Value Creation Process

growth

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) Development of e-commerce Shortage of transportation Heightening of geopolitical risks capacity intensifying Decline of the working population Technological advances Aging society, declining birth rate, Climate change intensifying and depopulation of suburban areas Strategy >> Page 21 Human People with diverse backgrounds capital united by a shared philosophy Our Vision A value-creating company that contributes A logistics network that continually to the realization of a sustainable future Logistics evolves toward greater quality and Creating New Logistics and New Value with innovation as our starting point capital efficiency as part of the social infrastructure Medium-Term Growth Expansion of Management Plan Reinforcement of the **Corporate Business SX2030** TA-Q-BIN network Big data gathered via TA-Q-BIN Intellectual and expansion of and the ability to innovate to ~1st Stage~ capital value provided Commercialization of create the future Page 21 "Green Mobility" Achieving Material Issues >> Page 53 Relationships with customers, partners, Social and communities based on trust built capital Reinforcement of Group Management Foundation over a history of more than a century Human Resource, Digital, Environmental, Page 37 and Social Strategies Corporate Governance >> Page 55 A green platform created by environmental Environmental investment that enables the Group to capital reduce GHG emissions and provide value to customers Group Corporate Philosophy >> Page 1 A solid financial foundation that Financial Employee Code of Management enables investment for sustainable Corporate Stance capital

Philosophy

Outcomes: Helping to Enrich Society



Economic Value

Achievement of sustainable profit growth



Creation of a society that leaves no one behind

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Core Values

Conduct