









# KPIs for priority subjects

Priority subjects (materiality)	Main initiatives	Key performance indicators (KPIs)
Resource recycling	<ul style="list-style-type: none"> <li>The auto auction business will enhance the efficiency and member convenience of automotive inspections through the use of digital technologies.</li> <li>The recycling business will promote plant recycling through SMART Inc.</li> </ul>	Waste rate (tons of waste produced / tons of receivables) (%)
		Metal recycling rate (tons of metal shipments / tons of metal receivables) (%)
		End-of-life vehicle recycling rate (%)
		R2 certification
		Recycling rate (excluding materials containing asbestos) (%)
		Digital consignment rate (%)
Climate change	<ul style="list-style-type: none"> <li>Surveys and research on handling EV</li> <li>Identification and reduction of greenhouse gas emissions (In the process of promoting activities to reduce Scope 1, 2, and 3)</li> <li>Introduction of energy-saving measures, renewable energy, and solar power generation at business sites</li> </ul>	Total Scope 1 and 2 CO <sub>2</sub> emissions (t-CO <sub>2</sub> )
		Scope 3 CO <sub>2</sub> emissions (t-CO <sub>2</sub> )
Poverty	<ul style="list-style-type: none"> <li>Support of loans for people without access to traditional financing through a capital business alliance with Global Mobility Service (launched in April 2023)</li> </ul>	GMS (number of loan contracts)
Human resources management	<ul style="list-style-type: none"> <li>Respect of human rights and diversity</li> <li>Fair and equal treatment and working conditions</li> <li>A higher level of education and training</li> <li>Occupational health and safety management</li> </ul>	Employees with a level three or higher vehicle inspector certification (people)
		Average length of time necessary to acquire a level three vehicle inspector certification (months)
		Women appointed as executive officers (deputy senior staff or above) (%)
		Ratio of women in management (%)
		Acquisition rate of paid leave (%)
		Employment ratio of persons with disabilities (%)
		Turnover rate (%)
		Number of occupational accidents (incidents)
		Frequency rate of occupational accidents requiring leave
		Severity rate of occupational accidents requiring leave
Ratio of employees attending external training (regular employee or above excluding those seconded) (%)		
Information management	<ul style="list-style-type: none"> <li>Establishment of a privacy policy</li> <li>Proper management of member information</li> <li>Acquisition of the PrivacyMark</li> </ul>	Ratio of employees attending PrivacyMark training (%)
		ISO 27001 certification
Fair and equitable business dealings	<ul style="list-style-type: none"> <li>Thorough awareness-raising about the corporate philosophy to create a fair market</li> <li>Operation of a unique system to monitor inappropriate transactions</li> <li>Formulation and distribution of anti-corruption and other basic policies on websites</li> </ul>	Wrongful acts by employees (incidents)

Scope	Actual (fiscal year)					Target	Relevant pages	Relevant SDGs
	2018	2019	2020	2021	2022			
ARBIZ Co., Ltd.	12.4	16.3	13.1	8.3	6.0	15% or less in receivables	Pp. 33–34 P. 36	
	45.6	50.2	45.7	43.7	52.4	Over 40% in receivables		
	100.0	100.0	100.0	100.0	100.0	100%		
	–	○	○	○	○	Maintain certification		
SMART Inc.	–	97.7	95.6	94.3	94.3	Over 90%		
USS Co., Ltd.	0	0	0	10	20			
USS Group	–	–	16,838	16,735	15,703	42% reduction by FY2030 (Base year: FY2021)	Pp. 54–58	 
	–	–	295,535	300,465	307,006	25% reduction by FY2030 (Base year: FY2021)		
USS Support Service Co., Ltd.						3,000 in FY2023	Pp. 17–18	 
USS Co., Ltd.	246	250	258	261	255		Pp. 51–53	 
	26 months	26 months	26 months	26 months	26 months	8 months		
	4.6	5.4	5.9	6.8	7.6	Over 8% of all employees		
	0	0	0	0	0	Over 5% by FY2025 Over 10% by FY2030		
	54.8	50.0	50.6	64.4	63.3	Maintain an acquisition rate over 60%		
	1.40	1.57	1.63	2.09	2.48	Maintain an employment rate at or above that mandated by law (2.3%)		
	4.8	4.6	2.9	4.7	6.0	5% or less		
ARBIZ Co., Ltd.	5	6	3	2	3	0		
	13.69	16.03	9.47	6.53	9.33	6.0 or less		
	0.03	0.37	1.55	0.99	0.05	0.5 or less		
	0	0	3.5	48.2	100	Over 50%		
USS Co., Ltd.	–	–	–	100	100	100%	P. 49	
ARBIZ Co., Ltd.	○	○	○	○	○	Maintain certification		
USS Co., Ltd.	0	0	0	0	0	0	P. 43 P. 49	