

BOOKOFF GROUP HOLDINGS

**Financial Results Presentation Materials
for the First Half of the Fiscal Year Ending May 2026
(1H FY5/2026)**

January 13, 2026

BOOKOFF GROUP HOLDINGS LIMITED

Securities code: 9278

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1H FY5/2026 Overview of Consolidated Financial Results

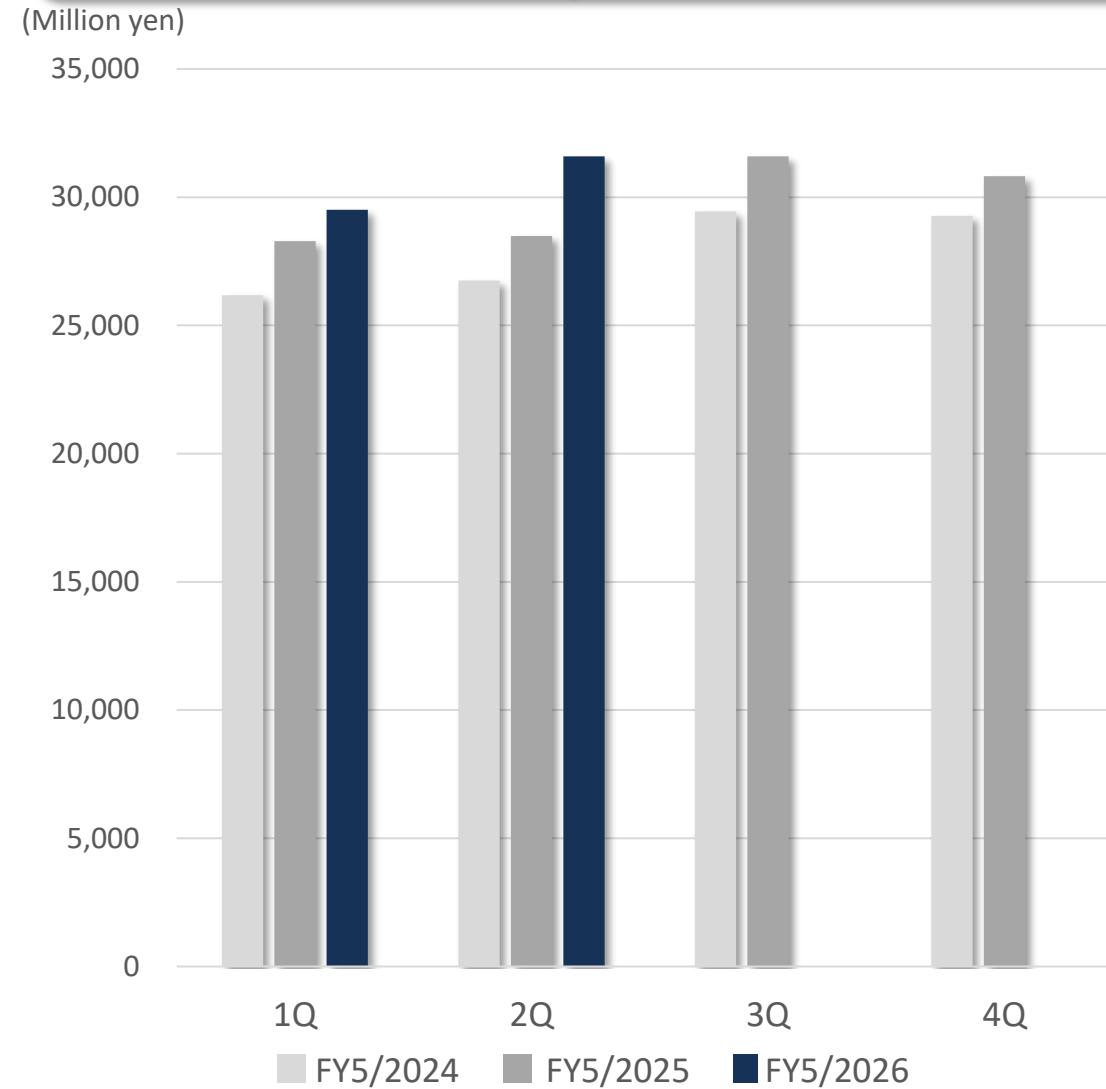
BOOKOFF GROUP HOLDINGS

(Million yen)

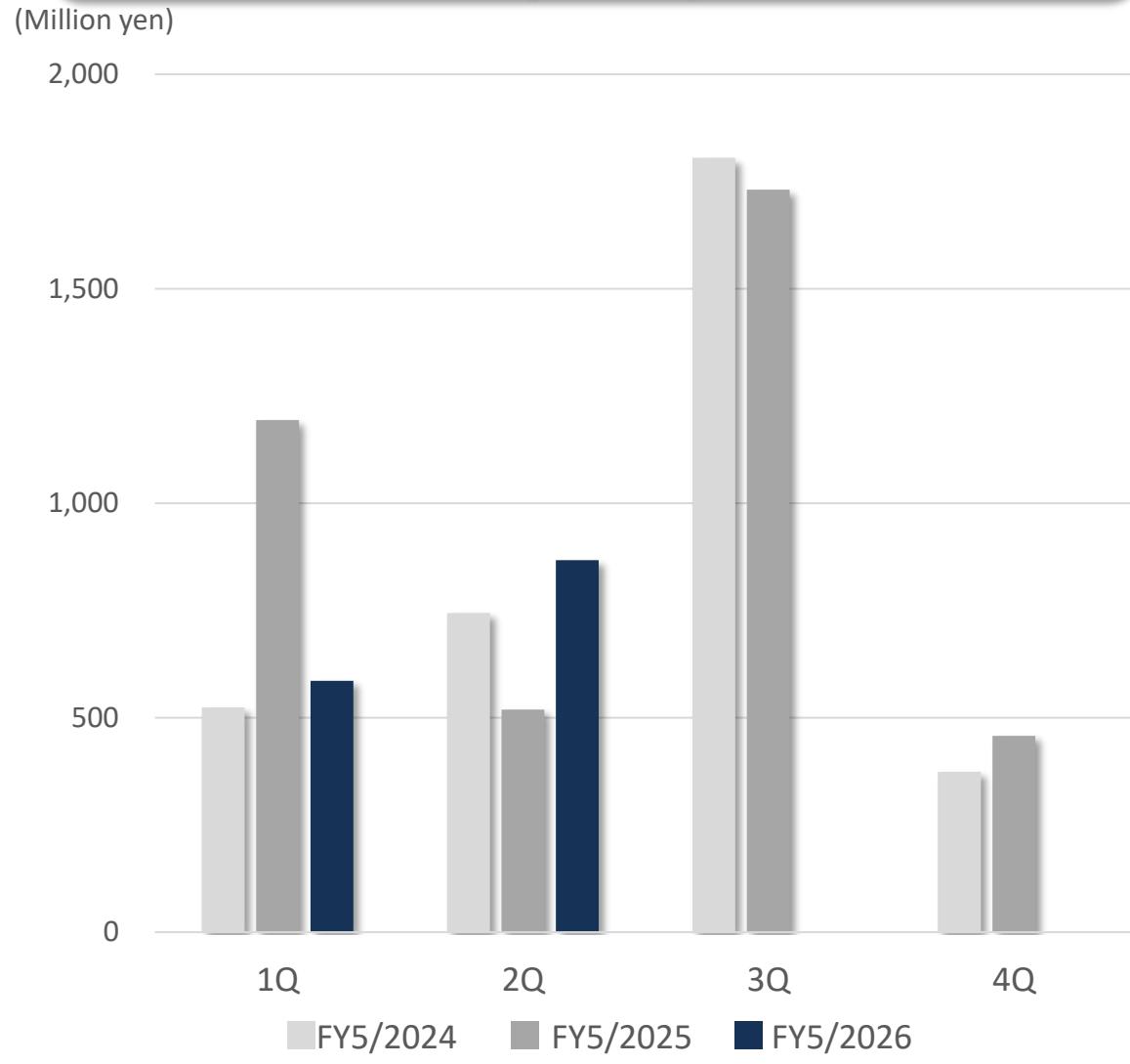
	1H FY5/2025	% to net sales	1H FY5/2026	% to net sales	YoY change (Amount)	YoY change (Ratio)
Net sales	56,781	-	61,104	-	+4,323	107.6%
Gross profit	32,396	57.1%	34,666	56.7%	+2,269	107.0%
SG&A expenses	30,898	54.4%	33,401	54.7%	+2,503	108.1%
Operating profit	1,498	2.6%	1,264	2.1%	(233)	84.4%
Ordinary profit	1,713	3.0%	1,454	2.4%	(259)	84.9%
Profit attributable to owners of parent	912	1.6%	741	1.2%	(171)	81.2%

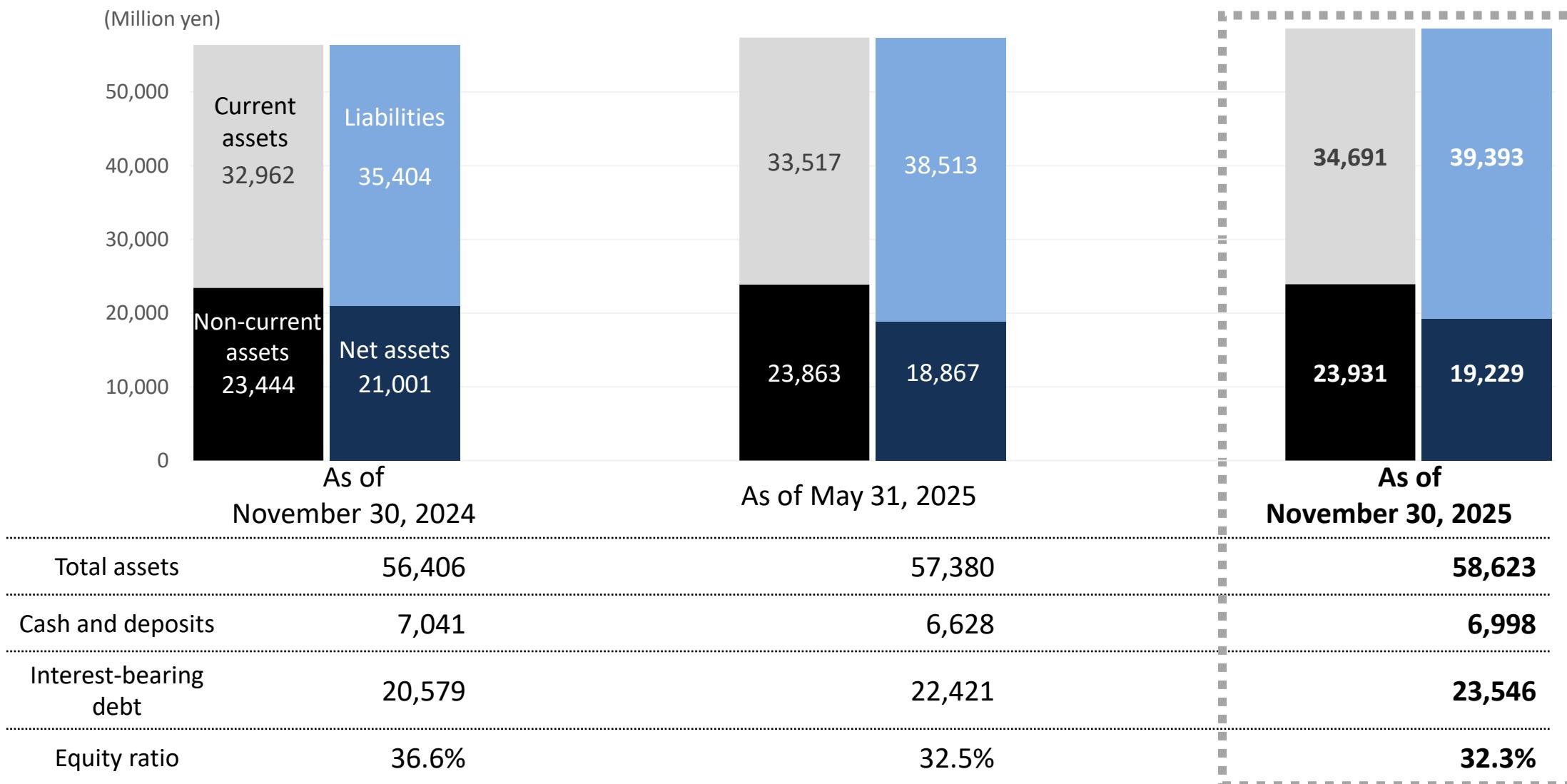
- ✓ Net sales amounted to ¥61,104 million, a 7.6% increase from one year earlier, ordinary profit decreased 15.1% to ¥1,454 million, and profit attributable to owners of parent decreased 18.8% to ¥741 million.
- ✓ Sales and earnings were higher in the BOOKOFF operations in Japan and the premium services business in the second quarter (three-months period). Consolidated ordinary profit started to increase, achieving a year-on-year increase of 67.1% to ¥867 million. Profit attributable to owners of parent increased despite impact of an extraordinary loss associated with strategic closings of stores in the BOOKOFF operations in Japan.

Quarterly Net Sales

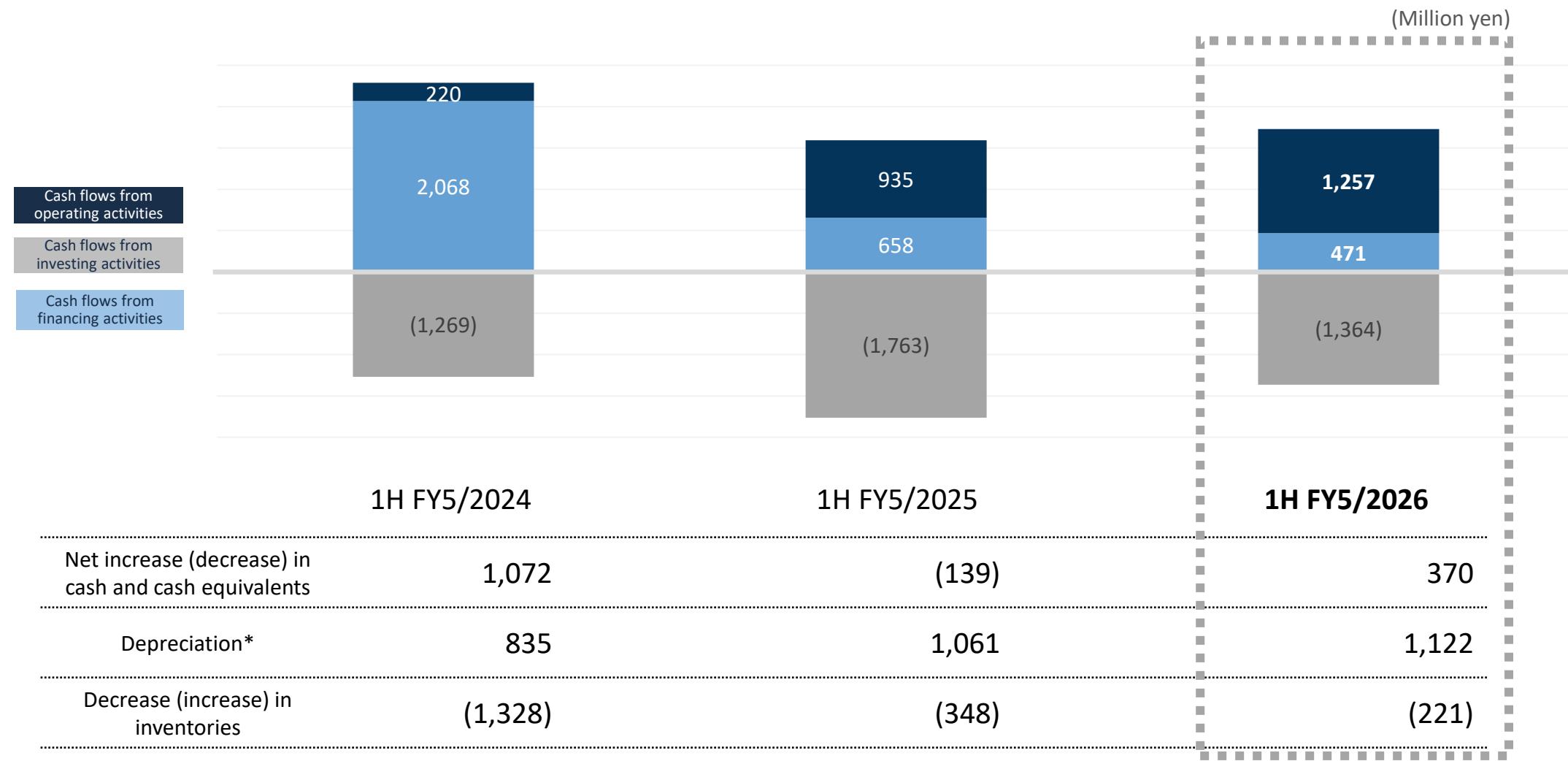


Quarterly Ordinary Profit





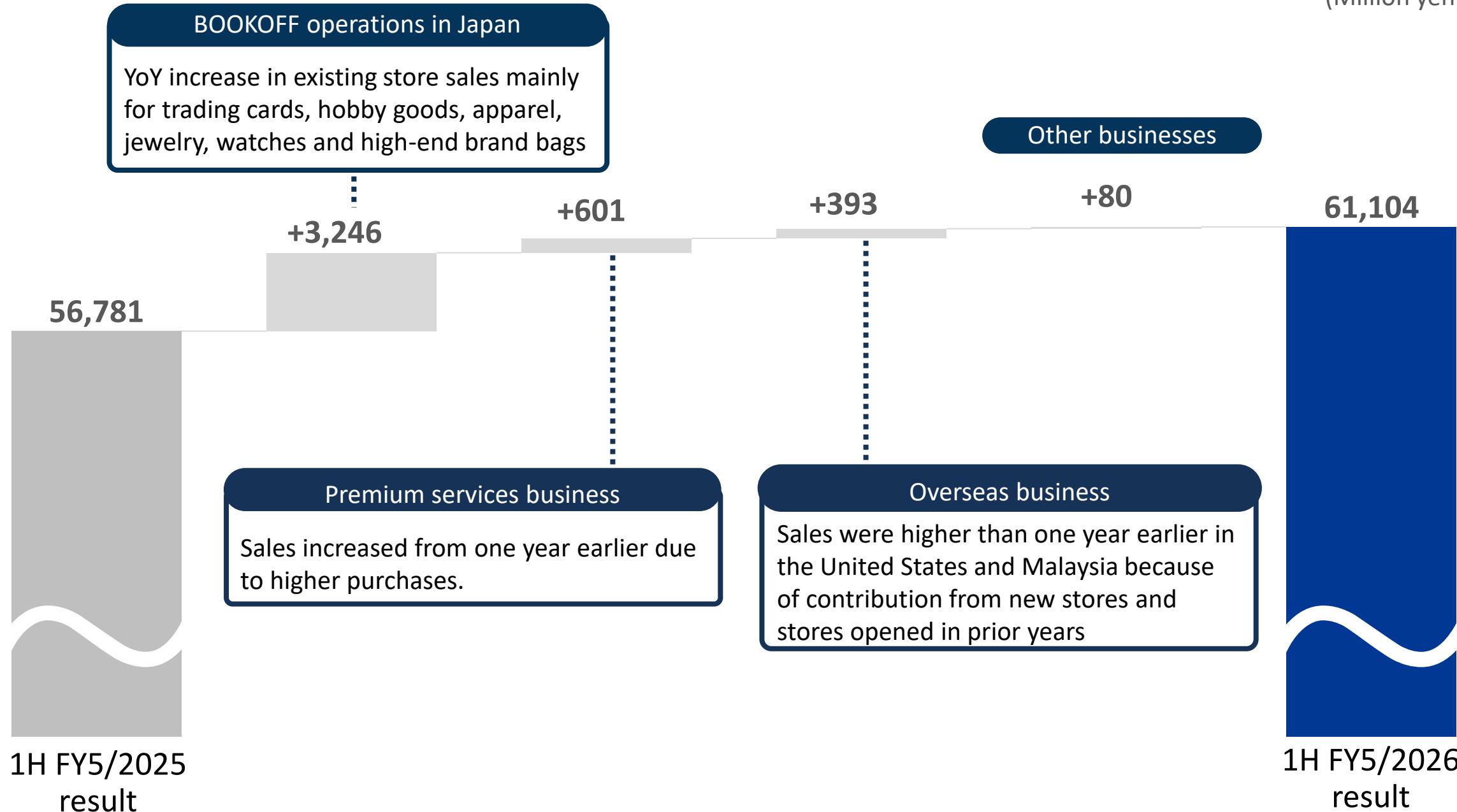
- ✓ Assets increased because of the continuation of store remodeling and new store openings in all businesses and the acquisition of stores from franchising companies in Japan.
- ✓ Net assets decreased, lowering the equity ratio, because BOOKOFF repurchased ¥3,230 million of its stock in March 2025.

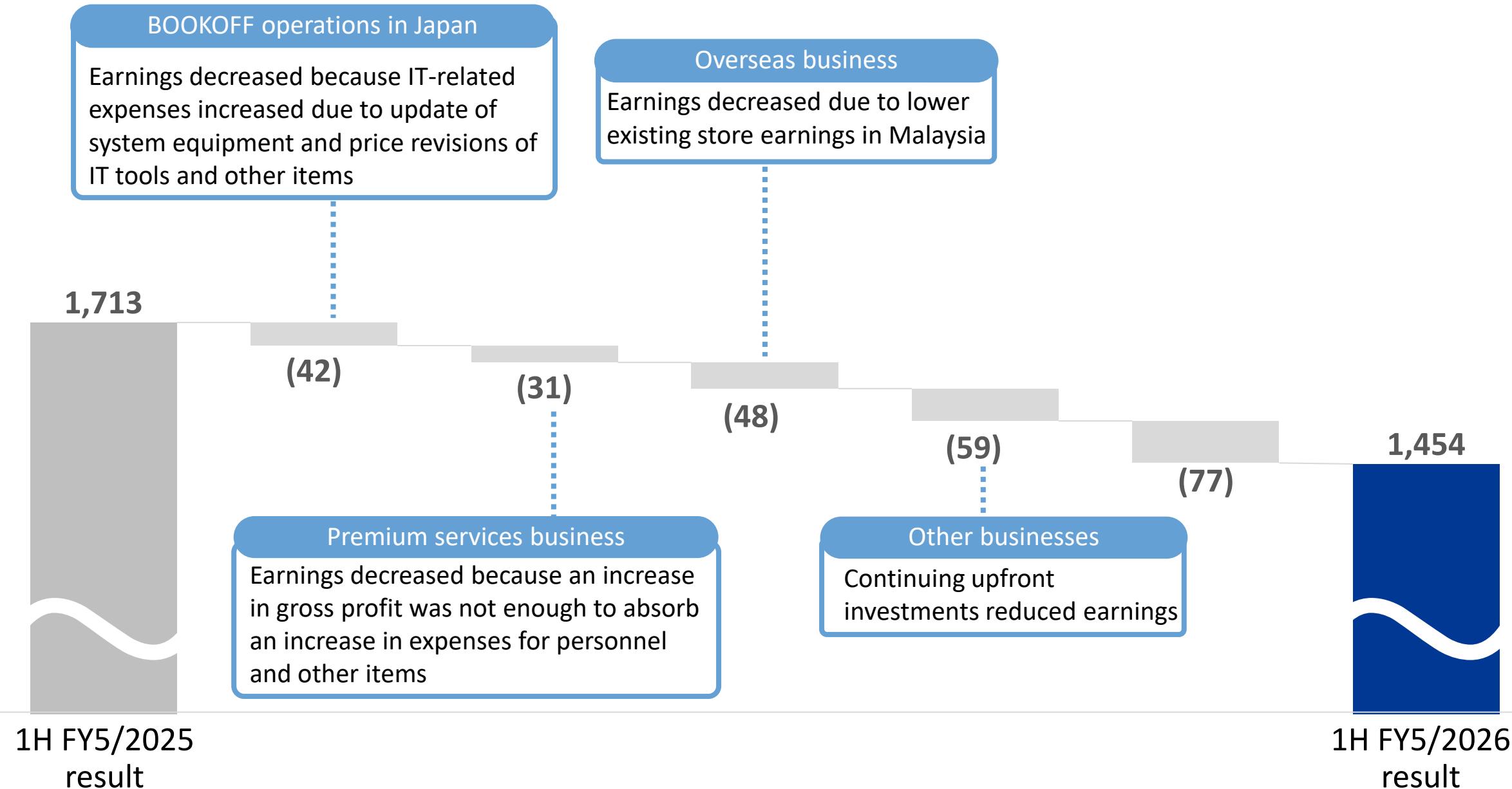


* Includes amortization of goodwill

- ✓ Although profit before income taxes decreased, operating cash flows increased mainly because of special investigation expenses in 1H FY5/2025.
- ✓ Investing cash flows decreased mainly because most BOOKOFF Japan store openings will be in the second half of FY5/2026, resulting in fewer openings than in 1H FY5/2025.

(Million yen)





1H FY5/2026 Business Segment Overview and Highlights

BOOKOFF GROUP HOLDINGS

(Million yen)

Business segment		1H FY5/2025	1H FY5/2026	YoY change (Amount)	YoY change (Ratio)
BOOKOFF operations in Japan	Sales	49,705	52,952	+3,246	106.5%
	Segment profit	2,381	2,339	(42)	98.2%
Premium services business	Sales	3,427	4,029	+601	117.6%
	Segment profit	17	(14)	(31)	-
Overseas business	Sales	2,933	3,326	+393	113.4%
	Segment profit	414	365	(48)	88.2%
Other businesses	Sales	714	795	+80	111.3%
	Segment profit	(110)	(169)	(59)	-
Adjustment (corporate)	Segment profit	(989)	(1,066)	(77)	-
Consolidated	Sales	56,781	61,104	+4,323	107.6%
	Ordinary profit	1,713	1,454	(259)	84.9%

BOOKOFF Operations in Japan

■ New stores (including replacements)



8-10 stores in total

- ✓ Open new stores while continuing to upgrade and improve existing stores to offer merchandise that more closely matches local needs and to use counters and sales areas more efficiently.
- ✓ Assume YoY sales growth at directly operated existing stores of 6% in the first half and 4% in the second half.

Other Businesses

■ New stores



4 stores

Premium Services Business

■ New stores



10 stores in total

Overseas Business

■ New stores

12-13 stores in total

(Directly operated)



Malaysia 4 stores



USA 5 stores

(Franchised)



Kazakhstan, others 3-4 stores

BOOKOFF Operations in Japan

Category	Store package	No. of stores opened	Total
Directly operated		1	1

Premium Services Business

Category	Store package	No. of stores opened	Total
Directly operated		3	4
Directly operated		1	

Other Businesses

Category	Store package	No. of stores opened	Total
Directly operated		2	2

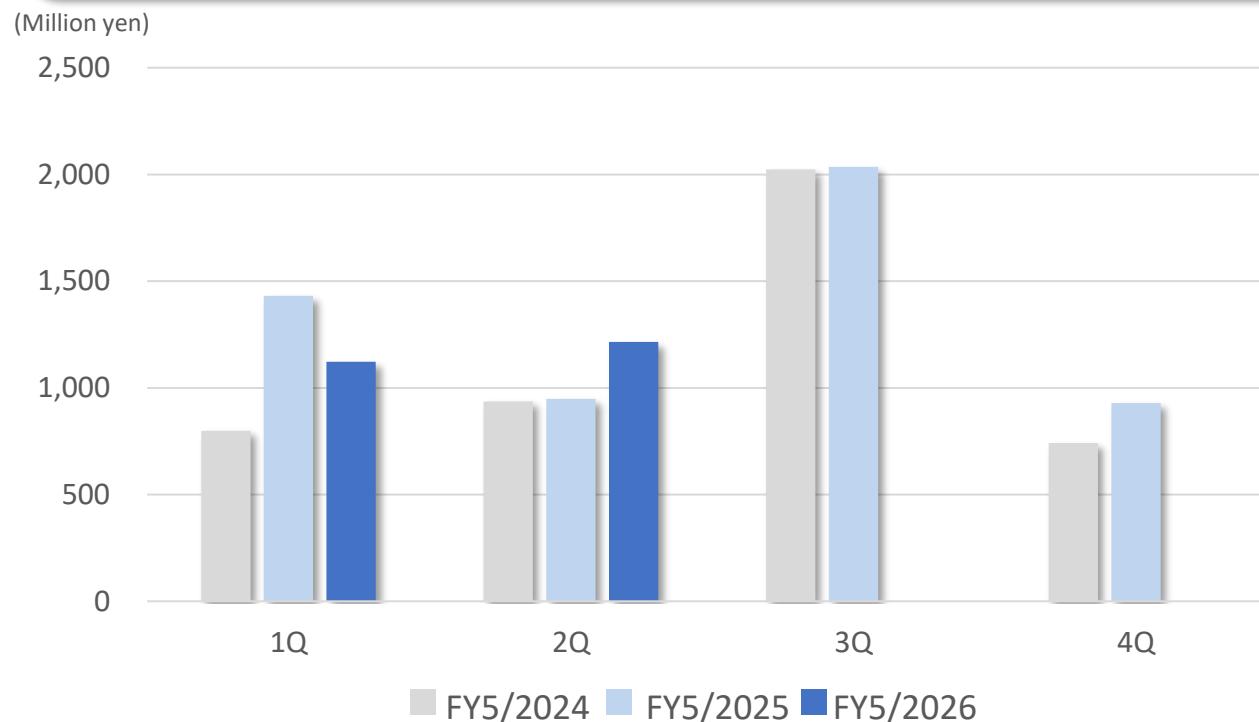
Overseas Business

Category	Store package	No. of stores opened	Total
Directly operated		1	
Directly operated		3	5
Franchised		1	

- ✓ In the BOOKOFF operations in Japan, 32 existing stores were renovated in the first half. Renovations were mainly sales area and counter improvements to increase sales of trading cards, hobby and anime goods, and other entertainment merchandise and to raise productivity.
- ✓ In the premium services business, three hugall stores were closed and three hugall stores were opened. One aidect store was opened.
- ✓ In other countries, a total of five stores opened; one store in the U.S. and four Jalan Jalan Japan stores mainly in Malaysia. Three new U.S. stores are planned for 2H FY5/2026.

Business segment	1H FY5/2025	1H FY5/2026	(Million yen)	
			YoY change (Amount)	YoY change (Ratio)
BOOKOFF operations in Japan	Sales	49,705	52,952	3,246 106.5%
	Segment profit	2,381	2,339	(42) 98.2%

Quarterly Segment Profit



- ✓ Sales were higher due to an increase in sales at directly operated existing stores mainly for trading cards, hobby goods, jewelry, watches, high-end brand bags, apparel and books. New stores also contributed to higher sales.
- ✓ There were strategic store closings as well as remodeling and other investments during 1H to increase lineups and sales in the key trading cards/hobby goods category.
- ✓ SG&A expenses increased because of personnel and other store operating expenses and higher IT system expenses. However, 1H earnings were unchanged from one year earlier.
- ✓ In the 2Q (Sep.-Nov.), earnings were higher as gross profit increased more than expenses.

YoY Change in Sales at Existing Stores

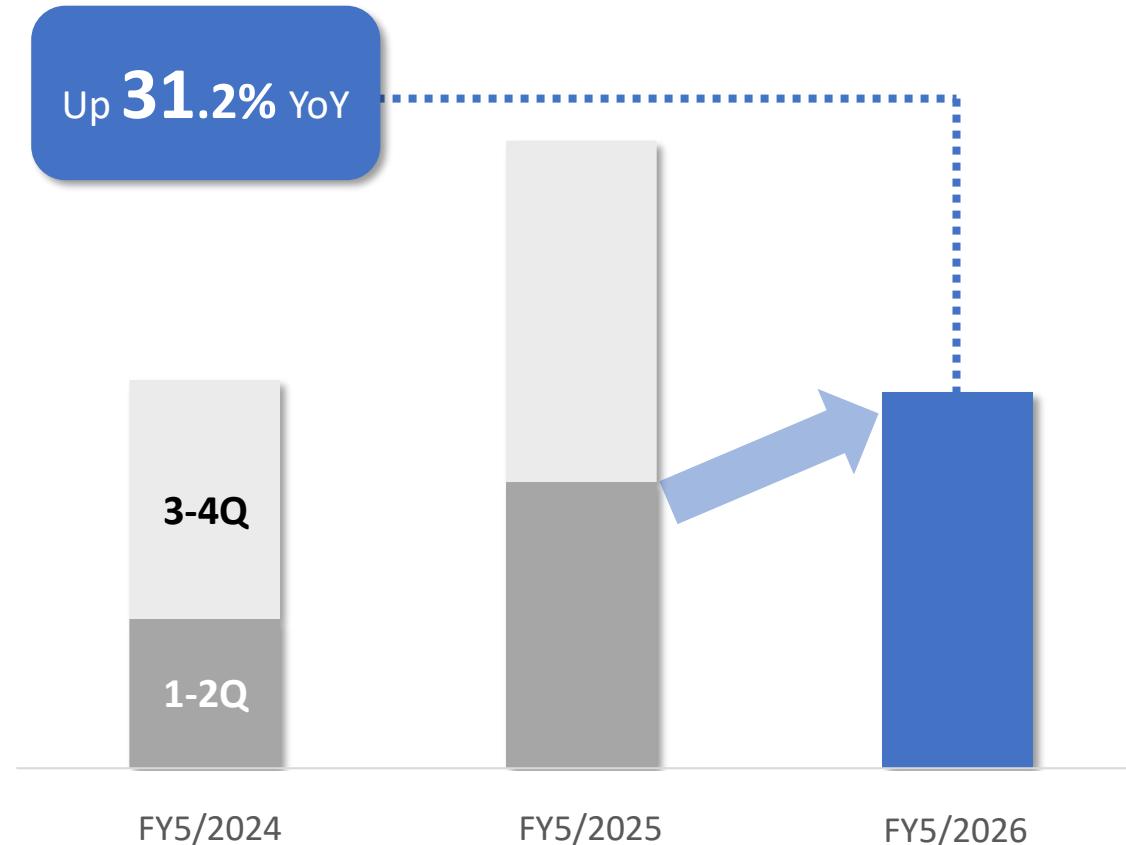


- ✓ Sales of trading cards/hobby goods remain strong. The volume of business in this category increased due to the strategic replacement of some stores and expenditures for store renovations.
- ✓ Jewelry/watches/high-end brand bags sales increased mainly due to rising prices of precious metals and continuation of strong sales to foreign tourists in Japan.
- ✓ Book sales increased because higher prices offset the decline in the volume of newly published books. Revisions of buying and selling prices to match market prices contributed to growth.
- ✓ Apparel sales increased because of a larger inventory resulting from a higher number of apparel items handled.

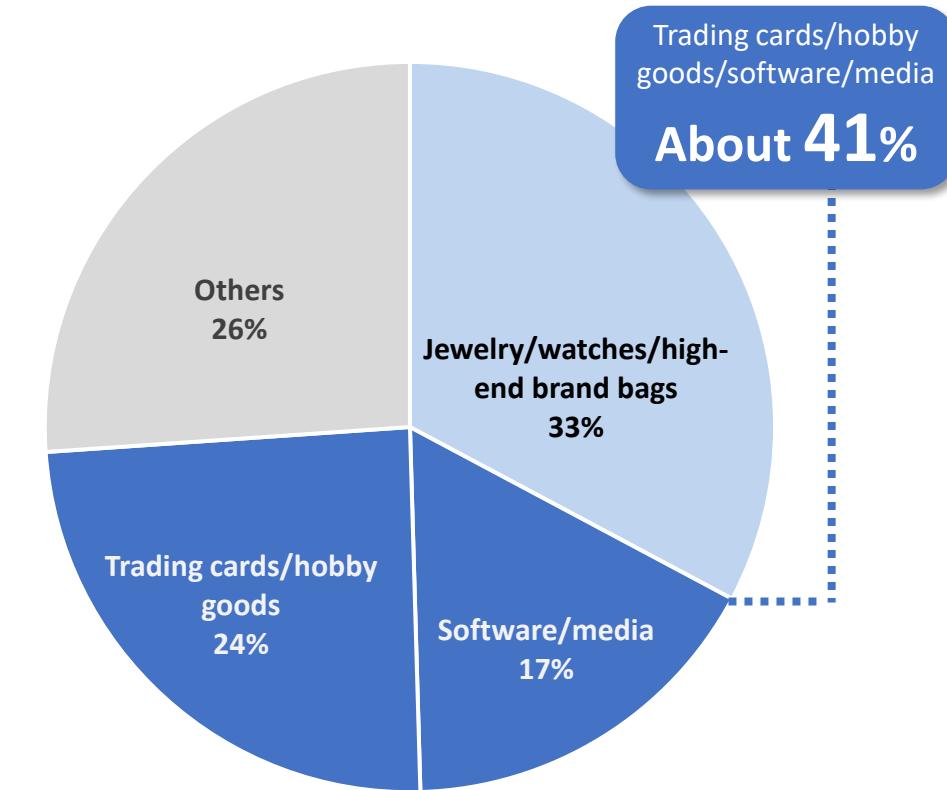
YoY Change and % of Total Sales of Existing Store Sales by Product Category

Categories	1H FY5/2026 existing store sales		(Reference) 1H FY5/2025 % to total sales
	YoY change	% to total sales	
Books	102.4%	21.6%	22.8%
Software/media (CDs, DVDs and games)	99.2%	20.8%	22.6%
Apparel	108.9%	12.1%	12.0%
Jewelry/ watches/high-end brand bags	117.6%	10.0%	9.2%
Trading cards/hobby goods	114.4%	22.5%	20.1%
Home appliances/smart phones	103.9%	4.9%	5.0%
Sporting and outdoor goods	103.6%	3.5%	3.5%
Others	104.1%	4.7%	4.7%
Total	106.5%	100.0%	100.0%

Sales to Foreign Tourists



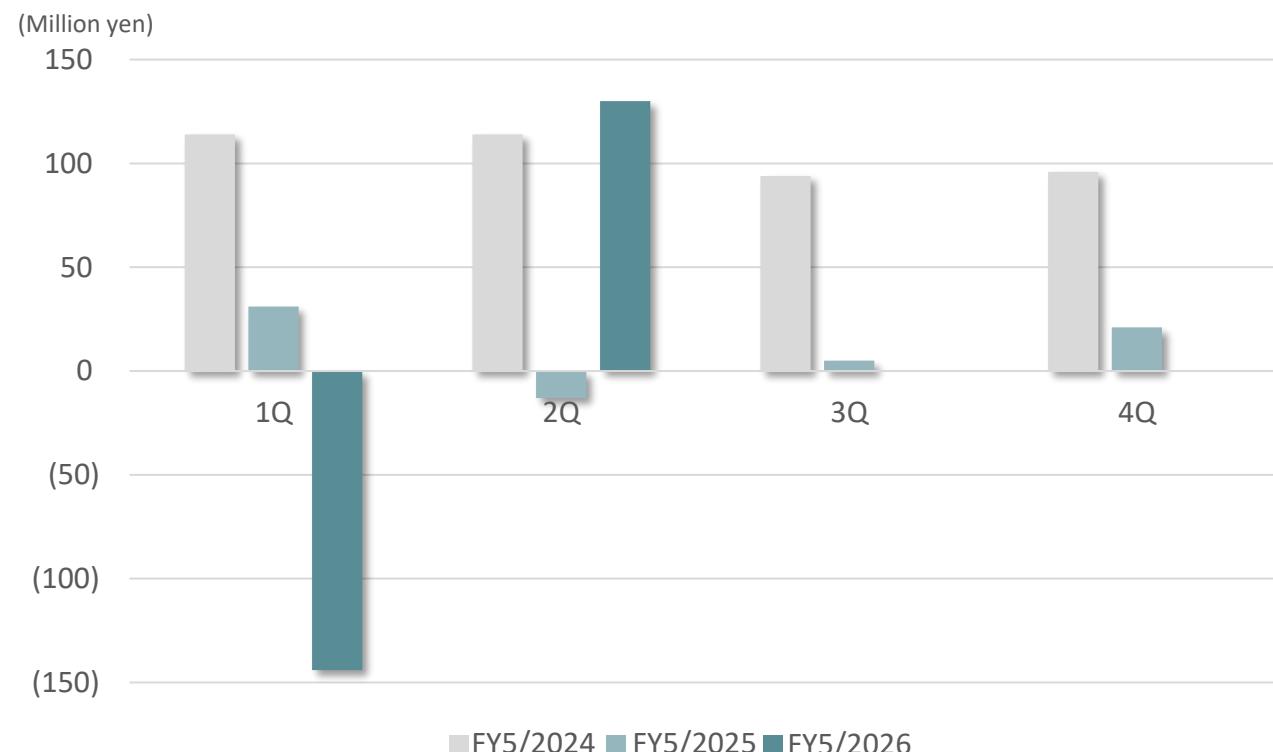
Sales Composition by Product Category



- ✓ 1H FY5/2026 sales to foreign tourists in Japan increased 31% from one year earlier.
- ✓ Jewelry, watches and high-end brand bags were 33% of sales to foreign tourists in Japan. The trading cards/hobby goods and software/media categories were 41%, up 7 percentage points from one year earlier.
- ✓ Sales to foreign tourists in Japan are about 6.7% of sales of BOOKOFF operations in Japan.

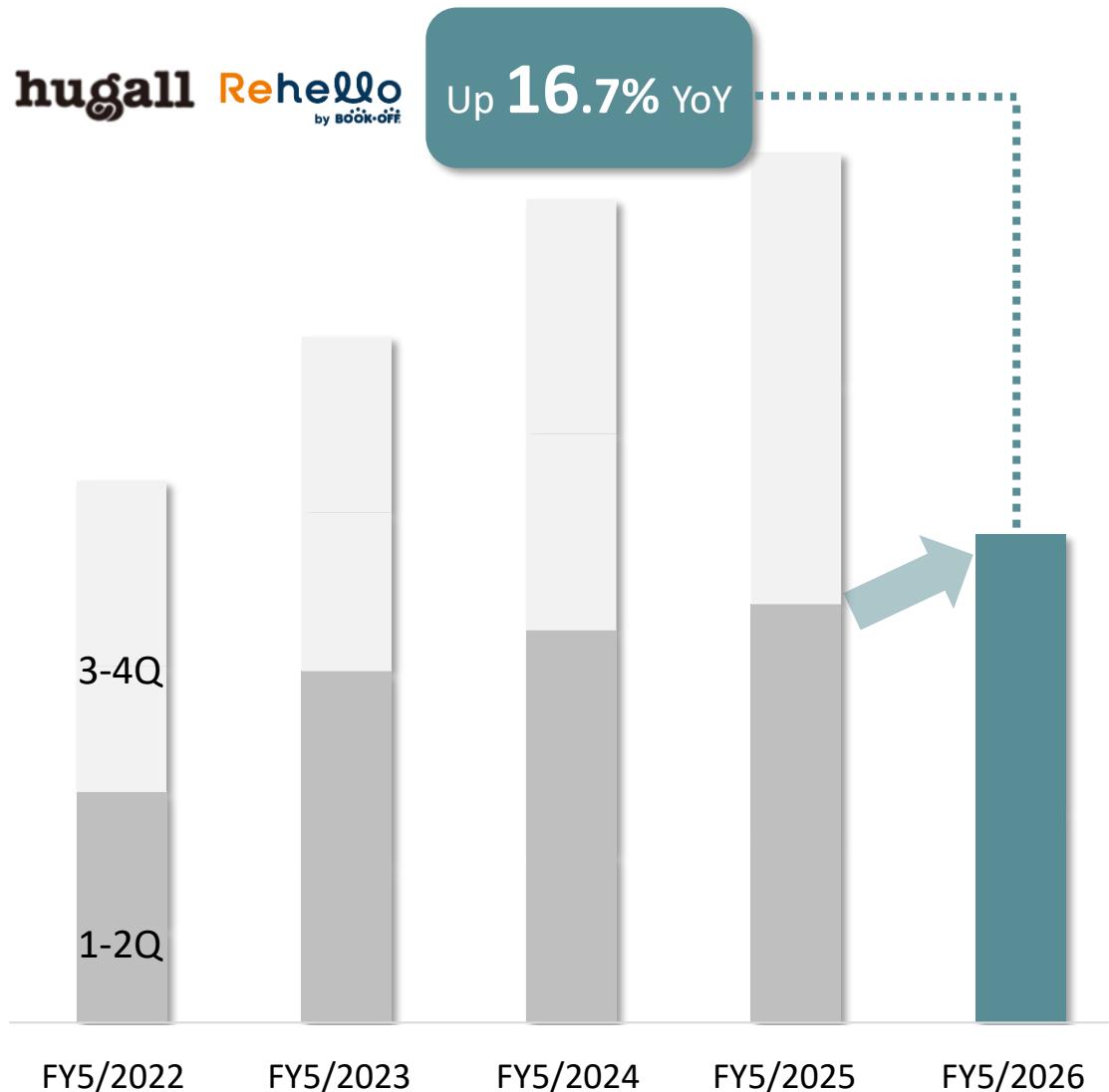
Business segment	1H FY5/2025	1H FY5/2026	YoY change (Amount)	(Million yen)	
				YoY change (Ratio)	
Premium services business	Sales	3,427	4,028	601	117.5%
	Segment profit	17	(14)	(32)	-

Quarterly Segment Profit



- ✓ First half sales increased from one year earlier because purchases were higher.
- ✓ Earnings decreased because an increase in gross profit was not enough to absorb an increase in expenses for personnel and other items.
- ✓ 1Q (Jun. - Aug.) sales decreased but sales and earnings increased in the 2Q (Sep. - Nov.) because of a larger volume of purchases due to higher prices of precious metals.

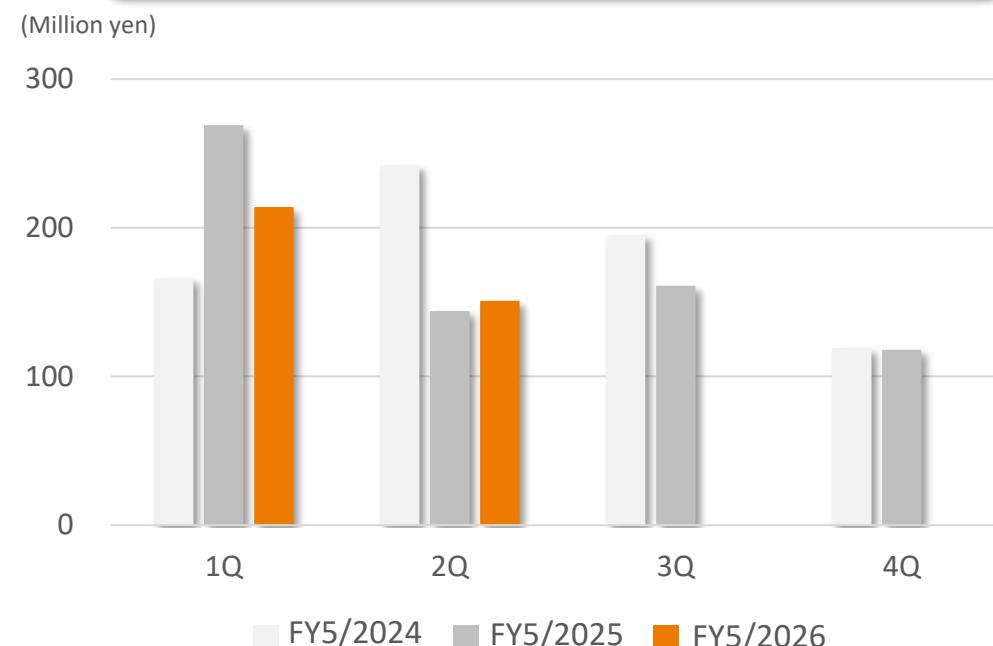
hugall/Rehello Purchases



- ✓ Purchases increased from one year earlier mainly due to higher prices of precious metals.
- ✓ Three hugall locations in department stores closed and three locations opened. In addition, the number of special events increased. The result was an increase in 1H purchases.
- ✓ As a result, 1H FY5/2026 purchases were up 16.7% YoY.

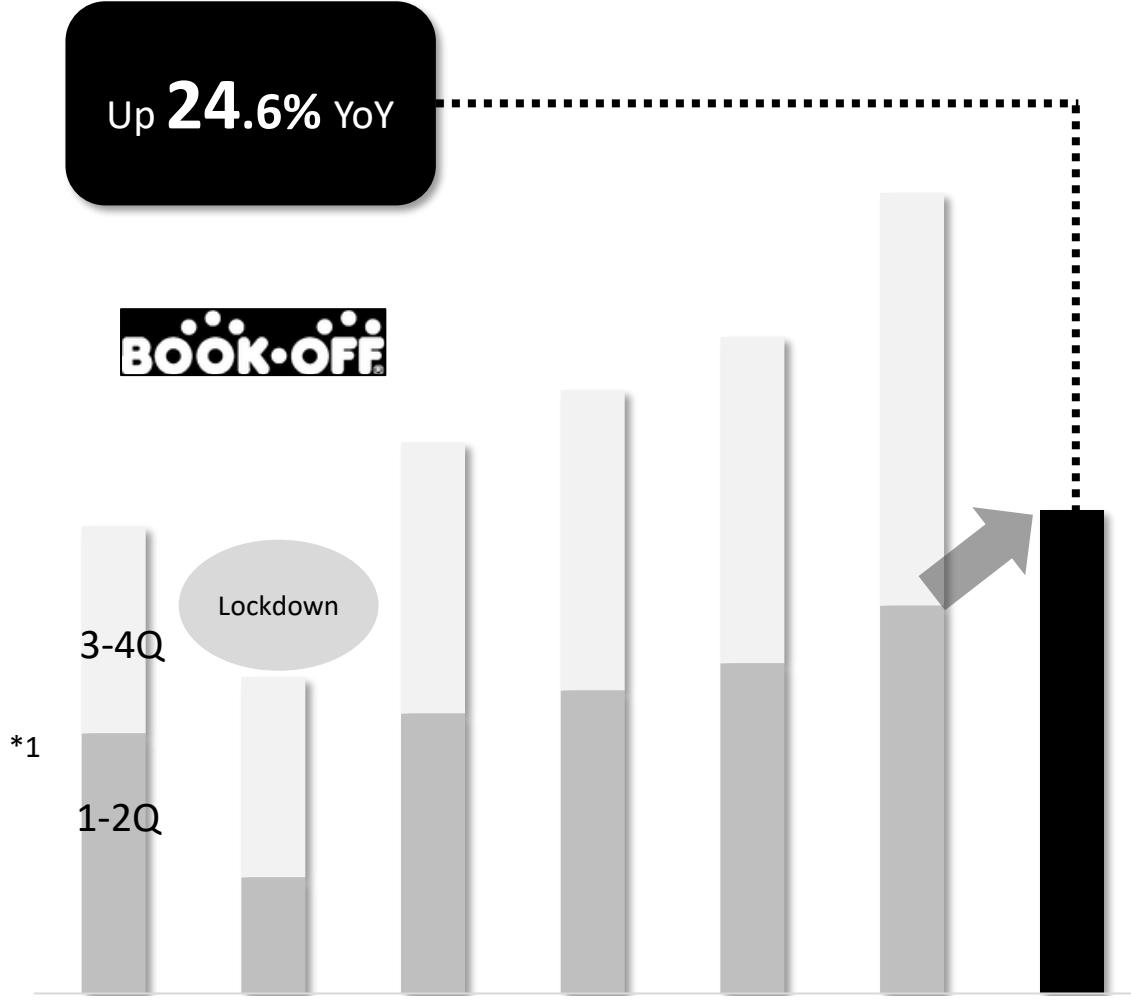
Business segment	1H FY5/2025	1H FY5/2026	(Million yen)	
			YoY change (Amount)	YoY change (Ratio)
Overseas business	Sales	2,933	3,326	+393 113.4%
	Segment profit	414	365	(48) 88.2%

Quarterly Segment Profit



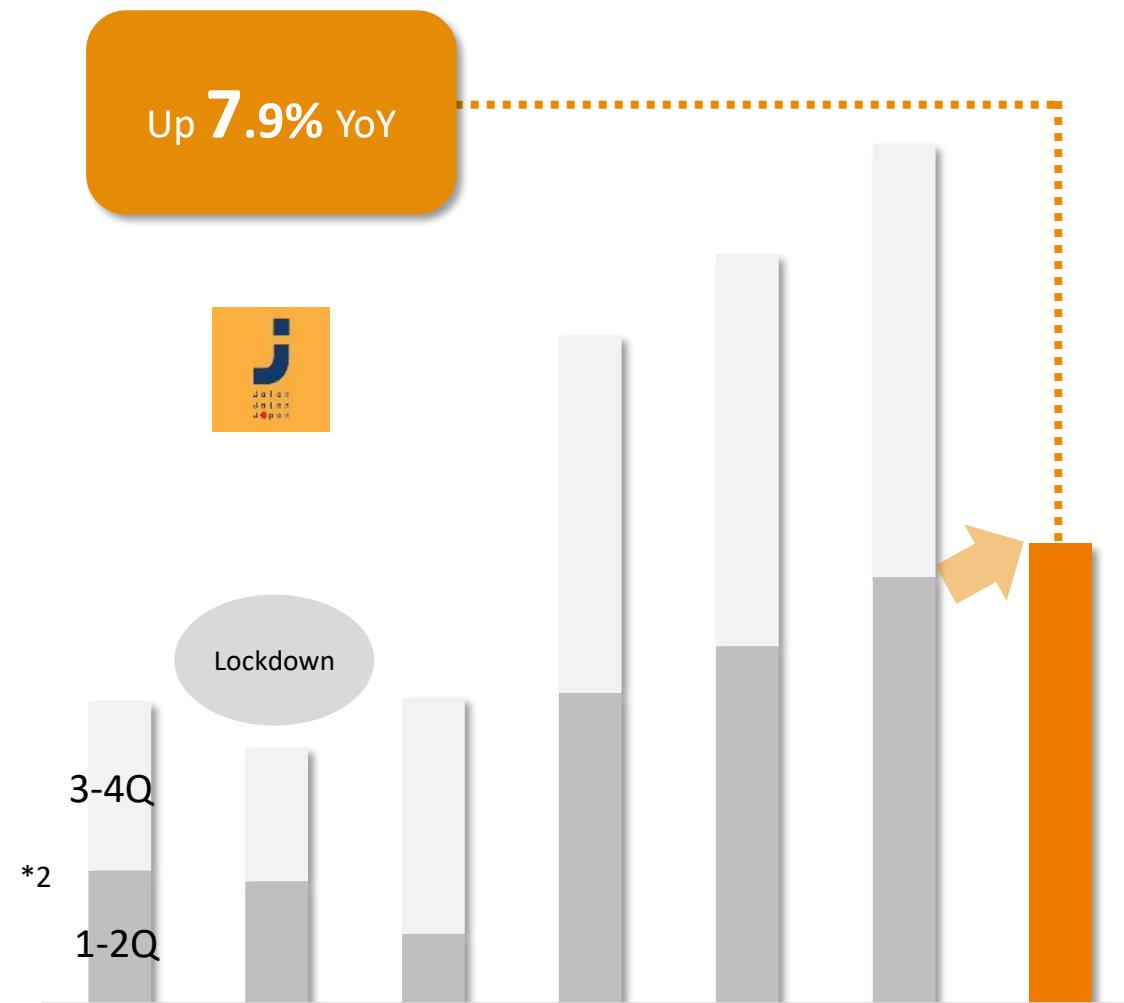
- ✓ Sales were higher than one year earlier at BOOKOFF stores in the United States and Jalan Jalan Japan stores in Malaysia because of contribution from new stores and stores opened in prior years.
- ✓ Lower earnings are primarily attributable to a decline in existing store sales in Malaysia. Activities are under way to upgrade store operations for a recovery of existing store performance.

BOOKOFF USA Sales



*1 1-2Q: March to August; 3-4Q: September to February

Jalan Jalan Japan Sales (Malaysia)



*2 1-2Q: April to September; 3-4Q: October to March

Progress for Medium-term Management Goals

BOOKOFF GROUP HOLDINGS

Corporate Philosophy

Contributions to society through our business activities

Pursuit of employees' material and spiritual wellbeing

Mission

Be a source of an enjoyable and prosperous life for as many people as possible

Vision

Be a leading reuse company

Be a company that can continue to grow while enabling all employees to do their jobs with confidence and enthusiasm

Business Strategy

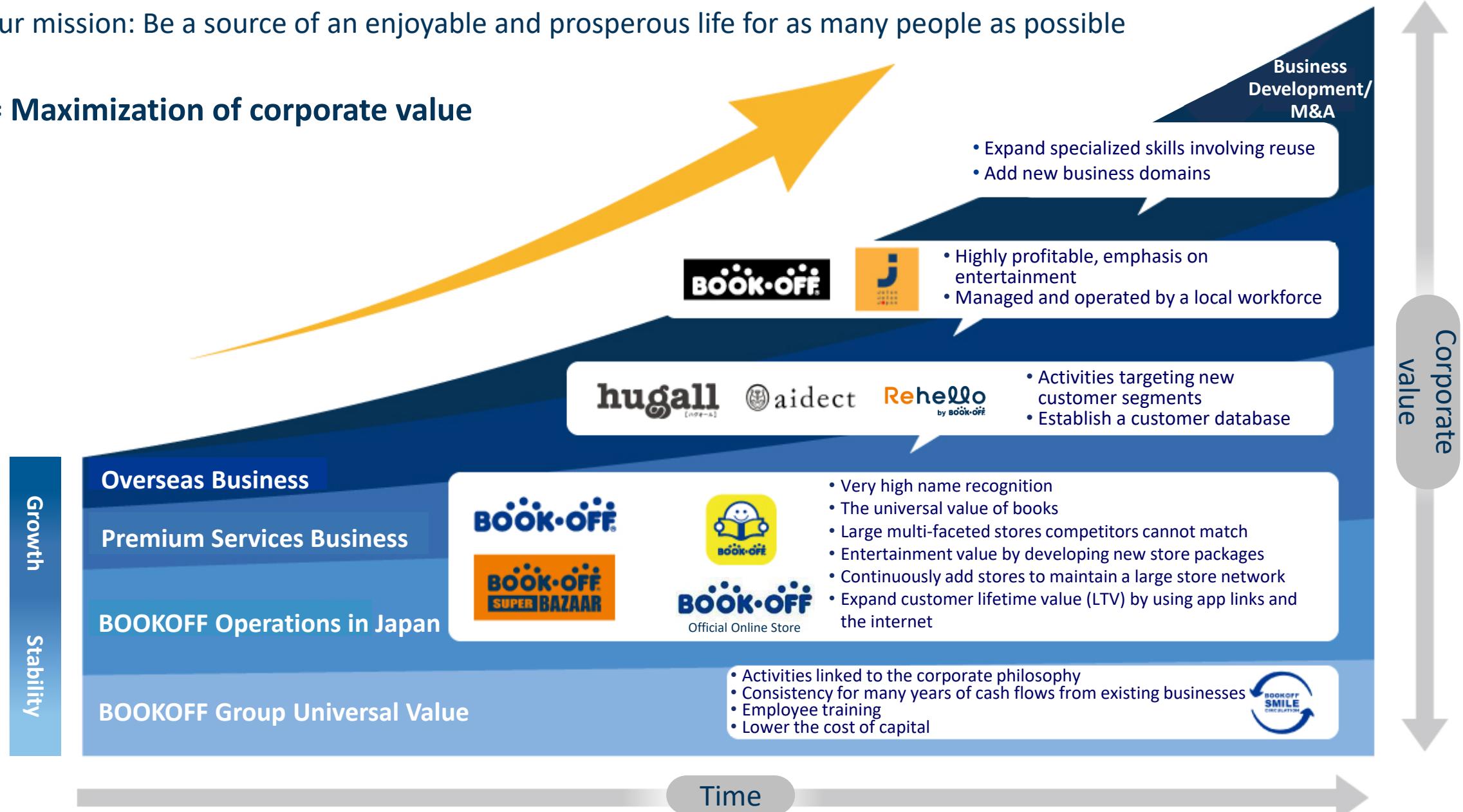
Sustained growth while exploration and exploitation

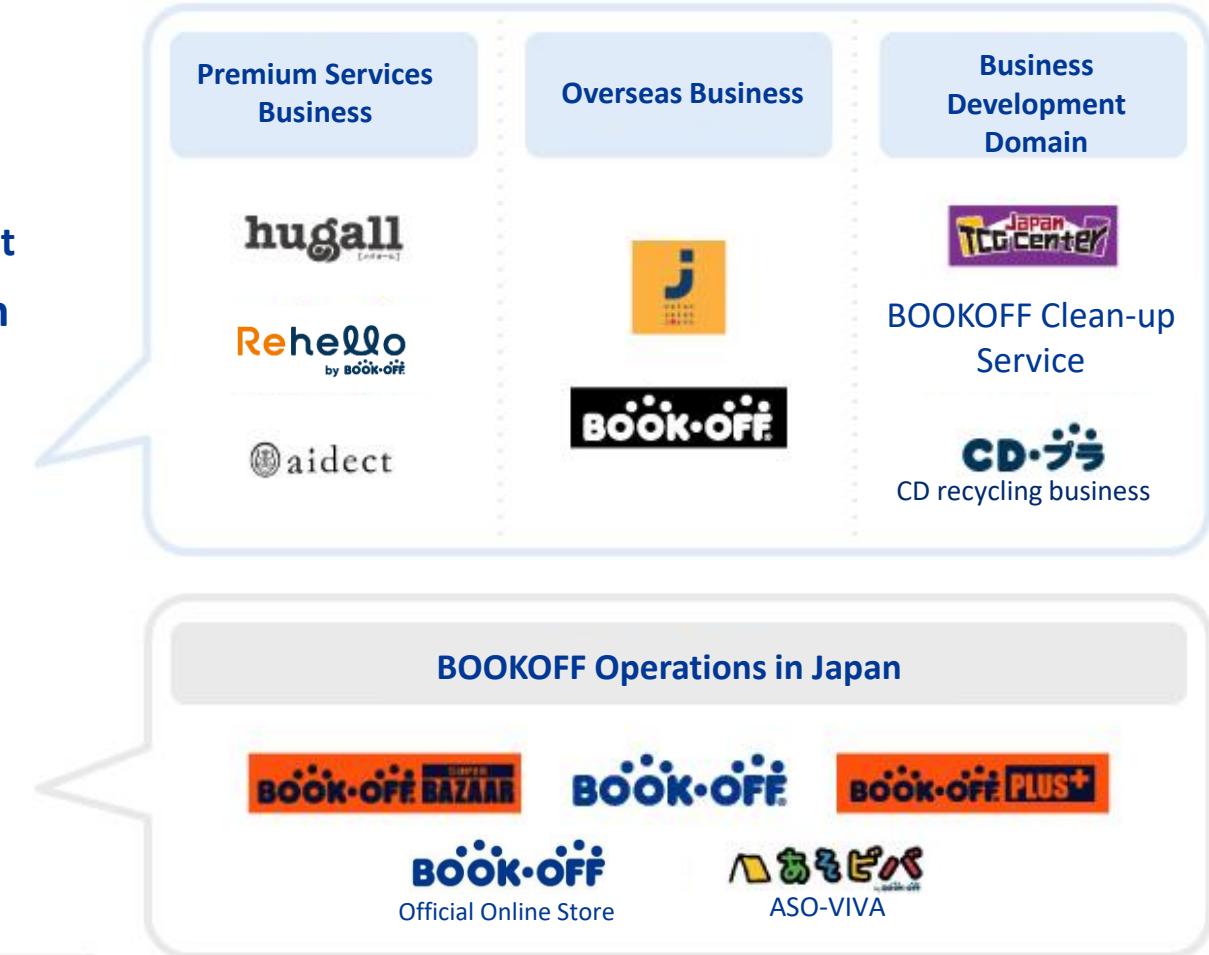
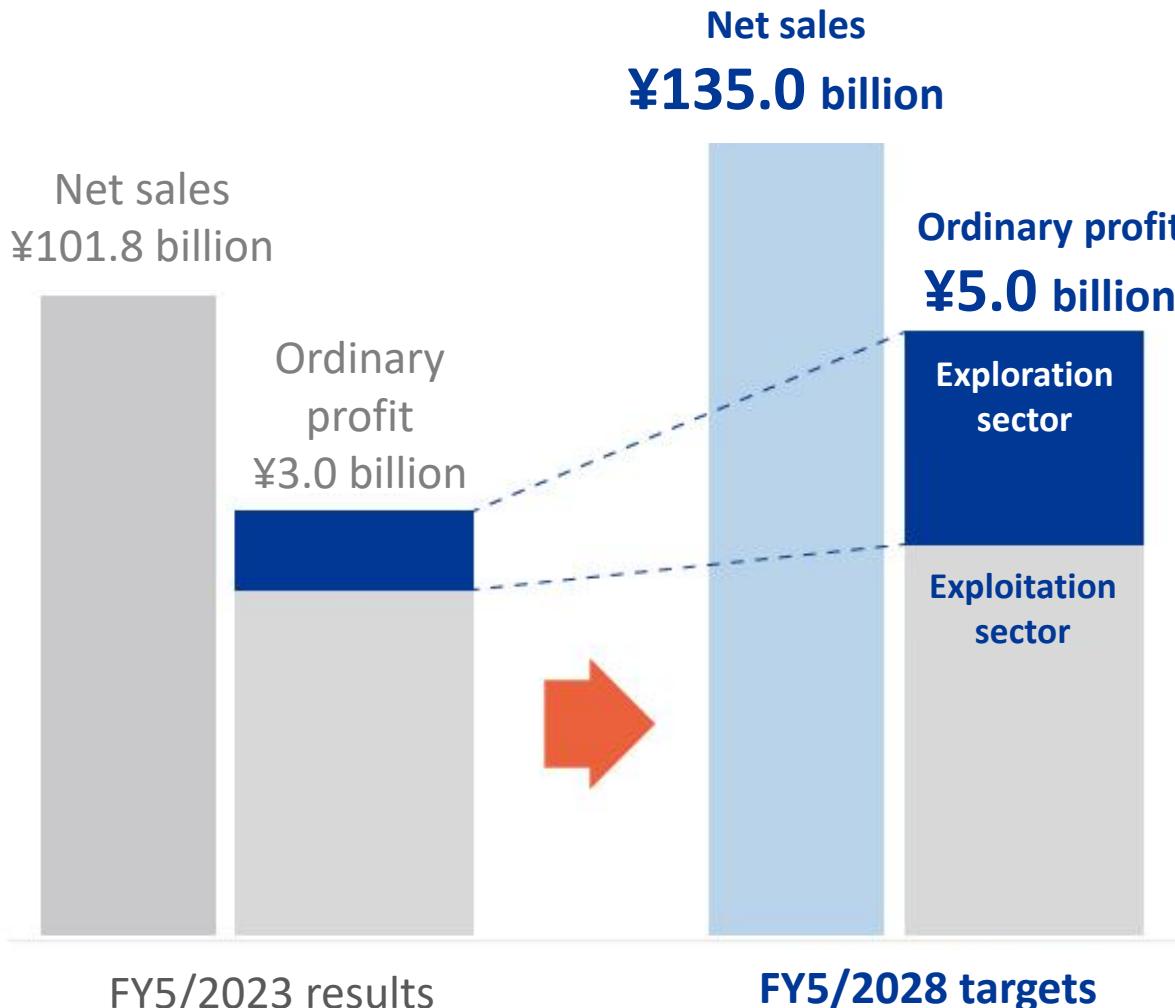
The BOOKOFF Group, more than just BOOKOFF

=Reshaping and expanding the business portfolio

Our mission: Be a source of an enjoyable and prosperous life for as many people as possible

= Maximization of corporate value





- ✓ Planning to increase consolidated profitability by raising the percentage of earnings from businesses in the exploration sector, which have high profit margins.

BOOKOFF Operations in Japan

Provide customers with the best possible reuse experience

- More merchandise, centered on books, linked to local market needs



Broader selection of merchandise
More experience value and convenience when selling goods to BOOKOFF
Higher visualization and easier searches of inventories

- Make BOOKOFF ultra-convenient, ultra-interesting



Continue opening stores, chiefly large stores
Develop new store packages
More app functions/CRM activities
Better usability

Premium Services Business

Increase reuse of goods by using many service brands for targeting customer segments that cannot be served by BOOKOFF alone.

- Three channels for buying reuse goods

hugall **Rehello** by Book-off **aidect**

- Our goal is 100 stores

Continue to open stores for all three brands
Rebranding of **Rehello** by Book-off
Open stores solely for selling merchandise
More alliance purchases

Overseas Business

Our goal is 200 stores outside Japan by 2033

- Open Jalan Jalan Japan stores in more regions of Malaysia
Continue opening these stores and consider opening stores in other countries too.
- Reinforce U.S. BOOKOFF operations
Continue market dominance activities on the east and west coasts and open stores in large metro areas in other parts of the U.S.

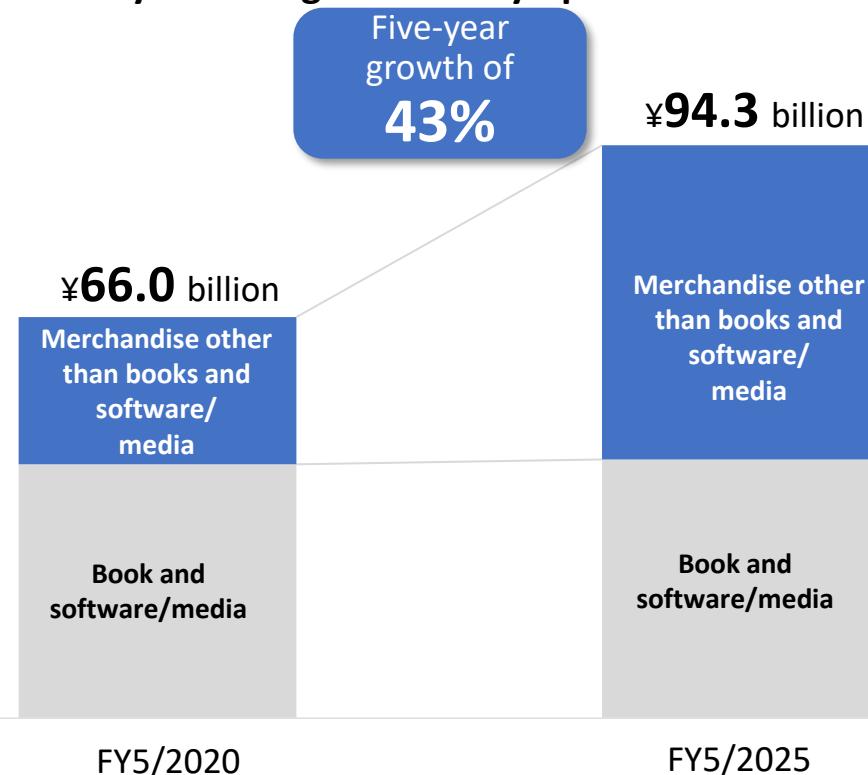
Brands	FY5/2028 targets	FY5/2033 targets
 Jalan Jalan Japan	50 stores	100 stores
 USA	30 stores	100 stores

Merchandise portfolio innovation: Broader selection of products

Store innovation: New and replacement stores, mainly large formats

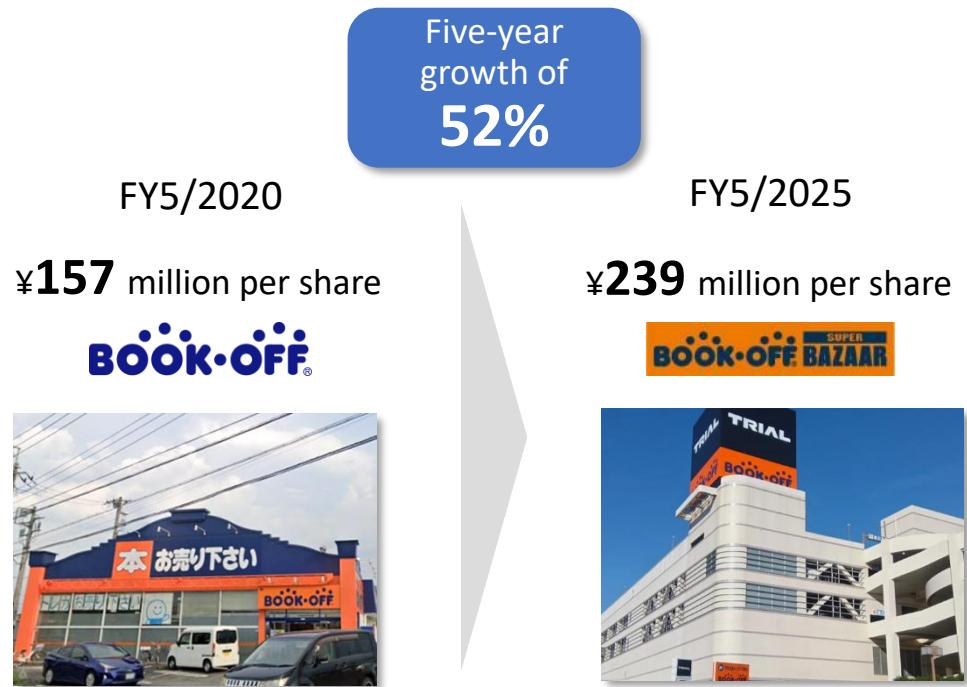
Maintain strength in the book category as new merchandise drives growth

Five-year change in directly operated store sales



Higher productivity by increasing the size of stores

Annual sales per store



Isesaki Kamiizumicho store



TRIAL Isesaki Chuo store

- ✓ Strong growth overall backed by consistently firm sales of books and software/media and expansion of the lineup of merchandise in other categories, such as trading cards/hobby goods, apparel, jewelry/watches/high-end brand bags, and other items.

- ✓ The strategic replacement of BOOKOFF stores with BOOKOFF SUPER BAZAAR stores has improved productivity per store significantly.

Better reuse purchasing experience:
Anytime, anywhere, simple, with confidence

Cashless Purchasing



Appraisal notices sent to smartphones
Customers receive cashless payments without waiting at stores

Anytime Anywhere
Simple With confidence
Ease of selling goods

Purchase Locker



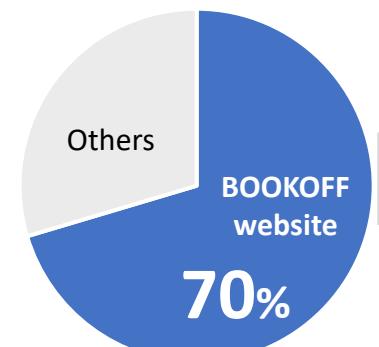
Can be used 24-hours every day of the year
No waiting time to submit a purchase request

More digital points of contact: Member app reinforces customer loyalty



- ✓ Store pick up sales in FY5/2025 were **¥2.2 billion**. 1H FY5/2026 sales were **22.6% higher** than one year earlier.

Pct. of EC Customers Using BOOKOFF Website



- ✓ 70% of customers using an EC website used the BOOKOFF website and about half of these customers used the app.
- ✓ The reason is the steady growth of the number of app members. The number is up 5.5 times during the past five years and was **9.87 million** at the end of November 2025.

Reuse (Purchasing) Sending Service



Customers take items to a designated store and complete the purchase request/sending procedure

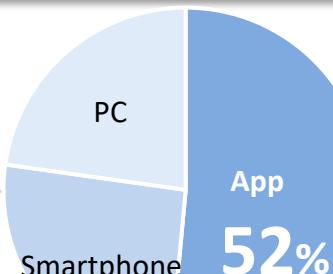
Searches for Purchase Prices of Reuse Goods



Using the app to search purchase prices creates more opportunities to sell goods and visit BOOKOFF stores

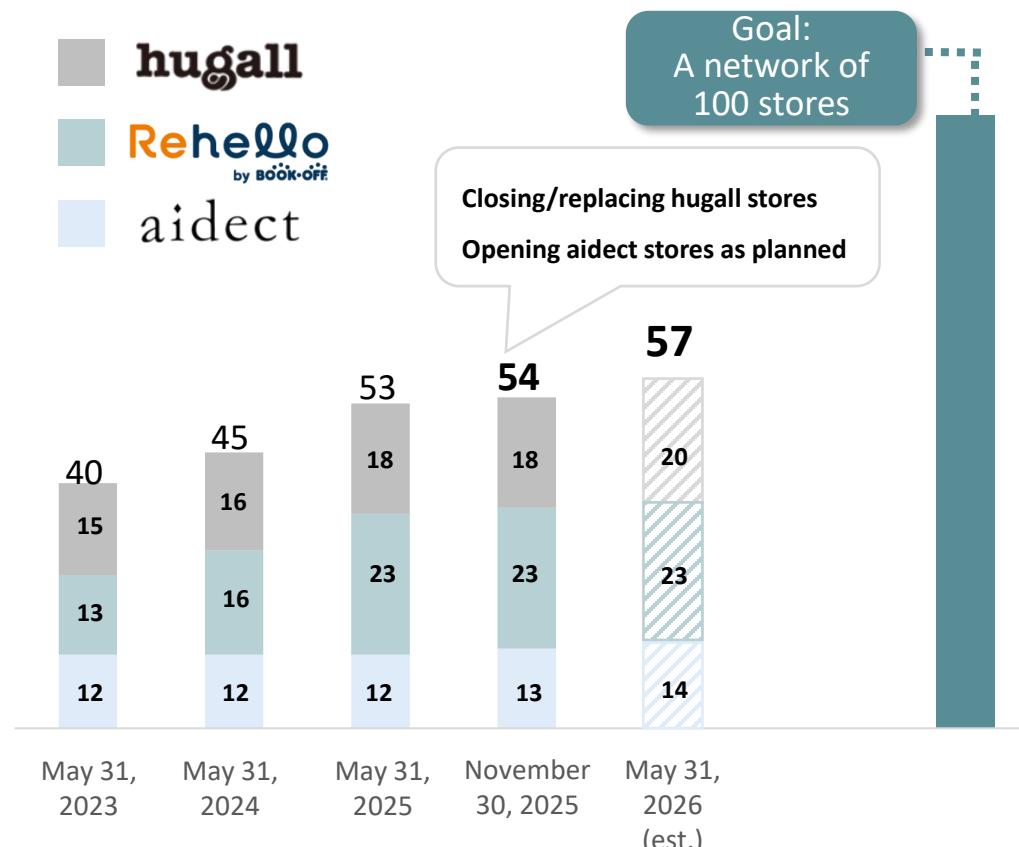
Pct. of BOOKOFF EC Website Customers Using the App

1H FY5/2026 Results



- ✓ Broaden access to reuse services by improving the convenience of many types of purchasing services.

Reinforcing/realigning stores to aim for 100 stores



- ✓ **Reinforce existing stores:** During 1H FY5/2026, the opening of a RehHello store was temporarily pushed back while placing priority on upgrading the quality of services and profitability of existing stores.
- ✓ **Store realignment:** Closed three and opened three hugall stores. The goal is steady growth to accomplish the goal of a network of 100 stores.

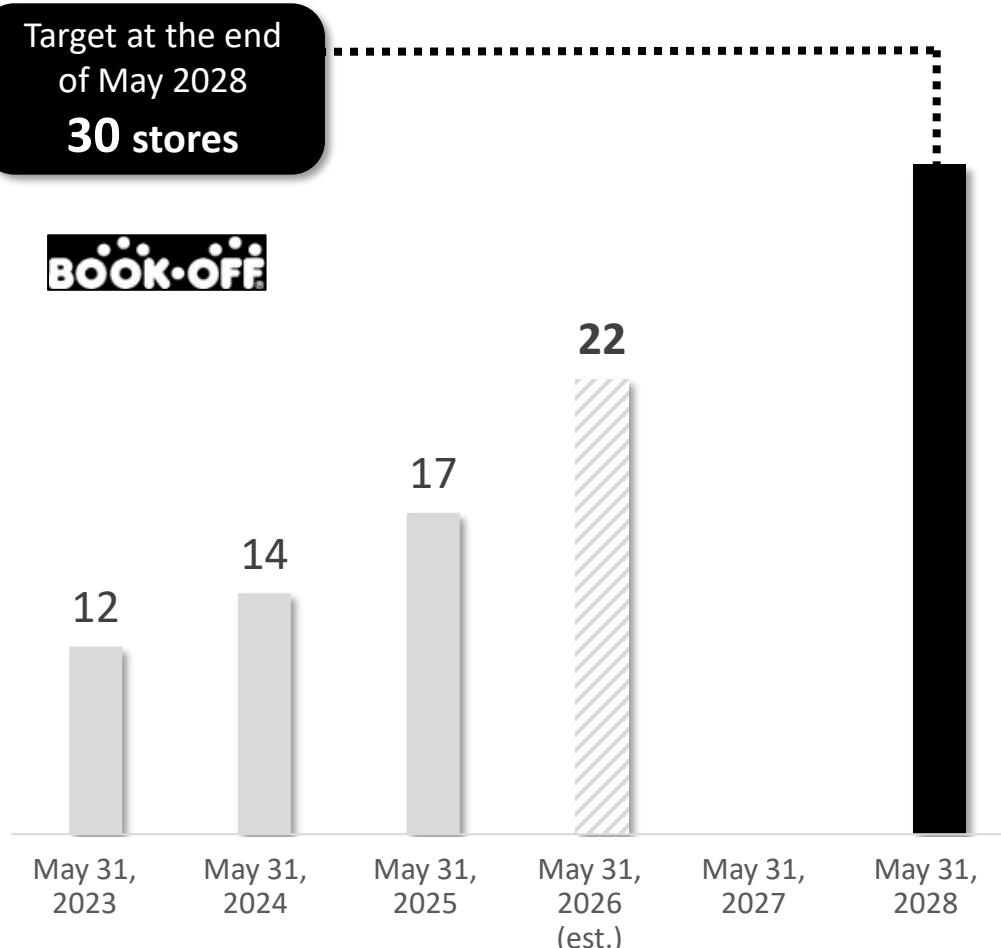
Completed the rebranding to RehHello

Purchasing consultation desks now use the RehHello brand

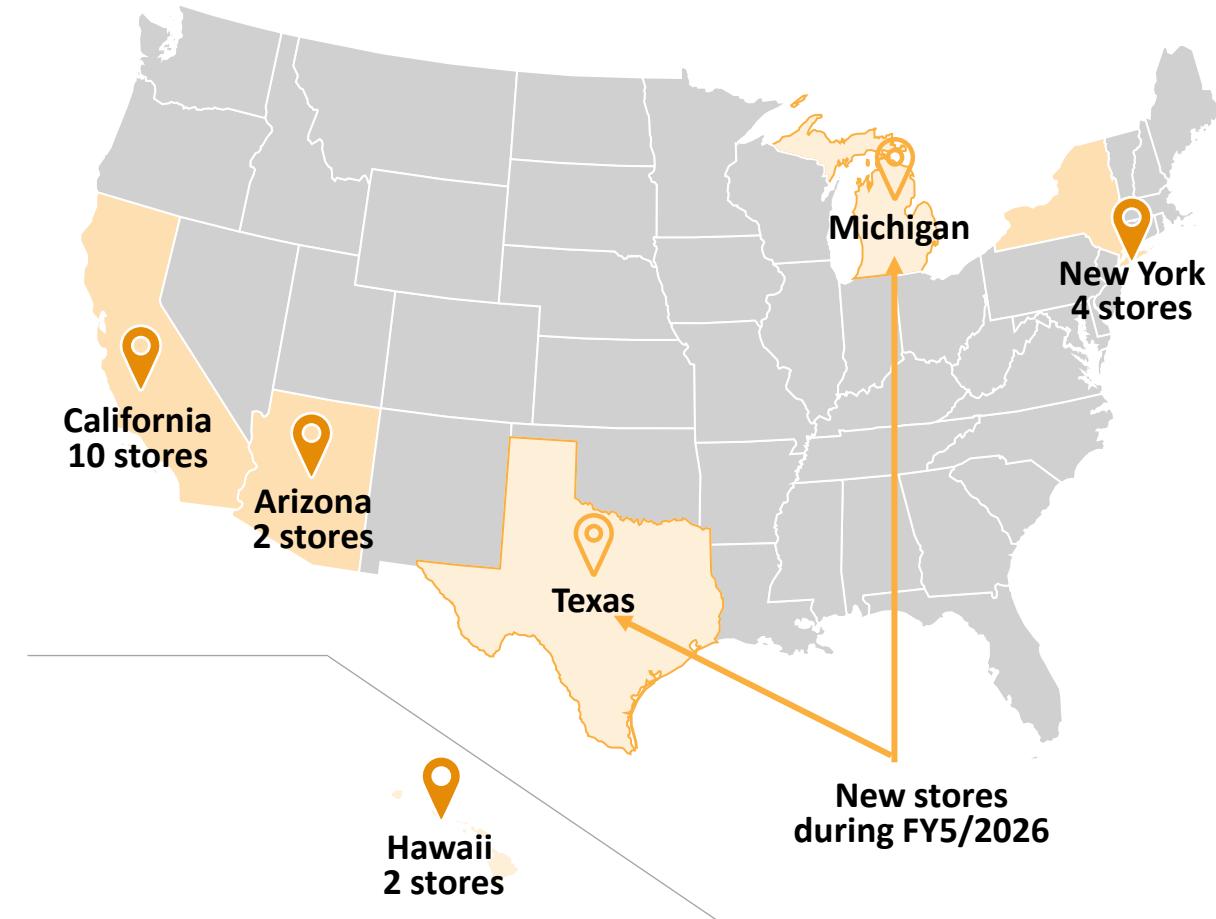


- ✓ **Brand unification:** BOOKOFF Purchasing Consultation Desks have been renamed RehHello by BOOKOFF. The current 18 RehHello locations are to increase to 23.
- ✓ **Better customer experience:** Even customers not accustomed to selling goods can use RehHello with confidence backed by outstanding convenience and added value. This service is expected to attract an even broader range of people who want to sell household items.

BOOKOFF USA Number of Stores and Outlook

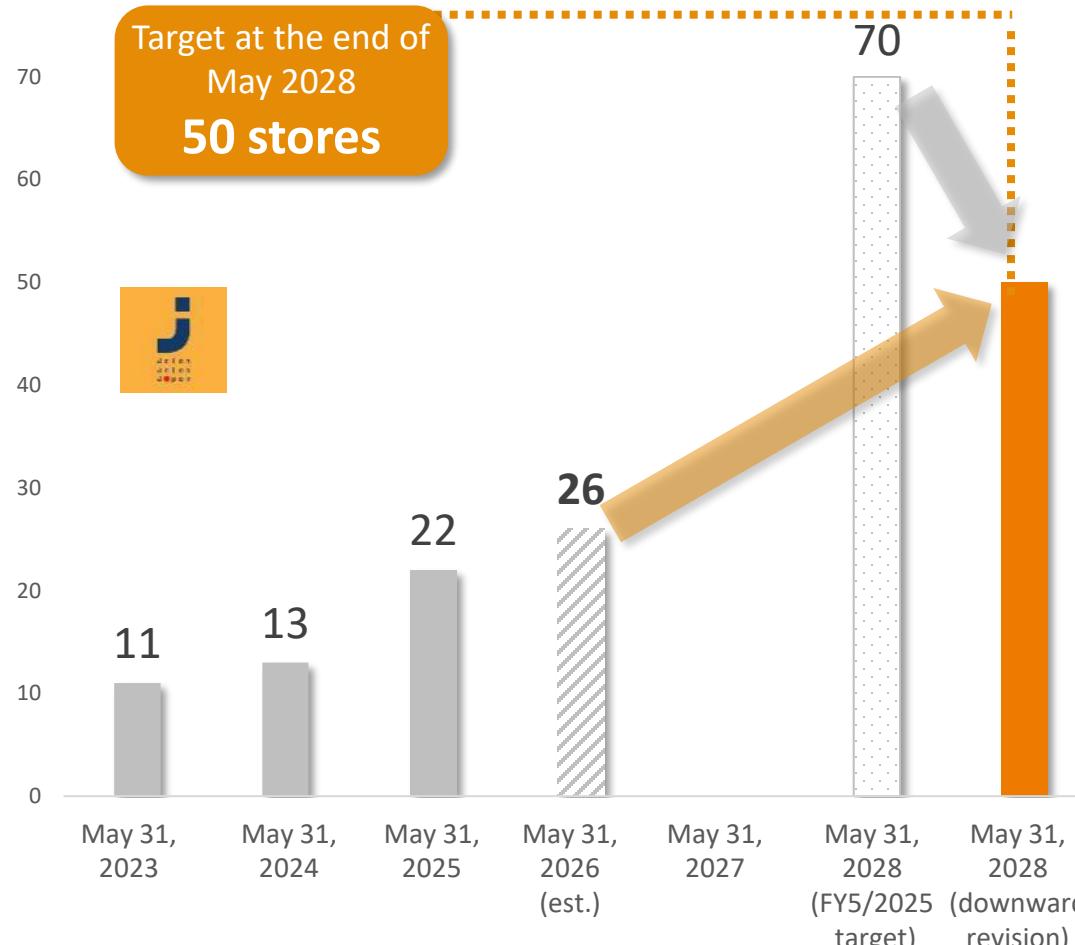


BOOKOFF USA Store Openings



- ✓ In FY5/2026, planning to open the first stores in Texas and Michigan. (The Texas store opened in December 2025.)
- ✓ While opening more stores into new states, activities are continuing to develop a U.S. workforce including store managers for an infrastructure capable of self-reliant growth in areas where BOOKOFF operates.
- ✓ Most U.S. operations involve the purchase and sale of merchandise already in the U.S. As a result, the effect of high tariffs is negligible.

Jalan Jalan Japan Number of Stores and Outlook



Jalan Jalan Japan Store Openings

Malaysia (Directly Operated/Franchised) Kazakhstan (Franchised)

The Malay Peninsula

Three stores in the north
One store in the east

15 stores in the west/south

Malaysia
Mesa Mall Nilai store

Malaysia
Galleria Kotaraya store

Malaysia
Wangsa Maju store



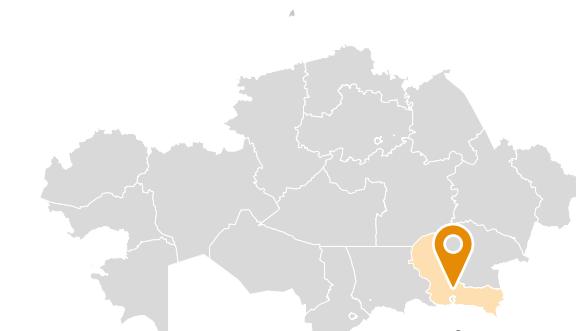
Opened in May 2025



Opened in August 2025



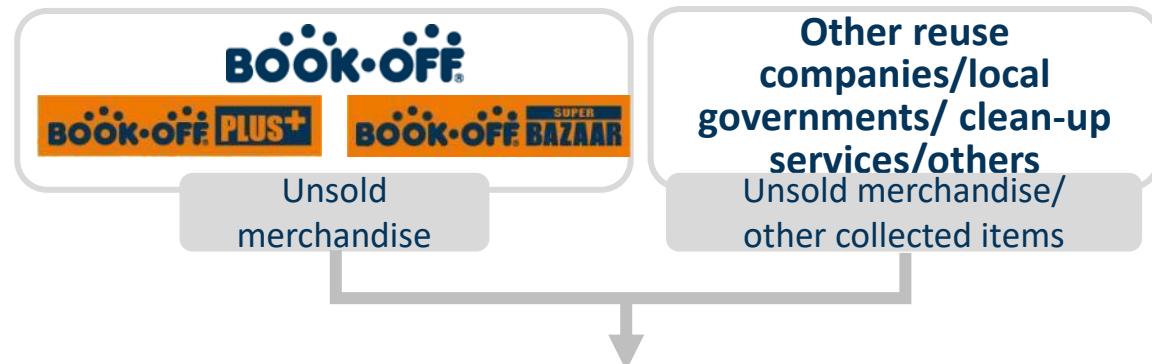
Opened in September 2025



Almaty
6 stores

- ✓ Following the July 2025 sale of BOOKOFF's interest to its Kazakhstan business partner, the May 2028 goal for the number of stores was reduced to 50.
- ✓ In FY5/2026, three more JJJ stores have already opened in Malaysia as growth continues as planned. There are now 19 stores, 17 directly operated and two franchised.
- ✓ During FY5/2026, overseas business operations are expected to expand to another country, in addition to the U.S. and Malaysia.

Activities that Incorporate Reuse and Recycling Functions



Sorted at six R yard locations throughout Japan
(Sapporo, Tsukuba, Arashiyama, Nagoya, Kansai, Okayama)



Categories	Material/Reuse
Books	→ Used paper
Software/media	→ Recycled plastic materials CD Plastic*
Apparel	→ Rags/Recycled natural textiles
Home appliances	→ Recycling of small home appliances (urban mining)

What is CD Plastic?

CD Plastic is an original BOOKOFF recycled plastic made from discarded CDs and DVDs. This innovative material creates a useful option other than a landfill for these disks.

Examples of products using recycled plastic materials





Our mission is to be a source of an enjoyable and prosperous life for as many people as possible. We are dedicated to playing a role in the sustainability of society by using the expansion of our core reuse business to help create a circular economy.

To accomplish this goal, our highest priority is the advancement and growth of the human resources of the BOOKOFF Group. Our people are vital to the continuing growth of our reuse and recycling businesses in Japan and other countries in order to increase sustainability.

Despite these activities, still more work involving sustainability is needed regarding our business activities. We need to clearly identify areas requiring attention and constantly make improvements.

To express our commitment to the growth of business operations while contributing to sustainability, we have established the basic policy for sustainability as shown on the right.

Environment

- Environmentally responsible business activities
- Expansion of a circular economy through the growth of our reuse and recycling businesses

Social

- Pleasant and rewarding jobs and careers for our people
- An environment that allows everyone to use our services with ease
- Sound relationships and collaboration with communities

Governance

- Management based on sincerity and decisions that incorporate a broad range of opinions
- Proper disclosure of information and dialogues that fulfill our obligations

Activities to Promote Reuse (1)

August 8 – Reuse Day

Reuse Day in Japan is a time to raise public awareness of the importance of reuse and recycling for a circular economy. BOOKOFF, as an executive committee member, held an event for elementary school students and their guardians on August 8 and 9, 2025, in Tokyo's Akihabara district. **The Ministry of the Environment and 26 companies provided support.**

BOOKOFF and the five other reuse companies had booths at the Akihabara event. **More than 90% of participants learned about reuse through hands-on activities, which is expected to make reuse a regular part of their lives.** Attending the event gave the elementary school students, who will lead the circular economy of the future, and their guardians a positive view of reuse, which will enable more people to play a part in creating a circular economy.

Many companies expressed interest in participating in this event and people who attended said they want to come back in 2026. BOOKOFF plans to form an executive committee to begin preparations for August 8, 2026.

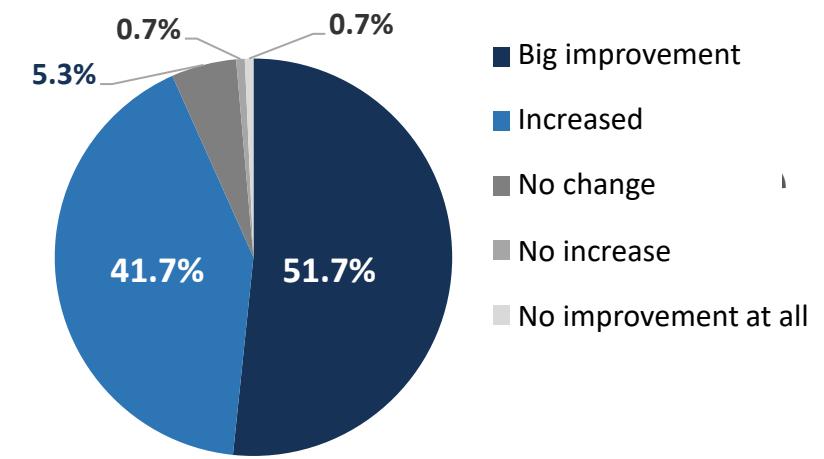


The opening ceremony

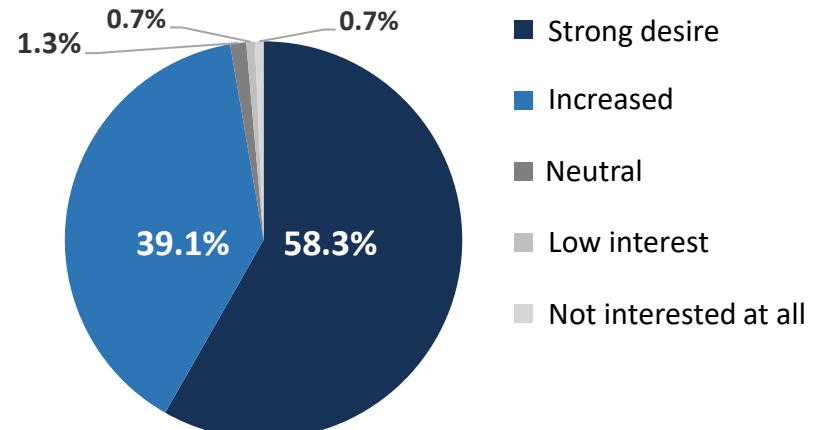


Hands-on activities at the BOOKOFF booth

● Change in understanding of reuse (n=151)



● Making reuse part of daily activities (n=151)



Details: <https://www.bookoffgroup.co.jp/sustainabilityreport-25009/>

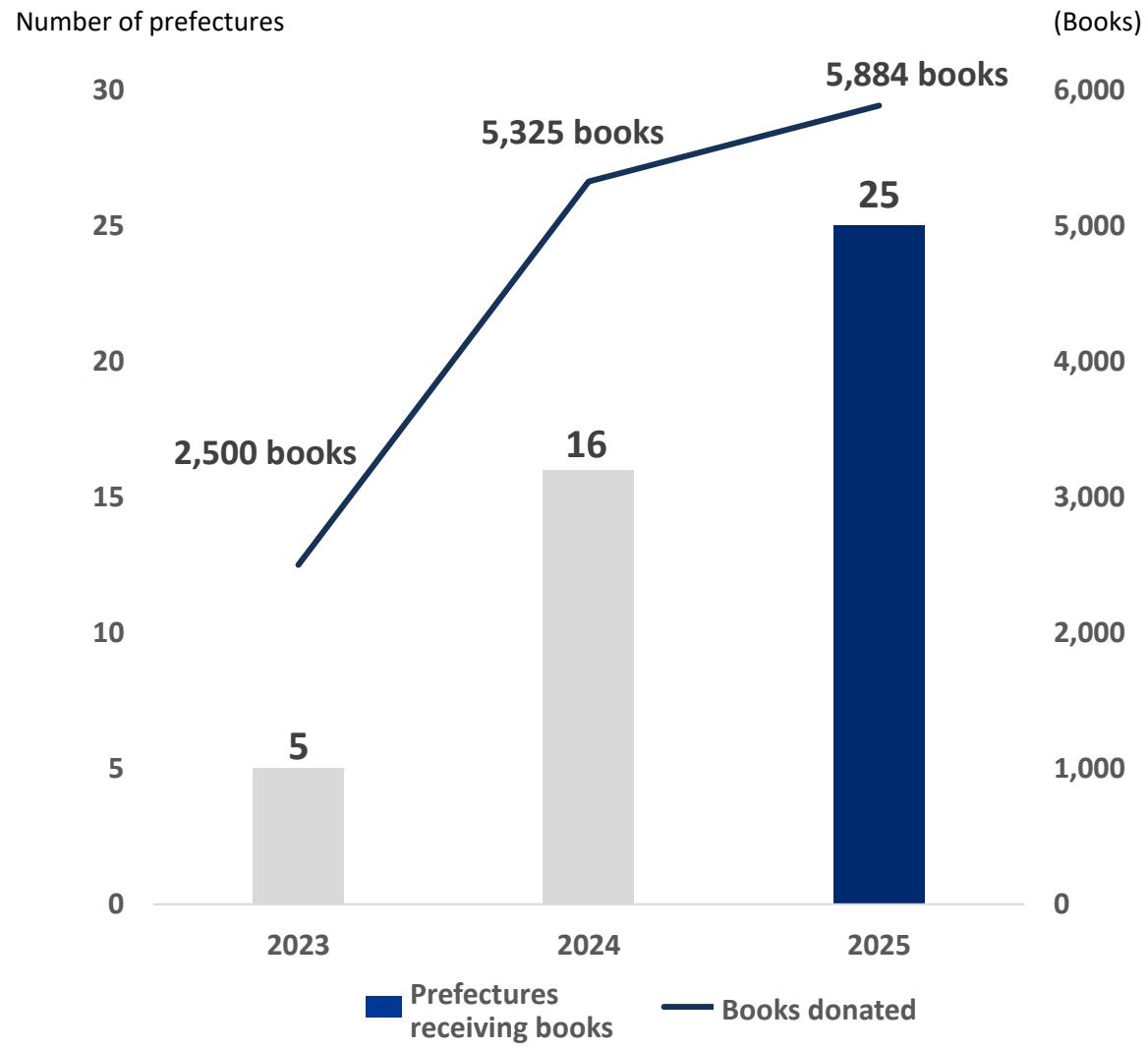
Activities to Promote Reuse (2)

SustainaBook Project

BOOKOFF started a used book donation project in April 2018 **for the purpose of giving children more opportunities to read**. One source of donations is books that were not sold after a designated period. The project also uses books that people bring to a store but do not have any commercial value.

The SustainaBook Project started in 2023 with the goal of **eliminating variations in opportunities to read among different regions of Japan**. During a specified period, used books equivalent to donations **based on the number of used books sold by customers** to a BOOKOFF store are donated to **children's facilities, schools and other locations that need books**.

Donations are primarily made in prefectures where the number of libraries is below the national average. Furthermore, extending the life of books reduces the volume of refuse. In addition, this project **allows customers to support a worthwhile activity by simply using a BOOKOFF store**.



Details: <https://www.bookoff.co.jp/sbp/>

Activities to Promote Reuse (3)

R-LOOP

R-LOOP boxes for household items that are no longer needed give people **an option other than trash for discarding these items**. Boxes are placed at stores, hotels and other locations. **No preparations or other procedures are needed**. Boxes give people a simple channel for the reuse and recycling of apparel and other household items.

After inspections, suitable items in R-LOOP boxes are sent for **sale at Jalan Jalan Japan stores in other countries**. Furthermore, a donation based on the volume of reuse goods in boxes is made to a charity. Items that are not suitable for reuse are passed on to partner companies that can recycle textiles and other materials.

In November 2025, **R-LOOP boxes were placed in 142 BOOKOFF stores** that sell primarily books and software/media. The boxes give customers the convenience of dropping off apparel and other items for recycling at a single BOOKOFF store without needing to visit a BOOKOFF store that buys and sells these items.



R-LOOP locations

320

*As of November 30, 2025

Recycled items

37,330kg

*Cumulative total from November 2024 to the end of November 2025

Cooperation agreements with municipalities (bold is FY5/2026)

November 1, 2024

Sagamihara, Kanagawa

May 30, 2025

Sumida-ku, Tokyo

August 1, 2025

Noshiro, Akita

October 14, 2025

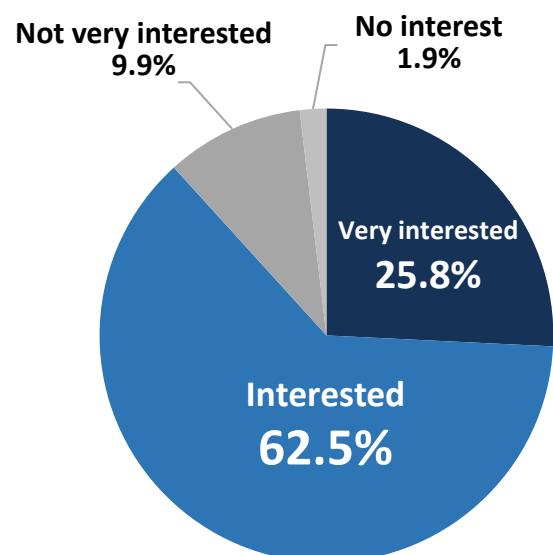
Sendai, Miyagi

Details: <https://www.rloop.jp/>

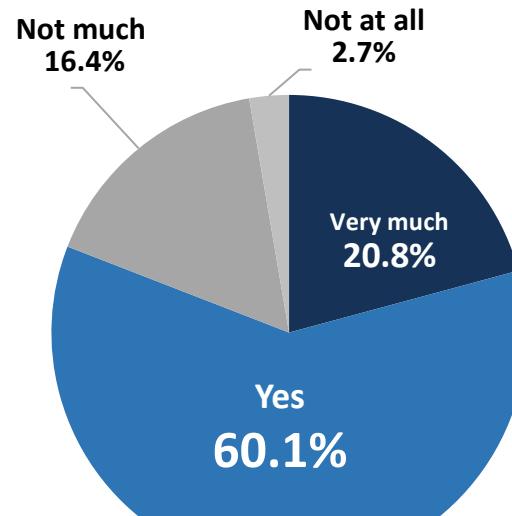
Survey for impressions of BOOKOFF's three reuse programs (Reuse Day, SustainaBook Project, R-LOOP)

(n=1,005)

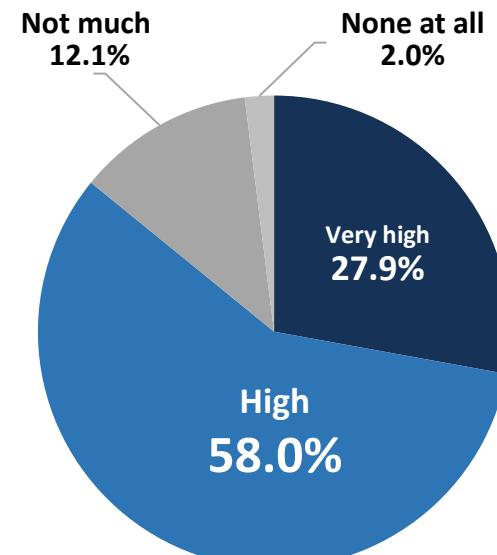
What is your level of interest in these activities?



Do you want to tell others about these activities?



What are your expectations for companies with reuse programs?



An opinion survey concerning BOOKOFF's three reuse programs showed that more than 80% of people who responded had a positive view of the programs regarding their interest, desire to tell others and expectations.

Programs to raise public awareness of the importance of reuse activities increase the value of the BOOKOFF brand and give people even higher expectations about the operations of BOOKOFF. By increasing reuse initiatives that are part of business operations, BOOKOFF aims to give people a positive image of reuse, support the growth of the reuse industry, and help create a circular economy.

Statement of Support for the TCFD TCFD 提言への賛同表明



In August 2023, BOOKOFF declared its support for the TCFD, which is supported by a large number of companies and organizations worldwide. Compliance with the TCFD demonstrates our recognition of the importance of identifying risks and opportunities involving climate change, determining countermeasures, and disclosing information about these activities. These measures are part of our goal of sustained growth and an increase in corporate value.

Indicators and Targets

Target for Reduction of CO₂ Emissions

	FY2030	FY2045
Reduction vs. FY2021 ^{*1}	50%	Become carbon neutral

*1: CO₂ emissions at BOOKOFF CORPORATION LIMITED, the major business company

Target for Business Sites Using Renewable Energy Electricity

	FY2030	FY2040
Renewable electricity locations ^{*2}	15%	50%

*2: Taking into account an expected net increase in the number of stores

Progress in Reduction of CO₂ Emissions Involving Business Activities

(Unit: t-CO₂)

	FY5/2023	FY5/2024	FY5/2025
CO ₂ emissions	Scope1	269	301
	Scope2	23,956	17,234
	Total	24,201	17,535
			311
			14,984
			15,295

The BOOKOFF Policy for Diversity, Equity and Inclusion ダイバーシティ・ エクイティ & インクルージョン方針

As an organization dedicated to wellbeing, the BOOKOFF Group positions diversity, which is essential for wellbeing, as one of its highest priorities.

Achieving and maintaining diversity requires the establishment of an environment with no unconscious bias and a highly diverse organization. To accomplish these goals, the BOOKOFF Group places priority on the following activities.

- 1. Commitment to diversity by the management team**
- 2. An inclusive corporate culture that welcomes and respects diversity**
- 3. Fair, balanced and transparent human resource systems**
- 4. Proper evaluations and verifications of performance**
- 5. Employee participation and engagement with employees**

Indicators and Targets

Period: September 1, 2023 to May 31, 2028

Target 1: Provision of opportunities for work life

The target is to increase the percentage of female managers (rank of regional manager or group manager or higher) to at least **20%**.

Target 2: Balance between work and home life

Achieve **100%** use of child care time off for female employees and a utilization rate of at least **60%** for male employees

Applicable companies: BOOKOFF GROUP HOLDINGS LIMITED
BOOKOFF CORPORATION LIMITED

Progress on Indicators and Targets

	Targets	As of May 31, 2025
Percentage of female managers	At least 20%	9.2%
Use of child care time off by women	At least 100%	100%
Use of child care time off by men	At least 60%	84.2%

Applicable companies: BOOKOFF GROUP HOLDINGS LIMITED
BOOKOFF CORPORATION LIMITED

Activities with Communities, Governments and Other Partners 地域社会、行政、パートナーとの取り組み

The BOOKOFF Group works with the public sector, companies and organizations to play a role in solving a variety of social issues. Working with these partners positions the group at the forefront of activities to establish a circular economy.



Reclotches Cup 2025

- ✓ The Reclotches Cup 2025, Japan's largest used apparel upcycling fashion contest, took place in October 2025 in Fukuoka.
- ✓ Redesigning used apparel adds value and makes recycling apparel easier.



Sendai Reuse Festival 2025

- ✓ BOOKOFF held an event in the city of Sendai in October 2025 where participants could experience and learn about reusing various items in an enjoyable and entertaining format.
- ✓ The aim is to use partnerships with schools, companies and communities in this region to speed up measures to create a sustainable society.



Kimochi-to

- ✓ Kimochi-to allows customers who sell reuse items to BOOKOFF using the parcel delivery home pickup service to donate the proceeds directly to a charity. This program supports a large number of charitable organizations.
- ✓ As of September 2025, cumulative donations during the program's seven years surpassed ¥500 million. As of November 30, 2025, Kimochi-to had donated ¥504,830,498 to 158 organizations since its inception.

Business Sustainability and Corporate Value Growth

Consistent earnings growth

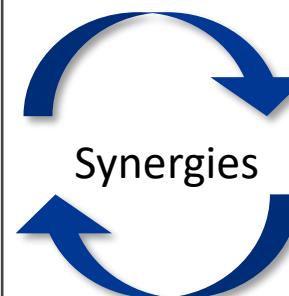
Diversification of reuse

High recognition of the BOOKOFF brand

More customer segments

Develop new services

- ✓ Increase sales area at 750 BOOKOFF stores in Japan
- ✓ Expand premium services to 100 stores
- ✓ 200 stores outside Japan by adding more countries
- ✓ Trading card stores
- ✓ Clean-up service



Increase the social value of reuse

Actions for a positive view of reuse

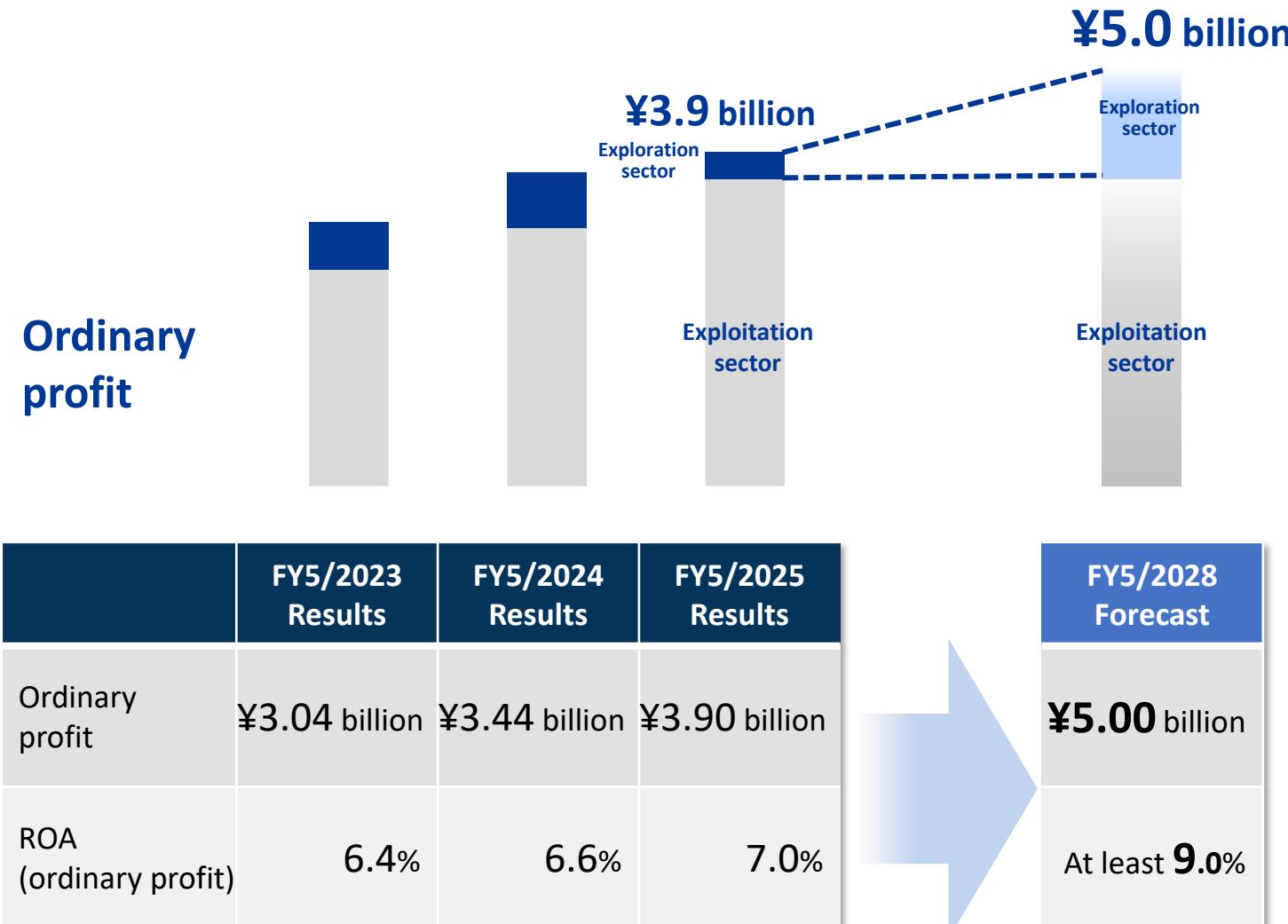
Ease and convenience

Traceability

Support for the next generation/young people

- | | |
|------------------------------|------------------------------|
| ✓ Public sector partnerships | ✓ R-LOOP |
| ✓ CD recycling business | ✓ The School BOOKOFF Project |
| ✓ FURUSATO BOOKOFF Store | ✓ Kimochi-to |
| ✓ Reclothes Cup | ✓ Reuse Festival |

Activities for a more powerful workforce



- ✓ Due in part to substantial investments with emphasis on growth businesses, **FY5/2025 ordinary profit increased to a record-high ¥3.8 billion.**
- ✓ BOOKOFF operations in Japan, which is positioned as an exploitation sector, is currently a large pct. of total earnings. Focusing on earnings growth of **premium services, overseas and other businesses, which are in the exploration sector.**
- ✓ Use strategic closings of underperforming stores, the addition of more large stores and other measures to **concentrate investments on the most profitable businesses** for the more efficient use of capital.

FY5/2026 Sales and Earnings/Dividend Forecasts

BOOKOFF GROUP HOLDINGS

	FY5/2025 Results	FY5/2026 Forecast	Change (Amount)	(Million yen) Change (Ratio)
Net sales	119,205	127,000	+7,794	106.5%
Operating profit	3,448	3,800	+351	110.2%
Ordinary profit	3,903	4,000	+96	102.5%
Profit attributable to owners of parent	2,101	2,200	+98	104.7%
Dividend per share	25 yen	30 yen	+5 yen	120.0%

- ✓ No revision to the sales and earnings forecast announced on July 10, 2025
- ✓ In FY5/2026, the third year of the medium-term policies, more sales growth is expected with the growth of existing store sales in the BOOKOFF operations in Japan and new stores in all businesses.
- ✓ In the BOOKOFF operations in Japan, continuing to make business investments to build a sustainable operational structure while implementing measures to prevent the reoccurrence of fraudulent activities. Due to higher overseas business earnings and other reasons, forecasting increases in operating profit, ordinary profit and profit attributable to owners of parent.
- ✓ Plan to pay a year-end dividend of ¥30 per share, ¥5 higher than FY5/2025.

(Million yen)

(Yen)

6,000

100

5,000

80

4,000

60

3,000

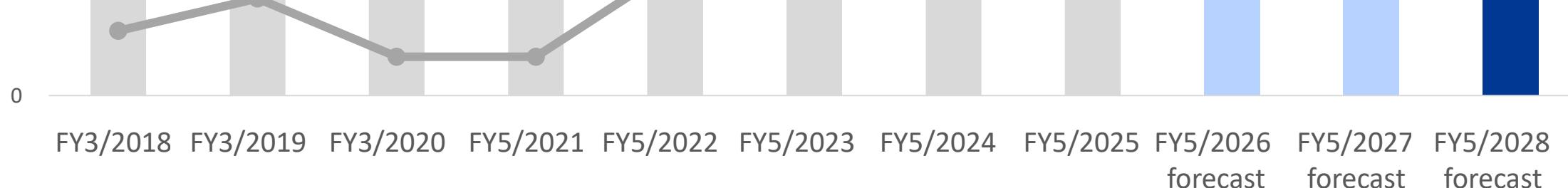
40

2,000

20

1,000

0



**Aiming for sustainable growth by reshaping and
expanding the business portfolio**

**Be a source of an enjoyable and prosperous life
for as many people as possible**

BOOKOFF GROUP HOLDINGS

Contact for more information about this presentation

Group Strategic Planning Department, BOOKOFF GROUP HOLDINGS LIMITED

Mail: irinfo@bookoff.co.jp

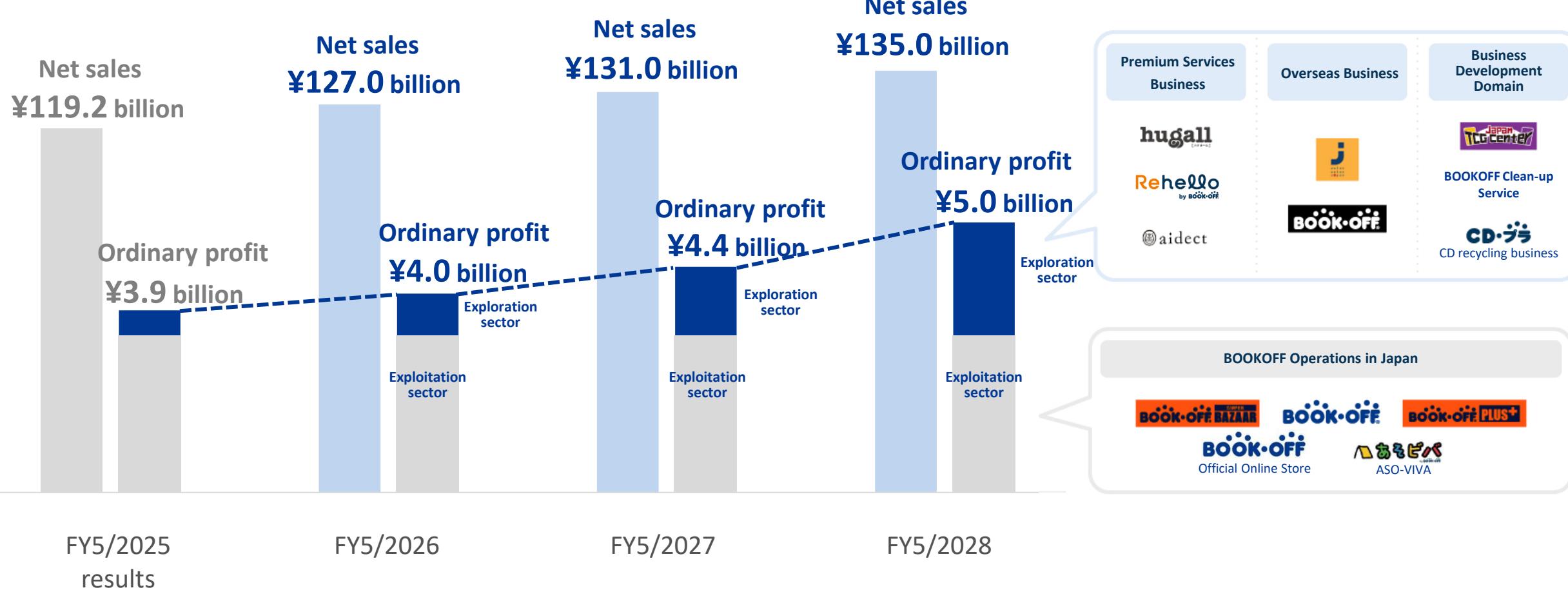
<https://www.bookoffgroup.co.jp/contact/form4.html>

The plans, strategies, and financial forecasts presented in these materials contain forward-looking statements not based on historical fact. Forward-looking statements are based on management judgments using information available at the time. Actual results may vary significantly from forecasts due to changes in the business environment and other factors.

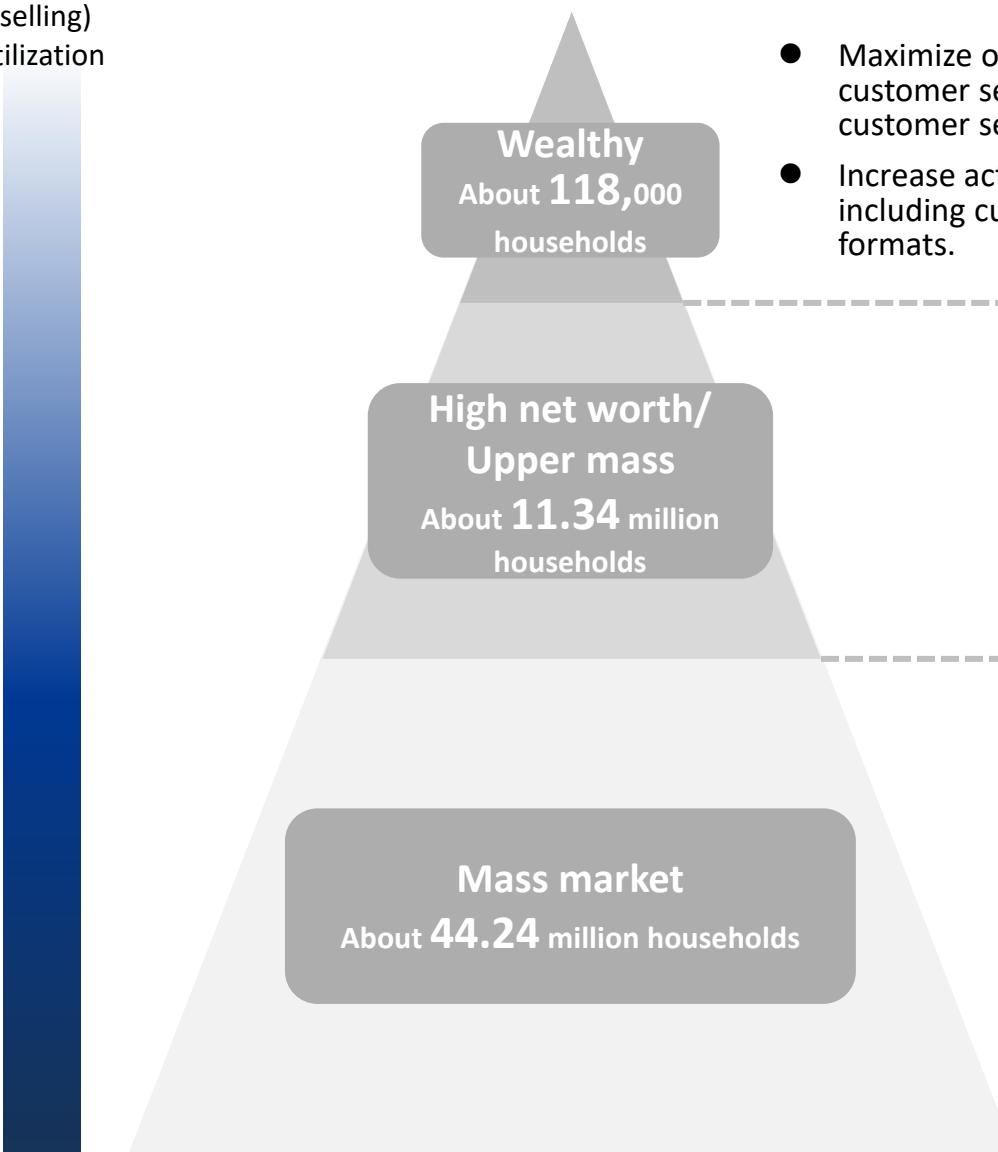
Appendix

BOOKOFF GROUP HOLDINGS

FY5/2028 targets: Net sales of ¥135.0 billion and ordinary profit of ¥5.0 billion



Reuse
(selling)
utilization



The goal 10 years from now is a multi-brand portfolio for the BOOKOFF Group to serve many customer segments

- Maximize opportunities to target demand, including potential new sources of demand, by covering all customer segments as a source of many types of reuse services that match the needs of different customer segments.
- Increase activities for growth by targeting a broad array of growth opportunities in the reuse business, including customer segments not yet served by the BOOKOFF Group and the use of specialty store formats.

Segment not yet served by BOOKOFF Group

(Serve by providing suitable merchandise)

hugall Rehello
by BOOK-OFF

Rehello
by BOOK-OFF

aidect

BOOK-OFF BAZAAR

BOOK-OFF PLUS+

BOOK-OFF

BOOK-OFF
Official Online Store

あそビバ
ASO-VIVA

TGcenter

About 300,000
annual customers
(sales and
purchases)

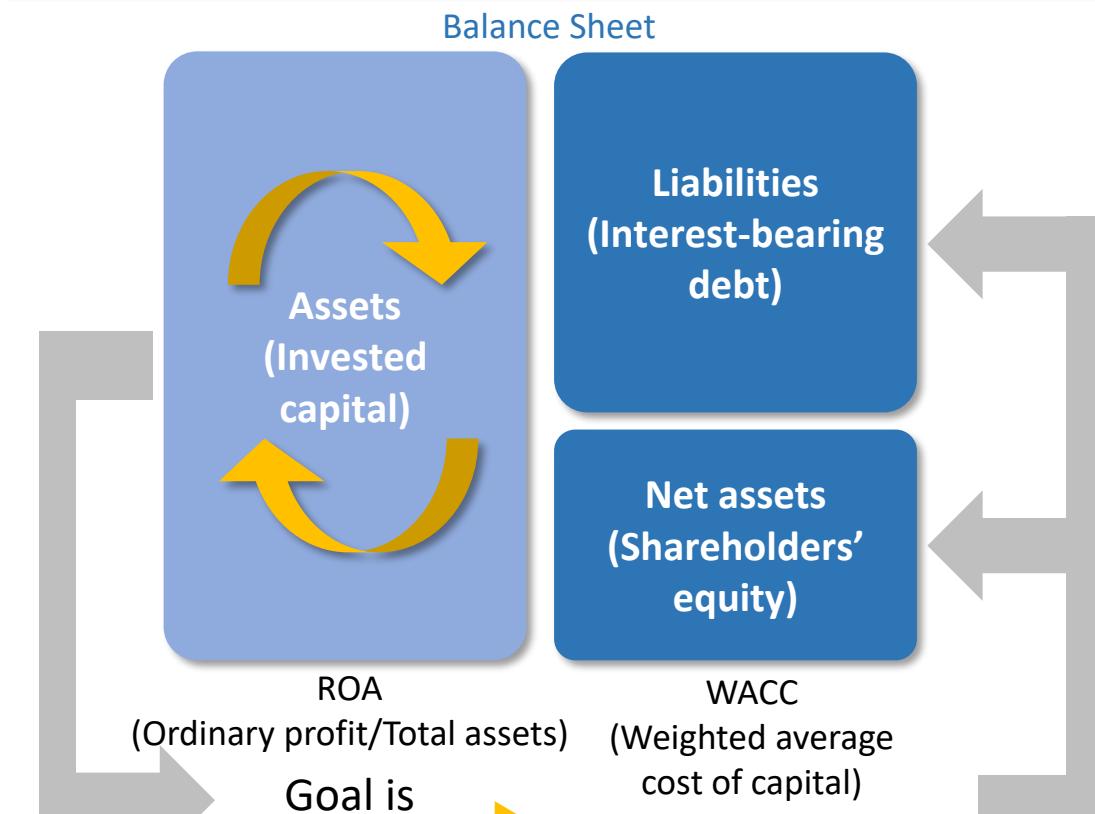
About 86 million
annual customers
(sales and
purchases)

- Make substantial investments with emphasis on growth businesses in order to raise earnings to a new record (ordinary profit of ¥3.8 billion)
- Reflect the cost of capital in activities and improve the return on capital in order to generate excess earnings (economic added value)

Numerical Targets

	FY5/2022 Results	FY5/2023 Results	FY5/2028 Targets
Ordinary profit	¥2.30 billion	¥3.04 billion	¥5.0 billion
ROA (Ordinary profit)	5.4%	6.4%	At least 9.0%

Cost of Capital and Excess Earnings



- ✓ Ordinary profit has traditionally been the KPI for business units. Therefore, the operating profit ROA is used because business units are accustomed to using this measure of earnings.
- ✓ At BOOKOFF, ROA is about the same as ROIC because of the relatively small amount of surplus assets.

*Calculated by BOOKOFF

BOOKOFF Operations in Japan Medium-term Goals

Provide customers with the best possible reuse experience**More merchandise, centered on books, linked to local market needs**

- Maintain gross profit of book purchases
- Make reuse item purchases even easier for customers
- Increase inventory visualization, ease of searches

Make BOOKOFF ultra-convenient, ultra-interesting

- More convenience
- Continue to add stores
- Develop new store packages

Customer Strategy	Purchasing Strategy	Digital Strategy	People Strategy
<ul style="list-style-type: none">• More frequent store visits• More reasons to visit stores	<ul style="list-style-type: none">• Increase experience value• Cut customer expenses• Make continuous improvements	<ul style="list-style-type: none">• Improve usability• Larger selection of merchandise• More app functions	<ul style="list-style-type: none">• Hire a large number of people• Diversity of performance evaluations and career paths

- ✓ BOOKOFF in Japan is the group's core business. The goals are to use capital more productively while maintaining the current level of profitability and to continue to direct people and know-how to growth businesses.

Merchandise Goals and Actions for Customers

Apparel, high-end brand bags, jewelry, trading cards, hobby goods, sporting goods, etc.



Larger volume of merchandise by increasing the number of stores that buy and sell these items, developing store packages specializing in specific merchandise categories, and using other measures

Books and software/media



Books and software/media will remain the core categories. Aim to maintain the current level of gross profit by taking pricing actions and improving convenience for customers.

Ultra-convenient, Ultra-interesting (More Customer Points of Contact)



ASO-VIVA

Continue adding stores, mainly by making existing stores larger



Deepening customer contact and store operations



Strengthen the official smartphone app and customer relationship management



Digital technologies for merchandise and customer management

Premium Services Business Medium-term Goals

Primarily by opening more stores, this business is targeting customer segments that the BOOKOFF Group could not previously reach



Source: Nomura Research Institute: Assets and households divided by net financial assets held

Overseas Business Medium-term Goals

**Jalan Jalan Japan**

- Continue to open stores in Malaysia and Kazakhstan
- Seeking opportunities to start operations in other countries
- Planning on a network of **50 stores** in FY5/2028
- Goal is a network of **100 stores** in FY5/2033

**Larger volume
of merchandise**

**BOOKOFF**

- Continue to add stores for dominance on the East and West Coasts
- Starting to open stores in very large inland cities in the U.S.
- Seeking opportunities to start BOOKOFF operations in other countries
- Planning on a network of **30 stores** in FY5/2028
- Goal is a network of **100 stores** in FY5/2033

**Actions in Japan to support
overseas businesses**

- **Increase the reuse of items no longer needed** by using activities of the BOOKOFF chain as well as joint activities with other companies and local governments.
- Use the growth of the JJJ store network to help create **society where nothing is discarded**.



Circulate smiles for a better future

(Press Release Dated Nov. 12, 2024)

In November 2024, BOOKOFF formulated measures to prevent recurrence of fraudulent activities based on the report of the Special Investigation Committee, which was announced in October 2024.

The measures focus on creating an environment to prevent fraudulent activities by strengthening preventive controls concerning misconduct, reinforcing checking activities to discover problems, and establishing an uncompromising stance regarding the elimination of improper activities throughout the BOOKOFF Group.

Preventive measure 1	Preventive measure 2	Preventive measure 3	Preventive measure 4
Review of operational rules and strengthening of systems Preventive workplace process measures based on the methods used for the fraudulent activity (Strengthen preventive controls)	Reinforce checking activities concerning business operation controls Measures to prevent and quickly discover improper behavior (Reinforce checking activities to discover problems)	Review of personnel allocation and evaluation criteria Measures to make the implementation of preventive measures as effective as possible	Compliance and improvement of corporate ethics

Create an environment to prevent fraudulent activities

- ✓ For the development of IT systems, all critical projects with high priority have been completed.
- ✓ Continuing activities for **increasing the number of store management personnel, installing more security cameras and using employee questionnaires to acquire information**

	<p>Review of operational rules and strengthening of systems</p> <p>1 Preventive workplace process measures based on the methods used for the fraudulent activity (Strengthen preventive controls)</p>	<p>Matters related to preventing the recurrence of fictitious purchases</p> <ul style="list-style-type: none"> ✓ Reconfirming rules for strengthening operations that separate purchases and payments of used goods, POS system revisions and use of cash registers [Finished] ✓ Reviewing approval rules for high-value purchases and utilizing workflows [Finished] ✓ Strengthening the checking function of the electronic secondhand products ledger [Finished] <p>Matters related to preventing the recurrence of inappropriate inventory management</p> <ul style="list-style-type: none"> ✓ Strengthening controls over the registration function for the disposal and conversion of products [Finished] ✓ Reviewing the rules for rewriting product labels, changing the registration function, and strengthening controls [Finished] ✓ Reviewing the approval rules for incoming and outgoing products [Finished] ✓ Adding to and reviewing the contents of the physical inventory manual [Finished] ✓ Strengthening of confirmation of actual conditions through personnel rotation during physical inventory [Finished] <p>Matters related to the prevention of recurrence of the unauthorized acquisition of cash or products</p> <ul style="list-style-type: none"> ✓ Regarding the replenishment of cash and deposits in stores, the abolition of the use of personal accounts by employee [Finished] ✓ The installation of additional security cameras in store counters and backyard [Under way]
2	<p>Reinforce checking activities concerning business operation controls</p> <p>Measures to prevent and quickly discover improper behavior (Reinforce checking activities to discover problems)</p>	<ul style="list-style-type: none"> ✓ Review of the on-site manual and checklist for area manager [Finished] ✓ Implementation of regular operational inspections in store management organizations [Finished] ✓ Strengthening of checks for long-term employees at the same store and those holding multiple positions [Under way] ✓ Implementation of management reviews of physical inventory checks [Finished] ✓ Implementation of investigations and detection of abnormal values in transaction records and product management registrations using numerical analysis at headquarters [Finished] ✓ Implementation of regular questionnaires for employees (for the purpose of fraud detection and operational review) [Scheduled for implementation in April 2026]
3	<p>Review of personnel allocation and evaluation criteria</p> <p>Measures to make the implementation of preventive measures as effective as possible</p>	<ul style="list-style-type: none"> ✓ Reduction of concurrent positions by increasing the number of store management personnel [Under way] ✓ Allocation of personnel in charge of operational inspections within the store management organization [Finished] ✓ Addition of internal control items to career path evaluations (personnel assessments) [Finished] ✓ Reflection of personnel evaluations based on internal audit results [Finished]
4	<p>Compliance and improvement of corporate ethics</p> <p>Measures to make the implementation of preventive measures as effective as possible</p>	<ul style="list-style-type: none"> ✓ Review of the Group Code of Conduct and Guidelines [Finished] ✓ Addition of content to deter misconduct in regular compliance training for all employees [Finished] ✓ Training of managers regarding measures to prevent the types of fraudulent activities that recently occurred [Finished]

(Million yen)

	1H FY5/2025	1H FY5/2026
Net sales	56,781	61,104
Cost of sales	24,384	26,438
Gross profit	32,396	34,666
SG&A expenses	30,898	33,401
Operating profit	1,498	1,264
Non-operating income	380	394
Non-operating expenses	165	205
Ordinary profit	1,713	1,454
Extraordinary income	0	70
Extraordinary losses	86	178
Profit before income taxes	1,628	1,347
Income taxes-current	452	397
Income taxes-deferred	218	157
Total income taxes	671	554
Profit	956	792
Profit attributable to non-controlling interests	44	51
Profit attributable to owners of parent	912	741

				(Million yen)	
	As of May 31, 2025	As of Nov. 30, 2025		As of May 31, 2025	As of Nov. 30, 2025
Current assets	33,517	34,691	Current liabilities	20,192	18,430
Cash and deposits	6,628	6,998	Short-term borrowings	9,460	7,845
Merchandise	19,731	20,032	Others	10,731	10,585
Others	7,156	7,661	Non-current liabilities	18,320	20,963
Non-current assets	23,863	23,931	Long-term borrowings	7,901	10,972
Property, plant and equipment	11,742	12,009	Others	10,418	9,991
Intangible assets	2,118	1,992	Total liabilities	38,513	39,393
Investments and other assets	10,002	9,928	Net assets	18,867	19,229
Total assets	57,380	58,623	Total liabilities and net assets	57,380	58,623

		(Million yen)
	1H FY5/2025	1H FY5/2026
Cash flows from operating activities	935	1,257
Profit before income taxes	1,628	1,347
Depreciation	1,059	1,117
Amortization of goodwill	1	5
Changes in trade receivables, inventories and trade payables	(435)	(135)
Others	(1,318)	(1,076)
Cash flows from investing activities	(1,763)	(1,364)
Cash flows from financing activities	658	471
Effect of exchange rate change on cash and cash equivalents	31	5
Net increase (decrease) in cash and cash equivalents	(139)	370
Cash and cash equivalents at beginning of period	7,180	6,628
Cash and cash equivalents at end of period	7,041	6,998

Founded:	May 1990
Established:	October 2018 (A pure holding company through a transfer of stock)
Representative:	Yasutaka Horiuchi, President and CEO
Stock listing:	Prime Market, Tokyo Stock Exchange (Securities code: 9278)
Head office:	2-14-20 Kobuchi, Minami-ku, Sagamihara, Kanagawa
Net sales:	¥119.2 billion (FY5/2025 consolidated results)
Number of stores:	846 (Directly operated: 470; Franchised: 376 as of May 31, 2025)
Employees (Consolidated) :	1,838 (as of May 31, 2025)

- 1990: The first BOOKOFF store opened in Sagamihara, Kanagawa
- 1991: BOOKOFF CORPORATION LIMITED established
BOOKOFF franchise chain launched
- 2000: BOOKOFF's first overseas store opened
The first Chuko-Gekijo (comprehensive, large-format) opened (current BOOKOFF SUPER BAZAAR)
- 2004: BOOKOFF CORPORATION's stock listed on the Second Section of the Tokyo Stock Exchange
- 2005: BOOKOFF CORPORATION's stock listed on the First Section of the Tokyo Stock Exchange
- 2007: BOOKOFF Online (e-commerce site) launched
- 2015: hugall department store purchasing desks service started at the Nihombashi Mitsukoshi department store
- 2016: Made Booklog, Inc., which operates book review community site, a subsidiary
- 2018: BOOKOFF GROUP HOLDINGS LIMITED, a pure holding company, established
- 2021: Opened Japan TCG Center Kichijoji-eki-kitaguchi Store, BOOKOFF Group's first store devoted solely to trading cards
- 2022: Moved the stock listing to the Prime Market following the reorganization of the Tokyo Stock Exchange
Opened the ASO-VIVA AEON Mall Wakayama store, the BOOKOFF Group's first store specializing in trading cards, game software and other game-playing items and featuring large selections of these products
- 2023: Upgraded functions of the "hugall fashion" EC website and relaunched the website using the "rehello" brand, selling designer and luxury brand merchandise, collective goods and other items
- 2024: Established J&K TRADING LLC in Kazakhstan, the BOOKOFF Group's first joint venture (termination of joint venture in July 2025)

Corporate Philosophy

Contributions to society through our business activities
Pursuit of employees' material and spiritual wellbeing

Mission

Be a source of an enjoyable and prosperous life for as many people as possible

Vision

Be a leading reuse company
Be a company that can continue to grow while enabling all employees to do their
jobs with confidence and enthusiasm



The 1st BOOKOFF store

- Founding
- “Sell us your books”
- Franchised store growth



BOOKOFF SUPER BAZAAR



BOOKOFF PLUS



BOOKOFF Purchasing Consultation Desk



Japan TCG Center

1990-

2000-

2009-

2015-

2021-

- Faster BOOKOFF store openings
- New reuse business B KIDS, B SPORTS
- BOOKOFF Chuko-Gekijo (a comprehensive large-format store)
- Overseas expansion



Focus on suburban locations



BOOKOFF USA



The BOOKOFF online website



Dept. store purchasing desk



A Jalan Jalan Japan store in Malaysia



ASO-VIVA

- More BSB and BOP store openings and store remodeling
- Large-scale urban BOOKOFF store openings

- Started the BOOKOFF purchasing consultation desks

- Opened the first Japan TCG Center

- Started online business

- hugall opened the first dept. store purchasing desk
- Started operations in Malaysia

- Opened ASO-VIVA

Numbers of stores and app members are as of November 30, 2025.

BOOKOFF Operations in Japan



590 stores



52 stores



67 stores



5 stores

9.87 million app members

Directly operated and franchised BOOKOFF stores are located in all 47 prefectures and are backed by excellent brand recognition. Stores sell books, software/media and many other used merchandise. This business also includes an e-commerce operation using the BOOKOFF Official Online Store.

Premium Services Business



18 stores



13 stores



23 stores

Increases the use of reuse services in the upper-mass market and higher customer segments, which are customers BOOKOFF cannot reach on its own, by providing a wide range of services.

Overseas Business



26 stores



21 stores*

BOOKOFF USA buys and sells books, software/media, anime goods and other types of merchandise. Jalan Jalan Japan stores in Malaysia and Kazakhstan sell surplus merchandise from Japan.

*Including three franchised stores in France

Major store packages	 BOOKOFF SUPER BAZAAR	 BOOKOFF/BOOKOFF PLUS	 ASO-VIVA
Location	Suburban roadside locations, shopping districts near major railway stations	Many locations extending from roadside to shopping districts near stations	Large shopping malls
Number of stores*	52 stores (including two franchised stores)	657 stores (including 357 franchised stores)	five stores (no franchised store)
Summary	Reuse store packages that are very well known among many customer segments as places to sell used books		Stores with large inventories specializing in trading cards, game software and other game-type items
EC linkage with customers	 BOOKOFF smartphone app members 9.87 million	 Official Online Store	Store inventory viewing and store pick-up service through linkage with the BOOKOFF Official Online Store
Strength	<u>Large stores</u> (about 3,300m ²) <u>with a broad spectrum of merchandise</u> , such as books, software/media, apparel, sporting goods, baby goods, famous-brand merchandise, musical instruments, and household products	<u>Emphasis on entertainment</u> with lineups of merchandise reflecting the local market of each store; sells books, software/media, apparel, trading cards, hobby goods and other merchandise	<u>A place where people can enjoy various activities using new or used products</u> ; targets mainly customers seeking trading cards, anime goods and hobby goods Can open stores in areas where existing BOOKOFF stores are located and <u>still coexist</u>

*As of November 30, 2025

Major store packages	hugall	Rehello by BOOK-OFF	aidect
Location	At department stores	Roadside stores in relatively affluent areas	Dept. stores/ Station buildings/Shopping malls
Number of stores*	18 stores	23 stores	13 stores
Summary	<p>Increases the use of reuse services in the upper-mass market and higher customer segments, which are <u>customers</u> BOOKOFF cannot reach on its own, by providing a wide range of services.</p>		
Strength	<ul style="list-style-type: none"> • <u>Expertise about operations</u> in dept. stores • <u>Fast recovery of investments</u> due to low-cost stores • <u>At-home purchasing</u> by experts in many product categories • <u>Alliance purchases</u> 		
Synergies with BOOKOFF Group	<ul style="list-style-type: none"> • This business contributes to group earnings by supplying merchandise to BOOKOFF SUPER BAZAAR and other stores. • Strengthens group branding by enabling the operation of stores in areas and locations that are not suitable for a BOOKOFF store. • Sale of the group's apparel and other items on the "Rehello" e-commerce website. 		

*As of November 30, 2025

Major store packages	 <p>Jalan Jalan Japan (JJJ)</p>		 <p>BOOKOFF USA</p>
Number of stores*	 <p>19 stores in Malaysia (including two franchised stores)</p>	 <p>Seven stores in Kazakhstan (All franchised stores)</p>	 <p>18 stores in U.S. (All directly operated; also three franchised stores in France)</p>
Summary	<ul style="list-style-type: none"> Started in 2016. <u>Merchandise with no sales opportunities in Japan</u> is sent to Malaysia and Kazakhstan for sale. JJJ does not purchase reuse merchandise. The subsidiary is managed by an executive from Japan; stores are operated almost entirely by people hired locally. 		<ul style="list-style-type: none"> Started in 2000. As in Japan, BOOKOFF USA buys and sells books, game and other software/media, <u>anime products, hobby goods and other merchandise</u>. The subsidiary is managed by an executive from Japan; stores are operated almost entirely by people hired locally.
Individual strengths	<p><u>Highly profitable</u> because of attractive merchandise and fast inventory turnover backed by operations guided by the “Loved in Japan” concept</p>		<p><u>Highly profitable</u> because products are purchased locally and sold with added value</p>
Strengths of both	<ul style="list-style-type: none"> A market position defined by a retail format with emphasis on <u>entertainment</u>, a business model like no other Operations that make <u>upgrading the skills of local personnel</u> the highest priority 		

*As of November 30, 2025