Conducted on October 31, 2025

Yamato Holdings Co., Ltd.

Main Questions and Answers (Summary) at Financial Results Briefing for the 1st Half of the Fiscal Year Ending March 31, 2026

Q1. Please explain the progress made in pricing optimization and your approach to revising reported rates for the next fiscal year.

- In the Corporate domain, we will continue to focus on negotiating appropriate pricing that reflects the added value we provide. While it takes a certain amount of time for the results of these negotiations to be reflected, the outcomes accumulated during the first half of the fiscal year are expected to begin contributing to earnings sequentially from October onward, continuing into the second half.
- The ongoing negotiations to optimize pricing, primarily targeting low-profitability clients, are expected to be almost complete within the current fiscal year. In the next fiscal year, we will continue our efforts to optimize pricing, including annual reviews of contract terms with existing clients.
- Regarding the revision of reported rates, in October this year, we implemented adjustments for TA-Q-BIN parcel sizes 120 to 200, as well as certain products such as “Golf TA-Q-BIN” and “Ski TA-Q-BIN.” Going forward, we will continue to review rates as appropriate, comprehensively considering ongoing cost increases, market trends, customer needs, and the balance with the added value we provide.

Q2. Please explain the progress of operating cost optimization, and the sustainability of the effects toward the next fiscal year.

- During the first half of the fiscal year, operating cost optimization progressed steadily and contributed to operating profit. From this fiscal year, we have established an organization that centrally oversees and manages the nationwide transportation network, and have enhanced recruitment and training to increase the in-house staffing ratio for terminal operations, thereby improving labor productivity. In addition, intra-area transportation (transportation between terminals and sales offices), we have been promoting optimal vehicle dispatching and improving transportation scheduling, resulting in greater efficiency.

- From the second half (third quarter) onward, we will promote full-scale efficiency improvements in trunk-route transportation (transportation between terminals), where there remains substantial potential for cost reduction. By increasing the turnover rate of vehicles owned within the Group, securing long-distance transport capacity through the use of freighters, and improving the efficiency of short-distance transportation through data-driven dispatching, we will accelerate the realization of cost reduction effects.
- There remains significant room for cost reduction in the transportation domain, and we will continue these efforts in the next fiscal year and beyond. In addition, we have begun taking the next steps such as operational reforms for Cool TA-Q-BIN, and will continue to generate sustained cost improvements going forward.

Q3. Please explain the scale and timeline of cost reduction effects expected from indirect cost savings.

- We are promoting cost reductions through the streamlining of administrative divisions via business process reforms, and by assessing investment efficiency. During the first half of the fiscal year, we focused on the Express business, advancing the consolidation and standardization of operations, and promoting efficiency through the use of AI and other technologies. We also streamlined organizational layers and reallocated personnel to frontline organizations that directly engage with clients, resulting in reduced headquarters administrative expenses.
- Looking ahead, we believe there remains considerable potential for cost reduction through the full-scale promotion of data-driven management. These effects will not be one-off, but rather will continue to materialize as initiatives progress. By effectively utilizing technology to improve efficiency in back-office and administrative operations, we aim to achieve structural cost reductions, while also promoting optimal talent allocation and development measures to create added value.

<u>Q4. Please share your assessment of the progress made in capital investments. Also, we are looking forward to seeing the overall picture of your capital allocation going forward.</u>

- Under the medium-term management plan “Sustainability Transformation 2030 ~1st Stage~,” we are steadily advancing active growth investments aimed at achieving sustainable growth.
- In our facilities strategy, which is one of the pillars of our growth investments, we are pursuing both operational efficiency and new value creation, while enhancing the sustainability of the TA-Q-BIN network as a social infrastructure through the consolidation and reallocation of pickup & delivery facilities. We are also expanding the value we provide to corporate clients by sequentially deploying integrated business solution hubs that combine transportation terminals with logistics centers equipped with advanced inventory management functions.
- Although actual investment amounts may fall below the initial plan, we are executing the necessary investments to achieve sustainable growth and have no intention of lowering the returns generated from these investments. In making investment decisions, we remain committed to maximizing capital efficiency while being mindful of financial discipline.
- In conjunction with our facilities strategy, we are optimizing our asset portfolio. From the perspective of maximizing free cash flow, we are examining the effective use, disposal, or off-balancing of real estate and other assets on a project-by-project basis. We will provide further updates on the progress of these initiatives during our full-year financial results meeting or other similar opportunities.