## Consolidated Results of Operations

The Third Quarter, Fiscal Year Ending March 31, 2022

USS Co., Ltd.
February 2022

Results of Operations
Third Quarter
Fiscal Year Ending March 2022

■ Net sales $¥ 59.62$ billion (up $10.5 \% \mathrm{YoY}$ )
Operating profit $¥ 30.46$ billion (up $18.3 \% \mathrm{YoY}$ )
1-3Q FY3/22 Results

- The number of vehicles traded in decreased because of the downturn in automobile production. The number of vehicles contracted and the contract completion ratio increased due to the strong demand for used cars.
- Used car exports were up 23.7\% year-on-year and down $4.2 \%$ compared to 2019 (pre-pandemic)
- In the used vehicle purchasing and selling segment, sales increased but earnings were down because of a decline in the number of vehicles sold despite high prices at used vehicle auctions.
- In the recycle business, sales and earnings increased because high prices of metal scrap raised sales and gross profit and there was a large number and volume of industrial plant demolition projects.


## - Net sales $¥ 77.6$ billion

FY3/2022 (Forecast)

- Plans 2.86 million of vehicles consigned, 1.72 million of vehicles contracted and contract completion rate 64.2\%.
■ Operating profit $¥ 38.4$ billion

Earnings Distribution

- Plan to pay $¥ 58.4$ for $\mathrm{FY} 3 / 2022$ *aiming for the 22nd consecutive year of dividend increases
- Dividend policy: Increased the consolidated payout ratio to at least 55\% starting in FY3/2020
- Acquisition of treasury stock in progress
- Repurchased shares with an authorization of $¥ 10$ billion/6 million shares
- Company plans to promptly retire all the treasury shares leaving shares equivalent to $5 \%$ of the total number of issued shares.


## 1-3Q FY3/2022 - Summary of Consolidated Results of Operations

■ Sales was up $10.5 \%$ YoY to $¥ 59.62$ billion, operating profit was up $18.3 \%$ to $¥ 30.46$ billion, and profit attributable to owners of parent up $25.4 \%$ to $¥ 22.21$ billion.
■ Record-high 1-3Q sales, operating profit, ordinary profit and profit attributable to owners of parent
(Million yen)

|  | $1-3 Q ~ F Y 3 / 20$ | $1-3 Q ~ F Y 3 / 21$ | $1-3 Q ~ F Y 3 / 22$ | Year on year |
| :--- | ---: | ---: | ---: | ---: |
| Net sales | 58,184 | 53,964 | 59,623 | $110.5 \%$ |
| Cost of sales | 23,136 | 20,567 | 22,336 |  |
| (Per sales) | $(39.8 \%)$ | $(38.1 \%)$ | $(37.5 \%)$ | $108.6 \%$ |
| Gross profit | 35,047 | 33,397 | 37,286 |  |
| (Per sales) | $(60.2 \%)$ | $(61.9 \%)$ | $(62.5 \%)$ | $111.6 \%$ |
| Selling, general and | 8,298 | 7,639 | 6,824 |  |
| administrative expenses | $(14.3 \%)$ | $(14.2 \%)$ | $(11.4 \%)$ | $89.3 \%$ |
| (Per sales) | 26,748 | 25,758 | 30,462 |  |
| Operating profit | $(46.0 \%)$ | $(47.7 \%)$ | $(51.1 \%)$ | $118.3 \%$ |
| (Per sales) | 27,233 | 26,370 | 31,080 |  |
| Ordinary profit | $(46.8 \%)$ | $(48.9 \%)$ | $(52.1 \%)$ | $117.9 \%$ |
| (Per sales) | 18,270 | 17,715 | 22,218 |  |
| Profit attributable to | $(31.4 \%)$ | $(32.8 \%)$ | $(37.3 \%)$ | $125.4 \%$ |
| owners of parent (Per sales) |  |  |  |  |

## 1-3Q FY3/2022 - Reasons for Change in Operating Profit (Actual)

| $\begin{array}{l}\text { Used car } \\ \text { System } \\ \text { Solutions }\end{array}$ |
| :--- |



1-3Q FY3/21
1-3Q FY3/22

## Net Sales and Operating Profit by Business Segment

(Million yen)

| Net sales | 1-3Q FY3/20 | 1-3Q FY3/21 | 1-3Q FY3/22 | Year on year |
| :---: | :---: | :---: | :---: | :---: |
| Auto auction | 47,133 | 44,111 | 47,593 | 107.9\% |
| Used vehicle purchasing and selling | 6,703 | 6,040 | 6,543 | 108.3\% |
| Other | 4,347 | 3,812 | 5,486 | 143.9\% |
| Total | 58,184 | 53,964 | 59,623 | 110.5\% |
| Operating profit (operating margin) | 1-3Q FY3/20 | 1-3Q FY3/21 | 1-3Q FY3/22 | Year on year |
| Auto auction | $\begin{array}{r} 26,220 \\ (55.3 \%) \end{array}$ | $\begin{array}{r} 25,233 \\ (56.8 \%) \end{array}$ | $\begin{array}{r} 29,346 \\ (61.4 \%) \end{array}$ | 116.3\% |
| Used vehicle purchasing and selling | $\begin{array}{r} 131 \\ (2.0 \%) \end{array}$ | $\begin{array}{r} 237 \\ (3.9 \%) \end{array}$ | $\begin{array}{r} 161 \\ (2.5 \%) \end{array}$ | 68.1\% |
| Other | $\begin{array}{r} 322 \\ (7.3 \%) \end{array}$ | $\begin{array}{r} 211 \\ (5.5 \%) \end{array}$ | $\begin{array}{r} 939 \\ (17.1 \%) \end{array}$ | 444.1\% |
| Elimination of inter-segment transactions | 75 | 75 | 14 | 19.3\% |
| Total | $\begin{array}{r} 26,748 \\ (46.0 \%) \end{array}$ | $\begin{array}{r} 25,758 \\ (47.7 \%) \end{array}$ | $\begin{array}{r} 30,462 \\ (51.1 \%) \end{array}$ | 118.3\% |

[^0]
## Consolidated Balance Sheets and Statements of Cash Flows

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$■$ Proceeds from the sale of shares of subsidiaries and associates and the purchase of property, plant and equipment were the main source of cash from investing activities
■The primary use of cash in financing activities was dividends paid and acquisition of treasury shares.
■ Equity ratio: 85.1\%

| Consolidated Balance Sheets (Summary) |  |  |  | (Million yen) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | FY3/21 | 1-3Q FY3/22 |  | FY3/21 | 1-3Q FY3/22 |
| Current assets | 81,528 | 80,998 | Current liabilities | 26,922 | 18,860 |
| Cash and deposits | 67,770 | 67,554 | Payables due to member dealers at auction | 11,788 | 8,581 |
| Receivables due from member dealers at auction, etc. | 13,757 | 13,443 | Other | 15,133 | 10,279 |
| Non-current assets | 129,171 | 126,148 | Non-current liabilities | 10,253 | 9,172 |
| Property, plant and equipment | 103,302 | 100,941 | Total liabilities | 37,175 | 28,032 |
| Other | 25,869 | 25,206 | Total net assets | 173,524 | 179,114 |
| Current assets | 210,699 | 207,146 | Total liabilities and net assets | 210,699 | 207,146 |

Consolidated Statements of Cash Flows (Summary)

|  | 1-3Q FY3/20 | 1-3Q FY3/21 | 1-3Q FY3/22 | Changes |
| :---: | :---: | :---: | :---: | :---: |
| Net cash provided by (used in) operating activities | 12,223 | 23,054 | 20,544 | - 2,509 |
| Net cash provided by (used in) investing activities | - 3,711 | -8,367 | 297 | 8,664 |
| Free cash flow | 8,511 | 14,686 | 20,841 | 6,154 |
| Net cash provided by (used in) financing activities | -16,602 | © 14,575 | © 21,057 | - 6,482 |
| Capital expenditures (Terms of cash flows) | 3,471 | 8,410 | 1,379 | - 7,031 |
| Depreciation | 3,605 | 3,886 | 3,695 | -191 |

## New Car Registrations and YoY Changes



## Used Car Exports and YoY Changes




## Used Car Registrations and YoY Changes



AA Market: Vehicles Consigned and Contracted and YoY Changes


■ Vehicles consigned increased $3.9 \%$ YoY to 1,998 thousand; contract completions increased $8.6 \%$ YoY to 1,308 thousand (contract completion rate: $65.5 \%$ against $62.6 \%$ in the previous fiscal year)
■ Sales and earnings increased because of the larger number of vehicles handled, the higher contract completion rate and other reasons.

Auto Auction Segment Performance in 1-3Q
(Million yen)

|  | 1-3Q FY3/20 | 1-3Q FY3/21 | 1-3Q FY3/22 | Year on year |
| :--- | ---: | ---: | ---: | ---: |
| Net sales | 47,133 | 44,111 | 47,593 | $107.9 \%$ |
| Consignment fees | 11,118 | 10,179 | 11,141 | $109.4 \%$ |
| Contract completion fees | 10,751 | 10,072 | 11,056 | $109.8 \%$ |
| Successful bid fees | 16,128 | 15,455 | 16,907 | $109.4 \%$ |
| Other | 9,134 | 8,402 | 8,487 | $101.0 \%$ |
| Operating profit | 26,220 | 25,233 | 29,346 | $116.3 \%$ |
| Operating margin | $55.3 \%$ | $56.8 \%$ | $61.4 \%$ |  |




[^1] segment sales.

## Auto Auction Segment (2) Monthly Data

Used car
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Solution



## Auto Auction Segment (3)

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No. of Vehicles Consigned and Vehicles Contracted

- Vehicles consigned ■Vehicles contracted


Market Share


## Contract Completion Rate

$\simeq$ USS -■-Industry's average (excl. USS)


## Average Price of Vehicle Contracted



[^2]
## Auto Auction Segment (4)

| Used car |
| :--- |
| System |

Total Consignment Fees and Consignment Fee per Vehicle


## Total Successful Bid Fees and Successful Bid Fee per Vehicle



* Fee per vehicle is calculated before eliminations for consolidation.
* The figures in this slide do not include JBA data.


## Total Contract Completion Fees and Contract Completion Fee per Vehicle



No. of Members and Off-site Ratio


[^3]
## Auto Auction Segment (5)

From April 1, 2021 to December 31, 2021
(Number of auctions held, Vehicles)

|  | Number of auctions |  | Number of consigned vehicles |  |  | Number of contract completions |  |  | Contract completion rate |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1-3Q FY3/22 | 1-3Q FY3/21 | 1-3Q FY3122 | 1-3Q FY3/21 | YoY change | 1-3Q FY3/22 | 1-3Q FY3/21 | YoY change | 1-3Q FY3/22 | 1-3Q FY3121 |
| Tokyo | 37 | 37 | 480,648 | 443,965 | 108.3\% | 332,784 | 300,420 | 110.8\% | 69.2\% | 67.7\% |
| Nagoya | 37 | 37 | 336,222 | 320,398 | 104.9\% | 196,981 | 181,647 | 108.4\% | 58.6\% | 56.7\% |
| Osaka | 37 | 37 | 147,754 | 147,009 | 100.5\% | 84,741 | 79,342 | 106.8\% | 57.4\% | 54.0\% |
| Kyushu | 37 | 37 | 144,231 | 133,070 | 108.4\% | 94,180 | 80,179 | 117.5\% | 65.3\% | 60.3\% |
| Yokohama | 37 | 36 | 130,047 | 125,088 | 104.0\% | 88,646 | 81,461 | 108.8\% | 68.2\% | 65.1\% |
| Sapporo | 36 | 37 | 99,248 | 99,183 | 100.1\% | 70,640 | 67,799 | 104.2\% | 71.2\% | 68.4\% |
| Shizuoka | 37 | 37 | 79,008 | 72,910 | 108.4\% | 49,468 | 44,792 | 110.4\% | 62.6\% | 61.4\% |
| R-Nagoya | 37 | 36 | 75,298 | 85,305 | 88.3\% | 64,887 | 69,255 | 93.7\% | 86.2\% | 81.2\% |
| Kobe | 36 | 37 | 58,791 | 50,666 | 116.0\% | 34,413 | 29,422 | 117.0\% | 58.5\% | 58.1\% |
| Okayama | 37 | 37 | 47,483 | 48,197 | 98.5\% | 37,242 | 34,345 | 108.4\% | 78.4\% | 71.3\% |
| Tohoku | 36 | 37 | 38,009 | 36,146 | 105.2\% | 30,750 | 26,436 | 116.3\% | 80.9\% | 73.1\% |
| Gunma | 37 | 37 | 37,993 | 38,252 | 99.3\% | 26,771 | 25,366 | 105.5\% | 70.5\% | 66.3\% |
| Niigata | 36 | 37 | 37,844 | 34,970 | 108.2\% | 22,134 | 18,224 | 121.5\% | 58.5\% | 52.1\% |
| Saitama | 37 | 36 | 34,228 | 32,826 | 104.3\% | 20,841 | 18,250 | 114.2\% | 60.9\% | 55.6\% |
| Fukuoka | 36 | 37 | 25,011 | 29,300 | 85.4\% | 16,432 | 18,257 | 90.0\% | 65.7\% | 62.3\% |
| Hokuriku | 37 | 37 | 13,343 | 13,492 | 98.9\% | 9,635 | 9,251 | 104.2\% | 72.2\% | 68.6\% |
| JAA | 36 | 37 | 53,011 | 54,405 | 97.4\% | 29,234 | 29,875 | 97.9\% | 55.1\% | 54.9\% |
| HAA Kobe | 37 | 37 | 160,410 | 157,868 | 101.6\% | 98,733 | 90,392 | 109.2\% | 61.6\% | 57.3\% |
| Total | 660 | 663 | 1,998,579 | 1,923,050 | 103.9\% | 1,308,512 | 1,204,713 | 108.6\% | 65.5\% | 62.6\% |

[^4]Auto Auction Segment (6)
(Vehicles, \%)

|  |  | Apr. | May | Jun. | Jul. | Aug. | Sep. | First Half | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Second Half | Fiscal Year |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| No. of Vehicles Consigned | FY3/20 | 265,360 | 248,623 | 257,709 | 249,936 | 210,323 | 229,142 | 1,461,093 | 252,790 | 257,226 | 196,407 | 211,406 | 251,864 | 293,266 | 1,462,959 | 2,924,052 |
|  | YoY Change | ^0.3 | 7.1 | 1.4 | 11.5 | 2.0 | - 2.1 | 3.1 | 7.7 | © 0.1 | 45.1 | - 5.6 | 44.0 | A10.5 | © 3.3 | © 0.2 |
|  | FY3/21 | 255,293 | 180,384 | 196,014 | 217,449 | 166,982 | 221,001 | 1,237,123 | 250,352 | 228,129 | 207,446 | 207,691 | 242,073 | 288,270 | 1,423,961 | 2,661,084 |
|  | YoY Change | 43.8 | - 27.4 | -23.9 | © 13.0 | - 20.6 | 43.6 | © 15.3 | $\triangle 1.0$ | 411.3 | 5.6 | © 1.8 | 43.9 | © 1.7 | -2.7 | ¢9.0 |
|  | FY3/22 | 249,661 | 226,767 | 237,143 | 248,298 | 167,498 | 232,175 | 1,361,542 | 225,057 | 211,642 | 200,338 | 194,069 |  |  | 831,106 | 2,192,648 |
|  | YoY Change | - 2.2 | 25.7 | 21.0 | 14.2 | 0.3 | 5.1 | 10.1 | - 10.1 | - 7.2 | © 3.4 | 46.6 |  |  |  |  |
| No. of Vehicles Contracted | FY3/20 | 156,986 | 150,529 | 153,217 | 153,889 | 131,750 | 150,541 | 896,912 | 156,496 | 151,044 | 115,291 | 130,627 | 158,104 | 163,969 | 875,531 | 1,772,443 |
|  | YoY Change | $\triangle 1.3$ | 2.1 | 43.4 | 7.2 | © 0.2 | $\triangle 1.0$ | 0.5 | 3.0 | 46.5 | - 6.9 | © 4.2 | - 2.0 | - 17.2 | -6.2 | -2.9 |
|  | FY3/21 | 119,644 | 96,174 | 126,384 | 150,887 | 118,526 | 153,725 | 765,340 | 166,954 | 145,090 | 127,329 | 132,226 | 156,459 | 187,412 | 915,470 | 1,680,810 |
|  | YoY Change | - 23.8 | 436.1 | ⑰.5 | - 2.0 | © 10.0 | 2.1 | -14.7 | 6.7 | © 3.9 | 10.4 | 1.2 | $\triangle 1.0$ | 14.3 | 4.6 | - 5.2 |
|  | FY3/22 | 152,866 | 145,088 | 151,456 | 156,301 | 113,210 | 157,678 | 876,599 | 153,735 | 147,200 | 130,978 | 130,829 |  |  | 562,742 | 1,439,341 |
|  | YoY Change | 27.8 | 50.9 | 19.8 | 3.6 | -4.5 | 2.6 | 14.5 | - 7.9 | 1.5 | 2.9 | © 1.1 |  |  |  |  |
| Contract Completion Rate | FY3/20 | 59.2 | 60.5 | 59.5 | 61.6 | 62.6 | 65.7 | 61.4 | 61.9 | 58.7 | 58.7 | 61.8 | 62.8 | 55.9 | 59.8 | 60.6 |
|  | FY3/21 | 46.9 | 53.3 | 64.5 | 69.4 | 71.0 | 69.6 | 61.9 | 66.7 | 63.6 | 61.4 | 63.7 | 64.6 | 65.0 | 64.3 | 63.2 |
|  | FY3/22 | 61.2 | 64.0 | 63.9 | 62.9 | 67.6 | 67.9 | 64.4 | 68.3 | 69.6 | 65.4 | 67.4 |  |  |  |  |

[^5]
## Used Vehicle Purchasing and Selling Segment

- At Rabbit, which purchases used vehicles, the gross profit per vehicle increased because of high prices at used vehicle auctions but the number of vehicles sold decreased. The result was higher sales but lower earnings. (Net sales increased $7.3 \%$ YoY to $¥ 3,669$ million, Operating profit decreased $23.3 \%$ YoY to $¥ 99$ million)
- In the accident-damaged vehicle purchasing and selling business, sales increased but earnings were down as the number of high-priced vehicles handled increased, but the number of vehicles sold decreased. (Net sales increased $9.6 \%$ YoY to $¥ 2,873$ million, Operating profit decreased $42.3 \%$ YoY to $¥ 62$ million)
Used Vehicle Purchasing and Selling Segment Performance in 1-3Q

|  | $1-3 Q ~ F Y 3 / 20$ | $1-3 Q ~ F Y 3 / 21$ | $1-3 Q$ FY3/22 | Year on year |
| :--- | ---: | ---: | ---: | ---: |
| Net sales | 6,703 | 6,040 | 6,543 | $108.3 \%$ |
| Operating profit | 131 | 237 | 161 | $68.1 \%$ |
| Operating margin | $2.0 \%$ | $3.9 \%$ | $2.5 \%$ | - |

Quarterly Net Sales and YoY Changes


Quarterly Operating Profit and YoY Changes


[^6]
## Other Segment

Yescar

- In the recycle business, sales and earnings increased because high prices of metal scrap raised sales and gross profit, also there was a large number and volume of industrial plant demolition projects. (Net sales increased $54.7 \%$ YoY to $¥ 5,420$ million, Operating profit increased $379.3 \%$ to $¥ 894$ million)

Other Segment Performance in 1-3Q
(Million yen)

|  | $1-3 Q ~ F Y 3 / 20$ | $1-3 Q ~ F Y 3 / 21$ | $1-3 Q ~ F Y 3 / 22$ | Year on year |
| :--- | ---: | ---: | ---: | ---: |
| Net sales | 4,347 | 3,812 | 5,486 | $143.9 \%$ |
| Operating profit | 322 | 211 | 939 | $444.1 \%$ |
| Operating margin | $7.3 \%$ | $5.5 \%$ | $17.1 \%$ | - |



[^7]Consolidated Forecast for FY3/2022

## FY3/2022 - Consolidated Forecast

Used car Ssedcar
Solutions

■ No revisions to the FY3/22 forecast announced November 8, 2021.

|  | FY3/21 (Actual) | FY3/22 Initial plan (May 11, 2021) | Change | FY3/22 Revised plan (Nov. 8, 2021) | Revised plan vs FY3/21 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Net sales | 74,874 | 77,600 | - | 77,600 | 103.6\% |
| Gross profit (Per sales) | $\begin{array}{r} 46,533 \\ (62.1 \%) \end{array}$ | $\begin{array}{r} 47,620 \\ (61.4 \%) \end{array}$ | - | $\begin{array}{r} 47,620 \\ (61.4 \%) \end{array}$ | 102.3\% |
| Operating profit (Per sales) | $\begin{array}{r} 36,227 \\ (48.4 \%) \end{array}$ | $\begin{array}{r} 38,400 \\ (49.5 \%) \end{array}$ | - | $\begin{array}{r} 38,400 \\ (49.5 \%) \end{array}$ | 106.0\% |
| Ordinary profit (Per sales) | $\begin{array}{r} 36,996 \\ (49.4 \%) \end{array}$ | $\begin{array}{r} 39,100 \\ (50.4 \%) \end{array}$ | - | $\begin{array}{r} 39,100 \\ (50.4 \%) \end{array}$ | 105.7\% |
| Profit attributable to owners of parent (Per sales) | $\begin{array}{r} 4,022 \\ (5.4 \%) \end{array}$ | $\begin{array}{r} 26,500 \\ (34.1 \%) \end{array}$ | - | $\begin{array}{r} 26,500 \\ (34.1 \%) \end{array}$ | 658.8\% |
| Profit per share (Yen) | 16.13 | 106.29 | - 0.29 | 106.58 | 660.8\% |
| Capital expenditures (Terms of cash flows) | 8,985 | 4,400 | 100 | 4,500 | 50.1\% |
| Depreciation | 5,334 | 4,909 | 54 | 4,963 | 93.0\% |

* Profit per share is restated to reflect the changes in treasury shares up to the end of December 2021.

| Auto Auction Business <br> (excl. JBA) | FY3/21 (Actual) | FY3122 Initial plan <br> (May 11, 2021) | Change | FY3/22 Revised plan <br> (Nov. 8, 2021) | Revised plan vs <br> FY/21 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| No. of vehicles consigned (Thousands) | 2,661 | 2,800 | $\mathbf{\Delta 1 2 0}$ | 2,680 | $100.7 \%$ |
| No. of vehicles contracted (Thousands) | 1,680 | 1,708 | 12 | 1,720 | $102.3 \%$ |
| Contract completion rate | $63.2 \%$ | $61.0 \%$ | - | $64.2 \%$ |  |

## 2H FY3/2022 - Reasons for Change in Operating Profit (Forecast)

| $\begin{array}{l}\text { Used car } \\ \text { System } \\ \text { Solutions }\end{array}$ |
| :--- |



2H FY3/2021

## FY3/2022 - Reasons for Change in Operating Profit (Forecast)

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Solutions


|  | FY3/20 <br> (Actual) | FY3/21 <br> (Actual) | FY3/22 <br> (Forecast) | VS. previous <br> year |
| :--- | ---: | ---: | ---: | ---: |
| Net sales |  |  |  |  |
| Auto auction | 63,350 | 61,048 | 62,699 | $102.7 \%$ |
| Used vehicle purchasing and selling | 9,099 | 8,646 | 8,790 | $101.7 \%$ |
| Other | 5,692 | 5,180 | 6,109 | $117.9 \%$ |
| Total | $\mathbf{7 8 , 1 4 3}$ | $\mathbf{7 4 , 8 7 4}$ | $\mathbf{7 7 , 6 0 0}$ | $\mathbf{1 0 3 . 6 \%}$ |
| Operating profit | $\mathbf{3 6 , 0 0 9}$ | $\mathbf{3 6 , 2 2 7}$ | $\mathbf{3 8 , 4 0 0}$ | $\mathbf{1 0 6 . 0 \%}$ |
| (Per sales) | $\mathbf{( 4 6 . 1 \% )}$ | $\mathbf{( 4 8 . 4 \% )}$ | $\mathbf{( 4 9 . 5 \% )}$ |  |

## Market Overview <br> 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 JAA acquisition significantly raised the USS Group's market share (Acquired Japan Automobile Auction Inc. through absorption-type merger in Oct. 2021.)




Top 6 34.4\%

## Increase shareholder distributions while continuing investment for growth

■Consolidated dividend payout ratio: Over 55\% from FY3/2020
Consolidated dividend payout ratio


■Return on equity (ROE): Medium-term goal is at least $15 \%$

■ The Board of Directors of USS Co., Ltd. approved a resolution on November 8, 2021 to acquire and policy on retirement treasury shares.

Stock Repurchase Data (latest figures) (trade date basis)<br>Type of shares<br>Period of acquisition<br>Aggregate number of shares repurchased<br>Aggregate value of shares repurchased<br>Method of acquisition<br>Common shares<br>From November 9, 2021 to January 31, 2022<br>$3,218,800$ shares<br>$5,827,488,900$ yen<br>On the market

(Scheduled to repurchase 6 million shares for 10 billion yen (maximum) in the period from November 9, 2021 to May 31, 2022.)

## Policy on retirement of treasury shares

As of September 30, 2021, the Company held $20.3 \%$ of the total number of issued shares as treasury stock. After completing the acquisition of treasury shares the Company plans to promptly retire all the treasury shares leaving shares equivalent to $5 \%$ of the total number of issued shares.
The Company will disclose further information when the total number of shares to be retired and the scheduled retirement date have been decided.

## Earnings Distributions - Dividend Policy

■Plan to pay 58.4 yen dividend per share for FY3/2022 (up 2.9 yen) ■Forecasting 22 consecutive years of dividend growth since listing


## Earnings Distributions - Total Payout Ratio

■Flexible stock repurchases while maintaining stable dividend.


## Earnings Distributions - Return on Equity (ROE)

Used car
Syster
Solutions
■ No change in the medium-term ROE target of at least $15 \%$.


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


- Announced Scope 1 and 2 emissions and currently working on Scope 3 emissions
* Scope 1: Greenhouse gases emitted directly by a business (resulting from fuel and industrial processes); Scope 2: Greenhouse gases emitted indirectly in association with electricity, steam and other sources of energy supplied by other companies; Scope 3: Indirect greenhouse gas emissions other than Scope 1 and 2 emissions (emissions of other companies involving the activities of a business)
- Plan to disclose information in accordance with the Task Force on Climate-Related Financial Disclosures (TCFD) that will be required in the corporate governance report that will be submitted in June 2022
- Activities
- Aim to eliminate the use of paper by switching auction consignment forms to a digital format for more than 3 million vehicles every year
- Started many activities, such as measures to reduce electricity and gas use at auction sites and to increase the use of renewable energy

■ USS received a "C" score in the climate change category based on a survey of companies conducted by the CDP, a non-profit charity that runs a global disclosure system for environmental impacts.

Yescar , jicim

## Contact Information

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## 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, USEDCAR Co., Ltd., Trade Statistics of Japan Ministry of Finance

## Reference

## History of USS Long-term Growth

Before 2000
1982: Held the first auction with only 255 vehicles consigned
1988: Expanded the Nagoya Auction Site. The number of POS seats was 570 (the largest in Japan).
Early nineties: Opened Kyushu and Tokyo Auction Sites
2017:
Late nineties: Opened Okayama, Shizuoka, Sapporo and West
JAA acquisition raises Tokyo/Nagoya/Osaka
Tokyo(currently the Saitama auction site) Auction Sites area market share to more than $40 \%$



Consignment fee
Ave. 8,000yen

## Contract completion fee

Ave. 8,000 yen

## Successful bid fee <br> Ave. 8,000 yen

Vehicles consigned
2.66 million units/year
(FY3/2021)

USS's fee per unit

## Ave.24,000yen

Contract completion rate $63.2 \%$ (FY3/2021)

## Automobile Market and USS Revenue

■ The number of vehicles consigned is correlated through trade-ins to (1) New car registrations and (2) 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)


USS vehicles consigned



[^0]:    * 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.

[^1]:    * 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

[^2]:    * Period ending in December: 12-month data; Period ending in June: 6-month data.
    * The figures in this slide do not include JBA data.

[^3]:    *The method used for calculating the off-site ratio was revised in April 2019.

[^4]:    * In the previous fiscal term, one auction was canceled as the Saitama Auction Site due to a lightning strike in August 2020
    * The figures in this slide do not include JBA data.

[^5]:    * The figures in this slide do not include JBA data.

[^6]:    * 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.

[^7]:    * 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.

