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February 14, 2025

To whom it may concern:

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Securities code	3964
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Notice Concerning Formulation of “Blue Print 2027” Medium-term Management Plan

AUCNET INC. (the “Company”) hereby announces that at the Board of Directors’ meeting held on February 14, 2025, a resolution was passed regarding the new “Blue Print 2027” medium-term management plan which covers the period from the fiscal year ending December 31, 2025 to the fiscal year ending December 31, 2027.

1. Background to the formulation

The Group has been steadily growing under the “Blue Print 2025” medium-term management plan which covers the period from the fiscal year ended December 31, 2022 to the fiscal year ending December 31, 2025, and has enjoyed four consecutive years of increased net sales and profit since the fiscal year ended December 31, 2020. The Group has also been proactive in carrying out growth investments including M&A and capital policies. From the fiscal year ended December 31, 2022 to the fiscal year ended December 31, 2024, cumulative investments related to M&A totaled approximately ¥5.5 billion, and cumulative purchases of treasury shares totaled approximately ¥6.6 billion. In addition, the dividend payout ratio has been maintained at the target of 30%, and ROE has roughly reached the target of 20%.

However, the Group is only halfway to achieving GCV and EBITDA targets, and the post-merger integration (PMI) of two companies that have recently become consolidated subsidiaries requires close monitoring. In view of the progress and challenges observed up to 2024, the Group has decided to formulate the new “Blue Print 2027” medium-term management plan.

2. Basic policy of the “Blue Print 2027” medium-term management plan

With the aim of driving a future circular economy together with partners around the world and achieving further business growth, the Group has set a long-term target of ¥1 trillion GCV, as well as medium-term quantitative targets of ¥10.0 billion EBITDA, 15% to 20% ROE, and a dividend payout ratio of 40% or more for the fiscal year ending December 31, 2027.

For details, please see the Company’s website.

The Company’s website:

<https://ir.aucnet.co.jp/en/ir/library/library3271608482256085248.html>

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