

Q1 FY2025

1st Quarter Results for Fiscal Year Ending February 28, 2025

July 12th, 2024

TSE Prime 7599

IDOM Inc.



Disclaimer

Forward-looking statements contained in the materials that IDOM discloses, such as earnings forecasts, are based on the information available to the Company at the time of the disclosure of the materials and certain assumptions that the Company considers reasonable. They are not intended to represent the Company guaranteeing the achievement of any expectations. Please note that a variety of factors may change actual results, etc. Important factors that may influence actual results include the economic conditions surrounding IDOM's business areas, the fluctuation of exchange rates and market prices. The information contained in these materials is not intended for advertising or advisory purposes.

1. 1st Quarter Results Summary FY2025	-4
2. Market Environment Perception and Initiatives for Businesses	-15
3. APPENDIX	-21
4. APPENDIX (Supplementary Information on Results and Financial Matters)	-40

1. 1st Quarter Results Summary FY2025



Q1 FY2025 Results Highlights



Consolidated

Record quarterly operating profit

Operating profit

4.4 billion yen

+60.5% YoY

- Operating profit increased 60.5% year on year, showing a good start toward the results forecast.
- A record high of 4.5 billion yen was achieved in the first quarter on a non-consolidated basis.

Retail sales

Gross profit per retail unit

Gross profit per retail unit

400,000 yen/unit x

- Gross profit per retail unit maintained at high levels, showing an increase of 70,000 yen year on year.

Retail sales

Retail Unit Sales

Retail Unit Sales

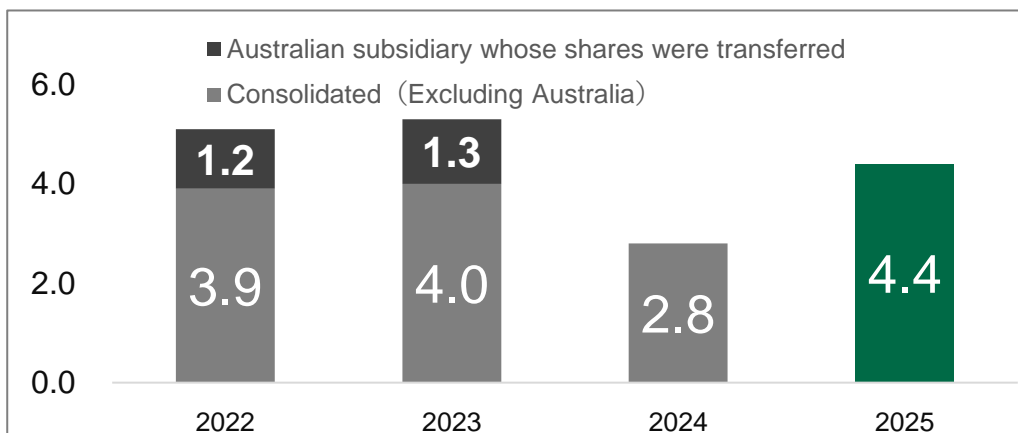
38,842 units

- Retail unit sales: 38,842 units
- Retail unit sales remained mostly unchanged. (YoY: -400 units)

Operating profit

(billion yen)

Q1 (YoY)



Ordinary profit margin (%)

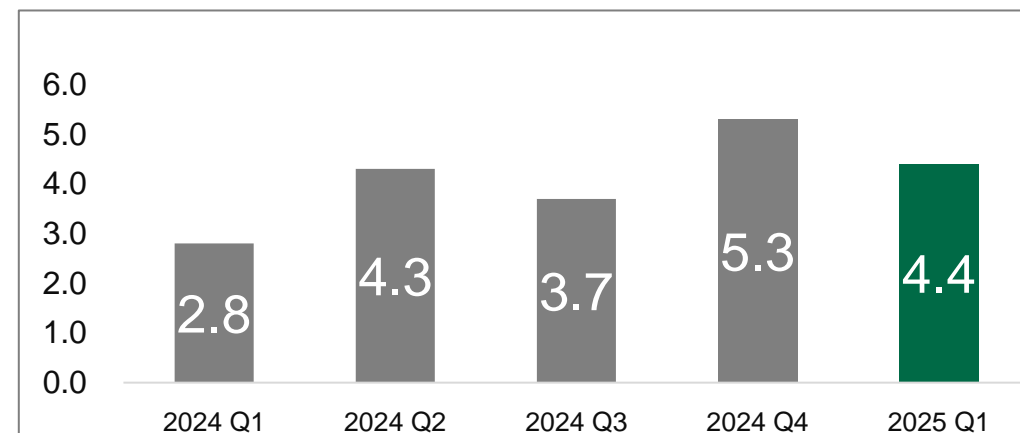
4.3%	3.9%	2.6%	3.5%
------	------	------	------

Operating profit growth rate

3.4%	-47.3%	60.5%
------	--------	-------

(billion yen)

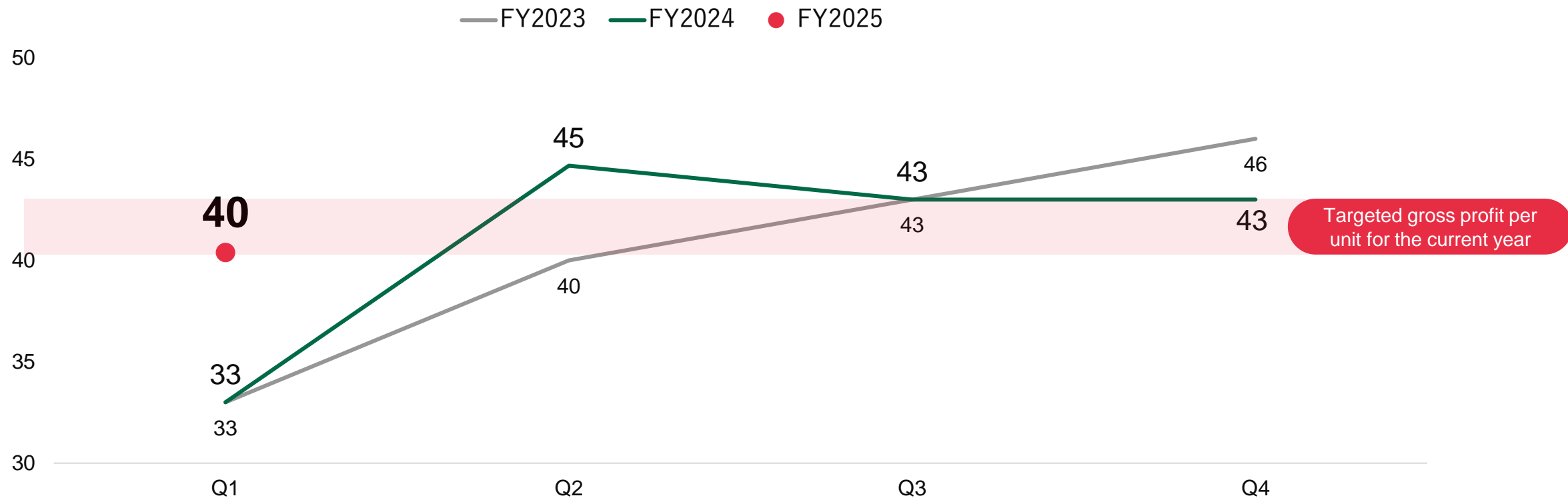
Quarterly trend



2.6%	4.4%	3.6%	4.7%	3.5%
------	------	------	------	------

Trend in Gross Profit per Retail Unit

(ten thousand yen)



Maintained gross profit per retail unit.

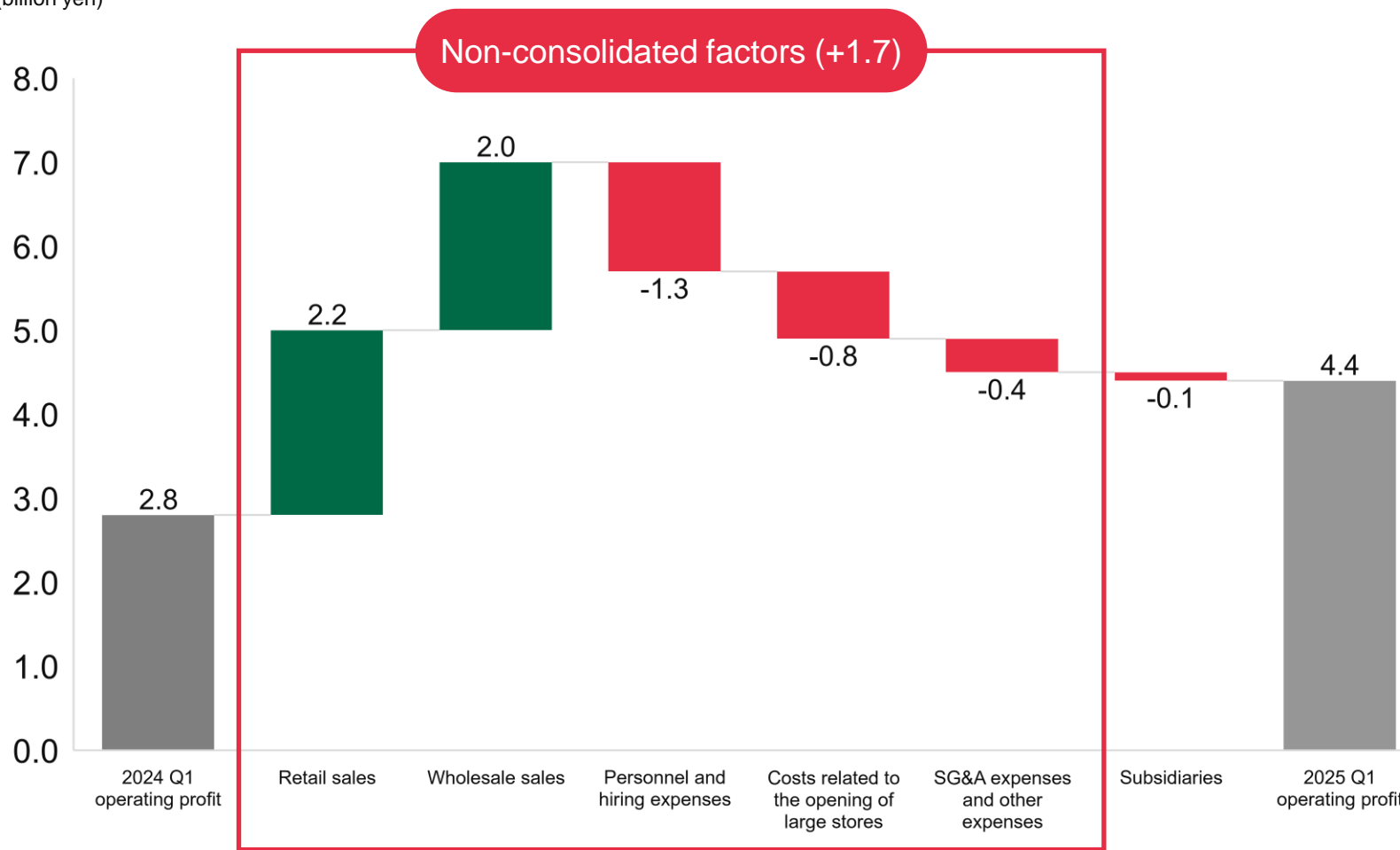
		2023 Q1	2024 Q1	2025 Q1	Changes
Number of stores	Store opening of large stores (stores)	3	0	1	+1
Number of units	Number of retail unit sales (thousand units)	37.5	39.2	38.8	-0.4
	Number of wholesales unit (thousand units)	29.0	34.3	43.1	+8.8
Gross profit per unit	Gross profit per retail unit (ten thousand yen)	33	33	40	+7
	Gross profit per wholesale unit (ten thousand yen)	10	9	12	+3

Retail unit sales decreased slightly due to the curbing of discounted sales that had been conducted in the first quarter usually.

(billion yen)	2024	2025	Ratio to net sales	YoY changes	Percent change
Net sales	105.3	124.6	100.0%	+19.3	+18.3%
Gross profit	17.1	21.5	17.3%	+4.4	+25.7%
Selling, general and administrative expenses	14.3	17.1	13.7%	+2.7	+19.0%
Operating profit	2.8	4.4	3.5%	+1.7	+60.5%
Ordinary profit	2.7	4.3	3.5%	+1.6	+60.0%
Profit attributable to owners of parent	1.9	2.9	2.3%	+1.0	+55.3%

FY2025 Analysis of Factors in YoY Change in Operating Profit

(billion yen)

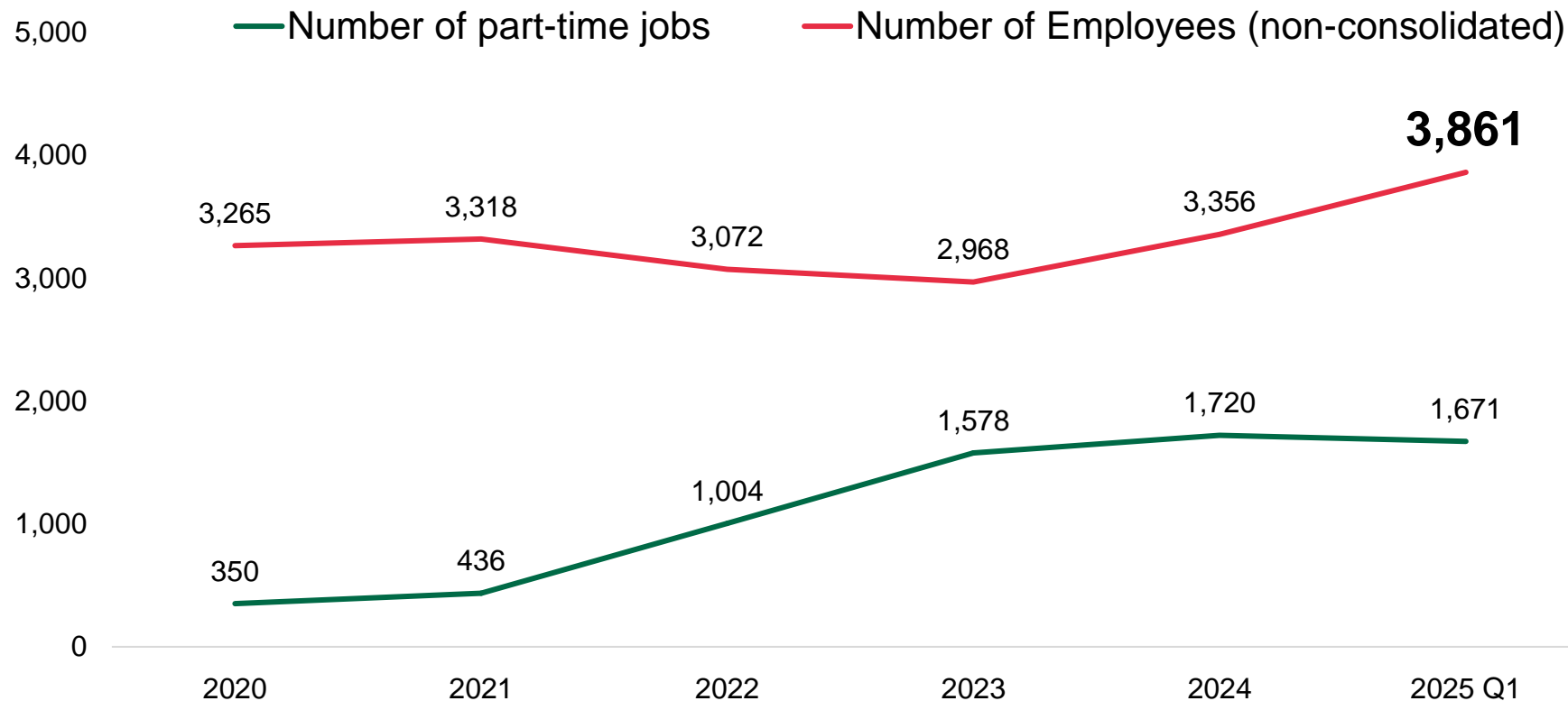


- Retail sales increased 2.2 billion yen due to higher gross profit per unit, while wholesale sales were up 2.0 billion yen, reflecting the impact of an increase in units.
- Personnel expenses and hiring expenses increased due to high volume hiring in preparation for the opening of large stores.
- With large stores scheduled to open in the second half of 2024, rent expenses on land and buildings and advertising expenses increased.
- The results of subsidiaries showed a decrease of 0.1 billion yen.

Trend in number of non-consolidated Employees



(number of people)



In line with the opening of large stores, we had been strengthening the hiring of part-time employees to improve operational efficiency until FY2023. In FY2024, we started to strengthen the hiring of full-time employees with an eye toward business expansion at large stores.

Consolidated Balance Sheet (As of February 28, 2024)

Assets 184.0 billion yen	Liabilities 114.1 billion yen
Cash and deposits 30.5 billion yen	Interest-bearing debt 63.0 billion yen
Accounts receivable 12.6 billion yen	
Inventories 86.0 billion yen	Other 51.1 billion yen
Property, plant and equipment 33.8 billion yen	Net assets 69.9 billion yen
Other 21.1 billion yen	69.9 billion yen (Equity ratio 38%)

Consolidated Balance Sheet (As of May 31, 2024)

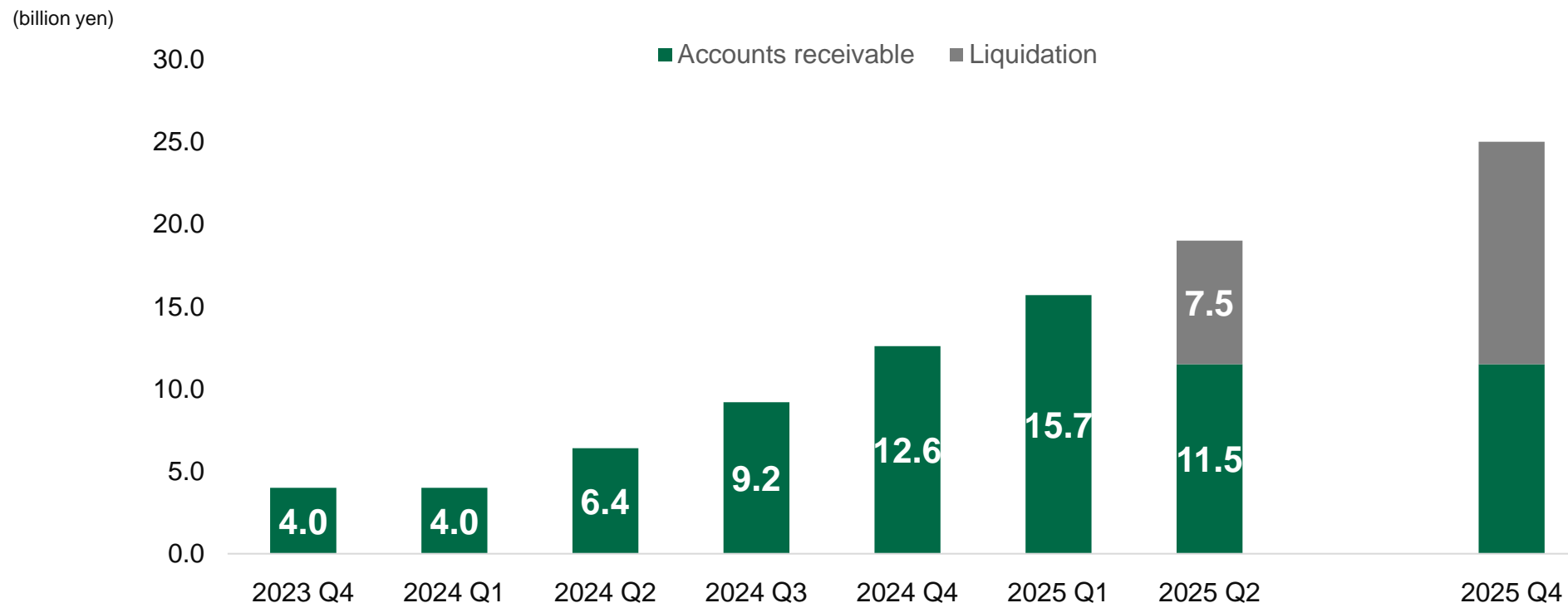
Assets 178.9 billion yen	Liabilities 108.0 billion yen
Cash and deposits 19.1 billion yen	Interest-bearing debt 56.7 billion yen
Accounts receivable 15.7 billion yen	
Inventories 87.5 billion yen	Other 51.3 billion yen
Property, plant and equipment 35.1 billion yen	Net assets 70.9 billion yen
Other 21.5 billion yen	70.9 billion yen (Equity ratio 39%)

- Total assets were 178.9 billion yen. (-5.1 billion yen)
- Accounts receivable increased 3.1 billion yen due to sales by installments, etc.
- Inventories were maintained at the same level as at the end of the previous fiscal year, in preparation for the opening of large stores.
- Interest-bearing debt was reduced by 6.3 billion yen.
- Consolidated equity ratio rose to 39% from 38% as of the end of the previous fiscal year.

Consolidated New business: Sales by in installments

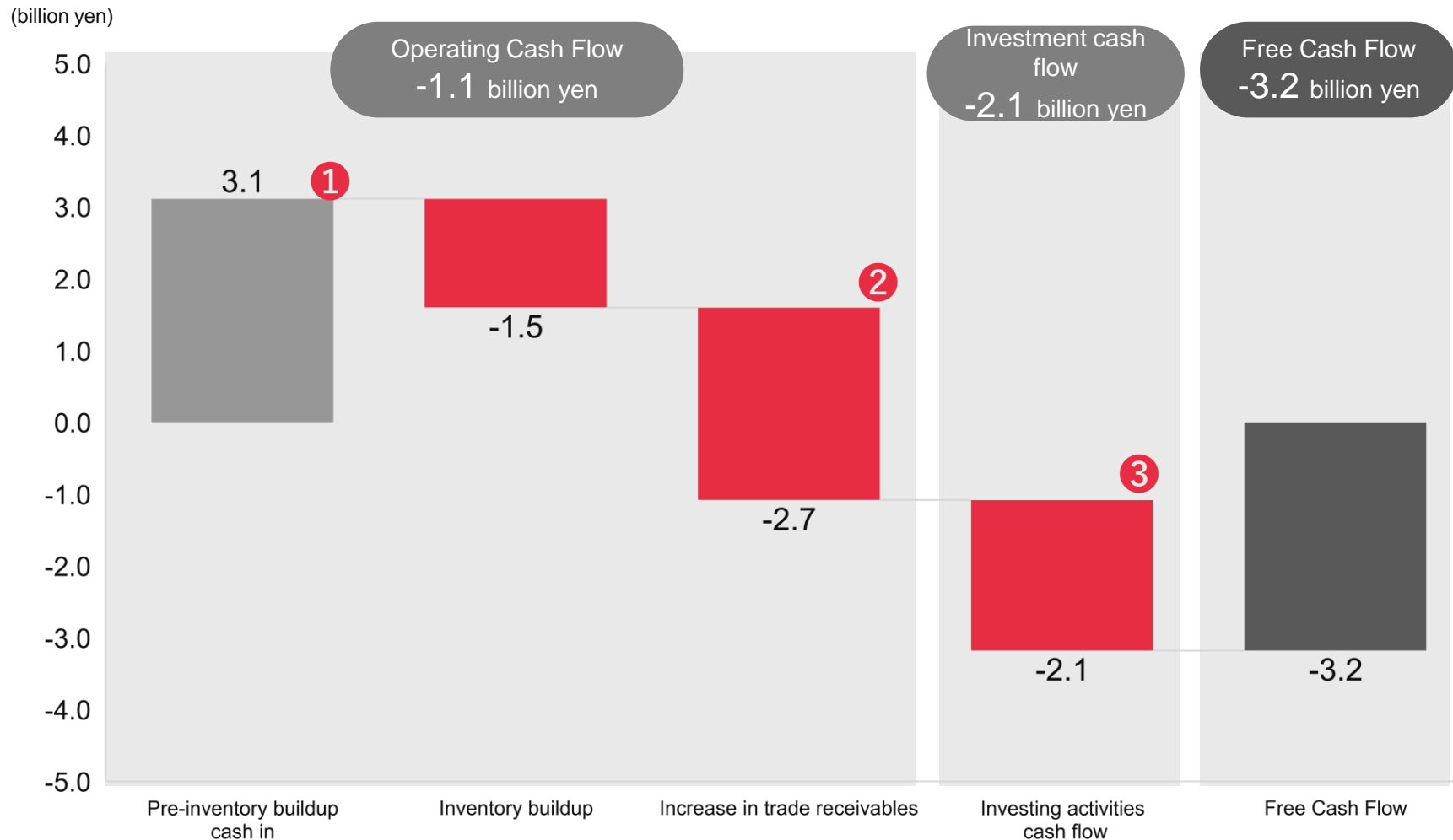


Trend in accounts receivable



We commenced installment sales from the perspective of R&D. With customers' demand verified, we will expand the business. We are in the process of preparing the liquidation of receivables due to an increase in accounts receivable.

Analysis of factors in YoY change in cash flow



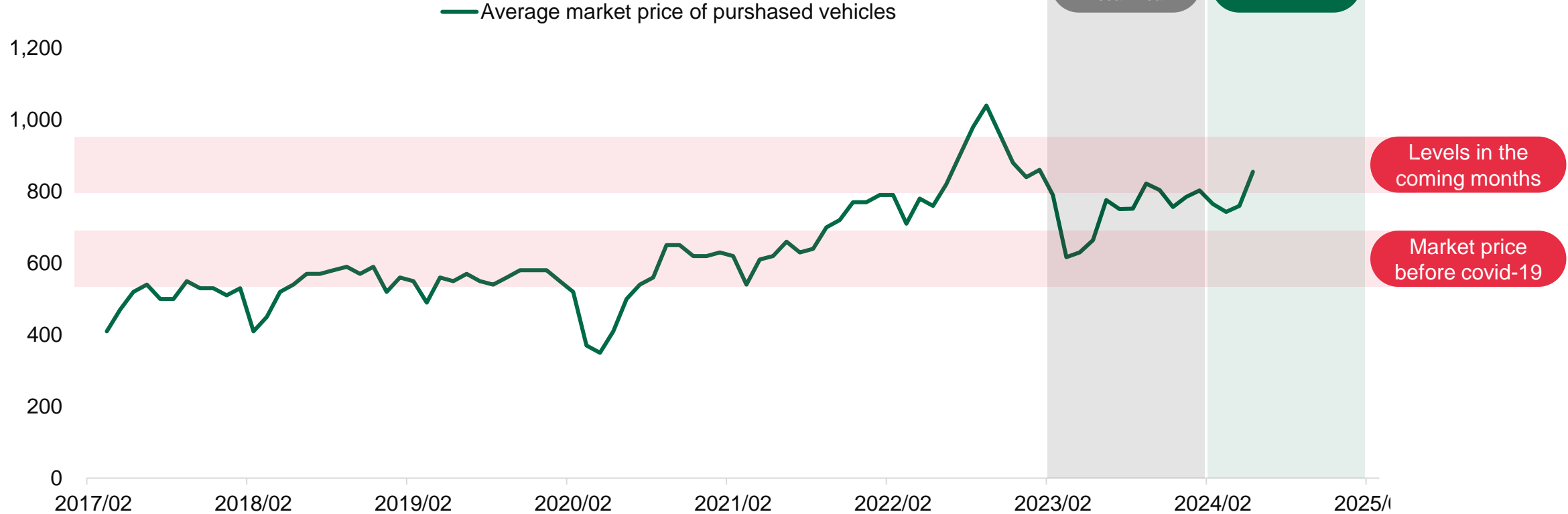
- 1 The pre-inventory buildup cash in was at the planned level of 3.1 billion yen.
- 2 Trade receivables increased due to sales by installments. (-2.7 billion yen)
- 3 Investment cash flow was -2.1 billion yen, reflecting the opening of large stores and the introduction of maintenance equipment at maintenance shops.

As a result, free cash flow stood at -3.2 billion yen.

2. Market Environment Perception and Initiatives for Businesses



(thousand yen)



The used car market rose in the first quarter due to increased demand and the weak yen. Future market levels are expected to be higher than before the covid-19 in light of soaring new car prices and auction results.



Oita (Opened in May 2024)

Oita, Oita

Recent launch of new stores

[Opening in the first quarter]

- Oita (May 2024)

[Opening schedule in the third quarter]

- 8 stores

[Opening schedule in the fourth quarter]

- 6 stores

Full Year
Progress

1/15

Number of
Large Stores

54

(as of May 31, 2024)

Maintenance Shops and Sheet-metal Workshops Opened in Q1 FY2025



Oita (Opened in May 2024)

Oita, Oita

Recent launch of
new maintenance shops and
sheet-metal workshops

[Opening in the first quarter]

- Oita maintenance shop(May 2024)

[Opening schedule in the third quarter]

- 8 stores

[Opening schedule in the fourth quarter]

- 6 stores

Number of
Maintenance
Shops

30

15 of them are designated
maintenance shops

Number of
Sheet-metal
Workshops

10

Bond name	First series of unsecured straight bonds of IDOM Inc
Total issue value	3.0 billion yen
Period	3 years
Interest rate	1.800% per annum
Rating acquired	BBB+ (Japan Credit Rating Agency, Ltd.)

Made the first public offering of straight bonds in the used car industry to allocate funds to a portion of the working capital associated with the opening of new large-scale stores.

		Result Q1	Q2~Q4	Target	Progress
Number of stores	Store opening of large stores (stores)	1	14	15	As expected
Number of units	Number of retail unit sales (ten thousand units)	3.9	11.1~12.1	15~16	As expected
	Number of wholesales unit (ten thousand units)	4.3	8.7	13.0	Greater than expected
Gross profit per unit	Gross profit per retail unit (ten thousand yen)	40	43~40	43~40	As expected
	Gross profit per wholesale unit (ten thousand yen)	12	10	10	Greater than expected
PL	Gross profit(billion yen)	21.5	61.8	83.3	Greater than expected
	Selling, general and administrative expenses (billion yen)	17.1	45.9	63.0	Greater than expected (advertising expenses)
	Operating profit (billion yen)	4.4	15.9	20.3	As expected

3. APPENDIX



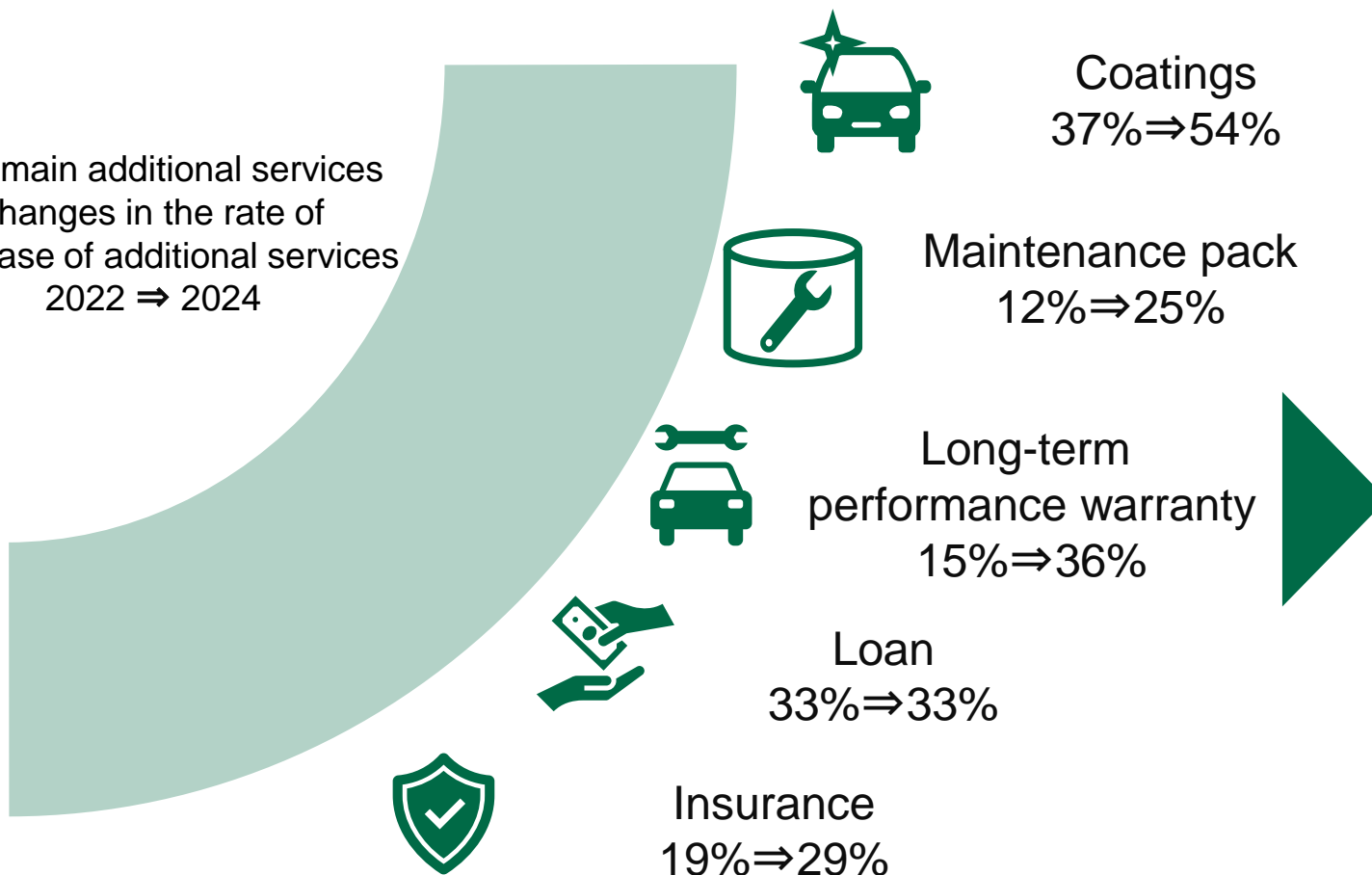
(billion yen)	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	Q1 YoY changes
Net sales	105.3	98.4	104.0	112.1	124.6	+12.5
Gross profit	17.1	17.8	18.5	19.9	21.5	+1.6
Selling, general and administrative expenses	14.3	13.5	14.8	14.6	17.1	+2.5
Operating profit	2.8	4.3	3.7	5.3	4.4	-0.9
Ordinary profit	2.7	4.2	3.7	5.2	4.3	-0.9
Profit attributable to owners of parent	1.9	3.0	2.4	4.2	2.9	-1.3

		New Targets	Progress	Progress as of 2024
			2022 2023 2024 2025 2026 2027	
P/L	Operating profit	30.0 billion yen		○
Business	The no. of retail units in directly managed stores	170~190 thousand vehicles		○
	Gross profit per retail unit	440,000~410,000 yen		○
Investment efficiency	ROIC	10 % or higher		○
Cash flows	Free cash flow	Positive for three consecutive fiscal years		○

The target operating profit has been revised up from 21.0 billion yen to 30.0 billion yen.

Development of Additional Services

Five main additional services
Changes in the rate of
purchase of additional services
2022 ⇒ 2024

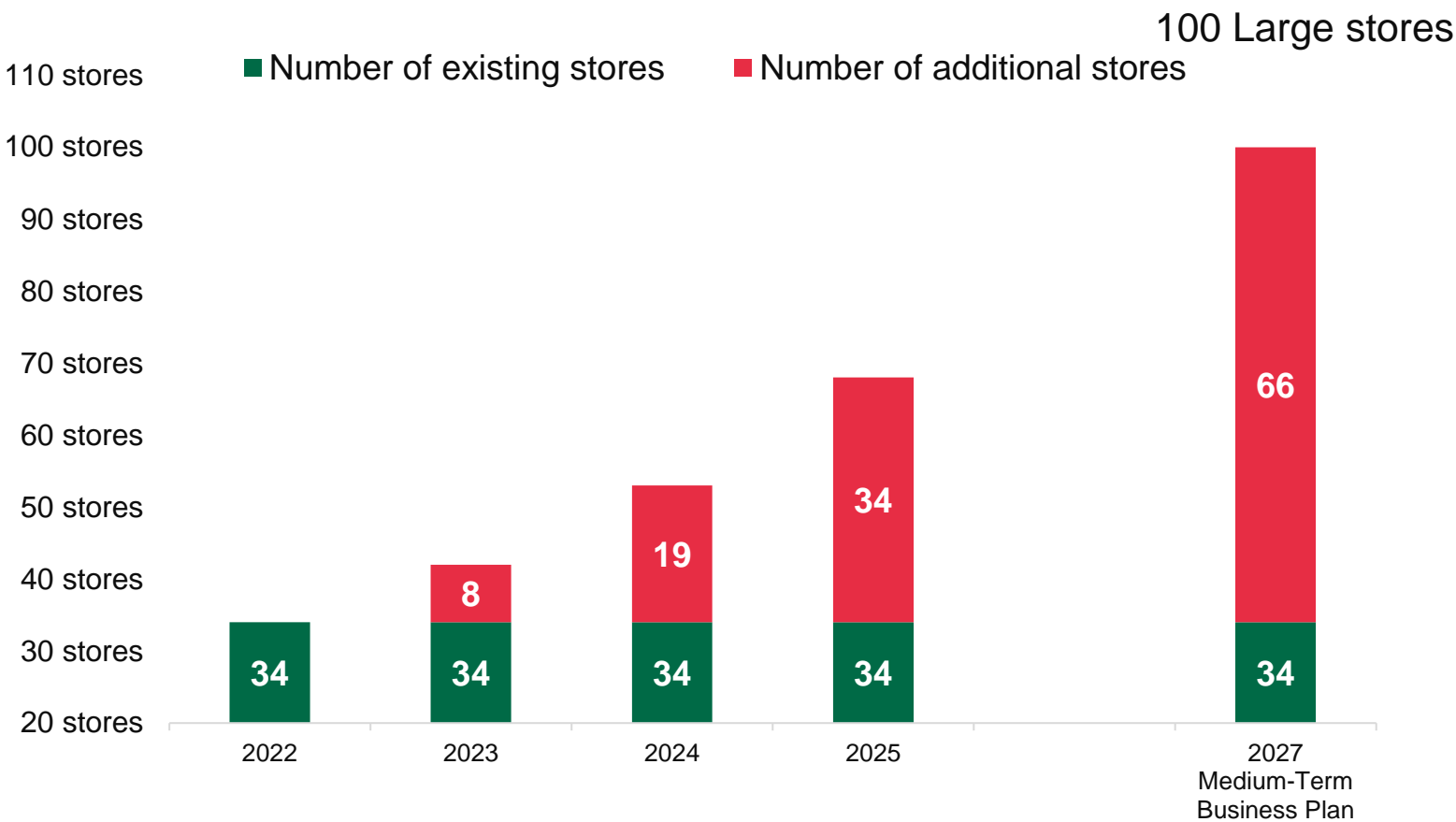


**Improvement of gross
profit per unit**

**Increase customer
contacts through
continuous use**

The company will increase opportunities for customers to use the service through after-sales service, In addition to improving gross profit per unit.

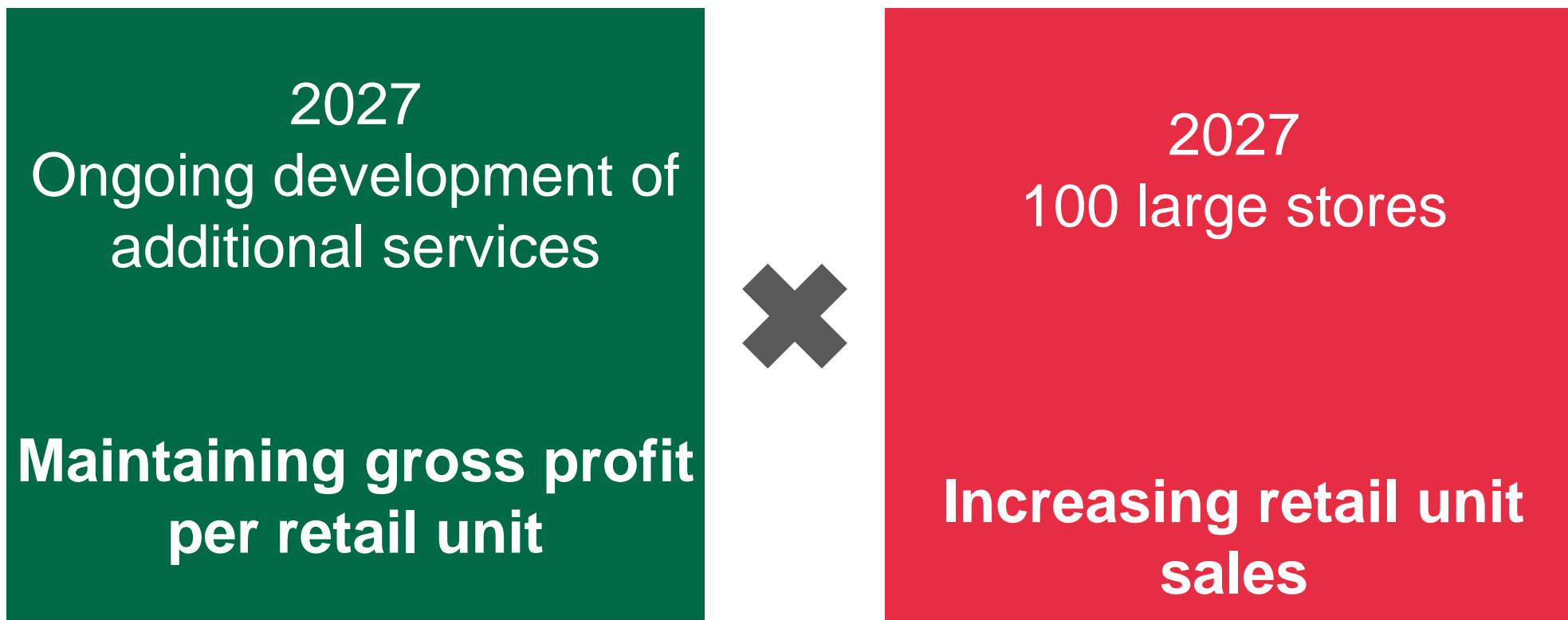
Acceleration of Store Openings (Increasing the Number of Large Stores to a Total of 100)



	Initial Plan	Revised Plan
opening of large stores	50 stores	66 stores
Capital expenditures	20.0 billion yen	28.0 billion yen

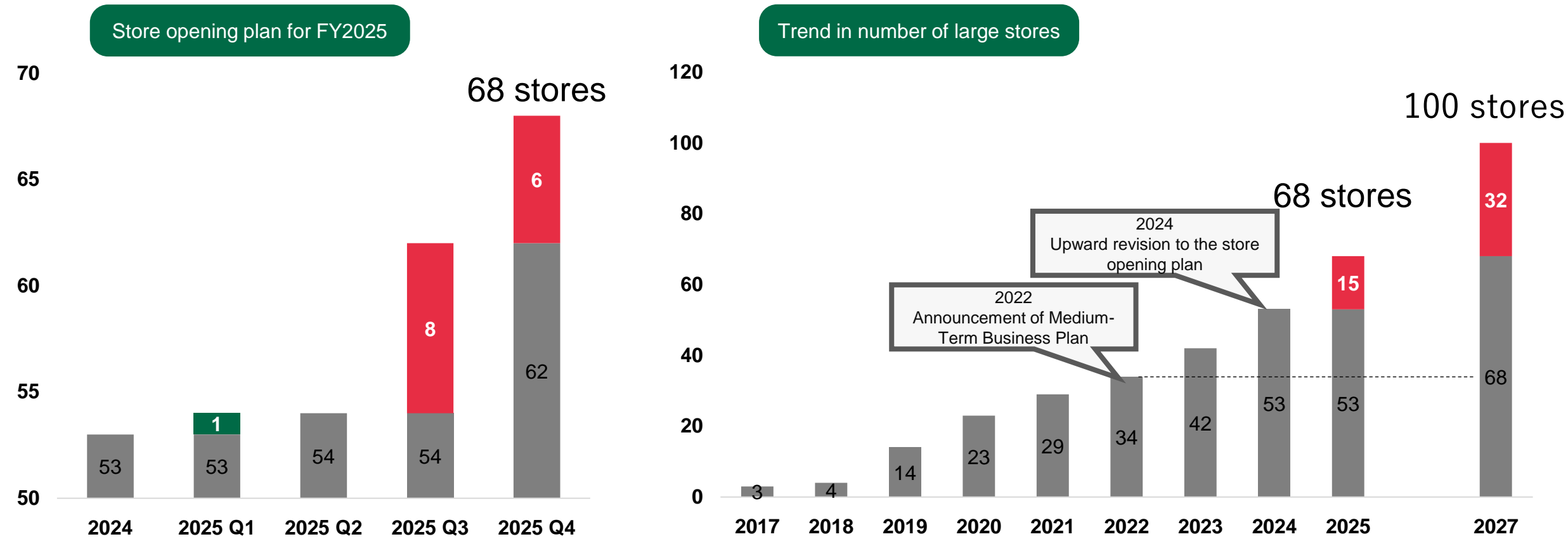
Assumptions and policies for capital expenditures

Format	Capital expenditures	Future Policies
Large stores	300 million yen	Aggressive expansion
Maintenance shops	200 million yen	Aggressive expansion

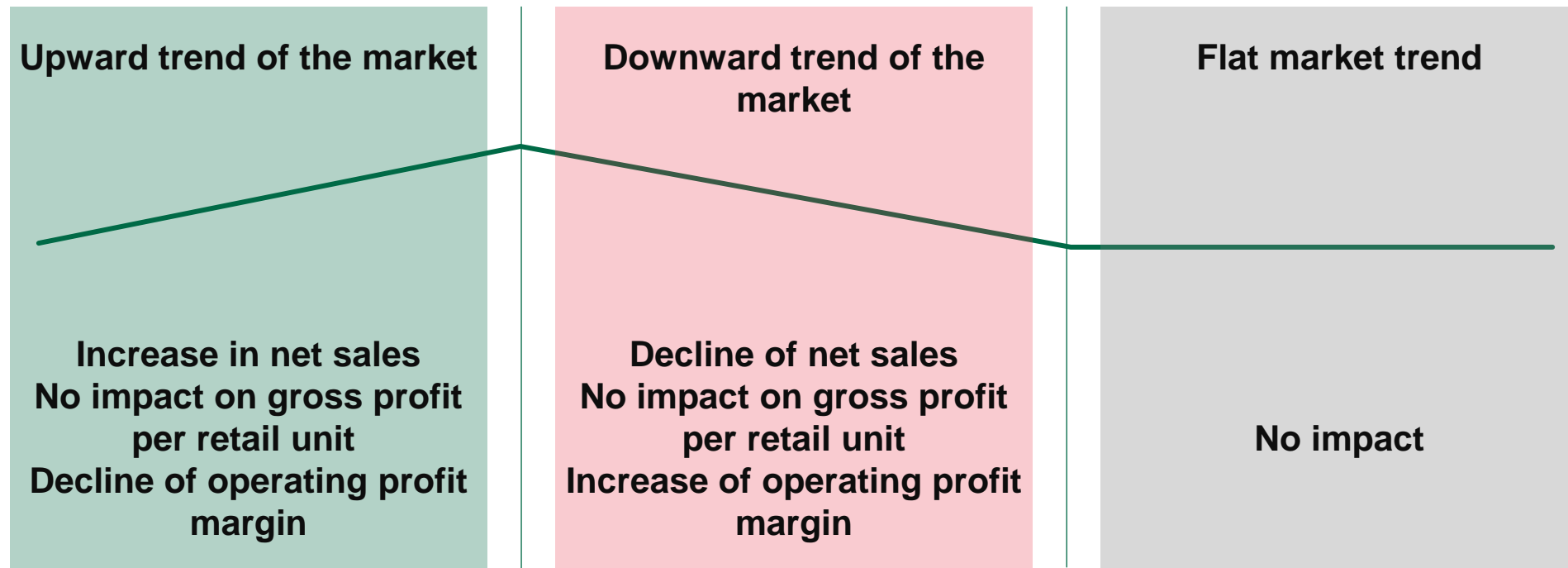


Achieving targets that exceed the initial plan by maintaining the level of gross profit per retail unit for the second half of FY2024 and increasing retail unit sales through the acceleration of new store openings.

Trend in number of large stores

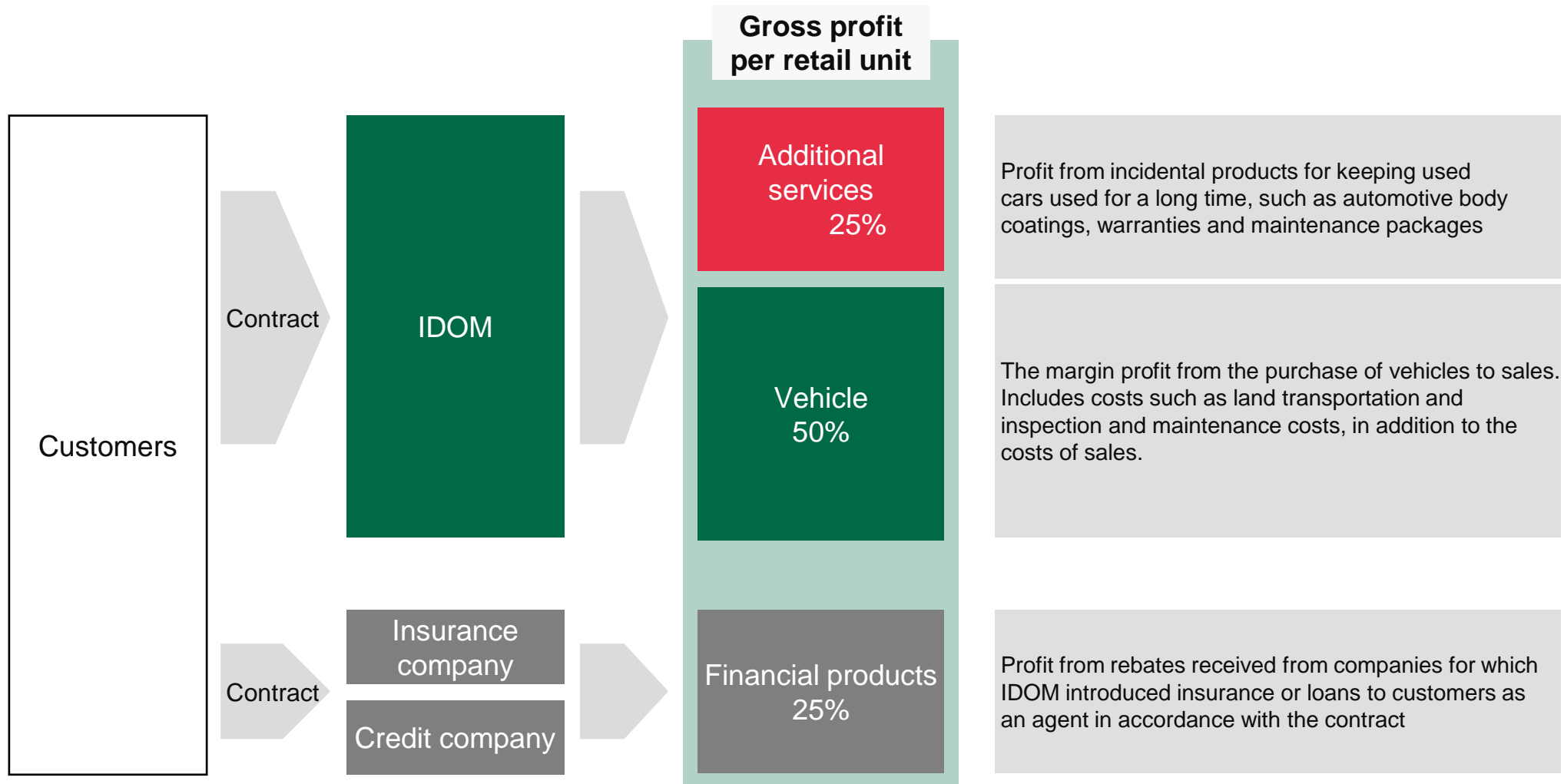


Store openings in FY2025, all contracts for which have been concluded, are expected to occur mainly in the second half as in the previous fiscal year, indicating steady progress toward the achievement of targets in the Medium-Term Business Plan.



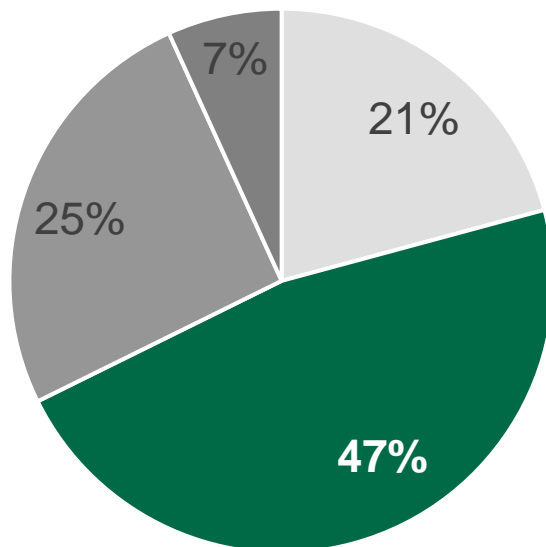
The basic policy is to maintain the gross profit level set for vehicles even if the market fluctuates. However, the market influences the amount of sales of vehicles. Accordingly, operating profit margin, whose denominator is net sales, is difficult to control and therefore is not treated as an important KPI.

Composition of Gross Profit per Retail Unit



Inventories and the risk of market price fluctuations

Percentage of the Company's vehicle inventories by model year



Risk of market price fluctuation by model year

0 to 3 years old

High

4 to 7 years old

Medium

8 to 11 years old

Low

11 years old or above

Risk characteristics of vehicle inventories

Vehicles for wholesale sales

- Relatively susceptible to market prices because vehicles are sold to the auction market.
- It takes basically two weeks to register sales on the auction market after purchases.
- The current status was maintained because no enhancements were made to stores for purchasing.

Vehicles for retail sales

- Relatively resilient to market price fluctuations because vehicles are sold to users.
- The disposal of inventory is considered only for long-term inventory, specifically, vehicles kept in stock for over 120 days.
- The percentage of vehicles for retail sales increased in line with the expansion of large stores.

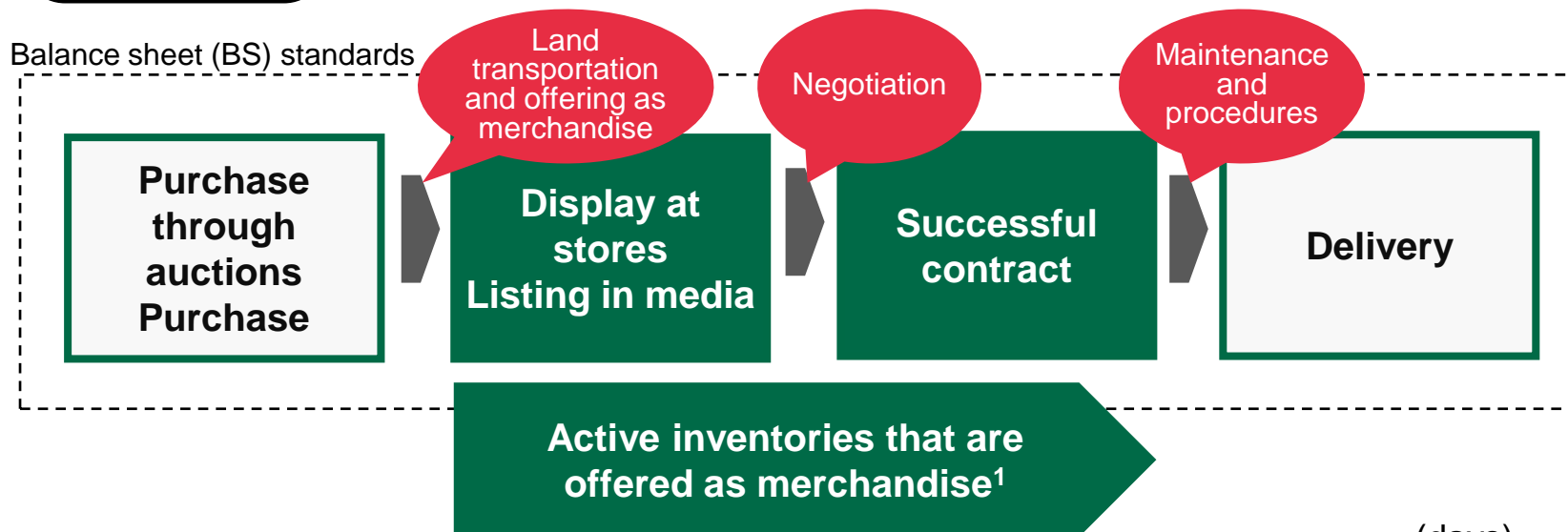
- The risk of keeping inventory for a long time is high due to the constant effect of market prices.
- The rise of the ratio of wholesale sales tends to result in reduced inventory turnover days.

- The risk of keeping inventory for a long time is not high because gross profit per unit is secured due to incidental gross profit.
- The rise of the ratio of retail sales tends to result in increased inventory turnover days.

The inventories of large stores mainly consist of 4- to 7-year-old vehicles that are relatively resilient to changes in market prices. The Company will implement proper inventory control based on the understanding that inventory turnover days cannot be easily reduced if the number of vehicles for retail sales increases.

Changes in Inventory Turnover

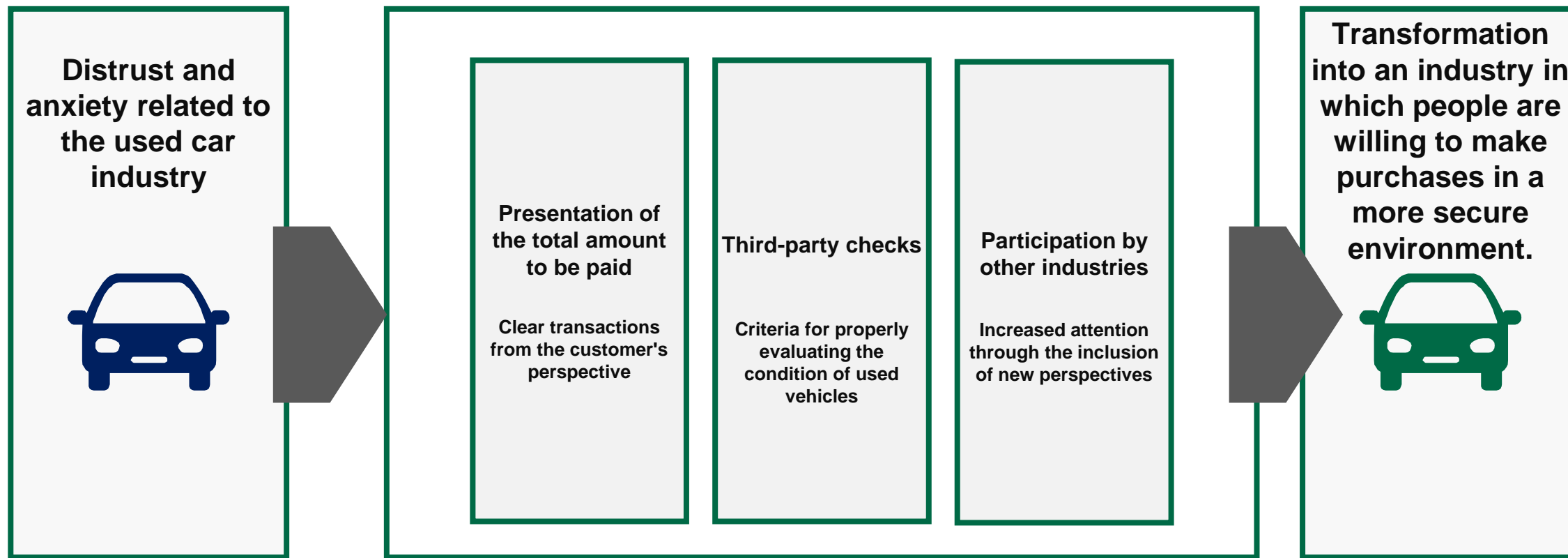
Balance sheet (BS) standards



Inventory turnover	2022	2023	2024	2025 Q1
Active inventories	39.3	41.1	42.1	31.0
BS standards (including temporary replacement vehicles)	83.0	85.5	86.8	73.9

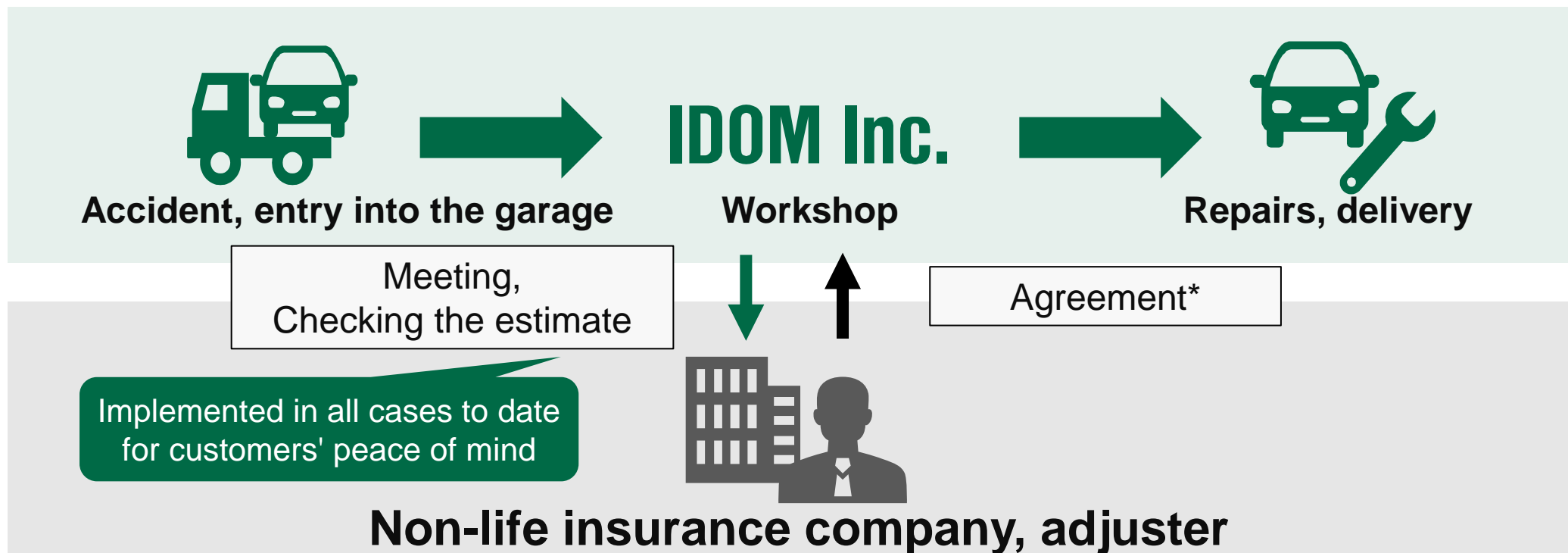
(days)

- Inventory turnover is on the rise due to an increase in the number of retail unit sales.
- The active inventory period has been hovering around 40 days.
- The Company has been controlling inventories efficiently to maximize retail sales while simultaneously working to balance the enhancement of displayed vehicles and market price-related risks.



The used car industry suffered a decline in credibility in FY2024 due to the issue of fraudulent insurance claims, etc. As a leading company in the used car industry, the Company will actively work to address issues that the industry shares with customers.

Initiatives to Enhance Governance at Workshops: Handling of Accidents



For all cases referred, agreements are reached with the insurance company's adjusters on repair estimates to establish reasonable repair costs.

Peace of
mind

Ensuring Transparency at Workshops

Gulliver



Cameras have been installed in each workshop.

This enables customers to watch the work in real time, ensuring transparency.

This has made it possible for customers to have peace of mind and to have proof that appropriate work is being done by employees.

Maintenance shops



Scope of work

Mainly cover internal areas of vehicles such as engines, brakes and electric systems, in addition to bodywork.

Purposes of use

- Regular statutory inspections and vehicle inspections
- When a vehicle has broken down

Required qualifications

Auto mechanics must be nationally qualified. (Firsts class, second class, third class and special mechanic)

Note: Acquiring second-class qualification expands the scope of maintenance.

Sheet-metal workshops



Specialized in the repair of external areas such as bodies and frames.

- When the body of a vehicle has been damaged due to an accident, etc.
- When paint has peeled off a vehicle or the body of a vehicle has rusted
- To customize the body of a vehicle and for other purposes
- Referral from an insurance company

Although qualifications are not essential, technical skills and experience are required.

Store
format

Stores for purchasing



Medium-sized stores



Large stores

Medium-
sized store
typeStore
specializing in
foreign carsStore specializing
in custom carsLarge
store
typeStore with
maintenance
shopStore with
maintenance shop
and sheet-metal
workshopNumber of
stores*

205

148

53

Features

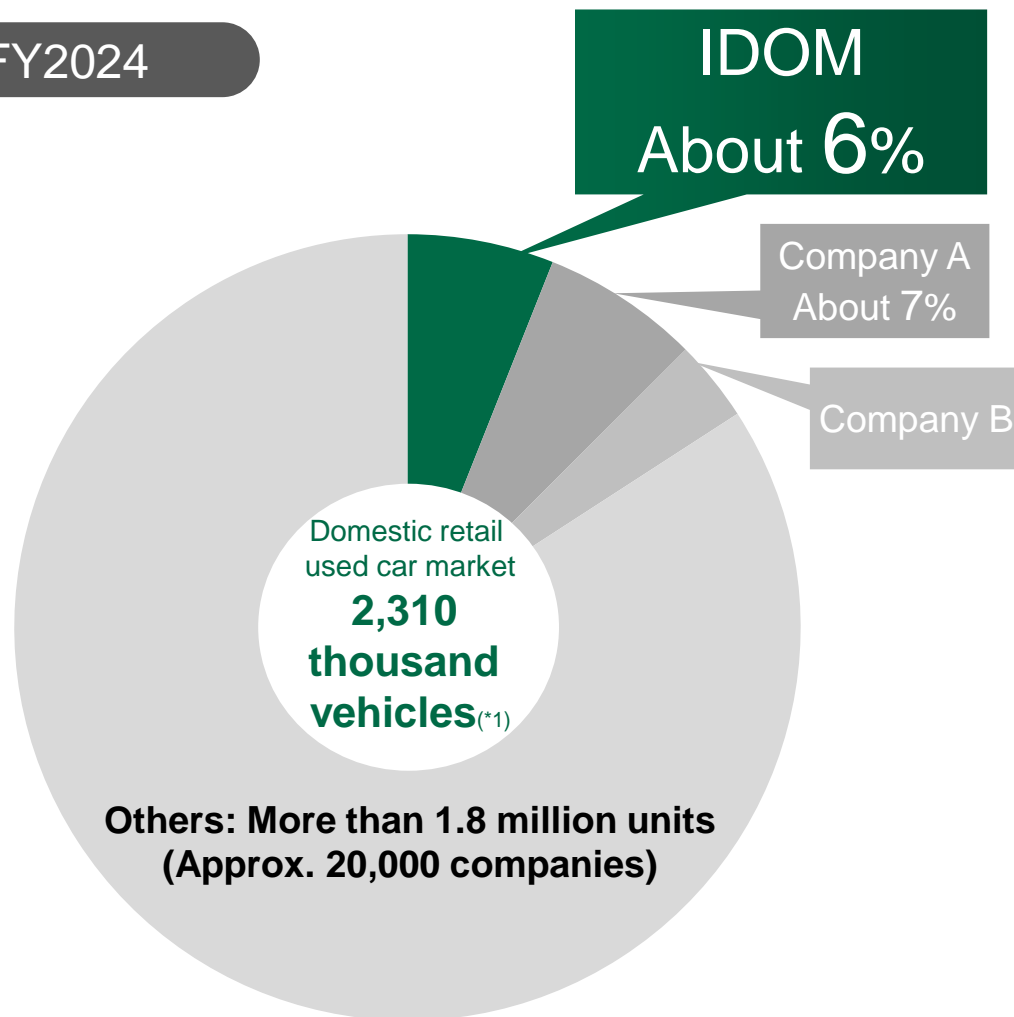
Purchase-only store

Specialty stores tailored to customer needs

Far greater number of products than other
stores in each area

The Gulliver purchasing brand, which has been close to customers for 30 years, has become a customer attraction force, and the retail business will grow and expand into medium —and large stores.

FY2024



Used Car Market in Japan

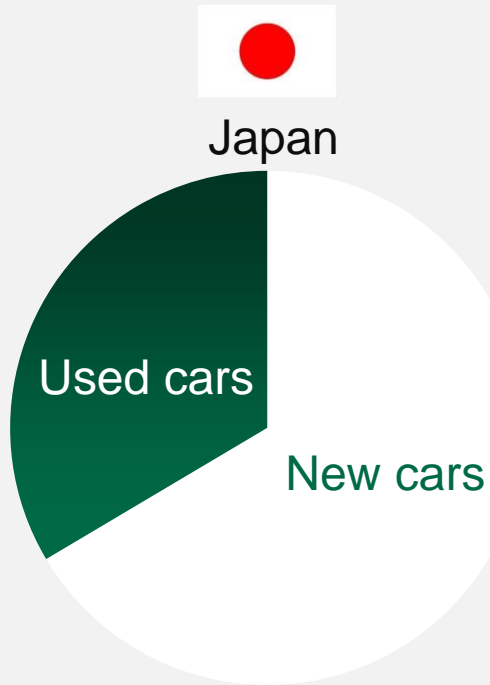
Japan's used car market is a non-oligopolistic market, with the three major companies combined being less than 20% of the market.

The company will open large stores to take market share away from other companies with sales of more than 1.8 million units.

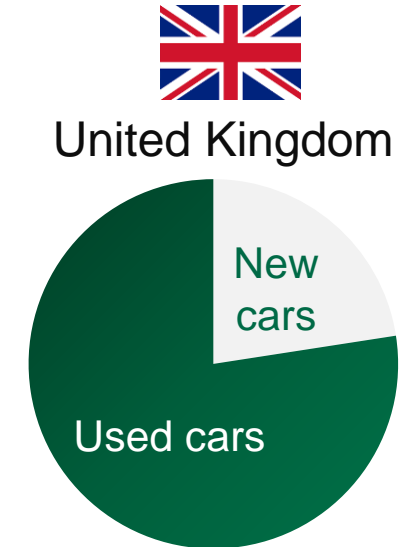
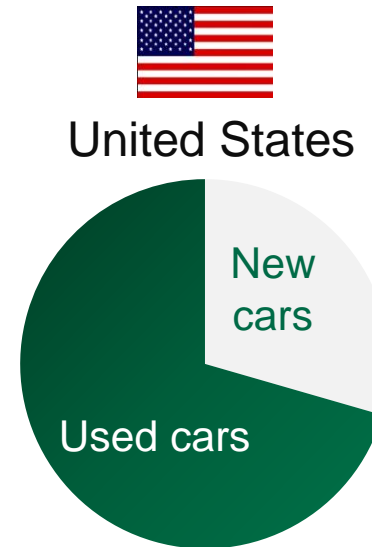
*1: Market share for FY2024 was calculated based on the proportions of domestic retail unit sales of IDOM and those of Company A to the size of the used car retail market in 2022, which was 2.31 million units (data from Yano Research Institute).

Japan's Used Car Market with Much Lower Ratio than Those in the United States and United Kingdom

Ratio of used cars in Japan (*1)



Ratio of used cars in the United States and United Kingdom (*2) (*3)

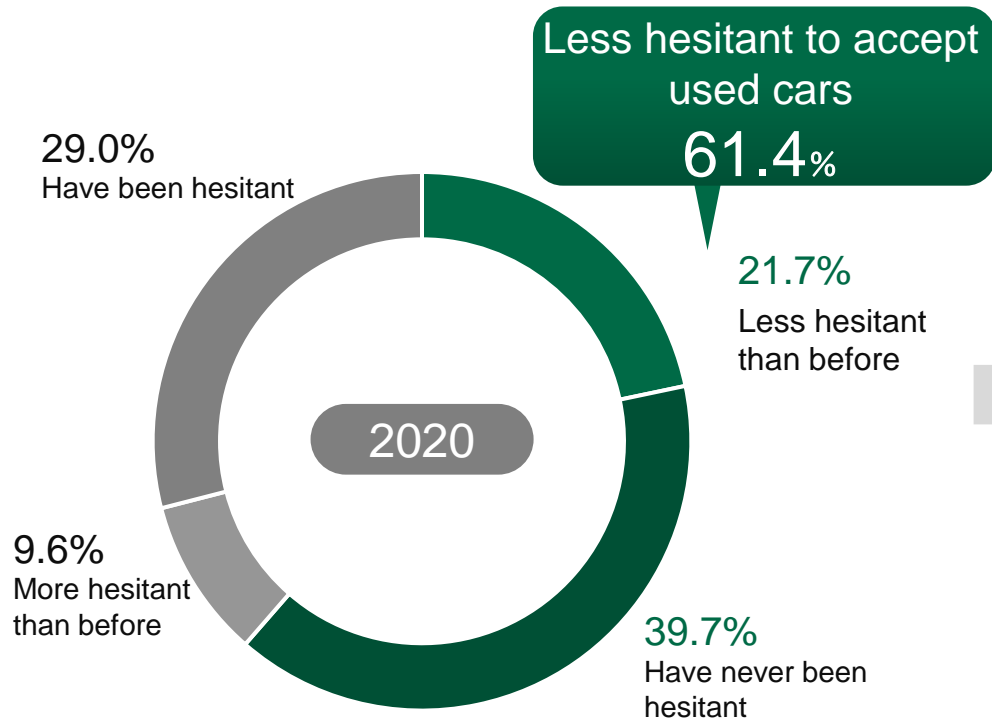


*1: New cars: 2019 data from Japan Automobile Dealers Association
Used cars: 2020 overview of used car distribution by Yano Research Institute

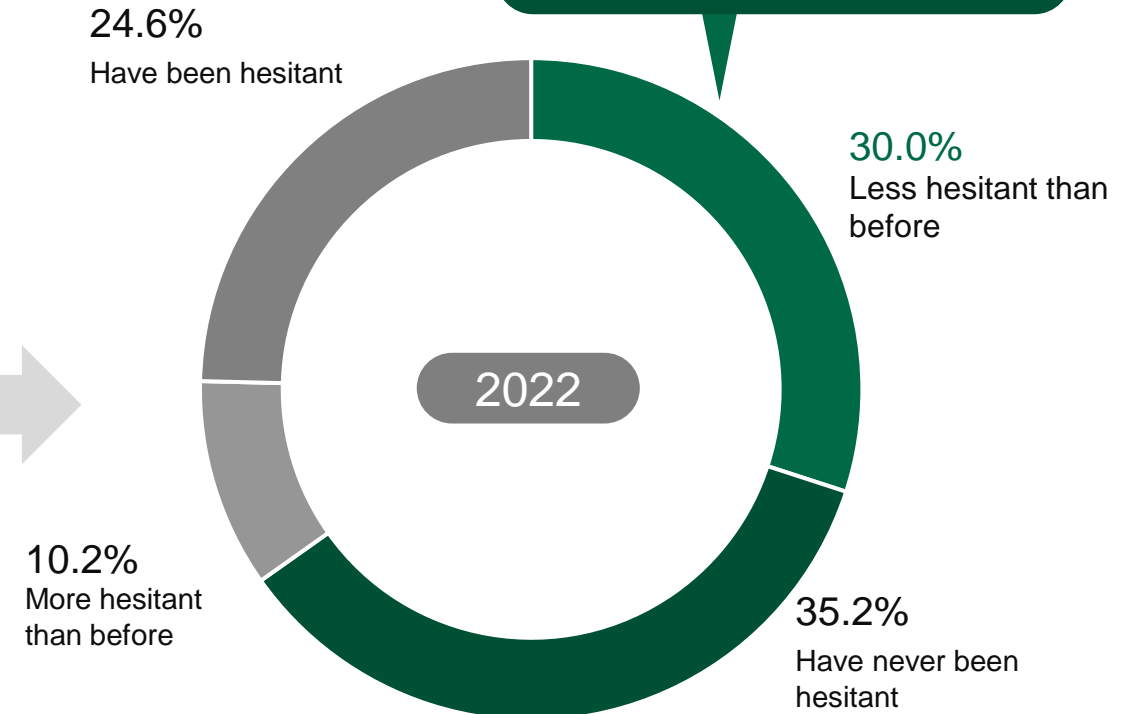
*2: New cars: 2019 MarkLines Automotive Industry Portal
Used cars: edmunds 2019 Used Vehicle Report

*3: 2019 vehicle data from the Society of Motor Manufacturers and Traders (SMMT)

Are you hesitant to accept used cars compared to before (several years ago - up to ten years ago)?



2 years later



Result of an online questionnaire conducted in December 2020 (1,000 respondents)

Result of an online questionnaire conducted in March 2022 (1,000 respondents)

4. APPENDIX

(Supplementary Information on Results and Financial Matters)



[Consolidated / Non-consolidated] Income Statement (quarter year)

Consolidated	3 months ended May 31, 2021		3 months ended May 31, 2022		3 months ended May 31, 2023		3 months ended May 31, 2024			
	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Change (million yen)	Y/Y (%)
Sales	117,013	100.0	135,601	100.0	105,258	100.0	124,558	100.0	19,300	18.3
Cost of sales	95,264	81.4	113,198	83.5	88,142	83.7	103,041	82.7	14,899	16.9
Gross profit	21,748	18.6	22,402	16.5	17,116	16.3	21,517	17.3	4,401	25.7
SG&A Expenses	16,663	14.2	17,145	12.6	14,344	13.6	17,068	13.7	2,723	19.0
Operating profit	5,084	4.3	5,256	3.9	2,771	2.6	4,449	3.6	1,677	60.5
Ordinary profit	4,911	4.2	5,053	3.7	2,696	2.6	4,314	3.5	1,618	60.0
Profit before income taxes and minority interests	4,069	3.5	5,117	3.8	2,738	2.6	4,243	3.4	1,505	55.0
Profit attributable to owners of parent	2,752	2.4	5,377	4.0	1,868	1.8	2,901	2.3	1,033	55.3

Non-Consolidated	3 months ended May 31, 2021		3 months ended May 31, 2022		3 months ended May 31, 2023		3 months ended May 31, 2024			
	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Change (million yen)	Y/Y (%)
Sales	78,540	100.0	90,012	100	103,867	100.0	122,759	100.0	18,892	18.2
Cost of sales	62,983	80.2	74,637	82.9	87,222	84.0	101,977	83.1	14,755	16.9
Gross profit	15,557	19.8	15,375	17.1	16,645	16.0	20,782	16.9	4,136	24.9
SG&A Expenses	12,283	15.6	11,678	13.0	13,860	13.3	16,290	13.3	2,430	17.5
Operating profit	3,273	4.2	3,696	4.1	2,785	2.7	4,491	3.7	1,706	61.3
Ordinary profit	3,220	4.1	3,644	4.1	2,703	2.6	4,366	3.6	1,672	61.9
Profit before income taxes	2,094	2.7	3,708	4.1	2,735	2.6	4,426	3.6	1,690	61.8
Profit	1,424	1.8	4,629	5.1	1,843	1.8	3,029	2.5	1,185	64.3

[Consolidated] Balance Sheets



(Unit: million yen)

	As of February 29, 2024	As of May 31, 2024
Assets		
Current assets		
Cash and deposits	30,548	19,139
Notes and accounts receivable - trade	12,631	15,665
Merchandise	85,994	87,534
Other	5,606	5,586
Allowance for doubtful accounts	-498	-421
Total current assets	134,281	127,504
Non-current assets		
Property, plant and equipment	47,376	48,206
Buildings and structures	-18,611	-18,964
Accumulated depreciation	28,764	29,242
Buildings and structures, net	2,214	2,302
Vehicles	-186	-225
Accumulated depreciation	2,027	2,077
Vehicles, net	5,735	6,144
Tools, furniture and fixtures	-3,734	-3,844
Accumulated depreciation	2,000	2,300
Tools, furniture and fixtures, net	136	136
Land	683	1,113
Construction in progress	217	232
Total property, plant and equipment	33,829	35,102
Intangible assets		
Software	1,249	1,201
Goodwill	78	76
Other	2	2
Total intangible assets	1,330	1,281
Investments and other assets		
Investment securities	0	0
Shares of subsidiaries and associates	29	29
Long-term loans receivable	1,574	1,770
Lease and guarantee deposits	5,514	5,654
Construction assistance fund receivables	3,537	3,606
Deferred tax assets	3,471	3,485
Other	464	454
Allowance for doubtful accounts	-2	-2
Total investments and other assets	14,589	14,999
Total non-current assets	49,749	51,382
Total assets	184,031	178,887

	As of February 29, 2024	As of May 31, 2024
Liabilities		
Current liabilities		
Accounts payable - trade	5,783	5,691
Short-term borrowings		5,000
Current portion of long-term borrowings	16,300	5,000
Accounts payable - other	4,151	4,010
Income taxes payable	2,556	1,539
Advances received		
Contract liabilities	26,809	27,946
Deposits received	247	365
Provision for bonuses	1,046	156
Provision for merchandise warranties		
Other provision	48	48
Other	6,384	7,315
Total current liabilities	63,327	57,073
Non-current liabilities		
Long-term borrowings	46,700	46,700
Long-term guarantee deposits	679	732
Asset retirement obligations	3,085	3,204
Deferred tax liabilities		
Other provision		
Other	308	316
Total non-current liabilities	50,773	50,954
Total liabilities	114,101	108,027
Net assets		
Shareholders' equity		
Share capital	4,157	4,157
Capital surplus	4,726	4,726
Retained earnings	64,093	65,009
Treasury shares	-4,344	-4,344
Total shareholders' equity	68,631	69,547
Accumulated other comprehensive income		
Foreign currency translation adjustment	381	440
Total accumulated other comprehensive income	381	440
Share acquisition rights	10	11
Non-controlling interests	906	860
Total net assets	69,930	70,859
Total liabilities and net assets	184,031	178,887

[Consolidated] Statements of Cash Flows



(Unit: million yen)

	3 months ended May 31, 2023	3 months ended May 31, 2024
Profit before income taxes	2,738	4,243
Depreciation	630	651
Amortization of goodwill	1	1
Net increase (decrease) in working capital	9,737	-4,293
Income taxes paid	-678	-2,205
Other, net	3,759	364
Cash flows from operating activities	16,190	-1,084
Cash flows from investing activities	-2,099	-2,096
Free cash flow	14,091	-3,181
Cash flows from financing activities	11,991	-8,255
Net increase (decrease) resulting from exchange rate change and new consolidation	3	27
Net increase (decrease) in cash and cash equivalents	-3,503	-11,409
Cash and cash equivalents at the beginning of period	37,473	30,548
Cash and cash equivalents at the end of period	33,970	19,139

[Consolidated / Non-consolidated] Income Statement



Consolidated	FY ended Feb 28, 2022		FY ended Feb 28, 2023		FY ended Feb 29, 2024		FY ending Feb 28, 2025			
	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Outlook (million yen)	Ratio (%)	Change (million yen)	Y/Y (%)
Sales	459,532	100.0	416,514	100.0	419,852	100.0	456,500	100.0	36,648	8.7
Cost of sales	373,519	81.3	341,964	82.1	346,519	82.5	373,200	81.8	26,681	7.7
Gross profit	86,013	18.7	74,549	17.9	73,333	17.5	83,300	18.2	9,967	13.6
SG&A Expenses	67,528	14.7	55,865	13.4	57,216	13.6	63,000	13.8	5,784	10.1
Operating profit	18,485	4.0	18,684	4.5	16,117	3.8	20,300	4.4	4,183	26.0
Ordinary profit	17,561	3.8	18,146	4.4	15,826	3.8	19,800	4.3	3,973	25.1
Profit before income taxes and minority interests	15,750	3.4	18,752	4.5	15,664	3.7	19,300	4.2	3,636	23.2
Profit attributable to owners of parent	10,794	2.3	14,205	3.4	11,442	2.7	13,600	3.0	2,157	18.9

Non-Consolidated	FY ended Feb 28, 2022		FY ended Feb 28, 2023		FY ended Feb 29, 2024		FY ending Feb 28, 2025			
	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Outlook (million yen)	Ratio (%)	Change (million yen)	Y/Y (%)
Sales	306,733	100.0	366,069	100.0	413,206	100.0	441,100	100.0	27,894	6.8
Cost of sales	245,661	80.1	301,226	82.3	342,143	82.8	361,200	81.9	19,057	5.6
Gross profit	61,071	19.9	64,842	17.7	71,062	17.2	79,900	18.1	8,837	12.4
SG&A Expenses	49,164	16.0	48,430	13.2	54,333	13.1	59,600	13.5	5,267	9.7
Operating profit	11,907	3.9	16,412	4.5	16,729	4.0	20,300	4.6	3,570	21.3
Ordinary profit	11,573	3.8	15,998	4.4	16,404	4.0	19,800	4.5	3,396	20.7
Profit before income taxes	9,450	3.1	23,709	6.5	16,239	3.9	19,300	4.4	3,060	18.8
Profit	6,553	2.1	20,020	5.5	11,864	2.9	13,600	3.1	1,735	14.6

[Consolidated / Non-consolidated] Income Statement (half year)



Consolidated	6 months ended August 31, 2021		6 months ended August 31, 2022		6 months ended August 31, 2023		6 months ending August 31, 2024			
	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Outlook (million yen)	Ratio (%)	Change (million yen)	Y/Y (%)
Sales	227,775	100.0	225,478	100.0	203,696	100.0	223,200	100.0	19,503	9.6
Cost of sales	185,308	81.4	187,209	83.0	168,792	82.9	182,400	81.7	13,607	8.1
Gross profit	42,466	18.6	38,269	17.0	34,903	17.1	40,800	18.3	5,896	16.9
SG&A Expenses	33,025	14.5	29,652	13.2	27,805	13.7	30,700	13.8	2,894	10.4
Operating profit	9,440	4.1	8,616	3.8	7,098	3.5	10,100	4.5	3,002	42.3
Ordinary profit	9,011	4.0	8,280	3.7	6,918	3.4	9,850	4.4	2,932	42.4
Profit before income taxes and minority interests	7,951	3.5	9,181	4.1	6,853	3.4	9,600	4.3	2,746	40.1
Profit attributable to owners of parent	5,311	2.3	7,516	3.3	4,823	2.4	6,700	3.0	1,877	38.9

Non-Consolidated	6 months ended August 31, 2021		6 months ended August 31, 2022		6 months ended August 31, 2023		6 months ending August 31, 2024			
	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Outlook (million yen)	Ratio (%)	Change (million yen)	Y/Y (%)
Sales	150,239	100.0	178,303	100.0	200,597	100.0	216,900	100.0	16,303	8.1
Cost of sales	120,147	80.0	147,944	83.0	166,737	83.1	177,400	81.8	10,662	6.4
Gross profit	30,092	20.0	30,359	17.0	33,859	16.9	39,500	18.2	5,640	16.7
SG&A Expenses	23,983	16.0	23,601	13.2	26,637	13.3	29,200	13.5	2,563	9.6
Operating profit	6,108	4.1	6,757	3.8	7,222	3.6	10,300	4.7	3,078	42.6
Ordinary profit	5,939	4.0	6,560	3.7	7,015	3.5	10,050	4.6	3,035	43.3
Profit before income taxes	4,655	3.1	9,537	5.3	6,951	3.5	9,800	4.5	2,848	41.0
Profit	3,170	2.1	8,575	4.8	4,871	2.4	6,900	3.2	2,029	41.7

KPIs (From Quarterly data)



KPI	FY2023				FY2024				FY2025	
	Q1	Q1-Q2	Q1-Q3	Q1-Q4	Q1	Q1-Q2	Q1-Q3	Q1-Q4	Q1	Full-year Forecast
Total no. of car purchases (unit)	43,855	81,134	125,145	165,529	42,980	78,819	120,023	162,630	48,306	-
YoY	-0.2%	3.7%	4.9%	2.2%	-2.0%	-2.9%	-4.1%	-1.8%	12.4%	-
Total no. of car sales (unit)	66,541	125,475	188,894	247,392	73,584	135,909	201,936	268,844	81,988	285,000
YoY	1.9%	4.2%	5.1%	4.2%	10.6%	8.3%	6.9%	8.7%	11.4%	6.1%
Retail (unit)	37,547	70,186	102,955	135,599	39,266	73,777	106,483	144,487	38,842	155,000
YoY	-3.2%	-3.5%	-4.3%	-3.2%	4.6%	5.1%	3.4%	6.6%	-1.1%	7.3%
Wholesale (unit)	28,994	55,289	85,939	111,793	34,318	62,132	95,453	124,357	43,146	130,000
YoY	9.5%	15.7%	19.3%	14.8%	18.4%	12.4%	11.1%	11.2%	25.7%	4.6%
Capital expenditures (JPYmn)	2,393	3,311	3,976	6,917	330	710	2,124	6,918	1,402	-
No. of employees (parent)	3,135	3,021	2,965	2,968	3,243	3,204	3,218	3,356	3,861	-