

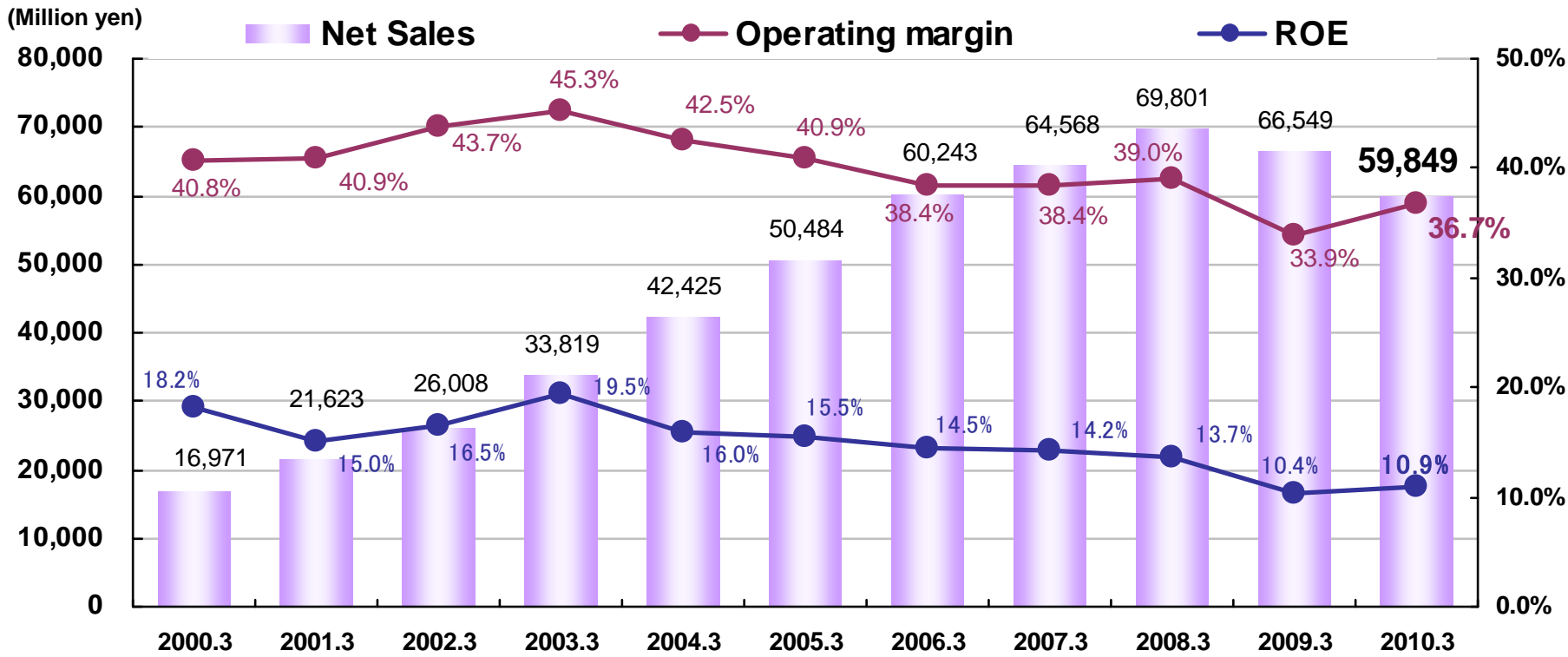


Consolidated Results of Operations
Fiscal year ended March 31, 2010
USS Co., Ltd.
May 2010

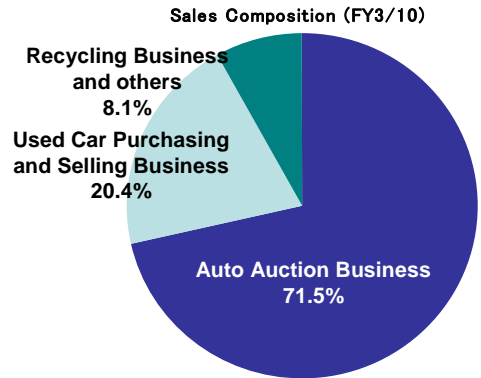
USS Profile and Results of Operations

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

High profitability even during economic downturns and medium-term growth

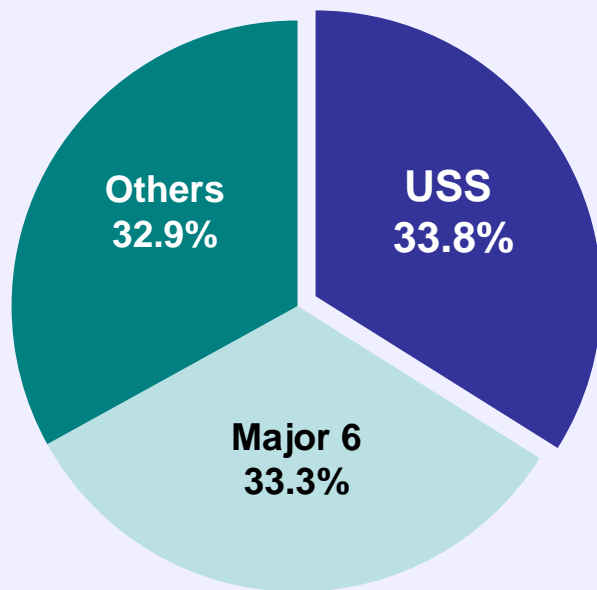


Avg. 10-year growth rate Sales 13.4% **Operating income 12.2%**
Avg. 10-year operating margin 40.0%
Average 10-year ROE 14.6%



Largest Share of the Auto Auction Market

2009(CY) Market share



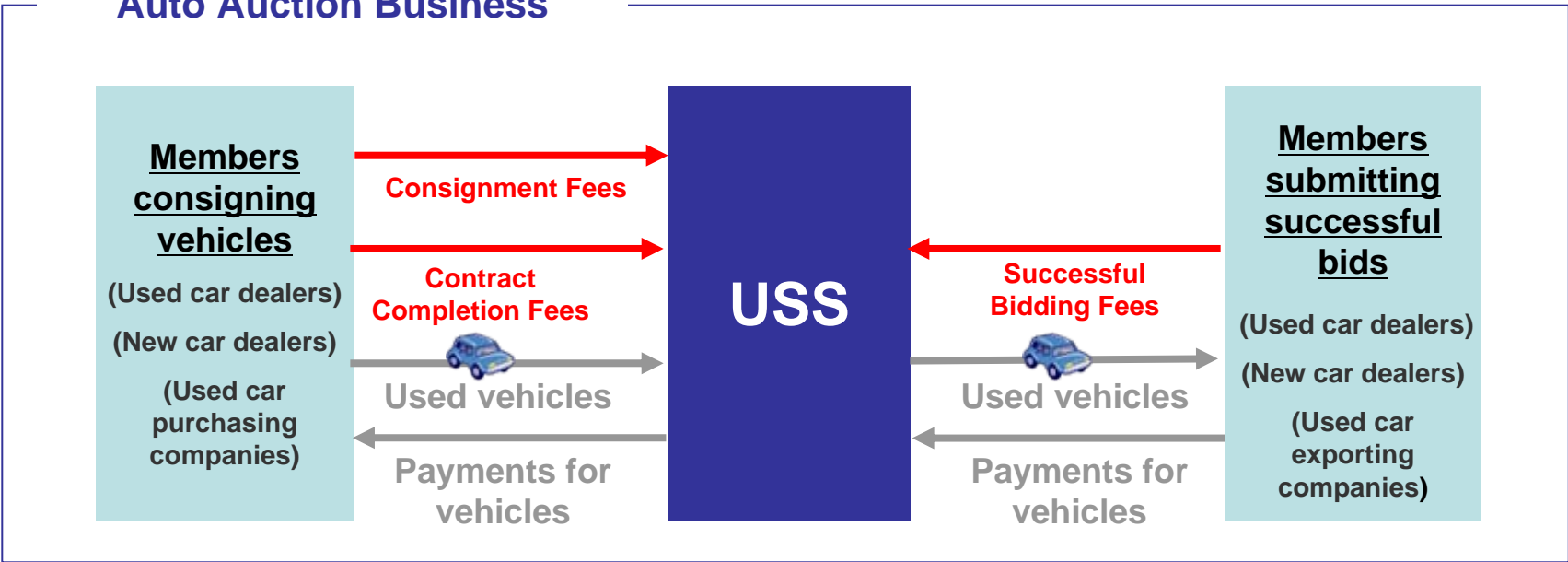
※Major 6 : JAA(8.4%), TAA(7.9%), CAA(6.0%),
Arai AA(4.5%), KCAA(3.4%), LAA(3.1%)

The Superiority of USS

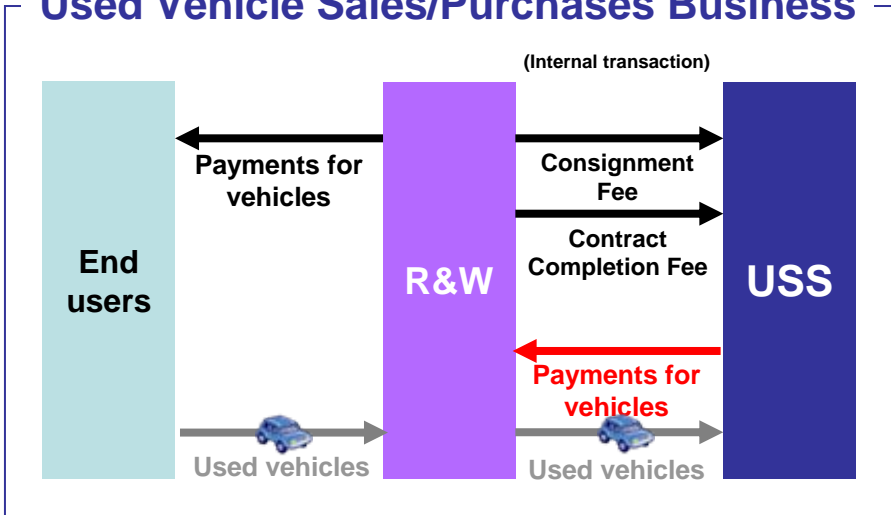
- Overwhelming lead in the number of members: 44,000 companies
- The industry leader with 17 auction sites nationwide
- High-volume auction sites in Tokyo, Nagoya and other locations
- Off-site bidding system using satellite TV and the Internet
- USS created the industry standards for vehicle evaluations and auction systems
- A sound financial position (equity ratio of 83.1%)

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

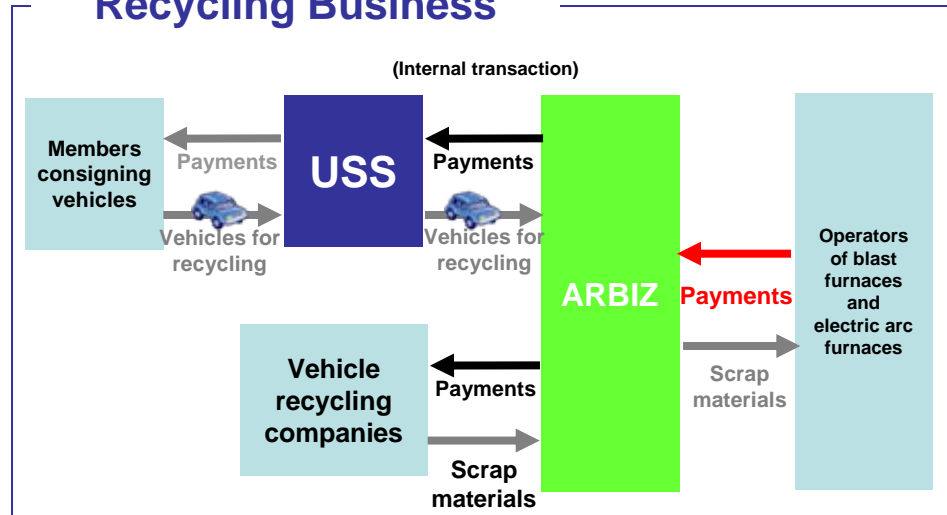
Auto Auction Business



Used Vehicle Sales/Purchases Business



Recycling Business



- **Sales were down 10.1% due to difficult market conditions.**
- **Vehicles consigned down 19.8% in the core auto auction business**
- **Contract completion rate up due to a shortage of used cars for sale**
- **Operating income and ordinary income were about the same as one year earlier and met the FY plan.**
- **Rigorous cost-cutting measures**
- **Operating margin recovered to 36.7%**
- **Earnings improved in the used car purchasing and selling business and the recycling business.**
- **Earnings per share increased 9.4% due in part to stock repurchases.**
- **ROE improved from 10.4% to 10.9%.**
- **Maintained outstanding financial soundness with an equity ratio of 83.1% despite stock repurchases.**

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

Achieved reductions in all major expense items

(Million yen)

	2009.3	2010.3	YoY
Employees' salaries and bonuses (Per sales)	6,756 (10.2%)	6,110 (10.2%)	90.4%
Rent expenses (Per sales)	1,691 (2.5%)	1,222 (2.0%)	72.3%
Promotion expenses (Per sales)	1,885 (2.8%)	1,439 (2.4%)	76.3%
Depreciation (Per sales)	5,796 (8.7%)	5,482 (9.2%)	94.6%
Other operating expenses (Per sales)	12,823 (19.3%)	11,950 (20.0%)	93.2%
Total (Per sales)	28,954 (43.5%)	26,206 (43.8%)	90.5%

Salaries and bonuses

- Hired fewer workers and held down overtime
- Cut working time for part-time employees

Real estate rental expenses

- Moved Saitama auction site to company-owned land
- End of lease for auction system

Sales promotion expenses

- Reexamined the frequency of auctions held at auction sites
- Reviewed expenses

Depreciation expenses

- Big decline in new depreciation expenses due to reduction in capital expenditures

Other expenses

- Same printed materials for entire group and joint purchasing of these materials
- Cut advertising expenses for Rabbit used car purchasing shops and other operations

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
Purchases 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

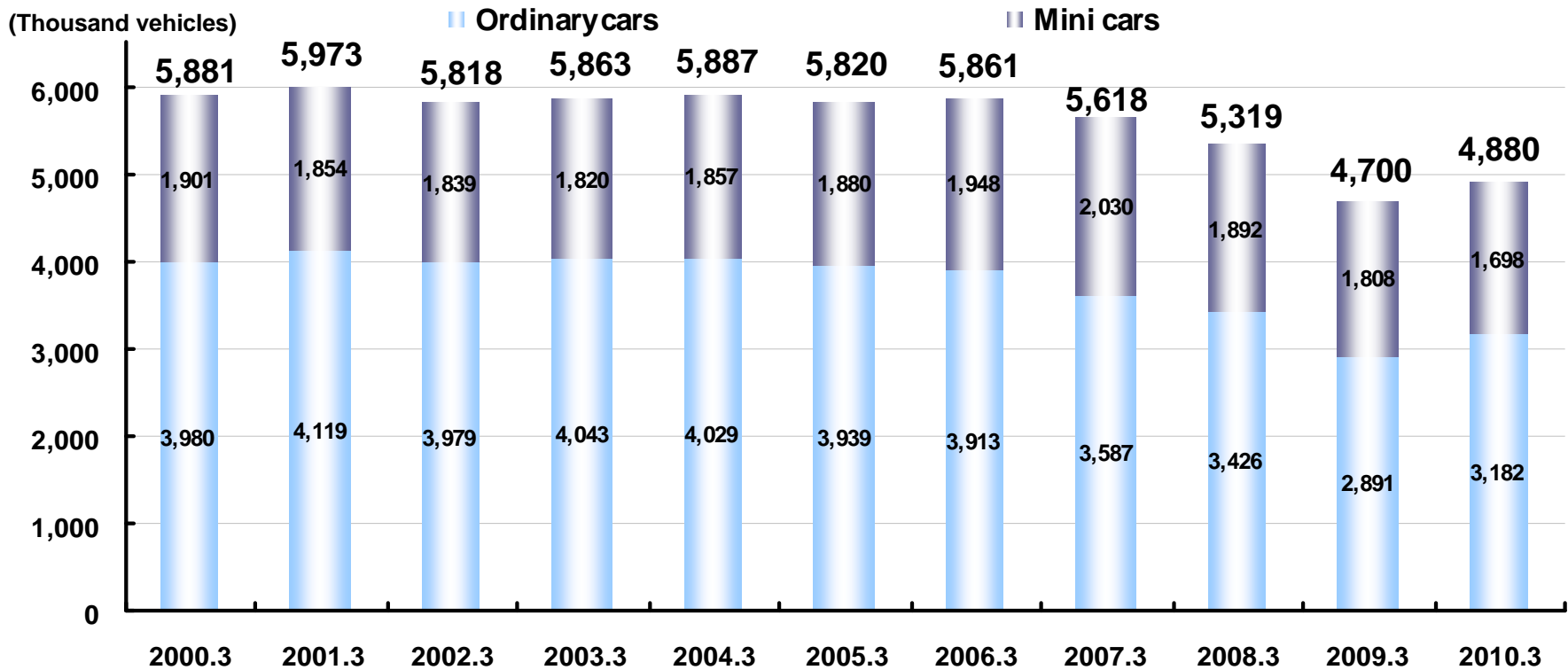
- Capital expenditures fell sharply to 1.07 billion yen

Financing activities

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

Market Overview

New car registrations increased because of economic stimulus measures

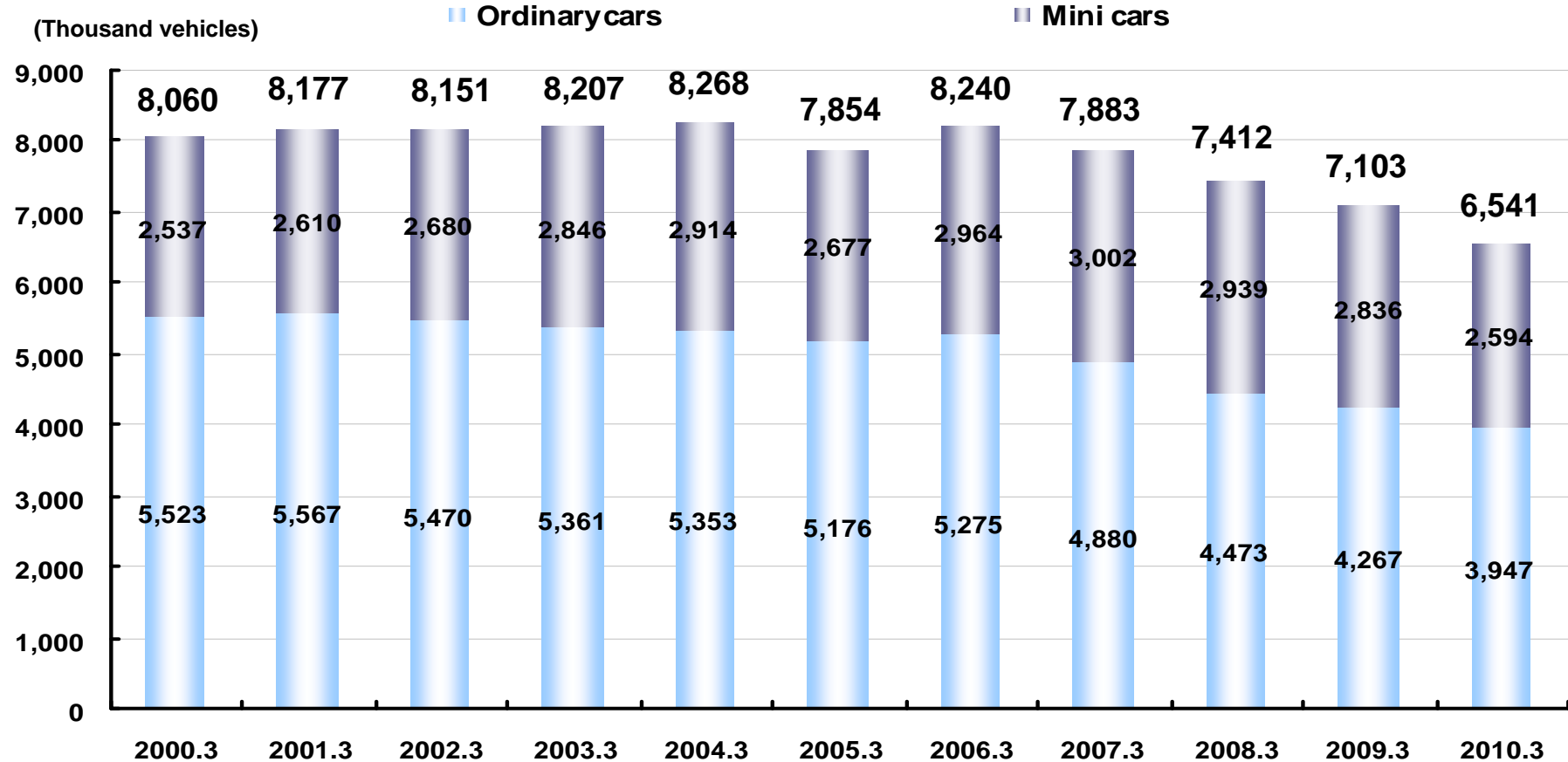


New car registrations were 4.88 million between April 2009 and March 2010, 3.8% more than one year earlier.

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

Market Overview (2) – Used Car Registrations in Japan (April to March)

Weakness in retail vehicle sales brought down used car registrations

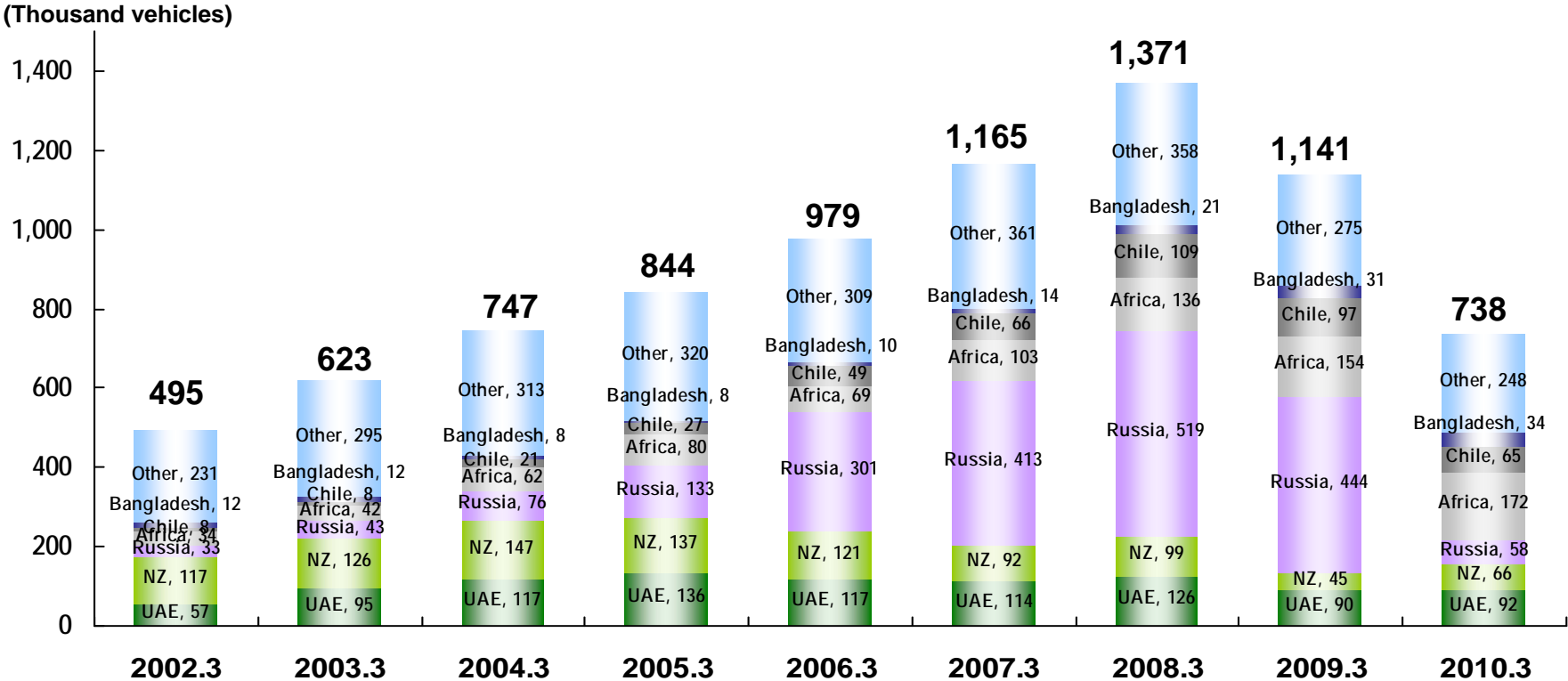


Used car registrations were 6.54 million between April 2009 and March 2010, down 7.9% from one year earlier.

- The market for used cars was difficult because eco car tax reduction and 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 were down 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.

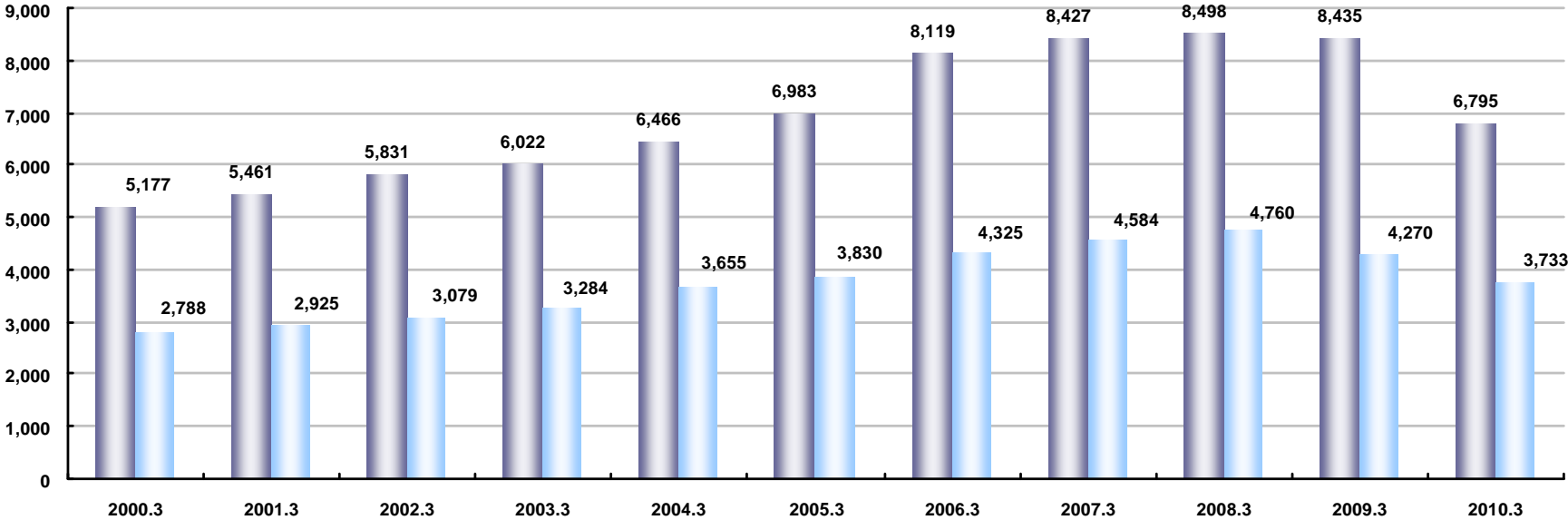
Market Overview (4) – The Auto Auction Market (April to March)

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

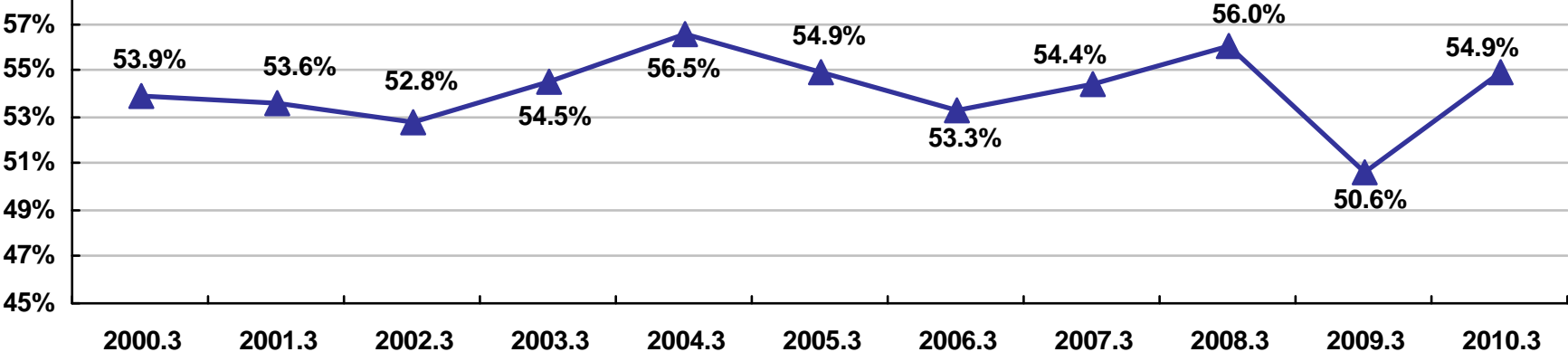
(Thousand vehicles)

■ Vehicles consigned

■ Vehicles contracted



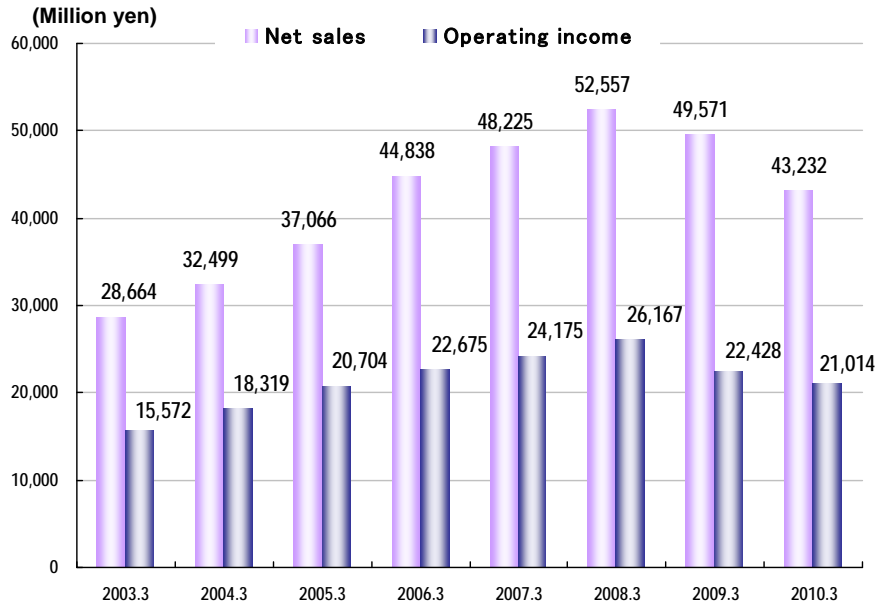
▲ Contract completion rate



Business Segment Information

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

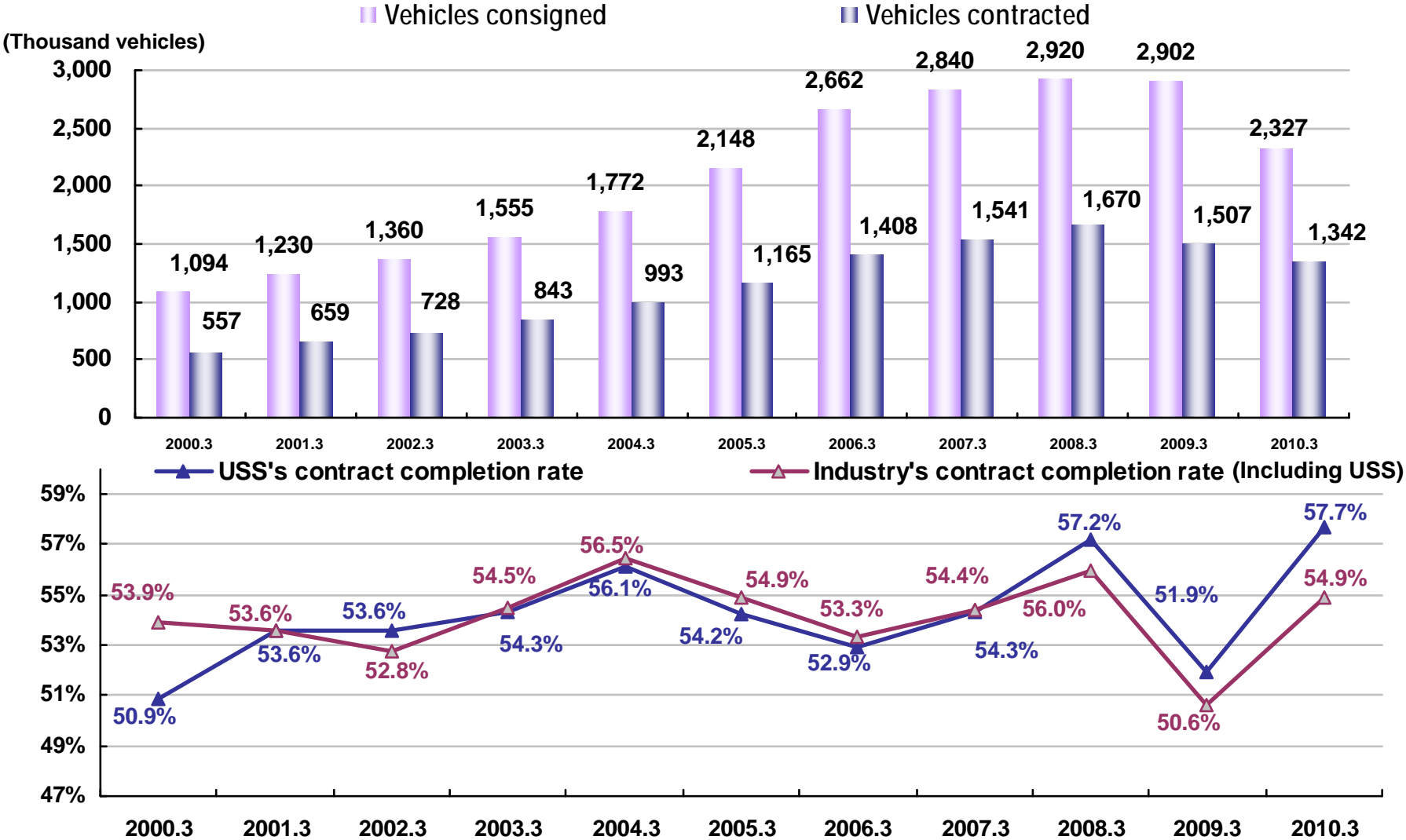
- Fee income decreased because of big declines in the numbers of vehicles consigned and contracted.
- Performance recovered in the fourth quarter, with vehicles consigned down 3.1% and vehicles contracted up 9.6% from one year earlier and a contract completion rate of 59.7% compared with 52.8% one year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

Operating income decreased 6.3% to 21,014 million yen

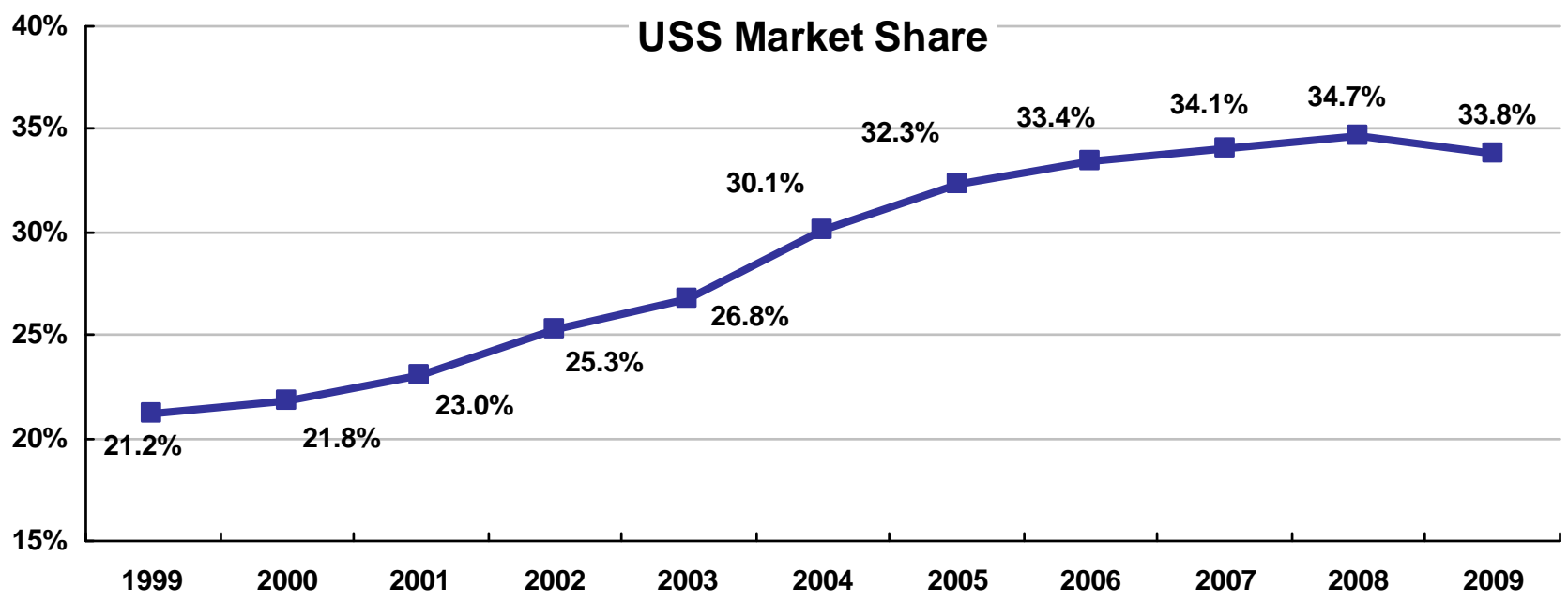
- Operating expenses fell more than sales because of rigorous cost-cutting measures.

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

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



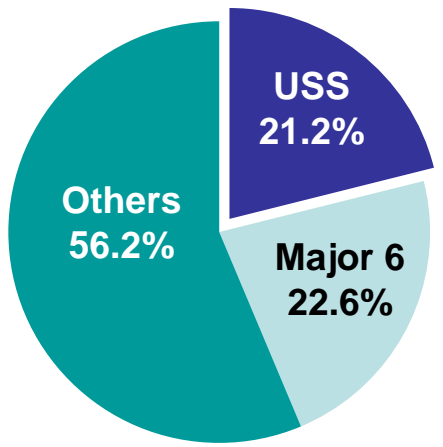
Medium-term growth in market share



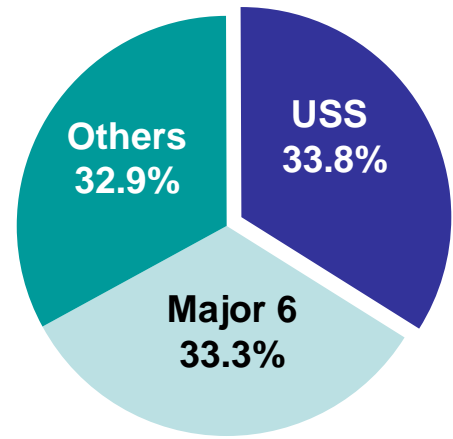
1999 Market Share (calendar year)

2009 Market Share (Calendar year)

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

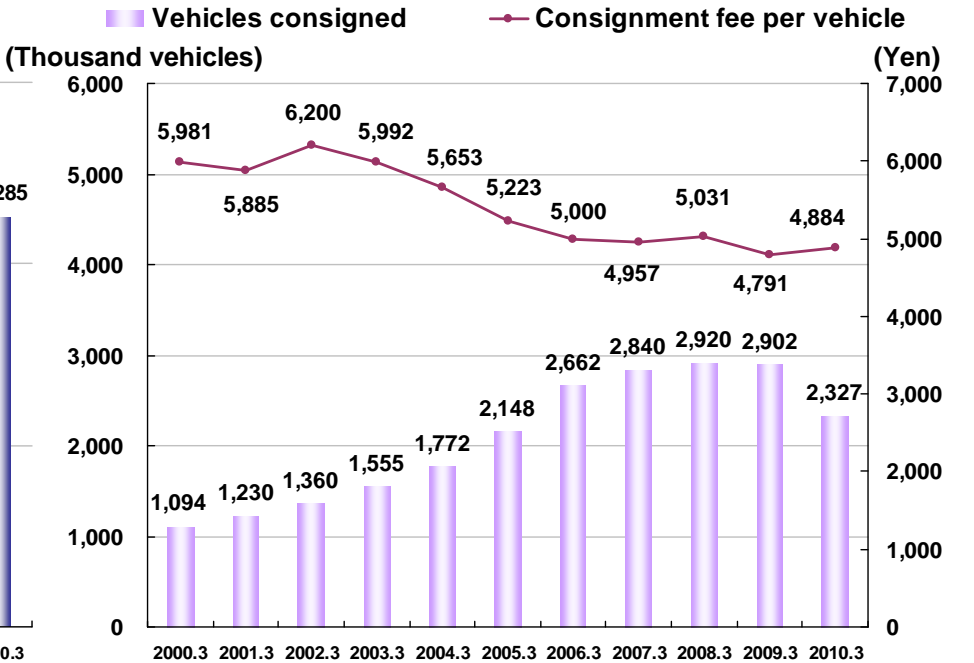
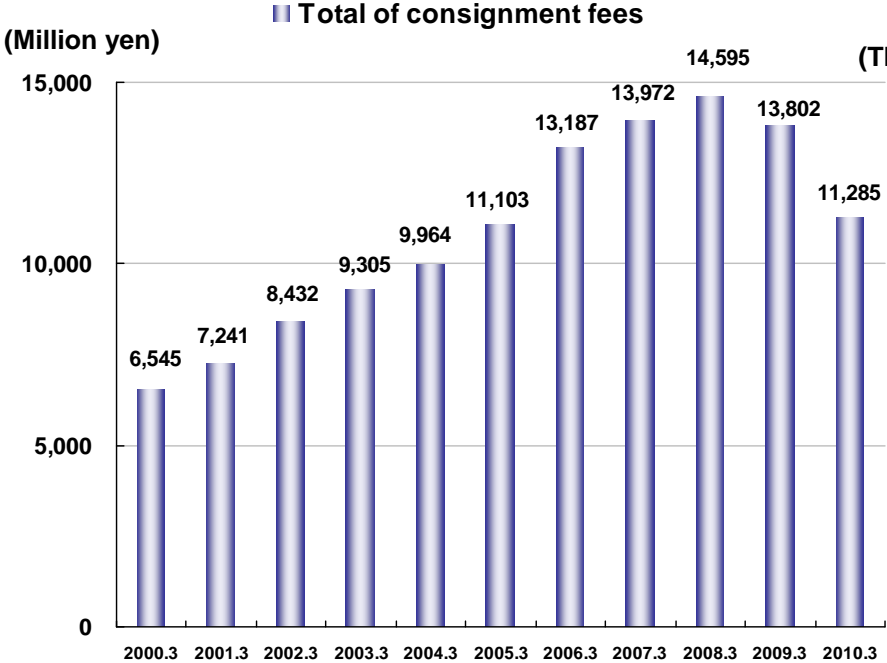
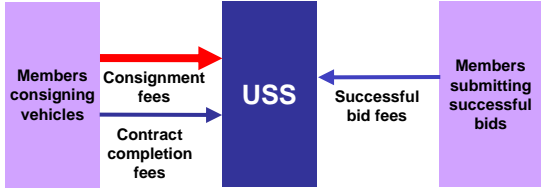


- * Major 6
- JAA(8.4%)
- TAA(7.9%)
- CAA(6.0%)
- Arai AA(4.5%)
- KCAA(3.4%)
- LAA(3.1%)



Auto Auction Business (4) – Vehicles Consigned and Consignment Fees

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

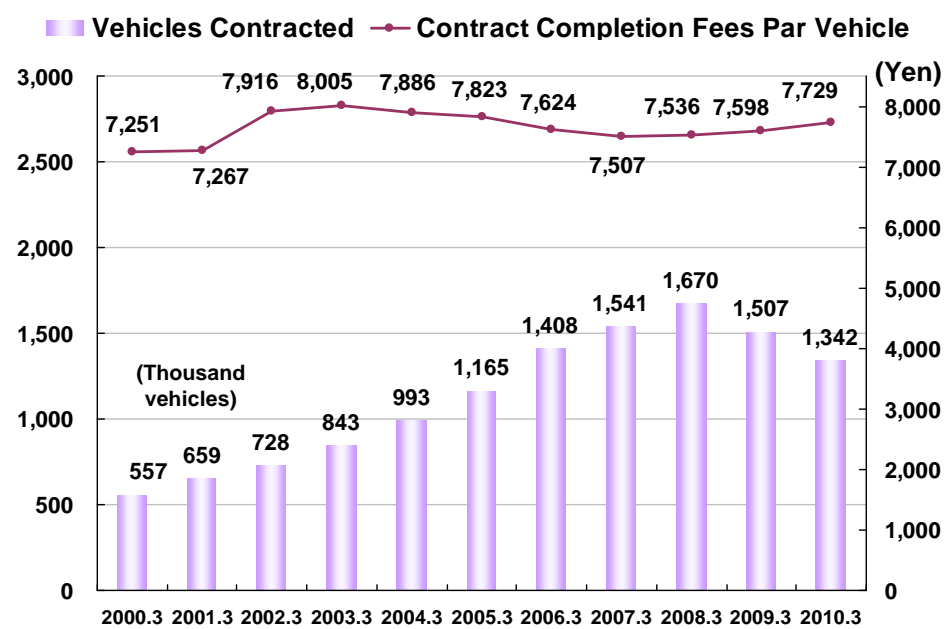
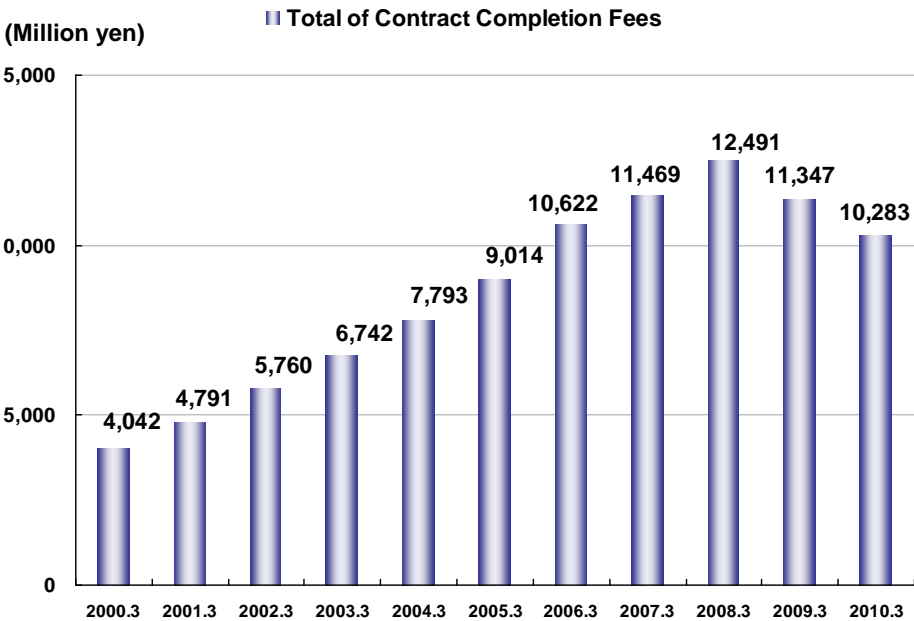
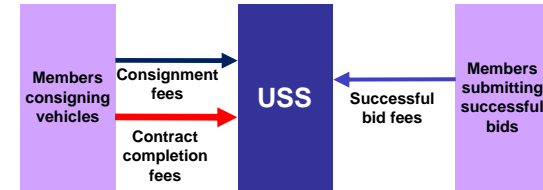


*Consignment fee per vehicle is calculated before eliminations for consolidation.

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 are higher.

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

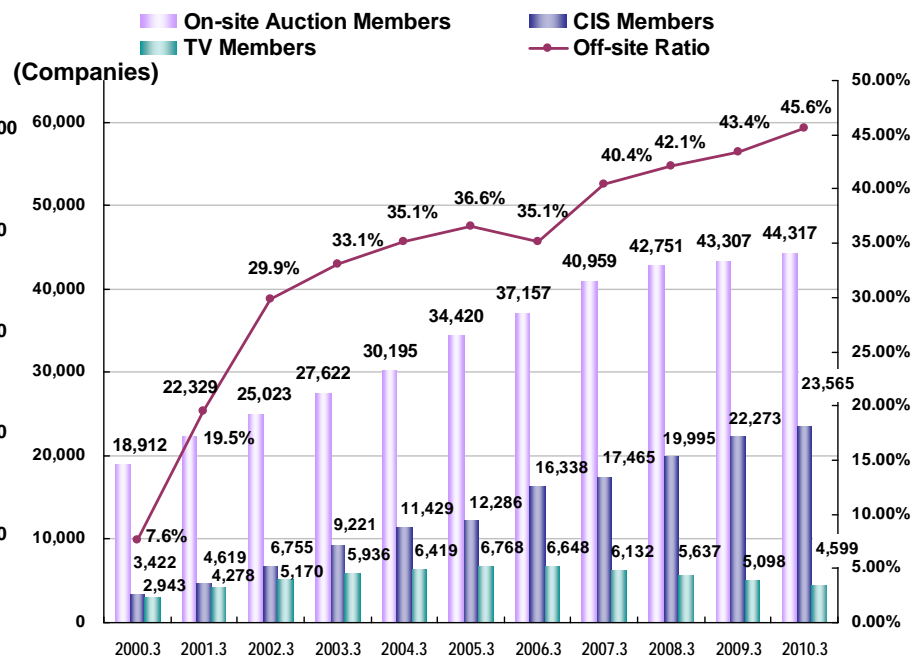
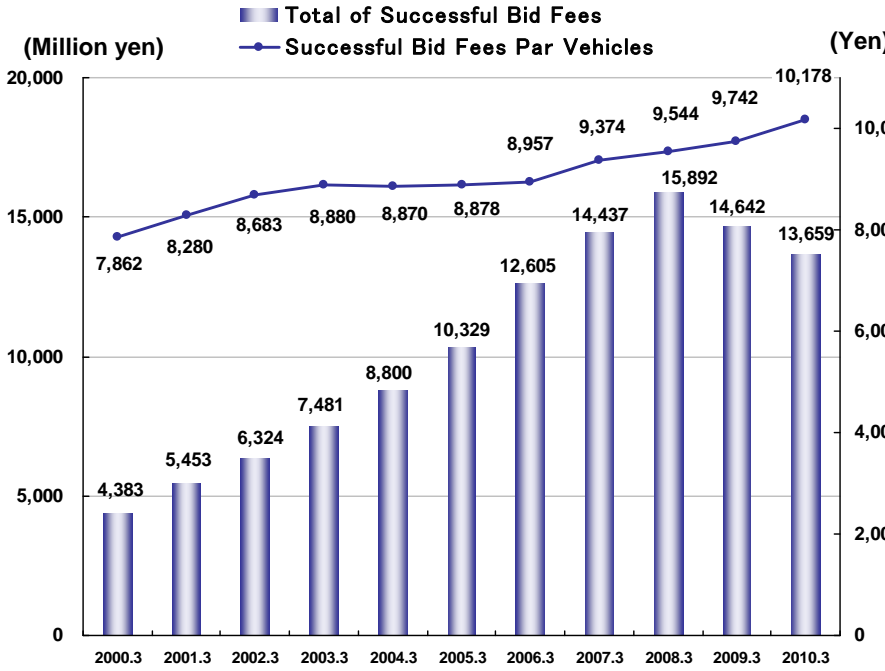
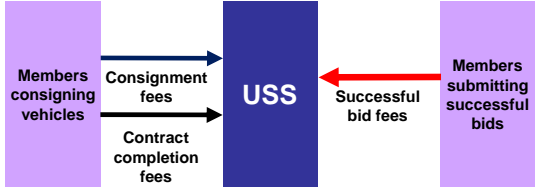


* Contract completion fee per vehicle is calculated before eliminations for consolidation.

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

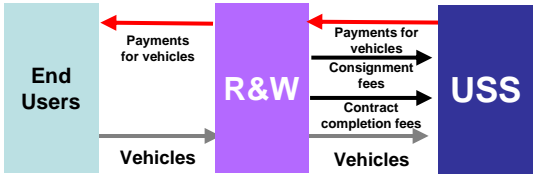


* Successful bid fee per vehicle is calculated before eliminations for consolidation.

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

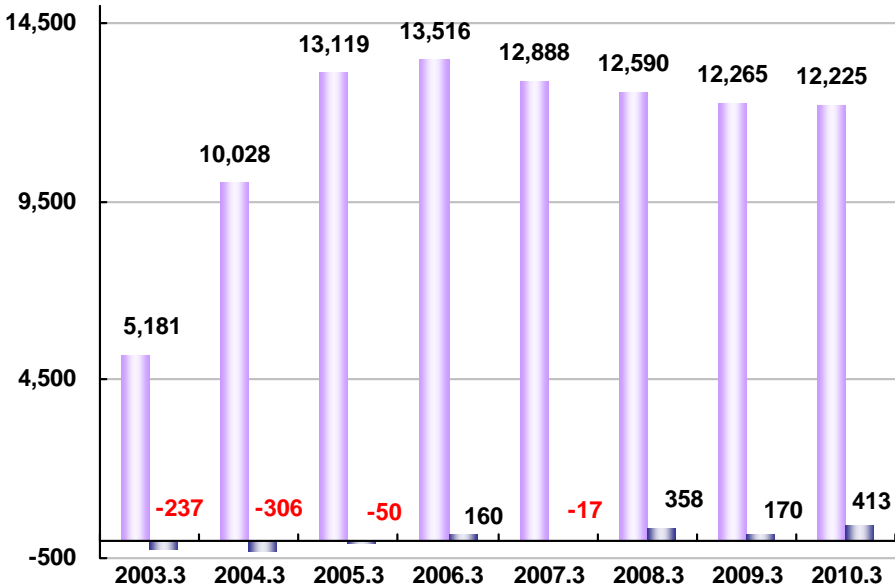
- There was a big increase in the successful bid fee par vehicle as the off-site successful bid ratio increased from 43.4% to 45.6%. Average successful bid fee par vehicle has risen significantly.
- The number of Internet (CIS) members was up significantly because new auction members are urged to sign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

Operating income improved due to strength in the auction market



(Million yen)

■ Net Sales ■ Operating Income



	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%

(Million yen)

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.

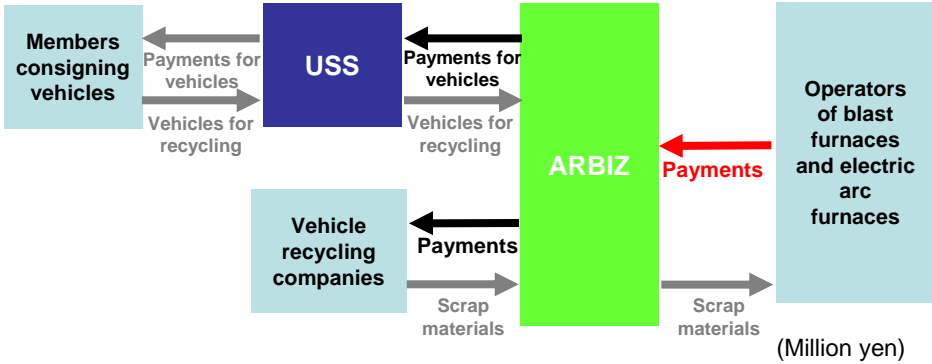
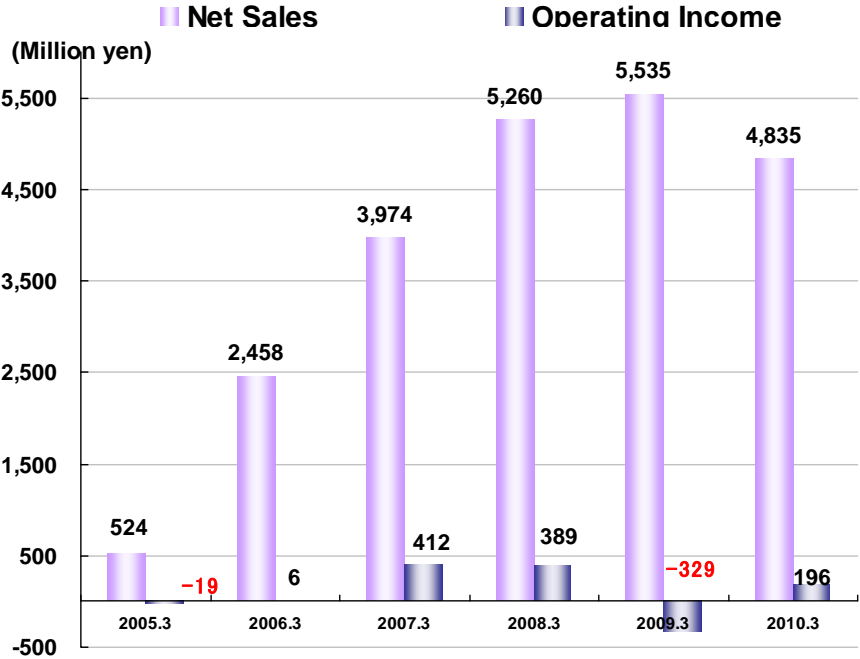
- Sales and earnings improved because of a strong auction market.

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.

Forecast for FY2011.3
Earnings Distributions
Medium-term Value Creation Model

Anticipating growth in sales and earnings and an improvement in profitability

(Million yen)

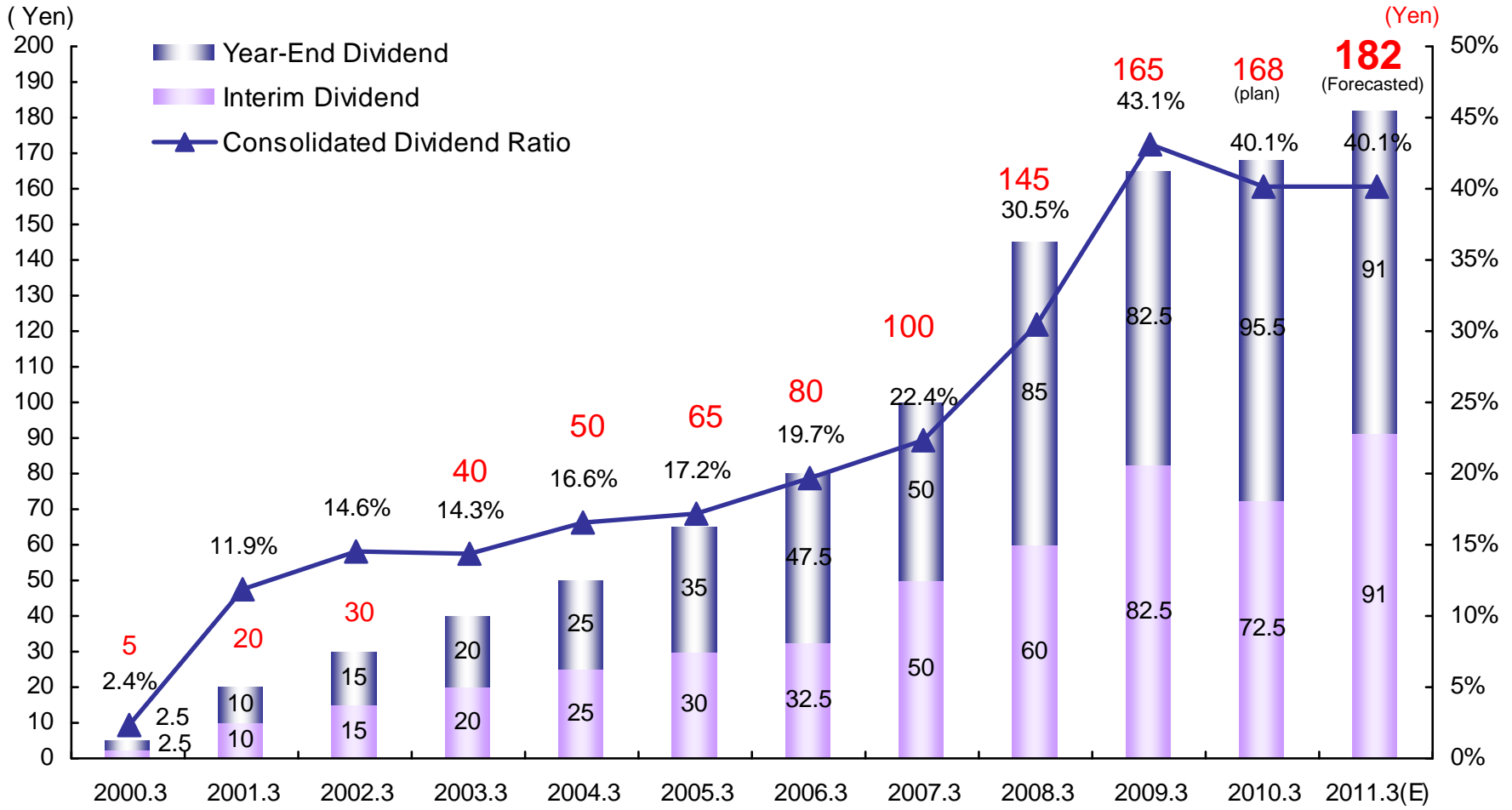
	2010.3 (Actual)	2011.3 (Plan)	YoY
Net Sales	59,849	60,900	101.8%
Cost of sales (Per sales)	27,120 (45.3%)	26,950 (44.3%)	99.4%
Gross profit (Per sales)	32,728 (54.7%)	33,950 (55.7%)	103.7%
Selling, general and administrative expenses (Per sales)	10,788 (18.0%)	10,350 (17.0%)	95.9%
Operating Income (Per sales)	21,940 (36.7%)	23,600 (38.8%)	107.6%
Ordinary Income (Per sales)	22,511 (37.6%)	23,800 (39.1%)	105.7%
Net Income (Per sales)	12,717 (21.3%)	13,500 (22.2%)	106.2%
Net income per share (yen)	418.85	453.63	108.3%

Plan for FY2011.3

- Vehicles consigned: 2,400,000 Vehicles contracted: 1,344,000
- Contract completion rate: 56.0%
- Capital expenditures: 3.5 billion yen Depreciation: 4.6 billion yen

Earnings Distributions (1) – Dividend Policy

- Dividend per share of **182 yen** for FY2011.3 (forecasted)
- 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%	76.9%

Dividends

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

Stock repurchases

- Stock is repurchased based on the level of cash flows and planned capital expenditures. USS has repurchased 19.8 billion yen of stock over the past five years.
- USS plans to retire 1.37 million shares of treasury stock (4.2% of all shares issued) at the end of May 2010.
- USS plans to repurchase 500,000 shares at a cost of up to 3 billion yen between May 12 and June 23, 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.

Medium-term Goals and Value Creation Model

USS is aiming for an overwhelming share of Japan's mature auto auction market by offering its members even greater convenience.

Auction site strategy

- Make each site number one in its respective area
- Use mergers and acquisitions and open new locations

More vehicles consigned

Market share of 40%



More members and users

Higher contract completion rate
Higher rates for contract completion fees

Network strategy

Increase number of Satellite TV/Internet members and users by adding more capabilities that can offer greater convenience.

USS has a business alliance with Proto Corporation (4298) for establishing used car evaluation standards

Use of USS vehicle inspection data in the Goo Approved Cars service of Proto

Use Goo-net and other channels to give consumers access to information about the quality of vehicles

This information will allow consumers to buy auction vehicles with confidence

Further growth of the used car market

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Reference materials

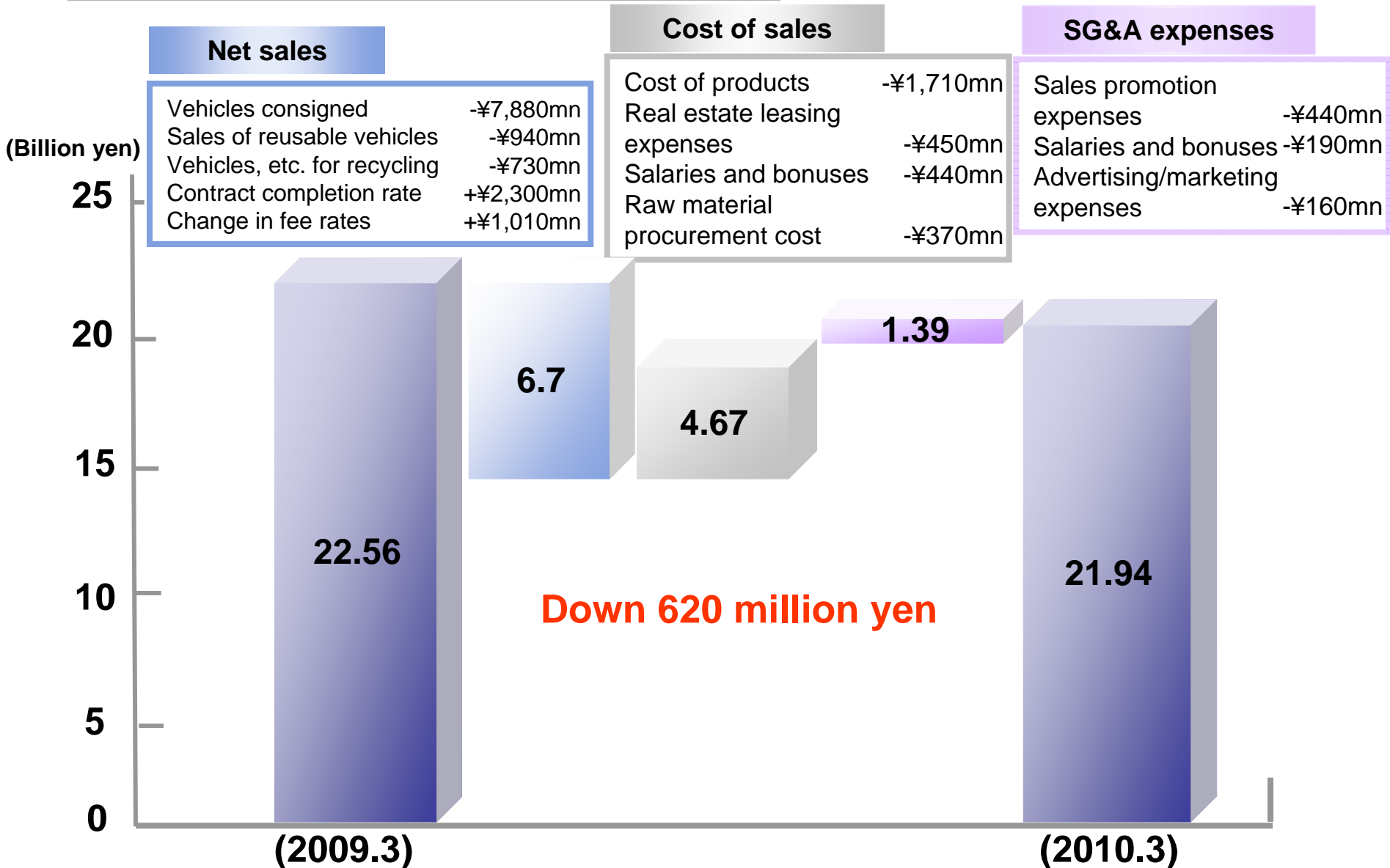
**Japan Automobile Manufacturers Association, Japan Mini Vehicles Association,
Japan Automobile Dealers Association, Monthly Magazine Used Car, Japan Used Motor Vehicle Exporters
Association Investor**

(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

Reasons for change in operating income



Reasons for change in operating income

Net sales

Vehicles consigned	+¥1,090mn
Vehicles, etc. for recycling	+¥640mn
Contract completion rate	-¥720mn

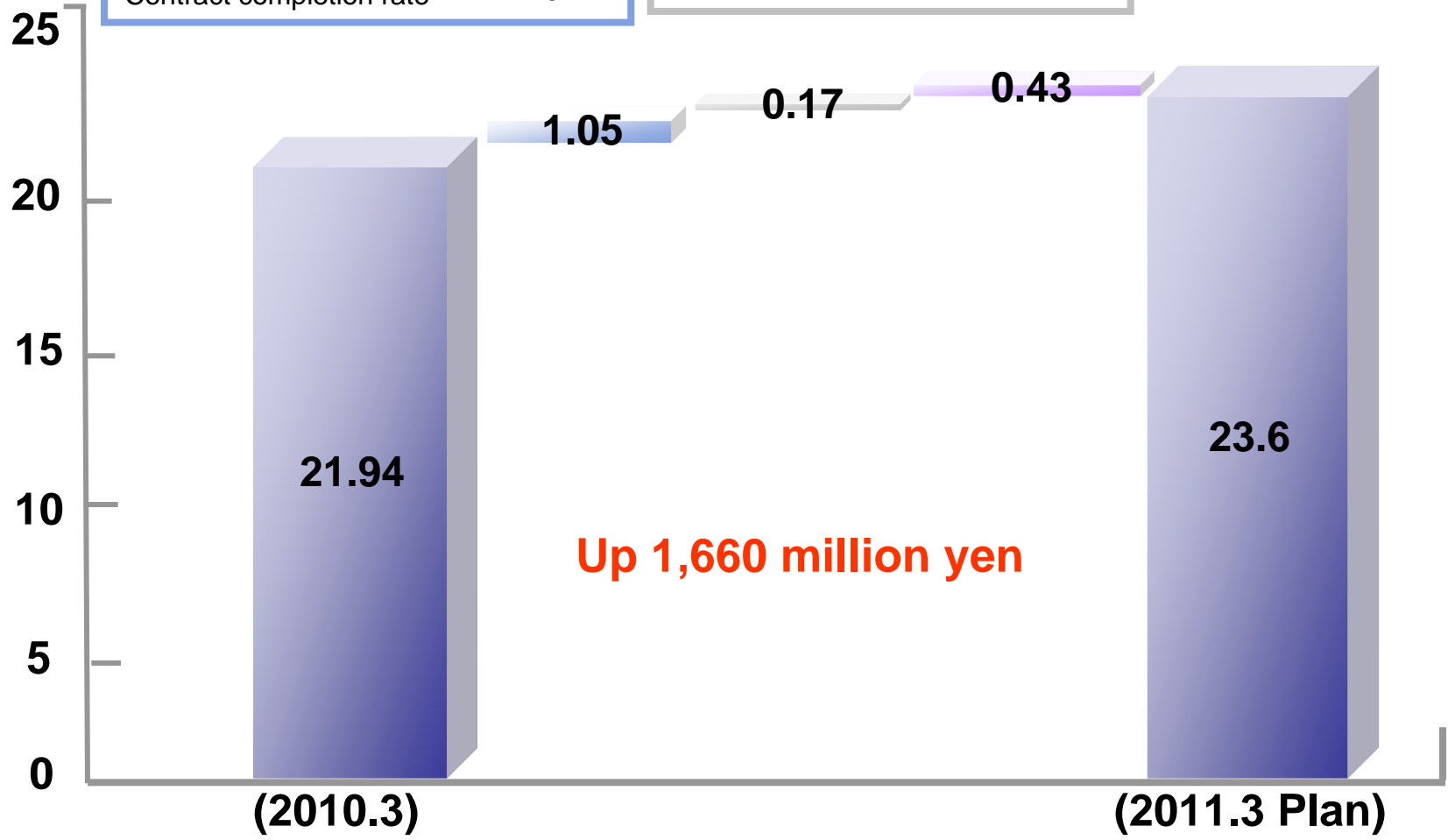
Cost of sales

Depreciation expenses	-¥750mn
Raw material procurement cost	+¥460mn

SG&A expenses

Goodwill amortization	-¥540mn
Sales promotion expenses	+¥200mn

(Billion yen)



Auto Auction Business

(Million yen)

	2008.3 4Q	2009.3 4Q	2010.3 4Q	YoY
Net Sales	14,438	10,730	11,587	108.0%
Operating Income	7,353	4,658	5,996	128.7%

Used Car Purchasing and Selling Business

(Million yen)

	2008.3 4Q	2009.3 4Q	2010.3 4Q	YoY
Net Sales	1,613	878	1,736	197.8%
Operating Income	101	▲149	169	-

Recycling Business

(Million yen)

	2008.3 4Q	2009.3 4Q	2010.3 4Q	YoY
Net Sales	3,685	3,242	3,082	95.1%
Operating Income	119	155	62	40.1%

Supplementary Data 1

New Car Registrations

(Thousand vehicles)

	1Q	2Q	3Q	4Q	Total
2008.3	1,198	1,286	1,225	1,609	5,319
2009.3	1,176	1,241	1,054	1,228	4,700
2010.3	958	1,217	1,205	1,499	4,880

Used Car Registrations

(Thousand vehicles)

	1Q	2Q	3Q	4Q	Total
2008.3	1,828	1,692	1,809	2,082	7,412
2009.3	1,758	1,663	1,673	2,008	7,103
2010.3	1,637	1,497	1,555	1,851	6,541

Used Car Exports

(Thousand vehicles)

		1Q	2Q	3Q	4Q	Total
2008.3	Russia	130	128	134	127	519
	Other	233	197	224	196	852
	Total	363	326	358	323	1,371
2009.3	Russia	155	146	134	8	444
	Other	219	202	165	109	696
	Total	374	348	299	118	1,141
2010.3	Russia	13	13	18	14	58
	Other	156	158	198	166	679
	Total	169	171	216	180	738

Vehicles Consigned at Auctions (Industry)

(Thousand vehicles)

		1Q	2Q	3Q	4Q	Total
2008.3	No. of Consigned Vehicles	2,147	1,913	2,120	2,316	8,498
	Contract Completion Rate	55.8%	58.8%	54.6%	55.2%	56.0%
2009.3	No. of Consigned Vehicles	2,279	2,098	2,179	1,878	8,435
	Contract Completion Rate	52.9%	53.8%	45.2%	50.7%	50.6%
2010.3	No. of Consigned Vehicles	1,709	1,590	1,759	1,735	6,795
	Contract Completion Rate	53.6%	55.9%	52.4%	57.9%	54.9%

Vehicles Consigned at Auctions (USS)

(Thousand vehicles)

		1Q	2Q	3Q	4Q	Total
2008.3	No. of Consigned Vehicles	741	645	722	810	2,920
	Contract Completion Rate	55.8%	61.4%	56.0%	56.1%	57.2%
2009.3	No. of Consigned Vehicles	789	728	751	633	2,902
	Contract Completion Rate	54.2%	54.5%	46.4%	52.8%	51.9%
2010.3	No. of Consigned Vehicles	576	535	601	613	2,327
	Contract Completion Rate	56.0%	59.9%	55.3%	59.7%	57.7%

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	Diff.
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	▲10.1%
Operating Income	8,837	11,345	15,335	18,017	20,673	23,103	24,817	27,200	22,568	21,940	▲2.8%
Ordinary Income	8,693	10,859	15,382	18,207	21,096	23,544	25,360	27,490	22,503	22,511	0.0%
Net Income	4,493	5,489	7,645	8,907	11,814	13,203	14,390	15,200	12,003	12,717	5.9%
Financial Position											
Total Assets	62,315	80,929	88,979	92,538	115,704	131,908	146,172	150,737	138,370	142,164	2.7%
Cash and Deposits	11,595	21,477	15,356	15,168	15,818	19,995	21,149	26,280	18,445	29,681	60.9%
Total Liabilities	29,624	46,209	44,603	24,284	29,901	33,841	40,184	33,159	23,428	23,773	1.5%
Interest Bearing Debt	13,462	28,858	25,579	7,331	7,490	5,200	5,355	3,064	2,716	1,806	▲33.5%
Net Assets	32,690	34,720	44,376	68,254	85,803	98,067	105,988	117,577	114,941	118,390	3.0%
Shareholders' Equity	32,266	34,402	43,812	67,497	84,877	97,391	104,985	117,130	114,771	118,146	2.9%
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	9.4%
Dividend per Share (Yen)	20.0	30.0	40.0	50.0	65.0	80.0	100.0	145.0	165.0	168.0	1.8%
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 (shs.)	—	50	1,134	1,495	1,789	144,006	671,773	671,801	2,105,687	2,936,474	39.5%
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	2.3%

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

