## Consolidated Summary Report for the Fiscal Year Ended March 31, 2016 [Japanese GAAP]

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(Amounts less than one million yen are rounded down)

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2016 (April 1, 2015 - March 31, 2016)
(1) Consolidated Results of Operations (Percentage figures for net sales and incomes represent year-on-year changes)

|  | Net sales |  | Operating income |  | Ordinary income |  | Profit attributable to owners of parent |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Million yen | $\begin{array}{r}\text { YoY Change } \\ \% \\ \hline\end{array}$ | Million yen | YoY Change | Million yen | YoY Change $\%$ | Million yen | YoY Change |
| Fiscal year ended Mar. 31, 2016 | 76,564 | 3.0 | (530) | - | 5 | (99.7) | (528) | - |
| Fiscal year ended Mar. 31, 2015 | 74,347 | (6.1) | 1,127 | (44.3) | 1,677 | (35.7) | 151 | (84.1) |

> | (Note) Comprehensive income | Fiscal year ended Mar. 31, 2016: | $¥(596)$ million (n.a.) |
| :--- | :--- | :--- |
|  | Fiscal year ended Mar. 31, 2015: | $¥ 245$ million (down 77.2\%) |

|  | Net income per <br> share | Fully diluted net <br> income per share | Return on <br> equity | Ratio of ordinary <br> income to total assets | Operating income <br> margin |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Yiscal year ended Mar. 31, 2016 | $(25.69)$ | Yen | $\%$ | $\%$ | 0 |
| Fiscal year ended Mar. 31, 2015 | 7.46 | - | $(3.2)$ | 0.0 | $(0.7)$ |

(Reference) Equity in earnings (losses) of associates
Fiscal year ended Mar. 31, 2016: $¥(2)$ million Fiscal year ended Mar. 31, 2015: $¥ 1$ million
(2) Consolidated Financial Position

|  | Total assets | Net assets | Equity ratio | Net assets per share |
| :--- | ---: | ---: | ---: | ---: |
|  | Million yen | Million yen | $\%$ | Yen |
| As of Mar. 31, 2016 | 50,514 | 15,968 | 31.6 | 777.15 |
| As of Mar. 31, 2015 | 47,437 | 17,203 | 36.3 | 831.69 |

(Reference) Shareholders’ equity As of Mar. $31,2016: ¥ 15,968$ million As of Mar. 31, 2015: $¥ 17,203$ million
(3) Consolidated Cash Flows

|  | Cash flows from <br> operating activities | Cash flows from <br> investing activities | Cash flows from <br> financing activities | Cash and cash equivalents <br> at the end of period |
| :--- | ---: | ---: | ---: | ---: |
| Miscal year ended Mar. 31, 2016 | Million yen | Million yen | Million yen | Million yen |
| Fiscal year ended Mar. 31, 2015 | 604 | $(3,537)$ | 15,127 |  |

2. Dividends

|  | Dividend per share |  |  |  |  | Total dividends | Dividendpayout ratio(Consolidated) | $\begin{gathered} \text { Dividends on net } \\ \text { assets ratio } \\ \text { (Consolidated) } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | End of 1Q | End of 2Q | End of 3Q | End of FY | Full year |  |  |  |
|  | Yen | Yen | Yen | Yen | Yen | Million yen | \% | \% |
| Fiscal year ended Mar. 31, 2015 | - | - | - | 25.00 | 25.00 | 517 | 335.1 | 2.9 |
| Fiscal year ended Mar. 31, 2016 | - | - | - | 25.00 | 25.00 | 513 | - | 3.1 |
| $\begin{aligned} & \begin{array}{l} \text { Fiscal year ending Mar. 31, } 2017 \\ \text { (est.) } \end{array} \\ & \hline \end{aligned}$ | - | - | - | 25.00 | 25.00 |  | 146.8 |  |

## 3. Consolidated Forecast for the Fiscal Year Ending March 31, 2017 (April 1, 2016 - March 31, 2017)

(Percentage figures represent year-on-year changes)

|  | Net sales |  | Operating income |  | Ordinary income |  | Profit attributable to <br> owners of parent |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | Net income <br> per share |  |  |  |  |  |  |  |
| Full year | Million yen | $\%$ | Million yen | $\%$ | Million yen | $\%$ | Million yen | $\%$ |
| Yen |  |  |  |  |  |  |  |  |

[^0] in the Reuse Store Business in the fiscal year ending on March 31, 2017.

Notes:

1. Significant changes in subsidiaries during the period (changes in specific subsidiaries accompanied by changes in the scope of consolidation): None

New: - (company name) Excluded: - (company name)
2. Changes in accounting policies and accounting-based estimates, and restatements
(1) Changes in accounting policies due to revision of accounting standards: Yes
(2) Changes in accounting policies due to other reasons: None
(3) Changes in accounting-based estimates: None
(4) Restatements: None

Note: Please see " 5 . Consolidated Financial Statements, (5) Notes to Consolidated Financial Statements, Change in Accounting Policy" on page 30 of the attachments for further information.
3. Number of shares outstanding (common shares)
(Shares)
(1) Shares outstanding (including treasury shares)
(2) Treasury shares
(3) Average number of shares outstanding

| As of Mar. 31, 2016 | $22,573,200$ | As of Mar. 31, 2015 | $22,573,200$ |
| :--- | ---: | :--- | :---: |
| As of Mar. 31, 2016 | $2,025,782$ | As of Mar. 31, 2015 | $1,888,782$ |
| Fiscal year ended Mar. 31, 2016 | $20,578,729$ | Fiscal year ended Mar. 31, 2015 | $20,310,719$ |

(Reference) Non-consolidated Financial Results
Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2016 (April 1, 2015 - March 31, 2016)

| (1) Non-consolidated Results of Operations |
| :--- |
| \begin{tabular}{\|l|r|r|r|r|r|r|r|r|}
\hline
\end{tabular} |


|  | Net income per share | Fully diluted net income per <br> share |
| :--- | ---: | ---: | ---: |
| Fiscal year ended Mar. 31, 2016 | Yen | Yen |
| Fiscal year ended Mar. 31, 2015 | $(10.72)$ | - |

(2) Non-consolidated Financial Condition

|  | Total assets | Net assets | Equity ratio | Net assets per share |
| :--- | :---: | :---: | :---: | ---: |
|  | Million yen | Million yen | $\%$ | Yen |
| As of Mar. 31, 2016 | 50,795 | 16,802 | 33.1 | 817.72 |
| As of Mar. 31, 2015 | 47,608 | 17,694 | 37.2 | 855.45 |

(Reference) Shareholders' equity
As of Mar. 31, 2016: $¥ 16,802$ million
As of Mar. 31, 2015: $¥ 17,694$ million

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(1) Analysis of Results of Operations

The BOOKOFF Group focuses on its core reuse business, which helps pre-owned goods find new value in a new home. The business mission is to become BOOKOFF for people who don't let things go to waste and a partner offering infrastructure for a waste-free lifestyle for people who don't want to toss things away. The Group is striving to help create a truly recycle-based society through the reuse of pre-owned goods across a wide range of categories including books, CDs, DVDs, games, apparel, sporting goods, baby goods and other miscellaneous household items.

To realize the Group's management philosophy and achieve further business growth, the Medium-Term Business Plan was formulated in May 2015. With this plan in place and based on the two basic policies of maximizing purchases by leveraging the comprehensive power of the BOOKOFF Group and maximizing sales efficiency in stores and over the Internet, the Group expects to achieve sustainable growth by effectively implementing the following four key strategies: reinvent BOOKOFF; expand comprehensive reuse stores; grow the BOOKOFF Online Business; and increase the scope of operations and revenues in the HUGALL Business.

The current fiscal year, which is the first year of the Medium-Term Business Plan, is positioned as a time to prepare for measures aimed at reaching the target of operating income of $¥ 4$ billion in the fiscal year ending on March 31, 2020. Group companies continue to open stores, primarily comprehensive large-format stores, while focusing on two activities: (1) starting the purchase and sale of reuse home appliances and (2) establishing an infrastructure for Internet sales of merchandise at stores. Progress continues with strengthening purchasing and improving sales efficiency to build a base for reaching the medium-term earnings target.

Guided by these management policies, we are accelerating the pace of new store openings and remodels with BOOKOFF SUPER BAZAAR (a large-scale complex of BOOKOFF and other stores carrying a variety of reuse merchandise) and BOOKOFF PLUS (BOOKOFF stores combining apparel-related merchandise) formats as our core package of retail outlets. During the current fiscal year, we opened one BOOKOFF SUPER BAZAAR store and three BOOKOFF PLUS stores. In addition, one BOOKOFF store was converted into a BOOKOFF PLUS store.

The existing BOOKOFF stores have started handling reuse home appliances to add a new merchandise category and there were measures for submitting store merchandise to the YAHUOKU! auction service of Yahoo Japan. In addition, there were more part-time worker recruitment and training activities to be prepared for the expected growth in purchases and sales resulting from advertising expenditures to promote the start of reuse home appliance operations.

In the BOOKOFF Online Business, there were investments for warehouse expansions and other actions to support growth aimed at offering customers the largest possible selection of used books. In the HUGALL Business, there were substantial up-front investments for strengthening this business and for increasing the volume of goods purchased in order to become profitable.

As a result of these efforts, consolidated net sales amounted to $¥ 76,564$ million, which was a $3.0 \%$ increase from the previous fiscal year. The Group recorded an operating loss of $¥ 530$ million (compared with operating income of $¥ 1,127$ million in the previous fiscal year), and an ordinary income of $¥ 5$ million, which was a $99.7 \%$ decrease from the previous fiscal year.

Loss attributable to owners of parent amounted to $¥ 528$ million (compared with a profit of $¥ 151$ million in the previous fiscal year), due to an extraordinary loss including impairment loss on existing stores.

Sales by business segment were as follows:

## (Reuse Store Business)

The segment recorded net sales of $¥ 68,539$ million, which was an $8.4 \%$ increase compared with the previous fiscal year

During the fiscal year, eight directly operated stores and five franchise stores were opened. There were 85 closings of directly operated stores, including 76 stores that were closed to be combined with another Group store in the same building under a single brand and 11 closings of franchise stores. In addition, 10 stores were added by purchasing the shares of companies that had been operating reuse stores on their own under franchising agreements.

The existing BOOKOFF stores focused on improving book-pricing operations to reflect the balance of supply and demand for each title. Stores started handling reuse home appliances to add a new merchandise category and there were measures for submitting store merchandise to YAHUOKU!

Segment sales increased due to higher sales at existing stores and an increase in the number of directly operated stores because of new store openings, and the transfer of operations and purchase of shares of companies operating franchised stores.

## (BOOKOFF Online Business)

The segment recorded net sales of $¥ 5,592$ million, which was a $15.1 \%$ increase compared with the previous fiscal year.

Sales benefited from an increase in the number of BOOKOFF Online website members. An increasing number of items on this website resulting from more warehouse capacity and cooperation with stores to increase inventories also contributed to sales growth. In addition, higher sales resulted from the redesign of a smartphone website and a tie-up with YAHUOKU! for the submission of merchandise to this auction.

## (HUGALL Business)

The segment recorded net sales of $¥ 970$ million, which was a $112.2 \%$ increase compared with the previous fiscal year.

There were many activities to strengthen merchandise purchasing capabilities. One is going to customers' homes to purchase items, a service that is offered mainly in the 23 wards of Tokyo. We also developed the "ReUse Smart at anytime," a comprehensive purchasing system that uses automated lockers. Another step was the opening of a One-Stop Purchasing Consultation Desk at Nihombashi Mitsukoshi Department Store. These initiatives had a positive effect on sales of our E-commerce site, which is our main distribution channel. The result was growth in segment sales.

## (Packaged Media Business)

The segment recorded net sales of $¥ 1,227$ million, which was a $78.0 \%$ decrease compared with the previous fiscal year.

No new stores were opened in this segment during the current fiscal year.
Due to the transfer of TSUTAYA Business to NIPPON SHUPPAN HANBAI INC. in the previous fiscal year, net sales in this segment decreased significantly.

## (Other)

The segment recorded net sales of $¥ 232$ million, which was a $10.1 \%$ increase compared with the previous fiscal year.
(Performance Trends)
(Unit: million yen)

|  | Fiscal year ended March 2015 | Fiscal year ended March 2016 |
| :---: | :---: | :---: |
| Net sales | 74,347 | 76,564 |
| Reuse Store Business | 63,231 | 68,539 |
| Store Net Sales | 60,501 | 65,791 |
| Sales to Franchisees | 2,730 | 2,748 |
| BOOKOFF Online Business | 4,859 | 5,592 |
| HUGALL Business | 457 | 970 |
| Packaged Media Business | 5,587 | 1,227 |
| Other | 211 | 232 |
| Operating income (loss) | 1,127 | (530) |
| Ordinary income | 1,677 | 5 |
| Extraordinary gains | 237 | 79 |
| Extraordinary losses | 709 | 219 |
| Profit (loss) before income taxes | 1,205 | (133) |
| Profit (loss) attributable to owners of parent | 151 | (528) |

(Amounts rounded down to the nearest one million yen)
(Store Opening/Closing by Segment)

|  |  | (Unit: number of stores) |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Fiscal year ended March 2015 |  | Fiscal year ended March 2016 |  |
|  |  | Open | Close | Open | Close |
| Reuse Store Business | Group | 15 | 12 | 57 (Note 1) | 87 (Note 2) |
|  | Franchise | 7 | 24 | 7 (Note 3) | 50 (Note 1) |
| Packaged Media Business | Group | - | 33 | - | - |
|  | Franchise | - | - | - | - |
| Other | Group | - | 1 | - |  |
|  | Franchise | - | - | - | - |
| Total store openings/closings | Group | 15 | 46 | 57 | 87 |
|  | Franchise | 7 | 24 | 7 | 50 |
| Fiscal year-end total | Group | 419 |  | 389 |  |
|  | Franchise | 523 |  | 480 |  |

Notes: 1. This figure includes 39 BOOKOFF stores that were acquired from franchisees.
2. This figure includes 76 store closed to be combined with another Group store in the same building under a single brand and two BOOKOFF stores that were transferred to franchisees.
3. This figure includes two BOOKOFF stores that were transferred to franchisees

Outlook for the Fiscal Year Ending March 31, 2017
(Overall Outlook)
In accordance with the medium- to long-term business policies outlined in 3. Management Policy (2) Medium- to Long-Term Management Strategies, we are taking proactive approaches to improve corporate value across all business segments.

## (Reuse Store Business)

Reuse stores are making progress with expanding the volume of merchandise as we started handling reuse home appliances in the previous fiscal year as well as submitting store merchandise to the YAHUOKU! auction service of Yahoo Japan. These are part of initiatives to give BOOKOFF stores a new look.

Furthermore, we plan to open five BOOKOFF SUPER BAZAAR stores and one BOOKOFF PLUS store, while continue remodeling BOOKOFF stores into BOOKOFF PLUS format as a strategy to expand our network of comprehensive reuse stores.

Existing stores will continue to focus on merchandise for the YAHUOKU! auction and the purchase and sale of reuse home appliances. Marketing and advertising activities have been shifted from nationwide activities to local advertising and in-store promotions in order to purchase more reuse home appliances while optimizing the use of advertising expenses. Another goal is to increase store sales and earnings by making improvements to store operations so that more purchases translate into more earnings. Some BOOKOFF stores will, depending on their targeted customer segment, in addition to reuse home appliances, start handling other new items such as trading cards and hobby merchandise, that are expected to contribute to sales growth.

All of these actions are expected to result in growth of sales and earnings in this segment.

## (BOOKOFF Online Business)

To offer customers the largest possible selection of used books, this business will continue to buy more books from customers and to ship more books from integrated BOOKOFF store product inventory. Selling, general and administrative expenses will increase due to the expansion of distribution centers to accommodate a larger inventory and a larger number of store employees. But measures to make E-commerce sites, and especially the smartphone site, easier to use and the tie-up with YAHUOKU! are expected to result in sales growth that matches growth in inventories. As a result, segment sales and earnings are expected to increase.

## (HUGALL Business)

To become more profitable, this business will buy more books from customers mainly through a dispatch purchasing service as well as at the One Stop Purchasing Consultation Desk at the Nihombashi Mitsukoshi Department Store and other counters operated in coordination with other business partners. This business also continues to expand the "ReUse Smart at anytime" automated lockers that function as a comprehensive purchasing system.

Selling, general and administrative expenses are expected to increase as this business expands distribution center capacity and recruits more workers to support growth in the scale of operations. This business also anticipates sales growth backed by measures to increase sales of inventory items by using E-commerce and many other channels. Earnings are expected to increase as well because of the more efficient use of expenses as this business grows.

## (Packaged Media Business)

At Aoyama Book Center and Ryusui Shobo stores, which sell new books, this business will continue to work on selling books more efficiently while reexamining operating expenses.

Based on the outlook for growth in sales and gross profit in the Reuse Store Business, BOOKOFF Online Business and HUGALL Business, we forecast consolidated sales of $¥ 85,000$ million, operating income of $¥ 800$ million, ordinary income of $¥ 1,300$ million and profit attributable to owners of parent of $¥ 350$ million.
(Consolidated Forecast)

|  | (Unit: million yen) |  |  |  |
| :--- | ---: | ---: | ---: | ---: |
| Net sales | Fiscal year ended <br> March 2016 | Fiscal year ending <br> March 2017 (Forecast) | Change | \% Change |
| (Reuse Store Business) | 76,564 | 85,000 | 8,435 | 11.0 |
| (BOOKOFF Online Business) | 68,539 | 73,100 | 4,560 | 6.7 |
| (HUGALL Business) | 5,592 | 7,000 | 1,407 | 25.2 |
| (Packaged Media Business) | 970 | 3,400 | 2,429 | 250.2 |
| (Other) | 1,227 | 1,280 | 52 | 4.2 |
| Operating income (loss) | 232 | 220 | $(12)$ | $(5.4)$ |
| Ordinary income | $(530)$ | 800 | 1,330 | - |


| Profit (loss) attributable to owners of parent | $(528)$ | 350 | 878 | - |
| :--- | :--- | :--- | :--- | :--- |

(Amounts rounded down to the nearest one million yen)
(2) Analysis of Financial Position

1. Assets, Liabilities and Net Assets
(Current Assets)
Current assets at the end of the current fiscal year amounted to $¥ 31,850$ million compared with $¥ 30,016$ million at the end of the previous fiscal year, an increase of $¥ 1,833$ million. This was mainly due to an increase in accounts receivable-trade of $¥ 181$ million because of higher sales on credit cards and others, an increase in merchandise of $¥ 1,469$ million caused by new store openings, and the transfer of operations and purchase of shares from companies operating franchise stores. There was a decrease of $¥ 261$ million in cash and deposits.
(Non-current Assets)
Non-current assets at the end of the current fiscal year amounted to $¥ 18,663$ million compared with $¥ 17,421$ million at the end of the previous fiscal year, an increase of $¥ 1,242$ million. This was mainly due to increases of $¥ 686$ million in property, plant and equipment, $¥ 330$ million in intangible assets and $¥ 224$ million in investments and other assets. These increases are mainly the result of new store openings, the transfer of operations and purchase of shares from companies operating franchise stores, the start of purchases and sales of reuse home appliances, the development of store systems for submitting merchandise to YAHUOKU!, and investments to support growth of the BOOKOFF Online and HUGALL businesses.

## (Liabilities)

Liabilities at the end of the current fiscal year amounted to $¥ 34,545$ million compared with $¥ 30,234$ million at the end of the previous fiscal year, which was an increase of $¥ 4,310$ million. Income taxes payable decreased $¥ 218$ million due to a decline in taxable income. Loans payable increased $¥ 3,980$ million mainly to procure funds with bank borrowings for new store openings, the transfer of operations and purchase of shares from companies operating franchised stores, the development of IT systems, and the expansion of distribution centers. A $¥ 336$ million increase in the provision for sales rebates due to the introduction of a new membership card service was another reason for the increase in liabilities.
(Net Assets)
Net assets at the end of the current fiscal year amounted to $¥ 15,968$ million compared with $¥ 17,203$ million at the end of the previous fiscal year, a decrease of $¥ 1,234$ million. This was mainly due to a $¥ 1,043$ million decrease in retained earnings resulting mainly from a loss attributable to owners of parent and dividend payments from surplus. In addition, there was a $¥ 123$ million increase in treasury shares as a result of the acquisition of shares of former franchisee Booklet Co., Ltd., which reclassified the BOOKOFF stock held by this company as treasury shares, and the acquisition of BOOKOFF stock held by non-consolidated subsidiary BOOKOFF With Co, Ltd.

## 2. Cash Flows

Cash and cash equivalents ("net cash") at the end of the current fiscal year amounted to $¥ 15,127$ million, a decrease of $¥ 267$ million compared to the end of the previous fiscal year.

Consolidated cash flows and the primary reasons for their fluctuation during the current fiscal year are as follows:

## (Cash Flows from Operating Activities)

Net cash provided by operating activities amounted to $¥ 604$ million (compared with $¥ 1,817$ million provided in the previous fiscal year). Although there was a loss before income taxes of $¥ 133$ million, there were positive factors including $¥ 1,976$ million in depreciation, a $¥ 336$ million increase in provision for sales rebates, $¥ 143$
million in amortization of goodwill, and $¥ 130$ million in impairment loss. Negative factors included an increase in inventories of $¥ 997$ million, a decrease in notes and accounts payable-trade of $¥ 92$ million, and income taxes paid of $¥ 709$ million.

## (Cash Flows from Investing Activities)

Net cash used in investing activities amounted to $¥ 3,537$ million (compared with $¥ 1,060$ million provided in the previous fiscal year). Outlays include $¥ 1,508$ million for the purchase of property, plant, and equipment associated with new store openings, $¥ 863$ million for payments for sale of stores, $¥ 550$ million for payments of loans receivable, $¥ 512$ million for the purchase of intangible assets related to additional investments in systems, and a $¥ 341$ million increase in guarantee deposits. Main cash inflows include a $¥ 286$ million decrease in guarantee deposits associated with store closings.

## (Cash Flows from Financing Activities)

Net cash provided by financing activities amounted to $¥ 2,674$ million (compared with $¥ 6,914$ million in the previous fiscal year) This result was mainly due to a net increase of $¥ 3,930$ million in loans payable, while there were outlays of $¥ 514$ million for cash dividends paid, $¥ 487$ million for repayments of lease obligations, and $¥ 222$ million for payments of long-term accounts payable.
(Trends in Equity Ratio, Equity Ratio Based on Market Value, Ratio of Interest-Bearing Debt to Cash Flow and Interest Coverage Ratio)

|  | Fiscal year ended <br> March 2014 | Fiscal year ended <br> March 2015 | Fiscal year ended <br> March 2016 |
| :--- | ---: | ---: | ---: |
| Equity ratio (\%) | 37.7 | 36.3 | 31.6 |
| Equity ratio based on market value (\%) | 31.0 | 39.0 | 36.3 |
| Ratio of interest-bearing debt to cash flow (years) | 4.8 | 11.9 | 42.4 |
| Interest coverage ratio (times) | 16.1 | 10.0 | 3.3 |

Note: Equity ratio (\%): Shareholders' equity/total assets
Equity ratio based on market value: Market capitalization/total assets
Market capitalization is calculated using the number of shares outstanding less treasury shares.
Ratio of interest-bearing debt to cash flow (years): Interest-bearing debt/cash flows from operating activities Interest-bearing debt is the sum of short-term loans payable, current portion of long-term loans payable, long-term loans payable and long-term accounts payable-other, current portion of bonds, and bonds with subscription rights to shares.
Interest coverage ratio (times): Cash flows from operating activities/interest expense
(3) Basic Policy on Profit Distribution and Dividends for FY3/2016 and FY3/2017

The BOOKOFF Corporation considers the distribution of profits to be one of its highest management priorities, and aims to maintain a payout ratio of around $25 \%$ on a consolidated net income basis.

The basic policy is to aim for higher dividends supported by growth in sales and earnings while using retained earnings effectively for strengthening financial soundness and making strategic investments that will create a stronger base for future business operations.

Although there was a net loss of $¥ 25.69$ per share for the fiscal year that ended in March 2016, a dividend per share of $¥ 25$ will be paid for this fiscal year as initially planned.

Although we forecast net income per share of $¥ 17.03$ in the fiscal year ending in March 2017, we plan to pay a dividend of $¥ 25$ per share as in the previous fiscal year because we believe that the actions based on the Group medium- to long-term business policies outlined in "3. Management Policy (2) Medium to Long-Term Management Strategies" will produce rapid growth in earnings.
(4) Business Risks

This section contains risk factors that may affect the BOOKOFF Group's results of operations and financial condition and have a significant effect on the decisions of investors.

These business risks are based on the judgments of the BOOKOFF Group as of the end of March 2016.

1) Business Operations

## 1. Business Segment Earnings

The Reuse Store Business operates BOOKOFF stores that buy and sell used books, CDs, DVDs, games, mobile phones, trading cards, and other pre-owned goods. BOOKOFF stores exist throughout Japan, as well as in the United States and France. Stores are either operated directly by the BOOKOFF Group or franchised to other operators.

The goal of the BOOKOFF Group is to expand our comprehensive reuse business, leveraging the BOOKOFF brand focusing on BOOKOFF stores with a newly added home appliance category, BOOKOFF SUPER BAZAAR stores (comprehensive large-format stores based on the BOOKOFF model with the addition of fashion goods, sporting goods, baby goods, watches, luxury-brand items, precious metals, kitchenware, household goods, and other reuse goods) and BOOKOFF PLUS stores (BOOKOFF stores combining apparel-related merchandise).

Our BOOKOFF Online Business operates an E-commerce website selling books, CDs, DVDs, games, and other merchandise.

The HUGALL Business operates reuse businesses beyond the traditional retail format.
The Packaged Media Business operates Aoyama Book Center, Ryusui Shobo and yc-vox stores (new book sales) directly operated by the BOOKOFF Group.

While BOOKOFF PLUS and BOOKOFF SUPER BAZAAR reuse stores tend to become profitable rather quickly, the lack of market awareness of the business model and range of reuse merchandise means that achieving earnings stability requires comparatively more time than for traditional BOOKOFF stores. Furthermore, the investment per property for BOOKOFF PLUS and BOOKOFF SUPER BAZAAR stores is relatively large compared with traditional BOOKOFF stores. Depending on the circumstances, these factors could impact the results of operations and financial condition of the BOOKOFF Group.

## 2. Secondhand Article Procurement and Inventory Control

The BOOKOFF Group procures the majority of its merchandise through purchases from customers within each store's immediate market. To create a welcoming atmosphere for customers, stores employ both store facilities and operational know-how, including store designs, store operation manuals, employee training,
and advertising and promotions. In addition to creating a system to ensure that each store is able to secure a stable merchandise supply, there are services that allow customers to sell goods without visiting a store. This includes the purchase of goods at customers' homes by store personnel and the "takuhonbin" service whereby shipping companies pick up goods from customers' homes.

However, changes in the market for new books, CDs, DVDs and videogame software (including the potential contraction in the primary distribution market for packaged media due to the growth of digital commerce) and competition could affect merchandise procurement. Therefore, there is no guarantee that the BOOKOFF Group will be able to secure a stable supply of secondhand merchandise, either in terms of quantity or quality. There is a risk of the loss of sales opportunities resulting from product shortages caused by the procurement status of secondhand articles, which could affect results of operations

Further, in contrast with new merchandise, it is challenging to adjust purchasing volumes for secondhand merchandise. The purchase of excessive volumes of merchandise could lead to increased inventories and a higher loss ratio, potentially affecting the BOOKOFF Group's results of operations and financial condition.

## 3. Development of Human Assets

Based on our philosophy that people are assets, we refer to employees as human assets. From the perspective of developing human assets, store managers have broad authority over matters pertaining to operations, including the hiring of part-time workers, staff training and evaluations, advertising and publicity, sales promotions, and sales floor layout. This policy reflects the idea that the skill of management and level of services can influence a store's performance. Our aim is for store managers to develop into human assets that are well balanced in all areas, ranging from personnel matters to store operations and managing by using performance indicators. A distinctive characteristic of the BOOKOFF Group is that each store in the reuse business is responsible for all operations from purchasing to sales. Consequently, the level of service provided by stores has a direct bearing on merchandise procurement, and this could result in significant sales fluctuations.

Therefore, store operations standards may be influenced by the degree to which human assets are developed, and this could affect earnings. We also recognize that securing and quickly developing human assets is an important management issue concerning store operations. We are working to speed up the development of human assets by upgrading recruiting and training systems to reflect the operational needs of new and existing stores. However, in the event that the recruitment and development of appropriate human assets does not keep pace with plans for new stores, it may not be possible to operate stores as planned and results of operations could be affected.

## 4. New Store Opening Policy

The BOOKOFF Group will continue to open stores with the aim of being "a company with an infrastructure for people who refuse to discard items that can be reused." To expand our comprehensive reuse business, we will continue to open BOOKOFF SUPER BAZAAR stores (comprehensive largeformat stores based on the BOOKOFF model) and BOOKOFF PLUS stores (BOOKOFF stores combining apparel-related merchandise).

In order to continue expanding both the number of stores and the total sales floor area, we will use the store development division to pursue a policy of opening stores with speed and flexibility. However, our results of operations and financial condition could be affected if issues such as unfavorable real estate market conditions make it difficult to purchase properties that satisfy store-opening requirements, or if our plans to open stores change as a result of regulations, such as revisions to store openings under the LargeScale Retail Store Location Law.

## 5. Franchise Operations

The BOOKOFF Group operates BOOKOFF and other reuse stores through the use of franchises, and aims
to achieve mutual prosperity for both the group and its franchisees. We have a nationwide network of branch offices in Japan where branch managers and supervisors provide support to franchised stores. Additionally, we have instituted support measures such as training programs for franchise store managers, full-time and part-time staff; contract management involving store managers who are sent by BOOKOFF to manage stores; the transfer of directly operated stores to franchisees so that they can become more efficient; and store acquisitions, where BOOKOFF purchases franchised stores. Furthermore, we believe the sharing of management philosophies and views about stores and human assets with franchisees to be of the utmost importance. We will continue to emphasize communication with franchised stores in our role as franchise headquarters.

However, results of operations may be affected if properties that satisfy requirements for franchised stores cannot be purchased or if the number or timing of store openings do not proceed according to plan. We supply guidance for store operations to franchised stores and take other measures. However a franchisee could decide to review its plans to open stores if it believed that BOOKOFF was not fulfilling its responsibilities as the franchisee headquarters or for reasons that are unrelated to BOOKOFF. The inability to open stores as planned due to such events may affect results of operations.

## 6. BOOKOFF Online Business

In August 2007, the BOOKOFF Group launched BOOKOFF Online, an Internet service selling books, CDs, DVDs and videogame software through consolidated subsidiary BOOKOFF Online, Inc. The sales of this business have grown steadily since its inception. To achieve further expansion, large additional investments may be necessary for such things as warehouse floor space and computer system enhancements. Meanwhile, computer problems resulting in a prolonged server malfunction could inflict direct damage on the earnings and credibility of BOOKOFF Online. In addition, rapidly rising shipping costs could combine to affect the results of operations and financial condition of the BOOKOFF Group and BOOKOFF Online, Inc.

## 7. HUGALL Business

The BOOKOFF Group's hug all, Inc. subsidiary operates reuse businesses beyond the traditional retail format. At present, the HUGALL Business continues to make up-front investments in staff, warehousing and systems. In the event that purchasing and sales do not proceed according to plan and earnings are insufficient to recover investments, the results of operations and financial condition of the BOOKOFF Group may be affected.

As of March 31, 2016, hug all, Inc. had negative equity of $¥ 1,120$ million.

## 8. Overseas Stores

As of March 31, 2016, the BOOKOFF Group has seven BOOKOFF stores in the United States through its U.S. subsidiary (excluding franchised stores).

The stores are largely profitable on a per store basis. However, in addition to differences in customs and cultures between Japan and the United States, the BOOKOFF's name recognition is lower than in Japan and the number of stores is small. Therefore, we believe that a long time will be required until earnings of overseas subsidiaries reach a level that covers the expenses of overseas subsidiaries (including the cost of administrative departments) so that we can start recovering our investments. Each overseas subsidiary is switching from a business model of "exporting books from Japan and selling them locally" to one of "purchasing local books and selling them locally." We are gradually taking actions aimed at recovering investments by making existing stores more profitable. However, recovering investments could be further prolonged depending on future business conditions and the pace of store openings. The status of that recovery could have a bearing on the BOOKOFF Group's results of operations and financial condition.

## 9. Compliance System

With compliance both in Japan and overseas and respect for social norms as its goals, the BOOKOFF Group has established an internal auditing system and a Compliance Management Committee and is dedicated to strict compliance with laws and regulations by making everyone at the group more aware of the importance of compliance.

Nevertheless, the possibility of future problems involving the management system cannot be ruled out. In such an event, lower sales stemming from a decline in the public's confidence could potentially affect results of operations.

## 2) Legal Restrictions

## 1. Resale Price Maintenance System

The books and CDs that are the main products handled by the BOOKOFF Business are copyrighted products that are exempt from the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade ("Anti-Monopoly Law"), and form the primary distribution market, based on the Resale Price Maintenance Agreement ("Resale Agreement"). Any future revisions to the Anti-Monopoly Law or the Resale Agreement would likely lead to major changes in the distribution system for the various products. However, at this stage it is difficult to predict what the impact would be on either business operations or results of operations.

## 2. Secondhand Articles Dealer Act

Reuse merchandise handled by the BOOKOFF Group qualifies as "secondhand articles" under the Secondhand Articles Dealer Act, and we are therefore subject to regulations established by this law. The prefectural public safety commissions are responsible for enforcing this law. The main rules established by the law and related statutes are as follows:
-Permission must be obtained from the prefectural public safety commission when conducting business involving the purchase and sale or exchange of secondhand articles. (Secondhand Articles Dealer Act, Article 3)
-When the purchase or sale price of a secondhand article is $¥ 10,000$ or more, or when engaging in the purchase or sale of secondhand books, CDs, DVDs or videogame software, it is necessary to confirm the address, name, occupation and age of the other party, or to obtain a document noting this information, in order to confirm the other party's identity. (Secondhand Articles Dealer Act, Article 15)
-When engaging in a purchase transaction requiring confirmation of the other party as described above, it is necessary to record the transaction date, the name and volume of the secondhand article(s), distinguishing characteristics of the secondhand article(s), and the other party's address, name, occupation and age in the ledger. (Secondhand Articles Dealer Act, Article 16; however, an official notice states that eased measures apply to the recording of distinguishing characteristics of books.)

In the event that an item purchased from a customer is determined to be a stolen or lost item, civil law states that the item is to be returned to the rightful owner within two years, free of charge. The BOOKOFF Group appropriately executes confirmation and safekeeping measures pertaining to the transaction record in accordance with the Secondhand Articles Dealer Act, such as confirmation of the other party at the time of sale or purchase, the ledger entry and safekeeping of that information. If a purchased item is determined to be stolen, the BOOKOFF Group has established a system to enable the lawful return to the rightful owner without charge.

To date, the regulations in question have not resulted in any significant loss or damage to the BOOKOFF Group. However, we will continue to address issues regarding the establishment and maintenance of a compliance system due to the impact on business operations that could result from failure to comply with
regulations.

## 3. Prefectural Ordinances

The BOOKOFF Group is regulated by ordinances established by prefectural governments. The applicable ordinances have been set with due consideration of regional characteristics. It can be assumed that an ordinance could be strengthened or revised due to changes in the regional environment. The BOOKOFF Group complies with ordinances and makes efforts to ensure that local order is maintained.

## 4. Expansion of Employees' Pension Coverage for Part-time Workers

As a general rule, the BOOKOFF Group operates its stores with a staff of one to two regular employees along with part-time workers, mainly students and housewives. Consequently, there are a large number of part-time workers (11,448 part-time workers as of March 31, 2016). A future expansion of employees' pension coverage to include part-time workers would lead to higher insurance premiums and labor management costs, which could potentially affect store operations and results of operations.

## 5. Personal Information Management

The BOOKOFF Group obtains personal information in the following cases:
-Secondhand article transaction agreement entered by the customer based on the Secondhand Articles Dealer Act
-Shipping information in connection with online sales
-Voluntary member information provided by customers to receive member cards
-Transaction information, including member information and credit card information, submitted via the BOOKOFF Online E-commerce site

This personal information is handled under strict security policies. Documents and other paper-based information are stored in locked cabinets. Electronic data is stored on data center servers equipped with strict security measures.

Goods that are purchased from individuals include merchandise that may contain personal information. In addition to request customers to delete such information, we either check for the presence of such information and take appropriate steps to delete it, or have a vendor perform these operations after making a purchase.

In keeping with the regulations and spirit of the Act on the Protection of Personal Information, the BOOKOFF Group is enhancing information security management by strengthening the internal management structure and training for franchisees as well as reinforcing countermeasures to prevent unauthorized access. We exercise caution with regard to the handling of personal information and take steps to prevent the leakage of personal information.

Should a leakage of personal information occur, the affected individual(s) could submit a claim for damages. In addition, results of operations could be affected due to decreased net sales stemming from a decline in the public's confidence.

## 3) Guarantee Deposits

In principle, the BOOKOFF Group uses rental properties for directly operated stores and pays a deposit and a guarantee to the lessor at the time of the rental contract. As of March 31, 2016, guarantee deposits amounted to $¥ 8,221$ million on a consolidated basis ( $16.3 \%$ of consolidated total assets).

Guarantee deposits are returned when a rental contract ends or is terminated. However, in the event of bankruptcy on the part of the lessor, part or all of the deposit may not be recovered. Furthermore, the payment of a penalty may be required if a rental contract is terminated before its completion.
4) Natural Disasters

The BOOKOFF Group has stores throughout Japan as well as in the United States and France. In addition, BOOKOFF Online has a warehouse in Kanagawa prefecture. If the stores, warehouses and merchandise are damaged by a large-scale natural disaster, the results of operations and financial condition of the BOOKOFF Group may be affected
5) Dilution of Stock

On April 24, 2014, BOOKOFF Corporation signed a capital and business alliance agreement with Yahoo Japan Corporation ("Yahoo"). Based on this agreement, BOOKOFF agreed to grant Yahoo 3,100,000 shares of BOOKOFF common stock via an allocation to a third party, as well as up to an additional $10,252,996$ shares via conversion of convertible bonds, combining for a total of $13,352,996$ shares ( 133,529 voting rights). Of this total, $10,252,996$ shares ( 102,529 voting rights) expected to be issued due to the conversion of convertible bonds represent $45.4 \%$ of the $22,573,200$ shares ( 205,368 voting rights) issued by BOOKOFF as of March 31, 2016 and $49.9 \%$ (rounded to the nearest tenth) of the outstanding voting rights as of that date. As a result, per-share value and ownership ratios of BOOKOFF common shares could be diluted, and this dilution may have an impact on price of BOOKOFF stock and results of operations.
6) Capital and Business Alliance

Under the capital and business alliance signed with Yahoo, the BOOKOFF Group will act as a core vendor in the YAHUOKU! online auction service operated by Yahoo, offering reuse merchandise such as books, CDs, DVDs, and games over the Yahoo platform. This alliance will allow the BOOKOFF Group to offer merchandise from its nearly 820 Japan-based stores to consumers throughout Japan. The resulting improvement in sales efficiency of BOOKOFF merchandise should allow the Group to use extra sales floor space to sell new types of merchandise and services that lead to more frequent customer visits and new profit opportunities. Furthermore, the hug all, Inc. subsidiary should be able to use the Group's network of retail outlets and the Yahoo member base to raise awareness of its general purchasing service among consumers. This may result in an increase in usage that leads to accelerated growth, helping expand the BOOKOFF Group's comprehensive reuse business in tandem with BOOKOFF PLUS and BOOKOFF SUPER BAZAAR stores. We believe these plans will lead to sales and earnings growth for the BOOKOFF Group. However, there is no guarantee that this business alliance will be executed exactly in accordance with the alliance agreement. Even in the event that this business alliance is executed according to the agreement, we may not be able to receive the expected economic benefits, which could have an impact on results of operations.

## 2. Corporate Group



[^2]
## Notes:

1. Consolidated subsidiaries are marked $\circ$, non-consolidated subsidiaries are marked $\bullet$, and affiliated companies (companies accounted for using the equity method) are marked $\square$.
2. Booklet Co., Ltd.*2 became a consolidated subsidiary through acquisition of its shares as of May 1, 2015. BOOKOFF OKINAWA*3 was newly established and became a consolidated subsidiary as of May $1,2015$. Booklog, Inc.*4 became a subsidiary through acquisition of its shares as of January 18, 2016.
BOM Corporation, Inc.*5 was absorbed by BOOKOFF CORPORATION LIMITED*1, which is the surviving company, as of April 1, 2016.

## 3. Management Policy

(1) Basic Management Policy

The corporate philosophy of BOOKOFF Corporation is "contributing to society through our business activities" and "the pursuit of employees' material and spiritual wellbeing."

```
"Contributing to society through our business activities"
    -Extract maximum value from merchandise by having each item fulfill its role multiple times
    -Provide customers with pleasant experiences unavailable anywhere else
    -Bring happiness to every person we come into contact with by being an organization that always has
    people's interests in mind
"The pursuit of employees' material and spiritual wellbeing"
    -Individuals (all employees) grow by developing the capability (intellectual power) to think about what must be
    done to achieve a goal, realizing that goal through the best means possible, and becoming people who are
    respected by their peers (enhancing human potential).
    -Through individual growth, employees develop the ability to achieve "things I wasn't able to do until now" and
    to develop "a way of thinking that I couldn't grasp until now." The breadth of each individual's growth
    multiplied by the number of individuals who grow fuels the company's growth.
```

Moreover, BOOKOFF has established "BOOKOFF for people who don't let things go to waste" as its corporate mission. We will conduct business activities in order to provide the infrastructure for a reuse-based society for customers who think, "I don't need it anymore, but throwing it away is wasteful," and for customers who "want highquality, inexpensive goods."
(2) Medium- to Long-Term Management Strategies

The BOOKOFF Group focuses on its core reuse business, the mission of which is to help pre-owned goods find new value in a new home. Group companies buy and sell pre-owned goods across a wide range of categories, including books, CDs, DVDs, games, apparel, sporting goods, baby goods, and household items. We believe that our major business domain of the reuse markets will continue to grow for the foreseeable future. In response to this business environment, we have established medium- to long-term business policies, aiming for improved corporate value as each BOOKOFF Group company fulfills its role by executing these policies.

## a. Group Medium- to Long-Term Business Policies

The BOOKOFF Group has defined the following two themes as a leading company in the reuse market. By providing BOOKOFF Group stores and services to customers throughout Japan as part of a reuse society infrastructure, we will establish a steady growth cycle as we pursue our corporate philosophy.

## Theme I: Maximize purchases by leveraging the comprehensive power of the BOOKOFF Group

We will build an environment in which customers can take advantage of our reuse services at any time and in any place to maximize purchases of products from customers, an important factor in the growth of the reuse industry.

We will leverage the network of BOOKOFF stores, the BOOKOFF brand recognition and our operational capacity to respond to the needs of customers who wish to place their unneeded items into the reuse cycle. In addition to providing locations for people to easily sell their items, we provide in-home purchasing services where we dispatch our staff to customers' homes to purchase items or have a shipping company to pick up items.

## Theme II: Maximize sales efficiency in stores and over the Internet

and BOOKOFF PLUS stores, we will offer the same items for sale through YAHUOKU! and other online sales channels, maximizing sales and earnings that our inventories can generate. Furthermore, we will build an integrated system that links stores with each other and stores with logistics centers in order to offer highly satisfactory services through the timely fulfillment of customer orders.

## b. Initiatives for Growth by Business

We intend to achieve continued growth by executing the following initiatives, based on the BOOKOFF Group medium- to long-term business policies.

Reinvent BOOKOFF (from BOOKOFF for books to BOOKOFF for all reuse items)
At our BOOKOFF stores, we will continue to review pricing policies based on the market for our existing products (books, CDs, DVDs, games, etc.). Moreover, we will expand to include home appliances in addition to mobile phones throughout Japan, reinventing ourselves as a BOOKOFF for any and all reuse items. While we expand our merchandise lineup to include trading cards, products for hobbies, home appliances and other items, we will also expand our sales channels to include the Internet, offering our in-store inventory on YAHUOKU! at the same time. In this way, we will further reinvent our store package to maintain and increase sales and inventories by responding with flexibility to changes in the business environment.

Expand our comprehensive reuse stores (create large and multi-format reuse stores for an overwhelming
competitive advantage)
As we replace and remodel BOOKOFF stores into comprehensive reuse BOOKOFF SUPER BAZAAR and BOOKOFF PLUS stores, we will create larger sales areas where customers can closely inspect the reuse products. BOOKOFF SUPER BAZAAR and BOOKOFF PLUS will list product inventory on YAHUOKU!, add home appliances to the product lineup, and take other actions to improve performance through the aggressive expansion into other product categories.

Grow our BOOKOFF Online Business (Offer the largest possible book selection and expand into other product categories)

The vision of BOOKOFF Online is to create a more fulfilling life for more people by offering Internet-based entertainment. We plan to continue to increase purchases from customers, as well as to advance the integration of BOOKOFF store inventories to provide a product selection that meets any customer need. By maximizing our secondhand product assortment, we will create a website that customers can conveniently turn to whenever they are looking for a book.

We are aiming for higher profitability backed by outstanding sales efficiency while holding the largest possible volume of inventories. To accomplish this, we will use our tie-up with YAHUOKU! and fill to customers' orders for products in a timely manner. Furthermore, we will use our selection of used books, which is the largest in Japan, as a base for adding many other types of products with the goal of achieving growth along with higher earnings.

- Increase the scope of operations and revenues in the HUGALL Business (Advance from the business model launch to growth and profitability)

HUGALL operates under the concept of providing a reuse infrastructure for all people and for all things. We launched this business to expand our business lines within the reuse field by moving beyond the traditional store framework. We will continue to develop at-home purchasing services and the placement of purchasing service desks at retail stores and other stores. Our goal is to create a new brand for purchasing services for customers who would not normally visit a BOOKOFF store.

As we build systems and operations for our services, we will hire more at-home purchasing service employees and increase the number of HUGALL store in BOOKOFF stores and other stores. We will increase the scale of our
purchasing capacity, and build systems for selling purchased products through a variety of channels, including online auction sites and BOOKOFF Group stores. This, in turn, will allow us to increase sales and earnings and diversify into other business lines.

We have established a goal of $¥ 10$ billion in consolidated operating income and are implementing many initiatives for growth to reach this goal. Our target for the fiscal year ending March 2020 is to exceed $¥ 4$ billion in consolidated operating income.
(3) Important Issues

This section explains important issues as of the end of March 2016.
a. Realizing the goal of becoming "a company with an infrastructure for people who refuse to discard items that can be reused"

The BOOKOFF Group has positioned the goal of becoming a "company with an infrastructure for people who refuse to discard items that can be reused" as its business mission. We aim to simultaneously expand our customer base and maintain a competitive advantage by instilling the image of "BOOKOFF for people who don't let things go to waste" in people's minds.

To achieve this goal, our business activities will be based on a branding strategy that incorporates this business mission. And in order to provide a standard of service that enables customers to use each store with peace of mind, we will improve operational standards by making sure that employees fully understand company manuals and by providing practical training.
b. Initiatives for business growth based on medium- to long-term business policies

Based on medium- to long-term business policies calling for maximizing purchases by leveraging the comprehensive power of the BOOKOFF Group and maximizing sales efficiency in stores and over the Internet, the BOOKOFF Group will achieve progress concerning the following four initiatives.

- Reinvent BOOKOFF (from BOOKOFF for books to BOOKOFF for all reuse items)
- Expand our comprehensive reuse stores (Create large and multi-format reuse stores for an overwhelming competitive advantage)
- Grow our BOOKOFF Online Business (Offer the largest possible book selection and expand into other product categories)
- Increase the scope of operations and revenues in the HUGALL Business (Advance from the business model launch to growth and profitability)

By taking various actions based on these four initiatives, we are aiming for consistent growth.
c. Communicate and instill the BOOKOFF Group corporate principles

BOOKOFF views thorough compliance as the foundation of socially responsible company. We have established compliance guidelines that must be followed by the BOOKOFF Group's directors and employees for building mutual trust with all stakeholders. In order to ensure the thorough awareness of the guidelines' principles, there are training sessions and meetings targeting all directors and employees. There are also compliance awareness campaigns that use newsletters and the internal corporate intranet.

For accountability, we use a system of internal controls that create transparency for the division of responsibilities. In addition, we are dedicated to the timely and proper disclosure of corporate information and prompt announcements of results of operations.

## 4. Basic Approach to the Selection of Accounting Standards

The BOOKOFF Group will continue to prepare consolidated financial statements in accordance with generally accepted accounting principles in Japan for the time being to permit comparisons with prior years and with the financial data of other companies.
The Group will take suitable actions with regard to the application of International Financial Reporting Standards (IFRS) by taking into account associated factors in Japan and other countries.

## 5. Consolidated Financial Statements

(1) Consolidated Balance Sheet

|  |  | (Unit: thousand yen) |
| :---: | :---: | :---: |
|  | FY3/2015 (As of Mar. 31, 2015) | FY3/2016 (As of Mar. 31, 2016) |
| Assets |  |  |
| Current assets |  |  |
| Cash and deposits | 14,421,351 | 14,159,778 |
| Notes and accounts receivable-trade | 1,245,700 | 1,427,048 |
| Securities | 1,000,304 | 1,000,675 |
| Merchandise | 10,796,162 | 12,265,974 |
| Supplies | 41,589 | 50,756 |
| Deferred tax assets | 427,318 | 588,953 |
| Other | 2,084,327 | 2,361,449 |
| Allowance for doubtful accounts | - | $(3,886)$ |
| Total current assets | 30,016,755 | 31,850,749 |
| Non-current assets |  |  |
| Property, plant and equipment |  |  |
| Buildings and structures | 14,156,901 | 15,213,474 |
| Accumulated depreciation | $(9,473,978)$ | $(10,367,581)$ |
| Buildings and structures, net | 4,682,922 | 4,845,892 |
| Land | 141,643 | 141,643 |
| Leased assets | 3,092,029 | 3,074,499 |
| Accumulated depreciation | $(1,525,772)$ | $(1,442,582)$ |
| Leased assets, net | 1,566,257 | 1,631,917 |
| Construction in progress | 1,262 | 43 |
| Other | 2,303,858 | 3,036,686 |
| Accumulated depreciation | $(1,864,032)$ | $(2,137,612)$ |
| Other, net | 439,825 | 899,074 |
| Total property, plant and equipment | 6,831,912 | 7,518,571 |
| Intangible assets |  |  |
| Goodwill | 113,601 | 291,536 |
| Leased assets | 26,004 | 18,036 |
| Other | 882,898 | 1,043,695 |
| Total intangible assets | 1,022,503 | 1,353,268 |
| Investments and other assets |  |  |
| Investment securities | *1 774,455 | *1 746,469 |
| Long-term loans receivable | 44,254 | 33,190 |
| Deferred tax assets | 598,141 | 627,893 |
| Guarantee deposits | 7,941,912 | 8,221,980 |
| Other | 270,737 | 253,580 |
| Allowance for doubtful accounts | $(62,756)$ | $(91,683)$ |
| Total investments and other assets | 9,566,743 | 9,791,430 |
| Total non-current assets | 17,421,159 | 18,663,270 |
| Total assets | 47,437,915 | 50,514,020 |


|  | FY3/2015 (As of Mar. 31, 2015) | FY3/2016 (As of Mar. 31, 2016) |
| :---: | :---: | :---: |
| Liabilities |  |  |
| Current liabilities |  |  |
| Accounts payable-trade | 488,619 | 400,068 |
| Short-term loans payable | 2,910,004 | 3,597,045 |
| Current portion of long-term loans payable | 3,888,201 | 4,097,830 |
| Current portion of bonds | - | 1,000,000 |
| Lease obligations | 418,913 | 410,930 |
| Income taxes payable | 641,073 | 423,046 |
| Provision for bonuses | 233,540 | 272,263 |
| Provision for sales rebates | 227,533 | 564,406 |
| Provision for loss on store closing | 10,992 | 42,989 |
| Accounts payable-other | 2,090,279 | 2,041,543 |
| Other | 1,659,198 | 1,803,008 |
| Total current liabilities | 12,568,354 | 14,653,131 |
| Non-current liabilities |  |  |
| Bonds payable | 1,000,000 | - |
| Bonds with subscription rights to shares | 7,700,000 | 7,700,000 |
| Long-term loans payable | 5,956,776 | 9,040,703 |
| Lease obligations | 1,150,338 | 1,231,396 |
| Asset retirement obligations | 1,372,454 | 1,483,181 |
| Other | 486,879 | 437,141 |
| Total non-current liabilities | 17,666,448 | 19,892,423 |
| Total liabilities | 30,234,803 | 34,545,554 |
| Net assets |  |  |
| Shareholders' equity |  |  |
| Capital stock | 3,652,394 | 3,652,394 |
| Capital surplus | 4,187,003 | 4,187,003 |
| Retained earnings | 10,463,383 | 9,420,256 |
| Treasury shares | $(1,137,165)$ | $(1,260,826)$ |
| Total shareholders' equity | 17,165,615 | 15,998,827 |
| Accumulated other comprehensive income |  |  |
| Valuation difference on available-for-sale securities | 115,904 | 79,226 |
| Foreign currency translation adjustment | $(78,408)$ | $(109,587)$ |
| Total accumulated other comprehensive income | 37,496 | $(30,361)$ |
| Total net assets | 17,203,111 | 15,968,465 |
| Total liabilities and net assets | 47,437,915 | 50,514,020 |

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income Consolidated Statement of Income
(Unit: thousand yen)
FY3/2015
FY3/2016

|  | (Apr. 1, 2014 - Mar. 31, 2015) | (Apr. 1, 2015 - Mar. 31, 2016) |
| :---: | :---: | :---: |
| Net sales | 74,347,920 | 76,564,060 |
| Cost of sales | 30,587,237 | 30,760,366 |
| Gross profit | 43,760,683 | 45,803,694 |
| Selling, general and administrative expenses |  |  |
| Provision of allowance for doubtful accounts | $(3,394)$ | 32,813 |
| Salaries and allowances | 4,359,496 | 4,361,740 |
| Salaries of part time employees | 11,293,410 | 12,854,131 |
| Bonuses | 435,985 | 445,224 |
| Provision for bonuses | 227,364 | 272,013 |
| Retirement benefit expenses | - | 19,888 |
| Rents | 11,043,628 | 11,199,581 |
| Rent expenses | 752,731 | 778,904 |
| Other | 14,523,718 | 16,370,089 |
| Total selling, general and administrative expenses | 42,632,940 | 46,334,386 |
| Operating income (loss) | 1,127,742 | $(530,692)$ |
| Non-operating income |  |  |
| Gain from installment of vending machine | 165,725 | 154,712 |
| Gain on sales of recycling goods | 354,659 | 465,992 |
| Share of profit of entities accounted for using equity method | 1,908 |  |
| Other | 336,196 | 205,454 |
| Total non-operating income | 858,489 | 826,159 |
| Non-operating expenses |  |  |
| Interest expenses | 187,658 | 182,598 |
| Amortization of bond issuance cost | 43,158 | - |
| Share of loss of entities accounted for using equity method |  | 2,742 |
| Other | 77,490 | 104,361 |
| Total non-operating expenses | 308,307 | 289,702 |
| Ordinary income | 1,677,925 | 5,764 |
| Extraordinary income |  |  |
| Gain on sales of investment securities | - | 78,799 |
| Gain on sales of shares of subsidiaries and associates | 187,923 |  |
| Gain on sales of non-current assets | - | 730 |
| Compensation for transfer | 49,250 | - |
| Total extraordinary income | 237,173 | 79,530 |
| Extraordinary losses |  |  |
| Loss on valuation of investment securities | 2,356 | - |
| Loss on closing of stores | 70,745 | 36,959 |
| Provision for loss on store closing | 10,992 | 43,177 |
| Loss on sales of non-current assets | - | 2,394 |
| Loss on retirement of non-current assets | 26,223 | 5,690 |
| Impairment loss | 254,019 | * 130,838 |
| Loss on liquidation of subsidiaries and associates | 45,656 | - |
| Contract termination fees | 300,000 | - |
| Total extraordinary losses | 709,993 | 219,059 |
| Profit (loss) before income taxes | 1,205,105 | $(133,764)$ |
| Income taxes-current | 689,872 | 437,497 |
| Income taxes-deferred | 363,754 | $(42,695)$ |
| Total income taxes | 1,053,626 | 394,801 |
| Profit (loss) | 151,479 | $(528,566)$ |
| Profit (loss) attributable to owners of parent | 151,479 | $(528,566)$ |

## Consolidated Statement of Comprehensive Income

|  |  | (Unit: thousand yen) |
| :---: | :---: | :---: |
|  | FY3/2015 (Apr. 1, $2014-$ Mar. 31, 2015) | FY3/2016 (Apr. 1, 2015-Mar. 31, 2016) |
| Profit (loss) | 151,479 | $(528,566)$ |
| Other comprehensive income |  |  |
| Valuation difference on available-for-sale securities | 44,421 | $(28,191)$ |
| Foreign currency translation adjustment | 43,841 | $(31,179)$ |
| Share of other comprehensive income of entities accounted for using equity method | 5,369 | $(8,486)$ |
| Total other comprehensive income | * 93,632 | $(67,857)$ |
| Comprehensive income | 245,111 | $(596,423)$ |
| Comprehensive income attributable to |  |  |
| Comprehensive income attributable to owners of parent | 245,111 | $(596,423)$ |
| Comprehensive income attributable to non-controlling interests | - | - |

(3) Consolidated Statement of Changes in Net Assets

FY3/2015 (Apr. 1, 2014 - Mar. 31, 2015)
(Unit: thousand yen)

|  | Shareholders' equity |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Capital stock | Capital surplus | Retained earnings | Treasury shares | Total shareholders’ equity |
| Balance at beginning of current period | 2,564,294 | 3,098,903 | 10,756,442 | $(1,137,165)$ | 15,282,474 |
| Cumulative effects of changes in accounting policies |  |  | $(4,927)$ |  | $(4,927)$ |
| Restated balance | 2,564,294 | 3,098,903 | 10,751,514 | $(1,137,165)$ | 15,277,546 |
| Changes of items during period |  |  |  |  |  |
| Issuance of new shares | 1,088,100 | 1,088,100 |  |  | 2,176,200 |
| Dividends of surplus |  |  | $(439,610)$ |  | $(439,610)$ |
| Profit attributable to owners of parent |  |  | 151,479 |  | 151,479 |
| Net changes of items other than shareholders' equity |  |  |  |  |  |
| Total changes of items during period | 1,088,100 | 1,088,100 | $(288,131)$ | - | 1,888,068 |
| Balance at end of current period | 3,652,394 | 4,187,003 | 10,463,383 | $(1,137,165)$ | 17,165,615 |


|  | Accumulated other comprehensive income |  |  | Total net assets |
| :---: | :---: | :---: | :---: | :---: |
|  | Valuation difference on available-for-sale securities | Foreign currency translation adjustment | Total accumulated other comprehensive income |  |
| Balance at beginning of current period | 66,113 | $(122,249)$ | $(56,136)$ | 15,226,338 |
| Cumulative effects of changes in accounting policies |  |  |  | $(4,927)$ |
| Restated balance | 66,113 | $(122,249)$ | $(56,136)$ | 15,221,410 |
| Changes of items during period |  |  |  |  |
| Issuance of new shares |  |  |  | 2,176,200 |
| Dividends of surplus |  |  |  | $(439,610)$ |
| Profit attributable to owners of parent |  |  |  | 151,479 |
| Net changes of items other than shareholders' equity | 49,790 | 43,841 | 93,632 | 93,632 |
| Total changes of items during period | 49,790 | 43,841 | 93,632 | 1,981,700 |
| Balance at end of current period | 115,904 | $(78,408)$ | 37,496 | 17,203,111 |

FY3/2016 (Apr. 1, 2015 - Mar. 31, 2016)
(Unit: thousand yen)

|  | Shareholders' equity |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Capital stock | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of current period | 3,652,394 | 4,187,003 | 10,463,383 | $(1,137,165)$ | 17,165,615 |
| Changes of items during period |  |  |  |  |  |
| Dividends of surplus |  |  | $(514,560)$ |  | $(514,560)$ |
| Loss attributable to owners of parent |  |  | $(528,566)$ |  | $(528,566)$ |
| Purchase of treasury shares |  |  |  | $(123,661)$ | $(123,661)$ |
| Net changes of items other than shareholders' equity |  |  |  |  |  |
| Total changes of items during period | - | - | $(1,043,127)$ | $(123,661)$ | $(1,166,788)$ |
| Balance at end of current period | 3,652,394 | 4,187,003 | 9,420,256 | $(1,260,826)$ | 15,998,827 |


|  | Accumulated other comprehensive income |  |  |  |
| :--- | ---: | ---: | ---: | ---: |
|  | Valuation <br> difference on <br> available-for-sale <br> securities | Foreign currency <br> translation <br> adjustment | Total accumulated <br> other <br> comprehensive <br> income |  |
| Balance at beginning of <br> current period | 115,904 | $(78,408)$ | 37,496 | $17,203,111$ |
| Changes of items during <br> period |  |  |  |  |
| Dividends of surplus |  |  |  | $(514,560)$ |
| Loss attributable to <br> owners of parent | $(36,678)$ | $(31,179)$ |  | $(67,857)$ |
| Purchase of treasury <br> shares | $(36,678)$ | $(31,179)$ | $(67,857)$ | $(1,234,645)$ |
| Net changes of items <br> other than shareholders' <br> equity | 79,226 |  | $(109,587)$ | $(30,361)$ |

(4) Consolidated Statement of Cash Flows
(Unit: thousand yen)

|  | $\begin{gathered} \text { FY3/2015 } \\ \text { (Apr. 1, } 2014-\text { Mar. 31, 2015) } \end{gathered}$ | $\begin{gathered} \text { FY3/2016 } \\ \text { (Apr. 1, 2015- Mar. 31, 2016) } \end{gathered}$ |
| :---: | :---: | :---: |
| Cash flows from operating activities |  |  |
| Profit (loss) before income taxes | 1,205,105 | $(133,764)$ |
| Depreciation | 2,038,812 | 1,976,374 |
| Impairment loss | 254,019 | 130,838 |
| Amortization of goodwill | 165,386 | 143,753 |
| Increase (decrease) in provision for bonuses | $(26,272)$ | 14,552 |
| Increase (decrease) in allowance for doubtful accounts | $(4,128)$ | 32,813 |
| Increase (decrease) in provision for loss on store closing | 10,992 | 43,177 |
| Provision for allowance of sales discounts | 85,403 | 336,872 |
| Interest expenses | 187,658 | 182,598 |
| Share of (profit) loss of entities accounted for using equity method | $(1,908)$ | 2,742 |
| Loss on store closings | 70,745 | 36,959 |
| Loss on retirement of non-current assets | 26,223 | 5,690 |
| Loss (gain) on valuation of investment securities | 2,356 | - |
| Loss (gain) on sales of shares of subsidiaries and associates | $(187,923)$ | - |
| Loss (gain) on liquidation of subsidiaries and associates | 45,656 | - |
| Compensation for removal | $(49,250)$ | - |
| Contract termination fees | 300,000 | - |
| Decrease (increase) in notes and accounts receivabletrade | $(11,022)$ | $(159,920)$ |
| Decrease (increase) in inventories | $(786,496)$ | $(997,221)$ |
| Increase (decrease) in notes and accounts payable-trade | $(407,766)$ | $(92,387)$ |
| Increase (decrease) in accounts payable-other | 591,176 | 83,856 |
| Other, net | $(71,875)$ | $(162,257)$ |
| Subtotal | 3,436,892 | 1,444,677 |
| Interest and dividend income received | 7,843 | 12,778 |
| Interest expenses paid | $(181,964)$ | $(182,532)$ |
| Proceeds from compensation for removal | 49,250 | - |
| Payments for contract termination fees | $(300,000)$ | - |
| Income taxes refund | 2,743 | 38,702 |
| Income taxes paid | $(1,197,291)$ | $(709,548)$ |
| Net cash provided by (used in) operating activities | 1,817,474 | 604,078 |


| (Unit: thousand yen) |  |  |
| :---: | :---: | :---: |
|  | $\begin{gathered} \text { FY3/2015 } \\ (\text { Apr. 1, } 2014-\text { Mar. 31, 2015) } \end{gathered}$ | $\begin{gathered} \text { FY3/2016 } \\ (\text { Apr. 1, 2015 - Mar. 31, 2016) } \end{gathered}$ |
| Cash flows from investing activities |  |  |
| Payments into time deposits | $(25,327)$ | $(33,670)$ |
| Proceeds from withdrawal of time deposits | - | 24,242 |
| Purchase of property, plant and equipment | $(1,043,706)$ | $(1,508,776)$ |
| Purchase of intangible assets | $(395,880)$ | $(512,276)$ |
| Purchase of investment securities | $(1,315)$ | - |
| Payments of loans receivable | - | $(550,000)$ |
| Payment for long-term leasehold deposits | $(207,700)$ | $(341,408)$ |
| Refund of long-term leasehold deposits | 552,819 | 286,373 |
| Proceeds from transfer of stores | $(170,639)$ | $(863,561)$ |
| Purchase of shares of subsidiaries resulting in change in scope of consolidation | - | $(73,926)$ |
| Proceeds from sales of shares of subsidiaries resulting in change in scope of consolidation | 2,385,825 | - |
| Other, net | $(33,319)$ | 35,080 |
| Net cash provided by (used in) investing activities | 1,060,755 | $(3,537,922)$ |
| Cash flows from financing activities |  |  |
| Net increase (decrease) in short-term loans payable | $(1,410,004)$ | 637,041 |
| Proceeds from long-term loans payable | 2,810,000 | 7,770,000 |
| Repayments of long-term loans payable | (2,994,250) | $(4,476,444)$ |
| Proceeds from issuance of bonds with subscription rights to shares | 7,700,000 | - |
| Payments for long-term accounts payable - other | $(392,401)$ | $(222,434)$ |
| Repayments of lease obligations | $(535,213)$ | $(487,160)$ |
| Purchase of treasury shares | - | $(32,165)$ |
| Proceeds from issuance of common shares | 2,176,200 | - |
| Cash dividends paid | $(439,610)$ | $(514,560)$ |
| Net cash provided by (used in) financing activities | 6,914,720 | 2,674,276 |
| Effect of exchange rate change on cash and cash equivalents | 4,474 | $(8,199)$ |
| Net increase (decrease) in cash and cash equivalents | 9,797,425 | $(267,767)$ |
| Cash and cash equivalents at beginning of period | 5,597,854 | 15,395,279 |
| Cash and cash equivalents at end of period | 15,395,279 | 15,127,511 |

## (5) Notes to Consolidated Financial Statements

(Notes Concerning the Going-Concern Premise)
Not applicable.

## (Important Items that Form the Basis for Preparing Consolidated Financial Statements)

1. Scope of consolidation
(1) Number of consolidated subsidiaries: 10

Primary consolidated subsidiaries:
BOOKOFF U.S.A. INC.
BOOKOFF Online, Inc.
hug all, Inc.
Booklet Co., Ltd.
From the current fiscal year, newly established BOOKOFF OKINAWA was included in the scope of consolidation. Booklet Co., Ltd. is included in the scope of consolidation through acquisition of its shares.
fB\&H Co., Ltd. was excluded from the scope of consolidation since this company was absorbed by BOOKOFF CORPORATION (the "Company"), which became the surviving company, after which B\&H Co., Ltd. was dissolved as of July 1, 2015.
(2) Primary non-consolidated subsidiaries

BOOKOFF With Co, Ltd.
Booklog, Inc.
(Reason for exclusion from the scope of consolidation)
These companies are excluded from the scope of consolidation because their total assets, net sales, net income/loss (equity in earnings) and retained earnings (equity in earnings) have minor effect on the consolidated financial statements and little practical importance.
2. Application of the Equity Method
(1) Number of affiliates accounted for using the equity method: 1

Company name:
BOS Partners, Inc.
(2) Non-consolidated subsidiaries and affiliates not accounted for using the equity method

Non-consolidated subsidiaries:
BOOKOFF With Co, Ltd.
Booklog, Inc.
(Reason for exclusion from the application of the equity method) These companies are excluded from the application of the equity method because their net income/loss (equity in earnings) and retained earnings (equity in earnings) have minor effect on the consolidated financial statements and little practical importance.
3. Fiscal years of consolidated subsidiaries

Among the consolidated subsidiaries, the fiscal year-end of Booklet Co., Ltd., BOOKOFF U.S.A. INC. and BOOKOFF FRANCE E.U.R.L. is the end of February, and the fiscal year-end of SCI BOC FRANCE is the end of December. The consolidated financial statements include the financial statements of these consolidated subsidiaries as of their fiscal yearends. However, adjustments to the consolidated financial statements are made as needed for significant transactions that occur between their fiscal year-ends and the fiscal year-end for the consolidated financial statements.

FThe presentation of matters other than those disclosed above is omitted, as there are no significant changes from details presented in the most recent securities report, filed on June 29, 2015.

## (Change in Accounting Policy)

(Application of the Accounting Standard for Business Combinations, etc.)
The Company has applied the "Accounting Standard for Business Combinations" (Accounting Standards Board of Japan (ASBJ) Statement No. 21, September 13, 2013), "Accounting Standard for Consolidated Financial Statements" (ASBJ Statement No. 22, September 13, 2013), "Accounting Standard for Business Divestitures" (ASBJ Statement No. 7, September 13, 2013), etc. from the current fiscal year. Accordingly, difference arising from changes in the Company's ownership interests in subsidiaries in cases where control is retained is recognized in capital surplus, and the acquisition costs in connection with business combinations are recognized as expenses in the fiscal year in which they arise. Regarding business combinations that take place on or after the beginning of the current fiscal year, the Company has revised the method to reflect reviewed allocation of the acquisition costs arising from determination of the provisional accounting treatment on the consolidated financial statements to which the date of the business combination belongs. In addition, the presentation of net income and other items has been revised. For consistency with these changes, the consolidated financial statements for the previous fiscal year have been revised.

In the consolidated statement of cash flows for the current fiscal year, cash flows associated with acquisition-related costs for purchase of shares of subsidiary resulting in changes in the scope of consolidation are included in cash flows from operating activities.

The Company has adopted these accounting standards, etc. from the beginning of the current fiscal year, in accordance with the transitional accounting treatments set forth in Article 58-2 (4) of the Accounting Standard for Business Combinations, Article 44-5 (4) of the Accounting Standard for Consolidated Financial Statements, and Article 57-4 (4) of the Accounting Standard for Business Divestitures. The effect of this matter is insignificant.

## (Consolidated Balance Sheet)

* 1. The balance for non-consolidated subsidiaries and affiliates is as follows:

|  |  | (Thousand yen) |  |
| :---: | :---: | :---: | :---: |
|  | FY3/2015 <br> (As of Mar. 31, 2015) | FY3/2016 <br> (As of Mar. 31, 2016) |  |
| Investment securities (stocks) |  | 291,602 |  |

2. The Company has entered into overdraft agreements with 11 banks in order to efficiently procure working capital. The balance of unexecuted loans under these agreements is as follows:
(Thousand yen)
FY3/2015
(As of Mar. 31, 2015)
FY3/2016

|  | (As of Mar. 31, 2015) | (As of Mar. 31, 2016) |
| :---: | ---: | ---: |
| Total overdraft amount | $11,880,000$ | $10,190,000$ |
| Executed loans payable | $2,870,004$ | $1,840,000$ |
| Balance | $9,009,996$ | $8,350,000$ |

## (Consolidated Statement of Income)

* Impairment loss

The Group recorded an impairment loss for the following asset groups.
FY3/2015 (Apr. 1, 2014 - Mar. 31, 2015)

| Application | Type | Location | Impairment loss <br> (Thousand yen) |
| :---: | :---: | :---: | :---: |
| Stores | Buildings and structures, etc. | BOOKOFF Tama Center Carillon Store <br> (Tama City, Tokyo) and other 31 stores |  |

The Group regards each store as the base unit in identifying the smallest group of assets that generate cash flows.
For stores that have generated continuous losses stemming from their operating activities, and when it has been deemed that there is little potential for an earnings recovery, or when changes in the range of use have significantly reduced the recoverable amounts, the book values were reduced to recoverable amounts, and the amount of the reduction was recognized as an impairment loss and recorded as an extraordinary loss.

The breakdown of the impairment loss is as follows:
(Thousand yen)

| Buildings and structures | 210,385 |
| :--- | ---: |
| Leased assets (property, plant and equipment) | 18,658 |
| Property, plant and equipment-other | 19,529 |
| Goodwill | 3,838 |
| Investments and other assets-other | 1,608 |
| Total | 254,019 |

The recoverable amount for the asset group is measured using value in use, which is calculated by discounting future cash flows by $8 \%$.

FY3/2016 (Apr. 1, 2015 - Mar. 31, 2016)

| Application | Type | Location | Impairment loss <br> (Thousand yen) |
| :---: | :---: | :---: | :---: |
| Stores | Buildings and structures, etc. | Reuse-BINGO Aoba Tsutsujigaoka Store <br> (Aoba-ku, Yokohama) and other 20 stores | 130,838 |

The Group regards each store as the base unit in identifying the smallest group of assets that generate cash flows.
For stores that have generated continuous losses stemming from their operating activities, and when it has been deemed that there is little potential for an earnings recovery, or when changes in the range of use have significantly reduced the recoverable amounts, the book values were reduced to recoverable amounts, and the amount of the reduction was recognized as an impairment loss and recorded as an extraordinary loss.

The breakdown of the impairment loss is as follows:

| (Thousand yen) |  |
| :--- | ---: |
| Buildings and structures | 105,477 |
| Leased assets (property, plant and equipment) | 11,189 |
| Property, plant and equipment-other | 14,170 |
| Total | 130,838 |

The recoverable amount for the asset group is measured using value in use. Since the future cash flows are negative, the recoverable amount is determined to be zero.

## (Consolidated Statement of Comprehensive Income)

* Reclassification adjustments and tax effects related to other comprehensive income

|  | $\begin{gathered} \hline \text { FY3/2015 } \\ \text { (Apr. 1, 2014- Mar. 31, 2015) } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { FY3/2016 } \\ \text { (Apr. 1, } 2015-\text { Mar. 31, 2016) } \\ \hline \end{gathered}$ |
| :---: | :---: | :---: |
| Valuation difference on available-for-sale securities |  |  |
| Amount incurred | 61,417 | 36,057 |
| Amount of reclassification adjustments | - | $(78,799)$ |
| Before tax effects | 61,417 | $(42,741)$ |
| Amount of tax effects | $(16,995)$ | 14,550 |
| Valuation difference on other available-for-sale securities | 44,421 | $(28,191)$ |
| Foreign currency translation adjustment |  |  |
| Amount incurred | $(1,815)$ | $(31,179)$ |
| Amount of reclassification adjustments | 45,656 | - |
| Before tax effects | 43,841 | $(31,179)$ |
| Amount of tax effects | - | - |
| Foreign currency translation adjustment | 43,841 | $(31,179)$ |
| Share of other comprehensive income of entities accounted for using equity method |  |  |
| Amount incurred | 5,369 | $(6,793)$ |
| Amount of reclassification adjustments | - | $(1,693)$ |
| Share of other comprehensive income of entities accounted for using equity method | 5,369 | $(8,486)$ |
| Total other comprehensive income | 93,632 | $(67,857)$ |

## (Segment Information)

a. Segment Information

1. Overview of reportable segments

The reportable segments of the BOOKOFF Group are the constituent units where separate financial information can be obtained and the Board of Directors uses this information on a regular basis to allocate resources and evaluate business performance.

The management philosophy of the BOOKOFF Group is "contributing to society through our business activities" and the "pursuit of employees' material and spiritual wellbeing." Operations include retail stores and a franchise business based on the concept of "reuse," focusing on BOOKOFF secondhand bookstores.

The BOOKOFF Group has four reportable segments defined by merchandise categories and business formats: Reuse Store Business, BOOKOFF Online Business, HUGALL Business and Packaged Media Business.

The Reuse Store Business leverages the BOOKOFF brand to operate BOOKOFF SUPER BAZAAR stores (a largescale complex of BOOKOFF and other stores carrying a variety of reuse merchandise) and BOOKOFF PLUS stores (BOOKOFF stores combining apparel-related merchandise). This business purchases and sells books, software, apparel, sporting goods, baby goods, watches, luxury-brand bags, precious metals, kitchenware, household goods, etc. BOOKOFF stores exist throughout Japan, as well as in the United States and France. Stores are operated directly by the Company or franchised to other operators.

The BOOKOFF Online Business operates an e-commerce reuse shop (BOOKOFF Online) website that sells books and software.
hHug all, Inc. manages the HUGALL Business, which operates new reuse businesses beyond the traditional retail format, dealing in products from a much greater range of categories.

The Packaged Media Business operates Aoyama Book Center, Ryusui Shobo and yc-vox stores (new book sales). All stores are directly operated by the BOOKOFF Group.
2. Methods used to calculate net sales, profit or loss, assets, liabilities and other items in reportable segments

The accounting methods for the reported business segments are generally the same as those stated in Important Items that Form the Basis for Preparing Consolidated Financial Statements.

Profits in the reportable segments are based on operating income.
Inter-segment sales and transfers are based on third-party transaction values.
3. Information concerning net sales, profit or loss, assets, liabilities and other items in reportable segments

FY3/2015 (Apr. 1, 2014 - Mar. 31, 2015)


Note: "Other" includes planning, design, and construction of interior and exterior works for stores in all segments.

FY3/2016 (Apr. 1, 2015 - Mar. 31, 2016)


Notes: 1. "Other" includes planning, design, and construction of interior and exterior works for stores in all segments.
2.Difference between total amounts for reportable segments and amounts recorded in the consolidated financial statements, and primary items of such difference (items related to the difference adjustments)

|  | (Unit: thousand yen) |  |
| :--- | ---: | ---: |
| Profit | FY3/2015 | FY3/2016 |
| Total | $2,855,849$ | $1,455,032$ |
| Profit classified as "Other" | $(66,946)$ | $(39,132)$ |
| Inter-segment elimination | 156,895 | 10,094 |
| Corporate expenses (Note) | $(1,818,055)$ | $(1,956,686)$ |
| Operating income (loss) | $1,127,742$ | $(530,692)$ |

Note: Corporate expenses are mainly expenses related to the management division of the Company.
(Unit: thousand yen)

| Assets | FY3/2015 | FY3/2016 |
| :--- | ---: | ---: |
| Total | $28,817,869$ | $32,128,675$ |
| Assets classified as "Other" | 128,212 | 84,581 |
| Other adjustments (Note 1) | $(193,695)$ | $(249,275)$ |
| Corporate assets (Note 2) | $18,685,529$ | $18,550,038$ |
| Total assets | $47,437,915$ | $50,514,020$ |

Notes: 1. Assets classified as "Other" are mainly offset/elimination amounts of claims/debts and unrealized gains related to the management division of the head office.
2. Corporate assets are mainly surplus funds (cash and deposits, marketable securities) and long-term investments (investment securities) of the Company and its subsidiaries.

|  | (Unit: thousand yen) |  |
| :--- | ---: | ---: |
| Depreciation and amortization | FY3/2015 | FY3/2016 |
| Total | $1,980,213$ | $1,935,181$ |
| Assets classified as "Other" | 2,058 | 1,440 |
| Corporate assets (Note) | 55,307 | 39,752 |
| Total depreciation and amortization | $2,037,579$ | $1,976,374$ |

Note: Corporate assets mainly consist of depreciation expenses for systems-related assets.
b. Information concerning impairment loss of noncurrent assets by reportable segment

FY3/2015 (Apr. 1, 2014 - Mar. 31, 2015)


FY3/2016 (Apr. 1, 2015 - Mar. 31, 2016)

| (Unit: thousand yen) |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Reportable Segment |  |  |  |  | Other | Total | Adjustment | Amount recorded in consolidated financial statements |
|  | Reuse Store <br> Business | BOOKOFF <br> Online <br> Business | HUGALL <br> Business | Packaged <br> Media <br> Business | Total |  |  |  |  |
| Impairment loss | 131,110 | - | - | - | 131,110 | - | 131,110 | (272) | 130,838 |

c. Information concerning amortization and unamortized balance of goodwill by reportable segment

FY3/2015 (Apr. 1, 2014 - Mar. 31, 2015)
(Unit: thousand yen)

|  | Reportable Segment |  |  |  |  | Other | Total | Adjustment | Amount recorded in consolidated financial statements |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Reuse Store <br> Business | BOOKOFF <br> Online <br> Business | HUGALL <br> Business | Packaged <br> Media <br> Business | Total |  |  |  |  |
| Amortization | 110,801 | - | - | 48,724 | 159,525 | 5,860 | 165,386 | - | 165,386 |
| Ending <br> balance | 109,205 | - | - | - | 109,205 | 4,395 | 113,601 | - | 113,601 |

FY3/2016 (Apr. 1, 2015 - Mar. 31, 2016)

|  | Reportable Segment |  |  |  |  | Other | Total | Adjustment | Amount recorded in consolidated financial statements |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Reuse Store <br> Business | BOOKOFF <br> Online <br> Business | HUGALL <br> Business | Packaged <br> Media <br> Business | Total |  |  |  |  |
| Amortization <br> Ending <br> balance | 139,358 <br> 291,536 | - | - | - | $139,358$ <br> 291,536 | $4,395$ | 143,753 <br> 291,536 |  | $143,753$ |

d. Information concerning gain on bargain purchase by reportable segment

FY3/2015 (Apr. 1, 2014 - Mar. 31, 2015)
There was no significant gain on bargain purchase recorded in FY3/2015.

FY3/2016 (Apr. 1, 2015 - Mar. 31, 2016)
There was no significant gain on bargain purchase recorded in FY3/2016.
(Per-Share Information)
(Unit: Yen)

|  | FY3/2015 <br> FY3/2016 <br>  <br> (Apr. 1, 2014- Mar. 31, 2015) | (Apr. 1, 2015- Mar. 31, 2016) |
| :--- | :---: | :---: |
| Net assets per share | 831.69 | 777.15 |
| Net income (loss) per share | 7.46 | $(25.69)$ |
| Diluted net income per share | - | - |

Notes: 1. Diluted net income per share for FY3/2016 is not presented since the Company posted a net loss per share, and had no outstanding dilutive securities. Diluted net income per share for FY3/2015 is not presented since the Company had no outstanding dilutive securities.
2. Net income (loss) per share calculations are based on the following figures.

|  | FY3/2015 (Apr. 1, 2014 - Mar. 31, 2015) | $\begin{gathered} \text { FY3/2016 } \\ \text { (Apr. 1, 2015-Mar. 31, 2016) } \end{gathered}$ |
| :---: | :---: | :---: |
| Net income (loss) per share |  |  |
| Profit (loss) attributable to owners (thousand yen) of parent | 151,479 | $(528,566)$ |
| Amount not attributable to common stockholders | - |  |
| Profit (loss) attributable to owners of parent applicable to common (thousand yen) stockholders | 151,479 | $(528,566)$ |
| Weighted average number of shares of common stock during (thousand shares) the fiscal year | 20,310 | 20,578 |
| Outline of dilutive shares which were not included in the calculation of fully diluted net income per share because they do not have dilutive effect: | BOOKOFF CORPORATION LIMITED Unsecured Convertible BondType Bonds with Subscription Rights to Shares \#1 (aggregate face value $¥ 7,700,000$ thousand) |  |

## (Important Subsequent Events)

## Not applicable.

This financial report is solely a translation of the Company's Kessan Tanshin (including attachments) in Japanese, which has been prepared in accordance with accounting principles and practices generally accepted in Japan, for the convenience of readers who prefer an English translation.


[^0]:    (Note) Only a full year forecast is shown because of the outlook for larger changes in the procurement of new merchandise and sales

[^1]:    * Presentation on the status of audit process:

    This earnings release is not subject to the audit process as required by the Financial Instruments and Exchange Act of Japan. As of the date when this earnings release was issued, the audit process on financial statements as required by the Financial Instruments and Exchange Act had not been finalized.
    *Cautionary statement regarding forecasts of operating results and special notes:
    (Forward-Looking Statements)
    Forward-looking statements in these materials are based on information available to management at the time this report was prepared and assumptions that management believes are reasonable. This report is not promises by the Company regarding future performance. Actual results may differ materially from those projected in the forward-looking statements due to a variety of factors. Please see "1. Analysis of Results of Operations and Financial Position (1) Analysis of Results of Operations" on page 4 of the attachments for items pertaining to the forecast stated above.

[^2]:    $\longrightarrow$ Purchase and sales of products, and provision of other services
    
    Supply of products

