

Value creation process

USS identifies social issues it can help solve as priority subjects (materiality).

Our three businesses will continue to drive an increase in economic value by helping solve these various issues to provide diverse social value.

Management resources

Human capital

Highly trusted automotive inspection professionals

- Employees (Nonconsolidated)
- Vehicle inspectors

695

291

(As of March 31, 2025)

Social capital

More than 1,000 new corporate members join annually, with a large membership base throughout Japan

- On-site auction members
- CIS (Internet) auction members

48,160

35,148

- Dedicated terminal auction members

1,964

- Auction sites

19

locations throughout Japan

- Used car purchasing stores

141

locations (16 directly operated, 125 franchised)

(As of March 31, 2025)

Intellectual capital

Actively adopting leading technologies to remain the top market shareholder

- Matching that uses an enormous volume of data
- A powerful security system
- New car inspection technology using the DX

Financial capital (FY 2024)

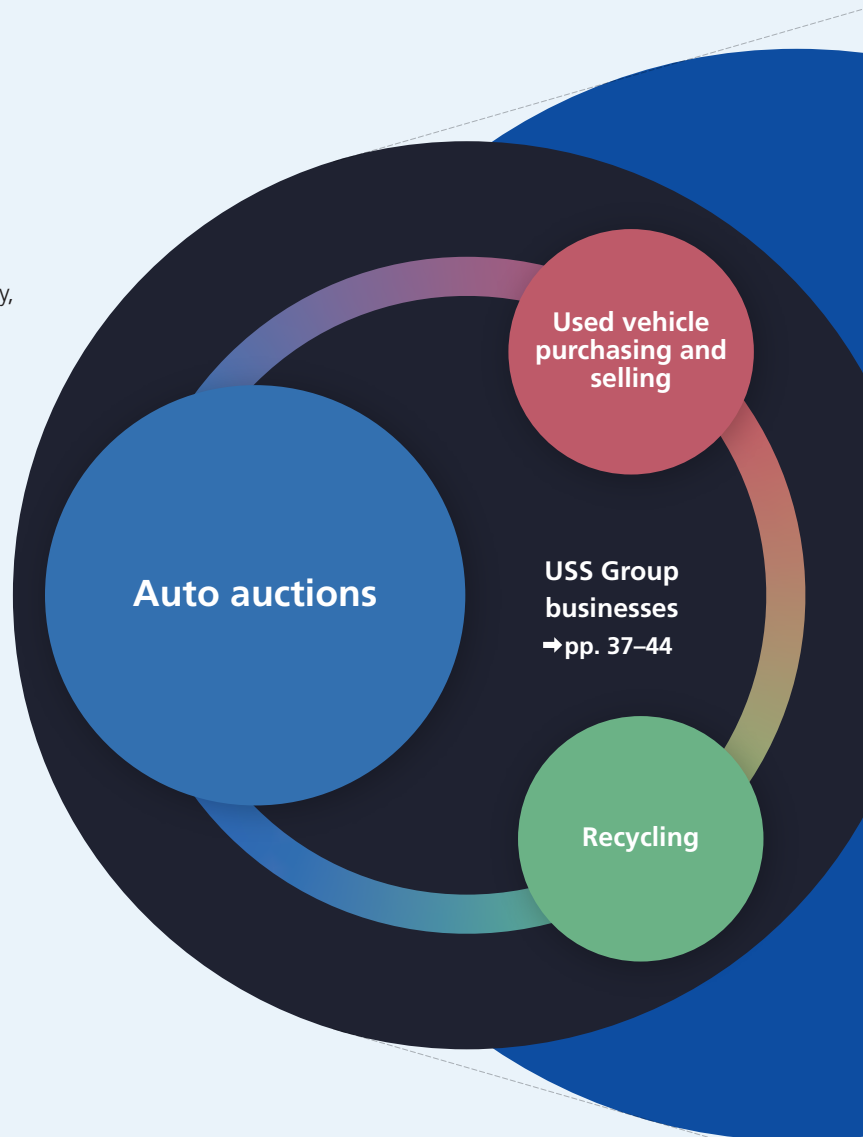
- Total assets
- Equity ratio

¥267.3 billion

76.2 %

Natural capital

- Materials used in automobiles and energy used for USS facilities and logistics
- Vehicles, materials and other items that are recycled



Solutions to important
material subjects

→ pp. 25–28

Resource
recycling

Climate
change

Human
resources
management

Information
management

Fair and
equitable
business
dealings

Value

Social value

- Provide auctions where every member can be confident in having a fair and equal standing
- Offer better access to quality automobiles at an affordable price
- Support employment opportunities in automotive occupations
- Support employee growth and respect diversity

Contribute to a circular economy

Economic value

- Sales
¥ **104.0** billion
- Operating profit
¥ **54.2** billion
- Return on equity
18.9%

FY 2024 results