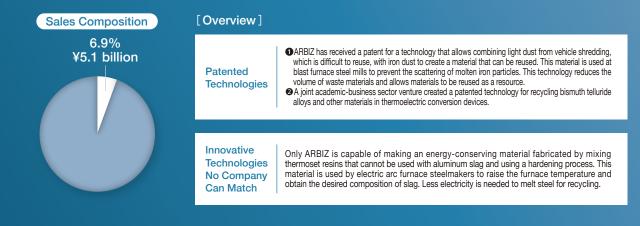


Use original technologies to contribute to society as the increasing speed of carbon-neutrality measures alters the business climate

The USS Group's recycling activities are conducted mainly by ARBIZ, which recycles industrial waste, and SMART, which provides disposal services for equipment and industrial plants.

Environmentally responsible business activities are essential for achieving sustained growth. The recycling businesses of the USS Group play a role in solving social issues by properly processing end-of-life vehicles to enable the reuse of many types of materials and resources. ARBIZ Co., Ltd. Director and Operating Officer SMART Co., Ltd. President and Representative Director Takuya Sano





SWOT Analysis (ARBIZ) An exclusive recycling technology (patented) The largest recycling yard in the Nagoya area **ARBIZ** and an ideal location for recycling operations Difficulty of retaining people and passing Equipment and technologies capable of on know-how to younger people because of Japan's labor shortage Strength handling many types of waste materials Weakness (SMART) (SMART) Collaboration with the Sumitomo Mitsui Group Inadequate number of employees as the for cost cutting, more sources of information volume of business operations increases and reuse channels, and better proposals for recycling and reuse (ARBIZ) Started a recycling business for manufacturers **ARBIZ** Reuse of waste plastics Difficult to differentiate services in a highly competitive market Aging of structures during Japan's many years Not a significant presence Opportunity Threat of rapid economic growth in Japan's recycling industry Growth of investments in the manufacturing (SMART) and energy sectors Emergence of other companies (ARTIZ/SMART) with similar business models Reexamining the recycling business to contribute to achieving carbon neutrality

Strategies

Help solve social issues as part of the USS Group's business operations

Use joint activities with manufacturers starting recycling operations to target opportunities for utilizing exclusive technologies.
Establish a model for recycling.

(Reference) ARBIZ received a contract from the New Energy and Industrial Technology Development Organization (NEDO) to build a system in Thailand for recycling used electronic devices and products.

NEDO plans to use this accomplishment to work with ARBIZ for establishing a recycling model for resources in other Asian countries.