# For the realization of a "platform" filled with good-quality energy where All employees work energetically

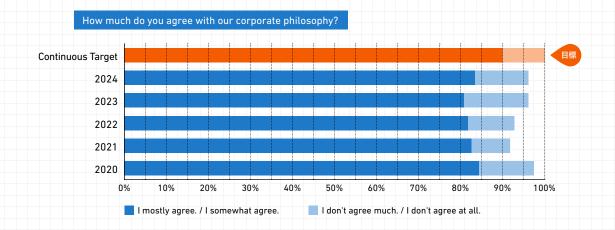
#### We will create a strong corporate culture with a good organizational climate

Creating a positive organizational climate and strong corporate culture is one of the most important management themes for achieving sustainable corporate value and growth. Building on these foundations, we foster organizational excellence through organizational habits and daily work, which is what makes us unique. The ENVIPRO Group defines organizational strength as each employee finding their own problems, taking the initiative to solve them, sharing wisdom with their team, making innovations, and continuing to work on improvement. We believe that an environment in which employees pursue sociality, economy, and humanity through business activities is a "lively workplace" that leads to employee satisfaction and happiness.

In the fiscal year ended June 2024, we organized the reasons why the Group values its organizational environment and corporate culture, and published and explained it in the FY2024 Management Plan, which is carried by all employees. By verbalizing its importance, we have worked to encourage each of us to think about and gain a deeper understanding of our organizational climate and corporate culture. In the fiscal year ending June 2025, we provide opportunities to discuss and express our understanding of the organizational climate and corporate philosophy.

## Dedication to inculcating our corporate philosophy

In addition to reading the management plan that contains our corporate philosophy and organizational values and ideas, the group leader has held briefings three times a month with small groups of people from the fiscal year ended June 2021. In the fiscal year ended June 2024, 170 people attended corporate philosophy briefings, bringing the total number of attendees to 583.



# 03

# The organizational image we aim to realize is "a disciplined group of autonomous individuals with creative abilities."

#### We have a new president!

He joined SANO MARUKA Co., Ltd. (current: ECONECOL Inc.) as a new graduate, experienced multiple secondments to group companies including VOLTA Inc. based on sales positions, and became the president of the new company ECODEMO Inc.



Tell us about what you have considered as important.

I have considered it important to imagine my own vision of success. This goes for many different things, but one of the smallest things is always having an outcome for the meeting with the client that day. I still consider it important to make a habit of imagining the future collaboration with that customer and imagining the story up to that point.



ECODEMO Inc. President, Representative Director Hirohito Endo

You are always undertaking new challenges, including now becoming president of the company. How did you get that opportunity? Why do you think it happened?

I take things that I find interesting, news and events that intrigue me, and compare them to our company's services and direction to imagine the commonalities, then talk about them with my family, colleagues, and customers. By repeatedly conducting this process, I get to see the bad points and missing elements in the initial image, and the story comes together. And if I keep spreading my message after that, various people help me to connect with them. I think this is may be how I have been able to keep undertaking challenges.

New value created from empathy, accompaniment, and co-creation

#### DX Promotion Department, which creates the future of the ENVIPRO Group

In January 2024, a new DX Promotion Department was established. It is responsible for leading the transformation of the ENVIPRO Group through digital transformation.



Q Please tell us about efforts made so far.

The DX Promotion Department is committed to using the power of digital technology to support essential problem solving and firmly grounded business transformation. We actually go to work sites and work on digital transformation as accompaniment while listening to the issues from the person in charge. The important thing in this process is empathy. I feel that awareness of digital transformation has changed as we proceed to solve problems from the same perspective. Starting with grassroots activity, 56 digital transformation projects are currently underway. One specific example of this is the introduction of an SFA (sales force automation) system, which enabled the centralized management of sales negotiation records and customer information. While we haven't seen any clear reductions in work time or increased sales, we see positive effects such as an increase in new proposals and an increase in information sharing between branches, as communication quality is improved due to bilateral information sharing. By involving people on site and accompanying them, and by having everyone involved take the initiative, our efforts come to life. We are gradually accumulating successful experiences like this.



Tell us about your future vision.

My vision is to think about what it means to do business and create opportunities to review the environment we are familiar with. I believe that it is more important to realize productivity improvement with the use of digital technology through inventory of operations than to make major transformation through the latest technology. We are aiming for the DX Promotion Department to be a place where worried people will come for consultation when they "want to review inefficiencies" or "want to improve quality but don't know how". In the future, it will be important how the DX Promotion Department can contribute to the company's mission of "Lead a circular economy". We aim to visualize the value of recycled materials in our supply chain and provide the information our customers want with data.



Left: General Manager of the DX Promotion Department Shigeru Kawachi/ Right: Go Terakado, Manager of the DX Promotion Section, DX Promotion Department

# Learn

Mentor System

### Learn together and grow together.

We have introduced a mentor system as a follow-up for employees after they join the company. We define a mentor as "someone who can build a relationship of trust," and we started with the goal of building a relationship that allows people to confidently express "who they are now." We aim not only to help new employees get used to the workplace at an earlier stage and to create an environment in which they can work easily, but also to help senior and new employees grow together through fun and free dialogue.









#### Interview with senior employees and new employees about mentoring system



The system made it easier to follow up on junior employees, including new graduates, because there was a good reason for it. We communicate through monthly lunch meetings, chats during department visits, and we consider it important to listen carefully without rejecting the opinions of others. I also remembered the time I had been helped by my seniors when I was a new graduate employee.

Keita Nakagawa, Sales Section 1, Sales Department, ECONECOL Inc. Shizuoka Branch



With the mentor system, you can call for help without hesitation, and I think there are situations in which it is helpful for new employees when they are unsure who to ask for work-related questions. I have opportunities to objectively review the environment around me, and encountering Niikura's positive attitude has had a good effect on my motivation.

Koichi Okabe, GM, Purchasing Group, Administration Department, Nitto Kako Co., Ltd.



Rather than being a mentor, I communicate as a colleague close in years. It's also an opportunity to know what we're doing at each other's companies, and sometimes I ask them to suggest ways to optimize the work I think is inefficient. In the future, I would like to further deepen my friendship with other departments and develop synergies.

Go Tazumi, Business Development Section, Business Development Department, NEWSCON Inc.



Thanks to the mentor system, I can easily ask questions. I can also look back on my past and talk from the same perspective. The work environment can be challenging for new employees, but I feel that I have a destiny to resolve it in the future, mainly among young people.

Heo Goo Young, Corporate Planning Section, Corporate Management Department, ENVIPRO HOLDINGS Inc.



Although different departments may be involved, they are a great help when I am facing a work-related challenge or concern. I have the courage to take on challenges thanks to my daily encouragement and good advice. I can also gain insight into my own strengths, weaknesses, and values, and I can make confident decisions about my career direction.

Kazuma Kodama, Production Control Section, Production Control Department,
Engineering Division, ECONECOL Inc.



I am now able to communicate with people I have never worked with before, and I now have more people to consult with. There are many occasions where I can casually ask questions at work, so I can get to know the inside of the company better, and it is also a good opportunity for me to objectively judge the way I learn and our sales stance.

Masaaki Niikura, Compound Sales G, Sales Department, Nitto Kako Co., Ltd.



I learned to think about different jobs, values, and work, and I gained a broader perspective. I have been able to discover strengths and areas of improvement that I hadn't noticed on my own, which leads to more personal growth.

I also understood through the experiences of senior employees that cross-departmental collaboration can lead to success for the entire company. I interact with other departments and industry experts to expand our network both internally and externally.

Bykau Dzmitry, Digital Transformation Promotion Section, DX Promotion Department, ENVIPRO HOLDINGS Inc.



My mentor is a senior employee in the same department, so I was able to ask how they got their job done in the first year of employment, and it became easier to imagine my own job. I learned that being aware of future visions and what I want to do will also motivate me to work. I would like to give shape to this through the mentor system and build up my own knowledge and experience.

Taiki Ito, Corporate Planning Section, Corporate Management Department, ENVIPRO HOLDINGS Inc.

New Employee