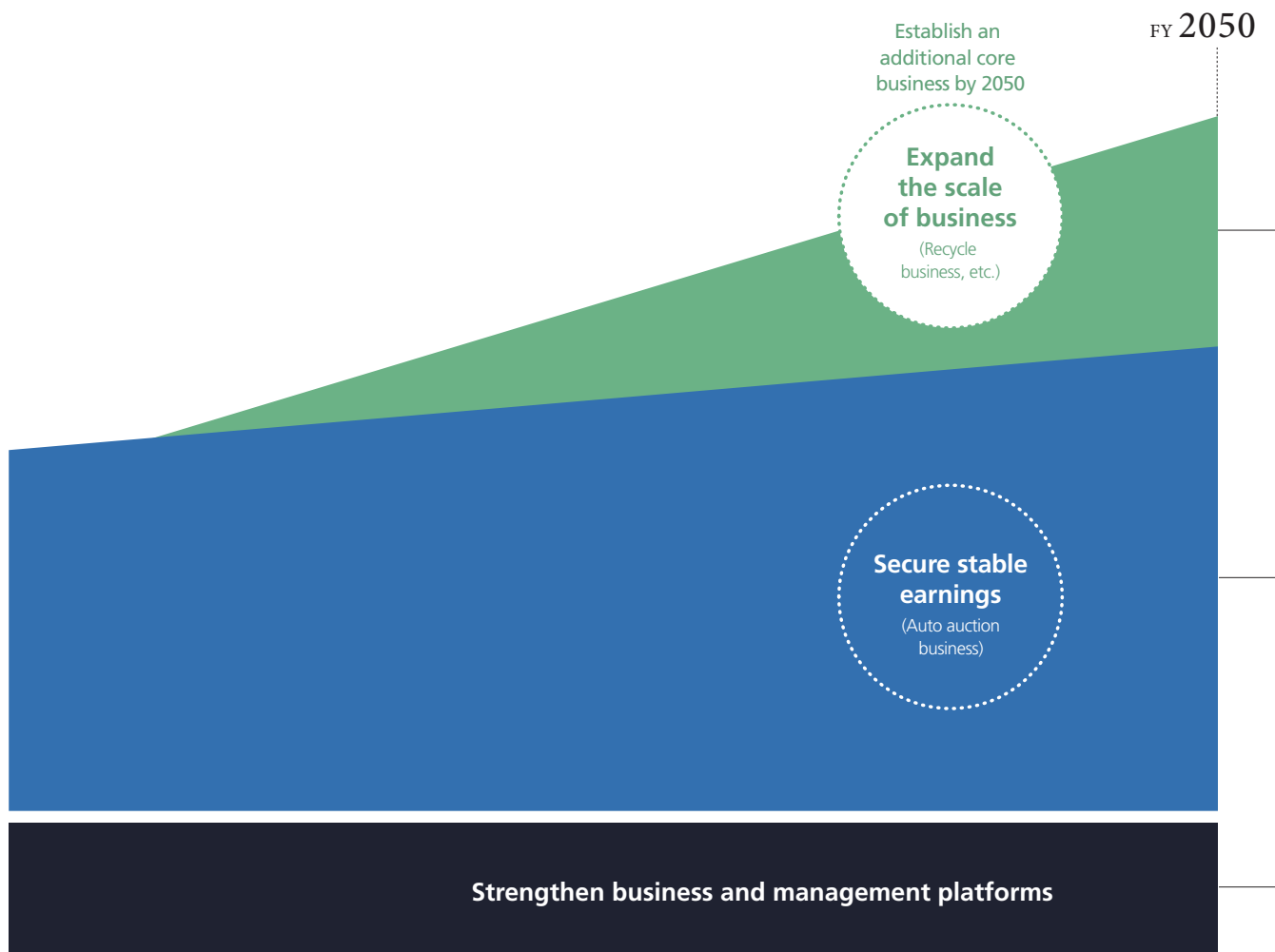


Purpose	Ensure the auto auction market remains fair and equitable while always striving for even greater convenience		
Long-term vision	Create new frameworks to ensure fair and equitable business dealings and resource recycling and sustainably enhance corporate value		
Financial targets	ROE over 15%	Consolidated payout ratio over 55%	Total payout ratio over 80%*
Illustration of growth	<ul style="list-style-type: none"> • Contribute more to a recycling-oriented society, a circular economy and business expansion • Strive to further increase profits by expanding the market share of the auto auction business • Establish an additional core business by the fiscal year ending March 31, 2051 		

* We have established a shareholder return policy aiming for a total payout ratio of at least 80% for the three years up to the fiscal year ending March 31, 2027.



Targets /
key performance indicators (KPIs)

Main growth investments (FY2024–FY2026)

Materiality

Expand the scale of business

Net sales target for the resource recycling business

JP¥ **10** billion (FY2027)

Net sales target for the plant recycling business

JP¥ **10** billion (FY2026)
→Pp. 39–40

① Commercialize aluminum and other new resource recycling

We will commercialize the direct recycling of aluminum and various other resource recycling.

② Commercialize solar panel recycling

We will commercialize recycling of the large number of solar panels expected in the future.

The total investment for ① and ② is about JP¥3 billion.

Resource recycling

Targets /
key performance indicators (KPIs)

Main growth investments (FY2024–FY2026)

Materiality

Secure stable earnings

Auto auction

Share target **50**%
→Pp. 35–36

① Build a new Yokohama Auction Site (FY2024–FY2025)

We will build a new auction site with a multi-story parking structure to handle the significant increase of vehicles at auction. The total potential investment is about JP¥8 billion.

② Build a new HAA Kobe Auction Site (After FY2025)

We plan to build a new auction site with a multi-story parking structure as the largest auction site in western Japan. The total potential investment is about JP¥10 billion.

③ Build a new Tokyo Auction Site (After FY2026)

The Tokyo Auction Site is the largest in Japan (an average of about 15,000 vehicles always at auction), but was built 20 years ago. We plan to build a new facility to expand its auction capabilities.

④ Update core auto auction systems (FY2024–FY2026)

We plan to update our system for managing information on listed vehicles and successful bids by the fiscal year ending March 31, 2027. The total potential investment is about JP¥5 billion.

Resource recycling

Information management

Targets /
key performance indicators (KPIs)

Main initiatives (FY2024–FY2026)

Materiality

Strengthen platforms

CO₂ emission reduction target
(Base year: FY2021)

Total Scope 1 and 2

42% reduction (FY2030)

Scope3

25% reduction (FY2030)

...and other materiality KPIs
→Pp. 25–26

① Human resource development

Expedite inspector training to increase the number of vehicles in auctions.
→Pp. 31–32, 56

② Reduce the environmental impact of our businesses

- Promote waste recycling →P. 64
- Reduce greenhouse gas emissions →Pp. 58–64

③ Strengthen governance

- Disclose information in accordance with corporate governance codes →Pp. 41–46
- Officer remuneration policy that incorporates ESG indicators →Pp. 43–45

Human resources management

Resource recycling

Climate change

Fair and equitable business dealings