

KIMURA UNITY Report

2025 Digest Edition

Environment :

"Contribution to Solving Global Environment Issues"

Customer value :

"To help realize our customers' success ensures our stable growth"

Road Traffic Safety :

"Achieve a Society with No Traffic Accidents"



Decent Work :

"For Everyone to Shine"
--Talented and Shine Human Resources Development--

Safety and Health :

"Ensure a Healthy and Safe Work Environment"

Corporate governance :

"Fair and Sound Business Practice"



Providing Dreams, Comfort, and Security for the car oriented lifestyle

KIMURA UNITY GROUP

KIMURA UNITY Co., Ltd.

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※We firmly believe that "people" are the most important management resource, and that all of our services are supported by the skills, know-how, motivation and more of "people." For this reason, we use the terms "human resources" and "human asset" appropriately.

Management Philosophy

KIMURA UNITY is dedicated to creating and providing humane products and services with a focus on quality rather than quantity, satisfying the hearts and needs of our customers under the bonds of our family-oriented management in a concerted effort, while sharing the basic attitude of “It takes a buyer’s view to make sales.” Thinking positively about tomorrow and maintaining a solid foundation to thrive for further contribution to society.

“The Company exists for the customers and prospers together alongside our employees.”

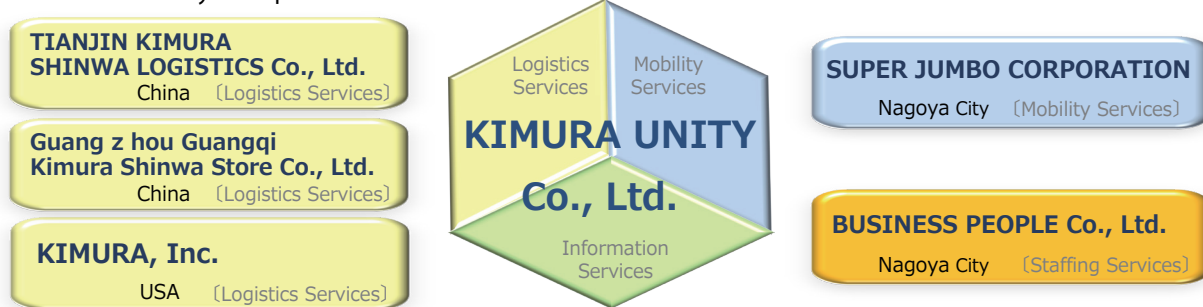
Business Domain ~ Realizing our customer value through 4 multiplex fields ~



Affiliated Companies

(As of July 1, 2025)

Consolidate Subsidiary Companies



Affiliated company accounted for using the equity method



By leveraging our strengths and pursuing initiatives that drive long-term value creation, we commit to working together with all our stakeholders to realize a society characterized by Dreams, Comfort and Security.



代表取締役 会長
Chairperson

木村 幸夫
Yukio Kimura

代表取締役 社長
President

成瀬 茂広
Shigehiro Naruse

In recent years, the business environment has been changing rapidly, with economic globalization, advances in information technology, and environmental, social, and governance (ESG) investments, which have had a significant impact on companies. These developments have led to a need for companies to strive for sustainable growth while meeting the various expectations of their shareholders. In this situation, a company's understanding of sustainability and the SDGs, and its commitment to achieving these goals, is becoming an essential part of its evaluation.

This report is intended to provide a comprehensive overview of the Group's business activities, financial status, governance structure, ESG activities, and other pertinent information. This report aims to provide all stakeholders, including customers, employees, business partners, shareholders, and local communities, with a deeper understanding of our management philosophy, strategy, and vision, and to share our efforts toward long-term value creation.

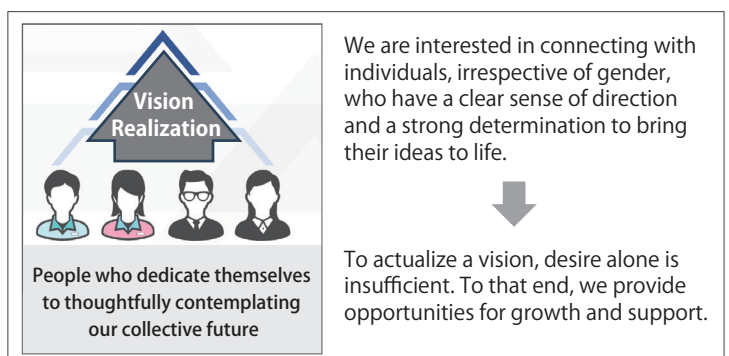
Looking back on FY2024

In the context of the ongoing improvement in the employment and household income environment, personal consumption demonstrated a commendable growth rate, and corporate performance exhibited a steady recovery trajectory. As the economy showed signs of recovery, with the Nikkei average stock price temporarily exceeding 40,000 yen, our group has been working towards achieving the goals of our Medium-Term Management Plan 2026, with the basic policy of "Practicing and communicating Kimura's strengths (establishing the Kimura brand)."

In fiscal 2024, the start year of this medium-term management plan, we have been working on the most important task of recruiting, developing, and retaining human resources in order to further hone our people, one of the strengths of our group. Regarding recruitment, we are currently facing a very difficult situation due to the current labor shortage.

It is precisely because of this labor shortage that we want to fully support the growth of our employees, while also respecting their individual wishes and future careers.

In our Medium-Term Management Plan 2026, we aspire to transition into the "Strategy Establishment" phase, with the goal of sustaining our growth and development in our 150th anniversary year and beyond. This phase will involve the ongoing refinement of our group's strengths, with the objective of firmly establishing the "Kimura Brand."



Sustainability Perspectives

In recent years, there has been a notable shift among companies towards adopting a management approach that places a greater emphasis on sustainability. We believe that it is necessary to gain a deeper understanding and effectively promote how our group's logistics operations, which are our services and products, contribute to customers from a sustainability perspective, and how they can be linked to environmental activities such as carbon neutrality.

In this spirit, we are organizing study sessions with the aim of enhancing our knowledge about sustainability and deepening our understanding of the specific efforts to address environmental issues.

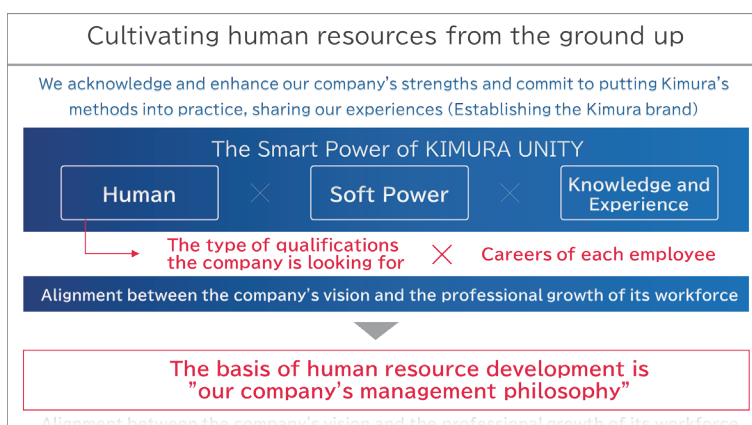


We have also compiled reports from all departments on the SDG initiatives they are implementing in their workplaces. These reports are posted on the employee website (internal portal site) in sequence, as part of our ongoing initiative, "Our SDG Activities: Connecting to the Future, Our Challenge." By continuously thinking about sustainability in different situations, we hope to increase opportunities to improve our business strengths and gain opportunities for personal growth.

Our Group's Strength and Purpose—its Raison D'être

In recent years, there has been a notable shift among companies towards adopting a management approach that places a greater emphasis on sustainability. We believe that it is necessary to gain a deeper understanding and effectively promote how our group's logistics operations, which are our services and products, contribute to customers from a sustainability perspective, and how they can be linked to environmental activities such as carbon neutrality.

In this spirit, we are organizing study sessions with the aim of enhancing our knowledge about sustainability and deepening our understanding of the specific efforts to address environmental issues.



Our company's core competencies lie in the areas of people, functions, and knowledge and experience. Our team members are dedicated to meeting and exceeding our customers' expectations by leveraging our comprehensive product offerings, planning expertise, system development capabilities, on-site support, and a wealth of knowledge and experience accumulated over 140 years of operations since our establishment. This strength, coupled with our management philosophy, has earned us the reputation among our clients as an "indispensable company" and "a company we are glad to have entrusted to our company."

"At our company, we prioritize people, leveraging connections to address social issues, and work towards a society characterized by dreams, prosperity, and security." The Kimura Unity Group's core purpose is at the forefront of our management strategy, with a commitment to achieving sustainable growth as a group.

We would like to continue to receive your valuable opinions and guidance as we strive to become an even better corporate group. We ask for your continued support in this endeavor.

I. Corporate Information (Values and Identity of KIMURA UNITY)

Trust and Responsibility throughout 140 years of history of challenges

(Colorology of Key Events and Milestones in KIMURA UNITY GROUP HISTORY with its Trends in Sales)

KIMURA UNITY GROUP has grown and expanded its business fields from container equipment and products to packaging, forwarding, vehicle maintenance, insurance, vehicle leasing, and information services.

Unit: Millions of Yen

60,000
55,000
50,000
45,000
40,000
35,000
30,000
25,000
20,000
15,000
10,000
5,000

西暦

1881

10

31

187

1960

724

1965

3,292

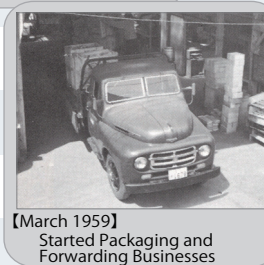
1970

6,265

1975

13,069

1980



On 1 July 1982, Toyota Motor Corporation and Toyota Motor Sales Co., Ltd. merged to form Toyota Motor Corporation.

This presented our company with an opportunity to enhance its organizational structure in order to better align with emerging values. We therefore undertook a process of reflection and took steps to implement the necessary changes.

◆ Learning and practicing the TPS (Toyota Production System)

Growing with the Automotive Industry

KIMURA UNITY

1881
Founded
Container
Manufacturing
Business in
Naka-ku, Nagoya

1951
Established KIMURA
Container
Manufacturing
Limited Partnership
Company

1969
Separated into 8
group companies

1973
Established
KIMURA UNITY
CO., LTD.

LS

Logistics Services
物流サービス

1881
Started Agricultural
Equipment Business

1951
Started manufacturing
and selling wooden
boxes to automobile
dealerships

1959
Started Packaging and
Forwarding Business

MS

Mobility Services
モビリティサービス

1958
Started Car Maintenance,
Insurance Agent Business

1967
Started Traffic
Disaster
Prevention

1973
Started Car
Leasing
Business

1976
Started Car
Sales Business

IS

Information Services
情報サービス

1971
Started
Information
Services Business

1978
Started System
Development for
Overseas
Operation Bases

SS

Staffing Services
人材サービス

We will continue to strive for further growth with the support of our stakeholders.

Non-Consolidated Consolidated



Learning and practicing TPS, and Developing Human Resources

1990
Trade Name changed to KIMURA UNITY CO., LTD.
1991
Consolidated 8 group companies

1995
Listed on the second section of the Nagoya Stock Exchange Market

Expanding overseas and Entering New Fields of Business

2000
Tied a business partnership with TOYOTA TSUSHO CORPORATION
2001
Listed on the Second Section of the Tokyo Stock Exchange Market
2003
Transferred Transport Business to U-net Trans

2004
Opened Tokyo Sales Office (Converted to a branch office in 2009)
2006
Listed on the Tokyo and the Nagoya Stock Exchanges

2013
Started an electricity sales business
2014
The Nishiki Head Office received ISO39001 Certification

Establish the KIMURA Brand

2021
The Kansai branch opened
2022
Transition to the Tokyo Stock Exchange Standard Market
Moved to the Nagoya Stock Exchange Premier Market

1994
Started Parking Lot business

1997
Started sales business of Auto Supplies

2003
Made KIMURA Leasing CO., Ltd. a fully owned subsidiary

2006
Absorbed subsidiary Kimura Lease Service Co., Ltd.
2008
Launched fleet management services

2013
Incorporated Super Jumbo Co., Ltd. as a subsidiary of KUC

1997
Logistics Planning Department of the Information Services Division acquired a certificate of ISO9001

2002
Started Maintenance Services

2014
The Information Department acquired a certificate of ISO27001

2002
Established a subsidiary company and started staffing

2016
Opened Kansai and Kanto business offices

BUSINESS OVERVIEW (The Origin of Each Business)

LOGISTICS SERVICES BUSINESS



Going back over the history of our company, we always come to our root back in 1881, when the founder started a box manufacturing business engaged in supplying wooden boxes mainly for textile wholesale companies. In 1950, we had an encounter with Toyota Motor Corporation (Currently TOYOTA MOTOR CORPORATION), and that was the impetus for us to start delivering wooden boxes for auto parts. In 1952, we established KIMURA BOX Limited Partnership Company. It was the expertise and the spirit of manufacturing that our forerunners had developed sharing among them in the initial period development, which have been inherited as our corporate DNA to this day. With the rise of corrugated cardboard, which took the place of wooden boxes, we started a packaging business in line with a transport business as our new business in 1959. This business has grown to be a logistics business, currently the main pillar of ours. Thanks to kind support and understanding of our stakeholders, we succeeded in expanding business overseas. In 2000, we began 3PL, which was not confined to the automotive industry but entered into non-automotive industries (currently NLS business), and has expended and grown on a large scale.

※Third-party logistics, or 3PL, is a system where an outside organization provides logistics services in general to companies that need inventory management and distribution.

MOBILITY SERVICES BUSINESS



During the changing period of declining wooden box needs, we established a totally different business of car servicing and maintenance under the name of "TOYOPET Service Shop" in 1958, in an effort to find a way out of the wooden box business, which lasted from its foundation. We also made an important decision to start in the same year. That is to initiate an insurance agent business with the view to being of help for the sake of customers against risks in the event of traffic accidents. We were encouraged by our philosophy: "It takes buyer's view to make sales." In 1973, due to the growing interest in leasing service by customers, we started a car leasing business, and subsequently, we also started the upstream business of car sales business in 1976. Following that event, we began the sales of car supplies and accessories in 1997, thus cementing the foundation of the total car services, the result of which formed the Mobility Services Business of today.

The essence of business always lies in the philosophy, "It takes buyer's view to make sales."

With the essential value of business kept in mind, we always give considerations with buyer's view and put the essence into practice in our business conduct. This has been always true for other sales activities.

Good results will come by with the basic mindset of "It takes buyer's view to make sale."

-----Excerpt from "KIMURA UNITY CENTENIAL HISTORY OF PROGRESS"

INFORMATION SERVICES BUSINESS



The roots of Information Services Business dates back to the time when we introduced a computer (IBM S/3-10) in 1971, mainly for the in-house sales management and salary calculation. Later, we began to undertake entrusted calculation business from outside, leading us to the currently the main business, of logistics systems development alongside in-site training and guidance focused on the information areas. In so doing, we have been taking an important part for Toyota Sales Company (Currently TOYOTA MOTOR CORPORATION) in an area of overseas projects.

STAFFING SERVICES BUSINESS



Established as an affiliated company under the name of "Business People Co., Ltd." in 2002, we began staffing services so as to meet a wide variety of demands on human resources. We were expanding our scale of business steadily. However, due to the shrinkage of the temporary staffing market caused by the Lehman Shock, we turned our direction, and are now in the process of going toward promoting the structural reform of business focused on the areas of business contracting, recruitment services and human resource development through education and training enriched in contents focused on the market needs.

BUSINESS OVERVIEW (at Present)



We provide high-quality services by utilizing our know-how and advanced skills we have accumulated and developed as a logistics partner for major automobile manufacturers. The scope of business includes all areas of logistics business such as planning of logistics center and operation to Kaizen (improvement) of logistics centers not to mention, arranging transportation. We also design and manufacture logistics equipment and incidental equipment such as dollies, carts and storage equipment fit for the needs of customers.

Operation of Logistics Center

We provide a total support to meet the needs of quality improvement of logistics that includes a series of operations such as purchasing, storage, receiving and shipping, distribution processing and transport and delivery together with design of business, operation and information systems, thus contributing to cost reduction.

On-site Operation in Warehouse
Export Packaging/Packing
Transport and Delivery
Equipment/Packaging Heavy
Wight Item



Logistics Equipment/ Incidental Equipment

We plan, design and manufacture logistics equipment and ancillary equipment to meet customer needs fit for the characteristics of products and parts that includes follow-up services, which materialize high quality and low cost.

4WS Dollies
Work Dollies
Containment Equipment
Ancillary Equipment



To ensure optimal vehicle management for our customers, we have established a unified team approach that integrates experts from multiple departments. This includes not only the sales department but also the insurance department, the BPO center that manages vehicle information in a timely manner, the call center that provides reliable support in emergency situations, and the Kimura Traffic Safety Center (formerly Driver's Safety Service [DSS], renamed in January 2025) that supports traffic safety activities. Our comprehensive approach ensures comprehensive customer support.

Corporate Services (B to B)

We provide services through the creation of an optimal solution menu based on our unique management process (design, implementation, verification, and continuous improvement) to address issues in the vehicle field (from vehicle procurement to management operations).

Vehicle Management BPO
Maintenance Management BPO
Vehicle Leasing
Car Rental
Vehicle Sales
Insurance Coverage Services
Vehicle Maintenance
Sheet Metal Painting



Services for private persons (B to C)

As a lifelong partner, we offer a wide range of services to support the life of your car, from purchasing to insurance, maintenance, sale and replacement.

Car Sales
Car Maintenance
Insurance Agency
Sheet Metal Painting
Car Supplies



Support Systems

We offer a range of services to help you create the optimal fleet management system for your needs through a customer-centric approach.

BPO Center
Operation Center
DSS Driver Safety Service



※BPO (Business Process Outsourcing) is the process of outsourcing all of a company's business processes to a specialized company.



Based on our past achievements of building logistics systems in Japan and overseas, we provide optimal systems for our customers, from consulting to system development and maintenance services.

Consulting / System development

With the combined wisdom and expertise of two businesses (logistics and automobiles), we propose and build a composite system that contributes to operational efficiency and quality improvement.

Maintenance Service

We provide optimal maintenance services to realize stable system operation fit for the customer's operating environment.

Dispatch System Specialist

Engineers with high IT technology and logistics know-how support consulting and system development to solve various problems.



As a staffing consultant that connects people and jobs in specialized fields, Kimura Unity proposes solutions for securing, utilizing and training human resources while helping forward-looking company become more competitive.

Temporary Staff Placement

We provide one-on-one training and ongoing, attentive support to meet a variety of needs.

Job Seeker Referral Services

Our dedicated consultants determine the needs of customers and then recommend highly matching jobseekers using an effective and thorough referral system.

Hiring Support Services

We contribute to the improvement of total performance undertaking the work of human resources personnel that includes such jobs as creating recruitment advertisements and job interviews.

S



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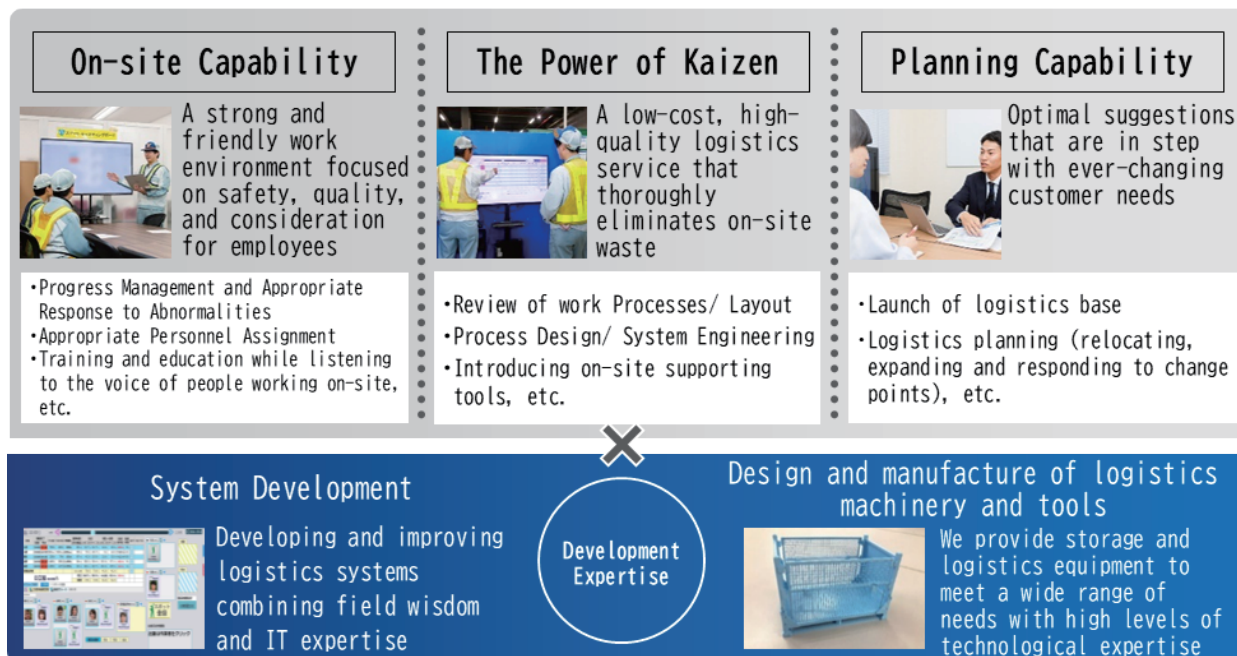
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Strengths of the Logistics Service Business

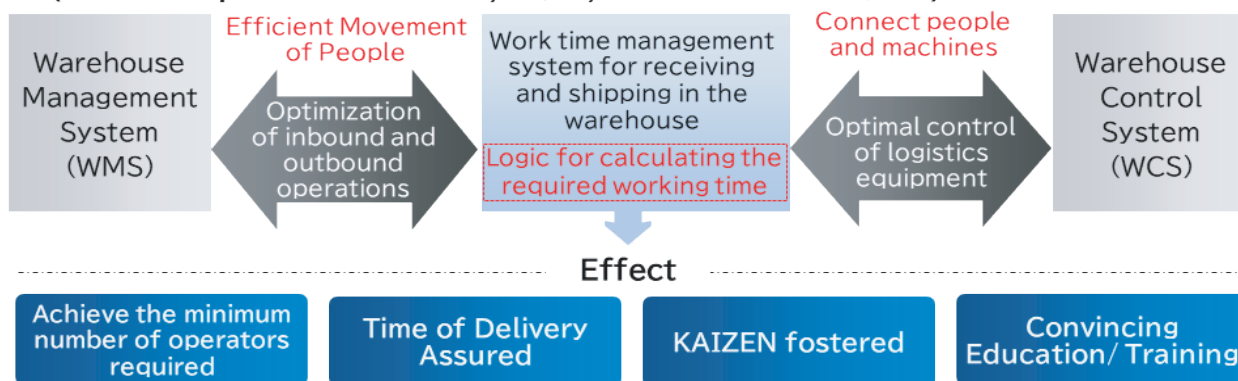
Logistics Services × Information Services

Four strengths created by "on-site + IT" based on TPS learned alongside TOYOTA

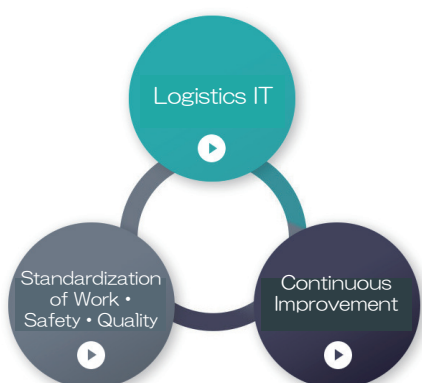


We provide solutions to optimize logistics by understanding the flow of goods and information at the site,

Ex. "Operation time management system for shipping/receiving operation"
(Patent acquired on March 6, 2023, Patent No. : 7239652)



We are committed to working to improve quality and productivity based on the keywords for optimizing logistics: "logistics IT," "standardization of operations," and "continuous improvement."



- **Logistics IT**
Digital Transformation in Logistics Services
We contribute to our customers by providing on-site solutions that utilize digital technology to address their problems.
- **Standardization of Work Safety Quality**
Development of Human Resources to ensure Safety and Quality
Developing human resources capable of creating a workplace that prioritizes safety and ensures quality
- **Continuous Improvement**
System of Cost reduction
Identifying and visualizing our customers' issues, we pursue higher-value-added services.

Strengths of the Mobility Service Business

※ As of fiscal 2024, "the Automotive Services Business" was renamed "Mobility Service Business."

Mobility Service※ × Information Service

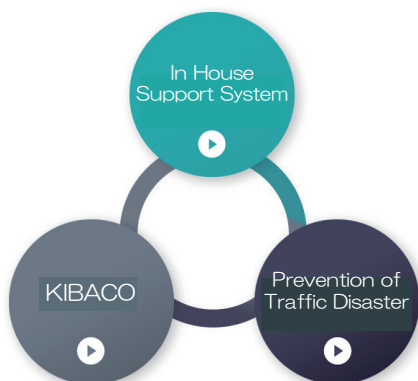


Expanding Business Domains by KIBACO



Expanding KIBACO functions to create new customer value

We provide a comfortable mobility life with our optimized "In-house Support System," "KIBACO," and "Traffic Disaster Prevention" as keywords that are designed to enhance the driving experience and ensure safety on the road.



- **In House Support System**
Our expert teams, including those at the BPO Center, Call Center, and Traffic Safety Center, will provide comprehensive support.
- **KIBACO**
Our cloud-based vehicle management system is designed to solve customer problems by focusing on the key concepts of "safety, security, compliance, and cost reduction."
- **Prevention of Traffic Disasters**
We are committed to offering an accident prevention menu of strategies to help address this issue, including approaches to "increase driver awareness," "modify their driving habits," and "make it a habit."

Corporate Purpose of KIMURA UNITY GROUP

Kimura Unity Group has reexamined the strengths of our group to identify values to provide for society, and has established our group purpose.

Purpose

KIMURA UNITY GROUP realizes society enriched in Dream, Comfort and Security by respecting humanity and solving social issues by the values created through people to people linkage.

Management Philosophy

“The Company exists for the customers and prospers together alongside our employees.”

Competitive Advantage of KIMURA UNITY

1. **Faith in Responsibility and Trust** backed by 140-year History of Progress
2. A bond of mutual trust between labor and management, **a strong sense of unity** that grows together with employees (Build rapport and develop great relationships with team members)
3. **Continuity** to face challenges sincerely and honestly
4. Capable of handling problem-solving for **improvement and optimization**, providing creative suggestions by diverse human resources

SOCIAL ISSUES FACING KIMURA UNITY

- Recruitment difficulties due to the decreased working population caused by declining birthrates and aging population
- Advancement of DX that contributes to work style reform and productivity improvement
- Rise in labor costs due to amendments to the Temporary Staffing Act and rising minimum wages
- The rapid development of e-commerce logistics due to the spread of corona and the resulting large fluctuations in the amount of incoming and outgoing shipments
- Initiatives toward SDGs such as carbon neutrality and improvement of expected value for social contribution
- Creation of new business opportunities through the development of CASE/MaaS
- Increased business opportunities due to the spread and expansion of eco-friendly vehicles such as EVs/FCVs, and expansion of business areas that require expertise such as aiming due to the spread of safety devices
- Shift from system of self-sufficiency to external transfer due to the spread of cloud systems

Kimura Unity Group's Strengths and Purpose —Raison D'être

Since its founding, we have consistently placed importance on “people” and “people-to-people relationships,” and we have made every effort to move forward with a strong desire to “do something about problems” and to “be of help” to all stakeholders, including customers, team members (all employees), business partners, shareholders, and local communities. We have been doing our utmost to help all of our stakeholders. This corporate culture will never change, and we aim to make people throughout the world happy. Our strengths are “responsibility and trust backed by our 140-year history,” “a sense of unity that grows together with employees based on bonds of mutual trust between labor and management,” “the ability to continue to sincerely address issues,” and “the ability to optimize improvements and proposals to solve problems through a diverse workforce.” These strengths, accumulated by our forerunners, and our management philosophy of “It takes buyer’s view to make sales” born from our strong desire to be of service to our customers, have led to our reputation as an “indispensable company” and “a company we are happy to entrust” among our customers. We have established Kimura Unity's Purpose based on our management philosophy, the strengths we have cultivated. We have also considered the social issues we faced and solved to clarify what value we can provide to society through series of management discussions. We are fully resolved to achieve sustainable growth as a group with this Kimura Unity Group Purpose at the core of our management.



EPISODE : “IT TAKES A BUYER’S VIEW TO MAKE SALES”

[Excerpt from a story “Today makes Tomorrow” ---KIMURA UNITY CENNTENIAL HISTORY OF PROGRESS]

We exist for the benefit of customers is the corporate DNA handed down through generations since its foundation of KIMURA UNITY.

“Being of help with the view of customers” has always been our mindset throughout our history, we will continue to be of service with this basic attitude of “It takes a buy’s view to make sales.”

◎The Beginning of the Vehicle Maintenance Business (1958)

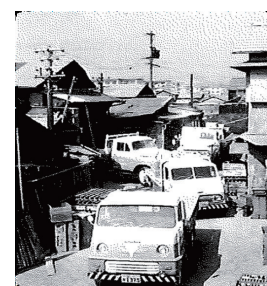
At the time, we were experiencing some frustration and distrust from our customers as a repair shop, and we were facing more demands for repairs than we could handle.

When we decided to start a vehicle maintenance business, we were aware of the general complaints about repair shops at the time. We came to understand that addressing these customer needs was essential for the future of our maintenance business. We addressed each issue methodically, tackling them one by one. Consequently, we have experienced significant growth in our customer base.



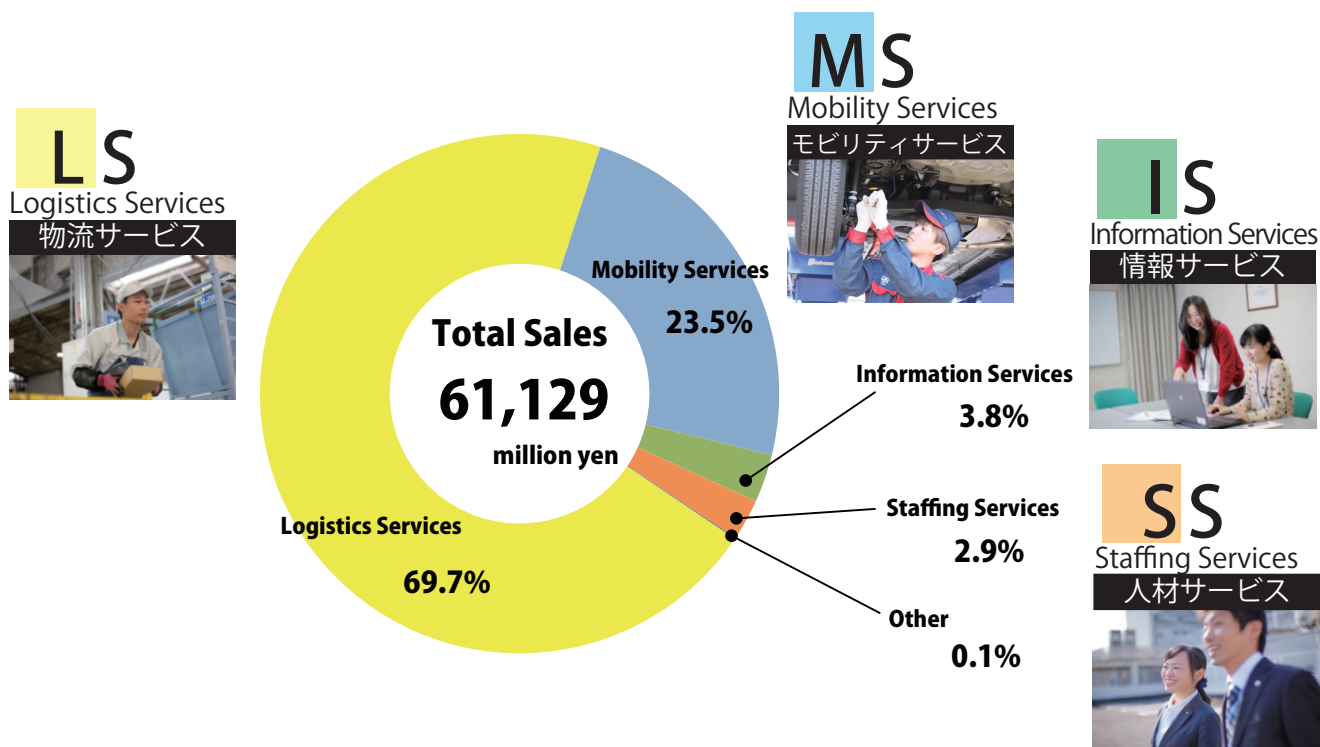
◎The Beginning of the Packaging and Transportation Business (1959)

This happened long ago when some transport company was working packaging “on-vehicle tools for a car” in the auto parts warehouse on the premises of a major automobile sales company. Those packaged sets were loaded on tracks for shipping to a car assembly plant in the Kanto District of the car sales company. It took approximately 5 to 7 days to finish the whole process of all those logistic operations in those days. By chance, then President of ours was spoken to and asked by manager of the auto sales company if he was interested in doing the job by any chance. He took it as a great and challenging opportunity to be of help to customers. In no time without hesitation, President decided to live up to the expectation of the customer. We completed the packaging operation of on-vehicle tools by 4:30 P.M. after receiving those parts for packaging at 1 P.M. on the same day. Following that, we immediately loaded all the sets packaged on tracks, and shipped for the assembly plant in the Kanto District. The truck ran all through the night for the destination by way of TOKAI-DO, an arterial road, and arrived at the main entrance of the assembly plant before 9 o'clock A.M. the next morning, and waited for the opening of the gate. Upon completing the delivery all sets of on-vehicle parts without fail, our members cleaned up the worksite with the cleaning tools and equipment they took with them. It was not the speed of operation which was rated, but the sincere attitude of our team members responding to the needs of the customer in the most natural manners with fresh sensitivity and active intelligence. Highly efficient and impeccable performance meeting the needs of customers gained the confidence of the Auto Sales Company, which brought us many future orders as a designated contractor for the Auto Sales Company.



Financial Highlights (The Initiatives of Each Business)

FY2024 Sales Performance by Business Segment



【Logistics services business share】

Sales Item	Logistics Services Business Share
Packaging	90.5%
Container Equipment	9.5%
Total	100.0%

【Mobility services business share】

Sales Item	Mobility Services Business Share
Car Leasing	45.9%
Car Maintenance	36.4%
Car Sales	11.9%
Car Supplies	1.4%
Insurance	4.0%
Other	0.4%
Total	100.0%

※Please note that the percentage is calculated before inter-segment elimination.

FY2024 Sales, Operating Income, Operating Profit Ratio

(Unit: Millions of Yen)

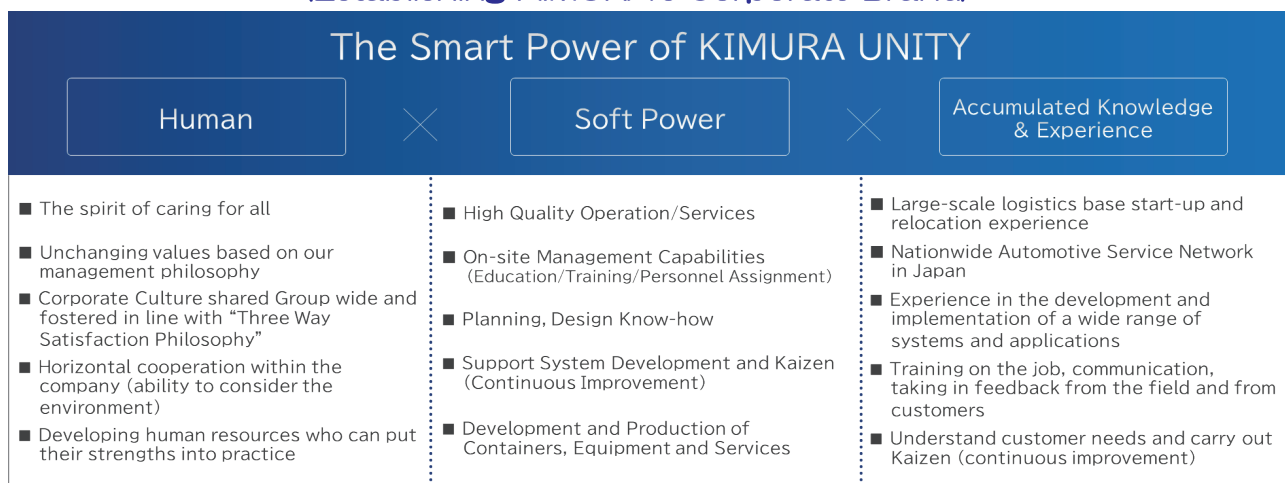
Segment	Sales	Operating Income	Operating Profit Ratio
Logistics Services	43,151	4,932	11.4%
Mobility Services	14,507	1,019	7.0%
Information Services	2,358	361	15.3%
Staffing Services	1,815	18	1.0%
Other	44	11	25.0%
(Sub Total)	61,875	6,341	10.2%
Inter-segment elimination	△ 747	△ 1,739	—
Total Amount	61,129	4,603	7.5%

II. Business Activities (Our Challenge for the Future)

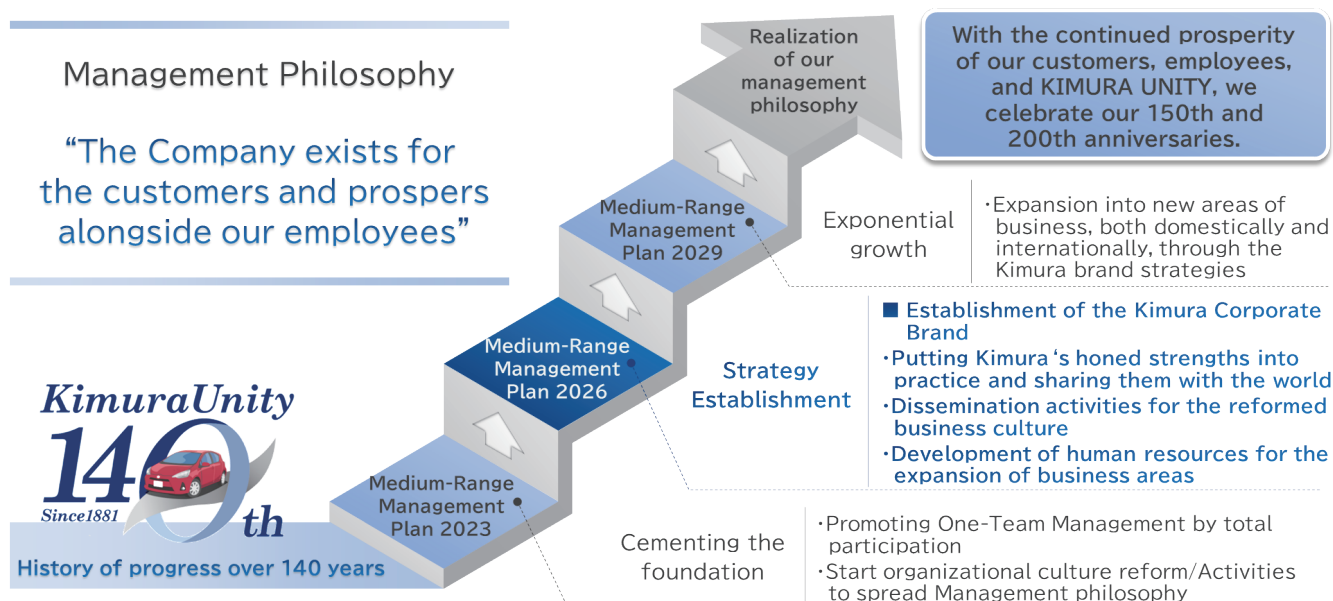
Medium-term Management Plan 2026

Basic Policy

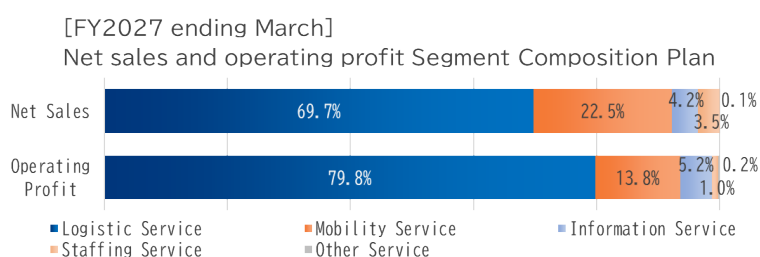
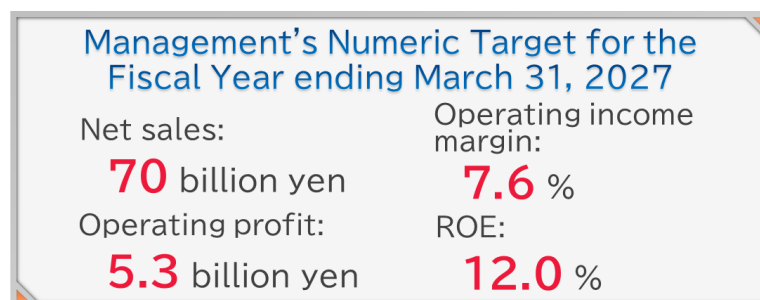
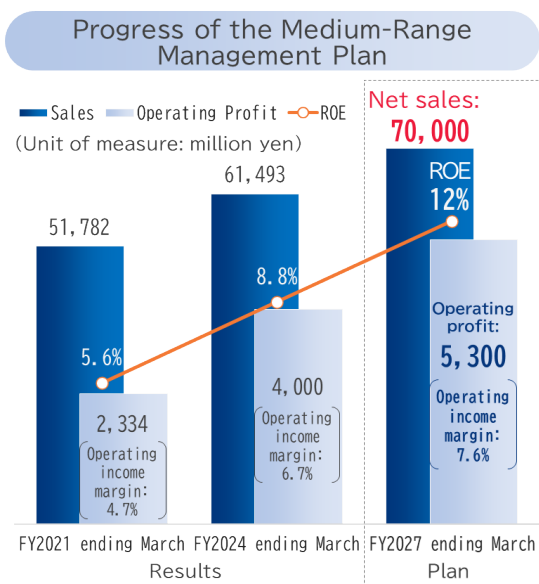
**Kimura's Smart Power into practice, sharing with the world
(Establishing KIMURA's Corporate Brand)**



Strategic Placement of Management Plans



Management Goal



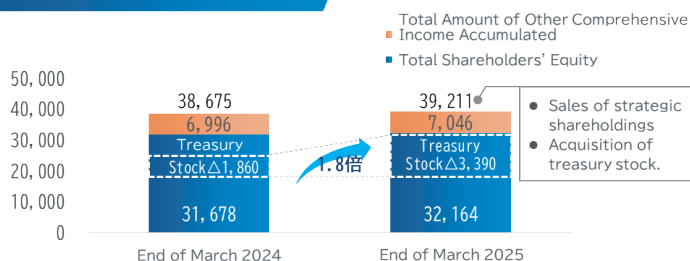
II. Business Activities (Our Challenge for the Future)

Medium-term Management Plan 2026

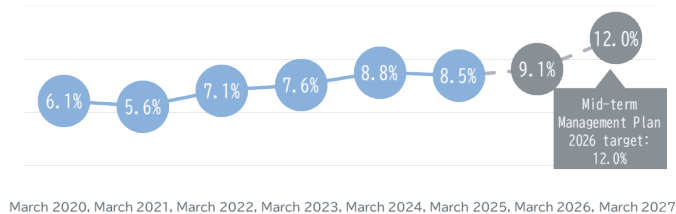
Financial Strategy

Towards Improved Corporate Value

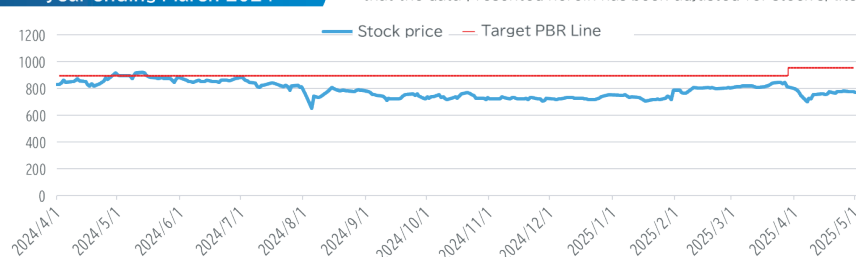
Change in net assets



Trends and Targets of Return on Equity (ROE)



Stock price trends for the fiscal year ending March 2024



Despite implementing measures to enhance ROE, the decline in ROE was attributed to a higher-than-anticipated accumulation of net assets, with external factors exerting a notable influence, leading to an RBR below 1.

We are committed to working on improving ROE by focusing on optimizing our capital structure and improving profitability. **Our goal is to achieve a PBR of over 1 at an early stage.**

Cash Allocation

Cash Flow from Operating Activities

- ◎ Expand revenue base through growth investments
- ◎ Steady growth of existing businesses
- ◎ Management structure improved by promoting the daily closing activities

Capital Policy, etc.

- ◎ Financing including treasury stock
- ◎ Dissolution of cross-shareholdings, etc.

Debt

- ◎ Bank loan

<Cash Inflow>

Sales Activity Cash Flow
13 billion yen

Capital Policy etc.
5 billion yen

Debt
3 billion yen

Three
-Year
Total

<Cash Outflow>

Growth Investment
9.5 billion yen

Infrastructure Investment
7.5 billion yen

Shareholder Returns
4 billion yen

Growth Investment

- ◎ Capital investment in the form of new warehouses and other facilities
- ◎ IT Investment/Research and Development
- ◎ Investment in human capital/ESG Investment

Infrastructure Investment

- ◎ Lease Vehicle
- ◎ Equipment/Materials

Shareholder Returns

- ◎ Dividend Policy : The consolidated dividend payout ratio is 40%

Specific Investment Plans

Investments in plant and equipment



【Investment Vision】

- ◎ Construction of a next-generation logistics warehouse
- ◎ Introduction of automatic transport equipment
- ◎ Introduction of inspection robots etc.

IT Investment / Research and Development



【Investment Vision】

- ◎ Core System Development
- ◎ Control of driverless automated guided vehicles
- ◎ Enhance various analysis techniques etc.

Flagship Center Concept (Logistics Service Business)

Highly accurate work scheduling and performance management

Automation that organically connects people and machines

Environment where diverse employees can thrive

We are considering a new type of logistics warehouse that will be a showcase as the "Face of Kimura in the next generation," captivating those who see it as embodying Kimura's strengths.

Kimura Unity's DX Strategy Promotion

On-site problem resolution through digital technology

Strengthening KIBACO's functions for the next generation society

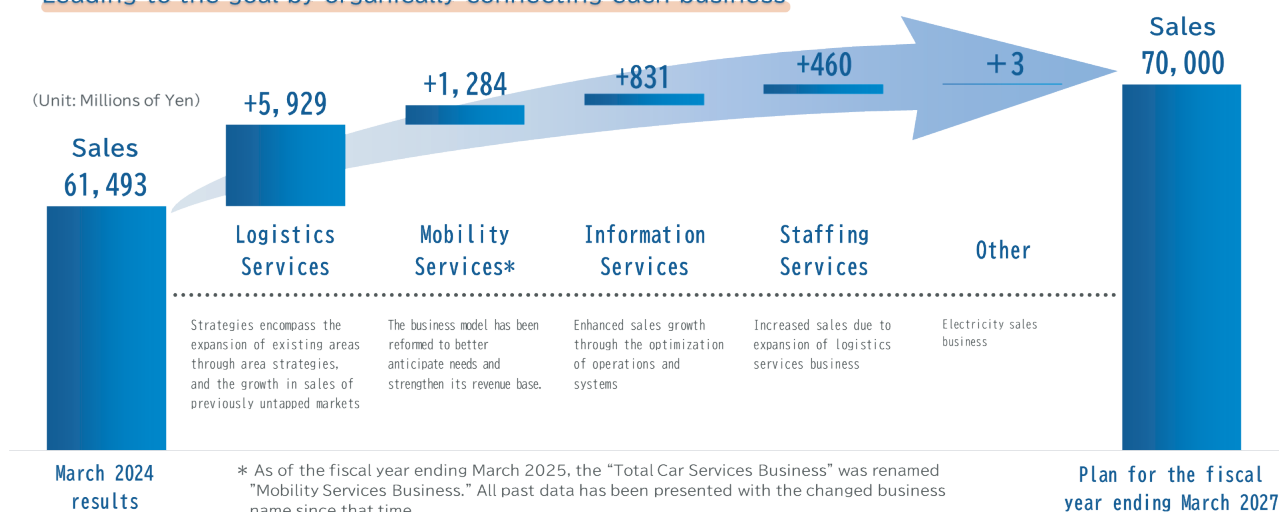
Changing the role of people from "working" to "thinking"

"People" are the focus. Change the way people work (X) and use digital (D) as the means to do so.

Update on the Mid-term Management Plan for 2026 (Fiscal Year 2024)

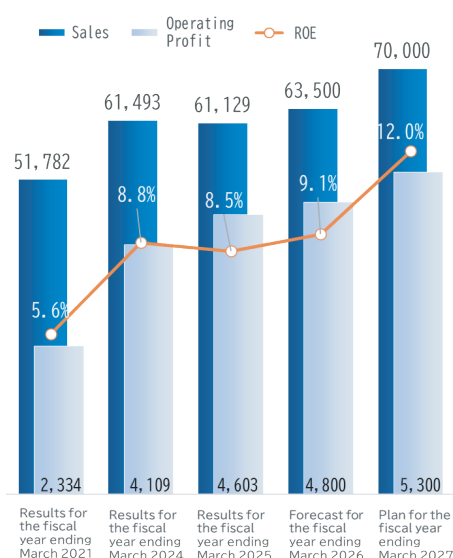
Medium-Term Management Plan 2026: Roadmap to achieving sales targets

Leading to the goal by organically connecting each business



Mid-range performance progress

	Results for the fiscal year ending March 2025	Forecast for the fiscal year ending March 2026	Plan for the fiscal year ending March 2027	Plan progress rate: Actual results for the fiscal year ending March 2013
Sales (Unit: Millions of Yen)	61,129	63,500	70,000	87.3%
Operating Profit (Unit: Millions of Yen)	4,603	4,800	5,300	86.8%
Operating profit margin (%)	7.5	7.6	7.6	-
Ordinary profit (Unit: Millions of Yen)	5,117	5,400	5,800	88.2%
Ordinary profit Ratio (%)	8.4	8.5	8.3	-
Net income attributable to the parent company for the current period (Unit: Millions of Yen)	3,300	3,600	3,800	86.8%
Net profit margin for the current period (%)	5.4	5.7	5.4	-
ROE (%)	8.5	9.1	12.0	-
Equity Ratio (Unit: Millions of Yen)	60.7	62.1	59.1	-
Total Investment Amount (Unit: Millions of Yen)	3,767	3,945	17,000	-



Progress by segment

	Segment	Results for the fiscal year ending March 2025	Forecast for the fiscal year ending March 2026	Plan(Medium-term plan 2026) for the fiscal year ending March 2027	Plan Progress Rate Fiscal Year Ending March 2025 Results / Mid-Term Plan 2026
Sales (Unit: Millions of Yen)	Logistics Services Business	43,151	44,200	49,500	87.2%
	Mobility Services Business*	14,507	15,200	16,000	90.7%
	Information Services Business	2,358	3,000	3,000	78.6%
	Staffing Services Business	1,815	2,050	2,500	72.6%
	Other	44	45	50	88.0%
	Inter-segment Offset	△747	△995	△1,050	-
	Total	61,129	63,500	70,000	87.3%
Operating Profit (Unit: Millions of Yen)	Logistics Services Business	4,932	5,000	5,500	89.7%
	Mobility Services Business*	1,019	1,100	950	107.3%
	Information Services Business	361	450	360	100.3%
	Staffing Services Business	18	70	70	25.7%
	Other	11	15	15	73.3%
	Inter-segment Offset	△1,739	△1,835	△1,595	-
	Total	4,603	4,800	5,300	86.8%

* As of the fiscal year ending March 2025, the "Total Car Services Business" was renamed "Mobility Services Business." All past data has been presented with the changed business name since that time.

III. General Overview of Value Creation Process

KIMURA UNITY VALUE CREATION STORY

SOCIAL ISSUES FACING KIMURA UNITY

- Recruitment difficulties due to the decreased working population caused by declining birthrates and aging population
- Advancement of DX that contributes to work style reform and productivity improvement
- Rise in labor costs due to amendments to the Temporary Staffing Act and rising minimum wages
- The rapid development of e-commerce logistics due to the spread of corona and the resulting large fluctuations in the amount of incoming and outgoing shipments
- Initiatives toward SDGs such as carbon neutrality and improvement of expected value for social contribution
- Creation of new business opportunities through the development of CASE/MaaS
- Increased business opportunities due to the spread and expansion of eco-friendly vehicles such as EVs/FCVs, and expansion of business areas that require expertise such as aiming due to the spread of safety devices
- Shift from system of self-sufficiency to external transfer due to the spread of cloud systems

Management Philosophy

"The Company exists for the customers and prospers together alongside our employees."

Expansion of capital through continuous

【Financial Capital】

- Generate cash flow for growth investment
 - Sales Amount : Maintain Financial Base
 - Equity Ratio: Maintain High Equity Ratio

【Social Capital】

- Trust and Responsibility Cultivated in 140 Years of History of Progress
- Capital tie-up with a company for the purpose of overseas business development
- Building network relationships with various stakeholders
- Relationships of trust with government agencies

【Human Capital】

- Ability to improve and propose optimization for solving customer problems
- Ability to tackle issues with a cross functional approach in company wide
- Management driving force by front-line leaders

【Intellectual Capital】

- Ability to optimize operations based on TPS
- Ability to develop IT solutions with thorough knowledge of logistics operations
- Promoting the use of IT and DX to improve operational efficiency

【Natural Capital】

- Provision of renewable energy
 - Solar Power Generating Capacity

Realizing customer value through multiple services



Logistics Services

While maximizing the strengths of our diverse human resources, we will accelerate our efforts in DX and CN, further improve the quality of logistics operations, and provide new solutions to regions and companies.



Staffing Services

Contribute to workers, customers, and local communities by securing employment that responds to diversifying work styles through the collective efforts of the Kimura Unity Group.



Information Services

Utilizing the logistics know-how cultivated over many years in the automobile industry, etc., we will help solve social issues by providing services as a set with IT.



Mobility (Total Car) Services

Through the evolution of solutions for DX (human/vehicle management) × Actual Sites (maintenance workshop), the promotion of CASE/MaaS·CN and the eradication of traffic accidents, we provide Dreams, Comfort and Security for the car oriented life style.

Other Services (Solar Power Generation Business)

Corporate Culture with All Team Members Working Together to Solve Customer Problems



Initiatives for

Management Foundation that supports Value Creation

Management Quality

I S O

T P S

Management Philosophy / Operating Style /

Safety / Quality /

INPUT

BUSINESS MODEL

Competitive Advantage of KIMURA UNITY

1. **Faith in Responsibility and Trust** backed by 140-year History of Progress
2. A bond of mutual trust between labor and management, **a strong sense of unity** that grows together with employees (Build rapport and develop great relationships with team members)
3. **Continuity** to face challenges sincerely and honestly
4. Capable of handling problem-solving for **improvement and optimization**, providing creative suggestions by diverse human resources

Purpose

KIMURA UNITY GROUP realizes society enriched in Dream, Comfort and Security by respecting humanity and solving social issues by the values created through people to people linkage.

improvement of corporate value

Materiality

Customer Values
"To help realize our customers' success ensures our stable growth"

Road Traffic Safety
"Achieve a Society with No Traffic Accidents"

Environment
"Contribution to Solving Global Environment Issues"

Decent Work
"For Everyone to Shine"
--Talented and Shine Human Resources Development--

Safety and Health
"Ensure a Healthy and Safe Work Environment"

Corporate Governance
"Fair and Sound Business Practice"

Human Resources Strategy

DX Strategy

Growth Strategy

Two-way Communication

Stakeholder

Customers

Employees

Business Partners

Stockholders

Local Communities

Global Environment

Corresponding Thematic SDGs

【Financial Capital】

Realization of sustainable growth
 • Consolidated Profit
 Capital that meets shareholder expectations
 Maintain and improve efficiency
 • Consolidated ROE
 Diversification that supports earnings stability
 • Risk diversification ratio
 • Overseas business ratio



【Social and relationship capital】

Contribution to society through activities to eradicate traffic accidents
 • Achievement of Social Contribution Activities



【Human Capital】

Strengthening diversity of human resources
 • Ratio of female management positions
 Improving employee job satisfaction and happiness
 • ES Survey Results
 Increase safety and health awareness
 • Results of employee awareness survey
 Protection of Workers' Rights
 Providing a high-quality work environment
 • Number of trainees enrolled



【Intellectual Capital】

A lineup of services to provide "Dreams, Comfort and Security wealth, and peace of mind"
 • The Number of Patents pertaining to Logistics Systems



【Natural Capital】

Business activities that consider the global environment, including climate change
 • Greenhouse Gas Reduction
 • Replacement rate of EVs and FCVs in company fleet
 • Ratio of renewable energy introduction



With the Spirit of Total Participation as One Team

SDGs

BCP (Business Continuity Plan)	Internal Control System	Corporate Governance
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Corporate Code of Ethics / Management Philosophy (Hand Book)

Compliance

OUTCOME

III. General Overview of Value Creation Process

The Materiality of KIMURA UNITY GROUP

Corporate Purpose of Our Group

KIMURA UNITY GROUP realizes society enriched in Dream, Comfort and Security by respecting humanity and solving social issues by the values created through people to people linkage.

Six items of Materiality



Materiality Management Cycle



Actions Towards Achieving Sustainability

Social Issues and Main Activities

ESG	ISO26000 7 Core Subjects	Latest Version of 『KUCG's Materiality』 Material Issues (Expectations and Trust in our company)	Key activity items and KPI	Goals	『KUCG's Materiality』 Subsegment
E (Environment)	Environment	"Contributing to Solving Global Environmental Issues" Through our business activities such as the development and provision of environmentally friendly logistics materials and vehicle maintenance, we strive to protect the environment through the reduction of CO ₂ and recycling resources. As a corporate responsibility, we will contribute to solving environmental issues such as global warming.	Strengthening efforts to reduce in-house CO ₂ emissions ・Reduction of CO ₂ emissions compared to FY 2018 → (FY 2018 results: 3,710 t-CO ₂) ・Achieving a shift to recycling and eliminating plastics by improving packaging specifications towards a recycling-oriented society ・Contributing to realize the mobility concept (smart regional initiative) by creating a zero-emission factory and providing next-generation with mobility sharing services, etc.	➢ FY2030 : 50% reduction ➢ FY2050 : 100% reduction	Reducing our CO ₂ emissions by promoting environmentally friendly business activities Reducing our CO ₂ emissions by promoting environmentally friendly business activities
		"For Everyone to Shine" We strive to create a rewarding workplace by promoting "One-Team management with Total participation" in an environment, where everyone who shares the management philosophy, can grow and take on challenges.	Promoting the active participation of diverse human resources Create an environment and culture where all employees can work every day with a sense of satisfaction. ・"Work satisfaction index" (out of 5 points) based on survey results based on employee self-reports (Target: full-time employees) FY2023 results: 3.5 points → ・Develop, enhance, and strengthen systems that widely listen to voices regarding human rights and job satisfaction for further improvements.	➢ FY2030 : 4.5 points or more	Create a better professional environment that aligns with human rights principles to foster a positive and productive work atmosphere Initiatives for Diversity, Equity and Inclusion ・Promote the creation of an environment where diverse talent can grow and thrive on an equal footing Achieving Work-Life Balance ・Consider measures to improve the working environment from various angles and achieve harmony (integration) between work and life Providing opportunities for each employee to grow while gaining a sense of accomplishment ・Strengthen the promotion of human resource development by linking it to strategies, etc.
S (Society)	Human Rights Labor Practices	"Ensure a Healthy and Safe Work Environment" With all people from top management to front line workers sharing the same principles in safety with respect to the development of human resources, workstyle as well as our work environment, the Group promotes implementation of mutually enlightening and safety-oriented corporate culture to evolve and inseminate in every corner of the workplace. We commit to protecting and enhancing the physical and mental health of all members.	Improving employee safety awareness and creating a safe workplace ・Total incident frequency rate FY2023 results: 0.607 → ・Number of incidents resulting in lost time incident FY2023 results: 0 case → Improving health awareness among all employees and creating a pleasant workplace ・Health checkup re-examination follow-up rate FY2023 results: 83.1% → ・Achieve zero occupational accidents by continuing to implement improvements based on feedback from workers and thorough prevention activities through top management inspections.	➢ FY2030 : 0.3 or less ➢ FY2030 : 0 case ➢ FY2030 : 100%	Create a workplace where employees can continue to work in safety and health ・Ensure that employees are safe, healthy, and able to feel fulfilled and happy in their work (well-being) ・Create a rewarding workplace and maximize organizational performance
		"To help realize our customers' success ensures our stable growth" Upholding our principles of "Contribution to the Success of Customers," all Kimura Unity Group Companies leverage our expertise and know-how which have been fostered by "Digital Technology + On-site Capability." In this way, we resolve issues for customers and achieve our corporate growth.	Promote acquisition of new projects ・Total Amount of Sales of the Group Compared to the Medium Term Plan in FY 2023 (65,000million yen) FY2023 results: (61,493million yen) 94.6% → ・Operating profit Ratio (Improve productivity through strategy expansion, etc.) FY2023 results: 6.7% → ・Realizing research and development and providing value using Automation, Robotization, AI, etc. ・Developing new services and providing value through the deployment of CASE/MaaS for the next-generation mobility society	➢ FY2030 : 120% or more ➢ FY2030 : 8% or more	Contributing to the region by promoting employment and supporting business revitalization Providing services that exceed customer expectations
G (Governance)	Community Participation	"Achieve a Society with No Traffic Accidents" Contribute to creating a sustainable mobility society where there is no traffic casualty. Utilizing our advanced car management systems based on how-how acquired through a series of traffic accident prevention measures for over half a century, the Group strives to provide excellent customer service that will change human and corporate behaviors so as to realize a motorized society free of traffic accidents.	Realizing a "safe and secure" motorized society through the use of "KIBACO" ・Reduction of fatal/serious injury accidents Number of vehicles managed by "KIBACO" FY2023 results: 41,565 units → ・"Achieve a Society with No Traffic Accidents" Strengthen initiatives to eliminate traffic accidents ・"RESPECT THE LAW 38" (Road Traffic Act Article 38 Pedestrian priority) Promotion of Awareness Activities ・Promotion of 100-day Zero Accident Campaign ・Providing unique traffic accident prevention activities through "traffic disaster prevention services (DSS)"	➢ FY2030 : Number of managed vehicles 70,000 units	Creating a safe and secure automobile society with no accidents Initiatives in traffic disaster prevention activities tailored to customers Activities to improve knowledge and skills of traffic safety
		"Fair and Sound Business Practice" The Group continues to be the best partner for stakeholders, avoiding risks and preventing misconduct and irregularities through our compliance procedures. The Group also commits to strengthening our risk management, maintaining an open and highly transparent management policy.	Building and maintaining an optimal governance system ・Compliance with the principles of the revised Corporate Governance Code → ・Thorough implementation of corrective actions for priority risks and pointed matters to improve → ・Achieve functional enhancement by conducting Effectiveness evaluations of the Board of Directors and audit functions and working on improvement measures based on the evaluation results.	➢ FY2030 : Compliance rate for each principle 100% ➢ FY2030 : Major deficiencies None Correction of minor deficiencies 100%	Maintaining and building the optimal system for our company based on the corporate governance required by society Implement evaluation in regard to the effectiveness of Board of Directors and efforts to work on improvement measures based on evaluation results Continuous evaluation of the effectiveness of the audit function Advancing Enterprise Risk Management Strengthening information security measures and raising employee awareness Thorough implementation of compliance

IV. Initiatives for Value Creation



Materiality Initiatives

Environment



“Contribution to Solving Global Environmental Issues”

Major KPI

Quantitative Aspect	(Strengthen efforts to reduce in-house CO ₂ emissions) 【Target】	【FY2024 results】
	Conservation of the global environment through our business activities Reducing CO₂ emissions (FY2018 results : 3,639 t-CO₂) Compared to FY2018 ⇒ FY2030 : 50% reduction FY2050 : 100% reduction	※Energy Saving Act Standards (2,064 t-CO ₂) 43.3% reduction
Qualitative Aspect	- Converting to recycled materials and eliminating plastics by improving packaging specifications for a recycling-oriented society. - Mobility concept through zero-emission factories, provision of next-generation mobility sharing services, etc. Contribution to (Regional Smart Initiative)	

TOPICS of This Term

Energy Consumption in Accordance with Energy Saving Act

We pursue environmental initiatives to reduce energy consumption required of business activities to minimize the adverse effect on global warming.

Energy Consumption in FY2024

Electricity 5,959,224 kwh

Gas 279 t (in LPG Gas Unit)

Gasoline/ Light Oil/ Kerosene	2,994	ℓ
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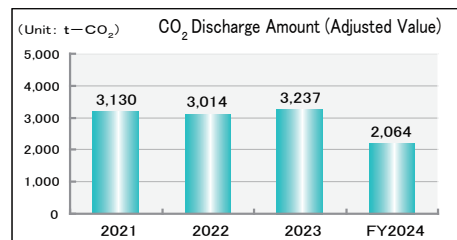
CO₂ Emission



2,064 t-CO₂

We continue to work on the reduction of CO₂ emission by actively promoting energy saving activities such as replacing the existing facilities equipment into energy saving type.

◇ In regard to CO₂ Emission coefficient, we apply the publicized value adjusted in accordance with “Act on Promotion of Global Warming Countermeasures.”



Output of Industrial Waste



1,581 t

Although the amount of output has been increasing due to the expansion of our facilities, we continue to promote recycling and re-use of wooden pallets and scrap metals so as to reduce industrial waste output.



- ◇ “Factories, etc.” (a person who establishes a factory or office or other business establishment) as defined by the Act on the Rational Use of Energy is a target business field. However, “Transportation” is not applicable.
- ◇ As stipulated by the Act on the Rational Use of Energy, energy (electricity, heat, and fuel) used by the entire business (head office, plants, branches, sales offices, stores, etc.) is subject to management, and energy (※1) used outside our offices, such as sales vehicles, is not included above. (※1) is not included because it is not within the scope of the report. However, energy used outside of our offices is strictly controlled and we are striving to reduce the consumption.

"Energy used outside our offices" shown in (※1) above	 Gasoline, diesel fuel	260,917 ℓ
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■ Contributing to environmental conservation through the use of electricity from renewable energy, adding environmental value to our solar power generation facilities and the utilization of green power



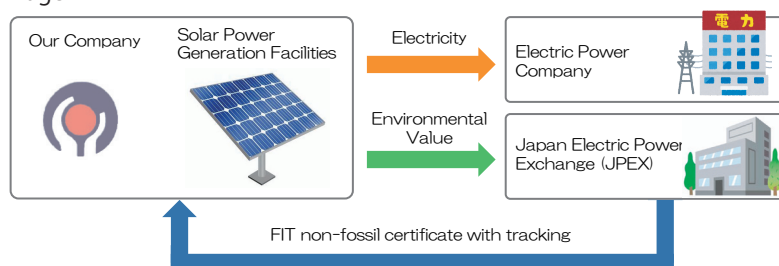
Our group is exploring ways to strengthen its environmental initiatives with the goal of contributing to a sustainable society. We have identified "contributing to the resolution of global environmental issues" as an environmental materiality, and we are aiming to achieve carbon neutrality by 2050, with a target of reducing CO₂ emissions by 50% by 2030 (compared to 2018 levels).

○ Use electricity derived from renewable energy sources with added environmental value from our solar power generation facilities

We procure renewable energy for our brand by buying tracking-enabled, non-fossil FIT certificates for our solar power generation facilities in Kamioka, Inuyama, APR Inazawa, and Nagoya-Kita.

- **Non-fossil value: 2,000,000 kWh**
(of which 924,089 kWh is from our solar power generation facilities)

Image



Non-Fossil Certificates
(Excerpt from the Case of Kamioka)

○ Contribute to the Environment by introducing Green Power

Our group has purchased green power certificates through Japan Natural Energy Co., Ltd. The purchased green power certificates will be allocated to cover a portion of our electricity usage (approximately 17%) at each of our locations from April 2024 to March 2025, and will be used to reduce environmental impact.

- **Non-fossil value: Power Generation Amount: 1,000,000 kWh**
- **Power generation method: Natural ENERGY POWER Generation (hydropower generation)**

※What is the Green Power Certification System?

Green power refers to electricity generated from natural energy sources such as solar, wind, biomass, hydropower, and geothermal energy. This energy source is not concerned with resource depletion, emits minimal greenhouse gas during power generation, and is renewable, resulting in a negligible environmental impact.

The Green Power Certificate System is a program in which the environmental added value of electricity generated from natural energy sources is traded in the form of "Clean Power Certificates" by certificate-issuing businesses. These businesses obtain certification from a third-party certification body (Japan Quality Organization, a general incorporated foundation).



Green Power Certificate

We will continue to promote the use of renewable energy and daily energy-saving activities, and we will work to reduce CO₂ emissions and adapt to climate change.

IV. Initiatives for Value Creation

Environmental Conservation Concepts

ENVIRONMENTAL POLICY

ENVIRONMENTAL POLICY

The KIMURA UNITY GROUP have established an environmental policy and are committed to the preservation of the global environment and to achieving this policy through its business activities.

1. We recognize that our group's business is deeply related to the global environment, and we will work to realize this environment preservation through our business activities.
2. We will comply with environmental laws and regulations and other requirements to which we agree, and strive to prevent environmental pollution.
3. We will accurately assess the environmental impact of our business activities, set environmental objectives and targets, conduct improvement activities, and engage in sustainable environmental improvement.
4. Provide education on the environment and raise awareness of environmental measures.

◇ Climate Change Risk and Response



The Group have established a Sustainability Committee, chaired by the president in order to respond not only to physical risks such as wind and flood damage caused by climate change, but also respond to transitional risks such as various systems and business environments to curb climate change. We control and promote environmental responses through the business activities of each division of our group.

We are promoting carbon initiatives in order to mitigate climate change with the focus on "energy saving" by promoting the switch to equipment with high environmental performance, the use of renewable energy, raising awareness of energy conservation during operation, side by side improving the environmental performance by renovating existing properties.

◇ Realization of a Recycling-oriented Society



In order to effectively use limited resources and to realize a recycling-oriented society, we are eliminating and/or streamlining packaging materials, using materials with low environmental impact, reducing the amount of product materials used, while decreasing waste through thorough separation.

We are working on the effective use of resources, such as product design that is easy to recycle and reuse.

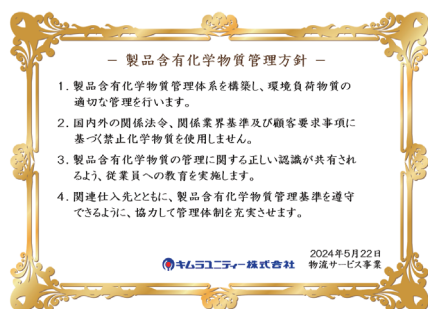
◇ Chemical Substance Management



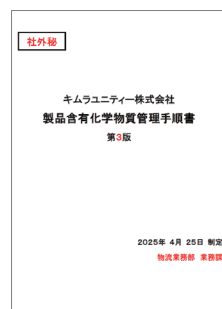
The paints and thinners used in the painting operations for containers and fixtures as well as auto servicing and mobile maintenance work contain substances subject to notification by PRTR Law (Pollutant Release and Transfer Register Law).

We monitor and measure the volume and quantity of emissions from our facilities into the atmosphere, etc., which is to be report to the government.

We established the "Product Chemical Substance Management Procedures," which stipulates management procedures for chemical substances contained in products in Japan and overseas, to strengthen chemical substance management at our company and related partner companies, and to ensure "non-use of prohibited substances in accordance with relevant laws and regulations in Japan and overseas, complied with industry standards, and customer requirements."



Guidelines for Management of Chemical Substances Contained in Products



Management Procedure



Certificate of Non-Use of Prohibited Substances



Materiality Initiatives

[S] Society

Decent Work (Job Satisfaction)



“For Everyone to Shine”

Major KPI

Quantitative Aspect	(Promotion of Diverse Human Resources) 【Target】 • We will create an environment and corporate culture where all employees can work worthwhile every day with a sense of purpose. ※ “Work Satisfaction Index” based on survey results by self-declaration Index out of 5 points (Survey Target : Full-time employees) ⇒ FY2030 : 4.5 points or more	【FY2024 results】 3.5 points
Qualitative Aspect	• Develop the system to enhance and strengthen where the voices of people are widely listened for the improvement in regard to human rights and job satisfaction that leads to the creation of the most worthwhile workplace.	

IV. Initiatives for Value Creation [Society]

TOPICS of This Term

■ Acquisition of Eruboshi Certification



Our company has obtained the 'Eruboshi' certification as of September 17, 2024.

This is a system where companies that have developed and submitted an action plan for general business operators in accordance with on the Act on Promotion of Women's Participation and Advancement in the Workplace are recognized by the Minister of Health, Labour and Welfare if they meet certain criteria, such as having a good level of commitment to promoting women's activities.

We received a two-star rating among the five certification criteria, particularly for aspects like 'continued employment,' 'work styles including working hours,' and 'diverse career paths.'

Moving forward, we will continue to cultivate an inclusive environment where all employees feel secure and empowered. Our goal is to be a catalyst for positive change, contributing to a sustainable society through the active engagement of our entire team.



■ Implementation of education and training focused on women's empowerment



On October 2 and 3, we invited an external lecturer to conduct a two-day training session on "Diversity Strategy and Unconscious Bias" for management and management assistants.

In today's world, where there is a labor shortage due to the declining birthrate and aging population, companies need to create workplaces that can accept people with a variety of values and lifestyles, regardless of gender. In other words, this is an example of "diversity." This was an invaluable opportunity to learn about unconscious biases related to diversity, how these biases can hinder diversity promotion, and their connection to human capital management.



IV. Initiatives for Value Creation

Diversity and Inclusion

Basic Concept

Our group promote the cultivation of a corporate organization and enhancement of systems that enable continued growth by leveraging the diversity of each employee's individuality, regardless of nationality, gender, age, handicap, experience, background, life stage, etc. In addition, when promoting core human resources such as managers, we evaluate the abilities and achievements of individuals fairly and equitably to promote them regardless of whether they are women or mid-career employees. We are also working to create an environment where personnel with diverse backgrounds, such as local employees, can play an active role in executives at overseas subsidiaries.

Promoting "Respect for Diversity," we will continue to create an open workplace where frank and candid discussions are made accepting diverse values. We will actively work on diversity management so that each employee can enthusiastically take on challenges and lead a fulfilling life.

Initiatives to Promote Diversity & Inclusion

Creating a system where each employee views management issues as their own and can take on challenges

We will continue to create an organizational culture that honors people who take on the challenge of tackling difficult issues as their own, and keep on the challenges even when they should fail.

We will keep up to enhance the system that encourages unending efforts.

Globalization, innovation, DX, etc. are all important management issues for our company. If we leave these big words unaddressed, we will never find a solution. It is only when each member takes each issue as his or her own, people can put it into action, taking on challenges by pulling far-reaching issues into familiar themes.

By continuing to support such unflagging efforts of each and every member, we aim to become a company where all employees feel excited and continue to advance towards the realization of a dream corporation.



Promoting Female Employees Participation in the Workplace

Our initiatives for promoting Work-Life Balance and Creating Environment for Child Care and Family Care were evaluated by Aichi Prefectural Government, which earned us a Certificate of Recognition as "an Excellent Company of Aichi where women shine." We were also recognized by Nagoya City Government as an Excellent Company in promoting Women's Role in the Workplace." We continue to improve and settle an environment to promote women's participation vigorously in the workplace, and expand it to even a greater extent.



"leading company where women shine"



"excellent corporation to promote female employee participation in the workplace"

Action plan based on the law to promote the participation and advancement of women in the workplace

We have submitted a three-year action plan to the Ministry of Health, Labor and Welfare to create a work environment in which all employees, both men and women, can thrive, and we continue to work toward concrete institutionalization and implementation.

- Creation of career opportunities for women workers (promotion from non-regular to regular and to area regular)
- Creating a work environment that helps employees balance work and family life (providing a system of reduced working hours for childcare and increasing the number of employees who take advantage of such measures).



Action Plan on the basis of the law on measures for the development of the next generation



We have submitted a three-year action plan to the Ministry of Health, Labor and Welfare that enables employees to balance work and child-rearing and to create an environment in which they can work comfortably, thereby all employees to fully utilize their capabilities. We continue to work toward the establishment and implementation of a concrete system.

- Establish a system to support work-life balance, such as expanding reduced working hours for childcare
- Establishment of a leave policy with the goal of proactively supporting male employees in the area of responsible parenthood

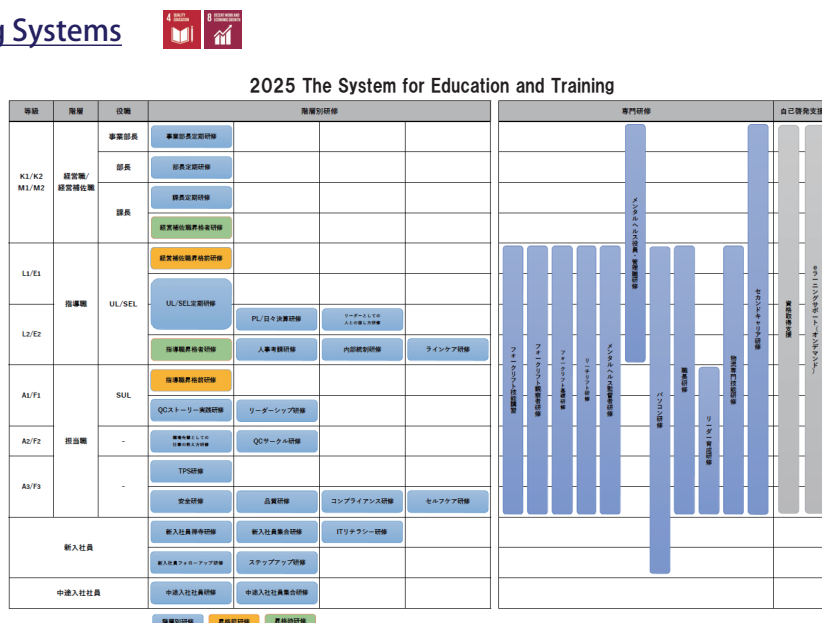
Basic Concept

The Group considers the expansion of human capital to be one of the most important issues in its management foundation, and is focusing on the development of human resources to support its growth strategy. While each employee feels a sense of accomplishment, we provide various growth opportunities for core and professional employees who can compete in globalization. In addition, we are developing strategic human resources that can be a source of further progress by enhancing educational programs such as leadership development training and self-participation training, as well as implementing a self-development learning support system.

Human Resource Development Initiatives

Enhancement of Education and Training Systems

We are committed to enhancing our education and training system, which is structured by level to ensure that each employee has a sense of accomplishment and the opportunity to develop into core human resources and professionals capable of working globally. We also have a system in place to support employees in obtaining qualifications and e-learning for self-development, depending on their work and career.



• Providing educational and training programs designed to promote individual growth through learning and practical application

The objective of human resource development is to equip employees with the necessary knowledge and skills to perform their duties effectively, improve their own abilities, and meet the needs of both customers and employees.

※ Education and training is conducted based on the following policies:

- (1) The development of human resources that can thrive in this highly competitive era is essential.
- (2) We are committed to implementing education and training in a planned and continuous manner based on our education system.
- (3) Transform the corporate culture to one that fosters independent and collaborative learning among employees, thereby facilitating organizational revitalization.
- (4) Support employee job satisfaction and career development
- (5) Deploy this system in close coordination with other HR systems

• Leadership Training

The Human Resources Development Department, the Logistics Planning Department, and the SQ (Safety and Quality) Management Department work together to provide a series of training programs, ranging from basic education to experience and practical training, for on-site managers over a period of about one month, in order to continuously develop leaders who will play an essential role at each site.



IV. Initiatives for Value Creation

Challenges for Materiality

Safety and Health



“Ensure a Healthy and Safe Work Environment”

Major KPI

Quantitative Aspect	【Target】	【FY2024 results】
	(Raising safety awareness among all company employees and creating a safer workplace) •Total Accident Frequency Rate ⇒ FY2030 : 0.3 or less •Number of lost-time accidents ⇒ FY2030 : Zero case (Deepening Health Awareness of All Employees and Creating a Pleasant Work Environment) ※Complete Medical Check-up included ⇒ FY2030 : 100%	1.666 4 case 82.3%
Qualitative Aspect	•Achieved zero occupational accidents by collecting opinions from workers, continuous improvements and thorough prevention activities through top management inspections.	

“Health and Safety Policy”

Based on our Occupational Safety and Health Policy, our Group positions occupational safety and health as a management priority, ensuring the safety and health of all employees above all else.

1. We will comply with laws and regulations related to occupational safety and health, set necessary voluntary standards, and strive to improve the level of management.
2. We will identify potential hazards and harmful factors in the workplace, with the aim of reducing risks.
3. We will steadily operate our occupational health and safety management system and strive to raise our health and safety standards through continuous improvement.
4. We strive to improve safety knowledge and awareness through the education and training necessary to ensure occupational safety and health.
5. We will strive to maintain good communication with all employees and implement occupational safety and health activities with the participation of all employees.

By adhering to these five action guidelines, we aim to achieve a comprehensive safety program with zero accidents.

Initiatives for Safety and Health

Promotion of Safety and Health Activities

Based on the idea that “safety and health, quality, and compliance are the most important prerequisites for a company's survival,” the people involved in the worksites and top management work together to promote safety and health activities. Initiatives for Safety and Health are the foundation of corporate activities, which we consider as one of the most important issues. We strive to maintain and improve the mental and physical health of all the people we work with, striving to create a people-friendly, safe, and secure work environment.

◇ Promotion of safety activities at workplaces



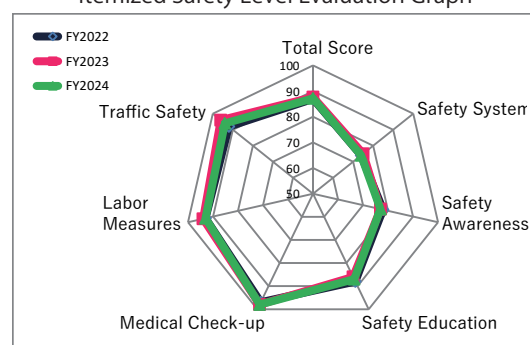
- Our group has a specialized department, the SQ (Safety & Quality) Management Department, which promotes safety and quality. The SQ Management Department collaborates closely with on-site personnel at operational sites to gather feedback from workers and management while performing the work, and connects this feedback to activities aimed at improvement and prevention. Through this and other initiatives, the department is committed to achieving a workplace accident-free environment. Furthermore, in the event of an accident or property damage at a workplace, the SQ staff member collaborates with on-site personnel to prevent recurrence and disseminates best practices throughout the company, thereby enhancing safety.
- We conduct a "Safety and Health Awareness Survey" biannually, reaching all employees within our group. By sharing the results, we aim to promote safe behavior and enhance safety awareness in the workplace.
- We conduct a "Safety Level Survey" for our partner companies on an annual basis. We then provide feedback on the survey results and collaborate with our partner companies to further enhance their safety levels.

Activities to improve Safety Levels

We conduct a "Safety Level Survey" of our business partners on an annual basis. Following the survey, we offer feedback on the results and collaborate to support continued improvements in safety levels. In fiscal 2024, we surveyed 119 companies, and the overall average score was 87 points (out of 100), down one point from last year.

The average score decreased due to an increase in new business partners, but we will continue to follow up regularly to ensure that we can improve our level in the future.

Itemized Safety Level Evaluation Graph



◇ Creating Healthy Work Environment



- We are dedicated to cultivating a conducive work environment that fosters both health and productivity among our employees. This commitment is embodied in our comprehensive health and safety program, which encompasses regular health checks upon arrival and departure, prompt reporting of injuries or illnesses, and measures to mitigate the impact of extreme heat at our facilities.
- To provide systematic and continuous care for mental health and enable each employee to lead a healthy and vibrant social life, we have opened a "Mental Health Desk" since fiscal 2009. We are working to create an environment that can alleviate the mental burden as much as possible.
- We also prioritize the prevention of mental health issues by having counselors and mental health staff make regular on-site visits to gather employees' honest opinions and report them to top management. In addition, we are continuously developing mental health training programs with the objective of enhancing self-care and the quality of care provided by managers and supervisors. We also maintain a permanent information sharing page with the assistance of in-house counselors.

Improving Health Management and Work Environment

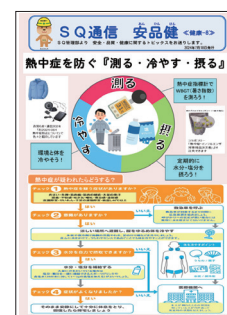
We are promoting the following systems and various activities as part of our "employee health management and work environment improvement" so that employees can work with vitality and in a healthy and energetic state of mind and body.

- Conducting workplace interviews by nurses
- Conducting interviews with industrial physicians for long-term employees is a key step in the hiring process.
- Providing information that supports disease prevention and health promotion.

Other



This page contains information about mental health.
(From the FY2024 company news letter)



Topics Covered: Safety, Quality, Health
(Notice of Publication made in FY 2024)

IV. Initiatives for Value Creation

Challenges for Materiality

Customer Value



“To help realize our customers’ success ensures our stable growth”

Major KPI

Quantitative Aspect	【Target】	【FY2024 results】
	•Total Amount of Sales of the Group Compared to the Medium Term Plan in FY 2023 (65,000million yen) ⇒ Sales Amount (FY2030) : 120% or more •Operating Profit Ratio ⇒ Operating Profit Ratio (FY2030) : 8% or more	(61,129million yen) 94.1% 7.5%
Qualitative Aspect	•Realization of R&D and value provision utilizing Automation, Robotization, AI, etc. •Realization of new service development and provision of the value through the deployment of CASE/MaaS for the next-generation in the mobility society.	

TOPICS of This Term

■ Enhancement of the showroom "KLoS-BASE"



We have opened KLoS-BASE, a showroom showcasing feasible solutions for logistics services. To date, we have welcomed approximately 400 visitors from 100 companies.

And we have recently renovated our facilities this time, to provide a better experience of one of the strategies outlined in our medium-term management plan 2026, which is to "change the way we work by utilizing digital technology with a focus on people" = "logistics x IT."



What is KLoS-BASE?

It is a logistics base (showroom) that introduces our efforts in each logistics process and our efforts to achieve labor- and manpower-saving measures. It incorporates various essential elements, such as the knowledge and skills that we value.

We are also available to explain specialized routes such as "safety," "support tools," and "systems" upon request.

◇ For more information about "KLoS-BASE", please use this QR code. 



■ Efforts to create a store loved by the local community



Since its opening in 1997, the Auto Plaza Rabbit Inazawa store has worked to operate a store that is close to the local community. We are grateful for the sponsorship we receive from local businesses, which enables us to organize various events on a monthly basis.

Events like these are an integral part of our strategy to raise awareness of our stores and engage with the local community. By hosting these events, we aim to attract more customers to our stores and contribute to a safe and secure mobility lifestyle for everyone in the local community.



Event includes a designated area where children can engage in hands-on learning activities related to mechanics.



Disaster prevention corner with fire truck displays

■ The SDGs Festival



In November 2024, the 5th SDGs Festival in Nagoya Marunouchi was held at the Nagoya Tokio Marine & Nichido Building. Our company exhibited a booth titled "Respect the Law 38" and participated with the theme of "Promoting pedestrian priority and creating a society free of traffic accidents."

This time, we set up booths both indoors and outdoors. At the indoor venue, we explained the outline and concept of Respect 38 to visitors, as well as the meaning of the "Diamond Mark" painted before crosswalks.

At an outside setting, we exhibited an electric vehicle called SAKURA with the "RESPECT 38" logo wrapped around it. Various Sustainable Development Goals were also exhibited at other companies' booths, and the event proved to be a valuable source of information for us as well.



Respect 38 Logo Sticker



■ Official launch of new lease car service "unicar"



In April 2024, we officially launched "unicar," a pioneering service that utilizes data collected by telematics to perform inspections at the optimal timing based on mileage. The conventional inspection method involved periodic vehicle inspections, such as once every three months, which placed an unnecessary burden on customers when the mileage was low.

In response to these challenges, we conducted a comprehensive review of our existing services and developed "unicar," a sales approach centered on understanding the buyer's perspective—"It takes buyers' view to make sales."

This service has the potential to ease the burden on customers by reducing the time and effort required for inspections, thereby contributing to the promotion and revitalization of the maintenance industry.



IV. Initiatives for Value Creation

Challenges for Materiality

Road Traffic Safety



“Achieve a Society with No Traffic Accidents” (Eliminate the term “traffic accident”)

Major KPI

Quantitative Aspect	【Target】 (Realizing a “safe and secure” motorized society through the use of “KIBACO”) - Reduction of fatal accidents and serious injury - For the change of human and organizational behavior ⇒ Number of vehicles managed by “KIBACO” (FY2030) : 70,000units	【FY2024 results】 43,143units
Qualitative Aspect	- Enhanced Efforts for Zero Traffic Accident to “Achieve a Society with No Traffic Accident” “Respect the Law 38” (Road Traffic Law Article 38 Pedestrian Priority), Promotion of Public Awareness Activities - Promoting “the 100-Day No-Accident Campaign” - Provision of unique traffic accident prevention activities through the “Traffic Disaster Prevention Service (Kimura Traffic Safety Center)”	

TOPICS of This Term

■ Bicycle Safety Driving Seminar



In November 2024, we conducted a seminar on bicycle safety for technical trainees from China and Vietnam at our Toyota factory. The seminar was held in collaboration with the Bicycle Measures Team (B-Force) from the Toyota Police Department.

The instructions we received in the safety education course were presented in a manner that was accessible and easy to understand, utilizing panels as a visual aid. Comprehensive guidance on proper helmet-wearing techniques, effective bicycle-riding methods, and an in-depth overview of specific violations were also given. Additionally, we learned about the proposed strengthening of penalties for smartphone and drunk driving, which was set to be implemented starting in November 2024. Furthermore, the participants had the opportunity to learn about safety confirmation and bicycle operation during the practical session. The trainees expressed a heightened awareness of safe bicycle riding through the workshop, making it a very meaningful activity.

We will continue these efforts and provide ongoing support so that trainees can live comfortably in Japan.



■ Online Event "Respect 38"



In March of 2025, the Respect 38 online event, which is held regularly every year, was held live online again this year. Building on the success of the 2024 event, we organized a "Good Driving Contest," inviting participating companies to share video recordings showcasing their commitment to "pedestrian priority."

Additionally, we invited representatives from supporting companies to give presentations. These presentations included examples of their own activities and efforts to reduce accidents. This made this year's event a very meaningful and enjoyable one.



Promoting the Respect the Law 38: (Short Name: Respect 38)

(The objective is to disseminate the concept and implementation of prioritizing pedestrians.)

In an effort to share the idea and practice of Article 38 of the Road Traffic Act, which states "protect pedestrians crossing crosswalks," with the public, we launched the "Respect the Law38 Project."

We are carrying out activities to promote understanding and dissemination of the "Three Concepts" and "Eight Action Guidelines."

■ 100-day Zero Accident Campaign



The 100 Days No Accident Campaign is an annual initiative aimed at fostering a society free from traffic accidents. By working in collaboration with participating companies, the campaign strives to achieve "no accidents." This initiative will mark its 13th iteration in 2024. The objective of this initiative is to achieve 100 days without accidents from September 12th to December 10th. This campaign has garnered the participation of companies from 999 departments.

The campaign was themed "Preventing accidents through KYT" Abbreviation of Japanese term: "Kiken Yochi Training" (KYT) is a program that involves the prediction of potential dangers. In our program, we provided posters with QR codes for KYT videos. To mark the conclusion of the campaign, we had the privilege of holding a certificate of appreciation ceremony and a special lecture meeting. In addition, starting in fiscal 2024, we launched a new initiative to support our customers in preventing accidents 365 days a year. We are committed to doing our utmost to contribute to preventing accidents for our customers through this activity.



■ In an effort to return to our fundamental principles, we have decided to change the name of the "Drivers Safety Service (DSS)" to the "Kimura Traffic Safety Center."

In order to eliminate traffic accidents for our valued customers, we have returned to our roots and are determined to work more honestly, faithfully, and sincerely than ever before. As of January 2025, we have changed the name of our Driver's Safety Service (DSS) to the Kimura Traffic Safety Center.



◇ Origin and Background of New Name

We began offering traffic disaster prevention services in 1967. At the time, companies and individuals with a high number of accidents were being denied insurance coverage. Seeing the trouble customers were in when they performed their own maintenance, our then-president, Akira Kimura, had a revolutionary idea: "If we can't get insurance because of an accident, then we should just prevent accidents from happening."

Driven by his conviction that "we want to eliminate accidents for our customers," he established the "Kimura Traffic Safety Center."

IV. Initiatives for Value Creation

Challenges for Materiality

Corporate Governance



“Fair and Sound Business Practice”

Major KPI

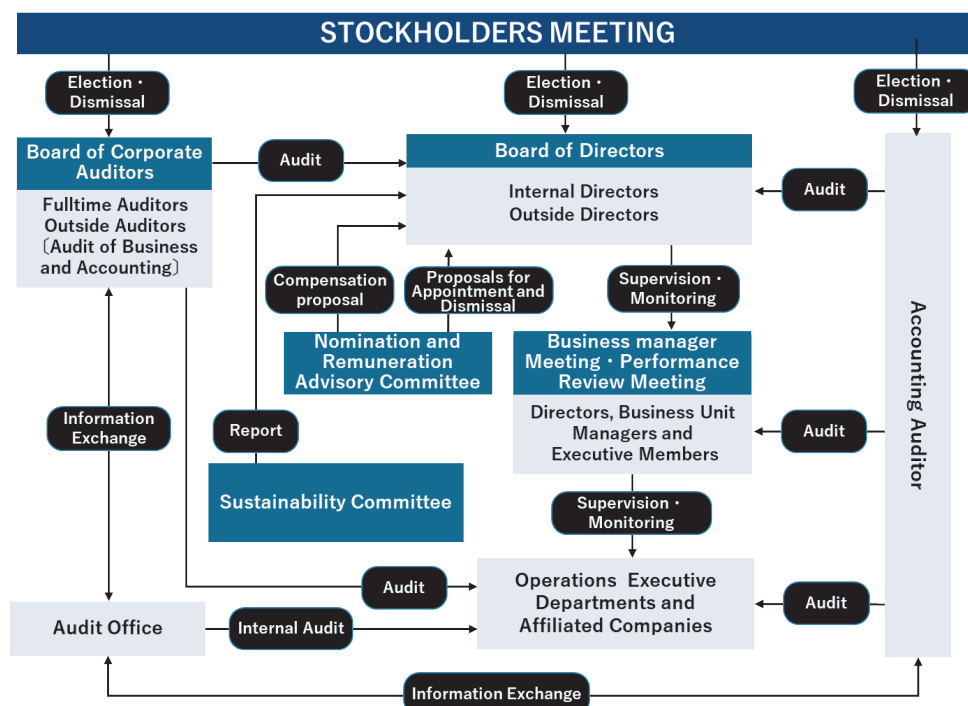
	【Target】	【FY2024 results】
Quantitative Aspect	(Establishing and Maintaining an Optimal Governance System) • Compliance with each principle of revised corporate governance ⇒ Compliance rate for each principle : 100% • Thorough implementation of corrections for priority risks and matters pointed out to improve ⇒ Important deficiencies : None - Correction of minor deficiencies : 100%	100% 0 case 100%
Qualitative Aspect	• Materializing functional enhancement by conducting effectiveness evaluations on the board of directors and audit functions, and implementing improvement measures based on the evaluation results	

Corporate Governance

Corporate Governance System

Key management objectives include the maximization of corporate (group), shareholder, and customer value through the prompt and accurate gathering of information and decision-making.

Following the enforcement of the revised listing rules, we have started to disclose information in accordance with the Corporate Governance Code. We are considering further enhancing our efforts.



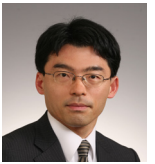
Changes to the Management Execution System

After careful consideration, we have decided to discontinue the executive officer system, which we had been utilizing since June 1999. In an effort to address these concerns, we have implemented a new "management position system."

This change has the potential to redefine the roles of management personnel and further improve the speed of decision-making and flexibility in the allocation of personnel in charge of business operations.

Board of Directors and Auditors

〔As of July 1, 2025〕

Chairperson of the Board and Representative Director Yukio Kimura	President and Representative Director Shigehiro Naruse	Executive Vice President Takeshi Kinoshita	Executive Vice President Yukihiro Koyama	Senior Managing Director Masahiro Masuda	Director Shigeaki Mizuno	Director Tadaaki Kimura
						
Outside Director Jun Eyama	Outside Director Eriko Suzuki Schweisgut	Outside Director Kouhei Kariya	Standing Statutory Auditor Yoshihiro Yokoi	Outside Company Auditor Hisashi Horiguchi	Outside Company Auditor Chikai Onoda	Outside Company Auditor Misaki Fujita
						

Title	Name	Role/ Responsibility/ Concurrently Held Principal Position
Chairperson of the Board and Representative Director	Yukio Kimura	
President and Representative Director	Shigehiro Naruse	
Executive Vice President	Takeshi Kinoshita	In charge of Logistics Service Business and General Manager of Central Japan First Division
Executive Vice President	Yukihiro Koyama	In charge of Mobility Services Business and charge of Administration Headquarters/ Promotion, responsible for promoting female employees' initiative and active participation in the workplace/ CEO of SUPER JUMBO Co., Ltd./ CEO of KIMURA, Inc.
Senior Managing Director	Masahiro Masuda	In charge of Information Services Business
Director	Shigeaki Mizuno	General Manager of IS Business Department (※2)
Director	Tadaaki Kimura	CEO of Addlight Inc.
Outside Director (※1)	Jun Eyama	Executive Advisor of Toyota Tsusho Co., Ltd.
Outside Director (※1)	Eriko Suzuki Schweisgut	CEO and Founder of Kind Capital Co., Ltd.
Outside Director (※1)	Kouhei Kariya	CEO of KARIYA and ASSOCIATES Corporation
Standing Statutory Auditor	Yoshihiro Yokoi	
Outside Company Auditor (※1)	Hisashi Horiguchi	Attorney at Law
Outside Company Auditor (※1)	Chieko Murata	Licensed Tax Accountant
Outside Company Auditor (※1)	Misaki Fujita	Representative Esperanza Tax Accounting Firm

(※1) Independent Officer

(※2) IS: Information Services

Board of Directors

Regular meetings of the Board of Directors are held once a month, and as required, a board meeting is held to supervise and monitor decision-making on management strategy and performance of duties.

Outside Directors

We have three outside directors out of the ten directors to supervise the Company's business execution with a high level of insight into management. Appointing outside directors, we strive to ensure the transparency of the Board of Directors and mutual management supervision between directors, and a thorough implementation of compliance.

Board of Auditors / Audit Office / Audit Firm

We have elected three outside corporate auditors in addition to one managing corporate auditor from our company to ensure thorough supervision of the execution of duties and to enhance auditing. We strive to improve the effectiveness of corporate governance by holding regular audit meetings of three parties, including Corporate Auditor, Audit Office, and Auditing Firm so as to exchange information on the status of audits from each standpoint.

IV. Initiatives for Value Creation

Corporate Governance

Strengthening Corporate Governance

The corporate governance system has a hybrid intuitional design that combines management and monitoring functions organized by a nomination committee and a compensation committee in a company with a board of corporate auditors. The Company's Board of Directors makes important business decisions. We place the importance on high-quality decision-making by leveraging the knowledge and expertise of outside directors and outside corporate auditors. The Nomination and Compensation Committee, established to strengthen the supervisory function of the Board of Directors, has outside members as the majority, and the chairperson is also selected from outside the company.

At this point, we believe that the current system is optimal as it emphasizes management functions while also ensuring monitoring functions, as the Company has been working to strengthen corporate governance. From the perspective of further strengthening our monitoring functions, we are continually considering the optimal structure, including organizational design, the ratio of outside directors, the appointment of international directors, and increasing the ratio of female officers. The skills and experience possessed by our directors and auditors are indicated in the skill matrix below.

We will respond to ever changing diversified business environment by the board of directors with expertise and extensive experience of world excellence.

SKILL MATRIX OF DIRECTORS (Specialty and professional experiences of Directors and Audit & Supervisory Board Members)

[As of July 1, 2025]

Job Title	Classification	Name	① Corporate Management	② Industrial/Knowledge/ (Engineering/Production)	③ Sales/Marketing	④ Finance/Accounts	⑤ Legal Affairs	⑥ IT/DX	⑦ Overseas Experience	⑧ Human Resources and Labor Affairs
Director	Internal	Yukio Kimura	○	○	○				○	
		Shigehiro Naruse	○	○				○	○	
		Takeshi Kinoshita	○	○	○			○		
		Yukihiro Koyama	○			○	○			○
		Masahiro Masuda	○	○				○	○	○
		Shigeaki Mizuno	○	○	○			○		
		Tadaaki Kimura	○		○	○		○		
	Outside	Jun Eyama	○	○				○		
		Eriko Suzuki Schweisgut	○		○				○	
		Kouhei Kariya	○			○	○		○	
Auditor	Internal	Yoshihiro Yokoi		○			○			
	Outside	Hisashi Horiguchi					○			
		Chieko Murata				○				
		Misaki Fujita				○				

※Each Director and Audit & Supervisory Board Member is expected to possess expertise in one or more of the listed areas. It should be noted that this does not preclude the possibility of their having knowledge in other areas.

Division/Function	Requirements
① Corporate Management	Vast experience of management and achievement to realize sustainable growth strategies.
② Industrial/Knowledge/ (Engineering/Production)	Industrial (and Production) Engineering Knowledge and experience in the field of production (with build-in quality expertise) and industrial engineering to carry out continuous improvement. Ensuring Safety, Security, and Thorough Compliance are the key factors a company's survival.
③ Sales/Marketing	Solid knowledge and experience in understanding customer needs as essential requirements for sustainable growth.
④ Finance/Accounts	Solid knowledge and experience in the finance and accounting field; as we build a strong financial foundation and formulate financial strategies that promote growth investments to continuously improve corporate value and strengthen shareholder returns in addition to accurate financial reporting.
⑤ Legal Affairs	Required solid knowledge and experience in the areas of corporate governance, risk management, and compliance. Establishing an appropriate governance system is the foundation for sustainable improvement of corporate value, and it is essential to improve the effectiveness of management supervision by the board of directors.
⑥ IT/DX	Knowledge and experience required of for further development. Corporate innovation through IT and DX is essential for future corporate growth.
⑦ Overseas Experience	In order to formulate growth strategies and supervise management of international business, it is necessary to have extensive knowledge and experience in overseas business management as well as international life, culture and business environment.
⑧ Human Resources and Labor Affairs	In order to develop our business, it is necessary to formulate a human resources strategy that allows each employee to maximize their abilities. Solid knowledge and experience in the field of human resource development, including promoting diversity is essential.

For Increased Effectiveness of Board of Directors

We implement effectiveness evaluations of the Board of Directors with the goal of maintaining and enhancing the effectiveness of the Board of Directors once a year. Specifically, we conduct a comprehensive survey of all directors and auditors regarding the operational effectiveness of the board of directors.

The survey results are presented to the board of directors to inform further improvements to our management practices.

Corporate Governance Compliance

We review our compliance with the Corporate Governance Code at least once a year. In addition, we work to achieve compliance with all points of the Corporate Governance Code.

Risk Management • Compliance

Risk Management



In order to maximize corporate (Group) value and customer value in this rapidly changing business environment, we believe it is important to timely and appropriately identify the environment so as to respond to various risks.

Within the Group, relevant departments conduct risk analyses and consider countermeasures for risks associated with major management decisions such as business reforms, establishment of new bases, including overseas bases, major investments and alliances. We also seek advice from relevant external organizations as required.

In addition, a specialized department and staff members in charge from each division are involved in day-to-day risk management such as quality complaints and occupational accidents.

• Securing Risk Management System

In accordance with the "Risk Management Regulations," we conduct risk management by holding regular meetings of the Risk Management Committee to examine and evaluate risks, formulate countermeasures, and check the status of countermeasures for each division and business unit.

In addition to developing and thoroughly disseminating the Business Continuity Plan (BCP), we conduct BCP-related training such as safety confirmation drills, evacuation drills, and satellite mobile phone communication training.

In light of the recent occurrence of cybersecurity incidents, we are promoting measures to strengthen security more than ever before through the establishment of internal rules, employee training, and the installation of various defense systems.

Compliance



In the midst of drastic changes in the environment surrounding our country, such as the development of corporate globalization and the diversification of government deregulation, we recognize that complying with laws and regulations, as well as thorough corporate ethics, are the foundation of our corporate activities.

Conducting a compliance seminar for executives and disseminating the materials for each individual seminar held at the local level ensures unity of purpose and compliance throughout the Group.

• Internal Control System

In order to implement our management philosophy, code of ethics and corporate governance, our Group has formulated the "Basic Policy for the Internal Control System" and has established and operated an internal control system with the primary objectives of "improving the effectiveness and efficiency of operations," "ensuring the reliability of financial reporting," "complying with laws and regulations related to business activities," and "safeguarding assets."

• Consultation Desk

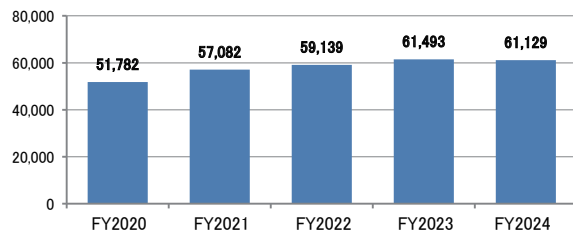
We have established the Corporate Ethics Helpline as a compliance consultation desk to promptly detect and prevent illegal and unethical acts.

IV. Initiatives for Value Creation

Transitions in Financial information

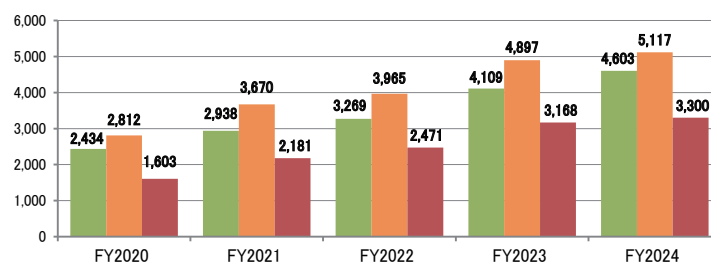
Transitions in Sales

Unit: Millions of Yen



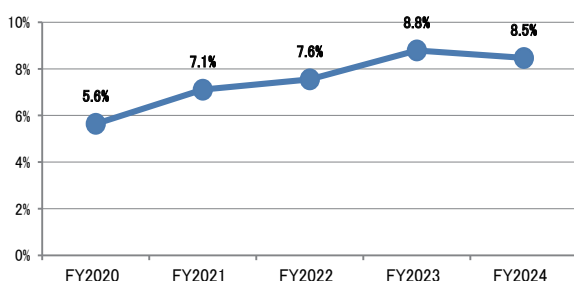
Transitions in operating income, ordinary income, and net income

Unit: Millions of Yen

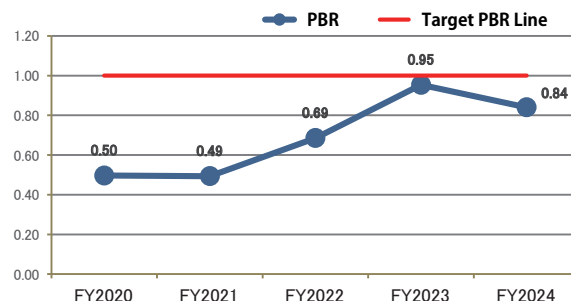


Changes in Return On Equity (ROE)

Unit: %

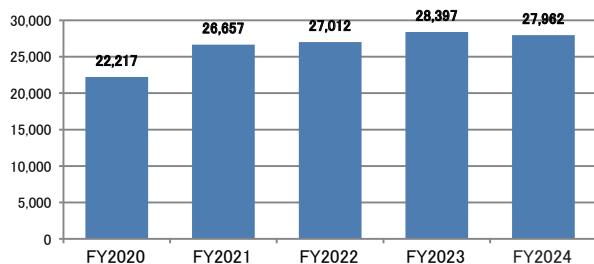


Changes in Price-to-book ratio (PBR)



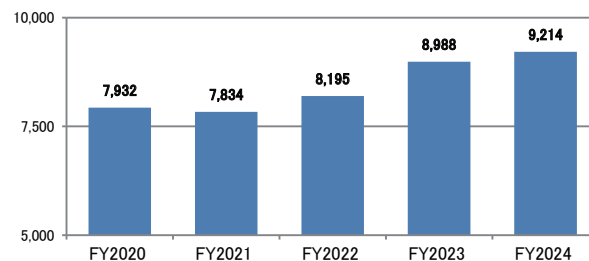
Changes in Status with Major Business Partners, etc.

Unit: Millions of Yen



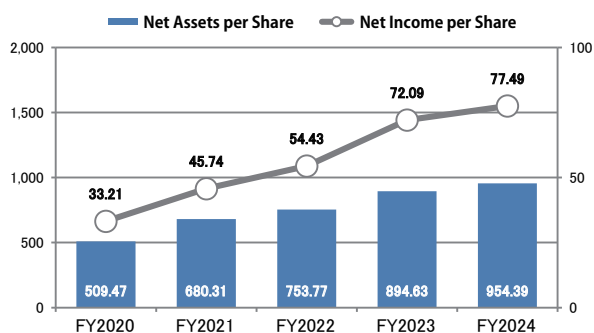
Status of NLS (New Logistics Services) Business

Unit: Millions of Yen



Changes in Net Assets and Net Income per Share

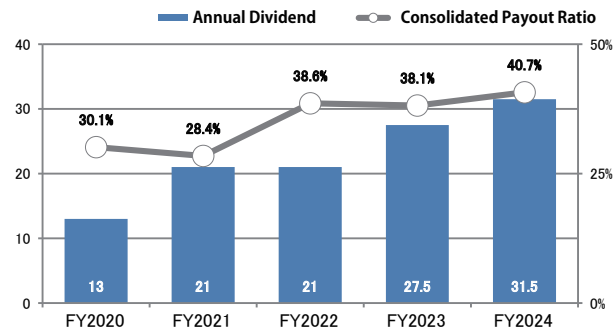
Unit: Yen



Changes in Dividends

Unit: Yen

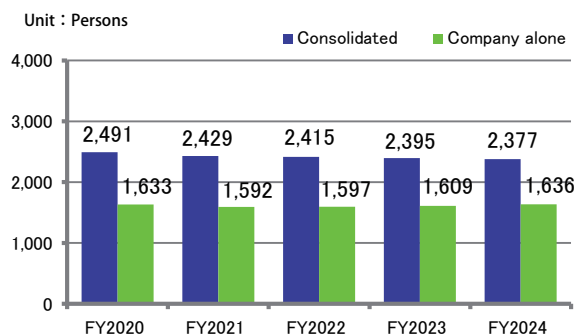
Dividend payout ratio : %



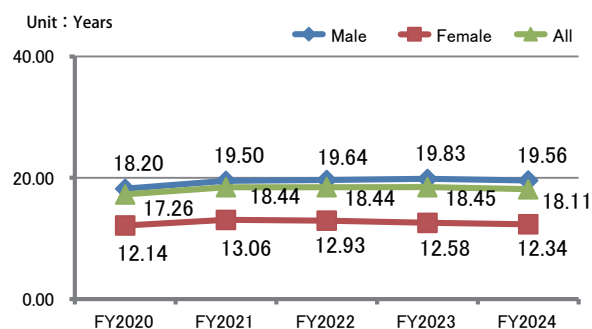
(Note) Net assets per share and net income per share are based on a 2-for-1 stock split of shares of common stock, effective July 1, 2022.
For this reason, historical data is also presented adjusted for stock splits.

Transitions in non-Financial information

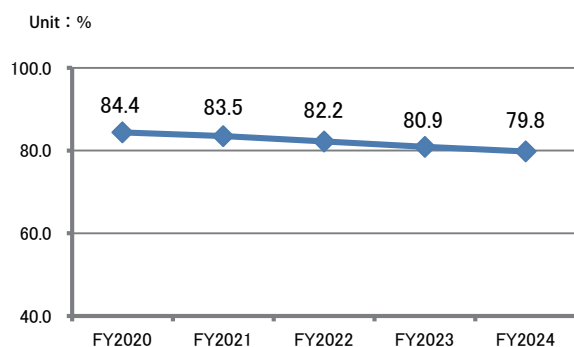
Number of Employees



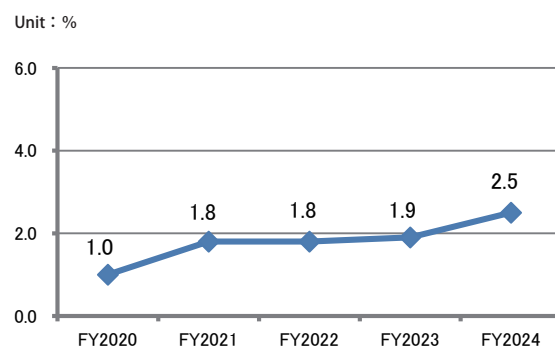
Average Length of Service



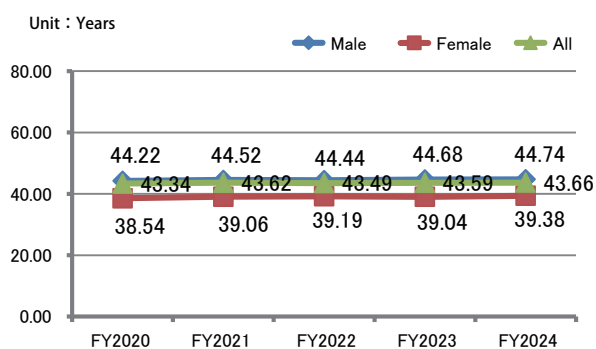
Male-Female Ratio (Male Ratio)



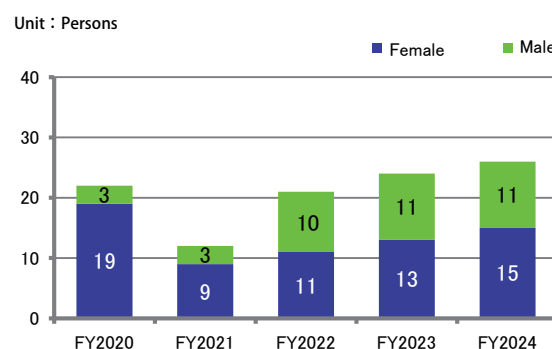
Ratio of female managers



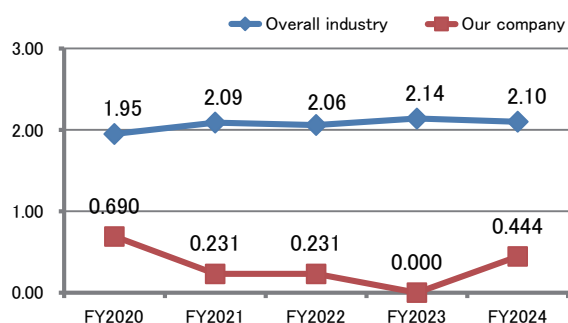
Average Age



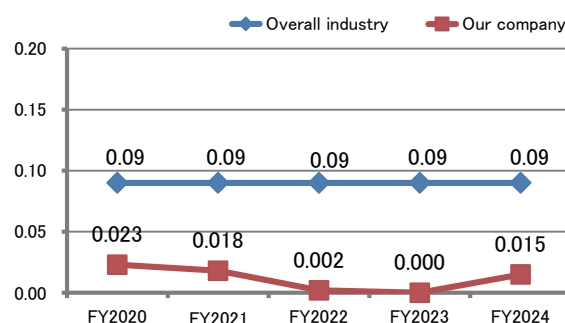
Number of employees using the childcare leave system



Rate of lost-work time injuries (Frequency rate: Disaster occurrence rate)



Severity rate (Severity rate: Seriousness of disaster)



IV. Initiatives for Value Creation

GRI Standards Content Index

GRI Standards Content Index		
GRI Standards GRI 2 : General Disclosure 2021		Reference (Title) of Disclosure / Page no.
1. Organization and Reporting Practices		
2-1	Organizational Details	Trust and Responsibility throughout 140 years of history of challenges ... P.04, P.05 Corporate Data ... P.40, P.41
2-2	Entities subject to organizational sustainability reporting	Business Domain・Affiliated Companies ... P.01
2-3	Reporting period, frequency and contact point	Company Profile ... P.41
2-4	Restatements of information	—
2-5	External assurance	—
2. Activities and workers		
2-6	Activities, value chain and other business relationships	Value Creation Story ... P.16, P.17
2-7	Employees	Company Profile ... P.41 Transition of Non-Financial Data ... P.37
2-8	Workers who are not employees	—
3. Governance		
2-9	Governance Structure and Composition	Materiality 「Governance」 ... PP.32~34
2-10	Nomination and Selection of the Highest Governance Body	Materiality 「Governance」 ... PP.32~34
2-11	Chair of the Highest Governance Body	Materiality 「Governance」 ... PP.32~34
2-12	Role of the Highest Governance Body in Overseeing the Management of Impacts	Materiality 「Governance」 ... PP.32~34
2-13	Delegation of responsibility for managing impacts	Materiality 「Governance」 ... PP.32~34
2-14	Role of the highest responsibility body in sustainability reporting	Materiality Initiatives ... PP.20~35
2-15	Conflicts of interest	—
2-16	Communication on any and all concerns of serious nature	Materiality 「Governance」 ... PP.32~35
2-17	Collective knowledge of the highest governance body	—
2-18	Evaluation of performance of the highest governance body	Actions for the Sustainable Development Goals ... P.19 Materiality 「Governance」 ... PP.32~34
2-19	Remuneration Policies	—
2-20	Process to Determine Remuneration	—
2-21	Ratio of Total Annual Remuneration	—
4. Strategy, policies and practices		
2-22	Statement on Sustainable development Strategy	Message from the President ... P.02, P.03
2-23	Policy Commitments	Management Philosophy ... P.01 The Group's Purpose ... P.10, P.11
2-24	Policy Statement Implementation	Medium-Term Management Plan 2026 ... PP.13~15 Value Creation Story ... P.16, P.17
2-25	Processes to remediate negative impacts	Materiality 「Governance」 ... P.35
2-26	Mechanisms for soliciting advice and raising concerns	Materiality 「Governance」 ... P.35
2-27	Compliance with laws and regulations	—
2-28	Membership associates	—
5. Stakeholder Engagement		
2-29	Approach to stakeholder engagement	Value Creation Story ... P.16, P.17 The Group's Purpose ... P.10, P.11
2-30	Labor Agreements	—
GRI 3 : Material Topics 2021		
3-1	Process to determine material topics	The Group's Materiality ... P.18
3-2	List of Material Topics	Actions for the Sustainable Development Goals ... P.19
3-3	List of Material Topics	Challenges for Materiality ... PP.20~35
GRI 101 : Biodiversity 2024		
101-1	Policies to halt and reverse biodiversity loss	—
101-2	Management of biodiversity impacts	—
101-3	Access and benefit sharing	—
101-4	Identifying impacts on biodiversity	—
101-5	Locations with biodiversity impacts	—
101-6	Key factors influencing biodiversity loss	—
101-7	Changes observed in the status of biodiversity	—
101-8	Ecosystem Services	—

GRI Standards GRI 2 : General Disclosure 2021		Reference (Title) of Disclosure / Page no.
GRI 201 : Economic Performance		
201-1	Direct economic value generated and distributed	Business Overview ... P.06, P.07
201-2	Financial implications, as well as other risks and opportunities due to climate change	Materiality 「Environment」 ... P.22
201-3	Scope of organizational contributions for defined benefit pension plans	—
201-4	Financial assistance received from the government	—
GRI 202 : Presence in the local economy		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Actions for the Sustainable Development Goals ... P.19 Materiality 「Decent Work」 ... PP.23~25
202-2	Proportion of senior management hired from the local community	Actions for the Sustainable Development Goals ... P.19 Materiality 「Decent Work」 ... PP.23~25
GRI 203 : Indirect Economic Impacts		
203-1	Infrastructure investment and support services deployment, as well as the impact of these investments and services	Actions for the Sustainable Development Goals ... P.19 Materiality 「Road Traffic Safety」 ... PP.30~31
203-2	Significant indirect economic impacts (including the extent of impact)	—
GRI 204 : Procurement practice		
204-1	Proportion of spending on local suppliers	—
GRI 205 : Anti-corruption		
205-1	Total number and percentage of businesses that have undergone a corruption risk assessment, as well as the significant risks that have been identified	Materiality 「Governance」 ... P.35
205-2	Communication and training about anti-corruption policies and processes	—
205-3	Total number of confirmed incidents of corruption and action taken	—
GRI 206 : Anti-competitive behavior		
206-1	Legal action is taken to address issues of anti-competitive behavior, anti-trust, and monopoly practices	—
GRI 207 : Tax		
207-1	Approach to taxation	—
207-2	Tax Governance, Administration, and Risk Management	Materiality 「Governance」 ... P.35
207-3	Stakeholder engagement and management of concerns related to tax	—
207-4	Country-by-country reporting	—
GRI 301 : Materials		
301-1	Materials used by weight or volume	—
301-2	Recycled input materials used	Actions for the Sustainable Development Goals ... P.19 Materiality 「Environment」 ... PP.20~22
301-3	Recycled products and packaging materials	Actions for the Sustainable Development Goals ... P.19 Materiality 「Environment」 ... PP.20~22
GRI 302 : Energy		
302-1	Energy consumption within the organization	Materiality 「Environment」 ... PP.20~22
302-2	Energy consumption outside the organization	—
302-3	Energy intensity	Materiality 「Environment」 ... PP.20~22
302-4	Reduction of energy consumption	Actions for the Sustainable Development Goals ... P.19 Materiality 「Environment」 ... PP.20~22
302-5	Reduction of energy consumption required of products and services	—
GRI 303 : Water and Wastewater		
303-1	Interactions with water as a shared resource	—
303-2	Management of drainage-related impacts	Actions for the Sustainable Development Goals ... P.19 Materiality 「Environment」 ... PP.20~22
303-3	Water intake	—
303-4	Water drainage	Materiality 「Environment」 ... PP.20~22
303-5	Water consumption	Materiality 「Environment」 ... PP.20~22

GRI Standards Content Index

GRI Standards Content Index		
GRI Standards GRI 2 : General Disclosure 2021		Reference (Title) of Disclosure / Page no.
GRI 305 : Emissions		
305-1	Direct Greenhouse Gas (GHG) Emissions (Scope 1)	Actions for the Sustainable Development Goals ... P.19 Materiality 「Environment」 ... PP.20~22
305-2	Indirect GHG emissions (Scope 2)	Materiality 「Environment」 ... PP.20~22
305-3	Other indirect GHG emissions (Scope 3)	—
305-4	GHG emissions intensity	Actions for the Sustainable Development Goals ... P.19
305-5	Reduction of GHG emissions	Actions for the Sustainable Development Goals ... P.19 Materiality 「Environment」 ... PP.20~22
305-6	Emissions of Ozone-Depleting Substances (ODS)	—
305-7	Nitrogen Oxides (NOx), Sulfur Oxides (SOx) and other significant air emissions	—
GRI 306 : Waste		
306-1	Waste generation and significant waste-related impacts	Actions for the Sustainable Development Goals ... P.19 Materiality 「Environment」 ... PP.20~22
306-2	Management of significant waste-related impacts	Materiality 「Environment」 ... PP.20~22
306-3	Waste generated	Materiality 「Environment」 ... PP.20~22
306-4	Waste diverted from disposal	Materiality 「Environment」 ... PP.20~22
306-5	Waste directed to disposal	Materiality 「Environment」 ... PP.20~22
GRI 307 : Environmental Compliance		
307-1	Violation of environmental laws and regulations	Materiality 「Environment」 ... PP.20~22
GRI 308 : Supplier Environmental Assessment		
308-1	New suppliers selected in accordance with environmental standards	—
308-2	Negative environmental impacts in the supply chain and actions taken	—
GRI 401 : Employment		
401-1	New employee hires and employee turnover (breakdown by age, gender, and region)	Actions for the Sustainable Development Goals ... P.19 Materiality 「Decent Work」 ... PP.23~25
401-2	Benefits provided to full-time employees that are not	—
401-3	Return-to-work and retention rates after maternity and childcare leave (by gender)	Actions for the Sustainable Development Goals ... P.19 Materiality 「Decent Work」 ... PP.23~25
GRI 402 : Labor-Management Relations		
402-1	Minimum notification periods regarding operational changes (including whether or not it is stipulated in a labor agreement)	—
GRI 403 : Occupational Health and Safety		
403-1	Occupational health and safety management system	Actions for the Sustainable Development Goals ... P.19 Materiality 「Health and Safety」 ... PP.26~27
403-2	Hazard identification, risk assessment and incident investigation	Actions for the Sustainable Development Goals ... P.19 Materiality 「Health and Safety」 ... PP.26~27
403-3	Occupational health services	Materiality 「Health and Safety」 ... PP.26~27
403-4	Worker participation, consultation and communication in occupational health and safety	Materiality 「Health and Safety」 ... PP.26~27
403-5	Worker training/education on occupational health and safety	Actions for the Sustainable Development Goals ... P.19 Materiality 「Health and Safety」 ... PP.26~27
403-6	Promotion of worker health	Actions for the Sustainable Development Goals ... P.19
403-7	Prevention and mitigation of occupational safety and health impacts directly linked to business relationships	—
403-8	Workers covered by occupational health and safety management system	Materiality 「Health and Safety」 ... PP.26~27
403-9	Work-related injuries	Materiality 「Health and Safety」 ... PP.26~27
403-10	Work-related illness·poor physical condition	Materiality 「Health and Safety」 ... PP.26~27
GRI 404 : Training and Education		
404-1	Average annual training hours per employee (by gender and employee category)	Actions for the Sustainable Development Goals ... P.19
404-2	Program for upgrading employee skills and transition support programs	Materiality 「Decent Work」 ... PP.23~25
404-3	Percentage of employees receiving regular performance and career development reviews	Actions for the Sustainable Development Goals ... P.19

GRI Standards GRI 2 : General Disclosure 2021		Reference (Title) of Disclosure / Page no.
GRI 405 : Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Materiality 「Decent Work」 ... PP.23~25 Materiality 「Governance」 ... PP.32~34
405-2	Gender ratio of basic salary and remuneration	—
GRI 406 : Non-discrimination		
406-1	Incidents of discipline and corrective actions taken	—
GRI 407 : Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—
GRI 408 : Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	—
GRI 409 : Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	—
GRI 410 : Security Practices		
410-1	Security personnel trained in human rights policies of procedures	—
GRI 411 : Rights of Indigenous People		
411-1	Incidents of violations involving rights of indigenous people: Total number of cases and actions taken	—
GRI 412 : Human Rights Assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	—
412-2	Total hours of employee training regarding human rights policies and procedures, including the ratio of employees who underwent training	—
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	—
GRI 413 : Local Communities		
413-1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	—
413-2	Operations with significant actual and potential negative impacts on local communities	—
GRI 414 : Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	—
414-2	Negative social impacts in the supply chain and actions taken	—
GRI 415 : Public Policy		
415-1	Total political contributions (by country, recipient, and beneficiary)	—
GRI 416 : Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Materiality 「Health and Safety」 ... PP.26~27
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	—
GRI 417 : Marketing and Labeling		
417-1	Requirements for product and service information and labeling, and percentage of significant product or service categories covered by and assessed for compliance with such procedures	—
417-2	Incidents of non-compliance concerning product and service information and labeling	—
417-3	Incidents of non-compliance concerning marketing communications	—
GRI 418 : Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Actions for the Sustainable Development Goals ... P.19 Materiality 「Governance」 ... P.35
GRI 419 : Socio Economic Compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	—

※ The GRI (Global Reporting Initiative) Standards are international guidelines for sustainability (integrated) reporting.

Domestic and Overseas Bases

Domestic

《Aichi Pref》



Domestic Bases (company-owned bases/ client-owned bases)						
Chubu/ Nagoya District • Head Office • Nishiki Factory • Shiga Sales Office • Nagoya Kita Sales Office • Auto Plaza Rabbit Nagoya Kita Center	Chubu/ Nishi-Owari District • Auto Plaza Rabbit Inazawa Head Center • Inazawa Plant Inazawa Sales Office • Inazawa West Logistics Center	Chubu/ Higashi-Mikawa District [Customer base] • Otowa Office • Toyohasi Office	Kanto District • Tokyo Branch • Komatsubara Office • Atsugi Office • Atsugi-Nairiku Office • Ohta Higashi-shin machi Office • Watarase Office • Aikawa Office	Kansai District • Kansai Branch • Kobe Office • West Japan Sales Office		
Chubu/ Meiko District • Meiko Sales Office Meiko Plant • Yatomi Logistics Center • Yatomi Second business office • Meiko-Yatomi Center [Customer base] • Tobishima Logistics Center	Chubu/ Nishi-Mikawa District • Toyota Sales Office Toyota Plant • Auto Plaza Rabbit Toyota Kamigo Center • Toyota Training Center • Kamioka Logistics Warehouse • KamiToyota Office • Kariya Sales Office Auto Plaza Rabbit Kariya Center	Chubu District/ Gifu Pref • Tajimi Office [Customer base] • Mizunami office	Chubu District/ Mie Pref [Customer base] • Inabe Office	Kyushu District [Customer base] • Fukuoka Office • Fukuoka Karita Office		
Chubu/ Higashi-Owari District • Inuyama Sales Office Inuyama Plant • Kasugai-Higashi Office • Fuso Office [Customer base] • Kasugai Parts Center • Ohguchi Parts Center • Komaki Office • Iwakura Office	[Customer base] • Kamigo Logistics Center • Tsutsumi Office • Motomachi Office • Hekinan Akashi Office • Takahama Office • Nukata Office	Chubu District/ Gifu Pref [Customer base] • Kosai Office	Group Companies in Japan <table><tr><td>Business People Co., Ltd. ② Headquarters • Kanto Office • Kansai Office </td><td>Super Jumbo Co., Ltd. ⑪ Super Jumbo Nakagawa Store</td></tr></table>		Business People Co., Ltd. ② Headquarters • Kanto Office • Kansai Office	Super Jumbo Co., Ltd. ⑪ Super Jumbo Nakagawa Store
Business People Co., Ltd. ② Headquarters • Kanto Office • Kansai Office	Super Jumbo Co., Ltd. ⑪ Super Jumbo Nakagawa Store					

1 HEADQUARTERES
Head Office
Nishiki Factory



2 Shiga Sales Office



3 Nagoya Kita Sales Office
Auto Plaza Rabbit
Nagoya Kita Center



4 Inazawa Sales Office
Auto Plaza Rabbit
Inazawa Head Center



4 Inazawa Plant



5 Toyota Sales Office
Toyota Plant



5 Auto Plaza Rabbit
Toyota Kamigo Center



6 Kamioka Logistics
Warehouse



7 Inuyama Sales Office
Inuyama Plant



8 Meiko Sales Office
Meiko Plant



9 Kariya Sales Office
Auto Plaza Rabbit
Kariya Center



10 Yatomi Logistics
Center



Overseas

- Consolidated Subsidiary Companies
- Affiliated Companies Accounted for using the equity method



USA
Subsidiary
Share 100%



KIMURA, Inc.
Established in May 2002
Main business : Total Logistics Business that includes warehousing and storage of containment and equipment manufacture

USA
Affiliated
Company
Share 24%



KOI Holdings, LLC (With 2 other companies)
Established in August 2018
Main Business : Warehousing and Packaging Operations

China
Subsidiary
Company
Share 89.7%



TIANJIN KIMURA SINWA LOGISTICS Co., Ltd. "TKSL"
Established in Jan. 2005
Main Business : Warehousing and storage business, focused on packaging operations

Thailand
Affiliated
Company
Share 23%



TTK LOGISTICS (Thailand) Co., Ltd.
Established in Dec. 2002
Main Business : Logistics Business focused on CKD packaging

Mexico
Affiliated
Company
Share 49%



TK Logística de México S. de R.L. de C.V.
Established in May, 2004
Main Business : In-house Logistics

China
Subsidiary
Company
Share 59.3%



GUANG ZHOU GUANGQI KIMURA SHINWA STORE Co., Ltd. "GKSS"
Established in Nov. 2005
Main Business : Warehousing and storage business, focused on packaging operations

Thailand
Affiliated
Company
Share 23%



TTK Asia Transport (Thailand) Co., Ltd.
Established in Feb. 2013
Main Business : Milk-run and Relay Logistics

Brazil
Affiliated
Company
Share 49%



TK Logística do Brasil Ltda.
Established in Nov. 2001
Main Business : Milk-run and Relay Logistics, CKD packaging

Company Overview

Company Name: KIMURA UNITY CO., LTD.
Head Office: 3-8-32, Nishiki, Naka-ku, Nagoya, Aichi Prefecture
Telephone: +81-52-962-7051
President and Representative Director: Shigehiro Naruse
Date of Foundation: October 1, 1973
Capital: 3.59630 billion yen
Number of Employees: 2,377 (As of March 31, 2025)
Account Settlement Period: March 31 (Annually)
Listing Open Stock Market: Tokyo Stock Exchange Standard Market
Nagoya Stock Exchange Premium Market
Securities Code: 9368



Reporting Period: FY2024

(In principle, this report covers the period from April 1, 2024 through March 31, 2025).

※ It also includes some activities continuing from the past as well as more recent ones.

KIMURA UNITY GROUP