



Consolidated Results of Operations

The third quarter , year ending March 2011

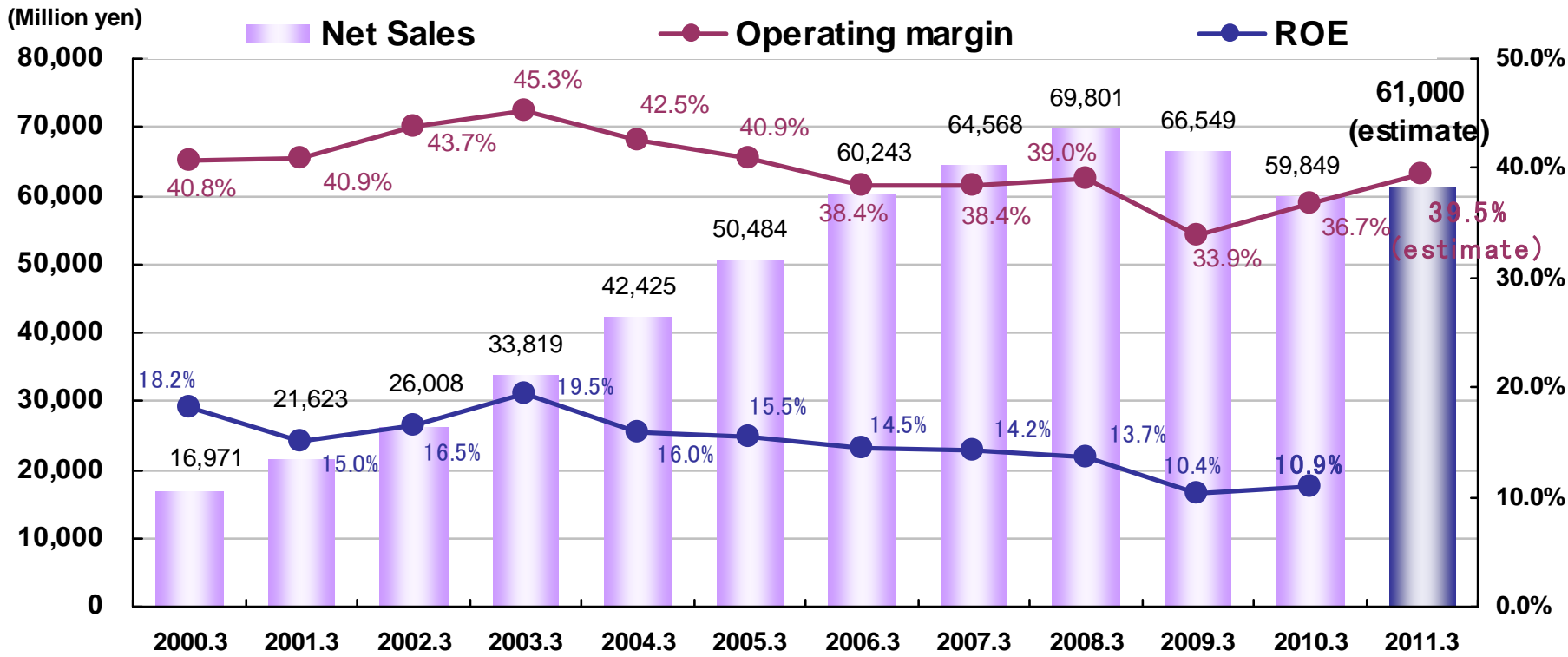
USS Co., Ltd.

February 2011

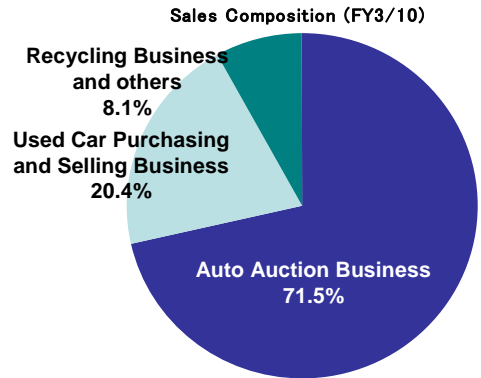
USS Profile

USS Profile (1): Consolidated Sales, Operating Margin and ROE

High profitability even during economic downturns and medium-term growth

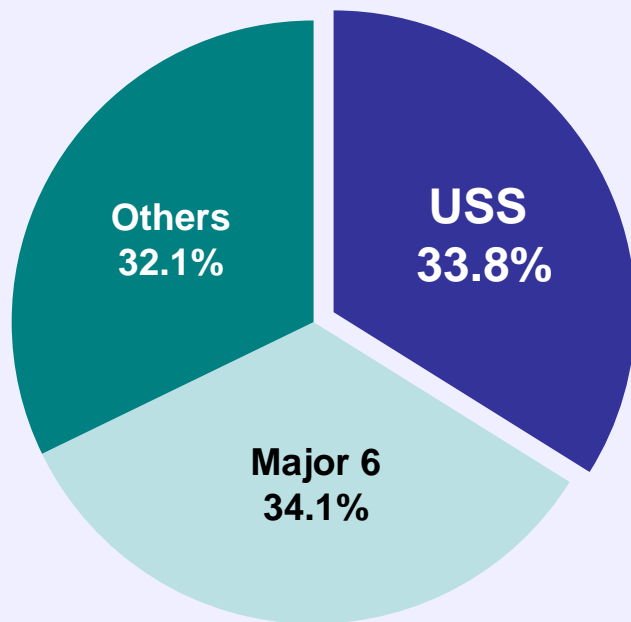


Avg. 10-year growth rate Sales 13.4% **Operating income 12.2%**
Avg. 10-year operating margin 40.0%
Average 10-year ROE 14.6%



Largest Share of the Auto Auction Market

2010 Market share (CY)



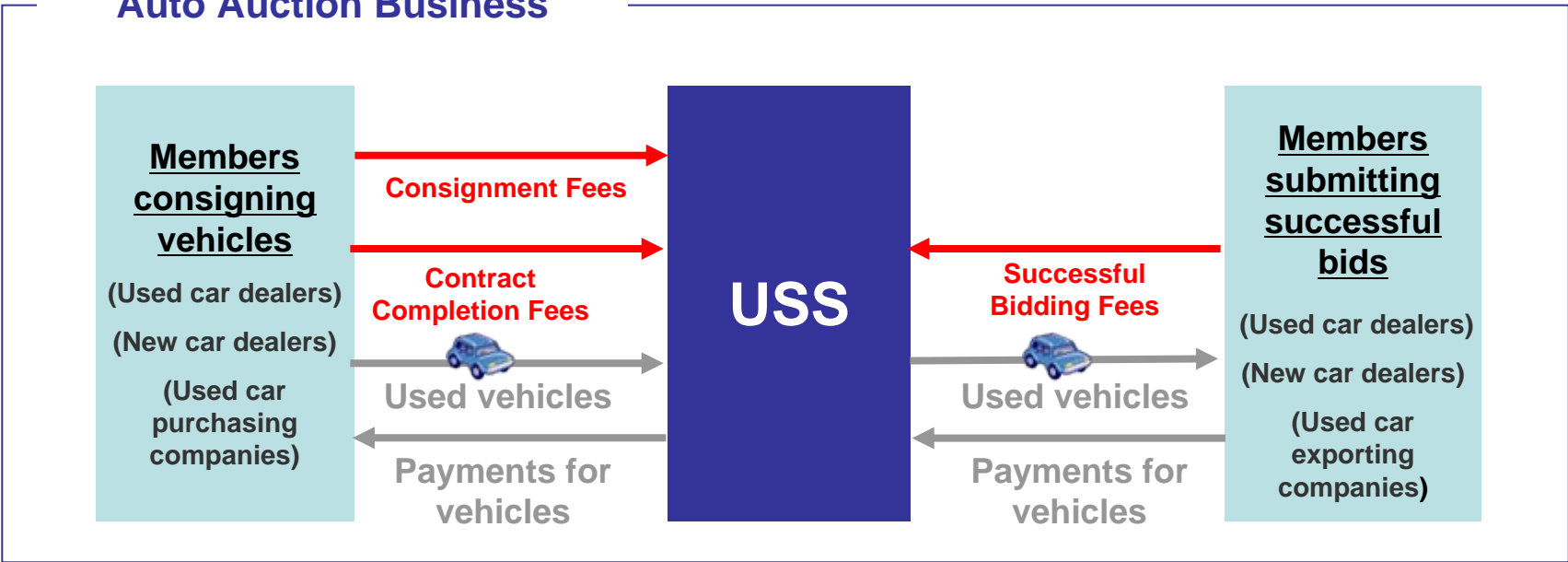
※Major 6 : JAA(8.8%), TAA(8.3%), CAA(6.1%),
Arai AA(4.5%), KCAA(3.2%), LAA(3.1%)

The Superiority of USS

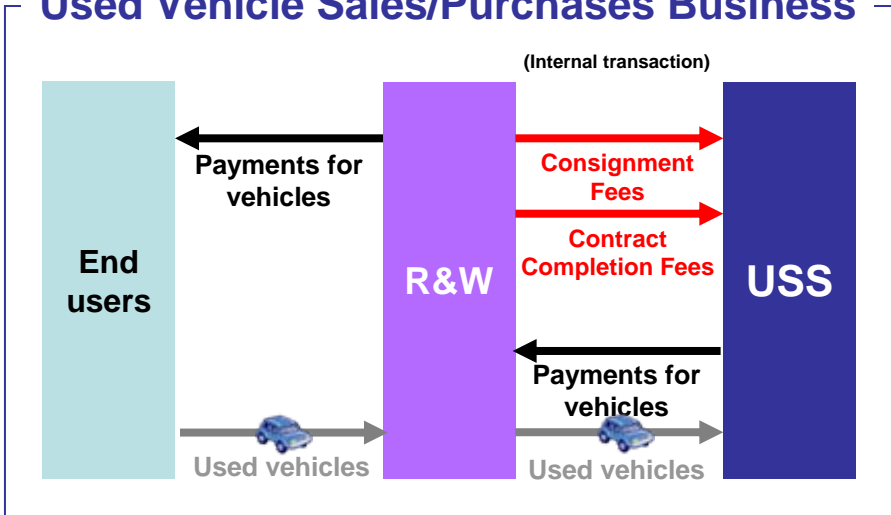
- Overwhelming lead in the number of members: 45,000 companies
- The industry leader with 18 auction sites nationwide
- High-volume auction sites in Tokyo, Nagoya and other locations
- Off-site bidding system using satellite TV and the Internet
- USS created the industry standards for vehicle evaluations and auction systems
- A sound financial position (equity ratio of 87.7%)
(as of Dec. 31, 2010)

USS Profile (3): Flow Charts of Core Business Models

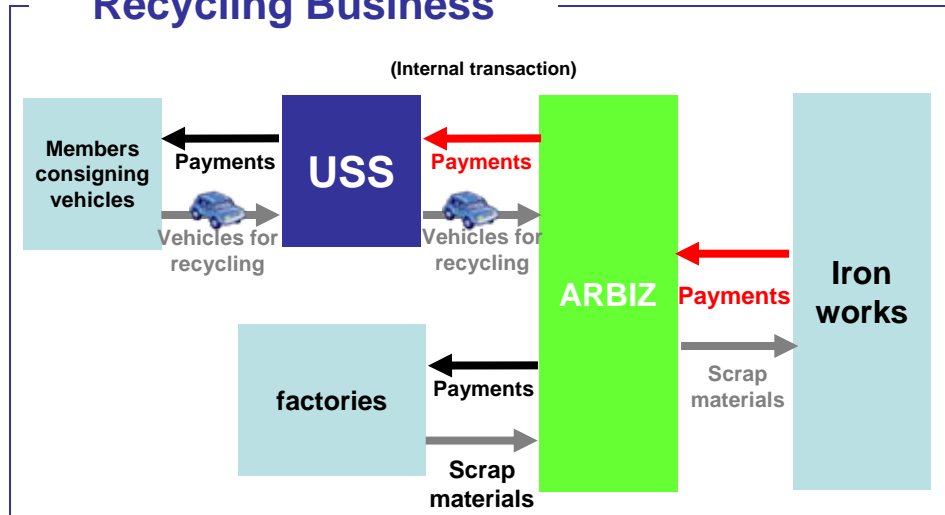
Auto Auction Business



Used Vehicle Sales/Purchases Business



Recycling Business



Results of Operations

Three months ended December 31, 2010

- **Sales up 3.7% from one year earlier**
 - **In the core auto auction business:**
 - **Number of vehicles consigned down 6.9% YoY**
 - **Number of vehicles contracted up 2.7% YoY**
 - **The contract completion rate increased to 62.8% from 57.0% one year earlier due to a shortage of used cars for sale.**

- **Operating income up 13.4% and ordinary income up 11.8% YoY**
 - **Earnings were much higher mainly because of a higher contract completion rate and lower depreciation expenses.**
 - **Operating margin increased to 39.2% from 35.8% one year earlier.**

- **Sales down and earnings up in the used car purchasing and selling business**
 - **Earnings up mainly because of increases in the number of vehicles purchased and gross profit per vehicle.**

- **Sales and earnings up in the recycling business**
 - **Growth was due to higher volumes of major products**

(Million yen)

	2008.12	2009.12	2010.12	YoY change
Net sales	51,803	43,572	45,164	103.7%
Cost of sales (Per sales)	24,836 (47.9%)	19,911 (45.7%)	19,881 (44.0%)	99.8%
Gross profit (Per sales)	26,967 (52.1%)	23,661 (54.3%)	25,283 (56.0%)	106.9%
Selling, general and administrative expenses (Per sales)	9,165 (17.7%)	8,045 (18.5%)	7,575 (16.8%)	94.2%
Operating income (Per sales)	17,801 (34.4%)	15,615 (35.8%)	17,707 (39.2%)	113.4%
Ordinary income (Per sales)	17,699 (34.2%)	16,016 (36.8%)	17,904 (39.6%)	111.8%
Net income (Per sales)	9,464 (18.3%)	9,064 (20.8%)	10,606 (23.5%)	117.0%
Net income per share (Yen)	299.29	297.10	361.78	121.8%

Net sales: Higher mainly due to increase in contract completion rate and larger volume of recyclable vehicles

Cost of sales: Increase in cost of purchasing recyclable vehicles and other raw materials, decreases in depreciation expenses and rental expenses

SG&A expenses: Decrease in goodwill amortization

Non operating items: 33 million yen valuation loss on compound financial instruments compared with 186 million yen valuation gain one year earlier

Extraordinary gains/losses: 516 million yen loss for prior-year asset retirement obligations due to change in accounting standard

(Million yen)

		2008.12	2009.12	2010.12	YoY change
Auto auction	Net sales	38,840	31,645	32,308	102.1%
	Operating income (Per sales)	17,753 (45.7%)	14,996 (47.4%)	17,044 (52.8%)	113.7%
Used car purchasing and selling business	Net sales	9,023	9,142	9,028	98.8%
	Operating income (Per sales)	14 (0.2%)	350 (3.8%)	463 (5.1%)	132.0%
Other (Recycling business)	Net sales	4,657	3,098	4,126	133.2%
	Operating income (Per sales)	▲183 (-)	26 (0.9%)	111 (2.7%)	415.7%

Auto auction

- Higher fee income because of increase in contract completion rate and an increase in fees per vehicle due to higher pct. of vehicles sold to off-site buyers
- Big declines in depreciation expenses and goodwill amortization
- Rental expenses down due to completion of leases for auction system equipment

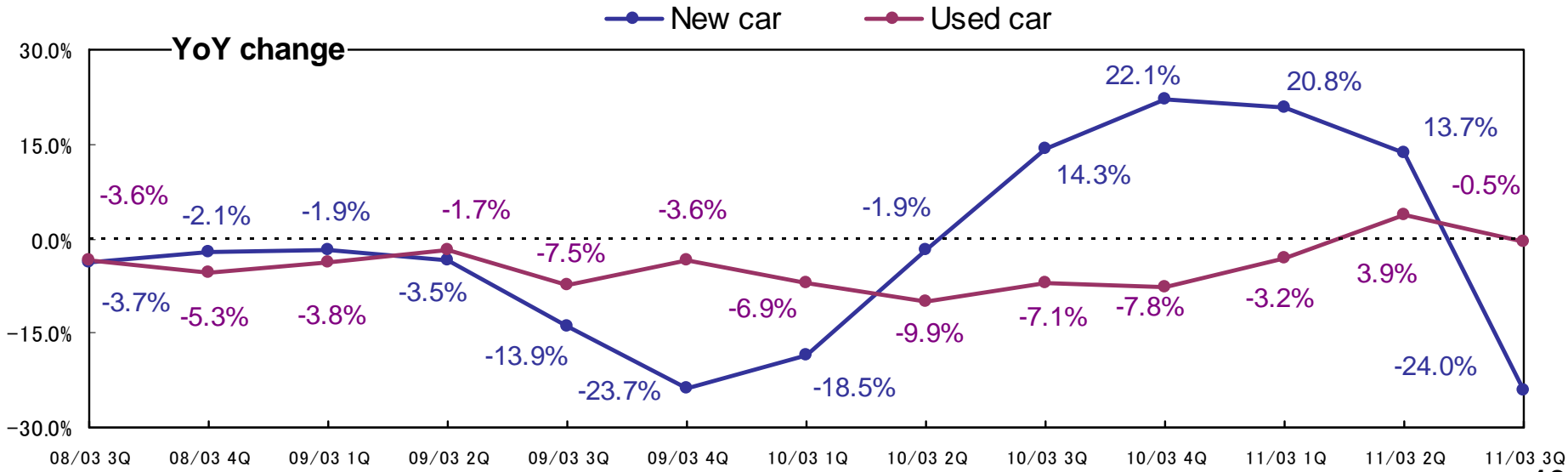
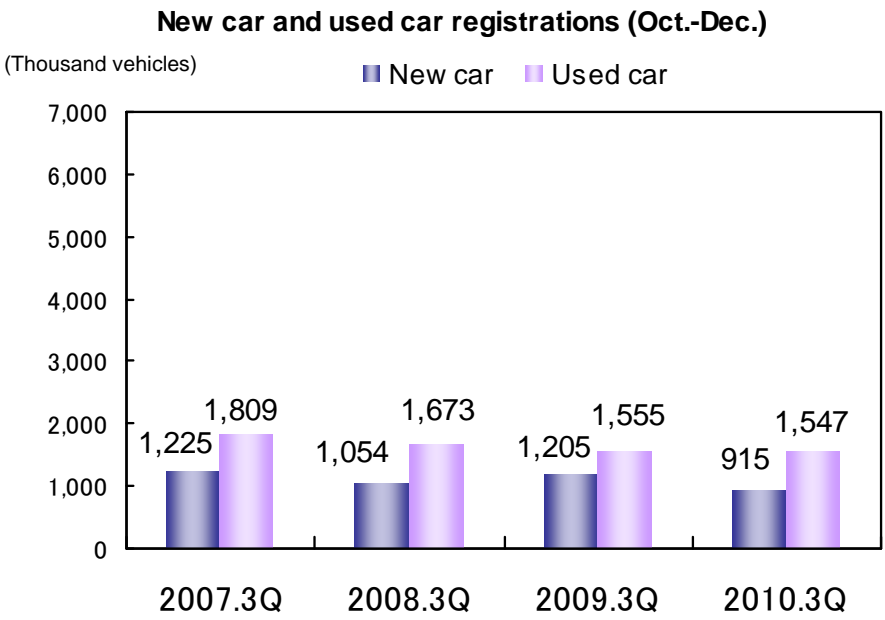
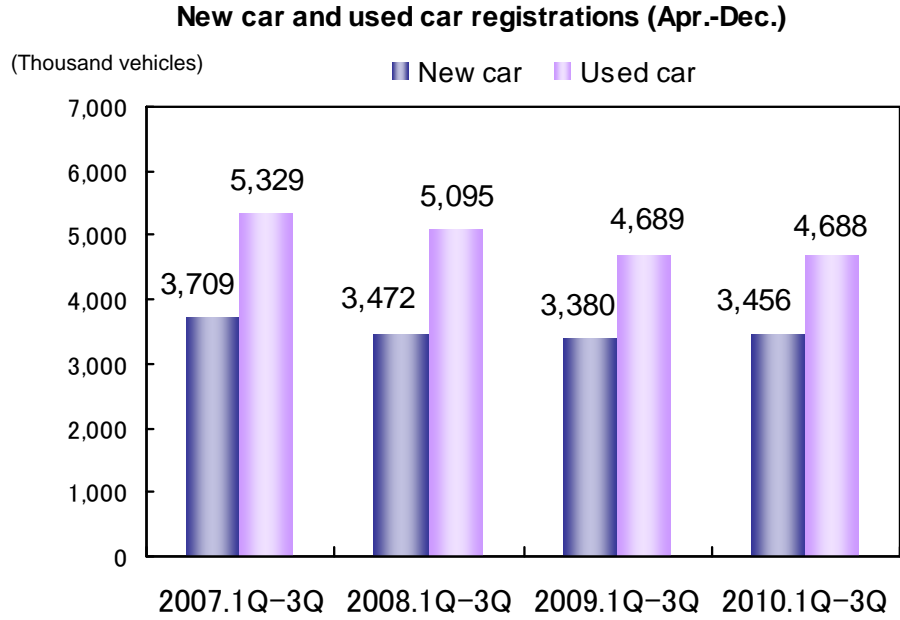
Used car purchasing and selling business

- Rabbit (used car purchasing and selling shops): Earnings up due to higher gross profit per vehicle although sales fell due to lower vehicle prices. Total of 178 shops, 21 directly operated and 157 franchised
- Accident-damaged vehicle purchasing and selling: Earnings down as operating and other expenses increased although sales rose due to larger number of vehicles purchased

Other (Recycling business)

- ARBIZ: Sales and earnings up due to larger handling volume of vehicles for recycling
- USS Toyo: Sales and earnings up due to larger handling volume of rubber products for elastic pavement

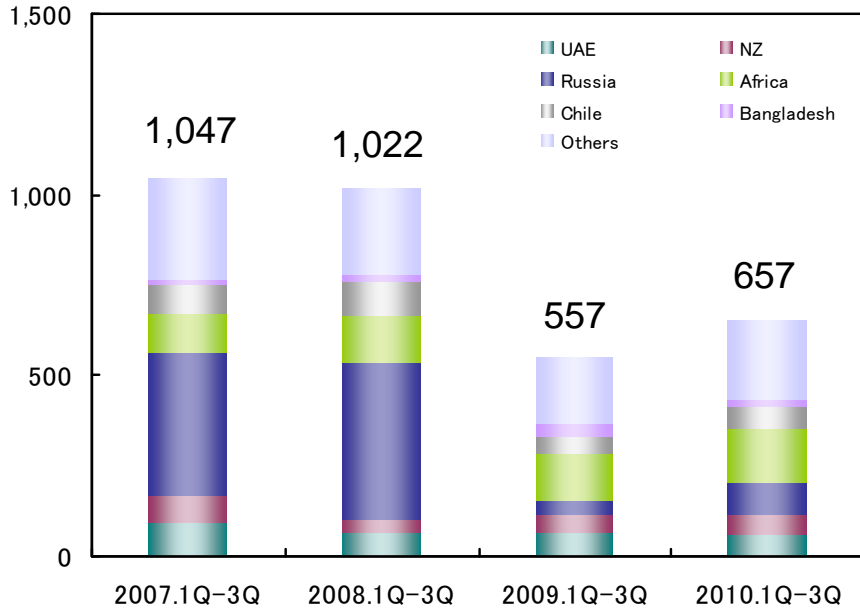
Market Overview-(1) Automobile Registrations



Market Overview-(2) Used Car Exports

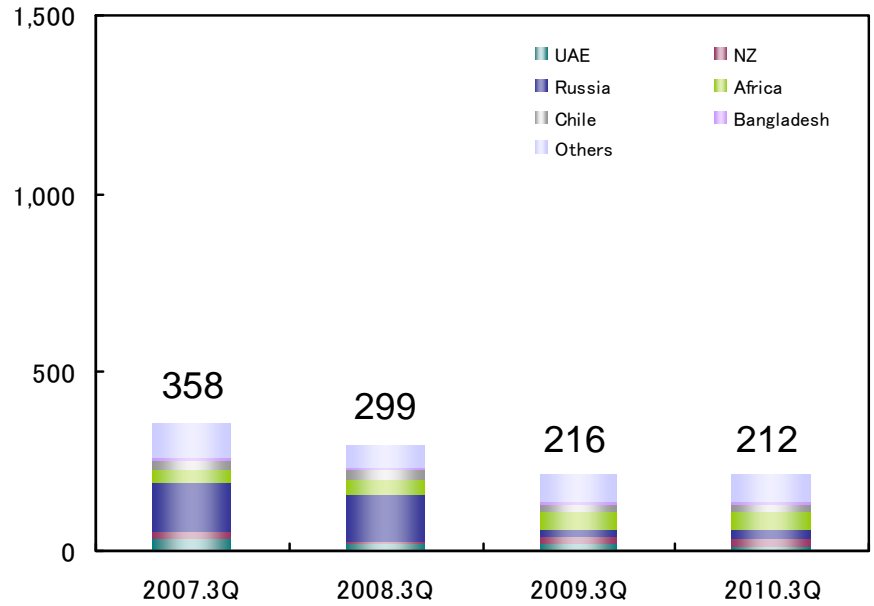
Used car exports from Japan (Apr.-Dec.)

(Thousand vehicles)

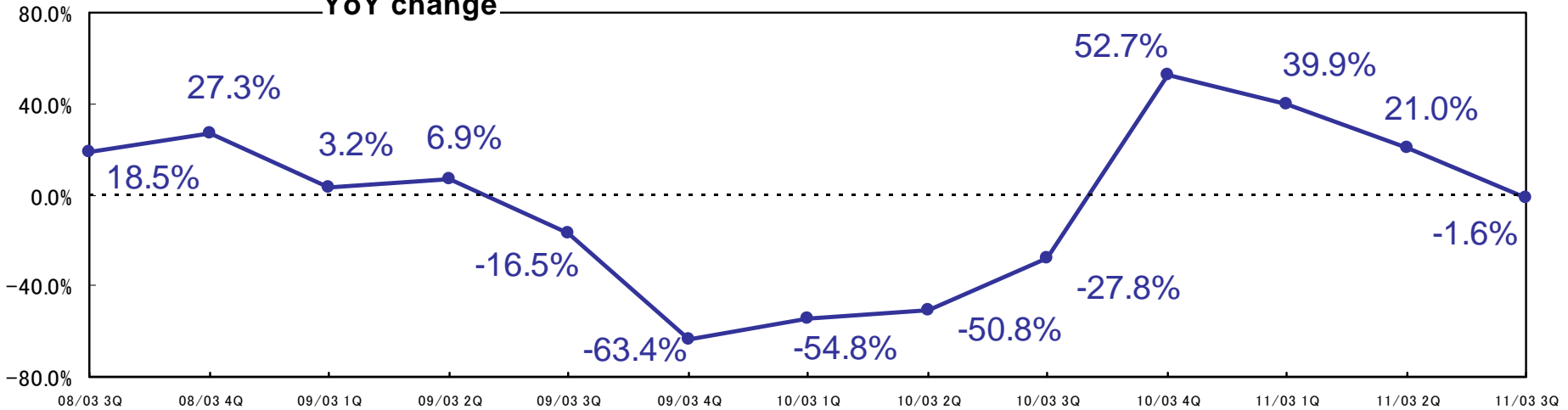


Used car exports from Japan (Oct.-Dec.)

(Thousand vehicles)



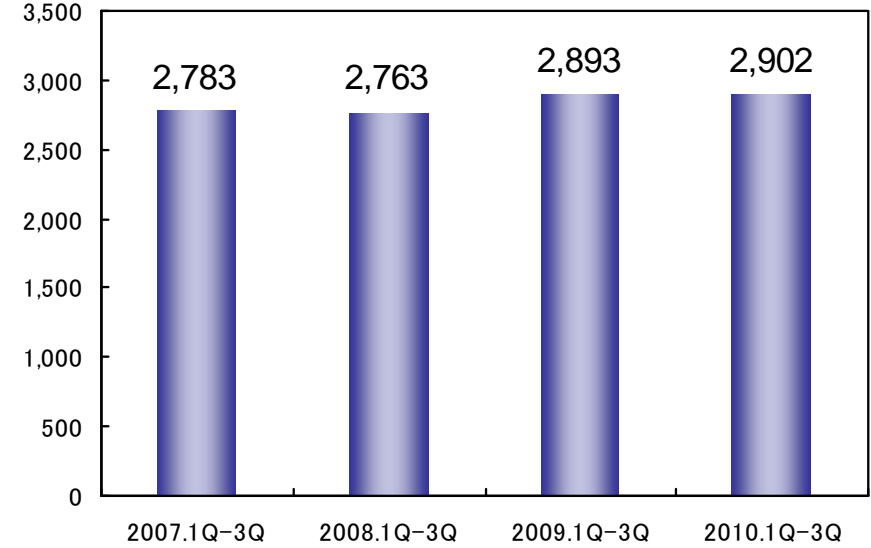
YoY change



Market Overview-(3) Automobiles Recycled

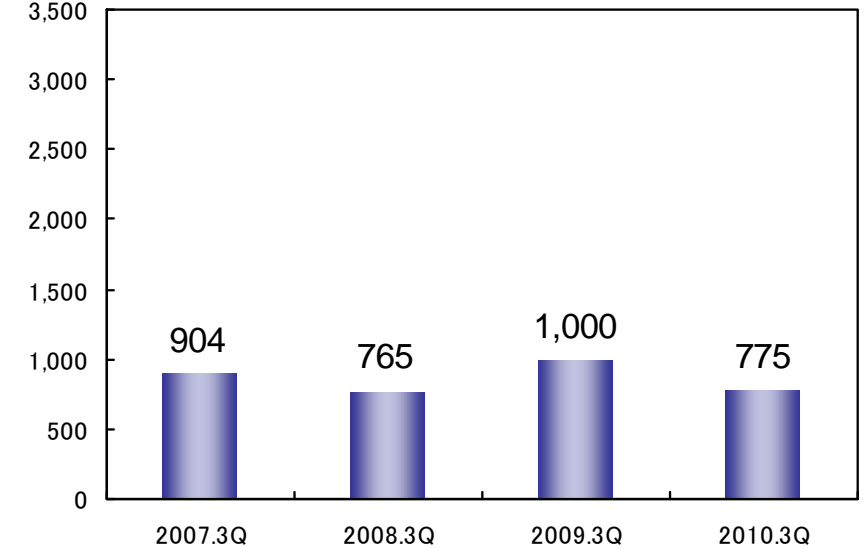
Number of vehicles recycled (Apr.-Dec.)

(Thousand vehicles)

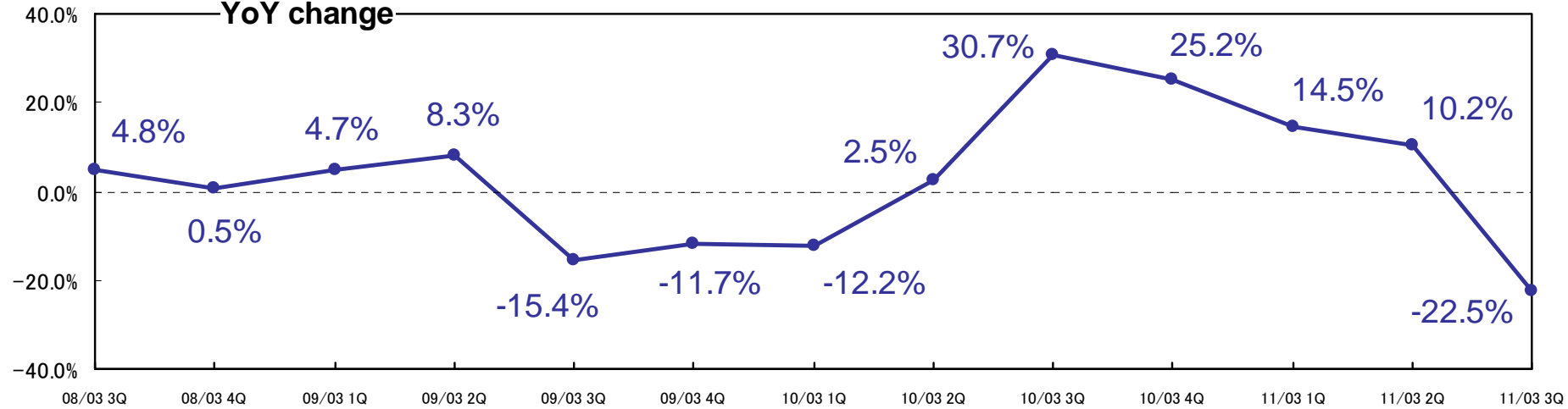


Number of vehicles recycled(Oct.-Dec.)

(Thousand vehicles)

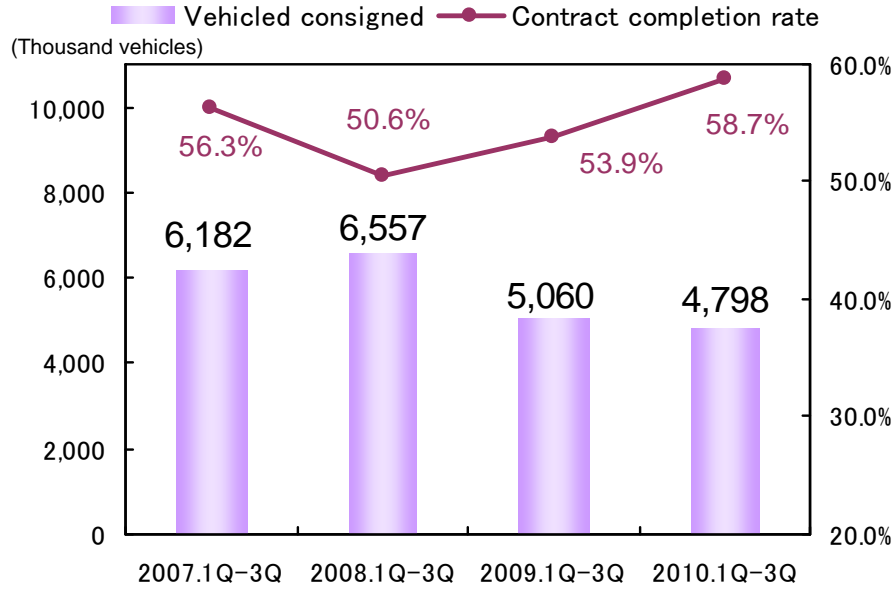


YoY change

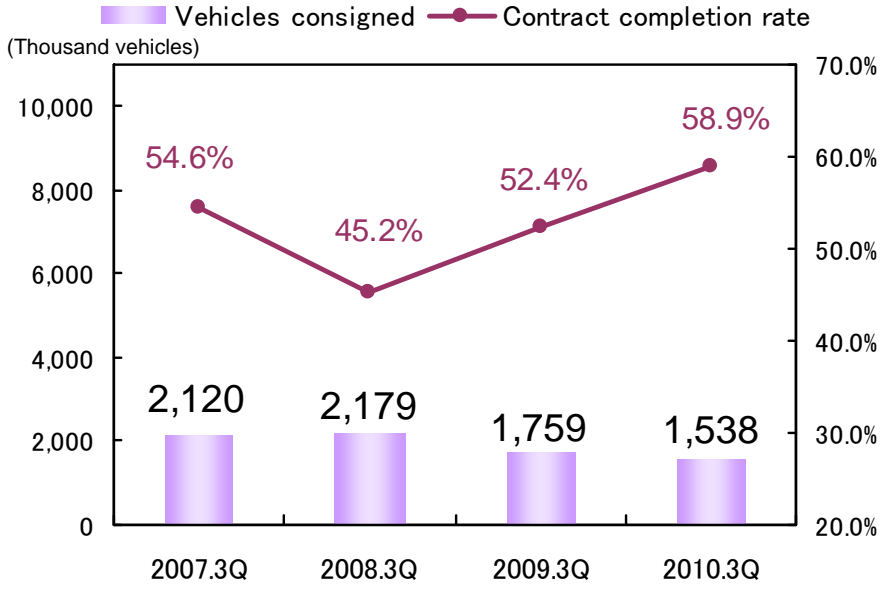


Market Overview-(4) The Auto Auction Market in Japan

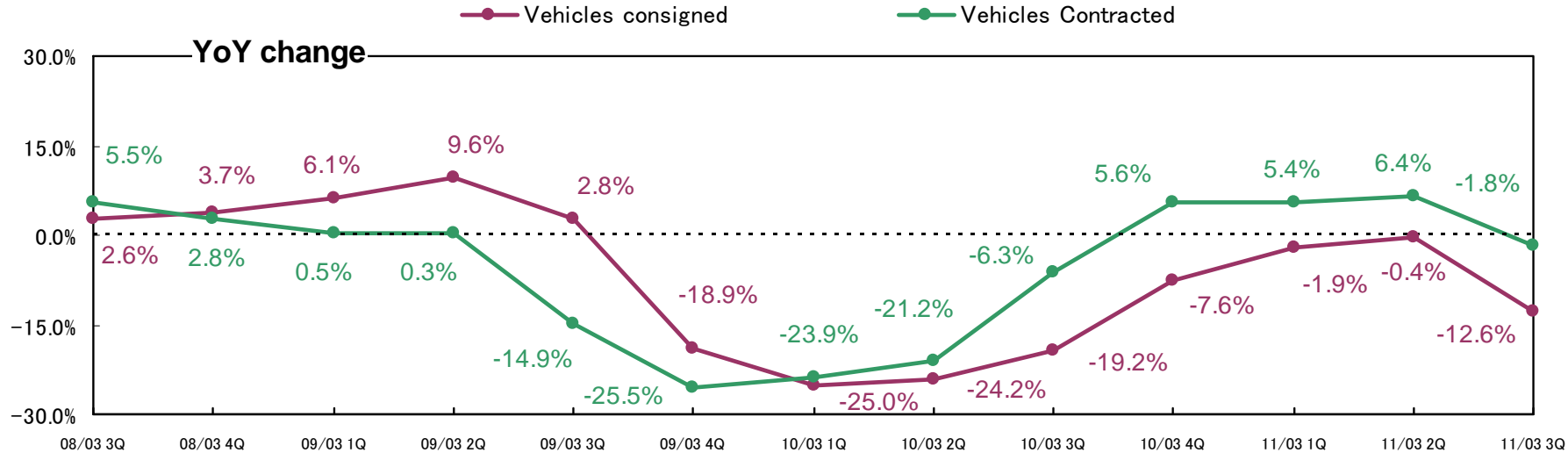
The auto auction market in Japan (Apr.-Dec.)



The auto auction market in Japan (Oct.-Dec.)

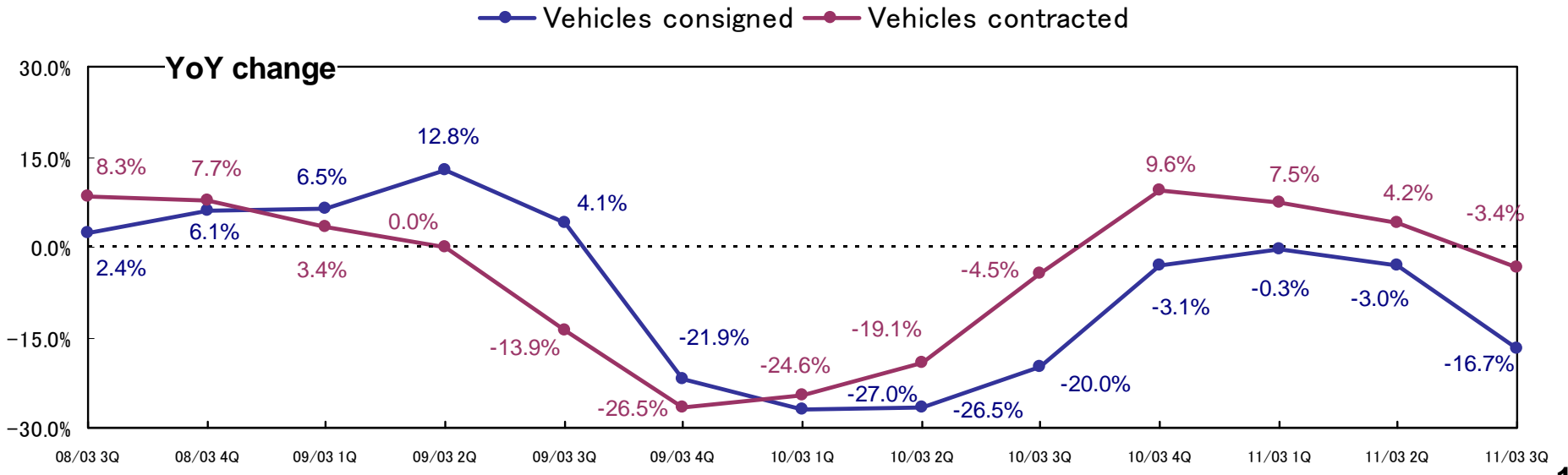
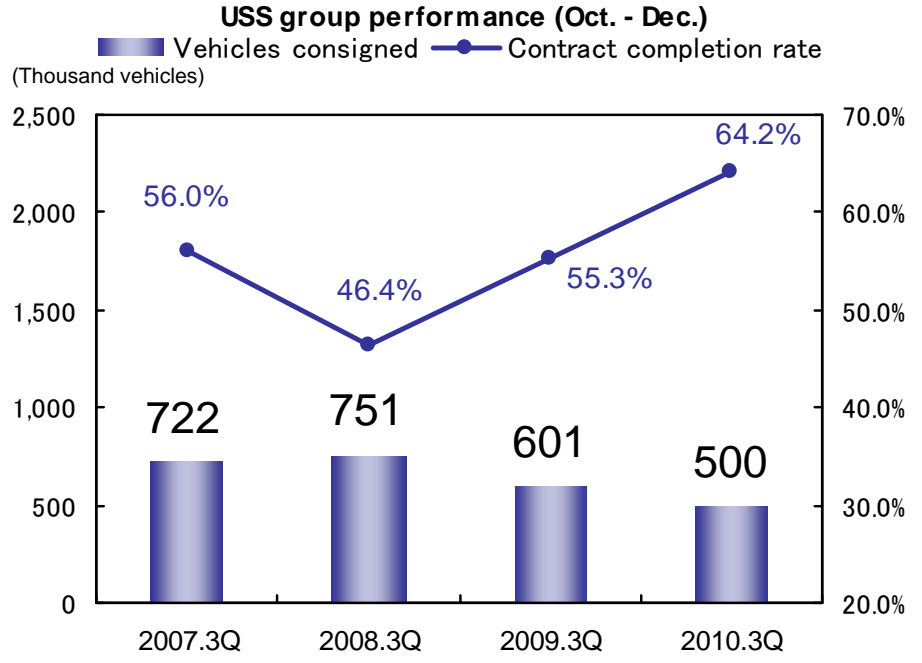
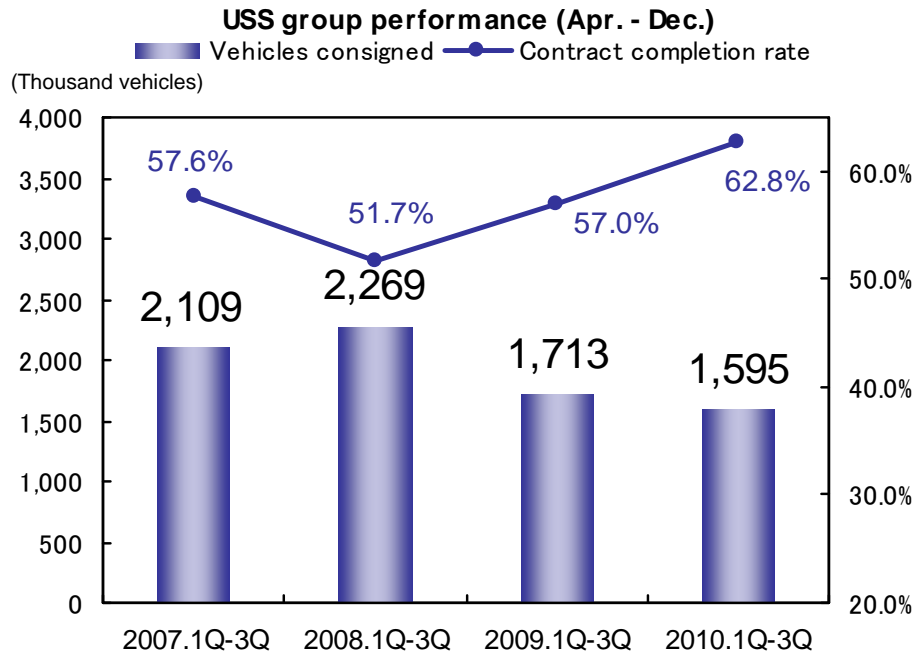


YoY change



USS Group Performance

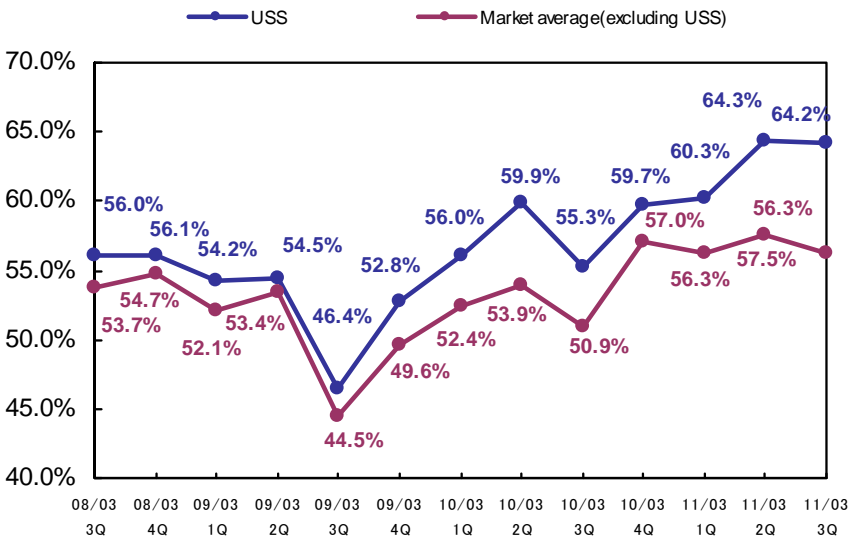
(1) Vehicles Consigned/Contracted and Contract Completion Rate



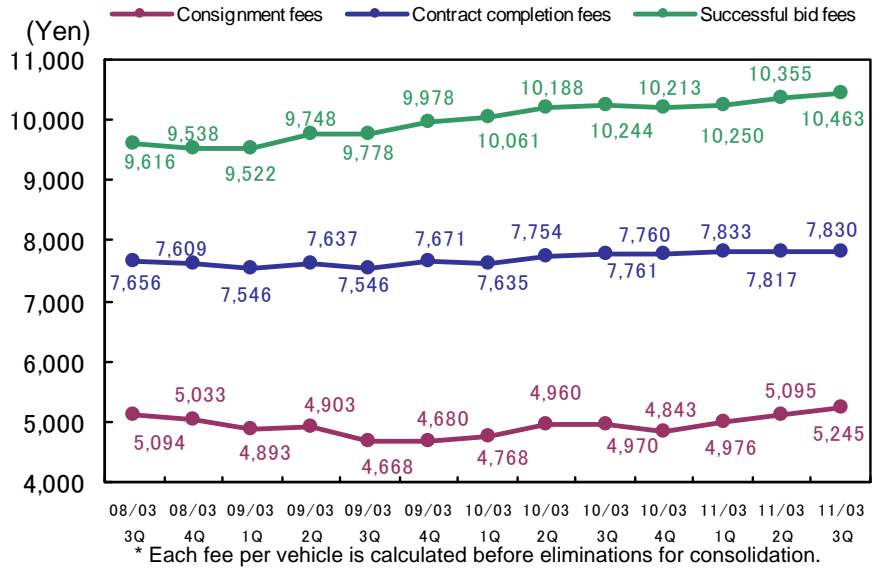
USS Group Performance

(2) Auto Auction Performance at Competitors/ Fees per Vehicle/ Off-Site Ratio

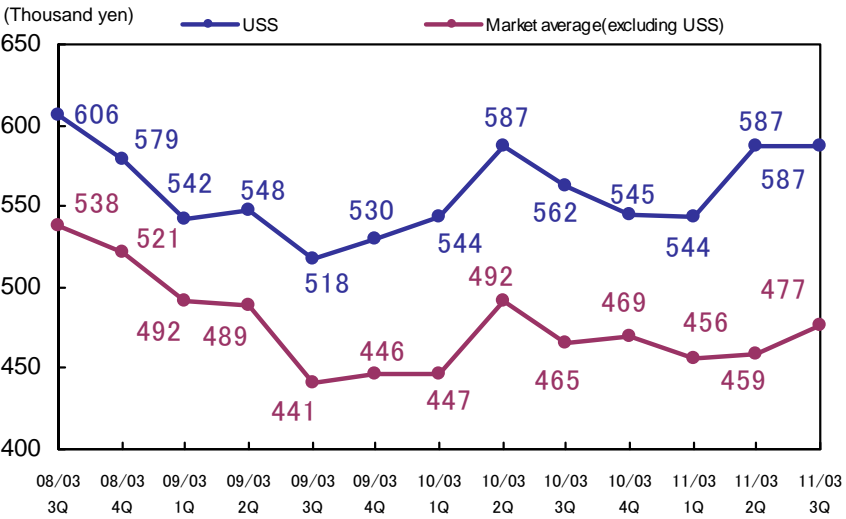
Contract completion rate



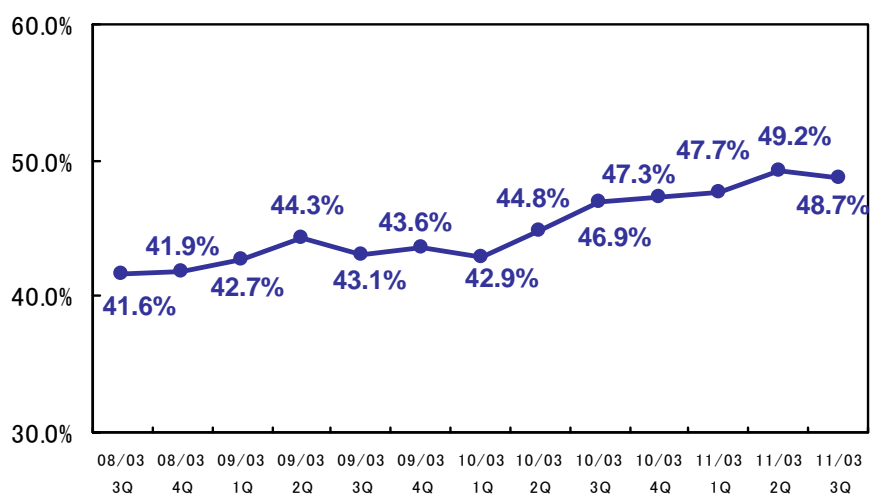
Fees per vehicle



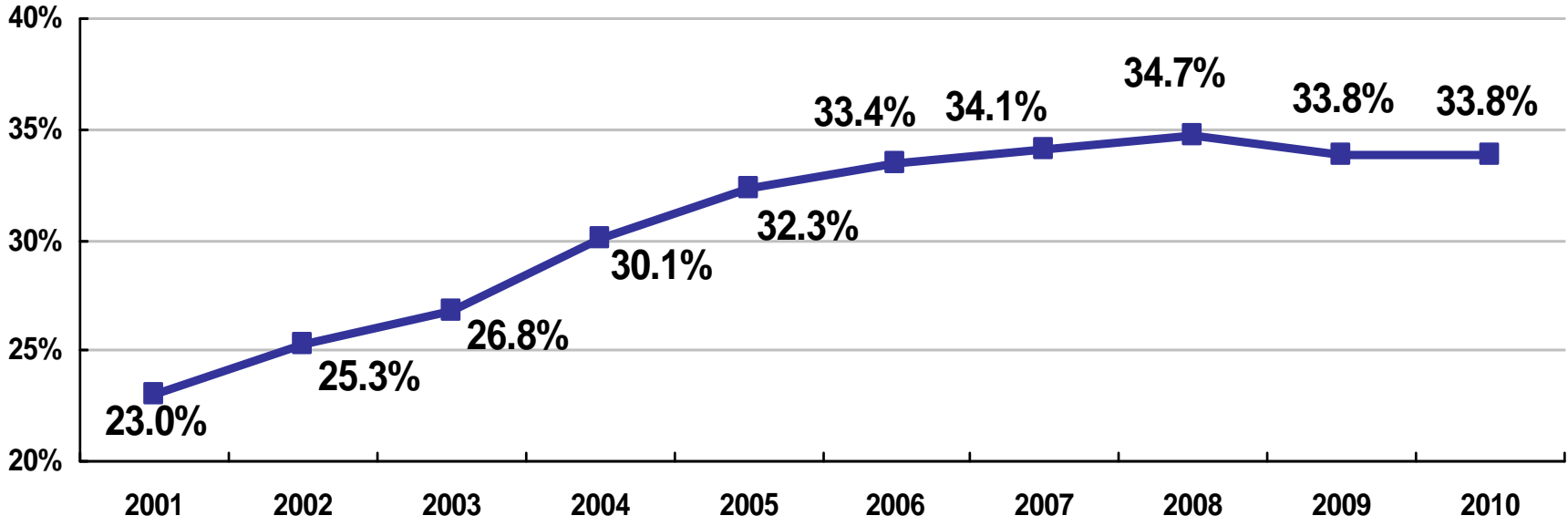
Comparative contract completion fees per vehicle



Off-site contract completion ratio

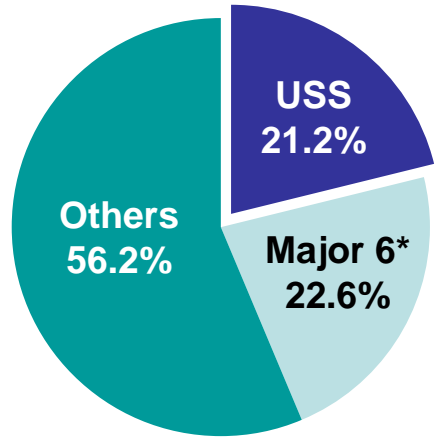


USS Market Share



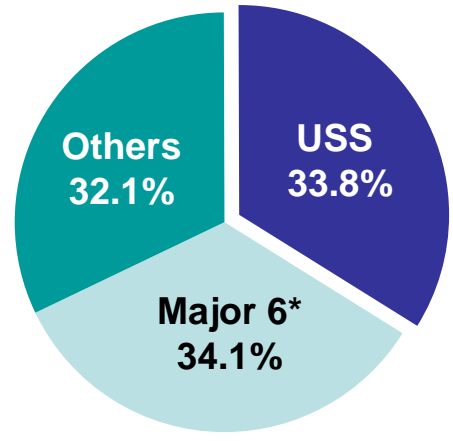
1999 Market share(CY)

- *Major 6
- JAA (6.4%)
- TAA (3.3%)
- CAA (3.3%)
- Arai AA(6.3%)
- KCAA (2.7%)
- LAA (0.6%)



2010 Market share(CY)

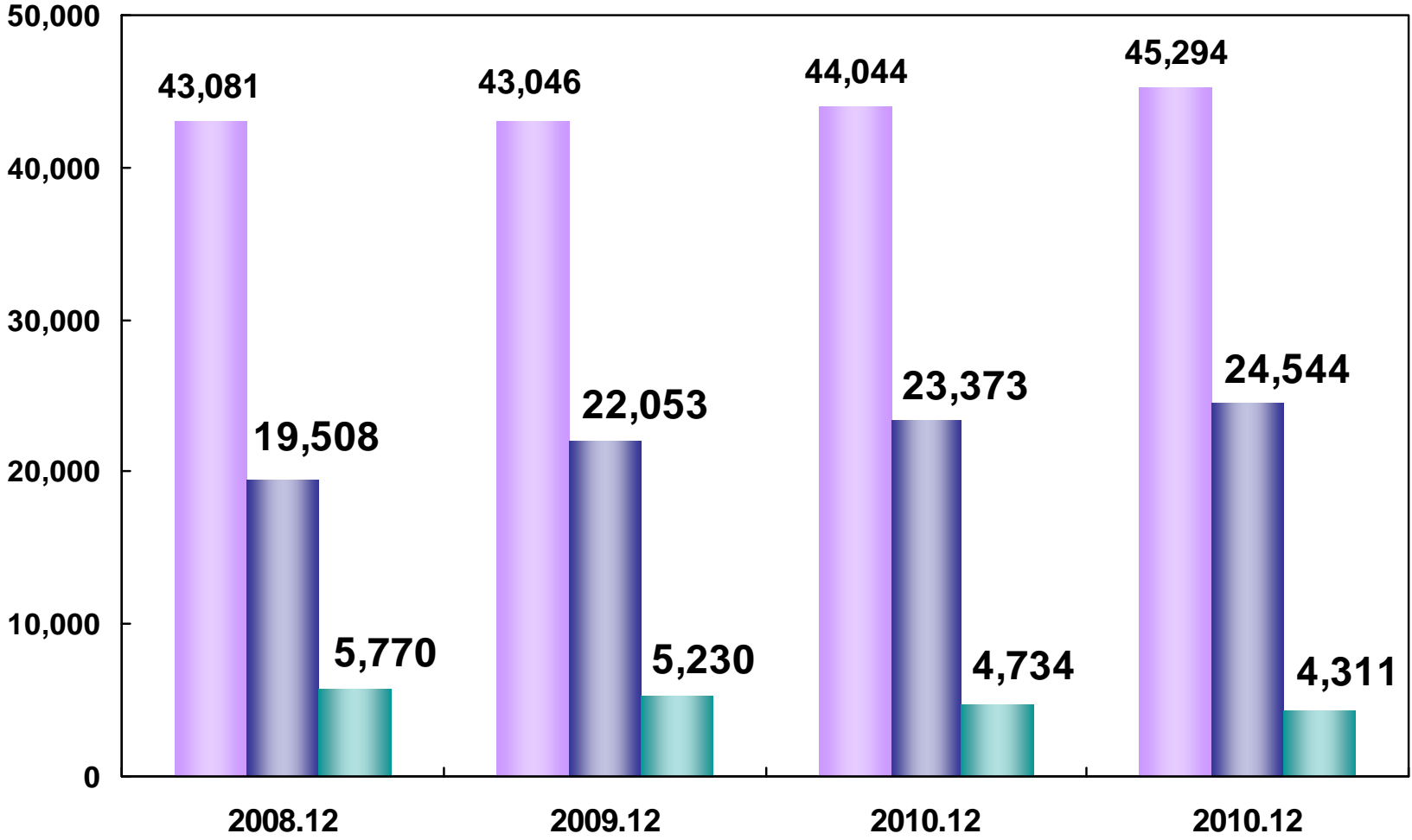
- *Major 6
- JAA(8.8%)
- TAA(8.3%)
- CAA(6.1%)
- Arai AA(4.5%)
- KCAA (3.2%)
- LAA (3.1%)



Number of members

(Companies)

■ On-site auction members ■ CIS(Internet) members ■ TV(Sattelite auction) members



USS Group Performance- (5) Auction Site Performance

The first three quarters results (from April 1, 2010 to December 31, 2010)

(Unit: Vehicles, Number of auctions held)

	Number of auctions		Number of consigned vehicles			Number of contract completions			Contract completion rate	
	2010.12	2009.12	2010.12	2009.12	Change	2010.12	2009.12	Change	2010.12	2009.12
Tokyo	37	38	422,794	452,247	▲6.5%	295,449	290,452	1.7%	69.9%	64.2%
Nagoya	37	37	246,560	240,015	2.7%	162,729	149,320	9.0%	66.0%	62.2%
Yokohama	38	37	138,808	150,608	▲7.8%	82,846	79,051	4.8%	59.7%	52.5%
Kyushu	38	38	121,386	124,359	▲2.4%	69,692	64,216	8.5%	57.4%	51.6%
Sapporo	37	37	96,169	90,519	6.2%	57,126	52,628	8.5%	59.4%	58.1%
Osaka	38	38	73,936	76,047	▲2.8%	47,253	46,807	1.0%	63.9%	61.6%
R-Nagoya	37	37	67,778	68,234	▲0.7%	53,274	53,899	▲1.2%	78.6%	79.0%
Shizuoka	37	37	61,323	64,095	▲4.3%	35,495	32,819	8.2%	57.9%	51.2%
Gunma	37	37	55,872	60,459	▲7.6%	36,942	34,577	6.8%	66.1%	57.2%
Tohoku	38	38	54,148	66,454	▲18.5%	37,781	43,879	▲13.9%	69.8%	66.0%
Ryutsu	38	39	52,131	79,265	▲34.2%	21,468	25,417	▲15.5%	41.2%	32.1%
Okayama	38	38	48,815	51,061	▲4.4%	24,973	23,510	6.2%	51.2%	46.0%
Fukuoka	38	37	47,482	57,267	▲17.1%	16,299	18,649	▲12.6%	34.3%	32.6%
Saitama	37	38	35,734	43,469	▲17.8%	20,823	18,242	14.1%	58.3%	42.0%
Kobe	37	37	29,445	29,379	0.2%	16,384	16,095	1.8%	55.6%	54.8%
Niigata	38	38	23,523	20,431	15.1%	11,815	10,091	17.1%	50.2%	49.4%
Hokuriku	37	37	19,543	20,587	▲5.1%	12,142	11,686	3.9%	62.2%	56.8%
Fujioka	-	38	-	19,198	-	-	5,193	-	-	27.0%
Total	637	676	1,595,438	1,713,694	▲6.9%	1,002,491	976,531	2.7%	62.8%	57.0%

* Auction data for Shikoku, opened in September 2010, is included in the data for Okayama.

* The USS Fujioka auction site and the USS Gunma auction site were merged in Jan. 2010

USS Group Performance- (6) Auto Auction Monthly Results (Fiscal Year)



(Unit: Vehicles, Number of auctions held)

		Apr.	May	Jun.	Jul.	Aug.	Sep.	First Half	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Second Half	Fiscal Year
Number of Consigned Vehicles	FY 2008	298,131	247,203	243,938	255,393	215,730	257,255	1,517,650	288,178	254,311	209,181	186,974	199,158	247,184	1,384,986	2,902,636
	YoY Change	8.5	10.1	0.8	16.2	10.1	11.7	9.4	17.6	▲2.6	▲3.2	▲16.5	▲24.3	▲23.6	▲9.7	▲0.6
	FY 2009	230,469	168,335	177,611	195,339	158,138	182,241	1,112,133	217,763	201,513	182,285	175,235	193,991	244,595	1,215,382	2,327,515
	YoY Change	▲22.7	▲31.9	▲27.2	▲23.5	▲26.7	▲29.2	▲26.7	▲24.4	▲20.8	▲12.9	▲6.3	▲2.6	▲1.0	▲12.2	▲19.8
	FY 2010	228,978	158,658	187,286	191,512	138,354	189,850	1,094,638	189,668	165,854	145,278	137,038	-	-	-	-
	YoY Change	▲0.6	▲5.7	5.4	▲2.0	▲12.5	4.2	▲1.6	▲12.9	▲17.7	▲20.3	▲21.8	-	-	-	-
Number of Contracted Vehicles	FY 2008	157,577	133,790	136,427	142,340	114,909	139,761	824,804	142,976	115,052	90,613	91,379	110,020	132,958	682,998	1,507,802
	YoY Change	12.3	4.5	▲6.2	4.7	▲3.5	▲1.4	1.8	▲2.1	▲20.9	▲20.0	▲27.0	▲27.7	▲25.2	▲20.6	▲9.7
	FY 2009	121,077	94,693	106,849	117,816	93,367	109,827	643,629	126,930	110,332	95,640	101,938	117,784	146,705	699,329	1,342,958
	YoY Change	▲23.2	▲29.2	▲21.7	▲17.2	▲18.7	▲21.4	▲22.0	▲11.2	▲4.1	5.5	11.6	7.1	10.3	2.4	▲10.9
	FY 2010	131,914	98,901	115,880	121,537	90,021	122,798	681,051	119,997	106,639	94,804	95,384	-	-	-	-
	YoY Change	9.0	4.4	8.5	3.2	▲3.6	11.8	5.8	▲5.5	▲3.3	▲0.9	▲6.4	-	-	-	-
Contract Completion Rate	FY 2008	52.9	54.1	55.9	55.7	53.3	54.3	54.3	49.6	45.2	43.3	48.9	55.2	53.8	49.3	51.9
	FY 2009	52.5	56.3	60.2	60.3	59.0	60.3	57.9	58.3	54.8	52.5	58.2	60.7	60.0	57.5	57.7
	FY 2010	57.6	62.3	61.9	63.5	65.1	64.7	62.2	63.3	64.3	65.3	69.6	-	-	-	-

(Million yen)

	2010.3 (Actual)	2011.3 (Plan)	YoY
Net Sales	59,849	61,000	101.9%
Cost of sales (Per sales)	27,120 (45.3%)	26,444 (43.4%)	97.5%
Gross profit (Per sales)	32,728 (54.7%)	34,555 (56.6%)	105.6%
Selling, general and administrative expenses (Per sales)	10,788 (18.0%)	10,455 (17.1%)	96.9%
Operating Income (Per sales)	21,940 (36.7%)	24,100 (39.5%)	109.8%
Ordinary Income (Per sales)	22,511 (37.6%)	24,300 (39.8%)	107.9%
Net Income (Per sales)	12,717 (21.2%)	14,100 (23.1%)	110.9%
Net income per share (yen)	418.85	482.40	115.2%
ROE(%)	10.9	11.6	—

Plan for FY2011.3

• Vehicles consigned: 2,300,000 Vehicles contracted: 1,380,000

Contract completion rate: 60.0%

• Capital expenditures: 8.7billion yen

Depreciation: 4.5 billion yen

Forecasts of FY2011.3 (details)

Consolidated Result of Operation						(Unit: Million yen, %)	
	Result					Plan	
	2006.3	2007.3	2008.3	2009.3	2010.3	2011.3	VS. Prev. Year
<Auto Auction Business>							
Consignment Fees	13,187	13,972	14,595	13,802	11,285	11,280	100.0
Contract Completion Fees	10,622	11,469	12,491	11,347	10,283	10,622	103.3
Successful Bidding Fees	12,605	14,437	15,892	14,642	13,659	14,217	104.1
Revenues from Sales of Goods	1,150	1,142	1,682	1,781	746	829	111.1
Other Revenues	6,705	6,685	7,291	7,178	6,816	6,711	98.5
Auto Auction Business Total	44,271	47,707	51,953	48,752	42,791	43,660	102.0
<Used Vehicle Sales/Purchases Business>							
Revenues from Used Vehicle Sales/Purchases	7,817	7,489	6,976	7,860	8,289	8,081	97.5
Revenues from Accident-damaged Vehicle Sales/Purchases	5,699	5,399	5,614	4,404	3,935	3,915	99.5
Used Vehicles Sales/Purchased Business Total	13,516	12,888	12,590	12,265	12,224	11,996	98.1
<Other Business>							
Revenues from Recycling End-of-Life Vehicles and Other Items	1,425	2,880	4,123	4,468	3,734	4,178	111.9
Revenues from Recycling Scrap Rubbers	1,029	1,091	1,133	1,063	1,098	1,163	105.9
Other Business Total	2,454	3,972	5,257	5,532	4,832	5,342	110.5
Net Sales	60,243	64,568	69,801	66,549	59,849	61,000	101.9
Operating Income	23,103	24,817	27,200	22,568	21,940	24,100	109.8
Ordinary Income	23,544	25,360	27,490	22,503	22,511	24,300	107.9
Net Income	13,203	14,390	15,200	12,003	12,717	14,100	110.9

Auto Auction Business

(Unit: Vehicles, %, Yen, Companies, Number of Shops)

Number of Consigned Vehicles	2,662,653	2,840,129	2,920,356	2,902,636	2,327,515	2,300,000	98.8
Number of Contracted Vehicles	1,408,478	1,541,521	1,670,429	1,507,802	1,342,958	1,380,000	102.8
Contract Completion Rate	52.9	54.3	57.2	51.9	57.7	60.0	—
Consignment Fees per Vehicle consigned *1	5,000	4,957	5,031	4,791	4,884	4,940	101.2
Contract completion fees per vehicle contracts completed *1	7,624	7,507	7,536	7,598	7,729	7,772	100.6
Successful Bidding fees per vehicle contracts completed *1	8,957	9,374	9,544	9,742	10,178	10,307	101.3
On-site Auction Members	37,157	40,959	42,751	43,307	44,317	45,700	103.1
CIS (Internet) Members	16,338	17,465	19,995	22,273	23,565	24,764	105.1
TV (Satellite Auction) Members	6,648	6,132	5,637	5,098	4,599	4,200	91.3
Rabbit Chain Shops	352	252	229	207	189	180	95.2

Capital Expenditures and Depreciation

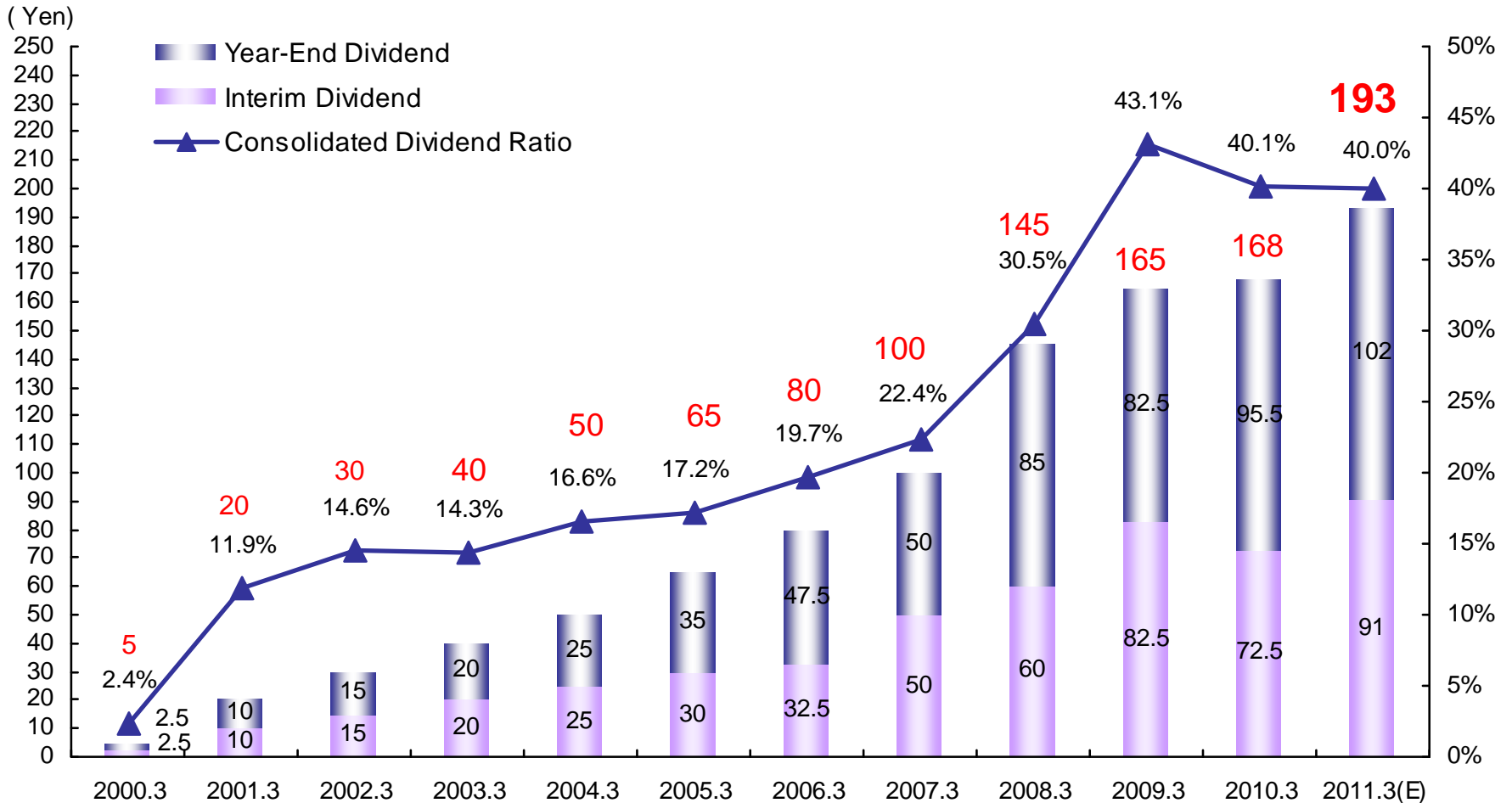
(Unit: Million yen, %)

Capital Expenditures (Terms of Cash Flows) *2	13,111	13,641	7,639	6,913	1,285	8,700	676.8
Depreciation	4,142	5,167	5,526	5,796	5,482	4,521	82.5

*1 Each fee per vehicle is calculated before eliminations for consolidation. *2 Capital expenditures include property, plant and equipment and software.

Earnings Distributions (1) – Dividend Policy

- ❑ Forecast for net income per share : **482.40** yen
- ❑ Forecast for FY2011.3 dividend per share : **193** yen
- ❑ Fundamental dividend policy is to maintain a consolidated payout ratio of at least **40%**



USS consistently distributes earnings to shareholders

(Million yen)

	2000.3	2001.3	2002.3	2003.3	2004.3	2005.3	2006.3	2007.3	2008.3	2009.3	2010.3
Net Income	3,543	4,493	5,489	7,645	8,907	11,814	13,203	14,390	15,200	12,003	12,717
Dividend Paid	88	532	802	1,095	1,529	2,049	2,589	3,204	4,641	5,126	5,059
Stock Repurchased	42	-	0	5	2	2	1,757	4,525	0	8,940	4,671
Total Earnings Distribution Ratio	3.6%	11.9%	14.6%	14.4%	16.7%	17.2%	33.0%	53.8%	30.5%	117.6%	76.8%

Dividends

- USS has increased its dividend every year since its September 1999 IPO.

Stock repurchases/ retirement

- Repurchased 350,000 shares at a cost of 2.14 billion yen between May 12 and June 23, 2010
- After the second quarter, repurchased 450,000 shares at a cost of 2.80 billion yen in accordance with purchase requests from shareholders
- Retired 1,370,982 shares on May 31, 2010

Future policy for earnings distributions

- Starting in FY2009.3, USS made a consolidated dividend payout ratio of at least 40% its fundamental policy.
- USS will consider more stock repurchases based on cash flows in the current fiscal period, capital expenditure plans and other items.

**General Affairs Department
Supervisory Division
USS Co., Ltd.**

507-20 Shinpo-machi, Tokai-shi, Aichi Prefecture 476-0005

Telephone: +81-52-689-1129

Facsimile: +81-52-604-1915

E-mail: irinfo@ussnet.co.jp

Reference materials

**Japan Automobile Manufacturers Association, Japan Mini Vehicles Association,
Japan Automobile Dealers Association, Monthly Magazine Used Car,
International Auto Trade Association, Japan Automobile Recycling Promotion Centre**

(Precautions concerning these materials)

These materials contain forward-looking statements that are based on the judgments of management in accordance with information that is currently available. These statements include assumptions and beliefs based on these assumptions. Depending on changes in the operating environment, these assumptions and beliefs may differ from actual results. Statements by USS or its management concerning expectations or beliefs about future performance are not guarantees that these expectations or beliefs will be achieved, or that actual performance will be near these expectations or beliefs. Furthermore, as provided by law, unless stated otherwise, USS has no obligation to update any forecast to the latest version.

Supplementary Data

FY2010.3 – Consolidated Income Statement

Earnings exceeded the FY plan despite lower sales as the profit margin improved.

(Million yen)

	2009.3	2010.3	YoY	Plan (As of 2 nd Feb. 2010)	VS. plan
Net Sales	66,549	59,849	89.9%	58,000	103.2%
Cost of sales (Per sales)	31,798 (47.8%)	27,120 (45.3%)	85.3%	27,200 (46.9%)	99.7%
Gross profit (Per sales)	34,751 (52.2%)	32,728 (54.7%)	94.2%	30,800 (53.1%)	106.3%
Selling, general and administrative expenses (Per sales)	12,182 (18.3%)	10,788 (18.0%)	88.6%	10,800 (18.6%)	99.9%
Operating income (Per sales)	22,568 (33.9%)	21,940 (36.7%)	97.2%	20,000 (34.5%)	109.7%
Ordinary income (Per sales)	22,503 (33.8%)	22,511 (37.6%)	100.0%	20,200 (34.8%)	111.4%
Net income (Per sales)	12,003 (18.0%)	12,717 (21.2%)	105.9%	11,000 (19.0%)	115.6%
Net income per share (yen)	382.72	418.85	109.4%	361.63	115.8%
ROE	10.4%	10.9%	—	—	—

Net sales : Fee income decreased due to declines in vehicles consigned and contracts completed

Cost of sales : Decrease in purchases of recyclable vehicles and cuts in personnel, rental and other expense items

SG&A expenses : Cost-cutting measures reduced sales promotion, personnel and other expense items

Non-operating items : Valuation gain on compound financial instruments of 252 million yen (valuation loss of 330 million yen in FY2009.3)

Extraordinary gains/losses: Extraordinary losses 557 million yen (777 million yen in FY2009.3)

Includes 294 million yen asset impairment charge for buildings, etc. at Fujioka auction site

Financial soundness remains high even as USS continues to distribute a substantial volume of earnings to shareholders.

(Million yen)

	2009.3	2010.3	YoY
Current assets	30,430	40,222	9,792
Cash and deposits	18,445	29,681	11,235
Receivables due from member dealers at auction	6,482	5,643	▲838
Other	5,501	4,896	▲604
Noncurrent assets	107,940	101,941	▲5,998
Property, plant and equipment	97,027	92,204	▲4,822
Intangible assets	2,370	1,498	▲872
Investments and other assets	8,543	8,238	▲304
Total assets	138,370	142,164	3,793
Current liabilities	16,651	17,435	783
Payables due to member dealers at auction	6,530	6,454	▲76
Short-term loans payable	787	399	▲387
Other	9,333	10,581	1,247
Noncurrent liabilities	6,777	6,337	▲440
Long-term loans payable	571	356	▲215
Other	6,205	5,981	▲223
Total liabilities	23,428	23,773	344
Total shareholders' equity	119,763	123,058	3,295
Valuation and translation adjustments	▲4,991	▲4,912	78
Subscription rights to shares	8	18	9
Minority interests	161	226	64
Total net assets	114,941	118,390	3,448

Current assets

- Cash and deposits up 11.23 billion yen due to reduction in capital expenditures

Noncurrent assets

- Property, plant and equipment down due to depreciation (5.48 billion yen)
- Intangible assets down due to goodwill amortization (790 million yen)

Current liabilities

- Short-term loans down 380 million yen due to repayments

Long-term liabilities

- Long-term loans down 210 million yen due to repayments
- Lease liabilities down 300 million yen

FY2010.3 – Consolidated Cash Flows

Big reduction in capital expenditures, stock repurchases and dividends for shareholders

	(Million yen)		
	2009.3	2010.3	YoY
Net Cash provided by (used in) operating activities	15,979	22,300	6,321
Income before income taxes	21,765	22,026	261
Depreciation and other amortization	5,942	5,622	▲320
Amortization of goodwill	784	797	13
Loss (▲ gain) on sale and retirement of property, plant and equipment	354	1	▲352
Loss (▲ gain) on sales and retirement of intangible assets	37	8	▲28
Net change in due from/to member dealers at auction	▲32	761	794
Income taxes paid	▲13,039	▲7,949	5,090
Other	166	1,030	863
Net cash provided by (▲ used in) investment activities	▲7,711	▲803	6,907
Purchase of property, plant and equipment	▲6,649	▲1,071	5,578
Other	▲1,062	267	1,329
Net cash provided by (▲ used in) financing activities	▲16,102	▲10,260	5,842
Increase (▲ decrease) in loans payable	▲1,705	▲602	1,103
Purchase of treasury stock	▲8,940	▲4,671	4,268
Cash dividends paid	▲5,324	▲4,741	583
Other	▲131	▲244	▲113
Net increase (▲ decrease) in cash and cash equivalents	▲7,834	11,235	19,070
Cash and cash equivalents at beginning of period	26,280	18,445	▲7,834
Cash and cash equivalents at end of period	18,445	29,681	11,235

Operating activities

- Depreciation and amortization was down 320 million yen

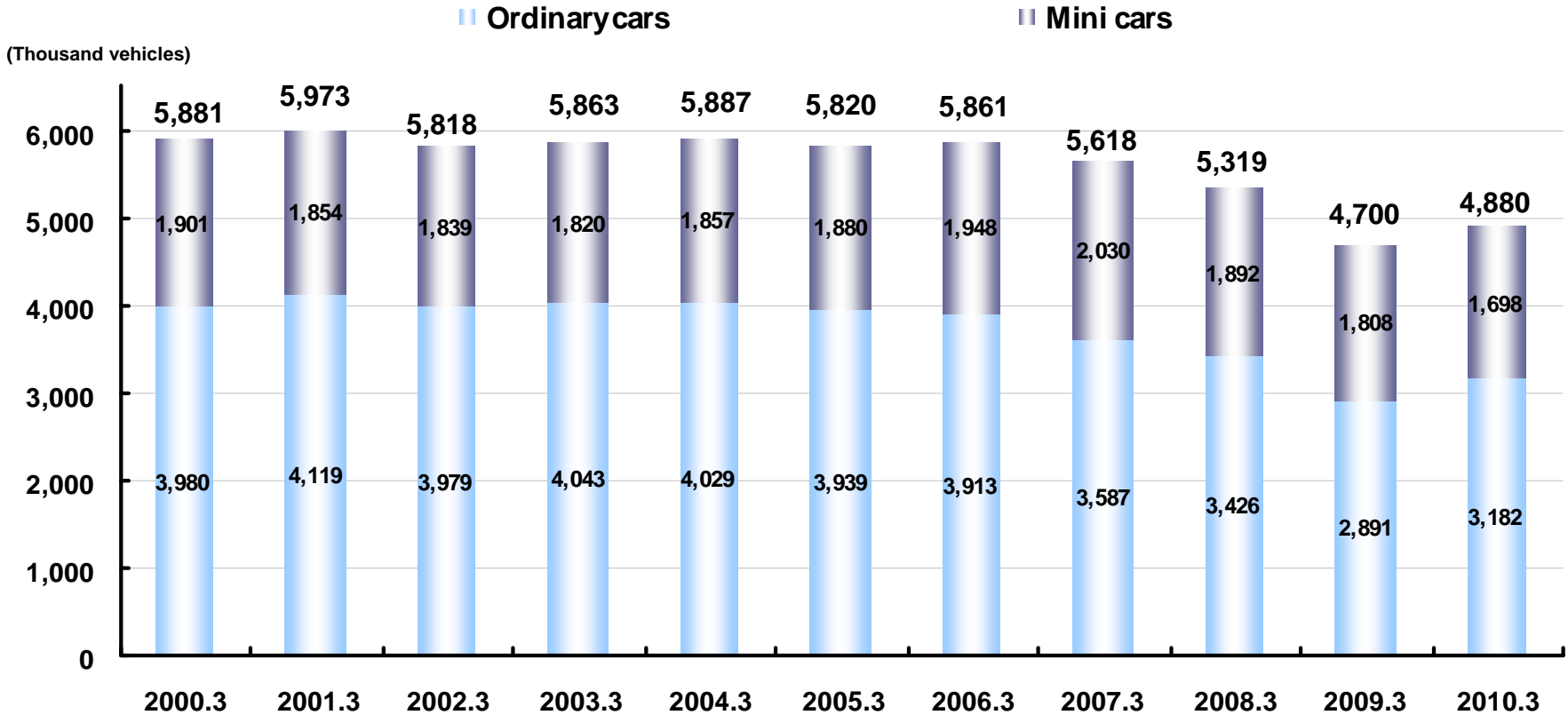
Investing activities

- Capital expenditures fell sharply to 1.07 billion yen

Financing activities

- Purchase of treasury stock: 4.67 billion yen
- Dividends paid: 4.74 billion yen

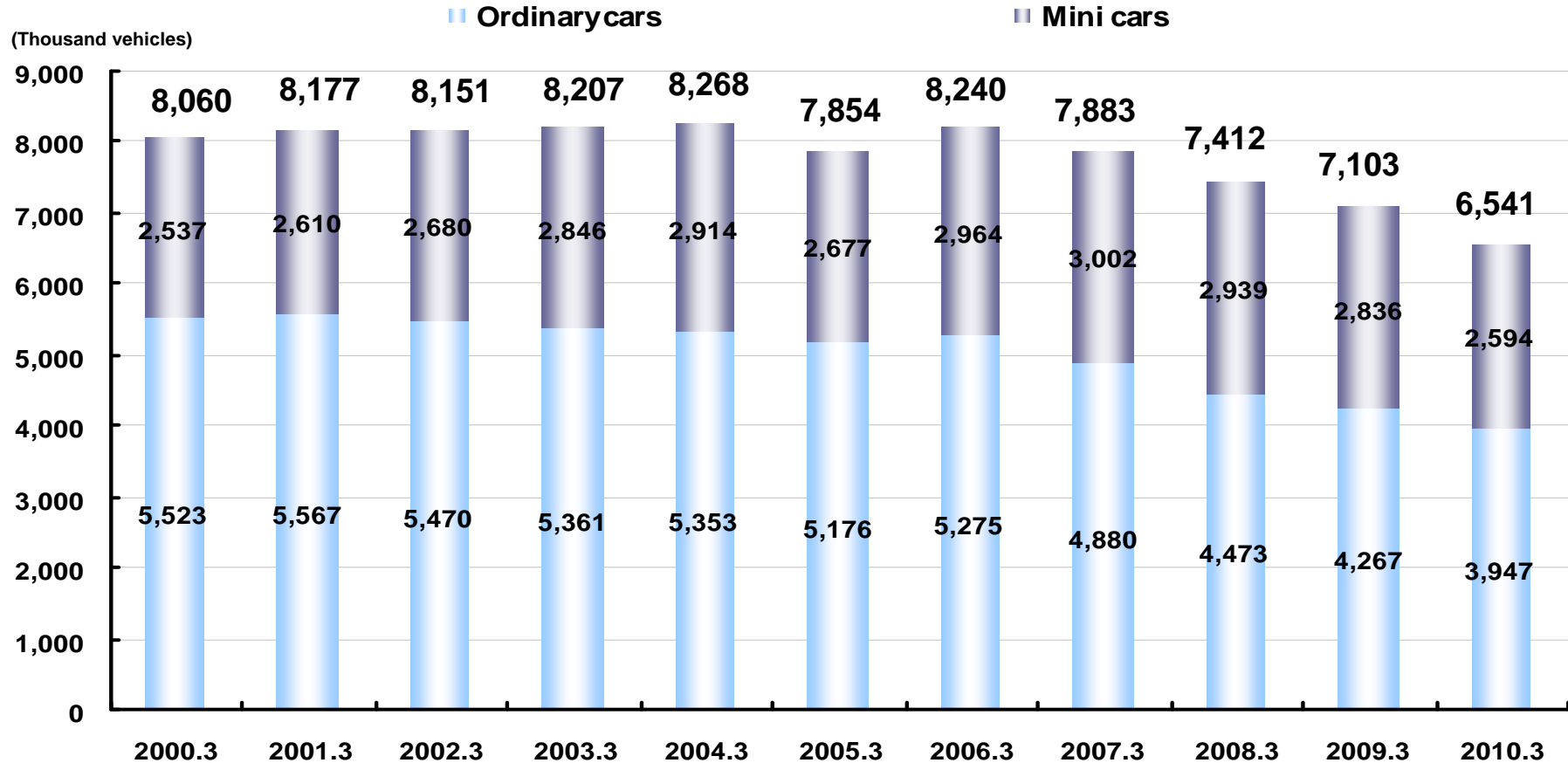
New car registrations increased because of economic stimulus measures



New car registrations were 4.88 million between April 2009 and March 2010, 3.8% more than one year earlier.

- New car registrations were higher year on year starting in September and the growth rate has improved significantly since November because of the eco car tax reduction, subsidies and incentives to scrap older cars.

Weakness in retail vehicle sales brought down used car registrations

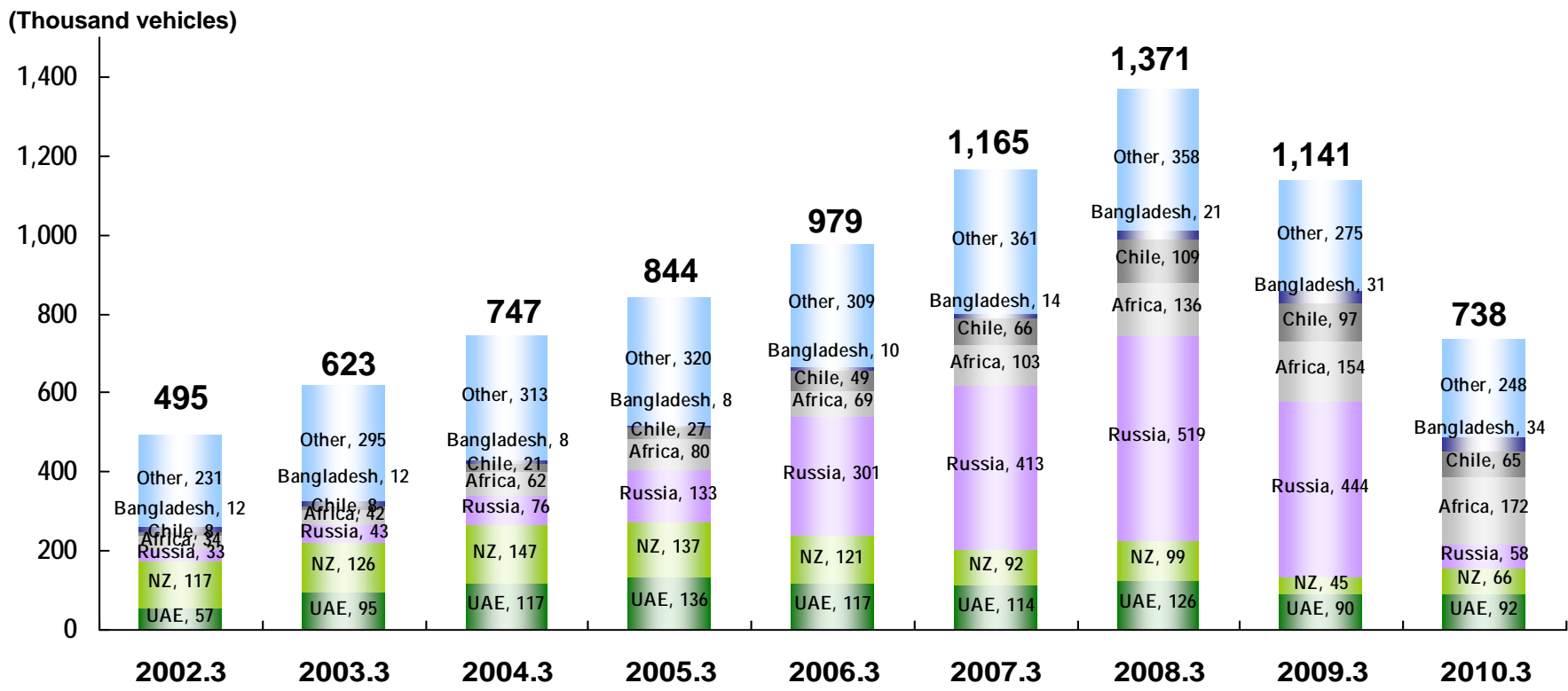


Used car registrations were 6.54 million between April 2009 and March 2010, down 7.9% from one year earlier.

- The market for used cars was difficult because eco car tax reduction, subsidies and incentives to scrap older cars narrowed the price gap between new and used cars.

Market Overview (3) – Used Car Exports from Japan (April to March)

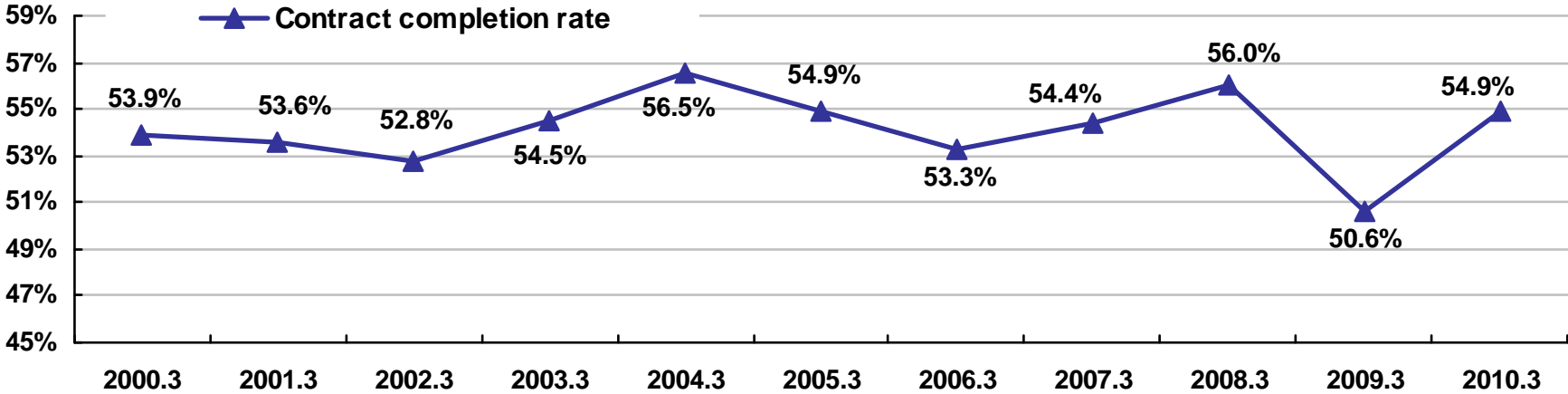
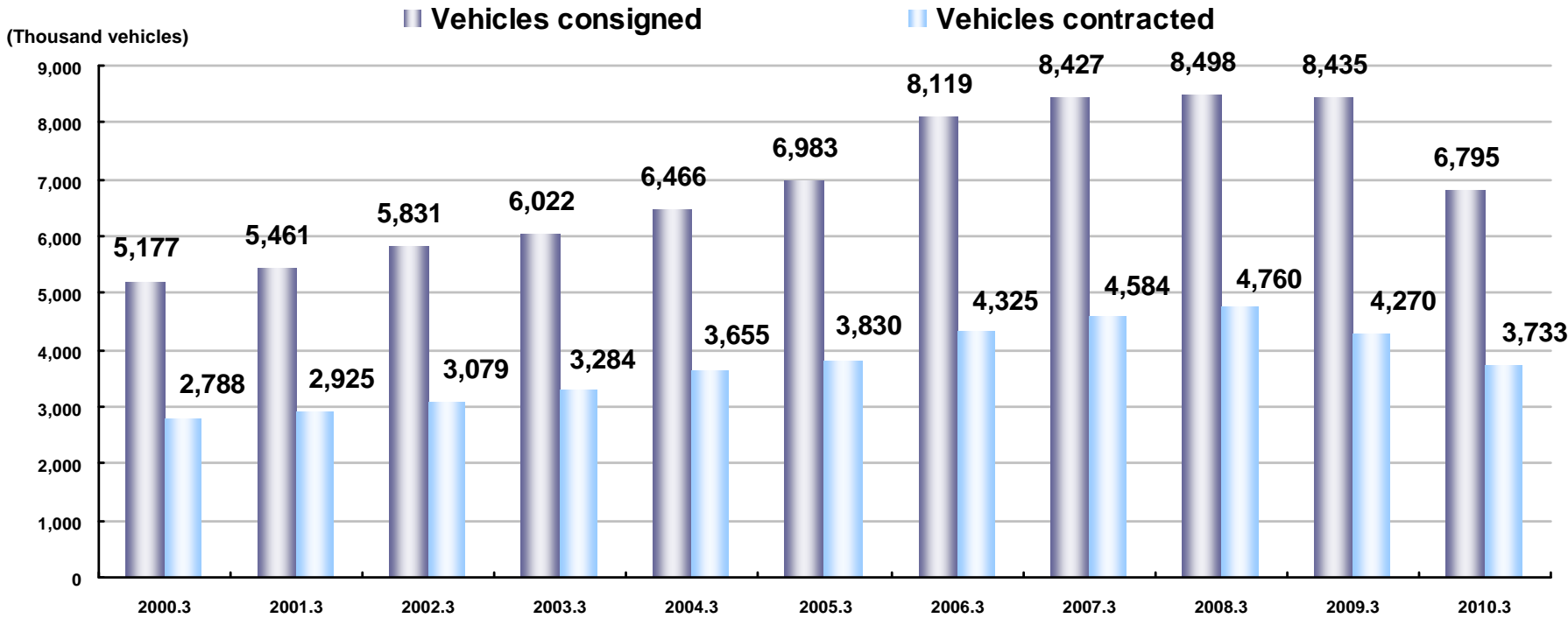
Exports to Russia decreased sharply but are recovering in Africa, Middle East and other regions



Used car exports were at the 730,000 level between April 2009 and March 2010, down 35.3% from one year earlier.

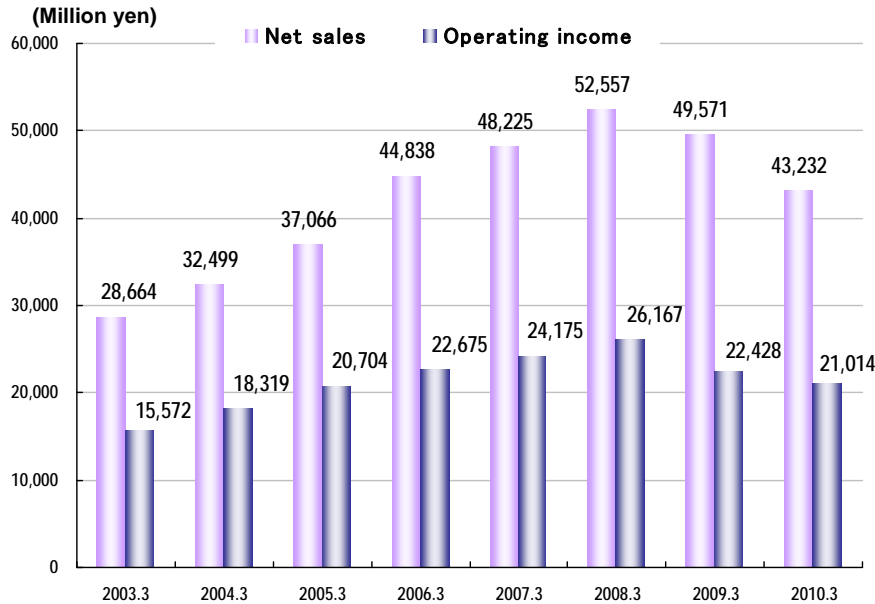
- Exports to Russia fell 86.8% to about 58,000 as a January 2009 tariff hike and other factors caused demand to plummet.
- Exports to other countries decreased 2.5% to about 680,000; these exports are recovering because of stability in foreign exchange rates.
- There is solid demand for exported used cars in South Africa, Kenya and other African countries and in the UAE.

Japan's auto auction market diminished for the second consecutive year



Auto Auction Business (1) – Results of Operations

Operating margin improved even as sales declined



	2009.3	2010.3	YoY
Net sales	49,571	43,232	87.2%
Operating income (Per sales)	22,428 (45.2%)	21,014 (48.6%)	93.7%

Net sales decreased 12.8% to 43,232 million yen

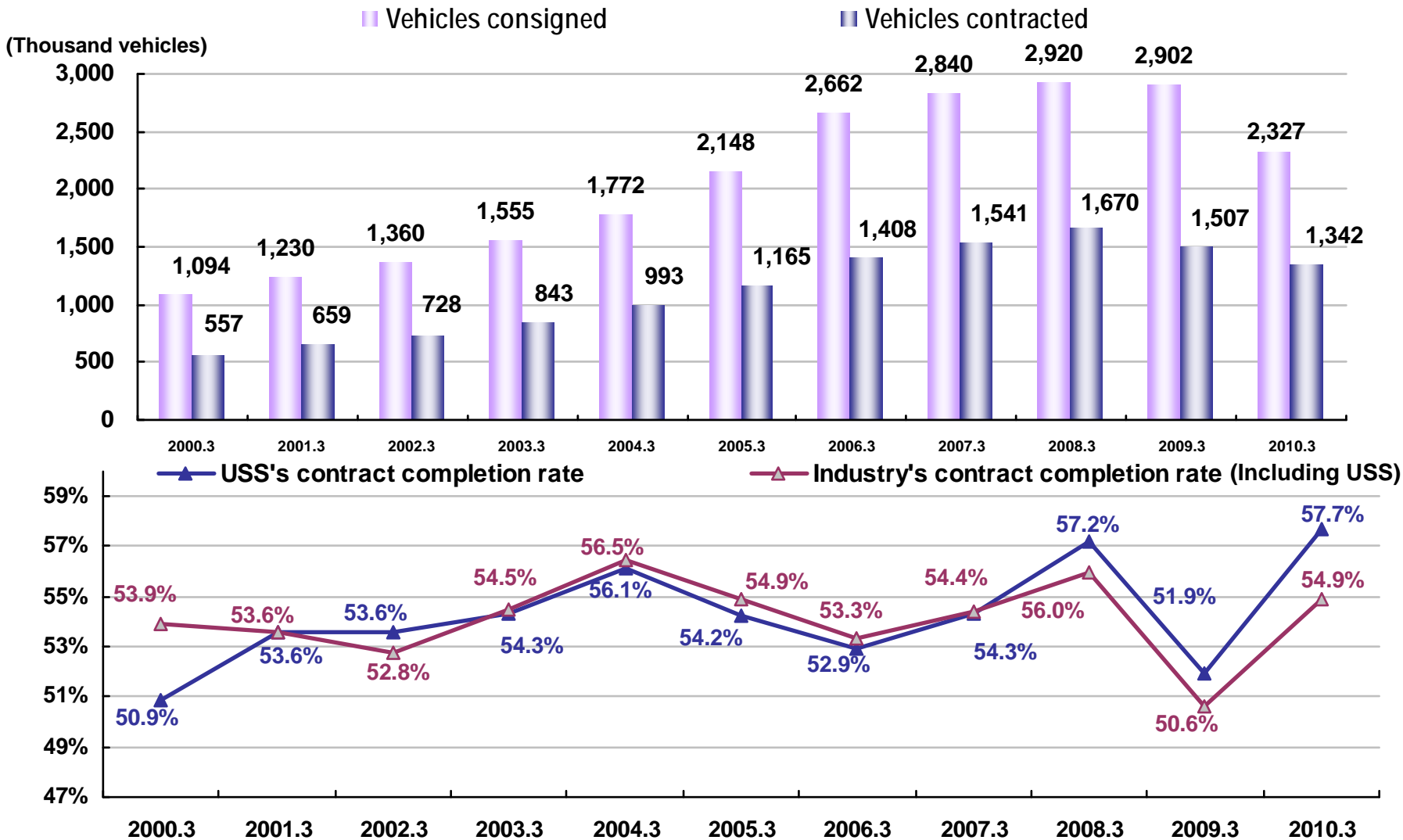
- Fee income decreased because of big declines in the numbers of vehicles consigned and contracted.
- Performance recovered in the fourth quarter, with vehicles consigned down 3.1% and vehicles contracted up 9.6% from one year earlier and a contract completion rate of 59.7% compared with 52.8% one year earlier.

Operating income decreased 6.3% to 21,014 million yen

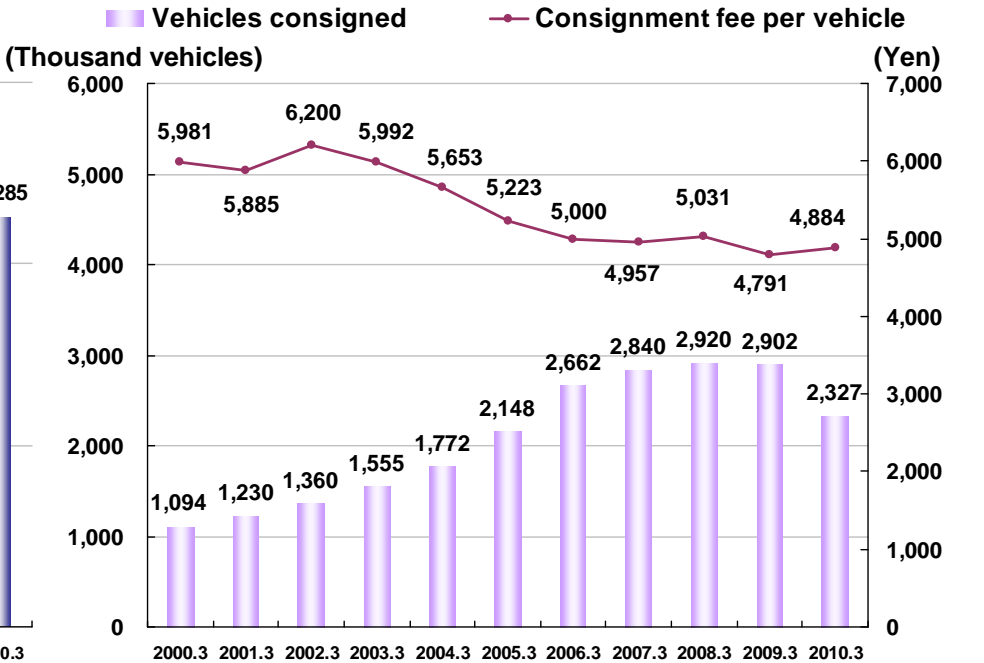
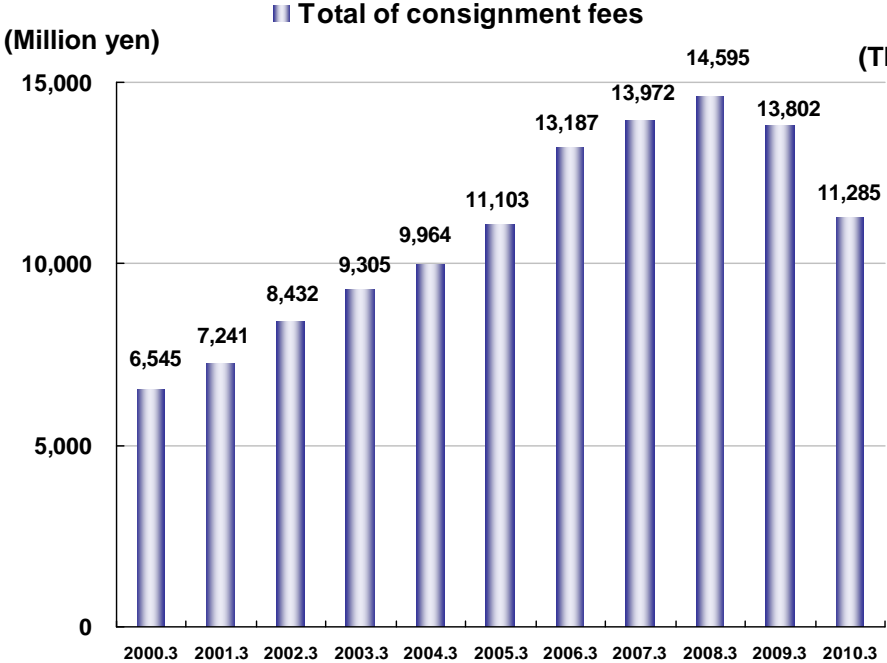
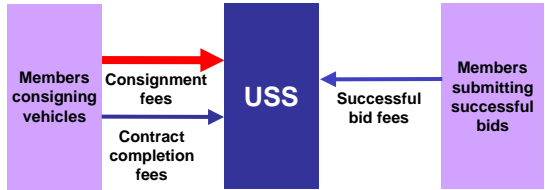
- Operating expenses fell more than sales because of rigorous cost-cutting measures.

Auto Auction Business (2) – USS Group Performance (April to March)

Vehicles contracted decreased only 10.9% despite 19.8% drop in vehicles consigned due to contract completion rate improvement that was higher than the industry average



Big decline in vehicles consigned but improvement in consignment fees per vehicle

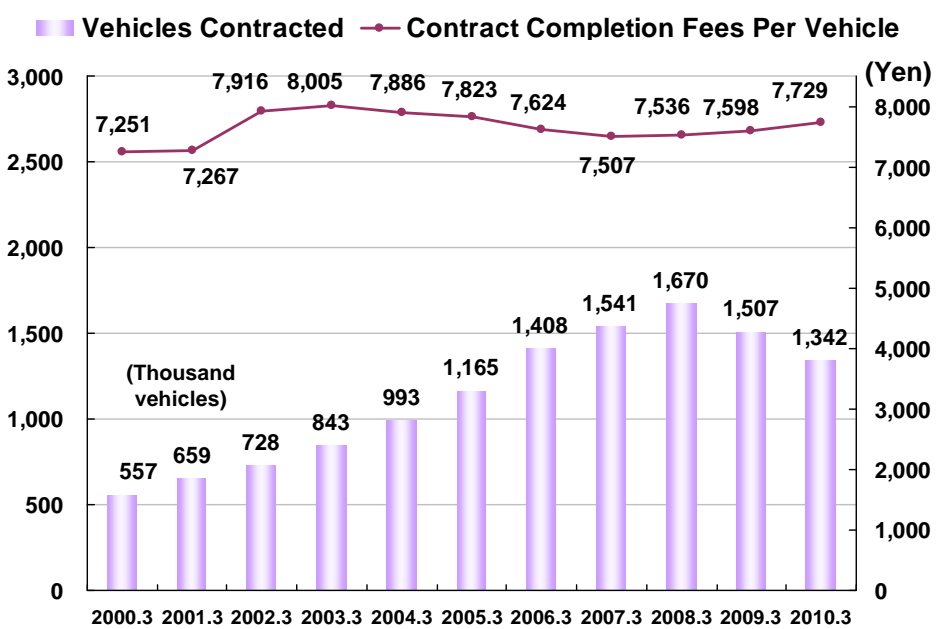
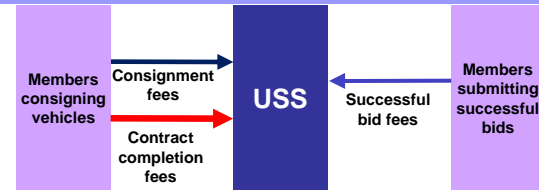


*Consignment fee per vehicle is calculated before eliminations for consolidation.

Consignment fee per vehicle increased 93 yen to 4,884 yen.

- Reexamined consignment fee discount offered during a marketing campaign
- Consignment fee per vehicle improved because of a higher share of vehicles consigned at large auction sites (Tokyo, Nagoya, etc.) where the consignment fee rates improved.

Downturn in fees was reduced by higher contract completion fees per vehicle

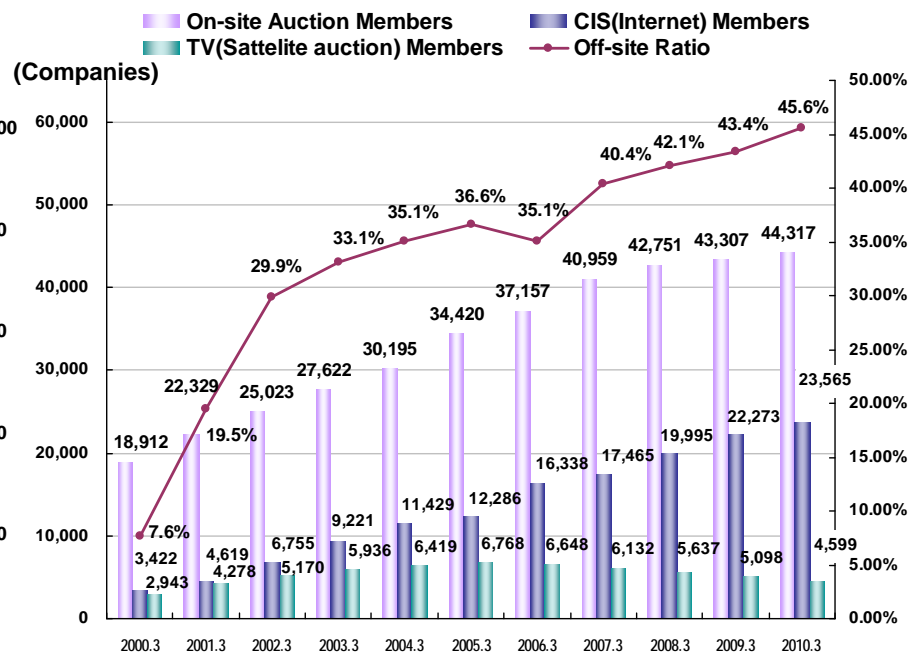
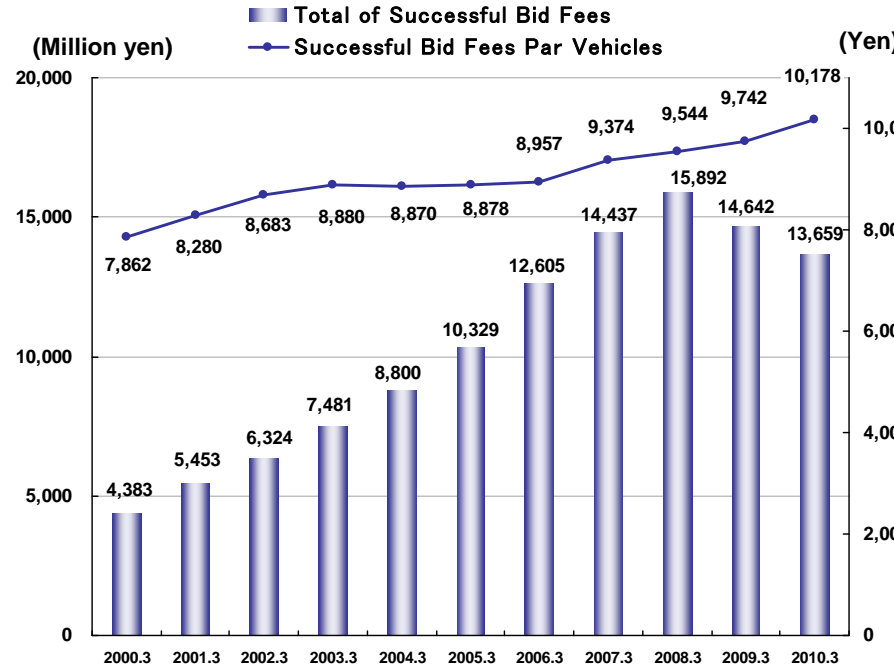
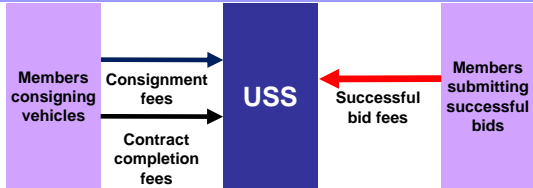


* Contract completion fee per vehicle is calculated before eliminations for consolidation.

Contract completion fee per vehicle increased 131 yen to 7,729 yen.

- Contract completion fee per vehicle improved because of a higher share of vehicles sold at large auction sites (Tokyo, Nagoya, etc.) where the contract completion fee rates are higher.
- Some contract completion fees were raised in January 2009 at the Hokuriku auction site.
- The contract completion fee was raised by 2,000 yen in January 2010 at the Tohoku auction site.

Increase in share of off-site bids, which have higher successful bid fees

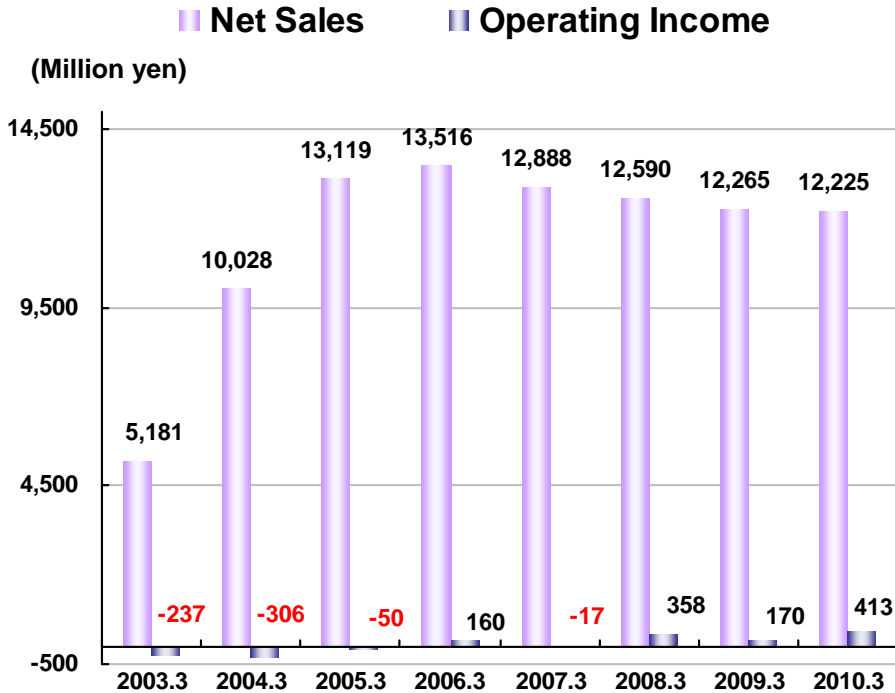
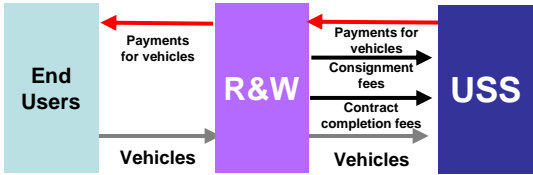


* Successful bid fee per vehicle is calculated before eliminations for consolidation.

Successful bid fee per vehicle increased 436 yen to 10,178 yen.

- There was a big increase in the successful bid fee per vehicle as the off-site successful bid ratio increased from 43.4% to 45.6%. Average successful bid fee per vehicle has risen significantly.
- The number of Internet (CIS) members was up significantly because new auction members are urged to sign up for the Internet service at the same time.

Operating income improved due to strength in the auction market



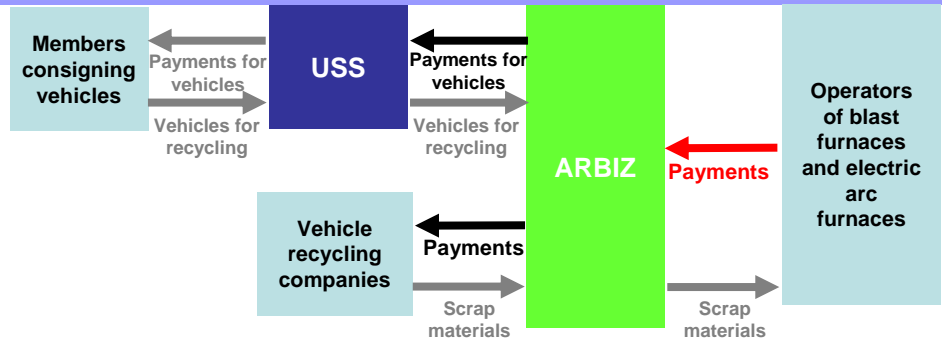
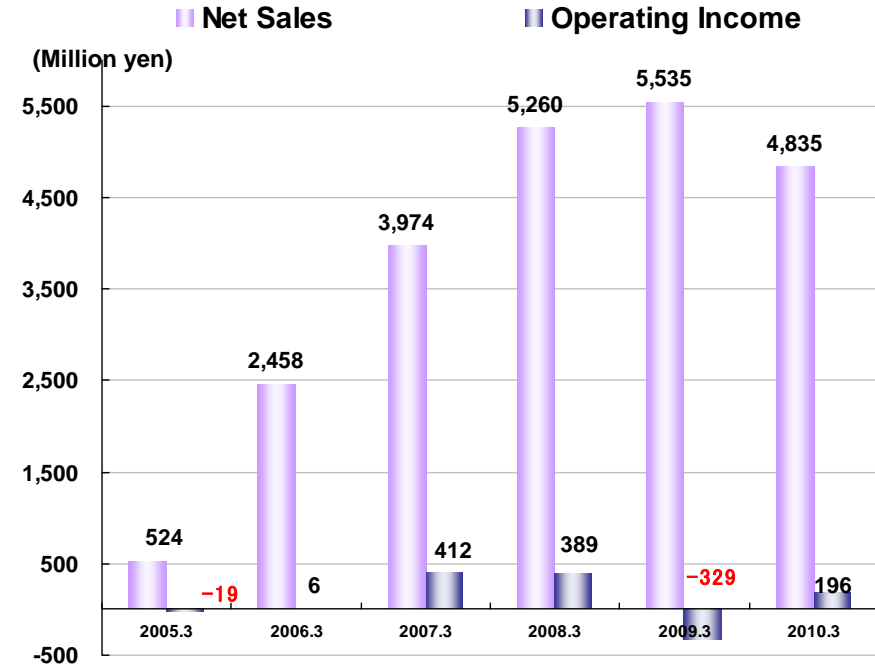
	2009.3	2010.3	YoY
Net Sales	12,265	12,225	99.7%
Operating Income (Per sales)	170 (1.4%)	413 (3.4%)	242.3%

Rabbit (used car purchasing and selling shops) sales increased 5.4% to 8,289 million yen and operating income was up 46.2% to 159 million yen.

- Sales and earnings improved because of a strong auction market.
- Sales of accident-damaged vehicles decreased 10.6% to 3,935 million yen and operating income was up 311.3% to 254 million yen.
- A decline in the number of vehicles purchased due to deteriorating market conditions caused sales to fall but earnings rose because of cost reductions.

Recycling Business – Results of Operations

Operating income became positive in the third quarter as the volume of vehicles handled increased



	2009.3	2010.3	YoY
Net Sales	5,535	4,835	87.4%
Operating Income (Per sales)	▲329	196 (4.1%)	—

ARBIZ sales decreased 16.4% to 3,736 million yen and operating income was 122 million yen compared with a 359 million yen loss in FY2009.3

- The volume of vehicles for recycling handled started increasing in the third quarter and ARBIZ established relationships with new customers.
- A slow increase in prices of ferrous scrap and other resources also contributed to the improvement in earnings.

USS Toyo sales increased 3.3% to 1,098 million yen and operating income was up 142.1% to 73 million yen.

- Performance benefited from an increase starting in the third quarter in the volume of value-added products used in elastic pavement and from cost cutting.

Main Financial Indicators

(Million yen)

	2001.3	2002.3	2003.3	2004.3	2005.3	2006.3	2007.3	2008.3	2009.3	2010.3	10 years average of % changes
Results of Operations											
Net Sales	21,623	26,008	33,819	42,425	50,484	60,243	64,568	69,801	66,549	59,849	13.4%
Operating Income	8,837	11,345	15,335	18,017	20,673	23,103	24,817	27,200	22,568	21,940	12.2%
Ordinary Income	8,693	10,859	15,382	18,207	21,096	23,544	25,360	27,490	22,503	22,511	13.2%
Net Income	4,493	5,489	7,645	8,907	11,814	13,203	14,390	15,200	12,003	12,717	13.6%
Financial Position											
Total Assets	62,315	80,929	88,979	92,538	115,704	131,908	146,172	150,737	138,370	142,164	10.7%
Cash and Deposits	11,595	21,477	15,356	15,168	15,818	19,995	21,149	26,280	18,445	29,681	5.7%
Total Liabilities	29,624	46,209	44,603	24,284	29,901	33,841	40,184	33,159	23,428	23,773	0.1%
Interest Bearing Debt	13,462	28,858	25,579	7,331	7,490	5,200	5,355	3,064	2,716	1,806	▲17.4%
Net Assets	32,690	34,720	44,376	68,254	85,803	98,067	105,988	117,577	114,941	118,390	15.6%
Shareholders' Equity	32,266	34,402	43,812	67,497	84,877	97,391	104,985	117,130	114,771	118,146	15.7%
Per Share Information											
EPS (Yen)	168.6	205.6	279.4	300.7	377.6	407.0	447.1	475.1	382.7	418.8	7.3%
Dividend per Share (Yen)	20.0	30.0	40.0	50.0	65.0	80.0	100.0	145.0	165.0	168.0	42.1%
Others											
Operating Income Ratio (%)	40.9	43.7	45.3	42.5	40.9	38.4	38.4	39.0	33.9	36.7	—
ROE (%)	15.0	16.5	19.5	16.0	15.5	14.5	14.2	13.7	10.4	10.9	—
ROA (%)	15.3	15.2	18.1	20.1	20.3	19.0	18.2	18.5	15.6	16.0	—
Dividend Payout Ratio (%)	11.9	14.6	14.3	16.6	17.2	19.7	22.4	30.5	43.1	40.1	—
Shareholders' Equity Ratio (%)	51.8	42.5	49.3	72.9	73.4	73.8	71.8	77.7	82.9	83.1	—
Treasury Stock (shares)	—	50	1,134	1,495	1,789	144,006	671,773	671,801	2,105,687	2,936,474	161.0%
On-site Auction Members (Companies)	22,329	25,023	27,622	30,195	34,420	37,157	40,959	42,751	43,307	44,317	8.9%

The first USS auction

At the first auction held in August 1982, participants raised their hands to submit bids.



There were 388 participants and 255 vehicles consigned.



USS auctions today

The auction for each vehicle is completed in only about 20 seconds.



A multi-level stockyard for used cars

