

FY 2025 Q1 Settlement Report

May 14, 2025

BuySell Technologies Co., Ltd.

TSE Growth Market : 7685

BUYSELL
TECHNOLOGIES

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Executive Summary

* "BST" in the document refers to the BuySell non-consolidated

FY2025 Q1 Results (Consolidated)

	FY2024 Q1 Results		FY2025 Q1 Results	YoY	
Sales	¥12,121 mil		¥23,403 mil	+11,282	+93.1%
Operating income	¥689 mil		¥2,423 mil	+1,735	3.5times
OPM%	5.7%		10.4%	+4.7pt	-
Adjusted EBITDA	¥852 mil		¥2,773 mil	+1,921	3.2times
Net income	¥293 mil		¥1,251 mil	+957	4.2times

- In addition to the solid performance of the existing group's home-visit purchase business and store purchase business in comparison with the Q1 plan, the results for FY2025 Q1 resulted from the contribution of Musubi, which was not consolidated in Q1 of the previous fiscal year, and Rext HD, which began PL consolidation in the current fiscal year.
- In addition to sales of inventory carried at the end of the previous fiscal year, inventory integration and sales channel optimization through PMI promotion with Rext HD progressed early, resulting in favorable inventory clearance in Q1 compared to the plan at the beginning of the fiscal year.

FY2025 Revised Forecast

	FY2025 Initial Forecast	FY2025 Revised Forecast	Increase or Decrease	
Sales	¥99.79 bn	¥100.00 bn	+¥210 mil	+0.2%
Operating income	¥6.5 bn	¥7.50 bn	+¥1,000 mil	+15.4%
Operating income before amortization of goodwill*	¥7.89 bn	¥8.89 bn	+¥1,000 mil	+12.7%
OPM	6.5 %	7.5 %	+1.0pt	-
Net income	¥3.33 mil	3.78 mil	+¥450 mil	+13.5%

- FY25 full-year plan revised upward to 100 billion yen in net sales and 7.5 billion yen in operating income. Operating profit margin to increase to 7.5%.
- Upward revision mainly due to Q1 upswing and the following cost reductions. Profit plan for the second half is set at the level of the budget at the beginning of the period.
- The number of visits per appraiser has increased due to the introduction of Buysell operations to Rext HD in the home-visit purchase business, and measures to enhance labor productivity per store in the store purchase business are progressing smoothly. The revised budget reflects the impact of reduced labor costs resulting from improved productivity, contributing to a decrease in the SG&A budget.
- PMI with Rext HD proceeded smoothly, and integration costs and strategic investment costs with Rext HD, which were conservatively budgeted at the beginning of the fiscal year, were revised to the optimal level to be invested in this fiscal year, contributing to the reduction of SG&A budget.

*Operating income before amortization of goodwill, etc. = Operating income + Amortization of goodwill +customer related assets

02

Results of Q1 FY 2025

Business Structure of the BuySell Group

- P/L consolidation of Rext HD (and its subsidiaries) from FY2025; Musubi started consolidation from Q2 of FY2024

Business Segment	Company Name	Service Brand	Note
Group home-visit purchase business	BuySell Technologies	home-visit purchase "BUYSELL	
	REGATE (Rext HD Subsidiary)	home-visit purchase "FUKU CHAN"	Start P/L consolidation from Q1 FY2025
Group store purchase business	BuySell Technologies	store purchase "BUYSELL"	
	TIMELESS	General purchase salon "TIMELESS"	
	Four-Nine	"Reuse Shop WAKABA"	
	NISSO	"THIERRY" "MAISON THIERRY"	
	MUSUBI	"KAITORI-MUSUBI"	Start P/L consolidation from Q2 FY2024
	REGATE (Rext HD subsidiary)	"FUKU CHAN" " FUKU CHAN REUSTE"	Start P/L consolidation from Q1 FY2025
	NIKKOU-DOU (Rext HD subsidiary)	"NIKKOU-DOU"(store purchase/home-visit)	Start P/L consolidation from Q1 FY2025

* In addition, Rext HD has subsidiaries by function such as shared services and marketing under its umbrella.

* From FY2025, "BuySell China" will be consolidated.

Consolidated Statements of Income for the first quarter ended December 31, 2025

- Both the home-visit purchase business and the group store purchasing business have been successful in implementing measures to improve unit prices and strategic repeat acquisitions and have made progress well above the full-year profit plan, so a strategic stock carry was implemented in Q4 to carry over sales of stock to the next financial year.
- As a result, operating profit was slightly higher than planned at ¥4,733 million (69.3% YoY), and the operating profit margin improved to 7.9%.

consolidated financial results (Unit: Million yen)	FY2024 Q1	FY2025 Q1	YoY	YoY%
Sales	12,121	23,403	+11,282	+93.1%
Gross profit	6,450	12,492	+6,041	+93.7%
Gross profit margin	53.2%	53.4%	+0.2pt	—
Selling, general and administrative expenses	5,761	10,068	+4,306	+74.7%
(Breakdown) Advertising expenses	1,637	2,956	+1,318	+80.5%
(Breakdown) Personnel expenses*	2,153	3,807	+1,654	+76.8%
Operating profit	689	2,423	+1,735	+251.8%
margin	5.7%	10.4%	+4.7pt	—
Operating profit before amortization of goodwill*	852	2,773	+1,921	+225.3%
margin	7.0%	11.8%	+4.8pt	—
Ordinary profit	600	2,335	+1,734	+288.8%
margin	5.0%	10.0%	+5.0pt	—
Net income attributable to owners of the parent	293	1,251	+957	+326.1%
Net income before amortization of goodwill, etc.*	457	1,600	+1,143	+250.2%

Sales

- Organic sales increase of each company, +7.5 bn yen due to Rext HD and Musubi, which were not consolidated in P/L in the same period of the previous year.

Gross Profit Margin

- Improved mix due to consolidation of Rext HD with high gross margin

Advertisement

- Increase of approx. 1.06 bn yen due to group on-site purchase business (BST+REGATE)

Personnel expenses

+1.16 bn yen due to the connection with Rext HD, which was not consolidated P/L in the same period of the previous year

Non-operating profit/loss

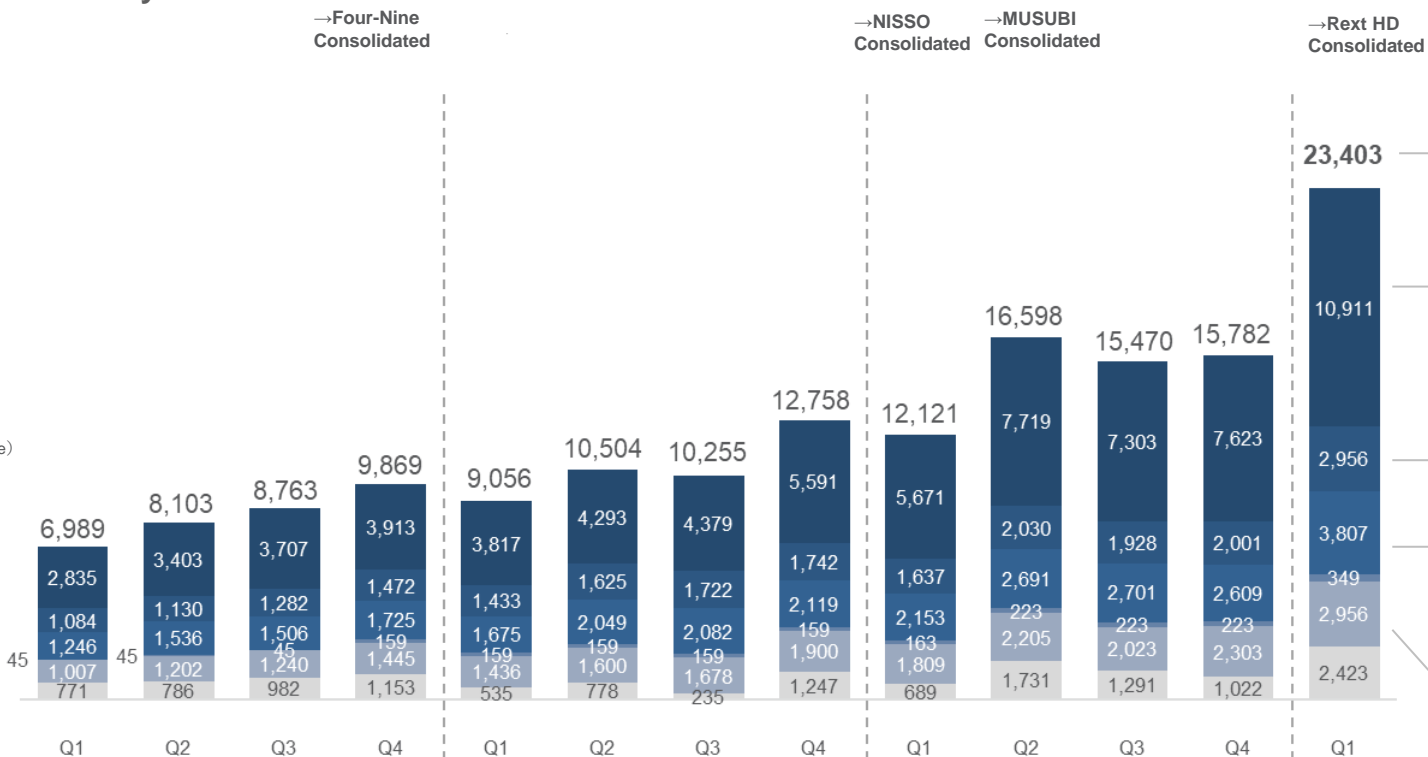
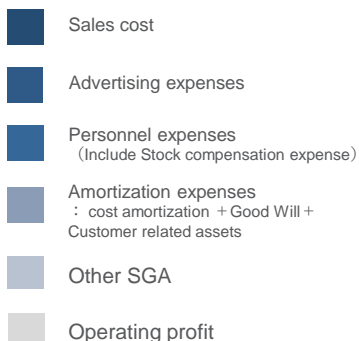
- Repayment of interest on borrowings for M&A funds, etc..

Quarterly transition(Consolidated)

- Record quarterly sales and operating income
- Advertising expenses increased mainly due to new consolidation of Rext HD and branding investment (TV commercials, etc.) in March to increase recognition of BuySell.

Quarterly transition

(Unit: Million yen)



Highlights for Q4 of FY2024

Sales

- Rext HD, sales of approx. 7.5 billion yen by Musubi

cost of sales

- Rext HD, cost of about 3.6 billion yen due to Musubi

Advertising expenses

- 1.06 billion yen increase due to the Group's on-site purchase business.

Personnel expenses

- Consolidated headcount YoY +857 (including approx. 600 at Rext HD)

Other SGA

- Land rent due to shop expansion and amortization of goodwill, etc.

(Reference)

	FY2022.Dec				FY2023.Dec				FY2024.Dec				FY2025.Dec
% of SGA	48.4%	48.3%	46.5%	48.7%	51.9%	51.7%	55.0%	46.4%	47.5%	43.1%	44.4%	45.2%	43.0%
Operating profit before amortization of goodwill	817	831	1,027	1,312	694	937	394	1,406	852	1,954	1,514	1,246	2,773

*Personnel expenses include salaries, allowances, bonuses, statutory welfare expenses, recruitment expenses, etc.

*Operating profit before amortization of goodwill = Operating income + Amortization of goodwill +customer related assets

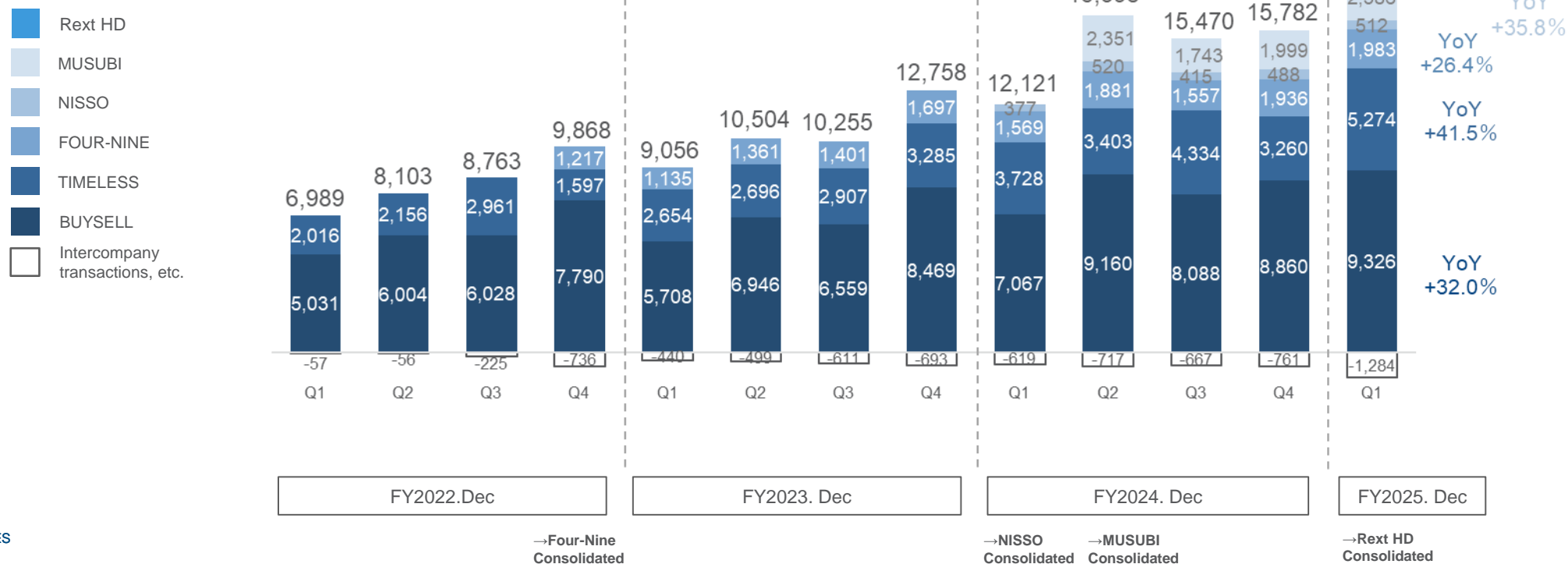
Sales by Group Company

- Significant growth in sales, mainly due to the sale of Timeless and Rext HD inventory that was carried in Q4 of FY2024
- Newly consolidated Rext HD contributed significantly to sales growth due to early realization of synergies with BuySell, such as inventory integration and sales channel optimization, and sales exceeded the plan; purchases were also favorable, and year-end inventory remained at the level planned at the beginning of the period

Quarterly Sales by Company

(Unit: Million yen)

(Figures outside the graph are consolidated net sales.)



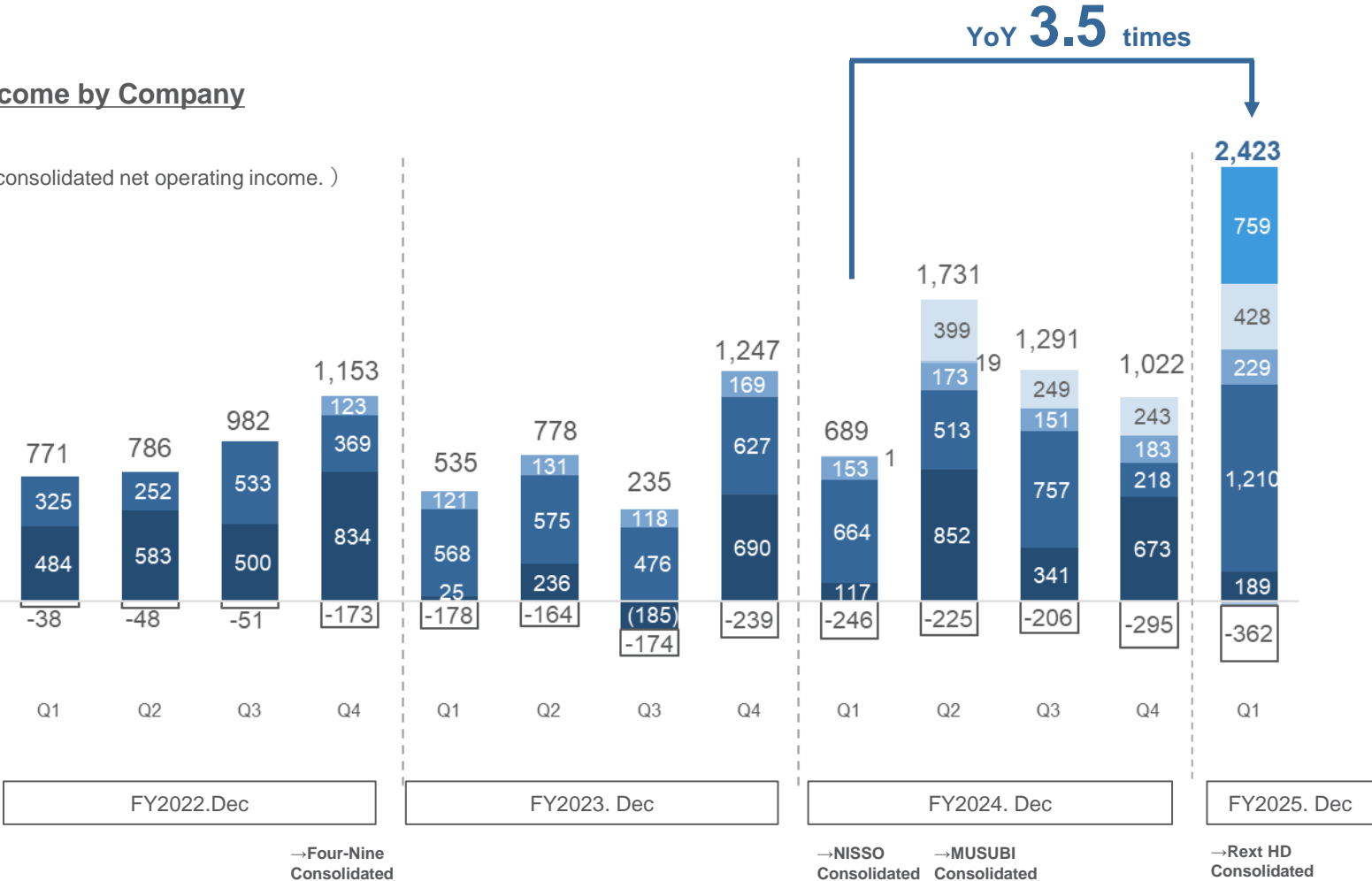
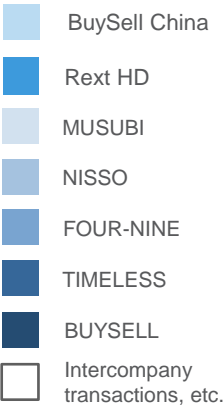
Operating Income by Group Companies

- Operating income of Timeless and Rext HD, which implemented a strategic inventory carry in Q4 of FY2024, increased significantly.
- Newly consolidated Rext HD achieved excess sales due to synergy with BuySell and successful cost operation through PMI, and Musubi also achieved strong purchase and sales. Operating income was 3.5 times higher than the same period of the previous fiscal year.

Quarterly Operating Income by Company

(Unit: Million yen)

(Figures outside the graph are consolidated net operating income.)



Q1 of FY2025 Balance Sheet

- Inventories (stock) increased and the turnover period increased due to strategic stock carry in Q4 into the next period at BST on a non-consolidated basis and at Timeless, and the consolidation of the B/S of Rext HD from this Q4.
- The amount of goodwill of Rext HD is approximately ¥9 billion and the amortisation period is fixed at 18 years (annual amortisation of ¥500 million).

(Unit: Million yen)

(Unit: Million yen)			FY2024				FY2025	
			Q1	Q2	Q3	Q4	Q1	Vs Q1,FY24
Assets	Current assets	Cash and deposits	7,078	11,003	20,011	13,217	13,808	+590
		Inventories (turnover period)	5,394 (81.5days)	6,651 (75.2days)	6,812 (74.1days)	9,023 (89.1days)	8,370 (74.1days)	-652 (-15.0days)
		Other	1,649	1,396	1,506	1,579	1,934	+355
	Fixed asset	Goodwill	7,573	7,418	7,263	16,182	15,902	-280
		Customer related assets	962	893	825	756	687	-68
		Other	3,874	4,136	4,254	5,616	5,578	-38
	Total assets		26,531	31,499	40,674	46,376	46,281	-95
Liability	Interest-bearing debt		13,790	16,501	25,670	26,977	26,295	-682
	Other		4,156	5,408	4,817	6,904	6,639	-265
Total net assets	Capital (incl. capital surplus)		3,409	3,448	3,451	4,087	4,106	+18
	Retained earnings		5,974	6,891	7,445	8,092	8,904	+812
	Other		-799	-750	-710	314	335	+20
Total liabilities and Net assets			26,531	31,499	40,674	46,376	46,281	-95

Major balance sheet changes

Cash and deposits

10 billion borrowed cash outflow for Rext HD M&A in Q3, ¥8.2 billion in Q4.

Inventories

- Sold strategic carry inventory from last quarter's Q4, which was conducted primarily in Timeless and Rext HD.

Goodwill

- Amortization of goodwill and customer-related assets" in FY2025 is approximately 1.4 billion yen on a consolidated basis.

03

**Changes in Major KPIs
of Q1 FY 2025**

Changes in KPIs (Home visit purchase business BST+REGATE)

- The number of visits in Q1 increased significantly by 51.9% yoy due to a recovery in inquiries, an increase in the number of revisits, and the addition of REGATE's results from the current period, etc., and landed at a level in line with the plan.
- Gross profit per business visit exceeded the full-year plan for both companies due to increased sales of REGATE from strategic inventory carry in Q4 of the previous fiscal year and solid sales of BuySell, while variable profit per business visit exceeded the full-year plan despite high advertising expenses per business visit due to strengthened branding investment in BuySell

KPI (at-home pick up service): Number of visits × Variable profit per visit* (*gross profit – advertising expenses)

Changes in KPIs (Comparison between full fiscal year and total periods)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025		Vs Full Year Plan
	Full FY	Full FY	Full FY	Full FY	Full FY	Full FY	Q1	Full-year Plan	
Number of visits (cases)	180,146	187,871	209,526	243,321	260,997	270,944	95,319	436,000	21.9%
Variable profit per visit (yen)	32,178	35,526	40,238	45,560	44,214	47,343	51,099	49,900	+2.4%
- Gross profit per visit (yen)	46,687	51,443	57,324	62,161	63,843	67,364	75,330	69,900	+7.8%
- Advertising expenses per visit (yen)	14,509	15,917	17,086	16,602	19,628	20,021	24,231	20,000	+21.2%

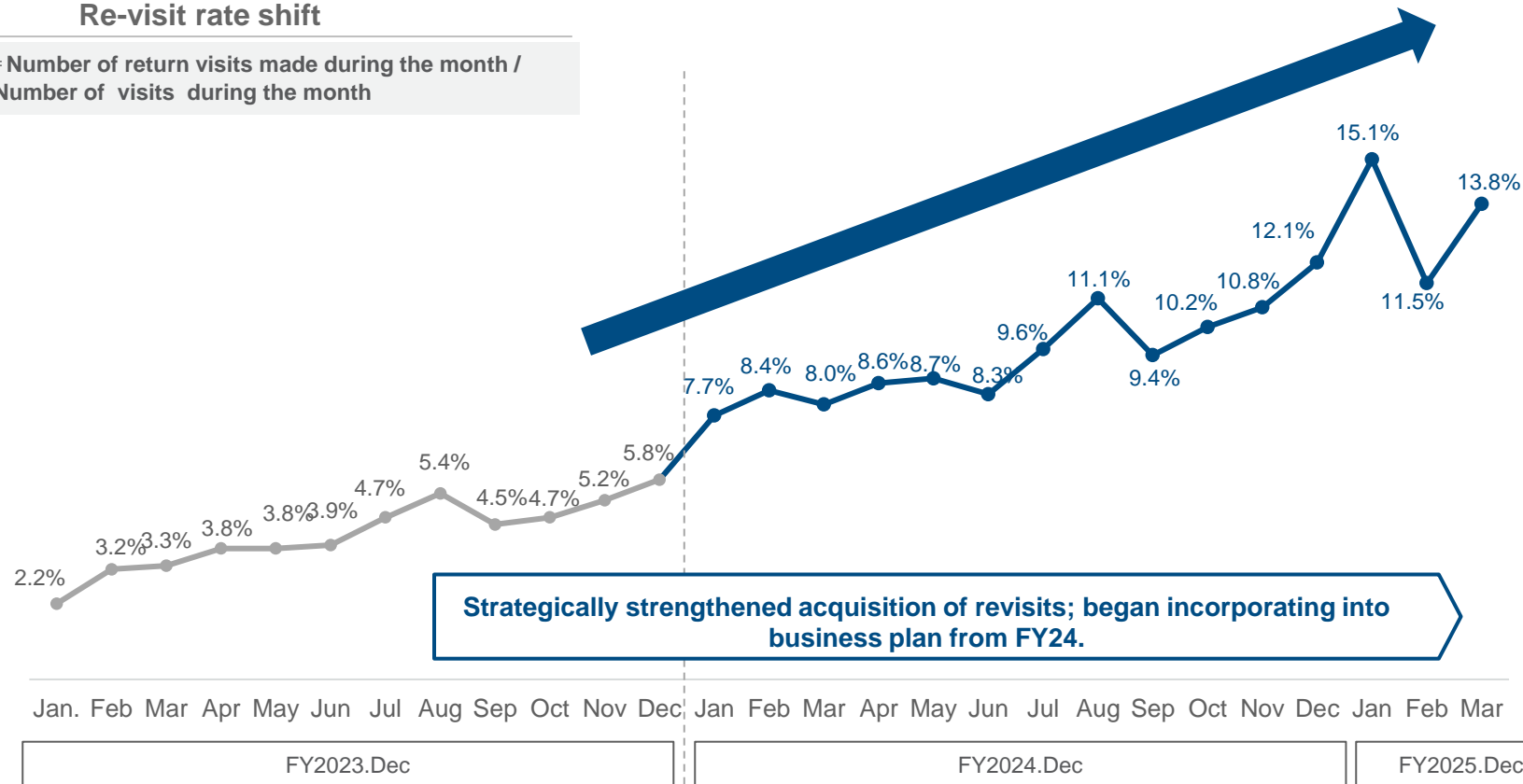
Changes in KPIs (Comparison of quarter accounting period)	FY2023				FY2024				FY2025				YoY vs.Q1
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Number of visits (cases)	57,724	63,570	63,652	76,051	62,744	74,271	66,559	67,370	95,319	-	-	-	-11.4%
Variable profit per visit (yen)	40,757	46,644	40,288	47,493	41,998	50,511	45,508	49,108	51,099	-	-	-	+3.4%
- Gross profit per visit (yen)	59,487	66,603	61,376	65,828	61,905	69,528	66,176	69,703	75,330	-	-	-	+5.9%
- Advertising expenses per visit (yen)	18,729	19,958	21,087	18,336	19,907	19,017	20,669	20,595	24,231	-	-	-	+12.3%

Home Visit Purchase Business KPI Trends - Revisit Rate(BST alone)

- The revisit rate tends to be high during the off-season (December-February, June-August) and low during the peak season (March-May, September-November), with monthly differences, but the FY25 revisit rate is expected to average in the low 10% range for the year.
- Since customers already use and are satisfied with our services, they tend to purchase more merchandise that did not request an appraisal the first time, and the unit price of return visits is higher than the unit price of new visits, contributing to higher unit gross profit during the period.

Re-visit rate shift

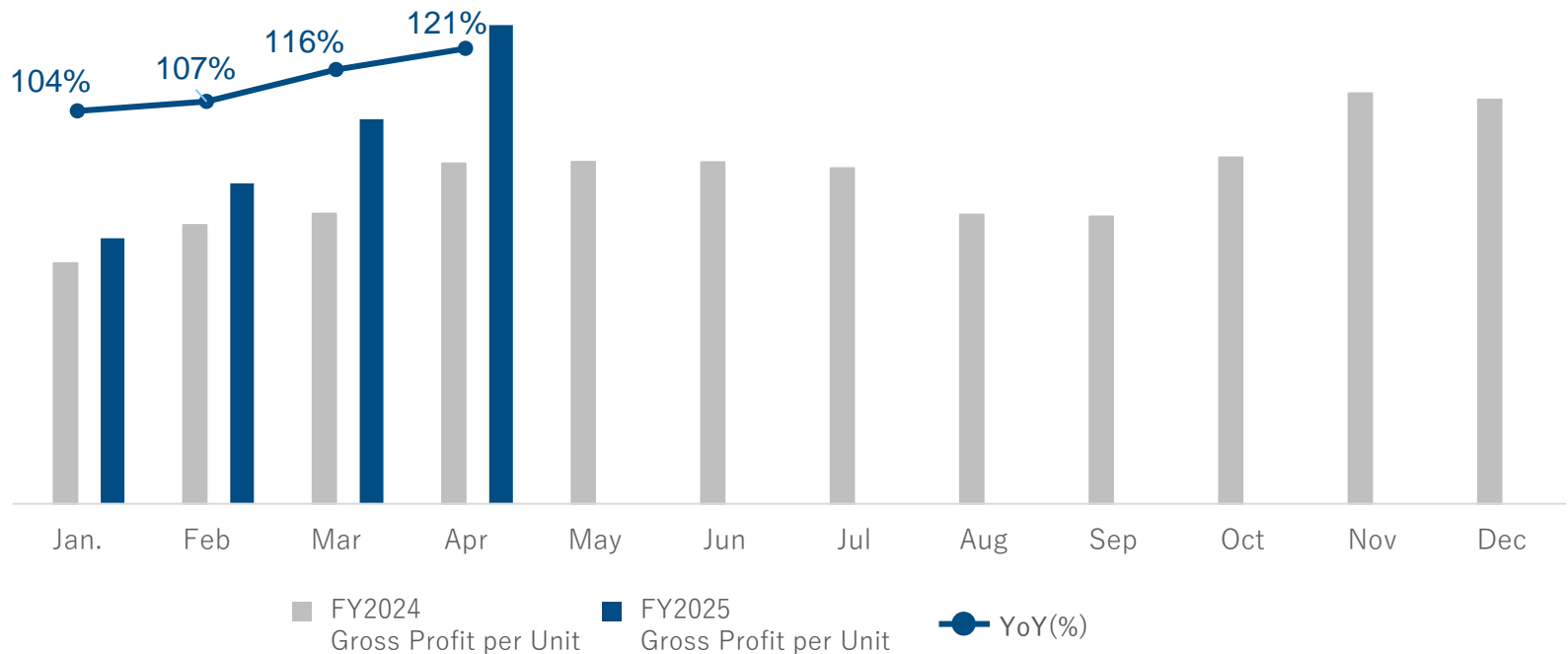
* Re-visit rate = Number of return visits made during the month / Number of visits during the month



(Reference) Gross profit per visit (internal management accounting figures)

- Gross profit per business visit (internal management accounting figures) on a non-consolidated basis for BuySell exceeded last year's strong performance.
- Constant improvement of assessors' skills through sales enablement and an increase in the number of return visits (repeat visits), which often include high unit-price projects, contribute to higher unit prices.

Gross profit per visit (internal management accounting figures, BST alone)

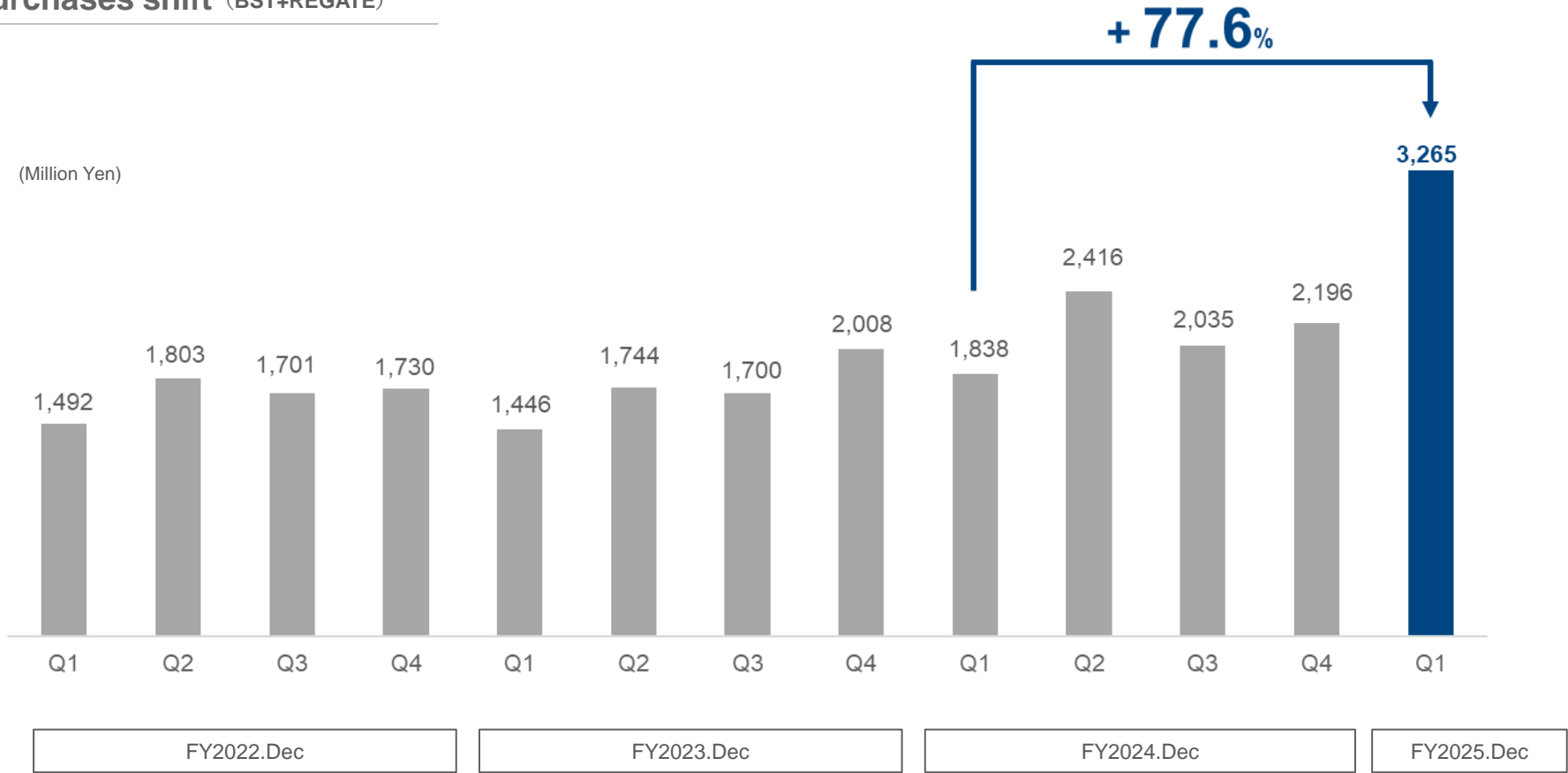


(*) Gross profit per visit for internal management accounting to manage KPIs in each FS business unit
• KPI that eliminates the impact of gross profit growth from sales
• **Gross profit per unit is not disclosed because it is a KPI for management accounting purposes.**

Home visit purchase business KPI Trends - purchase volume

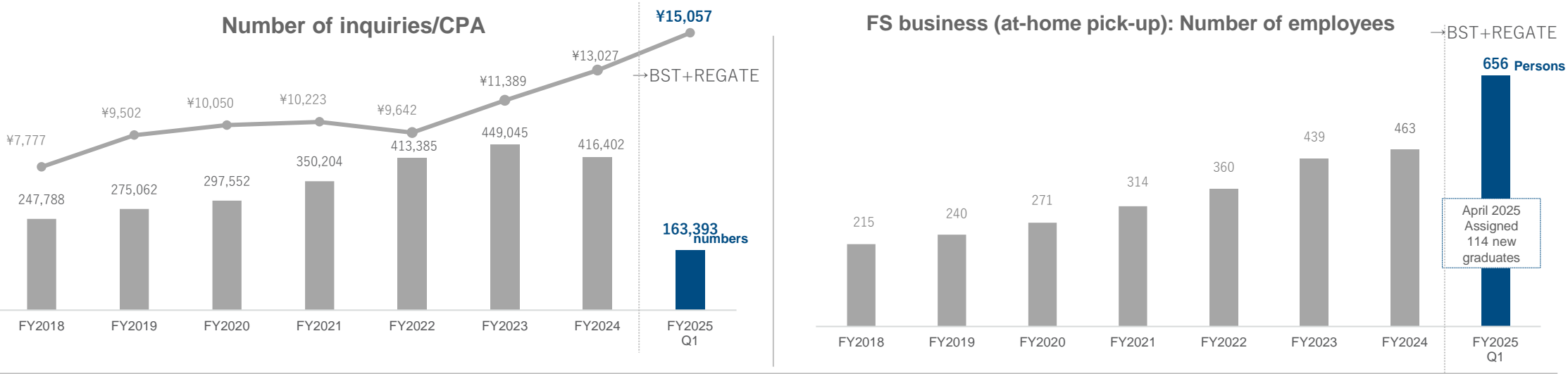
- Purchases in Q1 increased significantly by 77.6% YoY due to an increase in the number of business trip visits and higher unit prices at BuySell alone, as well as the addition of REGATE's purchase volume

Amount of purchases shift (BST+REGATE)

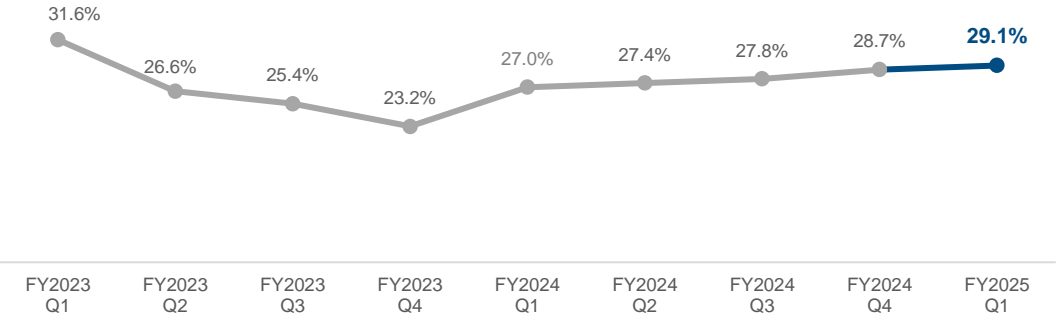


Reference) Changes in other KPIs (BuySell, non-consolidated) of home visit purchase service

Other important KPIs



High-ranking appointment ratio



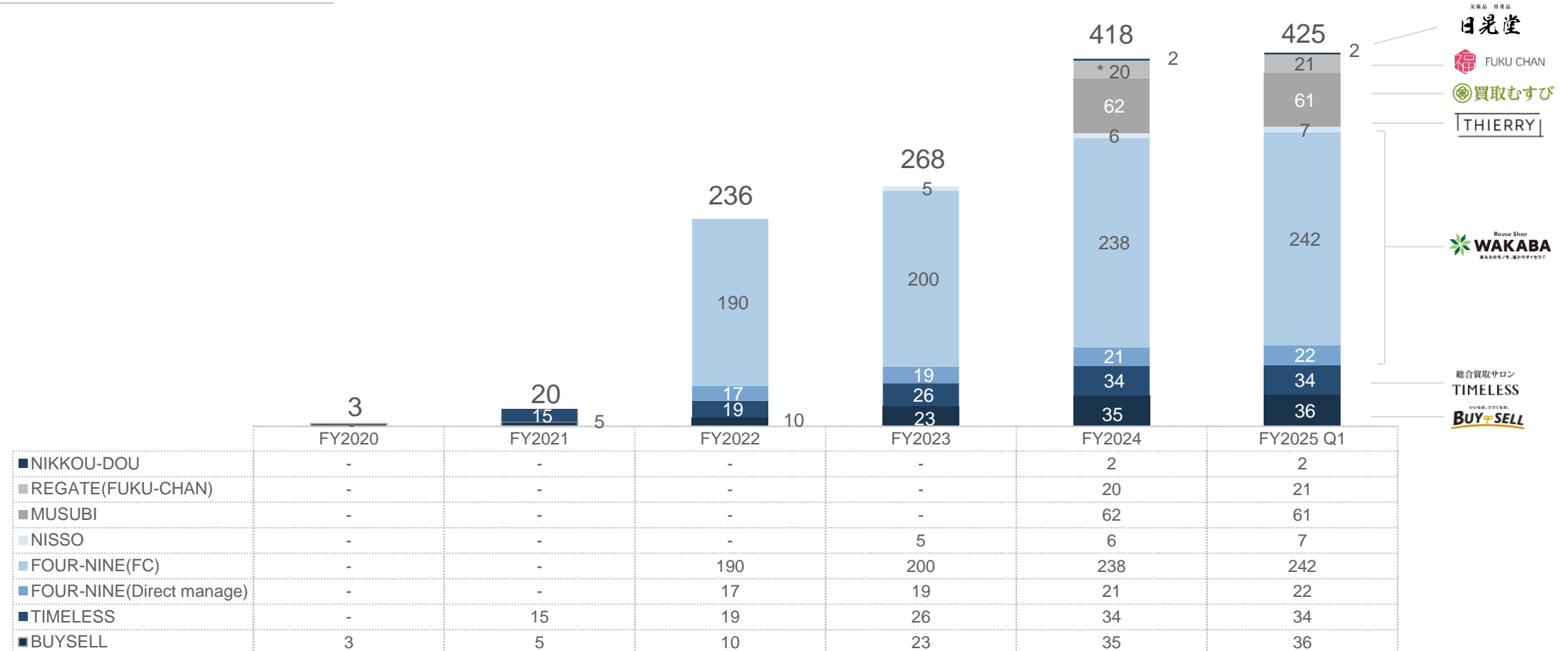
*1 CPA: Advertising expenses per inquiry (advertising expenses related to home visits ÷ number of inquiries)

*2 High rank appointment ratio: Appointments are classified into five ranks, A-E, according to the expected gross profit per visit for internal management accounting. Percentage of the number of home visits for A-C high-ranking appointments among the relevant ranks (number of ABC rank appointments ÷ number of home visits)

Group store purchase business KPI transition - Number of stores

- The number of new store openings in the Group's store purchasing business is planned to increase from Q2 onward, and the number of new stores in Q1 is progressing as expected.

Number of Group Stores



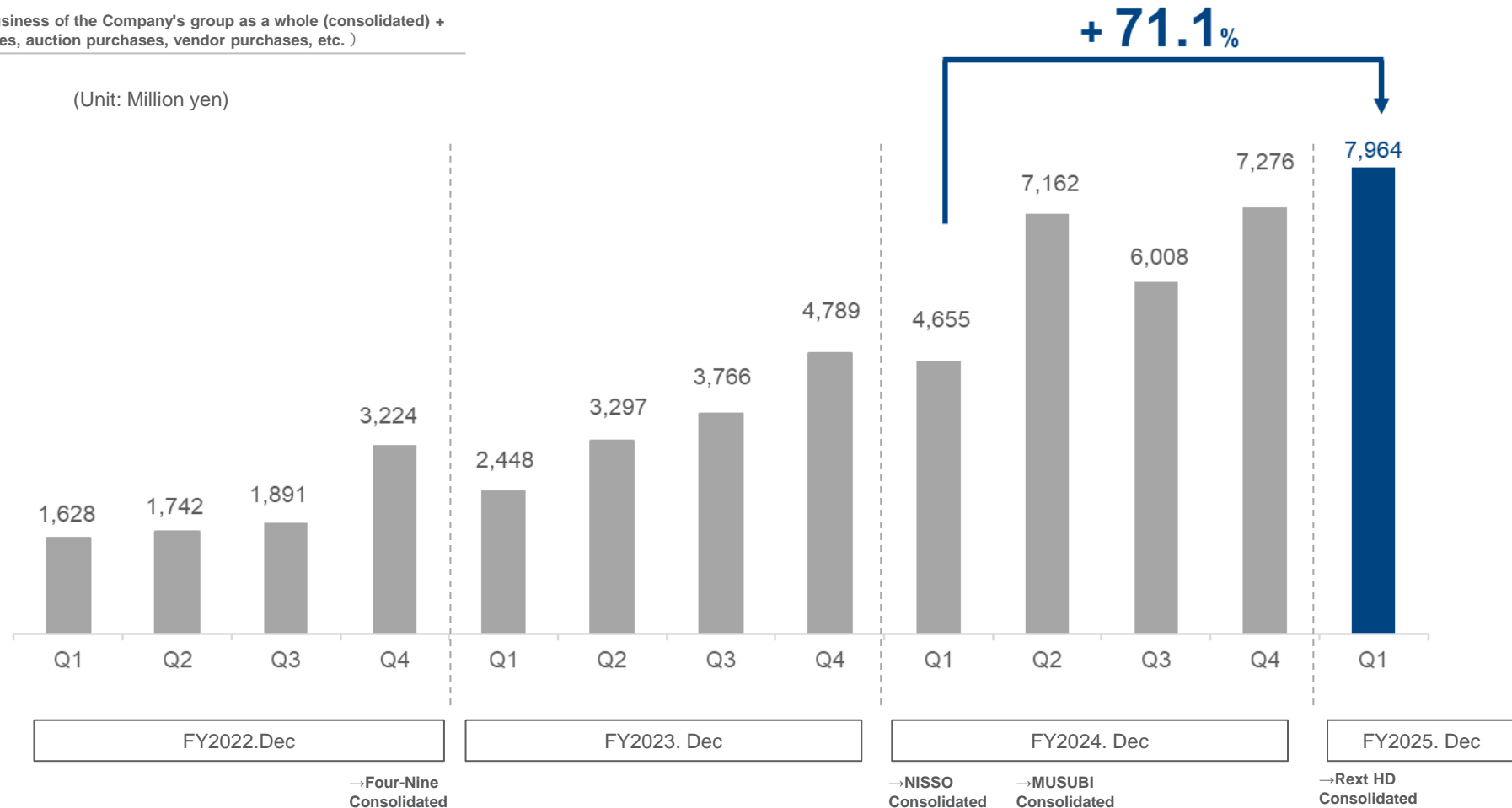
Group store purchase business KPI transition - purchase volume

- Group store purchase business and other purchase volume in FY2024 was steady at +71% YoY due to continued high growth, including higher unit prices resulting from the acquisition of repeat customers, an increase in new stores, and the effect of M&A.

Group Store Business and Others Purchases

(Store purchasing business of the Company's group as a whole (consolidated) + home delivery purchases, auction purchases, vendor purchases, etc.)

(Unit: Million yen)



04

Revision of FY2025 Earnings Forecasts

Revision of FY2025 Earnings Forecasts

- Revised net sales and gross profit upward based on favorable business progress up to Q1, while taking into account the impact of delays in the approval of business permits in China and inventory levels at the end of the fiscal year.
- Advertising expenses slightly exceeded the initial plan due to strengthened branding investment, while factoring in the effect of reductions from the consolidation of BuySell and REGATE agencies, etc. Operating income was revised significantly upward as a highly probable projection due to the effect of personnel cost reductions resulting from improved sales productivity in both the on-site visit and store purchase businesses, and cost budget revisions resulting from a review of integration costs with Rext HD and strategic investment costs, which were conservatively budgeted in the original plan at the beginning of the fiscal year.

consolidated financial forecast		Initial forecast for FY2025	Revised forecast for FY2025	Change	Change %
(Unit: Million yen)					
Sales		99,790	100,000	+210	+0.2%
Gross profit		52,680	52,830	+120	+0.2%
	Gross profit margin	52.8%	52.8%	± 0pt	—
SGA		46,180	45,300	-880	-1.9%
(Breakdown) Advertising expenses		12,863	12,970	+107	+0.8%
(Breakdown) Personnel expenses*		17,554	17,047	-506	-2.9%
Operating income		6,500	7,500	+1,000	+15.4%
	margin	6.5%	7.5%	+1.0pt	—
Operating income before amortization of goodwill, etc.*1		7,897	8,897	+1,000	+12.7%
	margin	7.9%	9.0%	+1.1pt	—
Ordinary income		6,100	6,970	+870	+14.3%
	margin	6.1%	7.1%	+1.0pt	—
Net income attributable to owners of the parent		3,330	3,790	+460	+9.7%
	Margin	3.3%	3.8%	+0.5pt	—
Net income before amortization of goodwill, etc.*		4,727	5,187	+460	+9.7%

Sales

- Upward revision focusing on BuySell and musubi

Gross Profit Margin

- Consolidated gross profit margin improved due to higher gross profit margin ratio of BuySell parent company and higher gross profit composition of Rext HD.

Advertisement

- Increase due to branding investment by BuySell on a stand-alone basis

Personnel expenses

- Reviewed the number of planned personnel in both the on-site purchase business and the store purchase business to improve per capita sales productivity.

Other SG&A

Other SG&A expenses were controlled through overall cost scrutiny.

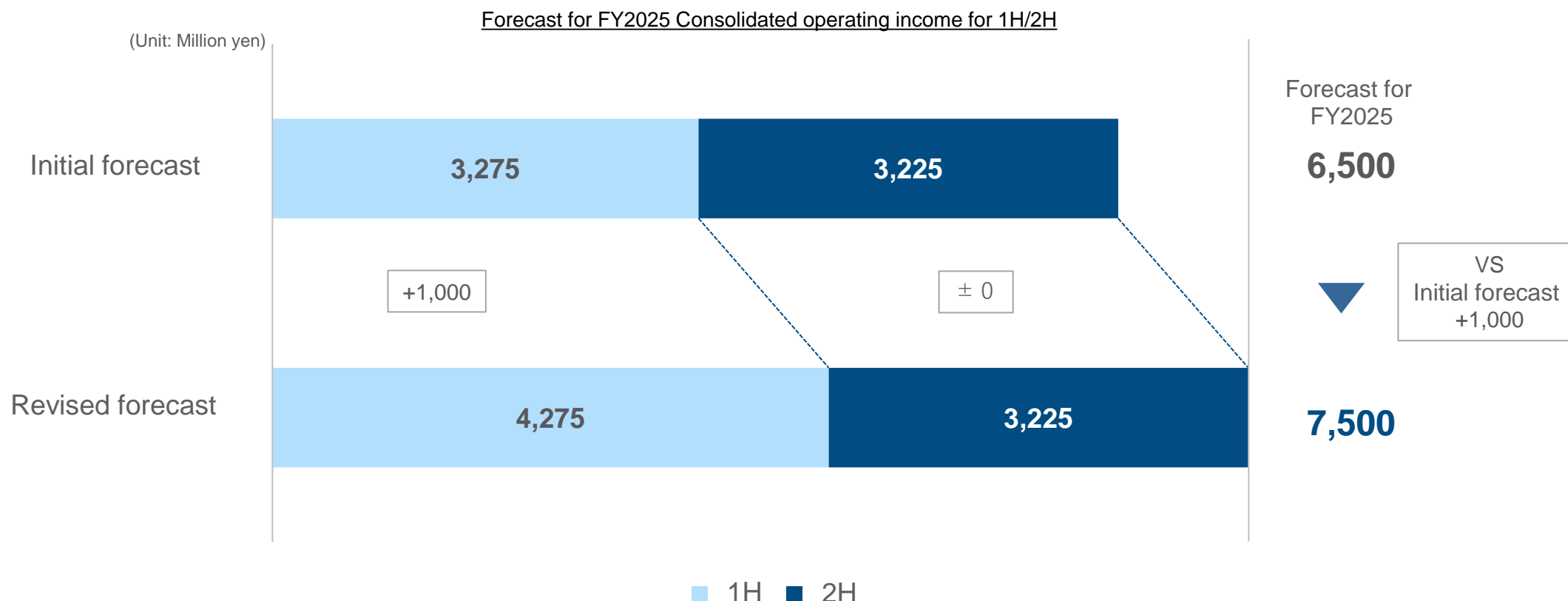
* Personnel expenses include salaries, allowances, bonuses, statutory welfare expenses, recruitment expenses, etc.

*Operating profit before amortization of goodwill = Operating income + Amortization of goodwill +customer related assets

*Net income before amortization of goodwill, etc.= Net income + amortization of goodwill +customer related assets

(Reference) Forecast for FY2025 Consolidated operating income for 1H/2H

- Higher 1H profit mix due to early realization of synergies between BuySell and Rext HD, which led to accelerated sales, etc.
- Inventory plan at the end of the period is expected to remain at the level of the plan at the beginning of the period due to strong purchases, but there are no changes to the profit plan for the second half of the period at this time in light of the possibility of strategic inventory carry in the second half of the period.



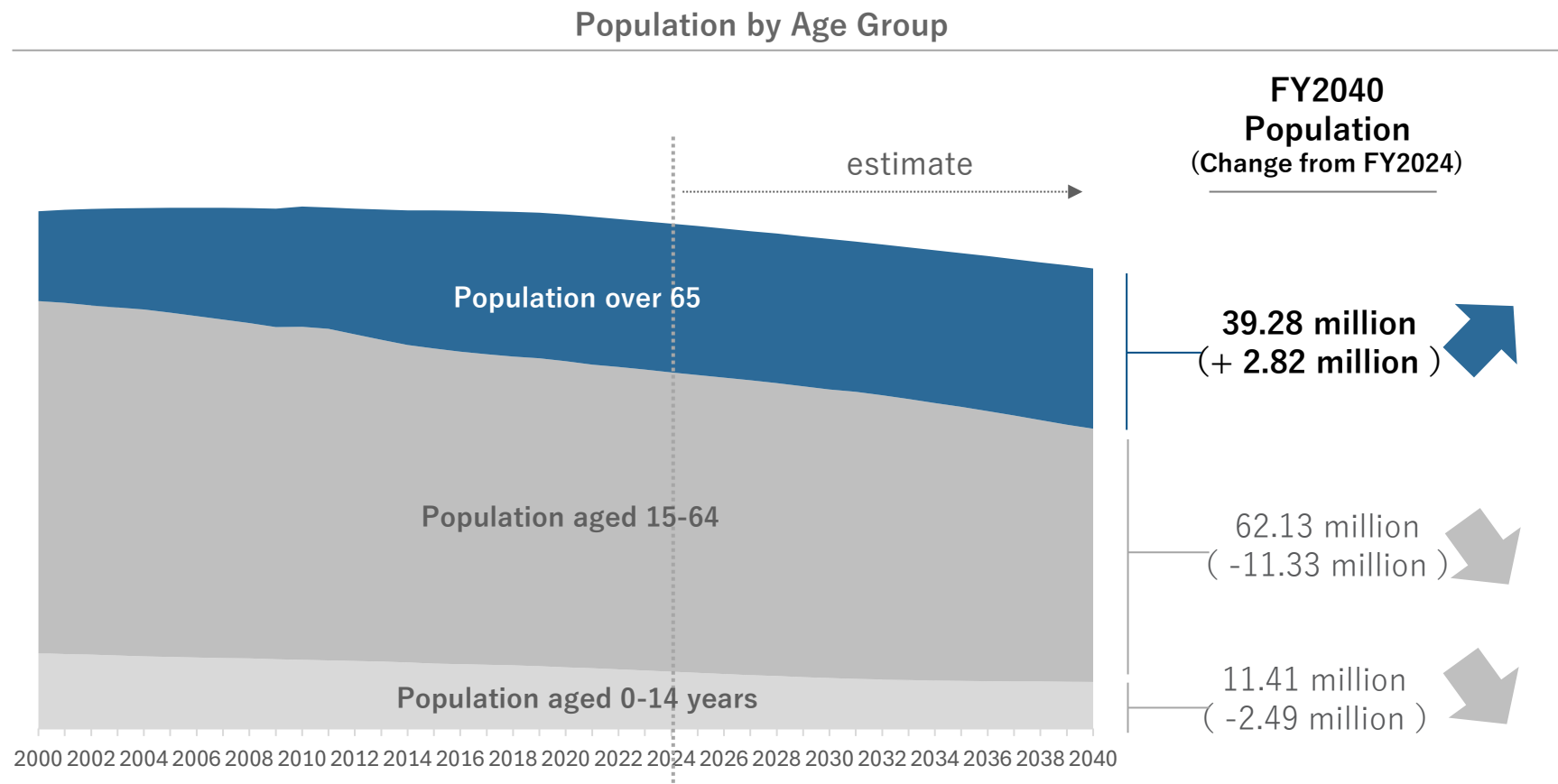
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Investment Highlights

- 1 Large Potential Market with Favorable Macro Trends**
- 2 Strong growth in the reuse market with a clear business strategy
- 3 Accelerating Growth Through Strategic M&As and Investment / Financial Strategies

Macrostructural changes (further aging of society)

- Even as Japan's population declines, the population over 65 years old, the customer base for our on-site purchase service, is expected to increase, and the need to dispose of unwanted items is expected to grow as the aging society progresses.

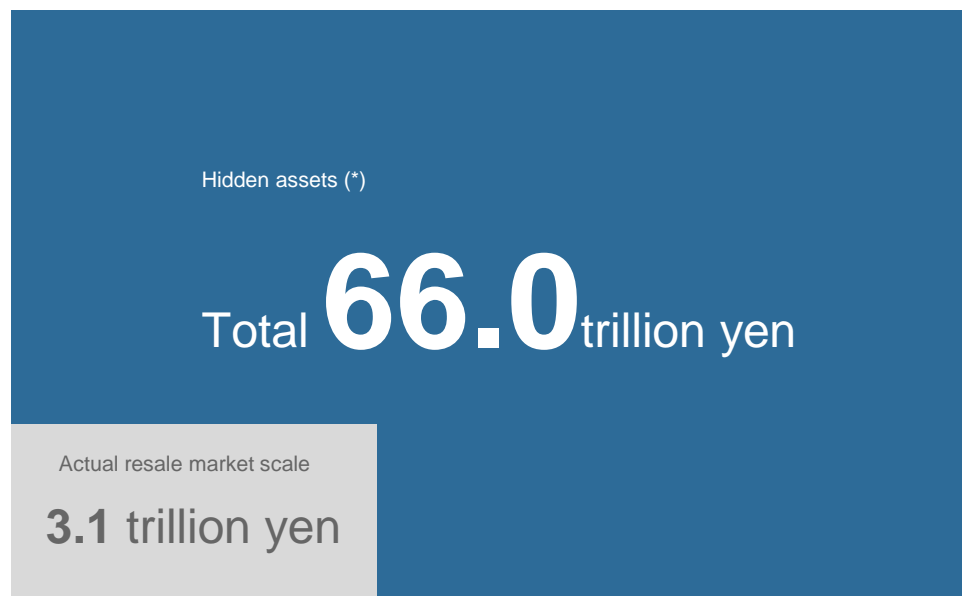


Source: Compiled by our company from data from the Statistics Bureau of the Ministry of Internal Affairs and Communications (birth medium and death medium)

Potential resale market “hidden assets” outlook

- The total amount of “hidden assets” (the estimated value of unused items in the home that have not been used for more than a year), which indicates the size of the latent resale market in Japan, is estimated to be approximately 66 trillion JPY, and the potential for latent resale market growth is huge.
- The company's strength is in at-at-home pickups which unearth "hidden assets" (precious metals, brand goods, watches, etc.), mainly from wealthy seniors in their 50s and above, and realize the expansion of purchases.

Potential resale market scale

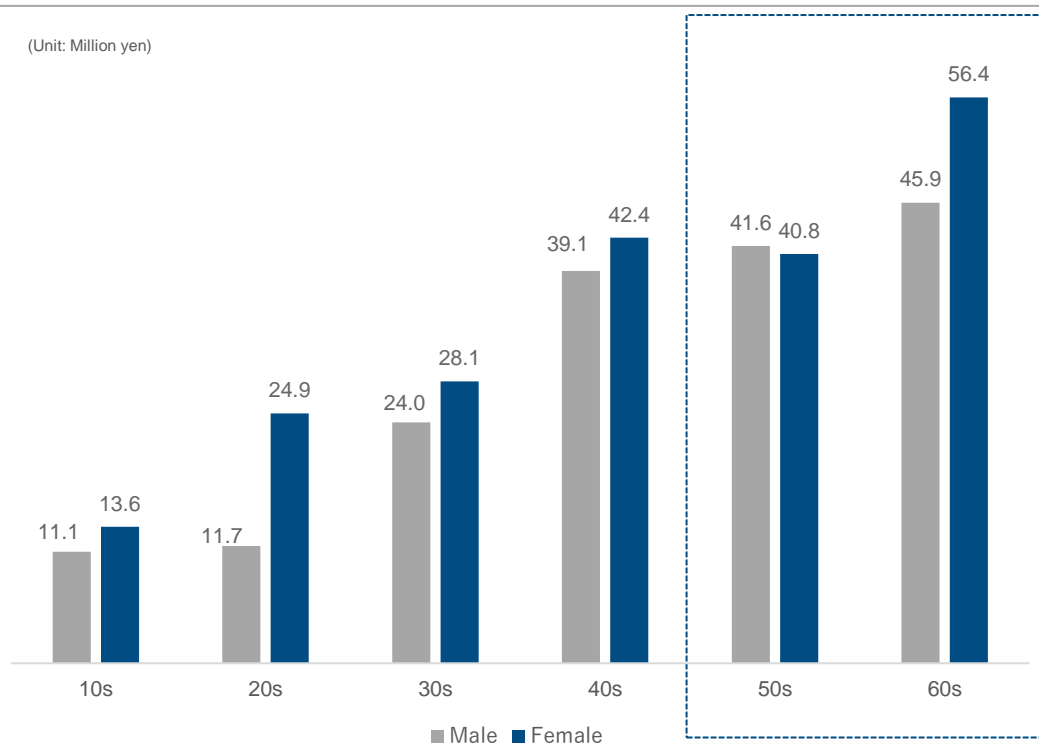


*Hidden assets: Prices of unwanted articles at home that have not been used for one year or longer.

Source : 「Reuse Market Databook 2024」 The Reuse Economy Newspaper、Mercari, Inc. and NLI Research Institute supervising
(Dated December 14, 2021, and November 15, 2023) based on survey results and our estimates

Value of hidden assets possessed per person

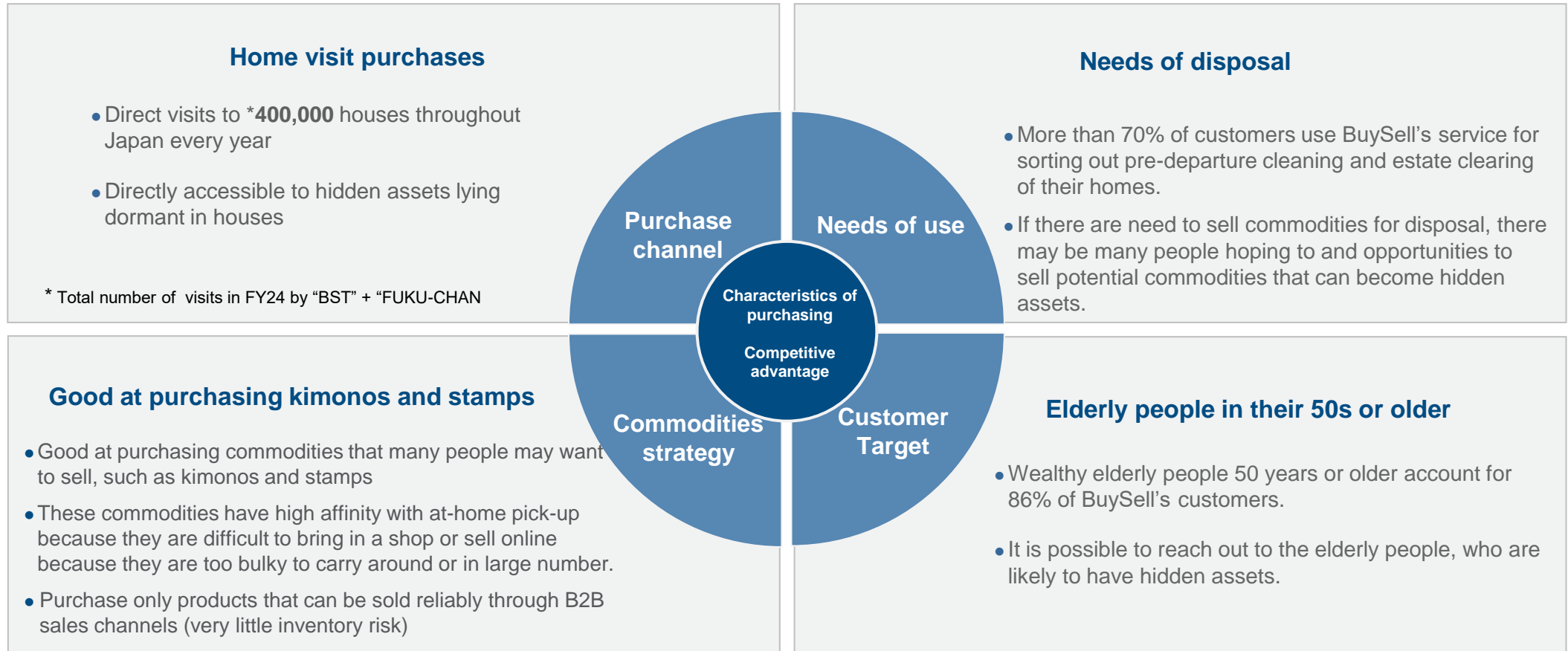
(Unit: Million yen)



Our main customer base

Four characteristics that support purchasing, which is the source of our competitive advantage

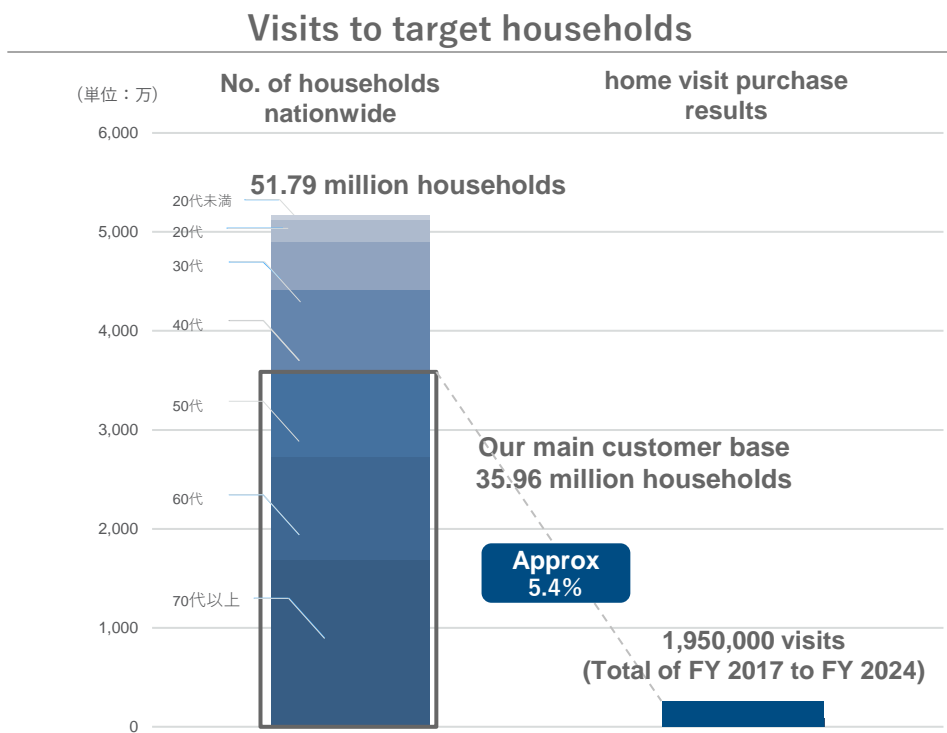
- Forming differentiated positioning that captures the disposal needs of seniors, with our strengths in purchasing kimonos and stamps for which there is a high demand for disposal and home visit purchases.
- Realize direct access to “hidden assets*,” which is the latent resale market, by visiting customers at their homes.



*Hidden assets: Prices of unwanted articles at home that have not been used for one year or longer

Growth in the number of business visits

- The number of visits to target customer households is about 5% of the total number of visits in Japan in the past, even for the No. 1 group of at-home-visit purchases, BuySell + Fuku-chan.

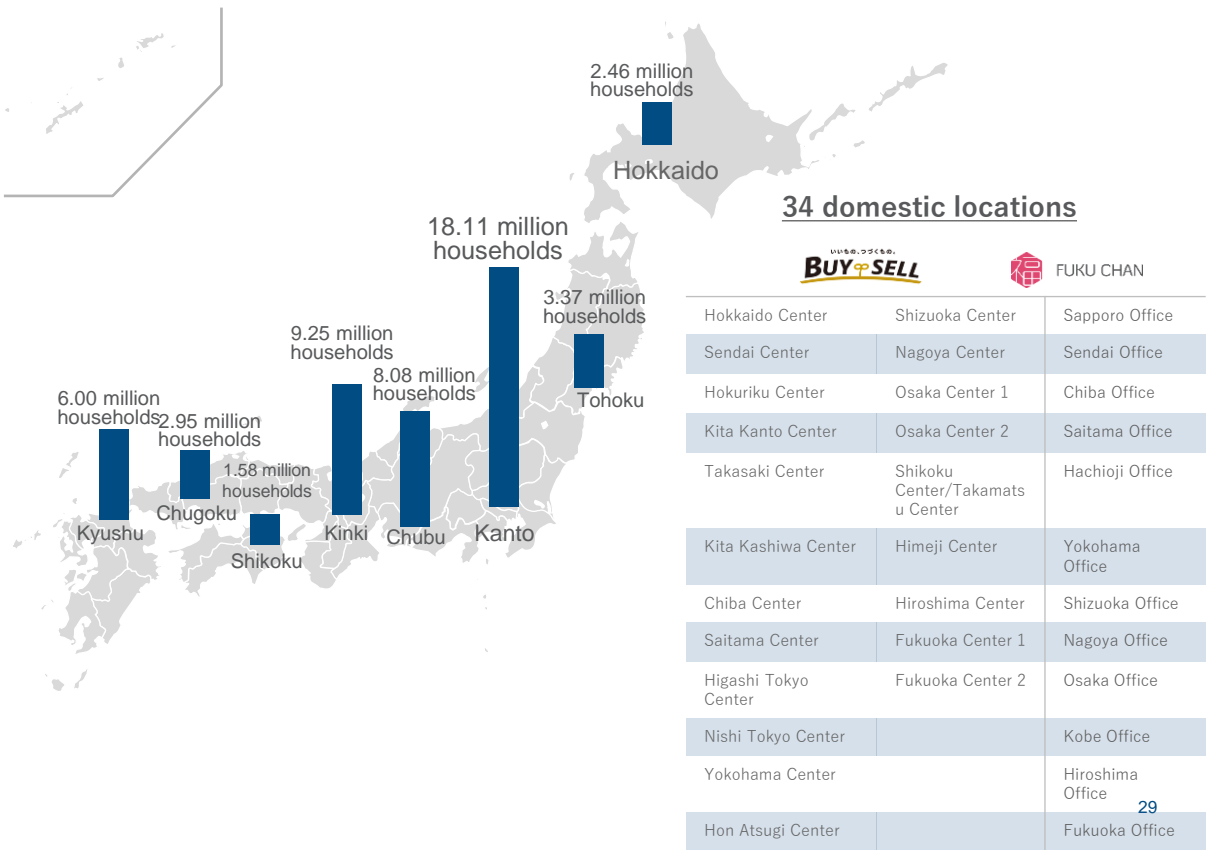


Source: Prepared in-house, based on the Ministry of Health, Labor and Welfare's "2019 Basic Survey of Living Conditions"

* Total number of visits since FY2022 plus Fuku-chan's visitation results

Distribution of 51.79 million households nationwide and our business offices

Number of locations as of December 31, 2024: 22 BST locations, 12 Fukuchan locations



Summary of the Company's Strategic Policy for the Resale Market

Size of Resale
Market
(Estimate)

SAM: ¥4.4 trillion

SOM: ¥1.3 trillion

Our Basic
Strategic Policy

Home visit purchase



FUKU CHAN

Building an overwhelming competitive advantage in the home visit purchase market of "BuySell" and "Fuku-chan"

- Mainly, sale needs for clearance and disposal.
- Clientele: Mainly seniors with a large amount of hidden asset
- Competitive environment: "BuySell" x "Fuku-chan" No.1 position in the industry

Store Purchase



FUKU CHAN



Expand the number of stores in the group stores and increase market share through M&A

- Mainly sale needs for cash conversion and replacement
- Clientele: Wide range from young adults to seniors
- Competitive environment: High competition
 - A lot of small and medium-sized companies and Low efficiency and lack of management
 - We can leverage economics of scale and management integration

Source: Our estimate based on the December 2023 Macromill survey (N=10,000)

SAM = Total amount of merchandise eligible for purchase by the BuySell Group in all houses existing in Japan

SOM = Calculated by taking into account age group, ownership for more than 1 year, and intention to sell out of SAM

- 1 Large Potential Market with Favorable Macro Trends
- 2 Strong growth in the reuse market with a clear business strategy**
- 3 Accelerating Growth Through Strategic M&As and Investment / Financial Strategies

A Home-visit purchase business

- 1 Revisit Enhancement
- 2 Optimize marketing costs x Brand investment
- 3 Purchase Merchandise Expansion
- 4 Group development of sales enablement

B Store purchase business

- 1 Group Store Differentiation Strategy
- 2 Improve profitability and expand the number of stores by creating group synergies

C Merchandising business

- 1 Integration of Group Inventory and Upgrading of Sales Strategies
- 2 Building new overseas sales channels (China)

D Technology/Human Resources

- 1 “Cosmos” Launch & Group Installation
- 2 Building business operations with AI agents
- 3 Improving Productivity by Enhancing Human Resource Strategies

A Home-visit purchase business Growth strategy summary

- Aiming to build an overwhelming competitive advantage in the industry through synergies between “BuySell,” the No. 1 company in the home-visit purchase industry, and “Fuku-chan,” the No. 2 company in the same industry.



Growth strategy aimed at through synergies between BuySell and Fuku-chan

1

Improve profitability by strengthening revisits



- Applying “BuySell's” strengths in repeat business to “Fuku-chan”
- Aim to maximize variable profit per visit

2

**Marketing Cost Optimization
Investing in Brands**



- Cross-cutting cost reductions across all companies operating in the home-visit purchase business
- Aiming to establish the brand as the overwhelming No. 1 in the home-visit purchase industry as a group

3

Group development of sales enablement



- Systematized assessor training based on behavioral characteristics of high performers is deployed to all group companies.
- Aiming to significantly improve the performance of the sales organization

4

Improvement of unit price per visit through expansion of purchase merchandise



- Developing the know-how of antique appraisal, which is one of “Fukuchan's” strong points.
- Aim to maximize the volume of purchased merchandise by taking advantage of the characteristics of home-visit purchases to uncover merchandise.

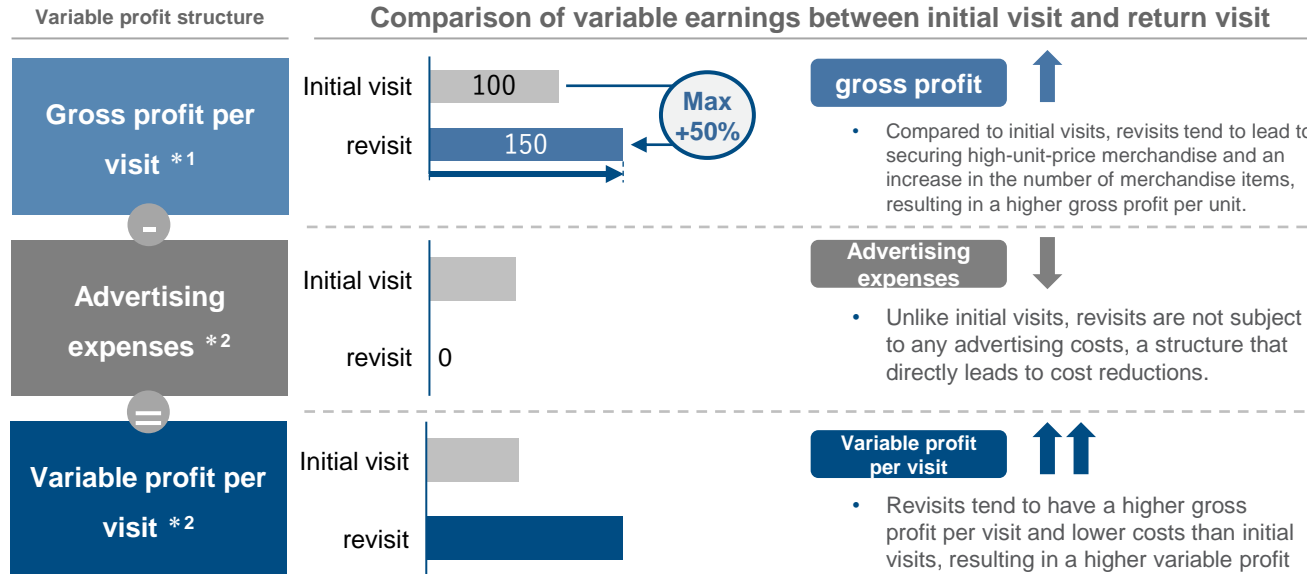
A-1 Improve profitability by strengthening revisits

- Aim for 20% revisit rate in FY2027 by further brushing up the know-how cultivated so far in acquiring revisits for “BuySell” home-visits.
- Revisit ratio of “Fuku-chan” home-visits was only 1% in FY2024, leaving a large room for growth, and by horizontally deploying BuySell's know-how on how to acquire return visits, we aim to achieve 10% level in FY2027.

Revisit/revisit ratio Definition

- Revisit” is defined as the act of visiting a customer after the initial visit to make an appointment for the next purchase on the spot or to promise to purchase the product again on a later date by contacting the customer.
- It is defined as the percentage of return visits to the total number of visits.

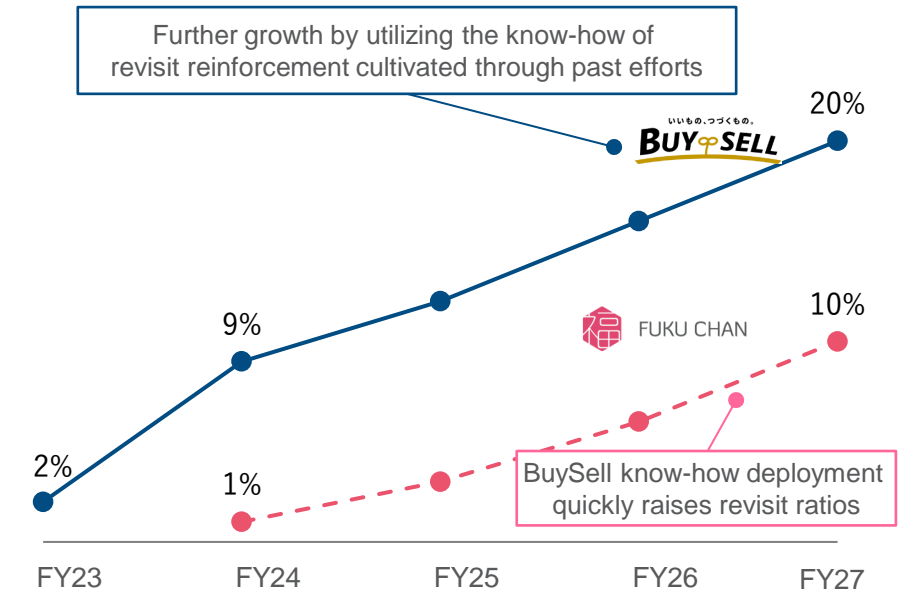
Effects of improved profitability realized through revisit enhancements



*1 Gross profit per visit for internal management accounting to manage KPIs by Field Sales business unit
Figures are not disclosed due to management accounting KPIs. Disclose the expected rate of increase in unit price with the initial unit price as 100

*2 Figures are not disclosed, so images are shown.

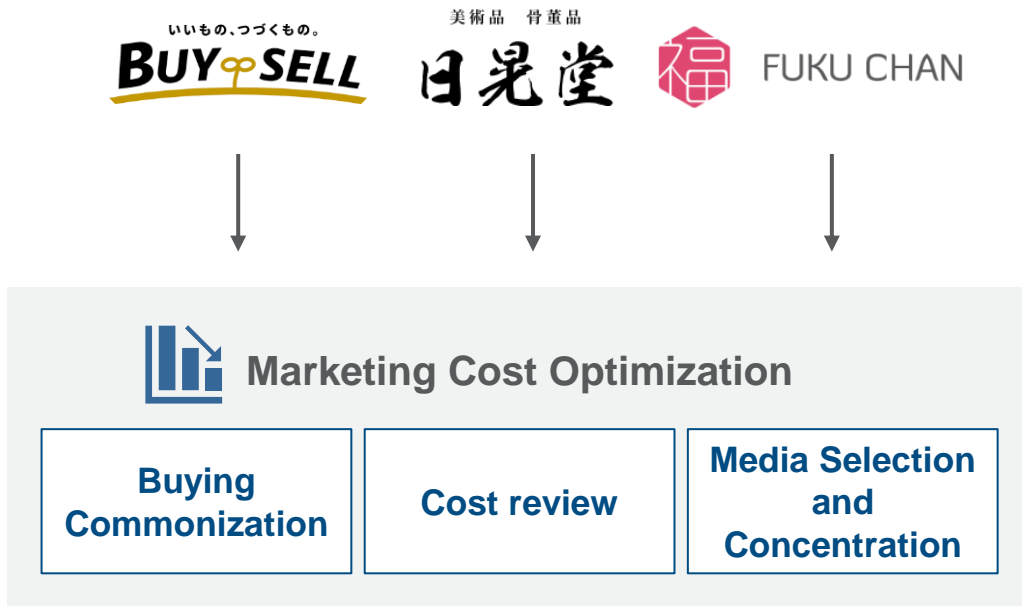
Revisit Ratio Forecast Trends



A-2 Marketing Cost Optimization x Investment in our brand

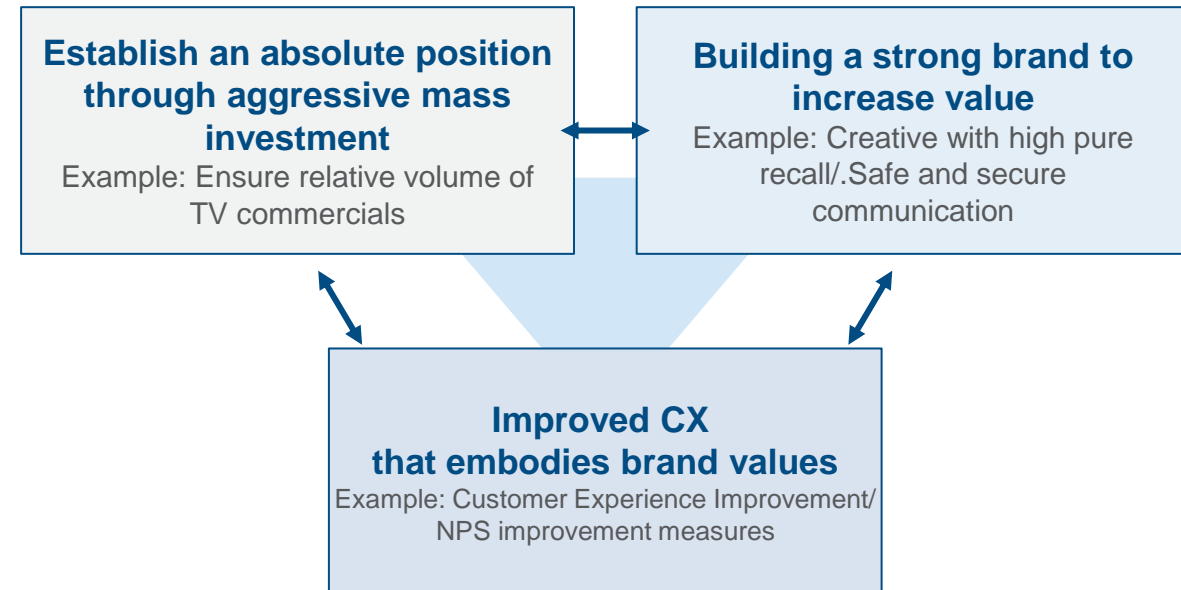
- Reduction of advertising costs by optimizing marketing costs at the three group companies that operate the home-visit purchase business
- Policy to actively invest in brands with a medium- to long-term outlook in the marketing area, which is positioned as an optimized cost and company-wide strategic investment.

Marketing Cost Optimization



Continue to optimize advertising expenses at around 5% level every year for FY27

Investing in Brand Equity



Establish competitive advantage and reduce customer acquisition costs

- Enablement initiatives that BuySell has developed over many years have been molded and introduced to each company in the Group.
- Aiming to increase revenue by raising the gross profit per visit by expanding purchased merchandise by taking advantage of synergies between both BuySell and Fuku-chan and by securing the purchase of merchandise that had been left undone.

Enablement Initiatives and Results

Details of Initiatives

- **High Performer Analysis**

Analyze top buyers' behavioral characteristics and visualize their idiosyncratic skills

- **On-boarding training**

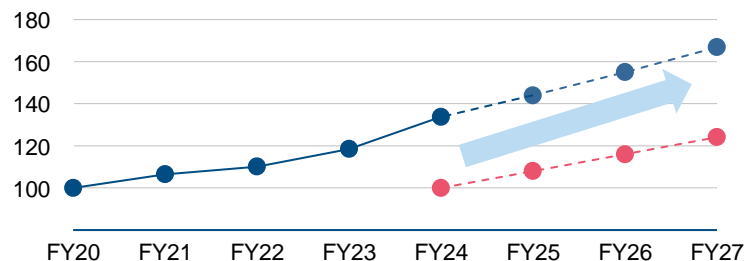
Introduced training programs for early entry into the workforce

- **Formalization of tacit knowledge**

Visualization of top buyers' knowledge and experience for use in training programs

Results & Benefits

Growth rate of gross profit per visit



* Gross profit per visit for internal management accounting to manage KPIs by Field Sales business unit
Figures are not disclosed due to management accounting KPIs. Disclose the expected rate of increase in unit price with the initial unit price as 100

Segment expansion of purchased merchandise



Strengthen existing products

Sharing of know-how on the purchase of existing merchandise such as antiques, minimization of oversold purchases
Examples of products... antiques , etc.



Advanced Pricing

Sophisticated pricing of high-priced products up to the standards of toC sales
Examples of products...brand-name goods, watches, etc.



Expansion of new merchandise

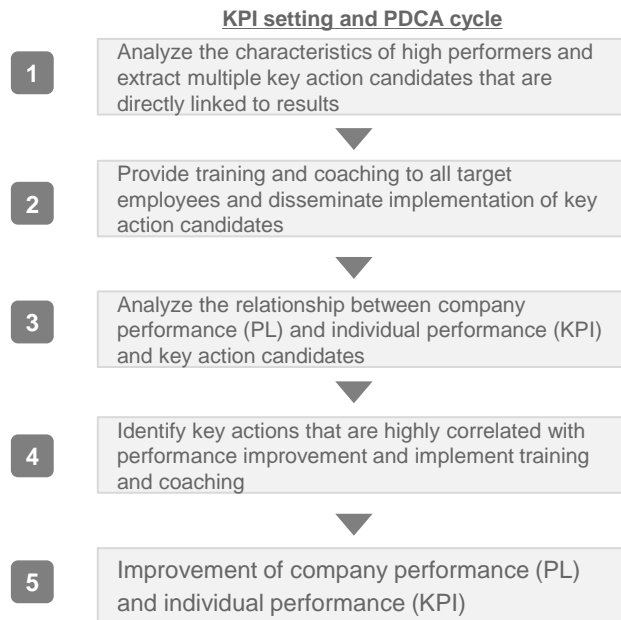
Expanding into new main merchandise areas while strengthening stable sales channel strategies
Example of merchandise...apparel, etc.

Reference) Example of sales enablement

- The Enablement department, which is an education and training specialist unit, conducted education and training based on **setting KPI as indicators for individual key actions** that are directly linked to the improvement of a major KPI, the variable profit on at-home pickups (gross profit on sales), resulting in **significant performance improvement of the sales organization**.

< Data-driven management case study: Improving the performance of the sales organization >

Examples of initiative by the Enablement Department

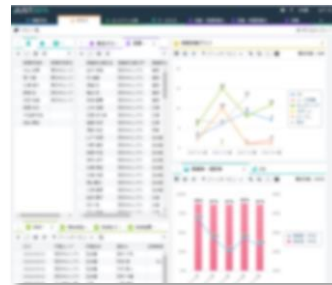


Example: Individual chart



Based on the set KPI, identify gaps and challenges with respect to goals, and determine training content

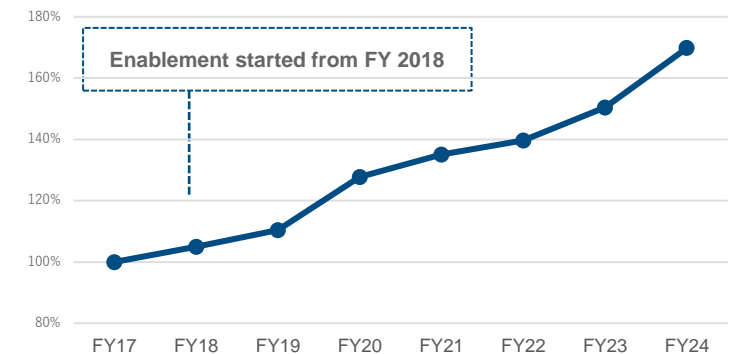
Example: Training management database



Manage education schedules and training frequency

Results of KPI improvement

FS business_Gross profit unit price (*) growth rate per visit (base year: FY 2017)



(*) Gross profit unit price per visit for internal management accounting to manage KPIs at FS Business Division

- KPIs eliminating impact of sales on a growth of gross profit
- Values are not disclosed because these KPIs are for management accounting.

By applying the same data-driven management in all departments, the aim is to improve a wide range of KPIs, and achieve improved performance.

B-1 Group Store Business strategic policy

- Aim to establish a competitive advantage in the store purchase business by promoting a differentiation strategy in the group's stores while achieving overall group optimization

Medium-term Strategic Policy

Mass Market Strategy

Aim to establish a competitive advantage through large-scale marketing investments, including home-visit purchase business and expansion of the number of stores to raise awareness and acquire customers.

1 Multi-channel stores

- Store purchase business strategy that emphasizes marketing and customer connections with the core home-visit purchase business

- Attracting customers based on recognition through the effectiveness of advertising for on-site, home-visit purchases
- Customer lead between multi-channel of home-visit purchase ⇄ store



35 stores



FUKU CHAN

20 stores

2 Mass store

- Store strategy that emphasizes customer leads and efficient store operations in SCs and other community-based locations

- Efficiently attract customers through community-based trade area strategies and marketing, etc.
- Store scalability centered on small stores and store profitability through efficient store operations



62 stores



259 stores

(Of these, 238 are franchises)

Medium-term Strategic Policy

Differentiation Strategies

Aim to establish competitive advantage in a manner that does not cannibalize group stores (1) and (2) above through differentiation strategies such as store opening strategies, customer targets, and specific merchandise.

3 Permanent stores in department stores

- High-end store strategy focusing on strong customer contact with senior affluent customers by opening permanent purchase stores in department stores

- Attract customers based on affluent seniors who use department stores
- Efficient marketing such as direct mail in cooperation with department stores



総合買取サロン
TIMELESS
タイムレス

34 Stores

4 Merchandise-specific stores

- Store strategy emphasizing high specialization in specific merchandise such as luxury brands and antiques

- Attracting customers with specialized customer needs, specializing in differentiated and specific commercial products
- Purchase x Sales" type store (THIRRRY) specializing in luxury goods with a focus on Hermes



6 Stores

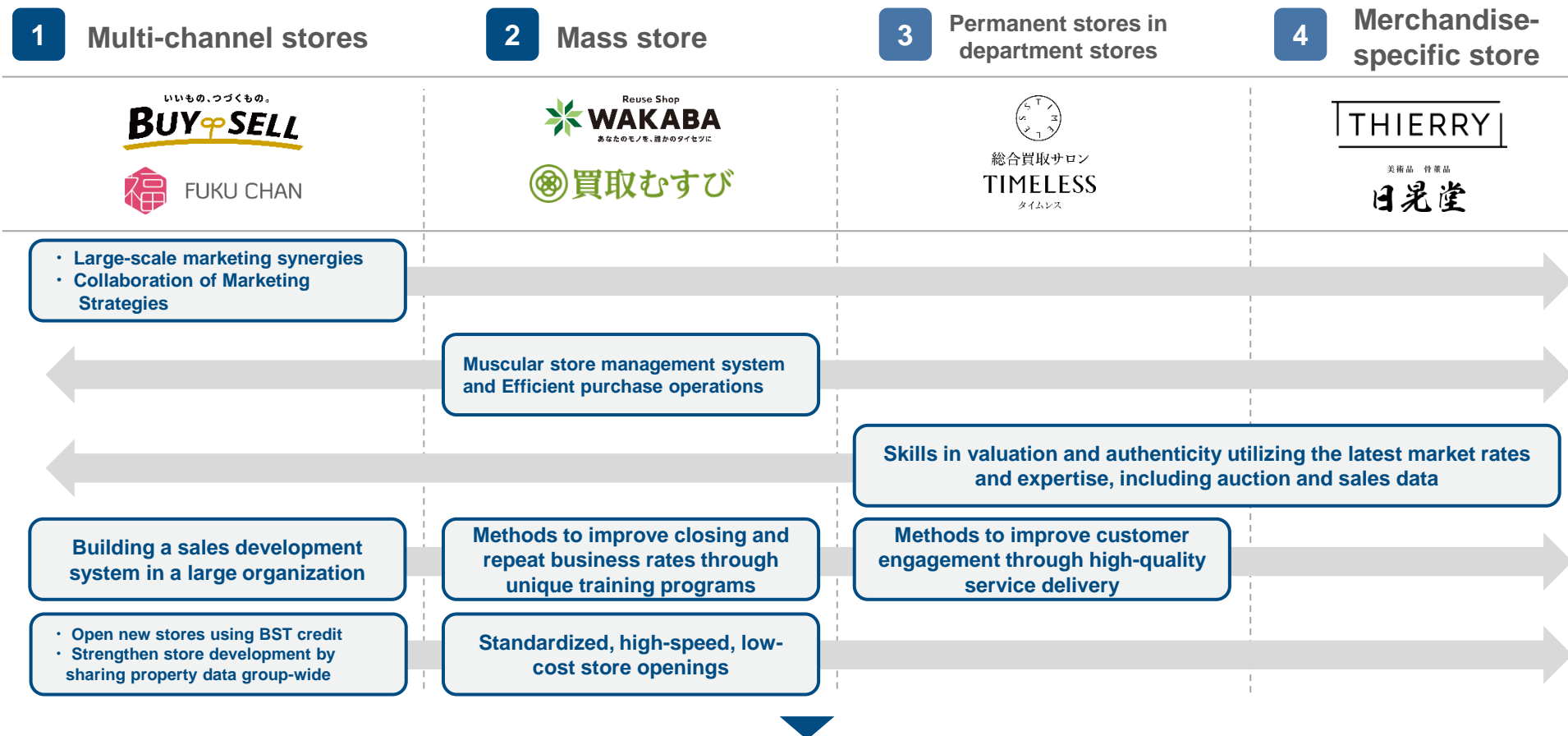


2 Stores

Number of stores: As of December 31, 2024

B-2 Improve profitability and expand the number of stores by creating group synergies

- Aim to both expand the number of stores and increase profitability per store by creating group synergies centered on the strengths of each group store.



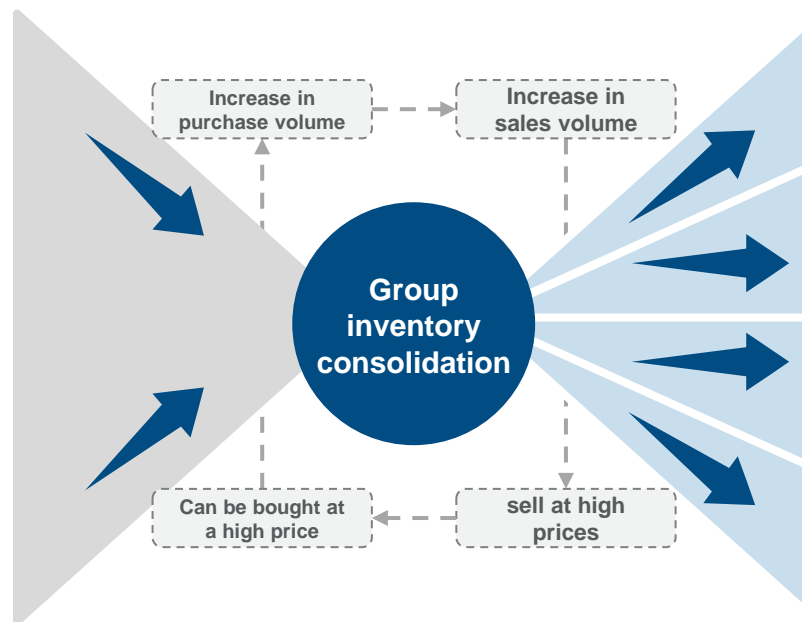
**FY27
Target**

- Expand the number of group stores to over 650 by FY27 (+232 stores or more compared to FY24)
- Improvement of gross profit per store and operating income

C-1 Integration of Group Inventory and Upgrading of Sales Strategies

- Aiming to improve operating margin through cost reductions by improving warehouse operations and optimizing sales promotion and logistics costs by integrating group inventories.
- Aiming to improve gross profit by maximizing sales amount by consolidating the group's inventory to the most appropriate sales channel for each product.

Consolidation of group purchase inventory



Sophisticated selection of sales channels for each product

merchandise	Sales Channels		
Kimono	EC	Store	Live Commerce
	Overseas	Auctions	
Brand items	EC	Store	Live Commerce
	Overseas	Auctions	
Watch	EC	Store	Live Commerce
	Overseas	Auctions	
Antique	EC	Store	Live Commerce
	Overseas	Auctions	

1 Improved efficiency of warehouse operations and reduced logistics costs by integrating group inventories

2 Improvement of sales gross profit margin through integration of group inventory + selection and expansion of sales channels segmented by product line

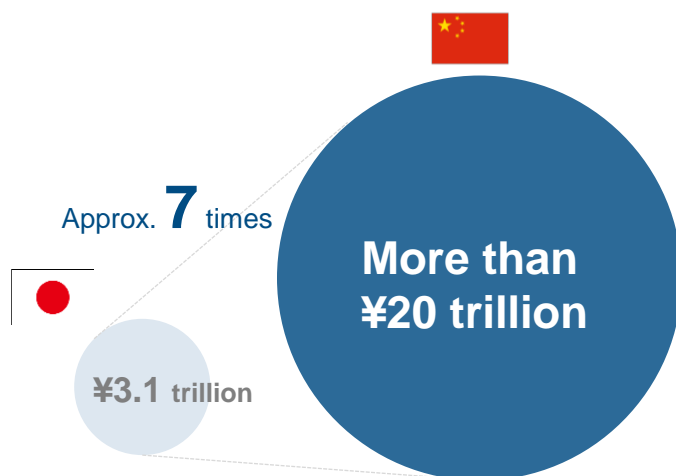
**FY27
Target**

(1) Cost reduction through integration of group inventory management + (2) Gross profit increase through sales channel optimization ⇒ Aim to improve operating margin to about 1% level by FY27 through

C-2 Building new overseas sales channels (China)

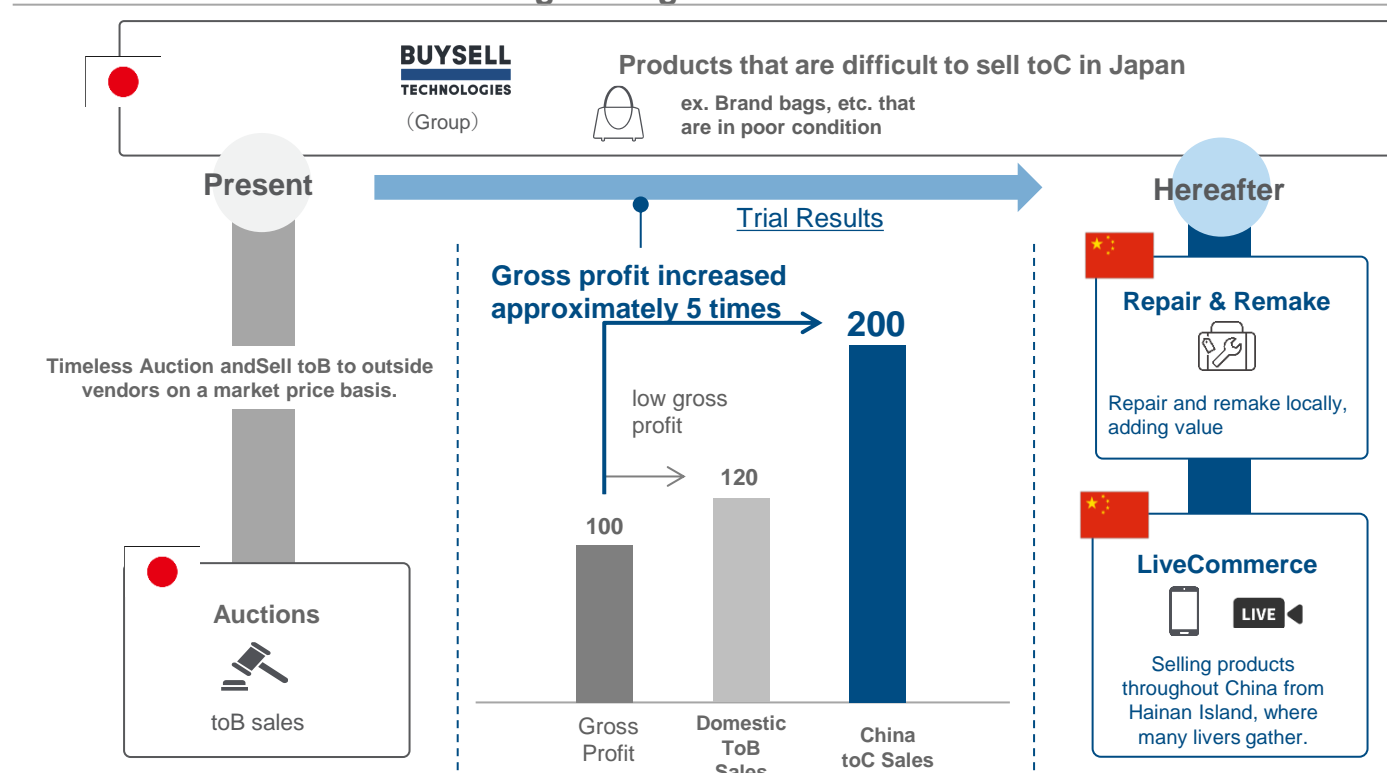
- As our first overseas expansion, we will establish a subsidiary in Hainan Island, China, which is expected to become a free trade port in the future and plan to start operations in 2025 to expand high-unit price sales channels targeting the huge Chinese apparent resale market of over 20 trillion yen.
- Aiming to improve gross profit margins by repairing and remaking products in China that were previously sold through domestic to B auctions and selling them through live commerce.

Size of China's apparent resale market



Source : Institute for Environment and Energy Research, Tsinghua University
Materials published in April 2024 、 「Reuse Market Databook 2024」 The Reuse Economy Newspaper

Flow of Strengthening Sales Channels in China

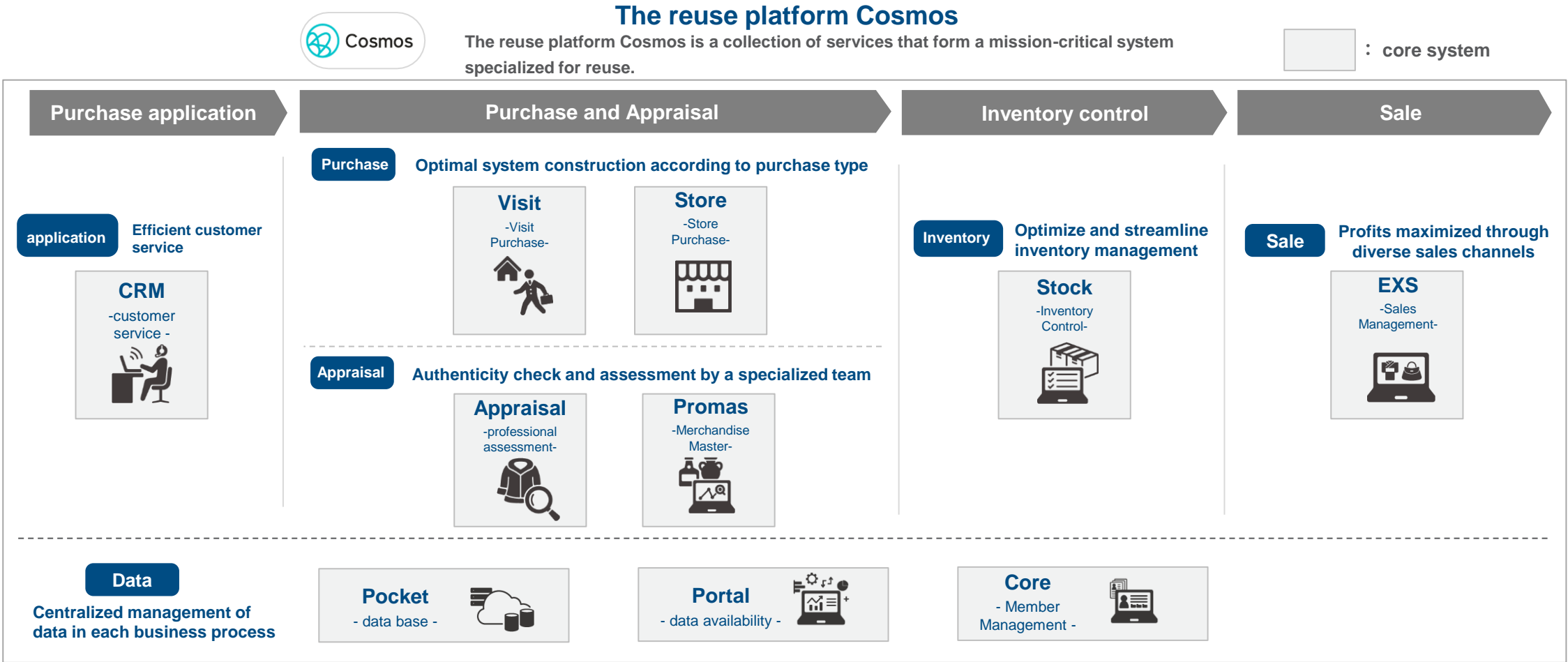


**FY27
Target**

- Building a sales channel in China, the possibility of profit add-on at the level of approximately ¥1.5 billion by expanding to target products only in the Group's inventory.
- Aiming to further improve profitability by expanding product lineup and sales channels in China over the medium term.

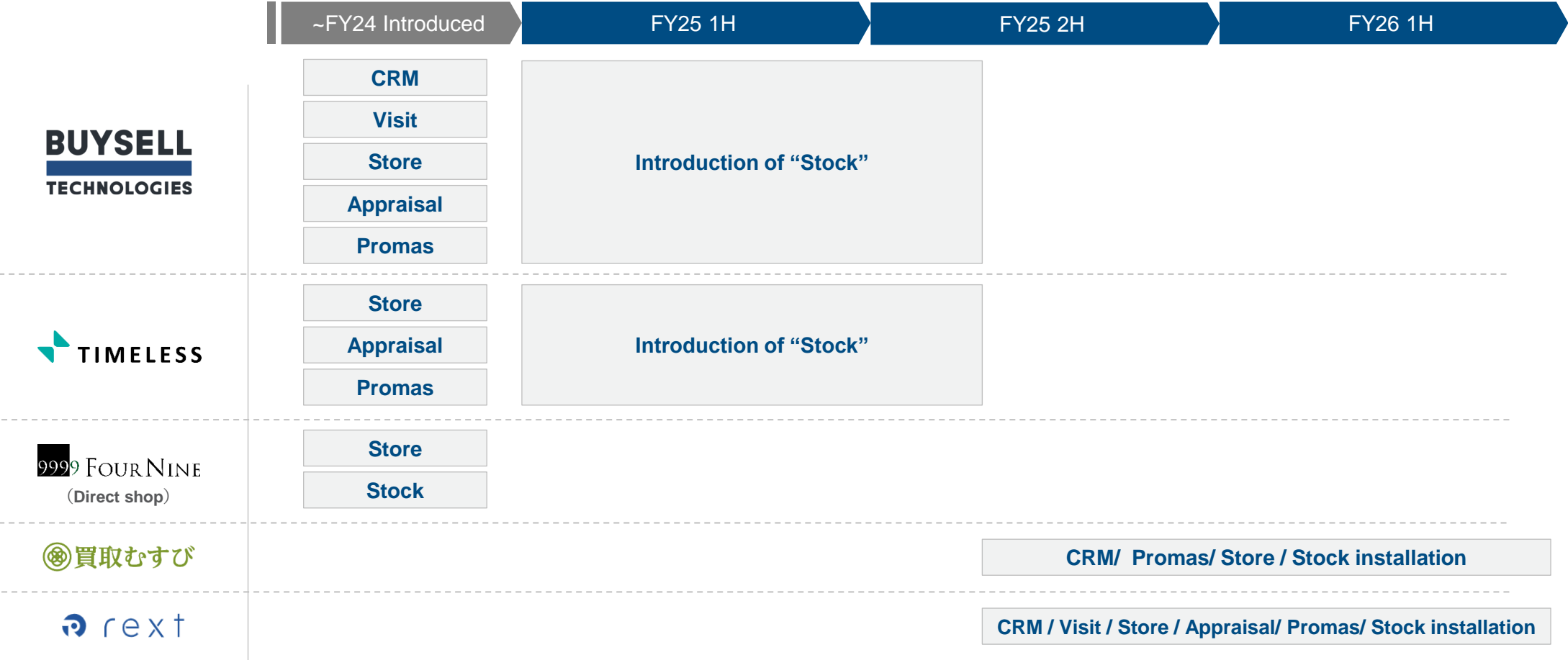
D-1 About “Cosmos” Reuse Platform

- Aiming to improve operational efficiency throughout the BuySell Group and increase key KPIs by deepening data-driven management through the introduction of “Cosmos,” a proprietary platform that comprehensively provides everything related to the resale business, from purchasing to sales, customer management, inventory management, sales management, and data analysis.



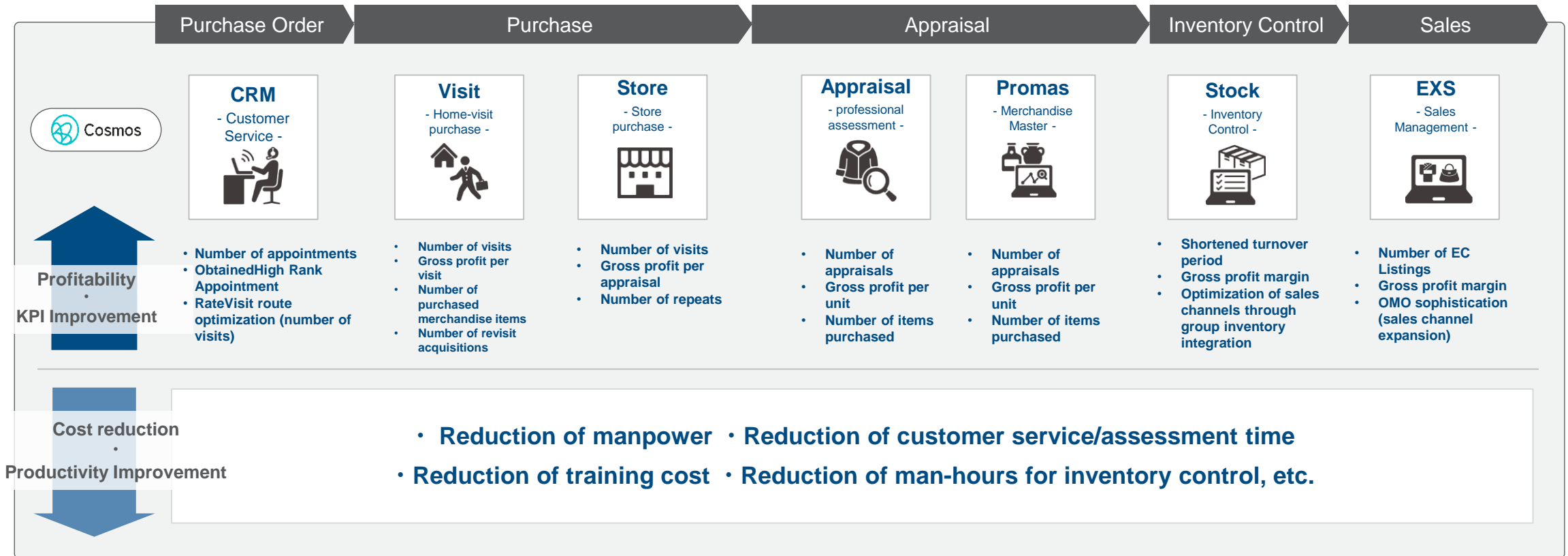
D-1 Schedule for introduction of “Cosmos”

- Launch of core system from purchase application to inventory management will be completed with the introduction of “Stock” during the second half of FY25.
- System to be deployed to all groups, including system installation at Rext HD (Fuku-chan) during 1H FY26.



D-1 Expected effects of “Cosmos”

- Aiming for full-fledged promotion of profitability expansion and productivity improvement (cost reduction) by utilizing technology and data through the launch of the entire “Cosmos” core system and its group implementation.

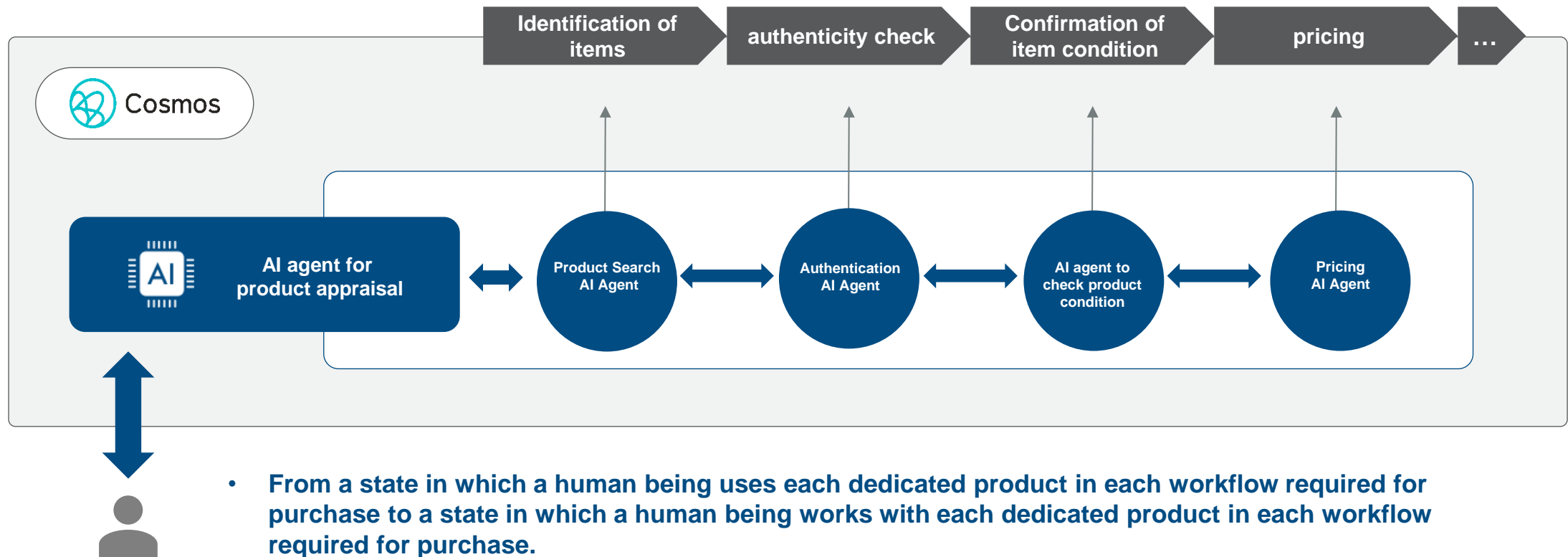


The theme is building higher-order business operations using AI, and aims to “utilize AI agents” for call center operations and assessment operations.

D-2 Building business operations using AI agents

- In the medium term, the company plans to invest in technology, with the most important theme being the building of higher-order business operations using AI.
- **Evolve various business flows digitized based on Cosmos into business operations via AI agents to improve business efficiency and maximize customer experience value at a level that cannot be achieved with human-mediated operations.**

Image of AI application in product valuation operations



- From a state in which a human being uses each dedicated product in each workflow required for purchase to a state in which a human being works with each dedicated product in each workflow required for purchase.
- **Aim for a state where humans give instructions to AI agents and AI agents cooperate with each other autonomously to carry out necessary appraisal and purchase operations.**

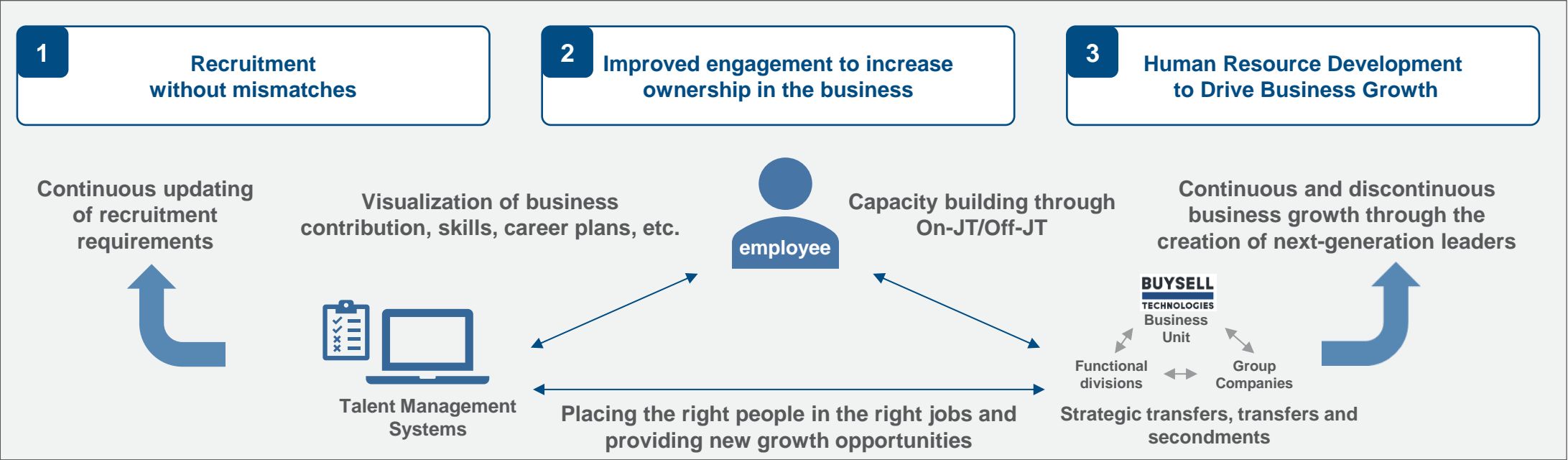
D-3 Human Resources Strategic Policy Outline

- Set HR strategic themes and focused measures centered on improving productivity of “people and organization” to achieve medium-term business plan goals.

medium-term business plan 2027 human resources strategic themes

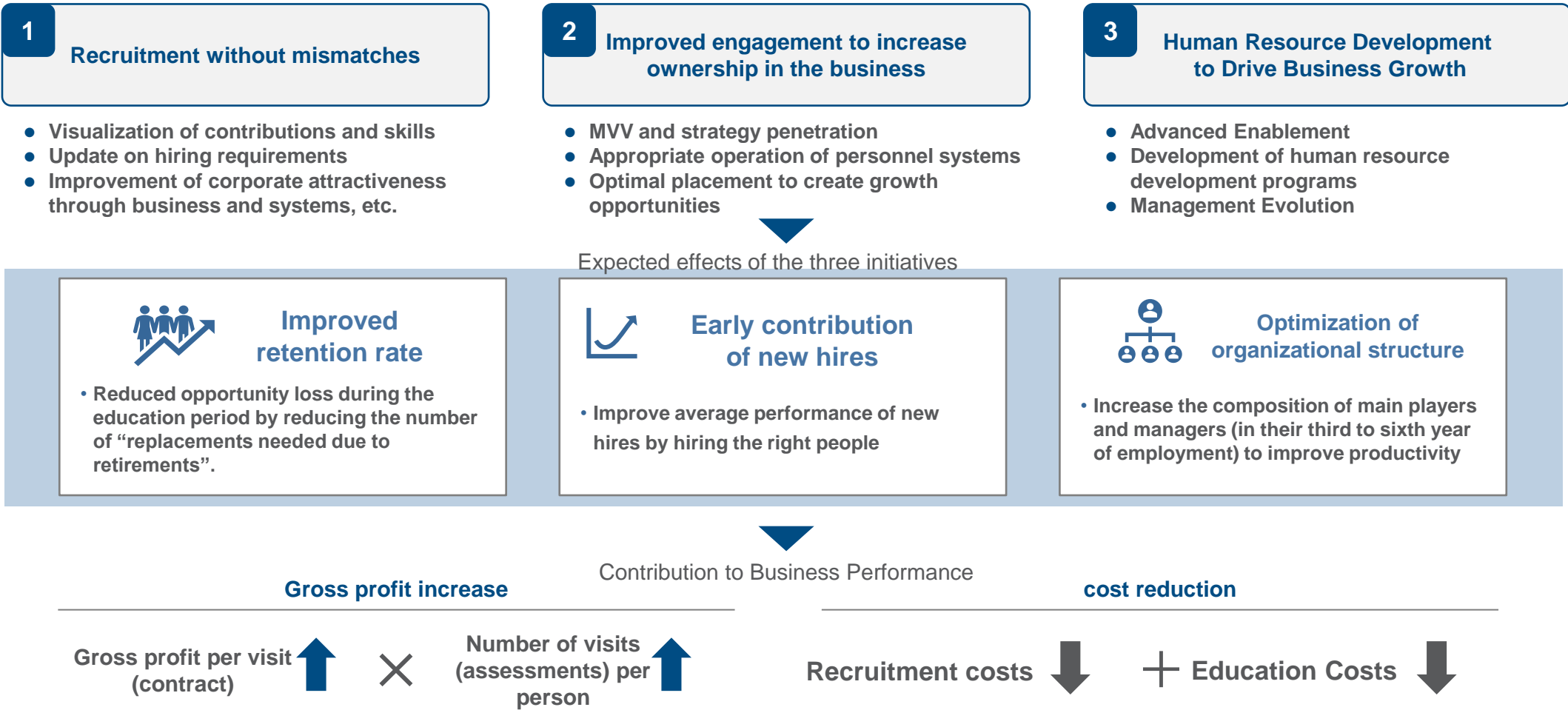
Maximize individual performance
(Maximize gross profit earned per employee)

Outline of measures to be focused on in the area of human resources



D-3 Improve productivity by promoting human resource strategies

- Maximize gross profit per employee and reduce costs through productivity improvement by promoting human resource strategies centered on three priority measures.



- 1 Large Potential Market with Favorable Macro Trends
- 2 Strong growth in the reuse market with a clear business strategy
- 3 Accelerating Growth Through Strategic M&As and Investment / Financial Strategies**

M&A Strategy Overview

- Plans to continue executing investments that will contribute to strengthening existing competitiveness and developing areas not yet covered by the resale business, with M&A in the Reuse Business as the top priority.
- Aiming to increase corporate value by maximizing investment returns quickly through enhanced return on investment by creating synergies through reproducible PMI execution.

M&A Target Policy

Priority

1

Resale Business: Strengthen competitiveness of existing businesses

Focus area

- **Strengthened purchase channels:** home-visit purchase, store purchase, home delivery
- **Strengthen sales channels:** e-commerce sales, auctions, events
- **Strengthening of merchandise handled:** Kimono, brands, watches, jewelry, antiques, etc.

2

Resale business: not started/expanding into adjacent areas

- **Expansion of purchase channels:** purchase channels for niche and specialized merchandise, etc.
- **Expand sales channels:** overseas sales channels, sales stores, specialized merchandise EC channels
- **Expansion of new merchandise:** musical instruments, high-end apparel, paintings, hobbies, etc.

3

Expansion into new business areas

- New areas with high affinity to our business
- Other new areas where management reproducibility is expected

M&A Investment Discipline

- Set a maximum EV/EBITDA multiple (no overpriced M&A)
- Contribution to profit without “goodwill loss” from the first year of consolidation under J-GAAP assumptions
- Profit growth potential beyond standalone by creating synergies in PMI

PMI Frameworks

Commonization Type introduction

- data-driven management
- Enablement Introduction
- Listed group level compliance system

Efficiency Operations Integration

- Technology and DX
- Logistics Collaboration
- Marketing Support

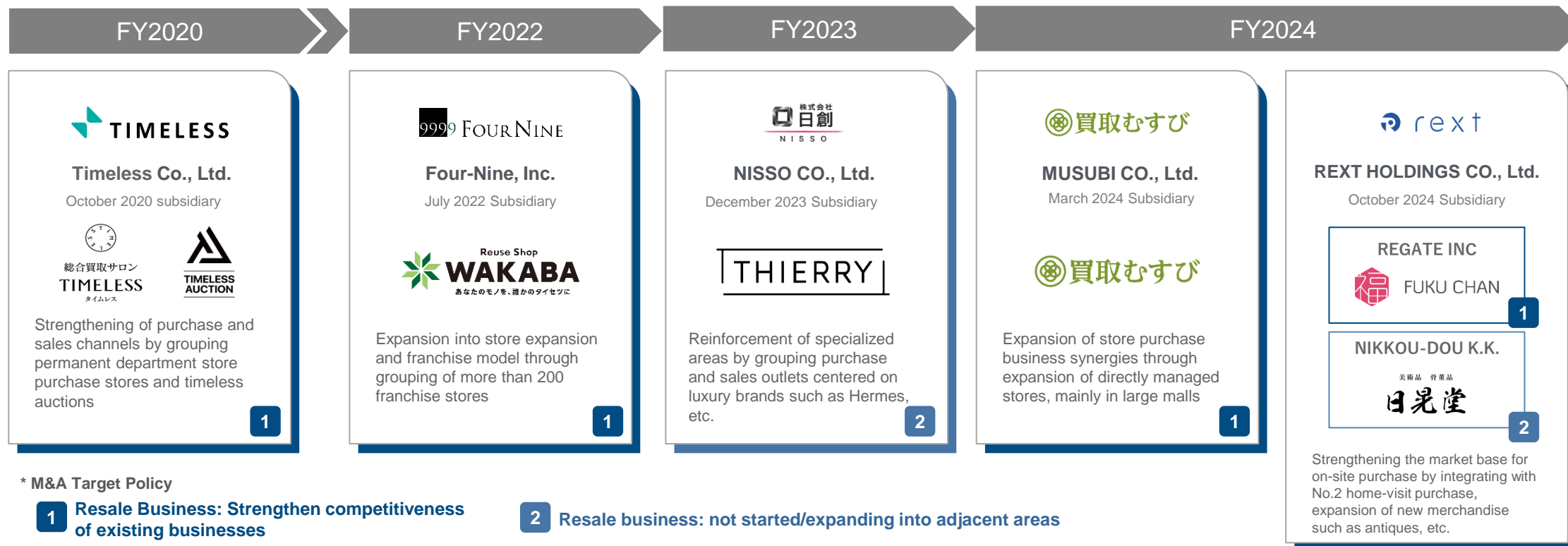
Advancement Group Synergy Creation

- Recruitment and Human Resource Collaboration
- Sales channel optimization
- Knowledge sharing of each company's advantages

Maximize return on investment and increase corporate value through clear M&A strategies and highly repeatable PMI execution

Execution of successive M&A

- Executed 5 consecutive M&As in the 5 years since listing, with M&A targets focusing on the most important resale area in accordance with the target policy.
- The company plans to accelerate continuous M&A to achieve inorganic business growth in the future.



* M&A Target Policy

1 Resale Business: Strengthen competitiveness of existing businesses

2 Resale business: not started/expanding into adjacent areas

Mid-term Policy


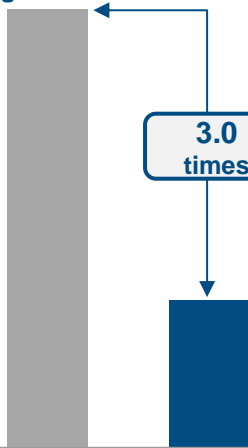



Continue to accelerate continuous M&A that can realize inorganic business growth, mainly in the resale area

M&A Investment Results

- Over the past five years, we have invested a cumulative total of approximately ¥20 billion (5 companies) in M&A. With clear M&A targets, reasonable entry valuations based on investment discipline, and the creation of synergies through PMI, each company's performance after M&A execution grew steadily, and M&A investment efficiency progressed at a high level.

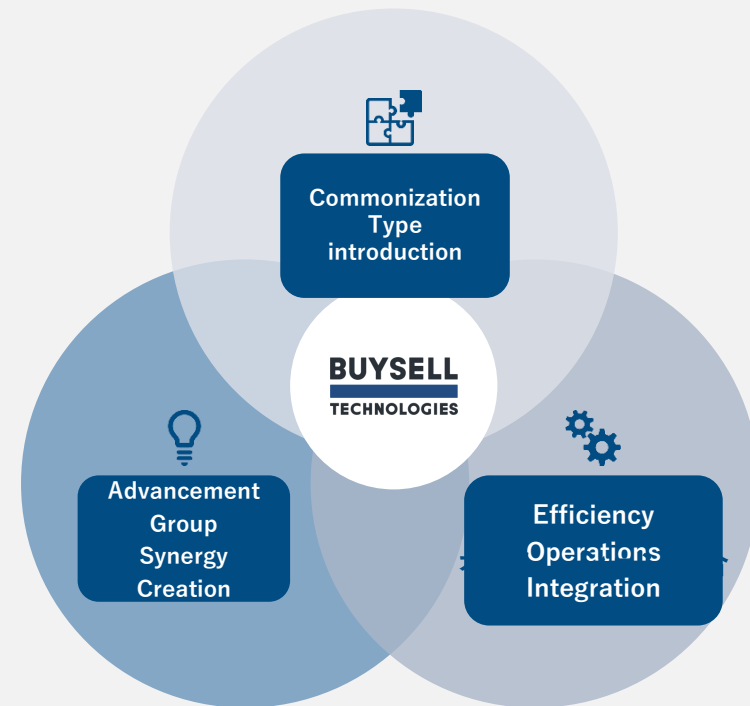
Group subsidiary M&A performance

Return on investment

		Before Subsidiary Immediately before FY	Latest FY	After M&A Growth Rate	Investment (linked) period	4 subsidiaries Total EV at time of investment/Total FY24 actual EBITDA	
 TIMELESS Timeless Co., Ltd. October 2020 subsidiary	Sales	FY2020 ¥5.4 billion	FY2024 ¥14.7billion n	+271%	4 years	<div>Achieve high M&A investment efficiency by executing investments at reasonable valuations and creating synergies through PMI</div>  <div>3.0 times</div>	
	EBITDA	¥270 million	¥2.22billion	+795%			
 FOURNINE Four-Nine, Inc. July 2022 Subsidiary	Sales	FY2021 ¥4.8 billion	FY2024 ¥6.9billion n	+144%	2 years 3 months		
	EBITDA	¥350 million	¥0.67billion	+190%			
 MUSUBI CO., Ltd. March 2024 Subsidiary	Sales	FY2023* ¥4.4 billion	FY2024* ¥6.0billion n	+136%	9 months		
	EBITDA	¥270 million	¥0.92billion	+343%			
		Note: Nisso is omitted due to its small scale of performance.					
 REXT HOLDINGS CO., Ltd. October 2024 Subsidiary		FY2024	From FY2025 Start consolidation of PL				
	Sales	¥17.9 billion					
	EBITDA	¥0.98 billion					

- Execute PMI focusing on BuySell's strengths to generate profit contribution through early creation of synergies after joining the group.
- Since M&As in the resale industry are the main focus, the business and synergy resolution of the target companies is high, and PMI can be executed in a highly repeatable manner in the future.

Commonization on Type introduction	<ul style="list-style-type: none"> • data-driven management Sharing of business data visualization, KPI design, and monitoring know-how • Enablement Introduction Systematization of customer service and valuation know-how • Listed group level compliance system Improve risk management system and governance
Efficiency Operations Integration	<ul style="list-style-type: none"> • Technology and DX Improved productivity through the introduction of a core system • Logistics Coordination Optimization of logistics and inventory management • Marketing Support Develop efficient media procurement and placement plans
Advancement Group Synergy Creation	<ul style="list-style-type: none"> • Recruitment and Human Resources Collaboration Cross-group recruiting activities and creation of opportunities for human resources to play an active role • Sales channel optimization Selecting the best sales channel for each product by utilizing each company's channels • Knowledge sharing of each company's advantages Cross-cutting collaboration that plays to strengths and compensates for weaknesses



Capital Allocation Policy Overview

- Aim to allocate capital for sustainable growth by securing funds for business investment and M&A for growth based on the ability to generate operating cash flow and debt financing based on high profit growth.

Investment Source Financing Policy

- Policy to use operating CF from business → interest-bearing debt → equity in order of priority for investment resources

Operating Cash Flow

- Generation of operating CF through sustainable profit growth



Debt with interest, etc.

- Flexible procurement of funds to meet working capital requirements and M&A investments, etc., in light of the Company's financial condition and the possibility of procuring funds at low interest rates.



Equity

- After making a comprehensive judgment of the stock price level, market environment, financial condition, and other factors, we will consider capital procurement as an option, based on the assumption that EPS will be improved by investment.

Capital Allocation Policy

- In addition to business investments for organic growth, the policy is to prioritize allocation to strategic investments for inorganic growth, mainly M&A

Business Investments

- Business investment for sustainable growth of existing resale business

Strategic Investment (M&A)

- Strategic investment centered on continuous M&A execution

Shareholder Returns

- Stable and continuous dividend payments while securing sufficient investment for future growth
- Considering share repurchase depending on the stock price level and capital capacity, etc.

Three-Year (FY2025-FY2027) Investment Plan Policy

- In addition to the OPEX and CAPEX required to achieve the three-year medium-term business plan, the company has established an upfront investment framework for sustainable growth over the medium to long term, with a maximum investment framework of approximately ¥5 billion over the three-year period.
- To achieve inorganic growth, we will continue and accelerate continuous M&A execution as our most important investment area.



- 1 Normal operating costs as a premise for business growth in the medium-term business plan**
Control cost allocation based on the assumption that it will be reflected in the profit plan for each fiscal year.
 - Marketing investment, human resource investment (personnel expenses, hiring and training, etc.)
- 2 Upfront investment (strategic investment) framework for sustainable growth over the medium to long term**
Set upfront investment quota as part of the 3-year profit plan (already reflected in planned costs)
The Company plans to make a decision on whether or not to invest and in what amount, after carefully examining the effects of this investment facility.
 - Brand marketing strategy investment: up to ¥4 billion slots in total through FY27
 - Investment in overseas sales channel expansion: Up to ¥1 billion in cumulative total through FY27
- 3 Major CAPEX 3-year investment plan through FY2027**
 - Technology investment (SW assets booked): approx. ¥1.0 billion
 - Investment in new store expansion: approx. ¥2.0 billion
 - Investment in warehouse expansion: approx. ¥100 million *No need for large investments such as new warehouse construction until
 - FY27 Other: Expansion of sales offices, AC venue expansion, etc.: approx. ¥400 million
- 4 M&A Investment Plan through FY2027**
(Target investment framework) Based on the results of M&A investments totaling approximately ¥20 billion over the past five years, target continuous M&A investments over the three years to FY2027, focusing on companies that can maximize synergies at an even faster pace.

- Secure investment funds to enable aggressive business investment and M&A while maintaining the stability of the financial base through disciplined financial management while focusing on investment for growth.
- Designed medium-term financial policy in the new medium-term business plan to incorporate the temporary increase in leverage from M&As, given the significant change in the level of goodwill and interest-bearing debt as a percentage of BS as a result of the execution of successive M&As through debt financing

As of Dec. 31, 2024 Consolidated

BS (Million yen)	
Cash 13,217	Interest-bearing debt 26,977
Inventories 9,023	
Goodwill 16,182	Other liabilities 6,904
Customer related assets 756	Net assets 12,494
Other assets 7,196	

Financial discipline

- 1

Net D/E ratio : Less than 1.0x

Changed

• Considering leverage level based on investment execution by Debt
- 2

Net Debt/ EBITDA multiples : Less than 2.0x

Changed

• Balancing financial stability, financial leverage, and repayability based on ability to generate CF (1) and (2): Policy to tolerate a temporary increase in leverage due to the execution of M&A in Debt
- 3

Goodwill-to-Equity Ratio : Less than 1.0x

• Monitoring at around 1.0x from the perspective of hedging against financial abandonment due to impairment.
- 4

Self-capitalization rate: more than 30%

Changed

• Capital allocation policy and mid- to long-term financial stability are taken into consideration.

Due to the significant impact of increased financial leverage resulting from continuous M&A activity, the Company has revised some of its financial discipline based on the need to reflect the timeframe for M&A investment recovery, the ability to generate cash flow from solid profit growth, and investment efficiency (ROI) backed by M&A performance.

	FY12/2012 basis	FY12/25 forecast*.
1	1.1x	約0.7x level
2	2.1x EBITDA(FY24)	約1.1x level EBITDA(FY25E)
3	1.3x	約1.0x level
4	26.2%	約30% level

*Financial indicators at the end of FY12/25 are estimated based on the net income forecast and dividend forecast for FY12/25, taking into account only capital increase/decrease, amortization of goodwill and repayment of borrowings, which are highly probable at this point in time.

(Note: EBITDA = Operating income + Amortization of goodwill (including customer-related assets)
+ Stock-based compensation expense

- By prioritizing growth investment, the aim is to improve TSR (total shareholder yield) through medium to long-term share price increases due to an increase in EPS (earnings per share), as well as paying stable and continuous dividends. Shareholder return is the basic policy.

Basic shareholder return policy

- Basic policy is to target improvement of TSR *.
- Prioritize business investment and M&A that is needed for growth in order to sustainably improve corporate value, and aim for medium to long-term share price increases by increasing EPS.
- Pay stable and continuous dividends while securing internal reserves that can prioritize and carry out investments needed for future growth.

TSR (Total Shareholder Yield)

Stock price rise	<ul style="list-style-type: none">• Aiming for medium to long-term share price increases through continuous increase in EPS
Dividends	<ul style="list-style-type: none">• From the perspective of being able to pay stable and continuous dividends, the policy is to pay dividends with a consolidated dividend payout ratio of 20% as a benchmark (maintaining the current dividend policy).
Buyback	<ul style="list-style-type: none">• Considering share repurchase depending on the stock price level and capital capacity, etc. (Approximately 1 billion shares of treasury stock were already repurchased in FY2023)

* TSR (Total Shareholder Return): Total yield of dividends and share price increases over a given period of time

06

**Mid-term management plan FY2027
(Summary)**

Announced on February 14, 2025

Review of the previous three fiscal years (FY2022-FY2024)

➤ FY2022-FY2024 Business Review

Home visit purchase business	<ul style="list-style-type: none">Struggled in FY2023 due to deterioration of home-visit purchase business environment caused by external factors such as a wide-area robbery incident and extreme heat.V-shaped recovery in FY2024 by implementing strategic changes such as strengthening acquisition of return visits, improving cost management of advertising and other expenses, and equalizing the number of visits throughout the year.
Group store purchase business	<ul style="list-style-type: none">Timeless, achieved significant earnings growth, and the group store business, including newly consolidated group companies, performed well.
M&A	<ul style="list-style-type: none">Executed 4 M&As in 3 years, mainly in the resale area, with successful PMI synergies and consolidated profit add-on from M&AsAchieved long-awaited M&A with Rext HD (“Fuku-chan”), the No. 2 home-visit purchase business in the industry, in October 2024 (PL consolidated from FY25)
results	<ul style="list-style-type: none">Although the home-visit purchase business temporarily struggled due to changes in the external environment, including a wide-area robbery incident that was not anticipated when the previous medium-term management plan was formulated, a turnaround in the home-visit purchase business in FY2024, aggressive promotion of M&A and high growth in the group company store purchasing business, including PMI, contributed to the business performance. In FY2024, the company achieved consolidated net sales of ¥60.0 billion and consolidated operating income of ¥3.7 billion.

➤ Key strategic themes of the new medium-term business plan (FY2025-FY2027)

- Strategy planning based on the constant occurrence of external influences such as widespread robberies and extreme heat, flexible strategy changes, and securing strategic investment slots positioned as up-front investments.
- Building an overwhelming competitive advantage in the area of home visit purchase visitation (especially in the marketing area) for “BuySell” x “Fuku-chan” by joining Rext HD.
- Business expansion through both “home-visit purchase business” and “store purchase business” and reduction of risk volatility through diversification of channels
- Further acceleration of continuous M&A backed by M&A track record and synergy creation through reproducible PMI

MISSION

We are a bridge that transcends people, transcends time, and connects important things.

VISION

We lead a recycling-oriented society with our excellent people and new technologies.



- **Contributing to the formation of a recycling-oriented society through the revitalization of secondary distribution markets for the realization of a sustainable society.**
- **Maximize corporate value by pursuing sustainable growth as a company that co-creates value with various stakeholders, including customers, shareholders, employees, and society.**

Long-term goal

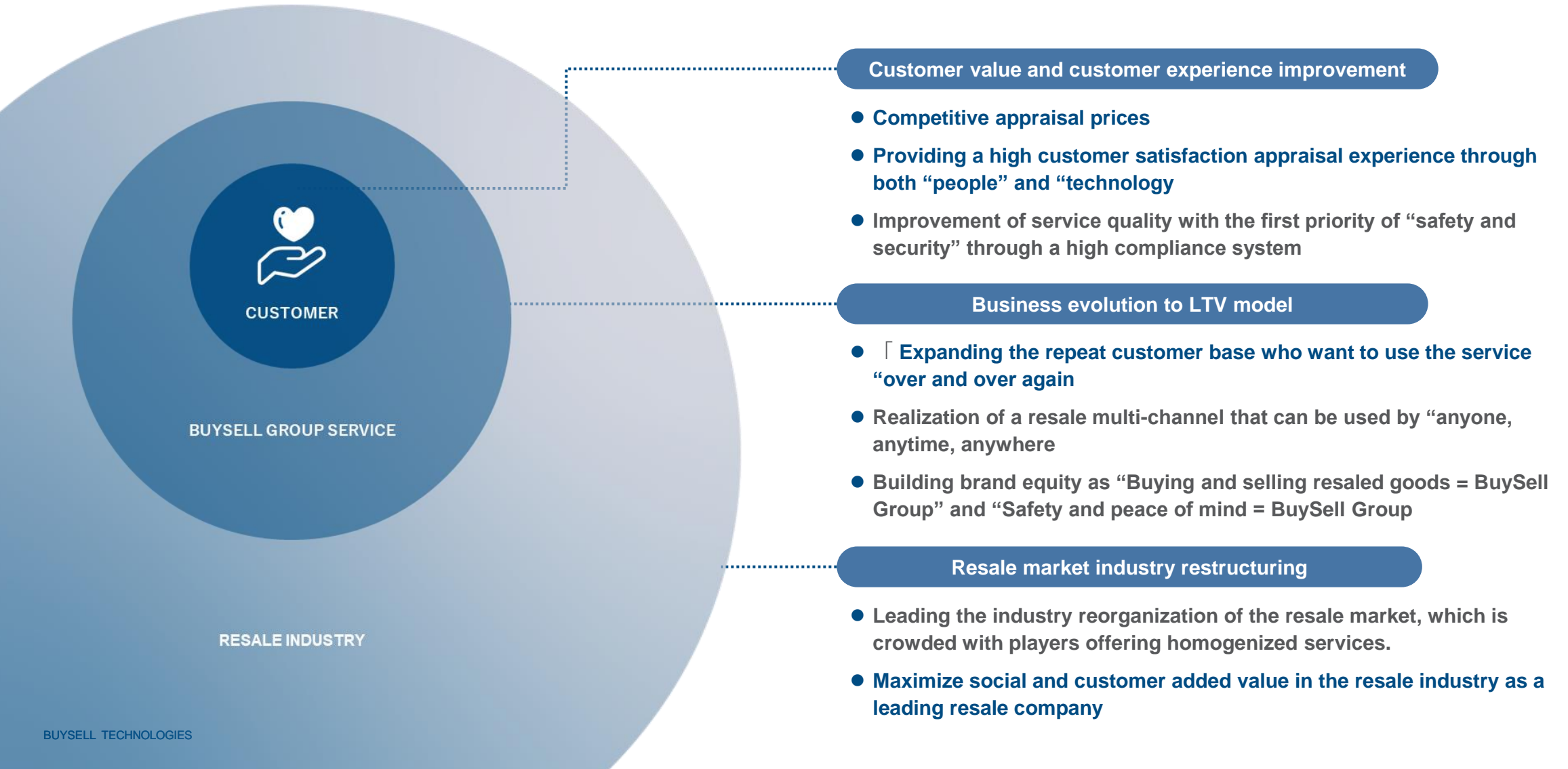
*Refer to the next slide for details.

- Strengthening competitive advantage by improving intrinsic customer added value and customer experience
- Building a business model focused on LTV maximization to establish “growth potential,” “profitability,” and “sustainability
- Achieve roll-up of the resale market, including industry restructuring (leading company in the resale market)

Our goal by FY2027

- Establish a strong position in the home-visit purchase business with “BuySell” and “Fuku-chan
- Establish a leading position in the store purchase business by expanding the number of stores in the group to more than 600
- Creation of a new revenue base through global expansion centered on overseas sales channels
- Realization of profit margin improvement through productivity enhancement by “people (organizational and human resource enhancement)” x “technology (full-scale operation of Cosmos)
- Promote roll-up of the resale market and achieve inorganic growth through continuous M&A execution

(Reference) Long-term goals



Performance targets for FY12/2027 (organic performance targets assuming non new M&A)

	FY2024 Actual		FY2027 Forecast	
Sales	¥59.97 billion	▶	¥140.0 billion	<u>CAGR</u> (FY24-27) 32.7%
Operating income	¥4.73 billion	▶	¥11.0 billion	32.5%
Operating income before amortization of goodwill*	¥5.56 billion	▶	¥12.3 billion	30.3%
OPM	7.9 %	▶	7.9 %	

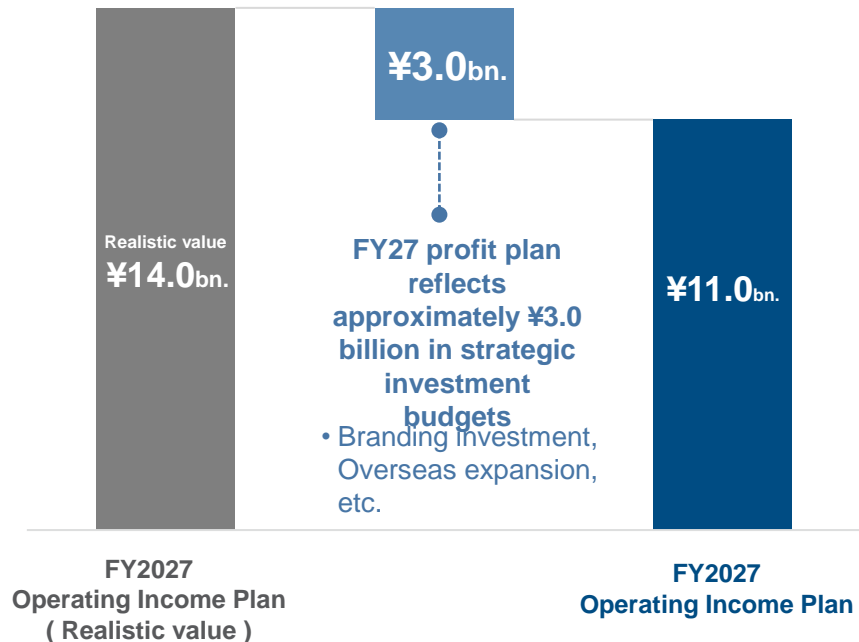
* Operating income before amortization of goodwill = Consolidated operating income + amortization of goodwill + amortization of customer-related asset

Note: M&A of Rext HD in October 2024 will start PL consolidation from FY2025 (FY2024 results are non-consolidated)

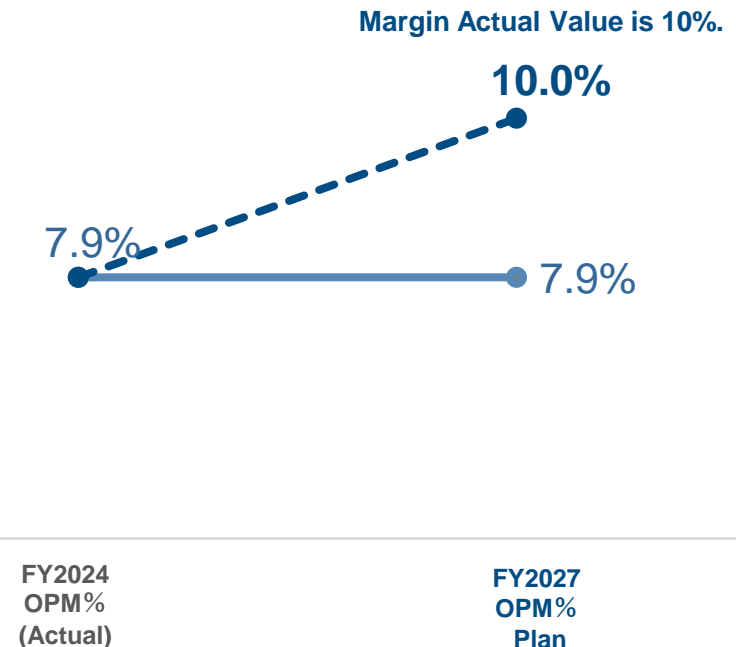
(Reference) Medium-term business plan 2027 Operating Income Plan

- This medium-term business plan, in addition to solid business growth over the three-year period through FY2027, reflects strategic investments, mainly branding investments and overseas expansion, in the three-year profit plan from the perspective of achieving sustainable business growth by establishing a medium- to long-term business foundation and competitive advantage.
- The FY2027 operating income plan, which is the mid-term financial guidance, includes approximately ¥3 billion in branding investments, etc. Excluding these strategic investment budgets, operating income based on actual performance is ¥14 billion, and operating margin is at the 10% level.

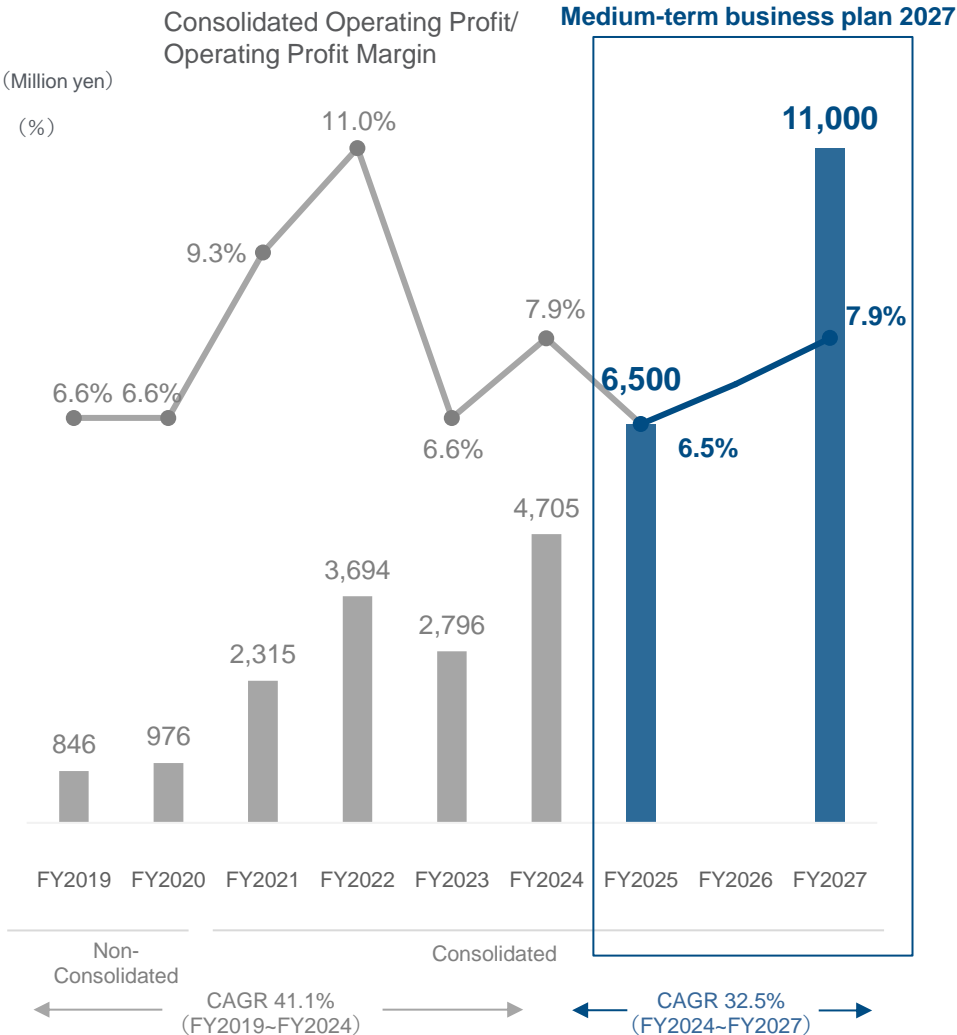
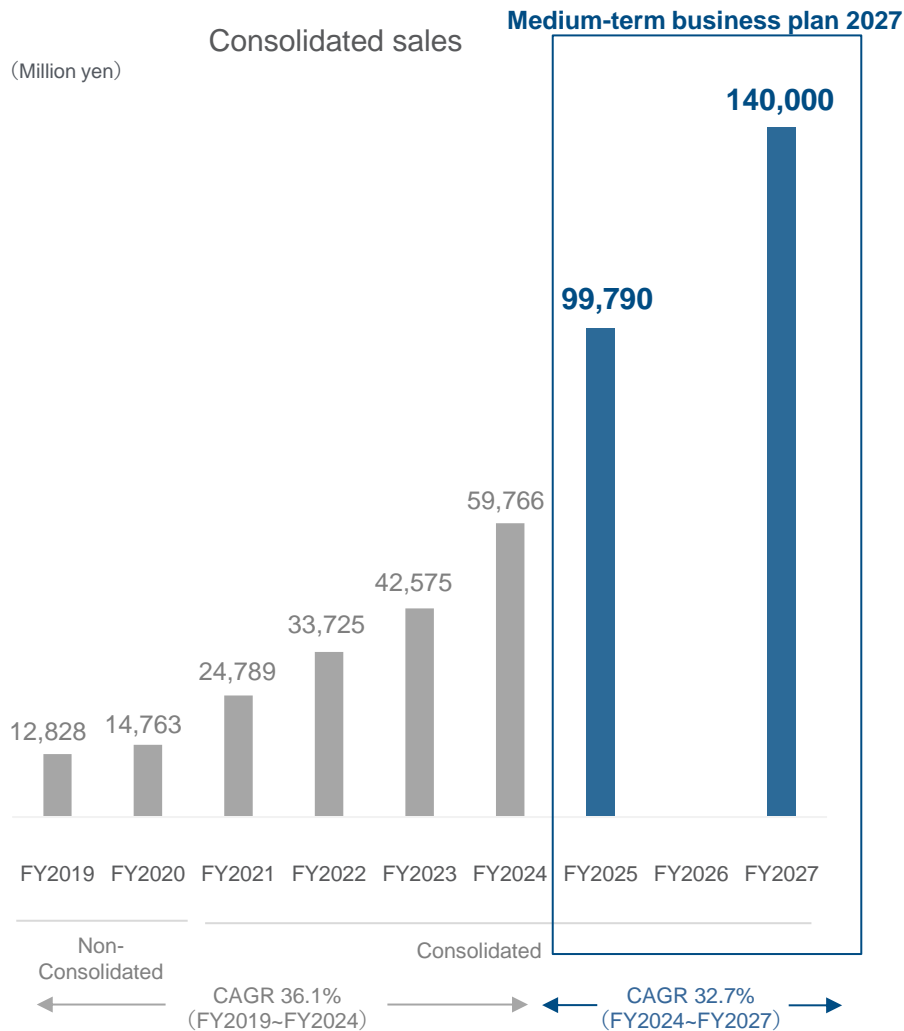
FY2027 Operating Income Plan



FY2027 Operating Margin Plan



Performance Highlights and Medium-Term Performance Targets



07

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Appendix

Company name	BuySell Technologies Co., Ltd.		
Foundation	January 2001		
Head office address	PALT Bldg. 4-28-8 Yotsuya, Shinjuku Ward, Tokyo		
Capital	4,106 million yen (including capital reserve)		
Business description	Reuse business of clothes, brand items, etc.		
Directors	Chairman of the board	Kyohei Iwata	Outside director Yuki Akiyama
	President and CEO	Kosuke Tokushige	Outside director Kayo Gado
	Directors	Hideki Yoshimura	Outside director Tsuneo Watanabe
	Director CFO	Koji Ono	Outside director(Audit and Supervisory Committee) Mami Suzuki
	Director CTO	Masayuki Imamura	Outside director(Audit and Supervisory Committee) Toshihiro Hara
	Directors	Daiya Ota	Outside director(Audit and Supervisory Committee) Mika Horasawa
Group company	Timeless Co., Ltd., Four-Nine, Inc. , NISSO Co., Ltd., Musubi Co.,Ltd., Rext Holdings Co.,Ltd., Hainan Buysell Ancient Technology Co., Ltd., BuySell Link Co., Ltd. (special subsidiary)		
Employees	Group: 2,251 (as of March 2025) Unconsolidated: 1,145 (as of March 2025)		

2001	Jan.	Established a limited personal placement company, I Management Japan, in Nihonbashi, Chuo Ward, Tokyo
	May	Changed the organization of limited company I Management Japan to establish I Management Japan. Co., Ltd.
2015	Feb.	Changed the company name to Ace Co., Ltd..
	Apr.	Started online reuse business service through transfer of business.
	Apr.	Relocated the head office to Yotsuya, Shinjuku Ward, Tokyo, and built a warehouse in Edogawa Ward, Tokyo.
2016	Nov.	Changed the company name to BuySell Technologies Co., Ltd.
2017	Mar.	Relocated the warehouse to Narashino City, Chiba Prefecture, for business expansion.
	Sep.	Hideki Yoshimura (current board of directors) became the largest shareholder and assumed the presidency when Midas Investment Business Limited Partnerships No. 1 and No. 2, in which he had substantially invested, acquired the stock of BuySell Technologies. In addition, Kyohei Iwata(Currently Chairman of the board) assumed the post of representative director.
2018	Jul.	Changed the name of the online reuse business service to BuySell.
2019	Mar.	Hideki Yoshimura became the chairman of the board of directors.
	Dec.	Listed on the TSE (Tokyo Stock Exchange) Mothers.
2020	Jun.	Relocated the warehouse to Funabashi City, Chiba Prefecture.
	Oct.	Acquired DAI-YA Corporation Co., Ltd. (current Timeless Co., Ltd.), which runs antiques auction "Timeless auction" among others, as a wholly owned subsidiary.
2021	Jan.	Established BuySell Link (special subsidiary) that promotes the employment of disabled people.
2022	Jul.	Acquired Four Nine Co., Ltd., which operates the purchase store "Reuse Shop Wakaba".
2023	Dec.	"Brand Peace" stores for the purchase and sale of luxury brand goods, becomes a subsidiary of Nisso Co.Ltd.,
2024	Mar.	"Kai-tori MUSUBI" stores for the purchase, becomes a subsidiary of MUSUBI Co.Ltd.,
	Apr.	Kyohei Iwata became the chairman of the board of directors and Kosuke Tokushige became the representative director and CEO.
	Oct.	Acquired subsidiary Rext HD Co., Ltd., which owns Japan's leading home visit purchase service, "KAITORI Fuku-chan" and other services through its subsidiaries.

Transcend people and time to become a bridge that connects precious things.

Transcend people. Transcend time.

Keep attracting people and being sought after.

What we handle has power that exceeds things.

There is life like an ongoing mission there.

We are unearthing things from all over the world.

Spawning.

Connecting people, businesses, and even countries with
technologies,

Circulating them throughout society in sequence.

Circulating like the revolutions of the Earth,

Connecting precious things to the future, forever.

Good things that last.

BuySell Technologies

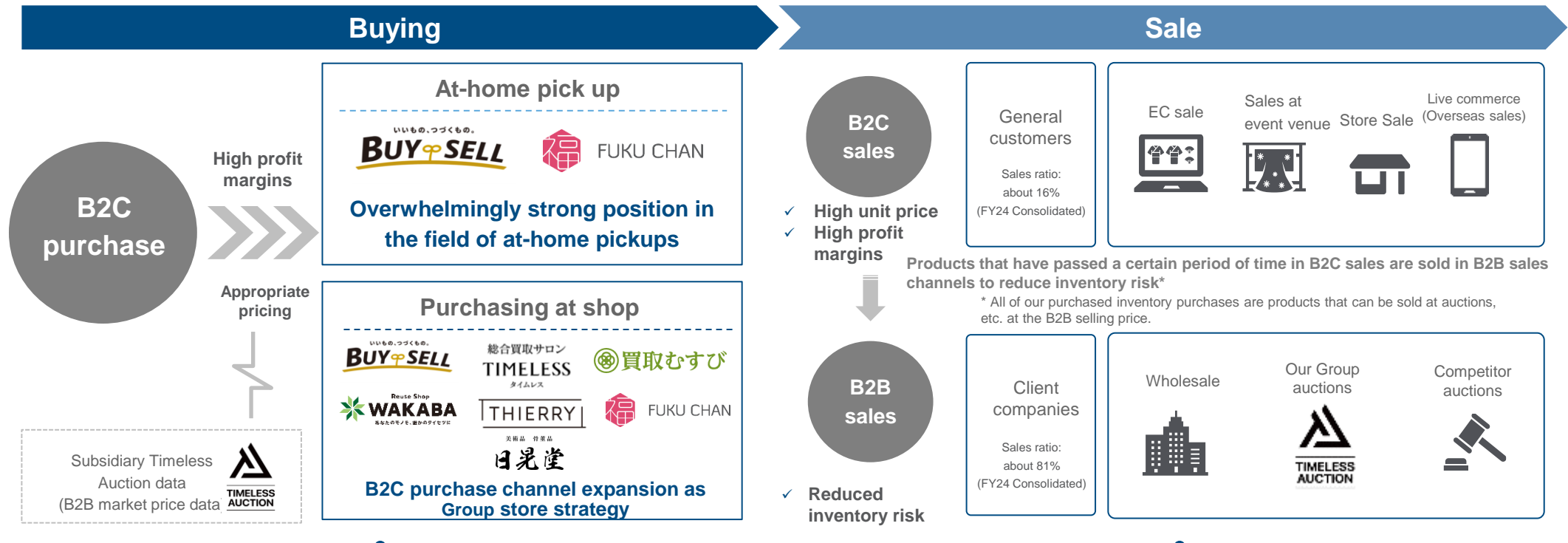
BUYSELL
TECHNOLOGIES

- FY25 New Consolidation

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Group business block diagram

- The source of the Company's competitive advantage is our purchasing power from **B2C**, which enables us to achieve a high gross profit rate through a differentiated business model centered on at-home pickups and purchases.
- Appropriate pricing appraisal based on subsidiary auction data (B2B market price data) **reduces inventory risk of purchased products.**
- **Achieving both improved profit margins and reduced inventory risk** by optimizing the B2B sales channels, which are always available for sale, and the highly profitable B2C sales channels.

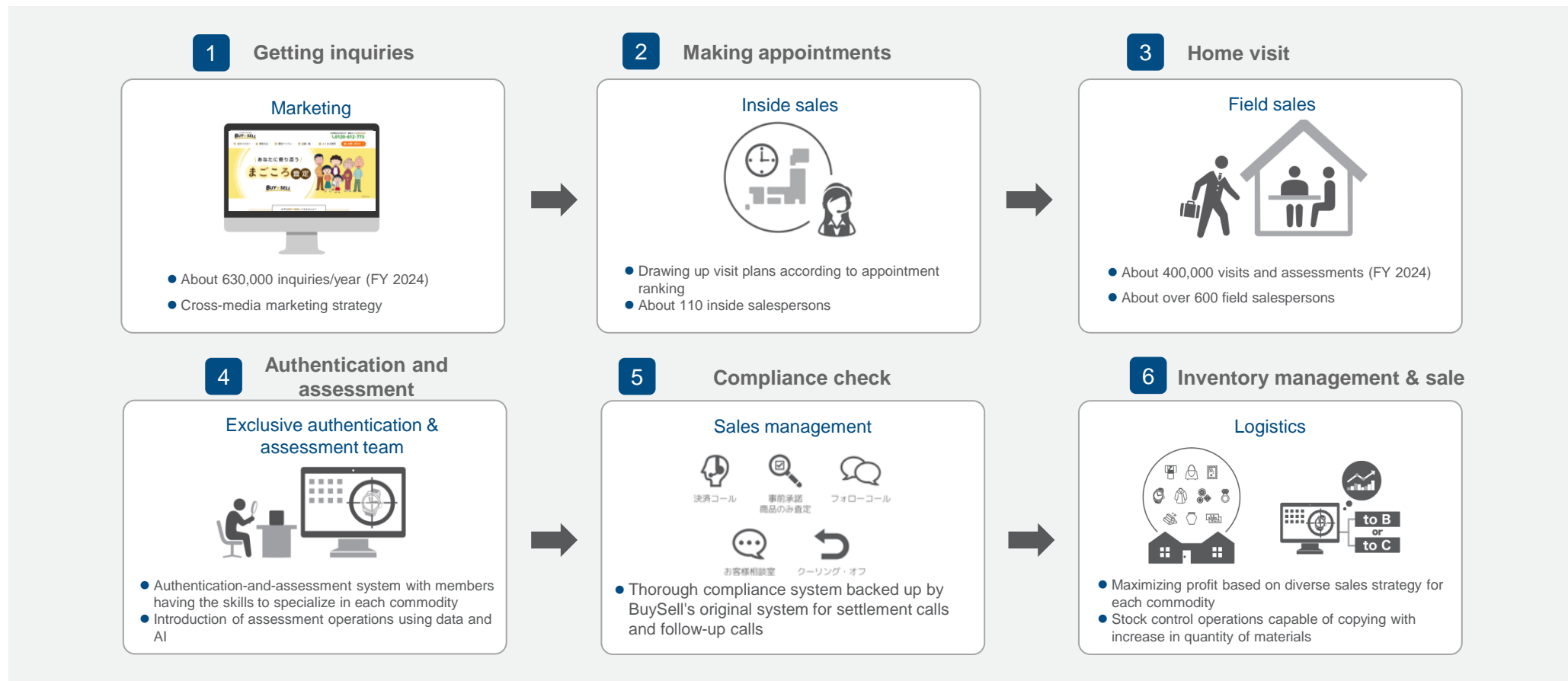


Purchasing from “B2C” that can realize high gross profit rates is the source of competitiveness

A sales channel that achieves both improved profit margins and reduced inventory risk

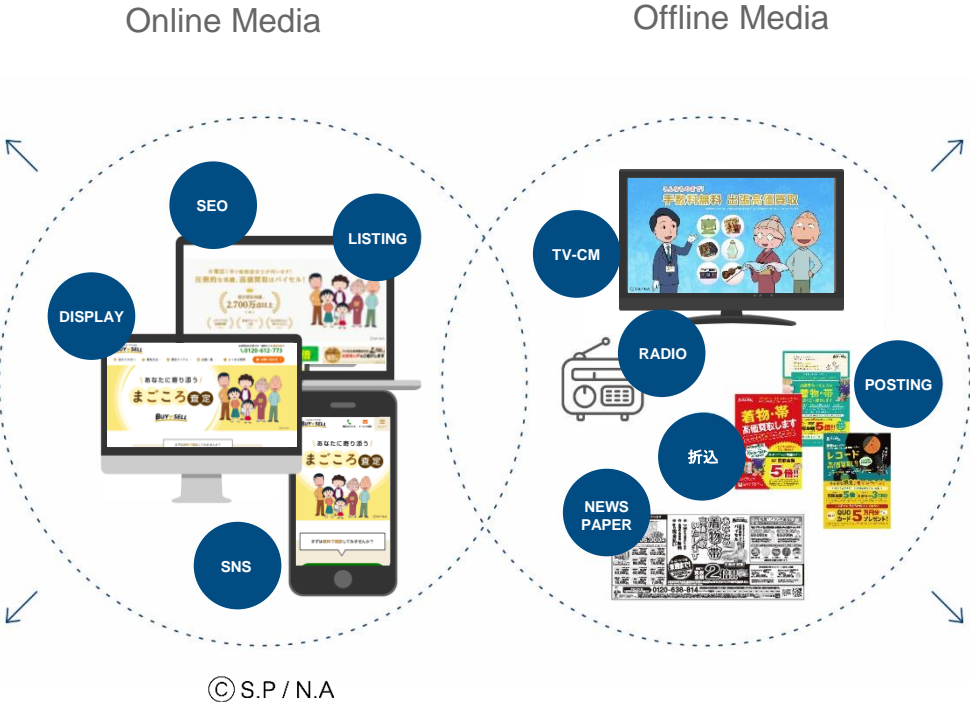
Outline of home visit purchase business model

- Organizing internally a series of operations related to (1) Marketing, (2) Appointment making, (3) Visits, (4) Authentication and assessment, (5) Compliance, and (6) inventory and sale strategy, and realizing a business growth with a high probability through data-driven management based on the KPIs of each department.

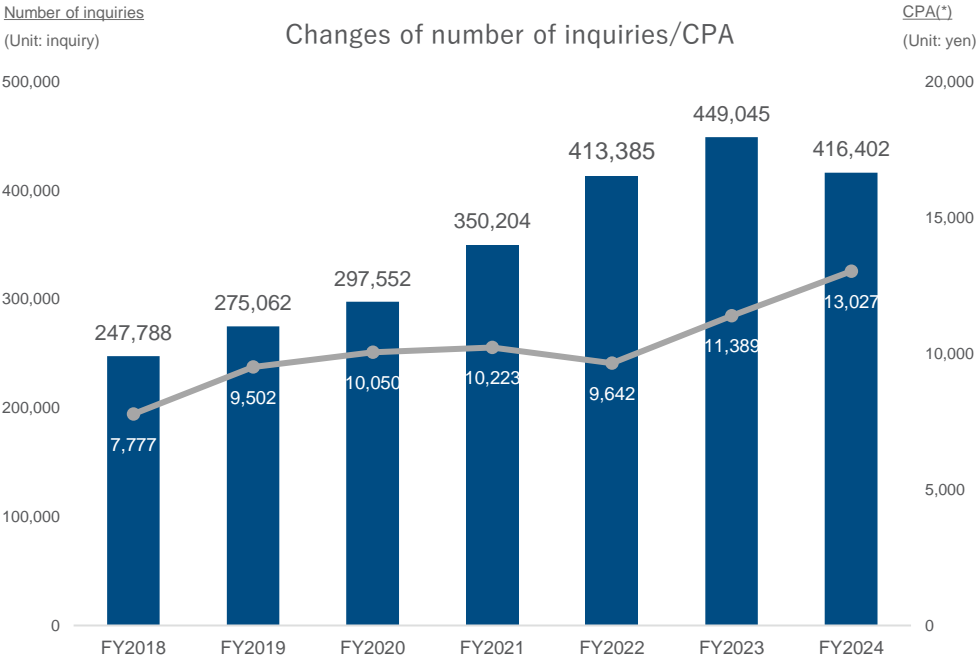


Marketing: Ability to attract customers by using cross-media marketing

- BuySell is increasingly attracting customers, especially the elderly, while realizing efficient cost per acquisition (CPA: advertising expenses per inquiry) through cross-media marketing making the best use of the internet and mass media, mainly TV CMs.



- Reach optimized for the wealthy elderly through cross-media marketing
- Effective marketing strategy executed in accordance with medium, region, season, and market conditions

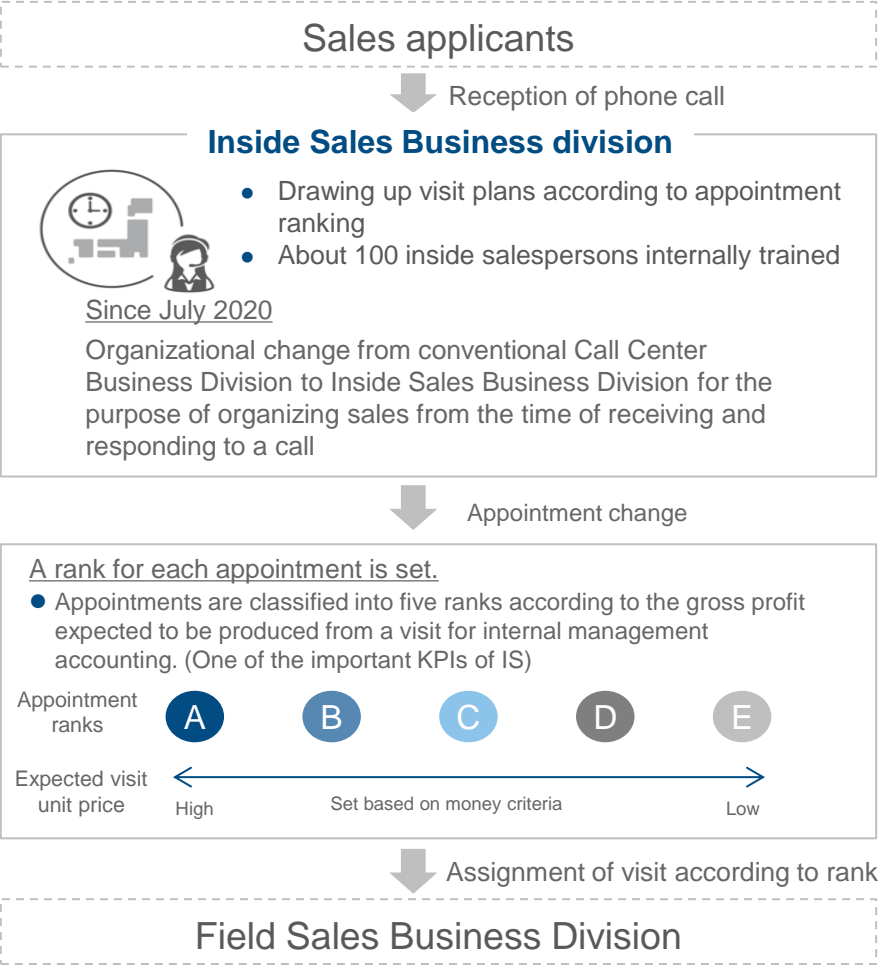


- Inquiries steadily increasing while realizing efficient CPA

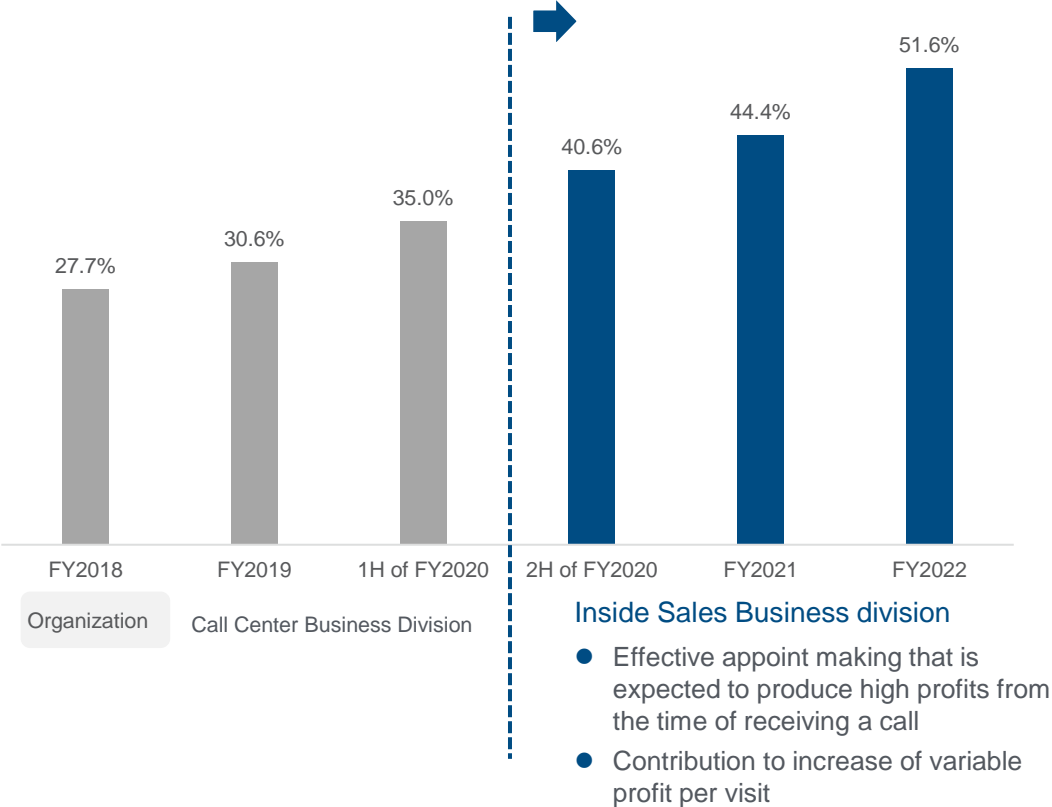
(*) Advertising expenses per inquiry into the visit service
Strategically curb the number of inquiries in FY2024 by focusing on profitability

Inside sales: Effective appointment making through sales organization

- Appointments that are expected to produce high profits are effectively made by responding to customers as a sales organization and by receiving and responding to phone calls since the organization changed so that the Insite Sales (IS) Division makes appointments.



Change of high-ranking (ranks A, B, and C) appointment rate (*)



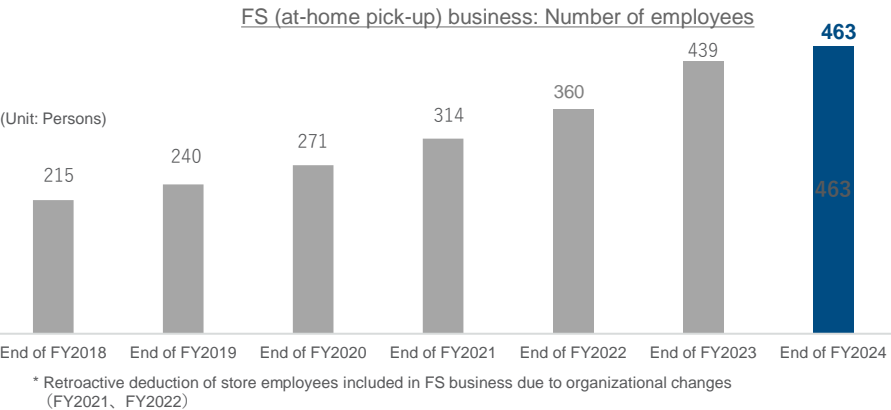
(*) Rate of total number of appointments for visit ranked A, B, or C

Field sales: Organizational design with high repeatability and capable of expanding business

- Midterm business growth is realized by creating a field sales (FS) organization with a high repeatability and expandability that can scale up the organization with a training system that is based on the power of employment and data while increasing profitability.

Employment

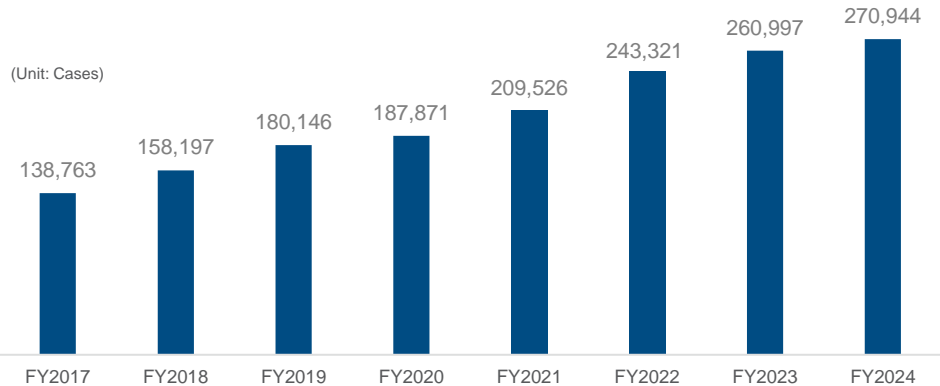
- The number of FS personnel is on a steady rise as the business scale increases backed up by the power of employment.
- While we have been increasing our workforce since 2017 by strengthening the hiring of new graduates, we intend to strengthen mid-career hiring in order to increase our workforce with flexibility from 2024 onward.



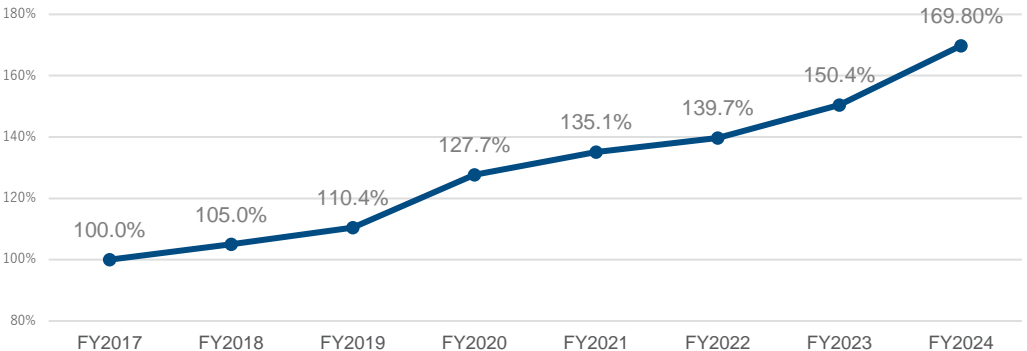
Education

- Introduced a systematic education & training system for reuse appraisers at the Enablement Department, a department specializing in education and training.
- Executing an education and training program suitable to an appraiser by using BuySell's original, segmented internal management indexes classified according to each center or appraiser

Number of visits



FS business_Gross profit unit price (*) growth rate per visit (base year: FY 2017)



(*) Gross profit unit price per visit for internal management accounting to manage KPIs at FS Business Division
- KPIs eliminating impact of sales on a growth of gross profit
- Values are not disclosed because these KPIs are for management accounting.

Sales management: Creation and operation of a thorough compliance system

- Service values with high hospitality are provided by creating an educational system that appropriately reflects customers' voices, supplying safe and secure services, and building and running BuySell's original, robust compliance system.

Sales Management Department

- Establishing an independent department that conducts compliance check and follow-up on customers
- Thorough improvement of services and employee education by sharing information about all complaints and opinions with all departments

Compliance system

Settlement call



- Concluding a contract by an appraiser alone is prohibited, and the Sales Management Department always talks with the customer before concluding a contract and decides if it is all right to do so.

Follow-up call



- A follow-up call is made to the customer after completion of the visit assessment to listen to the customer's candid opinion, evaluation of the appraiser, and satisfaction.

Cooling-off



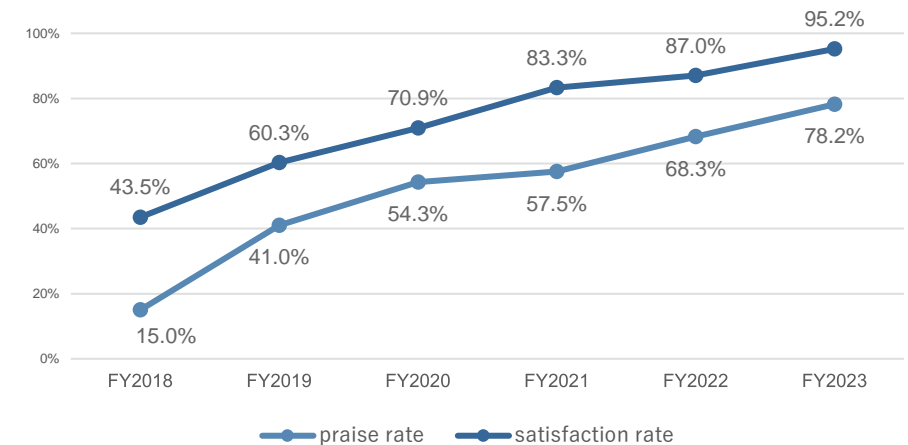
- Thorough cooling-off response in compliance with laws and ordinances

Customer service office



- A customer service office is set up to respond to various inquiries and requests from customers.

Change of corresponding satisfaction rate (*1) and praise rate (*2)



Source: Created by us based on the results of a questionnaire conducted during follow-up calls


*1 Rate of customer satisfaction with our response: Rate of customers who replied "very satisfied" or "satisfied" to a question about responses by our employees

*2 Praise rate: Of the above, reply concretely describing what the customer was satisfied with


Logistics: Sales strategy using many sales channels suitable for respective commodities

- Sales strategy best-suited to each one of commodities is conceived by creating an inventory control system for each commodity and expanding diverse sales channels to strike a balance between a reduction in the inventory risk and maximization of profit.

Inventory control



Logistics management based on IT and data for commodity management



Sales strategy best-suited to each one of commodities is conceived.

AXIS

Original IT system BuySell has developed AXIS to bolster inventory control and the sales strategy

Marketing channel

Increasing profitability

toC

EC sale



- BuySell's EC (BuySell Online, etc.)
- EC sale (Yahoo! Auction, Rakuten , etc.)
Clothes, brand items, wristwatches, liquors, etc.
- Cross-border EC (Live commerce, etc.)
Jewelry, brand items, etc.

Sales shop



- Main Sales Stores
Branded goods and watch towers etc,

Sales at event venue



- Department stores (three permanent shops)
Clothes

Shortening of turnover period (reduction of inventory risk)

toB

Wholesale



- Other companies' market, cross trading, etc.
Precious metals, jewelry, stamp, etc.

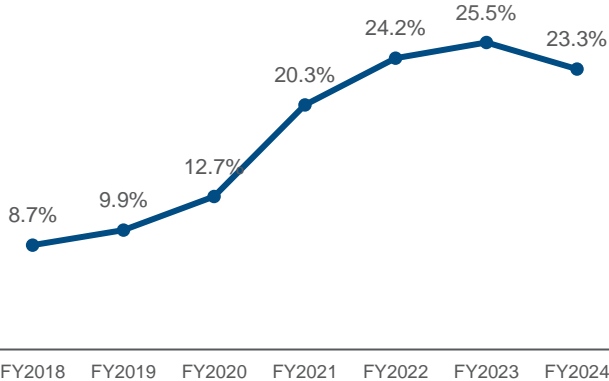
Auction



- BuySell's market (TIMELESS auction)
Wristwatches, jewelry, brand items, etc.

Sales distribution ratio

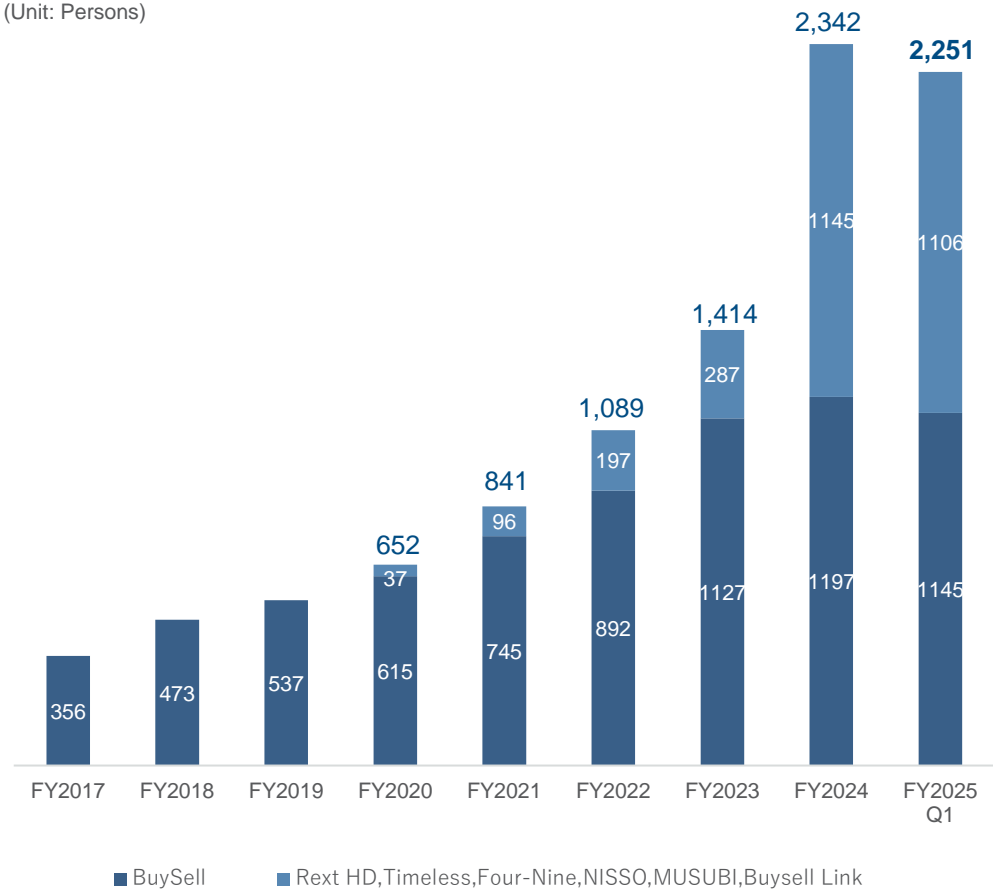
B2C sales ratio(non-consolidated)



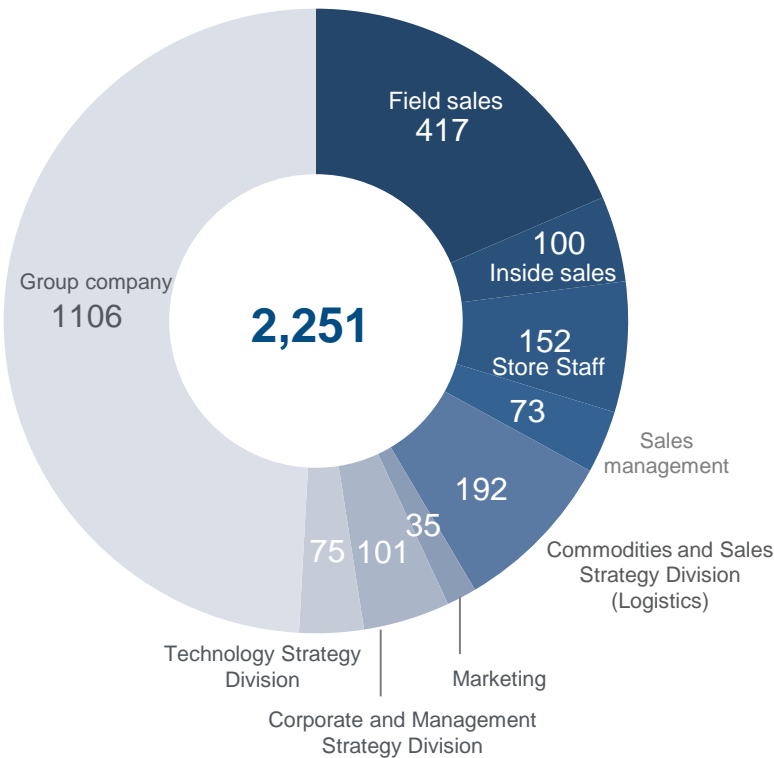
- B2C sale started in 2018.
- B2C sales ratio over 20% in about five years, boosting profit.
- FY2024: Temporary decline in toC sales ratio due to strategic sales channel optimization measures

Change of group companies' number of employees

(Unit: Persons)



BuySell group personnel organization
(March 2025, Including non-consolidated subsidiaries)



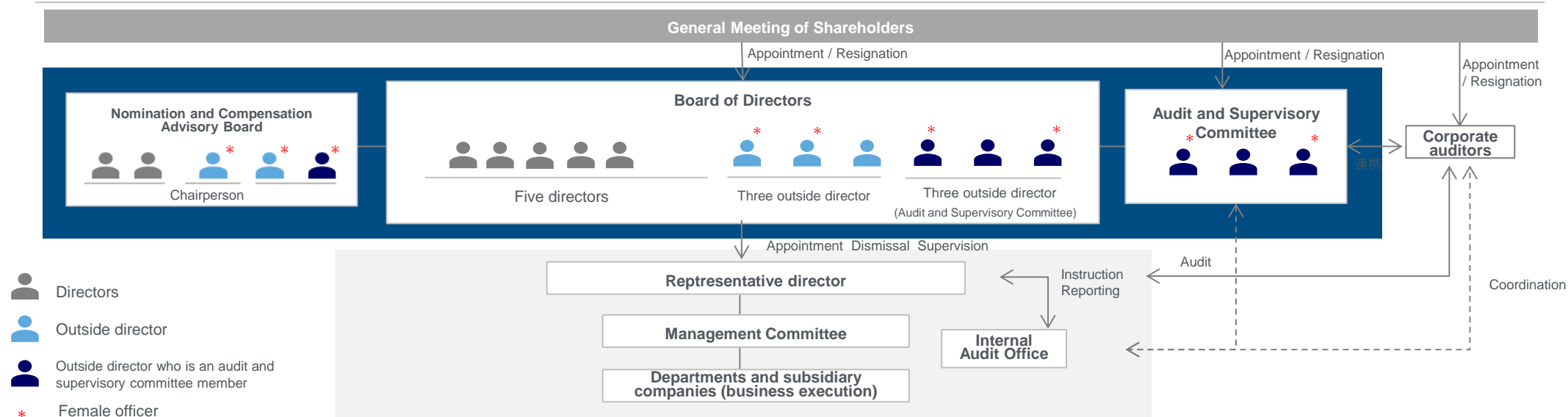
Strengthening our corporate governance system

- With the aim of improving corporate value, further enhancing governance, and aiming for management transparency and objectivity, we transitioned to a company with an Audit and Supervisory Committee and to a system in which independent outside directors occupy the majority of positions on the Board of Directors.

Strengthening our corporate governance system

- Transition from a company with a Board of Corporate Auditors to **a company with an Audit and Supervisory Committee** (March 2022)
- Transition to a board structure in which **independent outside directors** (including directors who are Audit and Supervisory Committee members) make up the **majority of the Board of Directors**
- Continued operation of a **Nomination and Compensation Advisory Board**, of which the **chairperson and the majority of members are external directors**
- From the perspective of promoting diversity on the Board of Directors, the ratio of female directors is 36% (4 female directors / 11 directors overall)

Corporate Governance Structure



Board Structure

- From April 2024, the company will be managed by two representative directors from the viewpoint of accelerating business promotion and enhancing management sophistication.
- Promoting the management with directors with various backgrounds to combine medium- and long-term growth and strengthening of governance.



Kyohei Iwata/Chairman and Representative Director

Graduated from Systems Innovation, Faculty of Engineering, The University of Tokyo. In 2008, joined Hakuodo Inc. as a new graduate. In 2014, established a marketing consulting company specializing in small and medium enterprises, ventures, and startups. In June 2016, started marketing consulting for BuySell, and then in October 2016, joined the company as a director and CSMO (Chief Sales & Marketing Officer). Now in charge of the Marketing Strategy Division and the Reuse Business Division. In September 2017, assumed the presidency of BuySell.



Kosuke Tokushige/ Representative Director, President and CEO

After graduation from university, he joined Recruit Co., Ltd. (Recruit Holdings Co., Ltd.) . After working in sales in the food and beverage information area, he was engaged as the head of marketing support at Recruit Marketing Partners Co. Appointed as Executive Officer of the company in 2015; appointed as Executive Officer of Recruit Lifestyle Inc. in 2019, promoting customer-attracting media for restaurants, DX support, etc. Scheduled to become President and CEO of the BuySell in April 2024.



Koji Ono/Director CFO

After joining Deloitte Touche Tohmatsu LLC, engaged in auditing, IPO support, and M&A operations. In 2011, sent on loan to the investment and banking department of Nomura Securities Co., Ltd.. After returning to Tohmatsu, provided services that included M&A advisory business and IPO consulting. In October 2016, assumed the post of director and CFO. Certified public accountant.



Masayuki Imamura / Director and CTO

Joined Yahoo Japan Corporation in 2006. Founded VASILY in 2009 and assumed the post of director and CTO. Sold VASILY to Start Today (present ZOZO) in 2017. At the same time as company integration, assumed the post of operating officer at ZOZO Technologies in April 2018. Assumed the post of director and CTO in March 2021.



Hideki Yoshimura/ Directors

Graduated from the Graduate School of Economics, Faculty of Economics, The University of Tokyo. In 2007, jointly founded Evolvable Asia and assumed the presidency. The company was listed on the TSE (Tokyo Stock Exchange) Mothers in 2016 and the TSE First Section in 2017. Became the largest shareholder in September 2017 of the Midas Investment Business Limited Partnerships No. 1 (currently Hideki Yoshimura & Midas A Investment Limited Partnership) and No. 2, in which Hideki Yoshimura substantially invested, by acquiring the said company's stock. In March 2019, assumed the presidency to participate in management toward the improvement of mid-to-long term corporate value.

Outside director * Excluding outside directors who are Audit and Supervisory Committee members



Yuki Akiyama / Outside director

After working at UBS Securities, joined the hedge fund Speedwell / Nezu. In 2017, worked as a portfolio manager for Japanese equities at Millennium Capital, a US hedge fund. Engaged in investment business for startups from 2019. Partner at Globe Advisor Ventures. Appointed as outside director in March, 2022.



Kayo Gado / Outside director

After working for Nippon Life Insurance Company, joined J-COM Co., Ltd. (currently Like Co., Ltd.) in 2006, spending seven years of her tenure as a director. In charge of the Group's business administration and business promotion, and also serves as Representative Director . Appointed as outside director in March, 2022.














Tsuneeo Watanabe/ Outside director

After joining Japan M&A Center Inc. in 2008, he promoted the establishment and expansion of industry-specific business units. Over 100 M&A transactions closed during his tenure. Appointed to the Board of Directors of Japan M&A Center Holdings, Inc. in 2020 and will be appointed as an outside director of the BuySell in March 2024.

Structure of Board of Directors

- By appointing directors based on a skill matrix that defines the main areas that the Company expects from directors, the structure of the Board of Directors has been changed to one that can achieve both the mid to long-term growth of the Group and the strengthening of its governance.

Directors' Skill Matrix

Name	Position	Independent	Gender	Specialty / experience							
				Corporate management	Sales marketing	Accounting / Finance	Technology	Human Resource Development	Compliance and risk management	M&A	Investment and capital markets
Kyohei Iwata	Chairman of board of directors			●	●						
Kosuke Tokushige	President, representative director & CEO			●	●			●			
Hideki Yoshimura	Director			●							
Koji Ono	Director CFO			●		●				●	
Masayuki Imamura	Director CTO			●			●				
Yuki Akiyama	Outside director	●									●
Kayo Gado	Outside director	●		●						●	
Tsuneo Watanabe	Outside director	●		●						●	
Mami Suzuki	Outside director Full-time member of supervisory board	●				●					
Toshihiro Hara	Outside director (Audit and Supervisory Committee)	●							●		
Mika Horasawa	Outside director (Audit and Supervisory Committee)	●							●		

- From the perspective of the sustainability of business activities required by society, we have established a strategic policy on sustainability centered on compliance and risk management and organizational and human capital management.

A bridge that connects important things, beyond people and spanning time

- To be a company that can contribute to the realization of a sustainable society through the formation of a recycling-oriented society by expanding the secondary distribution market through the growth of the reuse business.
- Based on a foundational policy of balancing business activities in accordance with the Group's mission with activities aimed at addressing social issues, we place importance on social necessity and sustainability in our business activities.



The two pillars of our sustainability strategy

Environment

Social

Governance

Compliance and risk management

Strengthen corporate and service governance

Enhance information security

Maintaining and improving reliability in home-visit purchases

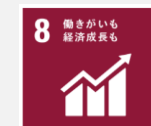


Organizational and human capital management

Strengthen recruitment and training

Improve employee engagement

Close skill and gender gaps



Concerning the handling of this material

In the preparation of these materials, we have relied on and assumed the accuracy and completeness of the information available to us, but information other than that from the Company is quoted from public sources, etc., and we make no representation or warranty as to its accuracy or completeness. In addition, the information may contain forward-looking assumptions and forecasts as of the date of presentation and forecasts based on plans, but these forward-looking statements are based on the information currently available to us and on certain assumptions that we consider reasonable, and the Company makes no promises that they will be achieved. There may be significant differences between these forecasts and actual business results due to various factors in the future, such as changes in economic conditions, changes in customer needs and user preferences, competition with other companies, and changes in laws and regulations.



BUYSELL TECHNOLOGIES