

New Management Principles

The USS Group set forth new management principles, which are designed to facilitate the Group's effort to reach the targets specified in the medium-term management plan, Project 343, before March 31, 2009. For increased transparency of corporate activity, the Corporate Value Committee, consisting of outside directors, was formed.

Medium-Term Management Plan (Project 343): Status of Progress

	Fiscal year ended March 2006 (Actual)	Fiscal year ending March 2009 (Goal)
Annual vehicles handled	2,662,653 vehicles	3 million vehicles
Market share	32.8%	40%
Consolidated ordinary income	¥23.5 billion	¥30 billion

New Management Principles

Challenge to Next Stage

USS will transform itself into a comprehensive specialist and pioneer in the used vehicle distribution industry.

- USS strives to become a comprehensive specialist in used vehicle distribution, capable of contributing positively to society.
 - USS carries out fair and transparent auctions by developing and introducing the latest technologies.
 - USS expands and enhances channels such as the Internet so that uniform services will be available across the nation.
 - To ensure environmental protection, USS processes end-of-life vehicles properly and places strong importance on the recycling business.
- USS strives to become a company trusted by customers and society.
 - USS boosts the quality of auction operations and delivers uniform services nationwide.
 - USS put in place an IT control structure and strengthens information security, including measures against disasters.
- USS strives to become a company whose comprehensive capability as a group allows it to cope flexibly with changes.
 - USS reinforces intra-Group coordination to meet the challenges of the changing business environment, with the Strategic Committee serving at the core of its endeavors.
 - USS, with its business centered primarily on used vehicle auctions, actively seeks partnerships and alliances with outside corporations.
 - USS actively explores financial service and other new business opportunities.
- USS instills its people with the independent mindset required by the leaders of tomorrow.
 - USS employs a human resources structure that encourages the independent thinking of each employee.
 - USS upgrades its education and training programs to nurture its personnel so that they can be entrusted with the USS of tomorrow.
- USS operates its business keeping shareholder value in mind.
 - USS recognizes that the distribution of profits to its shareholders is one of its priority concerns.
 - USS aims to increase its consolidated dividend payout to 30%.

Dividend trend

