



Leading the Way—On the Road to Sustainable Growth

USS Co., Ltd.

Annual Report 2004

For the Year Ended March 31, 2004

Profile

USS has achieved the leading position in Japan's automobile auction industry by focusing on the needs of used vehicle auction participants to find creative and systematic solutions. USS pioneered the industry's business model through the introduction of such innovations as push-button bidding, standardized vehicle inspections and on-screen vehicle display, and by developing a nationwide network of state-of-the-art auction sites. The scalability of USS' business and its ability to provide superior services to its 30,000 auction users (member firms) have enabled the Company to grow rapidly since its establishment in 1980, while high productivity has been the key to the Company's consistent profitability.

USS' future growth depends on both the expansion of its core auto auction business and on its ability to create synergies with related businesses. The Company is also committed to making a positive contribution to society by developing businesses that sustainably utilize available resources. For these reasons, USS is now pursuing a range of recycling-related businesses that complement its core business and draw on the Company's auto auction expertise.

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Cautionary Remark Regarding Forward-Looking Statements

Statements made in this document with respect to USS' plans, strategies, expectations or projections about the future, and other statements except for historical statements are forward-looking statements.

These forward-looking statements are subject to uncertainties that could cause actual results to differ materially from such statements. These uncertainties include, but are not limited to, general economic conditions, demand for and price of USS' products, USS' ability to continue to develop and market advanced products, and currency exchange rates. USS disclaims any obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise.