

# CSR REPORT 2025

CSR REPORT 2025

 **TATSUMI SHOKAI CO.,LTD.**

**TATSUMI SHOKAI CO.,LTD.**

<https://www.tatsumi-cs.co.jp>

**Head Office:**

4-1-1 Chikko, Minato-ku, Osaka City 552-0021

**Issued by:**

CSR Promotion Office, Tatsumi Shokai Co., Ltd.



 **TATSUMI SHOKAI CO.,LTD.**

# Introduction

## Basic philosophy

- 1 Safety is the top priority
- 2 Gratitude to our customers
- 3 Improvement of employee well-being
- 4 Contribution to the local community

## Editorial policy

Tatsumi Shokai has published a CSR report since FY2023 to help our customers, business partners, and other stakeholders better understand our CSR activities.

We report our activities based on the six material issues identified in 2022—safety and security, the environment, human capital and diversity, the local community, compliance, and technological innovation. We have also expanded our feature pages to include more employees' perspectives.

Our editorial policy is to present our wide range of activities in a way that is clear and easy to understand.

**Reporting Period:** FY2024 (June 1, 2024 – May 31, 2025)

\*Some information falls outside the reporting period

**Scope of Reporting:** Tatsumi Shokai Co., Ltd.

(includes figures from some group companies)

## CONTENTS

### Introduction

Basic philosophy	01
Message from the President	02
History of value creation	03
Six main businesses	05
What we do	07
Tatsumi Shokai by the numbers / Discover Tatsumi Shokai	09

### Sustainability

Six material issues	11
Safety and security	13
Environment	17
Human capital and diversity	21
Feature 01: Roundtable on the New HR System	25
Feature 02: Interviews with Employees Who Passed the Business Skills Test	27
Feature 03: Roundtable with Employees about Their Overseas Assignments	29
Overseas offices	31
Local community	33
Compliance	37
Technological innovation	39

### Corporate profile

Company overview	40
------------------	----

# Message from the President



**Advancing boldly  
in a time of change  
Toward a sustainable society**

**Toyoki Nishi**  
President



“Delivering dreams, linking to tomorrow”—our corporate message expresses our mission. Since our founding in 1920, we have contributed to society’s growth as a key player in logistics, an essential part of social infrastructure. Overcoming many challenges along the way, we have carried forward the legacy built by our predecessors. This progress has only been possible thanks to the continued trust and support of our stakeholders, for which we express our sincere appreciation.

Today, the logistics industry is entering an unprecedented phase of transformation, shaped by the transition to a decarbonized society, the growing diversity of values and perspectives, and rapid digital innovation. Rather than viewing these developments solely as challenges, we regard them as significant opportunities to contribute to the realization of a sustainable society through our business activities. With this in mind, we announced our Sustainability Activity Declaration in 2022.

Under this sustainability commitment, we have identified six material issues and are implementing concrete initiatives to enhance our corporate value over the medium to long term. Since last fiscal year, we have placed particular emphasis on developing our people, who form the backbone of our business. We have introduced a new HR system designed to enable every employee to fully realize their

potential, thereby reinforcing our organizational capabilities. This approach is grounded in our conviction that a company cannot achieve sustainable growth unless its people grow alongside it.

To further strengthen the stability and resilience of our operations, we have advanced risk assessment under our occupational safety and health management system (OSHMS) and updated our business continuity plan (BCP) to ensure preparedness for major disasters and other unforeseen events. In addition, we obtained CNP certification at our container terminal and began efforts to acquire Eco Action 21 environmental certification—steps that reflect our commitment to reducing carbon emissions and using resources more responsibly. We will continue to respond with agility and discipline to evolving sustainability challenges and the diverse expectations of society.

As we look ahead, we will continue to pursue new value creation together with our stakeholders, drawing on the strengths of our group and the trust earned over more than a century. Guided by our corporate message—delivering dreams, linking to tomorrow—we remain firmly committed to contributing to a sustainable society as one united team. We look forward to continuing this journey together with you.



Introduction  
History of value creation

**1920** Founding of Tatsumi Shokai  
... Chuzo Shinomiya founded Tatsumi Shokai in Chikko, Nishi-ku, Osaka City (now Kaigan-dori, Minato-ku), and began providing land and sea transportation and port transportation services

**1941** Reorganized as a stock company

**1958** Opened a branch office in Tokyo

**1985** Completed Tatsumi Shokai Building in Chikko, Minato-ku, Osaka City, and moved the head office there

**1999** Completed the new Tokyo branch building, Tatsumi Building, in Iidabashi, Chiyoda-ku, Tokyo

**2020** Celebrated the 100th anniversary of our founding



Port Transportation Business

**1920** In August of the same year, began operating a container terminal

**1974** Expanded operations to Osaka Nanko.

**1985** Began handling Japan-China cargo and passenger ferry services

**2002** Began operations at the C11 Container Terminal in Yumeshima, Osaka



Port Transportation Business

As the leading company in Osaka Port, we are driving environmental initiatives in container yard operations.



Coastal Shipping Business

**1926** Began transporting phosphoric acid solution

**1928** Began transporting phosphoric acid solution

**1949** Began vessel operations with the Tatsumi Maru No. 1

**1969** Launched the Tatsumi Maru No. 28, Japan's largest caustic soda carrier at the time

**2013** The world's largest hydrochloric acid carrier, CIPTA ANYER, began coastal shipping operations in Indonesia

**2025** Launched the Shin Genkai, Japan's first training vessel for developing crews of chemical carriers



Marine Transportation Business

We are Japan's leading company in the transportation of inorganic chemical products. We operate a large fleet of vessels designed for specialized cargo, enabling efficient and stable shipping operations.



Warehousing Business

**1947** Completed the port district's first warehouse after the war at the Third Pier in Minato-ku, Osaka City

**1962** Completed Ajigawa Warehouse

**1967** Opened Nanatotsu Warehouse

**1990** Opened Tai Warehouse

**1998** Opened Iyo Mishima Warehouse

**2002** Opened Hitachinaka Warehouse

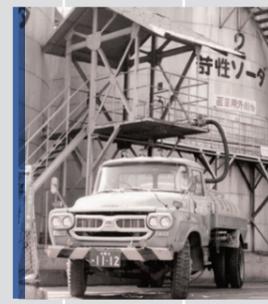
**2005** Opened PI Logistics Center

**2015** Opened Matsuyama Office



Logistics Solutions Business

We drive digital transformation to add value at warehouses across Japan, with a focus on Osaka and Kobe ports.



Truck Transportation Business

**1959** Completed the Land Transportation Department office, a dangerous goods warehouse, and the Sakurajima garage in Sakurajima, Konohana-ku, Osaka City

**2024** Opened an automated warehouse at the Umemachi Branch



Land Transportation Business

We operate tank terminals in many places across Japan, including Sakai City in Osaka and Nagoya City. We safely transport organic and inorganic liquid chemicals and high-pressure gases.

Chemical Terminal Business

**1960** Completed two caustic soda export tanks in Ajigawa, Minato-ku, Osaka City

**1967** Completed two caustic soda export tanks in Ajigawa, Minato-ku, Osaka City

**1984** Sakai Chemical Terminal began operations

**2002** Nagoya Chemical Terminal began operations

**2016** Opened a multi-work station for handling hazardous materials at the Hokko Chemical Terminal

Air Freight Transportation Business

**1982** Established the Air Freight Section and began operations

**1994** Began operations at Kansai International Airport

**1996** Began operations at New Tokyo International Airport (now Narita International Airport)

**2010** Began operations at Tokyo International Airport (Haneda Airport)



Air Freight Business

We partner with local subsidiaries and agents in over 60 countries, expanding our import and export forwarding and customs services.



Plant Transport Business

**1971** Established a plant team

**1993** Established a plant team

**2014** Vietnam: Nghi Son Refinery and Petrochemical Project

**2021** Opened Imari Branch



Plant & Project Business

We are experts in plant transportation, with a strong track record worldwide.

**Overseas expansion**  
We have 15 group companies in 9 countries.

**1998** Established PT. TATSUMI SERUNI INDONESIA  
**2009** Established TATSUMI SHOKAI (THAILAND) CO., LTD.  
**2019** Established TATSUMI NEW ZEALAND LIMITED

Strawberry Production Business

**2021** Opened Minamiboso Branch  
**2024** Opened Shizuoka Branch  
Established the Agricultural Business Division **2025**



Agricultural Business

We entered the agriculture sector to create new value by producing the very goods we transport. We actively promote employment opportunities for people with disabilities.

Over **100** years of responding to society's expectations



New Year's Day 1925: Annual visit to Sumiyoshi Shrine (Chuzo Shinomiya is the fourth person from the right in the back row)

## Port Transportation Business

### Overview

**Main businesses**  
Container terminal operations

**Locations**  
Osaka

### Strengths

- Japan's largest-class 1,400-meter long continuous dedicated berth at Osaka Nanko
- CFS warehouses located directly behind the container yard, handling consolidation and general import/export cargo
- Participation in the operation of the advanced 1,350-meter container terminal at Osaka Yumeshima, a core facility of Hanshin Port, designated as a strategic international container port

Continuous container berth—  
**Japan's largest-class 1,400-meter long**

Hybrid transfer crane installation rate: **73%**

**ISO9001** certified



## Marine Transportation Business

### Overview

**Main businesses**  
Marine transportation of sulfuric acid, caustic soda, hydrochloric acid, hydrogen peroxide, general cargo, cement, ores, and more

**Locations**  
Osaka, Tokyo, Aomori, Akita, Fukushima, Ibaraki, Gifu, Shizuoka, Okayama, Hiroshima, Yamaguchi, Kagawa, Fukuoka

### Strengths

- Leading experts in the transport of chemical products, backed by a large fleet of specialized tankers
- Branches established inside or near client sites, enabling responsive service
- One-stop logistics for chemical products that support social infrastructure, covering marine transportation, loading and unloading, intermediate storage tanks, and tank trucks for overland transport



**Japan's largest fleet** of specialized tankers for sulfuric acid and caustic soda

**Japan's largest volume** of sulfuric acid and caustic soda transported and handled

**ISM** certified

## Logistics Solutions Business

### Overview

**Main businesses**  
Warehouse business (non-ferrous metals, machinery, pulp and paper, lithium-ion batteries, steelmaking materials, confidential documents, etc.) and customs brokerage

**Locations**  
Osaka, Tokyo, Hitachinaka, Yokohama, Kobe, Okayama, Ehime

### Strengths

- LED lighting installed across approximately 90% of our 270,000 m<sup>2</sup> of warehouse space in Japan
- Collaboration with overseas affiliates (North America, Southeast Asia, etc.)
- Integrated sea-warehouse-land transport supported by our own coastal fleet



Member of **JIFFA/FIATA**

Operates a large number of **warehouses adjacent to international shipping berths**

Delivers a wide range of logistics services, **Logistics solutions**

## Air Freight Business

### Overview

**Main businesses**  
Forwarding and customs brokerage

**Locations**  
Osaka, Tokyo, Haneda Airport, Narita International Airport, and Kansai International Airport

### Strengths

- Many highly experienced customs brokers on staff, enabling us to streamline procedures and provide expert advice on cost optimization
- Integrated services covering everything from trade document preparation to cargo packing, storage, and sorting
- Speed-oriented operations tailored to air cargo transport requirements

**IATA-accredited** air cargo agent

Partner subsidiaries and local agents in **60 countries**



## Land Transportation Business

### Overview

**Main businesses**  
Land transportation of liquid chemicals (organic and inorganic) and high-pressure gases; operation of chemical tank terminals, bulk terminals, and dangerous goods warehouses

**Locations**  
Osaka, Fukushima, Kanagawa, Shizuoka, Aichi, Hyogo, Okayama, Yamaguchi, Oita

### Strengths

- Door to Door logistics system covering domestic land transportation, import/export customs clearance, and marine transportation
- Real-time vehicle monitoring enabled by digital transformation (DX)
- Nationwide chemical tank terminal operations, including those operated by our affiliate companies



**30% share** of Japan's chemical tank terminals

**CDI-T** certified chemical tank terminals

**G-Mark** certified transport operator

Introduction

# Tatsumi Shokai

## Our six main businesses

We are committed to building social infrastructure that supports daily life and corporate activities.

## Plant & Project Business

### Overview

**Main businesses**  
Forwarding of plant construction materials, including heavy and oversized equipment and small precision instruments

**Locations**  
Tokyo, Imari

### Strengths

- Extensive experience in project transport across Asia, India, the Middle East, Europe, and North America
- Capable of modular transport, a key approach in recent industry trends
- Expert knowledge of cargo-specific requirements, enabling us to identify safe routes, conduct route surveys, and carry out necessary clearance work for challenging transport operations

Cumulative cargo volume for national projects in Vietnam **1.5 million tons**

Over **100** global partners



# What we do

## Introduction



### Port Transportation Business



We operate harbor transportation services at Osaka Port, covering administrative procedures for vessel arrivals and departures, stevedoring services, and other work that supports international logistics. When I joined the company, I was assigned to a warehouse at the port, where I handled a wide range of tasks such as cargo inspection, inventory management, customs arrangements, and scheduling for incoming and outgoing shipments. Through this experience, I gained a deeper understanding of the entire logistics process and learned firsthand how essential on-site warehouse operations are to our business. In my fifth year, I moved to my current department. Here, I use my warehouse experience to manage container inventory, handle customs clearance, and oversee shipping procedures—tasks we take on for shipping companies. At Osaka Port, one of Japan's leading international logistics hubs, we prioritize safety and strive to operate with speed and precision to connect Japan with the world.

**Kohei Otsuka** (8th year with the company)  
Nanko Business Branch, Export & Import Section 1

**LOOK!**

It's impressive to see large ships arriving and departing, with containers being loaded and unloaded. Harbor transportation is an essential job that supports our daily lives!



### Marine Transportation Business



We transport a wide range of cargo by sea—including inorganic chemicals, ores, and general cargo—and handle Japan's largest volume of sulfuric acid and caustic soda. In my first year with the company, I worked at the Naoshima Branch in Kagawa Prefecture, where I handled shipping agency operations, managing the procedures and arrangements for vessel arrivals and departures on behalf of shipping companies, as well as sulfuric acid shipping operations. These experiences taught me a great deal about on-the-job logistics work. In my second year, I moved to my current department, where I now handle voyage planning for chemical tankers. I find it very rewarding when we achieve a balance between profit and customer satisfaction by flexibly planning our tanker operation schedules to account for the weather and our customers' delivery deadlines.

**Yuki Imai** (8th year with the company)  
Marine Transportation Osaka Department, Sales Section 1

**LOOK!**

Our domestic marine transportation business has 100 years of history, dating back to our founding. We also operate Japan's largest fleet of specialized tankers for sulfuric acid and caustic soda!



### Logistics Solutions Business



Centered in Osaka, we operate a variety of logistics facilities—including not only general warehouses but also temperature-controlled warehouses—that enable us to meet a wide range of customer needs. I spent nearly 10 years after joining the company working exclusively on imports, handling everything from customs clearance and devanning to storage arrangements, outbound coordination, and invoice preparation. As part of organizational changes in April, I was assigned to the manufacturer accounts team, where I now work mainly with one company and also handle export operations. Having the opportunity to take on tasks I had never experienced before has greatly boosted my motivation. I feel that engaging with new fields has broadened my perspective and expanded my knowledge.

**Asuka Takeuchi** (11th year with the company)  
Kobe Branch, Business Section 1

**LOOK!**

You'll explain cargo details to customs brokers, and the shipping method may change depending on the cargo's characteristics, so you become very knowledgeable about your assigned manufacturer's products!



### Land Transportation Business



We operate land transportation, hazardous materials warehousing, and tank terminal businesses. In my first year, I worked on cargo handover operations at the Nagoya Chemical Terminal. In my third year, I transferred to the Umemachi Branch, where I was responsible for hazardous materials warehouse management. In my fourth year, I moved to my current department. Today, I prepare quotations for customer requests—such as transport and storage services—and carry out sales activities to secure new contracts. Our department covers a wide range of operations, so we must have broad technical knowledge as well as legally mandated qualifications for designated supervisory roles. Employees are encouraged to obtain national certifications such as Hazardous Materials Engineer, Poisonous and Deleterious Substances Handling Supervisor, and High Pressure Gas Production Safety Manager, as well as to participate in various training programs. Many of our employees actively participate in these initiatives.

**Yuto Takeda** (5th year with the company)  
Land Transportation Sales Department, Sales Section 1

**LOOK!**

We handle specialized products such as chemical products and high-pressure gases. Our deep knowledge and technical skills rank among the best in Japan!



### Air Freight Business



With major operations at Narita, Haneda, and Kansai airports, we handle a wide range of air cargo. Licensed customs brokers perform the customs clearance procedures essential for international trade and play a key role in connecting Japan with the rest of the world. In my first year with the company, I worked on import consolidation at the Narita Airport Branch and used our in-house certification support program to pass the customs broker exam. Since then, I have been responsible for applications for tax-exempt ship supplies, import and export declarations, and witnessing customs inspections as a customs specialist. I work closely with our customers to prepare accurate declarations and attend customs briefings to stay updated on legal changes. I understand that accurate declarations contribute to national interests and proper border management, so I approach my daily work with a sense of purpose and responsibility.

**Hisato Fukuda** (11th year with the company)  
Narita Airport Branch, Customs Clearance Section

**LOOK!**

A customs broker license is very valuable for working in the trade industry. You can take advantage of our in-house support system to earn your certification!



### Plant & Project Business



We transport a wide range of plant construction materials—from heavy and oversized equipment to small precision instruments—meeting the logistics needs of construction companies in Japan and overseas, as well as leading global engineering firms. Working closely with our overseas partners, we safely, reliably, and efficiently deliver to construction sites across Asia, India, the Middle East, Europe, and North America. I began my career at Tatsumi Vietnam's Hanoi Office. In my eighth year, I was transferred to Tatsumi Shokai under the company's intra-group transferee program. I am currently involved in a project in Iraq, where I am responsible for project-related accounting management. I strive to use my strengths to support both our team and our customers.

**Nguyen Thi Trinh**  
(8 years at Tatsumi Vietnam, 4th year with Tatsumi Shokai)  
Overseas Business Sales Section

**LOOK!**

Plant transportation plays a vital role in supporting infrastructure. I feel a strong sense of purpose and pride as I see the contribution we make to society.



# Tatsumi Shokai by the numbers

June 2024  
May 2025

Founded in **1920**

Number of employees (FY2024) 

Capital **750 million yen**

Group total **2,996** Non-consolidated **906**

Net sales (non-consolidated) **62.4 billion yen** (FY2024)

Net sales (Group total) **183.4 billion yen** (FY2024)

Parental leave return-to-work rate **100%**

Childcare leave utilization rate (men) **50%**

Childcare leave utilization rate (women) **100%**

Gender ratio  
Men **76%**

Women **24%**

Average age **44 years**

Average years of service **14.7 years**

Average monthly overtime **19 hours**

Paid leave utilization rate **78%**

New graduate turnover rate (within 3 years) **13%**

# Discover Tatsumi Shokai

 **TATSUMI SHOKAI CO.,LTD.**

## The story behind the C.S. company emblem

The emblem's design is based on the initials of our founder, Chuzo Shinomiya. There are established standards for the ratio of the diamond's diagonals and the thickness of its lines and lettering.



Founder Chuzo Shinomiya

## Origin of the company name

The name "Tatsumi" comes from the fact that our founder was born in the Year of the Dragon (tatsu) and other early members were born in the Year of the Snake (mi). According to company records, although it would have been easy to name the company "Shinomiya Transport," a personal name was avoided with future growth in mind.

## Our corporate message: Delivering dreams, linking to tomorrow.

We adopted this message in 2020 to mark our 100th anniversary. Over the past century, we have continued our business—a testament to the essential role our work has played in society and a source of deep pride for us. As we look to the future, we must continue taking new steps that reflect the changing times so we can contribute to building a sustainable society and grow together with our customers, local communities, and every one of our employees. What can we do? What dreams do we hold? What kind of future do we want to help create? By asking ourselves these questions and seeking the answers together, we carry forward the spirit embodied in this message.

## Our corporate colors

Our corporate colors are Tatsumi Green, which represents land, and Tatsumi Blue, which represents the sea. We use these colors for envelopes, forklifts, and other cargo handling equipment.



## Tatsumi Shimbun

We publish the Tatsumi Shimbun every month as our company newsletter. First issued in 1949, it has long been edited by former newspaper reporters and now covers a wide range of topics, including business updates, company events, safety initiatives, and employee spotlights. It is also sent to our alumni.



Issued January 1, 1949 Issued October 1, 2025

## Our company mascots

We named our mascots Tak-kun and Mii-chan after the company. Their helmets and work uniforms are faithfully recreated. They also appear in the workbooks we hand out when elementary school students visit us, helping children feel more connected to our business activities.



# | Sustainability |



With the aim of balancing sustainable growth and the resolution of social issues, we have identified six material issues that guide our sustainability initiatives and support our efforts to build a sustainable society.

# Sustainability

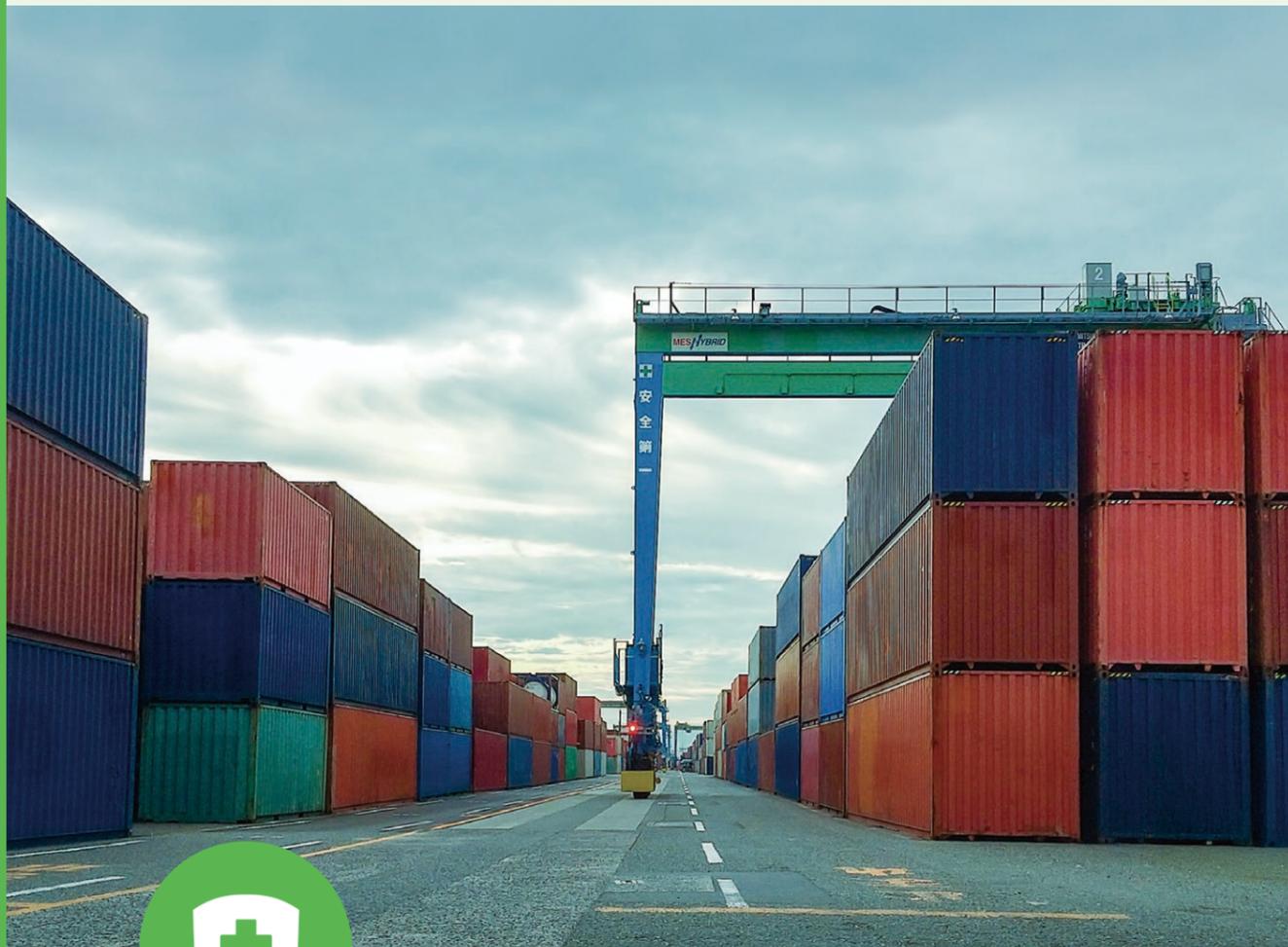
## Sustainability Activity Declaration

Since our founding in 1920, we have addressed social issues through our logistics business. In 2022, we announced our Sustainability Activity Declaration to enhance our corporate value and drive medium- and long-term growth. This marked a renewed commitment to protect the environment and uphold human rights as part of our path toward a sustainable society.

## Materiality Identification Process

Guided by our basic philosophy, we identified six material issues in 2022 to strengthen our efforts in addressing social challenges.





## Safety is the top priority

Materiality 01

# Safety and security

The first principle of our basic philosophy is “Safety is the top priority,” which we regard as a central pillar of our management. We create a safe and secure workplace for our employees and ensure that cargo is handled and stored in accordance with the highest safety standards. We continuously improve our work processes and upgrade our facilities and equipment to build a safe and secure logistics system.



### Main topics

## Implementation of occupational safety and health management system (OSHMS)

We are implementing a management system to systematically oversee our safety and health activities and reduce risks through continuous risk assessments.

## Restructuring of our business continuity plan (BCP)

We are working to strengthen our company-wide BCP to protect lives and ensure the swift restoration of logistics operations in the event of a disaster. As a first step, we obtained resilience certification for the inter-office business continuity framework between Osaka and Tokyo.

## Safety and Health Committee Meeting

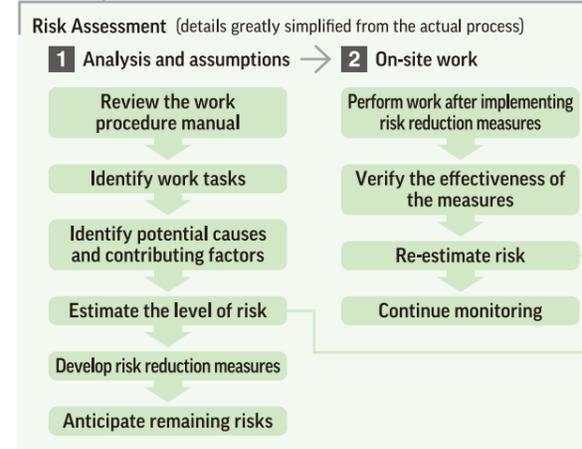
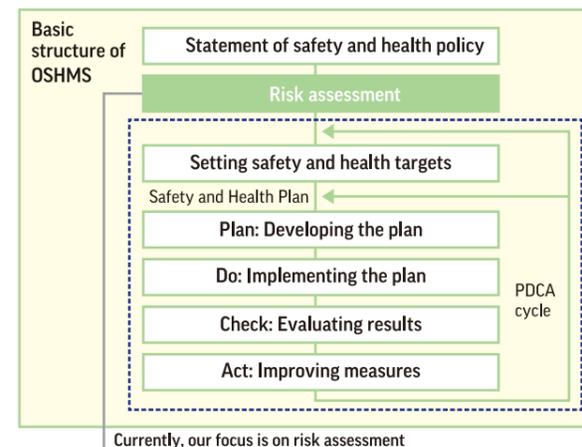
We have established the Safety and Health Committee, which reports directly to the president, and continue to advance initiatives based on the first principle of our basic philosophy: “Safety is the top priority.” For FY2025, our safety slogan is “Zero accidents start with the basics – Safe workplaces through proper procedures,” and ensuring adherence to work procedures is our highest priority. We hold the Safety and Health Committee Meeting twice a year to review the status of safety and health initiatives across the company, recognize workplaces that have achieved zero accidents and zero injuries for five consecutive years, commend outstanding proposals for improving work environments, and host safety and health lectures. Each meeting is attended by more than 80 branch managers and safety and health managers from across Japan.



## Strengthening risk assessment under OSHMS

To enhance the effectiveness of our safety and health activities, we have begun implementing the occupational safety and health management system (OSHMS) under the leadership of the Safety and Health Committee. OSHMS, a framework developed by the Ministry of Health, Labour and Welfare, provides voluntary guidelines for improving workplace safety and health across entire organizations. Our current priority is the implementation of risk assessments. At each site, we identify workplace risks, evaluate their severity, determine priorities, and implement measures to reduce those risks.

We then review the results and drive continuous improvement through the PDCA cycle to prevent accidents. Risk assessment meetings are attended by employees from all levels, from management to frontline workers. These meetings address not only daily tasks and recent incidents but also new operations, equipment upgrades, and other non-routine work. Going forward, we will conduct these assessments every three months as a rule to ensure continuous risk identification and countermeasures. This ongoing effort will contribute to reducing accidents.



Risk Estimation Method details greatly simplified from the actual process

$$\text{Risk Level} \leftarrow (\text{Score}) = (1) \text{ Frequency} + (2) \text{ Likelihood} + (3) \text{ Severity}$$

### (1) Frequency

Frequency categories	Score	Indicative descriptions
Frequent	4	About once a day
Occasional	2	About once a week
Rare	1	About once every six months

### (2) Likelihood

Likelihood categories	Score	Indicative descriptions (examples)
Certain	6	An accident that may occur even with full attention
Highly likely	4	An accident that may occur if attention lapses
Possible	2	An accident that may occur due to carelessness
Unlikely	1	An accident that is unlikely even without special attention

### (3) Severity

Severity categories	Score	Indicative descriptions
Fatal injury	10	Injury resulting in death or permanent disability
Serious injury	6	Lost-time injury
Minor injury	3	Non-lost-time injury
Slight injury	1	Minor injury or illness

$$\text{Risk level (total score)} = (1) + (2) + (3)$$

Score	Level	Risk level interpretation	Risk reduction approach
13-20	IV	Major concern	Suspend work until risk reduction measures are implemented
9-12	III	Significant concern	Take prompt risk reduction actions
6-8	II	Moderate concern	Plan and implement risk reduction measures
5 or less	I	Minimal concern	Implement measures as necessary

## Business continuity initiatives

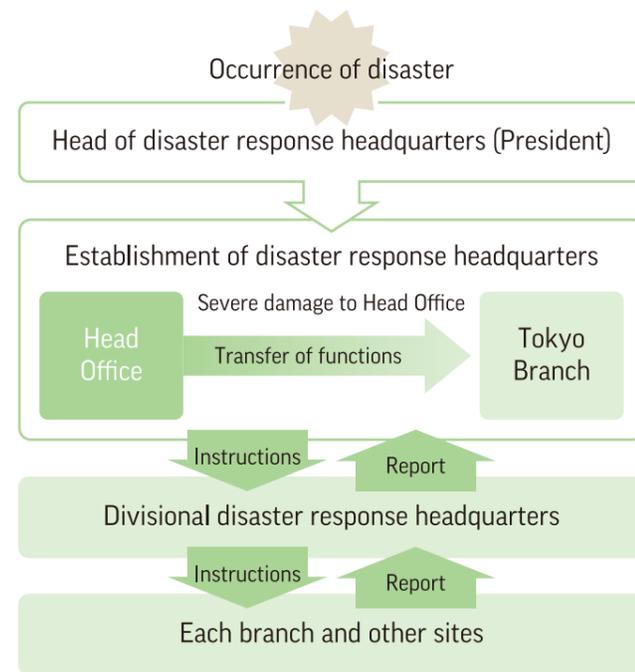
### BCP drill conducted

On June 3, 2025, we conducted a business continuity plan (BCP) drill to practice transferring our Head Office functions to the Tokyo Branch in the event that a major disaster causes serious damage to our headquarters. Assuming strong shaking equivalent to a seismic intensity of upper 6 from a Nankai Trough earthquake, disaster response headquarters were established at both the Head Office and the Tokyo Branch, and coordination was carried out online. The drill confirmed the entire process: from the initial response—deciding to transfer functions to the Tokyo Branch if significant damage is expected—through activation and termination of the BCP, to the disbandment of the disaster response headquarters. Following the drill, we shared improvement ideas to enhance practical effectiveness, such as preparing for possible communication disruptions and strengthening equipment readiness. We will continue to reflect these insights in our disaster preparedness going forward.



### Basic BCP Policy

- 1 Give top priority to confirming the safety and whereabouts of all employees and their families, and to ensuring their safety.
- 2 Strive to deliver our services to customers quickly and reliably following a disaster, while also continuing to contribute to the local community and fulfill our social responsibilities.
- 3 Routinely take appropriate preventive measures to minimize damage. If a disaster occurs, work to prevent secondary damage and restore operations quickly.
- 4 Educate employees on BCP, conduct regular drills, evaluate the results, and continually review and improve our BCP based on these findings.



### Monitoring with the safety confirmation system

Since 2023, we have operated a safety confirmation system to confirm the safety of our employees and to assess damage to our offices in the event of a disaster. When tsunami warnings and advisories were issued following the earthquake off the Kamchatka Peninsula on July 30, 2025, we used this system to collect information from all offices on evacuation status, the feasibility of continuing operations, and other relevant matters. We will continue to conduct regular training and refine our procedures so that we can rapidly obtain the information required for an initial response, make appropriate decisions, and issue clear instructions.

### Resilience certification at Head Office and Tokyo Branch

As of March 31, 2025, our Head Office and Tokyo Branch obtained the Resilience Certification from the Association for Resilience Japan. This certification is awarded to organizations that support the Japanese government's initiative to build national resilience and actively promote business continuity efforts. We have put in place a framework in which, even if a major disaster were to halt operations at our Head Office, key functions such as systems, accounting, and finance can be taken over by the Tokyo Branch, enabling us to maintain business continuity. Going forward, we will continue to rebuild business continuity plans (BCP) for each site—including terminals, domestic shipping facilities, and warehouses—and work to develop an integrated BCP that also covers our group companies.



## Safety drills for concentrated sulfuric acid spills

Concentrated sulfuric acid is one of the chemicals transported and stored by both our Marine Transportation Business Division and Land Transportation Business Division. Because it is highly corrosive and can cause serious injury if it comes into contact with skin, it must be handled with the utmost care. We therefore conduct regular drills at sites that handle concentrated sulfuric acid to strengthen our safety management systems and enhance our emergency response

capabilities. Within the Marine Transportation Business Division, all seven branches that handle this chemical conduct drills each year. In addition, the Akita and Onahama Branches carry out large-scale drills based on scenarios involving concentrated sulfuric acid spills. Our management team, including the president and relevant executives, also visits these sites to observe the drills, demonstrating leadership and a strong commitment to safety and health management.



Drill at the Onahama Branch



Drill at the Akita Branch

### Head Office fire drill

Every year at our Head Office building, we conduct fire drills and lifesaving training in cooperation with the fire department, in line with our fire safety plan. In 2024, the drill simulated a fire originating in the second-floor kitchenette. Following instructions from the evacuation guidance team, approximately 240 officers and employees evacuated to the designated assembly area using the stairs. A firefighting drill using water-based extinguishers was also conducted as part of the training. During the lifesaving workshop, participants first viewed an instructional video and then practiced cardiopulmonary resuscitation (CPR) using a training manikin. The training included hands-on practice in chest compressions, AED operation, and clearly calling for assistance, helping participants build the ability to respond quickly and appropriately in an emergency.



Firefighting drill using water-based extinguishers



CPR training using an AED

### Stockpiling 2,700 emergency meals

In 2012, we signed an agreement with Osaka City designating our Head Office building as a temporary tsunami evacuation site for local residents in the event of a disaster. As part of our independent initiatives, we store 2,700 emergency meals—enough to support a total of 300 people, including both employees and external evacuees, for three days. In September last year, we renewed the stock so that each three-day set now includes seasoned rice, shelf-stable bread, and freeze-dried biscuits. By packaging these items together, distribution becomes easier and evacuees can enjoy a variety of flavors, helping reduce the burden of life in an evacuation shelter. To further strengthen our disaster preparedness, we have also prepared halal-certified meals for Muslim visitors, as well as emergency toilets and portable gas stoves.



### Safety and health slogan program

To raise safety awareness across the company, we invite employees to submit safety and health slogans each year. A number of entries are selected for awards, and the selected slogans are displayed on posters in our offices. In 2025, we received more than 1,600 submissions not only from our employees, but also from group companies and colleagues working overseas. Through these ongoing initiatives, we will continue working to create safe and secure workplaces.





Materiality 02

# Environment

## Pursuing decarbonization and energy efficiency

Decarbonization has become a global priority. We are promoting decarbonization and energy efficiency as a logistics company, including obtaining Carbon Neutral Port (CNP) certification. Guided by our environmental policy, we are striving to further reduce our environmental impact while also pursuing Eco Action 21 certification.



### Main topics

#### Obtained CNP certification

The Osaka Port Nanko Container Terminal (C1-C4) is among the first to have obtained certification under the new CNP certification system.

#### Purchased J-Blue Credits

We purchased J-Blue Credits, which are issued based on initiatives that support CO<sub>2</sub>-absorbing blue carbon ecosystems, from two organizations.

#### Hybrid transfer crane installation rate

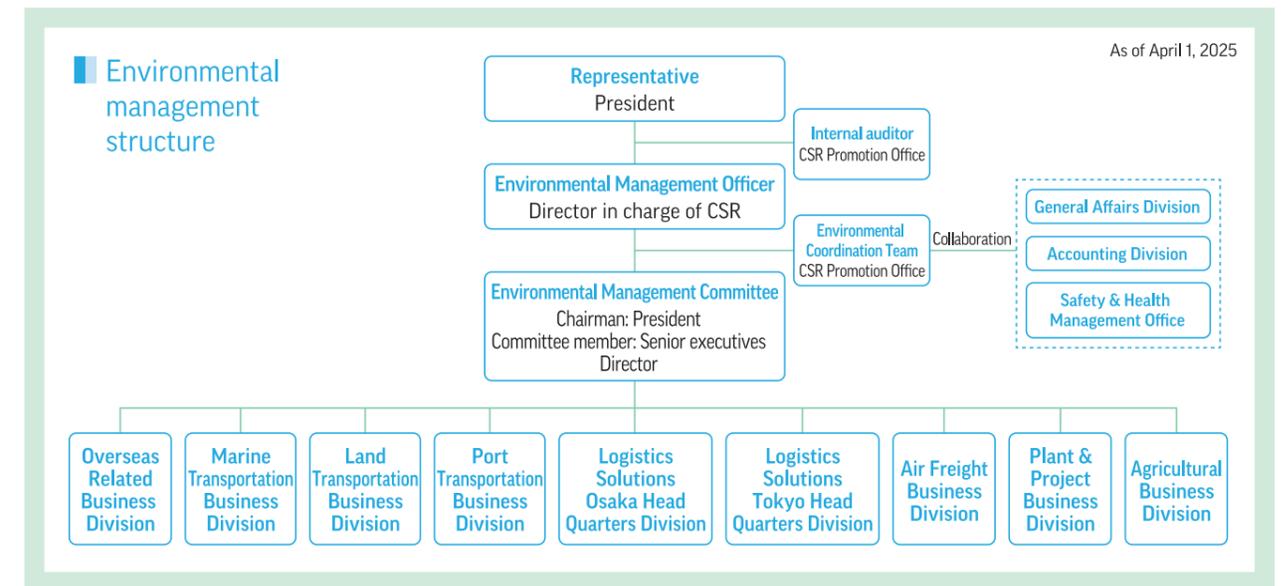
# 73%

At the Osaka Port Nanko Container Terminal, 73% of the transfer cranes are now hybrid models, enabling an annual reduction of 767 tons of CO<sub>2</sub>.

## Environmental policy and management structure

### Environmental policy

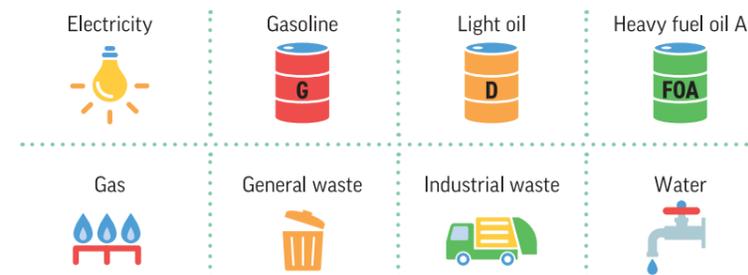
As a company operating in the energy-intensive logistics sector, we recognize global environmental issues as a critical business challenge and are working to prevent pollution from our activities and reduce our environmental impact. By improving energy efficiency, reducing waste, and pursuing other initiatives, we aim to help our logistics operations—an essential part of social infrastructure—coexist in harmony with environmental conservation.



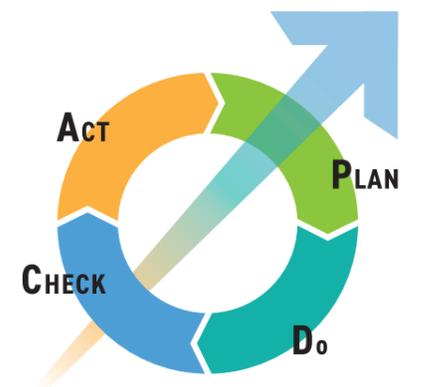
## Efforts to obtain Eco Action 21 certification

To obtain Eco Action 21 certification, which is based on guidelines developed by the Ministry of the Environment, our sites seeking certification measure a wide range of indicators, from electricity and gasoline consumption to general waste generated at offices and industrial waste from our business activities. We set reduction targets based on these data and conduct internal audits to assess compliance with environmental laws and regulations.

### Main items measured



### Reduce CO<sub>2</sub> emissions and waste



Left : Internal audit of environmental compliance documents

Right : On-site check during internal audit

## Advancing decarbonization with CNP Certification

The Osaka Port Nanko Container Terminal (C1-C4) has obtained one of the first certifications under the new CNP Certification (Container Terminal) system, introduced in March 2025 by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT).<sup>\*1</sup> This CNP Certification (Container Terminal) assesses port terminal decarbonization efforts on a five-level scale, from Level 1 to Level 5. Tatsumi Shokai is among the entities certified at Osaka Port Nanko Container Terminal C1-C4.<sup>\*2</sup> As part of our decarbonization initiatives, we have been advancing the transition to hybrid transfer cranes since 2012. To date, 17 out of 23 cranes have been replaced, with the remaining six scheduled for phased replacement. We will continue our engagement with the CNP Certification (Container Terminal) system while advancing decarbonization across our port operations.

\*1 : In addition to Osaka Port, Hakata, Kawasaki, Nagoya, and Takamatsu ports were certified on the same day.

\*2 : Mitsui O.S.K. Lines, Ltd., Osaka City, Kobe-Osaka International Port Corporation, and Tatsumi Shokai Co., Ltd.



Osaka Port Nanko Container Terminal (C1-C4)

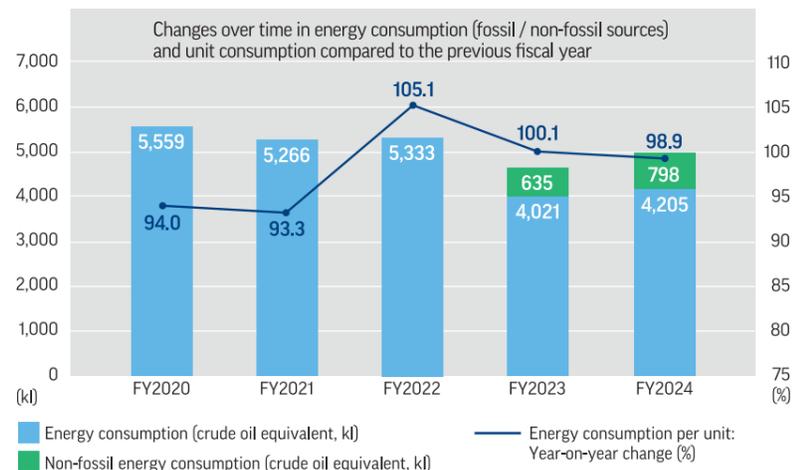
### About CNP Certification

The Carbon Neutral Port (CNP) Certification system was established by MLIT in 2025 to promote decarbonization at port terminals. It assesses efforts to decarbonize terminals and certifies them on a scale from Level 1 to Level 5. Clear evaluation metrics help operators define concrete pathways to decarbonization and implement them in a planned manner. This initiative reflects the global trend toward decarbonizing entire supply chains and underscores the need for smarter, more sustainable port operations.



## Status of periodic reports under the Energy Conservation Act

In line with the Act on the Rational Use of Energy (Energy Conservation Act), we report annually on energy used at our facilities (excluding fuel for off-site ships and vehicles). In FY2024, total energy use increased. However, energy consumption per unit of business activity—a measure of energy efficiency—was 98.9% of the previous year's level, indicating improved energy efficiency. We will continue working to improve energy efficiency.



## Purchased J-Blue Credits

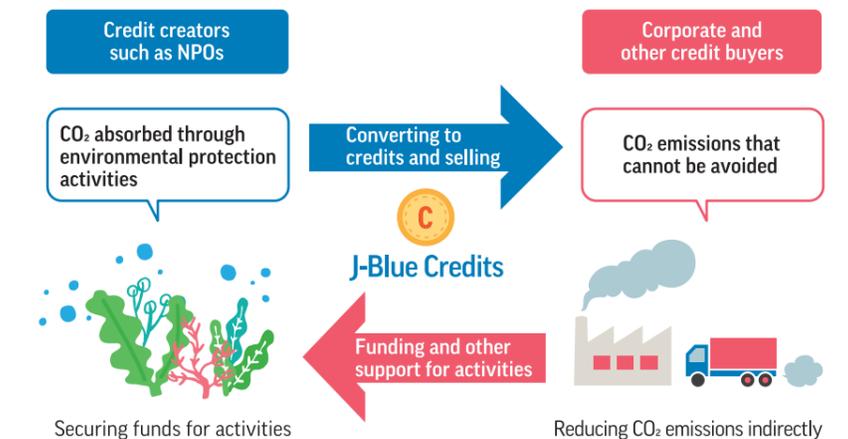
We purchased J-Blue Credits for two projects: the Osaka Nanko Bird Sanctuary in Osaka City and the Sea Cradle Restoration Project in Hannan City, Osaka Prefecture. Both protect and restore blue carbon ecosystems, which absorb CO<sub>2</sub> through photosynthesis in marine and coastal areas. At the Osaka Nanko Bird Sanctuary, government, citizens, NPOs, and companies coordinate to maintain birdwatching spots and provide habitats for reeds and eelgrass. These activities promote CO<sub>2</sub> absorption and storage through photosynthesis. In Hannan City, local government, residents, NPOs, and companies work together—mainly with elementary school students—to continue protecting and restoring eelgrass beds and seaweed habitats.



J-Blue Credit purchase certificate (Osaka Nanko Bird Sanctuary project)

### About J-Blue Credits

J-Blue Credits are carbon credits uniquely certified, issued, and managed by the Japan Blue Economy Association (JBE), following a third-party review. The amount of CO<sub>2</sub> stored in coastal and marine areas for more than 100 years—a timeframe generally considered the international standard—is calculated scientifically and objectively. Certification and issuance are based on past performance. Creating and protecting blue carbon ecosystems, such as seaweed beds, helps clean the water, increases the number and variety of fish, and supports biodiversity. These actions bring broad environmental benefits.



## Highlights of our environmental initiatives

**Head Office**  
Renewable energy for electricity; electric vehicles for business operations

**Port transportation business**  
Hybrid transfer crane installation rate: 73% (as of May 2025)

**Marine transportation business**  
Three of our domestic vessels certified under the Energy Efficiency Rating System for Domestic Vessels (MLIT Maritime Bureau)

**Land transportation business**  
Installed solar panels on the roof of the Nagoya Chemical Terminal Office

**Logistics solutions business**  
Converted 90% of lighting in offices and warehouses to LED.  
Installed solar panels on the roof of the Okayama Branch warehouse



Hybrid transfer crane



Rooftop solar panels



Electric vehicle introduced at Head Office



# Human capital and diversity

Materiality 03

## A workplace where everyone can thrive

Sustainable corporate growth requires the growth of our people. Since 2025, we have implemented a new HR system focused on developing our people. We support each employee in building on their strengths while creating an environment where they can perform at their best.

Related SDGs

### Main topics

#### Revisions to our personnel and evaluation systems

Our new HR system is designed to promote people development, supporting both employee growth and the company's sustainable development.

#### 2025 Certification as a Health & Productivity Management Organization

We have been certified as a Health & Productivity Management Organization for two consecutive years.

#### Men taking childcare leave

# 50%

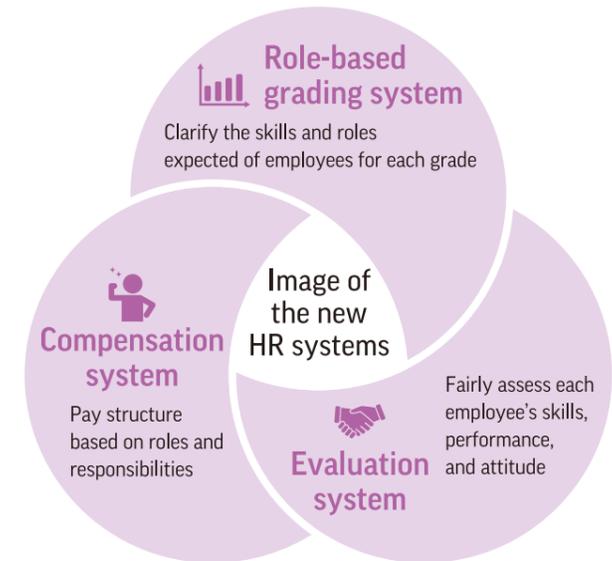
We encourage employees to take childcare leave, and more men are also using the program each year.

## Revision of the HR system

We revised our HR system in FY2025. The new system is built on three pillars: role-based grading, evaluation, and compensation. In the role-based grading system, we assign grades according to the expected levels of roles and responsibilities. The evaluation system promotes employee growth through twice-yearly reviews, in which supervisors assess roles, responsibilities, and behavior, followed by feedback meetings that incorporate employees' self-evaluations. Our compensation system is based on job grade and job type, with salaries set according to each role and responsibility.

In addition to the existing career-track, operational, and clerical positions, we introduced three new categories—regional-track, specialist-track, and research officer—bringing the total to six job categories. We have also introduced a job transfer system that enables employees to choose flexible work styles aligned with their life stage and lifestyle. By ensuring these systems function in an integrated way, we are building a safe, supportive workplace that fosters employee growth and underpins the company's sustainable development.

Feature : Roundtable on the New HR System See pages 25-26



## Extensive training for skill development and professional growth

We support each employee in improving their skills through position-based and legal training programs. We encourage employees to obtain qualifications such as customs broker certification and the Business Skills Test, and we cover examination fees and the cost of study materials.

### Position-based training / Off-the-job training

New Manager Training  
Section Chief Training  
Chief training  
Training for young employees  
New employee training  
- Follow-up training is also provided during the fiscal year

**Training for personnel evaluators**  
**Feedback interview training**  
Both training programs are designed for managers

Organization management skills + Communication skills

### Legal training / Off-the-job training

**Contract law training**  
Online course

**Harassment training**  
**Compliance training**  
For all employees (once per year per person).

Job execution capabilities + Knowledge  
Compliance with laws and regulations

### Qualification support system / Self-development support

**Customs broker study group**  
In-house instructors prepare more than 20 sets of practice questions, and provide feedback and guidance

**Support for Business Skills Test**  
We cover the cost of textbooks and exam fees for the Business Skills Test

Career development

## Together with diverse talent

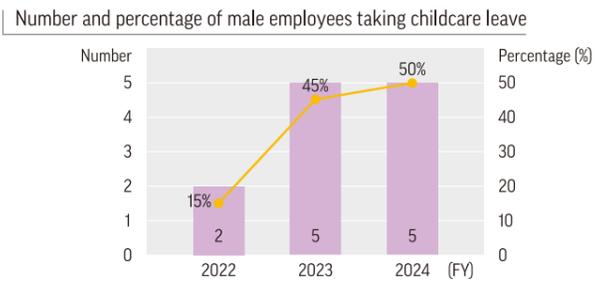
In an era of diversifying values, society is also facing challenges such as a shrinking workforce. Against this backdrop, we are committed to promoting diversity and inclusion, creating a workplace where all employees can fully demonstrate their abilities and contribute to the development of society.

### Promoting women's advancement

We are working to create systems that allow everyone to build their own careers, regardless of gender, as part of our efforts to address social issues such as women's economic participation and skills development. Specifically, we have established a new regional-track career category to expand hiring of women in career-track positions and to promote transfers from clerical to such positions. We offer flexible leave programs and support work styles aligned with individual life plans. These initiatives help employees achieve better work-life balance, enhancing engagement and creating a more supportive work environment.

### Support for balancing work with childcare and caregiving

We encourage employees to take childcare leave, and the number of men taking such leave is increasing each year. In response to the October 2025 revision of the Child Care and Family Care Leave Law, employees raising children aged three or older and not yet in elementary school can now choose either childcare support leave or shortened working hours for childcare.



### Hiring and supporting global talent

As our business becomes more international, we are hiring more foreign employees to ensure we can conduct business with a global perspective. In addition to hiring people from the countries where we operate, we recruit outstanding talent from a wide range of nationalities and provide training for professional development and support for daily life in Japan so that they can become key players in our business in the future.

### Hiring and supporting employees with disabilities

We strive to ensure that people with disabilities can take pride in their work and live independently. The Minamiboso Branch of our Agricultural Business Division actively hires people with disabilities for our strawberry production business. We are also hiring more staff for office work at other locations. We aim to create workplaces where people with disabilities can work for many years, with support tailored to their needs and abilities.



Elevated cultivation designed for easier work access

## Health management initiatives

We promote health management based on our basic philosophy of improving employee well-being. We have been certified as a 2025 Health and Productivity Management Organization (Large Enterprise Category) for the second year in a row. Starting in FY2024, we have set up a system for occupational health physicians to be involved even at offices with 50 or fewer employees, where this is not legally required. This enables us to provide more attentive health management for employees.



## Alumni hiring system

We have introduced a formal alumni rehiring program. Alumni refers to former employees who have left the company due to job changes, childcare, nursing care, or other circumstances. This program welcomes them back as colleagues, bringing in people with experience gained both within and outside our company and an objective perspective. Through this program, we aim to raise our corporate value and bring in fresh ideas. We look forward to creating opportunities for former colleagues to thrive with us again and to leveraging their experience and perspectives to drive sustainable growth.

## Group flu vaccinations

We offer group flu vaccinations to create a healthy workplace and meet our duty to protect employee safety. If employees in regional areas cannot get group vaccinations, we help cover the cost of getting vaccinated at a medical facility.

## Building a hands-on training ship to develop domestic seafarers

We are building Japan's first practical training ship\* for domestic chemical tankers, which is scheduled to begin operations in January 2026. Up to three trainees and one instructor join regular voyages, helping to address crew shortages and pass down skills. The vessel is 509 gross tons, about 65 meters long, and features a modern accommodation layout with five crew cabins, three trainee cabins, and one instructor cabin. It is equipped with engines that run on biofuels and energy-saving propellers to help reduce our impact on the environment. We will also install Starlink to drive digital transformation across land and sea, and to create a safer, more comfortable workplace. We plan to begin training voyages with trainees on board around summer 2026. By offering on-board experience needed to get a maritime officer's license, we aim to train more people and widen our recruitment base.

\* The vessel is owned by Genkai Kisen Co., Ltd., a group company



Launch ceremony for the training ship

## Hosting site visits from educational institutions in Japan and overseas



Students from The Hong Kong Polytechnic University visiting the Nanko Container Terminal

We host site visits from schools in Japan and overseas to help develop talent and encourage international exchange. In May 2025, 35 students and faculty members from the Department of Logistics and Maritime Studies at The Hong Kong Polytechnic University visited the Osaka Nanko Container Terminal. After a briefing on the terminal, the group observed cargo handling on the vessel. During the visit, the students asked technical questions about the capacity of the gantry crane and the handling of mixed cargo containers. The visit contributed to the students' learning, and we received a crystal plaque of appreciation and mugs with our company name from the school. The event provided a valuable opportunity for deepening our ties.



Crystal plaque of appreciation and mug

## Sports day, company trips, and club activities held regularly

We hold a variety of in-house events to create a workplace where employees can thrive. Company trips and club activities such as baseball, cutter boat racing, flower arranging, and Go bring people together across departments and age groups, helping to build teamwork and improve communication. Our annual sports day welcomes employees' families and group company staff. Everyone forms teams and competes in events, creating a lively atmosphere full of smiles and cheers—while also helping employees stay healthy.



Osaka Port Cutter Race



Tatsuyu-kai Autumn Sports Day in the Osaka/Hanshin area, with employees' families

# Feature 01

## Roundtable on the New HR System

### Objectives and significance of the new HR system, designed with a focus on talent development

Launched in April 2025, the new HR system places its strongest focus on talent development. In this discussion, members of the Human Resources Section in the General Affairs Department share their perspectives on the system's overall framework and their impressions after its implementation.



<b>Nobukatsu Yamamoto</b> Manager Human Resources Section General Affairs Department	<b>Hinako Tsuji</b> Human Resources Section General Affairs Department (Joined in 2019)	<b>Kaito Naruse</b> Human Resources Section General Affairs Department (Joined in 2019)	<b>Nodoka Horiguchi</b> Human Resources Section General Affairs Department (Joined in 2020)	<b>Toshikazu Kurumada</b> General Manager General Affairs Department
---	--	--	--	--

### Introducing a grading system and revising our evaluation and compensation systems

**Kurumada:** Tatsumi Shokai celebrated its 105th anniversary in 2025. Throughout our long history, we have focused on ensuring that every employee earns the trust of our customers. To continue doing so, we must place strong emphasis on developing our people. The new HR system was launched to realize President Toyoki Nishi's vision and to create a framework that empowers each employee to pursue growth with greater ambition.

**Yamamoto:** We developed this system over around three years, incorporating employee feedback throughout the design process. A key feature of the system is that it retains the strengths of our traditional seniority-based approach—protecting the livelihoods of employees and their families—while introducing a clearly defined grade structure that clarifies and documents roles and responsibilities.

**Kurumada:** Along with that, we reviewed the fundamental purpose and ideal structure of our evaluation and compensation systems and rebuilt them from the ground up. The new evaluation system is designed to fairly assess roles and responsibilities according to each employee's grade. By implementing this system alongside a newly introduced self-evaluation process, we aim to foster greater self-awareness regarding their roles and professional growth. The new compensation system considers both job grade and the achievement of responsibilities, while also incorporating traditional seniority-based elements. This balanced approach is designed to avoid an excessive focus on performance-based rewards. Our organization includes a variety of businesses and departments, and some roles are hard to evaluate based solely on quantifiable results.

**Yamamoto:** That's right. The new compensation system standardizes payment criteria across all job categories, establishing a framework based on grade and category. It also considers appropriate living standards according to age and includes elements that express



appreciation for years of service. The system also offers a comprehensive range of support programs, including family and housing allowances, tailored to employees' life stages and living environments.

**Kurumada:** While retaining the strengths of the previous system, we clarified areas that had been ambiguous and made the necessary improvements. How do you feel about the new system?

**Tsuji:** I believe the most significant change in our evaluation system has been the introduction of biannual self-evaluations and feedback meetings with supervisors about those self-evaluations.

**Horiguchi:** Indeed. In the past, it was sometimes hard to understand how supervisors were evaluating us. But with these self-evaluations and feedback meetings, the areas for improvement and strengths to develop have become much clearer. During my feedback meeting, I was asked if I had any difficulties or concerns at work. I felt there was a supportive atmosphere that encouraged open communication.

**Tsuji:** The meeting prompted me to reflect on my career path and consider the kind of future I want to pursue.

**Naruse:** By completing the self-evaluation sheet, I gained a clearer understanding of what is expected of me and what evaluators focus on. This has further strengthened my motivation. As a member of the new graduate recruitment team, I've observed that evaluation systems have become increasingly important for job-seeking students when choosing an employer. As a result, I'm receiving more inquiries about our evaluation system than before. In this respect, we find that the new system is easier for job-seeking students to understand and accept.

**Kurumada:** All of us in management, who serve as evaluators, have completed training on evaluation and feedback. By implementing the new system effectively, we aim to foster mutual growth.

### Job categories aligned with diverse values and life stages

**Yamamoto:** Another significant change has been the establishment of new job categories. In addition to the traditional categories of career-track, clerical, and operational positions, we have introduced two new tracks within the career-track category: the regional-track, which limits work locations, and the specialist-track, which focuses on specific areas of expertise. This allows employees to choose work styles aligned with their lifestyles and career goals—for example, continuing to work in their familiar communities over the long term.

**Kurumada:** We have also introduced a job transfer system that allows employees to change their job category up to twice during their careers with the company. For example, as life stages change—such as when childcare responsibilities ease—employees can choose more flexible work arrangements, including transitioning from regionally limited roles to career-track positions.

### Valuing Tatsumi Shokai's unique strengths as we drive further growth

**Naruse:** I'm excited to see how the introduction of the new HR system will support the company's further growth. At the same time, we want to preserve the unique qualities that have defined Tatsumi Shokai throughout our long history.

**Horiguchi:** Tatsumi Shokai definitely has its own unique strengths and character. Our corporate culture fosters open communication in which employees feel comfortable expressing their opinions.

**Naruse:** There's also a positive cycle where managers value their team members, who, in turn, prioritize nurturing the next generation.

**Tsuji:** I handle mid-career recruitment, and during interviews, candidates often remark that our company has a welcoming atmosphere. Even after joining the company, many employees say in follow-up meetings that they enjoy their work.

**Kurumada:** Indeed, Tatsumi Shokai could be described as having a



**Tsuji:** I was hired for a clerical position, but I might want to take on a broader range of responsibilities in the future. I'm pleased that the job transfer system now offers this opportunity.

**Horiguchi:** It is often said that when people go through major life events such as marriage, childbirth, or raising children, their work-related values can change as well. In such situations, offering a variety of flexible work arrangements within the company helps create an environment where employees can build long and sustainable careers.



**Naruse:** I believe that expanding work style options has had a positive impact on our recruitment efforts. For job-seeking students who feel uncertain about their future, knowing that career transitions are

possible within the company provides reassurance. We also believe that by presenting concrete career plans after joining the company, we can help applicants feel more confident in making their decision.

**Tsuji:** Through my involvement in recruitment, I have noticed that values around work styles and life in general are becoming increasingly diverse. Each individual has unique aspirations, such as the region where they want to work, the type of job they are seeking, and the skills or career paths they wish to pursue. We expect the new job classification system to provide a framework that can meet these evolving needs.

**Yamamoto:** In Japan, there has long been a tradition of men working in comprehensive or field positions, while women have typically been assigned to clerical roles. As work styles continue to diversify, some individuals, regardless of gender, aspire to advance their careers to higher levels, while others prioritize achieving work-life balance. For this reason, we believe it is essential to offer flexible options that align with each individual's values and life stage.

family-like atmosphere. Logistics plays a vital role as a key component of social infrastructure, serving the public interest. Some of our work involves hazardous tasks, so we are strict about the work itself and take every job seriously, with the highest level of caution when it comes to safety. At the same time, when challenges arise, colleagues and supervisors support each other like family, offering thoughtful guidance and assistance.

**Yamamoto:** We designed the new system with great care to ensure that the unique strengths and character that define Tatsumi Shokai are fully preserved. We believe it would be such a waste if our long-standing, family-like corporate culture was to disappear.

**Kurumada:** That's right. That culture is also key to employee retention. When more employees feel they want to build a long-term career with our company, it leads to individual growth and strengthens our teams. When we build stronger teams, we drive the growth of the entire company. The new system has just been launched. At this stage, we don't see this as a finished product but as a foundation for future development. We will continue to incorporate employee feedback as we enhance and improve our systems.

Feature 02

Interviews with Employees Who Passed the Business Skills Test



As part of our support for self-development, we encourage employees to take the Business Skills Test.

The Business Skills Test administered by the Japan Vocational Ability Development Association is one of our key talent development initiatives, and we actively encourage employees to take it. To support employees in their independent learning, we cover the cost of textbooks and examination fees, and under the new HR system, the Business Skills Test is also incorporated into evaluation criteria and promotion standards. This initiative enables employees to objectively assess their proficiency in the knowledge required for their current role, as well as the knowledge they will need as they advance in their careers, and apply these insights to their individual skills development. Some employees take subjects related to roles they hope to pursue in the future, and working toward these goals enhances their sense of

fulfillment and motivation. The Business Skills Test covers eight fields, including human resources, talent development and labor management, logistics, and accounting and financial management. The test is offered in four grades, ranging from Non-classified Grade to Grade 1. Examinations are held twice a year—in October (first session) and February (second session)—at examination venues in every prefecture across Japan. Since FY2022, we have recommended that employees take the Business Skills Test. To date, the exam has been taken more than 1,000 times with over 600 passes across seven fields. Many employees have earned certifications in multiple fields and grades. Some employees with outstanding test results have received commendation certificates.

40 exams across eight fields to match individual career goals  
Exams held twice a year, in October and February

More than 600 exam passes by employees to date  
Examination fees and the cost of designated textbooks covered by the company



Voices from Certified Employees and Their Supervisors



Kanto Region Land Transportation Branch  
Hirofumi Toyota

What motivated you to take the exam?

I took the exam to deepen my logistics expertise and advance my career. I built a solid foundation at the Non-classified Grade and enhanced my practical skills through the Grade 3 Logistics Operations exam. The test covered many topics directly related to my work, allowing me to study while reviewing the knowledge I gained through my daily responsibilities. In addition to repeatedly reading the materials and working through past exam questions, I made a conscious effort to use my commute and other spare moments to study every day. As I progressed in my studies, I found that knowledge that had previously felt vague gradually became more organized and systematic.

Have you noticed any changes in yourself as a result of taking the exam?

Passing the exam not only gave me a sense of accomplishment for my hard work but also reminded me of the joy of learning. While pursuing professional qualifications alongside my job, I've realized that learning is a lifelong journey. I'm also grateful for our company's supportive environment that encourages employees to take on new challenges. Although earning qualifications is challenging, I enjoy the opportunity to expand my skills. Knowing that my efforts today will shape my future is a powerful source of motivation.

What are your goals for the future?

I plan to pursue higher-grade Business Skills Test certifications and other qualifications relevant to my work to broaden my expertise. By applying this knowledge in my daily work and continuing to grow, I aim to advance my career.

Toyota showed a strong commitment to organizing his study methods and schedule, and his steady, disciplined preparation for the exam was particularly impressive. I'll never forget the look of relief and joy on his face when he received the news that he had passed. Since then, the change has been remarkable. He has gained a lot of confidence, which means he's proactive about making suggestions in meetings and daily interactions. In his work, he focuses on improving efficiency and processes, while also exploring new fields and deepening his knowledge. I hope he will use this experience as a foundation for further growth, and that his proactive attitude will inspire our department and encourage others to pursue learning as well.



Kanto Region Land Transportation Branch Deputy Manager  
Mitsuo Shibagaki



Marine Transportation Osaka Department  
Rika Hashimoto

What motivated you to take the exam?

The company recommended taking the exam, so I started by taking three subjects related to logistics, which is part of our main business. After that, I took the Grade 3 Business Strategy exam because I believed knowledge in this area would be important for me as a business professional. I was fortunate to be in an environment where I could secure time to study on my own, and I mainly practiced using past exam questions. I have great respect for colleagues with larger families or small children who also find time to study, as I realize how challenging that must be.

Have you noticed any changes in yourself as a result of taking the exam?

It had been a while since I last took an exam as a working professional, but with dedication and effort, I was able to pass. Passing the exam gave me greater self-confidence. In addition, by studying areas where my understanding had previously been limited, such as warehousing and land transportation, I gained a better grasp of the entire workflow, including domestic marine transport. As a result, I am now able to approach my work with a broader perspective.

What are your goals for the future?

I am currently interested in learning English, and my first goal is to be able to hold everyday conversations. Passing the exam boosted my confidence and motivated me to take on new challenges and actively pursue areas I'm eager to learn more about.

Hashimoto plays a central role in inside sales for the Marine Transportation Osaka Department, always keeping a broad perspective and actively taking on a wide range of responsibilities. For the Business Skills Test, she worked diligently to expand her knowledge by tackling subjects outside her usual job scope and by finding creative ways to prepare for the exam. I hope she will continue to make effective use of this support program to further develop her skills, and that her strong sense of purpose and ability to put it into action will continue to have a positive impact on those around her.



Marine Transportation Osaka Department Manager  
Kentaro Nagatomi

# Feature 03

## Roundtable with Employees about Their Overseas Assignments

### New perspectives and connections gained through overseas assignments

#### Career growth through overseas assignments

##### —Assignment location and responsibilities

**Kawaguchi:** In my seventh year with Tatsumi Shokai, I started a seven-year assignment in Thailand as Vice President of MC Siam Logistics. I was responsible for virtually every aspect of tank terminal operations. I also handled key management matters, including acquiring neighboring terminals and evaluating expansion into adjacent countries.



**Soga:** I spent six and a half years based at Cipta Samudera Shipping Line in Indonesia. With a major customer operating a large production site in the area, this company was newly established to provide maritime transportation of raw materials to that facility. I was assigned to the post in my fifth year with Tatsumi Shokai. I worked not only on transportation coordination but also on a wide range of work, including accounting and human resources.

**Yamashita:** In my eighth year with Tatsumi Shokai, I was assigned to Tatsumi Vietnam. Before my overseas assignment, I worked in the Plant & Project Department. When the department secured a contract for transportation in Vietnam as part of a national project, I was sent there as President to lead the local operation. After working there for seven years, I was transferred to a joint venture in which our company has an equity stake, where I worked for another three years. In total, I spent ten years working in Vietnam.

**Inoue:** In my ninth year with Tatsumi Shokai, I was assigned to Tatsumi Intermodal U.S.A. for four years. The company had about 60 employees, with around 15 people in my section. As a sales manager, I supported the logistics operations of key clients, handling everything from product receipt and inventory management to shipment.

**Kawaguchi:** When assigned to overseas posts, it's common to be given more responsibility than in Japan. As Vice President, I was required to lead the local team and take a medium- to long-term management perspective. I feel that this experience contributed significantly to my professional growth.

#### Voice your interest—and prepare by doing what you can now

##### —How the assignment was decided

**Kawaguchi:** From the time I joined the company, I expressed my desire to work overseas and worked to improve my language skills by attending English conversation classes. Later, my supervisor told me I was being considered for an assignment in Thailand. While I was working to further improve my English, I received an internal notice of my assignment a few months before the transfer.

**Soga:** I had also expressed my interest in an overseas assignment. I was selected to support the local subsidiary president with both business operations and language-related matters when he was assigned to the post. My experience living overseas as a child may have been one of the reasons.

**Yamashita:** I was assigned to my post following on from my work in Japan supporting the establishment of the local subsidiary. Although I was initially reluctant to take the assignment, I am now grateful for the valuable experiences I gained—experiences that would have been difficult to find in Japan.

**Inoue:** In my case, I decided to take the assignment the day after my manager approached me about it. Although I had expressed my interest, I didn't expect the opportunity to come so suddenly. If you are interested in an overseas assignment, it's a good idea to start with what you can now, like improving your language skills.



#### Never forget to respect local cultures and people

##### —Tips for effective communication

**Yamashita:** In the beginning, I struggled constantly with the language. The official language of the country is Vietnamese, but because the workplace was multinational, we used English there. At first, I communicated by writing notes and sketching, but gradually I was able to communicate in English.

**Soga:** For me, the bigger challenge was not the language itself, but how to communicate. At first, I wasn't sure if the other person understood

me. I believe it is important not to impose our own methods, but to understand local customs and values and approach each other with a willingness to find common ground.

**Kawaguchi:** My first priority was to get to know the people I was talking with better. I bought and read books not only about the Thai language but also about local culture and history. At first, communication with local staff did not go smoothly. Sometimes they would give vague answers to our questions, or their responses would change frequently. I gradually realized that Thailand is even more hierarchical than Japan, which can make it difficult to say "I don't know" when responding to a supervisor. Even small cultural differences can cause misunderstandings.

**Inoue:** Assuming that the other person understands without being told, or that they must be thinking a certain way, can easily lead to miscommunication. For example, even among Japanese people, when you hear the word "tamagoyaki"—a common Japanese egg dish—different images may come to mind. One person might think of something like scrambled eggs, while another pictures dashimaki (rolled omelet). In other words, each person can have a different association with the word. I believe that many communication breakdowns stem from such seemingly minor issues. This is even more true when communicating across different countries or regions.

**Yamashita:** On the other hand, in Japan, we sometimes feel so at ease that we don't fully communicate our message. Because of my experience overseas, I've learned to reflect on whether I communicated clearly, rather than blaming others for not understanding. I also feel better prepared to calmly deal with problems that arise from miscommunication.

**Inoue:** People often say, "It's not getting through due to a lack of passion," but passion alone isn't enough to get your message across. You have to be thoughtful about how you communicate. For important matters, I now follow up an email with a phone call to confirm.

**Soga:** Careful follow-up like that is especially important when working overseas. For tasks with deadlines, I set earlier target dates and checked



progress frequently to ensure timely completion.

**Kawaguchi:** In Thailand as well, we often only heard about problems after they had escalated to the point where nothing could be done, so frequent status checks were essential. However, when checking in, I made sure not to come across as overbearing and took care to ensure that those reporting issues would not be put at a disadvantage. I also expressed my appreciation any time someone showed courage in speaking up.

**Yamashita:** When you treat others with respect, they respond in kind. That holds true everywhere.

**Kawaguchi:** Yes. As guests working in the host country, we must always remember to treat local colleagues and partners with respect.

#### Cultivate flexible thinking and broaden your perspective

##### —For employees interested in overseas assignments

**Soga:** People tend to assume that, because it's a Japanese company, things will work the same way overseas. In reality, things often don't go as they do in Japan. If you know this beforehand and expect that things won't always go smoothly, you'll be better prepared to take challenges in stride when they arise.

**Inoue:** There are many situations where Japanese norms simply don't apply. That's why it's important to approach your current work seriously and build the ability to adapt to different situations. If you do that, I believe you'll be able to approach your work with confidence, no matter where you are assigned.

**Yamashita:** It's also important to develop your creativity. Creative thinking is essential for viewing challenges positively and overcoming them. Be curious—visit different places, see and hear for yourself, and broaden your perspective and thinking. This approach will benefit you in any workplace. When working overseas, people often ask about Japan. Having a solid understanding of Japanese culture, history, geography, and politics makes conversations more engaging and helps build meaningful connections with others.

**Kawaguchi:** Building personal connections is truly important. Being unable to see family or friends can lead to feelings of loneliness and stress. I enjoyed spending time with customers and partners—I felt like we were teammates. On the weekends, we ate out together, played golf, and went on trips. That was how I recharged.

**Soga:** Whether inside or outside the company, I feel a sense of camaraderie with everyone on site. My experience working overseas has broadened my network of relationships.

**Yamashita:** There were many things on site that I couldn't handle on my own, and I received help from many people. Perhaps because of that, I've become more open to both relying on others and being relied on since returning to Japan. I've started communicating across departments and even beyond our company, and I feel my network has grown.

**Inoue:** Although there were challenges, I truly feel that they helped me grow. If younger employees are interested, we hope they'll take the opportunity to experience this.

**Yamashita:** First, I encourage you to actively share your ideas with senior colleagues and supervisors, and to keep taking on new challenges in your current role.



**Yuzo Inoue**  
Logistics Solutions  
Osaka Sales Department  
Joined: 2010  
Overseas assignment: United States  
June 2018 - August 2022

**Keisuke Yamashita**  
Logistics Solutions  
Osaka Business Department  
Kobe Branch  
Joined: 2006  
Overseas assignment: Vietnam  
March 2014 - April 2024

**Yusuke Soga**  
Marine Transportation Business Division  
Marine Transportation Tokyo Department  
Joined: 2012  
Overseas assignment: Indonesia  
August 2016 - February 2023

**Ren Kawaguchi**  
Land Transportation Business Division  
TM Terminal Co., Ltd. (on secondment)  
Joined: 2010  
Overseas assignment: Thailand  
January 2017 - February 2024

## Overseas offices

### TATSUMI INTERMODAL (U.S.A.) INC.

**Kazuhide Toge**  
Business Operation Coordinator

Since 2002, TATSUMI INTERMODAL U.S.A. has operated an approximately 40,000 m<sup>2</sup> warehouse in Gainesville, Georgia, handling parts for tractor and agricultural machinery manufacturers. Leveraging our location as a warehouse adjacent to our local customer's production facility, we package products for shipment and transport them overseas. I oversee all aspects of shipments to Canada, Europe, and Australia, including creating container load plans based on order details, arranging drayage, and directing staff. Because it takes six hours to reach the port from here and CY operating schedules also often change, it sometimes feels more like handling a breakbulk ship than carrying out standard container operations.

We operate under a fully job-based employment system, which clearly defines individual roles and responsibilities, with minimal overtime and an environment that makes it easy to take paid leave. I was also impressed by the culture where people say "thank you" when given new responsibilities. As in Japan, we prioritize safety above all else, and in the three years since my assignment began, we have not had a single accident. We provide harassment prevention training and seminars, led by external instructors, with sessions conducted separately in English, Spanish, and Japanese, to ensure all employees fully understand the content. This is a workplace where people of all ages, genders, and backgrounds can work on an equal footing, allowing our diverse team to find purpose and motivation in their roles.



Training session in progress

### PT. TATSUMI SERUNI INDONESIA

**Yusaku Enomoto**  
President Director

At TATSUMI SERUNI INDONESIA, we are responsible for on-site logistics operations within our customers' factories. In my role, I plan and oversee business operations and negotiate with clients. People here have a relaxed attitude toward time—so much so that there's even a saying, "Jam Karet" (rubber time). So things often don't

go as scheduled. Still, the workplace is cheerful and full of smiles, and we are supported by the warm and friendly nature of the local people. During Eid al-Adha, an important Islamic holiday, we donate goats and cattle to the local community. As Japanese expatriates—that is, as foreigners here—we make it a point to work with humility and respect for local customs.

We obtained ISO 14001 certification in March 2025 and are promoting initiatives such as introducing environmentally friendly heavy machinery. In Indonesia, where motorcycles are the main mode of transportation and opportunities for exercise are limited, we support employee health programs, including futsal and badminton, and are working to create a comfortable and vibrant workplace.



Group photo after a futsal match

### TATSUMI SHOKAI (M) SDN. BHD.

**Takashi Kagaya**  
Managing Director

TATSUMI SHOKAI MALAYSIA supports all aspects of logistics operations for its key customers' Malaysian sites and operates its own warehouse in the country's largest port area, primarily handling cargo for Japanese companies. We have established offices within our customers' factories to provide close, responsive support tailored to their needs.

As managing director, I oversee business management, including accounting, sales, new customer acquisition, and staff recruitment. In Malaysia, it is common for employees to move between companies within the same industry. However, by prioritizing communication—such as holding regular company dinners—and fostering a supportive and rewarding work environment, we have maintained a relatively high employee retention rate.

As in Japan, we uphold the principle that "safety is the top priority" by conducting thorough monthly safety patrols and holding regular meetings with responsible managers. On the environmental front, we are optimizing delivery routes and promoting modal shifts for long-distance transport to support the Malaysian government's CO<sub>2</sub> reduction targets in the logistics sector. We also continue to enhance driver training and strengthen compliance in import and export operations to provide sustainable logistics services.



Dinner gathering

### Global network





Materiality 04

## Local community

### Together with the local community

Since our founding, we have valued our relationships with local communities. Our founder, Chuzo Shinomiya, dedicated himself to supporting children and people facing economic hardship during the difficult postwar period. He also helped establish scholarship programs and welfare facilities. We will carry on this legacy, continuing to grow together with our local community.

Related SDGs



Main topics

#### Donation of books and furniture to the Osaka Municipal Central Library

Since 2019, we have supported the local community through donations and other forms of assistance to the Osaka Municipal Central Library.

#### More than 2,400 students supported by the Shinomiya Scholarship Foundation

Since its founding in 1954, the foundation has continued to provide grant-based scholarships to high school and university students.

#### Use of the hometown tax donation system Donations to three local governments

We made donations through the hometown tax donation (furusato nozei) system to three local governments in Japan: Kamiamakusa City, Ishikawa Prefecture, and Ofunato City.

### Donation of books and furniture alongside the establishment of a new section at the Osaka Municipal Central Library

In January 2025, we donated books, furniture, and other equipment to the newly established section, known in Japanese as “Shirabemone e no Tobira”, on the first floor of the Osaka Municipal Central Library (nicknamed the Tatsumi Shokai Central Library). This section offers popular encyclopedias and educational manga for in-library use.



Tomoko Ishida

Director, Osaka Municipal Central Library

Thanks to a generous donation from Tatsumi Shokai Co., Ltd. of 547 encyclopedias and educational manga, along with furniture, the “Shirabemone e no Tobira” section opened in the children’s book area on the first floor of the Osaka Municipal Central Library in January 2025. We have made our most popular educational manga—often requested by children who were previously disappointed not to find them on the shelves—available for in-library use only. We now regularly see children enjoying these manga with their friends and families. We look forward to welcoming many more visitors.

### Naming rights partnership agreement ongoing since 2019



### The Shinomiya Scholarship Foundation: Supporting more than 2,400 students

Since its establishment in 1954, the Shinomiya Scholarship Foundation has supported high school and university students in need of financial assistance by providing scholarships that do not require repayment. Currently, the foundation provides scholarships totaling over 20 million yen each year to approximately 30 high school students and 80 university students, for a total of 110 recipients. Starting this fiscal year, a new loan-based program has been introduced for students at maritime technical schools who aim to become domestic vessel crew members. Under this program, loans of 20,000 to 50,000 yen per month are provided for three years, with an additional six months for those participating in onboard training. If the employer repays the loan on the student’s behalf, the student is exempt from repayment. Selection is based on financial need, academic performance, and statement of purpose, and approximately six students are accepted each year.



Three third-year high school students visited Teruyoshi Mizoe, Chairman of the Shinomiya Scholarship Foundation (and Chairman of our company), to express their gratitude for the scholarship as they approached graduation

Grant-based Scholarship	Eligible recipients	Number of recipients per year	Monthly scholarship amount
	University students	Approximately 25 students	20,000 yen
High school students	Approximately 10 students	12,000 yen	

Loan-based Scholarship	Eligible recipients	Number of recipients per year	Monthly loan amount
	Students at maritime technical schools aiming to become domestic vessel crew members	Approximately 6 students	20,000 ~50,000 yen

Application guidelines and related information are available on our website.



Shinomiya Scholarship Foundation Website <http://www.shinomiyaikuei.or.jp>

## Initiatives using the regional revitalization support tax system

We utilize the regional revitalization support tax system (corporate hometown tax donation system) as part of our efforts to support local communities while promoting the shipping industry. In FY2024, we donated to three local governments in Japan: Kamiyamakusa City in Kumamoto Prefecture, Ishikawa Prefecture, and Ofunato City in Iwate Prefecture.

### Initiatives to promote the shipping industry

Our donation to Kamiyamakusa City, Kumamoto Prefecture, which continues from last year, helps fund the city's activities to promote domestic shipping. Since its founding, Tatsumi Shokai has had a close relationship with Kamiyamakusa City, an area that has produced many seafarers. Many shipowners based in the city continue to support safe vessel operations, sustaining our strong ties with the community. Our

donations are used to support initiatives to promote the appeal of domestic shipping and working as a seafarer. One example is a promotion campaign using wrapping on the Kaisoku Amakusa express bus service, which connects Kumamoto City and Amakusa City. The wrapping features a locally oriented slogan, such as "We Need You! Become a Seafarer!"



Wrapped bus



Presentation ceremony for the certificate of appreciation

### Disaster recovery and reconstruction support

We made donations to Ishikawa Prefecture to support those affected by the Noto Peninsula Earthquake in 2024 and to Ofunato City in Iwate Prefecture following the devastating forest fire in February 2025. Both local governments presented us with letters of appreciation for our support. As a logistics provider, we are committed to maintaining logistics operations, a vital part of social infrastructure, even during major disasters. Together with local communities, we are working to build a more disaster-resilient society.



Letter of appreciation from Ofunato City



Letter of appreciation from Ishikawa Prefecture

## Educational and cultural support through book donations

As part of our collaboration with Kamiyamakusa City, we donated 300 books about the sea to Oyano Library, located inside the Ikotto Center for Books and History, which opened in October 2023. The books were selected and purchased by Tatsumi Shokai based on the city's requests. They cover a wide range of genres, from specialized legal and maritime books to children's literature. The library features the Tatsumi Shokai Donated Books Corner, where the donated books are displayed with a plaque bearing our company name. This initiative aims to promote knowledge about the ocean, help develop the next generation of maritime professionals, and enhance local educational opportunities.



Oyano Library



Tatsumi Shokai Donated Books Corner

## Dispatching instructors to deliver Seafarer Career Outreach Lectures

We dispatch instructors to the Seafarer Career Outreach Lectures organized by the Kinki District Transport Bureau and the Kinki Domestic Shipping Seafarers' Measures Council. The aim of the lectures is to help attract and secure young seafarers for the domestic shipping industry. In February 2025, our instructor gave a lecture at Ikoma Kita Elementary and Junior High School in Ikoma

City, and in July, at Koto Daiichi Elementary School in Higashiomi City. A former seafarer, now a Tatsumi Shokai employee, served as the instructor, sharing personal experiences to introduce the unique seafarer work schedule—three months on board followed by one month of leave—as well as the role of maritime transport and the duties of seafarers.



Outreach lecture at Ikoma Kita Elementary and Junior High School, Ikoma City



Outreach lecture at Koto Daiichi Elementary School, Higashiomi City

## Elementary School Field Trips at the Strawberry-Producing Minamiboso Branch

As part of our commitment to contributing to the local community as outlined in our basic philosophy, our Minamiboso Branch has welcomed local elementary school students for annual workplace tours since 2021. Through this initiative, children learn about strawberry cultivation by touring the greenhouse and taking part in harvesting, encountering both the joys and challenges of agricultural work. We also provide strawberry seedlings to elementary schools, allowing students to grow them on their own. The experience instills a sense of responsibility among the children, who can enjoy the satisfaction of nurturing and harvesting the plants. In addition, our employees visit local elementary schools to teach students how to grow seedlings, further strengthening our ties with the local community.



Strawberries ripening in abundance inside the greenhouse



Local elementary school students visiting on a field trip

## Red Cross blood donation activities

As part of our commitment to social contribution, we actively support blood donation activities organized by the Japanese Red Cross Society. This initiative began in response to a request to help secure blood donors during the winter, when donations are typically low. Since 2023, we have held an annual two-day blood drive at the container terminal of our port transportation business, using a bloodmobile as the venue. After we reached out to nearby offices and affiliated companies, a total of 70 people donated blood in 2024. We will continue encouraging employees to contribute to society and actively respond to future requests for cooperation.





## Compliance

Materiality 05 Maintaining trust



## Human rights initiatives

### Business activities based on our human rights policy

We uphold the four core principles that form our basic philosophy: (1) Safety is the top priority, (2) Gratitude to our customers, (3) Improvement of employee well-being, and (4) Contribution to the local community. To put this basic philosophy into practice, we have established a human rights policy as its foundation. We aim to realize a sustainable and prosperous society by conducting our business activities with respect for human rights.

### Conducting human rights due diligence at domestic sites

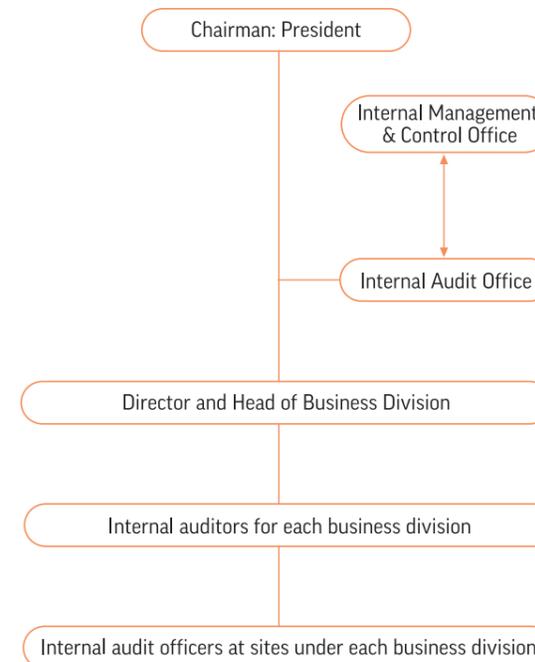
In December 2024, we conducted a human rights risk assessment at our domestic sites using a self-assessment questionnaire. The questionnaire consists of 24 questions covering occupational health and safety, labor, harassment and discrimination, and local community. It assesses human rights risks related to our employees, employees of our partner companies, job applicants, local communities, and other external stakeholders. Building on this risk assessment, we will continue working to prevent and mitigate negative human rights impacts associated with our business activities by expanding the scope of our human rights due diligence to encompass prevention and improvement efforts.



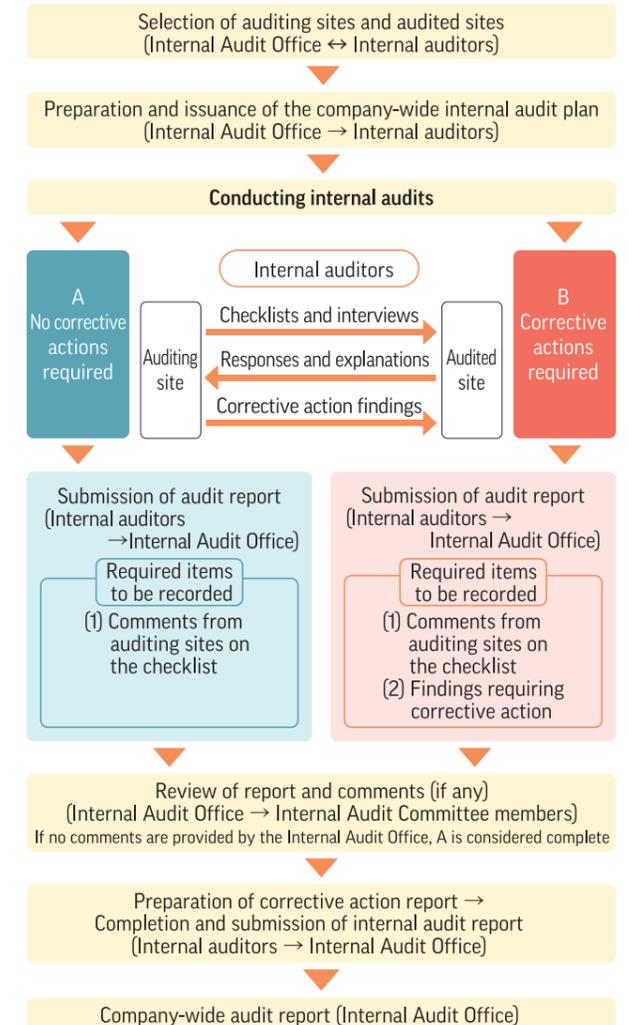
## Conducting internal audits at all branches nationwide

We fully launched our internal audit system in September 2024 to proactively prevent fraud. Under an Internal Audit Office composed of departments such as Accounting and General Affairs, auditors selected from each department conduct cross-audits among branches. Using a standardized checklist, they check how equipment, materials, and expenses are managed. In December, we added items related to fictitious billing and occupational embezzlement to further strengthen fraud prevention. We will continue conducting internal audits to ensure sound business operations.

### Internal Audit Committee



### Internal audit implementation procedures



### Items reviewed in internal audits

- Fuel-related management
- ETC card management
- Postage stamps and revenue stamps
- Tire replacement and disposal of valuable materials
- Business travel (domestic and international)
- Petty cash management and related matters
- Accounts receivable management
- Liability management
- Persons in charge and approvers

## Responding to Amendments to the Distribution Business Efficiency Act and the Motor Truck Transportation Business Act

Amendments to the Distribution Business Efficiency Act and the Motor Truck Transportation Business Act are being implemented in phases since 2025. To address this, we are updating the format of request forms for transportation companies, reviewing contracts, and making targeted improvements to our in-house vehicle dispatch system. With further significant regulatory requirements scheduled to take effect in 2026, relevant departments are

considering adopting a cloud-based logistics management system. We are working to build a more efficient and reliable framework to prepare and retain transportation operations management records and to meet information notification requirements. We will continue to fulfill our social responsibilities by proactively responding to legal and regulatory changes and promoting corporate activities grounded in transparency and trust.



Materiality 06

## Technological innovation



Aiming for next-generation logistics



### Drone-based tank terminal inspections

We are driving digital transformation in inspection operations at our tank terminals. By using remote monitoring cameras and drones to collect data, we have reduced inspection time and enabled inspection of areas that were previously difficult to access visually. This accurate, real-time information has strengthened our facility maintenance system and automated and streamlined routine tasks. We believe this will help differentiate us from competitors, respond quickly to customer needs, and contribute to workstyle reform.



Infrared imaging of liquid levels inside the tank



### Full-scale rollout of new accounting system and digital transformation of our business infrastructure

In response to recent legal and regulatory changes, including the introduction of the invoice system and the Electronic Book Preservation Act, we revamped our accounting operations infrastructure and launched full-scale operation of a new accounting system to build a more flexible and sustainable operational framework. Alongside the rollout of the new accounting system, we also introduced new expense reimbursement and HR/payroll systems, further advancing the digital transformation of our administrative operations. As a result of digitizing many accounting procedures, we have significantly reduced manual

tasks such as printing, stamping, and mailing paper documents, which has dramatically improved operational efficiency. In addition, by adopting a cloud-based platform, we have achieved wide-ranging improvements, including enhanced information security and greater business continuity in the event of a disaster. We are building an organization that can respond effectively to a rapidly changing social environment and aim to achieve both sustainable business operations and technological innovation.

## Company overview



**Company name**  
Tatsumi Shokai Co., Ltd.

**Founded**  
September 28, 1920

**Head office address**  
4-1-1 Chikko, Minato-ku, Osaka City

**Capital**  
750 million yen

**Consolidated net sales**  
183.4 billion yen (FY2024)

**Total number of employees (Group-wide)**  
2,996 (FY2024)

### Executive management structure

<b>Chairman</b>	Teruyoshi Mizoe	
<b>President</b>	Toyoki Nishi	
<b>Vice President and Director</b>	Hideyuki Ohta	Assistant to the President, Chief Officer of Internal Controls
<b>Executive Managing Director</b>	Suguru Yoshimoto	Chief Division Officer of Administrative Division, Chief Division Officer of Accounting Division
<b>Executive Managing Director</b>	Akira Shinomiya	Tokyo Branch Manager
<b>Director</b>	Satoshi Nishino	Chief Officer of CSR, Chief Officer of Safety & Health, Chief Officer of Risk Management, Chief Officer of Internal Audit
<b>Director</b>	Toshio Takashima	Chief Division Officer of Port Transportation Business
<b>Director</b>	Yuichi Suga	Chief Division Officer of Logistics Solutions Tokyo Head Quarters, Chief Division Officer of Air Freight Business
<b>Director</b>	Masao Tsuchiya	Chief Division Officer of Marine Transportation Business
<b>Director</b>	Tokushi Umeya	Chief Division Officer of Plant & Project Business
<b>Director</b>	Toru Shiraishi	Chief Division Officer of General Affairs, Chief Division Officer of Agricultural Business
<b>Director</b>	Ken Morimoto	Chief Division Officer of Logistics Solutions Osaka Head Quarters, Chief Division Officer of Overseas Business
<b>Director</b>	Seiji Imahori	Chief Division Officer of Land Transportation Business
<b>Audit &amp; Supervisory Board Member</b>	Kazutaka Hashimoto	Full-time Member
<b>Audit &amp; Supervisory Board Member</b>	Yoshio Suzuka	Outside Member
<b>Audit &amp; Supervisory Board Member</b>	Hiroyuki Ishii	Outside Member

### Domestic group companies

- FUKADA SALVAGE & MARINE WORKS CO., LTD.
- Tonan Kosan Co., Ltd.
- Tatsumi Logifort Co., Ltd.
- OSAKA PORT DEVELOPMENT CO., LTD.
- CENTRAL COLD STRAGE CO., LTD.
- TATSUMI BUTURYU CO., LTD.
- Kansai Kaseihin Yuso. Co., Ltd.
- HOKUSHIN SOKO UNYU CO., LTD.
- TM TERMINAL CO., LTD.
- Tsuruga Terminal Co., Ltd
- TATSUMI MARINE CO., LTD
- SANSHO KAIUN CO., LTD
- Osakaniyaku Co., Ltd.
- Tonan Kaiun Co., Ltd.
- Genkai Kisen Co., Ltd.
- Hanshin Shipping Co., Ltd.
- Suzuka Kaiun Co., Ltd.
- TATSUMI UN-YU Co., Ltd
- KOKUKA SANGYO CO., LTD.
- Toshin Co., Ltd.
- CORAL SHIPPING CO., LTD.
- OSAKA PORT INTEGRATED CARGO DISTRIBUTION CENTER CO., LTD.
- ONAHAMA PETROLEUM CO., LTD.

### Overseas group companies

- TATSUMI INTERMODAL(U.S.A.) INC.
- TATSUMI EUROPE B.V.
- TATSUMI SHOKAI(M) SDN. BHD.
- TATSUMI VIETNAM CO.,LTD.
- TATSUMI SHOKAI (THAILAND) CO.,LTD.
- TATSUMI LOGISTICS (THAILAND) CO.,LTD.
- MC SIAM LOGISTICS CO.,LTD.
- SIAM TANK TERMINALS CO.,LTD.
- PT. TATSUMI SERUNI INDONESIA
- TATSUMI SHOKAI (S) PTE LTD
- PT. DHARMA KARYA PERDANA
- TATSUMI MARINE (S) PTE LTD
- PT. CIPTA SAMUDERA SHIPPING LINE
- TATSUMI NEW ZEALAND LIMITED
- TATSUMI INTERNATIONAL LOGISTICS (SHANGHAI) CO.,LTD

### Editor's note

Thank you for reading the Tatsumi Shokai CSR Report 2025. This fiscal year, we focused on developing our people and strengthening our organizational foundation, and advanced a range of related initiatives. While preparing this report, we interviewed employees from various departments and were able to witness firsthand their sincere dedication to their daily work and their passion for taking on new challenges. In this report, we strive to authentically convey their initiatives and perspectives. We hope this report

helps deepen your understanding of our approach to sustainability. We will further advance our CSR initiatives so that we can deliver an even more comprehensive report in our next publication. In closing, I would like to sincerely thank everyone whose understanding and support made this publication possible.

**Satoshi Nishino**

Director, Chief Officer of CSR, Safety & Health, Risk Management, and Internal Audit