



Fact Book

Year ended August 31, 2023

(FY2023 : Sep 1, 2022 - Aug 31, 2023)

BicCamera INC.

[Consolidated] Financial results

【Full Year】

(million yen)

| Amount | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|---------|---------|---------|---------|----------------|
| Net sales | 894,021 | 847,905 | 834,060 | 792,368 | 815,560 |
| Cost of sales | 650,576 | 616,899 | 595,501 | 578,525 | 597,687 |
| Gross profit | 243,444 | 231,005 | 238,558 | 213,843 | 217,873 |
| SG&A expenses | 220,500 | 218,939 | 220,340 | 195,980 | 203,657 |
| Operating profit | 22,943 | 12,066 | 18,217 | 17,863 | 14,215 |
| Ordinary profit | 25,871 | 14,690 | 21,629 | 20,808 | 16,566 |
| Profit attributable to owners of parent | 14,047 | 5,450 | 8,761 | 5,765 | 2,936 |

(%)

| Sales ratio | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|--------|--------|-------------|
| Cost of sales | 72.8 | 72.8 | 71.4 | 73.0 | 73.3 |
| Gross profit | 27.2 | 27.2 | 28.6 | 27.0 | 26.7 |
| SG&A expenses | 24.7 | 25.8 | 26.4 | 24.7 | 25.0 |
| Operating profit | 2.6 | 1.4 | 2.2 | 2.3 | 1.7 |
| Ordinary profit | 2.9 | 1.7 | 2.6 | 2.6 | 2.0 |
| Profit attributable to owners of parent | 1.6 | 0.6 | 1.1 | 0.7 | 0.4 |

【First Half】

(million yen)

| Amount | FY2019 1H | FY2020 1H | FY2021 1H | FY2022 1H | FY2023 1H |
|---|-----------|-----------|-----------|-----------|----------------|
| Net sales | 441,897 | 436,588 | 421,211 | 392,360 | 407,653 |
| Cost of sales | 321,918 | 318,050 | 302,547 | 287,763 | 300,271 |
| Gross profit | 119,979 | 118,537 | 118,664 | 104,596 | 107,382 |
| SG&A expenses | 107,319 | 110,871 | 108,407 | 95,156 | 99,999 |
| Operating profit | 12,659 | 7,665 | 10,256 | 9,439 | 7,382 |
| Ordinary profit | 13,938 | 9,096 | 12,121 | 10,665 | 8,422 |
| Profit attributable to owners of parent | 8,311 | 4,854 | 5,689 | 4,770 | 4,205 |

(%)

| Sales ratio | FY2019 1H | FY2020 1H | FY2021 1H | FY2022 1H | FY2023 1H |
|---|-----------|-----------|-----------|-----------|-------------|
| Cost of sales | 72.8 | 72.8 | 71.8 | 73.3 | 73.7 |
| Gross profit | 27.2 | 27.2 | 28.2 | 26.7 | 26.3 |
| SG&A expenses | 24.3 | 25.4 | 25.7 | 24.3 | 24.5 |
| Operating profit | 2.9 | 1.8 | 2.4 | 2.4 | 1.8 |
| Ordinary profit | 3.2 | 2.1 | 2.9 | 2.7 | 2.1 |
| Profit attributable to owners of parent | 1.9 | 1.1 | 1.4 | 1.2 | 1.0 |

【Second Half】

(million yen)

| Amount | FY2019 2H | FY2020 2H | FY2021 2H | FY2022 2H | FY2023 2H |
|---|-----------|-----------|-----------|-----------|----------------|
| Net sales | 452,123 | 411,317 | 412,848 | 400,008 | 407,906 |
| Cost of sales | 328,658 | 298,848 | 292,954 | 290,761 | 297,415 |
| Gross profit | 123,465 | 112,468 | 119,894 | 109,247 | 110,491 |
| SG&A expenses | 113,181 | 108,067 | 111,933 | 100,823 | 103,657 |
| Operating profit | 10,283 | 4,401 | 7,961 | 8,423 | 6,833 |
| Ordinary profit | 11,932 | 5,594 | 9,508 | 10,142 | 8,143 |
| Profit attributable to owners of parent | 5,736 | 595 | 3,072 | 995 | (1,268) |

(%)

| Sales ratio | FY2019 2H | FY2020 2H | FY2021 2H | FY2022 2H | FY2023 2H |
|---|-----------|-----------|-----------|-----------|--------------|
| Cost of sales | 72.7 | 72.7 | 71.0 | 72.7 | 72.9 |
| Gross profit | 27.3 | 27.3 | 29.0 | 27.3 | 27.1 |
| SG&A expenses | 25.0 | 26.3 | 27.1 | 25.2 | 25.4 |
| Operating profit | 2.3 | 1.1 | 1.9 | 2.1 | 1.7 |
| Ordinary profit | 2.6 | 1.4 | 2.3 | 2.5 | 2.0 |
| Profit attributable to owners of parent | 1.3 | 0.1 | 0.7 | 0.2 | (0.3) |

[Consolidated] Total asset, Liabilities and Net assets

【Full Year】

(million yen)

| | FY2019 As of Aug.2019 | FY2020 As of Aug.2020 | FY2021 As of Aug.2021 | FY2022 As of Aug.2022 | FY2023 As of Aug.2023 |
|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Total net assets | 163,342 | 169,791 | 179,523 | 169,133 | 176,383 |
| Total assets | 400,451 | 472,074 | 454,466 | 456,466 | 449,840 |
| Equity capital | 133,902 | 137,078 | 143,730 | 131,375 | 137,173 |
| Total interest-bearing debt | 91,236 | 150,703 | 150,689 | 133,498 | 123,565 |
| Short-term interest bearing debt | 60,073 | 54,514 | 82,612 | 88,565 | 98,852 |
| Long-term interest bearing debt | 31,163 | 96,188 | 68,076 | 44,932 | 24,712 |

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---------------------------|--------|--------|--------|--------|---------------|
| BPS (JPY) | 761.10 | 779.15 | 816.94 | 767.54 | 801.38 |
| EPS (JPY) | 79.09 | 30.98 | 49.80 | 33.22 | 17.16 |
| Equity ratio (%) | 33.4 | 29.0 | 31.6 | 28.8 | 30.5 |
| ROE (%) | 10.6 | 4.0 | 6.2 | 4.2 | 2.2 |
| ROA (%) | 6.8 | 3.4 | 4.7 | 4.6 | 3.7 |
| Debt equity ratio (times) | 0.7 | 1.1 | 1.0 | 1.0 | 0.9 |

【First Half】

(million yen)

| | FY2019 As of Feb.2019 | FY2020 As of Feb.2020 | FY2021 As of Feb.2022 | FY2022 As of Feb.2022 | FY2023 As of Feb.2023 |
|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Total net assets | 162,192 | 167,017 | 176,919 | 171,216 | 173,127 |
| Total assets | 394,470 | 400,579 | 466,309 | 468,204 | 464,948 |
| Equity capital | 134,944 | 137,221 | 142,635 | 134,867 | 134,851 |
| Total interest-bearing debt | 103,796 | 104,684 | 161,369 | 145,218 | 139,162 |
| Short-term interest bearing debt | 68,298 | 76,297 | 83,635 | 88,935 | 105,460 |
| Long-term interest bearing debt | 35,498 | 28,386 | 77,734 | 56,282 | 33,701 |

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---------------------------|--------|--------|--------|--------|---------------|
| BPS (JPY) | 756.28 | 779.96 | 810.71 | 775.88 | 787.83 |
| EPS (JPY) | 46.58 | 27.59 | 32.34 | 27.16 | 24.57 |
| Equity ratio (%) | 34.2 | 34.3 | 30.6 | 28.8 | 29.0 |
| ROE (%) | 6.3 | 3.6 | 4.1 | 3.4 | 3.2 |
| ROA (%) | 3.7 | 2.3 | 2.6 | 2.3 | 1.8 |
| Debt equity ratio (times) | 0.8 | 0.8 | 1.1 | 1.1 | 1.0 |

[Consolidated] Sales by Product

(million yen, %)

| | FY2019 | | FY2020 | | FY2021 | | FY2022 | | FY2023 | |
|---|---------------------|-------------------|---------------------|-------------------|---------------------|-------------------|---------------------|-------------------|---------------------|-------------------|
| | Sep.2018 - Aug.2019 | | Sep.2019 - Aug.2020 | | Sep.2020 - Aug.2021 | | Sep.2021 - Aug.2022 | | Sep.2022 - Aug.2023 | |
| | Amount | Composition ratio | Amount | Composition ratio | Amount | Composition ratio | Amount | Composition ratio | Amount | Composition ratio |
| Audio visual products | 141,101 | 15.7 | 132,985 | 15.7 | 127,739 | 15.3 | 116,425 | 14.7 | 112,385 | 13.8 |
| Cameras | 36,956 | 4.1 | 25,173 | 3.0 | 22,571 | 2.7 | 23,542 | 3.0 | 26,339 | 3.2 |
| TVs | 40,946 | 4.6 | 47,485 | 5.6 | 50,197 | 6.0 | 43,201 | 5.5 | 37,441 | 4.6 |
| BD/DVD recorders, Video cameras | 15,850 | 1.8 | 14,984 | 1.8 | 13,695 | 1.6 | 10,687 | 1.3 | 9,347 | 1.2 |
| Audios | 14,738 | 1.6 | 13,806 | 1.6 | 11,995 | 1.4 | 10,713 | 1.3 | 10,602 | 1.3 |
| Others | 32,608 | 3.6 | 31,535 | 3.7 | 29,279 | 3.6 | 28,279 | 3.6 | 28,655 | 3.5 |
| Home appliances | 277,638 | 31.1 | 275,280 | 32.5 | 279,264 | 33.5 | 261,878 | 33.0 | 256,449 | 31.4 |
| Refrigerators | 40,705 | 4.6 | 42,913 | 5.1 | 43,085 | 5.2 | 41,605 | 5.2 | 38,556 | 4.7 |
| Washing machines | 38,845 | 4.3 | 40,415 | 4.8 | 41,986 | 5.0 | 41,128 | 5.2 | 41,992 | 5.1 |
| Kitchen appliances | 37,874 | 4.2 | 36,296 | 4.3 | 34,170 | 4.1 | 32,439 | 4.1 | 31,424 | 3.9 |
| Seasonal home electronics | 59,741 | 6.7 | 58,464 | 6.9 | 71,606 | 8.6 | 60,998 | 7.7 | 56,332 | 6.9 |
| Personal care electronics | 47,789 | 5.4 | 43,357 | 5.1 | 37,838 | 4.5 | 39,389 | 5.0 | 43,778 | 5.4 |
| Others | 52,682 | 5.9 | 53,831 | 6.3 | 50,576 | 6.1 | 46,317 | 5.8 | 44,364 | 5.4 |
| Information communications equipment products | 285,112 | 31.9 | 269,014 | 31.7 | 270,466 | 32.4 | 262,778 | 33.2 | 258,207 | 31.7 |
| PCs | 75,030 | 8.4 | 84,726 | 10.0 | 77,396 | 9.3 | 66,214 | 8.4 | 60,810 | 7.5 |
| PC peripherals | 27,239 | 3.0 | 28,664 | 3.4 | 30,845 | 3.7 | 30,176 | 3.8 | 27,548 | 3.4 |
| Cellular phones | 123,190 | 13.8 | 100,150 | 11.8 | 108,447 | 13.0 | 117,866 | 14.9 | 123,871 | 15.2 |
| Others | 59,652 | 6.7 | 55,472 | 6.5 | 53,777 | 6.4 | 48,520 | 6.1 | 45,978 | 5.6 |
| Other products | 176,293 | 19.7 | 158,312 | 18.7 | 143,693 | 17.3 | 138,090 | 17.4 | 175,352 | 21.5 |
| Video Games | 35,010 | 3.9 | 40,434 | 4.8 | 43,783 | 5.3 | 36,147 | 4.6 | 46,905 | 5.8 |
| Watches | 24,313 | 2.7 | 15,889 | 1.9 | 11,246 | 1.4 | 10,335 | 1.3 | 12,344 | 1.5 |
| Used PCs | 9,251 | 1.0 | 10,046 | 1.2 | 10,106 | 1.2 | 16,039 | 2.0 | 29,485 | 3.6 |
| Sporting goods | 11,672 | 1.3 | 10,083 | 1.2 | 10,061 | 1.2 | 9,552 | 1.2 | 10,722 | 1.3 |
| Toys | 14,225 | 1.6 | 12,664 | 1.5 | 11,455 | 1.4 | 11,897 | 1.5 | 14,848 | 1.8 |
| Glasses and Contact lenses | 6,856 | 0.8 | 5,246 | 0.6 | 4,360 | 0.5 | 4,436 | 0.5 | 4,718 | 0.6 |
| Liquors and Soft drinks | 8,112 | 0.9 | 6,829 | 0.8 | 5,909 | 0.7 | 5,474 | 0.7 | 6,352 | 0.8 |
| Medicines and Daily goods | 21,215 | 2.4 | 14,243 | 1.7 | 8,691 | 1.0 | 8,775 | 1.1 | 12,130 | 1.5 |
| Others | 45,633 | 5.1 | 42,874 | 5.0 | 38,078 | 4.6 | 35,431 | 4.5 | 37,844 | 4.6 |
| Retail goods sales | 880,145 | 98.4 | 835,593 | 98.6 | 821,164 | 98.5 | 779,172 | 98.3 | 802,395 | 98.4 |
| BS digital broadcasting business | 11,713 | 1.3 | 10,568 | 1.2 | 11,188 | 1.3 | 11,478 | 1.5 | 11,537 | 1.4 |
| Other business | 2,162 | 0.3 | 1,743 | 0.2 | 1,707 | 0.2 | 1,717 | 0.2 | 1,627 | 0.2 |
| Total | 894,021 | 100.0 | 847,905 | 100.0 | 834,060 | 100.0 | 792,368 | 100.0 | 815,560 | 100.0 |

* Above amount does not include consumption taxes.

[Consolidated] Balance Sheets

(million yen)

| | FY2019 As of Aug.2019 | FY2020 As of Aug.2020 | FY2021 As of Aug.2021 | FY2022 As of Aug.2022 | FY2023 As of Aug.2023 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Assets | | | | | |
| Total current assets | 208,936 | 273,809 | 258,077 | 252,258 | 247,245 |
| Cash and deposits | 25,791 | 117,211 | 108,973 | 91,081 | 75,135 |
| Accounts receivable - trade | 39,008 | 40,986 | 37,501 | 41,672 | 44,540 |
| Merchandise and finished goods | 127,954 | 100,925 | 98,584 | 100,872 | 105,260 |
| Total non-current assets | 191,514 | 198,265 | 196,388 | 204,207 | 202,595 |
| Total property, plant and equipment | 87,509 | 90,374 | 85,774 | 87,030 | 83,104 |
| Buildings and structures, net | 30,385 | 29,314 | 27,041 | 27,912 | 25,547 |
| Machinery, equipment and vehicles, net | 1,358 | 1,305 | 1,643 | 4,074 | 3,680 |
| Land | 46,998 | 46,983 | 46,984 | 47,594 | 47,747 |
| Leased assets, net | 2,730 | 2,242 | 1,720 | 1,222 | 1,016 |
| Construction in progress | 555 | 877 | 837 | 279 | 68 |
| Total intangible assets | 23,105 | 25,379 | 31,040 | 30,222 | 31,990 |
| Goodwill | 3,630 | 3,240 | 4,742 | 5,496 | 5,303 |
| Total investments and other assets | 80,898 | 82,510 | 79,574 | 86,954 | 87,500 |
| Investment securities | 13,626 | 14,553 | 12,229 | 13,192 | 16,918 |
| Long-term loans receivable | 182 | 835 | 1,078 | 416 | 1,798 |
| Deferred tax assets | 20,785 | 21,541 | 20,812 | 24,466 | 20,863 |
| Retirement benefit asset | 2,913 | 2,885 | 3,041 | 2,942 | 3,138 |
| Guarantee deposits | 42,529 | 41,731 | 41,809 | 41,094 | 40,641 |
| Total assets | 400,451 | 472,074 | 454,466 | 456,466 | 449,840 |

* Excerpt major Accounts.

(million yen)

| | FY2019 As of Aug.2019 | FY2020 As of Aug.2020 | FY2021 As of Aug.2021 | FY2022 As of Aug.2022 | FY2023 As of Aug.2023 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Liabilities | | | | | |
| Total current liabilities | 173,927 | 173,957 | 173,589 | 197,781 | 204,862 |
| Accounts payable - trade | 58,387 | 58,301 | 38,098 | 42,810 | 39,919 |
| Short-term borrowings | 50,224 | 32,176 | 56,496 | 65,006 | 78,000 |
| Current portion of long-term borrowings | 8,954 | 21,477 | 25,387 | 22,954 | 20,304 |
| Current portion of bonds payable | - | 200 | 200 | 200 | 200 |
| Lease obligations | 894 | 660 | 528 | 404 | 348 |
| Provision for bonuses | 3,378 | 3,241 | 3,527 | 3,867 | 4,358 |
| Provision for point card certificates | 12,922 | 13,159 | 13,029 | - | - |
| Provision for loss on store closing | 260 | 278 | 203 | 506 | 135 |
| Total non-current liabilities | 63,181 | 128,326 | 101,353 | 89,551 | 68,593 |
| Bonds payable | - | 800 | 600 | 400 | 200 |
| Long-term borrowings | 29,375 | 93,959 | 66,491 | 43,945 | 24,022 |
| Lease obligations | 1,788 | 1,428 | 985 | 587 | 490 |
| Provision for goods warranties | 824 | 592 | 402 | 262 | 178 |
| Provision for loss on store closing | 741 | 467 | 438 | 458 | 387 |
| Retirement benefit liability | 16,320 | 17,201 | 18,323 | 19,767 | 19,347 |
| Asset retirement obligations | 9,239 | 9,285 | 9,230 | 10,187 | 10,387 |
| Total liabilities | 237,108 | 302,283 | 274,942 | 287,332 | 273,456 |
| Net assets | | | | | |
| Total shareholders' equity | 133,030 | 134,965 | 142,287 | 130,097 | 130,764 |
| Share capital | 25,929 | 25,929 | 25,929 | 25,929 | 25,929 |
| Capital surplus | 27,139 | 27,140 | 27,103 | 27,107 | 27,081 |
| Retained earnings | 96,699 | 98,630 | 105,983 | 98,753 | 99,438 |
| Treasury shares | (16,737) | (16,734) | (16,729) | (21,693) | (21,684) |
| Total accumulated other comprehensive income | 871 | 2,112 | 1,443 | 1,278 | 6,409 |
| Valuation difference on available-for-sale securities | 1,913 | 2,616 | 1,593 | 1,599 | 5,517 |
| Remeasurements of defined benefit plans | (1,041) | (503) | (149) | (321) | 892 |
| Non-controlling interests | 29,386 | 32,624 | 35,640 | 37,574 | 38,998 |
| Total net assets | 163,342 | 169,791 | 179,523 | 169,133 | 176,383 |
| Total liabilities and net assets | 400,451 | 472,074 | 454,466 | 456,466 | 449,840 |

* Excerpt major Accounts.

[Consolidated] Statements of Income

(million yen)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Sep.2018 - Aug.2019 | Sep.2019 - Aug.2020 | Sep.2020 - Aug.2021 | Sep.2021 - Aug.2022 | Sep.2022 - Aug.2023 |
| Net sales | 894,021 | 847,905 | 834,060 | 792,368 | 815,560 |
| Cost of sales | 650,576 | 616,899 | 595,501 | 578,525 | 597,687 |
| Gross profit | 243,444 | 231,005 | 238,558 | 213,843 | 217,873 |
| SG&A expenses | 220,500 | 218,939 | 220,340 | 195,980 | 203,657 |
| Points expenses | 29,367 | 26,645 | 25,571 | - | - |
| Salaries and allowances | 30,666 | 30,382 | 32,410 | 34,308 | 37,279 |
| Provision for bonuses | 3,355 | 3,176 | 3,457 | 3,810 | 4,282 |
| Retirement benefit expenses | 2,200 | 2,544 | 2,576 | 2,313 | 2,375 |
| Rent expenses | 34,927 | 34,706 | 35,291 | 36,173 | 36,742 |
| Depreciation expenses | 7,361 | 8,463 | 9,408 | 9,539 | 9,511 |
| Amortization of goodwill | 360 | 389 | 548 | 840 | 705 |
| Operating profit | 22,943 | 12,066 | 18,217 | 17,863 | 14,215 |
| Total non-operating income | 3,448 | 3,133 | 4,071 | 3,512 | 2,798 |
| Interest income and Dividend income | 328 | 322 | 295 | 581 | 342 |
| Commission income | 1,494 | 1,390 | 1,403 | 1,532 | 1,632 |
| Total non-operating expenses | 521 | 509 | 659 | 567 | 448 |
| Interest expenses | 283 | 293 | 320 | 274 | 229 |
| Commission expenses | 97 | 56 | 107 | 71 | 42 |
| Ordinary profit | 25,871 | 14,690 | 21,629 | 20,808 | 16,566 |
| Total extraordinary income | 55 | 1,056 | 566 | 260 | 393 |
| Gain on sales of investment securities | 18 | - | - | - | - |
| Subsidy income | - | 1,048 | 262 | - | - |
| Total extraordinary losses | 3,253 | 3,117 | 2,655 | 6,418 | 6,887 |
| Loss on valuation of investment securities | - | 118 | 111 | 185 | 1,718 |
| Impairment loss | 2,946 | 1,434 | 1,760 | 4,658 | 4,407 |
| Loss due to temporary closure | - | 1,332 | 211 | - | - |
| Profit before income taxes | 22,673 | 12,629 | 19,540 | 14,649 | 10,072 |
| Total income taxes | 4,676 | 3,386 | 6,785 | 5,275 | 5,102 |
| Income taxes - current | 7,159 | 4,525 | 5,865 | 4,248 | 4,177 |
| Income taxes - deferred | (2,483) | (1,139) | 920 | 1,026 | 925 |
| Profit | 17,996 | 9,243 | 12,755 | 9,374 | 4,969 |
| Profit attributable to non-controlling interests | 3,948 | 3,793 | 3,994 | 3,608 | 2,032 |
| Profit attributable to owners of parent | 14,047 | 5,450 | 8,761 | 5,765 | 2,936 |

* Excerpt major Accounts.

[Consolidated] Statements of Cash Flows

(million yen)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Sep.2018 - Aug.2019 | Sep.2019 - Aug.2020 | Sep.2020 - Aug.2021 | Sep.2021 - Aug.2022 | Sep.2022 - Aug.2023 |
| Cash flows from operating activities | 13,192 | 52,004 | 7,763 | 25,317 | 10,078 |
| Profit before income taxes | 22,673 | 12,629 | 19,540 | 14,649 | 10,072 |
| Depreciation | 7,796 | 8,916 | 10,295 | 10,206 | 10,447 |
| Impairment loss | 2,946 | 1,434 | 1,760 | 4,658 | 4,407 |
| Decrease (increase) in trade receivables | (6,040) | (1,977) | 4,572 | (3,567) | (998) |
| Decrease (increase) in inventories | (21,910) | 27,017 | 2,904 | (494) | (4,260) |
| Increase (decrease) in trade payables | 11,165 | (86) | (20,867) | 4,582 | (3,478) |
| Income taxes paid | (9,782) | (5,994) | (3,349) | (6,214) | (4,039) |
| Cash flows from investing activities | (11,437) | (15,691) | (12,356) | (18,076) | (11,118) |
| Purchase of property, plant and equipment | (8,707) | (11,315) | (4,107) | (7,566) | (5,147) |
| Proceeds from sales of property, plant and equipment | 100 | 9 | 147 | 407 | 208 |
| Purchase of intangible assets | (3,621) | (4,595) | (5,264) | (3,760) | (5,675) |
| Cash flows from financing activities | 2,069 | 55,106 | (4,387) | (26,565) | (13,580) |
| Net increase (decrease) in short-term borrowings | 580 | (18,048) | 24,320 | 7,630 | 12,994 |
| Proceeds from long-term borrowings | 26,600 | 89,600 | 7,000 | 495 | 500 |
| Repayments of long-term borrowings | (16,387) | (12,492) | (32,411) | (25,663) | (23,137) |
| Repayments of lease obligations | (1,061) | (914) | (662) | (529) | (460) |
| Effect of exchange rate change on cash and cash equivalents | (0) | (0) | 0 | 2 | 0 |
| Net increase (decrease) in cash and cash equivalents | 3,824 | 91,419 | (8,979) | (19,321) | (14,620) |
| Cash and cash equivalents at beginning of period | 21,967 | 25,791 | 117,211 | 108,857 | 89,536 |
| Cash and cash equivalents at end of period | 25,791 | 117,211 | 108,857 | 89,536 | 75,135 |

* Excerpt major Accounts.

[Non-Consolidated] Statements of Income and Others

(million yen)

| | FY2019 Sep.2018 - Aug.2019 | FY2020 Sep.2019 - Aug.2020 | FY2021 Sep.2020 - Aug.2021 | FY2022 Sep.2021 - Aug.2022 | FY2023 Sep.2022 - Aug.2023 |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Net sales | 516,078 | 460,501 | 440,298 | 405,608 | 425,526 |
| Cost of sales | 381,181 | 342,749 | 324,055 | 306,973 | 322,494 |
| Gross profit | 134,896 | 117,751 | 116,242 | 98,634 | 103,032 |
| SG&A expenses | 124,955 | 120,739 | 115,739 | 98,558 | 102,185 |
| Points expenses | 22,042 | 20,016 | 18,519 | - | - |
| Salaries and allowances | 15,867 | 14,882 | 15,491 | 16,100 | 16,414 |
| Logistics expenses | 12,947 | 14,670 | 13,258 | 12,008 | 11,975 |
| Rent expenses | 22,023 | 21,698 | 21,713 | 21,922 | 21,857 |
| Operating profit | 9,941 | (2,987) | 503 | 75 | 847 |
| Non-operating income | 2,464 | 3,845 | 3,652 | 3,556 | 3,203 |
| Non-operating expenses | 220 | 230 | 255 | 338 | 190 |
| Ordinary profit | 12,185 | 627 | 3,900 | 3,294 | 3,860 |
| Extraordinary income | 0 | 858 | 213 | 1,445 | 247 |
| Extraordinary loss | 1,426 | 2,189 | 1,779 | 2,246 | 7,682 |
| Profit before income taxes | 10,760 | (703) | 2,334 | 2,493 | (3,574) |
| Profit income | 7,300 | (424) | 1,358 | 2,057 | (4,304) |
| | | | | | (%) |
| Sales ratio | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Cost of sales | 73.9 | 74.4 | 73.6 | 75.7 | 75.8 |
| Gross profit | 26.1 | 25.6 | 26.4 | 24.3 | 24.2 |
| SG&A expenses | 24.2 | 26.2 | 26.3 | 24.3 | 24.0 |
| Points expenses | 4.3 | 4.3 | 4.2 | - | - |
| Salaries and allowances | 3.1 | 3.2 | 3.5 | 4.0 | 3.9 |
| Logistics expenses | 2.5 | 3.2 | 3.0 | 3.0 | 2.8 |
| Rent expenses | 4.3 | 4.7 | 4.9 | 5.4 | 5.1 |
| Operating profit | 1.9 | (0.6) | 0.1 | 0.0 | 0.2 |
| Ordinary profit | 2.4 | 0.1 | 0.9 | 0.8 | 0.9 |
| Profit income | 1.4 | (0.1) | 0.3 | 0.5 | (1.0) |

Sales floor space, Number of stores, Number of employees

| | FY2019 As of Aug.2019 | FY2020 As of Aug.2020 | FY2021 As of Aug.2021 | FY2022 As of Aug.2022 | FY2023 As of Aug.2023 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Sales floor space (m2) | | | | | |
| Consolidated | 672,547 | 680,644 | 680,795 | 694,165 | 683,821 |
| Non-consolidated | 239,897 | 242,192 | 244,952 | 242,654 | 229,969 |
| Number of stores | | | | | |
| Consolidated *1 | 214 | 219 | 213 | 261 | 259 |
| Non-consolidated | 43 | 45 | 45 | 45 | 43 |
| Kojima | 142 | 143 | 140 | 141 | 141 |
| Sofmap / Outlet | 29 | 31 | 28 | 24 | 24 |
| Janpara | - | - | - | 50 | 51 |
| Ranet / Arrow Japan / Somobile | 56 | 54 | 89 | 96 | 115 |
| Number of employees | | | | | |
| Consolidated | 8,742 | 9,024 | 9,466 | 9,699 | 10,200 |
| (The average number of part-time employees) *2 | 7,952 | 7,755 | 7,008 | 7,241 | 7,534 |
| Non-consolidated | 4,508 | 4,556 | 4,511 | 4,552 | 4,448 |
| (The average number of part-time employees) *2 | 2,325 | 2,032 | 1,746 | 1,696 | 1,732 |

*1 It is not include Ranet, Arrow Japan and Somobile.

*2 The number of employees is not include part-time employees.