

Overview of the New Medium-Term Management Plan, "SX2030 ~1st Stage~"

The Yamato Group is promoting initiatives in accordance with the Medium-Term Management Plan "Sustainability Transformation 2030 (SX 2030) ~1st Stage~, " which finishes in the fiscal year ending March 31, 2027. The plan sets out our vision for 2030 as "a value-creating company that contributes to the realization of a sustainable future" in order to realize sustainable increase in corporate value through the objective of "enrich our society," articulated in our Management Philosophy.

SX2030 ~1st Stage~ Targets

Financial Targets

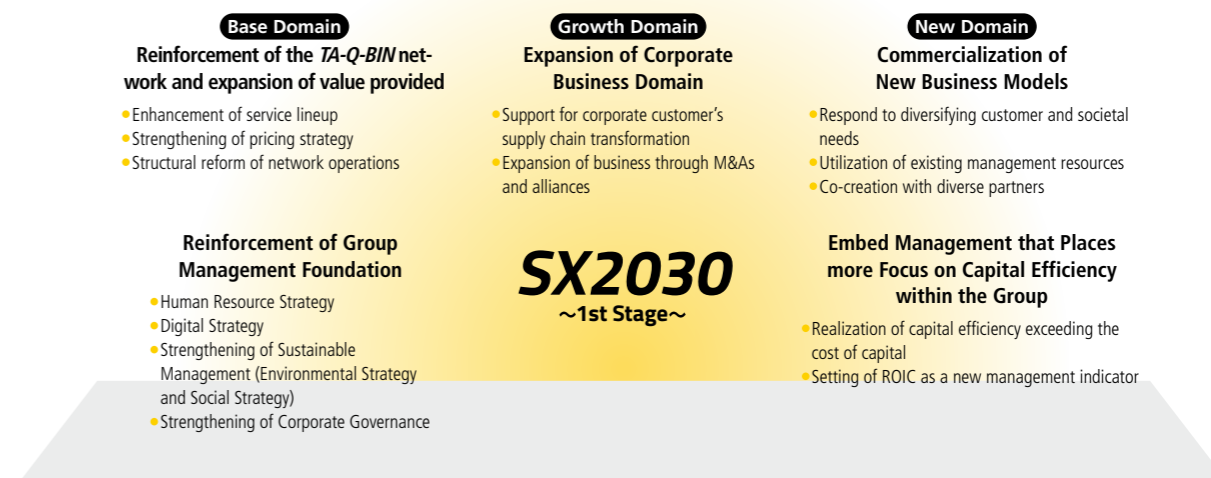
Category	Item	2024/3 Results	2027/3 Targets
Operating Results	Operating Revenue	¥1,758.6 billion	¥2,000–2,400 billion
	Operating Profit	¥40.0 billion	¥120–160 billion
	Ordinary Profit	¥40.4 billion	¥120–160 billion
	Profit Attributable to Owners of Parent	¥37.6 billion	¥80–100 billion
Profitability	Operating Margin	2.3%	6% or above
Efficiency	ROIC	4.2%	8% or above
	ROE	6.3%	12% or above

Non-Financial Targets

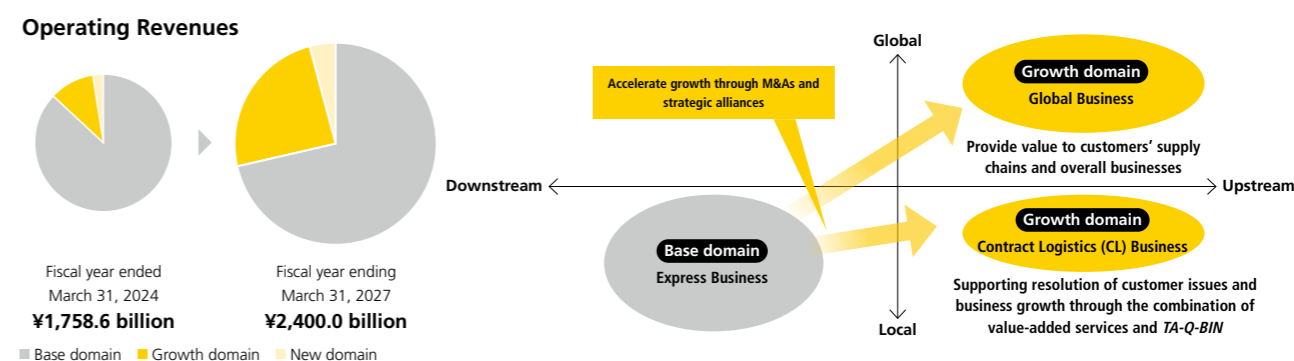
	Material Issues	Indicators	2024/3 Results	2027/3 Targets
Environmental	Energy & Climate	GHG emissions* ¹ reduction (compared with the fiscal year ended March 31, 2021)	-11%	-25%
		Setting of scope 3 emissions reduction targets		
		Percentage of electricity generated via renewable energy sources	37%	70%
Social	Labor	Human resource productivity* ²	1.34	Increase labor productivity
		Employee awareness survey	<ul style="list-style-type: none"> Employee-friendly 66% Rewarding 60% Desire to continue employment 68% Sense of growth 64% Sense of contribution to the Company 66% 	Increase engagement
	Human Rights & Diversity	Percentage rate of employees with disabilities	3.1%	3.1%
		Percentage of women in management (executive roles)	5.9%	10%
	Safety & Security	Number of traffic accidents where bodily injury occurs (Fatal accidents for which the Company is responsible)	Compared to the fiscal year ended March 31, 2020 -26%	Compared to the fiscal year ended March 31, 2024 -15%* ³
Frequency of lost workday injuries		Compared to the fiscal year ended March 31, 2020 +4%	Compared to the fiscal year ended March 31, 2024 -15%* ³	
Governance	Data Utilization & Security	Number of serious information security incidents	Zero	Zero
	Supply Chain Management	Percentage rate of support from major suppliers regarding the Code of Conduct	—	100%
	Increasing the effectiveness of the Board of Directors / Dialogue with shareholders and investors / Enhancement of disclosure			

*1 Scope 1 & Scope 2 emissions of consolidated companies in Japan and Swan Co., Ltd. *2 (Consolidated operating revenues – consolidated subcontracting expenses) ÷ consolidated personnel expenses *3 For Yamato Transport
For details on non-financial targets, please refer to Sustainable Management starting from P.44

Main Measures



Business Portfolio Transformation



Investment Plan for SX2030 ~1st Stage~: ¥400 Billion (Excluding M&As)

	Three-year investment amounts	Transaction	Objective
Growth investment ¥200 billion	¥140 billion	Facilities strategy	Enhance productivity and reduce fixed costs Create a worker-friendly workplace
	¥50 billion	Promoting DX	Productivity improvement through operational reform Enhance value provision to customers
	¥10 billion	New businesses	Create new businesses that contribute to future business growth and to a sustainable future
Environmental investment ¥80 billion	¥40 billion	3,250 EVs* and charging equipment	Realize a low-carbon society, and provide corporate clients with logistics services that have low environmental impact
	¥40 billion	Solar power generation, batteries, etc.	
Regular investment ¥120 billion	¥50 billion	Repair of existing TA-Q-BIN facilities, internal combustion vehicles, etc.	Maintain existing network
	¥70 billion	Maintenance of other facilities and existing systems, etc.	Maintain existing business, etc.

* EV introduction plan for 8,500 vehicles (investment: 3,250 vehicles, operating lease: 5,250 vehicles)