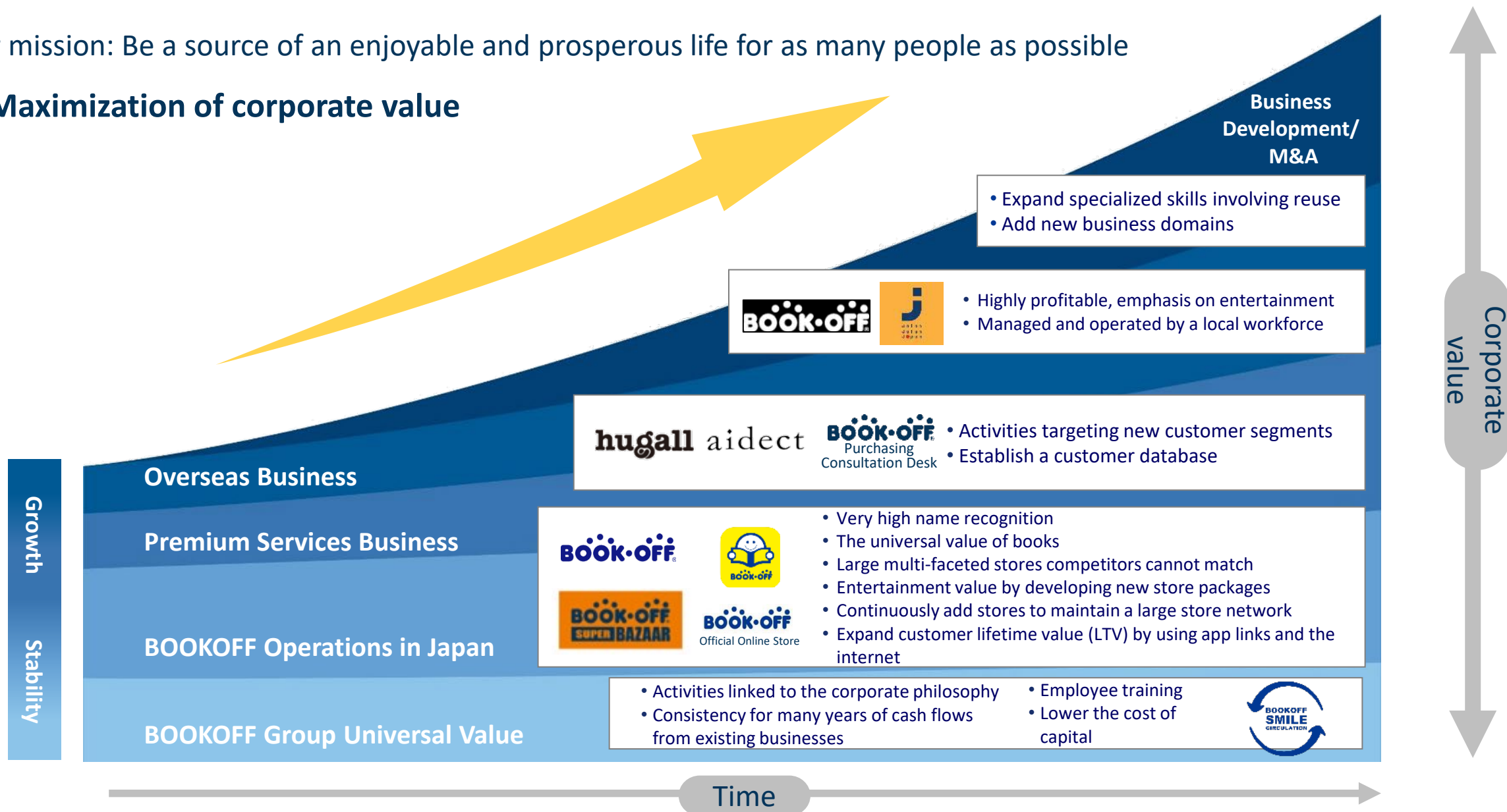


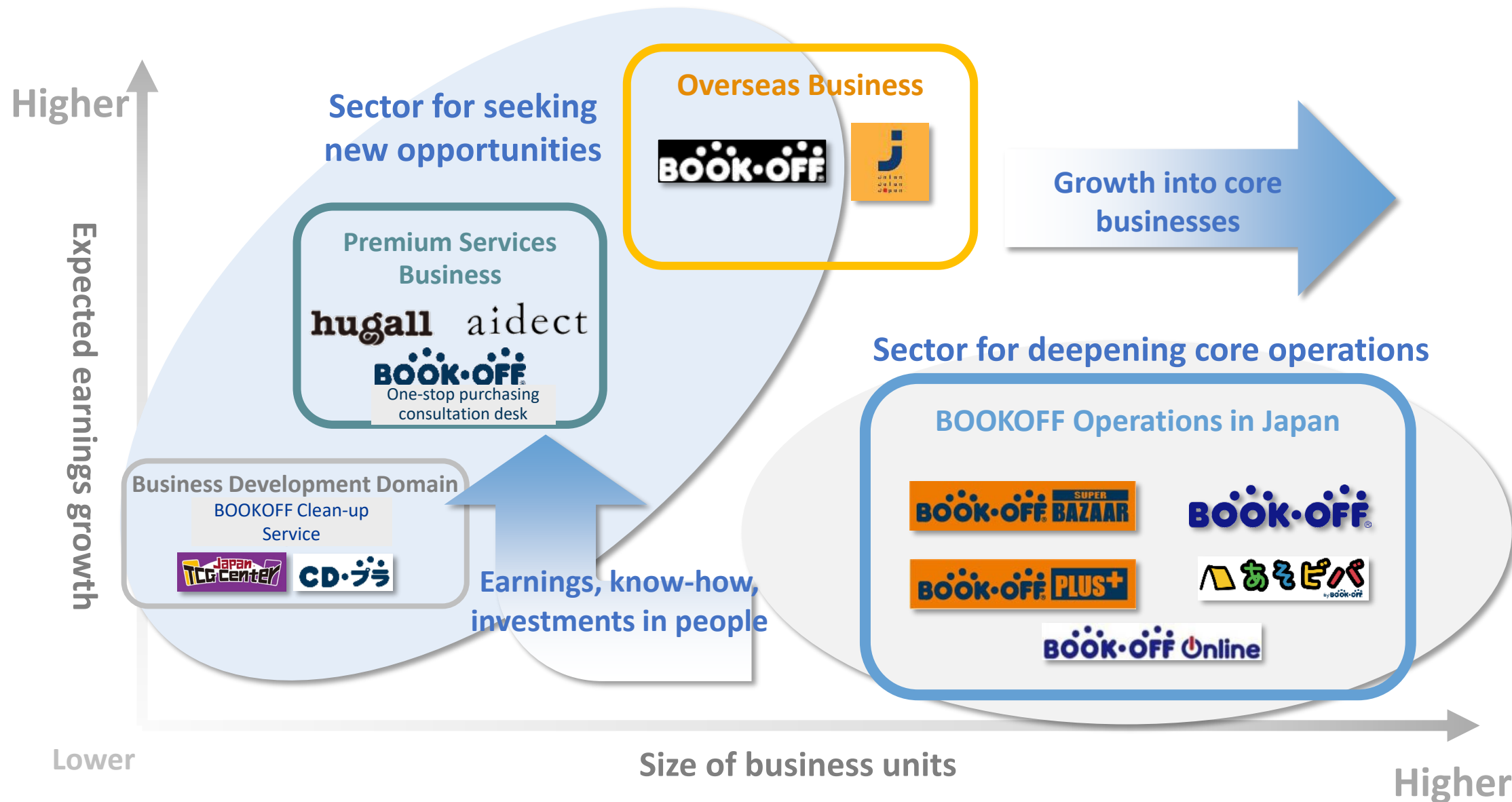
The BOOKOFF Group Value Creation Map

BOOKOFF GROUP HOLDINGS

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

= **Maximization of corporate value**

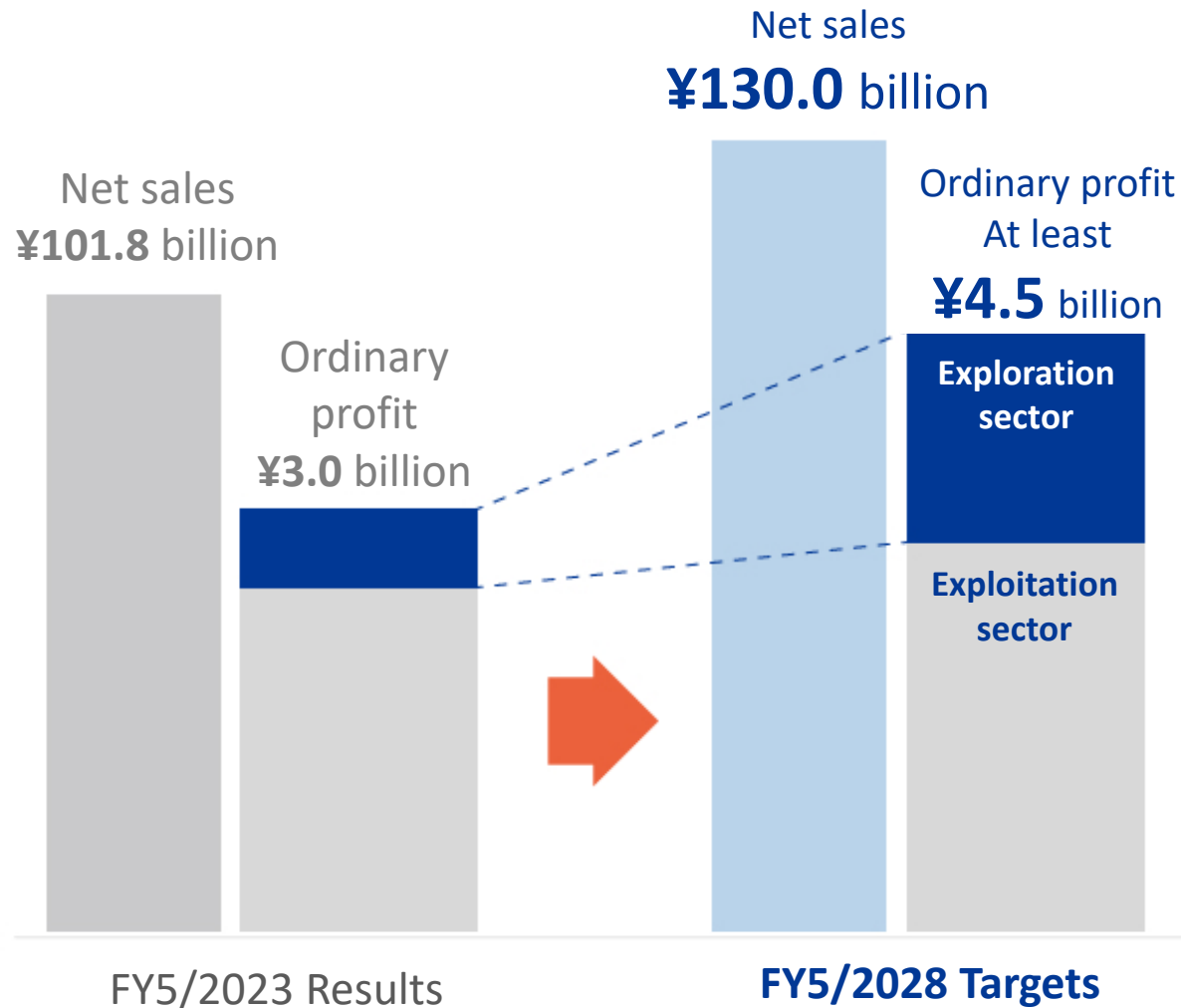




- ✓ Building a business portfolio resilient to changes in the business climate by shifting the deployment of people, money and know-how from the deepening sector to the opportunity sector

Sales and Profit Targets and Outlook

BOOKOFF GROUP HOLDINGS



- ✓ The goal is earnings far above the previous record (ordinary profit of ¥3.8 billion) by increasing earnings in the exploration sector.
- ✓ 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 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 useability• 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, precious metals trading cards, hobby goods, sporting goods, etc.



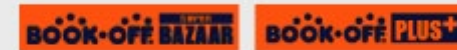
Larger volume of merchandise by increasing the number of stores that buy and sell these items, developing store packages specializing in specific merchandise categories, and using other measures

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)



BOOK-OFF



Continue adding stores, mainly by making existing stores larger



Strengthen the official smartphone app and customer relationship management



Deepening customer contact and store operations



Digital technologies for merchandise and customer management

Product Category Policies

Apparel, high-end brand bags, precious metals 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

Categories

Policies

Apparel

- Increase the volume of mid/high price merchandise
- Reexamine marketing/sales and merchandise display methods

High-end brand bags/precious metals

- Use the specialist program to upgrade services
- More accurate product valuations by using AI devices for multi-faceted appraisals

Trading cards/hobby goods

- More trading cards for customers who are card players
- More trading card playing space and more competitions
- For hobby goods, cover more categories and enlarge sales areas

Sporting goods

- Increase the volume of golf, outdoor and other types of merchandise that are sold throughout the year.

Categories

Policies

Books

- More quality books that can be sold without discounting
- Increasing purchasing and selling prices for books due to rising prices in the market for new books
- More shelves that prominently display value-added books; higher turnover ratio for mid-range price books

Software/media

- Increase the volume of games, records and other items that were popular as far back as several decades ago
- Set prices to reflect changes in competitive dynamics

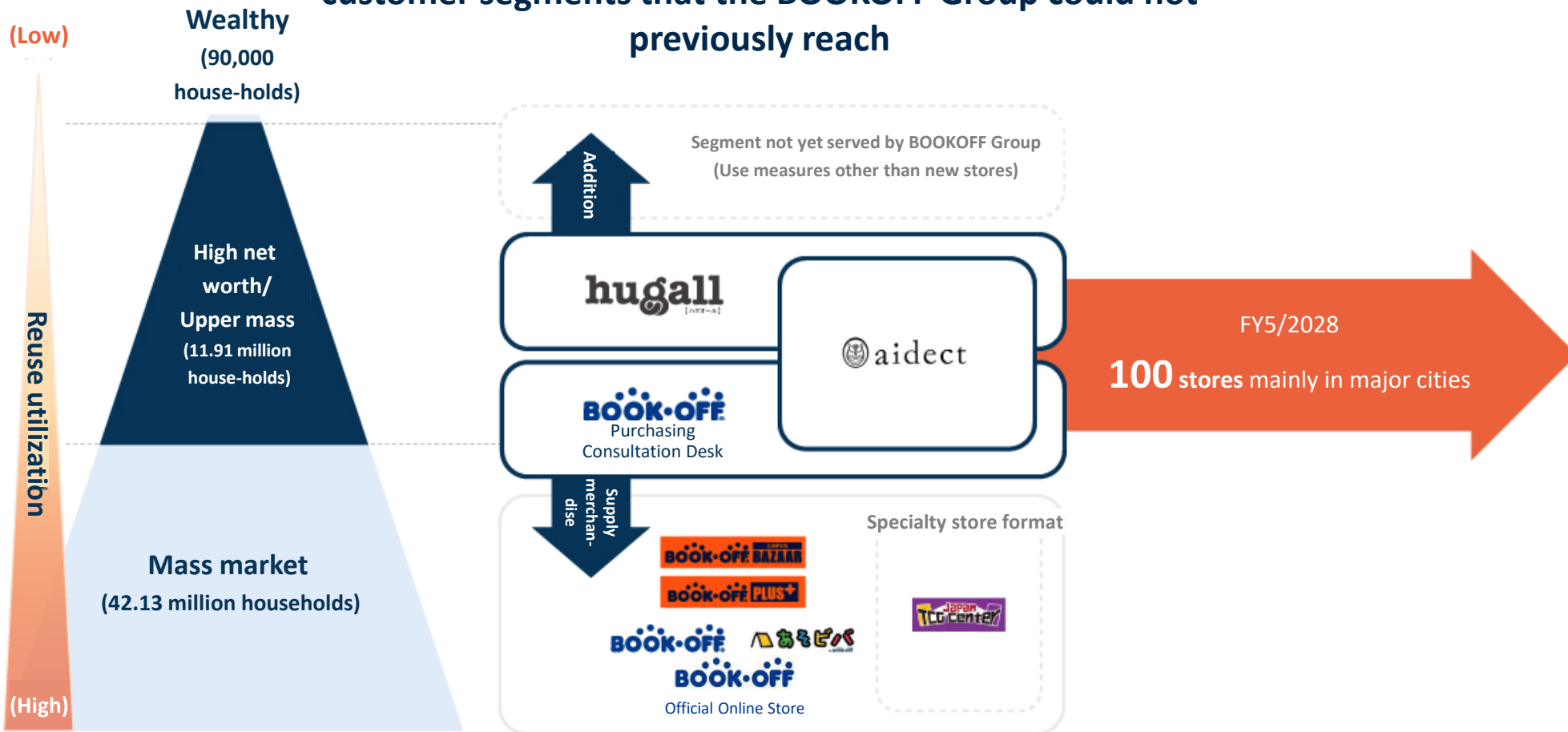
Books and software/media



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.

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



BOOKOFF USA

- Continue to add stores for dominance on the East and West Coasts
- Starting to open stores in very large inland cities
- Planning on a network of **30 stores** in FY5/2028
- Goal is a network of **100 stores** in FY5/2033

**Larger volume
of merchandise**



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

Stores specializing in trading cards



- ✓ Rapidly increasing the number of stores and starting franchising; stores are mainly in the Tokyo, Nagoya and Osaka areas and other government-designated cities.
- ✓ Stores handle a broad spectrum of brands in the growing trading card market in order to increase the BOOKOFF Group's share of this market and increase earnings.

CD recycling business



Sustainable plastic produced from BOOKOFF's CD/DVD inventories

- ✓ BOOKOFF is taking on the challenge of devising ways to recycle CDs and DVDs to prevent these disks from ending up in a landfill as well as to use innovative ideas to change disks into a material with considerable value.

BOOKOFF Clean-up Service



- ✓ This service is offered in Tokyo and three neighboring prefectures and is to be expanded by using tie-ups with partner companies.
- ✓ The goal is to meet customers' expectations by minimizing the amount of household items that are discarded. This cuts disposal expenses and produces income for customers from items purchased, which lowers the cost of this clean-up service.

Opportunities for new businesses

- ✓ Continue seeking opportunities for new businesses and M&A in accordance with the following guidelines.
 - All activities must be consistent with BOOKOFF's philosophy and mission.
 - New businesses and acquired companies must be able to benefit from the strengths of the BOOKOFF Group's current businesses.
 - New businesses and acquired companies must create new career paths for employees of the BOOKOFF Group.

Offering All Customer Segments a Safe, Enjoyable, and Valuable Buy-and-Sell Experience

BOOK-OFF

BOOK-OFF BAZAAR

BOOK-OFF PLUS+

hugall

BOOK-OFF
総合買取窓口

あそびバ



Expanding Reuse Worldwide



BOOK-OFF



Realizing a Society Where Nothing Is Wasted



Initiatives to Promote Reuse

