

Financial Results Presentation Materials for the First Half of the Fiscal Year Ending May 2022 (1H FY5/2022)

January 13, 2022

BOOKOFF GROUP HOLDINGS LIMITED

Securities code: 9278

BOOKOFF
GROUP HOLDINGS

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1H FY5/2022 Overview of Consolidated Financial Results

Consolidated Statement of Income

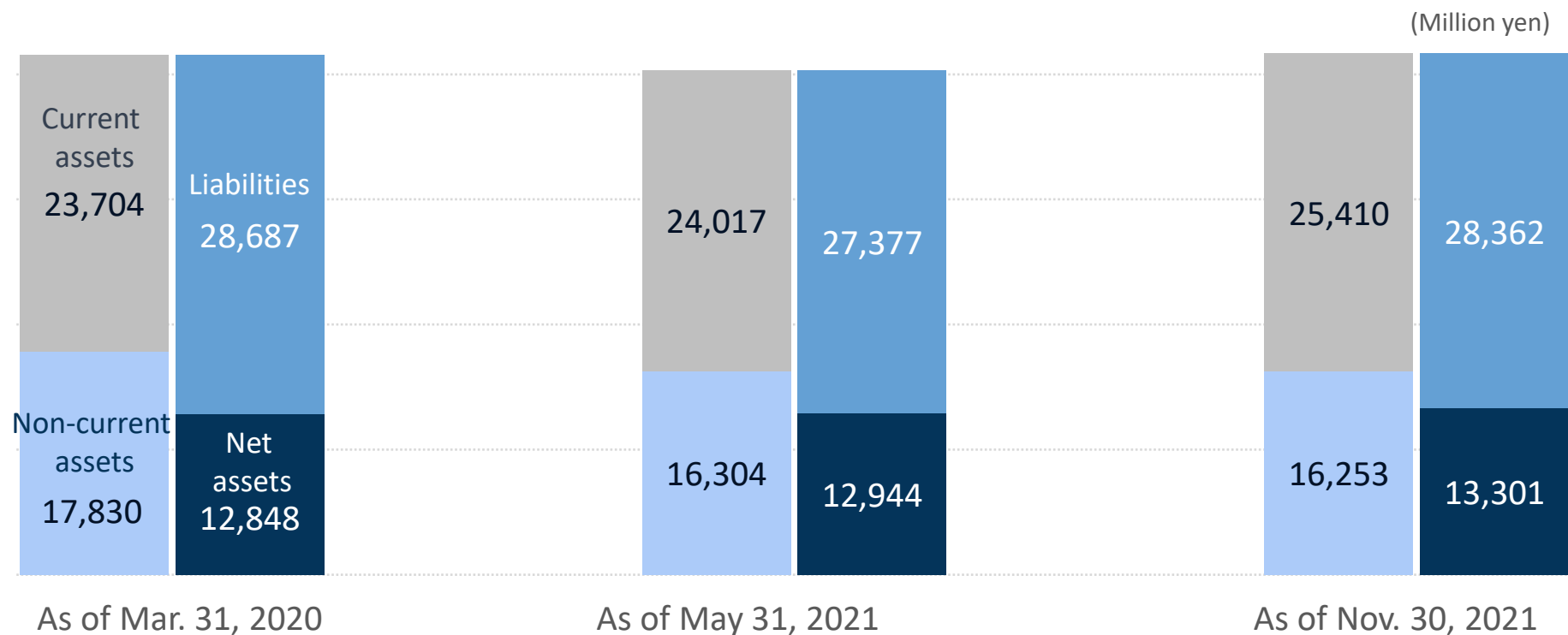
(Million yen)

	1H FY5/2021	% to net sales	1H FY5/2022	% to net sales	YoY change (Amount)*	YoY change (Ratio)*
Net sales	37,522	-	42,776	-	-	-
Gross profit	23,272	62.0%	25,579	59.8%	-	-
SG&A expenses	22,754	60.6%	25,234	59.0%	-	-
Operating profit	517	1.4%	345	0.8%	-	-
Ordinary profit	650	1.7%	662	1.5%	-	-
Profit (loss) attributable to owners of parent	(284)	-	457	1.1%	-	-

- ✓ There was a profit attributable to owners of parent mainly because of strong sales at existing BOOKOFF stores in Japan. One year earlier, there was an extraordinary loss because of the big impact of temporary store closings due to states of emergency.
- ✓ A change in the composition of merchandise at BOOKOFF operations in Japan caused the gross profit margin to decrease (more information is provided later in this presentation).

* The previous fiscal year was a 14-month transitional fiscal period due to the change in the fiscal year. Consequently, no year-on-year comparisons are shown because of the different first half of the current fiscal year (ended November 30, 2021) and previous fiscal year (ended September 30, 2020).

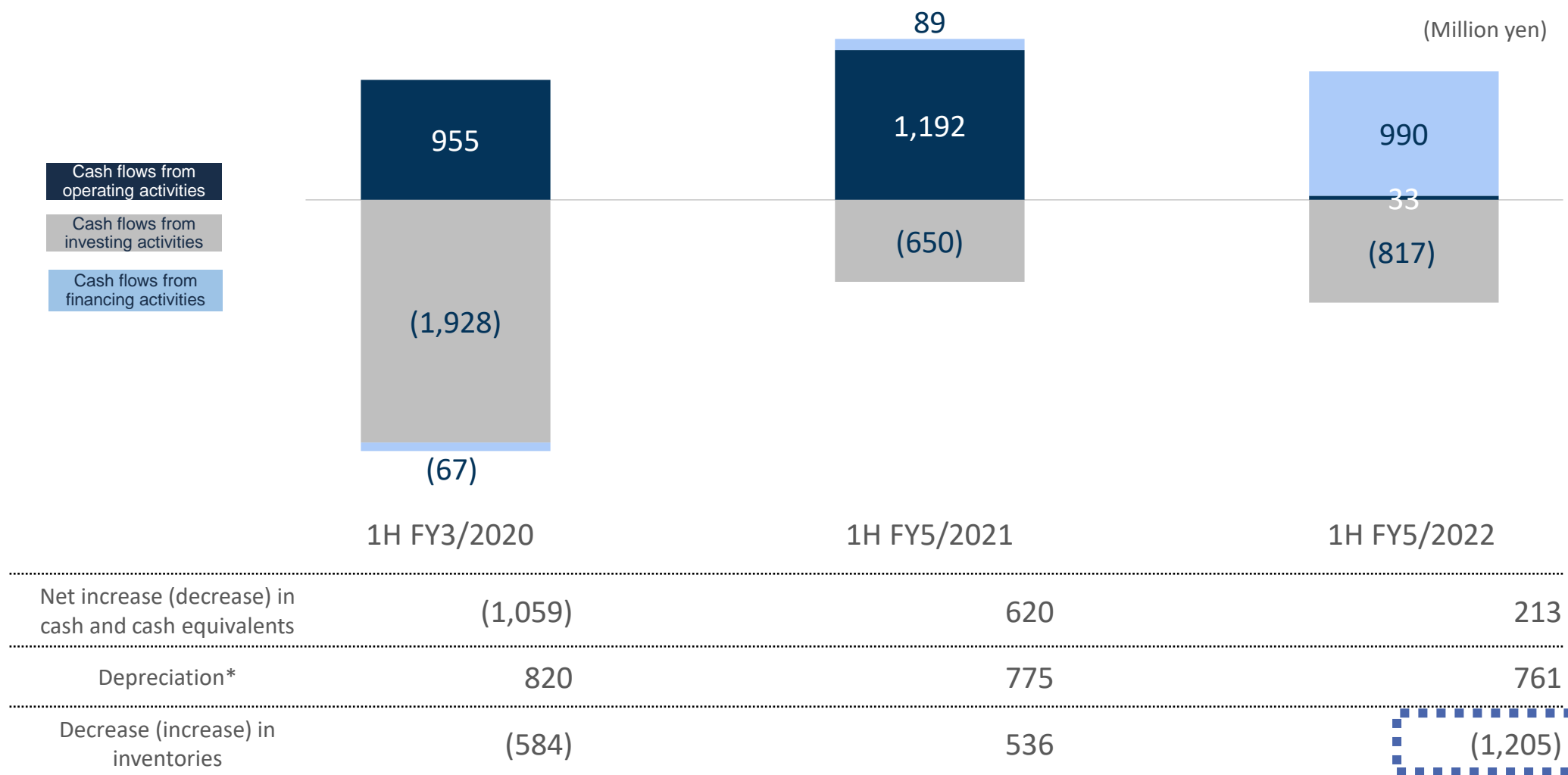
Consolidated Balance Sheet



	As of Mar. 31, 2020	As of May 31, 2021	As of Nov. 30, 2021
Total assets	41,535	40,321	41,664
Cash and deposits	6,094	5,837	6,050
Interest-bearing debt	17,920	17,395	18,606
Equity ratio	30.7%	31.9%	31.8%

- ✓ Interest-bearing debt increased to procure funds from banks for IT capital expenditures, and new store openings and renovations of existing stores focusing on trading cards and hobby goods, a strategic product category, in BOOKOFF operations in Japan.

Consolidated Statement of Cash Flows



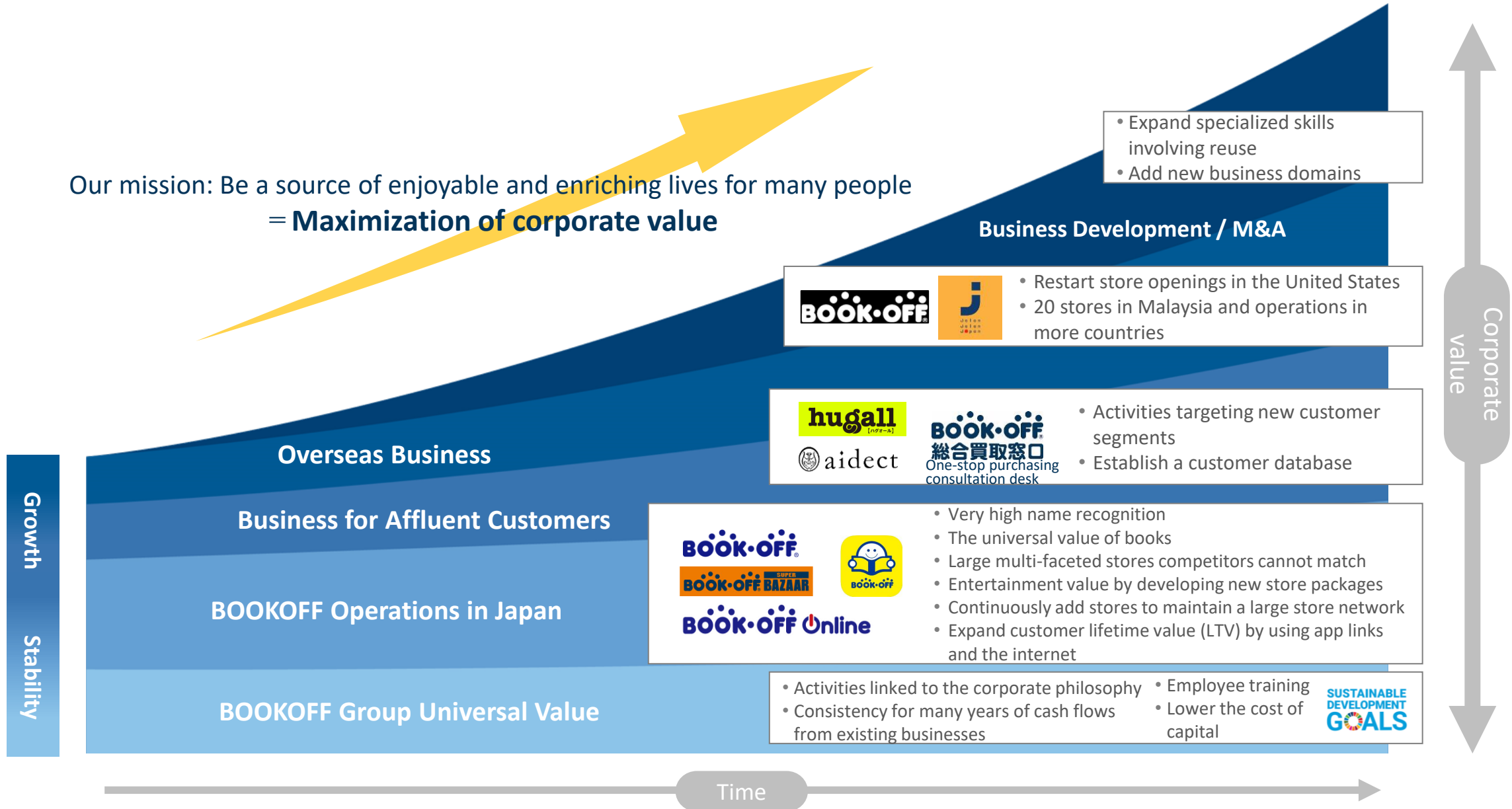
- ✓ In BOOKOFF operations in Japan, inventories increased mainly because of merchandise purchased for the year-end and new year selling season, an increase in purchases of trading cards and hobby goods, a strategic product category, and purchases of new products. The 1H of FY5/2022 ended in November and the 1H of the previous two fiscal years ended in September.

* Includes amortization of goodwill

Highlights of 1H FY5/2022

The BOOKOFF Group Value Creation Map

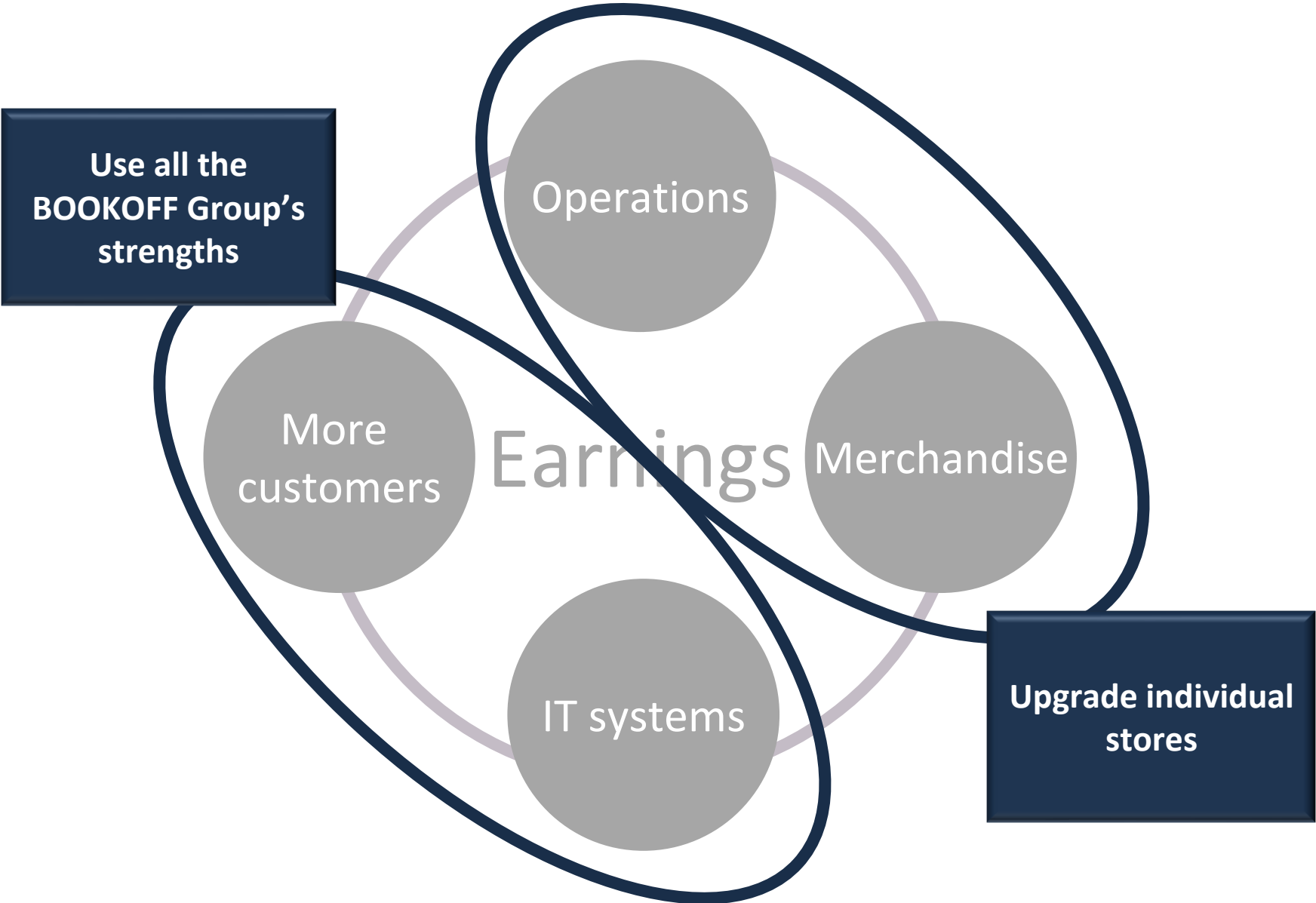
Our mission: Be a source of enjoyable and enriching lives for many people
= **Maximization of corporate value**



**Upgrade individual
stores**

×

**Use all the BOOKOFF
Group's strengths**



Books/software



- ✓ This will remain the core category for sales and earnings and for attracting customers
- ✓ Use internet services for more convenience
- ✓ Activities for more ways to use this category, such as the trial operation of a subscription service



Trading cards/hobby goods



- ✓ Focus investments on this category to make it stronger
- ✓ Freshen up the lineup by handling more new merchandise and expand sales areas
- ✓ New merchandise lower the gross margin but contribute to more purchases and sales of used items

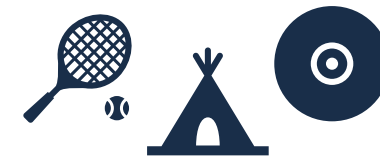


Apparel



- ✓ This category continues to decline because of slow sales of new apparel
- ✓ Improve profitability by rightsizing sales areas and making operations more efficient

Strategies for other categories



- ✓ The sporting and outdoor goods category is performing very well because of the pandemic. Starting a rental service.
- ✓ Strengthening the lineup of records and using other measures to continue creating unique stores that match regional characteristics

Start of the new “We have it!” campaign

- ✓ This campaign makes customers recognize again the outstanding value and services of BOOKOFF, including large selections of books and a variety of merchandise.
- ✓ A shift from ads for discount sales and direct advertising to brand advertising stressing BOOKOFF’s value for the purpose of constantly attracting customers.
- ✓ The campaign uses TV commercials as well as the internet, SNS, PR, stores and other channels that reflect the activities of customers. The aim is to make dormant customers who have been away from BOOKOFF for a while want to return.

TV commercial



“We have it! The beginning”



“It’s here! I gave it a try!”
(Featuring Kokoro Terada)



Dormant customers are the main target

Use of social networking services



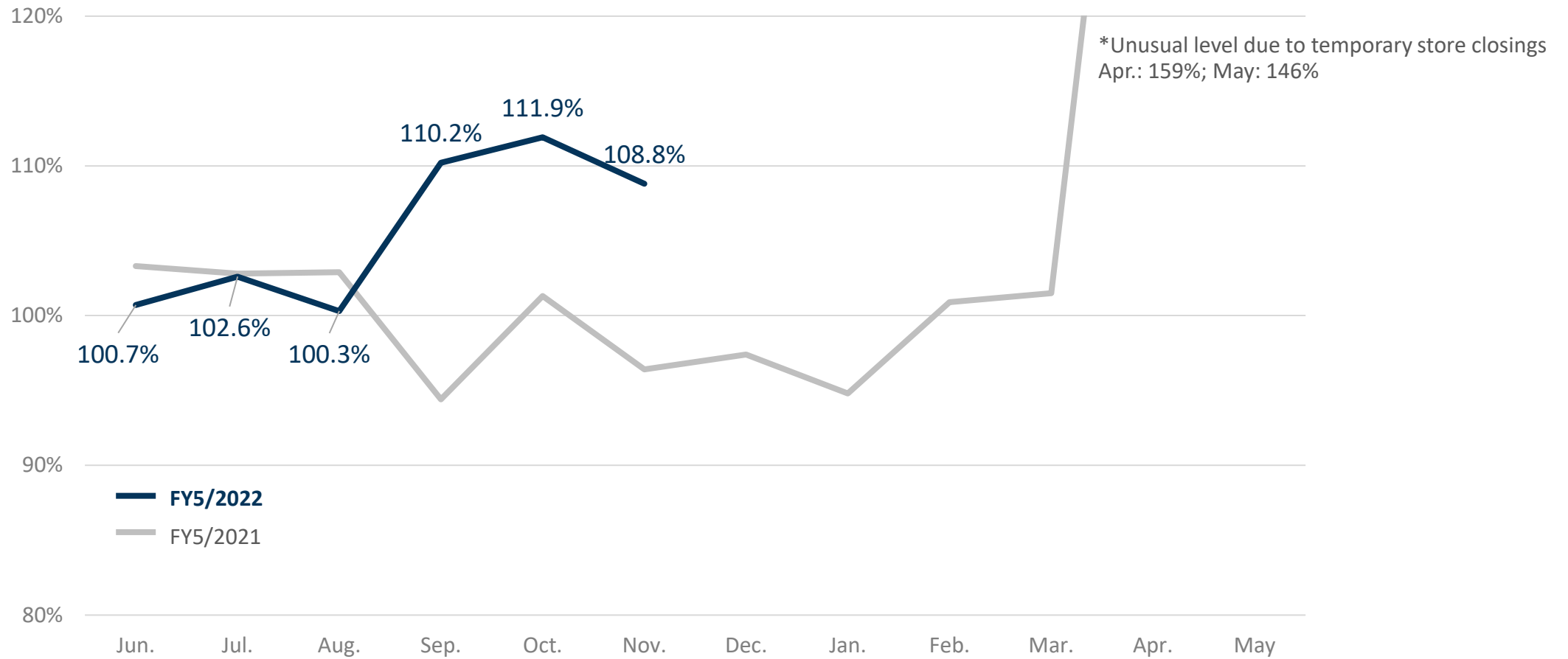
Point of purchase posters





“One BOOKOFF” in the palm of your hand
More than 3.7 million smartphone official app members!*

*As of November 30, 2021



- ✓ Existing store sales were higher than one year earlier because of large expenditures for store renovations and a recovery in consumer spending as the severity of the pandemic began to decrease in September 2021.

Categories	1H FY5/2022 existing store sales		FY5/2021
	YoY change*	% to total sales	% to total sales
Books	96.8%	30.5%	33.6%
Software media (CDs, DVDs and games)	100.4%	26.7%	29.0%
Apparel	101.2%	10.4%	9.8%
Precious metals/watches/ high-end brand bags	104.2%	8.5%	7.9%
Trading cards/hobby goods	167.2%	12.3%	8.3%
Home appliances/mobile phones	99.6%	4.4%	4.5%
Sporting and outdoor goods	107.0%	3.2%	3.2%
Others	118.2%	4.0%	3.7%
Total	105.6%	100.0%	100.0%

- ✓ A big increase in sales of trading cards and hobby cards, a strategic product category, was the main reason for sales growth at existing stores.
- ✓ Book sales, although still high, were lower than one year earlier when demand was strong as people stayed home during the pandemic.
- ✓ Apparel sales, which have been weak in recent years, stopped declining because of a change in pricing and other measures.

The existing store gross profit increased even though the gross profit margin decreased because of the larger share of sales from trading cards/hobby goods, which have a relatively low gross profit.

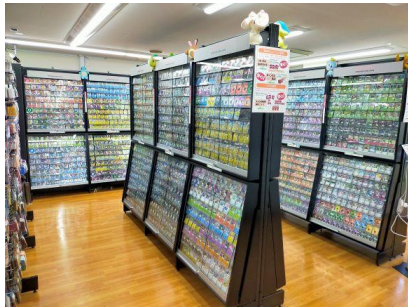
* The previous fiscal year was a 14-month transitional fiscal period due to the change in the fiscal year. YoY change represents comparisons with the same period (June to November) of the previous year.

More emphasis on entertainment

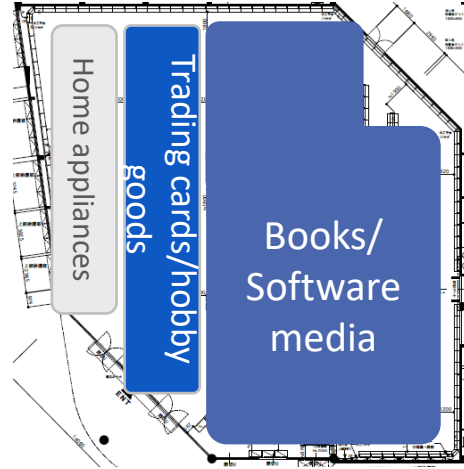
BOOK-OFF 250-Gou Higashi-Okayama store (Okayama Pref.)



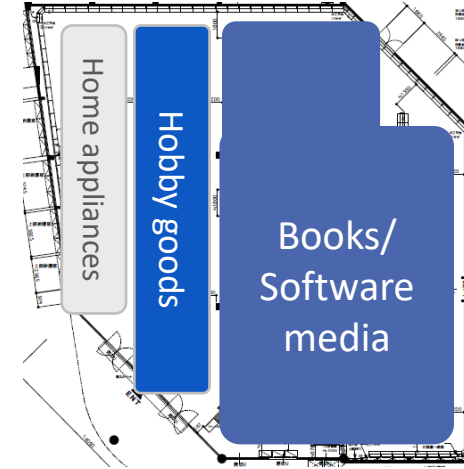
Nov. 2021 Completed renovation



Before



After



2F



- ✓ Some 1F and 2F space at the back of the store was used to expand the store's selling area. Additional space was used for trading card sales and a space for trading card duels.
- ✓ The store also places emphasis on classic games, toys and hobby goods as well as on new merchandise. Adding operations other than just buying and selling reuse merchandise gives customers reasons to stay longer while enjoying their time at the store.
- ✓ During the first half, two stores were renovated to create a retail format package that makes BOOKOFF a source of entertainment.

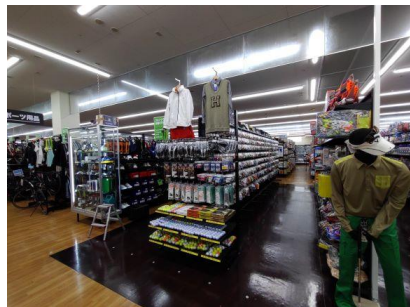
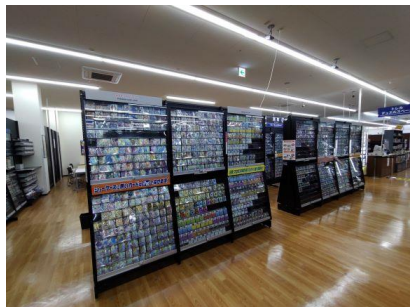
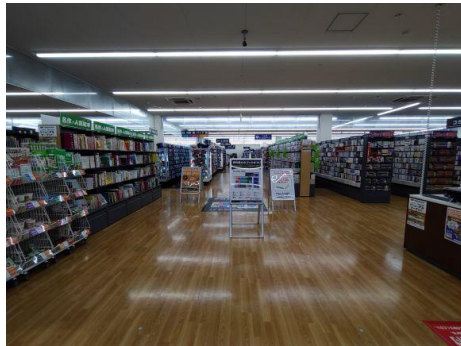
BOOKOFF SUPER BAZAAR (BSB): More sales of trading cards/hobby goods and a more productive apparel sales area



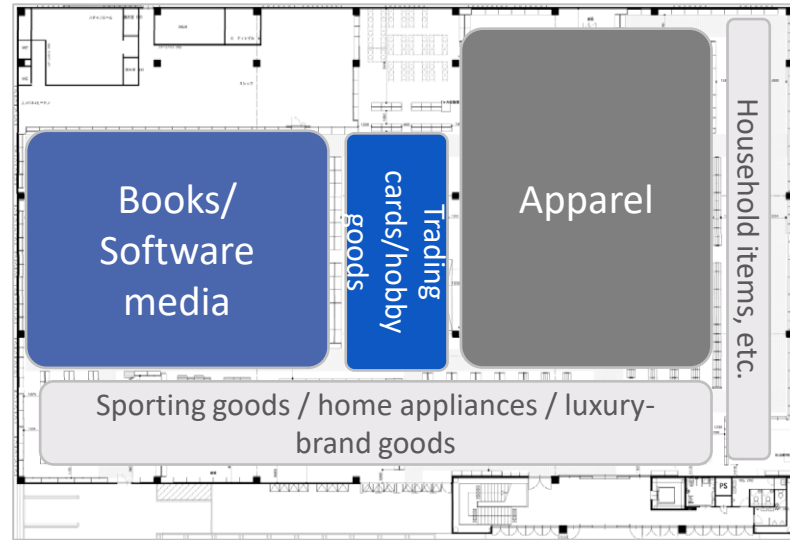
1-Gou Yokkaichi-hinaga Store
(Mie-Pref.)



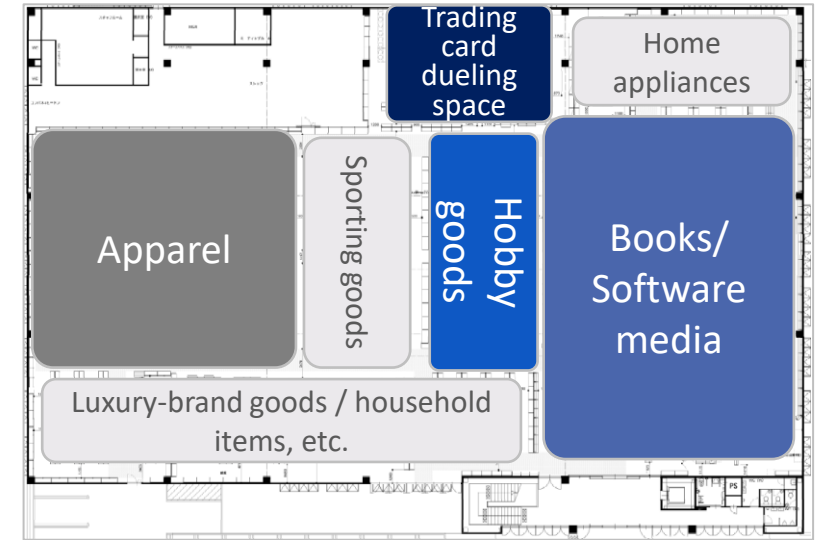
Sep. 2021 Completed renovation



Before



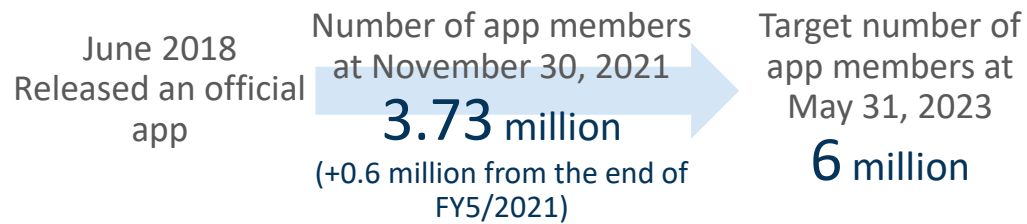
After



- ✓ A separate trading card sales area was established along with a new trading card dueling space with 64 seats. The apparel sales area was reduced by about 20% for more efficient use of selling space and sales counters.
- ✓ Work flows were improved at other selling areas and sales counters too; aisles were widened and other measures used to allow customers to move from place to place more easily.
- ✓ Nine BOOKOFF SUPER BAZAAR stores were renovated during the first half.

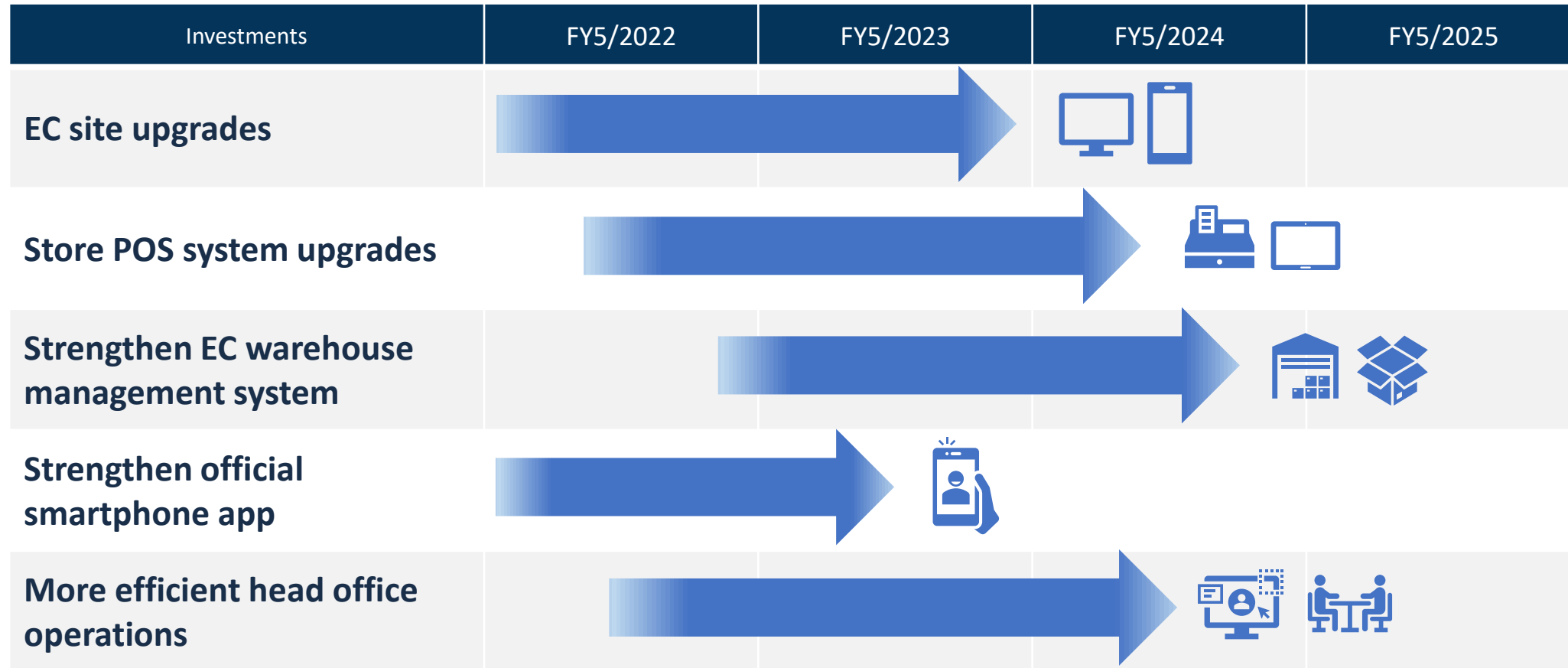


- ✓ The migration of card members to app members has raised annual purchases (customer lifetime value) by about **30%**. (BOOKOFF comparison)
- ✓ In November 2021, sales of BOOKOFF Online using the store pick-up service were **46%** higher than one year earlier.
- ✓ **More than 30%** of customers who use the store pick-up service also make another purchase, often unplanned, during their store visit.

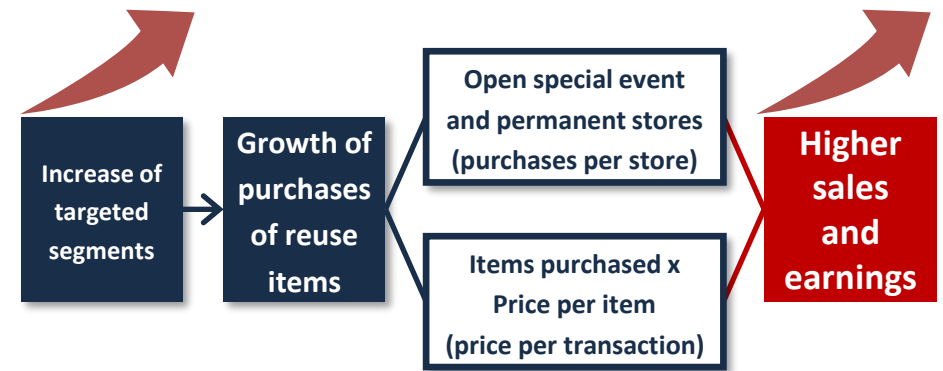
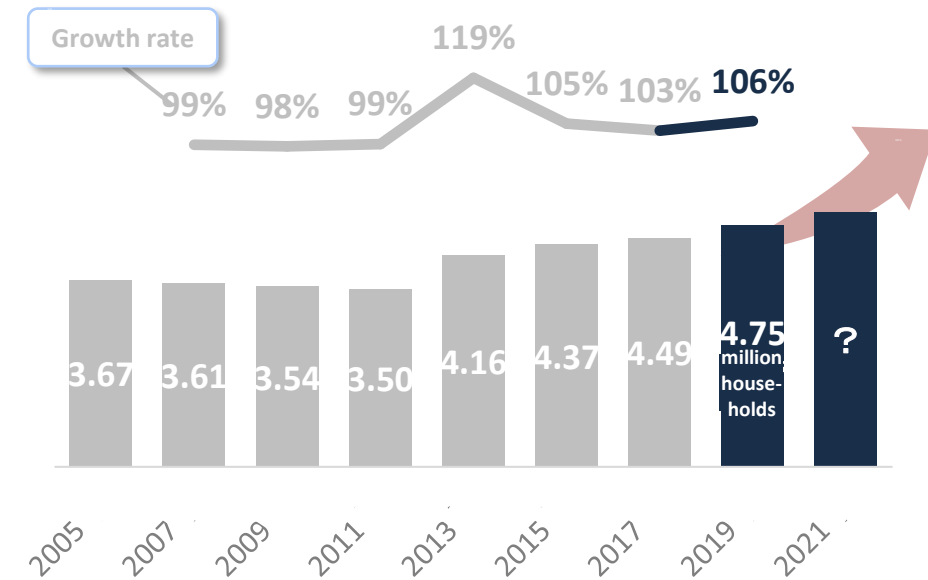
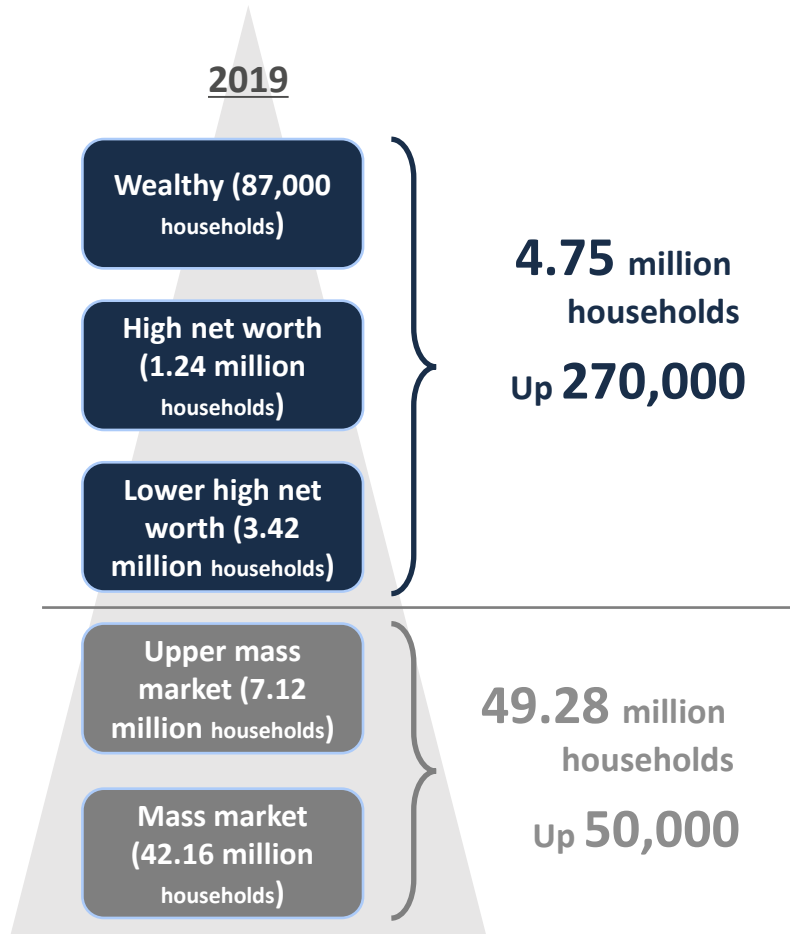


Steady increase in app members

The goal is to continue increasing the number of members to create a base for consistent sales and earnings for BOOKOFF operations in Japan.



- ✓ Large IT investments are mostly in line with plan for stronger store-EC ties, the digital transformation, updates and replacements of aging IT infrastructure, and other activities
- ✓ Investments and related expenses will peak during the next two to three fiscal years, resulting in temporary downward pressure on earnings



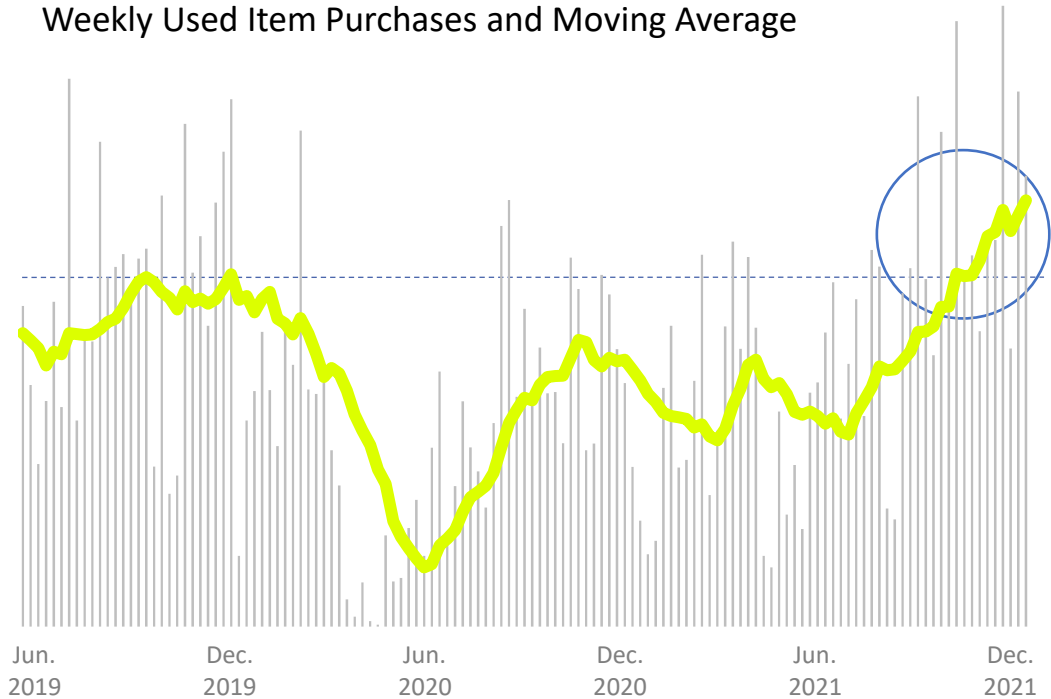
*NRI High Net Worth Questionnaire, Nomura Research Institute

- ✓ The targeted wealthy and affluent household segments have been growing in recent years in Japan, resulting in the addition of new locations contributing directly to higher sales and earnings.



9 locations at department stores

Weekly Used Item Purchases and Moving Average



- ✓ The pandemic had a bigger impact on hugall than on BOOKOFF operations in Japan. Currently, the volume of purchases of items from customers has surpassed the pre-pandemic level.
- ✓ Planning to add more purchasing locations with the goal of sales and earnings growth beginning in FY5/2023.



14 locations at dept. stores and shopping centers



- ✓ In FY5/2021, there were impairment charges for non-current assets of Jewelry Asset Managers, the operator of aidect, and for goodwill associated with this company in the consolidated balance sheet.
- ✓ Actions were taken to improve earnings, such as cooperation with other BOOKOFF Group stores, with the goal of increasing points of contact with targeted customer segments.



15 locations mainly in central Tokyo



- ✓ BOOKOFF one-stop purchasing consultation desks use the well-known BOOKOFF brand and their easy accessibility to attract high-end customers primarily at city-center locations.
- ✓ Merchandise purchased at these locations are sold at the same locations or at nearby BOOKOFF stores as well as by using the BOOKOFF Group's internal distribution network and e-commerce channel.



Currently **3** stores
(franchised)

✓ Continue to provide reuse expertise



Currently **774** stores



Currently **8** stores



- ◆ Started operations in 2016
- ◆ Merchandise that cannot be sold easily in Japan is exported for sale at stores in Malaysia. No reuse products are purchased in Malaysia. This reduces the need to dispose of surplus merchandise in Japan.
- ◆ Personnel sent from Japan manage the subsidiary in Malaysia and stores are managed primarily by people recruited in Malaysia.

- ◆ Started operations in 2000
- ◆ Just as at BOOKOFF stores in Japan, U.S. stores buy and sell books, software media, anime products, hobby goods and other categories of merchandise.
- ◆ Personnel sent from Japan manage the subsidiary in the U.S. and stores are managed primarily by people recruited in the U.S.



Currently **9** stores





Jalan Jalan Japan
8 stores in Malaysia
 (including 1 franchised store)

Started operating in Malaysia in 2016. Unsold reuse merchandise in Japan is sent to these stores. Large selections and low prices match the needs of customers in Malaysia with the “preloved in Japan” concept.

Northern region
 Penang
 1 store



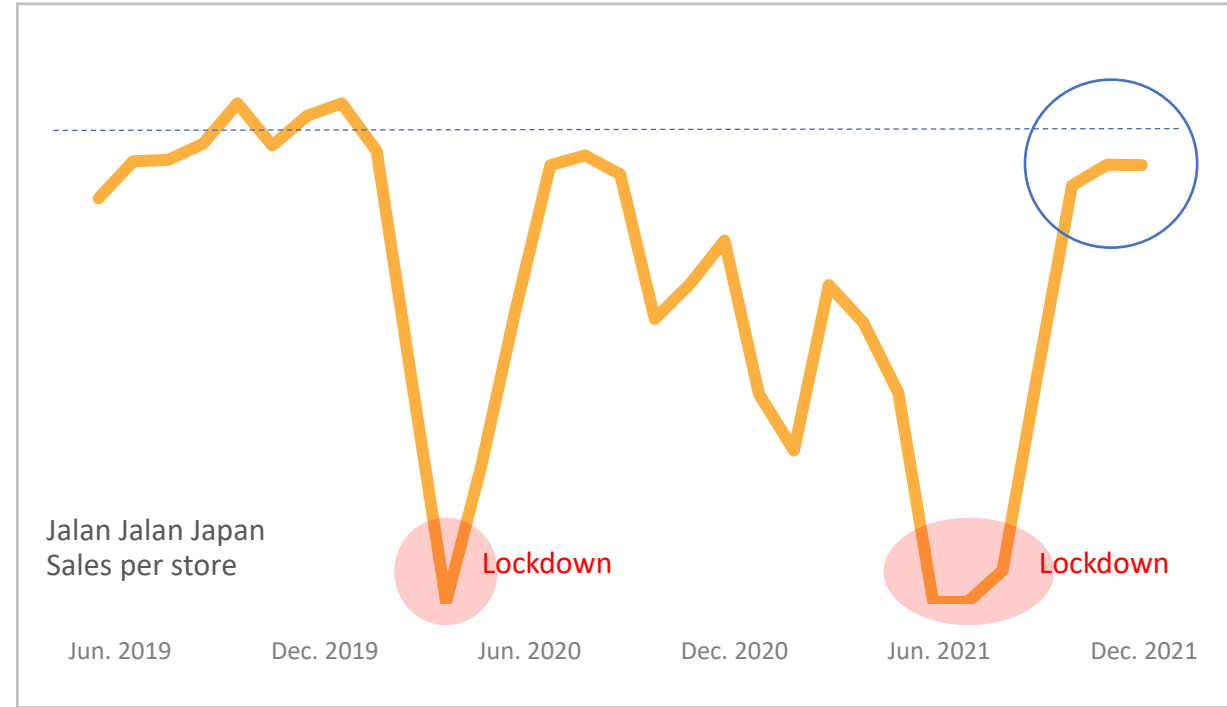
Suburbs of
 the capital Kuala Lumpur
 6 stores



Southern region
 Johor Bahru
 1 store



May 2021 Opened Masai Store



- ✓ All stores in Malaysia suspended operations early in FY5/2022 because of the country’s second pandemic lockdown. The number of customers recovered steadily after the lockdown ended and sales are currently almost up to the pre-pandemic level.
- ✓ Although the lockdown slowed the pace of store openings somewhat, activities will continue for establishing a Malaysia network of 20 stores as the infrastructure for supplying merchandise from Japan expands.
- ✓ We will use alliances and other forms of cooperation with companies outside the BOOKOFF Group to expand operations to more countries.

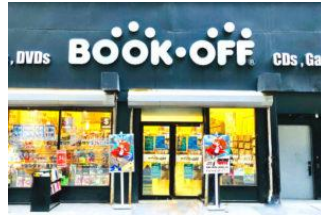


BOOKOFF USA
9 stores in the U.S.

The first U.S. store opened in 2000 and sold merchandise mainly for Japanese residents of the United States. Currently, operations are centered on buying and selling reuse items locally.



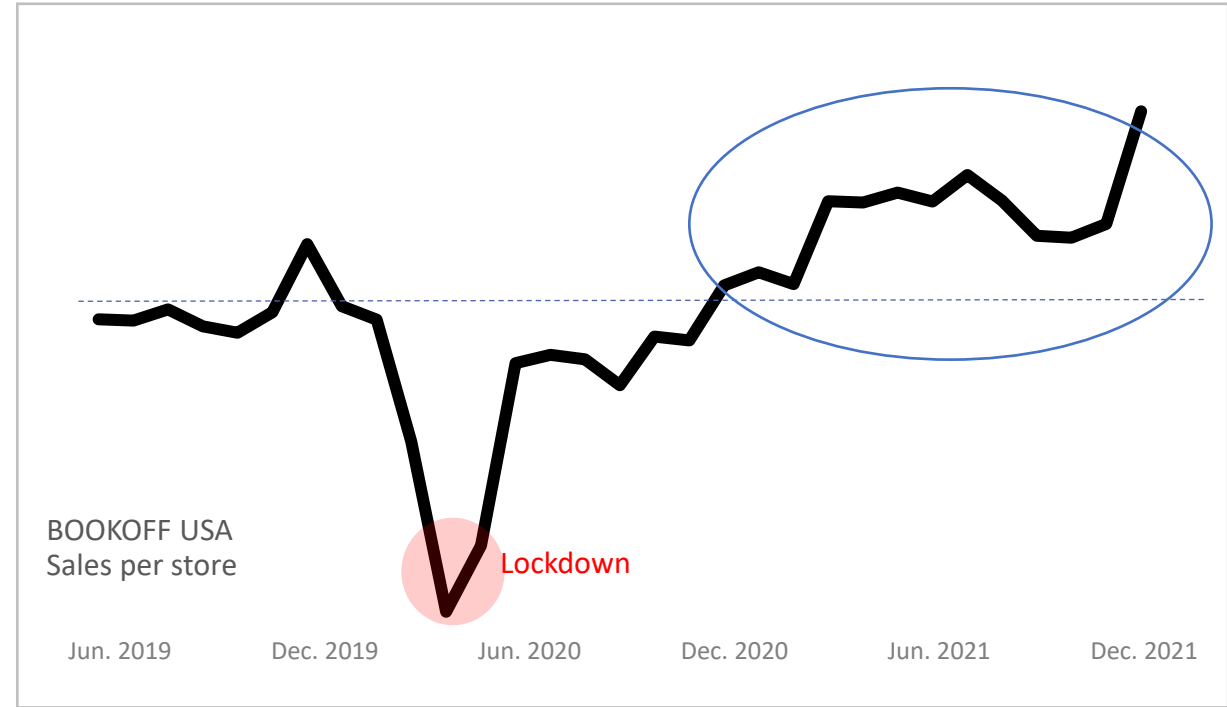
California
6 stores



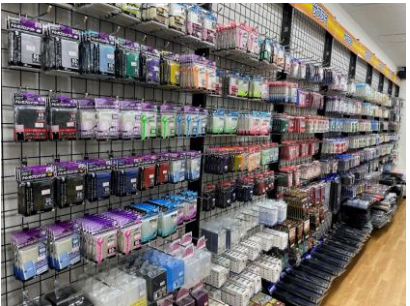
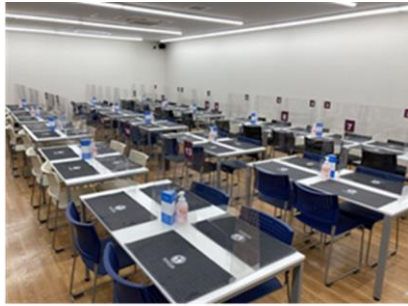
New York
1 store



Hawaii
2 stores



- ✓ Stores have been performing well since immediately after lockdowns ended and sales and earnings are now far above the pre-pandemic levels.
- ✓ BOOKOFF USA is buying and selling used books and software media locally. Anime and other products from Japan are also very popular.
- ✓ Now that a sound base for profitability has been established, BOOKOFF USA plans to resume opening stores for the first time in eight years.



<Store overview>

Store name: Japan TCG Center Kichijoji-eki-kitaguchi Store
 Merchandise: Sales and purchase of new and old trading cards
 Floor space: About 179 m²
 Location: B1 floor, Shirakaba Building, 1-13-2, Kichijoji Honcho
 Musashino City, Tokyo
 Opening date: Sat., November 27, 2021
 Operating hours: 10:00 - 21:00

Heavy users

Specialized knowledge

Info about prices

Confidence

Light users



Products for serious trading card fans



Increase the trading card population = A larger market

- ✓ In November 2021, we opened Japan TCG Center Kichijoji-eki-kitaguchi store, the BOOKOFF Group's first store specializing in trading cards.
- ✓ The Japan TCG Center buys and sells reuse items as well as new trading card packs and trading card supplies associated with games. There is also a space for trading card duels. With these amenities, the center targets everyone from trading card beginners to experts.
- ✓ We are enlarging trading card sales areas at existing BOOKOFF stores and adding dueling spaces. As a new store opening strategy, we plan to open more stores specializing in trading cards.

Our Commitment to the Sustainable Development Goals (1)



BOOKOFF's business operations contribute to society by using the purchase and sale of items to extend the life of these products, thereby reducing the volume of items that are discarded.

Therefore, BOOKOFF is playing an important role in achieving the 12th SDG: responsible consumption and production. We will continue to use our core reuse business and other activities to contribute to the accomplishment of the SDGs.



Recycling items no longer needed
We use partner companies to reuse or recycle as resources many materials. For example, every year, we recycle about 38,566 tons of used paper, 1,481 tons of resin used for software products, 4,361 tons of used apparel to use as rags or sell overseas, and precious metals and parts of about 300,000 from mobile phones.

	<p>Reuse and paper recycling</p>	
	<p>Creation of jobs and supply of quality products and apparel</p>	
	<p>Jewelry repair service for a longer life of jewelry</p>	
<p>特例子会社 ビーアシスト B-Assist, Inc.</p>	<p>Assistance and jobs for people with disabilities</p>	
	<p>Partnerships with companies, governments and NPOs</p>	



The "Kimochito" crowdfunding platform
"Kimochito" is a BOOKOFF platform for using the appraised value of used items donated by customers for donations and other forms of support for nonprofit organizations. Cumulative donations are now more than ¥350 million.



B-Assist, Inc., a special subsidiary
Special subsidiary B-Assist has the mission of providing jobs for people with disabilities. The company has been certified under Japan's program for outstanding small and midsize companies that help create employment opportunities for these individuals.

Establishment of the Public Relations and SDGs Office

Companies providing reuse services will play a key role as activities continue worldwide for creating a sustainable and recycle-based society. The Public Relations and SDGs Office was established in September 2021 to oversee activities at the BOOKOFF Group for helping solve social issues involving sustainability and the SDGs.

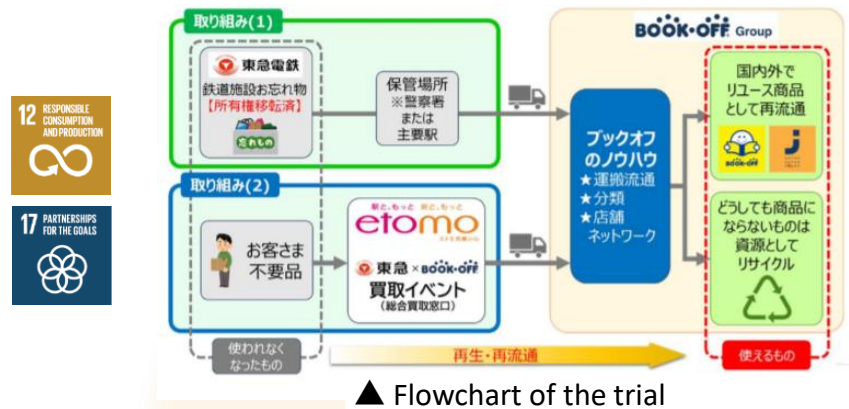


Start of the Nationwide School BOOKOFF Project



BOOKOFF has created lessons about its reuse business and instructors from group companies go to schools for classes on this subject. Nearby BOOKOFF stores are used for these lessons so that students understand that the social and environmental problems involving recycling are local issues too. Since the start of this project, there have been 60 classes at elementary schools attended by more than 1,500 students. This project gives students an understanding of the SDGs as well as opportunities for a career in businesses in the reuse and recycling sectors, resulting in a strong reputation.

Start of a Demonstration Trial with the Tokyu Group for Community Recycling



The first step of this demonstration trial with the aim of not throwing anything away, items that have been left behind at Tokyu railway stations and on trains are recycled by using the BOOKOFF reuse infrastructure. Items are sent for reuse after the required waiting time for becoming the property of Tokyu.

Start of Sales of Processed Food Near Expiration to Reduce Food Loss and Waste



Often, useable food is discarded because the expiration date is near, mid-year/year-end gifts or other unseasonable gifts were unsold or for some other reason. BOOKOFF sells selected food items to customers at attractive prices and provides assistance to companies having difficulty with disposing of surplus food inventories. Reducing food loss and waste is another way that BOOKOFF is playing a part in creating a sustainable society.

FY5/2022 Sales and Earnings/Dividend Forecasts and Outlook for Medium-term Performance

Revisions to FY5/2022 Sales and Earnings/Dividend Forecasts

(Million yen)

	Previous forecast (announced on July 14, 2021)	Revised forecast	Change (amount)	Change (%)
Net sales	85,000	87,000	+2,000	102.4%
Operating profit	950	1,350	+400	142.1%
Ordinary profit	1,200	1,800	+600	150.0%
Profit attributable to owners of parent	400	850	+450	212.5%
Year-end dividend per share	8 yen	15 yen	+7 yen	187.5%

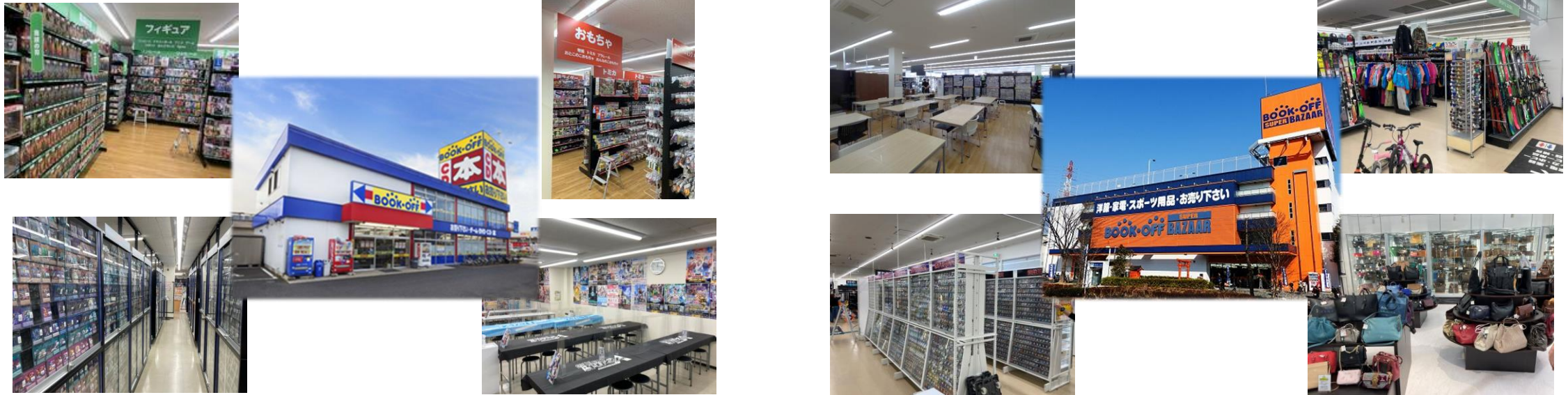
- ✓ The previous forecast was based on the premise that a significant recovery in consumer outings and sentiment would not begin until the fourth quarter of this fiscal year.
- ✓ Sales at existing BOOKOFF stores in Japan have been strong due to the decline in the number of COVID-19 cases in Japan in the second quarter. In addition, reexaminations of all cost categories are producing benefits. As a result, we expect sales and operating profit to be higher than in the original fiscal year forecasts.
- ✓ In addition, pandemic safety cooperation (reduced operating hours, etc.) payments from local governments, which were recorded as non-operating income, contributed to the higher ordinary profit and profit attributable to owners of parent forecasts.

Continue store investments

Entertainment
BOOK-OFF®

Evolution

BOOK-OFF SUPER BAZAAR



- ✓ Continue remodeling stores and opening stores with emphasis on the strategic product category of trading cards and hobby goods.
- ✓ Small and midsize BOOKOFF stores will add space for trading card duels and increase emphasis on hobby and anime merchandise. Using these steps to be a place for entertainment is expected to keep customers in stores longer.
- ✓ BOOKOFF SUPER BAZAAR stores are improving the efficiency of apparel selling areas and focusing on trading cards/hobby goods and merchandise that reflects regional characteristics. The aim is the evolution of stores by giving customers reasons to visit and enjoy many sections of these stores.

Strengthen purchasing activities

Expansion of pick-up/at-home purchasing



Takuhonbin home pick-up purchasing service

宅本便®



Enlarging the network for pick-up/at-home purchasing while publicizing these services to raise awareness

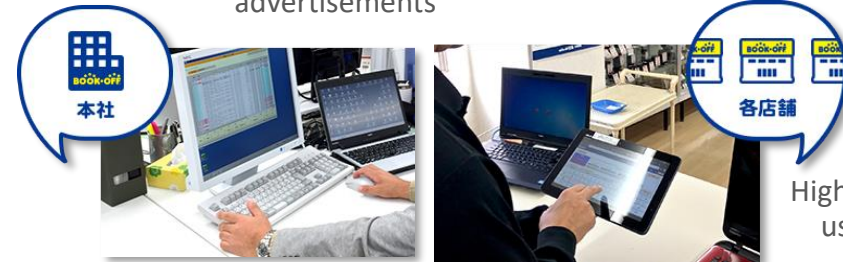
More convenience for selling reuse items at stores



Cashless service expansion and advertisements



Improvements to purchasing counters



Higher accuracy of data used for purchases

- ✓ As the sales network grows based on the “One BOOKOFF” concept, strengthen purchasing activities to offer customers a broader selection of merchandise and minimize lost opportunities for sales.
- ✓ Enlarge the pick-up/at-home purchasing network to provide purchasing services to individuals who are unlikely to visit stores.
- ✓ Improve the convenience of selling reuse items at stores to create an environment where people know they can sell items they no longer need with ease and confidence.

■ Standards for maintaining a Prime Market listing

	Float	Market cap of float	Float percentage	Monetary trading volume
BOOKOFF (as of base date for the listing transition (June 30, 2021))	97,562 units	¥9,491 million	47.4%	¥37 million
Listing maintenance standards	At least 20,000 units	At least ¥10,000 million	At least 35%	At least ¥20 million
Compliance	○	×	○	○







Source: Preliminary Result of Assessment for Compliance for Maintenance of Listing for New Market Categories, received on July 9, 2021 from the Tokyo Stock Exchange

■ Plan and basic policy for actions for listing standard compliance

- Length of the plan: Until May 31, 2025
- Measures to increase market capitalization
 - Substantial IT and marketing investments at BOOKOFF operations in Japan and activities based on the “One BOOKOFF” concept
 - Growth of business activities for affluent customers
 - Rapid store expansion in overseas business
 - Business development and M&A activities
 - Activities for progress concerning the SDGs; ESG activities, including measures based on the Corporate Governance Code
- There will also be actions for increasing the float as a percentage of all shares issued

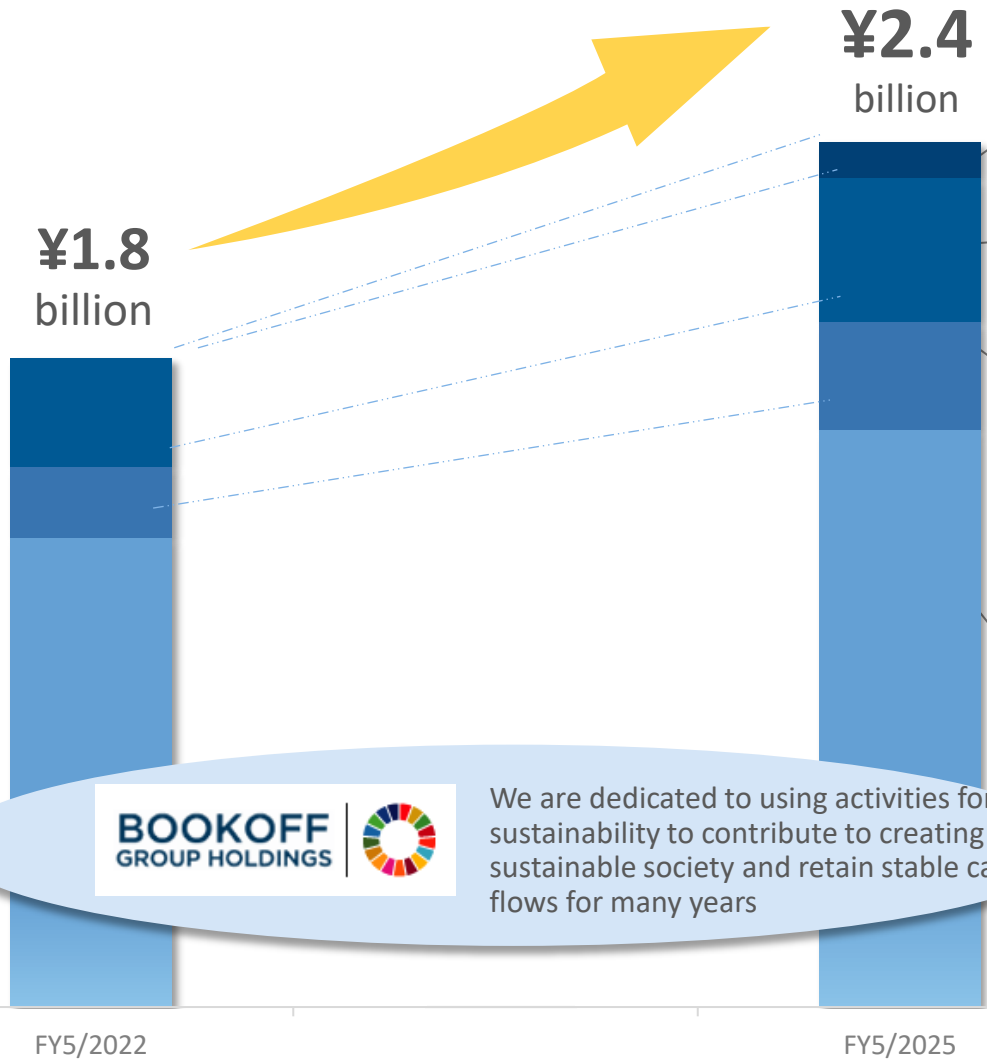
* More information is in the press release dated December 21, 2021 titled “Plan for Compliance with New Market Category Listing Maintenance Standards.”

Plan for New Stores by Business Segment

Business segment	Store package	Current no. of stores*	FY5/2022	FY5/2023	FY5/2024	FY5/2025
BOOKOFF operations in Japan		48	Focus on remodeling existing stores	1 to 2 new suburban roadside stores every year		
		689		4 to 5 new entertainment-type stores/store replacements every year		
Business for affluent customers		9		4 to 5 new permanent locations at dept. stores every year		
		15	More ties with other stores/businesses	2 to 3 new stores in urban locations every year		
Overseas business		9		1 to 2 new stores every year in the U.S.		
		8		4 to 5 new stores every year in Malaysia and other countries		

* As of November 30, 2021

■ Expected growth of ordinary profit



BOOKOFF GROUP HOLDINGS We are dedicated to using activities for sustainability to contribute to creating a sustainable society and retain stable cash flows for many years

Business Development / M&A

- ✓ Aim for more growth by developing new businesses and using M&A

Overseas Business

- ✓ Grow rapidly outside Japan to increase sales and earnings

Business for Affluent Customers

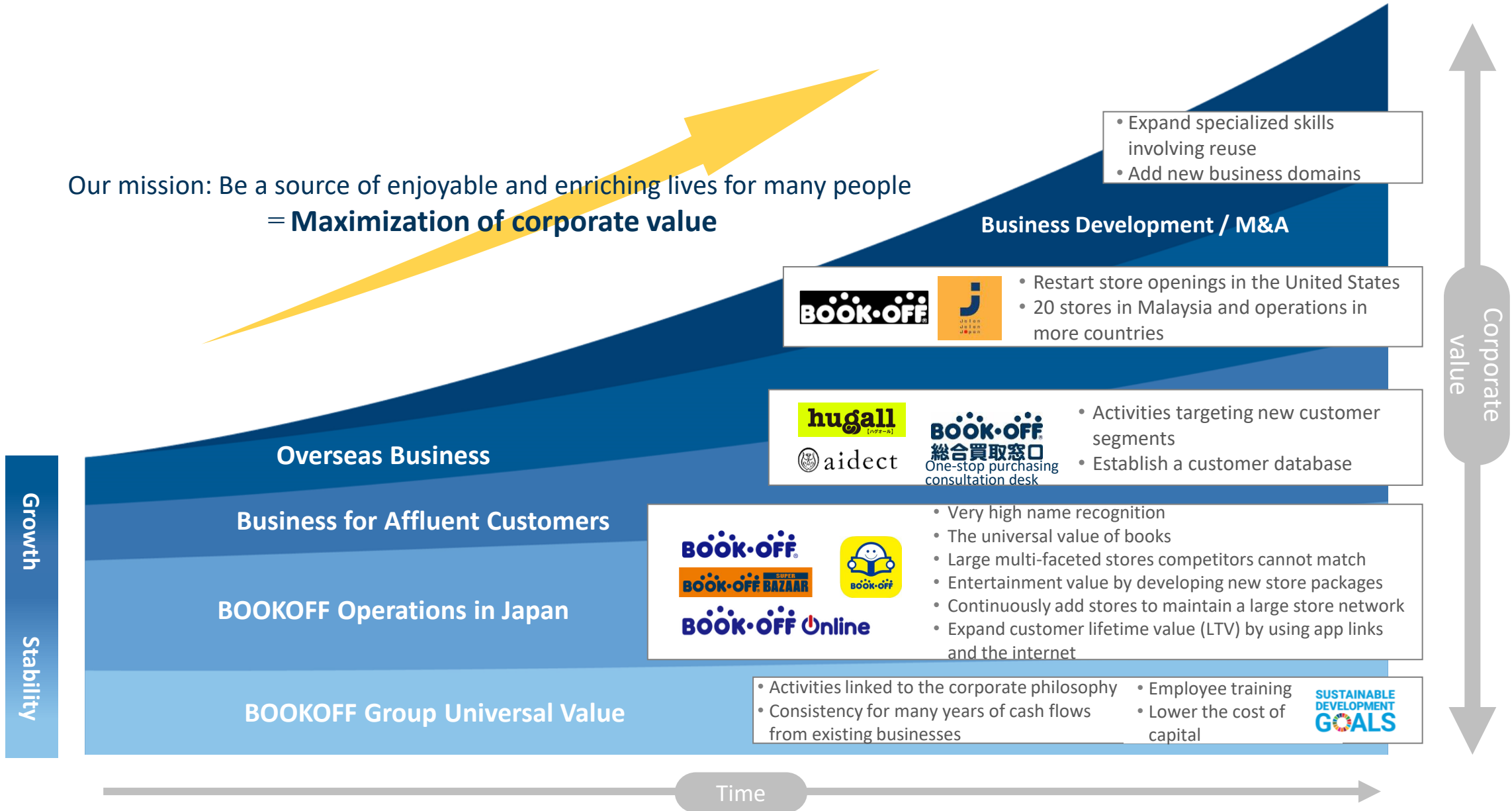
- ✓ Increase sales and earnings steadily by adding more locations

BOOKOFF Operations in Japan

- ✓ Use links with the app for more customer lifetime value and a continuation of steady sales and earnings
- ✓ Earnings growth once expenses associated with strategic IT and marketing investments decline
- ✓ Use the benefits of strategic investments for steady ordinary profit growth

The BOOKOFF Group Value Creation Map

Our mission: Be a source of enjoyable and enriching lives for many people
 = **Maximization of corporate value**



Appendix

Consolidated Statement of Income

(Million yen)

	1H FY5/2021	1H FY5/2022
Net sales	37,522	42,776
Cost of sales	14,249	17,197
Gross profit	23,272	25,579
SG&A expenses	22,754	25,234
Operating profit	517	345
Non-operating income	385	506
Non-operating expenses	253	189
Ordinary profit	650	662
Extraordinary income	-	126
Extraordinary losses	816	87
Profit (loss) before income taxes	(166)	701
Income taxes-current	241	238
Income taxes-deferred	(121)	24
Total income taxes	119	263
Profit (loss)	(286)	438
Profit (loss) attributable to non-controlling interests	(2)	(18)
Profit (loss) attributable to owners of parent	(284)	457

Consolidated Balance Sheet

(Million yen)

	As of May 31, 2021	As of Nov. 30, 2021
Current assets	24,017	25,410
Cash and deposits	5,837	6,050
Merchandise	13,778	14,989
Others	4,401	4,370
Non-current assets	16,304	16,253
Property, plant and equipment	5,848	5,862
Intangible assets	1,220	1,379
Investments and other assets	9,234	9,011
Total assets	40,321	41,664

	As of May 31, 2021	As of Nov. 30, 2021
Current liabilities	17,584	17,971
Short-term borrowings	11,184	11,679
Others	6,399	6,292
Non-current liabilities	9,793	10,391
Long-term borrowings	6,133	6,851
Others	3,659	3,539
Total liabilities	27,377	28,362
Net assets	12,944	13,301
Total liabilities and net assets	40,321	41,664

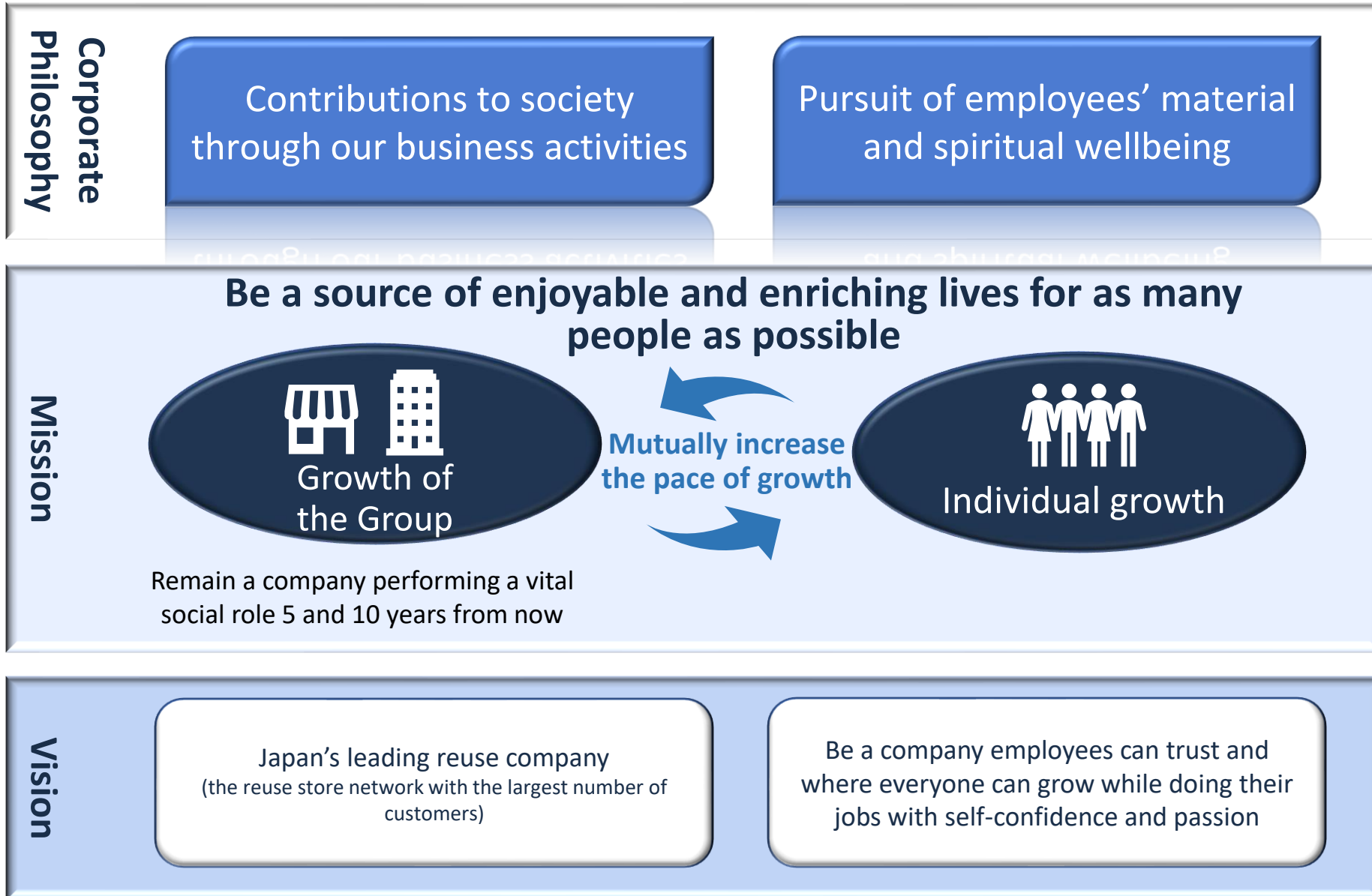
Consolidated Statement of Cash Flows

(Million yen)

	1H FY5/2021	1H FY5/2022
Cash flows from operating activities	1,192	33
Profit before income taxes	(166)	701
Depreciation	704	736
Amortization of goodwill	70	24
Changes in assets and liabilities	713	(970)
Others	(130)	(459)
Cash flows from investing activities	(650)	(817)
Cash flows from financing activities	89	990
Effect of exchange rate change on cash and cash equivalents	(10)	6
Net increase (decrease) in cash and cash equivalents	620	213
Cash and cash equivalents at beginning of period	6,094	5,837
Cash and cash equivalents at end of period	6,715	6,050

Founded:	May 1990
Established:	October 2018 (A pure holding company through a transfer of stock)
Representative:	Yasutaka Horiuchi, President and CEO
Stock listing:	First Section, Tokyo Stock Exchange (Securities code: 9278)
Trading unit:	100 shares
Head office:	2-14-20 Kobuchi, Minami-ku, Sagamihara, Kanagawa
Net sales:	¥93.5 billion (FY5/2021 consolidated results)
Number of stores:	794 (Directly operated: 409; Franchised: 385 as of November 30, 2021)
Employees (Consolidated) :	1,460 (as of May 31, 2021)

- 1990: The first BOOKOFF store opened in Sagamihara, Kanagawa
- 1991: BOOKOFF CORPORATION LIMITED established
BOOKOFF franchise chain launched
- 2000: BOOKOFF's first overseas store opened
The first Chuko-Gekijo (comprehensive, large-format) opened (current BOOKOFF SUPER BAZAAR)
- 2004: BOOKOFF CORPORATION's stock listed on the Second Section of the Tokyo Stock Exchange
- 2005: BOOKOFF CORPORATION's stock listed on the First Section of the Tokyo Stock Exchange
- 2007: BOOKOFF Online (e-commerce site) launched
- 2015: HUGALL department store purchasing desks service started at the Nihombashi Mitsukoshi department store
- 2016: Made Booklog, Inc., which operates book review community site, a subsidiary
- 2018: BOOKOFF GROUP HOLDINGS LIMITED, a pure holding company, established
- 2019: Made Jewelry Asset Managers Inc., which operates aidect that provide comprehensive services for jewelry, a subsidiary



Store Packaging Evolution



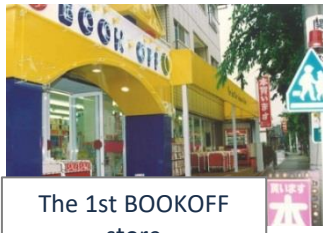
Focus on suburban locations



BOOKOFF Chuko-Gekijo



One-stop purchasing consultation desk



The 1st BOOKOFF store

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

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



Dept. store purchasing desk

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



Overseas store



Large-scale urban BOOKOFF store



Start of operations in Malaysia

1990

2000

2009

2015



BOOKOFF



BOOKOFF SUPER BAZAAR



BOOKOFF PLUS



Avg. floor space	About 430m ²
Merchandise	Books, CDs, DVDs, games, hobby goods, mobile phones, home appliances, etc.
Number of stores	616

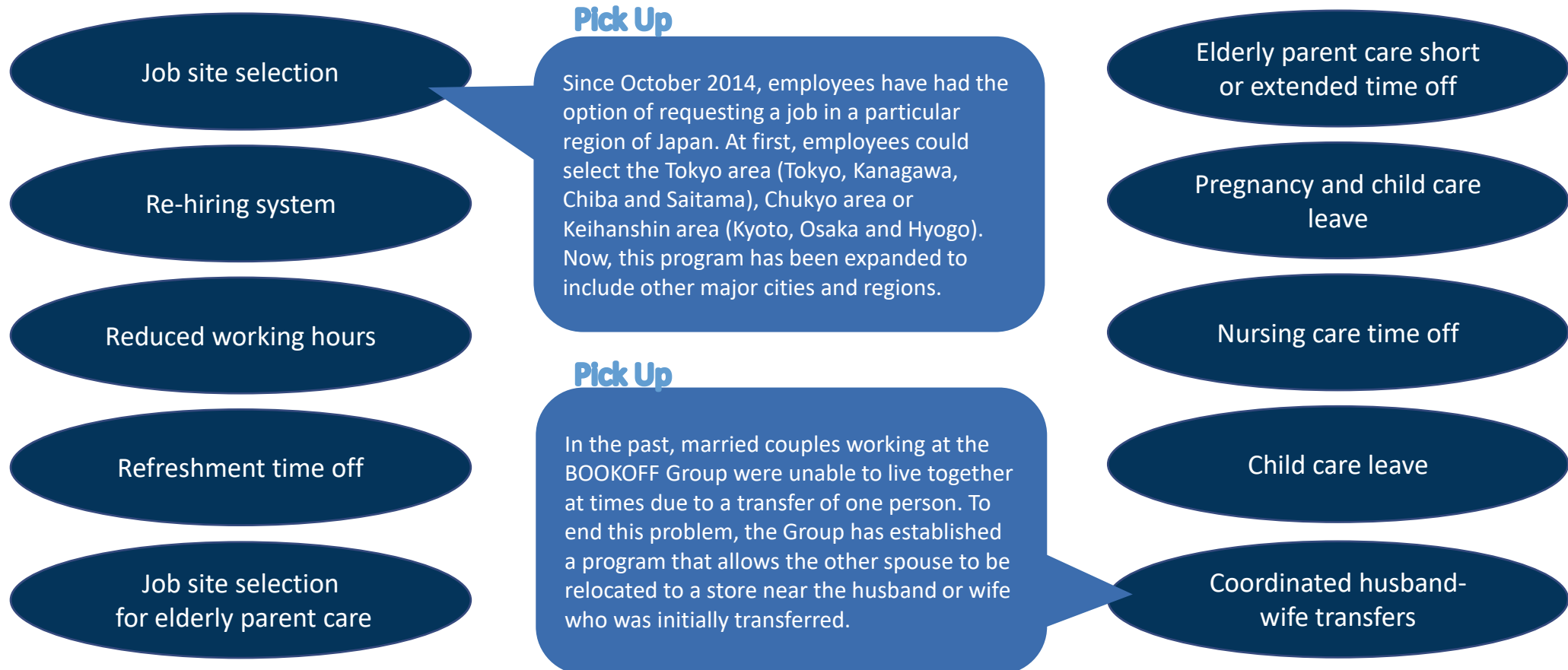
Avg. floor space	About 3,135m ²
Merchandise	“BOOKOFF” + Apparel/luxury-brand goods/household products/sporting goods/kitchenware, etc.
Number of stores	48

Avg. floor space	About 990m ²
Merchandise	“BOOKOFF” + Apparel/accessories, etc.
Number of stores	73

*Number of stores as of November 30, 2021

Activities for Diversity –Creating a Pleasant Workplace Environment

Employees are the BOOKOFF Group’s most valuable asset. Developing “human assets” with intelligence and solid character will contribute directly to the Group’s growth. We are dedicated to maintaining workplace environments where all employees, regardless of gender, can fully utilize their skills. This includes a commitment to providing opportunities for people to upgrade their skills and accomplish their goals.

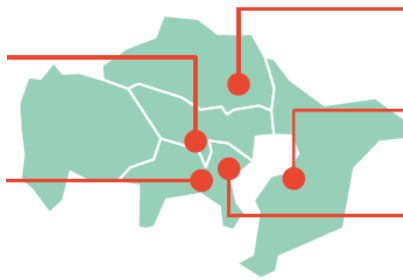


Special company  **B-Assist, Inc.**

Offices

Machida Office
(established in Feb. 2013)

Seya Office
(established in Oct. 2011)



Omiya Office
(established in Sep. 2015)

Higashi Chiba Office
(established in Apr. 2014)

Kawasaki Office
(established in Apr. 2013)

Main activities

- Processing BOOKOFF Group merchandise, store maintenance, merchandise stocking and sales, production of point-of-purchase marketing materials
- Picking, shipments, and data erasure for mobile phones, tablets and other devices at distribution centers

The BOOKOFF Group is dedicated to providing jobs for people with disabilities. For these people with a desire and ability to work, we provide real employment opportunities, and the necessary workplace environment, rather than simply so-called welfare positions. We want these people to be active and self-reliant members of society. To provide these jobs, we established B-Assist in October 2010. The company was designed as a special subsidiary based on the Act on Employment Promotion etc. of Persons with Disabilities in the following December. At the end of June 1, 2021, BOOKOFF Group employed 142 people (2.79% of the entire workforce) who have disabilities.

TOPICS

BOOKOFF is the seventh company in Kanagawa prefecture, which includes Yokohama, to receive certification under the Monisu program as an outstanding small/midsize company concerning employment for people with disabilities. (The Monisu program)

This program of Japan's Ministry of Health, Labour and Welfare recognizes outstanding small/midsize companies with outstanding activities for creating jobs for people with disabilities and enabling these people to remain employed.



Contact for more information about this presentation

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<https://www.bookoffgroup.co.jp/contact/form4.html>

The plans, strategies, and financial forecasts presented in these materials contain forward-looking statements not based on historical fact. Forward-looking statements are based on management judgments using information available at the time. Actual results may vary significantly from forecasts due to changes in the business environment and other factors.