BOOKOFF GROUP HOLDINGS

Financial Results Presentation Materials for the Fiscal Year Ended May 2026 (FY5/2026)

July 13, 2026

BOOKOFF GROUP HOLDINGS LIMITED

Securities code: 9278

Contents

FY5/2026 Overview of Consolidated Financial Results

Consolidated Statement of Income

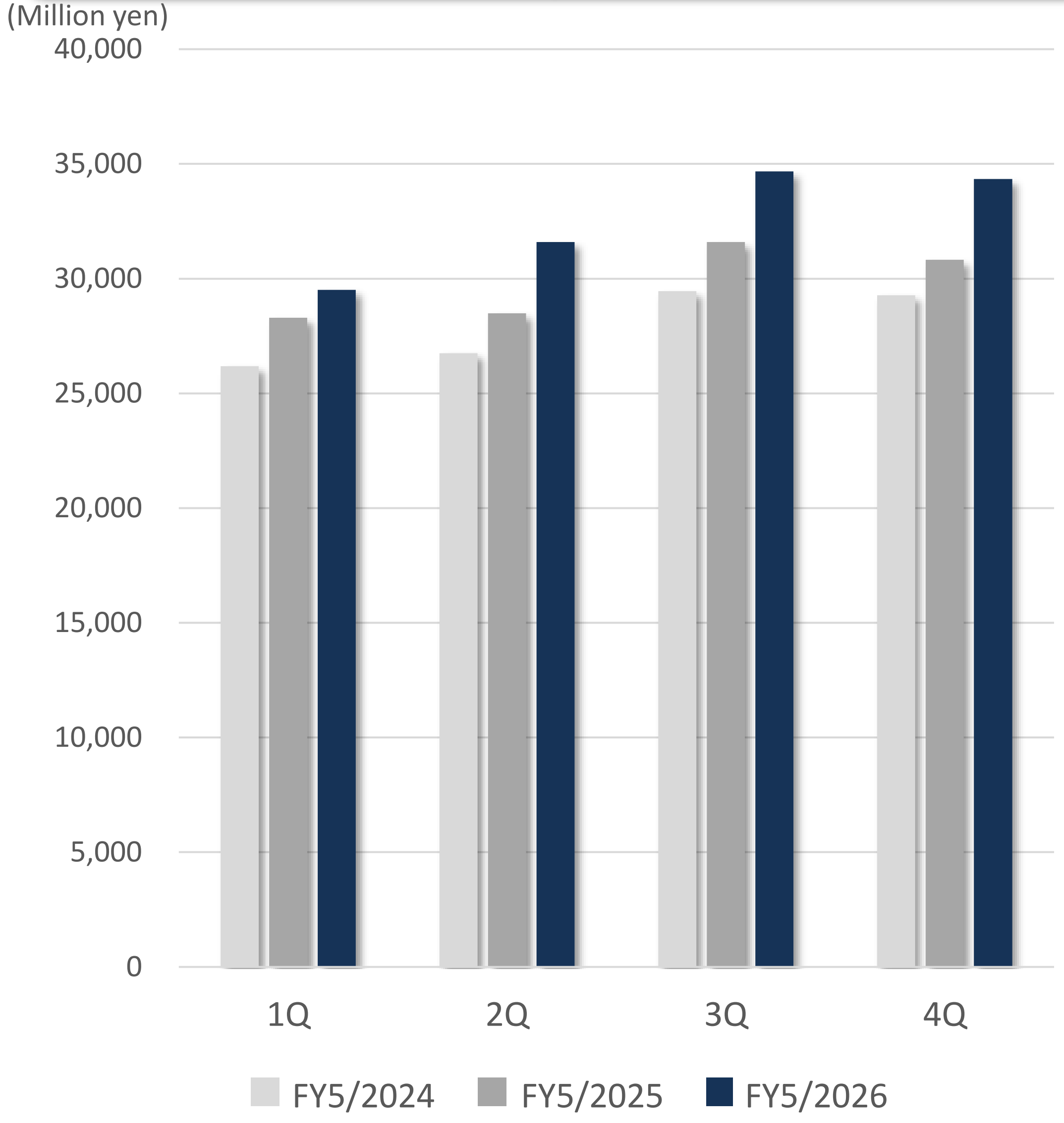
(Million yen)

	FY5/2025	% to net sales	FY5/2026	% to net sales	YoY change (Amount)	YoY change (Ratio)
Net sales	119,205	100.0%	**130,123**	**100.0%**	+10,917	109.2%
Gross profit	67,751	56.8%	**73,827**	**56.7%**	+6,075	109.0%
SG&A expenses	64,302	53.9%	**69,422**	**53.4%**	+5,119	108.0%
Operating profit	3,448	2.9%	**4,405**	**3.4%**	+956	127.7%
Ordinary profit	3,903	3.3%	**4,720**	**3.6%**	+816	120.9%
Profit attributable to owners of parent	2,101	1.8%	**2,763**	**2.1%**	+662	131.5%

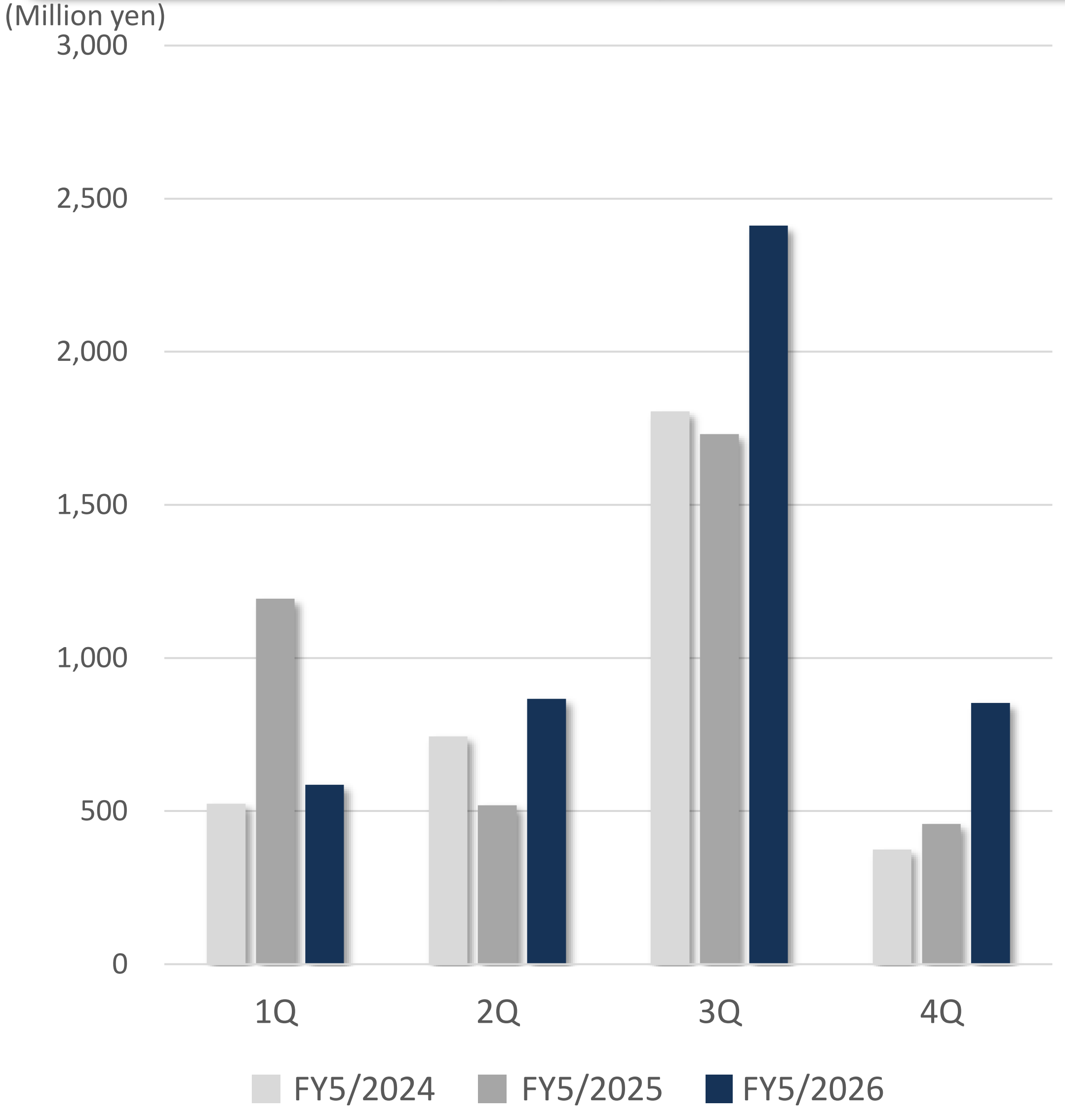
- ✓ BOOKOFF operations in Japan continued to make business investments to build a sustainable operational structure while implementing measures to prevent the reoccurrence of fraudulent activities. Net sales amounted to ¥130,123 million, a 9.2% increase from one year earlier as sales in all businesses were higher than one year earlier.
- ✓ Consolidated ordinary profit increased 20.9% to ¥4,720 million, marking a second consecutive year of a record high due to higher earnings in the BOOKOFF operations in Japan and the premium services business. Profit attributable to owners of parent increased 31.5% to ¥2,763 million. The year-end dividend for FY5/2026 has been revised upward by ¥6 from the initial forecast (¥30 per share) to ¥36 per share (compared to ¥25 in FY5/2025).
- ✓ Consolidated ordinary profit increased 86.0% to ¥853 million from one year earlier and profit attributable to owners of parent increased 236.9% to ¥426 million in the fourth quarter (three-month period).

Consolidated Statement of Income Quarterly Results

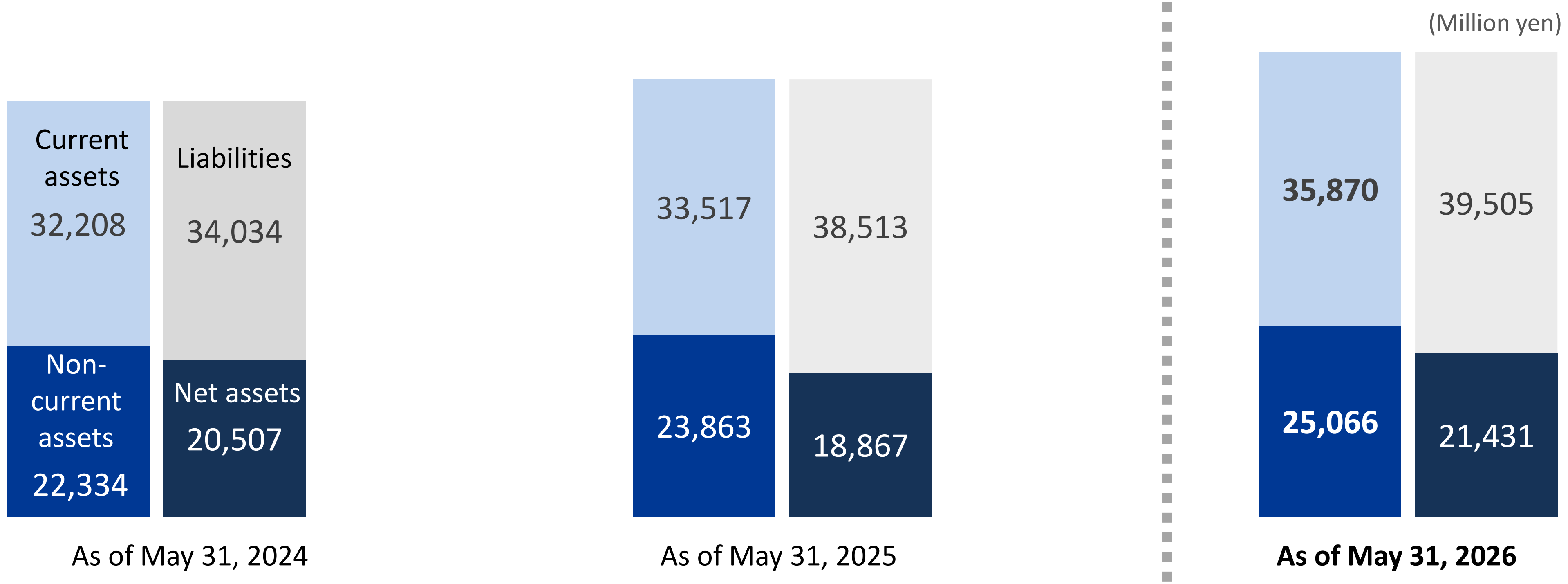
Quarterly Net Sales



Quarterly Ordinary Profit



Consolidated Balance Sheet

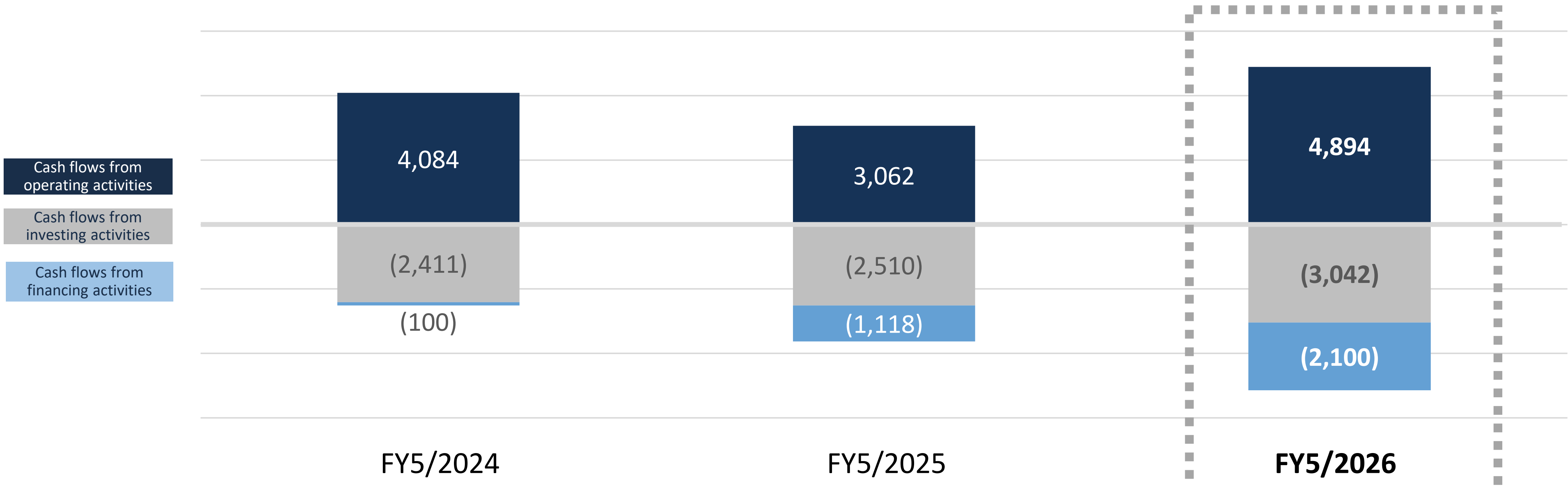


	As of May 31, 2024	As of May 31, 2025	**As of May 31, 2026**
Total assets	54,542	57,380	**60,937**
Cash and deposits	7,180	6,628	**6,459**
Interest-bearing debt	19,166	22,421	**21,349**
Equity ratio	37.1%	32.5%	**34.7%**

- ✓ Assets increased mainly due to new store openings, the acquisition of stores from franchising companies in Japan and system investments in all businesses.
- ✓ The equity ratio increased 2.2 points to 34.7% because of higher net assets as retained earnings increased more than debt did.

Consolidated Statement of Cash Flows

(Million yen)



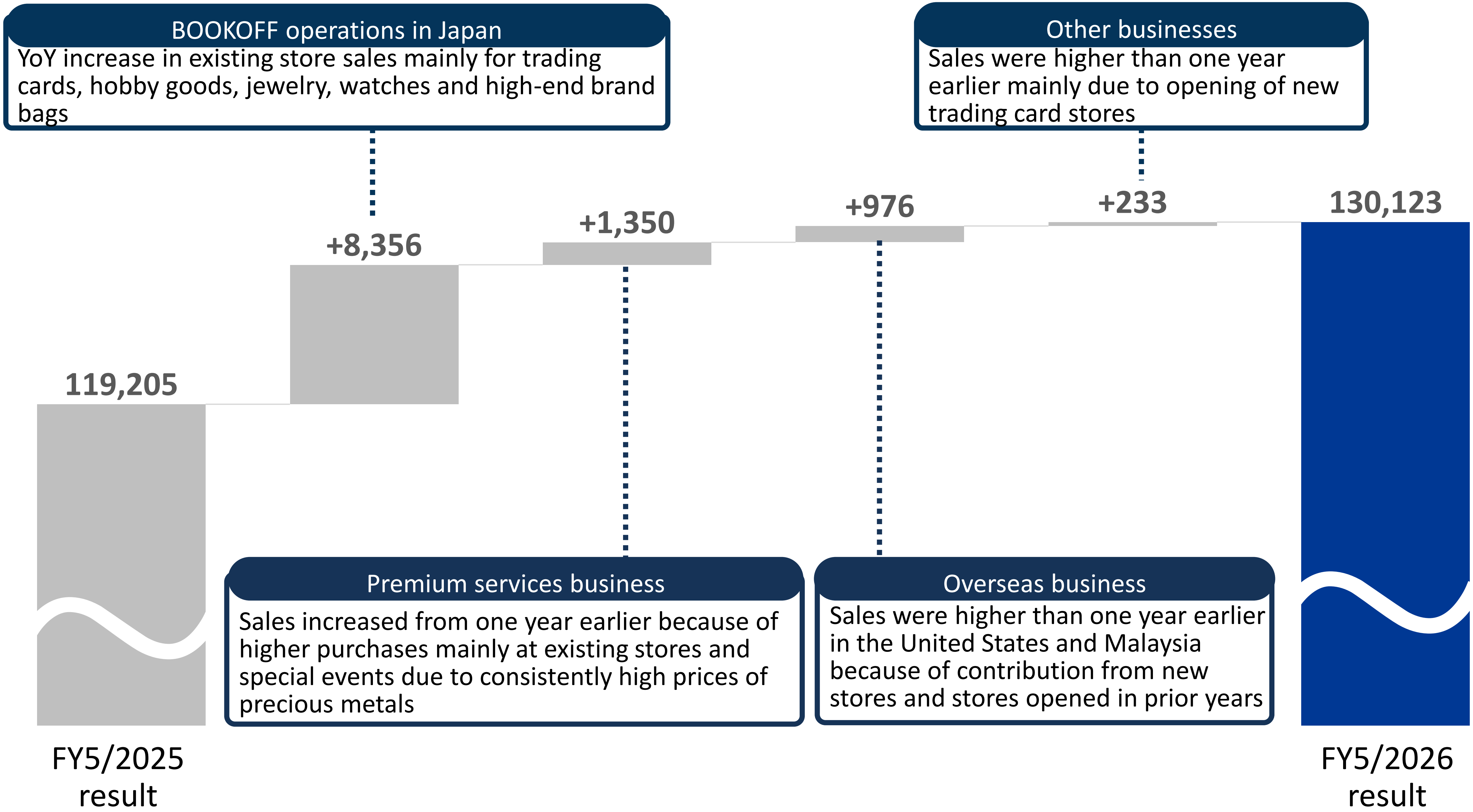
	FY5/2024	FY5/2025	**FY5/2026**
Net increase (decrease) in cash and cash equivalents	1,636	(551)	**(168)**
Depreciation*	1,901	2,205	**2,408**
Decrease (increase) in inventories	(1,136)	(909)	**(1,200)**

* Includes amortization of goodwill

- ✓ Operating cash flows increased mainly because of an increase in profit before income taxes and of special investigation expenses in FY5/2025.
- ✓ Cash used in financing activities increased because of the repayment of borrowings.

YoY Change in Consolidated Net Sales

(Million yen)



YoY Change in Consolidated Ordinary Profit

(Million yen)

BOOKOFF operations in Japan

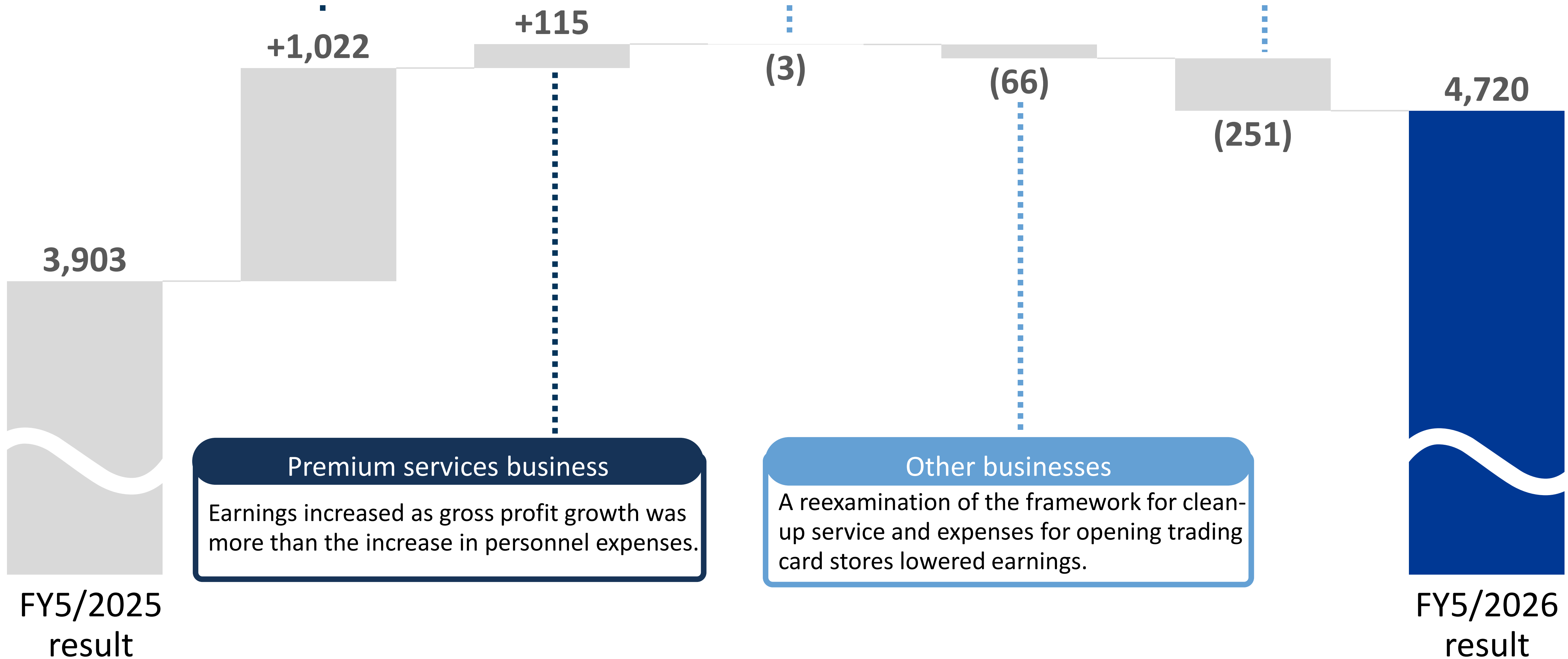
Earnings increased as gross profit growth was more than the increase in expenses for personnel and other items because of higher existing store sales.

Overseas business

Only a small change in earnings despite strong U.S. existing store sales. Expenses increased due to up-front investments and store opening delays and sales at existing stores in Malaysia decreased from one year earlier.

Corporate expenses

Earnings decreased because of increases in interest expenses and in IT system use.



Premium services business

Earnings increased as gross profit growth was more than the increase in personnel expenses.

Other businesses

A reexamination of the framework for clean-up service and expenses for opening trading card stores lowered earnings.

FY5/2026 Business Segment Overview and Highlights

Business Segment Results

(Million yen)

Business segment		FY5/2025	FY5/2026	YoY change (Amount)	YoY change (Ratio)
BOOKOFF operations in Japan	Sales	104,309	**112,665**	+8,356	108.0%
	Segment profit	5,347	**6,369**	+1,022	119.1%
Premium services business	Sales	7,177	**8,527**	+1,350	118.8%
	Segment profit	44	**160**	+115	358.0%
Overseas business	Sales	6,176	**7,153**	+976	115.8%
	Segment profit	694	**691**	(3)	99.5%
Other businesses	Sales	1,542	**1,776**	+233	115.2%
	Segment profit	(259)	**(325)**	(66)	-
Adjustment (corporate)	Segment profit	(1,923)	**(2,174)**	(251)	-
Consolidated	Sales	119,205	**130,123**	+10,917	109.2%
	Ordinary profit	3,903	**4,720**	+816	120.9%

Business Segment New Stores

BOOKOFF Operations in Japan

Category	Store package	No. of stores opened	Total
Directly operated	BOOK・OFF	1	6
Directly operated	BOOK・OFF SUPER BAZAAR	3	
Directly operated	BOOK・OFF FASHION	1	
Directly operated	BOOK・OFF あそビバ ASO-VIVA	1	

Overseas Business

Category	Store package	No. of stores opened	Total
Directly operated	Malaysia	4	8
Franchised	Kazakhstan	1	
Directly operated	BOOK・OFF USA	3	

Premium Services Business

Category	Store package	No. of stores opened	Total
Directly operated	hugall	6	7
Directly operated	aidect	1	

Other Businesses

Category	Store package	No. of stores opened	Total
Directly operated	Japan TCG Center	4	4

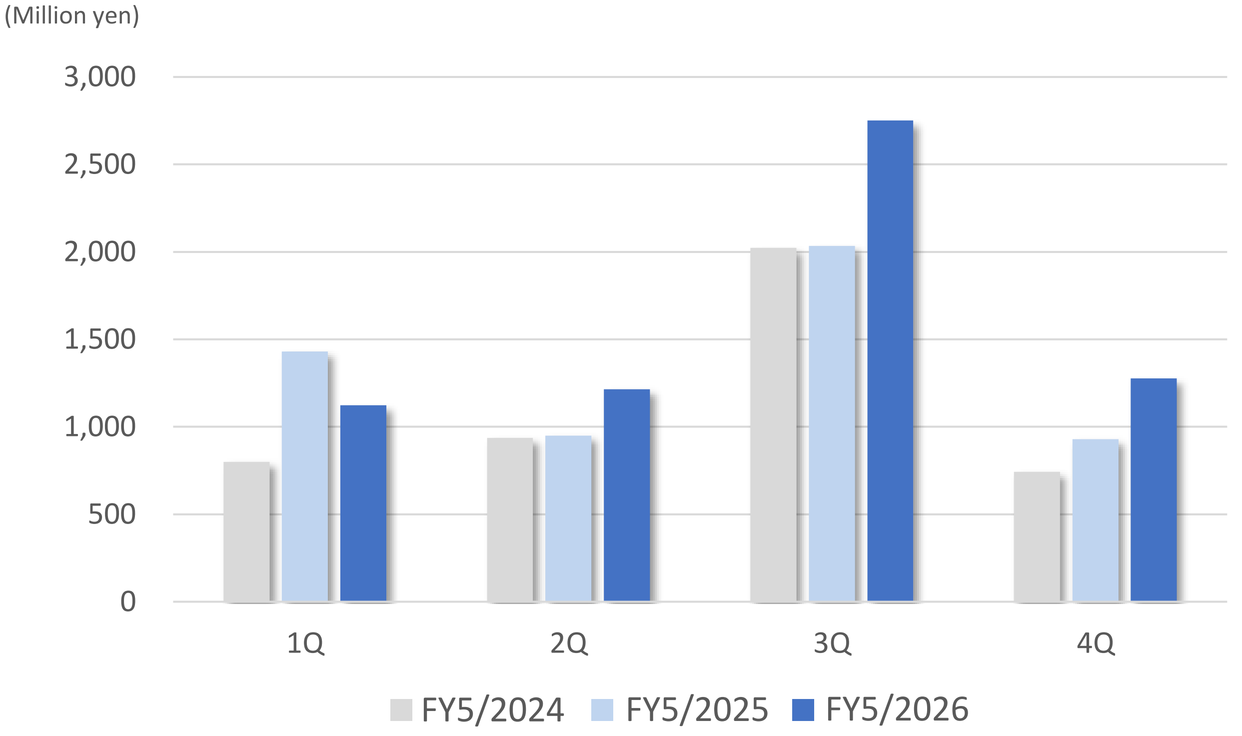
- ✓ In the BOOKOFF operations in Japan, **71** existing stores were renovated. Most renovations were for additional floor space for trading cards and hobby goods, anime and other entertainment merchandise, and anime content.
- ✓ In the premium services business, six hugall locations at department stores were closed during FY5/2026 and six new locations were opened for the realignment of the hugall store network.
- ✓ In the overseas business, three new stores raised U.S. stores to 20 and the number of Jalan Jalan Japan stores in Malaysia and Kazakhstan increased to 26.

BOOKOFF Operations in Japan　Results

(Million yen)

Business segment		FY5/2025	FY5/2026	YoY change (Amount)	YoY change (Ratio)
BOOKOFF operations in Japan	Sales	104,309	**112,665**	+8,356	108.0%
	Segment profit	5,347	**6,369**	+1,022	119.1%

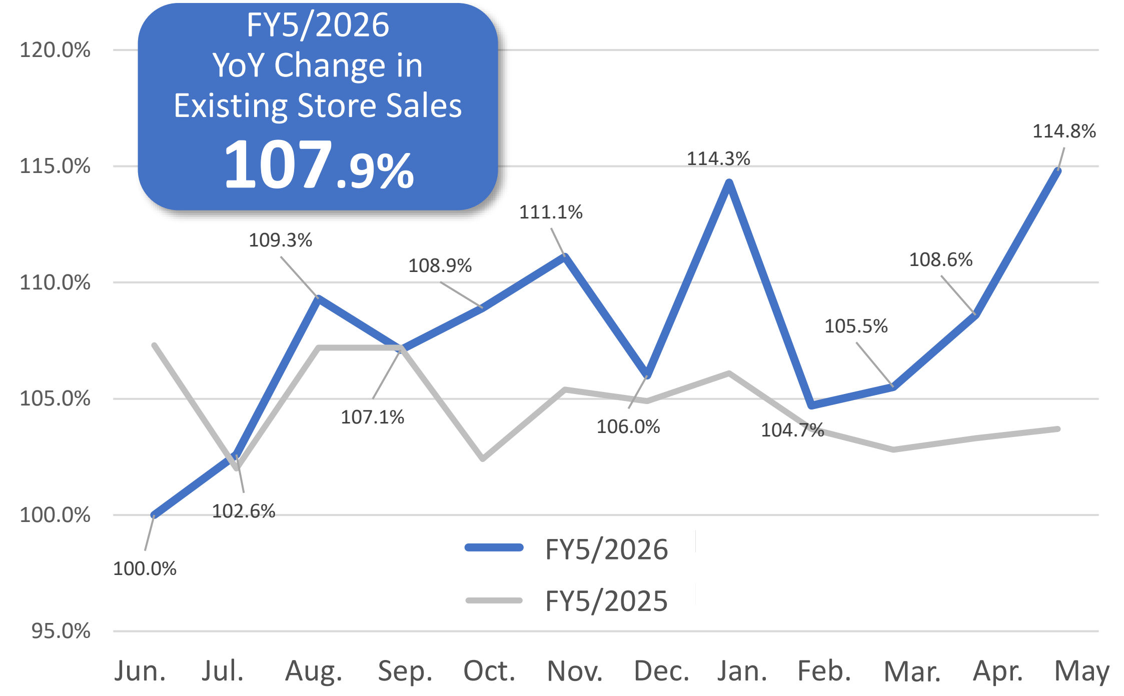
Quarterly Segment Profit



- ✓ Sales increased 8.0% year on year due to higher sales at existing stores mainly for trading cards, hobby goods, jewelry, watches, high-end brand bags, apparel and books. Opening of large stores also contributed to higher sales.
- ✓ Continuing to open BOOKOFF SUPER BAZAAR and other large stores while strategically closing small stores. Many stores were remodeled to increase the volume of strategic merchandise.
- ✓ Although higher personnel expenses and other factors raised SG&A expenses, the segment profit increased 19.1% to ¥6,369 million because of gross profit growth due to higher existing store sales.

BOOKOFF Operations in Japan Directly Operated Existing Stores

YoY Change in Sales at Existing Stores



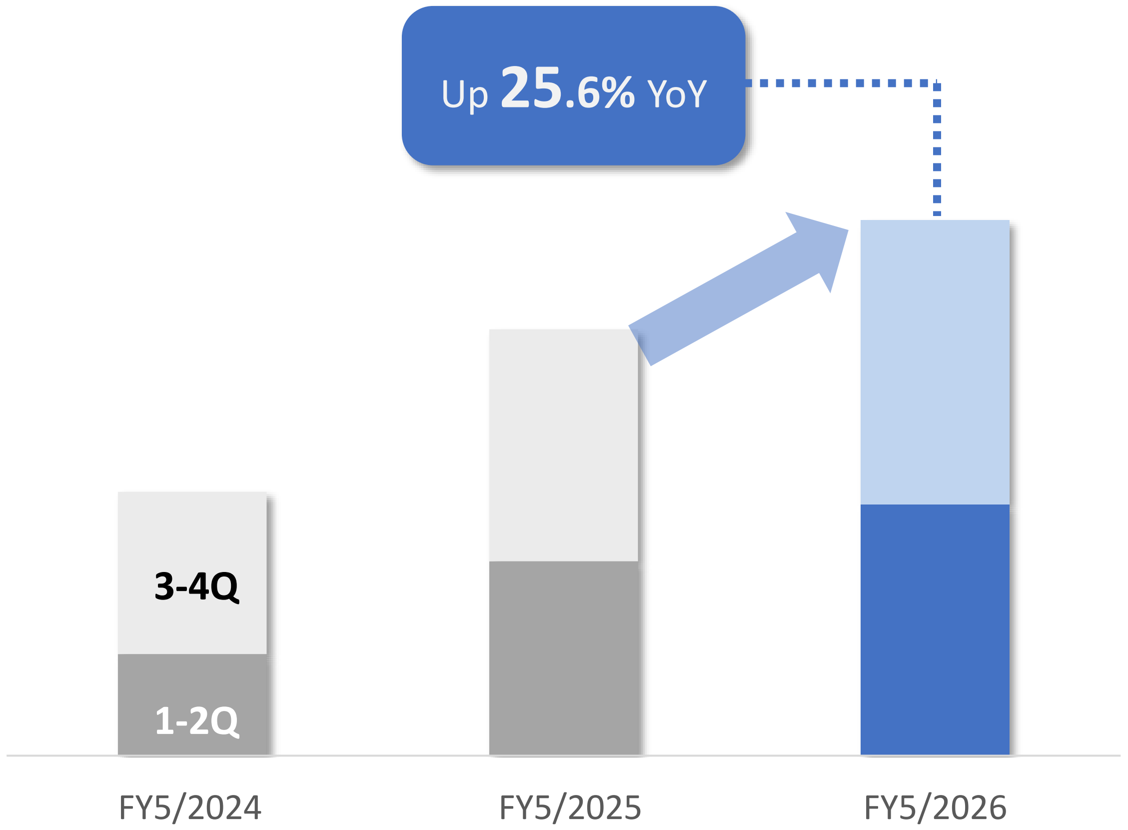
- ✓ Trading card/hobby goods sales at existing stores continue to grow, increasing 17.1% in FY5/2026. This category increased from 21.1% to 23.4% of sales due to the strategic replacement of some stores and expenditures for store renovations.
- ✓ Jewelry/watches/high-end brand bags sales at existing stores increased mainly due to rising prices of precious metals and continuation of strong sales to foreign tourists in Japan.
- ✓ The pct. of apparel sales and sales per item increased because of a reexamination of activities for merchandise in the mid and high-end price categories.
- ✓ Book sales per item increased following a reexamination of prices for purchasing and selling books to reflect higher prices of new books.

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

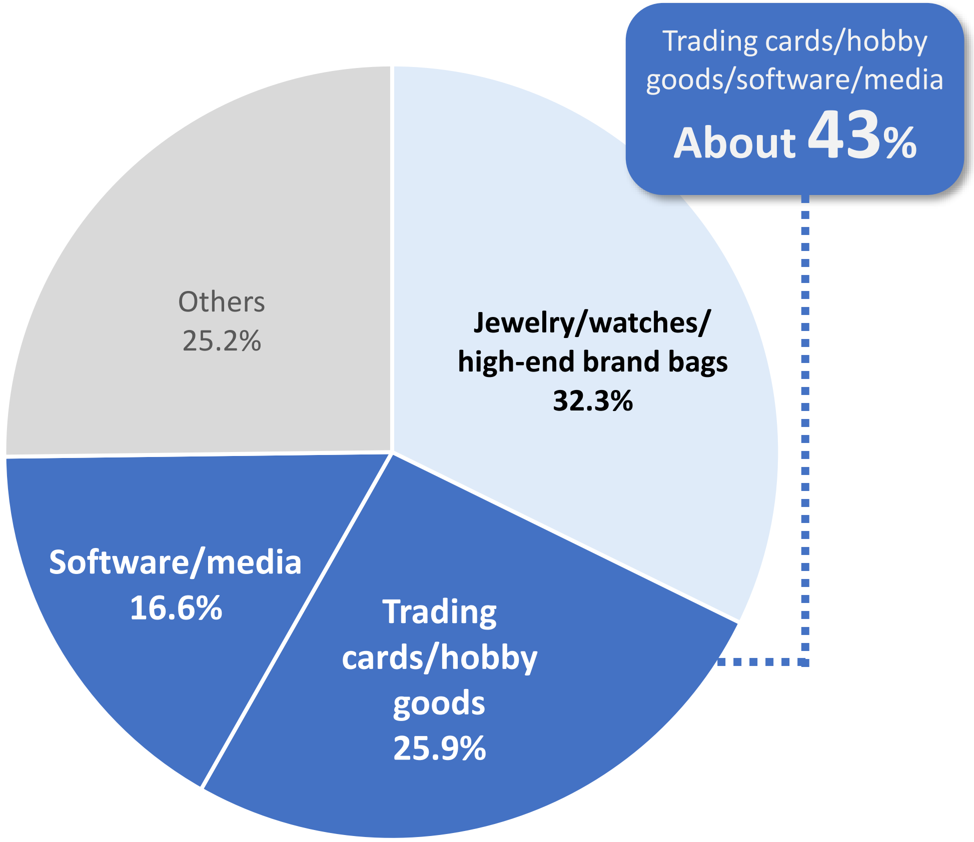
Categories	FY5/2026 existing store sales		FY5/2025
	YoY change	% to total sales	% to total sales
Books	**103.7%**	**21.3%**	22.6%
Software/media (CDs, DVDs and games)	**101.7%**	**20.7%**	22.3%
Apparel	**107.2%**	**11.9%**	11.9%
Jewelry/ watches/high-end brand bags	**113.9%**	**9.6%**	9.0%
Trading cards/hobby goods	**117.1%**	**23.4%**	21.1%
Home appliances/smart phones	**107.5%**	**5.0%**	5.0%
Sporting and outdoor goods	**103.4%**	**3.6%**	3.7%
Others	**108.8%**	**4.6%**	4.5%
Total	**107.9%**	**100.0%**	100.0%

BOOKOFF Operations in Japan Sales to Foreign Tourists

Sales to Foreign Tourists



Sales Composition by Product Category



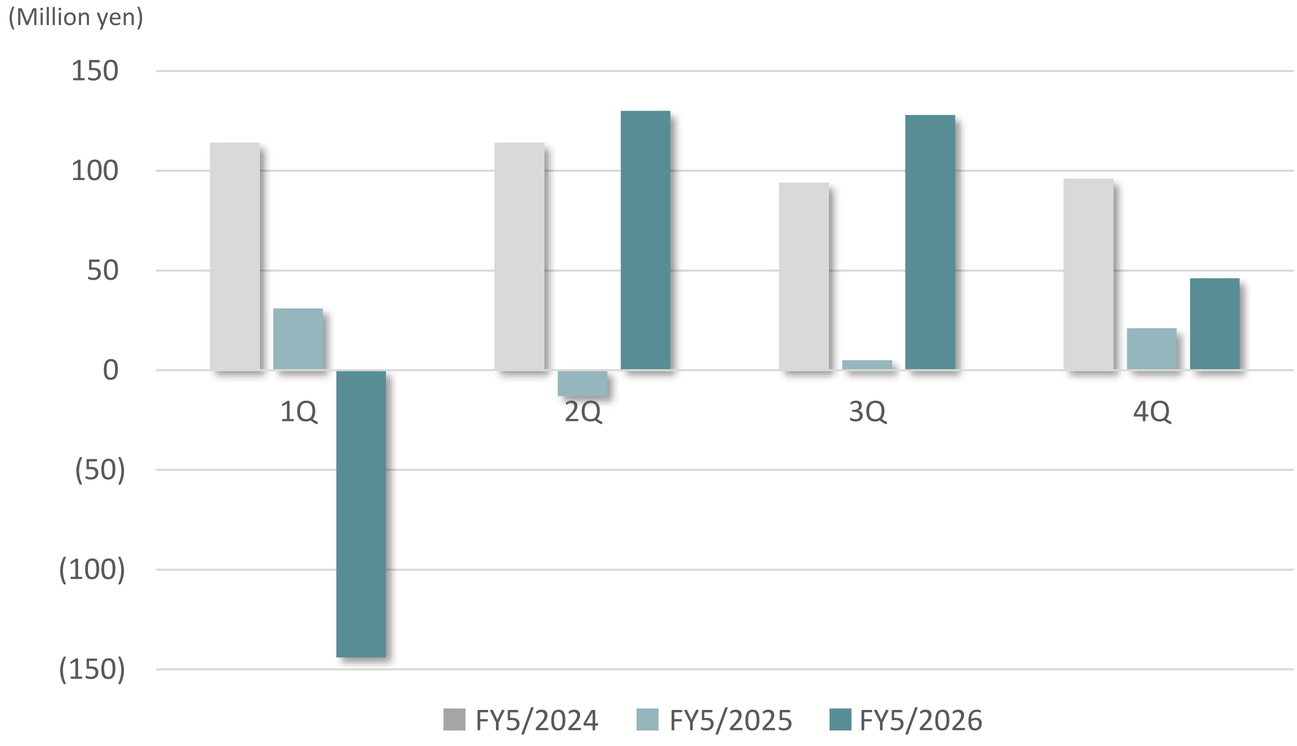
- ✓ FY5/2026 sales to foreign tourists in Japan increased 25.6% from one year earlier.
  Jewelry, watches and high-end brand bags were 32.3% of sales to foreign tourists in Japan. Trading cards/hobby goods and software/media categories increased to 42.5%.
- ✓ Sales to foreign tourists in Japan are about 6.5% of sales of BOOKOFF operations in Japan.
- ✓ All directly operated BOOKOFF stores in Japan started duty-free operations.

Premium Services Business　Results

(Million yen)

Business segment		FY5/2025	FY5/2026	YoY change (Amount)	YoY change (Ratio)
Premium services business	Sales	7,177	**8,527**	+1,350	118.8%
	Segment profit	44	**160**	+115	358.0%

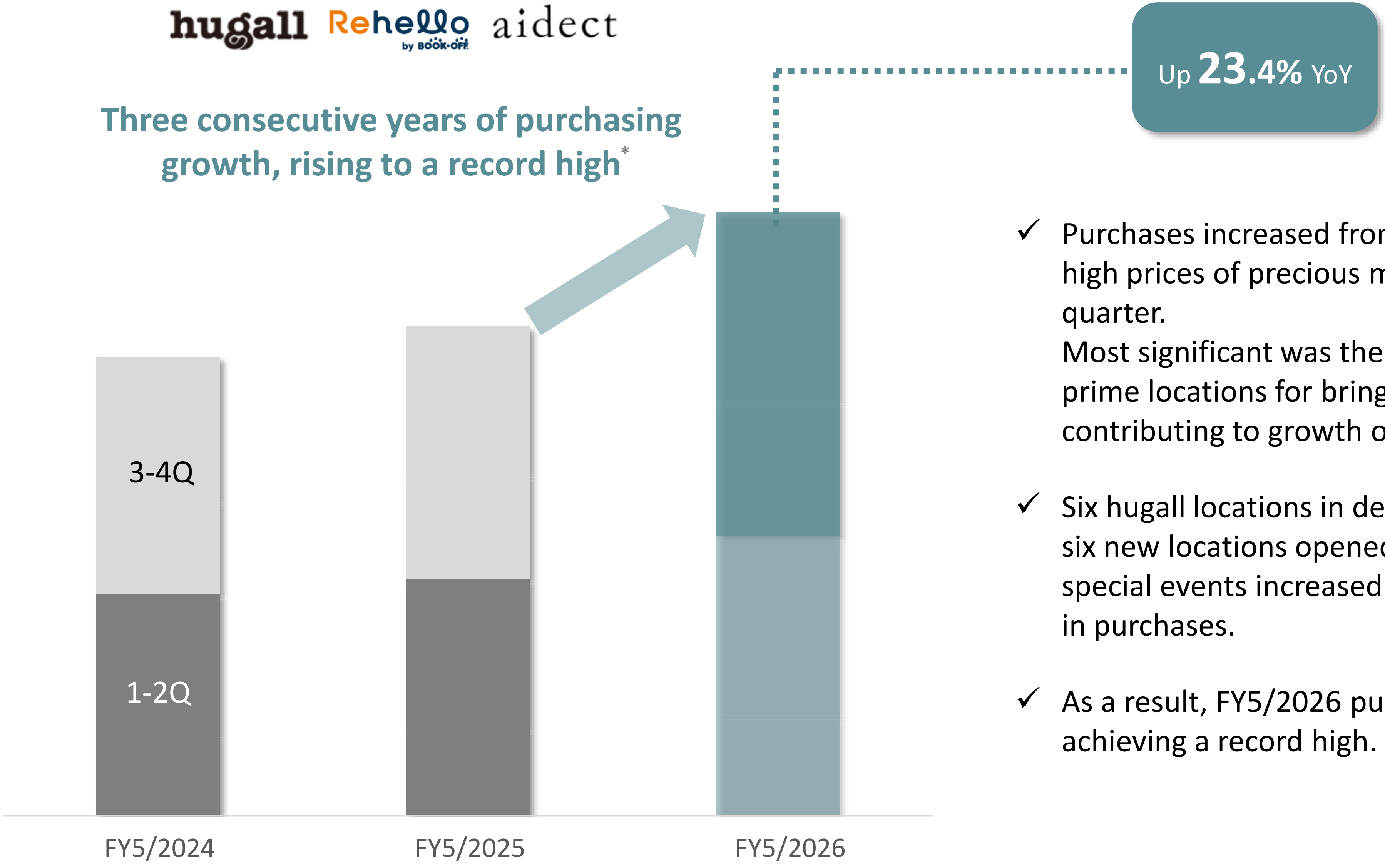
Quarterly Segment Profit



- ✓ Sales increased from one year earlier because of higher purchases mainly at existing stores and special events due to consistently high prices of precious metals.
- ✓ Segment profit increased as gross profit growth was more than the increase in personnel and other SG&A expenses.
- ✓ Although there was a large first quarter loss, this business was profitable in the following quarters and fiscal year earnings increased.

Premium Services Business　Purchases

hugall/Rehello/aidect　Purchases



*Purchases during the past three years including aidect

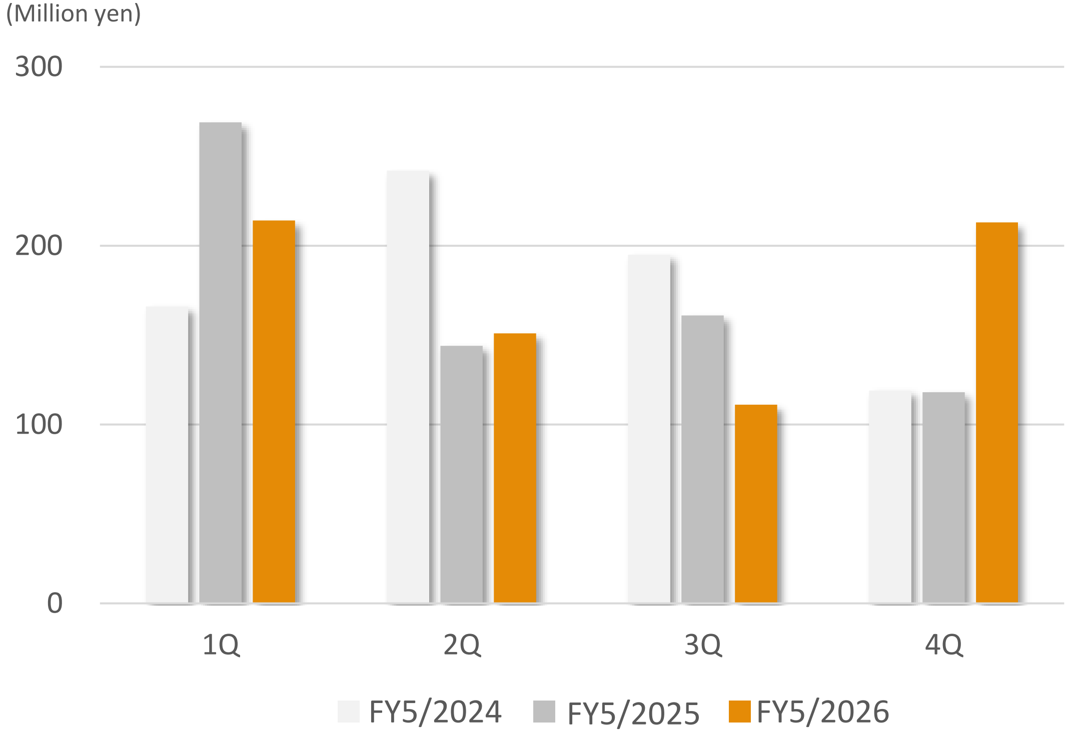
- ✓ Purchases increased from one year earlier due to high prices of precious metals starting in the second quarter.
  Most significant was the strong purchases at stores in prime locations for bringing in many customers, contributing to growth of overall purchases.
- ✓ Six hugall locations in department stores closed and six new locations opened. In addition, the number of special events increased. The result was an increase in purchases.
- ✓ As a result, FY5/2026 purchases were up 23.4% YoY, achieving a record high.

Overseas Business Results

(Million yen)

Business segment		FY5/2025	FY5/2026	YoY change (Amount)	YoY change (Ratio)
Overseas business	Sales	6,176	**7,153**	+976	115.8%
	Segment profit	694	**691**	(3)	99.5%

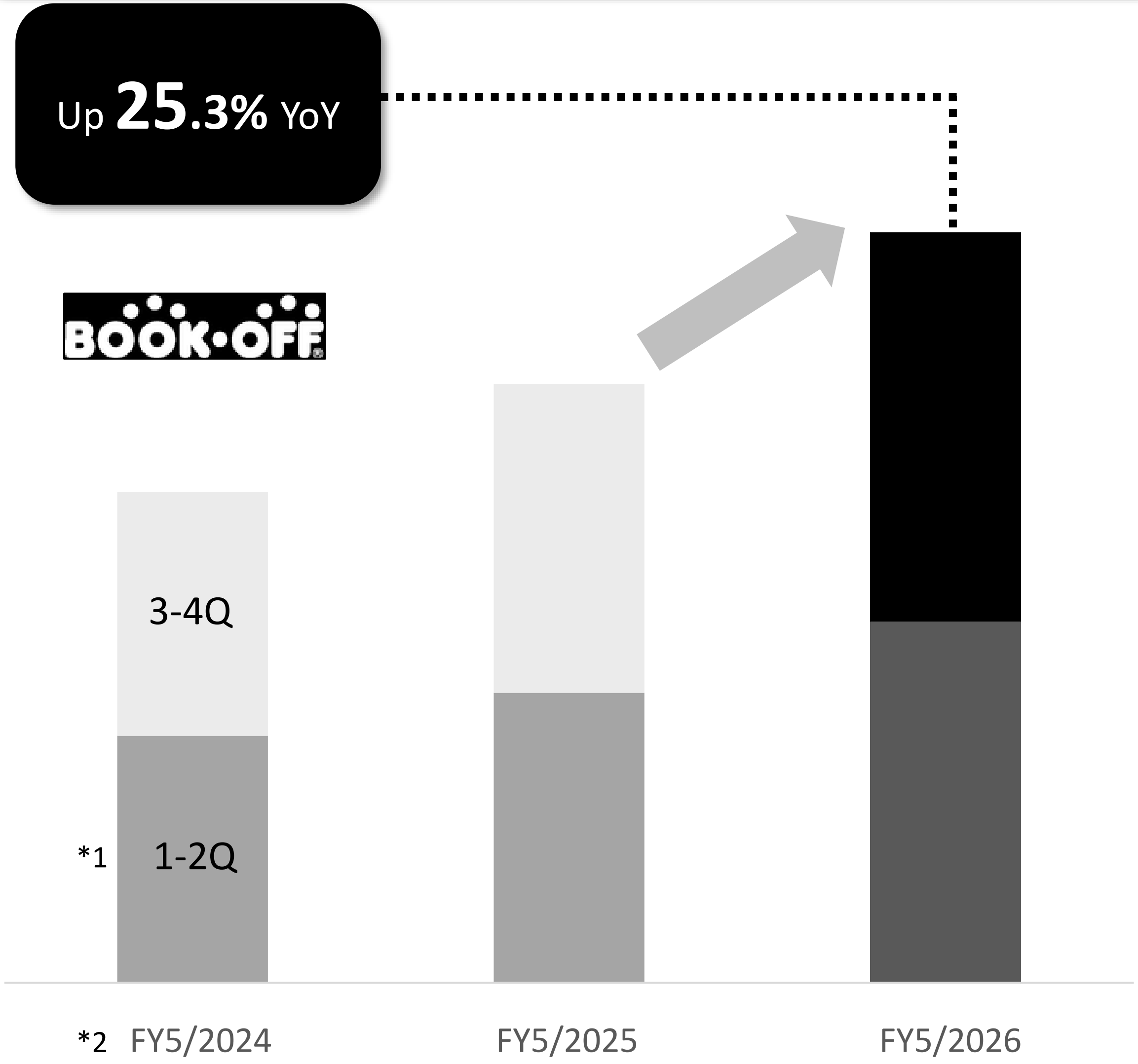
Quarterly Segment Profit



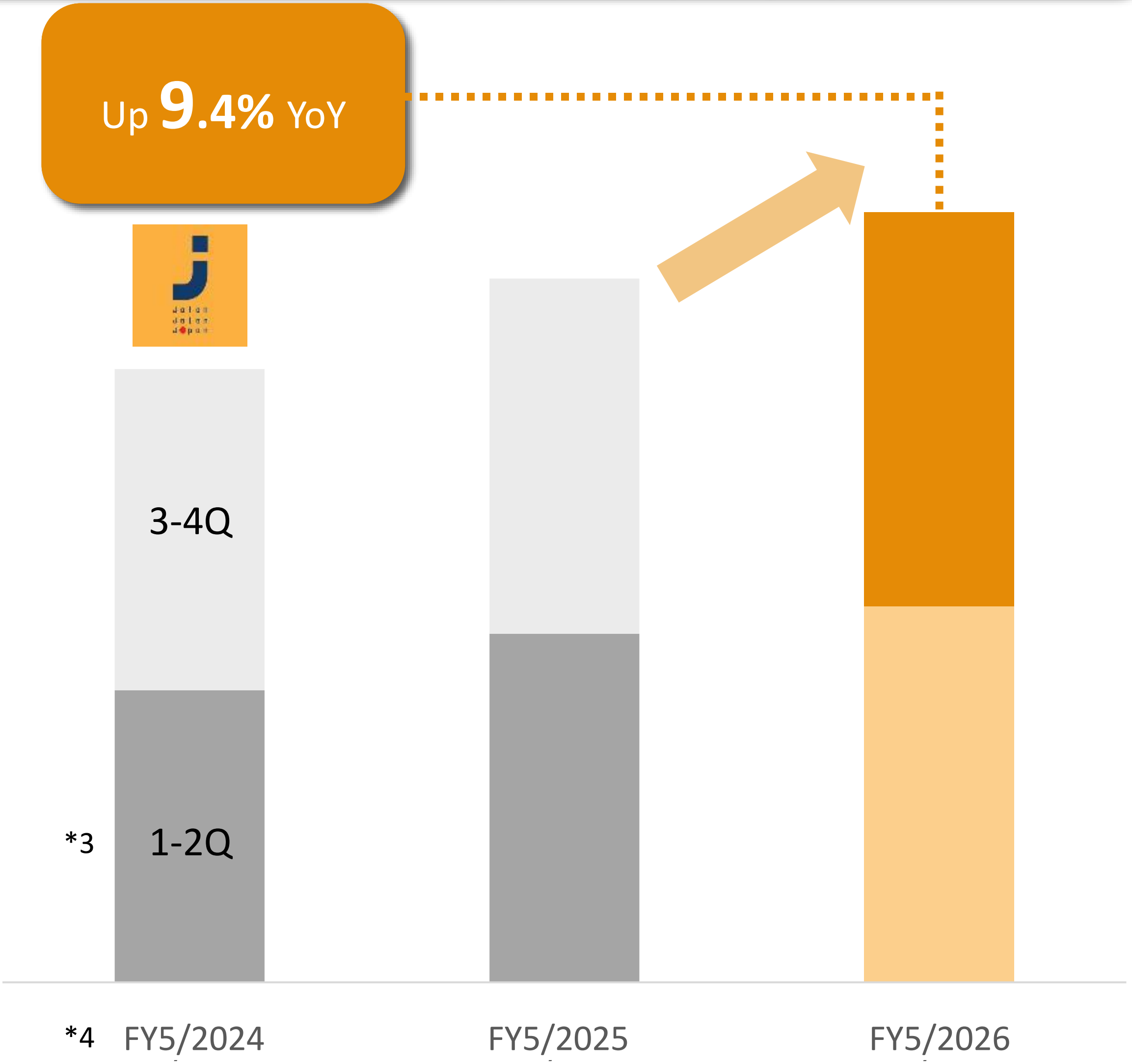
- ✓ Sales increased 15.8% YoY to ¥7,153 million at BOOKOFF stores in the United States and Jalan Jalan Japan stores in Malaysia because of contribution from new stores and stores opened in prior years.
- ✓ U.S. existing store sales increased, but expenses were higher because of up-front investments for new stores, including for expanding warehouses, and new store opening delays.
- ✓ Earnings in Malaysia decreased primarily due to a decline in existing store sales.

Overseas Business BOOKOFF USA and Jalan Jalan Japan Sales (Local Currency Basis)

BOOKOFF USA Sales



Jalan Jalan Japan Sales (Malaysia)



*1 1-2Q: March to August; 3-4Q: September to February
*2 12-month period included in consolidated results is March to February

*3 1-2Q: April to September; 3-4Q: October to March
*4 12-month period included in consolidated results is April to March

Progress for Medium-term Management Goals and Alliance Activities

BOOKOFF Group Medium-term Management Policies Overview

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

<u>**Sustained growth**</u> while exploration and exploitation

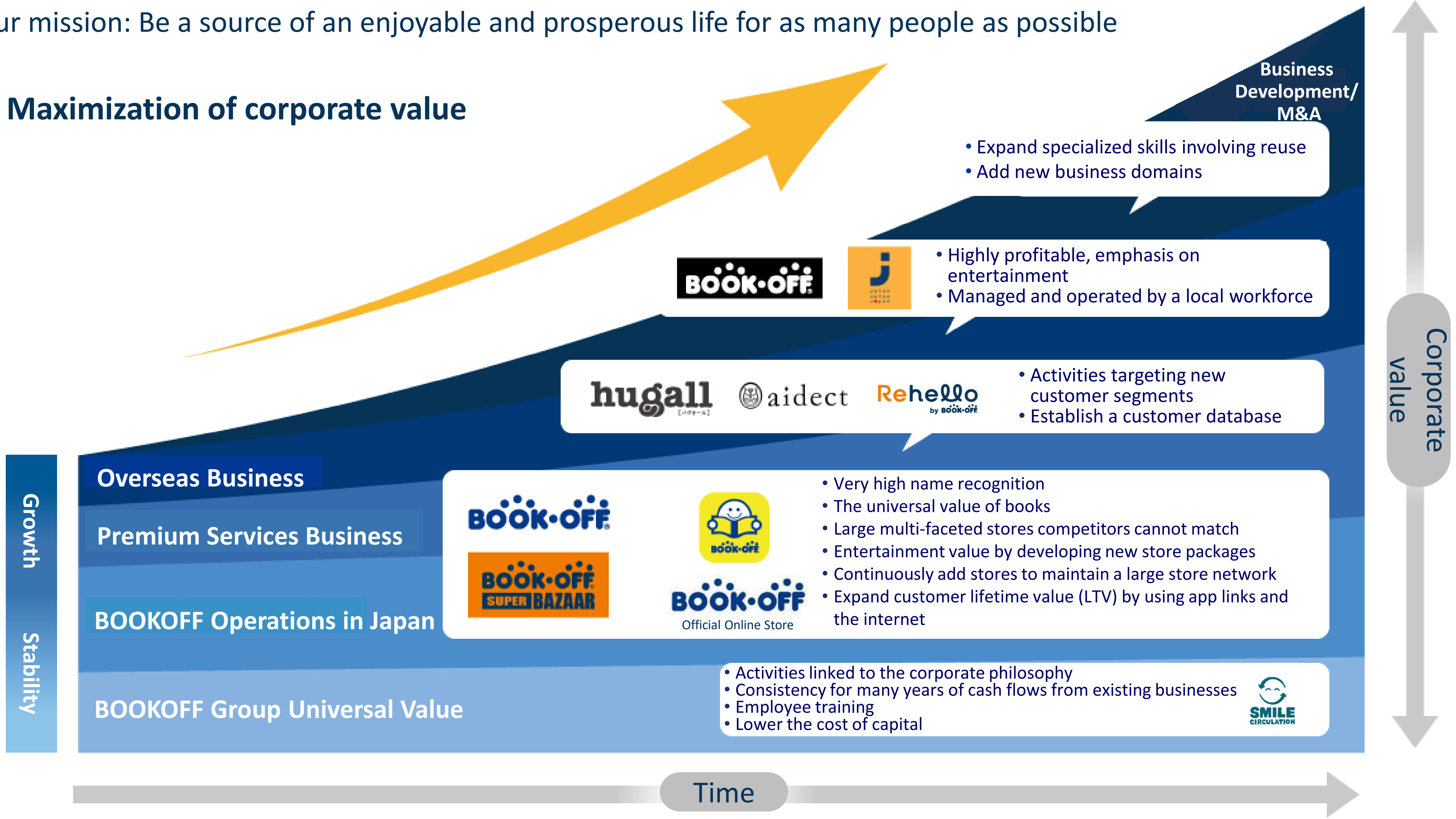
The BOOKOFF Group, more than just BOOKOFF

=<u>**Reshaping and expanding the business portfolio**</u>

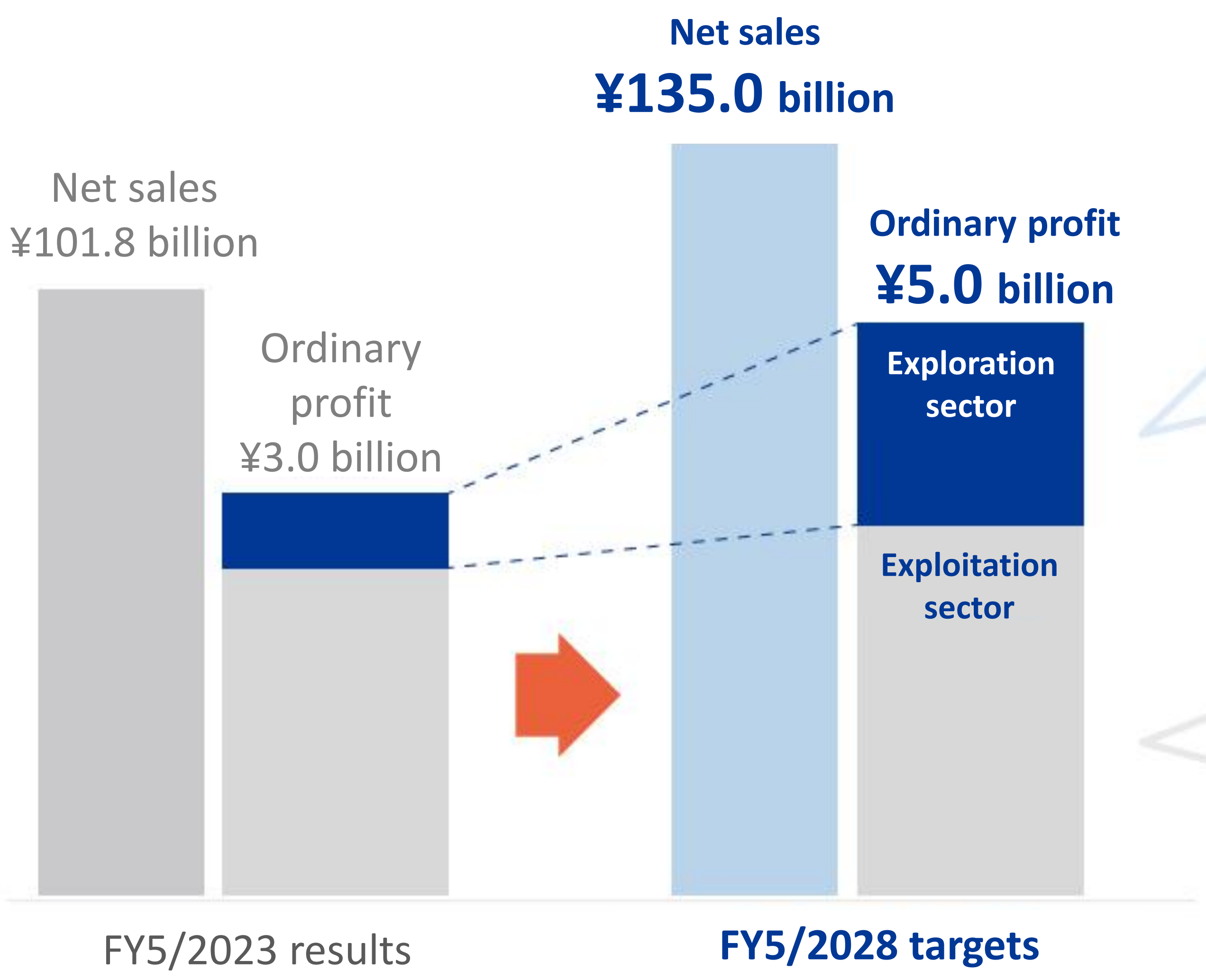
The BOOKOFF Group Value Creation Map

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

= Maximization of corporate value



Sales and Profit Targets and Outlook



Premium Services Business

hugall
Rehello by BOOKOFF
aidect

Overseas Business

BOOKOFF

Business Development Domain

Japan TCG Center
BOOKOFF Clean-up Service
CD recycling business

BOOKOFF Operations in Japan

BOOKOFF BAZAAR
BOOKOFF
BOOKOFF PLUS
BOOKOFF Official Online Store
ASO-VIVA

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

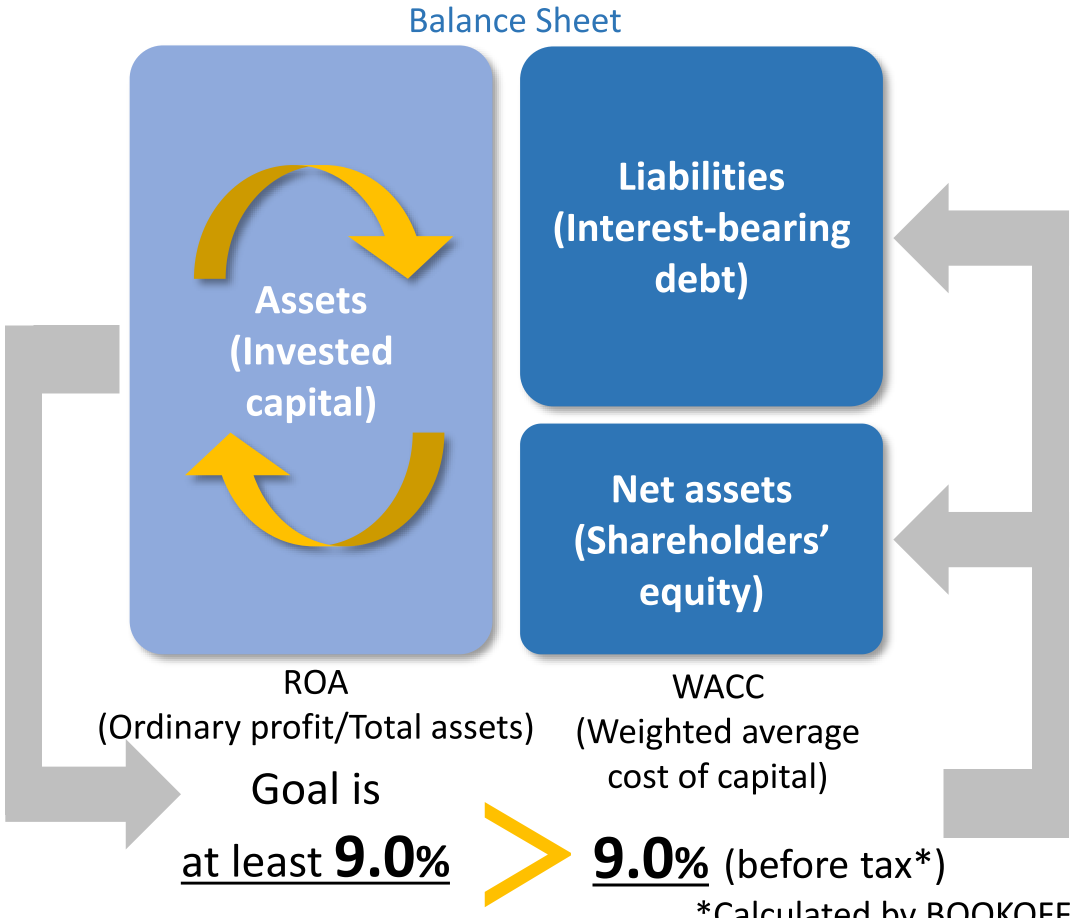
Financial Policies

- 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	At least ¥5.0 billion
ROA (Ordinary profit)	5.4%	6.4%	At least 9.0%

Cost of Capital and Excess Earnings

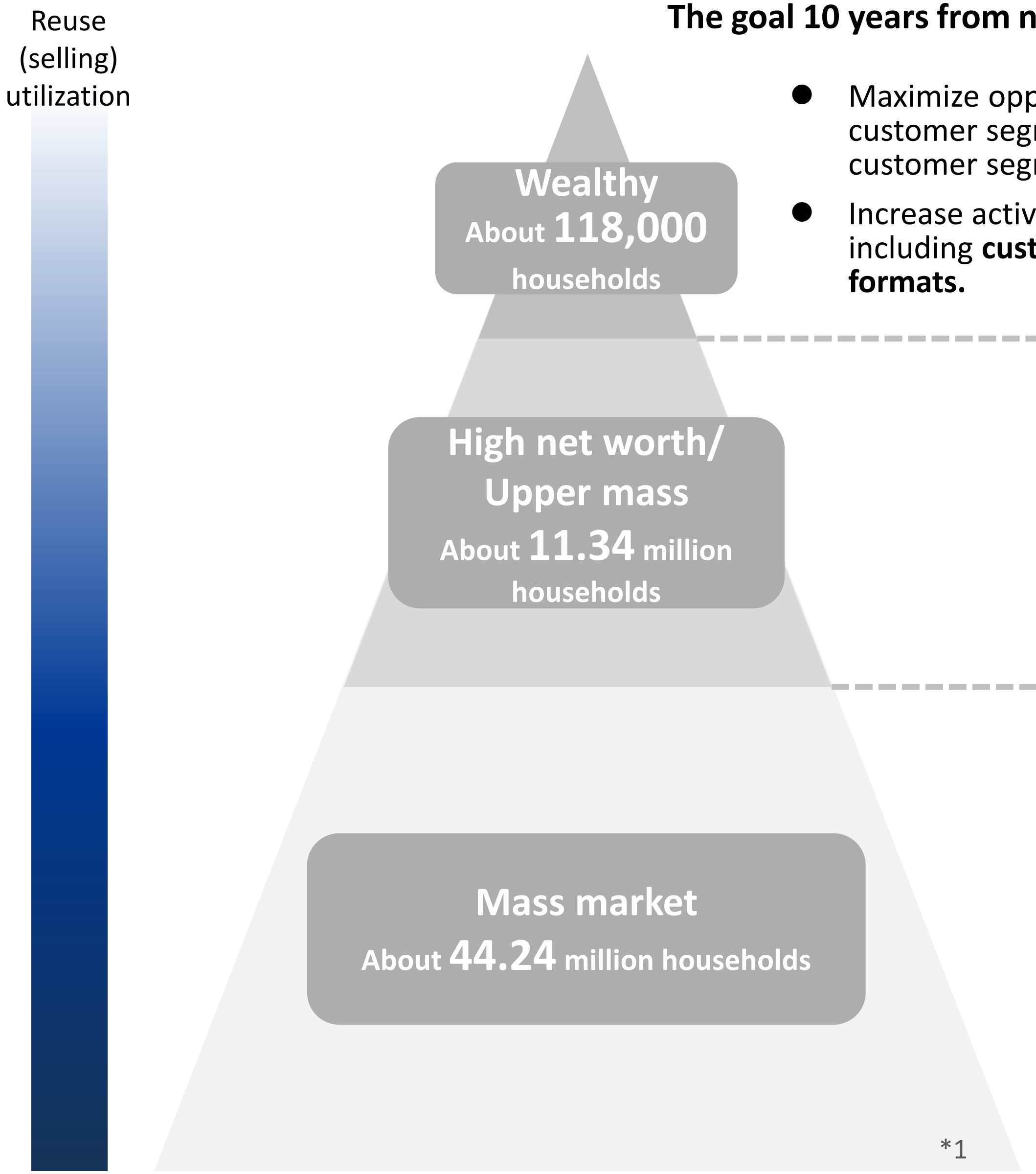


*Calculated by BOOKOFF

- ✓ Ordinary profit has traditionally been the KPI for business units. Therefore, the ordinary 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.

*The FY5/2028 ordinary profit target is now more than ¥5.0 billion because ordinary profit is expected to be ¥5.0 billion in FY5/2027.

Stance Regarding Growth Prospects in Japan



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 BOOKOFF
aidect / Rehello by BOOKOFF

About 310,000 annual customers (sales and purchases)

BOOKOFF SUPER BAZAAR / BOOKOFF PLUS / BOOKOFF / BOOKOFF Official Online Store / BOOKOFF ASO-VIVA

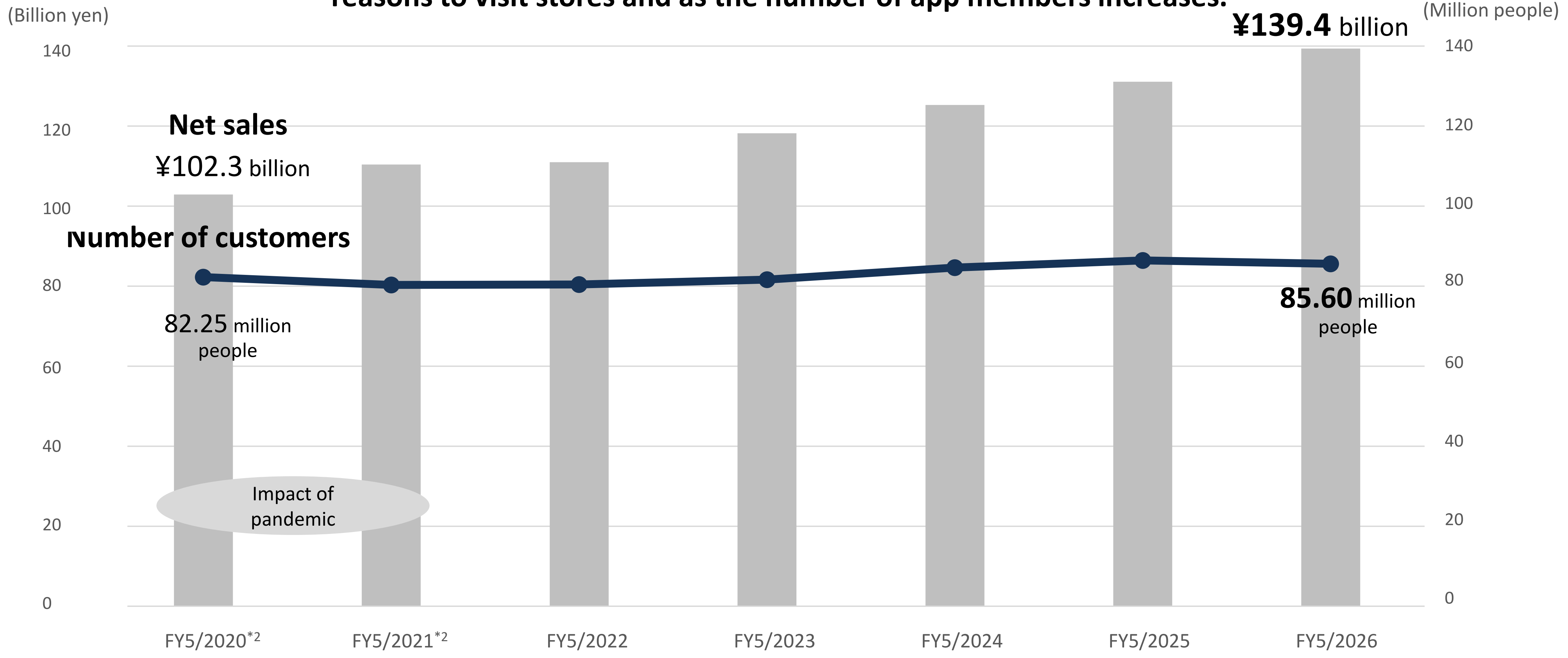
Specialty store format: Japan TCG Center

About 85.60 million annual customers (sales and purchases) *2

*1. Source: Nomura Research Institute: Assets and households divided by net financial assets held (2023)
*2. Total number of customers for chain stores and e-commerce from June 2025 to May 2026; Japan TCG Center stores are not included.

BOOKOFF Japan Chain Sales and Customers*1

Consistent sales growth since FY5/2022 because of investments for new stores, more merchandise and the use of digital technologies. The number of customers is also climbing as more merchandise gives people more reasons to visit stores and as the number of app members increases.



*1. Chain sales are the sum of franchised store sales, directly operated store sales, and EC (BOOKOFF official online store) sales. The number of customers is the total number of customers who have made purchases and sales at physical and e-commerce stores.

*2. 12-month figures from June 2019 to May 2020 for FY5/2020 and from June 2020 to May 2021 for FY5/2021

BOOKOFF Operations in Japan　Medium-term Goals

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 and increase gross profit of book purchases
- ✓ Make selling reuse items to BOOKOFF even easier and maximize the number of reuse items purchased
- ✓ Create more buying opportunities for customers by using the visualization of inventories and upgraded search capabilities

Make BOOKOFF ultra-convenient, ultra-interesting

- ✓ Further accelerate BOOKOFF SUPER BAZAAR store openings
- ✓ More convenience (use of digital technologies/service upgrades)
- ✓ Continuously open stores for more large stores and higher efficiency

Five strategies that underpin growth

Customer Strategy	Purchasing Strategy	Digital Strategy	Marketing Strategy	People Strategy
・ More frequent store visits ・ More reasons to visit stores	・ Increase experience value ・ Cut customer expenses ・ Make continuous improvements	・ Improve useability ・ Larger selection of merchandise ・ More app functions	・ Strengthen social network activities ・ More and better owned media	・ Hire a large number of people ・ Diversity of performance evaluations and career paths

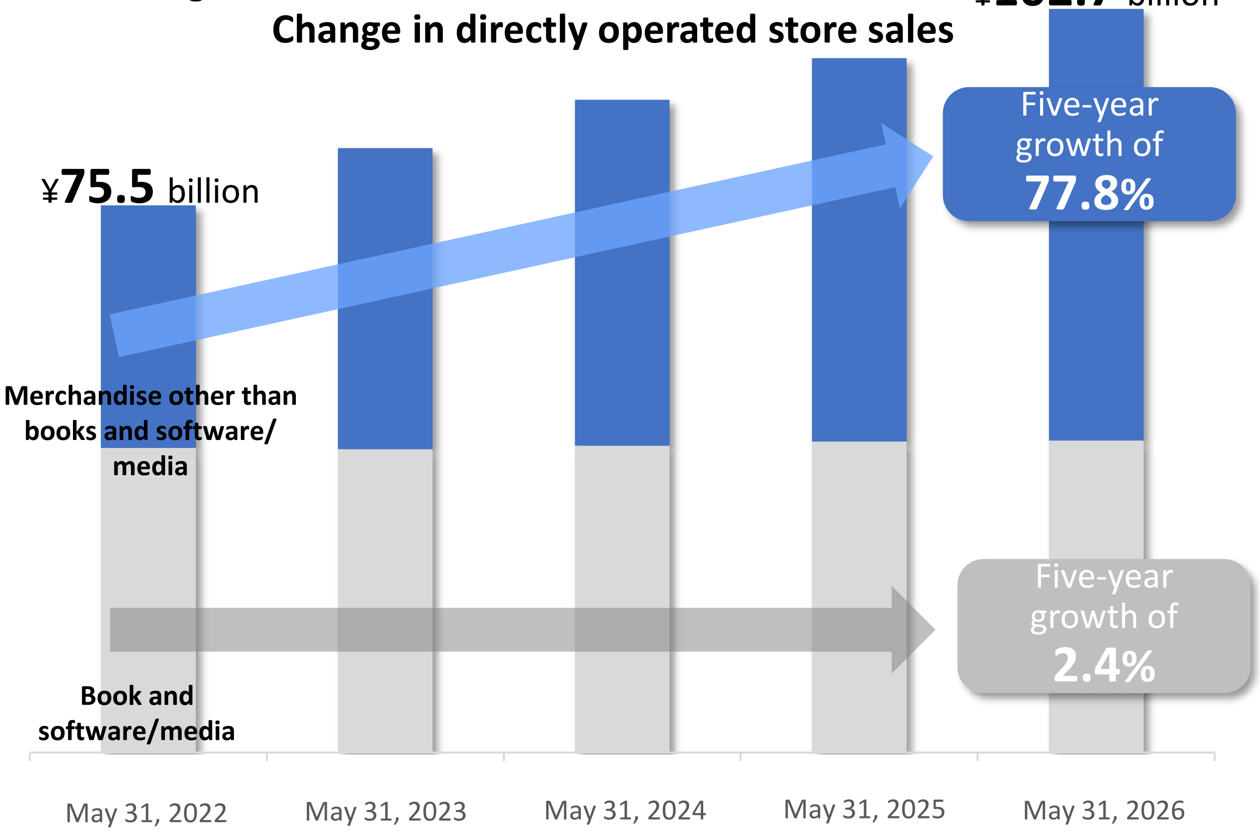
Goals for the core business

The BOOKOFF operations 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.

BOOKOFF Operations in Japan Progress Report (1)

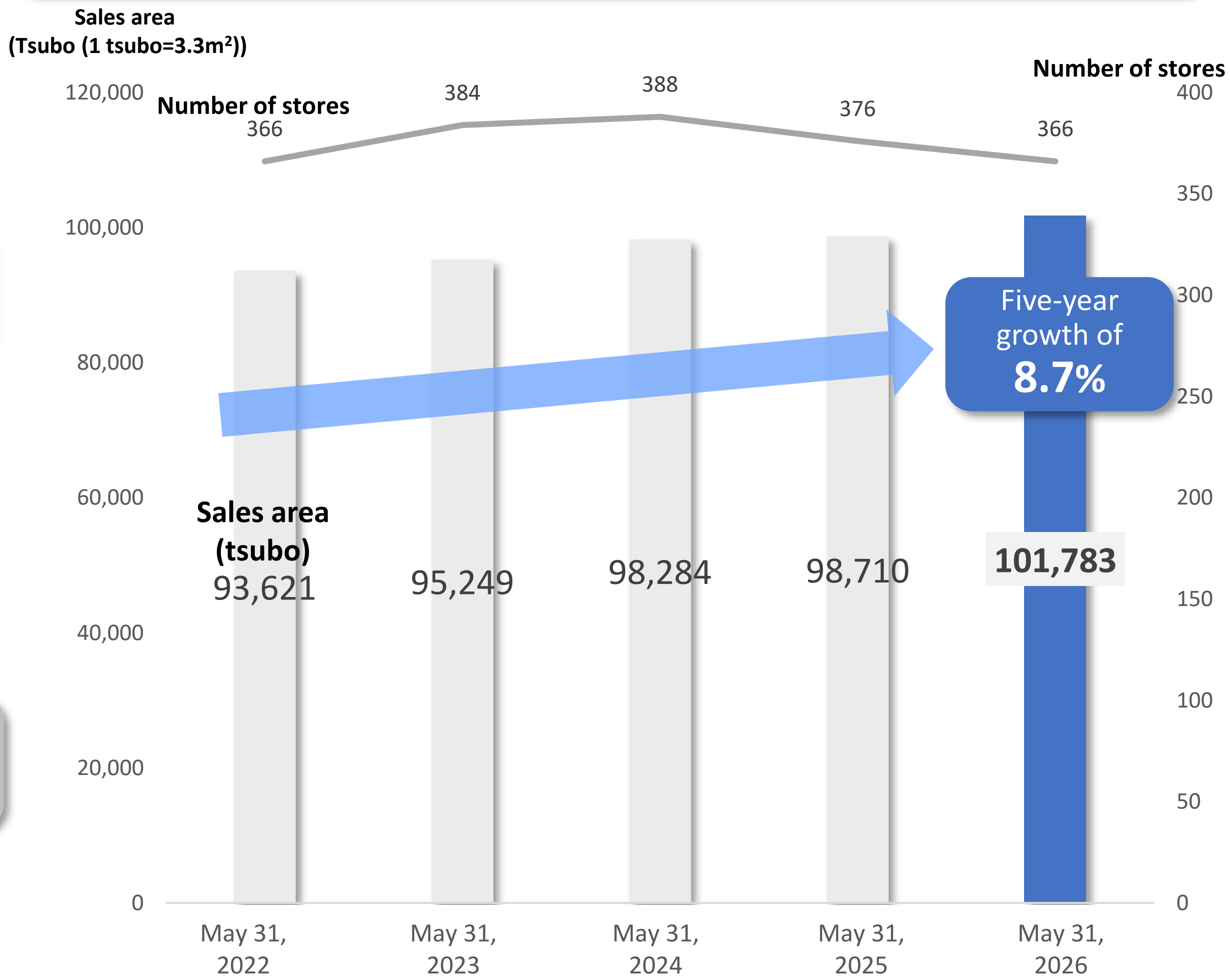
Merchandise portfolio innovation: Broader selection of products

Maintain strength in the book category as new merchandise drives growth



- ✓ 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.

Store innovation: New and replacement stores, mainly large formats



- ✓ Continuing strategic store replacements and openings for adding large stores while closing small stores. The result was steady growth of sales area while the number of stores remains flat.
- ✓ Total sales area was up 8.7% as of the end of May 2026. Sales per store is 35% higher than at the end of May 2022.

BOOKOFF Operations in Japan　Progress Report (2)

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

Speedy Purchases

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

Purchase Locker

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

Anytime　Anywhere
Simple　With confidence

Ease of selling goods

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

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

More digital points of contact: Member app reinforces customer loyalty

Store Pick Up Sales and EC Orders

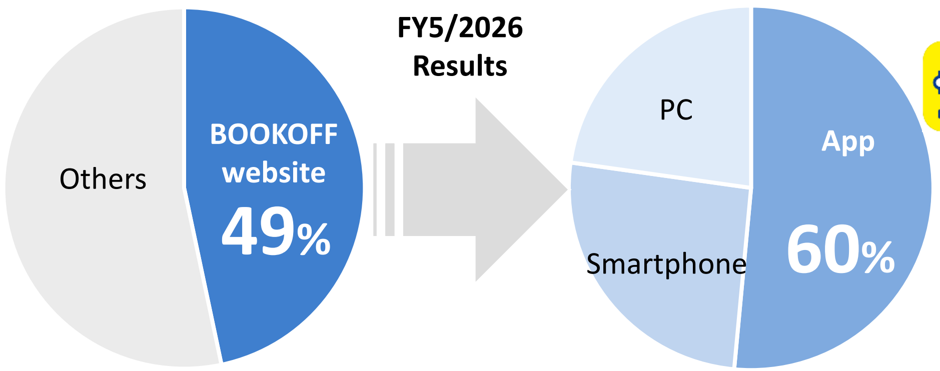
Up 17% YoY

✓ Store pick up sales in **FY5/2026** were **¥2.8 billion,** an increase of 17.2% from one year earlier.

Pct. of EC Customers Using BOOKOFF Website

Pct. of BOOKOFF EC Website Customers Using the App

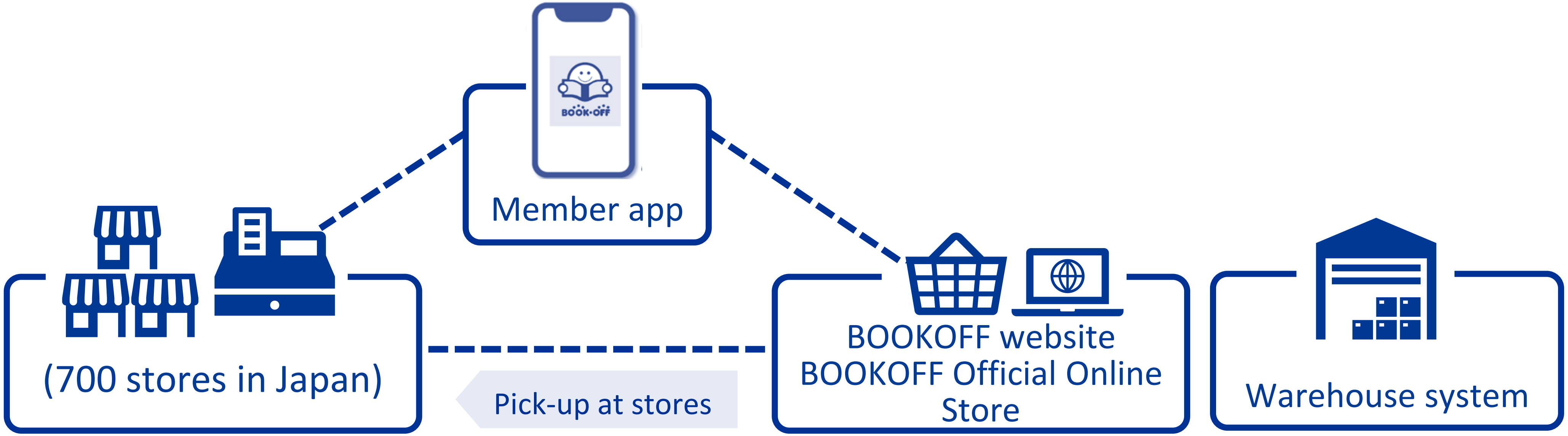
FY5/2026 Results



✓ 49% of customers using an EC website used the BOOKOFF website and about 60% of these customers used the app.

✓ The reason is the steady growth of the number of app members. The number was **10.46 million** at the end of May 2026, exceeding 10 million.

BOOKOFF Operations in Japan　Progress with IT Investments



More customer points of contact, mainly using the app for members, backed by the reliable operation of store systems, the official website and the official online store. Use generative AI for more efficient store and head office operations. More rigorous security measures.

FY5/2026 IT Investment and Development Activity

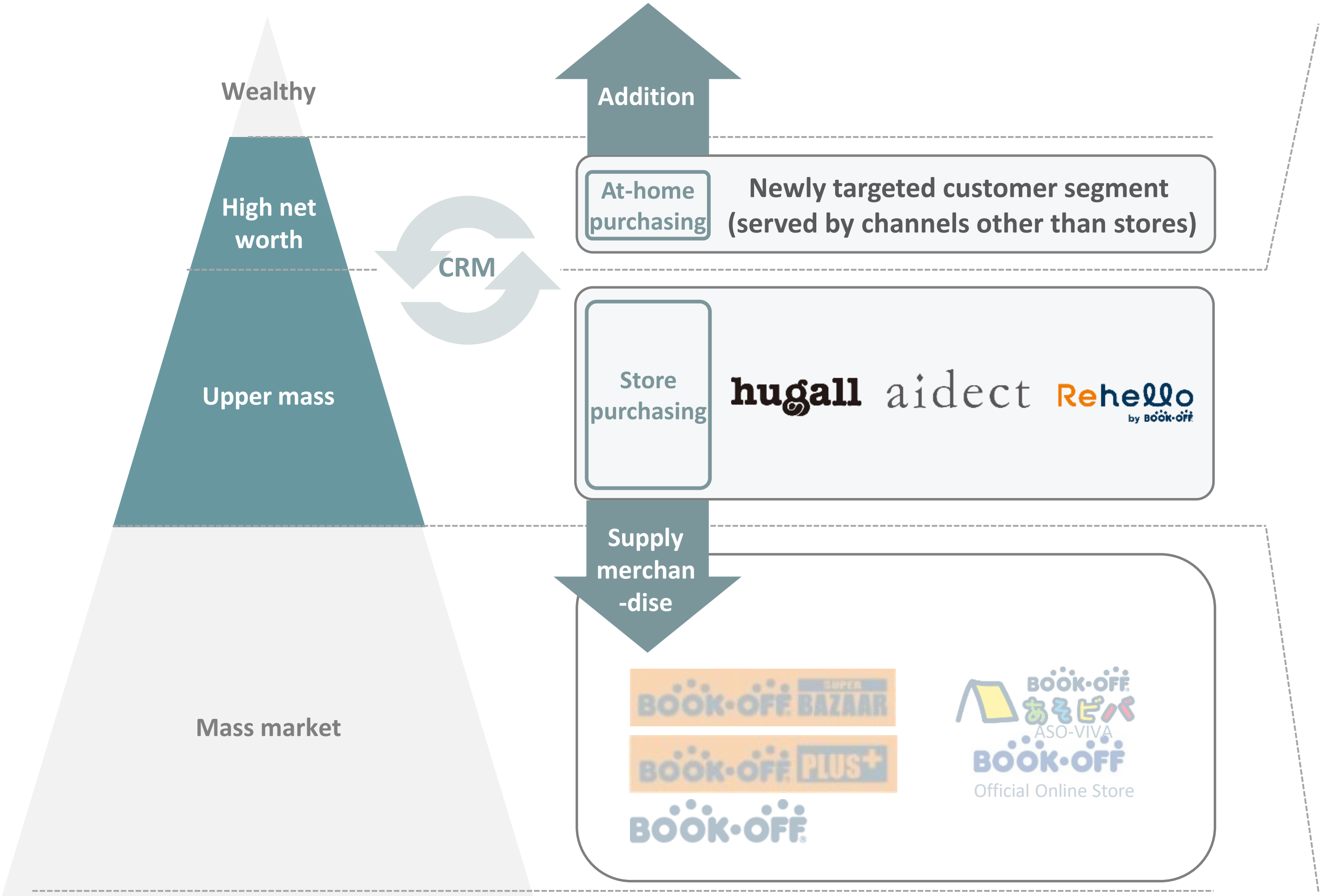
- ✓ Improved operations by upgrading the new store system that was started in FY5/2025 at all directly operated and franchised stores.
- ✓ Improved operations by upgrading the system for appraising and purchasing items.
- ✓ Improved operations by updating price management functions.
- ✓ Improved operations by starting automatic linkage with the duty-free system.
- ✓ Improved operations by expanding business form and data searches.

FY5/2027 Plan for More IT Investments

- ✓ Planning on IT system investments for more customer points of contact, generative AI use and more rigorous data security backed by the reliable operation of POS, sales management, sales/purchasing website and other major systems.
- ✓ Modify and improve the warehouse system and, based on the medium-term management policies, take actions targeting priority issues involving business strategies.
- ✓ Make selling reuse items to BOOKOFF easier by offering cashless purchases, new services and other improvements with emphasis on upgrading services for members.

Premium Services Business Medium-term Goals

Premium Services Business Medium-term Goals



hugall

Products: Jewelry | Bags | Watches | Art and antiques

Services: Purchasing

Locations: Department store | Shopping center

* No. of stores at the end of FY5/2026: 18

aidect

Products: Jewelry

Services: Remodeling | Repairs | Purchasing

Locations: Department store | Shopping center

* No. of stores at the end of FY5/2026: 13

Rehello by BOOKOFF

Products: Jewelry | Apparel | Bags | Books

Services: Purchasing | Sales

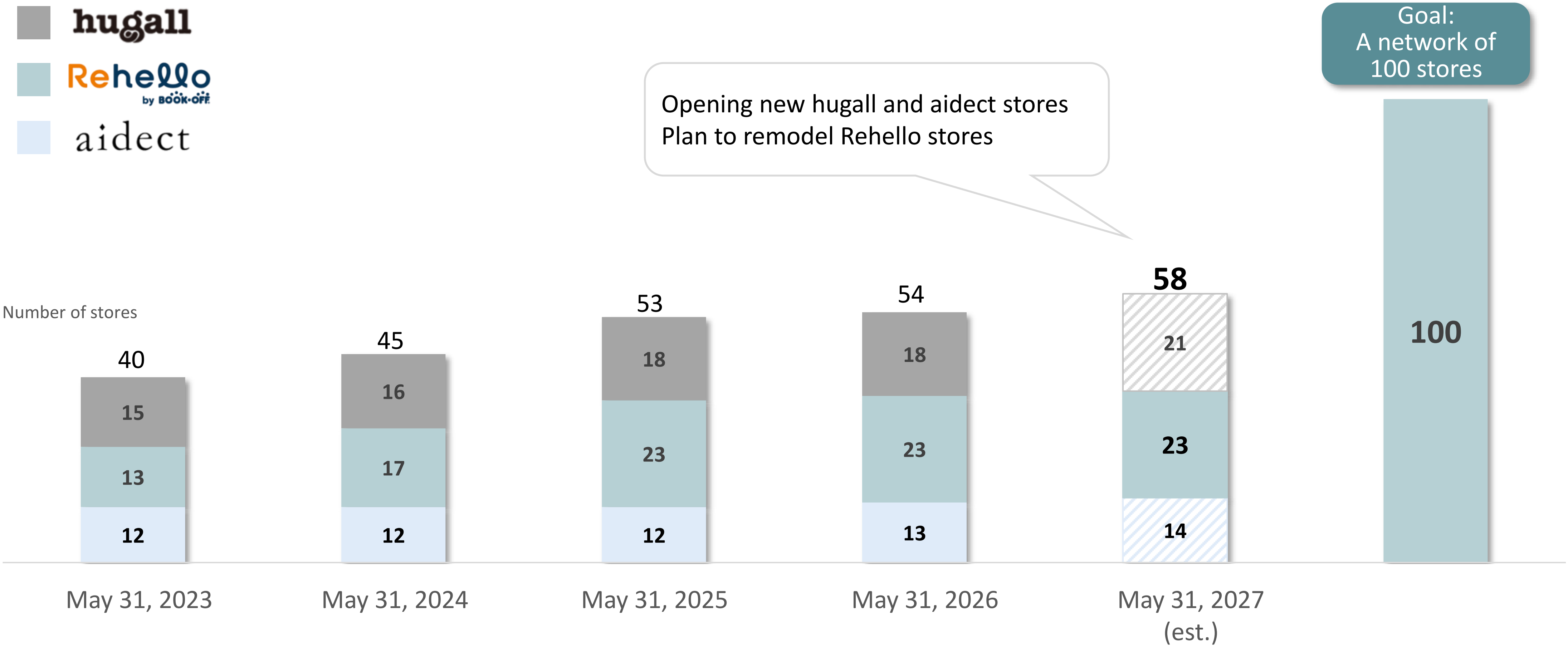
Locations: Roadside in urban areas

* No. of stores at the end of FY5/2026: 23

- ✓ Continuing to open stores with the goal of 100 locations
- ✓ Shifting strategic priority to maximizing purchases for the purpose of improving the quality of business growth
- ✓ Establish a CDP for integration and use of customer data; optimization of CRM; goal is raising reuse **purchases to ¥10 billion**

Premium Services Business Progress Report

Reinforcing stores and openings new stores to aim for 100 stores



- ✓ **Reinforce existing stores:** During FY5/2027, the opening of a Rehello store was pushed back while placing priority on upgrading the quality of services and profitability of existing stores.
- ✓ **New stores**: Planning on three new hugall stores, raising the total to 21. Store openings are expected to continue.

Aiming for higher **store quality** while opening more stores

Expansion of high-end purchasing channels to raise **purchases to ¥10 billion**

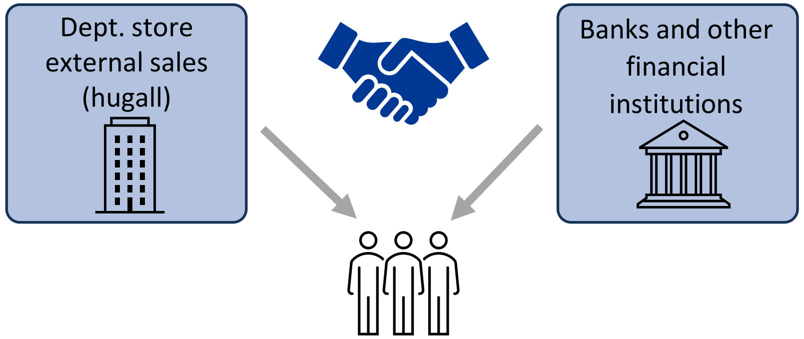
1 Open stores at shopping centers and department stores, locations where large volumes of purchases are expected

aidect hugall

- More stores mainly at large shopping centers and stores with many customers and substantial sales
- Focus resources on stores with the potential for high-quality purchases, resulting in large benefits from investments. The goal is more purchases per store.
- Use skills at successful stores at other locations to raise the quality of purchases of reuse items.

Shift to a store portfolio structured for large volumes of high-end purchases

2 More effective alliances and events



More introductions/consultations based on trust

- More alliances with dept. store external sales, financial institutions and other partners
- Provide the best services for each channel and reinforce sales operations with the goal of building a pipeline for consistent purchases.
- Hold more events to create opportunities to purchase reuse items in areas not served by stores.

More purchasing channels that customers choose over others for the consistent growth of purchases

Overseas Business　Medium-term Goals

Overseas Business Medium-term Goals

Jalan Jalan Japan

- Continue to open stores in Malaysia and Kazakhstan
- Operations in other countries

FY5/2028: **50** stores

FY5/2033: Goal of **100** stores

BOOKOFF USA

- 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.
- BOOKOFF operations in other countries

FY5/2028: **30** Stores

FY5/2033: Goal of **100** Stores

Larger volume of merchandise

Use a circular base for collecting reuse items in Japan to support growth in the number of JJJ stores.

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.**

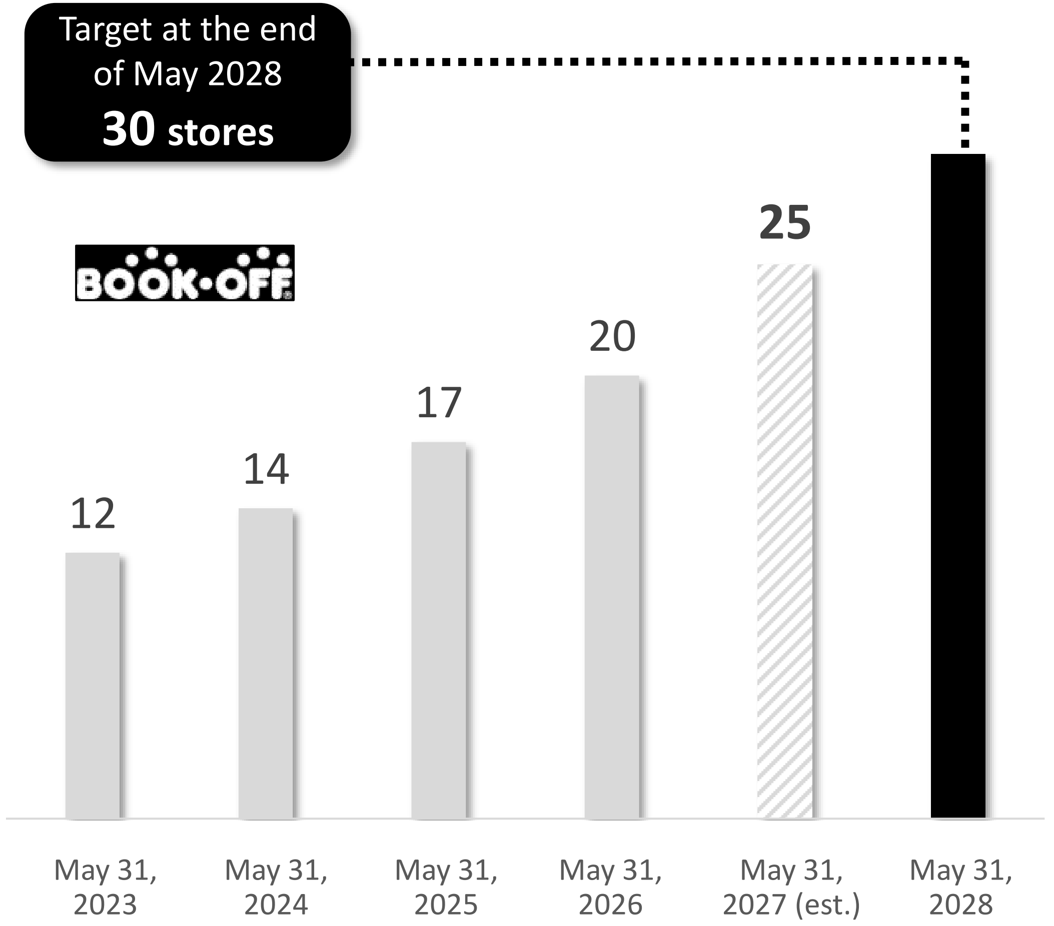
SMILE CIRCULATION

Circulate smiles for a better future

Overseas Business　Progress Report USA

BOOKOFF USA Store Openings

BOOKOFF USA　Number of Stores and Outlook

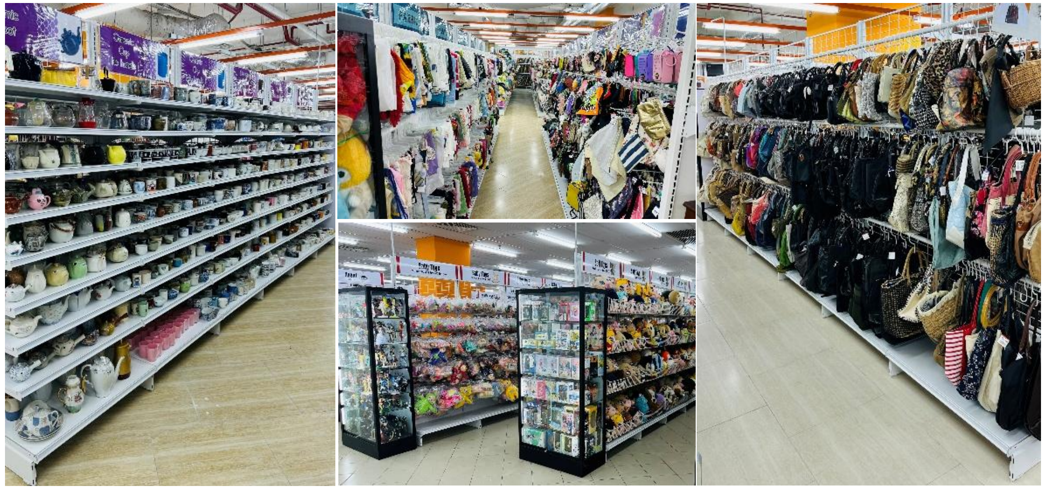


- ✓ In FY5/2026, the first stores opened in Texas and Michigan. Expanded warehouses for inventories to support new stores.
- ✓ While opening more stores into new states, activities are continuing to develop a U.S. workforce including store managers for an infrastructure capable of self-reliant growth in areas where BOOKOFF operates.
- ✓ Plan to develop a sales management system to provide the framework needed for a U.S. network of more than 30 stores

Overseas Business Progress Report Jalan Jalan Japan

Jalan Jalan Japan Existing Store Replacements (renovation)

Replacement of the 1st JJJ store: One City store to Summit USJ store



Sales area after renovation

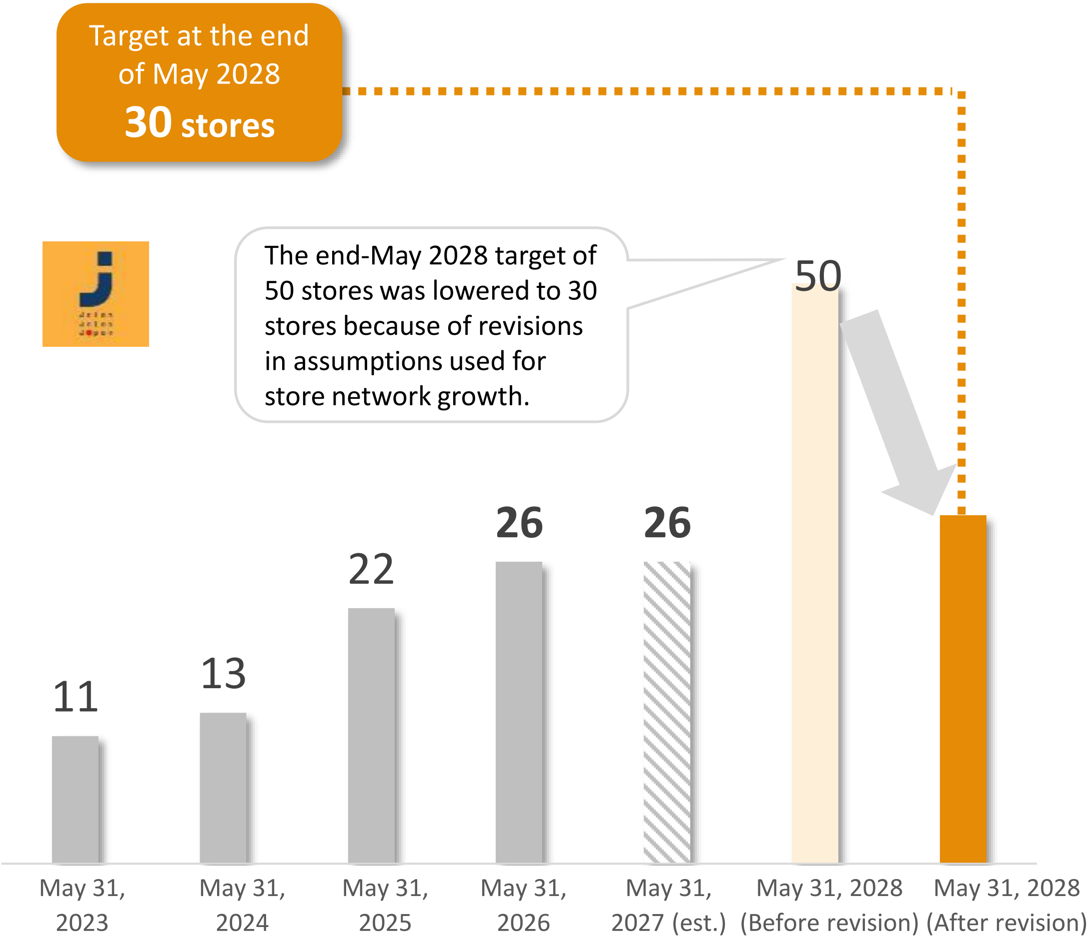
***Changes in net sales and number of customers after renovation**

Net sales Up 30% **Number of customers Up 48%**

*Opening date after replacement: October 17, 2025
Comparisons are for 5-months periods from November 2024 to March 2025 and from November 2025 to March 2026

Existing store sales and customer traffic recovered because the strategic replacements and renovations strengthened competitiveness of these stores

Jalan Jalan Japan Number of Stores and Outlook



- ✓ Store remodeling and improvements are aimed at raising earnings per store by enabling stores to provide the merchandise that their customers want.
- ✓ Making existing stores more profitable is the priority for FY5/2027. Eight stores will be renovated and there will be no new stores.
- ✓ Due to the expected benefits of store renovations, the outlook is for the pace of store openings to start increasing again in FY5/2028.

Reuse/Recycle Initiatives to Reduce Discarded Merchandise in Japan

Reuse and Recycling Functions

BOOKOFF / BOOKOFF PLUS / BOOKOFF SUPER BAZAAR

Unsold merchandise

Other reuse companies/ local governments/R-LOOP/clean-up service/ others

Unsold merchandise/ collected items

Sorted at seven circular base* locations throughout Japan (Sapporo, Tsukuba, Arashiyama, Hiratsuka, Nagoya, Kansai, Okayama)

*Renamed from R yard

Reuse → **Overseas business** (JJJ, BOOKOFF)

Recycle →
- Paper recycling
- Recycled plastic materials
- Commercial-use cleaning rags
- Felt

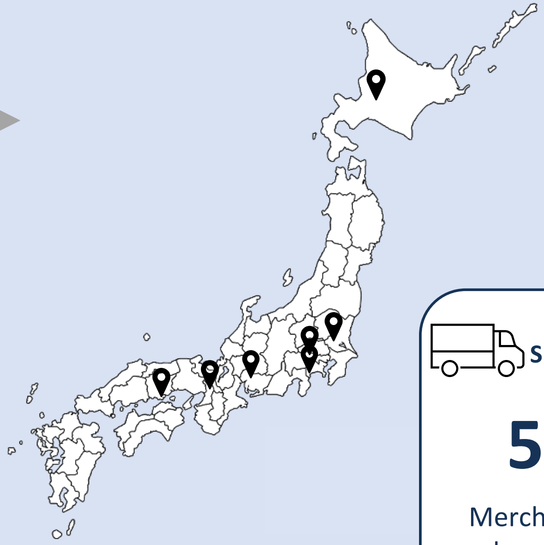
A society where nothing is discarded

By giving people the option of not discarding used items, BOOKOFF wants to lower the amount of waste materials and create social value for reuse and recycling.

A circular base

BOOKOFF Group stage 3 distribution bases in Japan to enable JJJ to grow to 100 stores; strategic bases for cutting the cost of waste materials and growing to 100 stores outside Japan

A nationwide network



Surplus inventory in Japan and items no longer needed by local governments and individuals can be converted into value for reuse by using sales channels outside Japan.

FY5/2026 performance

Shipments from Japan	Items sold by JJJ	No. of JJJ stores
5,211 t	**11.73** million	**26**
Merchandise with no sales opportunities in Japan is sent to other countries	Reuse merchandise sold (value circulation) in Malaysia, Kazakhstan and other countries	Stores are raising awareness of reuse in other countries

Nucleus of the exit strategy

A merchandise supply infrastructure that supports overseas growth, including the goal of 100 JJJ stores, as well as the growth of the BOOKOFF Group

A hub for alliances

Expansion of the resource circulation loop by using ties with local governments, other reuse companies, R-LOOP and other partners to operate many types of recovery schemes for reuse items

Overseas Business Establishment of Taiwan subsidiary by BOOKOFF International

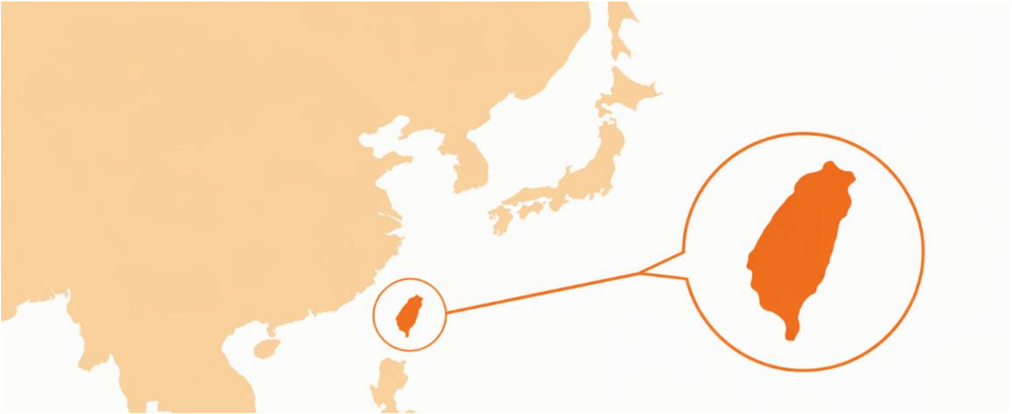
- BOOKOFF International was established to oversee operations of the BOOKOFF Group outside Japan, allocate resources as needed, and operate businesses with speed and flexibility.
- BOOKOFF International established a wholly owned subsidiary in Taiwan to operate a reuse business.

1. Establishment of BOOKOFF International

The overseas business operates in North America and Southeast Asia. BOOKOFF established BOOKOFF International for the unified implementation of an overseas strategy for the entire group. The new subsidiary will oversee activities for the growth of U.S. BOOKOFF and achieving the goal of 100 Jalan Jalan Japan stores. Activities for starting operations in other countries is another major role of the new company.

Speed up the expansion of operations to 10 countries outside Japan in the medium- to long-term

2. Establishment of a subsidiary in Taiwan



- Planning on using the BOOKOFF store model for reuse purchases and sales in Taiwan
- Activities for raising awareness of BOOKOFF in Taiwan while opening stores

Faster growth outside Japan for expansion of the reuse business worldwide

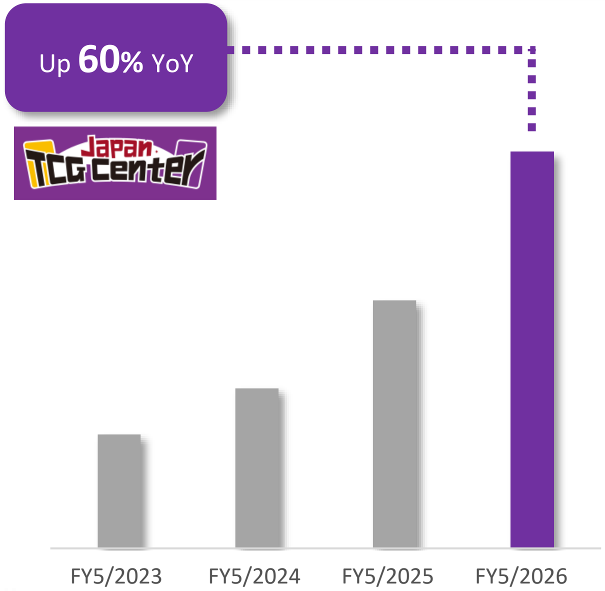
Other Businesses Japan TCG Center and Clean-up Service

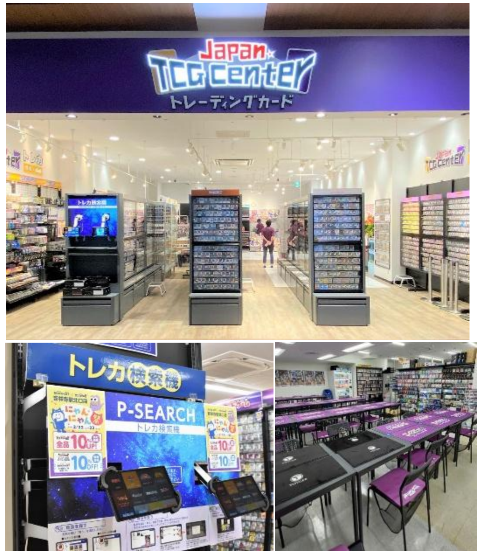
Japan TCG Center Stores Specializing in Trading Cards

- Merchandise: Sales and purchase of new and old trading cards
- Number of stores: 8
- Store names: Kichijoji-eki-kitaguchi store, Kamata-eki-higashiguchi store, Naha Okiei-dori store, AEON Mall Okinawa Rycom store, **Hachioji Ekimae store, Chiba Ekimae store, Honatsugi Ekimae store, Kinshicho Marui store**

*Four stores in bold opened in FY5/2026.

Fiscal Year Sales





✓ Attract core trading card users to enable the BOOKOFF Group to serve more customer segments

✓ Plan to open four stores in FY5/2027

Clean-up Service

Customer needs

- Clean-up for inherited items, houses no longer needed, end of life
- Clean-up for moving to a new home

BOOKOFF value

- Appraisals/purchases of items with value
- Sorting/transport of items during clean-up

Japan

hugall Alliance

BOOKOFF SUPER BAZAAR

Overseas

BOOKOFF USA

Jalan Jalan Japan Malaysia Kazakhstan

No value

Proper handling of waste materials in compliance with laws and regulations by using partnerships with local waste collection/disposal companies

✓ Solving customers' problems by using all BOOKOFF Group capabilities

✓ More convenience for customers and contributions to creating a recycling society by reusing, recycling and properly discarding household items.

Objective of the Capital and Business Alliance with ITOCHU

ITOCHU × BOOKOFF GROUP HOLDINGS

More points of contact close to consumers to create a society in Japan and other countries where nothing is discarded

Business alliance

(1) More purchases

Use FamilyMart convenience store network for more reuse opportunities at stores people frequently visit.

(2) More stores and customers

Use ITOCHU Group assets for more stores and customers in the premium services business

(3) Growth outside Japan

Use the ITOCHU global network for the expansion of overseas operations

(4) New businesses

Use the customer and service bases ITOCHU and BOOKOFF have for creation of new businesses and services

Capital alliance

- ✓ Signed a capital and business alliance on February 18, 2026.
- ✓ ITOCHU purchased 879,000 shares of BOOKOFF (5.01% of voting rights) from three BOOKOFF shareholders: Shogakukan Inc., Shueisha Inc., Kodansha Ltd.

▶For more information: "Notice Concerning the Execution of a Capital and Business Alliance Agreement with ITOCHU Corporation"

Goal of the Capital and Business Alliance with ITOCHU

The goal is BOOKOFF Group ordinary profit of ¥10 billion by growing even faster

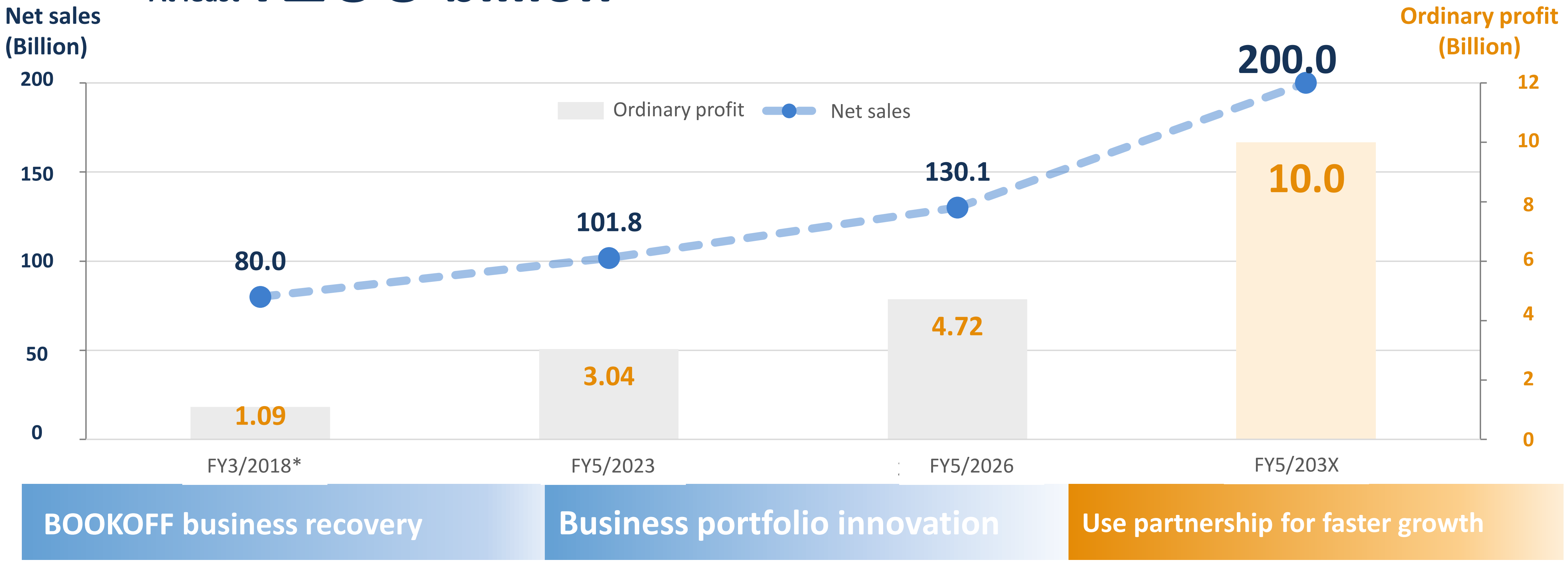
FY5/203X targets

Net sales

At least ¥200 billion

Ordinary profit

At least ¥10 billion



* BOOKOFF changed its fiscal year end from March 31 to May 31 in FY5/2021. FY3/2018 results are before the change in the fiscal year end.

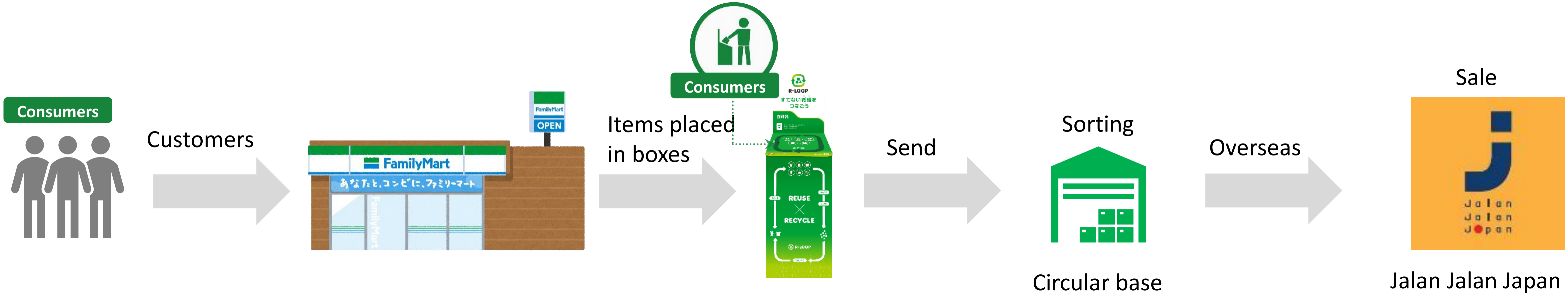
Alliance Activity (1) More Purchasing Channels — R-LOOP at FamilyMart Stores

As a new base for the reuse of resources, FamilyMart and BOOKOFF started the trial placement of apparel/household goods collection boxes at selected stores

Boxes were placed at about 30 stores in Tokyo (Setagaya-ku and Suginami-ku) starting on April 13, 2026.

R-LOOP × FamilyMart

An initiative by R-LOOP and FamilyMart to create a circular economy



The goal is to add more boxes to collect 4,000 tons of apparel and other reuse items every year. This will reduce waste materials and provide a purchasing channel to support the planned growth of Jalan Jalan Japan to 100 stores.

▶**For more information: Press release "Using Convenience Stores for Reuse"**

Alliance Activity (2) More Purchasing Channels

The new concept of using convenience stores for reuse

Second step of the partnership with FamilyMart

BOOKOFF and FamilyMart have started preparations for specific actions to use convenience stores for reuse.

Alliance Activity (3) Premium Services and Overseas Businesses

Use the ITOCHU alliance to add stores and grow outside Japan faster

Premium services business

More special events

More customer points of contact

New customer points of contact for hugall/Rehello/aidect, including stores at events held by ITOCHU Group companies. Discussions are under way with ITOCHU for activities to build a larger base for earnings.

Overseas business

Back office support

Stores in more countries

Use the ITOCHU Group global network to speed up store openings with the goal of operating stores in 10 countries outside Japan.
The first steps are the establishment of a subsidiary in Taiwan and support for business development activities.

Sustainability Topics (1) Basic Policy

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 Raise Awareness of the Need for Reuse

August 8 – Reuse Day

Reuse Day, which is **August 8**, is an opportunity not only for BOOKOFF but for **all companies involved with reuse operations** to make more people aware of the importance of recycling goods and encourage them to take actions.

With the support of **the Ministry of the Environment and Ministry of Economy, Trade and Industry**, **44 companies are conducting programs** with the goals of increasing the number of people committed to reuse and creating a circular economy.

The main activity of Reuse Day is **hands-on events for elementary school students and their parents and guardians** where BOOKOFF acts as an executive committee member. These events in 2025, the first-year Reuse Day was held, gave at least 90% of participants a better understanding of reuse operations and helped make recycling a part of daily activities. Due to the success of the 2025 events based on feedback from participants and reuse companies, Reuse Day will be held again in 2026 at Akihabara in Tokyo on August 7 and 8.

In addition to the Reuse Day events, the **44 participating companies** will use their services and social media to reinforce the public's positive perception of the **reuse industry and reuse activities**. This is expected to create more opportunities for programs that increase public interest in recycling.

Details: https://www.bookoffgroup.co.jp/sustainable-260415/

Increase in Reuse Day participating companies

26 companies (FY2025) < **44 companies** (As of July 13, 2026)

Activities to Promote Reuse and Give People the “Don’t Discard Option”

R-LOOP

R-LOOP boxes for household items that are no longer needed are placed at stores, hotels and other locations. Boxes give people a simple channel for recycling of apparel and other household items.

After inspections, suitable items in R-LOOP boxes are sent for **sale at** BOOKOFF Group **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 addition, all items can be **traced** due to the use of a database that monitors the volume of items collected and goods that are reused and recycled.

Beginning in April 2026, R-LOOP collection boxes were placed in **30 FamilyMart stores in Tokyo** on a trial basis. Furthermore, **seven local governments in total** started using R-LOOP. These activities raised the number of convenient locations where people can use R-LOOP.

Providing people with the convenience of **dropping off** reuse items at nearby locations lowers the volume of trash and gives people a “**don’t discard option**” at places they frequently visit.

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

R-LOOP locations	Municipalities
775	**7**

*Locations and municipalities as of the end of May 2026

FamilyMart Setagaya Seta 4-chome store

Reuse of Books in Communities with No Book Store

FURUSATO BOOKOFF Store

There are 498 **communities in Japan that do not have a book store**. To provide children with **opportunities to read books and eliminate variations in opportunities to read among different regions of Japan,** BOOKOFF operates FURUSATO BOOKOFF stores that sell used books.

Stores sell mainly comics and best sellers that are not available in libraries. Book prices are affordable between ¥110 and ¥330. Operations are performed by communities and there is no risk of a community incurring expenses for book inventories. Furthermore, these stores demonstrate the value of reuse programs by selling used books sold by our customers.

FURUSATO BOOKOFF stores began in 2022, originating with an idea from employees, as one way to celebrate BOOKOFF’s 30th anniversary. **The third store opened in Fukaura-machi in Aomori prefecture** in April 2026. About 150 people visited the store when it opened, creating an additional source of vitality for this community. BOOKOFF plans to open more of these stores to support communities with no book stores.

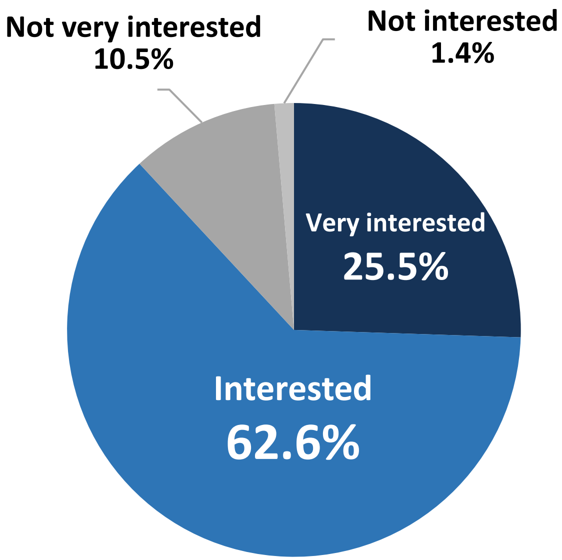
First store	**August 2, 2023**	**Nishiwaga Yumotoya Onsen Pool store** (Iwate prefecture)
Second store	**April 23, 2024**	**Kisosaki Town Hall Store** (Mie prefecture)
Third store	**April 25, 2026**	**Fukaura-machi Kazemachikan store** (Aomori prefecture)

The third FURUSATO BOOKOFF Fukaura-machi Kazemachikan store (Aomori prefecture)

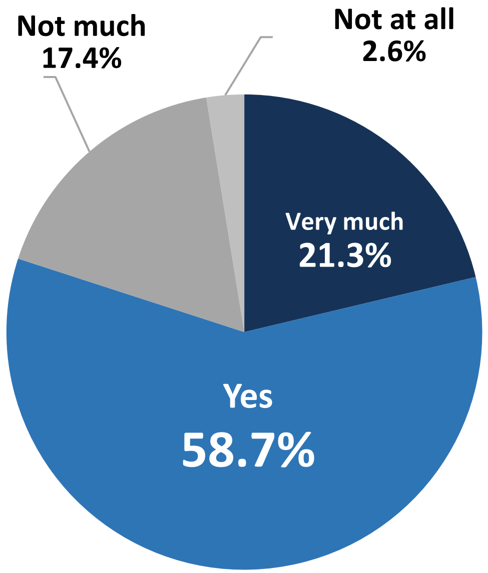
Details: https://www.bookoffgroup.co.jp/sustainable-260308/

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

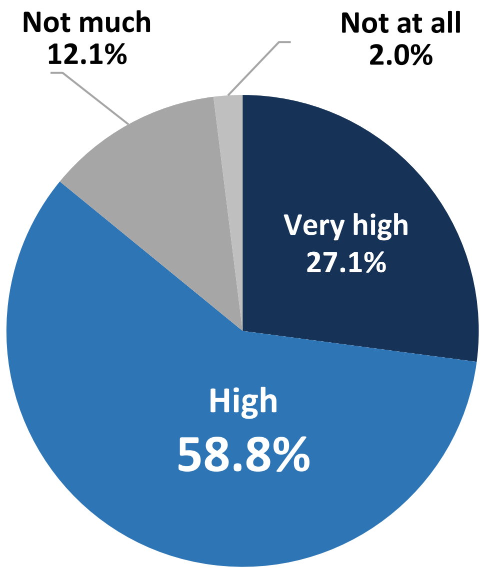
What is your level of interest in these activities?



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 continuing and enlarging these activities, BOOKOFF aims to increase its corporate value over the medium to long term and further improve how people view reuse. This is expected to contribute to more progress for the industry and support measures to create a circular economy.

Survey: June 18, 2026 Coverage: 1,015 residents of Japan ages 10 to 70s Method: Internet

Sustainability Topics (2) Response to Climate Change

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

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 CO_2 Emissions

	FY2030	FY2045
Reduction vs. FY5/2022*1	**50%**	**Become carbon neutral**

*1: CO_2 emissions at BOOKOFF CORPORATION LIMITED, the major business company

Target for Business Sites Using Renewable Energy

	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 CO_2 Emissions Involving Business Activities

(Unit: t-CO_2)

		FY5/2024	FY5/2025	FY5/2026
CO_2 emissions	Scope1*3	301	311	357
	Scope2*4	17,234	14,984	14,165
	Total	17,535	15,295	14,522

*3. Scope1: June 1 to May 31

*4. Scope2: April 1 to March 31

Sustainability Topics (3) Human Resources

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	FY5/2026 Results
Percentage of female managers	At least 20%	**9.7%**
Use of child care time off by women	At least 100%	**100.0%**
Use of child care time off by men	At least 60%	**60.0%**

Applicable companies: BOOKOFF GROUP HOLDINGS LIMITED
BOOKOFF CORPORATION LIMITED

Sustainability Topics (4) Activities

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.

Sendai Reuse Festival

- ✓ In April 2026, BOOKOFF held its sixths event in the city of Sendai, 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.

Reclothes Cup

- ✓ In 2025, the Used Apparel Upcycle Design Contest in Fukuoka prefecture had a record-high 612 entries, making it the largest event of this type in Japan. Another contest is planned for 2026.
- ✓ The contest raises the value of used apparel and is a source of new ideas for recycling items. In addition, the event attracts many young people and increases the desire of people to play a role in the growth of recycling.

SustainaBook Project

- ✓ During a specified period, a number of used books based on total book sales at participating stores were donated to facilities for children, giving children more opportunities to read.
- ✓ A total of 5,884 books were donated to 73 facilities during FY5/2026. In FY5/2027, donations will be expanded to facilities in a total of 30 prefectures.

Creating Value as a Leading Reuse Company

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

Synergies

Increase the social value of reuse

Actions for a positive view of reuse

Ease and convenience | Traceability

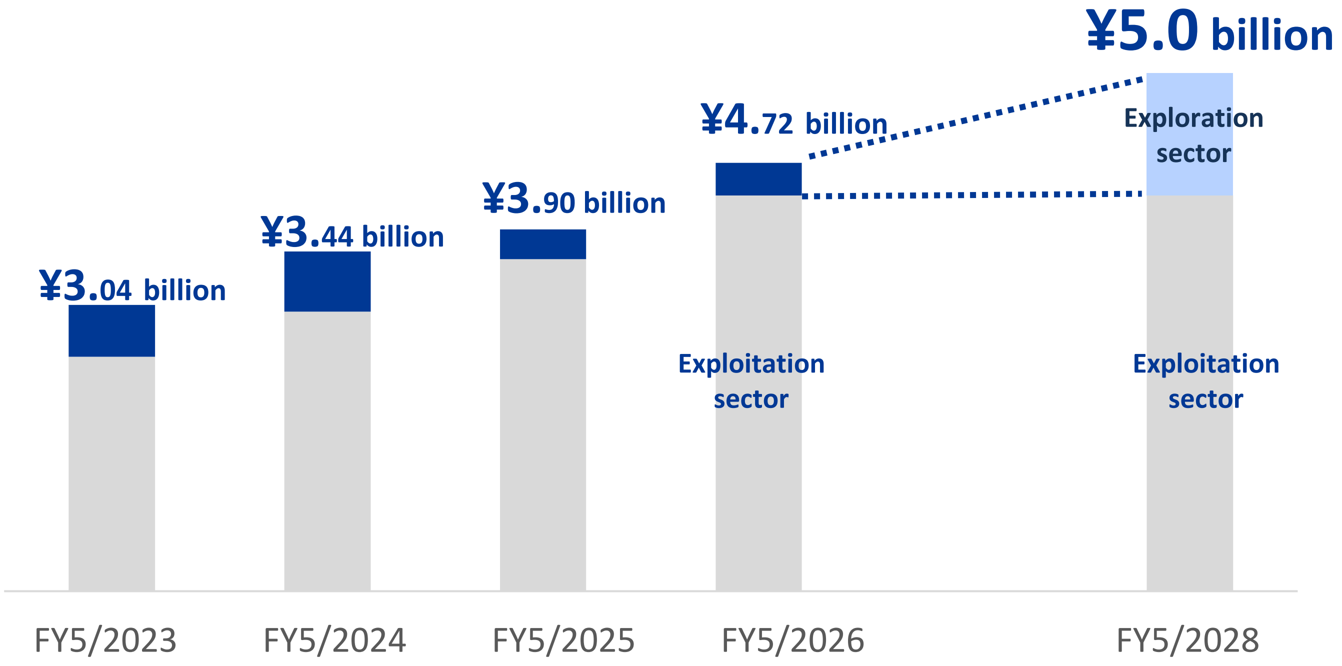
Support for the next generation/young people

- ✓ Public sector partnerships
- ✓ CD recycling business
- ✓ FURUSATO BOOKOFF Store
- ✓ Reclothes Cup
- ✓ August 8 – Reuse Day
- ✓ R-LOOP
- ✓ The School BOOKOFF Project
- ✓ Kimochi-to
- ✓ Reuse Festival

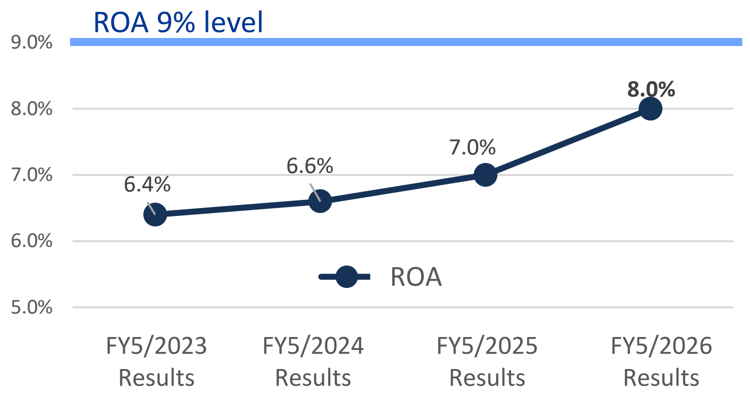
Activities for a more powerful workforce

Actions to Implement Management that is Conscious of Cost of Capital and Stock Price

Ordinary profit



Improvement in Return on Assets



	FY5/2023 Results	FY5/2024 Results	FY5/2025 Results	FY5/2026 Results	Targets
Ordinary profit	¥3.04 billion	¥3.44 billion	¥3.90 billion	¥4.72 billion	¥5.00 billion
ROA (ordinary profit)	6.4%	6.6%	7.0%	8.0%	At least 9.0%

- ✓ Due mainly to higher earnings in the BOOKOFF operations in Japan, **earnings increased to a record-high for two consecutive years (ordinary profit of ¥4.7 billion)**.
- ✓ BOOKOFF operations in Japan, which is positioned as an exploitation sector, is currently a large pct. of total earnings. Actions are needed for earnings growth in **the premium services, overseas and other businesses, which are positioned as exploration sectors.**
- ✓ **The goal is to reshape and expand the earnings portfolio** by using constant investments for growth for higher profitability in the premium services, overseas and other businesses.
- ✓ Another goal is to **raise the ROA to more than 9%** by using capital more efficiently by shifting to a profit structure with a larger pct. of highly profitable businesses.

FY5/2027 Sales and Earnings/Dividend Forecasts

FY5/2027 Sales and Earnings/Dividend Forecasts

(Million yen)

	FY5/2026 Results	FY5/2027 Forecast	Change (Amount)	Change (Ratio)
Net sales	130,123	**139,000**	**+8,876**	**106.8%**
Operating profit	4,405	**4,700**	**+295**	**106.7%**
Ordinary profit	4,720	**5,000**	**+280**	**105.9%**
Profit attributable to owners of parent	2,763	**2,800**	**+37**	**101.3%**
Dividend per share	36 yen	**40 yen**	**+4 yen**	**111.1%**

- ✓ In FY5/2027, the fourth year of the medium-term management policies, higher sales is expected with the growth of existing store sales in the BOOKOFF operations in Japan and new stores in all businesses.
- ✓ Forecast higher operating profit, ordinary profit and profit attributable to owners of parent due to the outlook for more large stores in BOOKOFF operations in Japan, higher earnings in the overseas and premium services businesses, and other reasons.
- ✓ The goal is to reach the ordinary profit target of ¥5 billion in FY5/2027, one year earlier than the original plan of FY5/2028, which is the final year of the medium-term management policies.
- ✓ Plan to pay a year-end dividend of ¥40 per share, ¥4 higher than FY5/2026 (dividend payout ratio of 25.1%).

FY5/2027 Assumptions for the Forecast

BOOKOFF Operations in Japan

- New stores (including replacements)

BOOKOFF SUPER BAZAAR　BOOKOFF　BOOKOFF PLUS　**10-12 stores in total**

- ✓ Up-front expenditures are expected to increase because of the plan to open 4 or 5 BOOKOFF SUPER BAZAAR stores.
- ✓ **<u>Plan to continue to upgrade and improve</u>** existing stores
- ✓ Assume YoY sales growth at directly operated existing stores of **<u>6% in the first half and 5% in the second half.</u>**
- ✓ Planning expenditures to build a stronger infrastructure for business operations, including cybersecurity upgrades
- ✓ Planning on raising remuneration and benefits to support recruiting activities and employee retention

Other Businesses

- New stores

Japan TCG Center　**4 stores in total**

Premium Services Business

- New stores

hugall　aidect　**7 stores in total**

- ✓ Rehello by BOOKOFF Planning renovations at some stores that include sales functions

Overseas Business

- New stores　**7 stores in total**

BOOKOFF

USA　5 stores

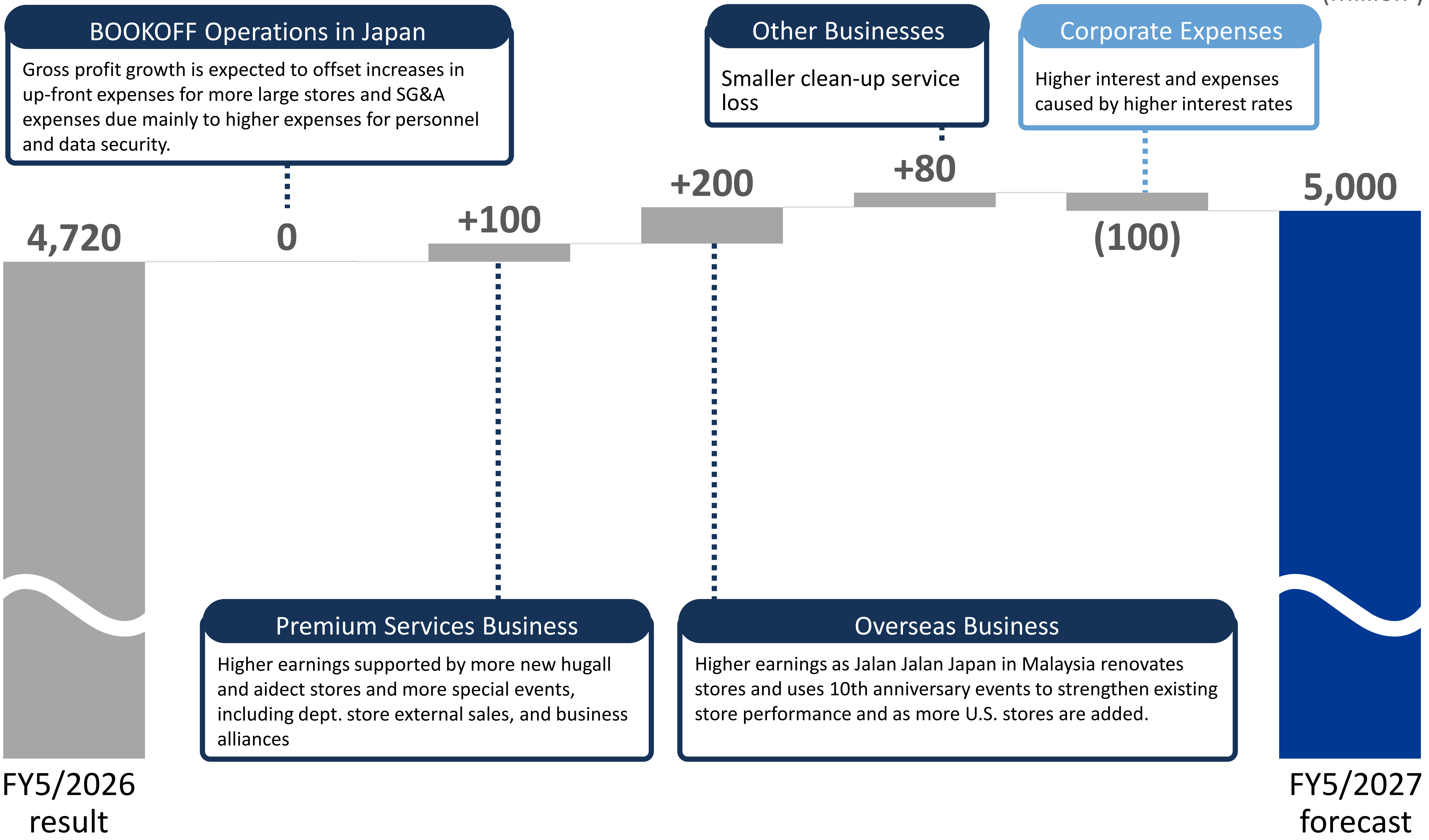
Taiwan　2 stores

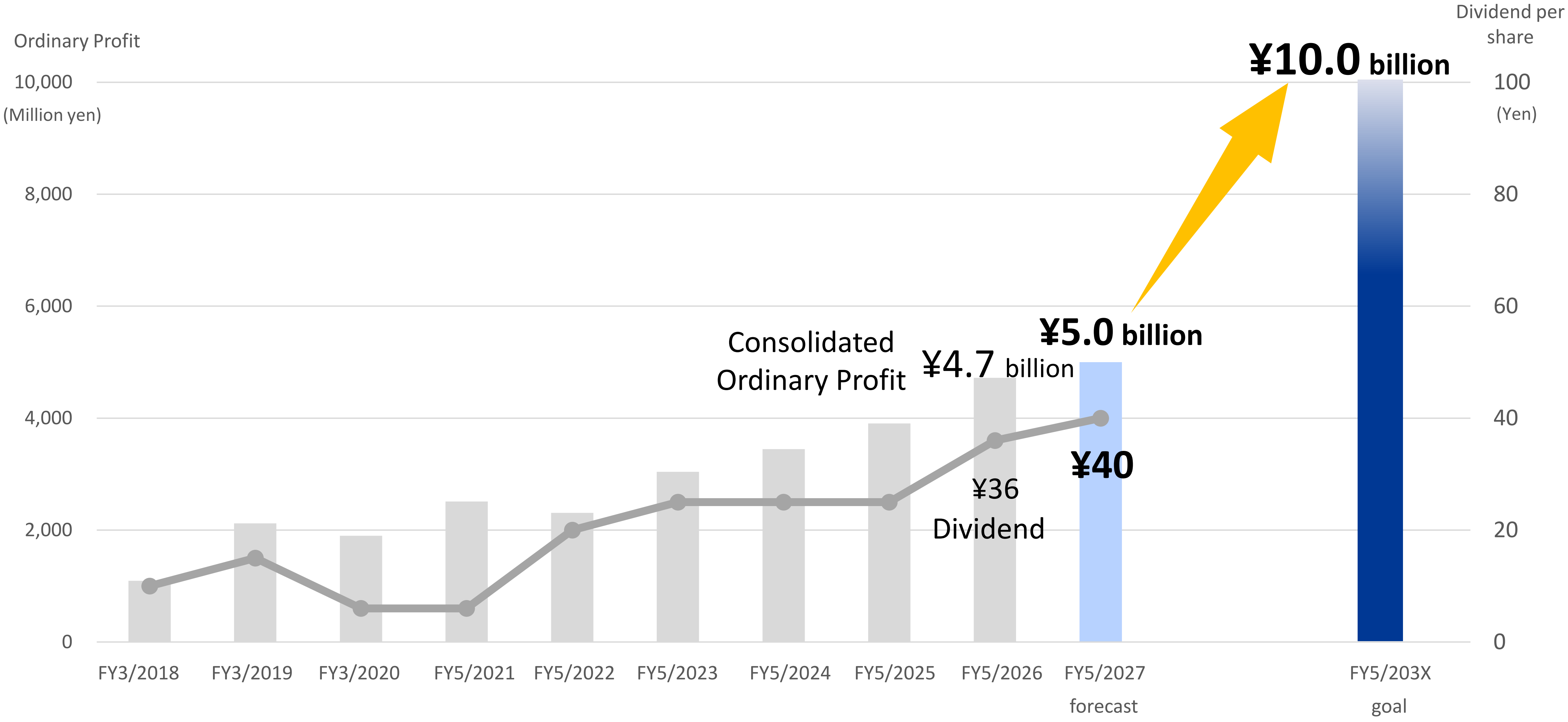
Open stores in other countries

- ✓ In Malaysia, the priority for Jalan Jalan Japan is innovations and higher earnings at existing stores rather than opening new stores. There will be no new stores during FY5/2027 and **<u>eight stores</u>** are planned to be renovated.

FY5/2027 Consolidated Ordinary Profit Forecast Change for Business Segments

(Million yen)





Increase ordinary profit to ¥10 billion 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

Appendix

Progress with Measures to Prevent Fraudulent Activities

To prevent fraudulent activities from happening again, BOOKOFF announced in November 2024 **more rigorous preventive controls** as well as **stronger detective controls (checking activities)**. BOOKOFF is determined to use measures to **prevent improper behavior throughout the company** to establish an environment where fraudulent activities cannot occur.

As of the end of May 2026, BOOKOFF has completed **<u>IT system revisions to prevent fraudulent activities, the installation of more surveillance cameras, an employee survey</u>** and other steps.

There are also **<u>preventive measures involving the increasing number of people who operate stores</u>**. Plans have been created and actions are continuing that include assessments and monitoring to confirm the effectiveness of preventive measures.

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

Consolidated Statement of Income

(Million yen)

	FY5/2025	FY5/2026
Net sales	119,205	130,123
Cost of sales	51,454	56,295
Gross profit	67,751	73,827
SG&A expenses	64,302	69,422
Operating profit	3,448	4,405
Non-operating income	825	760
Non-operating expenses	370	445
Ordinary profit	3,903	4,720
Extraordinary income	0	161
Extraordinary losses	414	485
Profit before income taxes	3,490	4,396
Income taxes-current	1,282	1,694
Income taxes-deferred	13	(161)
Total income taxes	1,296	1,532
Profit	2,194	2,863
Profit attributable to non-controlling interests	93	100
Profit attributable to owners of parent	2,101	2,763

Consolidated Balance Sheet

(Million yen)

	As of May 31, 2025	**As of May 31, 2026**
Current assets	33,517	35,870
Cash and deposits	6,628	6,459
Merchandise	19,731	21,084
Others	7,156	8,326
Non-current assets	23,863	25,066
Property, plant and equipment	11,742	12,847
Intangible assets	2,118	1,864
Investments and other assets	10,002	10,354
Total assets	57,380	60,937

	As of May 31, 2025	**As of May 31, 2026**
Current liabilities	20,192	20,873
Short-term borrowings	9,460	7,258
Others	10,731	13,614
Non-current liabilities	18,320	18,632
Long-term borrowings	7,901	9,699
Others	10,418	8,932
Total liabilities	38,513	39,505
Net assets	18,867	21,431
Total liabilities and net assets	57,380	60,937

Consolidated Statement of Cash Flows

(Million yen)

	FY5/2025	FY5/2026
Cash flows from operating activities	3,062	4,894
Profit before income taxes	3,490	4,396
Depreciation	2,201	2,395
Amortization of goodwill	3	13
Changes in trade receivables, inventories and trade payables	(1,525)	(1,667)
Others	(1,107)	(243)
Cash flows from investing activities	(2,510)	(3,042)
Cash flows from financing activities	(1,118)	(2,100)
Effect of exchange rate change on cash and cash equivalents	14	80
Net increase (decrease) in cash and cash equivalents	(551)	(168)
Cash and cash equivalents at beginning of period	7,180	6,628
Cash and cash equivalents at end of period	6,628	6,459

About BOOKOFF

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:	¥130.1 billion (FY5/2026 consolidated results)
Number of stores:	835 (Directly operated: 466; Franchised: 369 as of May 31, 2026)
Employees (Consolidated):	1,964 (As of May 31, 2026)

History

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
2026:	Signed a capital and business alliance with ITOCHU Corporation

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

Store Packaging Evolution

1990-

- Founding
- "Sell us your books"
- Franchised store growth

The 1st BOOKOFF store

2000-

- 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

2009-

BOOKOFF SUPER BAZAAR

BOOKOFF PLUS

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

- Started online business

The BOOKOFF online website

2015-

BOOKFF Purchasing Consultation Desk

- Started the BOOKOFF purchasing consultation desks

- hugall opened the first dept. store purchasing desk

Dept. store purchasing desk

- Started operations in Malaysia

A Jalan Jalan Japan store in Malaysia

2021-

Japan TCG Center

- Opened the first Japan TCG Center

- Opened ASO-VIVA

ASO-VIVA

Major Businesses

BOOKOFF Operations in Japan

BOOKOFF

577 stores

BOOKOFF PLUS

69 stores

BOOKOFF SUPER BAZAAR

55 stores

BOOKOFF Official Online Store

10.46 million app members

BOOKOFF あそビバ ASO-VIVA

5 stores

BOOKOFF FASHION

1 store

Premium Services Business

Rehello by BOOKOFF

23 stores

hugall

18 stores

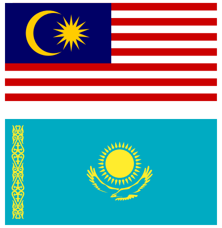
aidect

13 stores

めぐりあえるリユースタウン Rehello by BOOKOFF

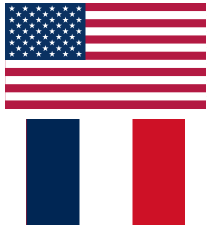
Overseas Business

Jalan Jalan Japan



26 stores

BOOKOFF



23 stores

Other businesses

Japan TCG Center

8 stores

AOYAMA BOOK CENTER

ブクログ

1 store

*Number of stores and app members as of May 31, 2026.

Summary of BOOKOFF Operations in Japan

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*	55 stores (including three franchised stores)	646 stores (including 354 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 **10.46** **million**	Store inventory viewing and store pick-up service through linkage with the BOOKOFF Official Online Store	
Strength	**Large stores** (about 3,300㎡) **with a broad spectrum of merchandise**, such as books, software/media, apparel, sporting and outdoor goods, baby goods, famous-brand merchandise, musical instruments, and household products	**Emphasis on entertainment** with lineups of merchandise reflecting the local market of each store; sells books, software/media, trading cards, hobby goods, apparel, high-end brand bags and other merchandise	**A place where people can enjoy various activities using new or used products**; targets mainly customers seeking trading cards, anime goods and hobby goods Can open stores in areas where existing BOOKOFF stores are located and **still coexist**

*As of May 31, 2026

Summary of Premium Services Business

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	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.		
Strength	・**Expertise about operations** in dept. stores ・**Fast recovery of investments** due to low-cost stores ・**At-home purchasing** by experts in many product categories ・**Alliance purchases**	**Differentiation from competitors** by handling reuse of famous-brand merchandise as well as of books, software/media and many other types of merchandise	**Full line of services** for problems involving **jewelry**, including remodeling, repairs, purchases, sale of sustainable jewelry and much more
Synergies with BOOKOFF Group	・ 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 May 31, 2026

Summary of Overseas Business

Major store packages	Jalan Jalan Japan (JJJ)		BOOKOFF	
Number of stores*	19 stores in Malaysia (including two franchised stores)	Seven stores in Kazakhstan (All franchised stores)	20 stores in U.S. (All directly operated)	3 stores in France (All franchised stores)
Summary	• Started in 2016. • **Merchandise with no sales opportunities in Japan** 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.		• Started in 2000. • As in Japan, BOOKOFF USA and France buy and sell books, game and other software/media, **anime products and figures and other merchandise.** • The subsidiary is managed by an executive from Japan; stores are operated almost entirely by people hired locally.	
Individual strengths	**Highly profitable** because of attractive merchandise and fast inventory turnover backed by operations guided by the "Loved in Japan" concept		**Highly profitable** because products are purchased locally and sold with added value	
Strengths of both	• A market position defined by a retail format with emphasis on **entertainment**, a business model like no other • Operations that make **upgrading the skills of local personnel** the highest priority			

* As of May 31, 2026