



(For Translation Purposes Only)

November 1, 2018

Raccoon Holdings, Inc.  
1-14-14 Nihonbashi-Kakigaracho, Chuo-ku  
Tokyo  
President: Isao Ogata, Representative Director  
(Code: 3031, Tokyo Stock Exchange, 1st  
Section)  
Contact: Satoshi Konno  
Executive Vice President and Director  
(Tel: +81-3-5652-1711)

**Notice Concerning Future Management Policy**

Raccoon Holdings, Inc. (Raccoon) announced that it today shifted to a holding company structure. The future management policy of Raccoon Group is described as follows.

**1. Growth Target**

Raccoon Group has achieved continuous increases in income and profits over the past nine years. It will proactively seek the acceleration of the pace of growth going forward. Specifically, it will work on (1) to (3) described in “2. Management Strategy of the Group” and initially aim to achieve an EBITDA of 1 billion yen, which is approximately twice the amount of that in the previous fiscal year (ended April 30, 2018), at an early stage. Moreover, the achievement of an EBITDA of 1 billion yen is the initial growth target after the shift to the holding company structure. Raccoon Group intends to expand its business scale by achieving an EBITDA of 1 billion yen as early as possible as the initial target and then continuously realize the second and third targets.

(Comparison with the fiscal year ended April 2018)

Fiscal year ended April 2018	Fiscal year ending April 20XX	Comparison
520 million yen	1 billion yen	1.9 times

(Adoption of EBITDA)

Raccoon will newly adopt EBITDA as the KPI. As described in “2. Management Strategy of the Group,” Raccoon Group has a policy to flexibly and proactively implement various investments such as creating new businesses and conducting M&As to achieve its growth targets at an early stage. As proactive creation of new businesses and promotion of M&As will be significantly impacted by the accounting standards, Raccoon decided to adopt EBITDA as the KPI to measure the substantial profitability excluding such impact.

EBITDA=Consolidated operating income + depreciation + amortization of goodwill (+ equity in earnings (losses) of affiliates)

The figures of EBITDA will be disclosed in the summary of financial results on a quarterly basis.

**2. Management Strategy of the Group**

Raccoon will make the following efforts to achieve the abovementioned initial growth target at an early stage.

(1) Acceleration of growth speed of existing businesses

Raccoon has achieved stable and steady growth in both the EC business and financial business until now. A system to accelerate the decision-making process in each business has been established with the shift to the

holding company structure this time. Therefore, Raccoon will accelerate the growth speed of existing businesses by voraciously pursuing growth opportunities.

(2) Conduct M&As

After the announcement of the “Notice Concerning Start of Consideration for Shift to Holding Company Structure” on March 28, 2018, Raccoon has developed necessary structures including launching of the Corporate Planning Division which is in charge of the creation of new businesses as well as the consideration and conducting of M&As, and issuance of stock options in an aim to secure funds which are believed to be necessary to realize M&As as well as capital and business alliances. With regard to M&As, presently, fields which have synergy effects with the financial business are considered to be especially promising.

(3) Creation of new businesses

Raccoon has newly established an intreprenuer program in order to seek the smooth launching of new businesses. Both the EC business and financial business have long histories and Raccoon has many employees who are familiar with each business. Raccoon intends to actively launch creative businesses through the operation of the intreprenuer program. Especially, the financial business, which provides settlement of accounts and guarantee services, is a financial service with high affinity with AI, Fintech, etc. Raccoon will integrate the accumulated data and the know-how on settlement of accounts and guarantee for SMEs which it possesses from before while aiming to increase sales by providing services which proactively utilize AI in existing services, and consider and promote the development of the platform for B2B credit and settlement through proactive utilization of AI.