

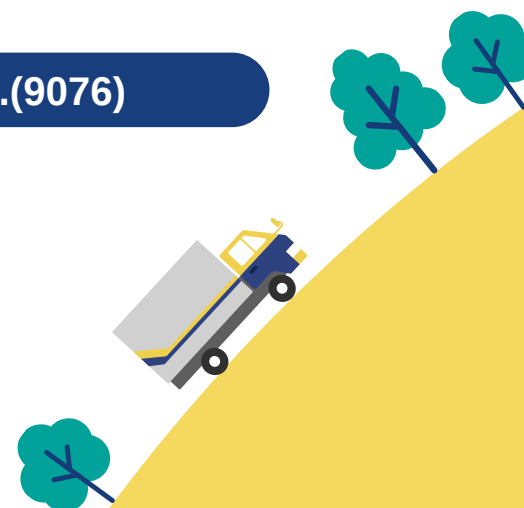


IR DAY 2023

Long-Term Vision and Roadmap 2028 Toward Enhanced Corporate Value through Green Logistics

June 12, 2023

Seino Holdings Co., Ltd.(9076)



Contents

01

The Path to the Early Realization of a PBR of More Than 1x

02

**Medium- to Long-Term Management Direction
Our Ideals and Roadmap 2028**

03

Intangible Assets Supporting Value Creation

04

**Looking Back on the Previous Medium-Term
Management Plan**

Reference

About Seino Holdings

What We Hope to Convey Today



- Through growth and the application of appropriate capital policies, we are working toward the early achievement of a PBR of more than 1x and ROE of 8.0% or higher.
- In addition to addressing medium- and long-term issues, such as environmental problems and labor shortages, we will build a platform to realize green logistics and increase social and economic value by looking ahead to the 2024 problem—a pressing issue for our industry.
- We have drawn a map to the future, but we recognize that the resolution is still low. We look forward to strengthening our disclosure and investor relations, and to engaging in dialogue with our shareholders and investors to create a better map that we can share with you.



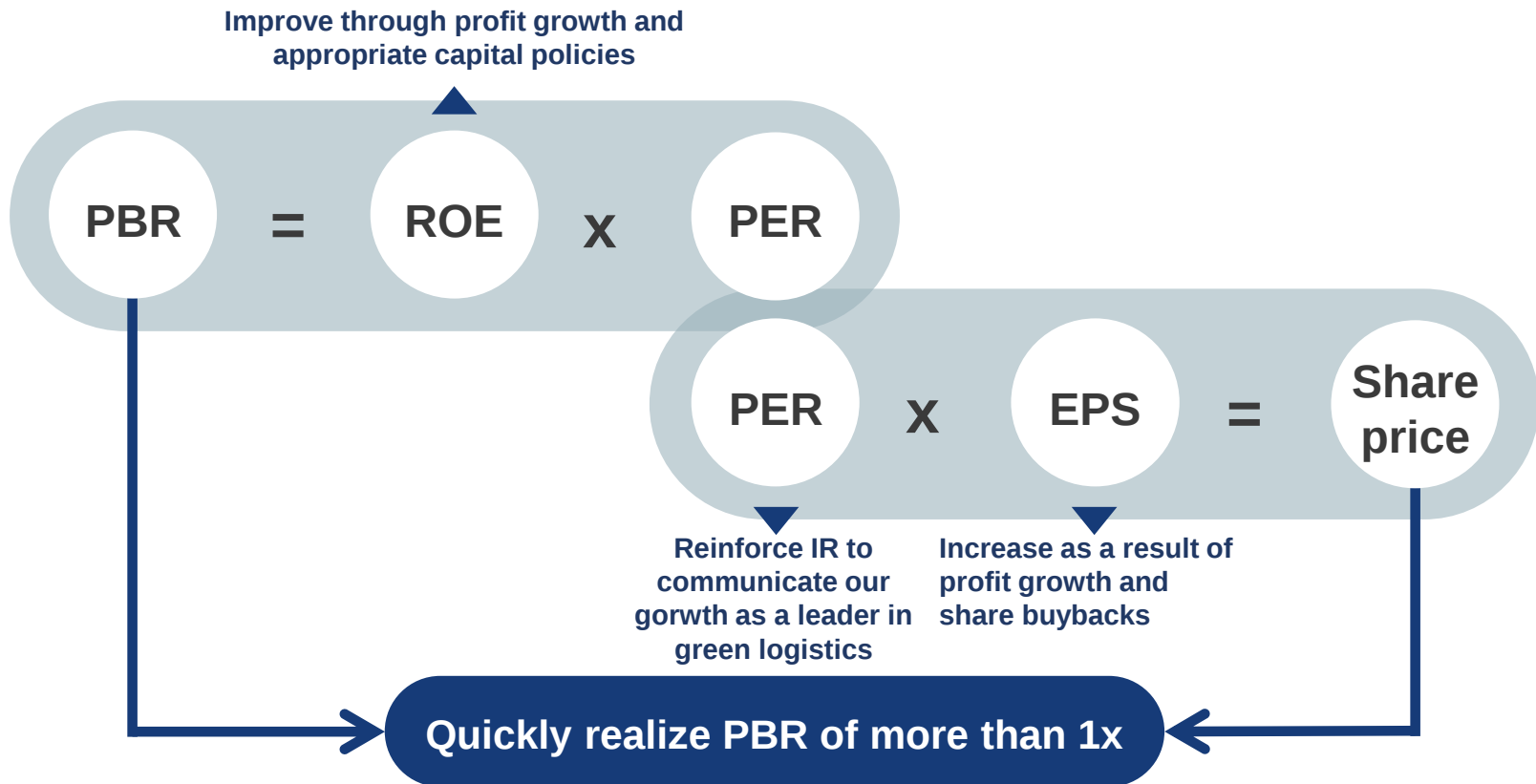
01

The Path to the Early Realization
of a PBR of More Than 1x

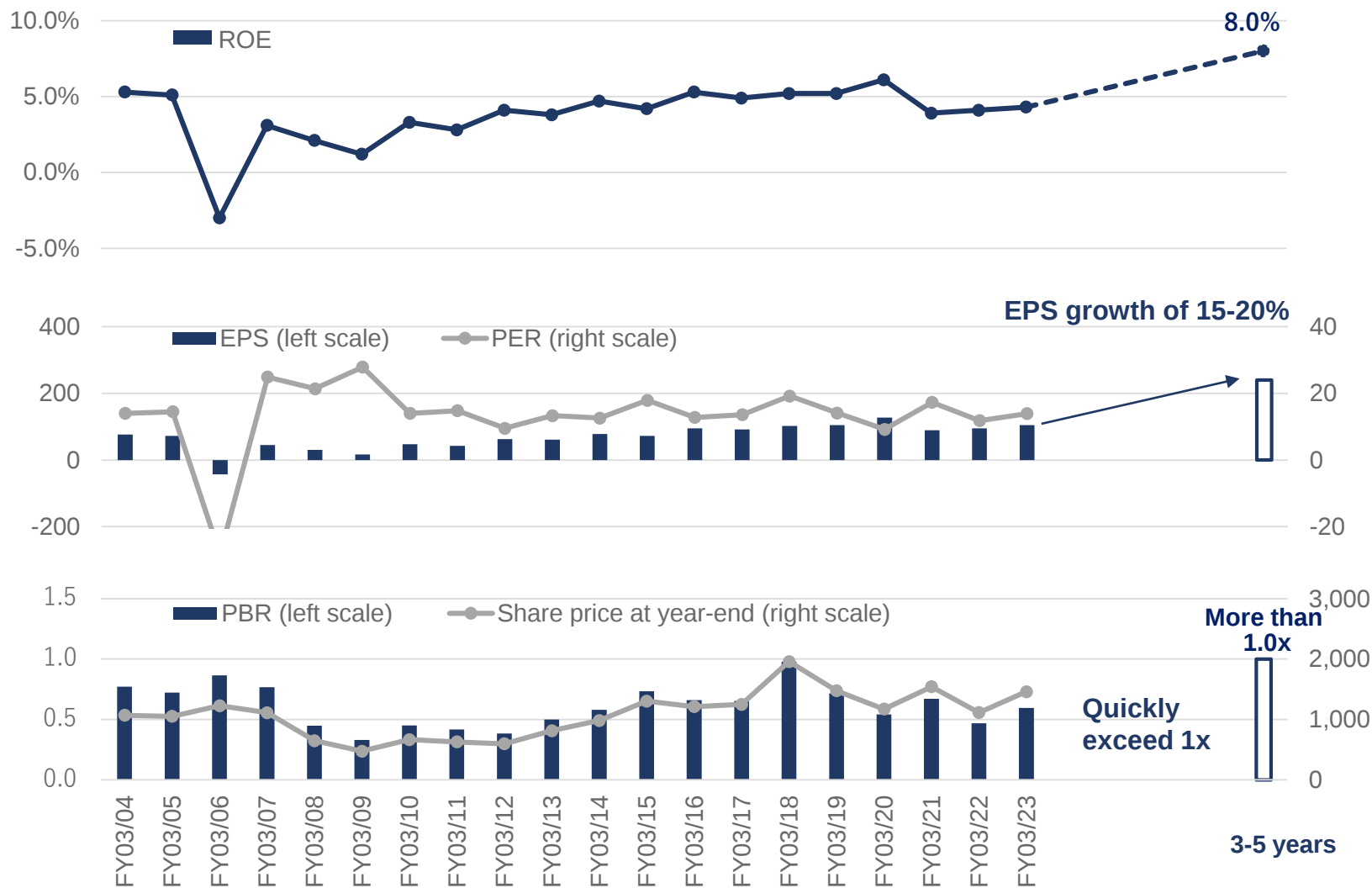
The Path to the Early Realization of a PBR of More Than 1x



We aim to realize a PBR of more than 1x at an early date and achieve ROE of 8.0% or higher over three to five years. Meanwhile, we have formulated a roadmap for corporate value creation to raise PER from a medium- to long-term perspective. Furthermore, we aim to strengthen disclosure and investor relations and enhance dialogue with shareholders and investors.



Long-Term Trends for ROE, EPS, PER, PBR, and Share Price





02

Medium- to Long-Term Management Direction

Our Ideals and Roadmap 2028

The President's Thoughts: My Growth Story



- Everything we do is centered on the prosperity of our customers. This is our linchpin and topmost priority.
- We will promote efficiency through green logistics. By doing so, we will help to address environmental measures and labor shortages, which are increasingly becoming pain points for our customers.
- We believe that efficiency requires one-stop information (intangible assets) and infrastructure (tangible assets).
- We will address investment in human resources and one-stop information through collaboration and DX. In infrastructure, we will utilize in-house investment and make active use of external facilities.
- We do not seek to be a monopoly in logistics. Rather, we will act as an industry window, helping to design the partnerships that are best for our customers, including through the use of other companies.
- We believe our business will grow and our corporate value will increase as a result of the contributions we make to our customers and society.

Thoughts on the Unveiling of Our Medium-Term Roadmap



- To date, we have announced “medium-term plans,” which focus on profits/losses. We have transitioned to a “medium-term roadmap,” which sketches a pathway to enhanced corporate value. We are moving away from plans that focus on scale and profit/loss and toward a style of management that emphasizes cash flow, capital efficiency (ROE), and capital policy.

Background for the shift away from conventional medium-term plans

- We faced the reality that in the past, we have sometimes failed to reach the goals set in our medium-term management plans.
- Given the rapid changes in our operating environment and the option of M&A, we decided that a three-year plan for operating revenue and operating income (with numerical targets for each fiscal year), based on growth in each business area, was no longer suited to the times.
- We are transforming our management approach to one of backcasting from our ideals and revising our response measures as necessary to achieve them. To this end, rather than changing our operating revenue and profit forecasts each year, going forward we will announce the rate of growth we are targeting and the profitability and efficiency targets we aim to reach.

Our Directions for Medium- to Long-Term Growth (Reiteration)



- Looking ahead to the 2024 problem, build a platform to realize **green logistics**
- Promote stable growth and **efficiency** improvements, leveraging the superiority of our core business: Less than Truckload
- Shift toward a highly profitable business structure, driven by the growth engines of **highly efficient logistics and charter transport**
- Develop measures that **balance growth, profitability, and capital efficiency**

Slogan

Team Green Logistics

Creating together and contributing to the future



We need to optimize sustainable logistics networks in order to address the social issues facing Japan: a declining birthrate, an aging population, and environmental problems.

Based on the concept of an open public platform, we will strengthen cooperation with customers and various partners to promote environmental consideration throughout the supply chain, working together to create green logistics.

As we do so, we will strive to create an atmosphere in which all employees keep in tune with our corporate philosophy, respecting each other and contributing to a future in which we “connect hearts and minds” to go beyond logistics and become the company of choice for our customers.

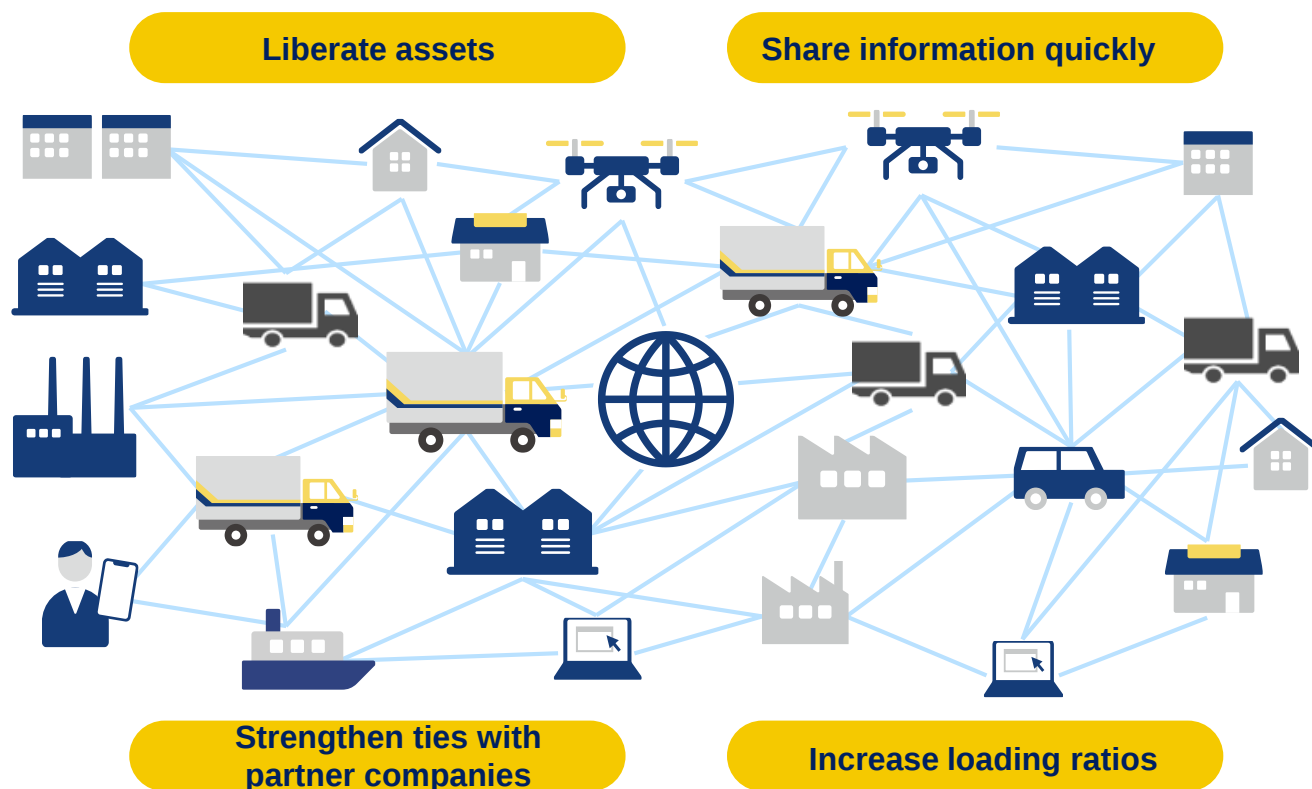
The Aims of Team Green Logistics



Developing green logistics by using an open public platform (O.P.P.)
that extends beyond industry and corporate boundaries



Realizing Green Logistics through the Physical Internet



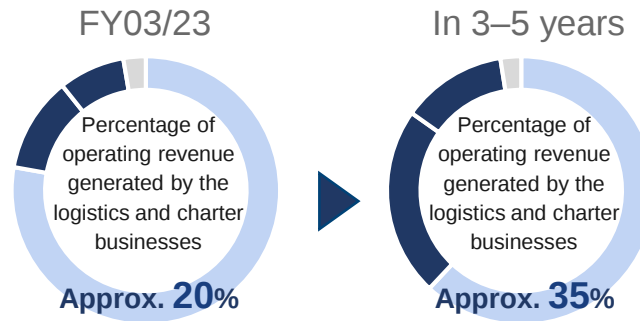
Connect transportation data held by customers and companies in the transportation services business on a digital platform, and contribute to the efficiency of the entire logistics industry with assets that can be openly utilized, such as relay centers.

Roadmap 2028

Achieving Growth and Improving Capital Efficiency

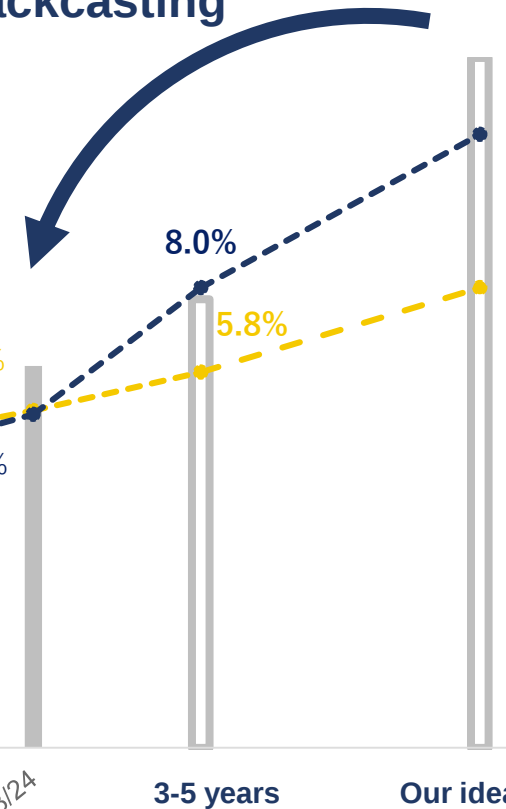


Composition of operating revenue in the Transportation Services Business (Seino Transportation)



Increase our percentage of operating revenue from the highly profitable logistics and charter businesses to one-third of the total

Backcasting



Our Understanding of the Environment and Growth Opportunities for the Company



External environment

Increasingly severe shortage of truck drivers

Small and medium-sized transport operators going out of business

Shift to in-house operation, due to concerns about not being able to fulfill outsourcing needs

Rising logistics costs

Need to cut CO₂

Faster technological innovation driving changes in the industrial structure



Growth opportunities for Seino

Improve efficiency throughout the logistics industry

Reduce costs, make use of extra assets and space (warehouses, trucks)

Create a new business model that integrates digital and physical

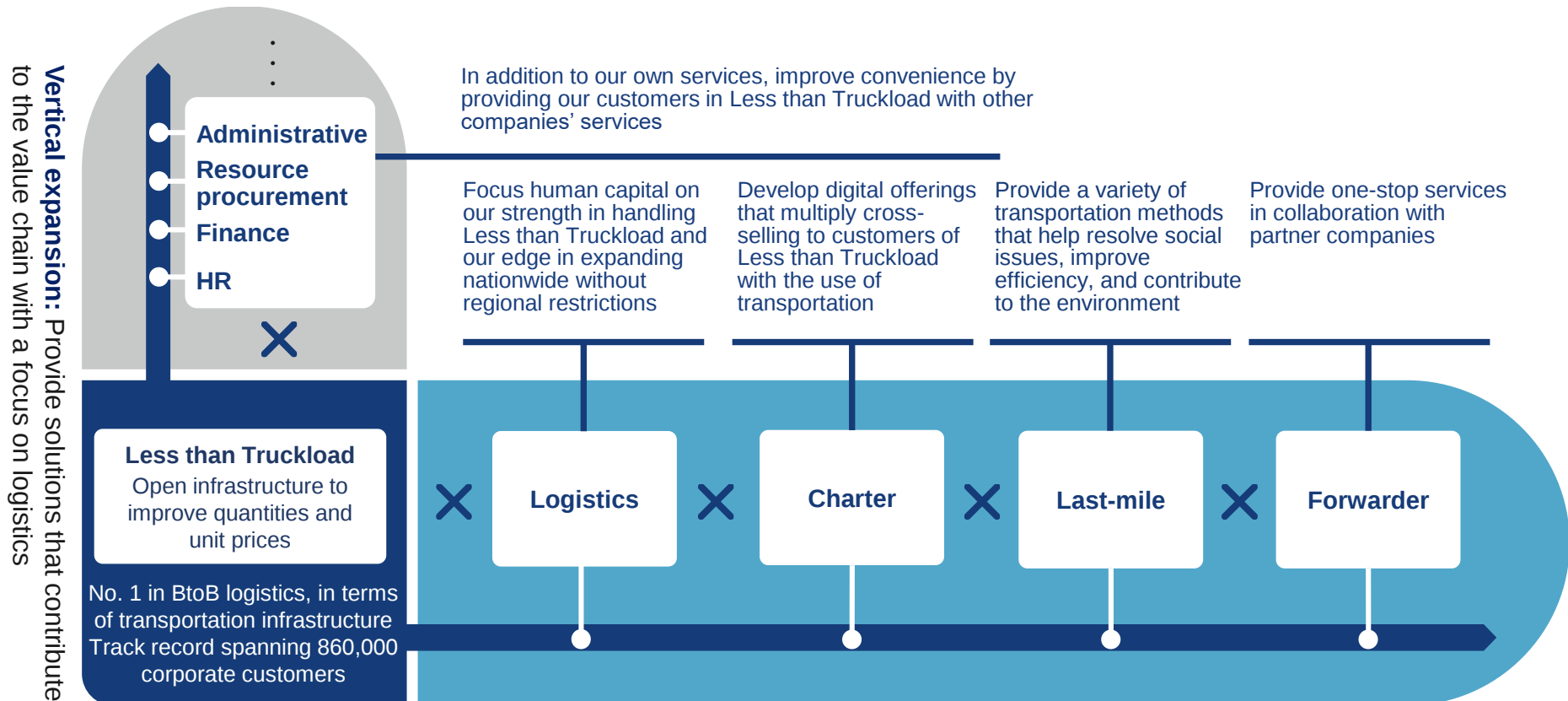
Foster collaboration among transport operators, shippers, and logistics companies

Promoting solutions to social issues across corporate boundaries with an open logistics platform should boost customer prosperity and lead to growth opportunities for us.

Maintaining Our Leading Edge and Expanding in Growth Areas



We have a track record of meeting the needs of 860,000 companies. As the leader in BtoB logistics in terms of transportation infrastructure, we provide services optimized to the scale of our customers. We are accelerating growth through cross-selling, using dedicated sales staff.



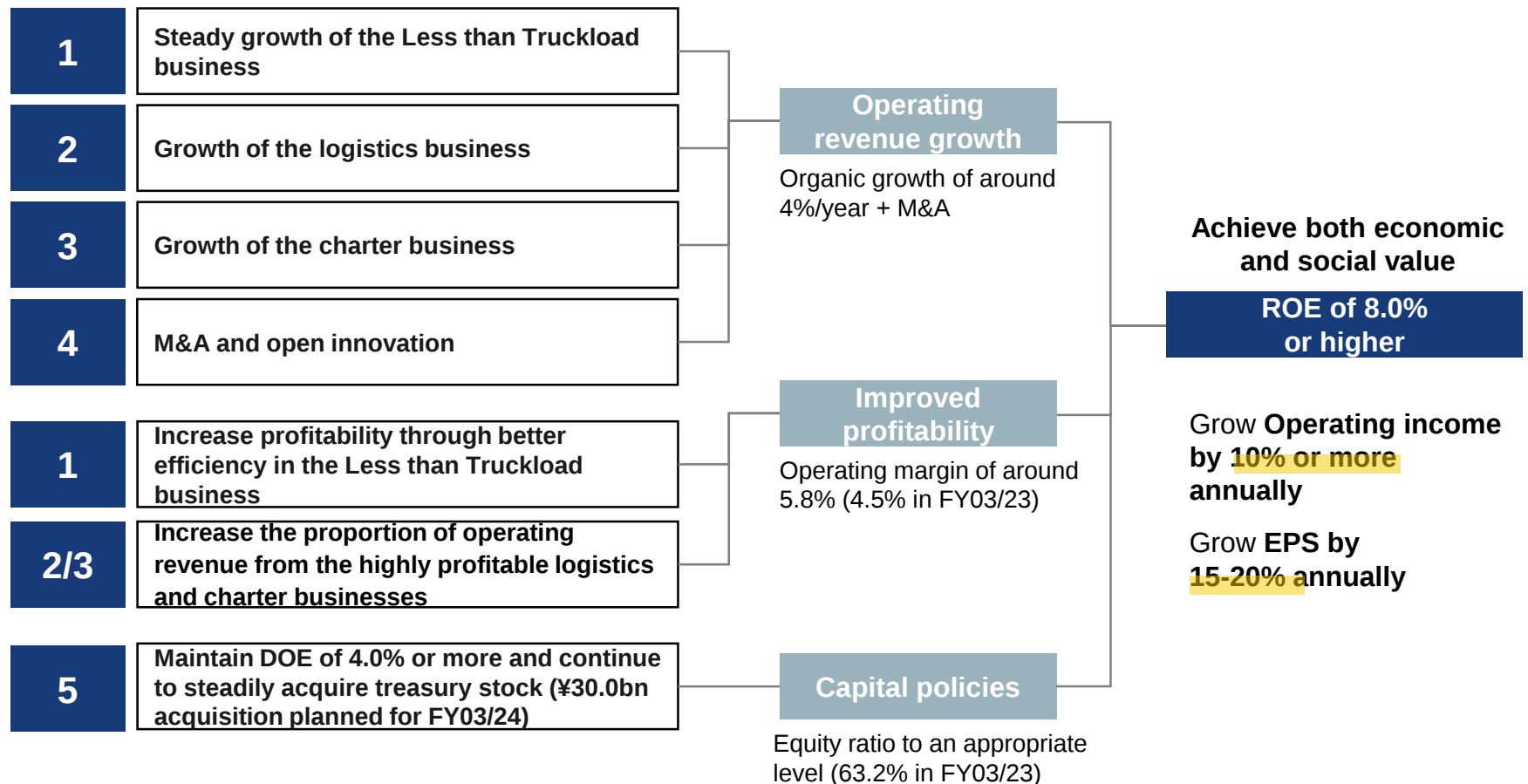
Roadmap 2028

Create Value Using a Reverse ROE Tree



Aim to achieve ROE of 8.0% within 3-5 years by improving earning power and actively promoting shareholder returns

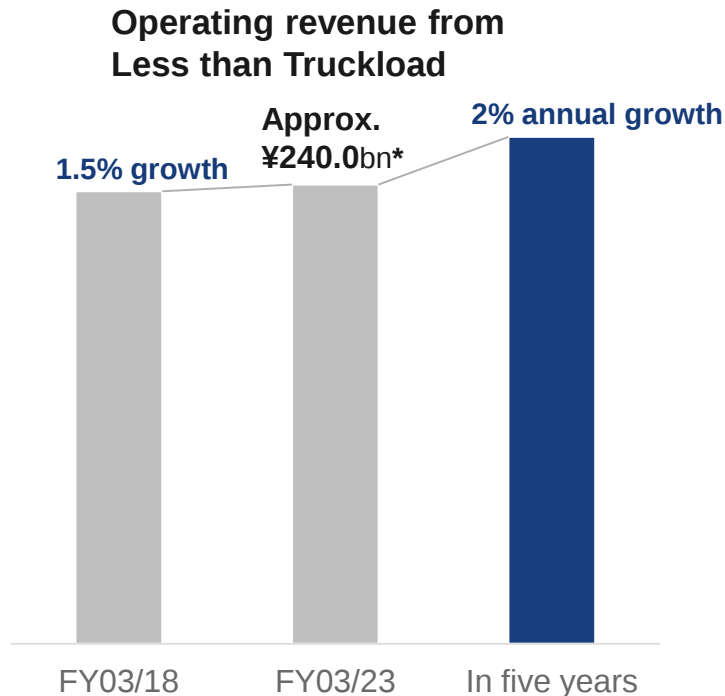
Drivers of ROE improvement



Growing by Leveraging Our Strengths and Improving Profitability



Aim for stable growth in Less than Truckload



Profit growth

1. Receive appropriate freight rates (centering on long-haul and heavy cargos)
2. Increase loading efficiency and control running costs
3. Secure quantities
(Expand logistics, promote O.P.P.)

Competitiveness

- Nationwide network powered by 5,900 flights per day, comprising 736 locations and 26,532 people
- Capable of handling loads of any size, from small to large lots

Issues

- Rising facility renovation costs
(costs of maintaining infrastructure and networks)

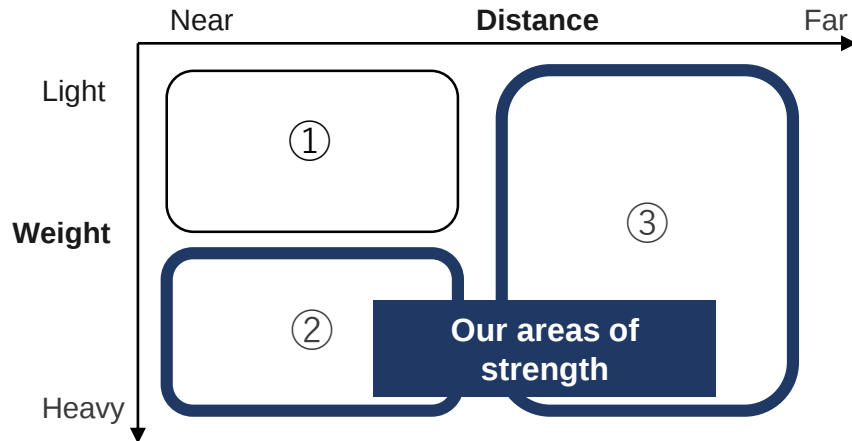
*Reference figure for the new Seino Transportation (four-company merger)

Improving Unit Prices by Collecting Appropriate Freight Rates



Handling long-haul and heavy cargo, a Company strength

Cargo, by weight and travel distance



Our areas of strength

- ② We can offer various transport options, regardless of cargo volume.
- ③ We were an early proponent of modal shifts and relay transportation, so we have the ability to transport cargo to remote areas and are relatively unaffected by the 2024 problem.

Collecting appropriate freight rates

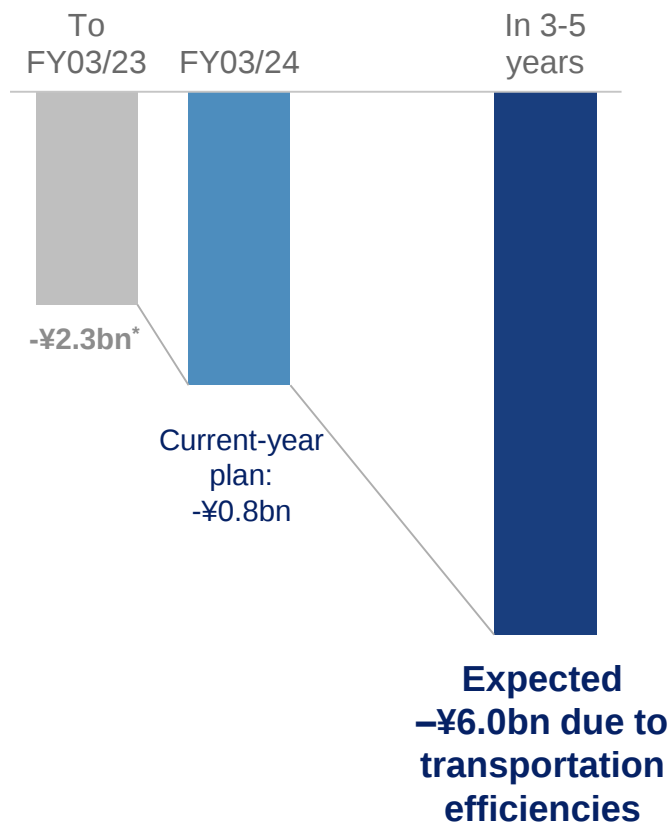
- Develop policies for freight rates to avoid the future risk of not being able to transport cargos or continue to provide stable transportation
- Collect appropriate freight rates, especially in the areas where we are highly competitive (long-haul, heavy cargos)
- Keep consumer price indexes in mind when setting rates
- Use fuel surcharges to pass on higher prices in line with market conditions without relying on rate revisions (a company strength)
(94.4% collection rate for Seino Transportation in FY03/23)

Higher Efficiency due to Effects of Integration



Four-company integration increases efficiency and reduces costs

Cost-reduction effects



Higher efficiency

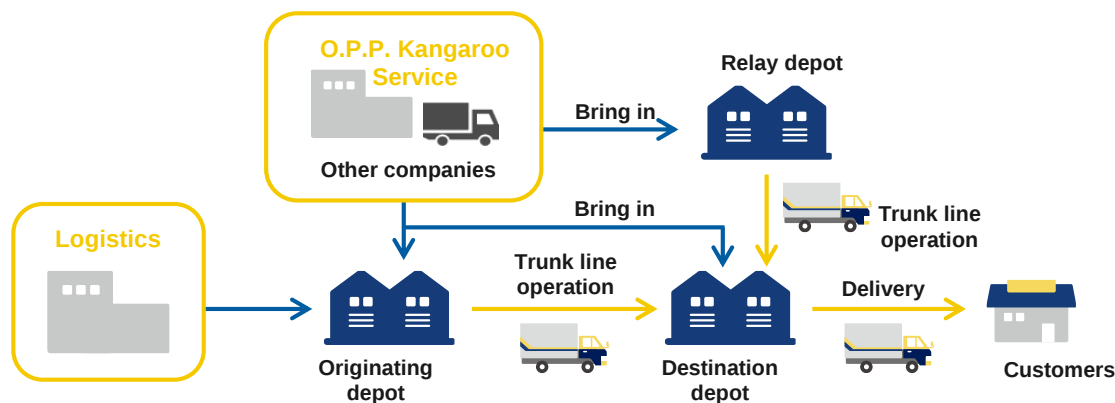
- Accelerate increases in transportation efficiency due to merger of four Group companies (Kanto, Nohi, Tokai, and Seino Transportation)
- Review relay and consolidation bases, eliminate low loading ratios, and revamp the operation system to match cargo volumes
- Increase turnover within individual economic zones by shortening transportation times from three days to one
- Improve efficiency further by developing the hub concept

*Figures on a settlement basis

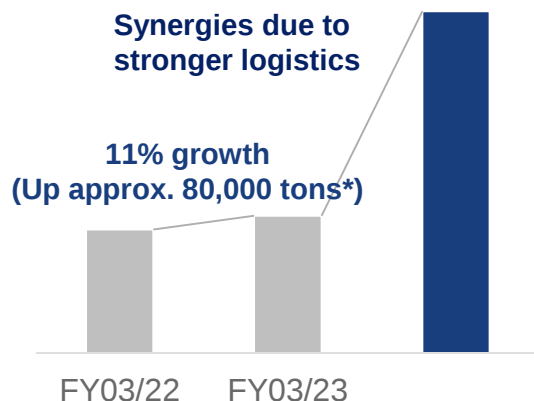
Securing Cargo Volumes



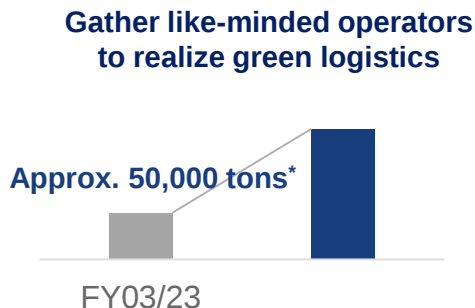
Opening up our infrastructure broadly



Logistics-related handling volume



O.P.P. Kangaroo Service handling volume



Securing cargo volumes

- Achieve synergies through expanded logistics that utilize leased Logi-Trans facilities and external warehouses
- In a shrinking market, secure volume by opening up our own infrastructure broadly
- Work to become a one-stop operator without compromising customer convenience by linking our transportation systems with those of other companies

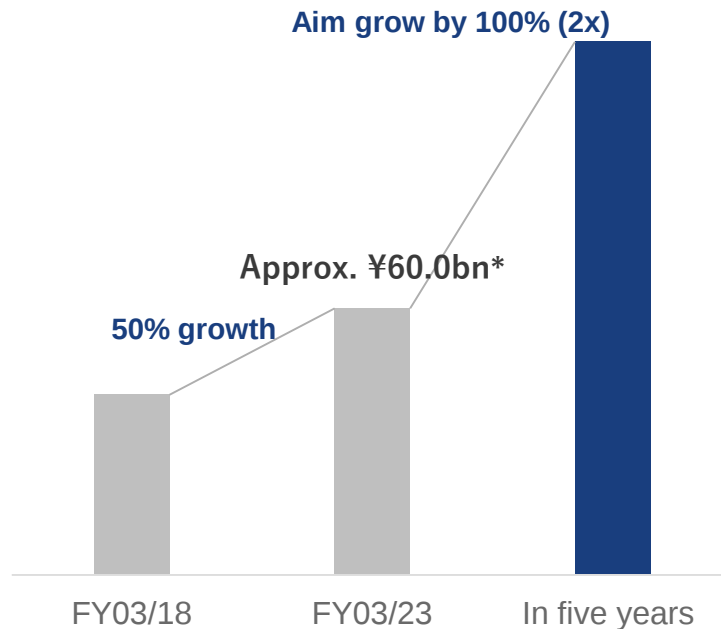
*Reference cargo volumes for the new Seino Transportation

Logistics, a Major Growth Field



Logistics, an area of focus

Operating revenue from logistics



*Reference figures for Seino Holdings (management accounting basis), including transportation operating revenue derived from logistics

Profit growth

1. Provide highly functional logistics
2. Develop industry-specific solutions
3. Strengths and needs backed by a track record of growth

Competitiveness

- Carrying capacity based on nationwide transportation network
- Advantage of nationwide operation makes it possible to offer logistics using the best locations
- Abundant human resources, from dedicated salespeople to operational and management personnel

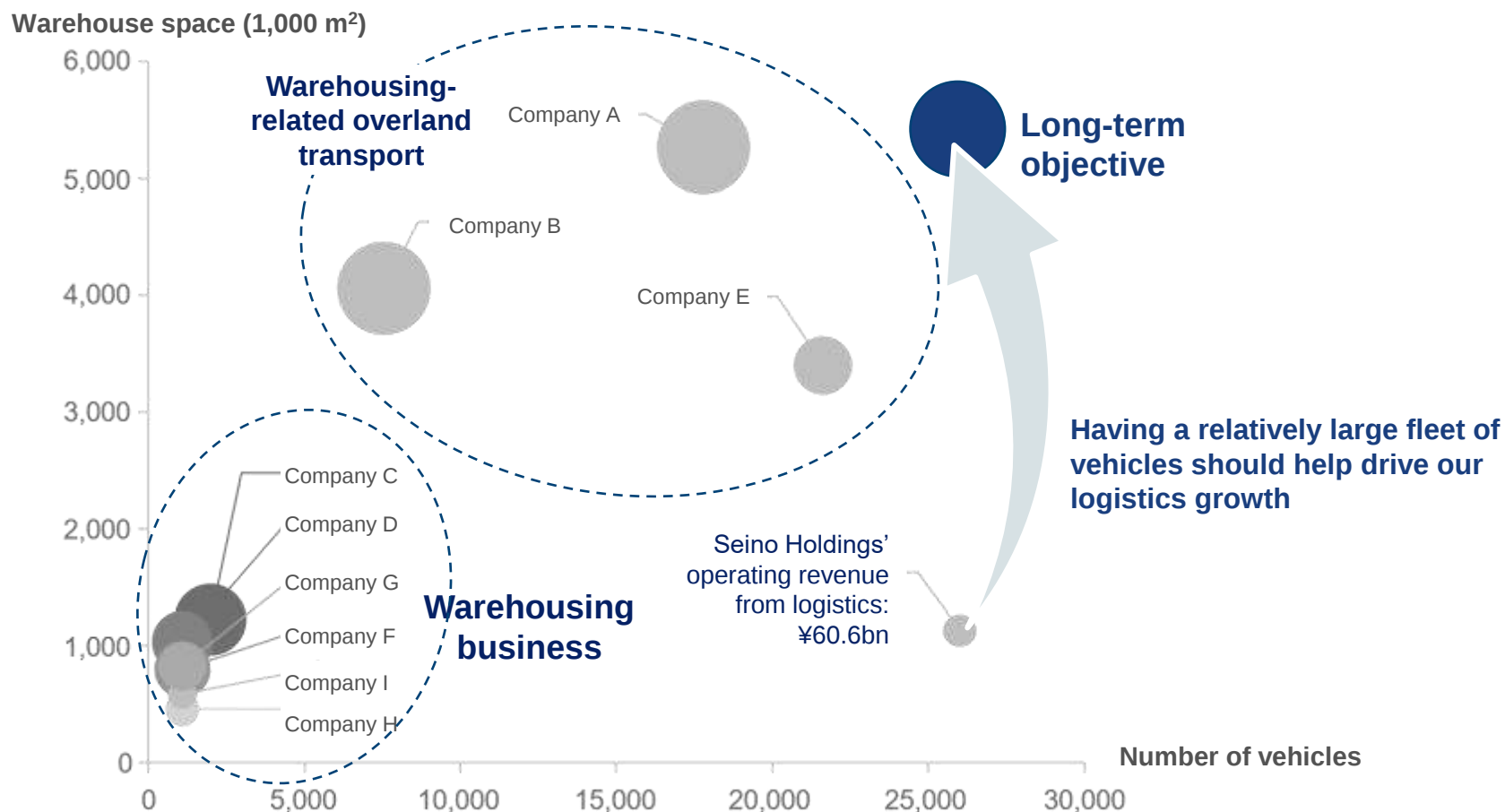
Issues

- Ensuring warehouse space and speed

Growing through Warehouse Expansion (Owned and Leased)



Competitor comparison of warehouse space, vehicles, and logistics-related operating revenue



*The size of the circles represents scale of operating revenue.

*Logistics-related operating revenue is based on FY03/23 account settlements. We have researched the number of vehicles based on company disclosures.

Growth-Related Issues and Measures for Addressing Them



External environment

Increasingly severe labor shortages

Faster technological innovation driving changes in the industrial structure

Growing awareness of sustainability



Issues for us

Limits to the amount of value a single company can provide

Lack of expertise with highly specialized products

Developing facilities with functionality and pricing advantages

Improving advantages in logistics



Our response measures

Strengthen ties with other companies

Cultivate specialized expertise

Utilize assets effectively

Review sales structure by region

Growing by Ensuring Warehouse Space (That Need Not Necessarily Be Our Own)

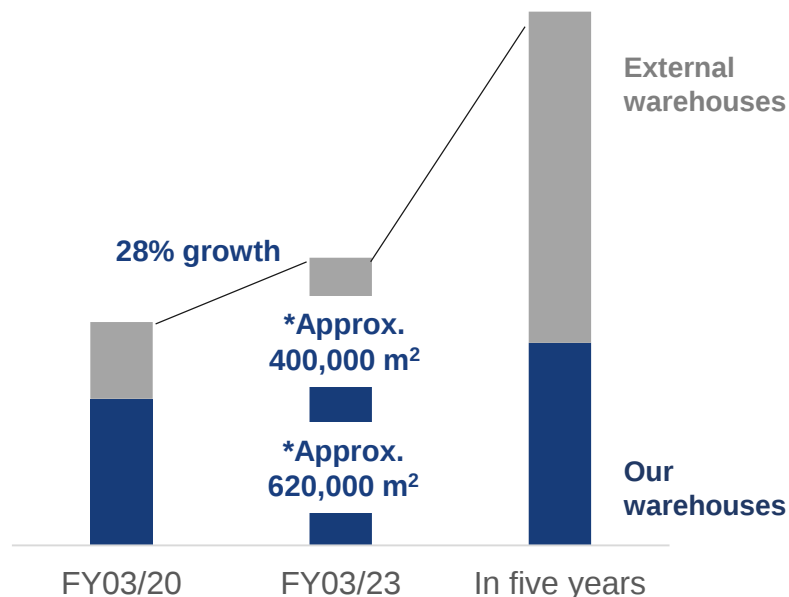


Realize green logistics by optimizing the entire supply chain through collaboration and greater efficiency that leverages the advantages of our nationwide presence

Securing warehouse space

Warehouse space

Aim to grow by around 85% (1.85x)



*Seino Holdings' warehouse space

Enhancing development

- Provide cloud-based logistics at the best locations, anywhere in Japan, without compromising lead times
- Develop Logi-Trans facilities that connect directly to our national network
- Locate distribution centers in high-demand areas
- Review the logistics development of our operating companies and set up four new logistics-related departments at Seino Holdings
FY03/23 79 people (Seino Transportation)
From 04/23 124 people (Seino Holdings)
- Use the “Mitsukaru Soko” (“Find Warehouse”) tool for locating empty warehouse space at partners nationwide in order to step up our immediate response and development without incurring fixed costs

Expanding Industry-Specific Solutions



Improving profitability by developing services that ensure expertise in growth markets

Three fields of particular focus

**Automotive Battery Logistics
Business Division**

Healthcare Solutions Business Division

Electronics Solutions Business Division

Expanding industry-specific solutions

- Formed logi-solutions team at Seino Holdings in our three fields of particular focus (April 2023)
- Help customers build supply chains capable of responding to changes in their operating environments, as well as to increased demand
- Invest proactively with a view to facility expansion and M&A
- Optimize the domestic supply chains of global companies in accordance with the deployment of industry-specific solutions by mega forwarders
- Leverage our strength in working with partners to optimize domestic supply chains

*Automotive Battery Logistics Business Division

Entered a business alliance with Tsukasa Kigyō Co., Ltd. to meet new logistics needs arising from the spread of EVs (April 2023).

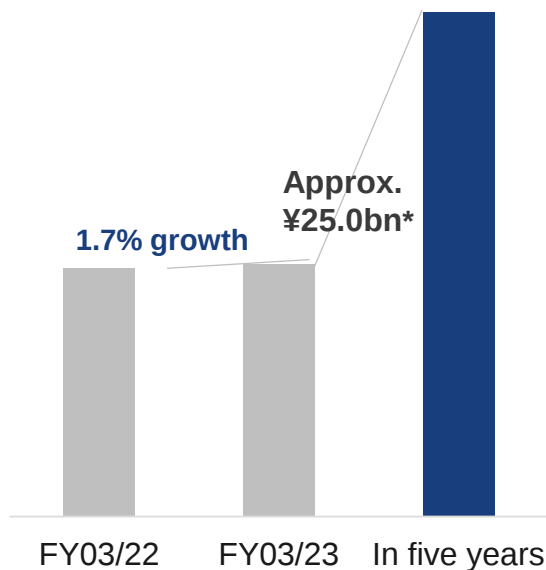
Growing by Cross-Selling Digital and Less than Truckload



Areas of focus in the chartered business

Operating revenue in the chartered business

Aim for growth of around 100% (2x)



Profit growth

1. A changing profit structure due to expanded use of transportation
2. Boost delivery capabilities by using a digital platform (HACOBELL)

Competitiveness

- Utilize our superior digital platform and task our approximately 500 dedicated salespeople across Japan to cross-sell along with Less than Truckload

Issues

- New business development through the acquisition and utilization of advanced wide-area digital data (data on products and customers, and data peripheral to transportation)

*Reference figures for the new Seino Transportation (four-company merger)

Resolving Industry Issues



The industrywide “2024 problem”

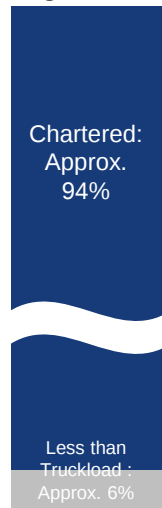
- Various effects of overtime caps (labor shortages, transportation delays, price negotiations)
- Measures to resolve labor shortages (securing human resources, outsourcing, joint deliveries)



Opportunities for us

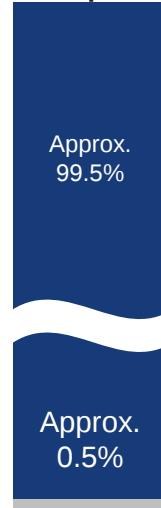
- In the transportation industry, where the majority of operators are small and medium-sized, there **is tremendous room for growth through industry efficiencies** as the 2024 problem looms.

Chartered cargo as a percentage of commercial freight volume



Commercial freight tonnage*1

Industry percentage of small and medium-sized operators



Cargo vehicle transport operators*2

Number of small and medium-sized operators (Capital of less than ¥300mn)

Approx. 60,000 companies

Large operators (Capital of ¥300mn or more)

Approx. 300 companies

Industry breakdown by number of vehicles owned



Cargo vehicle transport operators*2

10 or fewer vehicles

Approx. 35,000 companies

11 to 100 vehicles

Approx. 27,000 companies

101 or more vehicles

Approx. 1,400 companies

Vehicles:
1,430,000

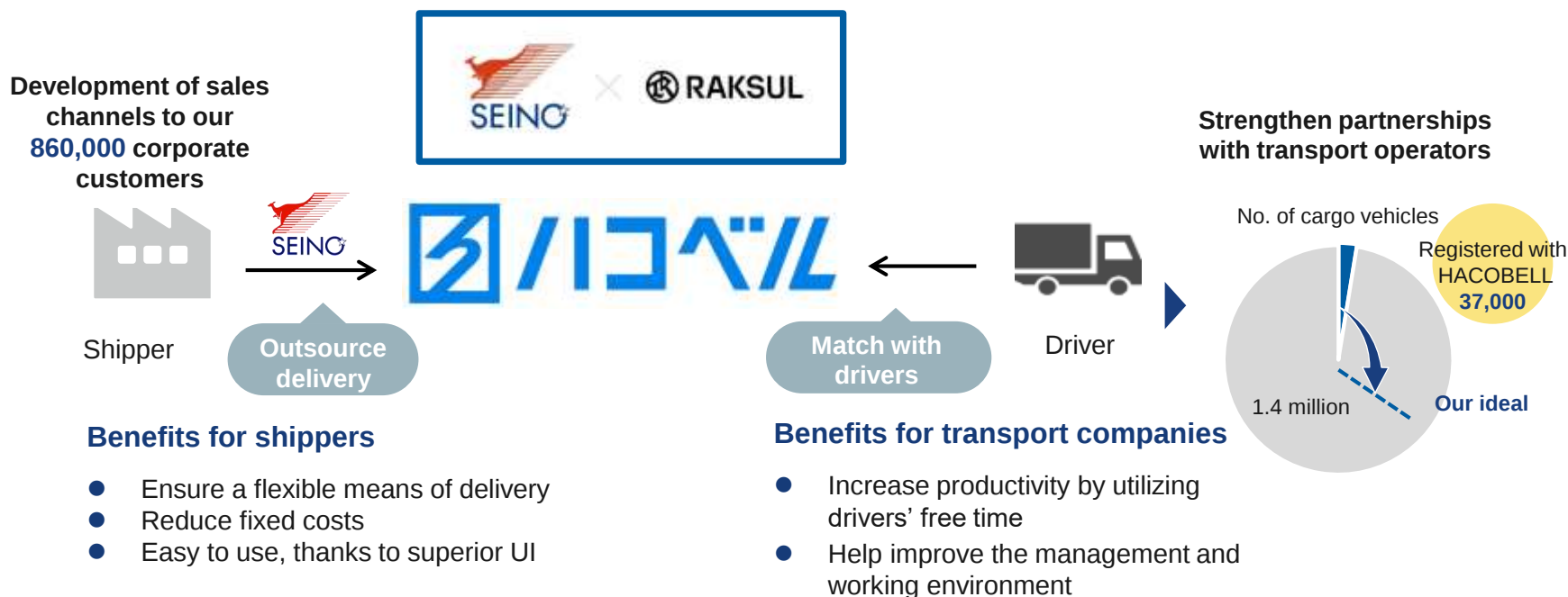
Sources *1 Estimated based on truck freight tonnage for Less than Truckload in the Annual Report of road Transport Statistics (fiscal 2021), Ministry of Land, Infrastructure, Transport and Tourism

*2 Number of cargo vehicle transport operators (as of March 31, 2022), Ministry of Land, Infrastructure, Transport and Tourism

“HACOBELL,” a Platform for Realizing Green Logistics



We aim to resolve problems in the transportation industry, such as driver shortages and multiple subcontracting structures, through an open public platform that anyone can use.



Yasukane Matsumoto

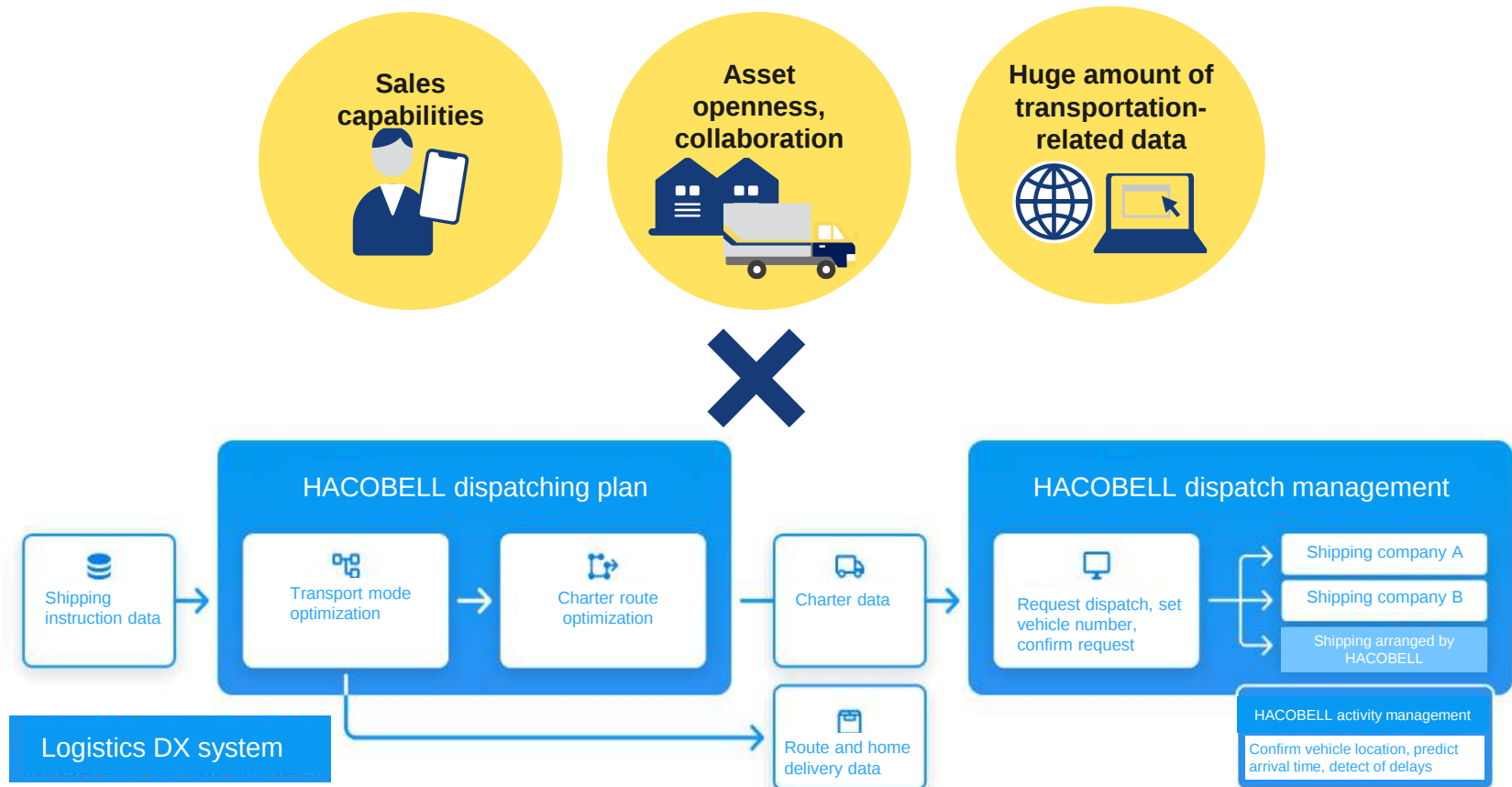
CEO, RAKSUL, Inc.

By combining Seino Holdings' credibility and track record in the logistics industry, the sales force of its nationwide network, and HACOBELL's functionality, we expect to realize a host of synergies. I expect the platform to grow into a foundation for the entire logistics industry.

Optimizing Transportation through the Use of Digital Technology



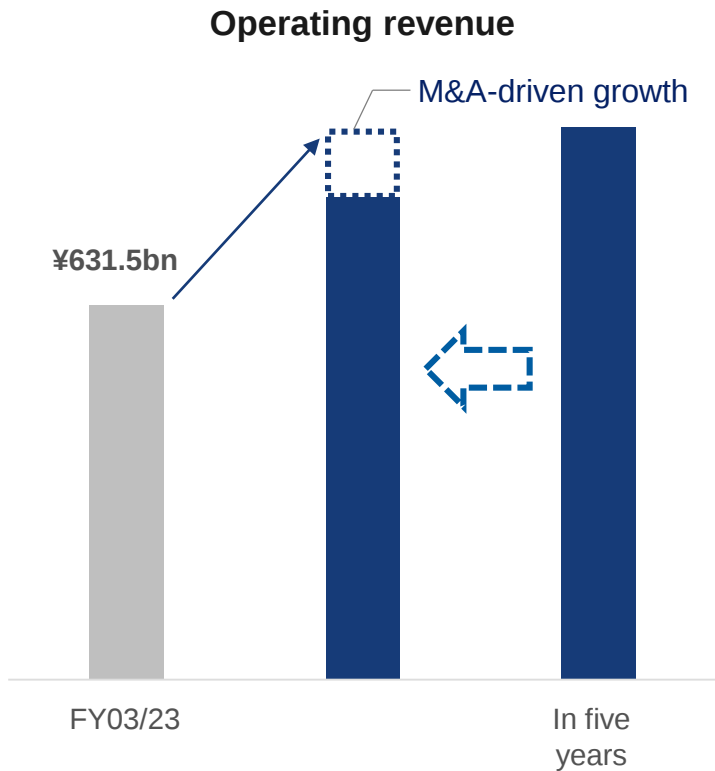
The future **physical Internet concept** involves connecting transportation data held by customers and transportation service providers on a **digital platform**. These data are then combined to be **utilized openly with relay centers and other assets**.



Accelerate Growth through Proactive Investment



Accelerate growth through proactive investment, including M&A



Accelerate growth

- Actively develop strategies that incorporate M&A to quickly reach our goals for five years hence
- In addition, deploy open innovation broadly to create new, market-leading value

Expand functions to accelerate business growth

- Expand the logistics domain
- Accelerate development of the three solutions businesses
- Strengthen the last-mile delivery network
- Expand the three-temperature zone transportation network

Leverage Our M&A Experience



Future areas of focus



M&A-driven growth

- In 2009, we acquired Seibu Transportation (now SSX), bringing it into our group, and successfully improved its earnings.
- Since 2009, we have acquired 22 companies to complement our operations in areas we were lacking (investing approximately ¥20.0 billion over the past five years).
- In 2020, we established a dedicated M&A team.
- We will proactively expand new functionality and acquire expertise to become the industry leader.

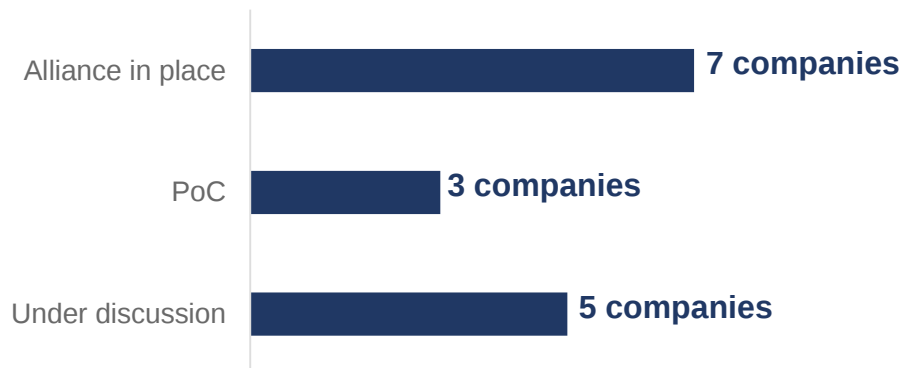
Taking the Lead Over Competitors by Establishing a CVC Fund



Investment themes

1. New platforms in areas peripheral to logistics
2. Process improvements in existing logistics operations
3. Expansion of logistics operational areas

Promoting collaboration (among 15 companies)*¹



CVC-driven growth

- We took the lead over other major overland transport companies in establishing a CVC fund and beginning open innovation.
- Established in 2019, ours has become the leading, most active logistics CVC fund.
- We have invested in 21 projects to date.*²
- We are already in the investment recovery phase.
- We are currently collaborating with portfolio companies.

*¹ Progress at 15 of the 16 separate investees that have some sort of business collaboration process underway

*² Total number, including FoF investments.

New, Market-Leading Value



Proactive (strategic) new business development with CVC portfolio companies



Jointly launched a new delivery solution, Sky Hub, pioneering the business of smart logistics using drones



This solution opens up our assets to networked logistics platforms, providing fulfillment services for e-commerce businesses

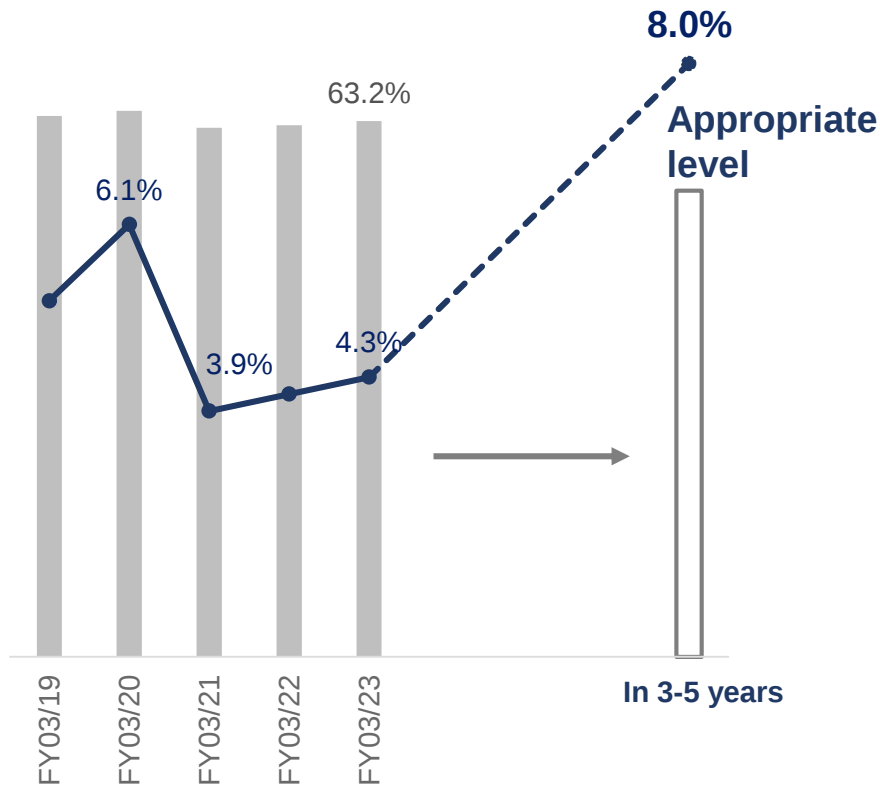


Jointly developed Japan's first "central dispensing pharmacy" by installing a dispensing pharmacy inside a distribution center to streamline and shorten the pharmaceutical supply chain

Striking a Balance between Growth Investment, Financial Discipline, and Capital Efficiency



Equity ratio and ROE



Basic approach to capital policy

We will strengthen shareholder returns as much as possible without impairing the company's ability to invest in growth and maintain financial soundness in order to achieve a ROE of 8.0% or more.

Highlights

1. We have transitioned to a stable, active dividend policy with a DOE of 4.0% or higher.
2. In FY03/24, we plan to spend ¥30.0 billion to acquire our own shares.
3. Of the 20.32 million shares of treasury stock we currently hold (excluding 5.72 million shares held in a trust account as an employee incentive), we will cancel 20 million shares. In principle, future treasury stock holdings will be limited to no more than 10% of total shares issued and outstanding.

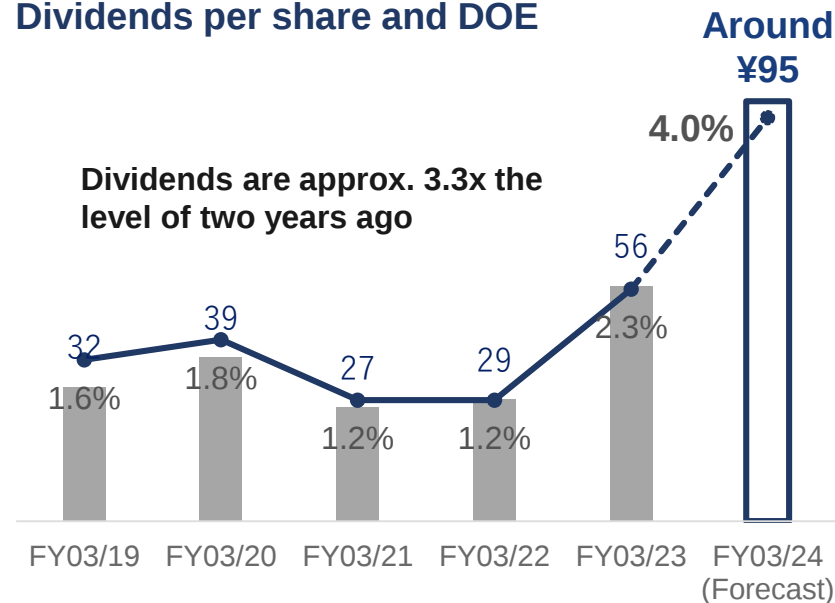
Dividend Policy and DOE of 4.0% or More



Changes in our dividend policy

Until FY03/22	FY03/23	From FY03/24
Consolidated dividend payout ratio of 30% Fluctuating according to profit for the period	Set a target of dividend over equity (DOE) of 2.4% or a 30% consolidated payout ratio, whichever is higher	DOE of 4.0% or higher High and stable dividends

Dividends per share and DOE



At an ROE of 8.0%,
DOE of 4.0% = ROE of 8.0% x payout ratio of 50%

		ROE		Dividend payout ratio
DOE 4.0%	=	4.0%	x	100%
		6.0%		67%
		8.0%		50%
		10.0%		40%

Active Share Buybacks



Share price and share buybacks

(Share price, in yen)



We will retire 20mn shares of treasury stock.

In FY03/24, we plan to spend ¥30.0 billion to buy back shares.

Share buyback policy

- We will step up share buybacks to achieve an appropriate stock price level, EPS growth, and ROE of 8.0%.
- To achieve an optimal equity ratio, in FY03/24 we plan to spend ¥30.0 billion to buy back shares.

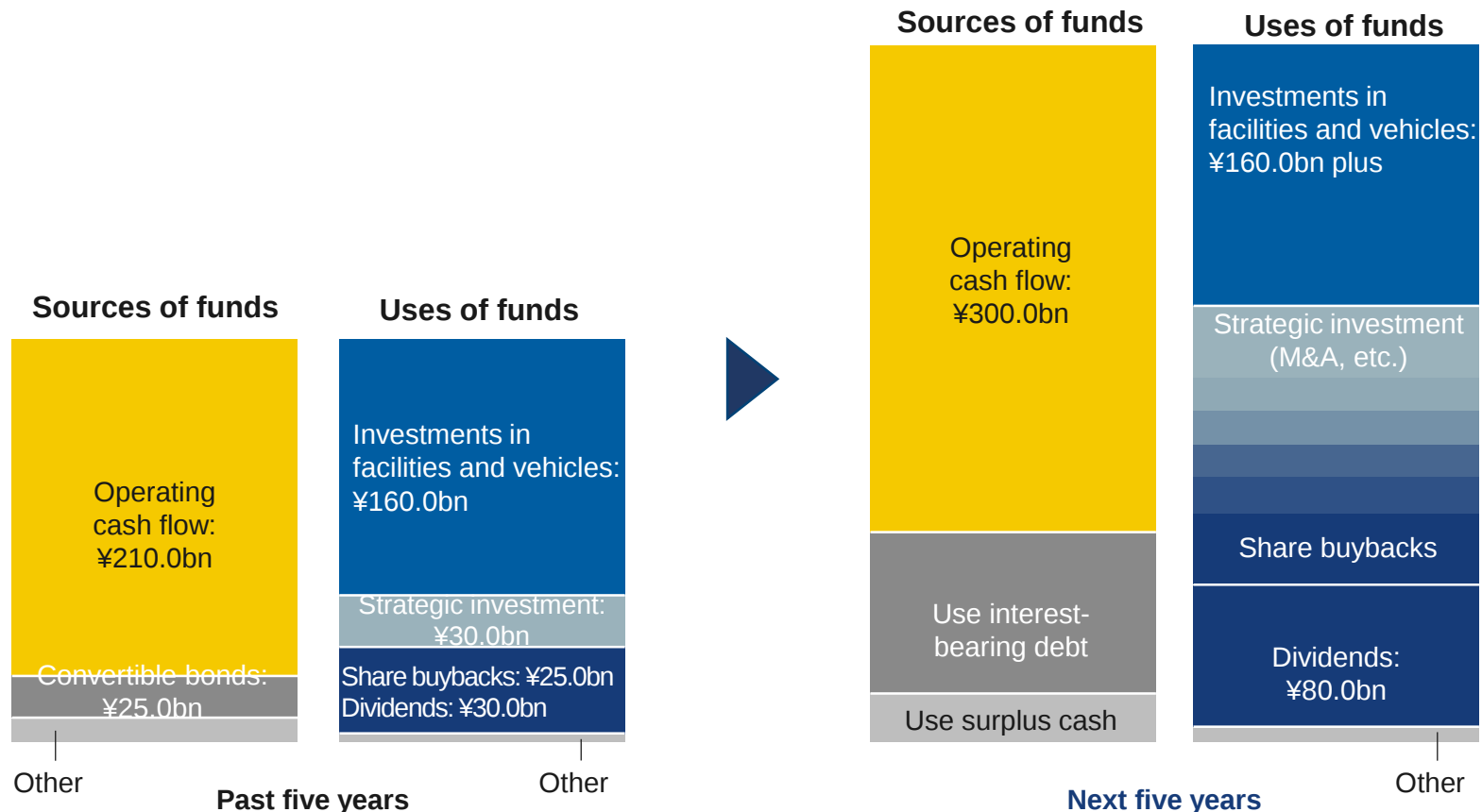
Policy on retiring shares

- As a general rule, we will hold treasury stock up to 10% of total shares issued and outstanding, cancelling any shares above that amount.
- We will use treasury stock mainly for the conversion of convertible bonds, M&A and business alliances, and employee incentives. We will take care to avoid dilution.
- The use of treasury stock is reviewed annually by the Board of Directors.

Strengthening Growth Investment and Shareholder Returns



Through an increase in operating cash flow and the use of interest-bearing debt, we will make active business investments and reinforce shareholder returns.





Winner

In a nationwide truck
drivers' contest
(Prime Minister's
Award)



03

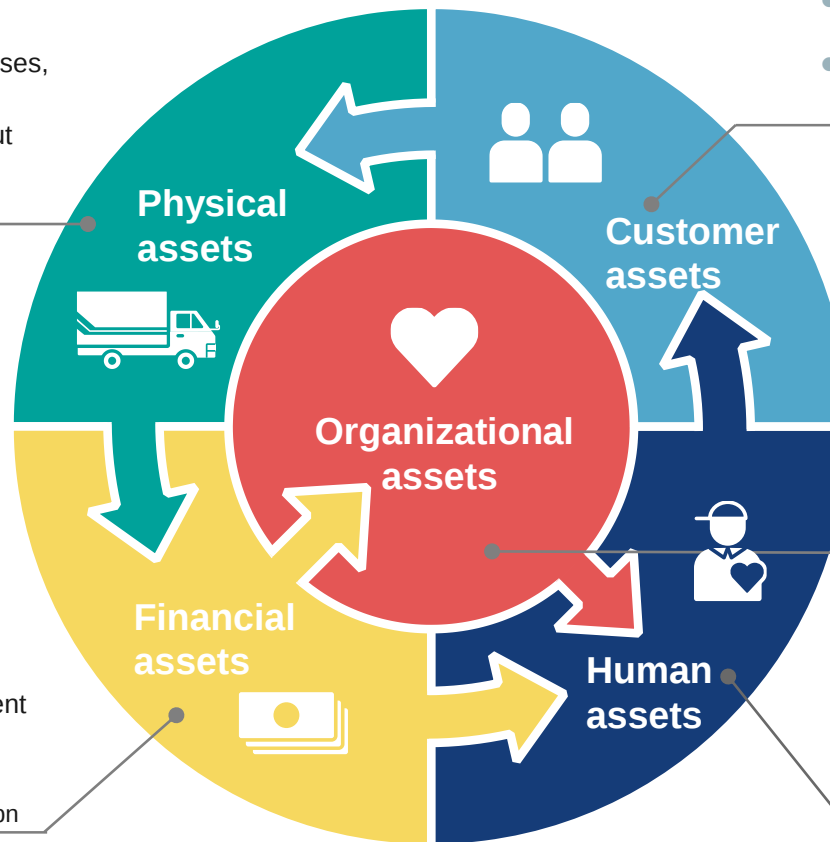
**Intangible Assets That Support
Value Creation**

Having Both Tangible and Intangible Assets: A Source of Competitiveness



We will step up our investment in intangible assets, which are a source of value creation, to enhance corporate value.

- A Japanese leader in logistics infrastructure (terminals, warehouses, trucks)
- 736 distribution centers throughout Japan, and 26,000 vehicles
- Expanding logistics



- Long-term, trust-based relationships with 860,000 corporate customers
- Outsourced logistics operations for leading global companies

- Instillment of philosophy and corporate culture
- No. 1 track record in BtoB trucking
- Diversified transportation network
- Extensive logistics data
- IT systems
- System of collaboration with startups
- Corporate sports that increase sense of contribution

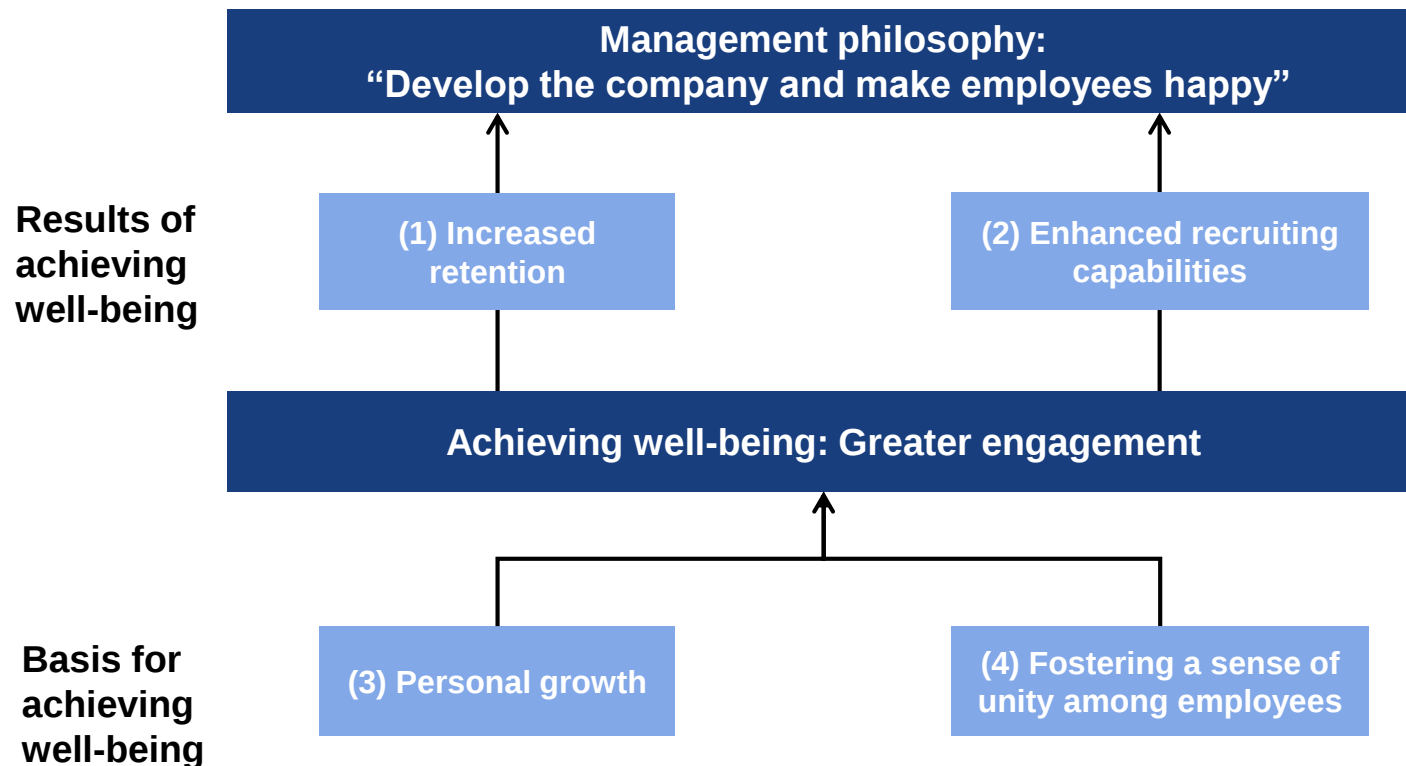
- A balance sheet that facilitates a balance between growth investment and shareholder returns:
Equity ratio: 63.2%
Cash and deposits: More than ¥100.0bn

- Transportation group employees: Approx. 27,000
Approx. 17,000 drivers
Approx. 500 dedicated salespeople
- Four new logistics-related departments: Approx. 120 people
- Enhanced engagement and retention

Human Capital Strategy: Achieving Well-Being = Satisfying Our Management Philosophy



We define well-being as “our employees’ sense of fulfillment, job satisfaction, and personal growth.” We believe that enhancing employees’ well-being will improve retention and give us an advantage in recruitment.



Specific Initiatives of Our Human Capital Strategy



	Activity theme	Initiative	Indicator
1	Increase retention	Provide an environment that allows for challenges (e.g., hand-raising system) Foster good communication within the workplace	Retention FY2022 FY2025 target 93.2% 98%
2	Enhance recruiting capabilities	Collaborate with Seino Staff Services and outside companies to adopt new recruiting methods (referral recruiting, alumni recruiting, etc.)	Number of alumni referrals FY2022 FY2025 target Seino Transportation 101 Seino Group 300 Note: We aim to step up operations at Seino Holdings.
3	Personal growth (education)	Provide a venue for learning the basics of being a working adult and adopting the company's mindset • Seino-man Basic Training	Percentage of employees receiving training FY2022 FY2025 target Seino Transportation 100% Seino Group 100% Note: We aim to step up operations at Seino Holdings.
		Provide diverse learning opportunities to meet employees' needs • Learn by using YouTube videos	Training time per employee FY2022 FY2025 target 150 minutes 300 minutes
4	Fostering a sense of unity among employees	Utilize public relations and social media to increase employee interest and participation in corporate sports We expect greater employee interest in corporate sports to foster a sense of unity.	Internal questionnaire on company sports "I'm interested in the Seino Athletic Club." FY2022 FY2025 target 71.27% 80%

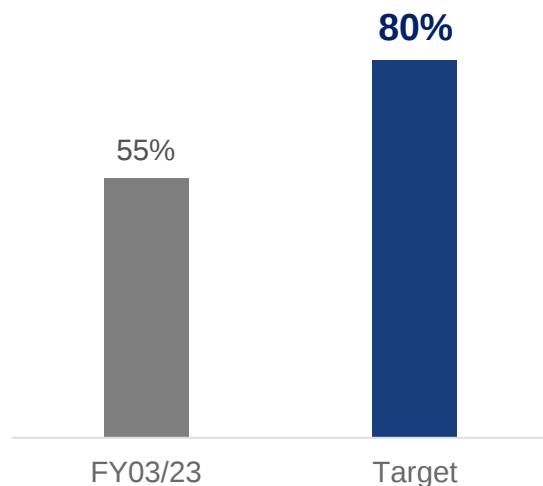
Issues for Enhancing Engagement



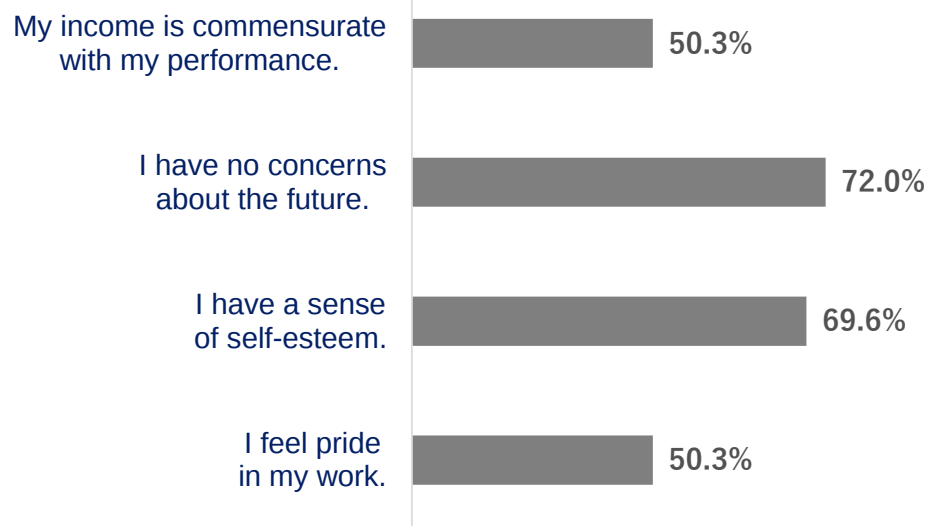
We aim to realize well-being throughout the Group through initiatives based on our management philosophy (the three pillars of happiness).

- Economic issues: easy to understand, fair evaluation criteria, and compensation commensurate with results (labor)
- Pride, future potential: Raise employees' self-esteem (Seino-man Basic Training, sharing thanks)

Engagement (percentage of positive responses)



Indicators we consider important

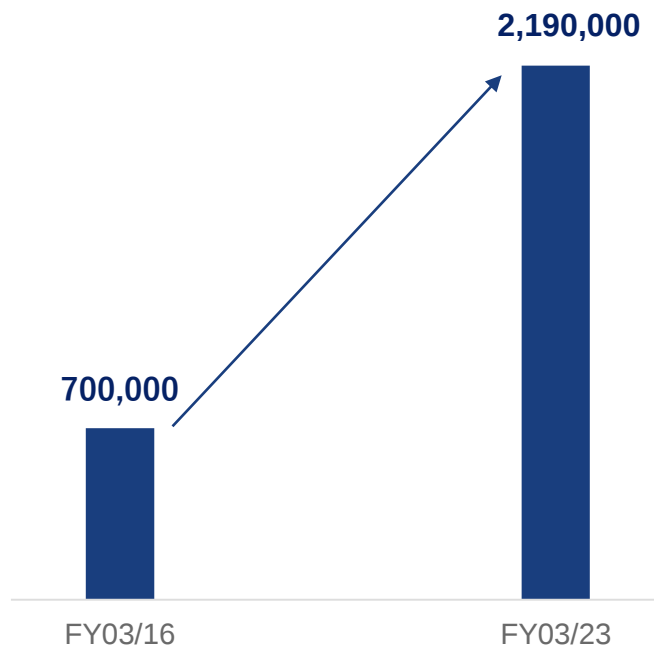


Enhancing the Employee Stock Ownership Plan So That Increased Corporate Value = Economic Value for Employees



We will provide employees with incentives to enhance corporate value over the medium to long term. At the same time, we will promote membership in a stock ownership plan as a way to enhance employee benefits.

Shares held



- We will strengthen the employee stock ownership plan so that increased corporate value = economic value for employees.
- Overview of employee stock ownership plan
Members: 5,289
Shares held: 2,190,000
(16th largest shareholder)
- Incentive plan
FY03/22 to FY03/26 (four years)
At the end of the period, the amount of increase in the share price during the period will be distributed in proportion to the number of shares accumulated by each member.
- Employees can share in the goal and sense of achievement as we work toward a PBR of more than 1x.

External Human Assets for Value Creation

(A Selection of Our Outside Director and Advisory Board Members)



Outside director Meyumi Yamada

Director, istyle Inc.
Outside director of Sampo Holdings,
Inc. and Seven & i Holdings Co., Ltd.

Expected role

To provide advice on how to
leverage women's perspectives to
create diverse values and
sustainable growth



Advisory Board member Yasukane Matsumoto

CEO, RAKSUL, Inc.

Expected role

To apply his knowledge based on
his experience in transforming
industrial structures based on the
philosophy of "Change the system,
and the world will be a better place."



Advisory Board member Makiko Sato

Representative partner, iSGS
Investment Works Inc.

Expected role

To apply her knowledge in the field of
venture investment, based on a track
record of investing in startup
companies



Advisory Board member Kentaro Iemoto

President and CEO,
CLARA ONLINE, Inc.

Expected role

To apply his knowledge of socially
conscious business models based
on past experience

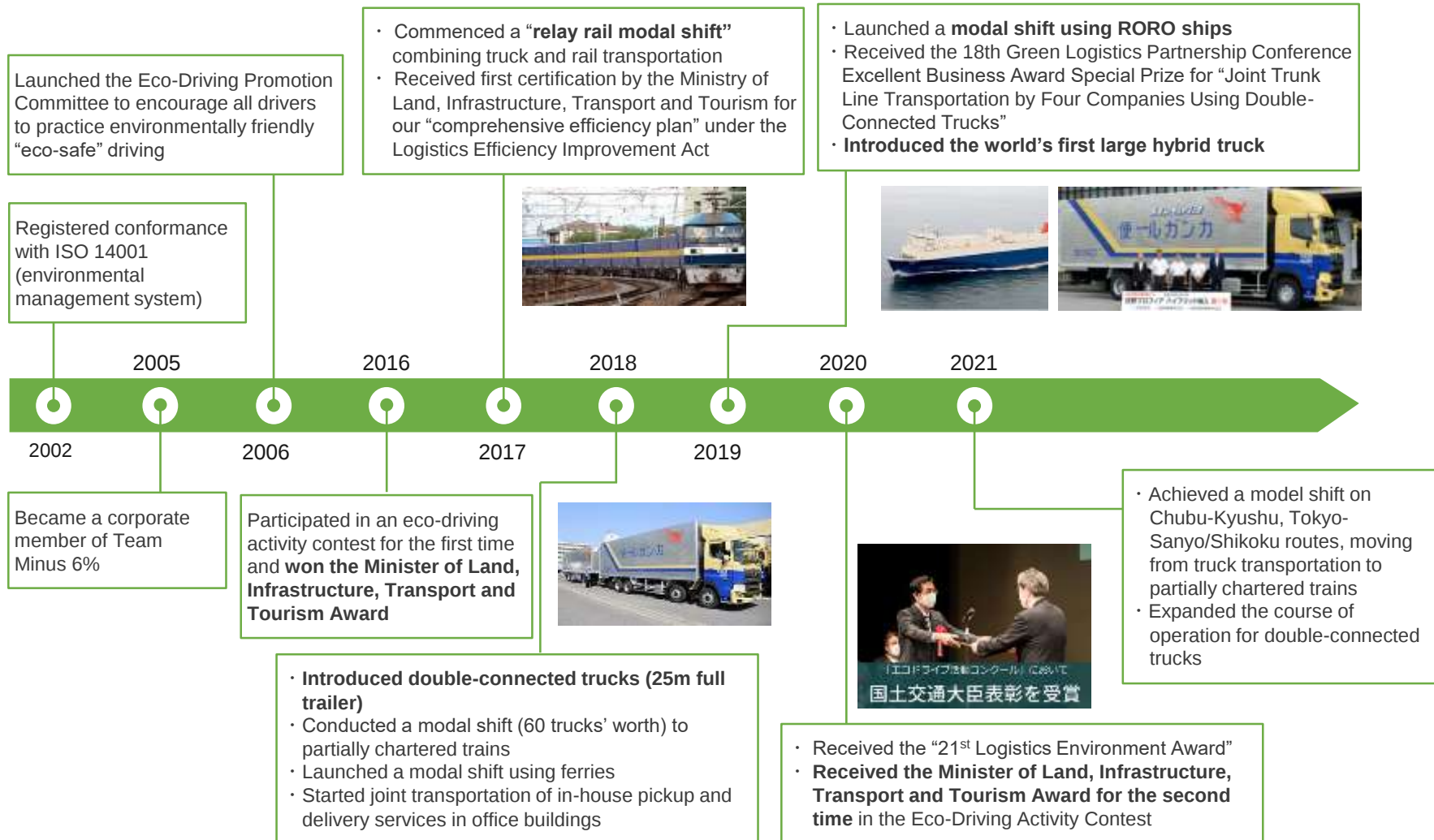
Realizing a Sustainable Society through Our Business Activities (Materiality Items)



By addressing seven materiality items (priority issues) through our business activities, we aim to realize our ideal of creating value and becoming a sustainable company, thereby satisfying our purpose of "bringing smiles to all."

	Materiality items (priority issues)	Activity themes	Activity targets
1	Contribute toward a sustainable environment	Promote business activities that have low CO ₂ emissions and resource use	35% reduction in GHG emissions (by 2030, compared with FY2013)
2	Create a safe and secure working environment	Train employees to foster a safety culture Create a corporate structure that ensures safety	Zero major traffic accidents (fatalities) Zero serious industrial accidents (fatalities) 5% YoY reduction in occupational accidents
3	Create an organization in which diverse people can play an active role	Respect diversity and promote flexible working styles Care for employees mentally and physically Promote communication among employees	Retention rate: 98% Engagement: 80% (positive response rate) Checkup rate among those eligible for secondary checkups: 100% (regular checkups) 10,000 views per month of training content
4	Contribute to society through the Transportation Services Business	Promote BCP measures Cooperate with government agencies in the event of disaster	Percentage of safety confirmation drills conducted: 100%
5	Promote businesses that resolve social issues	Contribute toward the resolution of social issues through transportation services and co-creation with other companies	
6	Practice responsible corporate management	Train employees Create a corporate compliance structure Establish a whistleblower hotline Conduct risk management	Zero serious information security accidents G Mark certification rate: 100% (Transportation Services Business) Zero violations of laws and regulations
7	Foster a sustainable corporate culture	Enhance employee awareness and understanding	

Leading the Industry in Environmental Initiatives



Aiming to Commercialize the Next-Generation Vehicles Necessary to Realize Green Logistics



We will work to reduce CO₂ emissions by 35% by 2030 by promoting transportation reforms that focus on contributing to our customers and participating in the social verification testing of medium-sized and large commercial electric trucks, our transport mainstay.

As a pioneer in long-haul scheduled truck transportation, we will conduct modal shifts where feasible, use double-connected trucks, and engage in the sharing of transportation. In addition, we will implement initiatives that contribute to the spread of next-generation vehicles.



New Initiatives for Reducing CO₂ Emissions



TOPIX

Participating in a verification testing using large fuel cell vehicles (FCVs)

- In June 2023, we began a demonstration run that will last approximately two years.
- The demonstration route will be Tokyo Branch → Odawara Branch → Sagami-hara Branch → Tokyo Branch, and the demonstration will be made available to transportation services business operators.



TOPIX

Participation in NEDO's Green Innovation Fund Project and the start of a verification test

- We are participating in the Green Innovation Fund Project / Smart Mobility Society Construction, funded by the New Energy and Industrial Technology Development Organization (NEDO).
- The verification test began in April 2023, with the introduction of one FCV each at the Tokyo, Fukagawa, Omori, and Keihin Terminal branches.
- We will verify the integration of energy management with operational management to determine whether cost reductions on commercial vehicles are suitable, as well as the reduction in time lost due to fueling.
- We plan to introduce a total of 45 FCVs and EV trucks by 2025.



Promoting the SDGs with New Smart Logistics



To address the logistics crisis in depopulated areas, we are constructing a new smart logistics system to ensure that **“delivering packages is a given”** in a sustainable manner. This system combines combined cargo and passenger transportation, collaborative delivery, and drone delivery, **contributing to carbon neutrality as well.**



- Estimated CO₂ reduction per municipality:

Average of **11.6 tons/year**

- Number of municipalities where we are conducting demonstration tests and implementing the system

10



32

As of FY03/22

As of FY03/23

- By using a dedicated app, we aim to enhance such functions as prescription drug delivery and emergency notifications.



Depopulation is occurring at **51.5%**. (885) of all cities, towns, and villages across Japan.

*Source: 2020 National Census, Ministry of Internal Affairs and Communications

Reinforcing IR and Dialogue



- 1. Hold financial results briefings earlier**
- 2. Hold hybrid briefings**
- 3. Stream video**
- 4. Disclose in English**



04

Looking Back on the Previous Medium-Term Management Plan

Looking Back on the Previous Medium-Term Management Plan: Shortfalls in Operating Revenue and Income



(Millions of yen)	FY03/20 (Actual)	FY03/23 (Actual)	FY03/23 (Previous plan)	Difference
		(A)	(B)	(A)-(B)
Operating revenue	625,626	631,507	637,200	- 5,693
Transportation Services Business	466,473	474,701	482,040	- 7,339
Vehicle Sales Business	103,164	94,209	102,000	- 7,791
Merchandise Sales Business	32,867	33,517	29,000	4,517
Leasing for Real Estate Services Business	1,732	2,191	2,160	31
Other Business	21,389	26,886	22,000	4,886
Operating income	29,697	28,501	33,600	- 5,099
Transportation Services Business	23,339	21,869	26,180	- 4,311
Vehicle Sales Business	4,611	4,709	5,250	- 541
Merchandise Sales Business	870	800	850	- 50
Leasing for Real Estate Services Business	1,382	1,614	1,720	- 106
Other Business	688	1,174	900	274
Adjustments	- 1,194	- 1,666	- 1,300	- 366
Operating margin	4.7%	4.5%	5.3%	- 0.8pt
ROE	6.1%	4.3%	5.3%	- 1.0pt

◆ Operating revenue vs. the plan's targets ◆

We fell short of our targets in the Transportation Services and Vehicle Sales businesses.

Transportation Services Business

The company struggled to secure transport volumes due to the effects of COVID-19, soaring energy and raw materials prices, and rising import costs and prices due to the weak yen.

Vehicle Sales Business

The company was affected by the suspension of shipments due to an engine certification fraud issue on trucks, and production adjustments due to supply constraints on passenger car parts.

Merchandise Sales Business

We reached our targets, owing to strong sales of household paper.

◆ Operating income vs. the plan's targets ◆

Due to the shortfall in operating revenue, Operating income also fell below our target.

Transportation Services Business

Although we worked to turn the company profitable by growing the high-margin logistics business, we struggled to secure profits in the core business of Less than Truckload, as the volume of goods failed to recover to pre-pandemic levels.

Vehicle Sales Business

By focusing on the maintenance business, we improved the profit margin to 5.0%.

*The company applied the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) from the start of FY03/22. Accordingly, this standard is not applied to the figures for FY03/20. For reference, in FY03/22 the application of this standard had the effect of lowering operating revenue ¥15,001 million and raising operating income, ordinary profit, and profit attributable to owners of parent by ¥395 million each.

Looking Back on the Previous Medium-Term Management Plan: Strengthening Growth-Oriented Investments



(Millions of yen)	FY03/21 to FY03/23 actual	FY03/21 to FY03/23 planned	Difference
	(A)	(B)	(A)-(B)
Facility investments	69,643	80,033	- 10,390
Vehicle investments	23,521	25,700	- 2,179
Strategic investments	11,392	9,100	+ 2,292
Total	104,556	114,833	- 10,277

◆ Investment activities in review ◆

Facility investments

- In the aim of expanding the logistics domain, we promoted the development of Logi-Trans facilities that maximize the advantages of Less than Truckload and logistics warehouses in high-demand areas, increasing floor space by 240,000m² over the three-year period.
- Given the time required to acquire land, the company leased some (158,000m²) to accelerate the development.

Vehicle investments

- Our vehicle replacement plan was delayed due to a suspension of shipments stemming from an engine certification fraud issue at Hino Motors, but we made environmentally friendly investments, such as EVs.

Strategic investments

- 09/20 LIVING PRO-SEED, INC. joins the Group
Strengthened our LCC home delivery network with a view to expanding our unattended delivery service nationwide
- 08/21 MARUKYU UNYU CO., LTD. joins the Group
Expanded our cold chain network and secured three-temperature zone logistics bases
- 08/22 HACOPELL INC. joins the Group
Realized an open public platform as a foundation for the logistics industry
- 09/22 TIKUTAKUBIN Co., Ltd. joins the Group
Strengthened our last-mile network in the Tokyo metro area

Looking Back on the Previous Medium-Term Management Plan: Priority Measures



Slogan of the previous medium-term management plan:

“Connecting our values”
For the prosperity of our customers

Promote Seino’s logistics

- Provide new value by optimizing the entire logistics process
- Promote warehouse development, including the expansion of Logi-Trans facilities

Grow operating revenue from logistics:
¥60,608 million
(127.9% growth over three years)

Investments in terminals and logistics facilities:
¥62,000 million

Provision of extra warehouse space on “Mitsukaru Soko” (“Find Warehouse”):
650,000m²
(More than 700 registered warehouses throughout Japan)

Strengthen Group functions

- Optimize Group functionality through integration of the Group and functional connections

Increased operating efficiency by merging four Group companies (Kanto, Nohi, Tokai, and Seino Transportation)
Impact to date: ¥2,350 million

Expanded our scale and increased operational efficiency by merging automobile dealerships (Corolla, Netz)
No. 1 in scale in Gifu (5th in Japan)

- Promote a highly convenient platform for open collaboration

Established HACOBELL as a joint venture
38,000 registered vehicles
40,000 drivers
(Ranks No.1 for recognition among people seeking to match cargos and vehicles)

Note: From LOGISTICS TODAY

Promote O.P.P.

- Provide the best value to customers by strengthening cooperation with other companies and promoting O.P.P.

Handling volume for the O.P.P. Kangaroo Service:
Approx. 5,000 tons/month

Verification testing of smart logistics:
Conducting demonstration tests and implementing our system at 32 municipalities

(The most municipalities in Japan for such verification testing)

Collaborate in other industries, such as with Timee, Inc., to provide customers with support in peripheral areas

In Closing



- We will achieve stable growth in our core business of Less than Truckload, while logistics and charter transport will serve as our engines of profit growth. We have revised our dividend policy, setting dividend target to DOE of 4.0% or higher. We will further increase corporate value through ongoing dividend increases and share buybacks.
- In the face of the 2024 problem, we aim to realize green logistics through “co-creation” that transcends individual corporate and industry boundaries. We will do so by utilizing digital technology to address the emerging risk of being unable to provide transportation.
- We contribute to customer prosperity by working to resolve issues that are upstream in the customer’s value chain.
- We intend to strengthen our disclosure and investor relations activities and enhance our dialogue with shareholders and investors.

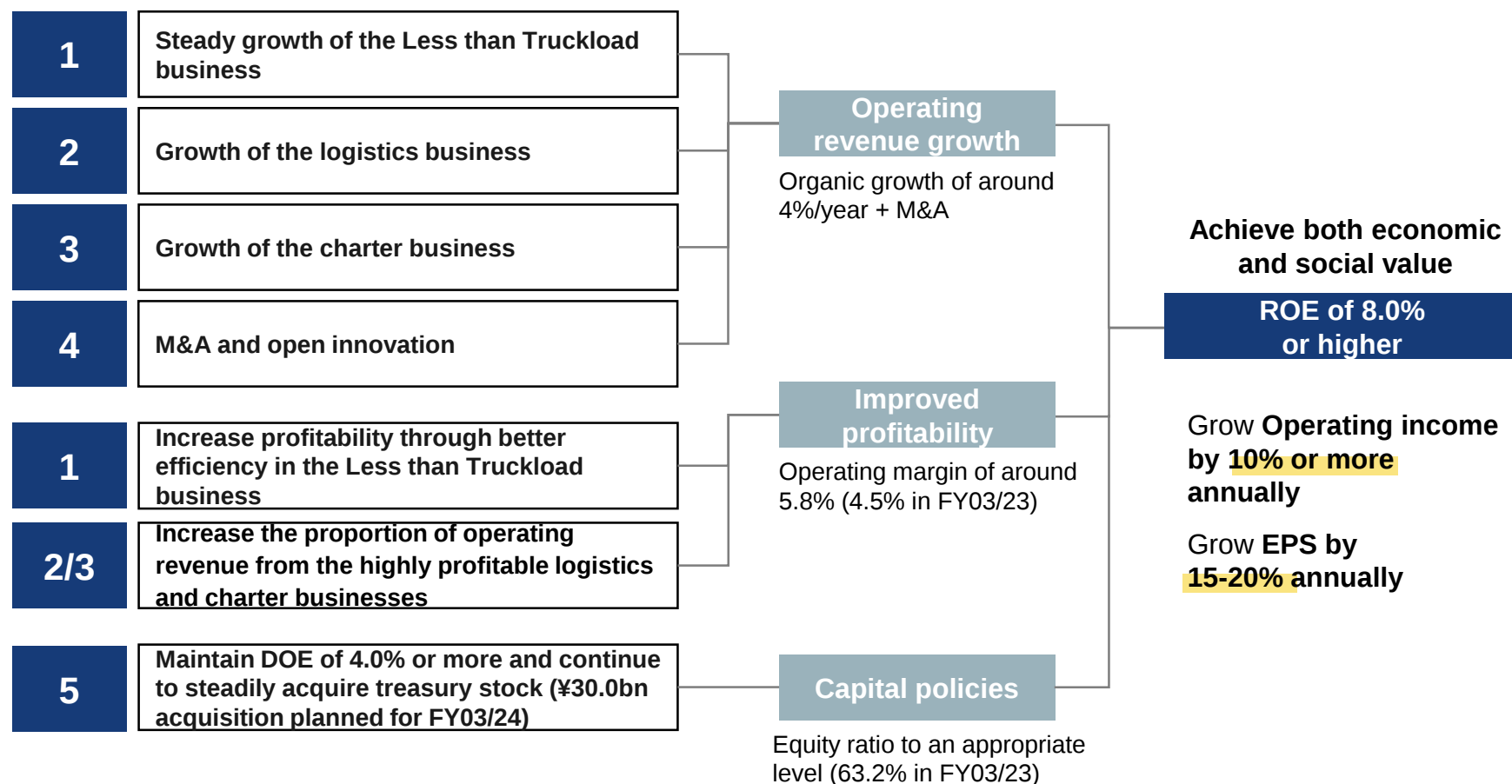
(Reiterated) Roadmap 2028

Create Value Using a Reverse ROE Tree



Aim to achieve ROE of 8.0% within 3-5 years by improving earning power and actively promoting shareholder returns

Drivers of ROE improvement





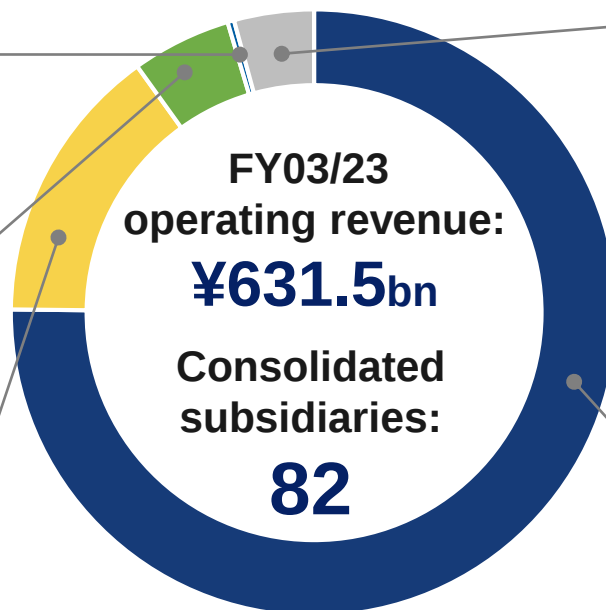
Reference

About Seino Holdings

The Industry Leader in Route Trucking



Breakdown of operating revenue in FY03/23



Other Business: ¥26.8bn

Seino Information Service, Toyota Home Gifu, Suito Travel, and 17 others

Transportation Services Business: ¥474.7bn

Seino Transportation, Seino Super Express and 50 others

Real Estate Leasing Services Business: ¥2.1bn

Merchandise Sales Business: ¥33.5bn

Two companies:
Seino Trading and Seino Sangyo

Vehicle Sales Business: ¥94.2bn

Toyota Corolla Netz Gifu, Gifu Hino Motor, and six others



Source: Corporate presentation materials

Happy Customers Driving Company Growth



Founding Spirit

In 1930, Mr. Taguchi launched a transportation business in Gifu Prefecture. Operations started with one used truck that was paid for on an installment basis.

In an era when goods often failed to arrive at their destination, the company introduced a service notifying senders when their packages would arrive. This move **built customer trust**, which helped the Company grow.



Rihachi Taguchi,
founder of Seino
Transportation

A Spirit Carried Forward to Today

**Customer prosperity =
Company prosperity**



The Company commenced long-haul service on the Tokyo–Osaka route in 1950.

Seino Holdings by the Numbers



01 Founded

1930

A history of supporting logistics in Japan

02 BtoB logistics

No.1

Approx. 26,000 vehicles

03 Distribution centers

736

A logistics infrastructure supporting BtoB logistics

04 Transportation group employees

26,532

Human resources supporting logistics in Japan

05 Customer assets

860,000 companies

Companies served to date

06 Shareholder returns

DOE 1.2% → 4.0%
FY03/22 FY03/24

Transition to stable and high shareholder returns

07 Equity ratio

63.2%

08 CVC investments

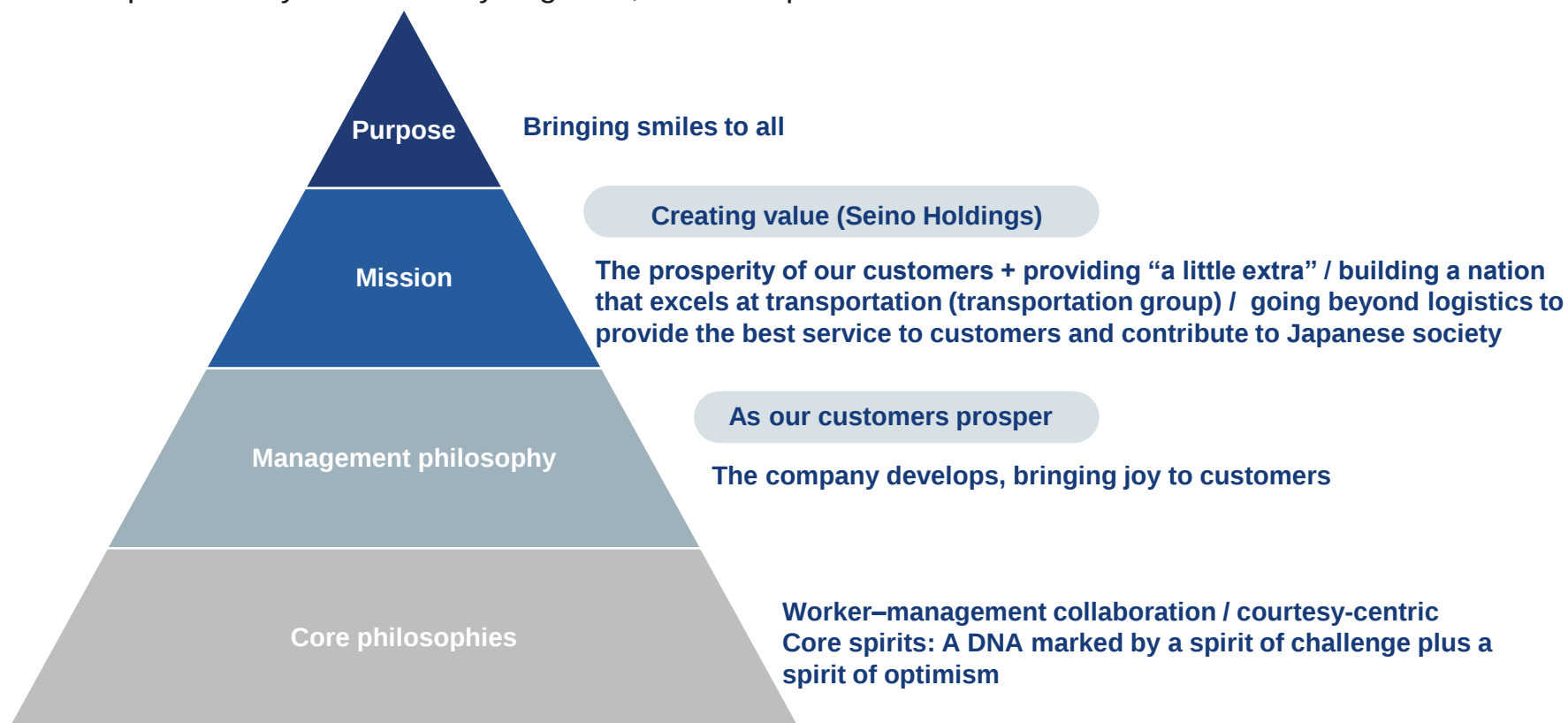
21 companies

Co-creation with technology-oriented startups

“Bringing smiles to all”



As a corporate group that aims to “bring smiles to all,” customer prosperity is our linchpin. Through our mission of creating value for customers, we contribute to Japanese society through the transportation services provided by our mainstay segment, the Transportation Services Business.



Transportation Services Business



A number of delivery options showcase Seino's transportation capabilities

Less than Truckload (Kangaroo Service)

Seino boasts industry-leading transportation capacity in the area of BtoB logistics. We handle a high proportion of deliveries in-house, ensuring goods are transported safely and reliably to their destination.



Less than Truckload (Express Service)

We combine trucking and air freight in a hub-and-spoke system to offer next-day delivery nationwide.



Charter transport (Mega Express Service)

We use a hub-and-spoke system for stacked charter transport of long, heavy, or irregularly shaped items.



Kangaroo Business Center

We use bicycles and specially designed carts to pick up and deliver packages to customers from nearby Kangaroo Business Centers.



Transportation Services Business Less than Truckload

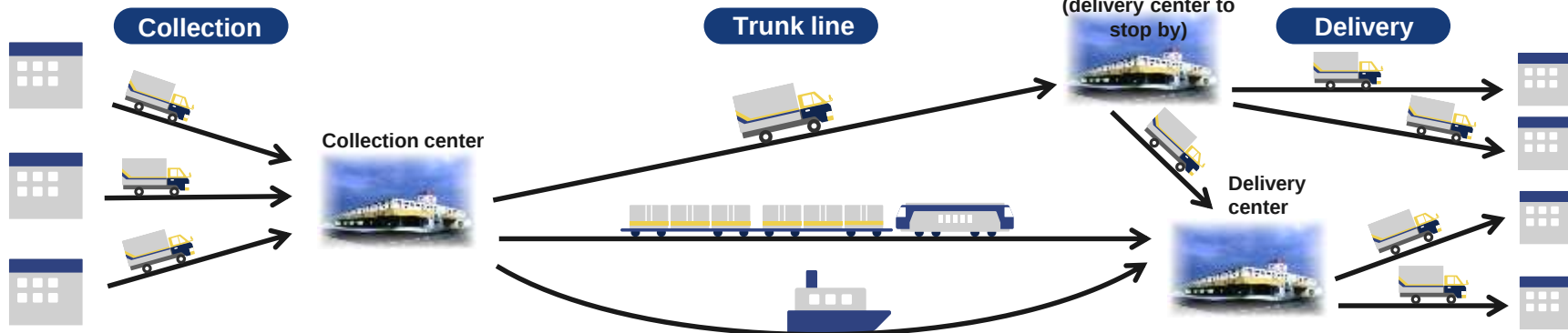


Nationwide Less than Truckload network

With this service, goods are transported in small or large lots (up to around 1 ton), using 532 centers nationwide

Features

- Priority on cost
- Transport anything

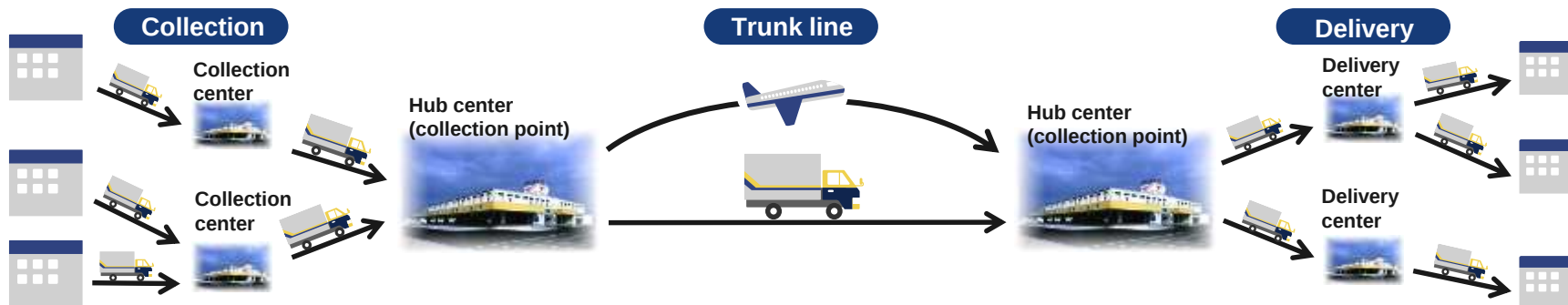


Nationwide express delivery network

With this service, 186 centers across Japan are used to provide next-day delivery nationwide (Express Service)

Features

- Priority on speed
- Small-lot delivery



Hub-and-spoke method: A transportation method in which cargo is consolidated at a central logistics hub, and then sorted to go to various distribution points nationwide

Transportation Services Business Charter

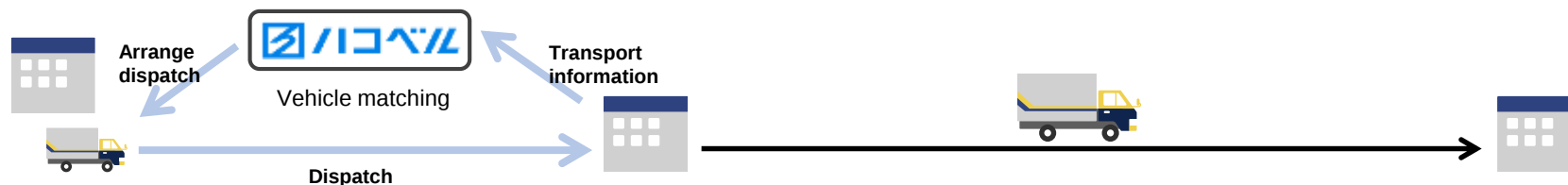


Single-vehicle charter

Direct delivery of goods collected by light, 4-ton, 7-ton, 10-ton, and other vehicles to their destinations

Features

Priority on quality

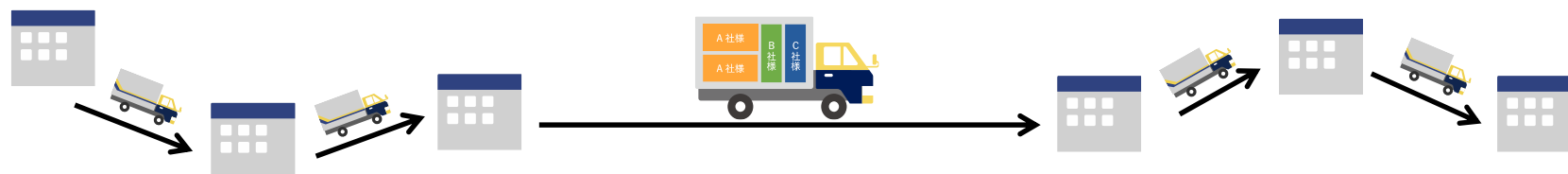


Combined charter

One vehicle picks up items from two or three locations and delivers them to their destinations without transshipment

Features

Priority on cost



Mega Express Service

Transportation of medium-sized lots (1 to 2.5 tons), long, heavy, and irregularly shaped items in combination at 18 bases in Japan

Features

- Can charter even medium-sized lots
- No waste, green



Overview of the Vehicle Sales Business



Sales of Passenger Cars (Toyota Business)

This business got a new start with the January 2023 establishment of Toyota Corolla Netz Gifu.

No. 1 in Gifu (5th in Japan)
for its sales network and sales track record



Sales of Trucks (Hino Business)

Sales of Hino Motors trucks in Gifu and Shiga prefectures

Top market share among Hino Motors dealers nationwide

Focusing on the profitable maintenance business
Building synergies with the Transportation Services Business in truck ownership and maintenance



Earnings forecasts and other forward-looking statements contained in this document are based on information currently available to the Company and certain assumptions the Company deems to be reasonable. Actual results may differ materially, due to a variety of factors.

Contact:

Finance and IR Department

Seino Holdings Co., Ltd.

1, Taguchi-cho, Ogaki, Gifu 503-8501, Japan

Phone: +81-584-82-5023

Fax: +81-0584-82-5043

<http://www.seino.co.jp/seino/shd/>

E-mail: i.r@seino.co.jp