



# S Social

---

Since its founding, Mitsuuroko Group has operated with the belief that human resources are the source of growth and our greatest asset.

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

Through these efforts, we aim to contribute to a brighter future, a beautiful planet, and the sustainable development of an affluent society.

Stable Supply of Energy/Electricity ➔ [P55](#)

Safety Assurance and  
Quality Control for Customers ➔ [P57](#)

Disaster Prevention Measures ➔ [P59](#)

Development of  
New Businesses and Services ➔ [P61](#)

Respect for Human Rights ➔ [P63](#)

KENKO Investment for Health ➔ [P65](#)

Occupational Health and Safety ➔ [P67](#)

Diversity, Equity & Inclusion ➔ [P69](#)

Human Capital Development ➔ [P72](#)

Local Communities ➔ [P73](#)

## Main target management indicators (KPIs)

Materiality	KPI	Quantitative target	Target year
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)	Yearly target
Contribution to local communities	Contribution to local communities and society (community cleanups, etc.)	– (The “–” symbol indicates a qualitative target.)	Yearly target
Enhancement of safety and disaster response measures	Number of drills conducted in relation to confirmation of safety	Twice a year (for all employees)	Yearly target
KENKO Investment for Health	Continue 100%	participation in regular health check-ups (all employees)	Yearly target
KENKO Investment for Health	Rate of taking thorough examinations	100% (ratio to all employees)	FY2024 target
KENKO Investment for Health	Rate of maintaining proper weight	65% (ratio to all employees)	FY2024 target
KENKO Investment for Health	Rate of undergoing stress checks	100% (ratio to all employees)	FY2024 target
KENKO Investment for Health	Rate of smoker	27% (ratio to all employees)	FY2024 target
KENKO Investment for Health	Rate of regular exercise	30% (ratio to all employees)	FY2024 target
Promotion of diversity	Rate of parental leave taken	Continue to provide 100% of female employees, 35% of male employees	FY2025/Yearly target
Promotion of diversity	Ratio of female employees	33%	FY2027 target
Promotion of diversity	Percentage of female managers	11%	FY2027 target
Promotion of diversity	Number of diversity training sessions	Once a year for all employees	FY2024 target
Promotion of diversity	Number of career seminars sessions	Once a year for female employees in their late 20s Once a year for male and female employees aged 26 years old	FY2024 target
Promotion of diversity	Number of maternity leave and parental leave training sessions	Once a year for managers	FY2024 target

# Stable Supply of Energy/Electricity

## Basic approach

Mitsui 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 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 a stable supply of petroleum products to our customers by entering into charter agreements with petroleum transportation companies.



### Stable supply of electricity

Amid significant changes in the energy landscape, including reforms to electricity and gas systems, the Group recognizes that ensuring a safe and stable supply of electricity is more critical than ever.

To achieve this, securing reliable power sources is essential. We are building an optimized power portfolio that combines in-house generation with contracted purchases from independent power plants. This approach includes a mix of long-term and short-term power agreements to maintain a stable supply of electricity. At the same time, we leverage various market mechanisms – such as forward contracts, futures, and the baseload market – to further enhance supply stability. In addition to renewable energy, we also consider LNG and coal-fired power, as well as transactions in Japan's wholesale electricity market, as part of our efforts to achieve the best possible energy mix.

### 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 event that customers change 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).

### 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 tasks actually involved in transportation. Everything from vehicle driving, customer interaction, careful stock taking, speedy and careful delivery and installation of compressed gas cylinders is subject to judging. Within these processes, the most important task is confirmation. Confirmation and reconfirmation by pointing cover 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.

## Stable Supply of Energy/Electricity

### 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

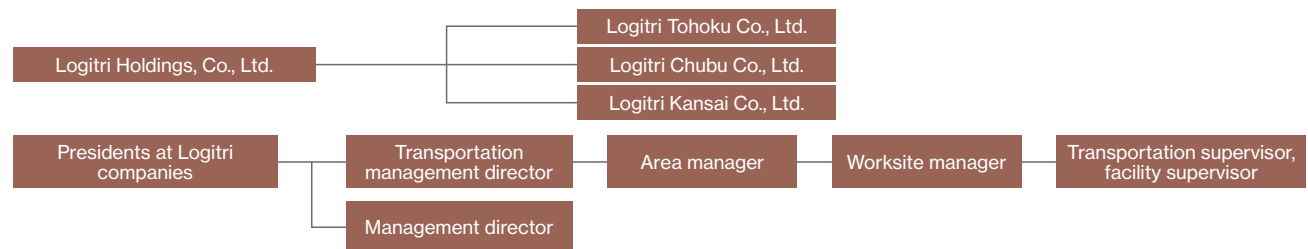
Important safety measures	Details of implemented measures
1 Maintain safety at existing facilities	Implement risk assessment
2 Spread awareness of transportation safety management	1) Secure certified personnel according to law (Transportation supervisors, construction supervisors, C-grade chemical managers, health and safety promoters, workplace accident prevention supervisors) 2) Educate on transportation safety management system 3) Implement internal audits 4) Hold open safety conferences
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)
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
5 Uniformization of container exchange work	1) Implement accompanying guidance 2) Educate drivers
6 Implement health checkups	Implement regular diagnoses and follow-up checkups
7 Implement aptitude diagnoses	Implement general, initial, age, and specified diagnoses for all drivers (implement again in 2 years)
8 Publish and share information	1) Update websites 2) Utilize internal postings
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

#### Targets / achievement status

Targets for this year	Achievement status
1 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 Thorough implementation of transportation safety management system Educate employees to spread awareness to all employees	Spread awareness through internal audits and training
3 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 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 Implement near miss activities 1) Utilize driver reports and drive recorder videos 2) Utilize in accident prediction training	Promote near miss activities
6 Share information Prepare internal postings (organizational charts, annual targets, posters)	Spread awareness by posting annual targets, etc.
7 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 Implement IT inspection system	Implement at some worksites

### 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

Mitsuo Group makes efforts to secure safety under a basic policy that there are “no sales without security,” and strives to achieve an ideal balance with what our customers seek, factoring in the impact of various changes. We established the Mitsuo Vessel Advanced Security 2030 (MVAS2030) initiative to achieve the goal of maintaining security quality 24 hours a day, 365 days a year by 2030. 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

Mitsuo Group performs product design from customer perspectives and sufficiently confirms the safety of the products and production 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, Mitsuo Group offers proposals to expand the range of people’s lifestyles and aim for harmony between regions through business.

We pay close attention not only to 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 safety 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 and logistics management department to the President of Mitsuo Vessel Co., Ltd., who will issue prompt and clear directives. We are efficiently managing 29 filling stations and 77 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, voluntarily inspected for micro-organisms, and shipped if they

pass 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, 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.

## Safety Assurance and Quality Control for Customers

### Real estate

The Company has constructed a structure for delivering “safety and security” to customers based on the planning and operation of businesses.

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.

### Wellness

The Company has constructed a structure that can respond to various situations in order to ensure customer safety. 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 water quality testing as measures for preventing Legionnaires’ disease four times per year (two mandatory tests and two voluntary tests), and uses mild materials to create an environment where customers feel comfortable using the facilities with confidence. Also, the Company has implemented an IoT system for hot spring facilities that can count 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.). Customers can check on the status of crowding in the facility by using the specialized app, which allows for comfortable use while avoiding crowds, and also serves as a measure for preventing the spread of COVID-19.

## Initiatives for safety assurance / quality control

### Energy

**Development of strict internal standards (Mitsuuroko 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 Mitsuuroko Group observe voluntary standards (Mitsuuroko 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 emergencies 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, with the SmartOWL\* service providing on-site response within 24 hours for alert notifications.

### Mitsuuroko Safety Investigator (MSI) System

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

### Thorough expiry management for provided equipment

Mitsuuroko 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 safety awareness and promoting replacement of equipment for customers who use gas equipment that does not have a safety device. Also, the Group is taking measures for safety management by promoting installation of operational ventilation alarm devices for commercial kitchens, etc.

### Real estate

#### Measures for customer satisfaction

The Group is proactively introducing measures to provide properties with added value that will satisfy many customers. For both new and existing properties, these include 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. Common areas at some properties have also been renovated with a library, co-working space and theater room installed for use by residents. 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 levels as we proceed with quality improvements from a customer point of view.

### 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 Mitsuuroko Foods Co., Ltd. have acquired FSSC (international standard on food safety management system), and both plants produce 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. 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. Also, at 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 inspections to control the chlorine concentration to better 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

Mitsuburoko 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 for 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.

Mitsuburoko 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 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)

Mitsuburoko 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 for 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)

Mitsuburoko 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 checks 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

### Disaster prevention measures at power plants

Mitsuuroko 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 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.

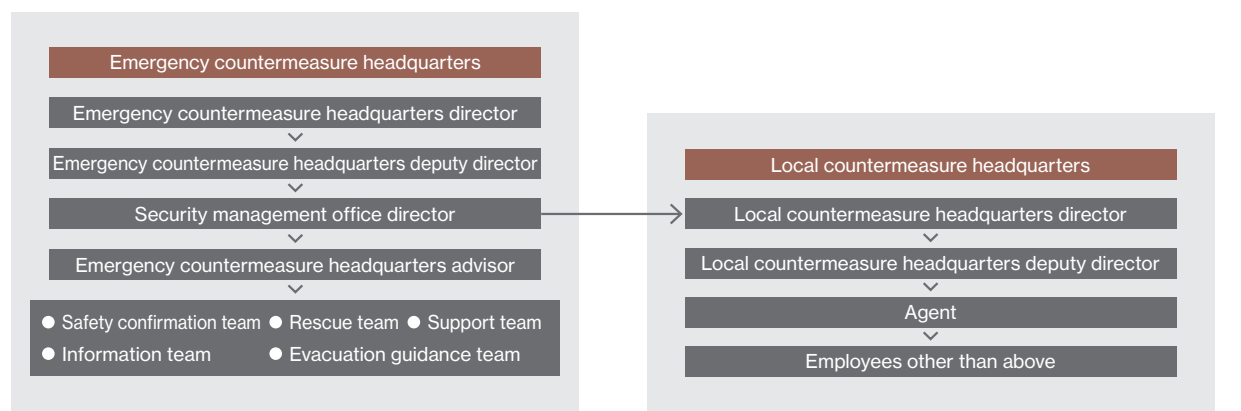
### Nagano Office

#### BCP measures

Mitsuuroko Creative Solutions Co., Ltd. opened the Nagano Office of Mitsuuroko Administration Center in Nagano-shi, Nagano, in July 2022, as an addition to the Mitsuuroko Administration Center in Saitama-shi, Saitama, which is the shared services division of Mitsuuroko 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.



#### Emergency response system



# 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 portray horror video producers who solve the mysteries behind horror videos submitted by viewers and others. Two seasons of the TV drama and one movie have currently been produced, with the 2024 movie adaptation achieving significant success, including being ranked as the highest-grossing film in Japan in the mini theater category with 30 theaters or less.



©2024 Kono Doga wa Saisei Dekimasen (This Video Is Not Available): THE MOVIE Production Partnership

### 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 third season. This travel documentary in which two young actors, Toshiki 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 4,000 people at the launch events held before each series is aired.



©2024 Hakko Danshi 3 Production Partnership

## Development of New Businesses and Services

### Lifestyle Planning Department Revitalizing Rural Communities through Agricultural Promotion

In April 2024, we launched a coffee cultivation project using Smart Greenhouses in Fujioka-shi, Gunma, connecting local government, citizens, businesses, and farms in Japan and overseas. Climate change is reducing the amount of land suitable for cultivating coffee and other subtropical plants, while global economic growth is expected to cause long-term supply-demand constraints. The coffee cultivation project aims to promote agriculture, create new specialty products, and localize crops that are highly dependent on imports.

Building on the coffee cultivation business, we aim to expand our agricultural functions and resources, create synergies with our existing energy businesses, and pursue next-generation food and energy supply chains – such as farm-based solar power generation and the use of agricultural and livestock waste as fuel – while scaling up farming operations and diversifying crop varieties.



# Respect for 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, uphold 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 of 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 enhance 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, the 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 directly or indirectly related to all processes in our business activities. We will continue our 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 seeks to maximize the respect for 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 and regions where the Company performs business activities, we also strive 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 for human rights in business activities

Mitsuuroko Group strives to avoid or mitigate the negative impact on human rights for 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 and operation of human rights due diligence systems.

#### 5 Aid

Mitsuuroko Group takes steps 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 their 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 promote KENKO Investment for Health

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.



## Respect for Human Rights

### Initiatives on human rights due diligence

Based on its human rights policy, the 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 may arise 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 and 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 prioritize gathering information through dialogue with rights holders.

##### 3 Risk analysis

Based on the data collected in 2 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 4 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 FY2024

No cases of human rights DD were implemented in FY2024. 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.



# KENKO Investment for Health

## Basic approach

Acknowledging that human capital are our greatest asset, Mitsuuroko Group considers the health management of employees, who are the source of our future growth, as an important health issue.

The Group respects that individual employees are active in facing diverse life stages by age or gender, and aims to create workplaces that encourages proactive engagement of their own health, and supports our employees through various health promotion initiatives and by sharing relevant information.

We will continue implementing measures that contribute to prevention and early response, such as preventing diseases that pose serious health risks like lifestyle-related diseases and ensuring early detection and quick response to mental health issues, as part of our commitment to KENKO Investment for Health.

### Mitsuuroko Group Healthcare 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 Declaration

Mitsuuroko Group aspires to contribute to people’s lives as a Lifestyle Producer by supplying stable energy, food and drink and real estate services.

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			Preliminary FY2024	Target FY2025
	FY2021	FY2022	FY2023		
Rate of taking regular medical check-ups	100.0%	100.0%	100.0%	100.0%	100.0%
Rate of taking thorough examinations	74.4%	88.7%	100.0%	100.0%	90.0%
Rate of maintaining proper weight	62.9%	52.9%	58.9%	62.2%	68.0%
Rate of undergoing stress checks	100.0%	100.0%	100.0%	100.0%	100.0%
Rate of smoker	32.8%	31.5%	32.0%	30.6%	24.0%
Rate of regular exercise	24.8%	27.1%	24.4%	29.8%	33.0%

## Initiatives for KENKO Investment for Health

### Achieve and maintain 100% rate of taking medical examinations

The Group views ensuring that 100% of employees receive general medical examinations and take post-checkup measures as a key foundation for KENKO Investment for Health initiatives, and prevents the severity of lifestyle-related diseases and supports health promotion.

### Comprehensive measures to prevent passive smoking

From April 1, 2020, the Group has implemented a total ban on smoking during working hours at all worksites, and from October 1, 2021, it has implemented a total ban on smoking on its premises and eliminated smoking areas on the grounds. Furthermore, starting from October 2021, we designated the 22nd of every month as a “No Smoking Day (all-day),” and this is observed regardless of whether the day is a workday or holiday, with all Group employees refraining from smoking entirely – we are moving ahead with this as part of our No Smoking Week initiative.

### Awareness of women’s health

The Group runs seminars for female employees every year on the themes of female health, life events, and careers. We will continue working to ensure that knowledge and understanding are disseminated throughout the entire Group, including by promoting an accurate understanding of health management specific to women, not only among female employees but also with male employees (particularly male managers).

### Consultation hotline for mental health issues

The Group has developed a system in place for employees who feel mentally unwell to be interviewed by in-house medical professionals (occupational health nurses or industrial physicians), and out of consideration for employees feeling reluctant to seek consultations within the company, from August 2024, we have focused on creating a more accessible environment for consultations by renewing the support services we provide, including setting up a consultation hotline staffed by externally contracted medical professionals to address mental and physical health concerns.

### Implementation of self-care and line care training for mental health

Training on the theme of mental health self-care is provided for new Group employees every April, and training sessions are held focusing on line care for employees who have been newly promoted to management positions during that fiscal year, teaching them the organizational response to mental health issues among their subordinates. We will continue to provide training on the proper knowledge and appropriate action regarding mental health to employees in various positions.

### Holding an “Online Walking Contest” with a smartphone app

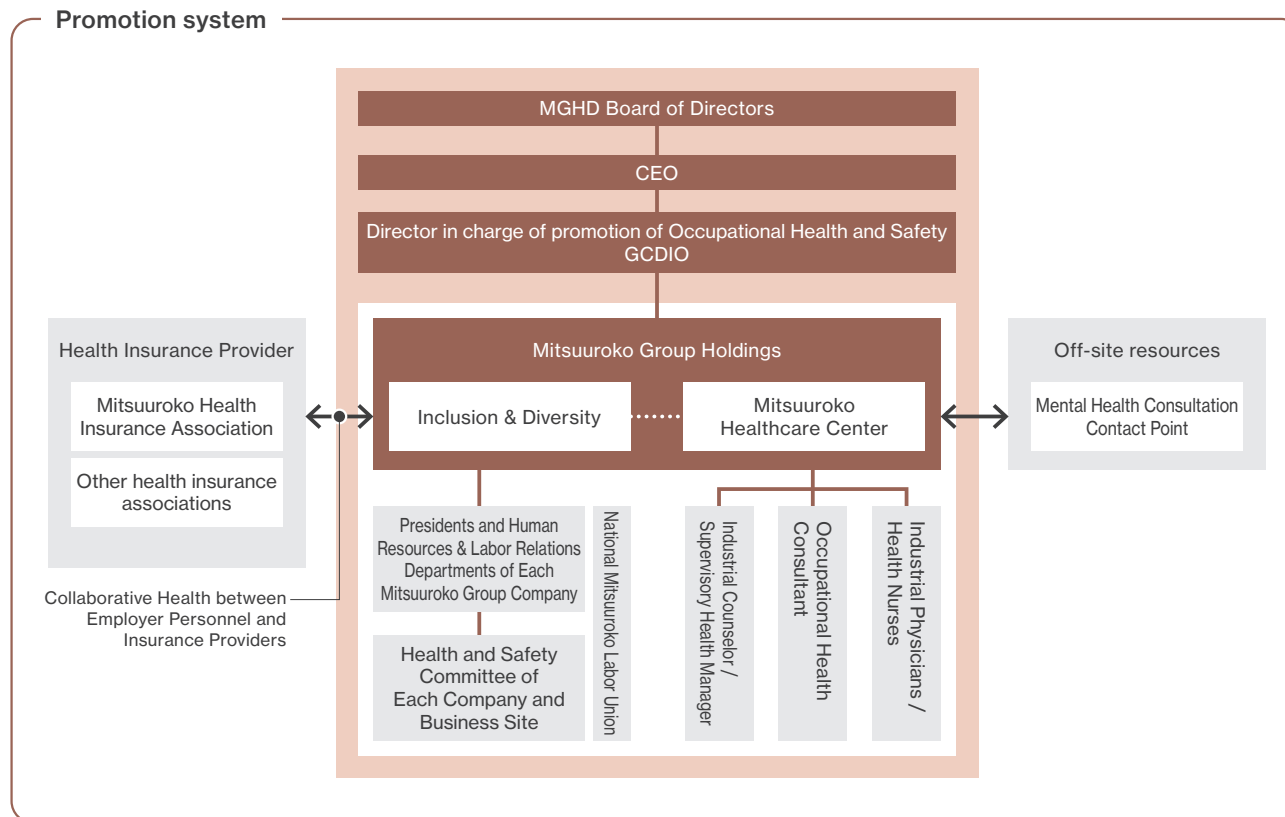
The group holds an “Online Walking Contest” every year in early summer, where employees working at group companies around Japan compete to see who can record the highest number of steps walked using a dedicated smartphone app – 227 volunteers took part in FY2024. Looking ahead, in addition to walking events, we will also continue to organize various events for building exercise habits, and by further cultivating an atmosphere where employees are able to comfortably engage in physical activity at work, we will boost the awareness of employees toward managing their health in a proactive manner through easily accessible exercise.



# Occupational Health and Safety

## New exclusive operations at the Mitsuuroko Healthcare Center (MHC)

Mitsuuroko Group has decided to return to the core tenets of occupational health and safety, and strengthen initiatives to protect the health and safety of its employees. Specifically, we have redefined the role of the Mitsuuroko Healthcare Center (MHC). Under the guidance of MGDH occupational physicians, specialist staff will now focus on ensuring all employees within the Group can work safely and healthy by continuously analyzing individual health checkup results, conducting risk assessments of workplace environments at each company and prefecture, and making improvements as required.

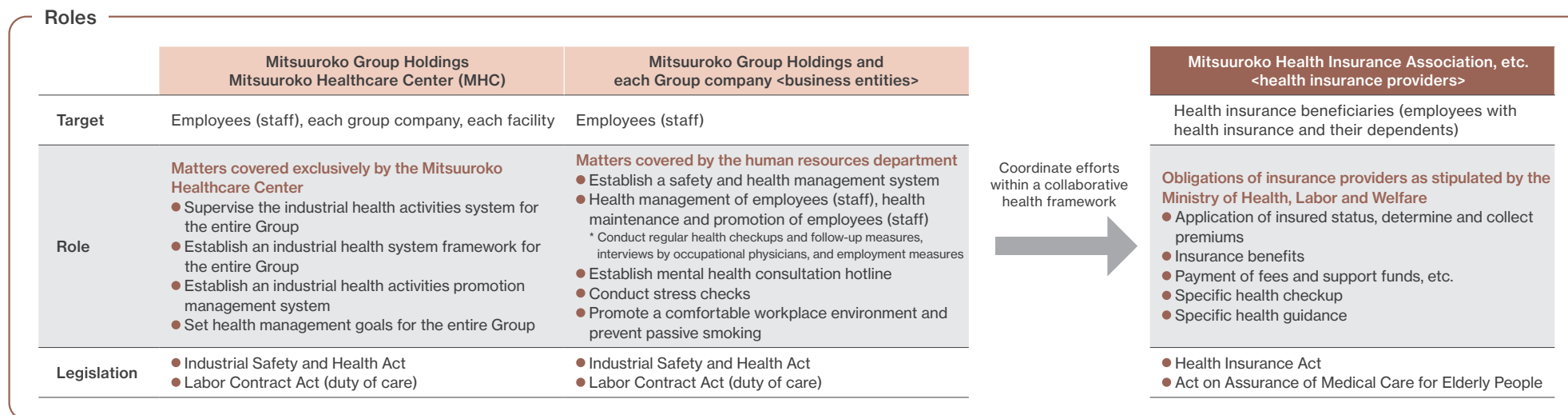


### Strengthening KENKO Investment for Health

Accordingly, the KENKO Investment for Health, that we have been advancing, will now be promoted collaboratively by the human resources departments of all Group companies, including Mitsuuroko Group Holdings. While some subsidiaries already fulfill this role, many Group companies will be newly taking on the challenge of implementing KENKO Investment for Health. Looking ahead, Mitsuuroko Group Holdings departments will support Group companies' efforts by providing education on the necessary knowledge and skills.

## Occupational Health and Safety

### Roles of the Mitsuuroko Healthcare Center (MHC), Each Company's Human Resources Department, and Health Insurance Associations



#### Occupational health and safety promoted by MHC

Occupational health and safety promoted by MHC goes beyond simply ensuring workplace safety; it involves continuously maintaining employees' health and providing an environment where work can be performed safely. This includes conducting medical examinations, ensuring workplace safety, and implementing preventive measures before health issues affect job performance.

#### Role of MHC's Occupational Health and Safety Team

The Occupational Health and Safety Team is responsible for promoting occupational health and safety throughout our Group.

The Occupational Health and Safety Team is comprised mainly of specialized staff, including industrial physicians, occupational health nurses, and health managers, and operates with the support of external occupational health consultants. Specifically, the team formulates appropriate policies and guidelines based on government regulations and industry best practices, and supports each Group company in complying with them.

#### MHC, employers (human resources departments) and health insurance associations create synergies through their respective initiatives

KENKO Investment for Health, promoted mainly by employers (human resources departments) to encourage employees'

voluntary health management and wellness promotion, and "specific health guidance" provided by health insurance associations to encourage behavioral changes among employees at increased risk of lifestyle-related diseases to prevent serious illness, are initiatives that can only be advanced by each respective organization. MHC's Occupational Health and Safety Team also focuses on operations unique to MHC, such as analyzing health checkup data from the entire group, conducting follow-up interviews with industrial physicians based on that data, and supporting workplace safety improvements through on-site visits and consultations at each business locations. MHC, employers (human resources departments) and health insurance associations all leverage their specialist expertise to ensure that their respective initiatives contribute to better health for every employee working across Japan.

# Diversity, Equity & Inclusion

## Basic approach

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

## Diversity promotion system

A DE&I promotion system has been developed to foster a corporate culture that embraces diversity as a strength, creating an organization that is not constrained by factors such as employment type, nationality, gender, age, religion, or career stage – whether new graduate or mid-career.

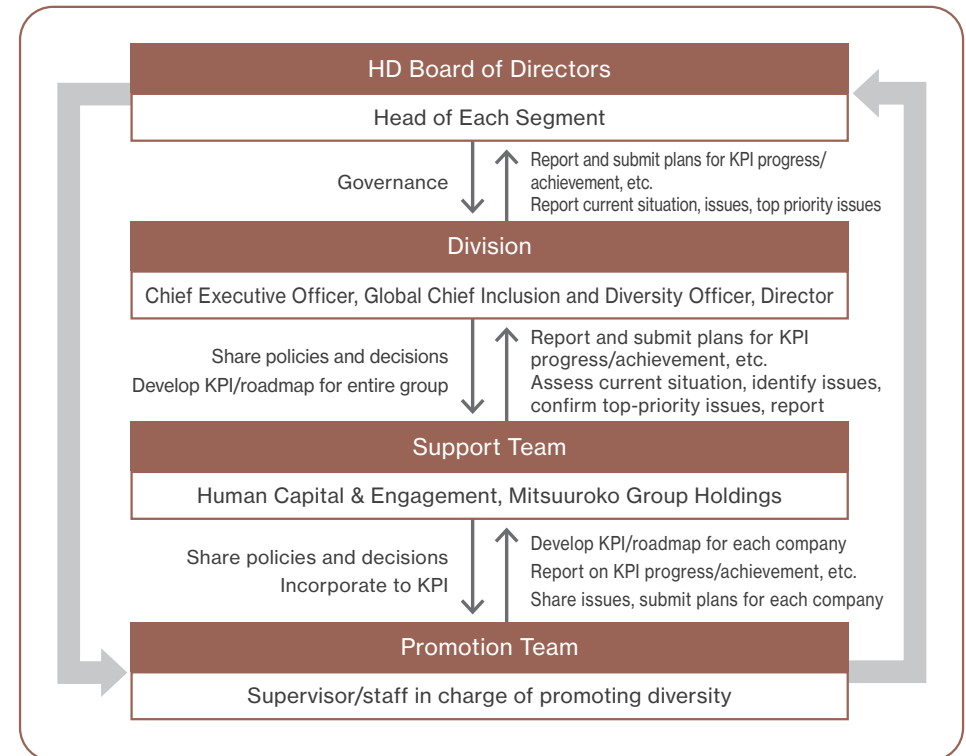
The Diversity Promotion Committee, comprising supervisors and staff in charge of promoting diversity at each Group company, collaborates with the Diversity Headquarters Committee that comprise directors, to advance initiatives such as women's participation and advancement, paternity leave taken by male employees, employment of persons with disabilities, hiring of foreign nationals, and the active participation of senior and younger employees.

**HD Board of Directors**  
 Coordination between each department  
 Strengthen governance of initiatives

**Division**  
 Regular meeting held once every quarter  
 Policy decisions and KPI progress checks  
 → Submit to the Board of Directors

**Diversity Promotion Committee**  
 Regular meeting held once every quarter  
 Report current status, share vision,  
 implement measures, review

## Diversity promotion system



## Diversity, Equity & Inclusion

### 1 Promotion of women's participation and advancement in the workplace

#### Target

The Group made 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 on September 17, 2021.

#### Percentage of female employees<sup>\*1,2</sup>

Target as of March 2027 **33%**

The percentage of female employees as of September 2024 was 29.7%. The percentage of female employees as of September 2014 was 25%, so this figure clearly increased in the past ten years. The Group will further increase this to 33% by March 2027.

#### Percentage of female managers<sup>\*1,3</sup>

Target as of March 2027 **11%**

The percentage of female managers as of September 2024 was 10.9%. The percentage of female managers as of September 2014 was 4.2%, so this figure clearly increased in the past ten years. The Group will further increase this to 11% by March 2027.

\*1 The calculation of this percentage 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, 2024: 1,620

\*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

From FY2024, we have conducted career training 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 run a "Life Support Holidays" system, which provides 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

#### Rate of paternity leave taken by male employees

FY2023 target **20%**

FY2025 target **35%**

FY2027 target **50%**

FY2023 actual **50%**

In February 2023, we set a target rate of paternity leave taken by male employees, and while the target for FY2023 was 20%, the actual rate reached 50%. These results far exceeded the goals we had set. We will continue to create an environment where men as well as women are able to balance work and childcare, by encouraging male employees to actively take part in childcare and household duties drawing on their paternity leave in a company where anyone can work in a lively manner.

\*1 The calculation of this rate 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

In order to give employees an idea of what it is like for men to take paternity leave, we published details of an interview with a male employee who has actually taken paternity leave in the company newsletter. We also feature interviews between staff in charge of human resources and males who will be taking childcare leave, spreading awareness that the Company is actively promoting males taking childcare leave. We also run a "special paid holidays for the purpose of childcare" (10 days) system, which both men and women can take. Furthermore, the Handbook for Supporting Balancing Work with Childcare and 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

The 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 capital development

The 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 clearly outlines the roles and skills required of each rank, and separates the covered ranks into more detailed levels, and expands eligible participants. We are also increasing face-to-face training and conducting interactive discussions as part of initiatives for providing practical training. From new employee training for new hires to life-planning training for employees in their mid-50s, the goal is creating a company where a wide range of age groups can contribute and work together.

## Diversity, Equity & Inclusion

### 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"> <li>Working hour shift system → Two-shift or three-shift system</li> <li>Working hour varying work schedule system → Adjustable in 30-minute increments</li> </ul>
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 completes the sixth grade of elementary school. Can be shortened in 30-minute increments for maximum of 1.5 hours per day
Shorter working hours for nursing care	Available for a period of three years from the start of use. Can be shortened in 30-minute increments for maximum of 1.5 hours per day
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)

### 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.



### Platinum Kurumin certification as a company supporting childcare within the Group

As a company that supports childcare within the Group, Mitsuuroko Creative Solutions Co., Ltd. received Platinum Kurumin certification by the Minister of Health, Labour and Welfare in July 2024 for meeting the high certification standards, including male employees taking paternity leave and female employees who gave birth continuing to work for over one year. We will continue establishing systems that develop diverse work styles, achieve a work-life balance, and support childcare, as well as cultivating a workplace environment that provides a sense of fulfillment.



# Human Capital Development

## Basic approach

As a Lifestyle Producer, Mitsuuroko 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 and 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
IT literacy training	Training for new employees for enhancing their ability to properly understand and utilize IT knowledge (IT literacy)	Once a year
IT literacy training II	Training for 3rd year employees to review their IT literacy training and learn how to utilize AI	Once a year
KENKO Investment for Health seminar (quitting smoking, mental healthcare)	Seminar for new employees for helping them to understand health issues and productivity improvement with KENKO Investment for Health, and to foster a healthy corporate culture	Once a year
Career training for junior employees	Training for junior employees aimed at building independent and autonomous career design	Once a year
Mid-career employee training	Training for mid-career employees aged 27 to 32, available only for those seeking participation, and designed to boost their motivation to build up their careers in a proactive manner, and to clarify action guidelines for demonstrating leadership	Once a year
New chief training	Team-building training with a broader perspective and considering total optimization	Once a year
New management training	Training to improve leadership, team management, and coaching skills	Once a year
Occupational health and safety/KENKO Investment for Health training	Training for newly appointed managers to help understand their role in KENKO Investment for Health	Once a year
Section manager training	Training program for section managers up to their third year to acquire logical thinking and problem-solving skills	Once a year
Management skills improvement training	Training for Group company directors, general managers of departments and deputy general managers of departments to improve their imagination and execution capabilities required for cultivating senior management and expanding business	Once a year
Mental healthcare training	Training for all managers for understanding the importance of mental healthcare and preventing mental health issues	Once a year
Life planning training	Training for those aged 55 years old, aimed at creating opportunities to think about both life and career aspects in the future after retirement	Once a year

Contents	Objective	Frequency of implementation
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	Once 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
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
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		
Law school support	Support system for acquisition of specialized and advanced knowledge and improvement of skills of employees	Applications received: Once a year
Correspondence university support		
Energy company office worker training	Training for acquiring the steps required for making improvements and enhancing operational efficiency while engaging with others	Once a year
Energy company evaluator training	Training for setting appropriate goals for subordinates and conducting fair and persuasive evaluations to enhance their motivation and support their growth	Once a year
Energy company external training participation	Training for acquiring specialist knowledge and skills focused on the energy sector to enhance individual capabilities	Once a year
Power company electricity workshop training	Training aimed at acquiring fundamental knowledge of the Power & Electricity Business	Once a year
Power company power plant training	Training for acquiring fundamental technical knowledge related to the operation and maintenance of power plants	Once a year
Power company leadership training	Training aimed at clarifying the leadership qualities required within companies and developing action plans	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.



### 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.



## Local Communities

### 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. The “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 where 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.



#### 全国ミツウロコ会



##### Sales support

We support sales of our priority products (electricity, internet, Cosmos Berry's)



##### Block meetings and study sessions

Members can participate in new product study sessions with handled manufacturer representatives and information exchange meetings that make use of the nationwide network, enabling sales activities based on constantly fresh and important information.



##### EMC

As a response measure for disasters, which frequently occur, we provide “emergency calls,” a service to confirm the safety of employees in the event of an earthquake. We also act as a middleman to provide the accompanying emergency backpacks.



##### Mediation of supplies

We will create Information magazines related to lifestyle that can be distributed to customers of member stores, and act as a middleman to provide member stores original gifts, etc. They can also participate in paper exhibitions through flyers.

### Action plan for FY2024

#### National Mitsuuroko Association “Mirai Project” started

To respond to changes throughout the business environment and the times, we will run a project for developing a business model for the future.

- Study all the possible changes in the business environment and their impact on existing business models from multiple angles, and examine how we need to reform ourselves into the future
- Develop individual action plans encompassing lectures by various experts, introduction of the latest technologies, case studies and group discussions
- Examine commercial products with potential for the future.

#### Actively implementing to “Kurashi GX” and supporting sales of “renewable energy”

We are actively working to achieve GX as an energy provider.

- Promote the introduction of energy-efficient equipment/facilities on the consumer side
- Energy-saving proposals such as installation of high-efficiency water heaters, retrofitting with insulated windows, GHP, LED lighting, etc.
- Sales support for solar power generation equipment and storage batteries

#### Responding to corrections with LPG business practices and raising awareness of compliance with various related laws and regulations

The National Mitsuuroko Association will disseminate the latest information on revisions to the Act on the Securing of Safety and the Optimization of Transaction of Liquefied Petroleum Gas for correcting LPG business practices, and promote proper transactions and rate transparency in an active manner.

- Provide accurate information and promote appropriate transactions in an active manner to correct LPG business practices
- Content analysis and studies of measures for rate transparency
- Risk assessment initiatives as part of various related laws and regulations

## Local Communities

### Contribution to society through sports

We launched Mitsuroko Women's Basketball Team in 2012, established the Swim Team in May 2021, and entered an affiliate contract with swimmer Katsuhiko Matsumoto in April 2022. In September 2023, we employed a swimmer as the first athlete employee of Mitsuroko Group – two swimmers are currently working as athlete employees. The Company continues to make great strides based on the philosophy of contributing to the revitalization of the local community and greater interaction through sports more than ever before. 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 professional golfers Shiho Kawasaki, Yuting Seki, Momoka Miura, Eimi Koga, and Airi Saito, as well as Yumi Sasahara starting from January 2024, and we will support these athletes as they pursue their dreams and contribute to the development of sports culture. We will continue to proactively engage in social contribution activities through sports in order to enhance the corporate value of the entire Mitsuroko Group.



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

The 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 golfing skills, 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.



### Launched the Vision Training® service for boosting concentration and enhancing academic and athletic abilities efficiently

Mitsuroko Sports launched the Vision Training® service for children at its EIGHT ANGLE sports studio in Jiyugaoka, Tokyo, starting from April 2024.

Vision Training® is a training program for developing visual capabilities that boosts learning, improves physical performance, and contributes to mental stability. A training method with a history spanning more than 80 years in Western countries and widely utilized in Japan, from professional athletes to developmental support settings, Vision Training® is also drawing attention for its role in supporting learning.



## Local Communities

### Supporting the promotion of sports activities for the disabled: The 29th Hamapic (Yokohama sports festival for the disabled)

Following on from last year, in April 2024, Hamabowl provided its facility as the bowling competition venue and cooperated in the operation of the 29th Hamapic, organized by the City of Yokohama and the Foundation for Yokohama Rehabilitation Services. This competition also serves as the event for the selection of Yokohama City's representative competitors for the 23rd Japan Para Sports Games (held in Saga Prefecture), with competitors selected from this competition subsequently undergoing intensive training sessions at Hamabowl before advancing to the national stage.



### Hamabowl: Held the “Learn with Ramichan and Bowling Tournament”

Hamabowl hosted a charity bowling competition in September 2024, featuring former YOKOHAMA DeNA BAYSTARS manager Alex Ramirez as a guest. The competition called on members of VAMOS TOGETHER, a non-profit organization founded by Mr. Ramirez, and is being held with the aim of creating a “bowling competition where people with disabilities and able-bodied individuals can take part together.” Over 60 participants joined in the event, and together with Mr. Ramirez, we had a fun-filled bowling tournament overflowing with smiles.



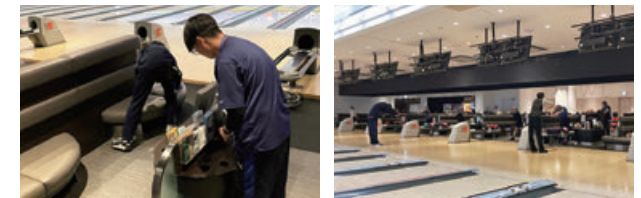
### Hamabowl: Held the fourth health bowling class

At Hamabowl, we held the fourth health bowling classes from October 2024. While there was only space for 108 participants across five classes, which was less than last year, we received 185 applications, exceeding the number received the previous year. By the end of the classes, over 40 participants expressed interest in continuing, and we are committed to promoting community health activities in our pursuit to revitalize the sport of bowling.



### Hosted work experience learning for Yokohama Municipal Okano Junior High School

Hamabowl hosted work experience learning at the bowling alley in December 2024, following a request from Yokohama Municipal Okano Junior High School. Based on the school's educational philosophy, we provided students with a diverse range of work experience to enhance their understanding of careers, teach them the importance of civility and greetings as members of society, and demonstrate the joy of bowling.



## Local Communities

### Promoting recycling of electronic waste (Singapore)

We take part in the recycling program run by ALBA E-Waste Smart Recycling Pte Ltd. Collection box is installed at GSC's "Lock+Store Chai Chee" facility in Chai Chee, and we collect discarded electronic devices from customers to promote the proper disposal of electronic waste as part of our customer service. With our participation in this program, GSC is helping to achieve a cleaner, more environmentally friendly, and more sustainable future.



### Marathon participation and donations (Malaysia)

GSC employees took part in the Corporate Challenge of the Standard Chartered Marathon Malaysia. The Corporate Challenge is an initiative to raise funds for the marathon's partner charities, and this time GSC donated to Kechara Soup Kitchen Society, which supports the homeless and underprivileged with meals.

### Introduction of a donation program for social contribution activities through eGift

Since FY2023, we have introduced a program that enables shareholders to choose to donate the equivalent value of their shareholder benefits as an eGift to social contribution activities instead of receiving the benefit.

#### Shareholder Benefit eGift Course Details

##### Christel Vie Ensemble Foundation

Donations for activities to improve animal welfare for dogs and cats, fundamentally solve the issue of euthanasia, and conserve biodiversity

##### Children's Future Support Fund

Donations to support groups nationwide, such as learning support organizations, children's cafeterias, and children's homes



### Reducing waste cardboard (Singapore)

We entered a partnership with Vibrant Recycle, a company specializing in recycling paper, metal, clothing, and electronic waste, and are actively working to reduce waste cardboard generated from moving, decluttering, and business activities. Waste cardboard collected at GSC's "Lock+Store Chai Chee" facility in Chai Chee is properly shredded and recycled by Vibrant Recycle, thereby minimizing the impact on the environment.



## Local Communities

### Holding fundraising event and sales of charity goods (Hong Kong)

To support Hong Kong Dog Rescue, an organization established to save dogs in need from the Animal Management Centre of the Hong Kong Government's Agriculture, Fisheries and Conservation Department (AFCD), we held a fundraising event and sold limited-edition dog-shaped keychains that double as eco-bags. These proceeds are used to support food, shelter and medical care for dogs in need, in accordance with Hong Kong Dog Rescue's mission as a "No Kill Organization."



### Hosted a visit study by Nagasaki Prefectural Seiryō High School

In collaboration with the NPO School Support Center (Musashimurayama-shi, Tokyo), Mitsuuroko Green Energy Co., Ltd. hosted a company visit study program on December 2, 2024, following last year's initiative. The company visit study program is designed to encourage students to think about their future careers by visiting various companies and learning about business structures, job roles, and the reward of work. This time, four second-year students from Nagasaki Prefectural Seiryō High School visited the headquarters of Mitsuuroko Green Energy Co., Ltd. The students were interested in renewable energy, had studied renewable electricity in advance, and we were able to answer their prepared questions in a friendly atmosphere. They commented that their understanding of renewable energy had deepened. Mitsuuroko Group will continue to promote various initiatives to increase interest in the potential and appeal of renewable energy among the next generation of children.

