



ARATA CORPORATION

Q2 Financial Results Briefing for the Fiscal Year Ending March 2021

November 10, 2020

Event Summary

[Company Name]	ARATA CORPORATION
[Company ID]	2733-QCODE
[Event Language]	JPN
[Event Type]	Earnings Announcement
[Event Name]	Q2 Financial Results Briefing for the Fiscal Year Ending March 2021
[Fiscal Period]	FY2020 Q2
[Date]	November 10, 2020
[Number of Pages]	26
[Time]	15:00 – 15:22 (Total: 22 minutes, Presentation: 22 minutes, Q&A: 0 minutes)
[Venue]	Webcast
[Venue Size]	
[Participants]	
[Number of Speakers]	1 Hiroaki Suzuki Representative Director and President

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Presentation

Suzaki: Thank you very much for watching. I'm Hiroaki Suzaki, Representative Director and President of ARATA CORPORATION.

Considering the impact of COVID-19, we will present our financial results with a video again. This time, in the same way we did last time.

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① 2021年3月期第2四半期 実績

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- ・ 中期経営計画2023 目標数値
- ・ 方針と戦略について

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You see here the key points of the presentation.

The first is the results for 2Q of the fiscal year ending March 2021. The second is an explanation of the factors in 2Q of the fiscal year ending March 2021, and the target for the current fiscal year. The third is an explanation of the Long-Term Management Vision 2030, and the Medium-Term Management Plan 2023, which were announced as a timely disclosure in August of this year.

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■ 連結損益計算書

(単位：百万円)

	2020年3月期 第2Q 実績	2021年3月期 第2Q 実績		2021年3月期第2Q 予想	
		金額	前年比 (%)	金額	予想実績比 (%)
売上高	406,341	424,778	104.5	420,000	101.1
売上総利益	41,435	43,381	104.7	—	—
販管費	36,399	36,984	101.6	—	—
営業利益	5,036	6,396	127.0	5,700	112.2
経常利益	5,403	6,659	123.2	6,100	109.2
親会社株主に 帰属する 四半期純利益	3,861	4,536	117.5	3,900	116.3

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Now, please let me explain the results for the 2Q of the fiscal year ending March 2021.

The consolidated statement of income is presented here.

Net sales, gross profit, operating income, ordinary income, and quarterly net income attributable to owners of the parent all exceeded those of the previous year.

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■ 連結貸借対照表

2020年3月期 期末 (単位：百万円)		2021年3月期 第2Q (単位：百万円)	
流動資産 181,744	流動負債 136,239	流動資産 187,359	流動負債 139,123
72.8%	54.6%	72.4%	53.7%
	固定負債 30,571		固定負債 31,158
	12.2%		12.0%
固定資産 67,968	純資産 82,901	固定資産 71,477	純資産 88,554
27.2%	33.2%	27.6%	34.3%
総資産 249,712		総資産 258,836	

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The consolidated balance sheet is as shown here.

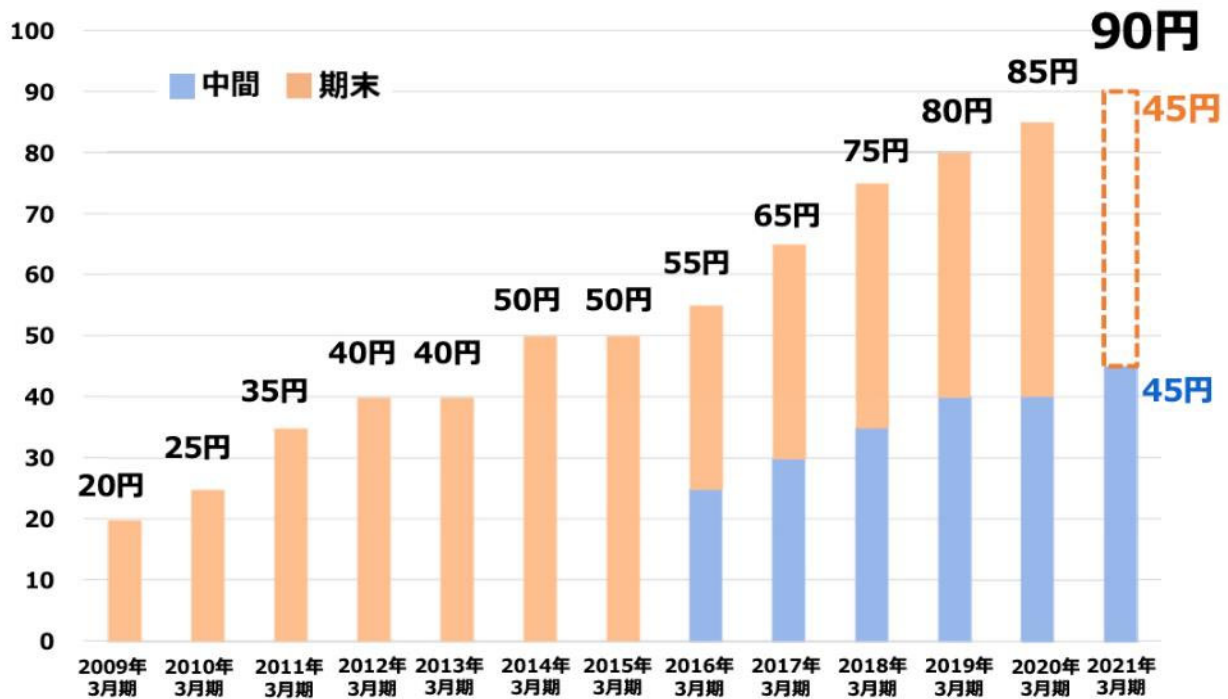
Total assets were JPY258.836 billion, an increase of JPY9.1 billion from the end of the previous fiscal year. Net assets were JPY88.554 billion, an increase of JPY5.6 billion from the end of the previous fiscal year. The equity ratio reached 34.3%.

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■ 配当金の推移



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I will explain about the dividend.

Our basic policy is to pay stable dividends. After taking into account the profits of each fiscal year, we secure the necessary internal reserves to fund dividends. In the first half of FY2021, the Company forecasts a dividend increase of JPY5 to JPY45 as disclosed on August 4, 2020, and a full-year dividend increase of JPY90.

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■ 2021年3月期 第2四半期 ハイライト

○ コロナ禍においても着実な実績

売上高 : 前年比 **104.5%**

営業利益 : 前年比 **127.0%**

経常利益 : 前年比 **123.2%**

- ・ 効率化を実現したWeb会議活用による経費削減
- ・ 前年の特殊要因：消費税増税に伴う駆け込み需要の影響
- ・ コロナによる環境変化への対応
当社の強み発揮・社会的使命の遂行
衛生需要、すごもり需要などへの迅速な対応
- ・ 前中期経営計画における政策継続（販管費の抑制）効果

Next, I will explain the factors for the second quarter of the fiscal year ending March 2021, and the target for the end of this fiscal year.

In the second quarter of the fiscal year ending March 2021, we achieved steady results in the midst of major environmental changes caused by COVID-19.

One of the major factors leading to strong earnings is the reduction of expenses due to various limitations in the wake of COVID-19. Amid the limitations on business operations involving travel, such as meetings and business trips, we have developed a web conferencing system that our IT office has strengthened and adapted to company-wide operations through a prompt response. As a result, we have changed the approaches of business negotiations with business partners and the entire internal operations and have achieved efficiency without deteriorating quality.

We will continue to improve productivity through the continuous use of such systems in the future.

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■ 消費税増税の影響

	2021年3月期 第1Q 実績		2021年3月期 第2Q 実績	
	金額	前年比	金額	前年比
売上高	211,915	108.5%	424,778	104.5%
営業利益	3,490	140.1%	6,396	127.0%
経常利益	3,669	136.2%	6,659	123.2%
親会社株主に帰属する 四半期純利益	2,476	119.6%	4,536	117.5%

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Next, I will explain other factors.

An important special factor in comparison with the previous fiscal year is the impact of the consumption tax hike in October last year.

This is a table comparing the cumulative results for the first and second quarters of the current fiscal year. The YoY growth of Q2 appears to have weakened compared to the YoY growth of Q1. This was due to the last-minute surge in demand in September before the tax hike last year.

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■ 消費税増税の影響（会計期間）

	2019年3月期 第2Q 実績		2020年3月期 第2Q 実績		2021年3月期 第2Q 実績	
	金額	前年比	金額	前年比	金額	前年比
売上高	189,208	101.6%	210,947	111.5%	212,863	100.9%
営業利益	1,991	98.8%	2,544	127.8%	2,906	114.2%
経常利益	2,122	99.0%	2,709	127.7%	2,990	110.4%
親会社株主に 帰属する 四半期純利益	1,572	109.4%	1,790	113.9%	2,060	115.1%

駆け込み需要により高い伸び率であった前年と同水準の売上高。
利益額は前年をさらに上回り好調に推移。

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This table compares the results of the fiscal periods from July to September of the Q2 for three fiscal years. Although sales grew at an extremely high rate last year, due to the last-minute surge in demand, sales in this year remained at the same level as the previous year, and profits in this year exceeded those of the previous year.

Even with the special factor for the YoY comparison, due to the impact of the last-minute surge in demand prior to the tax hike last year, the results this year exceed those of last year.

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■ コロナによる環境変化への対応

生活必需品の多くを取り扱う企業として、いつ・どんなときでも商品を届ける使命を遂行するべく、当社の持つ強みを発揮。

コロナ禍において発揮した当社の強み

1. 商品調達力の発揮

発生した課題：輸入が滞ることにより商品供給不足が発生

⇒多くの取引先（約1,200社）及び新たな取引先から商品を調達

2. 商品選別機能による品質担保

発生した課題：粗悪な商品の流通リスク

⇒製造元や品質が明確でない商品紹介を多数受けるが、実際の商品の確認ができないものは取り扱わない

3. 社会的使命を根幹においた幅広いお取引

発生した課題：インバウンド需要消失・化粧品成長鈍化・外出自粛の影響

⇒日本全国、幅広い業態とのお取引（約3,500社 約45,000店舗）
バランスの取れた取扱いカテゴリーにより環境変化に対応

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Next, please let me explain our strengths in the COVID-19 crisis.

Leveraging our strengths, we continued to deliver daily necessities, which was a factor behind our strong performance.

One is to leverage our product procurement capabilities. Imports from abroad ceased due to COVID-19 crisis, and the shortage of goods became a problem. We have done business with as many as 1,200 manufacturers, and we diversify our procurement risk. Furthermore, due to our strengths in scale, there were many requests for business from new manufacturers.

At the same time, however, in the midst of the COVID-19 turmoil, there were risks that poor-quality products without assurance of quality could be found. Therefore, we were able to make good use of our production selection function. When we do business with a new manufacturer, we only deliver the products confirmed by our procurement staff to retailers. Delivering reliable products to consumers is also our role.

In addition, we were able to respond to changes in the business environment caused by COVID-19 crisis, such as a loss of inbound demand, a decline in demand for cosmetics due to wearing of masks, and changes in consumer trends due to stay-at-home. We believe that our wide-ranging business transactions, based on our mission as a social infrastructure, were successful.

We deal extensively with various retailers in various formats throughout Japan, such as drugstores, supermarkets, discount stores, home centers, GMS, and ecommerce.

This is based on our philosophy of building relationships with retailers as community-based wholesalers from Hokkaido to Kyushu, and in turn, fulfilling our mission to deliver products to all consumers.

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In addition, as mentioned earlier, we maintain a fine balance of product categories and conduct a wide range of business with manufacturers.

One of our greatest strengths is that we have a system in place that can respond flexibly to unforeseeable environmental changes.

2021年3月期2Q 実績

要因と今期について

長期経営ビジョン2030

■ 社会的使命遂行と社員の安全確保の両立

商品をお届けし続けるためには、物流センターの稼働継続が必須。
物流センター内の安全確保とパート社員のサポートを重視。

コロナ禍における当社の物流

物流センター従業員の安全確保のために

1. 感染対策の徹底

除菌アルコール等による消毒、検温実施
密を避ける時差出勤、センター内ソーシャルディスタンスの確保
窓開放による常時換気、マスク・フェイスシールド・防護服の配布

2. 物流センター従業員の慰労

パート社員の時給UP



感染者ゼロ、一度も物流を止めることなく稼働継続

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The most important thing is the fulfillment of our social mission of delivering products under any circumstance. In order to continue delivering daily necessities, logistics can never stop.

In order to continue operating our distribution centers, even in the event of COVID-19 crisis, we have placed emphasis on ensuring the safety of employees working there.

In addition to measures to prevent infections for each employee, such as sanitation and temperature inspections, we are continuing measures such as flextime, solutions to avoid closeness in the centers, and provision of masks to all employees, including part-time employees.

Sales staff and employees in management division work from home, work remotely, and such, but this is not the case in the logistics division. Under the declaration of a state of emergency, we also increased hourly wages as a bonus for part-time employees working at our distribution centers. As a result of these measures, we are continuing our business without halting logistics.

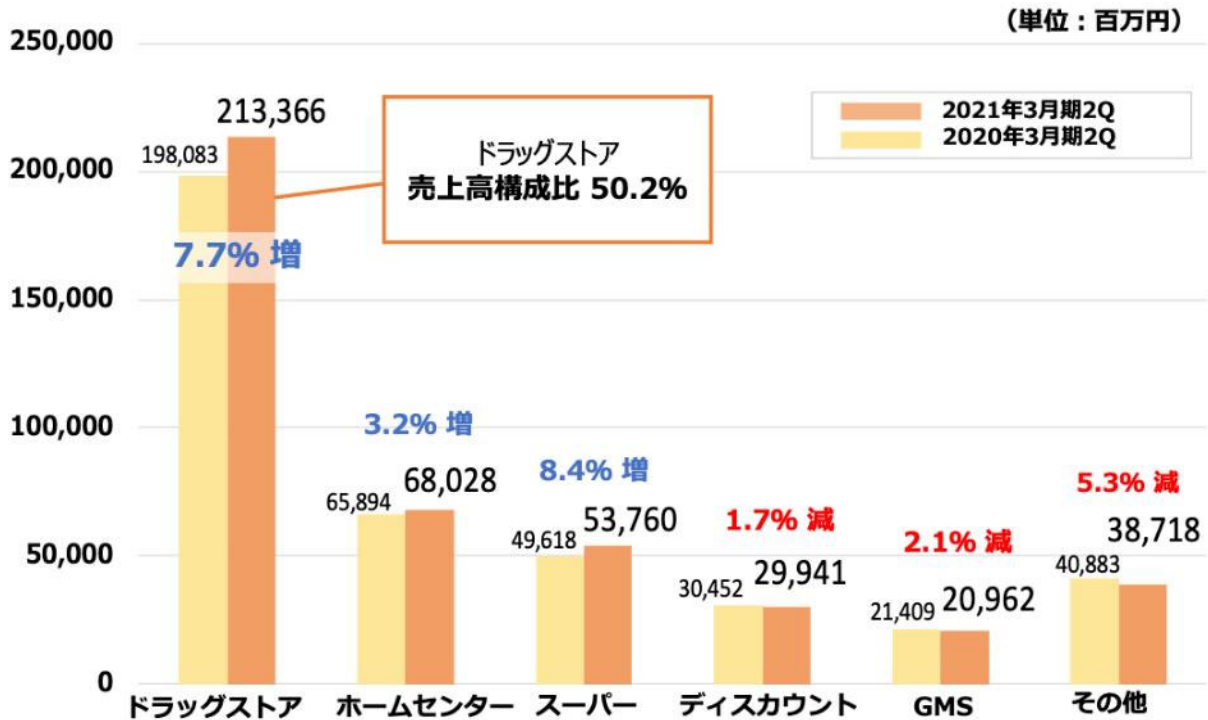
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■ 業態別売上高（前年比較）



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Next, I will explain sales by business category.

The sales for drugstores rose 7.7% YoY, exceeding 50% of total sales. The sales for home centers and supermarkets are also performing well.

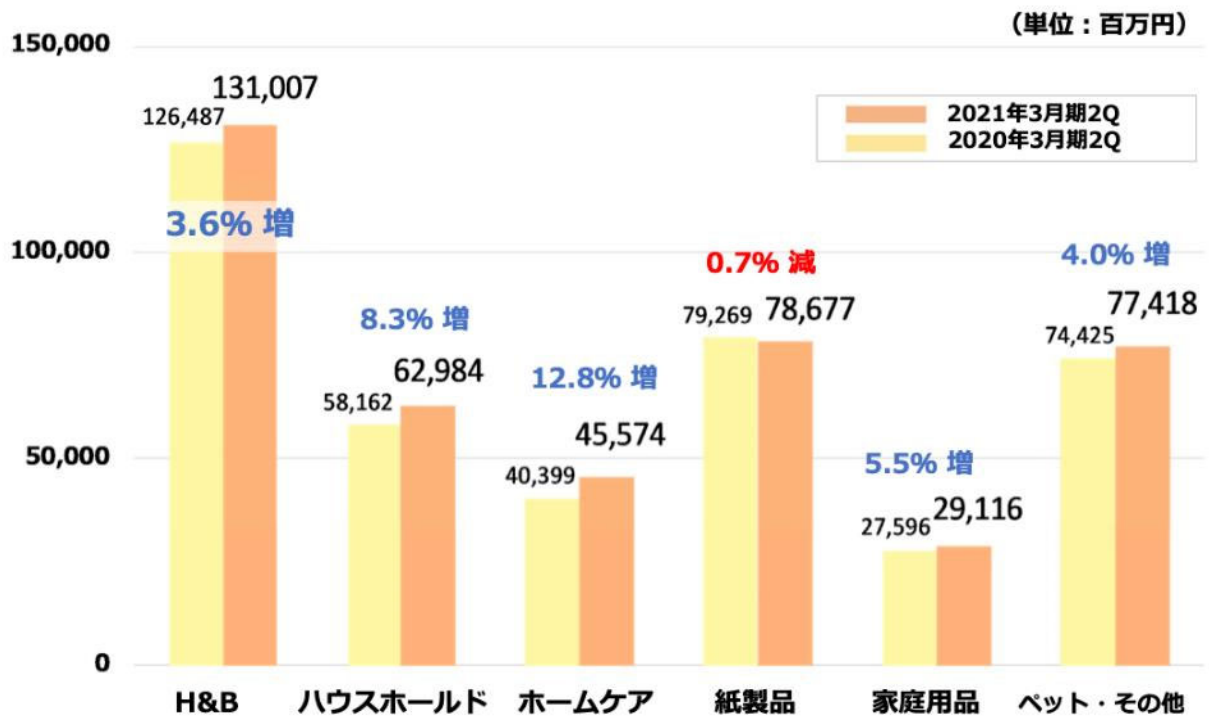
Due to factors such as the decrease in inbound demand and the last-minute surge in demand prior to the tax hike last year, some business categories declined in the second quarter, but the overall impact was negligible.

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■ カテゴリー別売上高（前年比較）



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Next, I will explain sales by product category.

Used as countermeasures against infectious diseases, sanitary-related products continued to perform well. Sales of cooking-related household products increased as the frequency of home cooking increased due to stay-at-home. The longer hours spent at home also led to increased sales of detergents.

Sales of paper products remained almost unchanged from the previous fiscal year due to the impact of the last-minute surge in demand prior to the tax hike in the previous fiscal year.

We respond to changing demand by offering a wide range of products with balanced product categories.

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■ 2021年3月期 予想数値

(単位：百万円)

	第2Q (実績)	第2Q (予想)	予想比 (%)	3月期期末 (予想)	進捗 (%)
売上高	424,778	420,000	101.1	810,000	52.4
営業利益	6,396	5,700	112.2	10,200	62.7
経常利益	6,659	6,100	109.2	10,750	61.9
親会社株主に 帰属する 当期(四半期) 純利益	4,536	3,900	116.3	7,300	62.1

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The year-end forecast figures for the current fiscal year are at a high level as of the second quarter.

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■ 2021年3月期 業績予想修正

(単位：百万円)

	2020年 3月期期末 (実績)	2021年 3月期期末 (当初予想)	2021年 3月期期末 (修正予想)	当初予想 比率	前期末 比率
売上高	796,227	810,000	814,000	100.5	102.2
営業利益	9,236	10,200	10,800	105.9	115.8
経常利益	10,124	10,750	11,300	105.1	111.6
親会社株主に 帰属する 当期純利益	7,191	7,300	7,700	105.5	107.1

上期までの好業績を考慮し前年を超える利益の獲得へ

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Although the outlook remains uncertain due to the crisis of the third wave of COVID-19, we have revised upward our full-year earnings forecast, as you can see, in consideration of the strong performance up to the first half of the fiscal year.

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■ 長期経営ビジョンと中期経営計画



中長期的な成長に向けて、
10年先のありたい姿 = 「長期経営ビジョン」で方針を示し、
中期経営計画をマイルストーンとして置く。

長期経営ビジョン2030を主眼とした戦略

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Finally, I would like to explain our Long-Term Management Vision 2030, and Medium-Term Management Plan 2023, which we announced on August 4, 2020.

Until now, we have announced our medium-term management plans every three years. In a short period of three years, we tend to have eyes on short-term plans, such as sales and profits. We have determined that a long-term policy is required in order to carry out reformations and to draw up a vision for the future.

In anticipation of medium- to long-term growth, we have decided to build a strategy centered on our long-term management vision, establish policies, and step on milestones in moving ahead along the medium-term management plan.

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■長期経営ビジョン2030

夢をかなえる。暮らしを変える。

「この先もずっと豊かで快適な毎日を送りたい。」
 そんな人々の「夢」を叶える会社でありたい。
 新たな暮らしへ。あらたが変えていきます。

2030年 あらたのありたい姿

目標数値

1兆円 < 売上高 = 夢

あらたが社会へ提供する価値

- ①社員にとって働き甲斐のある会社
- ②サプライチェーンに好循環を生む会社
- ③消費者に豊かで快適な生活を届け続ける会社
- ④地球環境に配慮した事業を行う会社



「快適な暮らしの総合プロデューサー」
アイテム・売場・マーケティング

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Under the Long-Term Management Vision 2030, we will send the message, make dreams come true, change lifestyles. This message encompasses our wish for better and newer lifestyles by fulfilling the common dream of people to continue living a rich and comfortable life with the functions this company has.

Our aspirations for the year 2030 include numerical targets for the economic value we create, and the value we provide to society from a CSR perspective. To realize this vision, we aim to become a comprehensive producer of comfortable lifestyles.

Producer, here, implies two meanings of producing and increasing value. We aim to become a company that produces the entire supply chain by providing a variety of functions that go beyond intermediate distribution, in order to solve social issues and make better lives.

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■長期経営ビジョン達成に向けた中期経営計画2023

最終年度2023年3月期 目標数値

売上高	営業利益	経常利益	ROE
8,450億円	115億円	120億円	9%台

投資計画

3年間で300億円水準

物流再編

首都圏、関西エリアの
物流センター再編

環境整備

テレワーク環境整備強化
情報セキュリティ強化

BCP

有事における
バックアップ体制の強化

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In order to achieve our Long-Term Management Vision, we established the targets for the first three years, which is the Medium-Term Management Plan 2023. As targets for the fiscal year ending March 2023, the final year of the plan, we set net sales of JPY845 billion, operating income of JPY11.5 billion, ordinary income of JPY12 billion, and ROE of 9% or higher.

As background of formulation of these targets, amidst the difficulty of forecasting environmental changes due to COVID-19, we focus on achieving the long-term management vision and, out of three medium-term management plans included in its 10 years, we place the first one, Medium-Term Management Plan 2023, as the 3-year plan to enhance structures.

We will invest to strengthen our foundations and structure such as promoting personnel system reforms with an eye on securing human resources, promoting digitization, utilizing AI and IT for personnel productivity, and improving efficiency in logistics by new logistics centers and automation. With these, we will make progress toward the goals of the Medium-Term Management Plan 2026, the Medium-Term Management Plan 2029, and the Long-Term Management Vision 2030, which is 10 years ahead.

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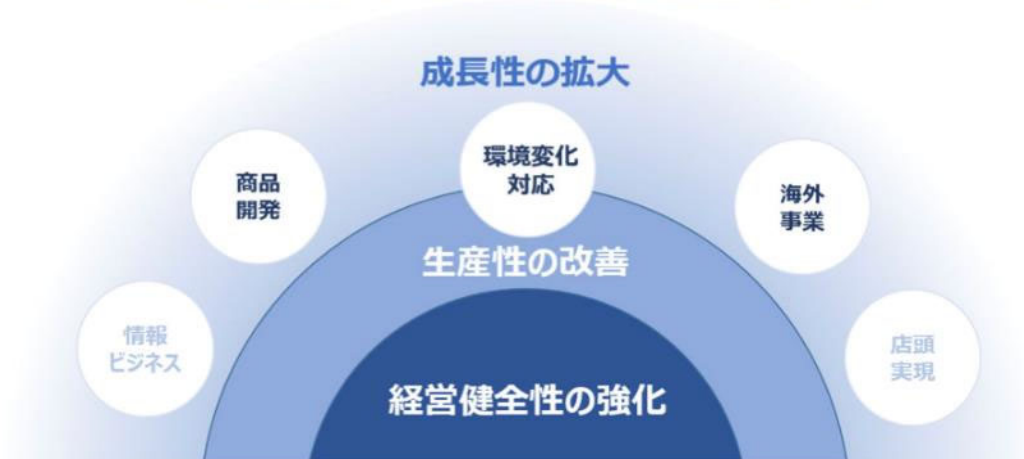
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■長期経営ビジョンにおける戦略

卸事業を主軸としながら、社会課題の解決に向けて様々な流通機能を備え、生活者の豊かな生活の実現に向けて中心的な役割を果たす。
「成長性の拡大」・「生産性の改善」・「経営健全性の強化」

10年間で事業領域を拡げていく



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Please let me explain the strategies of our Long-Term Management Vision.

While focusing on the wholesale business, we will continue to expand the scope of our business over the course of 10 years, and be equipped with functions for changing environment, and to solve social issues.

While focusing on strengthening management soundness, we will continue to improve productivity for refined efficiency, and for a variety of business strategies as an expansion of growth potential.

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■長期経営ビジョン【成長性の拡大】

商品開発：自社開発商品の強化

単なる「卸のプライベートブランド」からの脱却

⇒ 付加価値型商品の開発・専売品を強化

メーカー様との共同開発 付加価値型商品
コスメなど海外輸入品も視野に

海外事業：成長性拡大に向けた新たな布石

新規取り組み 及び 事業エリアの拡大

⇒ **中国**：広州衆上投資控股集团有限公司（衆上集団）との
包括的業務提携を締結

⇒ **ベトナム**：現地法人 ARATA VIETNAM COMPANY LIMITEDを設立

To expand our growth potential, we will first strengthen our product development and overseas businesses.

The inhouse development products started a decade ago, as services for retailers that did not have private label products, but with changes in the environment, there is a growing demand for value-added products. It is important to move away from the mere private brand of a wholesaler, and to establish them as attractive, individualized brands.

In the future, we will take on new challenges with a view to importing cosmetics overseas.

In September 2020, we signed a comprehensive business alliance with Zhong Shang Group from China.

We had been looking for a promising partner to expand our business in China for some time. We will pursue a partnership strategy centered on the functions of both Zhong Shang Group and us and explore the potential of new strategies, such as product development using the outstanding factories of Zhong Shang Group.

Also, as announced on November 5, we established a local subsidiary in Vietnam. Among ASEAN, Vietnam has particularly high economic growth and is a pro-Japanese nation. We believe that significant growth is expected in the future.

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■ 長期経営ビジョン【生産性の改善・経営健全性の強化】

生産性の改善：ロジスティクス・バックオフィス機能

物流、管理部門におけるデジタル化による改革

⇒ ロジスティクス改革

標準化、IT化、アウトソーシング

- ・ 物流センター再編 首都圏・関西の新物流センターを予定
- ・ 最新IT・AIによる効率化の実現

⇒ バックオフィス機能改革

標準化（一元化）、システム化、アウトソーシング

経営健全性の強化：経営安全性、資本効率の向上

自己資本比率、ROEを向上

⇒ 自己資本比率33%～35%、ROE9%台を実現

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To improve productivity, we will construct new centers in the Tokyo metropolitan area and Kansai areas for logistic improvement, improve efficiency by using logistics equipment with the latest IT and AI, and implement functional improvement in indirect departments.

To strengthen management soundness, considering financial balance, we will improve trade receivables, inventories, and trade payables, review fixed assets, and implement agile capital policies. Given these, we intend to achieve an equity ratio of 33 to 35% and ROE of 9% or higher for management stability and improved capital efficiency.

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■長期経営ビジョン【CSR活動】

あらたCSR基本方針に基づき、長期経営ビジョンの社会的価値創出に向けたCSR活動を実施し、社会課題の解決、SDGsの目標達成に貢献します。



各活動や数値について統合報告書やコーポレートサイトで定期的に関示

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With regard to CSR activities, which are important in our Long-Term Management Vision, we will promote activities by broadly dividing them into three objectives for realizing our aspirations.

The first is to engage in human resources. The second is to engage in environmental initiatives through a virtuous cycle of the supply chain. The third is to contribute to local communities.

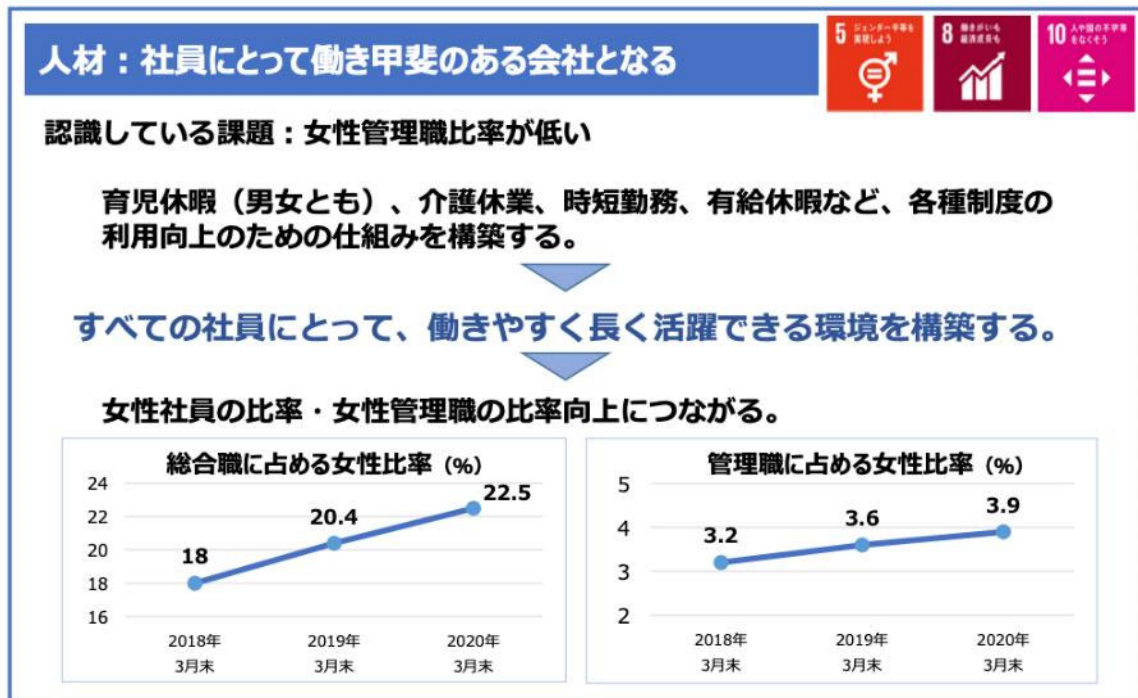
We will regularly disclose the details and figures of each activity and contribute to the achievement of SDG objectives.

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■ CSR活動



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As a first initiative for human resources, we aim to become a company that is rewarding for employees to work.

Currently, we recognize that the percentage of women in management positions is low. There is a gap in average length of service between men and women, and women tend to leave the company earlier.

As a company that deals with daily necessities and cosmetics, the active participation of women is not only a major force for us, but amid an ongoing shortage of human resources, it is also an important theme for us to create an environment for both men and women that we nurture since they started working with us to stay working with us for a long period of time.

By making it easier for both men and women to use various systems, such as childcare leave, nursing care leave, and shorter working hours, establishing systems for a variety of working styles, such as work-from-home, and establishing a system for improving the rate of paid leave taken, we will create an environment in which all employees can work with comfort and job satisfaction for a long period of time.

With these efforts, we would like to increase the ratio of women in main career track and management.

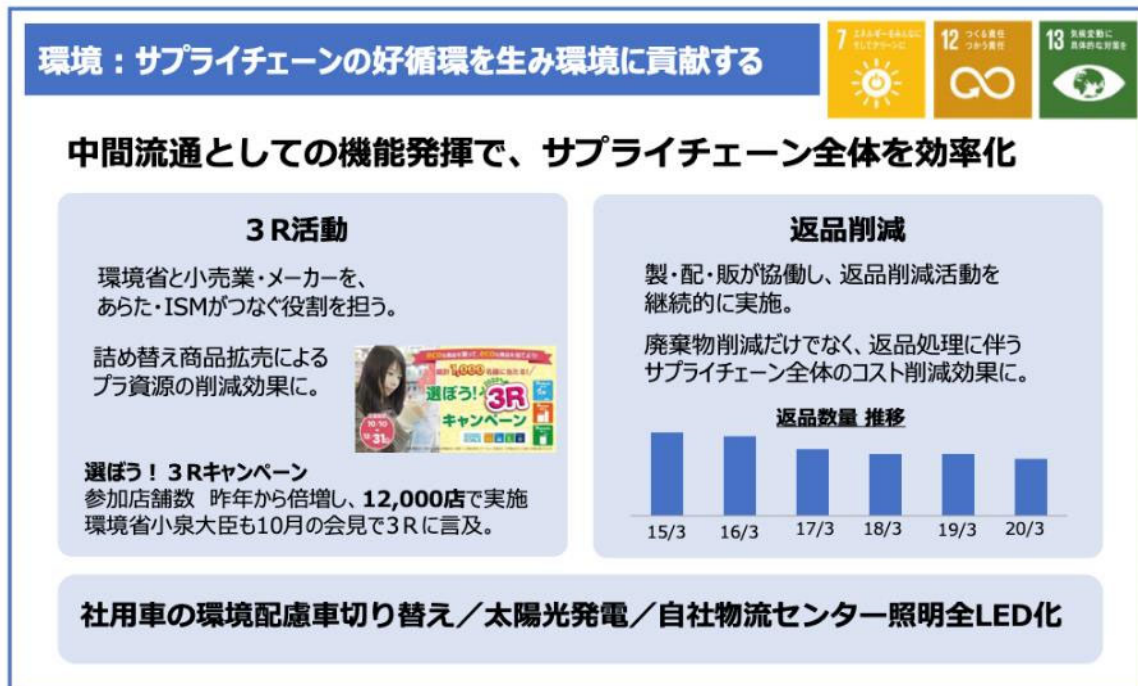
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■ CSR活動



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For the second contribution to the environment, we would like to achieve greater efficiency in the entire supply chain by exercising our functions as an intermediate distributor.

The 3-R activities launched in 2017 serve as a linkage between the Ministry of the Environment and retailers or manufacturers. Choose 3-R Campaign is expanding year by year. In the fourth campaign this year, 12,000 shops around the country joined. Expanding sales of refill products will not only lead to a reduction in plastics resources but will also continue to be implemented as an awareness campaign for environmental considerations among consumers.

We have positioned the reduction of returned goods, which we have been implementing as an important initiative for the virtuous cycle of the entire supply chain. Reducing returns not only reduces waste. but also reduces CO2 and cost of trucking in handling returned goods.

We are working together with retailers and manufacturers to achieve our goal of reducing the volume by two million units from the previous year.

For other means to promote initiatives as an environmentally conscious wholesaler, we will switch to environmentally conscious vehicles, use solar power, and switch all of the lighting of distribution centers to LEDs.

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■ CSR活動

地域社会：すべての人に豊かで快適な生活を届ける

3

すべての人に
健康と幸せを

11


日本経済の成長
を牽引する

地域社会貢献活動の取り組みの一つとして、
「公益財団法人そらぷちキッズキャンプ」への支援を開始。

そらぷちキッズキャンプとは？


2004年から実施されている、病気と闘う子ども達とそのご家族に、自然の中でかけがえのない思い出を一緒に作ってもらうことを目的としたキャンプ。北海道の滝川市に医療看護サポート体制が整った自然体験施設を完備。

— 病気とたたかう子どもたちに夢のキャンプを —



長期経営ビジョンの「夢をかなえる。暮らしを変える。」という想いから、難病の子どもたちの「夢をかなえる」活動に賛同。

今後も地域社会貢献のための活動を積極的に実施



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Finally, as one of the community contributing activities, we have started supporting for the solaputi kids' camp. This project invites children, and their families that are fighting against intractable diseases, to a facility in Takikawa City, Hokkaido, which is equipped with full medical nursing support, to enjoy camping of their dreams in nature.

Based on the message of our long-term management vision, make dreams come true, change lifestyles, we have decided to endorse this activity that satisfies the dreams of children with intractable diseases and their families.

Going forward, we will continue to build a system that will enable us to actively implement such social contribution activities.

With that, I would like to conclude my presentation. Thank you very much for watching.

[END]


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1. Portions of the document where the audio is unclear are marked with [Inaudible].
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