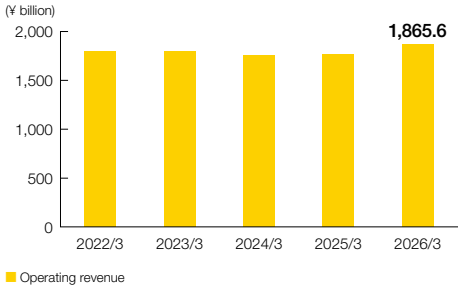
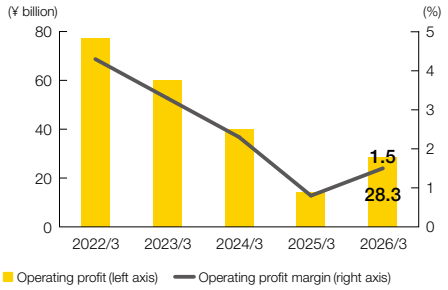
Performance Highlights Fiscal Year Ended March 31, 2026

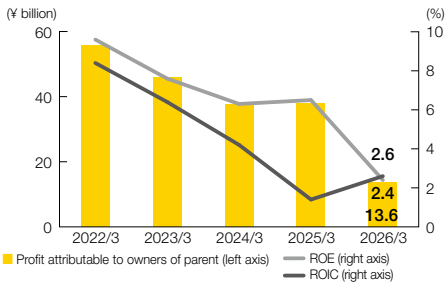
Operating Revenue



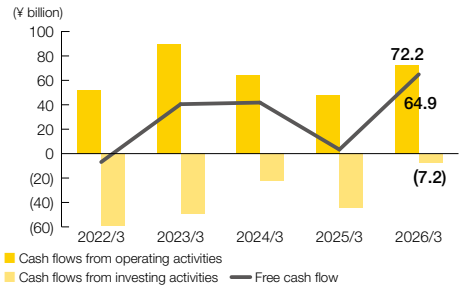
Operating Profit / Operating Profit Margin



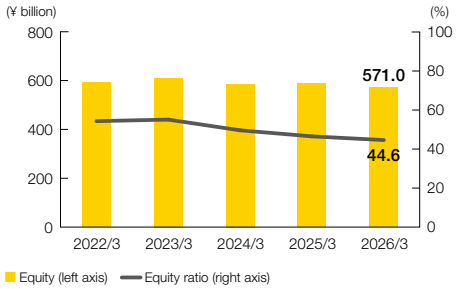
Profit Attributable to Owners of Parent / ROE[1] / ROIC[2]



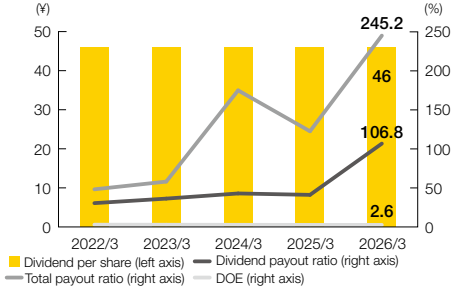
Operating and Investing Cash Flows / Free Cash Flow[3]



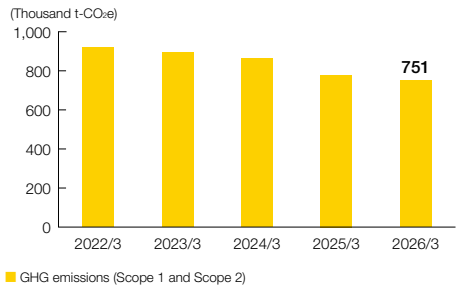
Equity / Equity Ratio



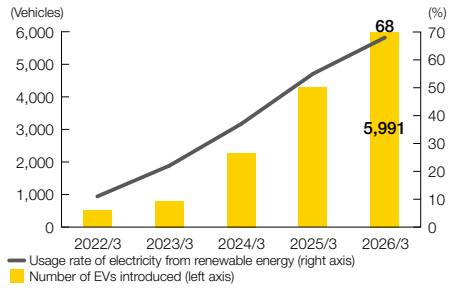
Shareholder Returns



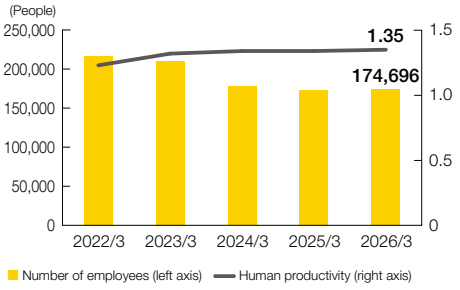
GHG Emissions[4]



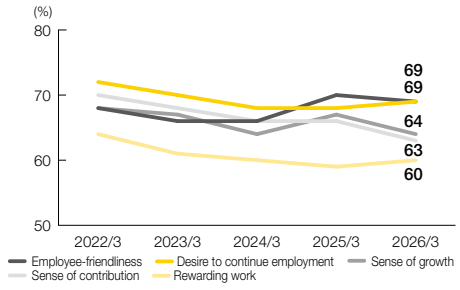
Usage Rate of Electricity from Renewable Energy[4, 5] / Number of EVs Introduced[6]



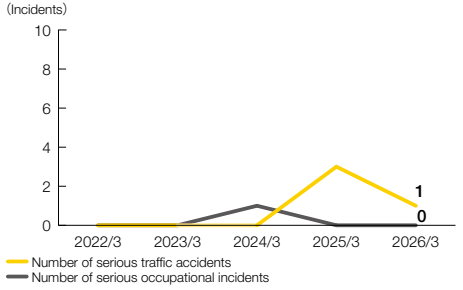
Number of Employees / Human Productivity[7]



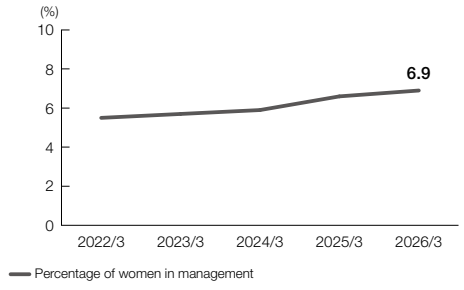
Employee Awareness Surveys[4, 8]



Number of Serious Traffic Accidents[9] / Number of Serious Occupational Incidents[4, 10]



Percentage of Women in Management



1. Return on equity (ROE) = Profit attributable to owners of parent ÷ Average equity during the period 2. Return on invested capital (ROIC) = Net operating profit after tax ÷ (Average interest-bearing liabilities during the period + Average equity during the period)
3. Free cash flow = Cash flows from operating activities + Cash flows from investing activities 4. Scope: Consolidated companies in Japan and Swan Co., Ltd. 5. Electricity generated from renewable energy sources (MWh) ÷ Total power generated (MWh)
6. Scope: Yamato Transport Co., Ltd. 7. Human productivity = (Consolidated operating revenue – Consolidated subcontracting expenses) ÷ Consolidated personnel expenses 8. Awareness surveys regarding working styles administered on an annual basis
9. Fatal traffic accidents (for which the employee is responsible) 10. Incidents involving a fatality