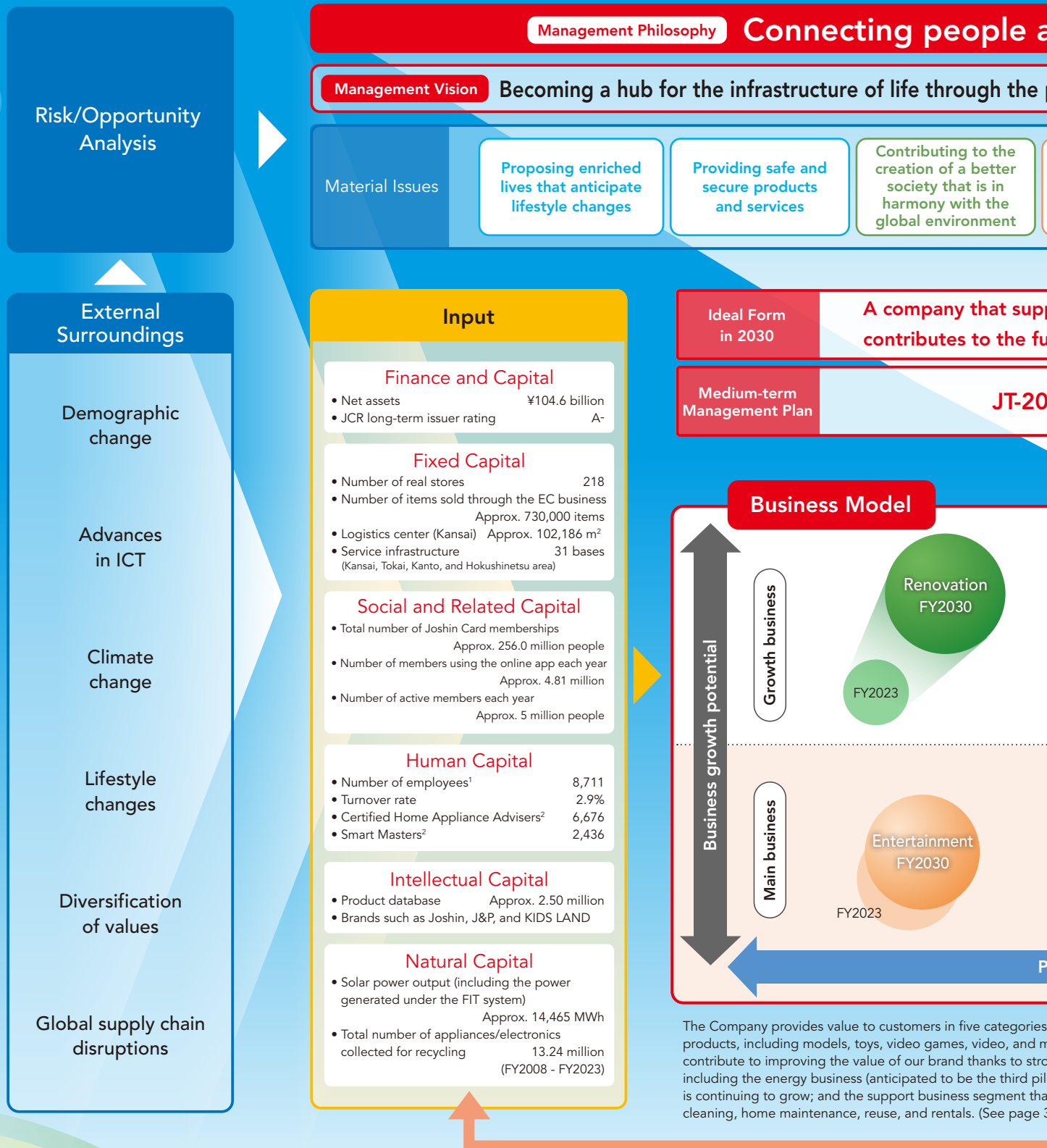


Value Creation Processes

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."

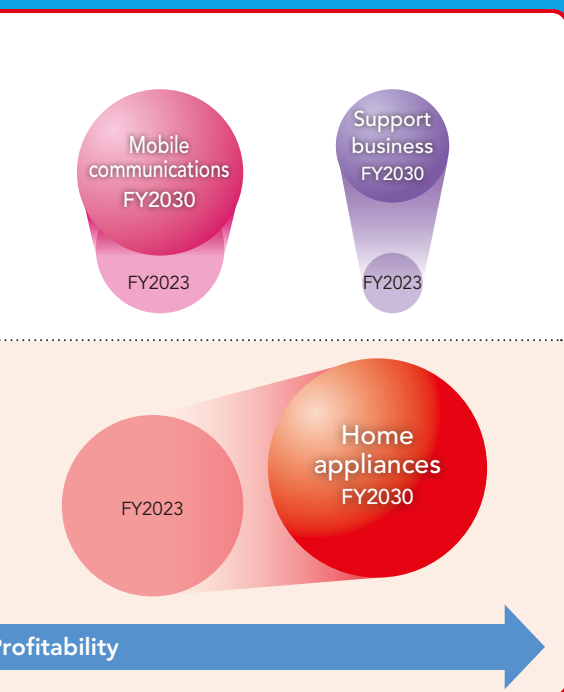
and society to the future with a smile

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



ports growth of local communities and
ture of people and environment

25 Management Plan



home appliances, our original and main business; entertainment
music software, each of which have high market shares and
long support from hobbyists; followed by housing renovations,
lar of future growth); then mobile communications, where demand
it includes digital support, air conditioner cleaning and house
34-35 for details.)

