

Main Questions and Answers (Summary)
at Financial Results Briefing
for the Fiscal Year Ended March 31, 2026

Q1. Please explain the direction of pricing optimization in the current fiscal period, as well as how you intend to adjust pricing to address rapid changes in the external environment.

- In the Corporate domain (large corporate clients), instead of implementing uniform rate revisions, we will refine the contracts, such as separating base rates from options (pickup times, sorting methods, etc.), and will collect rates that reflect the value we provided.
- In the TA-Q-BIN domain (individual customers and small corporates), while maintaining appropriate unit prices, we will aim to increase customer usage frequency and market share through measures such as offering better customer convenience.
- In addition, to address risks from rapid changes in the external environment, such as the sharp rise in fuel prices due to the situation in the Middle East, we have begun considering the introduction of mechanisms (fuel surcharges etc.) that flexibly reflect such cost fluctuations in line with public indicators, in order to sustainably maintain the logistics network.

Q2. What initiatives are being implemented to optimize operating costs in the current fiscal period ?

- By reviewing resource allocation based on demand forecasting that leverages data and AI, we will enhance our resilience to fluctuations in parcel volume and promote the conversion of costs into variable expenses and the reduction of fixed costs. The optimization of short-distance urban transport in the Tokyo metropolitan area, initiated last fiscal year, has begun to yield cost-reduction results, and we plan to expand these measures to the Chubu and Kansai regions starting from the second half of this fiscal year.
- We are working to build a resilient profit structure by monitoring the progress and

effectiveness of these measures, while integrating data-driven network optimization with on-site execution capabilities.