

The following documents are English translations of the USS Co., Ltd. Notice of the 32nd Annual General Meeting of Shareholders (for the fiscal year ended March 31, 2012) as well as the Business Report, Consolidated Financial Statements, Independent Auditors' Audit Report and Board of Corporate Auditors' Audit Report, voting instructions, and information about the location of the shareholders meeting. Of the items that should be disclosed in the Business Report, the original Japanese text is accessible only via the Internet on the USS Web site (<http://www.ussnet.co.jp>) for the following items: "System to assure performance of duties by directors in compliance with laws and regulations and the Articles of Incorporation, and other systems to assure appropriateness of operations," "Basic policy regarding control of policy decisions in respect of the Company's finance and business," "Notes on Consolidated Financial Statements" and "Notes on Non-consolidated Financial Statements." USS is providing this translation solely for your convenience and does not make any guarantee that this document is accurate.

(Securities code: 4732)

USS Co., Ltd.

507-20 Shinpo-machi, Tokai, Aichi, Japan

Notice of the 32nd Annual General Meeting of Shareholders

June 4, 2012

Dear Shareholders:

You are cordially invited to attend the 32nd Annual General Meeting of the Shareholders of USS Co., Ltd. (the "Company"), which will be held as per the schedule below.

If you are unable to attend the meeting in person, you can cast your vote in writing or by electronic means (via the Internet, etc.). Please review the Reference Materials for the General Meeting of Shareholders presented herein and exercise your voting rights by no later than 5:00 p.m. on Monday, June 25, 2012. You can do this by indicating "for" or "against" for each agenda item shown in the enclosed Form for Exercising Voting Rights and returning it to us, or by accessing the website designated by the Company and entering "for" or "against" for each agenda item. For details of the procedure for exercising your voting rights by electronic means (via the Internet, etc.), please refer to "Procedure for Exercising Voting Rights Electronically (via the Internet, etc.)" (on page 80-81).

Sincerely,

Yukihiro Ando

President and Representative Director

1. **Date and Time:** Tuesday, June 26, 2012, at 11:00 a.m.
2. **Venue: Head Office of the Company (the Nagoya Auction Site of the Company)**
507-20, Shinpo-machi, Tokai, Aichi
(Please refer to the access information on the last page)
3. **Meeting Agenda:**

Items to be reported:

1. The contents of the Business Report, the contents of the consolidated financial statements, and the results of the audit of consolidated financial statements by accounting auditors and the Board of Corporate Auditors for the Company's 32nd business term (from April 1, 2011 to March 31, 2012)
2. The financial reports for the Company's 32nd business term (from April 1, 2011 to March 31, 2012)

Items to be resolved:

Item 1: Appropriation of retained earnings

Item 2: Election of 14 directors

Item 3: Regarding the continuation after partial modification of the Company's countermeasure (takeover defenses) against Large-scale Purchases of shares of USS Co., Ltd.

Notes:

1. The reception desk opens at 10:00 a.m.
2. Please submit the attached Form for Exercising Voting Rights at the reception desk on the day of the meeting.
3. Any change in the Reference Materials for the General Meeting of Shareholders, financial statements or consolidated financial statements will be posted on our website (<http://www.ussnet.co.jp>). We would like you to confirm such information.

(Attached document)

Business Report

(From April 1, 2011 to March 31, 2012)

1. Matters relating to the current state of the Company Group

(1) Results of Operations

In the consolidated fiscal year ended March 31, 2012, a harsh business environment continued in Japan. The impact of natural disasters such as the Great East Japan Earthquake and the flooding in Thailand was one reason. There were also restrictions on the power supply from the continued shutdown of reactors at nuclear power plants, tincreases in imports and price hikes of crude oil and natural gas, and the trade deficit resulting from sluggish exports due to the yen's appreciation.

In the Japanese automobile industry, despite the decline in vehicle production due to the impact of the earthquake and flooding, early restoration of the disrupted supply chains contributed to increasing new car registrations starting in October 2011. As a result, monthly registrations posted year-on-year growth. In addition, new car registrations for the fiscal year ended March 31, 2012, increased 3.3% year on year to 4,753 thousand and used car registrations rose 1.1% year on year to 6,595 thousand. These figures reflected the introduction of new Eco-Car models in the second half of the fiscal year and the Eco-Car subsidy system, an economic stimulus policy by the Japanese government that resumed in December 2011.

In the automobile auction market, the number of vehicles consigned decreased significantly in the first half of the fiscal year because of sluggish new car sales caused by the earthquake as the number of used cars sold or submitted as trade-ins decreased. However, the contract completion rate remained high partly due to demand associated with earthquake reconstruction and substitute demand due to the shortage of new cars. On the other hand, both the number of vehicles consigned and the number of vehicles contracted turned upward, reflecting the increase in the number of used cars sold or submitted as trade-ins due to the rapid recovery of new car sales in the second half of the fiscal year.

As a result, the number of vehicles consigned increased 8.1% to 6,875 thousand and the number of vehicles contracted increased 4.9% to 4,011 thousand but the contract completion rate declined to 58.4% from 60.1% in the previous consolidated fiscal year.

In this environment, the USS Group recorded a 4.2% increase in consolidated net sales to 64,009 million yen, a 14.9% rise in operating income to 27,952 million yen, a 16.0% advance in ordinary income to 28,588 million yen and a 22.1% jump in net income to 17,054 million yen. All three earnings figures are all-time highs.

Performance by business segment for the year ended March 31, 2012, was as follows.

Auto Auction Business

In the auto auction business, due to a dramatic increase in new automobile sales in Japan, the number of vehicles consigned increased 6.2% year on year to 2,252 thousand and the number of vehicles contracted increased 3.9% to 1,414 thousand. However, the contract completion rate declined from 64.2% in the previous fiscal year to 62.8%.

Auction commission revenue increased mainly because of the review of the booth layout configuration at auction sites and the commission system at several business sites. There was also an increase in the ratio of successful offsite bids from 48.8% to 50.2%, in addition to increases in the number of vehicles consigned and the number of vehicles contracted. In operating expenses, depreciation decreased, reflecting the restrained large-scale capital expenditures since the end of the year ended March 31, 2010, as well as decreases in rent, goodwill amortization expenses and taxes.

As a result, net sales in this segment increased 6.2% to 45,840 million yen and operating income climbed 16.2% to 27,156 million yen.

Used Car Purchasing and Selling Business

Rabbit used car buying shops recorded higher sales and lower earnings than in the previous fiscal year. This was attributable to a decrease in the number of vehicles purchased that was caused partly by a review of the purchase appraisal standards. The review was implemented ahead of competitors to cope with the decline in auction market prices despite an increase in the vehicle selling price per unit.

In the accident-damaged vehicles business, the number of vehicles purchased decreased. This was attributable in part to a review of the purchase appraisal standards implemented earlier than our competitors to cope with the decline in auction market prices, thereby resulting in lower sales and earnings.

As a result, net sales in the segment decreased 0.1% to 12,476 million yen and operating income fell 9.5% to 610 million yen.

Other Business

In the automobile recycling operations for end-of-life automobiles and other goods, the handling volume of end-of-life automobiles increased firmly, but the handling volume of industrial waste wood decreased considerably and the purchase unit price rose. Consequently, sales and earnings decreased in this business sector. In the scrap rubber recycling operations, the handling volume of value-added rubber products for rubberized highway pavement increased, but the business was affected by the rise in raw material prices of synthetic rubber and other goods. Consequently, sales and earnings decreased in this business sector.

The export procedure agency service for used cars, which started in July 2011, recorded an operating loss.

As a result, net sales to outside customers decreased 0.9% to 5,692 million yen and operating income dropped 93.1% to 11 million yen.

(2) Capital Expenditures

Consolidated capital expenditures totaled 826 million yen in the fiscal year ended March 31, 2012. A breakdown of the expenditures is as follows.

1) Major facilities completed during the fiscal year

Business segment	Business site	Description
Other Business	USS Logistics International Service Co., Ltd.	New construction work of stockyard

2) New construction, expansion and renovation of major facilities of which works were under way at the end of the fiscal year

Nothing noteworthy

(3) Financing

Nothing noteworthy

(4) Important Issues

As for our prospects, favorable new car sales are anticipated in the foreseeable future thanks to the resumption of the Eco-Car subsidy system. However, a decline in new car sales is expected when these subsidies end. Thereafter, the expected decline in the number of used cars sold or submitted as trade-ins may have adverse effects on our mainstay auto auction business.

Japan's automobile sales market will probably shrink over the medium to long term for several reasons. Among them are the falling number of children, the decline in interest in car ownership among young people and people driving cars longer before trading them in. These trends could have a negative impact on the number of vehicles consigned at auctions.

In response to these market conditions, the USS Group intends to capture a market share of 40% in Japan's auto auction market as a medium-term target under the slogan of "Increasing our share in the auto auction market."

The USS Group manages operations in a manner that emphasizes capital efficiency and considers return on equity (ROE) to be an important financial ratio. The USS Group has established a medium-term ROE goal of exceeding 15%.

The issues ahead to be addressed by the Group are as follows:

1) Offer greater convenience to auction members

We will prioritize capital expenditures that will serve to improve the level of convenience for members, increasing their overall satisfaction.

2) Conduct effective M&As

Considering mergers and acquisition as ways to capitalize on opportunities for growth, the USS Group intends to invest aggressively in projects that could lead to growth in future cash flows.

3) Collaborate with companies in different types of businesses

We will pursue alliances with companies in different business fields where business and/or capital alliances are likely to produce synergies.

4) Reinforce the used car purchasing and selling and other businesses

The USS Group aims to become an integrated enterprise that leads Japan's used car distribution market by expanding the used car purchasing and selling and recycling businesses around the core auto auction business.

We ask for the continued support of all our shareholders.

(5) Trends in Assets and income

1) Trends in Assets and income of the Company Group

Item	28th term (Year ended March 31, 2008)	29th term (Year ended March 31, 2009)	30th term (Year ended March 31, 2010)	31st term (Year ended March 31, 2011)	32nd term (Year ended March 31, 2012) (Consolidated fiscal year under review)
Net sales (million yen)	69,801	66,549	59,849	61,417	64,009
Ordinary income (million yen)	27,490	22,503	22,511	24,643	28,588
Net income (million yen)	15,200	12,003	12,717	13,971	17,054
Net income per share (yen)	475	382	418	478	609
Total assets (million yen)	150,737	138,370	142,164	151,636	154,639
Net assets (million yen)	117,577	114,941	118,390	121,947	121,097
Net assets per share (yen)	3,657	3,751	3,970	4,200	4,450

Note: The number of shares of common stock used to calculate “Net income per share” and “Net assets per share” for the 32nd term includes shares held by the USS Employee Stock Ownership Plan Trust.

2) Assets and income by business segment

(Millions of yen)

Business segment	Item	28th term (Year ended March 31, 2008)	29th term (Year ended March 31, 2009)	30th term (Year ended March 31, 2010)	31st term (Year ended March 31, 2011)	32nd term (Year ended March 31, 2012) (Consolidated fiscal year under review)
Auto auction business	Net sales	51,953	48,752	42,791	43,177	45,840
	Operating income	26,167	22,428	21,014	23,372	27,156
	Total assets	142,260	133,117	136,420	146,034	149,002
Used car purchasing and selling business	Net sales	12,590	12,265	12,224	12,494	12,476
	Operating income	358	170	413	674	610
	Total assets	5,601	2,205	2,222	2,476	2,431
Other businesses	Net sales	5,257	5,532	4,832	5,745	5,692
	Operating income (Operating loss)	389	(329)	196	168	11
	Total assets	4,711	4,207	4,408	4,257	4,150

Note: Segment sales based on external customer sales.

(6) Significant organizational changes

- 1) USS merged with USS Yokohama Co., Ltd. and USS Kansai Co., Ltd. on July 1, 2011, with USS remaining and USS Yokohama Co., Ltd. and USS Kansai Co., Ltd. dissolved following the merger.
- 2) Subsidiary USS Gunma Co., Ltd. merged with USS Niigata Co., Ltd. on October 1, 2011 with this company remaining and USS Niigata Co., Ltd. dissolved following the merger. On October 1, 2011, USS Gunma Co., Ltd. was renamed USS Kan-etsu Co., Ltd.
- 3) Subsidiary USS Toyo Co., Ltd. merged with Car Quest Co., Ltd. on February 1, 2012 with this company remaining and Car Quest Co., Ltd. dissolved following the merger. On February 1, 2012, USS Toyo Co., Ltd. was renamed Car Quest Co., Ltd.

(7) Major parent company and subsidiaries

- 1) Parent company
Not applicable

2) Major subsidiaries

The Company has 11 consolidated subsidiaries and no affiliate to which the equity method is applied.

Company name	Capital (million yen)	Percentage of equity participation (%)	Main business
USS Okayama Co., Ltd.	20	100.0	Auto auction business
USS Sapporo Co., Ltd.	50	100.0	Same as above
USS Kan-etsu Co., Ltd.	50	100.0	Same as above
USS Tohoku Co., Ltd.	100	100.0	Same as above
USS Hokuriku Co., Ltd.	60	100.0	Same as above
US Butsuryu Co., Ltd.	30	100.0	Arrangement of freight transport and consignment business relating to operation of auctions
USS Support Service Co., Ltd.	45	100.0	Finance services business, etc.
R&W Co., Ltd.	63	100.0	Purchase and sales of used and accident-damaged vehicles
ARBIZ Co., Ltd.	270	51.0	Recycling of end-of-life automobiles and other goods
Car Quest Co., Ltd.	100	100.0	Providing information on used cars via the Internet and recycling of scrap rubber
USS Logistics International Service Co., Ltd.	50	70.0	Export procedure agency service for used cars

(8) Major Business Activities (as of March 31, 2012)

Auto auction business, purchase and sale of used vehicles, and recycling business

(9) Principal bases (as of March 31, 2012)

	Business segment	Name of office or company	Location	Note
The Company	Auto auction business	Nagoya Auction Site	Tokai, Aichi	Head office
		USS-R Nagoya Auction Site	Nagoya, Aichi	Branch
		Kyushu Auction Site	Tosu, Saga	Branch
		Fukuoka Auction Site	Chikushino, Fukuoka	Branch
		Tokyo Auction Site	Noda, Chiba	Branch
		Shizuoka Auction Site	Fukuroi, Shizuoka	Branch
		Saitama Auction Site	Iruma, Saitama	Branch
		Yokohama Auction Site	Yokohama, Kanagawa	Branch
		Osaka Auction Site	Osaka, Osaka	Branch
		Kobe Auction Site	Kobe, Hyogo	Branch
Subsidiaries	Auto auction business	Okayama Auction Site	Akaiwa, Okayama	Managed by USS Okayama Co., Ltd.
		Sapporo Auction Site	Ebetsu, Hokkaido	Managed by USS Sapporo Co., Ltd.
		Gunma Auction Site	Fujioka, Gunma	Managed by USS Kan-etsu Co., Ltd.
		Tohoku Auction Site	Murata-cho, Shibata-gun, Miyagi	Managed by USS Tohoku Co., Ltd.
		Niigata Auction Site	Mitsuke, Niigata	Managed by USS Kan-etsu Co., Ltd.
		Hokuriku Auction Site	Kaga, Ishikawa	Managed by USS Hokuriku Co., Ltd.
		Shikoku Auction Site	Matsuyama, Ehime	Managed by USS Okayama Co., Ltd.
		US Butsuryu Co., Ltd.	Tokai, Aichi	16 domestic branch offices
		Car Quest Co., Ltd. Internet Div.	Chuo, Tokyo	Provides information on used cars via the Internet
		USS Support Service Co., Ltd.	Tokai, Aichi	Finance services business, etc.

	Used car purchasing and selling business	R&W Co., Ltd.	Noda, Chiba	Used car purchase and sales shop "Rabbit;" 24 direct shops, 156 franchise shops. 24 shops in the domestic purchase and sales of accident-damaged vehicles business
	Other business	ARBIZ Co., Ltd.	Nagoya, Aichi	Recycling plant for end-of-life automobiles and other goods
		Car Quest Co., Ltd. Toyo Div.	Maebashi, Gunma	Scrap rubber recycling plant
		USS Logistics International Service Co., Ltd.	Yokohama, Kanagawa	Export procedure agency service for used cars

Note: Ryutsu Auction Site merged into Tokyo Auction site on July 1, 2011.

(10) Employees (as of March 31, 2012)

1) Employees of the Company Group

Business segment	Numbers of employees	Change from the end of the previous consolidated fiscal year
Auto auction business	675 (176)	down 29 (down 15)
Used car purchasing and selling business	257 (23)	down 31 (-)
Other businesses	173 (48)	up 7 (down 14)
Corporate (Common for all business segments)	22 (-)	down 4 (-)
Total	1,127 (247)	down 57 (down 29)

- Notes:
1. Numbers of employees refer to employees on the payroll; figures in parentheses, which are not included in the immediately preceding figures, indicate the average numbers of part-timers and contract employees for the year (converted at 7.5 hours of working time per day).
 2. Employees in the corporate (common for all business segments) category are individuals assigned to administrative departments that cannot be allocated to a particular business segment.

2) Employees of the Company

Number of employees	Change from the end of the previous fiscal year	Average age	Average service years
448 (120)	up 64 (up 41)	37.1	8.3

- Note:
1. Numbers of employees refer to employees on the payroll; figures in parentheses, which are not included in the immediately preceding figures, indicate the average numbers of part-timers and contract employees for the year (converted at 7.5 hours of working time per day).
 2. The increase in the number of employees from the end of the previous fiscal year (up 64) is primarily attributable to the merger of USS Yokohama Co., Ltd., and USS Kansai Co., Ltd., by the Company as of July 1, 2011.

(11) Major creditors (as of March 31, 2012)

The USS Employee Stock Ownership Plan Trust, which was established to introduce the Trust Employee Shareholding Incentive Plan, has borrowed money as a source of funds to purchase the Company's shares. The Employee Stock Ownership Plan is referred to here because the trust account is processed as a unit within the Company for accounting purposes. For the aforementioned plan, refer to (12) Other Items Concerning the Status of the USS Group below.

Lender	Amount borrowed (million yen)
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	185
Sumitomo Mitsui Banking Corporation	82
The Gifu Bank, Ltd.	1,000

Note: USS established a 1,000 million yen credit facility with The Bank of Tokyo-Mitsubishi UFJ, Ltd. in order to assure stable and efficient procurement of working capital.

(12) Other Items Concerning the Status of the USS Group
Outline of the Employee Stock Ownership Plan

Effective from the fiscal year ended March 31, 2012, the Company has implemented the Trust Employee Shareholding Incentive Plan (hereinafter the “Plan”) for the purpose of granting an incentive to employees of the Group companies toward the improvement of medium- and long-term corporate value.

According to the Plan, the Company shall establish the USS Employee Stock Ownership Plan Trust (hereinafter the “ESOP Trust”) in a trust bank and the ESOP Trust shall purchase the Company’s shares in advance, which are expected to be purchased by the USS employee stock ownership plan (hereinafter the “Employee Stock Ownership Plan”), over five years after its establishment and thereafter continuously sell the Company’s shares to the Employee Stock Ownership Plan every month until the trust is completed. To secure funds to purchase the Company’s shares, the ESOP Trust borrows bank loans for which the Company offers a guarantee.

If an amount corresponding to the gain on sales of stocks is accumulated in the ESOP Trust at the completion of the trust through the sales of the Company’s shares to the Employee Stock Ownership Plan, an amount corresponding to the gain on sales of the Company’s shares shall be distributed as a residual property to some eligible persons who satisfy the qualification requirements for beneficiaries. Meanwhile, in case an amount corresponding to the loss on sales of stocks is accumulated in the ESOP Trust at the completion of the trust due to a decline in the Company’s stock prices, the Company shall repay the outstanding balance of the bank loans corresponding to the loss on sales of the shares in accordance with a nonrecourse promissory note.

As for the ESOP Trust, an accounting procedure that considers the Company and the ESOP Trust to be integrated as a unit is adopted from the viewpoint of emphasizing the economic reality of the Plan. Consequently, the Company’s shares owned by the ESOP Trust, and assets and liabilities, as well as revenues and expenses, of the Employee Stock Ownership Plan, were inclusively reported in the consolidated balance sheet, the consolidated statement of income and the consolidated statement of changes in net assets of the Company. The number of the Company’s shares owned by the ESOP Trust as of the end of the consolidated year was 119,980 shares.

2. Matters relating to shares of the Company (as of March 31, 2012)

- (1) Total number of shares authorized to be issued: 120,000,000 shares
- (2) Total number of shares issued: 31,325,000 shares
(including 4,008,041 shares of treasury stock)
- (3) Total number of shareholders: 7,420
- (4) Major shareholders (Top 10)

Shareholder	Number of shares held (thousand shares)	Shareholding ratio (%)
Futoshi Hattori	2,631	9.63
BBH for Fidelity Low-Priced Stock Fund (Principal all sector sub-portfolio)	2,000	7.32
State Street Bank and Trust Company	1,903	6.96
Japan Trustee Services Bank, Ltd. (trust account)	1,167	4.27
Yukihiro Ando	909	3.32
The Master Trust Bank of Japan, Ltd.(trust account)	907	3.32
Nomura Trust and Banking Co., Ltd. (retirement benefit trust The Bank of Tokyo-Mitsubishi UFJ, Ltd. account)	840	3.07
Hattori Motors Co., Ltd.	720	2.63
Incorporation Foundation Hattori International Scholarship Foundation	700	2.56
Dai Seta	690	2.52

- Notes:
1. The list of major shareholders does not include 4,008,041 shares of treasury stock.
 2. The number of shares used to calculate shareholding ratios does not include treasury stock.
 3. Although Futoshi Hattori passed away on December 18, 2011, his name is still recorded on the Company's shareholder register as the inheritance procedure is currently under way.

4. In addition to the above shareholders, according to large shareholding reports, the following companies own USS shares, as follows.

- (1) A large shareholding report submitted by Fidelity Investments Japan Ltd. and another company on February 1, 2012 stated that the following shares were held as of January 26, 2012. Since USS is unable to confirm the effective number of shares owned on March 31, 2012, these shareholders are not included in the above list of major shareholders.

Name	Address	Shares (thousand shares)	Shareholding ratio (%)
Fidelity Investments Japan Limited	Shiroyama Trust Tower 4-3-1 Toranomon, Minato-ku, Tokyo	0	0.00
FMR LLC	82 Devonshire Street, Boston, Massachusetts 02109, USA	3,798	13.90
Total		3,798	13.90

- (2) A large shareholding report submitted on August 29, 2011 by The Bank of Tokyo-Mitsubishi UFJ, Ltd. and three other companies indicated that these four companies owned USS shares as detailed below on August 22, 2011. Since USS is unable to confirm the effective number of shares owned on March 31, 2012, these shareholders are not included in the above list of major shareholders.

Name	Address	Shares (thousand shares)	Shareholding ratio (%)
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	7-1, Marunouchi 2-Chome, Chiyoda-ku, Tokyo	840	3.07
Mitsubishi UFJ Trust and Banking Corporation	4-5, Marunouchi 1-Chome, Chiyoda-ku, Tokyo	587	2.15
Mitsubishi UFJ Asset Management Co., Ltd.	4-5, Marunouchi 1-Chome, Chiyoda-ku, Tokyo	70	0.25
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	5-2, Marunouchi 2-Chome, Chiyoda-ku, Tokyo	110	0.40
Total		1,608	5.88

5. The number of shares less than one thousand is truncated. Shareholding ratios are rounded off to two decimal places.

3. Matters relating to Stock Acquisition Rights, etc. of the Company

(1) Stock Acquisition Rights held by officers of the Company as of the end of the term

Name		5th Stock Acquisition Rights	6th Stock Acquisition Rights	7th Stock Acquisition Rights
Resolution date for issuance		August 28, 2007 (Board Meeting)	June 25, 2008 (Board Meeting)	June 24, 2009 (Board Meeting)
Number of Stock Acquisition Rights		697	818	1,417
Number of shares subject to Stock Acquisition Rights		6,970 shares of common stock (10 shares per Stock Acquisition Right)	8,180 shares of common stock (10 shares per Stock Acquisition Right)	14,170 shares of common stock (10 shares per Stock Acquisition Right)
Amount paid of Stock Acquisition Rights		64,560 yen per right	49,760 yen per right	32,620 yen per right
Amount of assets paid upon exercise of Stock Acquisition Rights		10 yen per right	10 yen per right	10 yen per right
Exercise period for Stock Acquisition Rights		From September 15, 2007 to June 30, 2032	From July 11, 2008 to June 30, 2033	From July 10, 2009 to June 30, 2034
Major conditions for the exercise of Stock Acquisition Rights		(Note)	(Note)	(Note)
Shares held by officers	Directors (excluding outside directors)	Number of holders	13	13
		Number of rights	697	818
	Number of shares subject to Stock Acquisition Rights	6,970	8,180	14,170
	Outside directors	-	-	-
Corporate auditors	-	-	-	

Name		8th Stock Acquisition Rights	9th Stock Acquisition Rights
Resolution date for issuance		June 29, 2010 (Board Meeting)	June 28, 2011 (Board Meeting)
Number of Stock Acquisition Rights		999	1,210
Number of shares subject to Stock Acquisition Rights		9,990 shares of common stock (10 shares per Stock Acquisition Right)	12,100 shares of common stock (10 shares per Stock Acquisition Right)
Amount paid of Stock Acquisition Rights		45,900 yen per right	43,600 yen per right
Amount of assets paid upon exercise of Stock Acquisition Rights		10 yen per right	10 yen per right
Exercise period for Stock Acquisition Rights		From July 16, 2010 to June 30, 2035	From July 15, 2011 to June 30, 2036
Major conditions for the exercise of Stock Acquisition Rights		(Note)	(Note)

Shares held by officers	Directors (excluding outside directors)	Number of holders 14	Number of holders 14
		Number of rights 999	Number of rights 1,210
	Number of shares subject to Stock Acquisition Rights 9,990	Number of shares subject to Stock Acquisition Rights 12,100	
	Outside directors	-	-
Corporate auditors	-	-	

Note: Major conditions for the exercise of Stock Acquisition Rights are as follows:

1. A Stock Acquisition Right holder may exercise the Stock Acquisition Right only if the Stock Acquisition Right holder loses any and all status as a director of the Company (including executive officers in the case of a company with committees), or as an auditor or executive director. However, in that case, the Stock Acquisition Right holder may exercise the Stock Acquisition Right for subscription only during the period from the date following the date on which the holder loses any and all of the above-mentioned status (hereinafter the “Exercisable Period Commencement Date”) for five (5) years after the Exercisable Period Commencement Date.
2. Notwithstanding Note 1 above, in the case specified in (a) or (b) below (however, regarding (b), this is not applicable if the Stock Acquisition Right for subscription is extinguished due to restructuring, or if the Stock Acquisition Right of a company subject to restructuring is delivered to the Stock Acquisition Right holder pursuant to the policy for decision-making of the details of delivery of stock acquisition rights of the company subject to restructuring), the Stock Acquisition Right holder may exercise its Stock Acquisition Right for subscription, only during the periods specified as follows, respectively:
 - (a) If the exercise period of the stock acquisition rights does not commence on or before June 30 of the year preceding the year in which the exercise period ends, the stock acquisition rights may be exercised starting from the day after the above date up to the expiration of the exercise period.
 - (b) If an agenda item requesting the approval of a merger agreement by which the Company will become an extinct company, or an agenda item requesting the approval of a share exchange agreement or a share transfer plan by which the Company will become a wholly owned subsidiary, is approved in a general meeting of shareholders of the Company (in the case that a resolution of a general meeting of shareholders is not required, if a resolution of the board of directors of the Company or a decision of the representative executive officers is made):
For fifteen (15) days from the next day of the relevant approval date.
3. If a Stock Acquisition Right holder waives the Stock Acquisition Right for subscription, the Stock Acquisition Right holder may not exercise such Stock Acquisition Right for the waived subscription.

- (2) Stock Acquisition Rights granted to employees of the Company and officers and employees of its subsidiaries in consideration of performance of duties during the term under review
Not applicable.

4. Matters relating to Officers of the Company

(1) Directors and corporate auditors (as of March 31, 2012)

Title	Name	Duties and Representation of Other Companies, etc.
President , Representative Director and Chief Executive Officer	Yukihiro Ando	President and Representative Director of US Butsuryu Co., Ltd.
Vice Chairman and Representative Director	Fumihiko Tamura	Officer of the Kyushu Office
Vice Chairman and Representative Director	Shigeo Hara	Officer of the Tokyo Office President and Representative Director of R&W Co., Ltd. President and Representative Director of USS Logistics International Service Co., Ltd.
Vice President and Representative Director	Dai Seta	Officer of the Auction Operation Dept. and Officer of the Nagoya Office Vice President and Representative Director of US Butsuryu Co., Ltd. President and Representative Director of USS Support Service Co., Ltd. Vice Chairman and Representative Director of R&W Co., Ltd. President and Representative Director of ARBIZ Co., Ltd.
Executive Vice President	Motohiro Masuda	Vice Officer of the Tokyo Office
Executive Vice President	Eiji Gono	Vice Officer of the Kyushu Office
Senior Managing Director	Toshio Mishima	Officer in charge of the Fukuoka Auction Site of the Kyushu Office
Junior Managing Director	Masafumi Yamanaka	Officer of the Supervisory Office
Junior Managing Director	Hiramitsu Ikeda	Officer of the System Dept. and in charge of Tohoku Auction Site
Junior Managing Director	Masayuki Akase	Vice Officer of the Auction Operation Dept.
Director	Hiroaki Inoue	Officer of the Shizuoka Office
Director	Yasuhisa Koga	Officer in charge of the Kyushu Auction Site of the Kyushu Office
Director	Hiroshi Kojima	President and Representative Director of Car Quest Co., Ltd.
Outside Director	Hideo Okada	Event Advisor, The Nihon Kogyo Shimbun Co., Ltd. Adviser of Japan Council for Renewable Energy, Steering Committee
Outside Director	Isamu Hayashi	Professor, Faculty of Business Management, Osaka Sangyo University
Outside Director	Satoru Madono	Professor, Faculty of Economics, Reitaku University Representative Director of IJIC, Inc.
Outside Director	Koji Sato	Lawyer, Officer of Sato Koji Law Office Outside Auditor of Shokubun Co., Ltd.
Outside Corporate Auditor	Masura Takei	
Outside Corporate Auditor	Yukihiko Inoue	
Outside Corporate Auditor	Isao Otsuka	Registered tax accountant, Officer of Isao Otsuka Tax Accountant Office

- Notes:
1. Directors: Messrs. Hideo Okada, Isamu Hayashi, Satoru Madono and Koji Sato are outside directors.
 2. Corporate auditors: Messrs. Masura Takei, Yukihiko Inoue and Isao Otsuka are outside corporate auditors.
 3. Full-time corporate auditor: Mr. Masura Takei is well versed in corporate accounting matters as a certified public accountant, and has considerable knowledge of finance and accounting.
 4. Corporate auditor: Mr. Isao Otsuka is well versed in corporate tax matters as a registered tax accountant, and has considerable knowledge of finance and accounting.
 5. USS designates the following officers as independent officers as prescribed by the Tokyo Stock Exchange and Nagoya Stock Exchange and has submitted notices to these stock exchanges: directors Hideo Okada, Isamu Hayashi, Satoru Madono and Koji Sato and corporate auditors Masura Takei, Yukihiko Inoue and Isao Otsuka. The Company currently receives services from Sumitomo Mitsui Trust Bank, Limited, the corporation where Mr. Isamu Hayashi was once employed, such services being in the form of administration of the Company's shareholder register and securities transfer agent services for special accounts. However, the amounts involved in such transactions accounts for less than one percent of the selling, general and administrative expenses of the Company. Furthermore transactions with the Company accounts for less than one percent of the sales from the custodial service business of Sumitomo Mitsui Trust Bank, Limited. As the Company's transaction volume with Sumitomo Mitsui Trust Bank, Limited is insignificant and Mr. Hayashi was not involved in any transaction with the Company when he served as an employee of Chuo Trust and Banking, Limited (one of Sumitomo Mitsui Trust Bank Limited's predecessor companies), the Company does not consider the circumstances of these transactions to be in any way problematic in connection with his assignment as an independent officer.
 6. There is no particular relationship between USS and The Nihon Kogyo Shimbun Co., Ltd., and Japan Council for Renewable Energy, where director Hideo Okada has a concurrent post.
There is no particular relationship between USS and Osaka Sangyo University, where director Isamu Hayashi has a concurrent post.
There is no particular relationship between USS and Reitaku University and IJIC, Inc., where director Satoru Madono has concurrent posts.
There is no particular relationship between USS and the Koji Sato Law Office and Shokubun Co., Ltd., where director Koji Sato has a concurrent post.
There is no particular relationship between USS and the Isao Otsuka Tax Accountant Office where corporate auditor Isao Otsuka has a concurrent post.

(2) Director who retired during the term (Year ended March 31, 2012)

Name	Date of retirement	Reason for retirement	Duties and Representation of Other Companies, etc.
Futoshi Hattori	December 18, 2011	Death	Chairman and Representative Director Chairman and Representative Director of US Butsuryu Co., Ltd. Chairman and Representative Director of R&W Co., Ltd. Chairman and Representative Director of USS Toyo Co., Ltd. Chairman and Representative Director of USS Logistics International Service Co., Ltd.

(3) Total amount of remuneration, etc. for directors and corporate auditors

Position	Number of officers	Amount of remuneration	Stock remuneration-type stock options	Total amount of remuneration, etc.
Directors (Outside directors out of all directors)	18 (4)	295 million yen (14 million yen)	52 million yen (-)	348million yen (14 million yen)
Corporate auditors (Outside corporate auditors out of all corporate auditors)	3 (3)	18 million yen (18 million yen)	- (-)	18 million yen (18 million yen)
Total (Outside officers out of all officers)	21 (7)	313 million yen (32 million yen)	52 million yen (-)	366 million yen (32 million yen)

- Notes:
- There are no directors who are concurrently employees.
 - The maximum amount of remuneration for directors was determined at 500 million yen per year by a resolution at the 26th Annual General Meeting of Shareholders held on June 28, 2006. Also, the maximum amount of stock remuneration-type stock options for directors of the Company (except for outside directors) was determined at another 150 million yen per year in addition to the above stated remuneration for directors by a resolution at the 27th Annual General Meeting of Shareholders held on June 26, 2007. Therefore, the maximum amount of remuneration for directors is determined at 650 million yen in total per year.
 - The maximum amount of remuneration for corporate auditors is determined at 50 million yen per year by a resolution at the 26th Annual General Meeting of Shareholders held on June 28, 2006.
 - Stock option compensation is the amount of expenses recorded in the fiscal year ended in March 2012 for all stock acquisition rights listed in “3. Matters relating to Stock Acquisition Rights, etc. of the Company (1) Stock Acquisition Rights held by officers of the Company as of the end of the term” on page 16-17 of this report.
 - The number of officers described in the above table includes a director who retired from office because of death on December 18, 2011, and the amount of remuneration and the total amount of remuneration, etc., include his remuneration.

(4) Matters relating to outside directors

1) Information about concurrent posts of outside directors and outside corporate auditors (when they are executive officers or outside officers at other companies) is listed in “(1) Directors and corporate auditors” on page 19.

2) Major activities during the term under the review

Position	Name	Major activities
Director	Hideo Okada	Attended all 7 meetings of the Board of Directors held during the term under review (attendance rate 100%). Expresses opinions as appropriate based on knowledge as a former corporate manager.
Director	Isamu Hayashi	Attended all 7 meetings of the Board of Directors held during the term under review (attendance rate 100%). Expresses opinions as appropriate from the expert viewpoint of a legal scholar.
Director	Satoru Madono	Attended 6 out of 7 meetings of the Board of Directors held during the term under review (attendance rate 86%). Expresses opinions as appropriate from the expert viewpoint of an economist.
Director	Koji Sato	Attended 6 out of 7 meetings of the Board of Directors held during the term under review (attendance rate 86%). Expresses opinions as appropriate from the expert viewpoint of a lawyer.
Full-time Corporate Auditor	Masura Takei	Conducted accounting and business audit of the USS Group as full-time corporate auditor; attended all 4 meetings of the Board of Corporate Auditors held during the term under review (attendance rate 100%), and acted as chairperson thereat. Also, attended all 7 meetings of the Board of Directors held during the term under review (attendance rate 100%). Expresses opinions as appropriate, mainly from the expert viewpoint of a certified public accountant.
Full-time Corporate Auditor	Yukihiko Inoue	Conducted accounting and business audits of the USS Group as full-time corporate auditor; attended all 4 meetings of the Board of Corporate Auditors held during the term under review (attendance rate 100%) and expresses opinions as appropriate. Also, attended all 7 meetings of the Board of Directors held during the term under review (attendance rate 100%). Expresses opinions as appropriate based on knowledge as an experienced former corporate manager, mainly in the automobile distribution industry.
Corporate Auditor	Isao Otsuka	Conducted accounting and business audit of the USS Group; attended all 4 meetings of the Board of Corporate Auditors held during the term under review (attendance rate 100%). Also, attended all 7 meetings of the Board of Directors held during the term under review (attendance rate 100%). Expresses opinions as appropriate from the expert viewpoint of a registered tax accountant.

3) Outline of contents of liability limitation agreement

Each outside director has entered into a liability limitation agreement with the Company that limits the liability for damage in accordance with the provisions of Article 427, Paragraph 1 of the Company Law.

The maximum amount of liability for damage pursuant to the above-mentioned agreement is the higher of 4 million yen or the amount prescribed by the law or regulation.

5. Matters relating to independent auditors

- (1) Names of corporate auditors

KPMG AZSA LLC

- (2) Amount of remuneration, etc.

Classification	Amount
1. Total amount of remuneration, etc. of accounting auditors during the term under review	30 million yen
2. Total amount of monies and other properties which the Company and its subsidiaries should pay in remuneration of accounting auditors for their services to the Company and its subsidiaries during the term under review	30 million yen

Note: The amount stated in the above “total amount of remuneration, etc. of accounting auditors during the term under review” indicates the total amount of remuneration for audits as defined under the Company Law and as defined under the Financial Instrument and Exchange Law, because the amounts of remuneration for those two definitions of audits are not distinguished in the audit contracts between the Company and the accounting auditors and such distinction is impracticable.

- (3) Outline of contents of liability limitation agreement

Not applicable.

- (4) Contents of services other than audit

Not applicable.

- (5) Policies for determination of removal or denial of reappointment of the accounting auditors

The Board of Directors will, if it deems it necessary to remove or deny reappointment of any of the accounting auditors due to a problem in the performance of their duties or any other reason, put removal or denial of reappointment of the accounting auditor on the agenda of a General Meeting of Shareholders upon the consent of the Board of Corporate Auditors or upon a request from the Board of Corporate Auditors.

If any of the items prescribed in Article 340, Paragraph 1 of the Company Law applies to any of the accounting auditors, and removal of such accounting auditor is deemed to be appropriate as a result of deliberation by the Board of Corporate Auditors, such accounting auditor will be removed by the Board of Corporate Auditors, subject to the unanimous agreement of the corporate auditors. In such case, a corporate auditor elected by the Board of Corporate Auditors will report the fact of removal of the accounting auditor and the reason at the first General Meeting of Shareholders to be held following the removal.

-
- Notes: 1. Numbers written in this Business Report (except the numbers of Shareholding ratio written in “2. Matters relating to shares of the Company”) are rounded down to the nearest unit. Percentages, however, are rounded off to the nearest tenth.
 2. With respect to the method of calculating consumption tax, etc., the Company adopts the tax excluded method.

Consolidated Balance Sheet

(As of March 31, 2012)

(Millions of yen)

Item	Amount	Item	Amount
(Assets)		(Liabilities)	
Current assets	53,731	Current liabilities	26,326
Cash and deposits	36,840	Payables due to member dealers at auctions	13,154
Receivables due from member dealers at auctions	11,635	Notes and accounts payable - trade	560
Notes and accounts receivable - trade	2,734	Short-term loans payable	93
Short-term investment securities	100	Lease obligations	296
Inventories	962	Income taxes payable	5,900
Prepaid expenses	138	Deposits received	2,440
Deferred tax assets	850	Provision for bonuses	534
Other	533	Other	3,346
Allowance for doubtful accounts	(63)		
Noncurrent assets	100,908	Noncurrent liabilities	7,215
Property, plant and equipment	90,974	Long-term loans payable	1,174
Buildings and structures	29,762	Lease obligations	182
Machinery, equipment and vehicles	573	Long-term accounts payable - other	466
Tools, furniture and fixtures	1,223	Deferred tax liabilities for land revaluation	417
Land	58,873	Provision for retirement benefits	155
Lease assets	531	Long-term guarantee deposited	4,135
Construction in progress	9	Asset Retirement Obligations	683
		Total liabilities	33,541
Intangible assets	865	(Net assets)	
Goodwill	17	Shareholders' equity	125,809
Other	847	Capital stock	18,881
Investments and other assets	9,068	Capital surplus	18,972
Investment securities	1,605	Retained earnings	115,066
Long-term loans receivable	23	Treasury stock	(27,110)
Long-term prepaid expenses	481	Accumulated other comprehensive income	(5,227)
Deferred tax assets	1,361	Valuation difference on available-for-sale securities	93
Deferred tax assets for land revaluation	2,928	Revaluation reserve for land	(5,320)
Real estate for investment	2,386	Subscription rights to shares	230
Other	369	Minority interests	284
Allowance for doubtful accounts	(87)	Total net assets	121,097
Total assets	154,639	Total liabilities and net assets	154,639

Consolidated Statement of Income

(From April 1, 2011 to March 31, 2012)

(Millions of yen)

Item	Amount	
Net sales		64,009
Cost of sales		26,161
Gross profit		37,848
Selling, general and administrative expenses		9,895
Operating income		27,952
Non-operating income		
Interest and dividends income	47	
Real estate rent	220	
Insurance income	125	
Transfer from guarantee deposits received	113	
Gain on valuation of compound financial instruments	66	
Other	141	715
Non-operating expenses		
Interest expenses	5	
Rent cost of real estate	33	
Commission for purchase of treasury stock	29	
Other	11	79
Ordinary income		28,588
Extraordinary income		
Gain on sales of noncurrent assets	40	40
Extraordinary losses		
Loss on sales and retirement of noncurrent assets	48	
Other	1	50
Income before income taxes and minority interests		28,579
Income taxes - current	11,440	
Income taxes – deferred	77	11,517
Income before minority interests		17,061
Minority interests in income		6
Net income		17,054

Consolidated Statement of Changes in Net Assets

(From April 1, 2011 to March 31, 2012)

(Millions of yen)

	Shareholders' equity				
	Capital Stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders equity
Balance at the beginning of current period	18,881	18,972	104,012	(15,310)	126,556
Changes during the period					
Dividends from surplus	-	-	(6,001)	-	(6,001)
Net income	-	-	17,054	-	17,054
Purchase of treasury stock	-	-	-	(11,812)	(11,812)
Disposal of treasury stock	-	0	-	12	12
Changes of other items during the period (net)	-	-	-	-	-
Total changes of items during the period	-	0	11,053	(11,800)	(746)
Balance at the end of current period	18,881	18,972	115,066	(27,110)	125,809

	Valuation and translation adjustments			Subscription rights to shares	Minority interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Total valuation and translation adjustments			
Balance at the beginning of current period	43	(4,961)	(4,918)	31	278	121,947
Changes during the period						
Dividends from surplus	-	-	-	-	-	(6,001)
Net income	-	-	-	-	-	17,054
Purchase of treasury stock	-	-	-	-	-	(11,812)
Disposal of treasury stock	-	-	-	-	-	12
Changes of other items during the period (net)	50	(359)	(309)	199	6	(102)
Total changes of items during the period	50	(359)	(309)	199	6	(849)
Balance at the end of current period	93	(5,320)	(5,227)	230	284	121,097

Notes on consolidated financial statements

I. Basis for preparation of consolidated financial statements

1. Matters related to the scope of consolidation

Number of consolidated subsidiaries: 11

All subsidiaries have been consolidated. Corporate names of consolidated subsidiaries are disclosed in “1. Matters relating to the current state of the Company Group, (7) Major parent company and subsidiaries, 2) Major subsidiaries.” (page 9) in Business Report of Notice of the 32nd Annual General Meeting of Shareholders.

The Company merged USS Yokohama Co., Ltd., and USS Kansai Co., Ltd., as of July 1, 2011.

USS Gunma Co., Ltd., and USS Niigata Co., Ltd., merged as of October 1, 2011, and the merged company was renamed USS Kan-etsu Co., Ltd., as of the same date.

USS Toyo Co., Ltd., and Car Quest Co., Ltd., merged as of February 1, 2012, and the merged company was renamed Car Quest Co., Ltd.

2. Matters related to the application of the equity method

- (1) There are no affiliates to which the equity method is applied.
- (2) Number of affiliates to which the equity method is not applied: 2
(Info-carry Inc., Japan Bike Auction)

Because the effects and monetary importance of these companies' businesses are immaterial, the equity method has not been applied to these companies.

3. Matters related to the fiscal years of consolidated subsidiaries, etc.

The fiscal year-end of consolidated subsidiaries is the same as the one used in consolidated financial statements.

4. Matters related to material accounting policies

- (1) Standards and methods of valuation of material assets
 - (i) Securities

Other securities

Those with market value

Market value method based on market prices at year-end (Valuation differences are included directly in net assets, and sales costs are calculated based on the moving average method.)

However, for compound financial instruments in which the embedded derivatives cannot be confirmed separately, the aggregate fair value is determined and the resulting valuation difference is posted as a non-operating income or expenses.

Those without market value

Cost method based on the moving average method

- (ii) Inventories
- Cost method based on the moving average method (in which book value is reduced to reflect declines in profitability)
- However, the cost method based on the specific-identification method (in which book value is reduced to reflect declines in profitability) is used for vehicles, and the cost percentage method (in which book value is reduced to reflect declines in profitability) is used for parts and other products in the recycling business.
- (2) Depreciation methods for material depreciable assets
- Property, plant and equipment and real estate for investment (excluding lease assets)
- Declining-balance method
- However, the straight-line method is used for buildings (excluding equipment installed in buildings) acquired on or after April 1, 1998.
- Intangible assets (software)
- The straight-line method based on the in-house period of use (five years) is used.
- Lease assets
- Depreciation is based on the straight-line method with the lease term as the useful life and a residual value of zero.
- Finance leases that do not transfer ownership and that began on or before March 31, 2008 are treated as ordinary rental transactions for accounting purposes.
- (3) Standards of accounting for important allowances and reserves
- Allowance for doubtful accounts
- To prepare for bad debt losses, the following methods are used.
- General claims
- Method based on actual bad debt rates
- Possible bad debts and claims in bankruptcy proceedings
- Method of evaluating financial conditions
- Provision for bonuses
- To prepare for the payment of bonuses to employees, the Company posts the current year's portion of the estimated bonuses.
- Provision for retirement benefits
- To prepare for the payment of retirement benefits to employees, some consolidated subsidiaries post the amount that needs to be paid, based on the retirement benefits obligations at the end of the consolidated fiscal year.
- (4) Matters related to goodwill amortization
- The Company amortizes goodwill evenly in a five-year period.

- (5) Other basic and important matters for the preparation of consolidated financial statements
Accounting for consumption taxes, etc. The tax exclusion method is used.

5. Change in Presentation

(Consolidated Statement of Income)

- (1) Insurance income, which was included in “Other” under non-operating income for the previous consolidated fiscal year, is separately posted because its amount exceeded 10/100 of the total amount of non-operating income.

The insurance income for the previous consolidated fiscal year was 15 million yen.

- (2) Commission for purchase of treasury stock, which was included in “Other” under non-operating expenses for the previous consolidated fiscal year, is separately posted because its amount exceeded 10/100 of the total amount of non-operating expenses

The commission for purchase of treasury stock for the previous consolidated fiscal year was 2 million yen.

6. Additional Information

- (1) Application of Accounting Standards, etc., for Accounting Changes and Error Corrections

Relative to accounting changes and corrections of past errors, which are to be made on and after the beginning of the consolidated fiscal year ended March 31, 2012, the “Accounting Standard for Accounting Changes and Error Corrections” (ASBJ Statement No. 24, December 4, 2009) and the “Guidance on Accounting Standard for Accounting Changes and Error Corrections” (ASBJ Guidance No. 24, December 4, 2009) have been applied.

- (2) Accounting of the Trust Employee Shareholding Incentive Plan

Effective from the consolidated fiscal year ended March 31, 2012, the Company has implemented the Trust Employee Shareholding Incentive Plan (hereinafter the “Plan”) for the purpose of granting an incentive to employees of the Group companies toward the improvement of medium- and long-term corporate value.

According to the Plan, the Company shall establish the USS Employee Stock Ownership Plan Trust (hereinafter the “ESOP Trust”) in a trust bank and the ESOP Trust shall purchase the Company’s shares in advance, which are expected to be purchased by the USS employee stock ownership plan (hereinafter the “Employee Stock Ownership Plan”), over five years after its establishment and thereafter continuously sell the Company’s shares to the Employee Stock Ownership Plan every month until the trust is completed. To secure funds to purchase the Company’s shares, the ESOP Trust borrows bank loans for which the Company offers a guarantee. If an amount corresponding to the gain on sales of stocks is accumulated in the ESOP Trust at the completion of the trust through the sales of the Company’s shares to the Employee Stock Ownership Plan, an amount corresponding to the gain on sales of the Company’s shares shall be distributed as a residual property to persons who satisfy the qualification requirements for beneficiaries. Meanwhile, in case an amount corresponding to the loss on sales of stocks is accumulated in the ESOP Trust at the completion of the trust due to a decline in the stock prices, the Company shall repay the outstanding balance of the bank loans corresponding to the loss on sales of the Company’s shares in accordance with a nonrecourse promissory note.

As for the ESOP Trust, an accounting procedure that considers the Company and the ESOP Trust

to be integrated as a unit is adopted from the viewpoint of emphasizing the economic reality of the Plan. Consequently, the Company's shares owned by the ESOP Trust, and assets and liabilities, as well as revenues and expenses, of the Employee Stock Ownership Plan, were inclusively reported in the consolidated balance sheet, the consolidated statement of income and the consolidated statement of changes in net assets. The number of the Company's shares owned by the ESOP Trust as of the end of the consolidated fiscal year under review was 119,980 shares.

II. Notes on the consolidated balance sheet

	(Millions of yen)
1. Inventories by category	
Merchandise and finished goods	548
Work in process	4
Raw materials and supplies	409
2. Cumulative depreciation for property, plant and equipment	42,088
Cumulative depreciation for real estate for investment	257

3. Revaluation of land

Based on the law related to the revaluation of land (Law No. 34 promulgated on March 31, 1998), the Company and some consolidated subsidiaries revalued land for business use. The Company and some consolidated subsidiaries posted tax on the revaluation difference as “deferred tax assets for land revaluation” or as “deferred tax liabilities for land revaluation” in assets and liabilities, respectively, and posted the margin as “revaluation reserve for land” in net assets.

Method of revaluation of land

The Company revalued land for business use by making reasonable adjustment of the valuation in the land tax ledger, as specified by Clause 10, Article 341 of the Local Tax Law, as outlined in Clause 3, Article 2 of the Order for Enforcement of the Act on Revaluation of Land (Ordinance No. 119 promulgated on March 31, 1998).

Date of revaluation March 31, 2002 (March 31, 2001 for Car Quest Co., Ltd.)

4. In conjunction with the application of reduction entries for fixed assets acquired using national government subsidies, etc., the total reduction entry amounts that were deducted directly from the acquisition cost of fixed assets were 0 million yen for machinery, equipment and vehicles, 5 million yen for tools, furniture and fixtures and 150 million yen for land.

III. Notes on the consolidated statement of changes in net assets

1. Matters related to the number of outstanding shares

Class of shares	Number of shares at the beginning of the current consolidated fiscal year	Increase in the number of shares during the current consolidated fiscal year	Decrease in the number of shares during the current consolidated fiscal year	Number of shares at the end of current consolidated fiscal year
Common stock	31,325,000	-	-	31,325,000

2. Matters related to dividends from surplus

(1) Dividend payment and others

- (i) Matters related to dividend based on the resolution at the 31st Annual General Shareholders' Meeting on June 28, 2011

Total dividends	2,924 million yen
Dividend per share	101.00 yen
Date of record	March 31, 2011
Effective date	June 29, 2011

- (ii) Matters related to dividend based on the resolution at the Board of Directors' meeting on November 8, 2011

Total dividends	3,076 million yen
Dividend per share	110.00 yen
Date of record	September 30, 2011
Effective date	December 9, 2011

- (2) Dividends that become effective in the following consolidated fiscal year among those whose date of record was within the current consolidated fiscal year

Total dividends	3,660 million yen
Dividend per share	134.00 yen
Date of record	March 31, 2012
Effective date	June 27, 2012
Dividend resource	Retained earnings

3. Matters related to share warrant at the end of current consolidated fiscal year

	Type and number of stock	Date of grant
5th Stock Acquisition Rights	Common stock 6,970 shares	September 14, 2007
6th Stock Acquisition Rights	Common stock 8,180 shares	July 10, 2008
7th Stock Acquisition Rights	Common stock 14,170 shares	July 9, 2009
8th Stock Acquisition Rights	Common stock 9,990 shares	July 15, 2010
9th Stock Acquisition Rights	Common stock 12,100 shares	July 14, 2011

IV. Financial instruments

1. Status of financial instruments

The USS Group invests funds on a suitable scale and purchases financial assets that are extremely sound. In addition, bank loans are used to procure funds as required based on capital expenditure plans. Derivatives are used solely for the purpose of shielding the Company from risks associated with interest rate and other volatility associated with fund procurement and investment activities. Derivatives are never used for speculation.

Receivables due from member dealers at auction, which are a type of trade receivable, are vulnerable to credit risk associated with customers. The Company manages deadlines and balances for each member and takes steps to quickly identify concerns about collecting amounts due because of a decline in a member's financial condition or for some other reason and to reduce these concerns.

Stocks, bonds and investment trusts account for most securities and investment securities. Investments are made either as pure investments or in association with business operations. These investments are vulnerable to credit risk linked to the issuers, interest rate volatility risk and market price volatility risk. The Company periodically examines market prices, the status of issuers and other items and constantly reviews its holdings.

Receivables due from member dealers at auction, which are a type of trade receivable, are all due within a short term.

The Company holds compound financial instruments that incorporate derivatives. These financial instruments are vulnerable to market risk in the event that a sharp drop in the stock market or other event causes the value of a financial instrument to fall below a certain amount. Risk management of financial instruments is performed by the Finance Department, Supervisory Office of Head Office under the supervision of the board of directors.

Fair values of financial instruments are based on market values and, if there is no market value, on a value determined using a reasonable calculation. Since this calculation incorporates a variables, the resulting fair values may vary if different assumptions are used.

2. Fair values of financial instruments

Book values of financial instruments on the consolidated balance sheet, fair values and the differences between these amounts were as follows as of March 31, 2012 (the end of the consolidated fiscal year).

This table does not include financial instruments where it is extremely difficult to determine a fair value (see Note 2) and financial instruments that do not have a material effect on the financial statements.

(Millions of yen)

	Book value	Fair value	Difference
(1) Cash and deposits	36,840	36,840	-
(2) Receivables due from member dealers at auctions	11,635	11,635	-
(3) Securities, Investment securities and Other securities	1,219	1,219	-
Total assets	49,695	49,695	-
(1) Payables due to member dealers at auctions	13,154	13,154	-
Total liabilities	13,154	13,154	-

Note 1: Method for calculating fair value of financial instruments and transactions of securities and derivatives.

Assets

(1) Cash and deposits

Since all deposits are short-term instruments, the book values are used because fair values are almost identical to the book values.

(2) Receivables due from member dealers at auctions

These items are shown at their book values since fair values are virtually the same as book values because all these items are settled within a short time.

(3) Securities and Investment securities and Other securities

For fair values, exchange prices are used for stocks and prices quoted by financial institutions used by the Company are used for bonds. For investment trusts, publicly announced net asset values are used.

Securities and Investment securities are held as other securities. The differences between the book values of these securities on the consolidated balance sheet and the acquisition cost are as follows.

(Millions of yen)

	Category	Book value	Acquisition cost	Difference
Book value exceeds acquisition cost	(1) Stocks	272	190	81
	(2) Bonds			
	1) Government and municipal	-	-	-
	2) Corporate	-	-	-
	3) Others	100	100	0
	(3) Others	329	263	66
	Sub-total	701	553	147
Acquisition cost exceeds book value	(1) Stocks	-	-	-
	(2) Bonds			
	1) Government and municipal	-	-	-
	2) Corporate	-	-	-
	3) Others	479	500	(20)
	(3) Others	38	42	(3)
	Sub-total	518	542	(24)
	Total	1,219	1,096	123

Notes:

1. Acquisition cost in the above table is book value after deduction of impairment charges.
2. No impairment charges were recorded for any of the other securities that have a fair value in the fiscal year that ended on March 31, 2012.
3. There was no change in the purpose of holding any securities in the fiscal year that ended on March 31, 2012.
4. In "Bonds (Others)," securities where the acquisition cost exceeds book value include compound financial instruments. The valuation difference of 66 million yen for these financial instruments is included in non-operating expenses in the fiscal year that ended on March 31, 2012.

Liabilities

(1) Payables due to member dealers at auctions

These items are shown at their book values since fair values are virtually the same as book values because all these items are settled within a short time.

Derivatives

Derivatives where hedge accounting is not used

The Company uses compound financial instruments that incorporate derivatives and are included in “(3) Securities, Investment securities and Other securities.”

Derivatives where hedge accounting is used

None

Note 2: Financial instruments where determining fair value is extremely difficult

Investment securities for which it is extremely difficult to determine a fair value are listed below and are not included in “(3) Securities, Investment securities and Other securities.”

(Millions of yen)

Category	Book value
Unlisted stock	486

Note 3: Scheduled maturities of monetary claims and securities reaching maturity following the end of the fiscal year

(Millions of yen)

	Within 1 year	1 year+ to 5 years	5 years+ to 10 years	More than 10 years
Cash and deposits	36,840	-	-	-
Receivables due from member dealers at auctions	11,635	-	-	-
Securities, Investment securities and Other securities with a maturity date	100	500	-	-
Total	48,576	500	-	-

V. Rental real estate

There is no note for rental real estate because the total value of such real estate is immaterial.

VI. Notes on per share data

1. Net asset per share 4,450.26 yen

The number of shares at the end of the consolidated fiscal year under review, which was used to calculate the net assets per share for the 32nd term, included 119,980 shares of treasury stock held by the ESOP Trust.

2. Net income per share 609.24 yen

The average number of shares of common stock outstanding during the consolidated fiscal year under review, which was used to calculate the net income per share for the 32nd term, included treasury stock held by the ESOP Trust.

VII. Notes on important subsequent events

Not applicable

VIII. Other notes

1. Figures are rounded down to the nearest whole unit.
2. Although figures of account items and other matters in the consolidated financial statements were previously presented in units of “Thousands of yen,” this designation has been changed to “Millions of yen.”

Non-Consolidated Balance Sheet

(As of March 31, 2012)

(Millions of yen)

Item	Amount	Item	Amount
Assets)		Liabilities)	
Current assets	40,714	Current liabilities	21,733
Cash and deposits	27,335	Payables due to member dealers at auctions	12,042
Receivables due from member dealers at auctions	10,330	Accounts payable - trade	32
Accounts receivable - trade	128	Lease obligations	293
Short-term investment securities	100	Accounts payable -other	1,656
Merchandise	32	Accrued expenses	210
Supplies	42	Income taxes payable	4,970
Prepaid expenses	55	Deposits received	2,081
Deferred tax assets	532	Provision for bonuses	262
Short-term loans receivable - affiliated companies	1,810	Other	184
Other	354	Noncurrent liabilities	5,232
Allowance for doubtful accounts	(9)	Long-term loans payable	1,000
Noncurrent assets	97,824	Lease obligations	171
Property, plant and equipment	73,593	Long-term accounts payable -other	346
Buildings	22,296	Guarantee deposits received from member dealers	3,106
Structures	2,484	Asset retirement obligations	609
Vehicles	45	Total liabilities	26,965
Furniture and fixtures	734		
Land	47,590	Net assets)	
Lease assets	441	Shareholders' equity	116,622
Intangible assets	351	Capital stock	18,881
Leasehold right	146	Capital surplus	14,563
Software	182	Legal capital surplus	4,583
Other	21	Other capital surplus	9,980
Investments and other assets	23,879	Retained earnings	110,288
Investment securities	1,334	Legal retained earnings	370
Stocks of subsidiaries and affiliates	4,494	Other retained earnings	109,917
Long-term loans receivable - affiliated companies	137	Retained earnings brought forward	109,917
Claims provable in bankruptcy, claims provable in rehabilitation and other	2	Treasury stock	(27,110)
Long-term prepaid expenses	336	Valuation and translation adjustments	(5,280)
Deferred tax assets	1,016	Valuation difference on available -for-sale securities	93
Deferred tax assets for land revaluation	2,928	Revaluation reserve for land	(5,373)
Insurance funds	58	Subscription right to shares	230
Real estate for investment	13,468		
Other	103	Total net assets	111,572
Allowance for doubtful accounts	(2)		
Total assets	138,538	Total liabilities and net assets	138,538

Non-Consolidated Statement of Income

(From April 1, 2011 to March 31, 2012)

(Millions of yen)

Item	Amount	
Net sales		34,161
Cost of sales		9,794
Gross profit		24,366
Selling, general and administrative expenses		4,757
Operating income		19,608
Non-operating income		
Interest and dividends income	3,766	
Rent income of real estate	1,294	
Gain on valuation of compound financial instruments	66	
Other	313	5,441
Non-operating expenses		
Interest expenses	0	
Rent cost of real estate	772	
Other	34	806
Ordinary income		24,243
Extraordinary income		
Gain on sales of noncurrent assets	36	
Gain on extinguishment of tie-in shares	1,791	1,828
Extraordinary losses		
Loss on sales and retirement of noncurrent assets	14	
Other	0	15
Income before income taxes		26,056
Income taxes - current	8,524	
Income taxes - deferred	36	8,560
Net income		17,495

Non-Consolidated Statement of Changes in Net Assets

(From April 1, 2011 to March 31, 2012)

(Millions of yen)

	Shareholders' equity								
	Capital stock	Capital surplus			Retained earnings			Treasury stock	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings	Total retained earnings		
					Retained earnings brought forward				
Balance at the beginning of current period	18,881	4,583	9,980	14,563	370	98,422	98,793	(15,310)	116,927
Changes during the current fiscal year									
Dividends from surplus	-	-	-	-	-	(6,001)	(6,001)	-	(6,001)
Net income	-	-	-	-	-	17,495	17,495	-	17,495
Purchase of treasury stock	-	-	-	-	-	-	-	(11,812)	(11,812)
Disposal of treasury stock	-	-	0	0	-	-	-	12	12
Changes of other items during the period (net)	-	-	-	-	-	-	-	-	-
Total changes during the current fiscal year	-	-	0	0	-	11,494	11,494	(11,800)	(305)
Balance at the end of current period	18,881	4,583	9,980	14,563	370	109,917	110,288	(27,110)	116,622

	Valuation and translation adjustments			Subscription right to shares	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Total valuation and translation adjustments		
Balance at the beginning of current period	43	(4,962)	(4,919)	31	112,039
Changes during the current fiscal year					
Dividends from surplus	-	-	-	-	(6,001)
Net income	-	-	-	-	17,495
Purchase of treasury stock	-	-	-	-	(11,812)
Disposal of treasury stock	-	-	-	-	12
Changes of other items during the period (net)	50	(411)	(360)	199	(161)
Total changes during the current fiscal year	50	(411)	(360)	199	(466)
Balance at the end of current period	93	(5,373)	(5,280)	230	111,572

Notes on non- consolidated financial statements

I. Notes on matters related to important accounting policies

1. Standards and methods of valuation of assets

(1) Standards and methods of valuation of securities

Stocks of subsidiaries and affiliates

Cost method based on the moving average method

Other securities

Those with market value

Market value method based on market prices at year-end (Valuation differences are included directly in net assets, and sales costs are calculated based on the moving average method).

However, for compound financial instruments in which the embedded derivatives cannot be confirmed separately, the aggregate fair value is determined and the resulting valuation difference is posted as a non-operating income or expenses.

Those without market value

Cost method based on the moving average method

(2) Standards and methods of valuation of inventories

Merchandise

Cost method based on the moving average method (in which book value is reduced to reflect declines in profitability)

However, the cost method based on the specific-identification method (in which book value is reduced to reflect declines in profitability) is used for vehicles

Supplies

Cost method based on the moving average method
However, the cost method based on the specific identification method is used for vehicles.

2. Depreciation methods for depreciable assets

Property, plant and equipment and real estate for investment (excluding lease assets)

Declining-balance method

However, the straight-line method is used for buildings (excluding equipment installed in buildings) acquired on or after April 1, 1998.

Intangible assets (software)

The straight-line method based on the in-house period of use (five years) is used.

Lease assets

Depreciation is based on the straight-line method with the lease term as the useful life and a residual value of zero.

3. Standards of accounting for allowances and reserves

Allowance for doubtful accounts	To prepare for bad debt losses, the following methods are used.
General claims	Method based on actual bad debt rates
Possible bad debts and claims in bankruptcy proceedings etc.	Method of evaluating financial conditions
Provision for bonuses	To prepare for the payment of bonuses to employees, the Company posts the current year's portion of the estimated bonuses.

4. Other basic and important matters for the preparation of financial statements

Accounting for consumption taxes, etc. The tax exclusion method is used.

5. Additional Information

(1) Application of Accounting Standards, etc., for Accounting Changes and Error Corrections

Relative to accounting changes and corrections of past errors, which are to be made on and after the beginning of the fiscal year ended March 31, 2012, the Company has applied the "Accounting Standard for Accounting Changes and Error Corrections" (ASBJ Statement No. 24, December 4, 2009) and the "Guidance on Accounting Standard for Accounting Changes and Error Corrections" (ASBJ Guidance No. 24, December 4, 2009).

(2) Accounting of the Trust Employee Shareholding Incentive Plan

Effective from the fiscal year ended March 31, 2012, the Company has implemented the Trust Employee Shareholding Incentive Plan (hereinafter the "Plan") for the purpose of granting an incentive to employees of the Group companies toward the improvement of medium- and long-term corporate value.

According to the Plan, the Company shall establish the USS Employee Stock Ownership Plan Trust (hereinafter the "ESOP Trust") in a trust bank and the ESOP Trust shall purchase the Company's shares in advance, which are expected to be purchased by the USS employee stock ownership plan (hereinafter the "Employee Stock Ownership Plan"), over five years after its establishment and thereafter continuously sell the Company's shares to the Employee Stock Ownership Plan every month until the trust is completed. To secure funds to purchase the Company's shares, the ESOP Trust borrows bank loans for which the Company offers a guarantee.

If an amount corresponding to the gain on sales of stocks is accumulated in the ESOP Trust at the completion of the trust through the sales of the Company's shares to the Employee Stock Ownership Plan, an amount corresponding to the gain on sales of the Company's shares shall be distributed as a residual property to persons who satisfy the qualification requirements for beneficiaries. Meanwhile, in case an amount corresponding to the loss on sales of stocks is accumulated in the ESOP Trust at the completion of the trust due to a decline in the Company's stock prices, the Company shall repay the outstanding balance of the bank loans corresponding to the loss on sales of the shares in accordance with a nonrecourse promissory note.

As for the ESOP Trust, an accounting procedure that considers the Company and the ESOP Trust to be integrated as a unit is adopted from the viewpoint of emphasizing the economic reality of the

Plan. Consequently, the Company's shares owned by the ESOP Trust, and assets and liabilities, as well as revenues and expenses, of the Employee Stock Ownership Plan, were inclusively reported in the non-consolidated balance sheet, the non-consolidated statement of income and the non-consolidated statement of changes in net assets of the Company. The number of the Company's shares owned by the ESOP Trust as of the end of the fiscal year under review was 119,980 shares.

II. Notes on the balance sheet

	(Millions of yen)
1. Cumulative depreciation for property, plant and equipment	28,797
Cumulative depreciation for real estate for investment	4,840

	(Millions of yen)
2. Receivables from, and payables to subsidiaries	
Short-term receivables	2,066
Long-term receivables	137
Short-term payables	1,135
Long-term payables	11

3. Revaluation of land

For the 22nd term (FY ending March 2002), land for business used has been revalued based on the law related to the revaluation of land (Law No. 34 promulgated on March 31, 1998). Tax on the revaluation difference has been posted as “deferred tax assets for land revaluation” in assets, and posted the margin as “revaluation reserves for land” in net assets.

Method of revaluation of land

The Company revalued land for business use by making reasonable adjustment of the valuation in the land tax ledger, as specified by Clause 10, Article 341 of the Local Tax Law, as outlined in Clause 3, Article 2 of the Order for Enforcement of the Act on Revaluation of Land (Ordinance No. 119 promulgated on March 31, 1998).

Date of revaluation March 31, 2002

4. National government subsidies, etc.

In conjunction with the application of reduction entries for fixed assets acquired using national government subsidies, etc., the reduction entry amounts that were deducted directly from the fixed assets were 0 million yen for vehicles, 5 million yen for furniture and fixtures and 150 million yen for real estate for investment (land).

III. Notes on the statement of income

Transactions with affiliated companies	(Millions of yen)
Net sales	746
Operating expenses	2,720
Transactions other than business transactions	4,923

IV. Notes on the statement of changes in net assets

The class and number of treasury shares at the end of the fiscal year

Class of shares	Number of shares at the beginning of the current fiscal year	Increase in the number of shares during the fiscal year	Decrease in the number of shares during the fiscal year	Number of shares at the end of current fiscal year
Common stock	2,364,781	1,764,730	1,490	4,128,021

(Overview of changes)

Breakdown of the increase in the number of shares:

Increase due to open market repurchases 1,643,260 shares

Increase due to open market repurchases(ESOP Trust) 121,470 shares

Breakdown of the reduction in the number of shares:

Decrease from sales to the Employee Stock Ownership Plan (ESOP Trust) 1,490 shares

V. Notes on tax effect accounting

Main reasons leading to deferred tax assets and deferred tax liabilities

Current assets

Deferred tax assets

(1) Amount above limit for deductible addition to provision for bonuses	98 (million yen)
(2) Accrued enterprise tax denied	365 (million yen)
(3) Payables denied	66 (million yen)
(4) Others	<u>1 (million yen)</u>
Total deferred tax assets	533 (million yen)
Netting with deferred tax liabilities	<u>(0) (million yen)</u>
Net deferred tax assets	532 (million yen)

Current liabilities

Deferred tax liabilities

(1) Valuation difference on available-for-sale securities	0 (million yen)
Netting with deferred tax assets	<u>(0) (million yen)</u>
Net deferred tax liabilities	-(million yen)

Noncurrent assets

Deferred tax assets

(1) Provision for directors retirement benefit denied	122 (million yen)
(2) Loss on removal of buildings and other noncurrent assets denied	72 (million yen)
(3) Denial of impairment losses	330 (million yen)
(4) Amount above limit for depreciation of depreciable assets	80 (million yen)
(5) Investment security valuation losses denied	171 (million yen)
(6) Asset Retirement Obligations	214 (million yen)
(7) Others	<u>114 (million yen)</u>
Total deferred tax assets	1,106 (million yen)
Netting with deferred tax liabilities	<u>(90) (million yen)</u>
Net deferred tax assets	1,016(million yen)

Noncurrent liabilities

Deferred tax liabilities

(1) Valuation difference on available-for-sale securities	16 (million yen)
(2) Asset Retirement Obligations	<u>74 (million yen)</u>
Total deferred tax liabilities	90 (million yen)
Netting with deferred tax assets	<u>(90) (million yen)</u>
Net deferred tax liabilities	-(million yen)

VI. Notes on transactions with related parties

1. Officers, main individual shareholders and others

(Millions of yen)

Category	Name of company or individual	Location	Capital	Description of business or occupation	Voting rights ratio	Business links	Details of transaction	Transaction amount	Account item	Balance at year-end
Former USS Chairman and Representative Director Futoshi Hattori holds a majority of voting rights	Hattori Motors Co., Ltd.	Tokai, Aichi	50	Auto sales	2.6%	Auction business	Auction related transaction	84	Payables due to member dealers at auctions	78
Former USS Chairman and Representative Director Futoshi Hattori's close relatives hold a majority of voting rights	Karen Co., Ltd	Nakamura Ward, Nagoya, Aichi	10	Real estate rental business	-	Leasing of land and building	Real estate lease transactions	34	Prepaid expenses	2
									Other investments and other assets	7
Former USS Chairman and Representative Director Futoshi Hattori's close relatives hold a majority of voting rights	Green City Co., Ltd.	Tokai, Aichi	6	Auto sales and insurance agent	-	Insurance agent	insurance agency transactions	71	Prepaid expenses	15
									Long-term accounts payable	58
USS Representative Director Yukihiro Ando holds a majority of voting rights	Showa Co., Ltd.	Midori Ward, Nagoya, Aichi	10	Auto sales	-	Auction business	Auction related transaction	10	Payables due to member dealers at auctions	0
USS Director Motohiro Masuda holds a majority of voting rights	Masuda Auto Co., Ltd.	Misato, Saitama	10	Auto sales	0.0%	Auction business	Auction related transaction	63	Payables due to member dealers at auctions	0
USS Director Eiji Gono and his close relatives hold a majority of voting rights	Auto Max Purchase Service Co., Ltd	Hakata Ward, Fukuoka, Fukuoka	5	Auto sales	-	Auction business	Auction related transaction	76	Payables due to member dealers at auctions	45
									Long-term guarantee deposited	0
USS Director Eiji Gono holds a majority of voting rights	Hakata Ryutsu Co., Ltd.	Hakata Ward, Fukuoka, Fukuoka	5	Auto sales	-	Auction business	Auction related transaction	67	Payables due to member dealers at auctions	35
USS Director Toshio Mishima holds a majority of voting rights	Metokosu Ltd.	Kasuya, Fukuoka	13	Auto sales	-	Auction business	Auction related transaction	79	Payables due to member dealers at auctions	29
									Long-term guarantee deposited	0

Notes: 1. Business terms and business terms determination method

(1) Under the Company's automobile auction-related regulations, auction transactions are made based on business terms designed for general member dealers.

(2) Rental fees for land and building are decided based on the current neighboring market prices.

(3) Insurance agency transactions use the same terms as for general insurance transactions.

2. In the "Details of transactions", "Auction related transaction" includes consignment fees, contract completion fees, successful bid fees and other auction transactions.

3. Transaction amounts do not include consumption tax, etc. but the balances at year-end do include consumption tax, etc.

4. Former Chairman and Representative Director Futoshi Hattori died on December 18, 2011. The voting rights ratio is listed above in the name recorded on the Company's shareholder register as the inheritance procedure is currently under way.

VII. Notes on per share data

1. Net asset per share 4,112.00yen
The number of shares at the end of the fiscal year under review, which was used to calculate the net assets per share for the 32nd term, included 119,980 shares of treasury stock held by the ESOP Trust.
2. Net income per share 625.00 yen
The average number of shares of common stock outstanding during the fiscal year under review, which was used to calculate the net income per share for the 32nd term, included treasury stock held by the ESOP Trust.

VIII. Note to Business Combinations

(Merger of consolidated subsidiary)

USS Co., Ltd. decided, at a meeting of the Board of Directors held on April 28, 2011, to absorb its wholly owned subsidiary USS Yokohama Co., Ltd. and USS Kansai Co., Ltd. on July 1, 2011 in an absorption-type merger.

1. Aim of merger
In order to improve the business efficiency of the Group
2. Effective date of merger
July 1, 2011
3. Merger method
USS absorbed USS Yokohama Co., Ltd. and USS Kansai Co., Ltd.. As a result, USS was the surviving company and USS Yokohama Co., Ltd. and USS Kansai Co., Ltd. were dissolved..
4. Merger ratio and payment
No new shares will be issued and no cash-out payment will be made as a result of the merger.
5. The merger will have no effect on dealings in the warrants for new shares and bonds with warrants for new shares of the dissolved company.
6. Profile of company after merger
No changes will be made to the trade name, business activities, title and name of representative director, capital stock or fiscal year as a result of the merger.
7. Outline of account processing
The transactions of the merger was recorded as under the common control , according to The “Accounting Standard for Business Combinations” (ASBJ Statement No. 21, December 26, 2008) and “Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures” (ASBJ Guidance No. 10, December 26, 2008).

IX. Notes on important subsequent events

Not applicable

X. Other Notes

1. Figures are rounded down to the nearest whole unit.
2. Although figures of account items and other matters in the non-consolidated financial statements were previously presented in units of “Thousands of yen,” this designation has been changed to “Millions of yen.”

REFERENCE MATERIALS FOR THE GENERAL MEETING OF SHAREHOLDERS

Item 1: Appropriation of retained earnings

The Company proposes to appropriate retained earnings as follows:

Matters related to year-end dividends

The Company considers the allocation of profits to shareholders to be an important policy, and has a basic policy to pass on profits to shareholders in consideration of consolidated business results while improving profitability and enhancing its financial position.

Based on the basic policy, and after comprehensive consideration of financial conditions, full-year business results and other factors, the Company proposes to pay a year-end dividend for the current fiscal year ended March 31, 2012 indicated below, as an expression of appreciation for the shareholders' support of the Company and with a view to meeting their expectations.

(1) Type of dividend property

Cash

(2) Matters concerning allotment of dividend property and the total amount

The Company proposes to pay a year-end dividend of ¥134 per share, which brings the total amount of dividends to ¥3,660,472,506

Since the Company paid an interim dividend of 110 per share, the consequent annual dividend will total ¥244 per share for the fiscal year under review.

(3) Date when the dividends from retained earnings take effect

June 27, 2012 (proposed)

Item 2: Election of 14 directors

Tenure will expire for all the seventeen (17) present members of the Board of Directors at the close of this Ordinary General Meeting of Shareholders, the Company proposes to elect fourteen (14) Directors.

All the candidates for director have given their consent to the Item3 of this Reference Materials for the Ordinary General Meeting of Shareholders "Amendments to large-scale purchase countermeasures (anti-takeover plan) and continuation of countermeasures". More information about "Amendments to large-scale purchase countermeasures (anti-takeover plan) and continuation of countermeasures" is provided on the page 55-79, Item3 of this Reference Materials for the Ordinary General Meeting of Shareholders.

Brief information on the proposed candidates is as follows:

Candidate Number	Name (Date of birth)	Brief Profile and Position and Duties at USS (and Significant Concurrent Posts)	Number of Shares of the Company Owned by the Candidate
1	Yukihiro Ando (Dec. 2, 1946)	<p>July 1982 Director of the Company</p> <p>Nov. 1989 Senior Managing Director of the Company</p> <p>June 1995 Executive Vice President of the Company</p> <p>June 2000 Executive Vice President of the Company and Officer of the Nagoya Office</p> <p>June 2006 President and Representative Director of the Company</p> <p>June 2007 President and Representative Director and Chief Executive Officer (CEO) of the Company (at present)</p> <p>(Significant Concurrent Posts)</p> <p>President and Representative Director of US Butsuryu Co., Ltd.</p>	909,080
2	Fumihiko Tamura (Nov. 3, 1940)	<p>July 1989 Senior Managing Director of USS Kyushu Co., Ltd.</p> <p>Mar. 1995 Senior Managing Director of the Company</p> <p>June 1995 Executive Vice President of the Company and Officer of the Kyushu Office</p> <p>June 2006 Vice Chairman and Representative Director of the Company and Officer of the Kyushu Office (at present)</p>	13,280
3	Shigeo Hara (Apr. 1, 1941)	<p>Nov. 1993 Senior Managing Director of USS Tokyo Co., Ltd.</p> <p>Jan. 1996 Executive Vice President of the Company and Officer of the Tokyo Office</p> <p>June 2006 Vice Chairman and Representative Director of the Company and Officer of the Tokyo Office (at present)</p> <p>(Significant Concurrent Posts)</p> <p>President and Representative Director of R&W Co., Ltd.</p> <p>President and Representative Director of USS Logistics International Service Co., Ltd.</p>	90,460
4	Dai Seta (Dec. 23, 1966)	<p>Jan. 2004 Executive Officer of the Company and Vice Officer of the Nagoya Office</p> <p>June 2004 Director of the Company and Vice Officer of the Nagoya Office</p> <p>June 2006 Executive Vice President and Representative Director of the Company and Officer of the Auction Operation Office and Officer of the Nagoya Office (at present)</p> <p>(Significant Concurrent Posts)</p> <p>Vice President and Representative Director of US Butsuryu Co., Ltd.</p> <p>President and Representative Director of USS Support Service Co., Ltd.</p> <p>Vice Chairman and Representative Director of R&W Co., Ltd.</p> <p>President and Representative Director of ARBIZ Co., Ltd</p>	690,880
5	Motohiro Masuda (Dec. 27, 1947)	<p>June 1994 Director of USS Tokyo Co., Ltd.</p> <p>Jan. 1995 Junior Managing Director of USS Tokyo Co., Ltd.</p> <p>Jan. 1996 Senior Managing Director of the Company</p> <p>June 2001 Senior Managing Director of the Company and Vice Officer of the Tokyo Office</p> <p>June 2006 Executive Vice President of the Company and Vice Officer of the Tokyo Office (at present)</p>	36,400
6	Eiji Gono (June 6, 1949)	<p>July 1989 Junior Managing Director of USS Kyushu Co., Ltd.</p> <p>Mar. 1995 Junior Managing Director of the Company</p> <p>June 1995 Senior Managing Director of the Company and Vice Officer of the Kyushu Office</p> <p>June 2001 Senior Managing Executive Officer of the Company</p> <p>June 2003 Senior Managing Director of the Company and Vice Officer of the Kyushu Office</p> <p>June 2006 Executive Vice President of the Company and Vice Officer of the Kyushu Office (at present)</p>	132,000

Candidate Number	Name (Date of birth)	Brief Profile and Position and Duties at USS (and Significant Concurrent Posts)	Number of Shares of the Company Owned by the Candidate
7	Toshio Mishima (Jan. 12, 1947)	July 1989 Director of USS Kyushu Co., Ltd. Mar. 1995 Director of the Company June 1996 Junior Managing Director of the Company, in charge of Customer Services & Market Development Dept. and Vehicle Dept. of the Kyushu Office June 2001 Managing Executive Officer of the Company Mar. 2003 Senior Managing Executive Officer of the Company June 2006 Senior Managing Director of the Company, in charge of the Fukuoka Site of the Kyushu Office (at present)	122,000
8	Masafumi Yamanaka (Dec. 16, 1954)	Jan. 2000 General Manager of the Finance Dept., Supervisory Office of the Company Jan. 2004 Executive Officer and General Manager of the Finance Dept., Supervisory Office of the Company June 2004 Director of the Company and General Manager of the Finance Dept., Supervisory Office June 2006 Junior Managing Director of the Company and Officer of the Supervisory Office (at present)	3,370
9	Hiroimitsu Ikeda (May 3, 1961)	Jan. 2001 General Manager of the System Planning & Business Relations Service Dept., Nagoya Office of the Company Jan. 2004 Executive Officer of the Company and General Manager of the System Planning & Business Relations Service Dept., Nagoya Office June 2004 Director of the Company and General Manager of the System Planning & Business Relations Service Dept., Nagoya Office June 2006 Junior Managing Director of the Company and Officer of the System Office Oct. 2010 Junior Managing Director of the Company and Officer of the System Office and in charge of Tohoku Site(at present)	3,500
10	Masayuki Akase (Nov. 8, 1962)	Jan. 2001 General Manager of the Customer Services & Market Development Dept., Nagoya Office of the Company Jan. 2004 Executive Officer of the Company and General Manager of the Customer & Services & Market Development Dept., Nagoya Office June 2004 Director of the Company and General Manager of the Customer & Services & Market Development Dept., Nagoya Office June 2006 Junior Managing Director of the Company and Vice Officer of the Auction Operation Office (at present)	5,450
11	Hideo Okada (Feb. 16, 1941)	Aug. 1965 Joined Nihon Kogyo Shimbun Co., Ltd. June 1997 Director of the said company June 2002 Managing Director of the said company June 2005 Advisor of the said company June 2006 Director of the Company (at present) June 2009 Event Advisor of the said company (at present) June 2011 Adviser of Japan Council for Renewable Energy, Steering Committee (at present) (Significant Concurrent Posts) Event Advisor of The Nihon Kogyo Shimbun Co., Ltd. Adviser of Japan Council for Renewable Energy, Steering Committee	-

Candidate Number	Name (Date of birth)	Brief Profile and Position and Duties at USS (and Significant Concurrent Posts)	Number of Shares of the Company Owned by the Candidate
12	Isamu Hayashi (Dec. 15, 1945)	Apr. 1968 Chuo Trust & Banking Co., Ltd. (now Sumitomo Mitsui Trust Bank, Limited.) Oct. 1996 Deputy General Manager of Transfer Agent Dept. (Legal affairs manager) Mar. 2000 Resigned Apr. 2000 Associate Professor, Faculty of Business Management, Osaka Sangyo University Apr. 2004 Professor, Faculty of Business Management, Osaka Sangyo University (at present) June 2006 Director of the Company (at present) (Significant Concurrent Posts) Professor, Faculty of Business Management, Osaka Sangyo University	-
13	Satoru Madono (July 28, 1947)	Apr. 1971 Joined The Export-Import Bank of Japan (now Japan Bank for International Cooperation) Apr. 2001 Senior Advisor of the said bank Mar. 2002 Resigned Apr. 2002 Professor, International School of Economics and Business Administration (School of Economics at present), Reitaku University (at present) Representative Director of IJIC, Inc. (at present) June 2006 Director of the Company (at present) (Significant Concurrent Posts) Professor, Faculty of Economics, Reitaku University Representative Director of IJIC, Inc.	-
14	Koji Sato (Mar. 21, 1965)	Oct. 1988 Passed the National Bar Examination Apr. 1991 Registered with the Nagoya Bar Association (The Aichi Bar Association at present) Apr. 1995 Officer of Sato Koji Law Office (at present) June 2006 Director of the Company (at present) June 2011 Outside Auditor of Shokubun Co., Ltd.(at present) (Significant Concurrent Posts) Officer of Sato Koji Law Office Outside Auditor of Shokubun Co., Ltd.	-

- Notes:
1. There are no special interests between the Company and each of the candidates.
 2. USS Kyushu Co., Ltd. merged with the Company in March 1995.
USS Tokyo Co., Ltd. merged with the Company in January 1996.
 3. Matters related to candidates for outside directors are as follows:
 - (1) Hideo Okada, Isamu Hayashi, Satoru Madono and Koji Sato are candidates for the post of outside director. USS has appointed these individuals as independent officers as prescribed by the Tokyo Stock Exchange and Nagoya Stock Exchange and has submitted notices to these stock exchanges. The Company currently receives services from Sumitomo Mitsui Trust Bank, Limited, the corporation where Mr. Isamu Hayashi was once employed, such services being in the form of administration of the Company's shareholder register and securities transfer agent services for special accounts. However, the amounts involved in such transactions accounts for less than one percent of the selling, general and administrative expenses of the Company. Furthermore transactions with the Company accounts for less than one percent of the sales from the custodial service business of Sumitomo Mitsui Trust Bank, Limited. As the Company's transaction volume with Sumitomo Mitsui Trust Bank, Limited is insignificant and Mr. Hayashi was not involved in any transaction with the Company when he served as an employee of Chuo

Trust and Banking, Limited (one of Sumitomo Mitsui Trust Bank Limited's predecessor companies), the Company does not consider the circumstances of these transactions to be in any way problematic in connection with his assignment as an independent director.

(2) Reasons for nomination as candidates for outside directors

- 1) The Company requests election of Hideo Okada as an outside director so that his great experience and deep insight as a former manager will be reflected in the management of the Company.
- 2) The Company requests election of Isamu Hayashi as an outside director so that his deep insight and extensive experience as manager of legal affairs of the Stock Transfer and Agency Services Division at the Chuo Trust and Banking Co., Ltd. will be reflected in the management of the Company.
- 3) The Company requests election of Satoru Madono as an outside director so that his deep insight as an economist and extensive experience as Senior Advisor at Japan Bank for International Cooperation can be reflected in the management of the Company.
- 4) The Company requests election of Koji Sato as an outside director so that his specialist viewpoints as a lawyer and deep insight into corporate management can be reflected in the management of the Company.

(3) Period in office of incumbent outside directors who are candidates for outside directors

The period in office of incumbent outside directors Hideo Okada, Isamu Hayashi, Satoru Madono and Koji Sato will be six years upon closure of the current Ordinary General Meeting of Shareholders.

(4) Outline of liability limitation agreement

Hideo Okada, Isamu Hayashi, Satoru Madono and Koji Sato are incumbent outside directors of the Company. In order to assure that outside directors can carry out their expected duties satisfactorily the Company has entered into a liability limitation agreement with each outside director, (Hideo Okada, Isamu Hayashi, Satoru Madono and Koji Sato) that limits the liability for damage in accordance with the provisions of Article 427, Paragraph 1 of the Company Law. The limit of liability pursuant to the above-mentioned agreement shall be the higher of either 4 million yen or the amount prescribed by the law or regulation. The Company plans to enter into liability limitation agreements with each outside director (Hideo Okada, Isamu Hayashi, Satoru Madono and Koji Sato), subject to Hideo Okada, Isamu Hayashi, Satoru Madono and Koji Sato being elected outside directors.

Item 3: Regarding the continuation after partial modification of the Company's countermeasure (takeover defenses) against Large-scale Purchases of shares of USS Co., Ltd

USS Co., Ltd. (the "Company") is hereby announcing that at a meeting of its board of directors (the "Board of Directors") on May 8, 2012 a decision was made to modify the Company's existing countermeasures (the "Current Plan") against Large-Scale Share Purchases (as defined below) of the Company and to keep such countermeasures in force amended as described below.

The Current Plan was adopted by resolution at a meeting of the Board of Directors on May 16, 2006, as part of the Company's efforts to protect and enhance the Company's corporate value and the collective interests of its shareholders by preventing the impairment of such value and interests which could result from a Large-scale Purchase of Shares (as defined in Section III.2.(1) below) made in respect of the Company.

Subsequently, at a meeting of the Board of Directors held on April 7, 2009, a decision was made to partially modify and continue the takeover countermeasures, as was announced in a press release of the same date entitled "Partial Modification and Continuation of Countermeasure (Takeover Defense) to Large-scale Purchases of USS Co., Ltd. Shares". The modified countermeasures (the "Current Plan") went into effect after being approved by the 29th Annual General Meeting of Shareholders (the "General Meeting in 2009") held on June 24, 2009.

The effective term of the Current Plan would result in it expiring on June 30, 2012. However, in light of circumstances such as amendments to laws and regulations after the General Meeting in 2009, it was decided at a meeting of the Board of Directors held on May 8, 2012 that the Company should make necessary changes to the Current Plan as described below (as so amended, the "New Plan") and continue its countermeasures (takeover defense) against large-scale purchases of shares of the Company, as one aspect of the Company's endeavors (as defined in Article 118, item (iii) "ro" (2) of the Ordinance for Enforcement of the Companies Act) to prevent decisions about the Company's finances or business being controlled by persons who, in light of the Company's basic policy regarding persons controlling decisions about the financial and business policies of the Company (as defined in Article 118, item (iii) of the Ordinance for Enforcement of the Companies Act; the "Basic Policy"), would be deemed inappropriate.

The purpose of this notice is to inform you about this decision.

All directors (including four outside directors) and all statutory auditors (all of the Company's three statutory auditors are outside statutory auditors) attended the above-referenced board meeting and agreed to the New Plan subject to the condition that the actual management of the New Plan be conducted appropriately.

The New Plan will become effective subject to the condition that it be approved by the shareholders at the General Meeting. Subject to the New Plan taking effect, the Current Plan will be revoked.

Description of the Proposed New Plan

I. Substance of the Basic Policy

In the event of a Large-scale Share Purchase, even if it would involve the transfer of corporate control, as a publicly-traded company it is the Company's position that as a general rule the decision as to whether to sell shares to a Large-scale Share Purchaser (being defined as a purchaser who is conducting or attempting to conduct a Large-scale Share Purchase) and the determination of whether it is appropriate to entrust management to a Large-scale Share Purchaser should be left to the shareholders.

That said, however, Large-scale Share Purchases often have the potential to cause irreparable damage to the target company's corporate value or the collective interests of its shareholders, such as in cases

when: (i) it is clear from the purpose of their purchasing behavior that the prospective purchaser does not sincerely intend to implement legitimate management policies; (ii) there is an apprehension that general shareholders will be effectively compelled to sell their shares under unfavorable conditions; (iii) general shareholders are not provided with the information necessary or a period of time adequate for making an appropriate decision about how to respond to the proposed purchase; or (iv) the target company's board of directors is not accorded the information, opportunities to negotiate with the prospective purchaser, and/or time for consideration that are necessary and sufficient for them to provide to shareholders an opinion against or in favor of the proposed takeover, or an alternative proposal (an "Alternative Proposal").

In light of the above-described circumstances surrounding corporate acquisitions, the Company believes it is necessary to require each Large-scale Share Purchaser to provide in advance information relevant to the proposed Large-scale Share Purchase and to secure an adequate period for consideration and negotiation. The Company believes that such measures are necessary to protect and enhance corporate value and the collective interests of shareholders by making it possible for shareholders to adequately consider whether to accept a proposed Large-scale Share Purchase, for the board of directors of the Company to provide shareholders with its opinion against or in favor of the proposed Large-scale Purchase and/or an Alternative Proposal, and for the Company to negotiate with the Large-scale Share Purchaser on behalf of the shareholders.

The Company thus believes that it is necessary to secure the Company's corporate value and the collective interests of its shareholders by implementing such defensive measures as are reasonable and necessary against anyone seeking to conduct a large-scale purchase of Share Certificates, etc. (as defined in III.2. (1) below) of the Company in a manner that would frustrate the Company's efforts to protect and enhance its corporate value and the collective interests of shareholders.

II. Special steps taken to implement the Basic Policy

The business of the Company and its consolidated subsidiaries (collectively, the "USS Group") consists of its core membership-based automobile auction business as well as a used car purchase and resale business and a car recycling business.

Through its automobile auction business, the Company operates 17 auction venues nationwide and has 44,796 member companies (as of March 31, 2012) for the entire USS Group. Annual volume was 2,252,566 vehicles (for the fiscal year ended March 31, 2012), and the Company leads the industry with a market share of 33.0% (for the 2011 calendar year).

1. The Japanese used-car market

The prevailing practice in the used-car distribution system in Japan is that at the time consumers purchase a new car they also sell their existing car to a car dealers or a used car purchasing broker.

Most of the used cars sold in this fashion are then traded at approximately 120 auction venues nationwide, including those of the USS Group.

Automobile auctions thus serve as an important part of the social infrastructure by functioning as a used car exchange, in much the same way that stock exchanges serve the equity capital markets.

2. The role of USS Group in the automobile-auction industry

Within the used car distribution market, the USS Group is a leading company in the automobile auction industry and has gained enormous support and trust from its member companies (used-car dealers). This is because since its foundation in 1980 the USS Group management philosophy has been to advocate the creation of fair markets and coexistence with member companies, and also because it has quickly and effectively implemented policies such as the use of computer-based auction systems (the group was an early adopter of these) and taken the lead on competitors in developing auction venues in major cities nationwide.

The group has also developed a system utilizing the Internet and satellite TV systems and by which bids can be made in auctions at any particular venue without being physically present at such venue. This can be done by placing bids from any of the USS Group's 17 venues or from partner venues. This system has dramatically improved the convenience of our member dealers and resulted in further profit growth for the USS Group.

3. Efforts to enhance corporate value by setting medium-term management objectives

In an environment in which demand for cars in Japan is expected to mature in the medium- to long-term, the Company believes that it is crucial for the Company to acquire a greater market share in order to further enhance shareholder value while performing a social infrastructure role in the used car distribution system.

The USS Group has set as a medium-term objective the acquisition of a 40% share in the automobile auction market. In order to further improve the convenience of the 17 auction venues operated by the group nationwide, additional capital investments will be implemented and significant management resources are expected to be invested in the automobile auction business, such as in marketing activities for the acquisition of new member dealers. In addition, while the USS Group is developing used car purchase, sale and recycling operations with the automobile auction business as its core business, M&A and other opportunities for growth are being quickly seized to further enhance the speed of growth. This is in keeping with our management goal of becoming the leading consolidated company in the used-car distribution industry.

The USS Group has also adopted "capital efficiency-focused management" as a management slogan. Considering the return on equity (ROE) to be an important management index, the Company has set an ROE of at least 15% as a medium term goal.

4. Efforts to strengthen corporate governance

In order to facilitate the constant improvement of the overall corporate value of the USS Group by realizing our management philosophies the "creation of fair markets" and "coexistence with our member companies," the Company considers strengthening corporate governance to be a key management task. These goals require us to endeavor for greater management transparency and

fairness as well as prompt decision-making.

In order to further clarify the responsibilities of management to shareholders, at the 26th Annual General Meeting of Shareholders on June 28, 2006 the Company reduced the term of office of each director from two years to one year and appointed four outside directors so as to ensure management transparency and fairness. In addition, based on its judgment that none of them will have interests that conflict with those of ordinary shareholders, the Company has notified the Stock Exchanges on which the Company's shares are listed that all four outside directors are "independent" ("dokuritsu yakuin" as defined in stock exchange rules). In situations such as board meetings where executive decisions are being made, these independent directors are expected to take actions in favor of protecting the interests of ordinary shareholders such as expressing opinions necessary to ensure that such interests are taken into consideration.

Furthermore, all three of the Company's statutory auditors are outside statutory auditors who are independent from the Company's management. The Company has notified the relevant stock exchanges that each of them is "independent" ("dokuritsu yakuin" as defined in stock exchange rules). In addition to attending board of directors' meetings, these independent statutory auditors examine and oversee the Directors' execution of their duties, as well as the Company's operations and assets.

5. Efforts regarding shares and shareholdings

Since first being listed on the second section of the Nagoya Stock Exchange (NSE) in September 1999 and then on the first sections of both the NSE and the Tokyo Stock Exchange in December 2000, the Company has made efforts to expand the number of its shareholders by, among other things, share splits and modifying the number of shares constituting one voting unit. As a result of these efforts the number of shareholders was 7,420 as of March 31, 2012 (This number is derived from a preliminary report based on the Company's register of shareholder and prepared by the register's administrator). The great majority of these shareholders are individual shareholders. As a result, the liquidity of the Company's shares has substantially increased since they were first listed for trading.

The Company plans to continue its efforts to protect and enhance corporate value and the shareholders' collective interests by further improving the liquidity of the Company's shares while following prudent management policies.

III. The New Plan (efforts to prevent decisions about the Company's finances or business being controlled by persons who, in light of the Basic Policy, are deemed inappropriate)

1. Purpose of the New Plan

As part of its efforts to prevent anyone who, in light of the Basic Policy (as defined in Section I above), it would be deemed inappropriate to acquire control over decisions regarding the financial and management policies of the Company, the Company will first seek from Large-scale Purchasers necessary information and adequate time for negotiations and consideration so as to, among other things, enable: (i) shareholders to appropriately determine how to respond to a Large-scale Share Purchase offer, (ii) the Board of Directors to present to the shareholders its opinion against or in favor

of the Large-scale Share Purchase in accordance with the recommendation of the Independent Committee (as defined in 4 below) and/or an Alternative Proposal, and (iii) negotiations with the Large-scale Share Purchaser for the benefit of the shareholders. By these efforts, we aim to protect and enhance the Company's corporate value and the shareholders' collective interests. This is the reason for our decision to continue implementing takeover countermeasures under the New Plan. In order to continue with these defensive countermeasures under the New Plan it is of course desirable to confirm the view of the Company's shareholders. For this reason, the Company plans to submit the matter to the General Meeting to confirm the view of the shareholders of the Company regarding the proposed continuation of the takeover countermeasures under the New Plan. If the consent of shareholders is not obtained at the General Meeting, takeover countermeasures will not be continued under the New Plan.

At this point in time no proposal has been made to the Company indicating that any specific Large-scale Share Purchase of Company Shares is being planned.

The major shareholders of the Company as of March 31, 2012, are as shown in page 14 of 2. Matters relating to shares of the Company: (4) Major shareholders (Top 10).

2. Details of the New Plan

2.1. Definition of Large-scale Share Purchases that are subject to the New Plan

The takeover countermeasures under the New Plan may be triggered if conduct to which any of (i) to (iii) is or could be applicable (excluding instances when the prior approval of the Board of Directors has been received) takes place or may take place (such conduct collectively referred to herein as a "Large-scale Share Purchase"):

- (i) The purchase or other acquisition (Note 3) by a particular shareholder of Share Certificates, etc. (Note 1) issued by the Company that would result in such shareholder's holding ratio of Share Certificates, etc. (Note 2) being 20% or greater.
- (ii) The purchase or other acquisition (Note 7) by any particular shareholder of Share Certificates, etc. (Note 4) issued by the Company that would render the total of such purchaser's Share Certificates etc. holding rate (Note 5) when combined with the Share Certificates etc. holding rate of persons in a special relationship (Note 6) with such purchaser to be 20% or greater.
- (iii) Irrespective of whether there is actual conduct of the type specified in either of (i) or (ii) above, any agreement or other form of transaction between any particular shareholder of the Company and any other shareholder of the Company (as used in this clause (iii), the term "other shareholder" includes multiple other shareholders) that will render such other shareholder(s) joint holders (Note 8) with such particular shareholder, or any other transaction between such particular shareholder and such other shareholder(s) that would establish a relationship (Note 9) whereby one of them substantially controls the other or they act jointly or cooperatively (limited to cases where the aggregate holding ratio of Share Certificates, etc. issued by the Company of such particular shareholder and that of such other shareholder(s) combined amounts to 20% or greater) (Notes 10).

(Note 1) Except as otherwise specified below, the term "Share Certificates, etc." used here and elsewhere refers to "Share Certificates, etc." as defined in Article 27-23,

Paragraph (1) of the Financial Instruments and Exchange Act (*Kin'yu shohin torihiki ho*; the "FIEA").

- (Note 2) The term "holding ratio of Share Certificates, etc." refers to "holding ratio of Share Certificates, etc." as defined in Article 27-23, Paragraph (4) of the FIEA unless otherwise specified. In the calculation of such a holding ratio, (1) any person in a special relationship as defined in Article 27-2, Paragraph (7) of the FIEA, and (2) any investment bank, securities company or other financial institution that has entered into a financial advisory agreement with such particular shareholder, or any tender offer agent, and/or securities company acting as the lead manager (collectively, the "Contracted Financial Institution, etc.") is deemed to be a joint holder with such particular shareholder. Also, in the calculation of such a holding ratio, the total number of the Company's issued shares may be determined in reference to the latest information published by the Company.
- (Note 3) The term "other acquisition" as used in the cases in (i) includes the holding of the right to request delivery of share certificates, etc. under a sale and purchase or other agreement, and transactions referred to in Article 14-6 of the Ordinance for Enforcement of the FIEA.
- (Note 4) The term "Share Certificates, etc." as used for cases under item (ii) refers to "share certificates, etc." as defined in Article 27-2, Paragraph (1) of the FIEA.
- (Note 5) The term "Share Certificates etc. holding rate" as used for the cases in (ii) refers to "Share Certificates etc. holding rate" as defined in Article 27-2, Paragraph (8) of the FIEA. In the calculation of this rate, the total voting rights with respect to the Company can be determined by referring to the most recent information published by the Company.
- (Note 6) The term "person in a special relationship" refers to "person in a special relationship" as defined in Article 27-2, Paragraph (7) of the FIEA. However, with respect to the categories listed in clause (i) of said Paragraph, those mentioned in Article 3, Paragraph (2) of the Cabinet Office Order Concerning a Tender Offer of Shares by Parties Other than the Issuer (*Hakkosha igai no mono ni yoru kabuken to no kokai kaitsuke no kaiji ni kansuru naikakufu rei*) are excluded. In addition, (1) joint holders and (2) Contracted Financial Institution, etc. shall be deemed to be persons in a special relationship with respect to such particular shareholder (the same applies hereafter unless otherwise specified).
- (Note 7) The term "purchase or other acquisition" in the cases in (ii) includes purchases or other types of acceptance of a transfer for value, and transactions analogous to an acceptance of a transfer for value as mentioned in Article 6, Paragraph (3) the Ordinance for Enforcement of the FIEA.
- (Note 8) The term "joint holder" refers to "joint holder" as defined in Article 27-23 Paragraph (5) of the FIEA and includes persons deemed to be joint holders in accordance with Paragraph (6) of the same Article.
- (Note 9) The determination of whether a "relationship under which one of them substantially controls the other or they act jointly or cooperatively" exists shall be made based upon, among other things: (1) whether a substantive interest in the Company's Share

Certificates etc. exists due to the formulation of a new capital contribution relationship, business tie-up, trading or contractual relationship, overlapping board membership, funding relationship, credit facility, holding of substantial interest in Company Shares through a derivatives or share lending arrangement; and (2) the direct or indirect influence that such particular shareholder and such other shareholder(s) may have on the Company.

(Note 10)The determination of whether conduct falling under (iii) has taken place shall be made by the Board of Directors in accordance with the recommendations of the Independent Committee. In this regard, the Company may request its shareholders to provide such information as the Company deems necessary in making a determination as to whether (iii) is applicable.

(Note 11)In the event of revisions (including the repeal of any provision and the enactment of a new provision substantially succeeding such repealed provision) are made to the Companies Act (*Kaisha-ho*), the FIEA or any other relevant act, or any regulation, government order, Cabinet Order, Ministerial Order or the like (collectively, “Laws and Regulations”) and come into effect, each affected provision of the Laws and Regulations that is referred to in the New Plan shall be deemed to refer to such provision as amended or replaced unless otherwise determined by the Board of Directors.

2.2 Submission of Share Purchase Statement

Before initiating or attempting a Large-scale Share Purchase, a Large-scale Share Purchaser must submit to the Representative Director and President of the Company documentation (the “Share Purchase Statement”) consisting of: (i) a document in a form separately specified by the Company in which the Large-scale Share Purchaser must affirm to the Company its intent to comply with Laws and Regulations and the procedures set forth in the New Plan, such document to be executed by and set forth the name of the representative of the Large-scale Share Purchaser; and (ii) a certificate confirming the authority of the executing representative. Upon receipt of the Share Purchase Statement, the Board of Directors will promptly submit it to the Independent Committee.

In addition to the affirmation of intent to comply with Laws and Regulations and the procedures set forth in the New Plan, in the Share Purchase Statement the Large-scale Share Purchaser must also set forth information including:(1) the name and address of the Large-scale Share Purchaser and/or or the corporate name and the location of the head office or other business office of the Large-scale Share Purchaser, (2) the jurisdiction in which it is incorporated, (3) the name of its representative officer and contact person(s) in Japan, (4) the number of shares of the Company then held by the Large-scale Share Purchaser, (5) the history of trading by the Large-scale Share Purchaser of Share Certificates, etc. of the Company during the sixty-day period preceding the submission of the Share Purchase Statement, and (6) an outline of the proposed Large-scale Share Purchase. The Share Purchase Statement must be in the Japanese language.

Upon the submission by a Large-scale Share Purchaser of a Share Purchase Statement, the Company will promptly disclose to the shareholders of the Company such matters as have been deemed by the Board of Directors and/or the Independent Committee to be appropriate, in

accordance with the applicable Laws and Regulations and the rules of the relevant stock exchanges.

2.3. Additional information required from Large-scale Share Purchasers

Within ten business days of the date of receipt (but not including the date of receipt) by the Board of Directors of the Share Purchase Statement, the Large-scale Share Purchaser will be required to submit the information listed in (i) to (viii) below (collectively, the “Large-scale Share Purchase Information”) to the Board of Directors (however, the information mentioned in (viii) shall be submitted within a reasonable period fixed by the Board of Directors in each case). Upon receipt of the Large-scale Share Purchase Information the Board of Directors will promptly provide the same to the Independent Committee.

If the Board of Directors or the Independent Committee determines that based only on the information provided by the Large-scale Share Purchaser it would be difficult for the shareholders of the Company to appropriately determine how to respond to the proposed Large-scale Share Purchase or for the Board of Directors and the Independent Committee to reach an opinion against or in favor of the Large-scale Share Purchase (“Opinion-making”) or to formulate an alternative plan (“Alternative-formulating”), then the Board of Directors or the Independent Committee may demand that the Large-scale Share Purchaser provide such additional information as is necessary for Opinion-making and Alternative-formulating by the Board of Directors and the Independent Committee, setting a reasonable submission period (of not more than sixty (60) days from (but excluding) the date of receipt by the Board of Directors of the Share Purchase Statement), and disclosing to shareholders the specific period so decided and the reasons for such reasonable period being deemed necessary. In such cases, however, as a general rule the Board of Directors will accept and follow the opinion of the Independent Committee unless there are exceptional circumstances, such as when it is reasonably likely that acting in accordance with the opinion of the Independent Committee could constitute a breach of a director’s duty of care.

When the Board of Directors or the Independent Committee determines that the provision of the Large-scale Share Purchase Information has been completed, the Company will notify shareholders to such effect in a timely and appropriately manner and in accordance with the applicable Laws and Regulations as well as relevant stock exchange rules. In addition, subject to the decision of the Board of Directors, in accordance with applicable Laws and Regulations and relevant stock exchange rules the Company will disclose to its shareholders those parts of the Large-scale Share Purchase Information that are considered necessary for them to appropriately determine how to respond to the proposed Large-scale Share Purchase, as a general rule such disclosure to be in a timely and appropriate manner. In this case, however, as a general rule the Board of Directors shall accept and follow the opinion of the Independent Committee unless there are exceptional circumstances, such as when it is reasonably likely that acting in accordance with the opinion of the Independent Committee could constitute a breach of a director’s duty of care.

Large-scale Share Purchase Information under the New Plan and any other notices to and communications with the Company must be in the Japanese language.

- (i) A summary description (including the name, capital composition, capital contribution ratio, financial condition, whether they have committed any violations of any law or regulation in

the past ten (10) years (including a brief description of such violations, if any), the names of and career summaries for board members and officers, and whether any of them have violated any laws or regulation (including a brief description of such violations, if any)) of the Large-scale Share Purchaser and its group (including the major shareholders and capital contributors, and material subsidiaries and affiliates; and if the Large-scale Share Purchaser is a fund or a business related to fund investments including its major members, capital investors (whether direct or indirect), other constituent elements, managing partners, and advisors who regularly give advice on investments).

- (ii) The purpose, method and substance of the Large-scale Share Purchase (including the type and number of Share Certificates, etc., of the Company subject to the Large-scale Share Purchase, the type and amount of the consideration to be paid for the Large-scale Share Purchase, the timing of the Large-scale Share Purchase, the details of any related transaction(s), the legality of the manner of the Large-scale Share Purchase, whether there are any conditions to the execution of the Large-scale Share Purchase and if so the details thereof, the feasibility of the Large-scale Share Purchase and related transactions, and whether the Company's Shares are expected to be delisted upon completion of the Large-scale Share Purchase and if so the reason. In connection with the legality of the manner of the Large-scale Share Purchase, a written opinion prepared by a qualified attorney must also be submitted).
- (iii) Whether there have been any communications of intent (including, without limitation, communications of intent regarding any "act of making an important suggestion, etc." (as defined in Article 27-26, Paragraph (1) of the FIEA)) to third parties in connection with the Large-scale Share Purchase and the specific manner and substance of such communication of intent, if any.
- (iv) The basis of and background to the calculation (including the facts and assumptions underlying the calculation, the manner of calculation, information regarding the entity performing the calculation, the information about the numbers used in the calculation together with the amount of any synergy or dis-synergy effect anticipated to result from the series of transactions relating to the Large-scale Share Purchase included in the calculation and the basis thereof) of the purchase price and the transactions relating to the Large-scale Share Purchase.
- (v) Specific names, method of procuring funding, conditions for funding and proof of the financial resources for the purchases (etc.) involved in the Large-scale Share Purchase (including the specific names of funding providers (including substantial providers, whether direct or indirect), the manner of fund procurement, any conditions attached to the provision of funding, whether there are any collateral and/or covenant requirements that apply after funding and if so, the details thereof, and the details of any related transactions).
- (vi) The management policies, business, financial, funding and investment plans, capital and dividend policies, and other relevant policies and plans that would be implemented for the USS Group after the completion of the Large-scale Share Purchase (including, without limitation, plans for the sale, collateralization or other disposition of any business or asset of the Company after the completion of the Large-scale Share Purchase), and the post-Large-scale Share Purchase completion policies for dealing with the USS Group's customers, business partners, officers, employees, local authorities where the Company's business offices or other establishments are located, and other parties having an interest in the Company.

- (vii) The prospects for maintaining in force domestic or foreign permissions, licenses and authorizations that are necessary in connection with the management of the USS Group and for compliance with relevant domestic or foreign Laws and Regulations after the completion of the Large-scale Share Purchase.
- (viii) Other information that the Board of Directors or the Independent Committee reasonably determines to be necessary and requests the Large-scale Share Purchaser to submit, generally within ten business days from (but not including) the date of receipt by the Board of Directors of a complete and complying Share Purchase Statement.

2.4. Procedure when a Large-scale Share Purchase is commenced or executed without the submission of a Share Purchase Statement or the provision of Large-scale Share Purchase Information

If a Large-scale Share Purchase is commenced or executed without the Large-scale Share Purchaser submitting a Share Purchase Statement to the Representative Director and President of the Company or completing the provision of Large-scale Share Purchase Information to the Board of Directors, as a general rule the Independent Committee will recommend to the Board of Directors that countermeasures (as described in 2.12 below) against the Large-scale Share Purchase be triggered, unless it is clear that not triggering such countermeasures is necessary in order to protect and enhance the Company's corporate value and the collective interests of its shareholders, or other exceptional circumstances exist.

2.5. Independent Committee's evaluation of Abusive Acquisitors

If the Large-scale Share Purchaser complies with the procedures set forth in the New Plan, as a general rule the Independent Committee will recommend to the Board of Directors that countermeasures against the Large-scale Share Purchase not be triggered.

That said, however, even if the procedures set forth in the New Plan have been complied with, the Independent Committee will still evaluate whether the Large-scale Share Purchaser is an Abusive Acquirer. "Abusive Acquirer" refers to a person with respect to whom there are reasonable grounds for believing any of the following apply:

- (i) They are purchasing or seeking to purchase the Company's Shares without intending to participate in the management of the Company, but instead for the purpose of boosting the share price and thereafter having their shares purchased back by parties related to the Company (*i.e.*, they are a so-called "green-mailer"), or otherwise acquiring the Company's Shares mainly for the purpose of realizing short-term profits.
- (ii) Their principle motivation for participating in the Company's management is to obtain temporary control of such management in order to transfer to themselves or their group companies intellectual property rights, know-how, confidential corporate information, key business relationships or customers (etc.) that are important to the Company's business operations.
- (iii) They are acquiring or seeking to acquire shares with the intent of, after taking control of the Company, improperly diverting its assets for use as collateral or a source of repayment of

obligations incurred by them or their corporate group.

- (iv) Their reason for seeking to participate in the management of the Company is mainly in order to temporarily control the management so as to cause the Company to sell or otherwise dispose of high value assets, such as real estate or securities, that are not currently relevant to the Company business and to use the proceeds of such dispositions to temporarily pay increased dividends and/or sell their shares at an inflated price resulting from such temporarily increased dividends (Note 12).
- (v) There are objective and reasonable grounds for determining that the conditions proposed for the acquisition of the Company's Shares (the type, amount, and basis for calculating the consideration for such acquisition, other details, the timing, method, legality, feasibility, etc.) proposed by the Large-scale Share Purchaser are inadequate or inappropriate in light of the Company's corporate value or the collective interests of its shareholders.
- (vi) The manner of acquisition proposed by the Large-scale Share Purchaser is so structurally oppressive that it would limit the shareholders' opportunities or freedom to make a decision, such as being a two-stage purchase (a scheme in which if the first stage purchase fails to result in the acquisition of all shares, the terms of the second stage purchase are less favorable or unclear, or the purchase is conducted in a way that would give rise to uncertainties about the future liquidity of the Company's shares due to possible delisting (etc.)), so that the Company's shareholders would essentially be being compelled into accepting the purchase).
- (vii) The Large-scale Share Purchaser's acquisition of control is expected to result in significant damage to or impairment of corporate value, or there are reasonable grounds for believing that it could impair the Company's ability to maintain and increase its corporate value; or it is determined that the acquisition of control by the Large-scale Share Purchaser would result in a lower medium- to long-term corporate value than when compared to if such acquisition of control by the Large-scale Share Purchaser did not occur.
- (viii) Any situation analogous to any of those in (i) through (vii) when it is determined that the Company's corporate value and/or the collective interests of shareholders would be significantly impaired.

(Note 12) For example, even if a Large-scale Share Purchaser intends to collateralize the assets of the target company to secure their obligations or to dispose of idle assets of the target company and use the proceeds of such disposal to pay increased dividends, such Large-scale Share Purchaser would not be deemed an Abusive Acquirer solely on the grounds that such Large-scale Share Purchaser's intention technically fits the definition of an Abusive Acquirer, or would adversely affect the interests of stakeholders other than the shareholders.

2.6. Procedure when it is determined that a Large-scale Share Purchaser is an Abusive Acquirer

If the Independent Committee deems a Large-scale Share Purchaser to be an Abusive Acquirer, and judges that triggering of countermeasures against the applicable Large-scale Share Purchase is appropriate, the Independent Committee will recommend to the Board of Directors that countermeasures be triggered against such Large-scale Share Purchase irrespective of whether the Board Evaluation Period (as defined in 2.7 below) has commenced or expired.

With respect to the procedure for disclosing such recommendation and the procedure for the subsequent repeat of such recommendations, 2.9. A. (i) below will apply analogously.

2.7. Fixing of Board Evaluation Period

The Board of Directors will designate a period as per (i) or (ii) below (such period to run from (but not include) the day on which the Company discloses the determination by the Board of Directors or the Independent Committee that the provision of the Large-scale Share Purchase Information has been completed) based on the substance of the Large-scale Share Purchase as disclosed by the Large-scale Share Purchaser, such period to be used for evaluating, discussing, Opinion-making, Alternative-formulating and negotiations (etc.) with the Large-scale Share Purchaser (the “Board Evaluation Period”). Unless otherwise specified in the New Plan, a Large-scale Share Purchase may not be commenced or executed until the Board Evaluation Period has expired.

The Board Evaluation Periods have been set to reflect the difficulty of the evaluation and consideration of the business performance of the Company, as well as the level of difficulty of Opinion-making and Alternative-formulating.

(i) In the case of a cash(yen)-only purchase of all of the Share Certificates, etc. of the Company : up to sixty (60) days.

(ii) In the case of Large-scale Share Purchases other those covered by (i): up to ninety (90) days.

During the Board Evaluation Period, based on the Large-scale Share Purchase Information received from the Large-scale Share Purchaser the Board of Directors will conduct an evaluation, discussions, Opinion-making, Alternative-formulating, negotiations with the Large-scale Share Purchaser and other related activities with a view to protecting and enhancing the Company’s corporate value and the collective interests of its shareholders. In conducting such activities, as a general rule the Board of Directors shall seek the advice of third-party professionals (e.g., financial advisors, attorneys and certified public accountants) who are independent from the Board of Directors.

If, due to reasons such as the Independent Committee being unable to issue a recommendation within the Board Evaluation Period as set forth in 2.9 below, the Board of Directors is during the Board Evaluation Period unavoidably unable to pass a resolution on whether to trigger countermeasures, then the Board of Director or the Independent Committee may extend the Board Evaluation Period by up to thirty (30) days (excluding the first day) to the extent necessary. If the Board of Directors or the Independent Committee extends the Board Evaluation Period, the Company will disclose to its shareholders the specific period so decided and the reason(s) for the necessity of such additional period in a timely and appropriate manner in accordance with the applicable Laws and Regulations and relevant stock exchange rules.

2.8. Procedure when a Large-scale Share Purchase is commenced during the Board Evaluation Period

If the Independent Committee determines that a Large-scale Share Purchaser has commenced a Large-scale Share Purchase during the Board Evaluation Period, as a general rule the Independent Committee shall recommend to the Board of Directors that it trigger countermeasures unless it is clear that not triggering such countermeasures is necessary in order to protect and enhance the Company’s corporate value and the collective interests of its shareholders, or other extraordinary circumstances exist.

2.9. Independent Committee recommendation procedure

A. Independent Committee Recommendation

During the Board Evaluation Period, the Independent Committee shall make a recommendation to the Board of Directors with respect to the Large-scale Share Purchase in accordance with (i) through (iii) below:

(i) Independent Committee recommendation to trigger countermeasures

Except as otherwise set forth in the New Plan, if the Large-scale Share Purchaser violates the procedure prescribed in the New Plan in any material respect and such violation is not remedied within ten business days after (but not including) the date written notice demanding remediation of such violation is given to the Large-scale Share Purchaser by the Board of Directors, and if the triggering of countermeasure against the Large-scale Share Purchase is determined to be appropriate, then the Independent Committee shall as a general rule recommend to the Board of Directors that countermeasures be triggered against the Large-scale Share Purchase unless it is clear that not triggering such countermeasures is necessary in order to protect and enhance the Company's corporate value and the collective interests of its shareholders, or other exceptional circumstances exist. (Note that the Independent Committee may specify the nature of countermeasures and impose such conditions upon their triggering as it deems necessary.)

When such a recommendation has been made, the Company will disclose to its shareholders the Independent Committee's opinion and the reason(s) behind it as well as such other matters as the Board of Directors deems appropriate, in a timely and appropriate manner in accordance with applicable Laws and Regulations and relevant stock exchange rules. In addition, if necessary a summary of the deliberations of the Independent Committee resulting in the recommendation will also be disclosed to the Company's shareholders in a timely and appropriate manner.

Even after the Independent Committee has given to the Board of Directors a recommendation that countermeasures be triggered, if the applicable Large-scale Share Purchase is withdrawn or any other change occurs in the facts assumed in making such recommendation the Independent Committee may make to the Board of Directors a subsequent recommendation that the countermeasures be terminated or any other recommendation that it deems appropriate. In the case of such further recommendations of the Independent Committee, the Company will also disclose them to its shareholders in a timely and appropriate manner together with the reason(s) therefor as well as such other matters that the Board of Directors deems appropriate in accordance with applicable Laws and Regulations and relevant stock exchange rules. In addition, if necessary a summary of the proceedings of the Independent Committee resulting in such additional recommendation will also be disclosed to the Company's shareholders in a timely and appropriate manner .

(ii) Independent Committee Recommendation to confirm view of shareholders

If, as a result of the evaluation and consideration conducted by the Independent Committee, no obvious differences can be identified between the takeover proposals (including the proposed business plan of the USS Group, presented by the Large-scale Share Purchaser) and the business plan and other proposals of the USS Group presented by the Board of Directors, it will generally be difficult for the Independent Committee to determine whether it is desirable to trigger

countermeasures for the purpose of protecting and enhancing the Company's corporate value and the collective interests of its shareholders. Accordingly in such situations as a general rule the Independent Committee will recommend to the Board of Directors that it seek to confirm the view of the Company's shareholders regarding the need to trigger countermeasures, the substance of such a countermeasures and other relevant matters be sought at a shareholders meeting. Upon such recommendation, the Company will disclose to its shareholders such matters that the Board of Directors deems appropriate, in a timely and appropriate manner and in accordance with the applicable Laws and Regulations and relevant stock exchange rules. In addition, if necessary a summary of the proceedings of the Independent Committee resulting in such recommendation will also be disclosed to the Company's shareholders in a timely and appropriate manner.

Even after the Independent Committee gives its recommendation to the Board of Directors to seek the view of the shareholders of the Company at a shareholders meeting, if the applicable Large-scale Share Purchase is withdrawn or any other change occurs in the facts assumed in making such recommendation the Independent Committee may make additional different recommendation to the Board of Directors as needed.

In the case of such further recommendations, the Company will also disclose to its shareholders in a timely and appropriate manner such further recommendations of the Independent Committee and the reason(s) thereof as well as such other matters that the Board of Directors deems appropriate in accordance with the applicable Laws and Regulations and relevant stock exchange rules. In addition, if necessary a summary of the proceedings of the Independent Committee resulting in such further recommendations will also be disclosed to the Company's shareholders in a timely and appropriate manner.

(iii) Independent Committee recommendation for other action

In addition to those mentioned above, the Independent Committee may at any time make recommendations to the Board of Directors of a nature the Independent Committee considers appropriate from the standpoint of maximizing the Company's corporate value and the collective interests of its shareholders, or a recommendation for the discontinuation or the suspension of the triggering of countermeasures in cases where doing so is permissible under relevant Laws and Regulations.

The procedures relating to the disclosure of such recommendations and subsequent recommendations shall be in accordance with 2.9.A (i) above, applied analogously.

B. Independent Committee recommendations to be respected by the Board of Directors

With respect to a planned Large-scale Share Purchase, on the basis of the Large-scale Share Purchase Information provided by the Large-scale Share Purchaser and other reliable objective data and information, the Board of Directors will conduct an evaluation, consideration, Opinion-making, Alternative-formulating and negotiations with the Large-scale Share Purchaser from the standpoint of protecting and enhancing the Company's corporate value and the collective

interests of its shareholders. Unless there are exceptional circumstances, such as when it is reasonably likely that acting in accordance with the opinion of the Independent Committee could constitute a breach of a director's duty of care (for example when in the course of its evaluation and deliberations the Board of Directors determines that the recommendation (which for purposes of this section B includes further recommendations) of the Independent Committee is based on material and careless mistakes regarding the underlying facts or was made based on an unreasonable process), as a general rule the Board of Directors will follow the recommendation of the Independent Committee and will adopt such board resolutions as are necessary to, among other things to trigger or not trigger countermeasures, suspend the triggering of countermeasures, discontinue countermeasures that have been triggered, and/or convene a shareholders meeting.

If such resolutions are adopted, the Company will disclose to its shareholders such matters as are considered by the Board of Directors to be appropriate in a timely and appropriate manner, in accordance with applicable Laws and Regulations and relevant stock exchange rules.

Note that price volatility risk associated with the Company's share price may result when the Board of Directors triggers countermeasures in accordance with an Independent Committee recommendation, or when the allotment of Share Options (as defined in 2.12 below) is suspended or share options are acquired.

2.10. Procedure for seeking the view of Shareholder Meeting

Upon a recommendation made by the Independent Committee to confirm the view of the shareholders of the Company at a shareholders meeting as discussed in 2.9.A. (ii) above, the Board of Directors shall without delay follow the procedures for convening a shareholders' meeting in accordance with the provisions of relevant Laws and Regulations as well as the Company's articles of incorporation.

A resolution expressing the view of the Company's shareholders in favor of or against the triggering countermeasures against a Large-scale Share Purchase and the details of such countermeasures may be passed at a shareholders meeting attended by shareholders accounting for a majority of the total voting rights held by voting shareholders, if approved by a majority of the voting rights represented by shareholders in attendance.

When a resolution in favor of triggering countermeasures against a Large-scale Share Purchase and the details of such countermeasures are approved at such a shareholders' meeting, the Board of Directors shall trigger such countermeasures in accordance with the resolution of such shareholders meeting. When the Board of Directors passes a resolution with respect to triggering countermeasures, the Company will disclose to the shareholders of the Company such matters as the Board of Directors deems appropriate in a timely and appropriate manner, in accordance with the applicable Laws and Regulations and relevant stock exchange rules.

In the case of a recommendation made by the Independent Committee to seek the view of the Company's shareholders at a shareholders meeting as per 2.9.A. (ii) above, the Large-scale Share Purchase may not be executed until such confirmation process has been completed.

2.11. Modification of Large-scale Share Purchase Information

If, after the disclosure of its determination that the provision of the Large-scale Share Purchase Information has been completed, the Board of Directors determines that there has been a material change in respect of the Large-scale Share Purchase Information, then the Board of Directors will disclose in a timely and appropriate manner said determination, the reason(s) therefor and other information that the Board of Directors deems appropriate in accordance with applicable Laws and Regulations and relevant stock exchange rules. Upon such disclosure the procedures carried out under the New Plan with respect to the Large-scale Share Purchase up to such point (the “Pre-change Large-scale Share Purchase”) which are being conducted premised upon the pre-change Large-scale Share Purchase Information shall be discontinued, and the Large-scale Share Purchase to be conducted on the basis of the post-change Large-scale Share Purchase Information shall be deemed as a Large-scale Share Purchase that is different from the Pre-change Large-scale Share Purchase, and the procedures under the New Plan will be applied anew. As a general rule, however, in making such a determination the Board of Directors will follow the opinion of the Independent Committee unless there are exceptional circumstances, such as when it is reasonably likely that acting in accordance with the opinion of the Independent Committee could constitute a breach of a director’s duty of care.

2.12. Substance of details of countermeasures

As a general rule, the Company anticipates using the allotment of share options (shinkabu yoyakukun) without contribution as set forth in Articles 277 et seq. of the Companies Act (share options so allotted being referred to herein as “Share Options”) as a countermeasure against a Large-scale Share Purchase under the New Plan by the Company.

A summary of the terms of the allotment of Share Options to be made by the Board of Directors to shareholders as a specific countermeasure against a Large-scale Share Purchase is set forth in Exhibit 1 attached hereto. However, such Share Options may also be subject to exercise periods and conditions of exercise (e.g., a condition that a specified shareholders’ group (Note 13) that includes the Large-scale Share Purchaser cannot exercise the Share Options unless specific exceptions apply) and/or an acquisition provision (specifying that a shareholder may be treated differently in terms of whether they will acquire Share Options (etc.), depending upon whether they are members of a specific shareholders’ group that includes the Large-scale Share Purchaser) which reflect their expected effect (etc.) as a countermeasure.

(Note 13) The term “specified shareholders’ group” collectively refers to (a) the Large-scale Share Purchaser, (b) persons in a special relationship set forth in (Note 6) or (Note 8) with the Large-scale Share Purchaser, (c) persons who have a relationship with a Contracted Financial Institution, etc., as set forth in (Note 2) and the Large-scale Share Purchaser, and (d) those designated by the Board of Directors of the Company as substantially controlling or being controlled by or acting jointly or cooperatively with any of the persons mentioned in (a) or (c) above.

3. Term, continuation, revocation and modification of the New Plan

The New Plan will expire on June 30, 2015. If, however, on June 30, 2015, a Large-scale Share Purchase has been executed or is going to be executed, then the term of the New Plan will be automatically extended to the extent necessary to address such Large-scale Share Purchase. The New Plan may also be revoked before June 30, 2015 if: (i) the Company's general meeting of shareholders approves a proposal to revoke it; or (ii) the Board of Directors adopts a resolution to revoke it. It is thus possible to revoke the New Plan at any time in accordance with the views of the shareholders of the Company.

Note also that in Article 20, Paragraph 1 of its articles of incorporation, the Company provides that the term of office of each of its directors shall expire at the conclusion of the annual general meeting of shareholders in respect of the fiscal year ending within one year after such director's appointment. It is planned that the agenda item for the appointment of directors for each annual general meeting of shareholders will include disclosure regarding whether each director candidate is for or against the New Plan. Accordingly, the shareholders will be able to express their view regarding the continuation, revocation or modification of the New Plan through the appointment of the proposed slate of directors at each annual general meeting of shareholders.

Starting from this year, each year at its first meeting after the conclusion of the Company's annual general meeting of shareholders the Board of Directors will deliberate and pass a resolution regarding the continuation, revocation or modification of the New Plan.

With the approval of the Independent Committee the Board of Directors of the Company may also revise or modify the New Plan if necessary to the extent considered reasonably necessary to reflect new, amended or repealed applicable Laws or Regulations or relevant stock exchange rules or as is appropriate for the purpose of modifying words or phrases to fix typographical errors (etc.).

Upon a resolution being adopted for the revocation or modification (etc.) of the New Plan, the Company will disclose to its shareholders such matters as the Board of Directors deems appropriate in a timely and appropriate manner and in accordance with the applicable Laws and Regulations and relevant stock exchange rules.

4. Independent Committee

In conjunction with the continuation of takeover countermeasures under the New Plan, in order to preclude arbitrary decision-making by the Board of Directors regarding whether they should be triggered, the Company has established an independent committee (the "Independent Committee") [of the Board of Directors] comprised of three or more members appointed from among the Company's outside directors.

The name and career summary of each member of the Independent Committee to be appointed at the commencement of the New Plan are as shown in Exhibit 2 attached hereto.

As a general rule, resolutions of the Independent Committee will be adopted by a majority vote at a committee meeting at which all members are in attendance. However, if a member is unavoidably unable to attend, committee resolutions may be passed by the majority vote of a meeting at which a majority of the members are in attendance. A summary of the deliberations resulting in a

recommendation or any other action will be disclosed to the shareholders of the Company as necessary in a timely and appropriate manner.

5. Effect upon shareholders and investors

5.1. Effect upon shareholders and investors when the New Plan becomes effective

No Share Options will be issued at the time the New Plan comes into effect. Accordingly, the rights and economic interests of the Company's shareholders and investors will not be directly or concretely impacted.

5.2. Effect upon shareholders and investors when Share Options are allotted

Pursuant to the New Plan the Board of Directors may take measures against a Large-scale Share Purchase for the purpose of protecting and enhancing the Company's corporate value and the collective interests of its shareholders. However, under the measures currently anticipated there is not expected to be any direct or concrete impact on the rights and economic interests of the Company's shareholders and investors (other than Large-scale Share Purchasers who violate the New Plan and persons in certain relationships with such purchaser). If the Company decides to use any of the other types of countermeasures available under the Companies Act, other Laws and Regulations or the articles of incorporation of the Company as described in 2.12 above, depending on the nature of such countermeasure it is possible that that the rights or economic interests of the Company's shareholders and investors may be affected by the triggering of such countermeasures. Furthermore, even when the Board of Directors has resolved to make an allotment of Share Options, if the Board of Directors subsequently decides to discontinue the triggered countermeasure or suspend the triggering of them in accordance with the procedures (etc.) described forth in Section 2.9, it is possible that the price of the Company's Shares will be affected accordingly. For example, if after the scope of shareholders entitled to receive Share Options has been confirmed the Company then suspends the triggering of such countermeasure and re-acquires all of the Share Options for no consideration and issues no new shares as a result, there will be no dilution of the per share economic value of the Company's shares held by our shareholders and investors. As a result, shareholders and investors are asked to be aware that investors who have bought or sold Company Shares on the assumption that dilution will occur may suffer losses due to price fluctuations.

The procedure involving the Company's shareholders by which allotted Share Options can be exercised or reacquired by the Company are as follows:

(i) Exercise of Share Options

In a situation in which the Company's shareholders exercise their Share Options, they will be required to pay a specified amount to acquire shares within a specified period. The details of these procedures will be notified separately in accordance with applicable Laws and Regulations when the Share Options are actually allotted.

(ii) Reacquisition of Share Options by the Company

When the Company re-acquires Share Options the shareholders holding such Share Options to be re-acquired will receive shares of the Company in exchange for the re-acquisition of the

Share Options by the Company without needing to follow any of the procedures regarding the exercise of Share Options described in item (i) above. Note, however, that treatment may vary for members of specific shareholders' group which include a Large-scale Share Purchaser.

IV. Reasonableness of the New Plan

As explained in more detail below, the New Plan complies with the three principles formulated in the "Guidelines Regarding Takeover Defenses for the Purposes of the Protection and Enhancement of Corporate Value and Shareholders' Common Interests" (*Kigyokachi/kabunushi kyodo no rieki no kakuho mataha kojo no tame no baishu-boei-saku ni kansuru shishin*) jointly released by the Ministry of Economy, Trade and Industry ("METI") and the Ministry of Justice on May 27, 2005: ((i) the principle of the protecting and enhancing corporate value and the collective interests of shareholders; (ii) the principle of prior disclosure and respecting shareholders' views; and (iii) the principle of ensuring necessity and proportionality). The contents of the New Plan also reflect recent theoretical debate and practical developments such as are reflected in "Takeover Defense Measures in Light of Recent Changes in Conditions" (*Kinji no shokankyo no henka wo fumaeta baishu-boei-saku no arikata*) released on June 30, 2008, by METI's Corporate Value Study Group. Furthermore, the New Plan is consistent with the spirit of regulations (etc.) established by the Tokyo Stock Exchange relating to the adoption of takeover defense measures.

1. Protection and enhancement of corporate value and the collective interests of shareholders

As described in Section III.1. above, by requiring a Large-scale Share Purchaser to provide in advance necessary information and ensure an opportunity for consideration and negotiations in connection with a proposed Large-scale Share Purchase, the takeover defenses under the New Plan will enable: (i) our shareholders to appropriately consider how to respond to the proposed Large-scale Share Purchase; (ii) the Board of Directors to present to the shareholders its opinion in favor or against the proposed Large-scale Share Purchase and/or an Alternative Proposal in accordance with the recommendation of the Independent Committee; and (iii) the Board of Directors to negotiate with the Large-scale Share Purchaser for the benefit of our shareholders. Thus, the takeover defense should be continued for the purpose of protecting and enhancing the Company's corporate value and the collective interests of its shareholders.

2. Prior Disclosure

The Company is making advance disclosure of the New Plan in order to enhance predictability for the Company's shareholders, investors and prospective Large-scale Share Purchasers and ensure they have an opportunity to make appropriate choices.

Hereafter the Company will continue to make timely and appropriate disclosures in accordance with applicable Laws and Regulations as well as relevant stock exchange rules.

3. Respecting the view of shareholders

The Company expects to confirm the view of its shareholders regarding the New Plan through the inclusion of continuation of the takeover defense under the New Plan on the agenda for approval at the General Meeting.

4. Creation of the Independent Committee

As discussed in III.4 above, the Independent Committee has been established in order to ensure the transparency and fairness of decisions against or in favor of a Large-scale Share Purchase, and to prevent arbitrary decisions by the Board of Directors with respect to the triggering of countermeasures (etc.) under the New Plan. As a general rule, when passing a resolution relating to the triggering of countermeasures the Board of Directors will accept and follow the recommendation of the Independent Committee except in exceptional circumstances, such as when it is reasonably likely that acting in accordance with the opinion of the Independent Committee could constitute a breach of an individual director's duty of care .

5. Retaining outside experts

As set forth in Section III.2.7 above, in connection with triggering countermeasures as a general rule the Board of Directors will seek the advice of third-party professionals (e.g., financial advisors, attorneys and certified public accountants) who are independent from the Board of Directors. This will help ensure the objectivity and reasonableness of the decisions of the Board of Directors.

6. Confirmation of shareholders' views through the election of directors

As discussed in Section III.3 above, Article 20, Paragraph 1 of the Company's articles of incorporation provides for the term of office of each of its directors to expire at the conclusion of the annual general meeting of shareholders in respect of the fiscal year ending within one year of such director's appointment. Therefore the view of the Company's shareholders regarding whether to revoke the New Plan will be confirmed through the election of the slate of directors at each annual general meeting of shareholders.

7. The New Plan is not a "dead-hand" or "slow hand" takeover defense

As discussed in Section III.3 above, the New Plan can be revoked at any time by a general meeting of the Company's shareholders or by the Board of Directors comprised of directors all of whom are appointed at the same general meeting of shareholders. Therefore, the New Plan is not a so-called "dead hand" defense (a takeover defense measure that cannot be prevented even after a majority of the members of the board of directors have been replaced) or "slow-hand" defense (a takeover defense measure that takes substantial time to prevent the triggering of due to the inability to replace all of the directors at one time) takeover defense.

(Exhibit 1)

Summary of Share Option Plan (if allotted)

1. Shareholders eligible for allotment

Share Options will be allotted without contribution to shareholders listed in the Company's shareholder register as of the record date fixed by the Board of Directors in proportion to the number of shares held by each of such shareholders (but not in respect of treasury shares held by the Company) at the ratio of one Share Option per share.

2. Type and number of shares subject to a Share Option

The type of shares of the Company underlying the Share Options shall be common shares, and one common share shall be issued upon the exercise of one Share Option.

3. Effective date of allotment of Share Options

The effective date of the allotment shall be separately fixed by the Board of Directors.

4. Amount of capital contributed upon exercise of Share Options

The capital contribution to be made upon the exercise of a Share Option shall be cash in the amount of at least one yen per common share.

5. Restrictions on the transfer of Share Options

The approval of the Board of Directors is required to acquire Share Options by transfer.

6. Conditions for the exercise of Share Options

The conditions for exercising Share Options will be separately established by the Board of Directors (for example, there may be conditions which do not permit the exercise of Share Options by persons belonging to specific shareholders' groups that include a Large-scale Share Purchaser unless specific exceptions apply).

7. Re-acquisition of Share Options by the Company

Subject to the occurrence of the date on which a Large-scale Share Purchaser violates the procedures set forth in the New Plan or certain other events occur or a date otherwise set by the Board of Directors, in accordance with a resolution of the Board of Directors, the Board of Directors may attach conditions to re-acquisition of a nature which result in differing treatment depending upon affiliation with a specific shareholders' group that includes a Large-scale Share purchaser.

8. Re-acquisition of Share Options without compensation (reasons for revoking countermeasures)

The Company has the right to re-acquire all of the Share Options without compensation, if:

- (a) the proposed purchase by the Large-scale Share Purchaser is approved by an ordinary resolution of a general meeting of shareholders of the Company;
- (b) there is a unanimous decision to such effect by the Independent Committee of the Company; or
- (c) such re-acquisition is otherwise separately authorized by the Board of Directors.

9. Exercise period for Share Options

The exercise period and other details of the Share Options shall be as separately determined by the Board of Directors.

[remainder of page deliberately left blank]

Independent Committee: Names and Career Summaries of Members

Outside Director: Mr. Hideo Okada

Mr. Okada joined Nihon Kogyo Shimbus Co., Ltd. in 1965, served as Division Manager (*jigyo bucho*) and Department Manager (*jigyo kyokuchō*), was appointed as Director in 1997, Executive Director (*jōmu torishimariyaku*) in 2002, Adviser (*komon*) in 2005 and Event Adviser (incumbent) in 2009. He was also appointed as an adviser to the Executive Committee of the Japan Council for Renewable Energy in June 2011. He has been an outside director of the Company since June 2006.

Mr. Okada, was asked to become an outside director so that the Company's management could benefit from his considerable experience as a former executive officer and his in-depth insights based on his experience in the publication of newspapers focused on the economy and industry.

Outside Director: Mr. Isamu Hayashi

Mr. Hayashi joined Chuo Shintaku Ginko Kabushiki Kaisha (presently, the Sumitomo Mitsui Trust Bank, Limited) in 1968, served as Chief Examiner of the Legal Section of Transfer Agent Department (*shoken daikoku homuka shunin chosayaku*) in 1985, Chief of the Legal Section of Transfer Agent Department in 1995, Deputy General Manager of the Transfer Agent Department (in charge of legal matters) in October 1996 and retired in 2000. He then assumed a position as Associate Professor in the Faculty of Business Management at Osaka Sangyo University in 2000 and was promoted to Professor in 2004. At Osaka Sangyo University he specializes in the Commercial Code and the Companies Act. He has been an outside director of the Company since June 2006.

Mr. Hayashi was asked to become an outside director so that the Company's management could benefit from his considerable experience and in-depth insight as a legal scholar.

Outside Director: Mr. Satoru Madono

Mr. Madono joined the Export-Import Bank of Japan (presently the Japan Bank for International Cooperation) in 1971, served as Manager of the Project Finance Division, Manager of the International Examination Division (*kokusai shinsa bucho*), Counsel (*shingiyaku*) and retired in 2002. In the same year he assumed a position as a professor at the Faculty of International Economics (presently the Faculty of Economics and Business Administration) of Reitaku University. He also incorporated Kabushiki Kaisha Isic, Inc. and does corporate consulting. He has been an outside director of the Company since June 2006.

During his career at the Japan Bank for International Cooperation he also served as a visiting consultant at the US firms Bechtel and Dillon Read and was a visiting professor and a part-time lecturer on project finance at Tokyo University of Agriculture and Technology, the University of Tokyo and International Christian University.

In addition, in 1999 he became the first Japanese to be awarded a medal by the Ukrainian government for his accomplishments in technical assistance for the economic reconstruction of Ukraine (assistance in reform of

Export-Import Bank of Ukraine). In 2001, upon the 10th anniversary of the establishment of diplomatic relations between Japan and Ukraine, he received another award from the Ukrainian government for being the Japanese person who has contributed most in building a relationship between the two countries.

Mr. Madonna was asked to serve as an outside director so that the Company's management could benefit from his in-depth insights as an economist and his considerable experience as a former counselor (shingiyaku) of the Japan Bank for International Cooperation.

Outside Director: Mr. Koji Sato

Mr. Sato passed the National Bar Examination in 1988 and registered as a member of the Nagoya Bar Association (now the Aichi Bar Association) in 1991. He established his own law firm in 1995 and was the vice-chairman of the Aichi Bar Association from April 2009 to March 2010. He has been an outside statutory auditor for Shokubun Co. Ltd. from June 2011. He has been an outside director of the Company since June 2006.

The Company has asked Mr. Sato to be an outside director so that the Company's management may benefit from his in-depth insight with regard to management in addition to his technical perspective as a lawyer.

- (Notes)
1. The Company has designated the above four persons as independent directors in accordance with the respective regulations of the Tokyo Stock Exchange and the Nagoya Stock Exchange and has notified their respective details to such stock exchanges.
 2. The Company currently receives services from Sumitomo Mitsui Trust Bank, Limited, the corporation where Mr. Isamu Hayashi was once employed, such services being in the form of administration of the Company's shareholder register and securities transfer agent services for special accounts. However, the amounts involved in such transactions accounts for less than one percent of the selling, general and administrative expenses of the Company. Furthermore transactions with the Company accounts for less than one percent of the sales from the custodial service business of Sumitomo Mitsui Trust Bank, Limited. As the Company's transaction volume with Sumitomo Mitsui Trust Bank, Limited is insignificant and Mr. Hayashi was not involved in any transaction with the Company when he served as an employee of Chuo Mitsui Trust and Banking, Limited (one of Sumitomo Mitsui Trust Bank Limited's predecessor companies), the Company does not consider the circumstances of these transactions to be in any way problematic in connection with his appointment as an outside director of the Company.
 3. The above four persons receive no funds from the Company other than their remuneration as outside directors.

[remainder of page deliberately left blank]

Procedure for Exercising Voting Rights Electronically (via the Internet, etc.)

If you are intend to exercise your voting right via the Internet, etc., please carefully read the following items before you vote.

1. If you are exercising your voting right via the Internet, you can only do so via the website that The Company has assigned for web-based voting (<http://www.web54.net>). Please refer to “System Environments, etc.” on page 81 for details of requirements regarding the system environment. (Your voting code and the password printed on the Form for Exercising Voting Rights are necessary to exercise your voting right via the Internet.)
2. The deadline for exercising voting rights via the Internet is 5:00 PM on Monday, June 25, 2012, JST.
3. If a voting right is exercised both via the Internet and by using the Form for Exercising Voting Rights, the vote exercised via the Internet will be treated as the valid vote regardless of the time and date of the vote arrival.
4. If a voting right is exercised multiple times via the Internet, the last vote will be treated as the valid vote.
5. Connection charges to an Internet provider and telecommunications charges (telephone charge) by a telecommunications company shall be borne by the shareholders using the website.

If attending the Meeting in person:

- You need not exercise your voting rights via the Internet or by using the Form for Exercising Voting Rights

If not attending the Meeting:

- You need not exercise your voting rights via the Internet if you use the Form for Exercising Voting Rights
- You need not exercise your voting rights by using the Form for Exercising Voting Rights if you do so via the Internet

The Company participates in the “Web-based voting platform for Institutional Investors” managed by ICJ Inc.

[System Environments, etc.]

Please confirm the following system environments when exercising your voting rights via the Internet.

When using a personal computer

(1) Screen resolution of 800 x 600 pixels (SVGA) or more.

(2) The following applications shall be installed.

a) Microsoft® Internet Explorer Ver. 5.01 SP2 and later versions

(In some cases, it may not be possible to access the website even when using this browser due to the computer used, the computer's settings or other software installed on the computer.)

b) Adobe® Acrobat® Reader™ Version 4.0 or later and Adobe® Reader® Version 6.0 or later

* Microsoft® and Internet Explorer are registered trademarks or product names of Microsoft Corporation, in the U.S. or respective countries.

* Adobe® Acrobat® Reader™ and Adobe® Reader® are registered trademark or product name of Adobe Systems, Inc., in the U.S. or respective countries.

(3) Internet connection may be restricted due to presence of a Firewall or the like. Please ask your system administrator if you need assistance.

For inquires about how to operate your personal computer:

- If you need assistance to operate your personal computer to exercise your voting rights via our website, please call the following number.

Sumitomo Mitsui Trust Bank, Ltd., Stock Transfer Agency Web Support Hotline

Telephone: 0120-652-031 (*Toll free)

(Business hours: 9:00 to 21:00 excluding Saturdays, Sundays and holidays)

- For any other inquires, please call the following number.

a) Shareholders who have an account at a securities company

Shareholders who have an account at a securities company are asked to contact the securities company for assistance.

b) Shareholders who don't have an account at a securities company

(Shareholders who have a special account)

Sumitomo Mitsui Trust Bank, Ltd., Stock Transfer Agency Business Planning Department

Telephone: 0120-782-031 (*Toll free)

(Business hours: 9:00 to 17:00 excluding Saturdays, Sundays and holidays)

* The service is available in Japanese only.

Site Map for the General Meeting of Shareholders

Venue

Head Office of USS Co., Ltd. (USS Nagoya Auction Site)

507-20 Shinpo-machi, Tokai, Aichi

Telephone: 052-689-1129

Access Information

Approximately 10 minutes by taxi from Nawa Station on the Meitetsu Tokoname Line.

Approximately 15 minutes by taxi from Odaka Station on the JR Tokaido Main Line (Tokaido-honsen).

In addition, there is a bus pickup service at 10:00 and 10:30 a.m. from each of the above stations.

If you are coming by car, please use our parking area.