

# Value creation process

USS identifies social issues it can help solve as priority subjects (materiality). Our three businesses will continue to drive an increase in economic value by helping solve these various issues to provide diverse social value.

## Management resources

### Human capital → Pp. 3-4

Highly trusted automotive inspection professionals

- Employees (Nonconsolidated)      • Vehicle inspectors

**684**

**248**

(As of March 31, 2023)

### Social capital → Pp. 5-6

1,000 new corporate members join annually with a large member base throughout Japan

- On-site auction members      • CIS (Internet) auction members

**48,490**

**33,934**

- Satellite TV auction members      • Auction sites

**1,981**

**19** locations throughout Japan

- Used car purchasing stores

**147** locations (15 directly operated, 132 franchised)

(As of March 31, 2023)

### Intellectual capital → Pp. 7-8

Actively adopting leading technologies to remain the top market shareholder

- Matching that uses an enormous volume of data
- A powerful security system
- New car inspection technology using the DX

### Financial capital (FY 2022)

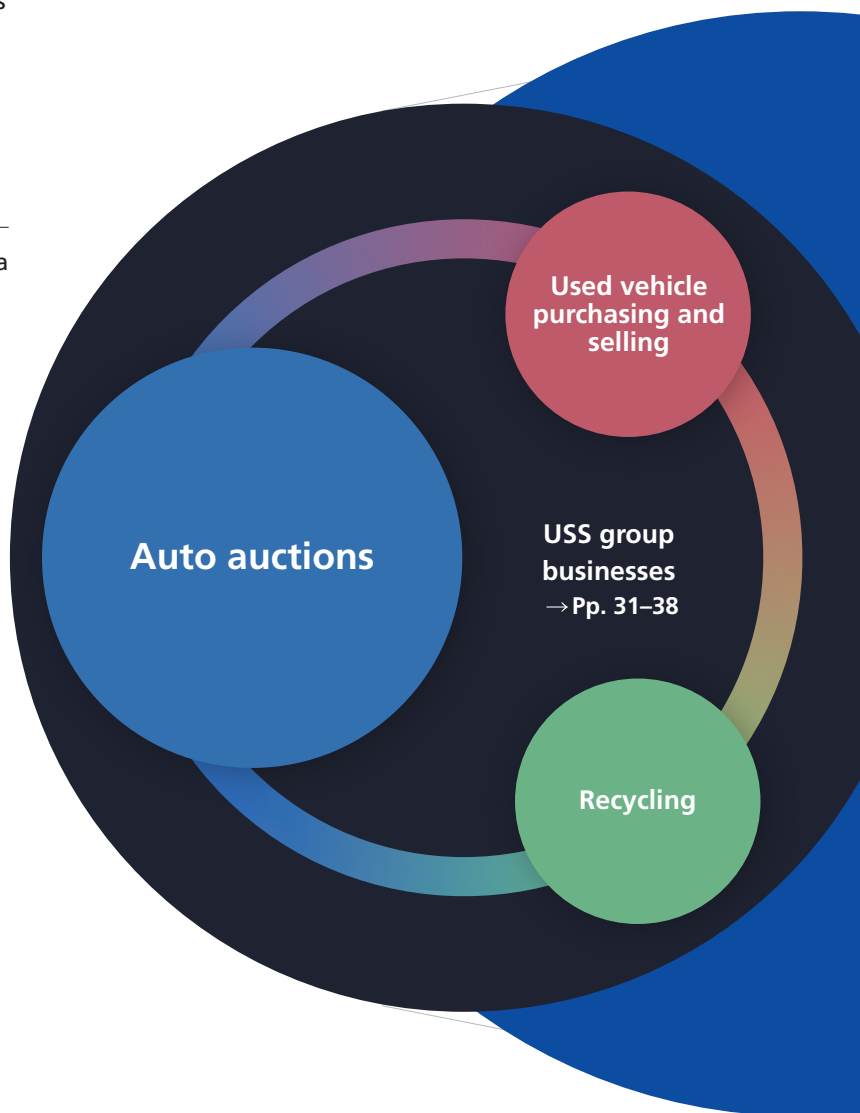
- Total assets      • Equity ratio

¥**242.3** billion

**78.8%**

### Natural capital

- Materials used in automobiles and energy used for USS facilities and logistics
- Vehicles, materials and other items that are recycled



Solutions to important material subjects  
→ Pp. 27–30



### Value

#### Social value

- Provide auctions where every member can be confident in having a fair and equal standing
- Offer better access to quality automobiles at an affordable price
- Support employment opportunities in automotive occupations
- Support employee growth and respect diversity

## Contribute to a circular economy

#### Economic value

- Sales  
¥88.7 billion
- Operating profit  
¥43.7 billion
- Return on equity  
16.2%

All FY 2022 results

