

Yukio Niimi

Executive Officer and Manager of Kyushu and Fukuoka Auction Sites

Profile

Yukio Niimi joined USS in 1989. He was first involved with digitalizing auction sheets in the Information System Department of the Operation Division at the Nagoya Auction Site before acting as the Manager of the R-Nagoya, Shizuoka, Kyushu, and Fukuoka Auction Sites. His work contributed to a larger volume of vehicle transactions at each of these auction sites through measures tailored to each region. In 2020, Yukio Niimi was appointed the Manager of both the Kyushu and Fukuoka Auction Sites, and then he was appointed executive officer in 2023. Capitalizing on the experience that he gained managing auction sites of various scales, Yukio Niimi is working to develop a human resource development plan as a member of the medium to long-term strategy project team.



USS is focusing on expanding its human capital toward achieving its goal of 50% Market Share

Under our Workplace Environment Improvement Project, we will create an attractive workplace environment which will lead to the recruitment and retention of outstanding human resources.

We recognize that expanding our human capital is a key issue for implementing our 50% Market Share strategic project and achieving our targets toward the long-term growth of the auto auction business. That is why we have launched the Workplace Environment Improvement Project as one measure for addressing this issue, wherein our employees take the initiative to improve member convenience, increase operational efficiency, and improve the workplace environment throughout the Project with the aim of creating opportunities for growth and leveraging their abilities to create greater job satisfaction from the perspective of human resource training. One major objective of the project is to improve the competitiveness of our human resources in an environment where it is difficult to recruit young people due to Japan's declining population. Going forward, we look forward to receiving proposals from project participants that will lead to employee growth and job satisfaction. The project provides an opportunity for participants to think about issues and gain new insights, and we hope that managing the project will also lead to the development of management personnel.

Although we recruit human resources every year by hiring new graduates and mid-career professionals, a certain number of employees also leave the company each year, so improving the working environment and reforming our personnel policies are also issues that we need to prioritize. Under the 50% Market Share

project, our management goal is to increase our share of the number of vehicles on auto auction, which will in turn lead to an increase in the number of vehicles for inspection. However, one dilemma that arises from pursuing this goal is an increase in overtime work due to the increase in vehicle inspections and data entry for vehicles on auction. Given this situation, under our “Breakthrough Project” (for more information, see p. 23) and our promotion of DX to improve operational efficiency (for more information, see p. 36), we are striving to reduce overtime work through measures including the use of IT to improve the efficiency of our inspection work. By doing so, we are aiming to expand our human capital through the creation of an attractive workplace environment, the recruitment of outstanding human resources, and a reduction in the turnover rate.

The current lack of coordination among our 19 auto auction sites throughout Japan is another issue that needs to be resolved in order to realize the 50% Market Share project. Therefore, within the Breakthrough Project, we have developed and implemented a project in which our main auction sites collaborate to attract new members, and a project in which auto auction sites collaborate to balance the workload of data entry for vehicles on auction. These projects have achieved a certain level of success through the united efforts of our auction site managers, departmental management, and onsite employees, and we intend to continue implementing these projects in the future.

We are continuing our efforts in our vehicle inspector training program which has yielded positive results, and our efforts to promote women's empowerment.

From FY 2023, we introduced a vehicle inspector training program that has already yielded some successes. The vehicle inspector training program launched in April 2023 is intended to help employees obtain our proprietary Level 3 vehicle inspection certification in a short period of time soon after joining the company. The vehicle inspector certification provides Level 1 to Level 4 certifications, and employees cannot appraise a vehicle on an auction site until they have acquired a Level 3 or higher certification. Previously, our new employees took roughly three years to acquire Level 3 certification, but we have been able to condense this training through an intensive education program that enables rapid development. A total of 17 employees participated in the training in FY 2024, all of whom obtained Level 3 certification in the eight-month period from April to November 2024. In FY 2025, the training has started with seven participants and is proceeding with the goal of having them obtain Level 3 certification in seven months through a compact training program with a concentrated curriculum made possible by the small number of participants.

In terms of empowering our female employees, three new female managers joined the team, which brought the ratio of women in management to 3.9%. Going forward, we will continue to actively promote our female employees and support their empowerment through a variety of measures. We will increase our ratio of female managers to 5% and then 10% through training measures in which female management candidates participate in weekly management meetings held at our auto auction sites, and through our Workplace Environment Improvement Project initiatives.

I believe that my role in our human resource strategy is to focus on planning and implementing measures to expand our human capital in my capacity as a manager and facilitator of the Workplace Environment Improvement Project and the Breakthrough Project. I will also focus on passing on to other site managers the management know-how on auction site operations that I have developed through my experience as a site manager overseeing three sites.

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