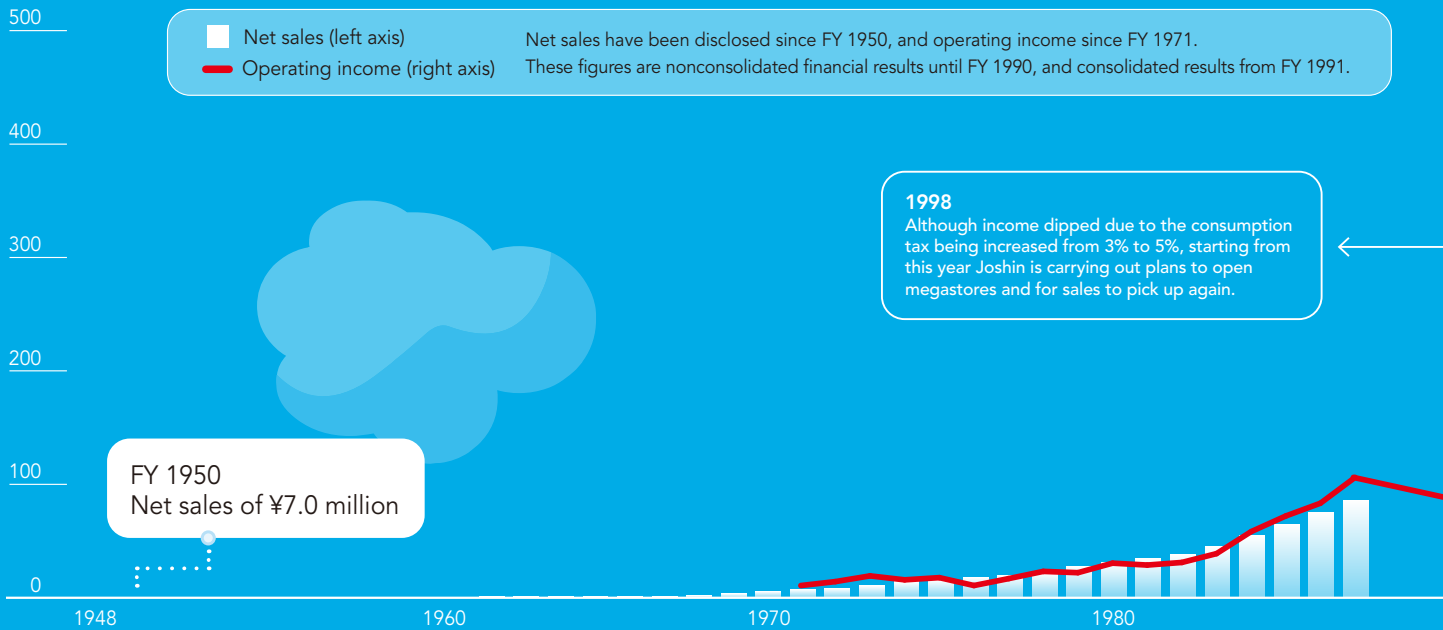


History of Value Creation

Net sales (billions of yen)

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.



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 department to offer a well-developed 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

1974 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.

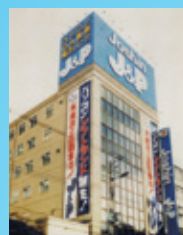


Know-how in personal computer sales built on one of the best experiences in Japan

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

1988 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

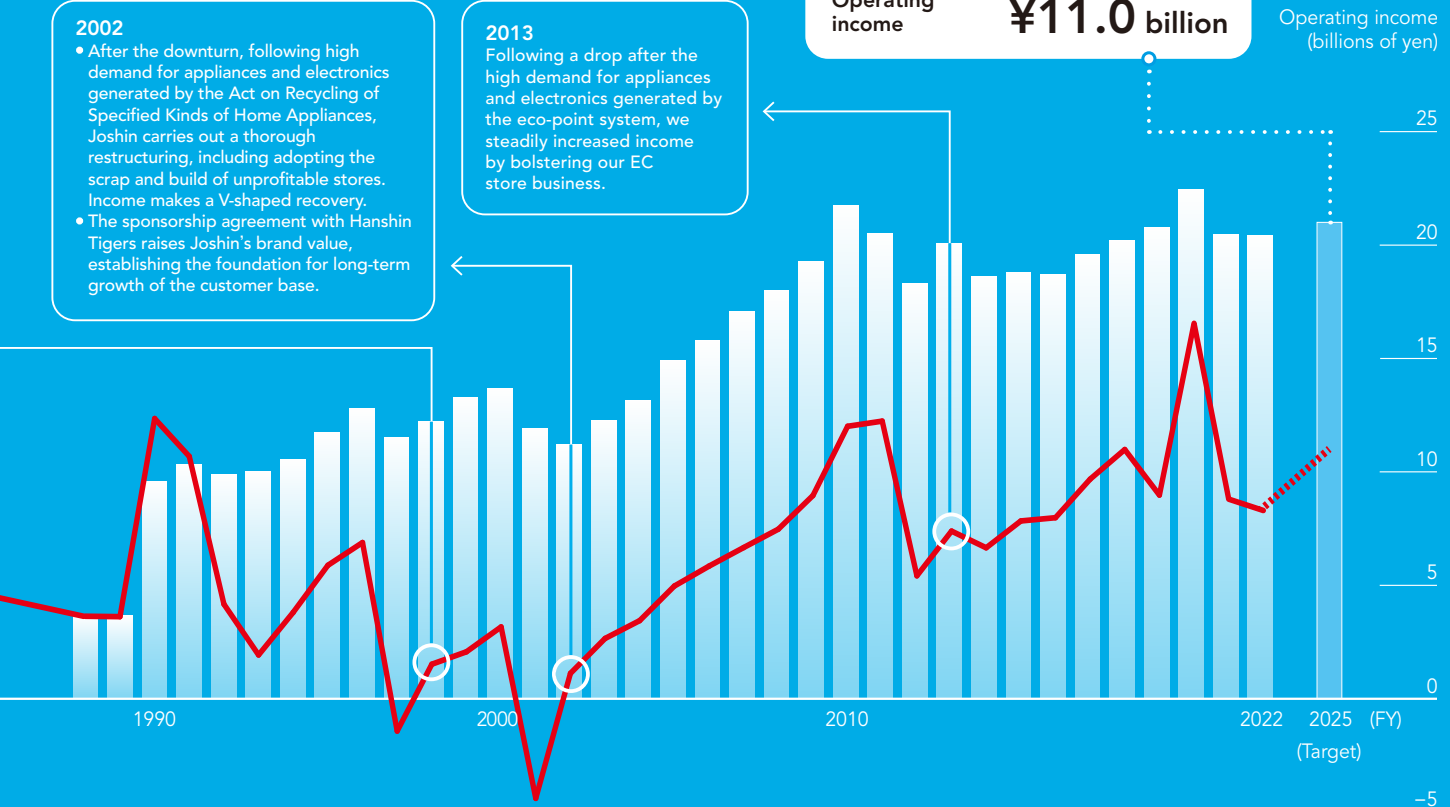
By creating a customer database, Joshin establishes the foundation for improving membership services and for varied marketing techniques.



Goals in JT-2025 Management Plan

Net sales **¥420.0 billion**
 Operating income **¥11.0 billion**

Operating income (billions of yen)



2002

- 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. Income makes a V-shaped recovery.
- The sponsorship agreement with Hanshin Tigers raises Joshin's brand value, establishing the foundation for long-term growth of the customer base.

2013

Following a drop after the high demand for appliances and electronics generated by the eco-point system, we steadily increased income by bolstering our EC store business.

2000s–2020s

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, air conditioners, etc.).



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

2021

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.



When the old store was opened



When the new store was opened

2023

75th anniversary of our founding

