

MS Vision 2030

“Passing the Baton to the Next Century,
for a Future Created by Food”



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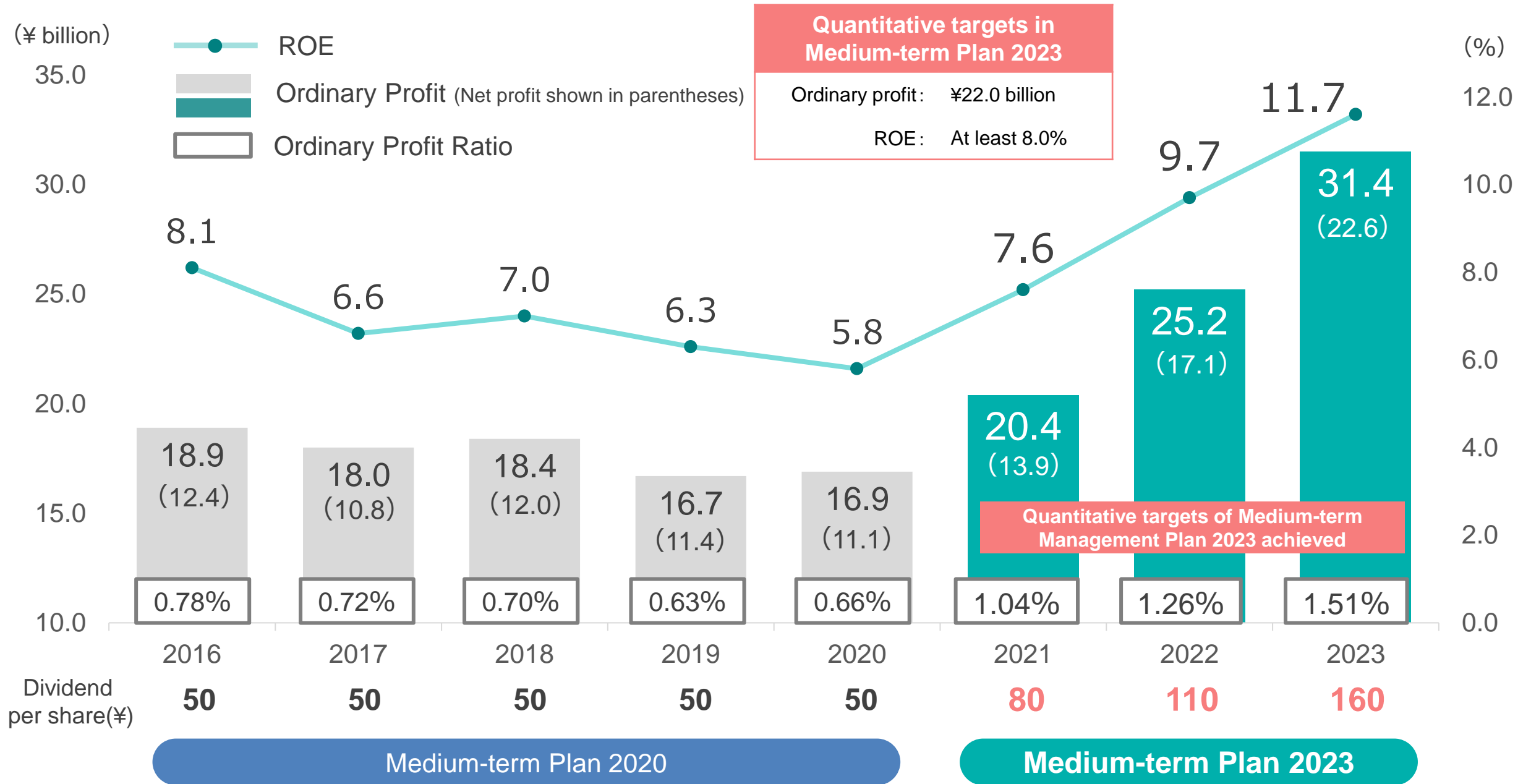
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1 . Review of Medium-term Management Plan 2023

1-1. Review of Medium-term Management Plan 2023 : Ordinary Profit and ROE

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1-2. Review of Medium-term Management Plan 2023: Major Outcomes

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- Strengthened our management capital (financial and non-financial capital) through initiatives during the Medium-term Management Plan 2023 period

Evolve into a next-generation food distributor

Economic value

Sales (vs.2020 *1)

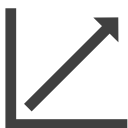
+¥97.0 billion



ROE

[Medium-term target: 8%]

5.8%⇒11.7%
(2020) (2023)



Ordinary Profit
[Medium-term target: ¥22.0bn]

¥31.4 billion



Dividend per share

¥50⇒¥160
(2020) (2023)



Environmental value / Social value

CO₂ emissions (vs. 2016)
[2030 target: 60% reduction]

53.3% reduction



Certified as Excellent Health
Management Corporation for

5 consecutive years

Obtained the **White 500** certification
in March 2024



Food waste (vs. 2016)
[2030 target: 50% reduction]

12.7% reduction



Digital human resources *2(vs. 2020)
[Medium-term target: 20% of total workforce]

+982

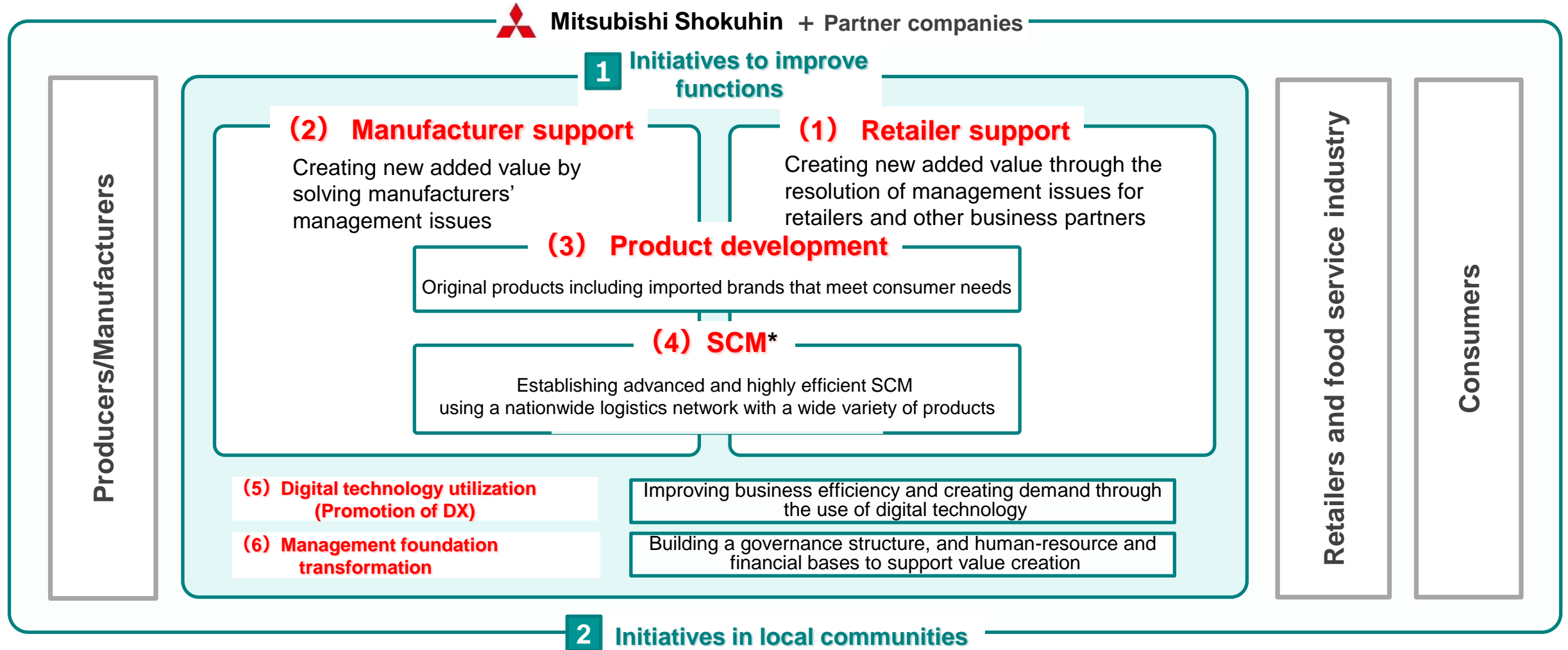
20% of total workforce



* 1 The figure is after reclassification of revenue recognition standards

* 2 Human resources capable of advancing digital transformation (DX), and performing data analysis, business transformation, and system development by utilizing digital technologies

- Accelerated business expansion and strengthening of functions/management foundation, initiated under our Management Policy 2020 (2016–2020), in Medium-term Management Plan 2023



Building partnerships with local communities

Building partnerships that contribute to the revitalization of local communities

*SCM: Supply Chain Management

		2021	2022	2023
(1) Retailer support (2) Manufacturer support		<ul style="list-style-type: none"> ✓ Began expansion of raw materials trading and sales agent business 	<ul style="list-style-type: none"> ✓ Began expansion of export business to overseas markets ✓ Acquired Retail Media Co., Ltd. (store signage business) ✓ Formed business alliances with unerry (location data) and FeliCa Networks (receipt data) 	<ul style="list-style-type: none"> ✓ Formed capital and business alliance with unerry (began developing joint analysis platform) ✓ Business alliance with dely (Kurashiru app)
	Quantitative effects	[Data x digital (DD) marketing sales (YoY)] 152% ↑		
		[Export transaction sales (YoY)] 116% ↗		
		[Raw materials/sales agent transaction sales (YoY)] 105% ↗		
(3) Product development		<ul style="list-style-type: none"> ✓ Launched the first-ever Haribo TV commercial in Japan ✓ Launched the Carbohydrate Control series under the original brand "Karada Shift" 	<ul style="list-style-type: none"> ✓ Celebrated the 20th anniversary of the original brand "Kamu Kamu Lemon" ✓ Launched the PROTEIN PLUS series under original brand "Karada Shift" 	<ul style="list-style-type: none"> ✓ Started product sales of the premium chocolate brand "Lindt" ✓ Launched the Happiness Chokatsu series under the original brand "Karada Shift"
	Quantitative effects	[Imported brand sales (YoY)] 117% ↗		
		[Original brand sales (YoY)] 106% ↗		
		[Original brand sales (YoY)] 103% ↗		
(4) Supply chain management (Quantitative effects shown in parentheses)		<ul style="list-style-type: none"> ✓ Introduced Logimeter, a warehouse operation visualization system -Installed at 83 business locations by end-FY03/24 <p>(Man-hour productivity up 3% in 2023 [vs. 2021])</p>	<ul style="list-style-type: none"> ✓ Acquired the Kansai logistics base KCS (logistics volumes up by ¥80.0 billion) ✓ Introduced MOVO Fleet, a fleet management system -Installed in 2,287 trucks by end-FY03/24 	<ul style="list-style-type: none"> ✓ Business alliance with K.R.S. Corporation, also establishment of joint venture L Platform ✓ Launched trucXing, a sharing service for excess transportation capacity (FY03/24 logistics sales up by ¥34 million)

		2021	2022	2023
(5) Utilization of digital technologies		<ul style="list-style-type: none"> ✓ Implemented company-wide training program to develop digital human resources ✓ Obtained DX Certified Business Operator*1 certificate 	<ul style="list-style-type: none"> ✓ Began introducing business automation tools 	<ul style="list-style-type: none"> ✓ Introduced Business Dashboard*2
	Quantitative effects	[Cost reduction effects through DX projects (YoY)] -20% ↗ -5% ↗		
		[Number of digital human resources developed (cumulative)] 870 ↑ 982 ↗		
(6) Transformation of management foundation		<ul style="list-style-type: none"> ✓ Acquired own shares through a tender offer, and cancelled them (¥35.2 billion, 23.4% of total issued shares) 	<ul style="list-style-type: none"> ✓ Established Advisory Committees to the Board of Directors (such as Nomination, Remuneration, and Governance Committees) ✓ Implemented major organizational reforms (Transition to customer-driven and area management systems) 	<ul style="list-style-type: none"> ✓ Revamped personnel systems (Transition from seniority-based to role and responsibility-based criteria)
(7) Development of regional partnerships		<ul style="list-style-type: none"> ✓ Launched Community Contribution and Regional Revitalization Project 	<ul style="list-style-type: none"> ✓ Signed comprehensive cooperation agreement with Hiroshima Prefecture ✓ Launched initiatives to promote remote islands in Nagasaki Prefecture 	<ul style="list-style-type: none"> ✓ Signed cooperation agreement with the city of Choshi and the Choshi Chamber of Commerce and Industry
	Quantitative effects	[Number of products developed utilizing local ingredients (cumulative)] 21 ↗ 37 ↗		
(8) Promotion of sustainability management		<ul style="list-style-type: none"> ✓ Updated Key Sustainability Issues and 2030 Targets ✓ Certified as Health and Productivity Management Organization 	<ul style="list-style-type: none"> ✓ Declared endorsement of Task Force on Climate-Related Financial Disclosures (TCFD) Recommendations*3 ✓ Formulated Mitsubishi Shokuhin Supply Chain Management Guidelines*4 ✓ Obtained Resilience certification*5 	<ul style="list-style-type: none"> ✓ Measured and announced SCOPE 3 emission*6 reduction targets ✓ Introduced Parent Coaching program*7 (the first company to implement it) ✓ Obtained White 500 certification
	Quantitative effects	[Human capital investment (YoY)] 166% ↑ 124% ↗ 90% ↓ (2024 plan : 139% ↗)		

*1 A DX certification system established by the Ministry of Economy, Trade, and Industry (METI)

*2 A dashboard of daily and monthly KPIs for management and sales activities by using BI tools

*3 Guidance that provides information on indicators and targets recommended for disclosure by the TCFD, and practical points for creating and disclosing transition plans

*4 Guidelines that serve as the Company's policy for addressing human rights and labor issues, the global environment

*5 A certification system established by the Cabinet Office's National Resilience Promotion Office, recognizing businesses that agree with the objectives of national resilience and actively engage in business continuity measures as "National Resilience Contribution Organizations"

*6 The amount of greenhouse gases emitted in the process from procurement of raw materials and manufacturing to sales, consumption, and disposal of products

*7 A communication course for adults aimed at enhancing the future communication skills of children

2 . MS Vision 2030

“Passing the Baton to the Next Century,
for a Future Created by Food”

(1) Accelerating decline in domestic population

(Shrinking and changing domestic demand)



- Rapid decrease in the labor force, and normalization of labor shortages
- Widening disparities between regions (shrinking regional economies)
- Changes in demand driven mainly by a decreasing birthrate, an aging population, and growth in the number of foreign residents

(2) Evolution of technology

(Intensifying hybrid competition between real and cyber space)



- Accelerating pace of advancements in digital technologies, generative AI, etc.
- Impact of innovation on industrial structure
- Advances in the social implementation of digital technologies and the digitalization of the real economy

(3) Rising geopolitical risks and escalating sustainability issues

(Increasingly complex societal demands)



- Rising risk of supply chain fragmentation
- Normalization of rising raw material and energy costs
- Growing calls for sustainability measures
- Convergence of food and health (food and medicine as the same source)

(4) Decreasing predictability of the future

(Increased importance of learning pace for organizations and human resources)



- Shift from management based on forecasting and planning to an approach that assumes unpredictability
- Resilience to unexpected shocks becomes essential
- Need for high perspective, broad viewpoints, and unique insights from a long-term and industry-wide perspective

- Aim to realize **MS Vision 2030** (“Passing the Baton to the Next Century, for a Future Created by Food”), our new vision, which added the **simultaneous resolution of key sustainability issues** to the purpose of our Medium-term Management Plan 2023



- Continuously work on four key issues and 10 goals towards FY03/31

Key issues	2030 targets
<p>Environment</p> 	<ul style="list-style-type: none">① Reduce CO2 emissions by 60% compared to FY2016 to achieve carbon neutrality by 2050② Reduce food waste by 50% compared to FY2016③ Promote plastic recycling and use environmentally friendly products
<p>Community and Living</p> 	<ul style="list-style-type: none">④ Build a strong and sustainable supply chain⑤ Create/expand products and services that contribute to the local community and help solve local issues⑥ Create or expand demand for Japanese food culture in overseas growth markets⑦ Develop and offer products that meet consumer needs in response to changes in domestic demand
<p>Health</p> 	<ul style="list-style-type: none">⑧ Create/expand products and services that solve health issues and contribute to good health
<p>Foundation for Value Creation</p> 	<ul style="list-style-type: none">⑨ Foster an organization culture that respects individuality and encourages employees to make the most of their abilities and aptitudes to play an active role in a healthy manner while improving engagement⑩ Utilize digital technologies to transform operations, thereby contributing to efficiency and productivity improvement across the entire supply chain

Recognized challenges

Shrinking and changing domestic demand

Intensifying hybrid competition between real and cyber space

Increasingly complex societal demands

Importance of learning pace for organizations and personnel



Purpose : Contributing to the realization of a sustainable society through the food business
+ Simultaneous resolution of key sustainability issues

Interim milestones (2027)

Ordinary Profit ¥38.0 billion (PAT ¥27.0 billion)	Dividend payout ratio target: 40%
Maintain ROE of 10% or above	Maintain progressive dividend policy
Employee engagement score: 65% or above FTSE*1 ESG score: 3.5 or above Food waste: reduction of 33.4% or above *2 CO ₂ emissions: reduction of 57.2% or above *2	

* **Progressive dividend policy** introduced from FY03/25



*1 FTSE: Financial Times Stock Exchange
*2 Versus 2016

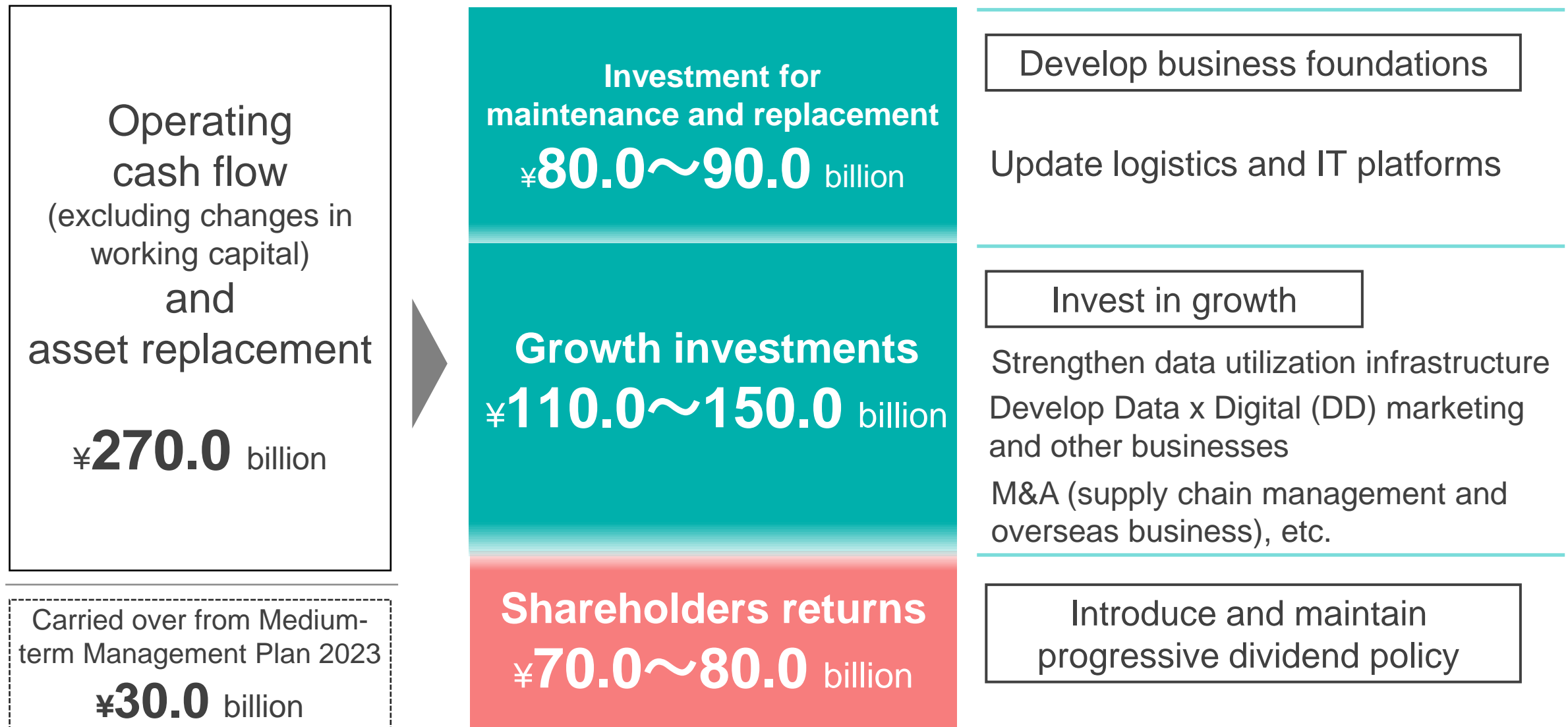
“MS Vision 2030”

Economic value

Ordinary Profit ¥50.0 billion (PAT ¥35.0billion)	Payout ratio 40% or above
Maintain ROE of 10% or above	Maintain progressive dividend policy

Social value / Environmental value

Employee engagement score: 70% or above
FTSE*1 ESG score: 4.0 or above
Food waste: reduction of 50% or above *2
CO₂ emissions: reduction of 60% or above *2



3 . MS Vision 2030 : Growth Strategy

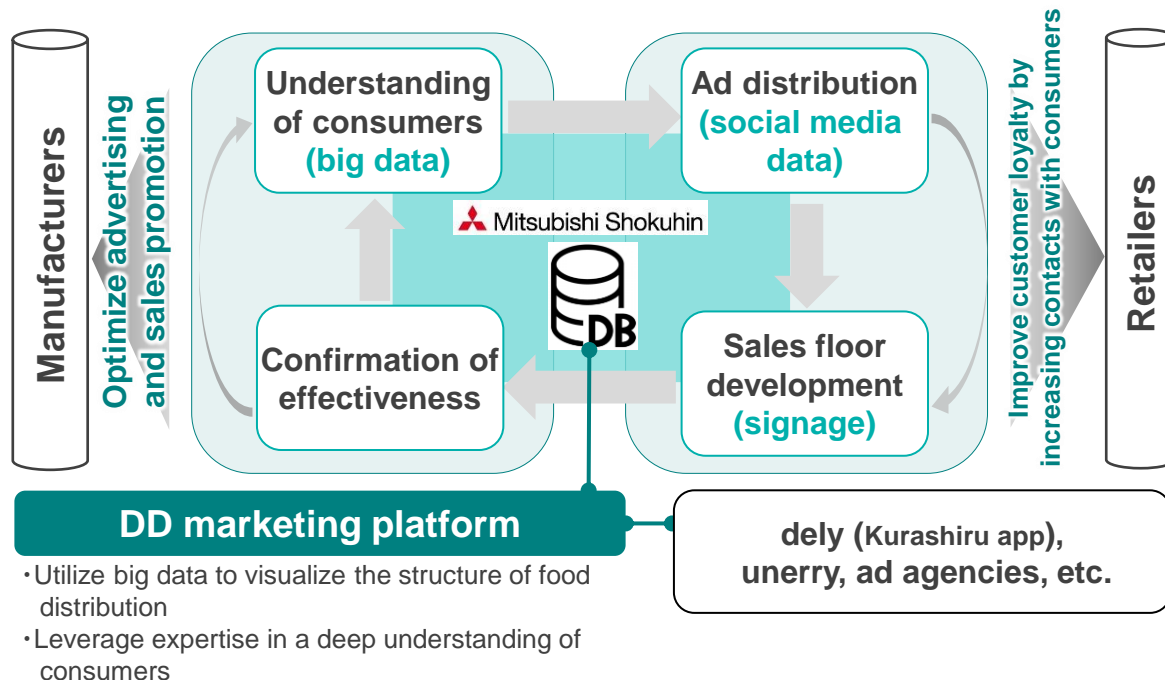
- Strengthen data utilization infrastructure and thoroughly leverage AI technology to increase earnings by (1) creating demand through the development of a new business model, (2) improving operational efficiency and productivity, and (3) strengthening supply chain management functions (sustainable supply chain management), etc.

Projected total investment:
Approx. ¥85.0 billion (excl. M&A)

(1) Create demand by developing new business model

DD (Data x digital) marketing

By organically linking various digital media and sales floors both outside and inside store spaces, we aim to increase touchpoints with consumers, while optimizing and maximizing advertising and sales promotion effects (thereby boosting customer attraction, sales capabilities, and sales floor effectiveness).



(2) Improve operational efficiency and productivity



Launch of new MILAI project (transition to MILAI cloud and composability, and strengthen digital resilience)



Automate tasks and reduce manpower by introducing AI in work processes across the company (business dashboard, etc.), and enhance customer service



Introduce advanced data platforms, and initiate new external collaborations



Pursue collaborations, business alliances, and M&A with startups

(3) Strengthen supply chain management functions (sustainable supply chain management)



Enhance demand forecasting and supply/demand adjustment functions through a new ordering system



Improve transportation and delivery efficiency and effectively utilize excess transportation capacity based on optimal vehicle allocation information



Promote automation and reduction in manpower through collaboration between people and automation technology



Pursue cooperation and business alliances with industry peers and customers in the non-food sector

FY03/31 ordinary profit target: **¥13.3 billion** (+¥8.6 billion vs. FY03/24)

3-2. Growth Strategy: Capturing New Demand

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- **Domestic market:** Strengthen **product development capabilities** to meet increasingly diverse needs of consumers
 - **Overseas markets:** Strengthen **overseas business** in response to growing demand for Japanese food culture in growth markets
- Projected total investment:
Approx. ¥20.0 billion (excl. M&A)

Domestic market (product development capabilities, overseas brand procurement capabilities)

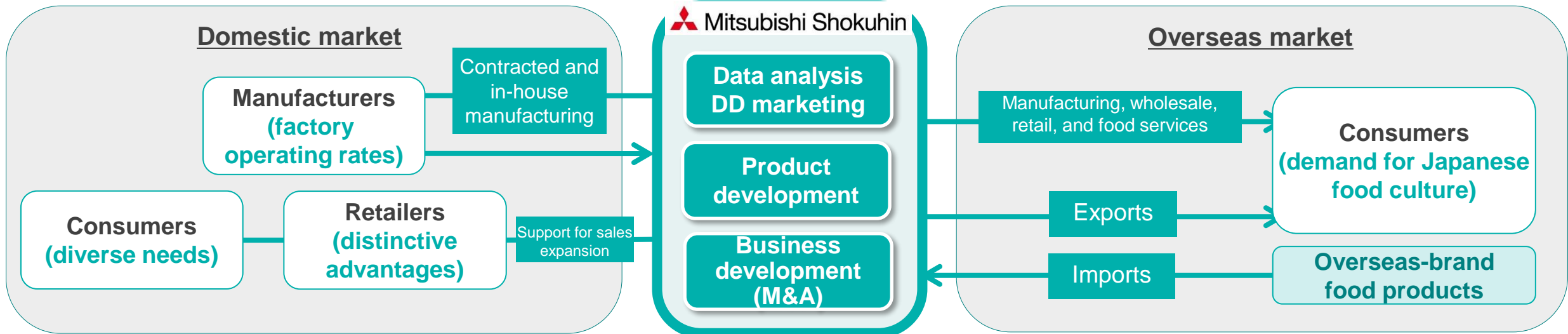
In response to new demand in a diversifying domestic market, utilize data analysis and digital x data (DD) marketing functions to enhance the ability to develop original products and procure overseas brands, and solve the challenges retailers and manufacturers face.

New demand	Responses
Diversifying needs of consumers	Strengthen original products development capabilities
Increase in elderly population and foreign residents	Strengthen overseas brands procurement capabilities
Calls for sustainability measures	Enhance data analysis

Overseas markets (export business, overseas operations)

In response to the growing demand for Japanese food culture in growth markets, support export expansion and overseas operations of domestic partners and manufacturers, and build a large overseas business group that offers manufacturing, wholesale, retail, and food services.

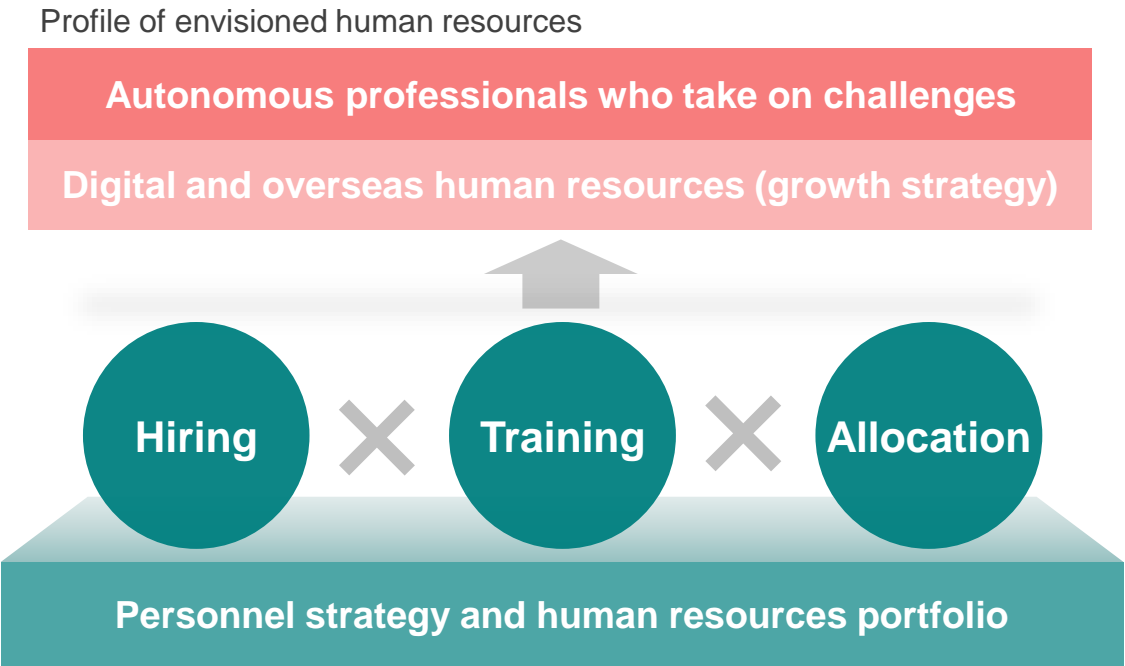
New demand	Responses
Rising demand for Japanese food culture	Expand product exports for Japanese manufacturers
Overseas expansion by Japanese retailers	Procure and develop products for overseas markets
Ramen, curry, and other common foods	Develop overseas business (including through M&A)



FY03/31 ordinary profit target: **¥7.5 billion** (+¥6.0 billion vs. FY03/24)

- Clarify the human resources portfolio aligned with the business strategy, and implement the personnel strategy
- Secure and develop specialized human resources, including digital and overseas talent, which are essential for the implementation of our growth strategy
- Develop an organizational culture that respects individuality, leverages abilities and aptitudes, and enables employees to thrive healthily and find satisfaction in their work

Develop human resources



- ✓ Personnel systems that encourage taking on challenges and pursuing growth based on roles and responsibilities
- ✓ Support autonomous career development of employees
- ✓ Enhance training programs in digital skills (including AI) and languages (provide opportunities for reskilling)

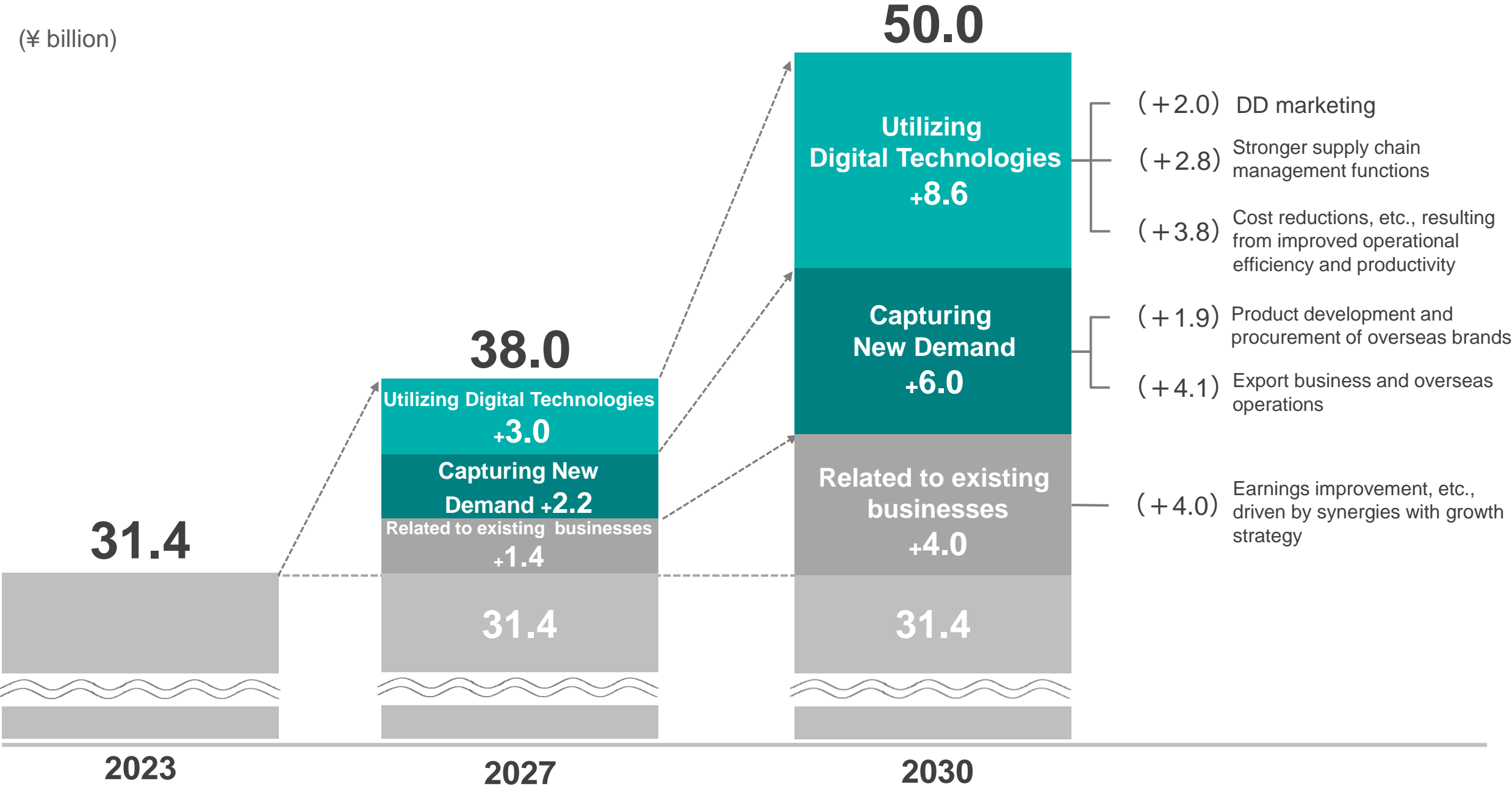
Develop internal environment



- ✓ Free up time by improving operational efficiency and productivity through AI and other technologies
- ✓ Improve awareness of and promote diversity, equity, and inclusion (DEI)
- ✓ Implement health promotion initiatives across the company
- ✓ Promote autonomous work styles that align with increasingly diverse work approaches and values

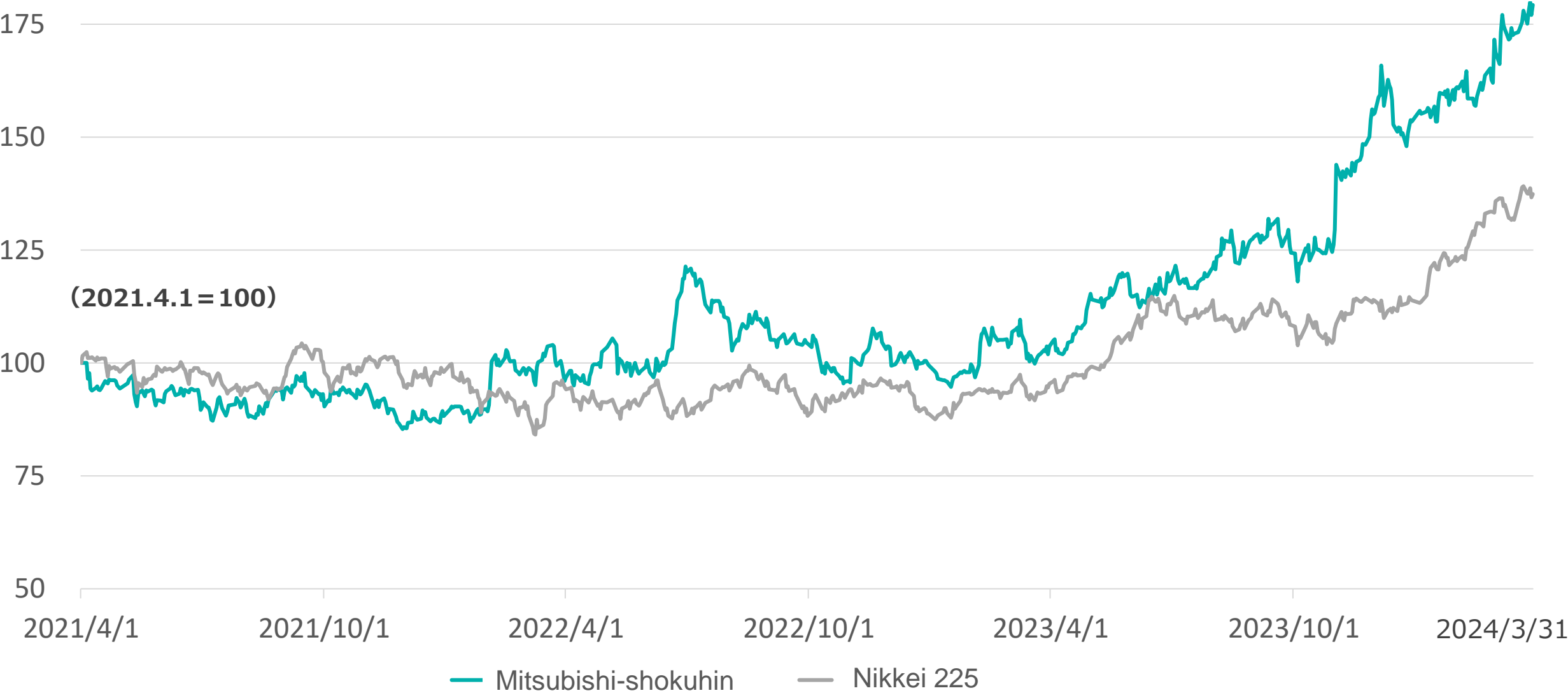
FY03/31 targets: Employee engagement score of **70%** or above (+11% vs. FY03/24); ESG score of **4.0** or above (+0.9 vs. FY03/24)

(¥ billion)

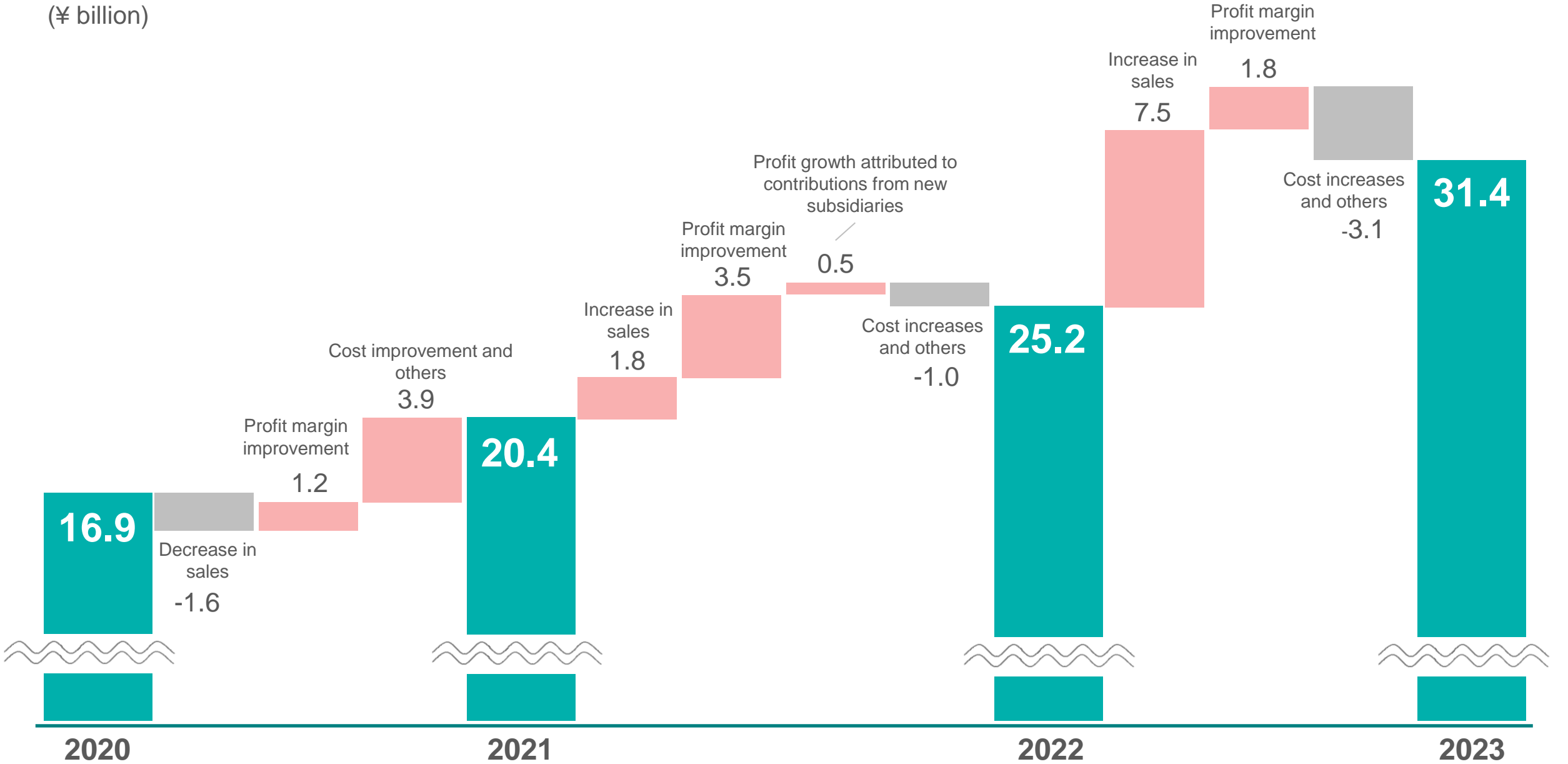


Appendix

- Achieved stock price that outperformed the Nikkei Stock Average (enhanced corporate value) thanks to the initiatives implemented in the period of Medium-term Management Plan 2023



(¥ billion)



【Establishment】

1925

Foundation of Hokuyo Shokai, the predecessor of an enterprise from which Mitsubishi Shokuhin inherited its businesses through management integration

【Net sales】

¥2.0764trillion

【Sales offices】

Major domestic offices 17 sites

Overseas 3 companies

【Logistics sites】

Domestic 376 sites

Overseas 17 sites

【Number of employees】

4,937 people

【Annual number of data handled】

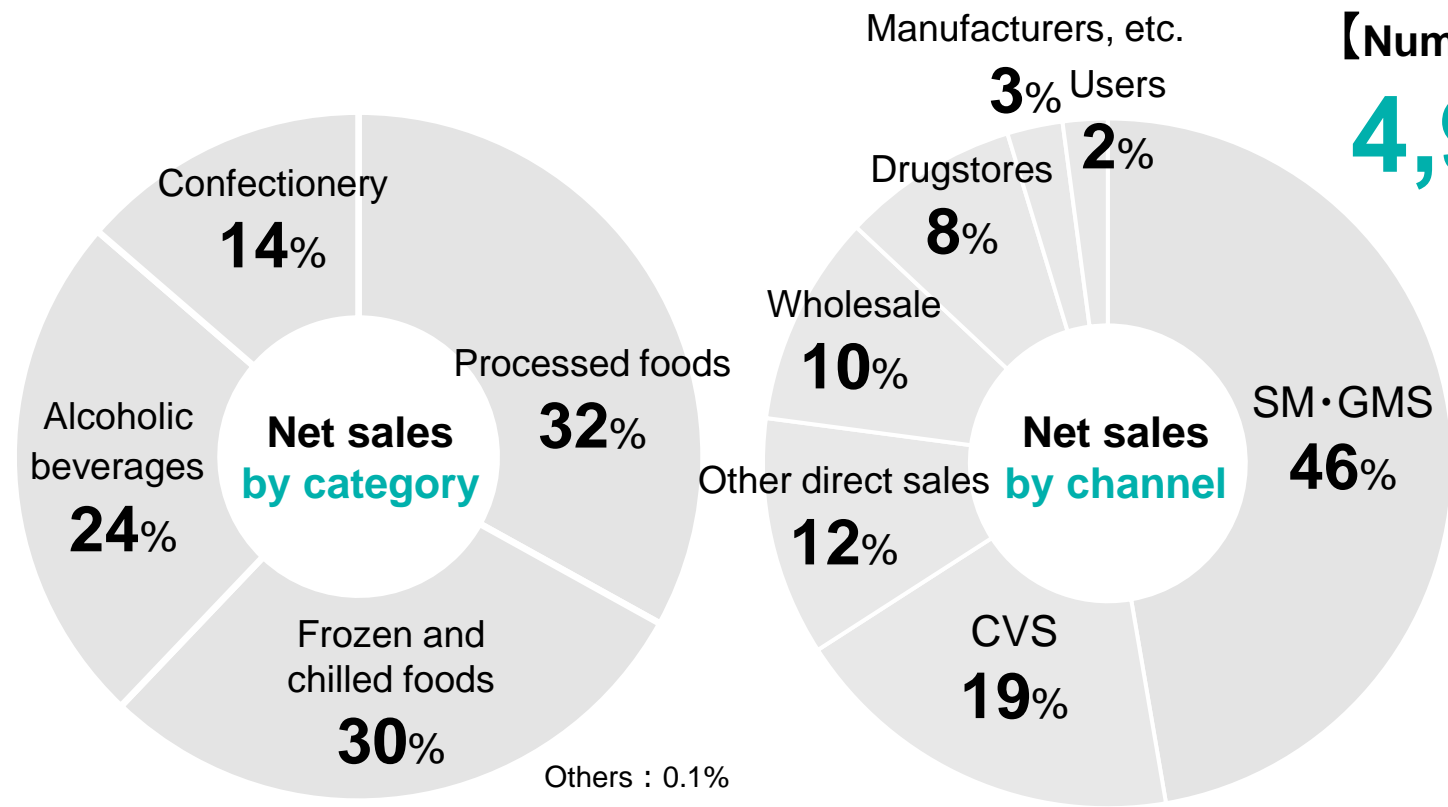
1.2billion

【Number of business partners】

Suppliers Approx. 6,500 companies

Retailers Approx. 3,000 companies

(160,000 stores)



		<u>2023</u> (Actual)	<u>2024</u> (Forecast)	<u>2027</u> (Target)	<u>2030</u> (Target)
Economic value	Ordinary Profit (PAT)	¥31.4billion (¥22.6billion)	¥33.0billion (¥22.8billion)	¥38.0billion (¥27.0billion)	¥50.0billion (¥35.0billion)
	Payout ratio (Progressive dividend policy introduced from FY03/25)	30.8%	35% (target)	40% (target)	40% or above
	ROE	11.7%	Maintain 10% or above	Maintain 10% or above	Maintain 10% or above
Social/ Environmental value	Reduction of food waste (vs.2016)	12.7%	23.4% or above	33.4% or above	50.0% or above
	Reduction of CO ₂ emissions (vs.2016)	51.2%	54.2% or above	57.2% or above	60.0% or above
	FTSE ESG Score	3.1 (2022)	3.3 or above	3.5 or above	4.0 or above
Intangible asset	Employee engagement score	59%	60% or above	65% or above	70% or above