

Q1 FY2024

Consolidated Results of Operations

USS Co., Ltd.

August 2024

FY2024 (FY3/2025) : from April 1, 2024 to March 31, 2025

*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.

I : Q1 FY2024 Results of Operations

P.3

1. Highlights of Q1 FY2024
2. Q1 FY2024 Summary of Consolidated Results of Operations
3. Net Sales and Operating Profit by Business Segment
4. Q1 FY2024 Reasons for Change in Operating Profit (Actual)
5. Consolidated Balance Sheets and Statements of Cash Flows
6. Automobile Market
7. Auto Auction Segment
8. Used Vehicle Purchasing and Selling Segment
9. Recycling Segment
10. TOPICS A New Automobile Loan Product Using a Tie-up with GMS

II : FY2024 Consolidated Forecast

P.17

1. FY2024 Consolidated Forecast
2. FY2024 Reasons for Change in Operating Profit (Forecast)
3. FY2024 Forecast by Business Segment

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

P.21

1. Used Car Auction Market and USS Market Share
2. Medium-to Long-Term Management Goal
3. Cash Allocation Policy
4. Investment for Growth
5. Medium-term Business Plan and Raising the ROE
6. Earnings Distributions – Dividend Policy
7. Earnings Distributions – Total Payout Ratio
8. Cycle of Rising Corporate Value Driven by Business Growth and Shareholder Distributions

IV : Reference

P.31

1. Business Models for USS
2. Automobile Market and USS Revenue
3. New/Used Car Registrations and Auto Auction Market
4. Appendix

Q1 FY2024

Results of Operations

Q1 FY24 Results

- Net sales **¥25.6 billion**
(up 7.1% YoY)
- Operating profit **¥13.4 billion** (up 12.3% YoY)
 - USS Auto Auction result in Q1 FY2024: vehicles consigned was 0.75 million (down 5.2% YoY), contract completions was 0.52 million (up 11.5% YoY), contract completion rate was 70.3%
 - 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 and earnings decreased because the number of large factory demolition orders decreased.

FY24 Forecast

- Revisions to the FY2024 plan
 - Revised upward the FY2024 plan to reflect higher-than-forecasted Q1 results.
- Net sales increased from **¥101.9 billion to ¥102.6 billion**
 - 0.7% higher than the initial forecast
- Operating profit increased from **¥51.5 billion to ¥52.5 billion**
 - 1.9 % higher than the initial forecast

Earnings Distributions

- FY2024 dividend forecast has been raised from **¥40.2 to ¥41.2**
This will be the 25th consecutive year of dividend increases.
- Total payout ratio : at least **80% (until 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

Q1 FY2024 Summary of Consolidated Results of Operations

- Sales was up 7.1% YoY to ¥25.64 billion, operating profit was up 12.3% to ¥13.44 billion, and profit attributable to owners of parent up 14.2% to ¥9.25 billion.
- Record-high sales, operating profit, ordinary profit and profit attributable to owners of parent

(Million yen)

	Q1 FY2022	(per sales)	Q1 FY2023	(per sales)	Q1 FY2024	(per sales)	Year on year
Net sales	21,136		23,929		25,640		107.1%
Cost of sales	8,026	38.0%	9,464	39.6%	9,642	37.6%	101.9%
Gross profit	13,109	62.0%	14,465	60.4%	15,997	62.4%	110.6%
Selling, general and administrative expenses	2,288	10.8%	2,493	10.4%	2,554	10.0%	102.4%
Operating profit	10,820	51.2%	11,971	50.0%	13,443	52.4%	112.3%
Ordinary profit	10,996	52.0%	12,130	50.7%	13,620	53.1%	112.3%
Profit attributable to owners of parent	7,437	35.2%	8,102	33.9%	9,252	36.1%	114.2%

Net Sales and Operating Profit by Business Segment

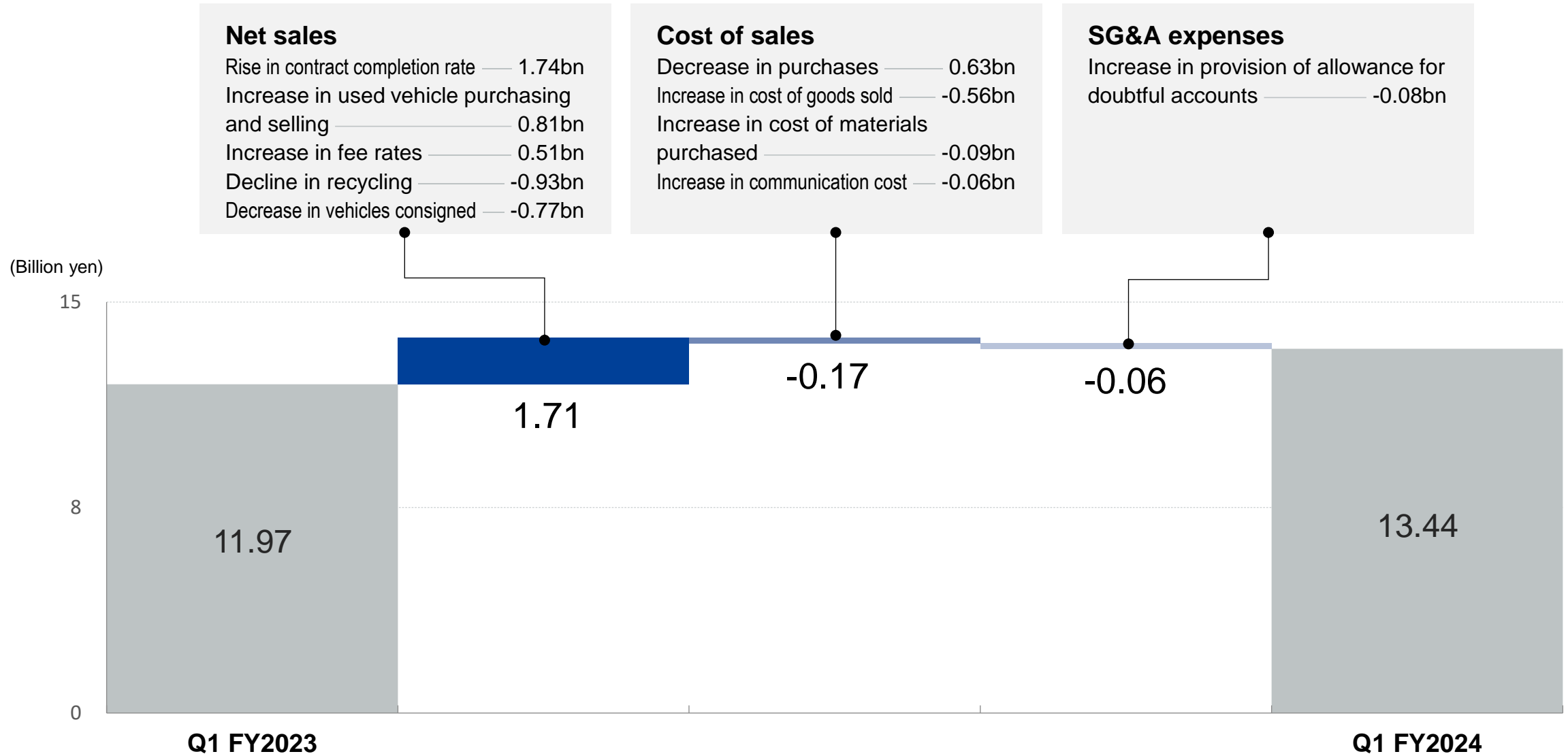
(Million yen)

Net sales	Q1 FY2022	Q1 FY2023	Q1 FY2024	Year on year
Auto auction	16,766	18,399	20,037	108.9%
Used vehicle purchasing and selling	2,302	2,366	3,178	134.3%
Recycling	2,041	3,116	2,178	69.9%
Other	25	47	245	521.7%
Total	21,136	23,929	25,640	107.1%
Operating profit (operating margin)	Q1 FY2022	Q1 FY2023	Q1 FY2024	Year on year
Auto auction	10,462 (62.1%)	11,477 (62.1%)	13,102 (65.1%)	114.2%
Used vehicle purchasing and selling	12 (0.5%)	6 (0.3%)	135 (4.2%)	2035.9%
Recycling	321 (15.8%)	505 (16.2%)	189 (8.7%)	37.5%
Other	19 (76.3%)	-24 (-)	-1 (-)	-
Adjustment	4 (-)	6 (-)	17 (-)	263.4%
Total	10,820 (51.2%)	11,971 (50.0%)	13,443 (52.4%)	112.3%

*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 Q2 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.

Q1 FY2024 Reasons for Change in Operating Profit (Actual)



Consolidated Balance Sheets and Statements of Cash Flows

- Increase in time deposits, 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.
- Equity ratio : 73.4%

Consolidated balance sheets (summary)

(Million yen)

	FY2023	End of Q1 FY24		FY2023	End of Q1 FY24
Current assets	148,371	142,945	Current liabilities	63,130	57,838
Cash and deposits	109,009	102,596	Payables due to member dealers at auction	43,749	43,596
Other	39,361	40,348	Other	19,380	14,241
Non-current assets	123,186	122,626	Non-current liabilities	9,404	9,376
Property, plant and equipment	98,996	98,547	Total liabilities	72,535	67,214
Other	24,189	24,079	Total net assets	199,021	198,357
Total assets	271,557	265,572	Total liabilities and net assets	271,557	265,572

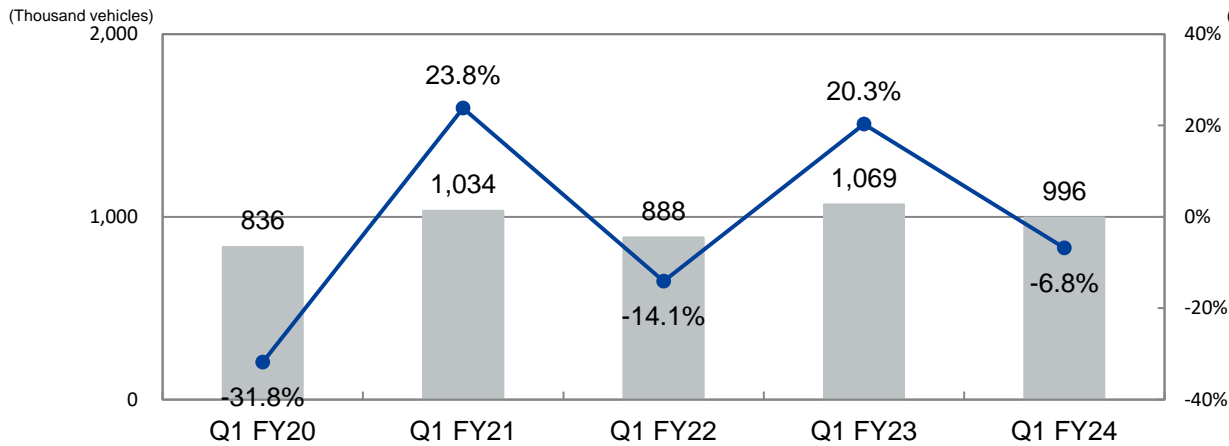
Consolidated statements of cash flows (summary)

(Million yen)

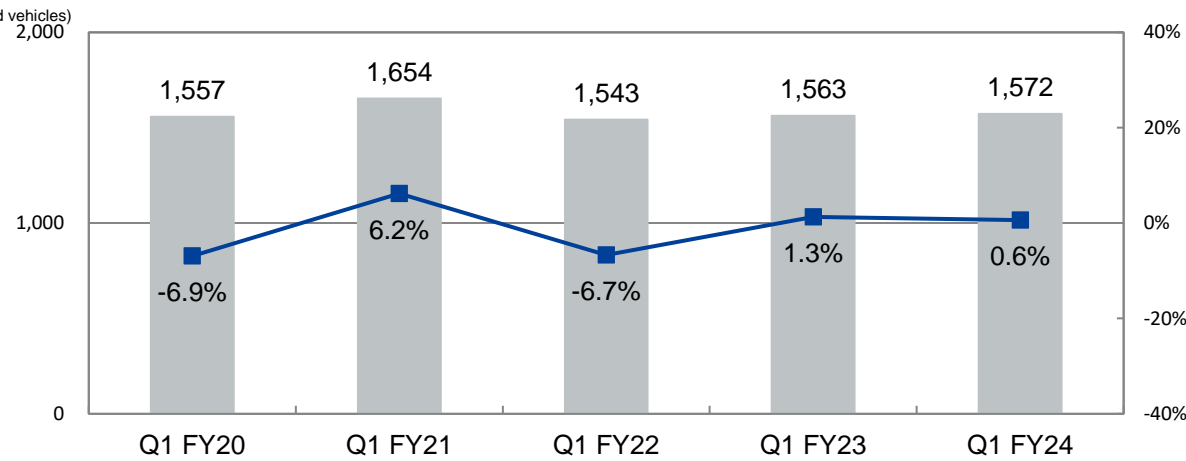
	Q1 FY22	Q1 FY23	Q1 FY24	Changes
Net cash provided by (used in) operating activities	3,304	7,210	4,399	-2,810
Net cash provided by (used in) investing activities	-2,599	-669	-2,702	-2,033
Free cash flow	705	6,540	1,697	-4,843
Net cash provided by (used in) financing activities	-9,380	-19,806	-10,109	9,696
Capital expenditures (Cash payments)	599	668	858	190
Depreciation	1,116	1,100	1,074	-26

Automobile Market

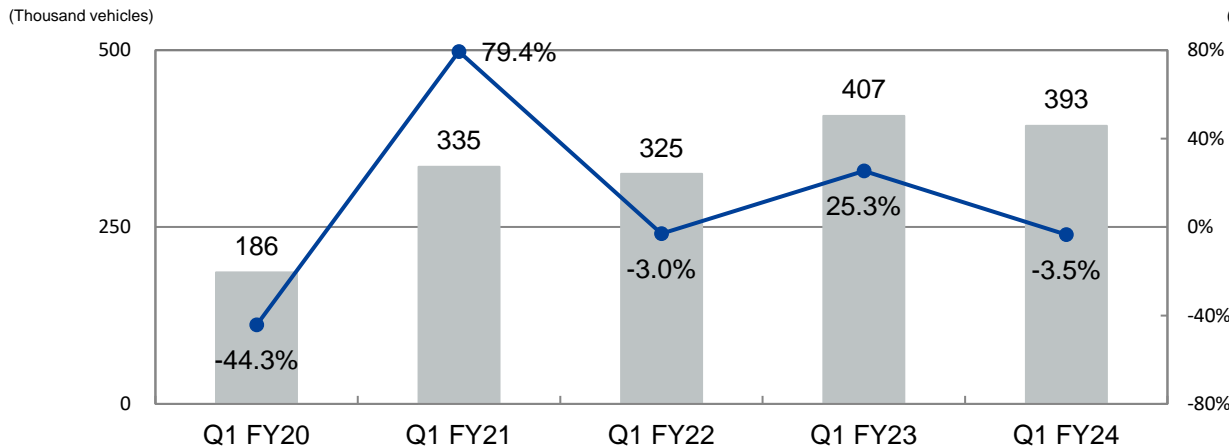
New car registrations and YoY changes



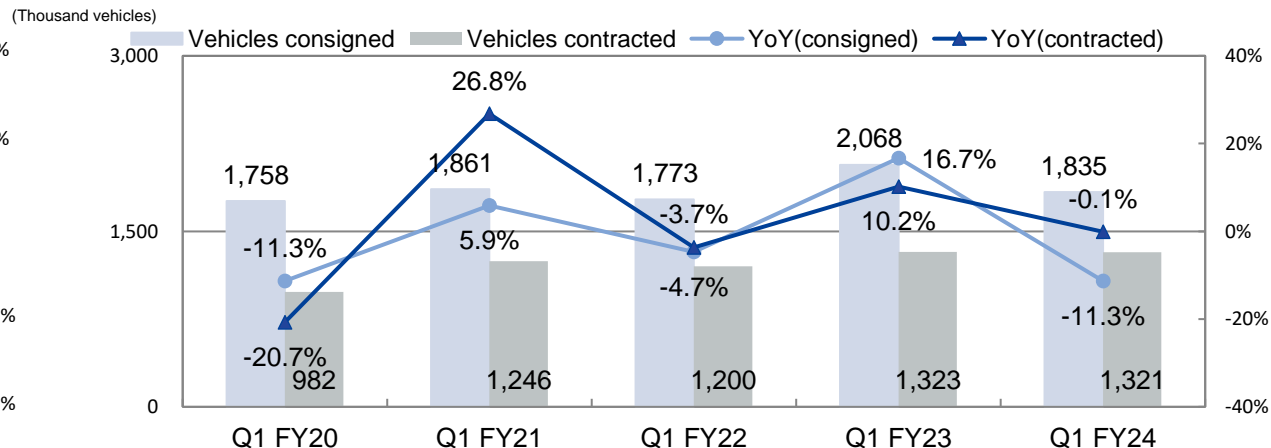
Used car registrations and YoY changes



Used car exports and YoY changes



AA market: vehicles consigned and contracted and YoY changes



* Vehicles consigned and contracted in Q1 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 because of an increase in the number of contracted vehicles and higher fee income because of an increase in CIS successful bid fee.

No. of vehicles consigned
753 thousand
down 5.2% YoY

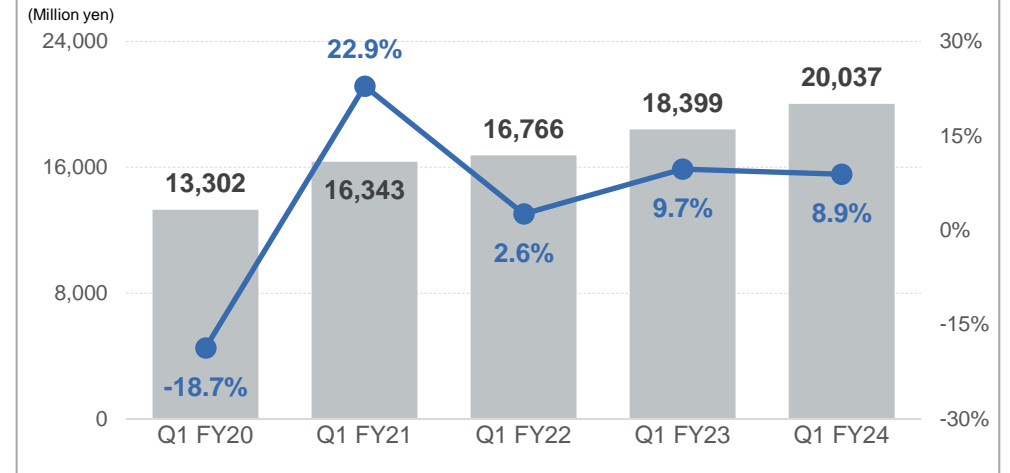
No. of contract completions
529 thousand
up 11.5% YoY

Contract completion rate
70.3%
59.8% (in Q1 FY23)

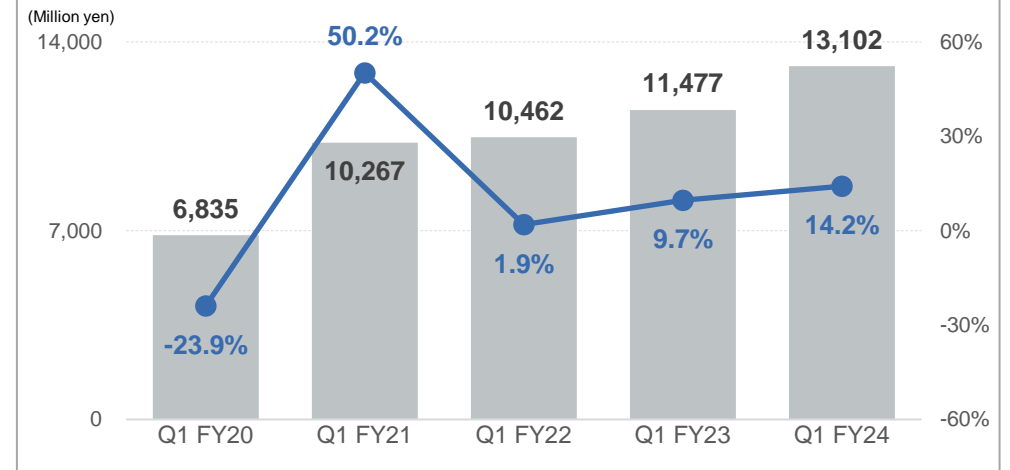
Auto auction segment performance in Q1

	Q1 FY22	Q1 FY23	Q1 FY24	Year on year
Net sales	16,766	18,399	20,037	108.9%
Consignment fees	3,935	4,440	4,281	96.4%
Contract completion fees	3,811	4,138	4,607	111.3%
Successful bid fees	5,863	6,331	7,511	118.6%
Other	3,155	3,488	3,637	104.3%
Operating profit	10,462	11,477	13,102	114.2%
Operating margin	62.1%	62.1%	65.1%	-

Net sales and YoY changes



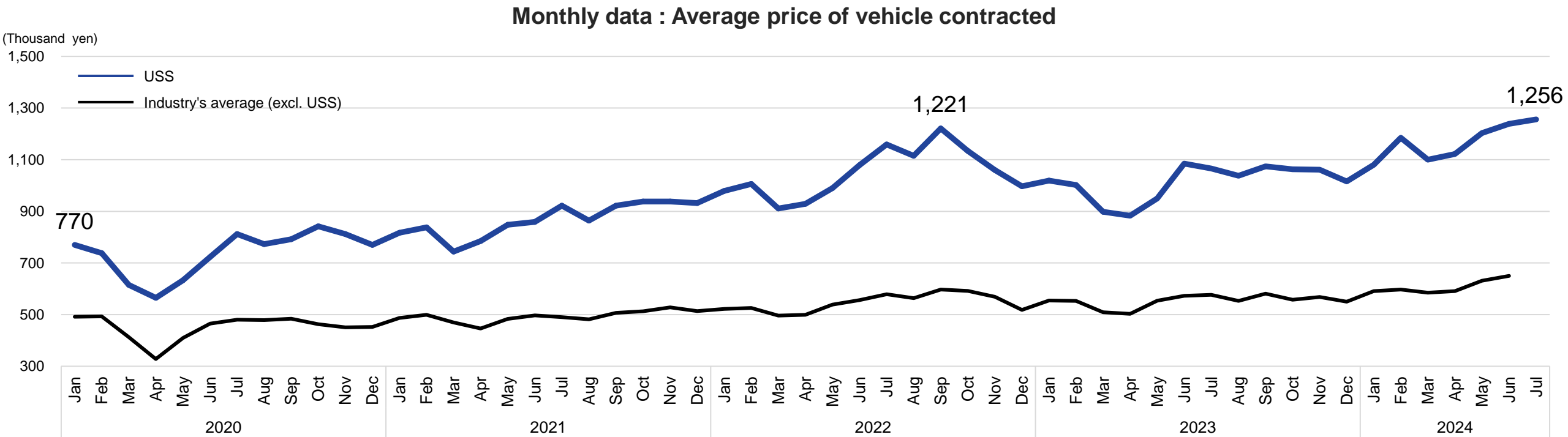
Operating profit and YoY changes



* 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.

Auto Auction Segment (2) Average Price of Vehicle Contracted

■ The average price of vehicles contracted remains high

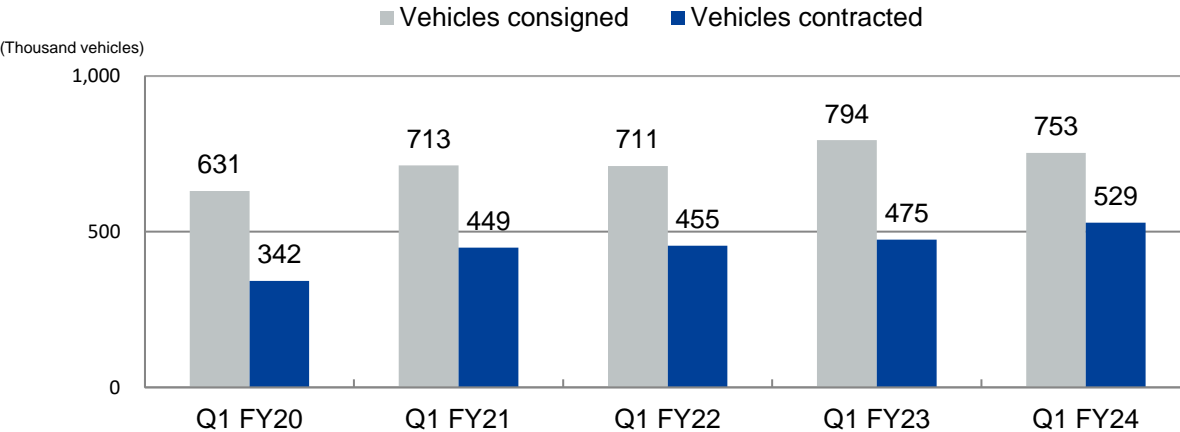


* In auto auctions in Japan, notwithstanding the vehicle contract price, consignment fees, contract completion fees and successful bid fees are fixed for each category. Therefore, commission does not fluctuate with the amount of the contracted price of a vehicle.

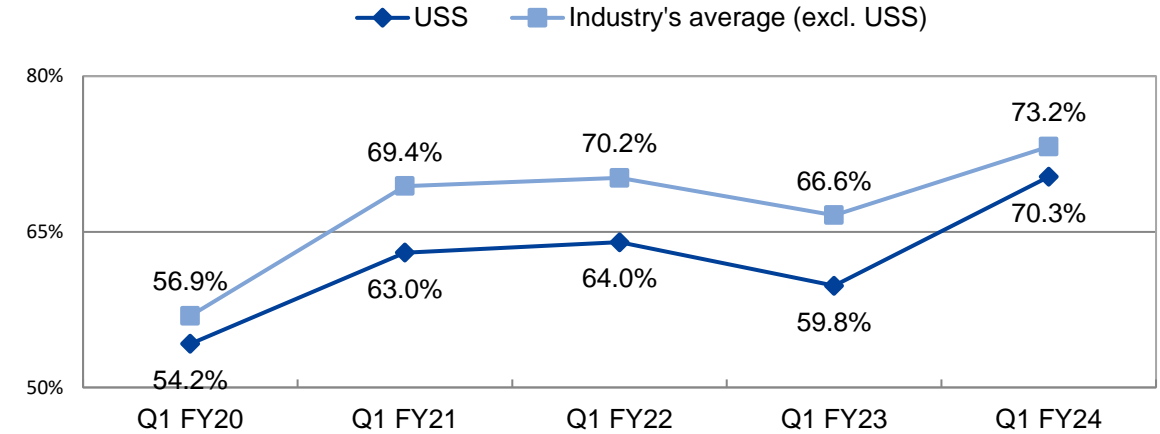
Auto Auction Segment (3)

No. of Vehicles Consigned and Contracted, etc.

No. of vehicles consigned and contracted

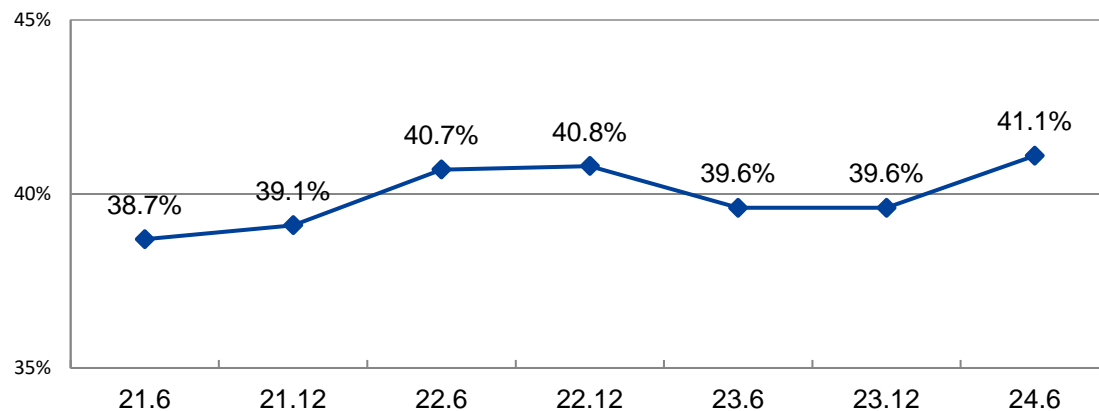


Contract completion rate

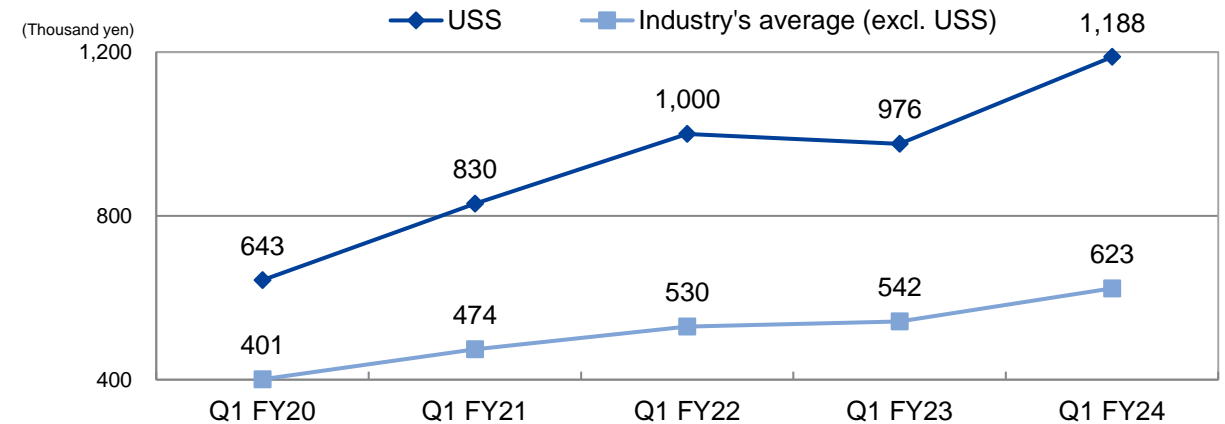


* The figure for "Industry's average (excl. USS)" in Q1 FY21 has been revised to reflect revisions to data announced by USED CAR Co., Ltd.

Market share



Average price of vehicle contracted



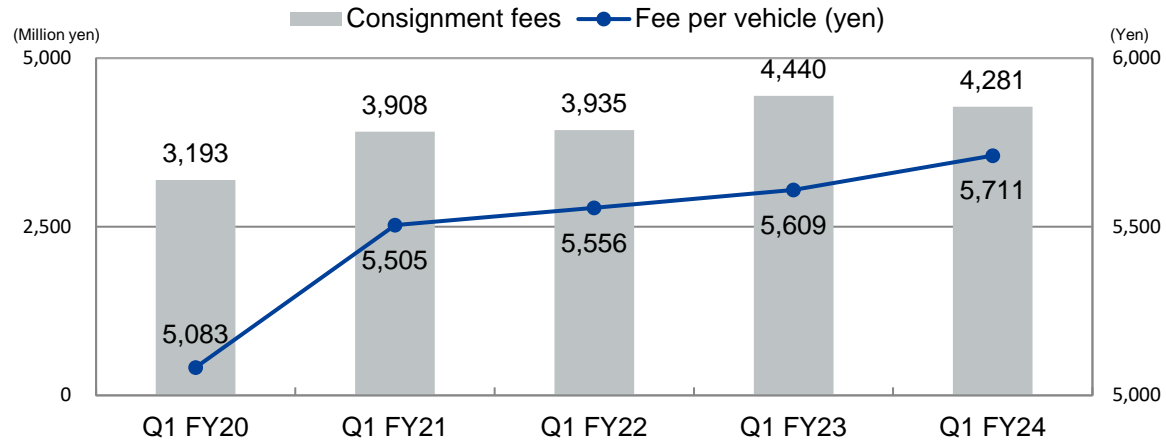
* Period ending in December: 12-month data; Period ending in June: 6-month data. * The figures in this slide do not include JBA data.

* Market share in Dec. 2021 and Jun. 2022 have been revised to reflect revisions to data announced by USED CAR Co., Ltd.

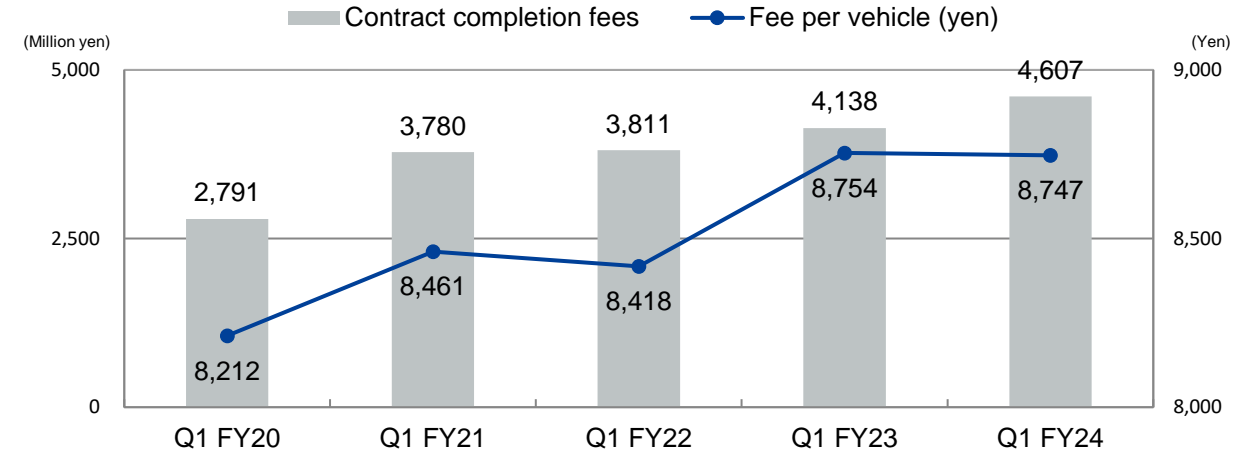
* The figure for "Industry's average (excl. USS)" in Q1 FY21 has been revised to reflect revisions to data announced by USED CAR Co., Ltd.

Auto Auction Segment (4) Fees, etc.

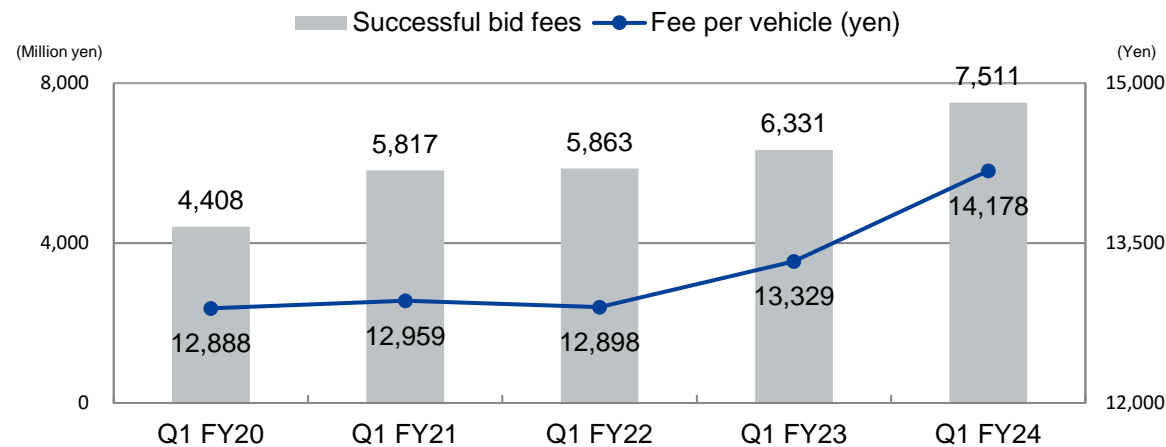
Total consignment fees and consignment fee per vehicle



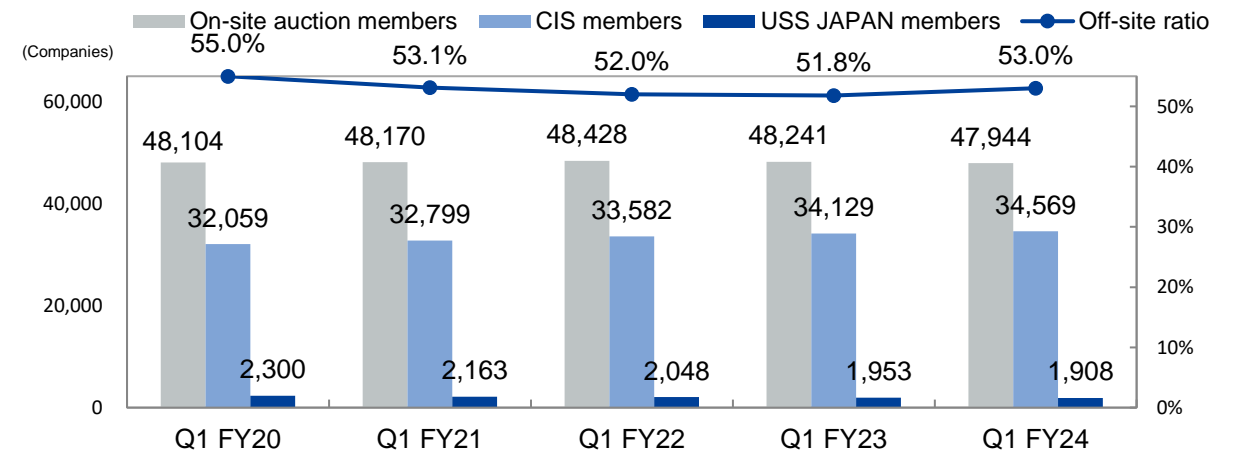
Total contract completion fees and contract completion fee per vehicle



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 increased because of an increase in vehicles sold and an increase in the gross profit per vehicle sold due to high auction prices.

Net sales **¥1,841** million
(up 27.5% YoY)

Operating profit **¥68** million
(up 110.3% YoY)

In the accident-damaged vehicle purchasing business, sales and earnings increased because of an increase in vehicles sold and an increase in the gross profit per vehicle sold due to high auction prices.

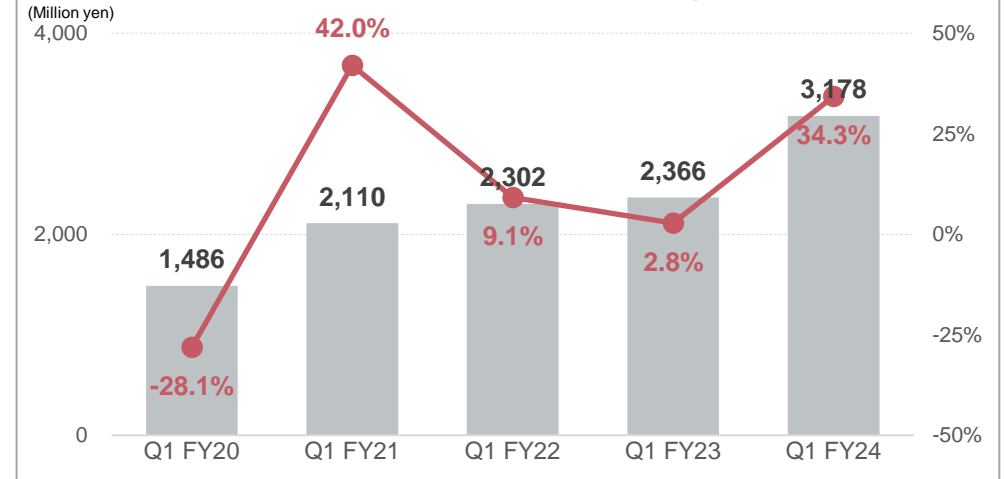
Net sales **¥1,337** million
(up 45.0% YoY)

Operating profit **¥66** million
(Operating loss ¥26 million in Q1 FY23)

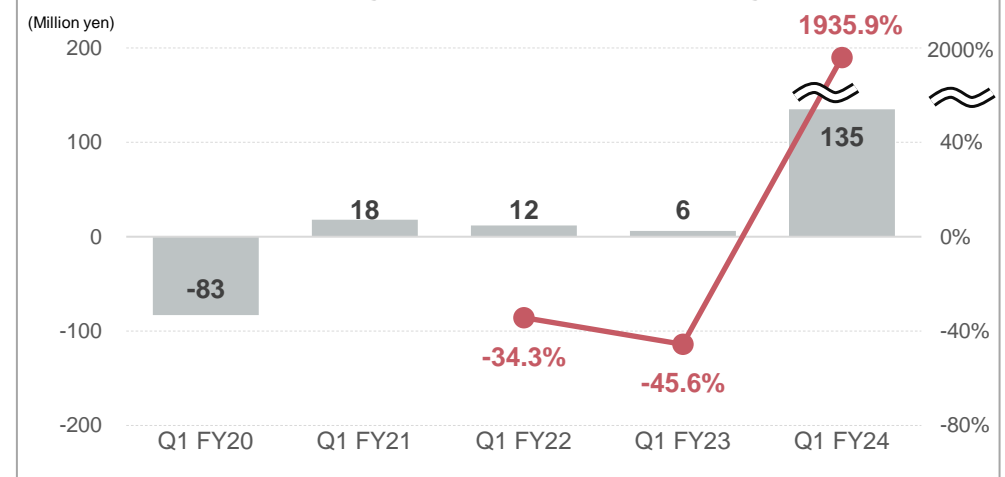
Used vehicle purchasing and selling segment performance in Q1

	Q1 FY22	Q1 FY23	Q1 FY24	Year on year
Net sales	2,302	2,366	3,178	134.3%
Operating profit	12	6	135	2035.9%
Operating margin	0.5%	0.3%	4.2%	-

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 and earnings increased as higher prices for recycled non-ferrous metals offset a decline in the number of end-of-life vehicles handled.

Net sales **¥1,437** million
(up 9.9 % YoY)

Operating profit **¥187** million
(up 47.4% YoY)

In the industrial plant recycle business, sales and earnings decreased due to a decrease in orders for large demolition projects.

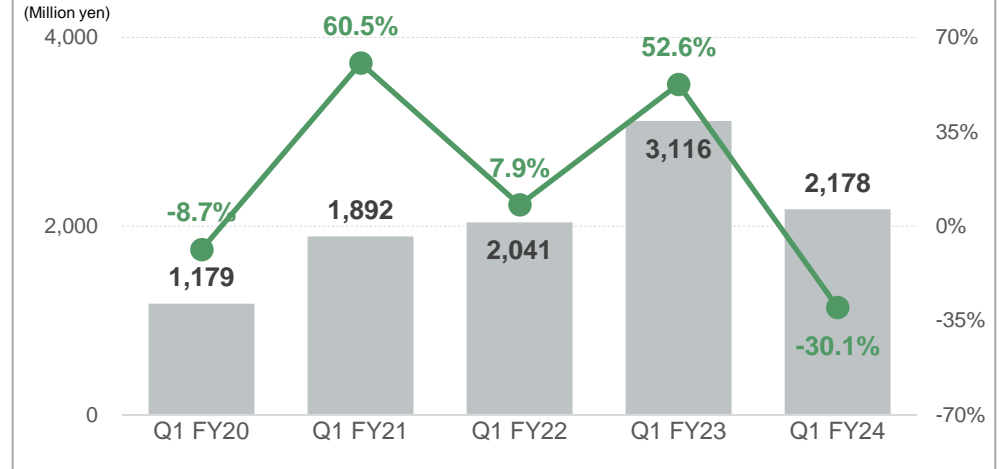
Net sales **¥741** million
(down 59.0 % YoY)

Operating profit **¥2** million
(down 99.3% YoY)

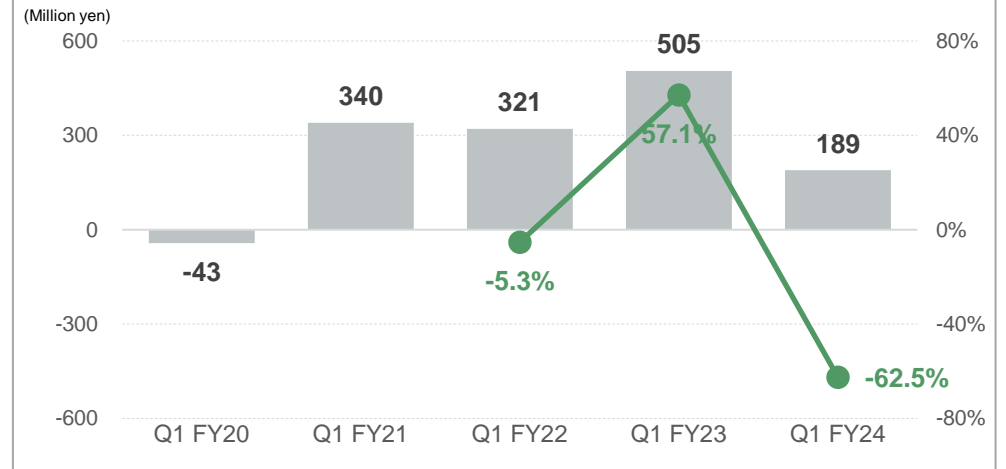
Recycling segment performance in Q1

	Q1 FY22	Q1 FY23	Q1 FY24	Year on year
Net sales	2,041	3,116	2,178	69.9%
Operating profit	321	505	189	37.5%
Operating margin	15.8%	16.2%	8.7%	-

Net sales and YoY changes



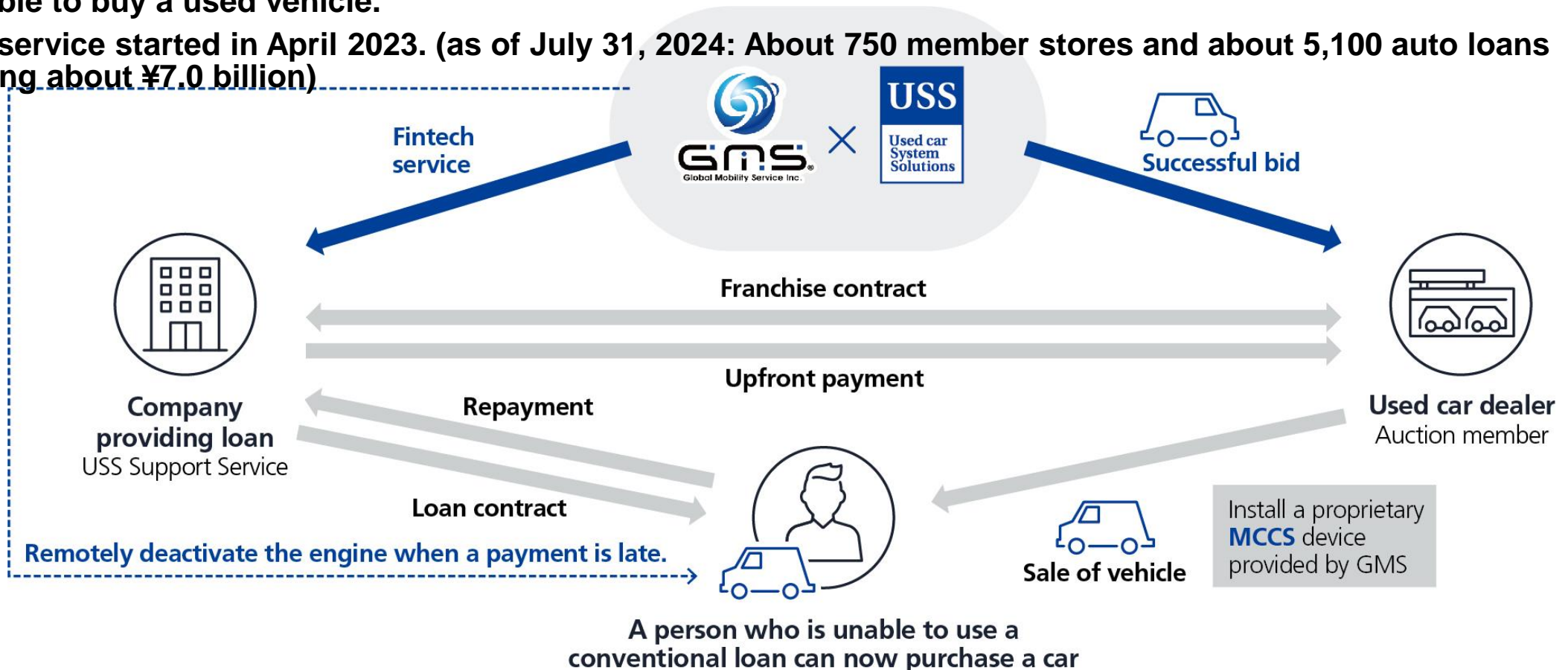
Operating profit and YoY changes



* 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 July 31, 2024: About 750 member stores and about 5,100 auto loans totaling about ¥7.0 billion)



FY2024
Consolidated Forecast

FY2024 Consolidated Forecast

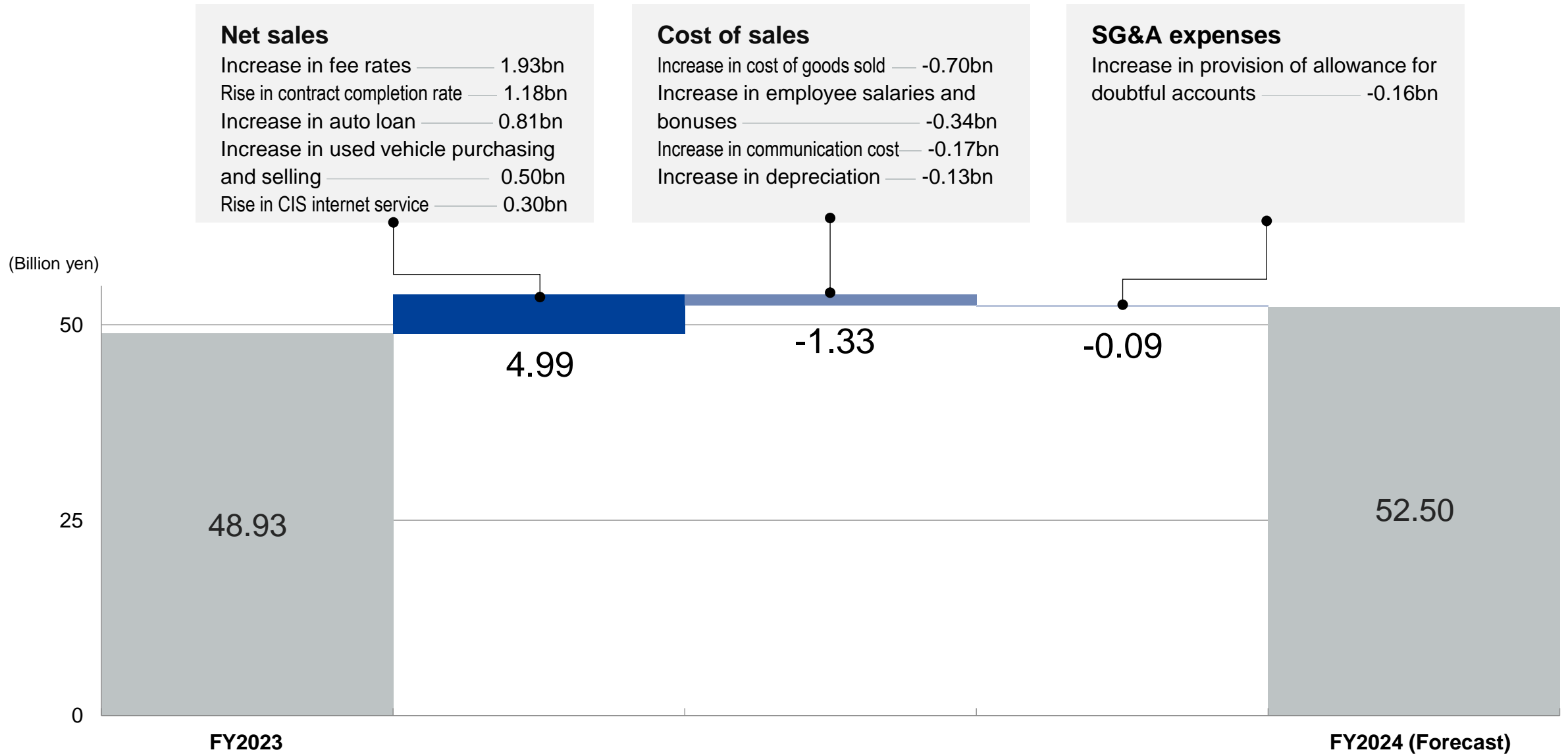
- The fiscal year forecast has been revised to reflect Q1 performance. Although the number of vehicles consigned decreased due to a decline in new car sales in the Q1, the number of vehicles contracted increased significantly and exceeded the initial plan.
- Revision of vehicles handled at auctions : 3.08 million vehicles consigned (0.5% below the previous plan); 2.04 million vehicles contracted (2.0% above the previous plan); contract completion ratio of 66.1% vs. 64.5% in the previous plan

(Million yen)

	FY23 (Actual)	FY24 initial plan (May 8, 2024)	Changes	FY24 revised plan (Aug. 6, 2024)	Revised plan vs FY23
Net sales	97,606	101,900	700	102,600	105.1%
Gross profit (Per sales)	59,034 (60.5%)	61,637 (60.5%)	1,052	62,689 (61.1%)	106.2%
Operating profit (Per sales)	48,937 (50.1%)	51,500 (50.5%)	1,000	52,500 (51.2%)	107.3%
Ordinary profit (Per sales)	49,654 (50.9%)	52,200 (51.2%)	1,000	53,200 (51.9%)	107.1%
Profit attributable to owners of parent (Per sales)	32,906 (33.7%)	35,000 (34.3%)	1,000	36,000 (35.1%)	109.4%
Profit per share (Yen)	68.28	72.85	2.08	74.93	109.7%
Capital expenditures (Cash payments)	2,666	4,700	-700	4,000	150.0%
Depreciation	4,600	4,779	-68	4,711	102.4%

Auto Auction Business (excl. JBA)	FY23 (Actual)	FY24 initial plan (May 8, 2024)	Changes	FY24 revised plan (Aug. 6, 2024)	Revised plan vs FY23
No. of vehicles consigned (Thousands)	3,084	3,100	-16	3,084	100.0%
No. of vehicles contracted (Thousands)	1,986	2,000	40	2,040	102.7%
Contract completion rate	64.4%	64.5%	1.6p	66.1%	-

FY2024 Reasons for Change in Operating Profit (Forecast)



FY2024 Forecast by Business Segment

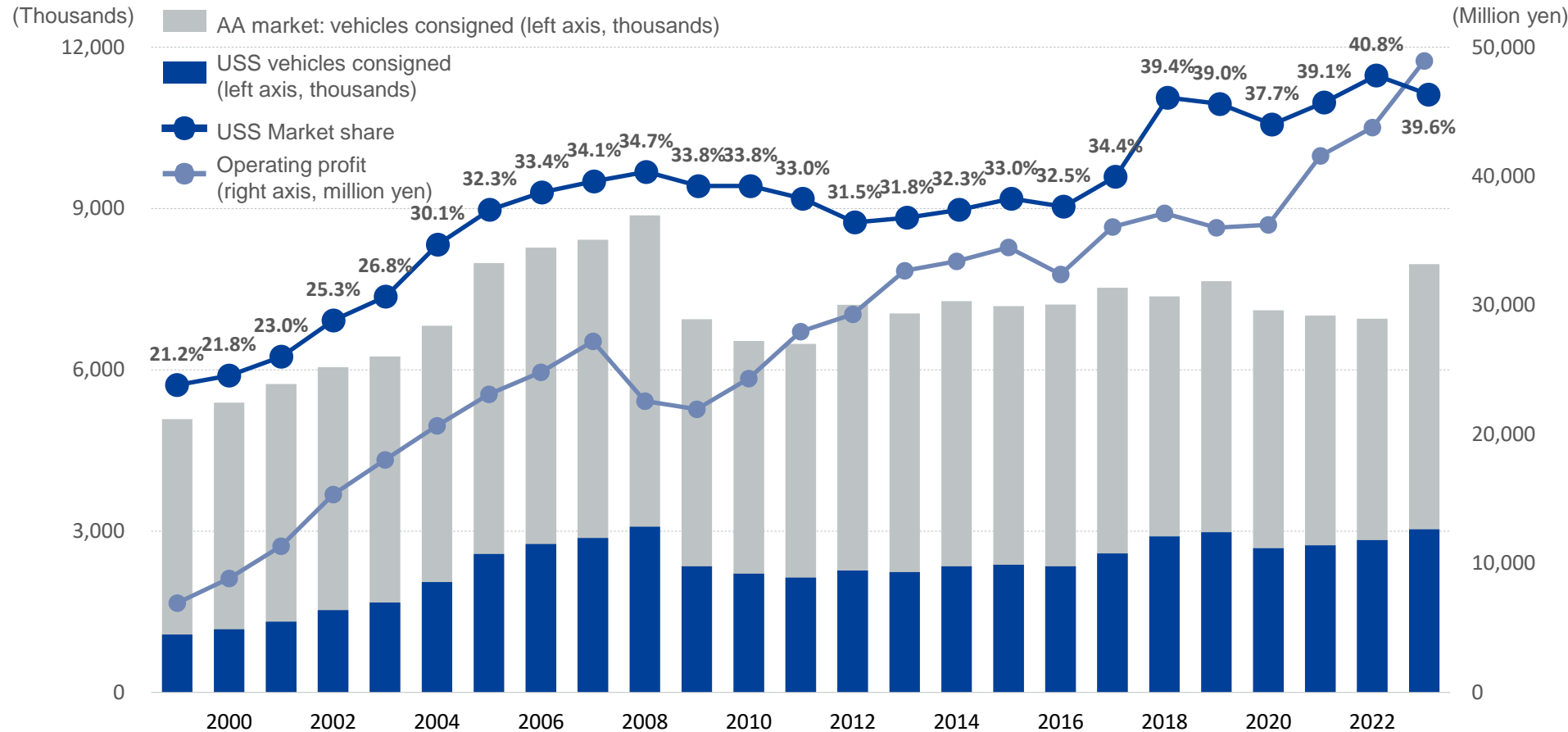
(Million yen)

	FY23 (Actual)	FY24 initial plan (May 8, 2024)	Changes	FY24 revised plan (Aug. 6, 2024)	Revised plan vs FY23
Net sales					
Auto auction	75,066	77,780	953	78,733	104.9%
Used vehicle purchasing and selling	11,431	11,556	375	11,932	104.4%
Recycling	10,526	11,124	-584	10,540	100.1%
Other	580	1,438	-44	1,393	240.0%
Total	97,606	101,900	700	102,600	105.1%
Operating profit (per sales)	48,937 (50.1%)	51,500 (50.5%)	1,000	52,500 (51.2%)	107.3%

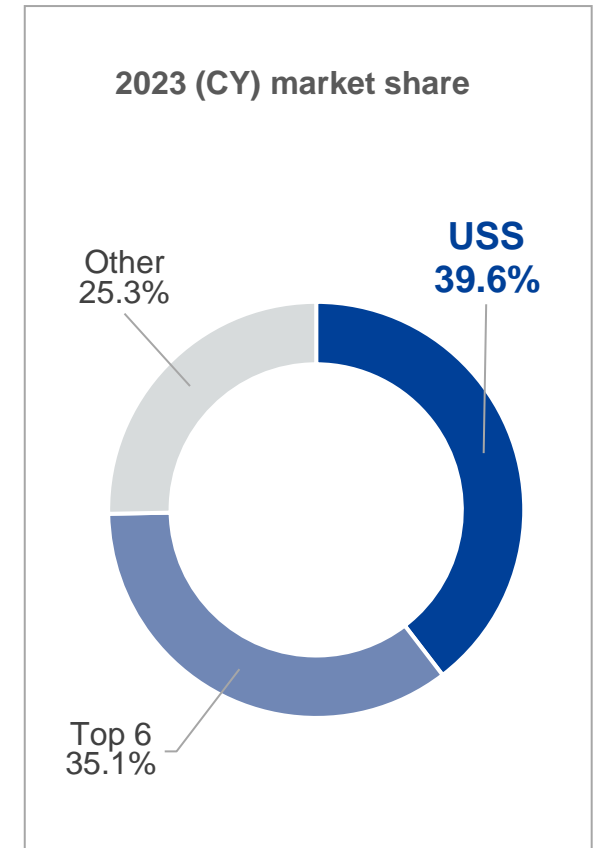
Market Overview and Strategy for Creating Value Over the Medium-term

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.

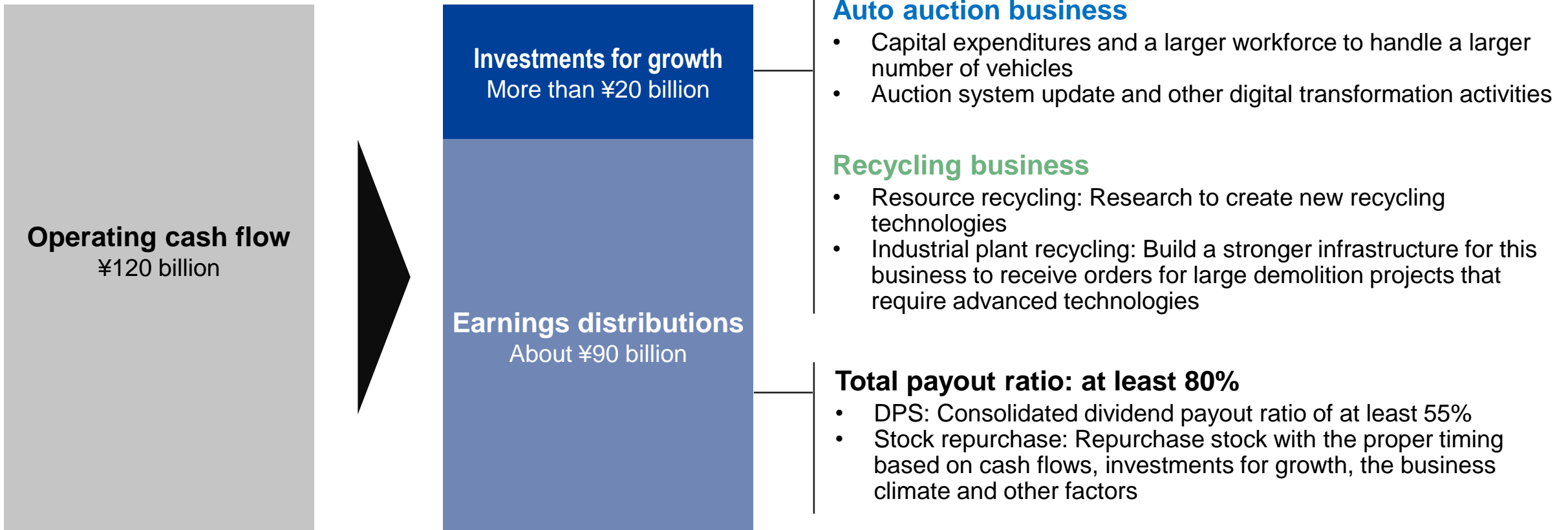
Auto auction market share target
(CY2023 : 39.6%)

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

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 (avg. number of vehicles consigned : 15,000). 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

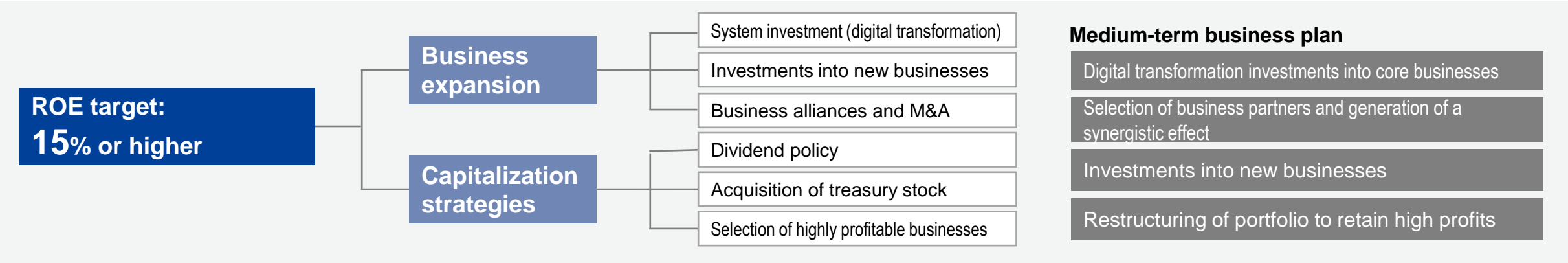
ARBIZ plans to expand resource recycling operations to more types of materials, including a business for the direct recycling of aluminum.

Plans include the start of a recycling business for solar panels as the volume of panels that need to be recycled increases significantly.

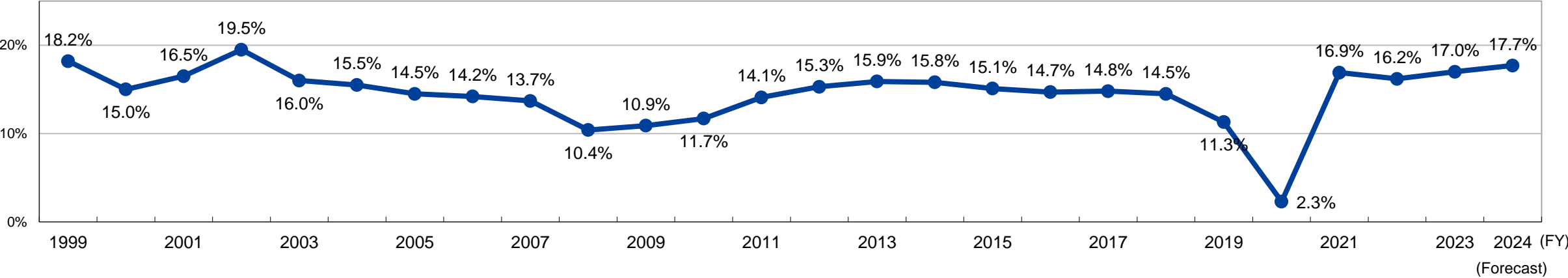
Medium-term Business Plan and Raising the ROE

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

Higher ROE and action in the medium-term business plan

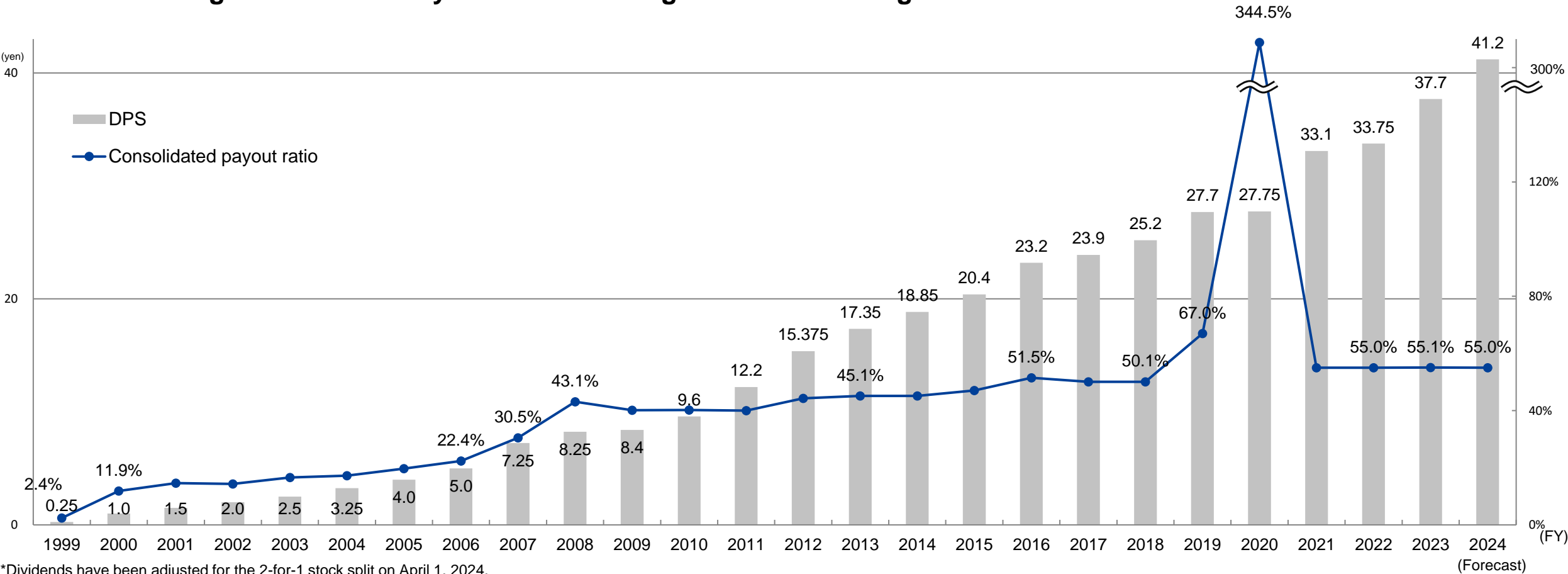


ROE



Earnings Distributions – Dividend Policy

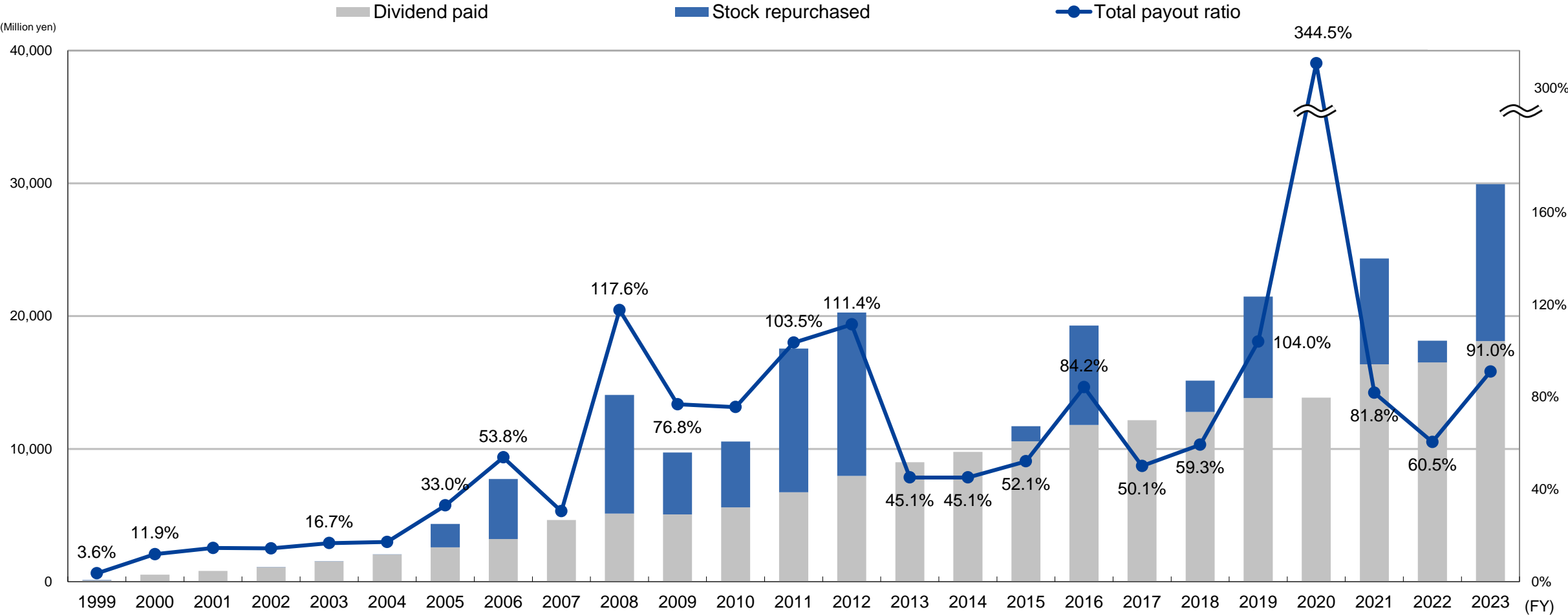
- Conducted a 2-for-1 stock split with an effective date of April 1, 2024.
- The dividend forecast for FY2024 has been increased from 40.2 yen to 41.2 yen, 3.5 yen more than the FY2023 dividend.
- Forecasting 25 consecutive years of dividend growth since listing



*Dividends have been adjusted for the 2-for-1 stock split on April 1, 2024.

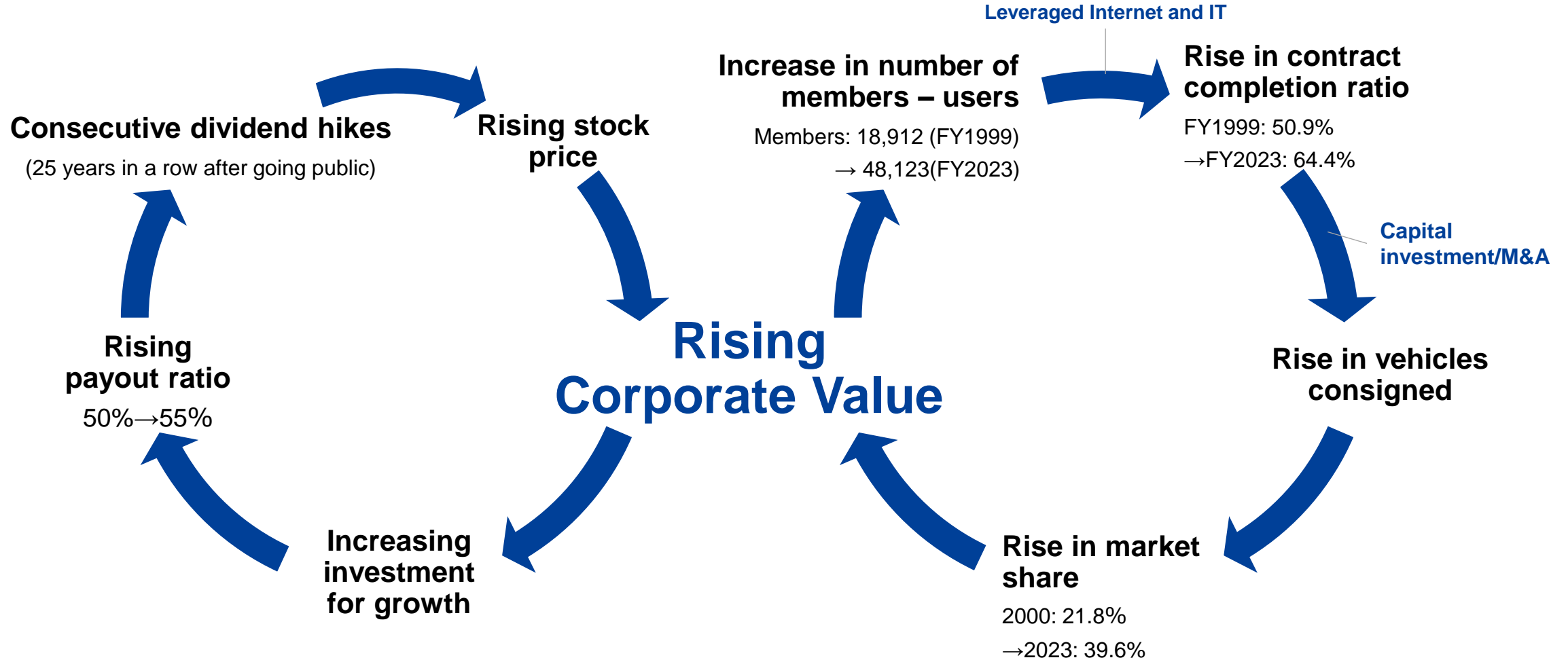
Earnings Distributions – Total Payout Ratio

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

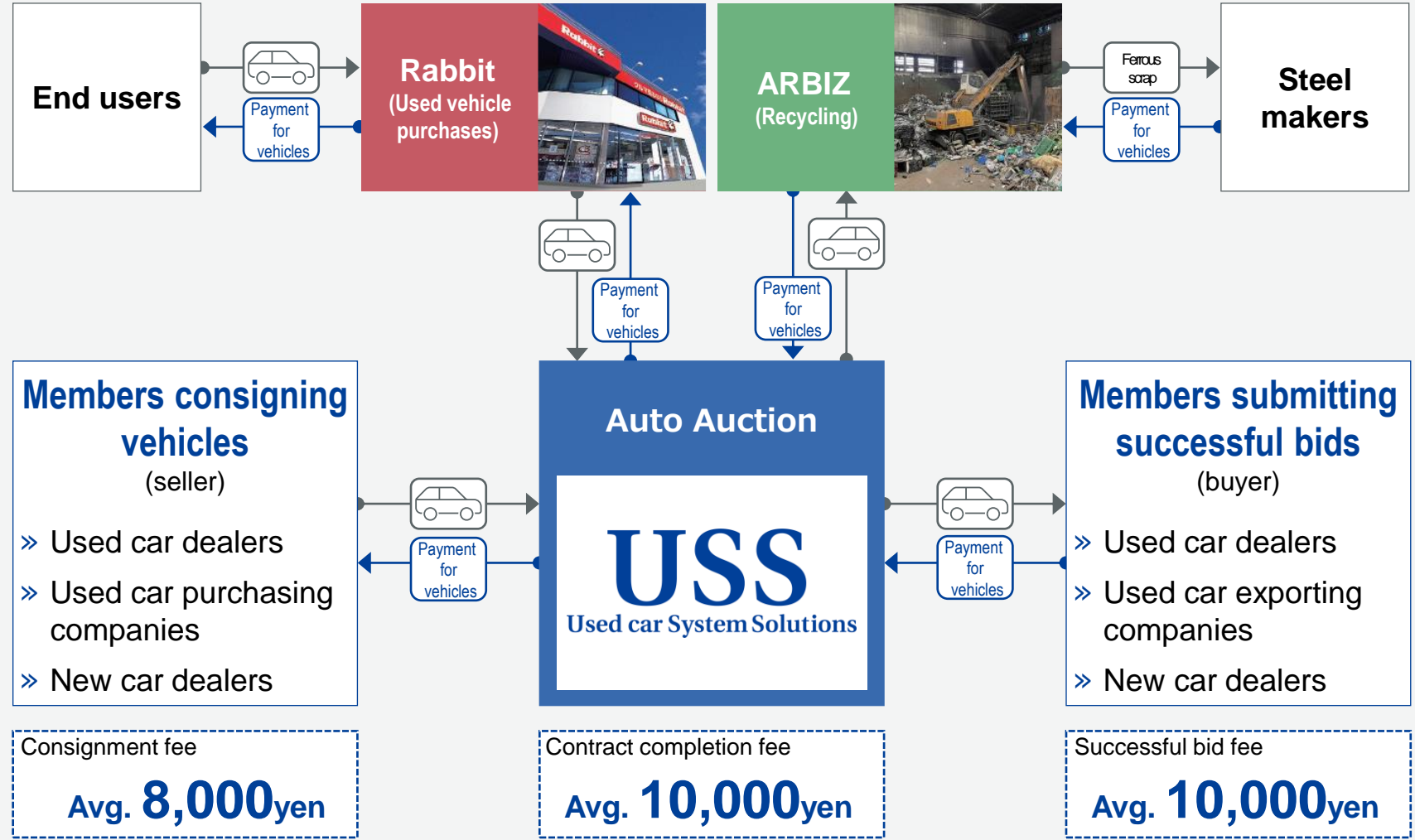
3.08 million
(FY2023)

USS's fee per unit

Avg. **28,000** yen

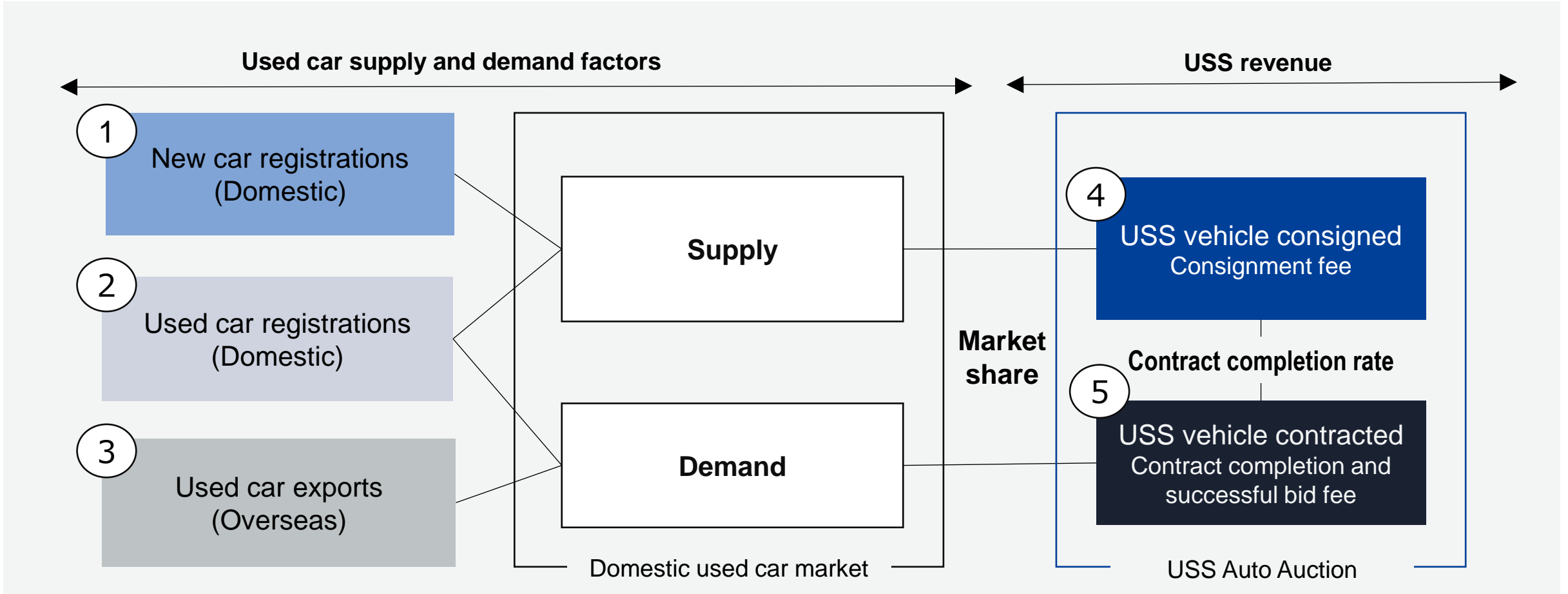
Contract completion rate

64.4%
(FY2023)



Automobile Market and USS Revenue

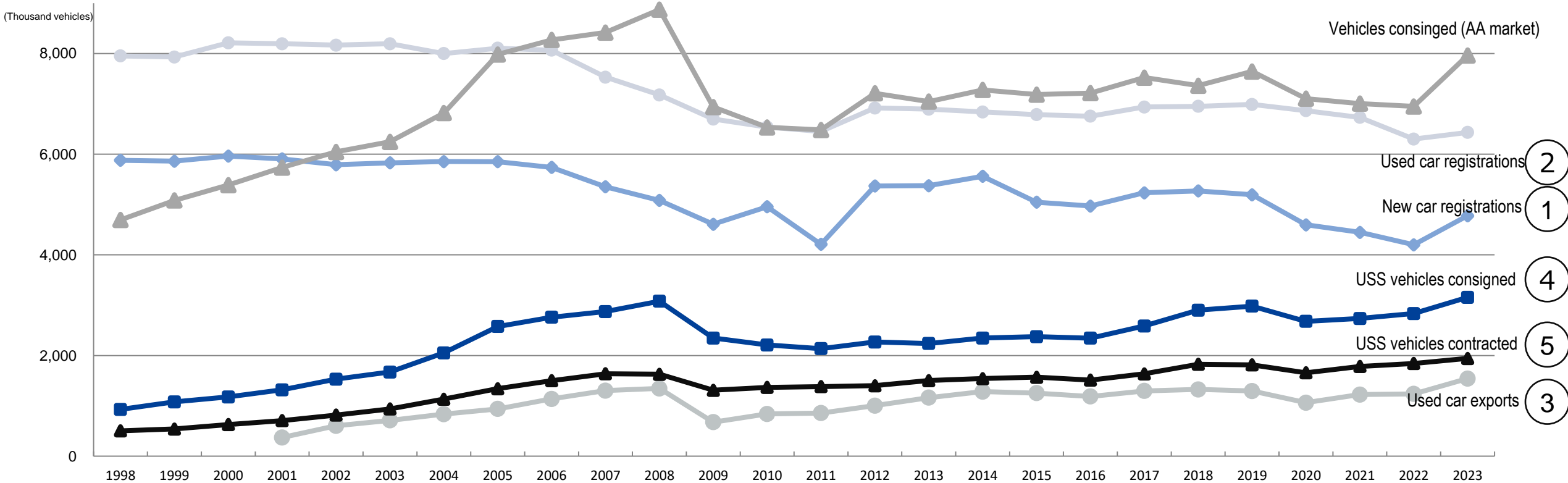
- The supply of used cars for automobile auctions is significantly affected by the number of cars traded in when purchasing a new car. Therefore, this supply changes with (1) the number of new car registrations and (2) the number of used car registrations.
- Total demand comprises domestic demand (2) 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 June)

(Number of auctions held, Vehicles)

	Number of auctions		Number of consigned vehicles			Number of contract completions			Contract completion rate	
	Q1 FY24	Q1 FY23	Q1 FY24	Q1 FY23	YoY change	Q1 FY24	Q1 FY23	YoY change	Q1 FY24	Q1 FY23
Tokyo	12	12	187,357	187,919	99.7%	135,825	116,130	117.0%	72.5%	61.8%
Nagoya	12	12	112,532	120,328	93.5%	75,206	66,555	113.0%	66.8%	55.3%
HAA Kobe	12	12	73,385	77,320	94.9%	51,504	42,982	119.8%	70.2%	55.6%
Yokohama	12	12	58,983	59,741	98.7%	40,249	36,548	110.1%	68.2%	61.2%
Kyushu	12	12	53,467	54,751	97.7%	40,930	34,623	118.2%	76.6%	63.2%
Osaka	12	12	50,596	54,846	92.3%	31,883	29,481	108.1%	63.0%	53.8%
Sapporo	12	12	37,339	41,865	89.2%	27,984	26,639	105.0%	74.9%	63.6%
R-Nagoya	12	12	24,503	27,795	88.2%	20,130	21,850	92.1%	82.2%	78.6%
Shizuoka	12	12	23,622	25,734	91.8%	15,739	15,011	104.8%	66.6%	58.3%
Kobe	12	12	23,552	26,036	90.5%	15,186	13,139	115.6%	64.5%	50.5%
JAA	12	12	19,322	21,242	91.0%	9,235	9,296	99.3%	47.8%	43.8%
Tohoku	12	12	16,933	16,641	101.8%	13,693	12,034	113.8%	80.9%	72.3%
Okayama	12	12	16,911	18,897	89.5%	14,056	13,910	101.0%	83.1%	73.6%
Gunma	12	12	16,024	15,700	102.1%	11,198	9,427	118.8%	69.9%	60.0%
Saitama	12	12	12,755	13,307	95.9%	9,240	8,814	104.8%	72.4%	66.2%
Niigata	12	12	12,579	14,154	88.9%	7,821	7,394	105.8%	62.2%	52.2%
Fukuoka	12	12	9,131	13,515	67.6%	6,157	8,061	76.4%	67.4%	59.6%
Hokuriku	12	12	4,741	5,147	92.1%	3,940	3,511	112.2%	83.1%	68.2%
Total	216	216	753,732	794,938	94.8%	529,976	475,405	111.5%	70.3%	59.8%

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	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
	FY24	259,384	238,380	255,968	248,875			1,002,607							-	1,002,607
	YoY	-11.5	5.0	-6.9	-0.8			-							-	-
No. of Vehicles Contracted	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
	FY24	176,964	171,292	181,720	175,922			705,898							-	705,898
	YoY	9.2	20.9	5.9	10.8			-							-	-
Contract Completion Rate	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
	FY24	68.2	71.9	71.0	70.7			-							-	-

Appendix – Trends in the Used Car Auction Industry

Industry trends

(Thousand vehicles)

	FY2021				FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
New car registrations	1,034	1,015	968	1,197	888	1,034	1,080	1,381	1,069	1,156	1,171	1,131	996			
YoY change	23.8%	-14.8%	-19.2%	-16.3%	-14.1%	1.9%	11.6%	15.4%	20.3%	11.8%	8.4%	-18.1%	-6.8%			
Used car registrations	1,654	1,566	1,560	1,784	1,543	1,488	1,485	1,775	1,563	1,524	1,571	1,792	1,572			
YoY change	6.2%	-8.2%	-7.9%	-8.4%	-6.7%	-5.0%	-4.8%	-0.5%	1.3%	2.4%	5.8%	0.9%	0.6%			
Used car exports	335	315	304	267	325	291	353	320	407	395	419	381	393			
YoY change	79.4%	16.7%	-3.3%	-0.9%	-3.0%	-7.6%	16.2%	19.8%	25.3%	35.6%	18.7%	19.1%	-3.5%			

Auto auction market

(Thousand vehicles)

	FY2021				FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Vehicles consigned	1,861	1,658	1,593	1,779	1,773	1,572	1,824	2,105	2,068	1,871	1,917	1,913	1,835			
YoY change	5.9%	2.1%	-11.6%	-6.0%	-4.7%	-5.2%	14.5%	18.4%	16.7%	19.0%	5.1%	-9.1%	-11.3%			
Vehicles contracted	1,246	1,138	1,111	1,223	1,200	1,124	1,177	1,318	1,323	1,259	1,277	1,371	1,321			
YoY change	26.8%	-1.6%	-8.0%	-4.5%	-3.7%	-1.3%	6.0%	7.8%	10.2%	12.1%	8.5%	4.0%	-0.1%			

* The figures in FY2021 have been revised to reflect revisions to data announced by USED CAR Co., Ltd.

Appendix – Auto Auction

(Million yen)

	FY2021				FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	16,343	15,585	15,664	17,264	16,766	16,401	17,130	19,006	18,399	18,068	18,429	20,168	20,037			
YoY change	22.9%	4.3%	-1.3%	1.9%	2.6%	5.2%	9.4%	10.1%	9.7%	10.2%	7.6%	6.1%	8.9%			
Operating profit	10,267	9,585	9,493	10,871	10,462	9,972	10,322	11,511	11,477	11,330	11,735	12,871	13,102			
YoY change	50.2%	8.2%	-0.4%	6.3%	1.9%	4.0%	8.7%	5.9%	9.7%	13.6%	13.7%	11.8%	14.2%			

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

		FY2021				FY2022				FY2023				FY2024			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
No. of vehicles consigned (Thousands)		713	647	637	733	711	644	744	857	794	738	764	786	753			
No. of vehicles contracted (Thousands)		449	427	431	478	455	453	455	499	475	475	484	552	529			
Contract completion rate	USS	63.0%	65.9%	67.8%	65.3%	64.0%	70.3%	61.2%	58.2%	59.8%	64.3%	63.3%	70.2%	70.3%			
	Industry's average (excl. USS)	69.4%	70.4%	71.0%	71.2%	70.2%	72.3%	66.8%	65.6%	66.6%	69.3%	68.8%	72.7%	73.2%			
Avg. price of vehicle contracted	USS (Thousand yen)	830	907	936	961	1,000	1,170	1,068	965	976	1,061	1,048	1,124	1,188			
	Industry's average (excl. USS) (Thousand yen)	474	494	518	513	530	581	562	536	542	572	560	591	623			
Fees	Consignment fees (Million yen)	3,908	3,629	3,602	4,057	3,935	3,659	4,182	4,793	4,440	4,229	4,377	4,454	4,281			
	Fee per vehicle (yen)	5,505	5,630	5,685	5,566	5,556	5,707	5,645	5,617	5,609	5,753	5,752	5,699	5,711			
	Contract completion fees(Million yen)	3,780	3,613	3,662	4,031	3,811	3,807	3,815	4,286	4,138	4,190	4,260	4,846	4,607			
	Fee per vehicle (yen)	8,461	8,506	8,530	8,471	8,418	8,447	8,418	8,633	8,754	8,875	8,855	8,833	8,747			
	Successful bid fees (Million yen)	5,817	5,549	5,540	6,168	5,863	5,789	5,886	6,446	6,331	6,362	6,489	7,318	7,511			
	Fee per vehicle (yen)	12,959	13,004	12,837	12,898	12,898	12,776	12,922	12,918	13,329	13,403	13,413	13,266	14,178			
Other	On-site auction members	48,170	48,345	48,121	48,362	48,428	48,590	48,292	48,490	48,241	48,379	48,003	48,123	47,944			
	CIS members	32,799	33,042	33,219	33,359	33,582	33,817	33,898	33,934	34,129	34,246	34,238	34,367	34,569			
	USS JAPAN members	2,163	2,132	2,109	2,081	2,048	2,020	1,998	1,981	1,953	1,871	1,707	1,774	1,908			
	Off-site ratio	53.1%	53.7%	52.0%	52.4%	52.0%	52.5%	51.0%	50.3%	51.8%	52.8%	52.0%	53.1%	53.0%			

Appendix – Used Vehicle Purchasing and Selling, Recycling, Other

Used vehicle purchasing and selling

(Million yen)

	FY2021				FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	2,110	2,119	2,313	2,757	2,302	2,747	2,591	2,750	2,366	2,947	2,799	3,318	3,178			
YoY change	42.0%	1.7%	-6.3%	5.8%	9.1%	29.6%	12.0%	-0.3%	2.8%	7.3%	8.0%	20.6%	34.3%			
Operating profit	18	67	76	-25	12	199	11	-93	6	138	111	75	135			
YoY change	-	-63.1%	-45.3%	-	-34.3%	197.3%	-84.6%	-	-45.6%	-30.7%	846.3%	-	1935.9%			

Recycling

(Million yen)

	FY2021				FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	1,892	1,687	1,841	1,817	2,041	2,121	2,225	2,594	3,116	3,033	1,985	2,391	2,178			
YoY change	60.5%	56.8%	47.3%	37.2%	7.9%	25.7%	20.8%	42.8%	52.6%	43.0%	-10.8%	-7.8%	-30.1%			
Operating profit	340	249	304	248	321	205	278	527	505	348	117	192	189			
YoY change	-	205.5%	105.3%	30.8%	-5.3%	-17.6%	-8.6%	112.7%	57.1%	69.5%	-57.6%	-63.6%	-62.5%			

Other

(Million yen)

	FY2021				FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	24	21	19	19	25	22	31	19	47	114	205	214	245			
YoY change	-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%	421.7%			
Operating profit	17	15	12	13	19	16	-1	-7	-24	-17	-13	36	-1			
YoY change	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.