



Formulation of Mission, Vision, Values and medium-term management plan update

Kanematsu Corporation (hereinafter “Kanematsu”) is pleased to announce that it has formulated [Mission, Vision, Values](#) and updated its medium-term management plan, “integration 1.0,” as follows.

Kanematsu formulated Mission, Vision, Values (hereinafter “MVV”) on August 15, the company’s founding anniversary. MVV is a guiding principle for promoting business activities aligned with stakeholder and social expectations, serving as a symbol under which the entire group can unite to shape the future in accordance with Kanematsu’s corporate philosophy (“Corporate Principle” and “Our Beliefs”). We have incorporated the envisioned goal presented in “integration 1.0”—to become “A solutions provider leading the transformation of efficient and sustainable supply chains”—as the Vision under MVV.

In conjunction with the formulation of MVV, “integration 1.0” will be updated to “integration 1.1.” This is not a revision of the medium-term management plan’s basic framework or goals; it represents an evolution toward pushing forward the initiatives for achieving the envisioned goal (our Vision) with renewed vigor.

We have worked on establishing a structure geared to the (1) “Promotion of Groupwide management,” delivering steady results in the first year. However, we have come to the recognition that in order to realize our Vision, it is essential for the [six Basic Policies](#) of “integration 1.0” to be optimally achieved individually, while also generating synergistic effects through coordinated integration. That is why under “integration 1.1,” we will redesign the integration between the Basic Policies and focus on establishing a cycle of value creation. Specifically, positioning (2) “Expansion of value proposition,” which is the ultimate value delivered to our customers, at the core, we aim to closely coordinate (1) “Promotion of Groupwide management,” which serves as the powerful engine to drive efforts forward, and (3) “Strengthening of organizational capabilities,” which is the foundation of all operations.

The foundation of our value creation cycle is the sophistication of knowledge sharing. First, for (3) “Strengthening of organizational capabilities,” we will build a system that converts tacit knowledge (experience and knowhow of individual employees)—our greatest asset but difficult for others to access—into explicit knowledge that can be utilized by anyone and shared across the entire organization. Then, by turning that accumulated explicit knowledge into the power of the entire group through (1) “Promotion of Groupwide management,” we ultimately aim to promote the (2) “Expansion of value proposition” through continuously creating integrated solutions that help customers fundamentally address their challenges.

The new Mission and Values are positioned as shared guiding principles for all employees to continuously put the value creation cycle into practice and to accelerate initiatives toward realizing our Vision.

Mission

Cultivate the seeds of new endeavors and
create a business embraced now and in the future.

The Mission represents our core approach to serving as a trusted partner to customers.

Values

- Explore with Curiosity
- Engage with Courage
- Collaborate with Passion
- Lead with Determination
- Shape the Future

The five Values are intended to robustly support promotion of the six Basic Policies at the concrete practical level.

- For example, “Engaging with Courage” in frank cross-departmental dialogue leads to (3) “Strengthening of organizational capabilities” by helping to foster a culture where individual tacit knowledge is shared. “Exploring with Curiosity”—identifying needs that customers themselves are not aware of—elevates that experience to seeds for valuable proposals (explicit knowledge).
- Based on (1) “Groupwide management,” “Collaborating with Passion” can help combine internal and external insights, thereby growing those seeds into concrete integrated solutions for the (2) “Expansion of value proposition.”
- The process of taking on such challenges with agility in line with the “Lead with Determination” mindset will help promote individual growth and lead to (4) “Strengthening human capital.” Furthermore, toward creating value to “Shape the Future,” we will drive the (5) “Enhancement of management functions” through utilizing AI and other means.

We will ensure that our Vision is realized by coordinated integration of the six Basic Policies as presented above, as well as continuous implementation of the value creation cycle guided by MVV. We firmly believe that accelerating our shift to a solutions provider through these initiatives will ultimately lead to (6) “Maximizing shareholder value.”

【Contact】

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