

BOOKOFF GROUP HOLDINGS

Financial Results Presentation Materials for the First Half of the Fiscal Year Ending May 2024 (1H FY5/2024)

January 12, 2024

BOOKOFF GROUP HOLDINGS LIMITED

Securities code: 9278

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1H FY5/2024 Overview of Consolidated Financial Results

BOOKOFF GROUP HOLDINGS

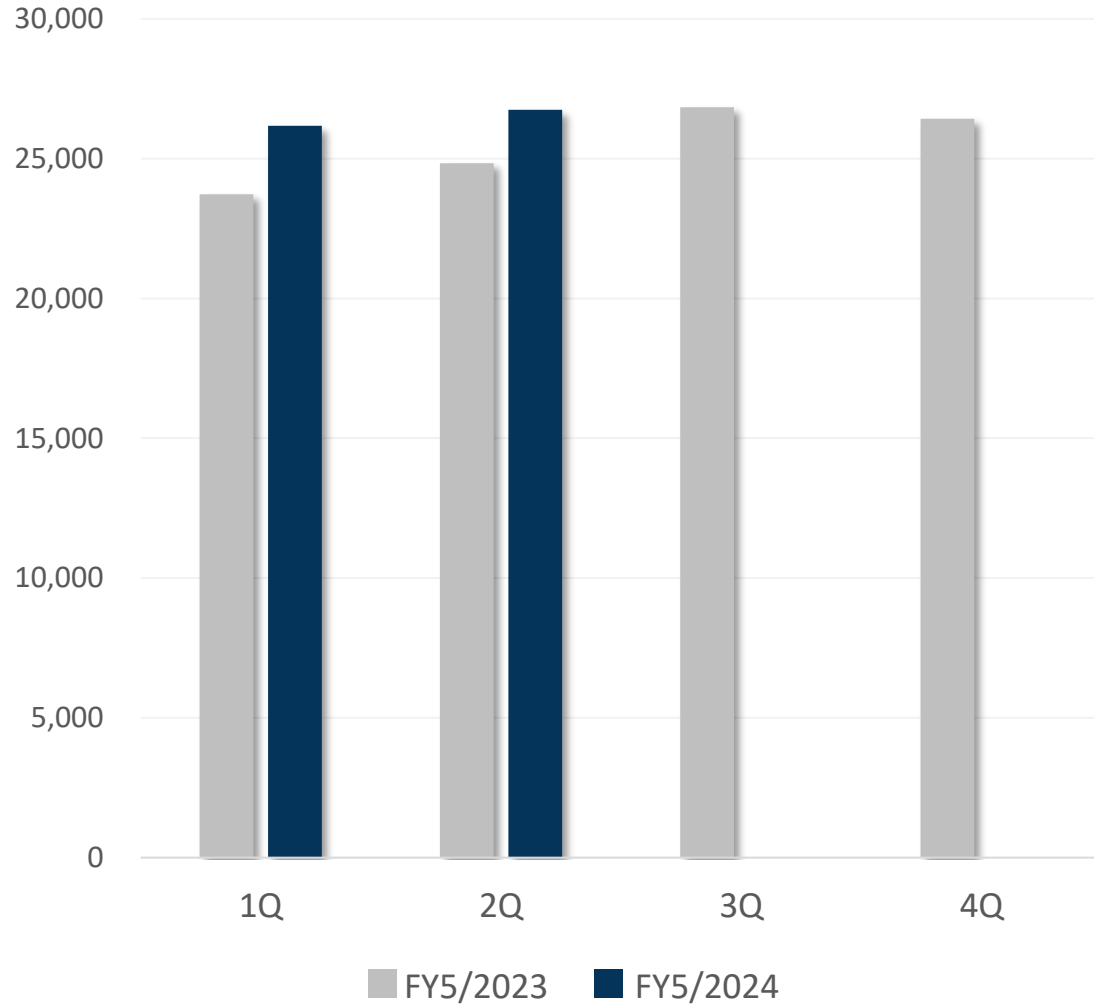
(Million yen)

	1H FY5/2023	% to net sales	1H FY5/2024	% to net sales	YoY change (Amount)	YoY change (Ratio)
Net sales	48,568	-	52,934	-	+4,366	109.0%
Gross profit	27,811	57.3%	29,978	56.6%	+2,167	107.8%
SG&A expenses	26,827	55.2%	28,919	54.6%	+2,092	107.8%
Operating profit	984	2.0%	1,059	2.0%	+75	107.6%
Ordinary profit	1,224	2.5%	1,268	2.4%	+44	103.6%
Profit attributable to owners of parent	921	1.9%	705	1.3%	(216)	76.5%

- ✓ In the first half of the fiscal year, consolidated net sales amounted to ¥52,934 million, a 9.0% increase from one year earlier as first half sales in every business were higher. Ordinary profit increased 3.6% to ¥1,268 million because of higher earnings in the BOOKOFF operations in Japan and overseas business despite an increase in corporate expenses.
- ✓ Profit attributable to owners of parent decreased year on year because earnings in the first quarter of the previous fiscal year benefited from lower taxes associated with the reorganization of the BOOKOFF Group.

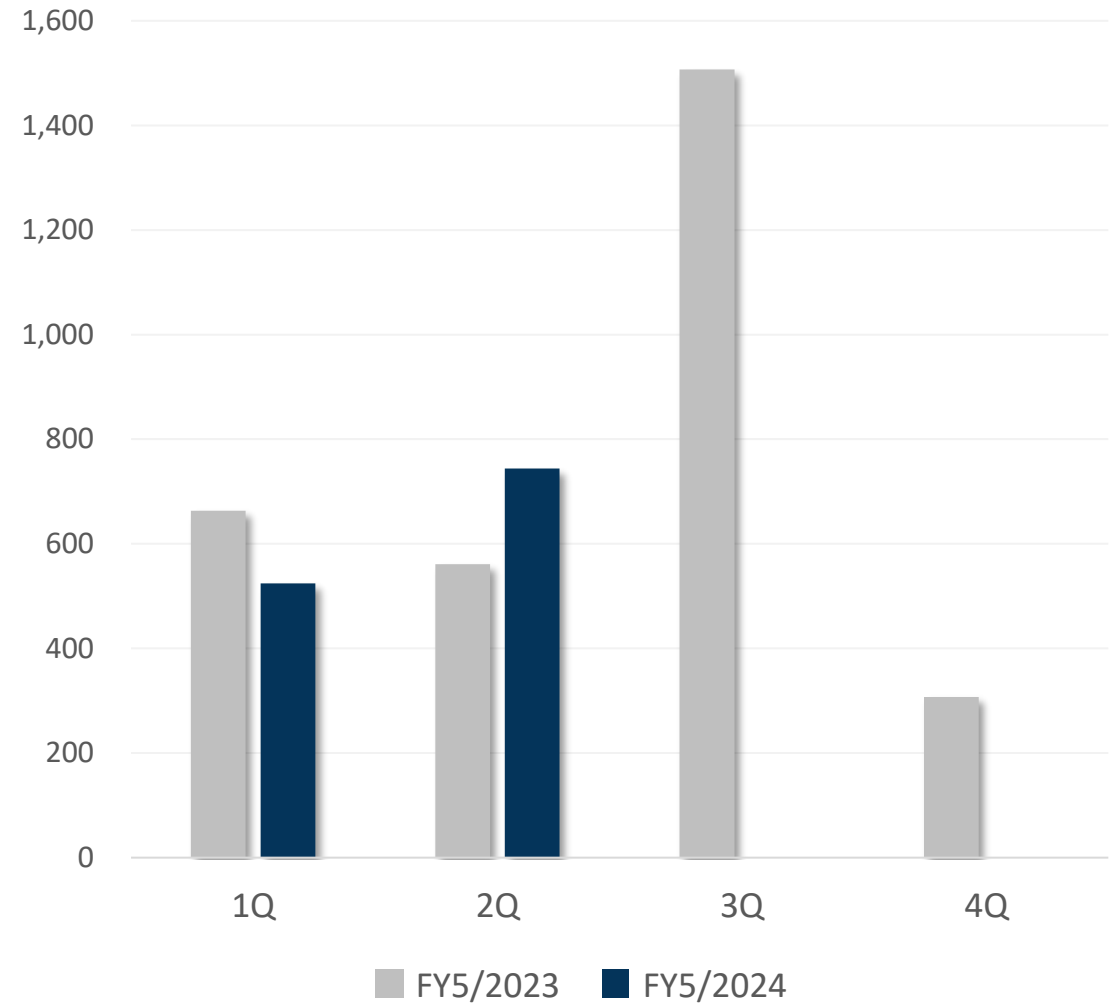
Quarterly Net Sales

(Million yen)



Quarterly Ordinary Profit

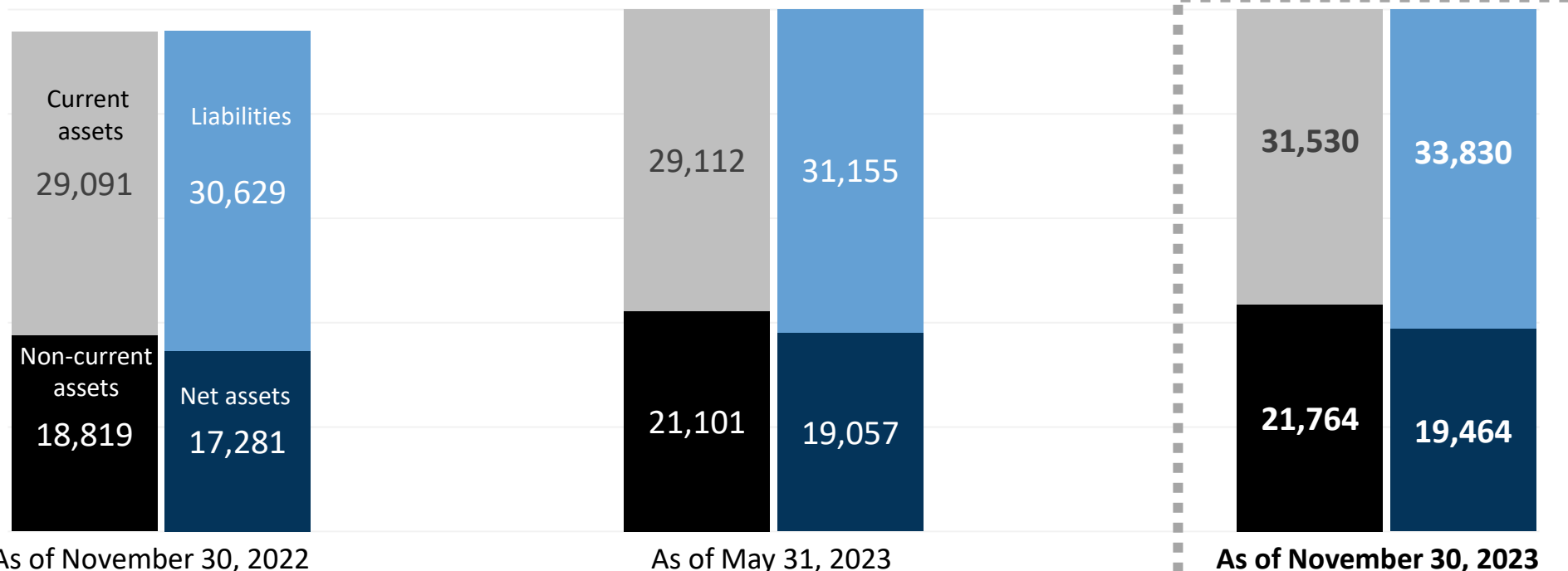
(Million yen)



Consolidated Balance Sheet

BOOKOFF GROUP HOLDINGS

(Million yen)



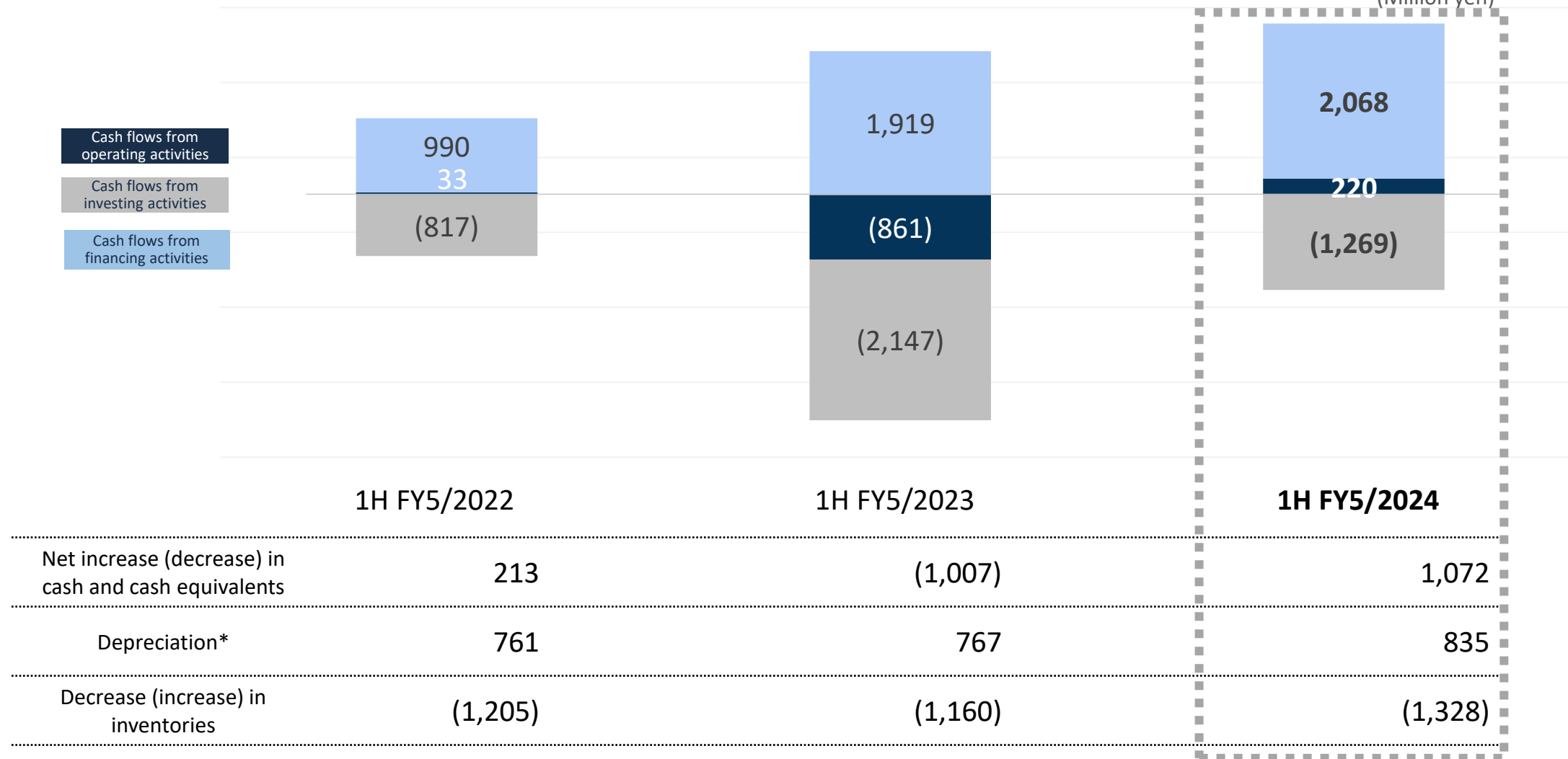
Total assets	47,911	50,213	53,295
Cash and deposits	7,195	5,544	6,616
Interest-bearing debt	19,519	18,147	20,981
Equity ratio	35.7%	37.6%	36.0%

- ✓ Non-current assets increased mainly because of new store openings and store renovations, which continued in the BOOKOFF operations in Japan, and of additional IT system investments.
- ✓ Current assets and liabilities increased mainly because of large expenditures for strategic merchandise, such as trading cards and hobby goods, and purchasing activities of all items strengthened prior to the peak New Year holiday period.

Consolidated Statement of Cash Flows

BOOKOFF GROUP HOLDINGS

(Million yen)

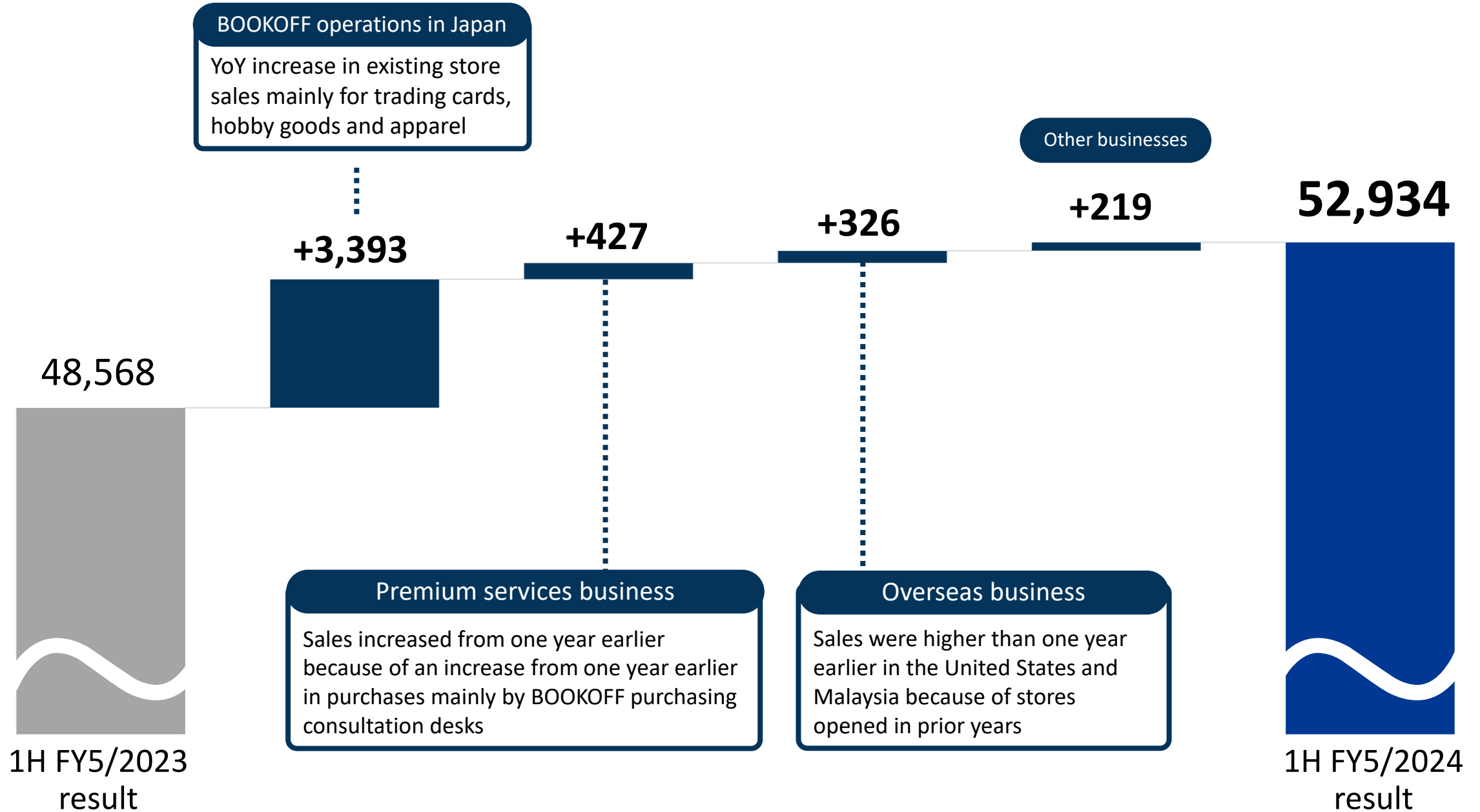


* Includes amortization of goodwill

- ✓ Inventories increased for trading cards and hobby goods, precious metals, watches, high-end hand bags and several other categories in the BOOKOFF operations in Japan.
- ✓ Investing cash flows were negative mainly because of expenditures for opening and renovating BOOKOFF stores in Japan. Net cash used was smaller than one year earlier when there were expenditures for purchasing real estate and other expenditures.

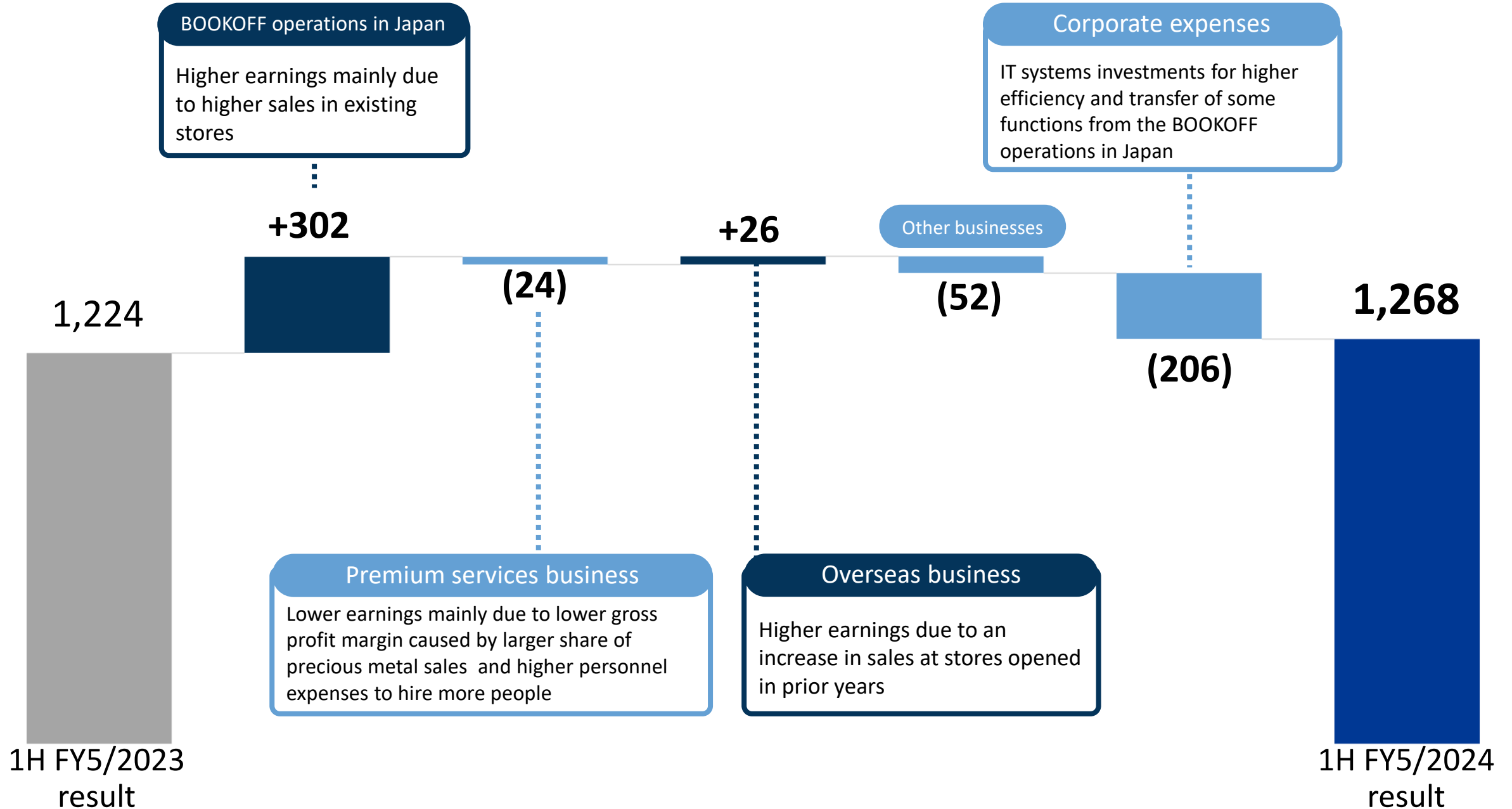
YoY Change in Consolidated Net Sales

(Million yen)



YoY Change in Consolidated Ordinary Profit

(Million yen)





1H FY5/2024 Business Segment Overview and Highlights

BOOKOFF GROUP HOLDINGS

(Million yen)

Business segment		1H FY5/2023	1H FY5/2024	YoY change (Amount)	YoY change (Ratio)
BOOKOFF operations in Japan	Sales	43,399	46,793	+3,393	107.8%
	Segment profit	1,433	1,735	+302	121.1%
Premium services business	Sales	2,919	3,346	+427	114.6%
	Segment profit	253	229	-24	90.3%
Overseas business	Sales	1,922	2,249	+326	117.0%
	Segment profit	382	408	+26	106.8%
Other businesses	Sales	325	545	+219	167.4%
	Segment profit	(48)	(100)	-52	-
Adjustment (corporate)	Segment profit	(797)	(1,004)	-206	-
Consolidated	Sales	48,568	52,934	+4,366	109.0%
	Ordinary profit	1,224	1,268	+44	103.6%

* Reportable segment categories were reclassified in the first quarter of FY5/2024. Prior-year figures reflect the new segment categories for comparison purposes.

BOOKOFF Operations in Japan

- New stores (including replacements)



10-11 stores



ASO-VIVA

2-3 stores

- At existing stores too, there will be measures to strengthen the trading card and hobby goods categories and improve apparel category efficiency at BOOKOFF SUPER BAZAAR stores and the continuation of renovations to make BOOKOFF stores even better sources of entertainment.
- Assume YoY sales growth at directly operated existing stores of 7% in the first half and 1% in the second half.

Premium Services Business

- New stores



4-5 stores

- This business will continue to open stores, but recruiting and training activities are the highest priority.

Overseas Business

- New stores



3-4 stores
(including franchised)

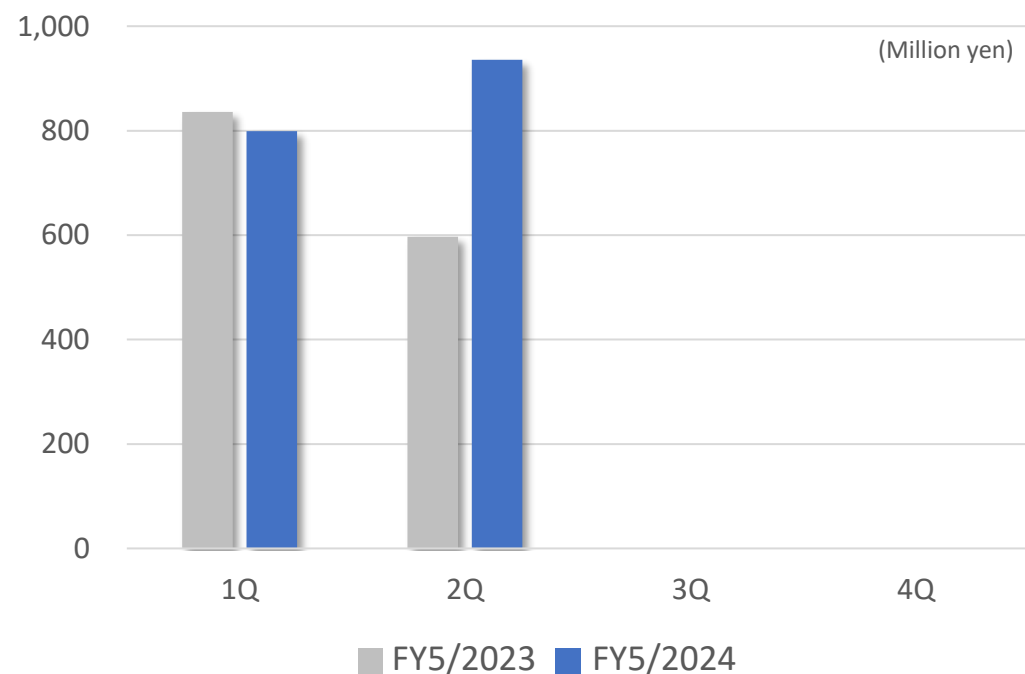


2-3 stores

- Capital expenditures for raising the volume of merchandise sent to Malaysia




Business segment		(Million yen)			
		1H FY5/2023	1H FY5/2024	YoY change (Amount)	YoY change (Ratio)
BOOKOFF operations in Japan	Sales	43,399	46,793	+3,393	107.8%
	Segment profit	1,433	1,735	+302	121.1%

Quarterly Segment Profit



- ✓ Sales were higher due to an increase in sales at directly operated existing stores mainly for trading cards, hobby goods, apparel, precious metals, watches and high-end hand bags. New stores also contributed to higher sales.
- ✓ The gross profit margin decreased in 2Q FY5/2023 mainly because of a higher percentage of trading card sales. In FY5/2024, the 2Q margin was higher than in the 1Q due to measures to control profit margins.

FY5/2024 New Stores

Store packages	Store name	Opened
	Yoshizuya Shin-Inazawa store	July 28, 2023
	Hitachi Stn. store	September 7, 2023
	DCM Kamiiso store	September 8, 2023
	Musashikoganei store	October 6, 2023
	AEON Hashimoto store	October 27, 2023
	AEON Mall Omuta store	November 11, 2023
	Ito-Yokado Mizonokuchi store	November 17, 2023
	AEON Mall Kusatsu store	November 22, 2023
	AEON Mall Suzuka store	November 24, 2023



BOOKOFF PLUS
Yoshizuya Shin-Inazawa store



BOOKOFF PLUS
Hitachi Stn. store

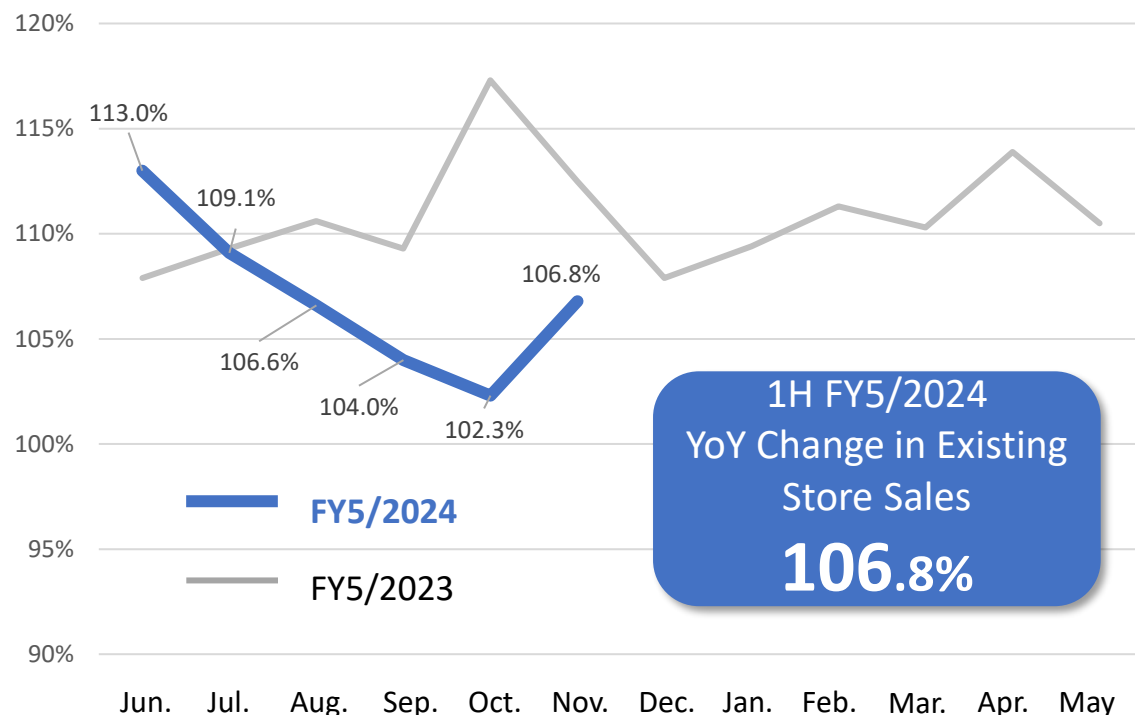


BOOKOFF
Musashikoganei store



ASO-VIVA
AEON Mall Suzuka store

YoY Change in Sales of Existing Stores

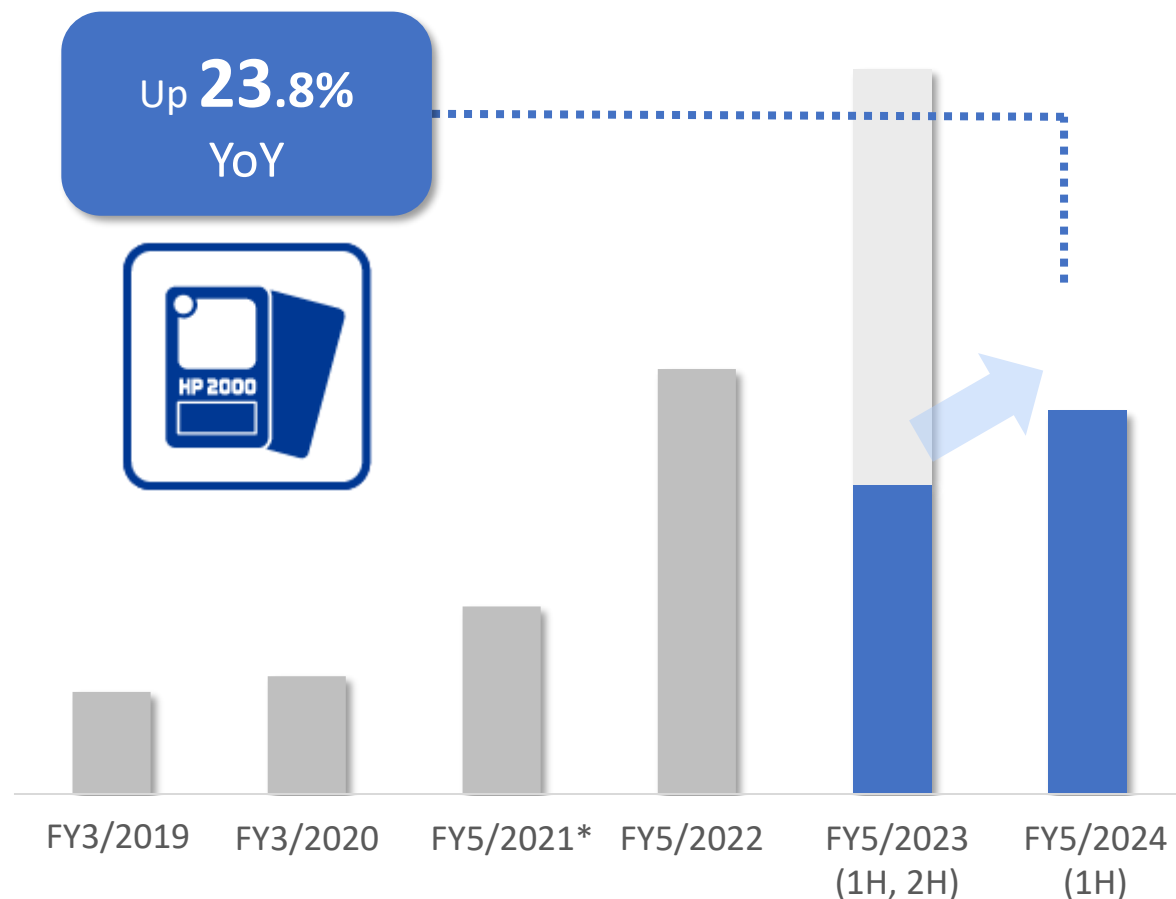


- ✓ Sales of trading cards and hobby goods continued to increase due to the growth of the markets for these products and strategic actions by BOOKOFF to raise sales in this category.
- ✓ Apparel sales remained strong despite unfavorable weather and other negative factors.
- ✓ Sales of precious metals, watches and high-end hand bags were higher partially due to rising prices and higher sales to foreign tourists.

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

Categories	1H FY5/2024 existing store sales		1H FY5/2023 % to total sales
	YoY change	% to total sales	
Books	97.2%	23.6%	25.8%
Software media (CDs, DVDs and games)	99.9%	24.3%	25.9%
Apparel	116.1%	11.7%	11.0%
Precious metals/watches/high-end brand bags	117.0%	9.1%	8.7%
Trading cards/hobby goods	121.5%	19.1%	16.4%
Home appliances/mobile phones	108.6%	4.8%	4.7%
Sporting and outdoor goods	108.0%	3.3%	3.3%
Others	104.0%	4.1%	4.2%
Total	106.8%	100.0%	100.0%

Trading Card Sales in Directly Operated Stores



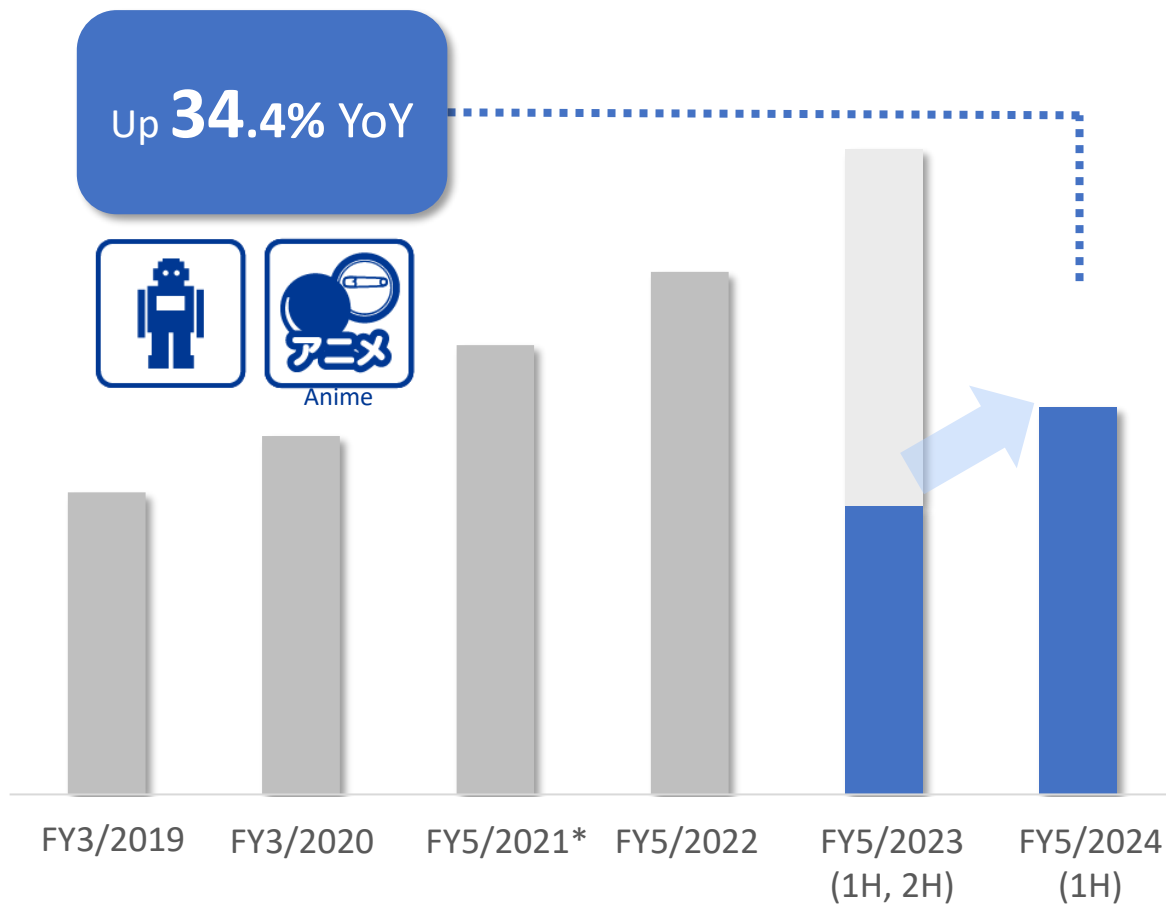
- ✓ 1H FY5/2024 trading card sales in directly operated stores continued to remain strong, up 23% from one year earlier.
- ✓ The market in Japan for new trading cards is growing rapidly as sales increased from ¥114.9 billion in 2020 to ¥162.4 billion in 2021 and ¥212.3 billion in 2022.
(Source: Media Create Co., Ltd.)
- ✓ Sales of used trading cards are increasing too, with some ups and downs. Activities at BOOKOFF will continue to attract a larger number and variety of trading card players, such as by holding Trading Card Festivals and other events at stores and increasing the number of stores with trading card competition spaces.



*FY5/2021 is a 14-month transitional fiscal period from April 2020 to May 2021 due to the change in the fiscal year.

Hobby Goods Sales and Continuation of Entertainment Initiatives

Hobby Goods Sales in Directly Operated Stores



*FY5/2021 is a 14-month transitional fiscal period from April 2020 to May 2021 due to the change in the fiscal year.

- ✓ 1H FY5/2024 hobby goods sales in directly operated stores remained strong, up 34% from one year earlier.
- ✓ Continuing initiatives to make stores a source of entertainment in addition to a place to buy and sell products in order to create more reasons and opportunities for people to visit stores.
- ✓ Using SNS and mass media to provide information and using “BOOKOFF Tachiyomi!” owned media to provide information about activities of stores and in specific regions of Japan.



<https://bookoff-tachiyomi.jp/>



A mini 4WD circuit

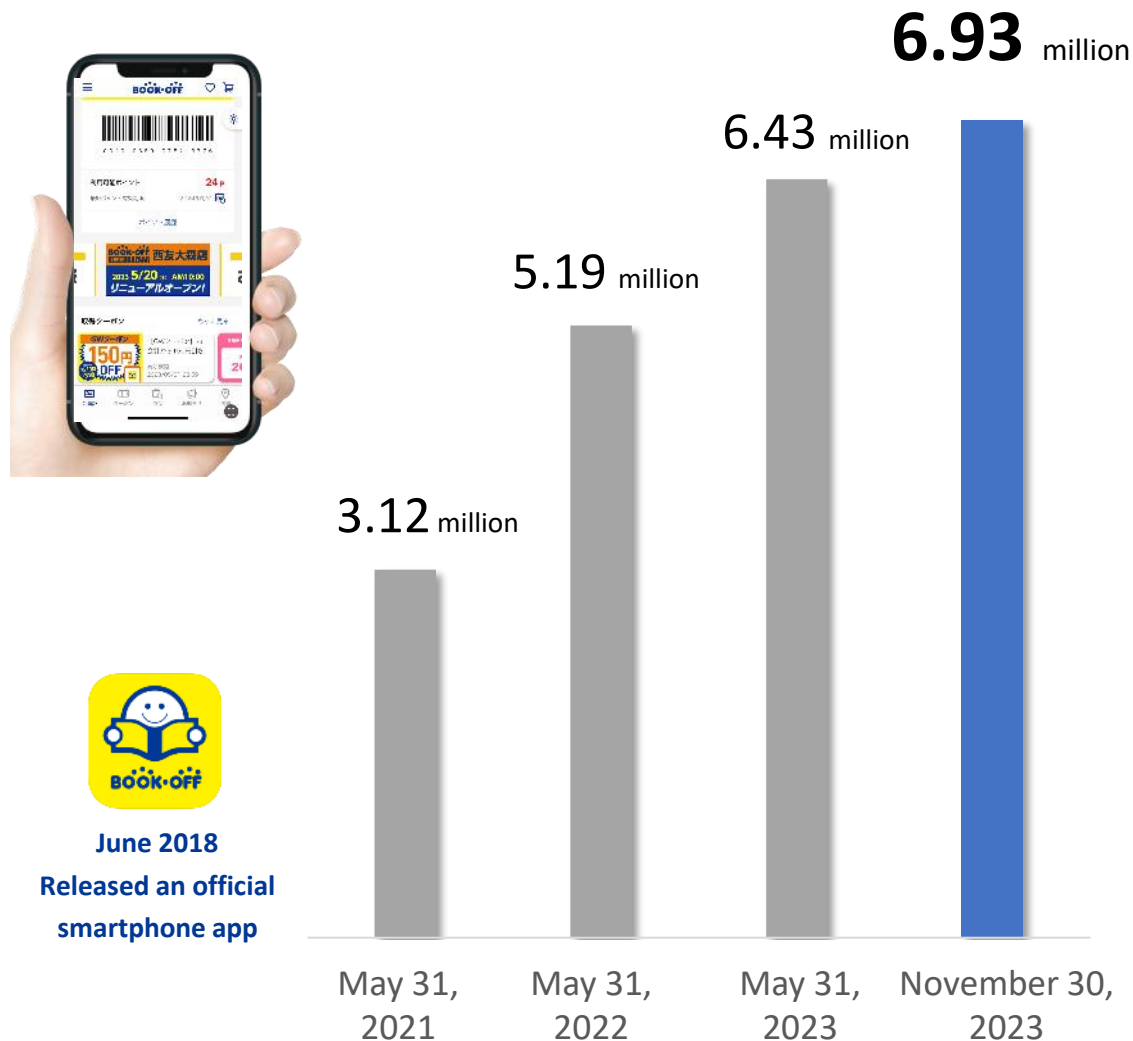


Display of plastic models



Rental layout for model trains

BOOKOFF Smartphone App Members



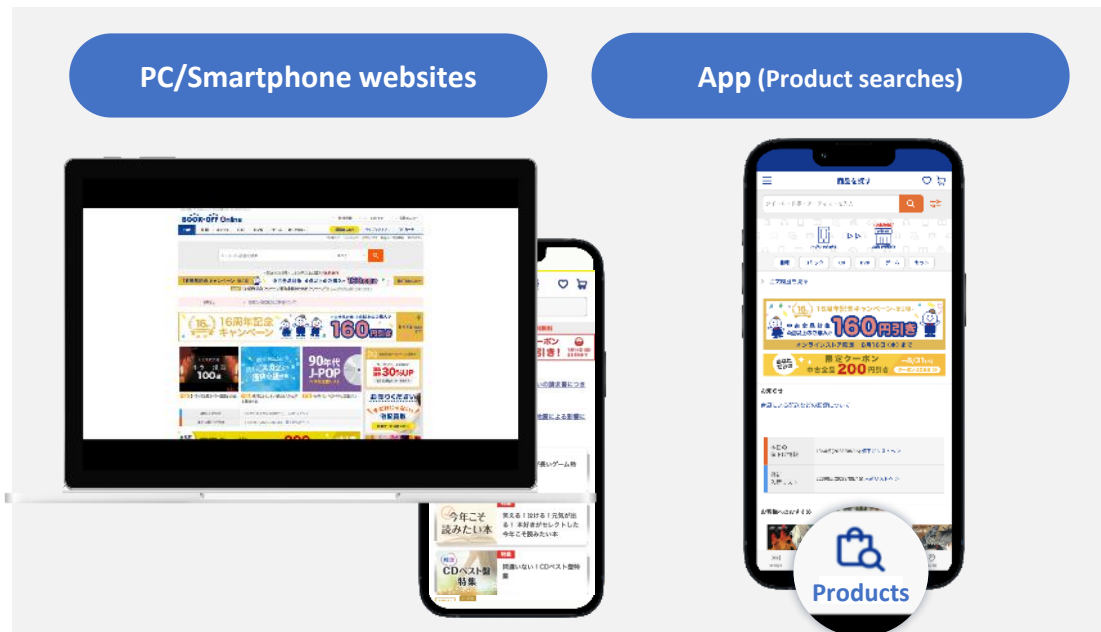
Pct. of App Members for Total Number of Purchases



Results in November 2023

- ✓ As of November 30, 2023, the number of app members increased to 6.93 million. More than 30% of store users in November 2023 were app members.
- ✓ The goal is more growth in the number of app members and the use of a loyalty program and other measures to bring more people to stores and increase repeat purchases.

E-commerce Website Upgraded in September 2023



PC/Smartphone websites

App (Product searches)

UI/UX upgrades

Points valid at stores too

Higher website speed and stability

Addition of pay-later option

Systems to Be Added

Store POS system upgrades



Strengthen EC warehouse management system



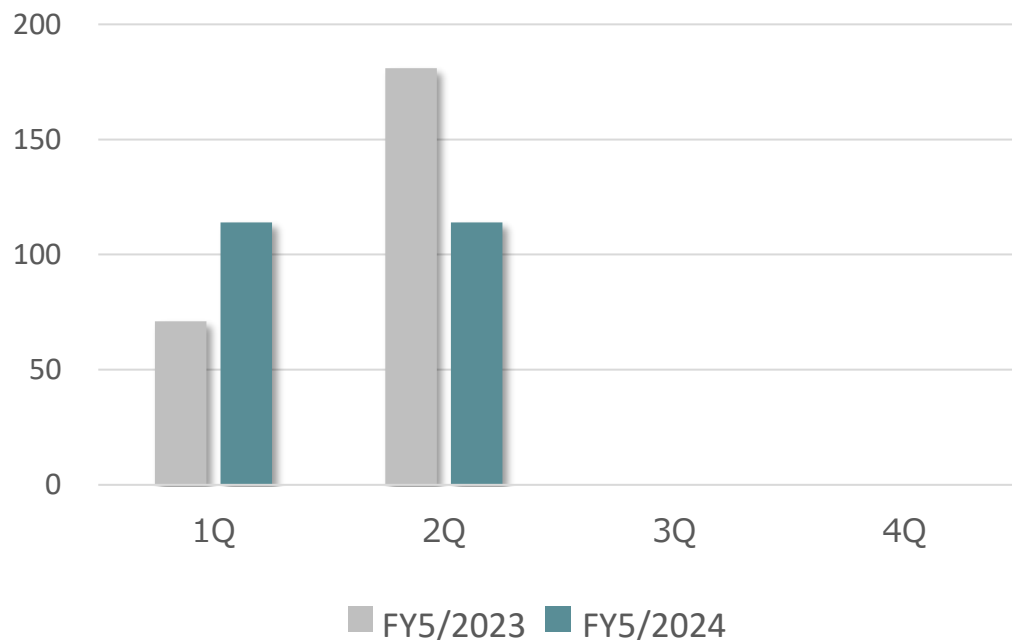
- ✓ The upgrade of e-commerce website, one of several large IT investments under way, was completed in September 2023.
- ✓ Plan to complete the rebuilding of the store POS/IT system infrastructure in 2H FY5/2024. Plan to start using the upgraded EC warehouse management system in FY5/2025.
- ✓ These investments are expected to start increasing depreciation and amortization expenses in the current fiscal year.

(Million yen)

Business segment		1H FY5/2023	1H FY5/2024	YoY change (Amount)	YoY change (Ratio)
Premium services business	Sales	2,919	3,346	+427	114.6%
	Segment profit	253	229	(24)	90.3%

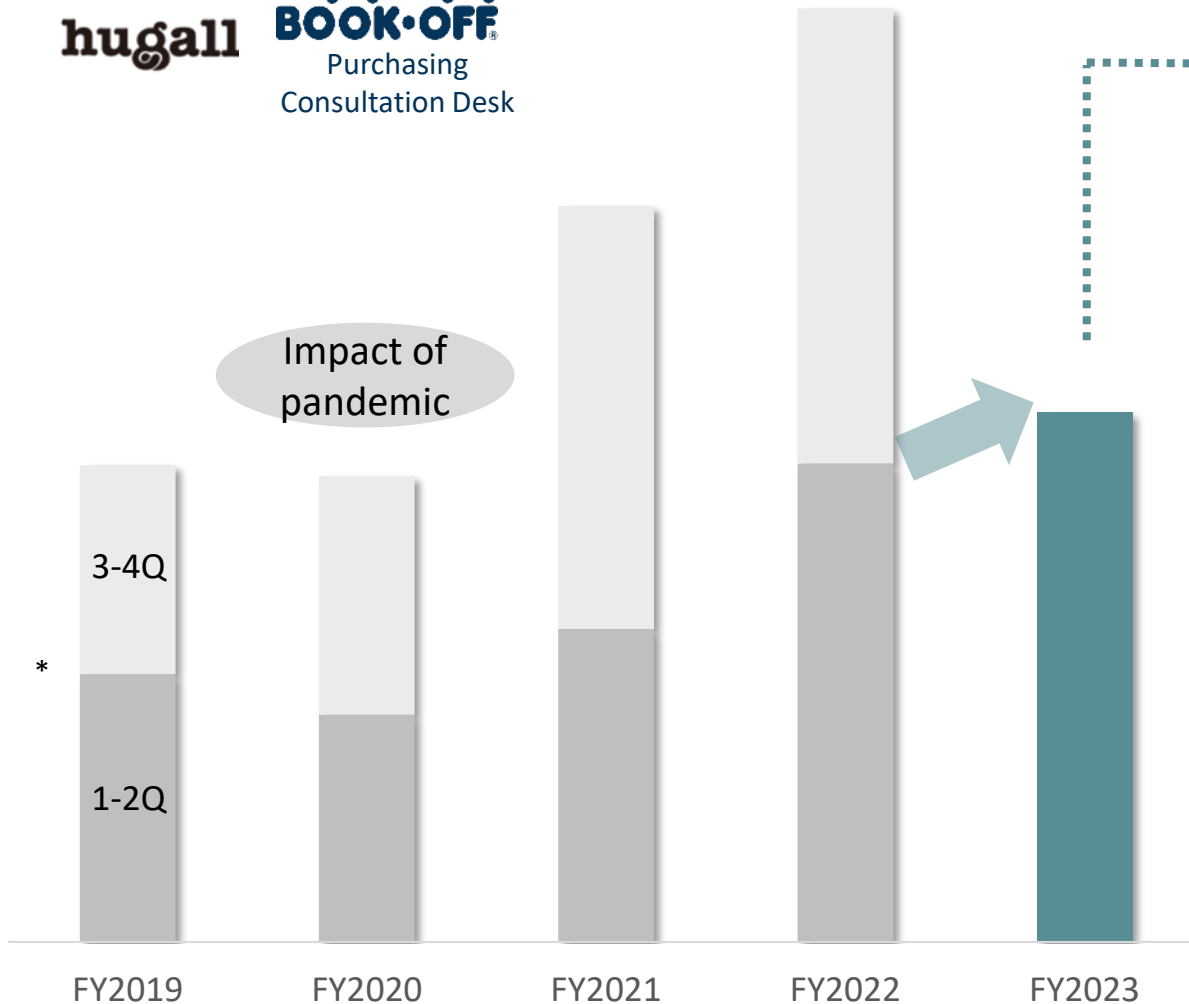
Quarterly Segment Profit

(Million yen)



- ✓ Sales increased from one year earlier due to an increase in purchases mainly by BOOKOFF purchasing consultation desks.
- ✓ Lower 2Q earnings mainly because of a decrease in gross profit margin due to larger share of precious metal sales and more people hired for business growth. Earnings were mostly the same as 1Q.
- ✓ All new stores in the current fiscal year will open during the second half.

hugall Business/BOOKOFF Purchasing Consultation Desks Purchases



Impact of pandemic

Up **10.7% YoY**

- ✓ Purchases continued to increase mainly due to contribution of stores opened in FY2022
- ✓ 1H FY2023 purchases were up 10.7% YoY

* 1-2Q: June to November; 3-4Q: December to May

E-commerce website “rehello”



January 2023

Website
renewal



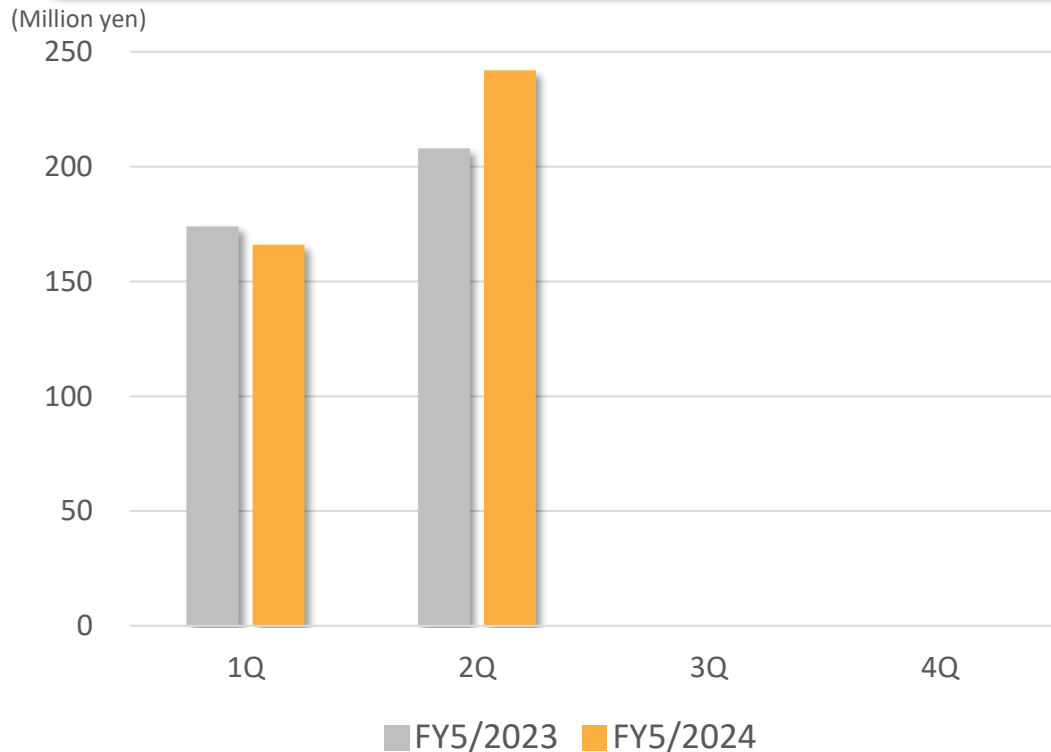
1H FY5/2024

“rehello” sales
Up **37%** YoY

- ✓ In January 2023, the merchandise lineup and functions of the EC website that previously used the “hugall fashion” brand were significantly expanded and the website, which handles the BOOKOFF Group’s premium merchandise, was renamed “rehello.”
- ✓ The new website encompasses a broad spectrum of services for customers. For example, customers can receive items purchased on “rehello” and check the availability of items at some BOOKOFF Group stores. Some stores also allow customers to try on apparel. The website can also be used to order repairs and other services involving merchandise.
- ✓ Website sales remained strong; up 37% YoY.
- ✓ The objective of launching the “rehello” premium merchandise website is to provide customers with a seamless online/offline experience in order to maximize points of contact with customers.

Business segment		(Million yen)			
		1H FY5/2023	1H FY5/2024	YoY change (Amount)	YoY change (Ratio)
Overseas business	Sales	1,922	2,249	+326	117.0%
	Segment profit	382	408	+26	106.8%

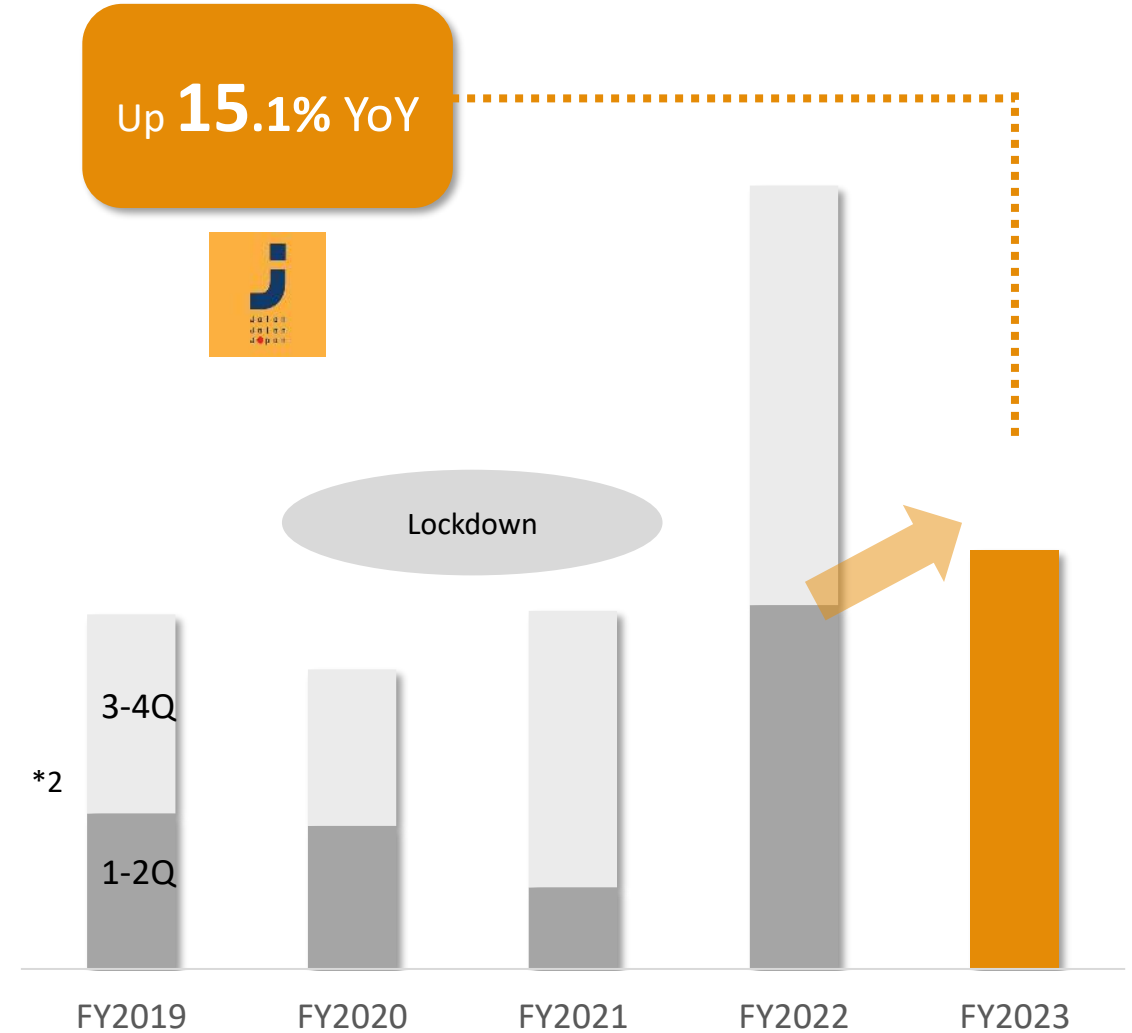
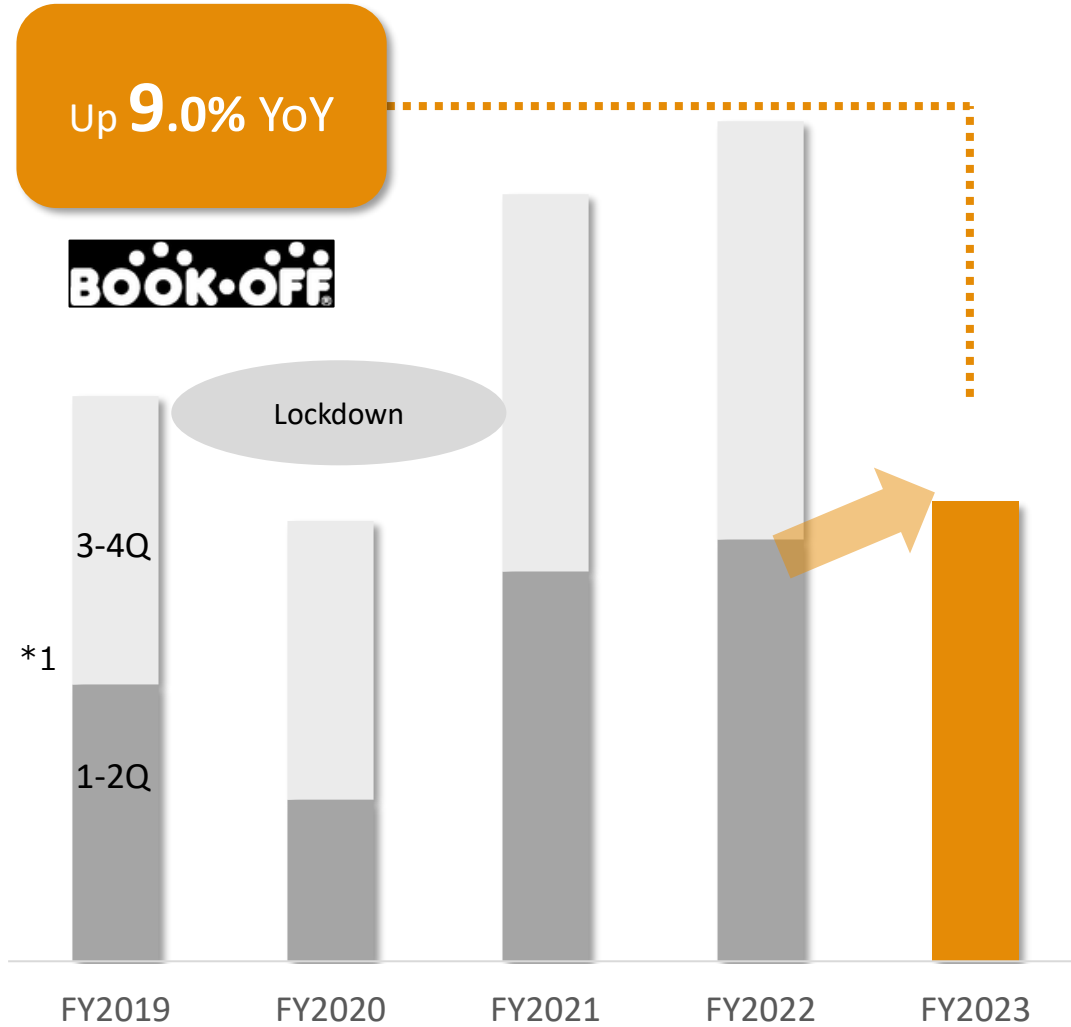
Quarterly Segment Profit



- ✓ Sales were higher than one year earlier both at BOOKOFF stores in the United States and Jalan Jalan Japan stores in Malaysia because of stores opened in prior years.
- ✓ Earnings were higher both in the United States and Malaysia while more people were hired and compensation improved.
- ✓ Opened a Jalan Jalan Japan franchised store at the Gallereya Mall. All new directly operated stores in the current fiscal year will open during the second half.

BOOKOFF USA Sales

Jalan Jalan Japan Sales



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

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



FY5/2024 Sales and Earnings/Dividend Forecasts

BOOKOFF GROUP HOLDINGS

* No revision to the forecast announced on July 10, 2023

(Million yen)

	FY5/2023 Result	FY5/2024 Forecast	Change (amount)	Change (%)
Net sales	101,843	106,000	+4,156	104.1%
Operating profit	2,578	2,600	+21	100.8%
Ordinary profit	3,040	3,000	(40)	98.7%
Profit attributable to owners of parent	2,769	1,600	(1,169)	57.8%
Dividend per share	25 yen	25 yen	-	100.0%

- ✓ In FY5/2024, the first year of the medium-term policy, one priority is recruiting and training people for supporting businesses that are expected to grow.
- ✓ All businesses will continue to open many stores. Although sales at BOOKOFF operations in Japan are currently higher than anticipated, there are no revisions to the operating and ordinary profit forecasts because of the possibility of changes in customer purchasing trends and hiring activities affecting earnings.
- ✓ We forecast a big decrease in profit attributable to owners of parent because of the large one-time contribution to earnings (income taxes-deferred) in FY5/2023.
- ✓ Plan to pay a year-end dividend of 25 yen per share.



Medium-term Management Policies

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

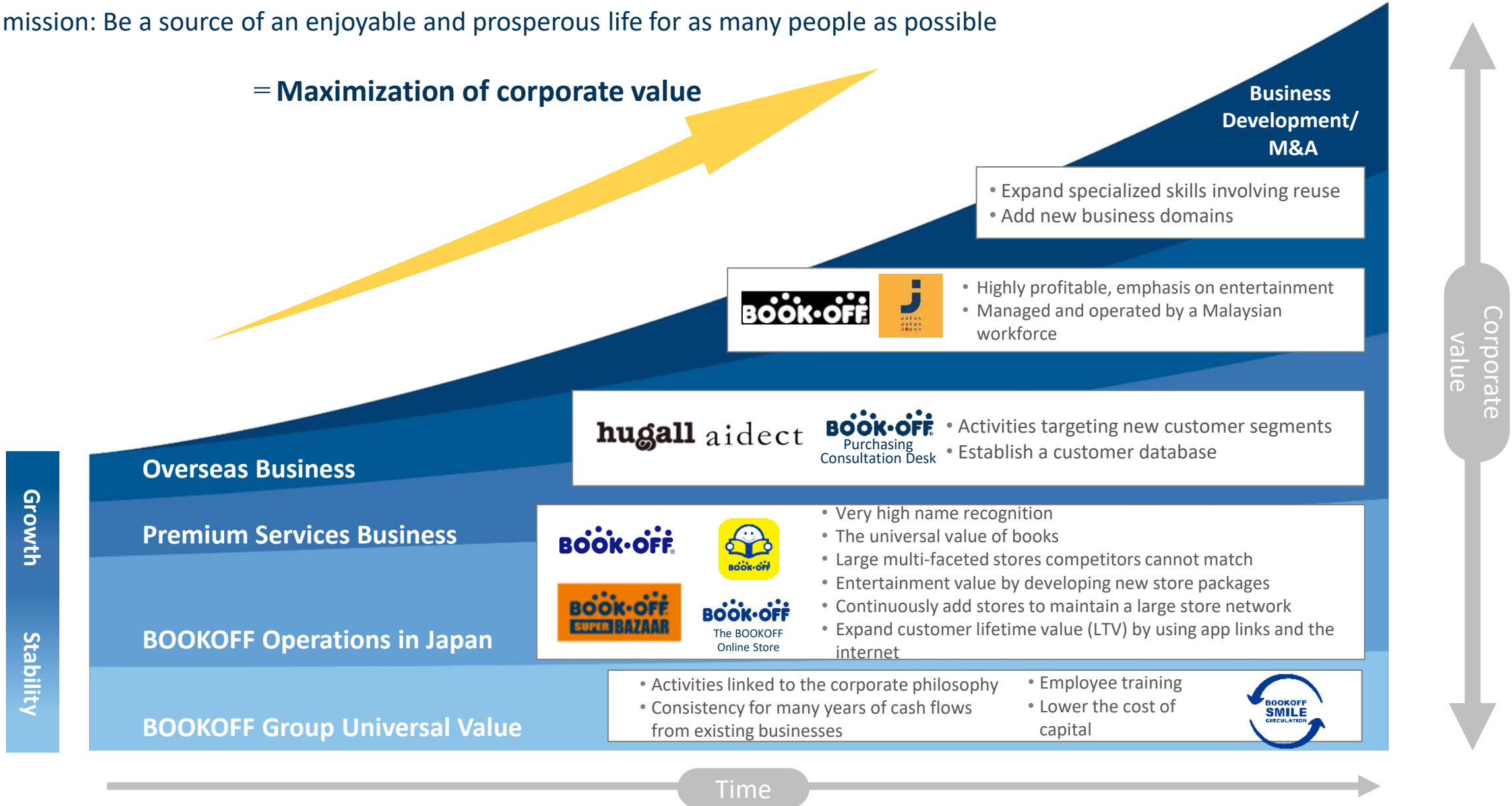
Business Strategy

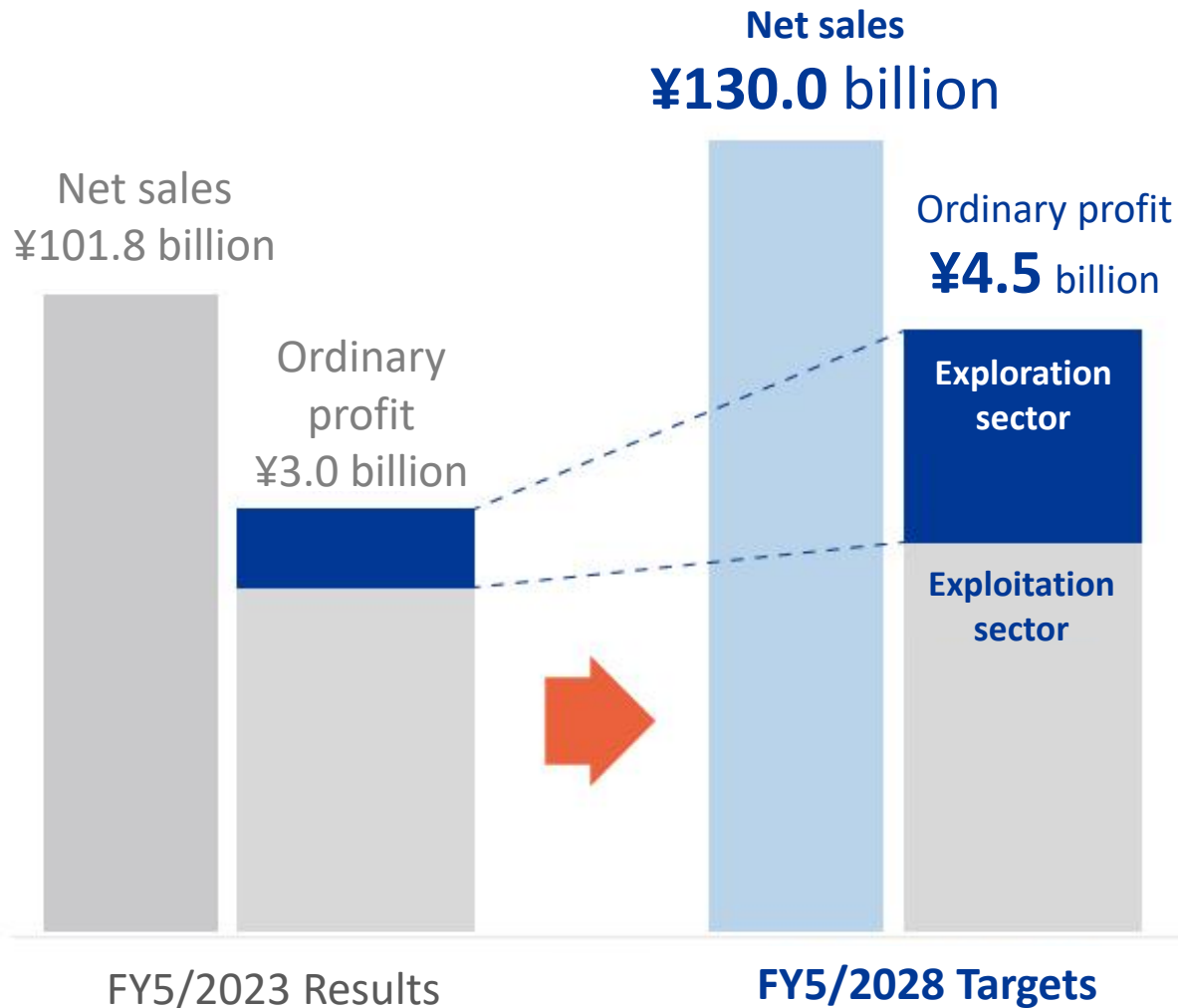
Sustained growth while exploration and exploitation

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





Premium Services Business	Overseas Business	Business Development Domain
hugall BOOK-OFF Purchasing Consultation Desk aidect	 BOOK-OFF	Japan TCG Center BOOKOFF Clean-up Service CD-プラ CD recycling business

BOOKOFF Operations in Japan

BOOK-OFF BAZAAR	BOOK-OFF	BOOK-OFF PLUS+
The BOOKOFF Online Store	ASO-VIVA	

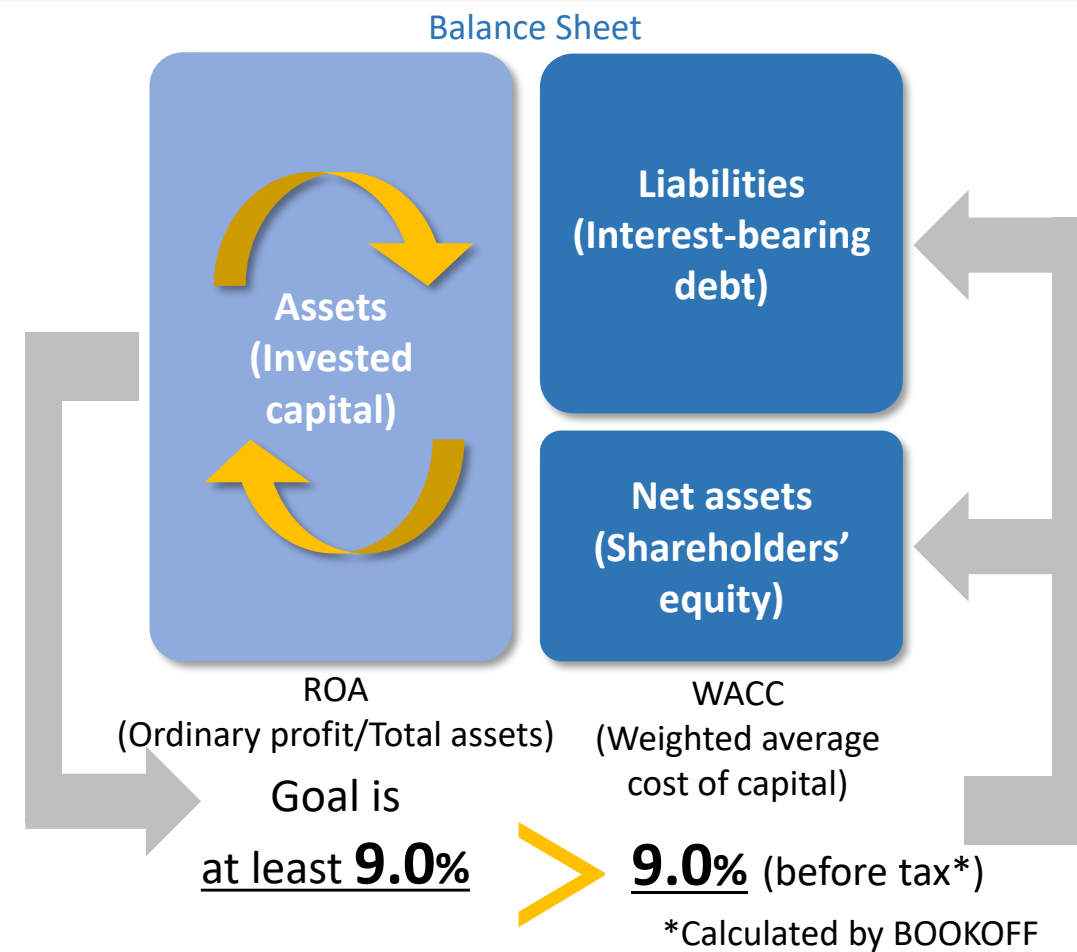
- ✓ The goal is earnings far above the previous record (ordinary profit of ¥3.8 billion) by increasing earnings in the exploration sector.
- ✓ Planning to increase consolidated profitability by raising the percentage of earnings from businesses in the exploration sector, which have high profit margins.

- 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	¥2.3 billion	¥3.04 billion	At least ¥4.5 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.

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 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



Books and software 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

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 on 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



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.**



“Sell and buy” for the future circulation of merchandise



Basic Policy for Sustainability

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 following basic policy for sustainability.

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



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

CO₂ Emissions Involving Business Activities (Unit: t-CO₂)

		FY5/2021	F5/2022	FY5/2023
CO ₂ emissions	Scope1	213	223	245
	Scope2	24,953	26,804	23,956
	Total	25,166	27,027	24,201

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

Sustainability Topics (3) Human Resources



The BOOKOFF Policy for Diversity

The BOOKOFF Group is dedicated to a broad spectrum of diversity. This includes visible characteristics such as age, gender, ethnicity, physical capabilities and other items as well as characteristics that are not visible, such as education, skills, experience, culture, religion, sexual orientation and other items.

Respect for diversity creates a workplace environment where people can fully utilize their capabilities. Diversity also helps maintain an organization that encourages people to be innovative.

To maintain and enhance diversity, the BOOKOFF Group places importance on the following points.

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***

Business Action Plan based on the Next Generation Act and Women's Advancement Act

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

Activities with Communities, Governments and Other Partners

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.

Reclothes Cup 2023



- ✓ The Reclothes Cup 2023, Japan's largest used apparel upcycling fashion contest, took place in October 2023 at the Fukuoka International Congress Center.
- ✓ Redesigning used apparel adds value and makes recycling apparel easier.

Sendai Reuse Festival 2023

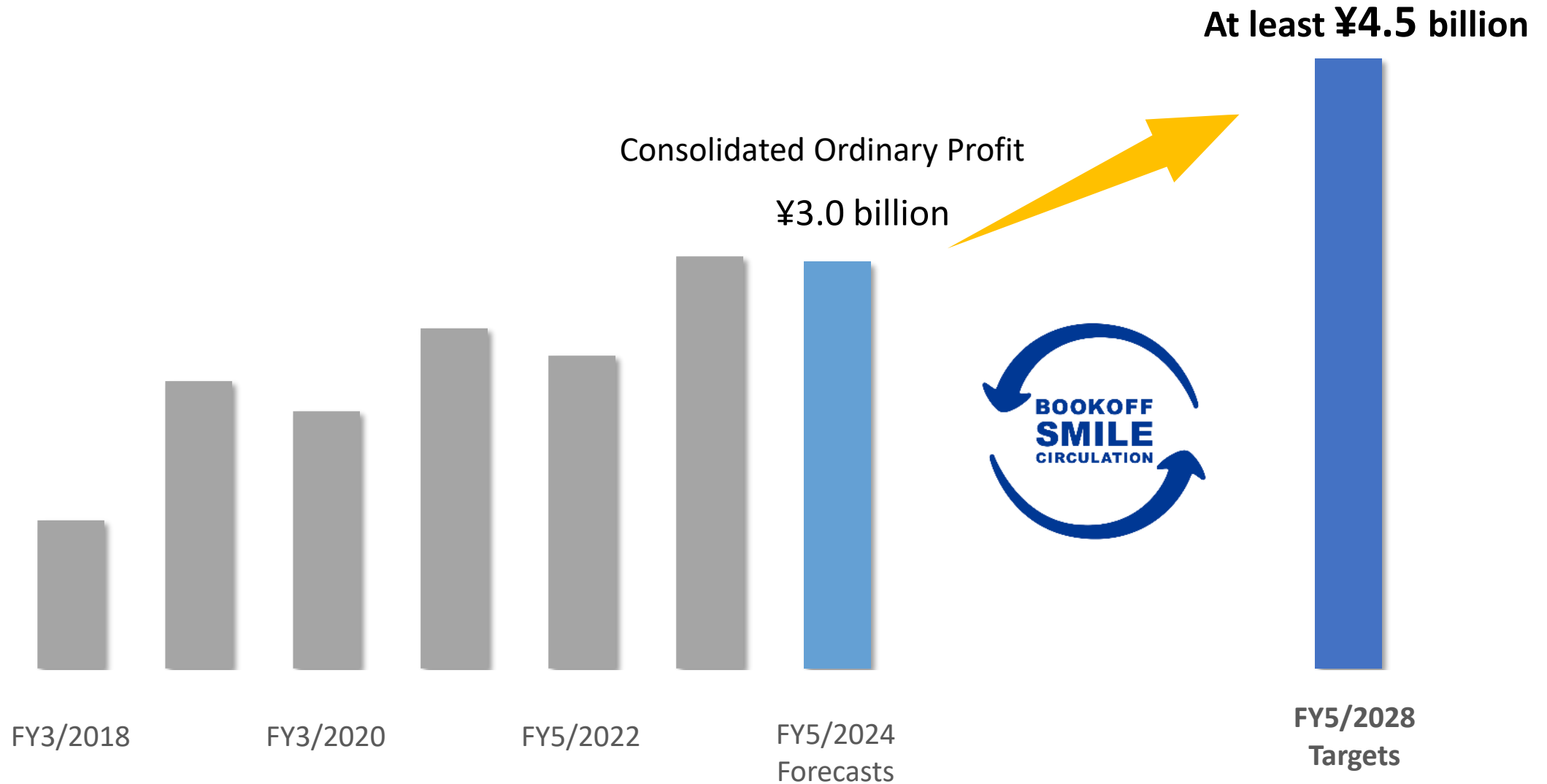


- ✓ BOOKOFF held an event in the city of Sendai in October 2023 where participants could experience and learn about reusing various items in an enjoyable and entertaining format.
- ✓ The aim is to use partnerships with schools, companies and communities in this region to speed up measures to create a sustainable society.

The First FURUSATO BOOKOFF Store



- ✓ In August 2023, the first FURUSATO BOOKOFF store opened the first, which is located at the hot spring pool of Nishiwaga-machi in Iwate prefecture.
- ✓ This format makes it possible to provide opportunities to get familiar with books in small towns that previously did not have a book store.
- ✓ We signed a regional cooperation agreement with that town, which includes efforts to promote the region through books.



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

Corporate 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

Consolidated Statement of Income

BOOKOFF GROUP HOLDINGS

(Million yen)

	1H FY5/2023	1H FY5/2024
Net sales	48,568	52,934
Cost of sales	20,756	22,956
Gross profit	27,811	29,978
SG&A expenses	26,827	28,919
Operating profit	984	1,059
Non-operating income	335	315
Non-operating expenses	94	106
Ordinary profit	1,224	1,268
Extraordinary income	2	0
Extraordinary losses	149	45
Profit before income taxes	1,078	1,223
Income taxes-current	259	406
Income taxes-deferred	(167)	50
Total income taxes	92	456
Profit	985	767
Profit attributable to non-controlling interests	63	62
Profit attributable to owners of parent	921	705

(Million yen)

	As of May 31, 2023	As of Nov. 30, 2023
Current assets	29,112	31,530
Cash and deposits	5,544	6,616
Merchandise	17,612	18,977
Others	5,956	5,936
Non-current assets	21,101	21,764
Property, plant and equipment	8,852	9,438
Intangible assets	2,443	2,510
Investments and other assets	9,804	9,815
Total assets	50,213	53,295

	As of May 31, 2023	As of Nov. 30, 2023
Current liabilities	17,945	21,057
Short-term borrowings	9,730	13,256
Others	8,214	7,801
Non-current liabilities	13,210	12,773
Long-term borrowings	7,341	6,651
Others	5,868	6,121
Total liabilities	31,155	33,830
Net assets	19,057	19,464
Total liabilities and net assets	50,213	53,295

(Million yen)

	1H FY5/2023	1H FY5/2024
Cash flows from operating activities	(861)	220
Profit before income taxes	1,078	1,223
Depreciation	743	814
Amortization of goodwill	24	21
Changes in trade receivables, inventories and trade payables	(1,416)	(1,461)
Others	(1,290)	(376)
Cash flows from investing activities	(2,147)	(1,269)
Cash flows from financing activities	1,919	2,068
Effect of exchange rate change on cash and cash equivalents	82	53
Net increase (decrease) in cash and cash equivalents	(1,007)	1,072
Cash and cash equivalents at beginning of period	8,203	5,544
Cash and cash equivalents at end of period	7,195	6,616

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:	¥101.8 billion (FY5/2023 consolidated results)
Number of stores:	800 (Directly operated: 423; Franchised: 377 as of May 31, 2023)
Employees (Consolidated) :	1,572 (as of May 31, 2023)

- 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

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



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



- 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



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

- 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, 2023.

BOOKOFF Operations in Japan

BOOK-OFF®



619 stores

BOOK-OFF SUPER BAZAAR



48 stores

BOOK-OFF PLUS+



68 stores

BOOK-OFF

The BOOKOFF Online Store



6.93 million app members

あそびバ
ASO-VIVA by BOOK-OFF



5 stores

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 Online Store.

Premium Services Business

hugall



15 stores

aidect



12 stores

BOOK-OFF®
Purchasing
Consultation Desk



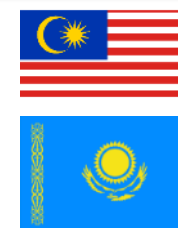
14 stores

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



13 stores








BOOK-OFF






13 stores

BOOKOFF USA buys and sells books, software/media, anime goods and other types of merchandise. Jalan Jalan Japan stores in Malaysia sell surplus merchandise from 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*	48 stores (including one franchised store)	687 stores (including 369 franchised stores)	5 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 6.93 million	 Store inventory viewing and store pick-up service through linkage with the BOOKOFF Online Store	
Strength	<p><u>Large stores</u> (about 3,300m²) <u>with a broad spectrum of merchandise</u>, such as books, software apparel, sporting goods, baby goods, famous-brand merchandise, musical instruments, and household products</p>	<p><u>Emphasis on entertainment</u> with lineups of merchandise reflecting the local market of each store; sells books, software, apparel, trading card, hobby goods and other merchandise</p>	<ul style="list-style-type: none"> • <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, 2023

Major store packages		 BOOKOFF Purchasing Consultation Desk 総合買取窓口	
Location	At department stores	Roadside stores in relatively affluent areas	Dept. stores/ Station buildings/Shopping malls
Number of stores*	15	14	12
Summary	Increases the use of reuse services in the upper-mass market and higher customer segments, which are customers <u>BOOKOFF cannot reach on its own</u> , by providing a wide range of services.		
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>Differentiation from competitors</u> by handling reuse of famous-brand merchandise as well as of book and game and other software	<u>Full line of services</u> for problems involving <u>jewelry</u> , including repairs, purchases, sale of sustainable jewelry and much more
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 on the “rehello” e-commerce website 		

* As of November 30, 2023

Major store packages	 <p>Jalan Jalan Japan (JJJ)</p>	 <p>BOOKOFF USA</p>
Number of stores*	 <p>11 stores in Malaysia (including one franchised store)</p>  <p>Two stores in Kazakhstan (franchised)</p>	 <p>13 stores in U.S. (All directly operated; also three franchised stores in France)</p>
Summary	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Started in 2000. As in Japan, BOOKOFF USA buys and sells books, game software, anime products, hobby goods and other merchandise. The subsidiary is managed by an executive from Japan; stores are operated almost entirely by people hired locally.
Individual strengths	<p>Highly profitable because of attractive merchandise and fast inventory turnover backed by operations guided by the “Loved in Japan” concept</p>	<p>Highly profitable 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 entertainment, a business model like no other Operations that make upgrading the skills of local personnel the highest priority 	

* As of November 30, 2023