

Message from the Outside Directors



Hisao Takahashi
Outside Director



Etsuko Nishijima
Outside Director



Nobuko Sowa
Outside Director



Director Profile

After working in automobile development at Toyo Kogyo Co., Ltd. (now Mazda Motor Corporation) and Honda R&D Co., Ltd., Hisao Takahashi was in charge of automobile development and promoting development process reforms at Honda Motor Co., Ltd. Since 2024 he has served as an outside director of Maruka Furusato Corporation and Nitta Gelatin Inc., and in June 2025 he was appointed as an Outside Director of USS.

I will leverage my experience in the automotive industry to contribute to sustained growth at USS.

For many years I was involved in development operations and development process reforms at automotive manufacturers, where I worked to solve various issues. I believe that I can fully leverage the knowledge I gained through my experience in the automotive industry at USS in the auto auction industry. Automobiles have undergone major changes in recent years due to technological innovations such as intelligent technology and electrification. This is expected to result in significant changes in the supply chain of the entire automotive industry in future, which will also have an impact on the USS Group's business. In order for USS to grow steadily amidst these major changes in the external environment, it is crucial to solidify its existing businesses and to establish new businesses.

The most important task that USS faces in its existing businesses is to continue earning the trust of customers. USS has worked earnestly to realize auto auctions with greater convenience that provide a fair and equal standing to everyone by training personnel with advanced vehicle inspection skills, introducing advanced IT technologies, and establishing auto auction sites with the latest facilities and equipment. The Company's stable performance over many years is a testament to the high regard that its customers have for these efforts. Going forward, I hope to support the Company's measures to enhance customer value, and the creation of a workplace where each and every employee who delivers this customer value can enjoy their work.

In terms of new business, I believe that the USS Group's recycling-related business expertise will become increasingly important given the strong demand in recent years for efforts to realize a recycling-oriented society. I myself have long been interested in the reuse and recycling of automobiles and have followed these trends. I therefore hope to leverage my knowledge to contribute to the growth of the USS Group's recycling business.

I will act as a bridge between management and frontline employees and contribute to transforming organizational culture at USS.

I have experience in a wide variety of areas including sales, business development, marketing, branding, PR, and diversity. The know-how I have developed in building and executing strategies and in realizing the transformation of entire organizations has been a valuable asset to me. I hope to leverage these experiences to help strengthen the USS Group's governance, formulate long-term growth strategies, and transform the organizational culture.

First, in terms of governance, I am focused on thoroughly implementing risk management, which is essential for increasing long-term corporate value. In my capacity as an independent Outside Director, I will work to enhance the transparency of decision-making processes by fulfilling a checking function on management. Next, in terms of the Company's long-term growth strategy, I will support the creation of new business opportunities not bound by conventional frameworks within a rapidly changing market environment, and will support efforts to strengthen the Company's competitive advantages through omni-channel and other advanced measures.

Moreover, I will provide multifaceted perspectives as a bridge between customers and the Company, and between management and front line employees, by leveraging my experience in promoting diversity and transforming corporate culture to help create an environment in which employees with diverse backgrounds can fully demonstrate their abilities.

I will share the USS Group's management philosophy that emphasizes transparency and fairness, provide fair and honest advice from an independent standpoint, and strive to enhance corporate value and achieve sustainable growth as a member of the Board of Directors.



Director Profile

Etsuko Nishijima is responsible for business promotion, MD planning, sales, operational management, and marketing of Mitsui Shopping Park LaLaport at Mitsui Fudosan Retail Management Co., Ltd. In 2015 she was appointed Director of the Group's large-scale retail facility LaLaport Tokyo Bay, and in 2019 she was the first woman at the Mitsui Fudosan Group to become an executive officer. She was appointed as an Outside Director of the USS Group in June 2025.

I will strive to achieve optimal IT utilization and human capital management.

I have worked in the IT industry for 40 years and have been involved in a wide range of areas from system development and operation and maintenance to supporting DX promotion. In addition to my experience as a site project manager, my involvement in management as an executive officer and group company president has provided me with considerable knowledge on human resource development and organization building. Through my appointment as an Outside Director of the USS Group, I will strive to contribute to the Company's further growth, particularly from the perspectives of IT utilization and human capital management.

Optimal IT utilization and DX promotion are now essential elements in all businesses. In its auto auction business, the USS Group is continuing to improve convenience for both customers and employees by introducing advanced IT systems. Their development of a business model that utilizes the internet to allow people to participate in auctions from anywhere in the country has been highly innovative. In recent years, the Company has been focusing on measures to promote DX including system replacement, and I hope to contribute to this progress by leveraging my experience and skills.

Meanwhile, even as technologies evolve, it is people who use them. Human capital management is crucial in realizing sustainable growth. I will strive to help create a corporate culture where the diversity of all employees including women is respected, and where they can work with motivation and enthusiasm. In order to achieve this, we must first deepen mutual understanding among the management team through open and proactive communication. I would also like to make onsite visits to clearly identify pertinent issues and offer recommendations on solutions and future policies.



Director Profile

Nobuko Sowa is involved in building systems for the financial industry at IBM Japan, Ltd. After serving as an executive officer at IBM Japan and president of a group company, she has been involved in corporate management leveraging her knowledge on promoting digital transformation (DX). As a Guest Professor at the University of Osaka's Center for Diversity and Inclusion, Nobuko Sowa is also engaged in promoting women's empowerment and diversity. She was appointed as an Outside Director of the USS Group in June 2025.