

Stakeholder Engagement

Basic approach

Guided by Mitsuuroko Group Charter of Corporate Ethics, the Company conducts fair and sound corporate activities and seeks to contribute to the preservation of the global environment and the creation of a fulfilling and livable society while respecting the positions of various stakeholders and maintaining positive relations with them.

The Company constantly promotes reforms of its corporate governance practices to enable swift decision making, strengthen management supervision, and ensure transparency in our corporate activities. It also works to improve value for all stakeholders connected to Mitsuuroko Group through striving to reform the management structure and enhancing internal control systems.

Promotion system

The Company has established Finance & Control and a team within it that is in charge of IR. The Director who serves as the Head of Finance & Control becomes the Director in charge of IR and is responsible for IR. To ensure that many stakeholders understand the unique way in which the Group creates value, the Company proactively discloses information to shareholders through publications such as the Business Report (Integrated Report), Mitsuuroko Report (Shareholder Correspondence), and Sustainability Report, which contain not only financial information but also

information on our business strategies and non-financial information. In addition, members of the IR team engage in dialogue with shareholders, holding individual meetings with them whenever possible if requested to do so. Opinions and concerns raised by shareholders in the dialogue are then reported through the Head of Finance & Control to senior management and the Board of Directors. The Company also thoroughly ensures that no insider information is leaked when engaging in dialogue with shareholders.

Dialogue with shareholders and investors

Timely and appropriate disclosure of information

To ensure sound and highly transparent management and gain the understanding and trust of shareholders and investors, the Company places importance on proactively disclosing information in a manner that is “timely, fair, and consistent.”

Via the Company’s website and the Timely Disclosure Network (TDnet) of the Tokyo Stock Exchange, etc., the Company works proactively to make timely disclosures that include financial information and other information related to the Group. The Company also publicly discloses the “Management Policy and Strategy of Mitsuuroko Group” and “The Financial Strategy of

Mitsuuroko Group” in the Business Report (Integrated Report), which is published every year. Mitsuuroko Group focuses efforts on publishing various reports, which represent important IR communication tools. In FY2022, it issued the Business Report (Integrated Report), which is published once per year, the Mitsuuroko Report (Shareholder Correspondence) which is published twice per year, and the Sustainability Report, which is published once per year. These publications, including past editions, can be accessed via the IR Library page on the Company’s website.

Initiatives for overseas investors

Since we are promoting the expansion of our global business, we expect the proportion of overseas investors in our Company will increase. Therefore, in the 113th Ordinary General Meeting of Shareholders held in

June 2022, we introduced the electronic voting system platform. In addition, the Company is working to ensure our convocation notices and IR pages on the website are also available in English.

Communication with employees

Building good labor relations

The Company and unions build sound and positive relations based on mutual understanding and trust. The Company openly exchanges opinions on various management issues and labor conditions through regular labor-management consultations. The Company also provides an environment where staff who are non-union members, such as contract employees, part-time employees, or temporary staff can work with confidence, and it has entered into minimum wage agreements. Further, the Company respects the rights of workers at its overseas facilities, taking into consideration the legal and regulatory systems of the respective areas.

Communication between the President and employees

The President visits each of the Company’s departments and the workplaces of subsidiaries, exchanging opinions and ideas with onsite leaders. Along with posting the message from the President on the intranet, the Company also works to increase understanding throughout the Group through means such as publishing articles that explain the vision in the Business Report.

Communication methods and means

Stakeholders	Main response	Examples of communication methods, means, and activities
Customers	Development and provision of safe and secure products and services	<ul style="list-style-type: none"> Quality maintenance and improvement activities run primarily by the quality assurance department of each operating company Protection of personal information through stringent information security management Provision of value to remain close to our customers’ lives through the Group business websites Daily business activities Provision of opportunities for participating in exhibitions and seminars Suggestions of environmentally friendly products and services GPS-based monitoring service, “Mitsu-mail Imakoko”
	Creation of opportunities for customers to provide feedback on products and services	
	Co-creation and innovation in creating value for society	
Shareholders/ Investors	Disclosure of information on financial condition, explanation of status of business activities and plans of the Group	<ul style="list-style-type: none"> General Meeting of Shareholders Business Report (Integrated Report), Mitsuuroko Report (Shareholder Correspondence), and Sustainability Report Disclosure of IR information on the corporate site Responding to surveys by ESG rating providers
	Support for active participation of diverse human resources	
Employees	Sharing of various information within the Group	<ul style="list-style-type: none"> Formulation of inclusion & diversity promotion policy Introduction of work-from-home system, support of telecommuting Enhancement of various types of training and career support Communication of the message from the President Communication and sharing of information via the intranet and groupware Publication of web company newsletters Various surveys of employees Opinion exchange through labor-management consultations Development of safety promotion system Stress checks Healthcare support, establishment of contact point for counselling Compliance hotline
	Labor-management partnerships	
	Provision of occupational health and safety information, mental health measures	
Business partners	Establishment of relationships of trust and maintenance of sound and positive relations	<ul style="list-style-type: none"> Declaration of Partnership Building
Government authorities and local governments	Disaster prevention initiatives	<ul style="list-style-type: none"> Participation in regional disaster prevention and fire fighting activities Acceptance of practical training from various organizations and schools Cooperation in surveys, including government statistical surveys
	Provision of information to solve social issues and promote administrative policy	
Society and local communities	Understanding opinions and requests	<ul style="list-style-type: none"> Establishment of inquiries and addressing concerns Activities to protect and nurture the forests around the water collection sites Support of basketball and swimming team activities, and professional affiliated athletes Participation in activities, exchange, and events with local communities Cleanup activities Fund-raising activities for the Christel Vie Ensemble Foundation (Christel Foundation)
	Protection activities of regional environments	
	Contribution to society through sports	
	Local community exchange	

Communication with industry associations

Association	Main position served by officers of the Company, etc.
KEIDANREN (Japan Business Federation)	Member of the Policy Board
Tokyo Employers’ Association	Executive Director
Japan L.P. Gas Sales Association	Vice Chairman
Liquefied Petroleum Gas Center	Trustee
The Mineral Water Association of Japan	Auditor