

Financial Results Briefing

FY2023/8

(September 1, 2022 to August 31, 2023)

October 17, 2023



(Tokyo Stock Exchange, Prime Market:3048)



(Tokyo Stock Exchange, Prime Market:7513)



Financial Results Briefing materials

1. **KOJIMA**

2. **BicCamera**



(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

Overview of the full-year financial results

(million yen, %)	FY2022/8 (Sep. 2021 – Aug. 2022)		FY2023/8 (Sep. 2022 – Aug. 2023)					
	Amount	% to sales	Forecast	% to sales	Amount	% to sales	YoY change	vs. Forecast
Net sales	279,374	100.0	277,900	100.0	267,893	100.0	95.9	96.4
Gross profit	75,374	27.0	73,679	26.5	71,255	26.6	94.5	96.7
SG&A expenses	67,266	24.1	68,679	24.7	66,436	24.8	98.8	96.7
Personnel expenses	23,122	8.3	23,660	8.5	23,407	8.7	101.2	98.9
Advertising expenses	1,659	0.6	1,601	0.6	1,555	0.6	93.8	97.1
Promotion expenses	2,565	0.9	3,001	1.1	2,646	1.0	103.1	88.2
Logistics expenses (Shipping)	12,055	4.3	11,870	4.3	11,304	4.2	93.8	95.2
Rent expenses	8,681	3.1	8,958	3.2	8,926	3.3	102.8	99.6
Utilities	1,871	0.7	2,357	0.8	2,067	0.8	110.5	87.7
Depreciation	1,413	0.5	1,484	0.5	1,478	0.6	104.6	99.6
Others	15,897	5.7	15,745	5.7	15,050	5.6	94.7	95.6
Operating profit	8,107	2.9	5,000	1.8	4,819	1.8	59.4	96.4
Non-operating income	565	0.2	333	0.1	422	0.2	74.7	126.6
Non-operating expenses	147	0.1	133	0.0	95	0.0	64.8	71.6
Ordinary profit	8,525	3.1	5,200	1.9	5,146	1.9	60.4	99.0
Extraordinary income	259	0.1	64	0.0	336	0.1	129.7	519.6
Extraordinary losses	983	0.4	349	0.1	587	0.2	59.8	168.3
Profit before income taxes	7,800	2.8	4,915	1.8	4,894	1.8	62.7	99.6
Corporate, inhabitant and business tax	953	0.3	461	0.2	560	0.2	58.8	121.5
Income taxes - deferred	1,086	0.4	1,354	0.5	1,465	0.5	134.9	108.2
Profit income	5,761	2.1	3,100	1.1	2,869	1.1	49.8	92.6

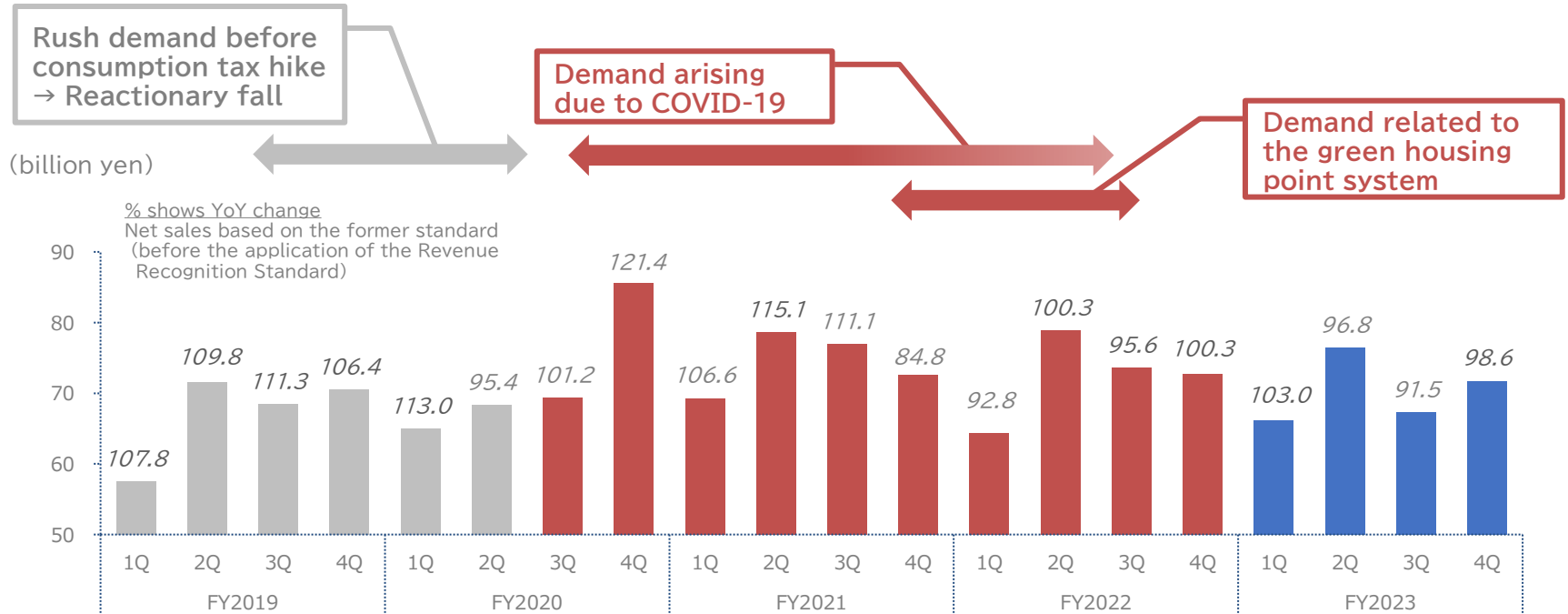
Overview of the 1H 3Q 4Q full-year financial results

(million yen, %)		1H			3Q			4Q			Full year		
		Amount	YoY	vs. Forecast	Amount	YoY	vs. Forecast	Amount	YoY	vs. Forecast	Amount	YoY	vs. Forecast
Net sales		136,945	98.9	98.6	64,507	91.2	90.4	66,440	94.7	95.5	267,893	95.9	96.4
Operating profit		2,500	52.5	64.1	747	42.6	54.8	1,572	98.5	138.4	4,819	59.4	96.4
Ordinary profit		2,669	53.6	66.7	794	43.1	57.2	1,681	98.6	147.6	5,146	60.4	99.0
Profit income		1,601	47.1	59.3	567	53.4	58.2	700	40.8	101.2	2,869	49.8	92.6
% to sales	Gross profit	26.3			26.5			27.4			26.6		
	SG&A expenses	24.4			25.3			25.0			24.8		
	Operating profit	1.8			1.2			2.4			1.8		
	Ordinary profit	1.9			1.2			2.5			1.9		
	Profit income	1.2			0.9			1.1			1.1		

[Kojima] Overview

Quarterly sales before and after COVID-19

Before COVID-19		After COVID-19 From March 2020				
2018	2019	2020	2021	2022	2023	
FY2019/8		FY2020/8	FY2021/8	FY2022/8	FY2023/8	
Net sales 268,127 (YoY 108.8)		Net sales 288,216 (YoY 107.5)	Net sales 297,535 (YoY 103.2)	Net sales 279,374 (YoY 93.9)	Net sales 267,893 (YoY 95.9)	



- Teleworking-related demand and stay-at-home demand, which emerged in the second half of the fiscal year ended August 2020, have caused front-loaded demand.
- From 4Q FY2021/8 to 2Q FY2022/8, sales of products, principally TVs and refrigerators, increased, especially in EC and corporate, as a result of the green housing point system.

[Kojima] YoY Analysis

FY2023/8 Net Sales & Gross Profit Margin YoY Analysis

Note: Red = negative factor
Blue = positive factor

		1H						2H					
		Stores (Including corporate customer)		EC		Corporate customer business (offices)		Stores (Including corporate customer)		EC		Corporate customer business (offices)	
		Net Sales	Gross profit margin	Net Sales	Gross profit margin	Net Sales	Gross profit margin	Net Sales	Gross profit margin	Net Sales	Gross profit margin	Net Sales	Gross profit margin
FY22	Stay-at-home demand	+	+	+	+								
	Demand related to the green housing point system			+	+	+	+						
FY23	Front-loaded demand							-	-				
	Enhancing customer service	+	+					+	+				
	Housing equipment	+						+					
	Cellular phones	+	-										
	Video Games	+	-	+	-								
	Sesonal home electronics (include Air conditioners)							-	-				
	Not holding EC events			-						-			
	EC site sales structure optimization									-	+		
	Kanagawa Pay	+											
	Use of points (for cellphone purchases)									-	-		
Kojimax campaign								+					
Total (YoY)					-	-	-	-	-	-	+		

[Kojima]

Net sales(By Sales Channel)

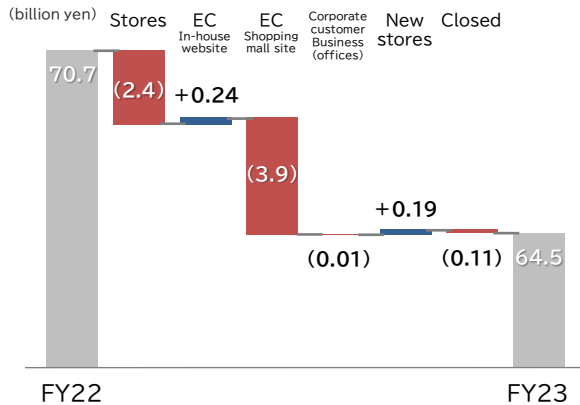
(million yen, %)	3Q			
	FY2022	FY2023		
	Amount	Amount	Difference	YoY
Total	70,721	64,507	Δ6,214	91.2
Existing stores	68,576	62,284	Δ6,292	90.8
Stores	53,636	51,139	Δ2,496	95.3
E C	11,460	7,725	Δ3,734	67.4
In-house website	1,745	1,987	+241	113.8
Shopping mall site	9,714	5,738	Δ3,976	59.1
Corporate customer business(offices)	3,409	3,392	Δ16	99.5
New stores,Closed	2,145	2,222	+77	103.6

(million yen, %)	4Q			
	FY2022	FY2023		
	Amount	Amount	Difference	YoY
Total	70,135	66,440	Δ3,694	94.7
Existing stores	67,789	63,984	Δ3,805	94.4
Stores	54,639	53,009	Δ1,629	97.0
E C	10,621	8,289	Δ2,322	78.0
In-house website	1,867	1,996	+129	106.9
Shopping mall site	8,754	6,292	Δ2,461	71.9
Corporate customer business(offices)	2,456	2,625	+169	106.9
New stores,Closed	2,345	2,456	+111	104.7

(million yen, %)	Full year			
	FY2022	FY2023		
	Amount	Amount	Difference	YoY
Total	279,374	267,893	Δ11,480	95.9
Existing stores	271,450	258,336	Δ13,113	95.2
Stores	211,775	207,321	Δ4,453	97.9
E C	45,230	39,282	Δ5,947	86.9
In-house website	8,041	7,610	Δ430	94.6
Shopping mall site	37,189	31,672	Δ5,516	85.2
Corporate customer business(offices)	14,118	11,511	Δ2,607	81.5
New stores,Closed	7,923	9,556	+1,633	120.6

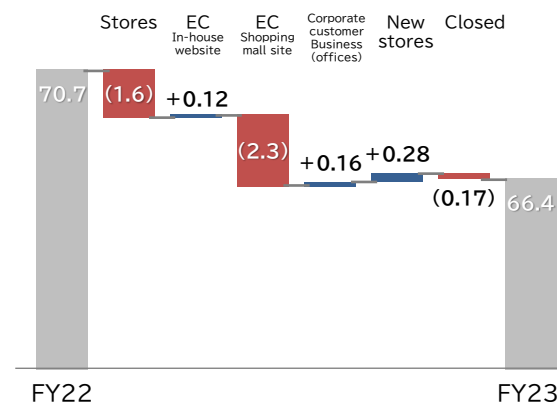
3Q

(6.2)



4Q

(3.6)



Full year

(11.4)



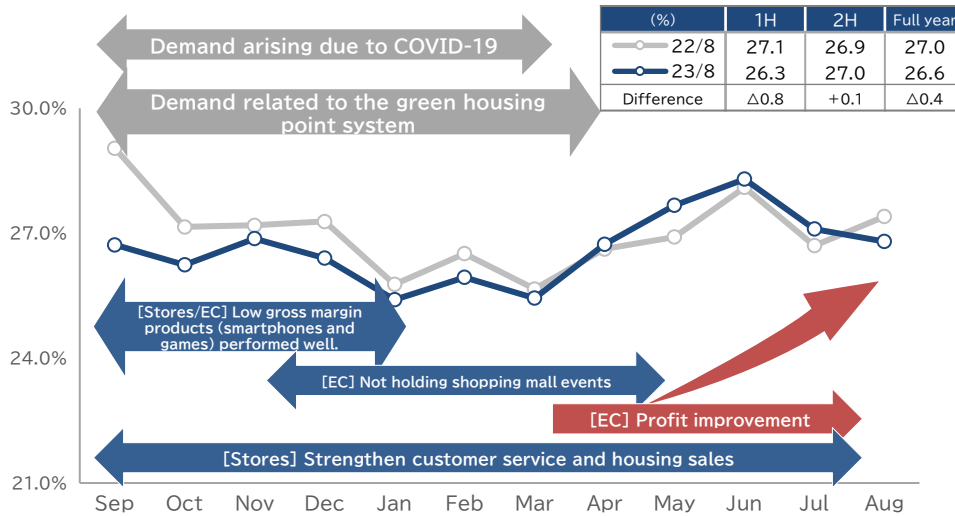
[Kojima]

Net sales(By Product)

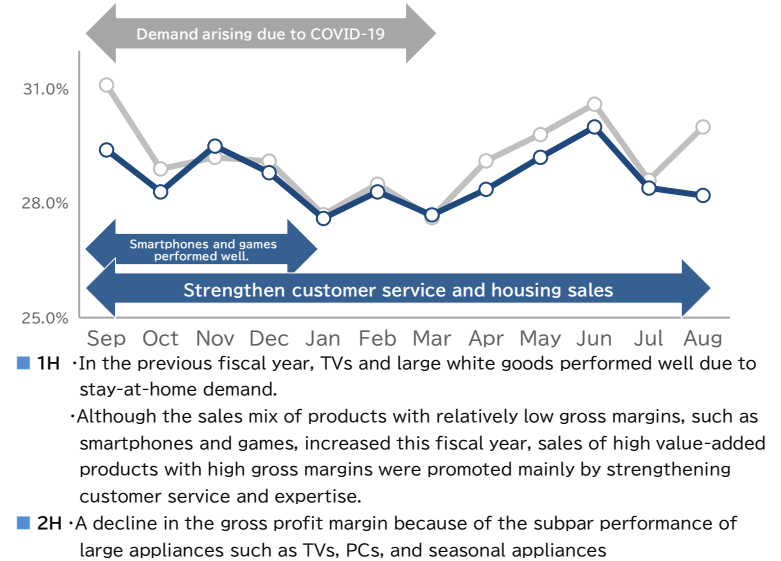
(million yen, %)	3Q					4Q					Full year				
	FY2022		FY2023			FY2022		FY2023			FY2022		FY2023		
	Amount	Composi tion ratio	Amount	Composi tion ratio	YoY	Amount	Composi tion ratio	Amount	Composi tion ratio	YoY	Amount	Composi tion ratio	Amount	Composi tion ratio	YoY
Audio visual products	11,244	15.9	9,132	14.1	81.2	10,166	14.5	9,077	13.7	89.3	46,159	16.5	40,809	15.2	88.4
Cameras	1,581	2.2	1,444	2.2	91.4	1,449	2.1	1,382	2.1	95.4	6,008	2.2	5,914	2.2	98.4
TVs	5,314	7.5	4,333	6.7	81.6	4,876	7.0	4,352	6.6	89.3	22,867	8.2	19,203	7.2	84.0
Recorders and video cameras	1,134	1.6	845	1.3	74.5	936	1.3	746	1.1	79.7	4,931	1.8	4,137	1.5	83.9
Audios	1,088	1.5	850	1.3	78.1	977	1.4	924	1.4	94.6	4,063	1.5	4,009	1.5	98.7
Home appliances	31,229	44.2	28,430	44.1	91.0	36,459	52.0	34,295	51.6	94.1	130,338	46.7	121,415	45.3	93.2
Refrigerators	5,623	8.0	5,213	8.1	92.7	6,390	9.1	6,058	9.1	94.8	22,519	8.1	20,878	7.8	92.7
Washing machines	5,667	8.0	5,659	8.8	99.9	4,794	6.8	5,035	7.6	105.0	20,441	7.3	20,760	7.7	101.6
Kitchen appliances	4,311	6.1	3,684	5.7	85.4	3,627	5.2	3,378	5.1	93.1	17,248	6.2	15,478	5.8	89.7
Seasonal home electronics	7,216	10.2	6,453	10.0	89.4	13,301	19.0	12,232	18.4	92.0	34,561	12.4	32,031	12.0	92.7
Personal care electronics	3,287	4.6	2,668	4.1	81.2	3,283	4.7	2,844	4.3	86.6	13,529	4.8	11,930	4.4	88.2
Information communications equipment Products	21,658	30.6	19,942	30.9	92.1	15,928	22.7	15,123	22.8	94.9	74,830	26.8	74,641	27.9	99.7
PCs	6,235	8.8	5,627	8.7	90.2	4,059	5.8	3,213	4.8	79.2	19,776	7.1	18,686	7.0	94.5
PC peripherals	3,057	4.3	2,570	4.0	84.1	2,550	3.6	2,144	3.2	84.1	11,537	4.1	10,750	4.0	93.2
Cellular phones	7,824	11.1	7,812	12.1	99.8	5,512	7.9	6,215	9.4	112.8	26,374	9.4	29,435	11.0	111.6
Other products	6,216	8.8	6,627	10.3	106.6	7,203	10.3	7,572	11.3	105.1	26,546	9.5	29,514	11.0	111.2
Video Games	2,315	3.3	2,120	3.3	91.5	2,249	3.2	1,954	2.9	86.9	9,974	3.6	11,289	4.2	113.2
Sporting goods	515	0.7	566	0.9	109.8	470	0.7	562	0.9	119.5	1,823	0.7	2,111	0.8	115.8
Toys	679	1.0	792	1.2	116.6	750	1.1	892	1.3	119.0	3,265	1.2	3,615	1.3	110.7
Medicine and Daily goods	412	0.6	340	0.5	82.4	459	0.7	353	0.5	76.9	1,586	0.6	1,348	0.5	85.1
Retail goods sales	70,348	99.5	64,132	99.4	91.2	69,756	99.5	66,068	99.4	94.7	277,874	99.5	266,381	99.4	95.9
Other business	373	0.5	374	0.6	100.4	378	0.5	372	0.6	98.2	1,499	0.5	1,512	0.6	100.9
Total	70,721	100.0	64,507	100.0	91.2	70,135	100.0	66,440	100.0	94.7	279,374	100.0	267,893	100.0	95.9

[Kojima] Gross profit margin

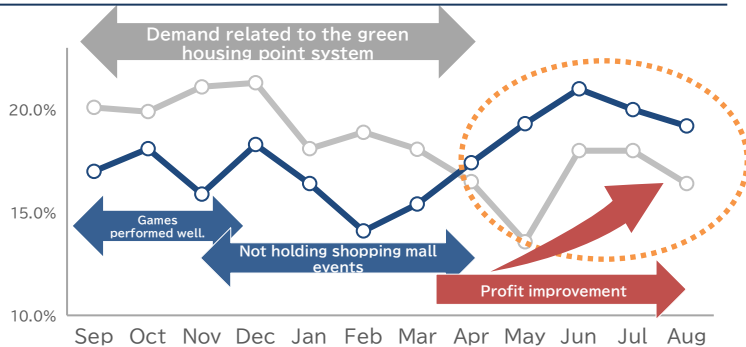
Total



Stores

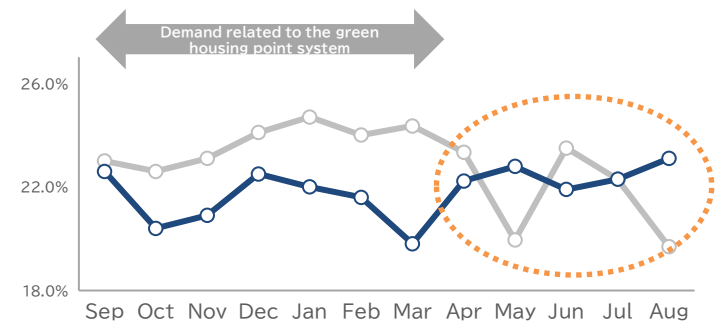


EC



- 1H · The gross profit margin declined given an increase in the sales mix of products with relatively low gross profit margins, such as games.
- 2H · The gross profit margin increased, partly due to the optimization of the sales composition of EC sites (in-house/mall)

Corporate customer business(offices)



- 1H · In the previous fiscal year, high gross margin products such as vacuum cleaners, refrigerators, and cooking appliances performed well on increased demand for the green housing point system. Sales and gross profit margins for the current fiscal year will decline in reaction to the decline in sales and gross profit margins.
- 2H · Gross profit margins will be on an upward trend as the impact of the reaction eases.

SG&A expenses

(million yen, %)	FY2022/8 (Sep. 2021 - Aug. 2022)		FY2023/8 (Sep. 2022 - Aug. 2023)		
	Amount	% to sales	Amount	% to sales	YoY
SG&A expenses	67,266	24.1	66,436	24.8	98.8
Personnel expenses	23,122	8.3	23,407	8.7	101.2
Advertising expenses	1,659	0.6	1,555	0.6	93.8
Promotion expenses	2,565	0.9	2,646	1.0	103.1
Logistics expenses (Shipping)	12,055	4.3	11,304	4.2	93.8
Rent expenses	8,681	3.1	8,926	3.3	102.8
Utilities	1,871	0.7	2,067	0.8	110.5
Depreciation	1,413	0.5	1,478	0.6	104.6
Others	15,897	5.7	15,050	5.6	94.7

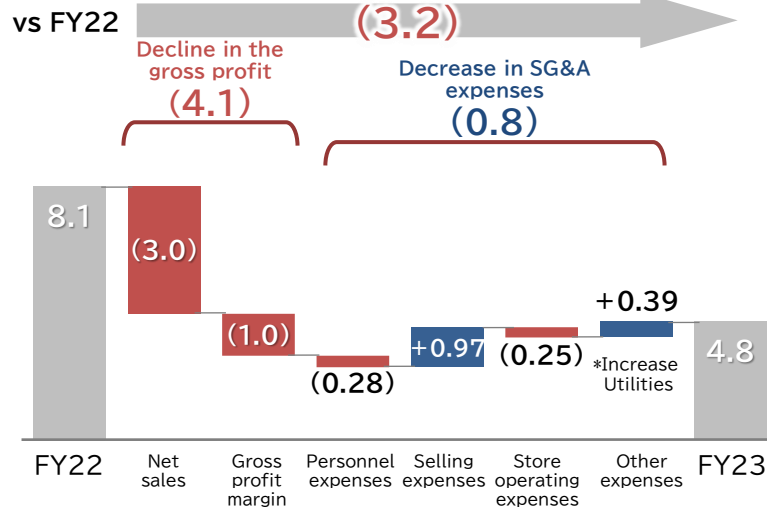
YoY difference (million yen)

Personnel expenses	+285	Increase due to an increased headcount, improved employee compensation, and investment primarily in creating a better working environment
Advertising expenses	(103)	Reviewing the effectiveness of newspaper insert ads and reducing costs mainly through the use of TV and radio commercials, digital advertising (LINE, YouTube, etc.), and the renewed KOJIMA official smartphone application
Promotion expenses	+80	Increase due to aggressive investment primarily in expenses related to attracting customers (events, direct mail) and e-commerce sales promotion coupons
Logistics expenses (Shipping)	(750)	Decrease in home delivery fees mainly due to a decrease in EC shipment volumes, and a decrease in installation and delivery fees associated with a fall in the number of deliveries of large home appliances such as TVs, refrigerators, and washing machines
Rent expenses	+245	Increase in the rent portion of stores opened in the previous fiscal year (FY2022/8)
Utilities	+195	Increase in electricity costs due to higher fuel adjustment charges
Others	(847)	Decrease in credit card fees, e-commerce (mall) sales fees and other fees due to lower sales
Total	(830)	

Operating profit

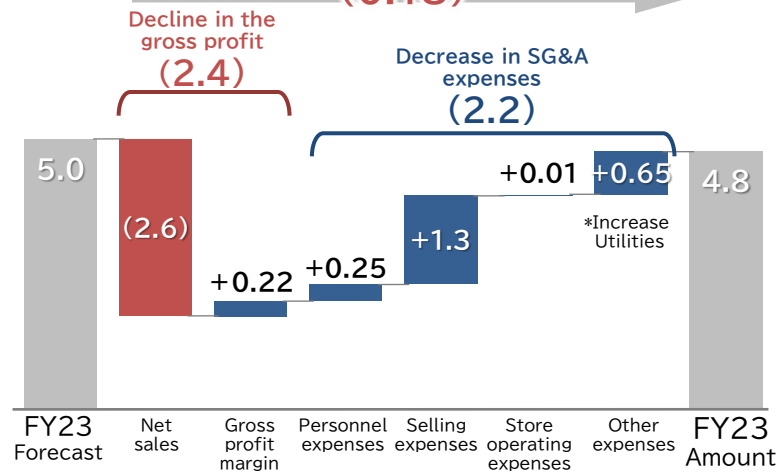
Factors for increase/decrease

(billion yen)



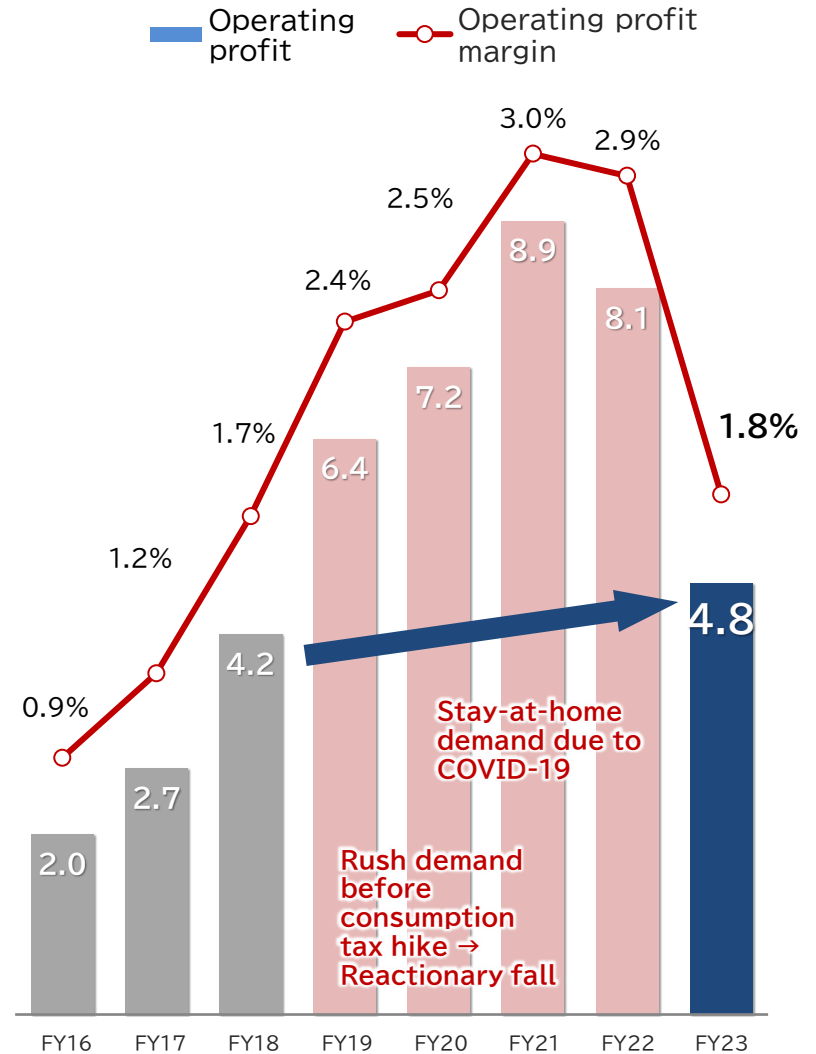
vs Forecast

(0.18)



Changes in operating profit

(billion yen)



Store Development

Number of Stores	FY2022/8	FY2023/8			
	Aug. 31	New Open	Closed	Other	Aug. 31
All stores	141	+1	(1)		141

Store format	Stand-alone stores	85		(1)	(1)	83
	Supermarket complex *Includes 1 outlet store	31				31
	Shopping mall	16	+1			17
	Other complex stores	9			+1	10

Region	Hokkaido/Tohoku	16				16
	North Kanto	15				15
	South Kanto (Tokyo, etc.)	68	+1	(1)		68
	Chubu	18				18
	Kinki/Chugoku *Includes 1 outlet store	15				15
	Kyushu/Okinawa	9				9

Composition ratio

58.9%

41.1%

48.2%

Stand-alone stores



Supermarket complex



Shopping mall



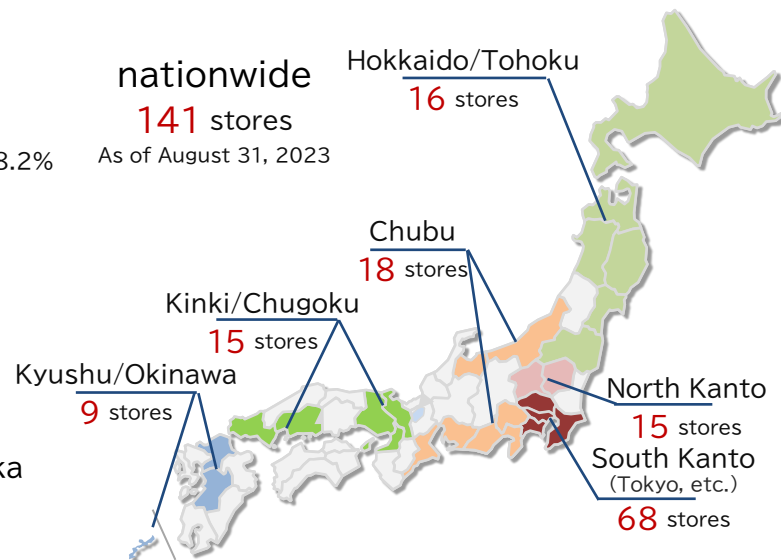
Other complex stores



nationwide

141 stores

As of August 31, 2023



■ On September 1, 2023 Kojima & BicCamera Seiseki Sakuragaoka Station store (Tama City, Tokyo) opened.

Future Initiatives (Securing Operating Profit)

Increasing efforts to attract customers and improve sales capabilities

Enhancement of customer service skills and specialization

- Establishment of a new training center
- Enhance customer service capabilities through the use of roll playing

Improvement of operational efficiency

- Increase the number of stores equipped with electronic shelf labels

Resumption of different types of events

- Hold "TAMIYA MINI 4WD" race events (the Kojima King Cup).
- Conducting events in cooperation with the local community.



Improve the profitability of corporate business

Restructuring of the corporate organizational structure

- Improved operational efficiency with the penetration of corporate offices and store corporations



Future Initiatives (Expanding Growth Areas)

Enhancement of the housing equipment business

- Promotion of the renewable energy business
 - Strengthen collaboration with partner companies
- Strengthen sales of exterior wall and roof painting and repair renovation
 - Increased awareness and sales through enhanced exposure
- Expansion of call center operations
 - Strengthen the customer approach through inspection services for housing equipment-related products
- Implementation of floor renovations to enhance the housing equipment corners
 - 1H: 5 stores renovated, 2H: 5 stores renovated



Strengthen the EC business

- Opening stores on a new EC mall site
 - Capture a new customer base by opening stores in Qoo10



New opening

- Kojima & BicCamera Seiseki Sakuragaoka Station store

(Tama City, Tokyo) Opened on Sep. 1, 2023.

- BicCamera store was revamped and began operating as community-based stores.

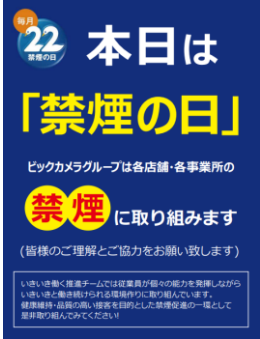


Future Initiatives (Environment and Society)

Promotion of human capital management

Promoting Health Management companywide

- Provide workshops for personnel in charge of the promotion of health and productivity management
- Anti-smoking initiatives



Developing human resources

- Deployment of personnel based on placing the right person in the right position through the introduction of talent management

Promoting diversity

- Establishment of Diversity Promotion Office to create a comfortable working environment for diverse human resources



Promoting Sustainability Management

Implementation of environmentally conscious initiatives

- Facilitate the introduction of PPA
- Installation of EV charging equipment in store parking lots



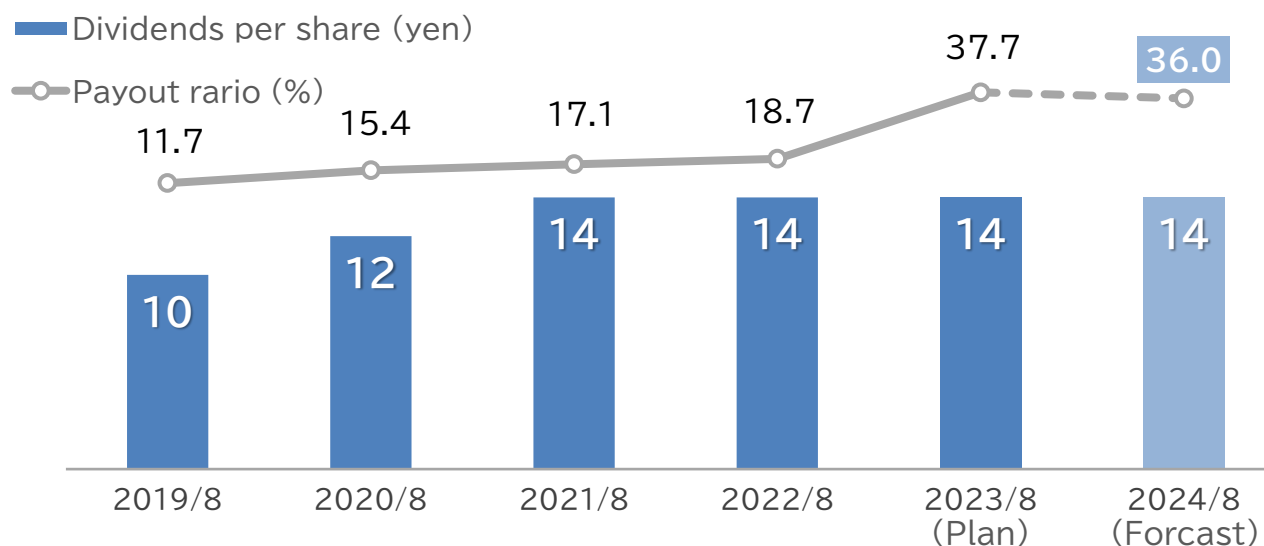
[Kojima]

Earnings Forecast (FY2024/8)

(million yen, %)		1H			2H			Full year		
		FY2023/8	FY2024/8		FY2023/8	FY2024/8		FY2023/8	FY2024/8	
		Amount	Forecast	YoY change	Amount	Forecast	YoY change	Amount	Forecast	YoY change
Net sales		136,945	134,400	98.1	130,948	132,600	101.3	267,893	267,000	99.7
Operating profit		2,500	2,320	92.8	2,319	2,280	98.3	4,819	4,600	95.4
Ordinary profit		2,669	2,480	92.9	2,476	2,320	93.7	5,146	4,800	93.3
Profit income		1,601	1,650	103.0	1,267	1,350	106.5	2,869	3,000	104.6
% to sales	Gross profit	26.3	26.9	+0.6	26.7	27.7	+1.0	26.6	27.3	+0.7
	SG&A expenses	24.4	25.1	+0.7	25.2	26.0	+0.8	24.8	25.6	+0.8
	Operating profit	1.8	1.7	(0.1)	1.8	1.7	(0.1)	1.8	1.7	(0.1)
	Ordinary profit	1.9	1.8	(0.1)	1.9	1.7	(0.2)	1.9	1.8	(0.1)
	Profit income	1.2	1.2	0.0	1.0	1.0	0.0	1.1	1.1	0.0

Dividends and Purchase of Treasury Shares

		FY2019/8	FY2020/8	FY2021/8	FY2022/8	FY2023/8 (Plan)	FY2024/8 (Forecast)
Dividends per Share (yen)	Total	10	12	14	14	14	14
	1H	0	0	0	0	0	0
	2H	10	12	14	14	14	14
Total cash dividends (million yen)		776	931	1,079	1,079	1,080	1,080
Payout ratio (%)		11.7	15.4	17.1	18.7	37.7	36.0
Purchase of treasury shares	Number of shares (thousands of shares)	300	—	500	—	—	—
	Total acquisition (million yen)	154	—	419	—	—	—





BicCamera

(Tokyo Stock Exchange, Prime Market : 3048)

Toru Akiho

Representative Director and President

1. Financial Results for FY2023/8

2. Earnings Forecast for FY2024/8

3. Important Management Issues

<Non-Consolidated> Financial Results Highlights

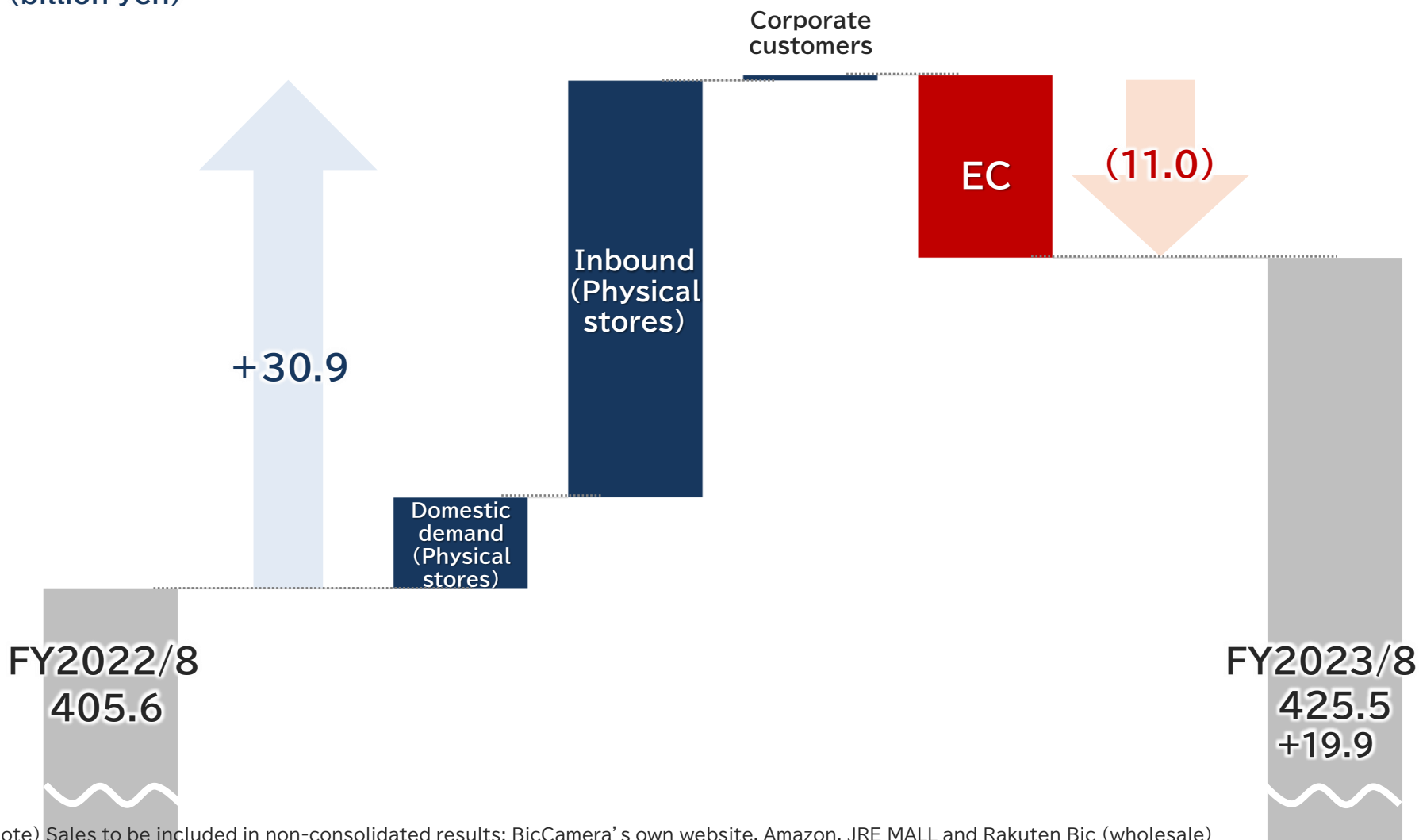
(million yen, %)	FY2022/8 (Sep. 2021 – Aug. 2022)		FY2023/8 (Sep. 2022 – Aug. 2023)			
	Amount	% to sales	Amount	% to sales	YoY change	Forecast
Net sales	405,608	–	425,526	–	104.9	430,500
Gross profit (Gross profit excluding wholesale sales)	98,634	24.3 25.8	103,032	24.2 25.5	104.5	24.3 25.7
SG&A expenses	98,558	24.3	102,185	24.0	103.7	24.0
Personnel expenses	31,850	7.9	33,227	7.8	104.3	
Advertising expenses	2,511	0.6	2,862	0.7	114.0	
Logistics expenses	12,008	3.0	11,975	2.8	99.7	
Utilities	2,390	0.6	2,805	0.7	117.4	
Rent expenses	21,922	5.4	21,857	5.1	99.7	
Depreciation	6,825	1.7	6,641	1.6	97.3	
Others	21,050	5.2	22,815	5.4	108.4	
Operating profit	75	0.0	847	0.2	1,116.6	1,350
Non-operating income	3,556	0.9	3,203	0.8	90.1	
Non-operating expenses	338	0.1	190	0.0	56.3	
Ordinary profit	3,294	0.8	3,860	0.9	117.2	4,300
Extraordinary income	1,445	0.4	247	0.1	17.1	
Extraordinary losses	2,246	0.6	7,682	1.8	342.0	
Profit before income taxes	2,493	0.6	(3,574)	(0.8)	–	
Total income taxes	436	0.1	729	0.2	167.4	
Profit income	2,057	0.5	(4,304)	(1.0)	–	2,250

Note) Major extraordinary losses

- Loss on valuation of investment securities: 139 million yen in FY22, 1,718 million yen in FY23 (+1,578 million yen YoY)
- Impairment losses: 1,294 million yen in FY22, 1,697 million yen in FY23 (+403 million yen YoY)

〈Non-Consolidated〉 Net sales

Change factors in non-consolidated net sales(YoY) (billion yen)



Note) Sales to be included in non-consolidated results: BicCamera's own website, Amazon, JRE MALL and Rakuten Bic (wholesale)

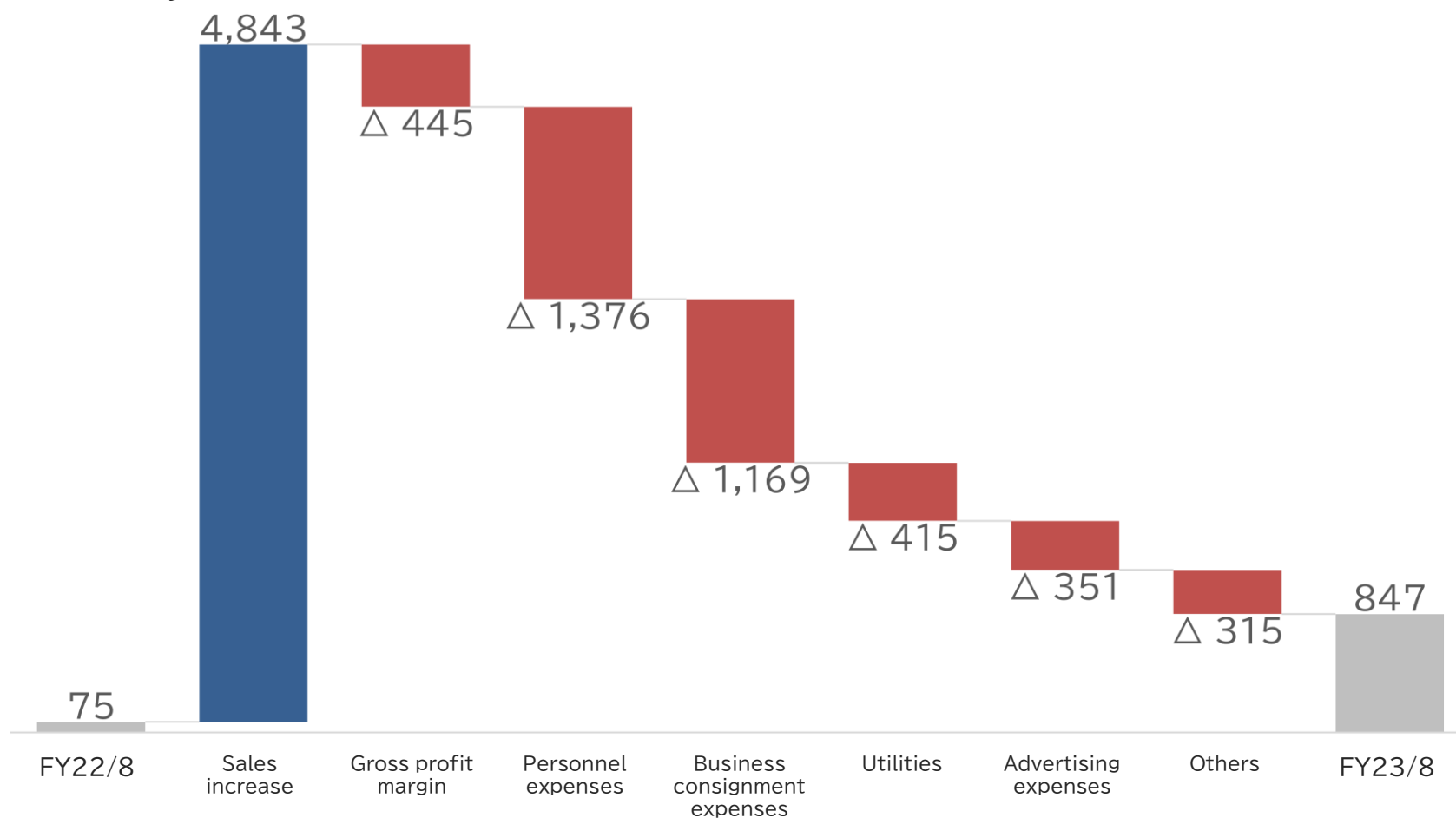
〈Non-Consolidated〉 Operating profit

Increase in gross profit
4.3 billion yen

Increase in SG&A expenses
3.6 billion yen

Increase in operating profit
0.7 billion yen

(million yen)



<Consolidated> Main Consolidated Subsidiaries

(million yen, %)		Sofmap (Non-consolidated)			Nippon BS Broadcasting (Non-consolidated)			Ranet (Non-consolidated)		
		FY2022/8	FY2023/8	YoY change	FY2022/8	FY2023/8	YoY change	FY2022/8	FY2023/8	YoY change
Amount	Net sales	39,361	41,185	104.6	11,547	11,625	100.7	88,471	98,853	111.7
	Gross profit	11,710	11,752	100.4	5,991	5,558	92.8	17,575	20,841	118.6
	SG&A expenses	10,931	10,954	100.2	3,589	3,587	100.0	12,102	15,512	128.2
	Operating profit	779	798	102.5	2,402	1,970	82.0	5,472	5,329	97.4
	Ordinary profit	795	1,098	138.1	2,406	1,974	82.0	5,566	5,362	96.3
% to sales	Gross profit	29.8	28.5		51.9	47.8		19.9	21.1	
	SG&A expenses	27.8	26.6		31.1	30.9		13.7	15.7	
	Operating profit	2.0	1.9		20.8	17.0		6.2	5.4	
	Ordinary profit	2.0	2.7		20.8	17.0		6.3	5.4	

[Bic Life Solution Inc.]

- Operating loss for FY2023: 1.3 billion yen (decreased 1.1 billion yen from the previous year)

Note) Ranet acquired Arrow Japan through an absorption-type merger on August 1, 2022.

Note) The above subsidiaries' results do not include any internal transactions.

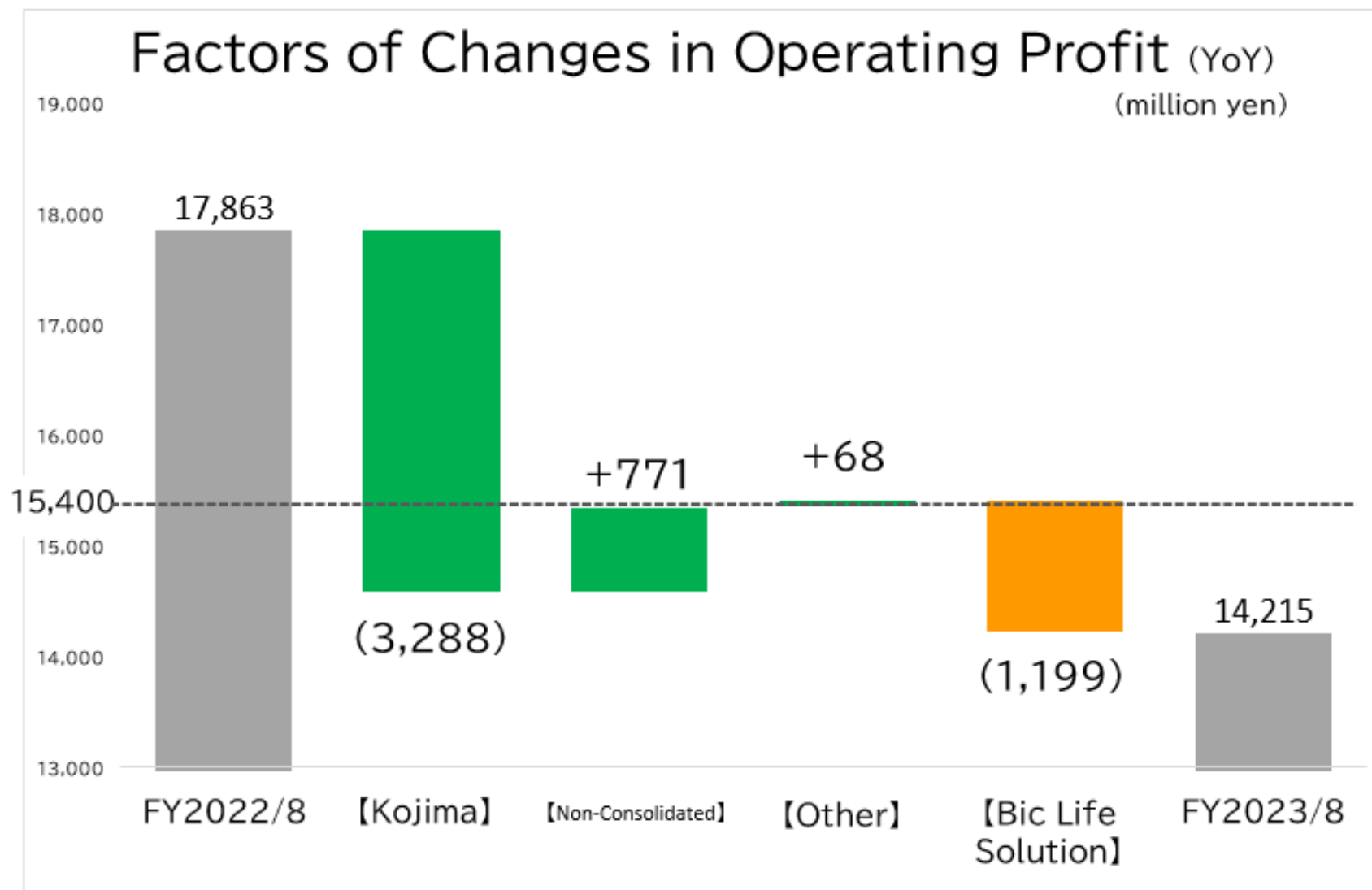
Financial Results Highlights

(million yen, %)	FY2022/8 (Sep. 2021 – Aug. 2022)		FY2023/8 (Sep. 2022 – Aug. 2023)			
	Amount	% to sales	Amount	% to sales	YoY change	Announced forecast
Net sales	792,368	—	815,560	—	102.9	830,000
Gross profit	213,843	27.0	217,873	26.7	101.9	26.8
SG&A expenses	195,980	24.7	203,657	25.0	103.9	24.9
Personnel expenses	73,239	9.2	79,300	9.7	108.3	
Advertising expenses	5,291	0.7	6,041	0.7	114.2	
Logistics expenses (Shipping)	18,390	2.3	16,020	2.0	87.1	
Utilities	4,830	0.6	5,585	0.7	115.6	
Rent expenses	36,173	4.6	36,742	4.5	101.6	
Depreciation	9,532	1.2	9,511	1.2	99.7	
Others	48,516	6.1	50,454	6.2	104.0	
Operating profit	17,863	2.3	14,215	1.7	79.6	15,500
Non-operating income	3,512	0.4	2,798	0.3	79.7	
Non-operating expenses	567	0.1	448	0.1	79.0	
Ordinary profit	20,808	2.6	16,566	2.0	79.6	17,500
Extraordinary income	260	0.0	393	0.0	151.0	
Extraordinary losses	6,418	0.8	6,887	0.8	107.3	
Profit before income taxes	14,649	1.8	10,072	1.2	68.8	
Total income taxes	5,275	0.7	5,102	0.6	96.7	
Income taxes - deferred	1,026	0.1	925	0.1	90.1	
Profit attributable to non-controlling interests	3,608	0.5	2,032	0.2	56.3	
Profit attributable to owners of parent	5,765	0.7	2,936	0.4	50.9	7,800

Note) Major extraordinary losses

- Loss on valuation of investment securities: 185 million yen in FY22, 1,718 million yen in FY23 (+1,533 million yen YoY)
- Impairment losses: 4,658 million yen in FY22, 4,407 million yen in FY23 (-251 million yen YoY)

〈Consolidated〉 Operating Profit



Balance Sheet

〈Consolidated〉

(million yen)	As of Aug 31, 2022	As of Aug 31, 2023	Increase / Decrease
Total current assets	252,258	247,245	(5,013)
Cash and deposits	91,081	75,135	(15,946)
Merchandise and finished goods	100,872	105,260	4,387
Total property, plant and equipment	87,030	83,104	(3,926)
Total intangible assets	30,222	31,990	1,768
Total investments and other assets	86,954	87,500	546
Total non-current assets	204,207	202,595	(1,611)
Total assets	456,466	449,840	(6,625)
Total current liabilities	197,781	204,862	7,080
Interest bearing debt	88,565	98,852	10,287
Total non-current liabilities	89,551	68,593	(20,957)
Interest bearing debt	44,932	24,712	(20,220)
Total liabilities	287,332	273,456	(13,876)
Total net assets	169,133	176,383	7,250
Total liabilities and net assets	456,466	449,840	(6,625)

〈Consolidated〉 Cash Flow Statement

(million yen)	FY2022/8 (Sep.2021 - Aug.2022)	FY2023/8 (Sep.2022 - Aug.2023)	
Cash flows from operating activities	25,317	10,078	<ul style="list-style-type: none"> •Decrease in trade payables (8,060) FY2023/8: (3,478) *FY2022/8: 4,582
Cash flows from investing activities	(18,076)	(11,118)	<ul style="list-style-type: none"> •Purchase of non-current assets (tangible/intangible) FY2023/8: (10,822) •Purchase of shares of subsidiaries FY2023/8: (1,359)
Cash flows from financing activities	(26,565)	(13,580)	<ul style="list-style-type: none"> •Decrease in borrowings FY2023/8: (9,643)
Cash and cash equivalents at end of period	89,536	75,135	

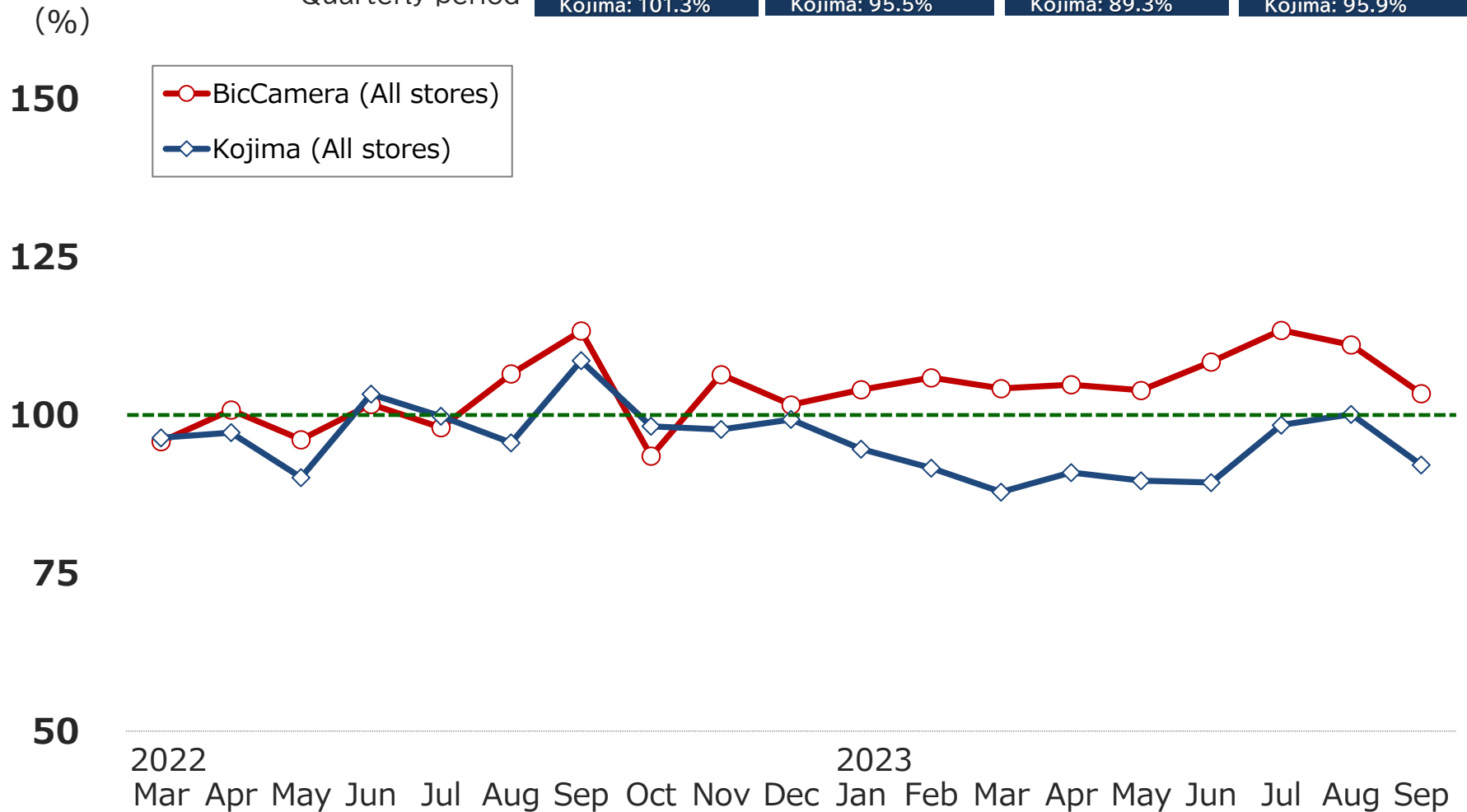
<Consolidated> Sales by Product line

(million yen, %)	FY2022/8 (Sep. 2021 -Aug. 2022)		FY2023/8 (Sep. 2022 - Aug. 2023)						
	Amount	Composition ratio	Amount	BicCamera		Kojima		Composition ratio	YoY change
				Amount	YoY change	Amount	YoY change		
Audio visual products	116,425	14.7	112,385	67,498	103.1	40,809	88.4	13.8	96.5
Cameras	23,542	3.0	26,339	20,108	119.8	5,914	98.4	3.2	111.9
TVs	43,201	5.5	37,441	17,384	89.9	19,203	84.0	4.6	86.7
Audios	10,713	1.3	10,602	6,389	99.1	4,009	98.7	1.3	99.0
Home appliances	261,878	33.0	256,449	132,395	102.7	121,415	93.2	31.4	97.9
Refrigerators	41,605	5.2	38,556	17,094	91.8	20,878	92.7	4.7	92.7
Washing machines	41,128	5.2	41,992	20,798	102.2	20,760	101.6	5.1	102.1
Kitchen appliances	32,439	4.1	31,424	15,713	105.3	15,478	89.7	3.9	96.9
Seasonal home electronics	60,998	7.7	56,332	23,731	91.7	32,031	92.7	6.9	92.3
Personal care electronics	39,389	5.0	43,778	31,447	124.4	11,930	88.2	5.4	111.1
Information communications equipment Products	262,778	33.2	258,207	128,212	97.2	74,641	99.7	31.7	98.3
PCs	66,214	8.4	60,810	38,918	91.6	18,686	94.5	7.5	91.8
PC peripherals	30,176	3.8	27,548	14,361	91.0	10,750	93.2	3.4	91.3
Cellular phones	117,866	14.9	123,871	47,717	104.5	29,435	111.6	15.2	105.1
Other products	138,090	17.4	175,352	97,419	122.7	29,514	111.2	21.5	127.0
Video Games	36,147	4.6	46,905	30,901	135.0	11,289	113.2	5.8	129.8
Watches	10,335	1.3	12,344	11,806	120.8	494	97.5	1.5	119.4
Used PCs, Used Smartphone	16,039	2.0	29,485	–	–	–	–	3.6	183.8
Sporting goods	9,552	1.2	10,722	8,525	111.6	2,111	115.8	1.3	112.2
Toys	11,897	1.5	14,848	10,357	133.2	3,615	110.7	1.8	124.8
Glasses and Contact lenses	4,436	0.5	4,718	4,546	104.0	–	–	0.6	106.4
Liquors and Soft drinks	5,474	0.7	6,352	–	–	–	–	0.8	116.0
Medicine and Daily goods	8,775	1.1	12,130	10,751	150.6	1,348	85.1	1.5	138.2
Retail goods sales	779,172	98.3	802,395	425,526	104.9	266,381	95.9	98.4	103.0
BS digital broadcasting business	11,478	1.5	11,537	–	–	–	–	1.4	100.5
Other business	1,717	0.2	1,627	–	–	1,512	100.9	0.2	94.8
Total	792,368	100.0	815,560	425,526	104.9	267,893	95.9	100.0	102.9

Note) For compilation-related reasons, certain results indicated in the breakdown of Bic Camera and Kojima are classified differently from those in the consolidated results.

Monthly sales (YoY, POS base)

Full year	BicCamera: 105.7% Kojima: 95.3%			
Half period	BicCamera: 103.8% Kojima: 98.1%		BicCamera: 107.6% Kojima: 92.5%	
Quarterly period	BicCamera: 104.0% Kojima: 101.3%	BicCamera: 103.6% Kojima: 95.5%	BicCamera: 104.3% Kojima: 89.3%	BicCamera: 111.0% Kojima: 95.9%



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

1. Financial Results for FY2023/8

2. Earnings Forecast for FY2024/8

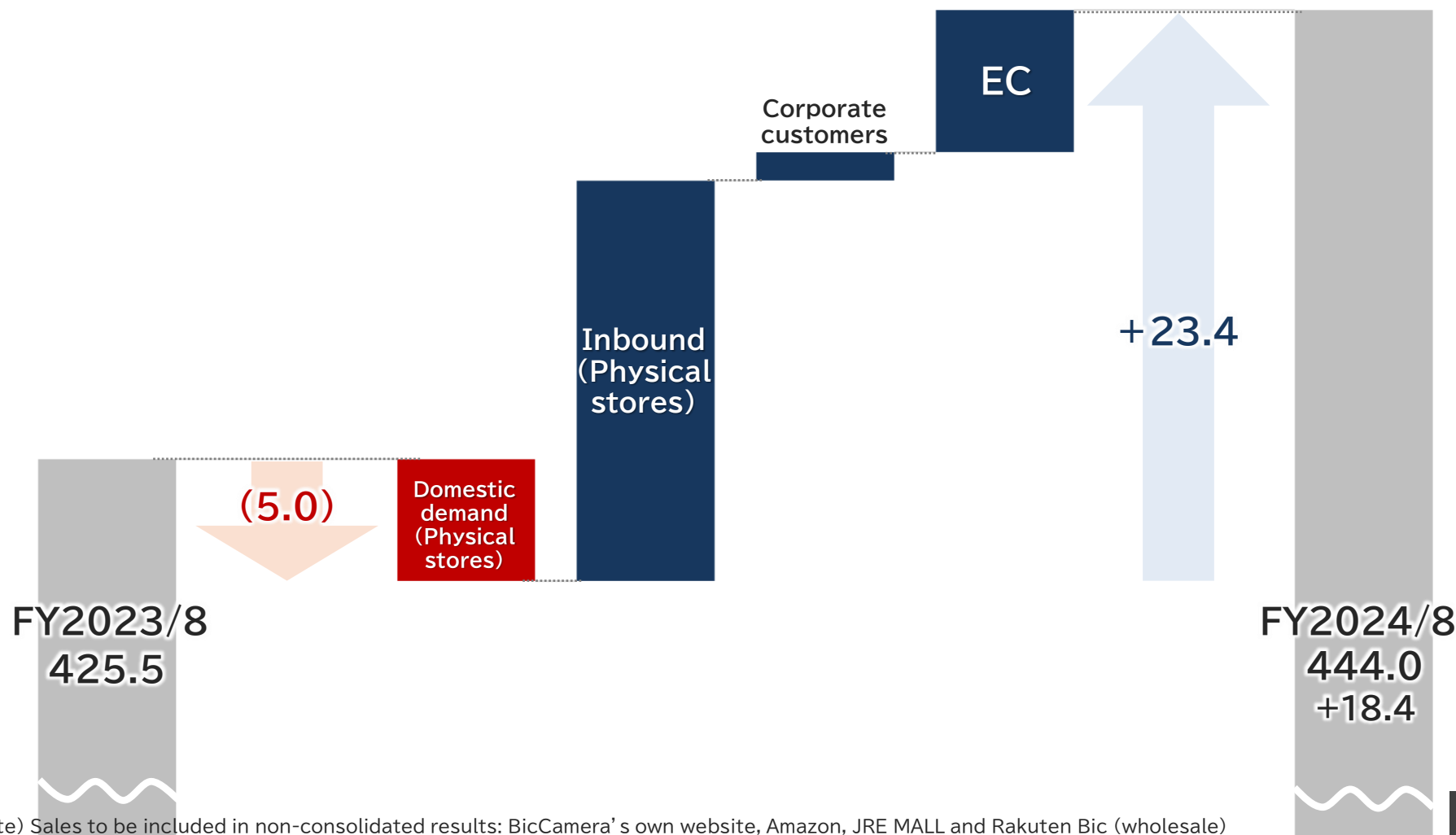
3. Important Management Issues

<Non-Consolidated> Earnings Forecast

(million yen, %)		1H			2H			Full year		
		FY2023/8	FY2024/8		FY2023/8	FY2024/8		FY2023/8	FY2024/8	
		Amount	Forecast	YoY change	Amount	Forecast	YoY change	Amount	Forecast	YoY change
Net sales		211,968	220,000	103.8	213,558	224,000	104.9	425,526	444,000	104.3
Operating profit		(98)	1,500	–	945	1,900	200.9	847	3,400	401.1
Ordinary profit		1,754	3,350	190.9	2,106	3,550	168.6	3,860	6,900	178.7
Profit income		774	2,350	303.6	(5,078)	2,150	–	(4,304)	4,500	–
% to sales	Gross profit	23.6	24.4		24.8	24.8		24.2	24.6	
	excluding wholesale sales	25.0	25.8		26.0	26.3		25.5	26.1	
	SG&A expenses	23.7	23.8		24.4	24.0		24.0	23.9	
	Operating profit	(0.0)	0.7		0.4	0.8		0.2	0.8	
	Ordinary profit	0.8	1.5		1.0	1.6		0.9	1.6	
	Profit income	0.4	1.1		(2.4)	1.0		(1.0)	1.0	

〈Non-Consolidated〉 Earnings Forecast: Net sales

Change factors in non-consolidated net sales(YoY) (billion yen)



Note) Sales to be included in non-consolidated results: BicCamera's own website, Amazon, JRE MALL and Rakuten Bic (wholesale)

〈Consolidated〉 Earnings Forecast by company (i)

(million yen, %)		Sofmap (Non-consolidated)			Nippon BS Broadcasting (Non-consolidated)		
		FY2023/8	FY2024/8	YoY change	FY2023/8	FY2024/8	YoY change
Amount	Net sales	41,185	41,918	101.8	11,625	11,900	102.4
	Operating profit	798	623	78.1	1,970	1,900	96.4
	Ordinary profit	1,098	906	82.6	1,974	1,900	96.2
% to sales	Gross profit	28.5	28.7		47.8	48.2	
	SG&A expenses	26.6	27.2		30.9	32.2	
	Operating profit	1.9	1.5		17.0	16.0	
	Ordinary profit	2.7	2.2		17.0	16.0	

<Consolidated> Earnings Forecast by company (ii)

(million yen, %)		Ranet (Non-consolidated)			TDMobile		
		FY2023/8	FY2024/8	YoY change	FY2023/3 (reference)	FY2024/8	YoY change
Amount	Net sales	98,853	95,962	97.1	76,819	64,053	83.4
	Operating profit	5,329	4,500	84.5	3,118	758	24.3
	Ordinary profit	5,362	4,206	78.4	3,277	730	22.3
% to sales	Gross profit	21.1	21.4		21.8	21.5	
	SG&A expenses	15.7	16.7		17.7	20.3	
	Operating profit	5.4	4.7		4.1	1.2	
	Ordinary profit	5.4	4.4		4.3	1.1	

[Remarks]

Bic Life Solution Inc.

- Operating loss for FY2024/8 (forecast): 1.8 billion yen (increased 0.5 billion yen from the previous year)

Note) Ranet acquired SOMOBILE through an absorption-type merger on September 1, 2023.

Note) TDMobile was acquired by Ranet as of October 1, 2023.

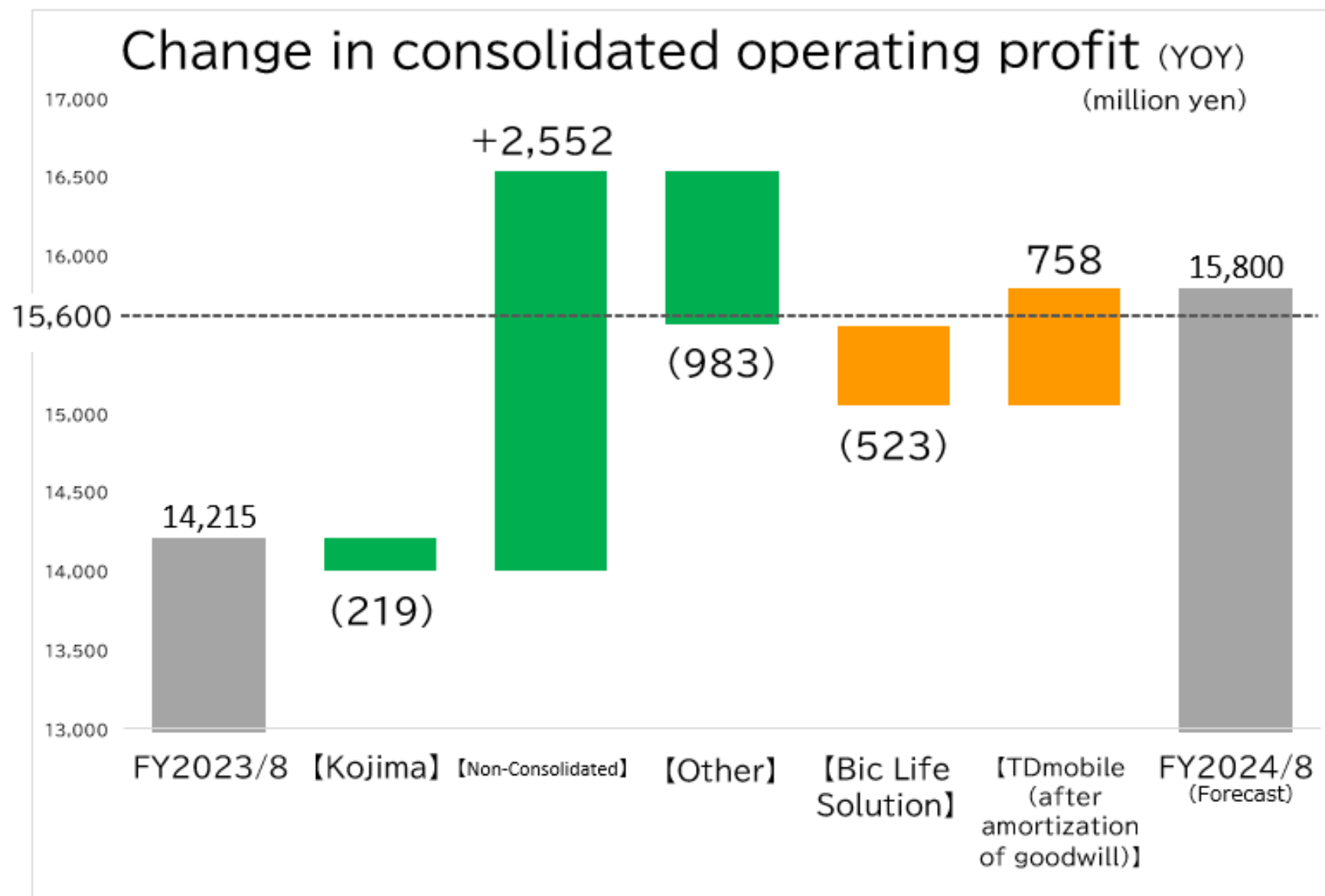
Actual results for the fiscal year ended March 31, 2023 before the absorption-type merger are provided for reference as comparative information.

Note) TDMobile's operating profit and ordinary profit for FY2024/8 are projected after amortization of goodwill (0.8 billion yen).

〈Consolidated〉 Earnings Forecast

(million yen, %)		1H			2H			Full year		
		FY2023/8	FY2024/8		FY2023/8	FY2024/8		FY2023/8	FY2024/8	
		Amount	Forecast	YoY change	Amount	Forecast	YoY change	Amount	Forecast	YoY change
Net sales		407,653	445,000	109.2	407,906	452,500	110.9	815,560	897,500	110.0
Operating profit		7,382	7,600	102.9	6,833	8,200	120.0	14,215	15,800	111.1
Ordinary profit		8,422	8,400	99.7	8,143	9,800	120.3	16,566	18,200	109.9
Profit attributable to owners of parent		4,205	3,850	91.6	(1,268)	3,700	—	2,936	7,550	257.1
% to sales	Gross profit	26.3	26.5		27.1	27.0		26.7	26.7	
	SG&A expenses	24.5	24.8		25.4	25.2		25.0	25.0	
	Operating profit	1.8	1.7		1.7	1.8		1.7	1.8	
	Ordinary profit	2.1	1.9		2.0	2.2		2.0	2.0	
	Profit attributable to owners of parent	1.0	0.9		(0.3)	0.8		0.4	0.8	

〈Consolidated〉 Earnings forecasts: Operating profit

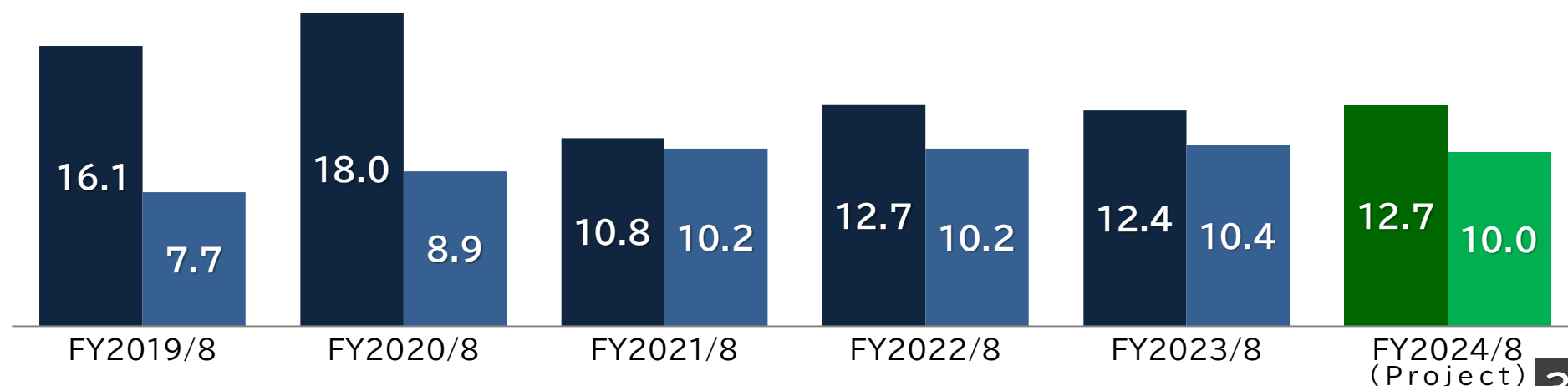


〈Consolidated〉 Capital Expenditure / Depreciation

	FY2023/8	FY2024/8 (Project)
Capital Expenditure	12.4 billion yen	12.7 billion yen
Main purposes	<ul style="list-style-type: none"> IT (Core, EC, improving efficiency) Stores (new stores and existing stores) Machinery (broadcasting equipment) 	<ul style="list-style-type: none"> IT (Core, EC, improving efficiency) Stores (new stores and existing stores)
Depreciation (C/F basis)	10.4 billion yen	10.0 billion yen

Implementation of carefully selected investments

(billion yen) ■ Capital Expenditure ■ Depreciation (C/F basis)



Return to Shareholders

		FY2019/8	FY2020/8	FY2021/8	FY2022/8	FY2023/8 (Plan)	FY2024/8 (Forecast)
	Total	20	13	15	15	15	18
Dividends per Share (Yen)	1H	10	10	5	5	5	9
	2H	15	3	10	10	10	9
Total cash dividends (million yen)		3,543	2,287	2,639	2,580	2,567	—
Payout ratio (%)		25.3	42.0	30.1	45.2	87.4	40.8
Ratio of dividends to net assets (%)		2.7	1.7	1.9	1.9	1.9	—

Dividend policy

The Company considers shareholder returns as one of the most important management issues and its basic policy is to distribute profits appropriately according to earnings results.

〈Non-Consolidated〉 Relocations and Closings

Sapporo store relocated



【Before relocation】

Store location: Sapporo ESTA JR Tower 1-4F
 Area: Approx. 10,200 m²
 Closing date: August 31, 2023

【New location】

Store location: Tokyu Department Store, Sapporo, 5-6F
 Area: Approx. 6,200 m²
 Opening date: September 1, 2023



[BicCamera]

Number of stores: 43
 Sales floor space: 229 km²

[Consolidated]

Number of stores: 259
 Sales floor space: 683 km²
 (The floor space includes 115 mobile carriers' shops.)

As of August 31, 2023

Closed

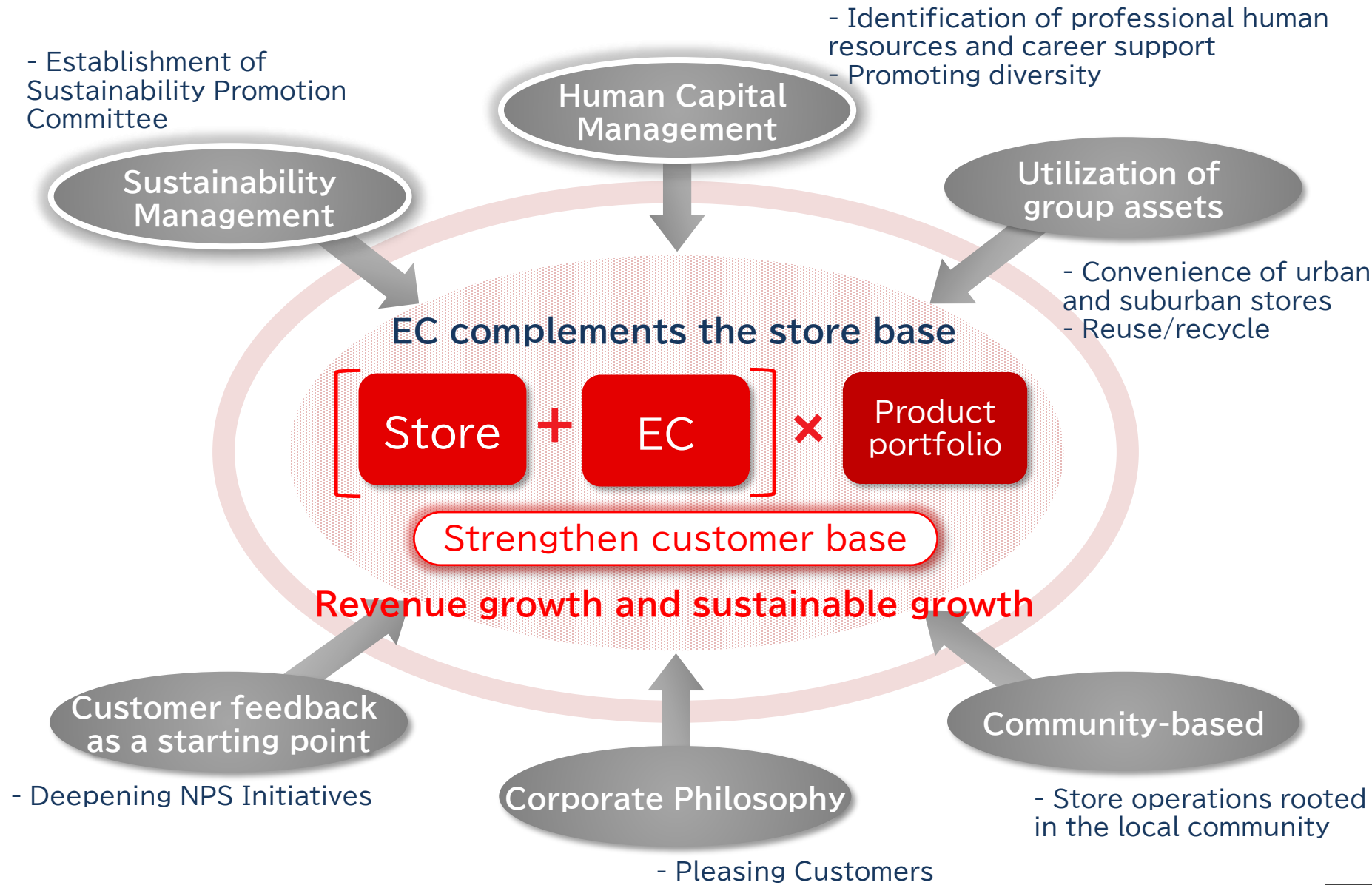
- Nov. 13, 2022 BicCamera Machida store
- May. 7, 2023 BicCamera JR Kyoto Station store
- Aug. 16, 2023 BicCamera Seiseki Sakuragaoka Station store
- *Seiseki Sakuragaoka Station store operates as a Kojima store.

1. Financial Results for FY2023/8

2. Earnings Forecast for FY2024/8

3. Important Management Issues

Dramatically Increase Store Attractiveness and Convenience



Strengthen customer base (i)

-Rebuilding strong stores unique to BicCamera

Restructuring initiatives

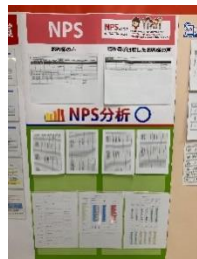
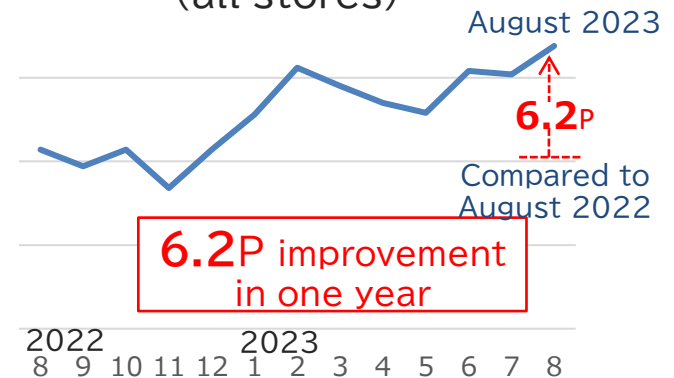
- **Improved store productivity**
 - Increased flagship store personnel by streamlining headquarters and reallocating personnel between stores
 - Creating an environment for salespeople on the sales floor to get to the customer
- **Strengthen store operations based on customer feedback**
 - Promotion of The One Hundred Plan / Merchandising from the customer's perspective
 - Deepen NPS initiatives / Set as key performance indicator
- **Improving the value of the customer experience**
 - Pursuit of exciting and enjoyable stores and sales areas / Store space creation Team
 - Identification of human resources with high expertise and career support



Improving NPS (Net Promoter Score)

Based on customer feedback, each store autonomously considers how to make customers happy and expands into store-wide improvement activities, resulting in a significant increase in NPS.

Trends in store NPS (all stores)



Posting customer testimonials on the office board



Holding NPS study sessions and store-to-store sharing meetings

Strengthen customer base (ii)

-Reinforcement of mutual customer traffic with stores by strengthening EC

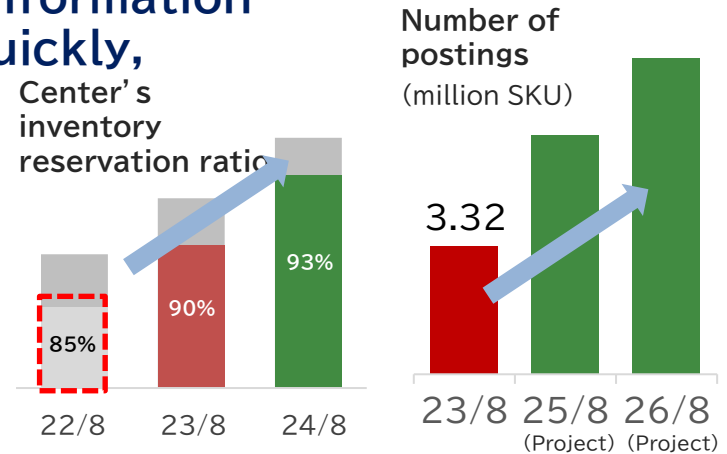
Expanding merchandising in EC

- Pursuit of ease of use and ease of search based on expansion of product lineup and product information
- Expand repeat customers by delivering quickly, cheaply, and correctly

- In terms of product lineup and product information expansion, the company achieved an increase of approximately 1 million SKUs in FY2023/8. Aim to more than double the FY2023/8 level over the three-year period from FY2024/8.

- Inventory reservation ratio from 90% in FY2023/8 to 93% in FY2024/8

- Further expansion of the search engine



Expansion of EC users

Reinforcement of customer transfers from stores to EC, promotion of repeat business with existing customers

- Customers using both stores and EC (compared to customers using only stores)

Purchase price: 280% Purchase frequency: 220%

- Number of customers using both stores and EC

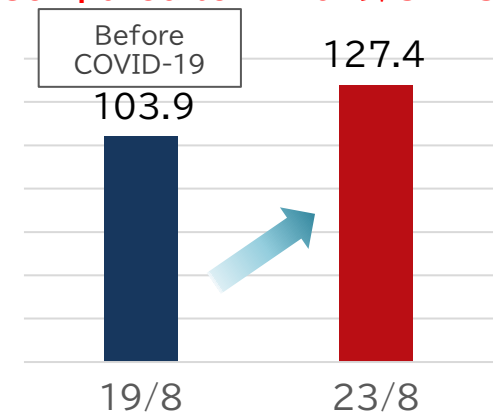
Compared to FY2019/8: 130%

- Aim for the same level of service in both stores and EC by leveraging the advantage of having physical stores where customers can experience the convenience of the EC site through our sales staff.

- Leveraging the potential of the top sales scale of consumer electronics retailers to increase customer appeal and expand EC through increased repeat business.

Group's EC sales

(billion yen)
Compared to FY2019/8 123%



Strengthen customer base (iii)

-Strengthen cooperation with Kojima

Strengthen ties with Kojima stores

- **Urban and suburban stores complement each other**

- 43 urban BicCamera stores, 142 Kojima stores mainly in suburban areas.
- A total of 185 stores cover the entire country to meet customers' needs.

- **Expansion of convenience for customers**

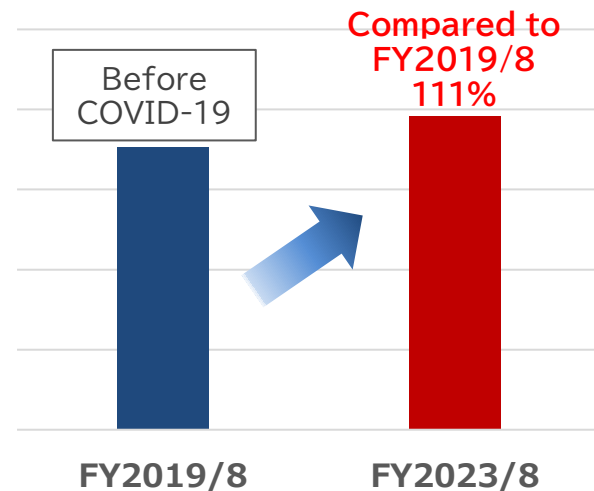
- Since the COVID outbreak, the group has responded to purchasing behavior in accordance with lifestyles and convenience, including urban centers, suburbs, and e-commerce.

- Increase in the amount of Bic points spent at Kojima, 111% compared to before the COVID outbreak.

- **Started to place orders for BicCamera EC at Kojima stores**

- BicCamera Seiseki Sakuragaoka Station store opened on 9/1 as Kojima
- The first Kojima store introduced a layaway service for BicCamera EC products

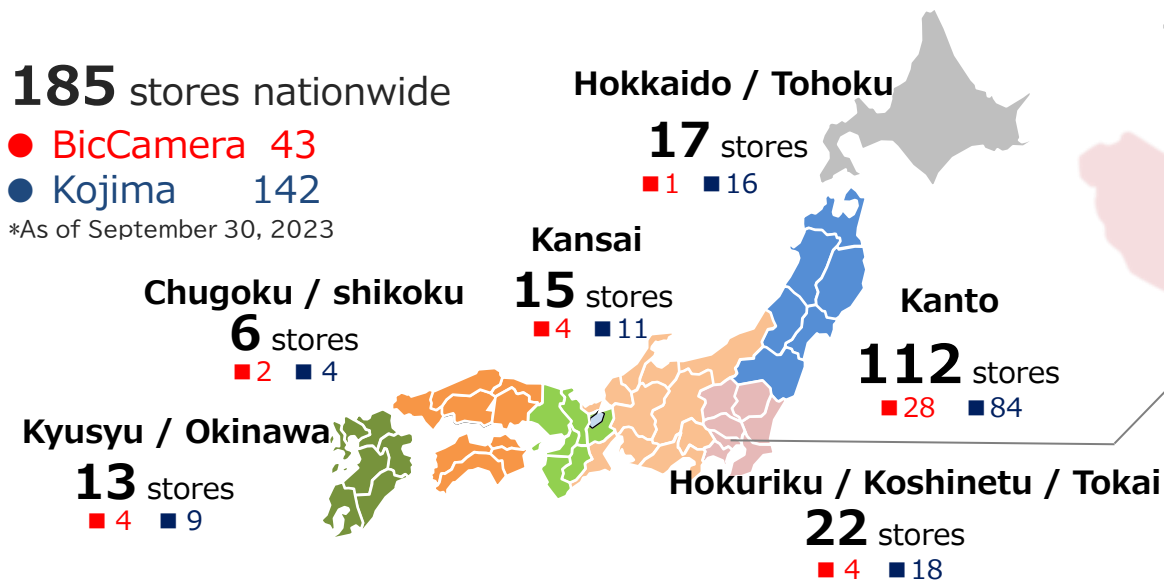
Bic points spent at Kojima



185 stores nationwide

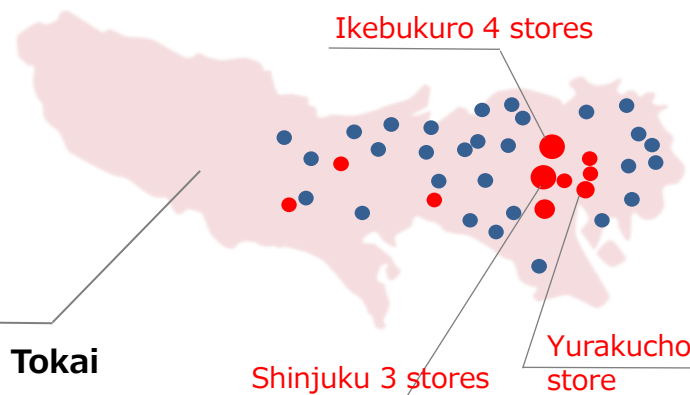
- BicCamera 43
- Kojima 142

*As of September 30, 2023



Tokyo Number of stores

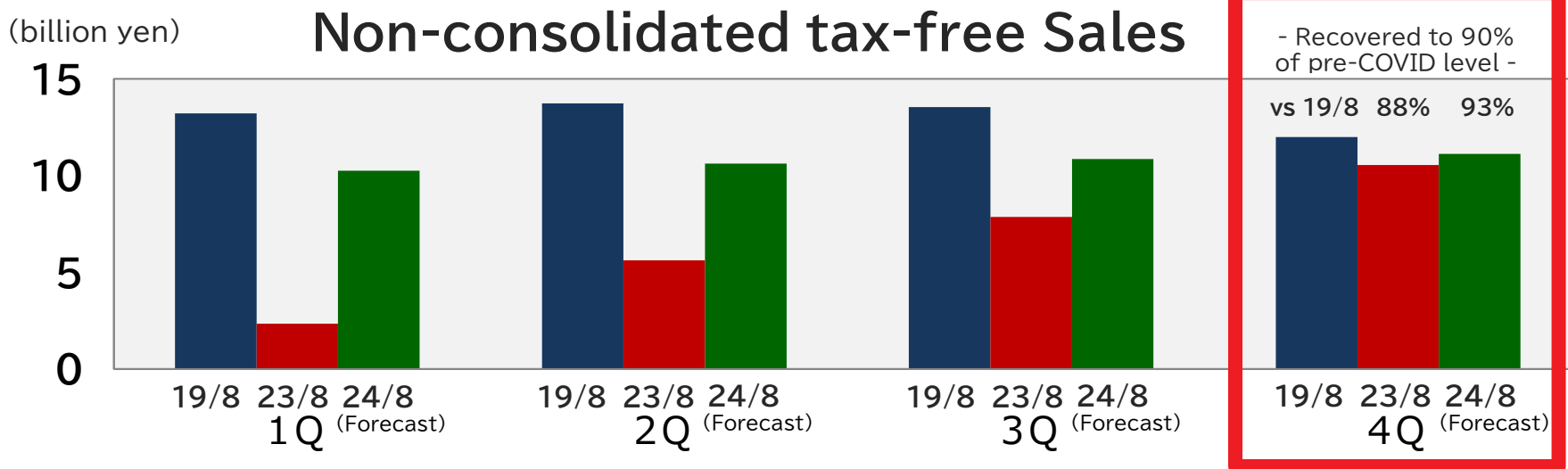
- BicCamera 15
- Kojima 30



Strengthen customer base (iv)

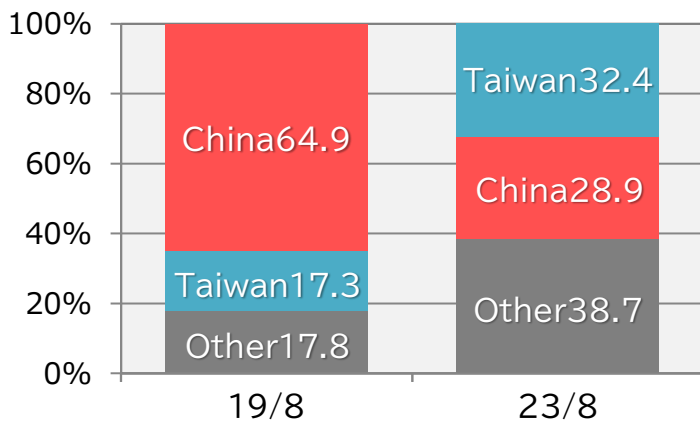
-Intake of foreign visitors to Japan (i)

Inbound recovery



Composition by nationality

- Comparison with before COVID-19 -

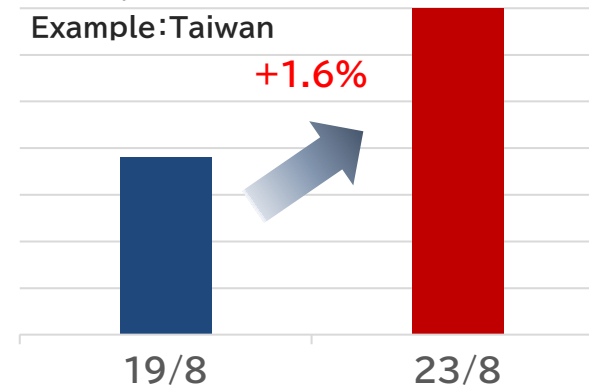


Improvement of tax-free take-up rate

(Number of customers purchased the Company's products ÷ Number of visitors to Japan)

- Comparison with before COVID-19 -

Example: Taiwan



Strengthen customer base (iv)

- Intake of foreign visitors to Japan (ii)

Measures for inbound tourists

Reinforcement of existing initiatives

- Dissemination of information via social media
- Participation in travel exhibitions



- Collaboration with other companies in different industries to attract customers through coupons (e.g., at JTB's overseas branches)



New initiatives

- Established Group Inbound Office to optimize BicCamera's know-how in the group.
- With the dispersion of foreign tourists to rural areas due to the overtourism problem, we aim to maximize the inbound effect by separating the urban BicCamera and Sofmap from the suburban Kojima.

Strengthen customer base (v)

-Strengthen product portfolio

Initiatives for reusing digital appliances

• Expansion of reuse market and high profitability

- The reuse market will continue to grow due to a trend of using both new and used products, mainly attributable to shortage of new products caused by raw material supply constraints, rising prices, increasing environmental awareness, and the widespread use of flea market apps.
- Gross profit margin is also high (e.g., used PCs: approx. 30%, approx. twice that of new PCs)



• Complement within the group, responding to market trends

- Utilizing BicCamera stores, Sofmap and JANPARA are engaged in purchase and used sales, mainly of digital consumer electronics.
- Group-wide efforts to strengthen initiatives have led to a significant increase in reuse sales

Further expansion of portfolio

- Expanding the quality and quantity of Group assets to meet customer needs and changes in the environment in response to reuse, which has become a familiar concept, and to address sustainability initiatives



じゃんぱら

JANPARA Co., Ltd.

- Joined the Group in December 2021
- Purchase and sale of PCs, smartphones, etc.

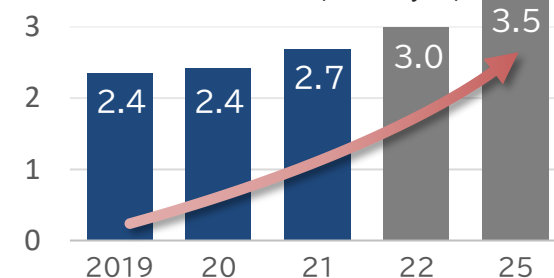


F·ECO

Future ecology Co., Ltd.

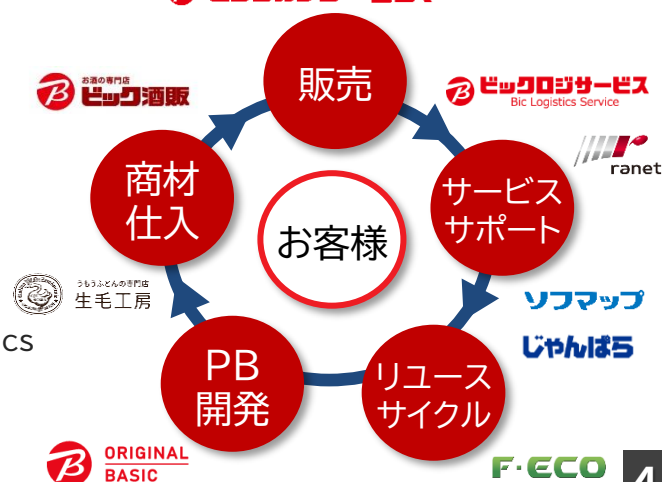
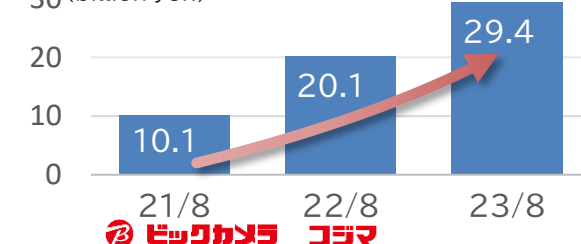
- The business of recycling used consumer electronics with a view toward the realization of a recycling-oriented society.

Size of the reuse market -- past trends and forecast (trillion yen)



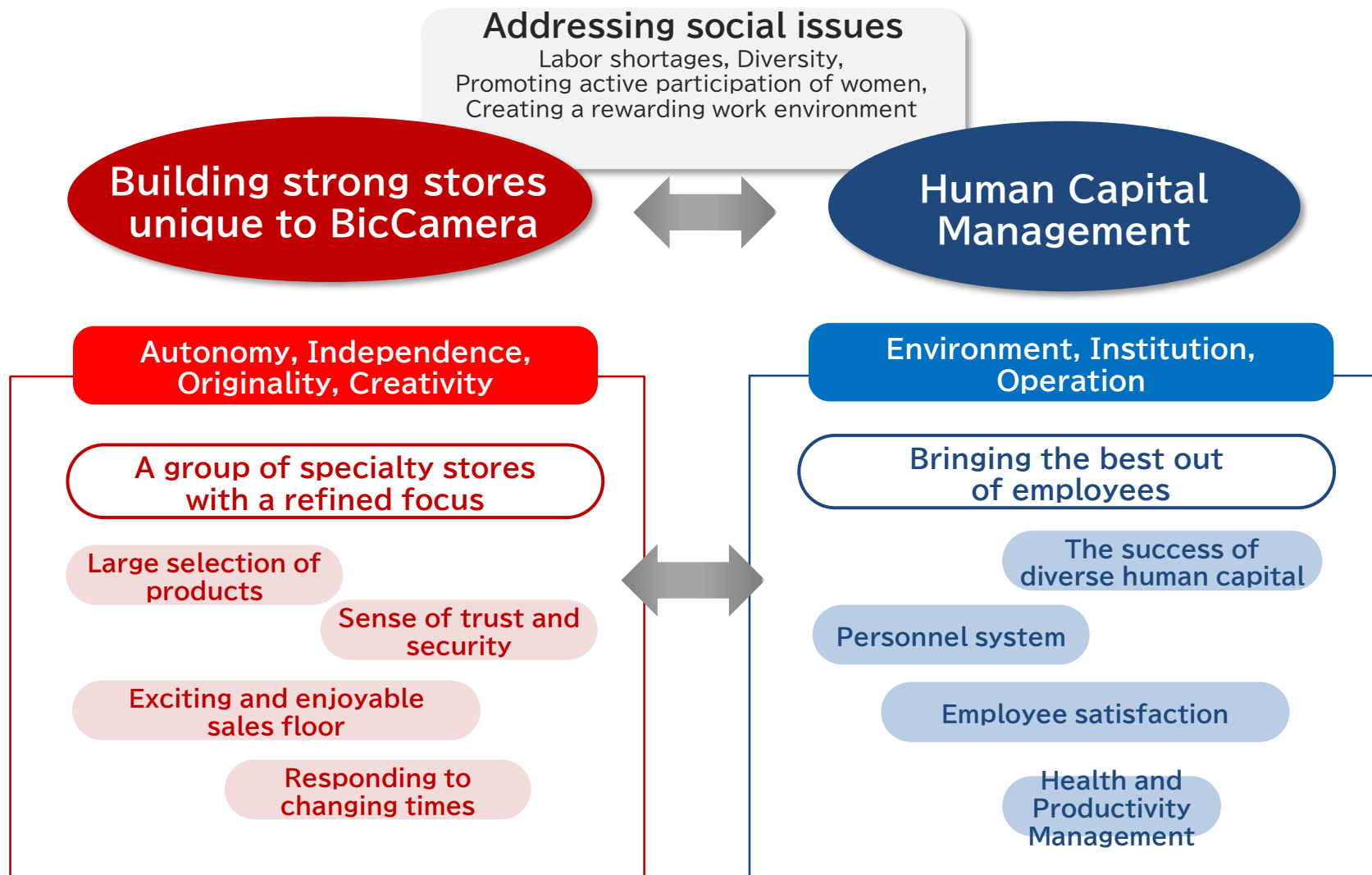
Source: Prepared by the Company based on the Reuse Market Data Book 2022 (The Japan Journal of Remodeling)

Group sales results of reuse products 30 (billion yen)



Promoting Sustainability Management (i)

Human Capital Management



Promoting Sustainability Management (ii)

Creating an environment in which diverse human resources can play an active role

(1) Demonstrate the value of employee retention in the stores

- Revision of the Meister System to pursue expertise and finding more professional human resources and career support

(2) Creating an environment that is friendly to employees and promoting diversity

- Company-wide efforts have increased the rate of male employees taking childcare leave.
- Conducting induction ceremony for persons with disabilities.
- Employee satisfaction survey: Increased approx. 2% from FY2019/8 (overall)
- Ratio of employees working shorter hours: 4.9% in FY2023/8 (up 1.2% from FY2019/8)
- Percentage of seniors (65 and over): 1.4% in FY2023/8 (up approx. 0.6% from FY2019/8)

(3) Promoting health and productivity management

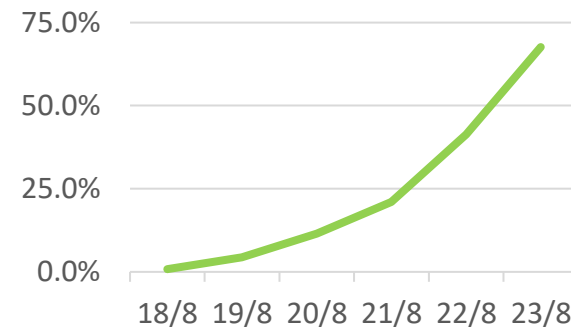
- Received White 500 certification for our health promotion efforts.



Revision of the Meister System: More focus on the value of individual possessions

管理職	専門職	
店長	エグゼクティブマイスター	
副店長	シニアマイスター	エキスパートマイスター
フロア統括	マイスター	
↑ キャリア選択		
販売員		

Change in the percentage of men taking childcare leave



Employee satisfaction survey

FY23/8	Overall	Meister	Foreign nationals	Contracted personnel
General DI(%)	73.2	80.4	90.3	82.5

*Meisters, foreign nationals, and contracted personnel (senior) employees are particularly satisfied.

Promoting Sustainability Management (iii)

Store operations rooted in the local community

In addition to the Partnership Agreement for Prosperous Community Development concluded with Toshima Ward, comprehensive partnership agreements were also concluded with Takasaki City and Chiba City.

We aspire to help enrich the lives of all members of the community through mutual cooperation, and we will continue to focus on activities that will please everyone in each community.

Coming-of-age ceremony photo session



Chiba city/Comprehensive partnership agreement



Takasaki city/Comprehensive partnership agreement



SDGs store tour held



Exhibited at Fujisawa Health Marche



Toshima Ward/partnership agreement



Operation of company-led daycare centers



Held softball classes



Total Lunar eclipse observation held



Growth Strategy/Medium-Term Management Vision

Growth strategy based on strong stores that are unique to BicCamera

Restructuring phase

Enhancement phase

Mobilization phase

Strengthening competitive advantage

- Maximizing the value of the experience through store and EC integration
- Further creating loyal customers
- Providing unique services that pursue the value of the experience

Establish a competitive advantage

- Increasing a group of specialty stores with a refined focus
- Strengthening employee engagement
- Improving profitability

Building strong stores unique to BicCamera

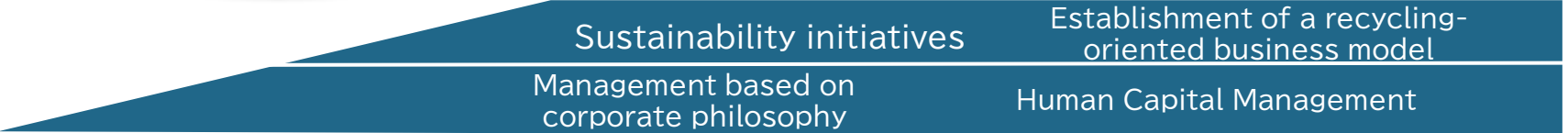
Further value creation by leveraging strong stores

New business model combining Group strengths

Pursuit of Group synergy

- Establishment of a circular economy business model, etc.
- Maximizing corporate value by optimizing group management resources.

Initiatives towards sustainable growth



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 17 2023 based on the information available as of October 17 2023, and expressions for future prospects are not to be updated or changed to reflect future incidents and situations.

October 17, 2023
Bic Camera Inc.
Kojima Co., Ltd.

