Value Creation Processes

The Joshin Group, employing a virtuous cycle for capital investment based on long-term management strategies, is committed to increasing corporate value while creating the social value that supports two social goals: helping to strengthen the resilience of an aging society and achieving household carbon neutrality.

Risk/Opportunity **Analysis**

Management Philosophy Connecting people a

Management Vision

Becoming a hub for the infrastructure of life through the

Material Issues

Proposing enriching lifestyles to keep ahead of changes in our ways of life

Offering safe and secure products and services

Contributing to the creation of an enriching society that is in harmony with the global environment

External Surroundings

Demographic change

> **Advances** in ICT

Climate change

Lifestyle changes

Diversification of values

Global supply chain disruptions

Input

Finance and Capital

¥100.6 billion • Net assets

• JCR long-term issuer rating

Fixed Capital

- Number of real stores 221
- Number of items sold on the EC store
 - approx. 680,000
- Logistics center (Kansai) approx.102,186 m²
- Bases for service infrastructure (Kansai, Tokai, Kanto, and Hokushinetsu area)

Social Capital

- Total number of Joshin Card memberships 24.96 million
- Number of members using the online app each year 3.74 million

Human Capital

- Number of employees¹ 8,906
- Turnover rate 2.8%
- Certified Home Appliance Advisers² 6,524
- Smart Masters² 2,267

Intellectual Capital

- Product database approx. 2.39 million
- Brands such as Joshin J&P and KIDS LAND

Natural Capital

- Solar power output (including the power generated under the FIT system) 12,734 MWh
- Total number of appliances/electronics collected for recycling (FY 2008-FY 2022) 12.45 million

The Way We Should Be in 2030

A company that supp and contributes to th

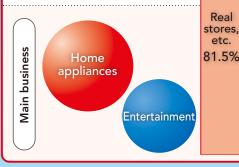
Medium-Term Management Plan JT-2025

EC 18.5%

Business model (FY 2022)

Ratio of growth businesses 12.3%

to net sales **Growth business** Support business communications



We have positioned the areas to provide value to our custo business segments or the main business. In the main busin business scale of the real stores. In the growth business se fiscal 2030 set as material issues: the percentage of growth total net sales at 25%.

- 1. Including temporary employees
- 2. Home Appliance Advisers and Smart Masters are certified by the Association for Electric Home Appliances. Home Appliance Advisers and are professionals in home appliance sales and customer service, and Smart Masters are specialists in everyday life and homes, which are being increasingly made "smart."





and society to the future with a smile

power of home appliances and ICT (Information and communication technology)

Diversity & Inclusion

Building a responsible value chain

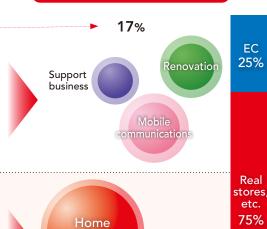
Promoting symbiosis with local communities

Enhancing corporate governance

orts the growth of local communities e future of people and the environment

Management Plan

Business model (FY 2030)



appliances

omers in five categories and have assigned them to either growth ess, we intend to grow the EC while striving to maintain the gments, we will develop real stores to achieve our targets for businesses to net sales at 17% and the percentage of EC sales to

Outcomes

Employees

Realization of workplaces where diverse human resources work with enthusiasm

Customers

Enjoyable and comfortable lives with a sense of safety and security

Business Partners

Sustainable supply chain achieved through sound and fair partnerships

Shareholders and Investors

Highly transparent corporate management and higher corporate value over the medium to long term

Target:

8.0%

Actual result:

5.0%

¥75

Target:

Result:

30.0%

Actual result: 40.2%

FY 2022 actual results

Local Communities

Resilient society created in collaboration with local communities

Global Environment

Contributions to the creation of a society with net-zero carbon emissions and a recycling-based society

Social Value Creation

Helping to strengthen the resilience of an aging society

































Achieving carbon neutrality in households



Entertainment

