

# CORPORATE GUIDE

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2025



## Representative message

### A bountiful future that we create together ~ The establishment of a co-creation space ~

The KOKUBU Group strives towards its vision of “becoming the No. 1 food value creator by proactively understanding every true food-related need of businesses and consumers, and creating and developing a co-creation space in collaboration with internal and external parties as a food marketing company.”

This co-creation space is “a network that creates new value and business in food distribution by collaborating with all kinds of people that transcends our traditional transactions and initiatives in every aspect of the KOKUBU Group’s value chain” and is a very important factor in creating value.

We also have our SDGs, targets towards we must make efforts for the environment, society and the economy across the globe. With our SDGs statement “We will pass on the business we have built up over 300 years to the next generation. We will create happiness and smiles for everyone across the globe through food.” as a sub-heading of our corporate philosophy “Abiding spirit and innovating power”, we have made our stance on initiatives for the future clear. We chose 6 materialities – the global environment, food production, supply chain, marketing, consumers, human resources – and aim to achieve the respective quantitative and qualitative targets.

Since its founding in 1712, we have worked with food distribution together with group companies all over Japan for over 300 years. We would like to continue to work with you all as a valuable group company in pursuit of our corporate commitment – trust – and our corporate philosophy.



KOKUBU Group Corp.  
Representative Director Chairman and CEO  
Kanbei Kokubu XII

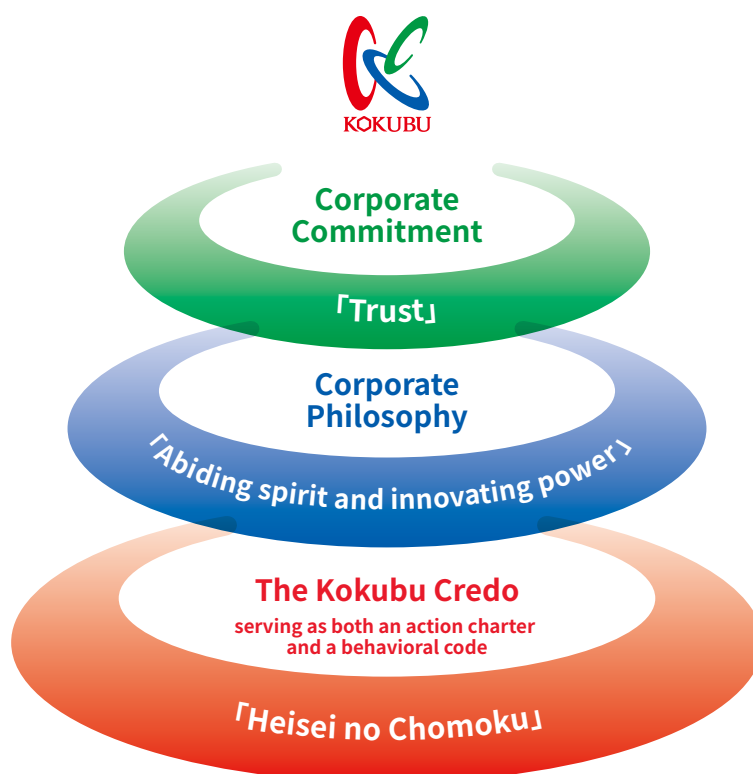


KOKUBU Group Corp.  
Representative Director President and COO  
Akira Kokubu

# Corporate Commitment, Corporate Philosophy, The Kokubu Credo "Heisei no Chomoku"

The KOKUBU Group has earnestly looked at our customers – manufacturers, retailers and consumers – from the perspective of a “wholesaler”, the core of distribution. We wholesalers, between manufacturers and retailers, have built the optimal distribution scheme to create added value by looking over the entire supply chain, connecting manufacturers with retailers and cooperating and collaborating with them both.

We will continue to cherish our corporate commitment – trust – and build a bountiful future for the next 100 years.



## Corporate Commitment

### Trust

“Trust” is the core of Kokubu’s unchanging management philosophy and at the foundation of its corporate culture. It forms the basis of action by all Group employees.

## Corporate Philosophy

### Abiding spirit and innovating power

We will pass on the business we have built up over 300 years to the next generation. We will create happiness and smiles for everyone across the globe through food.

## The Kokubu Credo

### Heisei no Chomoku

Kokubu has a “chomoku” statement of corporate rules dating from our founding. It is our guideline to maintain “trust” as our corporate commitment.

## Heisei no Chomoku ~The Kokubu Credo~

1. We aim to retain customer confidence by maintaining our time-honored reputation.
2. We work to contribute to society by providing quality products and services.
3. We do not engage in business transactions merely for the purpose of gaining profit.
4. We attempt to ensure harmony between individuals and groups by acting
5. We respect the fundamental human rights of all people and are against any form
6. We aim to abide by the rules and regulations of our company, our industry and
7. We are committed to protecting the environment.
8. We work to protect both the tangible and intangible assets of our company.

February 28, 2002

## Company Profile

Company Name	KOKUBU GROUP CORP.
Headquarters Location	1-1-1 Nihonbashi, Chuo-ku, Tokyo 103-8241, Japan Tel: +81-3-3276-4000
Representative	Kanbei Kokubu Representative Director Chairman, and CEO
Establishment	1712
Incorporation	November 21, 1947
Capital	JPY 3,500,000,000
Main Business Areas	Wholesaling business (liquor products, food products, related consumer goods and materials), distribution business; import/export business; food manufacturing business.
Annual Sales (KOKUBU Group)	JPY 2,157,375,000,000 (consolidated, year ended December 31, 2024)
Number of employees (KOKUBU Group)	5,127 (consolidated, as of December 31, 2024)

# Board of Directors

Kanbei Kokubu	Representative Director Chairman and CEO
Akira Kokubu	Representative Director President and COO
Yasutaka Kokubu	Director Executive Vice President
Kaichi Suzuki	Director Senior Executive Managing Officer (Sales Strategy)
Keisuke Yamazaki	Director Executive Managing Officer, (President, KOKUBU FRESH & FOOD TRANS CORP.)
Fumitaka Shinada	Director Executive Managing Officer, Supply Chain Business Group
Koki Hayashi	Director Executive Managing Officer, Overseas Business Group
Takumi Hirai	Director Executive Managing Officer, Distribution Division, Marketing Division
Masaharu Kawano	Director Executive Managing Officer, (President, KOKUBU NISHI-NIHON CORP.)
Eiji Yamamoto	Director Managing Officer, Compliance Section
Koichi Suzuki	Director Managing Officer, Finance & Accounting Division
Kazuhiro Sato	Director Managing Officer, Marketing & Merchandising Group, Healthcare Group
Hiroataka Minami	Director Managing Officer, (President, KOKUBU SHUTOKEN CORP.)
Hidenori Tsuka	Audit & Supervisory Board Member
Taiji Ogiso	Audit & Supervisory Board Member
Junichi Ukon	Audit & Supervisory Board Member
Minoru Fukui	Managing Officer, (President, KOKUBU CHUBU CORP.)
Yasuhiro Maehara	Managing Officer, (President, KOKUBU KANTO-SHINETSU CORP.)
Hiroomi Imai	Managing Officer, (President, KOKUBU KYUSHU CORP.)
Katsumi Suwa	Managing Officer, (President, KOKUBU HOKKAIDO CORP.)
Takayuki Horiuchi	Managing Officer, Logistics Group
Mikiko Noma	Managing Officer, President's Office, Strategy Planning & Management Headquarters (Work Happiness Specialist)
Michihiro Nakamura	Managing Officer, (Senior Executive Managing Officer, KOKUBU NISHI-NIHON CORP.)
Kenji Morimoto	Managing Officer, Human Resources & Administration Division
Hirohisa Kitajima	Managing Officer, Wholesale Group
Tomoo Aoyama	Managing Officer, Corporate Planning Division, Sustainability Development Division, Innovation Promotion Division of Supply Chain Business Group
Hiroataka Sakai	Managing Officer, Information System Division, BPR Promotion Division, Digitalization Division of Supply Chain Business Group
Norimasa Nakamura	Managing Officer, (President, NACX CORPORATION)
Tomoo Ogawa	Managing Officer, (President, KOKUBU TOHOKU CORP.)
Eiji Tanaka	Managing Officer, Food Service Business Group
Koshi Mitomo	Managing Officer, Chilled & Frozen Foods / Delicatessen Group

# Milestones

## KOKUBU's 300 years of progress are the very history of Japanese dietary life.

1712	Founding of the KOKUBU GROUP CORP. Kanbei Kokubu IV opens retail store Daikokuya in Edo Nihonbashi and launches a soy sauce brewing operation to supplement involvement in the kimono fabrics trade at this time.	2006	KMS, a business and accounting system, installed for business process standardization throughout the Kokubu Group
1756	Kanbei Kokubu V moves the Nihonbashi Honcho store to Nihonbashi Nishigashi. Soy sauce products brewed at the Tsuchiura plant were labeled with the logo "Kikkodai" consisting of a hexagon with a Chinese character meaning "big" at its center.	2007	Kokubu enters into business tie-ups with pharmaceutical wholesalers, to bolster the foundation for intermediate distribution in the fields of food products, pharmaceuticals, cosmetics, and general merchandise
1859	Kanbei Kokubu VIII starts tea trading	2008	100th anniversary of the "K&K" trademark Kokubu enters into a business tie-up with a seafood wholesaler to bolster business in the field of processed seafood
1880	Soy sauce brewery closed; wholesaling business starts in a wide variety of foodstuffs	2010	Kokubu establishes the joint venture San tong Kokubu Trading (Qingdao) Co., Ltd. to undertake logistics and wholesaling business in China; enters into a business tie-up with Sojitz Corporation in the field of food distribution in Vietnam.
1887	Sales of foodstuffs and canned products start	2011	Kokubu enters into a business tie-up with the largest fruit and vegetable wholesaler in Japan, to bolster business in the field of agricultural products Kokubu opens ROJI Nihonbashi on 1st floor of headquarters building
1888	Sales of beer start	2012	Kokubu marks its 300th anniversary, and launches a new brand "tabete"
1894	The paulownia mark registered as a trademark	2015	SHANGHAI MINENI FOODS CO, LTD. made a subsidiary of the Group in Shanghai, China.
1908	K&K registered as the company trademark	2016	Kokubu's wholesaling operations reorganized into seven area companies, two category companies, and a headquarters company. The headquarters company renamed KOKUBU GROUP CORP The Food Marketing Company, our tenth long-term management plan, commenced.
1909	Sales of AJI-NO-MOTO start. Sales of CALPIS and synthetic sake also start in 1919 and 1926, respectively.	2017	Representative Director Chairman, and CEO: Kanbei Kokubu Representative Director President and COO: Akira Kokubu Started a new system. ShenZhen YIFAN Foods Co., LTD, an imported food wholesaler in China, was made into a subsidiary.
1910	Publication of industry newsletter, Kokubu Market Report, starts	2019	Beijing Biaixi Foodstuffs Co., Ltd., a food wholesaler in China, was made into a subsidiary.
1923	Store destroyed in the earthquake; reconstruction work starts immediately; efforts made to supply soy sauce as a daily necessity	2020	Issued Kokubu SDGs Statement Book. Kokubu Food Logistics Malaysia operates four temperature zone distribution center in the suburbs of Kuala Lumpur.
1947	KOKUBU TSUKEMONO CO., LTD. established	2021	Started our 11th long-term management plan. Launched the Environment Management Committee.
1950	KOKUBU & Co. and KOKUBU TSUKEMONO CO., LTD. merged to form KOKUBU SHOTEN CO., LTD.	2022	Issued Kokubu Group Human Rights Policy and Kokubu Group Health Declaration.
1965	Computer system introduced (IBM1440)	2023	The group consolidated net sales reached 2 trillion yen.
1971	Company name changed from KOKUBU SHOTEN CO., LTD. to the current name KOKUBU & CO., LTD.	2024	Introduced our proprietary generative AI 'KAIWA' to streamline operations.
1975	Construction of the headquarters building completed (current Nihonbashi headquarters building)		
1978	KOKUBU GROCERS CHAIN (KGC), a convenience store chain, launched		
1981	Own physical distribution of chilled food products starts		
1982	The First Food Distribution Study Group Meeting held		
1994	The 3OD (One Order, One Delivery) System constructed as a logistics system for consolidated ordering/delivery operations		
1999	Information system KOMPASS launched across the Kokubu Group		
2000	Annual sales figure for KOKUBU & CO., LTD. (excluding group companies) surpasses one trillion yen (about \$13 billion *)		
2001	Confection wholesale business starts toward the goal of constructing a full-line setup		
2002	To celebrate its 290th anniversary, Kokubu introduces "Heisei no Chomoku," a new Kokubu Credo (serving as both an action charter and a behavioral code)		
2005	Capital increased to 3.5 billion yen The Yashio Distribution Center, the biggest mother ship-type general-purpose center in the greater Tokyo metropolitan area, starts operation in the city of Yashio, Saitama Prefecture		

# Financial Performance

## Consolidated results

(Unit: million yen)

Item	Amount	Ratio of sales	Year-on-year
Sales	2,157,375	-	104.3%
(Food)	1,418,101	(65.7%)	104.8%
(Alcoholic beverages)	641,693	(29.7%)	102.8%
(Others)	97,580	(4.5%)	106.4%
Gross profit on sales	155,596	7.21%	106.4%
Selling, general and administrative expenses	133,086	6.17%	105.6%
Operating income	22,510	1.04%	111.3%
Ordinary income	27,396	1.27%	113.2%
Current net income	17,448	0.81%	109.9%

(From January 1, 2024 to December 31, 2024)

## Sales by category

(Unit: million yen)

Category	Sales	Composition ratio	Year-on-year
Processed food	892,644	41.4%	102.9%
Frozen/chilled products	467,192	21.7%	108.2%
Confections	58,264	2.7%	108.9%
Total of food products	1,418,101	65.7%	104.8%
Alcoholic beverages	347,865	16.1%	105.3%
Beer	191,354	8.9%	105.1%
Beer-flavored alcoholic beverages	102,473	4.7%	91.7%
Total of alcoholic beverages	641,693	29.7%	102.8%
Total of others	97,580	4.5%	106.4%
Total	2,157,375	100.0%	104.3%

(From January 1, 2024 to December 31, 2024)