

(1) Bold reform of logistics within the group

Further promote logistics reforms to overcome domestic logistics issues

Domestic logistics issues

Sustainable logistics operation

Curbing rising costs

Reducing environmental impact

Measures to resolve issues

(1) Development of logistics network

Enhancing site deployment and relay functions

(2) Optimization of logistics rules

Improvement of lead time, and ordering and receiving operations

(3) Improvement of logistics methods

Promotion of pallet transportation, expansion of modal shift and joint delivery, Use of IT systems

Effects of implementing measures

(1) Development of logistics network

- **Launch of new core distribution base**
 - Expansion of storage capacity (2.5 times)
 - Dispersed inventory aggregation
 - Efficiency of sorting



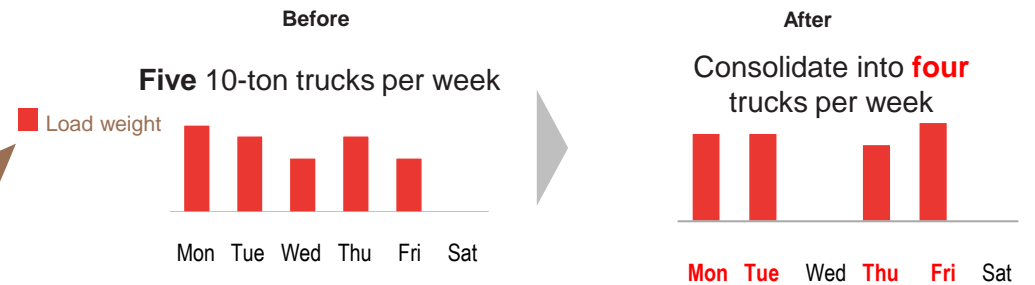
Group's core distribution base Higashi-Ogishima Center (scheduled to start operation in August 2026)

(2) Optimization of logistics rules

- Cost reductions through improved ordering operations
- Promotion of pallet transportation and sorting automation

(3) Examples of IT Utilization

- Analyze and improve data by visualizing the logistics system



Reduce vehicle (cost) by grasping the actual status of delivery