

## **Multi-stakeholder policy**

Recognizing that co-creating value with diverse stakeholders, including not only shareholders but also employees, business partners, customers, creditors, and local communities, is crucial in corporate management. Based on our philosophy, which states, "By keeping up with the times and carefully responding to the demands of an ever-changing business environment, we take on challenges that are one step ahead of present-day needs. As a result, we strive to enhance our corporate value and the stability of our management, ultimately contributing to the realization of an affluent society.", we will work to appropriately collaborate with multiple stakeholders. Furthermore, we will promote the following initiatives to ensure appropriately distributing the profits and results generated through co-creating value and improving productivity to multiple stakeholders including returning to our employees and consideration to business partners is essential for maintaining the momentum of wage increases and the sustainable development of the economy.

### **1. Returning to our employees**

Our Medium-Term Management Plan emphasizes human resource development with a comprehensive and broad perspective to promote key strategies both domestically and internationally. To secure and develop human resources with the planning, proposal, and execution befitting a comprehensive logistics company, we are working to further improve our human resources policy, including strengthening recruitment and enhancing our training system. Through employee capability development and skill improvement, we are committed to sustainable growth and improving productivity, thereby improving employee motivation, revitalizing the organization, and creating new value and maximizing added value for our customers. Based on the revenue and results generated, we will raise wages in an appropriate manner that takes into account our company's situation, in accordance with the "fundamental principles of wage determination". In addition, as part of comprehensive improvements in treatment, we aim to sustainably give back to our employees by actively working on education and training, etc., to contribute to improving employee engagement and further increasing productivity.

Specifically, regarding wage increases, we have consistently implemented base pay increases, such as the one implemented in April 2024. Going forward, we will continue to implement returns in an appropriate manner and at an appropriate time, taking into account external factors such as price fluctuations and economic conditions, as well as internal factors such as our company's management situation. Furthermore, under the personnel system introduced in April 2023, we are implementing sustainable returns to employees by reviewing the evaluation and compensation system and extending the retirement age to 65. In addition, regarding education and training, we will expand education necessary for each age group and role, including hierarchical training, strengthen

self-development programs, and promote diversity management by promoting women in the workplace and expand opportunities for senior generations.

## **2. Consideration to business partners**

We will continue to work towards complying with the contents of the Partnership Building Declaration.

In addition, if the Partnership Building Declaration is removed from the portal site, we will voluntarily withdraw the publication of our Multi-Stakeholder Policy.

URL of the Partnership Building Declaration

Link: [ここに「パートナーシップ構築宣言」の URL を貼る](#)

Furthermore, regarding our business relationships with tax-exempt businesses, we will refer to the government's guidelines on how tax-exempt businesses and their business partners should respond to the invoice system, and strive to build appropriate relationships.

## **3. Initiatives for other stakeholders**

As a part of logistics company, we believe our mission is to continue and develop our business in order to deliver what society needs. As stated in our Charter of Corporate Behavior, we will implement further strengthening of environmental considerations, compliance, safety, and, governance. We will keep both the sustainability of society and the sustainability of the company in mind; moreover, we continue to create new value that will enrich society even further.

We will steadily proceed with these initiatives while checking on status of our effort.

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Yoshihiro Fukai, President & Representative Director, Kamigumi Co., Ltd.