



May 10, 2022

To whom it may concern

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Notice of Establishment of New Group Philosophy and Medium-term Management Plan 2022

The MITSUI-SOKO Group has established a new Group Philosophy (Purpose, Vision, and Values) and formulated a new five-year plan, Medium-term Management Plan 2022, with the fiscal year ending March 31, 2023 being the first year and the fiscal year ending March 31, 2027 the final year.

Recently, the environment surrounding society has changed drastically due to the global pandemic of the novel coronavirus infection, increasingly severe disasters, and a destabilization of the international situation. The logistics industry is also undergoing a major transition, with rapid changes, such as the advancement of digitalization, labor shortages, and the move toward decarbonization.

Under these circumstances, we recognize the need to reconsider our raison d'être as a corporate group in order to make a further leap and achieve sustainable growth, and we have recently renewed our group philosophy and repositioned it as the highest management concept.

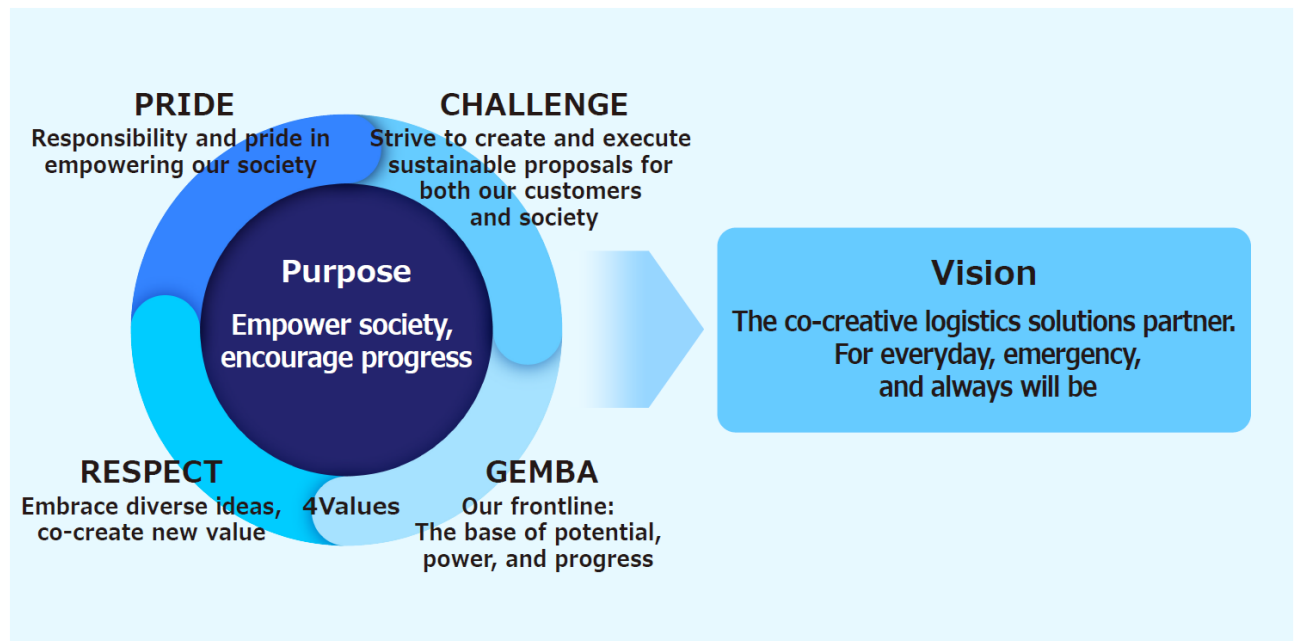
In addition, by promoting our newly formulated mid-term management plan under this new group philosophy, we will strive to enhance our corporate value in the long term, build a sustainable society, and meet the expectations of our stakeholders and of society.

1. Group Philosophy (Purpose, Vision, and Values)

The Group Philosophy is the highest management concept and consists of Purpose (meaning of our existence), Vision (what we want to become in the medium- to long-term span), and Values (corporate values and action guidelines).

The renewed group philosophy reflects our determination for the Group to continue to "solve problems and create value through logistics" in the future. Based on this group philosophy, we aim to implement our medium-term management plan and other management strategies to enhance the corporate value of the Group and achieve sustainable growth for society and our customers.

[Conceptual Diagram of the Group's Philosophy]



■ Purpose (meaning of our existence)

Empower society, encourage progress

Our recently enacted Purpose— *Empower society, encourage progress* —is the role that the Group should play and embodies our solid belief in the value we create for society.

Logistics plays an important role as a social infrastructure and is the very foundation of modern society, supporting economic activities and people's lives. The MITSUI-SOKO Group has been in the logistics business for over 100 years, connecting countries with countries, industries with industries, people with people, and all other subjects in support of the evolution of society.

Even in times of rapid change, there is no change in the role played by the Group. By fulfilling this Purpose, we aim to move the world in a better direction and help to realize a mindful and sustainable society.

■ Vision (what we want to become in the medium- to long-term span)

The co-creative logistics solutions partner. For everyday, emergency, and always will be

Over our more than 100-year history, the Group has fostered trust with our customers, and as their logistics partner, we have supported their growth and walked alongside them. Even at this time when supply chains and logistics networks are being disrupted by the impact of the pandemic, the combined strength of the Group is mobilizing to keep our customers' businesses connected with no stop in physical distribution.

As social issues become more complex and the social structure changes drastically, supply chain management will become increasingly important, and logistics companies will be required to not only receive and transport goods but also build a sustainable supply chain.

As a link in the evolution of our customers and society at any given time, the Group aims to be a logistics solutions partner that improves our customers' corporate value by co-creating with all stakeholders, not limited to only within the Group.

■ Values (corporate values and action guidelines)

- ***PRIDE***
 - Responsibility and pride in empowering our society -
- ***CHALLENGE***
 - Strive to create and execute sustainable proposals for both our customers and society -
- ***GEMBA***
 - Our frontline: The base of potential, power, and progress -
- ***RESPECT***
 - Embrace diverse ideas, co-create new value -

In order to realize our Vision under our Purpose, we have established four Values: PRIDE, CHALLENGE, GEMBA and RESPECT are the values to be treasured by each employee and organization, and serve as guidelines for action. In accordance with these Values, we will realize a corporate group in which each and every employee can maximize their potential and create value over the medium to long term.

2. Medium-Term Management Plan 2022: Be the First-Call Company "Going on the Offensive by Deepening"

In order to realize our Vision— ***The co-creative logistics solutions partner. For everyday, emergency, and always will be***—the Group has formulated a new five-year plan, the Medium-term Management Plan 2022, beginning in the fiscal year ending March 31, 2023 continuing until the fiscal year ending March 31, 2027.

In our previous Medium-term Management Plan 2017, we positioned the first three years as a reversal period, focusing on strengthening our business profitability and rebuilding our financial base. In the last two years of the plan, we primarily worked on the three key areas for sustainable growth: Construction of Overwhelming Field Capabilities, Establishment of End-to-end Integrated Solution Services, and ESG Management. As a result, we successfully achieved all of our numerical targets, attained the reversal of our business, and laid the foundation for sustainable growth in the future.

Under the new Medium-term Management Plan 2022, we aim to achieve further growth by deepening our efforts to date. As the first-call company that can be trusted by our customers, we will go on the offensive with aggressive investment, focusing on the three pillars of our growth strategy: Top-line Growth by Mobilizing the Group's Collective Strength, Reinforcement of Operational Competitiveness, and Building Management Foundations to Support the Deepening.

(1) Growth Strategy

Top-line Growth by Mobilizing the Group's Collective Strength

We will promote a deepening of our integrated solution services, which is our unique business model, expanding our sustainability-oriented business with our competitive abilities to make and execute proposals, and digging deeper into our inter-industry operations by making the most of the Group's broad customer base and various logistics features.

Reinforcement of Operational Competitiveness

By deepening our efforts toward thorough standardization, we will realize our "overwhelming field capabilities" that combine the power of people with the power of technology. We also aim to secure a competitive advantage by improving the quality of our operations, and furthermore, to improve profitability by lowering the cost of operations.

Building Management Foundation to Support the Deepening

We will strengthen our management base in the following four aspects:

- **DX:** Transformation of business models and reform of corporate culture
- **Co-creation:** Creation of mechanisms to generate innovation and the strengthening of alliances with various platformers
- **Business Assets:** Development of new office buildings and logistics facilities, enhancement of the asset value of existing facilities, and the improvement of the work environment
- **ESG:** Reinforcement of efforts to realize a decarbonized society, an expansion of investment in human capital, and the enhancement of governance

(2) Financial Strategy

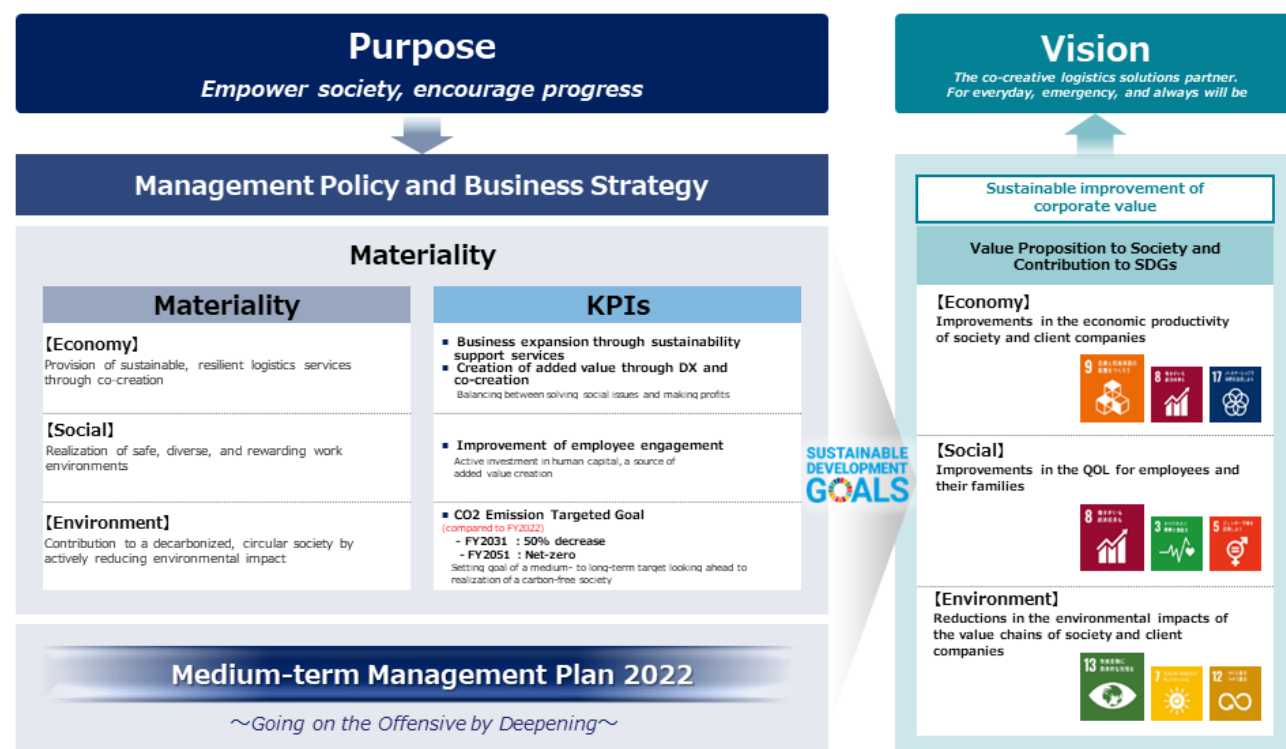
In the Medium-term Management Plan 2017, we restrained investment and reduced interest-bearing debt in order to rebuild our financial base. In the Medium-term Management Plan 2022, we aim to achieve both proactive investment and enhanced shareholder returns based on the financial base and profitability established in the previous medium-term management plan.

- Make an investment of 130 billion yen in total.
 - 100 billion yen for strategic investment in growth areas, such as DX investment, investment in new equipment (physical distribution/real estate), and M&A
 - 30 billion yen for ordinary investment (investment in maintenance/renewal of existing facilities)
- Strengthen shareholder returns based on a payout ratio of 30%.
- Procure and operate based on the optimal debt-to-equity ratio of 1.
- Set a target of return of equity (ROE) of over 12%, aiming to maintain a high level of capital efficiency.

(3) Numerical Targets (as of March 31, 2027)

Operating revenue	350 billion yen
Operating profit	23 billion yen
Operating cash flow	30 billion yen

[The philosophy system and mid-term management plan]



End



MITSUI-SOKO
GROUP

Medium-term Management Plan 2022

"Going on the Offensive by Deepening"

Be the First-Call Company

May 10, 2022

MITSUI-SOKO HOLDINGS Co., Ltd.



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Summary of the Plan

[Basic Guidelines for Business Operations]

Medium-term Management Plan 2017:
From Reversal to Sustainable Growth

1. Reinforcement of the fundamental earnings power of our businesses



2. Rebuilding of our financial base



3. Development of comprehensive solution services based on customers by strengthening Group management



[Dividend Policy]

Early return to stable dividends through steady accumulation of earnings

[Numerical Targets] (FY2022)

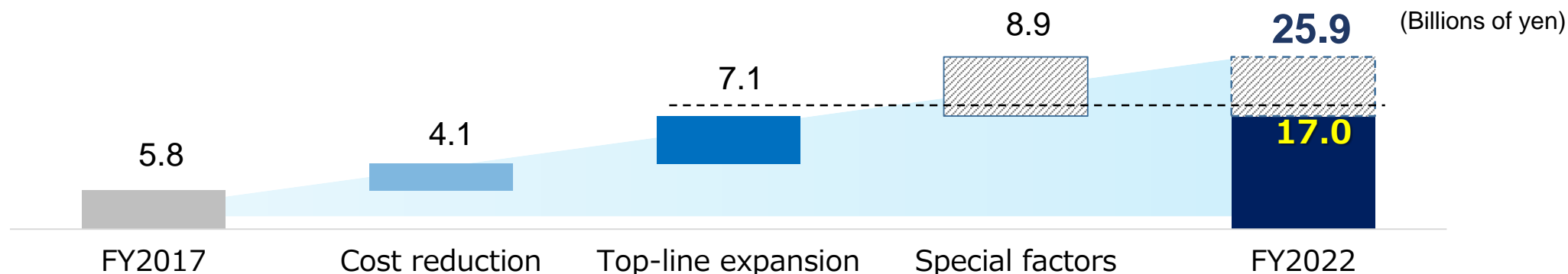
Operating profit	¥10.0 billion
Balance of interest-bearing debt	¥130.0 billion or less
Net D/E ratio	2.0 times or less
ROE	More than 9.0%

Status of Achievement

Results of Final Year

Indicator	Target Figures	FY2022 Result
Operating profit	¥10.0 billion	¥25.9 billion
Balance of interest-bearing debt	¥130.0 billion or less	¥94 billion
Net D/E ratio	2.0 times or less	0.9 times
ROE	More than 9.0%	20.4%

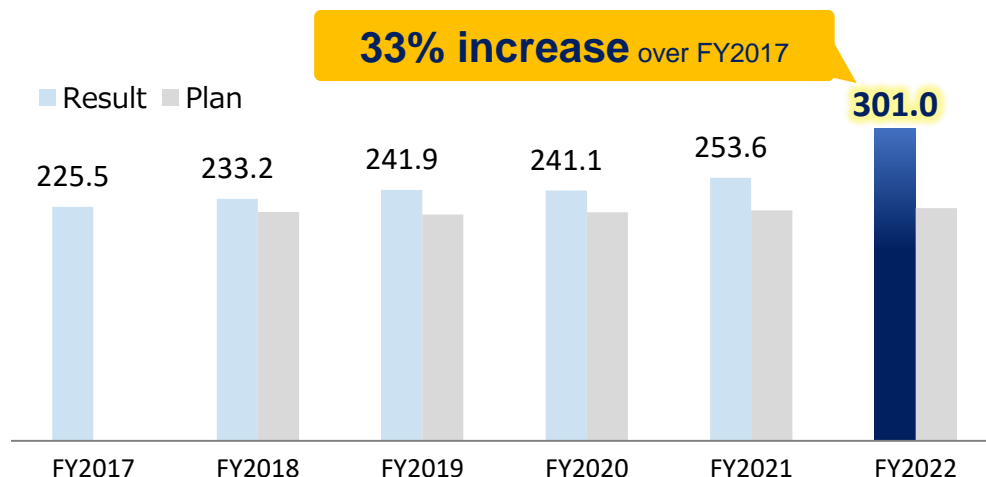
Increase/Decrease Factors



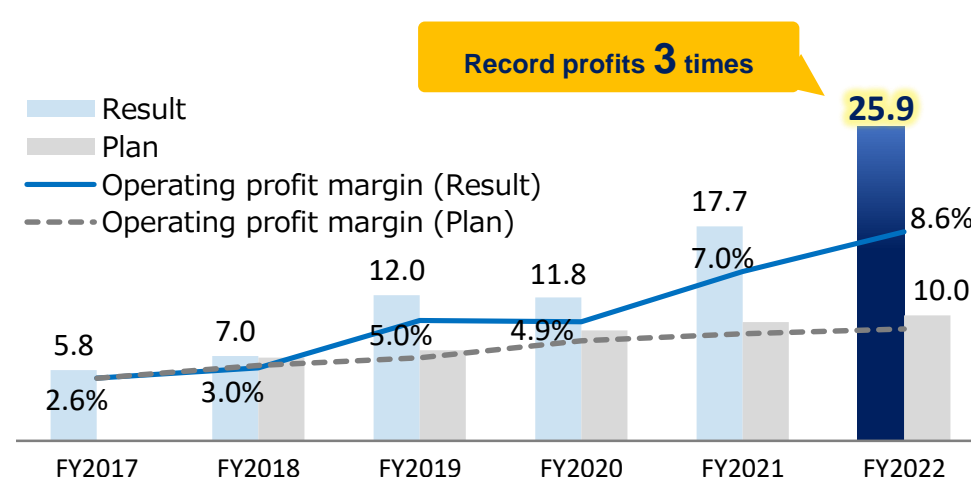
✓ **The actual value of operating profit reached ¥17 billion**, even excluding special factors caused by the pandemic.

Changes in Individual Figures

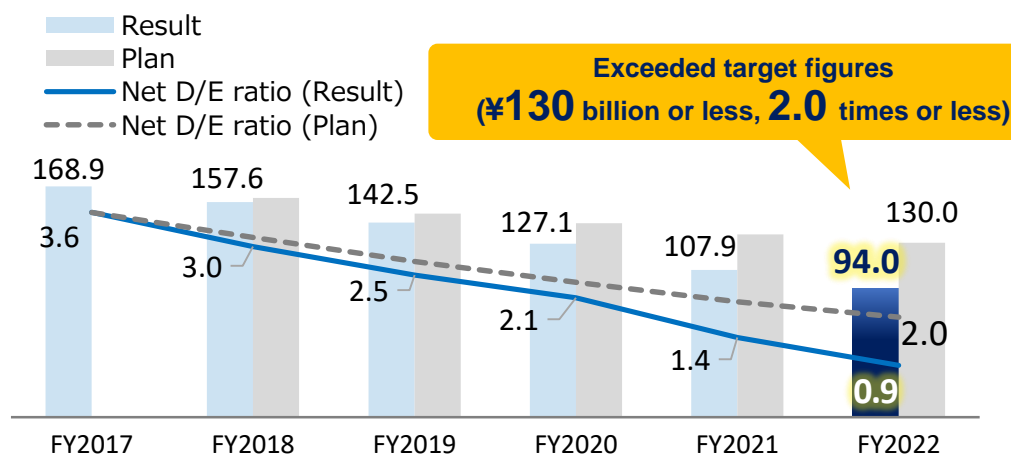
Operating revenue (Billions of yen)



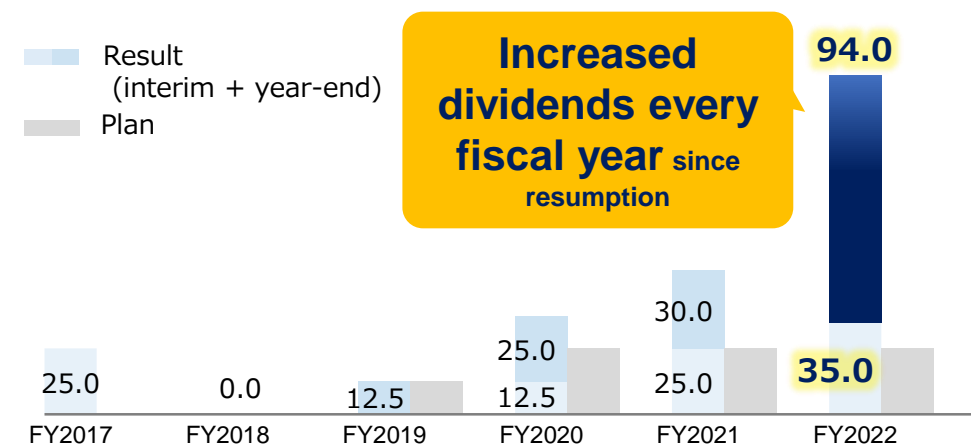
Operating profit (Billions of yen) / Operating profit margin (%)



Balance of interest-bearing debt (Billions of yen) / Net D/E ratio (times)



Dividend per share (yen)



Specific Measures and Summary

Important Measures in the Medium-term Management Plan 2017

Completion of Reversal

Reinforcement of the Fundamental Earnings Power of Our Businesses

- Reduced costs by ¥2.1 billion over 3 years from FY2018 via Challenge 20, full-scale cost reduction measures that left no stone unturned.
- Improved profit margins through thorough income and expenditure management by project.
- Operating profit margin FY2017: 2.6% ⇒ FY2022: 8.6%

Rebuilding of Our Financial Base

- Reduced interest-bearing debt by approx. ¥75 billion over 5 years by curbing nonessential and non-urgent investments and selling inefficient assets and non-core businesses.
- Early resumption of dividends in FY2019 and continued dividend increases thereafter.

Strengthening of Group Management

- Consolidated customer contact points through the integration of domestic and international sales functions.
- Established new cross-group functional departments.
- Streamlined the organization.

Measures for Sustainable Growth

Construction of Overwhelming Field Capabilities

- Created the Operation Management Division to promote initiatives across businesses and regions.
- Developed standard operating procedures (SOPs) as a basis for standardization and enhanced the knowledge base.
- Established methodology through standardization efforts at model offices.

Establishment of Integrated Solution Service

- Strengthened integrated solution sales transcending the boundaries of group companies.

Promotion of ESG Management

- Established the ESG Team.
- Identified Materiality and established non-financial information KPIs.
- Elected to the FTSE Blossom Japan Sector Relative Index constituents (as of March 30, 2022).

Reform of Corporate Culture

- Reformed personnel system / Changed mindset / Improved employee engagement.
- Promoted personnel exchange at the management level.
- Fostered a sense of group unity as One MITSUI-SOKO.

✓ Completed laying the groundwork for a reversal and sustainable growth, and is on the starting line to go on the offensive.



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Positioning of the Medium-term Management Plan

- ✓ New plan to further deepen measures for sustainable growth and establish our unique business model



Recognized Environment

✓ The social climate, in which supply chains are becoming increasingly important, is a strong tailwind for us.

Current of the Times

Growing need for supply chain transformation due to environmental changes and increased awareness of sustainability

Industry especially with drastic changes

- ① **Mobility related:**
Industrial structural reforms due to progress of EV, etc.
- ② **Healthcare related:**
Increasing sophistication of medical care and aging population
- ③ **B2B2C related** (Consumer goods) :
Changes in consumer behavior due to expansion of e-commerce and subscriptions

Our Core Competence

- All-round logistics capabilities and diverse human resources to handle the supply chain from upstream to downstream
- Domestic and international network of approximately 400 locations worldwide
- Logistics design know-how cultivated through provision of 4PL services
- Ability to respond to changes that kept customers' trust in the pandemic

- Customers' supply chain transformation is a major business opportunity to leverage our core competence.
- We recognize that industries with drastic environmental changes are areas where we have special strengths.

- ① **Mobility** → Expertise in handling automotive/electronic components/home appliances
- ② **Healthcare** → Knowledge of advanced and regenerative medicine, experience and quality in handling healthcare cargo with permits and licenses
- ③ **B2B2C** → Experience in technical logistics covering everything from home appliance distribution center management, joint delivery, last one-mile delivery, installation, and maintenance to repair

Funding and Fund Allocation

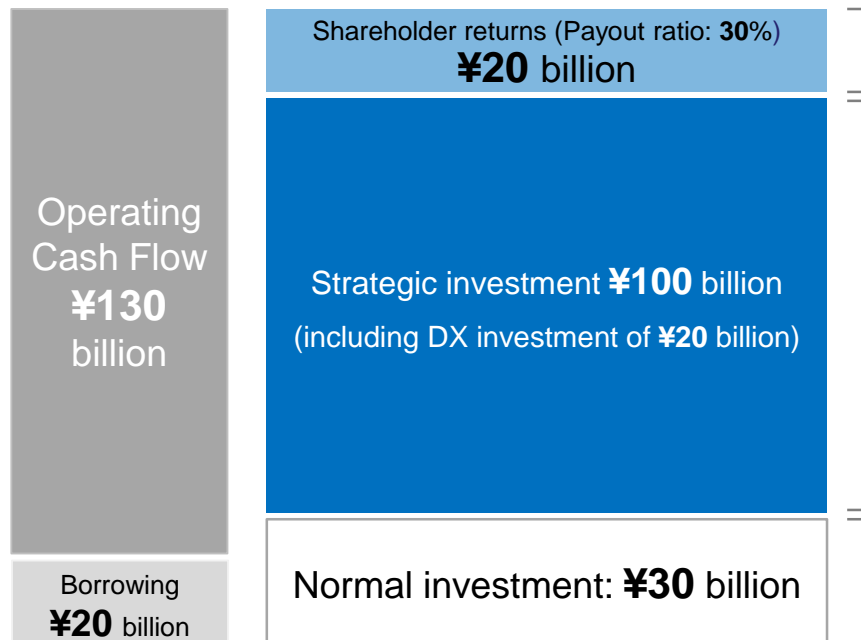
- ✓ Achieve both proactive investment and enhanced shareholder returns based on the financial base and profitability established in the previous medium-term management plan.

Fund Allocation Policy

- Achieve further growth through **strategic investments totaling ¥100 billion**, including ¥20 billion yen in DX investment.
- Aim for flexible shareholder returns linked to business performance, **based on a payout ratio of 30%**.

Image of Funding and Allocation

(5-year cumulative total)



- Continue to strengthen shareholder returns by **increasing dividends** in line with profit growth.
 - Consider **share buybacks** as a further measure to return profits to shareholders.
 - Substantially expand **investment in growing areas** such as DX and new capital investment.
 - Actively consider disciplined **strategic M&A and capital alliances** to realize co-creation.
 - Expand investment in existing facilities from the perspective of increasing asset value and improving the work environment.
 - Set **optimal D/E ratio at 1.0x** and utilize external loans.
- Note: Interest-bearing debt includes lease obligations and does not deduct cash and cash equivalents on hand.

Cash In

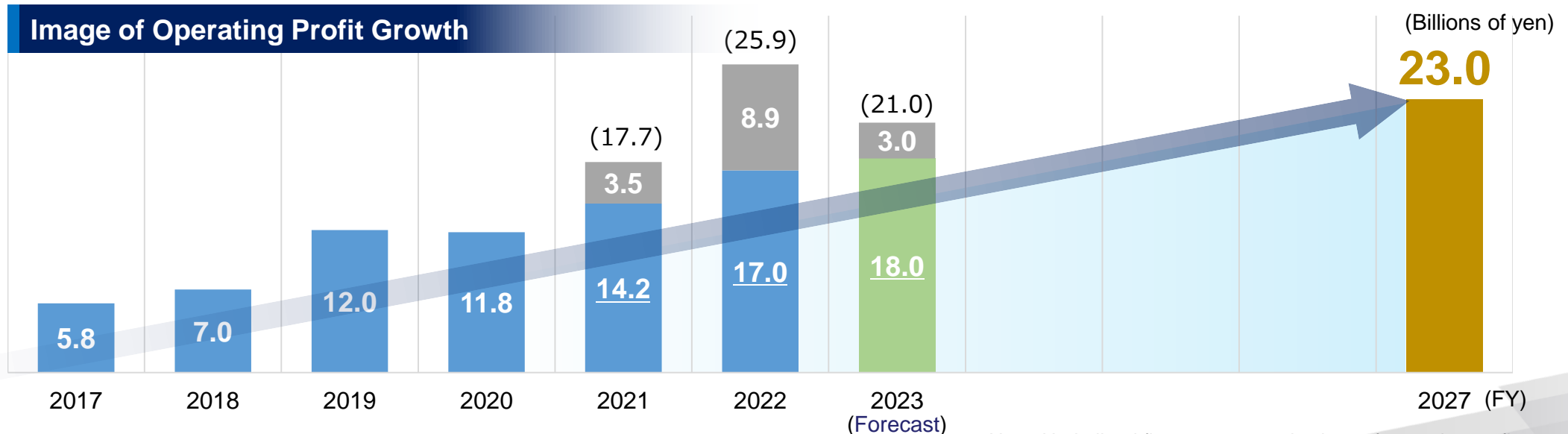
Cash Out

Numerical Targets

✓ Continue high level of profit growth while accelerating business scale expansion by aggressive investment.

(Billions of yen)

	MOVE 2015 (FY2017)	Medium-term Management Plan 2017 (FY2022)			Medium-term Management Plan 2022 (FY2027)
		Result	Actual value		
Operating Revenue	225.5	301.0	260.0	6% growth/year	350.0
Operating Profit	5.8	25.9	17.0	6% growth/year	23.0
Operating Cash Flow	12.3	23.1	21.0	7% growth/year	30.0

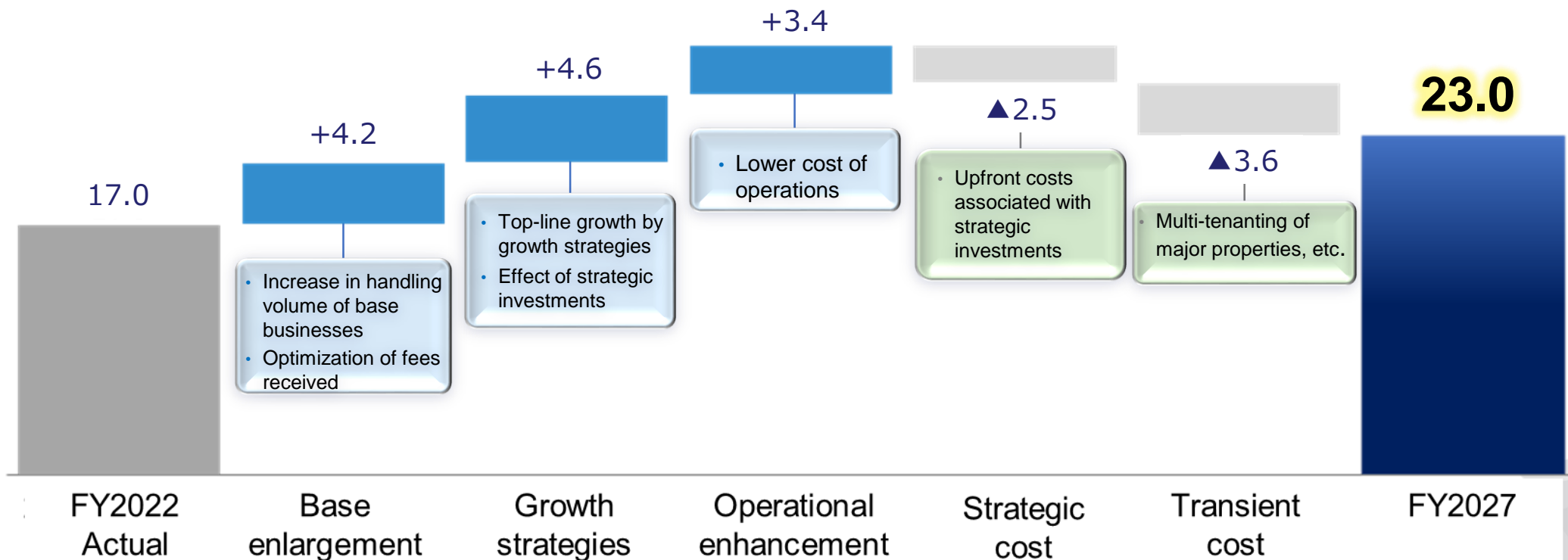


Increase/Decrease Factors of Operating Profit

Operating Profit by Segment (Billions of yen)

	FY2022 Actual		FY2027 4. 0	Change
Logistics Business	14.8	10% growth/year	24.5	+9.7
Real Estate Business	5.8		2.5	▲3.3
Overall Eliminations	▲3.6		▲4.0	▲0.4
Consolidated Total	17.0	6% growth/year	23.0	+6.0

Main Increase/Decrease Factors of Operating Profit (Billions of yen)



Overall View of Growth Strategies

Medium-term Management Plan 2022

“Going on the Offensive by Deepening”

Top-line Growth by Mobilizing the Group's Collective Strength



- ① Enhancement of integrated solution service
- ② Expansion of sustainability-oriented business
- ③ Deep digging in the inter-industry

Reinforcement of Operational Competitiveness

- ① Company-wide penetration of standardization
- ② Improvement of operational quality
- ③ Lower cost of operations



Building Management Foundation to Support the Deepening

1 DX



- Transformation of business model
- Reform of corporate culture

2 Co-creation



- Creation of mechanism for innovation
- Active partnerships and M&A with various platformers

3 Business Assets



- Development of new office buildings and logistics facilities
- Increase in asset value of existing facilities
- Improvement of work environment

4 ESG



- Reinforcement of efforts to realize a decarbonized society
- Expansion of investment in human capital
- Enhancement of governance

Human resources

[Structural reform, human resource exchange, and engagement improvement]

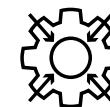
2. Growth Strategies for Achievement

Medium-term Management Plan 2022

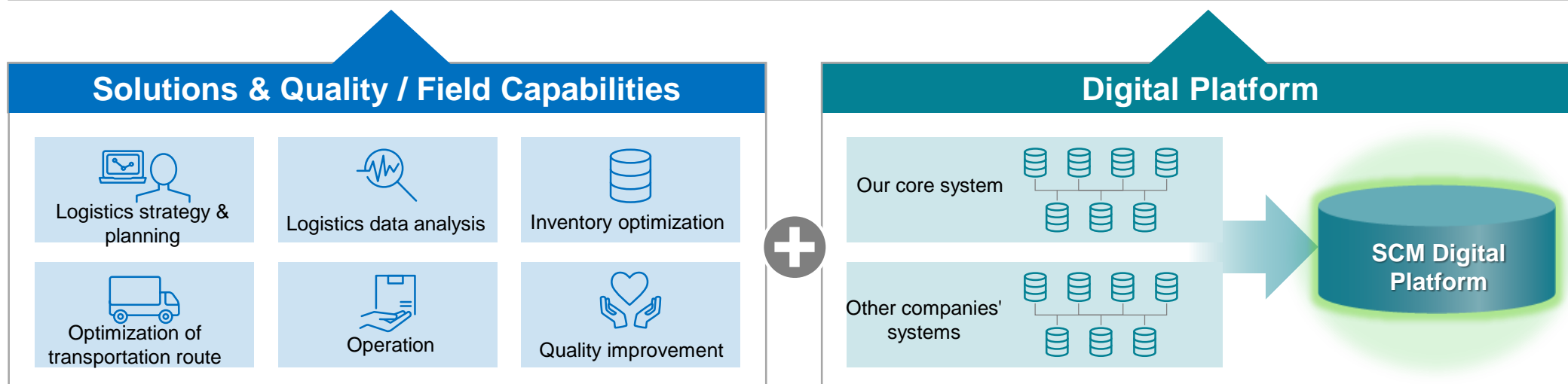
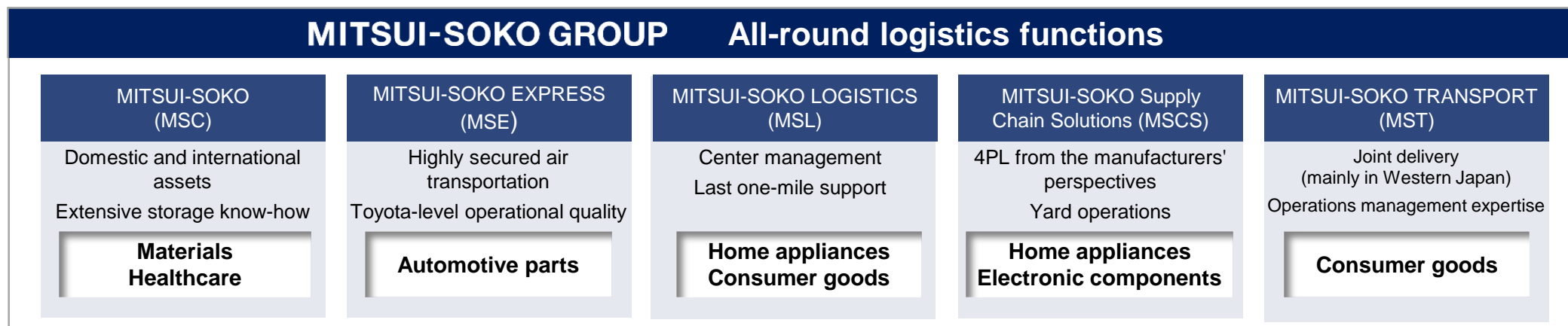
(1) Top-line Growth by Mobilizing the Group's Collective Strength

Be the First-Call Company

① Enhancement of integrated solution service

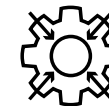


✓ Deepening our unique business model of Integrated Solution Services



Build and utilize a digital platform infrastructure that supports the visualization of SCM information, incorporating the quality that has supported the logistics of Toyota and Sony and logistics design know-how from manufacturers' perspectives into its all-round logistics functions.

① Enhancement of integrated solution service



✓ Meet the growing need for supply chain transformation with services that achieve total optimization.

Value provided to customers

- With a supply chain that overviews its entirety, eliminating the need for individual optimization by each department and enabling customers to expand their business from a logistics standpoint.



Expected Effects

- Achieve both inventory compression and reduction of shortage rate by introducing criteria that allow each department from procurement to sales to make decisions flexibly.
- Shorten lead time by reducing the size of order lots without raising procurement costs. Improve cash flow significantly thanks to shrinking safety stock.



Focus areas: Areas where our "strengths" can be utilized in particular

1 Mobility

[Strengths] Extensive experience in handling automotive parts, electronic devices/components, and home appliances for Toyota, Sony, and other companies



***Target:** EV and connected car key components

2 Healthcare

[Strengths] Knowledge and advanced quality management systems and operational experience in the manufacturing and regenerative medicine fields



***Target:** Regenerative medical products and high-molecular pharmaceuticals

3 B2B2C

[Strengths] Experience in operating distribution centers for home appliances, joint delivery, and providing integrated services from delivery, installation, and maintenance to repair



***Target:** Home improvement centers, furniture stores, and apparel industry

Focus regions: Japan, China, and Southeast Asia

② Expansion of sustainability-oriented business

✓ Establish specialized services ahead of the growing demand for sustainability due to rapid environmental changes (diversification, legalization, and globalization).

Challenges Faced by Companies

Environmental risks



- Environmental regulations in both "software" and "hardware" aspects
- CO₂ reduction requests from customers
- Increasing number of ethical consumers

Labor force risks



- Expansion of the e-commerce market, etc., leading to a greater variety of products in smaller quantities
- Declining working-age population, labor shortages due to working hour regulations

Disaster risks



- Loss of or damage to cargo, suspension of shipments and transportation, and loss of sales opportunities due to earthquakes, tsunamis, floods, and other disasters
- Stagnation of cargo and international transportation due to lockdown
- Delivery delays and logistics outages due to surging stay-at-home demand

Innovative service that does not stop customers' businesses by visualizing and addressing the risks that logistics face

SustainaLink

Helping **customers achieve supply chain sustainability** with SustainaLink

SustainaLink
Supply-chain Sustainability
MITSUI-SOKO GROUP

Special Website URL:

<https://www.mitsui-soko.com/sustainalink/>

QR code for smartphones ▶



※ This website will be in Japanese

2. Growth Strategies for Achievement

Medium-term Management Plan 2022

(1) Top-line Growth by Mobilizing the Group's Collective Strength

Be the First-Call Company

② Expansion of sustainability-oriented business



✓ Try to expand business by leveraging our core competencies and ability to make proposals and execute them.

SustainaLink
Supply-chain Sustainability

Competitive Advantages of Our Services

Ability to propose and implement solutions to sustainability issues based on **our core competence** (all-round logistics functions, diverse human resources, domestic and international networks, logistics design know-how, and ability to adapt to change)

Response to environmental risks

Disclose and reduce CO₂/waste



1) Know

Know the current system and future trends of CO₂/waste



2) Visualize

Visualize CO₂/waste emissions*



3) Improve

Reduce and offset CO₂/waste emissions



Response to labor force risks

Establish logistics that do not rely on manpower and secure necessary workforce



1) Know

Know the status and future trends of the labor force risks



2) Visualize

Visualize work, transportation, office manpower, and man-hours



3) Improve

Streamline and automate work and transportation to save manpower



Response to disaster risks

Support for building a robust logistics system



1) Know

Know the logistics risks due to disasters, etc.



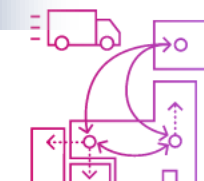
2) Visualize

Assume and visualize logistics risks such as disasters



3) Improve

Build a disaster-resistant logistics system



*Our CO₂ emissions calculation method has already been validated by a third-party certification body.

2. Growth Strategies for Achievement

Medium-term Management Plan 2022

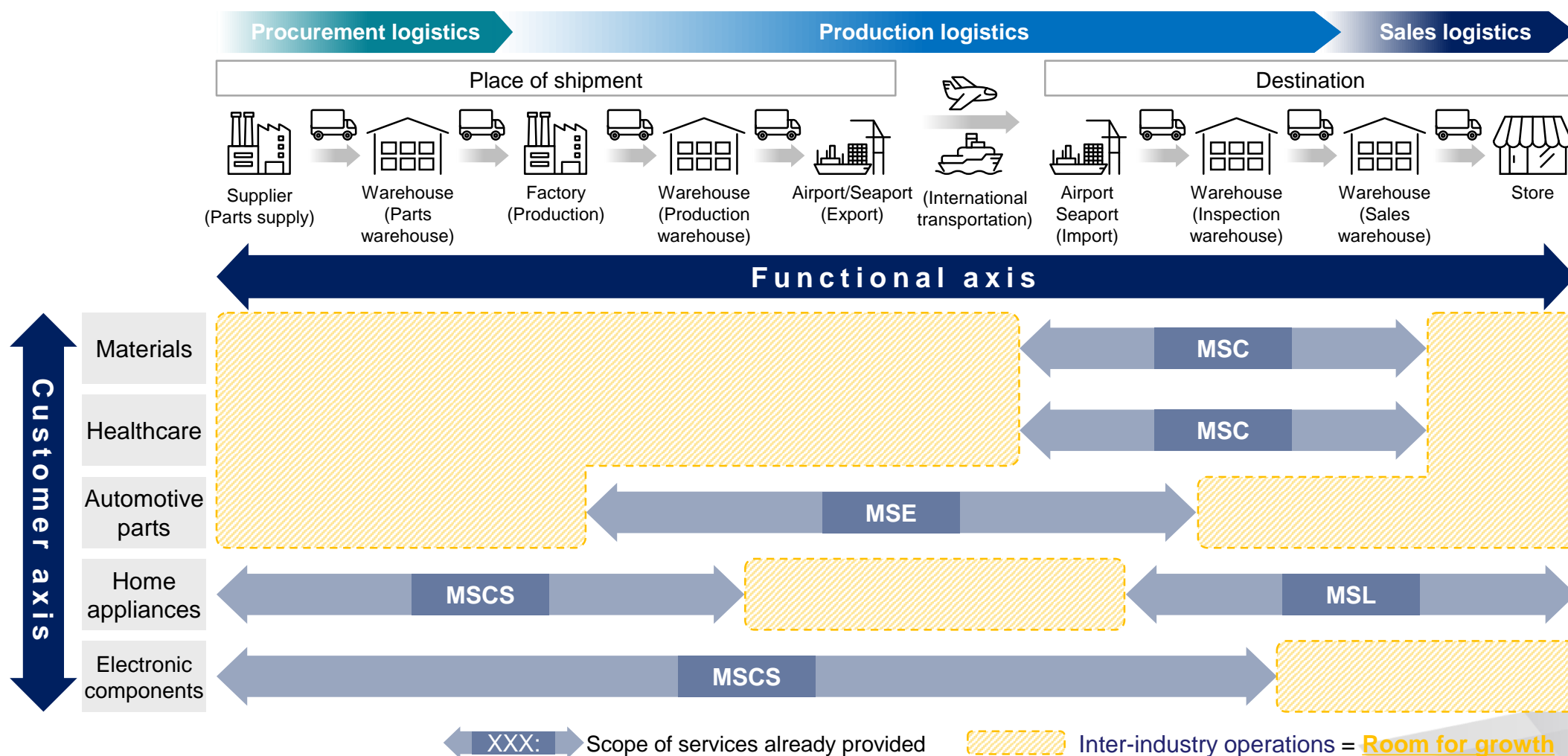
(1) Top-line Growth by Mobilizing the Group's Collective Strength

Be the First-Call Company

③ Deep digging in the inter-industry

✓ Dig deep into inter-industry by fully utilizing the Group's broad customer base and various logistics features.

Image of inter-industry Operations in the Customer's Supply Chain



Aims and Specific Measures



✓ Secure competitive advantage through "overwhelming field capabilities" based on thorough standardization efforts.

Standardization

Establishment of Methodology

- Visualize current status by checking work processes and quantifying man-hours.
- Develop standard operating procedures (SOPs) as a basis for standardization.
- Enhance knowledge base to accumulate know-how as an organization.

Company-wide Penetration

- Roll out measures at model offices to other locations.
- Standardize in the Group at a high quality level based on manufacturer standards.

"Overwhelming Field Capabilities"

Improvement of Operational Quality

- Accumulate improvement steadily through power of people.
- DX of operations using the power of technology.
- ▶ Realize **differentiation from competitors by combining the two powers.**

Lower Cost of Operations

- Implement various measures such as integration of bases, reorganization of functions, and shift of fixed costs to variable costs by utilizing group-wide standardization.
- ▶ **Improve profitability with effective streamlining measures.**

2. Growth Strategies for Achievement

(2) Reinforcement of Operational Competitiveness

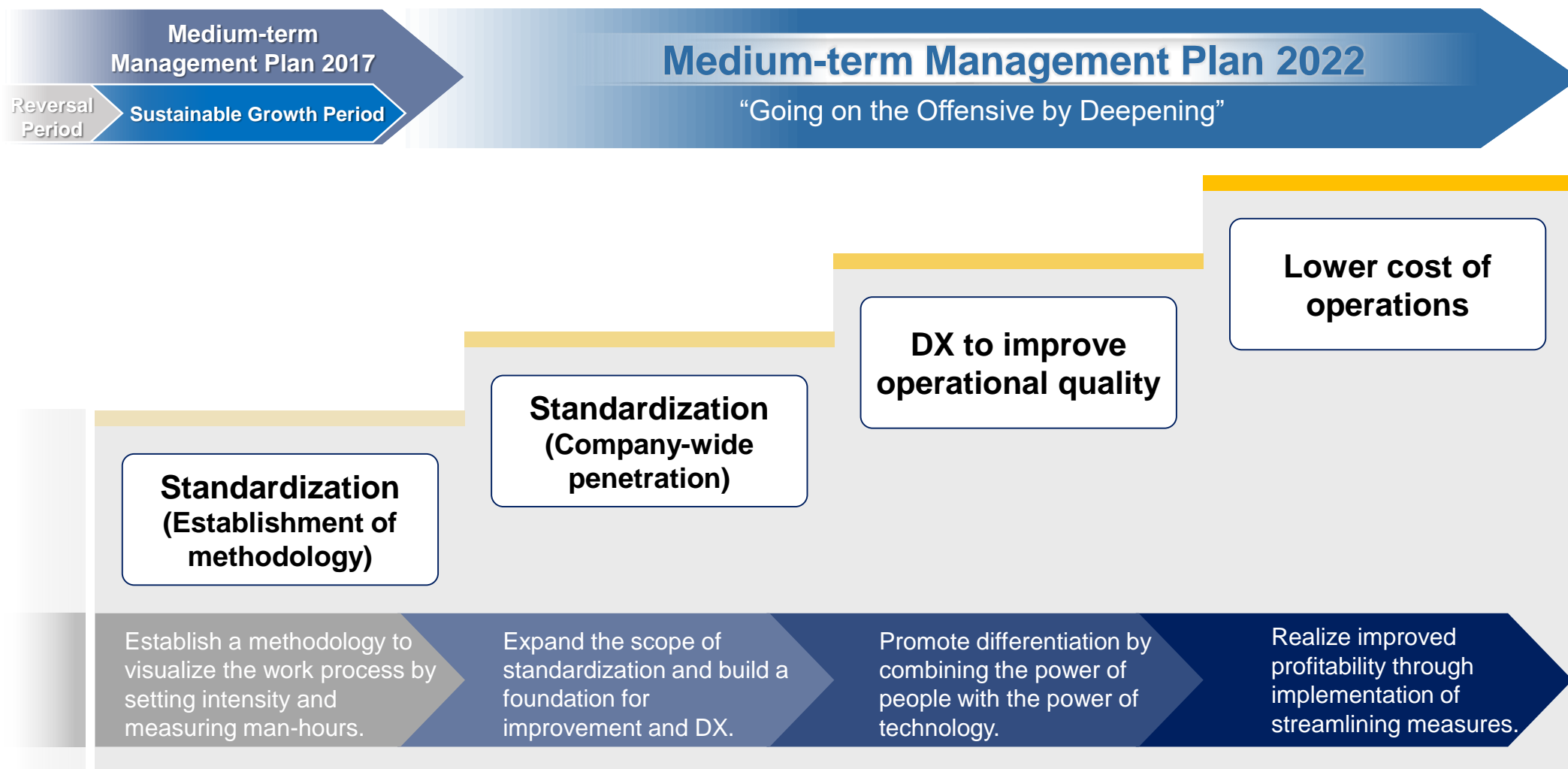
Medium-term Management Plan 2022

Be the First-Call Company

Steps to be Taken



- ✓ Deepen standardization efforts promoted while incorporating the improvement methods of Toyota, our joint venture partner, and achieve overwhelming field capabilities by combining the power of people with the power of technology.



2. Growth Strategies for Achievement

(3) Building Management Foundation to Support the Deepening

Medium-term Management Plan 2022

Be the First-Call Company

① DX Strategy Framework

✓ Create social value by transforming the business model and corporate culture and evolving into a digital logistics company.

Drastic Changes in the Business Environment

Customers and Society "Digital Enterprise World"

Social Value Creation

Visualization of SCM digital information

Reform of the MITSUI-SOKO Group's business model

Digital Logistics Company
 **MITSUI-SOKO GROUP**

Digitization of SCM information

Transformation of the organization and corporate culture of the MITSUI-SOKO Group

Direction of DX

Business Transformation (Offensive DX)

- Provide SCM data and algorithms.
- Provide SCM platforms.
- Provide new services through co-creation.
- Respond to ESG.

Improve added value
Create new value

SCM Digital Platform

Logistics Value Link

Existing services

Existing operations

Business Optimization (Defensive DX)

- Improve existing business.
- Improve operating profit margin by reducing cost and SG&A expenses.
- Enhance employee productivity.
- Strengthen customer experience.

Optimization
Streamlining
Automation
Labor-saving

2. Growth Strategies for Achievement

(3) Building Management Foundation to Support the Deepening

Medium-term Management Plan 2022

Be the First-Call Company

① DX "Offensive DX"

✓ Offensive DX to develop new services for customers by utilizing SCM information on the platform

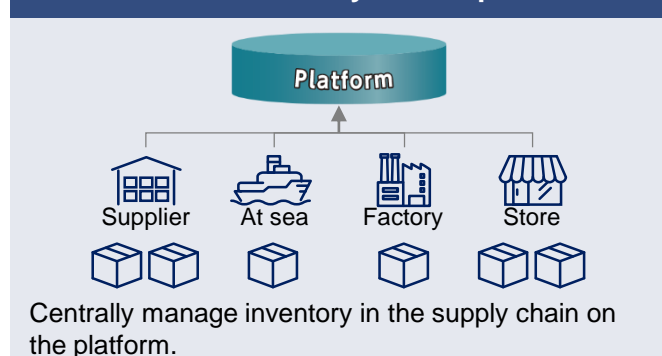
Building Platform



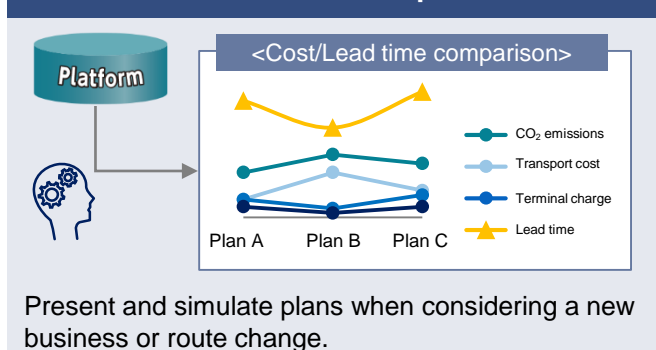
Analysis, streamlining, and optimization

New Services for Customers (Examples)

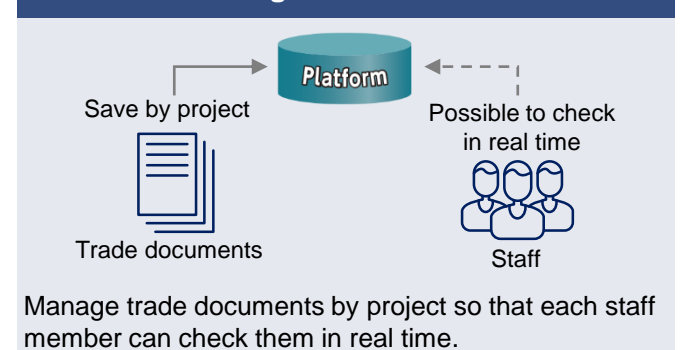
Visualization of Inventory at Multiple Locations



Scenario Plan Comparison



Centralized Management of Trade Documents



① DX "Defensive DX"

✓ Defensive DX to aim to accelerate smart logistics support by leveraging the latest digital technologies

Smart Logistics

Digital Warehouse
(Warehousing)

Digital Forwarding
(Cargo Handling)

Digital Port
(Seaport)

Digital Transport
(Transportation)

Utilization

Effects

Automated judgment

Automation and manpower saving of business processes

Digitization of goods movement

Digitization of paper movement

Technology

AI

Artificial Intelligence

Ability of a digital computer

RPA

Robotic Process Automation

Robot

IoT

Internet of Things

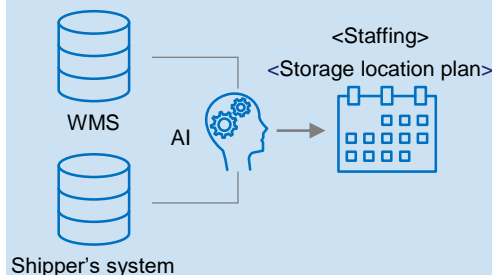
Attach sensors to objects and use the information acquired by the sensors

AI-OCR

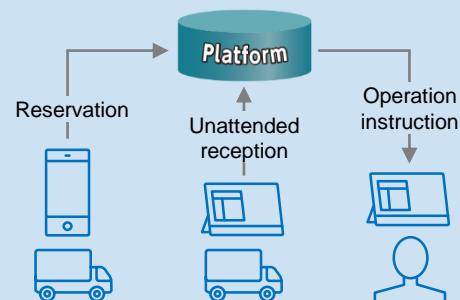
Optical Character Reader

Optical character recognition function to convert to character data

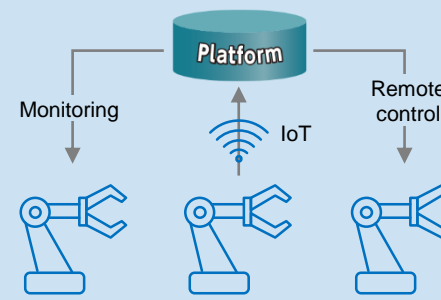
Image



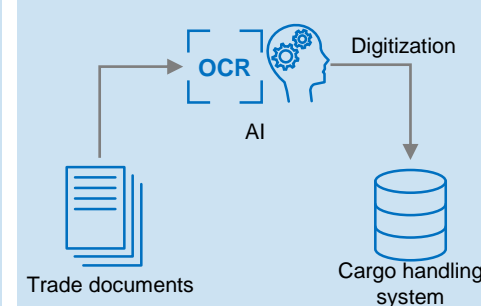
Create efficient staffing and storage location plans that do not rely on experience or intuition.



Reduce driver waiting time through berth reservation and automatic acceptance.



Improve safety and manpower shortage by utilizing AGVs for cargo handling and transport in warehouses.



Eliminate complexity and reduce human errors through the digitization of trade documents.

① DX Promotion Structure



✓ Complete structure development to further promote DX and speed up the process.

Organizing DX Promotion System

- Promoted the Digital Strategy Team to Digital Strategy Division in the holding company as of April 2022.
- Introduced IT specialist system to strengthen mid-career/new graduate recruitment of DX specialists who play an important role in DX promotion.

Functions of the Digital Strategy Division

Digital Strategy Division

Business Solution Function

- Proposes IT solutions in collaboration with the sales division.
- Designs operations using IT systems.

DX Promotion Function

- Promote digital strategy and build DX system.
- Promote smart logistics,

Strengthening DX Human Resources

DX Specialist (DX Promotion Division)

- Captures customer issues and needs.
- Embodies services, designs systems, and manages projects.

DX Generalist (All Employees)

- Improves productivity through the use of IT technology/business systems.
- Plans and proposes on creation/expansion of business opportunities through IT technology.

Completion of DX Certification

- Having completed the development of the DX strategy and structure, we were certified by the Ministry of Economy, Trade and Industry as of April 1, 2022.



Digital Transformation
Certification

② Co-creation

✓ **Accelerate co-creation efforts internally and externally to originate new business and value.**

Promotion of Co-creation

- Promote **internal co-creation** aiming to effectively utilize diverse human resources, our core competence, and create a system that generates innovation.
- Proactively consider M&A, alliances, and other **external co-creation** opportunities to meet diversifying customer needs and achieve further growth.

Co-Creation Initiatives

Internal Co-creation

Measures for Human Resources

- Renew and penetrate the "Value" in accordance with the revised corporate philosophy.
- Reform the organizational culture through personnel system reforms and cross-organizational personnel exchanges.

Tool

- Revitalize communication and information sharing by expanding the functions of the Group Portal website and knowledge sharing platform.
- Consolidate offices and develop spaces for employee interaction.



External Co-creation

- Proactively partner with various platforms based on the SCM digital platform and develop new services through these partnerships.
- Consider and implement strategic M&A and partnerships to achieve discontinuous value creation.

③ Business Assets



- ✓ Focus on effective use and value enhancement of owned assets and capital investment with market competitiveness in mind.

Active investment in Business Assets

- **Promote CRE measures** to enhance corporate value by effectively utilizing assets held.
- Implement strategic investments in **next-generation logistics centers and dedicated facilities** utilizing IoT and robotics.
- **Scrap and build existing assets and invest in maintenance and renewal**, including ESG compliance.

Invest in New Logistics Facilities in Competitive Areas for Top-line Growth

- A new warehouse to cope with expansion of handling volume in the mobility/healthcare-related market expected to grow steadily
- A next-generation logistics center that achieves compatibility for both e-commerce and brick-and-mortar stores, including the introduction of the latest technology

Active Investment in Existing Assets

- Extensively consider investment in real estate for rent and logistics facilities, including replacement of asset portfolio.

Real Estate for Rent

- Effective use of assets held in accordance with location
- Construction to enhance value, including reduction of environmental impact
- Renewal work to reform the profit structure

Logistics Facilities & Offices

- Addressing aging logistics facilities to achieve sustainable logistics
- Developing a safe and comfortable work environment

2. Growth Strategies for Achievement

(3) Building Management Foundation to Support the Deepening

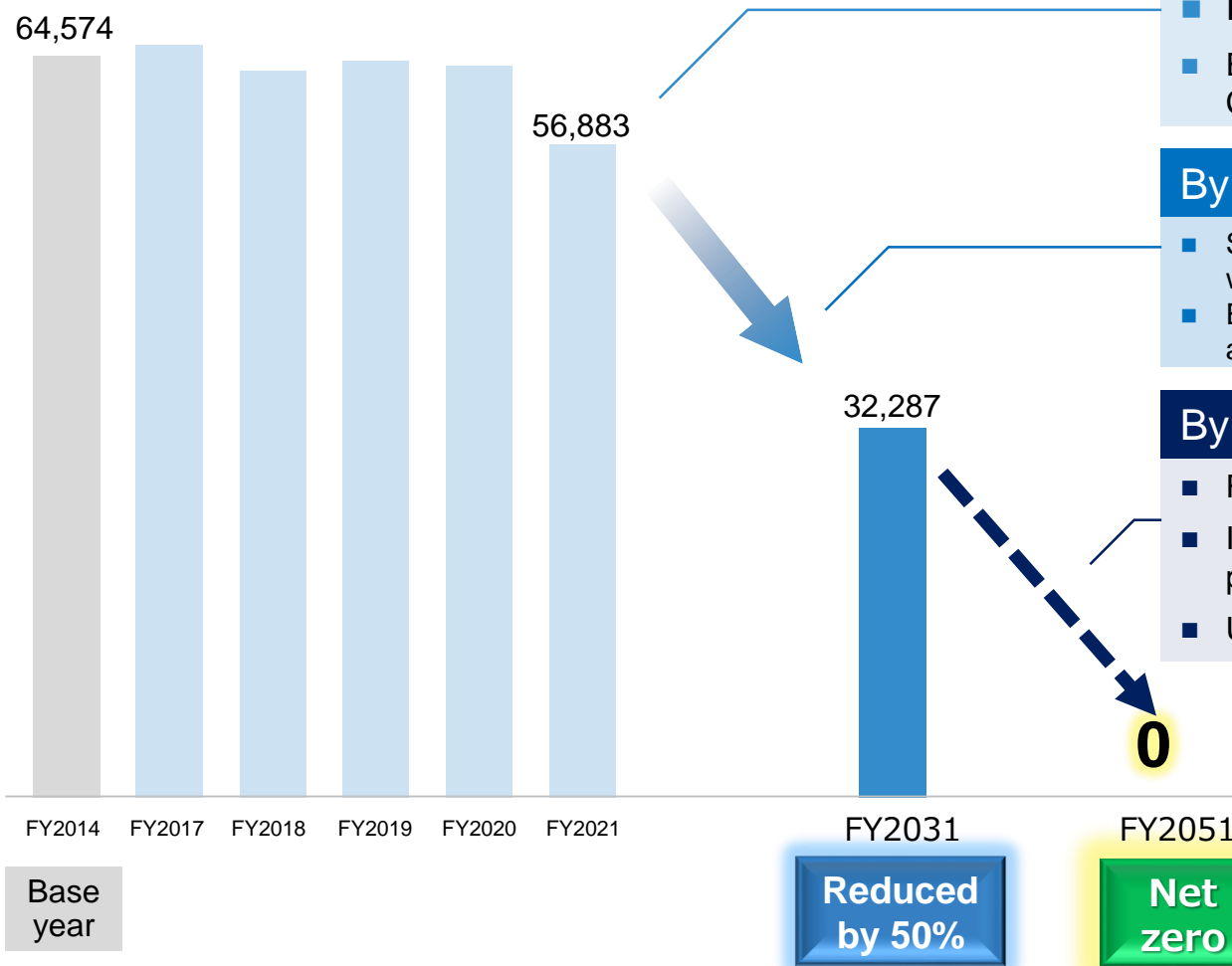
Medium-term Management Plan 2022

Be the First-Call Company



✓ For E (Environment), strongly promote reductions in our CO₂ emissions while providing services to reduce CO₂ emissions of customers.

CO₂ Emission Trends (t-CO₂)



Our measures taken so far

- Endorsement of TCFD
- Establishment of the medium- to long-term targets for CO₂ emissions (compared to FY2013)

By FY2031: **50% reduction (-32,287 tons)**

- Switchover of air conditioning and lighting equipment in warehouses
- Expanded use of in-house solar power generation systems and renewable energy sources

By FY2051: **Net zero achieved**

- Further acceleration of existing initiatives
- Introduction of ZEV trucks as technological innovation progresses
- Utilization of carbon offsets

Note:

Scope of coverage: Holding company and core operating companies

2. Growth Strategies for Achievement

(3) Building Management Foundation to Support the Deepening

Medium-term Management Plan 2022

Be the First-Call Company



✓ For S (Social), actively invest resources to strengthen human capital, the most important management foundation.

Measures to Strengthen Human Capital

Personnel System Reform

Establish a human resource system that takes advantage of the diversity, expertise, and fluidity of human resources and work styles.

Creating Job Satisfaction

Understand organizational issues and promote mutual understanding through dialogue between the company and its employees.

Improvement of Work Environment

Pursuit of employee safety and work comfort through investment in both hardware and software.

Improvement of Employee Engagement

- Set KPI items and target values that lead to employee engagement as follows, and thoroughly manage progress.

• Rate of paid leave taken

70 %

• Ratio of female managers

15 %

• No. of occupational accidents

0

• Health checkup take-up rate

100 %

• Male childcare leave acquisition rate

30 %

• Absentee rate

**Better than
previous fiscal year's level**

2. Growth Strategies for Achievement

(3) Building Management Foundation to Support the Deepening

Medium-term Management Plan 2022

Be the First-Call Company



✓ For G (Governance), establish structures, systems, and indicators to enhance corporate value over medium to long term.

Sustainability Promotion System

Board of Directors

- The Sustainability Committee is established under the Board of Directors to ensure strong governance.

Supervise ↓ ↑ Report

Sustainability Committee

Chairperson: President
Members: Representatives of each operating company, etc.

- The Committee is chaired by the President and consists mainly of representatives of each operating company that plays a central role in business activities.
- The Committee thoroughly examines sustainability strategies and policies, and manages the implementation of initiatives.

Subcommittee

A cross-group task force in accordance with each initiative

- A cross-group subcommittee for each field is established with the holding company's responsible department in charge of each field.
- They develop a roadmap to achieve target KPIs, plan and implement specific measures, and collaborate with companies in the Group.

Management with Capital Efficiency in Mind

Focus on ROE

Aim to maintain the high level of capital efficiency achieved in the previous medium-term management plan by setting the target ROE at over 12%.

Stock-based Compensation Plan

Introduce stock compensation as part of the executive compensation system to increase corporate value over the medium to long term.

Medium-term Management Plan 2022

“Going on the Offensive by Deepening”

Growth Strategies

- ✓ Top-line Growth by Mobilizing the Group's Collective Strength
- ✓ Reinforcement of Operational Competitiveness
- ✓ Building Management Foundation to Support the Deepening
< DX, Co-creation, Business Assets, and ESG >

Financial Strategies

- ✓ Investments in a total of **¥130 billion**
 - Strategic investments such as DX investment / new capital investment (logistics & real estate) / investment in growing areas such as M&A: **¥100 billion**
 - Normal investment (maintaining existing facilities / renewal investment): **¥30 billion**
- ✓ Strengthening shareholder returns based on a payout ratio of **30%**
- ✓ Procurement and operation based on the optimal D/E ratio of **1.0**
- ✓ Setting a target of ROE of over **12%**, aiming to maintain a high level of capital efficiency

Numerical Targets (FY2027)

Operating Revenue	¥350 billion
Operating Profit	¥23 billion
Operating Cash Flow	¥30 billion

Empower society, encourage progress



MITSUMI-SOKO GROUP