YAMAE
GROUP HOLDINGS

Yamae Group Holdings Co., Ltd.
2-13-34, Hakataekihigashi, Hakata-ku, Fukuoka-shi,
Fukuoka 812-8548, Japan
TEL: 092-412-0711
URL: https://www.yamaegroup-hd.co.jp/

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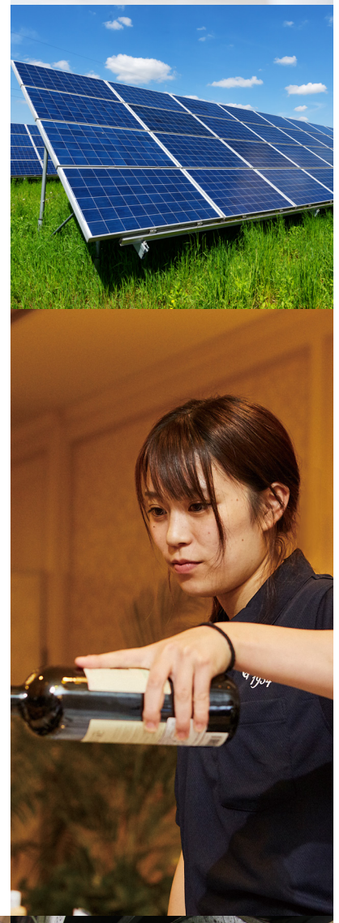
Integrated Report 2023



YAMAE GROUP HOLDINGS CO.,LTD.













Basic Management Philosophy

Fully understanding the public nature of the industry, we will strive to improve profitability through a highly efficient sales structure with the goal of serving society through the development of the Group's business.

Yamae Group Philosophy

The Yamae Group will continue to contribute to the development of local communities and the realization of a sustainable society by connecting people, companies, and society to provide our customers with diverse abundance and lifestyles.

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Editorial Policy

The Yamae Group Holdings Integrated Report has been designed for shareholders, investors, and other stakeholders. Viewing it as a communication tool for engaging in dialogue with all of our stakeholders, we have prepared this report with the aim of presenting, in a clear and coherent manner, our initiatives for achieving sustainable growth in both financial and non-financial terms, such as our environmental, social, and governance initiatives. In accordance with these objectives, we referenced the approaches of the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation and the International Integrated Reporting Council's International Integrated Reporting Framework in the production of this report.

Environment Social Governance
Guidance for Collaborative Value Creation

Forward-Looking Statements

The forecasts for Yamae Group Holdings' future business results within this report reflect the current analysis of the Company based on information available at the time of preparation. Readers are cautioned that actual business results and other outcomes may differ from these forecasts due to a variety of factors, including economic trends and the Company's operating environment.
Period under Review: Fiscal year ended March 2023 (April 1, 2022–March 31, 2023)

Yamae Group Holdings Website



Website homepage (In Japanese only)
https://www.yamaegroup-hd.co.jp/
Contains the latest information on Yamae Group Holdings, its business activities, and employment opportunities.



History of the Yamae Group

Originally Founded as a Small Wholesale Store in Kyushu



The roots of the Yamae Group date back to 1930 when Shizuo Kodama took over his family's small wholesale business engaged in the sale of rice, fertilizer, and miscellaneous goods in Kobayashi City, Miyazaki Prefecture, one of the seven prefectures on the island of Kyushu (Japan). Later, the business began producing starch amidst the continued turmoil and supply shortages that Japan experienced after World War II. In 1950, Kobayashi Enatsu Shoten (limited partnership), the family business which our founder took over, was absorbed through a merger, resulting in the name of the business being changed to Enatsu Shoten Co., Ltd. The company expanded its business to include the production and sale of miso and soy sauce, wholesale of fertilizer, alcoholic beverages, sugar, food, and miscellaneous goods, and wheat and barley cleaning and polishing.

Becoming a Wholesaler That is Indispensable to People's Lives



In 1956, Enatsu Shoten obtained exclusive rights from Nisshin Flour Milling Co., Ltd. to sell flour in Kyushu. In 1958, the company established its Feed Division and began sales of compound feed. It also began its lumber business, which included the export of lumber to Okinawa, and expanded its operations to include transactions encompassing all types of housing materials. The company also entered the distribution market and helped to develop the local infrastructure in step with Japan's rapid economic growth. In 1968, the head office of Enatsu Shoten was moved to Fukuoka City, and the company expanded its business as a wholesaler that is indispensable to people's lives.

Accelerating Business Expansion Based on a Strengthened Management Foundation



In 1969, Yamae Sekiyu Co., Ltd. (our corporate form at the time) merged with Hisano Shokuryo Co., Ltd., a company with operations based in Kitakyushu City, to become YAMAEHISANO Co., Ltd. This allowed us to acquire a stronger management foundation. In 1971, with the opening of the Kyushu Expressway and the improvement of the transportation infrastructure in Japan, YAMAEHISANO Co., Ltd. expanded its departments to include food, sugar/flour, and alcoholic beverage departments. Later, the company was listed on the Fukuoka Stock Exchange. in 1974.

Expanding Business throughout Japan and Overseas with Kyushu Serving as the Base of Operations



In 1979, when the convenience store chain 7-Eleven opened its first Kyushu locations, YAMAEHISANO Co., Ltd. was responsible for the supply and delivery of various products sold at each store. The company also became involved in product development. In 1986, YAMAEHISANO established a fresh and frozen food department. The company enhanced its low-temperature warehouses and distribution network to enhance business in the food field, which requires temperature control capabilities and daily delivery functions. From its base of operations in Kyushu, the company expanded its business throughout Japan and overseas. In 2020, YAMAEHISANO Co., Ltd. was listed on the first section of the Tokyo Stock Exchange and transitioned to becoming a Group company under Yamae Group Holdings Co., Ltd. in 2021.



Shizuo Kodama Founder

Placing importance on the concepts of focusing consistent efforts on profitable businesses, being a trustworthy person by always being honest and sincere, and giving consideration to how transportation costs affect business, our founder, Shizuo Kodama, taught his employees the principles listed on the right. These teachings have been passed down from generation to generation.

Cherish the spirit of gratitude
Improve your personality, character, and insight
Be healthy both mentally and physically
Have a solid view of life and goals in life
Do not neglect human resource development
Try to improve yourself
Follow the commercial path
Keep in mind that the Company is a public institution of society
Enhance our wholesaler functions
Strengthen ability to conduct management through figures
Cherish capital
Move forward with efforts to develop new businesses
Establish a long-term vision and take on challenges
Actively promote the development of new businesses and products

From Teachings of Our Founder Shizuo Kodama

Four Businesses That Connect People's Lives

Food Business

Sales of processed foods for general consumer use, confectioneries, alcoholic beverages, frozen foods, etc., production of boxed lunches, production of *shochu*, production, processing, and sale of agricultural and marine products, food and beverage delivery service, etc.

Sugar/Flour, Feed, and Livestock Business

Sales of food ingredients, feed, livestock products, and marine products, livestock farming, etc.

Housing and Real Estate Business

Sales of housing construction materials, housing equipment, lumber, etc., construction, real estate sales/leasing, etc.

Other Group Businesses

Transport Business, Fuel Business, Rental Car Business, Information Processing Service Business, etc.



* Proportion of Sales by Business Segment (fiscal year ended March 31, 2023)



Becoming an important partner by being a one-stop supplier that offers a wide range of products and unique support



The Yamae Group Provides Comprehensive Support for Integrated Distribution

Retail Support

Fixed-Temperature Delivery and Joint Delivery

Quality Control and Product Development

Single-Family Home Orders

As a provider of comprehensive distribution support, the Yamae Group is united in its efforts to contribute to the development of the entire supply chain. At the same time, as a corporate group that produces businesses from upstream to downstream businesses across all sections of the supply chain, we are building a sales system that leverages our comprehensive strengths. In addition to the basic functions of a wholesaler, we provide comprehensive support functions that are unique to the Yamae Group, such as providing proposals that meet the various needs of those involved in the supply chain and ideas for optimizing the entire supply chain, making us an important partner for our customers.

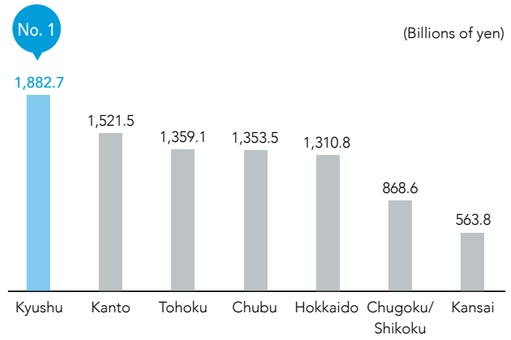
Expanding Business Nationwide Utilizing Our Brand Strength Developed in Kyushu, a Region of Japan Synonymous with Food

Kyushu Supports Japan's Food Culture

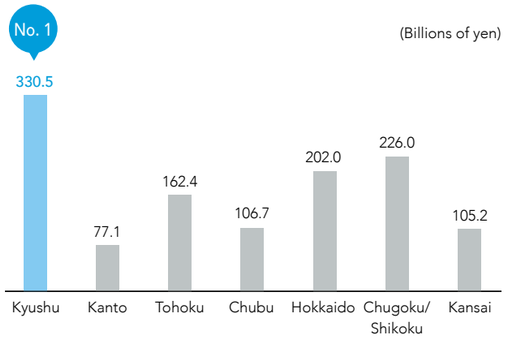
Based in Kyushu, also known as Japan's food base, the Yamae Group has built relationships with its business partners by providing unique support functions. We now have a system that allows us to discover and cultivate local products in Kyushu from around 4,800 suppliers and ensure quality and stable supply.

In the future, we will leverage our brand strength developed in Kyushu, a region of Japan synonymous with food, as well as our trusting relationships with business partners to spread products produced in Kyushu throughout Japan and develop business together with local communities.

Total Value of Agricultural Production by Region



Total Value of Fishing Industry Production by Region



Source: 2021 Agriculture, Forestry, and Fisheries Statistics

Expanding Our Business from Kyushu throughout Japan and Overseas

The Yamae Group is working to expand its business areas by actively pursuing strategic M&A. The share of our sales outside Kyushu increased from 24% in FY2016 to 42% in FY2022.

In addition, amid growing interest in washoku (traditional Japanese food), which has been registered as a UNESCO Intangible Cultural Heritage, due to increased health consciousness, the Yamae Group has been promoting the overseas sales and marketing of traditional Japanese food products in collaboration with local manufacturers in Kyushu.



The Warai Sushi Project

In 2018, we opened our first Warai Sushi location within a supermarket in Milan, Italy. In 2020, we started to produce pre-packaged sushi at our central kitchen. In addition to the 29 Warai Sushi locations that we currently operate, the number of stores selling food products produced at our central kitchen has expanded to around 300.





Chairman, Representative
Director, and CEO

CEO MESSAGE

As a provider of comprehensive distribution support, the Yamae Group will continue to connect people, companies, and society.

On the Publication of This Integrated Report

Originally established as YAMAEHISANO Co., Ltd. in 1950, the Yamae Group has built a long history of trust and achievements in its birthplace of Kyushu as an intermediary distributor of food and housing, elements which are indispensable to people's lives.

Under GRADE70, the Medium-Term Business Plan that covered FY2017–2019, we steered our course of expansion and growth under the slogan of "Expanding Our Business from Kyushu throughout Japan." In FY2019, the final year of the plan, net sales exceeded 500 billion yen and ordinary profit reached close to 5 billion yen. In March 2020, YAMAEHISANO Co., Ltd. was listed on the first section of the Tokyo Stock Exchange (delisted in 2021 due to becoming a wholly owned subsidiary of YAMAE GROUP HOLDINGS CO.,LTD., which was listed on the Tokyo Stock Exchange Prime Market in April 2022).

Later, under NEW STAGE 2022, the Medium-Term Business Plan that covered FY2020–2022, we set a net sales target of 600 billion yen and an ordinary profit target of 7.2 billion yen under the basic policy of "progressing to a new stage by balancing *quality* and *largeness.*" However, in FY2020, the first year of the plan, the impact of the COVID-19 pandemic greatly affected the food service, transportation, and tourism industries. Since these industries serve as our "customers," Group business performance has been at the lowest level in recent years.

Although we started from rock bottom in our recovery efforts, we are now on the road to recovery thanks to our concerted efforts for profit structure reform and capturing demand post-COVID-19. In addition, we made the decision to transition to a holding company structure based on the recognition that it is essential to further enhance Group management in order to be able to flexibly review management strategies as the future outlook remained uncertain. In October 2021, Yamae Group Holdings Co., Ltd. was established through a share transfer from YAMAEHISANO Co., Ltd. As a result, in FY2022, the final year of NEW STAGE 2022, we achieved net sales 587.9 billion yen and ordinary profit 12.1 billion yen. Although we did not achieve our target for net sales, we vastly surpassed profit targets.

The Group then launched Progress Go'25, our new Medium-Term Business Plan, in 2023. It is the first Medium-Term Business Plan of the Group launched since becoming a holding company. One of the aims of the new Medium-Term Business Plan is to clearly show the Group's Purpose, Long-Term Vision, and the Direction and Strategy (Mission) both within and outside the Group.

In recognition, we decided to publish this Integrated Report to serve as an important communication tool for dialogue with our shareholders, investors, and other stakeholders. I hope this Integrated Report will help readers gain a deeper understanding of the Group's approach to management and initiatives for sustainable enhancement of corporate value.

Continuing to Evolve as a Provider of Comprehensive Distribution Support

In the new Medium-Term Business Plan, "progress" means "evolution." Through the two Medium-Term Business Plans GRADE70 and NEW STAGE 2022, the Group has moved forward in terms of expansion and growth. The name of the new Medium-Term Business Plan expresses our determination to continue to evolve even further without stopping progress.

At first, in formulating the new Medium-Term Business Plan, we defined our Group Philosophy as "The Yamae Group will continue to contribute to the development of local communities and the realization of a sustainable society by connecting people, companies, and society to provide our customers with diverse abundance and lifestyles." This expresses the unchanging idea that all of the Group's executives and employees should share and aim to follow in the coming eras while continuing the spirit of our Basic Management Philosophy that our Group has remained committed to since its founding.

Designed to achieve those aims, the Purpose of the Yamae Group can be summarized by the phrase "To serve as a provider of comprehensive distribution support." We will leverage the know-how and expertise we have accumulated as distribution professionals since our founding to not only connect (link) "people," "products," "companies," and "society" together but also to realize a "corporate Group that aims for sustainable growth by creating businesses across all sections of the supply chain."

Promoting the Four Basic Strategies

The Yamae Group established four basic strategies aimed at achieving "progress," which are the Governance Strengthening Strategy, Sustainability Strategy, M&A Strategy, and Area/Logistics Strategy.

Firstly, in regard to the Governance Strengthening Strategy, our Group has expanded as a result of actively carrying out M&A over the past several years to include approximately 197 locations, 53 Group companies, and 12,829 employees (as of March 31, 2023). Although I think that it is essential for the development of the Group to be filled with a wide array of different types of companies and diverse human resources and for each employee to work hard to improve business performance through creative and innovative efforts and friendly rivalry, I believe that strengthening Group governance is also essential for this. In addition to the Group's transition to a holding company structure, we established a Group Governance Department within the holding company in October 2022 to establish a system to control Group companies and maximize group synergies. With the newly established Group Governance Department at the core, we will work to transform the Group into an organization that is capable of swift decision-making.

The second is our Sustainability Strategy. As the SDGs are now universal issues that companies should naturally address, the Group has been working on them in various ways. Under the new Medium-Term Business Plan, we will take this one step further and take on the challenge of linking the SDGs with actual business rather than just viewing the SDGs as ideals. Frankly, at this point in time, there is a certain gap between the SDGs and business. However, since we offer products closely related to people's daily lives, such as food and housing, and are responsible for their distribution, I believe that it is possible to conduct activities, viewing the SDGs as a business opportunity in various areas, including food residue recycling, food loss elimination, and decarbonization. There are many social issues that the Group must address, such as strengthening initiatives in primary industries, creating recycling-oriented businesses, and improving the value of human capital. We will work as one to realize a sustainable society.

The third strategy is the M&A Strategy. As previously mentioned, the businesses of the companies newly acquired by the the Yamae Group through M&A are diverse. I believe it was this diversity that enabled the Group to make an early turnaround under the adverse conditions brought about by the COVID-19 pandemic. As the business conditions are expected to change in the future, it is important to welcome companies from a variety of industries and business categories into the Group in order to pursue sustainable growth. We will further accelerate our M&A strategy with the aim of increasing the number of Group companies to 100 companies. When considering an M&A, we focus on whether it will contribute to the improvement of the profit margin of the Group as a whole, and then assess the company's future potential, growth potential in the industry, compatibility with the Group, and other factors.

The fourth and last strategy is our Area/Logistics Strategy. Expanding our business area in line with the slogan "Expanding our business from Kyushu throughout Japan" is a long-standing challenge for the Yamae Group. Although the Group's sales in regions other than Kyushu account for approximately 40% of total sales, we must further increase this percentage in order for the Group to grow. It is the mission of the Group, which is based in Kyushu, a region that is a major producer of agricultural, marine, and livestock products, to turn Kyushu into a brand and to spread information about its high-quality products and supply them both in Japan and internationally. Under the slogan of "Turning regional characteristics into possibilities," we will expand our business area in Japan and overseas, and will also actively promote the digital transformation (DX) of logistics to develop the logistics industry and solve industry-specific problems, including the so-called "2024 Problem" (an anticipated shortage of drivers in Japan).

Investment as a "Growth Engine" for Further Growth

To promote the four strategies that I have discussed, the Group plans to invest approximately 90 billion yen over the three years covered by the new Medium-Term Business Plan. This far exceeds the invested amount (approx. 38 billion yen) provided under NEW STAGE 2022, the previous Medium-Term Business Plan. Approximately 50 billion yen will be allocated to growth investments, including M&A and new businesses to expand the Group's business domains. The remaining amount, which is approximately 40 billion yen, will be used in order to make operations more efficient, allocated for capital investment and DX investment related to productivity improvement, such as automation and labor saving at distribution centers. With this total investment of approximately 90 billion yen serving as a "growth engine," we aim to achieve 720 billion yen in net sales and an ordinary profit of 18 billion yen in FY2025, the final year of the new Medium-Term Business Plan.

Historically, the Yamae Group's main business has been intermediate distribution. Over the past 10 years, the Group's net sales have grown dramatically from the 300 billion yen level to close to the 600 billion yen level. In addition, we are looking to surpass the 700 billion yen level in three years. This is because we have secured a unique position as a corporate Group that is not merely an intermediary distributor but also consists of various business categories related to food and housing, and have capabilities from upstream procurement to production, processing, distribution, and even B2C functions to deliver products to consumers. We aim to evolve as a "*provider of comprehensive distribution support* that creates businesses across all sections of the supply chain, from upstream to downstream businesses."

Fulfilling Our Responsibilities to Shareholders, Society, Customers, and Employees

In the management of the Group, I have placed importance on fulfilling these four categories of responsibilities as a company.

The first is our responsibilities to shareholders. The Yamae Group considers it one of its most important management tasks to provide shareholders, who provide the Group with capital, with stable dividends on an ongoing basis, and enhance corporate value through sustainable growth. Next is our responsibilities to society. We will fulfill these social responsibilities as a Company by providing products and services that are designed to keep safety, security, health, and the environment in mind with a focus on food and housing. The third is our responsibilities to customers. Founded and based in Kyushu, the Yamae Group will establish a full-line sales system centered on coexistence with its business partners, and will strive to be evaluated as a good company to do business with.

The key to fulfilling the responsibilities in these three categories is to fulfill our responsibilities to Group employees. Human resources are the most important among our management resources for realizing the sustainable value creation within the Group. Recognizing that a company is only as good as its employees, I am convinced that taking good care of our employees will lead us to fulfill our responsibilities to shareholders, society, and customers.

Inspiring Employees to Reach Higher Goals

The Group's corporate culture has always been one in which employees come first. Although I often hear talk about improving employee compensation based on improved corporate performance, I believe this is backward. The correct approach is to first improve the treatment of employees to increase employee motivation, which in turn will improve the Group's performance.

Recently, government and economic organizations have been actively discussing wage increases. Ahead of this trend, in considering the FY2023 budget, the Group announced that it would improve the annual income of employees by 20% over the next three years compared to FY2022 levels, and instructed Group companies to review their profit structures in order to achieve this goal.

In addition to improving employee compensation, we believe that it is necessary for employees to gain a sense of personal growth in order to increase their motivation. When formulating an annual budget, I encourage employees to set goals that are barely within reach. This is because personal growth is essential in order to achieve such goals, and if one achieves those goals, one can feel a sense of growth at the same time.

In recent years, the importance of women's participation in the workplace has also increased. The Group has set a goal of increasing the ratio of female managers to 20% within three years (during the period covered by the new Medium-Term Business Plan). In operations, as with setting goals that are barely within reach, the approach is to actively promote and support personnel who are expected to have a certain degree of talent for a job rather than deciding to promote them only after they are competent enough for the position. I believe that it is important to give opportunities to talented people rather than waiting for them to develop before doing so.

In the midst of diversifying values and occupational perspectives in life, the Group is promoting workstyle reforms with the aim of realizing a work environment in which each and every employee can work in an energetic and healthy manner. In FY2022, we eliminated the distinction between general and career-track positions and introduced a national and regional career system that responds to the diversification of workstyles. In addition, we are actively promoting initiatives to increase the value of human capital, such as eliminating the seniority system and introducing a system that allows young employees to advance to managerial positions or higher by "skipping a level" if they have the ability. We are committed to creating a workplace environment in which the growth of the Yamae Group will lead to the expansion of the fields in which employees are active and each and every one of our employees can thrive and achieve self-fulfillment.

I was hired by YAMAEHISANO Co., Ltd. around 50 years ago. In the Food Division, where I had been working since joining YAMAEHISANO, one of the Division's goals was to achieve an ordinary profit margin of more than 1%. However, from the point of view of society in general, an ordinary profit margin of 1% is not a figure that one can normally be proud of. Recognizing issues like this, my first thought upon assuming the position of President & Representative Director of YAMAEHISANO Co., Ltd. in 2014 was to double ordinary profit and raise the ordinary profit margin. At that time, ordinary profit was about 3 billion yen and the ordinary profit margin was less than 1%. However, ordinary profit in FY2022 was 12.1 billion yen and the ordinary profit margin exceeded 2%. Now that ordinary profit has surpassed the 10 billion yen level, our next ordinary income target is 20 billion yen. After we achieve that target, we will aim for the 30 billion yen level. I believe that one of my own important roles is to inspire employees by communicating my desire for them to reach higher goals.

As a provider of comprehensive distribution support, the Yamae Group will continue to connect people, companies, and society. I ask for the continued understanding and support of our shareholders, investors, and other stakeholders.

June 2023

Hideto Oda

Chairman, Representative Director, and CEO

"Turning regional characteristics into possibilities"



Review of NEW STAGE 2022
—The Previous Medium-Term Business Plan

Progressing to a New Stage by Balancing Quality and Largeness.

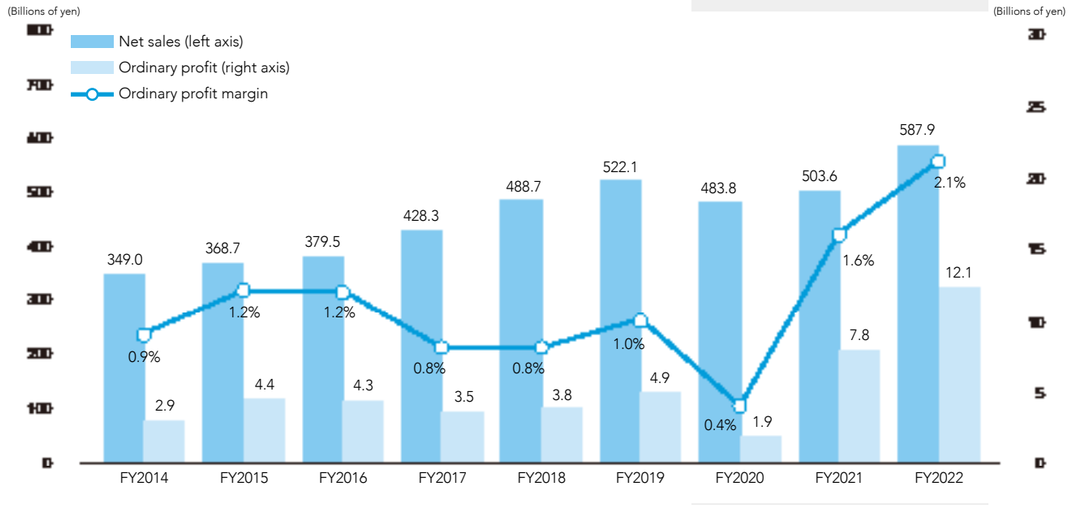
Under NEW STAGE 2022, the Medium-Term Business Plan that covered FY2020–2022, the Group set a net sales target of 600 billion yen and an ordinary profit target of 7.2 billion yen under the basic policy of "progressing to a new stage by balancing *quality* and *largeness*." During FY2020, the first year of the Medium-Term Business Plan, the COVID-19 pandemic severely impacted the food service, transportation, tourism, and other industries that serve as our "clients" reducing our net sales to 483.8 billion yen and ordinary profit of 1.9 billion yen.

However, as a result of concerted effort throughout the Group to work on the earnings structure reform and acquire post COVID-19 demand, in FY2021, the second year of the Medium-Term Business Plan, we achieved NEW STAGE 2022 profit targets with net sales of 503.6 billion yen and an ordinary profit of 7.8 billion yen one year ahead of schedule. In FY2022, the final year of the plan, we achieved net sales of 587.9 billion yen and an ordinary profit of 12.1 billion yen, vastly surpassing profit targets.

NEW STAGE 2022 Management Targets

	Net sales	Ordinary profit	Ordinary profit margin
Targets for FY2022 (Consolidated)	600.0 billion yen	7.2 billion yen	1.2%
FY2022 Results	587.9 billion yen	12.1 billion yen	2.1%

NEXT-K2016 → GRADE70 → NEW STAGE 2022



Action Plan for Each Strategy

01. Logistics Strategy > Pursue next-generation logistics models through the use of AI and other advanced technologies

The Yamae Group promoted initiatives aimed at realizing our next-generation distribution model. These initiatives included the introduction of an automated warehouse, automated guided vehicles (AGVs) and unmanned forklifts at Kumamoto Distribution Center, which started operation in November 2020, and the introduction of robotic arms at the Shingu Distribution Center. In April 2022, the Logistics Department of YAMAEHISANO Co., Ltd. was reorganized according to customer, realizing a system that can provide services more flexibly, and the creation of the next-generation core system aimed at scalability and flexibility was also initiated.



02. New Business Strategy > Challenge new business domains

In April 2022, the Yamae Group established Torizen Quality Oceans Co., Ltd. as a joint venture with Torizen Holdings Co., Ltd., and began selling marine fertilizers derived from poultry manure produced at poultry farms. In August 2022, we entered the B2C business by making Pizza Hut Corporation Japan Ltd. a subsidiary.



03. M&A Strategy > Continue to promote and further accelerate M&A

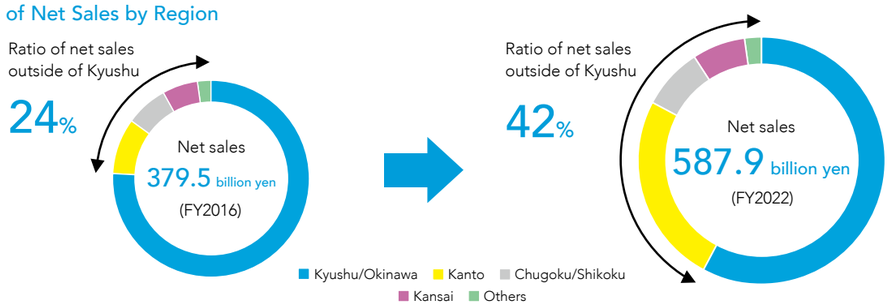
We are accelerating our expansion into horizontal, vertical, and new business fields by adding 24 companies to our group through M&A. These companies include Kajima Giken Co., Ltd. (July 2020), Kaneshimeichi Co.,Ltd. (December 2021), which engages in deep-sea pole-and-line skipjack tuna fishing, Asteeq Inc. (April 2022), seller of newly built houses in Tokyo, Marunaga Co., Ltd. (May 2022), which sells compound fertilizers and operates pig and poultry farming businesses primarily in the Kansai region, and Pizza Hut Corporation Japan Ltd. (August 2022).

Pizza Hut
ASTEEQ 株式会社アスティーク
MARUNAGA
株式会社 栄住産業 EIJYU SANGYO Co.,Ltd

04. Area Strategy > Maintain an overwhelming market share in Kyushu and establish a base outside Kyushu

Using M&A to our advantage, in addition to steadily establishing a foundation outside of Kyushu while maintaining our overwhelming share of net sales in Kyushu, we are also moving forward with the establishment of a new plant for the production of room-temperature and chilled boxed lunches as well as chilled prepared foods.

Ratio of Net Sales by Region



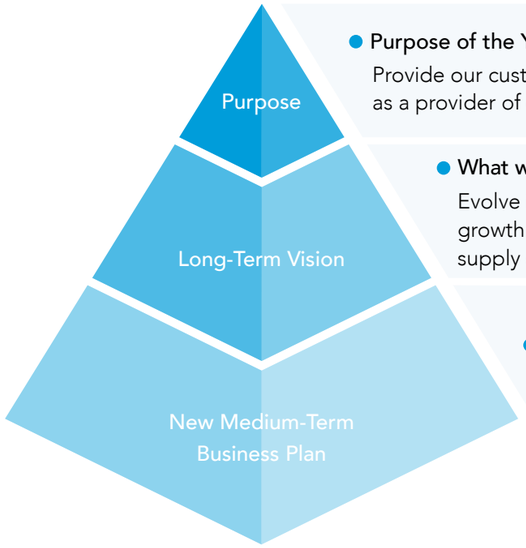
Progress Go’25
—Our New Medium-Term Business Plan

Formulation of the New Medium-Term Business Plan

In 2023, the Group launched Progress Go’25, our new Medium-Term Business Plan. It is the first Medium-Term Business Plan of the Group launched since becoming a holding company. One of the aims of the new Medium-Term Business Plan is to clearly show the Group’s Purpose, Long-Term Vision, and the Direction and Strategy (Mission) both within and outside the Group.

Yamae Group Philosophy

The Yamae Group will continue to contribute to the development of local communities and the realization of a sustainable society by connecting people, companies, and society to provide our customers with diverse abundance and lifestyles.



- **Purpose of the Yamae Group**
  Provide our customers with diverse abundance and lifestyles as a provider of comprehensive distribution support
- **What we aim to achieve in order to make our Purpose a reality**
  Evolve into a corporate Group that aims for sustainable growth by creating businesses across all sections of the supply chain
- **Medium-term management policies and strategies to realize our Long-Term Vision**

The Group philosophy expresses the unchanging idea that all of the Group’s executives and employees should share and aim to follow in the coming eras while continuing the spirit of our Basic Management Philosophy that our Group has remained committed to since its founding. Designed to achieve those aims, the Purpose of the Yamae Group can be summarized by the phrase “To serve as a provider of comprehensive distribution support.” We will leverage the know-how and expertise we have accumulated to the present as distribution professionals to not only connect (link) “people,” “products,” “companies,” and “society” but also create businesses across all sections of the supply chain to continue to evolve into a corporate Group that aims for sustainable growth.

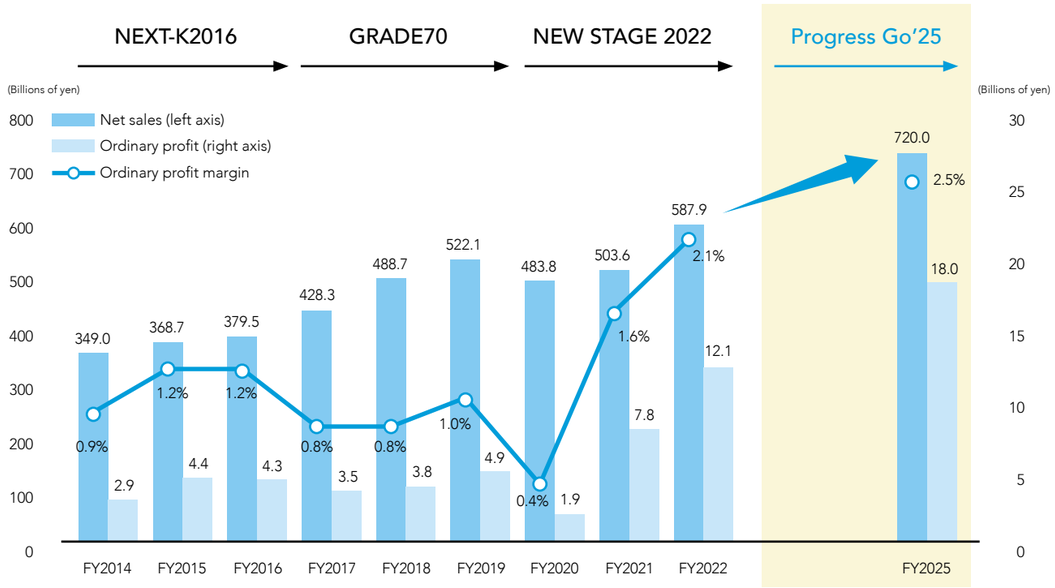
Progress Go’25

The Yamae Group will continue to progress toward 2025.

In the new Medium-Term Business Plan, “progress” means “evolution.” For the Yamae Group, which has steadily evolved since transitioning to a holding company structure and being listed on the Tokyo Stock Exchange Prime Market, Progress Go’25 expresses the desire for the Group to continue to progress toward 2025.

Progress Go’25 Financial and Non-Financial Target

Financial Targets Final Targets for FY2025 (Consolidated)			Non-Financial Target	
			Contributing to the realization of a decarbonized society	Efforts to enhance the value of human capital
Net sales	Ordinary profit (Ordinary profit margin)	ROE	Reduce energy consumption	Priority measures
720.0 billion yen	18.0 billion yen (2.5%)	10% or higher	2030 target Reduce CO_2 emissions by 50% compared to FY2013 levels	• Increase in the ratio of female managers • Increase the ratio of male employees taking childcare leave • Eliminate gender wage gap



Basic Strategies

Aimed at achieving "progress," our four basic strategies are the Strategy for Strengthening Group Governance, Sustainability Strategy, M&A Strategy, and Area/Logistics Strategy.

01. Strategy for Strengthening Group Governance

Strengthen holdings company functions	Strengthen Group governance	Transform into an organization that allows rapid and agile decision-making

02. Sustainability Strategy

Further strengthen initiatives in primary industries (evolve into a corporate group with functions ranging from production to sales)	Promote initiatives to achieve the SDGs, such as creating recycling-oriented businesses and decarbonization	Strengthen efforts to enhance human capital value (promote diversity, enhance human resource development, and promote health management)

03. M&A Strategy

Diversify businesses through business portfolio transformation (consider expansion of new businesses and B2C businesses)	Strive to maximize Group synergies	Take on more challenges in the area of overseas business

04. Area/Logistics Strategy

Strategic expansion of business areas (from the Kanto region north to the rest of Japan)	Accelerate labor saving by making full use of automation and AI, and promote the digital transformation of logistics by building a next-generation core system	Strengthen logistics functions for area expansion

BUSINESS OVERVIEW

As a provider of comprehensive distribution support,
the Yamae Group is united in its efforts to contribute to the development of the entire supply chain.
At the same time, it produces businesses from upstream to downstream businesses across all sections of the supply chain.





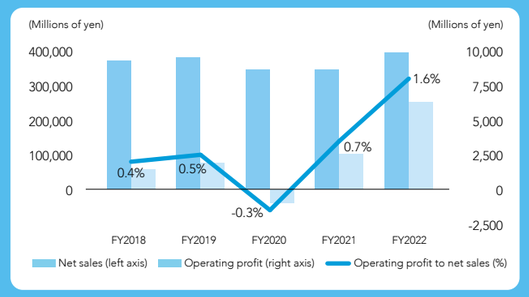






Food Business

Sales of processed foods for general consumer use, confectioneries, alcoholic beverages, frozen foods, etc., production of boxed lunches, production of shochu, production, processing, and sale of agricultural and marine products, food and beverage delivery service, etc.



Group Companies

YAMAEHISANO Co., Ltd.	Takachiho Shuzo Co., Ltd.	Yamaekashi Co., Ltd.	Otosui Co.,Ltd.
Delica SF Holdings Co., Ltd.	Delica Friends Co.,Ltd.	Souwa Co., Ltd	Futaba Sangyo Co., Ltd.
Minori Holdings Co., Ltd.	Kawachiya Genos Co., Ltd.	Fit Co., Ltd.	Kasugaya Co., Ltd.
Tatsumi Co., Ltd.	YLO Co., Ltd.	Ashitamo Co., Ltd.	Tsuyama Seika Y.K.
Kaneshimeichi Co.,Ltd.	Pizza Hut Corporation Japan Ltd.	Pizza Hut Japan Ltd.	Pizza Hut Agency Co., Ltd.
Kwix Co., Ltd.	ORIGINAL JAPAN S.R.L.	Arco Marketing Pte Ltd.	Y&I Holdings G.K.
Toy Medical Co., Ltd.			

Proposing a New Food Culture

The Yamae Group offers a wide range of products, such as processed foods for general consumer use, confectioneries, alcoholic beverages, and frozen foods, to meet the diversifying needs of consumers. In addition, we are working to discover and develop local products in Kyushu and throughout Japan, and deliver safe and secure products through thorough quality control. This Group is also engaged in the production, processing, and sale of *shochu*, boxed lunches, and agricultural and marine products, proposing a new food culture by offering everything from product planning to raw ingredient procurement, production, and delivery.



01. Business Environment

- While stay-at-home demand originally caused by the COVID-19 pandemic has decreased, demand for food used for commercial purposes is on the rise with the resumption of the economy
- Rising food prices due to soaring raw material, labor, and distribution costs
- Increase in dual-income and single-person households has led to a decline in demand for household food products
- Food market is shrinking due to the long-term declining trend of the Japanese population
- Expansion of the global food market due to an increase in the world population

02. Strengths

- **Geographical Advantages to Being Based in Kyushu**
  Kyushu is a treasure trove of food ingredients and has long been known in particular as a major producer of seafood and meat products. The Group is developing original products that are safe, secure, and healthy with an awareness of traceability that meets the needs of our customers by taking advantage of our efforts with the production areas. In addition, we are building an organization capable of proposing products that we have developed through all sales channels nationwide.
- **Product Development and Discovery Capabilities**
  We develop products that satisfy our customers by uncovering hidden local products in Kyushu and conducting detailed marketing research. We hold Kyushu-themed food product exhibitions, fairs, etc. all over Japan to feature these products.
- **Group Logistics Functions**
  We have realized optimized logistics services from upstream to downstream through implementing collaborative logistics among Group companies, integrated automated warehousing and case sorter-based sorting, and the creation of a next-generation logistics network visualized using a new logistics management system.
- **Quality Control functions**
  The Yamae Group has established a dedicated quality control team to provide hygiene management and guidance to our suppliers. It also has a support system in place to deliver safety and security to customers through means such as microbial inspections of products as well as specification and labeling checks.

03. Strategies

- Development and proposal of high value-added products linking local products and local manufacturers
- Aggressive expansion into upstream (primary) industries to secure ample raw materials
- Development of strategic items that make full use of AI; Establishment of market data analysis systems and low-cost operations
- Enhanced support for the development of sustainable agriculture, marine, and livestock industries





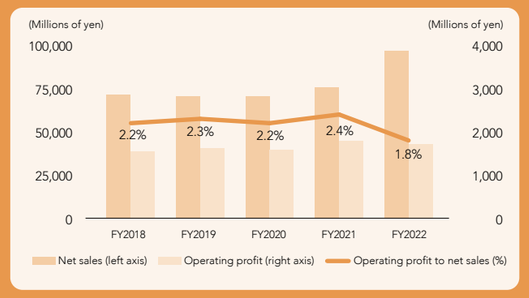






Sugar/Flour, Feed, and Livestock Business

Sales of food ingredients, feed, livestock products, and marine products, livestock farming, etc.



Group Companies

YAMAEHISANO Co., Ltd.
Fukuoka Nosan Co., Ltd.
Marunaga Co., Ltd.
Fukuoka World Grains Co., Ltd.
Marunaga Farm Y.K.
Quality Farm Co., Ltd.
Marunaga Eggland Y.K.

Reliable Supply



The Yamae Group is involved in the sale of food ingredients, feed, livestock products, and marine products. We supply a wide range of food ingredients, such as flour, sugar, oils and fats, grains, and imported products, to the food manufacturing, brewing, and food service industries, and support our partner companies with proposals utilizing our Group network. In addition, we offer livestock products, such as cattle, pigs, and chicken eggs as well as mixed feed and fish feed, and solve the problems of our business partners by providing them with information, technical guidance, and other forms of support.

01. Business Environment

- Decreasing number and aging of producers
- Global food crisis concerns
- Intermittent price hikes for mainstay products due to the situation in Ukraine and the impact of the depreciation of the yen
- Accelerated industry restructuring through capital and business alliances with major manufacturers of sugar, flour, cooking oil. and similar products

02. Strengths

- **Sugar and Flour Business**

We handle some of the largest amounts of sugar and flour in Japan. In order to ensure a stable supply of agricultural-based ingredients, we are striving to develop business and make agreements with new production areas, and are engaged in consultative sales activities, such as providing useful information and cost-effective proposals to our business partners. In addition, we will expand the Kyushu brand nationwide by taking advantage of the strength and distribution network of Kyushu, which is a production area of agricultural, marine, and livestock products.

- **Feed and Livestock Business**

Due to imported raw material shortages and price surges, there is a need to improve Japan's self-sufficiency rate for feed and livestock production. We are contributing to primary industries in Japan through the in-house production of pig and poultry businesses and stable supply of compound feed. In the pig farming business, we produce pigs under our own brand, which is highly rated.

03. Strategies

- Expand business throughout Japan (enhance business performance in eastern Japan)
- Accelerate entry into primary industries to establish and differentiate own brand
- Revitalize the OEM business by leveraging many suppliers and customers
- For new businesses, consider joint development and raw material supply with feed material and fertilizer manufacturers utilizing insects as feed.
- Promote recycling-oriented agriculture and livestock production where feed and compost are recycled between the livestock and agricultural industries.



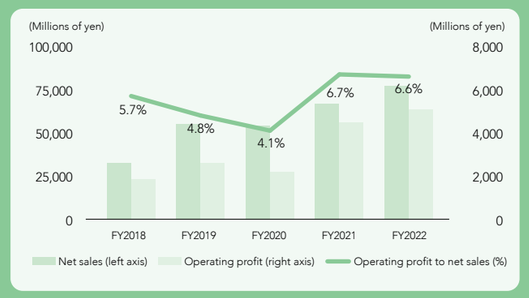






Housing and Real Estate Business

Sales of housing construction materials, housing equipment, lumber, etc., construction, real estate sales/leasing, etc.



Group Companies

YAMAEHISANO Co., Ltd.	Y-Tech Co., Ltd.	Nissoken Co., Ltd.	HVC Holdings Co., Ltd.
Hivic Co., Ltd.	Kajima Giken Co., Ltd.	Nissohbuild Co, Ltd.	Eijyu Sangyo Co., Ltd.
Nishimoto Kensetsu Kougyo Co., Ltd.	Asteeq Inc.	Asteeq Partners Inc.	Yamae Realty Co., Ltd.

Providing Total Housing Support

We are involved in the sale of housing construction materials, housing equipment, lumber, and pre-cut products, construction, real estate sales/leasing, etc. We provide functions, support, and services for providing a variety of housing-related products using a one-stop shop approach to support local housing construction.



01. Business Environment

- Increased demand for energy-saving products, such as solar power generation systems and storage batteries, as well as lumber due to policies to promote wood-based construction
- Increased demand for **pre-cut products** that can be used for panel processing due to the trend toward the use of structural panels to streamline work processes and improve earthquake resistance
- Increasing demand for structural support capabilities of builders and construction firms
- Increased demand for resilient housing that is resistant to natural disasters

What are **pre-cut products**?

"Pre-cut products" denotes products that have been cut prior to sale. Wood processing, which was traditionally performed by carpenters at construction sites, is now performed by machines at factories to shorten construction periods, improve construction accuracy, and reduce sawdust and wood scraps generated at construction sites.

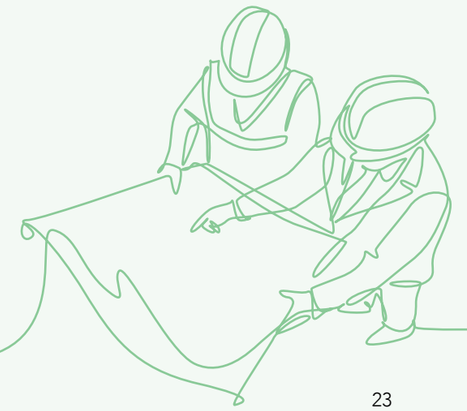


02. Strengths

- Our Group companies Y-tech Co.,Ltd.and Hivic Corporation, have some of the highest production capacities in the industry, enabling us to provide comprehensive, one-stop sales of housing materials with a system for the stable supply of pre-cut products at its core. We also intend to expand pre-cut product sales to the business partners of our Group companies.
- Eijyu Sangyo Co., Ltd. uses the Sky Promenade metal-based waterproofing construction method, which is the only dry method among several types of waterproofing methods for wooden houses. This construction method enables waterproofing to be highly durable and resistant to natural disasters, and it also has the advantage of maintaining quality for several decades and not requiring maintenance, meaning that there are no associated running costs.
- Kajima Giken Co., Ltd., a Group company which is involved in general construction, steel formwork as well as metal and rebar processing, has built a comprehensive system from sales to construction and management, making it capable of flexibly responding to various customer needs.

03. Strategies

- Propose products (energy-saving equipment, building materials, wood structures) in response to carbon neutrality policies
- Capture demand for pre-cut materials that can help streamline work processes and improve earthquake resistance
- Stably supply lumber through the utilization of one of the largest pre-cut product factories in the industry
- Improve systems and enhance facilities to support the use of lumber in non-residential buildings
- Develop functions in anticipation of the expansion of the renovation market
- Contribute to the SDGs by creating a disaster-resistant and eco-friendly environment
- Participate in reforestation projects conducted by local governments







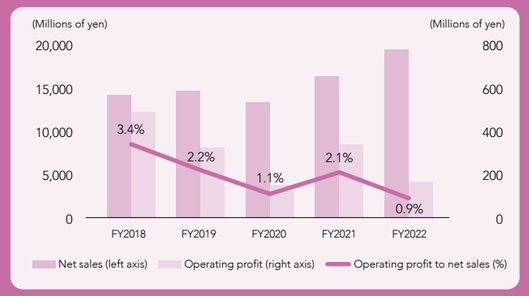


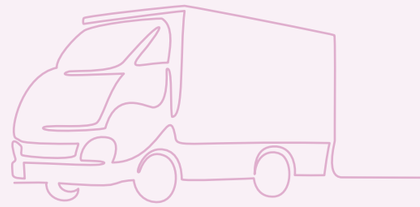


Other Group Businesses

Transport Business, Fuel Business, Rental Car Business, Information Processing Service Business, etc.







Transport Business

Takachiho Souko Unyu Co., Ltd., which is involved in the warehousing business and transport business, owns a warehouse and distribution center with a floor area of approximately 10,000 tsubo (approximately 33,000 m²), and has built a delivery network that covers every corner of the Kyushu area. In addition, its multi-functional warehouse allows for the storage of products at the appropriate temperatures, and we also support truck-based delivery according to customer requirements. YGL Co., Ltd., which is the holdings company that Kyushu Eiko Express Co., Ltd. is part of, has a fleet consisting of a wide range of vehicles, including refrigerated vehicles, and can handle deliveries for a diverse range of products from vegetables and frozen foods to precision equipment. In addition, we are developing our transportation business not only in Kyushu but also throughout Japan. In the future, we will promote modal shifts and the introduction of electric vehicles and fuel cell vehicles in response to environmental concerns and next-generation logistics.



Group Companies

Takachiho Souko Unyu Co., Ltd. YGL Co., Ltd.
Kyushu Eiko Express Co., Ltd. Raigo Express Co., Ltd.
Seishin Unyu Center Co., Ltd. Towardls Co., Ltd

Solar Power Generation Business

We have installed solar power generation systems which account for a total field area of approximately 30,000 m² on the roofs of distribution warehouses and offices, including a mega solar power generation system at Yamae Sekiyu Co., Ltd., reducing annual CO_2 emissions by approximately 1,939 t-CO_2 in FY2022. In the future, we will further develop the PPA*1 business. We will promote environmental management that contributes to further reduction of CO_2 emissions and the realization of a sustainable society by installing solar power generation systems at customer facilities and supplying CO_2-free electricity generated by the systems to the facilities for compensation.

*1 PPA (Power Purchase Agreement): A system in which solar power generation equipment is installed on the roofs of facilities or idle land owned by companies or municipalities, and the electricity generated is supplied to those companies or municipalities for compensation.



Group Companies

Yamae Sekiyu Co., Ltd.

Rental Car Business

Yamae Rent Lease Co., Ltd. operates a car rental business in northern Kyushu as a franchisee of ORIX Rent-a-Car, a rental car franchise with approximately 900 branches throughout Japan. Yamae Rent Lease offers a wide range of vehicles from passenger cars to commercial vehicles. In the car rental industry, demand is expected to increase due to the recent trend among consumers of using cars that they do not own, as well as inbound tourism due to the relaxation of immigration restrictions. In order to further capture demand in this environment, we will implement timely strategies and introduce environmentally-friendly vehicles such as hybrid and electric vehicles.

Group Companies

Yamae Rent Lease Co., Ltd.

Information Processing Service Business

Rinnet Co., Ltd. provides a full range of services from software development and software operation services to consulting with the theme of IT used in front-line operations in the food distribution industry, and is expanding its one-stop information systems and low-cost cloud-based services. With a level of service quality in line with ISO 27001*2, we utilize the latest IT technologies, such as AI and IoT, to provide comprehensive support for operational efficiency and DX in accordance with customer needs.

*2 ISO27001: An international standard for information security management systems

Group Companies

Rinnet Co., Ltd.

TOPICS

DX Initiatives

DX is indispensable for the Yamae Group to continue evolving as a provider of comprehensive distribution support. We will create a new business model by promoting DX from both a systems perspective, including the renewal of core systems and logistics systems, and a human resources development perspective.

Creation of Our Next-Generation Core System

We have started the development of TSUNAGU, our next-generation core system. The TSUNAGU project aims to complete and operate a system platform that can flexibly adapt to the VUCA era by 2025. This will enable us to link systems throughout the Yamae Group and allow various digital services to be used on a Group-wide basis.

Logistics DX

Logistics is an indispensable social infrastructure for people's lives and economic growth. Maintaining the supply chain not only in normal times but also in times of disaster is an important mission of the Group.

In recent years, the logistics industry has faced the following major issues: Labor shortages due to the declining birthrate and aging population, the so-called "2024 Problem," which is an anticipated shortage of drivers in Japan, and soaring energy costs, including fuel costs. In response to these types of social issues and responsibilities, the Yamae Group has proactively introduced automation and labor-saving facilities/equipment, such as automated warehouses, automated conveyors, and robotic arms at distribution centers. In cooperation with our business partners, we aim to build a high-quality, safe, secure, disaster-resistant and trouble-resistant logistics infrastructure through initiatives to reduce unreasonableness, inconsistency, and waste throughout the entire supply chain, including reducing driver waiting time, improvement of loading rates, and streamlining of deliveries.

Robotic arm



Automated warehouse

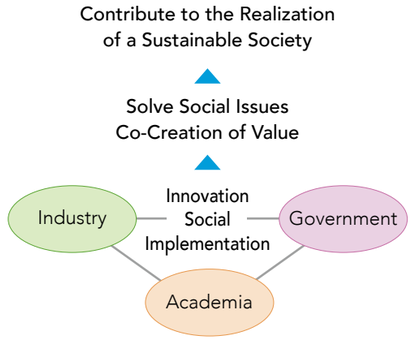
Digital Human Resource Development

Starting in FY2023, we will strengthen digital human resource development throughout the Yamae Group with the aim of improving the digital skills of employees. By promoting the digitalization of operations and the use of data, we aim to build a new business model by strengthening collaboration within the group as well as with external parties, and by contributing to process improvements in the industries to which each of our businesses is related.

Co-Creation of New Value

In order to contribute to the realization of a sustainable society, the Yamae Group is promoting efforts to implement AI, IoT, and cutting-edge research seeds into society in collaboration with startups, research institutes, such as universities, and government agencies, in parallel with efforts to improve efficiency and labor saving in existing businesses using digital technology.

We will take on the challenge of co-creating value from a future perspective, such as the creation of sustainable, recycling-oriented future resources that take into consideration the environmental impact and the creation of next-generation primary industries, to develop new business fields.



Public Relations

The Yamae Group has long supported people's lives through its intermediary distribution business. However, since these business activities have primarily been conducted behind the scenes, the Yamae Group was not well known in the world. Despite this, while expanding our businesses and hiring new graduates at Yamae Group Holdings, we felt it was necessary to increase the visibility of the Yamae Group brand, leading us to establish the Public Relations/Board of Directors Office. As part of our branding strategy, we are working to enhance the visibility of the Yamae Group by placing advertisements in national newspapers, broadcasting TV commercials, and placing advertisements on the platform edge doors at Hakata Station (Fukuoka City Subway) as well as an advertisement on the pitcher's mound at Fukuoka PayPay Dome.



(advertisement from a national newspaper published on October 1, 2021)

Our First TV Commercial Was Broadcast Nationally

At the same time Yamae Holdings was established, we aired our TV commercial on national and local television. The actress Akane Sakanoue has appeared in the Yamae Group commercial titled *Yamae ga Tsunagu* (Yamae Connects). Including the aforementioned commercial, we have produced and broadcast three different commercials, the other two titled *Soko ni Michi ga Aru Kagiri* (As Long as There is an Unknown), and *Kyushu Kara Zenkoku e* (Expanding Our Business from Kyushu throughout Japan).



Yamae ga Tsunagu (Yamae Connects)—One of our TV commercials

Yamae Group Advertisement on the Pitcher's Mound at Fukuoka PayPay Dome

Pitcher's mound-based advertising is a new advertising medium that has been available since the 2022 baseball season. The Yamae Group was the first company in Japan to display its logo on the pitcher's mound for the opening game of the Pacific League season. It will be displayed at all Fukuoka SoftBank Hawks games to be held at the Fukuoka PayPay Dome this season.



Signed Sponsorship Agreement with Kyushu Asia League

In July 2021, Yamae Group signed a naming rights sponsorship agreement for the Kyushu Asia League and is working to raise awareness through the name "Yamae Group Kyushu Asia League." At the same time, we are contributing to the SDGs by revitalizing local communities through baseball, such as by holding baseball classes.

KYUSHU ASIA LEAGUE
ヤマエグループ 九州アジアリーグ



Yamae Group Signs Affiliation Agreement with Female Professional Golfer Rio Takeda

The Yamae Group signed an affiliation agreement with female professional golfer Rio Takeda in June 2022. We will continue to support Ms. Takeda, who continues to take on challenges, contributing to the development of sports.



The Acquisition of Pizza Hut Japan Ltd. Marks the Yamae Group's Full-Scale Entry into the B2C Market

The Yamae Group aims to enter and take on challenges in various fields by expanding its business domains, and, by diversifying its businesses, it aims to avoid various risks and increase corporate value throughout the Group. In August 2022, we welcomed Pizza Hut Corporation Japan Ltd., the operator of Pizza Hut Japan Ltd., which has the largest number of pizza shop locations in the world, into the Group, marking our full-scale entry into the B2C market.

As of the end of March 2023, there were 521 Pizza Hut locations in Japan. We are accelerating the opening of stores with the aim of expanding into all prefectures to make it the number one pizza chain in Japan. In the future, we will implement an even more aggressive store opening strategy, such as focusing on the development of stores in Kyushu through Ashitamo, a Yamae Group company.





Contribute to Society through the Power of Pizza

2023 marks the 50th anniversary of the Arrival of Pizza Hut in Japan. In FY2023, under the slogan "Play to Win," we will always continue to take on challenges with full effort in line with a strong aspiration to "Play to Win" in various fields in the current rapidly changing environment.

Although society is moving toward the post-COVID-19 era and daily life is gradually returning to normal, we believe that the growing demand for individual meals and the wave of further digitalization caused by the COVID-19 pandemic will continue to provide opportunities for new growth.

Pizza Hut Corporation japan, Ltd. wants to bring the Pizza Hut brand to as many people as possible and provide them with a great pizza experience. We want people all over Japan to be happy with our pizza. Through the power of pizza, we will continue to put smiles on people's faces, provide them with an exciting experience, and contribute to the realization of a happier society.



Shoichi Nakamura
Pizza Hut Corporation Japan Ltd.
President & Representative Director

Sustainability

Basic Policy

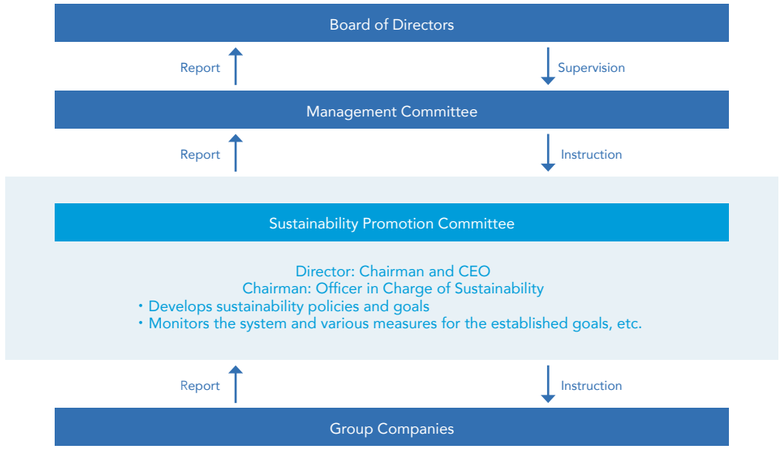
Based on our Group Philosophy "The Yamae Group will continue to contribute to the development of local communities and the realization of a sustainable society by connecting people, companies, and society to provide our customers with diverse abundance and lifestyles," we promote sustainability initiatives with the aim of realizing a sustainable society and enhancing our corporate value over the medium- to long-term through our corporate activities. As part of this initiative, we have established the Sustainability Promotion Committee, which defines the four materiality issues of "Contribute to a decarbonized society," "Contribute to primary industries," "Further promote recycling-based businesses," and "Increase the value of human capital" as Yamae Group Materialities to promote activities related to SDGs and ESG.

Sustainability Promotion Committee

The Group considers environmental and social issues, including climate change, as important management issues. With the Chairman and CEO serving as committee Director and the Officer in Charge of Sustainability serving as committee Chairman, the Sustainability Promotion Committee discusses specific responses and initiatives. The content of the discussions held by the committee is reported to the Board of Directors at least once a year. The Board of Directors has established a system to appropriately oversee the contents of the reports.

The Sustainability Promotion Committee, which consists of full-time officers, Group company presidents, and other members, identifies materiality issues, formulates the Sustainability Vision, establishes measures and targets based on the Sustainability Strategy, and reports important matters to the Management Committee and the Board of Directors.

Sustainability Promotion System



The Four Materiality Issues

As a group that mainly offers products closely related to our daily lives, such as food and housing, and is responsible for their distribution, we have established four materialities ("Contribute to a decarbonized society," "Contribute to primary industries," "Further promote recycling-based businesses," and "Increase the value of human capital") from the perspective of human capital and environmental and social issues including food residues/loss and climate change in order to contribute to a sustainable society and promote activities that view the SDGs as a business opportunity.

Initiatives for Each Materiality Issue

Contributing to the realization of a decarbonized society

As part of efforts to address climate change risks, the Yamae Group is working to reduce greenhouse gas (CO_2) emissions generated from our business activities.

- Taking on the Challenge of Switching to Hydrogen and Electric Vehicles

Switchover from gasoline/diesel-powered delivery trucks and sales vehicles to hydrogen and electric vehicles

- Solar Panel Installation

Install solar panels on the roofs of factories and warehouses
Improve power generation efficiency by utilizing storage battery technology

- Activities to Conserve Forest Resources

Conduct tree planting and forest conservation projects in cooperation with local governments

- Initiatives for Eco Action 21

Make continuous efforts based on the Eco Action Plan

- Reuse of Wastewater Heat

Reduce fuel consumption by reusing wastewater heat

- Paper Reduction through DX Promotion

Non-Financial Target
Progress Go'25
Contribute to the realization of a decarbonized society

Reduce Energy Consumption
2030 Target
Reduce CO_2 emissions by 50% compared to FY2013 levels






Close up Achievements in Tree Planting and Forest Conservation Activities

Yamae no Mori (Yamae Forest)

YAMAEHISANO Co., Ltd. is engaged in corporate forestation in Ebino City, Miyazaki Prefecture and expects 392.22 t-CO_2 to be absorbed between May 2023 and March 2033 thanks to these activities. We also own forest land in Shimonoseki City, Yamaguchi Prefecture, Bungoono City, Oita Prefecture, and Aso City, Kumamoto Prefecture where we engage in activities to conserve forest resources.



Hivic no Mori (Hivic Forest)

Hivic Co., Ltd. announced its participation in Tochigi Prefecture's Corporate Forestation Promotion Project as a social contribution activity linked to the conservation and restoration of water resources and forest ecosystems, and concluded an agreement with Tochigi Prefecture on March 21, 2013 for the creation of Hivic no Mori. We promote carbon offsets through forest maintenance activities to improve the public benefit functions of forests and promote understanding of forests and forestry.



Contributing to Primary Industries

The Yamae Group supports primary industries through its business activities in cooperation with producers of agricultural, marine, and livestock products.

Agricultural Products

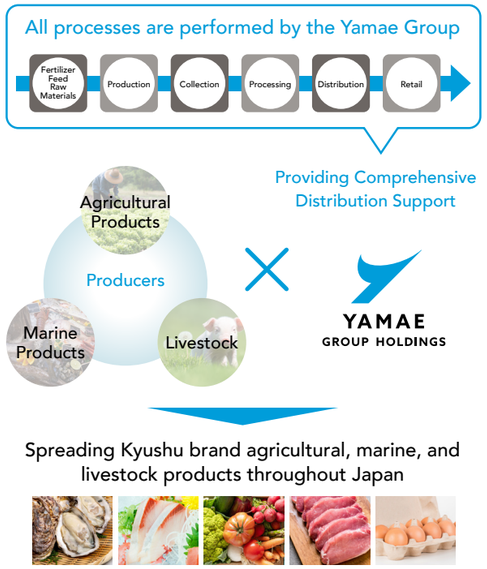
- The Group organizes production focused on distribution, products, and producers, and provides producers with management support by promoting the effective use of non-standard products.

Marine Products

- The Group uses recycled poultry manure resources to create seaweed beds and promote the growth of marine products.
- We are contributing to the conservation of marine resources by adopting a sustainable method of deep-sea pole-and-line skipjack tuna fishing.

Livestock

- The Group is responsible for all processes from feed procurement to production, processing, distribution, and retail, reducing the burden on producers.



Further Promoting Recycling-Oriented Business

Taking advantage of its strength in covering the entire supply chain from upstream to downstream businesses, the Group is promoting recycling-oriented businesses especially in the area of food. Specifically, we are working to effectively utilize byproducts generated in the supply chain and recycle food residues in order to reduce food loss.

Effective Use of Byproducts

- We develop, manufacture, and sell mature fertilizers made from poultry manure that do not burden the environment, and effectively use them to make soil for fields and to create rich seaweed beds and tidal flats as fertilizers exclusively for the ocean.
- The Group is promoting 100% recycling of waste plastics generated by be*nto* (boxed lunch) factories and other facilities.

Recycling of Food Residues

- Food residues generated from food factories and restaurants are collected, converted into feed, composted, and sold to producers. We are also promoting the use of energy derived from food residues.





Increasing the Value of Human Capital

The Yamae Group considers people to be its most important management resource and is committed to improving employee engagement. We will create an environment where all employees can continue to work comfortably and where they can grow and play an active role.

Promoting Diversity

We aim to become a company where everyone can play an active role by prohibiting all forms of discrimination based on gender, nationality, race, age, religion, etc. and incorporating diverse values by respecting human rights.

Enhancing Human Resource Development

We are energizing the Group through Group-based recruitment and personnel exchange, and developing the skills of our employees by assigning the right people to the right jobs.

Promoting Health Management

The Group is working to create a work environment where all employees can work with peace of mind and in good mental and physical health.



Non-Financial Target Progress Go'25
Efforts to enhance the value of human capital

Priority Measures

- Increase in the ratio of female managers
- Increase the ratio of male employees taking childcare leave
- Eliminate gender wage gap



Close up | Recycling-Based Businesses Unique to a Provider of Comprehensive Distribution Support

Marunaga's Original Fermented Feed Made Primarily from Sake Lees

By manufacturing and selling feed from sake lees, which are normally incinerated as industrial waste, we make effective use of this waste product, contributing to the reduction of CO_2 emissions. The Maroyaka Series, a fermented feed series from Marunaga Co., Ltd. which is made mainly from the original sake lees, is a source of high-quality protein for cattle and helps digestion and absorption of crude feed through the action of fermentation bacteria. This feed is locally produced for local consumption, unique to a region where sake production is flourishing.



Hanasho Oysters Grown Using Marine Fertilizer Derived from Poultry Manure

For producers, we offer Hanakirara, a regular fertilizer made by completely fermenting chicken manure, which is generated in large quantities in the poultry industry and has been a problem to dispose of,and MOFU-DX, a fertilizer exclusively for ocean use. Oysters cultivated using MOFU-DX are branded as Hanasho Oysters and distributed in the market with added value. Through this, we contribute to sustainable use of marine resources and productivity improvement of primary industries.

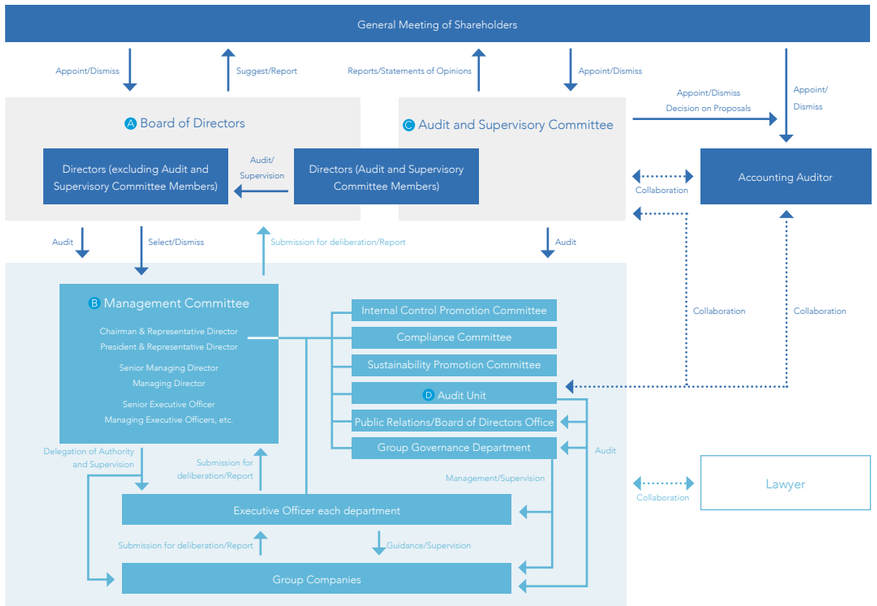


Corporate Governance

Basic Approach to Corporate Governance

Our Basic Management Philosophy is "Fully understanding the public nature of the industry, we will strive to improve profitability through a highly efficient sales structure with the goal of serving society through the development of the Group's business." In order to achieve sustainable growth and increase corporate value over the medium- to long-term, we recognize that corporate governance is an important issue and will work to speed up management decision-making and improve management soundness in response to changes in the business environment and the expansion and diversification of business domains.

Corporate Governance System



A Board of Directors
The Board of Directors consists of 10 Directors, including 6 Audit and Supervisory Committee Members, and meets once a month in principle as the highest decision-making body for management, and also holds special meetings as necessary to discuss and make decisions on important management matters.

B Management Committee
The Management Committee is composed of 10 members, including the Chairman and Representative Director, President and Representative Director, Senior Managing Director, Managing Director, Senior Executive Officer, and Managing Executive Officers. In principle, the Management Committee meets once a week to review agenda items for the Board of Directors and to discuss important decisions related to business execution. In addition, the Company has introduced an executive officer system with the aim of enabling swift decision-making and business execution, clarifying roles in the organization and enhancing business execution functions.

C Audit and Supervisory Committee
The Audit and Supervisory Committee consists of 6 members, including 4 Independent Outside Directors, who audit the execution of duties by directors, prepare audit reports, and determine the content of proposals regarding the appointment, dismissal, and non-reappointment of accounting auditors to be submitted to the General Meeting of Shareholders. In addition, Audit and Supervisory Committee Members supervise the decision-making process of the Board of Directors and the execution of business by Directors through attendance of the Board of Directors meetings and other important meetings, interviews with the Board of Directors (excluding Directors who are Audit and Supervisory Committee Members), and inspection of important approval documents. In addition, the Committee strives to establish a high-quality corporate governance system by cooperating with the Accounting Auditor and the audit unit, which is the Internal Audit Department.

D Audit Unit
With the aim of contributing to ensuring the appropriateness of business operations, including reducing management risks and preventing misconduct, the Company has established an Audit Unit consisting of 10 staff members. The Audit Unit prepares an audit plan for each fiscal year, periodically conducts on-site audits based on the audit plan, and conducts extraordinary audits as necessary.

Overview of the Structure of a Company with an Audit and Supervisory Committee and Reasons for Adoption

Yamae Group Holdings has adopted a Structure of a company with Audit and Supervisory Committee. This is to further strengthen the supervisory functions of the Board of Directors and the corporate governance system by establishing the Audit and Supervisory Committee, where the majority of its members are Outside Directors, and to realize more transparent management and prompt decision-making.

Overview of the Structure

Organizational form	Company with an Audit and Supervisory Committee
Number of Directors stipulated in articles of incorporation	22 (including 7 members of the Audit and Supervisory Committee)
Director's term of office stipulated in articles of incorporation	1 year (2 years for Audit and Supervisory Committee Members)
Chairman of the Board of Directors	Chairman of the Company (excluding when the Chairman concurrently serves as President)
Number of Directors	10 (including 6 members of the Audit and Supervisory Committee)
Election of Outside Directors	Selected
Number of Outside Directors	4
Number of Outside Directors designated as Independent Directors	4

Assessing the Effectiveness of the Board of Directors

In order to improve the effectiveness of the Board of Directors, we conduct a questionnaire (5-point scale evaluation) and self-evaluation using free writing for all Directors on the following major items.

A Roles and functions of the Board of Directors
B Size and composition of the Board of Directors
C Operation of the Board of Directors
D Collaboration with auditing agencies, etc.
E Relationships with Outside Directors
F Relationships with shareholders and investors

As for the questionnaire results, all major items related to the Board of Directors received a high evaluation score of 4 or more out of 5 points. We evaluate that the Board of Directors of the Company is functioning appropriately and the effectiveness of the Board of Directors as a whole is ensured.

Based on the results of this evaluation, the Company will strive to further strengthen the functions of the Board of Directors as a whole and improve its effectiveness.

For details on the internal control system, etc.,
please refer to Yamae Group Holdings Corporate Governance Report (In Japanese only).

https://www.yamaegroup-hd.co.jp/company/governance/pdf/CG_rep_20230623.pdf

Corporate Officers (as of June 23, 2023)

Director



Hideto Oda
Chairman, Representative Director, and CEO (Chief Executive Officer)

Dec. 1974 Joined YAMAEHISANO Co., Ltd.
Jul. 1999 Became General Manager, Food Department, YAMAEHISANO Co., Ltd.
Jun. 2002 Became Director and General Manager, Food Department, YAMAEHISANO Co., Ltd.
Jul. 2006 Became Director and Officer in Charge of the Food Business, YAMAEHISANO Co., Ltd.
Jun. 2008 Became Managing Director and Officer in Charge of the Food Business, YAMAEHISANO Co., Ltd.
Jun. 2011 Became Senior Managing Director and Head of Sales, YAMAEHISANO Co., Ltd.
Jun. 2012 Became Executive Managing Director and Head of Sales, YAMAEHISANO Co., Ltd.
Jun. 2014 Became President and Representative Director, YAMAEHISANO Co., Ltd.
Jun. 2018 Became Chairman, Representative Director, and CEO, YAMAEHISANO Co., Ltd.
Oct. 2021 Became Chairman, President, and Representative Director, Yamae Group Holdings Co., Ltd.
Jun. 2023 Became Chairman, Representative Director, and CEO (Chief Executive Officer) (current position)



Hiroto Omori
President, Representative Director, and COO (Chief Operating Officer)

Apr. 1979 Joined YAMAEHISANO Co., Ltd.
Jul. 2005 Became General Manager, Fresh and Frozen Food Department, YAMAEHISANO Co., Ltd.
Apr. 2009 Became Executive Officer and General Manager, Fresh and Frozen Food Department, YAMAEHISANO Co., Ltd.
Jun. 2010 Became Director and General Manager, Fresh and Frozen Food Department, YAMAEHISANO Co., Ltd.
Apr. 2011 Became Director and Officer in Charge of Frozen Food Business, YAMAEHISANO Co., Ltd.
Jun. 2014 Became Managing Director and Officer in Charge of the Food Business, Frozen Food Business, and Alcoholic Beverage Business, YAMAEHISANO Co., Ltd.
Jun. 2016 Became Director, Senior Executive Officer, and Head of Sales, YAMAEHISANO Co., Ltd.
Apr. 2017 Became Director, Senior Executive Officer, Head of Sales, and General Manager, Food Distribution Division, YAMAEHISANO Co., Ltd.
Jun. 2017 Became Vice President and Representative Director, Head of Sales, and General Manager, Food Distribution Division, YAMAEHISANO Co., Ltd.
Jun. 2018 Became President, Representative Director, and COO, YAMAEHISANO Co., Ltd.
Oct. 2021 Became President and Representative Director, YAMAEHISANO Co., Ltd.
Oct. 2021 Became Director and Vice President, Yamae Group Holdings Co., Ltd.
Jun. 2023 Became President, Representative Director, and COO (Chief Operating Officer) (current position)



Ryoji Yamada
Senior Managing Director and CAO (Chief Administrative Officer)

Apr. 1985 Joined Tokyo Securities Co., Ltd. (currently Tokai Tokyo Securities Co., Ltd.)
Jun. 2003 Joined YAMAEHISANO Co., Ltd.
Jul. 2012 Became General Manager, General Affairs Department, YAMAEHISANO Co., Ltd.
Apr. 2014 Became Executive Officer and General Manager, General Affairs Department, YAMAEHISANO Co., Ltd.
Jun. 2017 Became Managing Executive Officer, Officer in Charge of Human Resources/General Affairs, and General Manager, General Affairs Department, YAMAEHISANO Co., Ltd.
Jun. 2018 Became Managing Executive Officer and Assistant Head of Administration, YAMAEHISANO Co., Ltd.
Jun. 2020 Became Director, Managing Executive Officer, and Assistant Head of Administration, YAMAEHISANO Co., Ltd.
Oct. 2021 Became Managing Director, and Officer in Charge of President/Public Relations Office, Corporate Planning, General Affairs, Human Resources, and Legal Affairs, Yamae Group Holdings Co., Ltd.
Jun. 2022 Became Director, Senior Executive Officer, Head of Administration, General Manager, Property Administration and Operations Department, YAMAEHISANO Co., Ltd. (current position)
Jun. 2022 Became Senior Managing Director and Head of Headquarters Department, Yamae Group Holdings Co., Ltd.
Oct. 2022 Became President and Representative Director, Yamae Realty Co., Ltd.
Jun. 2023 Became Senior Managing Director and CAO (Chief Administrative Officer), and Head of Headquarters Department, Yamae Group Holdings Co., Ltd. (current position)



Takeko Maruyama
Managing Director and CHO (Chief Human Resource Officer)

Apr. 1987 Joined YAMAEHISANO Co., Ltd.
Apr. 2019 Became General Manager, Overseas Business Department, YAMAEHISANO Co., Ltd.
Apr. 2020 Became General Manager, Human Resources Department, YAMAEHISANO Co., Ltd.
Jun. 2020 Became Executive Officer and General Manager, Human Resources Department, YAMAEHISANO Co., Ltd.
Oct. 2021 Became Executive Officer and General Manager, Human Resources Department, Yamae Group Holdings Co., Ltd.
Jun. 2022 Became Managing Executive Officer and General Manager, Human Resources Department, YAMAEHISANO Co., Ltd.
Jun. 2022 Became Managing Executive Officer and General Manager, Human Resources Department, Yamae Group Holdings Co., Ltd.
May 2023 Became Managing Executive Officer and Officer in Charge of Human Resources/General Affairs, YAMAEHISANO Co., Ltd. (current position)
May 2023 Became Managing Executive Officer, Officer in Charge of Human Resources/General Affairs, Yamae Group Holdings Co., Ltd.
Jun. 2023 Became Managing Director and CHO (Chief Human Resource Officer) Officer in Charge of Human Resources/General Affairs (current position)



Nobuyuki Kusaba
Director, Audit and Supervisory Committee Member

Apr. 1983 Joined YAMAEHISANO Co., Ltd.
Apr. 2014 Became Head of Auditing Office, YAMAEHISANO Co., Ltd.
Jun. 2018 Became Director and Full-Time Audit and Supervisory Committee Member, YAMAEHISANO Co., Ltd.
Oct. 2021 Became Corporate Auditor, YAMAEHISANO Co., Ltd. (current position)
Oct. 2021 Became Director and Full-Time Audit and Supervisory Committee Member, Yamae Group Holdings Co., Ltd. (current position)



Kiyoshi Honda
Director, Audit and Supervisory Committee Member

Apr. 1985 Joined YAMAEHISANO Co., Ltd.
Jul. 2015 Became Head of Evaluation Office, YAMAEHISANO Co., Ltd.
Jun. 2020 Became Executive Officer and Head of Evaluation Office, YAMAEHISANO Co., Ltd.
Apr. 2021 Became Executive Officer and Officer in Charge of Evaluation, YAMAEHISANO Co., Ltd.
Jun. 2021 Became Director and Full-Time Audit and Supervisory Committee Member, YAMAEHISANO Co., Ltd.
Oct. 2021 Became Corporate Auditor, YAMAEHISANO Co., Ltd. (current position)
Oct. 2021 Became Director and Full-Time Audit and Supervisory Committee Member, Yamae Group Holdings Co., Ltd. (current position)



Hironobu Abe
Outside Director, Audit and Supervisory Committee Member

Apr. 1975 Joined Mitsubishi Corporation
Feb. 2004 Became Branch Manager of Chugoku Branch, Mitsubishi Corporation
Apr. 2007 Became Executive Officer, Assistant Branch Manager of Kansai Branch and Branch Manager of Chugoku Branch, Mitsubishi Corporation
Apr. 2010 Became Executive Officer and Branch Manager of Kyushu Branch, Mitsubishi Corporation
Jun. 2012 Became President and Representative Director, and Operating Officer, Mitsubishi Corporation Packaging Ltd.
Apr. 2021 Became Director and Advisor, Mitsubishi Corporation Packaging Ltd. (current position)
Jun. 2021 Became Outside Director and Audit and Supervisory Committee Member, YAMAEHISANO Co., Ltd.
Oct. 2021 Became Outside Director and Audit and Supervisory Committee Member, Yamae Group Holdings Co., Ltd. (current position)
Jun. 2022 Became Outside Director, Fumakilla Limited (current position)

Reason for appointment

Mr. Abe is expected to supervise and check the Company's management from an objective and fair perspective by utilizing his abundant experience and broad insight in corporate management.



Tsunemichi Nakanishi
Outside Director, Audit and Supervisory Committee Member

Oct. 1986 Joined audit firm Asahi Shinwa & Co. (currently KPMG AZSA LLC)
Jun. 2008 Became Outside Auditor, Shoyaku Co., Ltd. (current position)
Jul. 2008 Became Senior Partner, Hokusan Audit Corporation (current position)
Jun. 2013 Became Outside Auditor, YAMAEHISANO Co., Ltd.
Jun. 2015 Became Outside Auditor, Takara Pharmacy Co., Ltd. (current position)
Jun. 2016 Became Outside Director and Audit and Supervisory Committee Member, YAMAEHISANO Co., Ltd.
Oct. 2021 Became Outside Director and Audit and Supervisory Committee Member, Yamae Group Holdings Co., Ltd. (current position)

Reason for appointment

The Company expects that Mr. Nakanishi will supervise and check the Company's management from an objective and fair perspective by utilizing his expertise in finance, accounting, and taxation.



Masao Shimosaka
Outside Director, Audit and Supervisory Committee Member

Apr. 1982 Joined Nisshin Flour Milling Inc. (currently Nisshin Seifun Group Inc.)
Apr. 2012 Became Director and General Manager, Business Operations Division, Nisshin Flour Milling Inc.
Jun. 2012 Became Director, Nisshin Seifun Group Inc.
Jun. 2012 Became Outside Director, Japan Logistics Systems Corp.
Jun. 2013 Became Director, Japan Logistics Systems Corp.
Jun. 2014 Became Managing Director, Japan Logistics Systems Corp.
Jun. 2015 Became Advisor to General Manager of the Corporate Planning Division, Nisshin Seifun Group Inc.
Dec. 2015 Became Outside Director, Hosokawa Micron Corporation
Jun. 2017 Became General Manager, Internal Control Department, Nisshin Seifun Group Inc.
Jun. 2018 Became General Manager, Audit Department, Nisshin Seifun Group Inc. (current position)
Jun. 2018 Became Outside Director and Audit and Supervisory Committee Member, YAMAEHISANO Co., Ltd.
Oct. 2021 Became Outside Director and Audit and Supervisory Committee Member, Yamae Group Holdings Co., Ltd. (current position)

Reason for appointment

Mr. Shimosaka is expected to supervise and check the Company's management from an objective and fair perspective by utilizing his abundant experience and broad insight in corporate management. Although there are commercial transactions between the Yamae Group and Group companies of Nisshin Seifun Group Inc., the amount of such transactions is insignificant for the Yamae Group and Group companies of Nisshin Seifun Group Inc., and it is immaterial to create a special-interest relationship.



Tomoko Yamamoto
Outside Director, Audit and Supervisory Committee Member

Nov. 1979 Joined All Nippon Airways Co., Ltd.,
Oct. 2000 Joined Chuo Aoyama Kansa Hojin
Jul. 2006 Joined Chuo Certified Public Tax Accountant Corporation
Feb. 2008 Became Director of Yamamoto Tomoko Certified Public Accountant Office (current position)
Sep. 2008 Became Director of Yamamoto Tomoko Public Tax Accountant Office (current position)
Oct. 2015 Part-time Auditor, Organization for Environment Improvement around International Airport (current position)
Jun. 2020 Became Outside Director and Audit and Supervisory Committee Member, YAMAEHISANO Co., Ltd.
Oct. 2021 Became Outside Director and Audit and Supervisory Committee Member, Yamae Group Holdings Co., Ltd. (current position)

Reason for appointment

The Company expects that Ms. Yamamoto will supervise and check the Company's management from an objective and fair perspective by utilizing her expertise in finance, accounting, and taxation.

Executive Officer

Kyoji Kudo
Senior Executive Officer

Satoshi Tanaka
Senior Executive Officer

Akihiko Tani
Managing Executive Officer and CSO (Chief Strategy Officer)
General Manager, Corporate Planning Department

Shinichi Okutomi
Managing Executive Officer and CIO (Chief Information Officer)
Officer in Charge of Digital Strategy

Masaki Nagano
Managing Executive Officer and CFO (Chief Financial Officer)
General Manager, Finance Department

Shinya Nitta
Executive Officer
Officer in Charge of Group Governance and Head of the Public Relations/Board of Directors Office

Yoshihiko Morita
Executive Officer
General Manager, Legal Affairs Department

Hideho Tanaka
Executive Officer
General Manager, Accounting Department

Yoichi Kumagae
Executive Officer
General Manager, Group Governance Department

Board Skills Matrix

The Board Skills Matrix shows the main expertise and knowledge that the Company expects each Director to possess.

Name	Business Management	Sales and Marketing	Finance and Accounting	Legal Affairs and Risk Management	Human Resources and Labor	IT/DX	Sustainability
Hideto Oda	●	●	●		●		●
Hiroto Omori	●	●			●	●	●
Ryoji Yamada			●	●	●		●
Takeko Maruyama				●	●	●	●
Nobuyuki Kusaba				●	●	●	●
Kiyoshi Honda			●	●	●		●
Hironobu Abe	●			●	●		●
Tsunemichi Nakanishi	●		●	●			●
Masao Shimosaka	●			●		●	●
Tomoko Yamamoto	●		●	●			●

Note: The above list does not show all of the expertise and knowledge of each Director but rather shows five areas in which particular expertise is expected to be exercised based on the experience of each director for Representative Directors and four areas for other Directors.

10-Year Financial Data

(Millions of yen)

	YAMAEHISANO Co., Ltd.								Yamae Group Holdings	
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Profit and Loss Statement										
Net sales	345,934	349,066	368,708	379,572	428,349	488,704	522,102	483,834	503,635	587,982
Operating Profit	2,563	2,640	3,884	3,822	3,153	3,546	4,504	1,167	6,878	11,575
Ordinary profit	2,918	2,996	4,411	4,365	3,554	3,899	4,959	1,928	7,894	12,156
Net Profit Attributable to Owners of the Parent	1,045	2,640	3,381	2,916	3,118	3,220	2,155	1,862	6,721	7,868
Balance Sheet										
Total Assets	112,752	121,064	124,071	124,262	179,407	200,986	175,773	168,114	180,890	225,766
Liabilities	79,612	84,002	84,689	81,693	127,673	147,054	119,656	113,522	120,354	158,820
Net Assets	33,140	37,061	39,382	42,569	51,733	53,932	56,116	54,592	60,535	66,946
Statement of Cash Flows										
Cash Flows from Operating Activities	2,928	4,908	7,708	9,186	10,350	8,076	3,976	5,167	8,317	13,750
Cash Flows from Investment Activities	(4,222)	(7,253)	(2,954)	(88)	(12,786)	(7,970)	6,786	(2,185)	833	(22,055)
Cash Flows from Financial Activities	1,153	3,567	(3,370)	(6,690)	14,093	(1,298)	(14,722)	(10,436)	(7,950)	12,620
Balance of Cash and Cash Equivalents at the End of the Period	9,251	10,473	11,870	14,278	26,789	25,596	21,637	14,183	15,477	19,738
Per Share Data										
Net Profit Per Share (yen)	51.79	130.83	167.52	144.50	154.71	159.77	106.13	78.65	283.79	332.57
Net Assets Per Share (yen)	1,574	1,834	1,949	2,108	2,358	2,434	2,225	2,209	2,450	2,720
Dividend Per Share (yen)	10	15	20	20	20	20	25	30	40	50
Financial Target										
EBITDA	4,886	5,539	7,255	7,273	7,804	9,036	10,759	7,361	12,819	19,125
Operating Profit to Net Sales (%)	0.74	0.76	1.05	1.01	0.74	0.73	0.86	0.24	1.37	1.97
Ordinary Profit Margin (%)	0.84	0.86	1.20	1.15	0.83	0.80	0.95	0.40	1.57	2.07
Equity Ratio (%)	28.18	30.57	31.71	34.22	26.49	24.45	29.98	31.12	32.08	28.54
Return on Assets (ROA) (%)	2.64	2.56	3.60	3.52	2.34	2.05	2.63	1.12	4.52	5.98
Return on Equity (ROE) (%)	3.35	7.68	8.86	7.13	6.93	6.66	4.23	3.55	12.18	12.85
Payout Ratio (%)	19.31	11.47	11.94	13.84	12.93	12.52	23.56	38.14	14.09	15.03
Other Data										
Number of Employees*1	4,338	4,384	4,348	4,405	6,361	6,818	7,093	7,058	7,254	12,829
Number of Group Companies	18	17	16	17	30	33	29	28	35	53

Note: Data prior to the fiscal year ended March 31, 2021 is from YAMAEHISANO Co., Ltd.
*1 Includes the average number of temporary employees

Company Profile (as of June 30, 2023)

Company Name
Yamae Group Holdings Co., Ltd.

Address
2-13-34, Hakataekihigashi, Hakata-ku, Fukuoka-shi,
Fukuoka 812-8548, Japan

Founded
October 1, 2021

Representatives
Chairman, Representative Director, and CEO
Hideto Oda
President, Representative Director, and COO
Hiroto Omori

Capital
2,974,593,692 yen

Number of Group Companies
53

Consolidated employees (Includes the average number of temporary employees)
12,829 (as of March 31, 2023)

Stock Information (as of March 31, 2023)

Stock Exchange Listings
Tokyo Stock Exchange (Prime Market), Fukuoka Stock Exchange

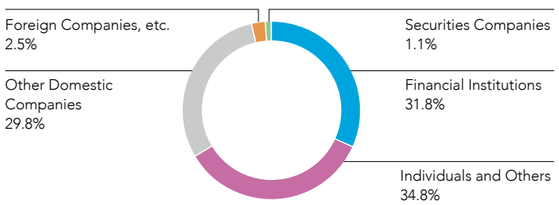
Industry	Wholesale
Stock Code	7130
The number of shares constituting one unit	100 shares
Settlement Date	March 31
General Meeting of Shareholders	June
Total number of shares authorized to be issued	45,600,000 shares
Number of issued shares	23,686,752 shares
Total number of shareholders	3,242

Major Shareholders (as of March 31, 2023)

Shareholder Name	Number of Shares Held (Unit: thousand shares)	Shareholding Ratio (%)
Yamae Daiichi Shokueikai	1,840	7.77
Yamae Group Employee Stock Ownership Plan	1,619	6.84
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,414	5.97
Nanei Fukushikai	934	3.94
Yamae Daini Shokueikai	922	3.90

Note: Figures less than one thousand shares are rounded down.

Shareholder Composition



Group Companies (as of June 30, 2023)

Fukuoka Prefecture

YAMAEHISANO Co., Ltd.	Wholesale company that sells, manufactures, and processes products mainly in the food, housing, and real estate industries
Takachiho Souko Unyu Co., Ltd.	Transportation and warehousing
Yamae Sekiyu Co., Ltd.	Sales of petroleum products, vehicle maintenance, and non-life insurance
Rinnet Co., Ltd.	Information processing and software development
Y-Tech Co., Ltd.	Wood processing and sale of residential building materials
Yamae Rent Lease Co., Ltd.	Rental Car Business
Yamaekashi Co., Ltd.	Confectioneries wholesales
Delica SF Holdings Co., Ltd.	Holdings company
Delica Friends Co., Ltd.	Manufacture and sale of bento side dishes
Souwa Co., Ltd	Manufacture and sale of side dishes
Futaba Sangyo Co., Ltd.	Manufacture and sale of bento side dishes
HVC Holdings Co., Ltd.	Holdings company
Hivic Co., Ltd. (Tochigi Prefecture)	Wood processing and sale of residential building materials
Kajima Giken Co., Ltd.	General construction, manufacture of steel formwork, hardware and rebar, and IS base pillar business
Eijyu Sangyo Co., Ltd.	Installation work for roofs, balconies, artificial turf, and storerooms, and materials sales
Nishimoto Kensetsu Kougyo Co., Ltd.	Pipework business, air-conditioning ventilation, and fire-fighting facility construction business
Ashitamo Co., Ltd.	Pizza and other food and beverage businesses (franchise operation of Pizza Hut), management of sports clubs, etc.
Fukuoka Nosan Co., Ltd.	Polished rice wholesales
Fukuoka World Grains Co., Ltd.	Imported organic rice business
YGL Co., Ltd.	Holdings company
Kyushu Eiko Express Co., Ltd. (Kumamoto Prefecture)	General freight forwarding, consigned freight forwarding, and automobile maintenance
Raigo Express Co., Ltd.	General freight forwarding and consigned freight forwarding
Seishin Unyu Center Co., Ltd. (Kumamoto Prefecture)	General freight forwarding, consigned freight forwarding, and operation of refrigerated and frozen warehouses
Yamae Realty Co., Ltd.	Real estate ownership, leasing, sales/purchase, and brokerage services
Kwix Co., Ltd.	Meat processing, manufacture and sale of side dishes
Torizen Quality Oceans Co., Ltd.	Sales of fishery materials and marine products

Kumamoto Prefecture

Nissohken Co., Ltd.	Construction industry
Nissohbuild Co, Ltd.	Real estate holdings, leasing, sales/purchase management, brokerage services, etc.
Tsuyama Seika Y.K.	Fruit and vegetable wholesales
Toy Medical Co., Ltd.	Development and sales of medical equipment, health foods, and beauty products
Tsuura Golf Arena Co., Ltd.	Management of golf driving ranges, planning and operation of golf competitions, etc.

Saga Prefecture

Towardls Co., Ltd.	Logistics business, information system business, and food recycling business

Miyazaki Prefecture

Takachiho Shuzo Co., Ltd.	Production and sale of *shochu*

Kagoshima Prefecture

Quality Farm Co., Ltd.	Pig farming

Okinawa Prefecture

YLO Co., Ltd.	CVS center operations

Tokyo Metropolitan Area

Minori Holdings Co., Ltd.	Holdings company
Kawachiya Genos Co., Ltd.	Wholesale of alcoholic beverages for commercial use
Fit Co., Ltd.	Alcoholic beverages, food delivery
Tatsumi Co., Ltd.	Wholesale of restaurant food products, primarily ingredients and wine
Y&I Holdings GK	Holdings company (holds shares of confectioneries wholesaler Confex Holdings Co., Ltd.)
Asteeq Inc.	Sale of built-for-sale housing for sale, sale of building lots, and custom-built housing construction
Asteeq Partners Inc.	Real estate brokerage

Kanagawa Prefecture

Pizza Hut Corporation Japan Ltd.	Holdings company
Pizza Hut Japan Ltd.	Delivery service and food and beverage services
Pizza Hut Agency Co., Ltd.	Business related to the Advertising Department of Pizza Hut Corporation Japan Ltd.

Chiba Prefecture

Kasugaya Co., Ltd.	Wholesale of alcoholic beverages, and retail business

Hyogo Prefecture

Marunaga Co., Ltd.	Production and sale of animal feed, sale of animal pharmaceuticals and livestock machinery and equipment, livestock agriculture, and sale of raw livestock, meat and chicken eggs
Marunaga Farm Y.K. (Shimane Prefecture)	Pig farming
Marunaga Eggland Y.K. (Okayama Prefecture)	Poultry

Shizuoka Prefecture

Otosui Co., Ltd.	Marine product collection and sales

Miyagi Prefecture

Kaneshimeichi Co., Ltd.	Fishing, marine product wholesales, and refrigerated warehousing

Singapore

Arco Marketing Pte Ltd	Import, export and sale of frozen seafood and processed foods

Italy

ORIGINAL JAPAN S.R.L.	Restaurant management, trade business