



























Material issues

Materiality item (category)	Materiality item (subcategory)	Topic	KPI(s)	Target values	Results and progress in FY2025	Corresponding Sustainable Development Goals (SDGs)
<div></div> <div>Environment</div> <div>E</div>	Lessening environmental impact	● Reducing CO2 emissions	Emissions reduction rate	46% reductions (vs. FY2013; reduction volume :45,575t-CO2) * Emissions target for end of FY2030: 53,545 t-CO2	6.1% reduction (end of FY2025) Reduction plan established for FY2025 to FY2029	<div></div> <div></div> <div></div>
		Switching warehouse lighting to LED	Percentage of Company warehouses transitioned to LED lighting	100% (end of FY2030)	52.5% (end of FY2025)	
		Renewable power generation (Installation of solar panels at controlled-temperature warehouses)	Percentage of Company controlled-temperature warehouses equipped with solar panels	100% (end of FY2030)	6.3% (end of FY2025)	
		Switching from diesel- to battery-powered forklifts	Percentage of sub-4t forklifts converted to battery power	100% (end of FY2030)	69.5% (end of FY2025)	
		Use of electricity from renewable energy sources	Electricity from renewable energy sources as a percentage of all power used	30% (end of FY2030)	0% (end of FY2025)	
		● Promoting environmental management	Earning ISO 14001 certification	ISO 14001 certification earned at multiple facilities, including head office	Under consideration	
<div></div> <div>Society</div> <div>S</div>	Creating attractive workplace environments in which diverse human resources can thrive	● Promoting health management	Rate of use of paid vacation time	65% (end of FY2025)	65.9% (end of FY2025)	<div></div> <div></div> <div></div> <div></div>
		● Enhancing human resource development	Enhancing employee training by level	Enhancing the menu of training programs	Training implemented for management leaders, section general managers, new management positions, and assistant section chiefs	
		● Respect for human rights and diversity	Women as a percentage of those in management positions	4% (end of FY2035)	1.9% (end of FY2025)	
			Percentage of women in career-track positions	15% (end of FY2035)	3.8% (end of FY2025)	
			Percentage of female officers and employees (excluding managers)	30% (end of FY2035)	13.0% (end of FY2025)	
			Percentage of men taking childcare leave	70% (end of FY2035)	48.4% (end of FY2025)	
	Safety initiatives as a responsible enterprise	● Accident prevention and mitigation in business	Promoting earning the “G Mark” for trucking safety	Earned at all sites	Earned at all sites	<div></div> <div></div> <div></div> <div></div>
			Number of serious accidents	Maintained at zero	Zero	
			Number of traffic accidents	30% reduction (YoY)	25% reduction (4 in FY2023, 3 in FY2024)	
			Number of workplace accidents	Workplace accident indicators Frequency: 0.80 or lower Severity: 0.03 or lower	Results for 2024 Frequency: 0.77 Severity: 0.02	
			Percentage of vehicles equipped with drive recorders	100%	100%	
		● Enhancing resilience	Business Continuity Plan (BCP) development	Completion of BCP formulation at all facilities	28 branches and 80 sites (completed the establishment of a contact system for all branches)	
			Number of facilities with IP wireless phones installed	All facilities (end of FY2030)	28 branches and 46 sites (completed installation at all branches)	
			Drills for serious disasters	Once/year	Once/year	
			Installation of emergency power supplies or largecapacity batteries	Installed at major facilities (head office, Tokyo Office, Nagoya Branch, Fukuoka Branch) (end of FY2030)	Obtain quotes and study installation plans	
			Stocking of emergency supplies * Subject facilities: 27 (number of facilities located in regions subject to promotion of countermeasures to Nankai Trough earthquake)	25 sites		
	Enhancing joint activities with local communities	● Expanding corporate citizenship activities	Number of social contribution activities implemented	(Growing)	• World Para Athletics Championships • Social Welfare Service Corporation Nippon Lighthouse • Vissel Kobe “Social Seats”	<div></div> <div></div> <div></div>
			Expanding contributions to athletics and cultural education	(Growing)		
	Promoting business activities to meet society’s needs	● Responding to customer needs and social issues	Promoting transport for facilities related to social infrastructures * Growing track record on transport for facilities related to new energy/mobility infrastructure	–	0 case	<div></div> <div></div> <div></div> <div></div>
		● Promoting digital transformation (DX)	Expanding DX measures adopted	–	7 DX measures implemented	
<div></div> <div>Governance</div> <div>G</div>	Enhancing governance	● Maintaining and developing optimal systems for the Company	Percentage of principles of the amended Corporate Governance Code complied with	100%	98.7% (82 of 83 items complied with, 1 item remaining)	<div></div>
		● Improving the efficacy of Board of Directors and audit functions	Efforts related to assessing and improving the efficacy of the Board	One assessment completed by an external agency by FY2025	FY2024: One assessment completed by an external agency	
		● Enhancing the oversight functions of the Board of Directors	Implementing sustained efforts to enhance the oversight functions of the Board of Directors	Establishing an advisory committee pertaining to nomination and remuneration Pursuing an appropriate structure for the Board of Directors	Completed establishment of an advisory committee pertaining to nomination and remuneration Revision of skills matrix under consideration	
		● Enhancing and improving the transparency of disclosures related to corporate governance	Enhancing and improving the transparency of disclosures to improve understanding among stakeholders	Enhancing and improving the transparency of disclosures	Enhancement of non-financial information and English-language disclosures, revision of CG Report	
	Thorough compliance	● Raising awareness of compliance among all employees ● Preventing inappropriate behavior and interactions in corporate activities	Number of serious compliance violations	0/year	0 case	<div></div> <div></div> <div></div>
			Enhancing compliance education	Measures such as implementing compliance training using e-learning and other means	Held internal webinar on AEO and internal whistleblowing Cargo management section guidebook revised Risk management activities based on governance system (14 times/year)	
			Reducing operational risk	Risk management in business office units Preventing similar errors by sharing information internally	Risk management in business office units Ongoing activities to prevent similar errors (monthly)	
			Fostering understanding of business compliance	Using compliance textbooks and assessing their effectiveness	12 times/year	
			Awareness rate based on compliance surveys	Improving awareness rates	100%	
		● Awareness and use of compliance hotline	Number of cases handled by hotline	Disclosure of number of cases	24 (up by 15 from the previous year)	
	Risk management	● Enhancing information security	Number of times information security training held	5-10 times/year	2 times/year	<div></div>
			Number of incidents (e.g., information leaks, service downtime)	0/year	0 case/year	
Promoting information security measures			Disclosing details of promotional efforts (currently being examined chiefly by the Cybersecurity Committee)	Cybersecurity measures implemented in cooperation with related sections		