

Sustainability at the ITOCHU ENEX Group

Under the Corporate Philosophy, “The best partner for life and society—with Energy, with the Car, with the Home,” the ITOCHU ENEX Group has delivered a stable supply of energy and services to the benefit of all for more than half a century. To address the rapid transition toward a decarbonized society, the Group swiftly began taking action in environmental, next-generation energy, and other businesses. In 2021, we formulated our Sustainability Policy and identified material issues to be given priority (shown below). The entire Group is accelerating efforts to solve these sustainability issues over the medium to long term.

Sustainability Policy

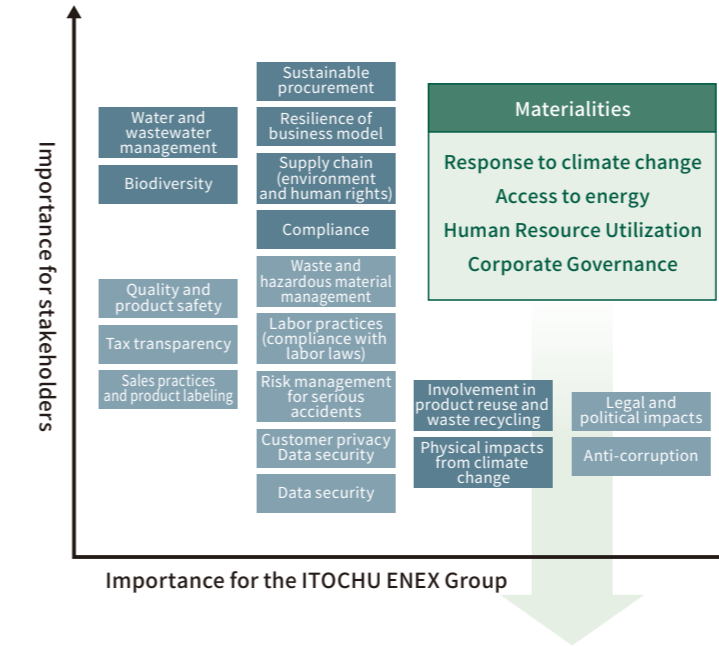
The ITOCHU ENEX Group has a mission of delivering energy and services as a **“The Best Partner for Life and Society”** and will aim to **improve our corporate value** while contributing to **the development of a rich life for people and a sustainable society.**

- 1 Contributing to a carbon neutral society through our business
- 2 Contributing to rich communities through a stable energy supply
- 3 Establishing a governance system stakeholders can rely on

Material Sustainability Issues (materialities)

Based on our Sustainability Policy, we have identified priority sustainability issues (materialities). Through initiatives to address these issues, we will contribute to the creation of a sustainable society and strive to further enhance our corporate value. In addition, the Sustainability Committee will manage the progress of initiatives related to material issues.

Material Issues for the Group



Process for Determining Materialities

- STEP 1 Identifying issues
Identifying issues relevant to us from among evaluation criteria from ESG evaluation bodies (including FTSE, MSCI, SASB, SDGs, and GRI)
- STEP 2 Setting priority from external perspective
Setting the Group's priority of the 31 identified issues from the perspective of stakeholders (society) based on the evaluation weight of ESG evaluation bodies, etc.
- STEP 3 Setting priority for us
Members of the Sustainability Committee and the divisions devoted to sustainability discuss the identified issues and set the order of priority for the ENEX Group
- STEP 4 Identifying materialities
A matrix was used to evaluate the two axes of priority, namely priority for stakeholders and priority for the ENEX Group, and four issues of particularly high importance were identified as materialities. The appropriateness of the issues is scrutinized by the Management Advisory Conference before approval is given by the Board of Directors

| Materialities | Response to climate change Contribution to the realization of a carbon-neutral society | Access to energy Offering energy to everyone | Human Resource Utilization Human resource strategies to generate diverse values | Corporate Governance Clear, effective and fair decision-making |
|----------------------|--|--|---|---|
| Major opportunities | <ul style="list-style-type: none"> Expansion of the alternative fuel market and increase of sales opportunities accompanying the rising demand for alternative fuels Creation of opportunities to construct infrastructure for hydrogen and other new energy sources Rising demand for renewable energy and creation of new business opportunities Expansion of markets where businesses have the potential to solve social issues | <ul style="list-style-type: none"> Expansion of business supported by the trust of the local community and the entire supply chain Provision of an environment in which customers can choose from diverse forms of energy, including alternative energy Entry into regions where access to energy is underdeveloped Retention and acquisition of customers by strengthening the disaster-resilient supply structure Earning the trust of customers and the creation of new businesses through the stable supply of environmentally-friendly resources and materials | <ul style="list-style-type: none"> By creating a rewarding work environment, we will increase labor productivity, improve health and motivation, acquire talented human resources, and strengthen our ability to respond to changes and business opportunities | <ul style="list-style-type: none"> By establishing a robust governance system, we will improve the transparency of decision-making, respond appropriately to changes, and establish a foundation for stable growth |
| Major risks | <ul style="list-style-type: none"> Weakening of the existing energy businesses Reduction of demand for fossil fuels due to the regulation of businesses' greenhouse gas emissions, etc. | <ul style="list-style-type: none"> Loss of customer base due to deteriorated relationships with local communities Instability of business due to insufficient energy procurement | <ul style="list-style-type: none"> Lower labor productivity, flight of talented human resources, loss of business opportunities, higher health-related costs, and other risks resulting from a failure to appropriately respond | <ul style="list-style-type: none"> Risks of business discontinuity associated with the dysfunction of Corporate Governance and internal controls, unexpected losses, and other risks |
| Relevant SDGs | | | | |
| Areas of initiatives | <ul style="list-style-type: none"> Alternative fuels Renewable energy Electric vehicles Energy solutions for storage batteries / household products Other environmental businesses Reduction of environmental impact within the organization Environmental management <p>For details, see P.48-49</p> | <ul style="list-style-type: none"> Relationships with local communities Disaster prevention initiatives Business continuity (BC) measures Disaster mitigation measures in collaboration with other companies Comprehensive cooperation with communities Access to energy Stable supply of energy and services CS (Car-Life Stations) <p>For details, see P.4-5</p> | <ul style="list-style-type: none"> Diversity, equity and inclusion Health and safety Human resource development Social contribution activities <p>For details, see P.50-53</p> | <ul style="list-style-type: none"> Corporate Governance Strengthening the functionality of Board of Directors Increasing stakeholder engagement Operating committees appropriately Enhancing Group governance Enhancing risk management <p>For details, see P.58-66</p> |

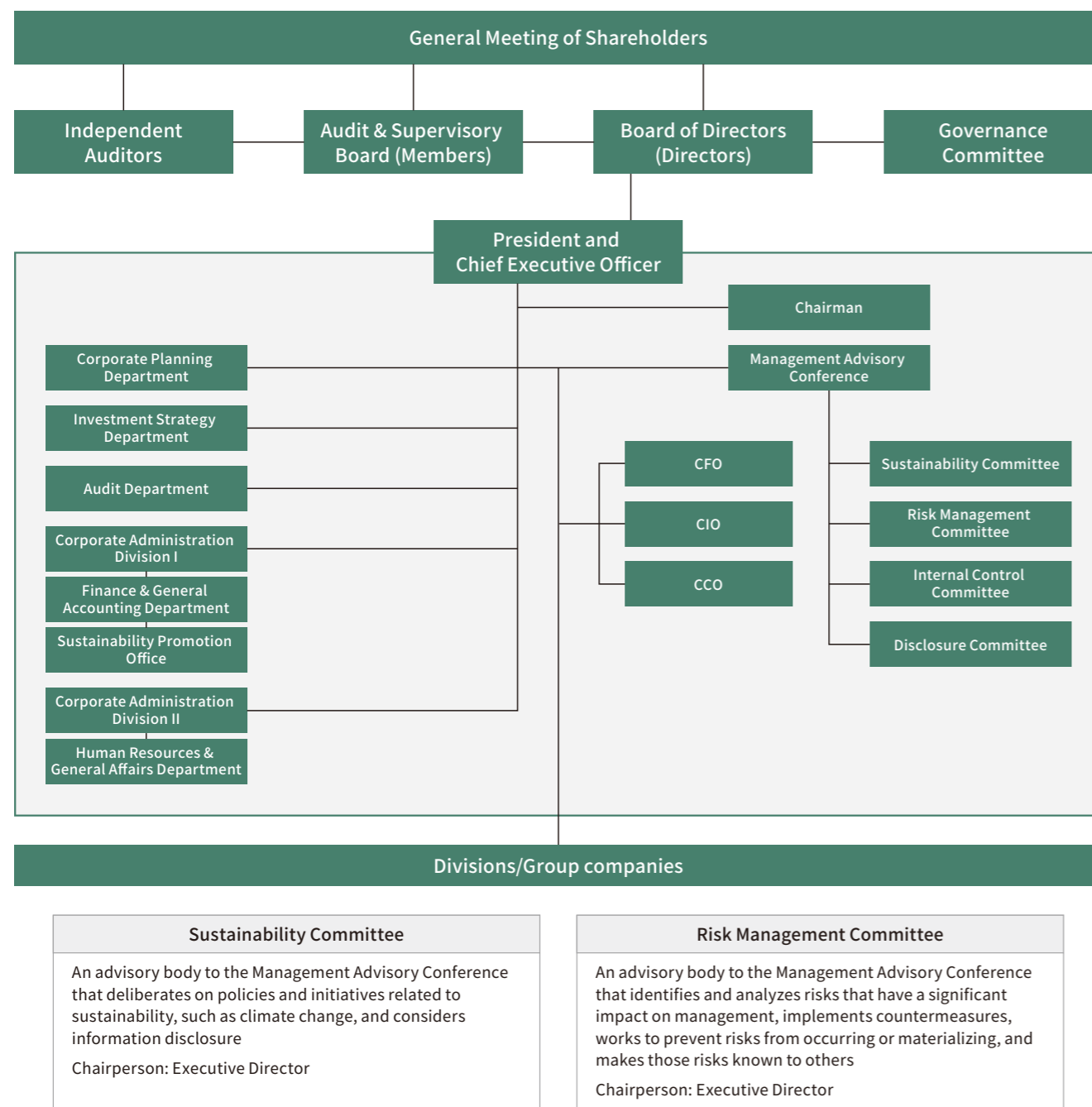


Sustainability Governance

The Company established the Sustainability Committee in 2021 to deliberate and monitor the sustainability issues of the Group as a whole from a long-term perspective. In FY2022, discussions were held mainly on climate change-related matters (seven meetings were held). An Executive Director serves as the chairperson of the Sustainability Committee, and important issues are mainly discussed at the Management Advisory Conference, reported to the Board of Directors as appropriate, or approved by the Board of Directors as necessary. In addition to attending meetings

of the Board of Directors and Management Advisory Conference meetings, the chairperson also serves as chairperson of the Risk Management Committee, reflecting the perspective of sustainability in business strategy and company-wide risk management. We are building a system for each organization to swiftly implement sustainability measures, where heads of functional departments are appointed as members of the committee, and the general managers of sales divisions participate as necessary.

Governance system for sustainability (as of April 2023)



Risk management

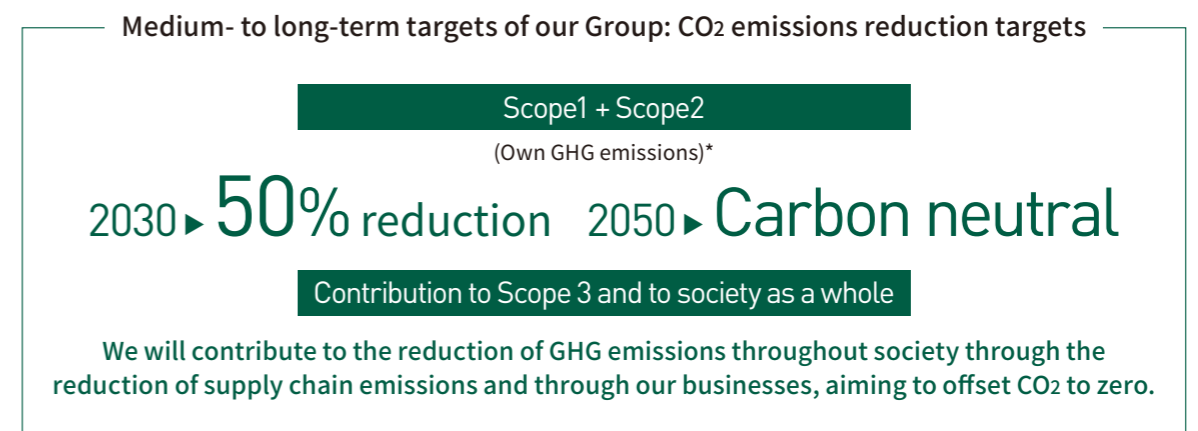
Under our company-wide risk management system, the Risk Management Committee, an advisory body to the Management Advisory Conference, identifies and evaluates risks that could have a major impact on management and business as priority risks. The Sustainability Committee plays a central role in discussing and monitoring both climate change risks and opportunities, conducts deliberations on both strategy formulation and individual business management, and discusses these chiefly at the Management Advisory Conference. It also makes reports

to the Board of Directors as necessary. In addition, while delegating discretionary powers to each business division to facilitate prompt decision-making, we have implemented a system in which projects are screened in a project deliberation council based on the scale and conditions of business projects. When considering important investments and loans, an ESG due diligence checklist is used to conduct impact assessments of environmental risks, including climate change, as well as human rights, labor environments, and health and safety.

Response to climate change

—Contribution to the realization of a carbon-neutral society—

The Group has set medium- to long-term CO₂ emissions reduction targets for 2030 and 2050, and through its businesses, contributes to the reduction of CO₂ throughout society and to the realization of a decarbonized society.

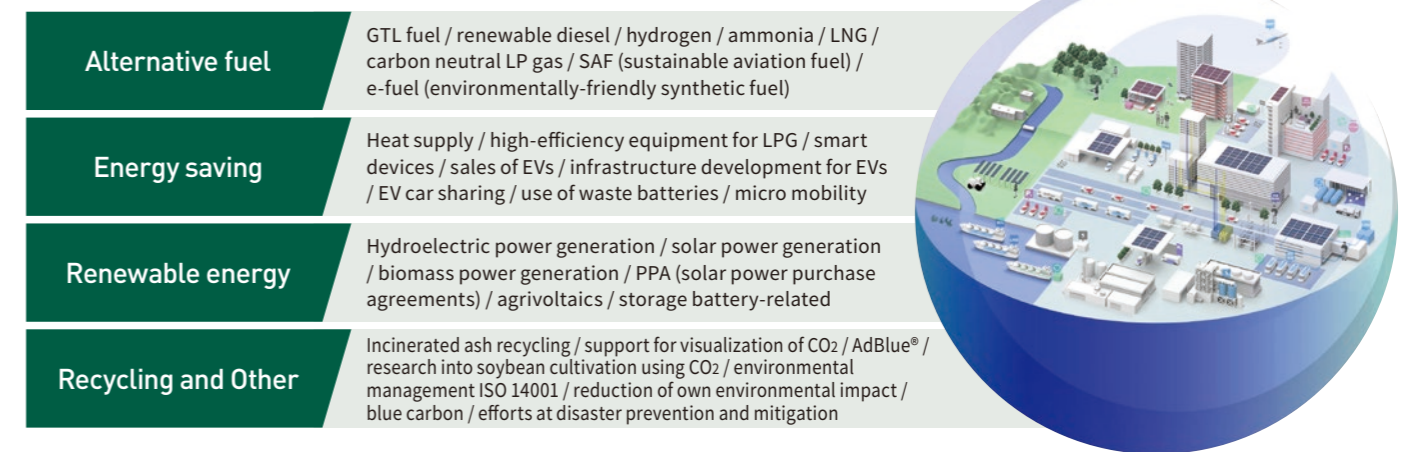


*Scope: Non-consolidated + consolidated subsidiaries, with the target standard year of 2018.

Efforts in our group's businesses to achieve our targets

Environmental Business & Management

Future society & living by



Disclosure based on the TCFD recommendations

We recognize the importance of climate-related financial information disclosure and have expressed our support for the TCFD* recommendations. In addition, based on the philosophy embodied by the TCFD recommendations, we identify the risks and opportunities that climate change poses to our business activities, and perform disclosures on governance, strategy (2°C/4°C scenario analyses/financial impact assessments), risk management, indicators, and targets, which are the core elements of climate-related financial information disclosure. Going forward, we will continue to view climate change as a

new business opportunity as part of our management strategy, and will continue to strengthen our efforts. In addition, we will review our disclosures based on the TCFD recommendations as appropriate and will continue to make appropriate disclosures in the future.

* TCFD refers to the "Task Force on Climate-related Financial Disclosures," which was established by the Financial Stability Board (FSB) in response to a request from the G20 to study how to disclose climate-related information and how financial institutions should respond.

[Disclosure based on the TCFD recommendations](https://www.itcenex.com/en/csr/environment/climatechange/)
<https://www.itcenex.com/en/csr/environment/climatechange/>



Changes and progress in GHG emissions

Changes and progress in Scope 1 and 2 emissions by energy type

(Unit: thousand t-CO₂e)

| Energy type | FY2018 (base year) | FY2019 | FY2020 | FY2021 | FY2022 |
|---|--------------------|------------|------------|------------|--------------|
| Kerosene | 0 | 1 | 1 | 0 | 1 |
| Diesel oil | 2 | 2 | 2 | 2 | 2 |
| Gasoline | 3 | 3 | 4 | 4 | 4 |
| Heavy oil | 30 | 31 | 26 | 24 | 28 |
| Coal | 760 | 716 | 742 | 664 | 432 |
| GTL | — | — | 0 | 1 | 1 |
| LP Gas | 2 | 2 | 2 | 2 | 2 |
| City gas | 20 | 17 | 57 | 29 | 35 |
| Scope 1 total | 817 | 771 | 833 | 728 | 505 ✓ |
| Heat | — | — | 0 | 0 | 0 |
| Electricity | 78 | 77 | 65 | 67 | 63 |
| Non-fossil certificates | — | — | — | △0 | △0 |
| Use of in-house power generation | △3 | △3 | △2 | △2 | △1 |
| Scope 2 total | 76 | 75 | 63 | 65 | 62 ✓ |
| Scope 1 and 2 total | 893 | 846 | 896 | 793 | 566 ✓ |
| FY2030 emissions target | | | | | 447 |
| Reduction rate for FY2030 target | | | | | 73% |

Note 1: In calculating GHG emissions, our Group refers to the non-consolidated company and consolidated subsidiaries (for Scope 1 and 2, companies with 10 or fewer employees are excluded).

Note 2: GHG emissions are calculated using the GHG protocol developed by WRI (World Resources Institute) and WBCSD (World Business Council for Sustainable Development).

Note 3: Energy-derived CO₂ is included in the calculation of GHG emissions.

Note 4: Fractions less than 1,000 t-CO₂e are rounded off.

Note 5: Deloitte Tohmatsu Sustainability Co., Ltd. undertook an assurance engagement of data indicated with ✓.

Note 6: Regarding the revision of GHG emissions data: In FY2023, we revised the scope of calculation of GHG emissions data, etc. from FY2018 to FY2021.

Changes in Scope 3 emissions by category

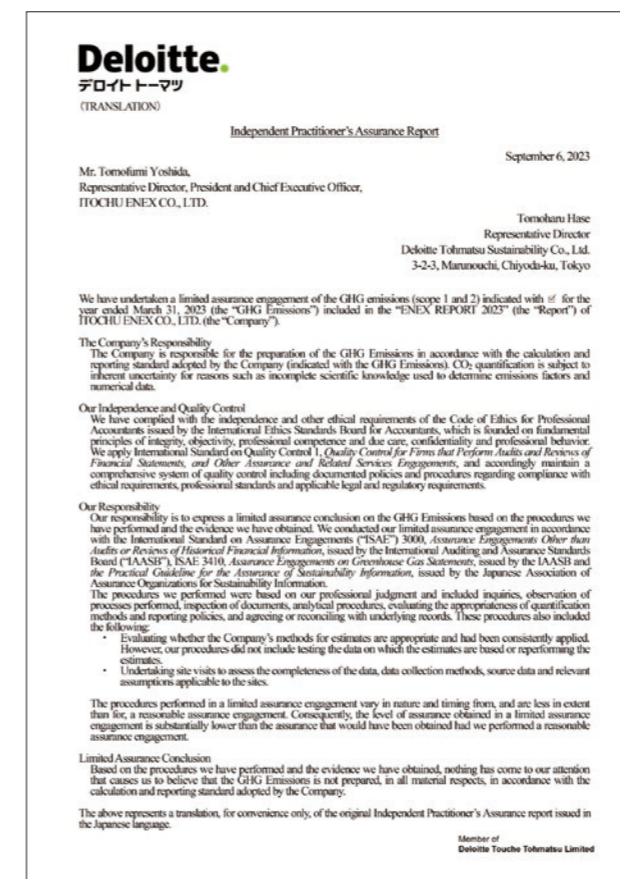
(Unit: thousand t-CO₂e)

| Category | FY2018 (base year) | FY2019 | FY2020 | FY2021 | FY2022 |
|----------------------|--------------------|---------------|---------------|---------------|---------------|
| Category 1 | 4,252 | 3,976 | 3,399 | 3,282 | 3,487 |
| Category 3 | 128 | 113 | 95 | 76 | 53 |
| Category 4 | 107 | 103 | 64 | 98 | 103 |
| Categories 6 and 7 | 2 | 2 | 2 | 2 | 2 |
| Category 11 | 18,834 | 18,033 | 17,383 | 17,195 | 17,961 |
| Scope 3 total | 23,324 | 22,227 | 20,979 | 21,446 | 22,173 |

Note 1: The scope of Scope 3 calculations is limited to categories that have a large impact on our businesses.


Note 2: Regarding the revision of GHG emissions data: In FY2023, we revised the scope of calculation of GHG emissions data from FY2018 to FY2021.

Independent Practitioner's Assurance Report



Note: The Independent Practitioner's Assurance Report is also posted on our website.

[Independent Practitioner's Assurance Report](https://www.itcenex.com/en/csr/environment/climatechange/thirdpartyassurance.pdf)
<https://www.itcenex.com/en/csr/environment/climatechange/thirdpartyassurance.pdf>



ESG-Related External Assessments



MSCI ESG Ratings

These are ratings issued by MSCI, an U.S.-based financial services provider, on ESG investments. We have continued to receive a rating of AA since March 2021.

Note: ITOCHU ENEX Co., Ltd.'s use of data from MSCI ESG Research LLC or affiliated companies (MSCI), and the use of the MSCI logo, trademarks, service marks, and index names do not constitute support, endorsement, or sales promotion of ITOCHU ENEX Co., Ltd. by MSCI. MSCI's services and data are assets of MSCI and its information providers. They present current conditions and do not represent guarantees. The MSCI name and logo are trademarks of MSCI.



FTSE Blossom Japan Sector Relative Index

This is a representative ESG index adopted by Japan's Government Pension Investment Fund (GPIF). It was selected in June 2023.

Note: FTSE Russell (a registered trademark of FTSE International Limited and Frank Russell Company) shows that, as the result of a third-party investigation, the Company has met the requirements for inclusion in the FTSE Blossom Japan Sector Relative Index, and has become a component of the index. The FTSE Blossom Japan Sector Relative Index is broadly used in the creation and evaluation of sustainable investment funds and other financial products.



Nikkei SDGs Management Survey

This is an index that rates and evaluates companies' efforts toward the Sustainable Development Goals (SDGs) called for by the United Nations. We have received a total rating of 3.5 stars.

Human Resource Utilization

— Efforts to Support Diverse Value Creation —

We want to create new value required by society and people's lives, meet the needs of our customers, and deliver the bounty of energy to everyone by improving access to energy. We believe that the key to this driving force lies in strengthening our human resources strategy and organizational foundations, and as such, we consider the utilization of human resources to be an important management strategy.

Basic Philosophy

Since its founding in 1961, the ITOCHU ENEX Group has always considered its people to be its greatest asset. Human resources are at the center of the Group's value creation and are the driving force of sustainable growth and medium- to long-term enhancement of corporate value. We respect diverse values and aim to be a rewarding company where our human resources can thrive, and are implementing the following human resources strategy.

- (a) Fostering a rewarding work environment in which employees share common goals and contribute from their respective standpoints
- (b) Securing and providing opportunities where diverse human resources can play active roles regardless of nationality, gender, age, etc.
- (c) Formulating and promoting human resources development plans that respect the individuality and respective roles of each employee

Diversity Promotion

Based on the basic approach behind our human resources strategy, we will continue to actively promote the creation of a healthy organization and culture in order to create a company where all employees can work freely and with peace of mind, and find work more rewarding.

 Diversity
<https://www.itcenex.com/en/csr/social/diversity/>



Declaration of Diversity & Inclusion

We promote diversity and inclusion throughout the Company. We respect the diversity of ages, nationalities, genders, disabilities, values, workstyles, and other attributes of our employees, accept the differences among them, acknowledge their individual characteristics, promote various initiatives leveraging those things as our strengths to bring about further change to ensure that all of our employees are able to fully demonstrate their capabilities and personal qualities and remain "The Best Partner for Life and Society."

Diverse human resources help the company grow

In order to achieve sustainable growth, we believe that it is important to respect the diversity and values of our employees and utilize them as strengths, so we hire a variety of human resources and provide them with opportunities to flourish.

In FY2021, we established the "Challenge Promotion Program" as part of the development of young employees. In this program, we select talented young employees as managers and supervisors to provide opportunities for them to gain management experience and grow. In FY2022, we began to promote employees in area positions that do not require transfers to management and supervisory positions. In September 2022, we held a roundtable discussion among female executives and female leaders to discuss ideals for what a leader should be, which is just one of the ways that we have created an environment that accepts diverse values and allows people to develop their

potential based on their abilities.

We are also working to expand employment opportunities for people with disabilities. Through IBUKI (Startline Co., Ltd.), a service which provides indoor agricultural jobs to people with disabilities, seven staff members with disabilities are working at the farm (as of April 2023). The herbal tea made at this farm is also distributed to employees. In addition, our original calendars feature designs drawn by people with disabilities, supporting the independence of artists who are actively working despite their disabilities.

We will focus on developing human resources with a comprehensive perspective, regardless of attributes, and contribute to corporate growth and value enhancement.

HR-related data

<https://www.itcenex.com/en/csr/social/health-management/okj2b50000001g9a-att/20230710en.pdf>



Bolstering the comprehensive strength of our Group employees

In FY2021 we launched cross-functional teams to tap into synergies that transcend divisional and product boundaries and to discover "chemical reactions" and seeds for creating new businesses. These teams form connections between ITOCHU ENEX and other Group companies, with the aim of fostering solidarity as members of the same corporate group and creating innovation.

In addition, we hold cross-functional training for over 300 employees of the Company, allowing them to get to know the businesses and people of other departments, taking steps towards creating a foundation for finding new seeds, and implementing ongoing personnel exchanges.

Furthermore, in FY2022, we began participating in a regional problem-solving training program, where we use our past experience and skills to solve problems faced by local governments and local companies, while encountering different values and perspectives and gaining new ideas and insights.



Regional problem-solving training

Reforming awareness and fostering a corporate culture where the Company and employees work together

With the objective of implementing improvements and reforms by ascertaining issues at the organizational level, the Company conducts a job satisfaction survey once every two to three years to gauge attitudes and satisfaction and collect feedback on Company measures and programs. We also hold monthly meetings with the employee union, and use the insights gained to craft personnel system reforms and human resource development programs that contribute to sustainable growth for both the Company and its people. We strive to make the most of each employee's abilities, which will ultimately lead to increased productivity.



Changes in Our Group's Diversity

- 2013**
 - Percentage of female employees: Approx. 10%
 - Start of new personnel system reforms
 - Published a special feature on diversity in the Group internal newsletter and administered questionnaire on topics such as promotion of women
- 2014**
 - Change in job classification system
 - Reforms made to various workplace programs (universal access to 20 days of paid leave per year, 10 days of pregnancy leave added as a new benefit, extension of the use of shortened working hours, clarification of staggered work hours, reemployment program for employees who left due to spouse's transfer)
- 2015**
 - Acquired Kurumin Mark 2015
 - Held the first Enex Family Day (children of employees visit the workplace)
- 2016**
 - Launched Enex Early Bird working style reforms
 - Approved by the Tokyo Metropolitan Government as a TOKYO Workstyle Reform Declaration Company
- 2017**
 - Introduced Casual Day
 - Participated in trial of a shared-use satellite office with childcare facility
 - Introduced support program for sports activities
 - Implemented mentor training
- 2018**
 - Acquired Kurumin Mark 2018
 - Conducted job satisfaction survey
 - Recruited nine foreign nationals at Group companies
 - Started new overseas on-the-job training program
- 2019**
 - Established the Diversity Promotion Office
 - Percentage of female employees: 20%
 - Introduced system for taking paid leave by the hour
 - Hired six employees through IBUKI, a facility for people with disabilities
 - First female Outside Director appointed
- 2020**
 - Start of staggered workday schedules and telework environment (COVID-19 measure)
 - Employee roundtable discussion on working styles
 - Career design seminar held
 - Life plan seminar held
 - Diversity-related subject matter added to rank-based training
- 2021**
 - First female outside Audit & Supervisory Board member
 - Diversity Statement formulated
 - Launched the Challenge Promotion Program to promote junior employees
 - Conducted the second job satisfaction survey
 - Acquired Kurumin Mark 2021
- 2022**
 - Quantitative target set for female representation in management: 30% by FY2035
 - Start of promotion of employees in area positions to managerial positions
 - Added LGBT content to rank-based training
 - Diversity promotion meeting
- 2023**
 - Opened a recreation and training center with the aim of strengthening human resource development and fostering a sense of unity

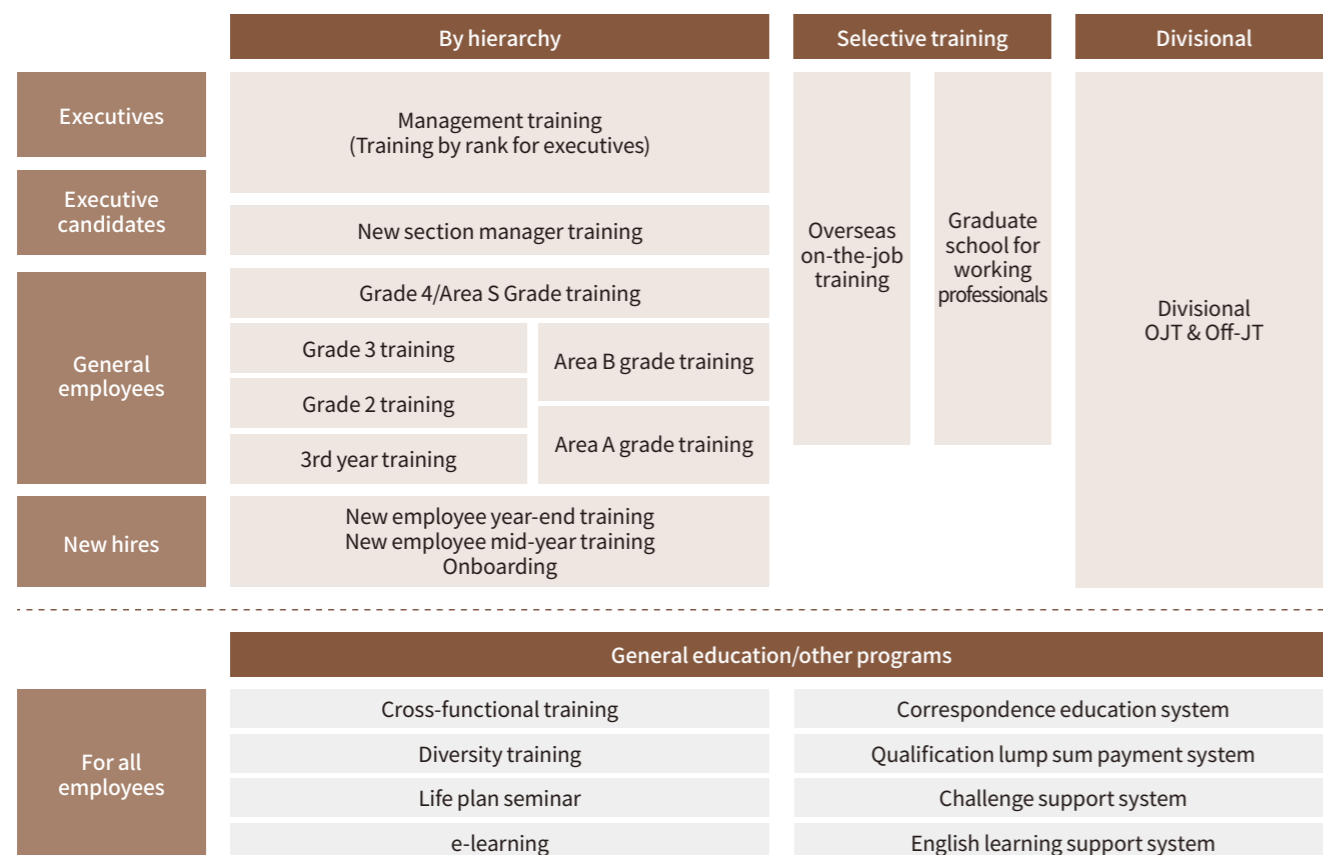
Human Resource Development

We operate a systematic skill development program to cultivate multi-talented human resources who can play active roles in Japan and overseas. This is a career development, education and training program in which employees learn while engaging in self-reflection so that they can carve their own path, rather than all employees following the same path.

Qualities we seek in our human resources

Individuals who think independently and creatively, act boldly, and achieve as partners to society

ITOCHU ENEX training system diagram for FY2023 (as of April 2023)



Recreation and training center Karuizawa LABO

We have a variety of educational programs in place, including training tailored to each role, from new hires and mid-career employees to executives, as well as correspondence courses to encourage voluntary learning. We will contribute to the growth of the Company by pursuing individual strengths and increasing the value of human resources.

Additionally, in FY2023, we established a recreation and training center.

With the aim of further strengthening our human resources base, we will further promote the growth and success of our group's human resources by providing a place to learn, grow, and foster a sense of unity while living under the same roof in an environment separate from daily work.



Many of our group's employees are already training at Karuizawa LABO.

Overseas on-the-job training program

Since FY2018, we have been focusing on developing global human resources who can develop and operate overseas businesses, in addition to improving their language skills and cross-cultural responsiveness. To date, a total of 20 people have participated in training in eight countries: the United Kingdom, Indonesia, the Philippines, South Africa, the United States (Guam), Thailand, the United Arab Emirates (Dubai), and Singapore. We will continue to actively develop global human resources who can contribute to our overseas business expansion.



Strengthen human resource development throughout the Group

In order to foster bottom-up management not only in our company but the entire Group, in addition to traditional OJT, we hold study sessions led by our business staff with the aim of improving management literacy in areas such

as IT, finance, and legal affairs. We will continue to develop human resources who will support the growth of our entire Group.

Supporting the Health of the Company, Employees, and Their Families

By implementing the Enex Early Bird working style reforms, the ITOCHU ENEX Group is building up a system that promotes employee health, values personal lifestyles, and empowers diverse human resources to utilize their talents. We will create a better company, a rewarding place to work, and a company to be proud of with regard to families and society for each and every employee, and create an environment where employees and their families can maintain and improve their health, one where employees can work with peace of mind.



ENEX EARLY BIRD working style reforms

We carry out health management practices designed to enable each employee to work with vitality, feeling both motivated and fulfilled. By improving employee motivation, we seek to energize our organization and maximize our performance.

Health Promotion Measures

- Commitment by the President to health management
- Building a system to tackle health promotion as a management issue
- Lifestyle-related disease prevention measures
- Measures to address health issues specific to women
- Cancer and disease prevention measures; support for balancing treatment and work
- Measures to encourage smoking cessation
- Measures to improve health literacy
- Health management of employees posted overseas
- Vitalization of communication
- Measures to prevent presenteeism
- Mental health measures
- Infectious disease prevention measures
- Expansion of welfare benefits
- Children's education fund

Health Management and Occupational Safety and Health
<https://www.itcenex.com/en/csr/social/health-management/>





SPECIAL FEATURE
Employee Roundtable Discussion

Expand and Connect With On-site Capabilities

In the medium-term business plan "ENEX2030," "on-site capabilities" is one of the key phrases. We held a roundtable discussion with the four recipients of the FY2022 Group Awards, who work in the "field" in their divisions, and discussed the realities of working in the field.



Yuri Kawata

Home-Life Division
ITOCHU ENEX HOME-LIFE SHIKOKU CO., LTD., Kochi Branch, Kochi Office

Responsible for opening/closing valves, surveys, managing equipment and alarm expirations, and sales duties such as new customer development

Received an Individual Encouragement Award for proactive sales of LP gas



Shinya Taki

Car-Life Division
International Auto Auction Co., Ltd. (Secoded)

Responsible for presenting proposals to corporate customers for the utilization of auto auctions

Received an Individual Encouragement Award for sales proposals involving a vehicle purchase scheme



Haruko Oguni

Industrial Business Division
ITOCHU INDUSTRIAL GAS CO., LTD.
Section Chief, Administration Section, Administration Department

Responsible for all administrative tasks other than human resources, such as accounting, legal affairs, general affairs, system-related matters, etc.

Received an Individual Encouragement Award for playing a central role in a management-related task force



Miyuki Matsuzaki

Power & Utility Division
ENEX LIFE SERVICE CO., LTD.
Section Chief, Electric Power Customer Service Section 2, Customer Service Department

Responsible for all operations related to existing customers, including contract changes, billing operations, and call center operations

Received the Business Improvement Award for improving operations such as those related applications to for electricity contracts

On-site capabilities at the ITOCHU ENEX Group

Taki: When I hear about ENEX Group's on-site capabilities, I have an impression of a lot of people that get really involved. I have the impression that the Company operates in a way that is close to its customers, and that the employees who work together get along and have close relationships with each other. I also think that one of the characteristics of our Group is that we are able to conduct sales activities tailored to areas across the country, catering to the climate and characteristics of each region.

Kawata: I have the impression that we value our customers very much. I believe that many of our employees have a strong sense of wanting to "make better suggestions" and "be more helpful" to customers, rather than just selling them products and services.

Oguni: I work in the Administration Department, so I don't have direct contact with customers, but I do have sales staff who are in front-line contact with customers, staff who work on-site at factories and other sites, and staff who deliver products. People in various positions naturally work with a strong awareness of what is required at each "site," and this is the strength of our group's "on-site capabilities."

Matsuzaki: I also work in the back office, but I have many opportunities to see people who have transferred from other departments, and I get the impression that many of them are working self-motivated and proactive. Of course, there are many different types of employees, and each group company has a different culture, but even if their methods or thought processes are different, they have in common the fact that when they work, they are thinking, "What kind of service does the customer need?"

Kawata: In this medium-term business plan, one of the key phrases is "on-site capabilities," and I'm glad that the focus is on work sites in the field. It motivates me to work even harder.



I have a strong desire to offer better solutions to our customers.

— Yuri Kawata

Oguni: Those sites are where the company's profits are generated, and I think that "on-site capabilities" have been and will continue to be an important force.

What is expected of our Group

Taki: When I'm actually in the field, I feel that customers look to me as someone they can talk to if something happens. I currently work in a department that deals with cars, and there are many different ways to "sell cars." We are not limited to the products of a single ENEX division. We can combine them with the products of other divisions and Group companies, and have many service examples to draw upon, so we are able to offer multiple options to suit each customer. I believe this is our strength and also what our customers want.

Kawata: When I make proposals to cultivate new customers, I am often asked for information by owners who are wondering what kind of business they should do next. I like the fact that the ITOCHU ENEX Group allows us to share information from a broad perspective.

Oguni: That is only possible because we have a network. On the other hand, although I know a lot about my own company, I sometimes don't know the details of what other companies or departments are doing, so I think it would be great if we could share more information.

Taki: Even now, there is information sharing within the areas, such as gas and petroleum businesses collaborating in the same area. However, I have a strong impression that it is only partial.

Kawata: I feel that strongly. I think there are many success stories outside of the department where you work that can be utilized, so I think if you can strengthen your network within the Group, you will be able to come up with even better proposals.



I would like to take on challenges in new areas while involving various people without being constrained by existing businesses.

— Shinya Taki



There is a sense of unity as part of the ENEX Group, and it is an environment where it is easy to consult with others about anything.

— Haruko Oguni

Future challenges

Kawata: Currently, there are many jobs that require me to stay within Kochi Prefecture, where I am engaged in sales activities. However, there are projects that are gradually spreading from Kochi to other prefectures in Shikoku, so I would like to increase the number of cases like this. I would like to work in a way that creates a foundation that allows the sales offices of the entire Group to collaborate in doing business.

Taki: What kind of initiatives would that involve, for example?

Kawata: I think it would be great if we could successfully integrate people and systems. We still have on-site capabilities, but even though everyone is working hard, there are inevitably differences in abilities. I think there is also the fact that if the person in charge changes, the business will be lost. Therefore, I believe that our foundation will be more stable if we connect with our customers not only through our individual personalities but also as a company. Of course, just because we're connected through a system doesn't mean we don't have to work hard on the front lines, but I would like to work on creating mechanisms that will further strengthen our relationships with our customers.

Taki: I would definitely like to create a stronger sales foundation using mechanisms like that and our sales capabilities. I also have a strong desire to try new things. In addition to existing businesses, there are ways to utilize the infrastructure we have, and even if it is completely unrelated, if it is needed by society, it is better to take on the challenge with the expectation that it will grow as a business. I would like to involve all kinds of people to take on challenges in new fields, even if they're not extensions of our existing businesses.

Kawata: It sounds like fun. I get excited just hearing about it. Taki-san, you actually leveraged your own experience to

grow a new business, right?

Taki: We supported a business that purchases and sells cars by matching car purchasing companies I met at auction sites and members of a co-op with which I had done business in the department I was previously assigned to. I believe that we were able to solve customers' problems and also contribute to solving the social issue of people having to give up their driver's licenses. Our Group's strength lies in our ability to develop businesses like this. This was in Hokkaido, but next we plan to expand to Kyushu and Osaka.

Matsuzaki: So, you can expand nationwide. That kind of move is unique to our Group.

Kawata: The reason we come up with ideas like this one is because we seriously think about our customers. I don't think you would have gotten any insight from a customer's comment if your day-to-day work had just been routine tasks.

Taki: You're right. Additionally, I have a strong desire to do new and interesting things.

Oguni: Working on new businesses is very important. There are limits to existing business, so we need to find something new. At my company, we are constantly looking for new businesses, and there are some cases like Taki-san's that we came up with on our own, and examples of businesses that we created based on concerns we heard directly from customers. For example, a customer to whom we provide pressure testing for industrial gas containers started a warehousing business because they were having trouble finding a place to store unused containers. That is a great example of discerning customer needs, and now the business is slated to expand further from there.

Matsuzaki: How quickly does a new business get moving?

Oguni: It takes some time. Before an idea can be put into motion, an investment plan must be formulated and stringent internal reviews are conducted to ensure that the return is commensurate with the invested funds, so the process is a long one. However, I think we need to think outside the box and take on new challenges that our



Our goal is to create better working environments and efficient systems.

— Miyuki Matsuzaki

company cannot do alone, even if it means collaborating with other departments.

Kawata: It's really exciting to take on new challenges. However, I also believe that we must work hard to improve the efficiency of our day-to-day operations.

Matsuzaki: Last year, our company saw a significant increase in the number of applications in our electricity retail business, but this has increased the workload and costs of our back office, so we feel the need to streamline operations. We have thought about and implemented ways to reduce the workload as much as possible, but in FY2023 we would like to further reduce the workload while also trying to increase the productivity of our employees. We also want to create efficient mechanisms that will ensure that the efforts of our employees who are striving to increase productivity are not wasted. To this end, we will also focus on system development.

Advantages of the Group and a comfortable work environment

Oguni: How do you all feel about working at ENEX Group?

Matsuzaki: My company has introduced working from home on a trial basis. Is it difficult for sales people to work from home?

Taki: It's more like going straight to the work site and then straight home, but it still saves time. There are few restrictions such as having to go into the office.

Oguni: I think it's important to have a comfortable work environment, regardless of where you work. Last year, we conducted a survey of all employees in order to create a vision for the company, and many of them said they wanted the company to be a place where they can feel motivated.

Matsuzaki: That's very important. As mentioned in the

medium-term business plan, I would like to see a system in place to reward employees for their hard work.

Taki: My impression is that the Group is full of really nice people. I get the impression that there are many people who are easy to talk to and want to work together to stimulate each other. It's a very flat relationship. I believe that the existence of such relationships between people on a daily basis allows us to move quickly when tackling new businesses.

Kawata: I feel the strengths of our Group when developing new projects. For example, recently, due to the rise in electricity costs, there has been an increase in the number of homes that use both gas and electricity instead of all-electric homes. I believe that the Group's investment capabilities are a strong asset as the products we handle are gaining momentum.

Oguni: You can make proactive moves. It's been more than 10 years since I joined this company, and when I first joined, even though it was called the "Enex Group," we were on different floors, and it felt like a separate company. But now the office is the same, and it's an environment where it's easy to ask for advice if you have a problem. We also have a project team made up of people with various experiences, and we often meet to see if we can start new business projects.

Matsuzaki: The sense of unity within the Group is amazing. Our company is entrusted with electricity business-related tasks such as provider switching and billing services from various companies within the Group, so we experience a wide variety of things. For example, we handle both corporations and individuals, so we have a wide range of customers. In each job, you gain insights that you can apply to your own work.

Taki: I hope to continue to take on new challenges by leveraging the various strengths of the Group.

