

Full Year 2025 Results Briefing

February 13th, 2026
AUCNET INC.
(TSE Prime Market : 3964)



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Full Year 2025 Consolidated Financial Results

- The Lifestyle Product Segment continued performing favorably, resulting in both sales and operating profit achieved the forecast of the full year consolidated results.
- Despite costs associated with releasing the core system and membership site, as well as initiatives for the 40th anniversary, we achieved the medium-term quantitative target of ¥10 billion in EBITDA set out in the medium-term management plan, Blue Print 2027, two years ahead of schedule.

(million yen)	FY2024	FY2025	YoY	FY2025 Revised Forecast (Nov 11, 2025)	Rate of Achievement
Net sales	55,910	64,139	+14.7%	62,500	102.6%
Operating profit	7,005	9,517	+35.9%	9,050	105.2%
Operating profit margin	12.5%	14.8%	+2.3pt	14.5%	
EBITDA*1	8,028	10,559	+31.5%	-	-
Ordinary profit	7,207	9,521	+32.1%	9,050	105.2%
Profit attributable to owners of parent	4,485	5,921	+32.0%	5,500	107.7%
Basic earnings per share	94.22 Yen*2 (188.44Yen)	129.85 Yen	+35.63 Yen	120.61 Yen	107.7%
Dividend per share	38.00 Yen*2 (76.00Yen)	58.00 Yen	+20.00 Yen	55.00 Yen (ordinary:50.00yen) (commemorative: 5.00yen)	-
Dividend payout ratio	40.3%	44.7%	+4.4pt	45.6%	-

*1 EBITDA = Operating profit + Depreciation + Amortization of goodwill + Share of loss (profit) of entities accounted for using equity method (excluding amortization of goodwill for the period under review)

*2 The Company conducted a share split at a ratio of 2 shares for each common share of the Company on April 1, 2025. The Basic earnings per share for the fiscal year ending December 31, 2024 reflect the amounts after taking into account the share split.

FY2025 Fourth Quarter Highlights (Non-Cumulative 3 Month Results)

Net Sales

16,658 million yen

YoY **+7.7%**

Operating Profit

1,479 million yen

YoY **+6.1%**

Ordinary Profit

1,498 million yen

YoY **-0.6%**

Profit Attributable to
Owners of Parent

1,359 million yen

YoY **+52.5%**

Lifestyle Products

Net Sales **11,876** million yen (+9.1%)

Segment Income **1,638** million yen (+67.2%)

See p.11 for more details

See p.34-39
for the business outline

Mobility&Energy

Net Sales **4,087** million yen (+7.0%)

Segment Income **598** million yen (-33.6%)

See p.15 for more details

See p.40-42
for the business outline

Other

Net Sales **832** million yen (-1.3%)

Segment Income **-144** million yen (-)

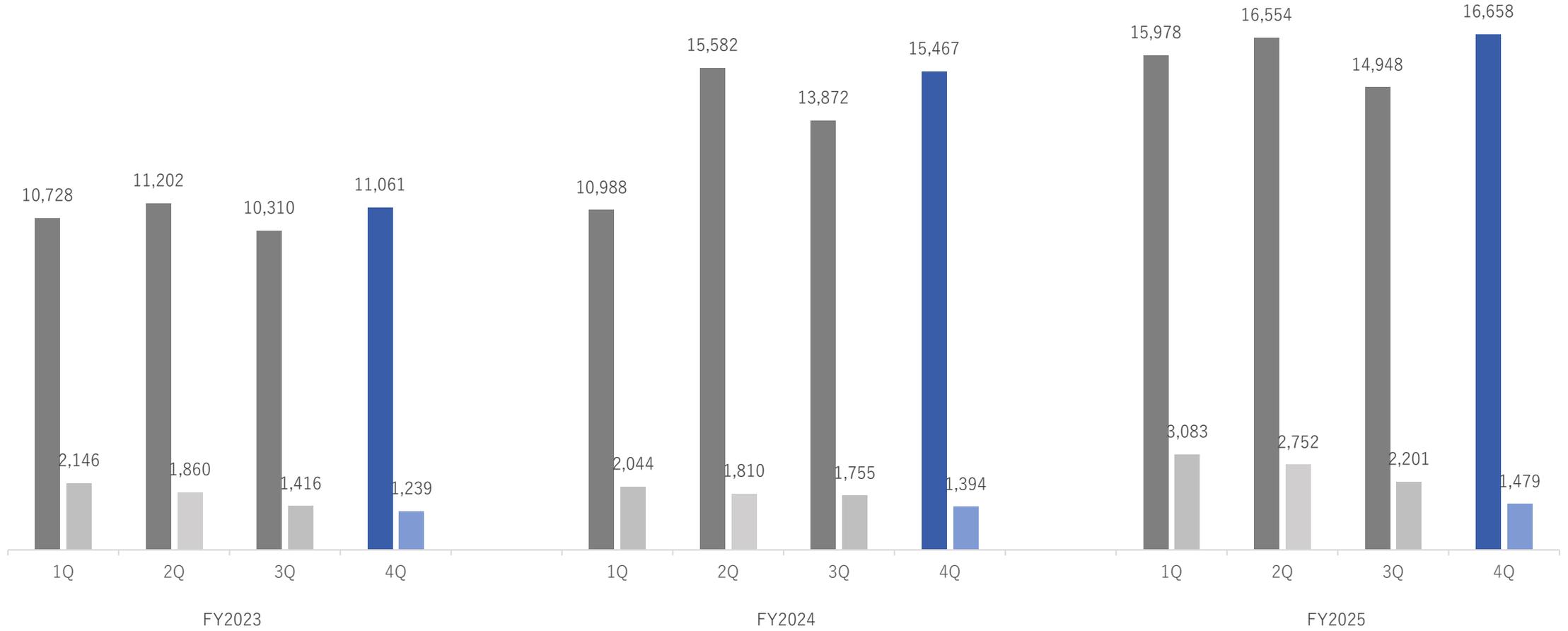
See p.18 for more details

See p.43
for the business outline

FY2023~FY2025 Consolidated Financial Results by Quarter

(million yen)

■ Net Sales ■ Operating Profit



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FY2025 Cumulative Results by Segment

Segment	(million yen)	FY2024	FY2025	YoY
Lifestyle Products	Net Sales	38,486	45,208	+17.5%
	Operating profit	5,362	8,393	+56.5%
Mobility & Energy	Net Sales	14,700	16,122	+9.7%
	Operating profit	3,682	3,464	-5.9%
Other	Net Sales	3,055	3,317	+8.6%
	Operating profit	-362	-371	-
Adjustment	Net Sales	-333	-509	-
	Operating profit	-1,678	-1,968	-
Total	Net Sales	55,910	64,139	+14.7%
	Operating profit	7,005	9,517	+35.9%

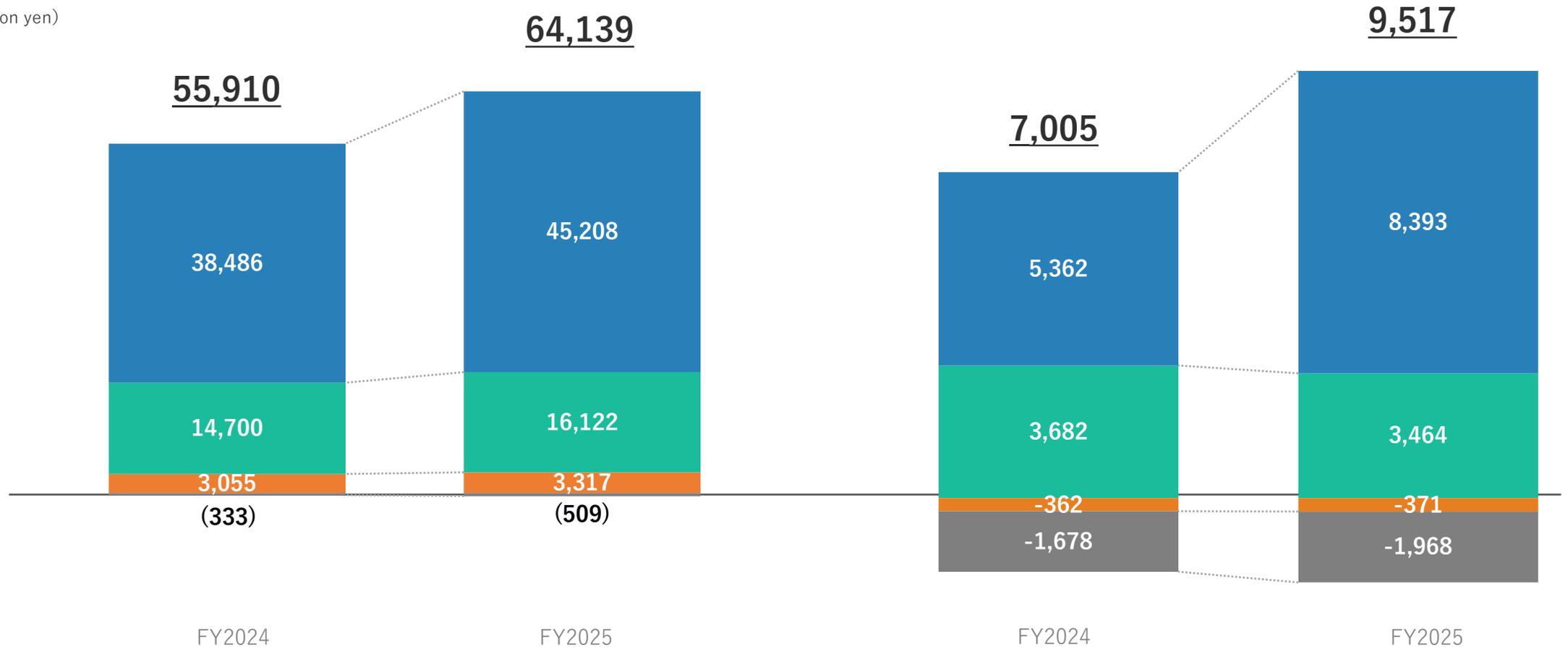
FY2025 Segment Increase/Decrease

- Lifestyle Products
- Mobility & Energy
- Other
- Adjustment

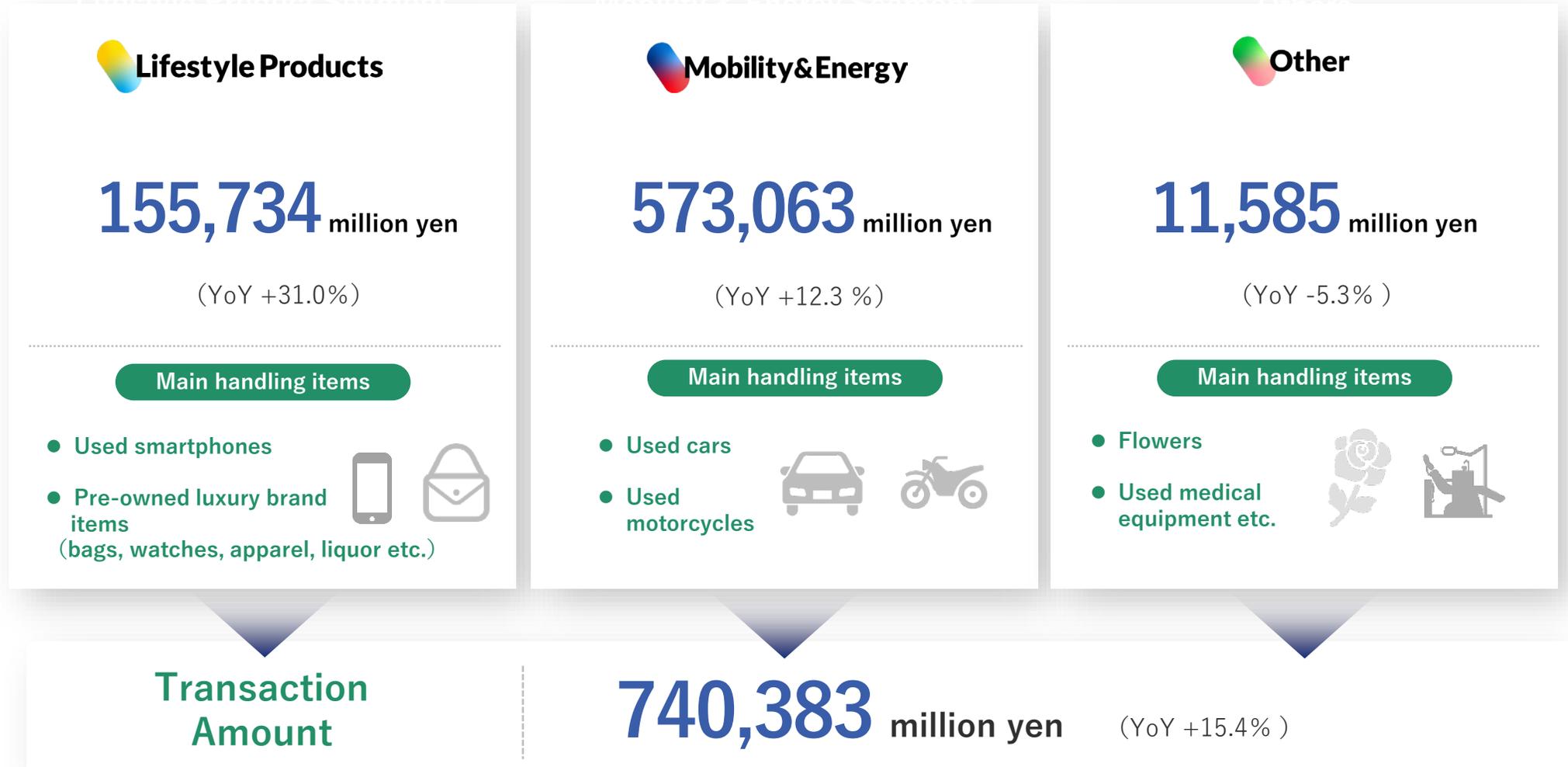
(million yen)

Net Sales

Operating Profit



FY2025 Cumulative Transaction Amount by Segment



* Transaction Amount: The total amount of sales by sale of products and products sold at auction distributed through our services in each business

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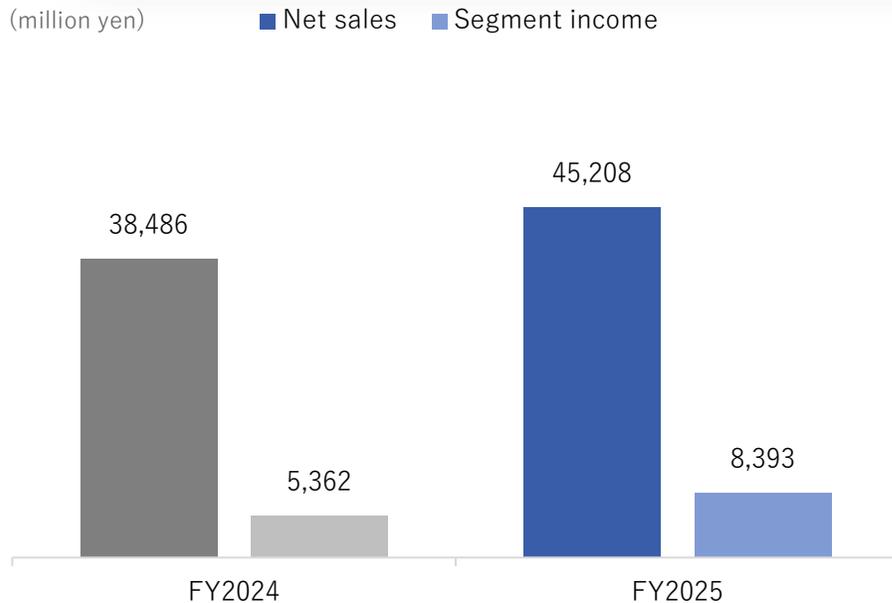
FY2025 Cumulative Results

Lifestyle Products

Summary

- Both sales and profit increased year on year. (Net sales +17.5%, Segment income +56.5%)
- In the Digital Product Business, we continued to strengthen collaboration with domestic suppliers and our buying power, resulting in a significant increase both in the number of units sold and in the transaction amount comparing to the previous year and showing a favorable performance.
- In the Fashion Resale Business, despite a decline of average unit price of items sold, the transaction amount remained on the same level as the previous year due to increases in the number of items listed and sold at auctions owing to a rise in the number of auction members by digital marketing and increased demand for cashing of inventory. Also, the profitability improved following a partial revision of fees system.
- The transaction amount showed a softening trend due to the decrease of the number of purchased items owing to the closure of certain stores and the impact of the U.S. tariff policy, in the business targeting consumers.
- Integration of merchandising center has been implemented in accordance with the reorganization with the aim of strengthening its synergies as a group.

(million yen) ■ Net sales ■ Segment income



Net Sales Composition

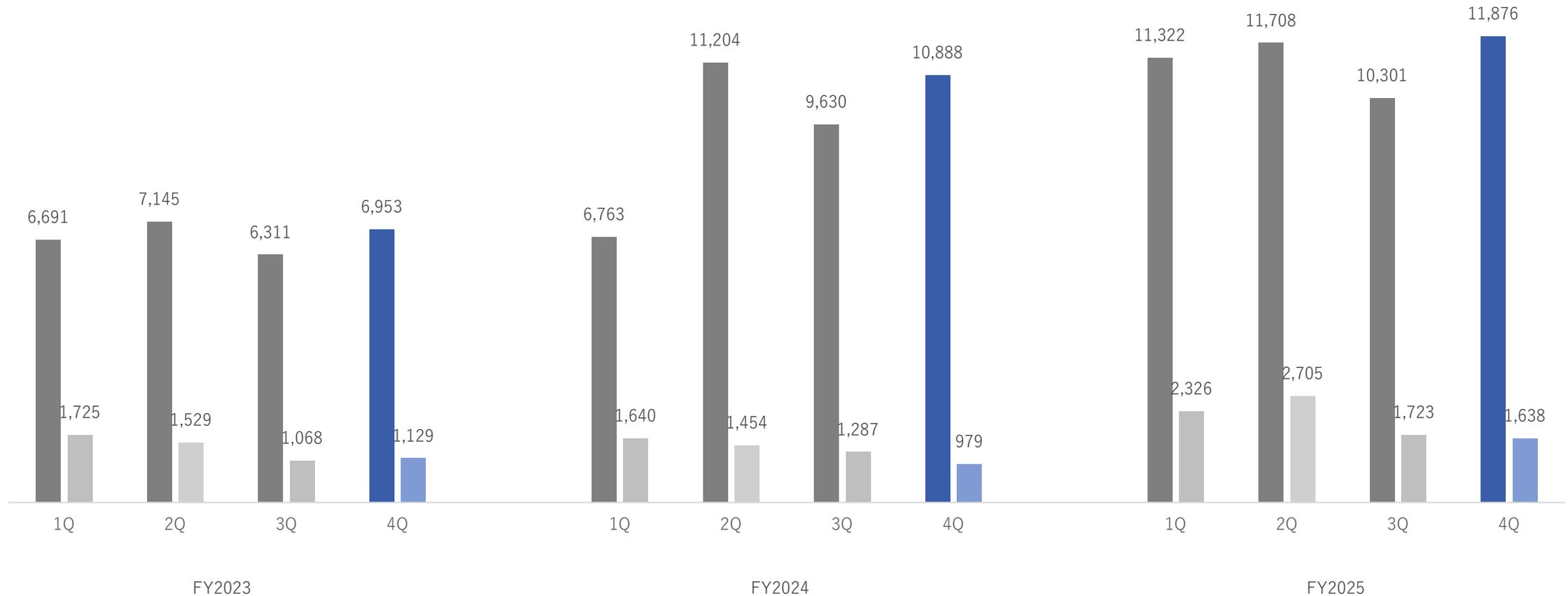
(million yen)	Main breakdown	FY2024	FY2025	YoY
Auction related revenues	Membership fees, commission fees, etc.	10,614	15,343	+44.5%
Product sales related revenues	Product sales in businesses targeting consumers, etc.	27,759	29,769	+7.2%
Other	BPO service, etc.	112	96	-14.5%
Inter-segment net sales or transfers		-	-	
Net Sales		38,486	45,208	+17.5%

FY2023~FY2025 Results by Quarter

Lifestyle Products

(million yen)

■ Net Sales ■ Segment Income



 Digital Product Business

	FY2024	FY2025	YoY
Transaction amount (million yen)	49,003	83,927	+71.3%
Sales units (unit)	1,658,721	2,549,758	+53.7%
Number of members (member)	2,037	2,103	+3.2%

Both the average unit price and the number of units sold showed a favorable trend and the transaction amount significantly increased year on year.

We continued to strengthen collaboration with domestic suppliers and buying power.

Focused on approaching to active buyers to revitalize auctions.

 Fashion Resale Business

			FY2024	FY2025	YoY
BtoB business	Transaction amount*	(million yen)	52,017	52,608	+1.1%
	Items listed	(item)	1,274,771	1,517,061	+19.0%
	Items sold	(item)	848,756	956,584	+12.7%
	Number of members	(member)	5,871	6,883	+17.2%
Business targeting C	Transaction amount*	(million yen)	17,848	19,199	+7.6%

Remained the same level from the previous year due to increases in the number of items listed and sold despite a decline of the average unit price of items sold.

Increased demand for cashing of inventory and a rise in the number of auction members.

An increase in the number of items listed.

Digital marketing was successful in generating leads.

Influenced by the closure of partial stores and the US tariff policy.

* The transaction amount of acquired Defactostandard, Ltd. and JOYLAB, inc. has been reflected and consolidated since 2Q in 2024.

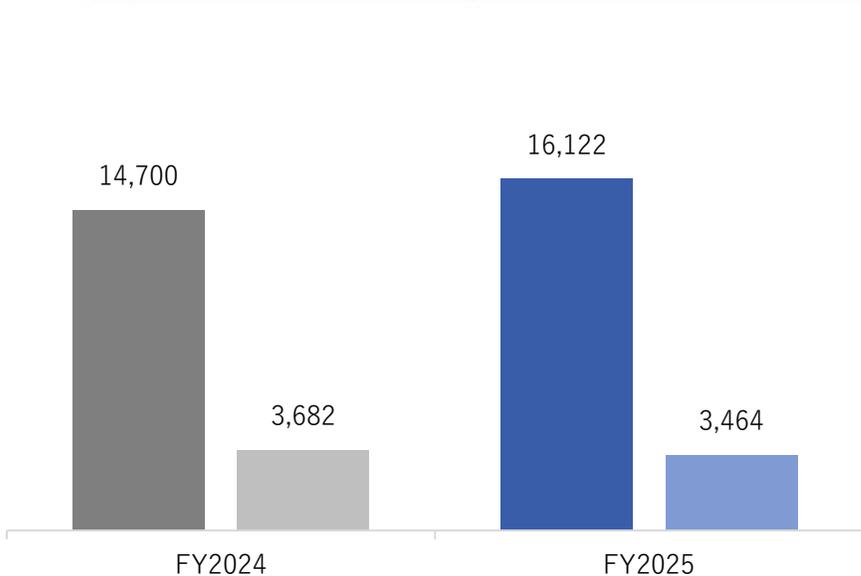
FY2025 Cumulative Results



Summary

- Sales increased and profit decreased year on year. (Net sales +9.7%, Segment income -5.9%)
- In the Automobile Business, the total number of vehicles sold and auctions won increased across our own auctions, the shared inventory market, the live relay broadcast auctions and the proxy bidding service. In addition, the results showed a favorable trend due to an increase in the number of vehicles inspected as the inspection demand from a used vehicle listing platform remained high.
- In the Motorcycle Business, the transaction amount showed favorable trend due to an increase in the total number of auctions won by exporters as well as an increase in the number of vehicles listed at auctions by major domestic dealers.
- The costs related to “BASE”, our new core system (continued from 2Q) and “AUCNET CARS”, the membership website (continued from 3Q) were incurred as well as the stock remuneration plan for employees (only in 2Q).

(million yen) ■ Net sales ■ Segment income



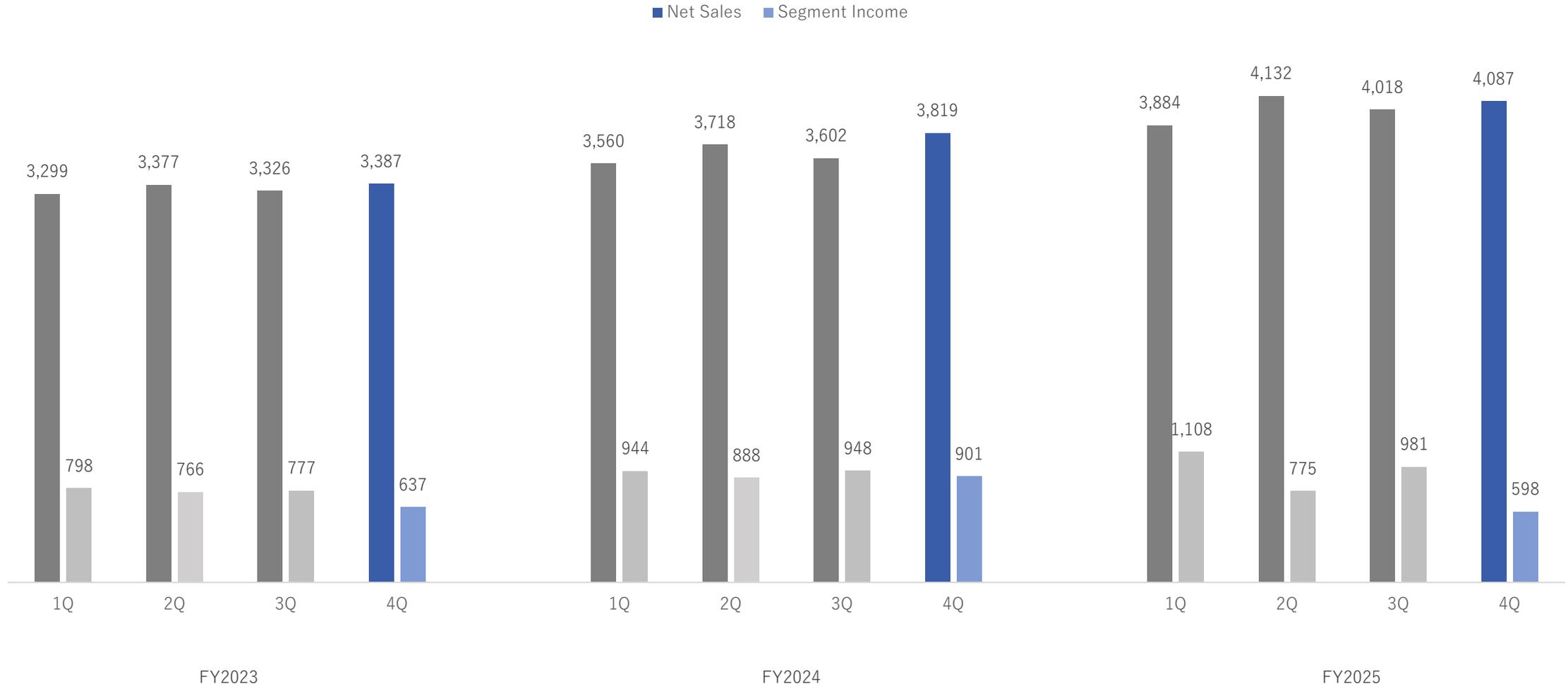
Net Sales Composition

(million yen)	Main breakdown	FY2024	FY2025	YoY
Auction related revenues	Membership fees, commission fees, etc.	9,522	10,318	+8.4%
Product sales related revenues	Sale of vehicles in the company's inventory, etc.	560	828	+47.9%
Other	AIS inspection fees, etc.	4,618	4,976	+7.7%
Inter-segment net sales or transfers		-	-	
Net Sales		14,700	16,122	+9.7%

FY2023~FY2025 Results by Quarter



(million yen)



FY2025 Business KPI

▶▶▶ See p.41-42 for business outline

Automobile Business

Motorcycle Business

Automobile		FY2024	FY2025	YoY
Transaction amount	(million yen)	499,499	560,097	+12.1%
Total vehicles sold/bought	(unit)	524,057	553,090	+5.5%
Number of members	(member)	15,501	16,056	+3.6%
Motorcycle		FY2024	FY2025	YoY
Transaction amount	(million yen)	10,872	12,965	+19.3%
Total vehicles sold/bought	(unit)	29,679	33,270	+12.1%
Number of members	(member)	2,622	2,569	-2.0%
Vehicles inspected*	(unit)	1,396,305	1,580,222	+13.2%

The demand for used vehicles remained strong and the average unit price of vehicles sold increased.

Continuously increased across our own auctions, the shared inventory market, the live relay broadcast auctions and the proxy bidding service.

A steady increase in the number of members for the proxy bidding service.

An increase in the average price of vehicles sold due to the continued high levels of purchase demand at auctions from the exporters.

An increase in the number of vehicles listed by major domestic dealers as well as the total number of auctions won by exporter members.

Inspection demand from a used vehicle listing platform remained high, and the number of annual inspections broke the record for five consecutive years.

*Total number of used cars and motorcycles inspected.

FY2025 Cumulative Results

▶▶▶ See p.43 for business outline

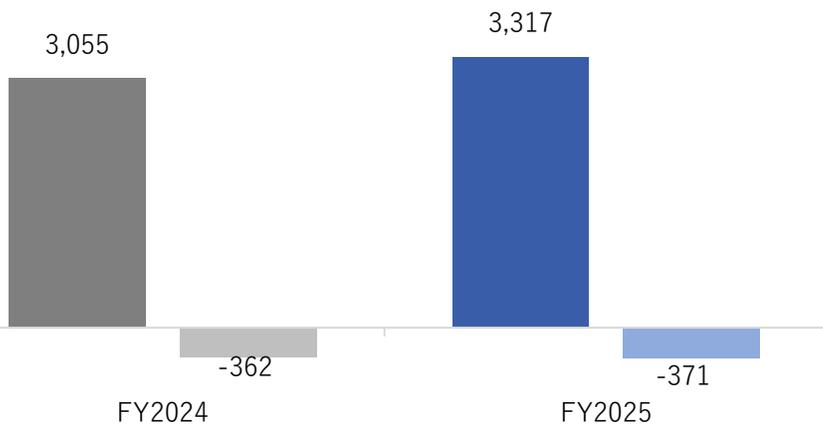
Other

Summary

- Sales increased and profit decreased year on year. (Net sales +8.6%, Operating loss in the previous year 362 million yen)
- In the Agricultural Business, the transaction amount showed a softening trend because the number of flowers collected and the average unit prices were lower compared to the previous year. However, the transaction amount for auctions and the number of members steadily increased in the Kansai base.
- In the Circular Commerce Business, we have continued promoting coordination with our partner companies. Due to the withdrawal from unprofitable businesses, the amount of loss has decreased.

(million yen)

■ Net sales ■ Segment income



Net Sales Composition

(million yen)	Main breakdown	FY2024	FY2025	YoY
Auction related revenues	Membership fees, commission fees, etc.	1,220	1,161	-4.9%
Product sales related revenues	Negotiated sales, etc.	697	765	+9.7%
Other	BPO service, etc.	804	882	+9.6%
Inter-segment net sales or transfers		333	509	+52.9%
Net Sales		3,055	3,317	+8.6%

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Forecast of FY2026 Consolidated Results

➤ We expect sales and profit to increase due to our existed businesses growth and one-time costs for FY2025

(million yen)	FY2025	FY2026	YoY
Net Sales	64,139	71,000	+10.7%
Operating profit	9,517	11,000	+15.6%
Operating profit margin	14.8%	15.5%	+0.7pt
Ordinary profit	9,521	10,850	+13.9%
Profit attributable to owners of parent	5,921	7,200	+21.6%
Basic earnings per share	129.85 yen	79.30 yen (158.60 yen)*	-
Dividend per share	58.00 yen	40.00 yen (80.00 yen)*	-
Dividend payout ratio	44.7%	50.4%	+5.8pt

*Forecast of basic earnings per share and dividend per share for the fiscal year ending December 31, 2026 are stated with the adjusted figures considering a share split which is scheduled at the ratio of 2 shares for each common stock with an effective date of April 1, 2026. The figures before considering the share split are stated within ().

Forecast of FY2026 by quarters

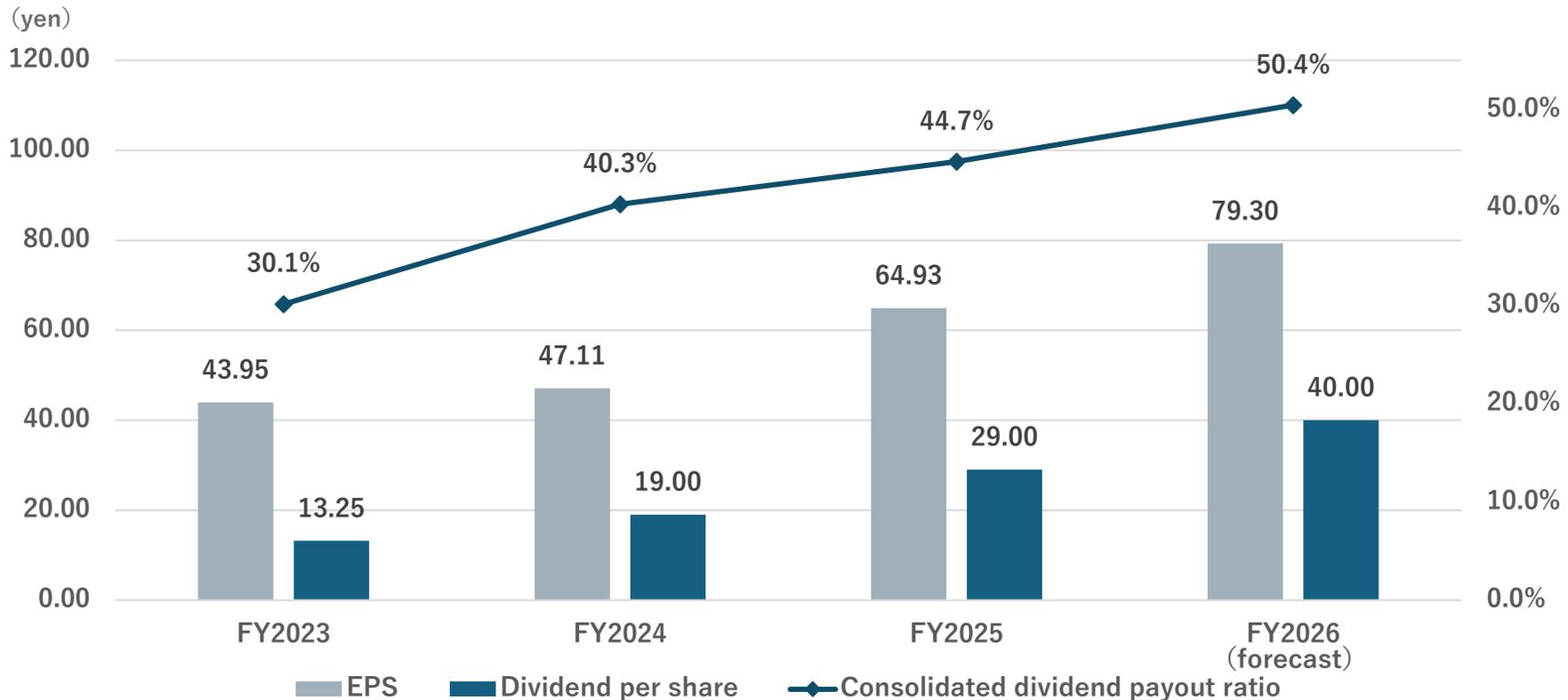
- We expect profit decreases for 1Q in FY2026 year on year due to increases in costs of branding initiatives including television commercials in the Fashion Resale Business and amortization expenses in accordance with the new core system and the new membership website which have incurred since 2Q in FY2025.
- Meanwhile, we expect profit increases since 2Q in FY2026 year on year due to the continuous growth of existed business and one-time costs which have incurred since 2Q in FY2025.

	1Q	2Q	3Q	4Q
YoY				

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Change to Dividend Policy (Increase in Dividend Payout Ratio)

- We will enhance shareholders' return by rising the dividend payout ratio from 40% or higher to 50% or higher since FY2026.
- Forecast of dividend per share for FY2026 is 40 yen (YoY +11 yen after taking into account the share split in April 2026.)



* Share split at the ratio of 2 shares for each common stock is scheduled with an effective date of April 1, 2026.
 EPS and dividend per share even for the period prior to such share split are stated with the adjusted figures considering such share split.

Share Split

- The purpose of the share split is to improve the liquidity of the Company's shares and further expand the investor base by lowering the amount per unit of investment.

Outline

Record Date : Mar.31

Total number of issued shares
48,026,400 shares

Split at the ratio of 2 shares for 1 share

Effective Date : Apr.1

Total number of issued shares
96,052,800 shares

Dividend and Shareholder Benefits

As the effective date of this share split is scheduled on April 1, 2026, the number of shares outstanding prior to the share split applies to the year-end dividend for the fiscal year ending December 31, 2025, and shareholder benefits based on a record date of December 31 2025.

Other

The amount of share capital will not change as a result of the share split, but the Company will amend the total number of shares authorized to be issued in Article 6 of its Articles of Incorporation, from 110 million to 220 million shares, effective as of April 1, 2026, pursuant to Article 184, Paragraph 2 of the Companies Act.

Upward revisions of Our Medium-Term Management Plan, Blue Print 2027

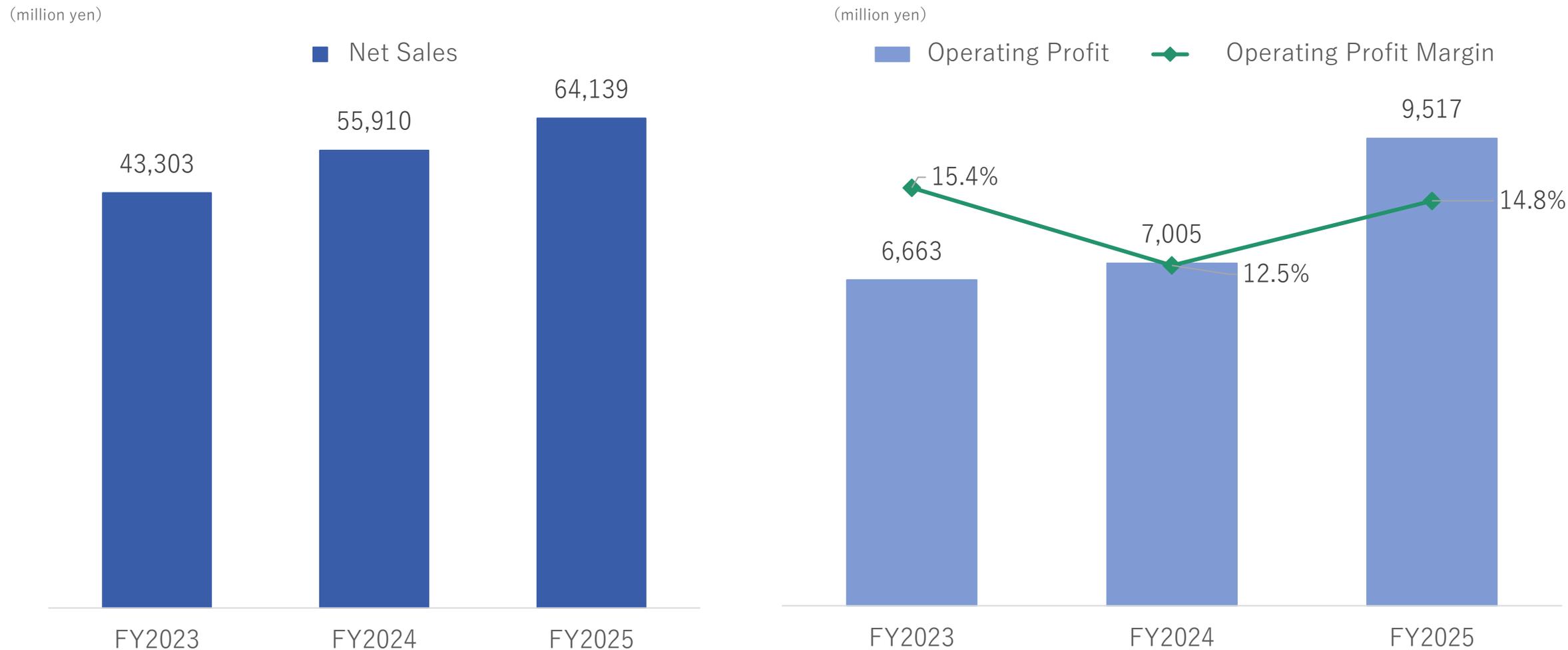
- We achieved all Blue Print 2027 medium-term quantitative targets for EBITDA, ROE and dividend payout ratio for FY2027, two years ahead of schedule.
- Therefore, we revised the quantitative targets of Blue Print 2027 as below.
- Please refer to our company's website for more details.

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

	Before revision	After revision
Time of Disclosure	February 14, 2025	February 13, 2026
Vision	Working with partners worldwide to shape the future of the circular economy.	No Change
Long-Term Target	GCV 1 trillion yen	No Change
Medium-Term Quantitative Targets	EBITDA 10 billion yen ROE 15-20% Dividend payout ratio 40% or higher	<u>EBITDA 13.5 billion yen</u> ROE 15-20% <u>Dividend payout ratio 50% or higher</u>

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FY2023~FY2025 Consolidated Results by Fiscal Year



Consolidated Balance Sheets & Statements of Cash Flows

Assets (million yen)	FY2024 end of December	FY2025 end of December	Increase/ Decrease
Current assets	33,537	40,642	+7,105
Cash and deposits	16,980	23,104	+6,123
Due from auction members	4,978	6,456	+1,477
Other	11,577	11,082	-495
Non-current assets	10,503	10,138	-364
Property, plant and equipment	1,805	1,939	+134
Intangible assets	3,181	2,764	-417
Other	5,515	5,434	-81
Total assets	44,040	50,781	+6,741

Liabilities and net assets (million yen)	FY2024 end of December	FY2025 end of December	Increase/ Decrease
Current liabilities	14,510	21,797	+7,286
Due to auction members	9,340	15,161	+5,821
Other	5,170	6,636	+1,465
Non-current liabilities	3,363	2,361	-1,001
Retirement benefit liability	1,916	850	-1,065
Other	1,447	1,511	+64
Total liabilities	17,874	24,159	+6,284
Total net assets	26,166	26,622	+456
Total liabilities and net assets	44,040	50,781	+6,741

(million yen)	FY2024	FY2025	YoY
Cash flows from operating activities	4,853	12,745	+7,891
Cash flows from investing activities	-3,474	-1,068	+2,405
Cash flows from financing activities	-4,066	-5,557	-1,491
Cash and cash equivalents at end of period	16,980	23,104	+6,123

KPI

			FY2023				FY2024				FY2025				
			1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
Lifestyle Products Segment	Digital Product	Transaction amount (million yen)	12,443	11,638	8,243	10,068	12,960	12,090	12,432	11,521	18,778	25,095	17,966	22,086	
		Sales units (unit)	445,227	430,091	337,758	365,295	453,470	394,636	429,731	380,884	629,364	751,681	608,515	560,198	
		Number of members (member)	1,359	1,541	1,674	1,779	1,852	1,948	2,005	2,037	2,036	2,113	2,032	2,103	
	Fashion Resale	BtoB business	Transaction amount ※1 (million yen)	10,644	11,163	10,903	11,351	11,136	13,977	12,640	14,262	13,021	13,745	12,034	13,806
			Items listed (item)	236,869	269,776	265,922	294,166	281,383	319,243	313,864	360,281	367,149	435,816	355,045	359,051
		Items sold (item)	174,900	181,929	172,573	186,430	189,124	217,280	204,934	237,418	251,560	261,764	216,488	226,772	
		Business targeting C	Number of members (member)	4,287	4,503	4,638	4,862	5,029	5,281	5,590	5,871	6,110	6,310	6,501	6,883
	Transaction amount ※1 (million yen)	2,812	3,033	2,909	2,936	2,533	5,725	4,424	5,165	5,081	4,339	4,396	5,382		
Mobility & Energy Segment	Automobile	Auction related	Transaction amount (million yen)	104,769	118,736	111,284	107,347	124,533	129,674	125,147	120,143	133,723	138,044	144,598	143,731
			Total vehicles sold/bought (unit)	121,962	135,221	122,723	122,710	135,464	133,817	128,181	126,595	135,289	141,358	141,796	134,647
		Membership fee	Number of members (member)	14,999	15,091	15,155	15,142	15,143	15,309	15,377	15,501	15,638	15,824	15,996	16,056
	Motorcycle	Auction related	Transaction amount (million yen)	2,112	2,227	2,301	1,437	2,267	2,955	2,726	2,921	2,938	3,555	3,069	3,403
				Total vehicles sold/bought (unit)	5,877	7,242	6,771	6,494	6,929	8,160	7,185	7,405	7,819	9,555	7,754
		Membership fee	Number of members (member)	2,646	2,655	2,647	2,624	2,616	2,601	2,604	2,622	2,612	2,577	2,577	2,569
		Inspection fee	Vehicles inspected※2 (unit)	318,348	307,586	303,764	333,210	336,136	343,717	346,698	369,754	370,621	398,024	394,399	417,178

* 1 The transaction amount of acquired Defactostandard, Ltd. and JOYLAB, inc. has been consolidated and disclosed since 2Q in 2024.

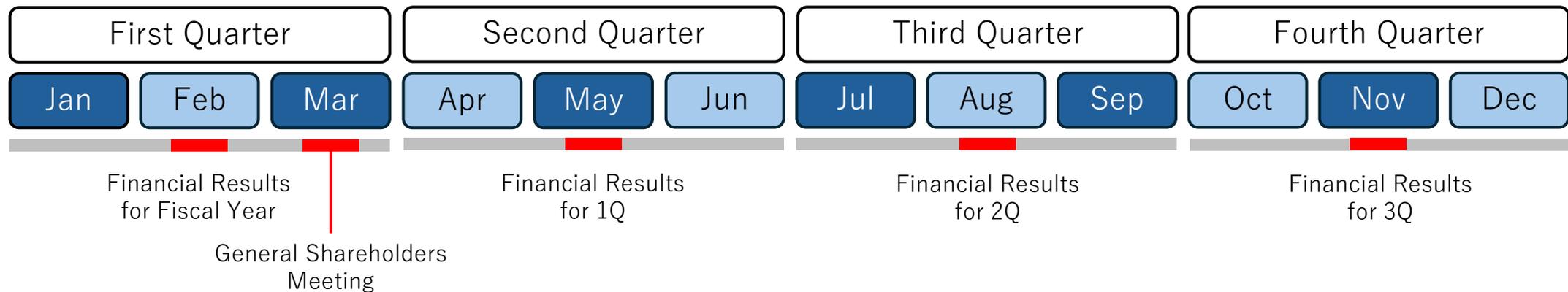
* 2 Total number of used cars and motorcycles inspected.

Schedule for Announcement of Financial Results for the First Quarter of FY2026

Mid-May

*implemented on 13th May last year

Annual Schedule





Trade name	AUCNET INC.
Date of start of business	June 29, 1985
Head office	Aoyama OM Square, 5-8 Kita-Aoyama 2-chome, Minato-ku, Tokyo 107-8349, Japan
Closing date	December 31
Number of employees (consolidated)	1,119 (As of December 31, 2025)
Capital, etc.	1,807 million yen (As of December 31, 2025)

Aucnet's philosophy is “Authenticism”

We have always pursued the question, “What is authentic service?” and seek to provide services that help our partners achieve more efficient and secure transactions.

In the used car business and beyond, we will use the power of information to create a circular market in a wide variety of business fields in order to deliver “all kinds of valuable goods to people who need them.”

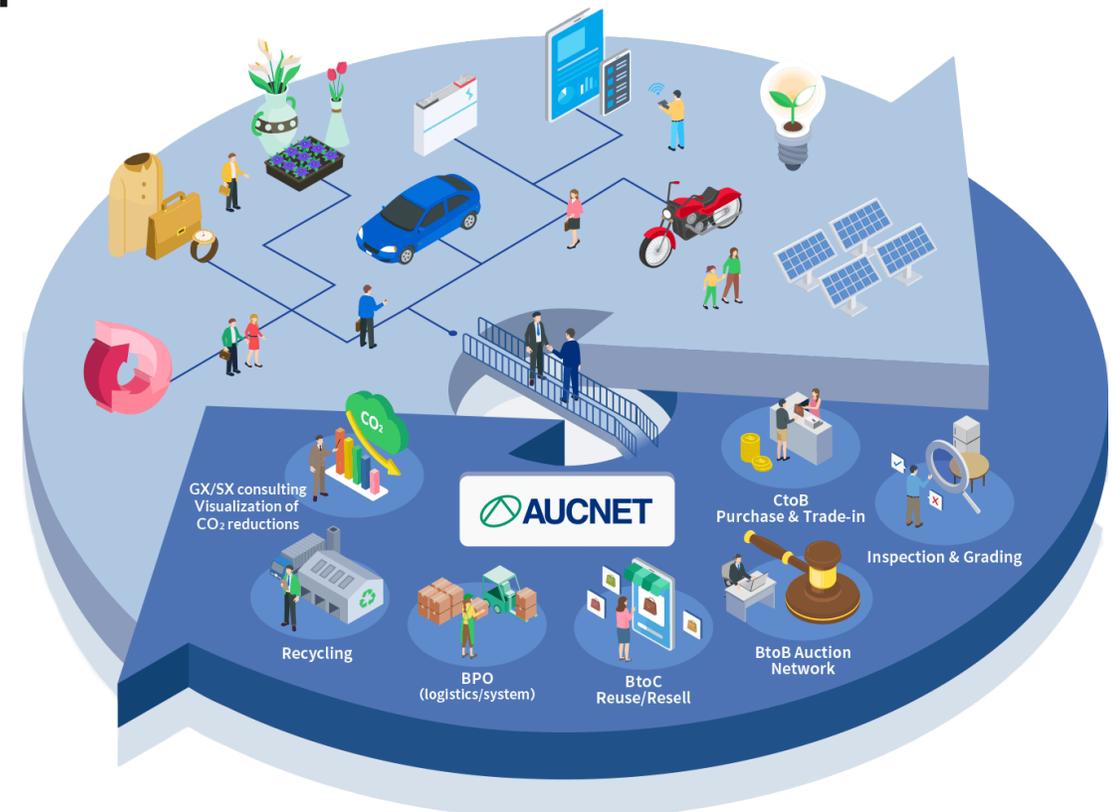
Market Design to Connect Values

Leveraging “circular commerce” to maximize our potential and create more customers around the world.
We are your market design partner.

By providing appropriate information to both sellers and buyers, we create what we call a “circular commerce market,” in which goods are repeatedly circulated. Since our establishment, we have always sought after providing authentic services that make changes for the better, not only in the industry, but in society as a whole.

Through market design, we will not only increase existing value but change to commercializing goods and things that have never been redistributed before. We will continue to find new values by co-creating with our partners who believe that “the life of a product continues even after it has been sold.”

We want to create a world where value is connected and reconnected over and over again with Aucnet.



Goals | Expand and promote international operations and consumer services

Constituent Businesses

Digital Product Business

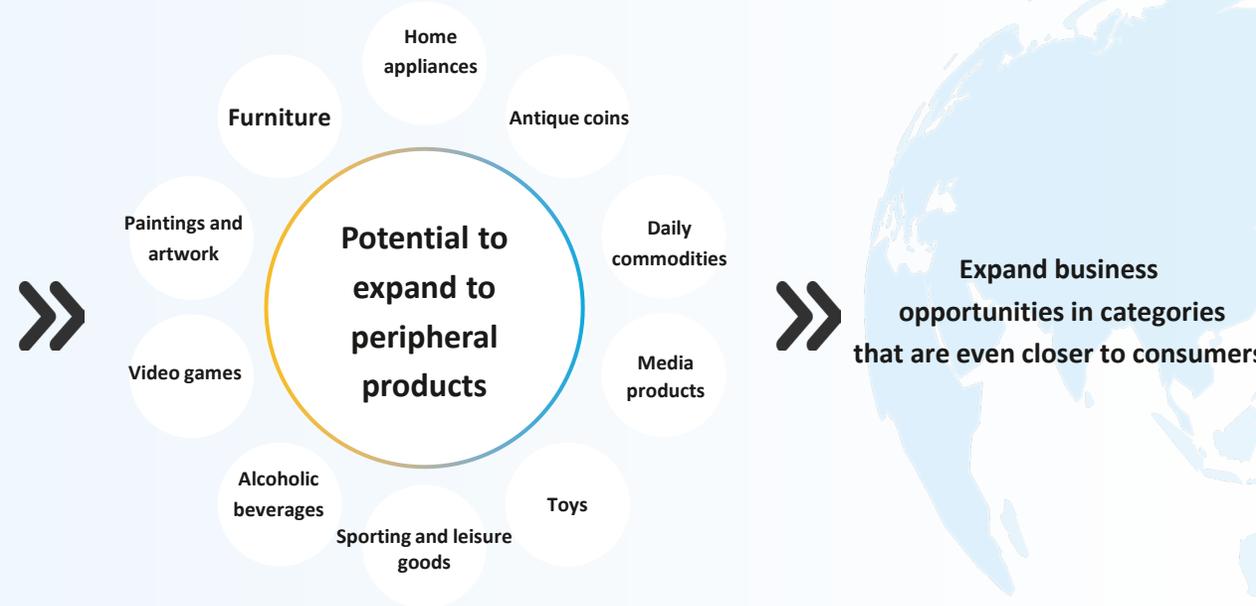
Major products handled

- Smartphones
- PCs

Fashion Resale Business

Major products handled

- Pre-owned luxury brand items
- Apparel
- Alcoholic beverages



Business environment and assumptions | Expansion of the reused goods market | Growing interest in SDGs and sustainability

Auctions In and Outside Japan



- Aucnet handles pre-owned smartphones, PCs and tablet devices, and aims to further expand into additional product categories.
- We are focusing on strengthening our network of buyers, which now comprises more than **2,000 member companies**, outside Japan.* Building on our operations in Hong Kong, we established a branch in Dubai in November 2022.



Data Erasure



- In 2010, we established Blancco Japan Inc. as a joint venture with Blancco Technology Group plc, which has the leading share of the global data erasure market.
- We provide services for the thorough erasure of data on IT-related devices sold at auction.



Trade-in Services

Trade-in System

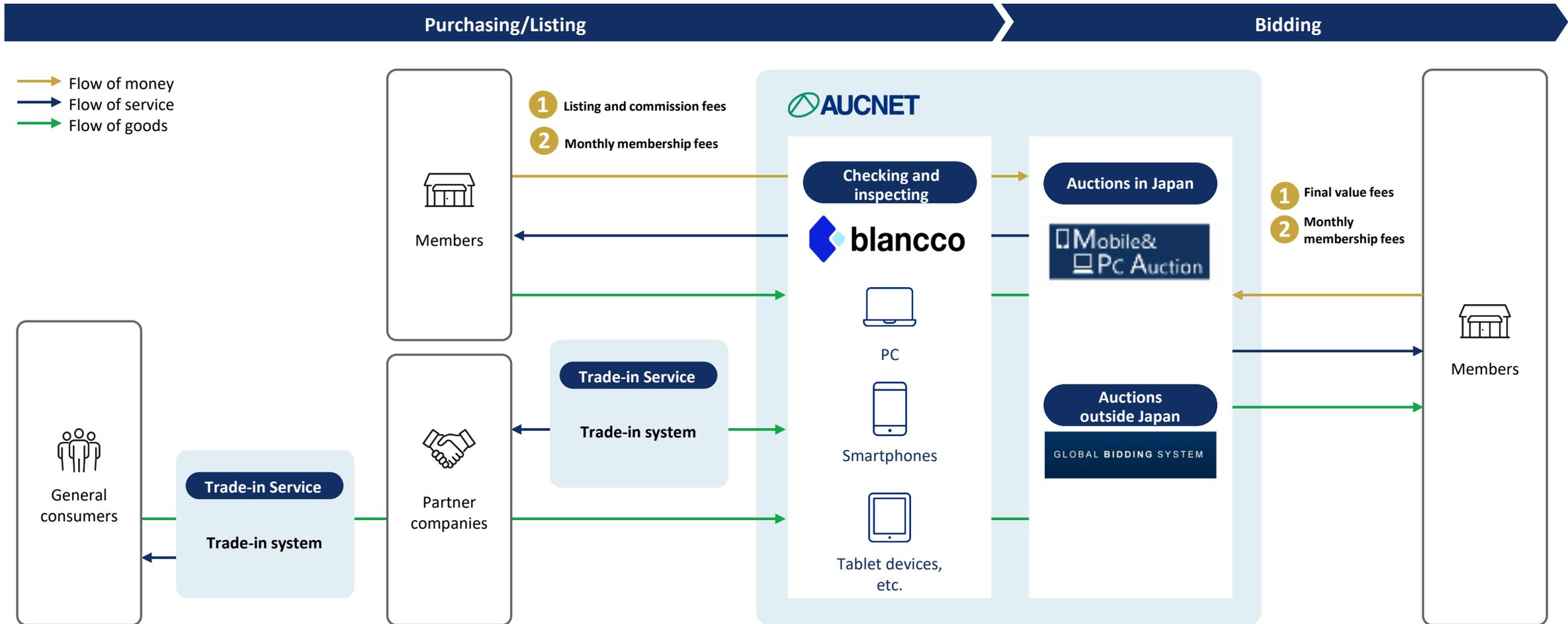
- We provide software to guide the trade-in (purchase) of pre-owned devices for private individuals and corporate customers.

Partners

- Samsung Electronics Japan Co., Ltd.
- JCOM Co., Ltd.



* As of December 31, 2025



Pre-owned luxury brand item auctions deployed by AUCNET INC.

BtoB



- The robust membership network we have built over the years comprises **6,800 members.***
- Industry-leading transaction volume of approximately **¥51,000 million.***



- High unit prices of items sold
- Many rare items listed

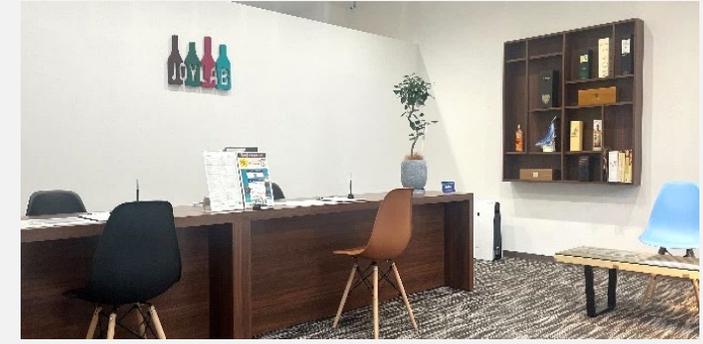


Alcoholic beverage purchase and sale services provided by JOYLAB, Inc.

Consumer services



- A leader in resale of alcoholic beverages in Japan
- In addition to **9 directly managed stores*** in major cities throughout Japan, JOYLAB has strong purchasing power resulting from its nationwide collection service and collaboration with Brandear stores.





Purchase and sales service for general consumers deployed by CircLuxe Inc.

Consumer services



- Purchase and sale of brand-name items including bags, watches and jewelry.
- In addition to **11 physical stores**,* primarily in Tokyo and Osaka; we are also developing an e-commerce site.



Brandear

- Handling a wide range of branded items, from high-end to casual.
- Multiple sales channels, primarily serving consumers.

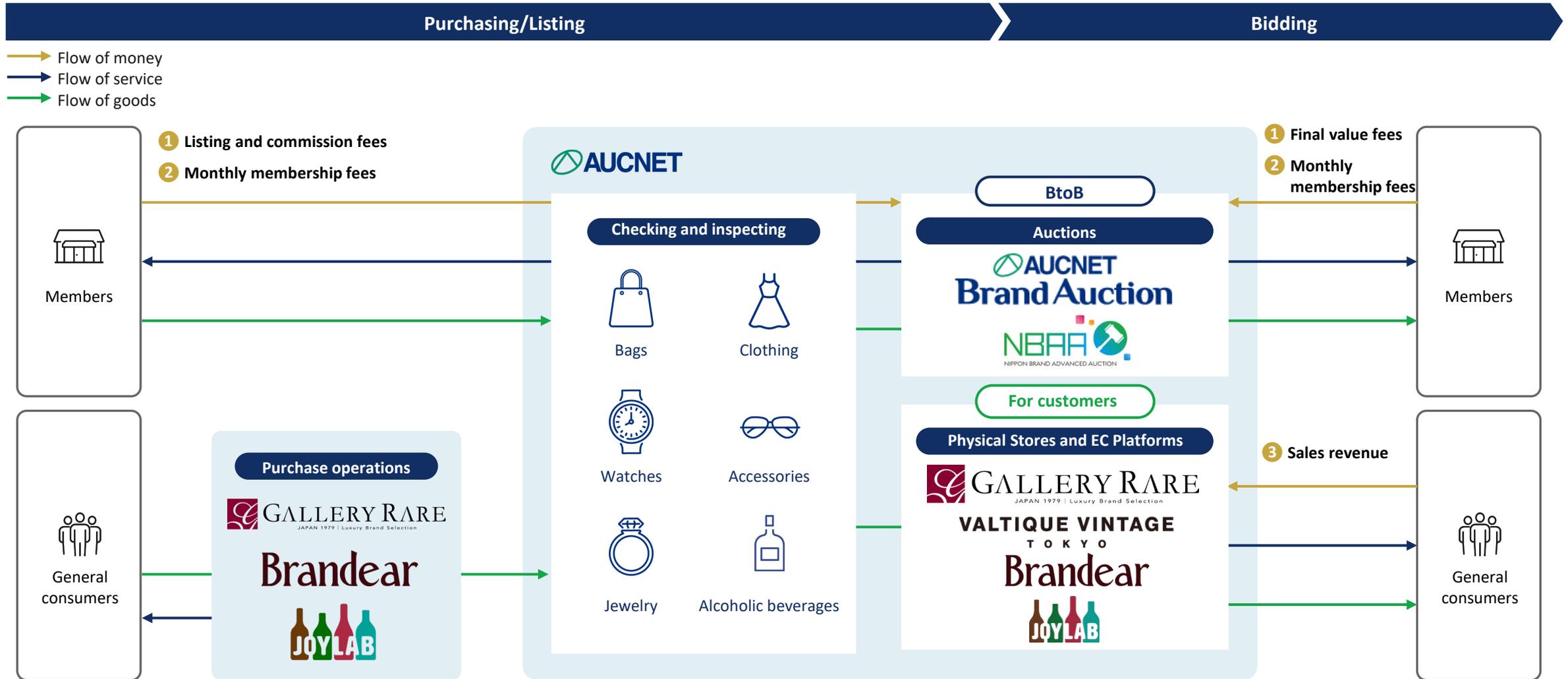
ブランド品売るなら
ブランドディアにお任せ
カンタン買取で現金化



VALTIQUE VINTAGE TOKYO

- Launched in September 2022 as an e-commerce platform selling high-end brand and vintage items.
- Items are targeted at Millennials and Generation Z who have greater interest in sustainability.





Goals | Expand and promote services in the next-generation mobility field

Constituent Businesses

Automobile Business

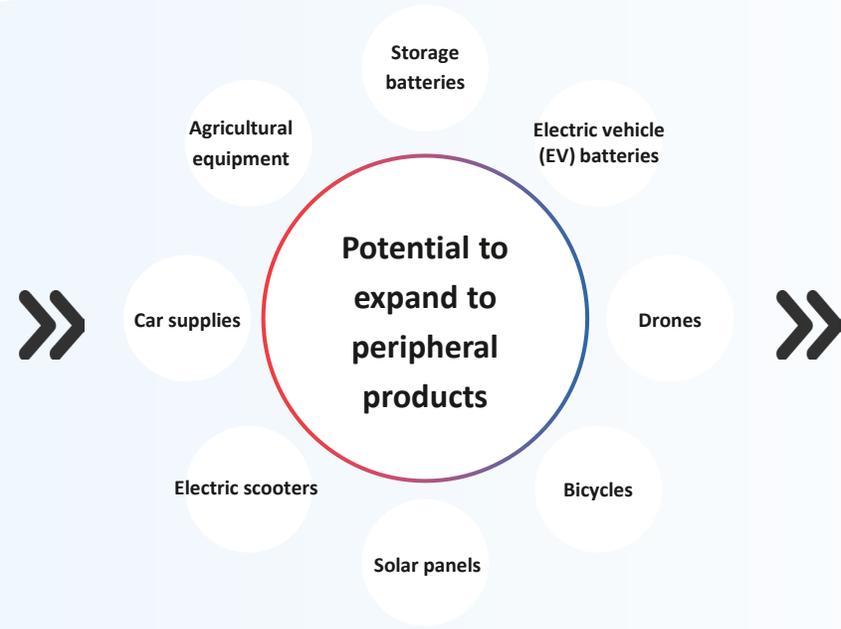
Major products handled

- Used automobiles

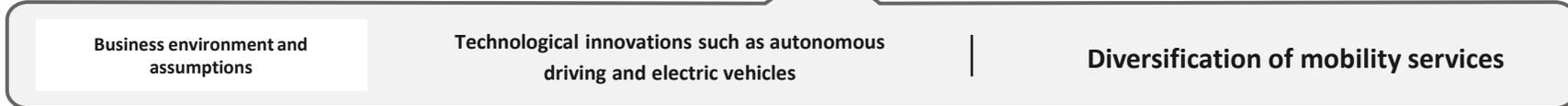
Motorcycle Business

Major products handled

- Used motorcycles



Contribute to the realization of a sustainable and efficient society





Automobile Business

Hosted by Aucnet

TVオークション

(Used car auctions)

- Many older, low-mileage vehicles and off-lease vehicles available for sale.
- Vehicles can be listed for sale without the need for relocation, and can be kept out-front at physical stores.



共有在庫市場

(Shared inventory market)

- Enables purchases from member inventories of **75,000*** vehicles throughout Japan at any time.

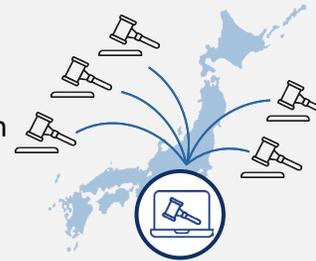


Networking with Other Industry Players

ライブオークション

(Live relay broadcast auctions)

- We partner with **77*** physical car auction venues throughout Japan to live broadcast events.



AUC 株式会社 アイオーク

(Buyer and seller agency services)

- Buyer and seller agency services in conjunction with **113*** physical vehicle auction venues throughout Japan.

Motorcycle Business

i-moto-auc

- An auction platform with over **4,000*** participating companies nationwide.

moto-auc RENTAL BIKE

- Nationwide motorbike rental business support service.



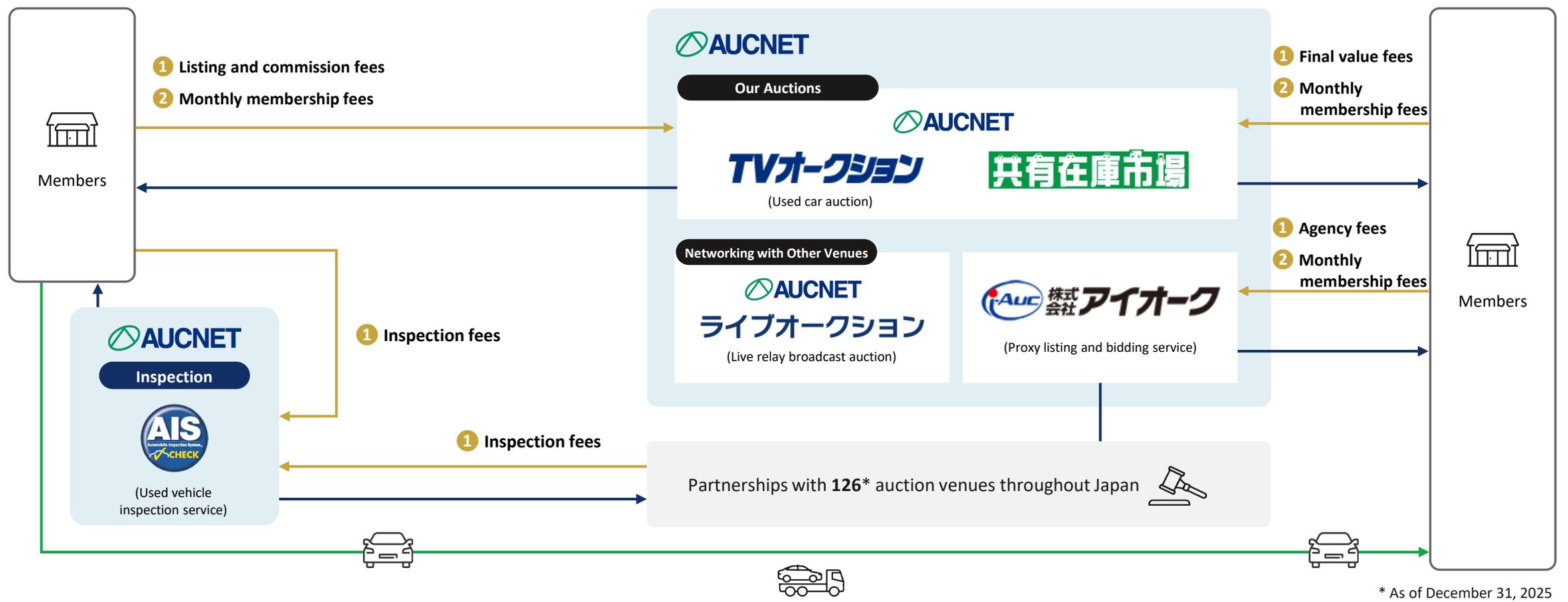
Used Vehicle Inspection Service

- AIS Inc. is an industry leader in used vehicle inspection.
- A team of approximately **240** inspectors* provides on-site inspection and evaluation services throughout Japan.

* As of December 31, 2025

Listing Bidding

→ Flow of money
 → Flow of service
 → Flow of goods



* As of December 31, 2025

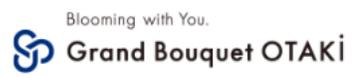
Agricultural Business



- Japan's only online flower market for completely remote purchasing.



- The only market in the Tokyo Metropolitan Central Wholesale Market that specializes in potted plants.



- A cutting-edge, large-scale phalaenopsis orchid cultivation facility that brings together advanced ICT and cultivation techniques.

Circular Commerce Business



- Consulting and BPO services that comprehensively support manufacturers and retailers in launching and engaging in circular commerce.



- Japan's only dedicated online auctions for used medical equipment.

The earnings forecast and other forward-looking statements herein are based on the information currently available and certain assumptions deemed reasonable by Aucnet Inc., and it does not guarantee its achievement. In addition, actual results may differ significantly from these forecasts due to a wide range of factors.

