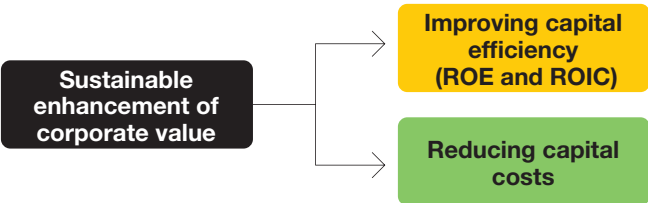


# Communication Objectives of Integrated Report 2025

Yamato Holdings Integrated Report 2025 is published to give readers an in-depth understanding of the Yamato Group's medium- to long-term value creation story by conveying information, including non-financial information, on such aspects as management strategies, business overviews, and environmental, social, and governance (ESG) activities.

In particular, Integrated Report 2025 communicates how the Yamato Group is transforming its business portfolio for profit growth, centered on improving capital efficiency (ROE and ROIC) and reducing capital costs with an emphasis on sustainable enhancement of corporate value.

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## Stakeholder Expectations and Frequently Asked Questions

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Please explain the progress of the medium-term management plan and how the Group will grow earnings in the future.

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Message from the President

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Business Portfolio Transformation
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What are specific measures to improve capital efficiency (ROE and ROIC)?

→

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Message from the CFO
- 3

What is the Group doing to improve the profitability of the Express Business?

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Value Creation in Action: Base Domain
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What is the Group's second largest growth driver after TA-Q-BIN?  
What is the strategy for expanding corporate business?

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Value Creation in Action: Growth Domain

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Value Creation in Action: New Domain
- 5

What is the Group's human resource strategy for business transformation?  
How is human capital investment contributing to corporate value?

→

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Human Resource Strategy

#### Reporting Period

April 1, 2024 to March 31, 2025  
(Some activities from outside the above period are also presented.)

#### Scope of Reporting

Unless otherwise noted, Yamato Holdings Co., Ltd. and its consolidated subsidiaries. Financial information shares the same scope as the consolidated financial statements. Non-financial information may include different aggregate data for some indicators, which are annotated to ensure the accuracy and comparability of the integrated report.

#### Forward-Looking Statements

This integrated report contains forward-looking statements concerning Yamato Holdings' future plans, strategies, and performance. These statements represent assumptions and beliefs based on information available at the time this report was created. Furthermore, forward-looking statements are subject to a number of risks and uncertainties that include, but are not limited to, economic conditions, customer demand, foreign currency exchange rates, tax laws, and other regulations. Yamato Holdings therefore cautions readers that actual results may differ materially from these predictions.

#### Guidelines Referenced

► Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0, Ministry of Economy, Trade and Industry

► International Financial Reporting Standards Foundation (IFRS Foundation)



#### Information Disclosure System

##### Financial information



Website: Shareholder and investor information  
Financial results meeting materials, annual securities reports, and other information  
<https://www.yamato-hd.co.jp/english/investors/>



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##### Non-financial information



Website: Sustainability  
<https://www.yamato-hd.co.jp/english/csr/>