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