

FY2023

Consolidated Results of Operations

USS Co., Ltd.

May 2024

FY2023 (FY3/2024) : from April 1, 2023 to March 31, 2024

*There was a 2-for-1 split of common stock on April 1, 2024. Earnings and dividends per share in this presentation have been adjusted to reflect this stock split.

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FY2023

Results of Operations

FY23 Results

- Net sales **¥97.6 billion**
(up 9.9% YoY)
- Operating profit **¥48.9 billion** (up 11.8% YoY)
 - USS Auto Auction result in FY2023: vehicles consigned was 3.084 million (up 4.3% YoY), contract completions was 1.986 million (up 6.6% YoY), contract completion rate was 64.4%
 - In the used vehicle purchasing and selling segment, sales and earnings increased because of the larger number of vehicles sold.
 - In the recycle segment, sales increased and earnings decreased. The number of large factory demolition orders increased but there were higher outsourcing and personnel expenses.

FY24 Forecast

- Net sales **¥101.9 billion**
 - Plans for FY2024 is 3.10 million vehicles consigned at auctions, 2.00 million contracted vehicles, and contract completion ratio of 64.5%
- Operating profit **¥51.5 billion**

Earnings Distributions

- Dividend forecast
(After 2-for-1 stock split)
FY2023 **¥37.7** (plan)
FY2024 **¥40.2*** (forecast)
** This will be the 25th consecutive year of dividend increases.*
- Total payout ratio : at least **80% (by FY2026)**
 - Maintain a consolidated dividend payout ratio of at least 55%
 - Flexible stock repurchases
 - Investments for growth of more than ¥20 billion during the three-year period ending in March 2027

FY2023 Summary of Consolidated Results of Operations

- Sales was up 9.9% YoY to ¥97.60 billion, operating profit was up 11.8% to ¥48.93 billion, and profit attributable to owners of parent up 9.7% to ¥32.90 billion.
- Record-high sales, operating profit, ordinary profit and profit attributable to owners of parent

(Million yen)

	FY2022	(per sales)	FY2023	(per sales)	Year on year	Revised plan (Nov. 7, 2023)	(per sales)	VS. plan
Net sales	88,778		97,606		109.9%	95,400		102.3%
Cost of sales	35,135	39.6%	38,571	39.5%	109.8%	38,038	39.9%	101.4%
Gross profit	53,642	60.4%	59,034	60.5%	110.1%	57,361	60.1%	102.9%
Selling, general and administrative expenses	9,864	11.1%	10,097	10.3%	102.4%	10,261	10.8%	98.4%
Operating profit	43,778	49.3%	48,937	50.1%	111.8%	47,100	49.4%	103.9%
Ordinary profit	44,491	50.1%	49,654	50.9%	111.6%	47,810	50.1%	103.9%
Profit attributable to owners of parent	30,008	33.8%	32,906	33.7%	109.7%	31,900	33.4%	103.2%

Net Sales and Operating Profit by Business Segment

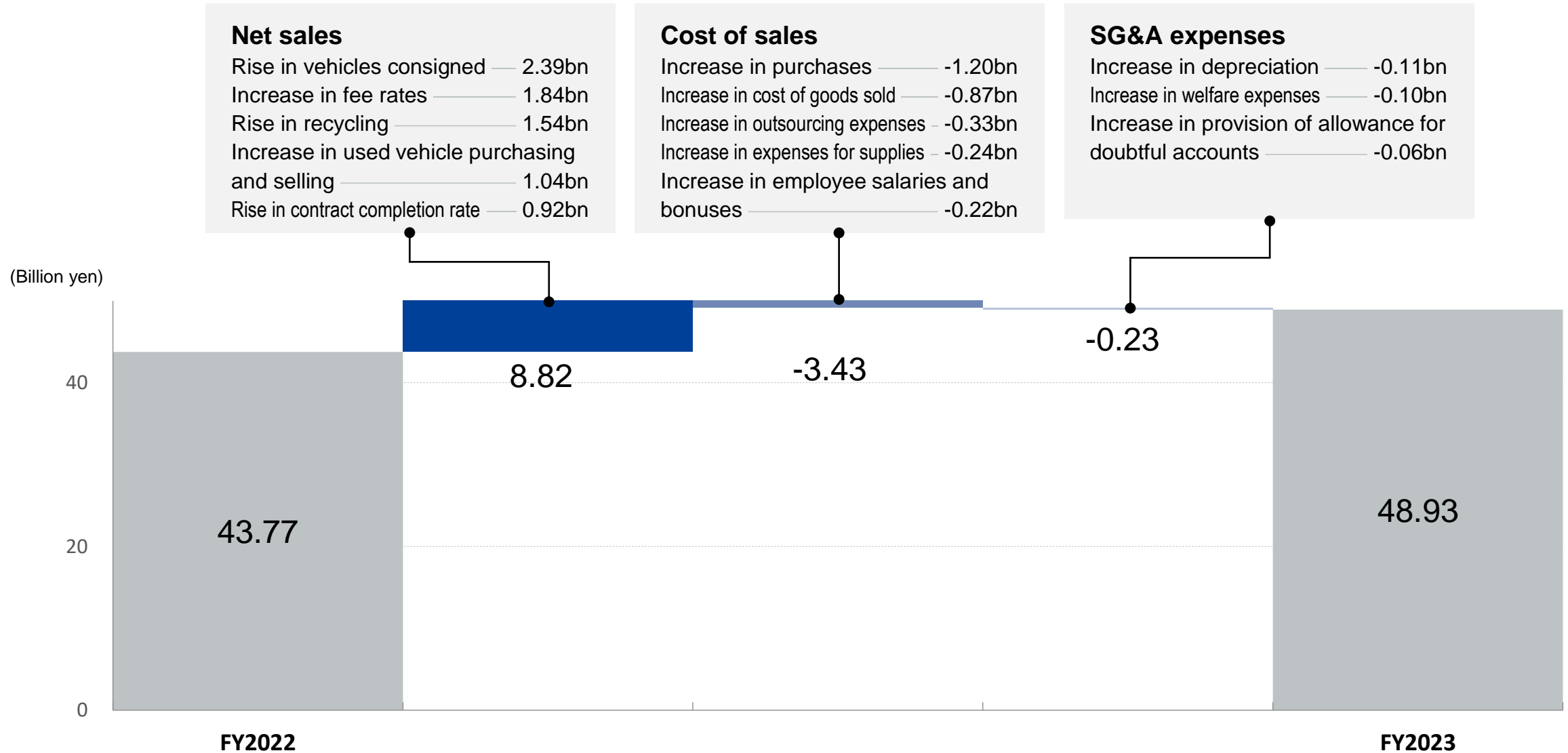
(Million yen)

Net sales	FY2021	FY2022	FY2023	Year on year
Auto auction	64,858	69,304	75,066	108.3%
Used vehicle purchasing and selling	9,300	10,391	11,431	110.0%
Recycling	7,238	8,982	10,526	117.2%
Other	85	99	580	583.6%
Total	81,482	88,778	97,606	109.9%
Operating profit (operating margin)	FY2021	FY2022	FY2023	Year on year
Auto auction	40,217 (61.7%)	42,267 (60.7%)	47,414 (62.9%)	112.2%
Used vehicle purchasing and selling	136 (1.5%)	130 (1.3%)	331 (2.9%)	254.9%
Recycling	1,142 (15.8%)	1,333 (14.8%)	1,164 (11.1%)	87.3%
Other	58 (68.0%)	27 (28.0%)	-18 (-)	-
Adjustment	19 (-)	18 (-)	45 (-)	249.2%
Total	41,574 (51.0%)	43,778 (49.3%)	48,937 (50.1%)	111.8%

*1 Net sales are sales to external customers and operating profit is based on business segment earnings. Operating margins (shown % in parenthesis) are calculated by dividing segment profit by segment sales.

*2 Beginning with FY2022, the recycle business, which was previously included in "other," is a reportable segment. Figures for "recycling" and "other" have been revised to conform with this change.

FY2023 Reasons for Change in Operating Profit (Actual)



Consolidated Balance Sheets and Statements of Cash Flows

- Increase in purchase of property, plant and equipment and purchase of intangible assets were the primary uses of cash for investing activities.
- The primary use of cash in financing activities was dividends paid and purchase of treasury shares.
- Equity ratio : 72.0%

Consolidated balance sheets (summary)

(Million yen)

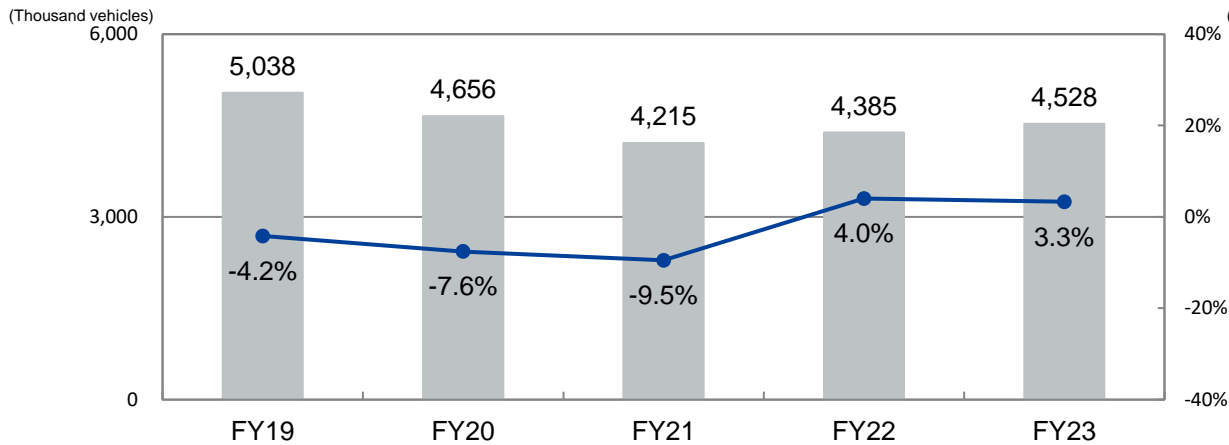
	FY2022	FY2023		FY2022	FY2023
Current assets	116,057	148,371	Current liabilities	39,273	63,130
Cash and deposits	92,692	109,009	Payables due to member dealers at auction	22,595	43,749
Other	23,365	39,361	Other	16,678	19,380
Non-current assets	126,295	123,186	Non-current liabilities	8,925	9,404
Property, plant and equipment	100,604	98,996	Total liabilities	48,198	72,535
Other	25,690	24,189	Total net assets	194,154	199,021
Total assets	242,352	271,557	Total liabilities and net assets	242,352	271,557

Consolidated statements of cash flows (summary)

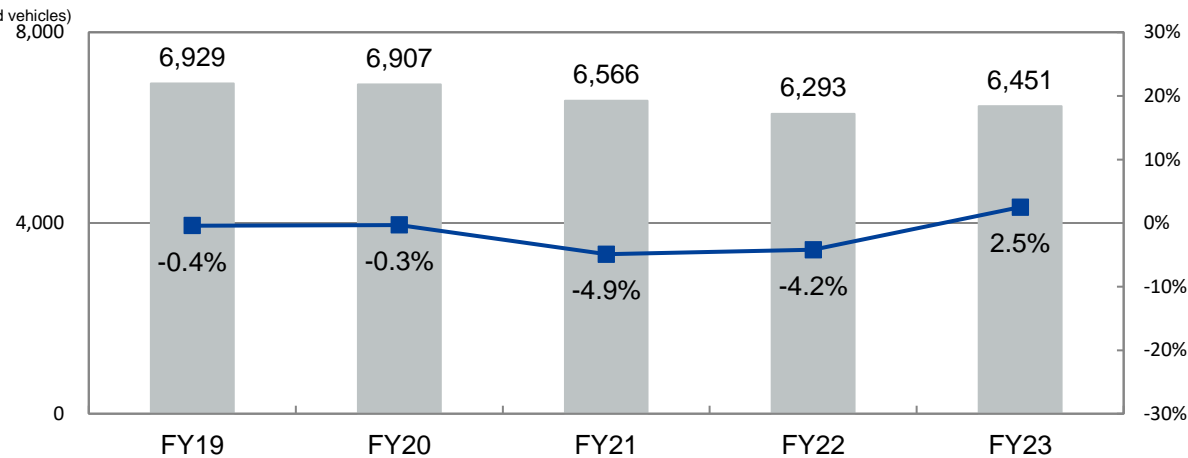
(Million yen)

	FY2021	FY2022	FY2023	Changes
Net cash provided by (used in) operating activities	36,630	36,907	47,150	10,242
Net cash provided by (used in) investing activities	-1,339	-9,074	-2,646	6,428
Free cash flow	35,290	27,832	44,504	16,671
Net cash provided by (used in) financing activities	-24,680	-17,121	-28,187	-11,065
Capital expenditures (cash payments)	2,036	4,567	2,666	-1,901
Depreciation	4,959	4,626	4,600	-25

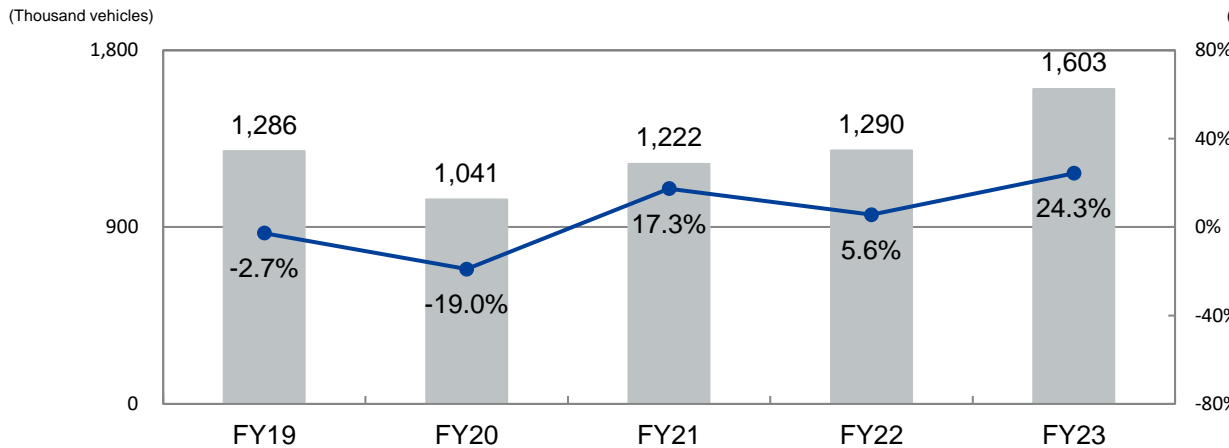
New car registrations and YoY changes



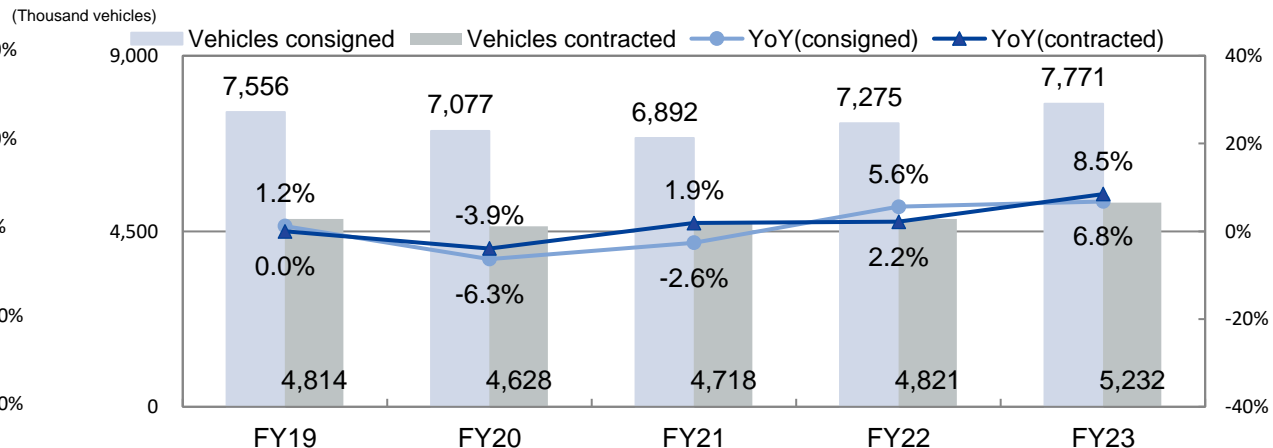
Used car registrations and YoY changes



Used car exports and YoY changes



AA market: vehicles consigned and contracted and YoY changes



* Vehicles consigned and contracted in FY21 have been revised to reflect revisions to data announced by USED CAR Co., Ltd.

Auto Auction Segment (1) Overview

- Sales and earnings increased mainly due to increase in number of vehicles consigned and increase in fee income from higher auction fees.

No. of vehicles consigned
3.084million
Up 4.3% YoY

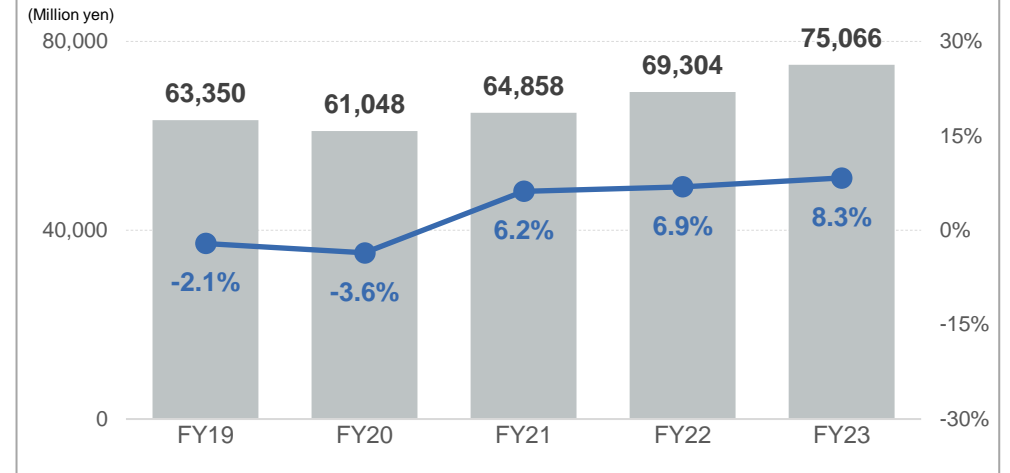
No. of contract completions
1.986million
Up 6.6% YoY

Contract completion rate
64.4%
63.0% (in FY22)

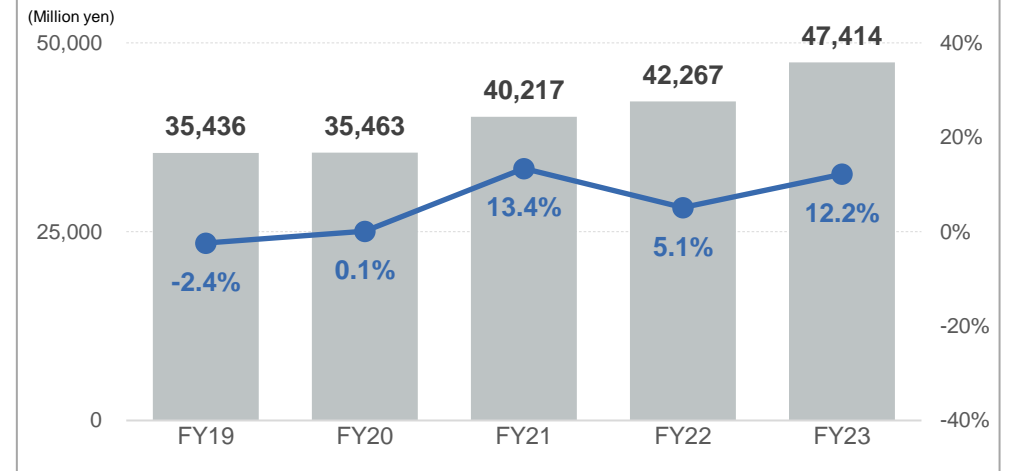
Auto auction segment performance

	FY21	FY22	FY23	Year on year
Net sales	64,858	69,304	75,066	108.3%
Consignment fees	15,198	16,570	17,501	105.6%
Contract completion fees	15,088	15,721	17,436	110.9%
Successful bid fees	23,076	23,985	26,501	110.5%
Other	11,494	13,027	13,626	104.6%
Operating profit	40,217	42,267	47,414	112.2%
Operating margin	61.7%	60.7%	62.9%	-

Net sales and YoY changes



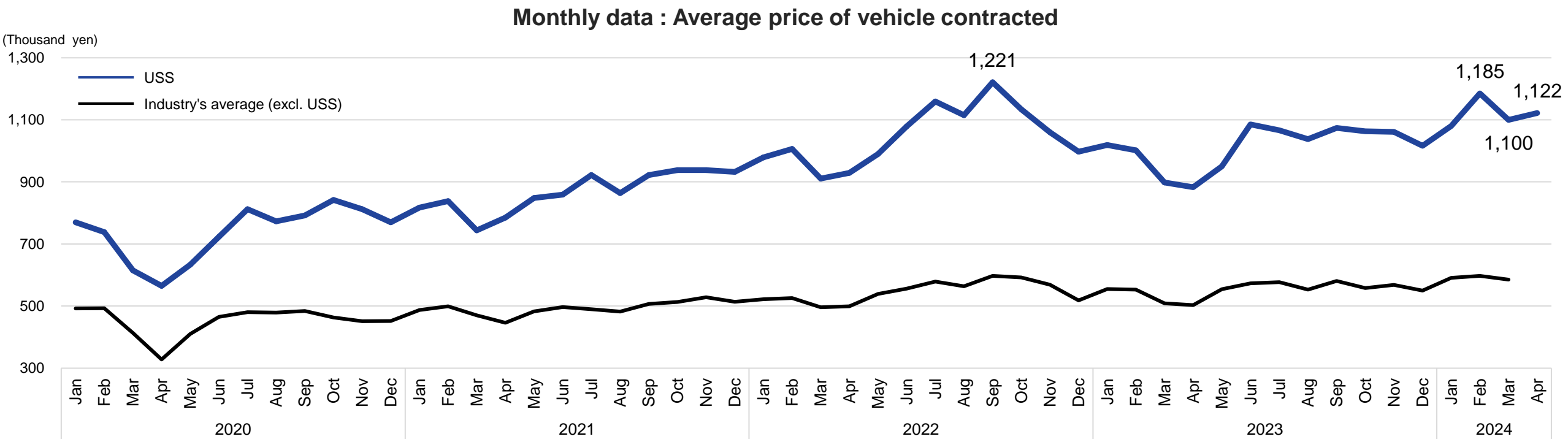
Operating profit and YoY changes



* Net sales are sales to external customers and operating profit is based on business segment earnings. Operating margins are calculated by dividing segment profit by segment sales.

Auto Auction Segment (2) Average Price of Vehicle Contracted

■ The average price of vehicles contracted remains high

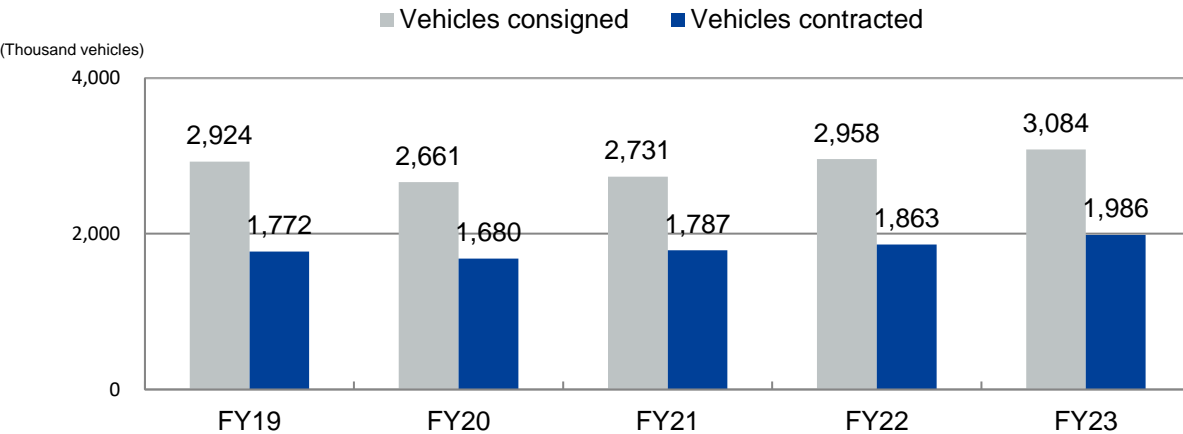


* In auto auctions in Japan, notwithstanding the vehicle contract price, consignment fees, contract completion fees and successful bid fees are fixed for each category. Therefore, commission does not fluctuate with the amount of the contracted price of a vehicle.

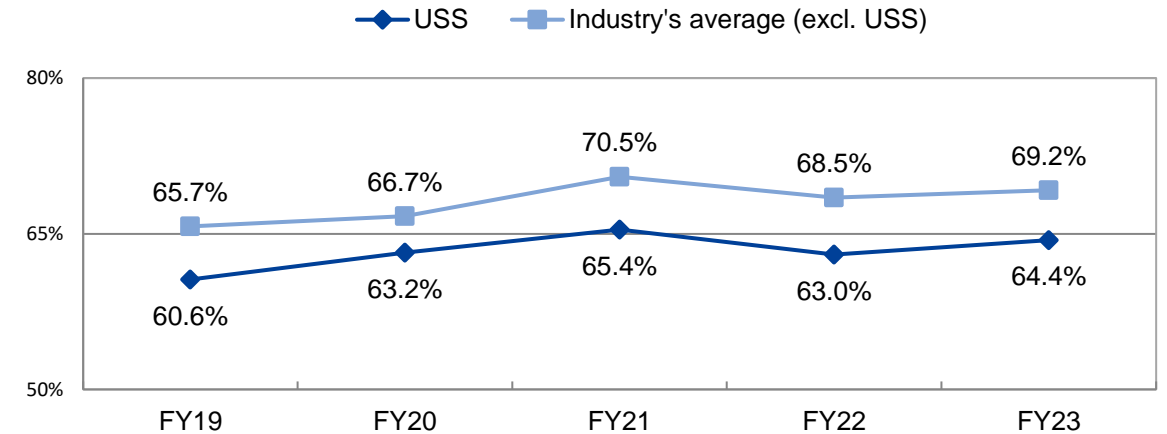
Auto Auction Segment (3)

No. of Vehicles Consigned and Contracted, etc.

No. of vehicles consigned and contracted

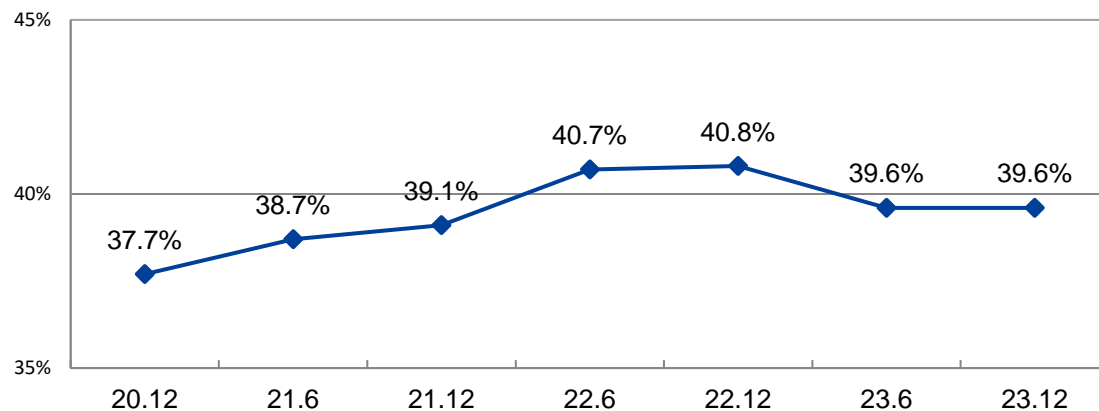


Contract completion rate



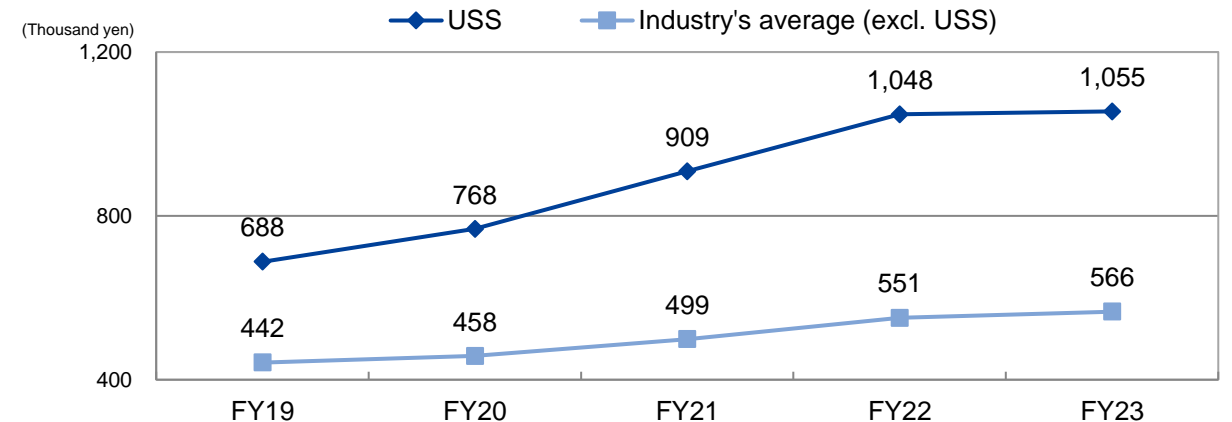
* The figure for "Industry's average (excl. USS)" in FY21 has been revised to reflect revisions to data announced by USED CAR Co., Ltd.

Market share



* Period ending in December: 12-month data; Period ending in June: 6-month data. * The figures in this slide do not include JBA data.
 * Market share in Dec. 2021 and Jun. 2022 have been revised to reflect revisions to data announced by USED CAR Co., Ltd.

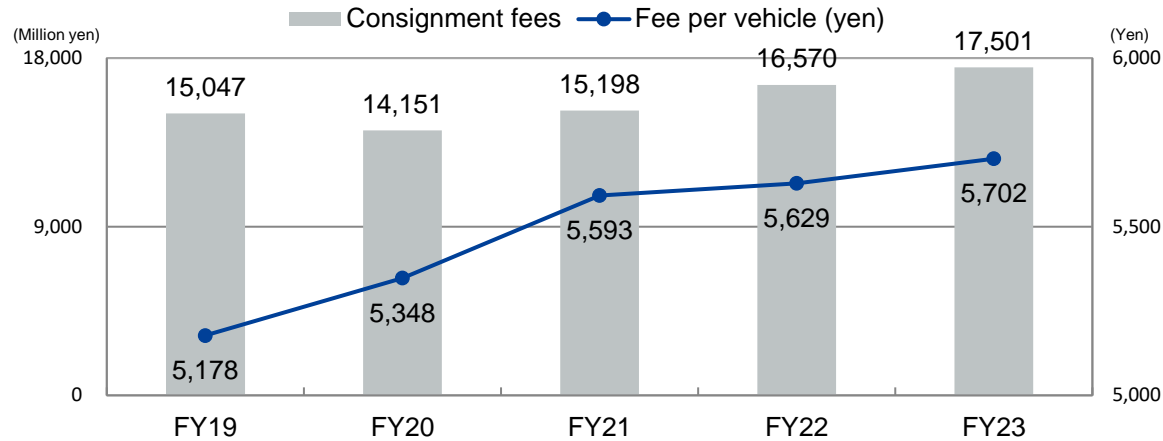
Average price of vehicle contracted



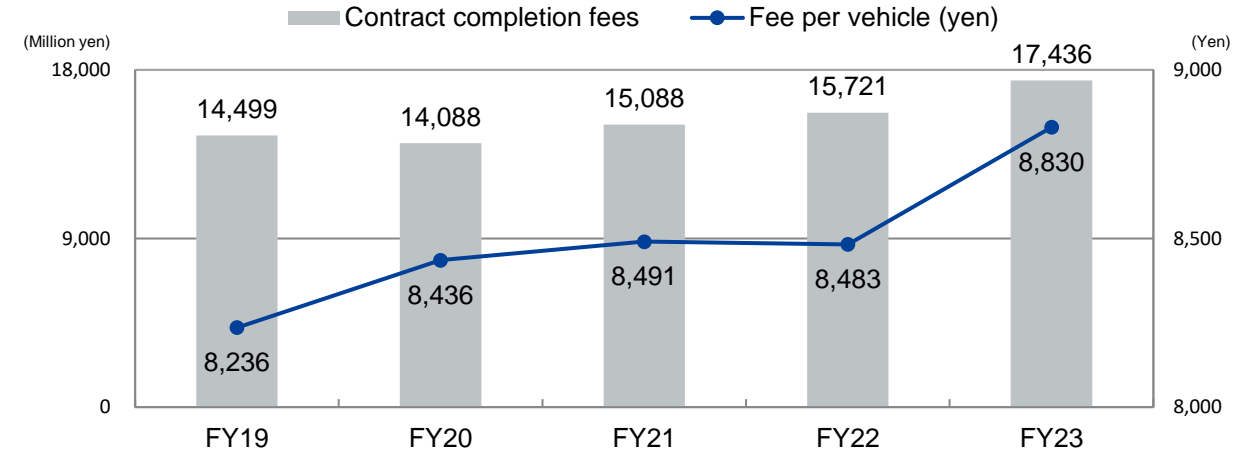
* The figure for "Industry's average (excl. USS)" in FY21 has been revised to reflect revisions to data announced by USED CAR Co., Ltd.

Auto Auction Segment (4) Fees, etc.

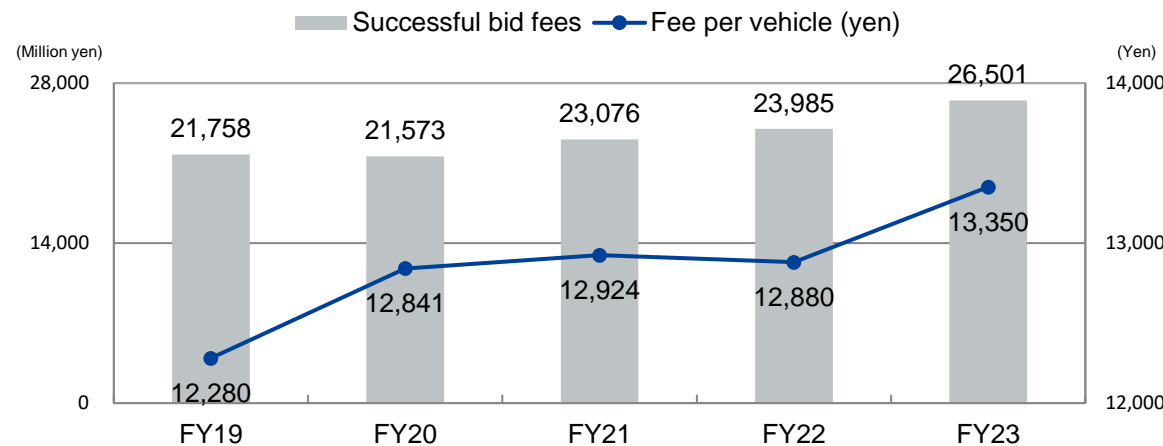
Total consignment fees and consignment fee per vehicle



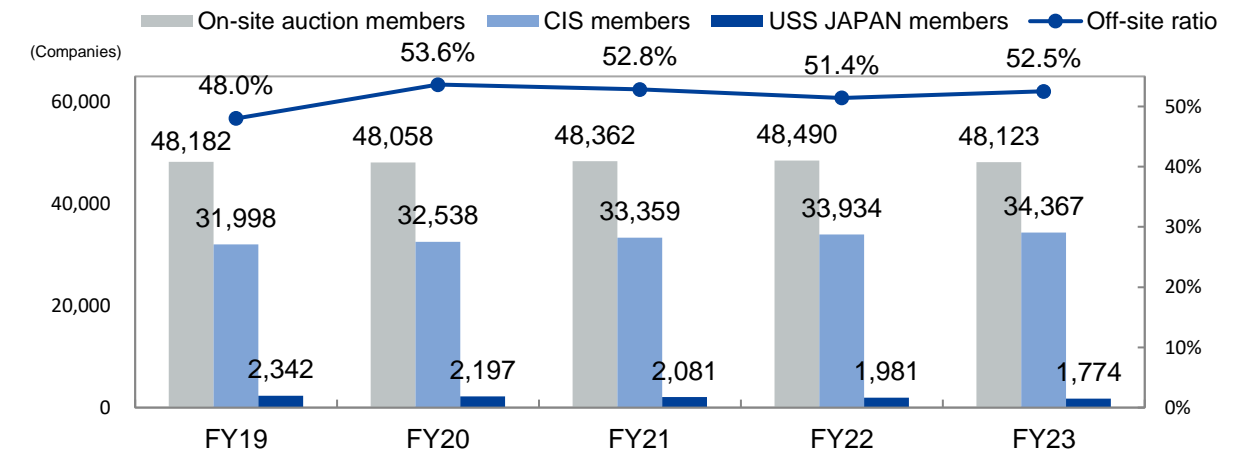
Total contract completion fees and contract completion fee per vehicle



Total successful bid fees and successful bid fee per vehicle



No. of members and off-site ratio



* Fee per vehicle is calculated before eliminations for consolidation.

* The figures in this slide do not include JBA data.

Used Vehicle Purchasing and Selling Segment

In the Rabbit used vehicle purchasing business, sales and earnings were higher because of increases in the number of people visiting stores and vehicles sold resulting from the increasingly positive reputation and growing awareness of this business.

Net sales **¥6,865** million
(up 10.9% YoY)

Operating profit **¥177** million
(up 60.7% YoY)

In the accident-damaged vehicle purchasing business, sales and earnings increased due to a larger number of vehicles sold and the strength of the auction market for these vehicles.

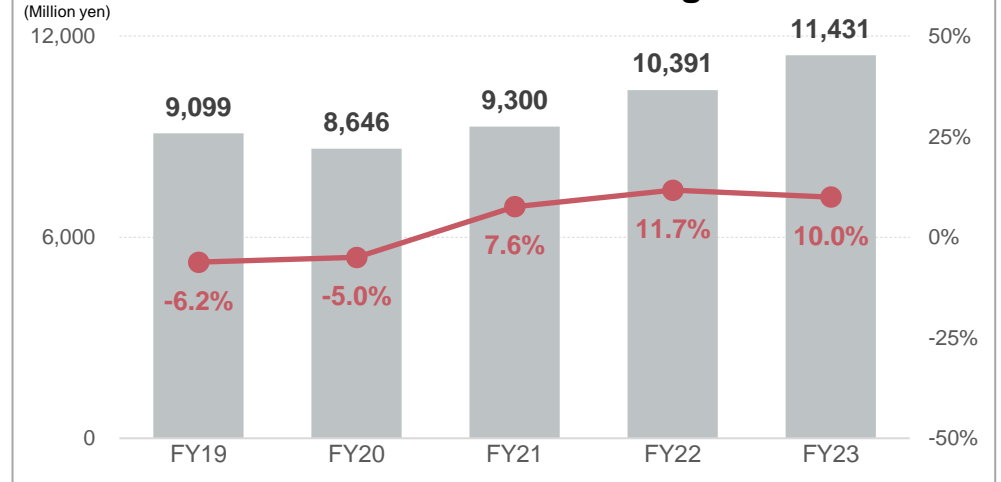
Net sales **¥4,566** million
(up 8.6% YoY)

Operating profit **¥153** million
(up 686.6% YoY)

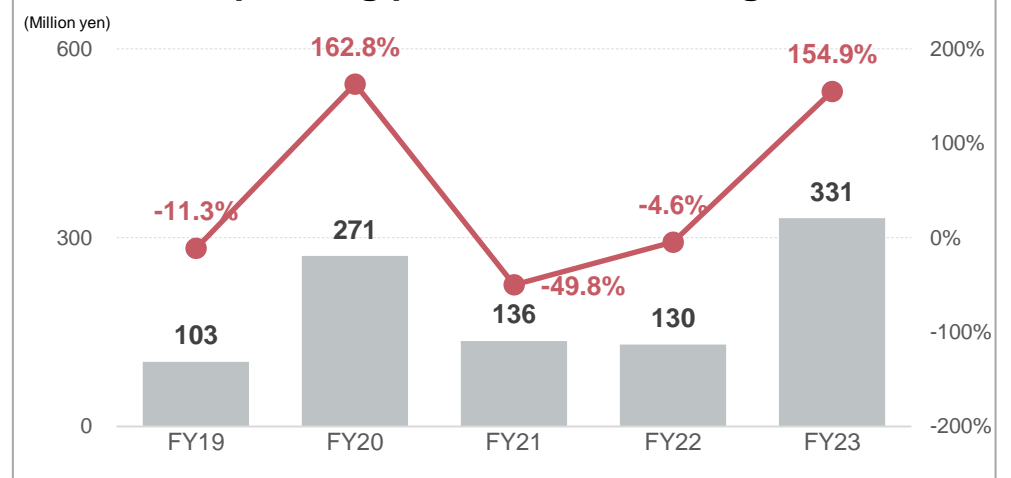
Used vehicle purchasing and selling segment performance

	FY21	FY22	FY23	Year on year
Net sales	9,300	10,391	11,431	110.0%
Operating profit	136	130	331	254.9%
Operating margin	1.5%	1.3%	2.9%	-

Net sales and YoY changes



Operating profit and YoY changes



* Net sales are sales to external customers and operating profit is based on business segment earnings. Operating margins are calculated by dividing segment profit by segment sales.

Recycling Segment

In the resource recycling business, sales increased because of an increase in the number of end-of-life vehicles handled but earnings were down mainly due to an increase in depreciation.

Net sales **¥5,345** million
(up 5.7 % YoY)

Operating profit **¥477** million
(down 10.2% YoY)

In the industrial plant recycle business, sales increased because of the larger number of orders for large demolition projects but earnings were down mainly because of increases in outsourcing and personnel expenses.

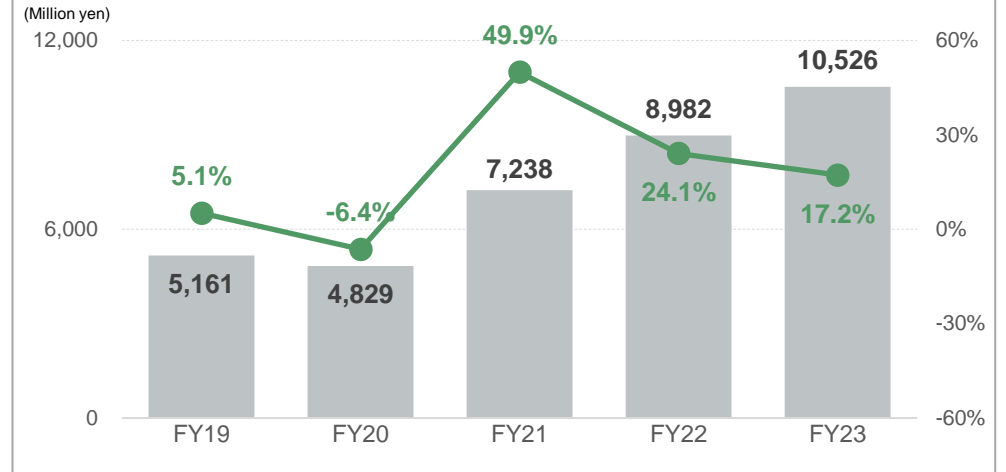
Net sales **¥5,181** million
(up 32.0 % YoY)

Operating profit **¥686** million
(down 14.3% YoY)

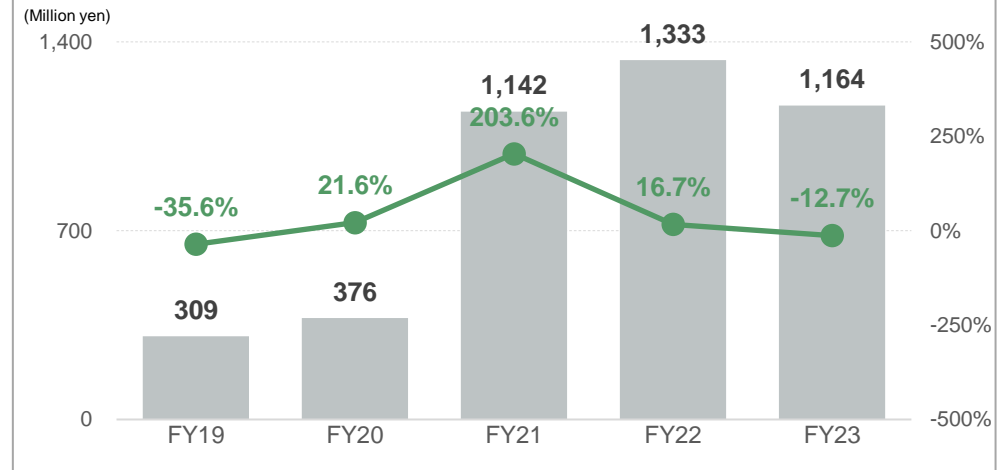
Recycling segment performance

	FY21	FY22	FY23	Year on year
Net sales	7,238	8,982	10,526	117.2%
Operating profit	1,142	1,333	1,164	87.3%
Operating margin	15.8%	14.8%	11.1%	-

Net sales and YoY changes



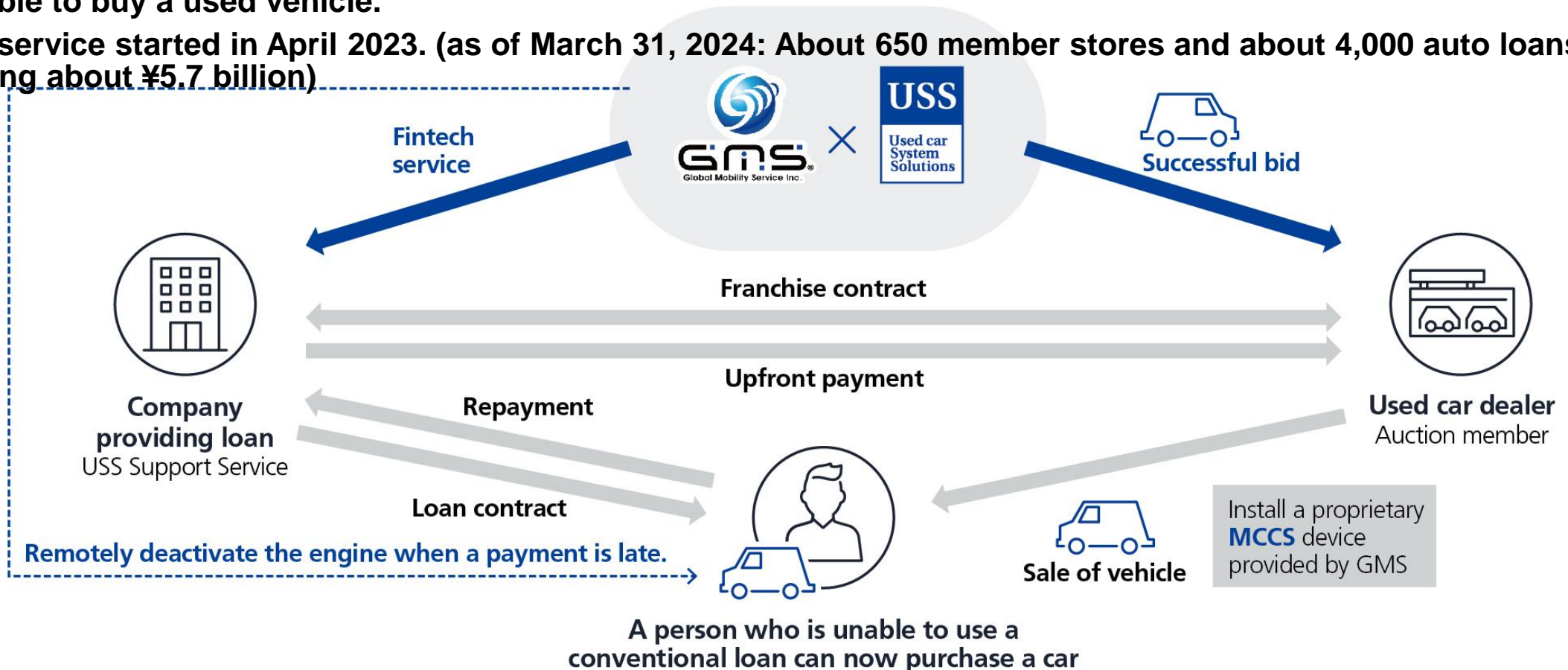
Operating profit and YoY changes



* Net sales are sales to external customers and operating profit is based on business segment earnings. Operating margins are calculated by dividing segment profit by segment sales.

TOPICS A New Automobile Loan Product Using a Tie-up with GMS

- USS established an equity and business alliance with Global Mobility Service, which is a provider of a diverse lineup of fintech services.
- The launch of this new automobile loan will enable people who previously were unable to obtain a loan for a variety of reasons to finally own a vehicle.
- This loan is expected to raise activity in the automobile auction market by increasing the number of people who are able to buy a used vehicle.
- This service started in April 2023. (as of March 31, 2024: About 650 member stores and about 4,000 auto loans totaling about ¥5.7 billion)



FY2024
Consolidated Forecast

FY2024 Consolidated Forecast

- Forecasts are based on the outlook for a recovery in new vehicle sales and firm demand for exports of used cars.
- USS takes steps to further upgrade convenience and services for members and maintain a large number of vehicles consigned in order to raise its share of Japan's auto auction market.

(Million yen)

	FY22 (Actual)	FY23 (Actual)	FY24 (Forecast)	VS. previous year
Net sales	88,778	97,606	101,900	104.4%
Gross profit (Per sales)	53,642 (60.4%)	59,034 (60.5%)	61,637 (60.5%)	104.4%
Operating profit (Per sales)	43,778 (49.3%)	48,937 (50.1%)	51,500 (50.5%)	105.2%
Ordinary profit (Per sales)	44,491 (50.1%)	49,654 (50.9%)	52,200 (51.2%)	105.1%
Profit attributable to owners of parent (Per sales)	30,008 (33.8%)	32,906 (33.7%)	35,000 (34.3%)	106.4%
Profit per share (Yen)	61.34	68.28	72.85	106.7%
Capital expenditures (Cash payments)	4,567	2,666	4,700	176.3%
Depreciation	4,626	4,600	4,779	103.9%
Auto Auction Business (excl. JBA)	FY22 (Actual)	FY23 (Actual)	FY24 (Forecast)	VS. previous year
No. of vehicles consigned (Thousands)	2,958	3,084	3,100	100.5%
No. of vehicles contracted (Thousands)	1,863	1,986	2,000	100.7%
Contract completion rate	63.0%	64.4%	64.5%	-

FY2024 Reasons for Change in Operating Profit (Forecast)

Net sales

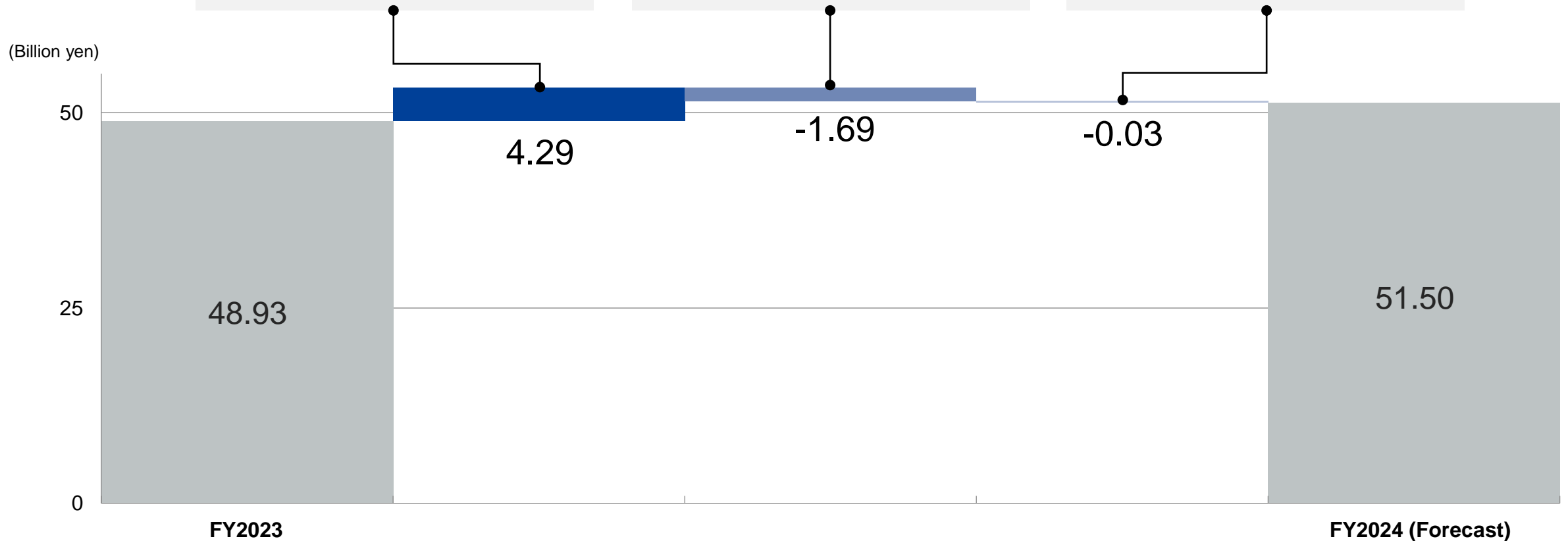
Increase in fee rates — 1.91bn
 Increase in auto loan — 0.85bn
 Rise in recycling — 0.59bn
 Rise in vehicles consigned — 0.30bn
 Rise in CIS internet service — 0.23bn

Cost of sales

Increase in purchases — -0.56bn
 Increase in cost of goods sold — -0.54bn
 Increase in employee salaries and bonuses — -0.38bn
 Increase in depreciation — -0.20bn

SG&A expenses

Decrease in fees paid — 0.15bn
 Increase in sales promotion expenses — -0.18bn



FY2024 Forecast by Business Segment

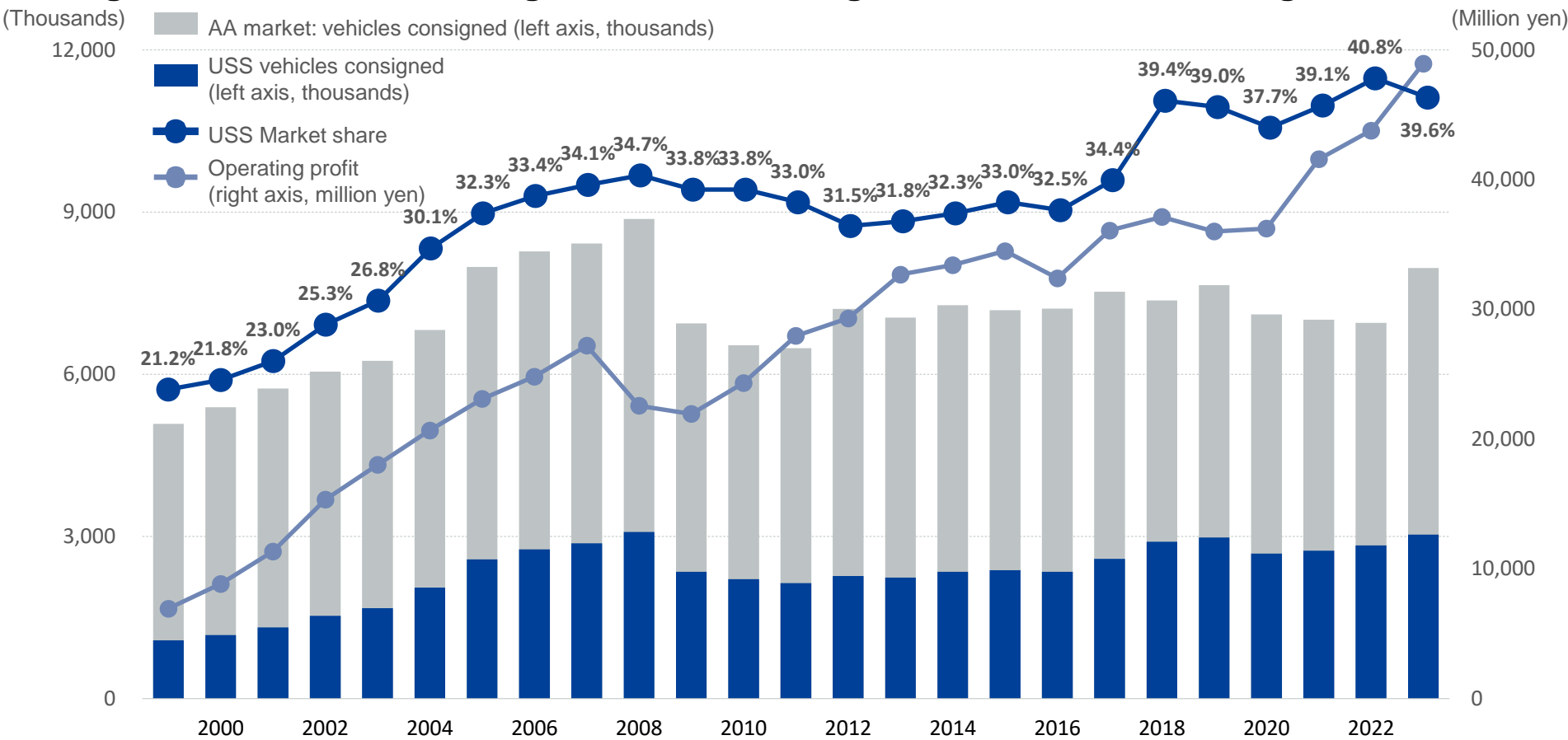
(Million yen)

	FY22 (Actual)	FY23 (Actual)	FY24 (Forecast)	VS. previous year
Net sales				
Auto auction	69,304	75,066	77,780	103.6%
Used vehicle purchasing and selling	10,391	11,431	11,556	101.1%
Recycling	8,982	10,526	11,124	105.7%
Other	99	580	1,438	247.7%
Total	88,778	97,606	101,900	104.4%
Operating profit (per sales)	43,778 (49.3%)	48,937 (50.1%)	51,500 (50.5%)	105.2%

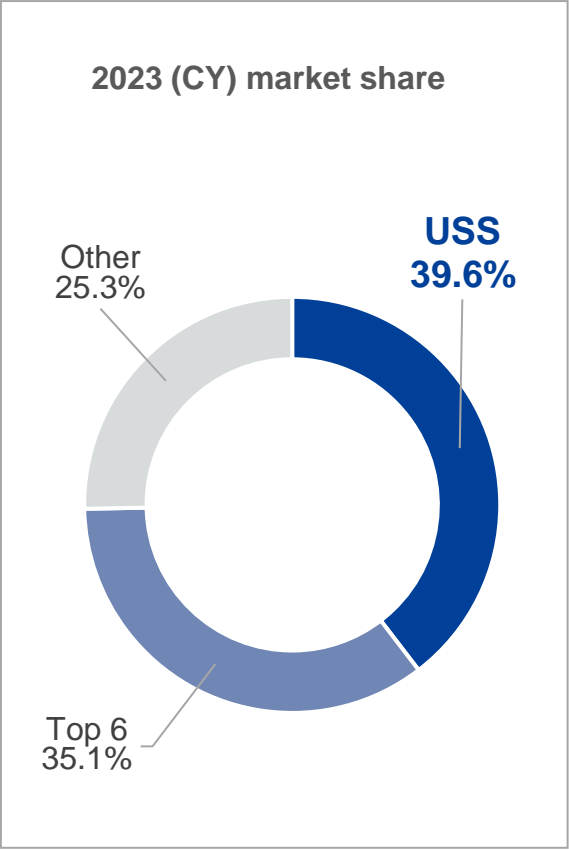
Market Overview and Strategy for Creating Value Over the Medium-term

Used Car Auction Market and USS Market Share

- Maintained higher market shares and profit in the period of sluggish markets following the financial crisis of 2008-2009.
- The goal is an even larger market share by using opportunities involving the growth of EV sales, emergence of self-driving vehicles and other changes



* Market share in 2021 has been revised to reflect revisions to data announced by USED CAR Co., Ltd.



Medium-to Long-Term Management Goal

- Business growth while helping achieve a circular economy
- More growth of sales and earnings by capturing a larger share of Japan's auto auction market
- Establish a second core business by FY2050

Illustration of growth

Establish an additional core business by 2050

Expand the scale of business

Recycle business, etc.

Maintain stable earnings

Auto auction business

Targets (KPI)

ARBIZ business
Net sales target for FY2027 **¥10.0 billion**
(¥5.3 billion in FY2023)

SMART business*
Net sales target for FY2026 **¥10.0 billion**
(¥5.1 billion in FY2023)

*SMART started in 2019 and specializes in the dismantling and recycling of plants and other related equipment.

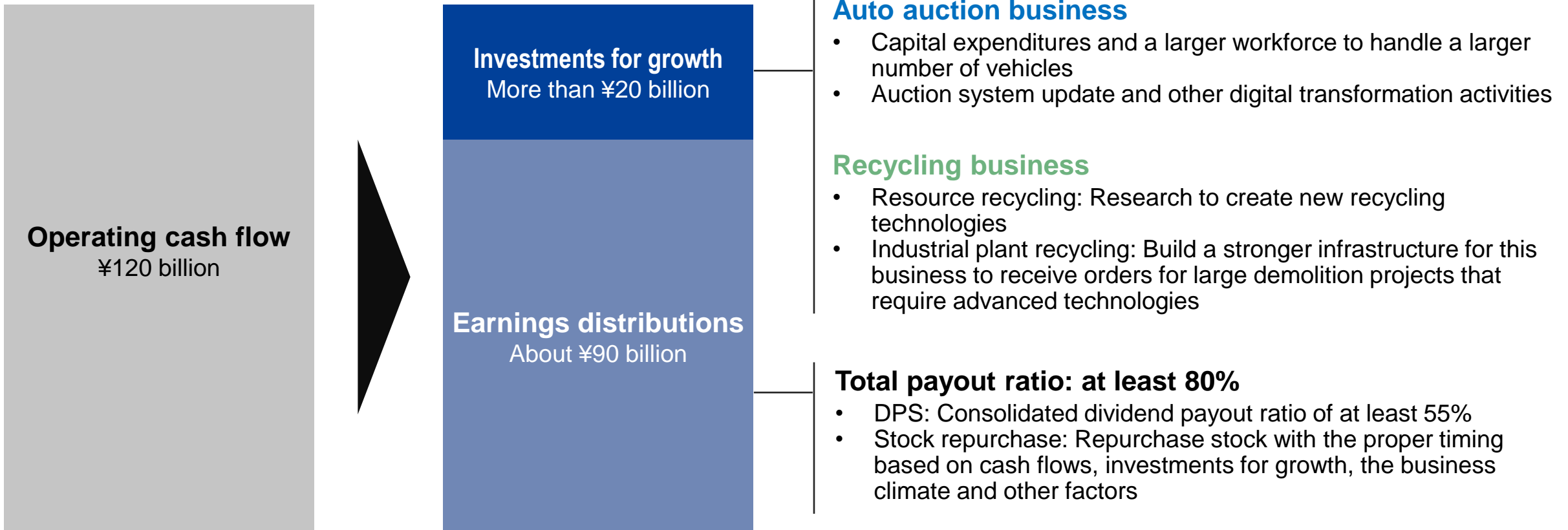
Auto auction
market share target
(CY2023 : 39.6%)

50%

Cash Allocation Policy

- Investments for need for medium/long-term growth while maintaining a high total payout ratio
- Investments for growth of more than ¥20 billion during the three-year period ending with FY2026
- Investments through M&A and business alliances will be considered separately

Total for FY2024 -2026



Recent investments (up to FY2023)

Auto auction business

Tokyo site: New multi-level parking structure

Two-stories, three levels; space for 2,600 vehicles

Yokohama and Kyushu site: More lanes

Expanded from four to six lanes

Increased capacity for autos in a single auction by about 200

Planned investments (FY2024-FY2026)

Auto auction business

Yokohama site (FY2024-FY2025) About ¥8 billion

Construction of a new auction site with a multi-level parking structure to accommodate the rapid growth in the number of vehicles consigned

Construction to start in the second half of FY2024 with completion during FY2025

HAA Kobe Site (Starting in FY2025) About ¥10 billion

Conversion to USS membership standards and fee structures following the 2017 acquisition lowered the number of vehicles consigned. Currently, the number of vehicles is recovering steadily.

USS plans to replace this auction site, which is the largest in western Japan, with a new building and multi-level parking structure.

Tokyo Site (Starting in FY2026)

This facility is the largest auto auction site in Japan with consistently more than 15,000 vehicles consigned. However, the building is 20 years old.

The number of lanes will be increased from 12 to 16 in FY2024 and a new building is planned to accommodate an even larger number of vehicles.

Auto auction operations IT system (FY2024-FY2026) About ¥5 billion

Recycling business

Resource recycling business (ARBIZ) ¥3 billion

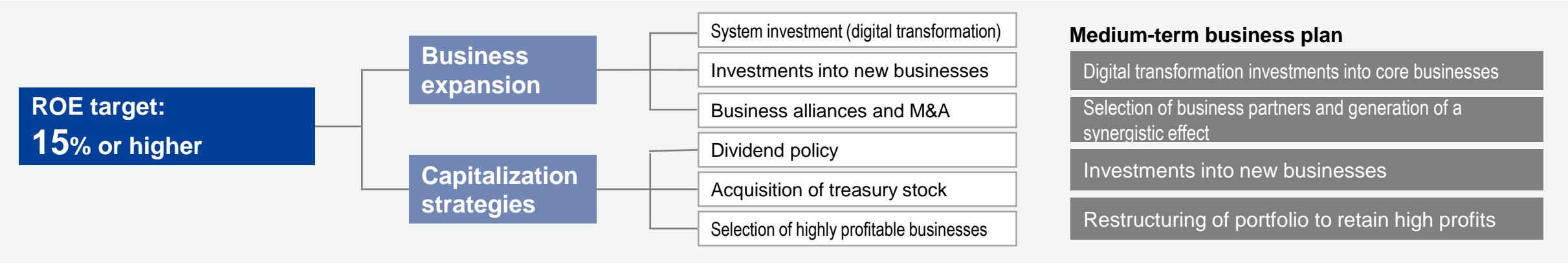
Start many types of resource recycling operations, including the direct recycling of aluminum.

Preparations to start a recycling business for the expected large volume of end-of-life solar panels

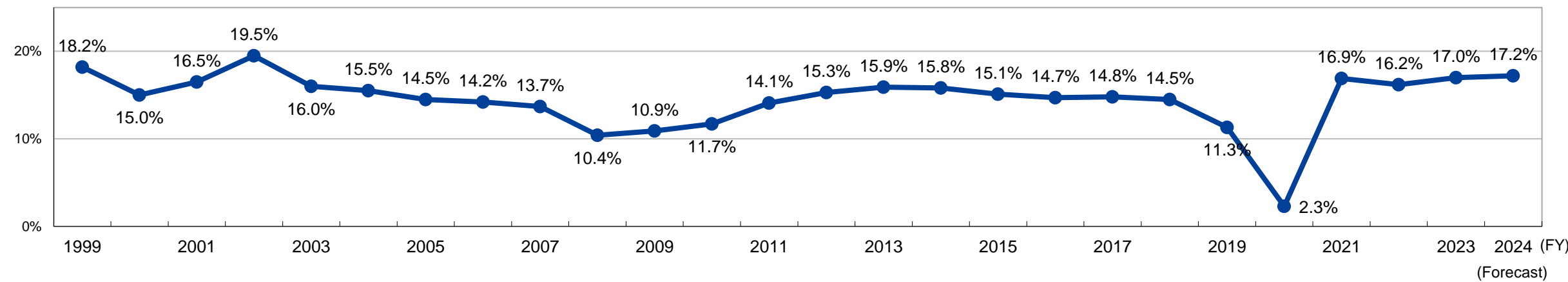
Medium-term Business Plan and Raising the ROE

■ The medium-term goal for the ROE is at least 15%.

Higher ROE and action in the medium-term business plan

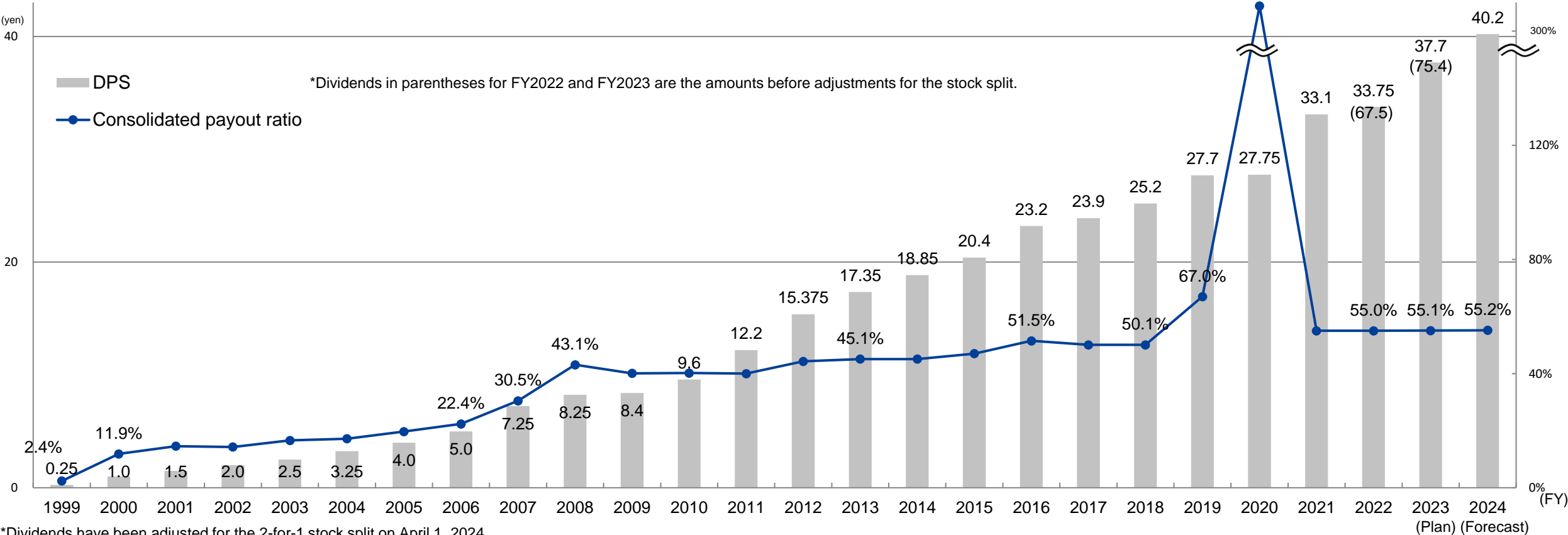


ROE



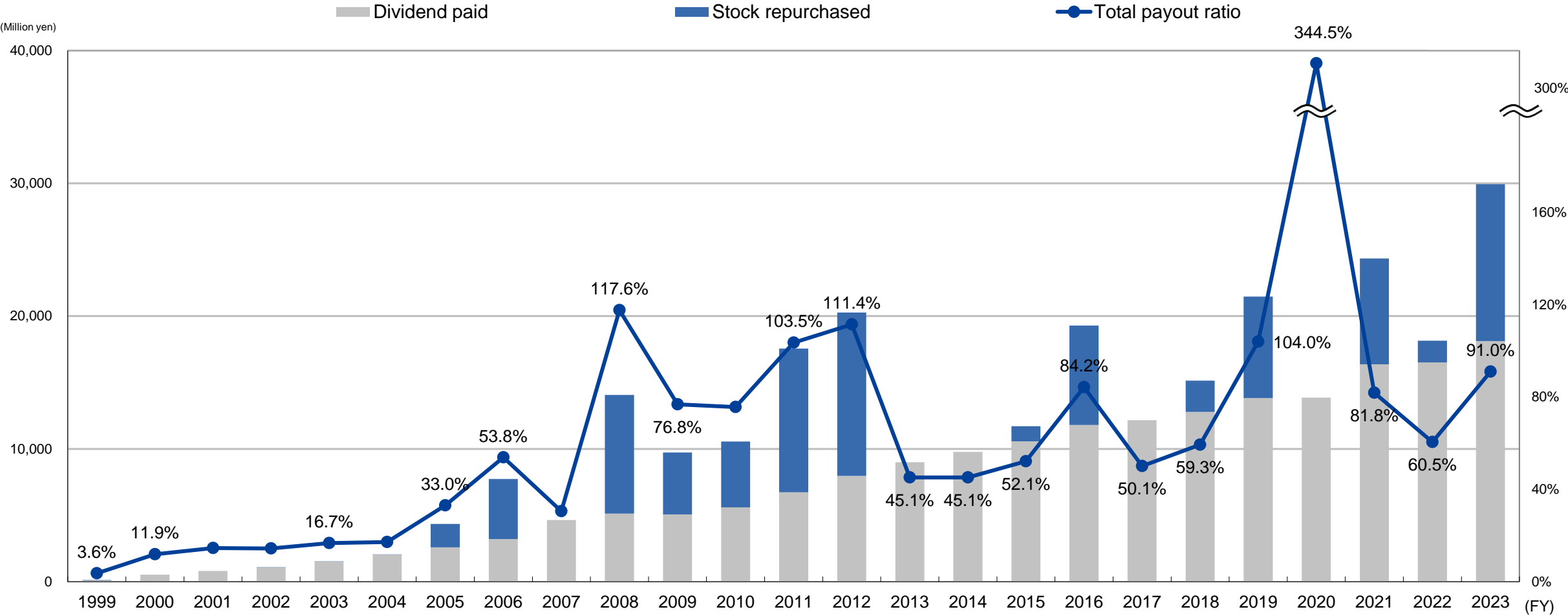
Earnings Distributions – Dividend Policy

- Plan to pay 37.7 yen dividend per share for FY2023 (After 2-for-1 stock split). (Before stock split : 75.4 yen)
- Conducted a 2-for-1 stock split with an effective date of April 1, 2024.
- Plan to pay 40.2 yen dividend per share for FY2024 (After 2-for-1 stock split)
- Forecasting 25 consecutive years of dividend growth since listing



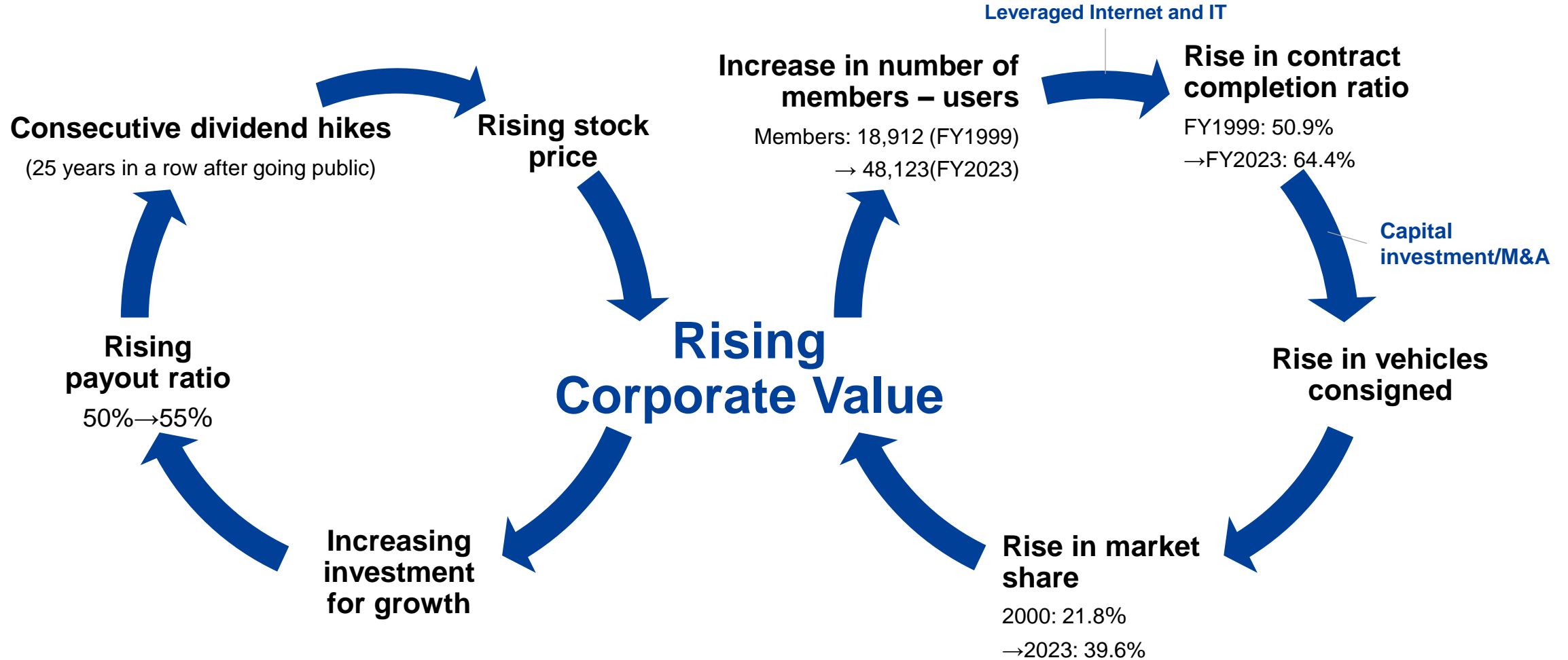
Earnings Distributions – Total Payout Ratio

Total payout ratio



Cycle of Rising Corporate Value Driven by Business Growth and Shareholder Distributions

- Aim at increasing shareholder value by a two-pronged strategy of solid investments in growth and active shareholder distributions



Contact Information

**General Affairs Department,
Supervisory Office,
USS Co., Ltd.**

TEL : +81-52-689-1129

E-mail : irinfo@ussnet.co.jp

Notes

- This document has been translated from the original Japanese as a guide for non-Japanese investors.
- Forward-looking statements in this material are based on information available to management at the time this material was prepared and assumptions that management believes are reasonable. These statements are not promises by the Company regarding future performance. Actual results may differ significantly from these statements for a number of reasons.
- The information provided in this material may include unaudited figures.
- The amounts less than the units shown are discarded.
- Percentages are rounded to the hundredths place.

Reference materials

Japan Automobile Dealers Association, Japan Light Motor Vehicle and Motorcycle Association, USED CAR Co., Ltd., Trade Statistics of Japan Ministry of Finance

Reference

Business Models for USS

Vehicles consigned

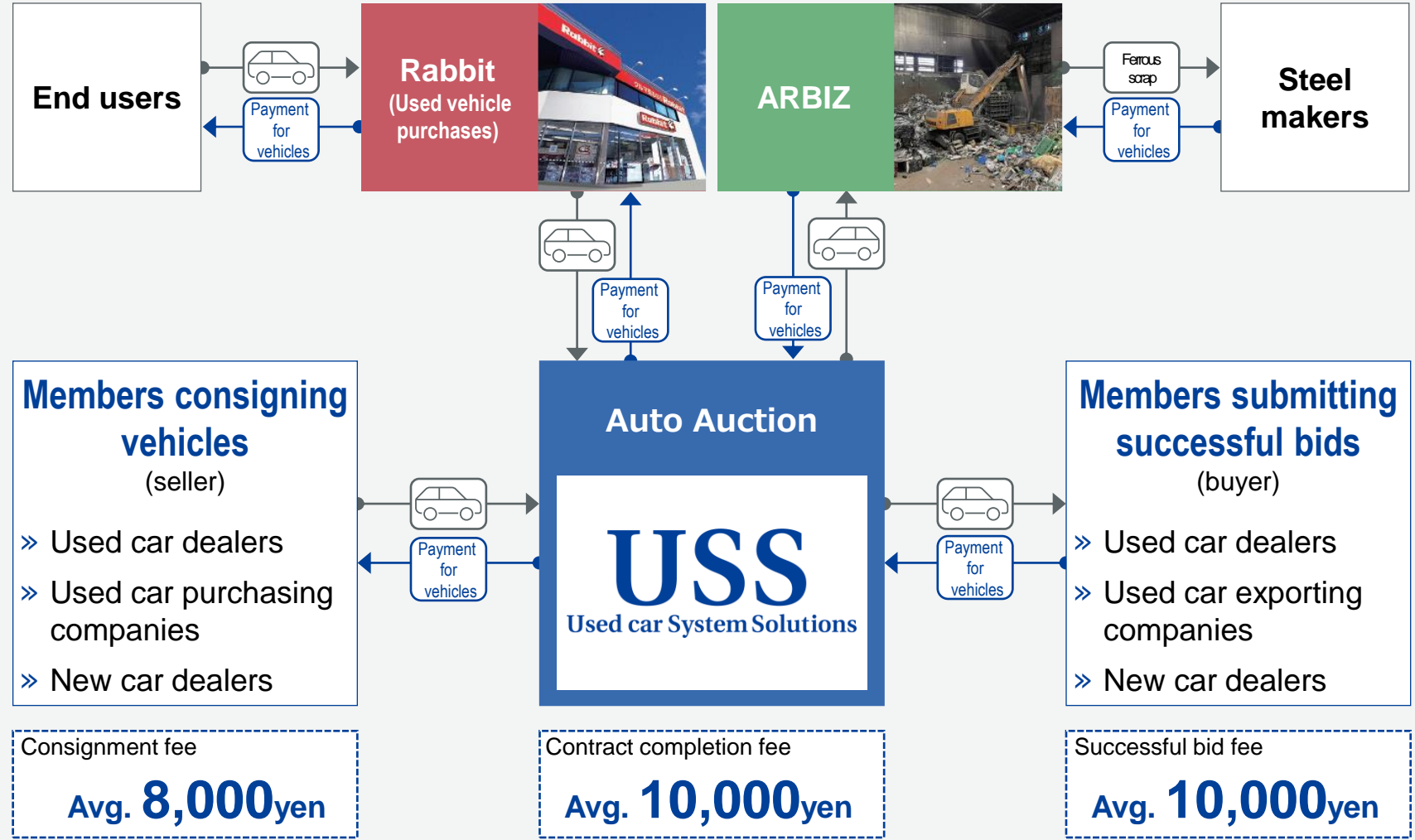
3.08 million
(FY2023)

USS's fee per unit

Avg. **28,000** yen

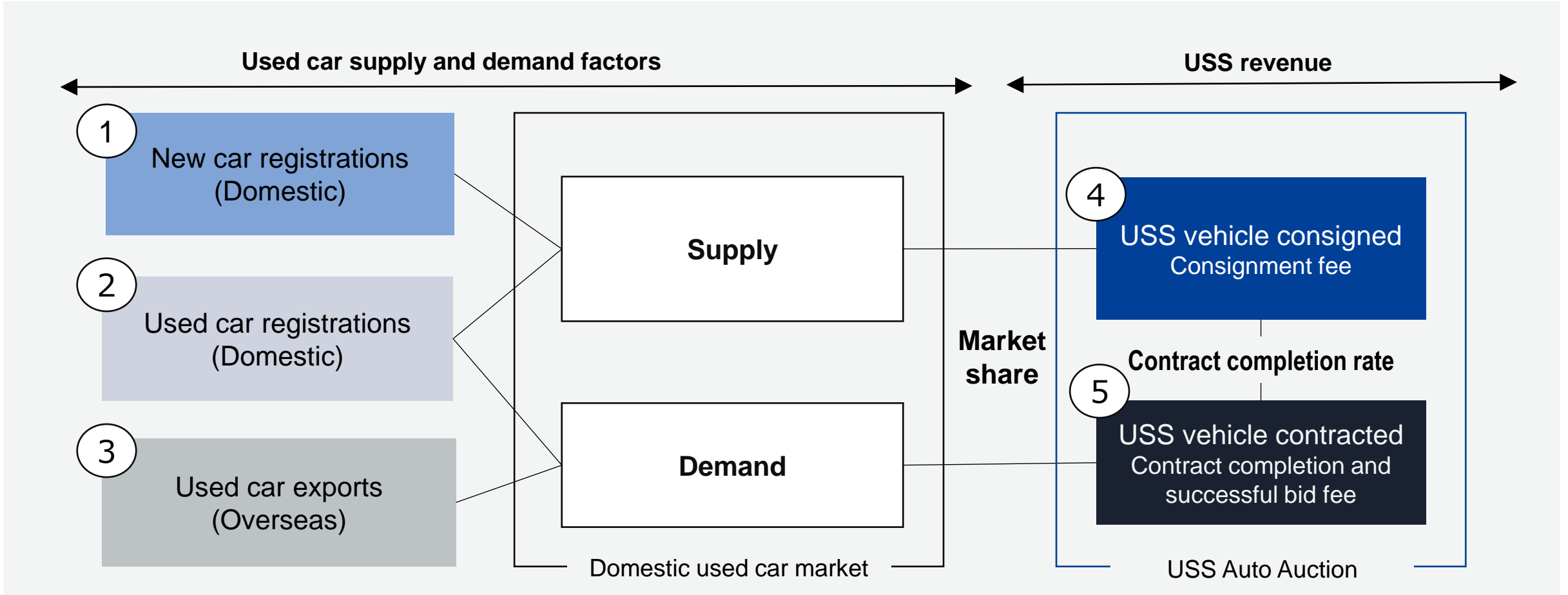
Contract completion rate

64.4%
(FY2023)



Automobile Market and USS Revenue

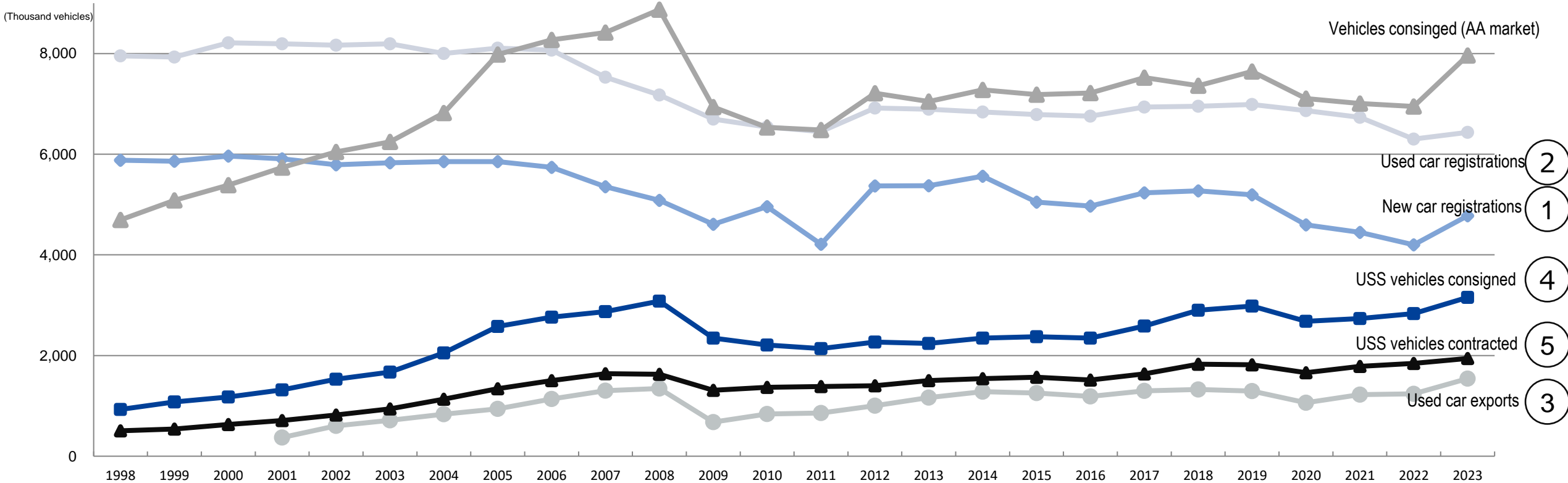
- The supply of used cars for automobile auctions is significantly affected by the number of cars traded in when purchasing a new car. Therefore, this supply changes with (1) the number of new car registrations and (2) the number of used car registrations.
- Total demand comprises domestic demand (2) and overseas demand (3). In recent years, total demand has been driven mainly by overseas demand.
- In addition to the above, share of the used car auction market and contract ratio have an important bearing on USS auto auction profits.



New/Used Car Registrations and Auto Auction Market

- The auction market continued to expand till 2000 as the share of used vehicles sold through the auction market increased as a share of the total used vehicle market.
- Starting in the mid-2000s, older vehicles and vehicles with high mileage which would normally have been scrapped started flowing into auto auction sites and steadily drove up the number of vehicles consigned.
- After the financial crisis of late 2008 the auto auction market was largely correlated to new car registrations (supply) and exports (demand).

New/Used car registrations, used car exports, vehicles consigned and vehicles contracted (CY)



Appendix – Auto Auction Results at USS Sites (from April to May)

(Number of auctions held, Vehicles)

	Number of auctions		Number of consigned vehicles			Number of contract completions			Contract completion rate	
	FY2023	FY2022	FY2023	FY2022	YoY change	FY2023	FY2022	YoY change	FY2023	FY2022
Tokyo	49	48	744,873	721,989	103.2%	496,412	471,005	105.4%	66.6%	65.2%
Nagoya	48	49	478,372	470,883	101.6%	284,988	272,258	104.7%	59.6%	57.8%
HAA Kobe	49	49	298,111	276,221	107.9%	184,327	163,546	112.7%	61.8%	59.2%
Yokohama	49	49	237,355	207,209	114.5%	151,297	133,862	113.0%	63.7%	64.6%
Kyushu	49	49	225,347	221,247	101.9%	154,942	144,109	107.5%	68.8%	65.1%
Osaka	48	49	202,438	196,760	102.9%	119,014	112,127	106.1%	58.8%	57.0%
Sapporo	49	49	154,667	151,785	101.9%	105,416	103,695	101.7%	68.2%	68.3%
Shizuoka	49	49	103,507	102,090	101.4%	65,677	59,287	110.8%	63.5%	58.1%
R-Nagoya	49	49	98,436	99,651	98.8%	82,410	82,944	99.4%	83.7%	83.2%
Kobe	49	49	98,308	93,351	105.3%	54,733	53,650	102.0%	55.7%	57.5%
JAA	49	49	78,216	73,502	106.4%	34,873	33,197	105.0%	44.6%	45.2%
Okayama	49	49	75,360	70,189	107.4%	59,183	53,465	110.7%	78.5%	76.2%
Tohoku	49	49	65,881	60,111	109.6%	50,415	45,904	109.8%	76.5%	76.4%
Gunma	49	49	63,882	55,631	114.8%	40,906	36,187	113.0%	64.0%	65.0%
Niigata	49	49	51,813	48,634	106.5%	28,494	28,621	99.6%	55.0%	58.8%
Saitama	48	49	49,919	49,229	101.4%	36,042	30,000	120.1%	72.2%	60.9%
Fukuoka	49	49	40,147	40,416	99.3%	23,867	25,455	93.8%	59.4%	63.0%
Hokuriku	49	49	17,897	19,700	90.8%	13,647	14,676	93.0%	76.3%	74.5%
Total	879	881	3,084,529	2,958,598	104.3%	1,986,643	1,863,988	106.6%	64.4%	63.0%

Appendix – Auto Auction Monthly data

(Vehicles, %)

		Apr.	May	Jun.	Jul.	Aug.	Sep.	1H	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	2H	FY
No. of Vehicles Consigned	FY21	249,661	226,767	237,143	248,298	167,498	232,175	1,361,542	225,057	211,642	200,338	194,069	233,948	305,073	1,370,127	2,731,669
	YoY	-2.2	25.7	21.0	14.2	0.3	5.1	10.1	-10.1	-7.2	-3.4	-6.6	-3.4	5.8	-3.8	2.7
	FY22	274,614	198,401	238,574	223,724	173,070	247,861	1,356,244	249,529	266,158	229,030	225,117	282,743	349,777	1,602,354	2,958,598
	YoY	10.0	-12.5	0.6	-9.9	3.3	6.8	-0.4	10.9	25.8	14.3	16.0	20.9	14.7	16.9	8.3
	FY23	293,022	227,077	274,839	250,981	210,876	276,840	1,533,635	252,343	277,041	235,504	212,848	266,985	306,173	1,550,894	3,084,529
	YoY	6.7	14.5	15.2	12.2	21.8	11.7	13.1	1.1	4.1	2.8	-5.5	-5.6	-12.5	-3.2	4.3
No. of Vehicles Contracted	FY21	152,866	145,088	151,456	156,301	113,210	157,678	876,599	153,735	147,200	130,978	130,829	155,225	192,736	910,703	1,787,302
	YoY	27.8	50.9	19.8	3.6	-4.5	2.6	14.5	-7.9	1.5	2.9	-1.1	-0.8	2.8	-0.5	6.3
	FY22	163,077	131,149	160,958	156,355	124,811	172,270	908,620	161,241	163,985	130,649	134,243	165,277	199,973	955,368	1,863,988
	YoY	6.7	-9.6	6.3	0.0	10.2	9.3	3.7	4.9	11.4	-0.3	2.6	6.5	3.8	4.9	4.3
	FY23	162,121	141,727	171,557	158,822	136,832	179,444	950,503	162,691	176,359	145,068	144,694	188,604	218,724	1,036,140	1,986,643
	YoY	-0.6	8.1	6.6	1.6	9.6	4.2	4.6	0.9	7.5	11.0	7.8	14.1	9.4	8.5	6.6
Contract Completion Rate	FY21	61.2	64.0	63.9	62.9	67.6	67.9	64.4	68.3	69.6	65.4	67.4	66.4	63.2	66.5	65.4
	FY22	59.4	66.1	67.5	69.9	72.1	69.5	67.0	64.6	61.6	57.0	59.6	58.5	57.2	59.6	63.0
	FY23	55.3	62.4	62.4	63.3	64.9	64.8	62.0	64.5	63.7	61.6	68.0	70.6	71.4	66.8	64.4

Appendix – Trends in the Used Car Auction Industry

Industry trends

(Thousand vehicles)

	FY2020				FY2021				FY2022				FY2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
New car registrations	836	1,192	1,198	1,429	1,034	1,015	968	1,197	888	1,034	1,080	1,381	1,069	1,156	1,171	1,131
YoY change	-31.8%	-14.6%	14.6%	4.2%	23.8%	-14.8%	-19.2%	-16.3%	-14.1%	1.9%	11.6%	15.4%	20.3%	11.8%	8.4%	-18.1%
Used car registrations	1,557	1,705	1,694	1,948	1,654	1,566	1,560	1,784	1,543	1,488	1,485	1,775	1,563	1,524	1,571	1,792
YoY change	-6.9%	-0.8%	4.1%	2.1%	6.2%	-8.2%	-7.9%	-8.4%	-6.7%	-5.0%	-4.8%	-0.5%	1.3%	2.4%	5.8%	0.9%
Used car exports	186	270	314	269	335	315	304	267	325	291	353	320	407	395	419	381
YoY change	-44.3%	-13.9%	-9.3%	-7.0%	79.4%	16.7%	-3.3%	-0.9%	-3.0%	-7.6%	16.2%	19.8%	25.3%	35.6%	18.7%	19.1%

Auto auction market

(Thousand vehicles)

	FY2020				FY2021				FY2022				FY2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Vehicles consigned	1,758	1,624	1,801	1,893	1,861	1,658	1,593	1,779	1,773	1,572	1,824	2,105	2,068	1,871	1,917	1,913
YoY change	-11.3%	-10.7%	-1.7%	-1.5%	5.9%	2.1%	-11.6%	-6.0%	-4.7%	-5.2%	14.5%	18.4%	16.7%	19.0%	5.1%	-9.1%
Vehicles contracted	982	1,156	1,207	1,281	1,246	1,138	1,111	1,223	1,200	1,124	1,177	1,318	1,323	1,259	1,277	1,371
YoY change	-20.7%	-3.0%	3.6%	5.3%	26.8%	-1.6%	-8.0%	-4.5%	-3.7%	-1.3%	6.0%	7.8%	10.2%	12.1%	8.5%	4.0%

* The figures have been revised to reflect revisions to data announced by USED CAR Co., Ltd.

Appendix – Auto Auction

(Million yen)

	FY2020				FY2021				FY2022				FY2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	13,302	14,944	15,864	16,937	16,343	15,585	15,664	17,264	16,766	16,401	17,130	19,006	18,399	18,068	18,429	20,168
YoY change	-18.7%	-3.1%	3.3%	4.4%	22.9%	4.3%	-1.3%	1.9%	2.6%	5.2%	9.4%	10.1%	9.7%	10.2%	7.6%	6.1%
Operating profit	6,835	8,862	9,535	10,229	10,267	9,585	9,493	10,871	10,462	9,972	10,322	11,511	11,477	11,330	11,735	12,871
YoY change	-23.9%	3.8%	9.7%	11.0%	50.2%	8.2%	-0.4%	6.3%	1.9%	4.0%	8.7%	5.9%	9.7%	13.6%	13.7%	11.8%

* Net sales are sales to external customers and operating profit is based on business segment earnings.

		FY2020				FY2021				FY2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
No. of vehicles consigned (Thousands)		631	605	685	738	713	647	637	733	711	644	744	857	794	738	764	786
No. of vehicles contracted (Thousands)		342	423	439	476	449	427	431	478	455	453	455	499	475	475	484	552
Contract completion rate	USS	54.2%	69.9%	64.1%	64.5%	63.0%	65.9%	67.8%	65.3%	64.0%	70.3%	61.2%	58.2%	59.8%	64.3%	63.3%	70.2%
	Industry's average (excl. USS)	56.9%	72.0%	68.9%	69.7%	69.4%	70.4%	71.0%	71.2%	70.2%	72.3%	66.8%	65.6%	66.6%	69.3%	68.8%	72.7%
Avg. price of vehicle contracted	USS (Thousand yen)	643	794	811	795	830	907	936	961	1,000	1,170	1,068	965	976	1,061	1,048	1,124
	Industry's average (excl. USS) (Thousand yen)	401	481	455	484	474	494	518	513	530	581	562	536	542	572	560	591
Fees	Consignment fees (Million yen)	3,193	3,229	3,757	3,971	3,908	3,629	3,602	4,057	3,935	3,659	4,182	4,793	4,440	4,229	4,377	4,454
	Fee per vehicle (yen)	5,083	5,364	5,509	5,413	5,505	5,630	5,685	5,566	5,556	5,707	5,645	5,617	5,609	5,753	5,752	5,699
	Contract completion fees (Million yen)	2,791	3,574	3,706	4,015	3,780	3,613	3,662	4,031	3,811	3,807	3,815	4,286	4,138	4,190	4,260	4,846
	Fee per vehicle (yen)	8,212	8,503	8,493	8,485	8,461	8,506	8,530	8,471	8,418	8,447	8,418	8,633	8,754	8,875	8,855	8,833
	Successful bid fees (Million yen)	4,408	5,397	5,649	6,118	5,817	5,549	5,540	6,168	5,863	5,789	5,886	6,446	6,331	6,362	6,489	7,318
	Fee per vehicle (yen)	12,888	12,759	12,864	12,859	12,959	13,004	12,837	12,898	12,898	12,776	12,922	12,918	13,329	13,403	13,413	13,266
Other	On-site auction members	48,104	48,242	47,859	48,058	48,170	48,345	48,121	48,362	48,428	48,590	48,292	48,490	48,241	48,379	48,003	48,123
	CIS members	32,059	32,283	32,392	32,538	32,799	33,042	33,219	33,359	33,582	33,817	33,898	33,934	34,129	34,246	34,238	34,367
	USS JAPAN members	2,300	2,267	2,227	2,197	2,163	2,132	2,109	2,081	2,048	2,020	1,998	1,981	1,953	1,871	1,707	1,774
	Off-site ratio	55.0%	53.9%	52.8%	52.9%	53.1%	53.7%	52.0%	52.4%	52.0%	52.5%	51.0%	50.3%	51.8%	52.8%	52.0%	53.1%

Appendix – Used Vehicle Purchasing and Selling, Recycling, Other

Used vehicle purchasing and selling

(Million yen)

	FY2020				FY2021				FY2022				FY2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	1,486	2,085	2,469	2,605	2,110	2,119	2,313	2,757	2,302	2,747	2,591	2,750	2,366	2,947	2,799	3,318
YoY change	-28.1%	-7.2%	3.3%	8.7%	42.0%	1.7%	-6.3%	5.8%	9.1%	29.6%	12.0%	-0.3%	2.8%	7.3%	8.0%	20.6%
Operating profit	-83	181	139	33	18	67	76	-25	12	199	11	-93	6	138	111	75
YoY change	-	112.4%	413.3%	-	-	-63.1%	-45.3%	-	-34.3%	197.3%	-84.6%	-	-45.6%	-30.7%	846.3%	-

Recycling

(Million yen)

	FY2020				FY2021				FY2022				FY2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	1,179	1,075	1,250	1,324	1,892	1,687	1,841	1,817	2,041	2,121	2,225	2,594	3,116	3,033	1,985	2,391
YoY change	-8.7%	-5.5%	-16.7%	7.7%	60.5%	56.8%	47.3%	37.2%	7.9%	25.7%	20.8%	42.8%	52.6%	43.0%	-10.8%	-7.8%
Operating profit	-43	81	148	189	340	249	304	248	321	205	278	527	505	348	117	192
YoY change	-	37.6%	99.8%	344.8%	-	205.5%	105.3%	30.8%	-5.3%	-17.6%	-8.6%	112.7%	57.1%	69.5%	-57.6%	-63.6%

Other

(Million yen)

	FY2020				FY2021				FY2022				FY2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	88	116	102	43	24	21	19	19	25	22	31	19	47	114	205	214
YoY change	-38.2%	-11.5%	-27.3%	-62.4%	-72.0%	-81.3%	-81.4%	-54.2%	3.7%	3.9%	66.8%	-2.9%	83.3%	402.6%	544.4%	1,012.5%
Operating profit	0	16	8	-1	17	15	12	13	19	16	-1	-7	-24	-17	-13	36
YoY change	-98.8%	8.2%	-55.6%	-	6744.3%	-5.5%	45.0%	-	12.7%	10.2%	-	-	-	-	-	-

* Net sales are sales to external customers and operating profit is based on business segment earnings.