



# ***DATA BOOK***

***2010.03***

Stock Code : 4732

**USS Co., Ltd.**

[www.ussnet.co.jp](http://www.ussnet.co.jp)

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I 主要データ(年度) Main Financial Indicators(Fiscal Year)

(単位:百万円、千株、社、人、% / Unit: Million Yen, Thousand Shares, No. of Companies, People, %)

| 項目                                     | Item  | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3  | 2006.3  | 2007.3  | 2008.3  | 2009.3  | 2010.3  | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|--|---|--------|--------|--------|--------|--------|---------|---------|---------|---------|---------|---------|-----------------------|--|
| 連結経営成績 Consolidated Operating Results  |   |        |        |        |        |        |         |         |         |         |         |         |                       |  |
| 売上高                                    | Net Sales   | 16,971 | 21,623 | 26,008 | 33,819 | 42,425 | 50,484  | 60,243  | 64,568  | 69,801  | 66,549  | 59,849  | ▲ 10.1                | 13.4   |
| 営業利益                                   | Operating Income                                  | 6,927  | 8,837  | 11,345 | 15,335 | 18,017 | 20,673  | 23,103  | 24,817  | 27,200  | 22,568  | 21,940  | ▲ 2.8                 | 12.2   |
| 経常利益                                   | Ordinary Income                                   | 6,520  | 8,693  | 10,859 | 15,382 | 18,207 | 21,096  | 23,544  | 25,360  | 27,490  | 22,503  | 22,511  | 0.0                   | 13.2   |
| 当期純利益                                  | Net Income  | 3,543  | 4,493  | 5,489  | 7,645  | 8,907  | 11,814  | 13,203  | 14,390  | 15,200  | 12,003  | 12,717  | 5.9                   | 13.6   |
| 連結財政状態 Consolidated Financial Position |   |        |        |        |        |        |         |         |         |         |         |         |                       |  |
| 総資産                                    | Total Assets                                      | 51,395 | 62,315 | 80,929 | 88,979 | 92,538 | 115,704 | 131,908 | 146,172 | 150,737 | 138,370 | 142,164 | 2.7                   | 10.7   |
| 現金及び預金                                 | Cash and Deposits                                 | 17,097 | 11,595 | 21,477 | 15,356 | 15,168 | 15,818  | 19,995  | 21,149  | 26,280  | 18,445  | 29,681  | 60.9                  | 5.7  |
| 負債                                     | Total Liabilities                                 | 23,607 | 29,624 | 46,209 | 44,603 | 24,284 | 29,901  | 33,841  | 40,184  | 33,159  | 23,428  | 23,773  | 1.5                   | 0.1  |
| 有利子負債                                  | Interest Bearing Debt                             | 12,159 | 13,462 | 28,858 | 25,579 | 7,331  | 7,490   | 5,200   | 5,355   | 3,064   | 2,716   | 1,806   | ▲ 33.5                | ▲ 17.4   |
| 純資産                                    | Total Net Assets                                  | 27,787 | 32,690 | 34,720 | 44,376 | 68,254 | 85,803  | 98,067  | 105,988 | 117,577 | 114,941 | 118,390 | 3.0                   | 15.6   |
| 自己資本                                   | Owners' Equity                                    | 27,600 | 32,266 | 34,402 | 43,812 | 67,497 | 84,877  | 97,391  | 104,985 | 117,130 | 114,771 | 118,146 | 2.9                   | 15.7   |
| 1株当たりデータ Per Share Information         |   |        |        |        |        |        |         |         |         |         |         |         |                       |  |
| EPS(円)                                 | EPS(Yen)  | 206.40 | 168.68 | 205.68 | 279.47 | 300.72 | 377.69  | 407.08  | 447.12  | 475.14  | 382.72  | 418.85  | 9.4                   | 7.3  |
| 配当金(円)                                 | Dividend per Share(Yen)                           | 5.0    | 20.0   | 30.0   | 40.0   | 50.0   | 65.0    | 80.0    | 100.0   | 145.0   | 165.0   | 168.0   | 1.8                   | 42.1   |
| その他 Others                             |   |        |        |        |        |        |         |         |         |         |         |         |                       |  |
| 営業利益率                                  | Operating Margin                                  | 40.8   | 40.9   | 43.7   | 45.3   | 42.5   | 40.9    | 38.4    | 38.4    | 39.0    | 33.9    | 36.7    | -                     | -  |
| ROE                                    | ROE   | 18.2   | 15.0   | 16.5   | 19.5   | 16.0   | 15.5    | 14.5    | 14.2    | 13.7    | 10.4    | 10.9    | -                     | -  |
| ROA                                    | ROA   | 14.5   | 15.3   | 15.2   | 18.1   | 20.1   | 20.3    | 19.0    | 18.2    | 18.5    | 15.6    | 16.0    | -                     | -  |
| 配当性向                                   | Dividend Payout Rate                              | 2.4    | 11.9   | 14.6   | 14.3   | 16.6   | 17.2    | 19.7    | 22.4    | 30.5    | 43.1    | 40.1    | -                     | -  |
| 自己資本比率                                 | Owners' Equity Ratio                              | 53.7   | 51.8   | 42.5   | 49.3   | 72.9   | 73.4    | 73.8    | 71.8    | 77.7    | 82.9    | 83.1    | -                     | -  |
| 発行済株式数(自己株除く)                          | Number of Shares Issued(Excluding Treasury Stock) | 26,487 | 26,637 | 26,825 | 27,411 | 30,813 | 31,980  | 32,342  | 31,932  | 32,024  | 30,590  | 29,759  | ▲ 2.7                 | 1.2  |
| 自己株式数                                  | Treasury Stock                                    | 0      | -      | 0      | 1      | 1      | 1       | 144     | 671     | 671     | 2,105   | 2,936   | 39.5                  | 161.0  |
| 現車会員数                                  | On-site Auction Members                           | 18,912 | 22,329 | 25,023 | 27,622 | 30,195 | 34,420  | 37,157  | 40,959  | 42,751  | 43,307  | 44,317  | 2.3                   | 8.9  |
| CIS(インターネット)会員数                        | CIS (Internet) Members                            | 3,422  | 4,619  | 6,755  | 9,221  | 11,429 | 12,286  | 16,338  | 17,465  | 19,995  | 22,273  | 23,565  | 5.8                   | 21.3   |
| TV(衛星)会員数                              | TV(Satellite Auction) Members                     | 2,943  | 4,278  | 5,170  | 5,936  | 6,419  | 6,768   | 6,648   | 6,132   | 5,637   | 5,098   | 4,599   | ▲ 9.8                 | 4.6  |
| 会場数                                    | Auction Sites                                     | 9      | 10     | 11     | 11     | 12     | 14      | 16      | 18      | 18      | 18      | 17      | ▲ 5.6                 | 6.6  |
| 従業員数                                   | Employees   | 549    | 606    | 680    | 1,017  | 1,177  | 1,376   | 1,513   | 1,618   | 1,742   | 1,721   | 1,516   | ▲ 11.9                | 10.7   |

※CIS(インターネット)会員およびTV(衛星)会員への入会条件として現車会員であることが求められるため、CIS(インターネット)会員・TV(衛星)会員は必ず現車会員となります。

\* All CIS(Internet) and TV(Satellite Auction) members are also on-site auction members because on-site membership is a requirement for these other two membership categories.

II-1-(1) 自動車業界関連指標の推移(暦年) Automobile Industry Statistics (Calendar Year)

(単位:千台、% / Unit: Thousand Vehicles, %)

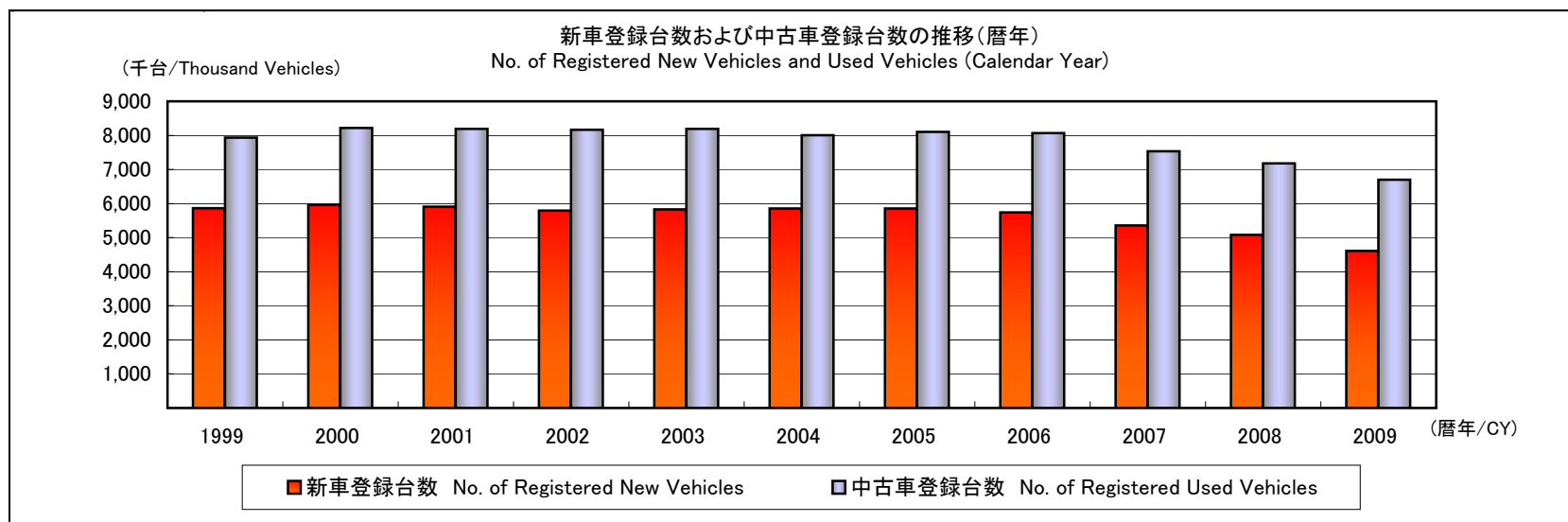
|   |                      |                        | 1999             | 2000            | 2001             | 2002             | 2003            | 2004             | 2005            | 2006             | 2007              | 2008              | 2009              | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|---|----------------------|------------------------|------------------|-----------------|------------------|------------------|-----------------|------------------|-----------------|------------------|-------------------|-------------------|-------------------|--|
| 新車登録台数<br>No. of Registered New<br>Vehicles   | 登録車<br>Ordinary Cars |                        | 3,987            | 4,095           | 4,059            | 3,966            | 4,027           | 3,962            | 3,928           | 3,715            | 3,433             | 3,212             | 2,921             | ▲ 3.1  |
|   | 軽自動車<br>Mini Cars    |                        | 1,873            | 1,867           | 1,847            | 1,826            | 1,800           | 1,890            | 1,923           | 2,023            | 1,919             | 1,869             | 1,688             | ▲ 1.0  |
|   | 合計<br>(増減率)          | Total<br>(YoY changes) | 5,861<br>(▲ 0.3) | 5,963<br>(1.7)  | 5,906<br>(▲ 0.9) | 5,792<br>(▲ 1.9) | 5,828<br>(0.6)  | 5,853<br>(0.4)   | 5,851<br>(0.0)  | 5,739<br>(▲ 1.9) | 5,353<br>(▲ 6.7)  | 5,082<br>(▲ 5.1)  | 4,609<br>(▲ 9.3)  | ▲ 2.4<br>-   |
| 中古車登録台数<br>No. of Registered<br>Used Vehicles | 登録車<br>Ordinary Cars |                        | 5,464            | 5,595           | 5,532            | 5,363            | 5,322           | 5,252            | 5,235           | 5,029            | 4,571             | 4,298             | 4,045             | ▲ 3.0  |
|   | 軽自動車<br>Mini Cars    |                        | 2,468            | 2,618           | 2,663            | 2,803            | 2,872           | 2,749            | 2,870           | 3,037            | 2,958             | 2,880             | 2,652             | 0.7  |
|   | 合計<br>(増減率)          | Total<br>(YoY changes) | 7,932<br>(▲ 0.3) | 8,213<br>(3.5)  | 8,195<br>(▲ 0.2) | 8,167<br>(▲ 0.3) | 8,195<br>(0.3)  | 8,001<br>(▲ 2.4) | 8,106<br>(1.3)  | 8,066<br>(▲ 0.5) | 7,530<br>(▲ 6.7)  | 7,178<br>(▲ 4.7)  | 6,698<br>(▲ 6.7)  | ▲ 1.7<br>-   |
| 自動車保有台数<br>No. of Vehicles Owned              | 合計<br>(増減率)          | Total<br>(YoY changes) | 71,726<br>(1.3)  | 72,652<br>(1.3) | 73,411<br>(1.0)  | 73,992<br>(0.8)  | 74,217<br>(0.3) | 74,658<br>(0.6)  | 75,689<br>(1.4) | 75,862<br>(0.2)  | 75,718<br>(▲ 0.2) | 75,531<br>(▲ 0.2) | 75,327<br>(▲ 0.3) | 0.5<br>-   |

※軽自動車からバス、トラックまでを含む台数を記載しております。

(出所:(社)全国軽自動車協会連合会、(社)日本自動車販売協会連合会、(社)日本自動車工業会)

\* All kinds of vehicles are listed, including light vans, buses, and trucks.

(Sources: Japan Mini Vehicles Association, Japan Automobile Dealers Association, Japan Automobile Manufacturers Association, Inc.)



II-1-(2) 中古車輸出台数の推移(暦年) Used Car Exports by Area (Calendar Year)

(単位:千台、% / Unit: Thousand Vehicles, %)

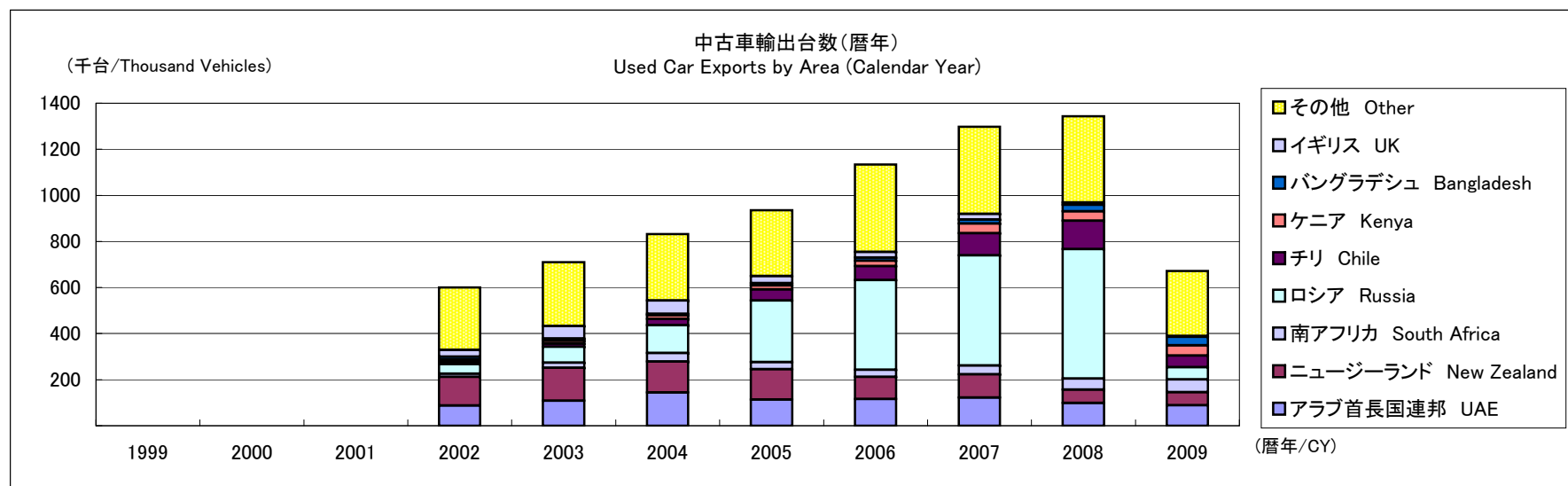
|                      | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006  | 2007  | 2008  | 2009 | 増減率<br>VS. Prev. year | 過去7年<br>平均増減率<br>Avg YoY Change<br>(7 year period) |
|----------------------|------|------|------|------|------|------|------|-------|-------|-------|------|-----------------------|--|
| アラブ首長国連邦 UAE         | -    | -    | -    | 87   | 108  | 144  | 113  | 116   | 122   | 98    | 89   | ▲ 8.4                 | 0.3  |
| ニュージーランド New Zealand | -    | -    | -    | 125  | 144  | 135  | 132  | 96    | 101   | 59    | 57   | ▲ 2.8                 | ▲ 10.5   |
| 南アフリカ South Africa   | -    | -    | -    | 14   | 22   | 37   | 31   | 31    | 38    | 47    | 55   | 15.7                  | 21.6   |
| ロシア Russia           | -    | -    | -    | 42   | 68   | 120  | 268  | 389   | 478   | 563   | 53   | ▲ 90.6                | 3.2  |
| チリ Chile             | -    | -    | -    | 8    | 14   | 27   | 47   | 60    | 96    | 123   | 51   | ▲ 58.8                | 29.3   |
| ケニア Kenya            | -    | -    | -    | 11   | 13   | 16   | 18   | 24    | 42    | 40    | 44   | 10.2                  | 21.6   |
| バングラデシュ Bangladesh   | -    | -    | -    | 13   | 9    | 7    | 10   | 14    | 18    | 29    | 37   | 26.5                  | 16.0   |
| イギリス UK              | -    | -    | -    | 29   | 55   | 57   | 31   | 24    | 24    | 10    | 4    | ▲ 53.9                | ▲ 22.8   |
| その他 Other            | -    | -    | -    | 271  | 277  | 289  | 285  | 380   | 379   | 374   | 282  | ▲ 24.6                | 0.6  |
| 合計 Total             | -    | -    | -    | 603  | 712  | 835  | 940  | 1,137 | 1,302 | 1,347 | 675  | ▲ 49.8                | 1.6  |

(出所: 国際自動車流通協議会)

※中古車輸出台数は2002年から集計が開始されました。

(Sources: International Auto Trade Association)

\*Started compiling used car export data from 2002.



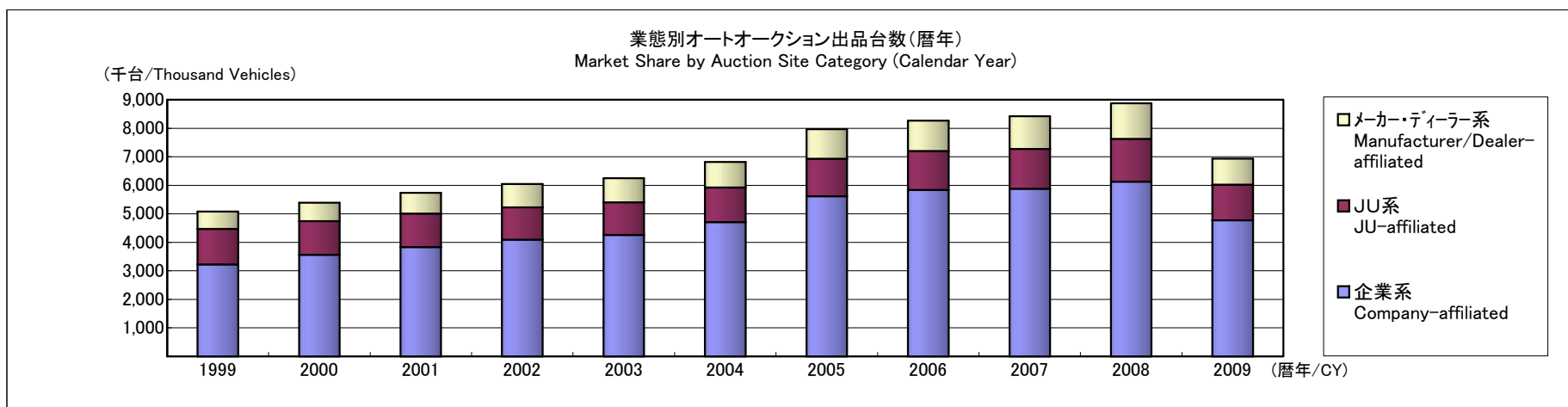
Ⅱ-1-(3) 業態別オートオークション出品台数(暦年) Market Share by Auction Site Category (Calendar Year)

(単位:千台、% / Unit: No. of Thousand Vehicles, %)

|             |   | 1999            | 2000            | 2001            | 2002            | 2003            | 2004            | 2005            | 2006            | 2007            | 2008            | 2009            | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|-------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------------|--|
| 企業系         | Company-affiliated<br>(構成比) (Share)             | 3,226<br>(63.4) | 3,564<br>(66.2) | 3,830<br>(66.8) | 4,099<br>(67.8) | 4,261<br>(68.2) | 4,706<br>(69.0) | 5,613<br>(70.5) | 5,831<br>(70.5) | 5,876<br>(69.8) | 6,123<br>(69.0) | 4,773<br>(68.8) | ▲ 22.1<br>-           | 4.0<br>-   |
| JU系         | JU-affiliated<br>(構成比) (Share)                  | 1,247<br>(24.6) | 1,182<br>(21.9) | 1,170<br>(20.4) | 1,127<br>(18.6) | 1,135<br>(18.2) | 1,216<br>(17.8) | 1,309<br>(16.4) | 1,362<br>(16.5) | 1,396<br>(16.6) | 1,495<br>(16.9) | 1,239<br>(17.9) | ▲ 17.1<br>-           | ▲ 0.1<br>-   |
| メーカー・ディーラー系 | Manufacturer/Dealer-affiliated<br>(構成比) (Share) | 608<br>(12.0)   | 641<br>(11.9)   | 734<br>(12.8)   | 819<br>(13.6)   | 849<br>(13.6)   | 896<br>(13.2)   | 1,042<br>(13.1) | 1,078<br>(13.0) | 1,146<br>(13.6) | 1,254<br>(14.1) | 925<br>(13.3)   | ▲ 26.2<br>-           | 4.3<br>-   |
| 合計          | Total   | 5,083           | 5,387           | 5,736           | 6,046           | 6,246           | 6,819           | 7,965           | 8,271           | 8,419           | 8,873           | 6,938           | ▲ 21.8                | 3.2  |

(出所: 月刊「ユーストカー」)

(Source: Monthly Magazine Used Car)



企業系.....オークション会場の経営を主業とする企業により運営されている会場

JU系.....日本中古車販売連合会傘下の各都道府県中古自動車販売商工組合により運営されている会場

メーカー・ディーラー系.....自動車メーカーおよびその関連会社またはメーカー系ディーラーにより運営される会場

Company-affiliated.....Sites operated by a company engaged primarily in the auto auction business.

JU-affiliated.....Sites operated by prefectural used car sales associations of Japan Used Car Association.

Manufacturer/Dealer-affiliated.....Sites operated by auto manufacturers, their subsidiaries or dealers.

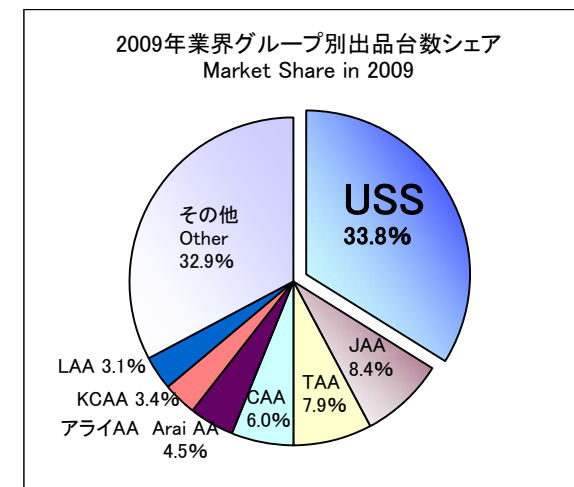
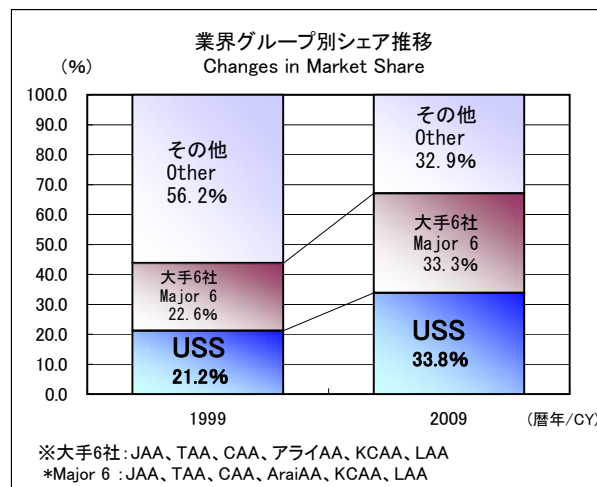
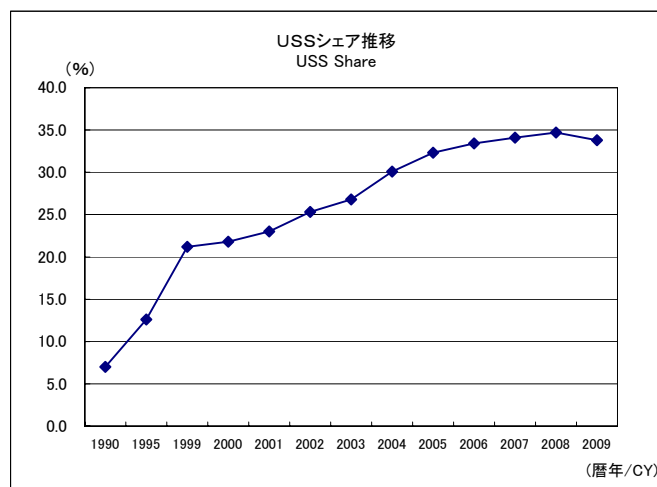
II-1-(4) オートオークション業界グループ別出品台数シェア(暦年) Market Share by Auto Auction Industry Group(Calendar Year)

(単位:千台、% / Unit:No.of Thousand Vehicles, %)

| グループ名<br>Group Name    | 1999           |              | 2000           |              | 2001           |              | 2002           |              | 2003           |              | 2004           |              | 2005           |              | 2006           |              | 2007           |              | 2008           |              | 2009           |              | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |              |
|------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|--|--------------|
|                        | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles | シェア<br>Share | 台数<br>Vehicles                                       | シェア<br>Share |
| USS                    | 1,078          | 21.2         | 1,176          | 21.8         | 1,318          | 23.0         | 1,530          | 25.3         | 1,672          | 26.8         | 2,053          | 30.1         | 2,576          | 32.3         | 2,761          | 33.4         | 2,873          | 34.1         | 3,080          | 34.7         | 2,347          | 33.8         | 8.1  | 1.3p         |
| JAA                    | 323            | 6.4          | 320            | 6.0          | 349            | 6.1          | 351            | 5.8          | 614            | 9.8          | 643            | 9.4          | 707            | 8.9          | 699            | 8.5          | 703            | 8.4          | 716            | 8.1          | 583            | 8.4          | 6.1  | 0.2p         |
| TAA                    | 167            | 3.3          | 223            | 4.1          | 304            | 5.3          | 372            | 6.2          | 415            | 6.7          | 460            | 6.8          | 566            | 7.1          | 623            | 7.5          | 690            | 8.2          | 759            | 8.6          | 551            | 7.9          | 12.6   | 0.5p         |
| CAA                    | 167            | 3.3          | 220            | 4.1          | 256            | 4.5          | 299            | 4.9          | 322            | 5.2          | 404            | 5.9          | 465            | 5.8          | 511            | 6.2          | 503            | 6.0          | 541            | 6.1          | 413            | 6.0          | 9.5  | 0.3p         |
| アライAA<br>Arai AA       | 319            | 6.3          | 301            | 5.6          | 300            | 5.2          | 328            | 5.4          | 346            | 5.6          | 329            | 4.8          | 357            | 4.5          | 387            | 4.7          | 369            | 4.4          | 392            | 4.4          | 309            | 4.5          | ▲0.3   | ▲0.2p        |
| KCAA                   | 134            | 2.7          | 158            | 2.9          | 154            | 2.7          | 156            | 2.6          | 160            | 2.6          | 171            | 2.5          | 189            | 2.4          | 188            | 2.3          | 208            | 2.5          | 229            | 2.6          | 234            | 3.4          | 5.7  | 0.1p         |
| LAA                    | 32             | 0.6          | 62             | 1.2          | 66             | 1.2          | 71             | 1.2          | 109            | 1.7          | 136            | 2.0          | 286            | 3.6          | 340            | 4.1          | 319            | 3.8          | 309            | 3.5          | 213            | 3.1          | 20.5   | 0.3p         |
| その他<br>Other           | 2,859          | 56.2         | 2,923          | 54.3         | 2,985          | 52.0         | 2,937          | 48.6         | 2,604          | 41.6         | 2,619          | 38.5         | 2,816          | 35.4         | 2,760          | 33.3         | 2,750          | 32.6         | 2,844          | 32.0         | 2,286          | 32.9         | ▲2.2   | ▲2.3p        |
| 業界合計<br>Industry Total | 5,083          | 100.0        | 5,387          | 100.0        | 5,736          | 100.0        | 6,046          | 100.0        | 6,246          | 100.0        | 6,819          | 100.0        | 7,965          | 100.0        | 8,271          | 100.0        | 8,419          | 100.0        | 8,873          | 100.0        | 6,938          | 100.0        | 3.2  | -            |

(出所:月刊「ユーストカー」)

(Source: Monthly Magazine Used Car)



Ⅱ-1-(5) オートオークション会場出品台数ランキング(暦年) Ranking of Auto Auction Sites by Number of Consigned Vehicles(Calendar Year)

(単位:台、%、千円 / Unit: No. of Vehicles, %, Thousand Yen)

| 2009年<br>順位<br>2009<br>Ranking | 会場名<br>Site Name                            | 出品台数<br>No. of Consigned Vehicles |         |                    | 成約台数<br>No. of<br>Contracted<br>Vehicles | 成約率<br>Contract<br>Completion<br>Rate | 1台あたり<br>平均成約金額<br>Average Price per<br>Contracted<br>Vehicle | 1開催平均出品台数<br>Average No. of<br>Consigned<br>Vehicles per Auction | 2008年<br>順位<br>2008<br>Ranking |
|--------------------------------|---|-----------------------------------|---------|--------------------|--|---------------------------------------|---|--|--------------------------------|
|                                |   | 2009                              | 2008    | 増減率<br>YoY Changes |  |                                       |   |  |                                |
| 1                              | USS東京<br>USS Tokyo                          | 613,948                           | 767,724 | ▲ 20.0             | 388,040                                  | 63.2                                  | 819   | 12,279   | 1                              |
| 2                              | HAA神戸<br>HAA Kobe                           | 412,914                           | 455,475 | ▲ 9.3              | 222,220                                  | 53.8                                  | 676   | 8,427  | 2                              |
| 3                              | USS名古屋<br>USS Nagoya                        | 318,869                           | 381,170 | ▲ 16.3             | 195,841                                  | 61.4                                  | 820   | 6,508  | 3                              |
| 4                              | CAA中部<br>CAA Chubu                          | 214,824                           | 270,026 | ▲ 20.4             | 125,938                                  | 58.6                                  | 576   | 4,476  | 5                              |
| 5                              | JU岐阜<br>JU Gifu                             | 208,858                           | 230,396 | ▲ 9.3              | 95,977                                   | 46.0                                  | 404   | 4,262  | 6                              |
| 6                              | USS横浜<br>USS Yokohama                       | 208,807                           | 285,057 | ▲ 26.7             | 108,762                                  | 52.1                                  | 489   | 4,261  | 4                              |
| 7                              | JU埼玉<br>JU Saitama                          | 171,538                           | 195,134 | ▲ 12.1             | 103,963                                  | 60.6                                  | 553   | 3,363  | 9                              |
| 8                              | USS九州<br>USS Kyushu                         | 168,667                           | 212,237 | ▲ 20.5             | 86,183                                   | 51.1                                  | 468   | 3,373  | 7                              |
| 9                              | アライAA小山バントラ<br>Arai AA Oyama(Vans & Trucks) | 149,175                           | 176,301 | ▲ 15.4             | 77,865                                   | 52.2                                  | 642   | 3,044  | 11                             |
| 10                             | バイオーク<br>Bay-Auc                            | 128,979                           | 179,600 | ▲ 28.2             | 76,990                                   | 59.7                                  | 521   | 2,580  | 10                             |

※月刊「ユーストカー」を基に、現車オークション会場のみを対象としております。

\* This ranking concerning for Real Auto Auction Site is made based on Monthly Magazine Used Car.



II-1-(6) 地域別オートオークション会場出品台数ランキング(暦年) Ranking of Auto Auction Sites by Number of Consigned Vehicles by Area (Calendar Year)

(単位:台、% / Unit:No. of Vehicles, %)

| 北海道地区 Hokkaido |                   |                                   |                          |  |
|----------------|-------------------|-----------------------------------|--------------------------|--|
| ■出品台数          |                   | No. of Consigned Vehicles         | 212,544                  |  |
| ■出品シェア         |                   | No. of Consigned Vehicles Share   | 3.1                      |  |
| 順位<br>Ranking  | 会場名<br>Site Name  | 出品台数<br>No. of Consigned Vehicles | シェア<br>Share in the Area |  |
| 1              | USS札幌 USS Sapporo | 120,523                           | 56.7                     |  |
| 2              | JU札幌 JU Sapporo   | 27,659                            | 13.0                     |  |
| 3              | 札幌AA Sapporo AA   | 19,395                            | 9.1                      |  |

| 東北地区 Tohoku   |                  |                                   |                          |  |
|---------------|------------------|-----------------------------------|--------------------------|--|
| ■出品台数         |                  | No. of Consigned Vehicles         | 320,064                  |  |
| ■出品シェア        |                  | No. of Consigned Vehicles Share   | 4.6                      |  |
| 順位<br>Ranking | 会場名<br>Site Name | 出品台数<br>No. of Consigned Vehicles | シェア<br>Share in the Area |  |
| 1             | USS東北 USS Tohoku | 92,219                            | 28.8                     |  |
| 2             | JU宮城 JU Miyagi   | 63,619                            | 19.9                     |  |
| 3             | TAA東北 TAA Tohoku | 53,227                            | 16.6                     |  |

| 関東・甲信越地区 Kanto・Koshinetsu |                    |                                   |                          |  |
|---------------------------|--------------------|-----------------------------------|--------------------------|--|
| ■出品台数                     |                    | No. of Consigned Vehicles         | 2,546,509                |  |
| ■出品シェア                    |                    | No. of Consigned Vehicles Share   | 36.7                     |  |
| 順位<br>Ranking             | 会場名<br>Site Name   | 出品台数<br>No. of Consigned Vehicles | シェア<br>Share in the Area |  |
| 1                         | USS東京 USS Tokyo    | 613,948                           | 24.1                     |  |
| 2                         | USS横浜 USS Yokohama | 208,807                           | 8.2                      |  |
| 3                         | JU埼玉 JU Saitama    | 171,538                           | 6.7                      |  |

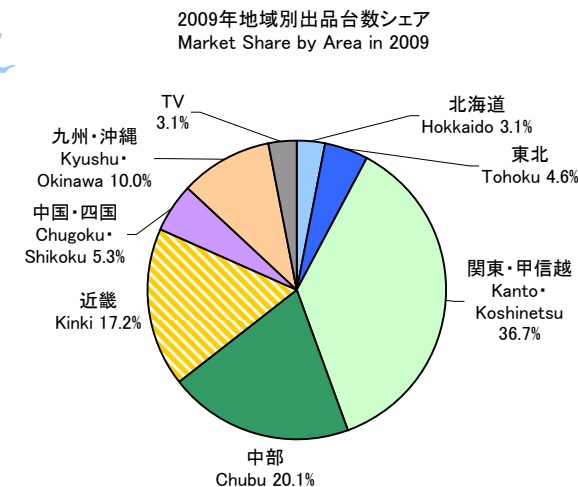
| 中部地区 Chubu    |                   |                                   |                          |  |
|---------------|-------------------|-----------------------------------|--------------------------|--|
| ■出品台数         |                   | No. of Consigned Vehicles         | 1,391,954                |  |
| ■出品シェア        |                   | No. of Consigned Vehicles Share   | 20.1                     |  |
| 順位<br>Ranking | 会場名<br>Site Name  | 出品台数<br>No. of Consigned Vehicles | シェア<br>Share in the Area |  |
| 1             | USS名古屋 USS Nagoya | 318,869                           | 22.9                     |  |
| 2             | CAA中部 CAA Chubu   | 214,824                           | 15.4                     |  |
| 3             | JU岐阜 JU Gifu      | 208,858                           | 15.0                     |  |

| 近畿地区 Kinki    |                  |                                   |                          |  |
|---------------|------------------|-----------------------------------|--------------------------|--|
| ■出品台数         |                  | No. of Consigned Vehicles         | 1,192,607                |  |
| ■出品シェア        |                  | No. of Consigned Vehicles Share   | 17.2                     |  |
| 順位<br>Ranking | 会場名<br>Site Name | 出品台数<br>No. of Consigned Vehicles | シェア<br>Share in the Area |  |
| 1             | HAA神戸 HAA Kobe   | 412,914                           | 34.6                     |  |
| 2             | ベイオーク Bay-Auc    | 128,979                           | 10.8                     |  |
| 3             | USS大阪 USS Osaka  | 107,379                           | 9.0                      |  |

| 中国・四国地区 Chugoku・Shikoku |                   |                                   |                          |  |
|-------------------------|-------------------|-----------------------------------|--------------------------|--|
| ■出品台数                   |                   | No. of Consigned Vehicles         | 364,498                  |  |
| ■出品シェア                  |                   | No. of Consigned Vehicles Share   | 5.3                      |  |
| 順位<br>Ranking           | 会場名<br>Site Name  | 出品台数<br>No. of Consigned Vehicles | シェア<br>Share in the Area |  |
| 1                       | USS岡山 USS Okayama | 69,219                            | 19.0                     |  |
| 2                       | LAA四国 LAA Shikoku | 61,275                            | 16.8                     |  |
| 3                       | JU広島 JU Hiroshima | 61,058                            | 16.8                     |  |

| 九州・沖縄地区 Kyushu・Okinawa |                                   |                                   |                          |  |
|------------------------|-----------------------------------|-----------------------------------|--------------------------|--|
| ■出品台数                  |                                   | No. of Consigned Vehicles         | 695,881                  |  |
| ■出品シェア                 |                                   | No. of Consigned Vehicles Share   | 10.0                     |  |
| 順位<br>Ranking          | 会場名<br>Site Name                  | 出品台数<br>No. of Consigned Vehicles | シェア<br>Share in the Area |  |
| 1                      | USS九州 USS Kyushu                  | 168,667                           | 24.2                     |  |
| 2                      | KCAA福岡・アライAA KCAA Fukuoka・Arai AA | 103,462                           | 14.9                     |  |
| 3                      | TAA九州 TAA Kyushu                  | 85,058                            | 12.2                     |  |

(出所: 月刊「ユーストカー」)  
(Source: Monthly Magazine Used Car)



II-2-(1) USSグループ会場別オートオークション実績(年度) Auto Auction Results at USS Group Auction Site(Fiscal Year)

(単位:回、台、% / Unit: No. of Auctions, No. of Vehicles, %)

| 会場名<br>Site Name | 開催数<br>No. of Auctions Held |        | 出品台数<br>No. of Consigned Vehicles |           |                    | 成約台数<br>No. of Contracted Vehicles |           |                    | 成約率<br>Contract Completion Rate |        |      |
|------------------|-----------------------------|--------|-----------------------------------|-----------|--------------------|------------------------------------|-----------|--------------------|---------------------------------|--------|------|
|                  | 2010.3                      | 2009.3 | 2010.3                            | 2009.3    | 増減率<br>YoY Changes | 2010.3                             | 2009.3    | 増減率<br>YoY Changes | 2010.3                          | 2009.3 |      |
| 東京               | Tokyo                       | 50     | 50                                | 612,787   | 724,036            | ▲ 15.4                             | 395,911   | 410,630            | ▲ 3.6                           | 64.6   | 56.7 |
| 名古屋              | Nagoya                      | 49     | 50                                | 331,018   | 356,034            | ▲ 7.0                              | 206,740   | 194,517            | 6.3                             | 62.5   | 54.6 |
| 横浜               | Yokohama                    | 49     | 49                                | 206,125   | 262,460            | ▲ 21.5                             | 110,228   | 132,218            | ▲ 16.6                          | 53.5   | 50.4 |
| 九州               | Kyushu                      | 50     | 49                                | 170,756   | 201,598            | ▲ 15.3                             | 89,703    | 96,079             | ▲ 6.6                           | 52.5   | 47.7 |
| 札幌               | Sapporo                     | 50     | 49                                | 122,751   | 154,683            | ▲ 20.6                             | 72,069    | 84,441             | ▲ 14.7                          | 58.7   | 54.6 |
| 大阪               | Osaka                       | 50     | 50                                | 107,720   | 145,921            | ▲ 26.2                             | 65,254    | 76,155             | ▲ 14.3                          | 60.6   | 52.2 |
| 流通               | Ryutsu                      | 51     | 50                                | 104,861   | 150,822            | ▲ 30.5                             | 33,891    | 50,259             | ▲ 32.6                          | 32.3   | 33.3 |
| R名古屋             | R-Nagoya                    | 49     | 49                                | 93,081    | 121,520            | ▲ 23.4                             | 73,947    | 95,014             | ▲ 22.2                          | 79.4   | 78.2 |
| 東北               | Tohoku                      | 51     | 49                                | 89,809    | 119,590            | ▲ 24.9                             | 59,850    | 76,408             | ▲ 21.7                          | 66.6   | 63.9 |
| 静岡               | Sizuoka                     | 49     | 49                                | 86,550    | 110,583            | ▲ 21.7                             | 45,686    | 51,592             | ▲ 11.4                          | 52.8   | 46.7 |
| 群馬               | Gunma                       | 49     | 49                                | 81,624    | 106,723            | ▲ 23.5                             | 48,001    | 56,999             | ▲ 15.8                          | 58.8   | 53.4 |
| 福岡               | Fukuoka                     | 50     | 49                                | 77,235    | 102,806            | ▲ 24.9                             | 25,959    | 33,509             | ▲ 22.5                          | 33.6   | 32.6 |
| 岡山               | Okayama                     | 50     | 50                                | 68,676    | 91,133             | ▲ 24.6                             | 31,956    | 41,512             | ▲ 23.0                          | 46.5   | 45.6 |
| 埼玉               | Saitama                     | 50     | 50                                | 58,856    | 80,212             | ▲ 26.6                             | 26,457    | 29,199             | ▲ 9.4                           | 45.0   | 36.4 |
| 神戸               | Kobe                        | 49     | 50                                | 41,880    | 61,808             | ▲ 32.2                             | 22,577    | 29,218             | ▲ 22.7                          | 53.9   | 47.3 |
| 新潟               | Nigata                      | 51     | 49                                | 27,513    | 35,389             | ▲ 22.3                             | 13,859    | 17,969             | ▲ 22.9                          | 50.4   | 50.8 |
| 北陸               | Hokuriku                    | 49     | 49                                | 27,075    | 34,485             | ▲ 21.5                             | 15,677    | 19,206             | ▲ 18.4                          | 57.9   | 55.7 |
| 藤岡               | Fujioka                     | 38     | 49                                | 19,198    | 42,833             | ▲ 55.2                             | 5,193     | 12,877             | ▲ 59.7                          | 27.0   | 30.1 |
| 総合計              | Total                       | 884    | 889                               | 2,327,515 | 2,902,636          | ▲ 19.8                             | 1,342,958 | 1,507,802          | ▲ 10.9                          | 57.7   | 51.9 |

|  |         |         |        |         |         |       |      |      |
|--|---------|---------|--------|---------|---------|-------|------|------|
| 総合計のうちリユース車取扱台数<br>Reusable Vehicle Auction Data | 474,114 | 549,976 | ▲ 13.8 | 294,048 | 320,516 | ▲ 8.3 | 62.0 | 58.3 |
|--|---------|---------|--------|---------|---------|-------|------|------|

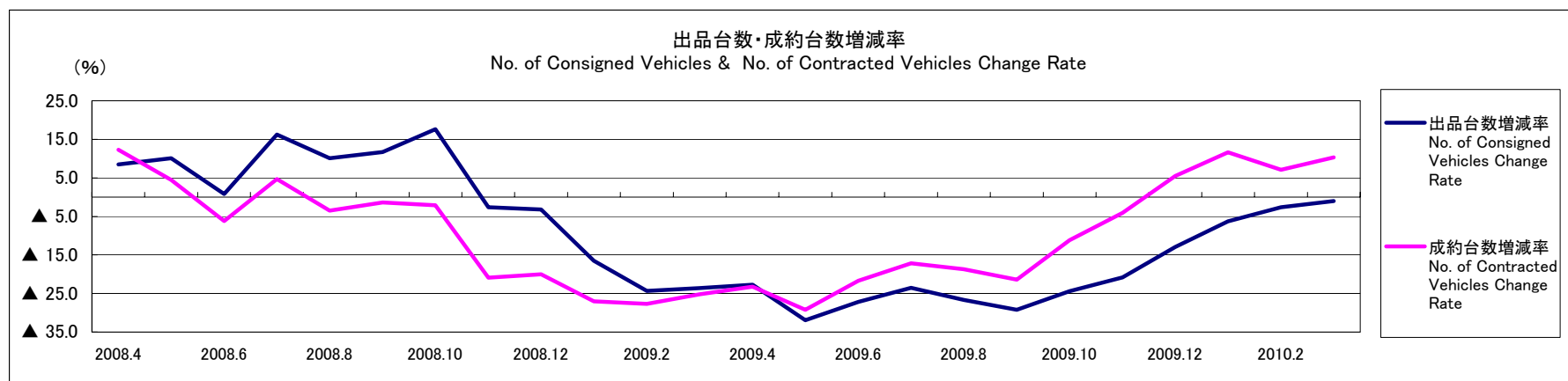
※藤岡会場につきましては、平成22年1月をもって群馬会場と統合しました。

\* Fujioka was integrated into Gunma on January 2010.

II-2-(2) USSグループオートオークション月次推移(年度) Monthly USS Group Auto Auction Results(Fiscal Year)

(単位: 台、% / Unit: No. of Vehicles, %)

|  |                     | 4月<br>Apr | 5月<br>May | 6月<br>Jun | 7月<br>Jul | 8月<br>Aug | 9月<br>Sep | 上期<br>First Half | 10月<br>Oct | 11月<br>Nov | 12月<br>Dec | 1月<br>Jan | 2月<br>Feb | 3月<br>Mar | 下期<br>Second Half | 年度<br>Fiscal Year |
|--|---------------------|-----------|-----------|-----------|-----------|-----------|-----------|------------------|------------|------------|------------|-----------|-----------|-----------|-------------------|-------------------|
| 出品台数<br>No. of<br>Consigned<br>Vehicles  | 2008年度<br>2008 Year | 298,131   | 247,203   | 243,938   | 255,393   | 215,730   | 257,255   | 1,517,650        | 288,178    | 254,311    | 209,181    | 186,974   | 199,158   | 247,184   | 1,384,986         | 2,902,636         |
|  | 増減率<br>YoY Changes  | 8.5       | 10.1      | 0.8       | 16.2      | 10.1      | 11.7      | 9.4              | 17.6       | ▲ 2.6      | ▲ 3.2      | ▲ 16.5    | ▲ 24.3    | ▲ 23.6    | ▲ 9.7             | ▲ 0.6             |
|  | 2009年度<br>2009 Year | 230,469   | 168,335   | 177,611   | 195,339   | 158,138   | 182,241   | 1,112,133        | 217,763    | 201,513    | 182,285    | 175,235   | 193,991   | 244,595   | 1,215,382         | 2,327,515         |
|  | 増減率<br>YoY Changes  | ▲ 22.7    | ▲ 31.9    | ▲ 27.2    | ▲ 23.5    | ▲ 26.7    | ▲ 29.2    | ▲ 26.7           | ▲ 24.4     | ▲ 20.8     | ▲ 12.9     | ▲ 6.3     | ▲ 2.6     | ▲ 1.0     | ▲ 12.2            | ▲ 19.8            |
| 成約台数<br>No. of<br>Contracted<br>Vehicles | 2008年度<br>2008 Year | 157,577   | 133,790   | 136,427   | 142,340   | 114,909   | 139,761   | 824,804          | 142,976    | 115,052    | 90,613     | 91,379    | 110,020   | 132,958   | 682,998           | 1,507,802         |
|  | 増減率<br>YoY Changes  | 12.3      | 4.5       | ▲ 6.2     | 4.7       | ▲ 3.5     | ▲ 1.4     | 1.8              | ▲ 2.1      | ▲ 20.9     | ▲ 20.0     | ▲ 27.0    | ▲ 27.7    | ▲ 25.2    | ▲ 20.6            | ▲ 9.7             |
|  | 2009年度<br>2009 Year | 121,077   | 94,693    | 106,849   | 117,816   | 93,367    | 109,827   | 643,629          | 126,930    | 110,332    | 95,640     | 101,938   | 117,784   | 146,705   | 699,329           | 1,342,958         |
|  | 増減率<br>YoY Changes  | ▲ 23.2    | ▲ 29.2    | ▲ 21.7    | ▲ 17.2    | ▲ 18.7    | ▲ 21.4    | ▲ 22.0           | ▲ 11.2     | ▲ 4.1      | 5.5        | 11.6      | 7.1       | 10.3      | 2.4               | ▲ 10.9            |
| 成約率<br>Contract<br>Completion<br>Rate    | 2008年度<br>2008 Year | 52.9      | 54.1      | 55.9      | 55.7      | 53.3      | 54.3      | 54.3             | 49.6       | 45.2       | 43.3       | 48.9      | 55.2      | 53.8      | 49.3              | 51.9              |
|  | 2009年度<br>2009 Year | 52.5      | 56.3      | 60.2      | 60.3      | 59.0      | 60.3      | 57.9             | 58.3       | 54.8       | 52.5       | 58.2      | 60.7      | 60.0      | 57.5              | 57.7              |



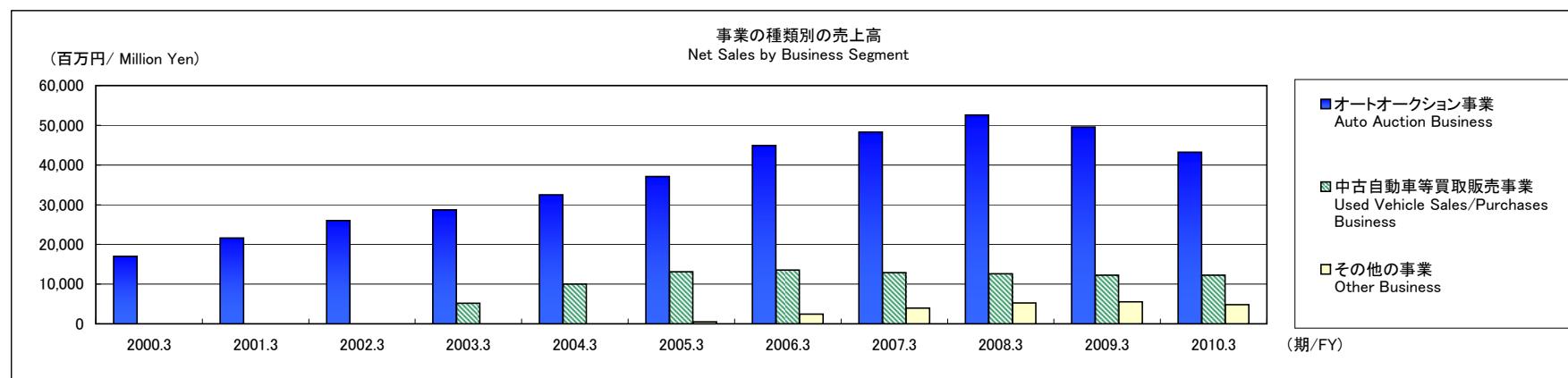
Ⅲ-1-(1) 事業の種類別セグメントの状況 Segment Information by Business Category

(単位:百万円、% / Unit: Million Yen, %)

|  |                                 | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|--|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|--|
| オートオークション事業<br>Auto Auction Business                     | 売上高 Net Sales                   | 16,971 | 21,623 | 26,008 | 28,664 | 32,499 | 37,066 | 44,838 | 48,225 | 52,557 | 49,571 | 43,232 | ▲ 12.8                | 9.8  |
|  | 営業利益 Operating Income           | 6,927  | 8,837  | 11,345 | 15,572 | 18,319 | 20,704 | 22,675 | 24,175 | 26,167 | 22,428 | 21,014 | ▲ 6.3                 | 11.7   |
|  | 営業利益率 Operating Margin          | 40.8   | 40.9   | 43.7   | 54.3   | 56.4   | 55.9   | 50.6   | 50.1   | 49.8   | 45.2   | 48.6   | -                     | -  |
| 中古自動車等買取販売事業<br>Used Vehicle Sales/Purchases<br>Business | 売上高 Net Sales                   | -      | -      | -      | 5,181  | 10,028 | 13,119 | 13,516 | 12,888 | 12,590 | 12,265 | 12,225 | ▲ 0.3                 | 13.0   |
|  | 営業利益(損失) Operating Income(Loss) | -      | -      | -      | ▲ 237  | ▲ 306  | ▲ 50   | 160    | ▲ 17   | 358    | 170    | 413    | 142.3                 | -  |
|  | 営業利益率 Operating Margin          | -      | -      | -      | ▲ 4.6  | ▲ 3.1  | ▲ 0.4  | 1.2    | ▲ 0.1  | 2.8    | 1.4    | 3.4    | -                     | -  |
| その他の事業<br>Other Business                                 | 売上高 Net Sales                   | -      | -      | -      | -      | -      | 524    | 2,458  | 3,974  | 5,260  | 5,535  | 4,835  | ▲ 12.6                | 56.0   |
|  | 営業利益(損失) Operating Income(Loss) | -      | -      | -      | -      | -      | ▲ 19   | 6      | 412    | 389    | ▲ 329  | 196    | -                     | -  |
|  | 営業利益率 Operating Margin          | -      | -      | -      | -      | -      | ▲ 3.7  | 0.2    | 10.4   | 7.4    | ▲ 6.0  | 4.1    | -                     | -  |
| 計<br>Grand Total   | 売上高 Net Sales                   | 16,971 | 21,623 | 26,008 | 33,845 | 42,527 | 50,710 | 60,813 | 65,088 | 70,408 | 67,372 | 60,293 | ▲ 10.5                | 13.5   |
|  | 営業利益 Operating Income           | 6,927  | 8,837  | 11,345 | 15,335 | 18,012 | 20,633 | 22,842 | 24,571 | 26,915 | 22,270 | 21,624 | ▲ 2.9                 | 12.1   |
|  | 営業利益率 Operating Margin          | 40.8   | 40.9   | 43.6   | 45.3   | 42.4   | 40.7   | 37.6   | 37.8   | 38.2   | 33.1   | 35.9   | -                     | -  |
| 消去または全社<br>Elimination of Inter-segment<br>Transactions  | 売上高 Net Sales                   | -      | -      | -      | ▲ 26   | ▲ 101  | ▲ 226  | ▲ 569  | ▲ 519  | ▲ 607  | ▲ 822  | ▲ 444  | -                     | -  |
|  | 営業利益 Operating Income           | -      | -      | -      | 0      | 4      | 39     | 261    | 246    | 285    | 298    | 315    | -                     | -  |
|  | 営業利益率 Operating Margin          | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -                     | -  |
| 連結<br>Consolidated Total                                 | 売上高 Net Sales                   | 16,971 | 21,623 | 26,008 | 33,819 | 42,425 | 50,484 | 60,243 | 64,568 | 69,801 | 66,549 | 59,849 | ▲ 10.1                | 13.4   |
|  | 営業利益 Operating Income           | 6,927  | 8,837  | 11,345 | 15,335 | 18,017 | 20,673 | 23,103 | 24,817 | 27,200 | 22,568 | 21,940 | ▲ 2.8                 | 12.2   |
|  | 営業利益率 Operating Margin          | 40.8   | 40.9   | 43.7   | 45.3   | 42.5   | 40.9   | 38.4   | 38.4   | 39.0   | 33.9   | 36.7   | -                     | -  |

※その他の事業は、株式会社アビツの廃自動車等のリサイクル事業と株式会社USS東洋の廃ゴムのリサイクル事業であります。

\* Other business consists of the recycling of end-of-life vehicles and other Items by Arbiz Co., Ltd. and the recycling of scrap rubbers by USS Toyo Co., Ltd.

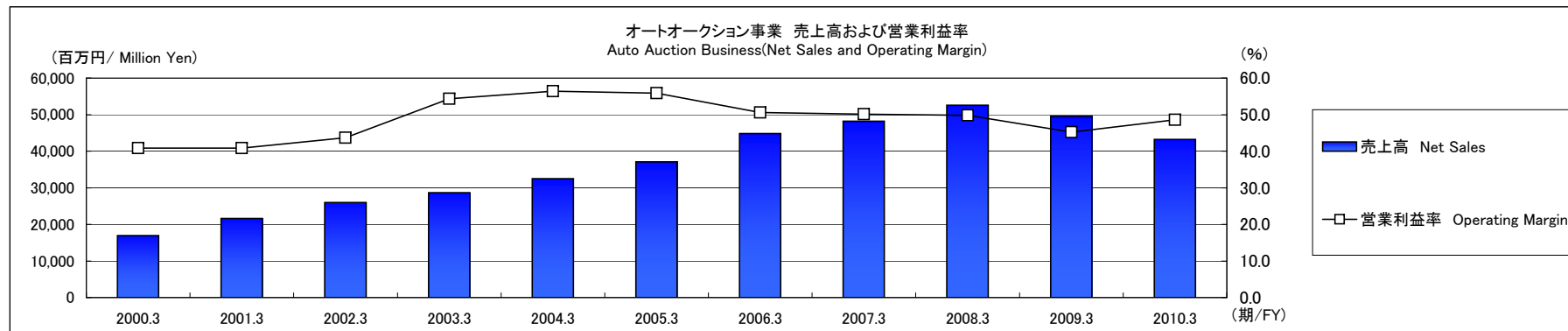


Ⅲ-1-(2) オートオークション事業(セグメント売上推移) Auto Auction Business(Net Sales and Operating Margin)

<オートオークション事業(セグメント売上推移) Auto Auction Business(Net Sales and Operating Margin)>

(単位:百万円、% / Unit: Million Yen, %)

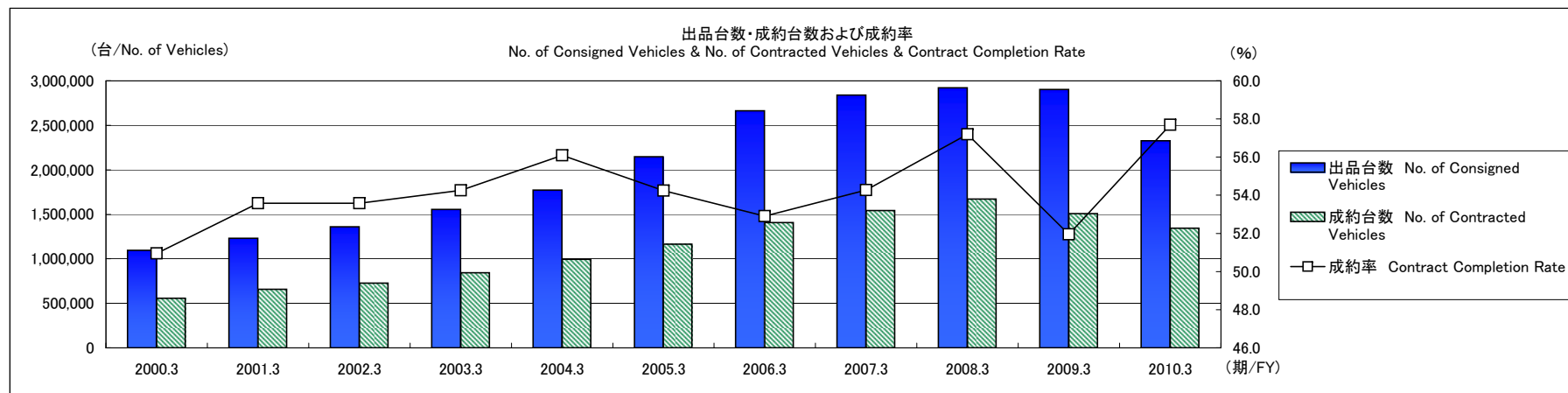
|       |                  | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|-------|------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|--|
| 売上高   | Net Sales        | 16,971 | 21,623 | 26,008 | 28,664 | 32,499 | 37,066 | 44,838 | 48,225 | 52,557 | 49,571 | 43,232 | ▲ 12.8                | 9.8  |
| 営業利益  | Operating Income | 6,927  | 8,837  | 11,345 | 15,572 | 18,319 | 20,704 | 22,675 | 24,175 | 26,167 | 22,428 | 21,014 | ▲ 6.3                 | 11.7   |
| 営業利益率 | Operating Margin | 40.8   | 40.9   | 43.7   | 54.3   | 56.4   | 55.9   | 50.6   | 50.1   | 49.8   | 45.2   | 48.6   | -                     | -  |



<オートオークション事業(出品・成約台数推移) Auto Auction Business(No. of Consigned/Contracted Vehicles )>

(単位:台、% / Unit: No. of Vehicles, %)

|      |                            | 2000.3    | 2001.3    | 2002.3    | 2003.3    | 2004.3    | 2005.3    | 2006.3    | 2007.3    | 2008.3    | 2009.3    | 2010.3    | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|------|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------------|--|
| 出品台数 | No. of Consigned Vehicles  | 1,094,333 | 1,230,637 | 1,360,179 | 1,555,224 | 1,772,063 | 2,148,300 | 2,662,653 | 2,840,129 | 2,920,356 | 2,902,636 | 2,327,515 | ▲ 19.8                | 7.8  |
| 成約台数 | No. of Contracted Vehicles | 557,503   | 659,428   | 728,703   | 843,816   | 993,988   | 1,165,375 | 1,408,478 | 1,541,521 | 1,670,429 | 1,507,802 | 1,342,958 | ▲ 10.9                | 9.2  |
| 成約率  | Contract Completion Rate   | 50.9      | 53.6      | 53.6      | 54.3      | 56.1      | 54.2      | 52.9      | 54.3      | 57.2      | 51.9      | 57.7      | -                     | -  |



Ⅲ-1-(3) オートオークション事業(売上内訳推移) Auto Auction Business(Sales Composition)

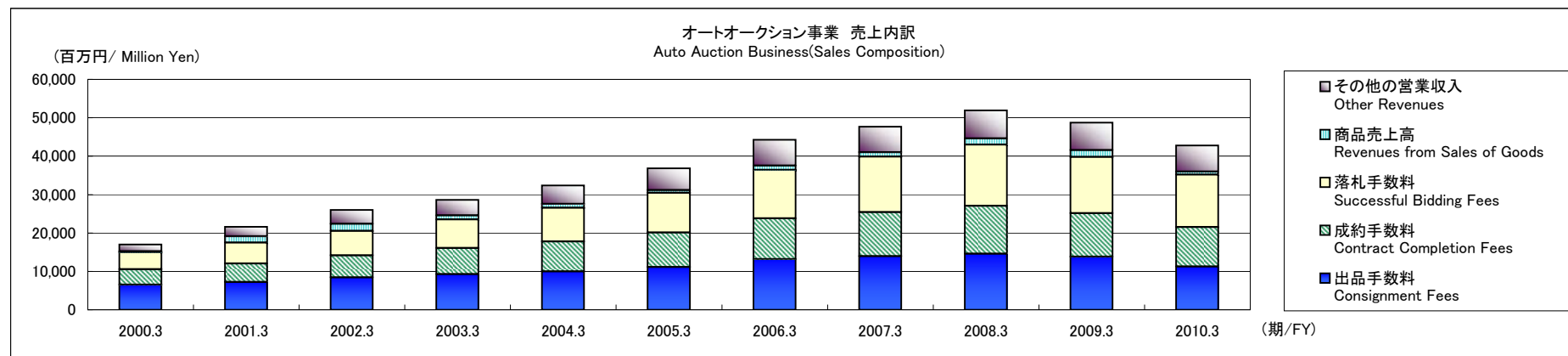
<オートオークション事業(売上内訳推移) Auto Auction Business(Sales Composition)>

(単位:百万円、% / Unit: Million Yen, %)

|                                       | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|---------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|--|
| 出品手数料<br>Consignment Fees             | 6,545  | 7,241  | 8,432  | 9,305  | 9,964  | 11,103 | 13,187 | 13,972 | 14,595 | 13,802 | 11,285 | ▲ 18.2                | 5.6  |
| 成約手数料<br>Contract Completion Fees     | 4,042  | 4,791  | 5,760  | 6,742  | 7,793  | 9,014  | 10,622 | 11,469 | 12,491 | 11,347 | 10,283 | ▲ 9.4                 | 9.8  |
| 落札手数料<br>Successful Bidding Fees      | 4,383  | 5,453  | 6,324  | 7,481  | 8,800  | 10,329 | 12,605 | 14,437 | 15,892 | 14,642 | 13,659 | ▲ 6.7                 | 12.0   |
| 商品売上高<br>Revenues from Sales of Goods | 290    | 1,674  | 1,835  | 1,052  | 1,006  | 698    | 1,150  | 1,142  | 1,682  | 1,781  | 746    | ▲ 58.1                | 9.9  |
| その他の営業収入<br>Other Revenues            | 1,709  | 2,462  | 3,656  | 4,056  | 4,832  | 5,694  | 6,705  | 6,685  | 7,291  | 7,178  | 6,816  | ▲ 5.0                 | 14.8   |
| 売上高計<br>Net Sales                     | 16,971 | 21,623 | 26,008 | 28,638 | 32,397 | 36,840 | 44,271 | 47,707 | 51,953 | 48,752 | 42,791 | ▲ 12.2                | 9.7  |

※売上内訳は、連結数値を使用しております。

\* Net sales figures are after eliminations for consolidation.



<1台当たりの手数料 Fees per Vehicle>

(単位:円、% / Unit: Yen, %)

|                                   | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|-----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|--|
| 出品手数料<br>Consignment Fees         | 5,981  | 5,885  | 6,200  | 5,992  | 5,653  | 5,223  | 5,000  | 4,957  | 5,031  | 4,791  | 4,884  | 1.9                   | ▲ 2.0  |
| 成約手数料<br>Contract Completion Fees | 7,251  | 7,267  | 7,916  | 8,005  | 7,886  | 7,823  | 7,624  | 7,507  | 7,536  | 7,598  | 7,729  | 1.7                   | 0.6  |
| 落札手数料<br>Successful Bidding Fees  | 7,862  | 8,280  | 8,683  | 8,880  | 8,870  | 8,878  | 8,957  | 9,374  | 9,544  | 9,742  | 10,178 | 4.5                   | 2.6  |

<1台当たりの手数料 リユース車除く Fees per Vehicle Excluding Reusable Vehicles>

(単位:円、% / Unit: Yen, %)

|                                   | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year | 過去6年<br>平均増減率<br>Avg YoY Change<br>(6 year period) |
|-----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|--|
| 出品手数料<br>Consignment Fees         | -      | -      | -      | -      | 5,955  | 5,861  | 5,681  | 5,673  | 5,763  | 5,564  | 5,644  | 1.4                   | ▲ 0.9  |
| 成約手数料<br>Contract Completion Fees | -      | -      | -      | -      | 7,870  | 7,725  | 7,611  | 7,542  | 7,745  | 7,777  | 7,874  | 1.2                   | 0.0  |
| 落札手数料<br>Successful Bidding Fees  | -      | -      | -      | -      | 8,973  | 9,069  | 9,221  | 9,808  | 9,941  | 10,306 | 10,728 | 4.1                   | 3.0  |

※<1台当たりの手数料 リユース車除く>は2007.3期より算出方法を変更しております。

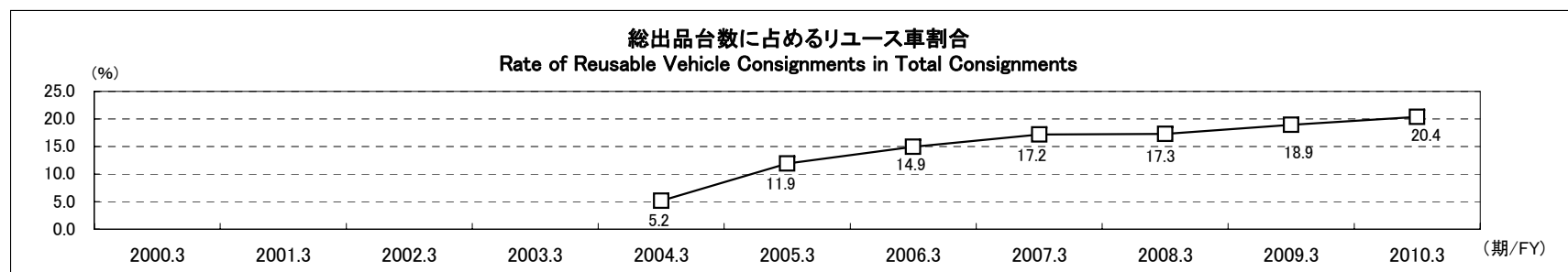
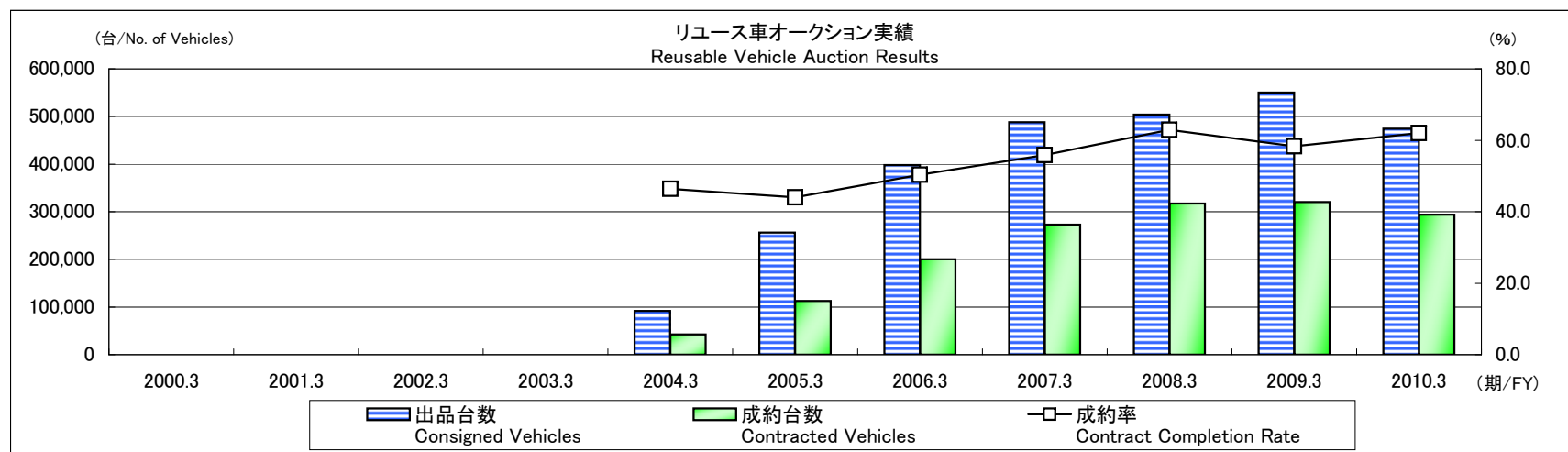
\* The method for calculating fees per vehicle excluding reusable vehicles was changed since the term 2007.3.

Ⅲ-1-(4) オートオークション事業(リユース車推移) Auto Auction Business(Reusable Vehicle Auction)

(単位:台、% / Unit: No. of Vehicles, %)

|                                 | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3  | 2006.3  | 2007.3  | 2008.3  | 2009.3  | 2010.3  | 増減率<br>VS. Prev. year | 過去6年<br>平均増減率<br>Avg YoY Change<br>(6 year period) |
|---------------------------------|--------|--------|--------|--------|--------|---------|---------|---------|---------|---------|---------|-----------------------|--|
| 出品台数<br>Consigned Vehicles      | -      | -      | -      | -      | 91,713 | 256,283 | 397,991 | 488,103 | 504,090 | 549,976 | 474,114 | ▲ 13.8                | 31.5   |
| 成約台数<br>Contracted Vehicles     | -      | -      | -      | -      | 42,585 | 112,772 | 200,236 | 272,763 | 316,963 | 320,516 | 294,048 | ▲ 8.3                 | 38.0   |
| 成約率<br>Contract Completion Rate | -      | -      | -      | -      | 46.4   | 44.0    | 50.3    | 55.9    | 62.9    | 58.3    | 62.0    | -                     | -  |

※ リユース車とは、年式が古く多走行の車をいいます。  
 ※ 2003年4月よりリユース車の集計を開始しております。  
 \* A reusable vehicle is an old vehicle with high mileage.  
 \* Started compiling Reusable Vehicle data from April 2003.



Ⅲ-1-(5) オートオークション事業(会員数および外部落札情報) Auto Auction Business(Members in USS Group and Successful Off-site Bids)

<USSグループ会員数 Members in USS Group>

(単位:社、% / Unit: No. of Companies, %)

|  | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|--|
| 現車会員 On-site Auction Members           | 18,912 | 22,329 | 25,023 | 27,622 | 30,195 | 34,420 | 37,157 | 40,959 | 42,751 | 43,307 | 44,317 | 2.3                   | 8.9  |
| CIS(インターネット)会員 CIS(Internet) Members   | 3,422  | 4,619  | 6,755  | 9,221  | 11,429 | 12,286 | 16,338 | 17,465 | 19,995 | 22,273 | 23,565 | 5.8                   | 21.3   |
| TV(衛星)会員 TV(Satellite Auction) Members | 2,943  | 4,278  | 5,170  | 5,936  | 6,419  | 6,768  | 6,648  | 6,132  | 5,637  | 5,098  | 4,599  | ▲ 9.8                 | 4.6  |

※1:CIS(インターネット)会員およびTV(衛星)会員への入会条件として現車会員であることが求められるため、CIS(インターネット)会員・TV(衛星)会員は必ず現車会員となります。

※2:2009.3期における現車会員について一部の会場で重複会員が判明したため、現車会員数を修正しております。2009.3期の期中における新規入会会員数は、2,274社であります。

\*1:All CIS(Internet) and TV(Satellite auction) members are also on-site auction members because on-site membership is a requirement for these other two membership categories.

\*2:The number of USS on-site auction members for 2009.3 has been revised because some on-site members has been counted more than once. The number of newly registered members was 2,274 in the 2009.3 FY.

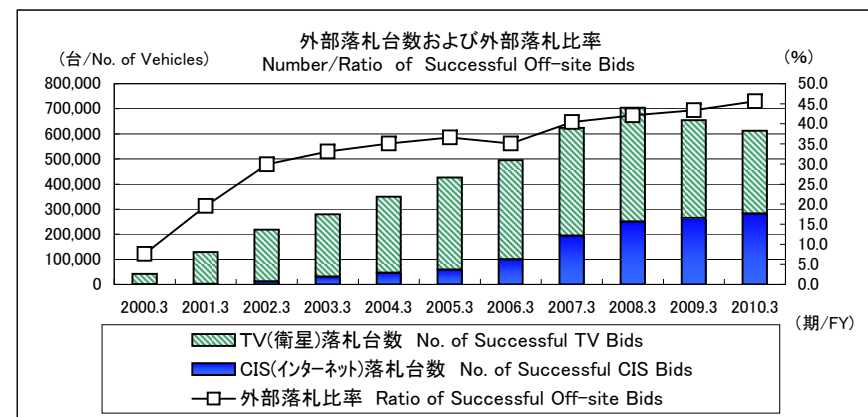
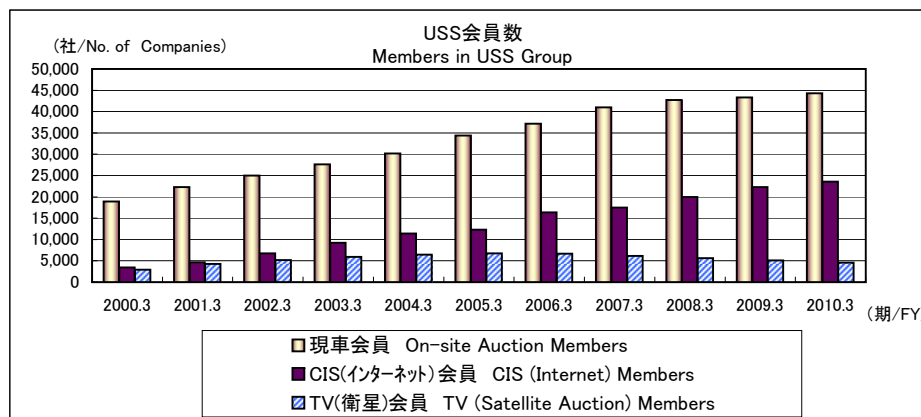
<USSグループ外部落札台数および外部落札比率 Number/Ratio of Successful Off-site Bids>

(単位:台、% / Unit: No. of Vehicles, %)

|   | 2000.3  | 2001.3  | 2002.3  | 2003.3  | 2004.3  | 2005.3    | 2006.3    | 2007.3    | 2008.3    | 2009.3    | 2010.3    | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|---|---------|---------|---------|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------------|--|
| CIS(インターネット)落札台数 No. of Successful CIS Bids   | -       | 1,207   | 11,874  | 30,820  | 46,366  | 58,653    | 99,649    | 193,466   | 250,518   | 263,686   | 282,475   | 7.1                   | 83.3   |
| TV(衛星)落札台数 No. of Successful TV Bids          | 42,241  | 127,441 | 206,104 | 248,896 | 302,934 | 368,099   | 395,354   | 429,981   | 453,323   | 390,902   | 329,602   | ▲ 15.7                | 22.8   |
| 外部落札台数合計 No. of Successful Off-site Bids      | 42,241  | 128,648 | 217,978 | 279,716 | 349,300 | 426,752   | 495,003   | 623,447   | 703,841   | 654,588   | 612,077   | ▲ 6.5                 | 30.6   |
| USSグループ落札台数 No. of Successful Bids(USS Group) | 557,503 | 659,428 | 728,703 | 843,816 | 993,988 | 1,165,375 | 1,408,478 | 1,541,521 | 1,670,429 | 1,507,802 | 1,342,958 | ▲ 10.9                | 9.2  |
| 外部落札比率 Ratio of Successful Off-site Bids      | 7.6     | 19.5    | 29.9    | 33.1    | 35.1    | 36.6      | 35.1      | 40.4      | 42.1      | 43.4      | 45.6      | -                     | -  |

※CIS(インターネット)およびTV(衛星)による落札を「外部落札」と表します。

\* Successful Off-site Bids include bids by CIS(Internet) and TV(Satellite Auction)members.





Ⅲ-1-(6) 中古自動車等買取販売事業(セグメント売上推移) Used Vehicle Sales/Purchases Business(Sales Composition)

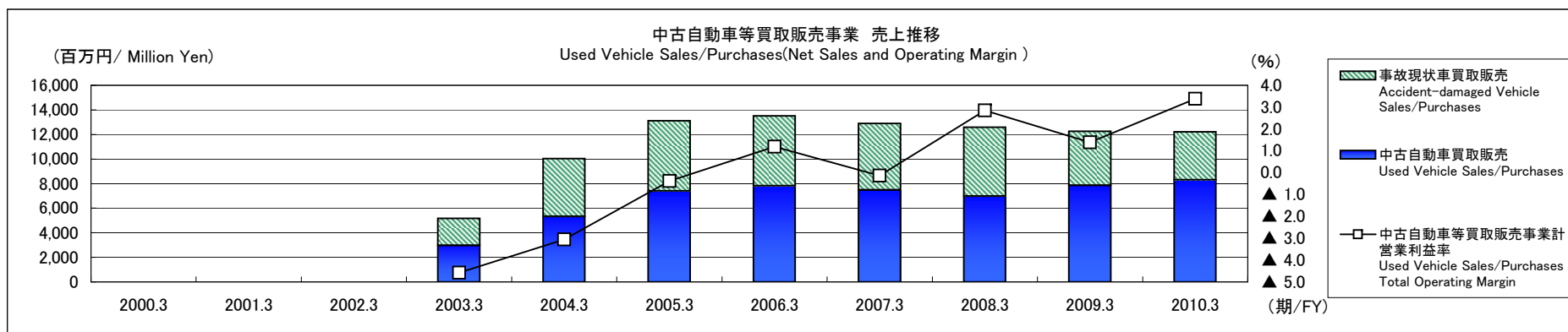
<中古自動車等買取販売事業(セグメント売上推移) Used Vehicle Sales/Purchases Business(Sales Composition)>

(単位:百万円、% / Unit: Million Yen, %)

|   |                                 | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year | 過去7年<br>平均増減率<br>Avg YoY Change<br>(7 year period) |
|---|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|--|
| 中古自動車買取販売<br>Used Vehicle Sales/Purchases                       | 売上高 Net Sales                   | -      | -      | -      | 2,969  | 5,335  | 7,395  | 7,817  | 7,489  | 6,976  | 7,860  | 8,289  | 5.4                   | 15.8   |
|   | 営業利益(損失) Operating Income(Loss) | -      | -      | -      | ▲ 321  | ▲ 449  | ▲ 447  | ▲ 210  | ▲ 349  | ▲ 42   | 108    | 159    | 46.2                  | -  |
|   | 営業利益率 Operating Margin          | -      | -      | -      | ▲ 10.8 | ▲ 8.4  | ▲ 6.0  | ▲ 2.7  | ▲ 4.7  | ▲ 0.6  | 1.4    | 1.9    | -                     | -  |
| 事故現状車買取販売<br>Accident-damaged Vehicle<br>Sales/Purchases        | 売上高 Net Sales                   | -      | -      | -      | 2,212  | 4,693  | 5,723  | 5,699  | 5,399  | 5,614  | 4,404  | 3,935  | ▲ 10.6                | 8.6  |
|   | 営業利益 Operating Income           | -      | -      | -      | 83     | 142    | 396    | 371    | 332    | 400    | 61     | 254    | 311.3                 | 17.2   |
|   | 営業利益率 Operating Margin          | -      | -      | -      | 3.8    | 3.0    | 6.9    | 6.5    | 6.1    | 7.1    | 1.4    | 6.5    | -                     | -  |
| 中古自動車等買取販売事業計<br>Used Vehicle Sales/Purchases<br>Business Total | 売上高 Net Sales                   | -      | -      | -      | 5,181  | 10,028 | 13,119 | 13,516 | 12,888 | 12,590 | 12,265 | 12,225 | ▲ 0.3                 | 13.0   |
|   | 営業利益(損失) Operating Income(Loss) | -      | -      | -      | ▲ 237  | ▲ 306  | ▲ 50   | 160    | ▲ 17   | 358    | 170    | 413    | 142.3                 | -  |
|   | 営業利益率 Operating Margin          | -      | -      | -      | ▲ 4.6  | ▲ 3.1  | ▲ 0.4  | 1.2    | ▲ 0.1  | 2.8    | 1.4    | 3.4    | -                     | -  |

※2002.3期は、連結売上に対する割合が過小であったため、セグメント表示は省略しております。

Segment information is not presented for the fiscal year ended March 2002 since the amounts of Used Vehicle Sales/Purchases segment sales, as a percentage of total consolidated sales, were insignificant.



<ラビット店舗数 Rabbit Chain Shops>

(単位:店、% / Unit: No. of Shops, %)

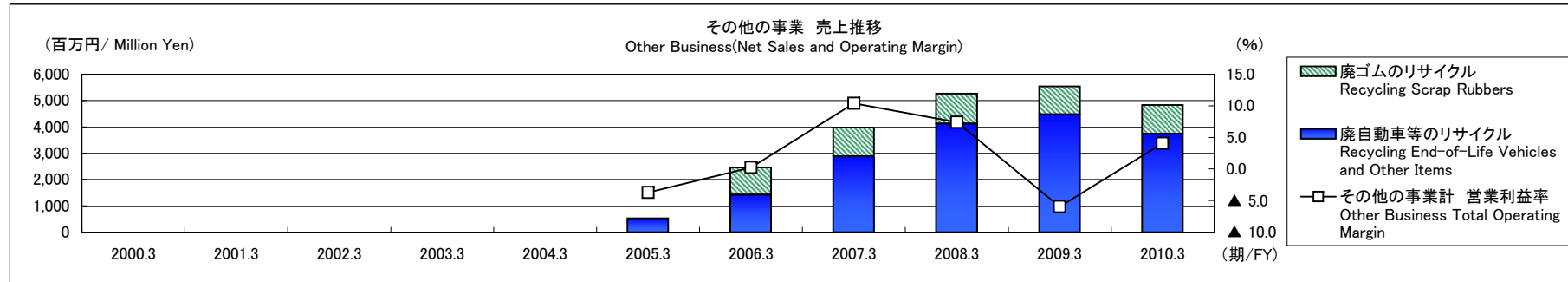
|           |  | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year | 過去8年<br>平均増減率<br>Avg YoY Change<br>(8 year period) |
|-----------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|--|
| ラビット 直営店舗 | Directly Operated Outlets among Rabbit Chain Shops | -      | -      | 3      | 10     | 14     | 17     | 15     | 16     | 18     | 21     | 22     | 4.8                   | 28.3   |
| ラビット FC店舗 | Franchise Outlets among Rabbit Chain Shops         | -      | -      | 481    | 485    | 460    | 429    | 337    | 236    | 211    | 186    | 167    | ▲ 10.2                | ▲ 12.4   |
| ラビット 店舗計  | Rabbit Chain Shops                                 | -      | -      | 484    | 495    | 474    | 446    | 352    | 252    | 229    | 207    | 189    | ▲ 8.7                 | ▲ 11.1   |

Ⅲ-1-(7) その他の事業(セグメント売上推移) Other Business(Sales Composition)

<その他の事業(セグメント売上推移) Other Business(Sales Composition)>

(単位:百万円、% / Unit: Million Yen, %)

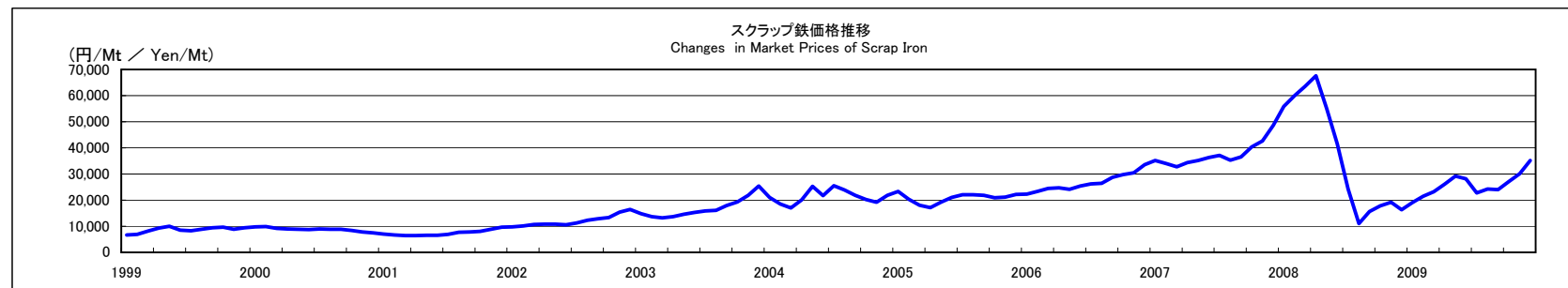
|  |          |                        | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year | 過去5年<br>平均増減率<br>Avg YoY Change<br>(5 year period) |
|--|----------|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|--|
| 廃自動車等のリサイクル<br>Recycling End-of-Life Vehicles<br>and Other Items | 売上高      | Net Sales              | -      | -      | -      | -      | -      | 524    | 1,428  | 2,882  | 4,127  | 4,471  | 3,736  | ▲ 16.4                | 48.1   |
|  | 営業利益(損失) | Operating Income(Loss) | -      | -      | -      | -      | -      | ▲ 19   | ▲ 86   | 338    | 300    | ▲ 359  | 122    | -                     | -  |
|  | 営業利益率    | Operating Margin       | -      | -      | -      | -      | -      | ▲ 3.7  | ▲ 6.0  | 11.7   | 7.3    | ▲ 8.0  | 3.3    | -                     | -  |
| 廃ゴムのリサイクル<br>Recycling Scrap Rubbers                             | 売上高      | Net Sales              | -      | -      | -      | -      | -      | -      | 1,029  | 1,091  | 1,133  | 1,063  | 1,098  | 3.3                   | 1.6  |
|  | 営業利益     | Operating Income       | -      | -      | -      | -      | -      | -      | 92     | 74     | 89     | 30     | 73     | 142.1                 | ▲ 5.6  |
|  | 営業利益率    | Operating Margin       | -      | -      | -      | -      | -      | -      | 9.0    | 6.8    | 7.9    | 2.9    | 6.7    | -                     | -  |
| その他の事業計<br>Other Business Total                                  | 売上高      | Net Sales              | -      | -      | -      | -      | -      | 524    | 2,458  | 3,974  | 5,260  | 5,535  | 4,835  | ▲ 12.6                | 56.0   |
|  | 営業利益(損失) | Operating Income(Loss) | -      | -      | -      | -      | -      | ▲ 19   | 6      | 412    | 389    | ▲ 329  | 196    | -                     | -  |
|  | 営業利益率    | Operating Margin       | -      | -      | -      | -      | -      | ▲ 3.7  | 0.2    | 10.4   | 7.4    | ▲ 6.0  | 4.1    | -                     | -  |



<スクラップ鉄価格推移 Changes in Market Prices of Scrap Iron>

(単位:円/Mt、% / Unit: Yen/Mt, %)

|     |         |  | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year |
|-----|---------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|
| 最低値 | Lowest  |  | 6,680  | 7,435  | 6,400  | 9,825  | 13,236 | 17,016 | 17,077 | 22,251 | 32,777 | 11,036 | 19,033 | 72.5                  |
| 最高値 | Highest |  | 10,040 | 9,842  | 9,665  | 16,397 | 25,432 | 25,501 | 23,315 | 33,507 | 48,569 | 67,547 | 35,180 | ▲ 47.9                |
| 平均値 | Average |  | 8,674  | 8,807  | 7,389  | 12,024 | 16,807 | 21,341 | 20,760 | 26,630 | 37,374 | 37,291 | 25,884 | ▲ 30.6                |



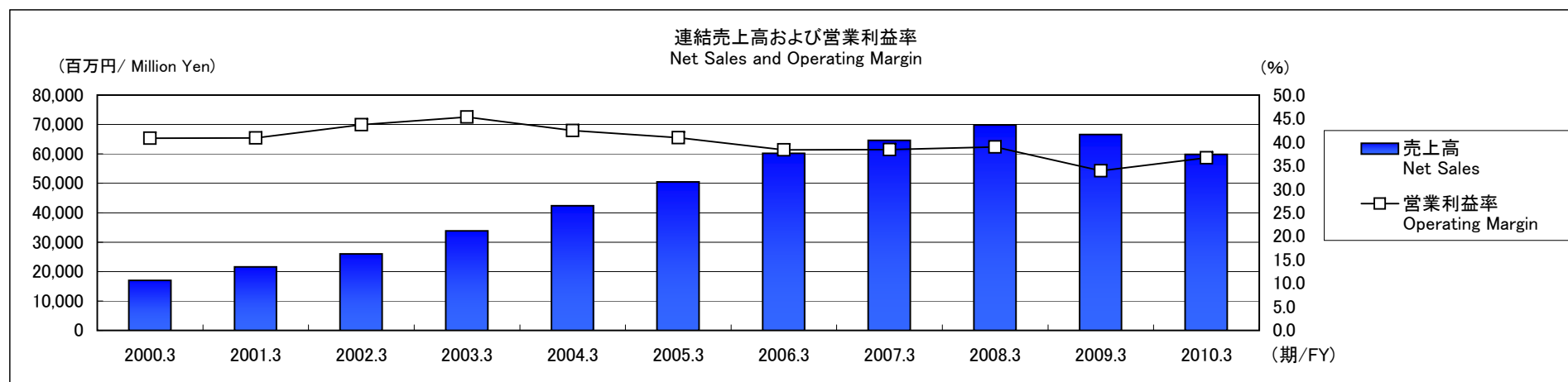
(出所:(社)日本鉄源協会、(株)日刊市況通信社)

(Sources: The Japan Ferrous Raw Materials Association, Nikkan Shikyo Tsushinsha Co.,Ltd)

Ⅲ-2-(1) 連結損益計算書 Consolidated Statements of Income

(単位:百万円、% / Unit: Million Yen, %)

| 科目             | Item   | 2000.3 | 2001.3 | 2002.3 | 2003.3 | 2004.3 | 2005.3 | 2006.3 | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|----------------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|--|
| 売上高            | Net Sales  | 16,971 | 21,623 | 26,008 | 33,819 | 42,425 | 50,484 | 60,243 | 64,568 | 69,801 | 66,549 | 59,849 | ▲ 10.1                | 13.4   |
| 売上原価           | Cost of Sales                                      | 6,490  | 8,257  | 9,011  | 11,543 | 15,305 | 19,988 | 25,794 | 27,580 | 30,288 | 31,798 | 27,120 | ▲ 14.7                | 15.4   |
| 売上総利益          | Gross Profit                                       | 10,480 | 13,365 | 16,996 | 22,276 | 27,120 | 30,496 | 34,448 | 36,988 | 39,512 | 34,751 | 32,728 | ▲ 5.8                 | 12.1   |
| 売上総利益率         | Gross Profit Margin                                | 61.8   | 61.8   | 65.4   | 65.9   | 63.9   | 60.4   | 57.2   | 57.3   | 56.6   | 52.2   | 54.7   | -                     | -  |
| 販売費及び一般管理費     | Selling, General and Administrative Expenses       | 3,553  | 4,528  | 5,651  | 6,940  | 9,103  | 9,823  | 11,345 | 12,171 | 12,311 | 12,182 | 10,788 | ▲ 11.4                | 11.7   |
| 販売費及び一般管理費率    | Selling, General and Administrative Expenses Ratio | 21.0   | 20.9   | 21.7   | 20.5   | 21.4   | 19.5   | 18.8   | 18.9   | 17.6   | 18.3   | 18.0   | -                     | -  |
| 営業利益           | Operating Income                                   | 6,927  | 8,837  | 11,345 | 15,335 | 18,017 | 20,673 | 23,103 | 24,817 | 27,200 | 22,568 | 21,940 | ▲ 2.8                 | 12.2   |
| 営業利益率          | Operating Margin                                   | 40.8   | 40.9   | 43.7   | 45.3   | 42.5   | 40.9   | 38.4   | 38.4   | 39.0   | 33.9   | 36.7   | -                     | -  |
| 営業外収益          | Non-operating Income                               | 126    | 244    | 246    | 348    | 443    | 538    | 532    | 634    | 387    | 348    | 611    | 75.8                  | 17.0   |
| 営業外費用          | Non-operating Expenses                             | 533    | 388    | 732    | 301    | 253    | 115    | 92     | 90     | 97     | 413    | 40     | ▲ 90.2                | ▲ 22.7   |
| 経常利益           | Ordinary Income                                    | 6,520  | 8,693  | 10,859 | 15,382 | 18,207 | 21,096 | 23,544 | 25,360 | 27,490 | 22,503 | 22,511 | 0.0                   | 13.2   |
| 特別利益           | Extraordinary Income                               | 1      | 30     | 109    | 56     | 82     | 366    | 771    | 174    | 17     | 39     | 73     | 84.7                  | 45.1   |
| 特別損失           | Extraordinary Losses                               | 76     | 421    | 907    | 1,711  | 2,114  | 850    | 1,264  | 116    | 347    | 777    | 557    | ▲ 28.2                | 22.1   |
| 税金等調整前当期純利益    | Income Before Income Taxes and Minority Interests  | 6,446  | 8,302  | 10,061 | 13,727 | 16,175 | 20,612 | 23,051 | 25,419 | 27,160 | 21,765 | 22,026 | 1.2                   | 13.1   |
| 法人税等           | Income Taxes                                       | 2,830  | 3,571  | 4,302  | 5,908  | 6,983  | 8,602  | 9,643  | 10,700 | 11,738 | 9,959  | 9,244  | ▲ 7.2                 | 12.6   |
| 法人税率           | Tax Rate   | 43.9   | 43.0   | 42.8   | 43.0   | 43.2   | 41.7   | 41.8   | 42.1   | 43.2   | 45.8   | 42.0   | -                     | -  |
| 少数株主利益又は少数株主損失 | Minority Interests in Income(Loss)                 | 72     | 237    | 269    | 173    | 284    | 194    | 204    | 327    | 221    | ▲ 198  | 64     | -                     | ▲ 1.1  |
| 当期純利益          | Net Income   | 3,543  | 4,493  | 5,489  | 7,645  | 8,907  | 11,814 | 13,203 | 14,390 | 15,200 | 12,003 | 12,717 | 5.9                   | 13.6   |



III-2-(2) 連結貸借対照表 Consolidated Balance Sheets

(単位:百万円、% / Unit: Million Yen, %)

| 科目              | Item                                    | 2000.3        | 2001.3        | 2002.3        | 2003.3        | 2004.3        | 2005.3         | 2006.3         | 2007.3         | 2008.3         | 2009.3         | 2010.3         | 増減率<br>VS. Prev. year | 過去10年<br>平均増減率<br>Avg YoY Change<br>(10 year period) |
|-----------------|---|---------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------------|--|
| <b>資産の部</b>     | <b>流動資産</b>                             | <b>24,204</b> | <b>20,798</b> | <b>31,622</b> | <b>25,084</b> | <b>23,061</b> | <b>27,483</b>  | <b>34,338</b>  | <b>41,066</b>  | <b>44,655</b>  | <b>30,430</b>  | <b>40,222</b>  |                       |  |
| Assets          | Current Assets                          | 24,204        | 20,798        | 31,622        | 25,084        | 23,061        | 27,483         | 34,338         | 41,066         | 44,655         | 30,430         | 40,222         | 32.2                  | 5.2  |
|                 | 現金及び預金                                  | 17,097        | 11,595        | 21,477        | 15,356        | 15,168        | 15,818         | 19,995         | 21,149         | 26,280         | 18,445         | 29,681         |                       |  |
|                 | オークション貸勘定                               | 5,150         | 8,183         | 8,839         | 7,577         | 5,344         | 8,847          | 10,844         | 14,983         | 11,879         | 6,482          | 5,643          |                       |  |
|                 | 受取手形及び売掛金                               | 215           | 305           | 328           | 427           | 451           | 296            | 713            | 1,957          | 3,527          | 2,804          | 2,885          |                       |  |
|                 | 繰延税金資産                                  | 188           | 243           | 381           | 901           | 726           | 656            | 709            | 961            | 832            | 711            | 589            |                       |  |
|                 | その他                                     | 1,619         | 585           | 666           | 886           | 1,443         | 1,914          | 2,112          | 2,061          | 2,210          | 2,077          | 1,506          |                       |  |
|                 | 貸倒引当金                                   | ▲ 66          | ▲ 113         | ▲ 71          | ▲ 64          | ▲ 73          | ▲ 50           | ▲ 37           | ▲ 46           | ▲ 75           | ▲ 92           | ▲ 84           |                       |  |
|                 | <b>固定資産</b>                             | <b>27,190</b> | <b>41,516</b> | <b>49,307</b> | <b>63,894</b> | <b>69,477</b> | <b>88,221</b>  | <b>97,569</b>  | <b>105,105</b> | <b>106,081</b> | <b>107,940</b> | <b>101,941</b> | ▲ 5.6                 | 14.1   |
|                 | Noncurrent Assets                       | 27,190        | 41,516        | 49,307        | 63,894        | 69,477        | 88,221         | 97,569         | 105,105        | 106,081        | 107,940        | 101,941        | ▲ 5.6                 | 14.1   |
|                 | <b>有形固定資産</b>                           | <b>24,964</b> | <b>38,112</b> | <b>43,687</b> | <b>57,293</b> | <b>61,454</b> | <b>75,488</b>  | <b>84,862</b>  | <b>92,476</b>  | <b>94,282</b>  | <b>97,027</b>  | <b>92,204</b>  | ▲ 5.0                 | 14.0   |
|                 | Property, Plant and Equipment           | 24,964        | 38,112        | 43,687        | 57,293        | 61,454        | 75,488         | 84,862         | 92,476         | 94,282         | 97,027         | 92,204         | ▲ 5.0                 | 14.0   |
|                 | 建物及び構築物                                 | 7,766         | 8,699         | 11,986        | 12,032        | 18,333        | 26,803         | 33,975         | 36,793         | 36,087         | 38,001         | 35,019         |                       |  |
|                 | 機械装置及び運搬具                               | 46            | 115           | 96            | 125           | 118           | 494            | 1,862          | 1,706          | 1,500          | 1,241          | 872            |                       |  |
|                 | 器具及び備品                                  | 1,534         | 1,422         | 1,181         | 1,041         | 1,604         | 1,611          | 3,791          | 3,546          | 4,224          | 3,582          | 2,439          |                       |  |
|                 | 土地                                      | 15,606        | 20,530        | 26,541        | 39,520        | 38,077        | 43,188         | 45,032         | 48,910         | 52,184         | 52,863         | 52,812         |                       |  |
|                 | その他                                     | 11            | 7,345         | 3,880         | 4,574         | 3,319         | 3,390          | 200            | 1,519          | 285            | 1,337          | 1,060          |                       |  |
|                 | <b>無形固定資産</b>                           | <b>1,033</b>  | <b>988</b>    | <b>897</b>    | <b>1,063</b>  | <b>992</b>    | <b>3,809</b>   | <b>4,020</b>   | <b>3,706</b>   | <b>3,269</b>   | <b>2,370</b>   | <b>1,498</b>   | ▲ 36.8                | 3.8  |
|                 | Intangible Assets                       | 1,033         | 988           | 897           | 1,063         | 992           | 3,809          | 4,020          | 3,706          | 3,269          | 2,370          | 1,498          | ▲ 36.8                | 3.8  |
|                 | <b>投資その他の資産</b>                         | <b>1,192</b>  | <b>2,415</b>  | <b>4,721</b>  | <b>5,537</b>  | <b>7,030</b>  | <b>8,923</b>   | <b>8,687</b>   | <b>8,922</b>   | <b>8,529</b>   | <b>8,543</b>   | <b>8,238</b>   | ▲ 3.6                 | 21.3   |
|                 | Investments and Other Assets            | 1,192         | 2,415         | 4,721         | 5,537         | 7,030         | 8,923          | 8,687          | 8,922          | 8,529          | 8,543          | 8,238          | ▲ 3.6                 | 21.3   |
|                 | 投資有価証券                                  | 228           | 1,242         | 1,256         | 1,150         | 1,509         | 1,962          | 1,808          | 1,405          | 1,033          | 1,002          | 1,246          |                       |  |
|                 | 長期前払費用                                  | 211           | 323           | 254           | 149           | 189           | 166            | 244            | 792            | 692            | 587            | 475            |                       |  |
|                 | 繰延税金資産                                  | 31            | 220           | 310           | 653           | 588           | 699            | 557            | 622            | 749            | 1,003          | 1,097          |                       |  |
|                 | 再評価に係る繰延税金資産                            | -             | -             | 2,228         | 2,157         | 3,461         | 3,351          | 3,350          | 3,358          | 3,352          | 3,352          | 3,343          |                       |  |
|                 | その他                                     | 799           | 692           | 705           | 1,707         | 1,753         | 3,051          | 3,114          | 2,861          | 2,838          | 2,757          | 2,178          |                       |  |
|                 | 貸倒引当金                                   | ▲ 78          | ▲ 63          | ▲ 34          | ▲ 280         | ▲ 472         | ▲ 307          | ▲ 388          | ▲ 117          | ▲ 137          | ▲ 160          | ▲ 102          |                       |  |
| <b>資産合計</b>     | <b>Total Assets</b>                     | <b>51,395</b> | <b>62,315</b> | <b>80,929</b> | <b>88,979</b> | <b>92,538</b> | <b>115,704</b> | <b>131,908</b> | <b>146,172</b> | <b>150,737</b> | <b>138,370</b> | <b>142,164</b> | 2.7                   | 10.7   |
| <b>負債の部</b>     | <b>流動負債</b>                             | <b>12,600</b> | <b>17,600</b> | <b>17,612</b> | <b>19,548</b> | <b>15,472</b> | <b>22,687</b>  | <b>26,491</b>  | <b>32,510</b>  | <b>27,442</b>  | <b>16,651</b>  | <b>17,435</b>  | 4.7                   | 3.3  |
| Liabilities     | Current Liabilities                     | 12,600        | 17,600        | 17,612        | 19,548        | 15,472        | 22,687         | 26,491         | 32,510         | 27,442         | 16,651         | 17,435         | 4.7                   | 3.3  |
|                 | オークション借勘定                               | 5,459         | 8,367         | 8,638         | 6,284         | 4,828         | 9,573          | 12,422         | 16,811         | 11,959         | 6,530          | 6,454          |                       |  |
|                 | 短期借入金                                   | 2,965         | 3,158         | 2,080         | 3,547         | 1,683         | 3,659          | 2,200          | 2,305          | 2,305          | 787            | 399            |                       |  |
|                 | 未払法人税等                                  | 1,308         | 2,362         | 2,342         | 4,612         | 4,777         | 4,517          | 5,389          | 5,945          | 5,919          | 3,102          | 4,354          |                       |  |
|                 | 預り金                                     | 1,406         | 1,700         | 1,782         | 2,043         | 1,194         | 1,400          | 2,813          | 2,822          | 2,460          | 1,889          | 2,112          |                       |  |
|                 | その他                                     | 1,461         | 2,010         | 2,769         | 3,059         | 2,988         | 3,536          | 3,667          | 4,624          | 4,796          | 4,341          | 4,114          |                       |  |
|                 | <b>固定負債</b>                             | <b>11,006</b> | <b>12,024</b> | <b>28,596</b> | <b>25,054</b> | <b>8,812</b>  | <b>7,214</b>   | <b>7,349</b>   | <b>7,674</b>   | <b>5,717</b>   | <b>6,777</b>   | <b>6,337</b>   | ▲ 6.5                 | ▲ 5.4  |
|                 | Noncurrent Liabilities                  | 11,006        | 12,024        | 28,596        | 25,054        | 8,812         | 7,214          | 7,349          | 7,674          | 5,717          | 6,777          | 6,337          | ▲ 6.5                 | ▲ 5.4  |
|                 | 長期借入金                                   | 8,481         | 9,022         | 6,209         | 3,404         | 1,660         | 3,000          | 3,000          | 3,049          | 759            | 571            | 356            |                       |  |
|                 | 社債                                      | 712           | 868           | 20,000        | 18,627        | 3,888         | 631            | -              | -              | -              | -              | -              |                       |  |
|                 | 退職給付引当金                                 | -             | 56            | 85            | 101           | 98            | 76             | 95             | 114            | 142            | 126            | 91             |                       |  |
|                 | 長期預り保証金                                 | 1,813         | 2,076         | 2,301         | 2,565         | 2,793         | 3,157          | 3,401          | 3,617          | 3,799          | 3,898          | 3,988          |                       |  |
|                 | その他                                     | -             | -             | -             | 356           | 372           | 349            | 852            | 892            | 1,016          | 2,180          | 1,901          |                       |  |
| <b>負債合計</b>     | <b>Total Liabilities</b>                | <b>23,607</b> | <b>29,624</b> | <b>46,209</b> | <b>44,603</b> | <b>24,284</b> | <b>29,901</b>  | <b>33,841</b>  | <b>40,184</b>  | <b>33,159</b>  | <b>23,428</b>  | <b>23,773</b>  | 1.5                   | 0.1  |
| <b>純資産の部</b>    | <b>株主資本</b>                             | <b>27,600</b> | <b>32,386</b> | <b>37,738</b> | <b>47,028</b> | <b>72,446</b> | <b>89,492</b>  | <b>101,982</b> | <b>109,741</b> | <b>122,024</b> | <b>119,763</b> | <b>123,058</b> | 2.8                   | 16.1   |
| Net Assets      | Shareholders' Equity                    | 27,600        | 32,386        | 37,738        | 47,028        | 72,446        | 89,492         | 101,982        | 109,741        | 122,024        | 119,763        | 123,058        | 2.8                   | 16.1   |
|                 | 資本金                                     | 6,312         | 6,320         | 6,348         | 7,655         | 15,600        | 17,580         | 18,249         | 18,581         | 18,881         | 18,881         | 18,881         |                       |  |
|                 | 資本剰余金                                   | 9,481         | 10,156        | 10,287        | 11,617        | 19,589        | 24,755         | 27,360         | 27,692         | 27,992         | 27,992         | 27,992         |                       |  |
|                 | 利益剰余金                                   | 11,807        | 15,909        | 21,102        | 27,761        | 37,264        | 47,167         | 58,140         | 69,237         | 80,921         | 87,600         | 95,567         |                       |  |
|                 | 自己株式                                    | 0             | -             | 0             | ▲ 5           | ▲ 8           | ▲ 11           | ▲ 1,768        | ▲ 5,770        | ▲ 5,770        | ▲ 14,710       | ▲ 19,382       |                       |  |
|                 | 評価・換算差額等                                | -             | ▲ 119         | ▲ 3,336       | ▲ 3,216       | ▲ 4,948       | ▲ 4,614        | ▲ 4,590        | ▲ 4,755        | ▲ 4,894        | ▲ 4,991        | ▲ 4,912        | -                     | -  |
|                 | その他有価証券評価差額金                            | -             | ▲ 119         | ▲ 199         | ▲ 8           | 198           | 300            | 389            | 223            | 83             | ▲ 14           | 59             |                       |  |
|                 | 土地再評価差額金                                | -             | -             | ▲ 3,136       | ▲ 3,207       | ▲ 5,147       | ▲ 4,915        | ▲ 4,979        | ▲ 4,977        | ▲ 4,977        | ▲ 4,977        | ▲ 4,972        |                       |  |
|                 | 新株予約権                                   | -             | -             | -             | -             | -             | -              | -              | -              | 2              | 8              | 18             | 118.3                 | -  |
|                 | 少数株主持分                                  | 186           | 423           | 318           | 564           | 756           | 925            | 675            | 1,002          | 444            | 161            | 226            | 40.0                  | 2.0  |
| <b>純資産合計</b>    | <b>Total Net Assets</b>                 | <b>27,787</b> | <b>32,690</b> | <b>34,720</b> | <b>44,376</b> | <b>68,254</b> | <b>85,803</b>  | <b>98,067</b>  | <b>105,988</b> | <b>117,577</b> | <b>114,941</b> | <b>118,390</b> | 3.0                   | 15.6   |
| <b>負債・純資産合計</b> | <b>Total Liabilities and Net Assets</b> | <b>51,395</b> | <b>62,315</b> | <b>80,929</b> | <b>88,979</b> | <b>92,538</b> | <b>115,704</b> | <b>131,908</b> | <b>146,172</b> | <b>150,737</b> | <b>138,370</b> | <b>142,164</b> | 2.7                   | 10.7   |

Ⅲ-2-(3) 連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(単位: 百万円 / Unit: Million Yen)

|                             | 2000.3   | 2001.3          | 2002.3          | 2003.3          | 2004.3         | 2005.3          | 2006.3          | 2007.3          | 2008.3         | 2009.3          | 2010.3          |
|-----------------------------|--|-----------------|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|----------------|-----------------|-----------------|
| <b>I 営業活動によるキャッシュ・フロー</b>   | <b>I Net Cash Provided by (Used in) Operating Activities</b>   |                 |                 |                 |                |                 |                 |                 |                |                 |                 |
| 税金等調整前当期純利益                 | 6,446  | 8,302           | 10,061          | 13,727          | 16,175         | 20,612          | 23,051          | 25,419          | 27,160         | 21,765          | 22,026          |
| 減価償却費及びその他の償却費              | 1,789  | 1,825           | 1,806           | 1,804           | 1,837          | 2,968           | 4,198           | 5,253           | 5,677          | 5,942           | 5,622           |
| のれん償却額                      | 64   | 74              | 82              | 120             | 100            | 81              | 626             | 777             | 829            | 784             | 797             |
| 受取利息及び受取配当金                 | ▲ 8  | ▲ 13            | ▲ 8             | ▲ 9             | ▲ 9            | ▲ 12            | ▲ 17            | ▲ 25            | ▲ 18           | ▲ 36            | ▲ 48            |
| 支払利息                        | 401  | 232             | 196             | 138             | 100            | 59              | 56              | 49              | 61             | 29              | 13              |
| オークション勘定の増減額                | 797  | ▲ 18            | ▲ 385           | ▲ 1,091         | 777            | 1,247           | 852             | 248             | ▲ 1,752        | ▲ 32            | 761             |
| 売上債権の増減額                    | -  | ▲ 90            | 88              | 130             | ▲ 24           | 154             | ▲ 73            | ▲ 1,244         | ▲ 1,569        | 722             | ▲ 80            |
| 役員賞与の支払額                    | ▲ 57   | ▲ 58            | ▲ 48            | ▲ 39            | ▲ 38           | ▲ 48            | ▲ 58            | ▲ 74            | -              | -               | -               |
| その他                         | 309  | 662             | 1,459           | 2,270           | 386            | 33              | 1,306           | 959             | 86             | ▲ 159           | 1,120           |
| 小計                          | 9,740  | 10,915          | 13,251          | 17,051          | 19,304         | 25,095          | 29,941          | 31,363          | 30,475         | 29,015          | 30,214          |
| 利息及び配当金の受取額                 | 8  | 13              | 8               | 9               | 9              | 12              | 15              | 15              | 17             | 35              | 46              |
| 利息の支払額                      | ▲ 400  | ▲ 229           | ▲ 198           | ▲ 139           | ▲ 103          | ▲ 59            | ▲ 56            | ▲ 49            | ▲ 62           | ▲ 32            | ▲ 12            |
| 法人税等の支払額                    | ▲ 3,246  | ▲ 2,678         | ▲ 4,579         | ▲ 4,611         | ▲ 8,022        | ▲ 8,752         | ▲ 8,624         | ▲ 10,319        | ▲ 11,649       | ▲ 13,039        | ▲ 7,949         |
| その他の支払額                     | -  | -               | -               | -               | -              | -               | ▲ 408           | -               | -              | -               | -               |
| <b>営業活動によるキャッシュ・フロー</b>     | <b>6,102</b>   | <b>8,021</b>    | <b>8,481</b>    | <b>12,310</b>   | <b>11,187</b>  | <b>16,296</b>   | <b>20,868</b>   | <b>21,009</b>   | <b>18,780</b>  | <b>15,979</b>   | <b>22,300</b>   |
| <b>II 投資活動によるキャッシュ・フロー</b>  | <b>II Net Cash Provided by (Used in) Investing Activities</b>  |                 |                 |                 |                |                 |                 |                 |                |                 |                 |
| 有形固定資産の取得による支出              | ▲ 3,143  | ▲ 14,047        | ▲ 12,965        | ▲ 15,220        | ▲ 17,825       | ▲ 18,766        | ▲ 12,739        | ▲ 13,186        | ▲ 7,134        | ▲ 6,649         | ▲ 1,071         |
| 有形固定資産の売却による収入              | 2  | 10              | 7               | 3               | 10,382         | 589             | 197             | 231             | 17             | 15              | 144             |
| その他                         | ▲ 1,558  | ▲ 167           | ▲ 268           | ▲ 1,320         | ▲ 301          | ▲ 420           | 394             | 415             | ▲ 911          | ▲ 1,077         | 123             |
| <b>投資活動によるキャッシュ・フロー</b>     | <b>▲ 4,699</b>   | <b>▲ 14,204</b> | <b>▲ 13,226</b> | <b>▲ 16,537</b> | <b>▲ 7,743</b> | <b>▲ 18,596</b> | <b>▲ 12,147</b> | <b>▲ 12,539</b> | <b>▲ 8,029</b> | <b>▲ 7,711</b>  | <b>▲ 803</b>    |
| <b>III 財務活動によるキャッシュ・フロー</b> | <b>III Net Cash Provided by (Used in) Financing Activities</b> |                 |                 |                 |                |                 |                 |                 |                |                 |                 |
| 短期借入金純増減額                   | ▲ 270  | 97              | ▲ 1,401         | 33              | ▲ 134          | 628             | ▲ 624           | ▲ 610           | -              | 300             | ▲ 100           |
| 長期借入金純増減額                   | ▲ 7,283  | 60              | ▲ 2,491         | ▲ 2,214         | ▲ 3,474        | 2,272           | ▲ 1,009         | 605             | ▲ 2,871        | ▲ 2,005         | ▲ 502           |
| 株式の発行による収入                  | 12,875   | -               | 39              | 963             | 1,248          | 901             | 707             | 664             | 599            | -               | -               |
| 自己株式の取得による支出                | ▲ 42   | -               | ▲ 0             | ▲ 5             | ▲ 2            | ▲ 2             | ▲ 1,757         | ▲ 4,525         | ▲ 0            | ▲ 8,940         | ▲ 4,671         |
| 配当金の支払額                     | ▲ 60   | ▲ 332           | ▲ 666           | ▲ 951           | ▲ 1,310        | ▲ 1,702         | ▲ 2,175         | ▲ 3,144         | ▲ 3,515        | ▲ 5,324         | ▲ 4,741         |
| その他                         | 619  | 722             | 19,244          | ▲ 50            | 272            | 284             | ▲ 39            | 194             | 166            | ▲ 131           | ▲ 244           |
| <b>財務活動によるキャッシュ・フロー</b>     | <b>5,838</b>   | <b>547</b>      | <b>14,725</b>   | <b>▲ 2,224</b>  | <b>▲ 3,400</b> | <b>2,382</b>    | <b>▲ 4,897</b>  | <b>▲ 6,815</b>  | <b>▲ 5,620</b> | <b>▲ 16,102</b> | <b>▲ 10,260</b> |
| IV 現金及び現金同等物の増減額            | 7,241  | ▲ 5,635         | 9,981           | ▲ 6,452         | 43             | 82              | 3,822           | 1,654           | 5,130          | ▲ 7,834         | 11,235          |
| V 現金及び現金同等物の期首残高            | 9,238  | 16,729          | 11,496          | 21,477          | 15,075         | 15,119          | 15,672          | 19,495          | 21,149         | 26,280          | 18,445          |
| VI 新規連結に伴う現金及び現金同等物の増加額     | 249  | 403             | -               | 50              | -              | 470             | -               | -               | -              | -               | -               |
| VII 現金及び現金同等物の期末残高          | 16,729   | 11,496          | 21,477          | 15,075          | 15,119         | 15,672          | 19,495          | 21,149          | 26,280         | 18,445          | 29,681          |

Ⅲ-2-(4) 2011年3月期の計画(連結) Forecast for the Fiscal Year Ending March 2011 (Consolidated)

<連結決算 Consolidated Statement>

(単位:百万円、% / Unit: Million Yen, %)

|                |  | 実績 Result |        |        |        |        | 計画 Plan |                       |
|----------------|--|-----------|--------|--------|--------|--------|---------|-----------------------|
|                |  | 2006.3    | 2007.3 | 2008.3 | 2009.3 | 2010.3 | 2011.3  | 増減率<br>VS. Prev. year |
| (オートオークション事業)  | <Auto Auction Business>                                      |           |        |        |        |        |         |                       |
| 出品手数料          | Consignment Fees   | 13,187    | 13,972 | 14,595 | 13,802 | 11,285 | 11,499  | 1.9                   |
| 成約手数料          | Contract Completion Fees                                     | 10,622    | 11,469 | 12,491 | 11,347 | 10,283 | 10,335  | 0.5                   |
| 落札手数料          | Successful Bidding Fees                                      | 12,605    | 14,437 | 15,892 | 14,642 | 13,659 | 13,713  | 0.4                   |
| 商品売上高          | Revenues from Sales of Goods                                 | 1,150     | 1,142  | 1,682  | 1,781  | 746    | 476     | ▲ 36.2                |
| その他の営業収入       | Other Revenues   | 6,705     | 6,685  | 7,291  | 7,178  | 6,816  | 6,862   | 0.7                   |
| オートオークション事業計   | Auto Auction Business Total                                  | 44,271    | 47,707 | 51,953 | 48,752 | 42,791 | 42,887  | 0.2                   |
| (中古自動車等買取販売事業) | <Used Vehicle Sales/Purchases Business>                      |           |        |        |        |        |         |                       |
| 中古自動車買取販売      | Revenues from Used Vehicle Sales/Purchases                   | 7,817     | 7,489  | 6,976  | 7,860  | 8,289  | 8,465   | 2.1                   |
| 事故現状車買取販売      | Revenues from Accident-damaged Vehicle Sales/Purchases       | 5,699     | 5,399  | 5,614  | 4,404  | 3,935  | 3,925   | ▲ 0.3                 |
| 中古自動車等買取販売事業計  | Used Vehicle Sales/Purchases Business Total                  | 13,516    | 12,888 | 12,590 | 12,265 | 12,224 | 12,390  | 1.4                   |
| (その他の事業)       | <Other Business>   |           |        |        |        |        |         |                       |
| 廃自動車等のリサイクル    | Revenues from Recycling End-of-Life Vehicles and Other Items | 1,425     | 2,880  | 4,123  | 4,468  | 3,734  | 4,378   | 17.3                  |
| 廃ゴムのリサイクル      | Revenues from Recycling Scrap Rubbers                        | 1,029     | 1,091  | 1,133  | 1,063  | 1,098  | 1,242   | 13.1                  |
| その他の事業計        | Other Business Total   | 2,454     | 3,972  | 5,257  | 5,532  | 4,832  | 5,621   | 16.3                  |
| 売上高            | Net Sales  | 60,243    | 64,568 | 69,801 | 66,549 | 59,849 | 60,900  | 1.8                   |
| 営業利益           | Operating Income   | 23,103    | 24,817 | 27,200 | 22,568 | 21,940 | 23,600  | 7.6                   |
| 経常利益           | Ordinary Income  | 23,544    | 25,360 | 27,490 | 22,503 | 22,511 | 23,800  | 5.7                   |
| 当期純利益          | Net Income   | 13,203    | 14,390 | 15,200 | 12,003 | 12,717 | 13,500  | 6.2                   |

<オートオークション関連 Auto Auction Business>

(単位:台、%、円、社、店 / Unit: No. of Vehicles, %, Yen, No. of Companies, No. of Shops)

|                 |  |           |           |           |           |           |           |       |
|-----------------|--|-----------|-----------|-----------|-----------|-----------|-----------|-------|
| 出品台数            | No. of Consigned Vehicles                                | 2,662,653 | 2,840,129 | 2,920,356 | 2,902,636 | 2,327,515 | 2,400,000 | 3.1   |
| 成約台数            | No. of Contracted Vehicles                               | 1,408,478 | 1,541,521 | 1,670,429 | 1,507,802 | 1,342,958 | 1,344,000 | 0.1   |
| 成約率             | Contract Completion Rate                                 | 52.9      | 54.3      | 57.2      | 51.9      | 57.7      | 56.0      | -     |
| 1台当たり出品手数料      | Consignment Fees per Vehicle consigned                   | 5,000     | 4,957     | 5,031     | 4,791     | 4,884     | 4,829     | ▲ 1.1 |
| 1台当たり成約手数料      | Contract Completion Fees per Vehicle Contracts completed | 7,624     | 7,507     | 7,536     | 7,598     | 7,729     | 7,768     | 0.5   |
| 1台当たり落札手数料      | Successful Bidding Fees per Vehicle Contracts completed  | 8,957     | 9,374     | 9,544     | 9,742     | 10,178    | 10,205    | 0.3   |
| 現車会員数           | On-site Auction Members                                  | 37,157    | 40,959    | 42,751    | 43,307    | 44,317    | 44,800    | 1.1   |
| CIS(インターネット)会員数 | CIS (Internet) Members                                   | 16,338    | 17,465    | 19,995    | 22,273    | 23,565    | 24,800    | 5.2   |
| TV(衛星)会員数       | TV (Satellite Auction) Members                           | 6,648     | 6,132     | 5,637     | 5,098     | 4,599     | 4,350     | ▲ 5.4 |
| ラビット店舗数         | Rabbit Chain Shops                                       | 352       | 252       | 229       | 207       | 189       | 186       | ▲ 1.6 |

<設備投資・減価償却費 Capital Expenditures and Depreciation>

(単位:百万円、% / Unit: Million Yen, %)

|             |   |        |        |       |       |       |       |        |
|-------------|---|--------|--------|-------|-------|-------|-------|--------|
| 設備投資(支出ベース) | Capital Expenditures(Terms of Cash Flows) | 12,739 | 13,186 | 7,134 | 6,649 | 1,071 | 3,500 | 226.7  |
| 減価償却費       | Depreciation                              | 4,142  | 5,167  | 5,526 | 5,796 | 5,482 | 4,657 | ▲ 15.1 |

#### IV 計算式 *Calculating Formulas*

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本資料における各項目の計算式は下記のとおりです。

- (1) 売上総利益率 = 売上総利益 ÷ 売上高 × 100%
- (2) 販売費および一般管理費率 = 販売費および一般管理費 ÷ 売上高 × 100%
- (3) 営業利益率 = 営業利益 ÷ 売上高 × 100%
- (4) 法人税率 = 法人税等 ÷ 税金等調整前当期純利益 × 100%
- (5) EPS = 当期純利益 ÷ 期中平均株式数  
※会計基準の変更に伴い、2006年3月期より上記計算式としております。
- (6) ROE = 当期純利益 ÷ 自己資本(期首・期末平均) × 100%
- (7) ROA = 経常利益 ÷ 総資産(期首・期末平均) × 100%
- (8) 配当性向 = 1株当たり配当金 ÷ EPS × 100%
- (9) 自己資本比率 = 自己資本 ÷ 総資産 × 100%
- (10) 外部落札比率 = 外部落札台数 ÷ USSグループ落札台数 × 100%
- (11) 1台当たり出品(成約、落札)手数料 = 連結相殺前出品(成約、落札)手数料 ÷ 出品(成約)台数
- (12) 過去X年平均増減率 =  $\{(\text{当期数値} \div \text{X年前数値})^{(1 \div \text{X年})} - 1\} \times 100\%$

The calculating formula of the term in this material is as follows.

- (1) Gross Profit Margin = Gross Profit / Net Sales × 100%
- (2) Selling, General and Administrative Expenses Ratio = Selling, General and Administrative Expenses / Net Sales × 100%
- (3) Operating Margin = Operating Income / Net Sales × 100%
- (4) Tax Rate = Income Taxes / Income Before Income Taxes and Minority Interests × 100%
- (5) EPS = Net Income / Average No. of Shares  
\*Effective from the fiscal year ended March 2006, the Company has adopted the above-mentioned formula in order to comply with the revised accounting standards.
- (6) ROE = Net Income / Owners' Equity (average at beginning and end of year) × 100%
- (7) ROA = Ordinary Income / Total Assets (average at beginning and end of year) × 100%
- (8) Dividend Payout Rate = Annual Dividend per Share / EPS × 100%
- (9) Owners' Equity Ratio = Owners' Equity / Total assets × 100%
- (10) Ratio of Successful Off-site Bids = Successful Off-site Bids / USS Group Successful Bids × 100%
- (11) Fees per Vehicle = Fees for Vehicles before eliminations for consolidation / No. of vehicles
- (12) Avg YoY Change (X year period) =  $\{(\text{Number for current FY(CY)} / \text{Number for X years earlier})^{(1 / \text{X years})} - 1\} \times 100\%$

#### 当資料取り扱い上の注意点

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#### Disclaimer Regarding Forward-looking Statements

These materials include forward-looking statements concerning future operating results. Those statements are based on the judgment of the Company's management using information available at the time that the projections of future operating results were made. Therefore, those statements include assumptions. Actual results may differ significantly from projected results due to a number of factors, including changes in the Company's business environment. While the Company and its management have expressed expectations concerning future operating results herein, the Company and its management do not guarantee that those expectations or operating results will in fact be achieved, wholly or partially. Except where stipulated by law or separately provided for, the Company shall be under no obligation to update its future