store	(Aichi Prefecture)
October 27, 2021	Kojima & BicCamera Fululu Garden Yachiyo store	(Chiba Prefecture)

2H project 3 stores

Opened on April 27, 2022

Kojima & BicCamera COTOE Nagareyama Otakanomori Store (Nagareyama, Chiba Prefecture)



Opening in a commercial complex located in front of Nagareyama Otakanomori station.

Area characterized by the largest population increase in Japan and a large number of residents of child-raising age.

Opened on April 28, 2022

Kojima & BicCamera KAMEIDO CLOCK Store (Koto-ku, Tokyo)



Opening in a commercial complex next to a condominium in front of Kameido station.

An area that is one of the most population-dense places in Japan within a one kilometer radius.

⇒ One store is scheduled to open in Q4.

<Kojima> Earnings Forecast for FY2022

(million yen, %)		Full-year					Second half-year				
		FY2021	FY2022	FY2022			FY2021	FY2022	FY2022		
		Amount	Previous forecast	Forecast	YoY	vs. Previous forecast	Amount	Previous forecast	Forecast	YoY	vs. Previous forecast
Net sales		297,535	271,400	280,700	94.3	103.4	149,600	140,000	142,183	95.0	101.6
Operating profit		8,861	5,000	8,300	93.7	166.0	3,746	3,300	3,540	94.5	107.3
Ordinary profit		9,244	5,000	8,500	91.9	170.0	4,023	3,300	3,523	87.6	106.8
Profit income		6,302	3,200	5,900	93.6	184.4	2,788	2,100	2,498	89.6	119.0
Sales ratio	Gross profit	28.8	26.9	27.4		+0.5	29.1	27.2	27.7		
	SG&A expenses	25.8	25.1	24.4		(0.7)	26.6	24.8	25.2		
	Operating profit	3.0	1.8	3.0			2.5	2.4	2.5		
	Ordinary profit	3.1	1.8	3.0			2.7	2.4	2.5		
	Profit income	2.1	1.2	2.1			1.9	1.5	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 18 2022 based on the information available as of April 18 2022, and expressions for future prospects are not to be updated or changed to reflect future incidents and situations.

April 18, 2022

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

