



International Version

SUSTAINABLE DEVELOPMENT GOALS

We would like to express our deepest appreciation to the administrative organizations and medical professionals who have been working hard to prevent the spread of COVID-19. We sincerely hope that everyone stays healthy, and the situation settles down very soon.

Contributing to the International Community as the World's Best Hotels

In April 2020, the Imperial Hotel Group reformed its existing Environmental Committee and established the Sustainability Promotion Committee to actively promote actions related to the United Nations' proposed SDGs (Sustainable Development Goals). It also established a system to spread SDGs-based initiatives and activities within the company.

COVID-19 has put us in a difficult operating environment. However, our employees' own initiatives and ideas have led to us introducing an order-style buffet that helps fight against infection and reduce food waste, and starting a serviced apartment business that lets us offer new value as a hotel. Through innovations like these that are tied to improving the Imperial Hotel brand, we have been working to meet society's needs that stem from the so-called "new normal."

This year, we also announced that we're renovating the Imperial Hotel, Tokyo and expanding to Kyoto. These are the very best measures we could take to further business continuity and sustainability and continue developing as a company that seeks to create the world's best hotels. Additionally, we chose environmentally friendly hardware as a way to contribute to achieving the SDGs and further improve corporate value.

To prepare for when guests can once again come to see us from around the world in the near future, we will first take responsibility as a gateway for public diplomacy and fulfill that role and responsibility with the pride of being "Made in Japan" in our hearts, in order to develop a sustainable international community.

Corporate Philosophy

As one of Japan's leading hotel companies that continues on in its founding spirit, and as a company that seeks to create the world's best



hotels, Imperial Hotel will provide the most outstanding service and products to contribute to the development of the international community, people's fulfilling and relaxing lives, and culture.

Eiichi Shibusawa and SDGs: Social development becomes a company's growth
Atsushi Tokumaru, Head of SDGs Promotion, Managing Executive Officer

The hotel's first chairman, Eiichi Shibusawa, is known as the "father of Japanese capitalism."

He proposed the Union of Morality and Economy theory and preached the importance of achieving a balance between economic and social prosperity.

Standing by this philosophy, the Imperial Hotel is doing its best to achieve the SDGs (Sustainable Development Goals, adopted by the UN in 2015) through its core business.

Eiichi Shibusawa put great importance on contributing by responding to society's needs, and that belief is the heart of the Imperial Hotel's founding—which was originally as a state guest house. It also resonates with our established corporate philosophy.

When first chairman Shibusawa visited Europe, he felt that Japan would eventually partake heavily in overseas exchange and believed western-style lodging facilities would be necessary to entertain both Japanese and international guests of honor. Thus, the Imperial Hotel came to be in 1890. One could say that it was originally established to meet the needs of Meiji-era society.

What's needed now...?

We always have to have our antennas up to seek and respond to these needs. As society became increasingly complex and various social issues piled up, the globally common goals known as the SDGs were presented. We have set 11 goals for our group and core business to contribute to the SDGs. (See page 2)

The Sustainability Promotion Committee was established in April 2020 with our president as its chairman, and he shared our SDGs Declaration with all employees. The committee meets twice a year, and all members participate. That includes all employees from department directors up. The SDGs Team is located directly under that committee, and the 3R Team, Energy Conservation Team, Human Resources Division (Diversity Promotion), and General Affairs Division subcommittees are linked to it. They meet once every two months.

The Imperial Hotel's original purpose was to be a state guest house, and the desire to respond to society's needs has been deeply ingrained in our employees from the start. Just as with the SDGs, one could say that what drives motivation is contributing to society.

These activities have paid off: we have been awarded at the Environmental Human Resource Development Corporate Awards (held by the Ministry of the Environment and Environmental Consortium for Leadership Development (EcoLeaD)) for five years in a row, and at the Social Contribution Award (held by the Japan Hotel Association) for two years in a row.

We believe the balance between sustainability and luxury is vital. As an example, some guests may not feel that they need linens like sheets or towels changed out every day, but they do obviously want hot water to come out immediately when they turn on the shower.

We believe that pursuing sustainability involves collaboration between employees and customers, not just employees. Our mission is to find the balance between sustainability and luxury while also considering our guests' opinions.

Continuing on from our 130th year in business, our goal is to keep determining society's needs and providing concrete answers to them in order to continue being the world's best hotels.

The Two Statements Eiichi Shibusawa Left for the Imperial Hotel

While our building, facilities, and furniture are not the most beautiful, there is no shortage of hospitality for our hundreds of guests. While our dishes and bowls are not extremely extravagant, we would seek out anything guests need from around the world to accommodate them. This is the role the Imperial Hotel must play and understand, and never give up.

The business of catering to guests from all corners of the world, with their myriad of customs and habits, is a daunting undertaking. However, by serving with devotion and decorum, you create fond memories of Japan that our guests will take back with them throughout the world and cherish for a lifetime. Remember that your work, though difficult, is of the utmost importance for our nation. Apply yourself to the task ahead with diligence and care.



Measures against Food Waste

We recognize that combating food waste is an extremely important topic in the hotel industry and are promoting various related initiatives.

Reducing Food Waste with an Order-Style Buffet

At the renewed Imperial Viking Sal, we've introduced an order-style buffet that works through tablets installed at each table. Through planned production, we reduce excessive production and disposal. Also, by starting to cook once orders are placed, we can now deliver the true essence of our cuisine to our guests: the deliciousness of freshly-cooked meals. Our new signature dish called acqua pazza is also made using some fish that were cultivated in an environmentally friendly way.



Fully Utilizing and Using All of Each Ingredient

We're always trying to utilize ingredients to their maximum potential, and use all of them with no waste. For example, fish are purchased whole and parts like heads and bones are boiled down with the ends of vegetables, then used as stock for our specialty bouillabaisse. We also have a food education event aimed at parents and children; this tasting experience and lunch course involve education from our own Head Chef Sugimoto. Imperial Hotel, Tokyo's Head Chef Sugimoto uses his knowledge of the "farm-to-table" concept—which has been cultivated throughout France in their cuisine—to do cooking demonstrations of dishes that use up entire ingredients, focusing on food education and food waste reduction.

Sustainable Original Salt

Lemon peels, vegetable peels, crustacean shells and more are baked at low temperatures and then powdered and mixed with salt. We use this original salt in our dishes.



Making Our Welcome Gestures More Beautiful and Easier to Eat

Our Welcome Gestures that greet guests in each room have been changed from fruit platters to small dishes that are easy to pick up and eat. Many guests have been able to enjoy them, and it has helped reduce food waste.



Using Food Waste in Closed-Loop Vegetables

Since 2007, food scraps generated in our restaurants and banquet rooms have been dried in-house and made into fertilizer for growing vegetables through a partner company.

Vegetables grown using this fertilizer are purchased as closed-loop vegetables and used in some dishes in our restaurants.

Environmental Initiatives



The Imperial Hotel Group considers environmental considerations as a new type of hospitality that society expects, so we established the 3R Team and Energy Conservation Team under the Sustainability Promotion Committee (chaired by the president) and created action plans for each team, which are now promoting company-wide efforts.

LED-based Interior Lighting

To reduce the electricity used in our buildings, we are switching over to LEDs that reduce our energy costs by about 15% compared to our previous lighting.

Awarded at the Environmental Human Resource Development Corporate Awards (5 Years in a Row)

We have been awarded at the Environmental Human Resource Development Corporate Awards, held by the Ministry of the Environment and Environmental Consortium for Leadership Development (EcoLeaD), for five years in a row: we won Merit Awards in 2016, 2017, 2019, and 2020, and an Incentive Prize in 2018.

Measures against Disposable Plastic

Currently, none of the drinks in any of our hotels come with straws, but we do offer paper straws if customers require them. Through this, we strive to reduce both plastic and paper waste.

Adding Green Roofs and Solar Power Generation

Adding green roofs to our hotel's main building and banquet hall can curb rising temperatures on the buildings' surfaces and inside of them. The greenery added to the banquet hall roof is made with artificial grass and 100% recyclable natural material (coconut shells) as a filler. Solar panels are installed on the main building's roof, and that energy is used for lighting at night.

E-Learning about SDGs

We held an e-learning course to promote our employees' understanding of SDGs. All 2,800 or so Imperial Hotel Group employees took the course.

Providing Environmentally Friendly Coffee

Our hotels were the first in Japan to start serving Rainforest Alliance-certified coffee. This certification shows that this coffee was grown by farmers in sound working environments and that they contribute to forest preservation.

Recycling Water (Greywater)

At our Tokyo hotel, the water used in the tower rooms' baths and bathroom sinks are filtered and sterilized within the hotel before being reused in the tower building's office, public, and employee toilets. A partner company processes the sewage from guest rooms at our Osaka hotel. After going through recycling, it's used as toilet water in the hotel.

Sorting Garbage Thoroughly

We sort our garbage into about 20 different kinds with the motto, "Garbage if it's mixed, resources if it's separated." To increase recyclable garbage, we try to reduce waste by conducting garbage sorting surveys in garbage disposal rooms and all workplaces and putting up displays to make sorting easy to understand. These efforts earned the Imperial Hotel, Tokyo a Merit Award in Chiyoda-ku's Fee-based Waste Management Awards in 2013; and earned the Imperial Hotel, Osaka a letter of appreciation from Osaka's mayor.



COVID-19 Measures

The COVID-19 pandemic drastically changed the environment surrounding society and companies.

Many social issues surfaced at the same time, and it is becoming increasingly necessary for companies to contribute to fixing them through their business.

To meet society's demands, put the health and safety of our customers and employees first, and let guests stay at our hotels with peace of mind, the Imperial Hotels are taking various measures against COVID-19.



Measures in Hotels

◎ Public Spaces

- Temperatures are checked by thermography at the hotel's entrance
- Added hand sanitizer in more areas
- Enhancing regular disinfections, ventilating adequately, and controlling humidity
- Employees wear masks and face guards, and we have installed acrylic sheets

◎ Hotel Stays

- When checking in, guests must complete a questionnaire regarding their health and confirm their transit points up until entering the hotel.



◎ Restaurants

- We ensure sufficient distance between tables
- Menus can be accessed by QR codes

◎ Banquet Halls

- Layout ensures sufficient distance between guests
- We have installed a ventilation system that constantly measures CO2 concentration and cycles in fresh air in appropriate amounts, according to the number of guests inside.

◎ Employees

- Wear masks when working and going to and from work
- Do health checks during work; a management system is in place for those who feel unwell
- Refrain from going out or attending gatherings when it's not urgent or necessary
- Work from home and/or have staggered work hours

Support for Medical Professionals

As one way to support medical professionals, we donated a portion of the sales from an original cocktail to the Japanese Nursing Association and donated products made at our hotel (anpan, cookies, etc.) to hospitals in Tokyo.

Gathering Ideas from Employees

We gathered ideas that would allow guests to stay at our hotels with peace of mind and become a company that's safer for employees to work at. We received over 1,000 responses to a May 2020 email our president sent requesting ideas, and the overall number of ideas received was 5,473. Those ideas were summarized into a total of 489, and each idea was ranked in order of precedence based on its feasibility and effects. Then, we started implementing them. One such idea is the introduction of an order-style buffet at The Imperial Viking Sal, which helps fight against COVID-19 infection and reduce food waste.



Guest Safety and Security

Our guests' safety and security are our hotels' lifelines.

The Imperial Hotel Group promotes various initiatives through the Risk Management Committee, including those related to food sanitation, disaster prevention, and anti-theft measures.

We also focus on accessibility to ensure that everyone has a comfortable stay at our hotels, regardless of whether or not they have a disability.

Risk Management System

© Established the Food Safety and Trust Committee

This committee was established in 2008 to protect and maintain food safety and trust across our entire group. They make every effort to combat food poisoning, ensure food safety and health, prevent accidents from allergies, oversee food labeling, carry out pest control, etc.

© Developing Manuals and Doing Training on Counter-Terrorism, Disaster Prevention, etc.

We have developed a variety of manuals on terrorism, disasters, infrastructure breakdowns, and more so our employees can respond quickly to emergencies. We also provide training in accordance with these manuals. In order to protect our customers' and employees' lives, we are also striving to increase the number of employees qualified to administer first aid.

© Strict Compliance with Laws, Ordinances, and Corporate Ethics

To promote initiatives that build up corporate soundness and transparency—including compliance, internal control, and governance—we have distributed compliance guidebooks to all employees and conduct training regularly. In addition, we have established whistleblowing and harassment services. Through all of this, we ensure thorough compliance with laws, ordinances, and corporate ethics.

◎ Region-Wide Disaster Prevention

The Imperial Hotel, Tokyo signed an agreement with Chiyoda-ku in 2013 to accept stranded persons in the event of a disaster. The Imperial Hotel, Osaka also signed an agreement with the Osaka Prefectural Government and City of Osaka that included accepting travelers in the event of a large-scale disaster.

Accessibility

◎ Providing Accessible Lodging

We have one universal design room with one electric adjustable bed, a video intercom, and permanently installed assistive devices. In March 2020, we added 9 additional standard rooms with accessibility features.



Cupboards that are usually high up were lowered so they could be accessed by those in wheelchairs. We also ensured space for their feet.

◎ Making Facilities Accessible

Our hotels have systems in place to allow guide dogs, hearing dogs, and service dogs. We have also added slopes for wheelchairs, made elevators and other facilities accessible for wheelchairs, and added accessible restrooms.

◎ Assistance Seminars for Employees

We put great effort into actively educating our employees in this area by hosting internal study groups with employees with disabilities as lecturers, having employees try using wheelchairs, and more.



Diversity



The Imperial Hotel Group has established diversity promotion as one of our mid- to long-term key issues. We aim and work to be a company where employees with diverse lifestyles can perform to their fullest potential as they are, to provide diverse hospitality, and to be loved by each and every guest.

Women's Participation

We are very actively appointing women to managerial positions; we aim to have women filling 15% of these positions by the end of FY2023. To reach this goal, we have established mid-level training aimed at women and an in-house career counseling service, among other measures. These efforts resulted in us hitting a record 13.5% ratio of female managers in April 2021. We have also earned the "Eruboshi" certification mark as a result of these continued efforts.

Promoting Work-Life Balance

◎ Childcare Support

Our company has a number of systems that surpass what is required by law, including allowing parents to take childcare leave until the end of the fiscal year in which their child turns three, and allowing them to work shortened hours until their child is in his or her third year of elementary school.

◎ Caregiver Support

We provide free external counseling services and hold regular caregiving seminars and individual consultations.

Workstyle Reform

We implemented a work-from-home system in 2019 as a flexible way to work, and a wide range of employees use it. We recommend that employees working in places where the work could be done from home do so as a COVID-19 countermeasure. We started the Work-from-Home Review Committee in July 2020 to improve the work environment and further promote this system. The system expanded significantly in April 2021 to include allowing more people to work from home, removing the maximum number of days that they could, and providing allowance for telecommunications costs.

(Note: Allowance for telecommunications costs has been provided since January 2021.)

Promoting Respect for Human Rights

We encourage our employees to acquire human rights-related knowledge and spread thorough understanding of it. We also strive to raise awareness of respect for human rights without discrimination or prejudice. The company's main measure toward this was making several training videos on human rights, diversity, and harassment and distributing them to all employees through on-demand or online streaming; 3,000 employees in total watched them.

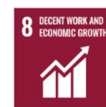
Employing Persons with Disabilities

We are actively employing more and more people with physical, intellectual, and mental disabilities and working to create environments that allow them to play active roles with diverse work responsibilities. Our employment ratio of persons with disabilities was 2.33% at the end of FY2020. This is higher than the statutory employment rate (2.3% as of March 2021), which we have been above since FY2006. We created a training video featuring basic sign language that could be used to help customers with a hearing-impaired employee as our demonstrator. This video was streamed as internal digital signage. We have further improved our customer service and facilitated understanding of persons with hearing impairments by establishing a



Producing the sign language training video with a hearing-impaired employee as our demonstrator

communication system for employees with greetings and other sign language.



Human Resource Development /

"Only at the Imperial Hotel!" Promotion Initiative

The Imperial Hotel Group holds training and seminars so that each and every employee can become a human resource that customers and society could interact with and say, "Only at the Imperial Hotel!" We have also created a Human Resources Training Office to promote systematic human resource development and create a structure that supports staff who choose to further their careers.

Conducting Training

In addition to supporting self-improvement (such as distance learning and earning qualifications), we offer online, group, and other types of training catered to individuals' situations, job titles, and career development—whether they're new or long-time employees.

Participating in Competitions, etc.

In the final round of qualifiers for Japan's team in the Coupe du Monde de la Boulangerie (Bakery World Cup) 2022 (the only international competition for artisan bread bakers), our bakery staff unfortunately did not make it into the Specialty Breads Division, but they did win a prize. This competition is known for sharing the world's latest trends in bread baking and introducing top-class master bread bakers to the world.



In 1999, we started the internal "Only at the Imperial Hotel!" Promotion Initiative, aiming for employees to conduct themselves in a way that brings work and services at the Imperial Hotel back to their fundamentals so that guests and society would be able to interact with them and say, "Only at the Imperial Hotel!"

The pillars of this initiative are individual and group recognition awards, which are given out regularly.

Employees vote to select a grand prize winner from among the award recipients at the Annual Grand Prize Award Ceremony, which is simultaneously and jointly held in our Tokyo and Osaka hotels.

Volunteer at a Partner Company that Suffered A Disaster

The Kamikochi Imperial Hotel's kitchen staff won the yearly "Only at the Imperial Hotel!" Grand Prize. They chose to visit a partner company in Nagano Prefecture that had been hit by Typhoon Hagibis and helped them by cleaning up their submerged aquaculture farm and office, sorting their garbage, and so on. "My colleagues and I were able to do this because we all wanted to help out a company that supports us on a daily basis. This was a valuable experience that made me think again about the value of our partner companies." (Winner's comment)

