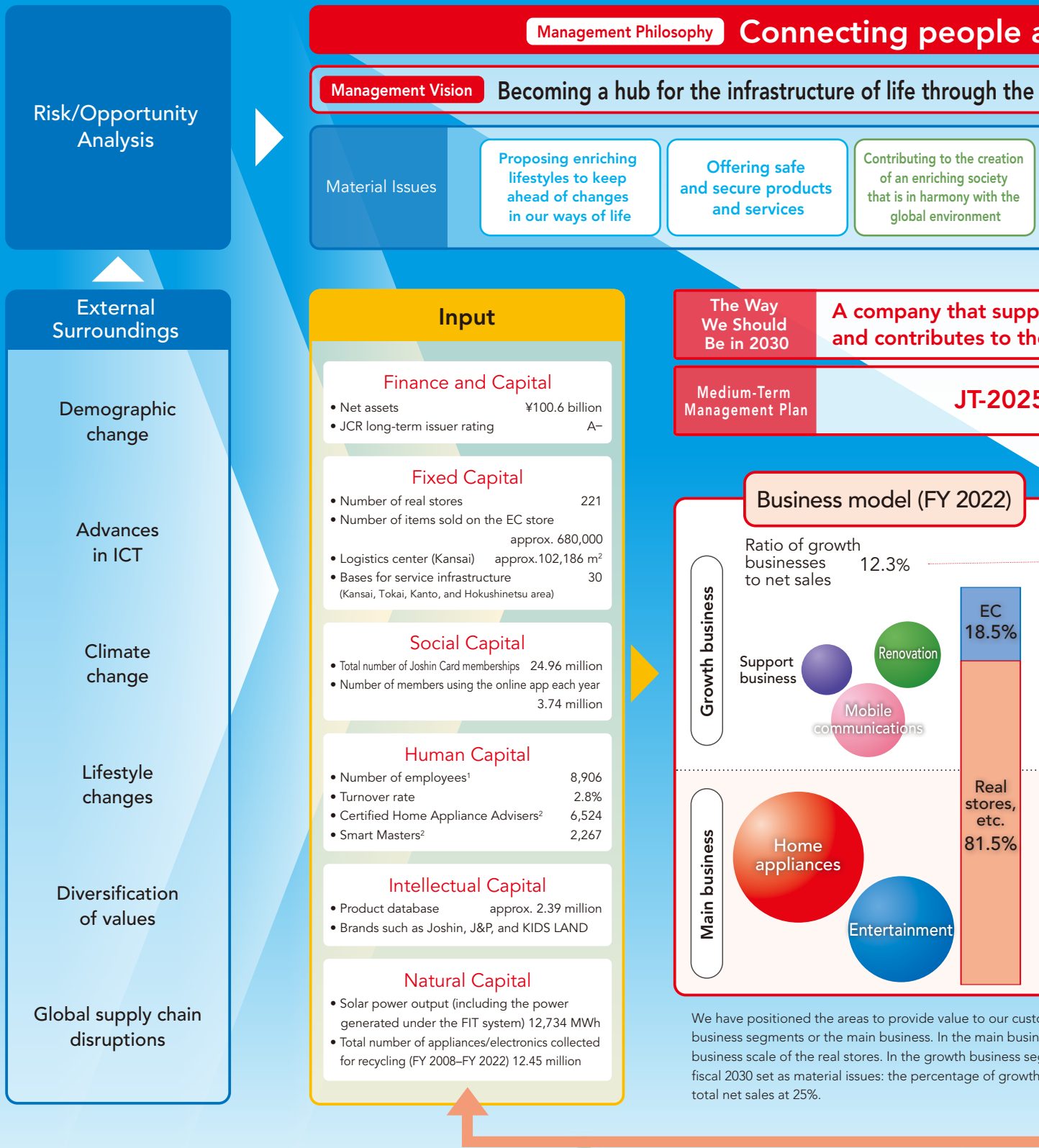


Value Creation Processes

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.

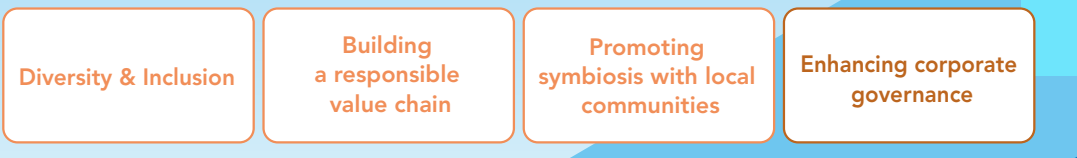


1. Including temporary employees

2. Home Appliance Advisers and Smart Masters are certified by the Association for Electric Home Appliances. Home Appliance Advisers 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

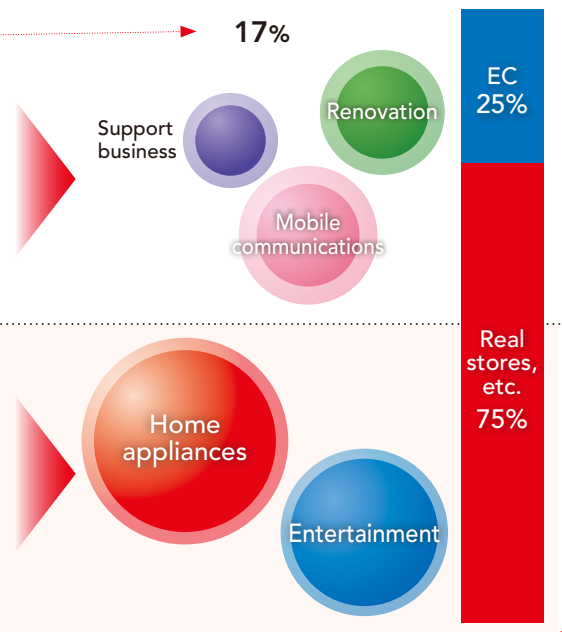
power of home appliances and ICT (Information and communication technology)



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

5 Management Plan

Business model (FY 2030)



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

ROE
Target: 8.0%
Actual result: 5.0%

Dividends per share
Result: ¥75

Payout ratio
Target: 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

