

## Framework to secure appropriateness of operations

Matters on which the Company has passed a resolution at the Board of Directors as a framework to secure the appropriateness of operations are as follows.

This matter of this resolution shall be reviewed regularly and continuously when changes occur in the business environment.

(Basic policy about internal control system)

The Company, as a general distribution company, aims to realize continued growth and implement social responsibility by setting the management philosophy as “keeping up with the current of the times, keenly responding to the demand of ever-changing society, we challenge the subject one step ahead of the day, we make efforts to enhance our corporate value and stability of our management, eventually, contribute to the realization of affluent society.”

For achieving this objective, the Company will establish and manage the framework and system, and carry out regular review and improvement by setting up the basic policy on the internal control system as follows.

- i) Framework to make performance of duties by directors and employees conform to laws and ordinances and Articles of Incorporation

The Company has set the compliance first as basis for corporate activities, and has established the “Kamigumi Group Charter of Corporate Behavior” that shall be applied to the entire Group for the purpose of establishing and practicing law-abiding spirit.

Based on the relevant Charter, in order to establish and promote the internal control system in the Group, the Company has set up the “Compliance Risk Management Committee,” has formulated internal rules including the “Compliance Rules,” etc., and shall improve and manage the whistle-blowing system called as the “Help Line for Corporate Ethics.”

In addition, for business monitoring, the Company shall set up the Internal Audit Department as an independent organization under the direct supervision of the President, which shall carry out the audit of the Group.

- ii) Framework to preserve and manage information about directors’ performance of duties

We appropriately preserve and manage information about implementation of duties by directors by recording it in writing, etc. in accordance with “Document Management Regulations” and other relevant regulations. Also, we promote an effective management system so that directors and audit & supervisory board members can easily access the information.

- iii) Rules about loss risk controls and other frameworks

Divisions responsible for relevant fields manage various risks in business operations in accordance with “Risk Control Rules,” etc. In addition, the Compliance Risk Management Committee operates cross-sectional control structure of the whole group.

- iv) Framework to secure efficient implementation of directors’ duties

The Group formulates the medium-term management plan in consideration of the business environment in the future, and draws up and carries out specific plans for achieving the relevant goal.

In addition, a regular meeting of the Board of Directors is held once a month in principle to decide on important matters related to the Company and the Group for ensuring the effectiveness and efficiency of execution of duties as well as carrying out the monitoring of the status of execution of duties performed by directors.

Furthermore, the Company aims to improve the efficiency of management by separating the decision-making and monitoring of management from the execution of operation through introducing the executive officer system.

- v) Framework to secure appropriateness of operations of the corporate group consisting of the Company and subsidiaries

The Company formulates the “Management Rules for Affiliates and Subsidiaries,” and obliges the Group to make a regular report about important matters on management, operating results, etc. in the Group.

In addition, the Compliance Risk Management Committee of the Company and Local Committees established in individual offices manage the compliance, and risk management structure and other systems necessary for internal control, decide on important policies, etc. on its operation and supervise the implementation status through the monitoring conducted by the Internal Audit Department of the Company.

- vi) Items on employees whom audit & supervisory board members request to appoint as their assistants in their duties  
We prepare a system for appointing appropriate persons as audit assistants from within the Company to support audit & supervisory board members' work in order to make audit more efficient and enhance the level of audit functions.
- vii) Items concerning keeping independence of the employees described in the preceding item from directors and ensuring effectiveness of instructions to the relevant employees  
When receiving an order necessary for audit work from audit & supervisory board members, the audit assistants defined in the preceding item preserve independence to be able to carry out an audit without being subjected to any unreasonable restriction from directors and employees with respect to the order. In addition, the audit assistants shall comply with the instructions of audit & supervisory board members upon the implementation of their duties.
- viii) Reporting framework enabling directors and employees to report to audit & supervisory board members  
Directors and employees of the Group report the following matters to audit & supervisory board members in time.
- Decision on important matters which have an effect on the Group
  - Business performance of the Company and the Group
  - Items on noncompliance of the Group
  - Items on the whistle-blowing contents in the Help Line for Corporate Ethics and survey results for the relevant whistle-blowing
  - Cases discussed and reported at important meetings such as management conferences
  - Results of internal audits carried out by Internal Audit Department
  - Items which may cause substantial damage to the Group
- ix) System which ensures that a person who made a report to audit & supervisory board members based on the preceding item shall not be disadvantageously treated due to the fact that such person made such report  
The Company stipulates that it shall be prohibited that a person who made a report based on the preceding item may be disadvantageously treated due to the fact that such person made such report, and that a whistle-blower shall not be disadvantageously treated due to the fact of whistle-blowing.
- x) Items on the policy in relation to an advance payment of expenses or debt disposal incurred in connection with the execution of duties of audit & supervisory board members  
When an audit & supervisory board member claims to the Company an advance payment of expenses, etc. based on Article 388 of the Companies Act in association with the execution of the duties, the department in charge shall, after deliberation, settle the relevant expenses or debt promptly except the case where the relevant expenses or debt related to the relevant claim shall be deemed not to be necessary for the execution of the duties by such an audit & supervisory board member.
- xi) Other framework to ensure effective auditing by audit & supervisory board members  
The Company formulates a framework where audit & supervisory board members can receive reports and exchange opinions and information about performance of their duties at important meetings including meetings of the Board of Directors, and where audit & supervisory board members can have regular meetings and exchange opinions and information with respect to development and implementation, etc. of audit plans for individual fiscal terms with the Internal Audit Department and independent auditors.  
In addition, the Company formulates a framework that enables audit & supervisory board members to inspect important minutes of meetings, documents for final decision and others if necessary.
- (Operation of framework to secure appropriateness of operations)
- i) Operation regarding the compliance system  
The Compliance Risk Management Committee, which is responsible for establishing and promoting the internal control system, strives to fully disseminate compliance relating to internal rules and related laws and ordinances throughout the company using company portal site to share information and issuing newsletters. The Compliance Risk Management Committee also receives regular self-assessment reports from Local Committees and successively implements appropriate measures to strengthen compliance.  
In addition, the Company has formulated and managed the "Rules of Help Line for Corporate Ethics" as part of the whistle-blowing system, in order to identify violations of laws and ordinances and misconduct at an early stage, and prevent those acts.

ii) Operation of risk control system

To prevent various risks that occur in the performance of everyday duties, the Group has formulated “Risk Control Rules.” Pursuant to the rules, meetings of the Compliance Risk Management Committee were held regularly (12 times during the fiscal term under review) to understand risks in the Group and plan and implement necessary measures.

iii) Efforts to ensure appropriateness and efficiency of the execution of duties

The Board of Directors comprises eight directors, including three external directors. During the fiscal term under review, meetings of the Board of Directors were held 17 times with the attendance of four audit & supervisory board members, including three external audit & supervisory board members. Attendees actively exchanged opinions regarding items, thereby ensuring the effectiveness of decision-making and supervision.

The Company has adopted an executive officer system. During the fiscal term under review, meetings of the Board of Executive Officers were held 12 times with the attendance of all executive officers aiming to flexibly make decisions regarding the execution of duties.

iv) Operation regarding ensuring the appropriateness of operations in the Group

Important matters of Group management are discussed at the meetings of the Board of Directors of the Company and other internal conferences or are reported in accordance with the “Management Rules for Affiliates and Subsidiaries.” In addition, the Company’s Internal Audit Department conducts audits for major subsidiaries based on the audit plan to ensure the appropriateness of business operations in the Group.

v) Efforts to ensure the effectiveness of audits conducted by audit & supervisory board members

The Company’s audit & supervisory board members attend meetings of the Board of Directors and other important meetings, and have regular meetings with the Representative Directors to secure opportunities to exchange opinions on corporate management. They also receive reports on the results of internal audits from the Internal Audit Department, and receive important reports and documentary materials from related departments of the Company. In addition, they receive reports and collect documentary materials regarding group companies as needed. Moreover, they receive regular reports on audit results from the independent auditor and inquire about the status of audits to the independent auditor as necessary, thereby ensuring the effectiveness of audits conducted by audit & supervisory board members.

**Consolidated Statements of Changes in Net Assets**  
(From April 1, 2024 to March 31, 2025)

(Million yen)

	Shareholders' equity				
	Capital stock	Additional paid-in capital	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of the term	31,642	26,854	317,355	(14,697)	361,153
Changes in the term					
Dividends from surplus			(11,178)		(11,178)
Profit attributable to owners of parent			26,935		26,935
Purchase of treasury stocks				(17,000)	(17,000)
Disposal of treasury stocks		14		52	66
Cancellation of treasury stocks		(14)	(16,102)	16,117	—
Net changes of items other than shareholders' equity in the term					
Total changes in the term	—	—	(345)	(831)	(1,177)
Balance at end of the term	31,642	26,854	317,009	(15,528)	359,976

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Differences in valuation of available-for-sale securities	Foreign currency translation adjustment	Accumulated adjustment for employees' severance and retirement benefits	Total accumulated other comprehensive income		
Balance at beginning of the term	21,717	989	1,806	24,513	1,624	387,290
Changes in the term						
Dividends from surplus						(11,178)
Profit attributable to owners of parent						26,935
Purchase of treasury stocks						(17,000)
Disposal of treasury stocks						66
Cancellation of treasury stocks						—
Net changes of items other than shareholders' equity in the term	(3,267)	665	1,001	(1,600)	5	(1,595)
Total changes in the term	(3,267)	665	1,001	(1,600)	5	(2,772)
Balance at end of the term	18,450	1,654	2,807	22,912	1,629	384,518

Note: Figures of less than one (1) million yen have been omitted.

## **Notes to Consolidated Financial Statements**

### 1. Notes on Fundamental Items in Preparation of the Consolidated Financial Statements, etc.

#### (1) Items on the scope of the consolidation

##### i) Consolidated subsidiaries

- Number of consolidated subsidiaries: 12
- The names of the consolidated subsidiaries:  
Kamigumi Land Transport Co., Ltd., Kamigumi Marine Transport Co., Ltd., Kamigumi Air Service Co., Ltd., Izumi Sangyo Co., Ltd., Kamix Corp., Oita Koun Co., Ltd., Iwagawa Jozo Co., Ltd., MB Service Japan Co., Ltd., Japan Port Industry Co., Ltd., Kamigumi (Hong Kong) Co., Ltd., Kamigumi International Forwarding (Shanghai) Co., Ltd., and Kamigumi Global Solutions Malaysia Sdn. Bhd.

##### ii) Unconsolidated subsidiaries

- The name of principal unconsolidated subsidiary:  
Kamitsu Unyu Co., Ltd.
- Reason for exclusion from the scope of consolidation  
This unconsolidated subsidiary is excluded from the scope of consolidation since it is small in size, and total assets, net sales, profit (loss) (the amount proportionate to equity) and retained earnings (the amount proportionate to equity) of this company have little impact on the consolidated financial statements.

#### (2) Items on the application of equity method

##### i) Unconsolidated subsidiaries and affiliates subject to application of the equity method

- Number of unconsolidated subsidiaries subject to application of the equity method: 1
- The name of unconsolidated subsidiary subject to application of the equity method:  
Kamitsu Unyu Co., Ltd.
- Number of affiliates subject to application of the equity method: 4
- The names of affiliates subject to application of the equity method:  
EASTERN SEA LAEM CHABANG TERMINAL CO., LTD.  
Shanghai Kamigumi Logistic Service Co., Ltd.  
Toyotsu Kamigumi Logistics (Changshu) Co., Ltd.  
KLKG Holdings Co., Ltd.

The Company has invested in four subsidiaries of KLKG Holdings Co., Ltd., and incorporated their profits and losses recognized using the equity method for profits and losses of KLKG Holdings Co., Ltd., because these subsidiaries' profits and losses had material impacts on the Company's consolidated financial statements. As a result, these four subsidiaries and KLKG Holdings Co., Ltd. are counted as one company of the entire KLKG Holdings group in reporting the number of affiliates subject to the application of the equity method.

##### ii) Unconsolidated subsidiaries and affiliates not subject to application of the equity method

Unconsolidated subsidiaries not subject to application of the equity method (KAMIGUMI SINGAPORE PTE. LTD. etc.) and unconsolidated affiliates not subject to application of the equity method (Kobe Port International Distribution Center Co., Ltd. etc.) are excluded from the scope of equity method since profit (loss) (the amount proportionate to equity) and retained earnings (the amount proportionate to equity) of each company have little impact on the consolidated financial statements even if they are excluded from the scope of equity method, as well as have minor significance as a whole.

#### (3) Items on fiscal term, etc. of consolidated subsidiaries

From the consolidated fiscal term, Japan Port Industry Co., Ltd. has changed the final day of the fiscal term from the end of February to March 31. Due to the change in the final day of the fiscal term, the consolidated financial statements cover a 13-month period from March 1, 2024 to March 31, 2025. The impact of this change on our consolidated financial statements is expected to be negligible.

The final day of the fiscal term of all domestic consolidated subsidiaries excluding MB Service Japan Co., Ltd. conforms to that of the consolidated fiscal term.

The final day of the fiscal term of MB Service Japan Co., Ltd. and the foreign consolidated subsidiaries is December 31.

In preparing consolidated financial statements, financial statements as of that date are used, and necessary adjustment is made with respect to significant transactions which occur between the end of consolidated fiscal term and the said date.

- (4) Items on accounting policy
- i) Valuation basis and methods for major assets:
    - a) Marketable securities
      - Held-to-maturity debt securities: Amortization method.
      - Available-for-sale securities
        - Securities other than stocks, etc., that do not have a market value:
          - Market value method (any valuation gain or loss to be reported in a designated component of net assets; cost of sale to be computed mainly by the moving-average method).
        - Stocks, etc., that do not have a market value:
          - Stated at cost based on the moving-average method.
    - b) Inventories
      - Merchandise, finished goods and raw materials:
        - Mainly stated based on the first-in, first-out cost method and the gross average method
      - Work in process:
        - Stated at cost based on the gross average method
      - Supplies:
        - Mainly stated at the last purchase price method
      - The book value stated in the balance sheet is written down based on the decreased profitability.
  - ii) Depreciation and amortization methods for major depreciable and amortizable assets:
    - a) Tangible fixed assets (excluding lease assets):
      - As for the Company, buildings (excluding fixtures) are depreciated mainly by straight-line method.
      - As for tangible fixed assets other than buildings, straight-line method is applicable to real estate assets for rent, and declining-balance method is applicable to other tangible fixed assets. Domestic consolidated subsidiaries chiefly apply the straight-line method to buildings (excluding fixtures), the declining-balance method to tangible fixed assets other than buildings.
      - However, fixtures and structures acquired on or after April 1, 2016 are depreciated by straight-line method.
      - As for the foreign consolidated subsidiaries, the straight-line method is applicable.
    - b) Intangible fixed assets (excluding lease assets):
      - Straight-line method
      - For software for internal use, straight-line method based on the internally estimated useful life (five years) is applied.
    - c) Lease assets:
      - For lease assets through finance lease transactions not involving the transfer of ownership, straight-line method over the lease period as the durable period and assuming no residual value.
  - iii) Appropriation standards applicable to important provisions:
    - a) Allowance for doubtful accounts:
      - The Company appropriates estimated non-recoverable amounts, based on actual bad debts with respect to general claims, and based on individual examinations of recoverability with respect to specified claims such as debt claims with default potential.
    - b) Allowance for employees' bonuses:
      - In order to provide for payment of employees' bonus, consolidated subsidiaries of the Company appropriate the corresponding amount based on the estimated payment obligation.
    - c) Allowance for retirement benefits for directors and audit & supervisory board members:
      - In order to provide for payment of retirement benefits for directors and audit & supervisory board members, the domestic consolidated subsidiaries appropriate the necessary amount for payment as of the end of the fiscal term in accordance with internal regulations.
    - d) Accrued expenses for overhaul of vessels:
      - In order to provide for payment of periodic overhaul of vessels stipulated in the Ship Safety Law, the Company appropriates the necessary amount based on the estimated expenses of overhauling vessels in the future.
    - e) Provision for loss on business of subsidiaries and associates:
      - In order to prepare against losses regarding subsidiaries and associates, the Company estimates required amounts in consideration of the financial conditions of subsidiaries and associates, their prospect of future recovery, etc.

iv) Appropriation standards applicable to revenue and expenses

The normal points in time for recognizing revenue and details regarding the fulfillment of major obligations in principal businesses are as follows:

a) Port and harbor transportation, road transportation, warehouse and factory cargo handling, international transportation

These main businesses of the Group are port and harbor transportation, which includes harbor cargo handling, container terminal operation, and shed services, road transportation business, which includes road transportation as well as consignment of and acting as an agency for road transportation, warehouse and factory cargo handling, which includes transportation of cargo on the premises of factories, warehouses, etc., and international transportation business, which includes overseas and international multimodal transportation. We are mainly obliged to carry out the relevant business based on the contracts entered into with each customer.

As a general rule, performance obligations are fulfilled by providing the various services required in these businesses, and so the Group recognizes revenue when said performance obligations are fulfilled. However, for performance obligations that are fulfilled over a specific period of time, such as international maritime transportation, the progress of fulfillment is estimated and revenue is recognized across a fixed amount of time based on that progress, except in the case of transportation operations that are exceptionally short. Progress of the fulfillment of performance obligations is estimated by calculating the ratio between the number of days elapsed with the estimated total number of days for transportation (output method). The cost recovery method is applied to transport operations for which the rate of progress for the fulfillment of obligations cannot be reasonably estimated and the costs incurred in the fulfilling of said obligations are expected to be recovered.

b) Warehousing

This main business of the Group is the storage of cargo and the loading/unloading of stored cargo. We are obliged to carry out the relevant business based on the contracts entered into with each customer.

With regard to cargo storage, since performance obligations are satisfied for specific periods of time, the Company recognizes revenue as the period elapses. For the loading/unloading of stored cargo, because performance obligations are satisfied through the loading of cargo into or unloading of cargo from the warehouse, revenue is recognized when the relevant obligations are fulfilled.

c) Heavy cargo transportation and construction and installation

These main businesses of the Group are the transportation of large and heavy cargo, design, construction, and dismantling/removal of factories, warehouses, etc., and transportation and installation work associated with the manufacture of various industrial facilities and equipment. We are obliged to carry out the relevant business based on the contract entered into with the customer.

For performance obligations related to contracts regarding construction work that are fulfilled over a specific period of time, with exception to work that is exceptionally short, the Group estimates the progress of the fulfillment of said obligations and recognizes revenue for a specific period of time based on that progress. If there is only one point for the fulfillment of performance obligations, revenue is recognized when the construction is completed. The method for estimating the progress of fulfillment of obligations is calculated using the ratio of incurred costs to the estimated total costs (input method). The cost recovery method is applied to work for which the rate of progress for the fulfillment of obligations cannot be reasonably estimated and the costs incurred in the fulfilling of said obligations are expected to be recovered.

If the Group is involved in the provision of services as an agent, revenue is recognized in net terms. Additionally, revenue is measured by deducting the compensation paid to the customer from the compensation promised in the contract with the customer.

Compensation for performance obligations is received within approximately one year after fulfillment of the obligations, in accordance with the terms of payment specified separately, and does not include any significant financial factors.

- v) Other fundamental items in preparation of the consolidated financial statements:
- a) Standards for translation of primary assets and liabilities denominated in foreign currencies into Japanese yen
- Monetary assets and liabilities denominated in foreign currencies are translated into Japanese yen at the spot rate of foreign exchange as of the end of the consolidated fiscal term, and the resulting exchange differences are credited or charged to income. Assets and liabilities of the foreign consolidated subsidiary are translated into Japanese yen at the spot rate of foreign exchange as of the end of the consolidated fiscal term. Revenues and expenses of them are translated into Japanese yen at the average rate during the term. The resulting exchange differences have been recorded as “foreign currency translation adjustment” in net assets.
- b) Accounting method for employees’ severance and retirement benefits
- In the calculation of liabilities for employees’ severance and retirement benefits, the benefit formula standard is used as the method to attribute the estimated payment obligation to the periods until the end of the fiscal term under review.
- Any prior service cost is expensed by the fixed installment basis over a certain specific number of years (10 years) within the length of the average remaining period of service of the employees at the time of such accrual.
- Any actuarial difference is expensed from the respective following term of such accrual on the pro-rata fixed installment basis over a certain specific number of years (10 years) within the length of the average remaining period of service of the employees at the time of each accrual of such a difference.

## 2. Notes on Accounting Estimates

Valuation of non-consolidated/non-equity method applicable subsidiary/associate stocks and subsidiary/associate investments

### (1) Amounts recorded in the consolidated financial statement for the consolidated fiscal term under review

	As of the end of the 86 <sup>th</sup> consolidated fiscal term
Shares of subsidiaries and associates (Note 1)	¥12,018 million
Investments in capital of subsidiaries and associates (Note 2)	¥174 million
Investments in other marketable securities of subsidiaries and associates (Note 1)	¥0 million
Provision for loss on business of subsidiaries and associates	¥267 million
Loss on valuation of shares of subsidiaries and associates	¥99 million

Notes: 1. Included in “Investment securities” for investments and other assets.

2. Included in “Others” for investments and other assets.

### (2) Information on details of important accounting estimates for identified items

Non-consolidated/non-equity method applicable subsidiary/associate stocks, subsidiary/associate capital, and subsidiary/associate other marketable securities held by the Company are stocks, capital, and securities that do not have a market value, and if the real value of equity in net assets decreases significantly compared to the acquisition price, a judgment is made regarding the possibility of recovery and a decision is made as to whether loss is necessary. For stocks, etc., acquired in consideration of excess earning power and management rights for the investee, the discounted present value of the investee’s future cash flow is set as the real value, and if the real value becomes significantly lower than the acquisition price, an impairment loss is recognized.

For impairment losses judged to be necessary for a subsidiary/associate in insolvency, of the insolvency amount, the amount expected to be borne as a loss is recorded as a provision for loss on business of subsidiaries and associates, in addition to recognizing impairment loss on stocks, etc.

If the financial condition and operating results deteriorate the following consolidated fiscal term, or if the assumptions for estimates such as the budget change, summing up additional losses for the subsidiary/associate’s stock, capital and other marketable securities may be required, and additional provision or reversal may be required for the provision for loss on business of subsidiaries and associates.



### 3. Notes on Consolidated Balance Sheet, etc.

- (1) Balances for receivables, contract assets, and contract liabilities arising from contracts with customers  
Balances for receivables, contract assets and contract liabilities arising from contracts with customers are as described in “(i) Contract balances,” “(3) Information for understanding revenue amounts for the consolidated fiscal term under review and following consolidated fiscal term” of “7. Notes on Revenue Recognition.”

(2) Accumulated depreciation on tangible fixed assets: ¥317,682 million

- (3) Debt guarantee:

We guarantee the borrowing by the following companies from financial institutions, etc.

Kobe Mega Container Terminal Co., Ltd.	¥709 million
<u>Others</u>	<u>¥603 million</u>
Total	¥1,313 million

### 4. Notes on Consolidated Statements of Income

Revenue generated from contracts with customers

For net sales, revenue generated from contracts with customers and other revenue are not listed separately.

Revenue amounts generated from contracts with customers are as described in “(1) Information on disaggregated revenue generated from contracts with customers” of “7. Notes on Revenue Recognition.”

### 5. Notes on Consolidated Statements of Changes in Net Assets

- (1) Items on total number of outstanding shares

Type of share	Number of shares as of the beginning of the 86 <sup>th</sup> consolidated fiscal term	Number of increased shares during the 86 <sup>th</sup> consolidated fiscal term	Number of decreased shares during the 86 <sup>th</sup> consolidated fiscal term	Number of shares as of the end of the 86 <sup>th</sup> consolidated fiscal term
Common share	112,076 thousand Shares	– thousand Shares	5,500 thousand Shares	106,576 thousand Shares

Note: The decrease in the number of outstanding common shares (5,500 thousand shares) is caused by the cancellation of treasury stocks based on a resolution of the Board of Directors.

- (2) Items on dividends from surplus

- i) Amount of dividends paid, etc.

- a) Items on dividends which were resolved on at the 85<sup>th</sup> Ordinary General Meeting of Shareholders held on June 27, 2024

- Total amount of dividends	¥5,855 million
- Amount of dividends per share	¥55
- Record date	March 31, 2024
- Effective date	June 28, 2024

- b) Items on dividends which were resolved on at the Board of Directors meeting held on November 13, 2024

- Total amount of dividends	¥5,323 million
- Amount of dividends per share	¥50
- Record date	September 30, 2024
- Effective date	December 5, 2024

- ii) Dividends record date of which is included in the fiscal term under review and which become effective in the following fiscal term

The following will be brought before the 86<sup>th</sup> Ordinary General Meeting of Shareholders to be held on June 27, 2025

- Total amount of dividends	¥8,102 million
- Source of dividends	Retained earnings
- Amount of dividends per share	¥80
- Record date	March 31, 2025
- Effective date	June 30, 2025

### 6. Notes on Financial Instruments

- (1) Matters concerning the status of financial instruments

The Group manages temporary surplus funds mainly as safe and secure financial assets.

Notes receivable, trade accounts receivable and contract assets, and electronically recorded monetary claims-

operating, which are operating receivables, are exposed to customer credit risk. Investment securities primarily consist of stocks and investment in Investment Limited Partnership, and the Company comprehends market values of listed stocks on a regular basis.

As for derivatives transactions, the Company uses forward exchange contracts within a necessary range.

(2) Matters concerning market value, etc., of financial instruments

Amounts recorded in the consolidated balance sheet, market value, and differences between them as of March 31, 2025 are stated below. Of the stocks, etc., that do not have a market value, unlisted stocks (¥47,934 million recorded in the consolidated balance sheet) are not included in i) Investment securities, and investments in partnerships and other similar entities in which the net amount corresponding to the Company's equity interest is recorded on the consolidated balance sheet (investment limited partnership, ¥9,999 million recorded in the consolidated balance sheet) are omitted by applying the handling of paragraph 24-16 of the Implementation Guidance on Accounting Standard for Fair Value Measurement. Additionally, notes have been omitted for cash, as well as for deposits, notes receivable, trade accounts receivable, contract assets, electronically recorded monetary claims-operating, marketable securities, notes payable, trade accounts payable, and short-term borrowings, as the market value is close to the book value since they are settled within a short amount of time.

	Amounts recorded in the consolidated balance sheet	Market values	Differences
i) Investment securities	¥38,929 million	¥38,703 million	(¥225 million)
ii) Long-term borrowings	¥40,000 million	¥39,554 million	(¥445 million)

(3) Matters concerning the breakdown, etc., of market value for financial instruments in each level

Market values for financial instruments are classified into one of the following three levels based on the observability and importance of the input related to the market value calculation.

Level 1 market value: Of the inputs related to the calculation of observable market value, market values calculated based on the market price of the asset or liability formed in an active market and subject to the calculation of market value

Level 2 market value: Of the inputs related to the calculation of observable market value, market values calculated using inputs related to the calculation of market value other than level 1 inputs

Level 3 market value: Market values calculated using inputs related to the calculation of unobservable market values

When multiple inputs are used that have a significant influence on the calculation of market value, the market value is classified into the lowest priority level for the market value calculation among the levels to which those inputs belong.

i) Financial assets and liabilities recorded in the consolidated balance sheet at market value

Item	Market values			
	Level 1	Level 2	Level 3	Total
Investment securities				
Available-for-sale securities				
Stocks	¥37,229 million	—	—	¥37,229 million

ii) Financial assets and liabilities recorded in the consolidated balance sheet not at market value

Item	Market values			
	Level 1	Level 2	Level 3	Total
Investment securities				
Held-to-maturing securities				
Corporate bonds	—	¥1,275 million	—	¥1,275 million
Available-for-sale securities				
Corporate bonds	—	¥199 million	—	¥199 million
Long-term borrowings	—	¥39,554 million	—	¥39,554 million

Note: An explanation of valuation techniques and inputs used to calculate market value

#### Investment securities

Listed stocks are valued using market prices. Since listed stocks are traded in active markets, their market values are classified as level 1 market values. Corporate bonds are evaluated using the prices offered by financial institutions, etc., and are not recognized as having a market price in an active market, and so their market value is classified as level 2 market values.

#### Long-term loan borrowing

The fair value of long-term borrowings is calculated using the discounted cash flow method based on interest rates considering the total amount of the sum of principal and interest, the remaining period of the concerned obligation, and the credit risk for each obligation, and this is categorized as a level 2 fair value.

## 7. Notes on Revenue Recognition

### (1) Information on disaggregated revenue generated from contracts with customers

Revenue information broken down by major goods or services is as follows:

	Reporting segment		
	Logistics Business	Other Businesses	Total
Port and harbor transportation	¥130,710 million	—	¥130,710 million
Warehousing	¥39,177 million	—	¥39,177 million
Domestic transportation	¥32,031 million	—	¥32,031 million
Factory cargo handling	¥28,595 million	—	¥28,595 million
International transportation	¥11,106 million	—	¥11,106 million
Heavy cargo / Construction	—	¥13,172 million	¥13,172 million
Others	¥1,322 million	¥18,363 million	¥19,686 million
Revenue generated from contracts with customers	¥242,944 million	¥31,535 million	¥274,480 million
Other revenue	—	¥4,702 million	¥4,702 million
Sales amount to external customers	¥242,944 million	¥36,238 million	¥279,182 million

- (2) Information that acts as the basis for understanding the revenue generated from contracts with customers  
As described in “1. Notes on Fundamental Items in Preparation of the Consolidated Financial Statements, etc.  
(4) Items on accounting policy iv) Appropriation standards applicable to revenue and expenses.”

- (3) Information for understanding revenue amounts for the consolidated fiscal term under review and following consolidated fiscal term

i) Contract balances

Balances for receivables, contract assets, and contract liabilities arising from contracts with customers are as follows:

	86 <sup>th</sup> consolidated fiscal term
Revenue generated from contracts with customers (Balance at beginning of the term)	¥48,214 million
Revenue generated from contracts with customers (Balance at end of the term)	¥48,429 million
Contract assets (Balance at beginning of the term)	¥582 million
Contract assets (Balance at end of the term)	¥1,016 million
Contract liabilities (Balance at beginning of the term)	¥62 million
Contract liabilities (Balance at end of the term)	¥144 million

In the consolidated balance sheet, receivables and contract assets arising from contracts with customers are included in “Notes receivable, trade accounts receivable, and contract assets” and “electronically recorded monetary claims-operating,” and contract liabilities are included in “Others” for current liabilities. Additionally, contract liabilities of ¥60 million as of the beginning of the period have been recorded as revenue for the consolidated fiscal term under review.

ii) Transaction prices allocated to remaining performance obligations

Since there are no significant transactions for which the initial expected contract period will exceed one year, the Group has applied practical expedients and has omitted information on remaining performance obligations. Additionally, of the compensation arising from contracts with customers, there are no significant amounts not included in the transaction price.

8. Notes on Information per Share

- |                              |           |
|------------------------------|-----------|
| (1) Net assets per share     | ¥3,780.59 |
| (2) Basic earnings per share | ¥257.88   |

# Non-Consolidated Statements of Changes in Net Assets

(From April 1, 2024 to March 31, 2025)

(Million yen)

	Shareholders' equity							
	Capital stock	Additional paid-in capital			Retained earnings			
		Capital reserve	Other additional paid-in capital	Total additional paid-in capital	Legal retained earnings	Other retained earnings		
						Reserve for employees' severance and retirement benefits	Reserve for cash dividends	Reserve for advanced depreciation of fixed assets
Balance at beginning of the term	31,642	26,854	—	26,854	5,978	800	1,138	2,456
Changes in the term								
Provision of reserve for advanced depreciation of fixed assets								300
Reversal of reserve for advanced depreciation of fixed assets								(204)
Dividends from surplus								
Profit								
Purchase of treasury stocks								
Disposal of treasury stocks			14	14				
Cancellation of treasury stocks			(14)	(14)				
Net changes of items other than shareholders' equity in the term								
Total changes in the term	—	—	—	—	—	—	—	96
Balance at end of the term	31,642	26,854	—	26,854	5,978	800	1,138	2,553

(Million yen)

	Shareholders' equity						Valuation / translation differences, etc.		Total net assets
	Retained earnings				Treasury stock	Total shareholders' equity	Differences in valuation of available-for-sale securities	Total valuation / translation differences, etc.	
	Other retained earnings			Total retained earnings					
	General reserve	Retained earnings carried forward to the following term	Total other retained earnings						
Balance at beginning of the term	276,000	24,484	304,879	310,857	(14,697)	354,656	19,048	19,048	373,704
Changes in the term									
Provision of reserve for advanced depreciation of fixed assets		(300)	—	—		—			—
Reversal of reserve for advanced depreciation of fixed assets		204	—	—		—			—
Dividends from surplus		(11,178)	(11,178)	(11,178)		(11,178)			(11,178)
Profit		27,026	27,026	27,026		27,026			27,026
Purchase of treasury stocks					(17,000)	(17,000)			(17,000)
Disposal of treasury stocks					52	66			66
Cancellation of treasury stocks		(16,102)	(16,102)	(16,102)	16,117	—			—
Net changes of items other than shareholders' equity in the term							(2,814)	(2,814)	(2,814)
Total changes in the term	—	(351)	(254)	(254)	(831)	(1,085)	(2,814)	(2,814)	(3,900)
Balance at end of the term	276,000	24,133	304,624	310,602	(15,528)	353,570	16,234	16,234	369,804

Note: Figures of less than one (1) million yen have been omitted.

## **Notes to Non-Consolidated Financial Statements**

### **1. Notes on Items of Important Accounting Policy**

#### **(1) Valuation basis and methods of assets**

##### **i) Valuation basis and methods of securities:**

- a) Held-to-maturity securities: Held-to-maturity securities are stated at amortized cost.
- b) Investment in subsidiaries and affiliates: Stated at cost based on the moving-average method.
- c) Available-for-sale securities

Securities other than stocks, etc., that do not have a market value:

Market value method (any valuation gain or loss to be reported in a designated component of net assets; cost of sale to be computed by the moving-average method).

Stocks that do not have a market value:

Stated at cost based on the moving-average method.

##### **ii) Valuation basis and method of inventories**

Supplies: Supplies are stated at cost based on the last purchase price method (the book value stated in the balance sheet is written down based on the decreased profitability.)

#### **(2) Depreciation and amortization method for fixed assets:**

##### **a) Tangible fixed assets (excluding lease assets):**

Buildings (excluding fixtures) are depreciated mainly by straight-line method. As for tangible fixed assets other than buildings, straight-line method is applicable to real estate assets for rent, and declining-balance method is applicable to other tangible fixed assets.

However, fixtures and structures acquired on or after April 1, 2016 are depreciated by straight-line method.

##### **b) Intangible fixed assets (excluding lease assets):**

Amortization method for intangible fixed assets: by straight-line method

For software for internal use, straight-line method based on the internally estimated useful life (five years) is applied.

##### **c) Lease assets:**

Depreciation of lease assets through finance lease transactions not involving the transfer of ownership is computed on the straight-line method over the lease period as the durable period and assuming no residual value.

#### **(3) Appropriation standards applicable to provisions:**

##### **a) Allowance for doubtful accounts:**

The Company appropriates estimated non-recoverable amounts, based on actual bad debts with respect to general claims, and based on individual examinations of recoverability with respect to specified claims such as debt claims with default potential.

##### **b) Allowance for employees' severance and retirement benefits:**

The Company makes provisions for the necessary amount of allowance for employees' severance and retirement benefits based on the Company's estimated payment obligation at the term-end.

Any prior service cost is expensed by the fixed installment basis over a certain specific number of years (10 years) within the length of the average remaining period of service of the employees at the time of such accrual.

Any actuarial difference is expensed from the following term of such accrual on the pro-rata fixed installment basis over a certain specific number of years (10 years) within the length of the average remaining period of service of the employees at the time of accrual of such a difference.

##### **c) Provision for loss on business of subsidiaries and associates:**

In order to prepare against losses regarding subsidiaries and associates, the Company estimates required amounts in consideration of the financial conditions of subsidiaries and associates, their prospect of future recovery, etc.

#### **(4) Appropriation standards applicable to revenue and expenses**

The normal points in time for recognizing revenue and details regarding the fulfillment of major obligations in principal businesses are as follows:

##### **i) Port and harbor transportation, road transportation, warehouse and factory cargo handling, international transportation**

These main businesses of the Company are port and harbor transportation, which includes harbor cargo handling, container terminal operation, and shed services, road transportation business, which includes road transportation as well as consignment of and acting as an agency for road transportation, warehouse

and factory cargo handling, which includes transportation of cargo on the premises of factories, warehouses, etc., and international transportation business, which includes overseas and international multimodal transportation. We are mainly obliged to carry out the relevant business based on the contracts entered into with each customer.

As a general rule, performance obligations are fulfilled by providing the various services required in these businesses, and so the Company recognizes revenue when said performance obligations are fulfilled. However, for performance obligations that are fulfilled over a specific period of time, such as international maritime transportation, the progress of fulfilment is estimated and revenue is recognized across a fixed amount of time based on that progress, except in the case of transportation operations that are exceptionally short. Progress of the fulfilment of performance obligations is estimated by calculating the ratio between the number of days elapsed with the estimated total number of days for transportation (output method). The cost recovery method is applied to transport operations for which the rate of progress for the fulfillment of obligations cannot be reasonably estimated and the costs incurred in the fulfilling of said obligations are expected to be recovered.

ii) Warehousing

This main business of the Company is the storage of cargo and the loading/unloading of stored cargo. We are obliged to carry out the relevant business based on the contracts entered into with each customer.

With regard to cargo storage, since performance obligations are satisfied for specific periods of time, the Company recognizes revenue as the period elapses. For the loading/unloading of stored cargo, because performance obligations are satisfied through the loading of cargo into or unloading of cargo from the warehouse, revenue is recognized when the relevant obligations are fulfilled.

iii) Heavy cargo transportation and mechanical construction work

These main businesses of the Company are the transportation of large and heavy cargo, design, construction, and dismantling/removal of factories, warehouses, etc., and transportation and installation work associated with the manufacture of various industrial facilities and equipment. We are obliged to carry out the relevant business based on the contract entered into with the customer.

For performance obligations related to contracts regarding construction work that are fulfilled over a specific period of time, with exception to work that is exceptionally short, the Company estimates the progress of the fulfillment of said obligations and recognizes revenue for a specific period of time based on that progress. If there is only one point for the fulfillment of performance obligations, revenue is recognized when the construction is completed. The method for estimating the progress of fulfillment of obligations is calculated using the ratio of incurred costs to the estimated total costs (input method). The cost recovery method is applied to work for which the rate of progress for the fulfillment of obligations cannot be reasonably estimated and the costs incurred in the fulfilling of said obligations are expected to be recovered.

If the Company is involved in the provision of services as an agent, revenue is recognized in net terms. Additionally, revenue is measured by deducting the compensation paid to the customer from the compensation promised in the contract with the customer.

Compensation for performance obligations is received within approximately one year after fulfillment of the obligations, in accordance with the terms of payment specified separately, and does not include any significant financial factors.

(5) Other fundamental items in preparation of the non-consolidated financial statements

Accounting treatment for employees' severance and retirement benefits

The accounting treatment method for unsettled amounts of unrecognized actuarial gains and losses related to employees' severance and retirement benefits is different from the accounting treatment method for the consolidated financial statements.



## 2. Notes on Accounting Estimates

### Valuation of affiliate stocks and affiliate investments

#### (1) Amounts recorded in the financial statement for the current fiscal term

	As of the end of the current fiscal term
Shares of subsidiaries and associates	¥51,808 million
Investments in capital of subsidiaries and associates	¥1,028 million
Investments in other marketable securities of subsidiaries and associates	¥0 million
Provision for loss on business of subsidiaries and associates	¥267 million

#### (2) Information on details of important accounting estimates for identified items

Subsidiary/associate stocks, subsidiary/associate capital, and subsidiary/associate other marketable securities held by the Company are stocks, capital, and securities that do not have a market value, and if the real value of equity in net assets decreases significantly compared to the acquisition price, a judgment is made regarding the possibility of recovery and a decision is made as to whether loss is necessary. For stocks, etc., acquired in consideration of excess earning power and management rights for the investee, the discounted present value of the investee's future cash flow is set as the real value, and if the real value becomes significantly lower than the acquisition price, an impairment loss is recognized.

For impairment losses judged to be necessary for a subsidiary/associate in insolvency, of the insolvency amount, the amount expected to be borne as a loss is recorded as a provision for loss on business of subsidiaries and associates, in addition to recognizing impairment loss on stocks, etc.

If the financial condition and operating results deteriorate the following fiscal term, or if the assumptions for estimates such as the budget change, summing up additional losses for the subsidiary/associate's stock, capital, and other marketable securities may be required, and additional provision or reversal may be required for the provision for loss on business of subsidiaries and associates.

## 3. Notes on Non-Consolidated Balance Sheet, etc.

#### (1) Accumulated depreciation on tangible fixed assets: ¥307,557 million

#### (2) Debt guarantee:

We guarantee the borrowing by the following companies from financial institutions, etc.

Kobe Mega Container Terminal Co., Ltd.	¥709 million
<u>Others</u>	<u>¥603 million</u>
Total	¥1,313 million

#### (3) Monetary claims and obligations to subsidiaries and affiliates

i) Short-term monetary claims	¥1,599 million
ii) Long-term monetary claims	¥9,532 million
iii) Short-term monetary obligations	¥3,040 million

## 4. Notes to Non-Consolidated Statement of Income

### Volume of transactions with subsidiaries and affiliates

i) Net sales	¥3,154 million
ii) Cost of sales, selling, general and administrative expenses	¥24,747 million
iii) Volume of transactions other than operating transactions	¥1,542 million

## 5. Notes on Non-Consolidated Statements of Changes in Net Assets

### Items on the number of treasury stocks

Type of share	Number of shares as of the beginning of the 86 <sup>th</sup> fiscal term	Number of increased shares during the 86 <sup>th</sup> fiscal term	Number of decreased shares during the 86 <sup>th</sup> fiscal term	Number of shares as of the end of the 86 <sup>th</sup> fiscal term
Common share	5,621 thousand Shares	5,197 thousand Shares	5,519 thousand Shares	5,299 thousand Shares

- Notes: 1. The increase in the number of treasury stocks of common shares (5,197 thousand shares) is caused by the increase due to the acquisition of treasury stocks in accordance with the resolution of the Board of Directors (5,191 thousand shares), free acquisition due to the expiration of rights from the restricted stock compensation system (6 thousand shares), and the increase due to the purchase of fractions (0 thousand shares).
2. The decrease in the number of treasury stocks of common shares (5,519 thousand shares) is caused by the disposal of treasury stocks for restricted stock remuneration (19 thousand shares) and the cancellation of treasury stocks in accordance with the resolution of the Board of Directors (5,500 thousand shares).

## 6. Notes on Tax Effect Accounting

### (1) Breakdown of deferred tax assets and deferred tax liabilities by principal cause

#### Deferred tax assets

Allowance for employees' severance and retirement benefits	¥6,064 million
Accrued bonuses	¥699 million
Loss on valuation of investment securities	¥316 million
Enterprise taxes payable, etc.	¥360 million
Allowance for doubtful accounts	¥117 million
Loss on valuation of golf club membership	¥52 million
Loss on valuation of shares of subsidiaries and associates	¥226 million
Others	¥567 million
Subtotal deferred tax assets	¥8,404 million
Valuation allowance	(¥585 million)
Total deferred tax assets	¥7,818 million

#### Deferred tax liabilities

Differences in valuation of available-for-sale securities	(¥7,116 million)
Reserve for advanced depreciation of fixed assets	(¥1,169 million)
Others	(¥27 million)
Total deferred tax liabilities	(¥8,312 million)
Net amount of deferred tax liabilities	(¥493 million)

### (2) Breakdown by major items that become the cause of the significant differences between the statutory tax rate and the effective tax rate after the application of tax effect accounting

Statutory tax rate	30.58%
(Adjustments)	
Inhabitant tax on per capita basis	0.31%
Entertainment expenses and other items not permanently deductible	0.16%
Dividend income and other items not permanently includable	(2.16)%
Change in valuation allowance	(0.43)%
Increase in deferred tax assets at year-end due to a change in tax rate	(0.39)%
Others	(0.04)%
Effective tax rate after the application of tax effect accounting	28.03%

## 7. Notes on Transactions with Relevant Parties

### (1) Subsidiaries and affiliates, etc.

Item	Name	Ratio of possessing (possessed) voting right, etc. (%)	Relation with the parties interested	Details of transactions	Amount of transactions (Million yen)	Item	Balance at the end of the term (Million yen)
Subsidiary	Japan Port Industry Co., Ltd.	Directly (possessing) 70.0	Warehouse cargo handling Financial assistance Concurrent officers	Repayment of fund	455	Short-term loan receivable	455
						Long-term loan receivable	9,527
				Receipt of interest	81	—	—

Conditions of transaction or policy for deciding conditions of transaction

We made loans at the interest rate based on the market interest rate

## 8. Notes on Recognition of Revenue

For the information acting as the basis for understanding the revenue generated from contracts with customers is as described in “1. Notes on Items of Important Accounting Policy (4) Appropriation standards applicable to revenue and expenses” and so notes have been omitted.

## 9. Notes on Information per Share

(1) Net assets per share	¥3,651.40
(2) Basic earnings per share	¥258.75