







## 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> )	
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)*1 (%)			
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)	

\*1 The training format changed from group training to e-learning in fiscal 2023, which encourages greater employee participation.

	Scope	Actual (fiscal year)					Target	Relevant pages	Relevant SDGs
		2019	2020	2021	2022	2023			
	ARBIZ Co., Ltd.	16.3	13.1	8.3	6.0	3.6	15% or less in receivables	Pp. 39–40	
		50.2	45.7	43.7	52.4	54.2	Over 40% in receivables		
		100.0	100.0	100.0	100.0	100.0	100%		
		Yes	Yes	Yes	Yes	Yes	Maintain certification		
	SMART Inc.	97.7	95.6	94.3	94.3	96.0	Over 90%		
	USS Co., Ltd.	0	0	10	20	30			
	USS Group	–	16,838	16,735	15,703	14,076	42% reduction by FY2030 (Base year: FY2021)	Pp. 58–64	 
		–	241,146	256,369	265,347	267,692	25% reduction by FY2030 (Base year: FY2021)		
	USS Co., Ltd.	250	258	261	255	272		Pp. 31–32 Pp. 53–57	 
		26 months	26 months	26 months	26 months	15 months	8 months		
		5.4	5.9	6.8	7.6	8.8* <sup>2</sup>	Over 8% of all employees		
		0	0	0	0	2.6* <sup>2</sup>	Over 5% by FY2025 Over 10% by FY2030		
		50.0	50.6	64.4	63.3	69.6	Maintain an acquisition rate over 60%		
		1.57	1.63	2.09	2.48	2.25	Maintain an employment rate at or above that mandated by law (2.3%)		
		4.6	2.9	4.7	6.0	6.0	5% or less		
	ARBIZ Co., Ltd.	6	3	2	3	2	0		
		16.03	9.47	6.53	9.33	6.27	6.0 or less		
		0.37	1.55	0.99	0.05	0.00	0.5 or less		
		0	3.5	48.2	100.0	46.0	Over 50%		
	USS Co., Ltd.	–	–	100.0	100.0	100.0	100%	P. 53	
	ARBIZ Co., Ltd.	Yes	Yes	Yes	Yes	Yes	Maintain certification		
	USS Co., Ltd.	0	0	0	0	0	0	P. 45 P. 53	

\*<sup>2</sup> Data current as of April 1, 2024.