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Joshin Denki Co., LTD.

Financial Results Briefing for the Fiscal Year Ended March 2024

May 7, 2024

Event Summary

[Company Name]	Joshin Denki Co., LTD.	
[Company ID]	8173-QCODE	
[Event Language]	JPN	
[Event Type]	Earnings Announcement	
[Event Name]	Financial Results Briefing for the Fiscal Year Ended March 2024	
[Fiscal Period]	FY2024 Annual	
[Date]	May 7, 2024	
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[Time]	17:00 – 17:45 (Total: 45 minutes, Presentation: 30 minutes, Q&A: 15 minutes)	
[Venue]	Webcast	
[Venue Size]		
[Participants]		
[Number of Speakers]	4	
	Ryuhei Kanatani	Representative Director, President and Executive Officer
	Tetsuya Takahashi	Representative Director, Vice President and Executive Officer, in charge of Sales Strategy
	Koichi Yokoyama	Director and Managing Executive Officer ,in Charge of Infrastructure Strategy
	Koji Tanaka	Director and Managing Executive Officer in charge of Management Planning and Human Resources Strategy
	Suguru Oshiro	Director and Managing Executive Officer, in charge of Financial Strategy

Presentation

Moderator: Thank you very much for taking time out of your busy schedules today to participate in the live webcast for the Financial Results Briefing for the Fiscal Year Ended March 2024 of Joshin Denki Co., LTD.

First, the Representative Director, President, and Executive Officer, Ryuhei Kanatani, will provide an overview of the financial results, followed by a question-and-answer session.

We will now proceed with the briefing by Kanatani. President Kanatani, if you would please.

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- Earnings Summary for the Fiscal Year Ended March 31, 2024 (FY2023)
- Full-year Forecast for the Fiscal Year Ending March 31, 2025 (FY2024)
- Initiatives Under Medium-term Management Plan (JT-2025 Management Plan)
- Progress and Issues for Medium-term Management Plan (JT-2025 Management Plan)

  (i) Individual Strategies
  (ii) Sustainability-related Initiatives

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Kanatani: Good afternoon, everyone. My name is Ryuhei Kanatani, Representative Director, President and Executive Officer of Joshin Denki Co., LTD. Thank you very much for taking time out of your busy schedule today to participate in the Financial Results Briefing for the Fiscal Year Ended March 2024.

Today, I will provide an explanation according to the order shown here. After the presentation, there will be time for questions and answers. The director or I will answer your questions.

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Earnings Summary for the Fiscal Year Ended March 31, 2024 (FY2023): 1

Consolidated Income Statement (Apr.–Mar.)

(Million yen)	Full-year FY2022 (Apr.–Mar.)		Full-year FY2023 (Apr.–Mar.)					
	Actual results	% of net sales	Forecast	% of net sales	Actual results	% of net sales	YoY	Vs. forecast
Net sales	408,460	100.0%	410,000	100.0%	403,692	100.0%	(1.2%)	(1.5%)
Of which, sales at stores	327,174	80.1%	–	–	331,418	82.1%	+1.3%	–
Of which, sales in EC business	75,552	18.5%	–	–	64,618	16.0%	(14.5%)	–
Of which, other sales	5,732	1.4%	–	–	7,656	1.9%	+33.5%	–
Gross profit	103,802	25.4%	–	–	105,124	26.0%	+1.3%	–
Selling, general and administrative expenses	95,491	23.4%	–	–	96,759	24.0%	+1.3%	–
Operating income	8,311	2.0%	9,000	2.2%	8,364	2.1%	+0.6%	(7.1%)
Ordinary income	8,317	2.0%	9,000	2.2%	8,251	2.0%	(0.8%)	(8.3%)
Net income (*1)	4,972	1.2%	6,000	1.5%	4,891	1.2%	(1.6%)	(18.5%)

*1 Profit attributable to owners of parent

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Please turn to page three. Page three shows the consolidated income (loss) for the full fiscal year of 2023.

Net sales were down slightly YoY, but store sales were up slightly more than 1% YoY. Effective from FY2023, the Company has been working to strengthen sales profitability in EC business through structural reforms centered on the in-house website, Joshin web. Although sales declined due to the shift away from scale expansion, profitability is steadily improving.

In terms of profit, operating income increased YoY, but ordinary income and net income declined slightly. Gross profit increased 1.3% YoY, and the gross profit margin improved 0.6 percentage points YoY to 26% for the full year.

Factors behind the increase and decrease in operating income are explained in the next slide.

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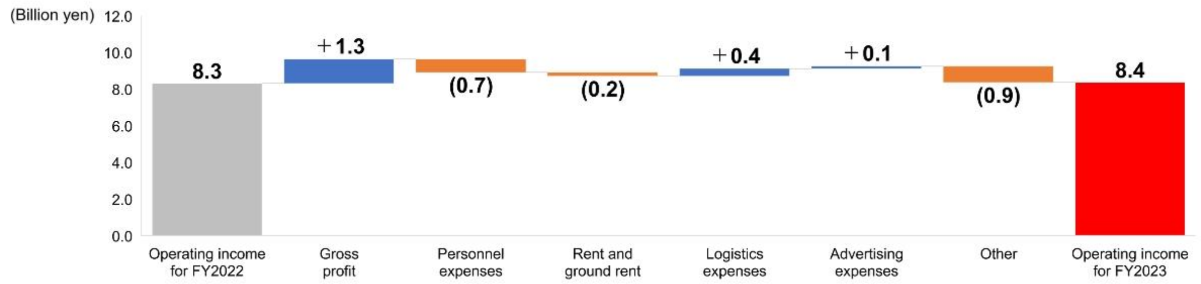
Earnings Summary for the Fiscal Year Ended March 31, 2024 (FY2023): 2

Factors for Changes in Operating Income (Apr.-Mar.): Vs. Previous Year



FY2022

(Billion yen)	Operating income for FY2021	Gross profit	Personnel expenses	Rent and ground rent	Logistics expenses	Advertising expenses	Other	Operating income for FY2022
Apr.-Mar.	8.9	+5.4	(0.4)	(0.7)	(4.6)	+0.9	(1.1)	8.3

Factors for Changes in Operating Income (Quarterly): Vs. Previous Year

(Billion yen)	Operating income for FY2022	Gross profit	Personnel expenses	Rent and ground rent	Logistics expenses	Advertising expenses	Other	Operating income for FY2023
Apr.–Jun.	1.4	(0.0)	(0.1)	(0.0)	(0.3)	+0.3	(0.1)	1.1
Jul.–Sep.	2.7	+1.7	(0.3)	(0.1)	+0.2	(0.2)	(0.6)	3.5
Oct.- Dec.	2.0	(0.5)	(0.1)	(0.0)	+0.3	+0.1	+0.0	1.8
Jan.-Mar.	2.2	+0.2	(0.2)	(0.1)	+0.2	(0.1)	(0.2)	2.0

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Please continue to page four. Page four is a graph showing the factors behind the changes in operating income.

Gross profit increased by JPY1.3 billion YoY. Personnel expenses increased by JPY700 million YoY, but this was due to increased expenditures for salaries and benefits as a result of investments in human capital.

Logistics expenses, which were a significant factor in the decrease in profit in the previous period, decreased by JPY0.4 billion YoY due to the successful completion of the transition of the logistics system centering on the Kansai Ibaraki Logistics Center while taking measures to address the 2024 problem.

As a result, gross profit exceeded the increase in selling, general, and administrative expenses, increasing operating income.

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Earnings Summary for the Fiscal Year Ended March 31, 2024 (FY2023): 3

Consolidated Income Statement (first/second half)

(Million yen)	First half FY2022 (Apr.-Sep.)		First half FY2023 (Apr.-Sep.)			Second half FY2022 (Oct.-Mar.)		Second half FY2023 (Oct.-Mar.)		
	Actual results	% of net sales	Actual results	% of net sales	YoY	Actual results	% of net sales	Actual results	% of net sales	YoY
Net sales	197,918	100.0%	197,483	100.0%	(0.2%)	210,541	100.0%	206,209	100.0%	(2.1%)
Of which, sales at stores	160,125	80.9%	163,356	82.7%	+2.0%	167,049	79.3%	168,062	81.5%	+0.6%
Of which, sales in EC Business	35,634	18.0%	31,463	15.9%	(11.7%)	39,917	19.0%	33,154	16.1%	(16.9%)
Other	2,158	1.1%	2,664	1.4%	+23.4%	3,574	1.7%	4,992	2.4%	+39.7%
Gross profit	51,193	25.9%	52,868	26.8%	+3.3%	52,608	25.0%	52,255	25.3%	(0.7%)
Selling, general and administrative expenses	47,089	23.8%	48,282	24.5%	+2.5%	48,401	23.0%	48,477	23.5%	+0.2%
Operating income	4,104	2.1%	4,586	2.3%	+11.7%	4,206	2.0%	3,778	1.8%	(10.2%)
Ordinary income	4,119	2.1%	4,549	2.3%	+10.4%	4,198	2.0%	3,702	1.8%	(11.8%)
Net income*1	3,006	1.5%	3,110	1.6%	+3.4%	1,965	0.9%	1,781	0.9%	(9.4%)

*1 Profit attributable to owners of parent

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Please continue to page five. Page five shows consolidated income (loss) for H2 of FY2023.

Net sales decreased 2.1% YoY. While sales at stores secured an increase, the main reason for the decline was a decrease in sales in EC business.

In terms of profit, operating income, ordinary income, and net income all fell 0.7% YoY, and gross profit could not cover the growth in SG&A expenses, resulting in a complete turnaround from the H1 results.

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Earnings Summary for the Fiscal Year Ended March 31, 2024 (FY2023): 4

Consolidated Income Statement (Jan.–Mar.)

(Million yen)	1Q FY2023 (Apr.–Jun.)		2Q FY2023 (Jul.-Sep.)		3Q FY2023 (Oct.-Dec.)		4Q FY2022 (Jan.-Mar.)		4Q FY2023 (Jan.-Mar.)			
	Actual results	% of net sales	Actual results	% of net sales	Actual results	% of net sales	Actual results	% of net sales	Actual results	% of net sales	YoY	QoQ (vs. Oct.-Dec.)
Net sales	90,377	100.0%	107,106	100.0%	109,806	100.0%	102,817	100.0%	96,402	100.0%	(6.2%)	(12.2%)
Of which, sales at stores	72,998	80.8%	90,358	84.4%	89,855	81.8%	81,857	79.6%	78,206	81.1%	(4.5%)	(13.0%)
Of which, sales in EC Business	16,048	17.7%	15,414	14.4%	17,853	16.3%	18,758	18.3%	15,301	15.9%	(18.4%)	(14.3%)
Other	1,330	1.5%	1,333	1.2%	2,097	1.9%	2,201	2.1%	2,894	3.0%	+31.5%	+38.0%
Gross profit	24,787	27.4%	28,081	26.2%	26,139	23.8%	25,957	25.2%	26,116	27.1%	+0.6%	(0.1%)
Selling, general and administrative expenses	23,695	26.2%	24,586	23.0%	24,346	22.2%	23,764	23.1%	24,131	25.0%	+1.5%	(0.9%)
Operating income	1,091	1.2%	3,494	3.3%	1,793	1.6%	2,193	2.1%	1,985	2.1%	(9.5%)	+10.7%
Ordinary income	1,076	1.2%	3,472	3.2%	1,781	1.6%	2,172	2.1%	1,920	2.0%	(11.6%)	+7.8%
Net income*1	620	0.7%	2,489	2.3%	1,017	0.9%	830	0.8%	763	0.8%	(8.1%)	(25.0%)

*1 Profit attributable to owners of parent

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Please continue to page six. Page six shows the results for Q4 of the fiscal year.

From January to March, sales and profits declined. In terms of sales, both at the store and in EC, business declined.

As for profits, despite an increase in gross profit, the gross profit margin improved by 1.9 percentage points YoY to the 27% level. This improved by more than 3 percentage points, especially from the decline in Q3. Due to increased SG&A expenses, operating income and the items below declined.

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Earnings Summary for the Fiscal Year Ended March 31, 2024 (FY2023): 5

Sales by Product (Apr.–Sep.)

(Million yen)	1Q FY2023 (Apr.–Jun.)		2Q FY2023 (Jul.-Sep.)		3Q FY2023 (Oct.-Dec.)		4Q FY2023 (Jan.-Mar.)		Full FY2022 (Apr.–Mar.)		Full-year FY2023 (Apr.–Mar.)		
	Actual results	% of net sales	Actual results	% of net sales	Actual results	% of net sales	Actual results	% of net sales	Actual results	% of net sales	Actual results	% of net sales	YoY
TVs	5,252	5.8%	7,120	6.6%	8,537	7.8%	6,255	6.5%	27,285	6.7%	27,165	6.7%	(0.4%)
Refrigerators	5,841	6.5%	8,206	7.7%	6,960	6.3%	5,351	5.6%	26,573	6.5%	26,359	6.5%	(0.8%)
Washing machines and vacuum cleaners	8,205	9.1%	10,071	9.4%	10,086	9.2%	8,934	9.3%	37,443	9.2%	37,297	9.2%	(0.4%)
Microwave ovens and cookers	3,559	4.0%	4,217	3.9%	5,050	4.6%	4,745	4.9%	17,142	4.2%	17,574	4.4%	+2.5%
Air conditioners	11,764	13.0%	16,289	15.2%	6,451	5.9%	5,271	5.5%	41,246	10.1%	39,776	9.9%	(3.6%)
Personal computers	4,500	5.0%	4,580	4.3%	4,728	4.3%	7,036	7.3%	23,674	5.8%	20,845	5.2%	(11.9%)
Mobile phones	6,596	7.3%	8,645	8.1%	11,423	10.4%	11,535	12.0%	33,329	8.2%	38,200	9.5%	+14.6%
Games, models, toys, musical instruments	13,730	15.2%	14,170	13.2%	20,102	18.3%	15,666	16.3%	63,972	15.7%	63,669	15.8%	(0.5%)

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Continuing on page seven. Page seven shows sales by product.

For the full year of FY2023, sales of mobile phones and microwave ovens/cookers exceeded the previous year’s level, but sales of mainstay home appliances faced a difficult situation.

Earnings Summary for the Fiscal Year Ended March 31, 2024 (FY2023): 6

Balance Sheet

(Million yen)	2023/03	2024/03	Change
Current assets	114,560	124,006	+9,445
Tangible assets	75,085	74,902	(183)
Intangible assets	2,471	2,545	+73
Investment, other assets	31,100	31,322	+221
Non-current assets	108,657	108,769	+112
Total assets	223,218	232,775	+9,557
(Reference)			
Total interest-bearing liabilities	45,964	53,104	+7,139

(Million yen)	2023/03	2024/03	Change
Current liabilities	84,376	84,571	+194
Non-current liabilities	38,143	43,590	+5,447
Total liabilities	122,520	128,162	+5,642
Total net assets	100,698	104,613	+3,915
Total liabilities and net assets	223,218	232,775	+9,557
Total net interest-bearing liabilities*	43,194	49,212	+6,017

*Total net interest-bearing liabilities: Interest-bearing liabilities less cash and deposits

Cash Flows

(Million yen)	2023/03	2024/03	Change
Cash flow from operating activities (a)	7,119	2,278	(4,840)
Cash flow from investing activities (b)	(9,070)	(4,806)	+4,264
(Free cash flow (a) + (b))	(1,951)	(2,527)	(576)
Cash flow from financing activities	2,360	3,649	+1,289
Cash and cash equivalents at end of period	2,769	3,891	+1,122

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Please continue to page eight. Page eight shows the balance sheet and the results of the main items in the statement of cash flows.

In the assets section of the balance sheet, total assets increased by approximately JPY9.5 billion, mainly due to increased inventories and other current assets.

In the liabilities and net assets section, long-term liabilities increased due to an increase in long-term debt. Net assets also increased, mainly due to an increase in retained earnings.

In the statement of cash flows, net cash provided by operating activities was approximately JPY2.3 billion, a decrease of JPY4.8 billion YoY. The cash flow outflow from investing activities also decreased, resulting in a negative free cash flow of JPY2.5 billion.

Full-year Forecast for the Fiscal Year Ending March 31, 2025 (FY2024)

Consolidated Income Statement (Full-year Forecast)

(Million yen)	Full-year FY2023 (Apr.–Mar.)		Full-year FY2024 (Apr.–Mar.)		
	Actual results	% of net sales	Forecast	% of net sales	YoY
Net sales	403,692	100.0%	410,000	100.0%	+1.6%
Operating income	8,364	2.1%	9,000	2.2%	+7.6%
Ordinary income	8,251	2.0%	9,000	2.2%	+9.1%
Net income (*1)	4,891	1.2%	6,000	1.5%	+22.7%

*1 Profit attributable to owners of parent

Forecast for First Half (Apr.–Sep.) and Second Half (Oct.–Mar.)

(Million yen)	First half FY2023 (Apr.-Sep.)		First half FY2024 (Apr.-Sep.)			Second half FY2023 (Oct.-Mar.)		Second half FY2024 (Oct.-Mar.)		
	Actual results	% of net sales	Forecast	% of net sales	YoY	Actual results	% of net sales	Forecast	% of net sales	YoY
Net sales	197,483	100.0%	198,000	100.0%	+0.3%	206,209	100.0%	212,000	100.0%	+2.8%
Operating income	4,586	2.3%	4,600	2.3%	+0.3%	3,778	1.8%	4,400	2.1%	+16.5%
Ordinary income	4,549	2.3%	4,600	2.3%	+1.1%	3,702	1.8%	4,400	2.1%	+18.8%
Net income (*1)	3,110	1.6%	3,200	1.6%	+2.9%	1,781	0.9%	2,800	1.3%	+57.2%

*1 Profit attributable to owners of parent

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Please continue to page nine. Page nine shows our forecasts for the full year, H1, and H2 of FY2024. For the full year of FY2024, we are forecasting increases in both sales and income in all categories.

While net sales are expected to increase by 1.6%, operating income is expected to increase by 7.6%. The operating income margin is projected to improve by 0.1%, from 2.1% in the previous fiscal year to 2.2%.

The forecast does not incorporate the effect of the Hanshin Tigers championship sales.

This concludes the explanation of the full-year results for FY2023 and the full-year forecast for FY2024.

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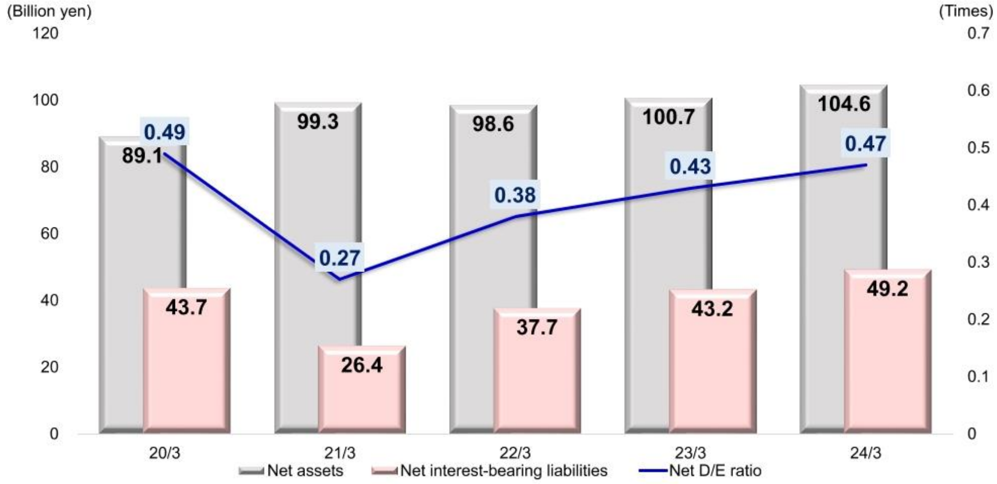
Trends of Financial Conditions and Net Interest-bearing Liabilities

Net interest-bearing liabilities increased and net D/E ratio stably remained low.



Net interest-bearing liabilities: Interest-bearing liabilities – Cash and deposits
Net D/E ratio: (Interest-bearing liabilities – Cash and deposits) / Net assets

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Please continue to page 10. Page 10 shows the financial condition and changes in net interest-bearing liabilities. Both net assets and net interest-bearing liabilities increased, but the net debt-to-equity ratio remained stable at a low level.

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Trend in Number of Stores

We strengthened Joshin brand directly managed stores to promote our dominant strategy and reentered the Gunma Prefecture market for the first time in about 20 years.

Breakdown of stores by region as of the end of March 2024

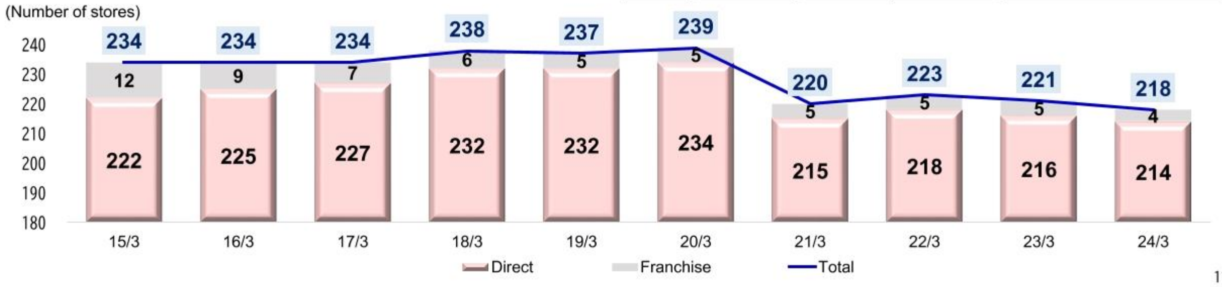
Region	Number of stores	Joshin		BOOK・OFF	TSUTAYA
		Direct	Franchise		
Kansai	143	135		6	2
Tokai	34	32	2		
Hokushinetsu	23	23			
Kanto	16	16			
Shikoku	2	0	2		
Total	218	206	4	6	2

Store openings and closures in FY2023

New opening		Prefecture	Store format	Store name
2024	March	Gunma	Joshin	AEON MALL Ota store

New opening accompanied by relocation		Prefecture	Store format	Store name
2024	February	Nara	Joshin	Nara store => Nara Sanjo-oji store

Closure		Prefecture	Store format	Store name
2023	June	Osaka	TSUTAYA	TSUTAYA Yao-oihara store
2024	February	Hyogo	TSUTAYA	TSUTAYA Takasago Yoneda store
2024	February	Aichi	Franchise	MEGLiA Fujioka store
2024	March	Saitama	Joshin (OL)	Outlet Tokorozawa store



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Please refer to page 11. Page 11 shows the number of stores over the past 10 years.

As of March 31, 2024, the number of stores was 218, a decrease of 3 stores in FY2023. Although TSUTAYA and franchise stores were closed, we are steadily strengthening the JOSHIN brand directly managed stores based on our dominant strategy, including scrap-and-build of existing stores and re-entry into Gunma Prefecture for the first time in approximately 20 years.

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Please continue to page 12. I will now explain the initiatives of our Medium-term Management Plan, the JT-2025 Management Plan.

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Measures to Achieve Management Conscious of Capital Cost and Stock Price

Stock price = Net income per share (EPS) x Price earnings ratio (PER)

PER = The higher the profit growth, the more the future growth prospects get reflected in stock price, and therefore it is possible to raise it by expanding EPS

- Manage net asset from a long-term perspective based on capital allocation plan
- Expand EPS by strengthening earning power in business activities
- Maintain EPS at high level by securing investment efficiency
- Raise PER by reflecting future growth prospects
- Improve PBR by gaining market evaluation exceeding net assets

ROE = Possible to raise the value by increasing EPS, the numerator

Price book-value ratio (PBR)
= Stock price ÷ BPS (net assets per share)
= Return on equity (ROE) x PER

	FY2025 plan	Ideal form in FY2030
Operating income ratio	2.6%	Aim for 4.0% level
ROE	8.0% or higher	Aim for 10.0% or higher
ROA	5.0% or higher	Aim for 7.0% or higher
ROIC*1	5.0% or higher	Aim for 7.0% or higher
Dividend payout ratio	30% ⇒ 40% or higher	30% ⇒ Maintain 40% or higher

*1 ROIC: (Operating income x 0.65) ÷ (interest-bearing liabilities + equity) with assumed effective tax rate of 35%

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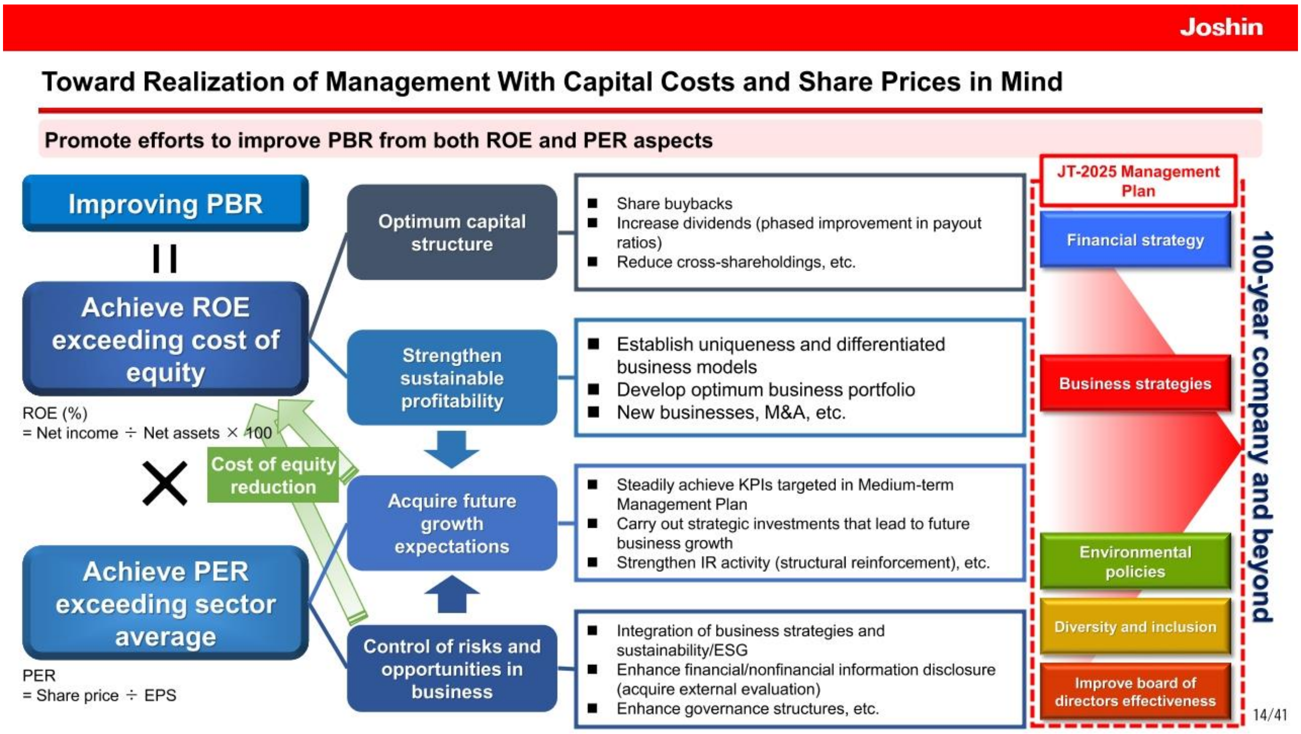
Now, please turn to page 13. Page 13 is a summary of the value creation story that we are aiming for in order to realize management that is conscious of the cost of capital and stock price.

As indicated in the November 2023 financial results presentation, we believe that strengthening our earning power, which is the goal of the JT-2025 Management Plan, and steadily accumulating operating income in excess of invested capital in the form of actual results is a prerequisite for approaching our ideal position in FY2030, improving PBR, and further increasing corporate value.

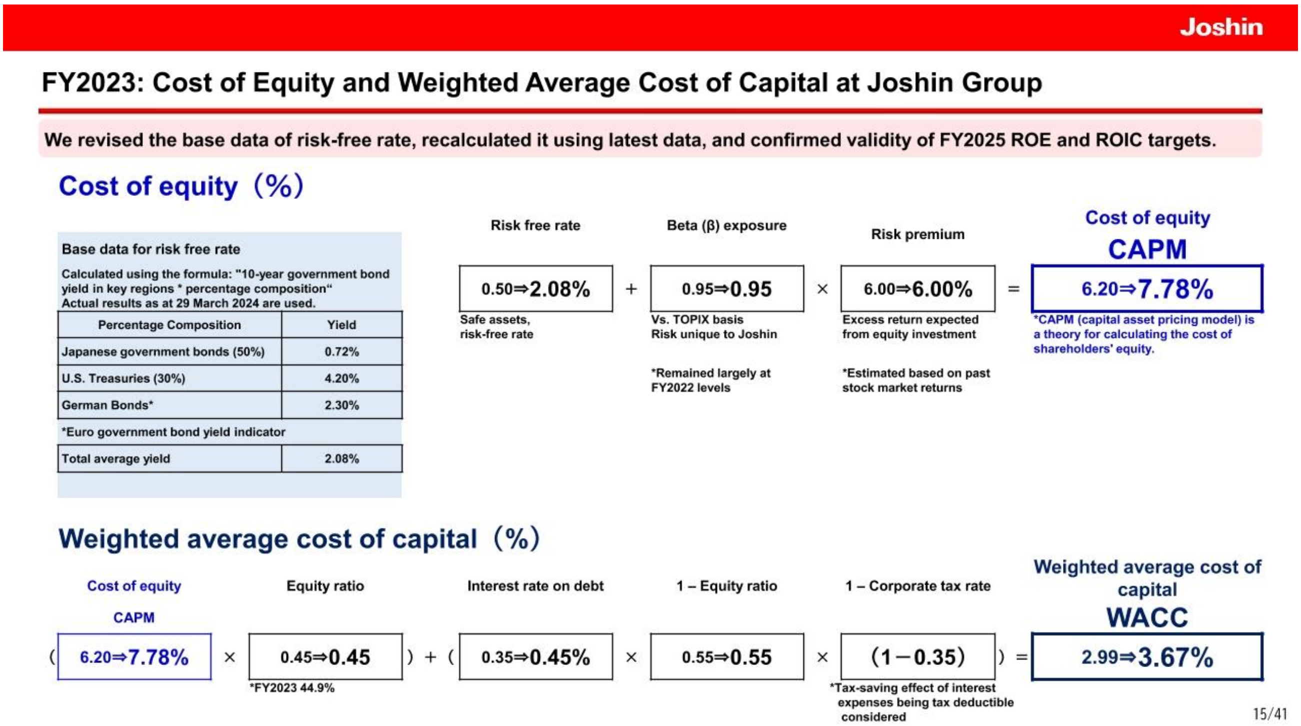


Please continue to page 14. Page 14 is a logic tree for improving corporate value, or PBR, in the Company. In order to improve PBR, both ROE and PER must be increased. This tree links the four strategies for improving both ROE and PER together with the initiatives in the JT-2025 Management Plan.

We can make speedy management decisions to optimize capital structure and control risks and opportunities in the business, and we have implemented various initiatives, such as strengthening shareholder returns through share buybacks and dividend increases, as well as revising the remuneration system for Board members.

However, we believe that these initiatives should be implemented in balance with investments for future growth, not for the purpose of temporary stock price measures. To obtain recognition from the capital market from a medium- to long-term perspective and sustainably increase both ROE and PER, we have positioned the most important move to strengthen sustainable earnings power.

If we can steadily execute the value creation story just presented, our business strategy will lead to the capital market's expectation of future growth, improving P/B ratios through higher stock prices and reducing the cost of shareholders' equity.



Please continue to page 15. Page 15 shows our perception of our cost of equity and weighted average cost of capital. The calculation methodology is as shown.

When we first disclosed this information in our May 2023 financial results presentation, we used only the yield on 10-year Japanese government bonds as the basis for our risk-free rate. Based on subsequent dialogue with the capital markets, we have now revised the basis for the risk-free rate, taking into account the ratio of foreign shareholders in the Company and the trading ratio of foreign investors on the TSE.

As a result, the cost of shareholders' equity and the weighted average cost of capital have increased. Nevertheless, if we are able to achieve the ROE and ROIC targets set forth in the JT-2025 Management Plan, we will be able to exceed both of these capital costs.

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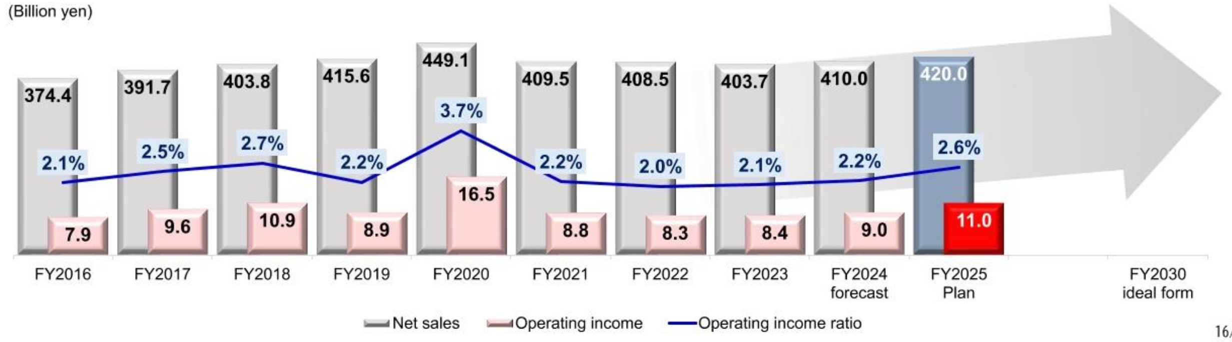
Consolidated Management Indices

No change in final-fiscal-year targets of JT-2025 Management Plan; aim to achieve them by strengthening profitability with focus on operating income ratios

(Billion yen)	FY2022 actual result	FY2023 actual result	FY2024 forecast	FY2025 (JT-2025 final fiscal year) Plan	FY2025 (JT-2025 final fiscal year) Vs. FY2023	Ideal form in FY2030
Net sales	408.5	403.7	410.0	420.0	104.0%	Operating profit margin Aim for 4.0% level
Operating income ratio	2.0%	2.1%	2.2%	2.6%	–	
Operating income	8.3	8.4	9.0	11.0	131.5%	



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Please continue to page 16. Page 16 shows consolidated management indices. The plan for FY2025, the final year of the JT-2025 Management Plan, remains unchanged.

Although it will not be easy to achieve the plan in light of our performance in FY2023, we will aim to achieve an operating income of JPY11 billion and an operating margin of 2.6% in the remaining two years of the plan by continuously strengthening our profitability in order to achieve the operating margin of 4% in FY2030.

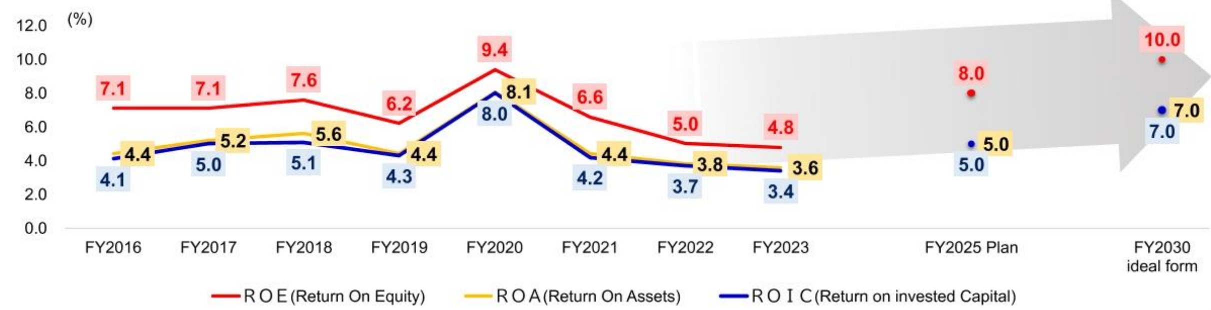
Joshin

Capital Efficiency Indices

No change in final-fiscal-year targets of JT-2025 Management Plan; aim to achieve them by strengthening profitability to expand EPS

	FY2022 actual result	FY2023 actual result	FY2025 plan	Ideal form in FY2030
ROE	5.0%	4.8%	8.0% or higher	Aim for 10.0% or more
ROA	3.8%	3.6%	5.0% or higher	Aim for 7.0% or more
ROIC*1	3.7%	3.4%	5.0% or higher	Aim for 7.0% or more

*1 ROIC (return on invested capital) = (Operating income ×0.65) ÷ (Interest-bearing liabilities + equity) assuming effective tax rate at 35%



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Please continue to page 17. Page 17 shows the capital efficiency indices. There will be no change in our plans for ROE and other indicators that we have set for FY2025, the final year of the JT-2025 Management Plan.

The latest cost of shareholders' equity and the weighted average cost of capital are shown on page 15, and since we plan to exceed those invested capital, we will first aim to achieve ROE of at least 8.0%, ROA of at least 5.0%, and ROIC of at least 5.0% in the remaining two years.

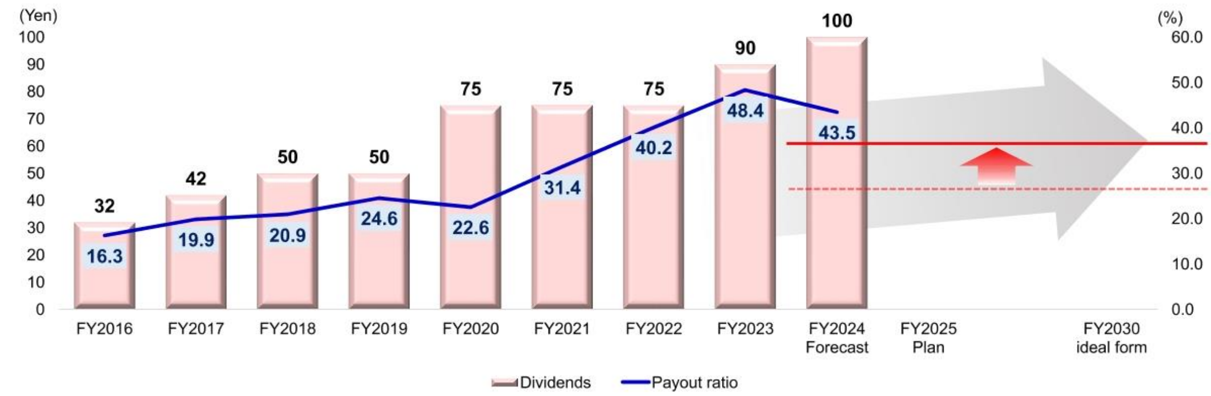
To reach the ideal state in FY2030, we will promote sustainable expansion of operating income through sustained enhancement of profitability, which is the basis for the numerators of each indicator.

Joshin

Shareholder Returns

Raise payout ratio target to 40% or higher and meet shareholder expectations by strengthening profitability to expand income gains in March 2024

	FY2022 actual result	FY2023 actual result	FY2024 Forecast	FY2025 plan	Ideal form in FY2030
Payout ratio	40.2%	48.4%	43.5%	30% ⇒ **40% or higher**	30% ⇒ **Maintain 40% or higher**



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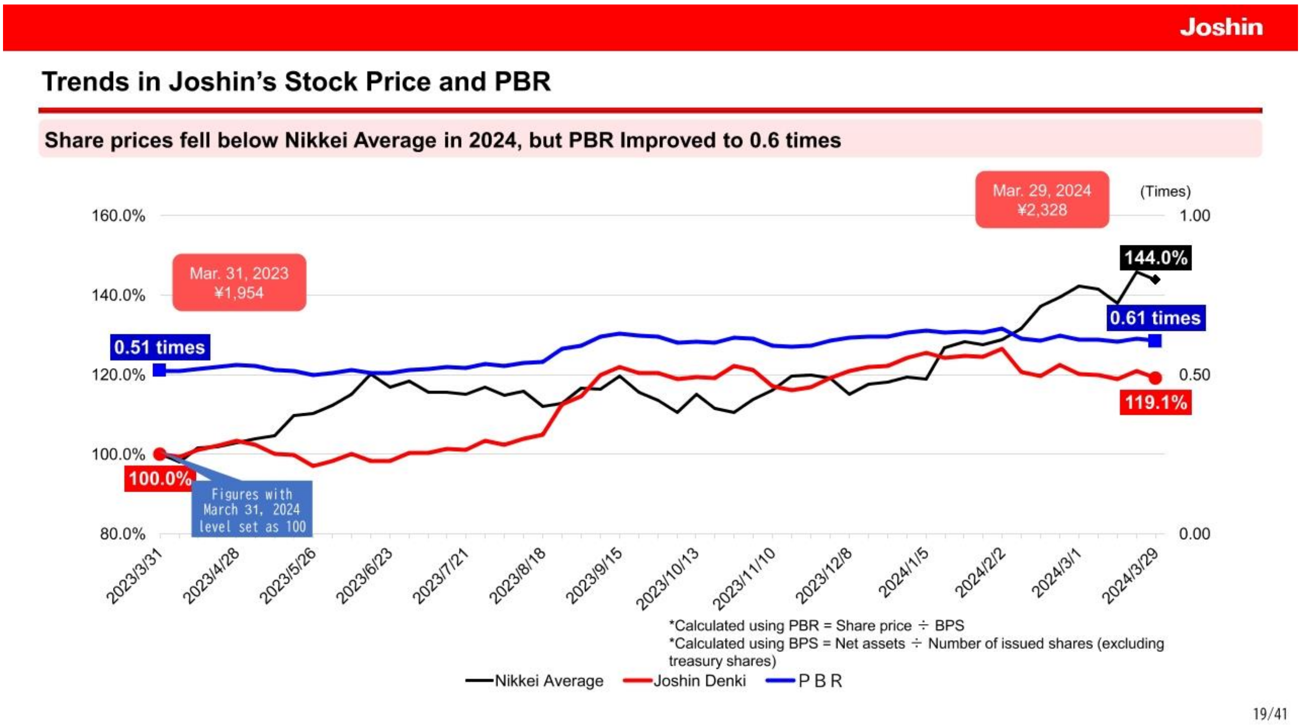
Please continue to page 18. Page 18 shows our approach to shareholder return.

Regarding shareholder returns, the JT-2025 Management Plan called for a sustained dividend payout ratio of 30% or more, but in March 2024, we raised the dividend payout ratio target to 40% or more in order to emphasize our stance on returning profits to shareholders based on dialogue with capital markets.

In line with the increase in the dividend payout ratio, the Company plans to pay a dividend of JPY90 per share for FY2023, an increase of JPY15 per share YoY. For FY2024, based on a net income forecast of JPY6 billion, we estimate that we will pay a dividend of JPY100.

Depending on the situation, we will consider share buybacks on a case-by-case basis as part of our cash allocation, including investments for growth.

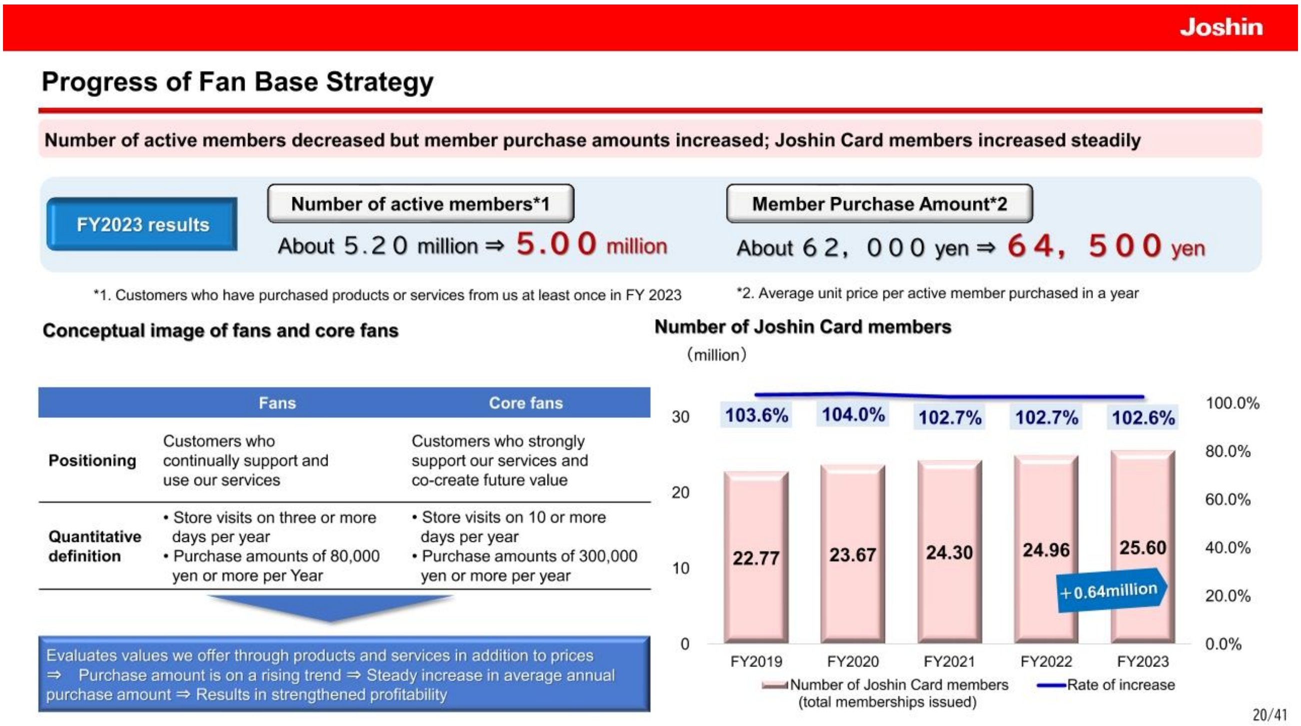
The Company considers that the greatest shareholder returns to meet expectations are not only the increase in income gains for shareholders through sustained growth in operating income by strengthening profitability but also the increase in asset value through share price appreciation.



Please continue to page 19. Page 19 shows trends in our stock price and P/B ratios for the one year ended March 2024.

The Company's stock price outperformed the Nikkei Average during 2023, partly due to the league championship and the Japanese championship of the Hanshin Tigers, with which the Company has a sponsorship agreement. In 2024, as the Nikkei 225 entered the JPY40,000 level, the Company's share price was sluggish, and as a result, the Company's performance was significantly weaker than that of the Nikkei 225.

In terms of the P/B ratio, we were able to step up from the 0.5x level to 0.6x, but there is still a large gap between the 0.5x level and the 1.0x level.



Please continue to page 20. Page 20 summarizes the progress of the fan base strategy. The fan base strategy is not limited to the JT-2025 Management Plan but is positioned as the Group's most important strategy that we will continue implementing beyond the plan.

The fan base strategy aims to create fans and core fans by maintaining and expanding the number of active members who purchase products and services at least once a year and has set the number of active members and the average annual purchase amount of active members as KPIs. The positioning and quantitative definitions of "fans" and "core fans" are shown below.

The Hanshin Tigers' league championship sale and Japan's No. 1 sale brought in 640,000 new members, including the revival of dormant members, but the number of active members itself decreased by 200,000 to 5 million in FY2023 due to restrained purchases of durable consumer goods and other factors. On the other hand, the average annual purchase amount rose from JPY2,500 to JPY64,500.

Please continue to page 21. Page 21 introduces our new loyalty program. This service was launched in February 2024 as a core initiative to promote our fan base strategy.

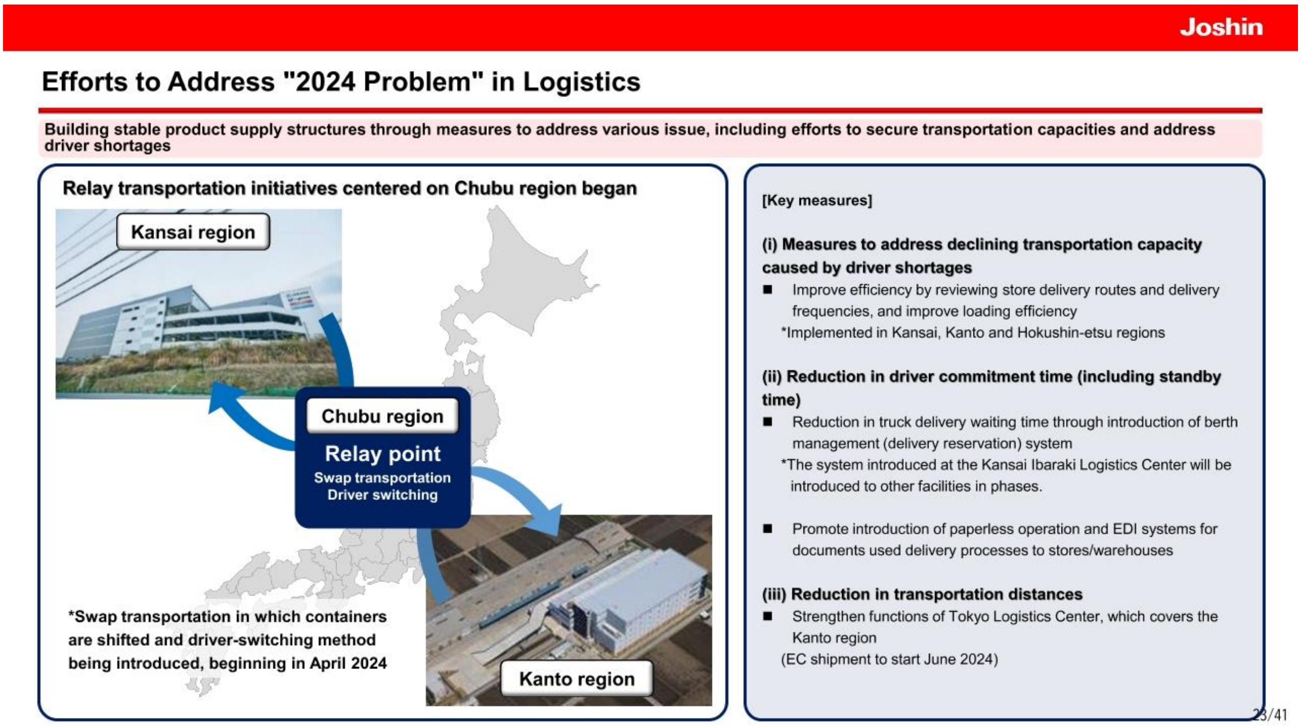
This common service allows customers to enjoy special benefits depending on their usage at each Joshin Group store and Joshin web store. Various benefits are offered in five stages based on cumulative purchase amount and number of days of purchases.

In our fan base strategy, we define Gold Smile and Platinum Smile as fans and VIP Smile as core fans. We are committed to providing attractive services that meet the diverse needs of our customers so that as many members holding Gold Smile status or higher can join our membership as necessary.

Please see page 22. Page 22 introduces the nationwide expansion of our delivery, installation, and recycling service area.

Previously, delivery of products with installation was limited to deliveries within our service area. The delivery, installation, recycling, and construction operations from both real stores and e-commerce channels have been handled by our wholly owned subsidiary, Joshin Service, and a part of the business infrastructure is supported by our partner companies.

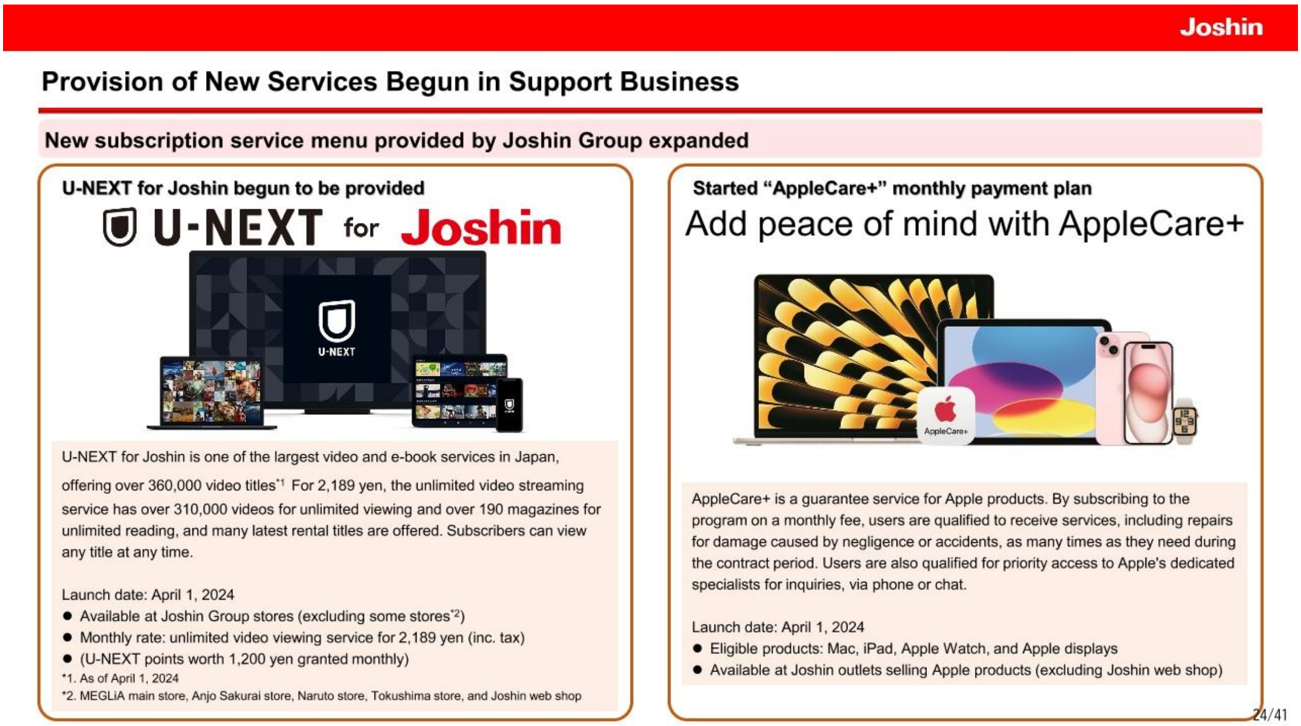
By deepening cooperation with partner companies, we have now expanded the service area to cover the entire country starting in February 2024. With this expansion, we have started nationwide sales of large appliances with recycling from both real stores and e-commerce channels.



Please continue to page 23. Page 23 is an introduction to our efforts to address the 2024 issue in logistics.

We have been collaborating with our logistics partners from early on to build a sustainable logistics system and have had active discussions and deliberations based on measures to address the 2024 problem in logistics. In addition to the stable operation of the Kansai Ibaraki Logistics Center, in October 2023, we expanded the functions of the Tokyo Logistics Center, our logistics base in the Kanto region, to establish a two-site East-West system.

Going forward, in order to ensure efficient and coordinated operation of the two distribution centers, we will continue to improve the logistics efficiency of our group and supply chain by addressing various issues, such as securing transportation capacity, including relay transport initiatives based in the Chubu region, and addressing the driver shortage.



Please continue to page 24. Page 24 is an introduction to new services in the support business.

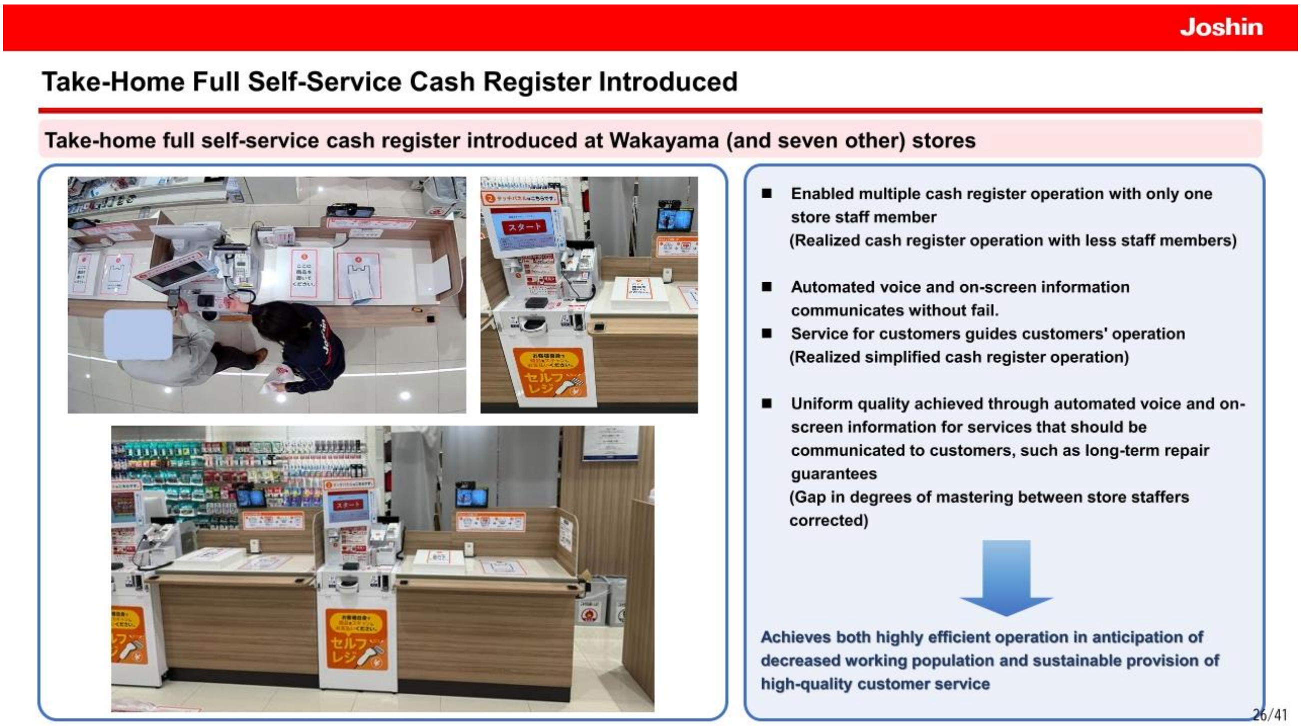
In April 2024, the Company began offering U-NEXT for Joshin, a video and e-book distribution service, as well as AppleCare+, a warranty service for Apple products with monthly payment plans. The support business is positioned as one of our growth businesses and covers house cleaning, home maintenance, reuse, and rental.

Although the scale of the support business is still small, it is an indispensable category for realizing the slogan of the JT-2025 Management Plan: "To be a concierge to customers, drawing close to their daily lives." We will continue strengthening our service lineup and enhancing the quality of services we can offer as a support business.

Please continue to see page 25. Page 25 is an introduction to our printer ink Rakuraku Ordering Service. This service is a touch panel system that customers can operate in stores.

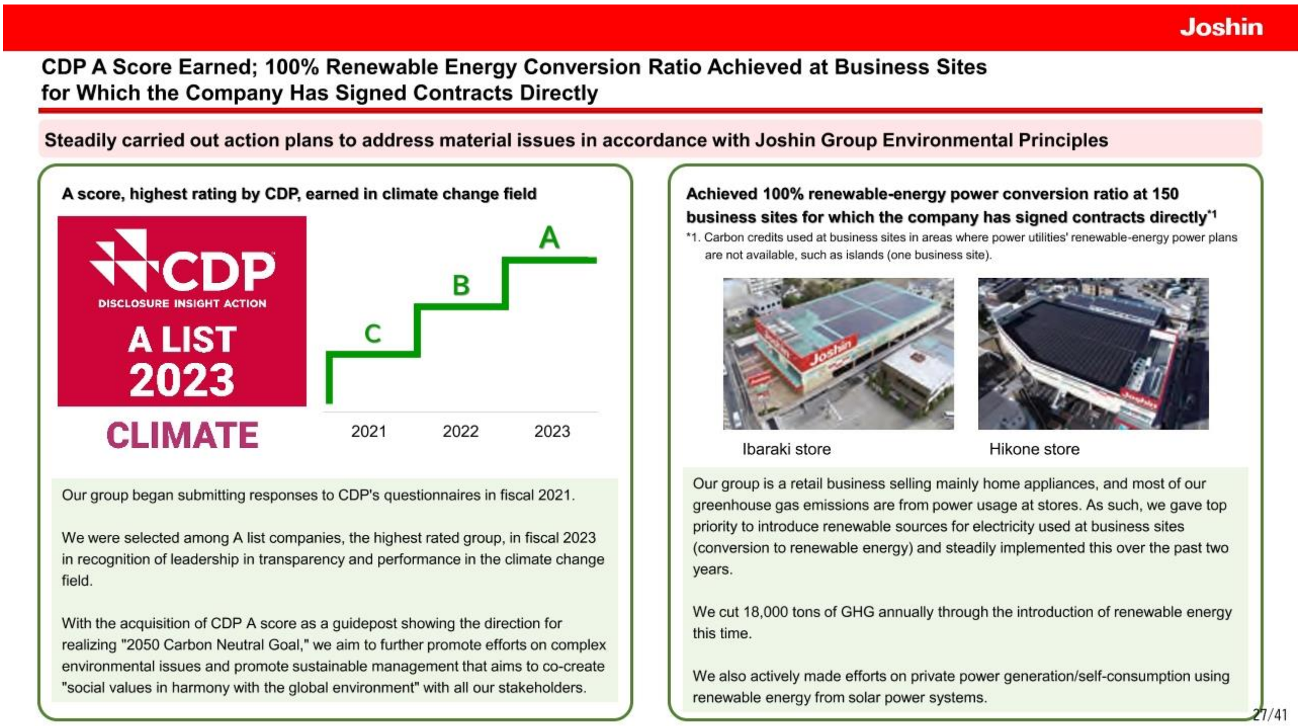
Previously, products were displayed in stores, and customers had to select and purchase ink compatible with their printers by themselves. This entailed disadvantages such as customer purchase errors, taking up space on the sales floor, displaying products, and the time and effort required for maintenance.

The new system is expected to improve customer convenience, use sales floor space effectively, and increase employee efficiency. This system will be introduced in the future for a wider range of products, including shaver replacement blades.



Please continue to page 26. Page 26 is an introduction to the take-home full self-service cash register.

In order to sustainably provide high-quality customer service and hospitality within a limited workforce amid a projected decline in the workforce, we have introduced a take-home full self-service cash register at eight of our stores. By overcoming issues one by one and accumulating knowledge at each store, we will expand the number of stores where the system will be introduced, aiming to establish both a highly efficient operation system at real stores and high-quality customer service and hospitality.



Please refer to page 27. Page 27 is an introduction to our initiatives in the environmental sector.

In FY2023, we received an A score, the highest CDP rating, in the area of climate change. This is the third year since 2021 when we began responding to the CDP, and we recognize that this achievement is the result of our Group's efforts and information disclosure on climate change being recognized as world-class.

In addition, we have achieved a 100% renewable energy power source ratio at our 150 business sites, including real stores with their own power supply contracts.

The Group positions its contribution to a prosperous society in harmony with the global environment as one of its materialities. As a guidepost to show the direction toward achieving carbon neutrality by 2050, we will promote sustainable management that co-creates social values in harmony with the global environment together with all our stakeholders.

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Please continue to page 28. From page 29 onward, you will find the individual strategies outlined in the JT-2025 Management Plan, as well as the progress and results of our sustainability initiatives in the areas of environment, society, and governance for FY2023, and the challenges we face in FY2024 and our future efforts.

This concludes the explanation of the financial results for the full year of FY2023. Thank you very much for your attention.

Question & Answer

Moderator [M]: I would now like to move on to the question-and-answer session. If you have a question, please post it in the chat box on the right side of the screen.

Participant [Q]: I have a question. In order to achieve our target ROE of 8% or more, in addition to increasing the operating margin to 2.6%, it seems to me that it is necessary to improve the asset turnover ratio and increase financial leverage.

Kanatani [M]: Director Oshiro will answer your question.

Oshiro [A]: My name is Oshiro, in charge of financial strategy. I would like to talk about our efforts to improve ROE from a balance sheet perspective.

One of the points that can be mentioned in the financial results this time is the dividend payout ratio. First, in March this year, we raised the dividend payout ratio from 30% or more to 40% or more. In terms of the relationship between the denominator and the numerator, given the current financial balance, instead of taking the perspective of increasing capital, we have basically decided to increase profit, which is the numerator of ROE, and this is what we have decided to do.

In addition, we will steadily take measures to deal with our policy shareholdings and other such issues. As you will see in the securities report to be issued at a later date, we will increase the turnover ratio of our assets by steadily promoting these measures. By making steady progress in these areas, we will increase the turnover ratio of our assets and thereby raise ROE.

As a precondition, our basic sales strategy is to increase sales and profits, but we would like to achieve our goals by steadily advancing each of these initiatives from a financial perspective as well.

That will be all.

Participant [Q]: How much did sales in EC business differ from the Company's plan? Regarding the improvement in profitability of sales in EC business, how much improvement did you see compared to FY2023? In addition to the improvement in profitability, do you expect to see an increase in sales this fiscal year?

The operating margin target in the Medium-term Management Plan remains unchanged at 2.6%. Since the forecast for this fiscal year is 2.2%, the remaining 0.4 percentage point improvement should be achieved in the fiscal year ending February 2026. What kind of improvement do you expect?

Kanatani [M]: Takahashi will answer your question.

Takahashi [A]: My name is Takahashi, in charge of sales strategy. I would like to answer your question.

First of all, we have not announced our EC business sales target. However, this time, we have achieved less than we initially expected. However, it is not just a result of the lower sales but also because it is difficult to make a profit in the EC world. Still, our EC business has been profitable for a long time. In order to maintain this, we need to restructure the business itself once again, so we have made a slight change in direction since the beginning of the fiscal year, and we are now more focused on maintaining a solid profit than on sales.

How can we create a structure to achieve this? In addition, we have been searching for a business that will enable us to grow in the future for the remaining six months of H2 of the fiscal year.

We have not announced the level of profits, but I am pleased to report that we have achieved double-digit or higher growth for sure.

Regarding the operating income margin of 2.2% to 2.6%, our gross profit margin is still low. We started at 24.2% in the fiscal year ended March 31, 2020, barely reaching 26% in the previous fiscal year, but the gross profit margin is still lower than we had expected. We believe there is still room to improve the gross profit margin, so our first priority is to improve the operating profit margin by improving the gross profit margin. We will then work to firmly increase sales.

While making a clear distinction between core, growth, and differentiated businesses in terms of sales, we will not expand all businesses but must protect those that must be protected and expand those that should be expanded. We also want to carefully nurture our differentiated businesses. We are working with this in mind, so I would like to ask for your continued support.

That concludes my explanation. Thank you very much.

Participant [Q]: Could you tell us about the status of the Board of Directors discussions on achieving management that is conscious of the cost of capital and stock price?

Kanatani [M]: Director Tanaka will answer this question.

Tanaka [A]: My name is Tanaka, in charge of corporate planning and human resources strategy. Regarding your question about the Board of Directors' discussion on the cost of shareholders' equity and management with an awareness of the stock price.

First of all, we will link ROE's improvement to PBR's improvement. Our medium- to long-term management strategy includes the basic direction and time frame for this. In order to raise awareness of the need to improve corporate value over the medium to long term, in this management plan, we first present our earnings plan and basic policy for capital policy based on an accurate understanding of the cost of capital while listening to the opinions of external organizations.

We also set specific numerical targets for ROE and ROIC as indicators of return on capital that we should aim for and present management strategies to achieve them. In particular, ROE is used to calculate directors' stock compensation to clarify management responsibility.

For the 76th fiscal year, the first year of the medium-term management plan, we, unfortunately, did not reach these management indicators. However, our discussions at the Board meeting were focused on improving PBR, first by securing a sustainable ROE that exceeds the cost of capital, then by taking measures to strengthen profitability to raise expectations for an increase in stock price, and then by improving our sales and marketing strategies or taking time to brush up our sales strategies.

For the progress and results of each strategy, please refer to the "Progress and Issues" section of the Medium-term Management Plan.

In addition, as Oshiro just partially answered, we are also working on financial measures to enhance the benefits of holding our company's shares. We will optimize shareholder returns while maintaining a balance with investments for growth. We intend to improve P/B ratios in both financial and operating aspects.

That concludes my response. Thank you.

Participant [Q]: Continuing on, what is the reason for the increase in sales and profit for the forecast for this fiscal year?

Kanatani [M]: Director Takahashi will answer.

Takahashi [A]: My name is Takahashi. I would like to answer your question.

On page three of the financial report, you will find data on in-store sales, EC business sales, and other sales for the past three years. In this context, although in-store sales have not grown, we have managed to maintain them from FY3/2022 to FY3/2024 without any decline.

The year after the special demand for COVID-19 and the special demand for flat-rate benefits, the home appliance industry has become extremely severe. Under these circumstances, we wanted to do business by firmly raising the quality of our products. To this end, we decided to increase quality while keeping the number of store openings under control to a certain extent.

What we mean by improving quality is that we want to increase the quality of consumer durables, such as home appliances. If we consider the purchase period to be from the age of 20 to 70, it is 50 years. The durability of home appliances is 10 years, so a person replaces home appliances five times in his/her lifetime. If the product's durability is short, it will be replaced 10 times, or only 5 or 10 times in one's lifetime. The replacement of home appliances has content similar to that of such an event.

If so, we decided to conduct sales activities that would help people on this occasion of replacement. That is what we have been trying to do, so there has been no net increase in the number of stores during this period. In fact, we opened the Ota AEON MALL store in the fiscal year ended March 31, 2024, which added one store to our total, but since the end of the fiscal year, we have had almost no net increase.

I believe we now have sufficient strength to maintain sales at existing stores. As for EC sales, as mentioned in an earlier question, we have shortened our sales by approximately JPY10 billion, but we have been able to increase our profit by several times per point. The JPY64,618 million figure was [Inaudible], which we came up with after trying to make a profit and confirming what the web business is all about, so we are going to make a comeback this fiscal year.

Now that we know we can firmly defend our electronics business, we would like to expand it while adding the power of opening new stores. Moreover, our mobile phone business, which was included in our financial report, is growing very rapidly.

In addition, our renovation business is also doing very well. We consider this a growth business, and we will firmly protect our core home appliances business, which is the core of our business. While firmly protecting the core division and supporting it with growth businesses, we also have a differentiated business called entertainment, and we will accumulate solid numbers in this area. If we add the revival of the EC business on top of this, I believe that we will be able to achieve a sufficient increase in sales and profits.

In particular, as I explained earlier about the gross profit margin, it was 26% in the previous year, which is by far the lowest gross profit margin in the industry, so if we could get to 27%, 28%, or even 29%, which is the same as our competitors, the operating profit margin problem would improve immediately, but we are well aware that it is not that simple a problem.

However, 26% is far too low for our company. We believe that there is still room for further growth, so we will take appropriate measures in this area while dividing our operations into basic business, differentiated business, and growth business, and by improving the gross profit margin in the real store and web channel businesses, we will create a solid picture of increased sales and profit.

That concludes my explanation. Thank you.

Moderator [M]: Are there any other questions? With that, we will conclude the question-and-answer session.

This concludes the live webcast of the Financial Results Briefing for the Fiscal Year Ended March 2024 of Joshin Denki Co., LTD. After the live webcast, a questionnaire will be displayed, in which we would appreciate your cooperation.

Thank you very much for your attention.

[END]

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Document Notes

1. *Portions of the document where the audio is unclear are marked with [Inaudible].*
2. *Portions of the document where the audio is obscured by technical difficulty are marked with [TD].*
3. *Speaker speech is classified based on whether it [Q] asks a question to the Company, [A] provides an answer from the Company, or [M] neither asks nor answers a question.*
4. *This document has been translated by SCRIPTS Asia.*

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