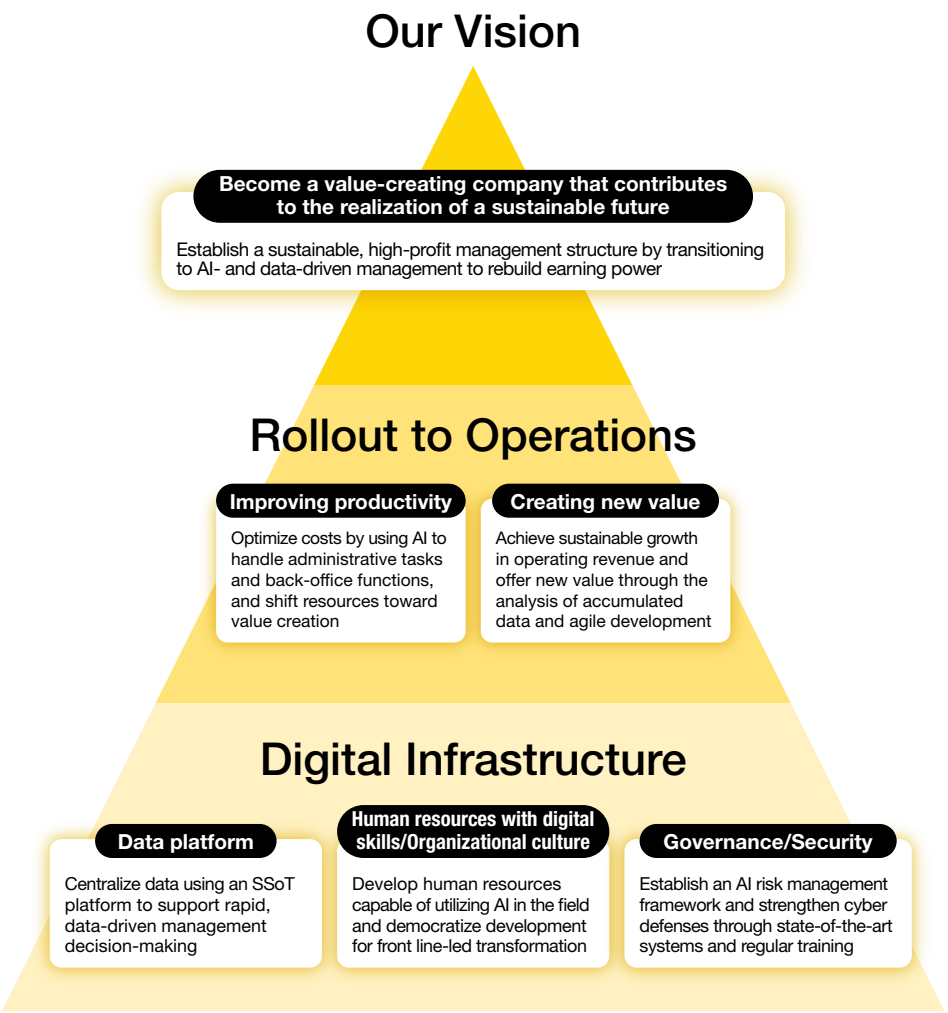
Strengthening Our Data Infrastructure

To become a value-creating company that contributes to the realization of a sustainable future, the Yamato Group is transitioning to AI- and data-driven management that places data and AI at the core of its operations. Our vision is to improve productivity through greater operational efficiency and to create new value driven by data. We are reinforcing the foundation of our earning power by automating administrative tasks and optimizing deliveries as we use our accumulated data and AI to generate new revenue opportunities. Underpinning these efforts are a centralized data management platform, a workforce and organizational culture capable of effectively utilizing AI, and a governance framework that enables all employees to use these tools with confidence. We will reinforce our foundation and implement these initiatives throughout our operations to improve capital efficiency over the medium to long term and achieve sustainable growth in corporate value.



Data Platform

To achieve the AI- and data-driven management we envision, we are transitioning from conventional monolithic, rigid systems to a flexible architecture in which each function operates independently. At the same time, we have built and begun full-scale operation of an SSoT* platform to centrally manage data that was previously dispersed across the Group. This enables us to gain a precise understanding of conditions based on consistent Groupwide metrics, and a system that combines various types of data to generate insights that inform decision-making by both management and front-line employees is beginning to function effectively. By accelerating the speed at which we assess situations to make more sophisticated use of the insights we generate, we will develop the platform into an environment that supports more agile decision-making in a rapidly changing business landscape.

* Single Source of Truth

Human Resources with Digital Skills/Organizational Culture

Each of our front-line employees is effectively using AI and digital technologies in their jobs. We are moving away from the traditional development model that relies on an IT department by promoting talent development and cultivating an organizational culture in an integrated manner. This results in the “democratization of development,” in which front-line employees use AI themselves to redesign their workflows. We conducted practical training for approximately 500 employees who volunteered to participate in FY2026/3. Going forward, we will ramp up investment in AI training specializing in logistics and in the development of talent with advanced AI capabilities to lead our transformation. A culture of coexistence with AI is taking root, in which employees solve everyday challenges using AI without requiring specialized technical knowledge, increasing opportunities to proactively participate in digital transformation.

Governance/Security

We are establishing a framework to prevent incidents and minimize damage so that all employees can use AI and digital tools safely and securely. Having designated addressing the new risks associated with AI adoption as a key management priority, we have begun promoting AI governance throughout the Yamato Group. For security, we are taking an integrated approach to strengthen our crisis response capabilities through technical countermeasures using advanced systems that automatically block increasingly sophisticated cyber threats, regular inspections at Group companies in Japan and overseas, and Groupwide training exercises.

Rollout of Our Digital Infrastructure to Operations

Improving Productivity

Streamlining Back-Office Operations and Shifting Resources to the Front Lines

To lay the groundwork for ramping up the adoption of digital technology on the front lines, we have prioritized streamlining administrative tasks and back-office operations. We are using AI and other technologies to automate routine tasks such as preparing performance indicators and aggregating data. This frees up time and personnel, which we strategically reallocate to the front-line customer contact points that are the source of our corporate value. This has resulted in the establishment of a framework that enables us to focus on providing customers with high-value-added proposals and services while reducing indirect costs.

AI Dispatch System for Short-Distance Urban Transportation

To optimize operating costs, we are implementing an AI dispatch system for short-distance transport in urban areas. For transport between hubs in the Kanto region and surrounding areas, we are shifting from traditional “one-to-many” dispatch to AI-optimized “”many-to-many” operations. This data-driven dispatch management optimizes operations throughout the Yamato Group. In the Tokyo metropolitan area, where the system was first introduced, we have already reduced the number of large trucks in operation by approximately 30%. We will roll out this system in stages to the Chubu and Kansai regions, aiming to optimize our Groupwide network and eliminate downward cost rigidity.

Front Line-Driven Operational Efficiency

Company-led efficiency initiatives aimed at coexisting with AI are spreading throughout the Company, enabling front-line employees to independently use AI to redesign their workflows. For example, by developing their own in-house apps for device management or streamlining routine tasks and data aggregation, front-line employees create a virtuous cycle in which the time and resources saved can be redirected to core customer-facing activities. We share outstanding measures initiated on the front lines internally and swiftly roll them out to hubs nationwide. This functions as a mechanism driving speedy operational improvements throughout the Group.

Creating New Value

The Yamato Group is building a system to analyze its vast amount of customer and operational data from multiple perspectives to maximize business opportunities. We aim for sustainable growth in operating revenue by accurately identifying the customers we should strategically target based on data such as AI-calculated on-site capacity. Using data and AI not simply to improve operational efficiency, but also to generate revenue will help us rebuild our earning power.

AI Sales Offices

We are creating AI sales offices to drive innovation on the front lines. This initiative involves using the know-how of outstanding sales office managers who drive strong business results to develop an AI agent—creating a system where AI automatically supports hundreds of administrative tasks. We will significantly reduce the workload for managers and administrative staff, freeing up time that can be redirected toward value-added tasks that only humans can perform, such as leading personnel and building relationships with customers and partners.

Event Support Model

To address the customer issue of long waits to ship packages at large-scale events, we developed a dedicated smartphone app featuring advance reservations and cashless payments, offering new value by reducing wait times. By employing AI-driven development, in which AI handles tasks formerly carried out by humans such as design and programming, we shortened the development period from the usual six to seven months to approximately two and a half months, enabling a rapid market launch. This initiative exemplifies how we are turning data and AI into tangible value that resolves immediate customer issues. We will continue to use this agile development model to create new value that addresses a wide range of issues.



Waiting to ship packages at a large-scale event

Establishing a Sustainable High-Profit Management Structure

