

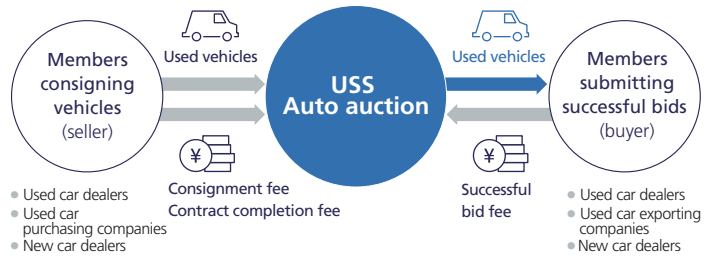
Auto auction business

Auto auction sites support trouble-free circulation of used vehicles. USS currently supports bidding from outside the premises through satellite TV and internet auctions around 19 auction sites throughout Japan.

For more information, see: → Pp. 33–34

- Business**
- 19 auction sites in all areas of Japan
 - Satellite TV auctions (USS Japan)
 - Internet auctions (CIS Information service)

Business model



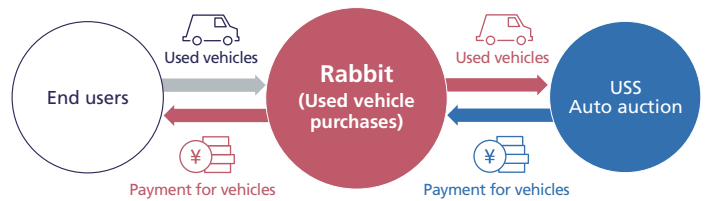
Used vehicle purchasing and selling business

The Rabbit Car Network is launching chains and franchises in all areas of Japan as stores specializing in the purchase of used vehicles from end users. This is the backbone to lively auto auctions. Although most of the vehicles that are bought are sold at auction, some are sold through retail channels.

For more information, see: → P. 35

- Business**
- Rabbit Car Network Co., Ltd.
 - Used vehicle purchasing
 - Reproworld Co., Ltd.
 - Purchase and sale of accident-damaged vehicles

Business model



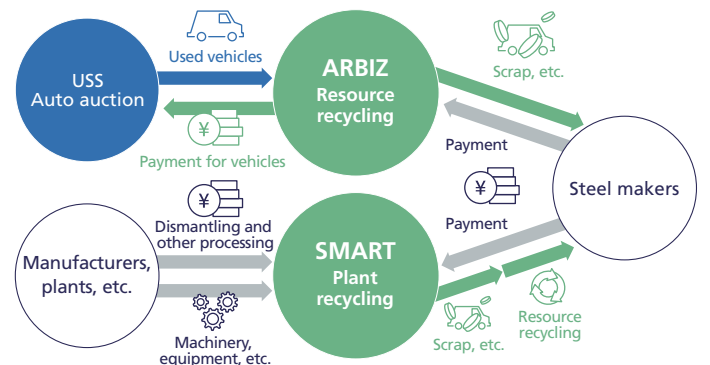
Recycling business*

The Recycling Segment centers upon two Group companies. ARBIZ recycles end-of-life automobiles as well as small electronics and other spent products. SMART specializes in the dismantling and recycling of plants and other related equipment.

For more information, see: → P. 36

- Business**
- ARBIZ Co., Ltd.
 - Recycling of end-of-life vehicles and other items
 - SMART Inc.
 - Disposal of equipment and industrial plants

Business model



* Recycling is reported as its own segment rather than under Other since the fiscal year ended March 31, 2023.