

7th Medium-Term Plan (FY2023-FY2026)

**“Let’s get connected to LIFE!
Let’s connect life!”**

April 2023
LIFE CORPORATION

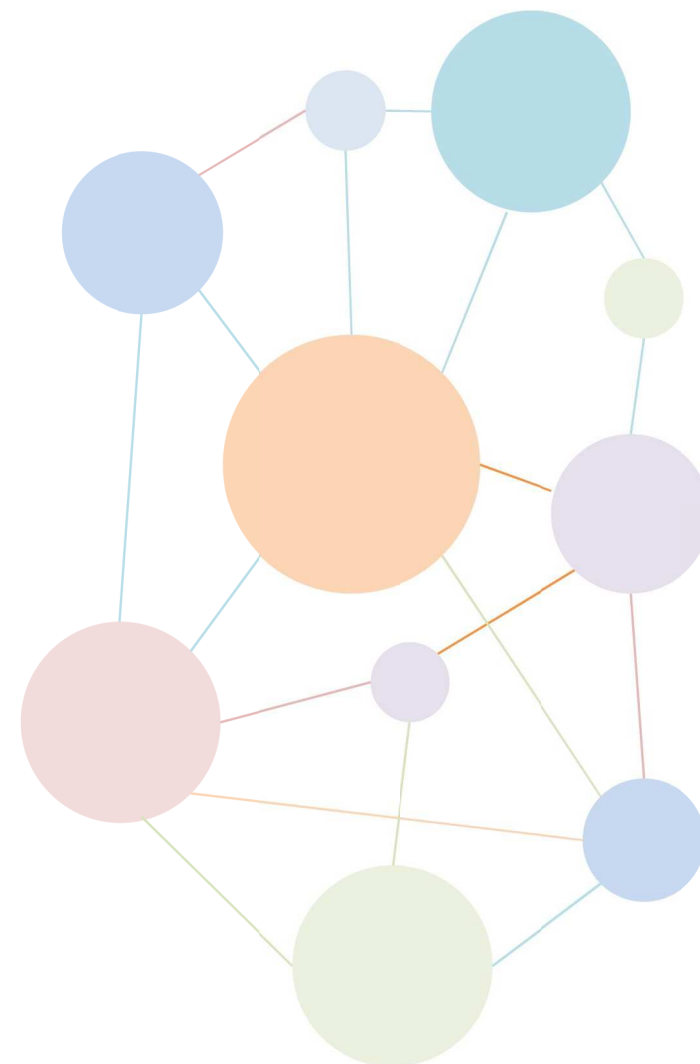
On the Formulation of the 7th Medium-Term Plan

The 7th Medium-Term Plan, which covers the four-year period from FY2023 to FY2026, was formulated with a vision of what we want to be by FY2030.

We have decided to set a goal to grow to “¥1.0 trillion in net sales, ¥35.0 billion in ordinary profit, ¥22.0 billion in profit, and a total of 400 stores” in FY2030, and to become a company that everyone says, “It’s my supermarket,” as a community-based supermarket.

Our consistent “vision,” our desire to contribute to the enrichment of customers’ lives, our spirit of challenge, and our ability to carry through with measures are the strengths that have been handed down since our founding, and form the basis of our current Medium-Term Plan.

In addition, the key word in the new Medium-Term Plan is “linking.” This expresses our desire to realize better life and society by having each employee be aware of the “linking” with various stakeholders, including colleagues, local communities, and business partners, and by actively collaborating with them.



External Environment

- (1) Accelerated population decline and aging**
- (2) Competition intensifying further**
- (3) Rising resource prices and increasing operating costs**
- (4) Growing awareness of sustainability**
- (5) Development and acceleration of digitization**

In the midst of drastic changes in the international situation and social environment, we will work toward “what we want to be in FY2030” in our 7th Medium-Term Plan without falling into shortsightedness.

The 7th Medium-Term Plan Main Themes

The following are the three main themes that we will address in our 7th Medium-Term Plan in order to achieve what we should become in FY2030.

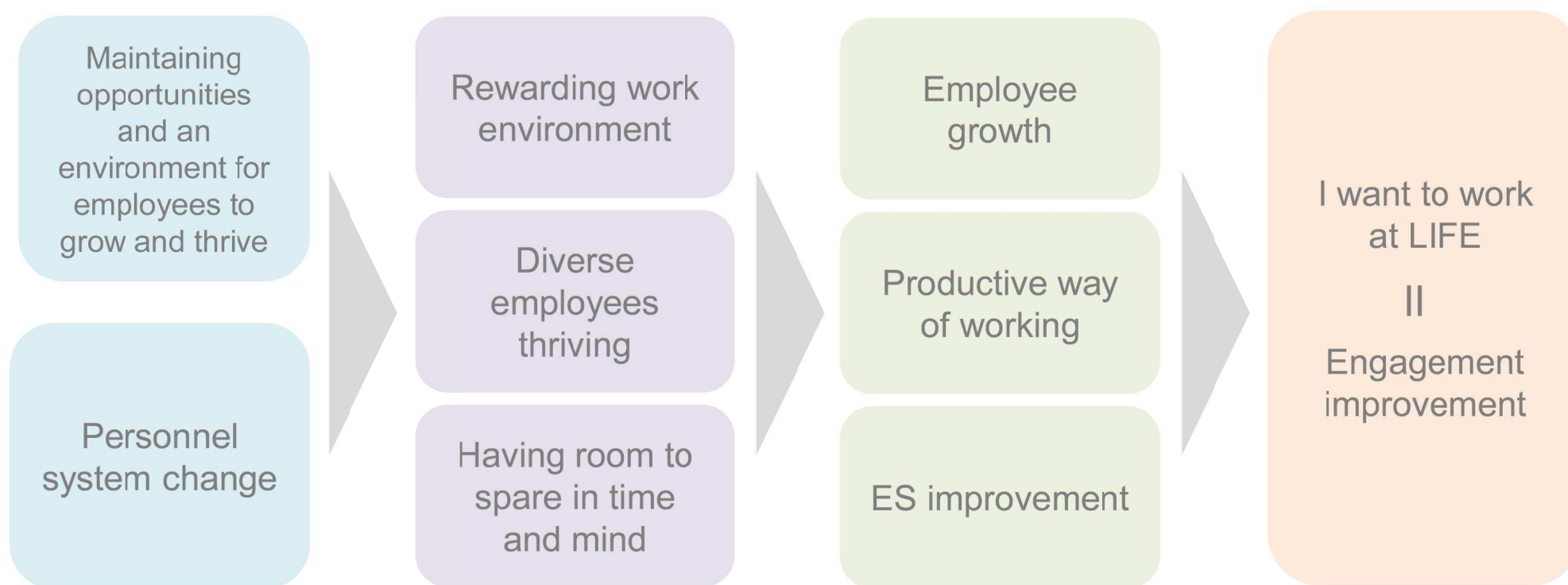
- 1. Investment in employees**
- 2. Breaking away from the homogeneous competition**
- 3. Contribution towards the realization of a sustainable and flourishing society**

“Linking the circle of Kaizen activities”
to promote the above

Overview of the Main Themes of the 7th Medium-Term Plan

1. Investment in employees

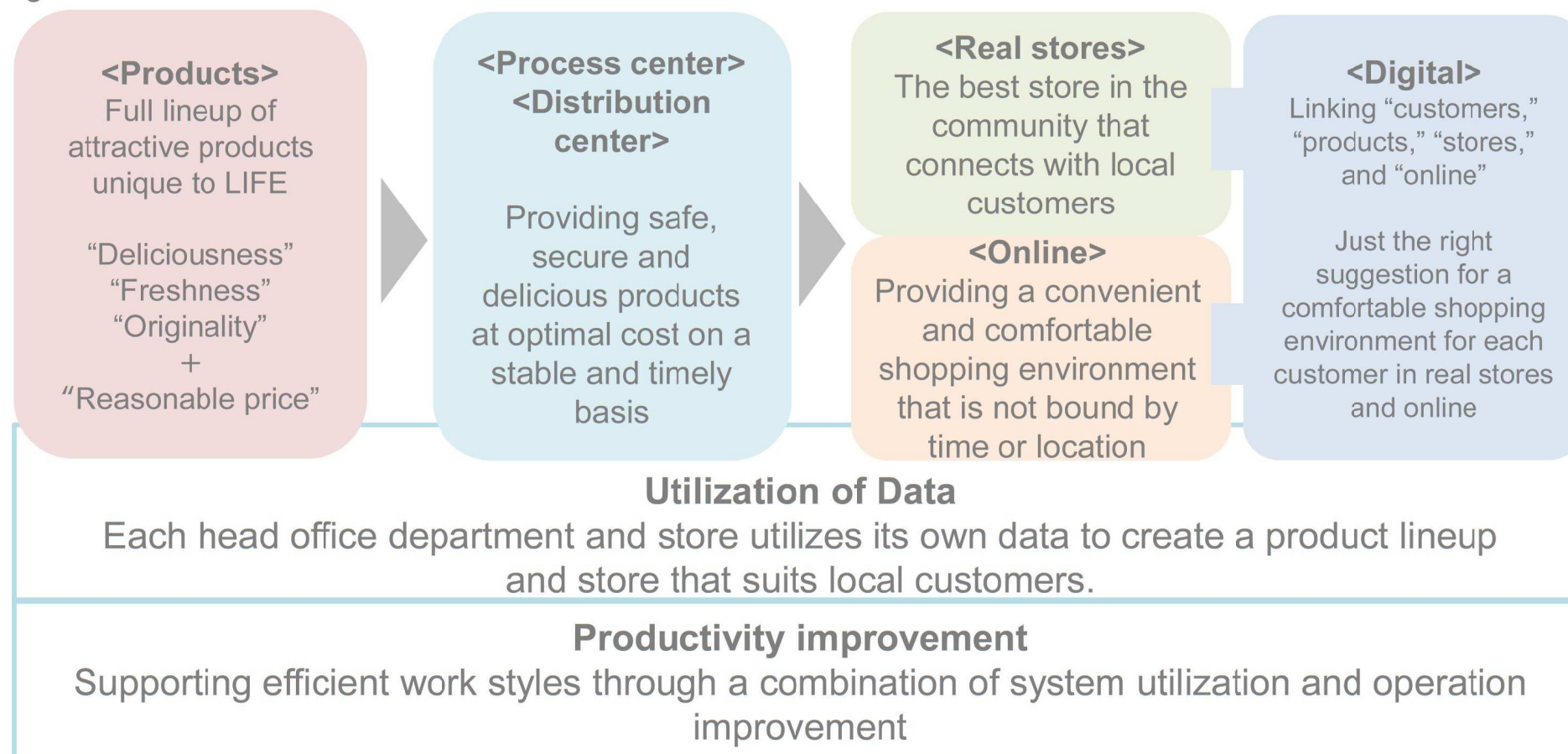
We will create by preparing a “system and environment” to promote the success of diverse human resources and provide educational opportunities, leading to employee growth, highly productive work styles, and improved employee satisfaction (ES). Aiming to be a company where employees say, “I want to work at LIFE” and “I want to keep working at LIFE.” Toward FY2030, we aim to achieve an ES grade of 4.0 (with the full score of 5.0), a female management ratio of 20% (the ratio within managerial posts), and a 100% utilization rate by male employees of childcare-related leave.



Overview of the Main Themes of the 7th Medium-Term Plan

2. Breaking away from the homogeneous competition

We will stably provide products that can only be purchased at LIFE through our own supply network, creating an environment where customers can obtain products both at warm and attractive real stores and through convenient online shopping. We also aim to continue to offer “just right” suggestions to each customer by utilizing digitization and data.



Overview of the Main Themes of the 7th Medium-Term Plan

3. Contribution towards the realization of a sustainable and flourishing society

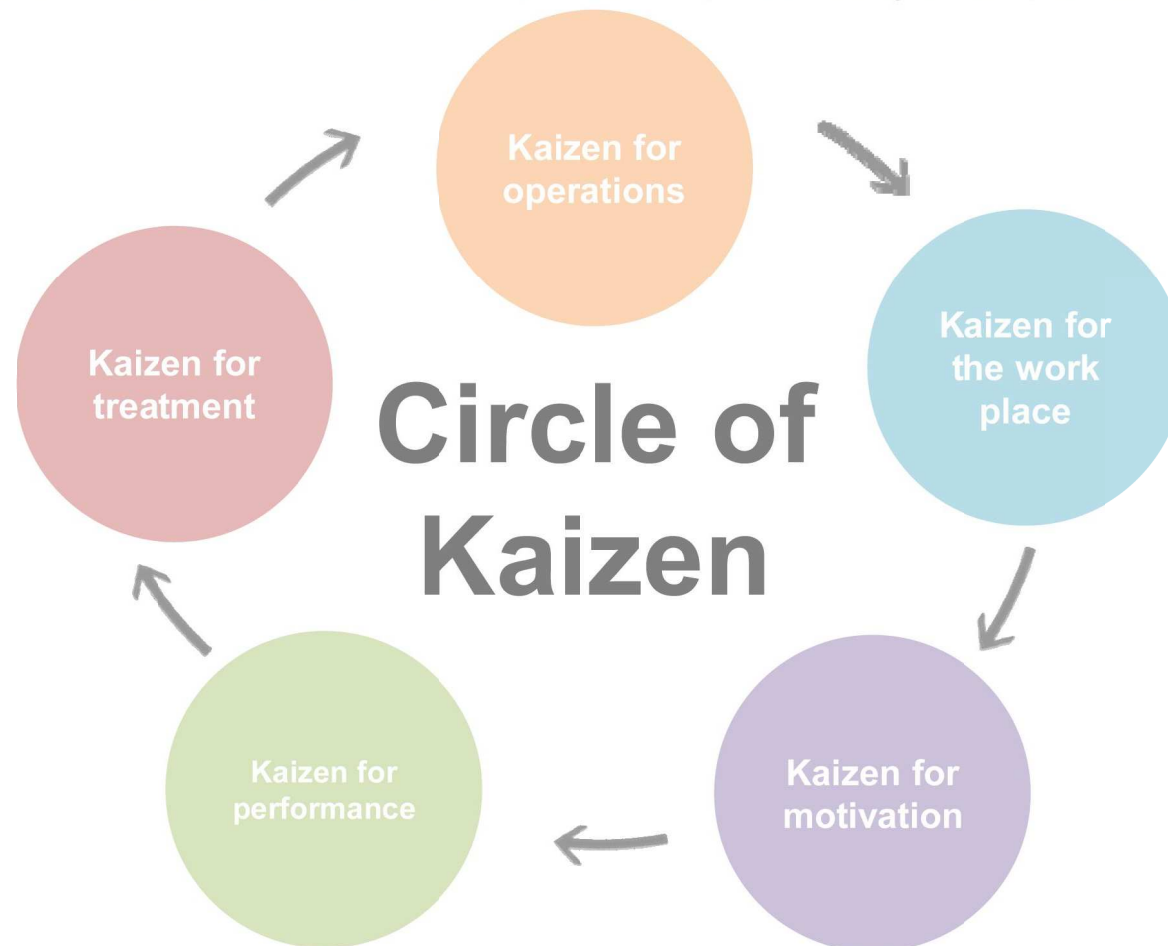
We have identified materialities in order to "contribute towards the realization of a sustainable and flourishing society" as stated in our Corporate Philosophy. In the 7th Medium-Term Plan, we aim to address the following themes and achieve sustainable growth through the efforts of each department. Towards FY2030, we aim to reduce CO₂ emissions (Scope 1 and 2) by 50% from the FY2013 level, and reduce food waste by 50% from the FY2017 level.

Category	E: Environment	S: Social			G: Governance
Materiality	Reducing the burden on the environment	Providing safe, high-value-added products and services	Contributing to local communities as infrastructure for everyday life	Creating a motivating workplace environment where diverse personnel can thrive	Development of an organization with high value and ethics
Initiative theme	• Reduce food waste • Reduce plastic waste • Reduce CO₂ emissions	• Ensure safety and security • Promote responsible procurement • BIO-RAL business	• Run stores stably • Diversification of shopping options • Contribute to local communities	• Diversity • Health management • Human resource strategy	• Corporate governance • Compliance

Overview of the Main Themes of the 7th Medium-Term Plan

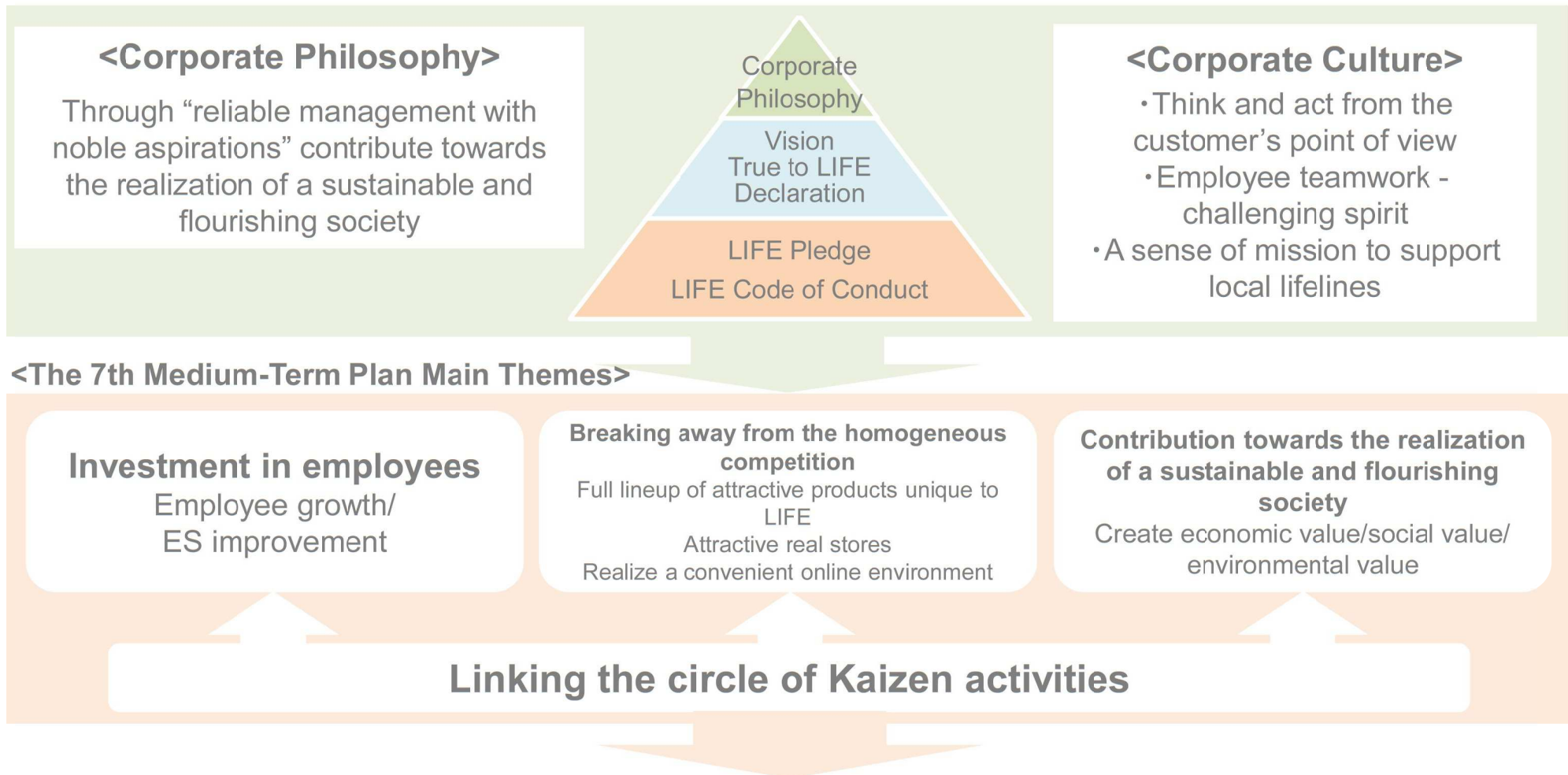
“Linking the circle of Kaizen activities”

Company-wide efforts to continue to change for the better by not being satisfied with the current status, but by recognizing and solving problems on our own--we call these efforts “Linking the circle of Kaizen activities.” Through these activities, we aim to improve our productivity and optimize costs.



Overview of the 7th Medium-Term Plan

By addressing the three main themes based on our Corporate Philosophy, which is why we exist, and on corporate culture, we will realize a company that every local resident calls “my supermarket.”



A company that everyone says, “It’s my supermarket”

Our goal for FY2030

Qualitative and quantitative targets are defined as follows

Qualitative Targets

LIFE will become a community-based supermarket chain that everyone says **“It’s my supermarket”**

Quantitative Targets

<Financials>

Item	Target
Operating revenue	¥1.0 trillion
Ordinary profit	¥35.0 billion
Profit attributable to owners of parent	¥22.0 billion
Number of stores	400

<Non-financials>

Item	Target
CO2 emissions (Scope 1 and 2)	50% reduction (from FY2013)
Food waste*	50% reduction (from FY2017)
Employee Satisfaction (ES)	4.0 (with the full score of 5.0)
Ratio of female managers	20% (the ratio within managerial posts)
Percentage of male employees taking childcare-related leave	100%

*Final amount of food waste per sales

Shareholder Return Policy

Together with formulating the 7th Medium-Term Plan, whose period began in fiscal 2023, and while adhering to the previous basic policy, the Company has established a new shareholder return policy that reflects quantitative indicators based on the Company's belief in placing greater emphasis on the return of profit to its shareholders in conjunction with medium- to long-term growth of the Company.

While giving comprehensive consideration to strengthening the financial foundation looking ahead to fiscal 2030 and to future business development, and while maintaining a basic policy of paying dividends, targeting a dividend payout ratio of 30%, the Company will also remain mindful of continuing to pay stable dividends with a dividend on equity ratio (DOE) of 3% as a guide.

