

USS

Used car
System
Solutions

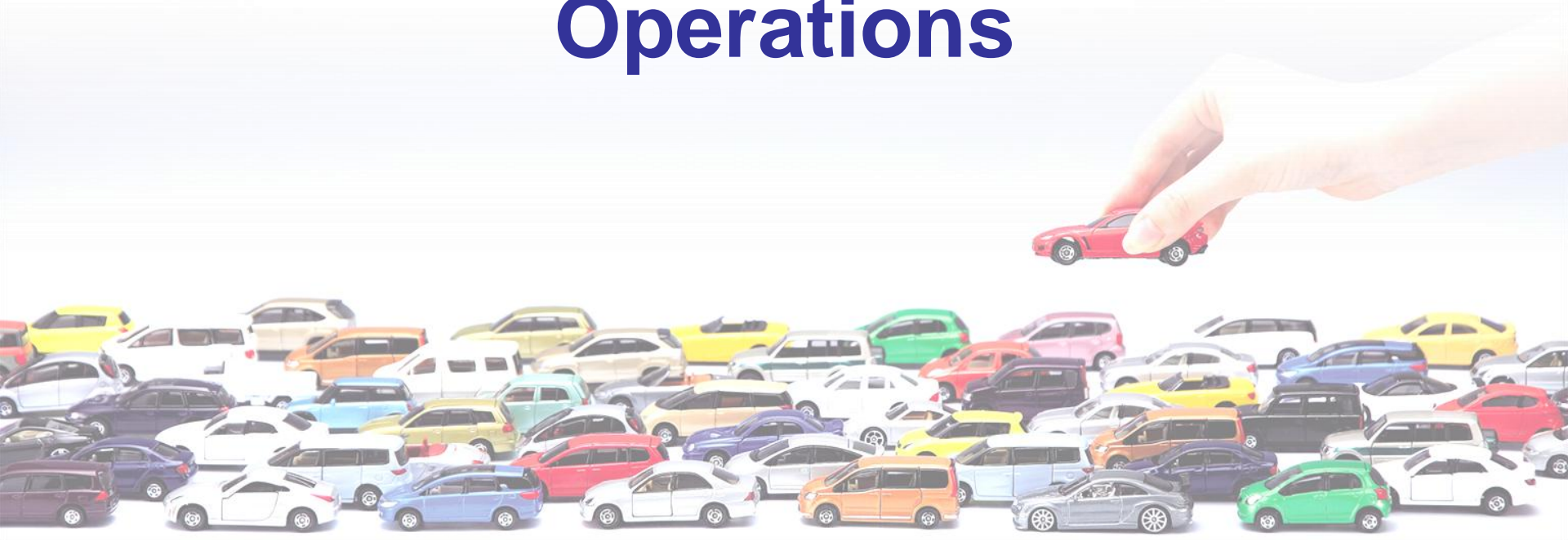
Consolidated Results of Operations

fiscal year ended March 31, 2013

USS Co., Ltd.
May 2013



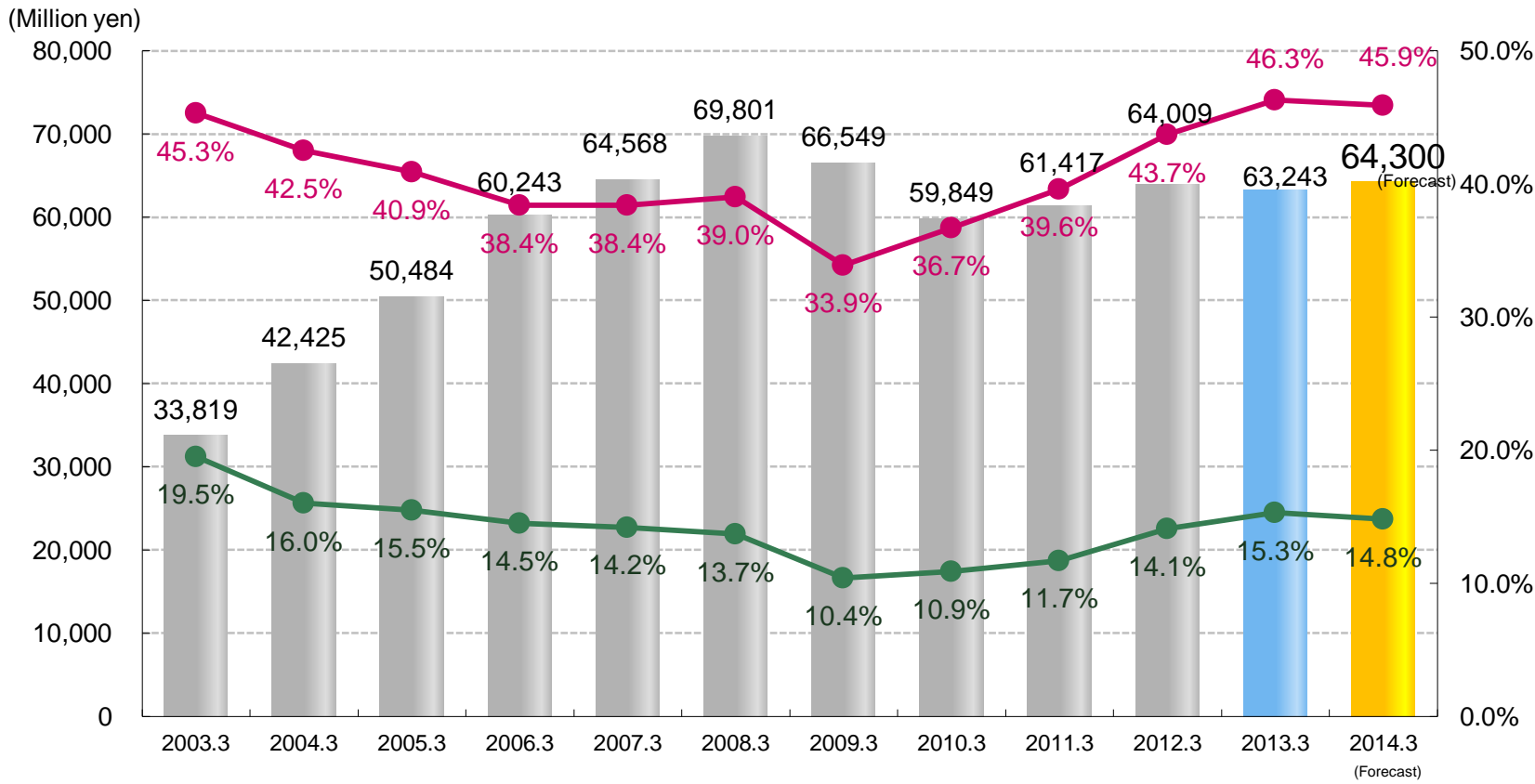
USS Profile and Results of Operations



(1) Consolidated Sales, Operating Margin and ROE

Accomplished 15% ROE due to medium-term growth and strong profitability

■ Net sales ● Operating income ● ROE

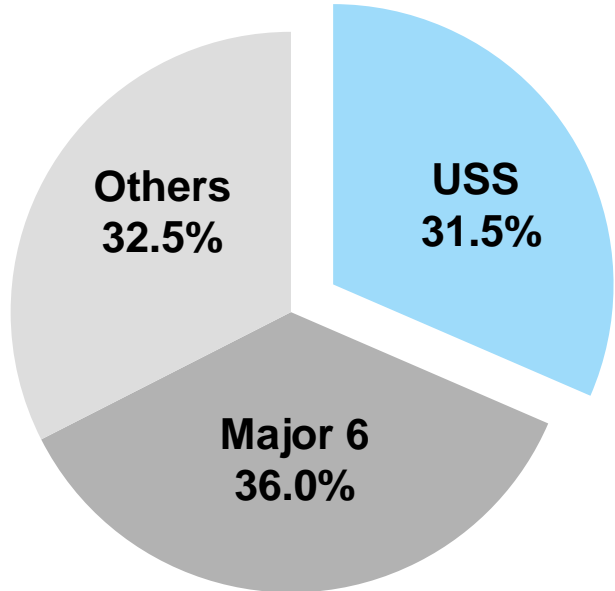


2003.3 - 2013.3
 Avg. 10-year growth rate Sales **6.5%** Operating income **6.7%**
 Avg. 10-year operating margin **39.9%**
 Average 10-year ROE **13.6%**

(2) Competitive Edge in Japan's Auto Auction Industry

Largest Share of the Auto Auction Market

Market share (CY2012)



*Major 6 : TAA(9.7%), JAA(8.6%), CAA(6.6%), Arai AA(4.6%), KCAA(3.3%), LAA(3.2%)

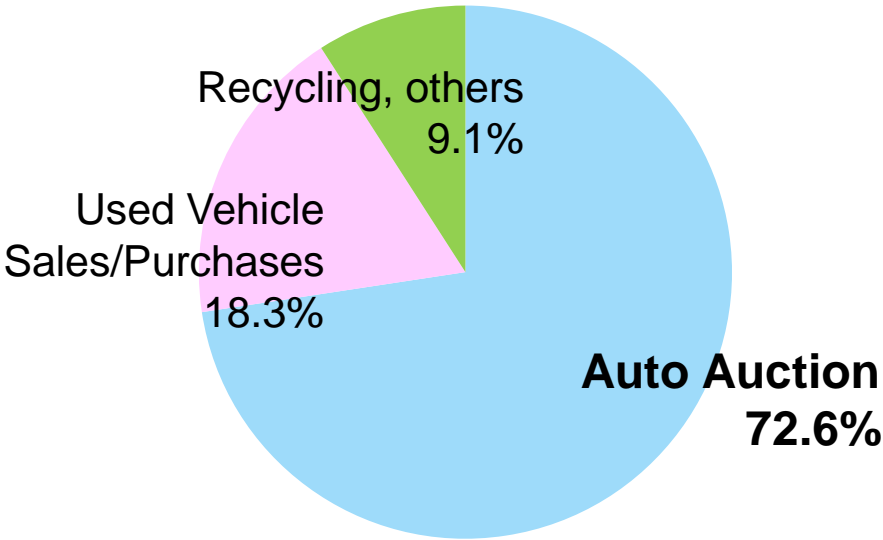
The Superiority of USS

- Overwhelming lead in the number of members: 45,000 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 77.1%

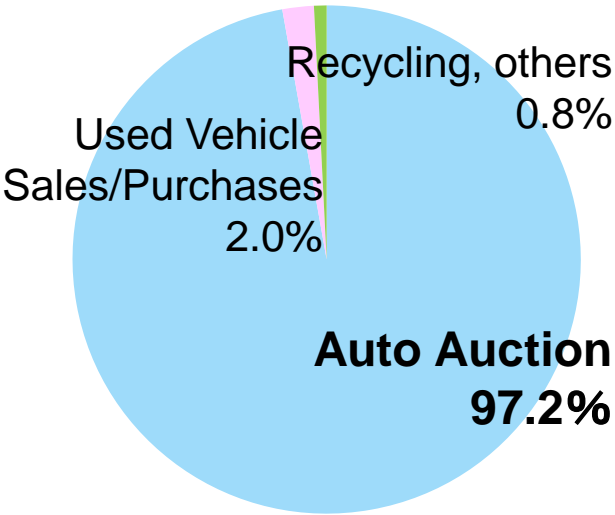
(As of end of Mar. 2013)

(3) Breakdown of Net sales and Operating income

Sales breakdown(FY3/2013)



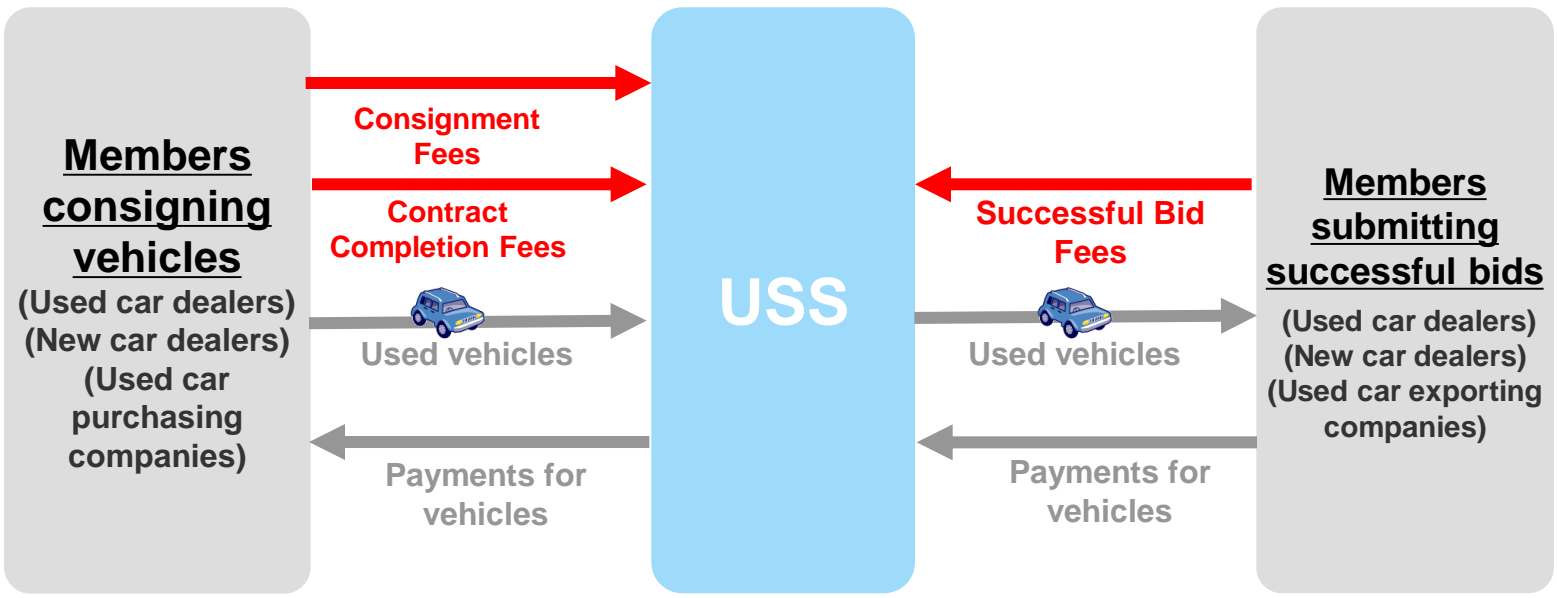
Operating income breakdown(FY3/2013)



*Sales are sales to external customers and operating income is based on business segment earnings.

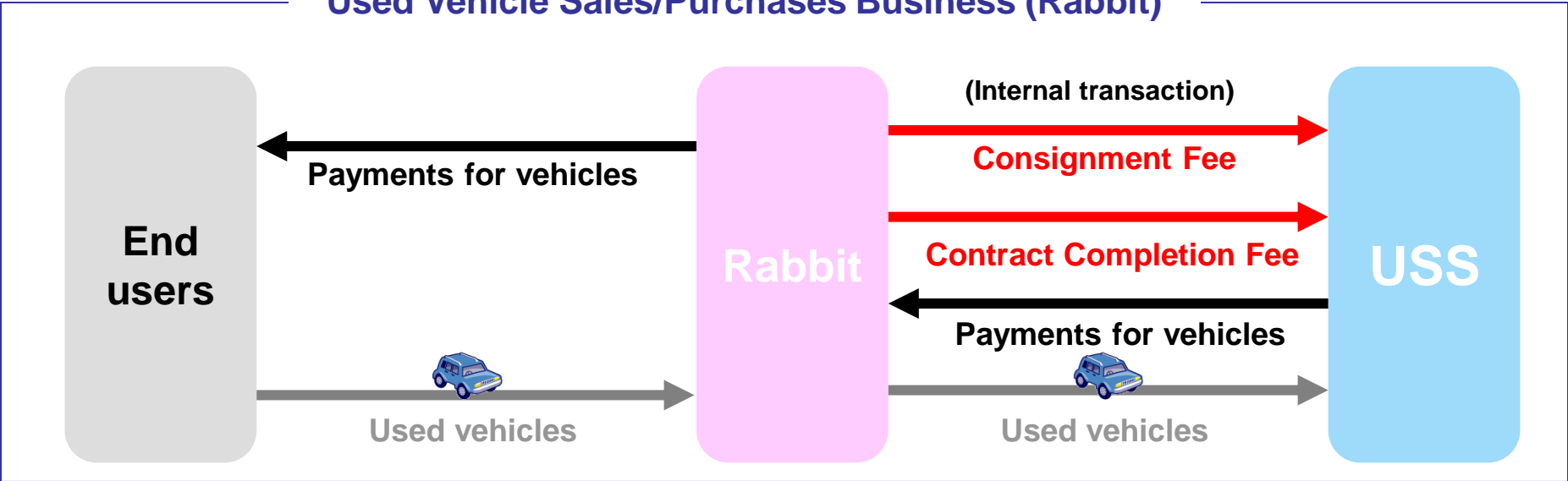
(4) Business Models for Auto Auction Business

Auto Auction Business

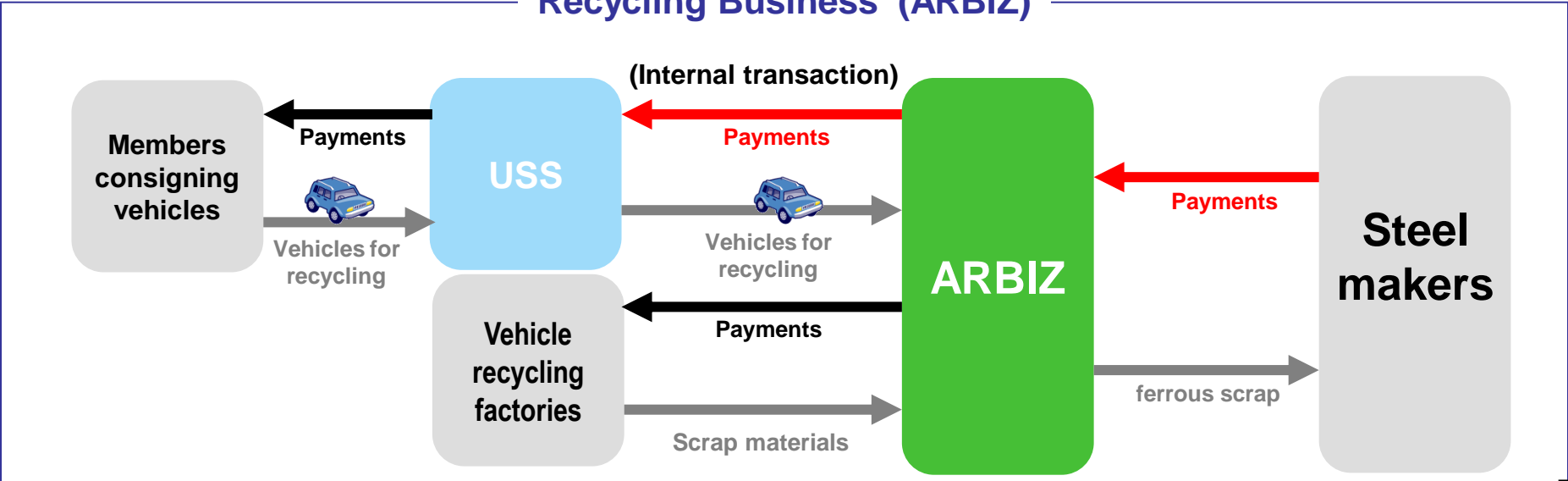


(5) Business Models for Used Vehicle Sales/Purchases Business and Recycling Business

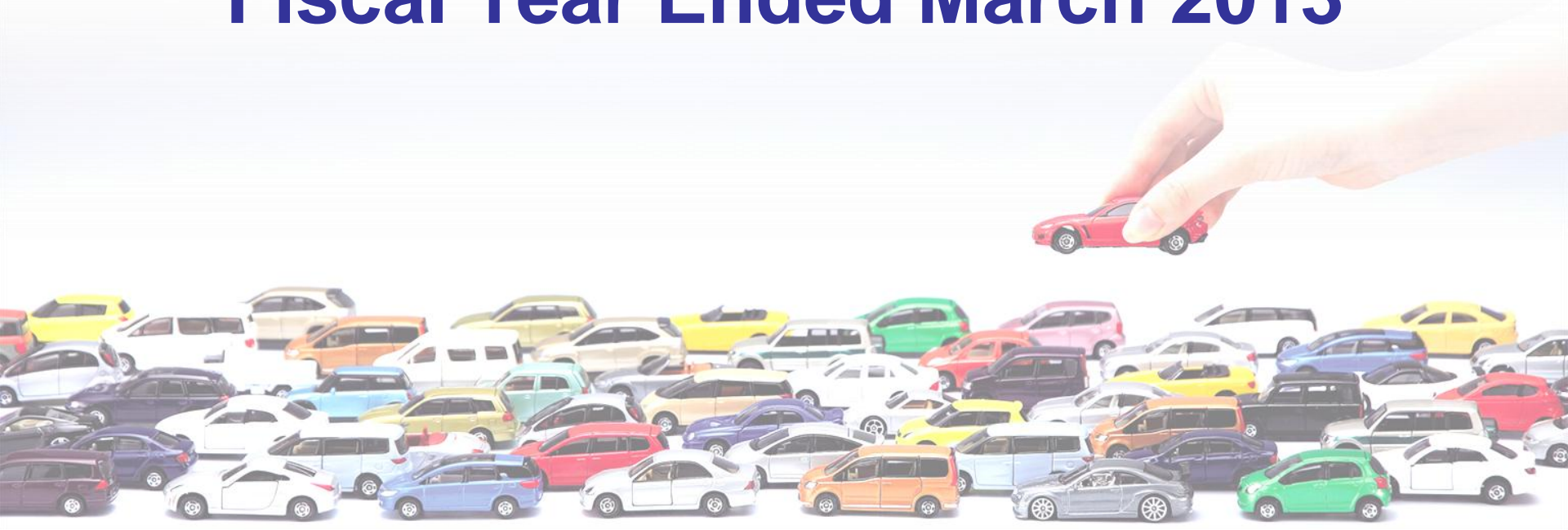
Used Vehicle Sales/Purchases Business (Rabbit)



Recycling Business (ARBIZ)



Results of Operations Fiscal Year Ended March 2013



- **Sales down 1.2% (YoY)**
 - **Auto auction business sales up 0.1% (YoY)**
 - **Vehicles consigned down 2.3%, contracted vehicles down 0.7% (YoY)**
 - **Contract completion rate was 63.9% compared with 62.8% one year earlier**
 - **Off-site (Satellite TV and Internet) successful bid ratio increased from 50.2% to 50.8%**
 - **Used car purchasing and selling business sales decreased 7.5% (YoY)**
 - **Recycling and others sales increased 1.7% (YoY)**
- **Operating income up 4.8% and ordinary income up 4.5% (YoY)**
 - **Auto auction business operating income increased 4.5% (YoY)**
 - **Used car purchasing and selling business decreased 3.5% (YoY)**
 - **Recycling and others operating income increased 1,826.4% (YoY)**
 - **Depreciation and fee paid declined**
 - **Operating margin improved from 43.7% to 46.3% (YoY)**
- **Maintained a high equity ratio of 77.1%**

New record operating, ordinary and net income for the second consecutive year (Million yen)

	2012.3	2013.3	Year on year	Plan (As of Nov. 6, 2012)	VS. plan
Net Sales	64,009	63,243	98.8%	64,200	98.5%
Cost of sales (Per sales)	26,161 (40.9%)	24,982 (39.5%)	95.5%	25,682 (40.0%)	97.3%
Gross profit (Per sales)	37,848 (59.1%)	38,260 (60.5%)	101.1%	38,517 (60.0%)	99.3%
Selling, general and administrative expenses (Per sales)	9,895 (15.5%)	8,955 (14.2%)	90.5%	9,517 (14.8%)	94.1%
Operating income (Per sales)	27,952 (43.7%)	29,304 (46.3%)	104.8%	29,000 (45.2%)	101.1%
Ordinary income (Per sales)	28,588 (44.7%)	29,884 (47.3%)	104.5%	29,250 (45.6%)	102.2%
Net income (Per sales)	17,054 (26.6%)	18,346 (29.0%)	107.6%	17,950 (28.0%)	102.2%
Net income per share (yen)	609.24	693.52	113.8%	678.52	102.2%

Net sales

- Auction fee revenues increased because of revision to successful bid fee for off-site bidding system and higher off-site successful bid ratio
- Sales down because of the smaller number of vehicles purchased

Cost of sales

- Lower merchandise cost of sales in used car purchasing and selling business and lower cost of procuring autos and other materials for recycling business
- Depreciation expenses decreased

SG&A expenses • Decreases in fees paid and sales promotion expenses

FY2013.3 – Consolidated Balance Sheet

Outstanding financial soundness even as substantial earnings distributions to shareholders continue

(Million yen)

	2012.3	2013.3	Changes
Current assets	53,731	56,047	2,316
Cash and deposits	36,840	37,033	192
Receivables due from member dealers at auction	11,635	13,660	2,025
Other	5,255	5,353	98
Noncurrent assets	100,908	98,496	▲2,412
Property, plant and equipment	90,974	88,470	▲2,503
Intangible assets	865	818	▲47
Investments and other assets	9,068	9,206	138
Total assets	154,639	154,543	▲96
Current liabilities	26,326	28,165	1,838
Payables due to member dealers at auction	13,154	16,185	3,030
Short-term loans payable	93	93	-
Other	13,078	11,886	▲1,191
Noncurrent liabilities	7,215	6,701	▲513
Long-term loans payable	1,174	864	▲310
Other	6,041	5,837	▲203
Total liabilities	33,541	34,866	1,324
Shareholders' equity	125,809	124,273	▲1,536
Other accumulated comprehensive income	▲5,227	▲5,160	66
Subscription rights to shares	230	237	6
Minority interests	284	327	42
Total net assets	121,097	119,676	▲1,421

Current assets

- Auction receivables up 2.02 billion yen because of the calendar factors on the fiscal year-end auctions

Noncurrent assets

- Down 2.41 billion yen mainly because of depreciation of 3.43 billion yen

Current liabilities

- Up 1.83 billion yen due mainly to 3.03 billion yen increase in auction payables and 0.97 billion yen decrease in income taxes payable.

FY2013.3 – Consolidated Cash Flows

Purchased treasury stock; Dividend payout ratio tops 40%

(Million yen)

	2012.3	2013.3	Changes
Net cash provided by operating activities	24,014	22,059	▲1,954
Income before income taxes and minority interests	28,579	29,827	1,248
Depreciation and other amortization	4,034	3,582	▲451
Amortization of goodwill	91	▲0	▲91
Loss (▲gain) on sale and retirement of property, plant and equipment	7	38	31
Loss (▲gain) on sales and retirement of intangible assets	0	0	0
Net change in due from/to member dealers at auction	1,168	1,005	▲162
Income taxes paid	▲10,499	▲12,194	▲1,694
Other	633	▲200	▲833
Net cash provided by investing activities	▲7,699	4,679	12,379
Purchase of property, plant and equipment	▲655	▲1,441	▲786
Other	▲7,044	6,120	13,165
Net cash provided by financing activities	▲17,053	▲20,446	▲3,392
Net increase in loans payable	911	▲310	▲1,221
Purchases of treasury stock	▲11,812	▲12,309	▲496
Cash dividends paid	▲6,001	▲7,811	▲1,810
Other	▲151	▲15	136
Net increase in cash and cash equivalents	▲739	6,292	7,031
Cash and cash equivalents at beginning of period	29,280	28,540	▲739
Cash and cash equivalents at end of period	28,540	34,833	6,292

Operating activities

- Income before income taxes: 29.82 billion yen
- Income taxes paid: 12.19 billion yen

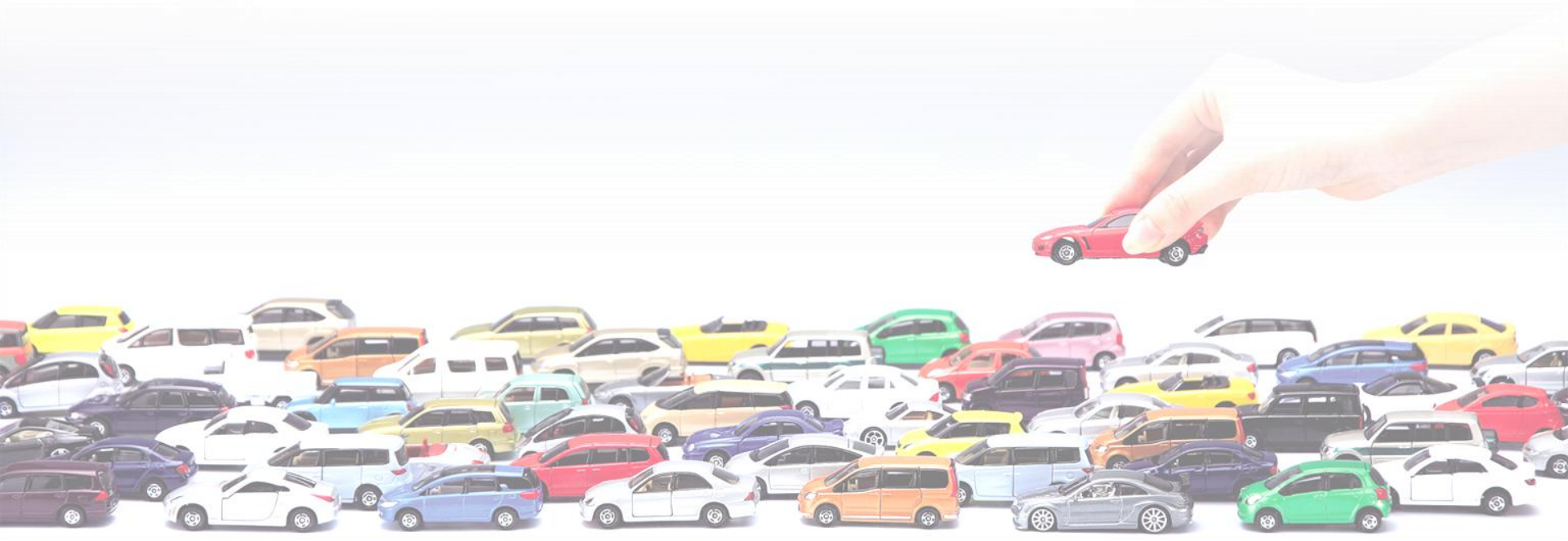
Investing activities

- Other includes 6.10 billion yen provided by a decrease in time deposits.

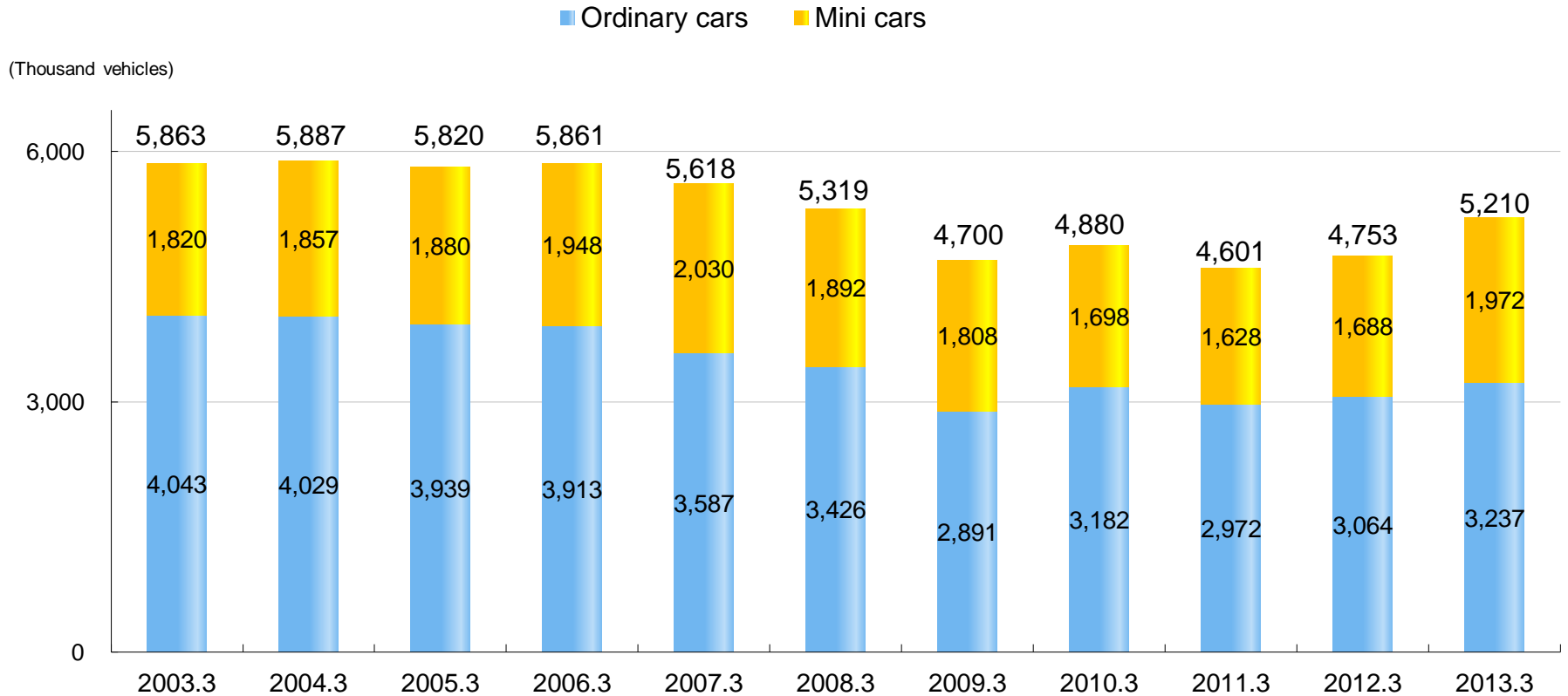
Financing activities

- Purchases of treasury stock: 12.30 billion yen
- Cash dividends paid: 7.81 billion yen

Market Overview



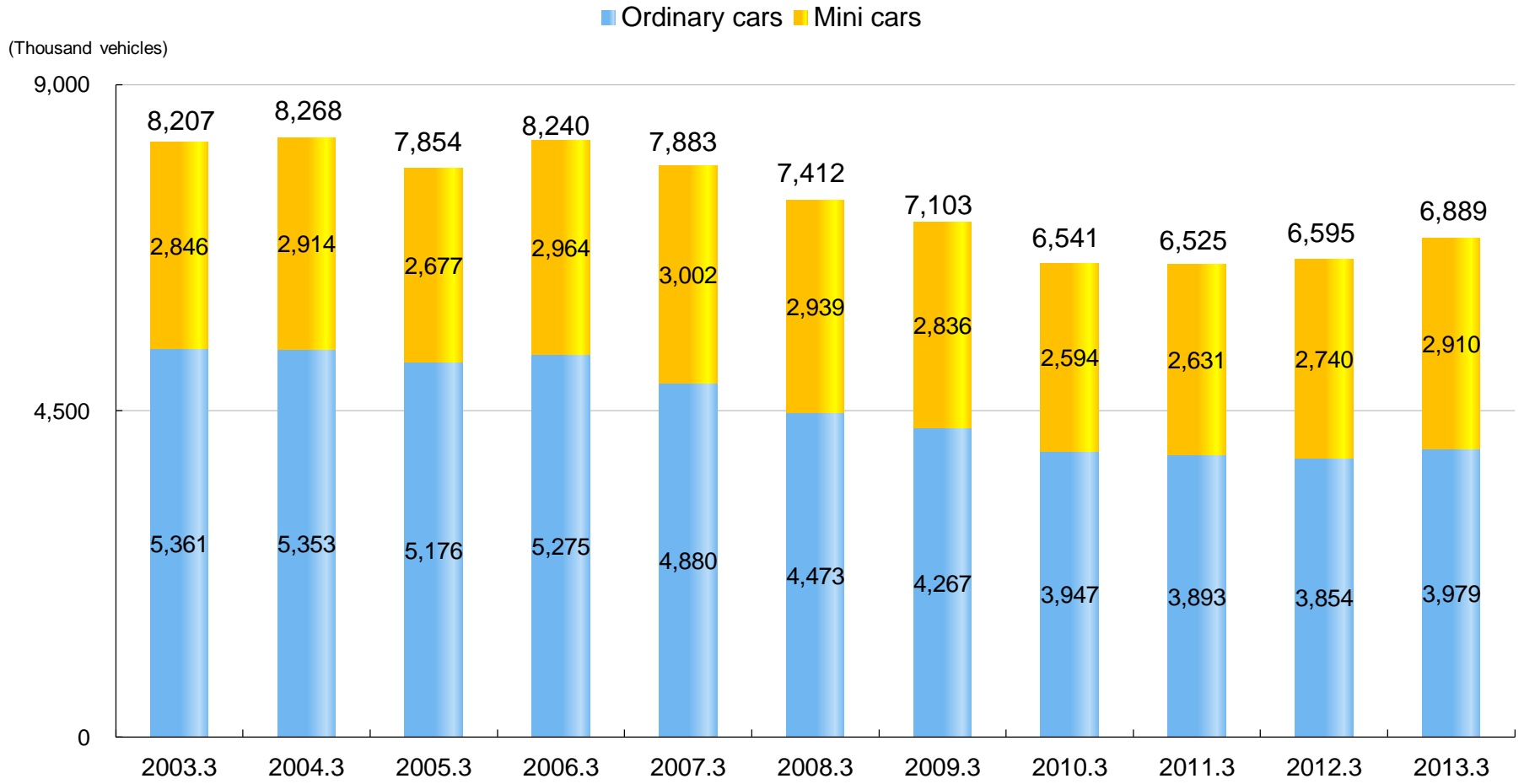
(1) New Car Registrations (April to March)



New car registrations increased 9.6% to 5.21 million units

- April-Sept: Up 33.5% (YoY) because of the eco-car subsidies
- Oct.-March: Down 6.9% (YoY) rebound from the eco-car subsidies expiration

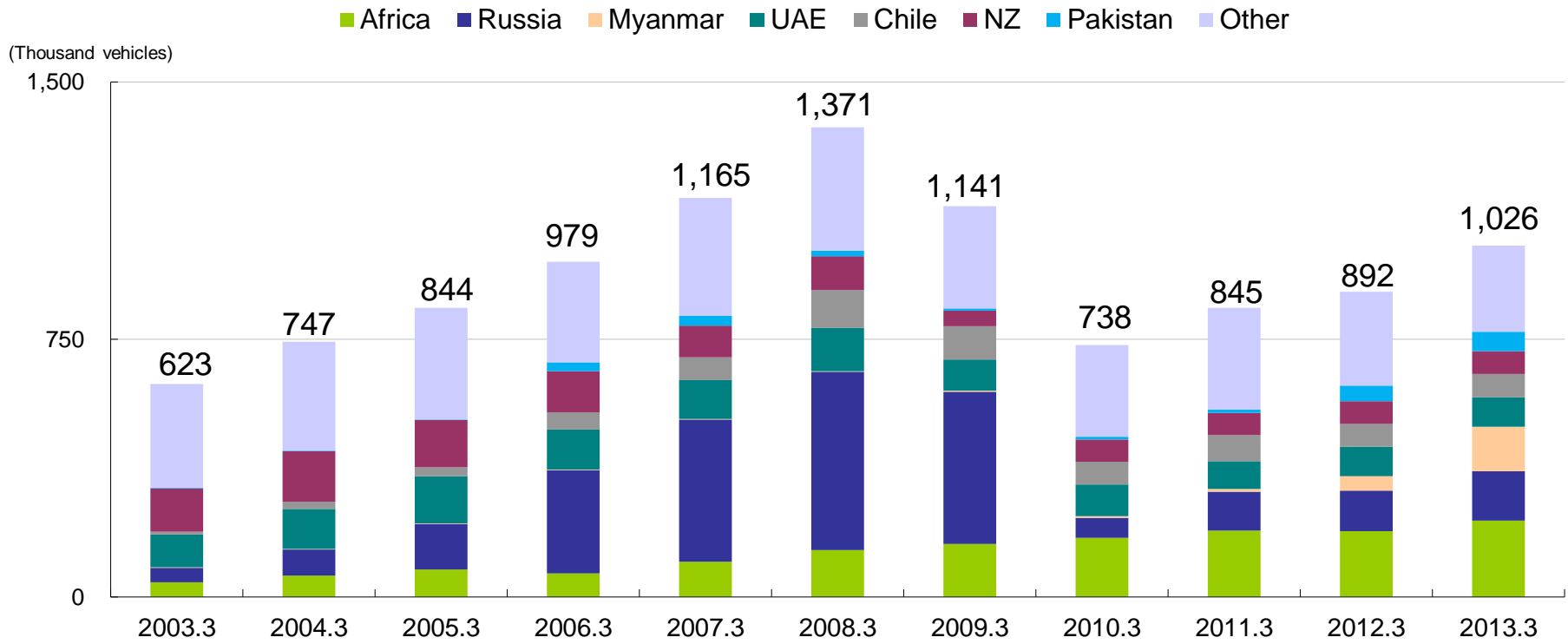
(2) Used Car Registrations (April to March)



Used car registrations increased 4.5% to 6.889 million units

- The number of used cars on the market increased as more cars were traded in due to the growth in demand to replace older cars with new ones.

(3) Used Car Exports (April to March)

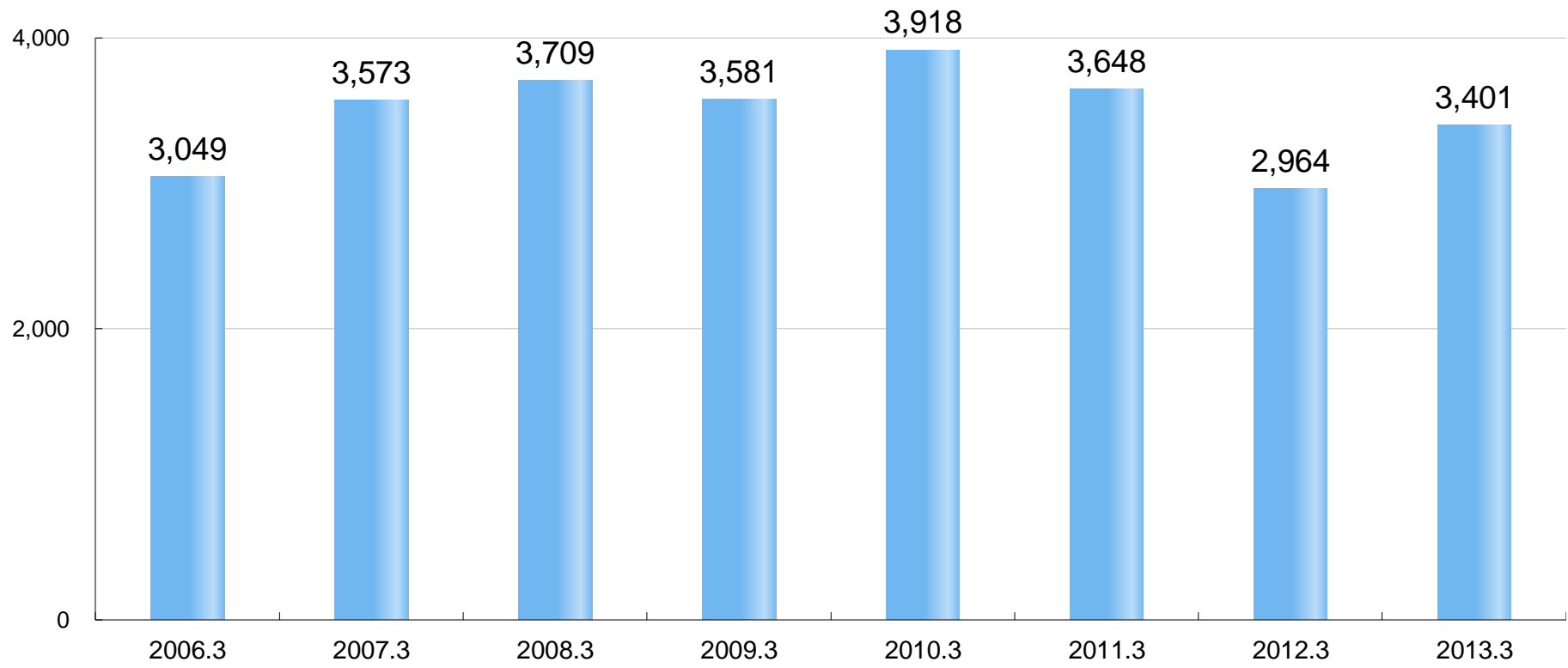


Used car exports increased 14.9% to 1.026 million units

- Major destination countries
Africa 222,000 (up 15.3%), Russia 145,000 (up 22.7%), Myanmar 128,000 (up 202.5%), UAE 86,000 (up 0.8%)
- Countries with large increases
Malaysia 24,000 (up 9.8%), Philippines 24,000 (up 31.3%), Surinam 12,000 (up 33.1%), Trinidad Tobago 11,000 (up 66.0%)

(4) Automobiles Recycled (April to March)

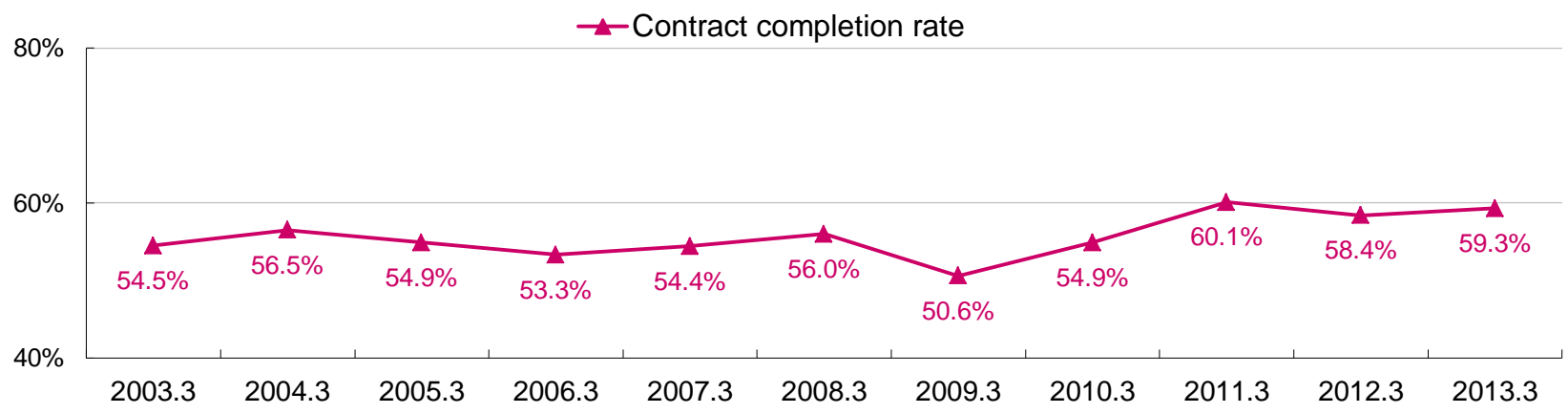
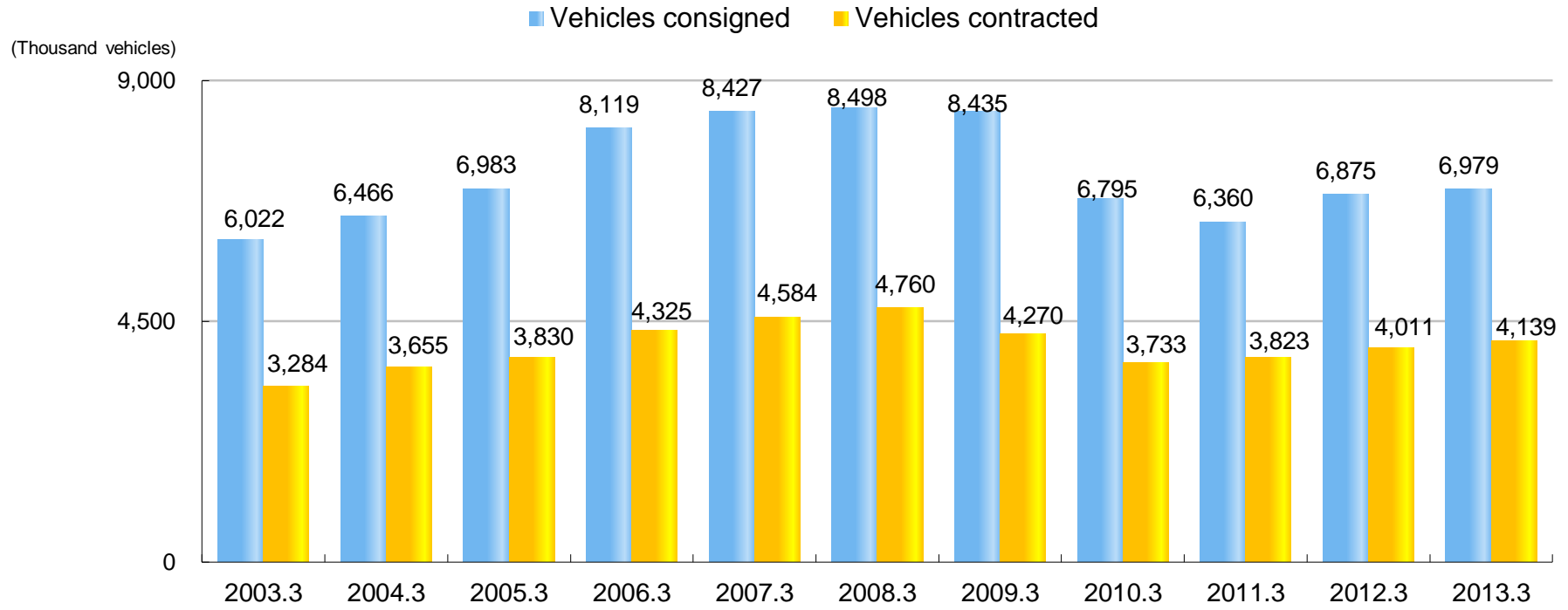
(Thousand vehicles)



Vehicles scrapped increased 14.7 % to 3.401 million units

- Big increase in vehicles scrapped mainly because of increase in trading in cars for new models along with the eco-car subsidy program

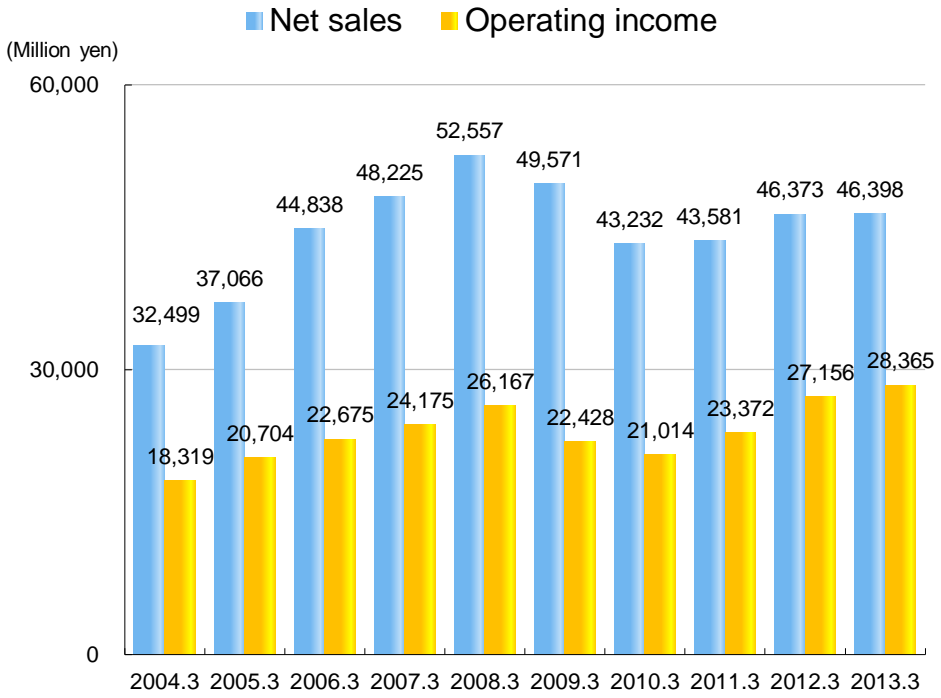
(5) Auto Auction Market (April to March)



Results of Operations (Segment Information)



Auto Auction Business (1) – Results of Operations (April to March)



	(Million yen)		
	2012.3	2013.3	YoY
Net sales	46,373	46,398	100.1%
Operating income (Per sales)	27,156 (58.6%)	28,365 (61.1%)	104.5%

Net sales increased 0.1% (YoY) to 46,398 million yen

- Vehicles consigned down 2.3% to 2,199 thousand; contracted vehicles down 0.7% to 1,405 thousand; contract completion rate increased from 62.8 % to 63.9 %
- Off-site successful bid ratio increased from 50.2% to 50.8%

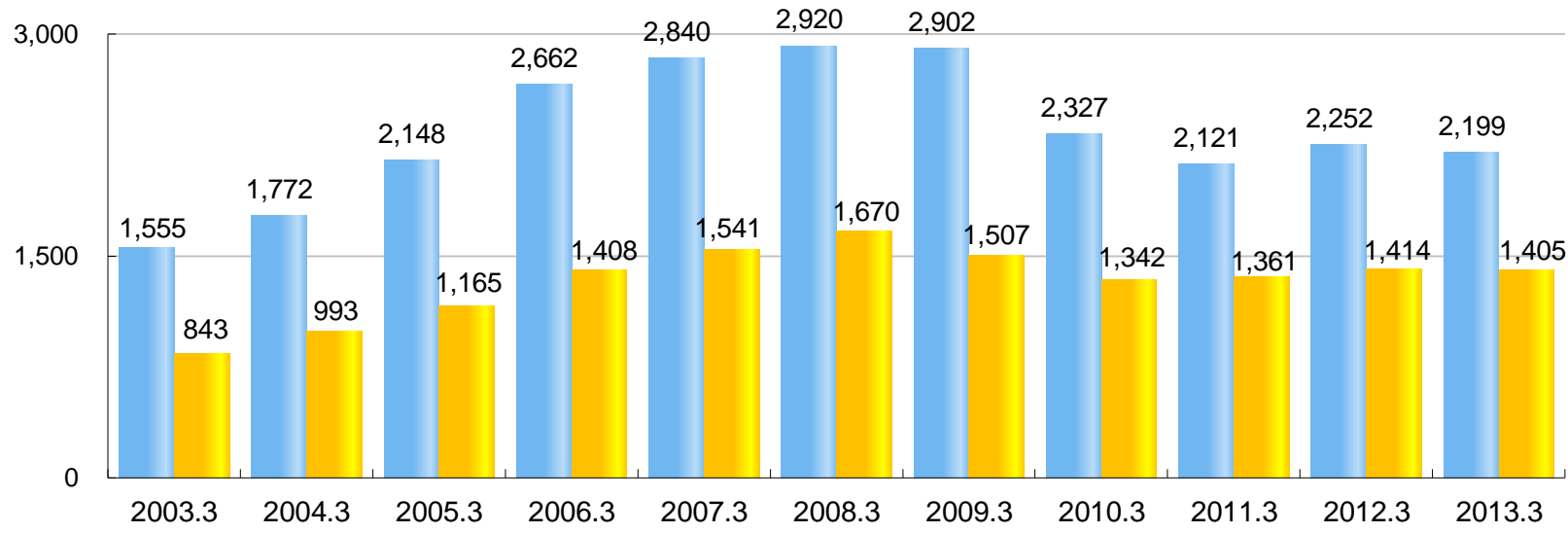
Operating income increased 4.5% (YoY) to 28,365 million yen

- Depreciation: Down 480 million yen
- Sales promotion expenses: Down 140 million yen

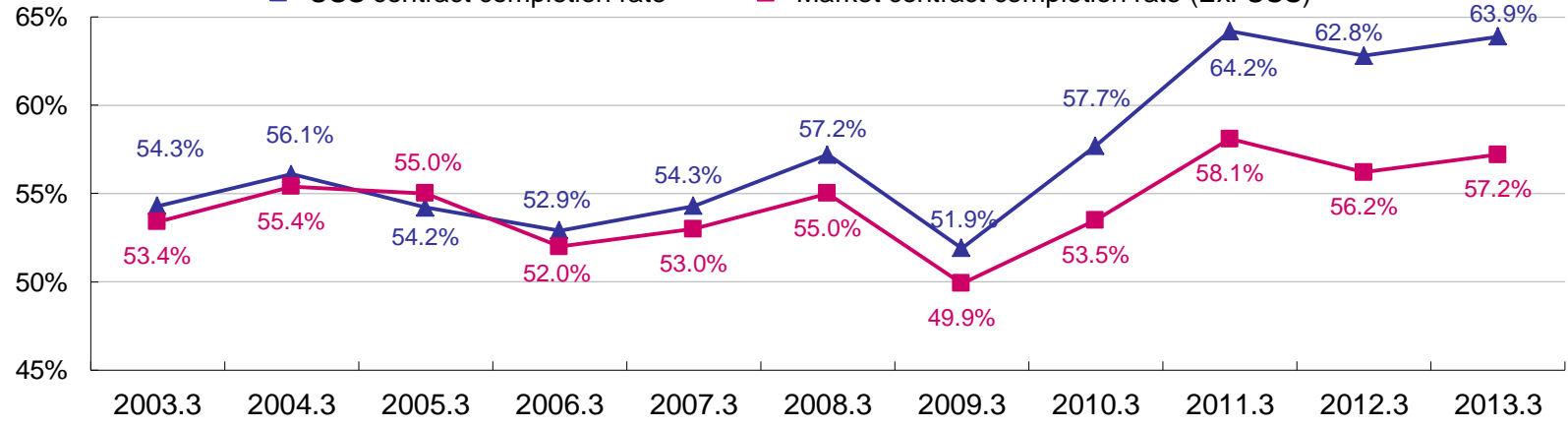
Auto Auction Business (2) – USS Group Performance (April to March)

■ Vehicles consigned ■ Vehicles contracted

(Thousand vehicles)

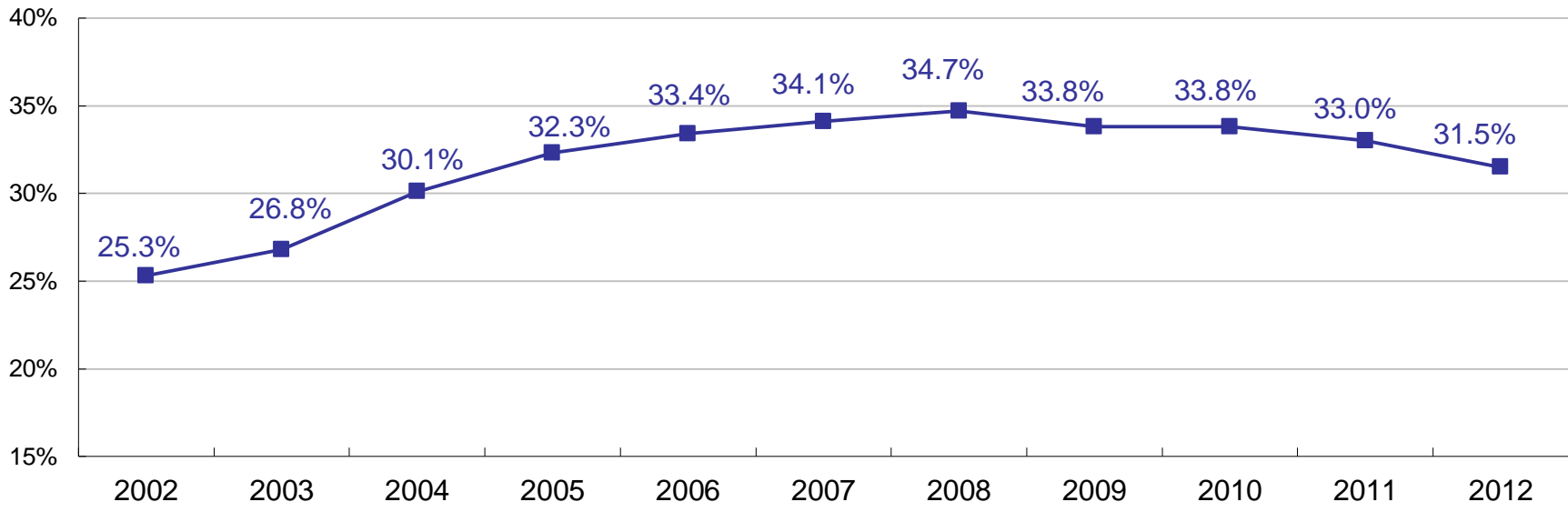


▲ USS contract completion rate ■ Market contract completion rate (Ex. USS)



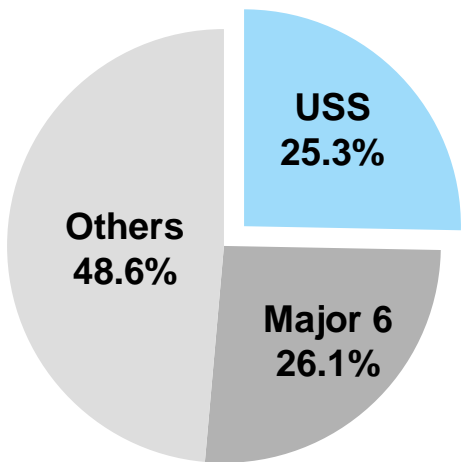
Auto Auction Business (3) – Market Share (January to December)

USS Market Share



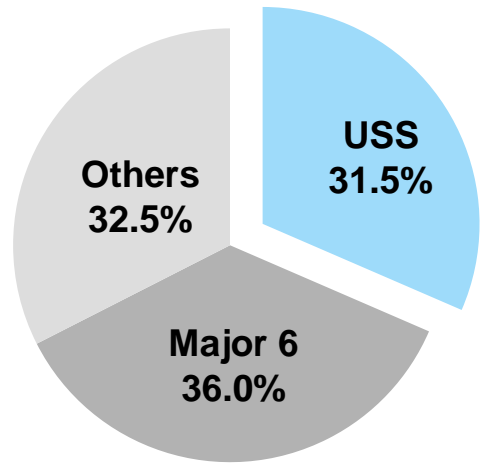
2002 (CY) Market Share

- *Major 6
- TAA (6.2%)
- JAA (5.8%)
- CAA (4.9%)
- Arai AA(5.4%)
- KCAA (2.6%)
- LAA (1.2%)

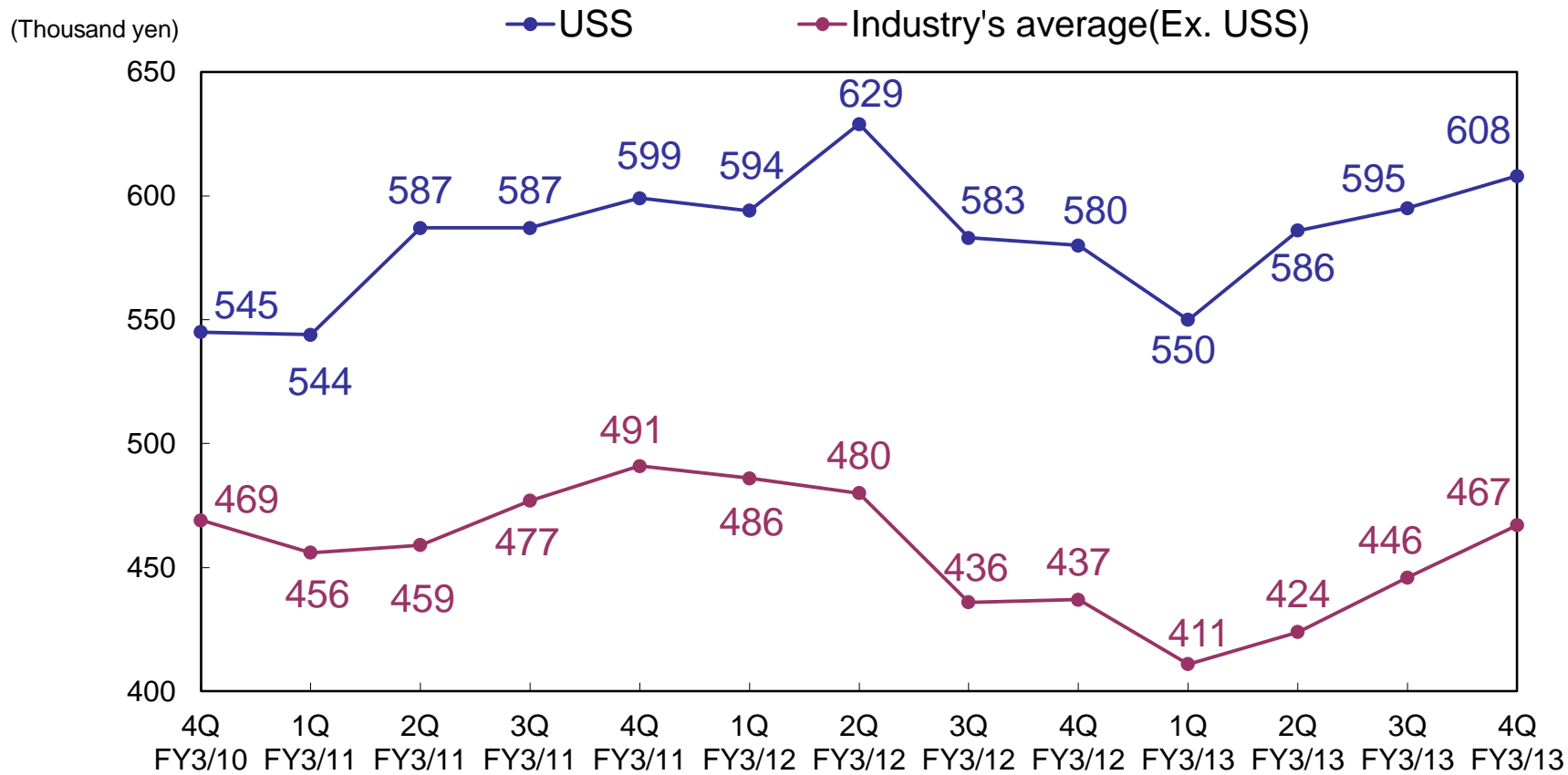


2012 (CY) Market Share

- *Major 6
- TAA(9.7%)
- JAA(8.6%)
- CAA(6.6%)
- Arai AA(4.6%)
- KCAA(3.3%)
- LAA(3.2%)



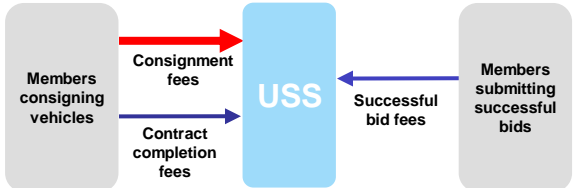
Average Price of Vehicles Contracted



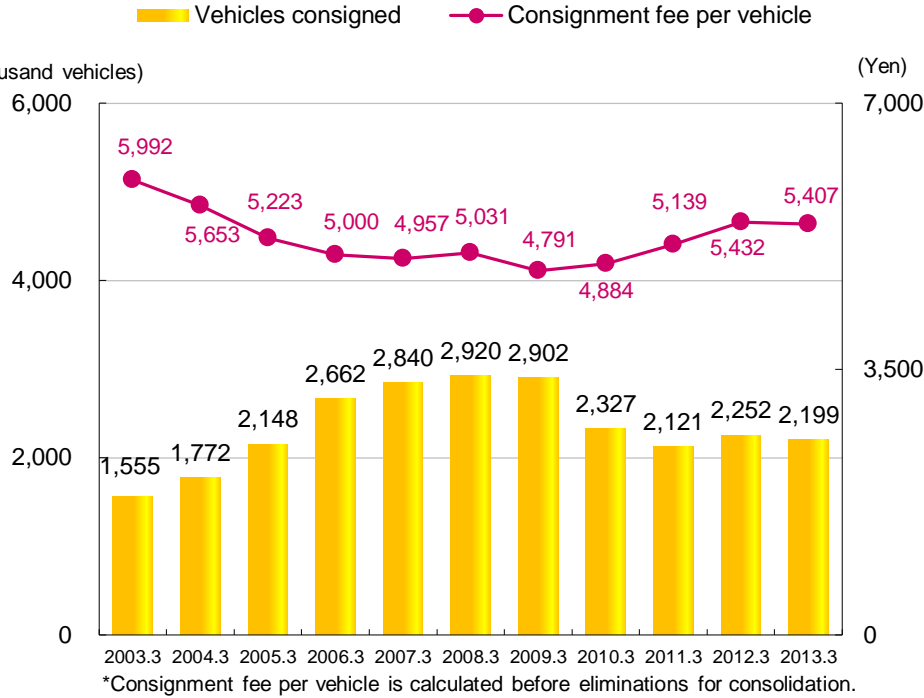
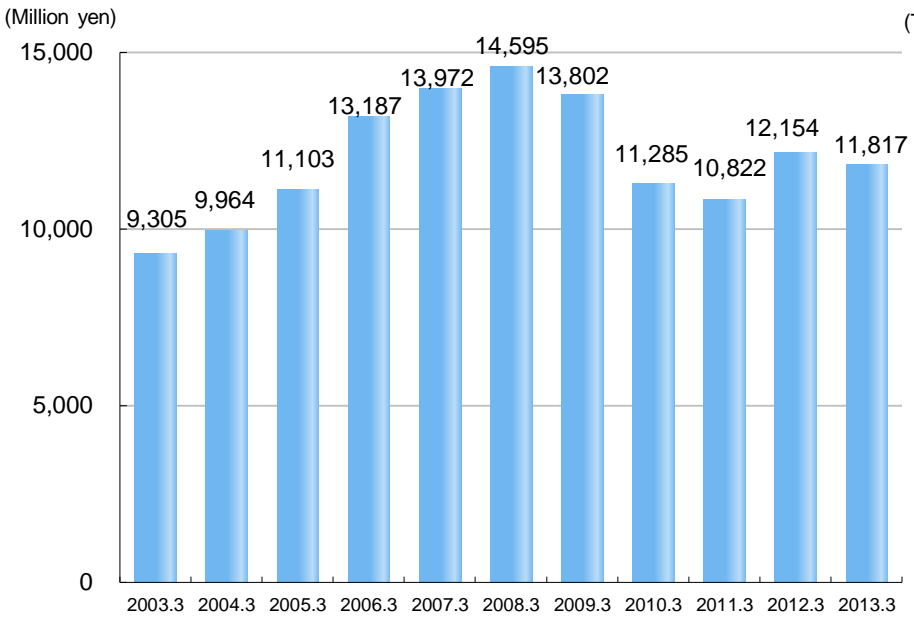
Note:

The average price per vehicle contracted is presented only for comparison (reference) between the average price per vehicle contracted at USS and the industry average. Consignment, contract completion and successful bid fees for auto auctions in Japan are the same (fixed fees) for each category regardless of the purchase price. Therefore, the purchase price does not affect fees. For details on commission structures, see Page 6 (Business Models for Auto Auction Business).

Auto Auction Business (5) – Vehicles Consigned and Consignment Fees



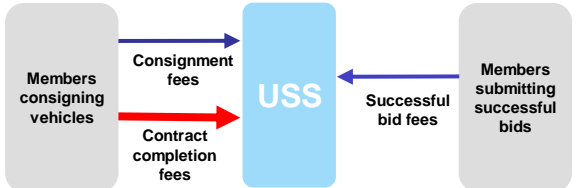
Total of Consignment Fees



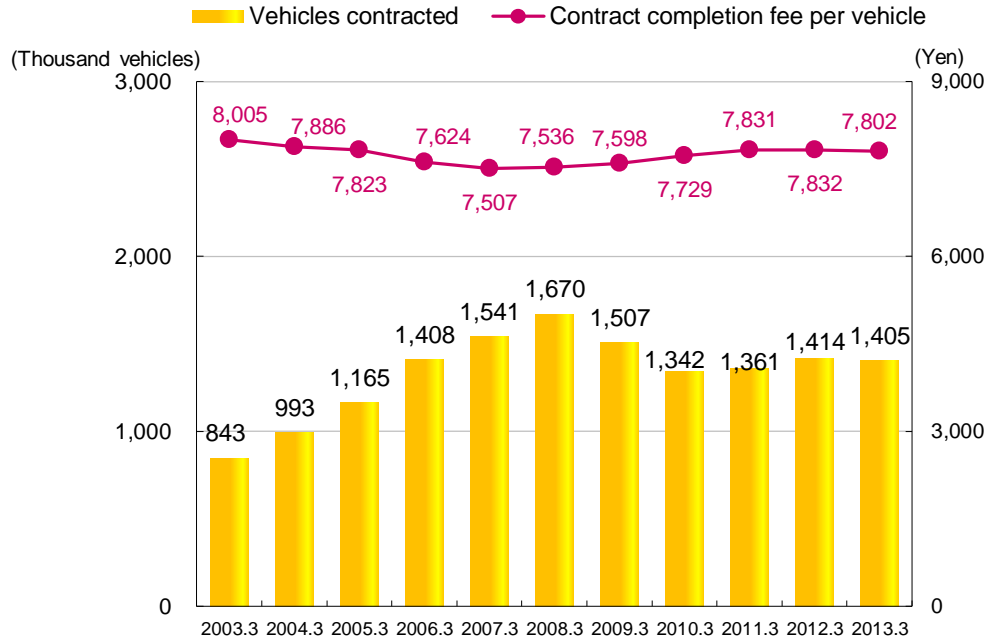
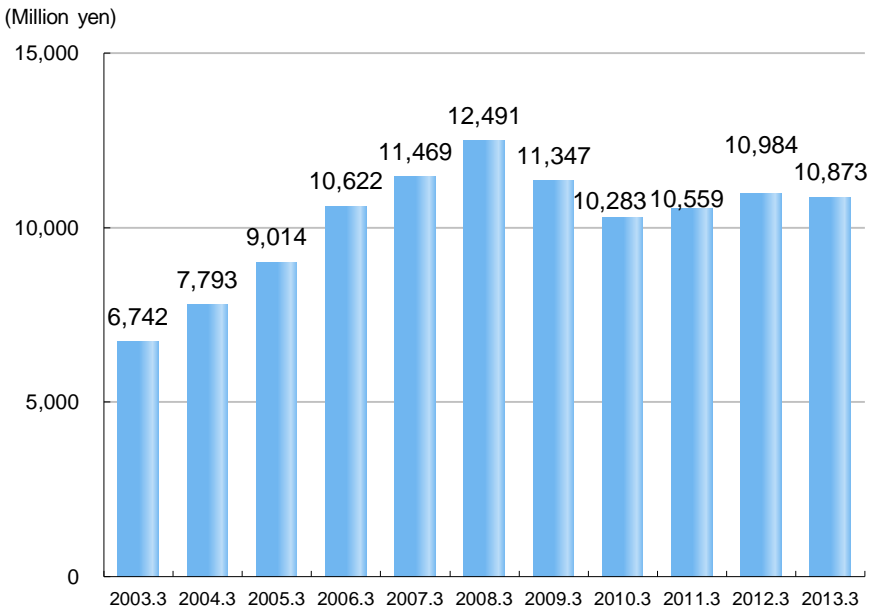
Consignment fee per vehicle decreased by 25 yen from 5,432 yen to 5,407 yen from previous fiscal year

- Increase in the percentage of large-consignment clients who pay lower fee rates, particularly at Tokyo and Nagoya auction site
- Conducted a consignment fees discount campaign at the Kyushu auction site

Auto Auction Business (6) – Vehicles Contracted and Contract Completion Fees



Total of Contract Completion Fees

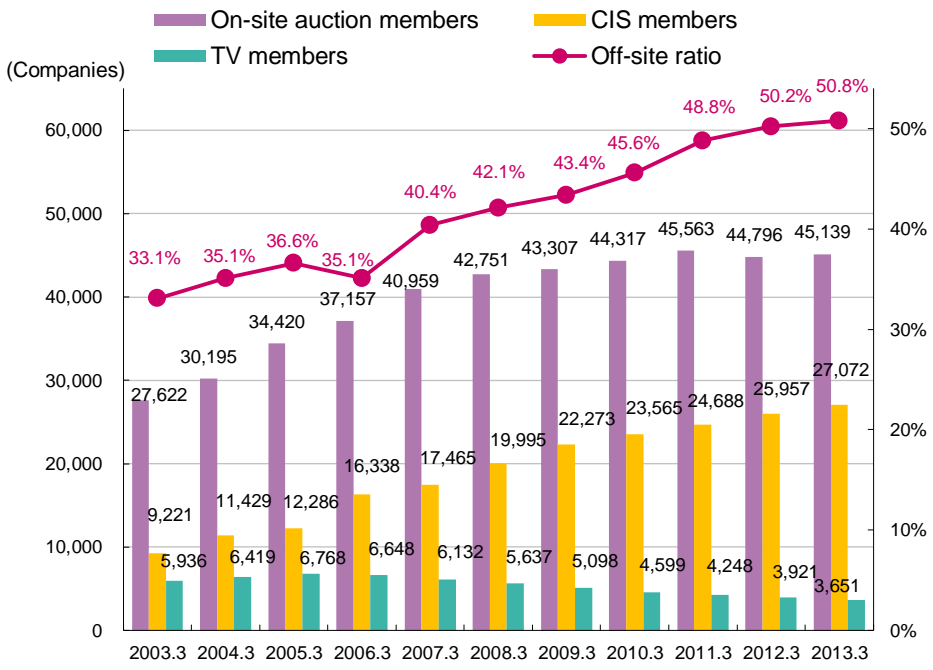
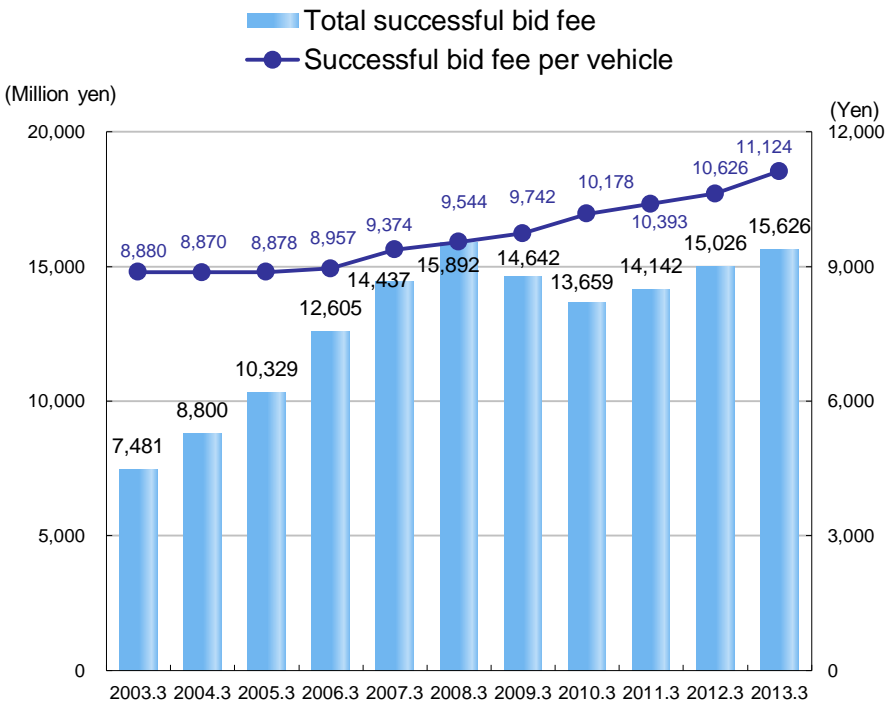
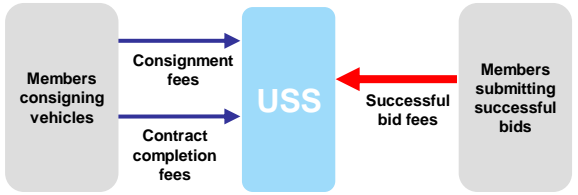


*Contract Completion fee per vehicle is calculated before eliminations for consolidation.

Contract completion fee per vehicle decreased by 30 yen from 7,832 yen to 7,802 yen from previous fiscal year

- Increase in the percentage of large-consignment clients who pay lower fee rates, particularly at Tokyo and Nagoya auction site

Auto Auction Business (7) – Successful Bid Fees and Off-site Successful Bid Ratio



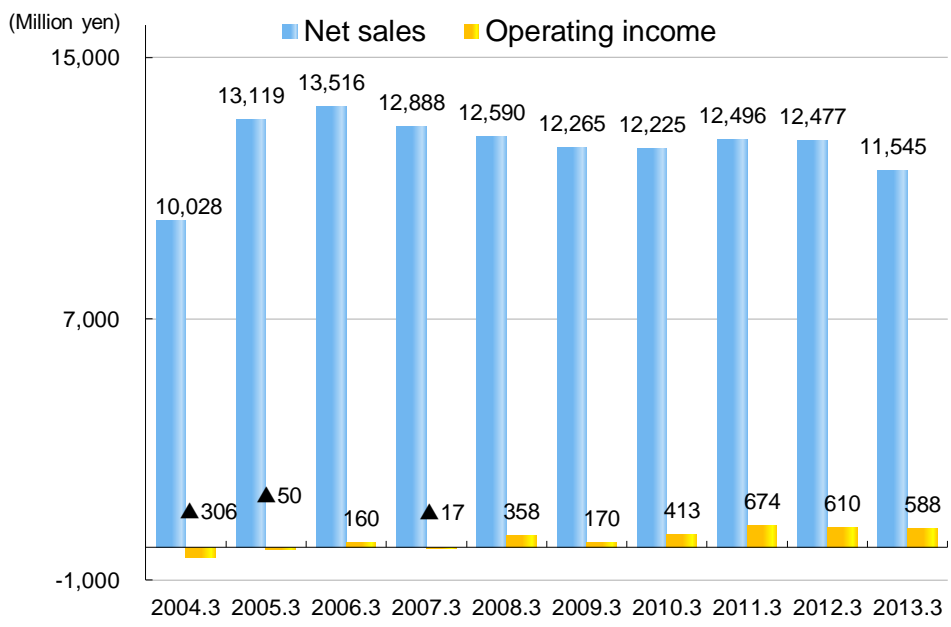
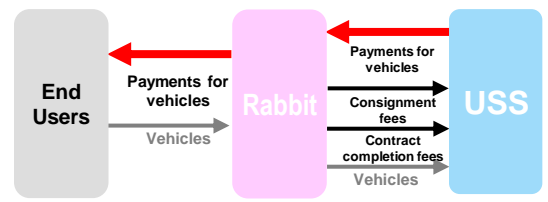
* Successful bid fee per vehicle is calculated before eliminations for consolidation.

*Starting in 2012.3, the number of on-site auction members does not include sleeping members (members that have not been active for extended periods).

Successful bid fee per vehicle increased by 498 yen from 10,626 yen to 11,124 yen from previous fiscal year

- Revised the successful bid fee for the off-site bidding system (Raised the fee by 1,000 yen for both Internet (in April) and satellite TV (in July))
- The off-site successful bid ratio rose from 50.2% to 50.8%

Used Car Purchasing and Selling Business – Results of Operations (April to March)



	(Million yen)		
	2012.3	2013.3	YoY
Net sales	12,477	11,545	92.5%
Operating income (Per sales)	610 (4.9%)	588 (5.1%)	96.5%

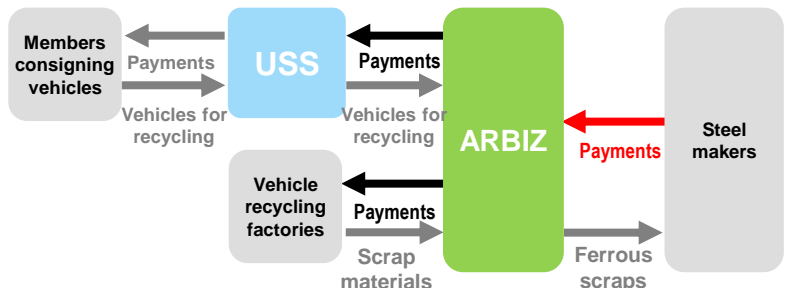
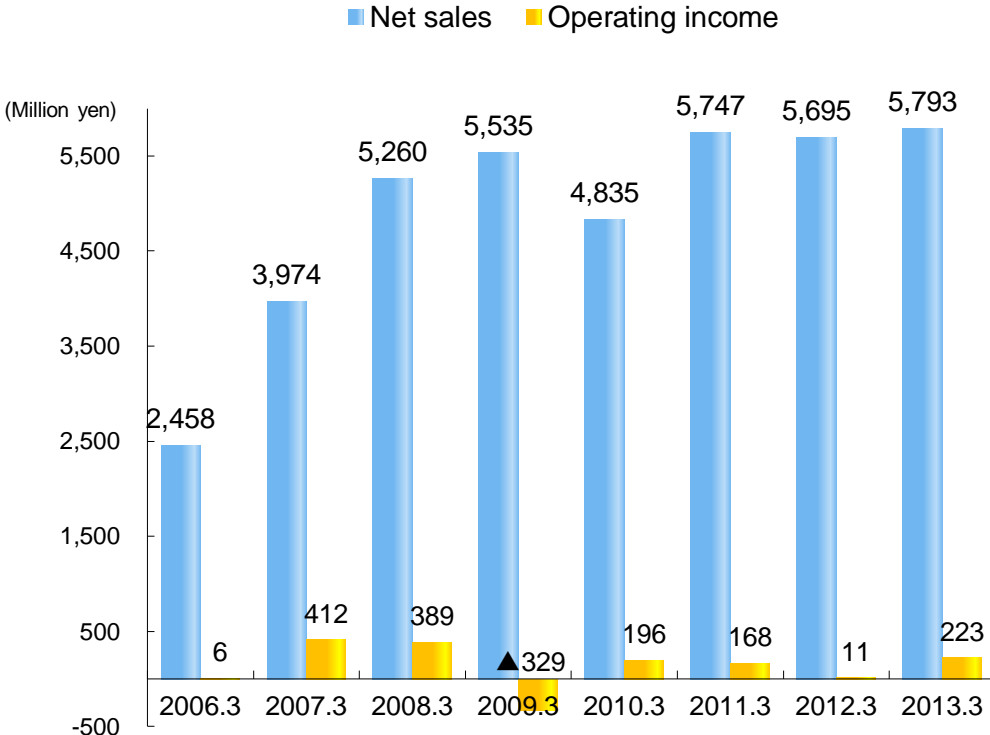
Rabbit sales decreased 5.0% to 8,106 million yen and operating income increased 25.7% to 424 million yen (YoY)

- Sales down but earnings up despite fewer vehicles purchased because of a reexamination of operating expenses

Sales of accident-damaged vehicles decreased 12.8% to 3,438 million yen and operating income decreased 39.8% to 164 million yen (YoY)

- Sales and earnings down because of fewer vehicles purchased

Other Business (Recycling Business) – Results of Operations (April to March)



(Million yen)

	2012.3	2013.3	YoY
Net sales	5,695	5,793	101.7%
Operating income (Per sales)	11 (0.2%)	223 (3.9%)	1,926.4%

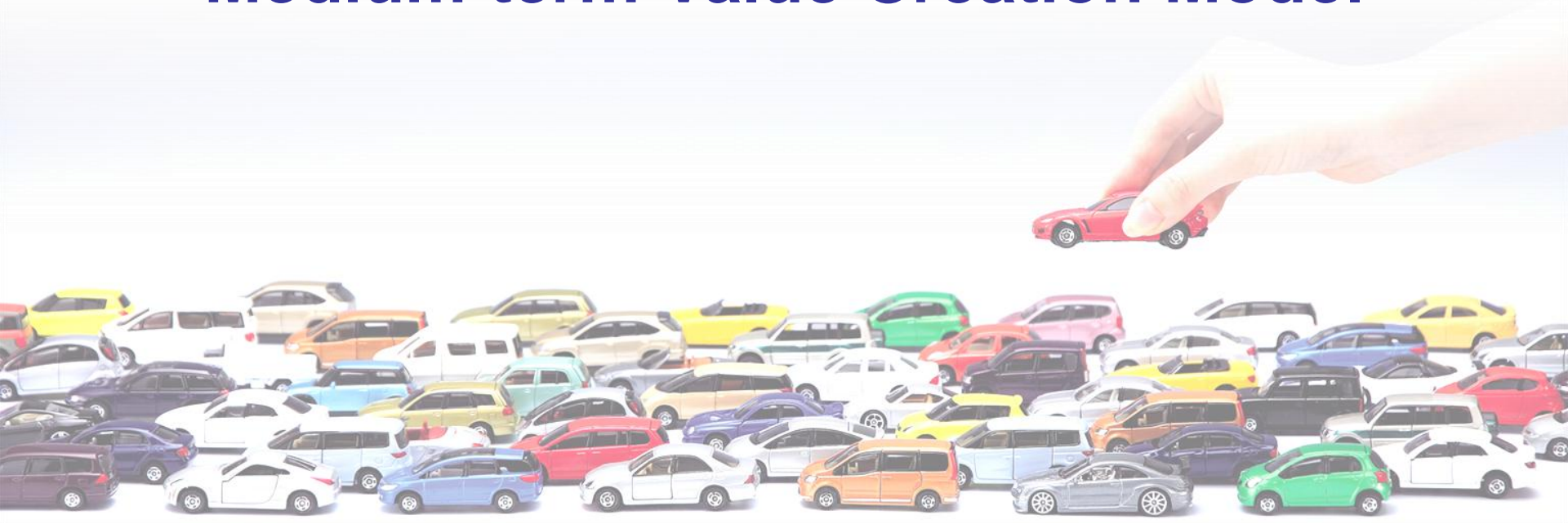
ARBIZ sales decreased 6.1% to 4,019 million yen and operating income increased 6,608.9% to 103 million yen (YoY)

- Although steel scrap prices hovered at low levels, profit rose despite lower sales as the customer has expanded CAR QUEST Toyo sales increased 6.8% to 1,335 million yen and operating income increased 2.2% to 89 million yen (YoY)
- Sales and earnings higher because of larger volume of rubber products used in elastic pavement and other products

USS Logistics International Service sales increased 162.4% to 438 million yen and there was operating income of 30 million yen compared with a 77 million yen loss one year earlier

- The number of vehicles handled is remaining steady

Forecast for FY2014.3 Earnings Distributions Medium-term Value Creation Model



FY2014.3 – Consolidated Forecast

(Million yen)

	FY2012.3 (Actual)	FY2013.3 (Actual)	FY2014.3 (Forecast)	VS. previous year
Net Sales	64,009	63,243	64,300	101.7%
Cost of sales (Per sales)	26,161 (40.9%)	24,982 (39.5%)	25,289 (39.3%)	101.2%
Gross profit (Per sales)	37,848 (59.1%)	38,260 (60.5%)	39,010 (60.7%)	102.0%
Selling, general and administrative expenses (Per sales)	9,895 (15.5%)	8,955 (14.2%)	9,510 (14.8%)	106.2%
Operating income (Per sales)	27,952 (43.7%)	29,304 (46.3%)	29,500 (45.9%)	100.7%
Ordinary income (Per sales)	28,588 (44.7%)	29,884 (47.3%)	30,000 (46.7%)	100.4%
Net income (Per sales)	17,054 (26.6%)	18,346 (29.0%)	18,350 (28.5%)	100.0%
Net income per share (yen)	609.24	693.52	708.07	102.1%

Plan for auction volume in FY3/14

Number of consigned vehicles FY2014.3	YoY	Number of contract completions FY2014.3	YoY	Contract completion rate	
				FY2014.3	FY2013.3
2.26 million unit	102.7%	1.424 million unit	101.3%	63.0%	63.9%

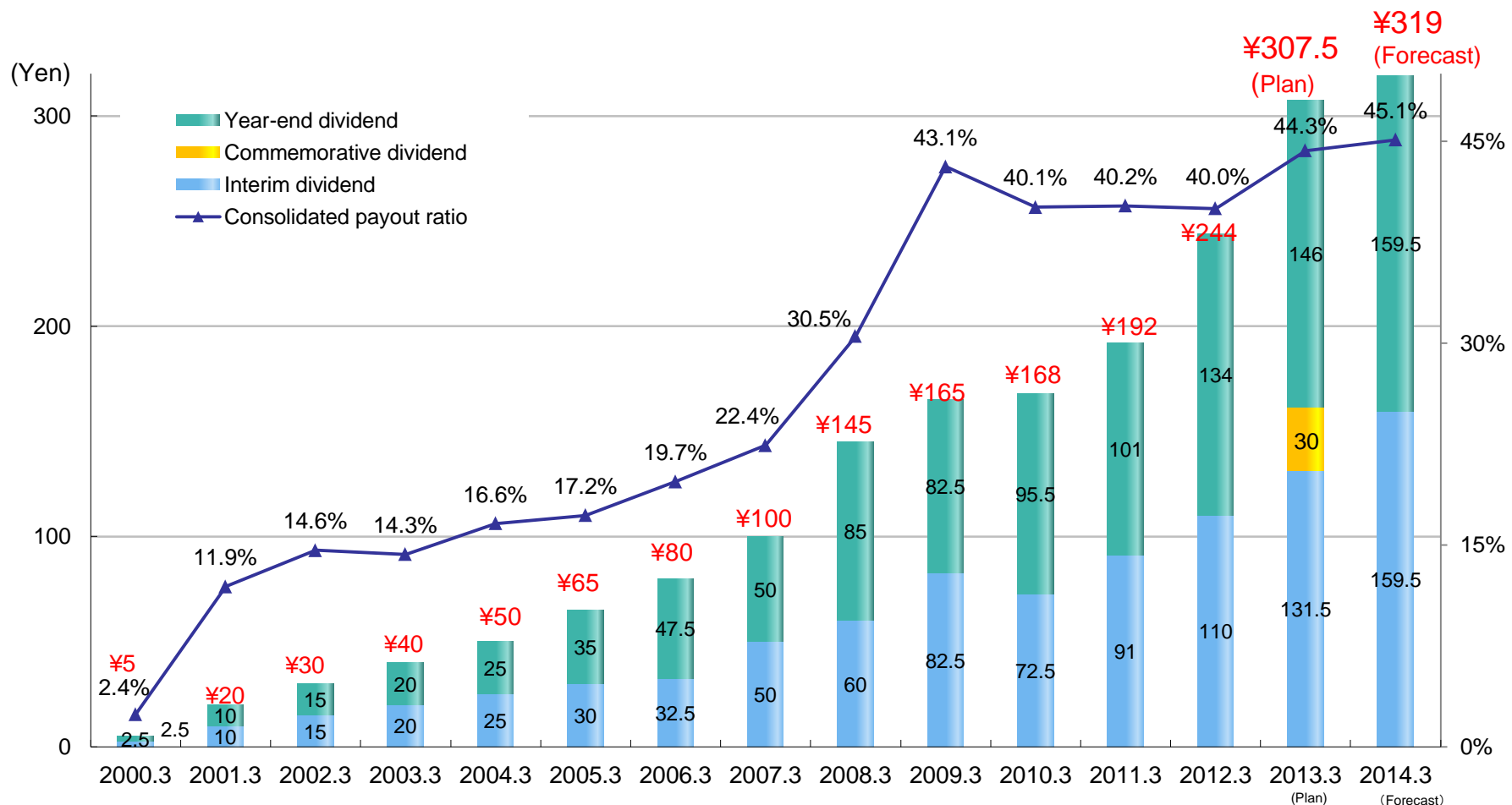
Earnings Distributions (1) – Dividend Policy

Revised basic dividend policy from consolidated payout ratio of **at least 40%** to **at least 45% (starting in FY3/14)**

Plan to pay **307.5 yen** dividend per share for FY3/13 (up 63.5 yen)

(includes 30 yen commemorative dividend for 30th anniversary of the start of the automobile auction business)

Plan to pay **319 yen** dividend per share for FY3/14 (up 11.5 yen)



Earnings Distributions (2) – Stock Repurchases and Total Earnings Distribution Ratio

(Million yen)

	2000.3	2001.3	2002.3	2003.3	2004.3	2005.3	2006.3
Net Income	3,543	4,493	5,489	7,645	8,907	11,814	13,203
Dividend Paid	88	532	802	1,095	1,529	2,049	2,589
Stock Repurchased	42	-	0	5	2	2	1,757
Total amount returned to shareholders	130	532	802	1,100	1,532	2,051	4,346
Total Earnings Distribution Ratio	3.6%	11.9%	14.6%	14.4%	16.7%	17.2%	33.0%

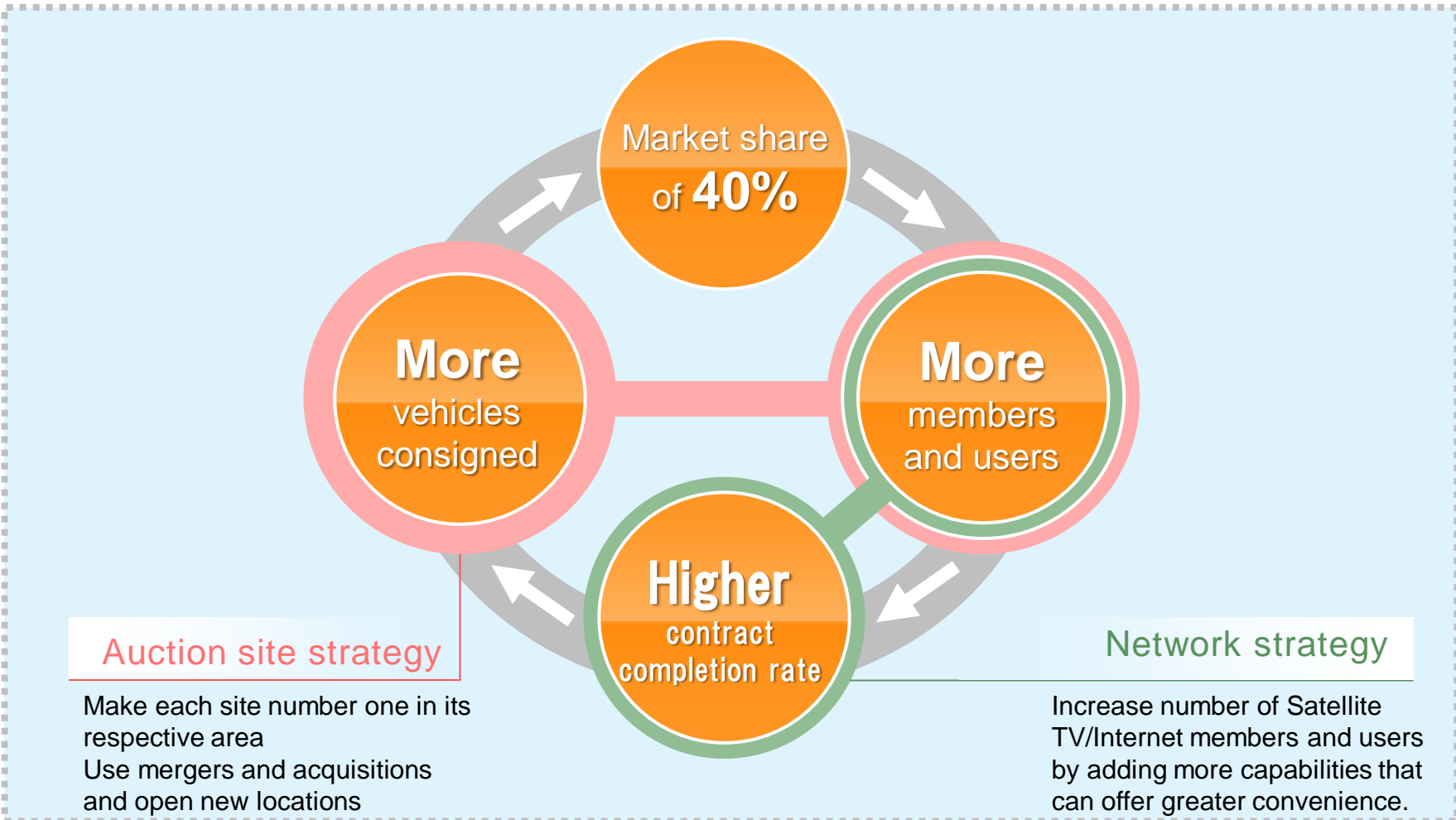
	2007.3	2008.3	2009.3	2010.3	2011.3	2012.3	2013.3
Net Income	14,390	15,200	12,003	12,717	13,971	17,054	18,346
Dividend Paid	3,204	4,641	5,126	5,059	5,601	6,736	7,968
Stock Repurchased	4,525	0	8,940	4,671	4,950	11,812	12,309
Total amount returned to shareholders	7,730	4,641	14,066	9,731	10,552	18,549	20,278
Total Earnings Distribution Ratio	53.8%	30.5%	117.6%	76.8%	75.6%	103.5%	111.4%

*For the total earnings distribution ratio, treasury stock held by the USS employee stock ownership plan trust is included in common stock.

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.

Capture market share, cut costs and increase earnings
 (Avoid competition based on price alone)



Auction site strategy

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

Network strategy

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

■ Auction sites

- Rebuilt the Nagoya Auction Site at the same location to increase the number of vehicles consigned (estimated capital expenditure is 9 billion yen)
(Construction started in December 2012 and operations are scheduled to start on August 23, 2013.)
- Started site preparation work for relocation of the Okayama Auction Site in order to increase the number of vehicles consigned (estimated capital expenditure is 3 billion yen)
(construction to begin in October 2013)

■ Network services

- Conducting a large-scale campaign to increase the number of satellite TV and Internet auction members

The New USS Nagoya Auction Site

Operations to start on August 23, 2013

Rendering of the new USS Nagoya Auction Site



Construction site of USS Nagoya

USS Nagoya Auction Site

- Seven-story structure (eight stories including the roof)
- First floor: Office
- Second floor: Auction facilities
- Third-Eighth floors: Stock yard
- Built-up area: 15,340m²
- Floor space: 72,105m²
- Auction hall: 1,350 seats
Parallel 10-lane system
- Canteen and cafeteria: 690 seats
- Multi-level stock yard: 2,000 vehicles
Nagoya Auction Site total capacity: 12,000 vehicles
(Includes parking for customers)
- Carrier car capacity: 40 carriers

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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 Center**

(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.

Supplemental Data (1)

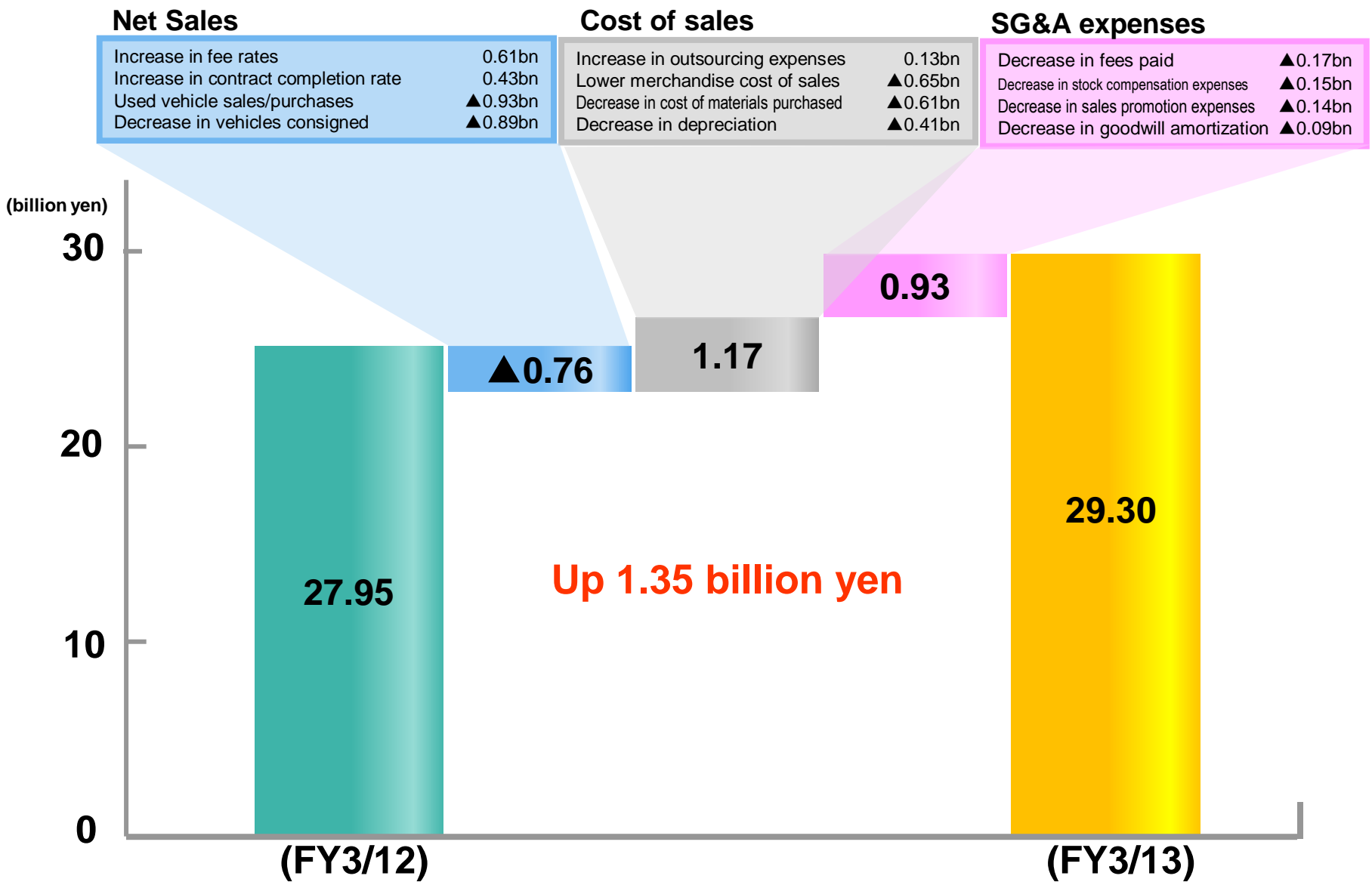
Consolidated performance of FY2013.3

Forecast for FY2014.3



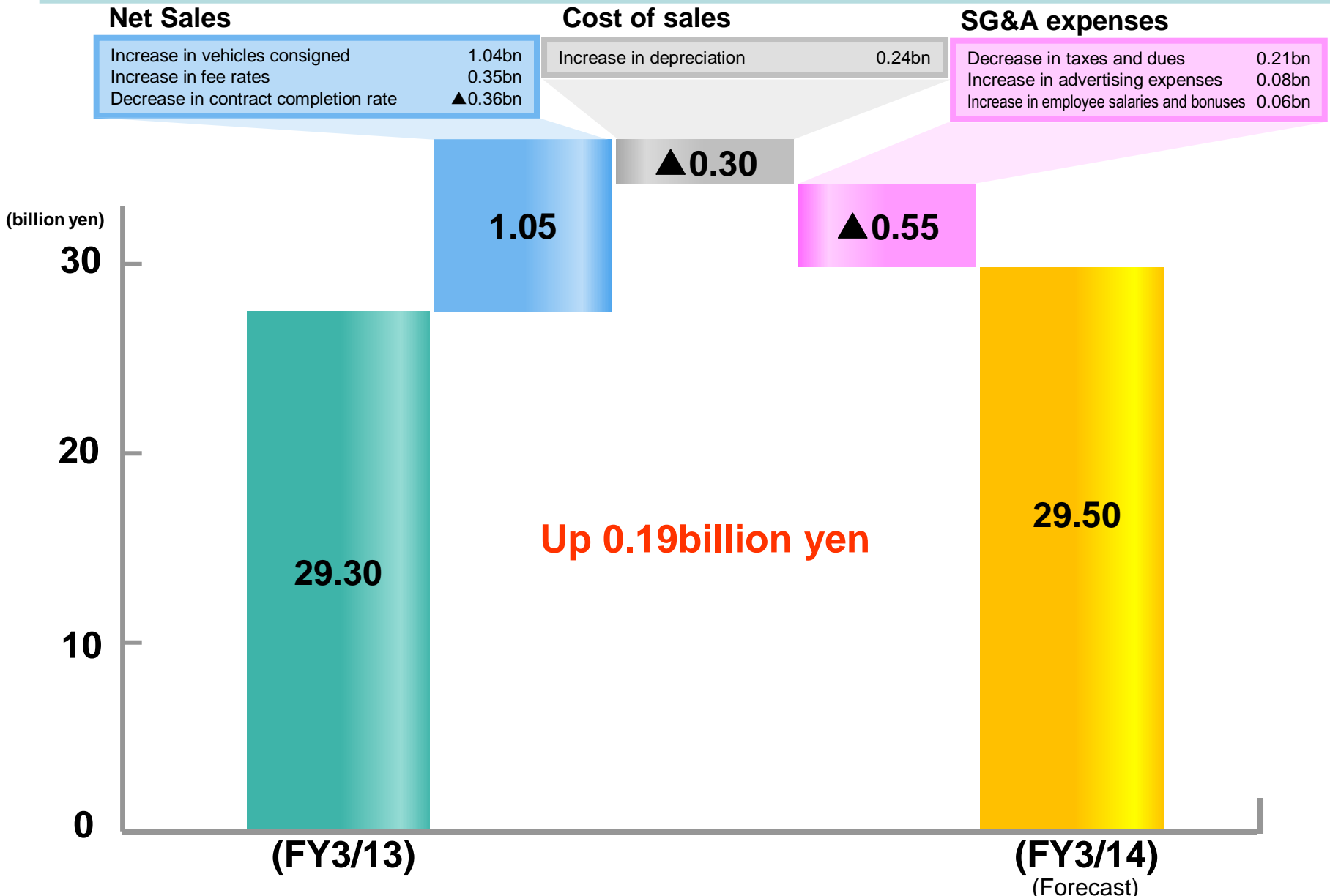
FY2013.3 Reasons for Change in Operating Income (Actual)

Reasons for change in operating income



FY2014.3 Reasons for Change in Operating Income (Forecast)

Reasons for change in operating income



USS Group Auto Auction Results by Sites (FY2013.3)

(Number of auctions held, Vehicles)

	Number of auctions		Number of consigned vehicles			Number of contract completions			Contract completion rate	
	2013.3	2012.3	2013.3	2012.3	Changes	2013.3	2012.3	Changes	2013.3	2012.3
Tokyo	49	49	601,287	617,907	▲2.7%	422,017	424,469	▲0.6%	70.2%	68.7%
Nagoya	48	49	371,853	368,950	0.8%	238,257	229,367	3.9%	64.1%	62.2%
Yokohama	49	49	182,673	186,276	▲1.9%	121,517	116,004	4.8%	66.5%	62.3%
Kyushu	48	50	175,066	186,580	▲6.2%	102,751	108,259	▲5.1%	58.7%	58.0%
Sapporo	49	49	133,409	135,166	▲1.3%	78,270	83,148	▲5.9%	58.7%	61.5%
R-Nagoya	49	49	107,322	100,783	6.5%	84,846	79,832	6.3%	79.1%	79.2%
Osaka	48	49	105,338	102,963	2.3%	66,333	63,137	5.1%	63.0%	61.3%
Shizuoka	48	49	88,297	89,691	▲1.6%	49,297	50,288	▲2.0%	55.8%	56.1%
Okayama	48	50	72,636	75,404	▲3.7%	39,403	41,345	▲4.7%	54.2%	54.8%
Tohoku	49	49	71,570	78,583	▲8.9%	50,608	56,140	▲9.9%	70.7%	71.4%
Gunma	48	50	64,406	75,308	▲14.5%	41,759	46,929	▲11.0%	64.8%	62.3%
Saitama	48	51	57,585	48,096	19.7%	30,453	27,792	9.6%	52.9%	57.8%
Fukuoka	49	49	54,488	63,540	▲14.2%	20,973	21,009	▲0.2%	38.5%	33.1%
Niigata	49	50	47,666	41,959	13.6%	20,822	19,102	9.0%	43.7%	45.5%
Kobe	49	48	38,944	40,353	▲3.5%	21,169	23,076	▲8.3%	54.4%	57.2%
Hokuriku	48	50	27,257	29,151	▲6.5%	16,597	18,456	▲10.1%	60.9%	63.3%
Ryutsu	-	12	-	11,856	-	-	6,460	-	-	54.5%
Total	776	802	2,199,797	2,252,566	▲2.3%	1,405,072	1,414,813	▲0.7%	63.9%	62.8%

* Ryutsu Auction Site and Tokyo Auction Site have been integrated in July 2011.

Monthly USS Group Auto Auction Results (Fiscal Year)

(Vehicles, %)

		Apr.	May	Jun.	Jul.	Aug.	Sep.	First Half	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Second Half	Fiscal Year
No. of Consigned Vehicles	FY 2011.3	228,978	158,658	187,286	191,512	138,354	189,850	1,094,638	189,668	165,854	145,278	137,038	167,041	222,431	1,027,310	2,121,948
	YoY Change	▲ 0.6	▲ 5.7	5.4	▲ 2.0	▲ 12.5	4.2	▲ 1.6	▲ 12.9	▲ 17.7	▲ 20.3	▲ 21.8	▲ 13.9	▲ 9.1	▲ 15.5	▲ 8.8
	FY 2012.3	202,821	131,696	174,749	172,495	145,743	198,856	1,026,360	208,079	206,132	170,246	161,093	205,783	274,873	1,226,206	2,252,566
	YoY Change	▲ 11.4	▲ 17.0	▲ 6.7	▲ 9.9	5.3	4.7	▲ 6.2	9.7	24.3	17.2	17.6	23.2	23.6	19.4	6.2
	FY 2013.3	226,176	175,567	195,032	179,372	156,301	187,172	1,119,620	183,316	184,820	140,329	146,072	178,286	247,354	1,080,177	2,199,797
	YoY Change	11.5	33.3	11.6	4.0	7.2	▲ 5.9	9.1	▲ 11.9	▲ 10.3	▲ 17.6	▲ 9.3	▲ 13.4	▲ 10.0	▲ 11.9	▲ 2.3
No. of Contracted Vehicles	FY 2011.3	131,914	98,901	115,880	121,537	90,021	122,798	681,051	119,997	106,639	94,804	95,384	119,259	144,465	680,548	1,361,599
	YoY Change	9.0	4.4	8.5	3.2	▲ 3.6	11.8	5.8	▲ 5.5	▲ 3.3	▲ 0.9	▲ 6.4	1.3	▲ 1.5	▲ 2.7	1.4
	FY 2012.3	133,721	96,492	124,557	117,640	94,381	123,637	690,428	121,895	115,079	97,446	99,509	127,878	162,578	724,385	1,414,813
	YoY Change	1.4	▲ 2.4	7.5	▲ 3.2	4.8	0.7	1.4	1.6	7.9	2.8	4.3	7.2	12.5	6.4	3.9
	FY 2013.3	123,375	104,202	117,187	112,650	99,623	121,600	678,637	118,831	121,237	91,679	103,111	128,751	162,826	726,435	1,405,072
	YoY Change	▲ 7.7	8.0	▲ 5.9	▲ 4.2	5.6	▲ 1.6	▲ 1.7	▲ 2.5	5.4	▲ 5.9	3.6	0.7	0.2	0.3	▲ 0.7
Contract Completion Rate	FY 2011.3	57.6	62.3	61.9	63.5	65.1	64.7	62.2	63.3	64.3	65.3	69.6	71.4	64.9	66.2	64.2
	FY 2012.3	65.9	73.3	71.3	68.2	64.8	62.2	67.3	58.6	55.8	57.2	61.8	62.1	59.1	59.1	62.8
	FY 2013.3	54.5	59.4	60.1	62.8	63.7	65.0	60.6	64.8	65.6	65.3	70.6	72.2	65.8	67.3	63.9

5 year Consolidated Performance

(million yen)

	Results					Forecast
	2009.3	2010.3	2011.3	2012.3	2013.3	2014.3
<Auto Auction Business>						
Consignment Fees	13,802	11,285	10,822	12,154	11,817	12,176
Contract Completion Fees	11,347	10,283	10,559	10,984	10,873	11,032
Successful Bidding Fees	14,642	13,659	14,142	15,026	15,626	16,145
Revenues from Sales of Goods	1,781	746	848	805	624	488
Other Revenues	7,178	6,816	6,804	6,869	6,967	6,934
Auto Auction Business Total	48,752	42,791	43,177	45,840	45,909	46,777
<Used Vehicles Sales/Purchases Business>						
Revenues from Used Vehicle Sales/Purchases	7,860	8,289	8,456	8,535	8,106	8,114
Revenues from Accident-damaged Vehicle Sales/Purchases	4,404	3,935	4,038	3,940	3,438	3,500
Used Vehicles Sales/Purchases Business Total	12,265	12,224	12,494	12,476	11,545	11,615
<Other Business>						
Revenues from Recycling End-of-Life Vehicles and Other Items	4,468	3,734	4,566	4,275	4,016	4,058
Revenues from Recycling Scrap Rubbers	1,063	1,098	1,178	1,250	1,335	1,415
Revenues from Used Vehicle Export Clearing Service	-	-	-	166	437	432
Other Business Total	5,532	4,832	5,745	5,692	5,789	5,906
Net Sales	66,549	59,849	61,417	64,009	63,243	64,300
Operating Income	22,568	21,940	24,332	27,952	29,304	29,500
Ordinary Income	22,503	22,511	24,643	28,588	29,884	30,000
Net Income	12,003	12,717	13,971	17,054	18,346	18,350

Auto Auction Business

(Vehicles, %, Yen, Companies, No. of Shops)

No. of Consigned Vehicles	2,902,636	2,327,515	2,121,948	2,252,566	2,199,797	2,260,000
No. of Contracted Vehicles	1,507,802	1,342,958	1,361,599	1,414,813	1,405,072	1,424,000
Contract Completion Rate	51.9	57.7	64.2	62.8	63.9	63.0
Consignment Fees per Vehicle consigned *1	4,791	4,884	5,139	5,432	5,407	5,423
Contract Completion Fees per Vehicle Contracts completed *1	7,598	7,729	7,831	7,832	7,802	7,813
Successful Bidding Fees per Vehicle Contracts completed *1	9,742	10,178	10,393	10,626	11,124	11,340
On-site Auction Members	43,307	44,317	45,563	44,796	45,139	45,600
CIS (Internet) Members	22,273	23,565	24,688	25,957	27,072	27,750
TV (Satellite Auction) Members	5,098	4,599	4,248	3,921	3,651	3,450
Rabbit Chain Shops	207	189	176	180	180	184

Capital Expenditures and Depreciation

(Million yen)

Capital Expenditures (Terms of Cash Flows) *2	6,913	1,285	7,629	804	1,620	11,500
Depreciation	5,796	5,482	4,529	3,885	3,432	3,699

*1 Each fee per vehicle is calculated before eliminations for consolidation.

*2 Capital expenditures include property, plant and equipment and intangible assets (software etc.).

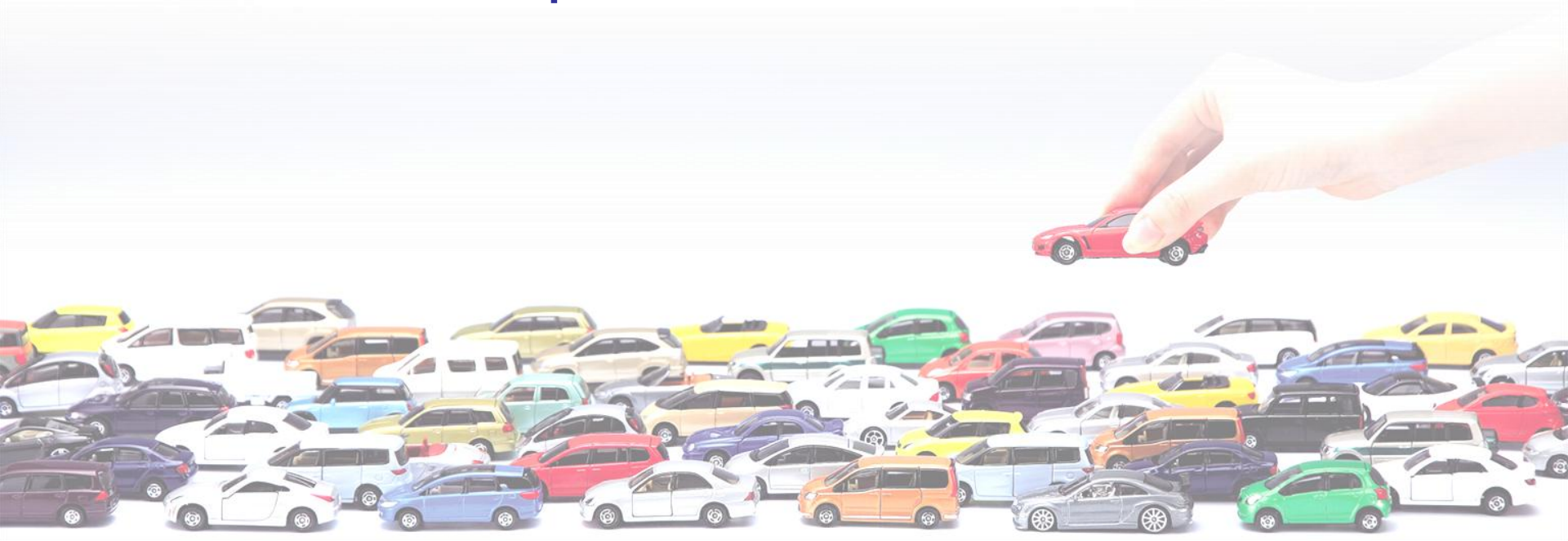
Major Financial Indicators (Fiscal year)

(Million yen)

	2003.3	2004.3	2005.3	2006.3	2007.3	2008.3	2009.3	2010.3	2011.3	2012.3	2013.3	YoY	10 years average of % changes
Results of Operations													
Net Sales	33,819	42,425	50,484	60,243	64,568	69,801	66,549	59,849	61,417	64,009	63,243	▲1.2%	6.5%
Operating Income	15,335	18,017	20,673	23,103	24,817	27,200	22,568	21,940	24,332	27,952	29,304	4.8%	6.7%
Ordinary Income	15,382	18,207	21,096	23,544	25,360	27,490	22,503	22,511	24,643	28,588	29,884	4.5%	6.9%
Net Sales	7,645	8,907	11,814	13,203	14,390	15,200	12,003	12,717	13,971	17,054	18,346	7.6%	9.1%
Financial Position													
Total Assets	88,979	92,538	115,704	131,908	146,172	150,737	138,370	142,164	151,636	154,639	154,543	▲0.1%	5.7%
Cash and Deposits	15,356	15,168	15,818	19,995	21,149	26,280	18,445	29,681	30,980	36,840	37,033	0.5%	9.2%
Total Liabilities	44,603	24,284	29,901	33,841	40,184	33,159	23,428	23,773	29,689	33,541	34,866	4.0%	▲2.4%
Interest Bearing Debt	25,579	7,331	7,490	5,200	5,355	3,064	2,716	1,806	1,097	1,746	1,148	▲34.2%	▲26.7%
Total Net Assets	44,376	68,254	85,803	98,067	105,988	117,577	114,941	118,390	121,947	121,097	119,676	▲1.2%	10.4%
Owners' Equity	43,812	67,497	84,877	97,391	104,985	117,130	114,771	118,146	121,638	120,582	119,112	▲1.2%	10.5%
Per Share Information													
EPS (Yen)	279.4	300.7	377.6	407.0	447.1	475.1	382.7	418.8	478.0	609.2	693.5	13.8%	9.5%
Dividend per Share (Yen)	40.0	50.0	65.0	80.0	100.0	145.0	165.0	168.0	192.0	244.0	307.5	26.0%	22.6%
Others													
Operating Margin (%)	45.3	42.5	40.9	38.4	38.4	39.0	33.9	36.7	39.6	43.7	46.3	—	—
ROE (%)	19.5	16.0	15.5	14.5	14.2	13.7	10.4	10.9	11.7	14.1	15.3	—	—
ROA (%)	18.1	20.1	20.3	19.0	18.2	18.5	15.6	16.0	16.8	18.7	19.3	—	—
Dividend Payout Ratio (%)	14.3	16.6	17.2	19.7	22.4	30.5	43.1	40.1	40.2	40.0	44.3	—	—
Owners' Equity Ratio (%)	49.3	72.9	73.4	73.8	71.8	77.7	82.9	83.1	80.2	78.0	77.1	—	—
Treasury Stock (shs.)	1,134	1,495	1,789	144,006	671,773	671,801	2,105,687	2,936,474	2,364,781	4,128,021	5,506,753	33.4%	133.7%
On-site Auction Members (Companies)	27,622	30,195	34,420	37,157	40,959	42,751	43,307	44,317	45,563	44,796	45,139	0.8%	5.0%

Supplemental Data (2)

Consolidated performance of 4Q FY2013.3



4Q FY2013.3 Consolidated Financial Highlights by Segments

(Million yen)

		4Q FY3/11	4Q FY3/12	4Q FY3/13	YoY
Auto Auction Business	Net Sales	11,272	12,677	12,546	99.0%
	Operating Income (Per sales)	6,310 (56.0%)	7,820 (61.7%)	7,877 (62.8%)	100.7%
Used Vehicle Sales/Purchases Business	Net Sales	3,467	3,212	3,287	102.3%
	Operating Income (Per sales)	210 (6.1%)	163 (5.1%)	241 (7.3%)	147.5%
Other Business (Recycling business etc.)	Net Sales	1,621	1,525	1,615	105.9%
	Operating Income (Per sales)	57 (3.5%)	77 (5.1%)	173 (10.8%)	224.9%
Elimination of Inter-segment Transactions	Net Sales	▲108	▲134	▲144	-
	Operating Income	28	62	31	51.2%
Consolidated Total	Net Sales	16,253	17,280	17,305	100.1%
	Operating Income (Per sales)	6,606 (40.6%)	8,122 (47.0%)	8,324 (48.1%)	102.5%

USS Group Auto Auction Results by Sites (4Q FY2013.3)

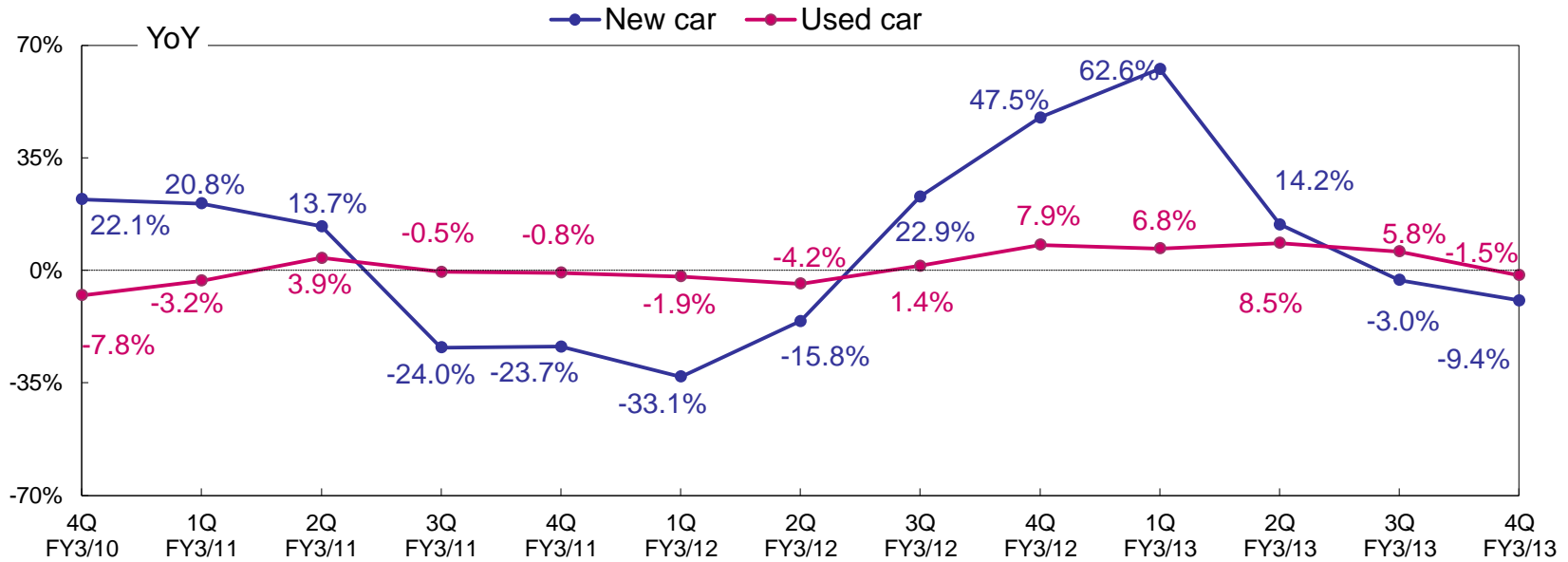
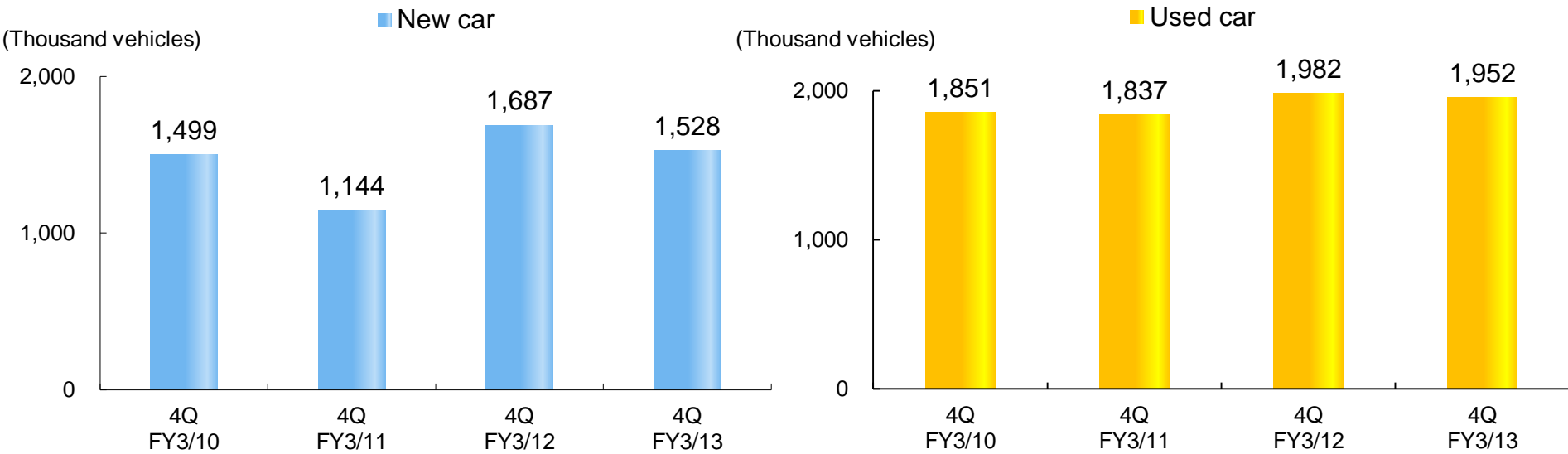
4Q FY2013.3 (From January 1, 2013 to March 31, 2013)

(Number of auctions held, Vehicles)

	Number of auctions		Number of consigned vehicles			Number of contract completions			Contract completion rate	
	4Q FY3/13	4Q FY3/12	4Q FY3/13	4Q FY3/12	Changes	4Q FY3/13	4Q FY3/12	Changes	4Q FY3/13	4Q FY3/12
Tokyo	12	12	159,493	177,298	▲10.0%	118,823	117,927	0.8%	74.5%	66.5%
Nagoya	12	12	100,307	107,390	▲6.6%	67,968	65,046	4.5%	67.8%	60.6%
Yokohama	12	12	47,534	56,824	▲16.3%	34,641	34,452	0.5%	72.9%	60.6%
Kyushu	12	13	53,155	52,967	0.4%	32,895	30,613	7.5%	61.9%	57.8%
Sapporo	12	12	32,201	34,096	▲5.6%	19,394	19,885	▲2.5%	60.2%	58.3%
R-Nagoya	12	12	27,013	28,779	▲6.1%	22,833	21,891	4.3%	84.5%	76.1%
Osaka	12	12	26,959	28,891	▲6.7%	18,318	17,115	7.0%	67.9%	59.2%
Shizuoka	12	12	22,749	26,634	▲14.6%	14,060	14,222	▲1.1%	61.8%	53.4%
Okayama	12	13	18,500	23,864	▲22.5%	11,803	12,312	▲4.1%	63.8%	51.6%
Tohoku	12	12	17,322	20,161	▲14.1%	13,517	13,997	▲3.4%	78.0%	69.4%
Gunma	12	13	16,787	20,702	▲18.9%	12,095	12,489	▲3.2%	72.0%	60.3%
Saitama	12	12	13,606	15,757	▲13.7%	8,180	8,579	▲4.7%	60.1%	54.4%
Fukuoka	12	12	12,552	17,918	▲29.9%	6,174	5,867	5.2%	49.2%	32.7%
Niigata	12	12	8,679	11,321	▲23.3%	4,543	4,413	2.9%	52.3%	39.0%
Kobe	12	12	9,033	11,404	▲20.8%	5,549	6,290	▲11.8%	61.4%	55.2%
Hokuriku	12	12	5,822	7,743	▲24.8%	3,895	4,867	▲20.0%	66.9%	62.9%
Total	192	195	571,712	641,749	▲10.9%	394,688	389,965	1.2%	69.0%	60.8%

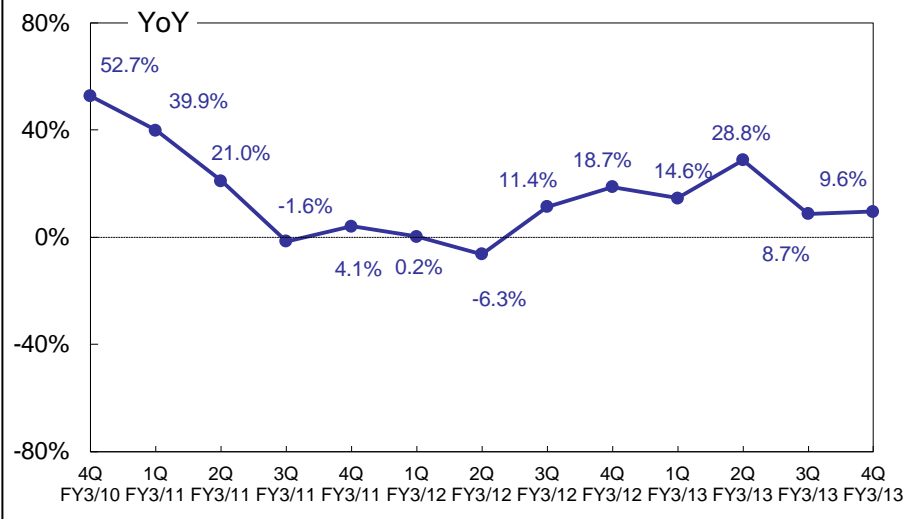
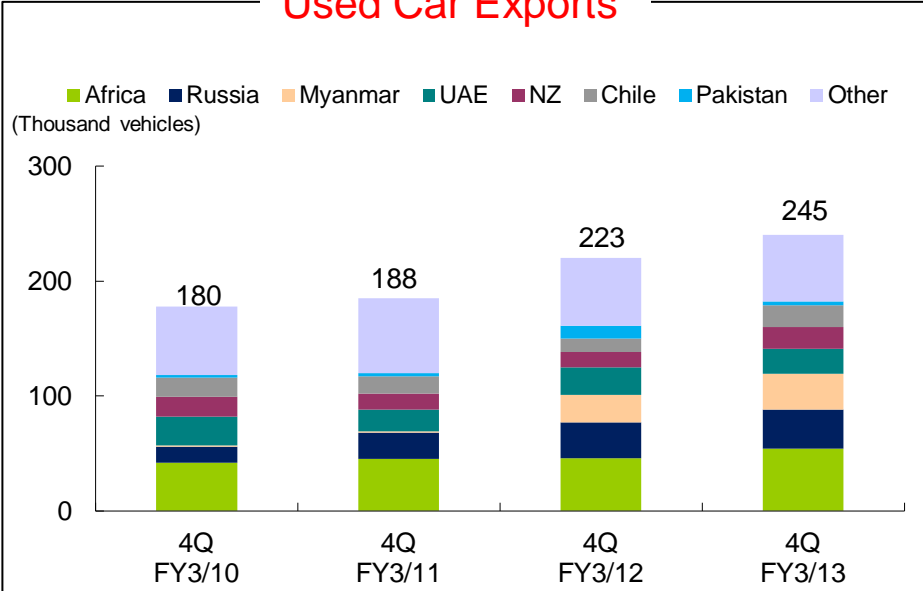
Market Overview - Automobile Trading (1) < January to March >

New car and used car registrations

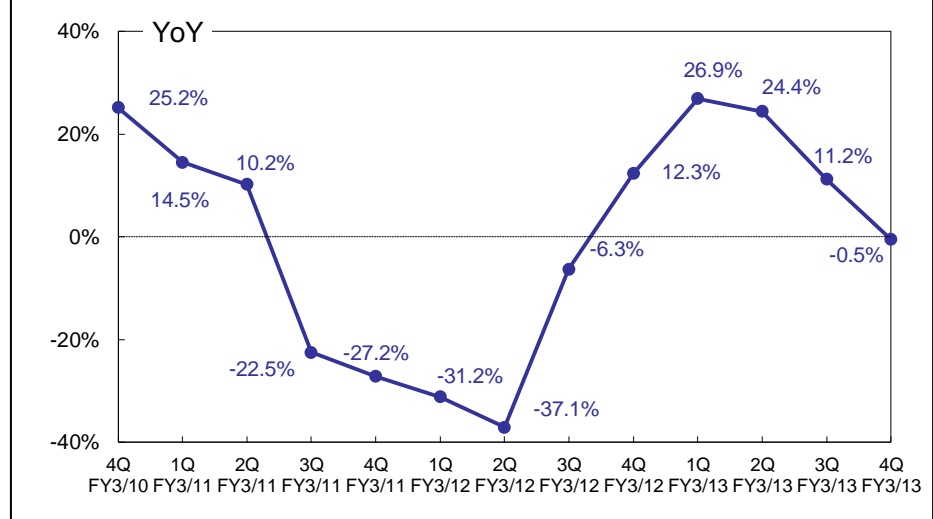
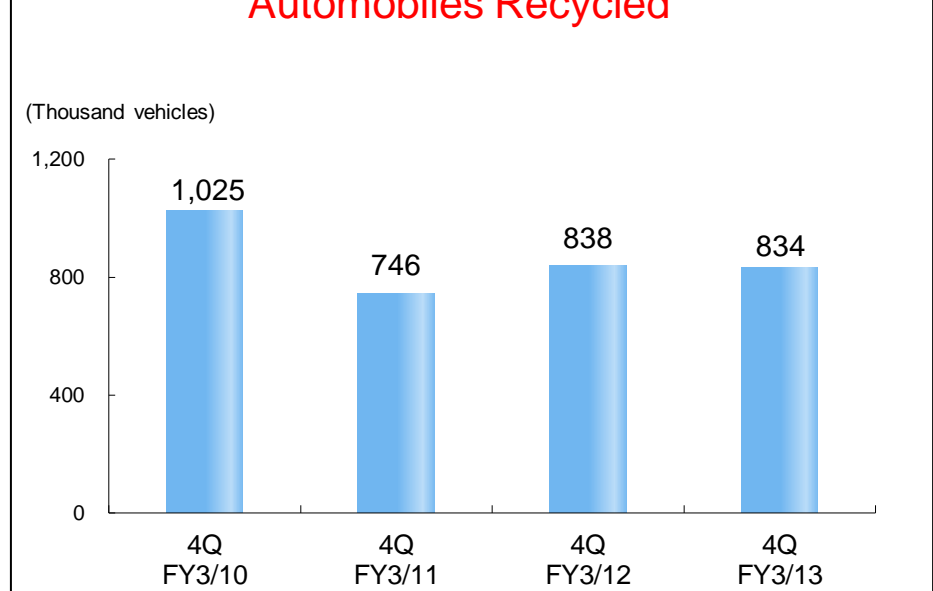


Market Overview - Automobile Trading (2) < January to March >

Used Car Exports

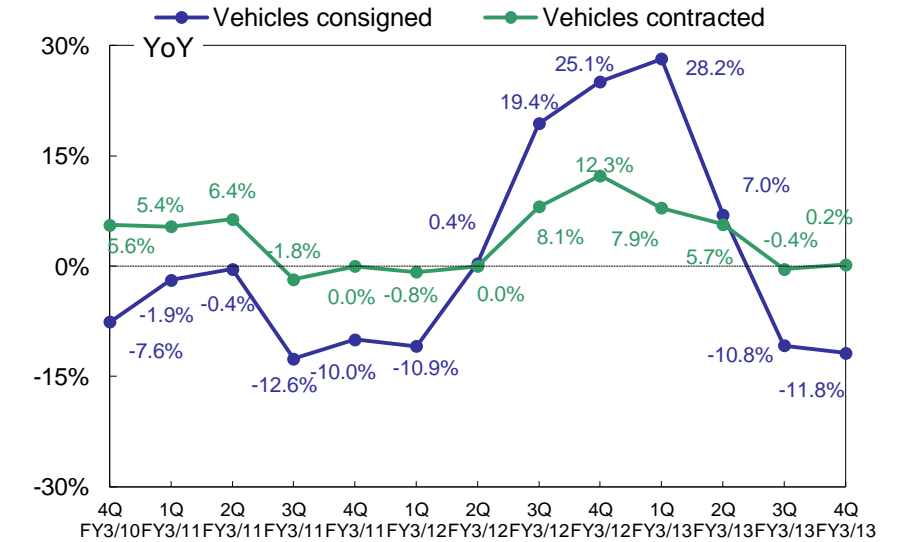
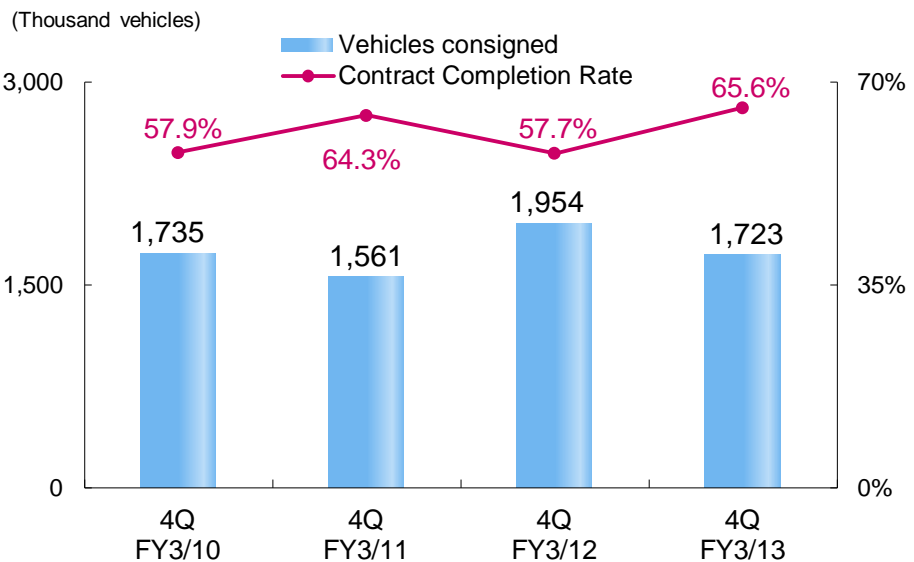


Automobiles Recycled

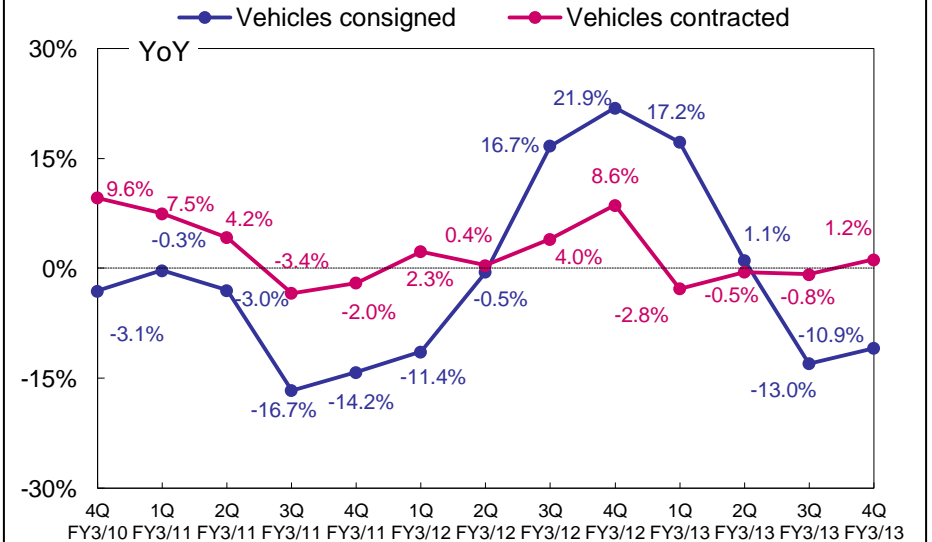
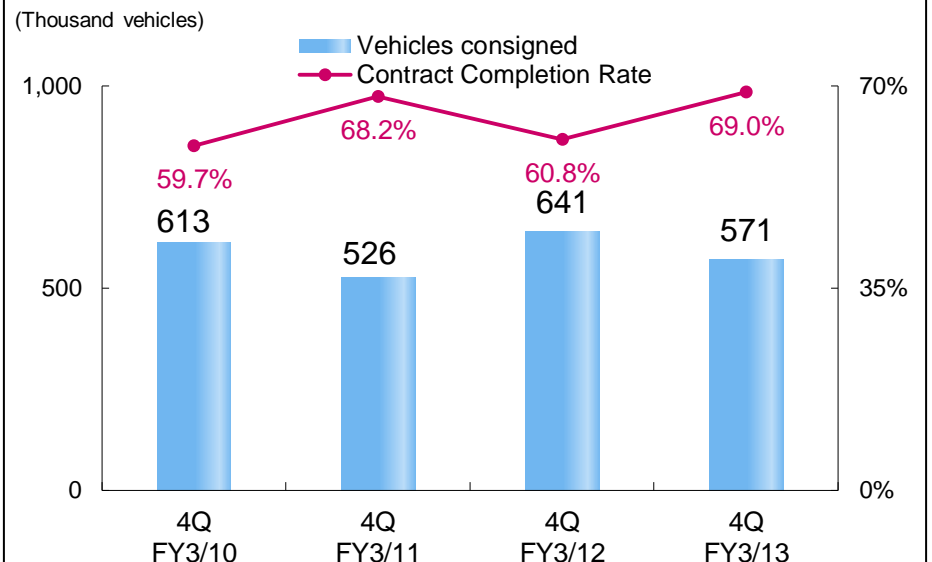


USS Group Auto Auction Performance < January to March >

Auto Auction Market

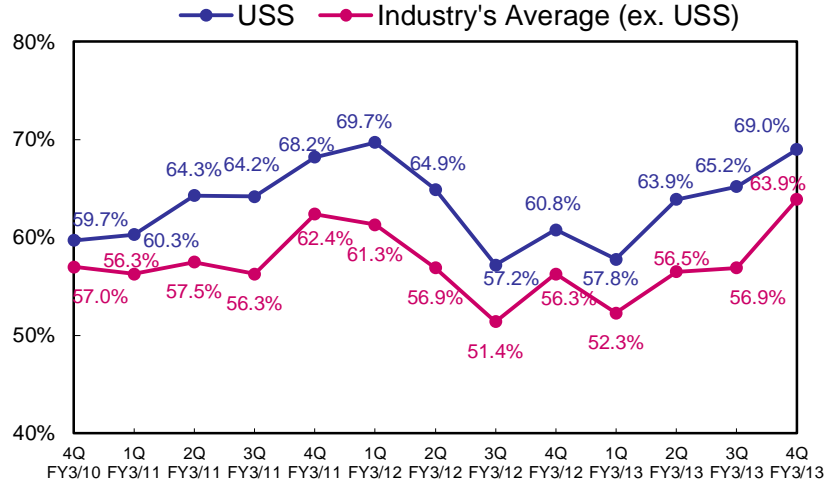


USS Group Auto Auction Performance

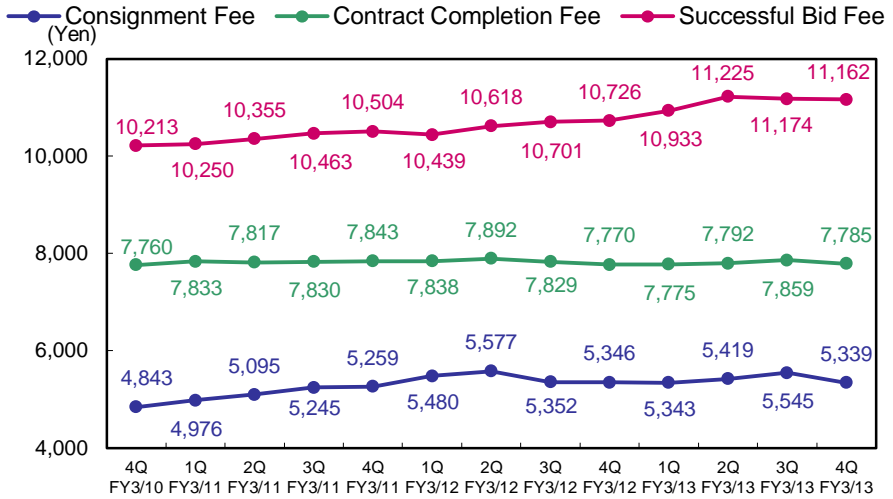


USS Group Auto Auction Performance

Contract Completion Rate

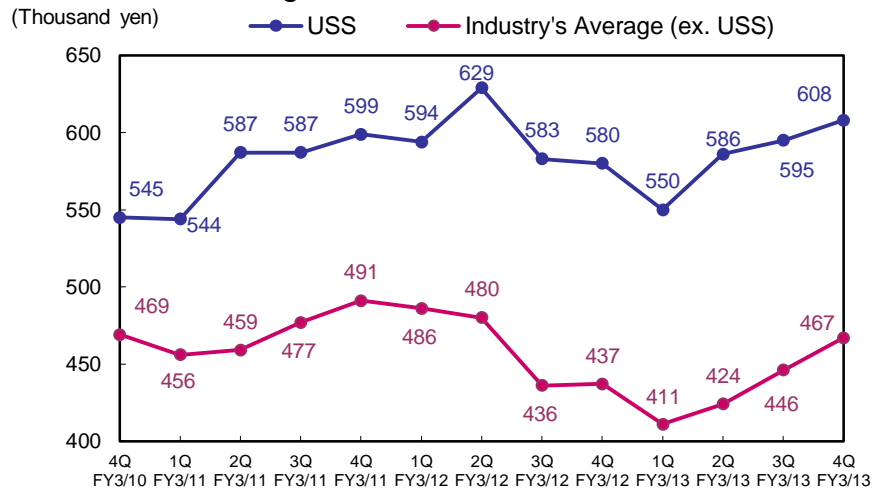


Fees per Vehicle



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

Average Price of Vehicle Contracted



Off-site Successful Bid Ratio

