

SUSTAINABILITY REPORT



VISION

Mitsuuroko Group has produced and will continue to produce sustainable and more fulfilling lifestyles.

For 137 years since our business foundation and 97 years following our company establishment, we have worked to provide what our customers desire and help them achieve more fulfilling lifestyles as “a Lifestyle Producer” that addresses various social issues through our businesses.

Mitsuuroko Group will remain committed to helping each and every customer lead more fulfilling lifestyles and realize a sustainable society as we firmly set our sights on resources and the environment for the sake of the Earth and advance ourselves as “a Lifestyle Producer.”

Safe and Stable Supply of Energy

- Ensure stable supply of energy
- Respond to natural disasters and energy supply crunch, strengthen resilience

Carbon Neutrality by 2050

- Roll out next-generation energy systems
- Establish a cooperative framework for stakeholders in the supply chain

Human Capital Management

- Improve corporate value by maximizing the value of each employee

Coexistence and Prospering Together with the Local Communities

- Enhance points of contact with local communities
- Expand services in response to diversification
- Create added value to enrich daily life

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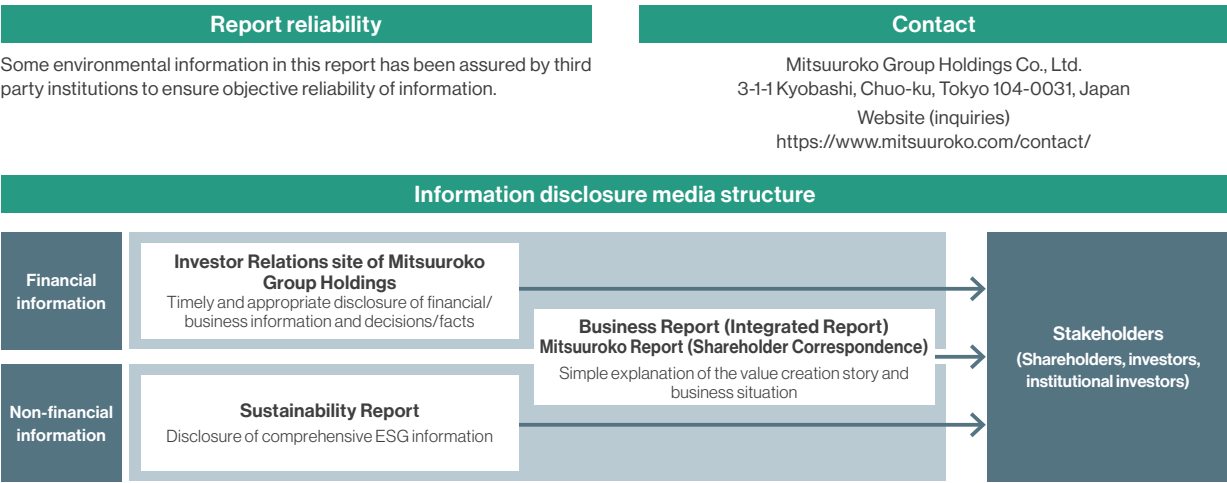
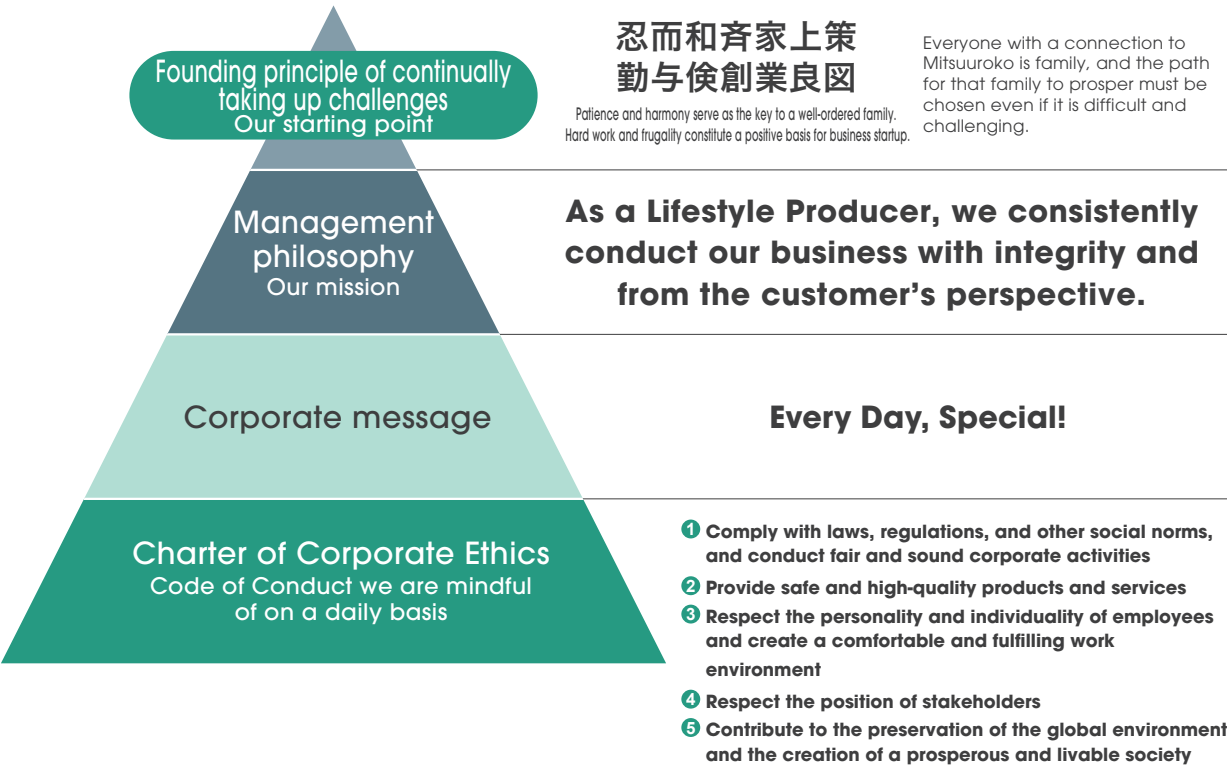
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Editing Policy

This document was prepared while emphasizing the objective to express specific topics, thoughts, and initiatives related to Mitsuuroko Group's "Environment, Social, and Governance (ESG)," among other things. During its editing, we referred to the assessment items of major ESG rating providers, as well as the "Environmental Reporting Guidelines (2018)" by the Ministry of the Environment and the "GRI (Global Reporting Initiative) Standards," which are international reporting guidelines. Furthermore, the Company continues to enhance ESG-related information each year, focusing on what is deemed important.

Reporting scope
The scope covers 50 companies*, including Mitsuuroko Group Holdings Co., Ltd., major business companies, subsidiaries, and affiliates. Reporting scope is clarified for items that vary from this overall reporting scope. * 43 consolidated subsidiaries and 7 entities accounted for using equity method (as of December 31, 2023)
Reporting period
Reporting period is FY2022 (from April 2022 to March 2023). However, some information in and after April 2023 is also included.
Guidelines referenced
● GRI Sustainability Reporting Standards ● GRI Standards Table ● "Environmental Reporting Guidelines (2018)" by the Ministry of the Environment ● Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

Mitsuuroko Group's Philosophy System



Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Continue creating new value with our diverse stakeholders and contribute to the creation of more fulfilling lifestyles and a sustainable society





CEO MESSAGE

As “a Lifestyle Producer,”
we realize an
environmentally friendly,
sustainable society.

Representative Director, President and Chief Operating Officer
Kohei Tajima

Mitsuuroko is an environmentally
adaptive enterprise

At Mitsuuroko Group, we pride ourselves on being an environmentally adaptive enterprise. Now in its 137th year, the Company’s ability to adapt to changing environments has been crucial to its longevity, even as its core businesses have evolved over the years since its foundation. To ensure the future development of Mitsuuroko Group, it is essential that we continually assess whether we live up to our reputation as an environmentally adaptive enterprise.

Adapt to the environment. It sounds simple enough, but it can be challenging. Even if we proficiently complete one endeavor, it doesn’t guarantee future success. We must continually reassess and improve our strategies from all perspectives to meet our customers’ needs. Companies must be perpetually sustainable. Our key ability to hand down the Company’s legacy to future generations depends not on our size or power but on our unwavering commitment to adapt and evolve.

Also, the most crucial perspective for an environmentally adaptive enterprise is the customer’s perspective. In Japan, talk of innovation typically refers to technological advancements, but for us, it means adapting and innovating within our environment. Without incorporating the customer’s perspective, innovation is unattainable, and Mitsuuroko Group will not be able to sustain itself and pass on its legacy.

Thinking and acting from the customer’s perspective— understanding his or her feelings, thoughts, and needs— and striving to eliminate pain points are key to staying ahead in providing products and services that meet societal demands.

“Mitsuuroko embraces premium quality,” is our professional slogan on display in our daily interactions. This slogan, consisting of 12 Japanese kana characters, was originally used in our briquette production and shipment management according to my senior. It symbolizes the deep pride we hold in our manufacturing heritage, in our commitment to quality, in producing lifestyles and in our approach to how we live our lives.

We are an environmentally adaptive enterprise. The world continues to change. We will evolve for our aspirations. In the next generation, and the generation after. Fifty years from now, and one hundred years from now.

Enhancing corporate value while fulfilling
corporate social responsibilities

At the second General Meeting of Shareholders in my Presidency, an investor asked me about the appropriate level of our share price. I remember I replied that minimum responsibility is PBR of one. I have consistently focused on our PBR; however, superficial measures such as share buybacks and temporary increases in dividends are

meaningless. When asked about our corporate social responsibility at another General Meeting of Shareholders, I mentioned employment and tax payment. Mitsuuroko Group employs around 3,700 people, including its part-time and temporary workforce. Without corporate profits there won’t be any salary increase nor tax payment increase. Striving for sales expansion as well as higher profit margin so that we increase employee salaries and provide better benefits. Engaging in such sound corporate practices, I believe, is the most effective and straightforward path toward achieving PBR of one or more. I have remained consistently mindful of the PBR metric given its role as an important benchmark. That said, improvement of performance benchmarks must be the result of fulfilling our essential corporate obligations in order to be meaningful, rather than taking action with the sole intention of achieving higher benchmark values. In that respect, I am convinced that we will be able to achieve higher PBR by remaining mindful of our social responsibilities in terms of employment and tax payment. It is important that we consistently implement measures that encourage our shareholders to reap the benefits of holding the Company’s shares over the long term. We aim for a company that fosters confidence and brings stable investment returns rather than the one that yields speculative short-term returns. We will continue to manage the Company in a way that yields higher returns by implementing long-term growth and business portfolio strategies, amassing net assets and increasing dividends. It is also crucial that we effectively communicate the Company’s appeal, vision, and growth potential in seeking to enhance corporate value.

Initiatives for the six materiality items of
Mitsuuroko Group

Mitsuuroko Group practices sustainability management based on six key materiality items: **1 Contribution to the environment, 2 Contribution to local communities, 3 Thorough compliance, 4 Enhancement of safety and disaster response measures, 5 Health-focused management, and 6 Promotion of diversity.**

1 Contribution to the environment

Mitsuuroko Group recognizes the benefits it derives from the Earth, including the resources necessary for its business activities, and accepts the responsibility to preserve and improve the global environment. As a responsible provider, we aim to leverage its regional strengths to maintain and enhance supply infrastructure available even in emergencies, while aligning with the diversifying needs and choices of customers. All of Mitsuuroko Group is engaged in initiatives to achieve a sustainable society through reducing CO₂ emissions, promoting renewable energy, and reducing

fuel consumption. For customers focused on reducing CO₂ emissions, we offer environmentally friendly electricity plans that stipulate the use of renewable energy. In addition, we utilize monitoring information of remote automatic meter readings, and provide a delivery operation streamlining solution that proposes the optimal delivery plans.

While embracing renewable energy sources like solar and wind power (“renewable energy sources”) is necessary to achieve carbon neutrality by 2050, such sources are challenging to predict and manage due to their susceptibility to seasonal and climatic variations. Addressing these challenges requires secure “adjustment capability” to stabilize the fluctuating outputs.

At Mitsuuroko Green Energy Co., Ltd., storage cells provide this “adjustment capability,” helping balance the generation and demand of renewable energy either by absorbing the excess or compensating shortfall according to the power generation plan, thus stabilizing the power grid. These storage stations also support the management of distributed energy resources and related applications.

Mitsuuroko Green Energy is actively entering markets, like the supply-demand adjustment market and the

capacity market, promotes the use of renewable energy and stabilizes power systems.

2 Contribution to local communities

Mitsuuroko Group's operations have long been supported by many stakeholders. Among this network of support, we must not forget the indispensable role of local communities.

Mitsuuroko Group has historically built relationships of trust with local communities not only through business dealings but also by engaging in activities such as community cleanups, events, charity work and sports. Mitsuuroko Group is committed to thriving along these communities by actively participating in initiatives that support them as a responsible corporate citizen.

3 Thorough compliance

In our management philosophy, Mitsuuroko Group mandates conducting business with integrity and from the customer's perspective, underscoring the necessity of legal compliance. While thoroughly conducting effective and appropriate internal controls, we maintain our legal compliance practices through various types of

compliance training, original training videos on non-compliance cases, and compliance cards carried by employees.

4 Enhancement of safety and disaster response measures

Safety is an indispensable element of all the businesses Mitsuuroko Group promotes. With its mainstay energy-related products directly linked to our lifelines, Mitsuuroko Group's mission is to contribute to society through the stable energy supply as well as safe, secure, and prompt logistics services.

As a BCP measure, Mitsuuroko Creative Solutions Co., Ltd. opened the Nagano Office, Mitsuuroko Administration Center in Nagano-shi, Nagano, in July 2022, complementing the existing Mitsuuroko Administration Center in Saitama-shi, Saitama, a shared services division in Mitsuuroko Group. While we continue to upgrade and streamline our operations that have been dispersed throughout the Group companies, opening of Nagano Office has established a system that works around the risk of interruption in our operations upon disaster caused by excessive centralization, thereby ensures business continuity. When Saitama operation becomes unfunctional, we'd activate BCP program and shift to pre-determined emergency operations.

5 Health-focused management

Recognizing that human resources are our most valuable asset and a source for future growth, Mitsuuroko Group regards employee health management as a critical management issue. Based on the “Mitsuuroko Group Health Care Declaration,” we respect the individual life stages of our employees and support their autonomous and active healthcare management through a variety of initiatives and information dissemination.

6 Promotion of diversity

Mitsuuroko Group has grown in a value to capitalize on the demand of the times as an “environmentally adaptive enterprise,” and valued to change itself according to the times. Going forward, we should rather propose and create new and better environments to achieve sustainable growth than catching up and adapting ourselves to our surroundings. It is therefore essential that Mitsuuroko Group fosters a corporate culture that embraces diversity as a strength, creating an environment that does not discriminate based on employment status, nationality, gender, age, religion, or whether one is a new graduate or mid-career hire. Mitsuuroko Group aspires to shaping a new era by being “an enterprise that initiates favorable cycles” and “persistently seeking change.”

Addressing a changing social environment

In our Group management philosophy we state “As a Lifestyle Producer, we consistently conduct our business with integrity and from the customer's perspective.” Our aim is to enhance services related to everyday lifestyles centered on energy. Beyond expanding new services from the consumers' perspective, we continue to contribute to conservation of the global environment by utilizing natural renewable energy and promoting the installation of energy-saving housing equipment. With our energy products we continually enhance our safety initiatives in delivering “safety and security” as our top priority and fulfill our corporate social responsibility under legal compliance in our business activities.

Up until now, Mitsuuroko Group has taken up challenges without fear of failure while sensing changes in society and customer needs and transforming ourselves as we look ahead to the future. What we can do, and our mission is to build our efforts to fulfill lifestyles, bring joy to our customers, and bring smiles to people's faces in order to pave the way for the future.

We operate amidst unprecedented changes in social landscape and business environment. Under these circumstances, we are called on to become a truly environmentally adaptive enterprise to achieve sustainable business growth. We set “Mitsuuroko Great Reset” as a focus of our basic policy and action plan to persistently furnish people worldwide with value distinctive to Mitsuuroko Group while adhering to our management philosophy. Under this focus we reassess and revamp every aspect of our operations to achieve our Mitsuuroko Group vision.

The keyword at the heart of our activities is “SOLA.” SOLA is an acronym that we created, standing for Simple, Organic, Live, and Advanced. While embracing these concepts of SOLA, we work to improve the self-refinement capabilities of our businesses, organizations, and thinking so we can foster revitalization and sustainable growth to transform Mitsuuroko Group into a stronger, more appealing company.

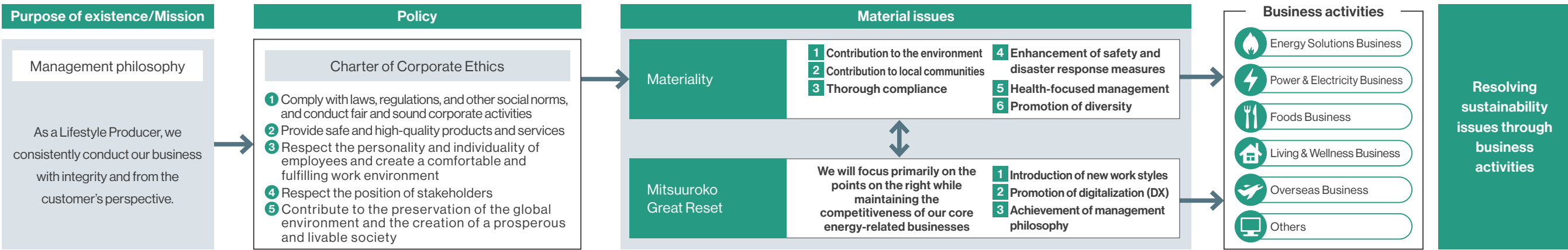


Sustainability Promotion System

Sustainability management promotion system

Within our Group management philosophy, we state that as a Lifestyle Producer, we consistently conduct our business with integrity and from the customer's perspective. Our aim is to enhance services related to everyday lifestyles centered on energy. Beyond continually expanding new services from the consumers' perspective, we will continue to contribute to conservation of the global environment by utilizing natural

renewable energy and promoting the installation of energy-saving housing equipment. We will also continually enhance our security initiatives so that we can provide safety and security as our top priority, especially for energy products, and will fulfill our corporate social responsibility based on compliance in our business activities.



Materiality

To continue creating new value with our diverse stakeholders as well as to contribute to more fulfilling lifestyles and prosperity of society, the Group has identified six material issues (materiality) prioritized from among all social issues, taking into consideration the business of the Company within its long-term vision.

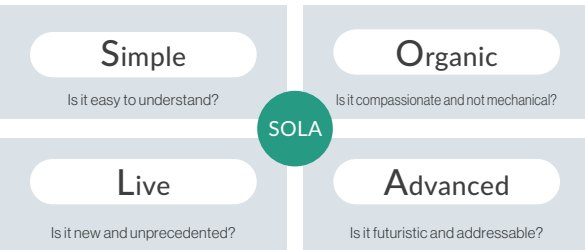
Transition from Mitsuuroko Epoch Outlook to Mitsuuroko Great Reset

Up to now, Mitsuuroko Group has continued to take up challenges without fear of failure while sensing changes in society and our customers' needs and changing ourselves as we look ahead to the future. Our mission is to build on our efforts to fulfill lifestyles, bring joy to our customers, and bring smiles to people's faces in order to pave the way for the future, and we believe that this mission is achievable. We operate amidst persistent and unprecedented changes with respect to the social landscape and business environment. Under these circumstances, we are called on to become a truly environmentally adaptive enterprise to ensure that we continue to achieve sustainable business growth going forward. We are determined to reassess and revamp every aspect of our operations to achieve our vision of Mitsuuroko Group, which we established by making Mitsuuroko Great Reset the focus of our basic policy and action plan, under which we seek to persistently furnish people worldwide with value distinctive to Mitsuuroko Group while adhering to our management philosophy.

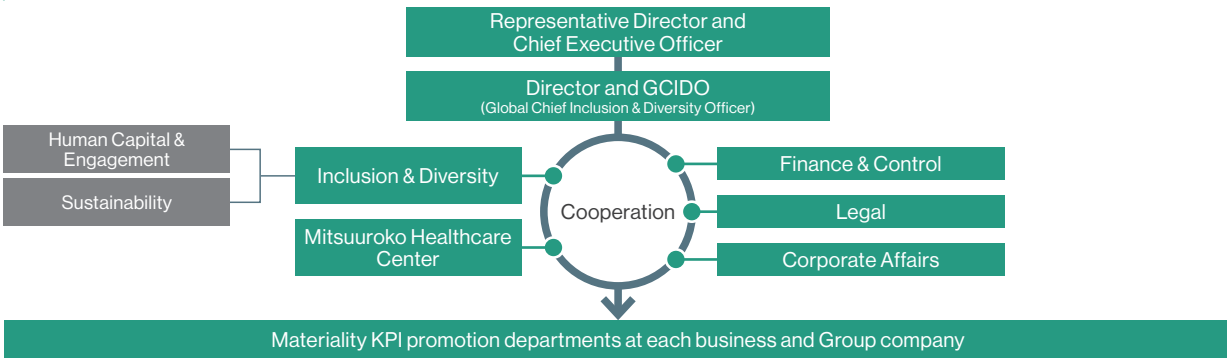
- 1 Introduction of new work styles**
We will introduce new work styles that improve employee health, employee and workplace safety, communication, productivity, and functionality while also fully reflecting the concept of "newness."
- 2 Promotion of digitalization (digital transformation [DX])**
Through digitalization or digital transformation (DX) that is not an extension of past customs or the old way of doing things, we will manage and save time, streamline, and accelerate office work, and upgrade our operations to realize new work styles through DX and improved customer satisfaction.
- 3 Achievement of management philosophy**
As a Lifestyle Producer, we consistently conduct our business with integrity and from the customer's perspective.
A Lifestyle Producer
Every Day, Special !

Keyword: "SOLA"

SOLA is an acronym for Simple, Organic, Live, and Advanced. While adding the new perspective to SOLA, we will work to improve the self-purification capabilities of our businesses, organizations, and thinking with the aim of revitalization and sustainable growth to transform Mitsuuroko Group into a stronger, more appealing company starting with these four concepts.



Sustainability promotion system



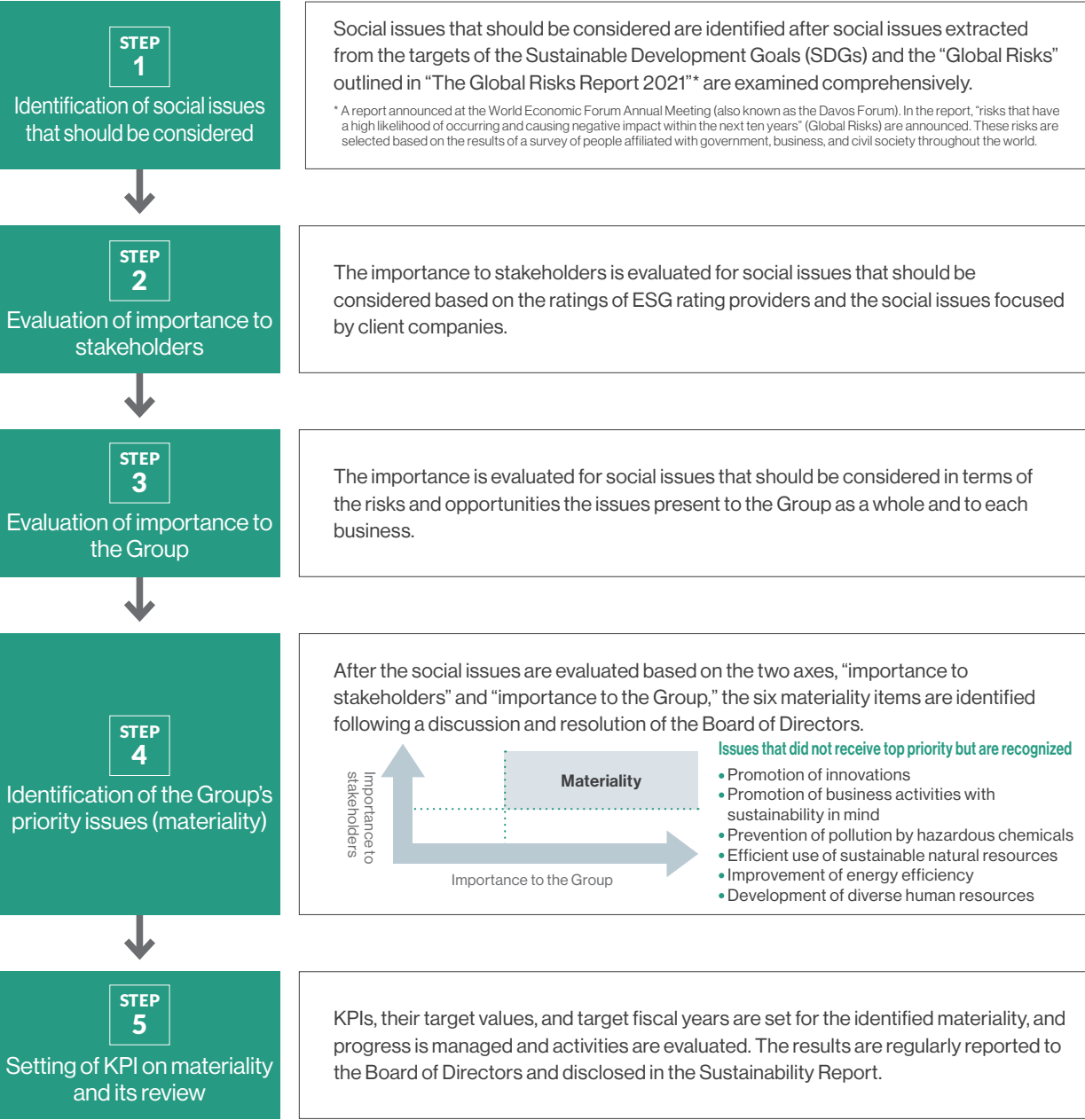
Internal sustainability training

Sustainability training (introduction to ESG) via e-learning is provided for full-time Group employees to acquire knowledge on ESG and foster literacy.

Identification and Review of Materiality

The Group considers “contributing to the creation of a sustainable society” to be one of its key management strategies. Taking a long-term vision of the Group’s businesses from an ESG perspective, we have identified six materiality items based on our consideration of issues that management ought to give priority to among all social issues in existence. By setting quantitative targets and target fiscal years for each materiality and aiming to achieve them, we will continue to create new value with our diverse stakeholders and contribute to the creation of a sustainable society.

Materiality identification and review process



Materiality of Mitsuuroko Group

1 Contribution to the environment



Mitsuuroko Group is aware that it receives various benefits from the Earth, including the resources necessary for its business activities, and that it is its responsibility to preserve the global environment in a better state. The purpose of Mitsuuroko Group's existence is to build a better society through its daily corporate activities, and it places utmost importance on making proactive efforts to solve social issues. As measures to address climate change, which is a common challenge facing the world, Mitsuuroko Group is working to reduce the CO₂ emissions from its business activities and those from its customers' use of products and services, as well as contribute to the improvement of energy efficiency, aiming to achieve carbon neutrality by FY2050.

3 Thorough compliance



In the management philosophy, Mitsuuroko Group has set forth that it consistently conducts our business with integrity and from the customer's perspective, advocating the need for legal compliance in management and business operation. While thoroughly maintaining internal controls that have been effective and appropriate so far, we maintain our legal compliance system through means such as conducting various types of compliance training, producing original training videos on non-compliance cases, and ensuring employees carry compliance cards. Going forward, we will continue to strive for sincere management and business activities based on high ethical standards, always from the perspective of corporate social responsibility.

5 Health-focused management



Acknowledging that human resources are our greatest asset, Mitsuuroko Group considers the health management of employees, who are the source of our future growth as an important management issue. Based on the “Mitsuuroko Group Health Care Declaration,” it respects the fact that each individual faces a variety of life stages, and it supports its employees in enabling them to autonomously and proactively manage their health through a variety of initiatives and information dissemination. As a leading company in health-focused management, it will continue to provide support and engage in even more comprehensive initiatives through further promoting physical and mental health to prevent illnesses, and promoting work styles in line with the new normal, including those that address the COVID-19 pandemic.

2 Contribution to local communities



The business operation of Mitsuuroko Group has been supported by many stakeholders until now. Within these stakeholders, it must not forget the indispensable role of local communities. Mitsuuroko Group has traditionally built relationships of trust with local communities through not only its business relationships but also by connecting with them in other ways, such as participating in community cleanup activities and events as well as charity activities and sports. Mitsuuroko Group aims to coexist and prosper together with these local communities through working as hard as possible on initiatives that it can and should do in serving them as a corporate citizen, no matter how small.

4 Enhancement of safety and disaster response measures



Safety is an indispensable element because of the nature of all businesses Mitsuuroko Group promotes. With its mainstay energy-related products directly linked to our lives as lifelines, Mitsuuroko Group's mission is to contribute to society through the stable supply of energy as well as safe, secure, and prompt logistics services. In light of the experience and lessons of the Great East Japan Earthquake and the impact of frequent large-scale natural disasters occurring in recent years, such as typhoons, floods, and heat waves, it recognizes the necessity and importance of disaster prevention and is working to enhance disaster response measures, including disaster prevention measures and support systems, BCP, etc.

6 Promotion of diversity



Mitsuuroko Group has grown from its principle of evolving and changing with the times as an “environmentally adaptive enterprise” whose subsistence derives from requirements of respective eras. Going forward, rather than having to catch up and adapt to its surroundings, it must propose solutions and create new and beneficial conditions to achieve sustainable growth. It is therefore essential that Mitsuuroko Group fosters a corporate culture that embraces diversity as a strength, creating an environment that does not discriminate based on employment status, nationality, gender, age, or whether one is a new graduate or mid-career hire. Mitsuuroko Group aspires to shape a new era by being “an enterprise that creates favorable cycles” and “persistently seeking change.”

Materiality & KPI

Group-wide KPIs, targets, and progress against materiality

Materiality	Mitsuuroko Group indicators			FY2021 Performance	FY2022 Performance	FY2023 Performance (up to the end of February)
	KPI	Quantitative targets	Target fiscal year			
1 Contribution to the environment	1 Reduction of Scope 3 (customer) ³ CO ₂ emissions Contribution to improved energy efficiency	Customers' CO ₂ emissions reduction rate		+3.6% ⁶	-5.4% ⁶	— * Aggregated in FY2024
	2 Reduction of Scopes 1 and 2 (the Company) ^{1,2} CO ₂ emissions Contribution to improved energy efficiency	The Company's CO ₂ emissions reduction rate	Carbon neutral ⁴ FY2050	+31.7% ⁶	+47.4% ⁶	— * Aggregated in FY2024
2 Contribution to local communities		Increase the number of locations with the Christel Vie Ensemble Foundation donation boxes	Increase from 11 locations (the number of locations in 2021)	Decrease of 2 locations (total of 9 locations) * Due to closing of stores	Decrease of 1 location (total of 8 locations) * Due to closing of a store	Increase of 3 locations (total of 11 locations)
		Contribution to local communities and society (community cleanups, etc.)	—	Cancelled * Due to prioritizing prevention of the spread of COVID-19	Cancelled * Due to prioritizing prevention of the spread of COVID-19	2
3 Thorough compliance		Number of IT compliance training sessions	Once a year (for all employees)	1	1	1
		Number of harassment training sessions	Once a year (for all employees)	1	1	1
		Number of training sessions related to human rights	Once a year (for all employees)	—	1	1
4 Enhancement of safety and disaster response measures		Number of drills conducted in relation to confirmation of safety	Twice a year (for all employees)	2	2	2
5 Health-focused management		Rate of receiving regular medical examinations	Continue to provide 100% (Ratio to all employees)	100%	100%	88.3%
		Rate of receiving thorough examinations	90% (Ratio to all employees)	74.4%	88.7%	82.2%
		Rate of maintaining proper weight	80% (Ratio to all employees)	62.9%	52.9%	62.6%
		Rate of undergoing stress checks	100% (Ratio to all employees)	100%	100%	100%
		Prevalence of smokers	18% (Ratio to all employees)	32.8%	31.5%	32.0%
		Rate of regular exercise	40% (Ratio to all employees)	24.8%	27.1%	27.2%
6 Promotion of diversity ⁵		Rate of parental leave taken	Continue to provide 100% of female employees, 20% of male employees	100% of female employees 11% of male employees	100% of female employees 16.1% of male employees	— * Aggregated in FY2024
		Ratio of female employees	33%	26.6%	27.4%	28.2%
		Ratio of female managers	11%	6.9%	6.9%	9.0%
		Number of diversity training conducted	Once a year for all employees	—	1	1
		Number of career seminars conducted	Once a year for female employees in their late 20s	—	2	2
		Number of maternity leave and parental leave training conducted	Once a year for managers	—	1	1 * Held for all employees

* The "—" symbol indicates a qualitative target.
*1 Scope 1: Direct emissions caused by the business operator itself
*2 Scope 2: Indirect emissions caused by the use of electricity, and heat and steam supplied by other companies
*3 Scope 3: Indirect emissions other than Scopes 1 and 2 (upstream and downstream of supply chain)

*4 Carbon neutral: Virtually zero emissions, calculated by subtracting the amount absorbed by plants, etc. from CO₂ emissions
*5 For training related to 6 Promotion of diversity, we plan to change the theme of training on a yearly basis.
*6 Changes from the previous fiscal year in CO₂ emissions (See pages 29–30 for information on the calculation standard of CO₂ emissions)

* Seminars are held in November for young male and female employees (26-28 years old) and for young female employees (29-33 years old) in December.
* Seminars are held in July for young male and female employees (26 years old) and for young female employees (29 years old) in September.

Stakeholder Engagement

Basic approach

Guided by Mitsuuroko Group's 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 FY2023, 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	● Quality maintenance and improvement activities run primarily by the quality assurance department of each operating company
	Creation of opportunities for customers to provide feedback on products and services	● Protection of personal information through stringent information security management
	Co-creation and innovation in creating value for society	● Provision of value to remain close to our customers' lives through the Group business websites
Shareholders/ Investors	Disclosure of information on financial condition, explanation of status of business activities and plans of the Group	● Daily business activities
		● Provision of opportunities for participating in exhibitions and seminars
		● Suggestions of environmentally friendly products and services
Employees	Support for active participation of diverse human resources	● GPS-based monitoring service, "Mitsu-mail Imakoko"
	Sharing of various information within the Group	● General Meeting of Shareholders
	Labor-management partnerships	● Business Report (Integrated Report), Mitsuuroko Report (Shareholder Correspondence), and Sustainability Report
	Provision of occupational health and safety information, mental health measures	● Disclosure of IR information on the corporate site
Business partners	Establishment of relationships of trust and maintenance of sound and positive relations	● Responding to surveys by ESG rating providers
		● Formulation of inclusion & diversity promotion policy
Government authorities and local governments	Disaster prevention initiatives	● Introduction of work-from-home system, support of telecommuting
	Provision of information to solve social issues and promote administrative policy	● 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
Society and local communities	Understanding opinions and requests	● Publication of web company newsletters
	Protection activities of regional environments	● Various surveys of employees
	Contribution to society through sports	● Opinion exchange through labor-management consultations
	Local community exchange	● Development of safety promotion system
Society and local communities		● Stress checks
		● Healthcare support, establishment of contact point for counselling
Society and local communities		● Compliance hotline
		● Declaration of Partnership Building
Society and local communities		● Participation in regional disaster prevention and fire fighting activities
		● Acceptance of practical training from various organizations and schools
Society and local communities		● Cooperation in surveys, including government statistical surveys
		● Establishment of inquiries and addressing concerns
Society and local communities		● Activities to protect and nurture the forests around the water collection sites
		● Support of basketball and swimming team activities, and professional affiliated athletes
Society and local communities		● Participation in activities, exchange, and events with local communities
		● Cleanup activities
Society and local communities		● Fundraising activities for the Christel Vie Ensemble Foundation (Christel Foundation)

Communication with industry associations

Association	Main position served by officers of the Company, etc.
KEIDANREN (Japan Business Federation)	Member of the Policy Board
Japan L.P. Gas Sales Association	Director
Liquefied Petroleum Gas Center	Director
Japan Soft Drink Association	Director
The Mineral Water Association of Japan	Auditor

External Recognition

Received the highest rating in the MUFG ESG Assessment and issued ESG Management Support Private Placement Bonds

On December 22, 2023, the Company issued ESG Management Support Private Placement Bonds, which are ESG assessment-based unsecured private placement bonds. In issuing the bonds, the Company underwent the MUFG ESG Assessment and received the highest rank of “S” (industry-leading ESG management).



Highly rated ESG initiatives

Overall ESG (Sustainability)

- Formulated and disclosed a sustainability vision around the themes of “Carbon Neutrality by 2050,” “Human Capital Management,” “Safe and Stable Supply of Energy,” and “Coexistence and Mutual Prosperity with the Local Communities.”
- Conducted and published materiality analysis to identify and evaluate risks and opportunities related to social issues.

We are also highly rated in the Environmental (E), Social (S), and Governance (G) aspects of our business.

Overview of ESG Management Support Private Placement Bonds

Company name	Mitsuuroko Group Holdings Co., Ltd., the 8th series of unsecured corporate bonds (Limited to qualified institutional investors)
Total amount of issue	¥2,370,000 thousand
Amount of issue	¥100 for every ¥100 of bond
Date of issue	December 22, 2023
Date of maturity	December 22, 2033
Method of maturity	Regular maturity every three months
Financial representative	MUFG Bank, Ltd.
Recipient of the total amount	MUFG Bank, Ltd.
Transfer institution	Japan Securities Depository Center, Inc.

Obtained certification as a Health & Productivity Management Outstanding Organization 2024 (White 500)

In March 2024, for the fifth consecutive year, the Japan Health Council, in collaboration with the Ministry of Economy, Trade and Industry, recognized us as a “Health & Productivity Management Outstanding Organization (White 500),” which honors companies and corporations that practice excellent health-focused management. Based on the “Mitsuuroko Group Charter of Corporate Ethics” and the “Mitsuuroko Group Health Care Declaration,” the Group considers the support of the autonomous and proactive health management of employees from a management point of view and is working to promote health-focused management.



Obtained certification as Sports Yell Company 2024

The Group was certified as a “Sports Yell Company” by the Japan Sports Agency for being a company that proactively took measures for athletics in order to enhance the health of all employees. The Group advocates the goals as a Sports Yell Company, conducts radio calisthenics and aerobics in women's groups, and conducts training, such as the “adult physical test” and walking promotion. In the future, the Group will proactively take measures for athletics in order to enhance the health of employees as one initiative to promote health-focused management.



Received a five-star rating from the Energy Conservation Communication Ranking System

Following on from FY2022, Mitsuuroko Green Energy Co., Ltd. received the highest rating of five stars with a perfect score of 145 points as a retail electricity provider in the 2023 evaluation results of the “Energy Conservation Communication Ranking System” conducted by the Ministry of Economy, Trade and Industry and the Agency for Natural Resources and Energy. The purpose of this system is to evaluate and publicize the level of information and services provided by each provider for general consumers regarding energy efficiency and conservation and the status of their efforts, so that general consumers can use the evaluation results as reference information when selecting an electricity or

gas company, and to encourage further energy efficiency and conservation efforts based on the information provided for it. Mitsuuroko Green Energy is actively working to provide useful information on energy efficiency and conservation to customers, share information on environmental issues and initiatives related to decarbonization through webinars and social media, and expand the use of demand response services to encourage power-saving.



Received Yokohama Health Management Certification 2024 Class AA

Mitsuuroko Sports Co., Ltd. received Class AA certification under Yokohama Health Management Certification 2024, a program by the City of Yokohama to certify business sites that are engaged in health-focused management. The certification was based on the following criteria: develop a health-focused management promotion system, understand employee health issues, and implement initiatives in line with health issues.



Registered as a Nagano SDGs-Promoting Company

The Nagano Office of Mitsuuroko Creative Solutions Co., Ltd. was registered as one of Nagano Prefecture's 17th Round of SDGs-Promoting Company Registrations in July 2023. This was achieved through our understanding of this program as well as by the public declaration of our specific efforts toward SDGs goals.

Management policy toward SDGs

Mitsuuroko Group's management philosophy states that “as a Lifestyle Producer, we consistently conduct our business with integrity and from the customer's perspective,” and the vision of Mitsuuroko Creative Solutions Co., Ltd. states that “we aim to create an environment where each one of us can grow while experiencing satisfaction, inspiration, and happiness.” These shared goals with the SDGs, and all of us will contribute to the achievement of the goals by continually putting ourselves in the positions of various stakeholders, taking action, and embracing challenges.

Focused initiatives	
	Benchmarks toward 2030
1 Promotion of women's participation and advancement in the workplace Promotion of appointment of female managers Capacity building through various training	Ratio of female managers: 11%
2 Comfortable working environments Next-generation certification (Platinum Kurumin) Certification based on the Act on Promotion of Women's Participation and Advancement in the Workplace (Platinum Eruboshi)	Acquisition of Platinum Kurumin certification Acquisition of Platinum Eruboshi certification
3 Contribution to CO ₂ emissions reduction of service vehicles Provision of automated meter reading services	CO ₂ reduction effect through registration of a million facilities: 1,000 tons



Nagano Office, Mitsuuroko Creative Solutions Co., Ltd.
<https://nagano-sdgs.com/company/2023/profile/>

Received the highest rank of Platinum certification as a “Company Practicing Diverse Workstyles”

In June 2022, Mitsuuroko Creative Solutions Co., Ltd., as a company that has implemented diverse working styles in Saitama Prefecture, received the highest ranking of Platinum certification under the “Company Practicing Diverse Workstyles” certification system promoted by Saitama Prefecture. We will continue to strive to create an environment in which each and every employee can work with vigor and satisfaction.



E

Environment

At Mitsuuroko Group, we are developing a variety of businesses to realize a low-carbon society. By expanding our mainstay Energy Solutions Business and the Power & Electricity Business, which could become our next pillar, we will contribute to the realization of a low-carbon society. We believe that this is the role we can play as a corporate citizen. Mitsuuroko Group will continue to help each and every customer lead more fulfilling lifestyles while maintaining close stewardship of natural resources and the environment, for the sake of the children who will lead the next generation and the Earth.

Main target management indicators (KPIs)

The Company's CO₂ emissions reduction rate

FY2050 target
Carbon neutral*

Customers' CO₂ emissions reduction rate

FY2050 target
Carbon neutral*

* Carbon neutral: Virtually zero emissions, calculated by subtracting the amount absorbed by plants, etc. from CO₂ emissions

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Environmental management

Basic approach

As a corporate group that is responsible for the supply of energy, Mitsuuroko Group works to appropriately identify the impact that its business activities have on climate change and natural capital.

Furthermore, along with “environmental preservation” as set forth in the Charter of Corporate Ethics, the Group is engaging in initiatives together to realize a sustainable society.

Charter of Corporate Ethics (extract)

Contribute to the preservation of the global environment and the creation of a prosperous and livable society

Mitsuuroko Group will be aware that it receives various benefits from the Earth, including the resources necessary for its business activities, and that it is the Group's responsibility to preserve the global environment in a better state.



Environmental policies

1 Compliance of environmental laws and regulations

Fulfill our social responsibility by complying with environmental laws, ordinances, and agreements.

2 Response to climate change

Reduce greenhouse gas emissions, promote the efficient and sustainable use of energy, and strive to develop and provide products and services that contribute to climate change mitigation and adaptation.

3 Prevention of environmental pollution

Strive to prevent and reduce the impact of environmental pollution from chemical substances and oil, reduce emissions of air pollutants, and reduce and properly dispose of toxic wastes and wastewater.

4 Promotion of resource cycle

Strive for sustainable use of resources (fossil fuels, minerals, food, plastics, plants and animals, etc.) in the supply chain of our business activities and products.

5 Conservation and effective use of water resources

Strive to reduce water consumption through efficient water usage and recycling, and to properly dispose water.

6 Biodiversity conservation

Recognize the benefits of ecosystem services, minimize their impact on biodiversity, and contribute to their conservation.

7 Disclosure of information and communication

Make active efforts to disclose information on the environment and promote communication with society.

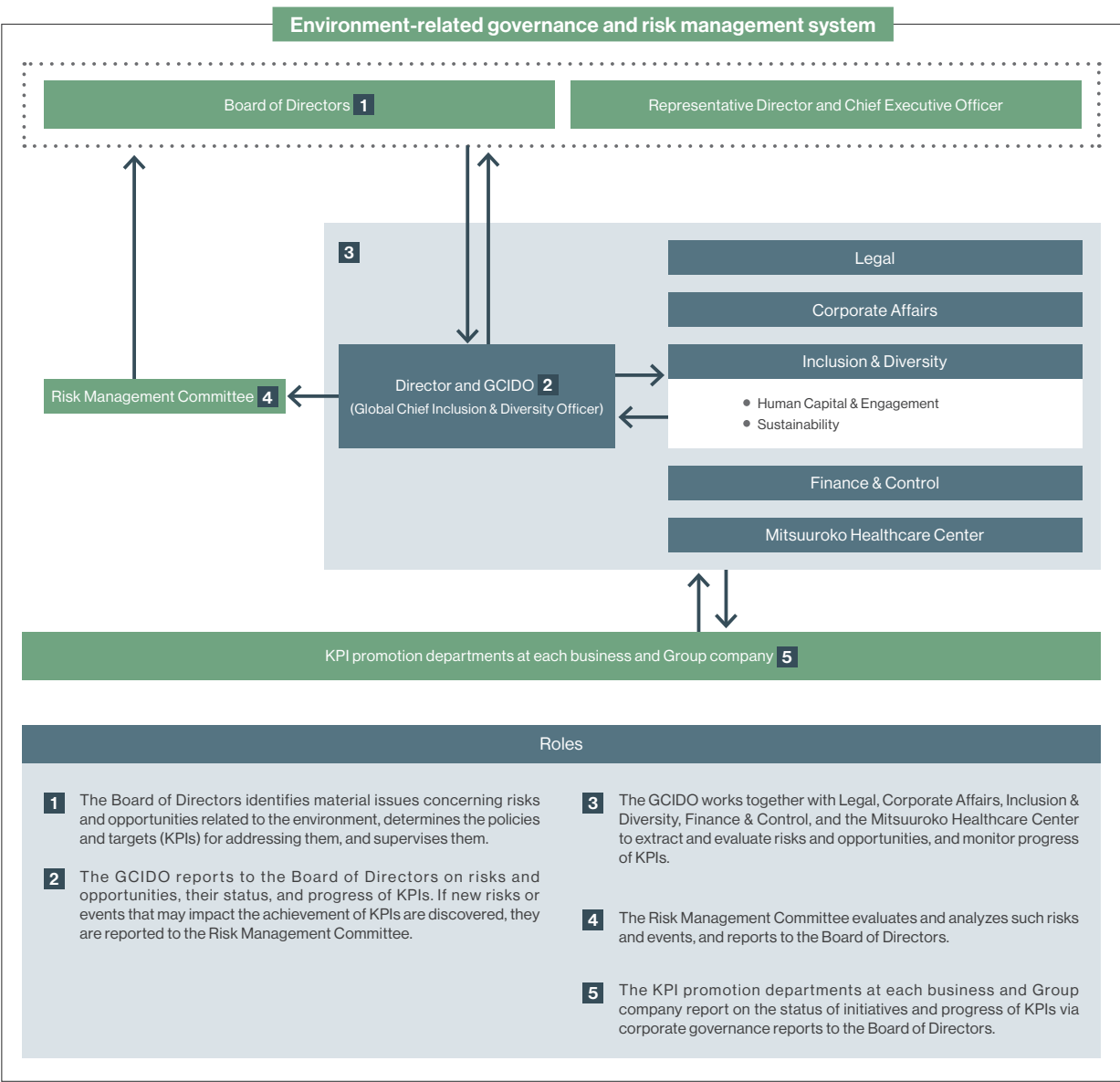


Environmental risk management

Environment-related governance and risk management system

The Company recognizes the preservation of the global environment as an important management issue, determines policies for addressing environmental issues, and oversees their status. Specifically, the Director and GCIDO reports periodically (at least once a year) to the Board of Directors on the Group's risks and opportunities related to environmental issues as well as their status. Based on these reports, the Board of Directors determines policies and targets (KPIs)

for addressing environmental issues. Additionally, during the Board of Directors' regular monthly meetings, the Director and GCIDO provides updates on the progress of initiatives aimed at addressing climate change policies and meeting Key Performance Indicators (KPIs). These updates are included as a vital component of the corporate governance report, and the Board of Directors oversees them accordingly.



Climate change initiatives

Basic approach

In terms of climate change initiatives, as an entity responsible for stable supply in regions, Mitsuuroko Group aims to harness its comprehensive power embedded in these regions to maintain and improve supply infrastructure to ensure supply is also available during emergencies, while implementing various initiatives that align with the diversification of customer needs and desire for choices.

All of Mitsuuroko Group is engaging in climate change initiatives to achieve a sustainable society through reducing CO₂ emissions, promoting renewable energy, and reducing fuel consumption. For customers who are focused on reducing CO₂, we offer environmentally friendly electricity plans that stipulate the use of renewable energy. In addition, we utilize monitoring information from remote automatic meter readings, and provide a delivery operation streamlining solution that proposes the optimal delivery plans.

TCFD

Mitsuuroko Group's climate change initiatives

Mitsuuroko Group considers the TCFD recommendations an effective framework for disclosing information and engaging in dialogue with stakeholders in regard to climate change issues. We announce our endorsement of the TCFD recommendations, and in accordance with the recommendations, we disclose information on the impact of climate change on the Group's business activities and the measures we are taking in response. The Company also participates in the TCFD Consortium*, which discusses initiatives for information disclosure on climate change response in accordance with the TCFD recommendations.



* The TCFD consortium:
A consortium established in May 2019 and led by the private sector to discuss effective disclosure of information by companies in response to climate change and measures to link the disclosed information to appropriate investment decisions by financial institutions and other parties. The Ministry of Economy, Trade and Industry, the Financial Services Agency, and the Ministry of the Environment participate as observers.

Governance and risk management

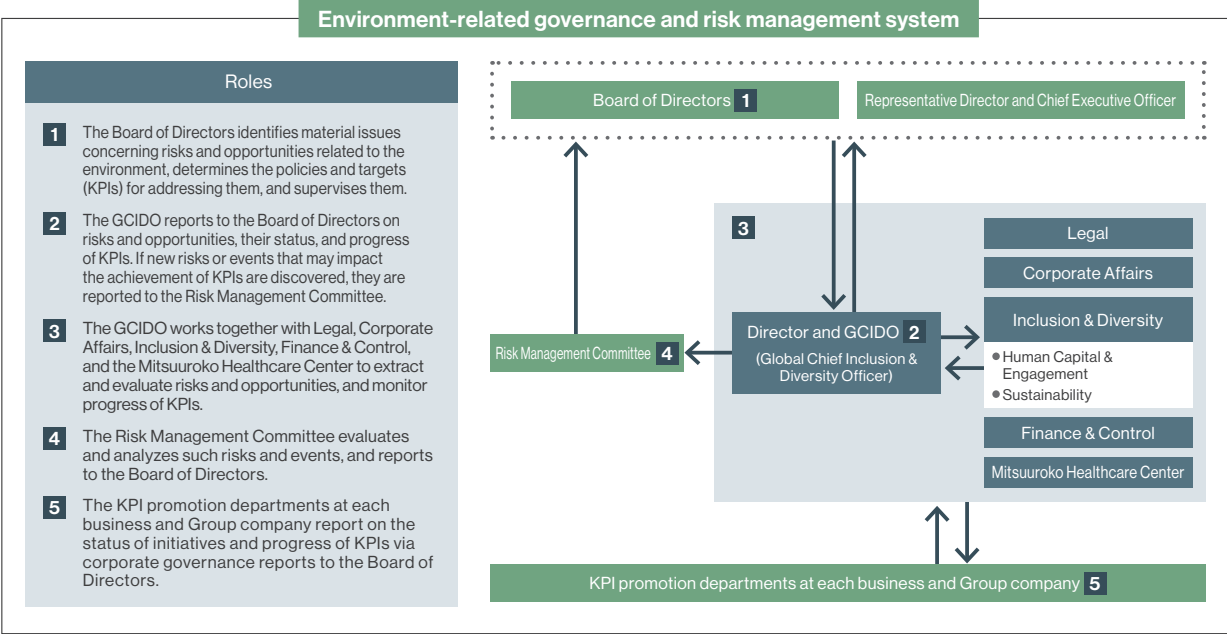
The Company recognizes climate change as an important management issue, and the Board of Directors determines policies for addressing climate change and oversees their status under the environment-related governance and risk management system. Specifically, the Director and GCIDO works together with Inclusion & Diversity, Finance & Control, Legal, Corporate Affairs, and the Mitsuuroko Healthcare Center to analyze materiality, extract and evaluate climate change-related risks and opportunities, and identify material issues concerning such risks.

In addition, the Director and GCIDO reports periodically (at least once a year) to the Board of Directors on the Group's risks and opportunities related to climate change as well as their status. Based on these reports, the Board of Directors determines policies and targets (KPIs) for addressing climate change. For KPIs determined, each department in charge of KPI promotion reports on the progress in a corporate governance report that is submitted monthly to Finance & Control, and

Inclusion & Diversity and Finance & Control monitor the progress.

At regular monthly meetings of the Board of Directors, the Director and GCIDO reports on the status of initiatives based on the policies and targets (KPIs) progress as one of the items in a corporate governance report, and the Board of Directors supervises accordingly.

If new risks or events that may impact the achievement of KPIs are discovered, each department reports them to the Director and GCIDO. The Director and GCIDO then reports to the Risk Management Committee, which is chaired by the Representative Director. The Risk Management Committee evaluates and analyzes such risks and events, reporting them to the Board of Directors. Based on these reports, the Board of Directors identifies new material issues, then determines policies and targets (KPIs), and supervises them accordingly.



Strategy

The Group assumes climate change to have a significant impact on its Energy Solutions Business and Power & Electricity Business. For these businesses, we have begun analyzing the below 2°C scenario, which is associated with high transition risks, and the 4°C scenario, which is associated with high physical risks. With 2050 as the target year, we are examining the risks and opportunities that may arise under these scenarios as well as response measures. The below 2°C scenario assumes that the climate will

not change significantly compared to its current state due to the tightening of environmental restrictions. The 4°C scenario assumes that decarbonization and carbon reduction efforts fail to advance, leading to an increase in physical risks such as those due to natural disasters. Going forward, we will evaluate the impacts under each scenario and also carry out scenario analysis for other businesses, taking the results into account in the formulation of our management plans.

Indicators and targets

The Group's GHG emissions in FY2022 were approximately 5.69 million t-CO₂eq. 99.1% of the emissions were Scope 3, of which 46.5% was attributed to customer gas, electricity, and product usage and 43.4% was attributed to related

procurement operations. The Group's Scope 1 and Scope 2 emissions were attributed to vehicle operation (gas delivery vehicles and company cars) and gas and electricity usage within the Company.

Breakdown by Scope				
	Greenhouse gas (GHG) emissions		Percentage	CO ₂ emissions reduction target
Scope 1	Gas delivery vehicles and company cars	★ 27,392 t-CO ₂	0.5%	Carbon neutrality by 2050
Scope 2	The Company's electricity usage	★ 22,760 t-CO ₂	0.4%	
Scope 3	Energy procurement and customer usage	★ 5,637,373 t-CO ₂ eq	99.1%	

★ marked indicators are independently assured by KPMG AZSA Sustainability Co., Ltd. For Scope 3 emissions, the Company's category 1 (★549,816 t-CO₂eq), category 3 (★2,449,204 t-CO₂eq), category 4 (★18,390 t-CO₂eq), and category 11 (★2,619,963 t-CO₂eq) emissions have each been assured as well as the total of these four categories. (See pages 29–30 for information on the calculation standard)

To reduce the Company's direct CO₂ emissions (Scope 1 and Scope 2), the Group is automating remotely obtained data meter readings for LPG and working to streamline delivery operations (reduction of truck operating time and travel distance), eliminate complicated deliveries, and promote eco-driving activities. We are also changing to electric vehicles (EVs) for company cars and increasing the amount of renewable energy and

environmentally friendly energy sources we handle. In addition, to contribute to the reduction of CO₂ emissions in our supply chain (Scope 3), we are expanding our meter readings service and delivery operation streamlining services powered by SmartOWL®, transitioning to high-efficiency equipment (ECO FEEL, fuel conversion systems, ECO-JOZU, ECO ONE), and promoting the Mitsuuroko Green Plan.

Climate change initiatives

FY2022 initiatives to reduce CO₂ emissions

In the Energy Solutions Business, we have promoted the expansion of our meter readings service and delivery operation streamlining service powered by SmartOWL®, and are transitioning to high-efficiency equipment for our existing customers. We are also improving fuel efficiency during deliveries by eliminating complicated deliveries, and shortening travel distances to reduce fuel consumption through eco-driving activities.

In the Power & Electricity Business, we are expanding the provision of the Mitsuuroko Green Plan.

In the Foods Business, we are promoting the use of label-less PET bottles, plastic-free products (paper straws and wooden muddlers), and recycled products made from preforms (raw materials of PET bottles).

In the Living & Wellness Business, we have worked continuously to expand renewable energy electricity

contracts in common areas of owned properties and switched to energy-saving equipment and water-saving facilities. Moreover, our employees acquired real estate assessor qualifications for CASBEE (Comprehensive Assessment System for Built Environment Efficiency), a method for evaluating and rating the environmental performance of buildings. EAS café is also promoting a plastic-free service, replacing 100% of drinking straws and cups with paper ones and 50% of cutlery with wooden ones. We are also working on reducing food mileage*, and offer products purchased from local stores in Yokohama-shi or vegetables hydroponically grown in the stores. In FY2023, we will continue and expand the above initiatives in each business.

* This thinking focuses on the impact on the global environment of CO₂ emitted from the transportation of food.

Climate-related risks and opportunities, and their response measures

Scenario	Category	Classifications of factors	Opportunity/ Risk	Risks and opportunities
Below 2°C	Transition risk	Administrative policies and laws	Risk	Tightening of fossil fuel regulations and operating cost increases due to carbon taxes (Estimated cost increase: approx. ¥1,500 million/year ¹) (Carbon tax (for developed countries including Japan) is projected to rise to US\$135/t-CO ₂ by 2030 and US\$200/t-CO ₂ by 2050 ²)
			Opportunities	Increase sales in the Power & Electricity Business due to increased demand for renewable energy (Renewable energy is expected to comprise 58% of Japan's energy mix by 2050 ²)
		Market and technology	Risk	Decrease in sales for LPG and petroleum products (Petroleum demand in Japan is expected to fall by 78% by 2050 compared to 2022 ²)
			Opportunities	Reduction of future in-house power generation costs if the Company establishes plants that take advantage of developments in renewable energy production technologies (Solar power generation costs are expected to drop by 50% by 2050 compared to 2022 ²)
			Risk	Increase in costs to meet the rising expectations of investors and the market in respect to corporate climate change initiatives (Financing costs and communication costs)
4°C	Physical risk	Acute	Risk	Decrease in sales and increase in recovery costs due to damage to plants and facilities, the supply chain, and power companies as a result of heavy rain and floods

¹ The cost increase for business operations due to the impact of carbon tax is calculated as below:
2050 Carbon tax of US\$200/t-CO₂ is based on the International Energy Agency's publication, "World Energy Outlook 2023".
Group's CO₂ emissions (t) in 2022 × US\$200/t-CO₂ × exchange rate (¥/\$)
² Each estimation is based on the calculations in "World Energy Outlook 2023."



Direction of response and measures
<ul style="list-style-type: none">Carbon neutrality by 2050Participate in TSE's Carbon Credit MarketAutomate remotely obtained data meter readings for LPGReduce truck operating time and travel distance by streamlining delivery operationsPromote eco-driving activitiesChange to EVs for all company cars by around 2030Increase amount of renewable energy and environmentally friendly energy sources handled
<ul style="list-style-type: none">Spread natural renewable energy and promote the installation of energy-saving housing equipmentSell natural renewable energy not dependent on traditional fossil fuels and other new energy equipment such as storage batteries, and provide services such as the "Mitsuuroko Green Plan"
<ul style="list-style-type: none">Establish own plants that utilize the newest developments in renewable energy production technologies and increase amount of renewable energy sources handledUtilize PPA model³ and increase solar power generationFocus on popularizing EVs and promote the development of 100% renewable energy EV charging infrastructureExpand the installation of storage batteries and strengthen ability to adjust electricity supply and demandFocus on transitioning from FIT system to FIP system⁴ and launch renewable energy aggregation business
<ul style="list-style-type: none">Actively work to meet the changing expectations of investors and the marketProactively engage in ESG-related initiatives and enhance relevant information disclosuresFocus on sales of new energy equipment, including high-efficiency water heaters, distributed demand appliance ENE-FARM, solar power and storage batteries, to contribute to reducing customers' CO₂ emissions
<ul style="list-style-type: none">Produce disaster manuals and conduct security training, safety confirmation drills, and evacuation drillsImplement disaster response measures at LPG filling stations (disaster prevention nets, lashing belts, etc.) and consumers' homes (double chains, tension-type high-pressure hoses, etc.)Develop a complementary system for LPG delivery that can be used by Japan Enagic Co., Ltd. and among facilitiesDevelop a robust business continuity plan (BCP) system through the enhancement of disaster manualsOpen the Nagano Office of Mitsuuroko Administration Center

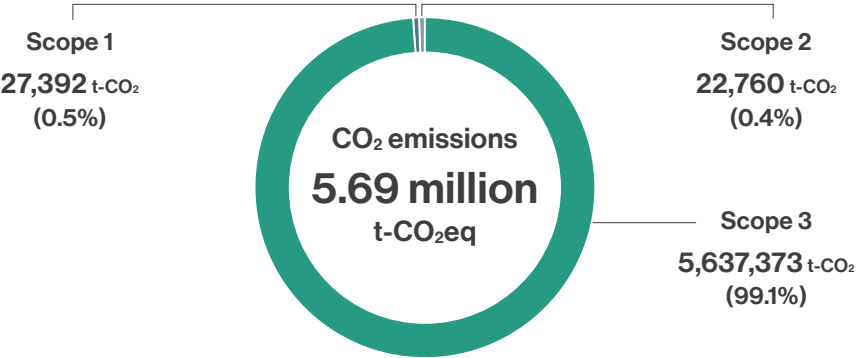
³ PPA model: A business model in which business operators install, manage, and maintain solar power systems on the roofs of consumers' offices free of charge. Consumers then purchase the electricity that is generated. PPA stands for Power Purchase Agreement
⁴ FIT: A system where power companies purchase electricity from renewable energy sources at a fixed price for a fixed period of time. FIT stands for Feed in Tariff
FIP: A system where power generation business operators that produce electricity from renewable energy sources and sell it in wholesale markets or through over-the-counter trading are granted a premium equivalent to the difference in the standard price (FIP price) and the market price. FIP stands for Feed in Premium

E

Environment

Environmental impact of the value chain

The Group's GHG emissions in FY2022 were approximately 5.69 million t-CO₂eq. 99.1% of the emissions were Scope 3, of which 46.5% was attributed to customer gas, electricity, and product usage and 43.4% was attributed to related procurement operations. Scope 1 and Scope 2 emissions were attributed to the business activities' vehicle operation (gas delivery vehicles and company cars) and gas and electricity usage within the Company.



Input of resources and energy	Main raw materials and fuels		Main raw materials and fuels	
	LPG	300,068 t	LPG	2,080 t
	Gasoline	240,955 kL	Gasoline	997 kL
	Heating oil	327,360 kL	Heavy oil	2,796 kL
	Diesel fuel	93,890 kL	Diesel fuel	849 kL
			Heating oil	167 kL
			Piped gas(City gas)	2,231 thousand Nm ³
			Electricity	53,552 thousand kWh
			Warm water	1,993 GJ
			Cold water	5,644 GJ
			Steam for industrial use	888 GJ

External emissions

Greenhouse gas emissions		
Scope 3	Category 1	★ 549,816 t-CO ₂ eq
	Category 3	★ 2,449,204 t-CO ₂ eq
	Category 4	★ 18,390 t-CO ₂ eq

Greenhouse gas emissions			
Scope 1	★ 27,392 t-CO ₂	Scope 2	★ 22,760 t-CO ₂
Waste volume	Generated volume	Recycled volume	Final disposal volume
Industrial waste	13,599 t	3,777 t	9,821 t
Toxic waste	0 t	-	0 t

Greenhouse gas emissions		
Scope 3	Category 11	★ 2,619,963 t-CO ₂ eq

Initiatives	Initiatives	Initiatives	Initiatives
Reducing CO ₂ emissions from LPG delivery with the delivery operation streamlining solution powered by SmartOWL®	Improving delivery efficiency with SmartOWL®	Promoting the Mitsuuroko Green Plan	Promoting sales of high-efficiency water heaters
Promoting the Mitsuuroko Green Plan	Switching sales vehicles to fuel-efficient vehicles (including EVs), eliminating complicated deliveries, and promoting eco-driving	Expanding use of renewable energy in common areas of owned properties	
Eliminating mineral water PET bottle labels and eliminating plastic from restaurants			

★ marked indicators are independently assured by KPMG AZSA Sustainability Co., Ltd. The Company has received independent assurance report since FY2020. For more information, please refer to the Sustainability Report of previous year. The basis for the calculations is as follows:
The boundary covers Mitsuuroko Group Holdings Co., Ltd. and its consolidated subsidiaries. We have added Shizuoka Mitsuuroko Foods Co., Ltd. since November 2021. Starting in FY2022, Daiichi Gas Co., Ltd. (acquired in April 2022) and General Storage Company Pte. Ltd. (acquired in December 2021) were added to the boundary of the calculation. Scope 1 and 2 emissions include only CO₂ emissions, while scope 3 emissions include GHG emissions other than CO₂.

Scope 1: CO₂ emission factor of fuel and the unit calorific value are based on the coefficients specified in the Act on Promotion of Global Warming Countermeasures.
Scope 2: CO₂ emission factors of electricity are based on the adjusted emission factors by each of specific electric utility business operators for Japan and the specific emission factors published by power companies for overseas.
Scope 3: Each emissions intensity is referenced from the Act on Promotion of Global Warming Countermeasures; the Ministry of the Environment's "Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain"; and the Inventory Database for Environmental Analysis version 3.1 (IDEAv3.1) for calculating supply chain greenhouse gas emissions, published by the Sustainable Management Promotion Organization.
Category 1: Calculated by multiplying the amount (physical quantity) of petroleum-derived fuel and piped gas(City gas) procured for sales by the emission intensity for each fuel type specified in IDEAv3.1.

Category 3: GHG emissions derived from the extraction, production, and transportation of fossil fuels used in the production of electricity for sales purposes and the production of energy purchased for in-house use. Emissions from "electricity for sales purposes" are calculated by multiplying the amount of electricity sold by the basic emission factor of Mitsuuroko Group conducting retail electricity business and the emission intensity database figure. Emissions from "in-house electricity consumption" are calculated by multiplying the amount of electricity used for in-house consumption by the emission intensity database figure. Emissions from "in-house fuel consumption" are calculated by multiplying the amount of fuel used for in-house consumption by the fuel emission intensities specified in IDEAv3.1 for each fuel type.

Category 4: Upstream transportation emissions are calculated by multiplying the transportation volume (t-km), which is the product of the cargo weight and the distance transported, by the IDEAv3.1 emission intensity for each transportation type. For shipping and transportation, fuel consumption is multiplied by the emission intensity from the Ministry of the Environment database.
Category 11: Calculated by multiplying the sold volume (physical quantity) of petroleum-derived fuel and piped gas(City gas) by their respective fuel-specific calorific values and CO₂ emission factors.

Response to climate change

Controlling customer CO₂ emissions

Promotion of high-efficiency gas equipment

We seek to contribute to the reduction of CO₂ emissions and the prevention of global warming through the promotion of high-efficiency gas equipment, proposing and selling efficient products with high added value. Aiming to meet our customers' diverse needs and preferences, these products include latent heat recovery-type high efficiency water heaters for domestic use called "ECO-JOZU," which reduce CO₂ emissions by approximately 16% compared to conventional heaters, as well as "ECO ONE," a hybrid hot water and heating system that combines a heat pump water heater with "ECO-JOZU," achieving an approximately 40% reduction in CO₂ emissions.

ECO ONE



Hybrid hot water and heating system "ECO ONE"

Promotion of residential-use fuel cell "ENE-FARM"

For the promotion of the new energy solutions business, we are working to improve energy efficiency through a local power production and consumption approach centered on the best mix of energy. We are currently focusing on the fact that the main forms of power supply have low energy efficiency in terms of transmission loss and waste heat loss, promoting the rollout of "ENE-FARM," a distributed power generation system installed in each consumption area. "ENE-FARM" is an LPG-based system, and we are mainly concentrating on popularizing it among new general households by partnering with home construction companies. Through these efforts, we will continue to promote the spread of distributed energy systems.



Residential-use fuel cell "ENE-FARM"

Expanding sales of solar power generation systems

Solar power is a carbon-free source of energy that does not emit greenhouse gases. Consumers do not need to pay consumption charges and can reduce the amount of electricity they purchase from power companies by using the power generated for their own household. Unused energy can then be sold to power companies. It is also highly economic, as once installed, power can continue to be generated as long as there is sunlight. Since Japan often faces natural disasters such as earthquakes, typhoons, and severe rainstorms, solar represents an effective source of emergency power in the event of power outages. We will also promote the spread of energy creation/storage system through the installation of storage batteries together with solar power generation systems.



Expanding the energy solutions business

We save energy at a wide range of facilities including plants, commercial facilities, and hospitals through the selection and maintenance of cogeneration systems and the proposal of energy-saving equipment. We also work to realize comprehensive energy management centered on electricity, thermal, measurement, control, power storage, and power generation. In addition to reducing running costs with our energy solutions, we are expanding business that helps the global environment. Committed to the achievement of a sustainable society, we provide solutions for the future.

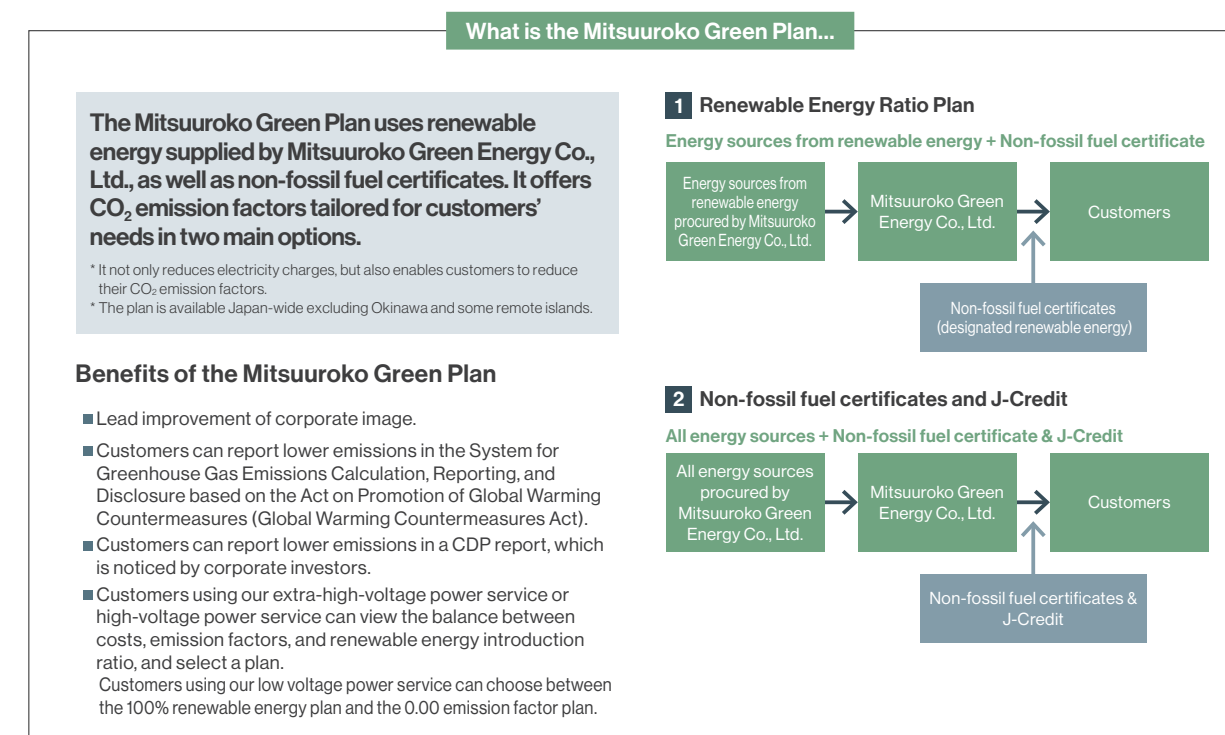
Development of renewable energy sources

Renewable energy is an important form of domestic energy that does not emit greenhouse gases and can be produced within Japan. It harnesses the natural environment and is also a vital power source for the development and maintenance of society. We will facilitate the smooth operation of our existing power plants and develop new renewable energy sources, particularly solar power plants.

Provision of the Mitsuuroko Green Plan

Since the "Paris Agreement" was adopted in December 2015, the awareness of consumers and investors toward climate change has increased rapidly, and corporate efforts toward reducing greenhouse gas emissions are

being viewed as important. By providing the "Mitsuuroko Green Plan" to customers who are working to reduce their CO₂ emissions, we will contribute to a low-carbon society and meet the needs of our customers.



Key examples

Mitsuuroko Green Energy Co., Ltd. began offering the Mitsuuroko Green Plan to the Morioka Saien Center Building owned by Mitsuuroko Group Holdings Co., Ltd. on November 1, 2023. Electricity used at the facility will be supplied from 100% renewable energy sources* by combining electricity generated by renewable energy power plants owned

by the Company and our affiliates, and non-fossil fuel certificates designated for renewable energy, thereby achieving zero CO₂ emissions.

* Includes FIT electricity. Part of the cost of procuring FIT electricity is covered by a surcharge paid by electricity users, including customers other than the Company's.

Response to climate change

Initiatives of operating companies

Participation in TSE's Carbon Credit^{*1} Market

From December 2022, Mitsuuroko Vessel Co., Ltd. participated in the Carbon Credit Market demonstration project, which the Tokyo Stock Exchange was conducting. The Company has also decided to participate in the Carbon Credit Market that was commercially opened on October 11, 2023.

^{*1} Carbon credit is a system to trade the reduced emission of greenhouse gas such as CO₂. It is expected to realize steady reduction of CO₂ emissions and economic rationality as outlined in the Government's "Basic Policy for the Realization of GX" to realize carbon neutrality by 2050. The Tokyo Stock Exchange officially opened the Carbon Credit Market on October 11, 2023, making use of the knowledge gained from the Technical Demonstration Project for Carbon Credit Market commissioned by the Ministry of Economy, Trade and Industry and implemented in fiscal 2022 as well as the experience in the market operation.



Improving LPG operation efficiency with SmartOWL®

In the LPG business, we are contributing to the realization of a low-carbon society by eliminating waste and by reviewing the existing workflow.

The SmartOWL® service is a solution that collects and analyzes LPG meter information to automate and save labor for LPG operations such as meter reading and container delivery, which were previously performed manually. For the series of business models and unique logic that link information collected by LPWA to delivery

efficiency improvement, we have obtained four patents and are expanding the service to enable more LPG companies to use it.



■ Complementing labor shortages and reducing environmental impact by improving delivery efficiency

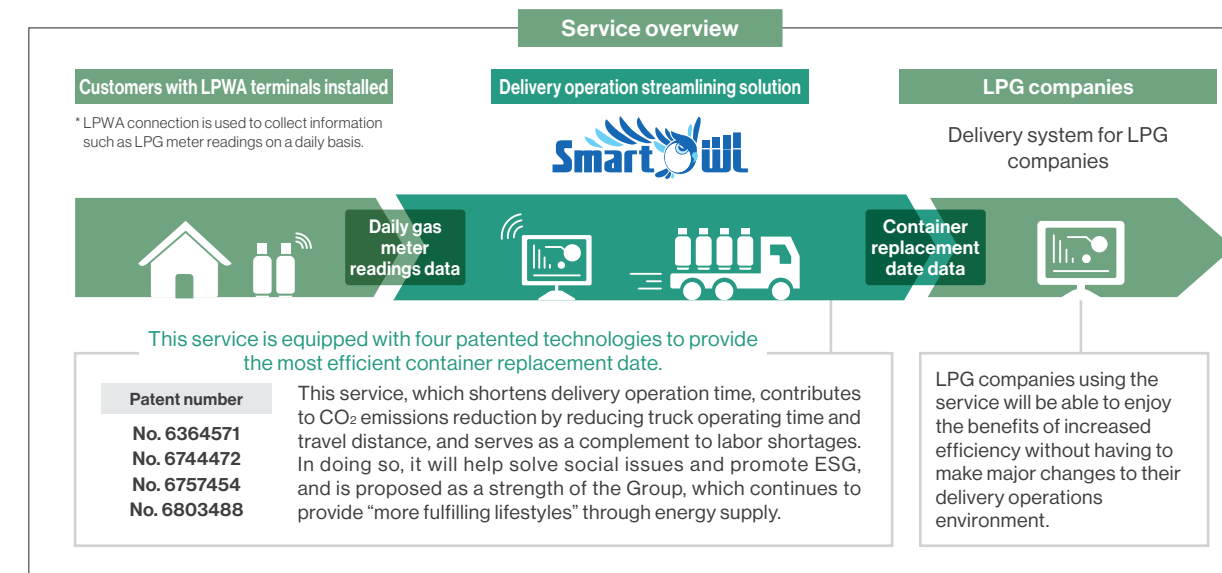
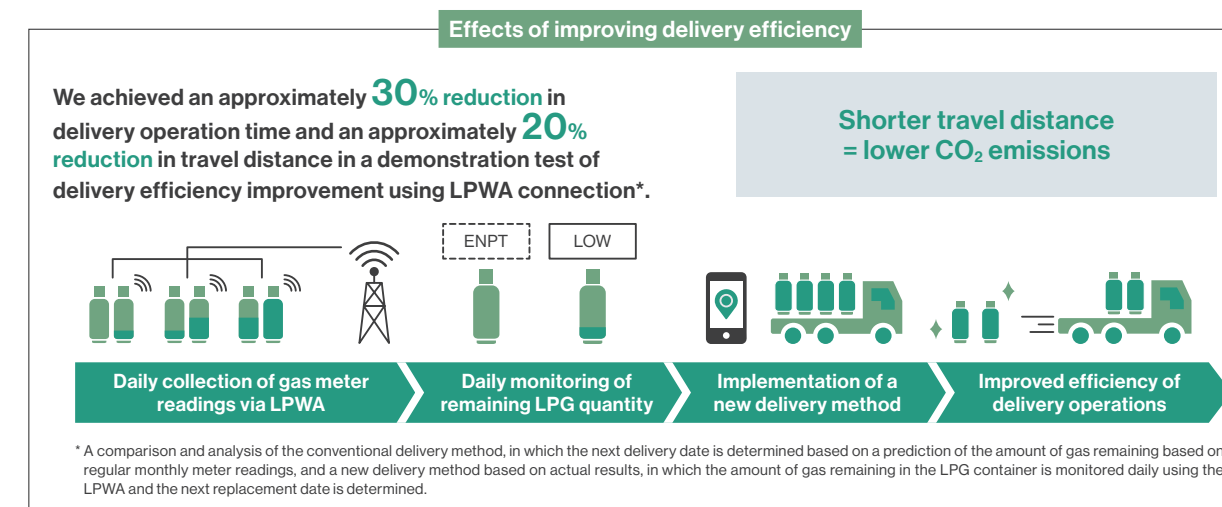
In order to use LPG, it is essential to deliver LPG containers to the consumers' homes by truck, and by streamlining this delivery operation, the distance traveled by trucks can be shortened, thereby reducing CO₂ emissions. Mitsuuroko Creative Solutions Co., Ltd. has been providing the SmartOWL® delivery operation streamlining solution, which incorporates the four patented technologies and know-how described in the "Service overview" on page 34, to LPG companies since October 2021.

A comparison of the number of deliveries made by group companies in the year before and after the introduction of the system shows that the number of deliveries decreased from 79,320 times/year to 51,839 times/year, a reduction of 27,481 times/year, and the improved delivery efficiency has complemented the shortage of labor and contributed to a reduction in CO₂ emitted during delivery.

CO ₂ emissions reduction effects of Mitsuuroko Group (Scope 1)	
Reduced number of deliveries from November 2022 to October 2023	27,481
Amount of CO₂ emissions reduced	Approximately 32,208 kg

- Distance traveled per delivery 4.7km
- CO₂ emissions per liter of diesel fuel 2.58kg-CO₂/L
- Fuel efficiency of 2-ton trucks 10.35km/L

From the above, CO₂ emissions per delivery is 1.172 kg
Amount of CO₂ emissions reduced = 1.172 kg × Number of deliveries reduced



■ Reducing environmental impact by automating meter reading

In the past, it was necessary to visit consumers' homes to read the gas meter in order to ascertain the volume of LPG sold. Due to the nature of LPG service areas, cars are primarily used for transportation during meter reading. The LPG Meter Information Provision Service, which has been offered by Mitsuuroko Creative Solutions Co., Ltd. since April 2019, allows users to remotely read guideline readings, eliminating the need to drive for meter reading, resulting in a reduction in CO₂ emissions.

CO ₂ emissions reduction effects of Mitsuuroko Group (Scope 1)	
Number of automatic meter readings from April 2019, when the service began, to October 2023	1,786,747
Amount of CO₂ emissions reduced	Approximately 159,557 kg

Customers' CO ₂ emissions reduction effects	
Number of automatic meter readings from April 2019, when the service began, to October 2023	2,131,901
Amount of CO₂ emissions reduced	Approximately 190,166 kg

- Distance traveled per meter reading (actual results from randomly selected MV retailers) 500m
- CO₂ emissions per liter of gasoline 2.32kg-CO₂/L
- Fuel efficiency of meter reading vehicles 13km/L

From the above, CO₂ emissions per meter reading is 0.0892 kg
Amount of CO₂ emissions reduced = 0.0892 kg × Number of meter readings

Response to climate change

Wind power generation business

In wind power generation, a turbine is turned by the force of wind, and this rotational motion is then transferred to a generator to create electricity. It is a comparatively efficient method of power generation where 40% of wind's energy can be converted to electricity. With its long coastlines, Japan has many locations suitable for harnessing stable wind power (average wind speed of 6 m/second or more), making it a promising country for wind turbines.

			Total output
March 2007	Azuchi Oshima Wind Power Station	Oshima-mura, Hirado-shi, Nagasaki	32,000 kW
January 2008	Kamisu Wind Power Station	Yanagawa, Kamisu-shi, Ibaraki	10,000 kW



Mega solar business

Although mega solar plants adopt the same mechanism as residential solar power systems, they are not installed on the roofs of houses. They are installed in large areas of vacant land and have large-scale generation capacity making them suitable for industrial use. Expectations are high for both the Suigo-Itako Solar Power Plant in Ibaraki (power output of approximately 14,500 kW) and the Futtsu Solar Power Plant in Chiba (power output of approximately 40,000 kW), which are participating in the business, as next-generation energy sources.

			Total output
February 2014	Suigo-Itako Solar Power Plant	Maekawa, Itako-shi, Ibaraki	14,500 kW
July 2014	Futtsu Solar Power Plant	Shimokenzaku, Kato, Futtsu-shi, Chiba	40,000 kW



Solar power plants with output under two megawatts

The Group is working to expand the use of solar power generation systems and fuel cells to promote the spread of renewable energy. We also have solar power plants that are of a smaller scale than the mega solar plants described above (less than 2 megawatts). We currently operate these plants in 19 locations, and the total output in FY2022 was 6,956 thousand kWh.



Biomass power generation business

Biomass is an organic resource (excluding fossil fuel) produced by organisms from the inorganic compounds of water and CO₂ using solar energy. It is a sustainable and renewable energy source that only requires life and solar energy. Within biomass, it is the category of "woody biomass," which comes from wood such as thinned wood and construction wood waste. Since CO₂ generated by burning woody biomass is absorbed from the atmosphere by trees in the process of photosynthesis that drives their growth, there is virtually no increase in atmospheric CO₂. This is called "carbon neutral."

			Total output
January 2006	Mitsuuroko Iwakuni Power Plant	Iwakuni-shi, Yamaguchi	Japan's first wood chip combustion 10,000 kW power plant

We provide electricity produced at the Mitsuuroko Iwakuni Power Plant to the customers of our power and electricity sales business.



Commencement of grid energy storage stations that will contribute to spreading renewable energy as the main form of power and the stability of power grid

Mitsuuroko Green Energy Co., Ltd. has installed new grid storage batteries in Tahara-shi, Aichi and Sendai-shi, Miyagi, and started commercial operation. At the storage station in Tahara-shi, storage batteries are installed by utilizing the interconnection lines that became available for connection following the removal of deteriorated existing wind turbines, and the station is playing a role in the expansion of renewable energy by converting operations to the site where replacement is not possible. The use of renewable energy power generation facilities for the realization of carbon neutrality by 2050 has seen demand for expansion. However, there are difficulties in power generation prediction and control due to the fact that facilities such as those for solar and wind power are affected by the seasons and the climate. To solve these challenges, it is essential to secure "adjustment capability" to control unstable power generation. At these power storage stations, the storage batteries can be used as "adjustment capability," and the charge or discharge control of the storage batteries can then be used to compensate for the shortfall in the power generation plan of the renewable energy power source, thereby contributing to the stabilization of the power

grid^{*1}. In addition, these storage stations can also be used in the control of distributed energy resources and other such applications. As an aggregator^{*2}, Mitsuuroko Green Energy will operate the storage stations using its own in-house system^{*3}, and contribute to the further adoption of renewable energy and the stabilization of the power grid by entering markets such as the supply-demand adjustment market and the capacity market.

^{*1} A system that integrates power generation, substation, power transmission, and distribution to supply power to consumers' power receiving equipment.
^{*2} A business operator that effectively manages energy by bundling the electricity demand of consumers and distributed power sources (storage batteries and in-house power generation equipment).
^{*3} Press Release on December 6, 2021 "A business alliance agreement has been entered into with Nippon Koei Co., Ltd. to develop and demonstrate the next-generation integrated power system utilizing off-grid energy resources" https://www.mitsuurokogreenenergy.com/news/pdf/release_211206.pdf



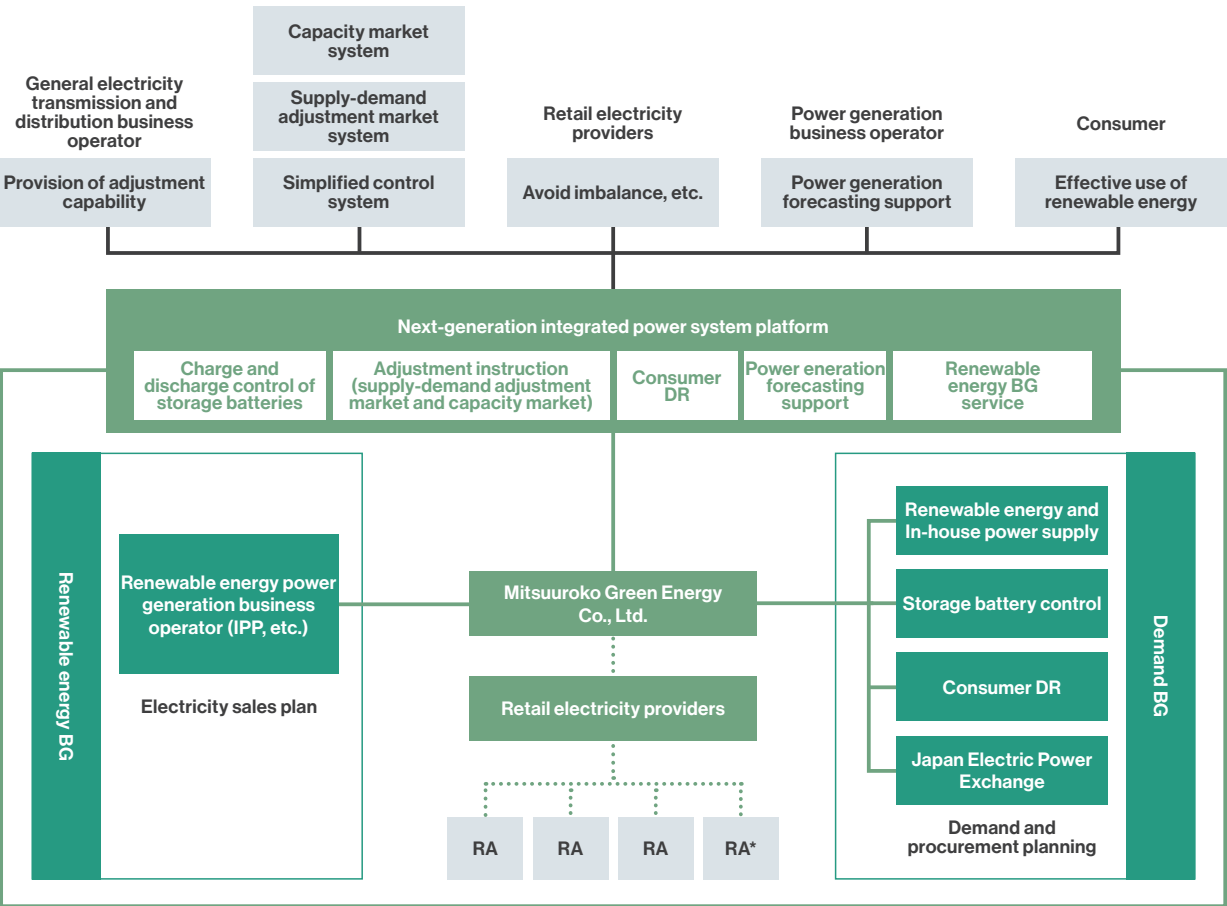
			Business entity (including operation)	Output/ Capacity
September 2023	Mitsuuroko Tahara Power Storage Station	Mutsure-cho, Tahara-shi, Aichi Due to the age of the wind farm owned by the Company, the wind farm was removed and the existing grid frame was used (equipment modification) to install this power storage station.	Mitsuuroko Green Energy Co., Ltd.	1,500 kW/ 6,000 kWh
December 2023	Mitsuuroko Sendai Power Storage Station	Miyagino-ku, Sendai-shi, Miyagi	Mitsuuroko Green Energy Co., Ltd.	1,534 kW/ 6,140 kWh

Response to climate change

Initiative for participating in renewable energy aggregation business

To participate in renewable energy aggregation business, Mitsuuroko Green Energy Co., Ltd., has entered into and started operation of a business tie-up with Nippon Koei Co., Ltd. to develop and demonstrate Integrated Power Control Central (IPoCC), a next-generation integrated power system that utilizes distributed energy resources such as storage batteries. Based on the business tie-ups, we aim to build “IPoCC” and provide power generation forecasting and renewable energy supply-demand adjustment services for renewable energy power generation facilities, such as those for solar and wind power, which fluctuate substantially. Its development will enable a smoother

response to the supply-demand adjustment market which is phased in from FY2021, and the capacity market, which will start in FY2024. Mitsuuroko Green Energy Co., Ltd. and Nippon Koei Co., Ltd. have labeled IPoCC as “epoch-making.” The two companies aim to establish it as next-generation standard in power control systems, and in addition to developing and testing it, they are focusing on external sales and the expansion of aggregation energy business. Through these efforts, they will contribute to the popularization of renewable energy and the realization of a decarbonized society.



* Resource aggregator: Business operator that enters into direct service contracts with consumers and controls resources.

Received a five-star rating from the Energy Conservation Communication Ranking System

Following on from FY2022, Mitsuuroko Green Energy Co., Ltd. received the highest rating of five stars with a perfect score of 145 points as a retail electricity provider in the 2023 evaluation results of the “Energy Conservation Communication Ranking System” conducted by the Ministry of Economy, Trade and Industry and the Agency for Natural Resources and Energy. The purpose of this system is to evaluate and publicize the level of information and services provided by each provider for general consumers regarding energy efficiency and conservation and the status of their efforts, so that general consumers can use the evaluation results as reference information when selecting an electricity or

gas company, and to encourage further energy efficiency and conservation efforts based on the information provided for it. Mitsuuroko Green Energy is actively working to provide useful information on energy efficiency and conservation to customers, share information on environmental issues and initiatives related to decarbonization through webinars and social media, and expand the use of demand response services to encourage power-saving.



Improvement and expansion of demand response service* functions for the next-generation integrated power system IPoCC

Since July 2021, Mitsuuroko Green Energy Co., Ltd. has been providing Demand Response (DR) services to its customers using our extra-high-voltage power service or high-voltage power service. In July 2022, we began offering additional DR services to general households. The supply-demand situation for electricity has remained difficult due to recent sharp rises in fuel prices, the shutdown of thermal power plants, and the heat waves in the summer. In light of this, we continue to operate the DR service of the next-generation integrated power control system, IPoCC, which has been improved since last year with the aim of further enhancing the service. The service is constantly improving and evolving to meet customer needs.

- Added functions**
- Early delivery of DR implementation result reports Long-term DR activation
 - Long-term DR activation

* Demand response is a system that allows consumers to change their electricity consumption patterns in response to electricity pricing or incentive payments in order to curb the use of electricity during times of high wholesale market prices or low grid reliability, in order to balance the supply and demand of electricity by decreasing or increasing the consumption of electricity. As renewable energy sources become more prevalent, there is a need for an adjustment mechanism that handles power generation being affected by weather conditions, and DR is an effective means to address this issue.

Collaboration in electric vehicle charging business

On October 31, 2023, in forming a capital and business tie-up with Yourstand Co., Ltd. for collaboration in the electric vehicle (EV) charging business, Mitsuuroko Green Energy Co., Ltd. entered into a basic agreement and an investment agreement for a third-party allocation of shares to the Company. This capital and business tie-up will contribute to the rollout of EV charging infrastructure in Japan by combining Yourstand's extensive track record and expertise in EV charging equipment sales and installation

with the Group's customer base and nationwide sales network. By combining Yourstand's EV charging management system with the Group's unique electricity menu offering, we intend to contribute to leveling the balance between electricity supply and demand in society as a whole.



Response to climate change

Started accepting applications for Yamaguchi Prefecture limited menu Yamaguchi Buchi Eco-denki utilizing the hydroelectric power plant owned by the Public Enterprise Bureau, Yamaguchi Prefectural Government

Mitsuuroko Green Energy Co., Ltd. started accepting applications on February 1, 2024 for Yamaguchi Buchi Eco-denki,¹ a new electricity menu for corporations in Yamaguchi Prefecture that promotes local production for local consumption by utilizing electricity from a hydroelectric power plant owned by the Public Enterprise Bureau of Yamaguchi Prefectural Government, and began supplying electricity in April.



Advantages of joining Yamaguchi Buchi Eco-denki

- 1 Since nine hydroelectric power plants in Yamaguchi Prefecture are identified as power sources, local production for local consumption of electricity can be achieved.
- 2 The power will be supplied by a combination of such power and non-fossil fuel certificates, and will be 100% renewable energy and CO₂-free. If there is a shortage of such power, we will supply power by preferentially tying the non-fossil fuel certificates to power from the Mitsuuroko Iwakuni Power Plant^{*2} owned by us in Yamaguchi Prefecture.
- 3 For extra-high-voltage and high-voltage facilities, optimal prices are tailor-made according to electricity usage conditions, so there is a possibility of introducing renewable electricity at a lower cost than the current electricity rates. For low-voltage facilities, please refer to the application guidelines.^{*1}
- 4 The use of the Yamaguchi Buchi Eco-denki logo and the Yamaguchi Renewable Energy Utilization Business Office Certificate^{*3} will provide external publicity.

^{*1} Yamaguchi Buchi Eco-denki flyer, application guidelines Leaflet https://mitsuurokogreenenergy.jp/pdf/yamaguchi_0240125.pdf
Application guidelines https://mitsuurokogreenenergy.jp/pdf/yamaguchi-youkou_20240125.pdf
^{*2} Mitsuuroko Iwakuni Power Plant <https://www.mitsuurokogreenenergy.com/company/plant/iwakuni.html>
^{*3} A separate application must be submitted to the Yamaguchi Prefecture Environmental Life Department. Please refer to the link below. <https://www.pref.yamaguchi.lg.jp/site/saenedenryokuriyozigiyuoso/>

Announcement of the offering of the EV Sumatoku Plan, a limited menu for electric vehicle (EV) owners

Mitsuuroko Green Energy Co., Ltd. started offering EV Sumatoku Plan for electric vehicle (EV) owners on February 6, 2024.

This plan is an electricity plan that allows customers to save money by adjusting the time range they charge their EVs and use other home appliances. The service is characterized by a “recharge time” between 11:00 a.m. and 1:00 p.m. every day, regardless of weekdays or holidays, which offers even more economical rates. By shifting the use of electricity from the evening peak hours to daytime hours, we intend to help level the supply and demand of electricity in society as a whole by reducing the amount of electricity demand in the evenings, when electricity demand tends to be tighter.

Outline of EV Sumatoku Plan

Application opens	February 6, 2024
Supported areas	Tohoku and Tokyo Electric Power Company areas; Areas to be expanded as needed ^{*1}
Target	Individuals and corporations that own EVs ^{*2}

^{*1} Assumes service area of Mitsuuroko Green Energy Co., Ltd. <https://mitsuurokogreenenergy.jp/mge/area/>
^{*2} A copy of the EV's vehicle inspection certificate must be attached to the application.

Other climate change initiatives

1 Baking bread using domestic wheat

Mitsuuroko Provisions Co., Ltd.'s bakery business, “Azabujuban Mont-Thabor,” focuses on selling frozen bread that uses domestically produced wheat. (The ratio of bread made with domestic wheat varies from store to store.) Using domestically produced wheat as raw material shortens the transportation distance. It also uses raw materials milled with a stone mill and offers customers products baked at the stores. These products are made with meticulous attention to the environment, health, and superb taste (aroma), and are winning the demand from many customers as a new value.



2 Started selling the picture book “Miu-chan no Fushigi na Hako” in POD and e-book format

The picture book “Miu-chan no Fushigi na Hako,” a collaboration with author Michiyo Namura, will be published and sold through the print-on-demand (POD) distribution service of PUBFUN, Inc. from July 5, 2023, and through the e-book distribution service of MEDIA DO Co., Ltd. from September 8, 2023.

POD is a new publishing method in which each order is printed and bound at the store and delivered in paperback. The service is attracting attention as an environmentally friendly and sustainable business model.



This picture book is the original version of XX no Fushigi na Hako, a customizable picture book for toddlers with face inserts, which is currently available on the Mitsuuroko Avenue online shopping site.

Author	Written by Michiyo Namura, illustrated by Masako Yamamoto	
Specifications/ Price	Full color, 26 pages / ¥1,100 (tax included)	
Where to buy	POD	Amazon / Rakuten Books / Books Sanseido
	E-book	Amazon Kindle / Rakuten Kobo / honto / Books Kinokuniya and several other stores

3 Installation of solar panels on the roofs of the company's facilities

General Storage Company Pte. Ltd. (GSC), the Company's overseas subsidiary, has set forth “a green and caring tomorrow with self-storage” as its ESG vision. GSC's self-storage brand, Lock+Store, has signed an 18-year purchase agreement with Union Solar Pte Ltd, a solar power generation business operator, to realize this mission. The solar panels installed on the roof (completed in January 2023) of the Chai Chee facility, which is a self-storage operated by the Company, will have a maximum output of approximately 487.3 kWp, which is expected to reduce the use of fossil fuel-based energy by approximately 30% when used on-site at the facility.



4 Use of vacant space for vegetable gardens

Lock+Store has partnered with SG Gardens, a local horticultural company, to utilize vacant space at the Chai Chee facility for vegetable gardens. The harvest from the

vegetable garden will be donated to charities that support low-income families or sold to restaurants.



Edible hibiscus



Edible marigold

Prevention of environmental pollution

Basic approach

Mitsuuroko Group believes that one of its corporate responsibilities is to reduce the emission of pollutants in its business activities. As such, we are working to prevent and reduce the impact of environmental pollution by chemical substances and oil, reduce emissions of air pollutants, and reduce and properly dispose of toxic wastes and wastewater.

Initiatives for prevention of environmental pollution

Management of chemicals and contaminants

Since our operations have little relevance to emissions of air pollutants such as VOCs, NOx, and SOx, we do not perform measurements for these. Waste, including hazardous waste, is properly disposed of through specialized waste disposal companies in accordance with laws, regulations, and other rules. In FY2022, following on from FY2021, there were no penalties or fines related to environmental laws and regulations (Air Pollution Control Act, Water Pollution Prevention Act, Soil Contamination Countermeasures Act, Waste Management and Public Cleansing Act, etc.) due to outflows or excess emissions of environmental pollutants.

Response to soil contamination

In the event that pollution is detected at LPG filling stations and gasoline service stations, while we report such incidents to the relevant government agencies and actively disclosing information to the public, such as through explanations to residents within the vicinity or press releases, we work to control soil contamination. In accordance with the state of the pollution, we employ measures such as excavation, removal, and paving to prevent contamination from spreading or entering ground water.

Promotion of resource cycle

Basic approach

Mitsuuroko Group promotes the 3Rs (Reduce, Reuse, Recycle) throughout the Group. We are strengthening our commitment to resource recycling in our various business activities.

3R promotion initiatives

1 “Eco Nico Time” to reduce food waste

Azabujuban Mont-Thabor believes that, “as lovers of bread and the earth, we cannot waste the bread we have made with our own hands so easily.” This is why any bread that was previously discarded daily due to being non-standard (minor aesthetic imperfections or browning) despite having no quality issue, or any bread that did not sell, is sold at a reasonable price through a limited-time service named “Eco Nico Time.” This initiative will help reduce food waste and environmental impact, as well as provide an opportunity to try Azabujuban Mont-Thabor’s bread at a discount.



2 Vending machine for frozen non-standard breads

In April 2022, Mont-Thabor Kugenuma Kaigan Store (Fujisawa-shi, Kanagawa) introduced its first frozen bread vending machine, with the aim of providing the delightful experience of enjoying homemade bread, readily available as a convenient and eco-friendly snack. Frozen bread and frozen dough made of 100% domestically produced wheat are readily available for purchase 24 hours a day. We will also contribute to the reduction of food waste and environmental impact by offering non-standard bread.



3 “Sustainable Real Estate Management” initiatives to reduce furniture waste

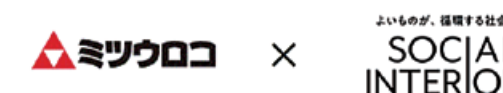
MITSUUROKO Co., Ltd. is working with Social Interior Inc., a furniture subscription service and off-price market

provider, on sustainable real estate management that reduces furniture waste.

Initiatives

1 Procurement of furniture for designing space in real estate business through subscription

By not owning the furniture needed for income-producing properties, and by utilizing the subscription service offered by Social Interior Inc. to promote the collection and secondary use of furniture when it is no longer wanted in the future, we aim to make effective use of resources.



2 Reducing the hassle of owning furniture needed by property users, collecting unwanted furniture, and reusing it

We will progressively make the Subslife furniture subscription service of Social Interior Inc. available to tenants and users of rental apartments, office buildings, and commercial facilities operated by MITSUUROKO Co., Ltd. at discounted prices. This reduces the users' initial setup fees, the hassle of ownership, and the hassle of arranging for disposal when no longer wanted. At the end of the period, Social Interior Inc. will collect the furniture and promote its secondary use in its off-price market, Subslife Off Price.



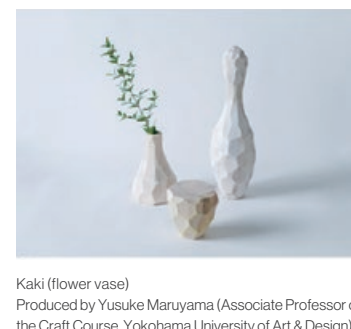
Promotion of resource cycle

4 Bowling pin reuse art exhibition and reuse education in elementary schools

In May 2022, as part of the Rain-Bowling Project^{*1}, a sustainable activity using discarded bowling pins, Mitsuuroko Sports Co., Ltd. held the Bowling Pin Reuse Contest^{*2} in cooperation with the Kanagawa Shimbun. The grand prize winner, Yamoto Elementary School in Yokohama-shi, held a Rain-Bowling class (an original bowling game that allows students to learn how to reuse discarded pins while having fun playing) as part of their 4th grade class on SDGs. (Held in November 2022) In addition, from December 2022 to January 2023, the first exhibition utilizing discarded bowling pins as craft art was held at SPA EAS and Hamabowl. Students and

faculty of the craft course at Yokohama University of Art & Design, who regularly work with wood and metal in their assignments, gave form to the use of bowling pins in the production. We will continue to explore and pursue various forms of ESG together with local residents.

^{*1} A project to provide children in Yokohama-shi with opportunities to experience the SDGs through play using discarded bowling pins
^{*2} A project to invite application for reuse ideas on new ways to reuse bowling pins, of which approximately 500 are discarded by Hamabowl each year. A contest aiming for the realization of a sustainable society



Kaki (flower vase)
Produced by Yusuke Maruyama (Associate Professor of the Craft Course, Yokohama University of Art & Design)



5 EAS café promoting elimination of plastic and local production for local consumption toward becoming a sustainable cafe

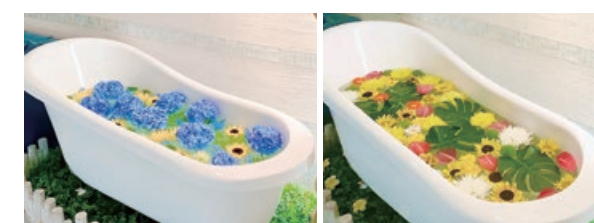
The EAS café, directly managed by SPA EAS, promotes the elimination of plastic. In FY2022, we eliminated all conventional plastic cups and replaced them with paper cups and paper straws*. In addition, in purchasing ingredients, vegetables are procured from local stores in Yokohama-shi, and only the necessary amount is harvested through hydroponic cultivation using the plant cellar within the EAS café, thereby reducing food mileage and food waste. We will continue to operate our facilities with an awareness of our contribution to the environment and the local community.

* In order to maintain service quality and ease of drinking, we have introduced stainless steel tumblers instead of paper cups for some alcoholic beverages in response to customer feedback.



6 Flower installation: Smile Flower Bath installation

SPA EAS: Yokohama Tennen Onsen supports the Smile Flower Project, an initiative to save flowers that would otherwise be discarded as non-standard products or wasted due to the shrinking market caused by the pandemic. At the entrance, flower baths (hanachozu) are created and displayed according to the season, welcoming guests in a festive manner. In addition, events aimed at raising awareness of the project included a popularity contest for flower art and a stamp collecting game, creating a cycle that links the smiles of employees, flower farmers, and customers through the flower decoration initiative. We will continue to strive to recycle resources and enhance the value of facilities with ideas that capture current trends.



Water security

Basic approach

We consider water security to be an important management issue and are taking actions such as water stress/risk studies, and water hazards and water management.

At the same time, in accordance with our environmental policy, we work to conserve and make effective use of water resources through efficient use of water, reduction of water consumption through recycling, and appropriate treatment of water.

Initiatives for water security

Implementation of water stress/risk studies

Using the WRI Aqueduct, an international indicator, we comprehensively analyzed and evaluated current and future risks (water demand, water source security, water damage, etc.). As a result, we confirmed that there is no significant water stress or risk in the Group's main facilities as of now.

Situation of water resources utilization

In FY2022, Group-wide use of domestic freshwater resources (water supply and wells) totaled 3,650

Water consumption, water discharge, and water quality control

In order to use water resources sustainably, we monitor water consumption and strive to save water, and also implement appropriate wastewater management. In FY2022, following on from FY2021, there were no violations of standards and regulations pertaining to water discharge.

thousand m³, and the amount discharged to underground and rivers (excluding sewage) was 803 thousand m³.

Response to water hazards

While LPG is a form of distributed energy that is easy to install and restore even during natural disasters such as torrential downpours and storm surges, it is possible for filling stations to be damaged and for its transportation to be delayed or slowed. In preparation for emergencies, we have implemented disaster prevention measures at facilities such as filling stations and have also formulated a business continuity plan (BCP). The LPG supply network is rationally designed to ensure a steady supply of LPG to every corner of the country in times of peace and even in times of disaster. In addition, Mitsuuroko

Administration Center (Saitama-shi, Saitama), a shared services division that consolidates the operations of the Group companies, has two offices; one in Nagano and the other in Saitama. We take this approach in order to avoid the risk of interruption in our operations when struck by disaster, etc. due to centralization, and to ensure the continuation of operations in the event of an emergency. We have established a system that allows us to shift to pre-determined operations in an emergency by activating the BCP program if it becomes impossible to carry out operations in Saitama-shi.

Initiatives to reduce water usage

Preserving water resources through the use of business cards made primarily from limestone

From the viewpoint of conserving forests and water resources, the Group has adopted the use of business cards made with "LIMEX," a material derived primarily from limestone. Limestone exists in abundance throughout the world and is a mineral resource which Japan is completely self-sufficient in and can obtain at a low cost. By adopting limestone as the main material for

our business cards, we are contributing to the preservation of forests and water resources, which are essential for the production of paper. This initiative saves 10 liters of water per card box of business cards (100 cards). When converted to the number of business cards used by the Group, this equates to 22,000–24,000 liters of water preserved in a year.

Water-saving initiatives

In the wellness business, we are working to reduce bathing water used at "Yokohama Tennen Onsen SPA EAS" through the use of a recovery tank (water supply and natural spring water) timer control and water-saving devices installed in all shower heads. We are also reducing other water used at the facility through

measures such as the introduction of water-saving toilets, and employees are also making efforts to save water. We are also promoting the introduction of water-saving showers and toilets in rental apartments owned by our real estate business.

Biodiversity conservation

Basic approach

Mitsuuroko Group recognizes the importance of nature's bounty, and in order to continue to enjoy it in the future, the Group has adopted "biodiversity conservation" as one of its environmental policies. Based on this, we strive to understand and improve the impact of our business activities on biodiversity, promote sustainable use, and engage in biodiversity conservation in cooperation with local communities.

Initiatives in business activities

Activities to protect and nurture the forests around water collection sites

To contribute to the local community by beautifying the environment, Mitsuuroko Group employees, their families, and other relevant parties participate in cleanup activities in Mitsuuroko's Forest Narusawa, a mountain forest near the Narusawa Plant in Yamanashi Prefecture, and along Mitsuuroko's Path, a walking path near the Gifu Yoro Plant in Gifu Prefecture, where mineral water is produced by Mitsuuroko Beverage Co., Ltd.

In 2023, we also launched a project to plant hydrangea seedlings in the famous hydrangea corridor on Mitsuuroko's Path. We will further contribute to regional development by working with local governments on projects to promote tourism in the region.



Endorsed the Keidanren Declaration for Biodiversity and Guideline

We endorsed the Keidanren Declaration for Biodiversity and Guideline in March 2024. Our efforts are in line with this declaration and guideline, and we will continue to promote initiatives that contribute to the conservation of biodiversity.



S

Social

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Since the founding, Mitsui Group has operated business based on the concept that human resources are the source of our growth and our greatest asset.

To ensure stable and reliable services, we do everything we can and should, no matter how small, to co-exist with local communities and realize a safe and secure society.

We hope to contribute to a bright future, beautiful planet, and an affluent society.

Main target management indicators (KPIs)		
Increase the number of locations with the Christel Vie Ensemble Foundation donation boxes	Contribution to local communities and society (community cleanups, etc.)	Number of drills conducted in relation to confirmation of safety
Yearly target	Yearly target	Yearly target
Increase from 11 locations (the number of locations in 2021)	— * The “—” symbol indicates a qualitative target.	Twice a year (for all employees)
Rate of receiving regular medical examinations	Rate of receiving thorough examinations	Rate of maintaining proper weight
Yearly target	FY2023 Target	FY2023 Target
Continue to provide 100% (Ratio to all employees)	90% (Ratio to all employees)	80% (Ratio to all employees)
Rate of undergoing stress checks	Prevalence of smokers	Rate of regular exercise
FY2023 Target	FY2023 Target	FY2023 Target
100% (Ratio to all employees)	18% (Ratio to all employees)	40% (Ratio to all employees)
Rate of parental leave taken	Ratio of female employees	Ratio of female managers
FY2023/Yearly Target	FY2026 Target	FY2026 Target
Female employees: Continue to provide 100% Male employees: 20%	33%	11%
Number of diversity training conducted	Number of career seminars conducted	Number of maternity leave and parental leave training conducted
FY2023 Target	FY2023 Target	FY2023 Target
Once a year for all employees	Once a year for female employees in their late 20s	Once a year for managers

Stable supply of energy/electricity

Basic approach

The Group is striving to build an energy supply chain that is sustainable under any changes in conditions irrespective of normal times or emergencies and provide our safe and secure services that are closely related to regions.

Stable procurement of LPG and petroleum products

LPG is imported from overseas, and the Group has entered a yearly procurement agreement with import companies. The Group stably procures LPG that meets Japanese Industrial Standards and simultaneously stores approximately 90 days worth of gas at the import company and government, and approximately 60 days worth of gas at the warehouse in order to respond to geopolitical risks.

Also, the Group has entered into agreements with multiple import companies regarding petroleum products. The Group secures petroleum products of quality, proactively imports heating oil that fulfills standards of certifying associations in Japan and overseas, and maintains a structure that prevents obstacles in fuel supply. In addition, the Group stores fuel at our own bases.

Stable supply of electricity

In accordance with major changes to the energy environment, including electricity and gas systems renovations, the Group believes that the stable and secure supply of electricity is even more important. In order to ensure the stable procurement of electricity, we are constructing an optimized electricity portfolio that combines in-house power supply and the mutual purchasing, etc. from independent power plants. We have developed a scheme to continue providing electricity in a stable fashion through both long-term electricity agreements and short-term electricity agreements based on mutual cooperation with independent power plants. At the same time, we will utilize multiple systems, such as swaps, futures, and the BL market to improve the stability of electricity supply. In addition to renewable energy, we have also considered transactions in the LNG power, coal power, and Japan electricity wholesale markets as we aim for the best mix of energy.

Transportation security management

The Group has established logistics companies in Tohoku, Kanto, Chubu, and Kansai regions. The holding company Logitri Holdings Co., Ltd. owns each of them as the Logitri Group, which realizes stable supply of energy through safe, secure, and prompt logistics services. We also hold a delivery skills contest to spread awareness of security, ensure the implementation of reliable inspection services as an accredited security organization, and to further improve the quality of delivery operations. The contest comprises acts actually involved in transportation. Everything from vehicle driving, customer interaction, careful stock taking, speedy and careful delivery and installation of compressed gas

Stable supply of LPG and petroleum products

Within our logistics infrastructure, we transport LPG from the port hub of the import company to our filling stations under an exclusive contract with a transportation company and deliver from our filling stations to our customers. We are striving to provide stable supply of petroleum products to our customers by entering into charter agreements with petroleum transportation companies.



Cooperation with related business operators

We strive to execute regular information exchange and strengthen relationships with power generation business operators and power companies. We have also implemented a system to simplify procedures of construction companies in order to ensure construction proceeds smoothly in the case of the customer changes their electricity facilities. Upon procuring wood biomass that will become fuel in biomass power generation, we have established a system of long-term stable procurement with management by a skilled forestry-related business operator that is also a supplier. At the same time, we are strengthening relationships with partners who sell electricity and are making proposals for sales menus such as the green menu (carbon-free menu).

cylinders is subject to judging. Within these processes, the most important task is confirmation. Confirmation and reconfirmation by pointing is done covering all aspects from the vehicle surroundings to sources of heat and obstacles around where the cylinders are installed, truck elevators, the transportation route, smells around the cylinders, and detailed parts. Under the slogan of "Taking up the challenge to achieve zero accidents in all areas with the highest priority on safety and security," the entire Logitri Group is working hard to achieve no accidents and traffic violations, and to ensure safe driving and reliable delivery operations every day.

Transportation safety management safety basic policy

Slogan
Taking up the challenge to achieve zero accidents in all areas with the highest priority on safety and security

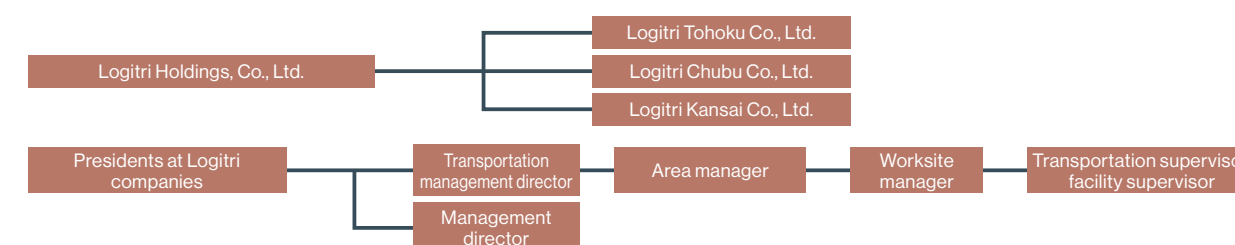
- 1 Contribute to society by taking up the challenge of eliminating accidents and disasters**
- 2 Safety is prioritized in all operations**
- 3 No trust without safety**

Safety measures		Targets / achievement status	
Important safety measures	Details of implemented measures	Targets for this year	Achievement status
1 Maintain safety at existing facilities	Implement risk assessment	Reduce vehicle accidents Zero severe accidents Reduce other vehicle accidents by 50% or less compared to previous year	Establish safe driving through introduction of drive recorders
2 Spread awareness of transportation safety management	1) Secure certified personnel according to law (Transportation supervisors, construction supervisors, C-grade chemical managers, health and safety promoters, workplace accident prevention supervisors) 2) Educate on transportation safety management system 3) Implement internal audits 4) Hold open safety conferences	Thorough implementation of transportation safety management system Educate employees to spread awareness to all employees	Spread awareness through internal audits and training
3 Promote workplace voluntary activities	1) Implement safety measure meetings (training on accident examples) 2) Implement near miss activities (implement as risk detection training) 3) Implement operation of 5S (sort, set in order, shine, standardize, sustain)	Acquire and renew G Mark (excellent safety workplace)	Acquired transportation business accreditation at all 38 worksites Tohoku region: 10, Chubu region: 5, Kansai region: 2
4 Secure safe operations	1) Effectively utilize drive recorders 2) Implement accompanying guidance 3) Educate drivers 4) Implement delivery skills contest with nationwide worksite participation	Implement traffic safety measures meetings 1) Research actual accidents and prevent reoccurrence 2) Report details of meetings to headquarters	Conduct analysis and report to headquarters at safety measures meetings
5 Uniformization of container exchange work	1) Implement accompanying guidance 2) Educate drivers	Implement near miss activities 1) Utilize driver reports and drive recorder videos 2) Utilize in accident prediction training	Promote near miss activities
6 Implement health checkups	Implement regular diagnoses and follow-up checkups	Share information Prepare internal postings (organizational charts, annual targets, posters)	Spread awareness by posting annual targets, etc.
7 Implement aptitude diagnoses	Implement general, initial, age, and specified diagnoses for all drivers (implement again in 2 years)	Implement risk management 1) Improve internal and external facilities (Risk assessment) 2) Develop and spread awareness of crisis management measures and prevention measures	Extract issue areas and implement countermeasures
8 Publish and share information	1) Update websites 2) Utilize internal postings	Implement IT inspection system	Implement at some worksites
9 Implement emergency response training	1) Develop manual 2) Implement training		
10 No accidents and traffic violations awards	1) Acquire driver record certification (3 years) 2) Award at safety meetings		
11 Initiatives for environmental contribution business	Participate in Tokyo Trucking Association's "Green and eco-friendly projects" and introduce awards system		

Organizational system to secure transportation safety

Logitri Holdings Co., Ltd. views transportation safety management as an important mission, acknowledges it as an important area where top management should be

directly involved, and has established a management structure in order to issue prompt and clear directives.



Safety assurance and quality control for customers

Basic approach

■ Energy

Mitsuiroko Group takes efforts to secure safety under a basic policy that there are “no sales without security.” To prepare for emergency situations, such as gas leaks, the Company has built a 24 hours a day, 365 days a year emergency dispatch system and has established a strong security system to prepare against all situations to ensure customer safety. As laws and regulations are revised over time, we will constantly transmit and support the newest information on how to strengthen safety systems, heighten awareness of disaster prevention, and advance voluntary safety measures.

■ Electricity

In each power plant, we are continuing efforts to achieve no accidents and disasters at all sites by implementing and confirming site patrols by safety promoters, crisis detection actions, pointing / calling, compliance of laws and regulations, voluntary safety / security audits, and 5S activities.

■ Foods

Mitsuiroko Group performs product design from customer perspectives and sufficiently confirms the safety of the products and manufacturing process to deliver safe, secure, and delicious products to customers. In each Group plant, we take efforts for ongoing improvement of issues extracted and regular internal audits based on proprietary food security audit standards in addition to our daily quality control.

■ Real estate

In addition to development and leasing of residential homes, office buildings, and commercial facilities, Mitsuiroko Group offers proposals to expand the range of people's lifestyles and aim for harmony between regions through business. We pay close attention to not only the quality of buildings, but also the quality of services provided to customers as we take ongoing efforts to improve customer satisfaction.

■ Wellness

We pursue Customer Delight and have established the 4S (Safety, Smile, Special, and Surprise) as important indicators in the Wellness Business.

- Safety: Safety is prioritized in all things.
- Smile: Facilities where customers and staff naturally smile.
- Special: Giving hospitality to special people.
- Surprise: Small joys one after another can move the hearts of customers and employees alike and create sharing of touching moments.

Structure for safety assurance and quality control

■ Energy

The Group positions security as its most important mission as an energy solutions business operator, acknowledges it as an important area where top management should be directly involved, and has established a management structure. In order to ensure safety, we have given direct authority of the security management department to the President of Mitsuiroko Vessel Co., Ltd., who will issue prompt and clear directives. We are efficiently managing 32 filling stations and 78 retail stores and have centralized response to customer inquiries and messages at specialized call centers. The SmartOWL® service enables the collection and analysis of information, such as gas meter readings and safety information, and streamlines LPG operations.

■ Electricity

Regarding supply and demand of electricity, we have constructed a system that enables cooperation with power transmission companies to boost the security of electricity supply. In the power generation business, we have staff working by shifts at plants 24/7 as well as remote monitoring from headquarters. Through this, we have constructed a system capable of constant monitoring of power plants as we take efforts to secure the safety of our power generation business.

■ Foods

The company formed hazard controls (HACCP) teams at each plant in the bottled water business division, completed products were removed by lot, given voluntary inspection for micro-organisms, and shipped if they passed the examination. We are striving for quality maintenance and management, such as implementing regular inspections of water sources and products by external public institutions. In inspections, inspectors with proper training, knowledge, and skills use specialized equipment for chemical analysis, micro-organism analysis, and foreign substance analysis. The company rigorously selects “ingredients that have a clear distribution path” and implements “safe and secure management of owned kitchens” in the operation of restaurants, in-facility stores, cafeterias, DELICATERIA, voluntary chain stores, a hamburger restaurant chain, fresh bakeries and cafés, and more, all run under the Foods Business. In product development, use external “eyes” to perform “food product examination that pursue safety” and make daily improvement to aim for these HACCP management quality standards.

■ Real estate

The Company has constructed a structure based on quality control standards in the planning and operation of businesses to deliver “safety and security” to customers. In terms of planning, the Company prepares an annual plan of laws and regulation inspections and a yearly repair plan and conducts regular checks to ensure these plans are properly implemented. At the same time, in terms of operations, the company not only performs regular equipment inspection and corrective work, does patrol inspections, reports, installs security cameras, and implements regular cleaning through a management company, but it also introduces, updates, and eliminates specialized and shared equipment, such as LED lighting, as necessary. We have formed a system to confirm the status of damage during natural disasters such as earthquakes or flooding through a management company. The Company is striving to prevent damage by implementing water gates and water sealing plates on properties with a relatively high risk of flooding.

Initiatives for safety assurance / quality control

■ Energy

Development of strict internal standards (Mitsuiroko Standards) that go beyond laws and regulations

Since the standards set forth in the Act on the Securing of Safety and the Optimization of Transaction of Liquefied Petroleum Gas, such as safety regulations and proper transactions related to sales, are minimum standards, employees of Mitsuiroko Group observe voluntary standards (Mitsuiroko Standards) so that safety is not compromised due to these standards. For example, based on the frequency of legal inspections (at least once every four years) established in the Act on the Securing of Safety and the Optimization of Transaction of Liquefied Petroleum Gas, we perform advanced management two months before. We strive to ensure safety and do not exceed legal deadlines in case of emergency in accordance with customer circumstances. In addition, only qualified LNG technicians, who are nationally certified for LPG, will be able to perform the statutory inspections.

Mitsuiroko Safety Investigator (MSI) System

The MSI System was established to improve the safety level of Group employees and to ensure compliance with Mitsuiroko Standards. New employees who have passed the LNG technician certification test receive classroom and practical training, and those who have acquired in-house qualifications are assigned to safety work.

Thorough expiry management for provided equipment

Mitsuiroko Group performs manufacturer guarantee expiry management on all provided equipment, including adjusters, high / low pressure hoses, alarm devices, etc., in addition to expiry management for gas meters as established in laws. Through this, the Company aims to eliminate equipment malfunction due to deterioration over time.

Measures to eliminate carbon monoxide poisoning accidents

When using gas equipment that has deteriorated over time and does not have a safety device (incomplete combustion prevention device), there is a risk of carbon monoxide poisoning due to incomplete combustion of the LPG. The Group strives to eliminate carbon monoxide poisoning accidents by regularly spreading awareness of safety and promoting exchange of related equipment for customers who use gas equipment that does not have a safety device. Also, the Group is taking efforts for safety management by promoting installation of operational ventilation alarm devices for commercial kitchens, etc.

■ Real estate

Measures for customer satisfaction

In order to provide properties with added value that will satisfy many customers, the Group is proactively introducing features to both new and existing properties, such as Wi-Fi connectivity, ports for micromobility devices in the rental apartment grounds, a call center that can respond to tenant requests 24 hours a day, measures to prevent illegal entry of suspicious persons through elevators that only stop on certain floors and have a hands-free system, introduction of energy-saving products, such as air conditioning equipment that limits energy output, water-saving toilets, and intercommunication systems used in conjunction with smartphones. The common area has also been renovated and turned into a lounge with a library and theater room for residents' use. In our commercial facilities, we aim to be more closely connected to the community through sponsorship and participation in local events and publication in local magazines. The Group collects the opinions of tenants and customers by proactively establishing information sharing and communication opportunities with tenants, such as monthly store manager meetings where the representatives of in-facility stores gather. Through this, the Group is taking efforts to create facilities that are easy to use. We introduce various measures to reflect the voices of customers into business activities and are striving to improve customer satisfaction as we proceed with quality improvements from a customer point of view.

■ Wellness

The Company has constructed a structure that can respond to various situations in order to ensure the safety of customers. During morning meetings, employees learn to use AED and CPR to prepare for emergencies. In addition, a first aid skills training course is held once a year at Hamabowl, thus establishing a system to provide first aid in the event of an injury or illness at the sports facility. In addition to training of hot springs facilities, Company employees and tenant store employees gather twice a year and confirm the evacuation path during emergencies. At Yokohama Tennen Onsen SPA EAS, the Company changes the hot springs water each day, performs bi-annual water quality examinations, and uses mild materials to create an environment where customers feel comfortable using the facilities with confidence. Also, the Company has implemented “Onsen IoT” that can display the status of crowding on mobile devices or internal displays by counting in real-time the number of users in each location through a stereo camera installed in key areas in the facility (a hot-stone spa, break areas, co-working spaces, etc.). Because customers can check on the status of crowding in the facility using the specialized app, it is possible to use facilities while avoiding crowds. This is very helpful in preventing the spread of COVID-19.

■ Foods

Acquisition of a food safety management standard

In the bottled water business division, we have acquired JFS-B certification, a food safety management standard, in our Yamanakako Plant, Narusawa Plant, and Gifu Yoro Plant. The Ihara Factory and Okitsu Factory of Shizuoka Mitsuiroko Foods Co., Ltd. which are new additions to the Group, have acquired FSSC (international standard on food safety management system), and both plants manufacture and sell products with the focus on providing safe products to our customers. * JFS certification is a food safety management standard from Japan that is aligned to international standards and centers on the three axes of food safety management system (FSM), hazard controls (HACCP), and good manufacturing practice. It was developed by the Japan Food Safety Management Association (JFSM), which was established under the guidance of the Ministry of Agriculture, Forestry and Fisheries. * The FSSC standard stands for Food Safety System Certification and is a system standard for food safety developed by the Foundation FSSC22000. The standard is approved as one of the food safety certification schemes by the Global Food Safety Initiative (GFSI), a non-profit organization led by the food retail industry.

Selection of business partners and initiatives

In the selection of business partners, the Group makes decisions through proper and fair procedures, based on the JFS-B certification related to food safety, in order to meet stakeholder expectations and contribute to society in terms of the procurement of raw materials, in addition to quality, cost, and deadlines. Carl's Jr. Japan Inc., which operates a hamburger restaurant chain, uses 100% Australian beef in its beef patties as it focuses on high quality materials that are safe and secure. Australia is the top beef exporting nation in the world. It has been proactive in initiatives toward safety of beef products, quality control, and traceability. Beef is produced under the strictest management structure in the world, from ranches to consumers. By selecting only the best suppliers from Australia, it can provide safe and high-quality beef. The Company will continue to develop a relationship of trust so that we can gain the understanding and cooperation of business partners.

■ Wellness

COVID-19 measures

At SPA EAS and Hamabowl, we disinfected the facilities and applied anti-bacterial / anti-viral glass coating in January 2021. This glass coating has cleared the SIAA standards (safety of antibacterial processed products) and is highly safe. We also increased the pace of facility sterilization to once every 60 minutes and maximized ventilation. Also, in SPA EAS, we introduced IoT for customers to remain safe and avoid crowded areas by visualizing the crowding in each area.

Water quality control initiatives

We have also changed the chlorine control methods for water supply and natural spring water during daily water quality inspections to control the chlorine concentration to match the water quality. This enables us to provide safe and secure baths by controlling the chlorine concentration at a more appropriate level.

Accredited as a health promotion facility utilizing hot springs

On November 29, 2023, SPA EAS was accredited as a health promotion facility utilizing hot springs by the Ministry of Health, Labour and Welfare. Under the supervision of physicians, we offer health enhancement through hot spring bathing and unique exercise programs. This accreditation is the first of its kind in Yokohama. * What is a health promotion facility utilizing hot springs? The Ministry of Health, Labour and Welfare has established the Regulations for Accreditation of Health Promotion Facilities to accredit facilities with appropriate content for promoting the health of the public and to promote the popularization of such accreditation. Among them, facilities that have a health promotion program that focuses on the use of hot springs and that can safely and appropriately conduct such programs are accredited as health promotion facilities utilizing hot springs.

Disaster prevention measures

Basic approach

Mitsuiroko Group has constructed an emergency dispatch system that operates 24 hours a day, 365 days a year to prepare against unexpected trouble, such as gas leaks. We have established a strong security structure to prepare against any situation in order to ensure the safety of customers.

To strengthen resilience and respond to electricity supply constraints and natural disasters that have grown wider in scope and more intense recently, the Group reinforced the supply infrastructure, including self-defense capabilities, and strengthened the link with business operators for quick restoration. The Group is further strengthening structure-building and supply-demand adjustment function to secure stable supply of energy in times of disaster.

Disaster-resilient LPG

LPG can be carried by filling canisters. It is known as a “distributed energy that can be used independently” and inspected and repaired on an individual basis in times of disaster.

Mitsuiroko Group is strengthening disaster response measures and established a strong system to minimize the impact of disaster on customer lives.

Storm and flood measures

The Group is strengthening the below measures to prevent leakage of LPG containers through storm and floods.

- 1 Install disaster prevention nets to prevent leakage from platforms and secure lashing belts at LPG container filling stations.
- 2 For LPG containers installed in customers' homes, we check for flood risks using hazard maps and register this as customer information.
We secure double canister chains and promote the attachment of tension-type high-pressure hoses as disaster canister leakage prevention.

Introduction of safety confirmation system (emergency call system)

Mitsuiroko Group has introduced a safety confirmation system (emergency call system) at all business companies, not just in the Energy Solutions Business and Power & Electricity Business. The Group has constructed a system that can confirm the safety of employees by PC, smartphone, etc., speedily confirm the safety of employees or their family members, and quickly take action for customer response and business continuity.

Earthquake countermeasures

LPG is known as an energy that is resistant to earthquakes. However, the Group promotes the installation and attachment of safety equipment, including microcomputer meters, to prepare against unexpected circumstances. We have established an emergency dispatch system that operates 24 hours a day, 365 days a year through a call center.

Development and application of business continuity plan (BCP)

Mitsuiroko Group has developed a BCP and disaster response manual to prepare against large-scale disasters and the recent spread of COVID-19. The Group regularly confirms the communications system and important facilities, conducts accident response training and dispatch training, and maintains a constant awareness to respond smoothly to emergencies.

- Confirmation of safety and grasping damage status
- Installation of emergency response headquarters in times of disaster
- Disaster manual (action flow)
- Support system and transportation of supplies to the affected areas
- Implement business continuation strategy based on the degree of impact on business

Implement disaster prevention drills

All Group companies conduct disaster prevention drills (group training or safety confirmation drills) at least once a year, remain highly aware of disaster prevention practices, and ensure that they can communicate and take action without issue in times of disaster.

Disaster prevention measures at power plants

Mitsuiroko Green Energy owns wind power plants, biomass power plants, and solar power plants. Therefore, it has established emergency response standards and prepared a disaster response manual for the objective of forming a response organization that can respond promptly and properly when natural disasters, fires, and explosions occur at power plants.

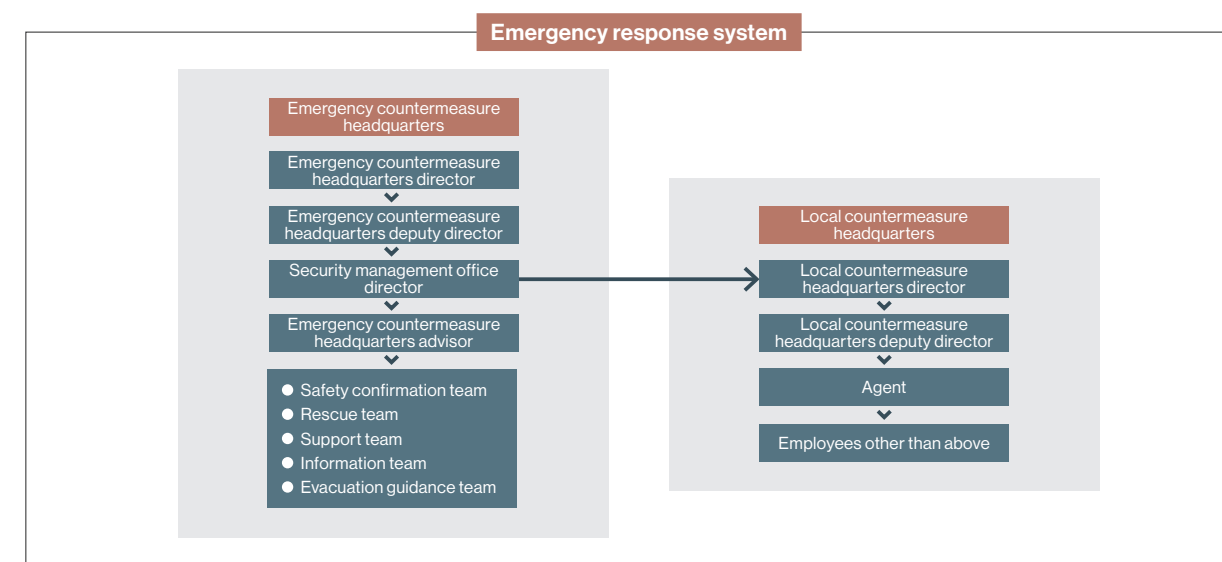
Under the basic policy, in case of a disaster, all Company employees come together and take efforts to contribute to local communities, preserve company assets, prevent secondary disasters, quickly restore equipment, and prevent reoccurrence of disasters as well as prioritize saving human lives.

In the following cases, the Company shall adopt an extremely strict system, such as establishing an emergency response organization automatically during disasters, regardless of the status of damage. In addition, the chief officer can establish an emergency response

organization when deemed necessary to attend to the response.

- An earthquake with an intensity of lower 6 or stronger (on the Japanese scale of 7) hits areas where power plants are located.
- Alarm declaration based on large-scale earthquake countermeasure special mechanism and warning related to Tokai earthquakes issued

Also, the security management office manages the emergency countermeasure headquarters and local countermeasures headquarters to prepare against emergencies. This office regularly holds disaster prevention drills for cases of severe disasters at power plants with headquarters. Specifically, the office holds “alarm training” and “disaster prevention drills” at least once per year, heightens awareness of disaster prevention among employees, and takes efforts for education.



Nagano Office

BCP measures

Mitsuiroko Creative Solutions Co., Ltd. opened the Nagano Office of Mitsuiroko Administration Center in Nagano-shi, Nagano, in July 2022, as an addition to the Mitsuiroko Administration Center in Saitama-shi, Saitama, which is the shared services division of Mitsuiroko Group. While we continue to upgrade our operations and make them efficient by centralizing the operations that have been dispersed throughout the Group companies, through the opening of

the Nagano Office, we have established a system that avoids the risk of interruption in our operations due to centralization when struck by disaster, etc., so that operations can continue in the event of an emergency. We have established a system that allows us to shift to pre-determined operations in an emergency by activating the BCP program if it becomes impossible to carry out operations in Saitama-shi, Saitama.

Development of new businesses and services

Basic approach

Mitsuuroko Group exists as a sustainable company that continues to provide customers with “more fulfilling lifestyles.” We are constantly developing new businesses and services to continue to deliver more fulfilling lifestyles and improve customer satisfaction.

Content Business

MITSUUROKO Co., Ltd. has been engaged in the content development business, including video productions, as a new business since 2020. We have focused on the fact that intellectual property such as video content is an asset that brings us continuous value through video distribution services. As such, we work on the content business and expect it to contribute to the sustainable enhancement of corporate value. In these video contents we also work on creating Group synergies through placement of our products and

services such as Group's restaurants, hot springs, and rental apartments as locations, and through sales of DVDs and original merchandise exclusively on Mitsuuroko Avenue website, the Group's e-commerce sales site. By using cast members who are popular among young people, we attract target audiences who may not be familiar with the Group to become customers of our content business, thereby enhancing the Group's name recognition and market presence.

Kono Doga wa Saisei Dekimasen (This Video Is Not Available)
Kono Doga wa Saisei Dekimasen (This Video Is Not Available) is a drama series that has been produced since 2022 as completely original content from Mitsuuroko. The comedy duo Kagaya plays horror video producers who solve the mysteries behind horror videos submitted by viewers and others. The show is in its second season and has been a huge hit with a total of 3 million views on video distribution services. A movie adaptation is planned for summer 2024.



©2022 Kono Doga wa Saisei Dekimasen (This Video Is Not Available)

Hakko Danshi
Hakko Danshi is a TV show series led by Mitsuuroko in cooperation with Television Kanagawa and others, which has been in production since 2022 and is currently in its second season. This is a travelogue documentary in which two young actors, Toshiaki Tateishi and Eito Konishi, visit the producers of fermented foods in various regions of Japan to discover the charm of traditional Japanese fermentation processes. The program has gained popularity, attracting approximately 3,000 people at the launch events held before each series is aired.

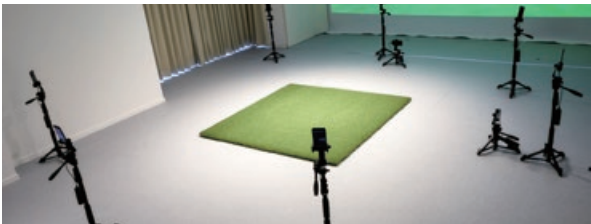


©2023 Hakko Danshi 2 Production Partnership

Sports Business

Newly opened EIGHT ANGLE, the world's first golf lesson studio utilizing free viewpoint video technology (Jiyugaoka)

EIGHT ANGLE is a golf lesson studio opened in Jiyugaoka in April 2023 as a new business by Mitsuuroko Sports Co., Ltd. SwipeVideo, an internationally patented technology for free viewpoint video and multi-angle video, is installed to capture the customer's golf swing from eight angles, from all 360 degree directions. A dedicated coach provides form correction and optimal instruction by freely switching camera angles (forward, backward, left, right, and diagonal) of the captured video footage. Participants can choose to take the lesson in person or remotely, and after the lesson, they can download the 8-angle video of their swing to their smartphones. EIGHT ANGLE will not only focus on golf, but will also expand to other sports such as baseball, and will continue to work as a comprehensive sports studio with the goal of further developing this industry.



Respect of human rights

Basic approach

In the “Charter of Corporate Ethics,” Mitsuuroko Group has established the rule to respect the personality and individuality of employees and create a comfortable and fulfilling work environment and has respected human rights and acted without discrimination.

In recent years, through various activities, there has been a spreading awareness of human rights that view “humans as human.” There is an increased understanding for the need to respect human rights as much as possible.

Under these circumstances, Mitsuuroko Group believes that it is important to perform business activities in accordance with international codes regarding human rights to prevent any sort of human rights issues in the relationship with all stakeholders, including not only employees, but also business partners and customers, as we aim to further improve corporate value.

Mitsuuroko Group Human Rights Policy

Based on the management philosophy of “As a Lifestyle Producer, we consistently conduct our business with integrity and from the customer’s perspective” and the Charter of Corporate Ethics, Mitsuuroko Group is taking efforts to realize environmentally friendly lifestyles that are gentle on humans and the Earth by providing new

value for society and consumer needs.

We have established the “Mitsuuroko Group Human Rights Policy” to respect the human rights of all people either directly or indirectly related to all processes in our business activities. We will continue to take efforts to respect the human rights of various stakeholders.

Mitsuuroko Group Human Rights Policy

- 1

Basic principles
Mitsuuroko Group promotes initiatives that comply with the United Nations “Guiding Principles on Business and Human Rights,” and pursues a method to maximize the respect of international human rights codes, including the OECD’s “Guidelines for Multinational Enterprises,” the ILO’s “Declaration of Principles concerning Multinational Enterprises and Social Policy,” and the United Nations’ “International Bill of Human Rights.”
Along with complying with the laws and regulations of countries/regions where the Company performs business activities, we also pursue a means to respect international human rights codes when there are contrasts between them and the laws and regulations of the country/region.
- 2

Application scope
This policy applies to all officers and employees of Mitsuuroko Group. Mitsuuroko Group also requests that all stakeholders respect and refrain from violating the human rights of others.
- 3

Respect of human rights in business activities
Mitsuuroko Group strives to avoid or mitigate the negative impact on human rights of all stakeholders related to Mitsuuroko Group in all processes of business activities. The Group aims to construct a value chain that can fulfill the responsibility to respect human rights established in this policy.
- 4

Human rights due diligence
Mitsuuroko Group identifies the impact of its business activities on stakeholder human rights and strives to prevent and mitigate issues by continuing the construction/operation of human rights due diligence systems.
- 5

Aid
Mitsuuroko Group takes efforts to aid and correct negative impact or the possibility of negative impact on human rights of stakeholders in its business activities.
- 6

Disclosure of information
Mitsuuroko Group discloses information through its website, including the progress status of its own human rights respect initiatives and those results.
- 7

Dialogue and consultation
In the development of this policy, Mitsuuroko Group utilizes expert knowledge related to human rights from independent, external institutions and earnestly holds dialogues and consults with related stakeholders.
- 8

Education / training
Mitsuuroko Group performs appropriate education and training of officers and employees, incorporates this policy in all business activities, and effectively executes it.
- 9

Important themes related to human rights in Mitsuuroko Group
Mitsuuroko Group has established important themes related to human rights below and aims to realize a work environment that feels worthwhile and respects human rights.

1

Prohibition of discrimination / harassment
Mitsuuroko Group does not accept any sort of discrimination or harassment on the basis of race, ethnicity, tribe, nationality, religion, beliefs, origin, gender, age, disabilities, or sexual orientation, etc.

2

Prohibition of child labor / forced labor
Mitsuuroko Group prohibits child labor, forced labor, human trafficking, and other improper labor practices.

3

Respect for basic rights of labor
Mitsuuroko Group respects the basic rights of labor of employees, including the freedom of association, rights to unionize, and rights of collective bargaining.

4

Promotion of diversity and inclusion
Mitsuuroko Group respects each employee as an individual and strives to establish a work environment where employees can do their best to maximize their capabilities and utilize their differences.

5

Initiatives to ensure safe work environments and health-focused management
Mitsuuroko Group aims to ensure a pleasant, safe, and hygienic workplace environment and to create a workplace where each and every employee can work energetically and vigorously in order to lead a healthy and cheerful life both mentally and physically.

6

Support for work-life balance
Mitsuuroko Group strives to support the realization of work-life balance for each employee.

Initiatives on human rights due diligence

Based on its human rights policy, Mitsuuroko Group has established a system for human rights due diligence (hereinafter “human rights DD”).

- 1

Formulation of Human Rights Policy
In 2021, Mitsuuroko Group formulated and published its Human Rights Policy, which consists of nine provisions. It also stipulates 6 priority themes.
- 2

Direction of initiatives regarding human rights DD
Based on its human rights policy, Mitsuuroko Group is currently considering ways to establish a human rights DD system. Specifically, we are considering the following methods.

1

Scoping (risk identification)
In the business activities of Mitsuuroko Group, there are a wide variety of human rights risks that our business activities involve or could involve due to the many stakeholders.
To this end, we will work with personnel with expertise both inside and outside the Company to determine the scope of human rights issues to be investigated, including the type of issue, country/region, and product, taking into consideration a variety of factors.

2

Data collection
We will gather information necessary for risk analysis, from both quantitative and qualitative perspectives, through engagement with stakeholders in an appropriate manner.
We will strive to gather information, especially through dialogue with rights holders.

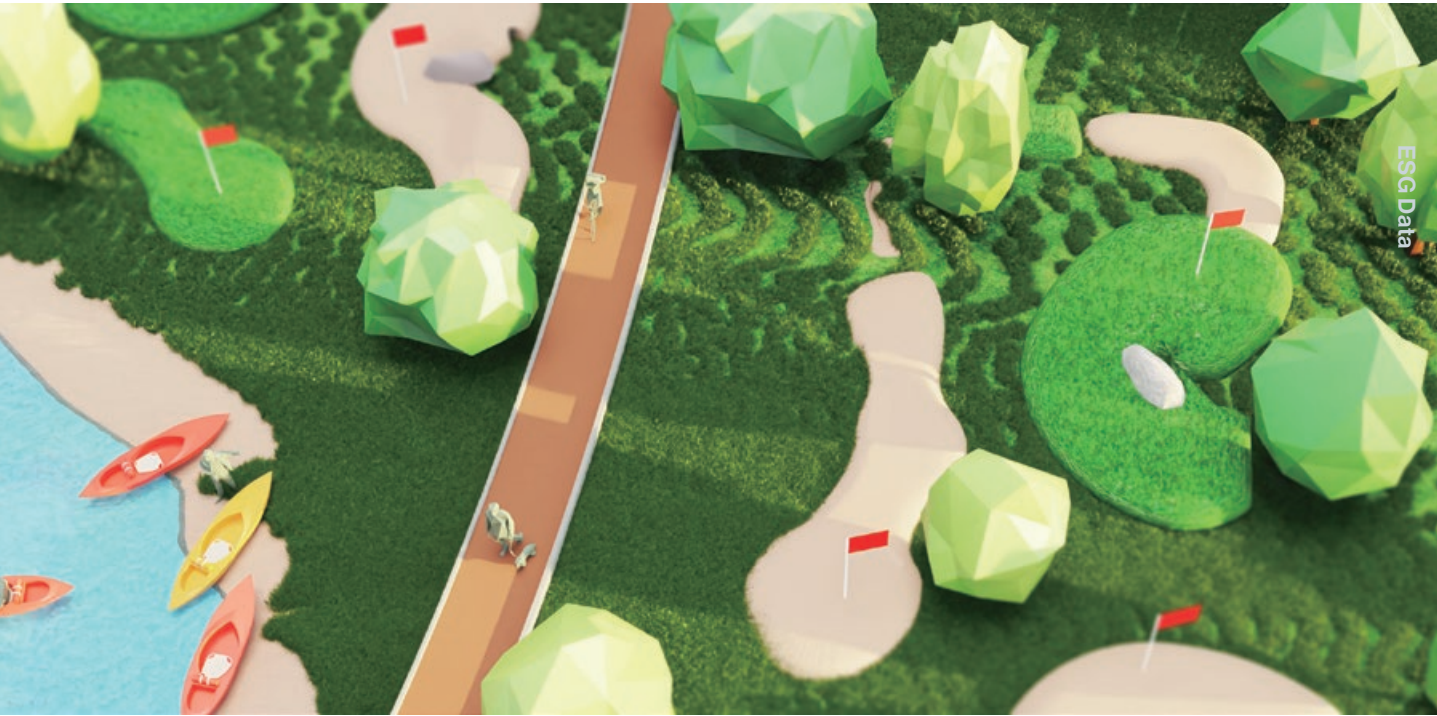
3

Risk analysis
Based on the data collected in above, we will analyze how we are or can be influencing rights holders. In doing so, we will also consider the types (implementation, facilitation, and involvement) that identify how we are involved with negative human rights impacts, and explore ways to address them according to their impact, leading to in the next section.
- 4

Monitoring (risk prevention/mitigation/correction)
There are multiple options for corrective measures, depending on the intensity of the negative impact on human rights and the type of our involvement. We will consider what corrective measures are appropriate for rights holders, and will review the appropriateness of those measures after the fact.
- 5

Communication (reporting)
The status of human rights DD implementation will be reported regularly to the Board of Directors and disclosed on the official website and in the Sustainability Report.
- 3

Implementation in FY2023
No cases of human rights DD were implemented in FY2023. Although we have not yet established a specific system, we are conscious of human rights risks in our business activities and check for events that may have a negative impact on human rights through initiatives to deepen understanding of human rights, based on our human rights policy, such as human rights training and compliance activities at each company of the Group. We are also working to identify risks in individual businesses through interviews with experts and internal audits.
In the future, we will establish and operate a specific human rights DD system based on the identified risks.



Health-focused management

Basic approach

Acknowledging that human resources are our greatest asset, Mitsuuroko Group considers the health management of employees, who are the source of our future growth as an important management issue. The Group respects that each employee faces diverse life stages, and aims to create workplaces that encourages proactive engagement of their own health, and supports employee health promotion through various initiatives and information transmission.

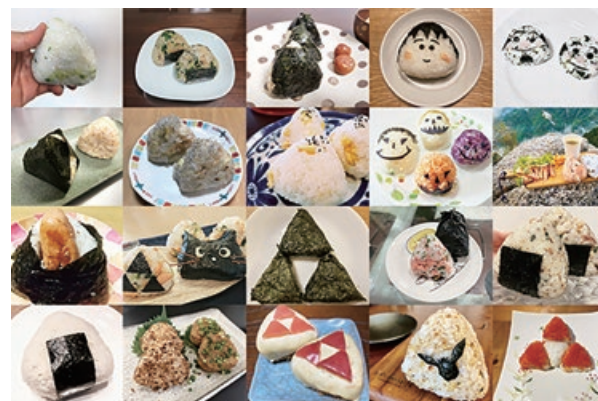
The Group continues to perform various initiatives to promote physical and mental health that can prevent disease, establish workstyles that fit new normal, and promote enhanced health-focused management as a leading company.

Mitsuuroko Group Health Care Declaration

“We, Mitsuuroko Group, aim to create a workplace where each and every employee can work energetically and vigorously by working on health promotion in order to lead a healthy and cheerful life both mentally and physically.”

Mitsuuroko Group Health Promotion Activities Policy

Mitsuuroko Group aspires to contribute to people's lives as “a Lifestyle Producer” by supplying stable energy, food and drink and real estate services. The Group also aims to bring customers feel “Every Day, Special!” where all employees have a mindset that each day is special and full of new opportunities. In order to realize this, it is essential for each and every employee to be healthy physically and mentally. Mitsuuroko Group continues to create a workplace environment where each employee can work in good health and promote initiatives that contribute to the health of employees.

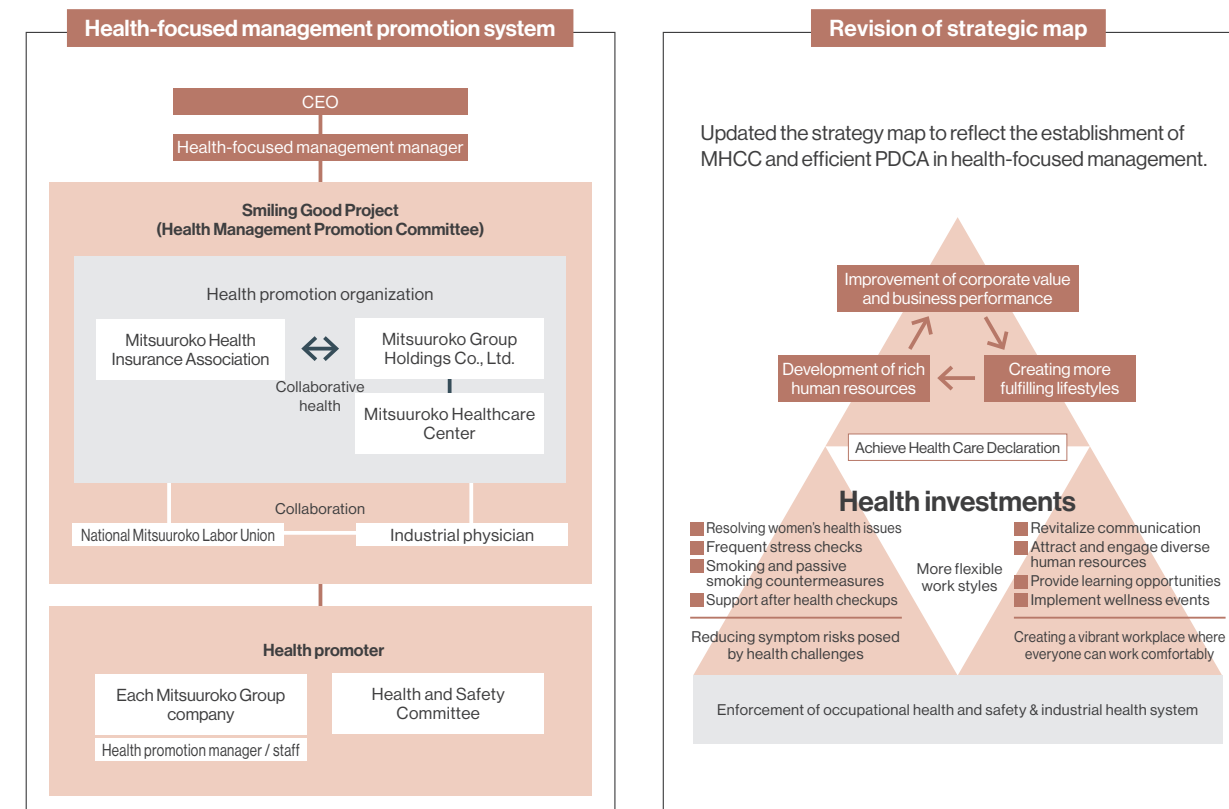


Indicators	Actual		Target		
	FY2021	FY2022	FY2023	FY2024	FY2025
Rate of taking regular medical examinations	100.0%	100.0%	100.0%	100.0%	100.0%
Rate of taking thorough examinations	74.4%	88.7%	90.0%	90.0%	90.0%
Rate of maintaining proper weight	62.9%	52.9%	80.0%	65.0%	68.0%
Rate of undergoing stress checks	100.0%	100.0%	100.0%	100.0%	100.0%
Prevalence of smokers	32.8%	31.5%	18.0%	27.0%	24.0%
Rate of regular exercise	24.8%	27.1%	40.0%	30.0%	33.0%

Establishment of the Mitsuuroko Healthcare Center

Mitsuuroko Group established the Mitsuuroko Healthcare Center (MHCC) on October 1, 2023, with the aim of establishing and developing an industrial health system. MHCC, under the direct control of the CEO, will be responsible for industrial health and health-focused

management as an independent organization, with one of its objectives being to build a strong industrial health system that will serve as the foundation for health-focused management and to spread it throughout the Group.



We will continue to build a workplace environment where each employee can work in good mental and physical health, and promote initiatives that contribute to the

health of our employees, as well as those of everyone around the company.



Health-focused management

Initiatives for health-focused management

■ Rate of receiving medical examinations: 100%

Mitsuuroko Group is working to ensure that 100% of employees receive health checkups and take post-checkup measures to prevent the severity of lifestyle-related diseases and support health promotion. In addition, as part of a collaboration with the health insurance association, the Group and association are working to distribute secondary examination diagnosis recommendation letters.

■ Measures to prevent passive smoking

From April 1, 2020, Mitsuuroko Group has implemented a total ban on smoking during working hours, and from October 1, 2021, it has implemented a total ban on smoking on its premises and eliminated smoking areas on the grounds.

The Group makes efforts to prevent passive smoking for employees, customers, and other related persons. From October 2021, we also designated the 22nd of every month as No Smoking Day to prevent smoking for a day, both during work hours and in private. By stopping smoking for one day, smokers will hopefully reflect on their own smoking habits. Also, the Group aims to lower the smoking rate through seminars and support for anti-smoking outpatient visit expenses.

■ Women's health

Seminars for female employees are held on the themes of female health, life events, and careers. We also support women's health and achievement in the workplace through cervical cancer screenings for female employees during their regular medical examinations. In recognition of International Women's Day (March 8 each year), we hold events around this day to share messages of gratitude with colleagues with whom we work, family members, and community members.



■ Mental health measures

A system is in place for employees who feel mentally unwell to be interviewed by in-house medical professionals (occupational health nurses or industrial physicians). Training on the theme of mental health self-care is provided for new Group employees every April, and mental health training and materials are introduced to employees according to their positions during the fiscal year.

■ Recent initiatives (from 2022)

(1) Provision of health-conscious meals

At certain business sites of the Group, we provide "mini employee meals" that are light and health-conscious to support the health of employees through "food." Mini employee meals are used not only for lunch, but also for breakfast and snacks, helping to ensure proper meals for employees.

(2) Adult physical fitness test

In FY2022 (fall) and FY2023 (spring), we conducted an app-based walking promotion. Fall 2022 saw just under 100 participants, and Spring 2023 was a great success with over 240 participants. Many said that being aware of the number of steps they take each day has helped them develop a walking habit.

(3) Adult voluntary research (food contest)

Employees cook food based on the Mitsuuroko "triangle" logo for a company contest. Through this contest, employees can think about food, the fun of cooking, and nutrition. It aims to invigorate communication between employees and families. The theme in FY2023 was soup (miso soup). The contest also plays a role in communication, with employees voting on the popularity of the menu and receiving comments from registered dietitians to discuss how to improve the menu.

(4) Radio calisthenics / aerobics

Since FY2020, these have each been held online once a week, primarily for female employees. The radio calisthenics program has received high praise from participants for its original video production. In addition, aerobic exercises consist mainly of hand claps for about 10 minutes of aerobics. The program also incorporates yoga, stretching, and exercises for locomotive syndrome to provide positive exercise opportunities.

(5) Opening of the Health-focused Management Room

Health-focused Management Room has been opened since FY2021 on the portal site, containing information on health and details of the results of various events. Radio calisthenics videos are also posted on the website, allowing individuals to engage in radio calisthenics at their own leisure.

■ Response to COVID-19 pandemic

During the COVID-19 pandemic, the Group prioritized the health and safety of customers, business partners, employees, and their families in each region across Japan, based on the headquarters. All employees shared an awareness of preventing infection and the spread of the virus as the Group maintained an approximately 30% attendance rate and organized working in group shifts,

remote work and staggered working hours, and strove to continue services for customers and security measures, and to maximize the retention of regional energy life lines. The Group has been encouraging employees to wear masks, wash their hands, gargle, and disinfect their hands before and also after the government classified COVID-19 as a Category V Infectious Disease.

Obtained certification as a Health & Productivity Management Outstanding Organization 2024 (White 500)

In March 2024, for the fifth consecutive year, the Japan Health Council, in collaboration with the Ministry of Economy, Trade and Industry, recognized us as a "Health & Productivity Management Outstanding Organization (White 500)," which honors companies and corporations that practice excellent health-focused management. Based on the "Mitsuuroko Group Charter of Corporate Ethics" and the "Mitsuuroko Group Health Care Declaration," the Group considers the support of the autonomous and proactive health management of employees from a management point of view and is working to promote health-focused management.



Obtained certification as Sports Yell Company 2024

The Group was certified as a "Sports Yell Company" from the Japan Sports Agency for being a company that proactively took measures for athletics in order to enhance the health of all employees. The Group advocates the goals as a Sports Yell Company, conducts radio calisthenics and aerobics in women's groups, and conducts training, such as the "adult physical test" and walking promotion. In the future, the Group will proactively take measures for athletics in order to enhance the health of employees as one initiative to promote health-focused management.



Inclusion & diversity

Basic approach

In order to provide good services to our customers as “a Lifestyle Producer” in a diverse society, we are promoting inclusion & diversity at the Group because we believe that it is essential to be a company where diverse employees can fully demonstrate their abilities and work with vigor.

Main initiatives

1 Promotion of women’s participation and advancement in the workplace

Target

Mitsuuroko Group took efforts to promote women's activities as we aimed for the numerical targets announced on November 12, 2014. We once again established targets as follows in September 17, 2021.



*1 The calculation of this ratio is based on a figure that excludes contract employees, part-time employees, and officers.
*2 Excludes Logitri Tohoku Co., Ltd., Logitri Chubu Co., Ltd., and Logitri Kansai Co., Ltd., which have limitations on female employment due to operations that require carrying heavy loads as an LPG delivery company.
Eligible employees as of September 30, 2023: 1,616
*3 Calculated as (female managers / total manager positions in consolidated Group (excluding Logitri Tohoku Co., Ltd., Logitri Chubu Co., Ltd., and Logitri Kansai Co., Ltd.)) × 100

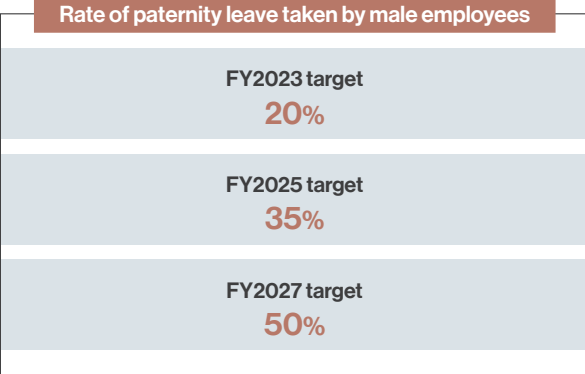
Approaches for promotion

We conduct career training for female employees for female employees in their late 20s to consider the relation between their careers and private lives, and future career plans, while assuming life events that may occur in the future. Trainees provided feedback, such as “The course provided me with an opportunity to seriously think about balancing work and private life” and “I would like to think about my career on a routine basis to lead a fulfilling life.” Additionally, we established “Life Support Holidays,” special paid holidays that can be used not only for childcare, sick/injured

childcare, and nursing care, but also for medical treatment and hospital visits (cancer, designated intractable diseases, fertility treatment, etc.), self-development, menstrual and menopausal periods, and other poor health conditions. It is unnecessary to report the purpose of use to take the holidays. These special paid holidays can be taken by both men and women and are intended to ensure that all employees, including female employees, can work more comfortably.

2 Promotion of male employees to take paternity leave

Targets



*1 The calculation of this ratio is based on a figure of full-time employees, contract employees, and part-time employees.
*2 Parental leave includes holidays for the purpose of childcare.
*3 Calculated as (male employees who took paternity leave in the fiscal year / male employees whose partners gave birth in the fiscal year) × 100
*4 If parental leave is taken in multiple blocks for the same child, it is counted as one child. If the parental leave is taken across two fiscal years, it is included in the fiscal year when the parental leave started; if the parental leave is divided into multiple fiscal years, only the first parental leave taken is included in the calculation.

Approaches for promotion

We provided an e-learning program targeted at all employees in order to learn about and deepen their understanding of the details and necessity of paternity leave. Moreover, in order to give employees an idea of what it is like for men to take paternity leave, we published an interview with a male employee who has actually taken paternity leave in the company newsletter. In addition, we established “special paid holidays for the purpose of childcare” (10 days), which both men and women can take. Furthermore, the Handbook for Supporting Balancing Work with Childcare/Nursing Care has been posted on the company portal site so that both men and women can learn about parental and caregiver leave when necessary.

3 Diverse work styles

Mitsuuroko Group aims to establish an environment where employees of differing backgrounds are able to maximize their abilities by realizing diverse work styles that enables employees to have a flexible workstyle depending on the format of the business. The Group also hopes that employees will be able to live and work in the way they feel fits them the best.

4 Human resources development

Mitsuuroko Group as a whole provides training for employees at every rank and at each company to acquire skills necessary for each business. Rank-based training is offered for a wide range of age groups, from new employee training for new hires to life-planning training for employees in their mid-50s, with the goal of creating a company where different generations can contribute and work together.

Initiatives to achieve work-life integration

At Mitsuuroko Group, we believe in the importance of integrating work and life (work-life integration) in order to create a synergistic relationship between work and family

life and to enhance both public and private life. To achieve this goal, we have established various systems to allow employees to choose diverse ways of working.

Main systems, benefits, and initiatives related to work-life integration	
System name	Overview of systems
Working hour shift system/varying work schedule system	Either working hour shift system or working hour varying work schedule system will be adopted as required by the nature and conditions of operations at each office and workplace. <ul style="list-style-type: none">Working hour shift system<ul style="list-style-type: none">→Two-shift or three-shift systemWorking hour varying work schedule system<ul style="list-style-type: none">→Adjustable in 30-minute increments
Parental leave system	Available until the child reaches the age of one (Under special circumstances, this could be extended to a maximum of the age of two. It can be obtained in blocks up to twice.)
Paternity leave system	Can be taken separately from parental leave for up to four weeks within eight weeks of the birth of a child (can be taken in blocks up to twice)
Caregiver leave system	As a general rule, it is available for a total of 93 days for each person requiring nursing care.
Sick/injured childcare leave system	Available until the child reaches the start of elementary school
Family care leave system	Available for up to five days per year for one eligible family member and up to ten days per year for two or more eligible family members
Shorter working hours for childcare	Available until the child finishes the sixth grade of elementary school Can be shortened in 30-minute increments for maximum of six hours
Shorter working hours for nursing care	Available for a period of three years from the start of use (up to twice) Can be shortened in 30-minute increments for maximum of six hours
Refresh leave system	A leave period of one consecutive month is granted. Available to those who have been employed for 20 years in the fiscal year with the base date set as April 1 of each year.
Expired paid annual leave reserve system	Can accumulate up to 30 days of expired paid leave Can be used for leave for personal injury or illness of employees, nursing care leave, volunteer activities, and leave to prepare for retirement, etc.
Special paid holidays for the purpose of childcare	Up to ten days of special paid holidays per child until the day before the child turns two years old (leave may not be taken in blocks)
Life Support Holiday System	Up to five days of special paid holidays per year. Can be used not only for childcare, sick/injured childcare, and nursing care, but also for medical treatment and hospital visits (cancer, designated intractable diseases, fertility treatment, etc.), self-development, menstrual and menopausal periods, and other poor health conditions.
System for leave of absence for spouse or partner relocating outside Japan, etc.	Can take up to five years of leave of absence to accompany spouses and partners who are staying abroad for six months or more for work or study, such as overseas transfers and overseas study.
System for leave of absence for spouse or partner relocating within Japan	Can take up to five years of leave of absence to accompany spouses and partners who are relocating within Japan.
Hourly paid leave system	Paid vacation days available in hourly units (to be exercised five days per year, up to 40 hours)
Telecommuting system	Determined on a company-wide or workplace-specific basis. Can work from home, satellite offices, mobile work, or other locations outside of the office
Leisure time support system (Yoka Cinema)	Subsidy for movie tickets once a year (including family/pair)

Inclusion & diversity

Handbook for Supporting Balancing Work with Childcare/Nursing Care

In response to the low birth rate, aging society, and increasing number of dual-income families, the Group has created a Handbook for Supporting Balancing Work with Childcare/Nursing Care as part of our efforts to support employees who balance work and childcare/nursing care.

This handbook is developed to help employees who are engaged in childcare/nursing care to understand the internal and external systems related to childcare/nursing care and the process from leave to return to work, and to visualize how they can utilize the Company's systems in their daily childcare/nursing care and work, so that they can balance childcare/nursing care and work according to their individual circumstances.



One of our Group companies received the highest rank of Platinum certification as a “Company Practicing Diverse Workstyles”

In June 2022, Mitsuuroko Creative Solutions Co., Ltd. received the Platinum certification under the certification system promoted by Saitama.

We will continue to strive to create an environment in which each and every employee can work with vigor and satisfaction.



Our Group company was registered as a Nagano SDGs-Promoting Company

The Nagano Office of Mitsuuroko Creative Solutions Co., Ltd. was registered as one of Nagano Prefecture's 17th Round of SDGs-Promoting Company Registrations in July 2023. This was achieved through our understanding of this program as well as by the public declaration of our specific efforts toward SDGs goals.

■ Management policy toward SDGs

Mitsuuroko Group's management philosophy states that “as a Lifestyle Producer, we consistently conduct our business with integrity and from the customer's perspective,” and the vision of Mitsuuroko Creative Solutions Co., Ltd. states that “we aim to create an environment where each one of us can grow while experiencing satisfaction, inspiration, and happiness.” These shared goals with the SDGs, and all of us will contribute to the achievement of the goals by continually putting ourselves in the positions of various stakeholders, taking action, and embracing challenges.



Nagano Office, Mitsuuroko Creative Solutions Co., Ltd.
<https://nagano-sdgs.com/company/2023/profile/>

Focused initiatives	
	Benchmarks toward 2030
1 Promotion of women's participation and advancement in the workplace Promotion of appointment of female managers Capacity building through various training	Ratio of female managers: 11%
2 Pleasant work environment Next-generation certification (Platinum Kurumin) Certification based on the Act on Promotion of Women's Participation and Advancement in the Workplace (Platinum Eruboshi)	Recognition of Platinum Kurumin certification Acquisition of Platinum Eruboshi certification
3 Contribution to CO₂ emissions reduction of service vehicles Provision of automated meter reading services	CO ₂ reduction effect through registration of a million facilities: 1,000 tons

Human resources development

Basic approach

As “a Lifestyle Producer,” the Group promotes skill development and training for each employee in order to provide better services to customers. The Group has established an environment to maximize those abilities.

Evaluation system

The Group examines multi-faceted criteria to support employee skill development, promote utilization of skills, accurately grasp the degree of achievement of duties, perform on-the-job training, give fair and accurate evaluations, support challenges and fair promotions to higher positions, and contribute to a fair treatment system in promotion, transfer, positioning, education, etc. through all skills.

- 1 Target management**
Each employee sets their own targets twice a year. The Group has adopted a “target management” system to evaluate the achievement/contribution to those targets and provide proper benefits.
The Group performs multi-sided evaluations, including performance evaluations that assess the achievement of performance targets and important topics as well as achievement of duties that target sharing of organizational targets, operational status evaluations that assess the appropriateness of internal controls, and evaluations of individual contributions in each department and contribution and achievement of operations improvement targets.
- 2 Competency evaluation**
In order to develop employees, the Group has adopted “competency evaluations” to grasp and realize actions expected in operational achievements once a year, and evaluate the degree of action / skill usage.

Training system

The Group has taken efforts to establish an employee capabilities improvement program that aims to improve the skills and motivation of employees.

Contents	Objective	Frequency of implementation
New employee training	Training to develop the skills, knowledge, and mindset needed in working through learning Mitsuuroko Group's management philosophy, business details, and basic business manners	Once a year
Marketing training	Training for new employees on the basics of marketing	Once a year
Career training for junior employees	Training for junior employees aimed at building independent and autonomous career design	Once a year
New management training	Training to improve leadership, team management, and coaching skills	Once a year
Life planning training	Training for those aged 55–59, aimed at creating opportunities to think about both life and career aspects in the future after retirement	Once a year
Harassment prevention training	Training for all officers and employees of the Group to reaffirm basic knowledge of harassment and how to respond to it, with the aim of preventing harassment	Twice a year
IT compliance training	Education related to information security and personal information protection aimed at boosting awareness of security threats among each Group officer and employee	Once a year
Career training for female employees	Training aimed at maximizing each individual's abilities and promoting the practice of career autonomy in order to achieve diversity	Once a year
Female health seminars	Training to foster knowledge of women-specific diseases and how to handle their health	4 times a year
Maternity leave and parental leave training	Training with the aim of encouraging all employees to take parental leave through accurate understanding of parental leave	Once a year
Diversity training	Training for Group officers and employees aimed at promoting diversity throughout the Group	Once a year
Human rights training	Training aimed at recognizing that people are individuals before they are members of an organization, that people have rights as human beings (human rights), and that it is necessary to respect human rights in the development of business activities	Once a year
Incubation system	Foster a corporate culture where employees can freely take up challenges and expand opportunities for discovery of new businesses	As needed
MBA acquisition support		Applications received: Once a year
Law school support	Support system for acquisition of specialized and advanced knowledge and improvement of skills of employees	Once a year
Correspondence university support		Once a year
Education at the time of employment	Mandatory training at the time of hiring (for the construction and electrical industries, training on how to handle machinery and safety equipment and on work procedures is also provided)	As needed
Sales presentation	Improvement of proposal skills and discovery of new businesses	Once a year
Training for energy company store managers	Training for store managers aimed at sharing current issues and improving leadership and communication skills to involve others	Twice a year
Harassment and mental health training for energy companies	Training for managers aimed at improving communication skills and acquiring basic knowledge on mental health to prevent harassment	Once a year
Training for energy company chiefs	Training for chiefs aimed at acquiring the role expectations and support and leadership skills required of a chief, as well as to broaden the vision, perspective, and point of view, and to acquire team-building skills in light of company-wide optimization	Twice a year
Energy company first year training	Training aimed at helping employees realize growth through reflection on the work they have experienced and their own actions in the first six months of employment, and to motivate them to take the next step	Once a year
Energy company pre-retirement training	Training aimed at creating opportunities to think about both life and career aspects in the future after retirement, in the age where people live up to 100 years old	Once a year
Brother and sister training	Training to acquire basic knowledge and understand business manners, company rules, compliance, etc.	Once a year
Training for certification as an LNG technician	Training to acquire certification as an LNG technician	Twice a year
Class C chief gas engineer training	Training to acquire certification as a Class C chief gas engineer	Once a year
Foreman education	Training for new on-site supervisors in the construction and electrical industries	As needed
Traffic and driving safety training (new drivers / drivers who have been in accidents, etc.)		Once a year
Escorted instruction on safe driving using a drive recorder	Training to ensure safe driving	Once a year

Local communities

Basic approach

We at Mitsuuroko Group believe that contributing to society through our core business is the role we should play, and we have been supported by many stakeholders, including local communities and society, in the course of our business.

As a corporate citizen in the local communities, we will do our best to contribute, even in small ways.

Fundraising activities for the Christel Vie Ensemble Foundation (Christel Foundation)

We sympathize with the activities of the “Christel Foundation,” which is working to improve animal welfare, eliminate the killing of cats and dogs, and conserve biodiversity, and we support their fundraising activities. Donation boxes are placed in cafeterias and convenience stores operated by Mitsuuroko Provisions Co., Ltd. Mitsuuroko Group will continue to support the activities of the Christel Foundation in order to save as many lives as possible.



Service solutions for parents raising children

Mitsuuroko Vessel Co., Ltd. offers service solutions for child monitoring and family communication. Their GPS-based monitoring service, “Mitsu-mail Imakoko,” launched in July 2020, allows parents to easily track their children's whereabouts using a dedicated GPS device. The service automatically sends notifications to parents' smartphones when their children arrive at or depart from schools, parks, and other places they frequently visit.

It also provides information on local disaster prevention facilities and notifies parents of the entry of their children into pre-defined dangerous areas, and the service has been well received by many parents and school staff.

We will continue to take up the challenge of creating more fulfilling lifestyles for the children who will lead the next generation and for each and every customer, and through “Mitsu-mail Imakoko,” we will continue to provide a new monitoring service that connects parents and children.



Activities to protect and nurture the forests around water collection sites

As part of activities to beautify the environment and recharge water sources in the forests around Narusawa-mura in Yamanashi (“Mitsuuroko's Forest Narusawa”), where the Narusawa Plant of Mitsuuroko Beverage Co., Ltd. draws water, and in the promenade (“Mitsuuroko's Path”) in Nannou-cho, Kaizu-shi, Gifu, where the Gifu Yoro Plant of Mitsuuroko Beverage Co., Ltd. draws water, Group employees, their families, and other concerned parties are engaged in volunteer forest maintenance activities.

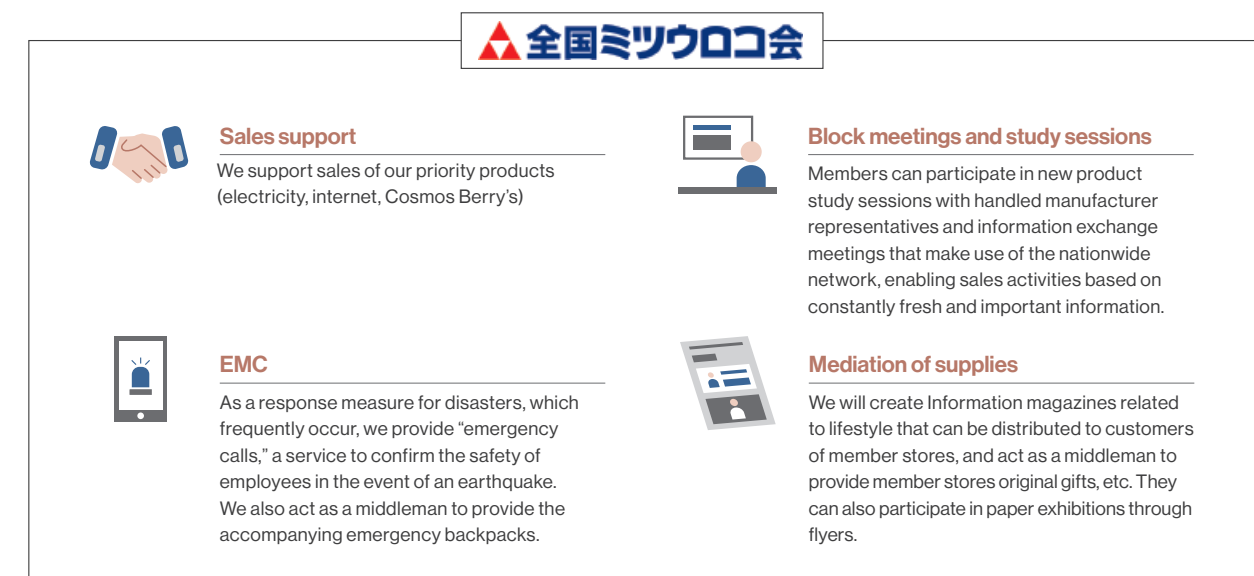


* From FY2020 to FY2022, this activity was not conducted due to the spread of COVID-19.

Revitalization of local communities (National Mitsuuroko Association)

Member stores of the “National Mitsuuroko Association” are responsible for sales of our products and have contact with approximately 800,000 households across Japan. “National Mitsuuroko Association,” as an organization that provides excitement and peace of mind, flexibly responds to the diverse needs of customers and establishes strong ties with the local residents. In

addition, the organization strives to build a business foundation where the strengths of each member store can be fully demonstrated and they can always take up challenges. The association is currently composed of about 1,800 companies, and they are indispensable partners in the provision of our services.



Action plan for FY2023

1 National Mitsuuroko Association goes back to its roots and achieves better quality

National Mitsuuroko Association aims to respond flexibly to rapidly changing times and remain an organization that consistently delivers satisfaction to local communities and customers. To achieve this, we will strive for the mutual prosperity of our members and the unity of our group once again and actively address the restructuring of our businesses and global environmental problems to achieve better quality of both the Association and its activities.

2 Active contribution to the global environment as an energy provider

As an energy provider, we will make efforts to proactively solve unavoidable environmental problems to contribute to the global environment.

- Promotion of low-carbon practice (active sales of energy-saving and high-value-added equipment)
- Promotion and active sale of alternative energy products

3 Establishment of a hybrid network across boundaries

Through mutual cooperation across the boundaries of industries, regions, and generations, we will establish a hybrid network to create a foundation that maximizes the strength of the National Mitsuuroko Association.

- Information dissemination and information sharing among members (creating participatory website)
- Establishment of new menus as the National Mitsuuroko Association
- Efforts to nurture and support young business operators as well as the revitalization of such efforts



Local communities

Contribution to society through sports

Promotion of sports club activities and support for top athletes

With the launch of the Mitsuuoko Women's Basketball Team in 2012 and the establishment of the Swim Team in May 2021, the Company continues to make great strides in leagues and competitions based on the philosophy of contributing to the revitalization of the local community and interaction through sports. Each member participates in competitions while working as an employee, fostering responsibility and attitude as a member of society, and working together with a high level of awareness. Having active players around stimulates the employees who work with them, and for the players, having supportive people around them helps to foster a sense of unity among the employees, and the workplace is full of vitality.

We have also entered affiliate contracts with swimmer Katsuhiro Matsumoto and professional golfers Shiho Kawasaki, Yuting Seki, Momoka Miura, Eimi Koga, and Airi Saito, and we will support these athletes as they pursue their dreams and contribute to the development of sports culture.



Supporting the activities of the girls golf program “USLPGA-USGA Girls Golf Japan,” overseen by USLPGA and USGA

Mitsuuroko Group endorses the goals of the Girls Golf academy overseen by the United States Ladies Professional Golf Association (USLPGA) and the United States Golf Association (USGA) for the development of youth golfers and female golfers, and supports the activities of “USLPGA-USGA Girls Golf Japan.”

The program not only teaches the skills as a golfer, but also life skills as a woman and a global citizen.

Through this sponsorship, we hope that the participating

children will be able to enhance each other's skills and develop an international mindset, and that the program will serve as a catalyst for their future global activities in a variety of fields.



Hamabowl: Held the third health bowling class

At Hamabowl, we held the third of its popular health bowling classes in October 2023, which began in 2022. We received a record 158 applications for the total of six classes, and 50 participants continued bowling as Hamabowl members after the classes ended.

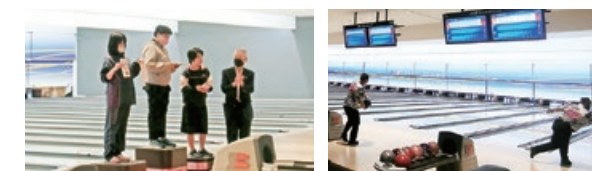


Supporting the promotion of sports activities for the disabled: The 28th Hamapic (Yokohama sports festival for the disabled)

In April 2023, Hamabowl provided the venue and cooperated in the operation of the 28th Hamapic, organized by Yokohama Rapport, a sports culture center for people with disabilities.

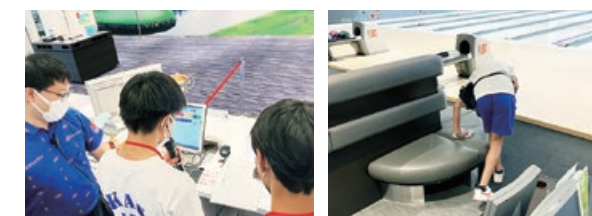
This is a sporting event for people with physical, intellectual, and mental disabilities who live, work, or study in Yokohama-shi, and is an official event for selecting athletes representing Yokohama-shi to be sent to the Japan Para Sports Games.

After the event, we also cooperated and provided training venues for the selected national team athletes.



Hosted work experience learning for Yokohama Municipal Okano Junior High School

In September 2023, at the request of Yokohama Municipal Okano Junior High School, located in the same area, Hamabowl hosted work experience learning. In accordance with the junior high school's policy, the students were given two days of front desk work experience to learn about the significance of work, civility as a member of society, and the importance of greetings.



Held a Summer Vacation Bowling Alley Field Trip for Families

In August 2023, Hamabowl held a Summer Vacation Bowling Alley Field Trip for Families.

This tour, which gives visitors a behind-the-scenes look at the bowling lanes they would not normally see, was joined by 26 invitees from 9 families, double the number of participants in 2022.

In addition, the event featured a collaboration with the

Rain-Bowling Project*, and a painting experience on discarded bowling pins. To the ones interested our staff set up the machine with the bowling pins they painted themselves, so that they could actually see how their own pins are loaded, spinning the event a fun way to experience resource recycling.

* A project to bring children in Yokohama-shi an opportunity to experience the SDGs through a play using discarded bowling pins.





Local communities

Support for storage location of donated goods, etc. to NPOs

GSC provides its storage units and supports Ray of Hope^{*1} and Nature Society^{*2}, NPOs in Singapore. The storage units provided are used by Ray of Hope to store donated relief items and by Nature Society to store publications related to natural heritage preservation activities, etc.

^{*1} Crowdfunding charity distributing necessities to low-income families in Singapore (<https://rayofhope.sg/>)
^{*2} Non-profit organization dedicated to the appreciation, protection, research and enjoyment of the natural heritage of Singapore, Malaysia and surrounding areas (<https://www.nss.org.sg/>)



Introduction of a donation program for charity activities through eGift

Since FY2023, we have introduced a program that enables shareholders to choose to donate equivalent eGift amount to charity activities in lieu of the benefits offered as part of the shareholder benefits.

Shareholder Benefit eGift Course Details

- Christel Vie Ensemble Foundation**
Donation for activities to improve animal welfare for dogs and cats, to solve the issue of euthanasia in a fundamental way, and to conserve biodiversity
- Children's Future Support Fund**
Donations to support groups nationwide such as learning support groups, children's cafeterias, and children's homes

Won Caring Company for its social contribution in Hong Kong

GSC's brand in Hong Kong, The Store House, has won the Caring Company 2022/23 award, which supports

non-profit organizations.

Participated in "Share the Joy Christmas Appeal 2022" charity event

In December 2022, The Store House participated in the "Share the Joy Christmas Appeal 2022," a charity event organized by The Salvation Army Hong Kong and Macau, a non-profit organization. The Store House participated as a collection station for donated goods, which were distributed to underprivileged children as Christmas presents through The Salvation Army Hong Kong and Macau.



Caring Company 2022/23 award presented for the support of non-profit organizations

The Store House is committed to actively partnering with and supporting non-profit organizations to help the next generation of children. In recognition of its efforts, The Salvation Army Hong Kong and Macau nominated the company to The Hong Kong Council of Social Service, a council of social service NGOs, which presented the company with the Caring Company 2022/23 award.



Winning Self Storage Award Asia 2023

GSC won the Self Storage Award Asia 2023 in the following two categories out of a total of seven categories, with one site and three individuals winning in the following two categories. This Award is hosted by the Self Storage Association Asia to recognize excellent self-storage business operators in Asia in each of the seven categories. The jury includes industry stakeholders and investors from Asia, the U.S., and Europe.

- Awarded categories:**
- Multi-site Operation Store of the Year – Singapore
 - Manager of the Year – Singapore
 - Manager of the Year – Hong Kong
 - Manager of the Year – Malaysia

We believe that this award is a recognition of our activities we have expanded and developed in each region and of our efforts for work style reforms for employees. GSC will improve the quality of life and the regional environment, positively contribute to the development of an active society, and foster a working environment

where people respect each other by actively working on diverse work styles for employees.

Work style reform at GSC

In order to recognize diverse backgrounds of our employees, the Company organizes important events of the employees' countries and religions to strengthen bonds, and conducts one-on-one interviews to understand characteristics and provide a tailored work environment for employees.



Donation to a charity organization dedicated to the rescue and protection of stray animals

In October 2023, GSC donated SG\$1,800 to Causes for Animals, a Singaporean charity organization dedicated to the rescue and protection of stray animals and animal welfare, for the cost of housing space at the animal shelter for one year. Employees also visited the actual camps and donated dog food.



Hosted a visit study by Miyazaki Prefectural Tomishima High School

In collaboration with the NPO School Support Center (Musashimurayama-shi, Tokyo), Mitsuuuroko Green Energy Co., Ltd. hosted the company visit study program for the first time in four years since 2019, despite the interruption caused by the COVID-19 pandemic. The company visit study program is designed to encourage students to think about their future careers by visiting various companies and learning about the structure and content of their businesses, as well as the roles and fulfillment of their work. This time, five second-year boys from Miyazaki Prefectural Tomishima High School visited the headquarters of Mitsuuuroko Green Energy Co., Ltd. Students were interested in renewable energy and had

learned about renewable electricity in advance, and asked many questions. The Q&A session with the employees was also conducted in a friendly atmosphere. Mitsuuuroko Group will continue to promote various initiatives to increase interest in the potential and appeal of renewable energy to the next generation of children.



G

Governance

Mitsuuroko Group aims to improve corporate value to all stakeholders and achieve sustainable growth. We maintain a basic corporate governance approach to construct an optimized management structure and perform appropriate and healthy company operations.

We will continue to promote governance reforms to accelerate decision-making, strengthen the supervisory function of management, and secure the transparency of company actions. We will take initiatives to strengthen risk management and improve compliance.

Main target management indicators (KPIs)

Number of IT compliance training sessions

Yearly target

Once a year (for all employees)

Number of harassment training sessions

Yearly target

Once a year (for all employees)

Number of training sessions related to human rights

Yearly target

Once a year (for all employees)

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Corporate governance

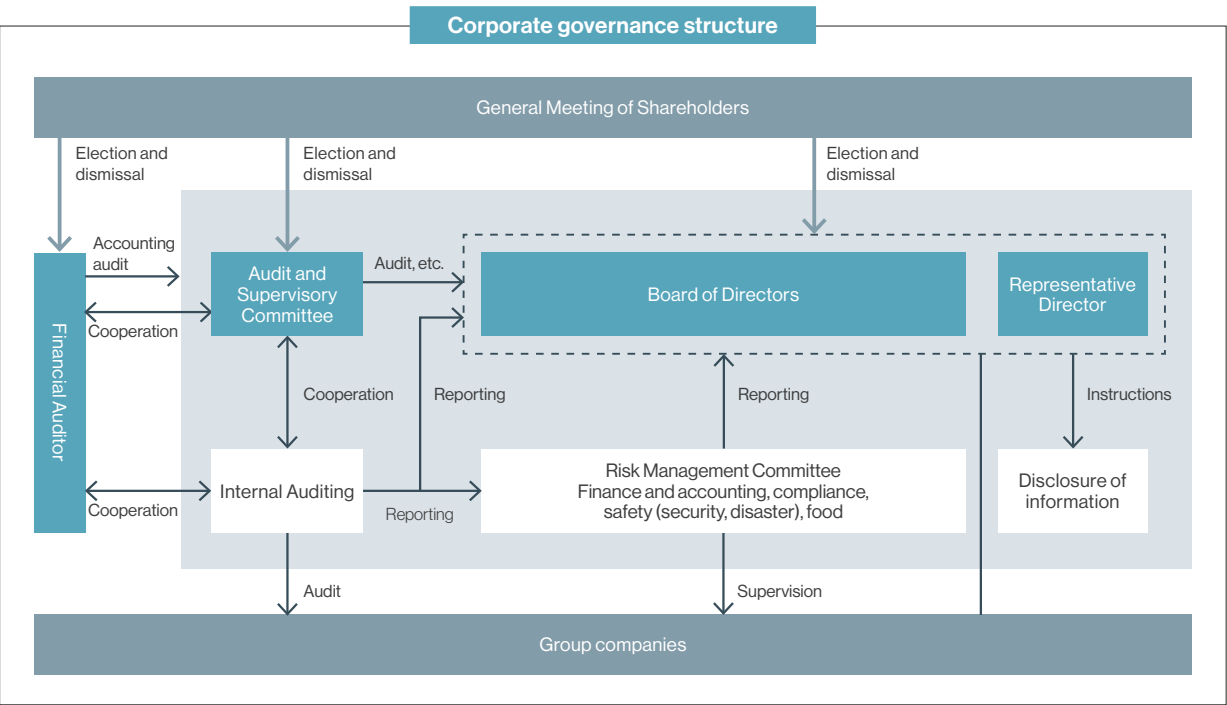
Basic approach

Mitsuo Group's basic approach on corporate governance is to develop a system to ensure the appropriateness of the Group's operations in accordance with the Companies Act, the Regulations for Enforcement of the Companies Act, the Financial Instruments and Exchange Act, other laws and regulations, and the code of corporate conduct of financial instruments exchanges. The purpose of this system is to ensure compliance with laws and regulations and social ethical norms, to ensure that Mitsuo Group's business is conducted in good faith and with transparency to customers, business partners, shareholders, etc., and to fulfill the Group's social mission in business activities.

Corporate governance structure

In June 2015, we shifted to a company with audit and supervisory committee and established a Board of Directors, Audit and Supervisory Committee, and Financial Auditor. The Company has improved the effectiveness of auditing and supervision through auditing by Directors who are Audit and Supervisory Committee Members with voting rights on the Board of Directors, and further strengthened the supervisory function of the Board of Directors. Furthermore, the management participation of five External Directors, including three Directors who are Audit and Supervisory Committee Members, enhances the supervisory function of the Board of Directors with respect to business execution and ensures the appropriateness and transparency of the decision-making process.

With regard to the Board of Directors, by holding meetings at least once a month, we are always striving to share management issues and have established a system that enables us to take action to resolve issues as soon as possible. We are also working to build a more advanced governance system by appointing diverse human resources as Directors, including foreign nationals and physicians, to incorporate multifaceted perspectives and utilize AI, IoT, and other technologies. Moreover, in addition to appointing Directors to be responsible for the business in each segment of Mitsuo Group, and giving them the authority and responsibility to establish a legal compliance system and a risk management system for each Group company, the head of Finance & Control also promotes and manages these systems across the Group.



Areas where Directors are expected to excel in

The Company aims to improve corporate value to all stakeholders and achieve sustainable growth. We maintain a basic corporate governance approach to construct an optimized management structure and perform appropriate company operations. We have composed a balanced Board of Directors by electing diverse human resources based on their knowledge,

experience, and capabilities as we aim to accelerate decision-making, strengthen the supervisory function of management, and secure the transparency of company actions. The Company expects that each Director will excel particularly in the following fields and skills.

Name	Position and responsibilities	Area or skill expected to excel in							
		Corporate management/Management strategy	Financial accounting/Capital policy	Human resources/Personnel development	Legal/Risk management	Auditing	Internal controls/Governance	Overseas	Society/Environment
Kohei Tajima	Representative Director, President and Chief Executive Officer General management	●	●	●	●		●	●	●
Kazuhiro Kojima	Director Assistant to the President (Group Functions), Corporate Secretary, Finance & Control, Corporate Affairs, Others (operational and system support)	●	●		●	●	●	●	●
Takashi Matsumoto	Director Assistant to the President (Group Synergy), Energy Solutions Business	●		●	●		●	●	●
Manabu Sakanishi	Director Power & Electricity Business	●		●	●		●		●
Jun Kawakami	Director Mobility Business, Others (leasing)	●					●		●
Motoyasu Omori	Director Foods Business	●					●		●
Goh Wee Meng	Director Chief Technology Officer, Chief Information Officer, Global Chief Inclusion & Diversity Officer, Global Planning, ICT Planning (planning, maintenance, promotion of information infrastructure), and Inclusion & Diversity	●		●			●	●	●
Katsuhisa Yanagisawa	Director (External)	●	●			●	●		●
Kaori Matsui	Director (External, Independent)	●	●			●	●		●
Hideo Sugahara	Director (External, Independent) Audit and Supervisory Committee Member, tax accountant	●	●		●	●	●		●
Yoshiyuki Kawano	Director (External, Independent) Audit and Supervisory Committee Member, physician	●	●		●	●	●		●
Kei Tajima	Director (External) Audit and Supervisory Committee Member	●	●		●	●	●		●

Remuneration, etc. for Directors

Policy on determining the remuneration, etc. for Officers

At the Board of Directors meeting held on January 20, 2021, the Company passed a resolution for a policy on determining the remuneration, etc. for each individual Director (excluding Directors who are Audit and Supervisory Committee Members; the same shall apply hereinafter). In addition, the Board of Directors has confirmed that the method of determining the remuneration, etc. as well as the amounts determined for each individual Director in the current fiscal year are consistent with the aforementioned policy, and are therefore judged to be in line with the policy. The contents of the policy on determining the remuneration, etc. for each individual Director are as follows.

Basic policy

The basic policy of the Company is to determine the remuneration of Directors such that it is suitable and appropriate in light of Directors' roles and responsibilities, taking into consideration the business performance of the Company. Specifically, remuneration for Executive Directors consists of basic remuneration and a "Board Benefit Trust (BBT)," which is a form of performance-linked stock remuneration. Remuneration for External Directors, who are primarily responsible for supervisory functions, consists solely of basic remuneration in light of their duties.

Policy on determining basic remuneration (monetary remuneration)

Basic remuneration for the Company's Directors consists of fixed monthly remuneration and is determined after comprehensively taking into consideration such factors as remuneration levels at other companies, the business performance of the Company, and the levels of employee salaries, in addition to the positions, responsibilities, etc., of Directors.

Corporate governance

■ Policy on determining performance-linked remuneration, etc. and non-monetary remuneration, etc.

At the 107th Ordinary General Meeting of Shareholders held on June 28, 2016, a resolution was adopted in relation to a “Board Benefit Trust (BBT)” as a form of performance-linked stock remuneration for Directors (excluding External Directors and Directors who are Audit and Supervisory Committee Members; hereinafter, referred to as the “Eligible Directors” in this and the following paragraph) (furthermore, the trust established based on this plan is hereinafter referred to as the “Trust”). As set forth in the resolution, Eligible Directors are granted several points for each fiscal year, determined after taking into consideration their position, the degree of achievement of business performance targets (the degree of achievement of the target for profit before income taxes on the consolidated statement of income), and other factors, in accordance with the Officer Share Benefit Regulations (the maximum total number of points granted to Eligible Directors per fiscal year shall be 100,000 points). Furthermore, when granting the Company’s shares, etc., the points granted to Eligible Directors are converted at a rate of one share of the Company’s common stock per point (however, in the event of a share split, gratis allotment of shares, consolidation of shares, etc., in relation to the Company’s shares, the conversion ratio shall be reasonably adjusted according to the ratio thereof, etc.). The number of points for the Eligible Directors to be used as the basis for the granting of the Company’s shares, etc., is calculated by aggregating the points granted to the

Eligible Directors through the time of their retirement and then multiplying the result by a predetermined coefficient set for each reason for retirement (hereinafter, the points thus calculated are referred to as the “confirmed number of points”). If an Eligible Director retires and satisfies the beneficiary requirements set forth in the Officer Share Benefit Regulations, he or she will be granted a number of the Company’s shares corresponding to the “confirmed number of points” from the Trust after their retirement, when he or she completes the prescribed beneficiary confirmation procedures; provided, however, that in cases when the requirements provided for in the Officer Share Benefit Regulations are satisfied, the Eligible Director in question shall be paid cash equivalent to the market value of a certain percentage of the Company’s shares, in place of the granting of those shares of the Company. The amount of remuneration, etc., to be received by Eligible Directors shall be based on the amount obtained by multiplying the total number of points granted to each Eligible Director by the book value per share of the Company held in the Trust, at the time the points are granted (however, in the event of a share split, gratis allotment of shares, consolidation of shares, etc., in relation to the Company’s shares, the conversion ratio shall be reasonably adjusted according to the ratio thereof, etc.). In addition, if deemed appropriate, this amount shall be added to any money paid in accordance with the provisions of the Officer Share Benefit Regulations.

■ Policy on determining the ratio of the amount of basic remuneration (monetary remuneration), performance-linked remuneration, etc., or non-monetary remuneration, etc., for the amount of individual remuneration, etc., for each Director

In addition to basic remuneration, Executive Directors receive performance-linked stock remuneration (BBT), classified as performance-linked remuneration, etc., and non-monetary remuneration, etc. However, the ratio of basic remuneration, performance-linked remuneration, and non-monetary remuneration is not set in advance given the nature of performance-linked stock remuneration (BBT), such as the fact that, as described in “Policy on determining performance-linked remuneration, etc. and non-monetary remuneration, etc.” above, a number of points (a maximum of 100,000 points per fiscal year) are granted to Eligible Directors in

accordance with the Officer Share Benefit Regulations for each fiscal year, taking into consideration their positions, the degree of achievement of business performance targets, and other factors, and a number of the Company’s shares, etc., that is equivalent to the confirmed number of points at the time of retirement is granted, as well as the fact that this plan was introduced in place of the payment of retirement benefits. However, basic remuneration shall be the principal remuneration for Executive Directors. Remuneration for External Directors consists solely of basic remuneration, as described in the “Basic policy” on the previous page.

■ Matters concerning the determination of the contents of remuneration, etc. for individual Directors

Of remuneration, etc., for individual Directors, decisions concerning the specific amount of basic remuneration are delegated to the Representative Director and President, based on a resolution of the Board of Directors. This authority covers the setting of payment standards according to positions, responsibilities, etc., and the amount of basic remuneration for each individual based on such standards. To ensure that the Representative Director and President appropriately exercise this authority, the Representative Director shall make decisions concerning the establishment of payment standards in accordance with positions, responsibilities, etc., after consulting with and receiving reports from independent External Directors. Furthermore, the specific content of performance-linked stock remuneration (BBT) for individual Executive Directors is determined in accordance with the Officer Stock Benefit Regulations.

Total amount of remuneration, etc. for FY2022

Officer category	Total remuneration (millions of yen)	Basic remuneration (millions of yen)	Performance-linked stock remuneration (millions of yen)	Number of officers (Persons)
Total number of Directors (excluding Audit and Supervisory Committee Members)	314	275	39	9
(External Directors)	(14)	(14)	(–)	(2)
Directors who are Audit and Supervisory Committee Members	21	21	–	3
(External Directors)	(21)	(21)	(–)	(3)
Total	335	296	39	12
(External Directors)	(35)	(35)	(–)	(5)

¹ The amount of the above remuneration, etc. includes the provisions for share awards of ¥39 million that was recorded in fiscal year ended March 31, 2023.
² The indicator of performance-linked remuneration is “profit before income taxes” in the consolidated statement of income. This is to allow all Directors to promote a way of management that gives consideration to the continual improvement of the corporate value of the Group, by sharing returns with shareholders with the cost of capital in mind. The target value for the indicator of performance-linked remuneration in fiscal year ended March 31, 2023 was ¥4,700 million, while the actual value was ¥11,678 million. The target value for profit before income taxes in fiscal year ending March 31, 2024 is ¥12,000 million.
³ At the 106th Ordinary General Meeting of Shareholders held on June 26, 2015, the amount of remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) was resolved to be no more than ¥300 million per year (note that salary for employees is not included). The number of Directors at the conclusion of this General Meeting of Shareholders was nine (including two External Directors). In addition, separately from this, at the 107th Ordinary General Meeting of Shareholders held on June 28, 2016, a resolution was passed to adopt “Board Benefit Trust (BBT)” as performance-linked stock remuneration for Directors other than External Directors. The number of Directors (excluding External Directors and

Directors who are Audit and Supervisory Committee Members) at the conclusion of this General Meeting of Shareholders was seven. The conditions for allocating performance-linked stock remuneration are as described in “Policy on determining performance-linked remuneration, etc. and non-monetary remuneration, etc.” above.
⁴ At the 106th Ordinary General Meeting of Shareholders held on June 26, 2015, the amount of remuneration for Directors who are Audit and Supervisory Committee Members was resolved to be no more than ¥100 million per year. The number of Directors who are Audit and Supervisory Committee Members at the conclusion of this General Meeting of Shareholders was three.
⁵ The Board of Directors has passed a resolution that the remuneration for each Director be determined by Representative Director and President Kohei Tajima, as stated in “Matters concerning the determination of remuneration, etc. for each individual Director” above, for the reason that Representative Director and President is eligible for evaluating the divisional performance that each Director undertakes, after considering the performance, etc. of the entire Group. Also, the total amount of performance-linked stock remuneration is reported to the Board of Directors every year through the company’s performance as soon as it is confirmed according to the prescribed rules.

Cross-shareholdings

1 Policy on cross-shareholdings

The Company’s policy is to hold shares that contribute to improving corporate value over the medium- to long-term, after comprehensively considering their importance in relation to its business strategy, relationships with business partners, and other factors. Each year, the Board of Directors carefully examines the significance of acquiring and holding each individual stock and their profitability based on the cost of capital, etc., thus regularly verifying the appropriateness of holding these stocks. Furthermore, the Company has established a policy of selling any stocks that it is unable to recognize the rationality of holding as a result of verifying the significance and purpose of holding them and will take steps to reduce the number of such shares that it holds.

2 Standard for exercising voting rights for cross-shareholdings

The Company appropriately exercises voting rights based on a comprehensive assessment of whether to vote for or against each proposal, taking into consideration factors such as the establishment of appropriate corporate governance structure, the improvement of the corporate value of the investee over the medium to long term, and the impact on the Company. If necessary, we will discuss the content of proposals, etc., with issuers.

Evaluation of the effectiveness of the Board of Directors

The Company has conducted self-evaluations of the effectiveness of the Board of Directors in the form of questionnaires to Directors. The Company endeavors to ensure objectivity by seeking advice from attorneys and other experts as appropriate in relation to the preparation of the questionnaire and the analysis of evaluation results.

Target	All 12 Directors
Method	Questionnaire format
Evaluation	5-point evaluation + free comments
Evaluation items	1. Composition and operation of the Board of Directors 2. Management and business strategies 3. Corporate ethics and risk management 4. Dialogue with shareholders

■ Summary of evaluation results for FY2022

According to the results of the questionnaire, the Board of Directors of the Company in FY2022 was evaluated to be effective. The Company will work to improve the recognized issues in the future.

Particularly appreciated points	Effective operation in an atmosphere that encourages straightforward and unrestricted discussion.
	An environment in which External Directors feel comfortable expressing constructive opinions, and do so when necessary.
	It has an appropriate composition of members that ensures the knowledge, ability, experience, and diversity necessary to fulfill the roles and responsibilities of the Board of Directors.
	Its agenda items contain sufficient content for deliberation in light of the level of importance of the matters to be discussed.
	Its cross-shareholdings are appropriately examined.
Recognized issues	Important risks are reported to the Board of Directors in a timely and accurate manner and the Board of Directors is aware that these issues are being addressed appropriately by the management team.
	The results of the audit of the effectiveness of the internal control system are reported in a timely and appropriate manner.
	The content and volume of materials used and the timing of prior distribution and explanation should be considered more carefully.
	Important management and business strategies should be reviewed from a more multifaceted and sustainability-oriented perspective.
	Business portfolio reviews and capital and human resource investments should be more strategically implemented and such implementations checked.
	A more appropriate system should be established to promote constructive dialogue with shareholders.

Status of the risk management system

Mitsui Group has established the “Risk Management Committee” as a subordinate body of the Board of Directors to ensure the early detection and resolution of various problems related to legal compliance and to develop the systems required to implement and supervise internal control over legal management and compliance with laws, regulations, and social norms (compliance) in the midst of a risk environment that is becoming increasingly diverse and complex as our business portfolio evolves. In addition, the Group has established a reporting system to ensure that compliance-related information is accurately and promptly reported to the department in charge of compliance, and it will constantly develop, improve, and appropriately operate the Compliance Hotline so that all Group employees can use it properly to communicate information without employees or outsiders receiving disadvantageous treatment because of such a report. The Risk Management Committee evaluates risks, recognizes issues, and implements operational improvements based on the recognition of

issues with regard to events that may affect the achievement of the objectives set for each business process by the general managers of each division regarding all operations of Mitsui Group, and it formulates an internal control implementation plan with the approval of the Board of Directors. In addition, it supervises the progress of the plan, and in cooperation with the Audit and Supervisory Committee and the Internal Auditing, it determines policies for the design and improvement of the overall internal control system. Regarding issues related to the development and operation of internal control over financial reporting, the Head of the Finance & Control performs cross-group review and coordination, and reports to the Board of Directors on the annual plan for internal control over financial reporting and its results in light of changes in the environment. In addition, the Company has established the “Food Quality Control Committee” to manage risks related to food quality, laws, and regulations, and to manage risks related to safety in cooperation with each department.

Risk management

Basic approach

Mitsuiokoko Group has established risk management rules and is developing and operating a risk management system for all of its businesses.

The Group will ensure the continuity and stable development of its business through risk management practices.

We also place the highest priority on ensuring the quality and safety of our products and services, and strive in good faith to eliminate or reduce obstacles to the interests of our customers, business partners, shareholders, investors, local communities, and other stakeholders, as well as those of all officers and employees of the Group.

We are aware of our responsibility as a supplier of products and services that are widely used throughout society, and we consider it our social mission to stably supply such products and services. In the spirit of compliance, we will adhere to various laws and regulations, the Charter of Corporate Ethics, and other codes of conduct and rules, and each of us will autonomously consider what is ethically correct conduct and act according to our value judgment.

Promotion system and process of risk management

For the purpose of promoting compliance and risk management, the Group has set up a “Risk Management Committee” to supervise the risk management of the entire Group, and Finance & Control promotes and manages these across the Group. The Group has appointed an “Internal Control Manager,” “Internal Control Promoter,” and “Internal Control Promotion Committee Member” for each department to disseminate information related to compliance in each department, and to serve as a consultation contact point for employees on-site.

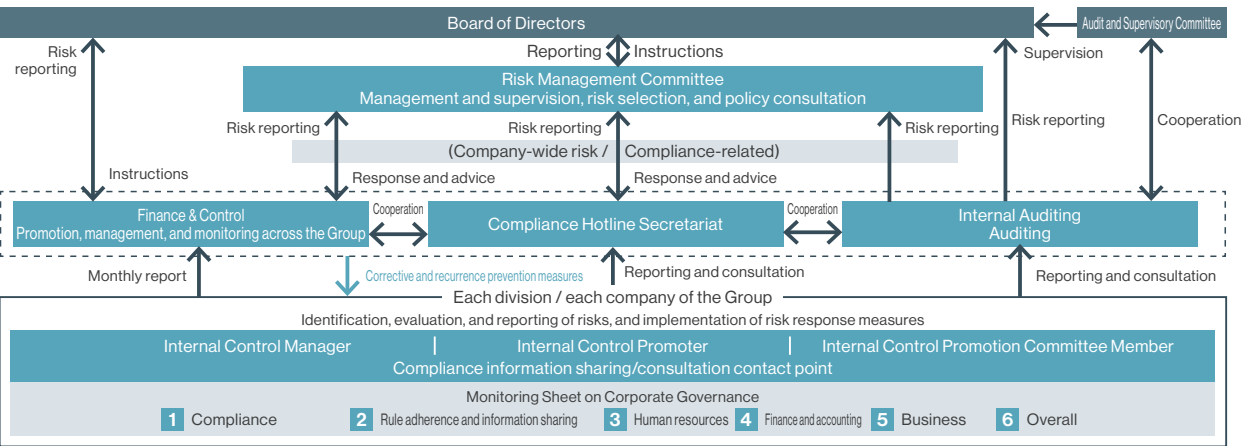
Regarding the risk management process, Finance & Control promotes and manages risk across the entire Group, and reports monthly to the Board of Directors risks reported by the Group to prevent problems before they occur. With regard to detected risks, if a Company-wide response is deemed necessary, taking into consideration the monetary impact and importance of the risk, the Risk Management Committee discusses the response, and the Board of Directors makes a final decision on the matter and considers and implements specific measures to address it.

Monitoring

Through the Monitoring Sheet on Corporate Governance, Finance & Control visualizes the risks that should be focused on and their priorities by accurately identifying risks for the entire Group and selecting risks that need to be addressed in a focused manner. It manages the risks related to matters such as compliance, rule adherence and information sharing, human

resources, finance and accounting, and business, and report monthly to our Board of Directors to prevent problems before they occur. Throughout the year, the Company monitors risks, mainly those of particular importance, and when necessary, related departments and Internal Auditing conduct investigations to take corrective measures and prevent recurrence.

Risk management promotion system



Main business risks

Risks that may affect the Group's stock price, financial position, and business performance include the following. Recognizing the possibility of these risks, the Group

strives to avoid their occurrence and to respond to them when they do occur.

Risks	Relevant businesses	Degree of impact	Risk description
1. Demand trend	Energy Solutions Business	Large	Demand for petroleum products (heating oil) and LPG, the Group's core products, generally increases when temperatures are cooler. As such weather conditions can cause net sales to fluctuate and affect the Group's business performance.
2. Product procurement	Energy Solutions Business / Power & Electricity Business	Large	The cost of sales of petroleum products, LPG, and electricity, the Group's core products, may fluctuate due to changes in crude oil prices and CP of LPG, trends in foreign exchange rates, and wholesale electricity market prices through electricity supply crunch caused by inclement weather and international conditions, etc., which may affect the Group's business performance. To mitigate these risks, attempts are made to hedge transactions using futures and other instruments and to diversify procurement sources as necessary, but these risks cannot be completely avoided.
3. Sales strategy	Energy Solutions Business / Power & Electricity Business	Medium	The Group's core businesses are the Energy Solutions Business, which sells household energy such as petroleum products, LPG and related equipment, and the Power & Electricity Business, which generates renewable energy such as wind power generation and biomass power generation and conducts electricity retail for general households. Competition among competitors for customers is intensifying due to greater freedom of choice in energy and maximum price curtailment, among other factors, and a decrease in the number of customers and drop in sales prices due to these factors may affect the Group's profitability.
4. Disasters etc.	Energy Solutions Business / Power & Electricity Business	Very large	Each of the Group's business sites includes petroleum product and LPG storage facilities, power plants, and other facilities. Although the Company conducts periodic inspections in accordance with laws and regulations, inspects facilities through a voluntary safety system, and makes periodic repairs, a major earthquake or other disaster could cause a leakage accident or damage to assets.
5. Investments etc.	All businesses	Medium	In order to strengthen its management base, the Group establishes subsidiaries or affiliated companies in Japan and overseas, and enters into capital tie-ups with external parties. With regard to investments, etc., we make decisions after giving due consideration to investment risks, etc., and periodically check the possibility of recovering the investment value. However, if the financial conditions and business performance of the investee deteriorate due to changes in the business environment or unforeseeable circumstances, and the possibility of recovering the investment decreases, or the stock price falls below a certain level, we may incur a partial or total loss on our investment, which may affect our financial condition and business performance of the Group.
6. Non-current assets	All businesses	Medium	The Group owns a number of business fixed assets, all of which are essential to the conduct of its business and are recognized as generating sufficient cash flow in the past and present. Although we regularly check the possibility of recovering the value of our investments, future trends in land prices and changes in the Group's earnings situation may affect our financial position and business performance of the Group.
7. Laws and regulations	All businesses	Medium	There are a wide variety of laws and regulations that the Group must comply with in the course of its business operations. The Energy Solutions Business and Power & Electricity Business are subject to the High Pressure Gas Safety Act, the Fire Service Act, and the Electricity Business Act, etc., while the Foods Business is subject to various regulations under food-related laws and quality inspections by external public organizations. Furthermore, in the future, we may be subject to various legal restrictions, such as the introduction of greenhouse gas emission regulations and carbon taxes, amid the global demand for stronger CO ₂ emissions reduction efforts and decarbonization. Violations of laws and regulations applicable to the Group may hinder the continuation of our business activities due to penalties, compensation for damages, or damage to the Group's reputation, etc. In addition, significant capital investment may be required in the future in the event of major revisions or tightening of regulations, or the establishment of regulations that are currently unforeseeable.
8. Overseas Business	Overseas Business	Large	The Group conducts overseas business in Asia, and in addition to foreign exchange risks, we are subject to risks inherent in overseas business in general, such as unforeseen circumstances arising from political, economic, and social conditions in each country, and changes in various laws and regulations, which may hinder the continuation of our business and affect our financial position and business performance.
9. Spread of COVID-19	Foods Business / Living & Wellness Business	Large	A decrease in customers due to a temporary shutdown of operations at the stores of the Foods Business and the hot bath facilities and bowling alleys of the Living & Wellness Business may affect the Group's profitability.

Risk factor by business segment

	Risk description	Risk description
Energy Solutions Business	<ul style="list-style-type: none">Fluctuation in cost of sales due to crude oil prices, CP¹/MB² of LPG, and exchange ratesImpact of COVID-19 on logistics infrastructure <p>¹ Contract Price: Contracted import price; ² Mont Belvieu: US-produced LPG price index</p>	<ul style="list-style-type: none">Fluctuations in real estate marketObsolescence of property in commercial facilities (Decline in competitiveness)Delayed response to deterioration of owned real estate (Decline in competitiveness and increase in repair costs)Risk of decrease in SPA EAS and Hamabowl customers due to the spread of COVID-19
Power & Electricity Business	<ul style="list-style-type: none">Policy risks associated with changes in administrative policy and impact on system developmentNecessity of procuring low cost power and developing power sources to achieve competitiveness in electric power salesImpact of power outages caused by natural disasters on IPP businessDrop in electricity unit selling price caused by intensified competitionImpact of increased costs from obligation to offer non-fossil energyCapacity contributions at the start of the capacity market	<ul style="list-style-type: none">Risks in exchange ratesUnforeseen circumstances arising from political, economic, social and other conditions in each countryChanges in various laws and regulationsRisks inherent in Overseas Business in general
Foods Business	<ul style="list-style-type: none">Damage to brand image and impact on business performance in event of quality-related accident at franchised stores of store brandsRisk of decreased sales due to closing of stores in conjunction with the spread of COVID-19	<ul style="list-style-type: none">Risk receivables for lease customers arising from economic conditions, monetary policies, or the spread of COVID-19Impact of leakage of personal information (including specific personal information) on business performance, etc.Risk of system outage due to system failureNatural disaster risk and insurance underwriting risk of each insurance company arising from climate change

Compliance

Basic approach

Mitsuuroko Group has declared to society that it would give consideration to the global environment, comply with relevant laws and regulations, and enhance environmental preservation.

We have also advocated the need for ethics by stating in our corporate philosophy that we consistently conduct our business with integrity.

In the future, we will continue to contribute to the sustainable development of society as “a Lifestyle Producer” by striving for sincere management and business activities based on high ethical standards, always from the perspective of corporate social responsibility, as well as activities that take into consideration environmental preservation and resource conservation.

Mitsuuroko Group Standard of Conduct

Mitsuuroko Group has established the “Charter of Corporate Ethics” as a code of conduct to be observed by the Company and its officers and employees in the course of the various corporate activities of the Group companies.

The officers and employees of each Group company take the initiative in practicing the normative behaviors set forth in the Charter of Corporate Ethics as their important role and are making utmost efforts to ensure that they are firmly established within the Group.

In addition, in the event of a conflict with this Charter of Ethics, officers and employees take responsibility for resolving the problem, investigating the cause, and improving operations to prevent recurrence.

Charter of Corporate Ethics

- 1 Comply with laws, regulations, and other social norms, and conduct fair and sound corporate activities**
Mitsuuroko Group will conduct its corporate activities in accordance with laws and regulations, social norms, and social good sense.
In addition, Mitsuuroko Group will not associate with any individuals or groups that may adversely affect social order or the sound activities of the Company.
- 2 Provide safe and high-quality products and services**
We will develop safe and high-quality products and services based on our rich experience and knowledge and provide them to consumers and business partners.
- 3 Respect the personality and individuality of employees and create a comfortable and fulfilling work environment**
Mitsuuroko Group will value the independence and creativity of each and every employee and foster a corporate culture in which they are fully utilized in its corporate activities.
Mitsuuroko Group will protect workplace safety and the health of its employees, respect human rights, and ensure a healthy work environment free from discrimination.
- 4 Respect the position of stakeholders**
Mitsuuroko Group will strive to maintain sound and positive relationships with a wide range of society, including customers, business partners, employees, and shareholders.
- 5 Contribute to the preservation of the global environment and the creation of a prosperous and livable society**
Mitsuuroko Group will be aware that it receives various benefits from the Earth, including the resources necessary for its business activities, and that it is the Group's responsibility to preserve the global environment in a better state.

Compliance Handbook

Mitsuuroko Group publishes the “Compliance Handbook,” a combination of the “Charter of Corporate Ethics” and the “Code of Conduct Casebook,” which explains the code of conduct stipulated according to the Charter of Corporate Ethics in an easy-to-understand manner. In order to enhance the understanding of the Charter of Corporate Ethics, we have sought to make it easier to comprehend the necessary actions needed to be taken by officers and employees by giving specific examples from daily life in understandable ways. For this reason, 50 of the 100 cases in the handbook have been converted into easy-to-read manga cartoons.



Compliance reporting system

For the purpose of preventing and early detection of organizational or individual violations of laws and regulations, as well as fraudulent activities, we have established a “Compliance Hotline,” which includes Legal, Internal Auditing within the Company, and an outside law firm.

In response to reports and consultations on violations from the Company employees, business partners, etc., we protect the informants, investigate the facts responsibly, and take corrective and recurrence prevention measures, as necessary.

The information on where to report to the Compliance Hotline is posted on the information security card that is carried by all employees at all times and is known and shared by all employees.

Compliance training

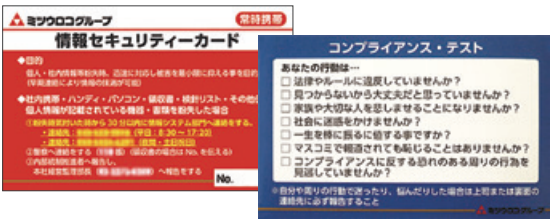
Mitsuuroko Group regularly conducts compliance training by rank and theme.

Content of training	Target	Frequency of implementation
IT compliance training	All officers and employees	Once a year
Group management compliance training	Management	Once a year
Training for supervising officers	Supervising officers	Twice a year
Group company accounting training	Accounting managers	Twice a year

Content of training	Target	Frequency of implementation
New management training	Newly appointed managers	Once a year
Training for managers in charge of safety	Managers in charge of safety	Once a year
Group new employee training	New employees	Once a year

Issuance of information security cards

For the purpose of responding quickly and minimizing damage in the event of loss of personal or internal information, we have issued an “information security card” that describes how to respond in the event of loss of documents or business equipment containing personal information, etc., as well as compliance-related matters, and we have all employees of the Group, including subcontractors, carry this with them at all times.



Implementation of education on compliance and harassment

We have produced an educational DVD on compliance based on case studies, and together with the DVD on harassment, we are conducting education on compliance by having all officers and employees of the Group watch it during the compliance small group activities that we have been conducting on a regular basis.

In addition, in order to continuously educate all employees of Mitsuuroko Group about compliance and to strengthen their awareness of compliance, we regularly distribute a “Compliance Newsletter” on the company intranet every week, featuring news of public interest and familiar examples.





Compliance

Prevention of bribery

Based on our management philosophy and “Charter of Corporate Ethics,” the Group promotes sincere corporate activities based on high ethical standards, always from the perspective of corporate social responsibility. The Group aims to conduct measures to prevent bribery in its corporate activities by establishing and spreading awareness of the Charter of Corporate Ethics, employment rules, Compliance Rules, and risk management rules, etc. We have enacted and announced Mitsuuroko Group Basic Policy on Prevention of Bribery, promoted efforts to prevent bribery across the Group with a mindset of fair play, and realize further improvement of corporate value by fulfilling our corporate social responsibility in order to gain the trust of stakeholders and the general public.

Operation structure for prevention of bribery

Head of Legal shall be responsible for managing prevention of bribery. The Presidents of each Group company are also responsible for making their officers and employees comply with this basic policy. Regarding approval of entertaining, gift-giving, and donations in Overseas Business, and approval of agreements and confirmation of due diligence results related to hiring third parties, each department, the President of each company, and the finance and accounting department and the legal affairs department of Mitsuuroko Group shall confirm. When we become aware of a violation of this basic policy or suspicion thereof, we will report it immediately to the manager in charge of legal affairs, the manager of the Internal Auditing, or the compliance hotline in or outside the Company. We have spread awareness of this reporting structure. The Company performs regular self-inspections of the status of compliance with this basic policy and the Internal Auditing executes controls and prevents risks beforehand by regularly conducting audits related to the compliance and operation of this basic policy. If by chance a violation of this basic policy is discovered, the Company will proceed in accordance with company regulations and cooperate with investigations by supervising departments.

Education and spreading understanding

The Company has been aiming for education and spreading understanding of the prohibition on bribery in compliance training and internal materials. Because there are different restrictions on overseas transactions from those in Japan, the Company shall thoroughly spread awareness of the prohibition of bribery in and outside Japan and further expand the scope of training. Also, the Internal Auditing shall take efforts to execute controls and extract risks beforehand through regular audits.

Mitsuuroko Group Basic Policy on Prevention of Bribery

1 Basic policy
Mitsuuroko Group promotes business activities based on its Charter of Corporate Ethics and management philosophy of “As a Lifestyle Producer, we consistently conduct our business with integrity and from the customer’s perspective.” In accordance with laws and regulations and their intentions, we prohibit the entertaining or gift-giving to public officials, etc. We aim to conduct measures for the prevention of bribery by establishing and spreading awareness of the Charter of Corporate Ethics, employment rules, Compliance Rules, and risk management rules, etc. The Group enacted a basic policy related to prevention of bribery overseas and in Japan as it conducts global business. We understand that it is the duty of each Mitsuuroko Group company, officer, and employee to comply with this basic policy. As such, we make the following declaration. In accordance with our Basic Policy on Prevention of Bribery, we shall comply with the laws applied in each country and region and not engage in bribery of foreign officials. By clarifying the policies that are the foundation of this basic policy, we promote efforts to prevent bribery across all of Mitsuuroko Group with a mindset of fair play, and realize further improvement of corporate value by fulfilling our corporate social responsibility in order to gain the trust of stakeholders and the general public.

2 Compliance of applied laws and regulations
We understand that corruption and bribery are unacceptable and comply with Japanese Penal Code, the Unfair Competition Prevention Act, the National Public Service Ethics Act, and the National Public Service Ethics Code. We also comply with the laws, regulations, and restrictions applied in each country and region where we conduct corporate activities and do not bribe foreign public officials, etc. We shall not perform any actions that may lead to suspicion of bribery.
1. Japan: Unfair Competition Prevention Act (Article 18), Penal Code (Articles 197 and 197-4)
2. US: Foreign Corrupt Practices Act (FCPA)
3. UK: UK Bribery Act 2010
4. Other similar laws based on or related to treaties for the prevention of bribery of foreign officials in international trade

3 Prohibited actions
(1) Prohibition of bribery
In corporate activities, the Company shall not offer, promise, or grant a bribe to anyone, whether they be a private citizen or a public official, either in or outside Japan, directly or through a third party, such as a proxy, consultant, or associate under contract. The Company shall not perform any action that may be suspected of bribery from society. Bribery refers to the granting and receipt of items of monetary value, or other improper interests, or the promise, demand, request, or approval thereof. (Notes) In the cases of charitable business, political contributions, and donations for sponsored activities, actions are also prohibited if they are in fact equivalent to bribery or improper granting of interests. Also, officers and employees are prohibited from instructing, suggesting, or supporting bribery of a third party such as an agent, advisor, consultant, or subcontractor hired in order to collect and analyze information, secure orders for Mitsuuroko Group, or otherwise request cooperation for the purpose of promoting business, or to request services for which Mitsuuroko Group has received orders.
(2) Prohibition of accepting bribes
The Company shall constantly maintain a stance of loyalty and fairness and shall not request, promise, nor receive bribes from business partners either in or outside of Japan by using our business position. Also, the Company shall not perform any action that may be suspected of accepting bribes from society.

4 Review and management of payment records
In order to prove that we do not engage in bribery, we review all payments to third parties within a logical degree of detail, record transactions accurately and surely in accounting books, and preserve these records internally for a set period. In all circumstances, off-balance-sheet transactions are strictly prohibited.

5 Education
The Company performs training related to compliance that includes education of this basic policy and regular case studies for officers and employees in order to comply with the prohibition of bribery.

6 Compliance system, reporting, and internal reporting system
The responsibility of preventing bribery, including the execution and review of this basic policy, lies with the Head of Legal. The Presidents of each Group company are also responsible for making their officers and employees comply with this basic policy. Also, when we become aware of a violation of this basic policy or suspicion thereof, we will report it immediately to the manager in charge of legal affairs, the manager of the Internal Auditing, or the hotline in or outside the Company. Mitsuuroko Group has established and spread awareness of a reporting and consultation hotline with an external attorney in order to quickly identify and correct compliance issues, including bribery. Violations to this basic policy will be subject to punishment in accordance with various regulations.

7 Cooperation with monitoring and investigations by supervising departments
We perform regular self-inspections of the status of compliance with this basic policy and cooperate with investigations of supervising departments in each country and region. We will perform reviews as needed of this basic policy and compliance procedures.

8 Audit
The Internal Auditing performs appropriate audits related to compliance and operation of this basic policy, extracts risks and issues related to prevention of bribery, executes controls, and prevents risks beforehand.

Compliance

Tax policy

Mitsuiroko Group has always complied with the tax laws applied in each country and region it operates in and pays appropriate taxes. However, to increase awareness of tax compliance and tax transparency throughout the entire Group and further enhance tax governance, we have formulated the “Mitsuiroko Group Tax Policy.” As we

expand our business globally, going forward, we will fulfill our corporate social responsibility and further improve our corporate value through adhering to this Tax Policy, complying with the tax laws applied in each country and region, and paying appropriate taxes.

Mitsuiroko Group Tax Policy

1 Basic policy

Mitsuiroko Group promotes business activities based on its Charter of Corporate Ethics and management philosophy of “As a Lifestyle Producer, we consistently conduct our business with integrity and from the customer’s perspective.” We recognize that transactions that lack legitimate business purposes or economic rationality hinder tax transparency and may damage the Group’s business and brand value as well as the interests of stakeholders, including local communities and business partners. As we expand our business globally, we will fulfill our corporate social responsibility and further improve our corporate value through adhering to this Tax Policy, complying with the tax laws applied in each country and region, and paying appropriate taxes.

2 Tax compliance

We will always report income and pay taxes in compliance with the laws and regulations applied in each country and international standards such as the Action Plan on Base Erosion and Profit Shifting (BEPS). In addition, we will not engage in tax evasions or opaque tax administration that hinders the sound development of the world economy.

3 Tax governance and human resources development

The Group CFO is responsible for the development and maintenance of the tax governance of the entire Group as well as the development of human resources responsible for the enhancement of tax governance. We have formed a system for managing tax risks globally, assigning employees with expertise in matters concerning taxation to Finance & Control (F&C). We have also put a framework in place for addressing the Group’s tax-related concerns in which the F&C and each Group company work together and the issues are reported to the Group CFO and resolved. Whenever tax-related matters of significant importance arise, the CFO reports them to the Board of Directors. In addition, the F&C gathers the most up-to-date information concerning taxation through means such as participation in training sponsored by external specialists. It then conducts workshops for the accounting (tax) departments of each Group company based on the advice they have received from the external experts, educating employees on tax compliance as necessary. In this way, we foster and strengthen the human resources who handle the Group’s tax matters, ensuring the appropriateness of tax governance.

4 Response to transfer pricing taxation

For international transactions within the Group, we comply with the tax laws of each country and the Organization for Economic Co-operation and Development (OECD) Transfer Pricing Guidelines, ensuring transfer pricing transactions are carried out appropriately and in accordance with the arm’s length principle. In addition, to avoid double taxation, we enter into an advance pricing agreement with tax authorities, working to reduce tax risk.

5 Response to anti-tax haven rules

We will not use tax havens for the purpose of tax avoidance without economic rationality. If, in light of the taxation systems of each country, anti-tax haven rules apply to schemes necessary for our business operations, we will report on such matters and pay taxes appropriately.

6 Minimizing tax risk

If deemed necessary due to uncertainties or other concerns regarding the interpretation of laws and regulations, we will receive advice from external experts such as tax consultants and legal advisors wherever necessary, and we will work to minimize tax risk through making appropriate judgments after adequate research, evaluation, and consideration of the various choices. Furthermore, we will confirm important tax-related issues with tax authorities in advance to clarify the handling of taxation.

7 Tax cost optimization (tax planning)

Through strengthening governance as outlined above and utilizing means such as preferential tax systems and tax exemptions that are recognized under the laws and regulations of each country within the scope of normal business activities, we will optimize tax costs and improve our corporate value.

8 Relations with tax authorities

We will form and maintain transparent, sound, and positive relations with tax authorities by responding to their requests in an appropriate, honest, and timely manner, and obtaining advance rulings as necessary.

Anti-corruption

1 Relationship between compliance and risk

In conducting business, there are various risks as mentioned above. The matter is not as simple as it’s safe if the risk does not materialize, but rather we should identify these risks, prepare the counter measures and put them into practices so we can operate and develop our business better. However, failure to identify risks or to act against the procedures established to avoid or minimize risks may lead us to noncompliance and corruption in business activities. We do not engage in noncompliant behavior to avoid risk; we engage in compliance to avoid risk and continue our business. Risks that can be avoided through compliance include (1) financial misconduct (embezzlement, fraud, etc.), (2) harassment, (3) workplace accidents, and (4) acts in violation of laws and regulations.

2 Risk management system / Risk assessment

We have established a risk management system based on our Risk Management Rules, and identify risks through monitoring and internal control operations. In addition, we have established internal and external compliance hotlines to encourage employees to report incidents that they may be uncomfortable discussing with their supervisors or the company, thereby helping to identify risks at an early stage. We also strive to detect risks by closely monitoring industrial safety and employee health and mental health at the new Mitsuiroko Healthcare Center, which opened in October 2023. Any risks discovered are ultimately reported to the Risk Management Committee and the Board of Directors in an effort to mitigate such risks.

3 Guarantee of fairness / Prohibition of illegal activities (Prevention of corruption)

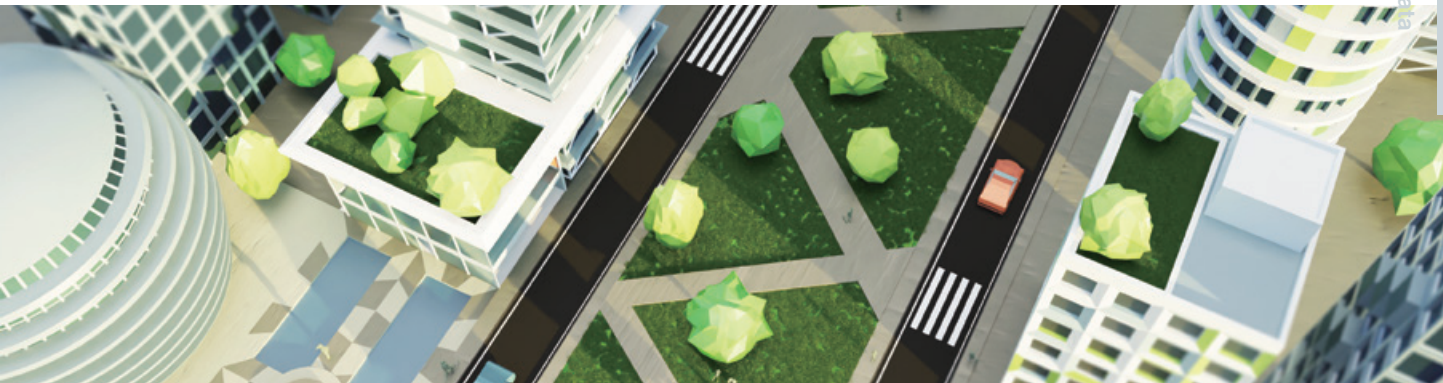
In conducting our business, we are committed to promoting corporate activities with integrity and

preventing corruption in accordance with our management philosophy and Charter of Corporate Ethics.

For example, having a relationship with a particular political group may lead to interest-driven business practices, and there is a risk that we may not be able to realize the “more fulfilling lifestyles” to all of our customers. In addition, the attempt to profit from bribery (in particular, giving a bribe) is widely regarded as a criminal act in Japan and abroad, and profiting from such criminal acts is never permissible. Furthermore, any attempt to gain an unfair advantage by taking tax measures that violate tax obligations (Article 30 of the Constitution of Japan) will not only lead to disregard for the law in Japan, but may also render the company untrustworthy in its overseas business activities. As a company, we will promote our business activities with integrity by prohibiting the support of any particular political parties through endorsements or donations, and by establishing the Basic Policy on Prevention of Bribery and Tax Policy and applying them to our domestic and overseas business activities.

4 Disciplinary actions

Even with risk mitigation and anti-corruption measures in place as described above, violations may still occur. In such cases, the Risk Management Committee plays a central role, and the Compliance Hotline Secretariat, the Internal Auditing, and Finance & Control collaborate to verify the facts and conduct other investigations. Based on the facts identified there, the Risk Management Committee will take the necessary disciplinary action. While some cases may result in severe penalties that include termination of employment, it also serves to deter employees from committing violations by making them aware that they will ultimately be disciplined in accordance with internal rules.





Cybersecurity

Basic approach

As an infrastructure business operator that supplies energy and services related to everyday lifestyles, the Group considers cybersecurity an important issue in the fulfillment of our social responsibility and has positioned it as one of its key management issues.

Under the leadership of management, we ensure security in our customer service information systems, protect the information assets that have been entrusted to us, and promote stable supply of energy and security.

While transactions via the Internet and smartphones have increased with the rapid development of digital technology in recent years, cyber risk is also growing due to the advancement and sophistication of cyber attacks.

In light of changes in the environment such as the recent use of digital technology and increased threat of cyber attacks, we are working to strengthen cybersecurity measures within our various operations and businesses, such as the Energy Solutions, Power & Electricity, Foods, and Living & Wellness businesses.

Information security targets

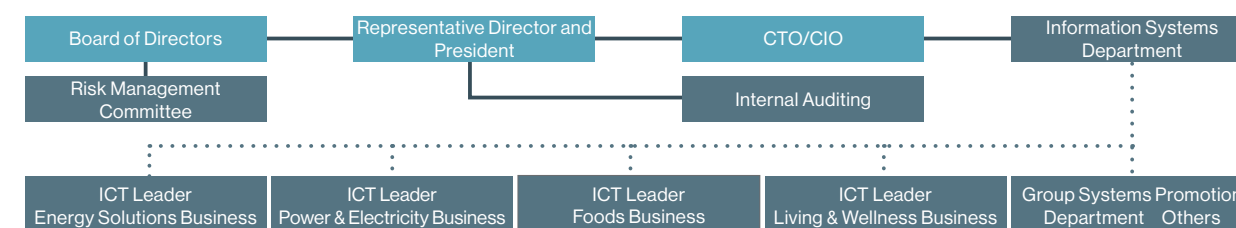
To reduce cyber risk, we maintain defense in depth and detection measures, actively developing human resources in security measures and sharing information with other companies to improve our knowledge and expertise through working with external organizations

that handle cybersecurity, as well as analyzing and responding to new cyber attack methods. We will constantly endeavor to reinforce our approach to cybersecurity to provide safer and more secure services to our customers.

Cybersecurity response system

We have established the Risk Management Committee as a subordinate body of the Board of Directors as well as the Information Systems Department under the CTO / CIO. Through this framework, we manage the information security governance of the entire Group. The Risk Management Committee and the Board of Directors receive reports on the status of the Group's security

measures on a regular basis. Aiming to prevent cybersecurity incidents and minimize the damage or impact caused if they occur, each department and the subsidiaries that support the Group's business work together to build an information security promotion system and ensure cybersecurity.



Practices to ensure cybersecurity

As initiatives to ensure cybersecurity, we secure the budget and human resources for technical countermeasures such as those for preventing the unauthorized access of systems. In addition, since IT measures alone are not sufficient to counter increasingly sophisticated cyber attacks, we conduct periodic e-learning training (once a year) and unannounced drills on countermeasures against targeted e-mails for the Group's officers and employees, including contract employees and the employees of business partners, working to strengthen the information security of the entire organization.

Strengthening the sharing of information with Group companies

To make sure that our security policy is applied to all Group companies, we monitor the status of security measures of each company of the Group while ensuring security tools and operations meet a certain standard, working to strengthen governance and improve security across the entire Group.

Personal information protection

Basic approach

The Group deeply acknowledges the importance of privacy in respect to our customers' personal information. When handling personal information for our operations, all officers and employees comply with relevant laws and regulations as well as the internal rules that the Group has established. We thereby ensure that we respect our customers, meet their expectations, and build trust.

In addition, we pay special consideration when handling the personal information of children and seek to obtain their parents' consent in the process.

Privacy policy

Mitsuuroko Group Holdings Co., Ltd. and each Mitsuuroko Group company handle the personal information of customers as outlined below.

1 Purpose of use

Each Mitsuuroko Group company acquires and uses the personal information of customers only for purposes such as publishing it on official websites or reasons which we notify our customers about. Each Mitsuuroko Group company will not acquire or use personal information for purposes other than the above without the consent of the customer.

2 Provision of personal information to third parties

Each Mitsuuroko Group company will not entrust or provide the personal information of customers to third parties, except upon the customers' consent or when we are legally obligated to do so after a receipt of request from judicial or governmental authorities. Even after customers give their consent, we ensure confidentiality agreements are in place to protect personal information in the event that we disclose, entrust, or provide personal information to third parties, and we do our utmost to protect the personal information of our customers.

3 Shared use of personal information

Regarding the following personal information, each Mitsuuroko Group company may share the information below for the purposes described in "1 Purpose of use" or for the purposes of use outlined below.

- 1 Basic customer information including name, age, gender, address, phone number, and contract number
- 2 The details and usage status of services and products provided by each Mitsuuroko Group company to customers, and the status of transactions
- 3 Results of various surveys conducted by each Mitsuuroko Group company
- 4 Details of inquiries from customers

The responsibility of managing information for shared use lies with the respective Mitsuuroko Group companies that have acquired the personal information.

Purposes of use

- For proposals and information regarding products, services, campaigns, events, etc. provided by each Mitsuuroko Group company
- For surveys, research and development to improve the quality of products and services provided by each Mitsuuroko Group company
- For the conducting of surveys about the products and services provided by each Mitsuuroko Group company
- For proper execution of business management operations as a group, such as understanding and managing various risks

4 Implementation of security measures for personal information

Each Mitsuuroko Group company has established internal rules and will take reasonable safety measures to protect the personal information entrusted to us by our customers from loss, destruction, unauthorized leakage to the outside, falsification, and unauthorized access. In addition, we may delete the personal information of customers when we judge that the purpose of use has been achieved and it is no longer necessary to keep the personal information.

5 Inquiries from customers regarding personal information

When we receive a request from a customer to disclose, correct, add or delete, suspend the use, etc. of the customer's own personal information managed by us, we will confirm the identity of the customer before honoring these requests and taking appropriate actions promptly.

Initiatives for protecting personal information

Each Mitsuuroko Group company is conducting the following activities to ensure that the privacy policy is complied with.

- 1 We conduct educational activities and training for all officers and employees to ensure compliance with laws, regulations, and other standards concerning personal information.
- 2 We appoint a personal information supervisor who understands and complies with the matters specified in the internal rules of the Company. Their responsibilities include conducting training, implementing safety measures, and thoroughly communicating information to ensure that all of those who are engaged in the handling of personal information, including its acquisition and use, understand and comply with the internal rules.
- 3 We request the cooperation of our business partners and contractors whenever necessary for the protection of personal information.
- 4 We improve the privacy policy, internal rules, and the management of personal information protection as necessary in accordance with changes in laws, regulations, and the social environment.
- 5 We ensure this privacy policy can be accessed at all times by customers via means such as our company website and company brochures.

Appropriate information disclosure

Basic approach

As a company conducting business with a mission to benefit society, we consider the timely and appropriate provision of information to all our stakeholders as a matter of importance. To enable customers to use the Group's products and services safely, securely, and comfortably, we proactively and appropriately disseminate company information as well as information on the safety and use of our products and services.

Appropriate information disclosure

Mitsuiroko Group website

To gain the understanding of our customers, we promptly and appropriately share information on our website, such as company information, various information that concerns the lifestyles of customers, and information related to products and services.



Appropriate disclosure of information in compliance with laws and regulations, and our voluntary standards

We regularly offer necessary information to our customers whenever they contemplate the products or services offered by the Group. In addition to complying with the Act against Unjustifiable Premiums and Misleading Representations, we have established a checklist to ensure appropriate advertising and representations of our products or services. We cooperate with the Representations Officer when producing flyers, catalogues, or pamphlets, working to thoroughly provide correct information. In addition, we work to enable customers to use products and service safely, acting in accordance with the prescribed guidelines on methods for appropriate provision of information established by the Ministry of Economy, Trade and Industry in conjunction with the full liberalization of the electricity and gas retail market.

Timely disclosure system overview

1 Timely disclosure policy

The Company's basic policy is to disclose necessary information to stakeholders in a timely and appropriate manner. The Company will disclose "decisions," "occurrences," and "financial information" in a timely manner, as determined by the Board of Directors, in accordance with the provisions set forth by the Tokyo Stock Exchange.

2 Timely disclosure system

1 Decisions

The departments in charge of disclosure in Finance & Control (Finance & Control, Financial Planning & Analysis and Finance & IR Team) confirm in advance whether decisions made by management meetings (the Board of Directors and the Management Committee) of the Company and its subsidiaries are subject to timely disclosure. If the decision is subject to timely disclosure, then, after a management meeting makes a decision, the departments in charge of the disclosure will promptly disclose the information in accordance with the instructions of the Head of Finance & Control, who is the manager responsible for disclosure.

2 Occurrences

If any events that should be disclosed in a timely manner occur at the Company and its subsidiaries, the departments in charge of disclosure in Finance & Control confirm whether the occurrence is subject to timely disclosure, after persons in charge promptly notify the Head of Finance & Control. If the occurrence is subject to timely disclosure, then, after a decision has been made concerning disclosure by a management meeting of the Company or its subsidiaries, it will be promptly disclosed by the departments in charge of disclosure in accordance with the instructions of the Head of Finance & Control.

3 Financial information

After a decision has been made by a management meeting (the Board of Directors and the Management Committee) of the Company or its subsidiaries, financial information is promptly disclosed by the departments in charge of disclosure in accordance with the instructions of the Head of Finance & Control, who is the manager responsible for disclosure.

3 Handling of timely disclosure information

Timely disclosure information is strictly controlled in accordance with the Company's Information Management Regulations. In addition, the Company makes thorough efforts to prevent insider trading in accordance with the Regulations for Prevention of Insider Trading.

Supply chain management

Basic approach

As a group that is close to our people's lives, supporting their daily lives through products and services, we believe that it is important to fulfill our social responsibility through working not alone but together with all of our business partners. Striving to form relationships of trust with all of our business partners, we have set out our approach to the provision of products and services and the way in which we build relations in our Charter of Corporate Ethics.

Charter of Corporate Ethics (extract)

Provide safe and high-quality products and services

We will develop safe and high-quality products and services based on our rich experience and knowledge and provide them to consumers and business partners.

Respect the position of stakeholders

Mitsuiroko Group will strive to maintain sound and positive relationships with a wide range of society, including customers, business partners, employees, and shareholders.

Publication of "Declaration of Partnership Building"

Guided by our "Charter of Corporate Ethics," we will promote sincere corporate activities based on high ethical standards, always from the perspective of corporate social responsibility, and thoroughly ensure transactions respect human rights by complying with "Mitsuiroko Group Human Rights Policy."

We will continue to carry out corporate activities that are fair and respect human rights, building more positive and mutually prosperous relationships with our business partners with an aim to increase the added value of the entire supply chain and realize sustainable growth.

Declaration of Partnership Building

We declare that we will focus efforts on the following matters in order to build new partnerships by promoting collaboration and mutual prosperity with supply chain and value-creating business operators.



1 Mutual prosperity throughout the supply chain, and new collaboration transcending business scales, affiliations, etc.

We will increase added value throughout the supply chain by reaching out, through our direct suppliers, to their suppliers (from "Tier N" to "Tier N+1"), and we aim to create mutual prosperity with our business partners through collaboration that goes beyond existing trade relationships and business scales, etc. From the perspective of work style reform or ensuring business continuity in times of disaster, we will support our business partners by helping them to introduce telecommuting systems, advising them on business continuity planning (BCP), or providing other forms of assistance. While deepening collaboration among companies, we will also work to reduce CO₂ emissions, increase energy efficiency, and contribute to local communities. In addition, we will advance health-focused management initiatives, which include sharing know-how, joint training, and joint health promotion events.

2 Compliance with "Promotion Standards"

We will comply with the desirable trade practices set forth for main contractors and subcontractors ("Promotion Standards" prescribed in the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises), actively working to correct trade practices and business customs that obstruct the partnership building.

1 Method for determining prices

We will not demand unreasonable cost reductions. When determining transaction prices, we will consult with subcontractors if requested to do so, and fully discuss prices to ensure that appropriate profit for subcontractors is included, taking into consideration factors such as rises in labor costs. When concluding agreements that include determined transaction prices, we, as the main contractor, will state and issue the terms of the contract in writing.

2 Terms of payment by bill, etc.

In principle, payments will be made in cash.

3 Intellectual property and know-how

We will not request our subcontractors enter unilateral nondisclosure agreements, or take advantage of our trading position to demand disclosure of know-how or transfer of intellectual property rights without compensation.

4 Work style reform and relations

To enable our subcontracting business partners to carry out work style reforms, we will not place orders that have tight delivery deadlines with or make sudden changes to the specifications of jobs without compensating them appropriately. When disasters or other such events occur, we will not impose unilateral trading burdens on subcontractors, and upon the resumption of operations, we will continue business relationships to the best of our ability.

3 Other matters

We will uphold our "Charter of Corporate Ethics" and the "Mitsuiroko Group Human Rights Policy," conducting business that is fair and respectful of human rights.



GRI Standards table

Common standards

Items		Disclosures	Disclosure location
GRI 2: General Disclosure Matters (2021)			
1. Organization and reporting practice	2-1	Details of the organization	SUSTAINABILITY REPORT 2023 P. 106: Company Profile BUSINESS REPORT 2023 P. 62: Company Information Website Company Information
	2-2	Entities covered by the organization's sustainability report	SUSTAINABILITY REPORT 2023 P. 3: Editing Policy, P. 106: Company Profile Website Editing Policy/Company Profile
	2-3	Reporting duration, reporting frequency, contact	SUSTAINABILITY REPORT 2023 P. 3: Editing Policy Website Editing Policy/Company Profile
	2-4	Revisions and corrections of information	—
	2-5	External assurance	SUSTAINABILITY REPORT 2023 P. 105: Independent Assurance Report Website Independent Assurance Report
2. Business activities and labor	2-6	Activities, value chain, other trading relationships	Securities Report/Quarterly securities report (114th Securities Report, P. 6-7) SUSTAINABILITY REPORT 2023 P. 5: Model of Value Creation BUSINESS REPORT 2023 P. 9: Model of Value Creation Website Philosophy/Vision/Model of Value Creation
	2-7	Employees	Securities Report/Quarterly securities report (114th Securities Report, P. 12-13) BUSINESS REPORT 2023 Financial Data (Main financial data for 11 years, P. 57) SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 101) Website ESG Data (Social data)
	2-8	Labor other than employees	SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 103) Website ESG Data (Social data)
3. Governance	2-9	Governance structure and composition	Securities Report/Quarterly securities report (114th Securities Report, P. 40-41) SUSTAINABILITY REPORT 2023 P. 11: Sustainability management promotion system, P. 75: Corporate governance (Corporate governance structure) SUSTAINABILITY REPORT 2023 ESG Data (Governance data, P. 104) BUSINESS REPORT 2023 P. 49: Corporate governance Website Corporate governance
	2-10	Nominating and selecting the highest governance body	Securities Report/Quarterly securities report (114th Securities Report, P. 40-41) SUSTAINABILITY REPORT 2023 P. 75: Corporate governance (Corporate governance structure) BUSINESS REPORT 2023 P. 50: Corporate governance (Management team) Website Corporate governance
	2-11	Chair of the highest governance body	Securities Report/Quarterly securities report (114th Securities Report, P. 40) SUSTAINABILITY REPORT 2023 P. 75: Corporate governance (Corporate governance structure) BUSINESS REPORT 2023 P. 50: Corporate governance (Management team) Website Corporate governance
	2-12	Role of highest governance body in supervision of impact management	Securities Report/Quarterly securities report (114th Securities Report, P. 40) SUSTAINABILITY REPORT 2023 P. 75: Corporate governance (Corporate governance structure) BUSINESS REPORT 2023 P. 50: Corporate governance (Management team) Website Corporate governance (Corporate governance report)
	2-13	Delegating responsibility of impact management	SUSTAINABILITY REPORT 2023 P. 11: Sustainability management promotion system, P. 24: Environmental risk management (Environment-related governance and risk management system) Website Sustainability promotion system Website Environmental management (Environmental management promotion system)
	2-14	Highest governance body's role in sustainability reporting	SUSTAINABILITY REPORT 2023 P. 11: Sustainability management promotion system, P. 24: Environmental risk management (Environment-related governance and risk management system) Website Sustainability promotion system Website Environmental management (Environmental management promotion system)
	2-15	Conflicts of interest	SUSTAINABILITY REPORT 2023 P. 75: Corporate governance Website Corporate governance

Items		Disclosures	Disclosure location
	2-16	Communicating critical concerns	Securities Report/Quarterly securities report (114th Securities Report, P. 41-45) SUSTAINABILITY REPORT 2023 P. 78: Corporate governance (Status of the risk management system), P. 79: Risk management Website Corporate governance Website Risk management
	2-17	Collective knowledge of highest governance body	SUSTAINABILITY REPORT 2023 P. 76: Corporate governance (Areas where Directors are expected to excel in) BUSINESS REPORT 2023 P. 51: Corporate governance (Areas where Directors are expected to excel in) Website Corporate governance (Areas where Directors are expected to excel in)
	2-18	Evaluating the highest governance body's performance	SUSTAINABILITY REPORT 2023 P. 78: Corporate governance (Evaluation of the effectiveness of the Board of Directors) BUSINESS REPORT 2023 P. 52: Corporate governance (Evaluation of the effectiveness of the Board of Directors), P. 53: External Directors' Roundtable Discussion Website Corporate governance (Corporate governance report)
	2-19	Remuneration policies	Securities Report/Quarterly securities report (114th Securities Report, P. 58-60) SUSTAINABILITY REPORT 2023 P. 76-77: Corporate governance (Remuneration, etc. for Directors) BUSINESS REPORT 2023 P. 51: Corporate governance (Remuneration, etc. for Directors) Website Corporate governance (Remuneration, etc. for Directors)
	2-20	Process for determining remuneration	Securities Report/Quarterly securities report (114th Securities Report, P. 58-60) SUSTAINABILITY REPORT 2023 P. 76-77: Corporate governance (Remuneration, etc. for Directors) BUSINESS REPORT 2023 P. 51: Corporate governance (Remuneration, etc. for Directors) Website Corporate governance (Remuneration, etc. for Directors)
	2-21	Annual total remuneration ratio	—
	2-22	Announcement on strategies for sustainable development	SUSTAINABILITY REPORT 2023 P. 7: Message from the President Website Message from the President
	2-23	Policy announcement	SUSTAINABILITY REPORT 2023 P. 25: Climate change initiatives BUSINESS REPORT 2023 P. 17: Management Policy and Strategy of Mitsuuroko Group BUSINESS REPORT 2023 P. 19: The Financial Strategy of Mitsuuroko Group Website Climate change initiatives
	2-24	Practices of policy announcement	SUSTAINABILITY REPORT 2023 P. 25: Climate change initiatives BUSINESS REPORT 2023 P. 17: Management Policy and Strategy of Mitsuuroko Group Website Climate change initiatives
	2-25	Corrective process of negative impacts	—
4. Strategies, policies, practices	2-26	Mechanisms for seeking advice and raising concerns	SUSTAINABILITY REPORT 2023 P. 79: Risk management, P. 81: Compliance Website Risk management Website Compliance
	2-27	Compliance with laws and regulations	SUSTAINABILITY REPORT 2023 P. 81: Compliance BUSINESS REPORT 2023 P. 48: Compliance Website Compliance
	2-28	Associations with memberships	SUSTAINABILITY REPORT 2023 P. 17: Stakeholder Engagement Website Stakeholder Engagement
	2-29	Approach to stakeholder engagement	SUSTAINABILITY REPORT 2023 P. 17: Stakeholder Engagement Website Stakeholder Engagement
5. Stakeholder engagement	2-30	Labor agreement	Securities Report/Quarterly securities report (114th Securities Report, P. 12)
GRI 3: Material Topics (2021)			
	3-1	Process for determining material topics	SUSTAINABILITY REPORT 2023 P. 13: Identification and Review of Materiality Website Materiality
	3-2	List of material topics	SUSTAINABILITY REPORT 2023 P. 13: Identification and Review of Materiality, P. 15: Materiality & KP BUSINESS REPORT 2023 P. 37: Materiality Website Materiality
	3-3	Management of material topics	SUSTAINABILITY REPORT 2023 P. 11: Sustainability management promotion system Website Sustainability promotion system



GRI Standards table

Sector standards

Items	Disclosures	Disclosure location
GRI 11: Petroleum/Gas (2021)		
	11-1	Greenhouse gas (GHG) emissions SUSTAINABILITY REPORT 2023 P. 25: Climate change initiatives SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 99) Website Climate change initiatives (TCFD) Website ESG Data (Environmental data)
	11-2	Climate-related adaptation, resilience, and transition SUSTAINABILITY REPORT 2023 P. 31: Response to climate change SUSTAINABILITY REPORT 2023 P. 49: Stable supply of energy/electricity SUSTAINABILITY REPORT 2023 P. 53: Disaster prevention measures Website Response to climate change Website Stable supply of energy/electricity Website Disaster prevention measures
	11-3	Emissions SUSTAINABILITY REPORT 2023 P. 41: Prevention of environmental pollution (Management of chemicals and contaminants) Website Prevention of environmental pollution (Management of chemicals and contaminants) Website ESG Data (Environmental data)
	11-4	Biodiversity SUSTAINABILITY REPORT 2023 P. 46: Biodiversity conservation (Activities to protect and nurture the forests around water collection sites), P. 67: Local communities (Activities to protect and nurture the forests around water collection sites) Website Biodiversity conservation
	11-5	Waste SUSTAINABILITY REPORT 2023 P. 41: Prevention of environmental pollution (Management of chemicals and contaminants) SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 100) Website Environmental risk management (Management of chemicals and contaminants) Website ESG Data (Environmental data)
	11-6	Water and wastewater SUSTAINABILITY REPORT 2023 P. 45: Water security SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 100) Website Water security Website ESG Data
	11-7	Closure and rehabilitation —
	11-8	Preservation of assets and management of critical incidents SUSTAINABILITY REPORT 2023 P. 79: Risk management Website Risk management
	11-9	Occupational health and safety SUSTAINABILITY REPORT 2023 P. 59: Health-focused management SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 103) BUSINESS REPORT 2023 P. 46: Health-focused management Website Health-focused management Website ESG Data (Social data)
	11-10	Employment practices SUSTAINABILITY REPORT 2023 P. 57: Respect of human rights SUSTAINABILITY REPORT 2023 P. 59-62: Health-focused management SUSTAINABILITY REPORT 2023 P. 63-65: Inclusion & diversity Website Inclusion & diversity Website Health-focused management
	11-11	Non-discrimination and equal opportunity SUSTAINABILITY REPORT 2023 P. 57: Respect of human rights SUSTAINABILITY REPORT 2023 P. 63-65: Inclusion & diversity SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 101-103) Website Respect of human rights Website Inclusion & diversity
	11-12	Forced and compulsory labor and modern slavery SUSTAINABILITY REPORT 2023 P. 57: Respect of human rights Website Respect of human rights
	11-13	Freedom of association and collective bargaining Securities Report/Quarterly securities report (114th Securities Report, P. 12) SUSTAINABILITY REPORT 2023 P. 18: Communication with employees / Communication methods and means SUSTAINABILITY REPORT 2023 P. 59: Health-focused management SUSTAINABILITY REPORT 2023 P. 57: Respect of human rights SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 103) BUSINESS REPORT 2023 P. 46: Health-focused management Website Health-focused management Website ESG Data (Social data)
	11-14	Economic impacts SUSTAINABILITY REPORT 2023 P. 5: Model of Value Creation BUSINESS REPORT 2023 P. 17: Management Policy and Strategy of Mitsuiroko Group BUSINESS REPORT 2023 P. 9: Model of Value Creation

Items	Disclosures	Disclosure location
	11-15	Local communities SUSTAINABILITY REPORT 2023 P. 17: Stakeholder Engagement SUSTAINABILITY REPORT 2023 P. 67: Local communities Website Stakeholder Engagement Website Local communities
	11-16	Land and resource rights —
	11-17	Rights of indigenous peoples SUSTAINABILITY REPORT 2023 P. 57: Respect of human rights Website Respect of human rights
	11-18	Disputes and public safety SUSTAINABILITY REPORT 2023 P. 79-80: Risk management Website Risk management
	11-19	Anti-competitive behavior SUSTAINABILITY REPORT 2023 P. 81-86: Compliance BUSINESS REPORT 2023 P. 29: Compliance Website Compliance
	11-20	Anti-corruption SUSTAINABILITY REPORT 2023 P. 81-86: Compliance SUSTAINABILITY REPORT 2023 P. 83-86: Compliance (Prevention of bribery) Website Compliance Website Compliance (Prevention of bribery)
	11-21	Payment to government —
	11-22	Public policy —

Standards for each item

Items	Disclosures	Disclosure location
Economic		
Economic Performance (2016)	201-1	Direct economic value generated and distributed Securities Report/Quarterly securities report (114th Securities Report, P. 2-3, 39) BUSINESS REPORT 2023 P. 57: Financial Data
	201-2	Financial implications and other risks and opportunities due to climate change SUSTAINABILITY REPORT 2023 P. 25: Climate change initiatives (TCFD) Website Climate change initiatives (TCFD)
	201-3	Defined benefit plan obligations and other retirement plans Securities Report/Quarterly securities report (114th Securities Report, P. 98-99)
	201-4	Financial assistance received from public government —
Market Presence (2016)	202-1	Ratios of standard entry level wage by gender compared to local minimum wage —
	202-2	Proportion of senior management hired from the local community —
Indirect Economic Impacts (2016)	203-1	Infrastructure investments and services supported SUSTAINABILITY REPORT 2023 P. 49: Stable supply of energy/electricity, P. 67: Local communities Website Stable supply of energy/electricity Website Local communities
	203-2	Significant indirect economic impacts —
Procurement Practices (2016)	204-1	Proportion of spending on local suppliers —



GRI Standards table

Standards for each item

Items		Disclosures	Disclosure location
Economic			
Anti-corruption (2016)	205-1	Operations assessed for risks related to corruption	SUSTAINABILITY REPORT 2023 P. 83-86: Compliance (Prevention of bribery) Website Compliance (Prevention of bribery)
	205-2	Communication and training about anti-corruption policies and procedures	SUSTAINABILITY REPORT 2023 P. 83-86: Compliance (Prevention of bribery) Website Compliance (Prevention of bribery)
	205-3	Confirmed incidents of corruption and actions taken	—
Anti-competitive Behavior (2016)	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	—
Taxes (2019)	207-1	Approach to tax	SUSTAINABILITY REPORT 2023 P. 85: Compliance (Tax policy) Website Compliance (Tax policy)
	207-2	Tax governance, control, and risk management	SUSTAINABILITY REPORT 2023 P. 85: Compliance (Tax policy) Website Compliance (Tax policy)
	207-3	Stakeholder engagement and management of concerns related to tax	SUSTAINABILITY REPORT 2023 P. 85: Compliance (Tax policy) Website Compliance (Tax policy)
	207-4	Country-by-country reporting	—
Environmental			
Raw Materials (2016)	301-1	Materials used by weight or volume	—
	301-2	Recycled input materials used	SUSTAINABILITY REPORT 2023 P. 41: Promotion of resource cycle Website Promotion of resource cycle
	301-3	Reclaimed products and their packaging materials	—
Energy (2016)	302-1	Energy consumption within the organization	SUSTAINABILITY REPORT 2023 P. 33: Response to climate change (Initiatives of operating companies) SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 99) Website Response to climate change (Initiatives of operating companies)
	302-2	Energy consumption outside of the organization	SUSTAINABILITY REPORT 2023 P. 31: Response to climate change (Controlling customer CO ₂ emissions) Website Response to climate change (Controlling customer CO ₂ emissions)
	302-3	Energy intensity	—
	302-4	Reduction of energy consumption	SUSTAINABILITY REPORT 2023 P. 31: Response to climate change SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 99) Website Response to climate change Website ESG Data
	302-5	Reductions in energy requirements of products and services	—
Water (2018)	303-1	Interactions with water as a shared resource	SUSTAINABILITY REPORT 2023 P. 45: Water security Website Water security
	303-2	Management of water discharge-related impacts	SUSTAINABILITY REPORT 2023 P. 45: Water security Website Water security
	303-3	Water withdrawal	—
	303-4	Water discharge	SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 100) Website ESG Data
	303-5	Water consumption	SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 100) Website ESG Data

Items		Disclosures	Disclosure location
Biodiversity (2016)	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	SUSTAINABILITY REPORT 2023 P. 46: Biodiversity conservation (Activities to protect and nurture the forests around water collection sites), P. 67: Local communities (Activities to protect and nurture the forests around water collection sites) Website Biodiversity conservation
	304-2	Significant impacts of activities, products, and services on biodiversity	—
	304-3	Habitats protected or restored	SUSTAINABILITY REPORT 2023 P. 46: Biodiversity conservation (Activities to protect and nurture the forests around water collection sites), P. 67: Local communities (Activities to protect and nurture the forests around water collection sites) Website Biodiversity conservation
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	—
Emissions (2016)	305-1	Direct (Scope 1) GHG emissions	SUSTAINABILITY REPORT 2023 P. 25: Climate change initiatives SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 99) Website Climate change initiatives (TCFD) Website ESG Data
	305-2	Indirect (Scope 2) GHG emissions	SUSTAINABILITY REPORT 2023 P. 25: Climate change initiatives SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 99) Website Climate change initiatives (TCFD) Website ESG Data
	305-3	Other indirect (Scope 3) GHG emissions	SUSTAINABILITY REPORT 2023 P. 25: Climate change initiatives SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 99) Website Climate change initiatives (TCFD) Website ESG Data
	305-4	GHG emissions intensity	—
	305-5	Reduction of GHG emissions	SUSTAINABILITY REPORT 2023 P. 25: Climate change initiatives SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 99) Website Climate change initiatives (TCFD) Website ESG Data (Environmental data)
	305-6	Emissions of ozone-depleting substances (ODS)	—
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	SUSTAINABILITY REPORT 2023 P. 41: Prevention of environmental pollution Website Prevention of environmental pollution
Waste (2020)	306-1	Waste generation and significant waste-related impacts	SUSTAINABILITY REPORT 2023 P. 41: Prevention of environmental pollution SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 100) Website Prevention of environmental pollution Website ESG Data (Environmental data)
	306-2	Management of significant waste-related impacts	SUSTAINABILITY REPORT 2023 P. 41: Prevention of environmental pollution SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 100) Website Prevention of environmental pollution Website ESG Data (Environmental data)
	306-3	Waste generated	SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 100) Website ESG Data (Environmental data)
	306-4	Waste diverted from disposal	—
	306-5	Waste directed to disposal	SUSTAINABILITY REPORT 2023 ESG Data (Environmental data, P. 100) Website ESG Data (Environmental data)
Supplier Environmental Assessment (2016)	308-1	New suppliers that were screened using environmental criteria	—
	308-2	Negative environmental impacts in the supply chain and actions taken	SUSTAINABILITY REPORT 2023 P. 29: Environmental impact of the value chain Website Environmental impact of the value chain



GRI Standards table

Standards for each item

Items	Disclosures	Disclosure location
Social		
Employment (2016)	401-1 New employee hires and employee turnover	SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 101-102) Website ESG Data (Social data)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	—
	401-3 Parental leave	SUSTAINABILITY REPORT 2023 P. 63-65: Inclusion & diversity SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 102) Website Inclusion & diversity Website ESG Data (Social data)
Labor Relations (2016)	402-1 Minimum notice periods regarding operational changes	—
Occupational Health and Safety (2018)	403-1 Occupational health and safety management system	SUSTAINABILITY REPORT 2023 P. 59-62: Health-focused management SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 103) BUSINESS REPORT 2023 P. 46: Health-focused management Website Health-focused management Website ESG Data (Social data)
	403-2 Hazard identification, risk assessment, and incident investigation	SUSTAINABILITY REPORT 2023 P. 53: Disaster prevention measures SUSTAINABILITY REPORT 2023 P. 59-62: Health-focused management SUSTAINABILITY REPORT 2023 P. 79: Risk management SUSTAINABILITY REPORT 2023 ESG Data (Social data P. 103) BUSINESS REPORT 2023 P. 40: Enhancement of safety and disaster response measures BUSINESS REPORT 2023 P. 46: Health-focused management Website Disaster prevention measures Website Health-focused management Website Risk management Website ESG Data (Social data)
	403-3 Occupational health services	SUSTAINABILITY REPORT 2023 P. 59: Health-focused management BUSINESS REPORT 2023 P. 46: Health-focused management Website Health-focused management
	403-4 Worker participation, consultation, and communication on occupational health and safety	SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 103) Website ESG Data (Social data)
	403-5 Worker training on occupational health and safety	SUSTAINABILITY REPORT 2023 P. 59: Health-focused management SUSTAINABILITY REPORT 2023 P. 66 Training system SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 103) BUSINESS REPORT 2023 P. 46: Health-focused management Website Health-focused management Website ESG Data (Social data)
	403-6 Promotion of worker health	SUSTAINABILITY REPORT 2023 P. 59: Health-focused management SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 103) BUSINESS REPORT 2023 P. 46: Health-focused management Website Health-focused management Website ESG Data (Social data)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	—
	403-8 Workers covered by an occupational health and safety management system	SUSTAINABILITY REPORT 2023 P. 59: Health-focused management SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 101, 103) BUSINESS REPORT 2023 P. 46: Health-focused management Website Health-focused management Website ESG Data (Social data)
	403-9 Work-related injuries	SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 103) Website ESG Data (Social data)
	403-10 Work-related ill health	—
Education and Training (2016)	404-1 Average hours of training per year per employee	SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 103)
	404-2 Programs for upgrading employee skills and transition assistance programs	SUSTAINABILITY REPORT 2023 P. 66: Human resources development Website Human resources development
	404-3 Proportion of employees receiving regular performance and career development reviews	—

Items	Disclosures	Disclosure location
Diversity and Equal Opportunity (2016)	405-1 Diversity of governance bodies and employees	SUSTAINABILITY REPORT 2023 P. 63-65: Inclusion & diversity SUSTAINABILITY REPORT 2023 ESG Data (Social data, P. 101) BUSINESS REPORT 2023 P. 47: Promotion of diversity Website Inclusion & diversity Website ESG Data (Social data)
	405-2 Ratio of basic salary and remuneration of women to men	Securities Report/Quarterly securities report (114th Securities Report, P. 12-13)
No Discrimination (2016)	406-1 Incidents of discrimination and corrective actions taken	—
Freedom of Association and Collective Bargaining (2016)	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—
Child Labor (2016)	408-1 Operations and suppliers at significant risk for incidents of child labor	—
Forced or Compulsory Labor (2016)	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	—
Security Practices (2016)	410-1 Security personnel trained in human rights policies or procedures	—
Rights of Indigenous Peoples (2016)	411-1 Incidents of violations involving rights of indigenous peoples	—
Human Rights Assessment (2016)	412-1 Operations that have been subject to human rights reviews or impact assessments	—
	412-2 Employee training on human rights policies or procedures	SUSTAINABILITY REPORT 2023 P. 57: Respect of human rights SUSTAINABILITY REPORT 2023 P. 66: Human resources development Website Respect of human rights Website Human resources development
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	—
Local Communities (2016)	413-1 Operations with local community engagement, impact assessments, and development programs	SUSTAINABILITY REPORT 2023 P. 17: Stakeholder Engagement SUSTAINABILITY REPORT 2023 P. 67: Local communities BUSINESS REPORT 2023 P. 40: Contribution to local communities Website Stakeholder Engagement Website Local communities
	413-2 Operations with significant actual and potential negative impacts on local communities	—
Supplier Social Assessment (2016)	414-1 New suppliers that were screened using social criteria	—
	414-2 Negative social impacts in the supply chain and actions taken	—
Public Policy (2016)	415-1 Political contributions	—
Customer Health and Safety (2016)	416-1 Assessments of the health and safety impacts of product and service categories	SUSTAINABILITY REPORT 2023 P. 51: Safety assurance and quality control for customers Website Safety assurance and quality control for customers
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	—
Marketing and Labeling (2016)	417-1 Requirements for product and service information and labeling	—
	417-2 Incidents of non-compliance concerning product and service information and labeling	—
	417-3 Incidents of non-compliance concerning marketing communications	—
Customer Privacy (2016)	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	—
Socioeconomic Compliance (2016)	419-1 Non-compliance with laws and regulations in the social and economic area	—

ESG Data

Environmental data

Sales volume for renewable energy and environment related products / greenhouse gas emissions

Sales volume		FY2020	FY2021	FY2022
Electricity sales volume by energy source	Solar power	7,045 thousand kW	7,152 thousand kW	6,956 thousand kW
	Wind power	55,807 thousand kW	48,889 thousand kW	56,413 thousand kW
	Biomass power	60,741 thousand kW	59,605 thousand kW	53,667 thousand kW
Product sales volume	Solar panels	1,894 kW	1,758 kW	3,583 kW
	Storage batteries	13,071 kWh	10,205 kWh	8,744 kWh
	ENE-FARM	76 units	92 units	174 units

Greenhouse gas (CO ₂) emissions		FY2020	FY2021	FY2022
Scope 1 + Scope 2	Total	25,828 t-CO ₂	34,021 t-CO ₂	50,152 t-CO ₂
	Scope 1	11,579 t-CO ₂	17,049 t-CO ₂	★ 27,392 t-CO ₂
	Scope 2	14,249 t-CO ₂	16,972 t-CO ₂	★ 22,760 t-CO ₂

Greenhouse gas (CO ₂) emissions		FY2020	FY2021	FY2022
Scope 3	Total	5,753,128 t-CO ₂ eq	5,958,716 t-CO ₂ eq	★ 5,637,373 t-CO ₂ eq
Category 1	Purchased goods and services	638,501 t-CO ₂ eq	596,251 t-CO ₂ eq	★ 549,816 t-CO ₂ eq
Category 3	Fuel and energy-related activities not included in Scopes 1 and 2	1,960,081 t-CO ₂ eq	2,415,898 t-CO ₂ eq	★ 2,449,204 t-CO ₂ eq
Category 4	Transportation and delivery (upstream)	21,095 t-CO ₂ eq	19,676 t-CO ₂ eq	★ 18,390 t-CO ₂ eq
Category 11	Use of sold products	3,133,452 t-CO ₂	2,926,890 t-CO ₂	★ 2,619,963 t-CO ₂

Conversion factors, etc.

CO ₂ emission factors		FY2020/FY2021/FY2022
Piped gas(City gas)		2.23 t-CO ₂ /thousand Nm ³
Purchased electricity	Emission factors for Japan are based on the adjusted factors by electric utility business operator, which are published in accordance with the ministerial ordinance of the Act on Promotion of Global Warming Countermeasures. For overseas, emission factors are based on the specific emission factors published by power companies (Overseas figures are included for FY2022 only).	
Thermal	Steam (excluding steam for industrial use), hot water, cold water	0.057 t-CO ₂ /GJ
	Steam for industrial use	0.060 t-CO ₂ /GJ
Other fuel	Heavy oil A	2.71 t-CO ₂ /kL
	Diesel fuel	2.58 t-CO ₂ /kL
	Heating oil	2.49 t-CO ₂ /kL
	Gasoline	2.32 t-CO ₂ /kL
	LPG	3.00 t-CO ₂ /t

Energy usage volume

Energy	FY2020	FY2021	FY2022
LPG	2,248 t	2,161 t	2,080 t
Gasoline	956 kL	1,000 kL	997 kL
Heavy oil	0 kL	1,289 kL	4,086 kL
Diesel fuel	790 kL	839 kL	849 kL
Heating oil	152 kL	156 kL	167 kL
Piped gas(City gas)	93 thousand Nm ³	983 thousand Nm ³	2,231 thousand Nm ³
Electricity	26,638 thousand kWh	36,017 thousand kWh	53,552 thousand kWh
Warm water	2,420 GJ	2,665 GJ	1,993 GJ
Cold water	5,315 GJ	5,541 GJ	5,644 GJ
Steam for industrial use	907 GJ	956 GJ	888 GJ

Other environmental data

Water consumption and water discharge volume		FY2020*1	FY2021	FY2022
Usage volume	Water supply	—	483 thousand m ³	476 thousand m ³
	Well water	—	1,514 thousand m ³	3,174 thousand m ³
Water discharge volume	Sewage*2	—	—	—
	Underground/river*3	—	647 thousand m ³	803 thousand m ³

Waste volume		FY2020*1	FY2021	FY2022
Industrial waste	Total amount	—	10,198 t	13,599 t
Recycling of industrial waste	Coffee grounds, tea grounds, mandarin orange grounds, used paper and cardboard, metals, etc.	—	2,398 t	3,777 t
Recycling rate	Recycled industrial waste/industrial waste (total volume)	—	6.8%	27.8%
Toxic waste	Mercury waste, PCBs	—	0 t	0 t

★ marked indicators are independently assured by KPMG AZSA Sustainability Co., Ltd. The Company has received independent assurance report since FY2020. For more information, please refer to the Sustainability Report of previous year. The basis for the calculations is as follows:
The boundary covers Mitsuuroko Group Holdings Co., Ltd. and its consolidated subsidiaries. We have added Shizuoka Mitsuuroko Foods Co., Ltd. since November 2021. Starting in FY2022, Daiichi Gas Co., Ltd. (acquired in April 2022) and General Storage Company Pte. Ltd. (acquired in December 2021) were added to the boundary of the calculation. Scope 1 and 2 emissions include only CO₂ emissions, while scope 3 emissions include GHG emissions other than CO₂.
Scope 1: CO₂ emission factor of fuel and the unit calorific value are based on the coefficients specified in the Act on Promotion of Global Warming Countermeasures.
Scope 2: CO₂ emission factors of electricity are based on the adjusted emission factors by each of specific electric utility business operators for Japan and the specific emission factors published by power companies for overseas.
Scope 3: Each emissions intensity is referenced from the Act on Promotion of Global Warming Countermeasures; the Ministry of the Environment's "Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain"; and the Inventory Database for Environmental Analysis version 3.1 (IDEAv3.1) for calculating supply chain greenhouse gas emissions, published by the Sustainable Management Promotion Organization.
Category 1: Calculated by multiplying the amount (physical quantity) of petroleum-derived fuel and piped gas(City gas) procured for sales by the emission intensity for each fuel type specified in IDEAv3.1.

Category 3: GHG emissions derived from the extraction, production, and transportation of fossil fuels used in the production of electricity for sales purposes and the production of energy purchased for in-house use. Emissions from "electricity for sales purposes" are calculated by multiplying the amount of electricity sold by the basic emission factor of Mitsuuroko Group conducting retail electricity business and the emission intensity database figure. Emissions from "in-house electricity consumption" are calculated by multiplying the amount of electricity used for in-house consumption by the emission intensity database figure. Emissions from "in-house fuel consumption" are calculated by multiplying the amount of fuel used for in-house consumption by the fuel emission intensities specified in IDEAv3.1 for each fuel type.
Category 4: Upstream transportation emissions are calculated by multiplying the transportation volume (t-km), which is the product of the cargo weight and the distance transported, by the IDEAv3.1 emission intensity for each transportation type. For shipping and transportation, fuel consumption is multiplied by the emission intensity from the Ministry of the Environment database.
Category 11: Calculated by multiplying the sold volume (physical quantity) of petroleum-derived fuel and piped gas(City gas) by their respective fuel-specific calorific values and CO₂ emission factors.
*1 Other environmental data results for FY2020 are not disclosed.
*2 Discharges to sewage are not disclosed (measured) by many water agencies, making it difficult to aggregate.
*3 Discharged after neutralization, reduction, dilution, etc. as required by law.

Social data

Employee overview

			FY2020 ^{*1}	FY2021 ^{*2}	FY2022 ^{*3}
Number of employees by gender	Male	Non-consolidated	9	12	11
		Consolidated	1,180	1,314	1,262
	Female	Non-consolidated	8	9	9
		Consolidated	395	427	429
	Total	Non-consolidated	17	21	20
		Consolidated	1,575	1,741	1,691

*1 As of March 31, 2021; *2 As of March 31, 2022; *3 As of March 31, 2023

			FY2020 ^{*1}	FY2021 ^{*2}	FY2022 ^{*3}
Number of employees by age	Less than 30 years old	Non-consolidated	2	0	0
		Consolidated	262	264	255
	30 to 39 years old	Non-consolidated	8	9	8
		Consolidated	352	385	381
	40 to 49 years old	Non-consolidated	6	6	7
		Consolidated	534	552	506
	50 to 59 years old	Non-consolidated	1	6	5
		Consolidated	418	522	534
	60 years old or over	Non-consolidated	0	0	0
		Consolidated	9	18	15
	Total	Non-consolidated	17	21	20
		Consolidated	1,575	1,741	1,691

*1 As of March 31, 2021; *2 As of March 31, 2022; *3 As of March 31, 2023

			FY2020 ¹	FY2021 ²	FY2022 ³	
Average age by gender	Male	Non-consolidated	39	45	45	
		Consolidated	44	41	44	
	Female	Non-consolidated	39	40	41	
		Consolidated	37	35	38	
	Overall	Non-consolidated	39	43	43	
		Consolidated	42	39	43	
Average years of service by gender	Male	Non-consolidated	4	4	5	
		Consolidated	12	13	14	
	Female	Non-consolidated	7	7	8	
		Consolidated	9	9	9	
	Overall	Non-consolidated	5	5	6	
		Consolidated	11	12	13	
Total number of employees in management	Male	Non-consolidated	3	8	8	
		Consolidated	417	444	426	
	Female	Non-consolidated	5	6	7	
		Consolidated	26	28	31	
	Total	Non-consolidated	8	14	15	
		Consolidated	443	472	457	
	General manager or higher	Male	Non-consolidated	3	7	6
			Consolidated	83	90	88
		Female	Non-consolidated	2	2	2
			Consolidated	3	3	3
		Total	Non-consolidated	5	9	8
			Consolidated	86	93	91
	Section manager or higher (excluding general managers)	Male	Non-consolidated	0	1	2
			Consolidated	334	354	338
		Female	Non-consolidated	3	4	5
			Consolidated	23	25	28
		Total	Non-consolidated	3	5	7
			Consolidated	357	379	366

*1 As of March 31, 2021; *2 As of March 31, 2022; *3 As of March 31, 2023

				FY2020	FY2021	FY2022
Recruitment status (new graduates)	Master's / Bachelor's graduate	Male	Consolidated	14	17	16
		Female		12	12	10
	Junior college / Vocational school graduate	Male	Consolidated	0	0	0
		Female		4	1	0
	High-school graduate	Male	Consolidated	3	5	5
		Female		2	2	2
	Total		Consolidated	35	37	33

			FY2020	FY2021	FY2022
Recruitment status (mid-career)	Male	Non-consolidated	1	4	0
		Consolidated	63	71	71
	Female	Non-consolidated	0	1	0
		Consolidated	18	22	27
	Total	Non-consolidated	1	5	0
		Consolidated	81	93	98

			FY2020 ^{*1}	FY2021 ^{*2}	FY2022 ^{*3}
Number of employees with disabilities	Number registered		16	19	20

*1 As of June 1, 2020; *2 As of June 1, 2021; *3 As of June 1, 2022

				FY2020	FY2021	FY2022
Childcare / nursing care leave system usage	Childcare leave	Male	Non-consolidated	—	0	0
			Consolidated	—	3	6
		Female	Non-consolidated	—	1	1
			Consolidated	—	17	16
	Nursing care leave	Total	Non-consolidated	2	1	1
			Consolidated	23	20	22
		Number of leave takers	Non-consolidated	0	0	0
			Consolidated	0	0	0

			FY2020	FY2021	FY2022
Main system and usage data	Childcare leave	Number of leave takers	23	20	22
		Return rate	100%	100%	91%
	Childcare work time reduction	Number of leave takers	17	23	35
	Nursing care leave	Number of leave takers	0	0	0
	Nursing care work time reduction	Number of leave takers	0	0	0
	Accompaniment leave system	Total number of users	2	2	2
	Volunteer leave	Total number of users	0	0	0
	Refresh leave system	Number of leave takers	15	26	18

			FY2020	FY2021	FY2022
Reemployed retiree status	Total number of retired employees		36	37	40
		HD	0	0	0
	Number of retirees reemployed	Subsidiaries, etc.	33	34	35
		Total	33	34	35

			FY2020	FY2021	FY2022
Turnover rate	Male (turnover rate)	Non-consolidated	0.0%	11.1%	0.00%
		Consolidated	7.3%	5.60%	6.20%
	Female (turnover rate)	Non-consolidated	0.0%	0.00%	11.1%
		Consolidated	7.0%	10.32%	6.76%
	Average (turnover rate)	Non-consolidated	0.0%	5.88%	4.76%
		Consolidated	7.3%	6.48%	6.34%

Social data

			FY2020 ^{*1}	FY2021 ^{*2}	FY2022 ^{*3}
Number of temporary employees and contract employees	Contract employees	Male	566	540	590
		Female	1,637	1,336	1,303
		Total	2,203	1,876	1,893
	Temporary employees		24	68	85
		Total	2,227	1,944	1,977

*1 As of March 31, 2021; *2 As of March 31, 2022; *3 As of March 31, 2023

		FY2020	FY2021	FY2022
Average number of paid annual leave days taken	Average number of paid annual leave days taken	10.2 days	11.3 days	11.7 days

		FY2021 ^{*1}	FY2022 ^{*2}
Number of employees covered by collective bargaining rights (excluding management)	Number of employees ^{*3}	633	628

*1 As of March 31, 2022; *2 As of March 31, 2023; *3 Limited to the 14 companies that are members of the National Mitsuiroko Labor Union

		FY2020	FY2021	FY2022
Average annual training time	Average annual training time	14.0 hours	17.1 hours	21.7 hours

		FY2020	FY2021	FY2022
Average annual salary	All employees	5,210,242 yen	5,115,997 yen	5,074,574 yen

		FY2020	FY2021	FY2022
New graduate starting salary	Master's / Bachelor's graduate*	233,000 yen	250,000 yen	250,000 yen

* Mitsuiroko Vessel Co., Ltd. major career track

		FY2021	FY2022
Investment in human resource development	Total investment in human resource development	52,288,144 yen	39,909,677 yen
	Invested amount in human resource development and skills development per employee	30,033 yen	23,601 yen
	Invested hours in human resource development and skills development per employee	17.1 hours	21.7 hours

Occupational health and safety management

	FY2020	FY2021	FY2022
Annual average of total hours worked per employee	1,848 hours	1,872 hours	1,844 hours
Monthly average of overtime hours worked per employee	17.7 hours	17.6 hours	15.9 hours
Rate of receiving regular medical examinations	100%	100%	100%
Prevalence of smokers	33.4%	32.8%	31.5%
Rate of regular exercise	25%	24.8%	27.1%

Summary of accidents and disasters

	FY2020	FY2021	FY2022
Number of deaths due to work-related accidents	0	0	0
Number of severe accidents	0	0	0
Number of work-related accidents	15	29	19
Number of traffic accidents	0	1	2
Frequency rate of lost-worktime injuries	0.34%	2.76%	0.96%
Severity rate	0.008%	0.013%	0.002%

Governance data

Composition of the Board of Directors (As of March 31, 2024)

Directors (excluding Directors who are Audit and Supervisory Committee Members)	Overall
Total number of Directors	9
Female	1
Foreign nationals	1
External	2
Directors who are Audit and Supervisory Committee Members	
Total number of Directors who are Audit and Supervisory Committee Members	3
External	3
Total number of Directors (including Audit and Supervisory Committee Members)	12
Female	1 (8%)
Foreign nationals	1 (8%)
External	5 (42%)
Independent External Directors	3 (25%)

Meetings of the Board of Directors / Audit and Supervisory Committee

	FY2018	FY2019	FY2020	FY2021	FY2022
Number of Board of Directors meetings held	14	12	12	13	13
Number of Audit and Supervisory Committee Meetings held	12	12	12	13	13

Director remuneration (FY2022)

	Total remuneration, etc. (millions of yen)	Total remuneration, etc. by type (millions of yen)		Number of applicable Directors
		Basic remuneration	Performance-linked stock remuneration	
Directors (excluding Directors who are Audit and Supervisory Committee Members)	314	275	39	9
(External Directors)	(14)	(14)	(—)	(2)
Directors who are Audit and Supervisory Committee Members	21	21	—	3
(External Directors)	(21)	(21)	(—)	(3)
Total	335	296	39	12
(External Directors)	(35)	(35)	(—)	(5)

Compliance-related consultations

	FY2019	FY2020	FY2021	FY2022
Number of consultations	17	12	17	11

Meetings of the Risk Management Committee

	FY2018	FY2019	FY2020	FY2021	FY2022
Number of meetings held	5	1	4	3	4

Independent Assurance Report



Independent Assurance Report

To Representative Director, President and Chief Executive Officer of Mitsuuroko Group Holdings Co., Ltd.

We were engaged by Mitsuuroko Group Holdings Co., Ltd. (the “Company”) to undertake a limited assurance engagement of the environmental performance indicators marked with a star ★ (the “Indicators”) for the period from April 1, 2022 to March 31, 2023 included in its Sustainability Report 2023 (the “Report”) for the fiscal year ended March 31, 2023.

The Company's Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the “Company’s reporting criteria”), as described in the Report.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the ‘International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information’ and the ‘ISAE 3410, Assurance Engagements on Greenhouse Gas Statements’ issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company’s responsible personnel to obtain an understanding of its policy for preparing the Report and reviewing the Company’s reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company’s reporting criteria, and recalculating the Indicators.
- Visiting Yamanakako Plant of Mitsuuroko Beverage Co., Ltd. selected on the basis of a risk analysis.
- Evaluating the overall presentation of the Indicators.

Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Report are not prepared, in all material respects, in accordance with the Company’s reporting criteria as described in the Report.

Our Independence and Quality Management

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Management 1, we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.







Kenichiro Sato

Kenichiro Sato, Partner
KPMG AZSA Sustainability Co., Ltd.
Tokyo, Japan
February 21, 2025

Company Profile

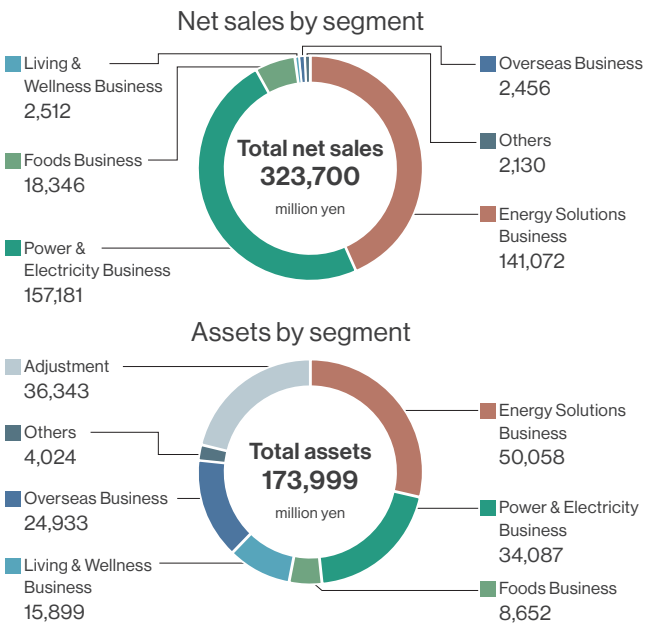
As a corporate group that contributes to the creation of more fulfilling lifestyles by focusing on providing environmentally friendly energy and lifestyle services, Mitsuuroko Group operates in the Energy Solutions Business, Power & Electricity Business, Foods Business, Living & Wellness Business, Overseas Business, and Others, which include office equipment leasing, administrative support, and insurance.

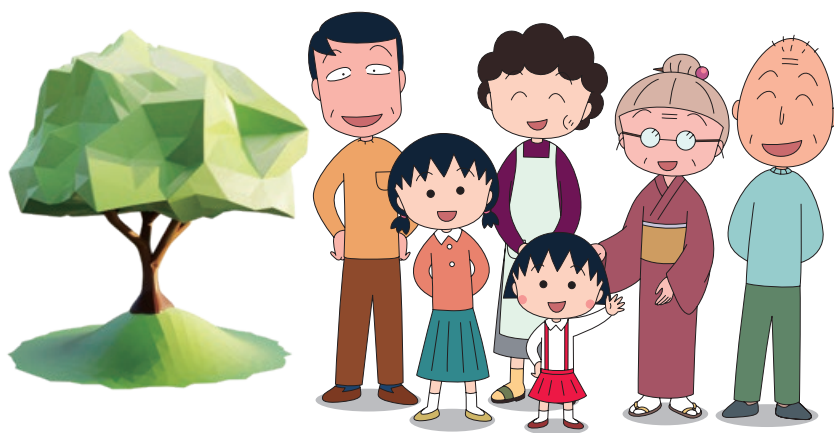
Mitsuuroko Group’s business areas

Contribute to more fulfilling lifestyles	 Energy Solutions Business	Support people's lives. Cultivate the future. Responding to contemporary needs, we continue to remain close to our customers' lifestyles and bring happiness through energy. We are utilizing the Group network to provide energy and more fulfilling lifestyles.	Sales of and logistics services for LPG, piped gas(City gas) petroleum, housing equipment, remodeling, new energy equipment, and more
	 Power & Electricity Business	Next-generation energy that brings comfort and ease to daily life. We live in an age of shifting from “energy efficiency and conservation” to “energy generation. As a power generation business operator that uses diverse renewable energy sources and a retail electricity provider, we aim to “improve the global environment (reduce CO ₂ emissions),” “improve energy self-sufficiency,” and “coexist with local communities.”	Wind power generation, biomass power generation, mega solar power generation, electricity wholesale to power companies, and electricity retail to general consumers
	 Foods Business	Exciting the future with the delicious. We are providing more fulfilling lifestyles to everyone by operating a beverage business, shop & restaurant business, bakeries, and cafés.	Manufacture and sale of beverages, operation of restaurants, stores in facilities and cafeterias, operation of DELICATERIA (delicatessens directly under Mitsuuroko Grocery) and voluntary chain stores, operation of hamburger restaurants, and fresh bakeries and cafés, and more.
	 Living & Wellness Business	Connecting to a future that connects daily life. In addition to development and leasing of residential homes, office buildings, and commercial facilities, we build more fulfilling lifestyles with our customers by creating new business opportunities, and aim for harmony between regions through business.	Leasing of office buildings, rental apartments, and other buildings and operations/management of commercial complexes
	 Overseas Business	Delivering sustainable values to local communities. The company is involved in the development of energy and social infrastructure in local communities mainly in Asia, and will continue to develop new businesses in the global market.	Investments into business and provision of support outside of Japan, self-storage businesses, etc.
	 Others	Results meeting needs to accelerate business. We provide total solutions for the present and future of businesses and powerfully support the streamlining of all businesses.	Leasing of general office equipment, payment collection, system development, handling of various insurance, and more

Mitsuuroko Group Holdings Co., Ltd. company information

Company name	Mitsuuroko Group Holdings Co., Ltd.
Main business	Holding company (Group's management strategy and management)
Headquarters	3-1-1 Kyobashi, Chuo-ku, Tokyo 104-0031, Japan
Date established	May 10, 1926
Capital	¥7,077 million
Number of employees	28 / Consolidated: 1,792 (as of September 30, 2023)
Group companies	Consolidated subsidiaries: 43 companies (35 domestic companies, 8 overseas companies) Entities accounted for using equity method: 7 companies (7 domestic companies) (as of December 31, 2023)





Chibi Maruko-chan
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