



Fact Book

Year ended August 31, 2025

(FY2025 : Sep 1, 2024 - Aug 31, 2025)

BicCamera INC.

[Consolidated] Financial results

【Full Year】

(million yen)

Amount	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	834,060	792,368	815,560	922,572	974,483
Cost of sales	595,501	578,525	597,687	678,926	713,972
Gross profit	238,558	213,843	217,873	243,646	260,511
SG&A expenses	220,340	195,980	203,657	219,257	230,236
Operating profit	18,217	17,863	14,215	24,388	30,274
Ordinary profit	21,629	20,808	16,566	26,674	31,929
Profit attributable to owners of parent	8,761	5,765	2,936	13,908	17,476

(%)

Sales ratio	FY2021	FY2022	FY2023	FY2024	FY2025
Cost of sales	71.4	73.0	73.3	73.6	73.3
Gross profit	28.6	27.0	26.7	26.4	26.7
SG&A expenses	26.4	24.7	25.0	23.8	23.6
Operating profit	2.2	2.3	1.7	2.6	3.1
Ordinary profit	2.6	2.6	2.0	2.9	3.3
Profit attributable to owners of parent	1.1	0.7	0.4	1.5	1.8

【First Half】

(million yen)

Amount	FY2021 1H	FY2022 1H	FY2023 1H	FY2024 1H	FY2025 1H
Net sales	421,211	392,360	407,653	447,524	479,502
Cost of sales	302,547	287,763	300,271	332,170	352,771
Gross profit	118,664	104,596	107,382	115,354	126,731
SG&A expenses	108,407	95,156	99,999	105,638	111,815
Operating profit	10,256	9,439	7,382	9,715	14,915
Ordinary profit	12,121	10,665	8,422	10,924	15,834
Profit attributable to owners of parent	5,689	4,770	4,205	5,558	9,006

(%)

Sales ratio	FY2021 1H	FY2022 1H	FY2023 1H	FY2024 1H	FY2025 1H
Cost of sales	71.8	73.3	73.7	74.2	73.6
Gross profit	28.2	26.7	26.3	25.8	26.4
SG&A expenses	25.7	24.3	24.5	23.6	23.3
Operating profit	2.4	2.4	1.8	2.2	3.1
Ordinary profit	2.9	2.7	2.1	2.4	3.3
Profit attributable to owners of parent	1.4	1.2	1.0	1.2	1.9

【Second Half】

(million yen)

Amount	FY2021 2H	FY2022 2H	FY2023 2H	FY2024 2H	FY2025 2H
Net sales	412,848	400,008	407,906	475,047	494,981
Cost of sales	292,954	290,761	297,415	346,755	361,200
Gross profit	119,894	109,247	110,491	128,291	133,780
SG&A expenses	111,933	100,823	103,657	113,618	118,421
Operating profit	7,961	8,423	6,833	14,673	15,359
Ordinary profit	9,508	10,142	8,143	15,749	16,094
Profit attributable to owners of parent	3,072	995	(1,268)	8,350	8,469

(%)

Sales ratio	FY2021 2H	FY2022 2H	FY2023 2H	FY2024 2H	FY2025 2H
Cost of sales	71.0	72.7	72.9	73.0	73.0
Gross profit	29.0	27.3	27.1	27.0	27.0
SG&A expenses	27.1	25.2	25.4	23.9	23.9
Operating profit	1.9	2.1	1.7	3.1	3.1
Ordinary profit	2.3	2.5	2.0	3.3	3.3
Profit attributable to owners of parent	0.7	0.2	(0.3)	1.8	1.7

[Consolidated] Total asset, Liabilities and Net assets

[Full Year]

(million yen)

	FY2021 As of Aug.2021	FY2022 As of Aug.2022	FY2023 As of Aug.2023	FY2024 As of Aug.2024	FY2025 As of Aug.2025
Total net assets	179,523	169,133	176,383	193,179	211,767
Total assets	454,466	456,466	449,840	478,248	492,531
Equity capital	143,730	131,375	137,173	152,280	168,309
Total interest-bearing debt	150,689	133,498	123,565	104,284	96,210
Short-term interest bearing debt	82,612	88,565	98,852	78,444	72,938
Long-term interest bearing debt	68,076	44,932	24,712	25,839	23,272

	FY2021	FY2022	FY2023	FY2024	FY2025
BPS (JPY)	816.94	767.54	801.38	889.58	983.01
EPS (JPY)	49.80	33.22	17.16	81.25	102.08
Equity ratio (%)	31.6	28.8	30.5	31.8	34.2
ROE (%)	6.2	4.2	2.2	9.6	10.9
ROA (%)	4.7	4.6	3.7	5.7	6.6
Debt equity ratio (times)	1.0	1.0	0.9	0.7	0.6

[First Half]

(million yen)

	FY2021 As of Feb.2021	FY2022 As of Feb.2022	FY2023 As of Feb.2023	FY2024 As of Feb.2024	FY2025 As of Feb.2025
Total net assets	176,919	171,216	173,127	184,432	198,798
Total assets	466,309	468,204	464,948	491,350	491,876
Equity capital	142,635	134,867	134,851	144,860	157,028
Total interest-bearing debt	161,369	145,218	139,162	140,745	112,746
Short-term interest bearing debt	83,635	88,935	105,460	123,551	86,335
Long-term interest bearing debt	77,734	56,282	33,701	17,193	26,411

	FY2021	FY2022	FY2023	FY2024	FY2025
BPS (JPY)	810.71	775.88	787.83	846.23	917.12
EPS (JPY)	32.34	27.16	24.57	32.47	52.61
Equity ratio (%)	30.6	28.8	29.0	29.5	31.9
ROE (%)	4.1	3.4	3.2	3.9	5.8
ROA (%)	2.6	2.3	1.8	2.3	3.3
Debt equity ratio (times)	1.1	1.1	1.0	1.0	0.7

[Consolidated] Sales by Product

(million yen, %)

	FY2021 Sep.2020 - Aug.2021		FY2022 Sep.2021 - Aug.2022		FY2023 Sep.2022 - Aug.2023		FY2024 Sep.2023 - Aug.2024		FY2025 Sep.2024 - Aug.2025	
	Amount	Composition ratio	Amount	Composition ratio	Amount	Composition ratio	Amount	Composition ratio	Amount	Composition ratio
Audio visual products	127,739	15.3	116,425	14.7	112,385	13.8	119,093	12.9	118,923	12.2
Cameras	22,571	2.7	23,542	3.0	26,339	3.2	32,228	3.5	32,616	3.3
TVs	50,197	6.0	43,201	5.5	37,441	4.6	35,909	3.9	35,137	3.6
BD/DVD recorders, Video cameras	13,695	1.6	10,687	1.3	9,347	1.2	9,920	1.0	10,442	1.1
Audios	11,995	1.4	10,713	1.3	10,602	1.3	10,072	1.1	9,421	1.0
Others	29,279	3.6	28,279	3.6	28,655	3.5	30,961	3.4	31,305	3.2
Home appliances	279,264	33.5	261,878	33.0	256,449	31.4	257,811	27.9	260,753	26.8
Refrigerators	43,085	5.2	41,605	5.2	38,556	4.7	38,068	4.1	37,321	3.8
Washing machines	41,986	5.0	41,128	5.2	41,992	5.1	40,668	4.4	40,668	4.2
Kitchen appliances	34,170	4.1	32,439	4.1	31,424	3.9	32,791	3.6	33,332	3.4
Seasonal home electronics	71,606	8.6	60,998	7.7	56,332	6.9	54,575	5.9	56,314	5.8
Personal care electronics	37,838	4.5	39,389	5.0	43,778	5.4	47,879	5.2	48,145	5.0
Others	50,576	6.1	46,317	5.8	44,364	5.4	43,827	4.7	44,971	4.6
Information communications equipment products	270,466	32.4	262,778	33.2	258,207	31.7	327,133	35.5	362,512	37.2
PCs	77,396	9.3	66,214	8.4	60,810	7.5	57,317	6.2	59,329	6.1
PC peripherals	30,845	3.7	30,176	3.8	27,548	3.4	26,481	2.9	29,804	3.1
Cellular phones	108,447	13.0	117,866	14.9	123,871	15.2	189,502	20.6	216,464	22.2
Others	53,777	6.4	48,520	6.1	45,978	5.6	53,832	5.8	56,913	5.8
Other products	143,693	17.3	138,090	17.4	175,352	21.5	205,656	22.3	219,788	22.5
Video Games	43,783	5.3	36,147	4.6	46,905	5.8	41,576	4.5	40,727	4.2
Watches	11,246	1.4	10,335	1.3	12,344	1.5	14,754	1.6	15,370	1.6
Used PCs	10,106	1.2	16,039	2.0	29,485	3.6	31,322	3.4	33,348	3.4
Sporting goods	10,061	1.2	9,552	1.2	10,722	1.3	10,810	1.2	10,978	1.1
Toys	11,455	1.4	11,897	1.5	14,848	1.8	16,854	1.8	17,559	1.8
Glasses and Contact lenses	4,360	0.5	4,436	0.5	4,718	0.6	5,013	0.6	5,005	0.5
Liquors and Soft drinks	5,909	0.7	5,474	0.7	6,352	0.8	7,718	0.8	8,436	0.9
Medicines and Daily goods	8,691	1.0	8,775	1.1	12,130	1.5	15,013	1.6	17,664	1.8
Others	38,078	4.6	35,431	4.5	37,844	4.6	62,592	6.8	70,697	7.2
Retail goods sales	821,164	98.5	779,172	98.3	802,395	98.4	909,694	98.6	961,978	98.7
BS digital broadcasting business	11,188	1.3	11,478	1.5	11,537	1.4	11,296	1.2	10,971	1.1
Other business	1,707	0.2	1,717	0.2	1,627	0.2	1,581	0.2	1,533	0.2
Total	834,060	100.0	792,368	100.0	815,560	100.0	922,572	100.0	974,483	100.0

* Above amount does not include consumption taxes.

[Consolidated] Balance Sheets

(million yen)

	FY2021 As of Aug.2021	FY2022 As of Aug.2022	FY2023 As of Aug.2023	FY2024 As of Aug.2024	FY2025 As of Aug.2025
Assets					
Total current assets	258,077	252,258	247,245	263,467	278,158
Cash and deposits	108,973	91,081	75,135	71,396	69,284
Accounts receivable - trade	37,501	41,672	44,540	49,336	56,112
Merchandise and finished goods	98,584	100,872	105,260	109,481	115,180
Total non-current assets	196,388	204,207	202,595	214,780	214,373
Total property, plant and equipment	85,774	87,030	83,104	80,031	79,136
Buildings and structures, net	27,041	27,912	25,547	24,668	24,063
Machinery, equipment and vehicles, net	1,643	4,074	3,680	2,936	2,441
Land	46,984	47,594	47,747	47,038	47,057
Leased assets, net	1,720	1,222	1,016	727	600
Construction in progress	837	279	68	94	406
Total intangible assets	31,040	30,222	31,990	39,354	38,875
Goodwill	4,742	5,496	5,303	9,649	8,597
Total investments and other assets	79,574	86,954	87,500	95,394	96,361
Investment securities	12,229	13,192	16,918	25,468	32,642
Long-term loans receivable	1,078	416	1,798	1,772	1,309
Deferred tax assets	20,812	24,466	20,863	20,760	16,318
Retirement benefit asset	3,041	2,942	3,138	3,390	3,738
Guarantee deposits	41,809	41,094	40,641	39,567	37,690
Total assets	454,466	456,466	449,840	478,248	492,531

* Excerpt major Accounts.

(million yen)

	FY2021 As of Aug.2021	FY2022 As of Aug.2022	FY2023 As of Aug.2023	FY2024 As of Aug.2024	FY2025 As of Aug.2025
Liabilities					
Total current liabilities	173,589	197,781	204,862	213,009	213,426
Accounts payable - trade	38,098	42,810	39,919	50,014	52,227
Short-term borrowings	56,496	65,006	78,000	61,190	64,404
Current portion of bonds payable	200	200	200	200	-
Current portion of long-term borrowings	25,387	22,954	20,304	16,788	8,387
Lease obligations	528	404	348	265	146
Provision for bonuses	3,527	3,867	4,358	6,154	6,537
Contract liabilities	-	34,390	31,112	31,529	34,172
Provision for point card certificates	13,029	-	-	-	-
Provision for loss on store closing	203	506	135	158	34
Total non-current liabilities	101,353	89,551	68,593	72,059	67,337
Bonds payable	600	400	200	-	-
Long-term borrowings	66,491	43,945	24,022	25,559	23,039
Lease obligations	985	587	490	280	232
Contract liabilities	-	8,942	8,781	9,005	9,380
Provision for goods warranties	402	262	178	139	113
Provision for loss on store closing	438	458	387	109	80
Retirement benefit liability	18,323	19,767	19,347	20,993	19,880
Asset retirement obligations	9,230	10,187	10,387	10,742	10,565
Total liabilities	274,942	287,332	273,456	285,068	280,764
Net assets					
Total shareholders' equity	142,287	130,097	130,764	141,408	151,773
Share capital	25,929	25,929	25,929	25,929	25,929
Capital surplus	27,103	27,107	27,081	27,055	27,086
Retained earnings	105,983	98,753	99,438	110,094	120,381
Treasury shares	(16,729)	(21,693)	(21,684)	(21,670)	(21,624)
Total accumulated other comprehensive income	1,443	1,278	6,409	10,871	16,536
Valuation difference on available-for-sale securities	1,593	1,599	5,517	10,084	14,263
Remeasurements of defined benefit plans	(149)	(321)	892	787	2,273
Non-controlling interests	35,640	37,574	38,998	40,729	43,190
Total net assets	179,523	169,133	176,383	193,179	211,767
Total liabilities and net assets	454,466	456,466	449,840	478,248	492,531

* Excerpt major Accounts.

[Consolidated] Statements of Income

(million yen)

	FY2021	FY2022	FY2023	FY2024	FY2025
	Sep.2020 - Aug.2021	Sep.2021 - Aug.2022	Sep.2022 - Aug.2023	Sep.2023 - Aug.2024	Sep.2024 - Aug.2025
Net sales	834,060	792,368	815,560	922,572	974,483
Cost of sales	595,501	578,525	597,687	678,926	713,972
Gross profit	238,558	213,843	217,873	243,646	260,511
SG&A expenses	220,340	195,980	203,657	219,257	230,236
Points expenses	25,571	-	-	-	-
Salaries and allowances	32,410	34,308	37,279	43,585	47,881
Provision for bonuses	3,457	3,810	4,282	6,008	6,385
Retirement benefit expenses	2,576	2,313	2,375	2,376	2,360
Rent expenses	35,291	36,173	36,742	37,710	38,056
Depreciation expenses	9,408	9,539	9,511	9,959	9,683
Amortization of goodwill	548	840	705	1,024	1,052
Operating profit	18,217	17,863	14,215	24,388	30,274
Total non-operating income	4,071	3,512	2,798	3,002	2,482
Interest income and Dividend income	295	581	342	385	577
Commission income	1,403	1,532	1,632	1,687	627
Sponsorship money income	744	-	-	-	-
Total non-operating expenses	659	567	448	716	827
Interest expenses	320	274	229	350	638
Commission expenses	107	71	42	212	62
Ordinary profit	21,629	20,808	16,566	26,674	31,929
Total extraordinary income	566	260	393	560	5
Gain on sale of businesses	-	-	-	405	-
Total extraordinary losses	2,655	6,418	6,887	3,985	2,072
Loss on valuation of investment securities	111	185	1,718	-	434
Impairment loss	1,760	4,658	4,407	3,193	1,411
Loss on withdrawal from business	-	-	-	647	-
Loss due to temporary closure	211	-	-	-	-
Profit before income taxes	19,540	14,649	10,072	23,249	29,862
Total income taxes	6,785	5,275	5,102	6,739	9,464
Income taxes - current	5,865	4,248	4,177	7,234	7,883
Income taxes - deferred	920	1,026	925	(495)	1,580
Profit	12,755	9,374	4,969	16,510	20,397
Profit attributable to non-controlling interests	3,994	3,608	2,032	2,601	2,920
Profit attributable to owners of parent	8,761	5,765	2,936	13,908	17,476

* Excerpt major Accounts.

[Consolidated] Statements of Cash Flows

(million yen)

	FY2021	FY2022	FY2023	FY2024	FY2025
	Sep.2020 - Aug.2021	Sep.2021 - Aug.2022	Sep.2022 - Aug.2023	Sep.2023 - Aug.2024	Sep.2024 - Aug.2025
Cash flows from operating activities	7,763	25,317	10,078	41,994	25,355
Profit before income taxes	19,540	14,649	10,072	23,249	29,862
Depreciation	10,295	10,206	10,447	10,737	10,311
Impairment loss	1,760	4,658	4,407	3,193	1,411
Decrease (increase) in trade receivables	4,572	(3,567)	(998)	(3,490)	(6,776)
Decrease (increase) in inventories	2,904	(494)	(4,260)	(1,976)	(5,799)
Increase (decrease) in trade payables	(20,867)	4,582	(3,478)	9,786	2,212
Income taxes paid	(3,349)	(6,214)	(4,039)	(3,923)	(8,733)
Cash flows from investing activities	(12,356)	(18,076)	(11,118)	(30,073)	(14,772)
Purchase of property, plant and equipment	(4,107)	(7,566)	(5,147)	(3,517)	(5,198)
Proceeds from sales of property, plant and equipment	147	407	208	287	7
Purchase of intangible assets	(5,264)	(3,760)	(5,675)	(3,482)	(5,002)
Cash flows from financing activities	(4,387)	(26,565)	(13,580)	(23,659)	(15,994)
Net increase (decrease) in short-term borrowings	24,320	7,630	12,994	(16,810)	3,214
Proceeds from long-term borrowings	7,000	495	500	19,000	6,400
Repayments of long-term borrowings	(32,411)	(25,663)	(23,137)	(20,979)	(17,320)
Repayments of lease obligations	(662)	(529)	(460)	(411)	(271)
Effect of exchange rate change on cash and cash equivalents	0	2	0	(0)	0
Net increase (decrease) in cash and cash equivalents	(8,979)	(19,321)	(14,620)	(11,738)	(5,411)
Cash and cash equivalents at beginning of period	117,211	108,857	89,536	75,135	63,396
Cash and cash equivalents at end of period	108,857	89,536	75,135	63,396	57,984

* Excerpt major Accounts.

[Non-Consolidated] Statements of Income and Others

(million yen)

	FY2021 Sep.2020 - Aug.2021	FY2022 Sep.2021 - Aug.2022	FY2023 Sep.2022 - Aug.2023	FY2024 Sep.2023 - Aug.2024	FY2025 Sep.2024 - Aug.2025
Net sales	440,298	405,608	425,526	450,356	472,422
Cost of sales	324,055	306,973	322,494	340,557	356,440
Gross profit	116,242	98,634	103,032	109,798	115,981
SG&A expenses	115,739	98,558	102,185	103,415	106,505
Points expenses	18,519	-	-	-	-
Salaries and allowances	15,491	16,100	16,414	17,832	20,269
Logistics expenses	13,258	12,008	11,975	12,222	13,412
Rent expenses	21,713	21,922	21,857	21,308	21,199
Operating profit	503	75	847	6,383	9,476
Non-operating income	3,652	3,556	3,203	5,330	5,581
Non-operating expenses	255	338	190	244	422
Ordinary profit	3,900	3,294	3,860	11,468	14,636
Extraordinary income	213	1,445	247	130	-
Extraordinary loss	1,779	2,246	7,682	3,127	720
Profit before income taxes	2,334	2,493	(3,574)	8,472	13,915
Profit income	1,358	2,057	(4,304)	6,142	10,830

(%)

	FY2021	FY2022	FY2023	FY2024	FY2025
Sales ratio					
Cost of sales	73.6	75.7	75.8	75.6	75.4
Gross profit	26.4	24.3	24.2	24.4	24.6
SG&A expenses	26.3	24.3	24.0	23.0	22.5
Points expenses	4.2	-	-	-	-
Salaries and allowances	3.5	4.0	3.9	4.0	4.3
Logistics expenses	3.0	3.0	2.8	2.7	2.8
Rent expenses	4.9	5.4	5.1	4.7	4.5
Operating profit	0.1	0.0	0.2	1.4	2.0
Ordinary profit	0.9	0.8	0.9	2.5	3.1
Profit income	0.3	0.5	(1.0)	1.4	2.3

Sales floor space, Number of stores, Number of employees

	FY2021 As of Aug.2021	FY2022 As of Aug.2022	FY2023 As of Aug.2023	FY2024 As of Aug.2024	FY2025 As of Aug.2025
Sales floor space (m2)					
Consolidated	680,795	694,165	683,821	695,768	691,430
Non-consolidated	244,952	242,654	229,969	226,272	223,752
Number of stores					
Consolidated *1	213	261	259	259	260
Non-consolidated	45	45	43	43	42
Kojima	140	141	141	139	139
Sofmap / Outlet	28	24	24	23	22
Janpara	-	50	51	54	57
Ranet / Arrow Japan / Somobile / Tdmobile	89	96	115	238	243

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees					
Consolidated	9,466	9,699	10,200	11,588	12,039
(The average number of part-time employees) *2	7,008	7,241	7,534	7,857	7,531
Non-consolidated	4,511	4,552	4,448	4,755	4,912
(The average number of part-time employees) *2	1,746	1,696	1,732	1,758	1,596

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

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