



Interim Report for the 18th Business Term

(January 1, 2025~June 30, 2025)



Circular Commerce



Agricultural



Automobile



Motorcycle



Digital Product



Fashion Resale

Securities Code: 3964

Message from President & CEO

From matching business to circular business – We will make a significant transformation this year.

President & CEO

藤崎 慎一郎

Grasping the market growth in each segment and successfully conducting measures resulted in an increase in both sales and profit year on year.

For the six months ended June 30, 2025, Aucnet Group's net sales were ¥32,532 million (up 22.4% from the same period of the previous fiscal year) and operating profit was ¥5,836 million (up 51.4% from the same period of the previous fiscal year). Both the sales and profit increased year on year in the Lifestyle Products segment due to an increase in the number of unit sold in the Digital Product Business and the number of items listed and sold at auction in the Fashion Resale Business, and also in the Mobility & Energy segment due to an increase in the number of auctions won for the proxy bidding service and our own auctions with continued high demand for used cars.

Previous medium-term management plan has been updated and formulated Blue Print 2027, our new medium-term management plan.

Currently, Aucnet Group has been promoting businesses based on the plan for the initial year of Blue Print 2027, our new medium-term management plan for a 3 year period ending December 31, 2027. Blue Print 2027 was formulated by updating the previous medium-term management plan taking into account the progress and challenges acknowledged up to fiscal 2024. For the period of the previous medium-term management plan, our existing business grew with a tailwind of digitalization accelerated by the COVID-19 spread in addition to the expansion of the size of our Group as a whole due to our proactive M&As and enhancement of co-creation businesses with our partner companies, achieving an increase in both sales and profit for 4 consecutive years since fiscal 2021. We achieved good results for the targeted figures of ROE 20% and dividend payout ratio 30%, however, we could not achieve ones of GCV ¥1 trillion and EBITDA ¥10 billion despite the steady trend. Taking those results and challenges into consideration, we include measures to accelerate further growth with our vision, "Working with partners worldwide to shape the future of the circular economy" set forth in our new medium-term management plan.

We also direct our efforts to initiatives to enhance the shareholder returns. While continuing to maintain sufficient internal reserves on hand to fund future business development, enhance management structure and fund capital investment, our basic policy is to maintain a stable dividend and aim for a consolidated payout ratio of 40% or more. Please refer to the feature

article on the next page to see the overview of our medium-term management plan and enhanced shareholder returns.

▶▶ [Special Article: New Medium-term Management Plan, Blue Print 2027](#)

Aiming for a transformation from matching business into circular business.

Fiscal year 2025 is an important year to significantly transform from matching business which our Group has promoted and operated since our founding to circular business. The reuse market has been expanding with growing global awareness of sustainability in recent years. Products such as luxury brand items used within Japan are so called "Used in Japan" overseas and receive high reputation for the good condition of use. We have provided high-value-added auction business as a third party who has matched sellers and buyers. Going forward, we would like to realize product and service development considering product circulation, and optimization of the whole circulation including recycling, leveraging our expertise cultivated so far.

Upward revisions to the forecast of consolidated results and the forecast for dividends for the fiscal year ending December 31, 2025

As we announced on August 7, 2025, we revised the forecast of consolidated results ending December 31, 2025. In regard to the forecast of dividends, it also has been raised from the previous forecast of 42 yen announced on May 13, 2025 to 45 yen taking into consideration the revision of the results forecast and other factors.

Aucnet celebrated its 40th anniversary in June, 2025. We have been able to carry on the DNA of innovation and challenge to this day supported by every stakeholder including our shareholders. To mark this milestone, the 40th anniversary special website features a new corporate message, "We can circulate goods better, together." along with our brand movie. We hope you, as a shareholder of Aucnet, will look forward to seeing Aucnet Group striving to make the leap from a pioneer in secondary distribution to a market designing company.

▶▶ [The 40th anniversary special website:](#)

<https://www.aucnet.co.jp/40th/> (Japanese only)



Special Article
New Medium-term
Management Plan
**Blue Print
2027**

Expanding business in Japan and overseas with a background of continued growth in the reuse market. Investment appeal enhanced by the share split and renewal of shareholder benefit program to strengthen shareholder returns.

We formulated Blue Print 2027, our new medium-term management plan in February 2025, taking into consideration the progress and challenges up to fiscal year 2024 under Blue Print 2025, our previous medium-term management plan.

Aiming for further improvements in reputation from the market, we included steady and continuous shareholder return enhancements. We will explain the overview of Blue Print 2027 and our shareholder returns.

Q What are you aiming for under the Blue Print 2027?

A We will create the future of circular economy by broadening range of reused products to handle for distribution.

We have been contributing to and aiming for subjectively creating the future of circular economy with our partners around the world to realize a society where every single valuable things are circulated. We kept the indicator of GCV(*1) of ¥1 trillion as a long-term target.

Also, we set out EBITDA(*2) of ¥10 billion, ROE of 15 to 20% and a dividend payout ratio of 40% or more as our medium-term quantitative targets and promote initiatives toward our further business growth.

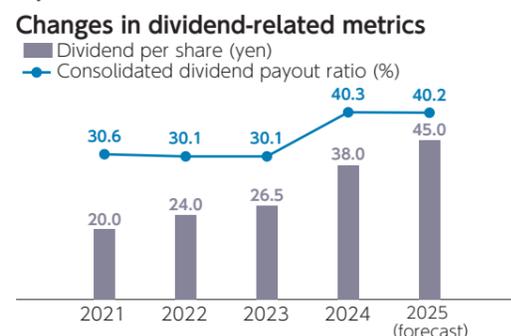
(*1) Gross Circulation Value (GCV): Aucnet's proprietary indicator showing in monetary terms the impact of business activities on the economy and the environment.
(*2) EBITDA = Operating Profit + Depreciation + Amortization of goodwill + Profit (loss) of equity-method affiliates (before goodwill amortization)



Q What is your shareholder return policy?

A We revised our policy to aim at a consolidated dividend payout ratio of 40% or more.

While continuing to maintain sufficient internal reserves on hand to fund future business development, enhance management structure and fund capital investment, we have revised our basic policy to increase the consolidated dividend payout ratio from 30% to 40% or more, thereby strengthening shareholder returns.

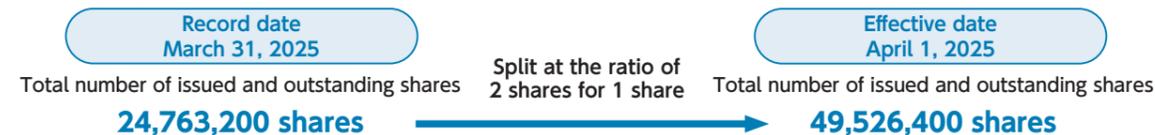


Note: The Company conducted a share split at a ratio of 2 shares for each common share of the Company on April 1, 2025. The dividends per share for the year ending December 31, 2025 reflect the amounts after taking into account the share split. The dividends per share for the period prior to the split date are also calculated and stated after adjustment for the share split.

Q What is the purpose of the share split?

A To increase the liquidity of the Company's shares and further expand the investor base.

By lowering the amount of money per investment unit by conducting a share split, we intend to create an investment environment more accessible for more investors, in order to increase the liquidity of the Company's shares and further expand the investor base.



Q Is there any change on the shareholder benefit program?

A We introduced shareholder benefit point system! Our shareholder benefit program made a significant change.

As a new system, the "AUCNET Premium Shareholder Benefit Club" will be introduced. In conjunction with this change, the previous distribution of QUO CARDS will be canceled.



Depending on the number of benefit points, shareholders will be able to select their preferred items.

<Details of the shareholder benefit program after changes>

Shareholder benefit points will be awarded according to the number of shares held to shareholders listed or recorded in the Company's shareholder register as of December 31 each year who hold 300 shares or more of the Company's shares.

Depending on the number of benefit points held by shareholders, they will be able to select their preferred items from 5,000 or more types of benefit products such as premium gourmet items like branded beef, sweets and beverages, famous Japanese sake, household appliances, and selectable experience gifts. Donations to social contribution activities can also be chosen.

<Date of changes>

The changes will apply to shareholders listed or recorded in the Company's shareholder register as of December 31, 2025. Please check out the website below or contact us for details.

Here is a link for details on "AUCNET Premium Shareholder Benefit Club".

<https://ir.aucnet.co.jp/ja/ir/stock/benefits.html> (Japanese only)

"AUCNET Premium Shareholder Benefit Club" help desk
Phone: 0120-980-965
Reception hours: JST 9:00 a.m. to 5:00 p.m. (except weekends and national holidays)

Shareholder benefit point table

(1 point is approximately equivalent to 1 yen)

Number of shares held	Number of shareholder benefit points
	December 31
300 shares to 499 shares	2,000 points
500 shares to 699 shares	5,000 points
700 shares to 899 shares	17,000 points
900 shares to 1,499 shares	20,000 points
1,500 shares or more	40,000 points

[Eligibility criteria]

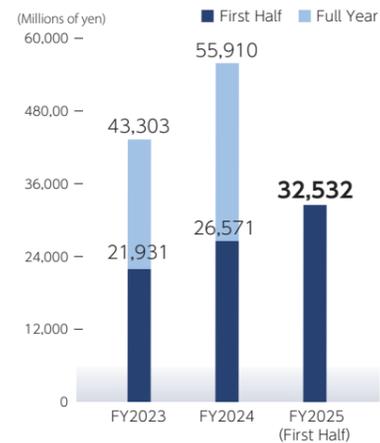
From 2025 onward, shareholders listed or recorded in the Company's shareholder register as of December 31 each year who hold three or more share units (300 shares).

[Carryover conditions]

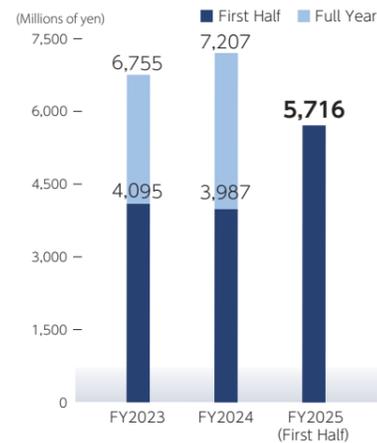
Shareholder benefit points may be carried over only if the shareholder is listed under the same shareholder number in the shareholder register for two or more consecutive times as of December 31, has continuously held 300 shares or more, and may be carried over only once. Please note that if the shareholder number is changed before the record date of December 31, the points will become invalid and cannot be carried over.

Consolidated Financial Highlights

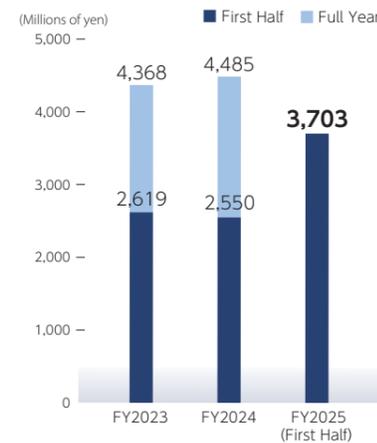
Net Sales



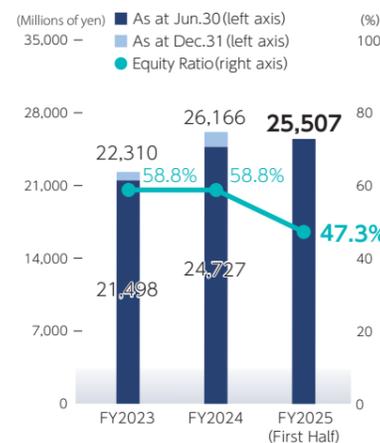
Ordinary Profit



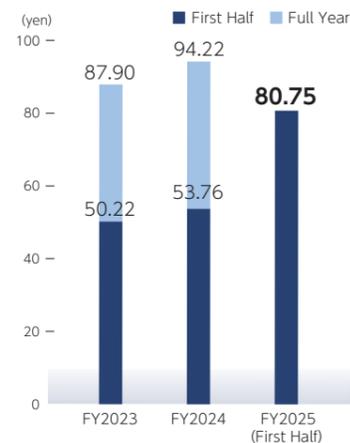
Profit Attributable to Owners of Parent



Net Assets / Equity Ratio



Basic Earnings per Share

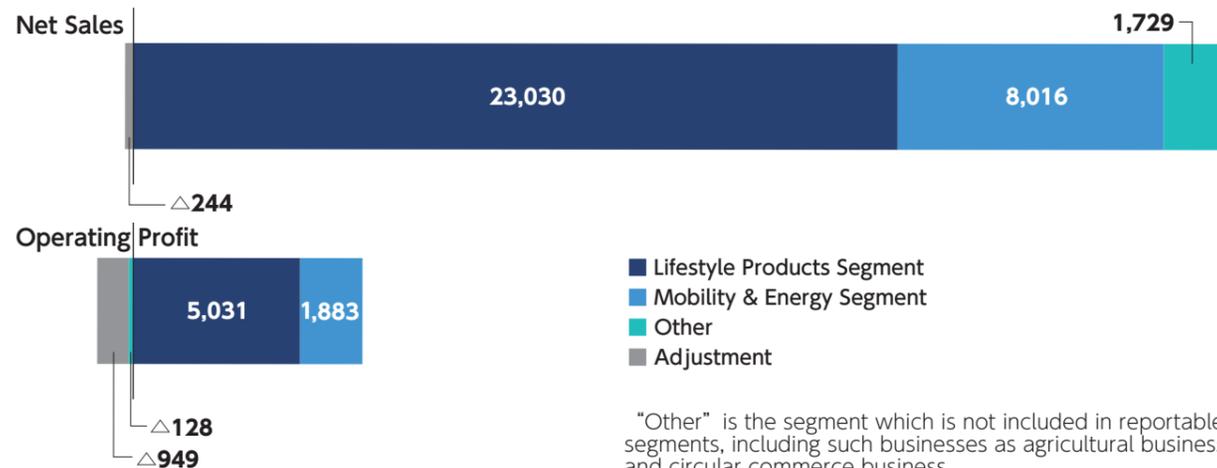


Note: The Company conducted a share split at a ratio of 2 shares for each common share of the Company on April 1, 2025. Basic earnings per share for the period prior to the split date are also calculated and stated after adjustment for the share split.

A Note Concerning Shareholder Returns

At Aucnet, we view the return of profits to shareholders as one of management's highest priorities. While continuing to maintain sufficient internal reserves on hand to fund future business development, enhance management structure and fund capital investment, our basic policy is to maintain a stable dividend and aim for a consolidated payout ratio of 40% or more.

Information by Business Segment (Millions of yen)



"Other" is the segment which is not included in reportable segments, including such businesses as agricultural business and circular commerce business.

INFORMATION

Company Overview

(As of June 30, 2025)

Name	AUCNET INC.
Establishment	June 29, 1985
Capital	¥1,807 million
Number of employees (consolidated)	1,103
Listing	Tokyo Stock Exchange, Prime Market
Head office	Aoyama OM Square, 5-8 Kita-Aoyama 2-chome, Minato-ku, Tokyo
Tel. (switchboard)	TEL: +81-3-6440-2500 FAX: +81-3-6772-0675

Executive Officers

(As of June 30, 2025)

Chairperson, Director	Kiyotaka Fujisaki
Representative Director, President & CEO	Shinichiro Fujisaki
Director, Senior Managing Executive Officer	Masayasu Takigawa
Director, Senior Managing Executive Officer & CFO	Hiroki Taniguchi
Outside Director	Seiichiro Umeno
Outside Director	Toshio Maki
Outside Director	Megumi Tsukamoto
Director (Audit & Supervisory Committee member)	Shunji Sato
Outside Director (Audit & Supervisory Committee member)	Michi Handa (Michi Sasano)
Outside Director (Audit & Supervisory Committee member)	Mikito Nagai

Stock Information

(As of June 30, 2025)

Total number of shares authorized to be issued	110,000,000 shares
Total number of shares outstanding	49,526,400 shares
Number of shareholders	4,904
Major shareholders	

Name	Number of Shares	Shareholding ratio
FLEX CORPORATION	18,709,860	40.7%
Blue Peak, Inc.	4,842,940	10.5%
GOLDMAN SACHS & CO. REG	2,855,900	6.2%
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,410,900	5.2%
NORTHERN TRUST CO. (AVFC) RE FIDELITY FUNDS	1,979,574	4.3%
GOLDMAN SACHS INTERNATIONAL	1,730,500	3.8%
NAMAI ASSET MANAGEMENT INC.	1,400,000	3.0%
NORTHERN TRUST CO. (AVFC) RE NON TREATY CLIENTS ACCOUNT	1,037,700	2.3%
Custody Bank of Japan, Ltd. (Trust Account)	973,500	2.1%
Orient Corporation	832,800	1.8%

Shareholding ratio is calculated after deducting treasury shares (3,535,321 shares).

Shareholder Memo

(As of June 30, 2025)

Financial year	January 1 to December 31
Annual shareholders' meeting	Within three months after end of each financial year
Record date for dividends from surplus	Year-end dividends - Dec. 31 Interim dividends - June 30
Number of shares per unit	100 shares
Method of public notice	AUCNET INC. publishes its information in electronic public notices. However, in the event that electronic public notices cannot be provided due to accidents or other unavoidable circumstances, the public notices shall be posted in the Nihon Keizai Shinbun (Nikkei).
URL for public notice	https://ir.aucnet.co.jp/ja/announcement.html
Administrator of shareholder registry	4-5, Marunouchi 1-Chome, Chiyoda-ku, Tokyo, Japan Mitsubishi UFJ Trust and Banking Corporation
Office of shareholder registry administrator	4-5, Marunouchi 1-Chome, Chiyoda-ku, Tokyo, Japan Stock Transfer Agency Mitsubishi UFJ Trust and Banking Corporation

Our first exhibition at the NIKKEI-TOKYO STOCK EXCHANGE IR Fair

上場企業と個人投資家の対話の場

日経・東証 IRフェア2025

Aucnet will hold an exhibition at the 20th NIKKEI-TOKYO STOCK EXCHANGE IR Fair 2025 held for 2 days on Friday, September 26 and Saturday, September 27 in the West Exhibition Hall 3 and 4 of TOKYO BIG SIGHT. During the event, we will conduct multiple company information sessions in which we will explain outline of our strengthened shareholder returns and renewed shareholder benefit program as well as the growth strategies published in Blue Print 2027, our medium-term management plan. Moreover, we have a gift prepared to those who answered to our questionnaire. Please feel free to visit our booth when you come to the event. *Please note that the sessions and other response in the event will be provided only in Japanese. We appreciate your understanding.

Event name	The 20th NIKKEI-TOKYO STOCK EXCHANGE IR Fair 2025
Date and time	Friday, September 26 – Saturday, September 27 from JST 10:00 a.m. to 5:00 p.m. (tentative schedule)
Venue	West Exhibition Hall 3 and 4 of TOKYO BIG SIGHT (3-11-1 Ariake, Koto-ku, Tokyo, Japan)
Host	Nikkei Inc. and Japan Exchange Group, Inc.
How to enter	Free to enter (Advance registration is required.) Please refer to the followings for detail of the event and visitor registration: URL https://seminar.nikkei.co.jp/irfair/ (Japanese only)

Please make an advance registration by scanning the two-dimensional barcode on the right.



Aoyama OM Square, 5-8 Kita-Aoyama 2-chome, Minato-ku, Tokyo
<https://www.aucnet.co.jp/en/>