













Management Team

As of June 26, 2025

														
Position		Representative Director, Executive Officer and President	Representative Director, Chairman	Director (Chairman of the Board of Directors)	Director	Director		Director (Chairman, Nomination and Compensation Committee)	Director	Full-time Audit & Supervisory Board Member	Full-time Audit & Supervisory Board Member	Audit & Supervisory Board Member	Audit & Supervisory Board Member	Audit & Supervisory Board Member
Name		Yutaka Nagao	Toshizo Kurisu	Shiro Sugata	Noriyuki Kuga	Charles Yin		Junichiro Ikeda	Tami Kihara	Tsutomu Sasaki	Yoshito Shoji	Ryuji Matsuda	Setsuko Ino	Akihito Terada
Bio		Apr. 1988 Joined the Company Apr. 2019 Representative Director, Executive Officer and President of the Company (current) Apr. 2021 Representative Director, President and Executive Officer of Yamato Transport Co., Ltd. Apr. 2025 Member of the Board of Yamato Transport Co., Ltd. (current)	Apr. 1983 Joined the Company Apr. 2019 Representative Director, Executive Officer and President of Yamato Transport Co., Ltd. Apr. 2025 Representative Director, Chairman of the Company / Member of the Board of Yamato Transport Co., Ltd. (current)	Apr. 1972 Joined USHIO INC. Jan. 1993 President of BLV LICHT-UND VAKUUMTECHNIK GmbH Mar. 2005 Representative Director, Executive Officer and President of USHIO INC. Jun. 2019 Director of the Company (current)	Apr. 1979 Joined Tokyo Electron Ltd. Oct. 2004 Representative Director, Executive Officer and President of Tokyo Electron BP Ltd. Jun. 2016 Chairman of the Board of TOKYO ELECTRON DEVICE LIMITED Jun. 2020 Director of the Company (current)	Feb.1990 Joined L3, Inc. (New York) Aug. 2007 CEO of Worldwide City Group (Hong Kong) Jul.2018 Executive Chairman of Worldwide City Group (Hong Kong) (current) Jun. 2022 Director of the Company (current)		Apr. 1979 Joined Mitsui O.S.K. Lines, Ltd. (currently Mitsui O.S.K. Lines, Ltd.) Jun. 2015 Representative Director and President Apr. 2023 Director and Chairman of the Board (current) Jun. 2024 Director of the Company (current)	Apr. 1985 Joined Ricoh Company, Ltd. Apr. 2019 Administrative Officer and General Manager of Technology Management Division of Ricoh IT Solutions Co., Ltd. Jul. 2022 Director of Ricoh IT Solutions Co., Ltd. Jun. 2025 Director of the Company (current)	Apr. 1987 Joined the Company Sep. 2018 Representative Director, Executive Officer and President of Yamato Logistics Co., Ltd. Mar. 2020 Representative Director and Senior Managing Executive Officer of Yamato Transport Co., Ltd. Jun. 2022 Full-time Audit & Supervisory Board Member of the Company (current)	Apr. 1980 Joined the Company Apr. 2019 Managing Executive Officer of Yamato Transport Co., Ltd. Apr. 2022 General Manager of Project Group, Finance Division Jun. 2023 Full-time Audit & Supervisory Board Member of the Company (current)	Apr. 1986 Registered as Attorney at Law and Certified Public Accountant Jul. 1992 Established Matsuda Law Office (current) May 2012 Auditor of the Japan Federation of Bar Associations Jun. 2020 Audit & Supervisory Board Member of the Company (current)	Apr. 1988 Joined Suntory Ltd. Nov. 2006 CFO and Representative Director of SAP Japan Jan. 2024. Venture Partner of Eight Roads Ventures Japan (current) Jun. 2024 Audit & Supervisory Board Member of the Company (current)	Apr. 1985 Joined Asahi & Co. (currently KPMG AZSA LLC) May 2009 Senior Partner of KPMG AZSA LLC Jul. 2022 Representative of Terada CPA Office (current) Jun. 2025 Audit & Supervisory Board Member of the Company (current)
Independent Director				○	○	○		○	○			○	○	○
Nomination and Compensation Committee		○		○	○	○		○	○					
Shares Owned		41,600 shares	46,610 shares	0 shares	2,300 shares	0 shares		400 shares	0 shares	12,600 shares	8,200 shares	0 shares	0 shares	0 shares
Expertise and Experience	Corporate management	●	●	●	●	●		●		●	●			
	Marketing / Sales	●		●		●				●				
	Personnel / Labor management	●			●			●	●					
	Finance / Accounting		●		●						●	●	●	●
	Legal affairs / Risk management		●							●		●		●
	IT / Digital technology	●	●	●		●			●					
	Global	●		●	●	●		●					●	

Skills Expected of Directors and Audit & Supervisory Board Members and Reasons for Their Selection

Skills	Reason for Selection
Corporate management	To demonstrate appropriate decision-making and supervisory functions in the formulation and execution of the Yamato Group's medium- to long-term management plan to sustainably improve corporate value, extensive experience and expertise in corporate management has been selected as a necessary skill. Corporate management includes experience and knowledge integrating sustainability and an ESG perspective into business strategies in support of increased corporate value.
Marketing / Sales	To provide value that utilizes the Group's management resources to meet the changing needs of customers and society, extensive experience and expertise in marketing and sales has been selected as a necessary skill.
Personnel / Labor management	To become a company that respects human rights and diversity and enables employees to work with peace of mind, and at the same time as ensuring that the Group's employees, its greatest asset, are motivated and play an active role, extensive experience and expertise in human resources and labor management has been selected as a necessary skill.
Finance / Accounting	To promote investment linked to growth potential and enhancement of capital efficiency by creating a strong financial foundation, extensive experience and expertise in finance and accounting has been selected as a necessary skill.
Legal affairs / Risk management	To become a company that is fair and trusted through safe and secure business activities in line with legal and social standards based on the Group Corporate Philosophy, extensive legal experience and expertise and risk management capabilities have been selected as a necessary skill.
IT / Digital technology	To achieve the optimal allocation of management resources based on data analysis and efficient business management that fully utilizes digital technology, extensive experience and expertise in IT and digital technologies has been selected as a necessary skill.
Global	To contribute to the innovation of customer supply chains and business processes through global business development, extensive global experience and expertise has been selected as a necessary skill.

Succession Plan

The Nomination and Compensation Committee continuously improves the effectiveness of the succession plan for the president, which is its most important responsibility, through strategic discussions in order to achieve sustainable improvement in the Company's corporate value.

1. Basic Approach and Issues

The Company is currently transforming its business portfolio to enter new growth domains and ensure sustainable growth. It therefore needs a leader who has diverse knowledge that goes beyond existing business domains and the courage to make rational decisions even under adverse circumstances. We select and develop candidates using objective criteria based on this clear leadership profile and strategic background.

2. Main Actions in FY2025/3 and Future Measures

During the year ended March 31, 2025, the Nomination and Compensation Committee discussed its evaluation of leadership

candidates to manage the Yamato Group in the future and the current status of the talent pool.

These discussions are the basis for further strengthening the candidate development process. Specifically, we intentionally create opportunities for explanations and questions at Board of Directors meetings, thereby encouraging candidates to grow through suggestions from the management supervision side.

This initiative provides an important monitoring opportunity for the outside directors who serve on the Nomination and Compensation Committee to directly and continuously assess candidate qualities and potential. This approach ensures the effectiveness and transparency of the succession planning process.

A highly effective succession plan linked to management strategy will help the Yamato Group generate sustainable increases in corporate value.