

# Value Creation Process

Since its founding, the Yamato Group has been helping to enrich our society through “Delivery.” We consider it our responsibility to create a sustainable society in the age of heightened uncertainty that lies ahead. Squarely taking on the challenges of the future in collaboration with a diverse array of partners, the Yamato Group will create “New Logistics” and “New Value” with innovation as our starting point.

Inputs: Sources that Create Value >> Page 19

Business Environment / Social Issues (Identification of Risks)

Outcomes: Helping to Enrich Society

**Human capital**  
People with diverse backgrounds united by a shared philosophy

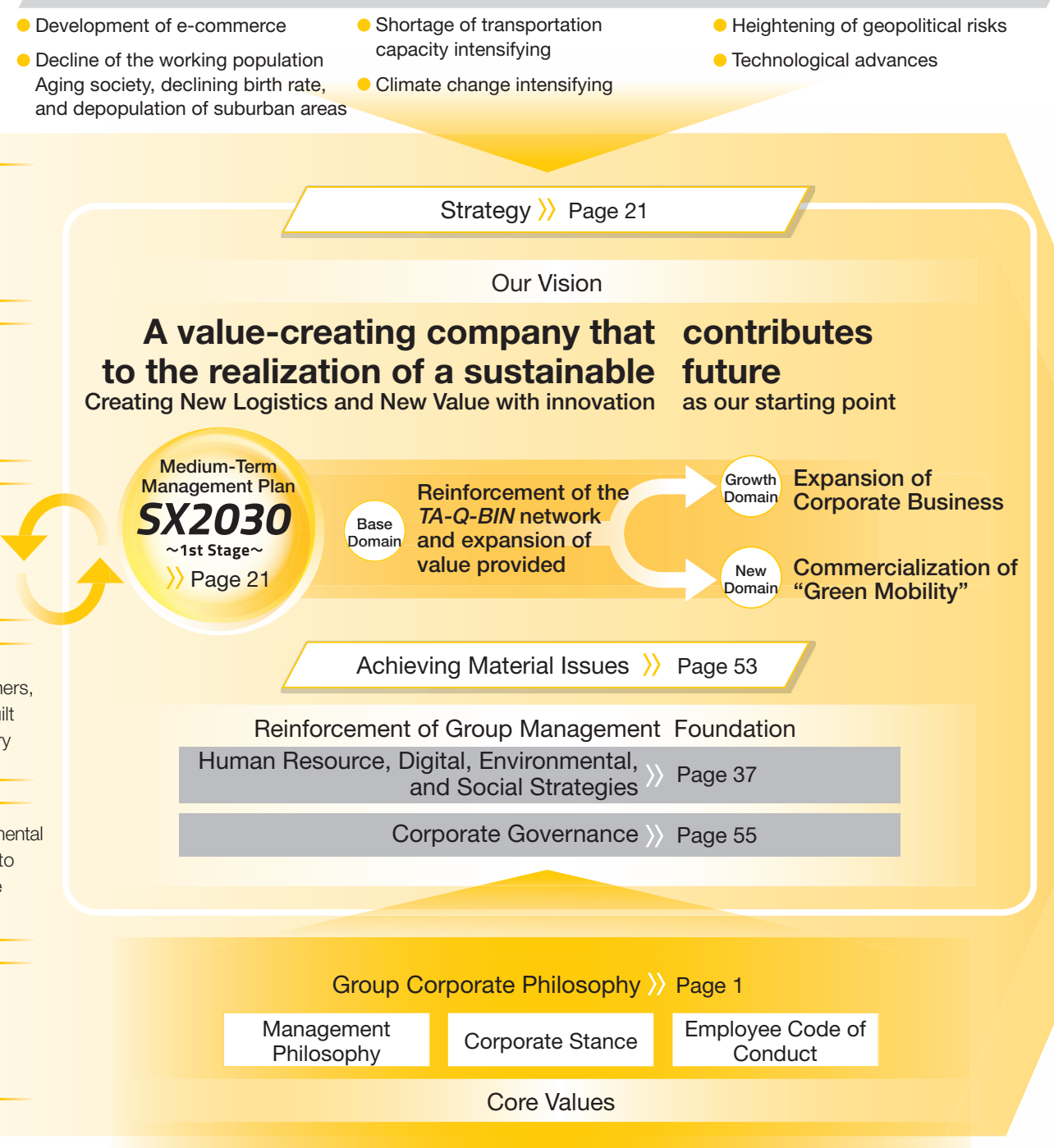
**Logistics capital**  
A logistics network that continually evolves toward greater quality and efficiency as part of the social infrastructure

**Intellectual capital**  
Big data gathered via TA-Q-BIN and the ability to innovate to create the future

**Social capital**  
Relationships with customers, partners, and communities based on trust built over a history of more than a century

**Environmental capital**  
A green platform created by environmental investment that enables the Group to reduce GHG emissions and provide value to customers

**Financial capital**  
A solid financial foundation that enables investment for sustainable growth





# Sources of Value Creation

The six forms of capital presented here crystallize the unique value that we have created and refined together with society over our history of more than a century. Our collective capital is the source of our consistently powerful competitive advantage and the starting point for future value creation.



## Human capital | People with diverse backgrounds united by a shared philosophy

### Status of Capital

- **Employees** Approx. 170,000
- **Sales Drivers** Approx. 54 thousand
- Employee awareness survey results<sup>1</sup>
  - Employee-friendly 70%
  - Rewarding 59%
- Percentage of employees with disabilities<sup>2</sup> 3.3%
- Percentage of women in management (executives)<sup>1</sup> 6.6%

1. Consolidated companies in Japan and Swan Co., Ltd.  
2. Consolidated companies in Japan and Swan Co., Ltd. (excluding companies not subject to reporting on the employment status of people with disabilities)

### Measures to Enhance Our Capital

#### Human resource strategy >> Page 37

- Appropriate human resource allocation in tandem with business structure reform
- Development and recruiting of human resources who create added value
- Establishment of a good working environment and fostering of a good corporate culture



## Social capital | Relationships with customers, partners, and communities based on trust built over a history of more than a century

### Status of Capital

- Number of registered users of members-only service for individual clients Approx. 59 million
- Number of registered companies for members-only service for corporate clients Approx. 1.8 million
- Business partners (ongoing) Approx. 5,500 companies

### Measures to Enhance Our Capital

#### Increasing the value we provide >> Page 25

- Develop products and services that meet customer needs

#### Social strategy >> Page 49

- Promote supply chain management
- Conduct initiatives in local communities



## Logistics capital | A logistics network that continually evolves toward greater quality and efficiency as part of the social infrastructure

### Status of Capital

- Network coverage of **TA-Q-BIN** in Japan 100%
- Last-mile pickup and delivery facilities Approx. 2,800
- Pickup and delivery vehicles Approx. 44 thousand
- Terminals Approx. 80
- Facilities for corporate clients Approx. 400
- Overseas development 23 countries/regions

### Measures to Enhance Our Capital

#### Reinforcement of the **TA-Q-BIN** network >> Page 25

- Optimize pricing and expand **TA-Q-BIN** revenue
- Optimize operating costs

#### Expansion of Corporate Business >> Page 29

- Propose and secure large-scale distribution center and fulfillment center projects
- Add value for customers in their global businesses
- M&A strategy



## Environmental capital | A green platform created by environmental investment that enables the Group to reduce GHG emissions and provide value to customers

### Status of Capital

- Reduction of GHG emissions volume 15% reduction (Compared with FY2021/3)
- Percentage of electricity generated via renewable energy sources 55%
- Electric vehicles Approx. 4,200
- Solar power generation facilities Approx. 130 units

### Measures to Enhance Our Capital

#### Commercialization of “Green Mobility” >> Page 33

- Create economic value by resolving environmental and social issues

#### Environmental strategy >> Page 45

- Reduce GHG emissions
- Achieve green delivery



## Intellectual capital | Big data gathered via **TA-Q-BIN** and the ability to innovate to create the future

### Status of Capital

- Annual parcel delivery volume Approx. 2.3 billion parcels  
(**TA-Q-BIN**, **TA-Q-BIN Compact**, **EAZY**, **Nekopos**, and **Kuroneko Yu-Packet**)
- Digital investment Approx. ¥14.0 billion
- Human resources with digital skills Approx. 820 employees

### Measures to Enhance Our Capital

#### Digital strategy >> Page 43

- Integrate digital transformation with businesses



## Financial capital | A solid financial foundation that enables investment for sustainable growth

### Status of Capital

- Shareholders' equity ratio 46.5%
- D/E ratio 0.29 times
- External credit rating (R&I) AA-  
(As of June 10, 2025)

### Measures to Enhance Our Capital

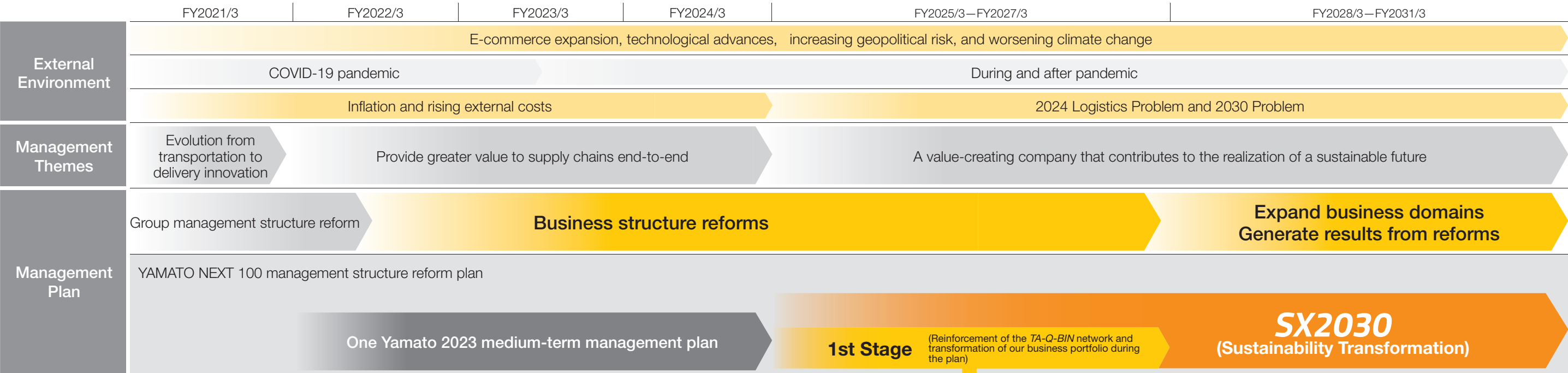
Embed management principles that place more focus on capital efficiency within the Group >> Page 13

Note: All figures are as of March 31, 2025.

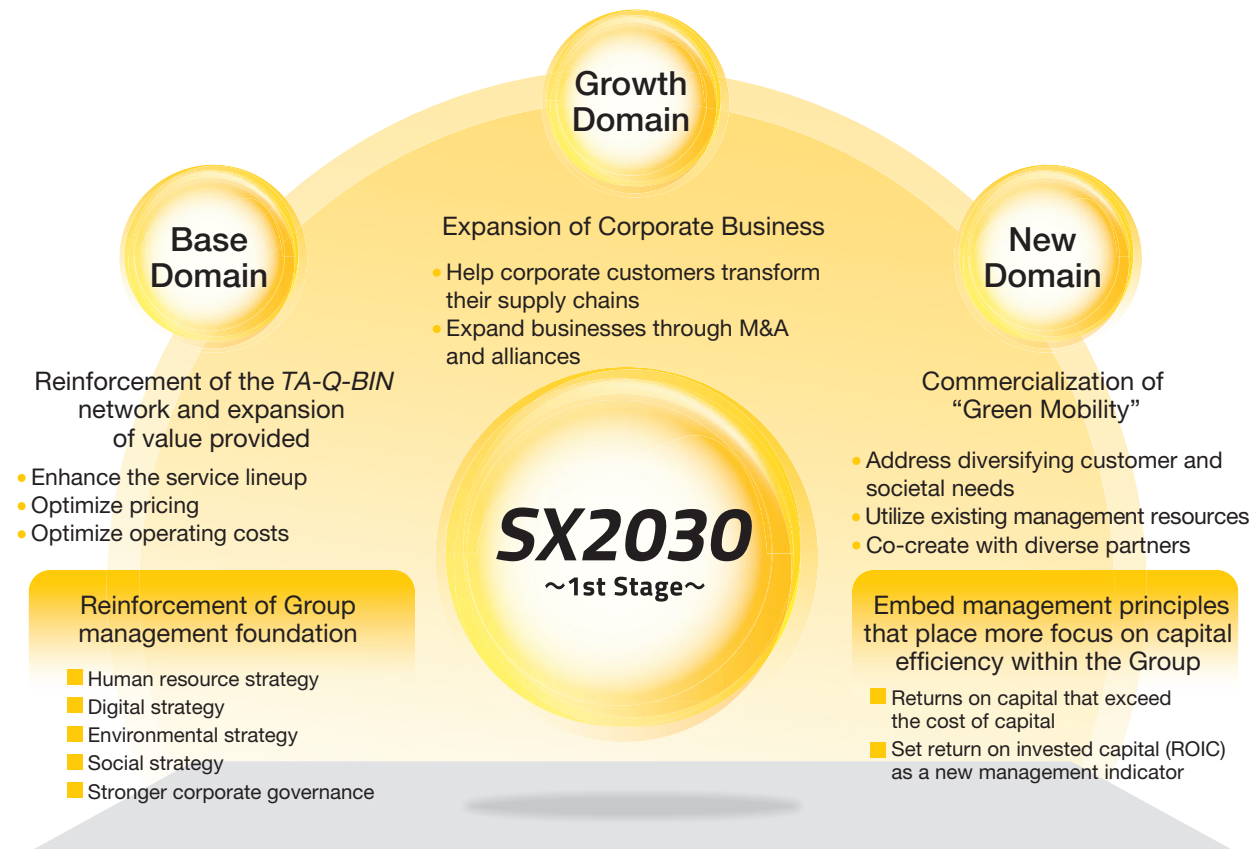
Note: All figures are as of March 31, 2025.

# Roadmap to 2030 and Medium-term Management Plan

■ Positioning of the Medium-Term Management Plan  
“Sustainability Transformation 2030 (SX2030) ~1st Stage~”



■ Main Measures



■ Selected Financial and Non-Financial Targets

The targets for FY2027/3, which is the final year of the medium-term management plan, are as follows. We are carefully reviewing the plan and its numerical targets in light of factors such as our business performance during FY2025/3, the first year of the plan, plan progress, and changes in the business environment. We are committed to constructive dialogue with shareholders and investors and will disclose updated numerical targets should we decide to revise them.

Category		Item	FY2025/3 Results	FY2027/3 Targets	
Financial Targets	Operating Results	Operating Revenue	¥1,762.6 billion	¥2,000–2,400 billion	
		Operating Profit	¥14.2 billion	¥120–160 billion	
		Profit Attributable to Owners of Parent	¥37.9 billion	¥80–100 billion	
	Profitability	Operating Profit Margin	0.8%	6% or above	
	Efficiency	ROE	6.5%	12% or above	
		ROIC	1.4%	8% or above	
Material Issues		Indicators	FY2025/3 Results	FY2027/3 Targets	
Non-Financial Targets	Environment	Energy & Climate	Reduction in GHG emissions <sup>1</sup> (Compared with FY2021/3)	15% reduction	25% reduction
			Percentage of electricity generated via renewable energy sources	55%	70%
	Society	Labor	Human productivity <sup>2</sup>	1.34	Increase labor productivity
			Employee awareness survey <sup>3</sup>	Employee-friendly 70% Rewarding 59%	Increase engagement
		Human Rights & Diversity	Percentage of employees with disabilities <sup>4</sup>	3.3%	3.1%
			Percentage of women in management (executives) <sup>3</sup>	6.6%	10%
	Governance	Increasing the effectiveness of the Board of Directors / Dialogue with shareholders and investors / Enhancement of disclosure			

1. Scope 1 & Scope 2 emissions of consolidated companies in Japan and Swan Co., Ltd.  
2. (Consolidated operating revenues – consolidated subcontracting expenses) ÷ consolidated personnel expenses  
3. Consolidated companies in Japan and Swan Co., Ltd.  
4. Consolidated companies in Japan and Swan Co., Ltd. (excluding companies not subject to reporting on the employment status of people with disabilities)




# Business Portfolio Transformation

The Yamato Group is transforming its business portfolio to achieve sustainable growth in corporate value. Specifically, we have categorized our businesses based on role within the Base Domain, Growth Domain, and New Domain, and have clearly defined how we will allocate management resources based on business growth potential and return on invested capital (ROIC). We will reform and stabilize the earnings structure of the Base Domain while investing the cash generated in strategic initiatives that include expanding corporate business within the Growth Domain to accelerate sustainable profit growth for the Group.

## Our Three Business Domains

Base Domain

Role

**Generate stable cash flow and earnings**


Business Policies

**Reinforcement of the TA-Q-BIN network and expansion of value provided**

- Optimize pricing
- Expand TA-Q-BIN revenue (strengthen sales capabilities and promote facilities strategy)
- Optimize operating costs
- Implement back office reforms


Core Businesses and Services

**Express Business**  
Target customers:  
TA-Q-BIN Business Unit – individuals and small corporates  
Corporate Business Unit – large corporate clients  
Target areas:  
Last-mile domain and transportation domain  
Core services:  
TA-Q-BIN, TA-Q-BIN Compact, and EAZY  
Mailed items (Nekopos and others)  
JITBOX chartered delivery



Growth Domain

Role

**Drive earnings growth**


Business Policies

**Expansion of Corporate Business**

- Contract Logistics: Acquire large-scale distribution and fulfillment center projects
- Global Logistics: Concentrate resources in key regions
- Accelerate growth with M&A


Core Businesses and Services

**Contract Logistics Business**  
Core services:  
Design optimal logistics for each customer  
  
**Global Business**  
Core services:  
Forwarding and overseas contract logistics



New Domain

Role

**Generate new sources of revenue**


Business Policies

**Commercialization of “Green Mobility”**

- Co-create with diverse partners
- Create economic value by resolving environmental and social issues

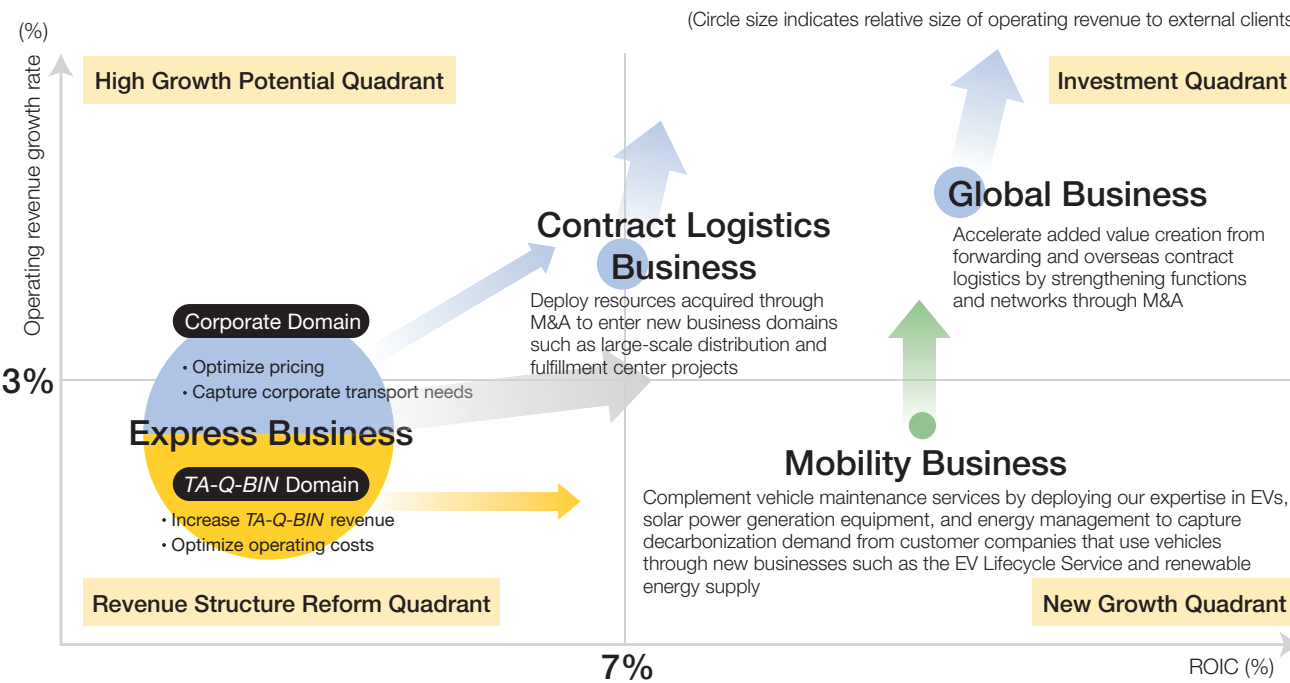
Core Businesses and Services

**Mobility Business**  
Core services:  
Vehicle maintenance  
EV Lifecycle Service  
  
**Express Business: New Initiatives**  
Open platform for joint transportation and delivery (Sustainable Shared Transport)  
  
**Other businesses**  
Online medical services for automobile transport operators (MY MEDICA)

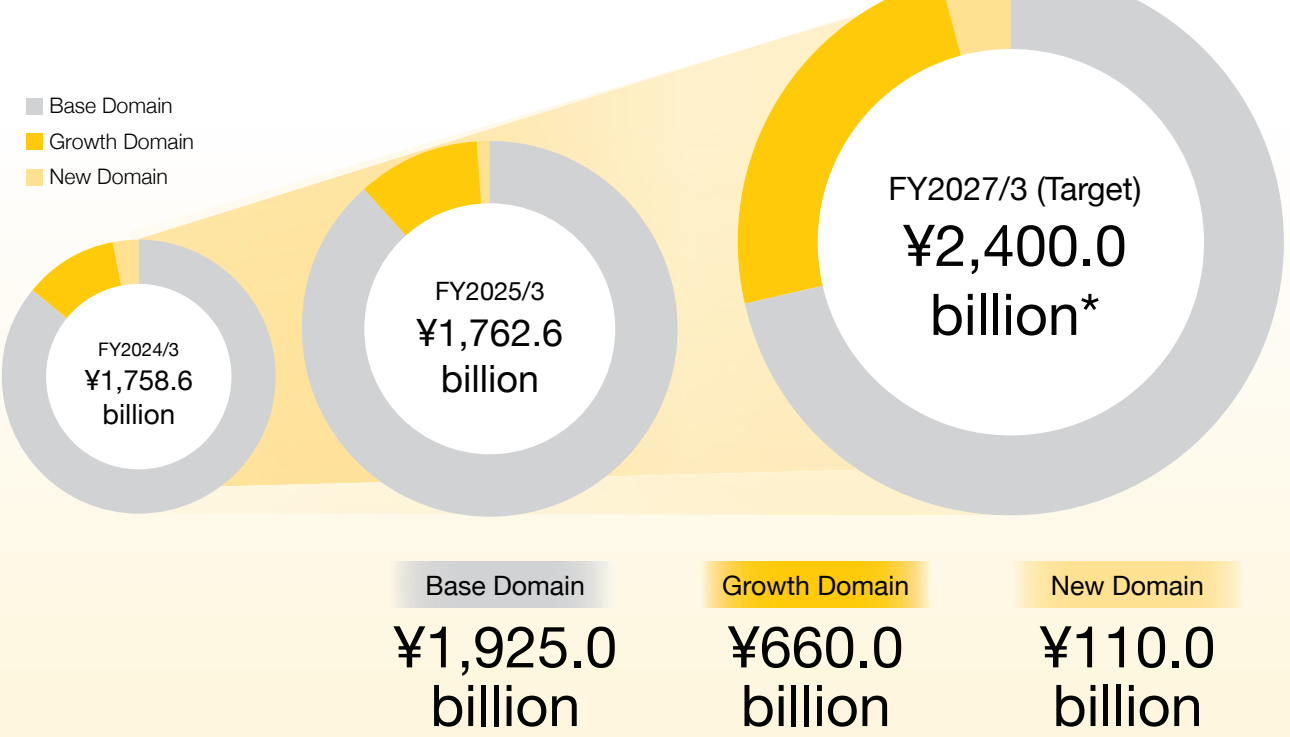


## Orientation of Each Business

Targeting sustainable profit growth for the Group, we have defined the role and direction of each business based on business growth potential and returns on capital. We have clarified the current realities and goals of each business and will employ regular monitoring and review to optimally allocate resources.



## Operating Revenues by Domain



\* The target presented in the graph is from the announcement of the medium-term management plan (February 2024). Currently (October 2025), the plan is under review.