



**japan elevator service**

# Sustainability Report 2025

Japan Elevator Service Holdings Co., Ltd.

## Table of Contents

Table of Contents	2
Messages from CEO / CFO Sustainability Chair	3
Editorial Policy	4

### 1. JES Profile

Corporate Profile, Philosophy and Vision	6
Financial Highlights	7
Business Overview	8
Medium-term Management Plan VISION2027	10

### 2. Sustainability Management

Concept of Sustainability Management	12
Basic Sustainability Policy / Materiality and SDGs to be Addressed	13
Sustainability Management Structure	14
Our Approach to Sustainability Procurement	15
Communication with Stakeholders	16

### 3. Environment

Environmental Awareness / Supply Chain and the Environment	19
Initiatives to Tackle Climate Change	20
Water Resources / Conservation of Biodiversity	22
Disclosure Based on TCFD Recommendations	23
Considerations for the Environment in Our Business	24

### 4. Social

Supply Chain in Society	27
-------------------------	----

Quality Control Initiatives	28
Technical Support System	29
Response to Disaster	31
Initiatives to Secure Human Resources	32
Creating a Comfortable Work Environment	33
Diversity & Inclusion	34
Respect for Human Rights	36
Worker Safety Engagement	37
Occupational Safety and Health	38
Health Management	39
Social and Community Activities	41

### 5. Governance

Basic Governance Policy / Our Approach to Governance / Corporate Governance Structure	44
Governance Structure	45
Independent Directors / Diversity of Board Members / Succession Planning / Anti-Corruption Policy / Tax Policy / Supplier Management	47
Compliance	48
Information Security	49
Privacy Policy / R&D and Intellectual Property	50
Dialogue with Shareholders and Investors	51

### 6. Initiatives, ESG Data and References

Participation in Initiatives	53
ESG Data	54
GRI Reference Table	57
SASB Reference Table	59

## Message from CEO

**Safety above anything else,  
we will accelerate sustainability management**



President & Representative  
Director CEO  
**Katsushi Ishida**

I would like to express my deepest gratitude for your continued support.

The Sustainability Report 2025 mainly consists of JES Group's ESG initiatives in the fiscal year ended March 31, 2025.

In the fiscal year ended March 31, 2025, the number of domestic maintenance contracts reached a record high of 113,000 units, a net increase of 13,000 units from the previous fiscal year. Net sales were 49.3 billion yen (up 17.0% YoY) and operating profit was 8.6 billion yen (up 26.4% YoY), setting new record highs.

In terms of ESG initiatives, since promoting ESG management in the medium-term management plan VISION2027 announced in May 2022, the Company has been developing various initiatives, such as monitoring greenhouse gas emissions throughout the supply chain, enhancing information disclosure, practicing health management, and strengthening the governance system by reviewing the structure of the Board of Directors. In recent years, human rights and other social issues have become closely related to the business activities of companies. In order for a company to achieve sustainable growth, it is essential not only to pursue economic value, but also to contribute to solving social issues and to earn the trust of society. The JES Group has recently formulated its Human Rights Policy, and by expressing its intentions internally and externally, the Group has made it clear to all stakeholders that it has a responsibility to respect human rights and prevent violations.

The JES Group maintains elevators and other equipment, which are part of social infrastructure. To that end, we consider "Quality Safety" and "Worker Safety Engagement" to be material issues. The JES Group puts the safety of elevator users first in our daily work.

Although the JES Group is an independent elevator maintenance company, we believe that our pursuit of technological capabilities and responsiveness comparable to those of manufacturers has led to continued business growth. As a company sought by customers and a company listed on the Tokyo Stock Exchange's Prime Market, we have been and will be committed not only to business and financial growth, but also to addressing social and environmental issues, aiming to achieve sustainable growth and improve corporate value at the same time.

We look forward to your continued support.

## Message from CFO Sustainability Chair

**Solving social issues and developing business**



Director Deputy President CFO  
General Manager of Business Administration Headquarters  
and Chairman of Sustainability Committee  
**Kimihiko Imamura**

Thank you for taking the time to read our Sustainability Report 2025.

Since the establishment of the Sustainability Committee in 2022, social and environmental condition surrounding us has continued to evolve.

The Sustainability Committee identifies issues related to each of the ESG domains of the JES Group, plans initiatives to tackle them, and works to realize a sustainable society with the cooperation of relevant departments and external organizations. Major initiatives in the fiscal year ended March 31, 2025 are as follows.

- Enhanced disclosure of environmental information

In addition to disclosing emissions of greenhouse gases throughout the supply chain, we have detailed information on the steps we have taken to reduce emissions. The CDP score for 2024 was "B", improved by one notch from the previous "B -".

In addition, in the fiscal year ended March 31, 2025, we obtained a statement from a third party regarding greenhouse gas emissions. We have also been certified by SBTi as a "Net Zero Target" for the reduction of greenhouse gases.

- Establishment of health management

Securing human resources is one of the key issues for the JES Group.

By strengthening our health management system, we aim to establish ourselves as an organization where employees can lead fulfilling, comfortable and healthy lives in society and contribute to economic development.

JESH was selected as one of the 2025 Excellent Health Management Corporations sponsored both by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

- Formulation of anti-corruption policy

An anti-corruption policy was formulated for officers and employees.

The policy is designed to ensure that companies are operated in a sound manner based on ethical standards and compliance with laws and regulations. It aims to prevent fraud and corruption and strengthen the protection of trust in companies.

We hope that we continue to deliver the progress of the JES Group's ESG initiatives and our sincere attitude through the Sustainability Report in the future.

## Editorial Policy

### Basis of Presentation

This report focuses on major initiatives to achieve a sustainable society and the sustainability of the JES Group during the fiscal year ended March 31, 2025.

We are committed to fulfilling our accountability to society and enhancing communication with our stakeholders.

In order to disclose information as an engagement tool with all stakeholders, this report refers to the disclosure requirements of the GRI Standards and industry disclosure standards relevant to the JES Group as defined in the SASB Standards, as well as to the recommendations of the Climate-related Financial Disclosure (TCFD).

### Scope of Presentation

Period	From April 1, 2024 to March 31, 2025 Partially includes activities after April 2025 and reports from previous years
Organization	Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries
Scope of coverage	Financial : Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries and equity method affiliates
	Environment : Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries While some group companies that have been acquired are not included in the scope of this report, for data on the environmental impact of our business activities, we cover more than 90% of the Group's total impact.
	Society : Scope of coverage is described separately.
Schedule	To be published annually as an annual report

Full name for abbreviations used in the text

JES Group	: Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries
JESHD	: Japan Elevator Service Holdings Co., Ltd.
JIC	: JES Innovation Center
JIL	: JES Innovation Center Lab
JIK	: JES Innovation Center Kansai

Reference Guidelines

GRI Standard (Global Reporting Initiative)  
SASB Standards (IFRS Foundation)  
Environmental Reporting Guidelines  
(Ministry of the Environment, 2018)

#### Disclaimer

Japan Elevator Service Holdings Co., Ltd. has prepared these materials for your reference, so that you may understand the current status of the Company.

While these materials have been prepared based on generally-known economic and social conditions and certain assumptions that we have determined to be reasonable, the information contained herein is subject to change without prior notice for reasons such as changes in the business environment.

#### Cautionary Statement Regarding Forward-Looking Statements

The data and information in this presentation contains forward-looking statements. These statements are based on certain assumptions underlying current expectations, forecasts, and risks, and carry with them uncertainties which could cause actual results to substantially differ from the projected figures.

These risks and uncertainties include general industry and market conditions, as well as general domestic and international economic conditions, such as changes in interest rates and exchange rates.

The Company has no obligation to revise the forward-looking statements contained in this presentation at a later date, even if new information and/or future events emerge.

**Inquiry for Sustainability Report** : Japan Elevator Service Holdings Co., Ltd. tel: +81-3-6262-1624

01

JES Profile



Since its foundation in 1994, the JES Group has placed top priority in bringing the safety and comfort to our customers. We are engaged in maintenance and modernization of elevators, a social infrastructure, with a commitment to improving the business infrastructure, quality of service and technical skills of its employees.

Thanks to the support of our stakeholders, we were listed on the Tokyo Stock Exchange in 2017 and on the Prime Market in April 2022.

Our business and number of employees have grown year after year, and we have risen to become the number one independent elevator maintenance company.

## — Company Profile

Company Name	Japan Elevator Service Holdings Co., Ltd.
Established	October 3, 1994
Listed Market	Prime Market of the Tokyo Stock Exchange (Securities Code; 6544)
Head Office	〒103-0027 Tokyo Tatemono Nihonbashi Building 5F, 1-3-13 Nihonbashi , Chuo-ku , Tokyo
Representative	President and Representative Director CEO Katsushi Ishida (born on March 25, 1966)
No. of Employees	2,223 (as of September 30, 2025, consolidated)
Capital	2,493million yen (as of March 31, 2025)
Net sales	49,375million yen (for the fiscal year ended March 2025, consolidated)

## — Corporate Philosophy

### Safety Above Anything Else.

Safety is our lifeblood above anything else  
We are committed to monitoring 24 hours a day, 365 days a year

### No Cutting Corners.

We do not cut corners because people don't see,  
and we work for safe operation

### Building on Trust.

Building relationships of trust with customers based on our position  
and strengths as an expert specializing in maintenance

## Corporate Vision

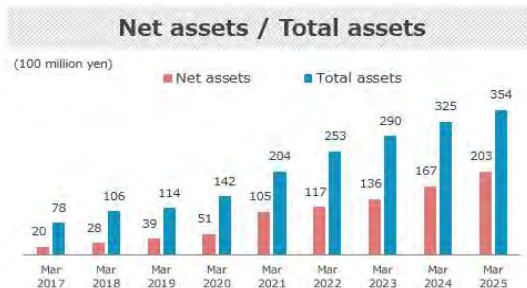
**Challenging and inspiring service!  
To be a maintenance manufacturer that creates  
the future of the industry!**

The elevator maintenance and modernization market is expanding year after year, both in Japan and in Asian countries.

The JES Group will continue to take on the challenge of leading the maintenance industry as a maintenance company that has established a business model of global standards, providing high-quality services at reasonable prices.

Thanks to the cooperation of various stakeholders, The JES Group has continued to grow in net sales, operating profit, and profit attributable to owners of parent since its listing on the Tokyo Stock Exchange. For the fiscal year ended March 31, 2025, sales were 49.3 billion yen (42.2 billion yen in the previous year) and operating profit was 8.6 billion yen (6.8 billion yen in the previous year), a significant increase in both sales and profit.

The JES Group needs to make up-front and ongoing investments in human resources, research and development, and other areas in order to expand its domestic market share and expand its business. The Group is working to secure internal reserves in preparation for capital needs and stabilize its financial base by procuring funds through borrowings.



Stock splits history: two-for-one effective on October 1, 2017, on October 1, 2018, on January 1, 2021 and on October 1, 2025

The JES Group is engaged in "maintenance, repair, and modernization services for elevators and other related equipment". Since its establishment, the company has continued to increase the number of maintenance contracts in Japan on the strength of its advanced technical capabilities to handle maintenance and repairs for all major Japanese manufacturers' models, its ability to procure genuine parts for elevators, and the scale of its stock. As of March 31, 2025, the number of maintenance contracts in Japan exceeded 113,000 units, with an estimated domestic market share of approximately 10%.

Major elevator manufacturers account for about 80% of the total number of maintenance contracts in Japan, while independent elevator maintenance companies, including the JES Group, account for about 20%. The JES Group has the No. 1 market share among independent elevator maintenance companies. We believe elevators and escalators are social infrastructure used on a daily basis for personal and business activities, like transportation infrastructure, and we strive to operate our business with the safety and security of all users as our top priority.

## — Maintenance and Repair Services

Maintenance services include statutory inspections as required by the Building Standards Act, periodic inspections (cleaning, lubrication, adjustment, replenishment and replacement of consumables, etc.), monitoring services (including investigation of abnormalities and defects, remote monitoring and remote inspection), and emergency response.

Repair services include replacement of deteriorated parts and repair of malfunctions based on reasonable judgments based on inspection results.

The JES Group has a wealth of maintenance experience and can provide maintenance for all major Japanese manufacturers' models. Each elevator manufacturer has various differences in error analysis, adjustment standards, and parts replacement standards, but our accumulated experience in maintenance enables us to provide maintenance that overcome these differences.

### Maintenance Services

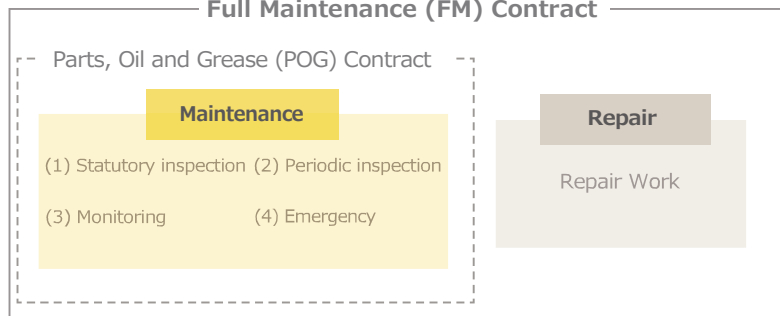


- (1) Statutory inspections as stipulated in the Building Standards Act
- (2) Periodic inspections, etc. (cleaning, lubrication, adjustment, replenishment/replacement of consumables, etc.)
- (3) Monitoring services (including investigation of abnormalities and defects, remote monitoring and remote inspection)
- (4) Emergency response

### Repair Services

Replace or repair deteriorated parts based on reasonable judgment based on inspection results.

#### Full Maintenance (FM) Contract



## — Modernization Services

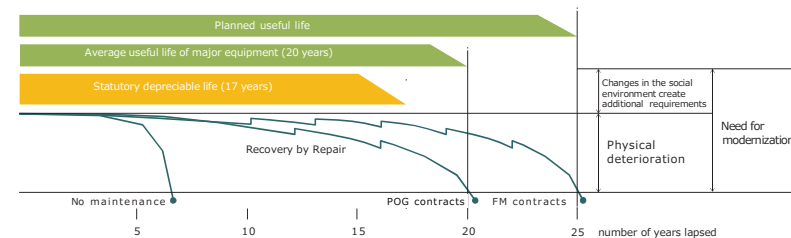
The legal depreciable life of an elevator is 17 years, and the useful life defined in the Life Cycle Cost Assessment Index prepared by the Long Life Building Promotion Association is 25 years.

For elevators that have been installed for about 20 years, the JES Group offers modernization services ranging from cost-oriented renewal of control panels and hoisting machines alone to performance improvement of the entire elevator, including design, with the aim of improving reliability, safety, and operating efficiency. From removal and renovation of existing items to elimination of existing non-conformities due to revised laws and regulations, our professional technical personnel will design and construct work that meets your needs in a safe and secure manner.

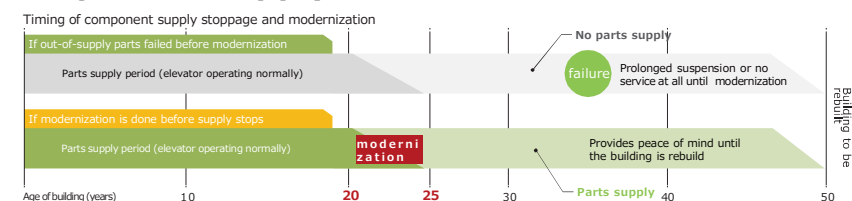
Some parts are no longer distributed once manufacturers suspended supply of spare parts. In the event of future malfunctions, etc., it may not be possible to restore the elevators due to the difficulty of obtaining parts. We propose a modernization work to replace the control panel including out-of-supply parts with the latest microcomputer control system, and to replace aged deteriorated electric motors and related equipment.

A wide variety of components are available to elaborate the design of elevators, including operating panels, buttons, wallpaper, and mats that enhance operability and comfort. Because the JES Group is well versed in elevators, we are able to propose modernizations that match the shape of the elevator.

### Elevator Service Life



### Component Supply Risk



## — Strengths of the JES Group

### Control Center

The control center, which operates 24 hours a day, 365 days a year, receives failure signals through PRIME, a remote inspection service unique to the JES among independents, and handles calls directly from customers. When a failure signal is received, we have established a system that allows us to monitor the current location of technical personnel in real time using GPS, and to accurately dispatch them depending on and arrange the means of transportation and technical capabilities of them.

PRIME is also developed with multiple patented technologies that constantly monitor elevator operation and conditions, detect signs of failure, prevent problems before they occur, and restore the elevator in a short period of time.

### Parts Center

In order to respond quickly to any equipment maintenance needs of various manufacturers, we have parts centers located in eight locations throughout Japan, and together with our sales offices, we have an abundant and efficient stock of major genuine parts.

We have parts engineers on duty 24 hours a day, 365 days a year, to establish a quick delivery system in case of emergencies. As part of our efforts to ensure a stable supply of parts and to address environmental issues, we established refurbished parts business (parts that have passed our quality control tests after being repaired or serviced from parts collected at the time of replacement), which enables us to respond to parts that are no longer supplied from manufacturers or delayed in supply due to the global shortage of semiconductors. In addition, it will contribute to the reduction of greenhouse gas emissions compared to the manufacturing new parts.

### Technical Support

Maintenance is performed by multi-specialists who have undergone "STEP24," a unique training program that ensures acquisition of basic knowledge and know-how of each model. The program is designed to create technical personnel who not only have the technical skills to handle a variety of models, but who can also be trusted as human beings.

### Overseas Business

The JES Group is promoting overseas business as part of its growth strategy.

We are expanding our business mainly in ASEAN; established a joint venture in Indonesia in 2020, acquired an independent elevator maintenance company in Vietnam through M&A in 2021, and acquired a company operating facility management business in Malaysia through M&A in 2022. We continue to grow through sales activities utilizing the JES brand and by improving quality through technical guidance.



### "PRIME" Remote Inspection and Diagnosis

"PRIME" is a service that remotely monitors elevator operations and conditions 24 hours a day, 365 days a year from a control center, detecting even minor abnormalities to provide safety and peace of mind. We have acquired multiple patented technologies and are able to work across manufacturer boundaries.



### Low Cost and Time Saving "Quick Renewal"

"Quick Renewal" is a service that enables significant "low-cost" and "quick" construction by replacing only the control panel, which is the control tower of the elevator.

Elevator re-installation work, which normally requires a week or more, can be completed in as little as half a day. Since only the necessary parts are replaced, in addition to being low-cost, it won't produce waste, is environmentally friendly, and saves energy.



### "LiftSPOT" a Fusion of Security Camera and Digital Signage Functions

"LiftSPOT" is a digital signage system equipped with a security camera. In addition to enhancing security in the elevator, the system delivers a variety of content to improve the safety and comfort in the elevator cargo.



### "Escalator Maintenance" for All Major Domestic Manufacturers' Models

Based on the guidelines set by the Ministry of Land, Infrastructure, Transport and Tourism, regular maintenance and legal inspections are conducted.

In the unlikely event of a breakdown, we can respond quickly with a wide range of parts stocked at the parts center.



### Maintenance and Modernization of Mechanical Parking Equipment

We also offer multi-level parking garage maintenance, which provides a single point of contact with elevator maintenance and can reduce costs by up to 50% compared to conventional manufacturer maintenance. We accept a wide range of models, including simple elevators, horizontal elevators, elevator types, gondola types, and underground circulation types.



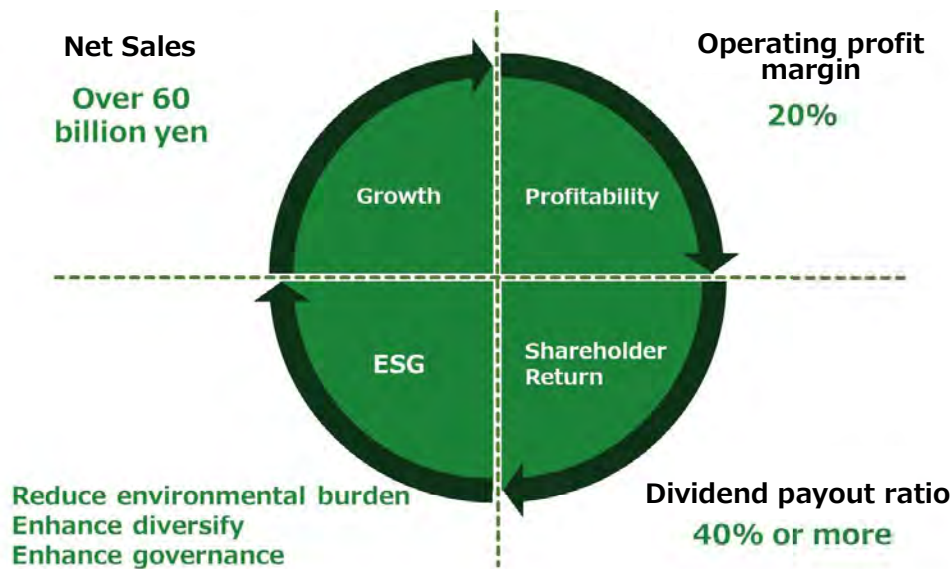
## — Achieving Sustainable Growth

We have formulated the medium-term management plan “VISION2027” and announced in May 2022. It sets the goal of incorporating and strengthening the essence of ESG in management and operations, in addition to business growth, profitability, and shareholder return targets. The fiscal year ended March 2025 was the third year of our medium-term management plan, and we made a good progress.

### Basic Strategy

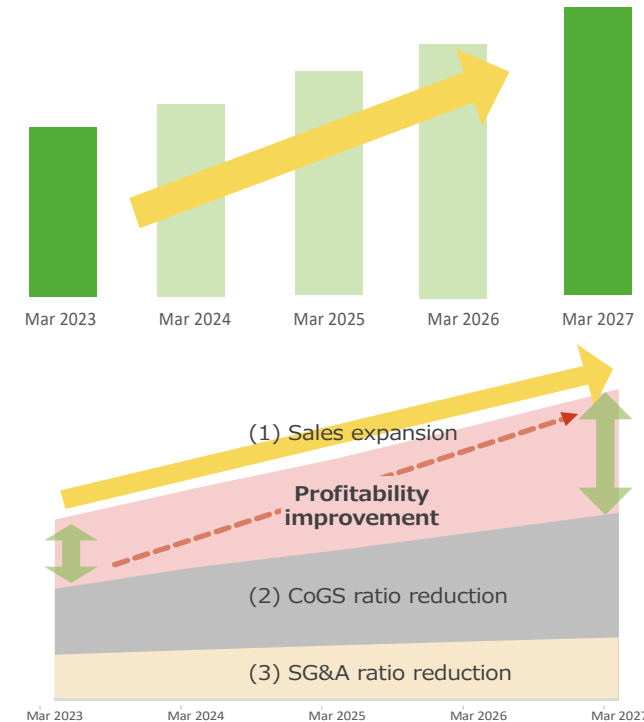
- As a Prime Market listed company, we aim to achieve sustainable growth and increase corporate value by adapting to changes in the social environment by addressing not only business growth but also social and global environmental issues from a medium- to long-term perspective.

Increase Corporate Value Through Growth and Prosper with Stakeholders



### Growth Strategy

- Grow sales through expansion of maintenance and repair services by increasing the number of maintenance contracts and by tapping modernization demand
- Improve operational efficiency through human resource development and promotion of digital initiatives, and improve profitability
- Stable returns to shareholders
- Enhance the sustainability of society and business by taking on the challenge of a sustainable society



02

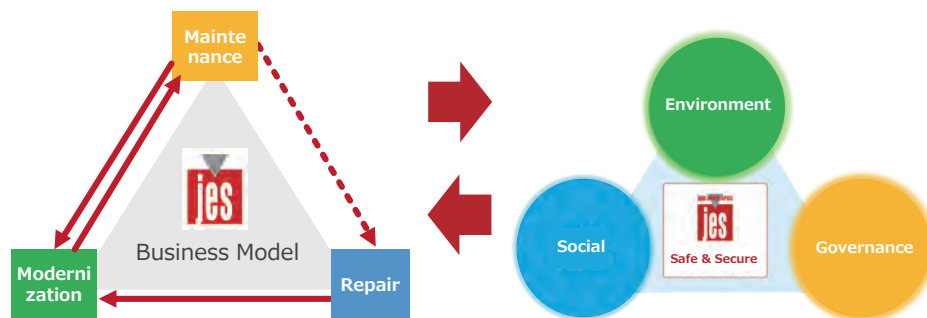
Sustainability Management



# Concept of Sustainability Management

JES Capital	
Financial capital	Net assets 20.3 billion yen (FY March 2025)
Human capital	2,028 employees (FY March 2025)
Social capital	Number of locations: 148 (FY March 2025)
Sound financial position Human resources to support services Nationwide network	

Achieve sustainable growth by incorporating the essence of sustainability into our business



Medium-term Management Plan VISION2027	
Net sales	60 billion yen
Profit	20% OP margin (before amortization of goodwill)
Shareholder return	Dividend payout ratio of 40% or more
ESG	Contributing to the environment through our business Diverse workforce Permanent Governance Enhancement

## We aim to enhance economic value as well as social and environmental value by practicing sustainability management

In an increasingly complex macro environment, with a declining birthrate, an aging population, the advance of digital transformation, and a market environment exacerbated by climate change, it is becoming increasingly difficult to predict the future. In order for the JES Group to develop sustainably in an uncertain and unpredictable society, we have set "quality and safety" in the elevator maintenance business and "occupational safety and employee engagement" that supports quality and safety it as materiality.

Today, companies are not only not valued solely on the basis of their pursuit of economic growth, otherwise they cannot even continue their business. Therefore, in its medium-term management plan VISION2027, the JES Group stipulated that it would promote activities aimed at solving social issues by incorporating ESG perspectives into its business, rather than just economic goals.

Social and environmental issues also affect our business. We are developing our business mainly in Japan. In Japan, we are facing a declining workforce due to the falling birthrate and aging population, and we recognize that this is an important issue in securing the human resources that will support our business growth. Given our market share in Japan and our history of growth, there is still plenty of room for expansion, but we recognize that acquiring and securing the human resources needed to do so is an issue that must be given top priority. In order to attract and retain human resources, it is important that the JES Group maintains an environment in which people want to work and are comfortable working, and it is necessary

to be competitive over other companies. More than ever, the key point is to recognize the diversity of human resources in society and how we can demonstrate the appeal of the JES Group in that society.

Environmental challenges include the impact of extreme weather events due to climate change. In elevator maintenance, typhoons and other extreme weather events are highly likely to cause breakdowns, creating a risk of unavailability for users. We are checking elevator operating status and working to restore operations as appropriate, but we anticipate that the increased severity and frequency of extreme weather events would interfere with maintenance and increase the risk of affecting its users. We recognize that environmental issues caused by climate change will affect the JES Group's business, and we are determined to contribute to sustainability as much as we can as a company.

On September 11, 2025, the JES Group acquired certification from the Science Based Targets initiative (SBTi), an international climate change initiative, to reduce greenhouse gas emissions throughout the entire value chain to net zero by fiscal 2050.

As short-term targets, SCOPE1 + 2 targets a 54.6% reduction from the fiscal 2023 level by fiscal 2033, and SCOPE3 targets a 32.5% reduction from the fiscal 2023 level by fiscal 2033. The SCOPE1 + 2 target is a 90.0% reduction from the fiscal 2023 level by fiscal 2050, and the SCOPE3 target is a 90.0% reduction from the fiscal 2023 level by fiscal 2050.

# Basic Sustainability Policy / Materiality and SDGs to be Addressed

## — Basic Sustainability Policy

Based on our corporate philosophy of "Safety Above Anything Else," "No Cutting Corners," and "Building on Trust," the JES Group has identified the two areas of materiality as "Quality and Safety" and "Occupational Safety and Employee Engagement". We will work to realize a sustainable society, and aim to become a company that is trusted and sought after by all of our stakeholders.

## — Materiality and SDGs to be Addressed

Materiality and SDGs	Opportunities	Risks
<p><b>Quality and Safety</b></p> <p>We consider "maintaining quality" and "providing security" to be our major social responsibility. We aim to contribute to society by providing high-quality and safe services that are appreciated by our customers.</p> 	<ul style="list-style-type: none"> <li>Respond to quality and safety needs, retain and increase maintenance contracts</li> <li>Improve capability to handle a variety of models, expand business</li> </ul>	<ul style="list-style-type: none"> <li>Induce accidents</li> <li>Decrease in number of contracts due to poor service</li> </ul>
<p><b>Occupational Safety and Employee Engagement</b></p> <p>We believe that the most important foundation supporting our business is our human resources, and we are committed to promoting the health and safety of our employees. We will also ensure that each employee can work comfortably and fulfill his or her duties with satisfaction. By creating an environment that is conducive to the sustainable development of the JES Group.</p> 	<ul style="list-style-type: none"> <li>Expand employment opportunities by creating a comfortable working environment</li> <li>Secure human resources by creating growth opportunities and job satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Create mismatch of job seeker needs</li> <li>Increase turnover and recruitment costs</li> </ul>

Recently, there has been growing interest in sustainability as a factor that leads to sustainable corporate growth and medium- to long-term value enhancement, and corporations are asked to proactively address issues related to sustainability and to disclose their activities.

The JES Group has established the Sustainability Committee to promote sustainability initiatives linked to the management plan by resolving materiality issues related to sustainability and identifying opportunities and risks. The Committee was chaired by the Director Deputy President CFO, and its members consisted of members deemed appropriate in light of the Committee's purpose and based on their assigned duties. The Committee will check for consistency of management and operations, as well as manage and oversee measures in conjunction with environmental, social, governance, and other sustainability issues.

The committee mainly deliberates on the formulation of the JES Group's sustainability strategies and plans, identify and assess risks, deliberate countermeasures and oversee its progress, set indicators to be used as targets, etc., monitor the status of initiatives and make reports and proposals to the Board of Directors.

## — Governance

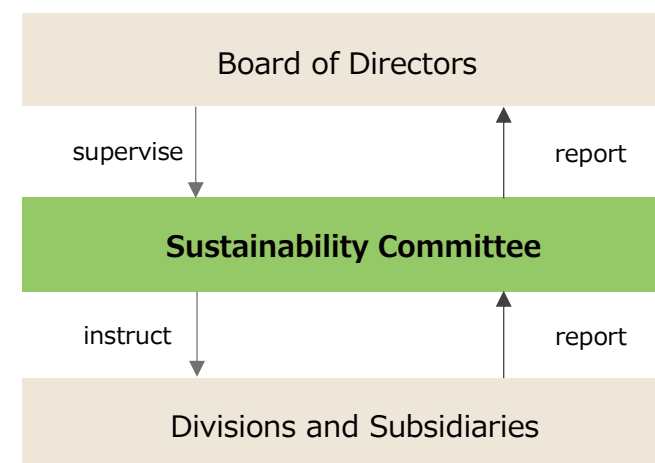
As part of the JES Group's governance structure, the Sustainability Committee deliberates on the formulation of sustainability strategies and plans, identification, evaluation, and response to risks, progress management, and the setting of target indicators. The Sustainability Committee also monitors the status of initiatives and reports to the Board of Directors.

## — Risk Management

We believe that managing risks related to sustainability, including environmental and social issues, is important for the sustainable growth of the JES Group. Led by the Sustainability Committee, the Group identifies, evaluates, and manages risks that it faces or may face in the future, and implements appropriate responses, including reporting to the Board of Directors.

## — Strategy

Strategies related to sustainability that should be addressed for sustainable growth are reviewed and formulated by the Sustainability Committee, including the perspectives of risk and opportunity.



In order to conduct business activities based on its corporate philosophy, the JES Group has established the Supplier Conduct Guidelines, which serve as its policy for addressing human rights, labor issues, and environmental issues.

We believe it is essential for all suppliers to understand the JES Group's approach and cooperate with us and comply with these guidelines in order to fulfill our corporate social responsibility and contribute to a sustainable society.

## — Supplier Conduct Guidelines

### 1. Policy

The JES Group has established the "Supplier Conduct Guidelines" to serve as a policy for addressing human rights, labor, and environmental issues, etc. With the Guideline the JES Group would like to convey its corporate philosophy and expects suppliers to comply with applicable laws, regulations, and international social norms in any countries and regions where they conduct business activities, and the JES Group expects them to understand and practice the subjects specified below.

#### (1) Prohibition of forced labor

Hire all employees at their will and do not force them to work.

#### (2) Prohibition of child labor

No child under the minimum legal working age shall be employed.

#### (3) Provision of a healthy, safe and sanitary working environment

Provide a healthy, safe and sanitary working environment for our employees.

#### (4) Respect for the right to collective bargaining

Respect the right of employees to organize and bargain collectively as a means of labor-management consultation on the working environment and wage levels.

#### (5) Prohibition of discrimination

Eliminate discrimination in the employment of our employees and achieve fairness in their treatment.

#### (6) Prohibition of harassment

Respect the human rights of employees and prohibit harassment of any kind.

#### (7) Appropriate management of working hours

Appropriately manage employee working hours and leave, and prohibit excessive overtime work.

#### (8) Ensure appropriate wages

Provide employees with decent living wage in compliance with the legal minimum wage.

#### (9) Thorough prevention of corruption

Comply with all relevant laws and regulations and ensure the prevention of corruption.

#### (10) Consideration of environment

When conducting business, consider the impact on local communities and biodiversity, and strive to conserve the global environment.

Consider climate change issues, efficient use of resources, waste reduction, and water use.

### 2. Response to noncompliance

If an instance of noncompliance of these guidelines is identified, the Group will request the supplier to take corrective measures, and provide guidance and support to the supplier.

If the non compliance persists after our guidance and support, the Group will reconsider the business with the supplier.

Stakeholders	Communication Channel	Engagement	Fact
<b>Customers and users</b>	Maintenance and repair services Modernization services Sales office (nationwide) Control center Official web site	We strive to improve customer satisfaction by communicating with customers daily through maintenance and other services. JES Group's service menu is available on our official website, and we respond promptly to any inquiries we receive.	【Number of maintenance contracts (Japan)】 120,870 units (as of September 30, 2025)  【Number of offices (Japan)】 150 locations (as of September 30, 2025)
<b>Subcontractors and suppliers</b>	Maintenance and repair services Modernization services Sales office (nationwide)	We are deepening technical collaboration and engagement with partner companies and suppliers who cooperate with the JES Group's business through each transaction.	
<b>Job seekers and employees</b>	Web site for recruitment, media In-house training system Meister system Intranet	In line with business expansion, we are actively hiring and training personnel, particularly technical personnel. After joining the company, we promote the improvement of business and technical skills through an in-house training program centered on STEP24. In addition, topics such as technological trends are posted on the intranet for viewing.	【Number of employees】 2,223 persons, of which 1,436 technical personnel (as of September 30, 2025)  [Reference: As of September 30, 2024] 1,997 persons, of which 1,249 technical personnel.
<b>Local community</b>	JES Innovation Center (JIC) JES Innovation Center Lab (JIL) JES Innovation Center Kansai (JIK) LiftSPOT JES Judo Club	【JIC/JIL】 We make JIC and JIL, located in Wako, Saitama Prefecture, available for social studies field trip site for the children who will lead the next generation. The facility is certified as a "Baby's Station" under the Saitama Prefecture initiative.  【JIK】 The company-owned facility, JIK (Takarazuka City, Hyogo Prefecture), has a power supply local residents can use to recharge their batteries in the event of a disaster.  【LiftSPOT】 Starting in 2022, we launched a video distribution project to support the development of local government's initiatives.  【JES Judo Club】 Judo classes are offered to infants and students.	【LiftSPOT】 Broadcast Results: Elevator Media Home Page <a href="https://liftspot.jp/news/">https://liftspot.jp/news/</a>  【Judo Classes held in Japan】 November 2023 Saitama. December 2023 Kochi. September 2024 Kagoshima. July 2025 Ishikawa.

## — Policy and Promotion System for Dialogue with Shareholders and Investors

Items	Policy
(1) Designate a member of the management team or a director who is attentive to the overall dialogue	Dialogue with shareholders and investors is overseen by the Representative Director. In principle, the actual interview will be conducted by the representative director and IR staff, depending on the purpose of the meeting.
(2) Measures for organic coordination of internal departments, etc. that assist in dialogue	In order to enhance the effectiveness of dialogue with shareholders and investors, the IR Office plays a central role in coordinating information with the JES Group's divisions and subsidiaries.
(3) Efforts to enhance means of dialogue	The JES Group holds financial results briefings for institutional investors and visits institutional investors, and provides financial results and other materials on its website.
(4) Measures for effective feedback of opinions and concerns	The knowledge and other information obtained through dialogue is fed back to the Board of Directors, management and related departments as necessary to disseminate and share information.
(5) Policy on management of insider information in dialogues	The JES Group strive to disclose corporate information in a fair, equitable, and timely manner in accordance with our separately established "Disclosure Policy". The JES Group manage insider information by limiting the number of contact points for IR activities, refraining from dialogue during the quiet period, and complying with insider trading prevention and control rules.

## — IR Activities

The information is related to the JES Group's growth potential and profitability, including business strategies, mid-term management plan initiatives, and performance trends. Shareholder opinions identified in the dialogue are to be fed back to management as necessary, and necessary improvements are to be made.

### Number of Dialogues with Shareholders and Investors

	FY2022	FY2023	FY2024	FY2025
Domestic investors	69	81	94	148
Overseas investors	86	109	133	198
Total	155	190	227	346

03

Environment



## Environmental Awareness

Environmental issues are of great concern to the international community and have serious implications for humanity and the planet. Climate change, destruction of ecosystems due to deforestation, pollution of water resources, and protection of biodiversity are just a few examples of the global trends that require individuals and companies to act and sustain long-term environmental initiatives.

It requires international coordination and cooperation, and the collaboration of governments, businesses, and individuals is essential. It is important to use international frameworks, such as the Sustainable Development Goals (SDGs), to implement strategies and measures to address environmental issues.

### — Environmental Policy

The JES Group considers environmental issues (climate change, biodiversity, water security, pollution and resources), which are international challenges, to be important management issues and is committed to working with stakeholders to reduce the environmental impact of its operations and contribute to the realization of a sustainable society through the following initiatives.

#### 1. Compliance with laws and regulations

We shall comply with environmental protection treaties and the laws and regulations of the countries in which we operate.

#### 2. Response to climate change

To reduce greenhouse gas emissions, we shall strive to contribute to the mitigation of climate change by being mindful of our energy use.

#### 3. Response to biodiversity

Recognizing the benefits that ecosystems provide, we shall minimize any impact on biodiversity, and conserve them.

#### 4. Response to water security

We shall strive to reduce water consumption through efficient use of water and proper treatment of water.

#### 5. Pollution and resources

Contribute to the formation of a recycling-oriented society by promoting sustainable use of resources in the supply chain handled by our business, reduction of resource use, waste reduction, and recycling, in an effort to reduce emissions of air pollutants and to reduce and properly dispose of hazardous waste and wastewater.

#### 6. Collaboration with suppliers

The JES Group shall promote communication with suppliers and other business stakeholders on environmental issues and seek their cooperation in resolving these issues.

#### 7. Environmental management system

We shall establish targets for reducing environmental impact and conduct periodic monitoring reviews of all business activities, including service provision and logistics, and strive to take appropriate actions based on environmental impact assessments.

## Supply Chain and the Environment

The JES Group considers environmental issues (climate change, biodiversity, water security, pollution and resources) as one of the most important management issues in conducting its business. We will work with all stakeholders, including customers, users, employees, subcontractors, suppliers, and local communities, to ensure appropriate environmental response throughout the supply chain of our business.

The JES Group also strives to disclose environmental information through its Sustainability Report. We will enhance information disclosure on climate change and environmental management so that all stakeholders can understand the various initiatives of the JES Group.



The JES Group supports the goal of international organizations and the Japanese government to achieve a carbon neutral society by 2050.

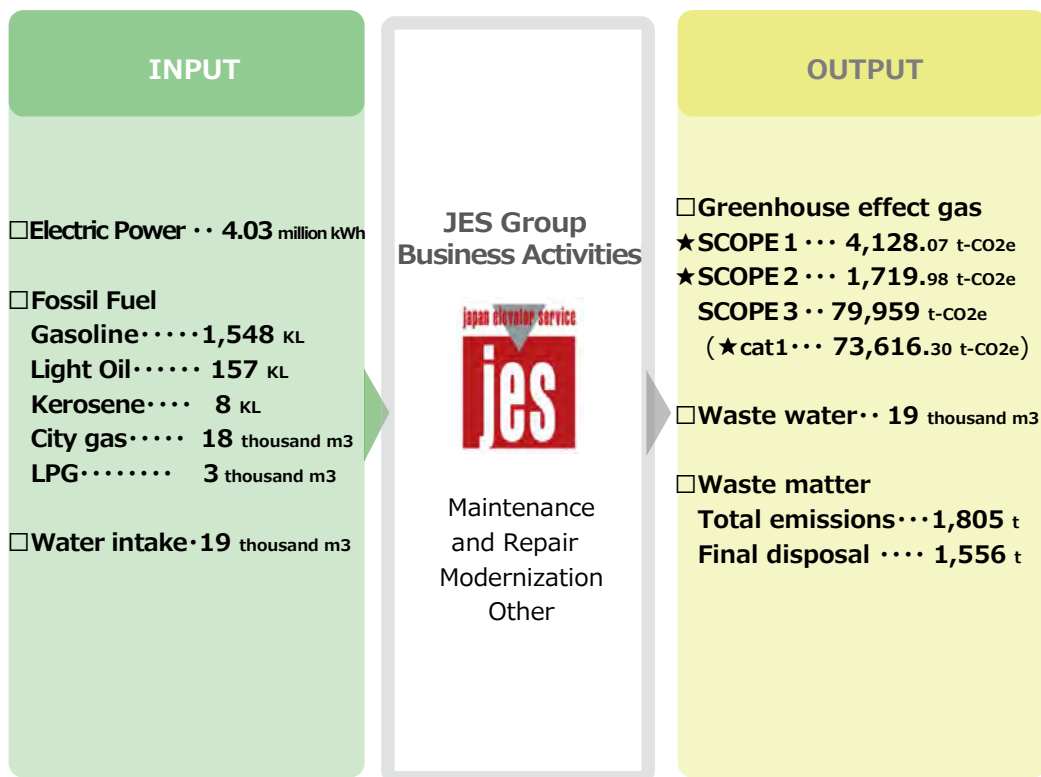
We recognize that global warming has the potential to cause severe weather, sea level rise, and ecosystem changes that could have serious impacts on humanity and ecosystems. Currently, many extreme weather events are occurring due to climate change. In Japan, torrential rain disasters have caused damage, which has also affected the elevator maintenance business, such as in response to malfunctions.

The transition to a carbon neutral society is an important step in limiting rising temperature through reduction of greenhouse gas (GHG) emissions and in mitigating climate change.

We recognize that economic activity requires an environment in which people can live healthily and safely, and that individuals and businesses have a social responsibility to take actions to address the impacts of climate change that impede such activity. Compliance with the Paris Agreement and other international climate change agreements is important and essential to building a sustainable future.

The JES Group is committed to contributing to the environment by striving to develop its business in an environmentally friendly manner.

— JES Group's Material Balance for the FY 2025



Environmental data for the fiscal year ended March 31, 2025 (FY 2024) marked with ★ refer to figures subjected to third party verification by the British Standards Institution (BSI) to ensure its reliability.

— Indicators and Targets

Acquisition of SBT certification

The JES Group has set a target to reduce greenhouse gas emissions throughout its value chain to net zero by fiscal 2050. On September 11, 2025, the Group received certification from the Science Based Targets initiative (SBTi), an international climate change initiative.



Short-term target

SCOPE1+2 reduction target: 54.6% reduction from FY 2023 level by FY 2033  
SCOPE3 reduction target: 32.5% reduction from FY 2023 level by FY 2033

Net zero target

SCOPE1+2 reduction target: 90.0% reduction from FY 2023 level by FY 2050  
SCOPE3 reduction target: 90.0% reduction from FY 2023 level by FY 2050

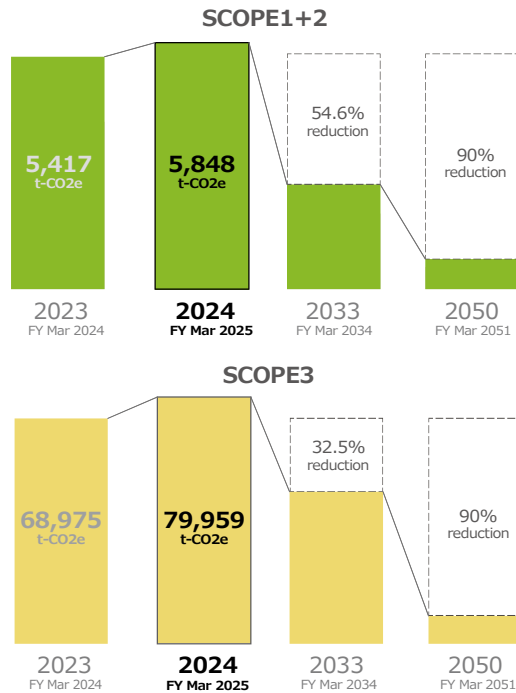
## Progress Toward Achieving Greenhouse Gas Emission Reduction Targets

The JES Group has set a target to reduce greenhouse gas emissions throughout its value chain to net zero by FY 2050, and is implementing environmentally friendly initiatives with its business plan in mind.

In the fiscal year ended March 31, 2025, the JES Group calculated greenhouse gas emissions for the entire supply chain, including SCOPE1 and SCOPE2 emissions by the Group as well as SCOPE3 emissions by other companies.

Greenhouse gas emissions in the fiscal year ended March 31, 2025 were calculated to be ★ 4,128.07 t-CO<sub>2</sub>e for SCOPE1, ★ 1,719.98 t-CO<sub>2</sub>e for SCOPE2, and 79,959 t-CO<sub>2</sub>e for SCOPE3.

### Progress Chart with the Fiscal Year Ended March 2024 (FY 2023) as the Base Year



Environmental data for the fiscal year ended March 31, 2025 (FY 2024) marked with ★ were subjected to third party verification by the British Standards Institution (BSI) to ensure its reliability. Independent Assurance Statement → Page 54 of this report

## Status of Efforts to Reduce Greenhouse Gas Emissions

### Scope1 Reduction

The main component of Scope 1 is gasoline for vehicles used to inspect managed properties and respond to breakdowns. The total usage for the fiscal year ended March 31, 2025 was 1,548 kiloliters.

The number of managed properties increases every year, and the number of vehicles is expected to increase as the business expand, as we open new stores in newly expanding areas.

In order to reduce emissions, we are introducing hybrid vehicles, working on switching from automobiles to motorcycles, especially in urban areas where there is a high density of properties, and testing the introduction of electric bicycles. Our policy is to promote the switchover to the extent that it does not interfere with service quality.

Electric vehicles do not use gasoline, so the Scope 1 reduction effect is significant, but the expansion and penetration of the recharging infrastructure is still to come, and will be considered based on the supply situation and its impact on our business.

### Scope2 Reduction

The main component of Scope 2 is electricity used at our offices. The JES Group offices are located throughout Japan, and electricity is purchased from electric power companies and other companies that have jurisdiction over each office.

One way to reduce emissions is to switch purchased electricity sources to renewable energy sources. The JES Group intends to reduce emissions through a phased changeover.

In addition, the Innovation Centers JIC, JIL, and JIK have rooftop solar panels that replenish the electricity used for emergency power generation and provide part of the facility's electricity during non-emergency periods.



### Scope3 Reduction

The main component of Scope 3 is greenhouse gas emissions from sources other than our own, and the main source is from Category 1, "Purchased Products and Services".

The JES Group purchases control panels, ropes, and other parts for use in elevator maintenance and modernization services for a variety of models. Parts purchases are necessary for elevator safety, and the volume of purchases is expected to increase in proportion to the increase in the number of properties under management.

Cooperation from suppliers is essential for Category 1 reduction, as their commitment to GHG reduction is a key point. We will consider our response based on friendly relationships with our business partners and in light of the status of social demands.

Emission reductions for other categories are considered as individual issues.

## Water Resources

We recognize that wastage of water resources and water pollution are important issues in the earth's ecosystem.

Since the JES Group is not a manufacturer and does not have a manufacturing plant, we recognize that the impact on water resources through our business is very minimal.



### — Water Security

#### Basic Policy

The JES Group recognizes that water security is an issue to achieve sustainable society. We shall implement measures to address water stress risk, water disaster, and water management.

#### Water Risk

Utilizing the international index WRI Aqueduct, we comprehensively analyzed and evaluated current and future risks. We confirmed that there is no significant water risk at Group's main sites at this time.

#### Water Use and Drainage

We monitor the amount of water resources used, strive to conserve water, and implement appropriate wastewater management.

The water used by the JES Group is for domestic use, and there were no violations of regulations pertaining to wastewater.

In addition, we confirmed that the drinking water used by employees was safe and hygienic.

## Conservation of Biodiversity

We recognize the importance of protecting ecological diversity and limiting negative impacts on human sustainability.

Since the JES Group is not a manufacturer and does not have a manufacturing plant, we do not engage in any activities that directly affect the ecosystem, such as deforestation, and we recognize that the impact of such activities is extremely minor.



### — Biodiversity Policy

Business activities benefit from biodiversity in the cycle of products and services, including production, distribution, and use. On the other hand, it is also true that disposal and incineration have an impact on biodiversity. All people and corporations living on the Earth must live in harmony with nature and biodiversity to achieve sustainable development.

In order to contribute to the realization of a society that coexists in harmony with nature, we aim to minimize the impact of our business activities on nature and biodiversity.

1. Understand the impact on biodiversity
2. Minimize the impact on biodiversity
3. Comply with international agreements and regulations
4. Conduct business activities without damaging the ecosystem
5. Work with external parties on biodiversity

## — Risks / Opportunities

### Transition Risks

- Policy and Law**
  - Increased response costs due to stricter CO2 emission regulations, introduction of carbon tax, etc.
  - Increased response costs for increased renewable energy deployment due to renewable energy policies
- Technology**
  - Increased costs to transition existing products and services to low CO2 ones
  - Increased development costs for investment in technology to reduce environmental impact
- Market**
  - Increased costs to meet growing market and customer demands for climate change
  - Rising prices of procured goods due to accelerated decarbonization efforts
- Reputation**
  - Risk of lost sales opportunities in the event of delays in responding to customers' CO2 emission reduction needs
  - Risk of increased shareholder disclosure requirements for listed companies that are reluctant to disclose climate related information

### Physical Risks



Risk of sales decline due to service delivery delays caused by damage to business locations and supply chains as a result of weather-related disasters.

### Opportunities

- Resource Efficiency**
  - Growing demand for recycling and refurbished products due to the progress of decarbonization efforts in society
  - Reduce the amount of energy used in corporate activities, thereby reducing operating costs
- Energy Source**
  - Increased inquiries about recycling and refurbished products from companies looking to decarbonize their businesses
- Products & Service**
  - Increased inquiries about recycling and refurbished products from companies looking to decarbonize their businesses
  - Increased orders for repair work on damaged elevators and other equipment
- Market**
  - Increased demand for recycled and refurbished products from companies looking to decarbonize
- Toughness Resilience**
  - Increased demand for maintenance services with BCP systems in place

**1.5°C** Changes in climate and extreme weather are expected. The Group will consider and implement specific measures in anticipation of an increase in emergency response due to typhoons, flooding, power outages, etc.

**2°C** Stricter GHG emission regulations, technological innovation, and a shift to new energy sources are expected. The Group will consider and implement specific measures to reduce financial risks and enhance opportunities in the JES Group's services

**4°C** Physical risks are expected. Natural disasters, rising temperatures, and other factors could adversely affect infrastructure and increase electricity prices, among other risks. Specific measures will be considered and implemented to mitigate the impact of electricity price fluctuations caused by natural disasters.

# Consideration for the Environment in Our Business

## Maintenance and Repair Services

The legal service life of an elevator is 17 years, which can be extended by proper inspections. In addition to periodic inspection services, we contribute to extending the period of availability through preventative repairs.

The JES Group is the only independent elevator maintenance company to offer a unique remote inspection service called "PRIME". Elevators can be remotely monitored for operation and condition with accuracy comparable to that of manufacturer-affiliated maintenance companies. By quickly detecting signs of failure, it is possible to respond to problems before they occur, thereby reducing downtime during inspections. The increased maintenance efficiency of the technical personnel has also been a plus in terms of reduced travel time and improved work styles.



### Remote Inspection Service "PRIME"



**Point 1** 24 hours a day, 365 days a year, maintenance on behalf of people  
Fewer manned inspections reduce elevator downtime

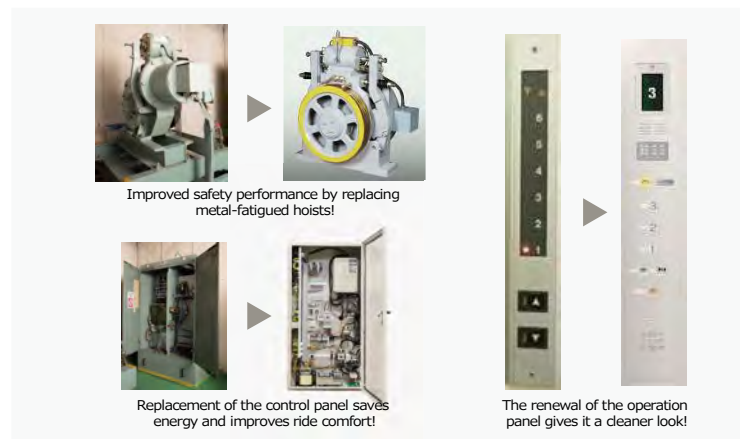
**Point 2** Monitor elevator operation and conditions  
Address problems before they happen/reduce failure rates

**Point 3** Detects small abnormalities that can lead to major problems, such as abnormal door opening/closing and abnormal gaps

We ensure smooth restoration because we can assess the general situation prior to our visit on site.

## Modernization Services

Elevators are equipment that have a limited service life, and the modernization services provided by the JES Group can extend the use of elevators in an environmentally and resource-conscious manner by replacing control panels, hoisting machines, and other major components to make use of the parts that can survive, rather than replacing the elevator in whole. This is an environmentally friendly and resource-efficient way to extend the life of elevators. This allows elevators to be used safely without having to build and install new elevators, thereby contributing to the reduction of greenhouse gas emissions generated in manufacturing process.



### "Quick Renewal" Reduces Cost and Time

"Quick Renewal" is the JES Group's unique modernization service that achieves significant "low cost" and "short time" by replacing only the "control panel," which is the "brain (control tower)" of the elevator.

**Point 1** Construction period is about half a day

Significantly shortens elevator shutdown time from about a week to about half a day.

**Point 2** Less than half the cost

By replacing only the necessary parts, we have succeeded in reducing the cost to less than half that of conventional products (compared to our conventional products).

**Point 3** Environmentally friendly

Environmentally friendly with minimal waste as only the control panel is replaced, and energy consumption will be reduced than older control panels.



# Consideration for the Environment in Our Business

## — Refurbished Parts



### What is refurbished parts?

The JES Group promotes recycling and refurbishing of parts generated through its elevator maintenance operations.

"JES Certified Refurbished Parts" service was released in 2022. Refurbished parts are parts that have passed quality control tests after being repaired and serviced from parts recovered at the time of replacement. As part of our efforts to ensure a stable supply of parts and to address environmental issues, we are focusing on increasing refurbished parts.

### Effects on the environment

The 3Rs (Reduce, Reuse, Recycle) and circular economy are trends in our office to achieve a sustainable society. Since resources are limited, recycling and effective utilization of resources, as well as recovery and recycling of wasted items, will enable us to develop environmentally friendly business operations.

In addition to the economic aspect of reducing the procurement of new products, we believe that this is a direct environmental service through our business, as it reduces the manufacture of new products.



#### Point 1 Stable supply of parts

Eliminates parts supply delays and ensures a stable supply of parts

#### Point 2 Improved eco-efficiency

Use of recycled parts reduces greenhouse gas emissions

#### Point 3 Quality Assurance

Only parts that have passed quality standard tests are certified as refurbished products, with warranty period

▼ Visual inspection



▼ Functional Inspection



## — Switch to LED Lighting

LED lighting is more power efficient and can be used for a longer period of time than fluorescent lighting. We recognize that the switch to LEDs in commercial and residential facilities is progressing.

We are proposing to replace the lighting in the elevators and escalators with LEDs.

Since 2019, we have replaced a total of approximately 71,000 units, contributing to the reduction of electricity consumption and greenhouse gas emissions. When lighting is used 24 hours a day, 365 days a year, the greenhouse gas reduction effect will be 5,600t-CO2e (JES estimate).



#### Point 1 Cost reduction

Electricity costs can be reduced by approximately 70% for elevators and 50% for escalators on an annual basis

#### Point 2 Long life

LED lighting should be replaced approximately 8 years for elevators and 10 years for escalators

#### Point 3 Energy-saving eco-friendly control panels

Reduced energy consumption and CO2 emissions

04

Social



## — Social Impact of the JES Group

Protecting the safety and security of elevators is the mission of the JES Group and its greatest impact on society. As urbanization progresses, buildings and condominiums are becoming taller and taller, and elevators and other means of vertical transportation have established themselves as social infrastructure, as a means of transportation used on a daily basis.

The number of maintenance contracts for the JES Group continues to increase steadily to 120,870 units in September 2025, from 113,520 units in March 2025, with an estimated market share of approximately 10% in Japan. This means that the JES Group's services are increasingly supporting the lives of its users.

In this business environment, the JES Group has set "quality and safety" and "occupational safety and employee engagement" as materiality, and as a corporate group that constantly supports safety and security, we will continue to turn the wheels of both the sustainable growth of society and sustainable growth of the company. In addition, we will work with all stakeholders, including customers, users, partner companies, suppliers, and local communities, to revitalize and develop society throughout the supply chain of our business.

## — Quality and Safety

Elevators operate 24 hours a day, 365 days a year as a social infrastructure that many people use every day in commercial and residential facilities. Through its elevator maintenance business, the JES Group monitors the daily accessibility of elevators and their safe operation. Quality and safety is an important issue, and we are working to improve our organization and workforce, improve our quality and technical capabilities, strengthen our research and development, and develop the human resources necessary for that purpose, in order to improve the satisfaction of our users. Among all, the remote inspection service "PRIME" has been developed using several patented technologies. It constantly monitors the operating status and condition of elevators to detect signs of failure, enabling the prevention of trouble and quick recovery. We strive every day to develop services that can only be provided by the JES Group but not by other independent maintenance companies. Maintenance is performed out of sight of the users. However, based on our corporate philosophy of "No Cutting Corners," we work tirelessly behind the scenes of social infrastructure, for the daily lives of our users, to resolve their concerns and inconveniences, and to make them smile.



## — Worker Safety Engagement

We believe that the most important foundation supporting our business is our human resources, and by ensuring the safety of our employees and creating an environment in which each employee can perform his or her duties with sense of comfort and fulfillment, we can lead to the sustainable development of the JES Group. The number of employees at the end of March 2025 was 2,028, and the headcount is increasing due to the hiring of new graduates and mid-career workers in line with business growth. At the same time, we promote the improvement of technical skills through various training programs, such as our own in-house training program "STEP24". To ensure that employees can work with peace of mind, we have established rules and regulations preventing harassment and focus on human rights through an internal reporting system. In addition, we are executing business with the well-being of our employees in mind by enhancing our human resources system.

Our efforts include ensuring the safety of our employees, creating a system that allows for a variety of comfortable work styles, accepting a diverse workforce, and training programs that allow all employees to play an active role in the company.



Based on our corporate philosophy of "Safety above anything else," "No cutting corners," and "Building on trust," the JES Group, as an expert specializing in maintenance, puts safety first and foremost and strives to build relationships of trust with our many customers.

## — Quality Control Initiatives

### Identify Failure Trends at Each Office

We strive to reduce breakdowns by analyzing breakdown trends in each region and implementing countermeasures. These efforts improve technical capabilities and site conditions, and also reduce working hours.

### Maintenance and Inspection Manual and Inspection Check Sheet

They are formulated based on guidelines established by the Ministry of Land, Transport and Tourism and technical information from manufactures. In addition, we utilize our own technical information and statistics from our experiences to conduct inspections with higher accuracy and stricter standard.

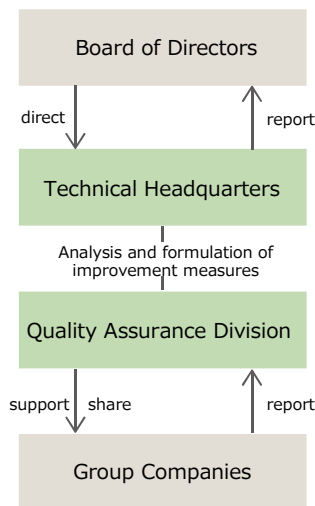
### Establishment of a Trouble-shooting Desk (help desk)

By centralizing technical consultation window in one location, there are advantages such as early completion of repair, creation of an environment where technical personnel can easily consult, and securing time off for off-duty technical personnel.

### Response to Prolonged Breakdowns

We share the long-time breakdown information such as confinement or suspension at 9:00, 13:00, and 17:00 internally and follow up with callers and dispatchers to reduce long breakdown times and restore the system as soon as possible. By being able to visually see "when," "where," and "what kind of malfunction" is occurring, the system aims to reduce the time customers are unable to use the elevator by providing prompt approach and follow-up.

### Quality Control System Chart



## — Quality Improvement Initiatives

The report on quality control, which are tabulated monthly, are analyzed by the Technical Headquarters and other operating companies to reduce breakdowns. In addition, once a half year, a meeting is held for technical managers from all operating companies to share information face to face, confirm failure trends, and deploy their experiences horizontally.

## — JES Safety Regulations Honored by Subcontractors

The JES Group has established the "JES Safety Regulations" to ensure the safety of our and third party workers by establishing a safety and health management system for on-site work, making work equipment safe, and eliminating activities which are deemed unsafe.

We require not only JES Group technical personnel but also subcontractors to comply with the regulations, and in order to maintain the same level of quality, we will not outsource work unless they have completed the education and training specified by JES, even if they sign a contract.

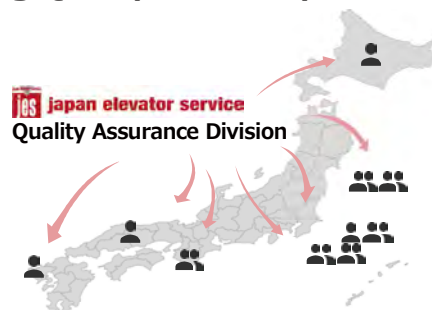
In addition, once a year, JES Group companies and subcontractors get together to hold a "Safety and Health Promotion Convention," where we host safety awards and share various reports in an effort to further improve safety awareness and quality.

## — Toward Sustainable Growth

We are promoting the establishment of a quality control function in all operating companies to prepare for the increase in the number of maintenance contracts to meet our medium-term management plan.

To this end, we provide education through our "Meister System" and deploy trained technical personnel throughout the country to further improve quality in each area.

### Expanding Quality Control System for Sustainable Growth

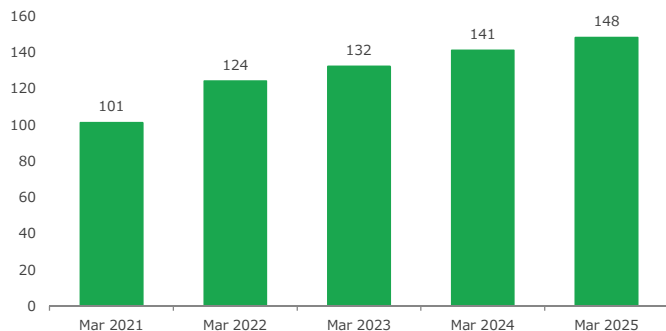


## — Expansion of National Network

In order to provide the JES Group's high-quality, reasonably priced services, we need to expand office network to have access to its elevators and other facilities.

The JES Group is expanding nationwide through new office openings and mergers and acquisitions. As of the end of March 2025, there were 148 offices in Japan. The number of offices increased to 150 by the end of September 2025.

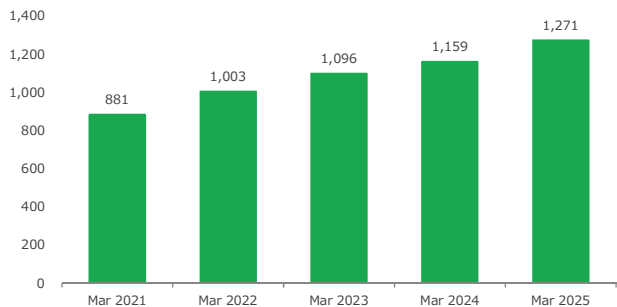
### Number of Sales Offices



## — Securing Technical Personnel

The JES Group allocates engineers appropriately based on the number of units under maintenance contracts. Securing technical personnel is an important management issue. In the fiscal year ended March 31, 2025, we employed a total of 1,271 engineers, including new graduates and mid-career recruits. As of the end of September 2025, we employed 1,436 engineers.

### Number of Technical Personnel



## — Control Center

We have two control centers, JIC (Kanto) and JIK (Kansai), which are equipped with the latest technology to watch over the safety of our customers 24 hours a day, 365 days a year.

We have established a system in which the current locations of our technical personnel are monitored in real time using GPS terminals, and we know not only their locations but also their individual experience and means of transportation, so that the most appropriate engineer can be dispatched to the site at a moment's notice. In the event of a major disaster, a disaster response headquarters is quickly set up and the disaster system is activated in accordance with the JES disaster manual. It serves as a command post for the early restoration of managed properties and controls each branch office, branch office, and technical personnel.

Management of remote inspection service "PRIME"

Management by GPS

Management by telephone line



We always monitor the condition of the elevators and take immediate action in the event of an abnormality.

The current location of the technical personnel is identified in real time, and in the event of an emergency such as a lock-in, the system even knows the means of transportation and dispatches the most appropriate technical personnel to the site immediately.

Our staff is always on standby to check and respond to the situation by talking directly to the user in the elevator.



## Development of Human Resource

The JES Group is a corporate group with a diverse workforce. To ensure that our employees experience career advancement after joining our company, we focus not only on growth through work, but also on human resource development. We strive to motivate employees to work long-term by training them in different levels and monitoring them through an evaluation system.

### Hierarchy-specific Training Overview

	Required Training	Specialized Technical Training	Object Specific Training
Senior Manager	Various Management Training	Specialized Technical Training Training for practical skills in new technologies and revised new standards (as needed)	Japan Maintenance Examiner Training for managers at branch offices, training of examiners
	Hierarchy-specific Training		
Manager	Training for New Manager	Annual training (mid-level employees) 50 training sessions per year for technical personnel who have completed STEP 24	Instructor Training STEP24 Training Instructor Training of OJT instructors for technical personnel at branch offices
	Hierarchy-specific Training		
Mid-level	Training for Mid-level Employee	STEP24 A total of 24 training courses will be conducted, and it will be obligatory for eligible participants to take all courses. *The purpose of this program is to pass internal certifications and improve technical skills.	Training for Legal inspector (national certification)
	Hierarchy-specific Training		
From 1st Year to 3rd Year	Brush-up Training for New Employee		Training for Safety License Renewal Training for foreman/operation supervisors Full harness special training
	Business Manner Training for New Employee		
	Training for Sales Personnel		

### Other Education and Training, etc.

- [Face to face meeting]
- Safety Manager Meeting: Quarterly
- Health Manager Meeting: Quarterly
- Safe Driving Managers Meeting: Monthly
- [Delivery of information]
- Compliance Plaza: Bimonthly
- Medical Insurance Union Newsletter: Monthly
- Fire and Disaster Prevention Communication: Monthly
- Safety Promotion Department Newsletter: Monthly

## Development of Human Resources Overseas

Subsidiaries in Indonesia and Vietnam are engaged in the elevator maintenance business.

We provide the same safe and secure service as in Japan under the different cultures, working styles, and elevator regulations in each country. Technical personnel are dispatched from Japan to identify and reduce failure rates, and to train personnel. Recently, we have been promoting the development of "STEP24", a Japanese training curriculum, to increase loyalty to the company through improved technique.

The Overseas Business Strategy Office plays a central role in promoting the expansion of fast-growing overseas markets through close communication with local management.

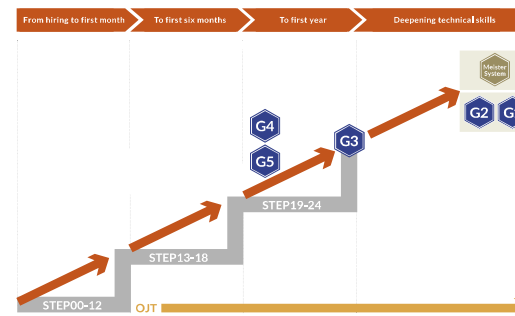
We manage risk by regularly reporting and discussing the progress of our overseas business, not just business performance, but also technological initiatives.

## Training Program for Technical Personnel

The JES Group's competitive advantage lies in its ability to provide advanced support for multiple manufacturers' products. There are no official qualifications for elevator maintenance, although there are those related to inspections. In light of this current situation, the JES Group believes it is necessary to enhance various in-house qualification systems to guarantee elevator safety. To this end, we have established a wide variety of education and qualification programs, and are making the utmost efforts to secure and foster excellent human resources.

### Training Program "STEP24"

The JES Group's strength is its advanced maintenance quality for major domestic manufacturers' products. We have established our own training program "STEP24" and an in-house qualification system to ensure that our employees acquire basic knowledge and know-how of major domestic manufacturers' products and improve their technical skills.



### Meister System



This course is designed to train professionals to deal with breakdowns, such as cases that require lengthy repairs. Employees who are selected through an internal selection process after an open recruitment process undergo a two-year training program at the head office, where they hone their advanced skills, safety management attitude, and mannerisms to serve as role models for other employees.

## Indicators and Targets for Human Resource Development

For the sustainable growth and development of the JES Group, we believe it is important to develop human resources with the technical capabilities to support the maintenance business.

In order to monitor human resources development. We focus on the number of "G3 Elevator Maintenance Qualified Person" and we make sure that we trains more qualified person than previous year.

At the end of the fiscal year ended March 31, 2025, there were 551 G3 certified employees, a steady increase from the previous fiscal year.

## — Response to Disasters

In preparation for disasters, the JES Group conducts annual disaster drills, simulating everything from receiving a call to arranging a dispatch. In addition, as part of advance preparation, we make sure customer information is up to date and prepare necessary equipment such as a flood recovery set. In accordance with the JES Group Disaster Manual, in the event of a disaster, the first priority is to ensure personal safety, including that of family members, while acting in accordance with the roles of each department depending on the level of disaster.

## — Disaster Management System and Initiatives

In the event of an earthquake, typhoon, or other disaster, the disaster level is determined based on the situation and a disaster response headquarters is set up.

The headquarters immediately activates the disaster system to assess the disaster situation.

We also introduced our own web-based reception system, Web Entry System (WES). Because WES uses Internet lines, it can be accessed even during disasters, when telephone lines tend to be congested. Quick communication of information ensures that every emergency calls are accepted.

## — Installation of Emergency Power Supply

As a BCP initiative, each Innovation Center is equipped with a solar-powered emergency power supply and is ready to operate for approximately 80 hours each in the event of an emergency.

### Supply of Power with a Power Supply Vehicle

The system can be connected to a power supply vehicle so that even if the emergency generator runs out of power will not be interrupted.  
\*Support for JIC only



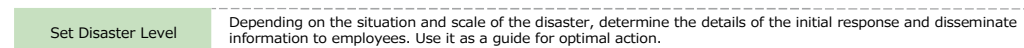
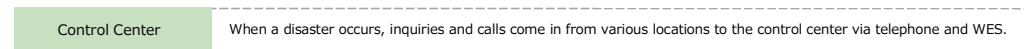
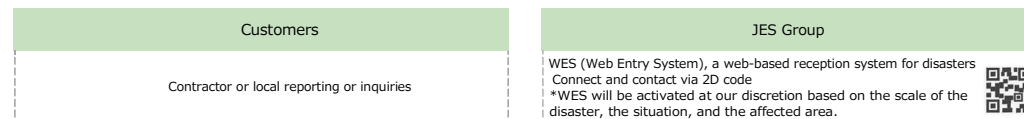
### Emergency Power Generation

In the event of power outage, the emergency generator can be activated to secure power for 81 hours (JIC), 84 hours (JIL), and 78 hours (JIC).

### Solar Power Generation

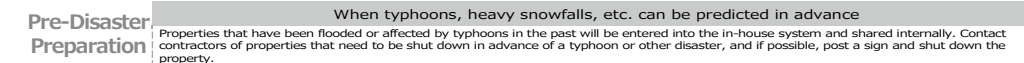
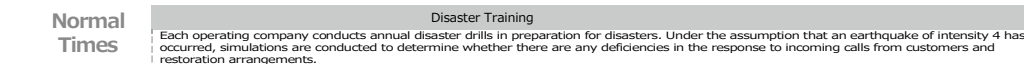
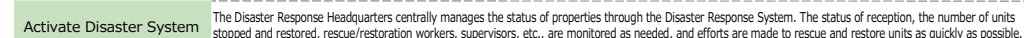
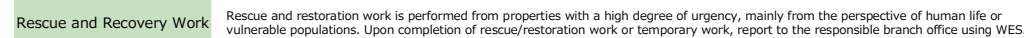
Solar panels are installed on the rooftop to replenish the power used for emergency power generation. A low-cost, clean and inexhaustible source of energy has been secured.

## — Post-Disaster Response



	< Earthquake >	< Typhoon >
<b>Level 7</b>	Seismic intensity 6 or higher	—
<b>Level 6</b>	Seismic intensity 5+ to around 6	Evacuation Advisory Issued
<b>Level 5</b>	Seismic intensity 5-	The storm warning area is directly overhead and the typhoon is "very strong."
<b>Level 4</b>	Seismic intensity 4	The storm warning area is directly in front of the typhoon and the typhoon is "strong" or a JMA "warning" is issued.
<b>Level 3</b>	Seismic intensity 3	Storm watch area is not a direct hit, or a JMA "warning" is issued
<b>Level 2</b>	Seismic intensity 2 or lower	If it is not a direct hit to the controlled area and takes about 48 hours or more to reach the area
<b>Level 1</b>	Normal conditions	Normal conditions

Establish a disaster Headquarters depending on the level of the disaster. Emergency call to employees if disaster strike at night or on weekend or holidays.



## — Basic Policy

The JES Group believes that the recruitment and development of human resources with diverse values and abilities is extremely important for sustainable growth and development for the Group, and places particular emphasis on the following initiatives.

## — Recruitment

The JES Group is strengthening its recruitment of human resources, particularly technical personnel, to increase the number of maintenance contracts and expand its market share in Japan. We have been maintaining balance between new graduates and mid-career hires, and as of March 31, 2025, we had 2,028 employees, an increase of 160 from March 31, 2024.

The JES Group contributes to job creation in rural areas by establishing offices and other facilities in each area of Japan and conducting recruitment activities. For example, we have established an environment where employees who were born in a rural area and work in Tokyo can go back to the area where they were born.

## — Evaluation and Compensation System

A personnel system that allows employees to work with peace of mind for a long time is important for a company to continue to develop and grow sustainably. The JES Group have designed the personnel systems to support stable promotions and pay raises, giving back to those who have achieved results, and support for child-rearing generations. We are committed to making necessary revisions and adaptations as two shifts and social trends changes.

### Stable Promotion and Salary Increase

A grading system (grades J8 to M0) has been established to compensate employees according to their duties and job functions. Salary ranges are established for each grade, and raises are given according to personnel evaluations (in principle, raises are given once a year in April). In addition, managers and supervisors, such as general managers, section managers, and branch managers, are paid position-based allowances according to their positions. To accommodate the diversity of careers, we have also created specialized positions that focus on training and mentoring rather than organizational management.

### Giving Back to Those Who Achieve Results

The amount of bonus paid twice a year is determined according to the personnel evaluation. Evaluations are divided into six levels, and calculations are made by multiplying a higher coefficient for employees with higher evaluations, thereby establishing a system whereby higher bonuses are paid to employees who have achieved higher results.

### Child Rearing Generation Support

Based on the social context, we are enhancing our support for households raising children.

Until the end of the fiscal year when the child reaches the age of 18, a monthly allowance of 12,000 yen per child is provided as a "child allowance".

In addition to the above, a separate "childcare allowance" of 5,000 yen per month per child is provided until the end of the fiscal year in which the child reaches the age of 3 years old, for the purpose of supporting childcare during the childcare period.

## — Evaluation System

JES Group conducts personnel evaluations twice a year, in the first and second half of the year.

Evaluation is based on two axes: outcome evaluation (results) and role evaluation (process). The performance evaluation is mainly reflected in bonuses (short-term compensation) and the role evaluation is mainly reflected in salary increases and promotions, and each is quantified numerically to enable employees to realize their own growth.

## — Long-term Employment Support System

In addition to the retirement allowance system, the company offers a property accumulation savings plan, an employee stock ownership plan, and a defined contribution pension plan (401k) as benefit packages. Although asset building is a matter of personal choice, and therefore membership and premiums are at the discretion of individual employees, we have introduced a system that contributes to asset building, thereby enhancing wellbeing.

In 2022, we will grant Restricted Stock (RS) for Employee Stock Ownership Plan to increase loyalty and business motivation as JES Group.

## — Making Compensation Better

As in fiscal 2024, when we raised the starting salary for new graduates, increased the housing allowance, and provided an inflation allowance, we continue to provide an inflation allowance in fiscal 2025.

## — Equal Pay for Equal Work

In accordance with the "Guidelines for Equal Pay for Equal Work" issued by the Ministry of Health, Labor and Welfare, we strive to ensure that there are no unreasonable differences in treatment based on employment status.

## — Work Environment

The JES Group is improving the work environment by making reference to the "Comfortable Workplace Guidelines" by the Ministry of Health, Labour and Welfare, by improving facilities for managing the work environment and recovering from fatigue. We form a comfortable work environment where employees are less likely to feel tired and stressed about the workplace where they spend most of their time.



## — Support for Flexible Work Styles

In the past, technical personnel had to come to the office once before traveling to customer premises, but now they are encouraged to go and back directly between their home and customer premises, depending on the region. We are promoting the digitization of inspection reports and other documents that were previously issued on site, and have introduced and upgraded systems to enable digital processing and support flexible work styles for employees.

In addition, the COVID-19 provided an environment in which remote work could be implemented and telecommuting was made possible.

## — Actions for Improvement

The Domestic Business Headquarters, which provides business support to Group companies, collects work-related issues from employees at each Group company and base, sets priorities, and works as a unified Group to resolve issues.

We strive to create a comfortable work environment, focusing on initiatives that enhance work productivity.

## — Establishment of Programs Related to Childcare and Nursing Care

To enable employees to balance work and childcare/nursing care with peace of mind, we are working to improve the workplace environment by enhancing our support programs.

With regard to childcare, we have established a system of exemption from overtime work, shorter working hours for childcare, and leave for child nursing depending on the age of the child. The company also provides childcare allowance (5,000 yen/month/person) until the first March 31 after the child reaches 3 years of age and child allowance (12,000 yen/month/person) until the first March-end after the child reaches 18 years of age.

With regard to nursing care, the Company provides support to enable employees to continue working by offering nursing care leave, shorter working hours for nursing care, and a nursing care leave system.

### Outline of Support for Childcare and Nursing Care

Pregnancy	Delivery	Childcare				
	Maternal health care period	1 yr old	2 yrs old	3 yrs old	Elementary school	18 yrs old
Maternity leave(6 weeks)	Maternity leave(8 weeks)	Childcare leave				
		Exemption from overtime work				
		Short working hours for childcare (6 hours/day)*Note 1				
		Limited overtime work				
		Restrictions on late-night work				
		Child nursing care leave (5 or 10 days/year)				
		Childcare allowance (5,000 yen/month/person)				
		Child allowance (12,000 yen/month/person)				
		* (Note 1) In addition, two incremental requests for childcare time of 30 minutes each may be made.				
<b>Nursing care</b>						
Nursing care leave						
Exemption from overtime work						
Short working hours for nursing care (6 hours/day)						
Limited overtime work						
Restrictions on late-night work						
Nursing care leave (5 or 10 days/year)						

## — Efforts to Improve Operational Efficiency Through the Use of Digital Technology

The JES Group is in the process of planning and implementing a renewal of the systems used in each of its operations, including sales, engineering, and administration.

We believe that by transforming our operations, we can strengthen our organization, improve the efficiency of our business processes, and enhance the way we work.

And the system renewal used for maintenance services will enable us to work on optimal maintenance and preventive maintenance, which will lead to increased customer and user satisfaction.

In addition, by digitizing contracts and paper forms, we will strive to contribute to the sustainability of society and enhance corporate value, not only by improving operational efficiency, but also by reducing environmental impact and strengthening governance.

## — Basic Policy

The JES Group aims to create a community in which each and every employee can live a rewarding and vibrant life as a provider of high-quality services.

Diversity & Inclusion is the source of sustainable growth in a changing society, and we promote D&I as part of our management policy.

Diversity means respect for diversity in terms of race, nationality, gender, age, beliefs, values, and work style.

The JES Group believes that respecting diversity and enabling individuals to thrive with their will and skills is the source of enhancing corporate value.

We will promote employees to respect diversity, recognize each other, and support each other to overcome various challenges together.

## — Promotion of Equal Gender

In accordance with laws and regulations such as the Equal Employment Opportunity Law and the Law for the Promotion of Women's Advancement and the spirit of gender equality in the SDGs set forth by the United Nations, the number of female employees has increased since the company was listed, creating an environment of gender equality.

The JES Group provides maintenance services for elevators and other equipment, with technical personnel accounting for more than 60% of its workforce.

Due to the nature of the business, most of the technical positions are held by men, resulting in a female employee ratio of 14.4%.

This trend is expected to continue, as the increase in the number of technical personnel is proportional to the increase in the number of maintenance contracts. However, the number of female employees in sales and administrative positions is increasing, and we are striving to create work opportunities and a work environment that allows employees to play an active role regardless of gender.

We have established personnel systems for childbirth and childcare in accordance with laws and regulations, as well as personnel systems such as "Childcare Allowance" and "Child Allowance" to provide support after childbirth.

After returning to work, we offer flexible work arrangements, including reduced hours or telecommuting, to support flexible work styles.

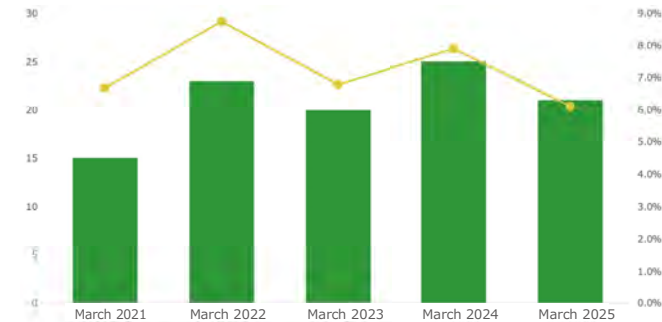
### Ratio of Female Managers

The number of female managers in the JES Group (excluding companies made subsidiaries through M&A) is 21, and the percentage of female managers is 6.1%.

As mentioned above, the JES Group has a high ratio of technical personnel. For the time being, the Group will not set a target for the ratio of women in management positions, but will make sure the number of female managers increase year-on-year as an indicator of the Group strengthening human resource development and internal environmental improvement.

To achieve this goal, we aim to have human resources who can play an active role in management positions by implementing the general action plan based on the Law for the Promotion of Women's Advancement.

## Number and Ratio of Female Managers



## — Employment of Foreigners

Japan's declining birthrate and aging population have led to the utilization of foreign nationals in a variety of industries. The government is taking the lead in promoting the employment of foreign nationals in order to secure the labor force for the declining working population, and it is hoped that this will help solve this problem.

We recognize that there is no labor shortage in our business in Japan at this time due to our efforts to recruit and develop human resources, but we will consider employment of foreign nationals to address this issue, which becoming increasingly serious.

### Activities of Foreign Nationals Abroad

The JES Group is expanding overseas, mainly in ASEAN.

We have appointed five non-Japanese (including two women) to the management team of our consolidated subsidiaries in the ASEAN region. Based on the characteristics of each country's business, we promote business development mainly by local nationals.

Although the Company hires people of all nationalities, we have not set a goal for the appointment of foreign nationals to management positions, but will consider this issue based on its business plan.



— Working with the Elderly

The JES Group (excluding companies made subsidiaries through mergers and acquisitions) currently sets the retirement age at 60. However, employees who wish to continue working after retirement are rehired as contract employees, and some continue to work beyond the age of 70.

Although age affects each person differently in terms of thinking and health, we promote the creation of a comfortable work environment as a form of employment and job descriptions suited to diverse personalities and abilities so that employees who have reached retirement age can continue to work while maintaining their motivation and health.

— Employment of People with Disabilities

The JES Group respects the performance of diverse human resources and aims to build a society where people can work regardless of their disabilities, making the most of their own wishes and skills.

As of March 2025, there are 32 employees with disabilities, and we are promoting the development of a work environment where all employees help each other while working, and where everyone working for the JES Group can play an active role.

We will conduct systematic recruitment in the future.

— Mid-career Employee

Society has shifted from the era of lump-sum hiring of new graduates to comprehensive recruiting activities that include mid-career hires.

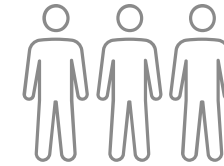
The JES Group hires new graduates and mid-career professionals. Mid-career hires cover a wide range of technical, sales, and clerical positions, and we actively hire experienced workers. As a result of our efforts to improve work environment and training programs, the percentage of mid-career hires in management positions is at a high level. The Company does not set specific targets for the promotion of mid-career hires to management positions, as it is the Company's policy to promote suitable personnel to management positions, regardless of whether they are new graduates or mid-career hires.

— Encouraging Male Employees to Take Childcare Leave

The Company regularly informs employees about the benefits such as childcare leave benefits and the details of the childcare leave system, and conducts educational activities to raise awareness so that not only female employees but also male employees can take childcare leave with peace of mind.

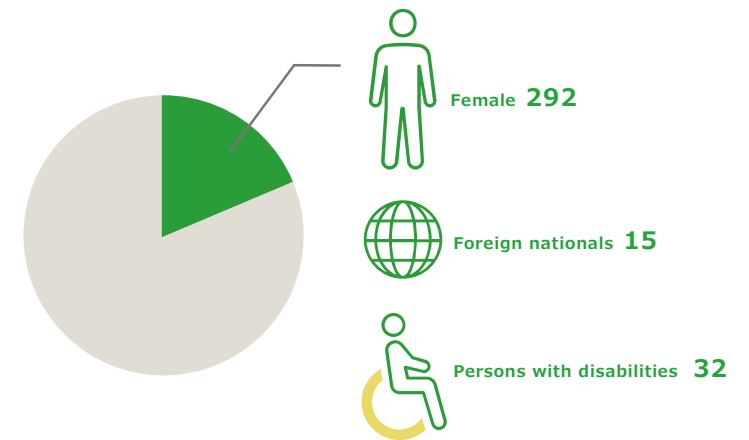
In the fiscal year ended March 2025, 29.3% of our male employees took childcare leave.

— Diversity for the Fiscal Year Ended March 2025

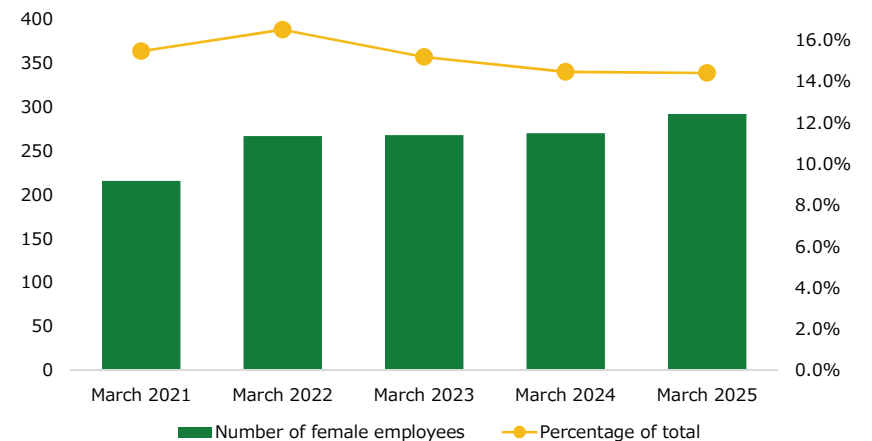


Number of JES Group Employees  
**2,028**

\* JESHD and consolidated subsidiaries  
\* As of March 31, 2025



Number and Percentage of Female Employees



## — Human Rights Policy

### 1. Basic Policy

The Japan Elevator Service Group (hereinafter referred to as "JES Group") bases its business activities on respect for internationally recognized human rights in all countries and regions where it operates. Recognizing that respect for human rights is essential to the sustainable growth of a company, we fulfill our responsibility to identify, prevent and reduce the negative impact of our business activities on human rights, and strive to promote positive impacts on human rights.

This policy has been formulated in accordance with the United Nations Guiding Principles on Business and Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and applies to all officers and employees. In addition, we will seek the understanding and support of all stakeholders involved in the JES Group and promote efforts to respect human rights.

### 2. People subject to respect for human rights

JES Group shall subject the following people to respect for their human rights:

- 1 Officers and employees of the JES Group
- 2 JES Group supply chain workers
- 3 Customers using the JES Group's products and services
- 4 People in the communities in which the JES Group operates
- 5 All other stakeholders

### 3. Main human rights respected by JES Group

In particular, the JES Group respects the following human rights and does its utmost not to be complicit in their violation.

- 1 Prohibition of Discrimination and Respect for Diversity  
We shall respect diversity and prohibit all forms of discrimination based on gender, age, nationality, race, religion, creed, disability, sexual orientation and gender identity.
- 2 Prohibition of Harassment  
We shall not tolerate any kind of harassment in the workplace (sexual harassment, power harassment, moral harassment, etc.).
- 3 Prohibition of Forced Labor and Child Labor  
No forced labor, debt labor, human trafficking or other forms of involuntary labor, and no labor of children under the minimum working age prescribed by applicable laws and regulations.
- 4 Ensuring a safe and healthy working environment  
We shall give top priority to the physical and mental safety and health of employees, and provide a safe and hygienic working environment.
- 5 Respect for freedom of association and right to collective bargaining  
We shall respect employees' freedom of association and right to bargain collectively, in accordance with applicable laws and regulations.

### 6 Support for fair working conditions and living expenses

We shall provide fair working conditions that comply with applicable laws and regulations, such as wages, working hours, and welfare benefits that are appropriate for employees to meet the minimum standard of living, and reduce excessive working hours.

### 7 Protection of Privacy

We shall properly handle personal information, including employees and customers, and protect their privacy.

### 8 Consideration for Local Communities

We shall consider the impact of our business activities on the environment, culture and life of local communities, and build relationships of trust through dialogue with local residents.

## 4. Remediation

If the JES Group finds that its business activities have had or have contributed to a negative impact on human rights, it shall take appropriate remedial measures and strive to rectify the situation.

## 5. Education and Training

The JES Group shall ensure that all executives and employees are fully aware of this policy and promote efforts to respect human rights in business activities.

## 6. Information Disclosure

The JES Group shall disclose information on its efforts to respect human rights.

## — Internal Reporting System

The JES Group has established the Hotline Regulations as an internal reporting system that employees can use. It is expected to contribute to improving the working environment, preventing harassment, and respecting human rights. In addition, the Group has established a system for the appropriate handling of consultations and reports on illegal activities and violations of laws and regulations to ensure the early detection and correction of such activities and to secure social trust. Reports received by the Board of Auditors are reported to the Full-time Audit & Supervisory Board members after appropriate processing.



Human resources is the foundation that supports the sustainable growth of the JES Group. In a society with a declining workforce, we recognize that securing human resources is a top management priority.

Recruitment, career development support, appropriate evaluation, compensation, training, and health management, as well as the creation of a safe and secure working environment for employees, are important in securing human resources.

This section provides an overview of the JES Group's approach and system.

## — The JES Group “Code of Conduct”

### Basic Policy

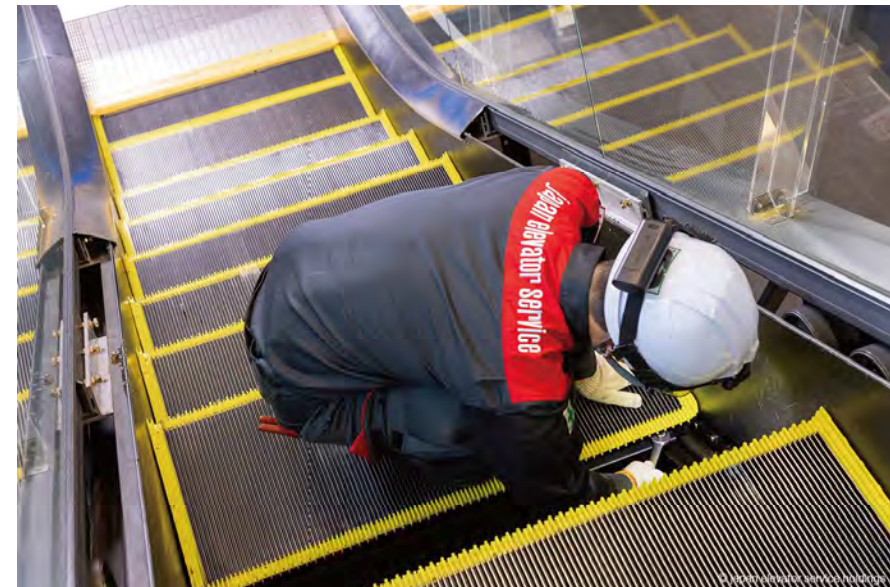
The JES Group supports and respects internationally agreed human rights protections as a fundamental principle of its business activities. The JES Group "Code of Conduct" stipulates that it will ensure a healthy work environment free from harassment or discrimination on the basis of race, creed, ethnicity, gender, religion, nationality, language, physical characteristics, property, or place of origin.

#### - Excerpts from the JES Group “Code of Conduct” -

The Group shall ensure a healthy work environment free from harassment or discrimination on the basis of race, creed, ethnicity, gender, religion, nationality, language, physical characteristics, property, or place of origin. In particular, the company will not tolerate sexual harassment or acts using one's authority as a shield (power harassment).

## — Respect for Human Rights in Overseas Operations

As part of its growth strategy, the JES Group is promoting overseas business, particularly in the ASEAN region. We have consolidated subsidiaries in Indonesia, Vietnam, Malaysia, Hong Kong, and India, and we ensure a healthy work environment that values respect for human rights. Special attention is given to managing gender, children, the elderly, indigenous peoples, immigrants, ethnic minorities, and other vulnerable individuals and groups in society because of the high risk they pose to human rights.



## — Group Safety and Health Management System

The JES Group is in the elevator maintenance business and has established an occupational safety and health management system for the safety and health of its employees.

Always aiming for "zero occupational accidents," we manage frequency and intensity rates as indicators and report regularly to the Board of Directors.

The Board of Directors of operating companies also requests reports on occupational accidents, and when events requiring improvement occur, the Safety Promotion Department discusses them with each company and implements group-wide risk countermeasures.

## — Safety and Health Committee

The JES Group has established a Safety and Health Committee at each operating company, appointing a health manager, a safety manager, a safe driving manager, and a fire prevention manager, and conducts thorough investigations and deliberations once a month on measures that should serve as the basis for preventing possible hazards and health problems for workers.

In addition, the JES Group Safety and Health Committee has also been established, which gathers representatives from each operating company once a month to fully investigate and deliberate on measures that should serve as the basis for preventing possible hazards and health problems for workers (causes of industrial accidents and measures to prevent recurrence, etc.).

By sharing information from each operating company, we strive to normalize safety awareness and unify safety throughout the Group.

## — Safety and Health Promotion Meeting

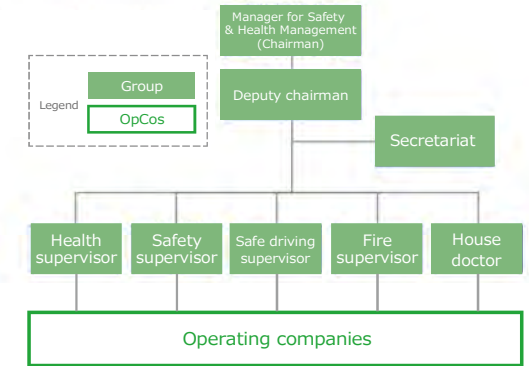
The JES Group holds a safety and health promotion meeting once a year for JES Group companies and partner companies.

It is a place to reaffirm safety, such as the importance of compliance with safety regulations, the importance of accident countermeasures, and the importance of life, through peace talks, safety awards, and reports on various activities from outside experts.

In addition, we hold video training sessions on topics such as sustainability initiatives, health management, and compliance. In order to fulfill our corporate social responsibilities and contribute to a sustainable society together, we are conducting educational activities to gain the understanding and cooperation of the JES Group.



## Safety and Health Committee Structure



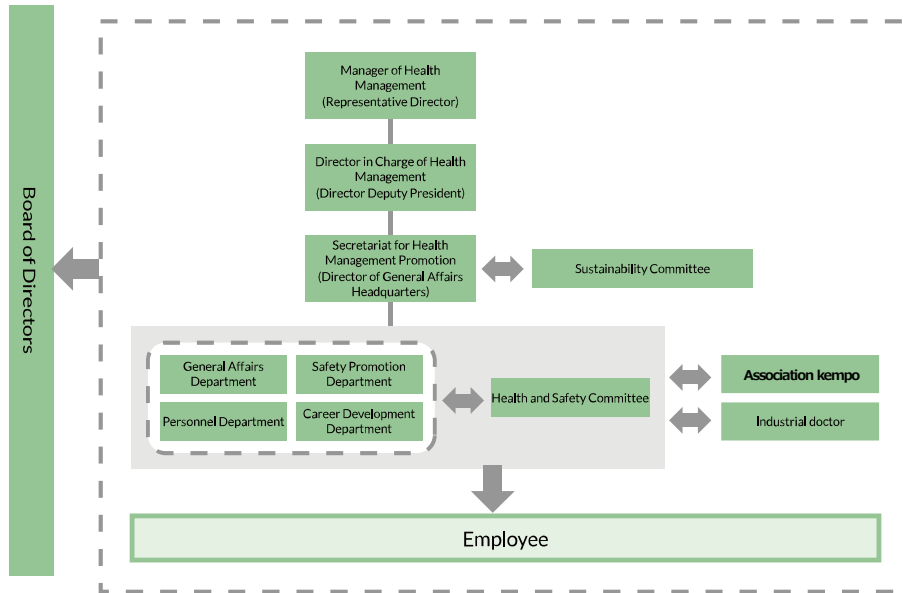
Main Methods	Description
<b>Safety Licensing System for Technical Personnel</b>	A safety licensing system is in place to ensure that on-site technical personnel acquire knowledge and skills. JES technical personnel are not allowed to work without a safety license. The prescribed points are awarded for violations of safety obligations, work-related accidents, and traffic accidents in the past three years. Points are also awarded for violations of the duty of care for safety during regular in-house safety patrols and on-site inspections by the Safety Promotion Department. If the total number of points reaches a certain standard, the safety license is suspended, and the punishment is not lifted until the safety training course is taken and safe work is confirmed through on-site practice for a designated period of time. This safety licensing system is designed to improve the safety awareness of our technical personnel.
<b>Risk Assessment</b>	Through risk prediction activities and toolbox meetings, we estimate risks on a daily basis and strive to take risk reduction measures in daily operations (inspections, construction work, failure response, etc.). The Safety and Health Committee has established a system to prevent occupational accidents throughout the Group by compiling and sharing information on high-risk work reported by each operating company.
<b>VR Industrial Accident Simulator</b>	We have introduced a VR-based training curriculum for on-site technical personnel. The purpose of this program is to raise safety awareness by making participants feel as if they were in a disaster themselves, which they would not normally be able to experience.
<b>Thorough on-site Safety Work Confirmation</b>	On-site engineers have gone through "STEP24" training, acquisition of various in-house certifications, and necessary special safety training to become on-site personnel. Our dedicated Safety Promotion Department staff conducts unannounced daily on-site and workplace inspections to ensure that work is being performed in accordance with safety regulations and to confirm that on-site technical personnel are working safely.
<b>Regular Hygiene Training</b>	The Safety and Health Committee assesses the health and disaster prevention plan, and ensures that all Group employees are thoroughly educated to raise awareness of safety and health in the workplace environment by disseminating the plan within the committee, posting topics on the company website, lectures by industrial physicians, and site and workplace inspections by the Safety and Health Committee members.
<b>Mental Health Care</b>	We aim to create a workplace environment in which each and every Group employee is physically and mentally sound and can work with a sense of fulfillment. Mental health, in particular, is one of the most important issues for companies. Mental health care We understand that mental health, in particular, is one of the most important issues for companies, and as part of this effort, we provide self-care through e-learning, conduct stress checks, and provide all employees with stress-related materials. We also provide training for managers by industrial physicians, and focus on care through the line, such as early detection of ailing employees.

## — Declaration of Health

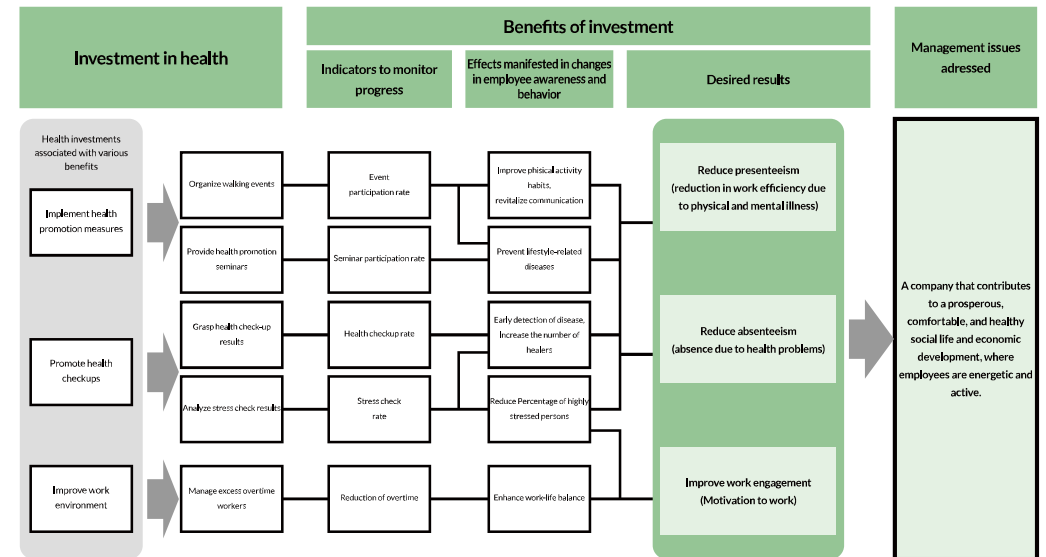
Based on our "Corporate Philosophy," it is essential that our employees themselves be healthy in order to ensure the safe operation of our elevators and escalators; without good health, we will not be able to gain the trust of our customers. We regard the physical and mental health of our employees and their families, who support the growth of the company, as one of our important management resources, and aim to be a company that contributes to the development of a rich, comfortable, and healthy social life and economy for our employees by actively supporting health maintenance and promotion activities and promoting organized health promotion.

In order to promote and implement health management, the Health Management Promotion Team, led by the General Affairs Department, will monitor the health status of employees and the implementation of measures, and work with each committee, industrial physicians, and Association Kempo to make continuous improvements to maintain and promote employee health.

## — Promotion Structure



## — Strategic Map



## — Health Management Indicators and Goals

Through health management, we aim to be a company that contributes to economic development by enabling our employees to lead active, prosperous, comfortable, and healthy social lives. To achieve these goals, the following indicators and targets will be set and performance will be checked over time to identify health issues and make continuous improvements.

Health Management Related Indicators	Year ended March 31, 2024 〈Actual〉	Year ended March 31, 2025 〈Actual〉	Year ended March 31, 2026 〈Goal〉	〈Midterm Goal〉
Indicator				
Periodic health examination visit rate (%)	91.4	91.2	95.0	100.0
Stress check participation rate (%)	61.6	48.1	80.0	100.0
Smoking rate (%)	39.9	39.5	40.0	30.0
Percentage of active exercisers (%) ※1	25.3	26.7	30.0	30.0
Monthly average overtime (hour)	13.6	14.9	14.0	10.0
Percentage of annual paid leave taken	73.5	63.1	70.0	80.0
Occupational injuries and lost-worktime injuries (Number of cases)	3	4	0	0
Walking event participation rate (%)	—	72.3	80.0	100.0

※Japan Elevator Service Holdings Corporation and its domestic consolidated subsidiaries (excluding companies made subsidiaries through M&A)  
 ※1:Percentage of employees who exercise for at least 30 minutes twice a week

※Japan Elevator Service Holdings Co., Ltd.

## — Major Initiatives

### Stress Checks

By analyzing the stress levels of each employee for each department and division (organizational diagnosis), we are working to improve the work environment by assigning personnel to departments and divisions with high stress levels in proportion to the quality and quantity of work, improving the work environment, and correcting long working hours and other problems.

### E-Learning for Health Promotion

To improve employees' health knowledge, we distribute videos on various health issues, contributing to employees' proactive health promotion.

### Distribution of Smoking Cessation App

To encourage employees to quit smoking, we provide a smoking cessation application to each employee's company cell phone, and are working to achieve the smoking cessation target by encouraging as many employees as possible to quit smoking.

### Providing Subsidies for Influenza Vaccinations

Each year, the actual cost subsidies are provided to those who have received influenza vaccinations.

## Establishment of a Free Consultation Service at the Clinic

To address women's specific health issues, we have established a free consultation service with a counselor in cooperation with a clinic to help resolve mental and physical concerns.

In addition, health support services are available for employees as well as their families and partners for health counseling and fertility treatment.

## Establishment of Health and Nursing Care Consultation Desks by External Specialists

In cooperation with general counseling centers operated by hospitals, we have set up counseling centers on health and nursing care for employees and their families. We strive to provide support so that employees can balance work and personal life by providing the necessary information and information desks for various personal life events.

## Installation of Sanitary Products

As part of our efforts to address "women-specific health issues," we have installed sanitary napkins at our Nihonbashi Head Office and other locations, and are working to create a comfortable working environment.



## Organizing Walking Events

Walking events are held to promote employee health and communication.

Currently, the event is only open to JESHD employees, but in the future, we aim to have each operating company and subcontractors participate in the event, with the goal of holding the event on a group-wide basis.



## Health Promotion Support for Subcontractors, Suppliers, etc.

Our health management aims to bring "safety" and "health" not only to our employees but also to our customers, subcontractors, suppliers, and other on-site workers.

The Safety and Health Committee will take the lead in creating opportunities to share our health management initiatives at the Safety and Health Promotion Conference, and anyone will have the opportunity to participate in our health events and other activities.

In addition, we endorse the aims of the "Conference on Promoting Partnership Building for the Future" promoted by the Cabinet Office, the Ministry of Economy, Trade and Industry, and the Small and Medium Enterprise Agency, and has published a "Declaration of Partnership Building".



The JES Group aims to coexist with local communities through various social contribution activities.

— Social Activities at JIC / JIL

Located in Wako, Saitama Prefecture, JIC/JIL is an innovation center with a high-rise elevator test tower that contributes to society through the following initiatives.

Based on the Regional Future Investment Promotion Act, Saitama Prefecture's "Regional Economic Traction Business Plan" was formulated and approved in August 2019.

- Strategically develop an environment in which companies in the prefecture with superior technological capabilities can enter growth fields and make further progress
- Further promote the location of cutting-edge and next-generation industries with large economic benefits, and food manufacturing and distribution processing industries with large employment benefits

Wako City, Saitama Prefecture, where JIC/JIL is located, certified us as a Wako City Corporate Citizen in May 2018.

- Environmental Preservation : Management of plantings along the north sidewalk
- Outsourced part of the plant management to people with disabilities through the Wako City Council of Social Welfare
- Bus service is provided jointly with neighboring facilities
- Vending machines for disaster vendors have been installed to provide free drinking water even in times of disaster

Cooperation with Neighboring Fire Departments

In cooperation with the local fire department, we conducted rescue drills for nearby fire departments, opened the test tower for training, and conducted evacuation drills under the guidance of the Wako City Fire Department.

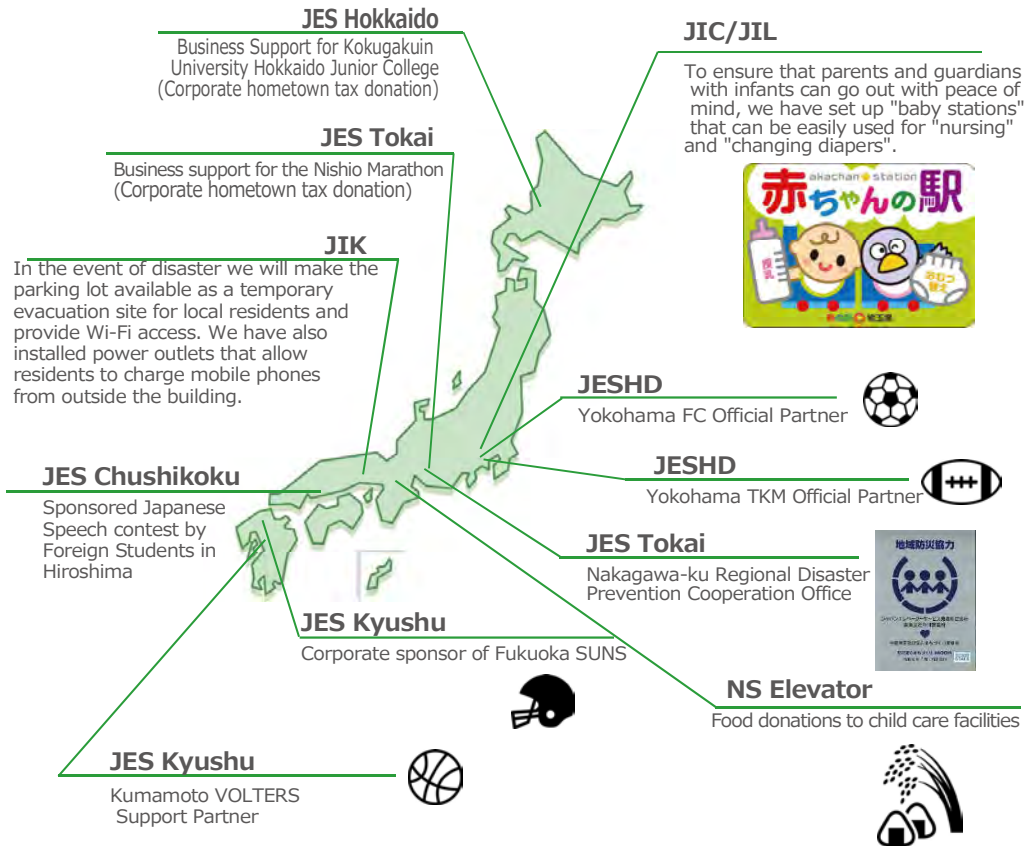


— Activities through the LiftSPOT Project

Since October 2022, in support of the "Regional Creation Support Project," we have been broadcasting PR videos of regional creation projects (tourism, hometown tax payment, immigration, etc.) on the "LiftSPOT" digital signage installed in elevators nationwide, using audio and video to provide information on the attractions that each municipality has to offer.



— Contributions to Local Communities by JES Group Companies (Excerpt)



— Activities through Sports

JES Judo Club

The JES Judo Club, established in April 2023, operates under the philosophy of "working with sincerity," "demonstrating the potential of judo," and "contributing to the development of society," and its approach to human resource development based on the spirit of "vigorous good use" and "mutual prosperity for oneself and others" with an emphasis on civility, self-reliance, integrity, and dignity is the same as the JES Group company name. We believe that our attitude toward human resource development based on the spirit of "vigor for goodness" and "mutual prosperity with self and others" is common to the corporate philosophy and the desire that "maintenance is a service business," which is incorporated in the company name of JES Group.

Through the Judo Club, we aim to become a group of engineers who are trusted not only for their technical skills, but also for their common sense and business manners as members of society, and we will work to further foster a sense of unity among Group employees. We are also committed to contributing to society through sports, major national and international competitions, and the development of diverse human resources who can play an active role on the international stage.



Judo Classes for Kids

In July 2025, JES Judo Class was held in Ishikawa Prefecture, with a lot of participants. We will continue to cooperate in promoting judo and nurturing the next generation of children through judo classes.



Yokohama FC Official Partner

Our corporate philosophy is similar to that of Yokohama FC, which continues to grow through the relentless efforts of its players, coaches, and staff toward the goal of victory.

As a member of the official partner, we support Yokohama FC's new challenge with our supporters.



05

Governance



## Basic Governance Policy

### — Basic Policy

1. The Company shall strive to ensure that the rights of shareholders and the equality of shareholders are substantially secured.
2. The Company shall strive to collaborate with various stakeholders appropriately, including employees, customers, suppliers, creditors, and local communities.
3. The Company shall disclose corporate information in an appropriate manner and strive to provide information that is highly useful.
4. The Board of Directors shall endeavor to properly fulfill its roles and responsibilities in light of its fiduciary responsibility and accountability to shareholders.
5. The Company shall strive to engage in constructive dialogue with shareholders in order to contribute to the sustainable growth of the company and the enhancement of its corporate value over the medium to long term.

## Our Approach to Governance

### — Governance is the Cornerstone of Sustainable Growth

Stronger governance leads to greater transparency in organizational and corporate operations, greater responsibility as a publicly traded company, and greater business efficiency.

Strengthening governance provides transparency to the corporate group's internal and external stakeholders. Transparency leads to better understanding of organizational processes and greater credibility for shareholders, customers, employees, and other stakeholders. By clarifying roles and responsibilities within the organization, it serves to monitor the process and clarify responsibilities when problems arise.

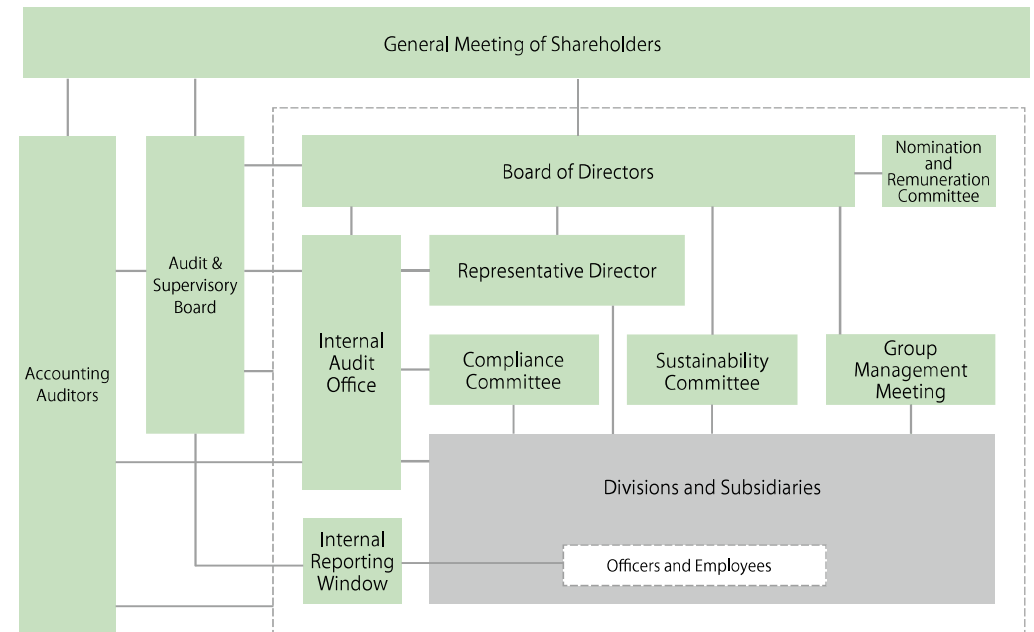
Governance refers to risk management and compliance. It helps the corporate group to comply with laws and regulations, minimize risks, and reduce reputation risks due to violations of laws and regulations.

Thus governance enhances long-term profitability and competitiveness. It enhances the long-term sustainability and credibility of the company, thereby benefiting its various stakeholders.

The JES Group recognizes that strengthening corporate governance is one of the most important management issues in order to continuously increase corporate value and achieve stability in management.

We will place particular emphasis on strengthening oversight of management, ensuring compliance, and prompt, accurate, and fair disclosure of information to all stakeholders, and will further enhance these efforts.

## Corporate Governance Structure



## Directors and Board of Directors

The Board of Directors of the JESHD consists of five directors (including three outside directors) and holds regular meetings once a month in principle for the purpose of making decisions on important matters related to the company's business operations, matters required by law, and other important management matters. The Board of Directors is chaired by Katsushi Ishida, Representative Director and President CEO, and its other members are Kimihiko Imamura, Director Deputy President CFO, Hitoshi Watanabe, Outside Director, Noriko Endo, Outside Director, and Mika Yano, Outside Director. (As of June 30, 2025)

## Activities of the Board of Directors

The Board of Directors, in accordance with the bylaws on matters to be discussed and reported to the Board of Directors, adopts resolutions on basic management policies, important business execution matters, matters authorized by resolution of the General Meeting of Shareholders, and other matters stipulated by laws, regulations, and the Articles of Incorporation, and also receives reports on matters stipulated by laws and regulations and the execution of important business operations. During the fiscal year ended March 31, 2025, the Company held 14 meetings of the Board of Directors, with an attendance rate of 100%.

## The Audit & Supervisory Board and Board Member

The JESHD adopts scheme of Audit & Supervisory Board. The Board is comprised of one full-time member and two part-time (outside) members and it meets once a month in principle. Additionally, as necessary, the Audit & Supervisory Board members consult and exchange opinions among themselves. Through these efforts the JESHD strives to ensure effective implementation of business and its accounting and, as well as to ascertaining the Articles of Incorporation and internal rules. The Audit & Supervisory Board is chaired by Kei Tachibana, a full-time Audit & Supervisory Board member, and its other members are Nobuyasu Ogata, an Outside Audit & Supervisory Board member, and Midori Mizutani, an Outside Audit & Supervisory Board member. (As of June 30, 2025)

In addition to attending meetings of the Board of Directors and other important meetings, Audit & Supervisory Board members conduct proper monitoring of management through inspection of important documents, questioning of officers and employees, and through other auditing procedures. The Company also strives to conduct appropriate audits in cooperation with the Internal Audit Office and the accounting auditor.

Audit & Supervisory Board members strictly audit the overall operations of the Company and its subsidiaries in accordance with the audit plan, audit methods and work assignments determined by the Audit & Supervisory Board.

During the fiscal year ended March 31, 2025, the Company held 14 meetings of the Audit & Supervisory Boards, which were attended 100% of the time.

The Audit & Supervisory Board specifically considers audit items (compliance with laws and regulations, risk prevention, information security, and the status of establishment and operation of internal control systems) specified in the audit policy and plan, as well as evaluations of the accounting auditor's audit.

The full-time Audit & Supervisory Board member attends meetings of the Board of Directors and other important meetings, and conduct appropriate monitoring of management through auditing procedures such as inspection of important documents and questioning of officers and employees. The Company also strives to conduct appropriate audits in cooperation with the Internal Audit Office and the accounting auditor.

## Directors and Auditors Skills Matrix

Name	Position and Title in the Company	Gender	Business Management	Sales Marketing	Human Resources, Labor/Union, Resources Development	Finance & Accounting	Legal & Risk management	Sustainability
Katsushi Ishida	President and Representative Director CEO	M	○	○	○			○
Kimihiko Imamura	Director Deputy President CFO	M	○		○	○	○	○
Hitoshi Watanabe	Outside Director	M				○		
Noriko Endo	Outside Director	F	○				○	○
Mika Yano	Outside Director	F	○		○		○	
Kei Tachibana	Full-time Audit & Supervisory Board Member	M				○	○	
Nobuyasu Ogata	Outside Audit & Supervisory Board Member	M			○		○	
Midori Mizutani	Outside Audit & Supervisory Board Member	F				○		

### Nomination and Remuneration Committee

The Company has established the nomination and remuneration committee as an advisory body to the Board of Directors in order to strengthen the independence, objectivity, and accountability of the functions of the board of directors regarding the nomination and remuneration of the senior management and directors. Currently, the committee consists of three members: the Representative Director and two outside directors. The committee is chaired by an independent outside director. The majority of committee members are independent outside directors to ensure the independence of the committee. The committee deliberates on matters concerning the appointment and dismissal of officers, policies and procedures necessary for determining the remuneration of Directors, etc., and provides advice and recommendations to the Board of Directors.

The nomination and remuneration committee met once during the fiscal year under review, and all three members attended the meeting. In addition, with respect to the election of directors, which was a matter to be resolved at the annual general meeting of shareholders of the Company held on June 24, 2025, the nomination and remuneration committee was held to provide advice on the nomination and compensation.

### Sustainability Committee

The Sustainability Committee, which reports directly to the Board of Directors, was established to promote sustainability initiatives linked to the management plan by resolving sustainability-related issues and identifying risks and opportunities in order to achieve sustainable growth and enhance corporate value over the medium to long term.

The committee consists of the director in charge of sustainability and members deemed appropriate based on their duties.

The Committee identifies environmental, social, governance, and other sustainability issues, and manages and oversees various measures.

### Internal Audit Office

The Internal Audit Office has been established under the direct control of the Representative Director. The Internal Audit Office, consisting of one person, audits all divisions of the Company and all subsidiaries for rationality, efficiency, appropriateness, and appropriateness of business execution in accordance with the annual internal audit plan. Audit results are reported to the Representative Director, who gives instructions for improvement to the person in charge of the audited department, and the status of improvement is monitored through follow-up audits, etc.

The Internal Audit Office regularly visits each subsidiary and office to interview employees regarding their work styles and work environment, and to identify issues. In addition, the Board of Directors is regularly informed of the status of activities and discusses improvement measures.

### Compliance Committee

The Compliance Committee has been established as a body to ensure that compliance is adhered to in the Group. The Committee is composed of the director in charge, the general manager, the general manager of the Internal Audit Department, the full-time Audit & Supervisory Board member, the representative directors of subsidiaries, etc., and meets as necessary.



## Independent Directors

The Company has three outside directors and two outside Audit & Supervisory Board members.

Outside directors and outside Audit & Supervisory Board members have no personal, financial, business or other interests in JESHD.

The Company's policy for the appointment of independent officers is to satisfy the requirements for independent officers set forth by the Tokyo Stock Exchange.

In addition, the Company has established its own independence criteria. Under these criteria, independence is judged based on a comprehensive consideration of (1) the employment relationship, (2) the status of voting rights held, and (3) the business relationship, etc. between the candidate for outside director (close relative) and the Company.

## Diversity of Board Members

The percentage of female officers (directors and Audit & Supervisory Board members) is 37.5%.

The company has submitted an action plan based on the Law for the Promotion of Women's Advancement within the company, and will strive to increase the ratio of managerial positions from efforts in line with the plan. In addition, we will select personnel who will contribute to the growth of our business in terms of external appointments.

## Succession Planning

The Corporate Governance Code stipulates that "The board of directors should be proactively involved in the formulation and operation of succession planning (succession planning) for the CEO and other chief executive officers (CEOs), based on the company's goals (management philosophy, etc.) and specific management strategies, and should also appropriately supervise the training of potential successors in a planned manner, taking sufficient time and resources. In addition, the CEO should provide appropriate supervision to ensure that the development of potential successors is carried out in a planned manner with sufficient time and resources.

In order to achieve sustainable growth and increase corporate value over the medium to long term, we will devote sufficient time and resources to succession planning to ensure that the most suitable personnel are appointed to the CEO and key management positions supporting the CEO. At the same time, we will prepare for CEO contingencies and consider candidates for the next CEO.

## Anti-Corruption Policy

The JES Group has established an anti-corruption policy. Directors and employees are committed to conducting their business activities ethically. We will not tolerate bribery or corruption in any form and will comply with applicable laws prohibiting bribery and corruption ("anti-corruption laws").

Violations of anti-corruption laws can have serious consequences, including large fines, imprisonment or jail time, loss of public trust, and business losses.

We will require third parties who work for us, such as agents, consultants, advisors, distributors, suppliers, and contractors, to act in compliance with anti-corruption laws at all times. The main preventive measures include compliance training and an internal reporting system that include anti-corruption measures.

## Tax Policy

The JES Group has a tax policy. The tax redistribution function is an essential part of society in all countries and regions, and tax reporting and payment in accordance with each country's tax system are regarded as important issues to be considered. We not only understand and comply with international frameworks such as the OECD Transfer Pricing Guidelines and the BEPS Action Plan, as well as all applicable tax laws and regulations in each country and region, and file tax returns and pay taxes appropriately, but also ensure that our employees are aware of these laws and regulations to prevent any violations from occurring. At the same time, we are building a risk management system by identifying and appropriately handling tax risks.

## Supplier Management

Supplier management is a key element across procurement, the procurement chain, and business processes as processes and activities that enable companies and organizations to effectively manage supplier relationships and achieve optimal value and results. In selecting suppliers, the JES Group strives to select the most appropriate cooperative organization, taking into consideration factors such as quality, price, delivery time, and reliability. We manage risk with respect to potential risks to our business with customers, including supplier financial health and supply risk. At the same time, we are building friendly relationships with our suppliers and collaborating to grow together, including technical assistance. We will promote increased competitiveness by strengthening relationships with suppliers in terms of efficiency, risk management, and quality improvement.

## Compliance

### — Basic Approach to Compliance Risk

The Compliance Committee has been established as a body to ensure compliance. The committee is composed of the director in charge, the general manager, the general manager of the Internal Audit, the full-time Audit & Supervisory Board member, the representative directors of subsidiaries, etc., and meets whenever necessary. This committee reports and discusses the status of internal reporting and compliance activities.

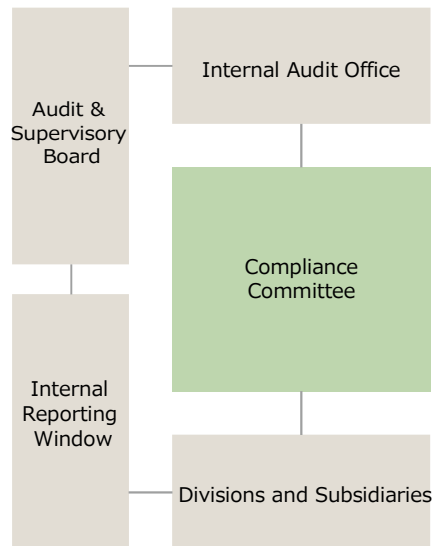
### — Compliance System

Each operating company has designated a compliance manager. The head office of the committee conducts a hearing once a month with the person in charge of compliance, and conducts periodic checks, including reminders to ensure that no action has been omitted. In addition, when a compliance-related problem arises, it must be reported to JESHD's Compliance Committee on the same day, rather than waiting for periodic confirmation, and a system has been established whereby JESHD and the operating companies can work together to quickly resolve the problem.

In addition, a regular meeting is held at the JESHD head office to share information on compliance issues. The Compliance Committee also meets as needed and provides a forum for the exchange of information on compliance matters by bringing together managers from JESHD and all operating companies.

### — Activities of the Compliance Committee

- Draft / revise compliance regulations
- Conduct harassment training



### — Whistleblower System

The Company has established an internal reporting system. By establishing a system for the appropriate handling of consultations and reports concerning fraudulent or illegal activities, we strive to ensure the early detection and correction of fraudulent activities and to maintain public confidence in our company. The reports received are reported to the full-time Audit & Supervisory Board member after appropriate action is taken. It is an important mechanism for early detection and correction of corporate misconduct and legal violations.

### — Harassment Prevention System

We are fully aware that lack of thorough compliance, including harassment, can shake the foundation of our business, and have established "Harassment Prevention Regulations." We have established a Compliance Committee to prevent compliance violations and respond to any violations that do occur.

To create an environment where harassment does not occur, we conduct harassment training and strive to prevent harassment.

## Information Security

### — Basic Policy

To prevent information leaks and security incidents, we are continuously working to strengthen our information management and operational systems.

We are committed to continuous operation by taking measures not only against external attacks (cyber attacks, malware, ransom attacks, etc.), but also against information leaks from within.

### — Information Security System

We have established and are managing the "Information Security Policy".

Regarding the system and members related to information security, we have established and are operating a system based on the following rules.

The Chief Information Security Officer shall be appointed as the person in charge of information security in the Company.

The Chief Information Security Officer shall be the General Manager of the General Affairs Headquarters.

To assist the Chief Information Security Officer, an Information Security Officer shall be appointed at the Company and each subsidiary.

The information security officer shall be the general manager and the representative director of each subsidiary.

The Company shall establish an Information Security Committee. The Committee shall formulate policies, check compliance with the policies, investigate areas for improvement, and update the policies, as well as conduct educational and awareness-raising activities.

"Information Security" is composed of the following members

- (1) Chairperson: Chief Information Security Officer
- (2) Committee members: Information security officers and others with expertise in information security

### — Information Security Management

The Information Security Committee meets regularly.

The Information Security Committee reports on recent security trends, formulates countermeasures, disseminates them internally, and alerts employees to them.

In addition, the Company has taken steps to prevent information leaks by establishing rules for operating laptop computers and cell phones in the event that they are lost or stolen, as well as rules for operating such computers in the unlikely event that they become infected with a virus.

We have formulated the "Information Security Policy" as rules and guidelines for information security, and are implementing the policy by making it known to all employees.

### — Information Security Training

Training is provided to all employees on the handling of personal information and IT security.

Whenever we receive important IT security information, such as the spread of malware worldwide, we alert all employees and inform them of the importance of IT security.

### — Protection of Personal Information

As part of our efforts to protect personal information, we have formulated and are operating "Rules for the Protection of Personal Information and Specified Personal Information".

Specifically, we have established and are operating a system to explain in advance how personal information is used and how it is provided to third parties, and to ensure that information is properly managed.

### — Cyber Attack

Combined measures are in place to deal with cyber-attacks from outside.

Specifically, we have established and are operating a complex of system security measures such as "installation of firewalls" and "installation of anti-virus software" as well as "measures to improve individual IT literacy (do not access suspicious websites, do not open unknown emails)".

In addition, IT asset management software is installed on all terminals, and a mechanism is in place to detect unauthorized actions and operations.

### — Unauthorized Access

In order to prevent information leakage due to unauthorized access, important files stored on our file server are encrypted and managed.

In addition, we have established a mechanism to check access to external sites using computer access logs and firewall logs in case information leakage is suspected.

## Privacy Policy

The JES Group has established the "Personal Information and Specific Personal Information Protection Regulations" to appropriately protect personal information, individual numbers, and other specific personal information that the company handles in the course of its business, prevent leaks, and ensure appropriate use of such information.

In addition, when the management of personal information, etc. is outsourced to a third party, the outsourced third party is also required to comply with the regulations.



## R&D and Intellectual Property

### — Basic Policy

We conduct research and development, including price and duration, in order to offer numerous options to our clients. We also aim to create products that are flexible to the common practices of the elevator industry and offer appropriate proposals.

We will do this as part of our business growth, mainly in research and development, so that intellectual property can be protected and effectively utilized.

A management department has been established in the Development Division to compile information on R&D, related products, and related companies to obtain intellectual property rights.

The JES Group recognizes the importance of intellectual property rights and strives to comply with all relevant laws and regulations, respects the intellectual property of others, and ensures the preservation and appropriate management of its own intellectual property.

Through further investment in intellectual property and intangible assets, we will accelerate our technological innovation and enhance our corporate value over the medium to long term.

### — Major Intellectual Property



# Dialogue with Shareholders and Investors

01

JES Profile

02

Sustainability Management

03

Environment

04

Social

05

Governance

06

Initiatives, Data and References

## — Dialogue Policy and Promotion System

### Designation of Management or Directors who are Attentive to the overall Dialogue

Dialogue with shareholders and investors is overseen by the Representative Director. In principle, the actual interview will be conducted by the representative director and IR staff, depending on the purpose of the meeting.

### Measures for Organic Coordination of Internal Departments, etc. that Assist in Dialogue

In order to enhance the effectiveness of dialogue with shareholders and investors, the IR Office plays a central role in coordinating information with the Company's divisions and subsidiaries.

### Efforts to Enhance Means of Dialogue

The Company holds briefings for individual investors, holds financial results briefings for institutional investors and visits institutional investors, and provides financial results and other materials on its website.

### Measures for Effective Feedback of Opinions and Concerns

The knowledge and other information obtained through dialogue is fed back to the Board of Directors, management and related departments as necessary to disseminate and share information.

### Policies for Managing Insider Information in Dialogue

We strive to disclose corporate information in a fair, equitable, and timely manner in accordance with our separately established Disclosure Policy. We manage insider information by limiting the number of contact points for IR activities, refraining from dialogue during the quiet period, and complying with insider trading prevention and control rules.

## — Review of Activities

The actual number of dialogues with shareholders and investors during the fiscal year ended March 31, 2025 was 346.

Of these, 148 were domestic investors and 198 were overseas investors, mainly through interviews with their respective fund managers, analysts, etc. The Representative Director and President CEO, Director Deputy President CFO, and the Managing Executive Officer and General Manager of the Investor Relations Office met with them.

The main content of the dialogue is related to the Company's growth potential and profitability, including information on the Company's financial results and the status of the Company's initiatives in its medium-term management plan.

Shareholder opinions identified in the dialogue are to be fed back to management as necessary, and necessary improvements are to be made.

In order to improve convenience for overseas investors, we disclose materials in English almost simultaneously with those disclosed in Japanese. We also offer tours of JIC facilities upon request of domestic and foreign investors.

## — Actions to Achieve Cost of Capital and Stock Price Conscious Management

As a prime listed company, we manage our business with an awareness of our stock price.

We believe that the share price is the corporate value as evaluated by the market, and that improving capital efficiency and dialogue with shareholders are important to raise corporate value. The Company considers return on equity (ROE) as a measure of capital efficiency.

Our ROE for the year ended March 31, 2025 is 30.3%, which is above the cost of shareholders' equity. We will periodically analyze the current situation, and if any issues are identified, we will establish policies and targets for improvement and report them to the Board of Directors. In addition, the Board of Directors reports on financial analysis and analysis of investor trends, etc., with an eye to stock prices.

## — Selection as a Constituent of the JPX Prime 150 Index

Our company has been selected as a constituent of the JPX Prime 150 Index for fiscal 2024, which is calculated by JPX Research Institute, Inc.

The JPX Prime 150 Index is a market capitalization-weighted index that uses the "equity spread" (the difference between ROE and cost of equity) and "PBR" to select the top companies by market capitalization that are estimated to create value among the stocks listed on the TSE Prime Market.

The Company is selected based on "equity spread" criteria.



## — Dividend Increase

The Company recognizes that returning profits to shareholders is one of its most important management policies, and its basic policy is to maintain stable dividends while securing the internal reserves necessary to strengthen the management base in response to changes in the business environment and for future business development.

06

Initiatives, ESG Data and References



With growing concern about issues related to climate change and human rights, various ESG-related initiatives are being developed internationally to promote efforts to address social issues. We believe that the collaboration of companies around the world under the Initiative is the driving force behind our efforts to address international social issues. The JES Group participates in initiatives that encourage corporate efforts in the social context and promotes various initiatives to contribute to the realization of a sustainable society. Regarding climate change, we have set ambitious goals for carbon neutrality and are working to achieve them.

In accordance with their respective policies on "TCFD" and "SBTi," we incorporate actions consistent with disclosure standards and future goals.

### TCFD

Task Force on Climate-related Financial Disclosures (TCFD)

In November 2022, we expressed our endorsement of the TCFD.

In addition to disclosing information based on the TCFD recommendations, we will work to achieve environmental sustainability based on an analysis of business risks and opportunities based on these recommendations.



### Declaration of Partnership Building

The JES Group endorses the aims of the "Conference on Building Partnerships for the Future" promoted by the Cabinet Office, the Ministry of Economy, Trade and Industry, the Small and Medium Enterprise Agency, and others, and has published a "Declaration on Building Partnerships".

The Company published its declaration in April 2024.



### CDP

Carbon Disclosure Project (CDP)

CDP is an international NGO that operates a global disclosure system to help investors, companies, nations, regions, and cities manage their environmental impacts. The JES Group recognizes its environmental impact and strives to achieve truly sustainable management through its responses to the CDP questionnaire.



### SDGs

In September 2015, the Sustainable Development Goals (SDGs), consisting of 17 goals and 169 targets for 2030, were adopted at the United Nations. The JES Group will contribute to the realization of a sustainable society through its business activities by linking its medium-term management plan and materiality to the goals of the SDGs.



### SBTi

Science Based Targets initiative (SBTi)

The JES Group has set a goal of achieving net-zero greenhouse gas emissions across its entire value chain by fiscal 2050, and on September 11, 2025, received certification from the Science Based Targets initiative (SBTi), an international climate change initiative.



— Environment Data

GHG (CO2) Emissions etc.		Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
SCOPE1 (t-CO2e)		2,592	3,208	3,512	4,006	★4,128.07
SCOPE2 (t-CO2e)		1,163	1,340	1,648	1,411	★1,719.98
	Sales unit(t-CO2/net sales (100 million yen))	15	15	15	13	12
	Net sales (100 million yen)	244	296	349	422	494
SCOPE3 (t-CO2e)		Not calculated	Not calculated	54,239	68,975	79,959
C a t e g o r y	1.Purchased goods and services			46,103	59,866	★73,616.30
	2.Capital goods			5,951	3,761	288
	3.Fuel- and energy-related activities not included in Scope 1 or Scope 2			232	1,192	1,273
	4.Transportation and distribution (Upstream)			873	2,704	2,940
	5.Waste generated in operations			233	322	677
	6.Business travel			390	641	670
	7.Travel			372	387	403
	8.Leased assets (Upstream)			-	-	-
	9.Ransportation and distribution (Downstream)			-	-	-
	10.Processing of products sold			-	-	-
	11.Use of products sold			-	-	-
	12.Treatment of end-of-life products sold			-	-	-
	13.Leased assets (Downstream)			85	101	93
	14.Franchises			-	-	-
	15.Investments			-	-	-

※SCOPE1-2: Japan Elevator Service Holdings Corporation and its domestic consolidated subsidiaries/ estimated figures for the period from March 2020 to March 2022  
 ※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries/Actual figures after year ended March 2023  
 ※Categories 8, 9, 10, 11, 12, 14, and 15 are excluded from the calculation because there are no related business activities

Energy Usage	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Energy usage (GJ)	Not calculated	Not calculated	63,618	69,194	73,569

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Water Consumption and Wastewater Discharge	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Water intake (m)	Not calculated	Not calculated	Not calculated	11,035	19,112
Surface water from rivers, lakes, and natural ponds				0	0
Seawater, water sourced from the sea				0	0
Groundwater obtained from wells and drilling				0	0
Water collected at the quarry				0	0
Tap water				11,035	19,112
Total water intake				11,035	19,112
Recycled water (m)	Not calculated	Not calculated	Not calculated	0	0
Recycled water usage				0	0
Wastewater discharge (m)	Not calculated	Not calculated	Not calculated	11,035	19,112
Total surface water discharge to rivers				0	0
Total discharge to coastal areas				0	0
Total discharge to groundwater / wells				0	0
Total discharge to external wastewater treatment plants (sewerage)				11,035	19,112
Total discharge provided to third parties / other				0	0
Total discharge				11,035	19,112

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Waste Discharge Amount	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Non-recyclable waste discharge (t)	Not calculated	Not calculated	1,341	1,872	1,556
Recyclable waste discharge (t)	Not calculated	Not calculated	198	314	249
Waste emissions (t)	Not calculated	Not calculated	1,539	2,186	1,805
Total costs of environmental fines and penalties (yen)	Not calculated	Not calculated	0	0	0

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Other Pollutant Emissions	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
NOx (t)	Not calculated	Not calculated	0	0	0
SOx (t)	Not calculated	Not calculated	0	0	0

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Number of Environmental Incidents (Accidents, Violations, Fines)	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Cost of environmental fines and penalties (yen)	0	0	0	0	0
The number of incidents of non-compliance with water quality / quantity permits, standards and regulations (cases)	0	0	0	0	0

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

— Third-Party Verification

Environmental data for the fiscal year ended March 31, 2025 (FY 2024) marked with ★ refer to figures subjected to third party verification by the British Standards Institution (BSI) to ensure its reliability.

Independent Assurance Statement (excerpt)



## Social Data

Number of Employees	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Male (person)	1,182	1,351	1,498	1,598	1,736
Female (person)	216	267	268	270	292
Percentage of female (%)	15.5	16.5	15.2	14.5	14.4
Total (person)	1,398	1,618	1,766	1,868	2,028
of which technical personnel	881	1,003	1,096	1,159	1,271

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Average Length of Service	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Male (year)	6.3	6.2	6.5	6.4	6.1
Female (year)	3.9	4.0	4.5	4.9	4.8

※Japan Elevator Service Holdings Corporation and its domestic consolidated subsidiaries (excluding companies made subsidiaries through M&A)

Diversity	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Female managers (person)	15	23	20	25	21
Percentage of female managers (%)	6.7	8.7	6.9	7.9	6.1
Persons with disabilities (person)	23	25	22	24	32
Percentage of persons with disabilities (%)	1.6	1.5	1.2	1.3	1.9
Foreign nationals (person)	6	8	9	14	15
Rate of female taking childcare leave (%)					100.0
Rate of male taking childcare leave (%)					29.3

※Japan Elevator Service Holdings Co., Ltd. and its domestic consolidated subsidiaries (excluding companies made subsidiaries through M&A)

Recruitment	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
New graduate recruitment (person)	64	71	111	130	154
Mid-career recruitment (person)	168	214	116	198	217
Total (person)	232	285	227	328	371

※Japan Elevator Service Holdings Co., Ltd. and its domestic consolidated subsidiaries (excluding companies made subsidiaries through M&A)

Occupational Health and Safety	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Percentage of annual paid leave taken (%)	47.7	60.3	63.9	67.2	52.2
Occupational accidents (cases)	23	16	19	16	23
Number of injuries or illnesses involving leave of absence due to occupational accidents (cases)	13	4	12	6	4
Frequency ratio※1	9.211	6.873	5.205	4.793	4.774
Intensity ratio※2	0.0329	0.0632	0.0305	1.1988	0.0269

※Japan Elevator Service Holdings Co., Ltd. and its domestic consolidated subsidiaries (excluding companies made subsidiaries through M&A)

※1: Number of deaths and injuries due to work-related accidents/actual working hours × 1,000,000

※2: Number of days of lost work per thousand actual working hours/actual working hours × 1,000

Training Cost	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Training cost (yen)	5,497,654	5,880,866	7,271,306	15,367,989	17,062,822
Per person (yen)	3,933	3,635	4,117	8,227	8,414

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Training Attendance Record	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Total training hours (hours)				38,416	41,672
Average training hours per person (hours)				20.6	20.5
Average training days per person (days)				2.6	2.6

※Japan Elevator Service Holdings Co., Ltd. and its domestic consolidated subsidiaries (excluding companies made subsidiaries through M&A)

Health Management Related	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Annual health examination visit rate (%)			95.5	91.4	91.2
Stress check participation rate (%)			57.7	61.6	48.1
Smoking rate (%)			41.0	39.9	39.5
Percentage of active exercisers (%) *1			24.8	25.3	26.7

※Japan Elevator Service Holdings Co., Ltd. and its domestic consolidated subsidiaries (excluding companies made subsidiaries through M&A)

※1: Percentage of employees who exercise for at least 30 minutes twice a week

Monthly average overtime (hours)			12.9	13.6	14.9
Percentage of annual paid leave taken (%)			–	73.5	63.1
Occupational injuries and lost-worktime injuries (cases)			1	3	4
Walking event participation rate (%)			–	–	72.3

※Japan Elevator Service Holdings Co., Ltd.

## — Governance Data

Composition of the Board of Directors	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Number of Directors	9	8	8	5	5
Female	2	2	2	2	2
External	3	3	3	3	3
Independent	3	3	3	3	3
Audit & Supervisory Board members	3	3	3	3	3
Female	0	0	0	1	1
External	2	2	2	2	2
Independent	2	2	2	2	2
Percentage of female directors (%)	16.6	18.1	18.1	37.5	37.5

※Japan Elevator Service Holdings Co., Ltd.

Status of Meeting Convening	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Board of Directors (times)	18	18	18	17	14
Audit & Supervisory Board (times)	16	18	18	17	14
Nomination and Remuneration Committee (times)	-	-	1	1	1

※ Japan Elevator Service Holdings Co., Ltd.

Annual Total Remuneration	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Directors (million yen)	222	231	155	154	130
of which outside directors	13	18	20	20	20
Audit & Supervisory Board (million yen)	20	21	21	21	23
of which outside members	9	9	9	9	11

※Japan Elevator Service Holdings Co., Ltd.

Number of Dialogues with Shareholders and Investors	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
IR Meetings (number)	-	155	190	227	346
Domestic investors	-	69	81	94	148
Global investors	-	86	109	133	198
New Investors	-	31	60	71	53

※Japan Elevator Service Holdings Co., Ltd.

Action to Implement Management that is Conscious of Cost of Capital and Stock Price	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
ROE (%)	30.7	24.9	25.1	30.1	30.3

※Japan Elevator Service Holdings Co., Ltd.

Whistleblowing Related	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Whistleblowing (cases)	9	15	15	11	20
Compliance reports (cases)	0	0	7	17	12
Other website posts, direct consultations (cases)	1	2	3	4	8

※Japan Elevator Service Holdings Co., Ltd. and its domestic consolidated subsidiaries (excluding companies made subsidiaries through M&A)

Political Donations	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Political donations (yen)	0	0	0	0	0

※Japan Elevator Service Holdings Co., Ltd.

Corruption-related Matters	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Number of violations of anti-corruption policies (cases)					0
Number of employee disciplinary actions and dismissals due to anti-corruption policy violations(cases)					0
Number of fines related to corruption(cases)					0

※Japan Elevator Service Holdings Co., Ltd. and its domestic consolidated subsidiaries (excluding companies made subsidiaries through M&A)

GRI 2: General Disclosures 2021	Section Referred to in This Report	
<b>Organization and Reporting Practices</b>		
2-1 Organizational details	1.JES Profile	Corporate Profile, Philosophy and Vision
2-2 Entities included in the organization's sustainability reporting	Editorial Policy	
2-3 Reporting period, frequency and contact point	Editorial Policy	
2-4 Restatements of information	(N/A)	
2-5 External assurance	-	
<b>Activities and workers</b>		
2-6 Activities, value chain and other business relationships	1.JES Profile	Business Overview
2-7 Employees	6.ESG Data and References	ESG Data Securities Reports
2-8 Workers who are not employees	-	
<b>Governance</b>		
2-9 Governance structure and composition	-	Corporate Governance Report
2-10 Nomination and selection of the highest governance body	5.Governance	Governance Structure Corporate Governance Report
2-11 Chair of the highest governance body	-	Corporate Governance Report
2-12 Role of the highest governance body in overseeing the management of impacts	-	Corporate Governance Report
2-13 Delegation of responsibility for managing impacts	2.Sustainability Management 5.Governance	Sustainability Management Structure Governance Structure
2-14 Role of the highest governance body in sustainability reporting	2.Sustainability Management 5.Governance	Sustainability Management Structure Governance Structure
2-15 Conflicts of interest	-	Corporate Governance Report
2-16 Communication of critical concerns	5.Governance	Governance Structure
2-17 Collective knowledge of the highest governance body	5.Governance	Governance Structure Corporate Governance Report
2-18 Evaluation of the performance of the highest governance body	-	Corporate Governance Report
2-19 Remuneration policies	5.Governance	Governance Structure Corporate Governance Report/Securities Reports
2-20 Process to determine remuneration	5.Governance	Governance Structure Corporate Governance Report/Securities Reports
2-21 Annual total compensation ratio	-	
<b>Strategy, policies and practices</b>		
2-22 Statement on sustainable development strategy	Message from CEO/CFO Sustainability Chair	
2-23 Policy commitments	2.Sustainability Management 3.Environment / 4.Social	Environmental Awareness/Worker Safety Engagement
2-24 Embedding policy commitments	2.Sustainability Management	
2-25 Processes to remediate negative impacts	5.Governance	Governance Structure
2-26 Mechanisms for seeking advice and raising concerns	5.Governance	Governance Structure
2-27 Compliance with laws and regulations	5.Governance 6.ESG Data and References	Governance Structure Environmental Awareness/Worker Safety Engagement
2-28 Membership associations	-	
<b>Stakeholder engagement</b>		
2-29 Approach to stakeholder engagement	2.Sustainability Management	Communication with Stakeholders
2-30 Collective bargaining agreements	4.Social	Worker Safety Engagement
<b>GRI 3: Material Topics 2021</b>		
<b>Section Referred to in This Report</b>		
3-1 Process to determine material topics	2.Sustainability Management	Basic Sustainability Policy Materiality and SDGs to be addressed
3-2 List of material topics	2.Sustainability Management	Basic Sustainability Policy Materiality and SDGs to be addressed
3-3 Management of material topics	2.Sustainability Management	Basic Sustainability Policy Materiality and SDGs to be addressed
<b>GRI 201: Economic Performance 2016</b>		
<b>Section Referred to in This Report</b>		
201-1 Direct economic value generated and distributed	-	Securities Reports
201-2 Financial implications and other risks and opportunities due to climate change	3.Environment 4.Social	Disclosure under the TCFD
201-3 Defined benefit plan obligations and other retirement plans	-	Initiatives to Secure Human Resources Securities Reports
201-4 Financial assistance from government	-	
<b>GRI 202: Economic Market Presence 2016</b>		
<b>Section Referred to in This Report</b>		
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	4.Social	Initiatives to Secure Human Resources
202-2 Proportion of senior management hired from the local community	-	

<b>GRI 203: Indirect Economic Impacts 2016</b>		
<b>Section Referred to in This Report</b>		
203-1 Infrastructure investments and services supported	4.Social	Social and Community Activities
203-2 Significant indirect economic impacts	-	
<b>GRI 204: Procurement Practices 2016</b>		
<b>Section Referred to in This Report</b>		
204-1 Proportion of spending on local suppliers	2.Sustainability Management	Our Approach to Sustainability Procurement
<b>GRI 205: Anti-corruption 2016</b>		
<b>Section Referred to in This Report</b>		
205-1 Operations assessed for risks related to corruption	5.Governance	Governance Structure
205-2 Communication and training about corruption policies and procedures	5.Governance	Governance Structure
205-3 Confirmed incidents of corruption and actions taken	5.Governance	Governance Structure
<b>GRI 206: Anti-competitive Behavior 2016</b>		
<b>Section Referred to in This Report</b>		
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	5.Governance	Governance Structure
<b>GRI 207: Tax 2019</b>		
<b>Section Referred to in This Report</b>		
207-1 Approach to tax	5.Governance	Governance Structure
207-2 Tax governance, control, and risk management	5.Governance	Governance Structure
207-3 Stakeholder engagement and management of concerns related to tax	5.Governance	Governance Structure
207-4 Country-by-country reporting	5.Governance	Governance Structure
<b>GRI 301: Materials 2016</b>		
<b>Section Referred to in This Report</b>		
301-1 Materials used by weight or volume	3.Environment	Consideration for the Environment through Our Business
301-2 Recycled input materials used	6.ESG Data and References	ESG Data
301-3 Reclaimed products and their packaging materials	6.ESG Data and References	ESG Data
<b>GRI 302: Energy 2016</b>		
<b>Section Referred to in This Report</b>		
302-1 Energy consumption within the organization	6.ESG Data and References	ESG Data
302-2 Energy consumption outside of the organization	6.ESG Data and References	ESG Data
302-3 Energy intensity	6.ESG Data and References	ESG Data
302-4 Reduction of energy consumption	6.ESG Data and References	ESG Data
302-5 Reductions in energy requirements of products and services	6.ESG Data and References	ESG Data
<b>GRI 303: Water and Effluents 2018</b>		
<b>Section Referred to in This Report</b>		
303-1 Interactions with water as a shared resource	3.Environment	Water Resources
303-2 Management of water discharge-related impacts	3.Environment	Water Resources
303-3 Water withdrawal	6.ESG Data and References	ESG Data
303-4 Water discharge	6.ESG Data and References	ESG Data
303-5 Water consumption	6.ESG Data and References	ESG Data
<b>GRI 304: Biodiversity 2016</b>		
<b>Section Referred to in This Report</b>		
304-1 Operational sites owned, leased, managed in, or adjacent to/protected areas and areas of high biodiversity value outside protected areas	3.Environment	Biodiversity Conservation
304-2 Significant impacts of activities, products, and services on biodiversity	-	
304-3 Habitats protected or restored	-	
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	-	

GRI 305: Emissions 2016	Section Referred to in This Report	
305-1 Direct (Scope 1) GHG emissions	6.ESG Data and References	ESG Data
305-2 Energy indirect (Scope 2) GHG emissions	6.ESG Data and References	ESG Data
305-3 Other indirect (Scope 3) GHG emissions	6.ESG Data and References	ESG Data
305-4 GHG emissions intensity	6.ESG Data and References	ESG Data
305-5 Reduction of GHG emissions	6.ESG Data and References	ESG Data
305-6 Emissions of ozone-depleting substances (ODS)	-	-
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	6.ESG Data and References	ESG Data
GRI 306: Waste 2020	Section Referred to in This Report	
306-1 Waste generation and significant waste-related impacts	3.Environment	Consideration for the Environment Through Our Business
306-2 Management of significant waste-related impacts	3.Environment	Consideration for the Environment Through Our Business
306-3 Waste generated	6.ESG Data and References	ESG Data
306-4 Waste diverted from disposal	6.ESG Data and References	ESG Data
306-5 Waste directed to disposal	6.ESG Data and References	ESG Data
GRI 308: Supplier Environmental Assessment 2016	Section Referred to in This Report	
308-1 New suppliers that were screened using environmental criteria	2.Sustainability Management	Our Approach to Sustainability Procurement
308-2 Negative environmental impacts in the supply chain and actions taken	5.Governance	Supplier Management
GRI 401: Employment 2016	Section Referred to in This Report	
401-1 New employee hires and employee turnover	6.ESG Data and References	ESG Data
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.Social	Creating a Good Work Environment
401-3 Parental leave	4.Social	Creating a Good Work Environment
GRI 402: Labor/Management Relations 2016	Section Referred to in This Report	
402-1 Minimum notice periods regarding operational changes	-	-
GRI 403: Occupational Safety 2018	Section Referred to in This Report	
403-1 Occupational health and safety management system	4.Social	Occupational Safety and Health
403-2 Hazard identification, risk assessment and incident investigation	4.Social	Occupational Safety and Health
403-3 Occupational health services	4.Social	Occupational Safety and Health
403-4 Worker participation, consultation, and communication on occupational health and safety	4.Social	Occupational Safety and Health
403-5 Worker training on occupational health and safety	4.Social	Occupational Safety and Health
403-6 Promotion of worker health	4.Social	Health Management
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	4.Social	Occupational Safety and Health
403-8 Workers covered by an occupational health and safety management system	Editorial Policy	-
403-9 Work-related injuries	6.ESG Data and References	ESG Data
403-10 Work-related ill health	6.ESG Data and References	ESG Data
GRI 404: Training and Education 2016	Section Referred to in This Report	
404-1 Average hours of training per year per employee	6.ESG Data and References	ESG Data
404-2 Programs for upgrading employee skills and transition assistance programs	4.Social	Technical Support System
404-3 Percentage of employees receiving regular performance and career development reviews	6.ESG Data and References	ESG Data
GRI 405: Diversity and Equal Opportunity 2016	Section Referred to in This Report	
405-1 Diversity of governance bodies and employee	6.ESG Data and References	ESG Data
405-2 Ratio of basic salary and remuneration of women to men	-	Securities Reports

GRI 406: Non-discrimination 2016	Section Referred to in This Report	
406-1 Incidents of discrimination and corrective actions taken	4.Social	Worker Safety Engagement
GRI 407: Freedom of Association and Collective Bargaining 2016	Section Referred to in This Report	
407-1 Operations and suppliers in which the freedom of association and collective bargaining may be at risk	4.Social	Worker Safety Engagement
GRI 408: Child Labor 2016	Section Referred to in This Report	
408-1 Operations and suppliers at significant risk for incidents of child labor	4.Social	Worker Safety Engagement
GRI 409: Forced or Compulsory Labor 2016	Section Referred to in This Report	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	4.Social	Worker Safety Engagement
GRI 410: Security Practices 2016	Section Referred to in This Report	
410-1 Security personnel trained in human rights policies or procedures	-	-
GRI 411: Rights of Indigenous Peoples 2016	Section Referred to in This Report	
411-1 Incidents of violations involving rights of indigenous peoples	-	-
GRI 413: Local Communities 2016	Section Referred to in This Report	
413-1 Operations with local community engagement, impact assessments, and development programs	4.Social	Social and Community Activities
413-2 Operations with significant actual and potential negative impacts on local communities	-	-
GRI 414: Supplier Social Assessment 2016	Section Referred to in This Report	
414-1 New suppliers that were screened using social criteria	2.Sustainability Management	Our Approach to Sustainability Procurement
414-2 Negative social impacts in the supply chain and actions taken	2.Sustainability Management	Our Approach to Sustainability Procurement
GRI 415: Public Policy 2016	Section Referred to in This Report	
415-1 Political contributions	6.ESG Data and References	ESG Data
GRI 416: Customer Health and Safety 2016	Section Referred to in This Report	
416-1 Assessment of the health and safety impacts of product and service categories	4.Social	Quality Control System/ Technical Support System Response to Disaster
416-2 Incidents of non-compliance concerning the health and safety impacts and services	(N/A)	(N/A)
GRI 417: Marketing and Labeling 2016	Section Referred to in This Report	
417-1 Requirements for product and service information and labeling	1.JES Profile	Business Overview
417-2 Incidents of non-compliance concerning product and service information and labeling	(N/A)	(N/A)
417-3 Incidents of non-compliance concerning marketing communications	(N/A)	(N/A)
GRI 418: Customer Privacy 2016	Section Referred to in This Report	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	5.Governance	Information Security

Topics	Index	Code	Section Referred to in This Report		Omission
Data security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	5.Governance	Information Security	
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	5.Governance	Privacy policy	
	(1) Number of data breaches				
	(2) Percentage involving customers; confidential business information (CBI) or personally identifiable information (PII)	SV-PS-230a.3			N/A(Current period)
	(3) Number of customers affected				
Topics	Index	Code	Section Referred to in This Report		Omission
Workforce diversity and Inclusion	Percentage of gender and racial/ethnic group representation for				
	(1) Executive management	SV-PS-330a.1	4.Social	Diversity & Inclusion	
	(2) All other employees				
	Turnover rate for employees				
	(1) Voluntary	SV-PS-330a.2		–	
(2) Involuntary					
	Percentage of employee engagement	SV-PS-330a.3		–	
Topics	Index	Code	Section Referred to in This Report		Omission
Professional integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	5.Governance	Compliance	
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2			N/A(Current period)