

ESG Data

Environmental data

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

Sales volume		FY2020	FY2021	FY2022	FY2023
Electricity sales volume by energy source	Solar power	7,045 thousand kW	7,152 thousand kW	6,956 thousand kW	6,996 thousand kW
	Wind power	55,807 thousand kW	48,889 thousand kW	56,413 thousand kW	51,827 thousand kW
	Biomass power	60,741 thousand kW	59,605 thousand kW	53,667 thousand kW	41,753 thousand kW
Product sales volume	Solar panels	1,894 kW	1,758 kW	3,583 kW	4,742kW
	Storage batteries	13,071 kWh	10,205 kWh	8,744 kWh	902 kWh
	ENE-FARM	76 units	92 units	174 units	280 units

Greenhouse gas (CO ₂) emissions		FY2020	FY2021	FY2022	FY2023
Scope 1 + Scope 2	Total	25,828 t-CO ₂	34,021 t-CO ₂	50,152 t-CO ₂	49,221 t-CO ₂
	Scope 1	11,579t-CO ₂	17,049t-CO ₂	27,392t-CO ₂	★ 27,982t-CO ₂
	Scope 2	14,249t-CO ₂	16,972t-CO ₂	22,760t-CO ₂	★ 21,239t-CO ₂

Greenhouse gas (CO ₂) emissions		FY2020	FY2021	FY2022	FY2023
Scope 3	Total	5,753,128t-CO ₂ eq	5,958,716t-CO ₂ eq	5,637,373t-CO ₂ eq	★ 5,392,937t-CO ₂ eq
Category 1	Purchased goods and services	638,501t-CO ₂ eq	596,251t-CO ₂ eq	549,816t-CO ₂ eq	★ 575,004t-CO ₂ eq
Category 3	Fuel and energy-related activities not included in Scopes 1 and 2	1,960,081t-CO ₂ eq	2,415,898t-CO ₂ eq	2,449,204t-CO ₂ eq	★ 2,059,946t-CO ₂ eq
Category 4	Transportation and delivery (upstream)	21,095t-CO ₂ eq	19,676t-CO ₂ eq	18,390t-CO ₂ eq	★ 18,677t-CO ₂ eq
Category 11	Use of sold products	3,133,452t-CO ₂ eq	2,926,890t-CO ₂ eq	2,619,963t-CO ₂ eq	★ 2,739,311t-CO ₂ eq

Conversion factors, etc.

CO ₂ emission factors		FY2020/FY2021/FY2022
Piped gas (City gas)		2.05 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	0.0654tCO ₂ /GJ
	Steam for industrial use	0.0654tCO ₂ /GJ
Other fuel	Heavy oil A	2.75tCO ₂ /kL
	Diesel fuel	2.62tCO ₂ /kL
	Heating oil	2.50tCO ₂ /kL
	Gasoline	2.29tCO ₂ /kL
	LPG	2.99tCO ₂ /t

ESG Data

Environmental data

Energy usage volume

Energy	FY2020	FY2021	FY2022	FY2023
LPG	2,248t	2,161t	2,080t	1,981t
Gasoline	956kL	1,000kL	997kL	960kL
Heavy oil	0kL	1,289kL	4,086kL	4,669kL
Diesel fuel	790kL	839kL	849kL	794kL
Heating oil	152kL	156kL	167kL	149kL
Piped gas (City gas)	93 thousand Nm ³	983 thousand Nm ³	2,231 thousand Nm ³	2,216 thousand Nm ³
Electricity	26,638 thousand kWh	36,017 thousand kWh	53,552 thousand kWh	53,431 thousand kWh
Warm water	2,420GJ	2,665GJ	1,993GJ	1,746GJ
Cold water	5,315GJ	5,541GJ	5,644GJ	5,915GJ
Steam for industrial use	907GJ	956GJ	888GJ	1,115GJ

Other environmental data

Water consumption and water discharge volume		FY2020*1	FY2021	FY2022	FY2023
Usage volume	Water supply	–	483 thousand m ³	476 thousand m ³	130 thousand m ³
	Well water	–	1,514 thousand m ³	3,174 thousand m ³	3,037 thousand m ³
Water discharge volume	Sewage*2	–	–	–	–
	Underground/river*3	–	647 thousand m ³	803 thousand m ³	754 thousand m ³

Waste volume		FY2020*1	FY2021	FY2022	FY2023
Industrial waste	Total amount	–	10,198 t	13,599 t	12,694 t
Recycling of industrial waste	Coffee grounds, tea grounds, mandarin orange grounds, used paper and cardboard, metals, etc.	–	2,398 t	3,777 t	3,994 t
Recycling rate	Recycled industrial waste/industrial waste (total volume)	–	6.8%	27.8%	31.7%
Toxic waste	Mercury waste, PCBs	–	0 t	0 t	1 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. Carl's Jr. Japan, Inc., which was excluded from the scope of consolidation of Mitsuuroko Group Holdings Co., Ltd. in July 2024, is not included in the calculation of CO₂ emissions. Scope 1 and 2 emissions include only CO₂ emissions, while scope 3 emissions include GHG emissions other than CO₂. GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

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.

ESG Data

Social data

Employee overview

			FY2020*1	FY2021*2	FY2022*3	FY2023*4
Number of employees by gender	Male	Non-consolidated	9	12	11	11
		Consolidated	1,180	1,314	1,262	1,194
	Female	Non-consolidated	8	9	9	9
		Consolidated	395	427	429	417
	Total	Non-consolidated	17	21	20	20
		Consolidated	1,575	1,741	1,691	1,611

*1 As of March 31, 2021; *2 As of March 31, 2022; *3 As of March 31, 2023; *4 As of March 31, 2024

			FY2020*1	FY2021*2	FY2022*3	FY2023*4
Number of employees by age	Less than 30 years old	Non-consolidated	2	0	0	0
		Consolidated	262	264	255	257
	30 to 39 years old	Non-consolidated	8	9	8	6
		Consolidated	352	385	381	352
	40 to 49 years old	Non-consolidated	6	6	7	9
		Consolidated	534	552	506	462
	50 to 59 years old	Non-consolidated	1	6	5	5
		Consolidated	418	522	534	537
	60 years old or over	Non-consolidated	0	0	0	0
		Consolidated	9	18	15	3
	Total	Non-consolidated	17	21	20	20
		Consolidated	1,575	1,741	1,691	1,611

*1 As of March 31, 2021; *2 As of March 31, 2022; *3 As of March 31, 2023; *4 As of March 31, 2024

ESG Data

Social data

Employee overview

			FY2020*1	FY2021*2	FY2022*3	FY2023*4	
Average age by gender	Male	Non-consolidated	39	45	45	46	
		Consolidated	44	41	44	44	
	Female	Non-consolidated	39	40	41	42	
		Consolidated	37	35	38	39	
	Overall	Non-consolidated	39	43	43	45	
		Consolidated	42	39	43	43	
Average years of service by gender	Male	Non-consolidated	4	4	5	6	
		Consolidated	12	13	14	14	
	Female	Non-consolidated	7	7	8	8	
		Consolidated	9	9	9	10	
	Overall	Non-consolidated	5	5	6	7	
		Consolidated	11	12	13	13	
Total number of employees in management	Male	Non-consolidated	3	8	8	9	
		Consolidated	417	444	426	420	
	Female	Non-consolidated	5	6	7	8	
		Consolidated	26	28	31	34	
	Total	Non-consolidated	8	14	15	17	
		Consolidated	443	472	457	454	
	General manager or higher	Male	Non-consolidated	3	7	6	6
			Consolidated	83	90	88	88
		Female	Non-consolidated	2	2	2	3
			Consolidated	3	3	3	5
		Total	Non-consolidated	5	9	8	9
			Consolidated	86	93	91	93
Section manager or higher (excluding general managers)	Male	Non-consolidated	0	1	2	3	
		Consolidated	334	354	338	332	
	Female	Non-consolidated	3	4	5	5	
		Consolidated	23	25	28	29	
	Total	Non-consolidated	3	5	7	8	
		Consolidated	357	379	366	361	

*1 As of March 31, 2021; *2 As of March 31, 2022; *3 As of March 31, 2023; *4 As of March 31, 2024

ESG Data

Social data

Employee overview

			FY2020	FY2021	FY2022	FY2023
Recruitment status (new graduates)	Male		17	22	21	23
	Female	Consolidated	18	15	12	12
	Total		35	37	33	35
Recruitment status (mid-career)	Male	Non-consolidated	1	4	0	1
		Consolidated	63	71	71	72
	Female	Non-consolidated	0	1	0	1
		Consolidated	18	22	27	27
	Total	Non-consolidated	1	5	0	2
		Consolidated	81	93	98	99

			FY2020*1	FY2021*2	FY2022*3	FY2023*4
Number of employees with disabilities	Number registered		16	19	20	22

*1 As of June 1, 2021; *2 As of June 1, 2022; *3 As of June 1, 2023; *4 As of June 1, 2024

				FY2020	FY2021	FY2022	FY2023
Childcare / nursing care leave system usage	Childcare leave	Male	Non-consolidated	–	0	0	1
			Consolidated	–	3	6	7
		Female	Non-consolidated	–	1	1	0
			Consolidated	–	17	16	7
	Total	Non-consolidated	2	1	1	1	
		Consolidated	23	20	22	14	
	Nursing care leave	Number of leave takers	Non-consolidated	0	0	0	0
			Consolidated	0	0	0	0

			FY2020	FY2021	FY2022	FY2023
Main system and usage data	Childcare leave	Number of leave takers	23	20	22	14
		Return rate	100%	100%	91%	100%
	Childcare work time reduction	Number of leave takers	17	23	35	25
	Nursing care leave	Number of leave takers	0	0	0	0
	Nursing care work time reduction	Number of leave takers	0	0	0	0
	Accompaniment leave system	Total number of users	2	2	2	2
	Volunteer leave	Total number of users	0	0	0	0
	Refresh leave system	Number of leave takers	15	26	18	27

ESG Data

Social data

Employee overview

		FY2020	FY2021	FY2022	FY2023	
Reemployed retiree status	Total number of retired employees	36	37	40	27	
	Number of retirees reemployed	HD	0	0	0	0
		Subsidiaries, etc.	33	34	35	19
		Total	33	34	35	19

		FY2020	FY2021	FY2022	FY2023	
Turnover rate	Male	Non-consolidated	0.0%	11.1%	0.00%	8.33%
		Consolidated	7.3%	5.60%	6.20%	4.86%
	Female	Non-consolidated	0.0%	0.00%	11.1%	0.00%
		Consolidated	7.0%	10.32%	6.76%	5.53%
	Average	Non-consolidated	0.0%	5.88%	4.76%	8.33%
		Consolidated	7.3%	6.48%	6.34%	5.03%

		FY2020*1	FY2021*2	FY2022*3	FY2023*4	
Number of temporary employees and contract employees	Contract employees	Male	566	540	590	477
		Female	1,637	1,336	1,303	555
		Total	2,203	1,876	1,893	1,032
	Temporary employees	24	68	85	67	
Total		2,227	1,944	1,977	1,099	

*1 As of March 31, 2021; *2 As of March 31, 2022; *3 As of March 31, 2023; *4 As of March 31, 2024

		FY2020	FY2021	FY2022	FY2023
Average number of paid annual leave days taken		10.2 days	11.3 days	11.7 days	12.5 days

		FY2021*1	FY2022*2	FY2023*3
Number of employees covered by collective bargaining rights (excluding management)	Number of employees**	633	628	631

*1 As of March 31, 2022; *2 As of March 31, 2023; *3 As of March 31, 2024; *4 Limited to the 14 companies that are members of the National Mitsuuroko Labor Union

ESG Data

Social data

Employee overview

		FY2020	FY2021	FY2022	FY2023
Average annual training time	Average annual training time	14.0 hours	17.1 hours	21.7 hours	22.9 hours
		FY2020	FY2021	FY2022	FY2023
Average annual salary	All employees	5,210,242 yen	5,115,997 yen	5,074,574 yen	5,322,042 yen
		FY2020	FY2021	FY2022	FY2023
New graduate starting salary	Master's / Bachelor's graduate*	233,000 yen	250,000 yen	250,000 yen	250,000 yen

* Mitsuuroko Vessel Co., Ltd. major career track

Investment in human resource development

	FY2020	FY2021	FY2022	FY2023
Total investment in human resource development	–	52,288,144 yen	39,909,677 yen	28,509,336 yen
Invested amount in human resource development and skills development per employee	–	30,033 yen	23,601 yen	17,697 yen
Invested hours in human resource development and skills development per employee	–	17.1 hours	21.7 hours	22.9 hours

Occupational health and safety management

	FY2020	FY2021	FY2022	FY2023
Annual average of total hours worked per employee	1,848 hours	1,872 hours	1,844 hours	1,783.8 hours
Monthly average of overtime hours worked per employee	17.7 hours	17.6 hours	15.9 hours	13.4 hours
Participation in regular health check-ups	100%	100%	100%	100%
Rate of smoker	33.4%	32.8%	31.5%	30.6%
Rate of regular exercise	25.0%	24.8%	27.1%	29.8%

Summary of accidents and disasters

	FY2020	FY2021	FY2022	FY2023
Number of deaths due to work-related accidents	0	0	0	0
Number of severe accidents	0	0	0	0
Number of work-related accidents	15	29	19	18
Number of traffic accidents	0	1	2	1
Frequency rate of lost-worktime injuries	0.34%	2.76%	0.96%	2.78%
Severity rate	0.008%	0.013%	0.002%	0.047%

ESG Data

Governance data

Composition of the Board of Directors (As of March 31, 2025)

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

Director remuneration (FY2023)

	Total remuneration, etc. (millions of yen)	Total remuneration, etc. by type (millions of yen)		Number of applicable Directors
		Basic remuneration	Performance-based stock remuneration	
Directors (excluding Directors who are Audit and Supervisory Committee Members)	345	292	53	10
(External Directors)	(16)	(16)	–	(2)
Directors who are Audit and Supervisory Committee Members	24	24	–	3
(External Directors)	(24)	(24)	–	(3)
Total	369	316	53	13
(External Directors)	(40)	(40)	–	(5)

Meetings of the Board of Directors / Audit and Supervisory Committee

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of Board of Directors meetings held	12	12	13	13	13
Number of Audit and Supervisory Committee Meetings held	12	12	13	13	13

Compliance-related consultations

Compliance consultations	FY2019	FY2020	FY2021	FY2022	FY2023
Number of consultations	17	12	17	11	13

Meetings of the Risk Management Committee

Risk Management Committee	FY2019	FY2020	FY2021	FY2022	FY2023
Number of meetings held	1	4	3	4	5

Independent Practitioner's Limited Assurance Report



Independent Practitioner's Limited Assurance Report

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

Conclusion

We have performed a limited assurance engagement on whether selected environmental performance indicators (the "subject matter information" or the "SMI") presented in Mitsuuroko Group Holdings's (the "Company") SUSTAINABILITY REPORT 2024 (the "Report") for the year ended March 31, 2024 have been prepared in accordance with the criteria (the "Criteria"), which are established by the Company and are explained in the Report. The SMI subject to the assurance engagement is indicated in the Report with the symbol "★".

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's SMI for the year ended March 31, 2024 is not prepared, in all material respects, in accordance with the Criteria.

Basis for Conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, and International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to 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.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI (hereafter referred to as "other information"). We have read the other information but have not performed any procedures with respect to the other information.

Responsibilities for the SMI

Management of the Company are responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the SMI that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- preparing the SMI in accordance with the Criteria.



Inherent limitations in preparing the SMI

As described in the Report, GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection by management of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the management.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- assessing the suitability of the criteria applied to prepare the SMI;
- conducting interviews with the relevant personnel of the Company to obtain an understanding of the key processes, relevant systems and controls in place over the preparation of the SMI;
- performing analytical procedures including trend analysis;
- identifying and assessing the risks of material misstatements;
- performing a site visit at HAMABOWL EAS of MITSUUROKO Co., Ltd. which was determined through our risk assessment procedures;
- performing, on a sample basis, recalculation of amounts presented as part of the SMI;
- performing other evidence gathering procedures for selected samples; and
- evaluating whether the SMI was presented in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Kenichiro Sato, Engagement Partner
KPMG AZSA Sustainability Co., Ltd.
Tokyo Office, Japan
March 27, 2026



Company Profile

Mitsuuroko Group's business areas

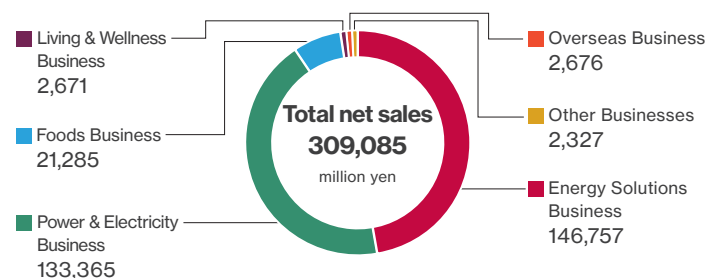
Contribute to more fulfilling lifestyles

	Energy Solutions Business ENERGY SOLUTIONS	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 POWER & ELECTRICITY	Next-generation energy that brings comfort and ease to everyday 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 FOODS	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.	Produce 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 fresh bakeries and cafés, and more.
	Living & Wellness Business LIVING & WELLNESS	Connecting to a future that connects everyday 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 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.
	Other Businesses 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.	Date established	May 10, 1926
Main business	Holding company (Group's management strategy and management)	Capital	¥7,077 million
Headquarters	3-1-1 Kyobashi, Chuo-ku, Tokyo 104-0031, Japan	Number of employees	24 / Consolidated: 1,784 (as of September 30, 2024)
		Group companies	Consolidated subsidiaries: 41 companies (33 domestic companies, 8 overseas companies) Entities accounted for using equity method: 7 companies (7 domestic companies) (as of December 31, 2024)

Net sales by segment (As of March 31, 2024)



Assets by segment (As of March 31, 2024)

