Operating income (billions of yen)

History of Value Creation

Since our founding, Joshin Denki has several times continued to grow by turning a crisis into an opportunity, in this way building on our strengths. We will keep drawing on these strengths fully to create the value that only Joshin can offer.

Net sales (left axis)

Net sales have been disclosed since FY 1950, and operating income since FY 1971. — Operating income (right axis) These figures are nonconsolidated financial results until FY 1990, and consolidated results from FY 1991.

FY 1950 Net sales of ¥7.0 million

• After the downturn, following high demand for appliances and electronics generated by the Act on Recycling of Specified Kinds of Home Appliances, Joshin carries out a thorough restructuring, including adopting the scrap and build of unprofitable stores.

• The sponsorship agreement with Hanshir Tigers raises Joshin's brand value, establishing the foundation for long-ter growth of the customer base.

ollowing a drop after the high demand for appliances and electronics generated by the eco-point system, we

Goals in JT-2025 Management Plan

Net sales Operating

income

¥420.0 billion

\$11.0 billion

1940s-1960s

1948 Joshin is founded

Joshin starts up as a home appliance parts store in Osaka Nipponbashi, Osaka. In 1954, we switched our business to become a home electronics and appliance store.

Highly professional after-sales service for home electronics and appliances

1956 1st in the industry

Service department established

Joshin sets up a service departme to offer a welldeveloped all-in-one service package that

covered the entire process from sale to after-sales service. Today, Joshin Service's after-sales service includes delivery, installation, and repairs.

More than 500,000 items targeted at markets across Japan

1st in the industry

Joshin launches TV shopping service

Joshin pioneers TV shopping service, the first in the industry. This service helped raise Joshin Denki's profile and boost store sales.



Know-how in personal computer sales built on one of the best experiences in Japan

1981 1st in the industry

Opened the industry's first large-scale specialty store for personal computers

Joshin was the first to sell personal computers as home electronics in Japan. Information communication devices have grown to become the mainstay of this segment, making up 20% of our sales today.



1970s-1990s

Brand building as a pillar of the strategies to attract customers from wide areas

tax being increased from 3% to 5%, starting from this year Joshin is carrying out plans to open megastores and for sales to pick up again.

1st in the industry

Joshin establishes the principal sub-brand KIDS LAND Joshin

Joshin begins the operation of KIDS LAND Joshin, the first brand launched by a major

electronics store that offers toys, models, and TV games. We earned one of the biggest market shares for model sales in Japan



Marketing and big data accumulated from data of 1.4 billion purchases

1989

Joshin issues the Joshin Membership Card and launches customer management through a POS system

By creating a customer database Joshin establishes the foundation for improving membership services and for varied marketing techniques.



Brand recognition with a wider range of consumers

2002

Joshin sponsors ads for the Hanshin Tigers helmet

As part of our strategy for corporate identity (CI), Joshin staged publicity that featured the Hanshin Tigers,



Kansai's enormously popular baseball team. The strategy raised our profile and brand value, dramatically increasing the company's net sales and membership.

Introduced as part of dynamic pricing

2018 1st in the industry

Introduced electronic shelf tags (electronic pricing) in all appliance stores

To realize dynamic pricing and support our workstyle reforms for employees, we introduced electronic shelf tags (electronic pricing) for small and medium-sized appliances as



a first initiative in the industry in all of our appliance stores. Further, in September 2019, we introduced electronic shelf tags for large appliances (televisions,

2000s-2020s

Contributing to the growth of the EC website business by improving the efficiency of inventory and shipping, developing a BCP, and controlling GHG emissions, all at the same time

The Kansai Ibaraki Logistics Center was launched

The new logistics center was built in Ibaraki, Osaka, to pursue Joshin's business strategies, enabling the Company to manage all inventory from one place for real and EC stores.



Building new store branding for Joshin

2022

Opened our Nipponbashi flagship store in Nipponbashi, Osaka, where the Company was founded

We renovated the flagship store and seismically strengthened it in line with an improvement initiative for stores built to the old quakeproof standards. We also integrated and reorganized this store and our brand in line with Nipponbashi's market characteristics, which have changed over time. This renovated flagship store will attract many people over a wide area, mostly in the Kansai region.





2023 75th anniversary of our founding





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