

NIPPON EXPRESS GROUP's History of Value Creation

Major Initiatives of the NIPPON EXPRESS GROUP

1872- Wartime and Postwar Reconstruction

Establishing a nationwide domestic transport network and land, sea, air intermodal transport

Our Company was founded as a consolidation of early modern transportation and communications companies, nationalized to ensure the smooth supply of goods during the war. After the war, the Company underwent a reorganization, and in 1950, we listed our shares on the stock exchange, transitioning from a nationalized entity to a private entity.

We began as a railway forwarding company handling items from small carriers. From there, we expanded our truck transportation network throughout Japan. We were among the first to form alliances with shipping companies and airlines in Japan and abroad, establishing an intermodal transportation system that combined land, sea, and air transportation in an organic manner.

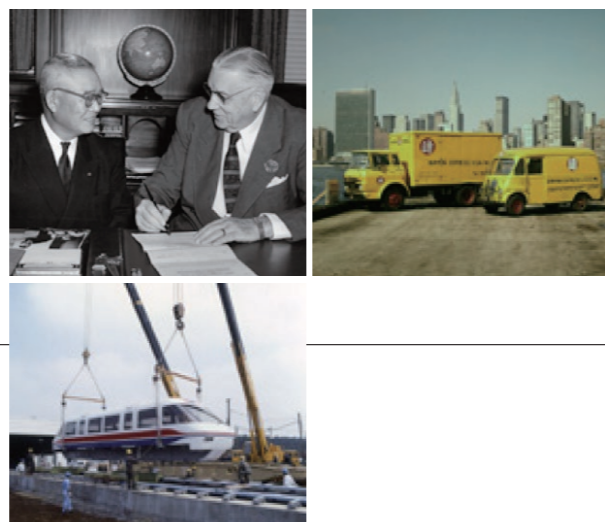


Photos: Museum of Logistics collection

1960- Rapid Economic Growth and Manufacturing Industry Globalization

Establishing a global supply chain network

As Japan entered a full-scale economic recovery in the 1950s, we launched an international forwarding business in cooperation with Japanese companies expanding overseas. In 1962, we established our first local subsidiary in New York, U.S.A., Nippon Express USA Inc. In the 1970s, Japan's industrial structure shifted to an export-driven economy, while the Asian nations began to emerge, signaling a change in the world situation. In response, we established a policy to strengthen our presence in international transport, solidifying our international transport systems and in 1973, establishing an Asian subsidiary in Singapore, among other measures. Subsequently, we established a firm foothold in the Americas, Europe, and Hong Kong. In the 1990s, we began to expand actively into China, Southeast Asia, and India.



1990- Growth and Rising Uncertainty in the Service Industry

Maintaining supply chains in Japan and overseas; diversifying our services

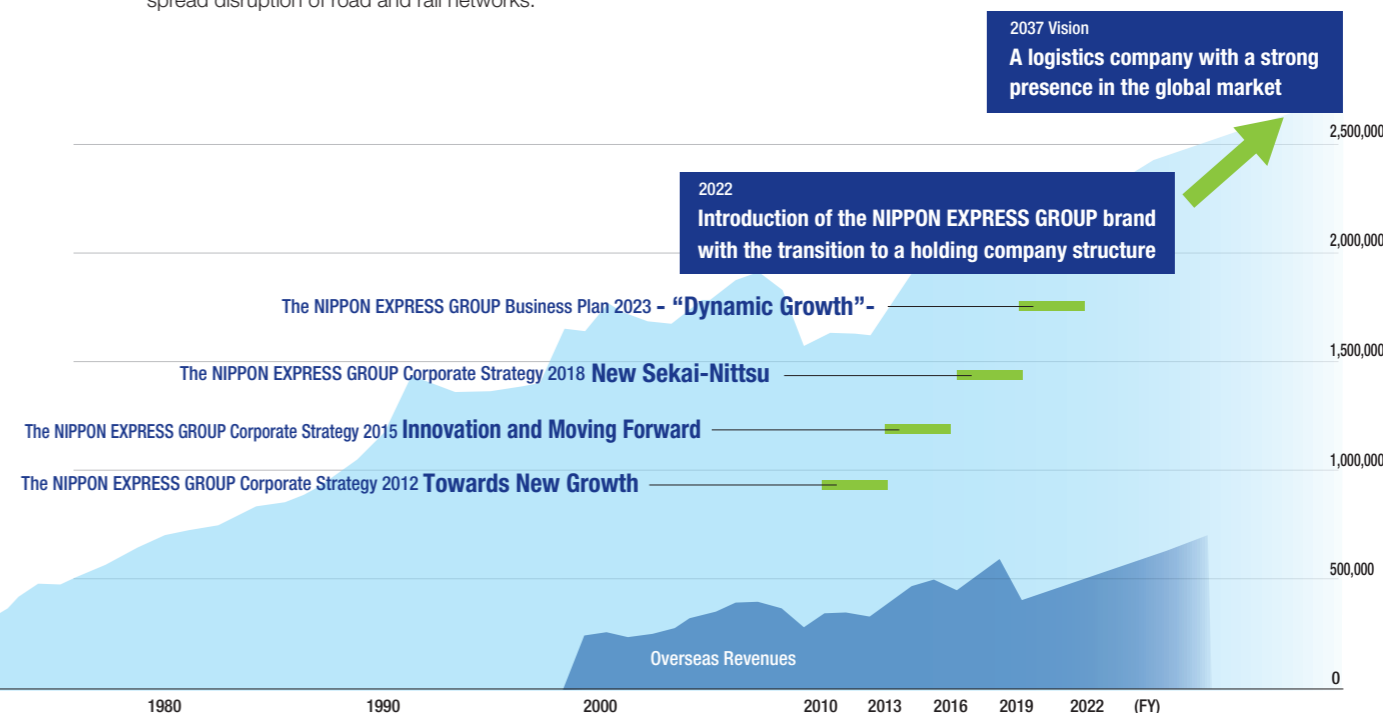
At the time of the Great Hanshin-Awaji Earthquake in 1995, Nippon Express Co., Ltd. was the only trucking company designated as a public organization under the Basic Act on Disaster Management. In the immediate aftermath, Nippon Express Co., Ltd. established a disaster-response headquarters and fulfilled its duties by carrying out emergency transportation of relief supplies and other goods from Japan and overseas in cooperation with relevant government agencies. Since that time, we have endeavored to carry out our mission to support social infrastructure logistics, formulating crisis management regulations and establishing a crisis management committee in preparation for emergencies. In the aftermath of the Great East Japan Earthquake in 2011, we used all available means of transportation by land, sea, and air to cope with the widespread disruption of road and rail networks.

2010- Environmental and Social Sustainability

Sustainable development of society and business

Global warming and other environmental problems became more prominent in the beginning of the 1990s. As a leading company in the transportation industry—an industry that accounts for 20% of Japan's CO₂ emissions, Nippon Express Co., Ltd. took the lead in addressing the issue of exhaust gas emissions.

We established a dedicated department, and in 1993, we formulated a basic philosophy for global environmental conservation. We pursued environmentally friendly transportation through low pollution vehicles, saving resources used in packaging materials, improving efficiency through joint deliveries, and using modal shifts from truck-based to rail- and ship-based transportation. In addition to environmental conservation activities through our business, we also engaged in resource recycling and ecosystem conservation.



Revenues

* Overseas sales prior to fiscal 1998 have been omitted, since overseas sales accounted for less than 10% of revenues.

Major Events and Changes in Japan

- 1872 Riku-un Moto Kaisha established (predecessor of Nippon Express Co., Ltd.)
- 1937 Nippon Express Co., Ltd. established
- 1957 Nippon Express Co., Ltd. shares are listed on the stock exchange, marking a fresh start as a purely private company
- 1959 First use of 300-ton trailers for transportation

- 1964 Transportation for the Tokyo Olympics, Transported the Venus de Milo
- 1970 Transportation for the Japan World Exposition in Osaka
- 1972 Transportation for the Sapporo Winter Olympics
- 1974 Transported the Mona Lisa
- 1985 Transportation for the International Exposition in Tsukuba, Japan
- 1990 Transportation for The International Garden and Greenery Exposition

- 1995 Transported relief supplies and other items as a designated public institution in the wake of the Great Hanshin-Awaji Earthquake
- 1997 Launched recycling transportation business
- 1999 Began full-scale operations of internet order deliveries
- 2002 Fleet of low-pollution vehicles exceeds 1,000 vehicles
- 2009 Transported national treasure Asura statue of the Kofukuji Temple
- 2010 Transferred parcel delivery service business transferred to Japan Post Co., Ltd.

- 2011 Transported relief supplies and other items in the wake of the Great East Japan Earthquake
- 2013 Established Nittsu NEC Logistics, Ltd.
- 2014 Established Nittsu Panasonic Logistics Co., Ltd.
- 2015 Converted Wanbishi Archives Co., Ltd. to a subsidiary
- 2017 Opened Tokyo C-NEX
- 2018 Conducted Tsukiji Market relocation work

Major Events and Changes Overseas

- 1957 Began international air freight forwarding consolidation business
- 1959 Dispatched first representative to New York

- 1962 Established Nippon Express USA, Inc.
- 1973 Nippon Express (Singapore) Pte., Ltd.
- 1977 Established Nippon Express (Nederland) B.V.
- 1981 Established Nippon Express (U.K.) Ltd., and Nippon Express (Deutschland) GmbH

- 1992 Overseas offices exceed 200 locations
- 1994 Established Shanghai Express International Co., Ltd.
- 2001 Overseas workforce exceeds 10,000 employees
- 2006 Established Nippon Express (St. Petersburg) LLC
- 2007 Established Nippon Express (India) Private Limited

- 2013 Acquired Italian logistics company Franco Vago S.p.A. as a subsidiary
- 2014 Overseas offices exceed 500 locations
- 2015 Overseas workforce exceeds 20,000 employees
- 2017 Opened Kenya and Morocco branches in Africa
- 2018 Acquired Italian logistics company Traconf as a subsidiary
- 2020 Acquired MD Logistics, LLC and MD Express, LLC, a logistics company in the U.S.
- 2021 Opened Slovakia and Serbia branches

NIPPON EXPRESS GROUP Value Creation Engine

Creating and commercializing solutions to logistics and social issues through an unchanging business creation process based on our corporate philosophy.

Unchanging Business Creation Process

Uncover Issues

Uncovering Issues That Reflect the Times and Social Needs



Truck Transportation



Rail Transportation



Ocean Transportation



Air Transportation

Logistics Issues
Social Issues

Uncover Issues **1**

Create Value Proactively,
Looking to the Future of
Society and Industry

Propose
Solutions **2**



4

Explore
and Delve
Deeper

3

Provide Services
Commercialize/
Monetize

Create Businesses That Meet the Needs of the Times

Support Lives Through Social Infrastructure Logistics

Contributing to Sustainable Societies

| | | | | |
|------------------|----------------------|---------------------------------------|-------------------------------------|-------------------------------------|
| Green Logistics | Global Logistics | Mode-Specific Transportation Services | Specialized Transportation Services | Transportation Services by Industry |
| Logistics Design | Logistics Consulting | Global SCM | Logistics Information Systems | |

- Electric and Electronics Industry**
 - Respond to increase in demand for electronic components driven by the spread of IoT
- Automotive Industry**
 - Strengthen distribution networks for production parts
 - Respond to changes in supply chains driven by the spread of electric vehicles
- Apparel Industry**
 - Strengthen initiatives in luxury apparel and fashion using the capabilities of companies acquired in Europe
 - Strengthen initiatives in fast fashion in Asia and other emerging markets
- Pharmaceutical/Medical Industry**
 - Reinvent business models leveraging the opportunity of tightened GDP guidelines
- Semiconductor Industry**
 - Strengthen initiatives in the rapidly growing semiconductor industry

Provide Solutions to Reach an Ideal Future by Anticipating and Envisioning Social Trends

Create Industry-Specific Platforms That Contribute to Solving Logistics and Social Issues

Responding to Risk/Opportunity

Risks and Opportunities

Risks that may have a significant impact on the NIPPON EXPRESS GROUP businesses are as follows. For more on policies related to risks and opportunities, see our latest Annual Securities Report, as well as Materialities for more on sustainability-related opportunities and risks.

| Changing Business Environments | | Opportunities | Risks |
|--------------------------------|--|---|---|
| Markets | Contracting domestic logistics markets Expanding global logistics markets Declining relative position of Japanese companies | <ul style="list-style-type: none"> Global business expansion Expansion in entry opportunities due to supply chain changes | <ul style="list-style-type: none"> Lost opportunity due to changes in the markets for the Group's core domestic businesses |
| Competition | Oligopolies via overseas mega forwarders New entry from different industries | <ul style="list-style-type: none"> Growth through M&As | <ul style="list-style-type: none"> Greater disparity with foreign mega forwarders More severe competition due to entry into logistics by major e-commerce providers and those from different industries |
| Advanced Technologies | Digital revolution through AI/IoT, etc. Rapid business model innovation | <ul style="list-style-type: none"> Trigger for greater business efficiency and solutions to social problems Increased corporate value due to service creation | <ul style="list-style-type: none"> Obsolescence of existing business models Loss of competitive advantage |
| Capital Markets | Market demands for effective use of capital and assets | <ul style="list-style-type: none"> Greater corporate value | <ul style="list-style-type: none"> Stock price decline, increased pressure from the market |
| Employees | Changing labor environment (labor shortages, work style reforms, diversity) | <ul style="list-style-type: none"> Expectations for industrial reforms Opportunity to transform corporate culture and image | <ul style="list-style-type: none"> Shortages of core personnel, major cost increases, relative decline in industry appeal |
| Society | Initiatives for building a sustainable society Supply chain disruption due to infections including novel influenza strains / COVID-19 | <ul style="list-style-type: none"> More opportunities to provide value to customers Expansion of areas of contribution to logistics related to production and procurement | <ul style="list-style-type: none"> Greater disparity between foreign companies advancing such initiatives Lower relative standing on the market Lost opportunity due to supply chain revision Suspension of business activities and transportation infrastructure |
| Environment | Trends toward carbon neutrality | <ul style="list-style-type: none"> Promoting green logistics by such means as joint transportation and modal shift | <ul style="list-style-type: none"> Increased pressure from rapid legislative changes and environmental regulations introduction related to climate change |

Materiality

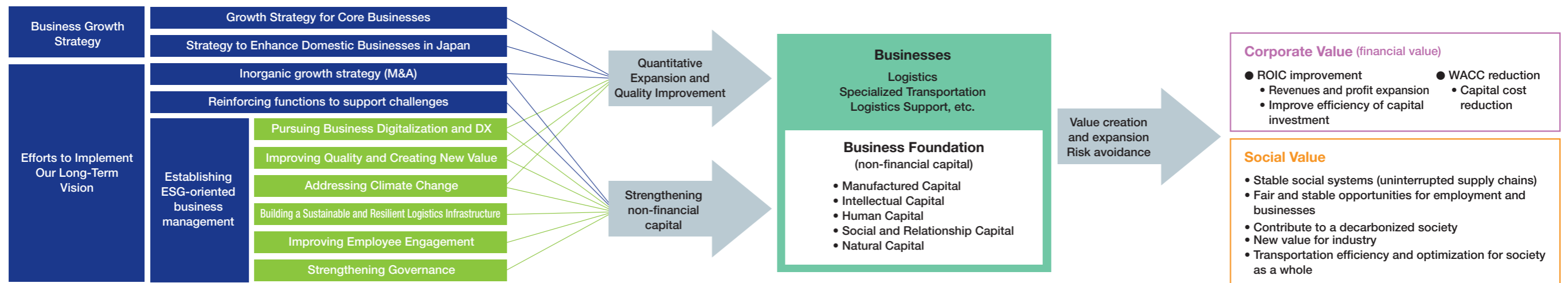
These materialities are not limited to new initiatives, but are topics to confront if we are to improve corporate value in the present and future, based on ongoing efforts and intangible assets accumulated over time.

| Materiality Topic | Future Ideal | Issues | Risks and Opportunities (Examples) | Create Value Through Our Businesses | Source of Value Creation | Avoid Loss of Value |
|---|--|---|--|-------------------------------------|--------------------------|---------------------|
| (1) Pursuing Business Digitalization and DX (P.42-43) | Amid the expected drastic changes in the structure of society and industry, we will adapt to these changes in the environment and create new businesses using digital technology, beginning from the starting point of the future society. | Ambidextrous DX, digitalizing from the ground up and backcasting from the future | Risk: Harm to our businesses due to the rise of new entrants and competitors Opportunity: Win customers through technology that streamlines operations, create new services based on data, and enhance service quality | ○ | | |
| (2) Improving Quality and Creating New Value (P.44-45) | We will create social value such as security and safety, as well as business growth, through businesses that meet high social demand, adding new intellectual capital reflecting an understanding of the characteristics of industry and our traditional strengths (advanced transportation technologies and relationships with multiple companies). | <ol style="list-style-type: none"> Maintain and improve service quality Provide new value that solves industrial issues | Opportunity: Create demand through new value, such as authenticity assurance for goods in the supply chain | ○ | ○ | |
| (3) Addressing Climate Change (P.46-49) | We will fulfill our responsibilities as a corporate citizen in response to the government's declaration of carbon neutrality by 2050 and the demands of the international community to address climate change. At the same time, we will achieve business growth by contributing to the Scope 3 initiatives of our customers. | <ol style="list-style-type: none"> Reduce CO₂ emissions in our own businesses Creation of Businesses that Contribute to Customer CO₂ Emission Reductions | Risk: Loss of existing customers to competitors who pursue environmental measures Opportunity: Win new customers by providing services and routes that bring visibility to and reduce environmental impact | ○ | | ○ |
| (4) Building a Sustainable and Resilient Logistics Infrastructure (P.50-51) | As an essential industry, we will maintain logistics under pandemics and natural disasters, and contribute to social stability by securing lifelines for our stakeholders, continuing to be a trusted company. | <ol style="list-style-type: none"> Solidify supply chains Avoid a logistics crisis caused by shortage of human resources | Risk: Increased procurement costs for land, sea, and air transportation; decline in asset value of warehouses in coastal areas and relocation of warehouses to inland areas | | ○ | |
| (5) Improving Employee Engagement (P.52-53) | We will prioritize investment and a focus on our employees, who represent the source of value for our businesses. In particular, we will pay attention to the wellbeing of our employees in times of pandemic, securing a stronger foundation for value creation. | <ol style="list-style-type: none"> Improve employee satisfaction Improve employee engagement Enhance corporate value by leveraging human resources | Risk: Shortage of human resources due to inability to secure highly specialized workers, resulting in loss of competitiveness Risk: Decline in competitiveness due to insufficient response to labor shortages in the field | | ○ | ○ |
| (6) Strengthening Governance | We will respond to social demands regarding corporate governance, pursuing efficient management and building a robust foundation for our businesses through the integration of land, sea, and air operations, as well as through stronger global governance. | <ol style="list-style-type: none"> Strengthen global group governance Ensure compliance with the Revised Corporate Governance Code Pursue safety, security, and compliance | Risk: Relative decline in reputation in society; damage stemming from risks related to strategy, business operations, finance, etc. | | ○ | ○ |

* See pages covering materiality details for specific KPI targets related to materialities. We are considering supplementing and revising undetermined matters and targets established in past years through a PDCA cycle for managing materialities.

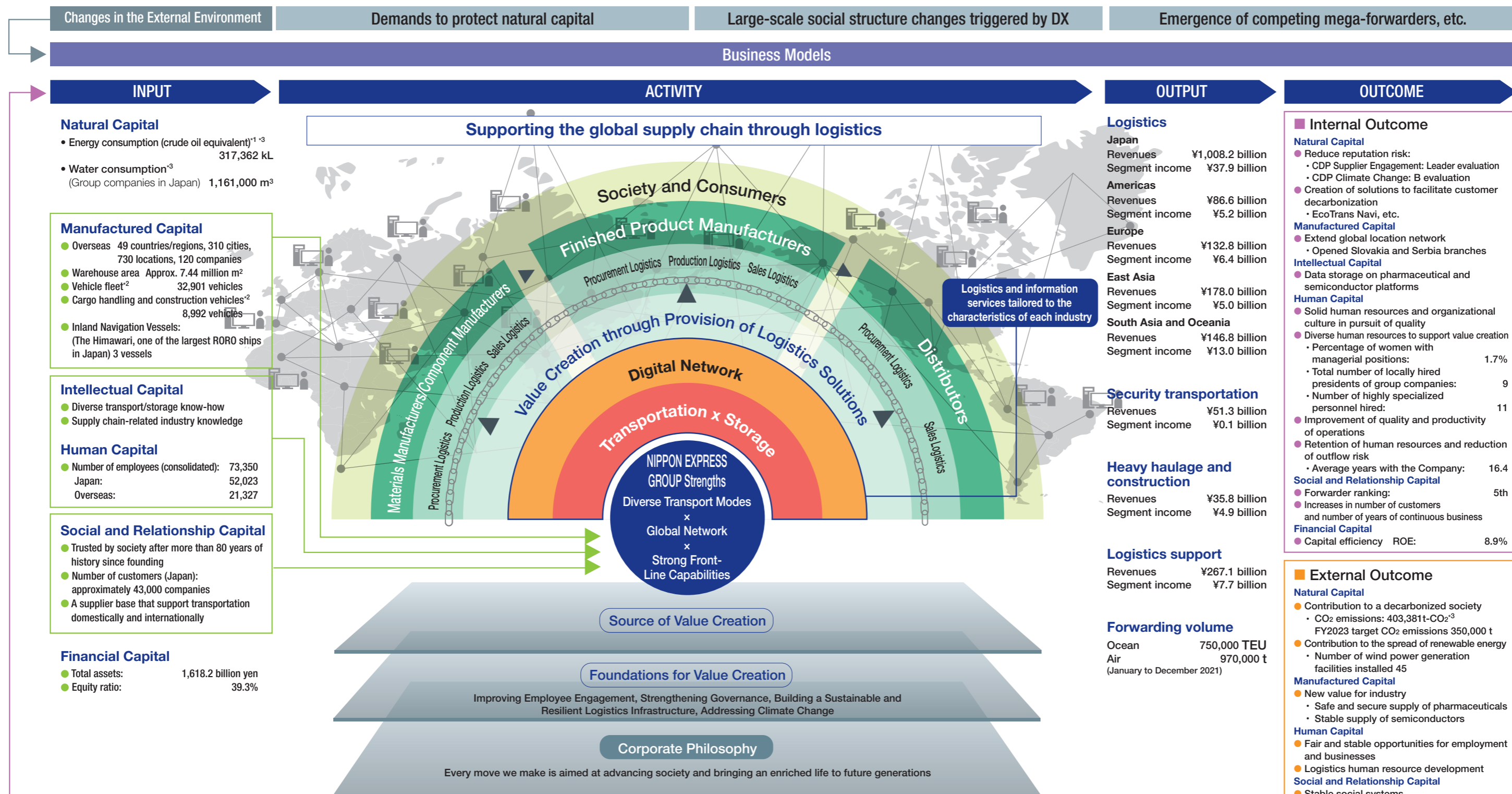
Response

In working to realize our long-term vision, we will promote our business growth strategy as well as address materiality. We aim to expand our business and enhance it qualitatively as we strengthen the non-financial capital that serves as the foundation of our business while while reducing risk, thereby creating social value and expanding corporate value.



Value Creation Process

We offer new value by expanding our logistics services in global markets and creating industry-specific platforms that solve social and logistics issues.



¹ The data shown here aggregate the energy consumption by Nippon Express Co., Ltd. and consolidated companies in Japan and overseas (equivalent to Scope 1 and 2). Natural gas is 13A city gas (heat value of 45 GJ/thousand m³).

² The numbers of vehicles, as well as cargo handling and construction vehicles in Japan are the sums of vehicles owned by Nippon Express Co., Ltd. as of December 31, 2021 and those owned by affiliated companies in Japan and overseas as of March 31, 2021.

³ Figures for the amount of Energy consumption, Water consumption, and CO₂ emissions are from January to December 2021.

Note: The NIPPON EXPRESS GROUP changed its fiscal year end from March 31 to December 31, starting in FY2021. Therefore, the revenues, segment profit, and financial indicators for the fiscal year ended December 31, 2021, a transitional period, are the figures for the nine-month period from April 1, 2021 to December 31, 2021.

NIPPON EXPRESS GROUP's Strength, Market Position

We have become the increasing choice of numerous customers due to our ability to transport anything, anywhere, using every means of transportation in the best possible manner. And what has made this possible are the transportation modes, networks, and front-line capabilities we have cultivated since our founding.

Strength 1 Diverse Transport Modes

Customers have a variety of requirements, including cargo size, weight, and urgency. The NIPPON EXPRESS GROUP offers a full range of transportation modes, including truck, rail, ship, and air. We provide the most suitable method of transportation for shipments requiring special care, such as pharmaceuticals and perishable foods that require strict temperature control, precision instruments that require vibration control, and art works that require humidity control.

Vehicles*
Japan 22,607
Oversea 10,294

Cargo Handling and Construction Vehicles*
Japan 7,670
Oversea 1,322

Warehousing Space
Japan (Nippon Express Co., Ltd.)
3.70 million m²

Overseas Warehousing Space
3.74 million m²

Forwarding Volume (January to December)
Ocean 750,000 TEU / Air 970,000 t
(TEU: Twenty-foot Equivalent Unit, equal to the volume of one twenty-foot shipping container)



* The numbers of vehicles, as well as cargo handling and construction vehicles in Japan are the sums of vehicles owned by Nippon Express Co., Ltd. as of December 31, 2021 and those owned by affiliated companies as of March 31, 2021. The number of overseas vehicles is the number owned as of March 31, 2021.

Strength 3 Strong Front-Line Capabilities

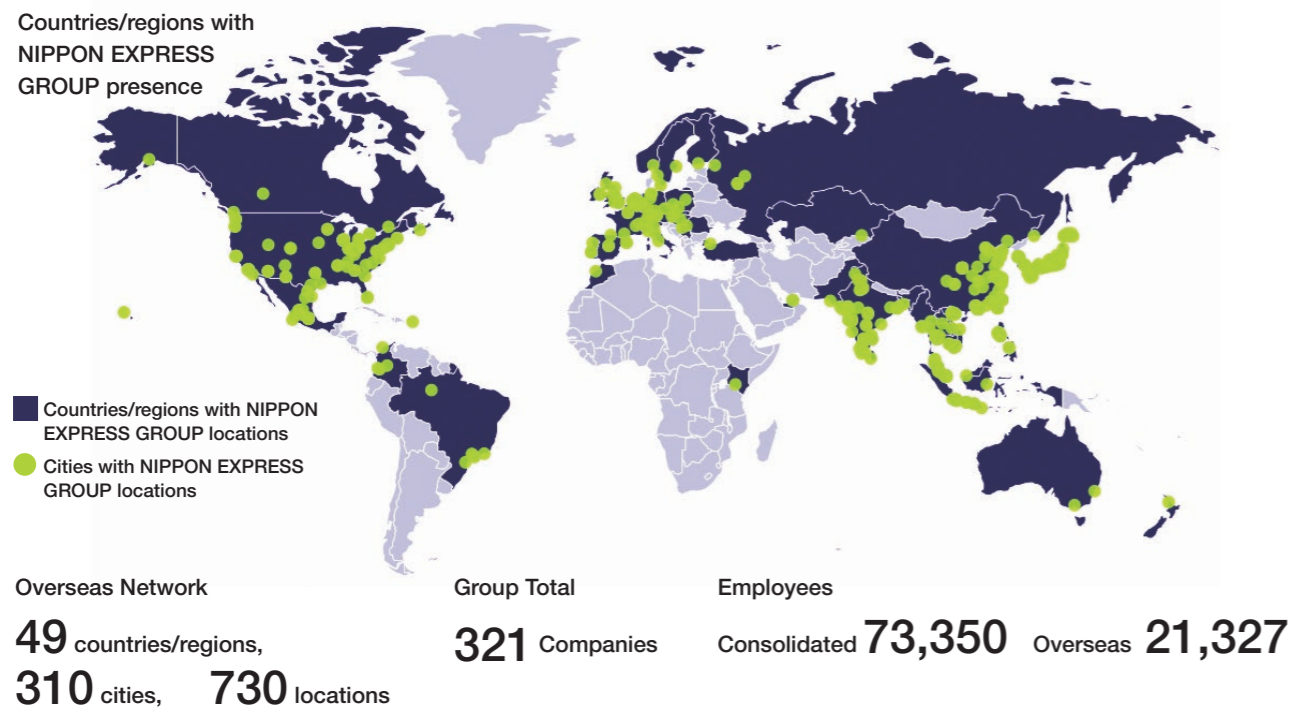
How will my precious cargo be handled? This is the single most important question when customers choose a transportation service. The NIPPON EXPRESS GROUP transports and stores cargo with a strong on-site awareness of safety, compliance, and quality, and with a deep understanding of our customers' business operations. We always put their success first. At first glance, this approach may seem simplistic and obvious. However, customers widely varying demands in terms of cargo size, weight, shape, and nature. We must meet every one of these demands, while maintaining strict safety and compliance. We can only accomplish this task through constant daily training, systems support prompt communications, an autonomous organization capable of identifying and resolving issues in the field, a sense of ownership on the part of all employees, and a strong shared will on our front lines to find the single best way and to accomplish our mission, no matter what the situation.

We have the expertise and groundwork passed down from our predecessors, and we will continue pressing forward to strengthen our front-line capabilities.



Strength 2 A Global Network

In our more than 80-year history, the NIPPON EXPRESS GROUP has built a logistics network covering the entire country of Japan. In 1962, we established our first overseas subsidiary in the U.S., and took steps to expand overseas. Today, we deliver goods to anywhere in the world through the world's largest network, when considering group companies and reliable local partners.



Position in the Market

The depth of the Group's customer base has led to our proven track record in the global market. The internationalization of the logistics industry is accelerating with economic globalization. The global rankings are mainly dominated by major logistics companies in advanced economies that have established international logistics networks. Driven by the growth of 3PL and international parcel delivery services, cross-border logistics services will change at an increasing pace.

| Rank | Location of Headquarters | Provider | Gross Logistics Revenue (Millions of yen)* | Marine (TEU) | Air (Metric tons) |
|------|--------------------------|--------------------------------------|--|--------------|-------------------|
| 1 | | DHL Supply Chain & Global Forwarding | 2,973,339 | 2,862,000 | 1,667,000 |
| 1 | | Kühne + Nagel | 2,694,742 | 4,529,000 | 1,433,000 |
| 2 | | DB Schenker | 2,169,525 | 2,052,000 | 1,094,000 |
| 2 | | DSV Panalpina | 1,909,111 | 2,204,902 | 1,272,405 |
| 3 | | Sinotrans | 1,272,183 | 3,750,000 | 532,300 |
| 4 | | Expeditors | 1,057,122 | 1,012,600 | 926,730 |
| 5 | | Nippon Express | 2,021,762 | 660,152 | 720,115 |
| 6 | | CEVA Logistics | 773,300 | 1,081,000 | 363,000 |
| 7 | | C.H. Robinson | 1,618,705 | 1,200,000 | 225,000 |
| 8 | | Kerry Logistics | 717,602 | 1,019,924 | 493,903 |
| 8 | | UPS Supply Chain Solutions | 1,154,516 | 620,000 | 988,880 |

* Based on the exchange rate as of December 2020 (US\$1 = ¥104.50).
Source: Armstrong & Associates, Inc. A&A's Top 25 Global Freight Forwarders List 2020. Rank reflects overall consideration of total revenues, ocean transportation, and air transportation

Critical Capital Utilization, Reinforcement

The NIPPON EXPRESS GROUP's key capital, the source of our value creation, is shown below, along with efforts to utilize and strengthen this capital.

* We are creating new value based on our business activities (logistics, specialized transportation, logistics support, and others). Activities are included with a focus on those relevant to new value creation.



| INPUT | | ACTIVITY | INTERNAL OUTCOME |
|---------------------------------|--|--|---|
| Capital by Category | Capital in Relation to Value | (Priority Issues) | (Internal Outcome) |
| Natural Capital | While logistics requires the consumption of natural resources such as energy, the negative impact of business activities on the environment must be considered | <ul style="list-style-type: none"> ■ Reduction of our own CO₂ emissions (Scope 1, 2, 3) ■ Development and deployment of CO₂ reduction products and services | <ul style="list-style-type: none"> • Creation of solutions to facilitate customer decarbonization • Reduction of reputation risk related to climate change |
| Manufactured Capital | A unique global network of business sites, as well as vehicles and warehouses that meet a variety of industrial needs, support quality of service, response to diverse value, and stable supply. | <ul style="list-style-type: none"> ■ Improvement of quality/productivity through digitization of operations ■ Intellectual capital to improve quality and provide customer/industry-optimized services ■ Even more stable supply of services through strengthening of bases against disasters, etc. ■ Expansion of our own location network using M&A | <ul style="list-style-type: none"> • Expand our global location network while improving quality, productivity and sustainability at each site |
| Intellectual Capital | The sophistication and diversification of quality and value are supported by diverse transportation and storage know-how accumulated through the pursuit of quality in meeting various needs of various industries, and by deep industry knowledge in the supply chains of various industries. | <ul style="list-style-type: none"> ■ Provide services to solve industrial issues through logistics platforms, etc. ■ Social implementation in new business domains accessed by leveraging intellectual capital and relationships with diverse partners | <ul style="list-style-type: none"> • Accumulation of industry knowledge and data that contribute to supply chain and logistics optimization in major industries |
| Human Capital | The source of our value creation and competitiveness is our diverse human resource base and organizational culture. These are imbued with a strong awareness of safety, compliance, and quality, so that, under our philosophy, we always strive for the best in every situation to advance our customers' businesses and society. | <ul style="list-style-type: none"> ■ Improve employee happiness and engagement by promoting diversity, work style innovation, and health management ■ Recruitment/training to achieve a human resources portfolio with which to realize strategies for global human resources, DX human resources, and more ■ Strengthening digital skills through digitalization of current operations ■ Thoroughgoing safety/quality/compliance through the pervasiveness of our philosophy and "We Find the Way" mindset ■ Group governance to ensure NX quality | <ul style="list-style-type: none"> • In keeping with our corporate philosophy, a solid human resources and organizational culture in pursuit of quality • Diverse human resources to support value creation <ul style="list-style-type: none"> • Women with managerial positions • Global management leadership candidates • Highly specialized human resources • Improve quality and productivity of operations • Facilitate innovation in business and operations • Retention of human resources and reduction of outflow risk • Reduce risks related to safety/health and compliance |
| Social and Relationship Capital | Trust built up over 80 years, as well as a domestic and international customer base that includes many leading companies upstream and downstream in the supply chain in a variety of industries—these form the cornerstone of our business stability and our ability to provide value across the supply chain. | <ul style="list-style-type: none"> ■ Risk/crisis management, or building resilient logistics infrastructure by reducing manpower while maintaining human resources ■ Build relationships of trust with stakeholders, leading to co-creation ■ Expand our customer/supplier bases through M&A ■ Expand market share through a thorough volume strategy | <ul style="list-style-type: none"> • Expand the global location network and improve the stability • Create solutions to social and industrial issues through co-creation with customers and partners • Improve customer loyalty based on trust toward quality and business continuity as foundation |
| Financial Capital | A strong and disciplined financial base is the basis for sustainable growth | <ul style="list-style-type: none"> ■ Generate cash for M&A and lead to innovation by optimizing the business portfolio ■ Strengthen financial governance by establishing an Investment Committee and promoting pervasive ROIC management | <ul style="list-style-type: none"> • Improve capital efficiency (ROE and ROIC) |

Enhanced capital returns

NIPPON EXPRESS GROUP's Business and Created Value

Aim to strengthen unchanging value and to create new value through materiality initiatives, as well as business model evolution and development.

Business foundation and business operations built up through value creation

Advancement Toward the Year 2037

An Unchanging Corporate Philosophy
Every move we make is aimed at advancing society
and bringing an enriched life to future generations

Created Value

Businesses and Ventures that are
Foundation of Value Creation

Materiality

- (1) Pursuing Business Digitalization and DX
- (2) Improving Quality and Creating New Value
- (3) Addressing Climate Change
- (4) Building a Sustainable and Resilient Logistics Infrastructure
- (5) Improving Employee Engagement
- (6) Strengthening Governance

Transportation efficiency and optimization for society as a whole

New value for industry

Contribute to a decarbonized society

Stable social systems (uninterrupted supply chains)
Fair and stable opportunities for employment and businesses

Core Business: Supporting the global supply chain through the logistics business

Logistics Forwarding
Truck Transportation
Storage

Domestic and international transportation and storage
Provide stable, value-added logistics services by leveraging our advanced transportation and storage know-how and knowledge of our customers' industries through our unique global location network



Specialized Transportation

Logistics Support, etc.

Uncover Issues

1

Propose Solutions

2

Provide Services
Commercialize/Monetize

3

Explore and Delve Deeper

4

"Future"

Digital Network

X

Utilization of Digital Technology and Databases

Examples of digital technology:
Blockchain, sensing, etc.



Examples of databases:
Commercial flow information, quality information, traceability information, individual identification information, etc.

"Past"

Corporate Philosophy