



Progress for Medium-term Management Goals and Alliance Activities

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

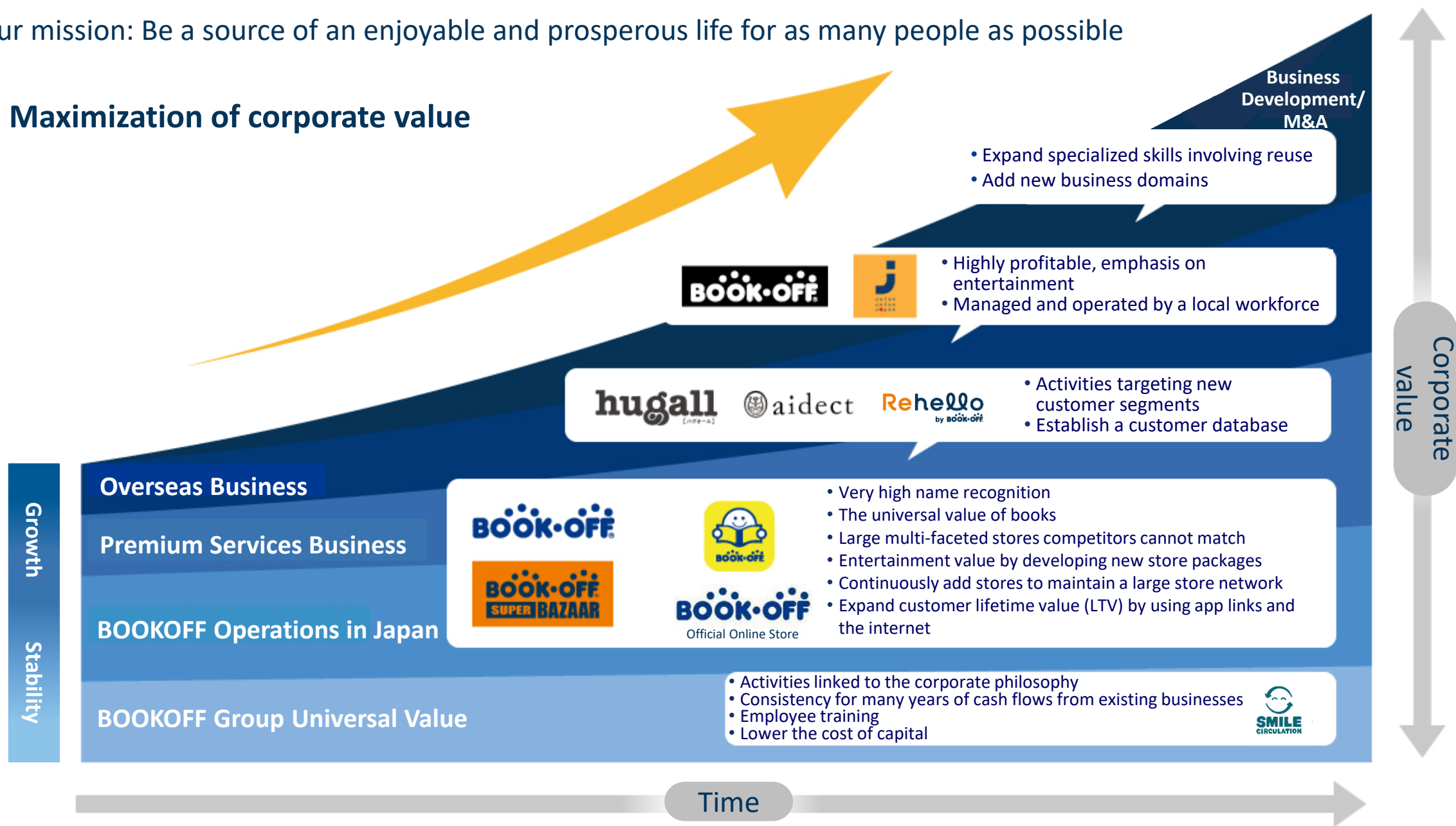
Sustained growth while exploration and exploitation

The BOOKOFF Group, more than just BOOKOFF
=Reshaping and expanding the business portfolio

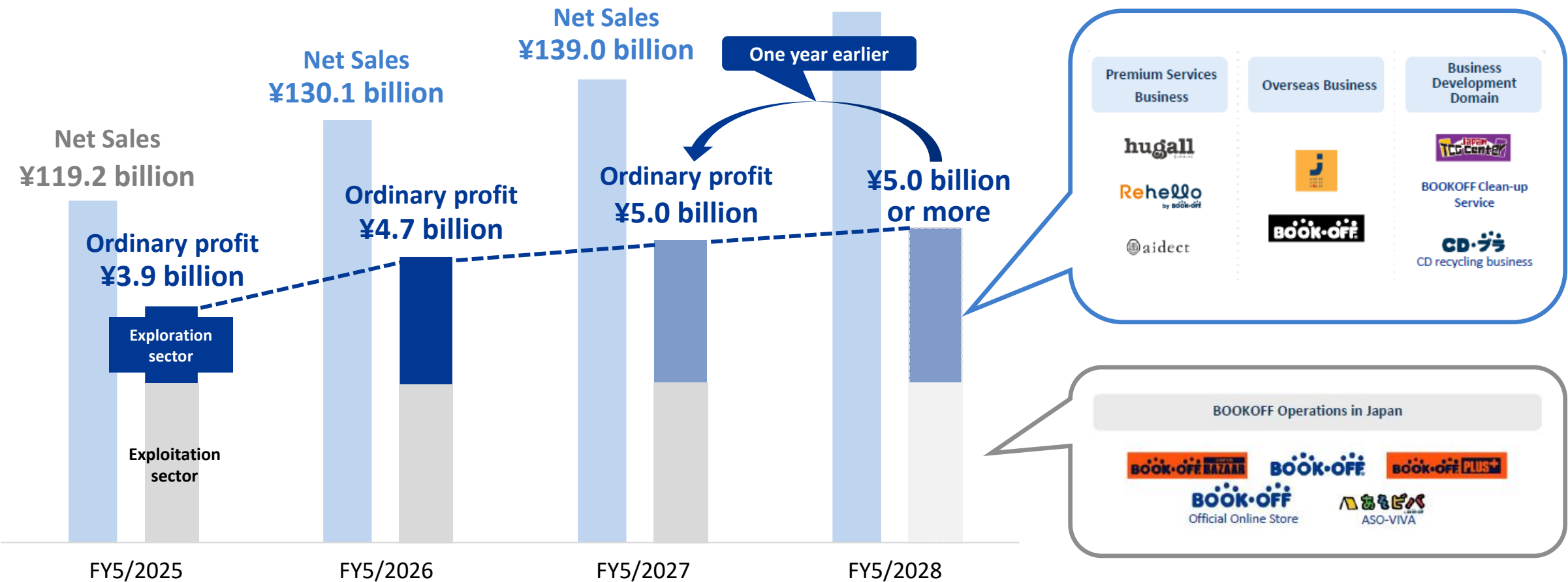
The BOOKOFF Group Value Creation Map

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

= Maximization of corporate value

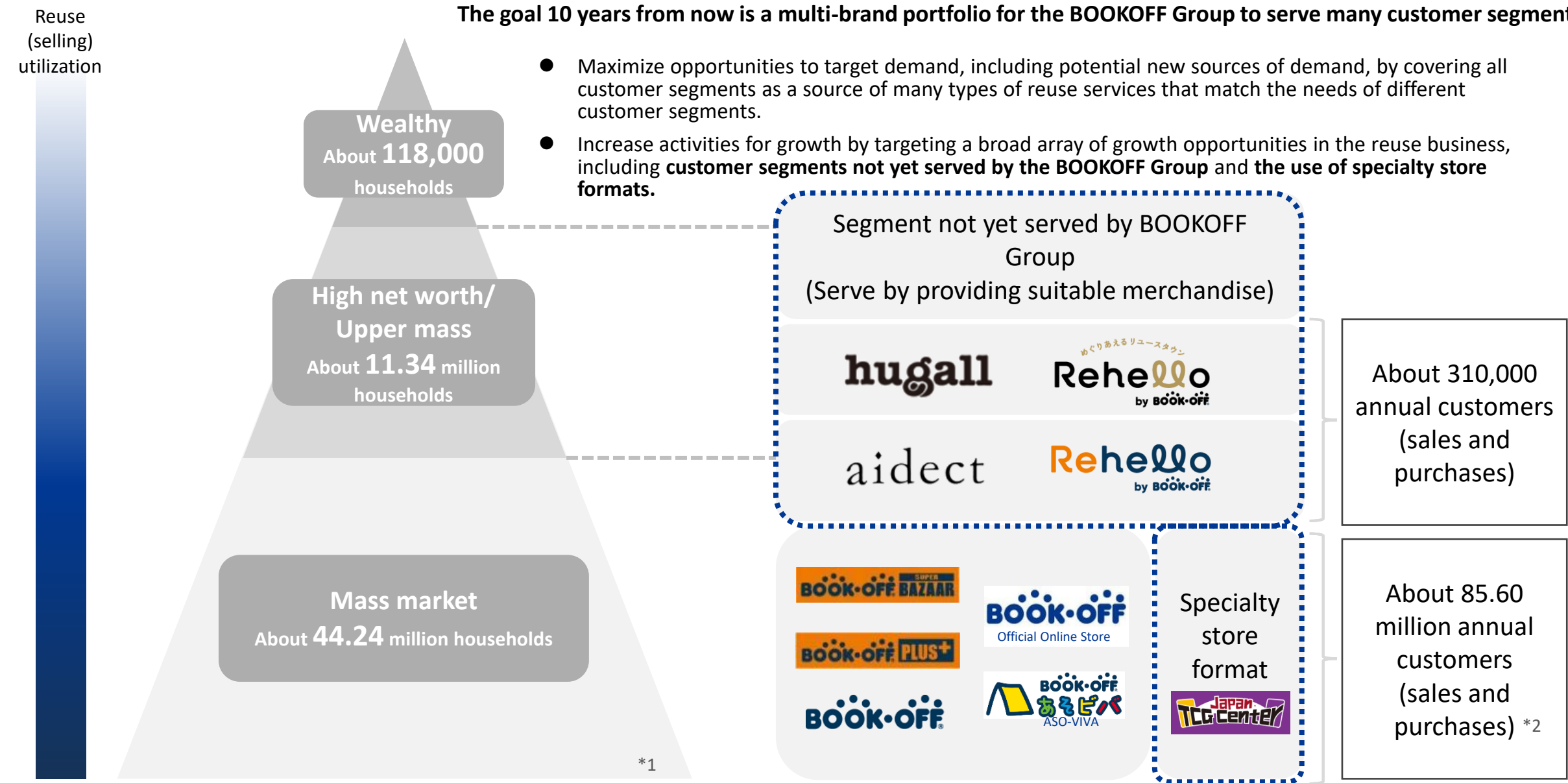


Aiming to achieve the Medium-Term Management Plan’s ordinary profit target of ¥5.0 billion one year earlier, in FY5/2027



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**.



*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 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

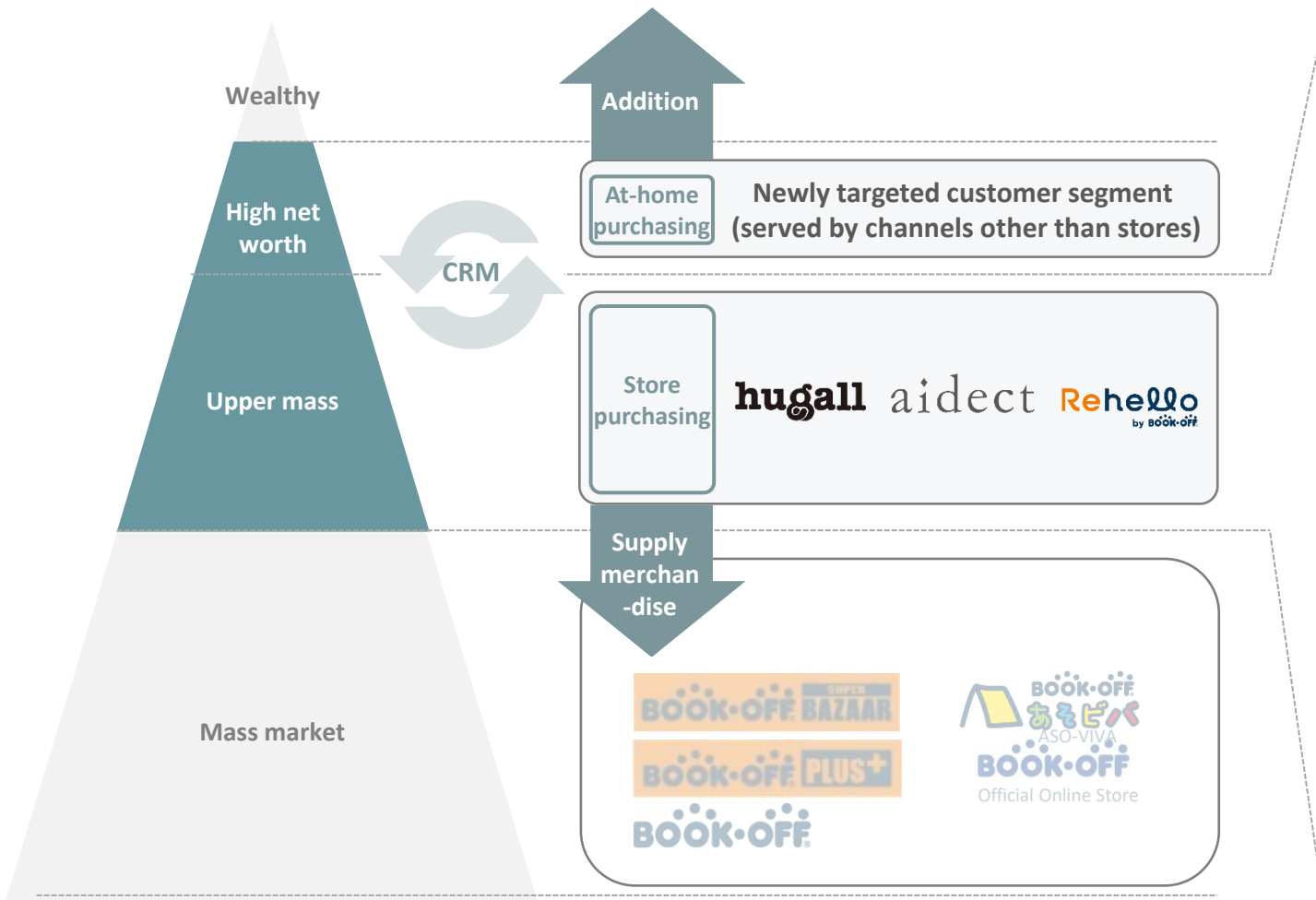
Five strategies that underpin growth

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.

Premium Services Business Medium-term Goals



 	Products: Jewelry, Bags, Watches, Art and antiques Services: Purchasing Locations: Department store, Shopping center * No. of stores at the end of FY5/2026: 18
 	Products: Jewelry Services: Remodeling, Repairs, Purchasing Locations: Department store, Shopping center * No. of stores at the end of FY5/2026: 13
 	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**

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**



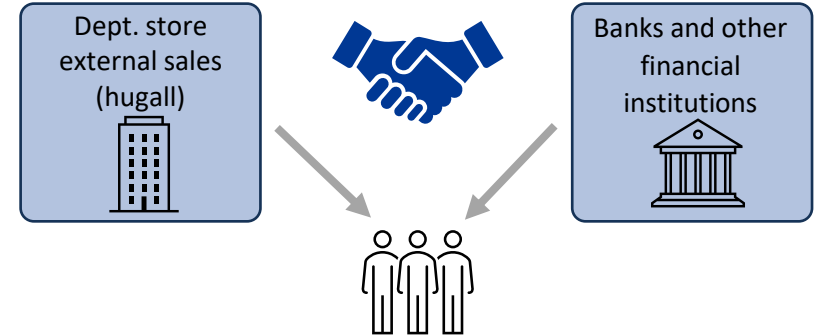
- More stores mainly at large shopping centers and stores with many customers and substantial sales
- Focus resources on stores with the potential for high-quality purchases, resulting in large benefits from investments. The goal is more purchases per store.
- Use skills at successful stores at other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

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

Build a high-quality purchasing cycle

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



Jalan Jalan Japan

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

FY5/2028: **30** 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.



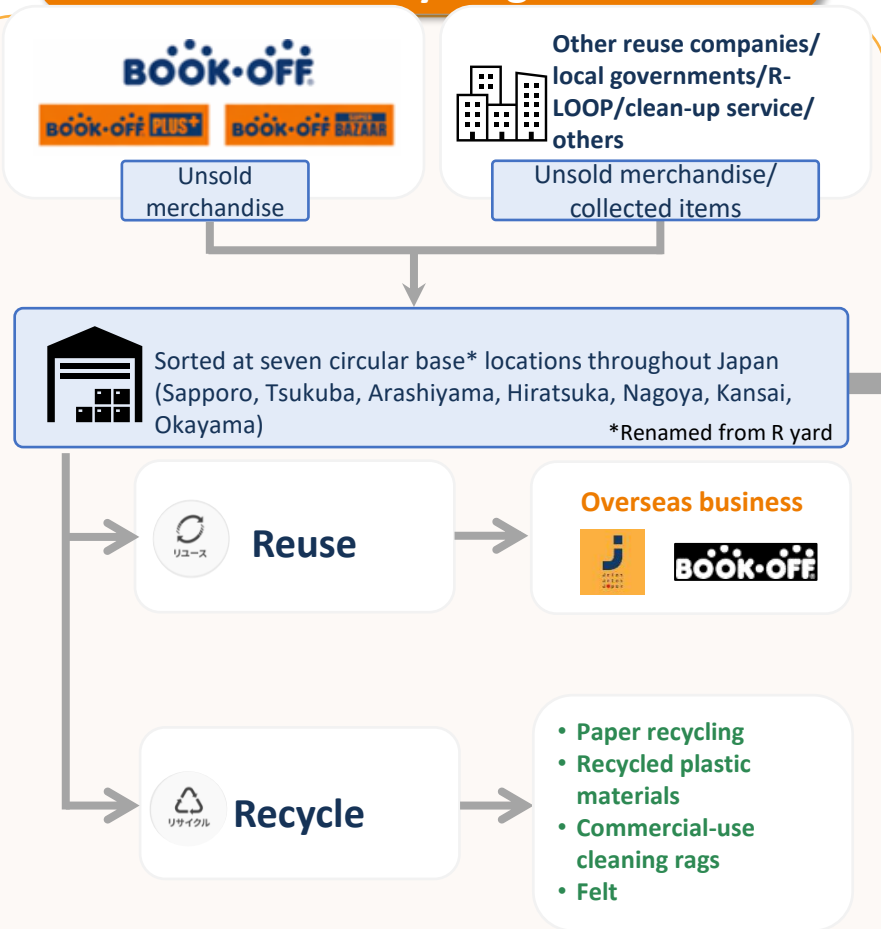
Actions in Japan to support overseas businesses

- ◆ **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.**



Circulate smiles for a better future

Reuse and Recycling Functions



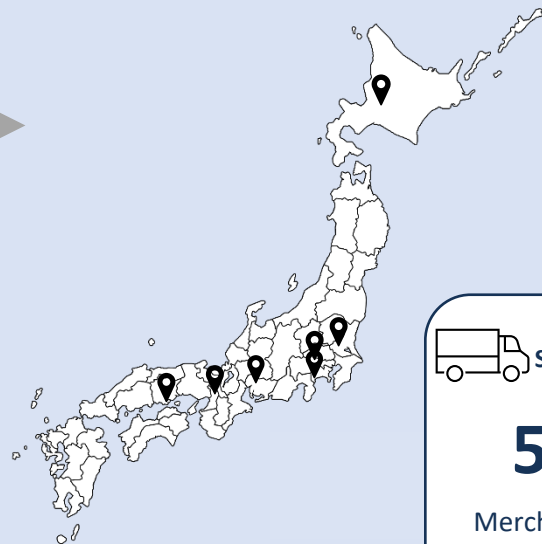
A society where nothing is discarded

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

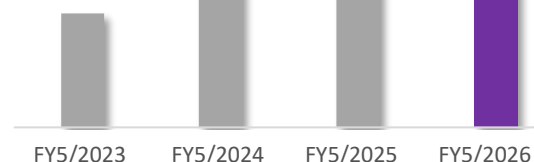
Japan TCG Center Stores Specializing in Trading Cards

- 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.

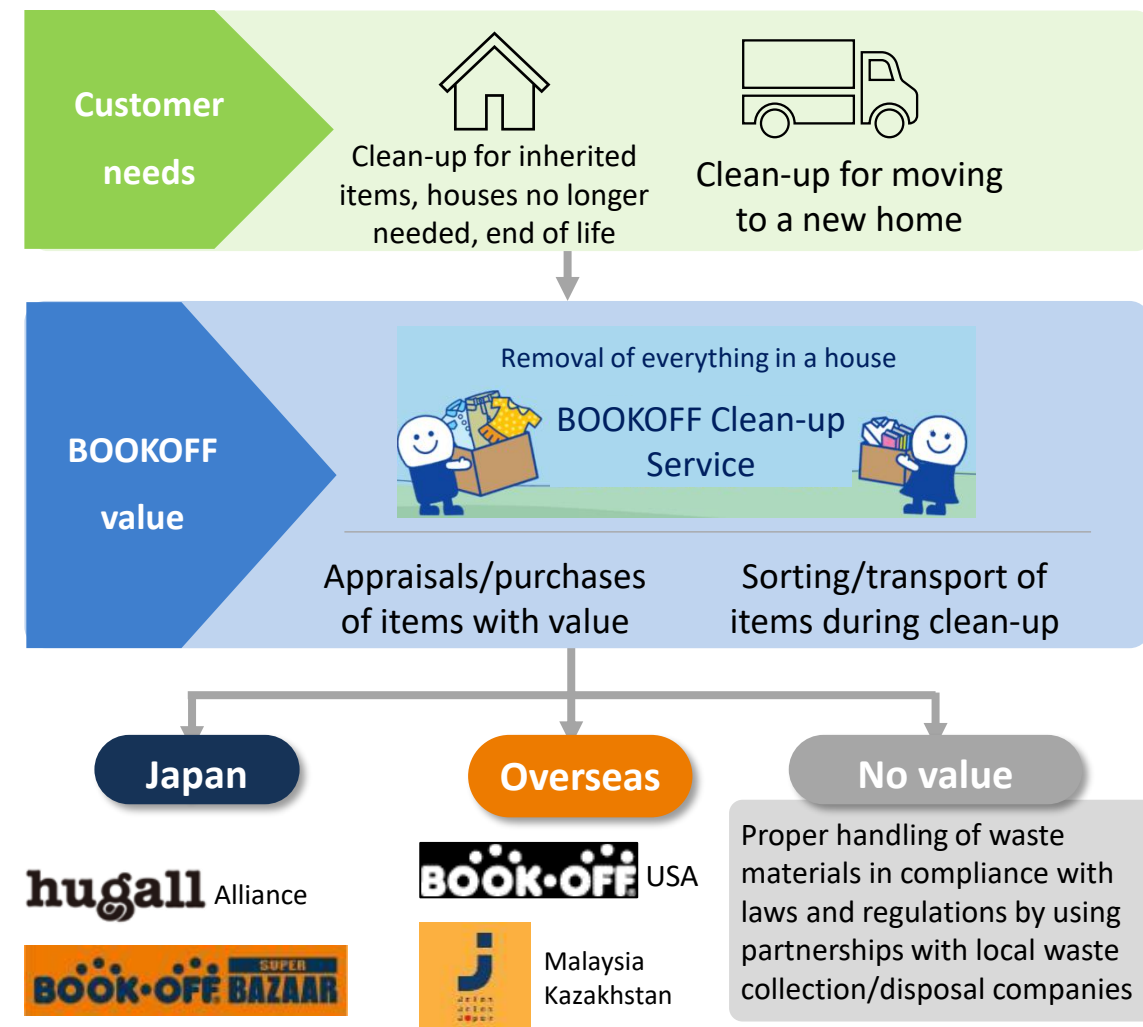
Fiscal Year Sales

Up 60% YoY



- ✓ 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



- ✓ 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.



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.

Business Sustainability and Corporate Value Growth

Consistent earnings growth

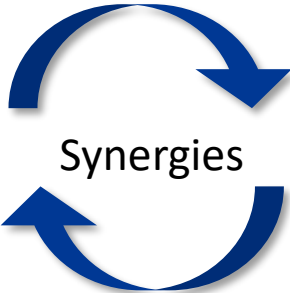
Diversification of reuse

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 |
| ✓ August 8 – Reuse Day | |

Activities for a more powerful workforce