

# Create social optimality with our unique ideas. Opening up the way to a sustainable future.

## Bringing “Four Way Satisfaction” to the World

At PLUS, we sincerely approach global social issues with our spirit of “Four Way Satisfaction,” while cherishing our origin of being “a company that is a plus for society.”

We work with our various stakeholders to create our vision. To broaden the vision throughout the world, we increase synergy between our businesses and tackle issues through novel perspectives and approaches when needed.

What makes these efforts possible is sustainability-conscious corporate management, which could also be called the starting point of new businesses.

In fiscal year 2022, we formulated materialities and have been working to solve various social issues.

We continue to make progress toward the future while checking our footing step by step.

Believe in the creative power of the PLUS no kokoro.

Harmonizing humanity with nature to create a society in which everyone can live in their own way.

We will exhaust all our efforts to realize a sustainable future together with our stakeholders across the world.

### Editorial Policy

“Sustainability Report 2025” introduces the sustainability-conscious initiatives of each employee for realizing the PLUS Group’s aim of “social optimality” based around our “Sustainability Policy” formulated in 2022, as well as our “key action themes” and “materialities.” This report also includes and expands on Group company activities that we added in fiscal year 2024. The Special Feature pages introduce examples where the sustainability promotion activities conducted by employees at workplaces are deeply rooted in business activities. Also, from the perspective of fulfilling our social responsibility as a global company, we have collected and edited information with an even greater awareness of the GRI recommended disclosure items. We will continue to utilize this report in a broad range of communications while positioning it as an important dialogue tool with all our stakeholders.

# Corporate Philosophy

## PLUS no kokoro

### Our Philosophy

**Unique Values - Higher Satisfaction.**

### Our Vision

We at PLUS strive to provide people all over the world with goods and services that support and promote comfortable, pleasant, smart lifestyles and workspaces, and contribute to the sustainable advancement of society.

### Our Values

**As we strive for uniqueness we will:**

- Promote customer-first respect
- See our world through the eyes of the consumer
- Respect & support free thinking and individualism
- Value designs with dedication and perseverance
- Perpetually challenge and innovate

### Our Action

- Try unconventional, unique methods in our business approach.
- Spare no effort to meet and exceed our customer's expectations.
- Work dedicatedly, mindful of the responsibilities as a member of your family and society.
- Strive for originality, while cherishing teamwork and unity.
- Persevere in pursuing and offering brilliant and agreeable products and services.
- Challenge the future with a passion to change the existing system and society.

## INDEX

<b>Our Vision for the PLUS Group</b>	<b>01</b>
President's Message	03
Sustainability Activity Topics 2024	04
The PLUS Group by the Numbers	05
The PLUS Group Sustainability	07
Sustainability Management	09
The History of the PLUS Group's Social Optimality	11
<b>Feature Sustainability Discussion</b>	<b>13</b>
This Is Our "Social Optimality"	16

### Key Action Themes and Materialities

<b>Satisfaction for Workers</b>	<b>17</b>
<b>Satisfaction for Society</b>	<b>19</b>
<b>Satisfaction for the Global Environment</b>	<b>21</b>
<b>Build a Strong and Resilient Organization</b>	<b>23</b>

### Corporate Governance/Corporate Information

Corporate Governance Concepts	25
Respect for Human Rights	27
Corporate Profile	28
The PLUS Network	28

**Period** : 2024 fiscal year (January 1, 2024-December 31, 2024) \*Part of this report includes actives before and after period

**Scope** : This report focuses on PLUS Group companies (our consolidated subsidiaries and affiliated companies.)

**Reference Guidelines** : ● International Organization for Standardization "Guidance on Social Responsibility (ISO 26000:2010)"  
 ● Ministry of the Environment's "Environmental Reporting Guidelines 2018"  
 ● GRI (Global Reporting Initiative) "Sustainability Reporting Standard"

**Publication Date** : September 2025

**Next Scheduled Publication Date** : September 2026

# Our Vision for the PLUS Group

## President's Message

### In an Age of Uncertainty, Achieving Social Optimality Through Visionary Management



PLUS CORPORATION  
President & Chief Operating Officer



The PLUS Group directly confronts global issues among social circumstances that continue to intensify. In recent years in particular, there continue to be extremely impactful events, such as growing geopolitical risks, uncertain foreign exchange markets, intense natural disasters due to climate change, and increasing human rights risks. These global social issues and environmental issues require solutions. Under such uncertain conditions, I believe that management based on a philosophy, which is the foundation of a business, is crucial.

The management policy of the PLUS Group is "Four Way Satisfaction." This policy places importance on simultaneously achieving "satisfaction" for the four entities of "customers, corporate partners, employees, and society." In other words, I believe that we should not seek to optimize only our company. Rather, it is important to pursue "social optimality" that harmonizes the economy, society, and the environment and expand our business fields. As sustainability-conscious business management is essential in our current environment, I believe it is a good opportunity for us to contribute more to society based on our long-cherished corporate philosophy as well as the concept of social optimality.

#### Steady progress in sustainability measures

The PLUS Group has positioned our Sustainability Policies formulated in 2022 along with 14 materialities as the basic policies of our Medium-term Business Plan (fiscal year 2023 to 2025), and we are working to solve various social issues. We implemented the PDCA cycles every year in the last two years. Among sustainability measures formulated, 32 measures were achieved, and 74 measures are making good progress. For example, our furniture business sector started our "MOKURAL" timber utilization project to create the future starting from offices, as an initiative to address climate change. This project creates office furniture using domestic timber with the aim of realizing carbon neutrality.

In our stationery business sectors, we are promoting development of environmentally-friendly products, such as

our eco-friendly stationery brand "COE365," which allows our customers to enjoy themselves while thinking about the future and to contribute to the environment. We are working on creating products with a focus on the recycling of resources while reducing raw materials and waste, through efforts such as using recycled paper and reducing use of plastics.

In the distribution business sector, we have started the "COREIL" purchase agency service for users of nursing facilities, as a solution for social issues such as insufficient human resources in all industrial sectors, the logistics crisis, increasing burden on nursing facility workers, and disaster prevention and BCP planning. Moreover, we are tackling initiatives according to the changes in markets and social needs, such as promoting disaster prevention and epidemic prevention agreements that prioritize supply of daily commodities to local authorities across the country in the event of a disaster. Also, in our management system for achieving sound management, we have organized, and stipulated the Group's approach to respect for human rights, in line with international norms, and have formulated new human rights policies in order to further strengthen and advance our human rights initiatives. In order to eradicate human rights issues, we will work to strengthen our initiatives on respect for human rights, such as by providing thorough training on human rights and improving the effectiveness of human rights due diligence.

In our ongoing efforts to achieve low carbon and decarbonized societies in response to climate change, one of our first actions was to finish our calculations of GHG emissions at the PLUS Corporation. Going forward, we will continue calculations of emissions at each Group company. We will also establish objectives regarding reduction of emissions and make efforts to realize a decarbonized society.

Also, in the field of natural capital, we are working to realize a society that coexists with nature by preserving the remaining natural environment and the various lifeforms with their ecological environment. "PLUSLAND," which was completed in 1991, is a combination of our furniture plant, our logistics center, and training facilities. It is an industrial complex that maintains a perfect symbiotic balance between nature and humans. The entire green space serves as an environment for nurturing a single ecosystem. We manage the green space to conserve the biodiversity of the region and to provide environmental education, with the aim of creating factory green spaces that are needed more by society.

#### Contributing to a sustainable society with long-term vision and flexibility

Modern social issues are becoming more sophisticated and more complex, and are spreading throughout the globe. Our business initiatives require long-term and broad perspectives as well as the speed and flexibility to stop and fix any mistakes that occur in those initiatives. Fiscal year 2025 is the final fiscal year of our Medium-term Business plan. To achieve sustainability objectives that we formulated, the entire Group will closely look at how we can contribute to society and will contribute to the development of a sustainable society.

## Sustainability Activity Topics 2024

We will pursue “social optimality” and solve social issues.

The primary sustainability activities that the PLUS Group carried out in fiscal year 2024 are as follows.

### Management

#### Sustainability Management

- Formulated “PLUS Group’s Human Rights Policy” <https://www.plus.co.jp/sustainability/policy/>

### Social Contribution Activities

#### Partnerships with Local Communities

- Presented at “EBISU BUNKASAI 2024” Hosted “Let’s Play in the Ebisu Forest ~Forest Green Day~ Workshop”
- Awarded 12th “PLUS Vietnam Scholarship”
- Awarded 12th “PLUS/AGU Vietnam Scholarship”



### Products/Services

#### Expansion of Businesses to Solve Social Issues

- Started sales of third series of “COE365”
- Started sale of updated “Kaite Memo”
- Held “Office IGOKOCHI exhibition 2025 presented by PLUS”
- Started providing “IGOKOCHI Visualization Solution/Data Based Working™”
- Opened “CREATORE with PLUS” in Sendai
- Started sales of “MOKURAL” project “Vicenda ramo”



### Awards

#### Recognition by Outside Entities

- Received the “Excellence in Sustainable Departments” at “STATIONERY OF THE YEAR 2024”
- Received “GOOD DESIGN AWARD 2024”
- Received “18th KIDS DESIGN AWARD”
- Received “Second Prize” at “ORGATEC TOKYO Awards”
- Received “Japan Star Award” at “JAPAN PACKAGING CONTEST”
- Received “Hokkaido Red Brick Architecture Award” of Abira Municipal Hayakita Gakuen
- Received “GOOD DESIGN AWARD 2024” of Fukushima Prefecture Okuma Town Manabiya-yumenomori
- Awarded Indonesia Tropical Rain Forest Conservation and Revitalization Support “Belantara Foundation”



### Donations, Sponsorships

#### Contributions to a Wide Range of Regional Societies

- Contributed to “Ipponmatsu Project” to support recovery from the Great East Japan Earthquake
- Provided support for “International Essay Contest for Young People” of Goi Peace Foundation
- Provided support for “SDGs Kids Startup Adventure”
- Donated furniture to Japan Anti-Tuberculosis Association
- Donated stationery to welfare facilities such as Social Welfare Service Corporation Osaka Children’s Welfare Business Association
- Donated food products to Specified NPO Second League Kanagawa
- Contributed to public interest incorporated foundations and authorized NPOs via “SDGs Lease Mirai 2030® (Donation Type)” service



# The PLUS Group by the Numbers

## Corporate Information of the PLUS Group

\*As of December 31, 2024

### Founded

**1948**

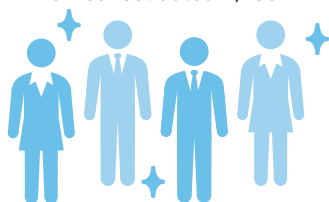
**77** years since the start of business



### Number of Employees

**8,070**

Non-consolidated 1,483



### Sales

**236.6**

billion yen

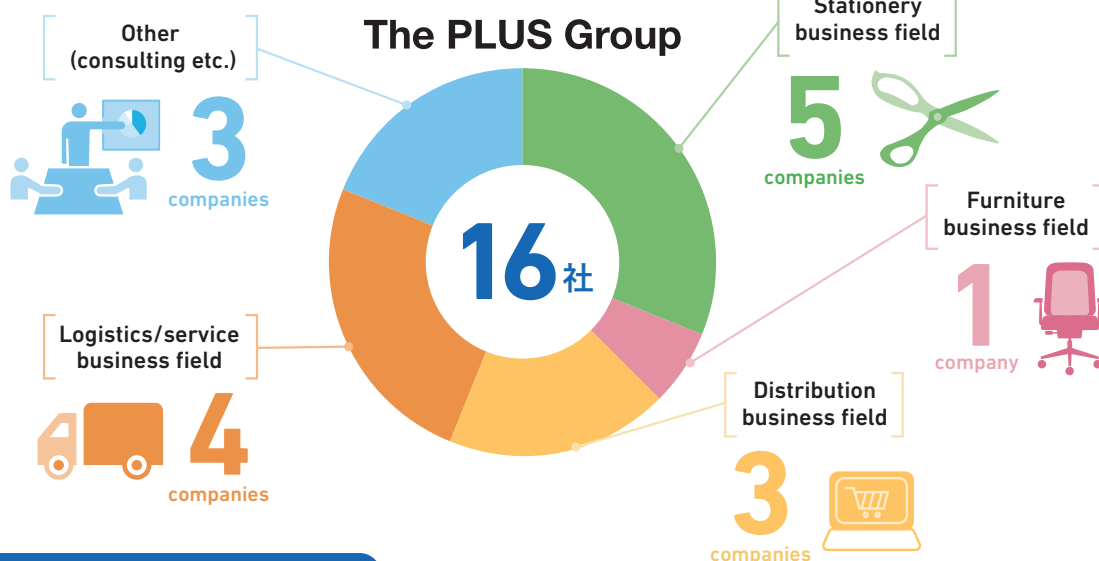
Non-consolidated 95.3 billion yen



### Number of Primary Domestic Group Companies

【By business field】

#### The PLUS Group



### Number of Primary Overseas Group Companies

**32** companies

- United Kingdom ● Germany ● France
- Switzerland ● Italy ● Poland ● South Africa
- India ● Singapore ● Malaysia ● Thailand
- Vietnam ● China ● Taiwan ● Australia
- Canada ● the United States ● Mexico ● Brazil



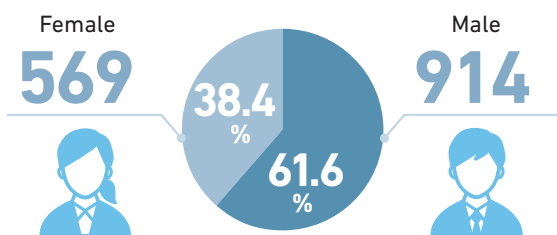
Here are some numbers and illustrations that show a quick picture of what kind of company PLUS is. The page on the left shows corporate information about the PLUS Group, while the page on the right shows the sustainability indicators of the PLUS Corporation.

## Fiscal Year 2024 Sustainability Indicators (PLUS Corporation)

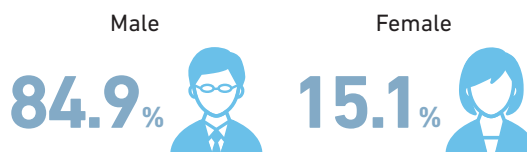
\* From January 1 to December 31, 2024

### Diversity and Inclusion

#### 【Percentage of male and female employees】



#### 【Percentage of male and female employees in management positions (section chief class or higher)】



#### 【Differences in wages between male and female employees】

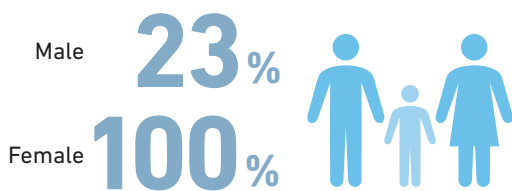


#### 【Average number of years of continuous service】

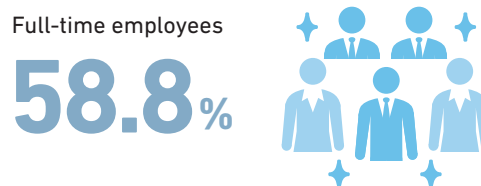


### Work/Life Balance

#### 【Acquisition rate of childcare leave (by gender)】



#### 【Average acquisition rate of paid leave】



### Health Management

Rate of regular health checkup received by employees **99.5%** ↑

Rate of comprehensive medical checkup received by employees aged 40 or older **69.7%** ↑

Rate of stress check received by employees **94.6%** →

### Employment

#### 【Number of new hires】



#### 【Retention rate of new hires (three years after joining company)】



## The PLUS Group Sustainability

### From PLUS no kokoro to sustainability management

We believe that, for the PLUS Group, sustainability means realizing our philosophy "Unique Values - Higher Satisfaction" as defined in PLUS no kokoro, and contributing to the resolution of social issues via our business activities.

The PLUS Group sustainability policy, key action themes, and materiality were established so that we could clearly communicate our stance towards sustainability and action guidelines to our various stakeholders.

### The PLUS Group Corporate Philosophy PLUS no kokoro

Our Philosophy

Our Vision

Our Values

Our Action

### Sustainability Policy

Create social optimality with our unique ideas.  
Opening up the way to a sustainable future.

### Key Action Themes of the PLUS Group

#### Engagement with Our Stakeholders



##### Customers

- Expand products and services that lead to customer satisfaction
- Disclose information appropriately and honestly
- Call attention to safety when using products



##### Corporate partners

- Provide support for new workstyles
- Provide optimal goods and services via smart business



##### Local communities

- Enter into prevention of disaster/infectious diseases accords
- Hold "PLUS Clean Festival 2024"
- Biodiversity Conservation



##### Future generations

- Provide support through the Scholarship Program for Vietnamese Students
- Implement career experience program
- Receive the "18th KIDS DESIGN AWARD" for five products







##### Employees

- Acquire "KENKO Investment for Health Certification"
- Promote diversity and inclusion
- Formulate human rights policy

## Key Action Themes and Materialities

Issues the PLUS Group should tackle as a priority, based on our sustainability policy

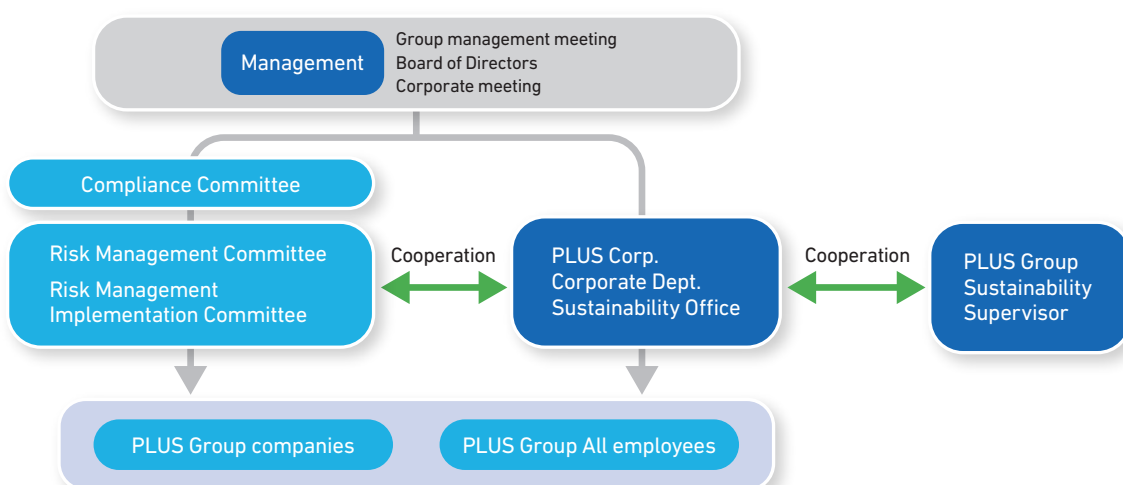
Key Action Theme	Materiality	Theme	Social Issues to Be Tackled
Satisfaction for Workers	Efforts and recommendations to create better work styles and more comfortable environments	<ul style="list-style-type: none"> <li>Address initiatives to promote preservation of health</li> <li>Propose new work styles and comfortable work environments</li> </ul>	<ul style="list-style-type: none"> <li>Population decline</li> <li>Aging society with a declining birthrate</li> <li>Promote active participation of women in the workplace</li> <li>Mental health issues</li> </ul>
	Transforming organizations to harness diversity	<ul style="list-style-type: none"> <li>Promote diversity and inclusion</li> <li>Achieve work/life balance</li> </ul>	<b>Related SDGs</b> 
	Future-oriented human resource training	<ul style="list-style-type: none"> <li>Enhance career support systems through expanding education and training and human resources exchange system</li> <li>Provide support to children who will lead our societies in the future</li> </ul>	
Satisfaction for Society	Creating products and services with value via unique designs and ideas	<ul style="list-style-type: none"> <li>Expand products and services that lead to customer satisfaction</li> <li>Provide support for new workstyles</li> <li>Create a new logistics model</li> </ul>	<ul style="list-style-type: none"> <li>Workstyle reforms</li> <li>Chronic labor shortages</li> <li>Regional creation</li> <li>Transition to a recycling-based society</li> </ul> <b>Related SDGs</b> 
	Creating new business models by transforming value chains	<ul style="list-style-type: none"> <li>Provide optimal goods and services via smart business</li> <li>Optimize logistics operations by enhancing our services</li> </ul>	
	Using DX to provide innovative individual customer experiences	<ul style="list-style-type: none"> <li>Promote our next-generation core business creation program</li> <li>Through DX, improve workplace comfort and satisfaction</li> </ul>	
	Boosting product quality and ensuring safety	<ul style="list-style-type: none"> <li>Establish quality standards and ensure product safety</li> <li>Work to improve quality in cooperation with corporate partners</li> <li>Construct high-quality and highly safe logistics services</li> </ul>	
	Disclosure of product information	<ul style="list-style-type: none"> <li>Disclose information appropriately and honestly</li> <li>Upgrade the provision of product information on websites</li> </ul>	
	Promoting partnerships with local communities	<ul style="list-style-type: none"> <li>Revitalize local economies via collaborations with partners</li> <li>Promote regional contribution activities inside and outside Japan</li> </ul>	
Satisfaction for the Global Environment	Engaging with climate change issues via corporate activities	<ul style="list-style-type: none"> <li>Calculate greenhouse gas (GHG) emissions</li> <li>Engage in initiatives to reduce CO<sub>2</sub> emissions</li> <li>Close-up &gt; Biodiversity Conservation</li> </ul>	<ul style="list-style-type: none"> <li>Issues related to global warming</li> <li>Issues related to waste</li> <li>Issues related to plastics</li> </ul> <b>Related SDGs</b> 
	Developing goods, services and mechanisms to encourage the recycling of resources	<ul style="list-style-type: none"> <li>Galvanize initiatives aimed at a circular economy</li> <li>Promote a total recycling system for used office furniture</li> <li>Develop environmentally friendly products</li> </ul>	
	Investigating and reducing hazardous chemical substances	<ul style="list-style-type: none"> <li>Thoroughly control chemical substances and hazardous substances in products</li> <li>Call attention to safety when using products</li> </ul>	
Build a Strong and Resilient Organization	Striving for sustainable procurement	<ul style="list-style-type: none"> <li>Contribute to the environment by utilizing natural wood and domestically produced timber</li> <li>Make our basic procurement policy and procurement standards widely known both in-house and externally</li> </ul>	<ul style="list-style-type: none"> <li>Issues related to human rights</li> <li>Issues related to responding to the intensification of natural disasters</li> </ul> <b>Related SDGs</b> 
	Building resilient infrastructure	<ul style="list-style-type: none"> <li>Contribute to sustainable procurement and purchasing, and to regional safety and security</li> </ul>	

# Sustainability Management

## Organizational Structure for Sustainability of the PLUS Group

The Sustainability activities of the PLUS Group are carried out with the senior managing director of PLUS Corporation in charge under the supervision of the Group Management Meeting, Meeting of Board Directors, and the Corporate Council to work on issues in cooperation with the Sustainability Office of the corporate headquarters and the Risk Management Committee of PLUS Corporation.

At overseas bases, the Compliance Committee and the Sustainability Office hold seminars on compliance, Sustainability, and SDGs for local employees using the online meeting system, to promote awareness of basic concepts and direction of the Group's Sustainability throughout the Group as well as issues to be addressed in the future by exchanging and sharing information.



## Promoting sustainability through internal education and employee training

The PLUS Group is striving to spread sustainability throughout the entire group through education and training related to sustainability. We have created our own educational materials utilizing international standards such as ISO 26000 to ensure that each and every employee of the PLUS Group understands the expectations of our stakeholders and the role we are expected to play, and to promote sustainability activities as a leader of the Group.

Period	Number of Sessions of Education/Training
January to December, 2022	5 times
January to December, 2023	4 times
January to December, 2024	7 times

## Improving employee engagement

PLUS Corporation conducts employee well-being and work/engagement surveys to extract issues, with the goal of creating rewarding, fulfilling, and satisfying work conditions where employees can continue to enjoy good mental and physical well-being. The results of these surveys are shared with all employees. This allows the entire company to come together to create initiatives to solve common issues across

### Education and training on sustainability in fiscal year 2024 (partial extract)

- Formulated sustainability measures and held study seminars for new three-year plan
- Implemented online training for overseas Group companies
- Hosted "Candle-making Workshop" for employees of Maebashi Plant
- Held "2030 SDGs Card Game" Workshop



"Candle-making Workshop"



"2030 SDGs Card Game" Workshop

organizations, with the aim of improving the well-being and work engagement of each employee as well as improving organizational strength.

- Frequency of surveys: Once a year (every November)
- Survey respondents: Full-time and contract employees of PLUS Corporation (1,536 employees in 2024)
- Survey method: Online questionnaire
- Response rate: 80.5%

## The Materiality Identification and Management Process

To ensure comprehensiveness, objectivity, and uniqueness, we identified materiality using the following three steps in 2022. Materiality is reviewed and discussed annually in accordance with the three-year Medium-term Business Plan, taking into account such matters as changes in the importance of issues and the emergence of new issues and is revised as necessary.

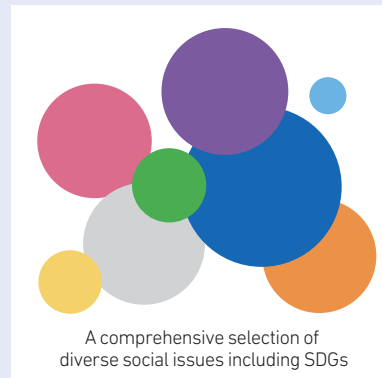
### STEP 1 Select social issues

#### We started by considering 205 social issues

When discussing materiality, we first selected a wide range of sustainability issues on the basis of international initiatives, industry policies, and stakeholder surveys. We created a list of 205 issues. Furthermore, we added information about the company, such as the Medium-term Business Plan, employee satisfaction surveys, and top messages sent internally and externally, to the 205 issues and made a selection.

#### Reference materials used when selecting issues

- Initiatives referenced: ISO 26000, OECD Guidelines for Multinational Enterprises, SDGs, etc.
- Industry policies referenced: All Japan Stationery Association, Japan Office Institutional Furniture Association
- Stakeholder surveys: Survey items from customer companies, employee engagement surveys

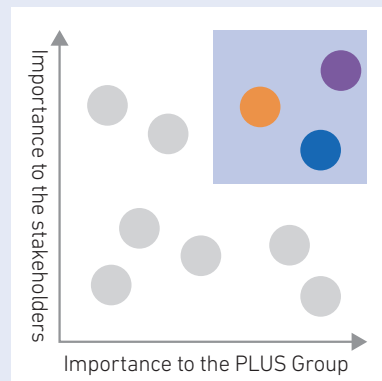


### STEP 2 Rank in priority for the PLUS Group

#### We discussed which were issues where the PLUS Group could make a contribution

We created a working Group that cuts across our four business companies and nine Group companies (as of 2021), and held several workshops. From among the issues listed, ones that are particularly relevant to the business of the PLUS Group were selected, and each issue was organized into “aggressive” (issues that lead to business opportunities for the company) and “defensive” (issues that might lead to risks for the company). These were quantitatively evaluated and weighted on the two axes of “importance to the PLUS Group” and “importance to stakeholders.”

In addition, based on the degree of relevance to the business strategies of each company and our vision of their future, we discussed important issues while taking into consideration such questions as, “To which issues can we contribute in a more typically PLUS Group way?” and “Which issues will lead to future growth?” For the assessments of critical issues, we adopted an objective approach while referencing the opinions of outside experts.



If necessary, review from STEP 1

### STEP 3 Management approval

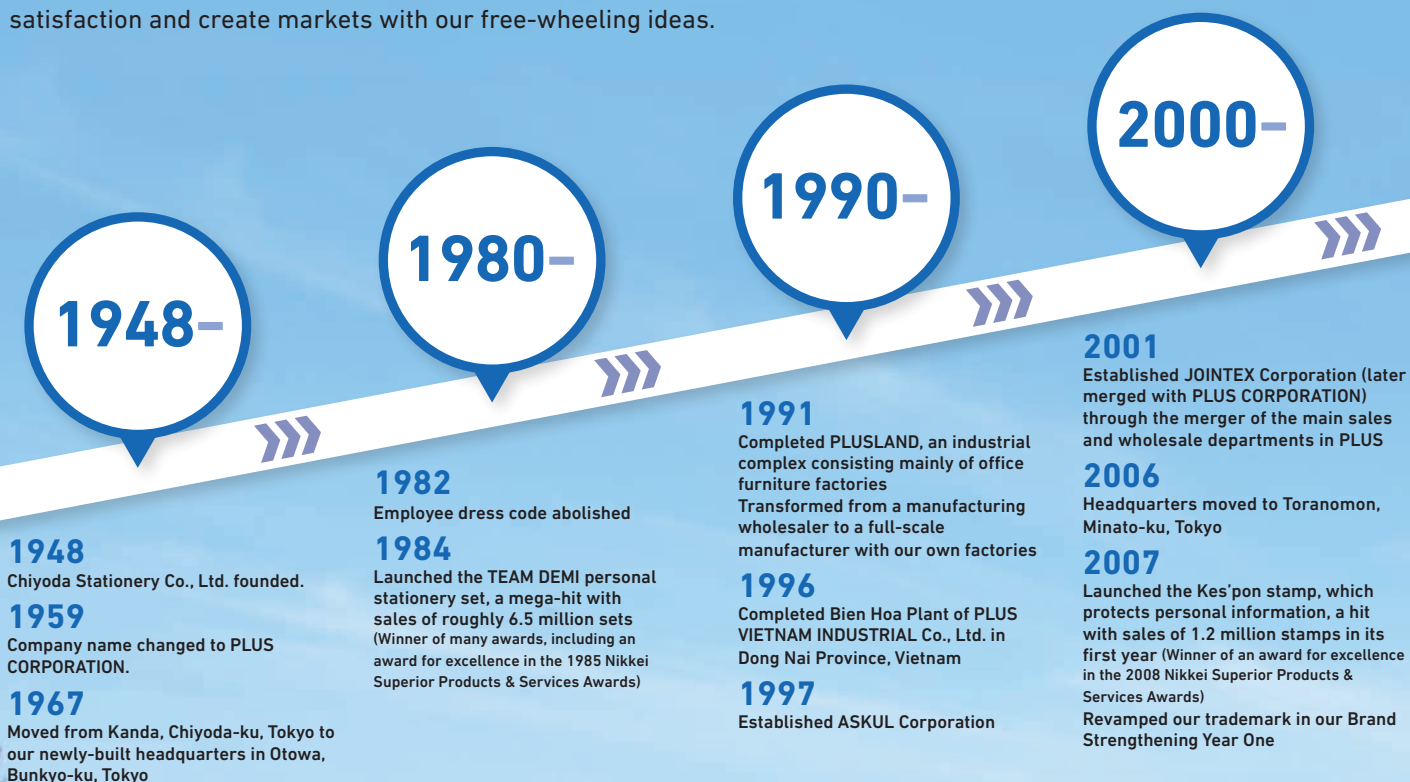
#### Materiality approved by the Board of Directors

Top management, including the chairman and the president, reviewed the shortlist of important issues (materialities) that had been narrowed down via the above process. The final draft was compiled based on management intentions and was approved by the Board of Directors.

# The History of the PLUS Group's Social Optimality

The PLUS Group stresses the importance of "Four Way Satisfaction," our management policy that aims to satisfy customers, corporate partners, employees, and society all at the same time.

Our stance of aiming for social optimality, harmonizing the economy, society and the environment, is perfectly in line with the SDGs. Going forward, we will continue striving to maximize customer satisfaction and create markets with our free-wheeling ideas.



## The Early Years

Chiyoda Stationery Co., Ltd. was founded through the merger of Imaizumi Shoten and Suzuki Shoten. Both presidents retained their position, and Chiyoda Stationery was a hot topic of the day as "an unusual company that has two presidents." The brand name PLUS was adopted as the company name in 1959. It incorporated the aspirations that the two companies would become one and generate synergy, and that the company would be a plus to society.



The original company building (Kanda-Iwamotochō, Chiyoda-ku, Tokyo)



Shinjiro Imaizumi



Hohei Suzuki

## A Period of Growth

The employee dress code was abolished in 1982, an unusual step for the time. The following year, Yoshihisa Imaizumi (our current chairman) became president at the young age of 40. A culture of speaking freely became established, and creativity that galvanized working spaces led to the development of a wide range of office businesses. During all this, we grew from a manufacturing wholesaler to a "manufacturer that creates the best from scratch." We completed our industrial complex PLUSLAND and our plants in Vietnam, and moved forward with manufacturing that coexists in harmony with its local area and the environment.

Launch of our TEAM DEMI personal stationery set (1984)



## A Period of Great Change

Striving to "prioritize customer satisfaction while also striving to satisfy our company," we created a business model based on our concept of social optimality and started the ASKUL business in 1993 to bring a breath of fresh air to the office products logistics industry. The trademark we had used ever since our founding was revamped in 2007. We retained blue, a color overflowing with vitality, as its key color tone, and created a simple and fresh design with a contemporary feel by using a highly visible but casual typeface.



1972  
Our "Wave" logo



1988  
Revised to just the PLUS letters

2007  
Revamped for our Brand Strengthening Year One

The PLUS Group  
grows while pursuing  
social optimality

2010-

2020-

**2015**

Established "Unique Values - Higher Satisfaction" as the PLUS Group corporate philosophy

**2018**

Renovated Headquarters, the Toranomon Office based on the concept of "DEAI"

**2022**

Established the PLUS Group Sustainability Policy  
The Furniture Company Tokyo Office moved to Ebisu, Shibuya-ku, Tokyo.  
Opened PLUS DESIGN CROSS

**2024**

Established a Global Stationery Company to perform integrated management of all business areas of each company involved in stationery businesses of the PLUS Group (Stationery Company, PENTEL CO., LTD., THE SAILOR PEN CO., LTD., Nippon Notebook Corporation, CHORUS CORPORATION)  
47 consolidated companies (as of end of December 2024)

## A Period of Expansion

We established a new corporate philosophy based on the corporate climate, culture, and philosophy handed down since our founding. We also clearly stated our vision, values and guidelines for actions as PLUS no kokoro. As values become increasingly diversified and globalization proceeds apace, we have added companies with various strengths to the PLUS Group, with our eyes on the next generation, in order to further increase our presence in each business sector. The PLUS Group will continue to deliver "Unique Values - Higher Satisfaction" to our customers, with each of our employees sharing our philosophy and demonstrating even greater creativity.



An office where DEAI generates IDEA  
(Headquarters, the Toranomon Office)

## Leveraging Group Synergy

The entire PLUS Group is advancing various cross-organizational projects in order to leverage our synergy and materialize new ideas. The ideas born from our 2021 Next-Generation Core Business Creation Program were the seeds for new businesses, such as our 2023 TABERERU business.

Also, our global Stationery Company established in 2024 will fulfill its role of supervising our stationery businesses inside and outside Japan and further provide more value across the globe.

While conducting this business expansion, we are also pursuing management streamlining by advancing improvements in operational efficiency through integration of core systems at each company and with our generative AI, "Minna no DX Chat." Also, in order to contribute more than before to solving environmental issues, we are accelerating initiatives based on sustainability policies, such as calculating and reducing CO<sub>2</sub> emissions in the entire Group. The PLUS Group will continue working to realize social optimality and a sustainable future, with unity and drive.

みんなのDX

MINNA NO DX PROJECT