



Accelerating Leadership Growth

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 displays, 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 35,000 auction users (member firms) have enabled the Company to grow rapidly since its establishment in 1980, while high productivity has been the key to consistent profitability.

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

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.

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