



## **BuySell Technologies Co., Ltd.**

Briefing on Financial Results for the Fiscal Year Ended December 2024 and the Medium-term Business Plan

February 14, 2025

## Event Summary

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<b>[Company Name]</b>	BuySell Technologies Co., Ltd.	
<b>[Company ID]</b>	7685-QCODE	
<b>[Event Language]</b>	JPN	
<b>[Event Type]</b>	Earnings Announcement	
<b>[Event Name]</b>	Briefing on Financial Results for the Fiscal Year Ended December 2024 and the Medium-term Business Plan	
<b>[Fiscal Period]</b>	FY2024 Annual	
<b>[Date]</b>	February 14, 2025	
<b>[Number of Pages]</b>	42	
<b>[Time]</b>	17:00 – 18:00 (Total: 60 minutes, Presentation: 46 minutes, Q&A: 14 minutes)	
<b>[Venue]</b>	Webcast	
<b>[Venue Size]</b>		
<b>[Participants]</b>		
<b>[Number of Speakers]</b>	3	
	Kyohei Iwata	Chairman and Representative Director
	Kosuke Tokushige	President, Representative Director and CEO
	Koji Ono	Director, CFO

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# Presentation

**Moderator:** Thank you very much for your patience. Time has come, and we will now begin a briefing of financial results for FY2024 and its mid-term management plan of BuySell Technologies Co.

Thank you very much for taking time out of your busy schedule to join us today. This briefing will be followed by a Q&A session. Please note that we may not be able to answer all the questions we receive and that questions are limited to analysts and institutional investors.

Let me begin by introducing our attendees. We have Kyohei Iwata, Chairman and Representative Director.

**Iwata:** My name is Iwata. Thank you.

**Moderator:** Kosuke Tokushige, President, Representative Director and CEO.

**Tokushige:** My name is Tokushige. Thank you.

**Moderator:** Koji Ono, Director, CFO.

**Ono:** My name is Ono. Thank you.

**Moderator:** Today, Iwata and Tokushige will give an overview of the full-year financial results and the newly formulated Three-year Mid-term Management Plan. We will begin now.

## Executive Summary-1

BUYSELL  
TECHNOLOGIES

	FY2023	FY2024	YoY	
Sales	¥42,574 mil	¥59,973 mil	+17,398	+40.9%
Operating income	¥2,796 mil	¥4,733 mil	+1,937	+69.3%
OPM%	6.6%	7.9%	+1.3pt	-
Adjusted EBITDA	¥3,994 mil	¥6,398 mil	+2,403	+60.2%
Net income	¥1,453 mil	¥2,411 mil	+957	+65.9%

- Successful turnaround of the home-visit purchase business, sustained growth of the existing Group store purchase business, and strong performance of newly consolidated companies resulted in the highest profits
- Strategically carry inventory into FY25 while landing profits on target
- Operating margin improved significantly by 1.3 pt YoY to 7.9% due to business promotion emphasizing profitability on an operating income basis, not just gross profit.

FY2024  
Results  
(Consolidated)

BUYSELL TECHNOLOGIES

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**Tokushige:** I am President, Representative Director and CEO, and will now present the financial results. I will explain the financial results, and Iwata, Chairman, will explain the Mid-term Management Plan 2027.

First, I will talk about the overall executive summary. As to the results for FY2024, sales were JPY59.9 billion or about JPY60 billion, up 40% from the previous year.

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Operating income was JPY4.7 billion, and adjusted EBITDA was JPY6.39 billion or about JPY6.4billion. Net income was JPY2.4 billion, and the profit grew by more than 60%.

In addition to the success of turnaround of the home-visit purchase business, the existing group store purchase business has continued to grow and new consolidated companies have also performed well, resulting in the highest profits. As I mentioned previously, we are strategically carrying inventory into FY2025, and we achieved the profit target as we planned.

We have also been promoting our business with an emphasis on profitability on an operating income basis, not just gross profit. Sales to operating income ratio has also improved significantly, rising 1.3 percentage points from the previous year to 7.9%.

## Executive Summary-2

**BUYSELL**  
TECHNOLOGIES

	FY2024	FY2025 Est	YoY%	FY2027Est	CAGR(FY24-27)
<b>Sales</b>	<b>¥59.97 bn</b>	<b>¥99.79 bn</b>	<b>+66.4%</b>	<b>¥140.0 bn</b>	<b>32.7%</b>
<b>Operating income</b>	<b>¥4.73 bn</b>	<b>¥6.50 bn</b>	<b>+37.3%</b>	<b>¥11.0 bn</b>	<b>32.5%</b>
<b>Operating income before amortization of goodwill*</b>	<b>¥5.56 bn</b>	<b>¥7.89 bn</b>	<b>+41.9%</b>	<b>¥12.3 bn</b>	<b>30.3%</b>
<b>OPM</b>	<b>7.9 %</b>	<b>6.5 %</b>	<b>-1.4pt</b>	<b>7.9 %</b>	<b>—</b>

Mid-term management plan 2027

FY2025 Forecast

- New 3-year medium-term business plan was established. Plans net sales of 140 billion yen (CAGR 33%) and operating income of 11 billion yen (CAGR 32%) in FY2027, the final year of the plan (not including new M&A during the mid-term plan period).
- In FY2025, the first year of the medium-term business plan, we plan high growth of 99.8 billion yen in net sales (+66% YoY) and 6.5 billion yen in operating income (+37% YoY) due to solid organic growth and the start of consolidation of Rext HD P/L, while making strategic investments for mid- to long-term growth.
- FY2025 dividend is planned to be 20 yen per share, an increase of 5 yen per share (after stock split)

\*Operating income before amortization of goodwill, etc. = Operating income + Amortization of goodwill (including customer-related assets)

BUYSELL TECHNOLOGIES

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Next, I will explain the forecast for FY2025.

Sales will be approximately JPY100 billion, 66% increase compared to last year. Operating income is projected to be JPY6.5 billion. Operating income before amortization of goodwill is projected to be JPY7.89 billion, and operating margin will be 6.5%.

We have formulated a new Three-year Mid-term Management Plan, and in FY2027, the final year of the plan, we aim to achieve sales of JPY140 billion and operating income of JPY11 billion, with a CAGR of more than 30%.

It does not include new M&A, and we would like to execute the management with a CAGR of 30% by achieving organic growth.

For FY2025, we plan to achieve high growth of JPY99.8 billion in sales and JPY6.5 billion in operating income by making strategic investments for medium- and long-term growth while adding solid organic growth and the consolidation of Rext from this fiscal year.

As for the dividend for FY2025, we plan to increase the dividend by JPY5 to JPY20 per share.

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# Consolidated Statements of Income for the FY2024

- Both the home-visit purchase business and the group store purchasing business have been successful in implementing measures to improve unit prices and strategic repeat acquisitions and have made progress well above the full-year profit plan, so a strategic stock carry was implemented in Q4 to carry over sales of stock to the next financial year.
- As a result, operating profit was slightly higher than planned at ¥4,733 million (69.3% YoY), and the operating profit margin improved to 7.9%.

consolidated financial results (Unit: Million yen)	FY2023 Q4 12 months	FY2024 Q4 12 months	YoY	YoY%	(Reference) FY2024 Forecast	% of progress
Sales	42,574	59,973	+17,398	+40.9%	61,850	71.4%
Gross profit	24,493	31,655	+7,162	+29.2%	32,651	72.0%
Gross profit margin	57.5%	52.8%	-4.7pt	-	52.8%	-
Selling, general and administrative expenses	21,696	26,921	+5,225	+24.1%	27,971	70.7%
(Breakdown) Advertising expenses	6,524	7,598	+1,073	+16.5%	7,855	71.2%
(Breakdown) Personnel expenses*	7,926	10,156	+2,229	+28.1%	10,621	71.0%
Operating income	2,796	4,733	+1,937	+69.3%	4,680	79.3%
Sales to operating income ratio	6.6%	7.9%	+1.3pt	-	7.6%	-
Adjusted EBITDA	3,994	6,398	+2,403	+60.2%	6,332	77.6%
Adjusted EBITDA margin	9.4%	10.7%	+1.3pt	-	10.2%	-
Ordinary income	2,754	4,198	+1,443	+52.4%	4,140	79.2%
Ordinary income ratio	6.5%	7.0%	+0.5pt	-	6.7%	-
Net income attributable to owners of the parent	1,453	2,411	+957	+65.9%	2,240	78.8%

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\* Personnel expenses include salaries, allowances, bonuses, statutory welfare expenses, recruitment expenses, etc.

\* Adjusted EBITDA = operating income + depreciation and amortization expenses + amortization of goodwill (including customer-related assets) + share-based compensation expenses

**Sales**

- Inventory sales are strategically carried forward to the next financial year.

**Gross Profit Margin**

- Year-on-year change is lower due to a change in mix due to the consolidation of new shop subsidiaries.
- BST's non-consolidated gross margin remains high at 64.1%.

**Advertisement**

- Increase by subsidiaries approx. ¥740 million

**Non-operating profit/loss**

- Fees paid for Rext HD's M&A fund borrowing, etc.

**Net income**

- Higher than expected due to the application of tax incentives for employment.

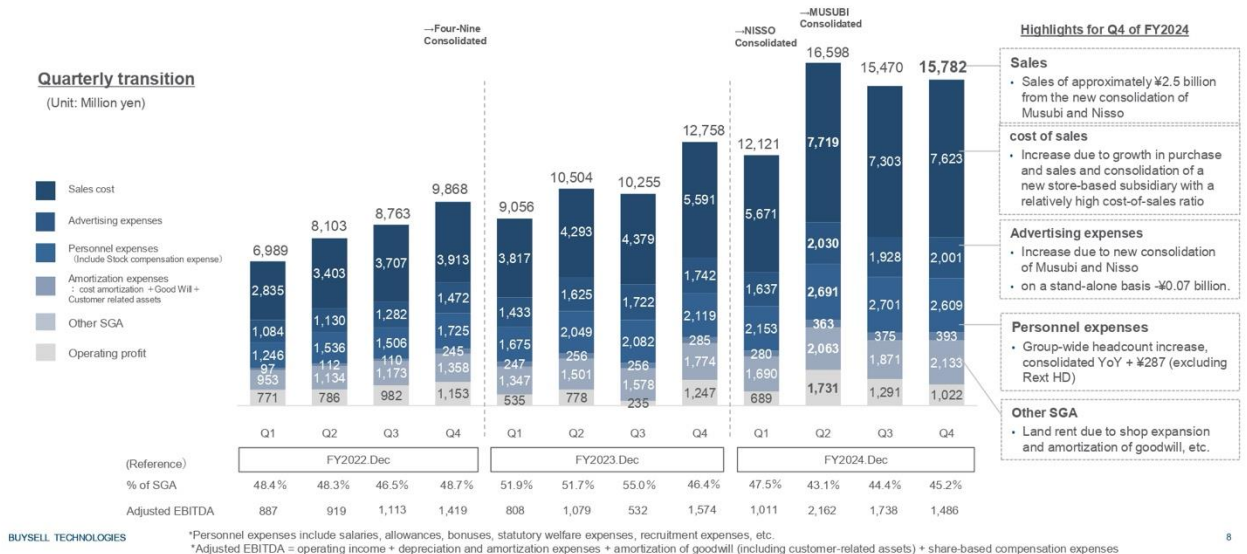
This is the consolidated statement of income for FY2024.

As I mentioned earlier, both the home-visit purchase business and the group store purchase business have been successful in improving the unit price and in strategically repeating customers, resulting in an operating income of JPY4.7 billion, exceeding the plan.

We believe we were able to control the situation well, and although sales were slightly down from the plan, this is not a major problem since we have strategically controlled inventory sales and carry-over to the next fiscal year.

## Quarterly transition(Consolidated)

- Q4 results were in line with expectations, with sales of ¥15,782 million (+23.7% YoY) and operating profit of ¥1,022 million (-18.0% YoY), as a result of strategic inventory carry to land on the full-year profit plan.



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Regarding consolidated quarterly transaction, in Q4, we implemented strategic inventory management to achieve the target profit for the full year, and the results were as expected with sales of JPY15 billion and operating income of JPY1 billion.

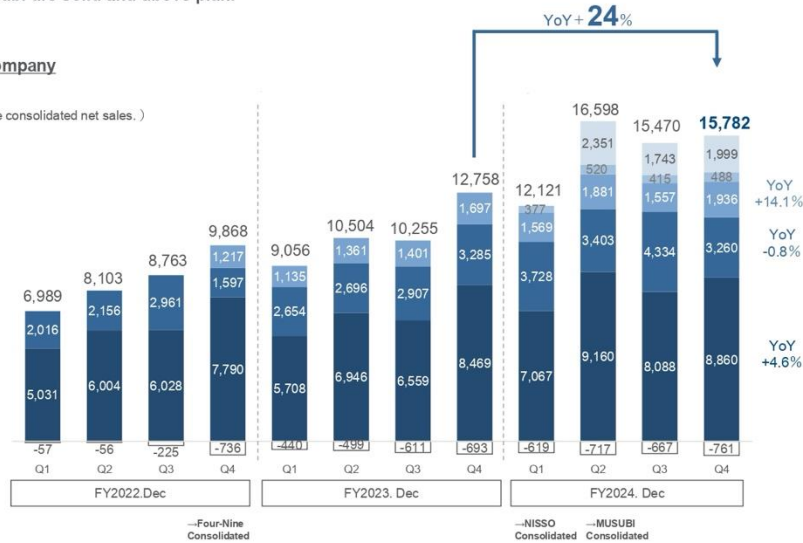
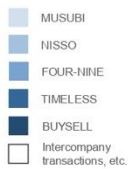
## Sales by Group Company

- Sales growth in Q4 for BST on a standalone basis and Timeless is limited due to strategic inventory carries, but sales from such carries are expected to be recorded from Q1 of FY25 onwards.
- Sales of Four Nine and Musubi are solid and above plan.

### Quarterly Sales by Company

(Unit: Million yen)

( Figures outside the graph are consolidated net sales. )



For sales by group company, this strategic stock carry has affected sales of BuySell alone and TIMELESS, and this is expected to be recorded in Q1 of the current fiscal year.

Sales of both FOUR-NINE and MUSUBI have exceeded the plan, so we consider this to be a favorable result overall.

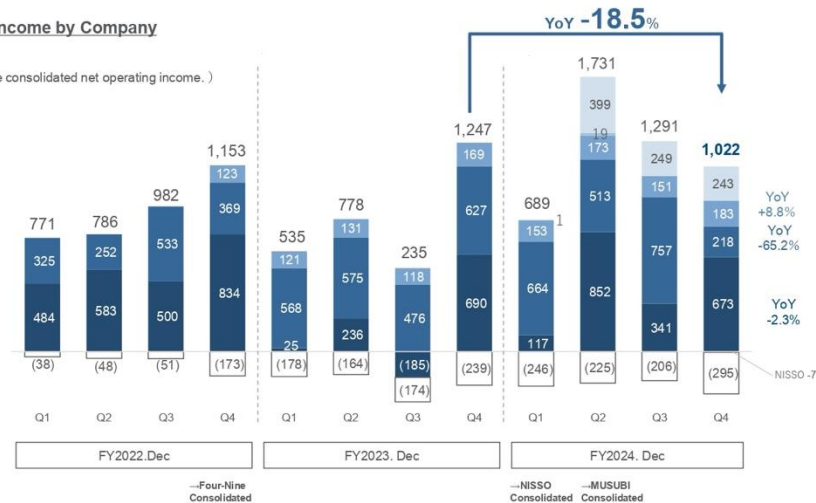
## Operating Income by Group Companies

- Consolidated operating profit in Q4 declined, but this was due to the strategic carrying of inventory at BST and Timeless and the carry-over of sales to the next financial year, to target the full-year profit plan level, due to profit progress that exceeded expectations.
- Operating profit at BST on a standalone basis was at the same level as in the same period of the previous year, as the success of efficiency-oriented advertising operations, etc. compensated for the decline in sales due to inventory carry. Timeless's business model means that its SG&A expenses are mainly labor costs, which are fixed costs, so the decline in sales due to inventory carry is linked to operating profit.

### Quarterly Operating Income by Company

(Unit: Million yen)

( Figures outside the graph are consolidated net operating income. )



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This chart shows operating income by group company.

As I mentioned earlier, the decrease in sales due to stock carry has had an impact on the BuySell and TIMELESS businesses, and as a result, it has affected operating income. However, as for BuySell, advertising operations have been quite successful, and that has helped to offset some of the decrease in sales. Operating income was almost the same as last year.

FOUR-NINE and MUSUBI operating income also is on track as planned, so I think they are doing well as a whole.

## Q4 of FY2024 Balance Sheet



- **Inventories (stock) increased and the turnover period increased due to strategic stock carry in Q4** into the next period at BST on a non-consolidated basis and at Timeless, and the consolidation of the B/S of Rext HD from this Q4.
- **The amount of goodwill of Rext HD is approximately ¥9 billion and the amortisation period is fixed at 18 years (annual amortisation of ¥500 million).**

			FY2023		FY2024				Vs Q4, FY23
			Q4	Q1	Q2	Q3	Q4		
(Unit: Million yen)									
Assets	Current assets	Cash and deposits	7,756	7,078	11,003	20,011	13,217	+12,255	
		Inventories (turnover period)	4,543 (75.5days)	5,394 (81.5days)	6,651 (75.2days)	6,812 (74.1days)	9,023 (89.1days)	+2,269 (-1.4days)	
		Other	1,117	1,649	1,396	1,506	1,579	+389	
	Fixed asset	Goodwill	3,599	7,573	7,418	7,263	16,163	+3,664	
		Customer related assets	1,031	962	893	825	756	-206	
		Other	3,273	3,874	4,136	4,254	5,626	+981	
	Total assets		21,320	26,531	31,499	40,674	46,366	+19,353	
Liability	Interest-bearing debt	8,068	13,790	16,501	25,670	26,977	+17,601		
	Other	4,642	4,156	5,408	4,817	6,894	+175		
Total net assets	Capital (incl. capital surplus)	3,388	3,409	3,448	3,451	4,087	+62		
	Retained earnings	6,038	5,974	6,891	7,445	8,092	+1,407		
	Other	-816	-799	-750	-710	314	+105		
Total liabilities and Net assets		21,320	26,531	31,499	40,674	46,366	+19,353		

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### Major balance sheet changes

#### Cash and deposits

10 billion borrowed cash outflow for Rext HD M&A in Q3, ¥8.2 billion in Q4.

#### Inventories

- An increase of approximately ¥2.14 billion in BST and Timeless compared to the end of the previous year.
- The increase in inventories due to the consolidation of Rext HD is approximately ¥1 billion.

#### Goodwill

- Goodwill of Musubi Corp. was recorded in Q1 of this fiscal year (approx. ¥4.1 billion, amortized over 17 years).
- Goodwill of Rext HD is recorded in Q4 (approx. 9 billion yen, amortized over 18 years).

#### Interest-bearing debt

- Increase due to borrowing of funds for M&A of Musubi and Rext HD, etc.

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Next is the consolidated balance sheet.

In Q4, inventory has increased due to the consolidation of Rext Holdings' B/S from Q4 of the current fiscal year, including the strategic stock carry of BuySell alone and TIMELESS, which I just mentioned.

The turnover period has also been increased, but since this is a strategy, I do not see any major problems. Rext also has a goodwill amount of JPY9 billion, and the amortization period is fixed at 18 years, so the annual amortization amount is expected to be JPY500 million.

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## Changes in KPIs (Home visit purchase business Non-consolidated)

- The number of visits in Q4 landed in line with the strategic policy of -11% YoY, as the company is thoroughly investing in advertising to emphasize profitability based on the strategic policy of emphasizing profit generation.
- Gross profit per visit exceeded the full-year plan due to a significant increase in gross profit per visit as a result of an increase in strategic revisits and steady results from enablement. Although advertising expenses per visit landed at a slightly higher level, variable profit per visit was in line with the plan due to an increase in gross profit per visit.

KPI (at-home pick up service): Number of visits × Variable profit per visit* (*gross profit – advertising expenses)													
Changes in KPIs (Comparison between full fiscal year and total periods)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024				Vs Full Year Plan			
	Full FY	Full FY	Full FY	Full FY	Full FY	Q4 (12months)	Full-year Plan						
Number of visits (cases)	180,146	187,871	209,526	243,321	260,997	270,944	284,800			95.1%			
Variable profit per visit (yen)	32,178	35,526	40,238	45,560	44,214	47,343	47,200			+0.3%			
- Gross profit per visit (yen)	46,687	51,443	57,324	62,161	63,843	67,364	65,600			+2.7%			
- Advertising expenses per visit (yen)	14,509	15,917	17,086	16,602	19,628	20,021	18,400			+8.8%			

Changes in KPIs (Comparison of quarter accounting period)	FY2022				FY2023				FY2024				YoY vs. Q4
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Number of visits (cases)	49,174	60,929	64,859	68,359	57,724	63,570	63,652	76,051	62,744	74,271	66,559	
Variable profit per visit (yen)	47,179	46,133	40,830	48,371	40,757	46,644	40,288	47,493	41,998	50,511	45,508	49,108	+3.4%
- Gross profit per visit (yen)	65,354	61,503	56,907	65,436	59,487	66,603	61,376	65,828	61,905	69,528	66,176	69,703	+5.9%
- Advertising expenses per visit (yen)	18,175	15,370	16,077	17,066	18,729	19,958	21,087	18,336	19,907	19,017	20,669	20,595	+12.3%

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This is a major KPIs for the home-visit purchase business.

First of all, the basic number of visits decreased 11% YoY. This is also the result of strategically controlled advertising that is profitable, so I think the results were in line with the strategy.

The purchase volume is the multiplication of the number of visits and the unit price. First of all, situation for unit price has been favorable. The increase in strategic revisits and steady results of enablement have resulted in a significant increase in gross profit per unit.

As a result, gross profit per home-visit purchase business exceeded the full-year plan. Although advertising expenses per home-visit purchase have remained at a slightly higher level, gross profit per home-visit purchase has increased due to higher unit prices. The variable profit per visit has been as planned, so I think we have done a good job of controlling profit per visit.

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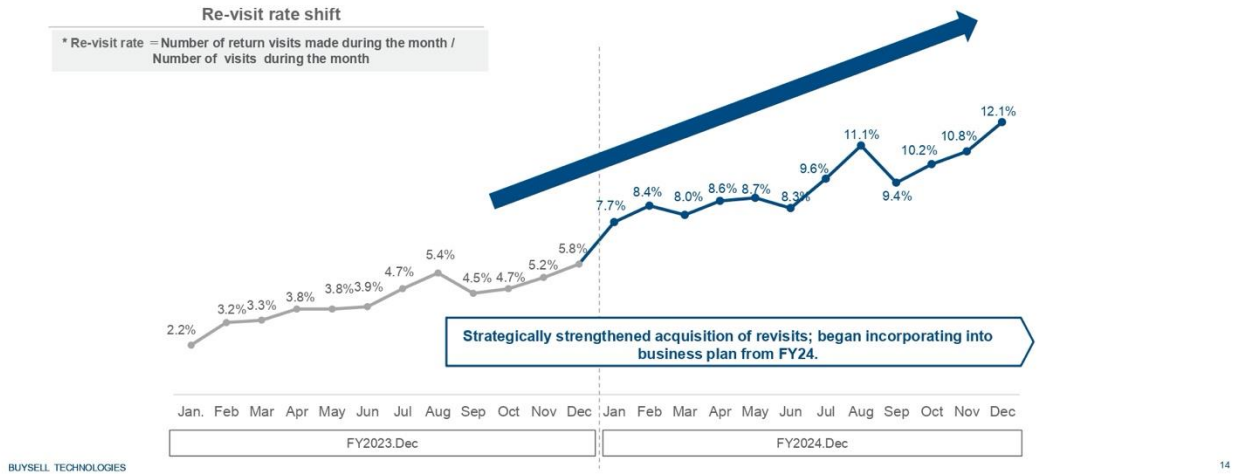
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## Home Visit Purchase Business KPI Trends - Revisit Rate

- The revisit ratio has steadily increased due to the strategic reinforcement of revisit acquisitions. In particular, the revisit ratio for the current fiscal year, incorporated into the business plan, **more than doubled from the previous year.**
- Since customers already use and are satisfied with our services, they tend to purchase more merchandise that did not request an appraisal the first time, and the unit price of return visits is higher than the unit price of new visits, contributing to higher unit gross profit during the period.



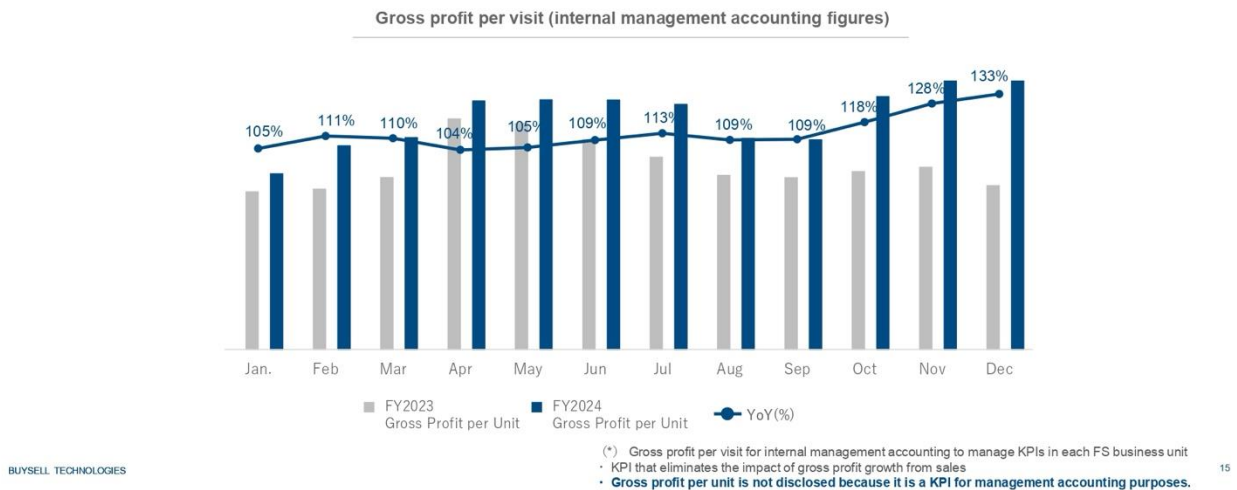
This is the revisit rate for the business KPI I just mentioned.

Although for reference only, this is also approximately double the level of the beginning of the year. We tend to purchase more merchandise from satisfied customers who have used our services and did not ask for it at the initial appraisal. The unit cost per revisit is relatively higher than the unit cost per new visit and contributes to the improvement of gross profit per visit in the current period.

Therefore, I would like to strengthen our efforts to increase the value of the customer experience and raise our unit price on a daily basis.

## (Reference) Gross profit per visit (internal management accounting figures)

- The internal management accounting's "Gross profit per visit" continued to exceed that of the previous year, growing by 13% YoY. The constant improvement of assessors' skills through sales enablement and the increase in the number of repeat visits, which often include high unit price projects, contributed to the increase in the unit price.



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This is also a reference. The table shows a steady increase in gross profit per unit as a result of our efforts.

## Home visit purchase business KPI Trends - purchase volume

- FY2024 home-visit purchase business purchase volume was solid at +23% YoY, thanks to an increase in the unit price per business visit.

### Amount of purchases shift (Non-consolidated)



This is the purchase volume.

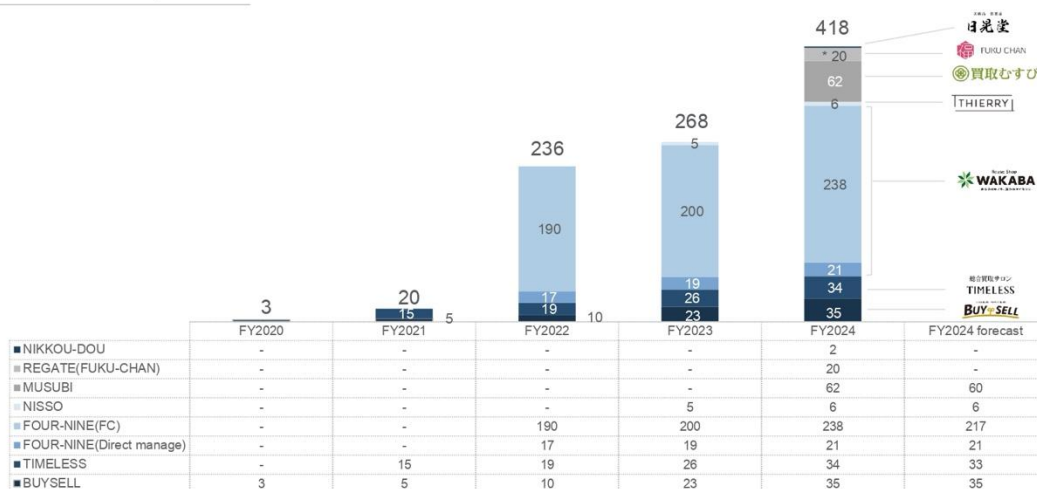
The most important KPI for us is how to increase the amount of purchase volume, and the improvement in unit price has contributed to a 23% YoY increase in purchase volume for home-visit in 2024.

I hope you will take a look at the other KPIs for reference.

## Group store purchase business KPI transition - Number of stores

- New store openings in the group store purchase business were steady at each company, and each company achieved its annual store plan.

### Number of Group Stores



\*Nisso rebranded its store name from "Brand Peace" to "THIERRY" in December 2024.  
\* "FUKU CHAN" and "NIKKOU-DOU" are consolidated from FY2024 Q4, so only actual numbers are shown.

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Next, let's move on to the group store purchase business.

It is very important to increase the number of stores anyway, and the number of stores as a KPI is shown here. As for 2024, we have exceeded our plan and have successfully achieved 418 stores in total, a significant increase. I think we are making good progress, including new store openings and all group stores.

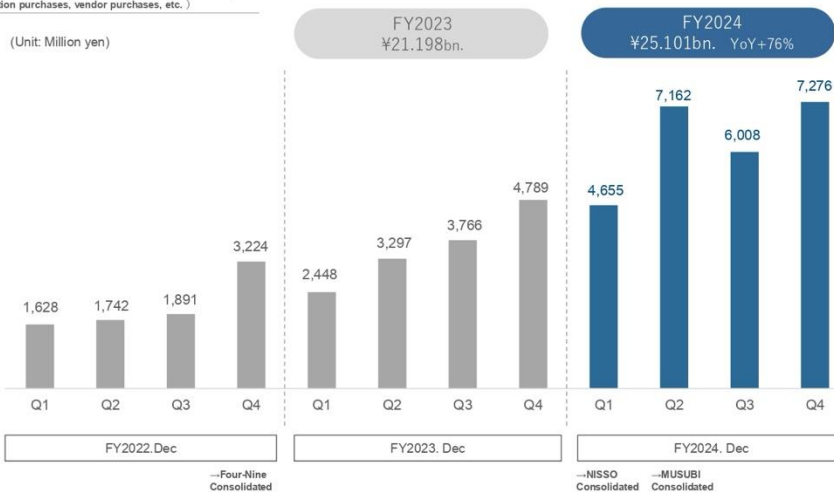
## Group store purchase business KPI transition - purchase volume

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- Purchases in the group's store purchase business in Q3 continued to grow at a high rate due to higher unit prices resulting from the acquisition of repeat customers, an increase in new stores, and the effects of M&A.

### Group Store Business and Others Purchases

(Store purchasing business of the Company's group as a whole (consolidated) + home delivery purchases, auction purchases, vendor purchases, etc.)



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The purchase volume of group's store has continued to grow at a high rate due to the acquisition of repeat customers, higher unit prices, and an increase in the number of new stores, resulting in a 76% increase YoY.

## Forecast of Consolidated Financial Results and Dividends for the FY2025

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- FY2025 plans to increase profit by more than 20% even in organic terms while incorporating investments for medium- and long-term growth. Although the operating margin is expected to decline due to the new consolidation mix of Rext HD, consolidated operating profit is expected to contribute to profit after goodwill amortization, and consolidated operating profit is expected to increase 38% YoY to ¥6.5 billion. The dividend was increased by 5 yen to 20 yen per share (post-stock split basis).
- The Company is executing a discontinuous growth strategy through roll-up M&A, and has newly established "Operating income before amortization of goodwill, etc." as a substantial profit evaluation indicator.

consolidated financial forecast (Unit: Million yen)	FY2024	FY2025 Forecast	YoY	YoY%
Sales	59,973	99,790	+39,809	+66.4%
Gross profit	31,655	52,680	+21,024	+66.4%
Gross profit margin	52.8%	52.8%	+0.1pt	—
SGA	26,921	46,180	+19,258	+71.5%
(Breakdown) Advertising expenses	7,598	12,863	+5,266	+69.3%
(Breakdown) Personnel expenses*	10,156	17,554	+7,398	+72.8%
Operating income	4,733	6,500	+1,766	+37.3%
Operating income margin	7.9%	6.5%	-1.4pt	—
Operating income before amortization of goodwill, etc.*1	5,567	7,890	+2,330	+41.9%
margin	9.3%	7.9%	-1.4pt	—
Ordinary income	4,198	6,100	+1,902	+45.3%
Ordinary income ratio	7.0%	6.1%	-0.9pt	—
Net income attributable to owners of the parent	2,411	3,330	+919	+38.1%
Dividend Forecasts				
Annual dividend (year-end)*2	15.0 yen (30.0 yen)	20.0 yen	+5.0 yen	

\*1 Operating income before amortization of goodwill, etc. = Operating income + Amortization of goodwill (including customer-related assets)  
\*2 Due to the 1-for-2 stock split implemented on January 1, 2025, the dividend amount is shown assuming that the stock split had taken place from the fiscal year ended December 31, 2024. (Figures in parentheses represent pre-split dividend amounts.)

<b>Sales</b>	• Newly consolidated Rext HD+¥21.6 bn
<b>Gross Profit Margin</b>	• Assumed to remain flat year on year • Rext HD's gross profit margin is around 60%.
<b>Advertisement</b>	• Increase of approx. 3.3 billion yen due to home-visit purchase business (including new consolidation of Rext HD)
<b>Personnel expenses</b>	• Increase of approx. ¥4.3 billion due to new consolidation of Rext HD
<b>Amortization of goodwill</b>	• Total amortization of consolidated subsidiaries of approximately ¥1.4 billion per year (including amortization of customer-related assets) • Amortization of goodwill of newly consolidated Rext HD is ¥0.5 bn per year

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Based on these factors, this is our forecast for the current FY2025.

For FY2025, we plan to increase profit by more than 20%, even in organic terms, after strategically incorporating investments for medium- and long-term growth.

However, we are planning a 38% increase YoY in consolidated operating income to JPY6.5 billion, partly due to the fact that Rext Holdings has been contributing to our profits even after amortization of goodwill, although the operating margin is expected to decrease a bit.

The dividend is increased by JPY5 to JPY20 per share.

The Company is executing a discontinuous growth strategy through roll-up M&A. We have newly established operating income before amortization of goodwill as a new indicator for you to see the actual profits or organic growth.

## (Reference) Home-visit purchase business KPI

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- Each KPI up to FY2024 is the sum of "BST stand-alone" and each KPI in FY2025 is the sum of "BST stand-alone + Fuku-chan".

KPI (Home-visit purchase business) : 「①Number of visits」 × 「② Variable profit per visit \* (③Gross profit—④ Advertising expenses)」



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This KPI is helpful, but I think the change is that we used to look at home-visit purchase business by BuySell alone, but from now on we will look at the KPI with the combined value of BuySell and Fuku-chan, which we did M&A, together.

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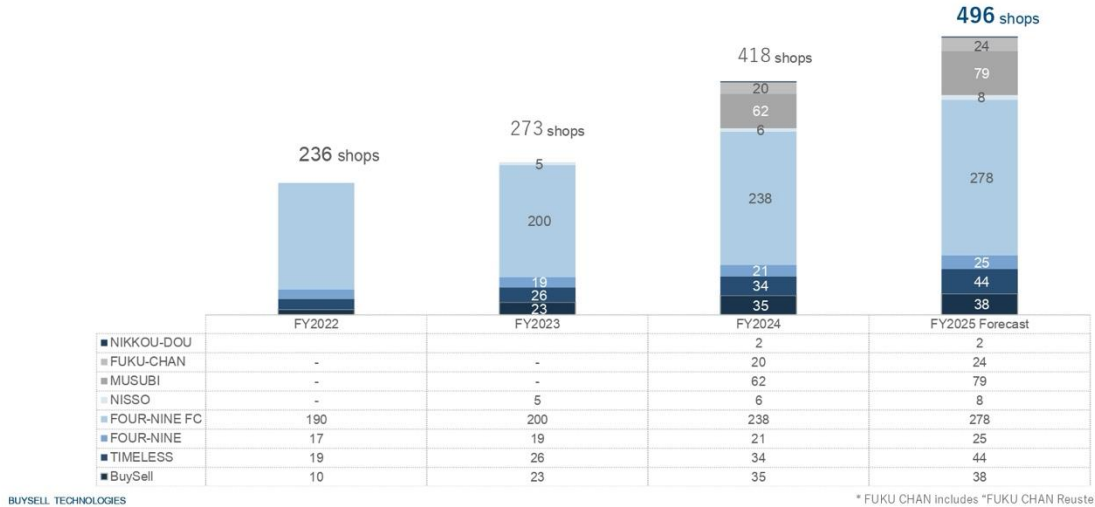
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## (Reference) Group store purchasing business KPI

KPI (Group store purchasing business): End of FY2025 Number of Group stores



Group stores are also planned to grow by approximately 500 stores, although this will be organic growth without M&A.

That is all I have for the financial results.

**Iwata:** Next, I would like to explain mid-term management plan and its initiatives from 2025 to 2027.

First of all, there are two points that we would like to bring to your attention. Since we have a lot of slides here, I might skip some slides. We would very much appreciate it if you could take a look in details at a later date.

The second point is about the three-year plan. We would like you to imagine how we will spend the next three years, keeping in mind what we are aiming for in the long term, from 5 to 10 years.

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# Review of the previous three fiscal years (FY2022-FY2024)

## > FY2022-FY2024 Business Review

Home visit purchase business	<ul style="list-style-type: none"><li>Struggled in FY2023 due to deterioration of home-visit purchase business environment caused by external factors such as a wide-area robbery incident and extreme heat.</li><li>V-shaped recovery in FY2024 by implementing strategic changes such as strengthening acquisition of return visits, improving cost management of advertising and other expenses, and equalizing the number of visits throughout the year.</li></ul>
Group store purchase business	<ul style="list-style-type: none"><li>Timeless, achieved significant earnings growth, and the group store business, including newly consolidated group companies, performed well.</li></ul>
M&A	<ul style="list-style-type: none"><li>Executed 4 M&amp;As in 3 years, mainly in the resale area, with successful PMI synergies and consolidated profit add-on from M&amp;As</li><li>Achieved long-awaited M&amp;A with Rext HD ("Fuku-chan"), the No. 2 home-visit purchase business in the industry, in October 2024 (PL consolidated from FY25)</li></ul>
results	<ul style="list-style-type: none"><li>Although the home-visit purchase business temporarily struggled due to changes in the external environment, including a wide-area robbery incident that was not anticipated when the previous medium-term management plan was formulated, a turnaround in the home-visit purchase business in FY2024, aggressive promotion of M&amp;A and high growth in the group company store purchasing business, including PMI, contributed to the business performance. In FY2024, the company achieved consolidated net sales of ¥60.0 billion and consolidated operating income of ¥3.7 billion.</li></ul>

## > Key strategic themes of the new medium-term business plan (FY2025-FY2027)

- Strategy planning based on the constant occurrence of external influences such as widespread robberies and extreme heat, flexible strategy changes, and securing strategic investment slots positioned as up-front investments.
- Building an overwhelming competitive advantage in the area of home visit purchase visitation (especially in the marketing area) for "BuySell" x "Fuku-chan" by joining Rext HD.
- Business expansion through both "home-visit purchase business" and "store purchase business" and reduction of risk volatility through diversification of channels
- Further acceleration of continuous M&A backed by M&A track record and synergy creation through reproducible PMI

First is a review of the previous three years.

In terms of home-visit purchase business, the business environment has deteriorated considerably due to external factors such as the widespread robberies and the extreme heat, and we had struggled.

The store business, including group companies consolidated through M&A, had performed extremely well, and I think we were able to establish another major pillar of business, rather than turning to home-visit purchase business alone.

In addition, as I mentioned earlier, we have completed four roll-up M&As in the resale industry over the past three years, and last year, the number two company in the industry in the home-visit purchase business, Fuku-chan, joined our company, which I think was a very significant topic.

As for business performance, for the fiscal year that ended last year, consolidated sales were JPY59.9 billion and consolidated operating income was JPY4.73 billion.

With these, the four points at the bottom of the slide show what the theme will be for the next three years.

The first theme is a strategic planning based on the assumption that the external conditions such as widespread robberies and extreme heat constantly occur.

Secondly, since Fuku-chan will be joining us this fiscal year, we hope to build an overwhelming competitive advantage in the area of home-visit purchase business.

Third, as I explained earlier, the store purchase business which was created after the listing of the Company has grown. Therefore, even though the external environment has changed somewhat, I believe that we have the base to achieve a solid business performance, and we will continue to advance the evolution in this area.

Lastly, we would like to further accelerate management options, M&A, that we have implemented over the past three years, and we will continue to achieve this in the next three years.

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**MISSION**

**We are a bridge that transcends people, transcends time, and connects important things.**

**VISION**

**We lead a recycling-oriented society with our excellent people and new technologies.**



- Contributing to the formation of a recycling-oriented society through the revitalization of secondary distribution markets for the realization of a sustainable society.
- Maximize corporate value by pursuing sustainable growth as a company that co-creates value with various stakeholders, including customers, shareholders, employees, and society.

This is our vision and mission.

Our mission is “We are a bridge that transcends people, transcends time, and connects important things,” and vision is “We lead a recycling-oriented society with our excellent people and new technologies.”

First and foremost, we are a resale company, and our major mission is to contribute to the formation of a recycling-oriented society, which is being called for globally, through the revitalization of the secondary distribution market.

As a company that co-creates value with its various stakeholders, including customers, shareholders, employees, and society, we will pursue sustainable growth.

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This is the first point I would like to mention. The bottom part shows our goal for the next three years until 2027, and I have qualitatively described what we are aiming for in the long term.

Our first goal is to improve the essential customer value and customer experience over the long term.

Secondly, we have been getting a very good response within the past year through revisits and other activities, and we would like to establish a three-way business model toward growth, profitability, and sustainability by rebuilding our business model with a focus on maximizing LTV while properly increasing customer retention.

Then, we have resale market industry restructuring. We are specializing in roll-up M&As in this industry, and we would like to be a dominant and leading company in the resale market.

The following five points are what we hope to accomplish in the next three years.

The first point is to establish a strong position in the home-visit purchase business. We believe that we already have a large share of the market, but we would like to make a strong move in this business of home-visit purchase to exclude the competitors.

We are currently operating less than 420 group stores, but over the next three years, we would like to increase the number of stores by more than 200 and expand it to more than 650. We assume that, to this point, we will be in a very dominant upper position in the industry in the area of the store purchase business.

Also, we have a global expansion centered on overseas sales channels. In other words, we will sell our merchandise at the highest price possible, and intend to create a new profit base not only domestically but also globally.

Then, fourth point is people and technology. We are working hard to strengthen our organization and human resources. As for technology, Cosmos is already in full-scale operation, as previously announced, and we will work hard over the next three years to improve productivity and profitability.

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The last point is the execution of continuous M&A. Of course, we will grow organically, but one of our aspirations is to become a leading company in the resale market, so we will use M&A to grow organically and achieve a dominant position in the market. We would like to achieve this goal by taking advantage of this M&A.

We have a breakdown of what we are aiming for in the long term. We will not go into the details here, but we hope you will take time to look through it.

## medium-term business plan 2027 financial guidance - performance targets

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Performance targets for FY12/2027 (organic performance targets assuming non new M&A)

	FY2024 Actual		FY2027 Forecast	
Sales	¥59.97 billion	▶	¥140.0 billion	CAGR (FY24-27) 32.7%
Operating income	¥4.73 billion	▶	¥11.0 billion	32.5%
Operating income before amortization of goodwill*	¥5.56 billion	▶	¥12.3 billion	30.3%
OPM	7.9 %	▶	7.9 %	

\* Operating income before amortization of goodwill = Consolidated operating income + amortization of goodwill + amortization of customer-related asset

Note: M&A of Rext HD in October 2024 will start PL consolidation from FY2025 (FY2024 results are non-consolidated)

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Next, we have the quantitative goals. This is a milestone in the long-term growth of the Company, and this is a passing point as of 2027.

We are aiming to achieve an operating profit margin of 7.9% with sales of JPY140 billion, operating income of JPY11 billion, and operating income before amortization of goodwill of JPY12.3 billion.

We expect a CAGR of more than 30% for each segment, which is a relatively high growth rate for this scale of figures. One point I would like to mention here is that I just mentioned an operating income plan of JPY11 billion, and as to profit margin target of 10%, our goal is based on our actual ability.

With regards to what this JPY3 billion is for, we would like to use it as a strategic investment budget for branding and overseas development in order to capture the overwhelming number one position in the resale industry.

Therefore, we have eliminated these costs and set the target of JPY11 billion with operating profit margin of 7.9%. Our long-term vision for the next five to seven years is to refine our business management to achieve a profit margin of 10% or more.

I skip this slide.

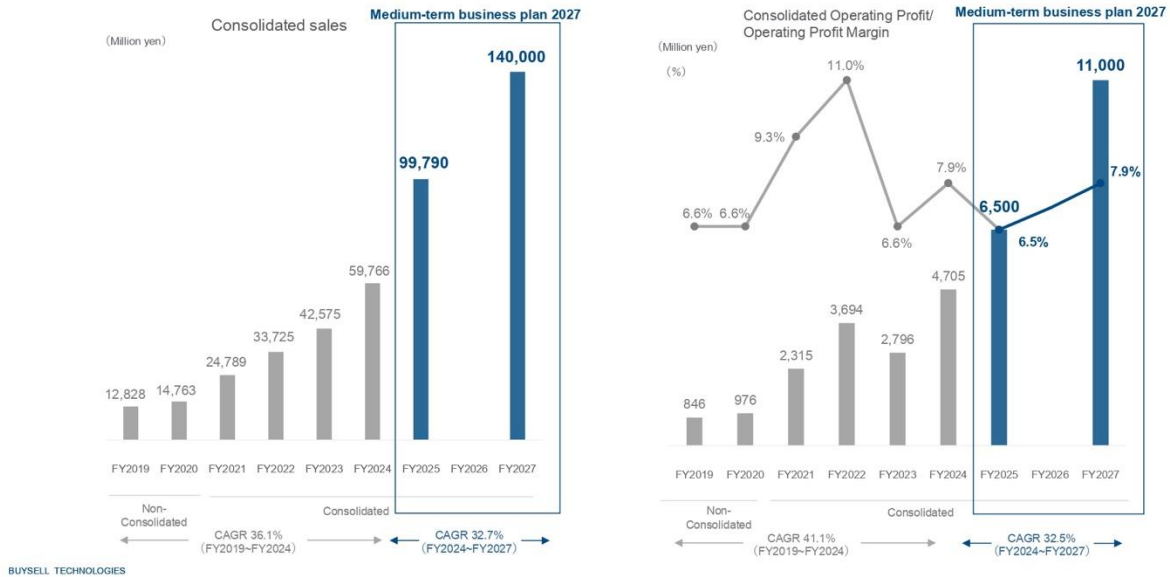
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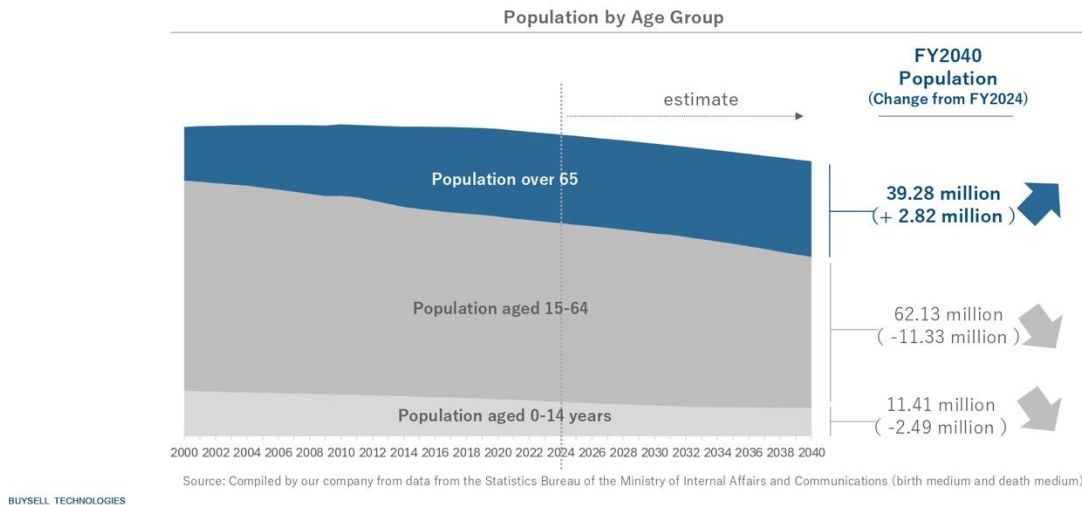
# Performance Highlights and Medium-Term Performance Targets



Looking at the past trends, we had a J-curve shape increase so hope to increase both sales and profits with this way.

## Macrostructural changes (further aging of society)

- Even as Japan's population declines, the population over 65 years old, the customer base for our on-site purchase service, is expected to increase, and the need to dispose of unwanted items is expected to grow as the aging society progresses.



In order to determine how we can achieve this kind of significant growth, I would like to explain our analysis of the markets we have selected, which we consider to be very superior.

More than 80% of the customers who apply for our home-visit purchase service are seniors aged 50 or older, indicating that Japan's aging society is actually a tailwind for us.

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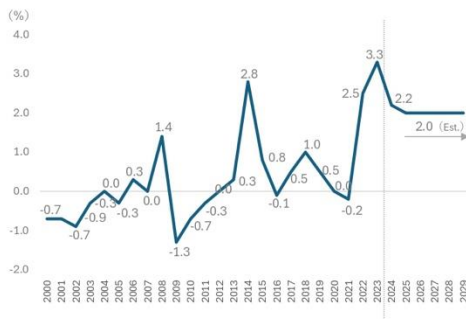
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Estimates have been obtained that the population over 65 years will only increase, while the population in other age groups will decrease. As you are probably aware, the senior customer segment that we are targeting will be a very favorable tailwind for us.

## Macrostructural changes (inflation progression and changes in consumer attitudes)

- Domestic price inflation has been on a continuous upward trend since 2022, and prices are expected to rise about 2% annually in future projections.
- Against this backdrop, changes in consumer awareness, such as an increased willingness to sell personal belongings and purchase resold items, are creating a tailwind for the resale market.

Trends in domestic price inflation



Source: Prepared by the Company from IMF 2024 data.

Consumer attitudes toward buying and selling resale items

Have you ever bought, auctioned, or sold items you had on hand on a flea market site, etc., in order to counter rising prices?



Have you purchased items from resale in any genre in response to rising prices?



Source: [brandear] January 2023 survey.

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Then, as for macro-structural changes, inflation has been basically continuing. We believe that inflation will continue to rise in the future, and we have shown here evidence that this inflation is a very favorable tailwind for the resale market.

The chart on the right side shows consumer attitudes toward the purchase and sale of resale goods.

## Potential resale market "hidden assets" outlook

- The total amount of "hidden assets" (the estimated value of unused items in the home that have not been used for more than a year), which indicates the size of the latent resale market in Japan, is estimated to be approximately 66 trillion JPY, and the potential for latent resale market growth is huge.
- The company's strength is in at-home pickups which unearth "hidden assets" (precious metals, brand goods, watches, etc.), mainly from wealthy seniors in their 50s and above, and realize the expansion of purchases.

Potential resale market scale

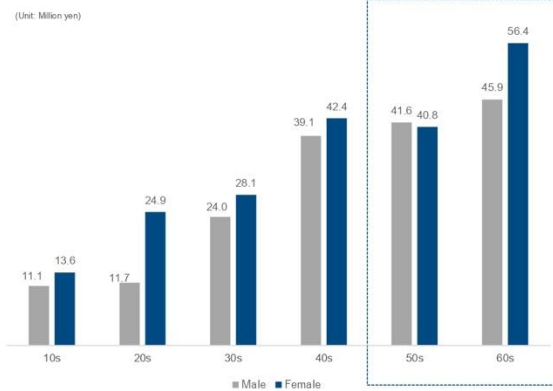


\*Hidden assets: Prices of unwanted articles at home that have not been used for one year or longer.

Source: 「Reuse Market Databook 2024」 The Reuse Economy Newspaper・Mercari, Inc. and NII Research Institute supervising (Dated December 14, 2021, and November 15, 2023) based on survey results and our estimates

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Value of hidden assets possessed per person



Our main customer base

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Next, this is a slide that we have been posting, and it is about how many hidden assets there are.

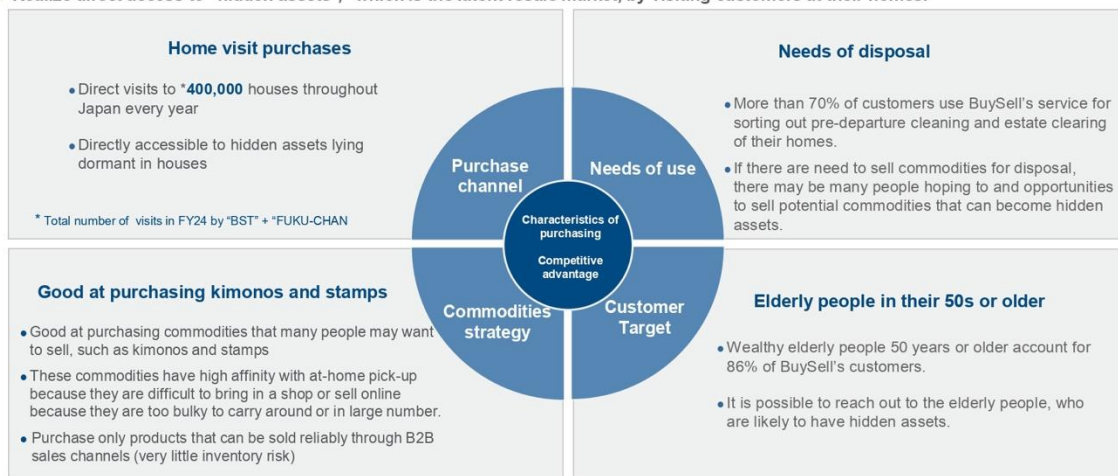
The figure on the left shows an estimate of JPY66.6 trillion in total hidden assets. Hidden assets are defined as the estimated value of unused items at home that have not been used for more than one year. We visit customers' homes and find people say something like, "I don't remember having this at home," or "This is a wreck, but does anyone purchase it?" They do not notice the value in it.

Since it is difficult to bring these items to a store or sell them via a web application, we believe that it is a very good sense for us to visit them to purchase these items.

## Four characteristics that support purchasing, which is the source of our competitive advantage



- Forming differentiated positioning that captures the disposal needs of seniors, with our strengths in purchasing kimonos and stamps for which there is a high demand for disposal and home visit purchases.
- Realize direct access to "hidden assets\*," which is the latent resale market, by visiting customers at their homes.



\*Hidden assets: Prices of unwanted articles at home that have not been used for one year or longer

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This shows the core business strategy about how we access these hidden assets.

It is need of use, or rather, sorting out the belongings of deceased, and we capture the needs of sorting. Customers want to take the load off their shoulders as soon as possible with the sorting.

Our target, as you can see in the lower right-hand corner, is the over 50 years old, and since 86% of our current customers are in their 50s or older, we believe that this strategy makes sense for an aging society.

The bottom left shows the commodity strategy. Many of our customers have trouble disposing of kimono, stamps, and other items that are heavy and difficult to carry around when they want to organize their homes. Therefore, we would like to reach out to these hidden assets by focusing our marketing efforts on these areas.

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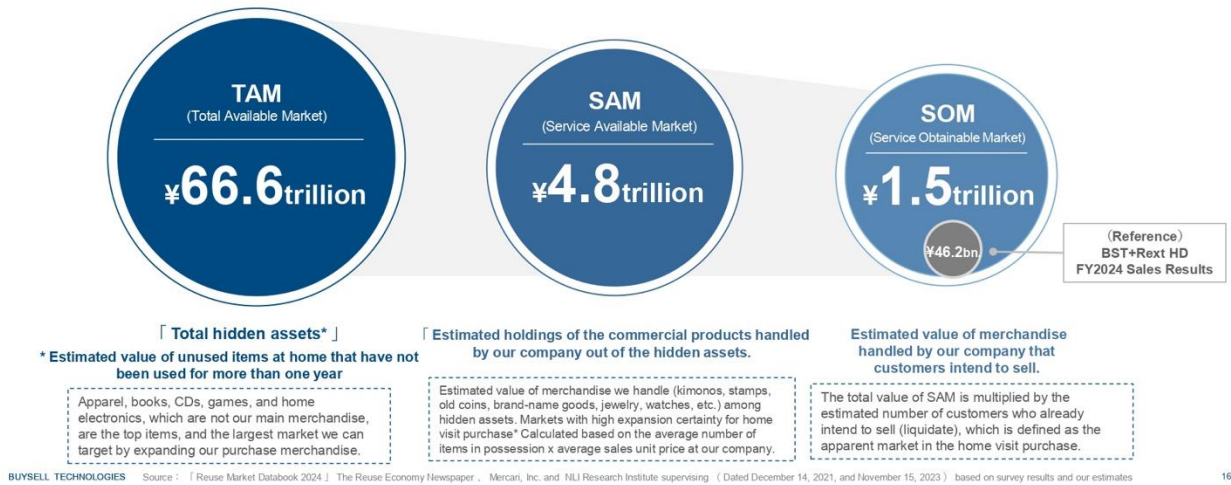
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## Market size of home-visit purchase business

- Of the total “hidden assets” valued at ¥66 trillion, our group primarily handles merchandise worth approximately ¥4.8 trillion. Additionally, customers plan to sell items with an estimated value of around ¥1.5 trillion. This indicates that the potential market size for our group’s home-visit purchase business is substantial.

TAM/SAM/SOM (including our estimates) for home-visit purchase market (hidden assets)

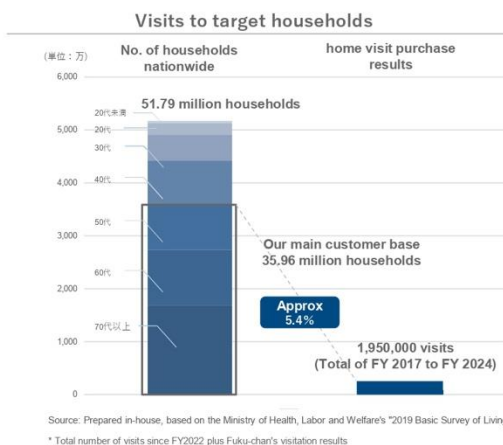


Here is a new slide. We have been saying that hidden assets potentially total to JPY66.6 trillion, and from this, we have calculated the estimated value of the products we handle and the products customers intend to sell.

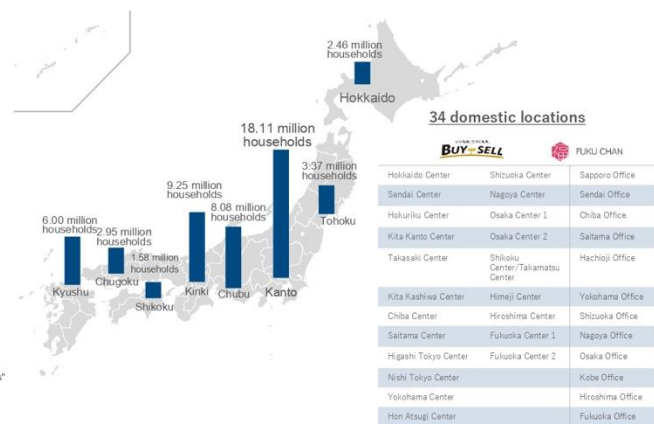
The SOM on the far right is our target and it is about JPY1.5 trillion. The actual sales of BuySell, Fuku-chan, and Rext Holdings in FY2024 were JPY46.2 billion, which indicates that there is still a large room for growth.

## Growth in the number of business visits

- The number of visits to target customer households is about 5% of the total number of visits in Japan in the past, even for the No. 1 group of at-home-visit purchases, BuySell + Fuku-chan.



Distribution of 51.79 million households nationwide and our business offices  
Number of locations as of December 31, 2024: 22 BST locations, 12 Fukuchan locations



In terms of the number of households, we believe that there is still a great deal of potential.

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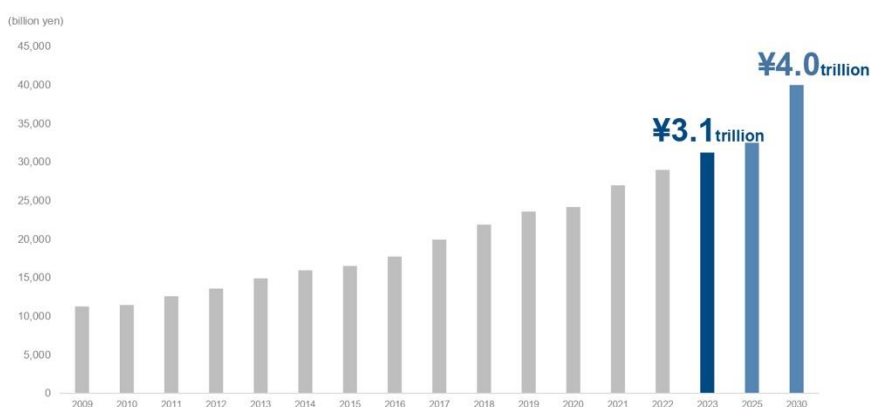
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On the left side is the number of target households, and we have the result of the visits we made. There are approximately 52 million households in Japan, and the number of households worth for visit for us is approximately 36 million. I hope you understand that there are still many more households in Japan that we can visit.

## Outlook for the apparent resale market

- The apparent resale market consists mainly of the CtoC and BtoC markets, with a market size of approximately ¥3.1 trillion in 2023.
- The market is expected to expand to ¥4 trillion by 2030 and continues to grow steadily every year.

The size of the apparent resale market



Source : 「Reuse Market Databook 2024」 The Reuse Economy Newspaper

Here is the outlook for the resale market.

Although various industries are declining steadily in Japan, the resale market is expected to grow very strongly.

## Market size of store purchase business

- The BtoC market is mainly composed via store purchases and has an estimated market size of approximately ¥1.3 trillion.
- A competitive market with approximately 19,000 stores, but with few differentiating factors and only homogeneous service offerings, a market in which we can achieve a roll-up of the resale industry, including industry restructuring, by accelerating M&A, a key strategy of the Company.

TAM/SAM/SOM of the apparent resale market (store purchase market) (including our estimates)



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This is the market that is emerging, and we have shown on page 59 how much of the market share we can capture through store purchases in this emerging market.

As I mentioned earlier, TAM is emerging and the scale is JPY3.1 trillion, but if you look at the sales of merchandise that we can purchase at our stores and the sales of merchandise handled at our group stores, the figure is about JPY1 trillion or JPY0.9 trillion. The actual sales of merchandise that we purchase at our stores is JPY34.8 billion.

I think there is still a lot of room for growth here as well.

## Summary of the Company's Strategic Policy for the Resale Market



Size of Resale Market	<p>Home-visit purchase Market size</p> <p><b>SAM : ¥4.8bn.</b></p> <p><b>SOM : ¥1.5bn.</b></p>	<p>Store Purchases Market Size</p> <p><b>SAM : ¥1.3bn.</b></p> <p><b>SOM : ¥0.9bn.</b></p>
Our view of the market	<ul style="list-style-type: none"> <li>Mainly, sale needs for clearance and disposal.</li> <li>Clientele: Mainly seniors with a large amount of hidden asset</li> <li>Competitive environment: "BuySell" x "Fuku-chan" No.1 position in the industry</li> </ul>	<ul style="list-style-type: none"> <li>Mainly manifested sale needs for cash conversion and replacement</li> <li>Clientele: Wide range from young adults to seniors</li> <li>Competitive environment: High competition</li> </ul>
Our Basic Strategic Policy	 <p><b>Building an overwhelming competitive advantage in the home visit purchase market of "BuySell" and "Fuku-chan"</b></p>	 <p><b>Expand the number of stores in the group stores and increase market share through M&amp;A</b></p>

BUYSELL TECHNOLOGIES Source: 「Reuse Market Databook 2024」 The Reuse Economy Newspaper, Mercari, Inc. and NLI Research Institute supervising (Dated December 14, 2021, and November 15, 2023) based on survey results and our estimates

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We have included a summary of our strategic policy, which we hope you will take a look at a later date.

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<p><b>A Home-visit purchase business</b></p> <ol style="list-style-type: none"> <li>1 Revisit Enhancement</li> <li>2 Optimize marketing costs x Brand investment</li> <li>3 Purchase Merchandise Expansion</li> <li>4 Group development of sales enablement</li> </ol>	<p><b>B Store purchase business</b></p> <ol style="list-style-type: none"> <li>1 Group Store Differentiation Strategy</li> <li>2 Improve profitability and expand the number of stores by creating group synergies</li> </ol>
<p><b>C Merchandising business</b></p> <ol style="list-style-type: none"> <li>1 Integration of Group Inventory and Upgrading of Sales Strategies</li> <li>2 Building new overseas sales channels (China)</li> </ol>	<p><b>D Technology/Human Resources</b></p> <ol style="list-style-type: none"> <li>1 "Cosmos" Launch &amp; Group Installation</li> <li>2 Building business operations with AI agents</li> <li>3 Improving Productivity by Enhancing Human Resource Strategies</li> </ol>

The market is very vast in this way. Now, I would like to explain the strategy of how we are going to take initiatives for the next three years.

There are four major points. A describes what are we going to do for the home-visit purchase business over the next three years. B is how we see our strategy for the store purchase business. C describes how we enhance the strategy and how we sell by handling the inventory centrally in a situation where the various companies joined us. The last is to brush up the efficiency of management, and that is how much cost can be cut in the area of technology and human resources.

## A Home-visit purchase business Growth strategy summary

- Aiming to build an overwhelming competitive advantage in the industry through synergies between "BuySell," the No. 1 company in the home-visit purchase industry, and "Fuku-chan," the No. 2 company in the same industry.



Growth strategy aimed at through synergies between BuySell and Fuku-chan

<p><b>1</b></p> <p>Improve profitability by strengthening revisits</p>	<p><b>2</b></p> <p>Marketing Cost Optimization Investing in Brands</p>	<p><b>3</b></p> <p>Group development of sales enablement</p>	<p><b>4</b></p> <p>Improvement of unit price per visit through expansion of purchase merchandise</p>
<ul style="list-style-type: none"> <li>➢ Applying "BuySell's" strengths in repeat business to "Fuku-chan"</li> <li>➢ Aim to maximize variable profit per visit</li> </ul>	<ul style="list-style-type: none"> <li>➢ Cross-cutting cost reductions across all companies operating in the home-visit purchase business</li> <li>➢ Aiming to establish the brand as the overwhelming No. 1 in the home-visit purchase industry as a group</li> </ul>	<ul style="list-style-type: none"> <li>➢ Systematized assessor training based on behavioral characteristics of high performers is deployed to all group companies.</li> <li>➢ Aiming to significantly improve the performance of the sales organization</li> </ul>	<ul style="list-style-type: none"> <li>➢ Developing the know-how of antique appraisal, which is one of "Fukuchan's" strong points.</li> <li>➢ Aim to maximize the volume of purchased merchandise by taking advantage of the characteristics of home-visit purchases to uncover merchandise.</li> </ul>

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As to the business summary of home-visit purchase, we have four points that we would like to focus on. The first point is revisits, the second is optimizing the marketing costs, the third is, as we have done in the past, group development of sales enablement, and the fourth is to improve the unit price per visit by expanding purchase merchandise.

The third and fourth points are where we can exercise synergies since Fuku-chan joined our company.

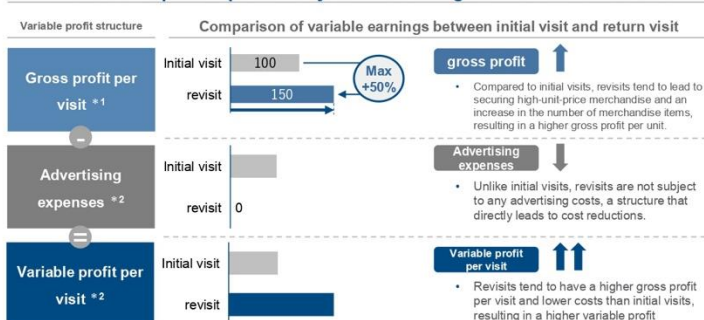
## A-1 Improve profitability by strengthening revisits

- Aim for 20% revisit rate in FY2027 by further brushing up the know-how cultivated so far in acquiring revisits for “BuySell” home-visits.
- Revisit ratio of “Fuku-chan” home-visits was only 1% in FY2024, leaving a large room for growth, and by horizontally deploying BuySell’s know-how on how to acquire return visits, we aim to achieve 10% level in FY2027.

### Revisit/revisit ratio Definition

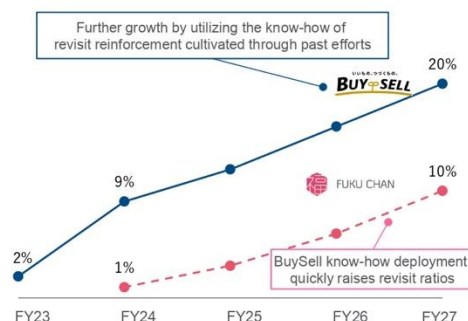
- Revisit\* is defined as the act of visiting a customer after the initial visit to make an appointment for the next purchase on the spot or to promise to purchase the product again on a later date by contacting the customer.
- It is defined as the percentage of return visits to the total number of visits.

### Effects of improved profitability realized through revisit enhancements



\*1 Gross profit per visit for internal management accounting to manage KPIs by Field Sales business unit. Figures are not disclosed due to management accounting KPIs. Disclose the expected rate of increase in unit price with the initial unit price as 100.  
\*2 Figures are not disclosed, so images are shown.

### Revisit Ratio Forecast Trends



The first point is to improve profitability, which means strengthening revisits.

Once again, this is what revisiting is all about. As you can see in the figure on the left, as Tokushige also explained earlier, the gross profit per visit means how much gross profit can be earned from a single visit. The data shows that the engagement with the customer is actually stronger on a revisit than on an initial visit, and the gross profit per visit tends to increase.

As to advertising expenses, of course, we do not spend any money on advertising because we make appointments without advertisement. Therefore, our key KPI, variable profit, is overwhelmingly higher for return visits than for initial visits.

On the right side is the ratio of revisits. The reason we start this revisit is because of the impact of widespread robberies, and we struggle to get an appointment with the customers. We have been working hard on the revisit retention marketing to see if we could somehow create these appointments internally.

As a result, the revisit rate was only 2% by 2023, but by 2024, the overall revisit rate increased to 9%, and the current rate is well over 10%. We believe that the increase in the revisit rate, including enablement, will continue to grow, and we are aiming for 20% by 2027.

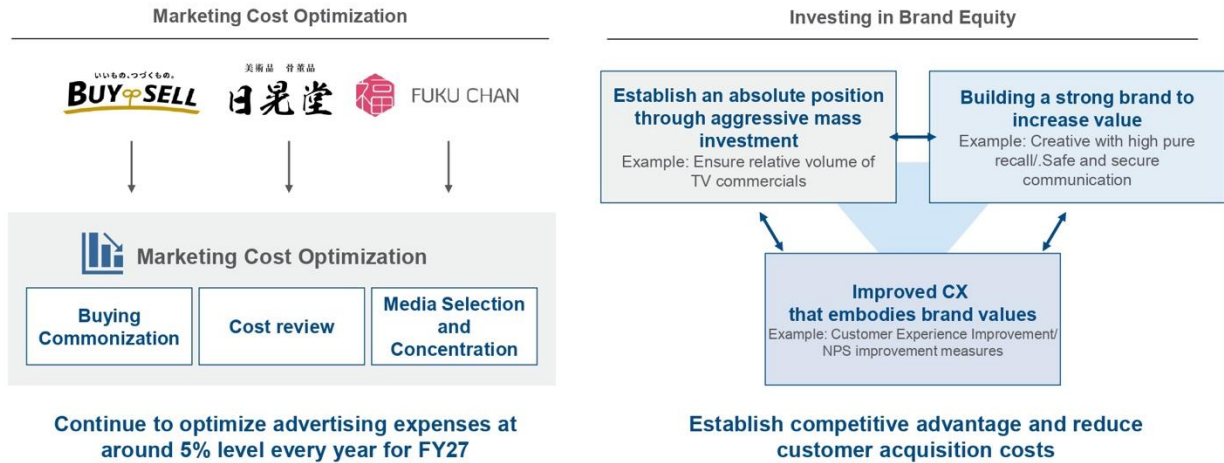
As for Fuku-chan, since it has not been able to revisit often, the percentage of revisit was only 1% as of 2024. We believe that by sharing the know-how that BuySell have developed over the years, we will be able to firmly increase the percentage of return visits to 10% by 2027.

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## A-2 Marketing Cost Optimization x Investment in our brand

- Reduction of advertising costs by optimizing marketing costs at the three group companies that operate the home-visit purchase business
- Policy to actively invest in brands with a medium- to long-term outlook in the marketing area, which is positioned as an optimized cost and company-wide strategic investment.



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Secondly, we will optimize marketing costs, which is one of the synergies we are targeting.

First, on the left side, if we spend money on the same media with the same timing and areas for BuySell, Fuku-chan, and NIKKOU-DOU, the response rate of inquiries will decrease or even compete with each other. We would like to reduce marketing costs by carefully analyzing the marketing plans of both companies. On the right side, I would like to talk about brand equity investment. In the resale market, competition is becoming more and more severe, but we want to gain brand equity, in other words, trust, so that people will say, "If it's BuySell, I feel safe," or "I'll ask Fuku-chan." We want to earn this kind of trust. As I mentioned earlier, we have a strategic investment budget of JPY3 billion, and we would like to invest not only in acquiring needs but also in branding.

As to the introduction of sales enablement, it has been one of the growth drivers for BuySell Technologies in the past. The blue part in the chart on the left side shows the results of the sales enablement initiatives by BuySell. If we take the gross profit per visit in 2020 as 100, it was almost 140% in 2024. There is still room to increase competitiveness, including for BuySell alone, through enablement. As for Fuku-chan, we are not implementing this sales enablement initiative but we would like to improve the gross profit per visit of Fuku-chan by applying this method that we have cultivated.

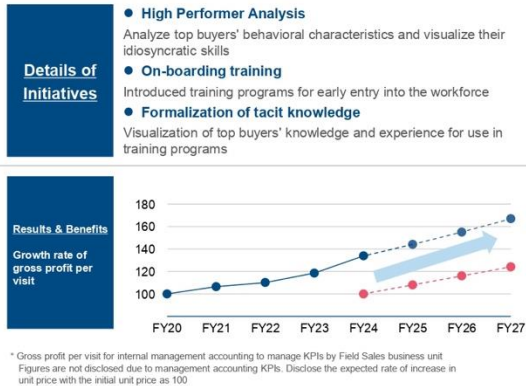
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- Enablement initiatives that BuySell has developed over many years have been molded and introduced to each company in the Group.
- Aiming to increase revenue by raising the gross profit per visit by expanding purchased merchandise by taking advantage of synergies between both BuySell and Fuku-chan and by securing the purchase of merchandise that had been left undone.

Enablement Initiatives and Results



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Segment expansion of purchased merchandise

**Strengthen existing products**

Sharing of know-how on the purchase of existing merchandise such as antiques, minimization of oversold purchases  
Examples of products... antiques , etc.

**Advanced Pricing**

Sophisticated pricing of high-priced products up to the standards of toC sales  
Examples of products... brand-name goods, watches , etc.

**Expansion of new merchandise**

Expanding into new main merchandise areas while strengthening stable sales channel strategies  
Example of merchandise... apparel , etc.

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On the right side is segment expansion of purchased merchandise, which includes strengthening of products, advanced pricing, and expansion of new merchandise, but there is a slight difference in the merchandise that BuySell and Fuku-chan specialize in. Therefore, we would like to optimize and enhance by taking advantage of the strengths of both companies.

I will skip this slide, but I hope you will take a look at our sales enablement method and what we do, which we always show.

B-1 Group Store Business strategic policy

- Aim to establish a competitive advantage in the store purchase business by promoting a differentiation strategy in the group's stores while achieving overall group optimization

<p>Medium-term Strategic Policy</p> <p><b>Mass Market Strategy</b></p> <p>Aim to establish a competitive advantage through large-scale marketing investments, including home-visit purchase business and expansion of the number of stores to raise awareness and acquire customers.</p>	<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <p><b>1 Multi-channel stores</b></p> <ul style="list-style-type: none"> <li>➢ Store purchase business strategy that emphasizes marketing and customer connections with the core home-visit purchase business</li> <li>• Attracting customers based on recognition through the effectiveness of advertising for on-site, home-visit purchases</li> <li>• Customer lead between multi-channel of home-visit purchase ⇔ store</li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  35 stores                 </div> <div style="text-align: center;">  20 stores                 </div> </div> </div> <div style="width: 48%;"> <p><b>2 Mass store</b></p> <ul style="list-style-type: none"> <li>➢ Store strategy that emphasizes customer leads and efficient store operations in SCs and other community-based locations</li> <li>• Efficiently attract customers through community-based trade area strategies and marketing, etc.</li> <li>• Store scalability centered on small stores and store profitability through efficient store operations</li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  62 stores                 </div> <div style="text-align: center;">  259stores <small>(Of these, 238 are franchises)</small> </div> </div> </div> </div>
<p>Medium-term Strategic Policy</p> <p><b>Differentiation Strategies</b></p> <p>Aim to establish competitive advantage in a manner that does not cannibalize group stores (1) and (2) above through differentiation strategies such as store opening strategies, customer targets, and specific merchandise.</p>	<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <p><b>3 Permanent stores in department stores</b></p> <ul style="list-style-type: none"> <li>➢ High-end store strategy focusing on strong customer contact with senior affluent customers by opening permanent purchase stores in department stores</li> <li>• Attract customers based on affluent seniors who use department stores</li> <li>• Efficient marketing such as direct mail in cooperation with department stores</li> </ul> <div style="text-align: center;">  34 Stores                 </div> </div> <div style="width: 48%;"> <p><b>4 Merchandise-specific stores</b></p> <ul style="list-style-type: none"> <li>➢ Store strategy emphasizing high specialization in specific merchandise such as luxury brands and antiques</li> <li>• Attracting customers with specialized customer needs, specializing in differentiated and specific commercial products</li> <li>• Purchase x Sales™ type store (THIRRRY) specializing in luxury goods with a focus on Hermes</li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  6 Stores                 </div> <div style="text-align: center;">  2 Stores                 </div> </div> </div> </div>

Number of stores: As of December 31, 2024  
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Next is B section for what strategy we have for the group store business.

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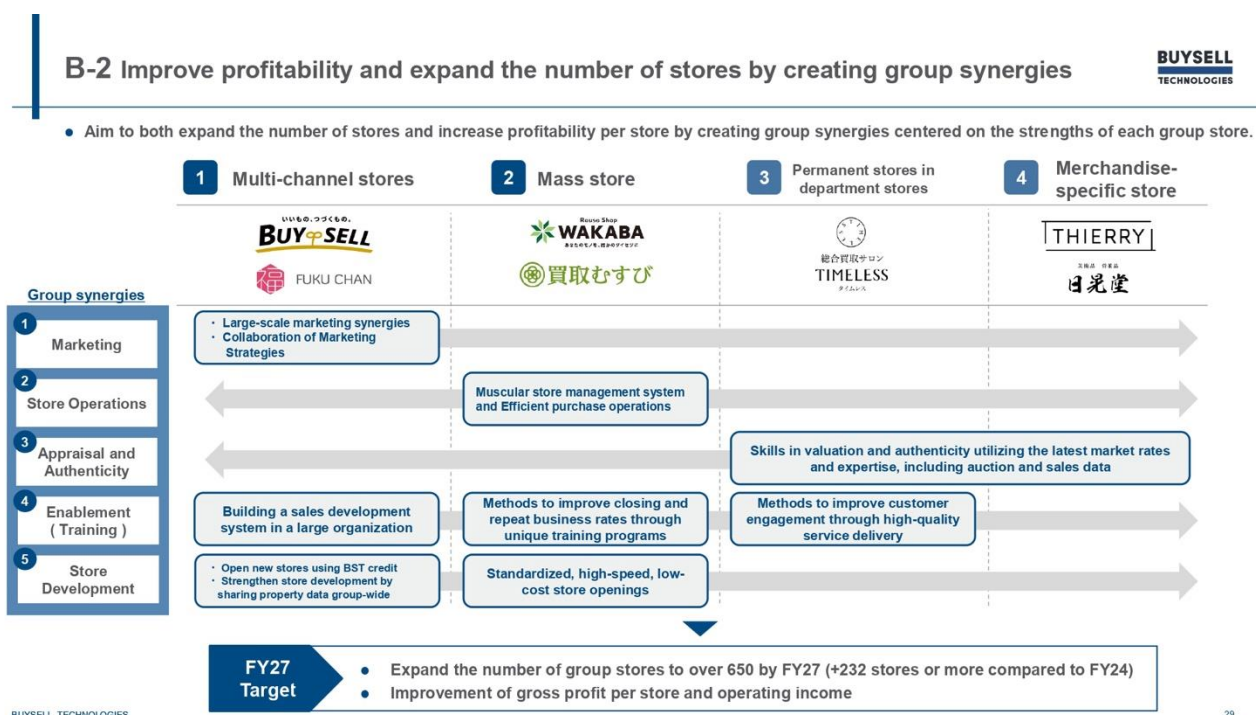
First of all, the group stores are also undergoing repeated M&As, which has led to the establishment of various trade names in disarray. In this context, we would like to develop our stores by dividing them into two levels: a mass market strategy and a differentiation strategy.

The mass market strategy is to develop our stores for the mass market. The multi-channel strategy is store purchase business strategy that emphasizes marketing and customer connections with the core home-visit purchase business for BuySell and Fuku-chan.

We also have a mass store that is widely used by the general public, and it applies to MUSUBI and WAKABA.

On the other hand, as a differentiation strategy, we have the TIMELESS Salon permanently located in department stores, which has a very sharp target and product strategy. We would like to consider this as a separate strategy from the mass market strategy.

The bottom right is THIERRY, which is the former Brand Piece, but it specializes in for example, Hermes. NIKKOU-DOU is specializing in antiques. We would like to consider future store development in this area separately from the mass market strategy.



I believe that each store has its own strengths. Therefore, we would like to revitalize our store business by developing these strengths horizontally as much as possible.

The major items on the left side are marketing, operations, appraisal and authenticity, and enablement, that is training. We would also like to improve our profit margin by combining the best of each of our store, which have various characteristics.

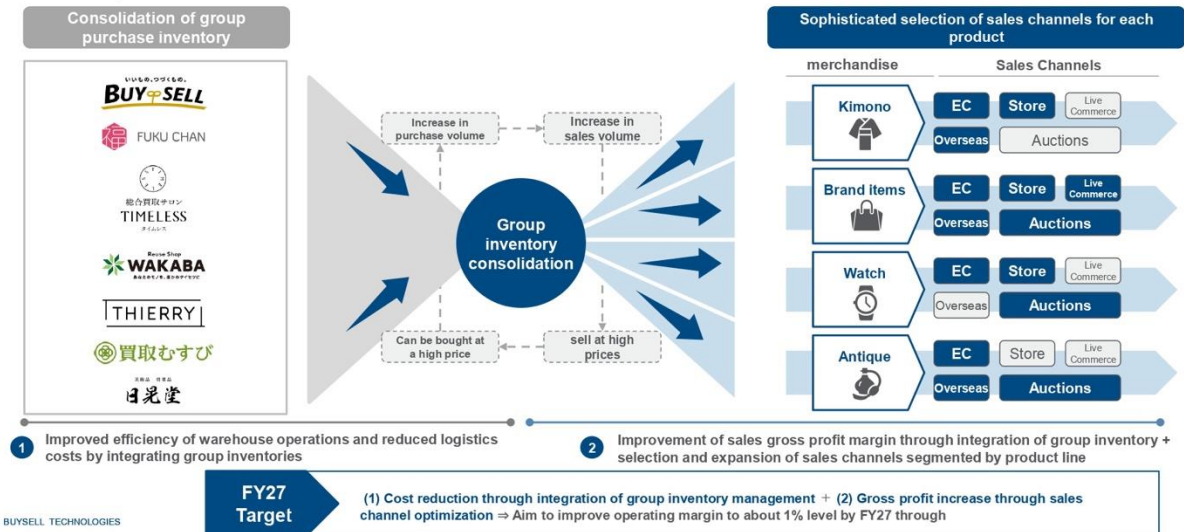
The goal for 2027 is to expand to more than 650 stores in total. We also believe that gross profit per store will definitely improve.

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## C-1 Integration of Group Inventory and Upgrading of Sales Strategies

- Aiming to improve operating margin through cost reductions by improving warehouse operations and optimizing sales promotion and logistics costs by integrating group inventories.
- Aiming to improve gross profit by maximizing sales amount by consolidating the group's inventory to the most appropriate sales channel for each product.



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The next is C section, which is the upgrading of sales strategies. In a nutshell, it means to sell products to the channel where we can sell at higher prices.

On the left side, there are various products purchased from various companies, and we would like to integrate these products and manage them as a group inventory, rather than handling each individually.

As this purchase volume increases, the number of data will go up and so will the sales volume. This will allow us to gather data such as which sales channel is selling this product at the highest price. By analyzing this data, we hope to make a contribution to the sales profit by placing products in a sales channel that can sell at higher price as even JPY1.

The bottom part says that the current data shows that we will aim for an improvement of approximately 1% in operating profit margin by 2027, and we would like to develop the sales channel as planned.

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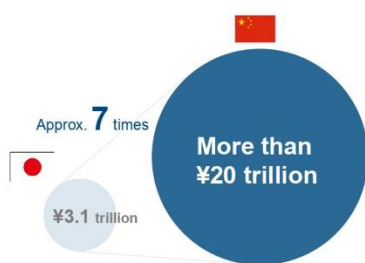
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## C-2 Building new overseas sales channels (China)

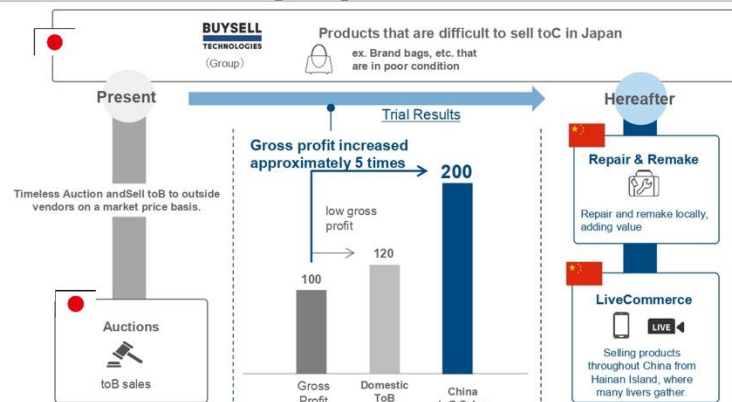
- As our first overseas expansion, we will establish a subsidiary in Hainan Island, China, which is expected to become a free trade port in the future and plan to start operations in 2025 to expand high-unit price sales channels targeting the huge Chinese apparent resale market of over 20 trillion yen.
- Aiming to improve gross profit margins by repairing and remaking products in China that were previously sold through domestic to B auctions and selling them through live commerce.

### Size of China's apparent resale market



Source : Institute for Environment and Energy Research, Tsinghua University Materials published in April 2024. 「Reuse Market Databook 2024」 The Reuse Economy Newspaper

### Flow of Strengthening Sales Channels in China



**FY27  
Target**

- Building a sales channel in China, the possibility of profit add-on at the level of approximately ¥1.5 billion by expanding to target products only in the Group's inventory.
- Aiming to further improve profitability by expanding product lineup and sales channels in China over the medium term.

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As for new sales channels, we have already announced the establishment of a subsidiary in Hainan Island, China. What we are planning to do is to repair and remake mainly brand bags for the Chinese sales channel and sell them through live commerce.

I just returned from China at the beginning of this week, and I have already tried it. I feel that it is a very promising sales channel, with a gross profit margin that is five times higher than when we sell purchased products in Japan without repairing or remaking them. Therefore, we would like to establish this sales channel as soon as possible as a sales channel that can supply a stable volume of goods, and we would like to repair and remake the target merchandise purchased by the Group for live commerce in China as much as possible.

When we calculate based on the products we are currently handling, we believe that add-ons with an operating income will be approximately JPY1.5 billion level, which is quite possible, in case we succeed.

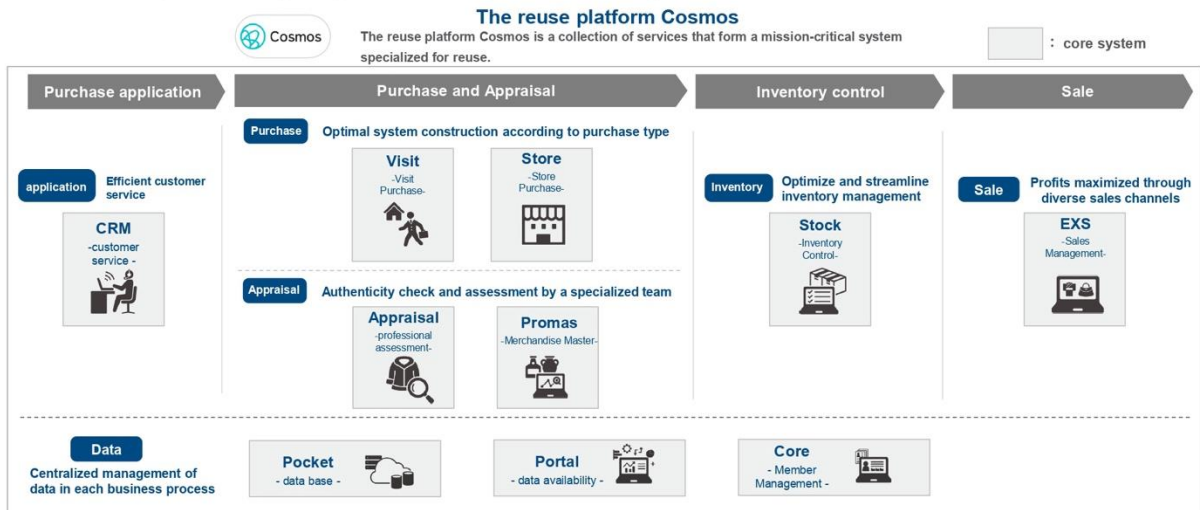
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## D-1 About “Cosmos” Reuse Platform

- Aiming to improve operational efficiency throughout the BuySell Group and increase key KPIs by deepening data-driven management through the introduction of “Cosmos,” a proprietary platform that comprehensively provides everything related to the resale business, from purchasing to sales, customer management, inventory management, sales management, and data analysis.

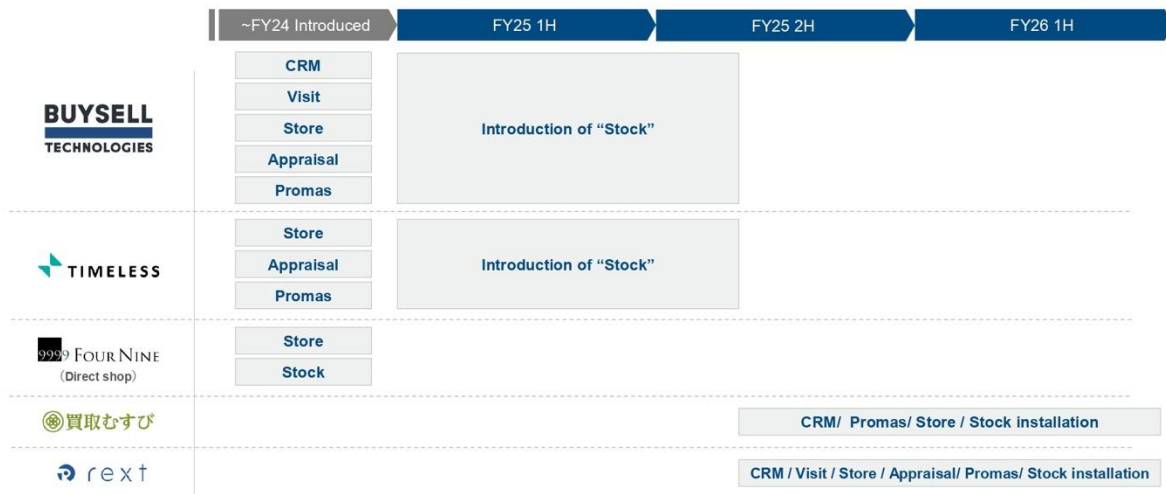


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## D-1 Schedule for introduction of “Cosmos”

- Launch of core system from purchase application to inventory management will be completed with the introduction of “Stock” during the second half of FY25.
- System to be deployed to all groups, including system installation at Rext HD (Fuku-chan) during 1H FY26.



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Next is D section for technology and human resources and is about how much we can brush up on management. I have already shown this slide, so I will skip it for now, but as far as the Cosmos implementation schedule is concerned, the remaining action is the introduction of stock and inventory management for BuySell, TIMELESS. We are hoping to complete these tasks by the end of this fiscal year.

We would also like to introduce Cosmos products to MUSUBI and Rext, which joined us through M&A last year, starting around the middle of this fiscal year. We would like to improve cost efficiency by replacing as much of the complicated work that was previously done by people as possible with products that run on this platform.

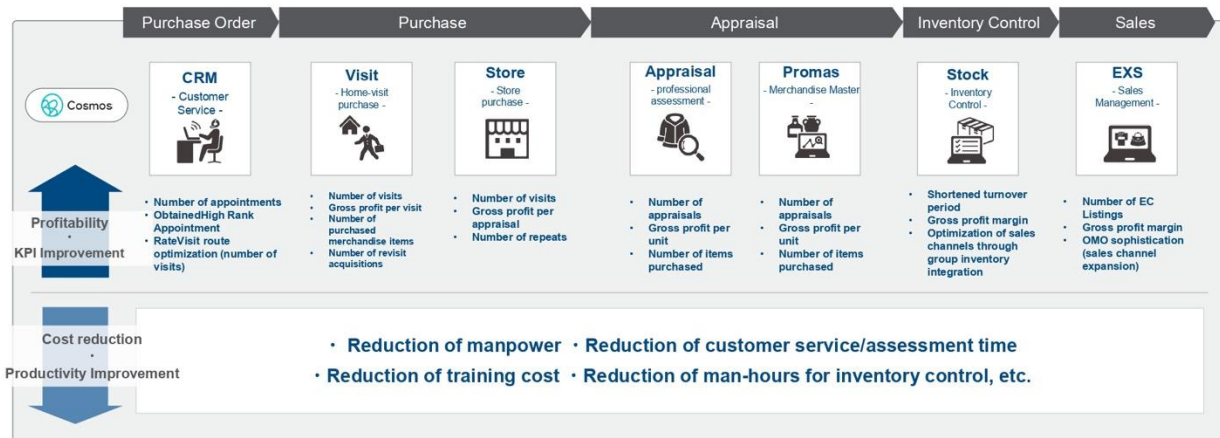
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## D-1 Expected effects of “Cosmos”

- Aiming for full-fledged promotion of profitability expansion and productivity improvement (cost reduction) by utilizing technology and data through the launch of the entire “Cosmos” core system and its group implementation.



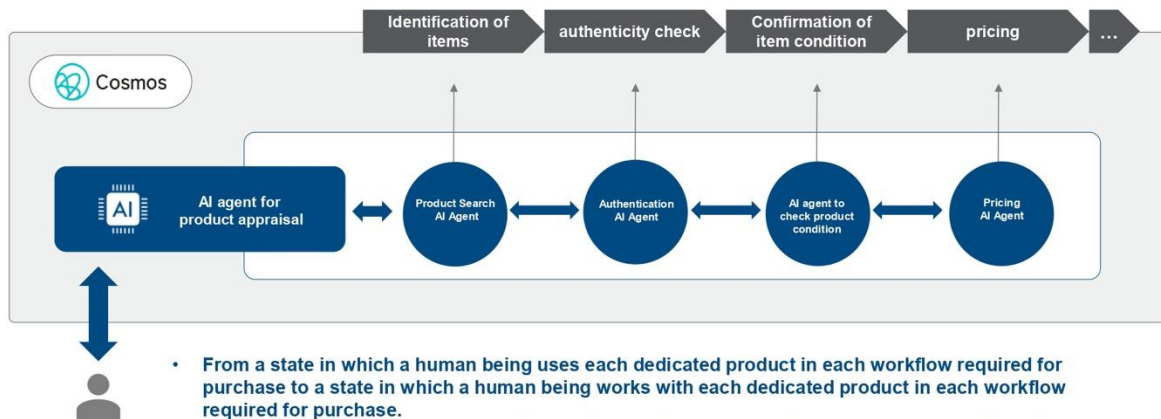
The theme is building higher-order business operations using AI, and aims to “utilize AI agents” for call center operations and assessment operations.

I will skip this slide as it is very detailed about how each product makes contribution. We believe that this will have a great effect on both the offense, which will improve profitability, and the defense, which will reduce costs, so we will introduce it in phases and brush up the management.

## D-2 Building business operations using AI agents

- In the medium term, the company plans to invest in technology, with the most important theme being the building of higher-order business operations using AI.
- Evolve various business flows digitized based on Cosmos into business operations via AI agents to improve business efficiency and maximize customer experience value at a level that cannot be achieved with human-mediated operations.

Image of AI application in product valuation operations



This is about building business operations using AI agents. In addition to Cosmos, as you all know, AI is evolving every day these days, and I believe that it can be utilized in our business operations.

Although this section focuses on appraisal and authenticity check, there are many operations that can be replaced by AI, and we would like to improve productivity and cost efficiency in these areas.

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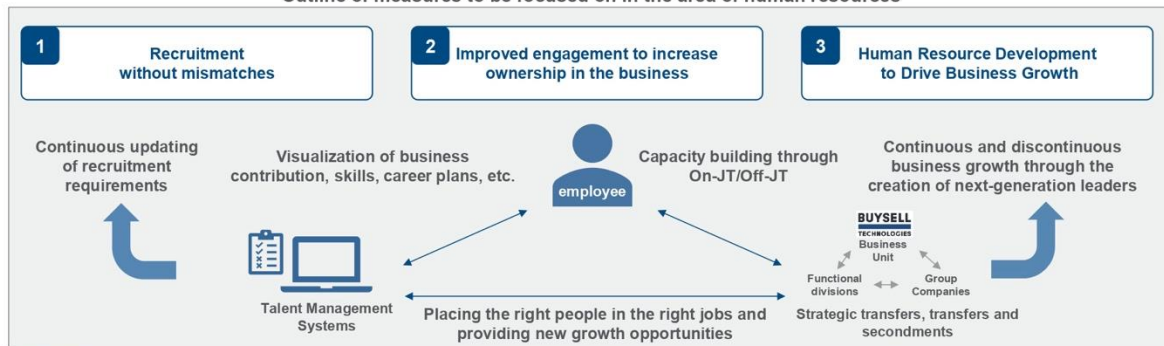
## D-3 Human Resources Strategic Policy Outline

- Set HR strategic themes and focused measures centered on improving productivity of “people and organization” to achieve medium-term business plan goals.

medium-term business plan 2027 human resources strategic themes

**Maximize individual performance  
(Maximize gross profit earned per employee)**

Outline of measures to be focused on in the area of human resources



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Next, in the area of human resources strategy, we have prepared new measures focusing on human resources.

We have three points: recruitment without mismatches, improved engagement to increase ownership in the business, and developing human resources to drive business growth.

As you can see here, the aims of each are to improve the retention rate, to make early contribution of new hires, and to optimize the organizational structure. We would like to determine whether the investment is properly optimized in terms of labor costs.

We are in a labor-intensive business model, which requires gross profit increase, cost reduction and others, so we believe that optimizing and maximizing the human resources will make a very significant contribution to our business performance. We will make our best efforts in this area as well.

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# M&A Strategy Overview

- Plans to continue executing investments that will contribute to strengthening existing competitiveness and developing areas not yet covered by the resale business, with M&A in the Reuse Business as the top priority.
- Aiming to increase corporate value by maximizing investment returns quickly through enhanced return on investment by creating synergies through reproducible PMI execution.



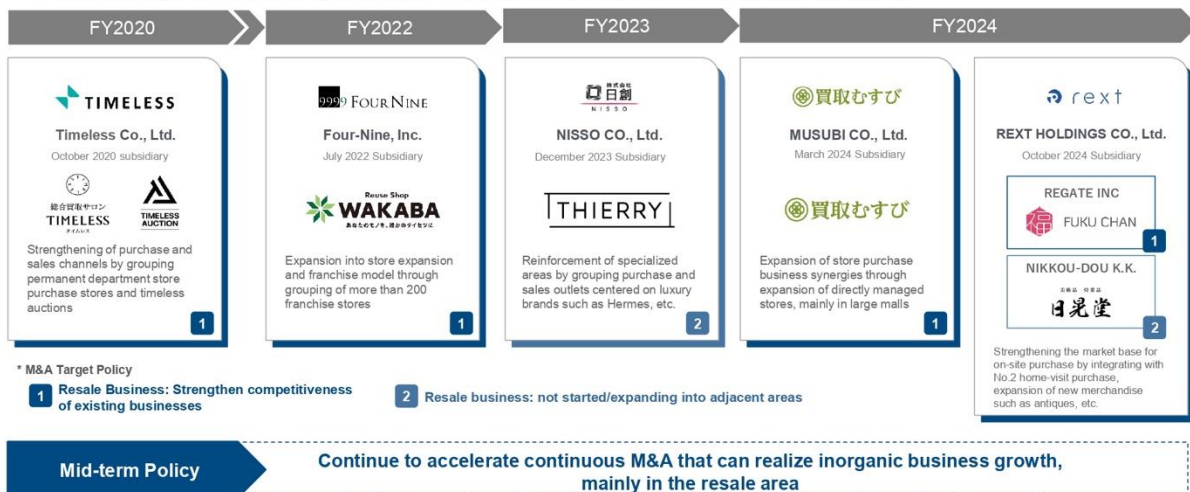
Maximize return on investment and increase corporate value through clear M&A strategies and highly repeatable PMI execution

Next is the M&A strategy. As part of our M&A strategy, we are pursuing industry-specific roll-up M&A, specializing in the resale business.

We also specialize in specific industries, so I believe that our PMI framework has been well molded. We would like to continue to make good M&A deals in the future while taking advantage of these synergies.

# Execution of successive M&A

- Executed 5 consecutive M&As in the 5 years since listing, with M&A targets focusing on the most important resale area in accordance with the target policy.
- The company plans to accelerate continuous M&A to achieve inorganic business growth in the future.



To date, we have executed five successive M&As in the past five years.

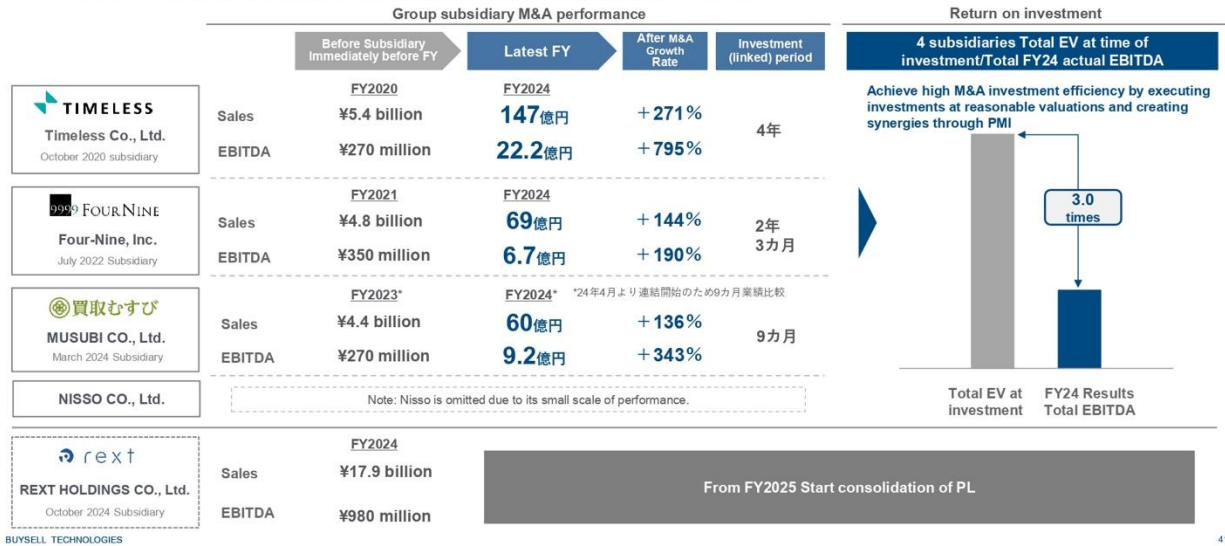
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# M&A Investment Results

- Over the past five years, we have invested a cumulative total of approximately ¥20 billion (5 companies) in M&A. With clear M&A targets, reasonable entry valuations based on investment discipline, and the creation of synergies through PMI, each company's performance after M&A execution grew steadily, and M&A investment efficiency progressed at a high level.



Here is a slide for recap of what the results of these efforts were.

The right-hand side is the easiest to understand. While it excludes Rext Holdings because it has not yet been consolidated, the total EV at the time of investment of the four subsidiaries from TIMELESS to NISSO and the results these four companies generated in FY2024, in terms of EBITDA, are about three times. We estimate that even if we continue with our current business performance, the cash used for this M&A will be recovered in three years. I see this as a very high M&A investment efficiency.

Of course, there are variations in hedging and new cash flows generated by PMI synergies, but we believe that this is now a fairly standardized model for us.

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## Reproducible PMI

- Execute PMI focusing on BuySell's strengths to generate profit contribution through early creation of synergies after joining the group.
- Since M&As in the resale industry are the main focus, the business and synergy resolution of the target companies is high, and PMI can be executed in a highly repeatable manner in the future.



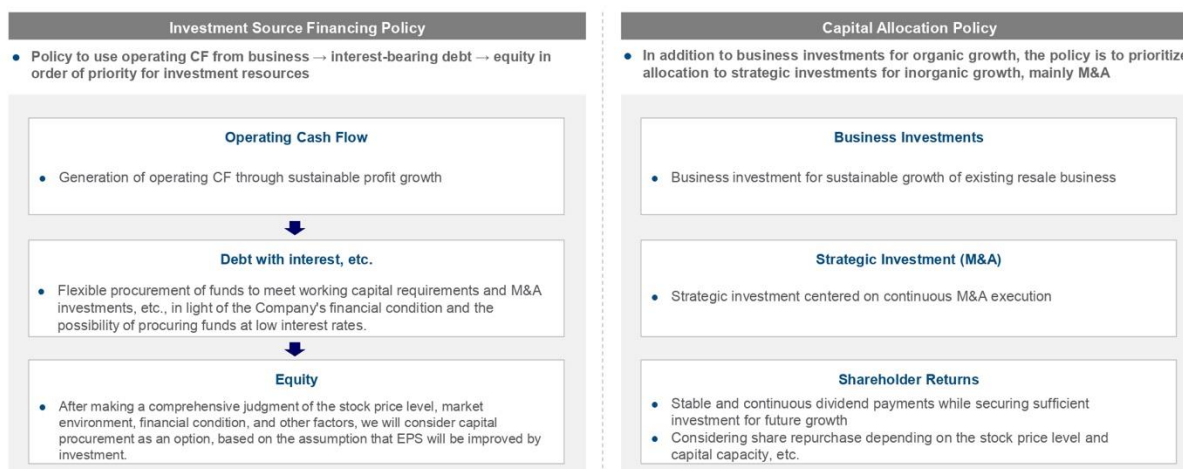
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As you can see on this slide, there are areas of commonization, efficiency, and advancement. We have a sense that we have been able to implement this PMI, and we would like to continue to achieve significant growth by repeating this roll-up M&A process, specializing in the resale industry, as much as possible in the future.

## Capital Allocation Policy Overview

- Aim to allocate capital for sustainable growth by securing funds for business investment and M&A for growth based on the ability to generate operating cash flow and debt financing based on high profit growth.



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Finally, we have an overview of the capital allocation policy as investment and financial strategy. There are no special changes here either.

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# Three-Year (FY2025-FY2027) Investment Plan Policy

- In addition to the OPEX and CAPEX required to achieve the three-year medium-term business plan, the company has established an upfront investment framework for sustainable growth over the medium to long term, with a maximum investment framework of approximately ¥5 billion over the three-year period.
- To achieve inorganic growth, we will continue and accelerate continuous M&A execution as our most important investment area.



- 1 Normal operating costs as a premise for business growth in the medium-term business plan**  
Control cost allocation based on the assumption that it will be reflected in the profit plan for each fiscal year.
  - Marketing investment, human resource investment (personnel expenses, hiring and training, etc.)
- 2 Upfront investment (strategic investment) framework for sustainable growth over the medium to long term**  
Set upfront investment quota as part of the 3-year profit plan (already reflected in planned costs)  
The Company plans to make a decision on whether or not to invest and in what amount, after carefully examining the effects of this investment facility.
  - Brand marketing strategy investment: up to ¥4 billion slots in total through FY27
  - Investment in overseas sales channel expansion: Up to ¥1 billion in cumulative total through FY27
- 3 Major CAPEX 3-year investment plan through FY2027**
  - Technology investment (SW assets booked): approx. ¥1.0 billion
  - Investment in new store expansion: approx. ¥2.0 billion
  - Investment in warehouse expansion: approx. ¥100 million \*No need for large investments such as new warehouse construction until
  - FY27 Other: Expansion of sales offices, AC venue expansion, etc.: approx. ¥400 million
- 4 M&A Investment Plan through FY2027**  
(Target investment framework) Based on the results of M&A investments totaling approximately ¥20 billion over the past five years, target continuous M&A investments over the three years to FY2027, focusing on companies that can maximize synergies at an even faster pace.

The newly added slides show how the Company will strategically invest in business and M&A over the next three years. We hope that you will take a look on what area and how we consider for the investment. The large investment in particular is for brand marketing strategies, which will total up to JPY4 billion by FY2027.

We would like to incorporate brand equity, such as first recall, security, and trust, through these activities.

# Financial Policy

- Secure investment funds to enable aggressive business investment and M&A while maintaining the stability of the financial base through disciplined financial management while focusing on investment for growth.
- Designed medium-term financial policy in the new medium-term business plan to incorporate the temporary increase in leverage from M&As, given the significant change in the level of goodwill and interest-bearing debt as a percentage of BS as a result of the execution of successive M&As through debt financing

As of Dec. 31, 2024 Consolidated

Financial discipline

BS (Million yen)	
Cash 13,217	Interest-bearing debt 26,977
Inventories 9,023	
Goodwill 16,182	Other liabilities 6,904
Customer-related assets 756	Net assets 12,494
Other assets 7,196	

- 1 Net D/E ratio : Less than 1.0x** Changed
  - Considering leverage level based on investment execution by Debt
- 2 Net Debt/ EBITDA multiples : Less than 2.0x** Changed
  - Balancing financial stability, financial leverage, and repayability based on ability to generate CF (1) and (2); Policy to tolerate a temporary increase in leverage due to the execution of M&A in Debt
- 3 Goodwill-to-Equity Ratio : Less than 1.0x**
  - Monitoring at around 1.0x from the perspective of hedging against financial abandonment due to impairment.
- 4 Self-capitalization rate: more than 30%** Changed
  - Capital allocation policy and mid- to long-term financial stability are taken into consideration.

	FY12/2012 basis	FY12/25 forecast*
1	1.1x	約0.7x level
2	2.1x EBITDA(FY24)	約1.1x level EBITDA(FY25E)
3	1.3x	約1.0x level
4	26.2%	約30% level

Due to the significant impact of increased financial leverage resulting from continuous M&A activity, the Company has revised some of its financial discipline based on the need to reflect the timeframe for M&A investment recovery, the ability to generate cash flow from solid profit growth, and investment efficiency (ROI) backed by M&A performance.

\*Financial indicators at the end of FY12/25 are estimated based on the net income forecast and dividend forecast for FY12/25, taking into account only capital increase/decrease, amortization of goodwill and repayment of borrowings, which are highly probable at this point in time.

(Note: EBITDA = Operating income + Amortization of goodwill (including customer-related assets) + Stock-based compensation expense

As for the financial policy, there are actually a few changes that have been made.

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The reason for this change is that the balance sheet situation has changed significantly over the past three years as a result of continuous M&A activities. I hope you will understand that we have redesigned our medium-term financial policy to take into account this temporary increase in leverage.

In addition, as I have already mentioned, we expect that the balance sheet will see strong operating cash flow over the next three years, so basically, the natural [inaudible] balance sheet improvement will [inaudible] by the operating cash flow generated over the next three years.

## Shareholder return policy

- By prioritizing growth investment, the aim is to improve TSR (total shareholder yield) through medium to long-term share price increases due to an increase in EPS (earnings per share), as well as paying stable and continuous dividends. Shareholder return is the basic policy.

### Basic shareholder return policy

- Basic policy is to target improvement of TSR \*.
- Prioritize business investment and M&A that is needed for growth in order to sustainably improve corporate value, and aim for medium to long-term share price increases by increasing EPS.
- Pay stable and continuous dividends while securing internal reserves that can prioritize and carry out investments needed for future growth.

### TSR (Total Shareholder Yield)

Stock price rise	<ul style="list-style-type: none"> <li>• Aiming for <b>medium to long-term share price increases</b> through continuous increase in EPS</li> </ul>
Dividends	<ul style="list-style-type: none"> <li>• From the perspective of being able to pay stable and continuous dividends, the policy is to pay dividends with a <b>consolidated dividend payout ratio of 20%</b> as a benchmark (maintaining the current dividend policy).</li> </ul>
Buyback	<ul style="list-style-type: none"> <li>• Considering share repurchase depending on the stock price level and capital capacity, etc. (Approximately 1 billion shares of treasury stock were already repurchased in FY2023)</li> </ul>

\* TSR (Total Shareholder Return): Total yield of dividends and share price increases over a given period of time

Here is shareholder return policy. We have not changed our policy of aiming for a consolidated dividend payout ratio of 20%. For the current fiscal year, we plan to pay a dividend of JPY20 per share, which is equivalent to a payout ratio of about 18%.

Lastly, we have governance structure, but I would like to skip. Please take a look at later date.

It was a long explanation and had a lot of information in the slide, but that is all from me.

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## Question & Answer

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**Moderator [M]:** I would now like to move to the Q&A session.

**Participant [Q]:** The first question is about sales in the final year of the mid-term plan. You mentioned sales of JPY140 billion for FY2027, but what is the forecast by each operating company?

**Company Representative [A]:** I will explain. Basically, we are considering a CAGR of 32.7% for sales, which is a three-year average. Therefore, it is basically not the case that one company will grow significantly and another company will not, and we are currently projecting a 30% growth in sales for all companies.

**Participant [Q]:** To what extent have you factored in the contribution of China in your mid-term plan?

**Company Representative [A]:** I will explain as well. I mentioned earlier that we can achieve an operating income growth of about JPY1.5 billion if we can sell our current inventory into this sales channel, but this does not mean that we have factored all of them into our mid-term plan. We have already included a few hundred million yen in performance add-ons and profit add-ons, but since this is a separate discussion, we will refrain from disclosing them here.

**Participant [Q]:** Regarding the impact of external factors, the monthly figures for January, as announced today, show that both purchase volume and the number of visits have been favorable. Can I assume that the influence of the external environment has largely disappeared?

**Company Representative [A]:** I really think that is a good way to look at it. As the monthly sales for home-visit and store purchases are progressing steadily, we believe that we are off to a very good start for the next three years.

**Participant [Q]:** What is the impact of implementation of the new human resources system? Do you see any signs of productivity improvement or turnover improvement?

**Company Representative [A]:** I will explain. System was changed in January so there is not a big change yet. However, the turnover rate by rank and by business shows the signs of improvement, although there is not big change overall. We would like to continue to work on this throughout this year.

**Participant [Q]:** As to [inaudible] of PMI with Rext, how is it factored in the mid-term management plan?

**Company Representative [A]:** As I explained earlier on the business strategy page of home-visit purchase, there are four points to be addressed: strengthening revisits, optimizing the spending on advertising, and improving the skills of each salesperson as enablement. There are some products that we are good at and some that we are no, so we will level that and increase the number of handling products for each company.

We have calculated KPIs for each of these in detail on an annual basis, but I would like to refrain from giving details on how this will affect to our business performance.

**Participant [Q]:** This is a bit related to the last question, but it is about synergies with Fuku-chan. I understand that the aim is to expand enablement and merchandise, but would it be correct to say that the results will be achieved gradually over the next three years rather than immediately in one year? I would also like to know if there are any initiatives that you have already started working on together.

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**Company Representative [A]:** We have already started working on all items, and some of the measures that will have a significant impact on business performance have already made a contribution, while others will take time to make their contribution. For example, in terms of advertising expenses in marketing, Fuku-chan and BuySell share the same management screen and proceed with purchases. Cost optimization can already be seen in these areas.

On the other hand, it will take some time to incorporate sales enablement and product expansion into operations, so we hope to gain significant benefits over the next three years.

**Participant [Q]:** Regarding sales channels in China, I understand that the current economic situation in China is not so good, and we would like to know if there are any risks involved in expanding sales channels in China at this time, or if things will not go as expected.

**Company Representative [A]:** I actually see this as a tremendous tailwind. As I mentioned earlier, I believe that the resale business is a business area where strong growth can be achieved and it will be even more effective in the face of recession, inflation, and other such factors.

Chinese people are also suffering from a very bad economy, and it is difficult for them to purchase new brand goods, or they are trying to convert brand goods they have at home to money. If you want to do business in China at this moment, I believe that the resale business is the best business for you.

In fact, I have traveled to China many times and have felt such things through my senses.

**Participant [Q]:** I have a question about the reputation of your company for home-visit purchase. There have been reports of pushy buyers in the past, and we believe that some people have a high psychological hurdle for home-visit purchases. You mentioned that investing in the brand in this regard will increase the sense of security and trust, but are there any specific good ways to do this, such as broadcasting TV advertisement or handing out flyers?

**Company Representative [A]:** Yes. As you say, there is still a lack of awareness among consumers as to what the home-visit purchase service is all about.

Therefore, I think that the early majority tends to avoid us. So, we need to solve that issue and start from the point of making people aware that this home-visit purchase service itself has great value and is very safe and secure. Otherwise, it will be difficult to reach the point where people will choose us and we have access to hidden assets which totals to JPY66 trillion.

Therefore, we would like to create a situation in which this home-visit purchase is very common, and if you want to use home-visit purchase service, there is no one else to turn to but BuySell and Fuku-chan.

As for what exactly we will do, of course, we are still in the process of discussing and debating about it, so please stay tuned for more information.

**Participant [Q]:** The question is about interest rates. Given that interest rates are now rising and borrowing rates are rising, how much impact does the interest rate hike cause to your business performance?

**Company Representative [A]:** I will explain. The results borrowed partly through M&A in FY2024 has been slightly affected by an increase in interest rates, and we have partly factored that into our plan, taking into account future interest rate rises.

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The most recent balance of interest-bearing debt is at a level of about JPY27 billion. We will need to keep an eye on how much this level will increase. If the interest rate is to rise by 1% in the future, we estimate that the impact on ordinary income would be approximately less than JPY300 million.

**Participant [Q]:** Regarding Fuku-chan, please let us know whether or not you have already factored in synergies in terms of sales, profit and cost for Fuku-chan in your plan for this fiscal year.

**Company Representative [A]:** Basically, Fuku-chan is a company that is growing organically, so we have not made a plan for this fiscal year based on the synergies with BuySell.

Based on the stable performance of Fuku-chan on a stand-alone basis, as I mentioned earlier, some of the advertising expenditures are already undergoing reforms. We have incorporated these elements into our plan, but we have not factored in any upside or favorable scenarios.

**Participant [Q]:** Regarding stock carry, for FY2024, you did stock carry to the next fiscal year, and I am wondering if there is any indication that you will do the same in the future if you see a path to exceed the Company's plan.

**Company Representative [A]:** I think there is of course a good chance that we will. In that case, we would like to disclose such information properly.

**Participant [Q]:** For the current FY2025, the plan is to add 80 stores. Please let me know how likely it will be achieved, and bottleneck to achieve it, if any.

**Company Representative [A]:** This is the result of our calculations, taking into account the actual number of stores that will be built for sure, and the sources of new store openings that will be developed in the future. However, this is not an ambitious number of estimation but the number with certainty. We believe that we will be able to achieve our goals.

**Moderator [M]:** Now it is just time. Thank you very much for taking time out of your busy schedules today to attend the briefing of the financial results and the mid-term management plan of BuySell Technologies. With this, we will conclude the briefing.

Thank you very much for your participation today.

[END]

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