

## Sustainability Report

# 2025

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## Message from management



# Realizing our corporate philosophy and fulfilling our mission to move closer toward a sustainable society

In 2017, we marked the 150th anniversary of our founding in 1867, the same year in which the Port of Kobe opened. At that time, when few ports in Japan were open to the outside world, we got our start as a cargo handling organization exclusively serving the agency that supervised export/import cargo—in short, the agency performing the equivalent of today's customs operations. Today, we've grown into an integrated logistics firm that handles operations ranging from warehouse storage to land transport, heavy cargo transport, and container terminal operations. We're active in major ports across Japan as the nation's leading harbor transport firm.

Japan is an island nation surrounded by water in every direction. Naturally enough, sea transport plays a key role in Japan's international trade, accounting for 99.7% of the nation's export/import cargo. As a company involved in a sector of such highly public nature, we seek to maintain the important social infrastructure of harbor transport. The stability and progress of our business activities contribute to the stability and progress of Japan's logistics infrastructure.

Our Corporate Philosophy states: By keeping up with the times and carefully responding to the demands of an

ever-changing business environment, we will take on challenges one step ahead of today's needs while striving to enhance our corporate value and the stability of our management, with the ultimate goal of helping to build an affluent society. We believe our efforts to implement this philosophy will in itself promote the sustainability of both our Company and society. In putting this philosophy into practice, it is vital that we fulfill our responsibilities to diverse stakeholders and earn their understanding and cooperation. Kamigumi will maintain its course moving forward while stressing the fundamentals: providing rewarding work in which our employees can demonstrate their individual abilities in safety and with peace of mind; delivering services that satisfy our customers; building relations of trust with our business partners; maintaining timely and appropriate disclosure and stable dividends to shareholders; fulfilling our duties to regulators; building strong ties to local communities; and minimizing our environmental impact.

**Yoshihiro Fukai**  
President & Representative Director

# Charter of Corporate Behavior

## Principle 1. Enhancing Customers Satisfaction

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We will gain customers satisfaction, reliance and also to promote social contribution by offering quality of distribution services based on experience and know-how accumulated since our establishment.

### Guidelines

- As a professional of total logistics partner, We will provide to customers diversifying needs with our original services, and with professional spirit.

## Principle 2. Fair and Transparent Business Practices

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In our business, we will engage in fair, transparent and free competition and proper business transactions.

### Guidelines

- We do not engage in collusive relationships with antisocial forces or with any particular organizations.
- Conduct fair business activities in compliance with all applicable laws and regulations.
- Conduct fair transactions, abiding by all applicable laws and regulations including the Antimonopoly Act and the Act against Delay in Payment of Subcontract Proceeds.
- Do not engage in collusive bidding.
- Properly manage confidential information of the Group as well as customer information acquired through business activities.
- Conduct transactions with clients on an equal footing, based on the contract agreed upon.

## Principle 3. Communication Activities

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We will actively communicate with our stakeholders and disclose information timely and in appropriate way.

### Guidelines

- Promote communication with stakeholders through general shareholders' meetings, and public relations and investor relations activities.
- Achieve highly transparent management through timely and accurate information disclosure.
- Fulfill accountability to stakeholders by providing adequate information to make them understand about corporate activities.

## Principle 4. Creating an Open and Active Corporate Culture

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We respect human rights and will not commit or permit discrimination in and outside the company: on the grounds of gender, creed, physical conditions and social status. We will also strive to create a positive work environment where employees can feel comfortable and find fulfillment.

### Guidelines

- Create a work environment where diverse employees can demonstrate their abilities to the fullest.
- Improve the occupational health and safety system to eradicate industrial accidents.
- Respect the personality of employees and support their career and skills development.
- Recognizing that the existence of a company is supported by its employees, respect individual employees as fellow members working together, without discriminating on the grounds of gender, age, position, birth origin, and other factors.

## Principle 5. Promotion of Environmental Management

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Recognizing that addressing environmental problems is essential to corporate existence and activities, we will not only observe environmental laws, regulations and standards in all aspects of our business activities, but also actively and voluntarily engage in activities to protect the environment.

### Guidelines

- Set environmental targets for the Group and implement group-wide initiatives to reduce the environmental impact of our business activities, and continuously improve environmental management through periodical reviews of the Group's environmental performance.
- Promote effective use of limited resources by actively engaging in energy-saving, resource-saving, recycling, reuse, and waste reduction activities.
- Offer environmentally sound distribution services, as a highly professional total distribution service provider.
- Strive to reduce, as much as possible, the environmental impacts of the use of automobiles and business activities including the operation of warehouses and terminals.
- Increase employee knowledge and awareness of environmental conservation through environmental education and publicity activities.

## Principle 6. Contribution to the Local Community

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We will actively engage in social contribution activities to coexist harmoniously with the local communities, as a well corporate citizen.

### Guidelines

- As a community-based company, actively participate in community events and activities to contribute to the local community.
- Respect the culture and norms of the community in which we operate and conduct business activities that will contribute to the development of the community, taking into consideration its specific circumstances.

## Principle 7. Response to Antisocial Forces

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We shall resolutely confront antisocial forces and organizations that threaten the order and security of civil society.

### Guidelines

- Ensure the three principles on antisocial forces (not to fear, not to give money, and not to use) are fully understood and implemented throughout the Group.
- Establish an internal system to systematically deal with antisocial forces.

## Principle 8. Cooperation with International Society

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In international business activities, we not only comply with international rules and the laws and regulations of the countries and regions where we operate, but also conduct business respecting local culture and customs, so as to strengthen cooperation and build mutual trust with the international community.

### Guidelines

- Promote international business activities, by fully understanding and complying with the international rules as well as the laws and regulations of the countries and regions where our business operations are based.
- Check overseas business sites through internal audit by our internal audit team to determine whether their management strategies and business plans are in conformity with the Group's management policy, so as to enhance the transparency of the management.

- Encourage employees working in overseas locations not only to learn local languages, but also to deepen their understanding of local culture and customs.

## Principle 9. Implementation of the Spirit of the Charter

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Top management of the Kamigumi Group companies must recognize that it is their roles to take the lead in ensuring that all affiliated companies and business partners are fully aware of and understand this Charter. Furthermore, top management should always try to keep abreast of the opinions of those both inside and outside the corporation and establish an effective system throughout the corporation to ensure thorough implementation of the Charter.

### Guidelines

- Top management should display leadership to the fullest possible extent, clearly lay out the management philosophy and codes of conduct, and ensure thorough implementation of the philosophy and codes within the Group.
- From the point of risk management, top management must set up internal systems to prevent an emergency situation from occurring and to respond effectively in the event of an emergency situation, and review and modify these systems as appropriate.

## Principle 10. Responsibility of Top Management

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In the case that the Charter is violated, top management of the Group companies should demonstrate, both internally and externally, their determination to resolve the problem, identify the cause and take measures to prevent the recurrence of similar violations in the future. At the same time, top management should promptly make full public disclosure, explain fully what has occurred, and, upon clarifying the relevant authority and responsibility, impose strict disciplinary action against those held responsible, including top management itself.

### Guidelines

- When an emergency arises, promptly conduct an investigation under the leadership of top management, identify the facts and causes, and implement appropriate policies and measures as a responsible corporation to deal with the situation.
- Top management should give the public as promptly as possible an explanation of the facts, the policies adopted to address the matter, and the measures needed taken to prevent a recurrence.

# Our basic perspective and promotion system for sustainability

Japan depends on imports for a significant share of the goods, energy, and industrial raw materials needed for food, clothing, and shelter. Japan is also a major power in international trade, with various major export industries including motor vehicles and other industrial products. Japan's total international trade is equivalent to about 1.7 times its national budget (general account). Since 99.7% of its export/import cargo is transported by sea, activities such as harbor transport and warehouse storage for such cargo are key infrastructures in livelihoods and industry.

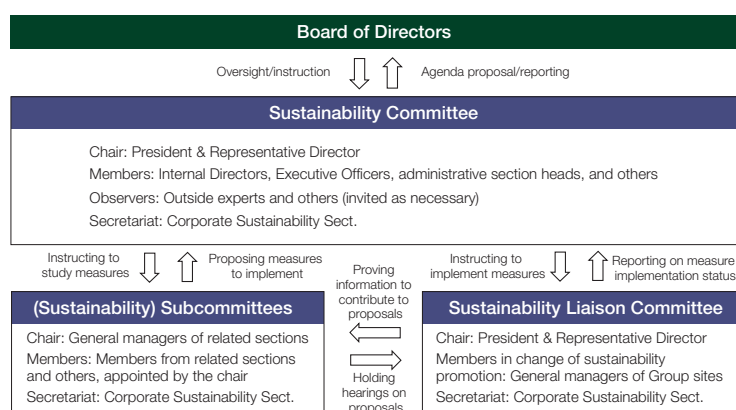
As a leading player in port logistics and accounting for the highest share of cargo handled at Japan's six largest ports, our mission is to maintain the continuity and progress of our businesses to maintain the delivery of the goods society needs. Key factors in doing so include building stronger ties to shareholders, customers, partner companies, employees, local communities, and other stakeholders and strengthening our consideration for the environment, legal and regulatory compliance, safety, and governance. We aim to pursue creation of new value capable of further enriching society, keeping in mind the sustainability of both society and the Company at all times.

## Promotion system



In November 2023, the Group established the Sustainability Committee in order to accelerate its sustainability management efforts through a stronger governance structure. The Committee, chaired by the President & Representative Director, is responsible for reviewing sustainability policies and measures, as well as for managing the progress of materiality-related targets, and submitting agenda proposals or reports to the Board of Directors.

The Board of Directors also oversees the executive structure for sustainability by providing the Committee with opinions and instructions for consideration.

## Chart of the sustainability promotion system



## Our sustainability initiatives involve putting into practice our Charter of Corporate Behavior.

Charter of Corporate Behavior		Related items
<div> ENVIRONMENT</div>	<div><h3>5. Promoting Environmental Management</h3><p>Recognizing that addressing environmental problems is essential to corporate existence and activities, in addition to complying with all applicable environmental laws, regulations, and standards in our business activities, we will take a proactive and voluntary role in activities that protect the environment.</p></div>	<ul style="list-style-type: none"><li>• Environmental management principles</li><li>• Environmental philosophy</li><li>• Environmental policies</li><li>• Perspective on preventing environmental pollution</li><li>• Climate change</li><li>• Perspective on climate change</li><li>• Improving resilience</li><li>• Preventing global warming</li><li>• Perspective on preventing global warming</li><li>• Total energy and carbon dioxide (CO<sub>2</sub>) emissions related to our domestic business</li><li>• Managing CFCs</li><li>• Promoting eco-friendly driving</li><li>• Adopting energy-conserving and low pollutant vehicles</li><li>• Energy-conservation activities in offices, warehouses, and other facilities</li><li>• Switching to LED lighting</li><li>• Electricity sale business using solar power generation</li><li>• Effective resource use</li><li>• Perspective on reducing waste emissions</li><li>• Reducing waste generation and ensuring appropriate waste treatment</li><li>• Water conservation initiatives</li><li>• Disclosure based on TCFD recommendations</li></ul>
<div> SOCIETY</div>	<div><h3>1. Enhancing Customer Satisfaction</h3><p>We will win the satisfaction and trust of our customers and promote social contributions by offering quality distribution services based on the experience and know-how gathered since our establishment.</p></div>	<ul style="list-style-type: none"><li>• Provision of optimal logistics solutions</li></ul>

	Charter of Corporate Behavior	Related items
 <b>SOCIETY</b>	<b>3. Communication Activities</b> We will communicate actively with our stakeholders and disclose information in timely and appropriate ways.	<ul style="list-style-type: none"> <li>• Provision of optimal logistics solutions</li> </ul>
	<b>4. Creating an Open and Active Corporate Culture</b> Our perspective is grounded in respect for human rights. We will not engage in or permit discrimination in or outside the company on the grounds of gender, creed, physical condition, or social status. We will also strive to create positive work environments in which employees can work in comfort and seek fulfillment.	<ul style="list-style-type: none"> <li>• Transport safety</li> <li>• Basic policy on transport safety</li> <li>• Transport safety management rules</li> <li>• General Safety Manager/safety management organizational structure</li> <li>• Gaining G-Mark certification as an outstanding safety business</li> <li>• Implementing safe-driving training</li> <li>• Our mission as a logistics business</li> <li>• Reducing CO<sub>2</sub> emissions through third-party logistics (3PL)</li> <li>• Respect for human rights</li> <li>• Employee training and education</li> <li>• Employing those with disabilities</li> <li>• Promoting women in the workplace</li> <li>• Encouraging employees to take childcare leave</li> <li>• Human rights policy</li> <li>• Efforts for due diligence on human rights</li> <li>• Dealing with bullying and harassment cases</li> <li>• Children's rights</li> <li>• Preventing child labor and forced labor</li> <li>• Employment and labor</li> <li>• Equal pay for equal work/minimum wage</li> <li>• Dialogue between labor and management</li> <li>• Managing working hours to promote work-life balance</li> <li>• Training to improve employee skills</li> <li>• Employee engagement</li> <li>• Local employment and local sourcing</li> <li>• Health and safety</li> <li>• Occupational health and safety</li> <li>• Management system</li> <li>• Occupational health and safety policy and activity structure</li> </ul>
	<b>6. Contribution to Local Communities</b> We will take an active role in social contribution activities to ensure harmonious coexistence with local communities in our role as good corporate citizens.	<ul style="list-style-type: none"> <li>• Coexistence with local communities</li> <li>• Sea work experience (Kodomo Waku)</li> <li>• Mori no Sewanin forestry activities</li> <li>• Cleanup activities</li> <li>• Participation in community events</li> <li>• Social contributions</li> <li>• Sponsorship of social contribution activities</li> </ul>
	<b>8. Cooperation with International Society</b> In our international business activities, in addition to full compliance with international rules and the laws and regulations of the countries and regions in which we operate, we conduct business with all due respect for local cultures and customs, with the ultimate goal of strengthening cooperative ties and building mutual trust within the international community.	
 <b>GOVERNANCE</b>	<b>2. Fair and Transparent Business Practices</b> We will engage in fair, transparent and free competition and proper business transactions.	<ul style="list-style-type: none"> <li>• Building equitable trading relationships</li> </ul>
	<b>7. Response to Antisocial Forces</b> We are committed to resolutely confronting antisocial forces and organizations that threaten the order and security of civil society.	<ul style="list-style-type: none"> <li>• Basic stance on exclusion of antisocial forces</li> </ul>
	<b>9. Implementing the Spirit of the Charter</b> Top management of Kamigumi Group companies must recognize its leadership role in ensuring that all affiliated companies and business partners are fully aware of and understand this Charter. Additionally, top management must seek to keep abreast of the opinions of those both inside and outside the corporation at all times and revise the Charter accordingly, as well as establish effective systems throughout the Group and thoroughly implement the Charter's provisions.	
	<b>10. Responsibility of Top Management</b> In the event of violations of the Charter, the top management of Group companies must demonstrate, both internally and externally, their determination to resolve the problem, identify the cause, and take measures to prevent the recurrence of similar violations. At the same time, top management must make prompt and full public disclosure of the incident, thoroughly explain the incident, and, upon clarifying the relevant authority and responsibility, take strict disciplinary action against those held responsible, including top management itself.	<ul style="list-style-type: none"> <li>• Basic concept of corporate governance</li> <li>• Basic policy on internal controls systems</li> <li>• Appointing external Directors and Audit &amp; Supervisory Board members</li> <li>• Composition and meetings of the Board of Directors</li> <li>• Compliance structures and state of operations</li> <li>• Promoting compliance risk management activities</li> <li>• Anti-corruption policy and initiatives</li> <li>• Export/import controls</li> <li>• Operation and widespread awareness of the internal whistleblower system</li> <li>• Internal audits</li> <li>• Business continuity planning (BCP) initiatives</li> <li>• Responsible tax payment</li> <li>• Fines for environmental violations</li> <li>• Information security</li> </ul>





# ENVIRONMENT

We make efforts to optimize our environmental management and to minimize the environmental impact of our business activities.

Period covered by report: April 1, 2024 – March 31, 2025



## Environmental management

- 7 Environmental philosophy
- 7 Environmental policies
- 7 Perspective on preventing environmental pollution



## Climate change

- 7 Perspective on climate change
- 7 Improving resilience



## Preventing global warming

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- 8 Total energy and carbon dioxide (CO<sub>2</sub>) emissions related to our domestic business
- 9 Managing CFCs
- 9 Promoting eco-friendly driving
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- 9 Switching to LED lighting
- 9 Electricity sale business using solar power generation



## Effective resource use

- 10 Perspective on reducing waste emissions
- 10 Reducing waste generation and ensuring appropriate waste treatment
- 10 Water conservation initiatives



## Disclosure based on TCFD recommendations

- 11 Disclosure based on TCFD recommendations

# Environmental management

## Environmental Philosophy

Recognizing that protection of the global environment is a vital theme common to all human beings, Kamigumi Co., Ltd. seeks to achieve harmony between business activities and protection of the environment. The Company strives to reduce its environmental impact through the implementation of environmentally conscious business practices and to promote continuous Group-wide environmental protection activities, thereby contributing to society.

## Environmental Policies

1. To protect the global environment, the Company shall comply with laws, regulations, ordinances and rules relating to environmental conservation.
2. The Company shall strive to use limited natural resources effectively and prevent environmental pollution by promoting resource saving, energy saving, recycling, reuse, waste reduction and proper treatment, and pollution emission reduction.
3. The Company shall strive to continually improve its environmental performance, by setting environmental targets, taking into account various environmental impacts

associated with our business activities; by implementing planned environmental activities in a systematic manner to achieve the set targets; and by periodically reviewing its activities.

4. The Company shall implement environmental education, training and internal publicity activities to raise employees understanding of global environmental awareness issues, and increase their participation in environmental activities, to promote smooth environmental management.
5. The Company shall disclose this environmental policy widely to the public through its website and other means.

## Perspective on preventing environmental pollution

We strive to protect the global environment by complying with environmental laws, ordinances, and regulations. Regarding the above, the Internal Audit Department, which is under the direct control of the president, constantly checks the situation of each branch office nationwide, and regarding suppressing the occurrence, reduction, and reduction of impact, etc. of environmental pollution, not only corrects deficiencies but also provides guidance to aim for better management conditions to prevent environmental pollution.

# Climate change

## Perspective on climate change

Based on the recognition that the preservation of the global environment is an important issue for mankind, we strive to reduce the environmental burden by implementing environmentally friendly business activities with the aim of harmonizing our business activities with environmental preservation. We endorse the recommendations compiled by the Task Force on Climate-related Financial Disclosures (TCFD) established by the Financial Stability Board (FSB) in 2015, analyze and evaluate the risks posed by climate change to financial markets, and disclose information in accordance with the recommendations for "governance", "risk management", "strategy", and "indicators and targets".

## Improving resilience (adaptation to climate change)

In response to natural disasters that are becoming more intense, especially typhoons, we have been updating our countermeasures from times of normality in cooperation with our branch offices to prevent and reduce damage. Specifically, we work together on how to store and secure cargo, and to ensure the safety of employees when performing unusual work.

For example, at branch offices that are on the path of natural disasters (especially typhoons), in order to prevent the impact of strong winds on facilities, we are taking measures based on

the knowledge gained from past experience such as protection by shutters, securing of cargo handling equipment, and securing of containers.

In addition, the Risk Management Department is introducing a safety confirmation system for employees and a system that can centrally confirm disaster prediction information around each branch office transmitted from the Ministry of Land, Infrastructure, Transport and Tourism and municipalities between the head office and branch offices.



Container securing



Close up of the image on the left



Securing cargo handling equipment



# Preventing global warming

## Perspective on preventing global warming

As one of the materialities (important issues), we identified contributing to carbon neutrality and actively work on the control and reduction of CO<sub>2</sub> emissions. In addition, we will actively work to improve, reduce, and curb energy use as one measure to promote CO<sub>2</sub> reduction.

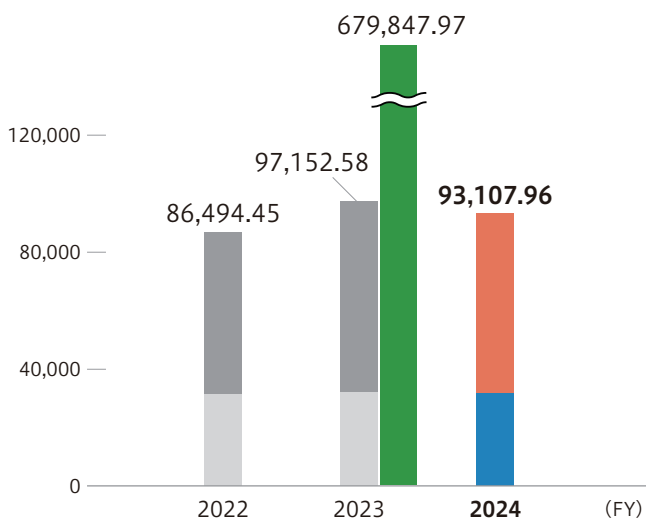
## Total energy and carbon dioxide (CO<sub>2</sub>) emissions related to our domestic business

We strive to reduce CO<sub>2</sub> emissions through the efficient use of energy in our domestic business activities. By switching to energy-efficient equipment, we aim to reduce energy consumption and reduce Scope 1 and 2 CO<sub>2</sub> emissions as follows compared to 2013.

- Target fiscal year 2026 23% reduction
- Target fiscal year 2030 46% reduction

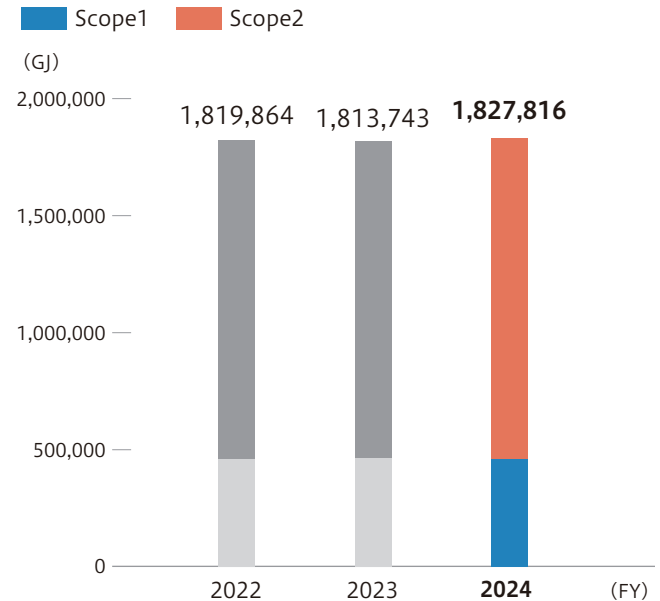
## Our total CO<sub>2</sub> emissions

Scope1 Scope2 Scope3  
(t-CO<sub>2</sub>)



	FY2022	FY2023	FY2024
Scope 1	31,356.45	32,076.58	31,655.96
Scope 2	55,138.00	65,076.00	61,452.00
Subtotal	86,494.45	97,152.58	93,107.96
Scope3	—	679,847.97	—
Total	86,494.45	777,000.55	93,107.96

## Our total energy use (Scope 1, Scope 2 only)



	FY2022	FY2023	FY2024
Scope 1	457,807	463,704	459,208
Scope 2	1,362,057	1,350,038	1,368,608
Total	1,819,864	1,813,743	1,827,816

## Climate change-related results

### Breakdown of Scope 3 CO<sub>2</sub> emissions (FY2023)

Emissions (t-CO <sub>2</sub> e)	
Category 1: Purchased Goods and Services	635,149.19
Category 2: Capital Goods	21,486.18
Category 3: Fuel and Energy-Related Activities Not Included in Scope 1 or Scope 2	9,483.68
Category 4: Upstream Transportation and Distribution	—
Category 5: Waste Generated in Operations	4,241.19
Category 6: Business Travel	544.96
Category 7: Employee Commuting	1,802.96
Category 8: Upstream Leased Assets	Not applicable
Category 9: Downstream Transportation and Distribution	Not applicable
Category 10: Processing of Sold Products	Not applicable
Category 11: Use of Sold Products	Not applicable
Category 12: End-of-Life Treatment of Sold Products	—
Category 13: Downstream Leased Assets	7,139.80
Category 14: Franchises	Not applicable
Category 15: Investments	Not applicable
<b>Scope 3 total</b>	<b>679,847.97</b>

Notes:

\*Emission intensity was calculated using the following:

- Ministry of the Environment "Emissions Intensity Database for Calculating Greenhouse Gas Emissions and Other Emissions of Organizations Through Supply Chains (Ver.3.4)"
- IDEA (Ver. 2.3)

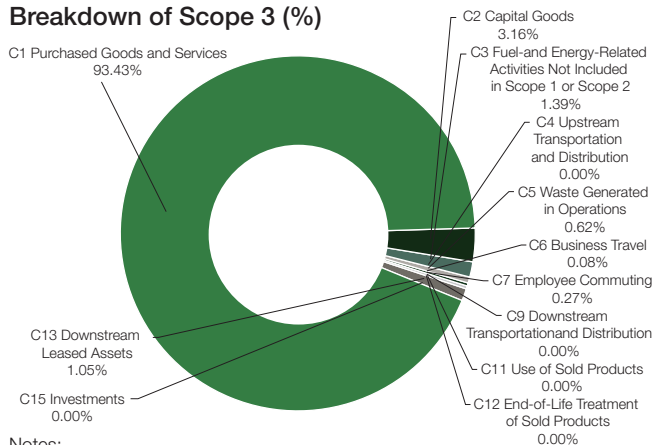
\*Calculated for domestic operations in Japan

Calculated in accordance with the GHG Protocol

The calculation period is from April 2023 to March 2024.

\*Category 1 is calculated by assigning the 26 types of departmental purchase items from the FY2023 payment database.

## Breakdown of Scope 3 (%)



### Notes:

- \*Categories 4 and 12 are currently uncalculated due to difficulties in data collection.
- \*Category 8 includes vehicle leases, but fuel is accounted for under Scope 1.
- \*Category 9, we do not sell products, so there is no related transportation and delivery.
- \*Category 10, we do not sell products, so there is no processing of sold products.
- \*Category 11, we do not sell products, so there are no emissions when they are used.

## Managing CFCs

We use refrigeration and freezer equipment to store cargo requiring low temperature management. Refrigeration and freezer equipment requires CFC gas coolant. In addition to periodic equipment inspections, we perform equipment maintenance and repairs in accordance with the provisions of the Act on Rational Use and Proper Management of Fluorocarbons. We also submit annual records of these activities and reports on leak volumes to the relevant authorities.

## Promoting eco-friendly driving

We promote eco-friendly driving. At all of our branch offices in Japan, one individual is appointed to promote eco-friendly driving efforts. This individual administers training and guidance on eco-friendly driving when employees need to drive company vehicles and checks tachographs to manage and supervise driving.

## Adopting energy-conserving and low pollutant vehicles

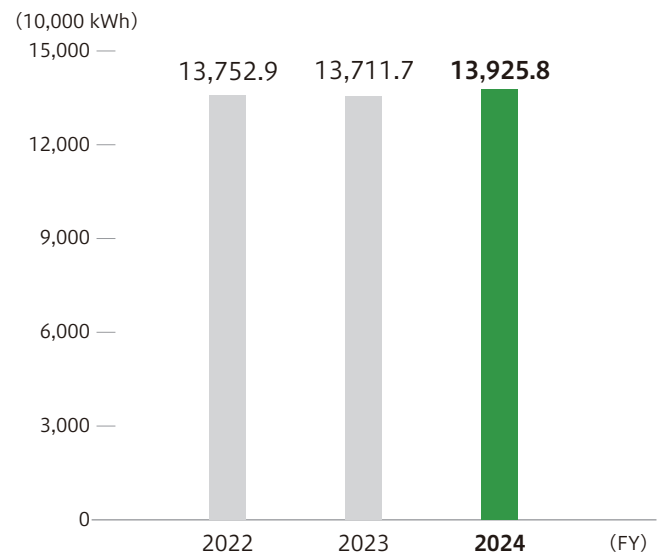
As one measure to help prevent global warming, we purchase vehicles characterized by low levels of pollution and fuel consumption.

## Energy conservation activities in offices, warehouses, and other facilities

We implement the Cool Biz and Warm Biz activities recommended by the Ministry of the Environment of Japan to encourage employees to wear clothing that will help us reduce energy use. We set office thermostats to roughly 28°C during the summer months (May-September) and to 20°C in the winter months (November-March). We also stagger lighting to the extent not to impede business

operations and shut off lights in rooms that are not in use and during lunch breaks.

## Electricity use



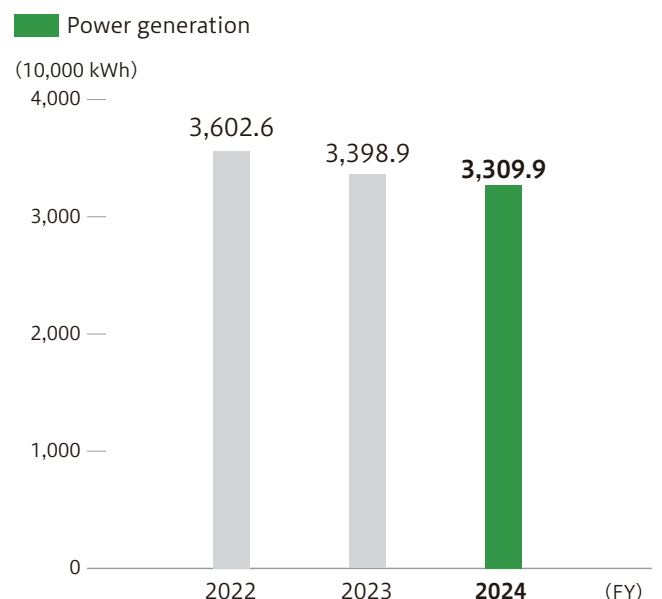
## Switching to LED lighting

We're making steady progress toward switching to LED lighting in our offices and warehouses to conserve energy and reduce CO<sub>2</sub> emissions.

## Electricity sale business using solar power generation

We have solar power generation facilities (capacity: 2.95 MkW) on the rooftops of our warehouses and on land we own, which generated approximately 33 million kWh in FY2024.

## Power generation from sunlight



## Effective resource use

### Perspective on reducing waste emissions

We strive to protect the global environment by complying with environmental laws, ordinances, and regulations. As part of this, we will actively work on reducing waste, improving efficiency, and reducing and avoiding impacts, in addition to responding to climate change and reducing pollutant emissions.

### Reducing waste generation and ensuring appropriate waste treatment

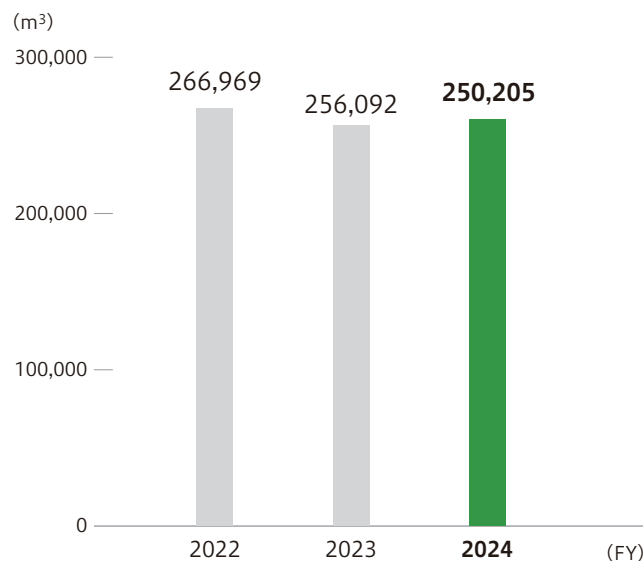
In our business activities, we use large volumes of various materials, including stretch films, cardboard, flexible containers, lumber, and plastic. To make the most effective use of limited resources, we seek to reduce waste generation and to reuse and recycle materials.

Waste is disposed of in compliance with all local ordinances. As required, we retain manifests that clearly indicate volumes of industrial waste and undertake related internal audits. In addition, the amount of waste in FY2024 was 9,630 tons, and we aim to improve waste emissions in FY2025 compared to the previous year. Furthermore, we process our waste appropriately. Some of it is recycled, and we will promote further recycling in the future.

### Water conservation initiatives

The Company strives to conserve water on a day-to-day basis to protect and sustainably use water resources. The volume of water we used in FY2024 totaled 250,205 cubic meters.

#### Water usage



## Disclosures based on TCFD recommendations

Recognizing protection of the global environment as an important topic for all humanity, Kamigumi strives to minimize its environmental impact through business activities that account for the environment. Kamigumi seeks to achieve harmony between its business activities and environmental conservation.

We support the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), a task force established in 2015 by the Financial Stability Board (FSB). Since FY2022, we have been analyzing and assessing the risks presented by climate change to financial markets and disclose information in accordance with TCFD recommendations on governance, risk management, strategy, and indicators and targets. In FY2024, we made revisions with the help of external experts.



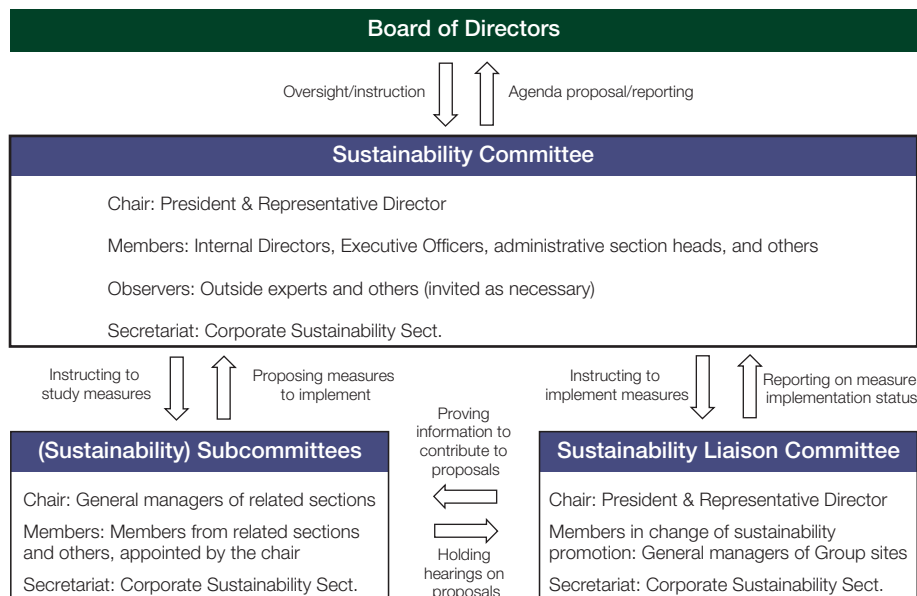
### Governance

Kamigumi has established a Sustainability Committee, for which the President & Representative Director serves as chair, to consider and make decisions on matters related to climate change. The Sustainability Committee considers and makes decisions on related policies and measures, and reports or refers them as necessary to the Board of Directors for consideration.

This Committee also monitors progress and results related to the Company's materiality items, including decarbonization targets, reports to the Board of Directors at least twice a year on the need for improvements and related issues, and drafts necessary measures.

The Board of Directors oversees climate change initiatives based on submissions and reports from this Committee and provides instruction as necessary.

The Sustainability Committee consists of internal directors, executive officers, administrative section heads, and others. The Corporate Sustainability Sect. serves as its secretariat, and the committee solicits advice from outside experts as necessary. Operationally, Sustainability Subcommittees and the Sustainability Liaison Committee have been established underneath, with all bodies working in coordination.



## Risk management

In addition to various risks such as disaster risk, information risk, employment and personnel risk, the Group has also established Risk Management Rules for environmental risks, and regularly holds the Compliance and Risk Management Committee (hereinafter referred to as Committee) to manage, improve and strengthen risks. This committee is chaired by the President, and consists of the head office managers as members.

In addition, we have set up a Risk Management Department as a permanent department, and there are ten people who specialize in safety, customs clearance, and quality, three of whom are in the operation secretariat of the Committee.

The Sustainability Committee is in charge of risk management for sustainability, including climate change. As part of this effort, the Committee monitors climate change progress and regulatory trends while identifying risks and opportunities related to climate change under 1.5°C and 4°C scenarios over a medium- to long-term timeframe and assessing potential financial impact. The Committee periodically reassesses risks and opportunities thus identified and reports on, or submits, them for consideration to the Board of Directors at least once a year. After prioritizing the risks, decisions are made on how to manage them (mitigate, transfer, accept, or control). By conducting this scenario analysis annually, we regularly review climate change-related risks.

In addition, climate-related risks reported to, or submitted, for consideration by the Board of Directors are reported to the Compliance and Risk Management Committee, and preparations are underway to treat these as company-wide risks.

## Scenario analysis

### ■ Baselines for scenario analysis

We conduct scenario analysis to assess the medium- to long-term risks and opportunities related to climate change for our business and consider countermeasures. In this fiscal year's analysis, which focused on our domestic non-consolidated operations, we identified risks and opportunities assumed to impact us by FY2030 and FY2050, and examined their potential financial impacts and countermeasures. As baseline scenarios, we assumed a 4°C scenario where existing policies remain unchanged, and a 1.5°C scenario where decarbonization policies are aggressively implemented to limit the global average temperature rise to 1.5°C above pre-industrial levels at the end of the 21<sup>st</sup> century.

	1.5°C Scenario	4°C Scenario
Assumed outcomes	A scenario where decarbonization policies and regulations are assumed to be implemented and technological development advances to limit the global average temperature rise to 1.5°C above pre-industrial levels at the end of the 21 <sup>st</sup> century.	A scenario where the global average temperature rises 4°C above pre-industrial levels at the end of the 21 <sup>st</sup> century, increasing physical damage from typhoons and other phenomena. Policy and regulation, as well as technological development, are assumed to remain unchanged.
Scenarios referenced*	<ul style="list-style-type: none"> <li>• IEA Net Zero Emissions (NZE)</li> <li>• IPCC SSP 1-1.9</li> </ul>	<ul style="list-style-type: none"> <li>• IEA Stated Policies Scenario (STEPS)</li> <li>• IPCC SSP 5-8.5 Scenario</li> </ul>

\* Overview of the scenarios referenced:

IEA NZE: The 1.5°C equivalent scenario published by the International Energy Agency (IEA). A scenario that achieves net zero by 2050.

IEA STEPS: The 4°C equivalent scenario published by the International Energy Agency (IEA). A scenario where existing policies remain unchanged without additional measures.

IPCC: Abbreviation for the Intergovernmental Panel on Climate Change.

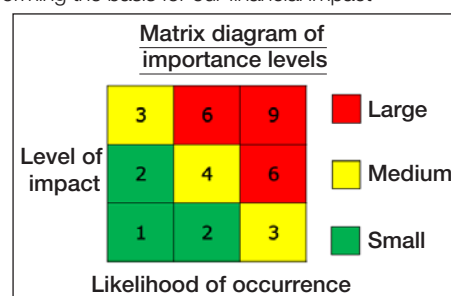
IPCC SSP 1-1.9: IPCC's 1.5°C equivalent scenario. CO<sub>2</sub> emissions reach net zero around 2050, limiting temperature rise to 1.5°C at the end of the 21<sup>st</sup> century.

IPCC SSP 5-8.5: IPCC's 4°C equivalent scenario. Both CO<sub>2</sub> emissions and average temperatures continue to rise, with temperatures projected to increase by more than 4°C at the end of the 21<sup>st</sup> century.

### ■ Process for conducting scenario analysis

As part of our scenario analysis, we first listed all potential climate-related transition risks, physical risks, and opportunities across our entire value chain. From this list, we extracted items deemed to have a particularly significant impact on our company. Next, for each extracted risk and opportunity, we considered, while referencing published scenarios, the assumed external environment and outcomes our company could face under the 1.5°C and 4°C scenarios for each target year. We then organized the calculation logic forming the basis for our financial impact estimates and the internal and external data required for the calculations. After calculating the actual financial impact using the collected data, we conducted a three-tier assessment of the relevant risks and opportunities based on their degrees of likelihood and impact, thereby assessing the importance\* of each to our company. Finally, based on the results of our financial impact estimates and assessments of importance, we considered countermeasure policies for each item.

\* Importance levels were determined by multiplying the level of impact (1–3) by the likelihood of occurrence (1–3), then assessing the result as large, medium, or small based on the matrix diagram shown on the right. The impact levels were scored as follows: 1, for an impact on sales or costs between 100 million and 500 million yen; 2, for an impact between 500 million and 1 billion yen; and 3, for an impact exceeding 1 billion yen.





## Analysis of financial impact

The risks, opportunities, financial impacts, and countermeasures identified through scenario analysis are as follows.

Category		Assumed risks and opportunities	Timing of appearance <sup>*1</sup>		Financial impact <sup>*2,3</sup>				Assessing importance <sup>*4</sup>				Countermeasures
					Medium term (2030)		Long term (2050)		Medium term (2030)		Long term (2050)		
			1.5°C	4°C	1.5°C	4°C	1.5°C	4°C	1.5°C	4°C	1.5°C	4°C	
Transition risk	Policy & regulation	The introduction of a carbon tax will increase operating costs associated with fuel and electricity use (Scopes 1, 2).	Medium term	Medium term									<ul style="list-style-type: none"><li>• Switch lighting in warehouses to LEDs</li><li>• Electrify forklifts (switch from diesel- to battery-powered forklifts)</li><li>• Lay solar panels at temperature-controlled facilities</li><li>• Introduce renewable energy</li><li>• Implement internal carbon pricing</li><li>• Purchase (over the long term) of carbon credits for unavoidable CO<sub>2</sub> emissions</li></ul>
		Stronger regulations on refrigerants, such as alternative CFCs, will increase capital expenditures because of the transition to non-CFC refrigerants.	Medium term・Long term	Medium term・Long term	0.12 billion	0.45 billion	0	0	Large	Small	Medium	Small	<ul style="list-style-type: none"><li>• Collect technical information on equipment using non-CFC refrigerants</li><li>• Schedule equipment upgrades aligned with domestic and international regulations and technological trends</li></ul>
Physical risk	Acuteness	Losses from suspended operations will increase due to the shutdown of our facilities caused by typhoons, heavy rain, flooding, and storm surges.	-	-	Tokyo Metropolitan Area : 0-billion Yokohama Metropolitan Area : 0.63billion Nagoya Metropolitan Area : 8.45billion Osaka Metropolitan Area : 4.22billion Kobe Metropolitan Area : 10.55billion Fukuoka Metropolitan Area : 3.40billion				Medium	Medium	Medium	Large	<ul style="list-style-type: none"><li>• Work to strengthen port equipment (for port managers)</li><li>• Flood risk measures</li><li>• Formulate a Business Continuity Plan (BCP) that covers both tangibles and intangibles (deployment of employees and support systems during flooding, selection of alternative sites, etc.) and train</li></ul>
Opportunity	Resource efficiency	The transition to electric forklifts and other cargo handling equipment, LED lighting, and high-efficiency air conditioning systems will improve energy efficiency, reducing both energy consumption and energy costs.	Medium term	Medium term	0.06 billion	0.02 billion	0	0	Medium	Medium	-	-	<ul style="list-style-type: none"><li>• Reliably execute plans for a complete switch to electric forklifts by 2030</li></ul>
	Market	The transition to power sources that emit less CO <sub>2</sub> than before, such as renewable energy and LNG-fired power generation, will increase demand for the transport and installation of related components for each power generation facility, leading to increased sales.	Medium term・Long term	Medium term・Long term	2.36 billion	2.36 billion	83.67 billion	6.95 billion	Large	Large	Large	Large	<ul style="list-style-type: none"><li>• Enter into and make capital investments in both offshore wind and battery storage sectors</li><li>• Develop and execute business strategies to expand into both offshore wind and battery storage sectors</li><li>• Develop and execute sales strategies to acquire new customers</li></ul>

\*1 Medium term refers to 2025–2030, while long term refers to 2031–2050. Since these risks are assumed to occur at most once every 1,000 years, the financial impact of one occurrence is assessed.

\*2 For financial impact, the medium term estimates the single-year monetary impact for FY2030, while the long term does so for FY2050. The financial impact is calculated based on the impact of the assumed maximum-scale storm surge.

\*3 Minus sign (-): negative impact on P/L; plus sign (+): positive impact on P/L

\*4 Assessment of importance. Refer to “Process for conducting scenario analysis” above for our decision-making process.

## Indicators and targets

### Climate change-related targets

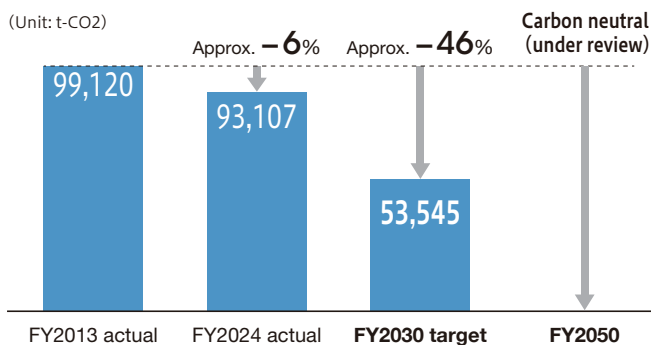
Amid the accelerated global movement toward a carbon-zero society, the Japanese government has identified CO<sub>2</sub> reduction targets as part of efforts to achieve carbon neutrality.

Together with the government targets, Kamigumi has identified the medium-term target to be achieved by FY2030 of reducing CO<sub>2</sub> emissions (domestic Scope 1 + Scope 2 emissions) by 46% vs. 2013 levels.

We will continue to consider long-term targets (FY2050) from the perspective of efficacy, reflecting the understanding that achieving carbon neutrality is a global goal.

In addition, because we began calculating Scope 3 emissions in FY2024, we will consider Scope 3 reduction targets going forward.

- Target for FY2030: 46% reduction
- Target for FY2050: Carbon neutral (under review)

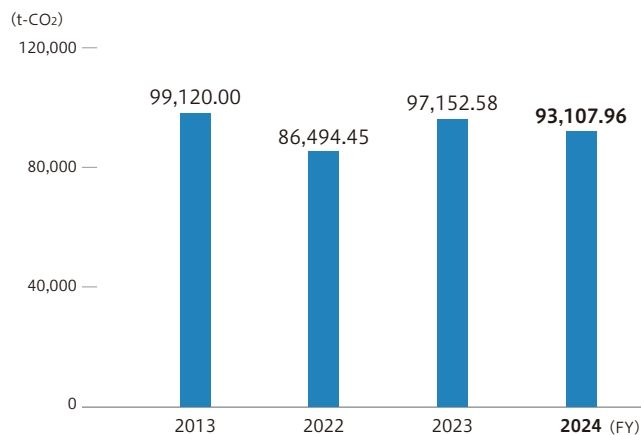


### Climate change-related results

Our CO<sub>2</sub> emissions data are as follows.

#### Total CO<sub>2</sub> emissions from our Japanese operations (Scope 1, Scope 2)

■ Scope 1 + Scope 2



	FY2013	FY2022	FY2023	FY2024
Scope 1		31,356.45	32,076.58	31,655.96
Scope 2		55,138.00	65,076.00	61,452.00
<b>Total</b>	<b>99,120.00</b>	<b>86,494.45</b>	<b>97,152.58</b>	<b>93,107.96</b>

\* Scope 1 and 2 emissions are calculated based on the GHG Protocol for domestic business activities

### Climate change-related results

#### Breakdown of Scope 3 CO<sub>2</sub> emissions (FY2023)

	Emissions (t-CO <sub>2</sub> e)
Category 1: Purchased Goods and Services	635,149.19
Category 2: Capital Goods	21,486.18
Category 3: Fuel-and Energy-Related Activities Not Included in Scope 1 or Scope 2	9,483.68
Category 4: Upstream Transportation and Distribution	—
Category 5: Waste Generated in Operations	4,241.19
Category 6: Business Travel	544.96
Category 7: Employee Commuting	1,802.96
Category 8: Upstream Leased Assets	Not applicable
Category 9: Downstream Transportation and Distribution	Not applicable
Category 10: Processing of Sold Products	Not applicable
Category 11: Use of Sold Products	Not applicable
Category 12: End-of-Life Treatment of Sold Products	—
Category 13: Downstream Leased Assets	7,139.80
Category 14: Franchises	Not applicable
Category 15: Investments	Not applicable
<b>Scope 3 total</b>	<b>679,847.97</b>

Notes:

\*Emission intensity was calculated using the following:

- Ministry of the Environment “Emissions Intensity Database for Calculating Greenhouse Gas Emissions and Other Emissions of Organizations Through Supply Chains (Ver.3.4)”
- IDEA (Ver. 2.3)

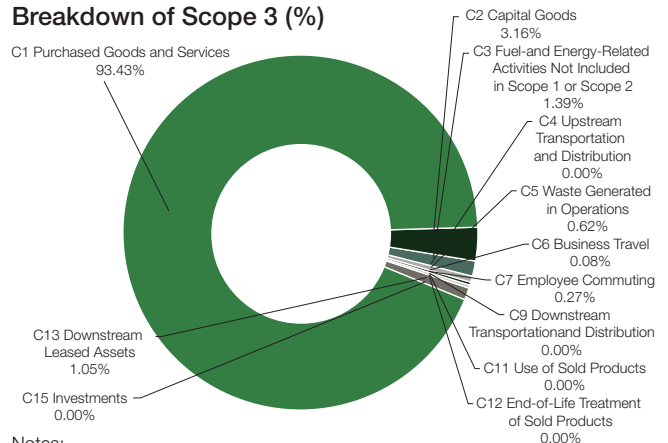
\*Calculated for domestic operations in Japan

Calculated in accordance with the GHG Protocol

The calculation period is from April 2023 to March 2024.

\*Category 1 is calculated by assigning the 26 types of departmental purchase items from the FY2023 payment database.

#### Breakdown of Scope 3 (%)



Notes:

\*Categories 4 and 12 are currently uncalculated due to difficulties in data collection.

\*Category 8 includes vehicle leases, but fuel is accounted for under Scope 1.

\*Category 9, we do not sell products, so there is no related transportation and delivery.

\*Category 10, we do not sell products, so there is no processing of sold products.

\*Category 11, we do not sell products, so there are no emissions when they are used.



## SOCIETY

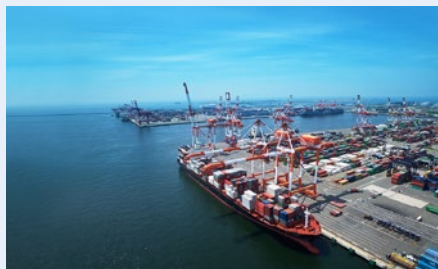
Logistics represents a lifeline sector for the economy and livelihoods. In addition to our logistics activities, as a member of the community, we fulfill our responsibilities to society by addressing various societal issues.

Period covered by report: April 1, 2024 – March 31, 2025



### Transport safety

- 17 Basic policy on transport safety
- 17 Transport safety management rules
- 20 General Safety Manager/safety management organizational structure
- 20 Gaining G-Mark certification as an outstanding safety business
- 20 Implementing safe driving training



### Our mission as a logistics company

- 21 Reducing CO<sub>2</sub> emissions through third-party logistics (3PL)
- 21 Drawing on various modes of transport to contribute to customer business continuity planning (BCP)



### Respect for human rights

- 21 Employing those with disabilities
- 21 Promoting women in the workplace
- 21 Encouraging employees to take childcare leave
- 22 Human rights policy
- 23 Efforts for Due diligence on human rights
- 23 Dealing with bullying and harassment cases
- 23 Children's rights
- 23 Preventing child labor and forced labor



### Communication Activities

- 24 Communicating with shareholders and investors



### Coexistence with local communities

- 24 Sea work experience (Kodomo Waku)
- 24 Mori no Sewanin forestry activities
- 24 Cleanup activities
- 24 Participation in community events



### Social contributions

- 25 Sponsorship of social contribution activities



## Employment and labor

- 25 Equal pay for equal work/minimum wage
- 25 Labor management dialogue
- 25 Managing working hours to promote work-life balance
- 25 Training to improve employee skills
- 27 Employee engagement
- 27 Local employment and local sourcing



## Health and safety

- 27 Occupational health and safety
- 27 Occupational health and safety policy and activity structure



## Various data

# Transport safety

## Basic policy on transport safety

### ■ Basic philosophy

As an industry-leading integrated logistics firm, the Company is keenly aware of its role in securing transport safety. Under the leadership of the Board of Directors and the General Safety Manager, it strives to strengthen its safety culture through internal training and education and publicity activities. In addition, to ensure safe and reliable transportation, it sets shared targets for all employees and implements systematic safety management in activities toward these targets.

### ■ Basic policy

1. We're committed to complying with all laws and regulations and internal Company rules related to safety.
2. We're committed to prioritizing transport safety above all else in our business operations.
3. We're committed to implementing safety management in which top management plays a leading role.
4. Each business year, we set transport safety targets and implement systematic safety management toward their achievement.
5. We analyze various aspects of safety efforts, including target achievement. We strive at all times to improve the safety management system.
6. We take steps to confirm that all employees understand this Policy and various safety rules and provisions. We disclose these efforts to the general public in various ways, including posting them to our website.

Established: December 1, 2006

## Transport safety management rules

### Chapter 1. General provisions

#### ■ Article 1 : Purpose

Based on the provisions of Article 16 of the Motor Truck Transportation Business Act as amended by the Act on partial Amendment of the Railway Business Act etc. to Improve Transport Safety, these Rules ("Rules" hereinafter) seek to stimulate initiatives to further transport safety. By clearly establishing compliance requirements, these Rules advance efforts to implement and continually update safety management to further strengthen the Company's safety culture and to ensure transport safety.

#### ■ Article 2 : Scope

1. These Rules apply to business activities related to the Company's general truck transportation business.
2. These Rules apply to Company executives, permanent full-time employees, part-time employees, temporary employees, and contracted employees.

## Chapter 2. Business management policies for securing transport safety

### ■ Article 3 : Basic policies

1. Based on the keen understanding that securing transport safety is a vital part of Company management, the Company's Board of Directors will play a leading role in taking action on building internal safety systems while seeking out and incorporating the viewpoints of the General Safety Manager and all employees. In addition, over the course of the full cycle consisting of implementation, inspection, and improvement of internal safety management, all employees will work together as one under the leadership of the Board of Directors to secure transport safety.
2. To secure transport safety, the Company will prepare Companywide targets and plans and strive to achieve these targets. It will also proactively publish information related to transport safety through the Company website and other media.

### ■ Article 4 : Priority transport safety measures

1. Based on the basic policy described in the preceding article, the following measures will be continually implemented as priority measures:
  - (1) Compliance with these Rules and with laws and regulations related to transport safety
  - (2) Proactive investment in transport safety
  - (3) Periodic internal audits and corrective and preventive measures based thereon
  - (4) Building internal communication and reporting structures for transport safety and striving to communicate and share information
  - (5) Planning and implementing internal training and education related to transport safety
2. In cooperation with Company subsidiaries and affiliate companies, the Company will strive to secure transport safety throughout the Company's entire Group of companies.
3. The Company will refrain from actions that impede the transport safety of subcontractors to whom it entrusts business activities.

### ■ Article 5 : Targets and plans related to transport safety

1. Companywide targets related to transport safety will be prepared based on the basic policy under Article 3. In addition, each branch office will set targets based thereon in accordance with its own specific requirements and conditions.
2. Plans related to transport safety will be formulated to achieve the targets described in the preceding paragraph and to ensure the steady implementation of the priority measures described in the preceding article.



## Chapter 3. Organizational structure for securing transport safety

### ■ Article 6 : Duties of the Board of Directors

1. The Board of Directors will bear ultimate Company responsibility for securing transport safety.
2. The Board of Directors will take all necessary measures in connection with securing transport safety, including developing structures, implementing measures, and securing budgeting.
3. The Board of Directors will respect the opinions of the General Safety Manager and other employees in securing transport safety.

### ■ Article 7 : Internal organization related to transport safety

An overview of the Company's internal organization for securing transport safety is provided below.

#### Board of Directors

As described in the preceding article, the Board of Directors bears ultimate responsibility for transport safety and plays a leading role in securing transport safety.

#### General Safety Manager

Elected from Directors satisfying statutory requirements, the General Safety Manager will guide and manage measures implemented to secure transport safety and oversee Company operations management and maintenance management structures.

#### Assistant General Safety Manager

Handles operations related to transport safety in place of the General Safety Manager when the General Safety Manager is unable to do so due to unforeseen events.

#### Secretariat

Under the leadership of the General Safety Manager and the Assistant General Safety Manager and staffed by Head Office administrative personnel, the Secretariat will handle administrative operations related to transport safety.

#### Coordinating Operations Supervisors/Assistant Coordinating Operations Supervisors

Coordinating Operations Supervisors/Assistant Coordinating Operations Supervisors oversee operations management structures and maintenance management structures at each Company branch office and business site.

#### General Operations Supervisors/Assistant General Operations Supervisors

General Operations Supervisors/Assistant General Operations

Supervisors assist the Coordinating Operations Supervisors/ Assistant Coordinating Operations Supervisors and oversee operations management structures and maintenance management structures at each Company branch office and business site.

#### Operations Managers/Maintenance Managers

Operations Managers/Maintenance Managers are statutory managers appointed in accordance with the Motor Truck Transportation Business Act, Road Transport Vehicle Act, and other applicable legal provisions to manage vehicle operations and maintenance at each branch office.

### ■ Article 8 : Appointing and dismissing the General Safety Manager

1. A Company Director who satisfies the conditions under Article 2-6 of the Motor Truck Transportation Safety Regulations will be appointed as the Company's General Safety Manager.
2. The General Safety Manager will be dismissed from the position of the General Safety Manager if any of the following comes to apply to him or her:
  - (1) The Minister of Land, Infrastructure, Transport and Tourism of Japan orders his or her dismissal.
  - (2) Physical disability or other such factors make it difficult for him or her to continue to perform his or her duties.
  - (3) It is recognized that the continuing undertaking by the General Safety Manager of his or her duties may impair transport safety, whether due to violations of applicable laws and regulations, neglect in confirming matters related to transport safety, or other such reasons.

### ■ Article 9 : Duties of the General Safety Manager

1. Under the leadership of the Company Board of Directors, the General Safety Manager will have the following duties:
  - (1) Work toward the widespread promulgation and thorough understanding of awareness of transport safety among all Company employees.
  - (2) Implement and manage basic policies, priority measures, and plans related to transport safety.
  - (3) Develop and review internal communication and reporting structures and organizational structures for securing transport safety.
  - (4) Implement internal audits and improvement/corrective measures for transport safety.
  - (5) Supervise Operations Managers and Maintenance Managers.
  - (6) Plan and implement employee training and education related to transport safety.
  - (7) Undertake other coordination and management related to transport safety.

## Chapter 4. Implementation and management of operations to secure transport safety

#### ■ Article 10 : Periodic review of rules related to transport safety

To ensure that the structures for securing transport safety are suited to actual current conditions and to the Company at all times, the Company will periodically review and revise as necessary its safety management rules, basic policy on transport safety, priority measures, targets and plans, and organizational structure.

#### ■ Article 11 : Implementing priority measures related to transport safety

To ensure transport safety, the Company will set targets and formulate plans related to transport safety as described in Article 5 of these Rules and, in so doing, implement priority measures as described in Article 4 of these Rules.

#### ■ Article 12 : Sharing and communicating information related to transport safety

Based on the organizational structures described in Article 7 of these Rules, the Company will secure two-way communication and information sharing between the Board of Directors and the General Safety Manager on the one hand and Company employees on the other. The Company will develop structures to secure transport safety that reflect the views of its employees. Employees who discover and report any circumstances with safety implications will suffer no disadvantages for having done so.

#### ■ Article 13 : Communication and reporting structures for accidents and injuries

1. Coordinating Operations Supervisor of the branch office or business site will report accidents or injuries occurring at his or her site to the General Safety Manager via the Central Health and Safety Council as specified in the internal communication structure.
2. In the event of an accident, injury, or other incident subject to the Vehicle Accident Reporting Rules, an appropriate report will be submitted without delay to the Minister of Land, Infrastructure, Transport and Tourism in accordance with those Rules.

#### ■ Article 14 : Implementing priority measures related to transport safety

The Company will plan and implement training and education to train the human resources needed to secure transport safety.

#### ■ Article 15 : Internal audits of transport safety

1. Under the leadership of the Board of Directors, the General Safety Manager will conduct periodic internal audits of transport safety to assess the state of safety management implementation within the Company.
2. Internal audits will be overseen by the General Safety Manager jointly with the Internal Audit Department.
3. Emergency internal audits will be undertaken as deemed necessary by the Board of Directors or the General Safety

Manager in cases involving serious accidents or injuries or recurrence of past accidents or injuries.

4. The General Safety Manager will report to the Board of Directors on the results of internal audits and propose to the Board of Directors any due improvement and corrective measures.
5. The Board of Directors will deliberate on the proposals described in the preceding paragraph, make decisions on improvement and corrective measures, and have the General Safety Manager carry out the relevant measures.

#### ■ Article 16 : Managing documents and records to secure transport safety

The Company will establish methods for recording and retaining and properly retain and manage minutes of meetings in business operations related to transport safety; related basic policies; priority measures; communication and reporting structures; reports on accidents and injuries; results of internal audits; and other information concerning transport safety.

#### ■ Article 17 : Matters related to release of information

1. The Company will release the information enumerated below without delay via the Company website in accordance with the timing stipulated in applicable laws and regulations:
  - (1) basic policies related to transport safety
  - (2) targets related to transport safety and the state of their achievement
  - (3) plans related to transport safety
  - (4) priority measures related to transport safety
  - (5) information concerning these Rules and the General Safety Manager
  - (6) organizational structure and command-and-control structure related to transport safety
  - (7) communication and reporting structure for accidents, injuries, etc.
  - (8) accident statistics as described in Article 2 of the Vehicle Accident Reporting Rules
  - (9) actual budgets for transport safety
  - (10) plans for training and education related to transport safety
  - (11) results of internal audits related to transport safety and related improvements and corrective measures
2. On reporting to the Ministry of Land, Infrastructure, Transport and Tourism the state of improvements implemented to secure transport safety following administrative sanctions, such as measures implemented after an accident to prevent similar accidents, the Company will issue notification of such action via the Company website.

## Chapter 5. Additional provisions

#### ■ Article 18 : Amendment and abolition of these Rules

1. Amendment and abolition of these Rules will be proposed by the General Safety Manager and deliberated on by the Board of Directors.

2. The preceding paragraph will also apply to the methods of review and amendments of the basic policy, organizational structures, and other matters under Article 10 of these Rules.

#### Article 19 : Effective date

These Rules will take effect as of December 1, 2006.

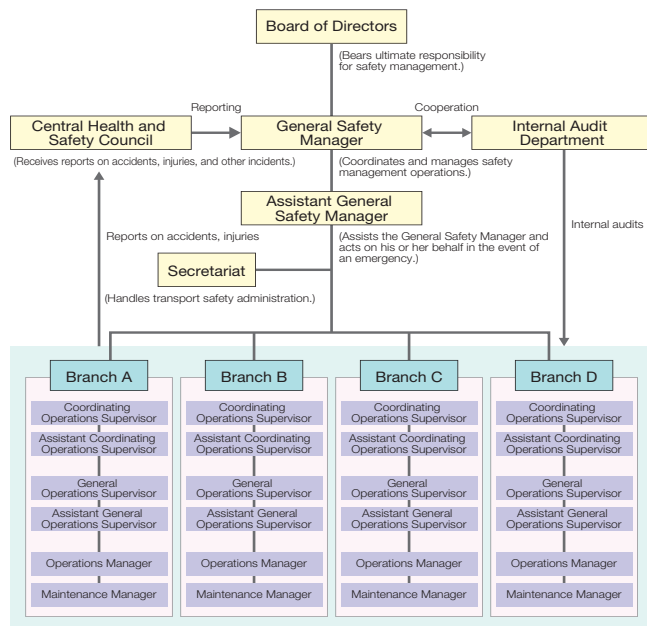
### General Safety Manager/safety management organizational structure

#### General Safety Manager

Pursuant to the provisions of Article 16, Paragraph 2, Subparagraph 4 of the Motor Truck Transportation Business Act, the Company has appointed Representative Director and Senior Managing Executive Officer Norihito Tahara as the General Safety Manager to oversee the Company's management of transport safety. The Company has notified the Ministry of Land, Infrastructure, Transport and Tourism of his appointment.

\* Norihito Tahara meets the requirements to serve as General Safety Manager under Article 2-6 of the Motor Truck Transportation Safety Regulations.

#### Safety management organizational structure



### Gaining G-Mark certification as an outstanding safety business

G-Mark certification as an outstanding safety business is a program established by the Japan Trucking Association to recognize trucking companies that meet specific standards for traffic safety and other matters. We're currently in the process of gaining certification under this program as another way to strengthen transport safety. We've already won G-Mark Certification for 24 of our branches.

### Implementing safe driving training

To manage driving safety, the Company is proactively installing dash cameras on its vehicles. As of the end of March 2025, dash cameras had been installed on 100% of our vehicles. Managers use these devices to review braking, steering, and other events and to provide guidance on improving driving safety.

In a key part of operations management, we also confirm that all drivers without exception are checked for alcohol consumption in roll calls before and after they drive. The results of these checks are recorded and the state of their implementation confirmed in internal audits.

## Our mission as a logistics business

### Reducing CO<sub>2</sub> emissions through third-party logistics (3PL)

After customs clearance, in general, cargo unloaded from a vessel is transported to a remote warehouse for storage. The necessary quantity of cargo is delivered from the warehouse to the designated locations in accordance with the order from the shipper. At the designated location, the shipper processes the cargo—by adjusting quantities, packaging, and delivery to retailers for sale to consumers.

We can handle all these processes on the shipper's behalf. If so, cargo unloaded from a ship is transported to adjoining warehouses. After customs clearance, we manage the cargo in storage and, upon the order from the shipper, prepare for delivery (quantity adjustments and packaging) and ship the cargo directly to retailers. This reduces transport and indirect operations, reducing CO<sub>2</sub> emissions.

### Drawing on various modes of transport to contribute to customer business continuity planning (BCP)

To contribute to business continuity planning (BCP) of our customers and secure supply chain functions in the event of a major disaster, we can unload cargo in ports across Japan and transport cargo via various modes, including trucking, domestic sea transport, and rail.

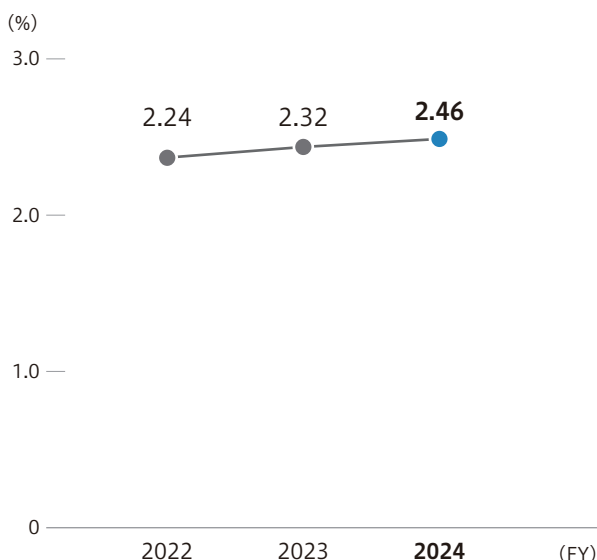
We're currently testing a new state-of-the-art transport system in which customer cargo that would have been unloaded at the Port of Tokyo during normal times is unloaded at the Port of Kobe, then transported to the Tokyo area by rail.

## Respect for human rights

### Employing those with disabilities

We comply with the business employment obligations of the Act to Facilitate the Employment of Persons with Disabilities. We properly report on the state of employment activities to Public Employment Security Offices in accordance with regulations.

#### Percentage of employees with disabilities



### Promoting women in the workplace

As part of our diversity initiatives, we are working on promoting women in the workplace.

In FY2024, we implemented a career development program for women in career track positions. The program consisted of six meetings, including lectures by outside speakers. At the final session, participants shared with the President and executives—on pride and fulfillment in work, future career visions, and what they expect from the Company to keep

working long-term—making it a highly meaningful program.

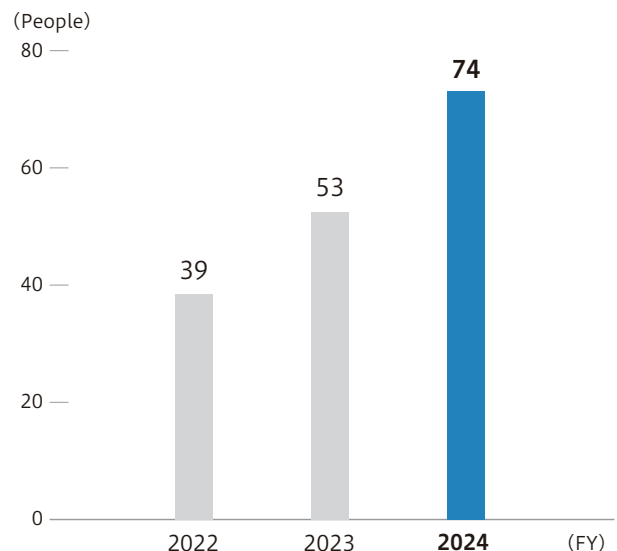
We will continue our companywide efforts to promote women in the workplace, namely by increasing the number of participants in subsequent fiscal years.



### Encouraging employees to take childcare leave

To avoid cases in which employees feel they must leave the Company to care for children, we publicize the details of childcare leave programs through internal bulletins to deepen understanding of our programs not just among those who may use the programs, but their coworkers.

#### Employees taking childcare leave



## Human Rights Policy

### Our Basic Stance on Respect for Human Rights

Kamigumi Group recognizes that respect for human rights is a social responsibility that a company must fulfill, and has thus formulated the Kamigumi Group Human Rights Policy ("Policy" hereinafter) in order to clearly demonstrate our commitment to fulfilling this responsibility. Based on this Policy, the Kamigumi Group will fulfill its corporate social responsibilities and contribute to the realization of an affluent society by respecting the human rights of all stakeholders the Group will be involved with through its business activities.

#### Kamigumi Group Human Rights Policy

##### 1. Positioning of the Policy

The Policy has been formulated after gaining approval by the Board of Directors as an articulation of the Group's commitment to respect for human rights. The Policy is positioned as the highest level of policies and rules for the Group's efforts to respect human rights.

##### 2. Scope

The Policy applies to all executives and employees of the Group. We also ask that our business partners understand the Policy and join us in respecting human rights.

##### 3. Respect for Human Rights

In addition to compliance with laws, regulations, and other rules on human rights that apply in the countries and regions in which the Group operates, the Group will support and respect international norms, including the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights), which set forth the fundamental human rights of all people, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work, which establishes fundamental rights in the sphere of labor. The Group will also respect human rights in its business activities as set forth in the United Nations Guiding Principles on Business and Human Rights.

The Group will fulfill its responsibility to respect the human rights of all stakeholders involved in its business activities.

- (1) We will not tolerate unfair discrimination based on ethnicity, nationality, gender, age, religion, physical condition, social status, sexual orientation, or other characteristics.
- (2) We will not tolerate forced labor, child labor, or any other unethical labor practices.
- (3) We will not tolerate any acts of harassment, including abuse of power and sexual harassment.
- (4) We will manage working hours appropriately.
- (5) We will provide safe and sanitary working environments.

##### 4. Compliance with Laws, Regulations, and Norms Concerning Respect for Human Rights

The Group will comply with all laws, regulations, and norms concerning human rights that apply in the countries and regions in which it operates. In the event of any difference between internationally recognized human rights principles and the laws, regulations, and norms on human rights that apply in the countries and regions in which it operates, the Group will defer to the international human rights principles described under "3. Respect for Human Rights."

##### 5. Human Rights Due Diligence

To fulfill its responsibility to respect human rights, the Group will undertake human rights due diligence in its business activities. The Group will strive to identify negative effects on human rights and to appropriately prevent and mitigate such effects by developing structures for and continually implementing human rights due diligence.

##### 6. Corrective Measures and Remediation

Should it become clear that the Group's business activities have caused or fostered negative effects on human rights, whether directly or indirectly, the Group will work to correct and remedy such effects by appropriate means, including consultations with the corporate ethics helpline or contact points.

##### 7. Dialogue and Discussions with Stakeholders

The Group will strive to responsibly respond to any negative effects on human rights associated with its business activities through dialogue and discussions with stakeholders and experts.

##### 8. Education and Training

The Group will implement the education and training needed to ensure that the Policy is understood and firmly established in its business activities.

##### 9. Information Disclosure

The Group will disclose information on its initiatives to respect human rights in a timely and appropriate manner through its website, reports, and other means.

October 10, 2023

Yoshihiro Fukai

President & Representative Director  
Kamigumi Co., Ltd.



## Efforts for due diligence on human rights

In accordance with the United Nations Guiding Principles on Business and Human Rights, the Kamigumi Group fulfills its responsibility to respect human rights, and conducts human rights due diligence based on the Kamigumi Group Human Rights Policy ("Policy" hereinafter), to identify, prevent, and mitigate negative impacts on human rights related to our business activities.

We will also continue to encourage our stakeholders to support and comply with this Policy. The Board of Directors is responsible for overseeing specific actions to respect human rights in the Kamigumi Group.

To enhance the effectiveness of human rights due diligence, we implemented the following initiatives for FY2024 based on advice from outside experts.

### ■ Initiatives for FY2024

#### Identifying and assessing human rights risks

From FY2024, we have been identifying and assessing significant human rights risks that may be caused or contributed to by the business activities of the Group. In FY2024, we conducted a desk-based human rights risk analysis covering all Kamigumi Group businesses and value chains (including Japan and overseas) in collaboration with multiple internal departments and outside experts.

In identifying human rights risks assumed to be high priority, we evaluated them by the business/value chain using two axes: impact and likelihood of occurrence.

In the next fiscal year, we will strive to gain a detailed understanding of human rights risks by conducting document reviews and field investigations based on the results of the desk analysis. The human rights risks assumed to be high priority are provision of a safe working environment, prohibition of harassment, and management of appropriate working hours.

#### Strengthening relief mechanisms

In FY2024, we identified challenges within our existing consultation service, including the internal whistleblower system, and conducted studies on directions to strengthen and improve relief mechanisms.

Moving forward, to strengthen and improve the relief mechanisms, we will advance initiatives to expand the scope of existing consultation service and establish a system to accept all types of complaints.

#### Formulation and implementation of educational programs

The Kamigumi Group provide education and training on human rights for its officers and employees to deepen their understanding of the importance of respect for human rights, and to familiarize them with the Group's human rights policy. In FY2024, we conducted training on business and human rights for executives, managers, and those doing administrative work, as well as training for all employees.

## Dealing with bullying and harassment cases

### ■ Establishment of a consultation system to prevent harassment

As part of our efforts to create a harassment-free work environment, we have set up a consultation desk in the management department of each business site, including Group companies, to promote mental health promotion plans and to make it possible for staff to consult with consultation desk personnel in the event of harassment or witnessing of such acts. In order to protect the confidentiality of the person who contacts the consultation desk, in addition to protecting their privacy, we have clearly stated that there shall be no disadvantageous treatment due to the consultation, and have prepared a system that can ensure an appropriate response such as improving the situation or taking measures to prevent recurrence.

In addition, in order to respond appropriately to consultation and reporting on harassment, we are striving to create a system where employees can consult with peace of mind by conducting regular education and training for general employees as well as managers and personnel in charge of the consultation desk. Furthermore, in FY2024, we conducted training for 96 personnel in charge of the harassment consultation desk.

## Children's rights

The Kamigumi Group recognizes that children are in a position where their rights are easily violated and that special consideration needs to be given to their human rights. In the Kamigumi Group Human Rights Policy, we endorse and respect the contents of the ILO conventions and do not tolerate forced labor or child labor at all. In addition, respecting the Convention on the Rights of the Child, the Kamigumi Group will strive to eliminate child labor in its business activities and supply chains, and will promote activities to respect children's human rights, avoid violations of children's rights, and realize a society in which children's rights are respected. As for the activities of the Kamigumi Group, we agree with the purpose of the Nippon Foundation The Ocean and Japan Project and Kodomo Waku, and conduct work experience and workplace tours once a year.

## Preventing child labor and forced labor

### ■ Basic perspective on child labor and forced labor

The Kamigumi Group will comply with the laws and regulations of each country and region, comply with international labor standards and frameworks, and will not tolerate any unfair labor practices such as child labor and forced labor.

### ■ Main initiatives

The Kamigumi Group complies with the Labor Standards Act, which prohibits child labor and forced labor. In addition, in the unlikely event that there is a suspicion of child labor or forced labor, we have established an internal whistleblowing desk called the Corporate Ethics Helpline to prevent occurrence.

# Communication

## Communication with shareholders and investor

By posting financial highlights and securities reports on the website and by other means, the Company strives to communicate information to shareholders and investors in a timely manner.

In addition, the Company seeks to win understanding of its business conditions, strategies, and other matters through bi-annual briefings on financial results for institutional investors and analysts.

The Ordinary General Meeting of Shareholders is held in late June of each year. To encourage shareholder participation at and to review proposals submitted to this meeting, the Company issues notices of convocation well in advance. We also maintain a system that enables the exercise of voting rights via the Internet.

(Related information)

Disclosure Policy

## Coexistence with local communities

As a member of the community, we strive to contribute to harmony and coexistence based on profound respect for local culture and norms.

### Sea work experience (Kodomo Waku)

Through the sea work experience, this program aims at the healthy growth of children and the development of marine human resources, and we are working to make people feel familiar with “port work”.



### Mori no Sewanin forestry activities

Since 2009, we have aimed to prevent soil-related disasters and develop natural, abundant forests through tree-planting and preservation activities in Usaginomori Forest, a part of the Rokko Mountain system in Kobe.



### Cleanup activities

We carry out regular cleanup activities at our branch offices nationwide to improve our community environments.



### Participation in community events

People in our branch offices nationwide participate in local events and festivals, as part of efforts to help revitalize, and strengthen our ties to, local communities.



Oshaka Festival (Shibushi)



## Social contributions

### Sponsorship of social contribution activities

Based on an emphasis on community partnerships, we pursue various ongoing initiatives to aid society, including donations that further the social and public good.

#### ■ Example of initiatives

Sponsorship of Vissel Kobe's Social Seats (seats that help contribute to society)

We sponsor the Social Seats program (seats that help contribute to society) for the professional soccer team in our home market of Kobe.

The Social Seats program invites earthquake orphans and people from welfare facilities, including facilities serving mothers and children, via Kobe City and Hyogo Prefecture to view official matches at Vissel Kobe's home stadium.

## Employment and labor

### Equal pay for equal work/minimum wage

The Group advocates compliance with international rules and local laws, etc., and complies with the payment of appropriate salaries to employees under laws and regulations that stipulate minimum wages in each country and the idea of equal pay for equal work. In Japan, the main career track positions who are responsible for core business are divided into national employees and regional employees, and each uses a salary and compensation system according to the role, the size of the position, and performance, etc., so that there is no difference between genders at the same qualification and same job level.

will comply with labor laws and regulations in each country and work to reduce excessive work at each group site, including overseas.

#### ■ Main initiatives

We conduct exchanges of opinions and active dialogues between labor and management on reducing working hours, and we are working to reduce excessive working hours. For example, we thoroughly manage working hours as one of our initiatives that takes into account work-life balance.

Specifically, we are conducting appropriate management by making efforts to standardize work and eliminate over-reliance on specific individuals, introducing a work management system that helps supervisors understand their employees' working hours in a timely manner to create a mechanism to send an alert before an employee works long hours.

### Dialogue between labor and management

#### ■ Basic perspective on dialogue between labor and management

Kamigumi supports and respects the right to freedom of association and the right to collective bargaining, and both Kamigumi and the trade union aim to create a workplace that is comfortable for everyone and build a stable relationship.

#### ■ Main initiatives

In order to ensure smooth management and business development, and to improve the working conditions of union members, we listen to different opinions depending on the job type, and hold labor-management negotiations three times a year. In addition, when implementing the introduction and change of various systems, we have established a place for discussion of high-impact items each time, and have established a system that allows employees' opinions to be reflected in management.

### Managing working hours to promote work-life balance

#### ■ Basic perspective on reducing excessive working hours

In order to develop our business in a sustainable and stable manner, we are working to reduce excessive working hours under the idea that it is important to maintain a working environment where employees can continue to work in a healthy and lively manner both mentally and physically. In addition, we

### Training to improve employee skills

#### Training for human resource development

##### ■ Basic approach

The Kamigumi Group believes that human resources are the source of value creation and business competitiveness, and since it is human resources who will practice "responding to the demands of an ever-changing business environment" and "taking on challenges that are one step ahead of present-day needs" in the corporate philosophy, we will aim to continuously cultivate human resources with the will and execution ability to boldly take on challenges in response to changes. In addition, we consider the following for human resource development.

- Develop human resources to not only improve corporate performance, but also improve employees' abilities and motivate them by feeling a sense of personal growth
- The fundamentals of human resource development are OJT, job rotation, and self-development
- Off-JT is carried out to create a foundation as a business person at each level and to acquire knowledge and skills that are difficult to obtain completely in OJT
- The guiding principle of development common to all levels is the realization of the "type of human resource sought" as a company employee

### <Type of human resource sought>

- (1) Persons who continue to expand their professional fields to increase the intervening value to customers and related parties
- (2) Persons who grow themselves and the people around them by engaging with the people around them while challenging themselves to be aggressive
- (3) Persons who not only focus on the short term, but also grasp, plan, and execute things from a long-term perspective

### ■ Structure

The Human Resources Department of the head office plans and operates common education and training for the Group, such as training by each level starting with young employees and training of global human resources. We plan and implement education and training in each business unit for the acquisition of knowledge and skills specific to each business field.

### ■ Initiatives

#### (1) OJT

Based on the logistics know-how we have cultivated since our founding and our domestic and international logistics networks, we will cultivate human resources with expertise and diversity through our experience in a wide range of business fields that handle a variety of cargoes, from small parcels to huge heavy goods. networks, we will cultivate human resources with expertise and diversity through our experience in a wide range of business fields that handle a variety of cargoes, from small parcels to huge heavy goods.

#### (2) On-site training for new employees

In principle, we conduct on-site training for new graduate main career track employees for six months to experience working at the forefront of the site of their assigned branch office. While allowing these employees to experience the on-site capabilities that are our strength, we strive to promote understanding of on-site work, foster safety awareness, and cultivate main career track employees that can be candidates for future executives.

#### (3) Training by Job level

We provide step by step training to allow employees to learn the ideas, knowledge, and skills they need to lay the foundation as a business person at each level. In particular, we have intensified training as a follow-up period for young employees up to the third year of joining the Company.

#### (4) Fair and equitable evaluation system

We have introduced a management system based on goals, and we hold goal setting interviews, interim interviews, and end-of-year evaluation interviews. We believe that the evaluation system should not be only used for judging fair treatment, salary increases, and promotions, but should also play a role in human resource development through the process of achieving goals. We aim to balance employee growth and organizational performance improvement by aligning our organizational goals with individual goals and working to achieve them. In addition, we have introduced evaluator training so that evaluators can properly evaluate, and provide feedback and guidance.

#### (5) Overseas training system

In principle, we dispatch employees who have been in the Company for more than five years to overseas local subsidiaries for half a year to carry out practical training. We strive to develop human resources who can respond to globalization by cultivating knowledge, skills, and an international sense through experiencing overseas locations, physical objects, and stakeholders.

#### (6) Development of next-generation management human resources

With the acceleration of the pace of change in the business environment, we aim to develop management personnel with foresight, leadership, and a sense of mission. From the management level, we will also focus on selective education that aims to cultivate managers intentionally in the medium- to long-term timeline, such as allowing talented people to gain difficult experiences at an early stage.

### Main training programs

1 month after joining	10 months after assignment	OJT	Follow up after operation	Young/ mid-career	Management
Head office lecture	On-site training	Sales	New employees meeting	Overseas training	
On-site tour	Registered customs specialist training	Customs clearance	Personal meeting	Relocation	Evaluator training
Business manner	Various get licensed	Logistics operations	Online meeting	Training by Job level	
Trade Practice		Management			
Various e-Learning					



## Employee Engagement

### ■ Engagement survey implementation

We recognize that employee engagement is one of the essential elements for sustainable improvement of corporate value. Therefore, to understand the current situation, we have been conducting a companywide survey since FY2023. In this survey, we measured and analyzed the “expectation-perception gap” experienced by employees through their interactions with the Company, broken down into eight areas that constitute the employee experience.

### ■ Survey summary

Survey subjects: Career track positions, general positions, re-hired employees, part-time employees

Response rate: 82.3% (3,103 of 3,769)

Survey content: Survey of employee experience (EX) received by employees in eight fields in their relations with other employees and the Company.  
[1] Hiring [2] Onboarding [3] Working  
[4] Personnel evaluations [5] Human development  
[6] Personnel assignment [7] Working environment  
[8] Corporate culture

Survey results: EX score 67.7  
(+0.2 pt compared to the previous fiscal year)

Compared to the previous fiscal year, improvements in perceived values were observed across multiple categories. However, gaps between perceived and expected values were identified, resulting in an overall score of 67.7 points—a slight increase from the previous fiscal year.

Moving forward, we will share these analysis results with management and promote the implementation of specific score improvement measures. We aim to further improve employee engagement and, by extension, drive sustainable growth in corporate value.

## Local employment and local sourcing

The Kamigumi Group demonstrates its cooperation with the international community and its contribution to the local community in its Charter of Corporate Behavior. In our action policy, we respect the culture and norms of the local community, contribute to the development of the local community, and declare that we will promote corporate activities that take into account the region. Based on this recognition, we will contribute to the development of local communities by conducting social contribution activities that contribute to the improvement and expansion of the economic and social infrastructure of the region.

## Health and safety

### Occupational health and safety

#### ■ Basic approach and policy

In our Group, which has many labor-intensive businesses, we recognize that in addition to our efforts to ensure the health and safety of our employees, it is important to ensure the safety of all stakeholders who work together with us for the sustainable growth of our Company. In order to protect the safety of all stakeholders involved in the Group's business activities and to support the maintenance of the mental and physical health of Group employees, we comply with relevant laws and regulations such as the Industrial Safety and Health Act. In the Group Charter of Corporate Behavior, we have set a policy to improve the health and safety system to eliminate occupational accidents. In addition, we have declared that we will work to promote health throughout our offices (Healthy Company Statement), and we strive to create a work environment where everyone can work safely, in a healthy and lively manner both physically and mentally.

#### ■ Management system

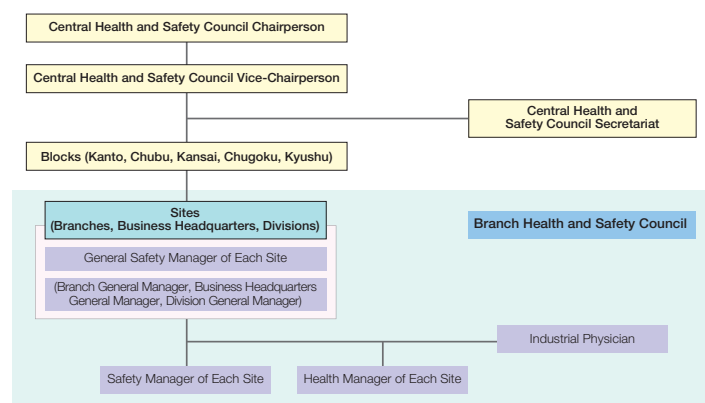
We have established the Central Health and Safety Council as an organization that promotes and manages accident prevention and health promotion in the Group. Under this council, the country is divided into 5 blocks (Kanto, Chubu, Kansai, Chugoku, Kyushu), and under this umbrella, each branch office makes plans to develop health and safety activities.

### Occupational health and safety policy and activity structure

The Central Health and Safety Council Secretariat sets the health and safety activity policy of each branch office every year, with an annual slogan, key goals, and key implementation items, and each block and each branch office plans annual health and safety activities based on the activity policy. As an activity, at the all-branch office meeting hosted by the Central Health and Safety Council, we confirm the progress of each block, analyze the causes of accidents and occupational accidents, and share measures to prevent recurrence. In each block, health and safety conferences are held four times a year with patrols as the main axis. The secretariat conducts safety patrols for business sites with deficiencies in the safety system such as branch offices with many accidents. Depending on the results of the patrols, the safety management systems, including the systems of the partner companies of the business site, are corrected according to the improvement guidance document. In addition, during national activities such as National Safety Week, the results of the safety activities of each branch office are reported to the secretariat, and the secretariat evaluates the activities.



## Health and safety management system



### Initiatives

#### 1. Initiatives related to ensuring safety

##### (1) Frequency rate<sup>\*1</sup>

Scope	FY2022	FY2023	FY2024
Non-consolidated	0.76%	0.55%	0.77%
Reference) Transportation and postal industry average	4.06%	3.95%	3.55%

<sup>\*1</sup> The number of casualties caused by occupational accidents per million working hours, expressed as the frequency of occupational accidents.

$$\text{Frequency rate} = \frac{\text{number of casualties caused by occupational accidents}}{\text{total actual working hours}} \times 1,000,000$$

##### (2) Severity rate<sup>\*2</sup>

Scope	FY2022	FY2023	FY2024
Non-consolidated	0.01%	0.01%	0.02%
Reference) Transportation and postal industry average	0.21%	0.19%	0.23%

<sup>\*2</sup> The total number of working days lost per 1,000 working hours, expressed as the severity of the accident.

$$\text{Severity rate} = \frac{\text{total working days lost}}{\text{total actual working hours}} \times 1,000$$

<sup>\*</sup> The Company has listed the number of occupational accidents as one of the material issues KPIs, and as a target value, the number of occupational accidents is set at a frequency rate of 0.65 or less and a severity rate of 0.01 or less.

#### 2. Pre-emptive safety based on KY and risk assessment

- (1) We estimate the risks of daily work by KY (hazard prediction), implement changes in work methods according to risks, and strive for pre-emptive safety.
- (2) At times such as new work and introduction of new equipment, a risk assessment is conducted, a work standard document specifying the work method for the tool to be used is prepared, and workplace rules are thoroughly communicated via the work standard document.

#### 3. Implementation of safety education

- (1) In order to make new employees understand the characteristics of the port work site, we conduct health and safety training for new employees on topics such as accident case study education, hazard prediction training, risk assessment training, and audio-visual education through safety videos.
- (2) We have established a mechanism to report monthly accidents and near-miss incidents that did not result in

accidents within the Group and a system to share it within the Group. We strive to prevent recurrence and prevent similar accidents by disseminating the case studies horizontally at each branch office and using them for safety education.

#### 4. Initiatives related to health management and health promotion

Measures for prevention and control of infectious diseases

Assistance for influenza vaccination costs

In order to promote vaccination and reduce the burden of vaccination, we partially subsidize the costs of influenza vaccination at medical institutions for our employees and dependents in cooperation with the Sunny-Pier Health Insurance Association, which is the health insurance association of our Company.

#### 5. Mental health measures

- (1) Implementation of stress checks and provision of interview opportunities for those who wish to have them  
In accordance with the law, we conduct stress checks for all employees who wish to take them. In addition, we have prepared an environment so that employees who wish to have an interview with an industrial doctor after receiving the results of their stress test can receive one.
- (2) Implementation of training for employees in line with the plan for the promotion of mental health  
In order to advance the plan for the promotion of mental health, we conduct training on the themes of harassment prevention and mental health for all employees.

#### 6. Others

- (1) Implementation of the Hyogo Health Company Declaration  
Focusing on health management and with a view to obtaining certification as a Health & Productivity Management Outstanding Organization in the future, we issued a Health Company Declaration in 2020, as the first step.

#### Number of employees who have taken health and safety training

Training program name	FY2024
Health and safety training for new employees	42
Abuse of authority training	96

## Various data

### Employee status

Item	Scope	Breakdown	Units	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of employees <sup>*1</sup>	Consolidated <sup>*2</sup>	Overall	People	4,206	4,180	4,149
		Male	People	3,543	3,516	3,467
		Female	People	663	664	682
		Percentage of females	%	15.8	15.9	16.4
	Non-consolidated	Overall	People	3,674	3,643	3,623
		Male	People	3,145	3,115	3,075
		Female	People	529	528	548
		Percentage of females	%	14.4	14.5	15.1
Average age	Non-consolidated	Overall	Years	40.5	41.0	41.5
		Male	Years	41.5	42.1	42.7
		Female	Years	34.4	35.1	35.3
Average length of service	Non-consolidated	Overall	Years	16.4	16.9	17.3
		Male	Years	17.4	17.9	18.5
		Female	Years	10.7	11.2	11.3
Number of recruits(new graduates)	Non-consolidated	Overall	People	77	87	90
		Male	People	45	65	49
		Female	People	32	22	41
Number of recruits (mid-career)	Non-consolidated	Overall	People	41	63	65
		Male	People	32	44	49
		Female	People	9	19	16
Ratio of women in managerial positions	Non-consolidated	—	%	1.8	2.0	1.8
Non-regular employee ratio	Consolidated <sup>*2</sup>	Overall	%	15.1	13.9	14.7
	Non-consolidated	Overall	%	15.6	14.2	14.6
Turnover rate (at own convenience)	Consolidated <sup>*2</sup>	Overall	%	3.6	4.2	3.8
	Non-consolidated	Overall	%	3.4	3.8	3.2
Hiring people with disabilities rate <sup>*3</sup>	Consolidated <sup>*2</sup>	Overall	%	2.19	2.29	2.36
	Non-consolidated	Overall	%	2.24	2.32	2.46

### Diverse work styles

Item	Scope	Breakdown	Units	Fiscal 2022	Fiscal 2023	Fiscal 2024
Average days of annual paid leave taken	Non-consolidated	Overall	Days	11.2	11.7	12.3
Percentage of annual paid leave taken	Non-consolidated	Overall	%	60.7	63.0	65.9
Number of users of childcare leave system	Non-consolidated	Overall	People	39	53	74
		Male	People	23	27	47
		Female	People	16	26	27
Rate of employees taking childcare leave	Non-consolidated	Male	%	15.0	23.5	48.5
		Female	%	100	100	100

### Human resource development

Item	Scope	Breakdown	Units	Fiscal 2022	Fiscal 2023	Fiscal 2024
Education and training time (total time) <sup>*4</sup>	Consolidated <sup>*2</sup>	Overall	Hours	29,960	31,580	35,810
	Non-consolidated	Overall	Hours	29,031	30,126	34,379
Education and training time (per person) <sup>*4</sup>	Consolidated <sup>*2</sup>	Overall	Hours	6.4	6.8	8.1
	Non-consolidated	Overall	Hours	7.1	7.5	9.0

(Notes) <sup>\*1</sup> The number of employees is as of the end of each fiscal year. The number of employees does not include non-regular employees.

<sup>\*2</sup> The Company and its domestic and overseas consolidated subsidiaries.

<sup>\*3</sup> The consolidated figures include consolidated subsidiaries that are required to submit reports on the employment status of people with disabilities.

<sup>\*4</sup> Including non-regular employees (excluding temporary employees).



# GOVERNANCE

In accordance with our Corporate Philosophy, we strive to enhance our management structures to ensure sustained, stable growth.



## Corporate governance

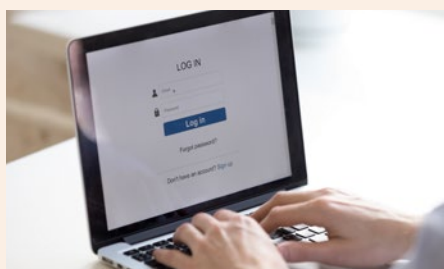
- 31 Basic concept of corporate governance
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# Corporate governance

## Basic concept of corporate governance

We strive to enhance and strengthen corporate governance under a basic policy that calls for establishing efficient management systems to realize stable long-term growth founded on swift and appropriate decision-making and business execution, with the interests of diverse stakeholders in mind at all times, including shareholders. To ensure Group member companies are managed in accordance with laws and regulations under consolidated management, we've developed an internal controls system based on the management of various risks in business operations. These are part of our good-faith efforts to fulfill our corporate social responsibility.

## Basic policy on internal controls systems

In line with our management philosophy, we seek to realize sustained growth and fulfill our social responsibilities as an integrated logistics provider. We've established a basic policy on internal controls systems under which we develop and operate related systems and structures and periodically review and improve them.

### ■ State of the risk management structure

The Kamigumi Group has established Risk Management Rules to identify various risks in everyday business execution and to prevent potential problems. In accordance with these rules, the Compliance/Risk Management Committee meets regularly to ascertain risks in the Group and to draft and implement measures to address them. (The Compliance/Risk Management Committee met 12 times in FY2024.)

### ■ State of initiatives related to securing efficacy and efficiency in business execution

In FY2024, the Board of Directors consisted of eight members (including three external directors) and met 17 times. The four Audit & Supervisory Board members (including three external Audit & Supervisory Board members) also attended these meetings. Board meetings are generally characterized by a lively exchange of opinions on each of the motions submitted. We seek to ensure the efficacy of its decision-making and oversight.

We have also adopted an executive officer system. The Board of Executive Officers, attended by all Company executive officers, met 12 times in FY2024 to make timely decisions on business matters.

### ■ Systems to ensure the propriety and status of Group business operations

Under the Affiliate Company Management Rules(Japan and overseas), important matters related to Group management are deliberated on or reported to the Company's Board of Directors and meetings of other internal management bodies. The Company's Internal Audit Department audits major subsidiaries in accordance with audit plans to ensure the propriety of Group business operations.

### ■ Initiatives related to ensuring the efficacy of auditing by Audit & Supervisory Board members

The Company's Audit & Supervisory Board members attend meetings of the Board of Directors and other important meetings. Board members also meet regularly with the Representative Director to ensure opportunities for the exchange of opinions concerning management. Board members receive important reports and materials from related Company sections, including reports from the Internal Audit Department on the results of internal audits. They review reports and materials from Group member companies as needed and periodic reports from the accounting auditor concerning audit results. Board members check with the accounting auditor regarding audit status, as needed. These activities help ensure the efficacy of audits overseen by Audit & Supervisory Board members.

## Appointing external directors and Audit & Supervisory Board members

### External directors (three directors)

Name	Reasons for appointment
Osamu Hosaka	<p>While he lacks direct past experience with corporate management except as external director, Mr. Hosaka offers considerable knowledge, primarily related to resupply and transport, gained from his experience as a high-ranking officer in the Japan Ground Self-Defense Force. He was appointed an external director based on expectations that he will leverage this knowledge to help ensure the legality and propriety of Board decisions.</p> <p>No known conflicts of interest exist between the Company and Mr. Hosaka. We appointed him as an independent officer because he satisfies the independence criteria of the Tokyo Stock Exchange and the criteria established by the Company for determining independence.</p>
Harumi Matsumura	<p>Ms. Matsumura offers considerable knowledge based on her experience in management and human resources and CSR sections as an officer of publicly traded firms. She was appointed an external director based on expectations that she will leverage this knowledge to help ensure the legality and propriety of Board decisions.</p> <p>No known conflicts of interest exist between the Company and Ms. Matsumura. We appointed her as an independent officer because she satisfies the independence criteria of the Tokyo Stock Exchange and the criteria established by the Company for determining independence.</p>
Kazuyo Yunoki	<p>Ms. Yunoki offers considerable knowledge based on her experience in management at a major domestic department store. She was appointed an external director based on expectations that she will leverage this knowledge to help ensure the legality and propriety of Board decisions.</p> <p>No known conflicts of interest exist between the Company and Ms. Yunoki. We appointed her as an independent officer because she satisfies the independence criteria of the Tokyo Stock Exchange and the criteria established by the Company for determining independence.</p>

### External Audit & Supervisory Board members (three members)

Name	Reasons for appointment
Ai Kuroda	<p>While she lacks direct past experience with corporate management except as external director, Ms. Kuroda offers considerable experience and extensive knowledge gained in her work as an attorney. She was appointed an external Audit &amp; Supervisory Board member based on expectations that she will provide effective auditing, drawing on this experience and knowledge, as well as valuable advice and proposals, mainly from a compliance perspective, to help strengthen and advance Company governance.</p> <p>No known conflicts of interest exist between the Company and Ms. Kuroda. We appointed her as an independent officer because she satisfies the independence criteria of the Tokyo Stock Exchange and the criteria established by the Company for determining independence.</p>
Tomokazu Hideshima	<p>While he lacks direct past experience with corporate management except as external director, Mr. Hideshima offers considerable experience with and extensive knowledge of tax administration and tax accounting gained in his work as a certified tax accountant. He was appointed an external Audit &amp; Supervisory Board member based on expectations that he will provide effective auditing, drawing on this experience and knowledge, as well as valuable advice and proposals, mainly from the perspectives of finance and taxes, to help strengthen and advance Company governance.</p> <p>No known conflicts of interest exist between the Company and Mr. Hideshima. We appointed him as an independent officer because he satisfies the independence criteria of the Tokyo Stock Exchange and the criteria established by the Company for determining independence.</p>
Shoko Sasaki	<p>While she lacks direct past experience with corporate management except as external director, Ms. Sasaki offers considerable experience with and extensive knowledge of legal administration. She was appointed an external Audit and Supervisory Board member based on expectations that she will provide effective auditing, drawing on this experience and knowledge, as well as valuable advice and proposals, mainly from a risk-management perspective, to help strengthen and advance Company governance.</p> <p>No known conflicts of interest exist between the Company and Ms. Sasaki. We appointed her as an independent officer because she satisfies the independence criteria of the Tokyo Stock Exchange and the criteria established by the Company for determining independence.</p>



## Composition and meetings of the Board of Directors

To achieve swift and appropriate decision-making on important management issues and on the oversight of business execution in Company business activities, the basic policy on the composition of the Board of Directors calls for membership to include internal Directors who are highly familiar with each of its business fields, as well as multiple external Directors who are capable of offering opinions on improving management efficiency and governance from diverse stakeholder perspectives. As of July 2025, the Board included 8 Directors (including three external Directors) and four Audit & Supervisory Board members (including three external Audit & Supervisory Board members), for a total of 12 members.

During FY2024, the Board met 17 times. The following table gives the attendance of each Director in Board meetings.

### Numbers of Directors and Audit & Supervisory Board members

Fiscal year	Directors		Audit & Supervisory Board members	
	Internal	External	Internal	External
2025	5	3	1	3
2024	5	3	1	3
2023	5	3	1	3

### Attendance to meetings of the Board of Directors and Audit & Supervisory Board (April 1, 2024 to March 31, 2025)

(Results for FY2024)

Name	Position	Number of Board of Directors meetings attended	Number of Audit & Supervisory Board meetings attended
Yoshihiro Fukai	Representative Director	17/17 times (100%)	–
Norihito Tahara	Representative Director	17/17 times (100%)	–
Koichi Hiramatsu	Director	17/17 times (100%)	–
Yukihiro Nagata	Director	14/14 times (100%)	–
Kazuhiisa Shiino	Director	14/14 times (100%)	–
Osamu Hosaka	Director (external)	17/17 times (100%)	–
Harumi Matsumura	Director (external)	17/17 times (100%)	–
Kazuyo Yunoki	Director (external)	–	–
Toshihiro Horiuchi	Audit & Supervisory Board member	14/14 times (100%)	9/9 times (100%)
Ai Kuroda	Audit & Supervisory Board member (external)	17/17 times (100%)	11/12 times (91.6%)
Tomokazu Hideshima	Standing Audit & Supervisory Board member(external)	17/17 times (100%)	12/12 times (100%)
Shoko Sasaki	Audit & Supervisory Board member(external)	14/14 times (100%)	8/9 times (88.8%)

\* Mr. Katsumi Murakami, Mr. Kuniharu Saeki, and Mr. Takumi Nakao retired as directors and Audit & Supervisory Board members at the 85th Ordinary General Meeting of Shareholders held on June 27, 2024, and are therefore excluded from the above table.

\* Ms. Nobuko Ishibashi retired as a directors at the 86th Ordinary General Meeting of Shareholders held on June 27, 2025, and is therefore excluded from the above table.

\* Directors Yukihiro Nagata and Kazuhisa Shiino, and Audit & Supervisory Board members Toshihiro Horiuchi and Shoko Sasaki were appointed at the 85th Ordinary General Meeting of Shareholders held on June 27, 2024. Therefore, the attendance frequency and number of meetings listed above pertain to meetings of the Board of Directors and Audit & Supervisory Board held after their respective appointment dates.

\* Director Kazuyo Yunoki was appointed at the 86th Ordinary General Meeting of Shareholders held on June 27, 2025; therefore, no attendance records for Board of Directors meetings are listed.

# Compliance

## Compliance structure and state of operations

The Company's Compliance/Risk Management Committee is charged with establishment and promotion of internal controls systems and with ensuring a thorough understanding of compliance with regard to internal rules and applicable laws and regulations in local committees through various means, including the Company's internal bulletin board and newsletters. It also receives periodic self-inspection reports from local committees and pursues various ongoing measures to strengthen compliance based on the results of these efforts.

## Promoting compliance and risk management activities

### Raising employee awareness of compliance issues

Since FY2010, the Company has published the Risk Management Bulletin (with the publication of its 360th issue as of the end of March 2025) to keep employees abreast of various compliance matters, alongside activities in which employees read these together in the workplace. The Risk Management Bulletin is also used as teaching materials in internal training.

In addition, we promote the use of the compliance promotion portal site (internal portal) and aim to further strengthen the governance system by improving employee compliance awareness.



Compliance promotion portal site

### Developing effective compliance systems

To promote risk management, the Company's Compliance/Risk Management Committee (at the head office) and its subsidiary local committees (organized in each branch office) carry out continual training with the goal of improving ethical standards within the organization and awareness of various risks. Monthly activities are based on Risk Management Periodic Inspection Records and Compliance Textbooks, as well as lessons gained from monitoring the response to risks and compliance training (mutual checks and balances), to ensure corporate management characterized by integrity.



Risk Management Bulletin



Risk Management Periodic Inspection Records



Compliance Textbook

## Anti-corruption policy and initiatives

The Group prohibits corrupt practices such as bribery, embezzlement, and bid-rigging. In the Charter of Corporate Behavior, we set forth Fair and Transparent Business Practices, and make clear statement such as "We do not collude in bidding." "We conduct transactions with clients on an equal footing, based on the contract agreed upon." and the "Anti-Corruption Policy" formulated based on these ideas is applied to the officers and employees of the Group.

In addition, as well as confirming the risks related to bribery and corruption with officers and employees based on the compliance system, we are striving to penetrate the anti-corruption policy by distributing compliance texts and the Risk Management newsletter (internal newsletter) through the Company's portal site as content to translate the anti-corruption policy into individual actions.

The number of dispositions and dismissals of officers and employees due to violations of the anti-corruption policy in FY2024 was 0.

## Export/import controls

To maintain security in international logistics and help facilitate international trade, the Company has established various programs concerning compliance with applicable laws and regulations, as well as ensuring security and appropriate export/import customs clearance for international cargo. It maintains a management system based on these programs and goals. In addition, as an authorized economic operator (AEO) recognized for outstanding compliance structure and security management, the Company was approved as a special bonded warehouse business in June 2011 and authorized as a certified customs clearance agent in January 2014.

Special bonded warehouse  
business: Registered bonded storage  
location (53 sites nationwide)  
Certified customs clearance agent: 54  
sites nationwide  
(As of March 2025)



AEO warehouse operator  
AEO customs broker

## Operation and widespread awareness promotion of the internal whistleblower system

The Kamigumi Corporate Ethics Helpline is as an internal whistleblower system designed to swiftly detect and prevent violations of laws and regulations, improprieties, and similar issues and to improve the Company's internal self-governing functions. The Compliance/Risk Management Committee and the Audit & Supervisory Board are responsible for reporting matters that violate the Company Articles of Incorporation and compliance rules such as compliance violations, harassment, and corruption, including bribery, and ensure the anonymity of whistleblowers and investigators when investigating reported matters. In 2024, 22 incidents were reported under this system.

Also, in addition to employee training on the internal whistleblower system, to ensure that all employees are aware of the system, we put up posters in workplaces and, so that all officers and employees can use the system with peace of mind, made a guidebook, A.B.C. of the Kamigumi Group Corporate Ethics Helpline, and are working to see to it that the system is operated appropriately.



Poster for Kamigumi  
Corporate Ethics Helpline



Excerpts from A.B.C. of the Kamigumi Group Corporate  
Ethics Helpline.

## Internal audits

The Internal Audit Department, an independent organization under the direct supervision of the President & Representative Director, handles internal audits. These audits are the department's sole responsibility.

The Department prepares an audit plan for each fiscal year and audits various aspects of Company business operations, including accounting (to ensure reliability of financial reports) and asset management (to verify legal and regulatory compliance), as well as the effective function of internal controls systems needed to ensure the propriety of business operations at the head office and all branch offices.

Immediately after the audit, an audit report is prepared and submitted to those responsible for management. Follow-up activities address the current status of corrective measures for issues identified in the audit.

## Basic stance on exclusion of antisocial forces

The Charter of Corporate Behavior explicitly calls for the Company to renounce any interactions with antisocial forces. The Company includes wording on exclusion of antisocial forces in various contracts and maintains internal systems to audit compliance with such provisions. The Company strives to help secure order and safety in civil society by advocating the principle of the "Three No's (no fear, no monetary payment, no use)" vis-a-vis antisocial forces and by ensuring thorough understanding and implementation of this principle throughout the Group.

## Risk management

### Business Continuity Planning (BCP) initiatives

■ **Countermeasures in anticipation of major earthquakes**  
The Company prepared a BCP manual in anticipation of major earthquakes, including the projected Tonankai and Nankai Trough earthquakes. All sections, branch offices, and operations have developed their own individual emergency response measures to ensure business continuity. In addition, once a year, the Risk Management Department requests each branch office to carry out a self-inspection to check for any shortfalls in its earthquake readiness measures and also verifies, by itself, the state of the maintenance of related systems. Also, in FY2024, we conducted a wide-area disaster response drill involving multiple sites, assuming a major earthquake

■ **Deployment of IP transceivers and periodic communication drills**

In addition to the need to collect information rapidly for purposes such as checking on staff safety and ascertaining damage in the event of large-scale disasters, the reliable delivery of instructions and communications from the disaster task force are vital. Based on experiences with past earthquakes, the Company has deployed IP transceivers at each facility in Japan. IP transceivers can be used for communication even in cases such as power failures or restricted telephone service. Periodic communication drills ensure all employees know how to use the IP transceivers.

## Information security

### Information security initiatives

In addition to complying with various laws and regulations concerning the protection of personal information, the Company has established its own Information Security Standards.

### Responsible tax payment

The Company lacks subsidiaries with head offices located in tax havens.

### Fines for environmental violations

There were no environmental violations during FY2024. In addition, fines were 0 yen.

## Supply chain

### Building equitable trading relationships

In accordance with the Act Against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors, which restricts misuse of positions of advantage as described in the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, the Company fully complies with its obligations under the Act to exchange documents and specify payment

deadlines in transactions with subcontractors. By auditing payments and document retention, an independent internal auditing section and the Financial Management Department ensure that related operations are implemented in compliance with the Act.

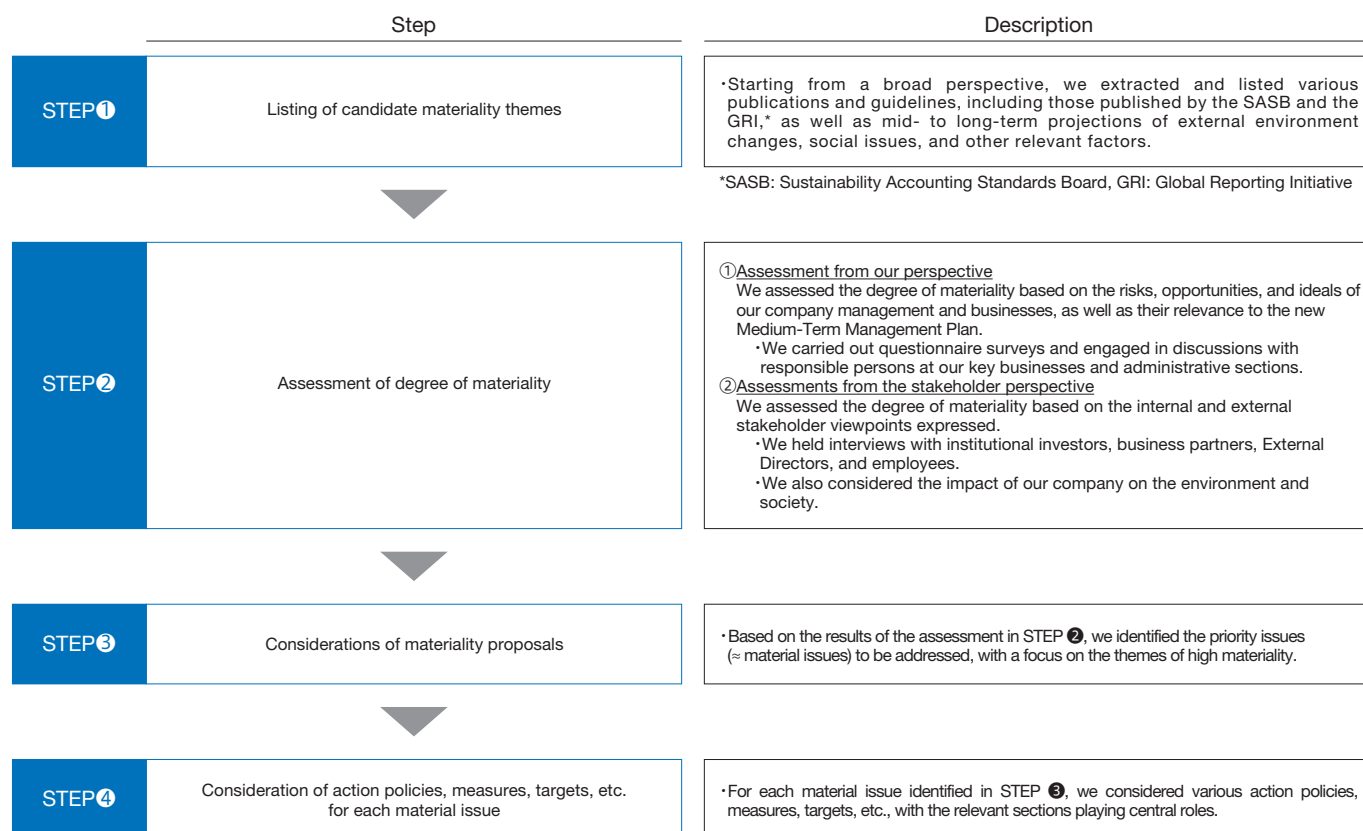
# Material issues

## Background and Objectives of the Materiality Review

- Having identified our material issues in 2022, we have since proceeded to take the appropriate initiatives. However, at the request of our stakeholders, we recently undertook a review to respond to the changing external environment.
- On this occasion, in establishing “our Company’s Purpose”, “Long-Term Vision 2035” and “Medium-Term Management Plan 2030”, we redefined and reviewed our materialities in relation to our management strategies and initiatives to achieve our vision.
- We will advance to address our material issues in a manner consistent with our management strategies, pursuing key initiatives to achieve growth while continuing to meet stakeholder expectations and creating sustainable value.

## Materiality Review Process







- The review was undertaken in accordance with the steps given below.
- The review details were reported to and discussed by the Sustainability Committee, Management Committee, and Board of Directors where appropriate, with final approval granted by the Board of Directors.











# Overview of New Materialities

- As part of initiatives to fulfill our Company's Purpose, to realize Long-Term Vision 2035, and achieve the goals of the Medium-Term Management Plan 2030, we will continue to promote efforts related to the new material issues, manage their progress, make relevant disclosures, and engage in dialogue.

Materiality item	Risk	Opportunity	Action policy
Promoting businesses that help solve social issues 	<ul style="list-style-type: none"> <li>Falling behind competitors in obtaining potential business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Developing and creating businesses that address new client needs and markets</li> <li>Gaining competitive advantages through proactive initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Achieving business growth as well as helping to build a sustainable society by leveraging the Company's strengths to solve issues</li> </ul>
Contributing to carbon neutrality (CN) 	<ul style="list-style-type: none"> <li>Increased costs due to carbon taxes, etc.</li> <li>Loss of order receipt opportunities or decline in Company ESG rating or reputation due to inability to meet carbon reduction requirements from clients and other parties</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing cost competitiveness through proactive response to carbon tax and energy cost increase</li> <li>Improving the Company's rating and expanding opportunities to win orders by addressing possible Scope 3 reduction requests from clients in advance</li> <li>From an ESG perspective, gaining recognition and support from investors, clients, and other parties to achieve lower capital costs and develop continuing relationships</li> </ul>	<ul style="list-style-type: none"> <li>Reducing the Company's CO<sub>2</sub> emissions through environmental investments in logistics facilities and procurement of electricity from renewable energy sources (Scopes 1 and 2)</li> <li>Promoting CO<sub>2</sub> reductions in client-related transportation by addressing modal shifts, etc. (Scope 3)</li> </ul>
Ensuring service safety and quality 	<ul style="list-style-type: none"> <li>Decline in revenue or social reputation or liability for compensation, in relation to service delays or operational suspensions due to accidents, etc.</li> <li>Operational suspensions in cases where the logistics network is disrupted due to heavy rain, earthquakes, or typhoons, or where appropriate responses cannot be taken in such situations</li> <li>Operational suspensions due to the deterioration of infrastructures or the breakdown of vehicles or equipment</li> <li>Additional costs or operational suspensions in cases where the Company is not able to comply with gas emission controls or environmental regulations</li> </ul>	<ul style="list-style-type: none"> <li>Securing competitive advantages through improved safety and reliability; promoting services that excel in accident prevention or quality control as points of competitive differentiation</li> <li>Earning client trust by providing stable services even during disasters</li> <li>Enhancing employee satisfaction and productivity through improving working environments, thereby helping to secure human resources and reducing turnover rates</li> </ul>	<ul style="list-style-type: none"> <li>On-site accident prevention and mitigation</li> <li>Initiatives to prevent quality-related incidents</li> <li>Enhancing companywide resilience</li> </ul>
Sophisticating governance 	<ul style="list-style-type: none"> <li>Statutory violations and litigation risks directly resulting from inadequate response in areas related to governance, human rights, or compliance</li> <li>Loss of stakeholder trust due to insufficient information disclosure, resulting in a lower ESG rating or damage to reputation</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining sound and efficient management by continuing to strengthen and improve governance</li> <li>Strengthening organizational governance and information disclosure to win the trust of clients, investors, and regulatory authorities, thereby securing long-term competitive advantages</li> <li>Gaining recognition and support from investors, clients, local communities, etc. in terms of ESG, leading to lower capital costs and the development of continuing relationships</li> </ul>	<ul style="list-style-type: none"> <li>Continuously strengthening and improving initiatives related to governance, compliance, and human rights</li> <li>Expanding corporate citizenship activities</li> </ul>
Promoting human capital management 	<ul style="list-style-type: none"> <li>Decline in competitiveness due to inability to secure sufficient human resources amid shrinking populations</li> <li>Decline in service quality or operational suspensions due to on-site labor shortages</li> </ul>	<ul style="list-style-type: none"> <li>Promoting innovation and enhancing service quality through human resource development and the acquisition of outstanding human resources</li> </ul>	<ul style="list-style-type: none"> <li>Clarifying the human resources needed for management and business operations and securing a sufficient pool of diverse and outstanding human resources</li> <li>Maximizing the performance of individual employees by establishing good working environments and enriching training systems</li> </ul>
Promoting digital transformation (DX) 	<ul style="list-style-type: none"> <li>Persistent high labor costs, etc. due to stagnant productivity</li> <li>Loss of business opportunities due to inefficient client data management</li> <li>Relatively inferior service quality or productivity attributable to falling behind other companies in DX</li> <li>Operational suspensions, decline in social credibility, or liability to provide compensation due to information security incidents</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing competitiveness through operational streamlining, functional sophistication, and new value creation achieved via DX</li> </ul>	<ul style="list-style-type: none"> <li>Streamlining business operations and expanding/enhancing the value offered by the Company through DX of administration, sales, and on-site work</li> <li>Enabling expeditious and sophisticated management decision-making based on data (data-driven management)</li> <li>Developing organizations and human resources for DX promotion</li> <li>Preventing serious incidents by strengthening information security</li> </ul>

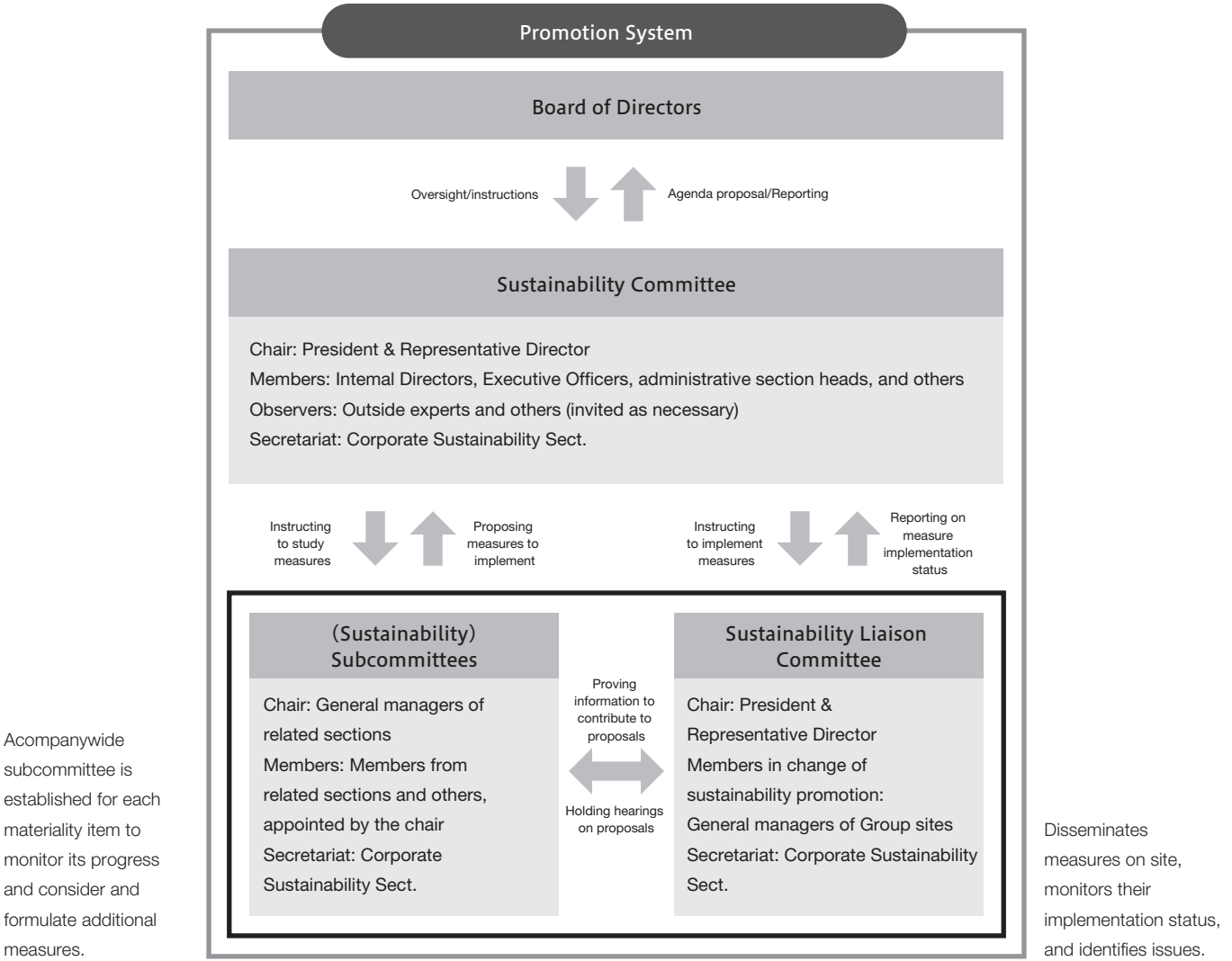
# Measures, KPIs, and Targets for New Material Issues

Materiality item	Corresponding basic policy(ies) of the Medium-Term Management Plan 2030	Initiatives	Measures	KPIs	Target values (for FY2029) *Certain exceptions may apply.
Promoting businesses that help solve social issues 	Basic Policy ① Expanding/strengthening domestic core business shares  Basic Policy ③ Business expansion in response to new logistics needs	● Addressing energy-related issues	● Developing and scaling up energy-related businesses (e.g., offshore wind power business, storage battery business)	● Sales, number of cases handled, and other aspects of related businesses	(Not disclosed)
		● Supporting client decarbonization efforts	● Responding to transportation needs generated by client decarbonization efforts (e.g., steel industry decarbonization and modal shifts)	● Sales, number of cases handled, and other aspects of related businesses	(Not disclosed)
		● Promoting other businesses that help solve social issues	● Developing and promoting businesses that help solve other social issues	● To be set in accordance with progress on considering business issues	(To be set)
Contribution to carbon neutrality (CN) 	Basic Policy ① Expanding/strengthening domestic core business shares	● Reducing the Company's own CO <sub>2</sub> emissions (Scopes 1 and 2)	● Promoting environmental investment (LED lighting in warehouses, installing solar panels, adopting battery-powered forklifts, procurement of electricity from renewable energy sources)	● Emissions reduction rate	−46%
		● Reducing CO <sub>2</sub> emissions (Scope 3)	● Responding to modal shifts	● Sales and other aspects of related businesses	(Not disclosed)
Ensuring service safety and quality 	Basic Policy ① Expanding/strengthening domestic core business shares  Basic Policy ⑥ Operational streamlining and deliverable value enhancements/sophistication through DX	● Accident prevention and mitigation in business	● Establishing safety management systems	● Number of serious accidents	Maintained at zero
			● Sophisticating vehicle operation management/safe driving training	● Number of traffic accidents	20% reduction (YoY)
			● Improving working environments and promoting active communication	● Number of workplace accidents	Frequency: 0.65 or lower Severity: 0.01 or lower
		● Quality improvements	● Initiatives to prevent quality-related incidents	● Number of property damage accidents	20% reduction (YoY)
		● Enhancing companywide resilience	● Business Continuity Plan (BCP) development and drills for serious disasters	● Completion of BCP formulation at all sites and implementation of drills for serious disasters at multiple sites	Implementation of drills for serious disasters (at least once a year at domestic business sites and major partner companies)
			● Facility management adapted to disasters	● Installation of emergency power supplies, etc. at each site	Percentage of installation at major sites: 15%
Sophisticating governance 	Basic Policy ④ Transition to management control that supports portfolio-based management	● Enhancing governance	● Developing an optimal governance system	● Review of organizational design	(Not disclosed)
			● Enhancing information disclosure	● Achieving and maintaining targeted rate of compliance with the Corporate Governance Code (CGC)	Maintained at 100%
		● Enhancing compliance	● Raising awareness of compliance among employees/preventing inappropriate behavior and interactions in corporate activities	● Number of serious compliance violations	0 case
				● Disclosure of implementation results (compliance education)	(Not disclosed)

Materiality item	Corresponding basic policy(ies) of the Medium-Term Management Plan 2030	Initiatives	Measures	KPIs	Target values (for FY2029) *Certain exceptions may apply.
Sophisticating governance	Basic Policy ④ Transition to management control that supports portfolio-based management	● Expanding corporate citizenship activities	● Enhancing social contribution activities	● Disclosure of implementation results	To be promoted continuously
		● Respect for human rights in business	● Implementing human rights due diligence	● Disclosure of implementation results	To be promoted continuously
Promoting human capital management 	Basic Policy ⑤ Implementation of companywide optimal human resource management	● Respect for human rights and diversity	● Actively promoting female officers and employees	● Percentage of female officers and employees (excluding managers)	23%
			● Actively promoting women to management positions	● Women as a percentage of those in management positions	10% (FY2034)
			● Developing a flexible working environment encompassing the established use of childcare leave for men	● Percentage of men taking childcare leave	65% (FY2029) 85% (FY2034)
		● Promoting health-oriented management	● Encouraging use of paid vacation time	● Rate of use of paid vacation time	73%
		● Enhancing human resource development	● Enriching training and development programs	● Training hours per person	12 hours/year
		● Securing outstanding human resources	● Improving treatment and systems to increase and retain new graduate hires	● Three-year retention rate of new employees	80% or higher
		● Maximizing the value of human resources and organizational strengths	● Clarifying the concept of ideal human resources	● Visualizing the human resource portfolio	Clarifying and pursuing the ongoing management and review of skills, abilities, and headcounts according to the required roles
			● Clarifying the required headcount by job type and rank		
			● Enhancing employee engagement through ongoing improvements in the working environment	● Engagement score	A score of 70
Promoting digital transformation (DX) 	Basic Policy ⑥ Operational streamlining and deliverable value enhancements/sophistication through DX	● DX of administrative operations	● Standardizing administrative work, improving work quality, and reducing costs	● Progress on relevant measures	(Not disclosed)
		● DX of sales operations	● Streamlining sales work and creating new value by utilizing in-house data relating to business partners	● Progress on relevant measures	(Not disclosed)
		● DX of on-site operations	● Streamlining operations and creating new value by accumulating on-site DX know-how	● Progress on relevant measures	(Not disclosed)
		● Data-driven management	● Realizing expeditious and sophisticated management decision-making	● Progress on relevant measures	(Not disclosed)
		● Developing a promotion system	● Developing organizations and human resources for companywide DX promotion	● Progress on relevant measures	(Not disclosed)
		● Enhancing information security	● Promoting information security measures	● Number of incidents (e.g., information leaks, service interruptions)	0 case

# Promotion System

- Under the oversight and instructions of the Board of Directors, the Sustainability Committee, chaired by the President and Representative Director, manages the progress of initiatives and reviews relevant measures as required.
- The relevant initiatives will be disseminated and promoted on site through the Sustainability Subcommittees established for each materiality item and the Sustainability Liaison Committee composed of site managers as responsible persons.



# Certifications

## Minato SDGs Partner Registration

We have registered with the Minato SDGs Partner Registration System, a certification system for port-related companies led by the Ministry of Land, Infrastructure, Transport and Tourism. We will strive to become a more sustainable company by promoting the SDGs and their initiatives in our business activities, and by raising awareness of the SDGs among our employees.



## Kawasaki SDGs Gold Partner

We are pleased to announce that we have been certified as a Kawasaki SDGs Gold Partner, a registration and certification system for companies and organizations in Kawasaki City. The certification allows us to participate in the Kawasaki SDGs Platform. Through these efforts, we will continue to enhance our corporate value and contribute to the local community.



## AEO

As an authorized economic operator (AEO) recognized for outstanding compliance structure and security management, the Company was approved as a special bonded warehouse business in June 2011 and authorized as a certified customs clearance agent in January 2014.



## G-Mark Certification as an Outstanding Safety Business

G-Mark certification as an outstanding safety business is a program established by the Japan Trucking Association to recognize trucking companies that meet specific standards for traffic safety and other matters. We're currently in the process of proactively gaining certification under this program as another way to strengthen transport safety. We've already won G-Mark Certification for 24 of our branches.



## Healthy Company Statement

As part of efforts to be an outstanding business enterprise in matters related to health, we have issued a statement pledging to strive to improve health companywide. Our goal is to build workplace environments in which each and every employee can work in sound mental and physical health with a sense of vitality.



## Halal Certification

We have acquired halal certification for our warehousing operation at PT. Kamigumi Logistics Indonesia, which is now handling halal health food products. We are committed to meeting the rapidly expanding demand for halal products.



## ISO Acquisition Status

We have certification for the international standards ISO 9001 (Quality) and ISO 14001 (Environment) to better the effectiveness of our quality and environmental management systems, which form the foundation of our business activities. With continuous improvement activities driven by regular internal audits, we contribute to increasing customer satisfaction and realizing a sustainable society.

Certification name	Number of certified sites
ISO9001	5
ISO14001	2