

(Item)	FY	2013	2014	2015
Consolidated operating results				
Net sales		67,949	67,466	68,607
Operating profit		32,680	33,411	34,491
Ordinary profit		33,275	34,027	35,218
Profit attributable to owners of parent		19,966	21,661	22,477
Comprehensive income		20,204	21,454	22,473
Consolidated financial position				
Assets		164,182	174,106	186,831
Cash and deposits		46,318	49,862	62,290
Liabilities		32,080	30,067	31,647
Interest-bearing debt		670	360	255
Net assets		132,102	144,039	155,183
Equity capital		131,348	143,098	154,155
Per share data				
EPS (yen)		38.64	41.89	43.46
Dividends (yen)		17.35	18.85	20.40
Other				
Operating margin (%)		48.1	49.5	50.3
ROE (%)		15.9	15.8	15.1
ROA (%)		20.9	20.1	19.5
Dividend payout ratio (%)		45.1	45.1	47.0
Equity ratio (%)		80.0	82.2	82.5
Number of shares outstanding (excl. treasury shares) (thousand shares)		516,842	517,117	516,294
Treasury shares (thousand shares)		109,657	109,382	110,205
On-site auction members (excl. JBA)		45,712	46,307	46,850
CIS (Internet) auction members		28,007	28,815	29,512
Dedicated terminal auction members		3,486	3,291	3,101
Number of auction sites (excl. JBA)		17	17	17
Number of employees		1,348	1,325	1,252

Note:

- * All CIS (Internet) and dedicated terminal members are also on-site members because on-site membership is prerequisite for CIS (Internet) or dedicated terminal membership.
- * Number of treasury shares includes the shares owned by the USS employee stock ownership plan trust.
- * The data per share, the number of shares outstanding (excl. treasury shares) and the number of treasury shares are retroactively adjusted for the stock split effective April 1, 2024.
- * Up to fiscal 2014, net income is presented as profit attributable to owners of parent.
- * The Company started using Partial Amendments to Accounting Standard for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018), etc. at the beginning of the fiscal year ended March 2019. Assets and liabilities for the fiscal year ended March 2018 are retroactively revised.

(Million yen)

2016	2017	2018	2019	2020	2021	2022	2023
67,179	75,153	79,908	78,143	74,874	81,482	88,778	97,606
32,396	36,071	37,123	36,009	36,227	41,574	43,778	48,937
32,999	36,676	38,039	36,710	36,996	42,374	44,491	49,654
22,909	24,285	25,543	20,634	4,022	29,745	30,008	32,906
22,895	25,132	25,848	20,764	4,628	31,187	30,458	33,262
197,374	222,292	232,703	219,133	210,699	229,354	242,352	271,557
74,778	39,622	51,352	50,729	67,770	79,380	92,692	109,009
38,176	50,102	49,168	35,153	37,175	46,880	48,198	72,535
4,092	3,569	3,112	3,060	3,174	2,828	2,420	2,665
159,197	172,190	183,535	183,980	173,524	182,473	194,154	199,021
158,029	170,767	181,698	181,939	171,394	179,880	190,997	195,558
45.01	47.79	50.27	41.22	8.06	59.9	61.34	68.28
23.20	23.90	25.20	27.70	27.75	33.10	33.75	37.70
48.2	48.0	46.5	46.1	48.4	51.0	49.3	50.1
14.7	14.8	14.5	11.3	2.3	16.9	16.2	17.0
17.2	17.5	16.7	16.2	17.2	19.3	18.9	19.3
51.5	50.1	50.1	67.0	344.5	55.0	55.0	55.1
80.1	76.8	78.1	83.0	81.3	78.4	78.8	72.0
507,954	508,210	506,150	499,065	498,613	490,396	489,171	480,373
118,545	118,289	120,349	127,434	127,886	136,103	24,828	33,626
47,111	47,362	48,723	48,182	48,058	48,362	48,490	48,123
29,966	30,337	31,639	31,998	32,538	33,359	33,934	34,367
2,894	2,623	2,468	2,342	2,197	2,081	1,981	1,774
17	19	19	19	19	19	19	19
1,220	1,369	1,295	1,260	1,268	1,263	1,282	1,320

Summary of consolidated results of operations / market trends

(Million yen)

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

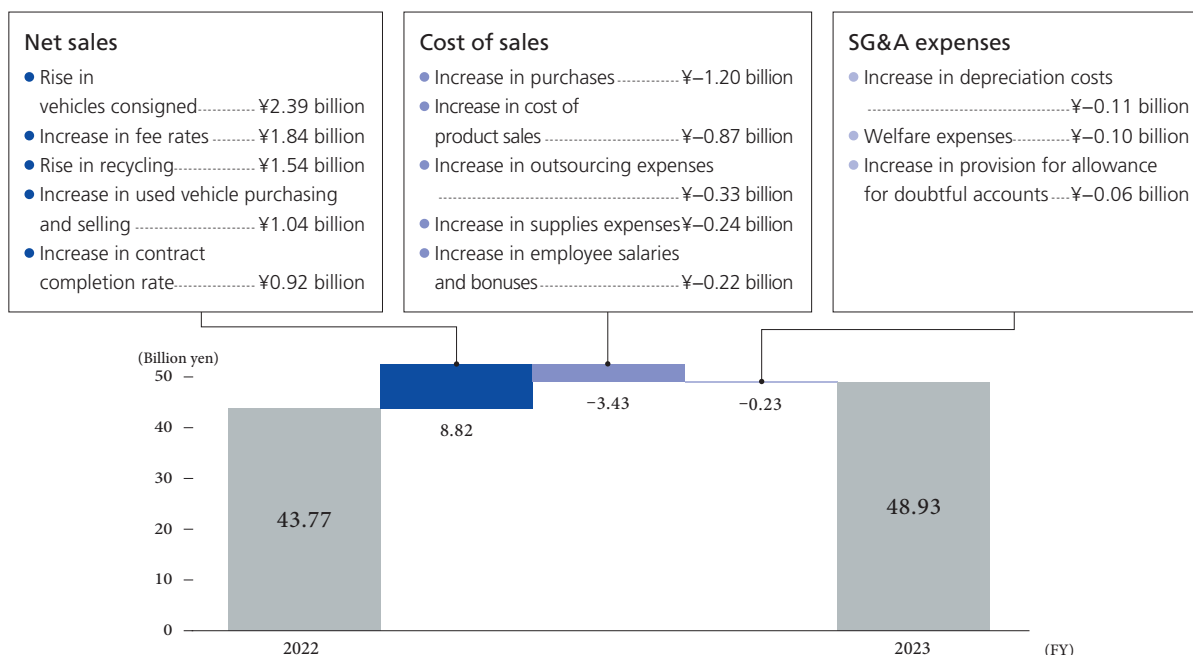
(Million yen)

Consolidated statements of cash flows	FY2022	FY2023	Changes
Net cash provided by (used in) operating activities	36,907	47,150	10,242
Net cash provided by (used in) investing activities	-9,074	-2,646	6,428
Free cash flow	27,832	44,504	16,671
Net cash provided by (used in) financing activities	-17,121	-28,187	-11,065
Capital expenditures (terms of cash flows)	4,567	2,666	-1,901
Depreciation	4,626	4,600	-25

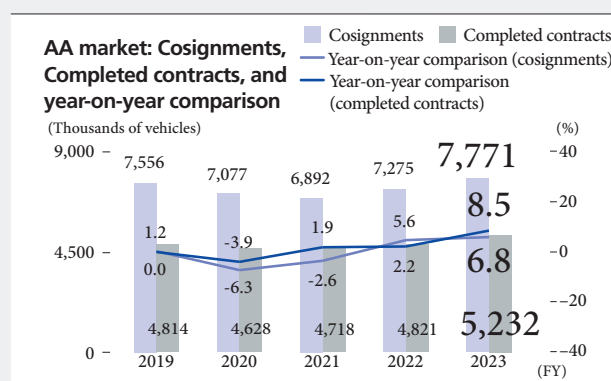
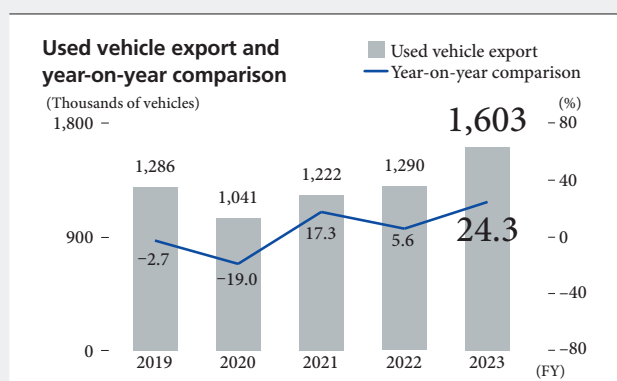
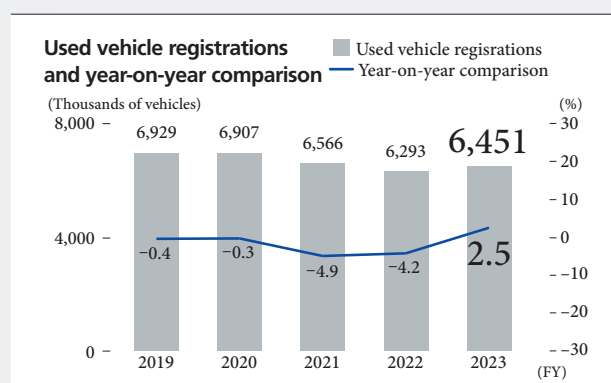
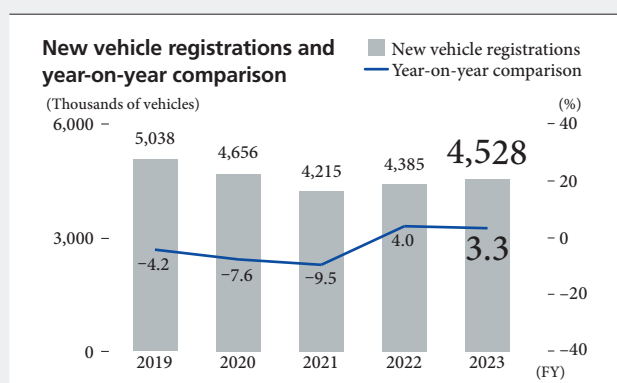
(Million yen)

Consolidated statements of income	FY2022	FY2023
Net sales	88,778	97,606
Cost of sales	35,135	38,571
Gross profit	53,642	59,034
Selling, general and administrative expenses	9,864	10,097
Operating profit	43,778	48,937
Non-operating income	915	922
Non-operating expenses	201	205
Ordinary profit	44,491	49,654
Extraordinary income	72	74
Extraordinary losses	62	1,071
Profit before income taxes	44,501	48,658
Income taxes	13,784	15,133
Profit	30,717	33,525
Profit attributable to non-controlling interests	708	618
Profit attributable to owners of parent	30,008	32,906

Analysis of change in operating profit



Market trends



Note: Figures for the cosignments and completed contracts in the AA market for fiscal 2021 have been revised based on corrections to the figures made public by USED CAR Co., Ltd.