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Announcement of the Mid-Term Management Plan FY2025-FY2027

Anicom Holdings, Inc. hereby announces the release of the Anicom Group Mid-Term Management Plan FY2025-FY2027. A summary is provided below. For full details, please refer to the Japanese version of the document.

Note: This document has been translated from a part of the Japanese original. The fully translated version will be disclosed at a later date. These documents have been translated for reference purposes only. In the event of any discrepancy between these translated documents and their Japanese originals, the originals shall prevail.



Summary of Anicom Group Mid-Term Management Plan

FY2025-FY2027

1. Review of the Mid-Term Management Plan FY2022-FY2024

(1) Quantitative Aspects

We steadily achieved the planned targets by emphasizing a balance between scale and profitability in our key consolidated management indicators. In the insurance business, we maintained appropriate KPI levels as an insurance company while steadily expanding our business base. In the synergy business, we promoted business investments and profitability improvements to build the infrastructure needed for realizing preventive insurance and to strengthen our management foundation.

(2) Qualitative Aspects

In the insurance business, we implemented strategies that flexibly responded to changes in the business and competitive environment. In the synergy creation business, we developed initiatives tailored to the animal life stage, from upstream to downstream.

(3) Sustainability

We advanced initiatives aimed at achieving sustainability management that generates both economic and social value.

2. Key Points of the Mid-Term Management Plan FY2025-FY2027

(1) Market Environment

The overall pet industry continues to expand. While the pet insurance market is growing due to new entrants from major life/non-life insurers and other industries, intensifying competition and rising loss ratios have led to withdrawals by several online insurers.

(2) Positioning as the Second Founding Period and Vision for FY2030

This stage is positioned as the second phase in achieving our FY2030 management vision. We aim to create new corporate value and maintain high growth through the dual engines of the pet insurance business and the synergy creation business.

(3) Key Risks Threatening Sound Management of Insurance Companies

Anicom Group has identified three major risks that pressure insurance company earnings: risk concentration, aging of policyholders, and medical cost inflation. We will implement specific countermeasures to address these risks.

(4) Responses to Major Risks – General Overview

Our strategies include (i) realizing “prevention-type pet insurance” and (ii) advance cutting-edge medical technologies and generate intellectual property.

(5) Responses to Major Risks – Specific Measures

Through preventive services, we aim to provide insurance policies that pet owners will value and retain even when their

pets are healthy. We also strive to mitigate risks related to aging and rising medical costs through advanced treatments such as robotic surgery and insights from pioneering research (Reference: Strategy for Disease Prevention and Corporate Value Creation through Healthy Acquired Immunity.)

(6) Realization of Sustainability Management

We will set numerical targets and address four major social issues that are solvable within the pet industry.

3. Specific Targets of the Mid-Term Management Plan FY2025-FY2027

(1) Key Management Targets (Consolidated)

The management targets for FY2027 are:

- Consolidated Recurring Revenue: 80.0–85.0 billion yen
- Consolidated Recurring Profit: 6.8–7.3 billion yen
- Consolidated ROE: Around 12%

(2) Capital Policy

While maintaining an appropriate ESR level, we aim for an optimal balance among 'growth investment,' 'foundation enhancement,' and 'shareholder returns.' In terms of human capital, we will strengthen our organizational foundation with a long-term view by fostering a connected, growing workforce capable of creating and executing strategies.

(3) Overview of Core Strategies

We aim to realize insurance that 'makes pets healthier upon entry,' enriching and sustaining pets' lives throughout their lifespans.

(4) Segment Changes and Key KPIs

To clarify progress in priority businesses under the mid-term management plan, we will revise our business segments. For the insurance business, we will set key KPIs aligned with the second phase of the FY2030 Vision. We also plan to define and disclose key KPIs for the Animal Hospital Business and Health Innovation Business.