


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

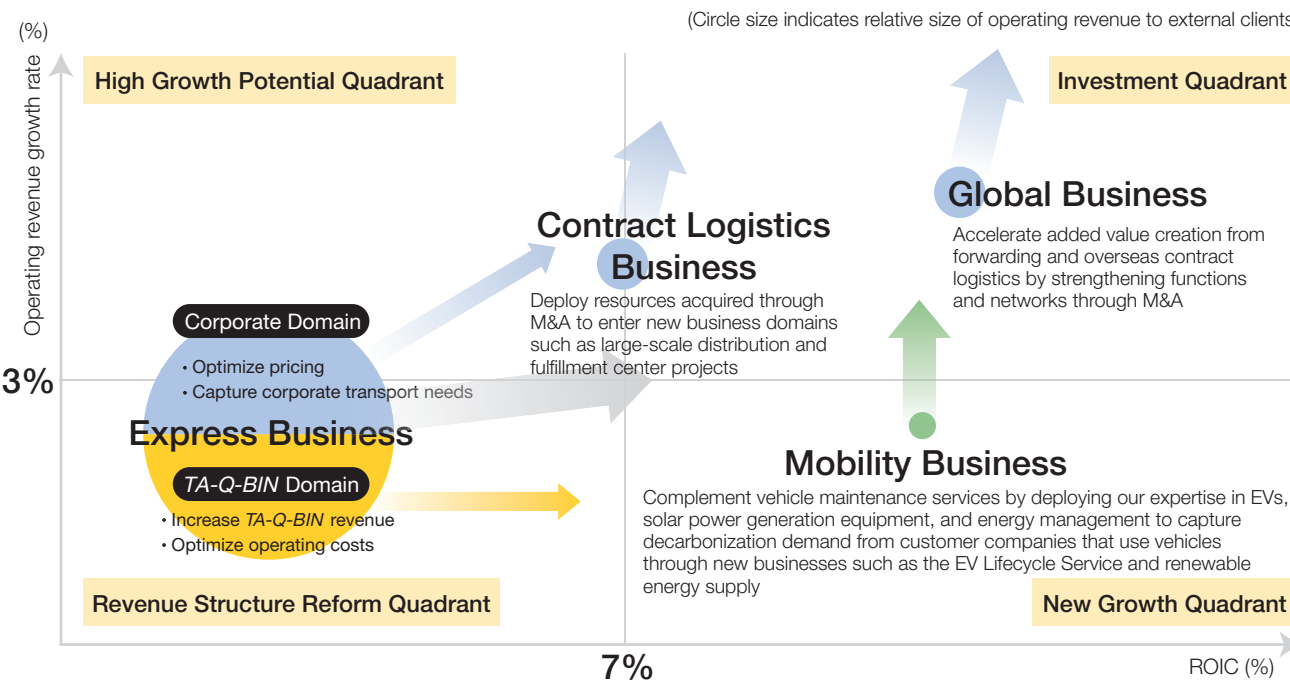
Express Business: New Initiatives
Open platform for joint transportation and delivery (Sustainable Shared Transport)

Other businesses
Online medical services for automobile transport operators (MY MEDICA)

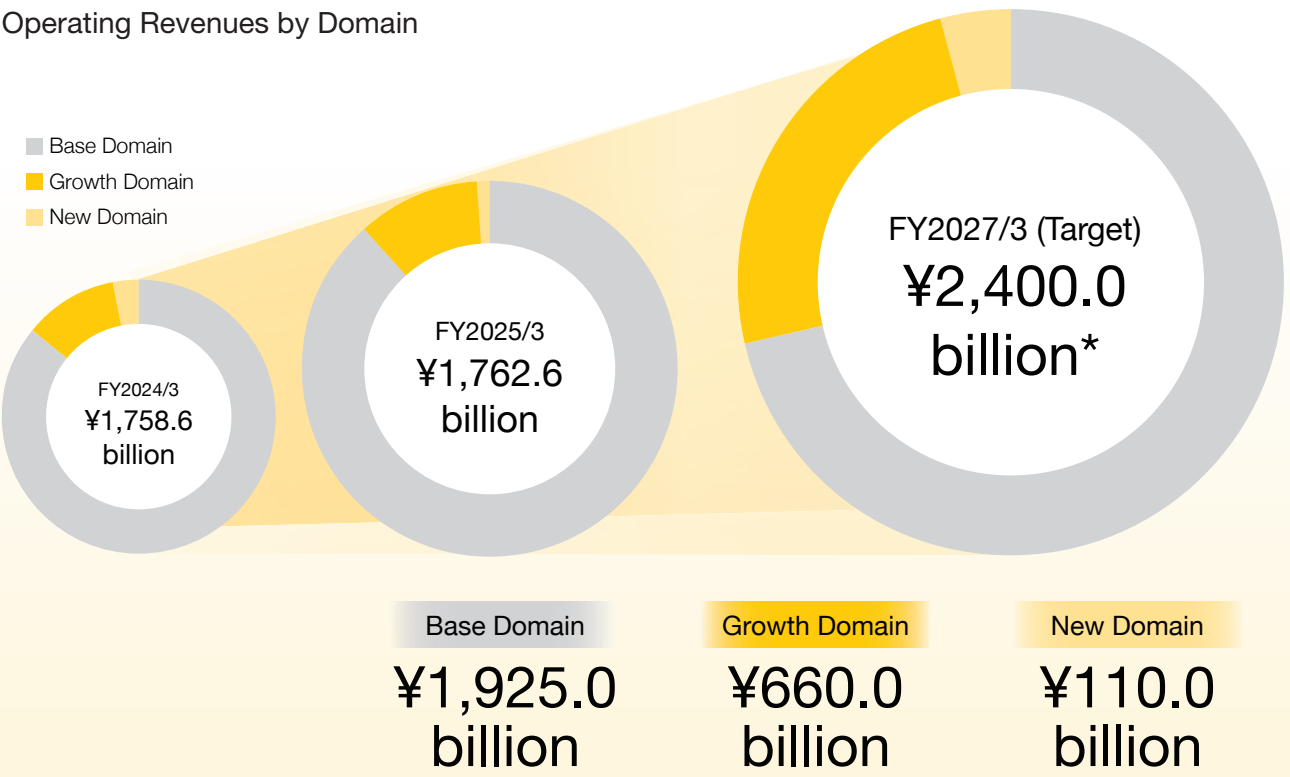


Orientation of Each Business

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.