Value Creation Proces

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 of Value Creation Page 13

- **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

Business Environment / Social Issues (Identification of Risks)

- Development of e-commerce
- Decline of the working population Aging society, declining birth rate, and depopulation of suburban areas
- Shortage of transportation capacity intensifying
- Climate change intensifying
- Heightening of geopolitical risks
- Technological advances

Strategy Page 15

Our Vision

A value-creating company that contributes to the realization of a sustainable future

Creating New Logistics and New Value with innovation as our starting point

Medium-Term Management Plan ***SX2030*** ~1st Stage~ Page 15

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

- Growth Domain: Growth of business for corporate clients
- New Domain: Commercialization of “Green Mobility”

Addressing Material Issues Page 41

Reinforcement of Group Management Foundation

- Human Resource, Digital, Environmental, and Social Strategies Page 29
- Corporate Governance Page 43

Group Corporate Philosophy Page 9

Management Philosophy | Corporate Stance | Employee Code of Conduct

Core Values

Outcomes: Helping to Enrich Society



Environmental Value

Realization of a low-carbon society

Economic Value

Achievement of sustainable profit growth





Social Value

Creation of a society that leaves no one behind

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. 53,000
- Employee awareness survey results[1]
  - Employee-friendliness — 69%
  - Rewarding work — 60%
- Percentage of employees with disabilities[2] — 3.1%
- Percentage of women in management (executives)[1] — 6.9%

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 29

- 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

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. 2,700
- Pickup and delivery vehicles — Approx. 42,000
- Terminals — Approx. 80
- Facilities for corporate clients — Approx. 400
- Overseas development — 24 countries/regions

Measures to Enhance Our Capital

Reinforcement of the *TA-Q-BIN* network 〉〉Page 18

- Optimize pricing
- Optimize operating costs

Growth of business for corporate clients 〉〉Page 22

- Expand integrated business solution hubs
- Add value for customers in their global businesses
- M&A strategy

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. ¥31.0 billion
- Human resources with digital skills — Approx. 870 employees

Measures to Enhance Our Capital

Digital strategy 〉〉Page 34

- Transition to AI- and data- driven management

Note: All figures are as of March 31, 2026.

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. 60 million
- Number of registered companies for members-only service for corporate clients — Approx. 1.8 million
- Business partners (ongoing) — Approx. 6,500 companies

Measures to Enhance Our Capital

Increasing the value we provide ›› Page 21
- Add value beyond *TA-Q-BIN*

Social strategy ›› Page 39
- Promote supply chain management
- Conduct initiatives in local communities

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 — 20% reduction (compared with FY2021/3)[1]
- Percentage of electricity generated via renewable energy sources[2] — 68%
- Electric vehicles — Approx. 6,000

1. In-house emissions of consolidated companies in Japan and Swan Co., Ltd. (Scope 1 and Scope 2)
2. Consolidated companies in Japan and Swan Co., Ltd.

Measures to Enhance Our Capital

Commercialization of "Green Mobility" ›› Page 27
- Create economic value by resolving environmental and social issues

Environmental strategy ›› Page 36
- Reduce GHG emissions
- Achieve green delivery

Financial capital

A solid financial foundation that enables investment for sustainable growth



Status of Capital

- Shareholders' equity ratio — 44.6%
- D/E ratio — 0.34 times
- External credit rating (R&I) — AA- (As of June 2, 2026)

Measures to Enhance Our Capital

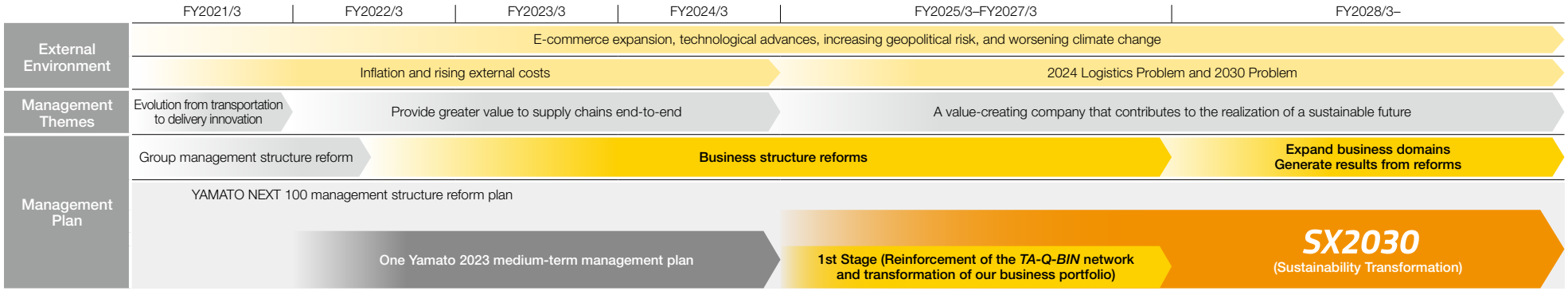
Embed management principles that place more focus on capital efficiency within the Group ›› Page 6
- Disciplined capital allocation based on business-specific hurdle rates

Note: All figures are as of March 31, 2026.

Roadmap to 2030 and Medium-term Management Plan

The Yamato Group is implementing its medium-term management plan, "Sustainability Transformation 2030 ~1st Stage~," toward its vision for 2030 of becoming a value-creating company that contributes to the realization of a sustainable future. As we leverage the resilient network infrastructure we have built, we are embedding a management approach that places more focus on capital efficiency. By reliably linking past investments to earnings, we aim to achieve a return on capital that exceeds the cost of capital at an early stage.

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



Business Results and Core KPIs

Financial Indicators

Indicator	FY2024/3 Results	FY2025/3 Results	FY2026/3 Results
Operating revenue	¥1,758.6 billion	¥1,762.6 billion	¥1,865.6 billion
Operating profit	¥40.0 billion	¥14.2 billion	¥28.3 billion
Operating profit margin	2.3%	0.8%	1.5%
Profit attributable to owners of parent	¥37.6 billion	¥37.9 billion	¥13.6 billion
Return on equity (ROE)	6.3%	6.5%	2.4%
Return on invested capital (ROIC)	4.2%	1.4%	2.6%

Main Non-Financial (Material Issue) Indicators

Indicator		FY2024/3 Results	FY2025/3 Results	FY2026/3 Results
Reduction of GHG emissions volume[1]		11% reduction	15% reduction	20% reduction
Renewable electricity use[2]		37%	55%	68%
Employee awareness survey[2]	Employee-friendliness	66%	70%	69%
	Rewarding work	60%	59%	60%
Percentage of employees with disabilities[3]		3.1%	3.3%	3.1%
Percentage of women in management[2]		6.1%	6.6%	6.9%

1. In-house emissions of consolidated companies in Japan and Swan Co., Ltd. (Scope 1 and Scope 2)
2. Scope: Consolidated companies in Japan and Swan Co., Ltd.
3. Scope: Consolidated companies in Japan and Swan Co., Ltd. (excluding companies not subject to reporting on the employment status of people with disabilities)

Perception of Current Issues and Future Strategy

1. Reinforcing the *TA-Q-BIN* Network and Rebuilding Earning Power

Based on the medium-term management plan, the Yamato Group is working to reinforce its *TA-Q-BIN* network to ensure sustainable growth. We have already achieved some results, including the securitization of large non-operational real estate assets under our Asset Governance Policy and the introduction of data-driven planning for pickup and delivery routes. However, we were not able to realign resources quickly enough to keep pace with changes in the external environment, such as rising prices, and a greater-than-expected drop in *TA-Q-BIN* parcel delivery volume. As a result, we have not yet generated ROIC commensurate with our investments. We take this situation seriously. To overcome this challenge, we will comprehensively review all operations and adopt AI- and data-driven management to optimize our supply-demand, delivery, and pricing models. Through these measures, we will rebuild earning power by establishing a resilient business structure capable of generating stable profits regardless of changes in the external environment.

2. Transforming the Business Portfolio to Accelerate Growth

In addition to reinforcing the *TA-Q-BIN* network, we are transforming our business portfolio to drive the Group's medium- to long-term growth. We will conduct disciplined, optimized allocation of the capital we generate from restoring profitability in our base domain to expand business for corporate clients, such as the Contract Logistics and Global businesses in the growth domain. Integrating our sophisticated inventory management and distribution processing competencies with our nationwide sorting, transport, and delivery functions will accelerate our shift toward high-value-added businesses and reduce our excessive reliance on the Express Business.

3. Sustainable Value Creation for 2030

By maximizing the comprehensive Group capabilities generated by our robust *TA-Q-BIN* network and the transformation of our business portfolio, we will deepen and expand the value we provide to become a logistics partner that optimizes the entire supply chain for customers ranging from corporations to individuals. Through these initiatives, we will realize our vision for 2030 of becoming a value-creating company that contributes to the realization of a sustainable future.

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 their role in 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 our base domain while investing the cash generated in strategic initiatives that include expanding business for corporate clients in our growth domain to accelerate sustainable profit growth for the Group.

Allocation of Management Resources Based on ROIC

Base Domain
Generate stable cash flow and earnings

Business Policies

Reinforcement of the *TA-Q-BIN* network and expansion of value provided
- Optimize pricing
- Optimize operating costs
- Implement back-office reforms

Core Businesses and Services

Express Business — Target customers: *TA-Q-BIN* domain — individuals and small corporate clients; Corporate domain — 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
Drive earnings growth

Business Policies

Growth of business for corporate clients
- Contract Logistics: Acquire large-scale distribution and fulfillment center projects
- Global Logistics: Concentrate resources in key regions
- Disciplined M&A and strategic investments based on business-specific hurdle rates

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
Generate new sources of revenue

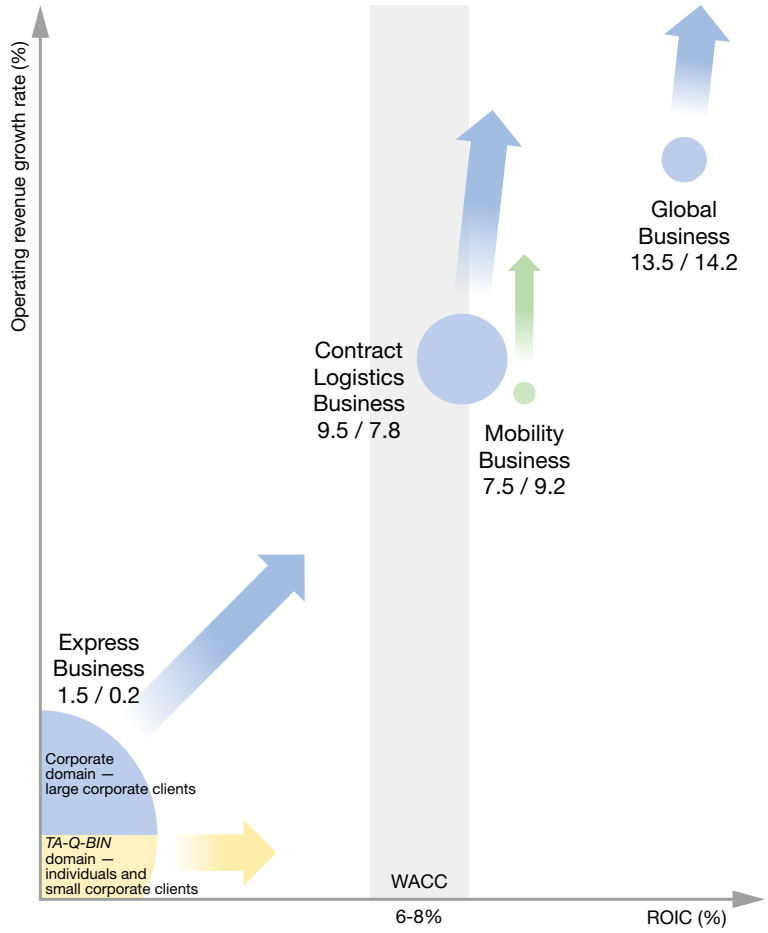
Business Policies

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 Efficient use of renewable electricity (Yamato Energy Management)
Other businesses	Online medical service for trucking companies (MY MEDICA)

Optimal Allocation of Management Resources



Circle size indicates relative size of operating revenue to external clients
Numbers below businesses: Operating revenue growth rate / ROIC
Note: Operating revenue growth rate is calculated year over year for FY2026/3. ROIC is based on results for FY2026/3. The 6-8% range on the horizontal axis represents the Company's assumed consolidated WACC for the medium-term management plan period (FY2025/3–FY2027/3)