

# **Fiscal Year Ended March 31, 2026 (FY2025)**

## **Consolidated Financial Results**

May 8, 2026

**Joshin Corporation**

(Securities code: 8173)

- Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (FY2025)
- The Fiscal Year Ending March 31, 2027 (FY2026 ) Full-year Forecast
- JT-2028 Management Plan
- Topics



## Earnings Summary for the Fiscal Year Ended March 31, 2026 (FY2025): 1

## Consolidated Income Statement (Apr.–Mar.)

| (Million yen)                                | Full-year FY2025 (Apr.–Mar.) |                |                |                |        |              | Full-year FY2024 (Apr.–Mar.) |                |
|--|------------------------------|----------------|----------------|----------------|--------|--------------|------------------------------|----------------|
|  | Initial Forecast             | % of net sales | Actual results | % of net sales | YoY    | Vs. forecast | Actual results               | % of net sales |
| Net sales                                    | 404,000                      | 100.0%         | 436,650        | 100.0%         | +8.3%  | +8.1%        | 403,259                      | 100.0%         |
| Of which, sales at stores                    | 324,000                      | 80.2%          | 354,911        | 81.3%          | +9.2%  | +9.5%        | 325,001                      | 80.6%          |
| Of which, sales in EC business               | 75,000                       | 18.6%          | 79,004         | 18.1%          | +14.2% | +5.3%        | 69,157                       | 17.1%          |
| Gross profit                                 | 109,000                      | 27.0%          | 107,787        | 24.7%          | +5.5%  | (1.1%)       | 102,212                      | 25.3%          |
| Selling, general and administrative expenses | 105,000                      | 26.0%          | 102,365        | 23.4%          | +3.9%  | (2.5%)       | 98,524                       | 24.4%          |
| Of which, personnel expenses                 | —                            | —              | 39,295         | 9.0%           | +4.9%  | —            | 37,459                       | 9.3%           |
| Of which, rent and ground rent               | —                            | —              | 11,767         | 2.7%           | +3.8%  | —            | 11,340                       | 2.8%           |
| Of which, logistics expenses                 | —                            | —              | 14,731         | 3.4%           | +2.9%  | —            | 14,320                       | 3.6%           |
| Of which, advertising expenses               | —                            | —              | 6,985          | 1.6%           | +1.3%  | —            | 6,893                        | 1.7%           |
| Operating income                             | 4,000                        | 1.0%           | 5,422          | 1.2%           | +47.0% | +35.6%       | 3,688                        | 0.9%           |
| Ordinary income                              | 4,000                        | 1.0%           | 5,113          | 1.2%           | +46.5% | +27.8%       | 3,491                        | 0.9%           |
| Net income (*1)                              | 2,800                        | 0.7%           | 3,280          | 0.8%           | (3.7%) | +17.2%       | 3,407                        | 0.8%           |

\*1 Profit attributable to owners of parent

## Earnings Summary for the Fiscal Year Ended March 31, 2026 (FY2025): 2

## Factors for Changes in Operating Income (Apr.-Mar.): Vs. Previous Year

(Billion yen)



## FY2024

| (Billion yen) | Operating income for FY2023 | Gross profit | Personnel expenses | Rent and ground rent | Logistics expenses | Advertising expenses | Other | Operating income for FY2024 |
|---------------|-----------------------------|--------------|--------------------|----------------------|--------------------|----------------------|-------|-----------------------------|
| Apr.-Mar.     | 8.4                         | (2.9)        | (0.6)              | (0.6)                | (0.7)              | +0.3                 | (0.2) | 3.7                         |

## Factors for Changes in Operating Income (Quarterly): Vs. Previous Year

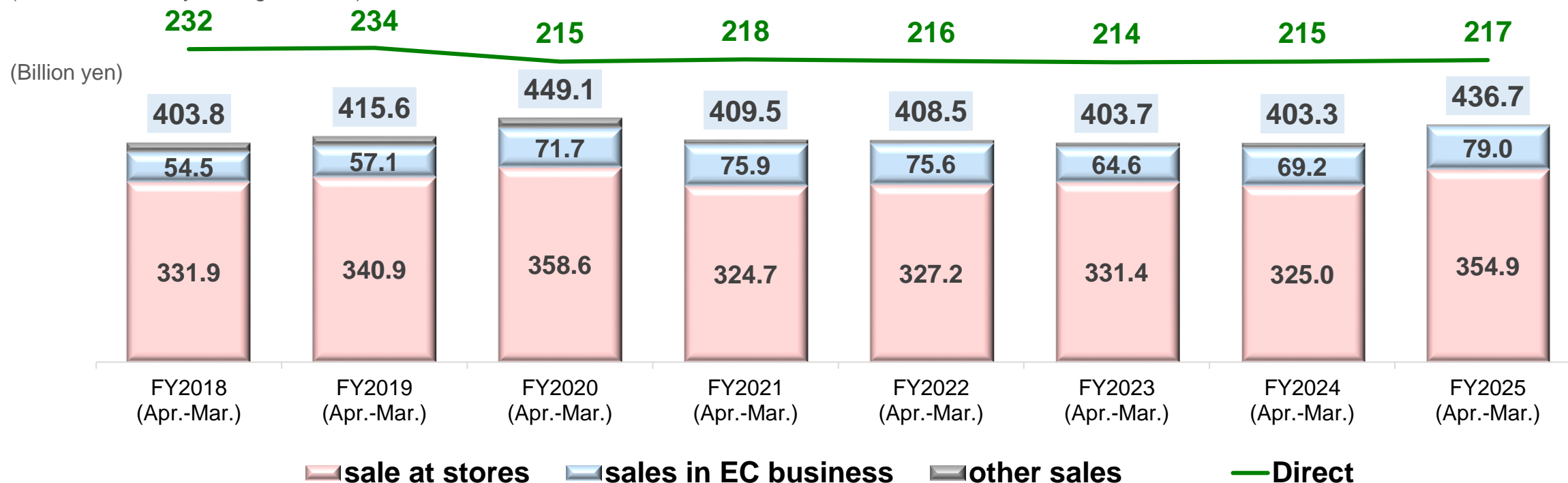
| (Billion yen) | Operating income for FY2024 | Gross profit | Personnel expenses | Rent and ground rent | Logistics expenses | Advertising expenses | Other | Operating income for FY2025 |
|---------------|-----------------------------|--------------|--------------------|----------------------|--------------------|----------------------|-------|-----------------------------|
| Apr.-June     | 0.9                         | +0.4         | (0.2)              | (0.1)                | (0.3)              | +0.0                 | (0.3) | 0.6                         |
| July-Sept.    | 0.9                         | +1.2         | (0.2)              | (0.1)                | (0.1)              | (0.2)                | +0.0  | 1.6                         |
| Oct.-Dec.     | (0.4)                       | +2.1         | (0.5)              | (0.1)                | (0.1)              | (0.1)                | (0.1) | 0.9                         |
| Jan.-Mar.     | 2.2                         | 1.8          | (1.0)              | (0.1)                | +0.1               | +0.1                 | (0.7) | 2.3                         |

## Earnings Summary for the Fiscal Year Ended March 31, 2026 (FY2025): 3

Online sales reached a record high, while in-store sales also achieved the second-highest revenue since fiscal year 2020

## Historical Sales at Stores and in EC Business

(Number of directly managed stores)



| (Billion yen)        | FY2018<br>(Apr.-Mar.) | FY2019<br>(Apr.-Mar.) | FY2020<br>(Apr.-Mar.) | FY2021<br>(Apr.-Mar.) | FY2022<br>(Apr.-Mar.) | FY2023<br>(Apr.-Mar.) | FY2024<br>(Apr.-Mar.) | FY2025<br>(Apr.-Mar.) |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Sales per store (*1) | 1.43                  | 1.46                  | 1.67                  | 1.49                  | 1.51                  | 1.55                  | 1.51                  | 1.64                  |

\*1 sales at stores ÷ number of directly managed stores

## Earnings Summary for the Fiscal Year Ended March 31, 2026 (FY2025): 4

## Consolidated Income Statement (first/second half)

| (Million yen)                                | First half FY2025 (Apr.-Sep.) |                |         | First half FY2024 (Apr.-Sep.) |                | Second half FY2025 (Oct.-Mar.) |                |        | Second half FY2024 (Oct.-Mar.) |                |
|--|-------------------------------|----------------|---------|-------------------------------|----------------|--------------------------------|----------------|--------|--------------------------------|----------------|
|  | Actual results                | % of net sales | YoY     | Actual results                | % of net sales | Actual results                 | % of net sales | YoY    | Actual results                 | % of net sales |
| Net sales                                    | 210,452                       | 100.0%         | +9.6%   | 191,986                       | 100.0%         | <b>226,197</b>                 | 100.0%         | +7.1%  | 211,273                        | 100.0%         |
| Of which, sales at stores                    | 172,618                       | 82.0%          | +9.3%   | 157,967                       | 82.3%          | <b>182,293</b>                 | 80.6%          | +9.1%  | 167,033                        | 79.1%          |
| Of which, sales in the EC business           | 36,269                        | 17.2%          | +22.2%  | 29,677                        | 15.4%          | <b>42,734</b>                  | 18.9%          | +8.2%  | 39,480                         | 18.7%          |
| Gross profit                                 | 52,515                        | 25.0%          | +3.3%   | 50,852                        | 26.5%          | <b>55,272</b>                  | 24.4%          | +7.6%  | 51,360                         | 24.3%          |
| Selling, general and administrative expenses | 50,376                        | 23.9%          | +2.8%   | 49,013                        | 25.5%          | <b>51,988</b>                  | 23.0%          | +5.0%  | 49,510                         | 23.4%          |
| Of which, personnel expenses                 | 20,836                        | 9.9%           | +1.6%   | 20,499                        | 10.7%          | <b>18,459</b>                  | 8.2%           | +8.8%  | 16,960                         | 8.0%           |
| Of which, rent and ground rent               | 6,930                         | 3.3%           | +2.4%   | 6,768                         | 3.5%           | <b>4,837</b>                   | 2.1%           | +5.8%  | 4,572                          | 2.2%           |
| Of which, logistics expenses                 | 6,255                         | 3.0%           | +6.6%   | 5,865                         | 3.1%           | <b>8,476</b>                   | 3.7%           | +0.2%  | 8,455                          | 4.0%           |
| Of which, advertising expenses               | 3,933                         | 1.9%           | +4.7%   | 3,756                         | 2.0%           | <b>3,052</b>                   | 1.3%           | (2.7%) | 3,137                          | 1.5%           |
| Operating income                             | 2,138                         | 1.0%           | +16.3%  | 1,838                         | 1.0%           | <b>3,283</b>                   | 1.5%           | +77.5% | 1,849                          | 0.9%           |
| Ordinary income                              | 2,004                         | 1.0%           | +12.8%  | 1,777                         | 0.9%           | <b>3,109</b>                   | 1.4%           | +81.4% | 1,714                          | 0.8%           |
| Net income (*1)                              | 1,894                         | 0.9%           | (13.7%) | 2,196                         | 1.1%           | <b>1,385</b>                   | 0.6%           | +14.4% | 1,211                          | 0.6%           |

\*1 Profit attributable to owners of parent

## Earnings Summary for the Fiscal Year Ended March 31, 2026 (FY2025): 5

## Consolidated Income Statement (Jan.–Mar.)

| (Million yen)                                | 1Q FY2025 (Apr.-Jun.) |                |         | 2Q FY2025 (Jul.-Sept.) |                |         | 3Q FY2025 (Oct.–Dec.) |                |         | 4Q FY2025 (Jan.-Mar.) |                |         |
|--|-----------------------|----------------|---------|------------------------|----------------|---------|-----------------------|----------------|---------|-----------------------|----------------|---------|
|  | Actual results        | % of net sales | YoY     | Actual results         | % of net sales | YoY     | Actual results        | % of net sales | YoY     | Actual results        | % of net sales | YoY     |
| Net sales                                    | 99,738                | 100.0%         | +10.6%  | 110,714                | 100.0%         | +8.8%   | 114,579               | 100.0%         | +11.2%  | 111,617               | 100.0%         | +3.1%   |
| Of which, sales at stores                    | 80,271                | 80.5%          | +9.4%   | 92,346                 | 83.4%          | +9.2%   | 91,090                | 79.5%          | +12.5%  | 91,202                | 81.7%          | +6.0%   |
| Of which, sales in the EC business           | 18,014                | 18.1%          | +26.1%  | 18,255                 | 16.5%          | +18.6%  | 22,800                | 19.9%          | +16.6%  | 19,933                | 17.9%          | +0.1%   |
| Gross profit                                 | 25,575                | 25.6%          | +1.7%   | 26,940                 | 24.3%          | +4.8%   | 26,624                | 23.2%          | +8.7%   | 28,647                | 25.7%          | +6.6%   |
| Selling, general and administrative expenses | 25,010                | 25.1%          | +3.2%   | 25,366                 | 22.9%          | +2.3%   | 25,681                | 22.4%          | +3.3%   | 26,307                | 23.6%          | +6.7%   |
| Of which, personnel expenses                 | 10,446                | 10.5%          | +1.7%   | 10,390                 | 9.4%           | +1.6%   | 10,557                | 9.2%           | +4.5%   | 7,902                 | 7.1%           | +15.2%  |
| Of which, rent and ground rent               | 3,468                 | 3.5%           | +2.3%   | 3,462                  | 3.1%           | +2.5%   | 3,535                 | 3.1%           | +4.4%   | 1,302                 | 1.2%           | +9.9%   |
| Of which, logistics expenses                 | 3,086                 | 3.1%           | +9.0%   | 3,169                  | 2.9%           | +4.5%   | 3,355                 | 2.9%           | +2.8%   | 5,121                 | 4.6%           | (1.4%)  |
| Of which, advertising expenses               | 1,856                 | 1.9%           | (1.7%)  | 2,077                  | 1.9%           | +11.2%  | 2,133                 | 1.9%           | +2.6%   | 919                   | 0.8%           | (13.2%) |
| Operating income                             | 564                   | 0.6%           | (37.9%) | 1,573                  | 1.4%           | +69.4%  | 943                   | 0.8%           | —       | 2,340                 | 2.1%           | +6.4%   |
| Ordinary income                              | 481                   | 0.5%           | (46.8%) | 1,523                  | 1.4%           | +74.5%  | 864                   | 0.8%           | —       | 2,244                 | 2.0%           | +6.0%   |
| Net income (*1)                              | 503                   | 0.5%           | +7.6%   | 1,390                  | 1.3%           | (19.5%) | 906                   | 0.8%           | +357.1% | 478                   | 0.4%           | (52.7%) |

\*1 Profit attributable to owners of parent

## Earnings Summary for the Fiscal Year Ended March 31, 2026 (FY2025): 6

## Sales by Product (Apr.-Mar.)

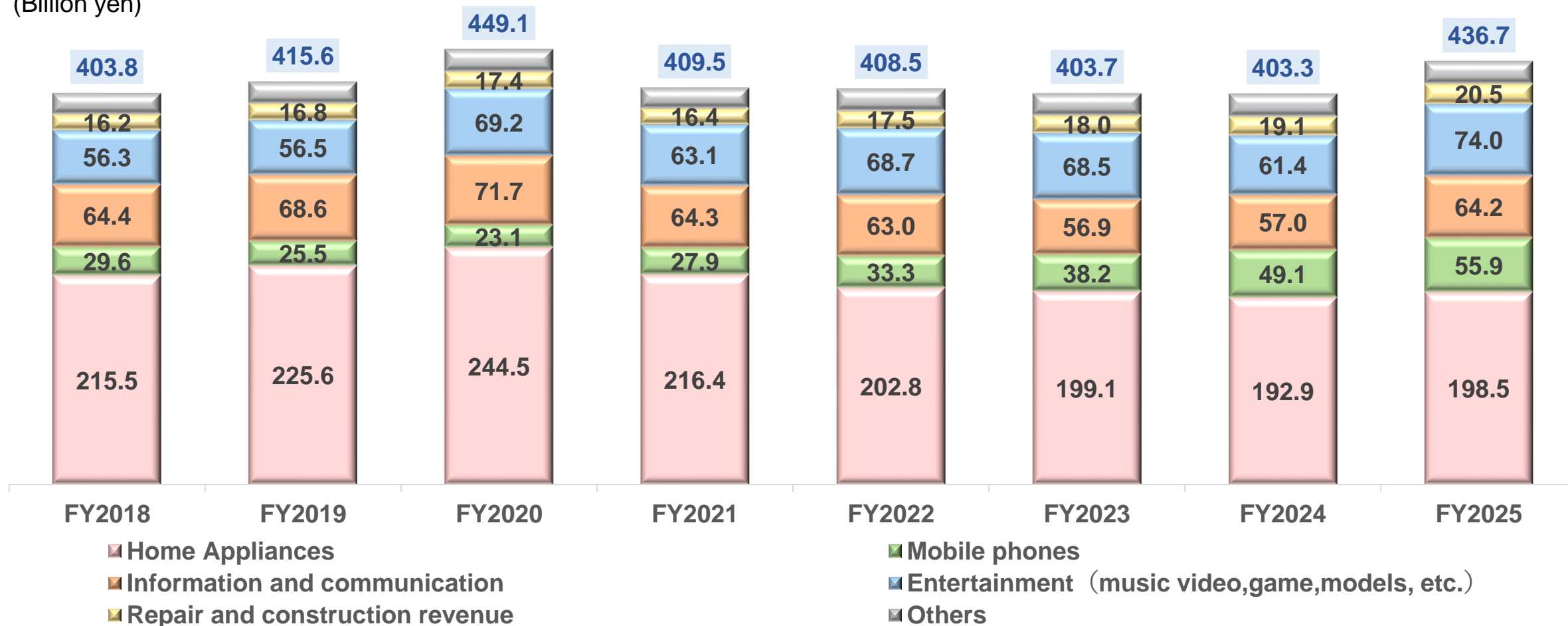
| (Million yen)                            | 1Q FY2025<br>(Apr.-Jun.) |                | 2Q FY2025<br>(Jul.-Sep.) |                | 3Q FY2025<br>(Oct.-Dec.) |                | 4Q FY2025<br>(Jan.-Mar.) |                | Full-year FY2025<br>(Apr.-Mar.) |                |        | Full-year FY2024<br>(Apr.-Mar.) |                |
|--|--------------------------|----------------|--------------------------|----------------|--------------------------|----------------|--------------------------|----------------|---------------------------------|----------------|--------|---------------------------------|----------------|
|  | Actual results           | % of net sales | Actual results           | % of net sales | Actual results           | % of net sales | Actual results           | % of net sales | Actual results                  | % of net sales | YoY    | Actual results                  | % of net sales |
| TVs                                      | 5,245                    | 5.2%           | 6,756                    | 6.1%           | 7,212                    | 6.3%           | 6,334                    | 5.7%           | 25,548                          | 5.8%           | +1.6%  | 25,155                          | 6.2%           |
| Refrigerators                            | 5,687                    | 5.7%           | 7,270                    | 6.6%           | 5,454                    | 4.8%           | 5,497                    | 4.9%           | 23,909                          | 5.5%           | (0.3%) | 23,988                          | 5.9%           |
| Washing machines and vacuum cleaners     | 7,985                    | 8.0%           | 9,629                    | 8.7%           | 9,374                    | 8.2%           | 9,233                    | 8.3%           | 36,222                          | 8.3%           | +1.0%  | 35,847                          | 8.9%           |
| Microwave ovens and cookers              | 3,682                    | 3.7%           | 4,156                    | 3.8%           | 5,049                    | 4.4%           | 5,446                    | 4.9%           | 18,334                          | 4.2%           | +7.2%  | 17,096                          | 4.2%           |
| Air conditioners                         | 15,226                   | 15.3%          | 16,442                   | 14.9%          | 6,624                    | 5.8%           | 8,230                    | 7.4%           | 46,523                          | 10.7%          | +10.9% | 41,947                          | 10.4%          |
| Personal computers                       | 4,719                    | 4.8%           | 6,534                    | 5.9%           | 5,786                    | 5.1%           | 7,267                    | 6.5%           | 24,308                          | 5.6%           | +21.7% | 19,981                          | 5.0%           |
| Mobile phones                            | 11,487                   | 11.5%          | 11,838                   | 10.7%          | 14,363                   | 12.5%          | 18,216                   | 16.3%          | 55,904                          | 12.8%          | +13.8% | 49,110                          | 12.2%          |
| Games, models, toys, musical instruments | 13,565                   | 13.6%          | 14,493                   | 13.1%          | 23,559                   | 20.6%          | 17,448                   | 15.6%          | 69,066                          | 15.8%          | +22.5% | 56,387                          | 14.0%          |

# Earnings Summary for the Fiscal Year Ended March 31, 2026 (FY2025): 7

Entertainment and mobile phone sales hit record highs, while home appliance sales saw only a slight increase

## Change in consolidated sales by product

(Billion yen)



## Earnings Summary for the Fiscal Year Ended March 31, 2026 (FY2025): 8

## Balance sheet

| (Million yen)                      | 2026/03 | 2025/03 | Change  |
|------------------------------------|---------|---------|---------|
| Current assets                     | 121,201 | 125,169 | (3,968) |
| Tangible assets                    | 70,701  | 72,968  | (2,266) |
| Intangible assets                  | 4,987   | 3,612   | +1,375  |
| Investments, other assets          | 31,922  | 29,752  | +2,169  |
| Non-current assets                 | 107,611 | 106,333 | +1,278  |
| Total assets                       | 228,813 | 231,503 | (2,690) |
| (Reference)                        |         |         |         |
| Total interest-bearing liabilities | 37,930  | 46,025  | (8,095) |

| (Million yen)                           | 2026/03 | 2025/03 | Change  |
|---|---------|---------|---------|
| Current liabilities                     | 78,140  | 80,555  | (2,414) |
| Non-current liabilities                 | 45,307  | 46,282  | (974)   |
| Total liabilities                       | 123,448 | 126,837 | (3,389) |
| Total net assets                        | 105,364 | 104,665 | +699    |
| Total liabilities and net assets        | 228,813 | 231,503 | (2,690) |
| Total net interest-bearing liabilities* | 33,400  | 38,317  | (4,916) |

\*Total net interest-bearing liabilities: interest-bearing liabilities less cash and deposits

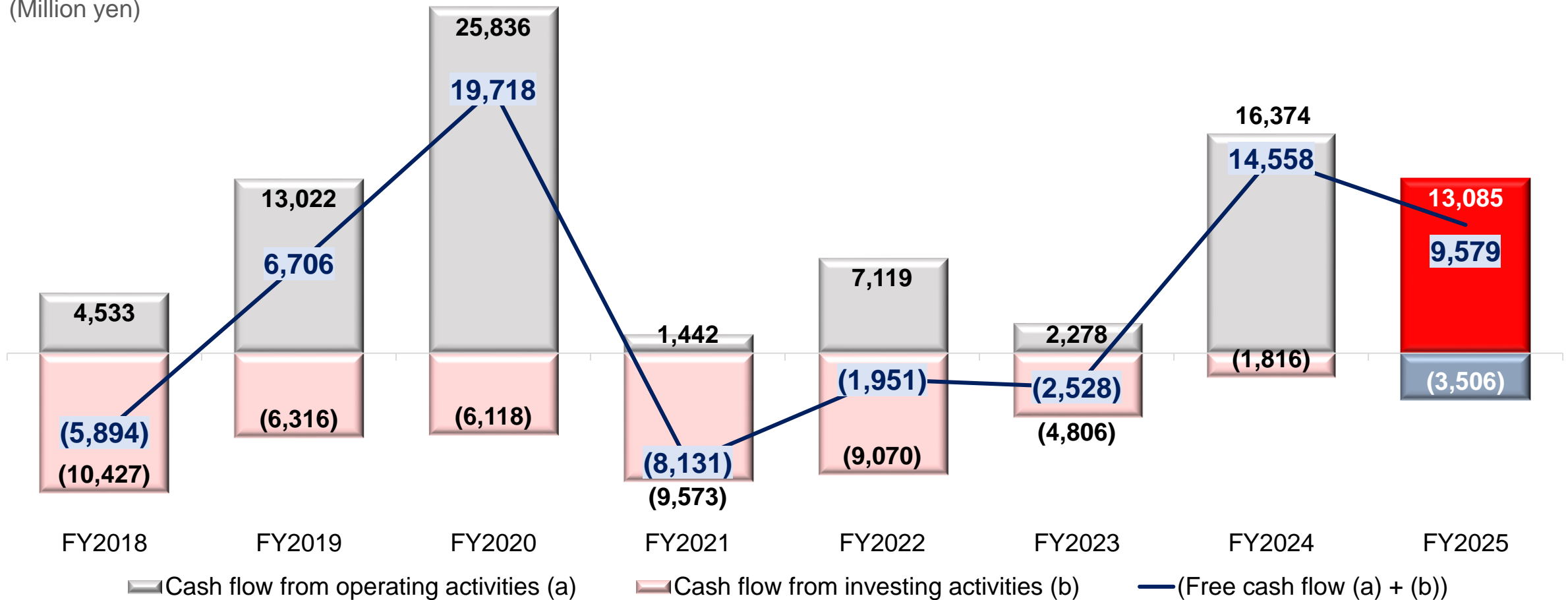
## Cash flows

| (Million yen)                              | 2026/03  | 2025/03  | Change  |
|--|----------|----------|---------|
| Cash flow from operating activities (a)    | 13,085   | 16,374   | (3,288) |
| Cash flow from investing activities (b)    | (3,505)  | (1,815)  | (1,689) |
| (Free cash flow (a) + (b))                 | 9,579    | 14,558   | (4,978) |
| Cash flow from financing activities        | (12,758) | (10,741) | (2,016) |
| Cash and cash equivalents at end of period | 4,529    | 7,708    | (3,178) |

## Cash Flows

By generating cash flow through stable business operations, the company has achieved positive free cash flow for two consecutive fiscal years.

(Million yen)



## Full-year Forecast for the Fiscal Year Ending March 31, 2027 (FY2026): 1

## Consolidated Income Statement (Full-year Forecast)

| (Million yen)                                | Full-year FY2026 (Apr.–Mar.) |                |        | Full-year FY2025 (Apr.–Mar.) |                |
|--|------------------------------|----------------|--------|------------------------------|----------------|
|  | Forecast                     | % of net sales | YoY    | Actual results               | % of net sales |
| Net sales                                    | 438,000                      | 100.0%         | +0.3%  | 436,650                      | 100.0%         |
| Of which, sales at stores                    | 352,000                      | 80.4%          | (0.8%) | 354,911                      | 81.3%          |
| Of which, sales in EC business               | 81,000                       | 18.5%          | +2.5%  | 79,004                       | 18.1%          |
| Gross profit                                 | 114,500                      | 26.1%          | 6.2%   | 107,787                      | 24.7%          |
| Selling, general and administrative expenses | 108,500                      | 24.8%          | 6.0%   | 102,365                      | 23.4%          |
| Operating income                             | 6,000                        | 1.4%           | +9.9%  | 5,422                        | 1.2%           |
| Ordinary income                              | 5,500                        | 1.3%           | +6.8%  | 5,113                        | 1.2%           |
| Net income (*1)                              | 3,500                        | 0.8%           | +5.9%  | 3,280                        | 0.8%           |

\*1 Profit attributable to owners of parent

## Full-year Forecast for the Fiscal Year Ending March 31, 2027 (FY2026): 2

## Consolidated Income Statement (Forecasts for 1H from Apr. to Sep. and 2H from Oct. to Mar.)

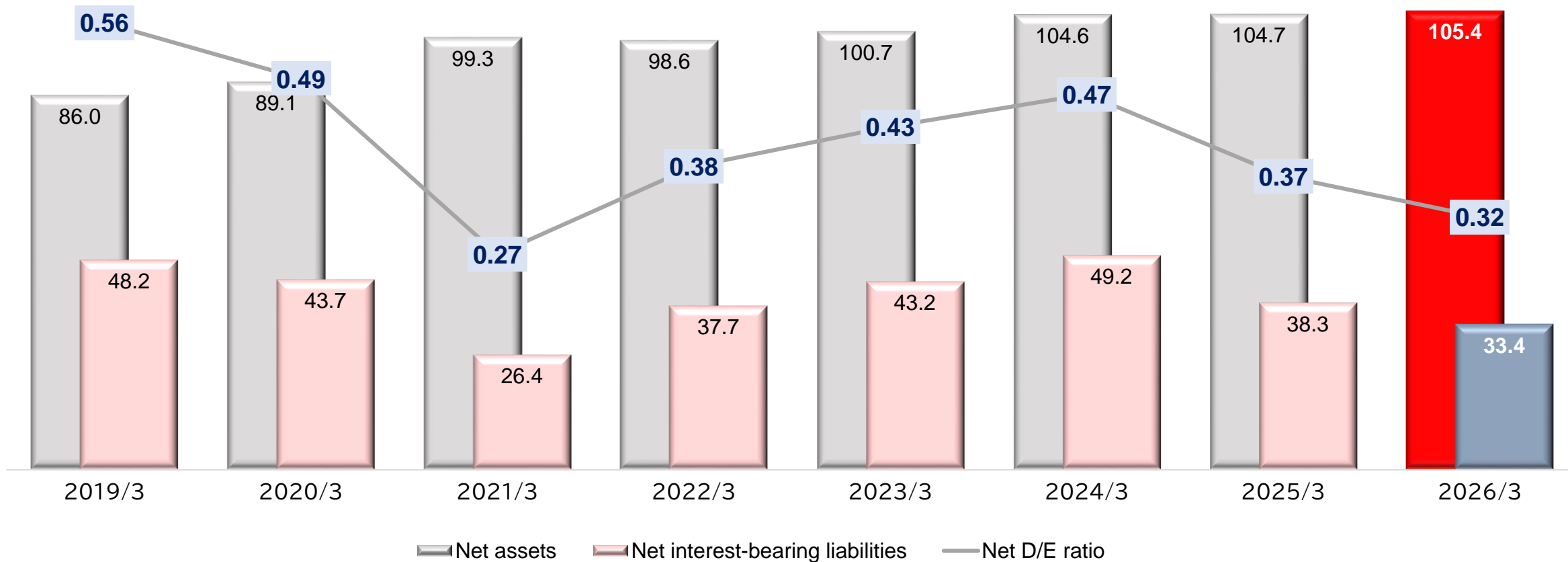
| (Million yen)                                | First half FY2026(Apr.–Sept.) |                |        | First half FY2025(Apr.–Sept.) |                | Second half FY2026 (Oct.–Mar.) |                |        | Second half FY2025 (Oct.–Mar.) |                |
|--|-------------------------------|----------------|--------|-------------------------------|----------------|--------------------------------|----------------|--------|--------------------------------|----------------|
|  | Forecast                      | % of net sales | YoY    | Actual results                | % of net sales | Forecast                       | % of net sales | YoY    | Actual results                 | % of net sales |
| Net sales                                    | <b>211,000</b>                | 100.0%         | +0.3%  | 210,452                       | 100.0%         | <b>227,000</b>                 | 100.0%         | +0.4%  | 226,197                        | 100.0%         |
| Of which, sales at stores                    | <b>170,000</b>                | 80.6%          | (1.5%) | 172,618                       | 82.0%          | <b>182,000</b>                 | 80.2%          | (0.2%) | 182,293                        | 80.6%          |
| Of which, sales in EC business               | <b>37,000</b>                 | 17.5%          | +2.0%  | 36,269                        | 17.2%          | <b>44,000</b>                  | 19.4%          | +3.0%  | 42,734                         | 18.9%          |
| Gross profit                                 | <b>55,900</b>                 | 26.5%          | +6.4%  | 52,515                        | 25.0%          | <b>58,600</b>                  | 25.8%          | +6.0%  | 55,272                         | 24.4%          |
| Selling, general and administrative expenses | <b>53,400</b>                 | 25.3%          | +6.0%  | 50,376                        | 23.9%          | <b>55,100</b>                  | 24.3%          | +6.1%  | 51,988                         | 23.0%          |
| Operating income                             | <b>2,500</b>                  | 1.2%           | +16.9% | 2,138                         | 1.0%           | <b>3,500</b>                   | 1.5%           | +5.5%  | 3,283                          | 1.5%           |
| Ordinary income                              | <b>2,300</b>                  | 1.1%           | +14.7% | 2,004                         | 1.0%           | <b>3,200</b>                   | 1.4%           | +1.8%  | 3,109                          | 1.4%           |
| Net income (*1)                              | <b>1,900</b>                  | 0.9%           | +0.3%  | 1,894                         | 0.9%           | <b>1,600</b>                   | 0.7%           | +13.5% | 1,385                          | 0.6%           |

\*1 Profit attributable to owners of parent

## Trends of Financial Conditions and Net Interest-bearing Liabilities

The net debt-to-equity ratio fell to 0.32 as net interest-bearing debt decreased

(Billion yen)



Net interest-bearing liabilities: Interest-bearing liabilities – Cash and deposits

\*Net D/E ratio: (Interest-bearing liabilities – Cash and deposits) / Net assets

## Change in the Number of Stores

To advance Joshin Group's dominant strategy, we opened new stores outside the Kansai region and strengthened "Joshin" brand stores.

### Breakdown of stores by region as of the end of March 2026

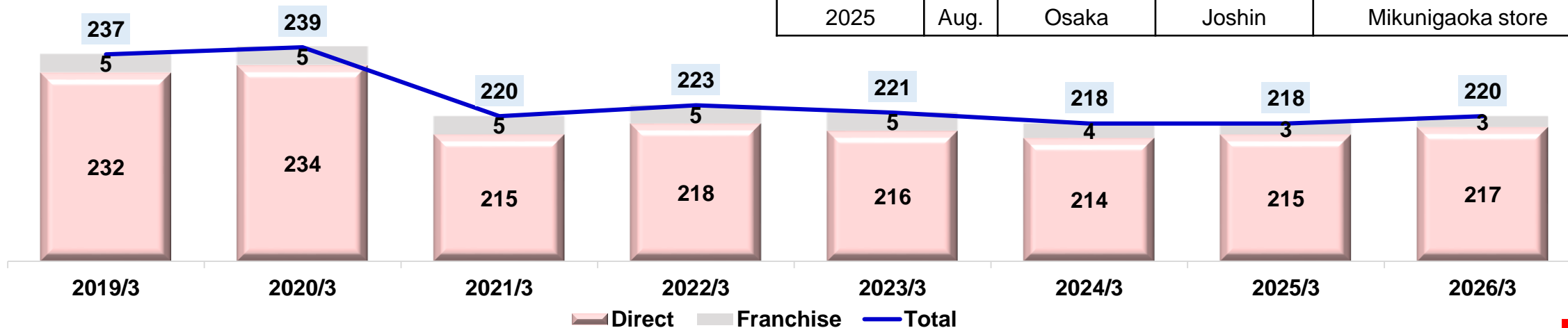
| Region       | Number of stores | Joshin |           | BOOK-OFF | TSUTAYA |
|--------------|------------------|--------|-----------|----------|---------|
|              |                  | Direct | Franchise |          |         |
| Kansai       | 140              | 133    |           | 6        | 1       |
| Tokai        | 35               | 34     | 1         |          |         |
| Hokushinetsu | 25               | 25     |           |          |         |
| Kanto        | 18               | 18     |           |          |         |
| Shikoku      | 2                |        | 2         |          |         |
| Total        | 220              | 210    | 3         | 6        | 1       |

### Store openings and closures in FY2025

| New opening |       | Prefecture | Store format | Store name                         |
|-------------|-------|------------|--------------|------------------------------------|
| 2025        | Sept. | Tokyo      | Joshin       | MARK IS Katsushika Kanamachi store |
| 2025        | Sept. | Aichi      | Joshin       | LaLaport NAGOYA minato AQUUS store |
| 2025        | Sept. | Aichi      | Joshin       | CiiNA CiiNA Owariasahi store       |
| 2025        | Sept. | Nagano     | Joshin       | Suzaka AEON MALL store             |

| Closure |      | Prefecture | Store format | Store name                      |
|---------|------|------------|--------------|---------------------------------|
| 2025    | Jul. | Kyoto      | Joshin       | Kitano Hakubaicho Izumiya store |
| 2025    | Aug. | Osaka      | Joshin       | Mikunigaoka store               |

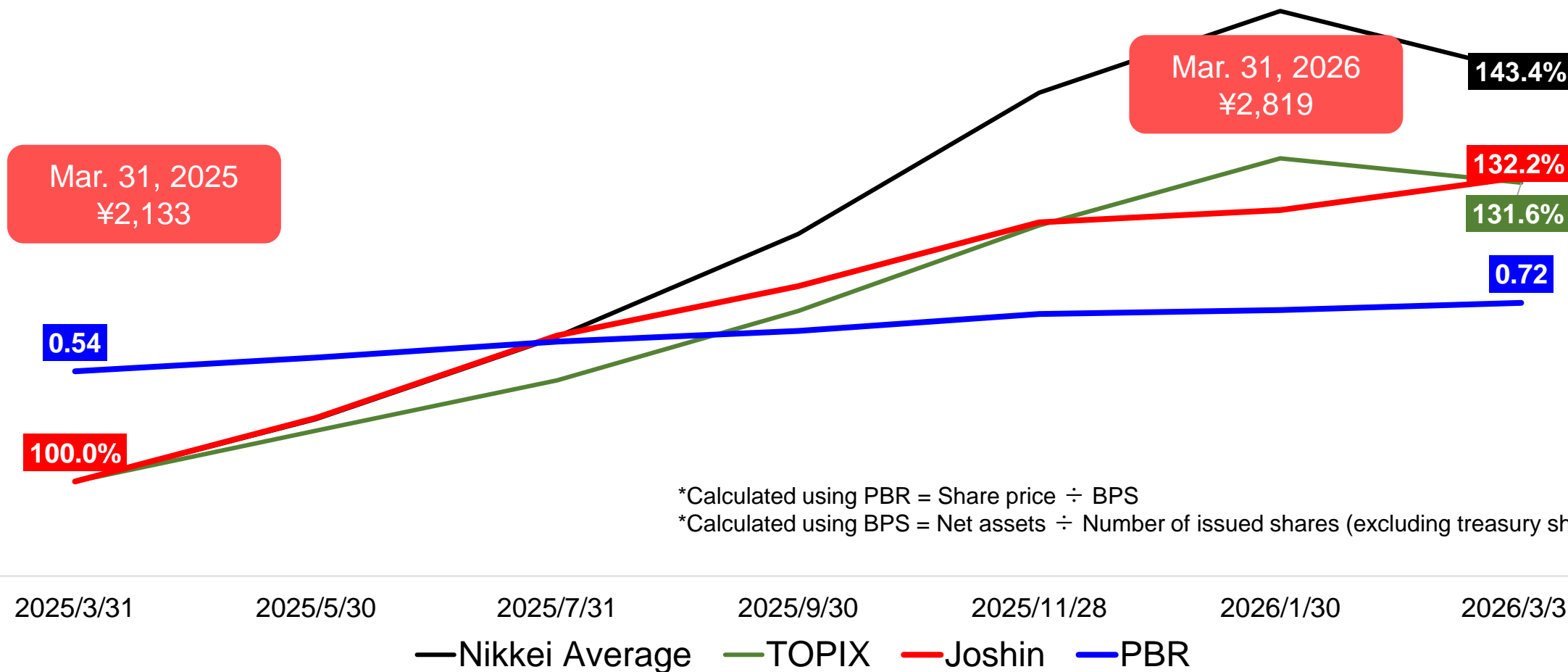
(Number of stores)



# Trends in Joshin's Stock Price and PBR

\*As of Mar. 31, 2026

For the full FY2025, the stock price increased at a pace roughly in line with the TOPIX, and the PBR also reached the 0.7 times range.



\*Calculated using PBR = Share price ÷ BPS

\*Calculated using BPS = Net assets ÷ Number of issued shares (excluding treasury shares)

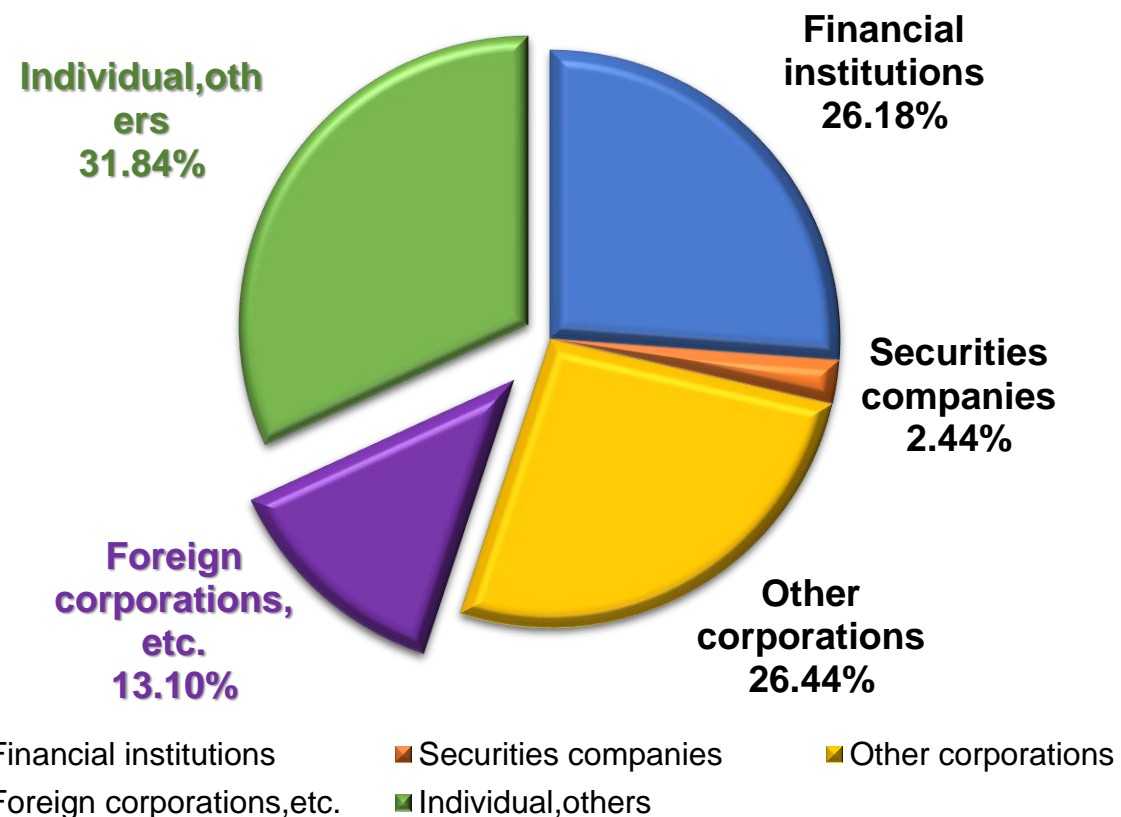
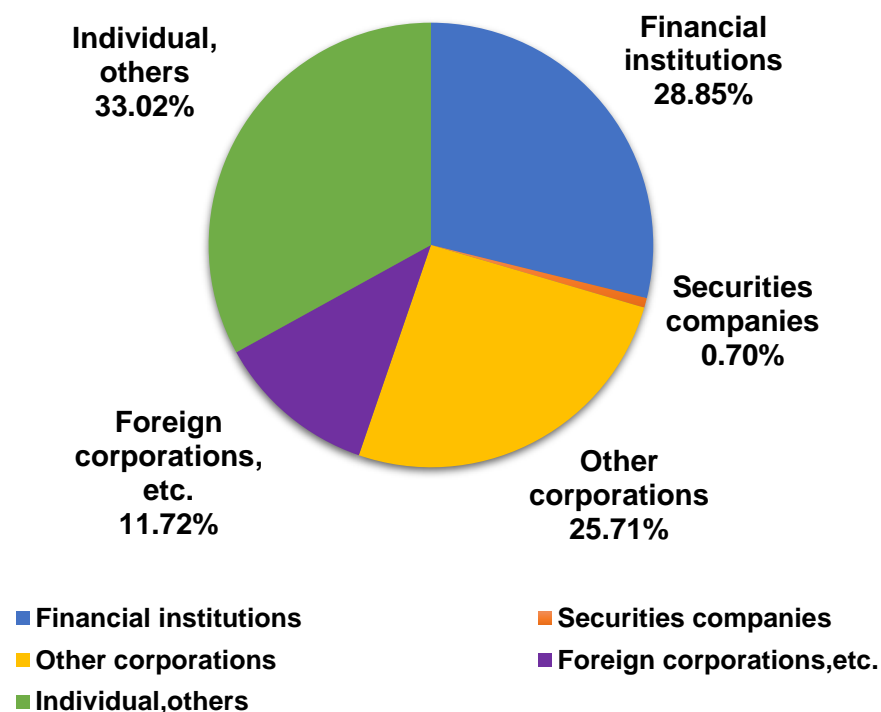
## Changes in Shareholder Composition

\*As of Mar. 31, 2026

While the shareholding ratio of individuals and others declined slightly, the proportion held by foreign corporations, etc. rose to the 13% range.

As of September 30, 2025

As of March 31, 2026



(Note) The shareholding ratios are calculated by excluding treasury stock.

- Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (FY2025)
- The Fiscal Year Ending March 31, 2027 (FY2026 ) Full-year Forecast
- **JT-2028 Management Plan**
- Topics



## Review of the JT-2025 Management Plan

Although revenue exceeded projections, capital efficiency metrics—including operating profit (margin) and ROE—all fell short of targets.

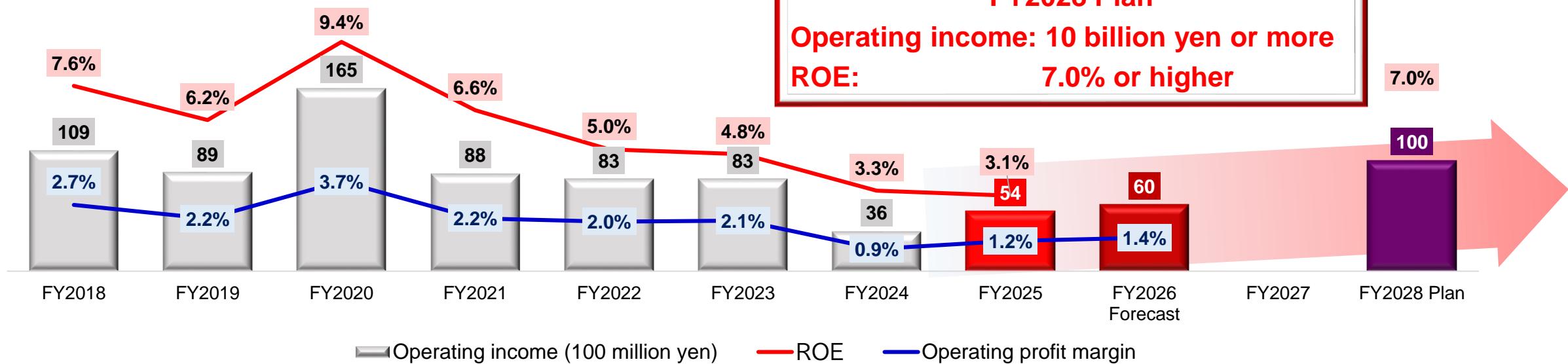
| (100 million yen)                                   | FY2018   | FY2019   | FY2020   | FY2021   | FY2022   | FY2023   | FY2024    | FY2025    | JT-2025<br>FY2025 Plan | FY2026<br>Forecast | JT-2028<br>FY2028 Plan |
|---|----------|----------|----------|----------|----------|----------|-----------|-----------|------------------------|--------------------|------------------------|
| Net sales   | 4,038    | 4,156    | 4,491    | 4,095    | 4,084    | 4,036    | 4,032     | 4,367     | 4,200                  | 4,380              | —                      |
| Gross profit  | 981      | 1,006    | 1,121    | 984      | 1,038    | 1,051    | 1,022     | 1,078     | —                      | 1,145              | —                      |
| Selling, general and administrative (SG&A) expenses | 871      | 916      | 956      | 895      | 954      | 967      | 985       | 1,023     | —                      | 1,085              | —                      |
| Operating income                                    | 109      | 89       | 165      | 88       | 83       | 83       | 36        | 55        | 110                    | 60                 | 100                    |
| Operating profit margin                             | 2.7%     | 2.2%     | 3.7%     | 2.2%     | 2.0%     | 2.1%     | 0.9%      | 1.2%      | 2.6%                   | 1.4%               | —                      |
| ROE   | 7.6%     | 6.2%     | 9.4%     | 6.6%     | 5.0%     | 4.8%     | 3.3%      | 3.1%      | 8.0% or higher         | —                  | 7.0% or higher         |
| ROA   | 5.6%     | 4.4%     | 8.1%     | 4.4%     | 3.8%     | 3.6%     | 1.5%      | 2.2%      | 5.0% or higher         | —                  | —                      |
| ROIC*1  | 5.1%     | 4.3%     | 8.0%     | 4.2%     | 3.7%     | 3.4%     | 1.5%      | 2.5%      | 5.0% or higher         | —                  | —                      |
| Payout ratio  | 20.9%    | 24.6%    | 22.6%    | 31.4%    | 40.2%    | 48.4%    | 76.3%     | 78.9%     | 40% or higher          | —                  | 40% or higher          |
| (Dividends)   | (50 yen) | (50 yen) | (75 yen) | (75 yen) | (75 yen) | (90 yen) | (100 yen) | (100 yen) |                        | (100 yen)          |                        |

\*1. ROIC (Return on invested capital) = (operating income x 0.65) / (interest-bearing liabilities + equity). Calculated with an assumed effective tax rate of 35%

Aiming to transition to a sustainable management model with a vision for the next 100 years and beyond: Rebuilding our business foundation



**FY2028 Plan**  
 Operating income: 10 billion yen or more  
 ROE: 7.0% or higher



# Joshin Group's Cost of Equity and Weighted Average Cost of Capital (WACC)

Higher interest rates have been pushing up the cost of equity and the weighted average cost of capital.

## Cost of equity (%)

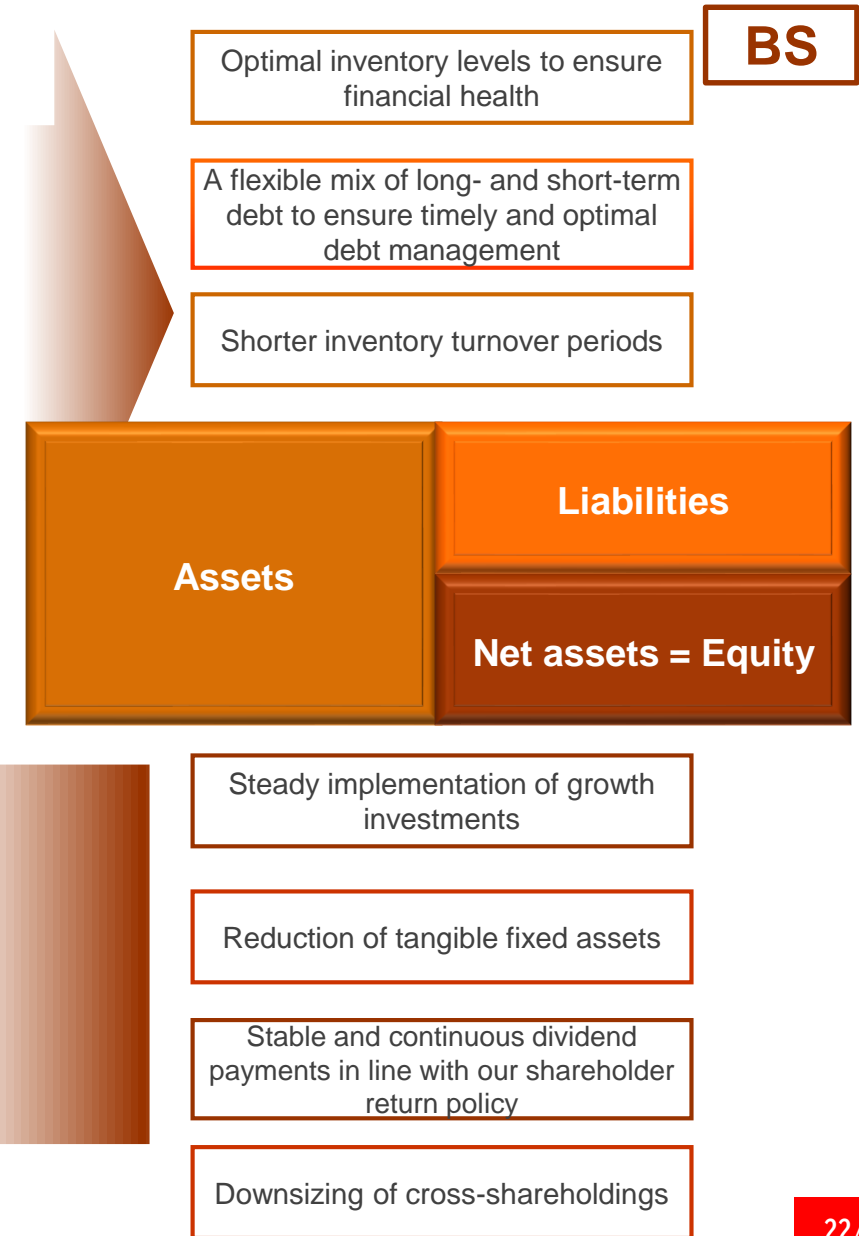
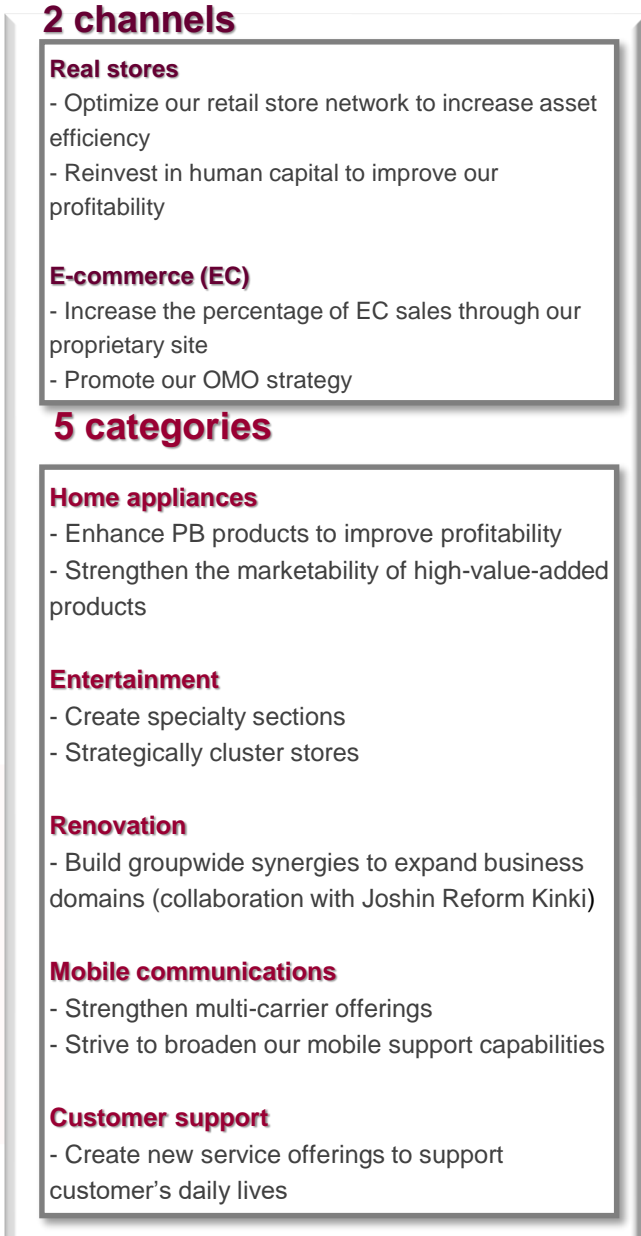
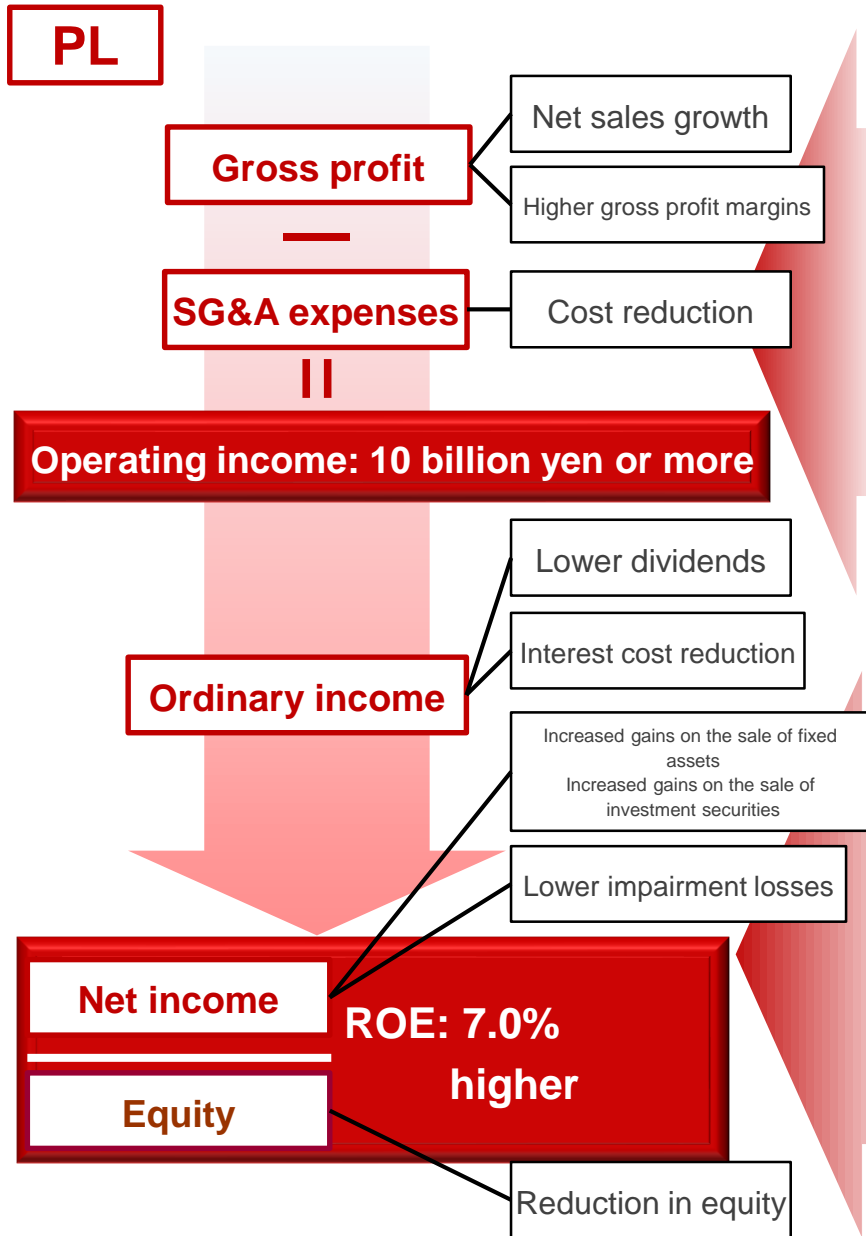
| Bases of risk-free rates   |       |
|--|-------|
| 10-year government bond yield for each region x composition rate<br>Based on the actual figures as of March 31, 2026 |       |
| Composition rate   | Yield |
| Japanese Government Bonds (50%)  | 2.36% |
| U.S. Treasury Bonds (30%)  | 4.31% |
| German Government Bonds (20%)  | 3.01% |
| *A benchmark for eurozone government bond yields   |       |
| Total average yield  | 3.07% |

|   |   |  |   |  |   |  |
|---|---|--|---|--|---|--|
| <p><b>Risk-free rate</b></p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">2.54 ⇒ 3.07%</div> <p>Safe assets<br/>Risk-free interest rates</p> | + | <p><b>Beta (β) sensitivity</b></p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">0.95 ⇒ 0.90</div> <p>Relative to the TOPIX<br/>Risks specific to Joshin<br/>*Remain at roughly the same level as in FY2024.</p> | x | <p><b>Risk premium</b></p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">6.00 ⇒ 6.00%</div> <p>Expected excess return on stock investment<br/><br/>*Estimated based on historical stock market returns</p> | = | <p><b>Cost of equity CAPM</b></p> <div style="border: 2px solid blue; padding: 5px; width: fit-content; margin: 0 auto;">8.24 ⇒ 8.47%</div> <p>*The Capital Asset Pricing Model (CAPM) is a theoretical framework to calculate the cost of equity.</p> |
|---|---|--|---|--|---|--|

## Weighted average cost of capital (%)

|   |   |   |    |  |   |  |   |   |    |   |
|---|---|---|----|--|---|--|---|---|----|---|
| <p><b>Cost of equity</b></p> <p><b>CAPM</b></p> <div style="border: 2px solid blue; padding: 5px; width: fit-content; margin: 0 auto;">8.24 ⇒ 8.47%</div> | x | <p><b>Equity ratio</b></p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">0.45 ⇒ 0.46</div> <p>*FY2025<br/>46.0%</p> | )+ | <p><b>Interest rate on debt</b></p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">0.81 ⇒ 1.00%</div> | x | <p><b>1-equity ratio</b></p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">0.55 ⇒ 0.54</div> | x | <p><b>1-corporate tax rate</b></p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">(1-0.35)</div> <p>*Taking into account the tax shield resulting from the tax deductibility of interest expenses.</p> | )= | <p><b>Weighted average cost of capital</b></p> <p><b>WACC</b></p> <div style="border: 2px solid blue; padding: 5px; width: fit-content; margin: 0 auto;">4.00 ⇒ 4.25%</div> |
|---|---|---|----|--|---|--|---|---|----|---|

## Logic Trees to achieve the Targets Set Forth in the JT-2028 Management Plan



## Joshin Reborn Action 2026

Dividing the three years of the JT-2028 Management Plan into two phases

|                  |           |   |
|------------------|-----------|---|
| Transition phase | FY2026–27 | Secure a foothold to ensure medium- to long-term success        |
| Leap phase       | FY2028–   | Leap to the next stage toward our 100th anniversary of founding |

By dynamically “redesigning our management resources,” we will streamline tangible assets and expand intangible assets through a strategic reallocation that maximizes our strengths and generates new value, thereby realizing a “balance-sheet-driven management model.”

(1)  
Redesigning  
management  
resources

- **Transitioning to a sustainable business model that does not rely on the number of real stores**  
[Closure of unprofitable stores and store replacement]
- **Reinvesting in human capital to maximize productivity**  
[Optimal allocation of resources to growth areas, including home renovation]
- **Optimizing the business portfolio to realize the vision of a “local electronics store”**  
[Expansion of service offerings tailored to customer needs]

(2)  
Full-scale entry  
into PB products

- Developing and selling original products tailored to our customers' lifestyles, with a focus on optimal value and functionality

(3)  
Establishing the  
OMO strategy

- Expanding the EC business by acquiring members who use both our proprietary EC site and real stores, which are our core strengths
- Expanding service coverage, enhancing product offerings, and expanding delivery, installation, construction work, and recycling outside our service area

(4)  
Strengthening the  
outlet strategy

- Strengthening regional competitiveness by converting some underperforming stores into outlet operations (existing stores + outlet stores)
- Achieving optimal inventory levels and improving the inventory turnover ratio by maximizing the use of our two-hub logistics network in eastern and western Japan

We will accelerate the “strengthening of profitability” by “redesigning management resources,” aiming to fulfill the JT-2028 Management Plan targets early. ⇒ Early achievement of a PBR of 1 or higher.

# Key Strategies of the JT-2028 Management Plan: Real Store Business

Enhance the profitability of our real store business

Close up to 15 unprofitable stores and reallocate human capital to enhance management efficiency  
 ⇒ Increase the number of profitable stores through a scale-independent network of community-centric appliance stores

## Kansai area (133 stores)

Implement the decisive closure of unprofitable stores and drive a scrap-and-build strategy to optimize store allocation (at the prefectural and regional levels)

+

Reallocate human capital to leverage value creation capabilities

+

Design store sections tailored to the local environment, including partnerships with external partners

+

Drive integration between our real stores and EC site (promotion of OMO)

+

Strengthen our after-sales service capabilities, including delivery, installation, technical, and repair services

+

Expand the lineup of our product and service offerings

+

Integrate analog (human) and digital (networks)

## Tokai area (34 stores)

Strengthen the store revitalization and hub sharing strategy for regions and stores with brand recognition and competitiveness comparable to those in Kansai to enhance market competitiveness

## Kanto area (18 stores)

Leverage the existing infrastructure of our real stores and regions with higher EC sales ratios, alongside the Kanto Distribution Center, to build a competitive advantage and boost market recognition

## Hokushinetsu area (25 stores)

Launch area-specific strategies for Hokuetsu and Hokuriku based on their distinctive competitive situations, and execute a scrap-and-build approach to optimize store allocation

⇒ Integrate all assets to create a new Joshin economic bloc

Evolve into a lifestyle support company

Marketing strategies by real store type

Stand-alone store

Mall store

Hybrid store

\*The number of stores is that of Joshin's directly managed stores as of the end of March 2026

# Key Strategies of the JT-2028 Management Plan: Private-Label (PB) Products

## Full-scale entry into PB products

Established the Product Development Office within the product department in October 2025 to identify and secure several OEM partners  
 Start to launch the sale of PB small and medium-sized appliances in FY2026

### FY2026 Plan

Products to be launched in FY2026  
 Batteries, light bulbs, handheld vacuum cleaners, microwave ovens, rice cookers, electric kettles, etc.

#### FY2026 Plan

- Consolidated sales ratio: 4.6%
- PB product development target: SKU 150 items



### JT-2028 Management Plan (–FY2028)

Expand the PB scope from small and medium-sized appliances to include air conditioners and other major household appliances

#### FY2028 Plan

- Consolidated sales ratio: 10%
- PB gross margin: up 5% from FY2024
- PB product development target: SKU 500 items or more

#### Toward full-scale entry into PB products

- Form a dedicated department
- Acquire external specialists for career positions
- Establish internal systems for product development and quality control
- Promote collaboration with OEM partners

Expand the PB business to boost overall home appliance sales

## Key Strategies of the JT-2028 Management Plan: E-Commerce (EC)

- **EC:** Achieve a sales ratio of 50% via our proprietary site  
Raise the sales ratio of home appliances

### FY2026 Plan

Steadily implementing the strategies:

- Drive increased traffic (the number of visitors) to our proprietary site
- Execute an OMO strategy to promote the integrated use of our real stores and EC site
- Execute a strategy to increase home appliance sales
- Execute a strategy to expand contract volume via our proprietary site

### FY2026 Plan

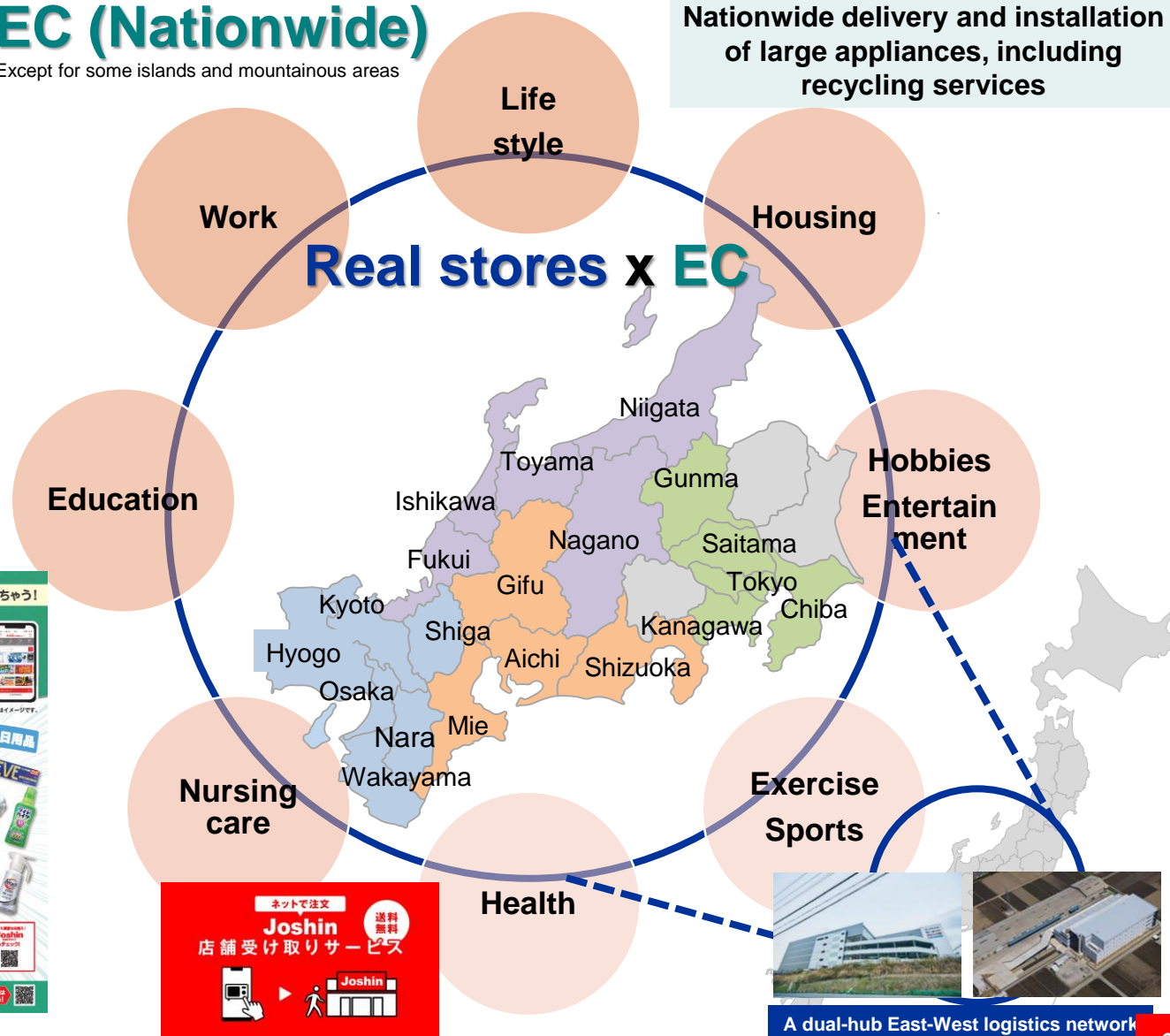
- Sales ratio via our proprietary site: up from 44% to 46%
- Cross-channel membership: up 15% YoY
- Home appliance sales: up 2% YoY
- Proprietary site membership: up 7% YoY



## EC (Nationwide)

\*Except for some islands and mountainous areas

Nationwide delivery and installation of large appliances, including recycling services



A dual-hub East-West logistics network

## Key Strategies of the JT-2028 Management Plan: Renovation Business

## Expanding renovation business domains

Evolve from packaged renovations to custom-made solutions  
(Leverage synergies with our new partner, Joshin Reform Kinki, to expand business domains)

## FY2026 Plan

Building on our mass-retailer foundation, we will expand beyond packaged renovations into the specialized custom-made domain by accelerating our partnership with Joshin Reform Kinki.

## FY2026 Plan (including Joshin Reform Kinki)

- Renovation sales  
From 16.5 billion yen in FY2025 to 19 billion yen in FY2026
- Promote PMI through the Joshin corporate department's full-scale involvement
- Strengthen collaboration with Joshin stores in the business regions of Joshin Reform Kinki (Kyoto and Nara Prefectures)
- Promote personnel exchanges with Joshin Reform Kinki to facilitate the absorption, accumulation, and penetration of business know-how across the entire Group

## JT-2028 Management Plan (–FY2028)

FY2028 Plan (including Joshin Reform Kinki)  
Renovation sales: steady growth to the 20-billion-yen level

Accelerate the early expansion of our custom-made renovation business in the Kansai area

- Expand Joshin Reform Kinki's business areas (beyond Kyoto and Nara Prefectures)
- Promote aggressive collaboration, partnerships and M&A activity with external partners
- Strengthen the renovation order-management system across Joshin stores and our proprietary EC site



Establish a robust foundation for our general renovation business in the Kansai area

# Capital Policy of the JT-2028 Management Plan

## Balance sheet management

### Visions for FY2028

Maintain an optimal balance sheet to realize a management model focused on cost of capital and stock price, in light of the scheduled lease accounting revision

Strive to improve our cash conversion cycle (CCC) and cross ratio to enhance our free cash flow (FCF) generation capabilities

\*CCC: accounts receivable turnover period + inventory turnover period - accounts payable turnover period    cross ratio (%): gross margin (%) x product turnover ratio (times)

- Maintain optimal inventory levels in line with our **interest-bearing debt** management

**Optimal inventory levels to ensure financial health**

- Ensure strict inventory management **on a monthly turnover basis** (rigorous product assessment)

**Shorter inventory turnover periods**

- Continuously consider how to **use accounts receivables**, such as liquidating credit card receivables

**Proper management of accounts receivable turnover periods**

- Propose **specific measures**, such as store types and collaboration schemes, in proportion to capital invested

**Improvement in profit and loss performance at individual stores**

- Actively pursue the divestiture of **idle properties** requiring management expenses and **identify underperforming stores**

**Reduction of tangible fixed assets**

- Focus on improving capital efficiency to **boost net profit**

**Downsizing of cross-shareholdings**

### Assets

#### Current assets

Cash  
Accounts receivable  
Inventory and related assets

#### Non-current assets

Land  
Building  
Investment securities and related assets

# Capital Policy of the JT-2028 Management Plan

## Balance sheet management

### Visions for FY2028

Maintain an optimal balance sheet to realize a management model focused on cost of capital and stock price, in light of the scheduled lease accounting revision

Strive to improve our cash conversion cycle (CCC) and cross ratio to enhance our free cash flow (FCF) generation capabilities

\*CCC: accounts receivable turnover period + inventory turnover period - accounts payable turnover period cross ratio (%): gross margin (%) x product turnover ratio (times)

### Total liabilities and net assets

Accounts payable  
Short-term borrowing and other loans

### Optimal management of accounts payable turnover periods

A flexible mix of long- and short-term debt to ensure timely and optimal debt management

- Maintaining **stable cash positions** reduces the need for **current working funds**

- Reducing working funds **in a higher interest phase** mitigates the debt burden

### Non-current liabilities

Long-term borrowing and other loans

### Opportunities for financial leverage based on our current equity ratio

- Use financial leverage for **promising** growth investment projects

### Steady implementation of growth investments

- Store-related investments should remain within the limits of our **operating cash flow**.

### Stable and continuous dividend payments in line with our shareholder return policy

- Aim for a DOE of **2.5%** alongside a payout ratio of **40%**

### Net assets

Capital  
Retained earnings, etc.

### Retained earnings secured through performance improvements

- Maintain certain levels of retained earnings to prepare for economic and environmental changes and preserve our **creditworthiness**

# Capital Policy of the JT-2028 Management Plan

## Cash allocation

### Visions for FY2028

Allocate operating cash flow for aggressive business growth investments and shareholder returns

### Cash-out

## Growth investments

Approx. 70–75%

## Shareholder returns

Approx. 15–20%

Reduction of interest-bearing debt

- Store-related investments 18 billion yen
- Logistics-related investments 2 billion yen
- Business expansion investments 6 billion yen

### Items recognized as SG&A expenses

- Investments in human capital and systems (including leases) : 20 billion yen

- As set out in our shareholder return policy
- Payout ratio: 40% or higher / DOE: 2.5% or higher

- Expenses for store openings, closures, and renovations, including the introduction of new store formats (roughly **6 billion yen per year**)

- Establish a dual-hub East-West logistics network and enhance service infrastructure capabilities, including the introduction of material handling equipment (recorded **partially as logistics costs**)

- PB collaborations with external partners: 5 billion yen  
- Business expansion collaborations with external partners: 1 billion yen

- Wage increases and HR system revisions: 7 billion yen  
- Entry-level and mid-career recruitment and training: 5 billion yen

- System investments to enhance customer convenience: 3 billion yen  
- System investments to enhance employee productivity: 3 billion yen  
- System investments to support management decision-making: 1 billion yen

- Three-year cumulative dividends: 8 billion yen

# Capital Policy of the JT-2028 Management Plan

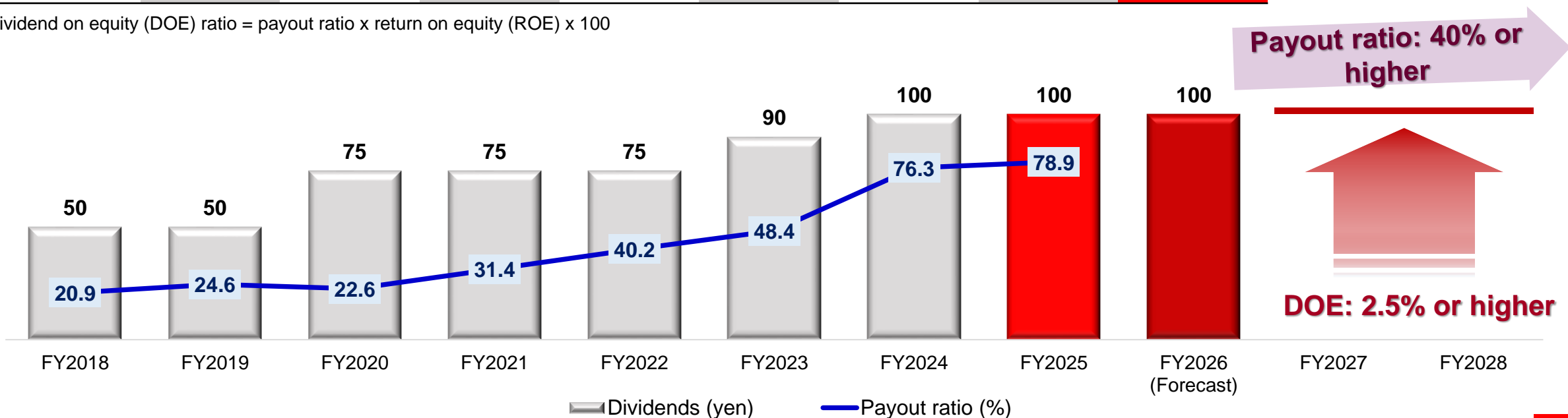
## Shareholder returns

### Visions for FY2028

Offer stable, DOE-based returns regardless of performance fluctuations and drive performance improvements to enable higher dividend payouts

|              | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024  | FY2025  | FY2028 Plan    |
|--------------|--------|--------|--------|--------|--------|--------|---------|---------|----------------|
| Payout ratio | 20.9%  | 24.6%  | 22.6%  | 31.4%  | 40.2%  | 48.4%  | 76.3%   | 78.9%   | 40% or higher  |
| ROE          | 7.6%   | 6.2%   | 9.4%   | 6.6%   | 5.0%   | 4.8%   | 3.3%    | 3.1%    | 7.0% or higher |
| DOE          | 1.6%   | 1.5%   | 2.1%   | 2.1%   | 2.0%   | 2.3%   | 2.5%    | 2.5%    | 2.5% or higher |
| Dividends    | 50 yen | 50 yen | 75 yen | 75 yen | 75 yen | 90 yen | 100 yen | 100 yen |                |

Dividend on equity (DOE) ratio = payout ratio x return on equity (ROE) x 100



## Capital Policy of the JT-2028 Management Plan

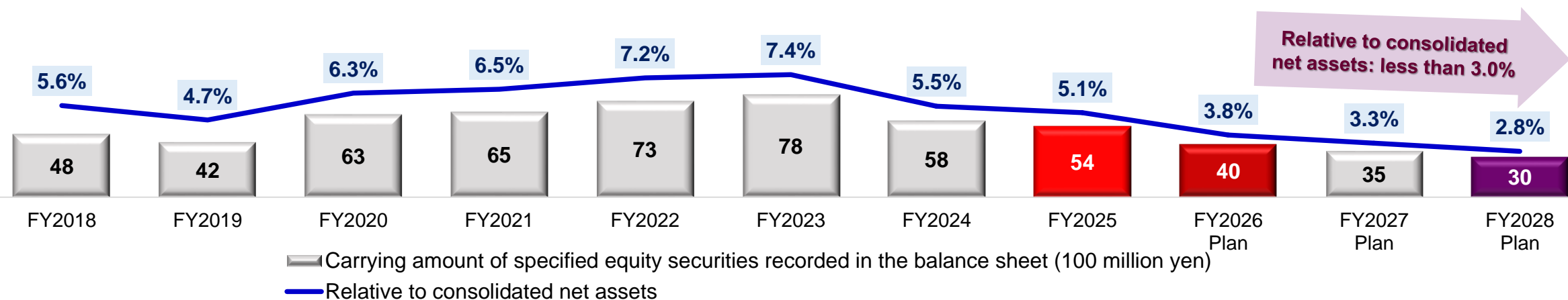
## Cross-shareholdings

## Visions for FY2028

Continue to reduce cross-shareholdings to less than 3.0% of net assets, further enhancing our capital efficiency

| Unit in 100 million yen  | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 Plan | FY2027 Plan | FY2028 Plan              |
|--|--------|--------|--------|--------|--------|--------|--------|--------|-------------|-------------|--------------------------|
| Investment securities held for purposes other than pure investment<br>Carrying amount on the balance sheet | 48     | 42     | 63     | 65     | 73     | 78     | 58     | 54     | 40          | 35          | 30                       |
| Net assets   | 861    | 891    | 993    | 986    | 1,007  | 1,046  | 1,047  | 1,054  | 1,060       | 1,070       | 1,080                    |
| Relative to consolidated net assets  | 5.6%   | 4.7%   | 6.3%   | 6.5%   | 7.2%   | 7.4%   | 5.5%   | 5.1%   | 3.8%        | 3.3%        | 2.8%<br>(Less than 3.0%) |

Investment securities held for purposes other than pure investment, recorded on the balance sheet, are as set out in our securities report. No deemed cross-shareholdings are recorded.



- Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (FY2025)
- The Fiscal Year Ending March 31, 2027 (FY2026 ) Full-year Forecast
- JT-2028 Management Plan
- **Topics**



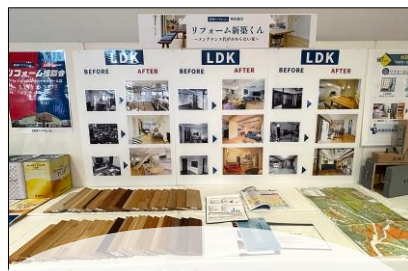
## Topics: Expanding Business Domains through M&A

### Leverage synergies with Joshin Reform Kinki to expand our service offerings (from packaged renovations to custom-made services)

- ✓ DO Reform became a subsidiary of Joshin.
- ✓ Do Reform changed its company name to Joshin Reform Kinki Co., Ltd. and started considering collaboration with the HOUSE DO Group.

#### ▼Reasons for the company name change

- The JT-2028 Management Plan targets our evolution into a lifestyle support company, with the renovation business positioned as a growth business.
- The company's name change, representing its integration into the prestigious Joshin brand, is designed to foster unity across the Group and leverage the brand's recognition and credibility to maximize synergies.
- The business possesses specialized large-scale renovation expertise that can be applied to Group customer assets as part of a strategic approach to capture demand for high-value-added renovations.
- Expanding into customized and other new renovation categories will allow us to swiftly capture demand from diversifying lifestyles, broaden our revenue base, and enhance medium- to long-term growth in the Group's corporate value.



Large-scale events at off-site facilities, such as hotels



## Topics: External Ratings for Our Stores

Our EC store received prestigious awards on Rakuten Ichiba and Yahoo! Auctions.

We will continue to evolve to ensure that Joshin remains our customers' preferred choice and brings them greater happiness and joy.

Highest rating

### Rakuten Shop of the Year 2025

Received **Grand Prix** for the fourth time

- ✓ Selected as the **Overall Grand Prix** winner among all shops



総合賞  
**グランプリ**  
Rakuten



パソコン・周辺機器  
**ジャンル大賞**  
Rakuten



Rakuten Award Ceremony Venue

#### ▽Key awards received

- **Overall Grand Prix**  
Rakuten Shop of the Year 2016, Rakuten Shop of the Year 2020  
Rakuten Shop of the Year 2021, Rakuten Shop of the Year 2025
- **Home Appliance Genre Award**  
Rakuten Shop of the Year 2020, Rakuten Shop of the Year 2021
- **PC and Peripherals Genre Award**  
Rakuten Shop of the Year 2025

※ The Rakuten Shop of the Year is Rakuten Ichiba's annual award program to select the best shops of the year from over 50,000 Rakuten Ichiba shops. Winners are determined by customer votes, sales performance, sales growth rate, order volume, and customer service quality.

### Yahoo! Auctions Best Store Awards 2025

Ranked **first** in the smartphone category

- ✓ Ranked first in the newly established smartphone category



※ The Yahoo! Auctions Best Store Awards is an annual award program that honors outstanding merchants from over 20,000 stores based on criteria such as customer ratings and sales performance.

Dedicated to various climate change initiatives, consecutively achieving top-tier international ratings



Joshin Handa Store  
(Handa City, Aichi Prefecture)

- Joshin Handa and Izumi-Chuo Stores introduced our first-ever solar car ports under PPA arrangements.  
PPA: Power Purchase Agreement (a power sales model)

March 2026

- Selected as an Environmentally Sustainable Company for two consecutive years in the Ministry of the Environment's 7th ESG Finance Awards Japan



February 2026

**Highest rating**

- Selected as a CDP Climate Change A List company for three consecutive years, achieving the highest possible rating

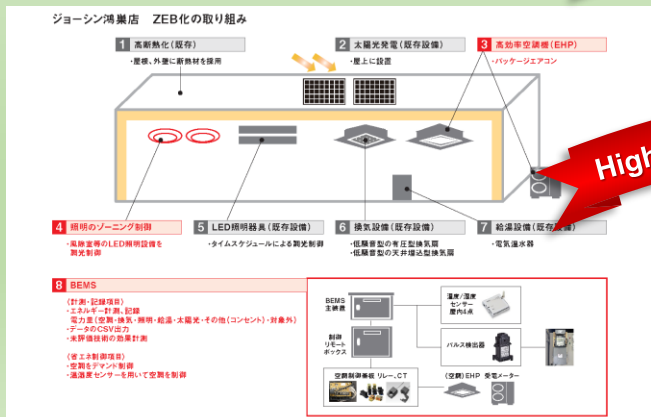


December 2025

**Highest level**

- Our existing Joshin Kounosu Store was awarded the highest-level ZEB certification.  
Achieved the highest ZEB certification, the top of four levels, under the Building-Housing Energy-efficiency Labeling System (BELS) program, which evaluates the energy-saving performance of buildings  
The second store to achieve this certification, following the Joshin Nara Store

December 2025



## Topics: Joshin's Something Red 2026

On April 1, 2026, all employees of the group took off together, carrying the renewed Joshin's first step forward on the wings of the "Red Paper Airplanes"!!



## Disclaimer

1. Earnings forecasts and other forward-looking contents of this presentation are based on the Company's decision at the time of the preparation of this document. We cannot promise or guarantee that results will match forecasts.
2. This presentation contains unaudited approximations, which may change.

— Inquiries —

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