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For immediate release

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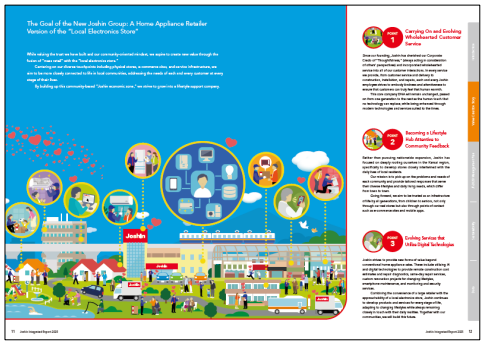
Joshin Denki Publishes Integrated Report 2025

Joshin Denki Co., Ltd. (Headquarters: Osaka City, Osaka, Japan; Representative Director, President and Chief Executive Officer: Tetsuya Takahashi) announces that it has published the Integrated Report 2025.

We transitioned to a company with an audit and supervisory committee in June 2025 and will change the trade name to Joshin Corporation from April 1, 2026. The Report introduces our long-term management strategy envisioning 2050 to achieve the sustainable growth of the Joshin Group. Alongside the long-term strategy, we are committed to executing the JT-2028 Management Plan, our new medium-term management plan to be started in FY2026, aiming to move forward to the next stage under the new company name. Also, while adapting to changes in the management environment surrounding the Group, we strive to further increase our corporate value by creating two types of social value "Helping to strengthen the resilience of an aging society" and "Achieving household carbon neutrality." The Report features these efforts in a comprehensive manner, both from financial and non-financial perspectives.

The following outlines some key points of the Report.



POINT 1 **New President Appointed: Message from Top Management (p. 5-)**

In association with the transition to a company with an audit and supervisory committee, Vice President Takahashi was appointed new President in June 2025. Taking the change of the company name as an opportunity to start a new chapter, we have been fostering the spirit of *Shu Ha Ri*, endeavoring to achieve our management philosophy with a firm commitment to the home appliance business. Founded on this spirit, we broadly share the new President's passion to create new value and to build a new business model of electronics retail stores (a local electronics store that is also a mass retailer).

POINT 2 **New Medium-term Management Plan: "JT-2028 Management Plan" (p. 23-)**

In November 2025, we released the new medium-term management plan "JT-2028 Management Plan" before its scheduled start in FY2026. Leveraging about half a year between the release and the beginning of the plan, we will develop systems to make an early start during FY2025 in some items of the focus strategy. The Report also provides details on our business strategy aiming to reinforce profitability as well as to build a sound financial foundation.

POINT 3 **New Governance System: Transition to a Company with an Audit and Supervisory Committee (p. 42-)**

The transition from a company with a board of auditors to a company with an audit and supervisory committee is a critical change in institutional design, aiming for faster decision-making through the significant transfer of authority to the executive members as well as for the increased effectiveness of the Board of Directors. The Report illustrates our efforts and the changes made in this reform to further strengthen our corporate governance system.

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Based on its management philosophy of "connecting the futures of people and society with smiles," the Joshin Group promotes management that helps build a sustainable society. We will improve information disclosure, valuing communication with all stakeholders. At the same time, we will endeavor to increase our new corporate value through the virtuous cycle of capital based on our long-term management strategy.

Please visit the following websites for more information.
(Japanese) https://www.joshin.co.jp/ja/csr/archive.html
(English) https://www.joshin.co.jp/en/ir/library/report.html