

Human Resource Strategy

The Yamato Group's human resource strategies are the foundation for realizing a sustainable enhancement in corporate value through "contributing to the realization of enriching our society," a goal laid out in our Management Philosophy. Our Human Resources Management Policy is to ensure that the growth of individual employees leads to the growth of the Group. Based on this policy, we are promoting human resource strategies that are linked to management strategies, such as building a human resource portfolio for the creation of new added value and further enhancing work comfort and motivation of diverse employees.

MESSAGE

We will work to strengthen middle management and drive management strategies through the transformation of our skill set and human resource portfolio

Masayuki Ishii

Managing Executive Officer Responsible for overseeing Human Resource Management and Development, Yamato Transport Co., Ltd.

Masayuki Ishii entered the Bridgestone Corporation in 1988. After working at the Head Office, plants, and technology centers, he was responsible for human resources and labor management at various offices in the United States, Spain, and Belgium. Upon returning to Japan, he was responsible for areas at the Head Office including global human resources and human resource development, corporate planning, corporate communication, risk management, and overseas business management. In October 2022, he joined Yamato Transport Co., Ltd.



▶ The Vision of Our Human Resources Strategy

The vision of our human resources strategy is to create an organization where our skill set and human resource portfolio can be proactively transformed in line with the Yamato Group's target management direction, and to develop human resources who can take ownership of such transformation and carry it out in their respective domains and roles. We aim to build a so-called "learning organization" through activities including appropriate assignment of human resources, development and recruitment of human resources who create added value, establishment of working environments, and cultivation of corporate culture.

▶ Middle Management is Key to Strategy Implementation

Our main focus in promoting our human resource strategy is our approach to middle management, a layer that connects our organization vertically and horizontally. The middle management has what we refer to as a "middle-up/middle-down" function, of communicating the intentions of senior management to frontline employees, and relaying opinions from the front line back to senior management. The Yamato Group is a huge organization of approximately 180,000 people. Middle management shares senior management's intentions and objectives to the front line employees and plays an important role in explaining the reasons behind such and ensuring that they are practically implemented on the ground. In the same way, they also have an extremely important function in returning feedback from frontline employees to senior management. A customer-oriented approach, in which Sales Drivers (SDs) on the front lines pick up on customer needs and use the information to improve services, is deeply rooted in the overall Yamato Group as part of our corporate culture and has become one of its strengths.

However, in promoting strategies and measures based on the Yamato Group Human Resource Management Policy, I have really felt that the function of middle management has not been fully realized. From a "middle-down" perspective, it seems that only the content of the strategies and measures formulated by Head Office is being relayed directly to the frontline employees, without any explanation of the reasons, which has resulted in implementation that is either half-hearted or misaligned with the original intention.

From the "middle-up" perspective, as the organization has expanded, the function of reflecting information collected on the front lines in management strategy has weakened to the point where I feel that at this stage it is not being fully utilized. These problems are rooted in organizational management and human resource operations. By building up human resource measures that strengthen the functions of middle management, we will ultimately realize our strengths in our customer-oriented approach at an even higher level.

▶ Increasing human productivity and engagement by strengthening in-house dialogue capability

As we work to strengthen the functions of middle management, we are promoting the establishment and operation of a human resource management system based on job duties. First, we revised our Head Office job position ranking and organized the positions of executive officers and managerial personnel. In fiscal 2025, in conjunction with measures to reinforce the TA-Q-BIN network, we will redefine the duties of Sales Office Managers, which is a position held by a larger number of people, and review the compensation for this position. This will lead to a stronger structure and improved human resource management. Moreover, we are also transitioning to an evaluation system for managerial personnel based on work duties, and expanding this transition to operational managers as well. With these measures, we will bring depth to our middle management team in terms of both quality and quantity. In addition, by designing proper management duties together as a set with operations, we will elicit even better performance from individual employees, leading to an increase in human productivity.

As part of the training regime for middle management, we continue to hold workplace discussions with operational managers such as Sales Office Managers and Logistics Center Managers, aiming to cultivate a mindset for increasing employee engagement by strengthening internal dialogue capabilities. We monitor the status of our efforts to increase employee engagement by conducting regular employee awareness surveys; however, indicators such as job satisfaction and employee-friendliness have continued to decline in recent years. We are addressing this by promoting a PDCA cycle to clarify and improve issues in each workplace

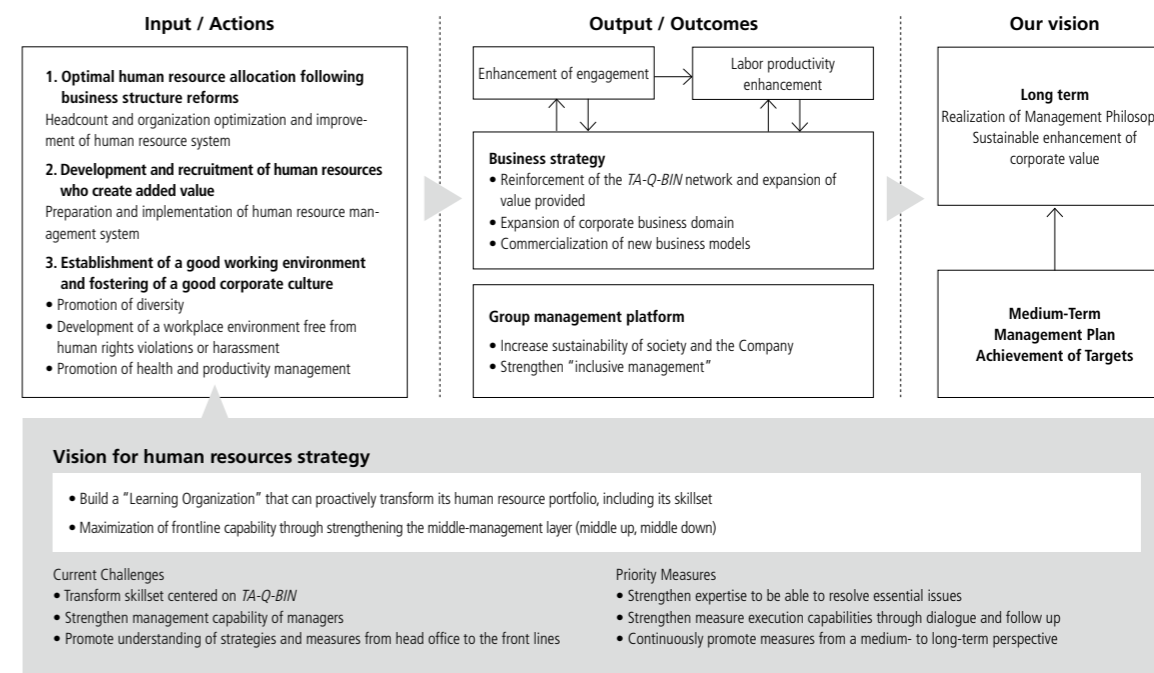
through exchanges of opinions between the employees and the operational managers, who are the leaders. Moreover, at Head Office, each division, such as the digital division or operational division, implemented measures to improve job satisfaction and employee-friendliness for employees, but these were communicated to employees as a unified initiative. We are therefore implementing cross-divisional activities to boost engagement with the EX Promotion Committee, which involves all divisions and has union participation. In addition, we are working to design a system for disseminating information from Head Office to ensure that it is communicated to each frontline employee.

▶ Human Resources Strategy Coordinated with Growth Domains to Create Added Value

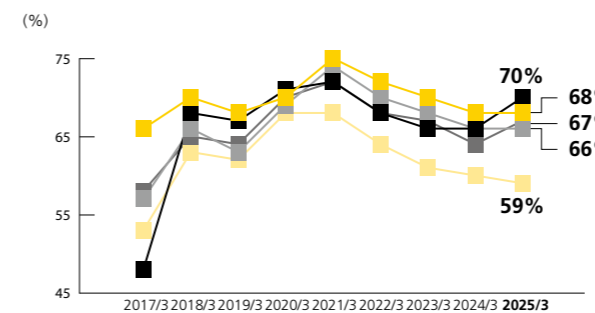
We are also evolving our human resource development program to build up an optimal human resource portfolio. In expanding our corporate business domain, we created a quantitative visualization

of the desired skill set, which comprises skills, knowledge, and mindset, to develop sales personnel in our Global Business in advance, and we will also apply this approach to our Express Business. First, we are taking stock of the current skill set of each employee to visualize areas that need to be supplemented. Then, we will use this information to conduct organizational and human resource management that elicits the maximum engagement of human resources, including a revamp of our human resource systems. We are also working on preparing systems to support employees in autonomous management of their careers. We have introduced an internal job-posting system for experiences and jobs that employees need for their growth and created pathways for each employee to take up challenges in order to achieve this. These initiatives have started from Head Office and, by introducing them in stages to frontline positions, we will create a ripple of positive impact that will lead to the sustainable growth of both employees and the Company.

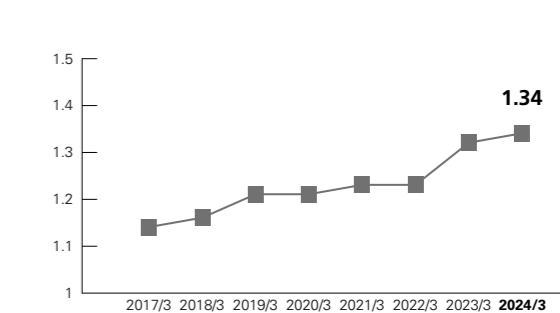
Promoting Human Resource Strategies Linked to Management Strategies



Employee Awareness Survey Results*1



Human Resource Productivity*2



*2 (consolidated operating revenues – consolidated subcontracting expenses) / consolidated personnel expenses

*1 Scope: consolidated companies in Japan and Swan Co., Ltd.

Human Resource Strategy

Optimal Human Resource Allocation following Business Structure Reform

To realize sustainable growth, the Group is working to optimize its human resource allocation in conjunction with its business structure reforms by optimizing the organization and headcount and revising evaluation and compensation schemes.

In the year ended March 31, 2024, the Group started outsourcing its postbox delivery service operation to the Japan Post Group, aiming to make effective use of the management resources and increase the sustainability of the logistics industry overall. In tandem with this, the Group reallocated employees who had been working on the postbox delivery service to positions in and outside the Company.

- **Internal reallocation:** We listed positions with staff shortages in the same workplace or nearby Regional Branches, and conducted a reallocation based on the wishes of each employee.
- **Career change support:** We set up a dedicated career change support website and posted information on job openings from associated companies, while supporting employees' career change activities.

To optimize our organization and headcount, we revised the organizational layers and number of positions at Yamato Transport head office, starting from the senior positions (managing executives), and proceeded to streamline the organization and expedite decision making. At the same time, we revised human resource systems to develop and compensate talent with a higher level of practical job implementation based on job definitions.

Going forward, we will continue to promote optimal human resource allocation coordinated with measures in our structural reform of network operations, such as concentration and enlargement of pickup and delivery facilities and operation streamlining. We will also conduct optimization of our organization and headcount over a wider scope, including areas outside the head office and at Group companies, while providing support from a human resource strategy aspect to ensure that our business structure reforms are effective.

Development and Recruitment of Human Resources Who Create Added Value

We prepared a Document for Definitions of Duties, which clearly set out details of duties, and stipulated the necessary organization and roles for executing our management strategy. Based on this definition, we are promoting the operation of a human resources management system that promotes appropriate placement.



Promoting Professional Growth of SDs with Definitions of Duties and Career Path Design

To strengthen the Express Business and increase the Company's sustainability, we are working to define the duties of and design career paths for our Sales Drivers (SDs), who serve as the Yamato Group's contact point with customers through their pickup, delivery, and sales activities. Employees who have acquired high levels of skill and perform well in their sales and pickup and delivery roles are properly evaluated, optimally placed, and then developed and advanced. This will encourage their aspirations and promote their autonomous professional growth, ultimately expanding the earnings capability of the Express Business as well.



Strengthening Recruitment and Development of Sales Personnel Using Talent Maps

We are promoting human resource portfolio transformation based on talent maps that visualize and list the abilities of human resources by business. In the Global Business, which is positioned as one of the growth domains in the Medium-Term Management Plan "Sustainability Transformation 2030 ~1st Stage~,," we have completed talent maps of our sales personnel along three axes: mindset (transformation awareness and ethical perspective, etc.); knowledge (knowledge of services and industries, etc.); and skills (logical thinking and English language ability, etc.), and based on the result, we are promoting the development of human resources along with recruitment of external resources to supplement gaps in ability. In the Contract Logistics Business, we are also making progress with the same approach, and we will expand it to target businesses in stages while working to strengthen our sales capabilities.



Strengthening Recruitment and Development of Human Resources with Digital Skills to Support the Realization of Fully-Digital Operations

We are working to strengthen our recruitment and development of human resources with digital skills and technological capabilities in order to reinforce our development and operation systems over the medium to long term through operation of a professional system designed to offer compensation that is competitive in the market and the establishment of skills development programs.

■ For information about recruitment and development of human resources with digital skills, please refer to P.38.



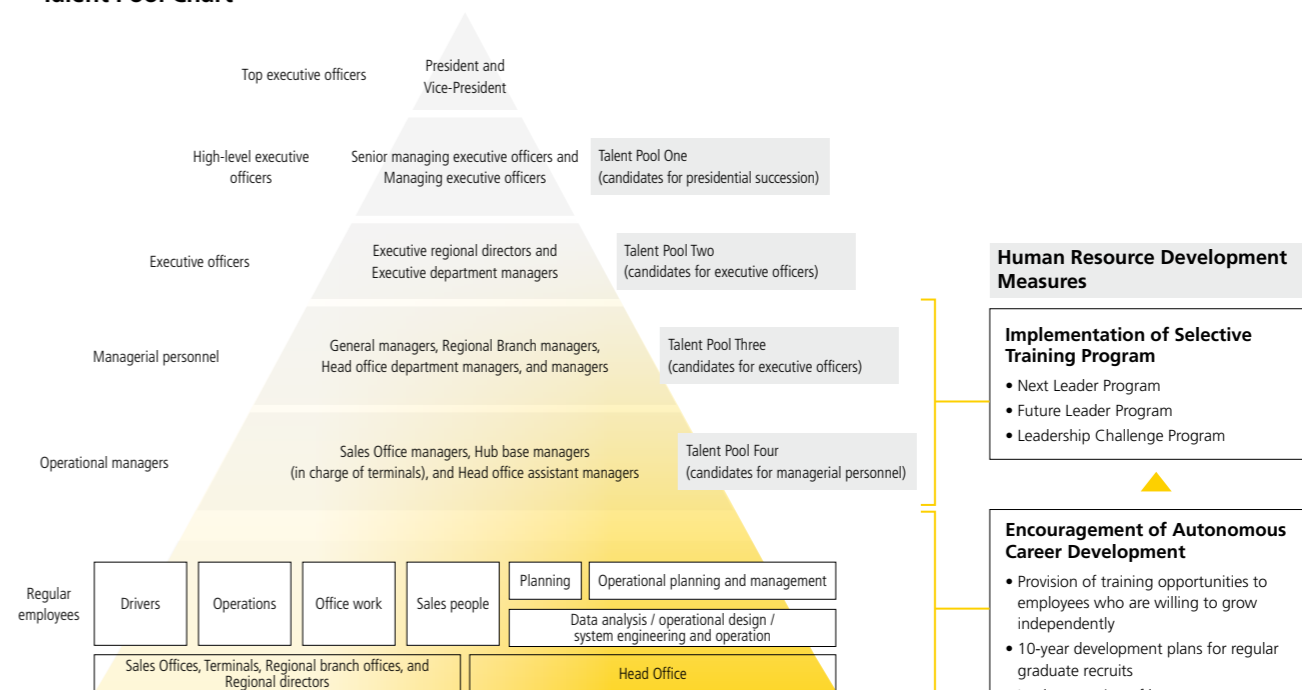
In-House Job Posting System

We introduced an in-house job posting system aimed at supporting employees' autonomous career development and increasing their motivation for self-improvement. In the first fiscal year of the system, the year ended March 31, 2024, we posted jobs for each head office department and 35 of 110 applicants received assignments. We will continue working to enhance the Company's environment to support employees' autonomous growth and career achievement.

Development of Core Personnel

Based on succession plans, we have formed talent pools, with the president positioned at the highest level. We are systematically providing growth opportunities for each talent pool, such as training programs and challenging assignments. In addition, we offer medium-term development measures for regular graduate recruits and implement measures such as systematic human resource investment based on careful discernment of employee ability and aptitude. Through these measures, we are developing and nurturing human resources for management execution from a medium- to long-term perspective.

Talent Pool Chart



Human Resource Development Program Name	Target	Results for 2024/3	
		Number of Participants	Annual Training Hours per Participant
Next Leader Program	Next-generation executive candidates	16	42
Future Leader Program	Candidates for appointment to senior management roles	66	87
Leadership Challenge Program			
Training prior to assignment in a managerial position	Planned operational management appointees	77	25
Ten-year development plan for regular graduate recruits	Regular graduate recruits	845	26



Group training for regular graduate employees (first year)

TOPICS

Ten-Year Development Plans for Regular Graduate Recruits

We conduct medium-term training measures for regular graduate recruits based on the pillars of training on an entry-year basis, human resource visualization through assessment, and strategic placement based on individual aptitude. We provide employees with systematic growth opportunities over their first 10 years in the Company to support their autonomous career development, while also implementing systematic placement and development based on their career aspirations and aptitudes. These practices help us to produce human resources who will take over the management of the Yamato Group as its future leaders.

Year	Theme	Training details
1-4	Personal growth	Understanding the group and Human Resource Management Policy, career development, etc.
5-6	Organization growth	Target setting and resilience
7-8	Company growth	Making an impact and transformational leadership
9-10	Contribution to society and customers	Ability to discern issues, integration of learning

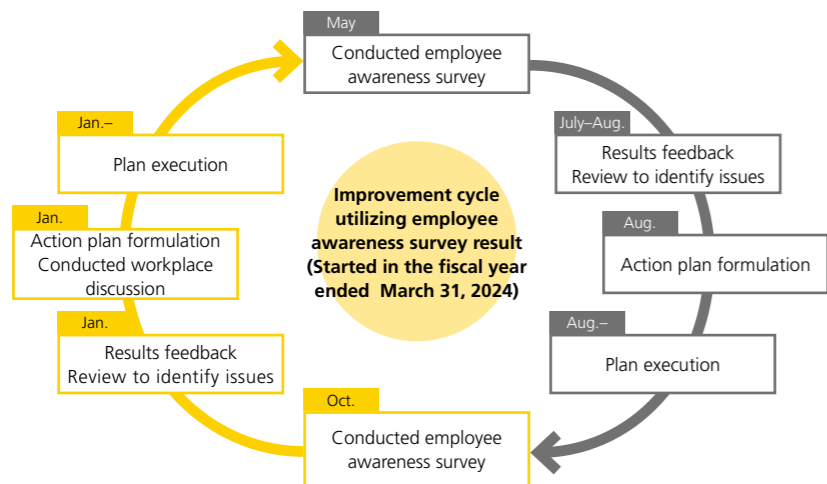
Human Resource Strategy

Establishment of a Good Working Environment and Fostering of a Good Corporate Culture

As a foundation for realizing sustainable growth, we are promoting the cultivation of a corporate culture that respects human rights and diversity and also the development of a working environment where employees can thrive. As a result of measures aimed at increasing each employee's sense of personal growth through their work and their sense of contribution to the growth and development of the Company, we are improving employee-friendliness and job-satisfaction, which will lead to the enhancement of engagement.

► Enhancement of Engagement

At Yamato Transport, we began implementing workplace discussions as a forum for exchanging opinions between frontline employees and management with the aim of encouraging mutual understanding through smooth workplace communication and creating a working environment of mutual respect for diverse approaches and values. As we promote reforms in management and business structure, employee awareness survey results have been trending downward. Given this situation, in the fiscal year ended March 31, 2024, we conducted measures to strengthen the functions of middle management, which is responsible for communicating management's intentions to frontline employees and relaying frontline feedback to management. We held workplace discussions with frontline leaders such as Sales Office Managers and Logistics Center Managers, working to cultivate a mindset for increasing engagement. We also set the theme of "resolving issues in our workplace," and started an initiative to work through a PDCA cycle for workplace improvement by getting the managers to hold discussions with the employees in their own workplaces. Through these initiatives, we aim to improve workplace teamwork and the capabilities of our middle management, and this has brought about a change in employee awareness.



Summary of Workplace Discussions (2024/3 Yamato Transport)

Period: Jan.–Feb. 2024 (held 91 times)
 Participants: Regional Branch Managers (facilitating), all employees under the management of the Regional Branch
 Implementation method: Face-to-face group discussions



Workplace discussions taking place

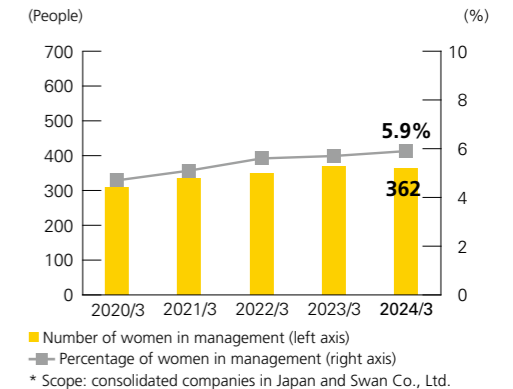
► Development of an Environment Where Diverse Employees Can Play an Active Role and Promotion of Advancement for Women in the Workplace

We recognize that respecting diversity and promoting the advancement of women in the workplace is an important management priority for responding flexibly to changes in the social environment and diversifying social needs, and we are promoting initiatives in line with this.

Under our "Sustainable Medium-Term Plans 2023," our targets were to double the number of women in management (operational managers) compared with the fiscal year ended March 31, 2021, and ensure 10% of all managers are women. We promoted a program for developing women in the position of Sales Office Manager, a role which accounts for the highest number of management roles in the Yamato Group and held training not only with these participants but also their supervisors on the theme of eliminating unconscious bias. As a result, of the 69 program participants in the fiscal year ended March 31, 2024, 10 have been assigned as Sales Office Managers. Meanwhile, we have recognized through the results of career awareness surveys and other means that there are many employees who aspire to roles other than Sales Office Manager.

We have again set the target for the fiscal year ending March 31, 2027, of ensuring that 10% of all managers are women, and in the fiscal year ending March 31, 2025, we will conduct follow-up measures predicated on placing people not only in Sales Office Manager positions, but in management positions for which they are highly suited. We will also establish role models and mentors for the advancement of women in the workplace in our development plans for regular graduate recruits, aiming to raise their awareness and motivation for career development, aiming for management roles.

Number of Women in Management / Percentage of Women in Management*



INTERVIEW

Increasing Employee-Friendliness and Job Satisfaction

There are about 70 employees at the Shimizu Ejiridai Sales Office, which I manage. They have different working hours and times at the office depending on their type of work. For example, Sales Drivers (SDs) are out all day picking up and delivering, while other employees may be working on short hours on reception or on early morning parcel sorting shifts. Due to this, we had some difficulty in achieving good communication. To embody the Yamato Group's fundamental spirit of "inclusive management," I think it is important to elicit opinions and wishes from employees and reflect these in the management of the Sales Office, and also to increase employees' understanding of my work directives and the information sharing. We are therefore working to invigorate our workplace communication.

My first step was to distribute a consultation inquiry sheet to all employees, so as to start by eliciting and responding to the individual opinions and wishes of all employees, including those who do not communicate easily or who have little contact with me. I feel that this established a sense of safety that made everyone feel able to approach me as the office manager to talk about their concerns. In addition, with the SDs, I aim to use lunch break time to communicate. Having created an atmosphere conducive to discussion, I hold afternoon meetings where I can talk about the policies and initiatives of the Company and our Sales Office. I also try to be inventive with the method of communication, explaining as clearly as possible in my own words the reasons for implementing policies and the benefits for the customer and the Company.

Through this initiative, I have seen individual employees take on a more proactive attitude, thinking about solutions to problems and tackling them without detailed instructions from me. The number of employees taking a positive approach to their work has increased, and I feel that they are working faster on sales activities and initiatives to improve the quality and productivity of operations. By increasing the awareness of our Core Value, "We all represent the company," for each individual, including myself, I am certain that we can serve our customers and our community even more effectively.



Narumi Sugiyama
 Manager, Shimizu Ejiridai Sales Office
 Shizuoka Regional Branch

INTERVIEW

Developing a Career that Suits Me

I joined Yamato Transport as a part-time administrative employee. Prioritizing childcare while my children were very young, after they reached a certain age I decided to pursue career advancement and became a manager. When I first joined the Company, I had no intention of aiming for a managerial role, but I became involved in staff development for an event held by the Regional Branch that highlighted the role of reception staff at Sale Offices, and, after winning the event, I decided to advance my career to a managerial role. I participated in training for candidate operational managers held by the Regional Branch, where I learned how to be a manager and the importance of human relationships. I also participated in a program for developing female Sales Office Managers, where I was inspired by interacting with other women with the same goal as me.

Currently, I am working as the safety and administration manager at a large-scale pickup and delivery facility*1 with approximately 160 SDs. My duties include duties related so safety, such as the morning meetings, taking rollcalls for SDs, vehicle inspection checks and ride-along guidance, and I am also responsible for the general management of office work, including reception. I was a little worried that I might not be accepted as a woman with no experience as an SD, but I have been working to build trust relationships by taking care to respond quickly to employees' needs, no matter how small, while working to increase safety awareness. I am conscious that I have employees' lives in my hands, and I am motivated by a desire to see happy colleagues by helping them to do their best.

*1 Following the consolidation and enlargement of pickup and delivery facilities, operations such as sorting and office work have been consolidated and managers have been assigned responsibility for each operation. We have therefore changed from the previous system in which the Sales Office Managers had management responsibility for all operations to a team system in which operational managers cooperate to manage overall operations. In doing so, we will increase operational proficiency and efficiency.

*2 Assigned department and role are current as of the time of writing.



Hiroko Kumashiro
 Safety and Administration Manager,*2
 Oji Sales Office,
 Johoku Regional Branch,
 Yamato Transport

► Creating Work Environments that Are Comfortable for Foreign National Employees

To create a better working environment at Yamato Transport terminals, where many foreign national employees work, we created manuals in multiple languages to aid their understanding of employment regulations and duties, and set up contact points where multilingual consultation is available inside and outside the Company. Furthermore, we are working to further improve working conditions and reduce the risk of work accidents for foreign national employees by establishing personnel systems that introduce "consultation officers" to support these employees in the workplace.

Digital Strategy

The Yamato Group has positioned digital strategy as one of the fundamental strategies for sustainable corporate value increase. Therefore, we are continuously reinforcing the digital-related human resources, organization, technological capabilities, and governance of the entire Group. We are actively promoting digital investments and initiatives such as bringing development and operations inhouse and recruiting and developing human resources to drive digital transformation (DX) in cooperation with the Business Department.

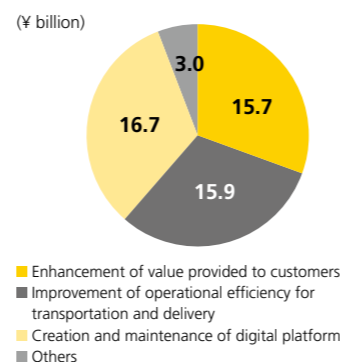
Our Vision Under “Sustainability Transformation 2030 (SX2030) ~1st Stage~”

- **Active digital investments to generate effects of business structural reform**
 - Promote projects in cooperation with the Business Department and roll out enhancements of the digital platform
- **Bring digital development and operations inhouse**
 - In strategic development projects, acquire new technologies and speed up development through the use of partners reducing costs by bringing regular development and operations projects inhouse
- **Execute talent development cycle**
 - Promote new graduate and mid-career hiring based on market environment and needs
 - Enhance the technological capabilities of human resources with digital skills and increase digital literacy in the Business Department

Digital Investment

Under the previous medium-term management plan “One YAMATO 2023,” we executed digital investments of ¥51.3 billion in the three years spanning the fiscal year ended March 31, 2022, to the fiscal year ended March 31, 2024. We promoted investments linked to our business structure reforms, such as revamping our digital platform, increasing the efficiency of transport and delivery operations, and increasing the value provided to customers. In executing the investments, we maximized the impact of our investments by closely examining their validity and priority through Digital Governance Meetings, which regulate Groupwide digital investment, and monitoring their progress and results. During the Medium-Term Management Plan “SX2030 ~1st Stage~,” we expect to make digital investments (growth investments) totaling ¥50.0 billion over the three-year period from the fiscal year ending March 31, 2025, to the fiscal year ending March 31, 2027, aiming to increase profitability and profit growth, including the construction of a fully-digital operation that will contribute to increased efficiency in transport and delivery operations.

Breakdown of Digital Investment (Fiscal year ended March 31, 2022 to fiscal year ended March 31, 2024)



Development and Recruitment of Human Resources with Digital Skills

To strengthen our development and operational structure over the medium and long term, we revamped the Digital Specialist System, which is the foundation of our talent recruitment and retention, and began rolling it out. We have created a personnel system that is competitive in the market, providing evaluation and compensation based on specialized skills and business contributions according to the definitions of duties, and offering working conditions that allow a more balanced work style. We leverage this to promote enhancement of our ability to hire and retain human resources with digital skills.

Number of human resources with digital skills
Approx. 270 (FY 2021/3) ➤ **Approx. 680** (FY 2024/3)

Initiatives Aimed at Development of Human Resources with Digital Skills (Fiscal Year ended March 31, 2024)

Target	Vision	Content of Training	Attendance Results
Digital Department	Having a high level of expertise, while striving to acquire new skills to continue responding to changes and contributing to business structure reforms on the digital front	Technology training according to definition of duties and skills, such as programming, system development, and project management	Approximately 430 employees
Business Department (Regional Branches)	Collaborate with the Digital Department, promote business structural reforms, and contribute to enhancing profitability	Training aimed at enhancing IT literacy and digital skills	Approximately 180 employees
Business Department (System administrators at Regional Branches)	Support the use of digital tools on the front line to promote further advancement and efficiency through creative innovation	Training aimed at reinforcing digital utilization skills	Approximately 110 employees
Total			Approximately 720 employees

Moreover, we work to develop human resources with digital skills through the visualization of individual skills and training, while also conducting training to enhance digital literacy for the Business Department. We aim to strengthen cooperation between the Digital Department and the Business Department and maximize the effect of these measures.

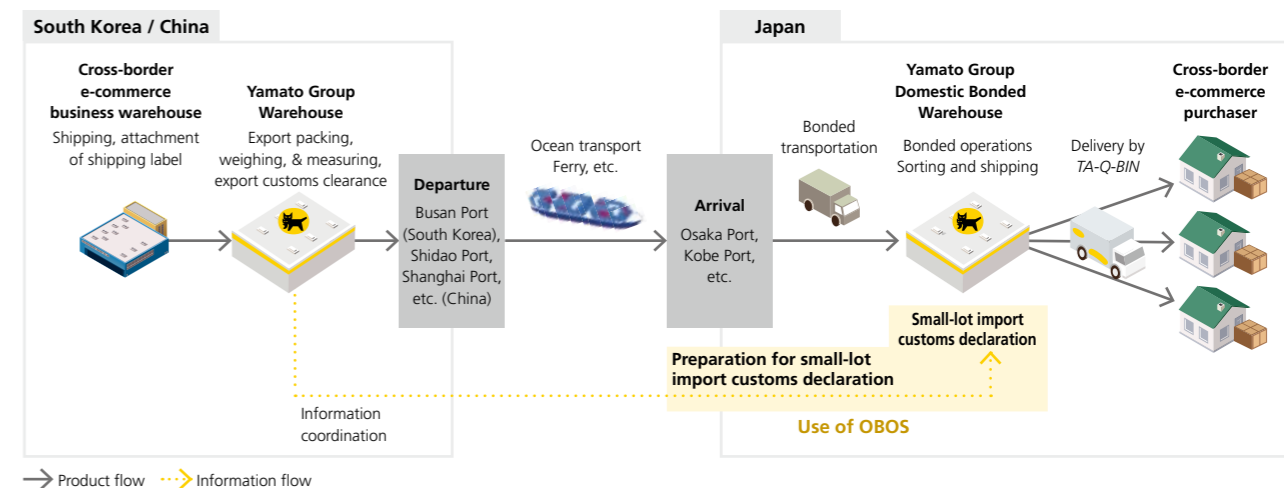
Expansion of Value Provided Together with the Business Department

Development and Provision of Systems for Supply Chain Optimization of Cross-Border E-Commerce Businesses

The global market for cross-border e-commerce is expanding. In Japan, the individual buyer segment is expanding, with imports of items such as apparel, cosmetics, and other products from South Korea and China resulting from the spread of social media and other factors. The primary mode of transport is air, where simple import declaration procedures using manifests and the like are applied. The procedure for ocean transportation is not simple, as it requires time and effort to prepare customs declarations for each purchaser. However, the recent market expansion and changes in the external environment are driving an increase in needs among cross-border e-commerce businesses for the use of ocean transportation, which enables large-volume transportation, while reducing transportation costs and GHG emissions.

In a joint undertaking with LIBERTYCOM, a company with extensive experience in developing import / export customs clearance and bonded systems for small-parcel cargo, Yamato Transport has developed OBOS,* a system that facilitates these procedures for small-parcel ocean cargo. OBOS automatically sorts the cargo data for an entire shipment into small-lot data that can be used for import customs clearance, thereby streamlining the import customs procedure. Furthermore, by linking the customs declaration data to the tracking number attached to the parcels, cargo that has import approval can be quickly identified and sent out for delivery inside Japan, enabling speedy customs clearance and bonded cargo operations for the maximum volume of small-lot cargo, and contributing to optimal logistics and cost reduction for cross-border e-commerce businesses. We have obtained patents for this technology, and we are promoting expansion of the corporate business domain through appropriate, high-quality customs operations through the use of data.

* Ocean BtoC Operation System



Digitalization of Shipping Label Data to Support the Building of Fully-Digital Operations

The Yamato Group is proceeding with the building of fully-digital operations within the structural reforms of its network operations, aiming for automation of work instructions and optimal allocation of management resources according to operation volume. An essential part of achieving this is the digitalization and use in operations of parcel information, such as delivery address and requested delivery time. To this end, we are working to digitalize shipping labels by providing a shipping label printing system and linking with the systems of e-commerce platform operators. In addition, we are also working to digitalize shipping label information by using AI-OCR* technology for parcels with handwritten shipping labels, for example when customers directly send items purchased as gifts from department stores and so forth. Through these efforts, we aim to increase the rate of digitalization without compromising customer convenience.

The digitalization rate for our current cargo is about 90%, and we will achieve full-digitalization of parcels by increasing the convenience of the shipping label printing system, increasing the reading accuracy of handwritten shipping labels, and introducing a system to automatically correct reading errors. These initiatives will help to optimize resource allocation, streamline operations, and expand the value provided to customers.

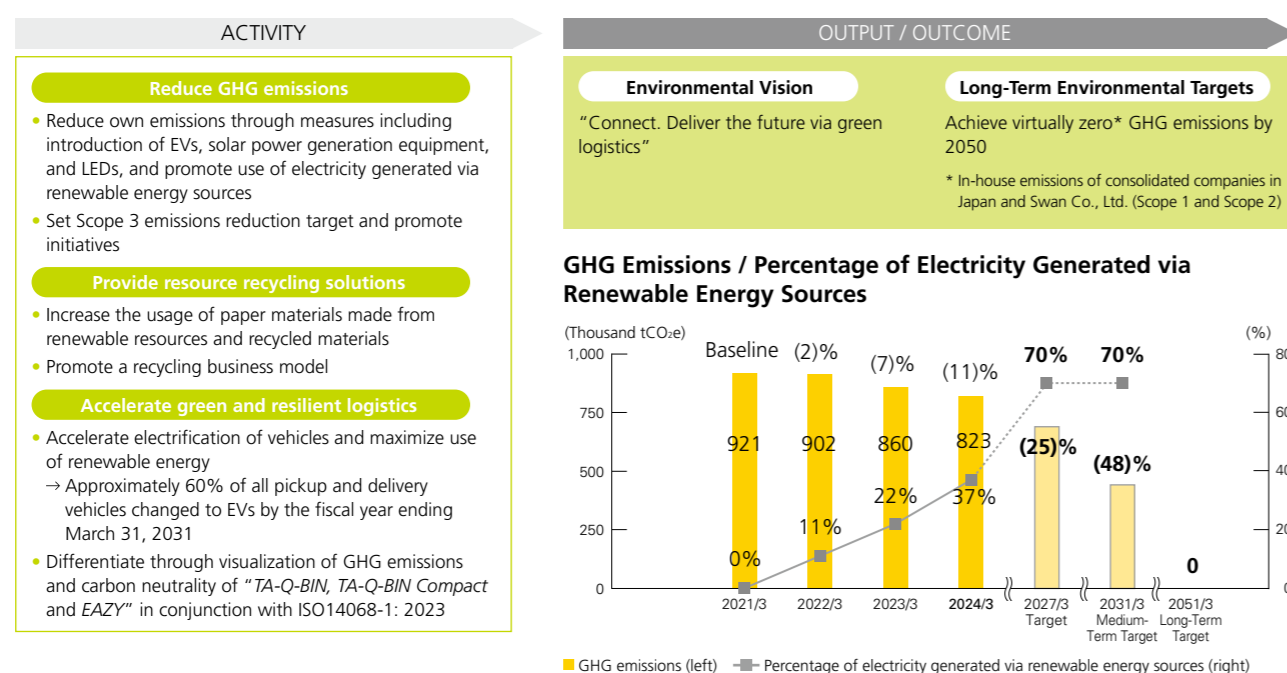
* Optical character recognition (OCR): technology that uses artificial intelligence (AI) to convert image text at high resolution into character data
 → For information about building fully-digital operations, see P.24.

Environmental Strategy

We are promoting environmentally-conscious management, based on our Environmental Vision, to achieve both sustainable business growth and the development of a sustainable society.

Under our Sustainable Medium-Term Plans 2023, which concluded in the fiscal year ended March 31, 2024, we achieved our target for reducing greenhouse gas (GHG) emissions by promoting measures such as introducing electric vehicles (EVs), solar power generation equipment, and LEDs and improving transport efficiency. We also found that initiatives to reduce GHG emissions led to improvements in energy efficiency that helped to right-size our costs and expanded the value provided to customers. Under the medium-term management plan, "Sustainability Transformation 2030 ~1st Stage~, " we are further promoting measures to reduce our GHG emissions (own emissions) as well as working to reduce GHG emissions throughout our supply chain. Moreover, by providing solutions to environmental issues facing society and our customers, we aim to increase the sustainability of companies and society.

Overview of Environmental Strategy

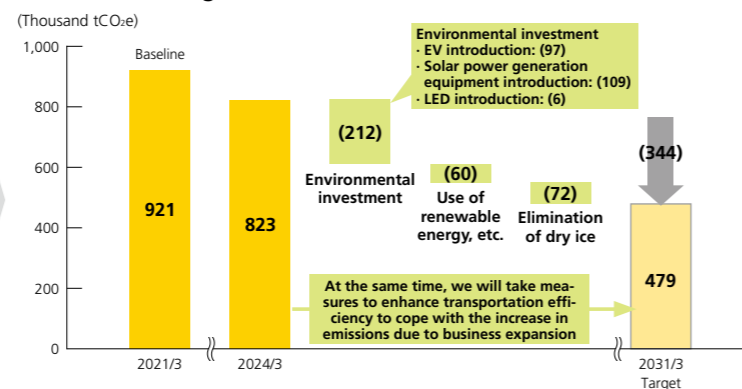


Plan for Reducing GHG Emissions to Achieve Medium-Term Targets (FY2031/3)

- Key Measures**
- Introduction of 23,500 EVs*
 - Introduction of 810 units of solar power generation equipment
 - Introduction of LEDs
 - 70% utilization rate for electricity generated via renewable energy sources
 - Elimination of dry ice
 - Increase in transportation efficiency

* 3,500 more vehicles than the initial target

Plan for Reducing GHG emissions



Reduction in GHG Emissions

Promotion of EV Introduction

As one key measure for reducing GHG emissions, the Yamato Group is promoting the trial and introduction of EVs. We are introducing the small, commercial-battery electric vehicle (BEV) truck, "Hino Dutro Z EV," and the 2-ton truck type EV "eCanter" based on

coordination with our facility strategy and regional characteristics. We are also conducting a trial of the light EV "MEV-VAN Concept" with a view to practical application of battery swapping. With this trial, we are working to realize more efficient energy management, including reduction of waiting time for charging and helping to level electricity usage peaks.

Number of EVs
565 (FY 2021/3) → **2,275** (FY 2024/3)

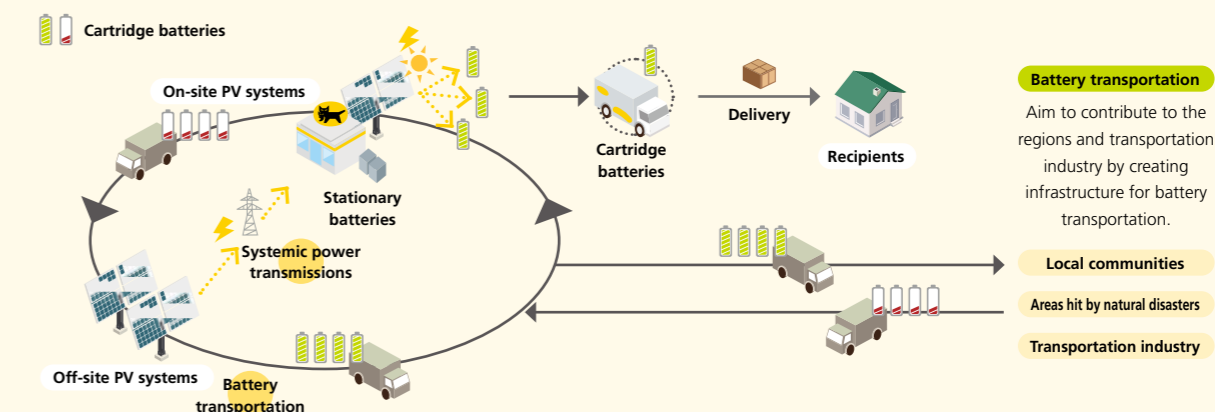
TOPICS

We have been working to establish energy management for resolving issues associated with the introduction of EVs, such as an increase in electricity usage and power usage peaks due to simultaneous charging at night, by conducting fitting and removal, exchange, and transportation of batteries using cartridge batteries.

We are promoting demonstration projects in Gunma Prefecture, which have been subsidized by the New Energy and Industrial Technology Development Organization (NEDO), a national research and development agency in Japan. These demonstration projects include examining and developing a charging scheme to support mass introduction and operation of EVs and a management system to control electricity usage peaks.

Demonstration period / Area	Fiscal Year Ending March 31, 2023, to Fiscal Year Ending March 31, 2031 (Scheduled) / Gunma Prefecture	* Within the demonstration project area, compared to the fiscal year ended March 31, 2021
KPIs	<p>By FY2024/3 200 EVs / Achieved (Result: 200 EVs)</p> <p>Conversion of all vehicles into EVs and reduction of 5,000 tons of CO₂ emissions* generated by vehicles by fiscal year ending March 31, 2027</p> <p>Conversion of all vehicles into EVs with cartridge batteries and reduction of 7,500 tons of CO₂ emissions* generated by vehicles by fiscal year ending March 31, 2031</p>	<p>Note: The prerequisite coefficient for CO₂ emissions is 0.000447tCO₂/kWh (Ministry of Environment, the emission coefficients of individual power companies, etc.; TEPCO base CO₂ emission coefficient for the fiscal year ended March 31, 2021).</p> <p>Reference: https://ghg-santeikohyo.env.go.jp/files/calcr04_coefficient_rev4.pdf (Japanese only)</p>

Our Vision for an Energy Ecosystem That Coordinates Electric Vehicles (EVs), Photovoltaic (PV) Systems, and Batteries



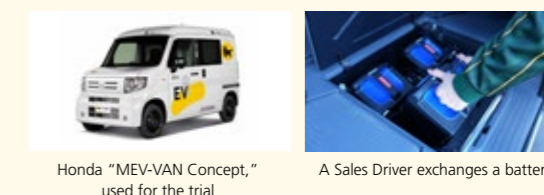
Establishment of an Energy Management System

We are working to enable operation of large numbers of EVs at large-scale facilities by examining efficient charging schemes using energy generated by solar power generation equipment and developing an energy management system to visualize and level out electricity supply and demand.



Trial of EVs with Cartridge Batteries

To enable introduction of EVs with cartridge batteries to achieve both vehicle operation and charging, we are testing factors such as environmental impact reduction effect, practicality, and vehicle performance, and taking steps towards practical implementation.



Toward Reduction of GHG Emissions throughout the Entire Supply Chain

From the fiscal year ended March 31, 2024, we have started measuring GHG emissions of outsourcing partners providing trunk-route transportation based on their traveling distance data. Going forward, we will expand the scope of measurement, formulate reduction plans based on the collected data, and build support systems with transportation partners to promote more effective GHG emissions reduction measures throughout the supply chain.

Environmental Strategy

Acceleration of Green and Resilient Logistics

The Yamato Group is working to realize robust logistics that will withstand environmental changes as an infrastructure supporting a sustainable society. We are also working to provide value through the provision of solutions to environmental issues.

► Realization of Carbon Neutrality in Our Three Parcel Delivery Products

Yamato Transport has implemented a Carbon Neutrality Declaration for its three parcel delivery products: *TA-Q-BIN*, *TA-Q-BIN Compact*, and *EAZY*. The declaration indicates that the Company achieved Carbon Neutrality*¹ compliant with the international standard ISO 14068-1:2023*² in the fiscal year ended March 31, 2023, and states the company's commitment to realizing carbon neutrality for the three parcel delivery products by 2050 through continued ongoing initiatives to reduce its own GHG emissions associated with business activities. The declaration has been verified by the third-party institution BSI Group Japan K.K..

Through the provision of transport services with consideration for climate change, we will promote further use of our services by both individual and corporate customers.

→ For further information about the expansion of value provided through carbon-neutral delivery, see P.22.



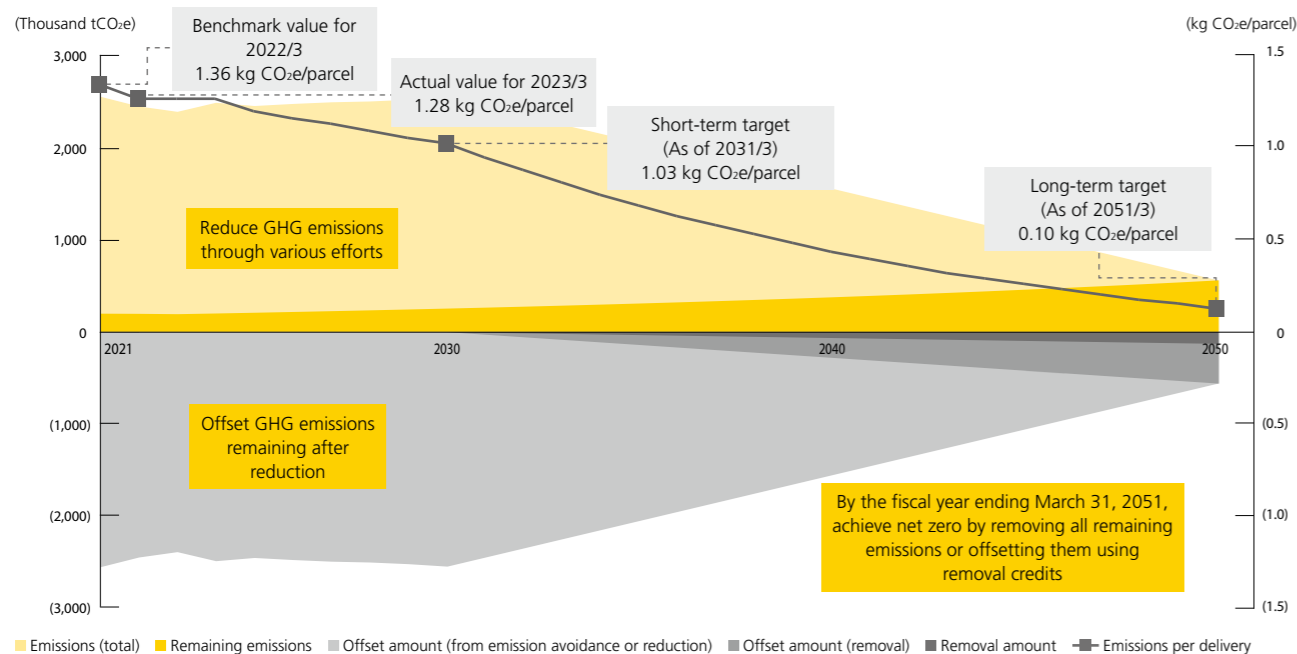
Carbon Neutral Delivery

*1 A status where GHG emissions are decreased and any remaining GHG emissions above zero are offset during a specified period

*2 An international standard specifying principles and requirements for achieving and verifying carbon neutrality

► The Road to Carbon Neutrality by 2050 for Our Three Parcel Delivery Products

We have set target values for GHG emissions per parcel of *TA-Q-BIN* (emissions intensity) in line with our target to achieve the common global target of Net-Zero in 2050 and Japan's nationwide target. We aim to achieve net zero in 2050 by promoting measures to reduce GHG emissions, while also using removal activities and removal-based carbon credits to offset any remaining emissions that cannot be eliminated from our supply chain.



Please see the Company's website for further details.

🌐 https://www.kuronekoyamato.co.jp/yt/en/csr/takkyubin_carbonneutrality/

Disclosures Based on the Recommendations of the TCFD

The Yamato Group expressed its agreement with the Taskforce on Climate-related Financial Disclosures (TCFD) in the fiscal year ended March 31, 2023, and has been disclosing information based on that framework. In the fiscal year ended March 31, 2024, we revised our scenario analysis based on a renewal of the indicators used for analysis, and the result of continuous examination of the impacts of risk and opportunities, and confirmed that there is no significant change in the direction of our strategy. We will continue to conduct regular reviews and reflect these in our management strategy.

► Governance

The Yamato Group Environmental Committee, chaired by the president, deliberates and makes decisions with regard to environmental issues, including climate change, with the Board of Directors supervising the status of execution. Executive officers assigned to the environment field, executive officers in charge of each region, and representative directors of Group companies are responsible for the reliable implementation, maintenance, and supervision of environmental management as "environmental officers," while all managers and heads of frontline organizational structures are responsible for managing environmental risks and opportunities, including climate change as environmental managers.

► Risk Management

We have created a dedicated department responsible for promoting the Groupwide response to climate change. We also hold annual meetings of the Yamato Group Environmental Committee, which is chaired by the representative director and comprises the executive officers and others as well as representative directors of the main Group companies. The committee deliberates and makes decisions regarding issues and risks related to the environment, including climate change.

► Strategy * Updated areas: ●

Scenario Analysis and Evaluation of Business Impact ●

Based on two scenarios (1.5°C and 4°C), we have identified the risks and opportunities for Yamato Transport and conducted an analysis and business impact assessment of the risks that have a significant impact on management.

Financial impact assessment	2030	2050
Carbon tax introduction	¥15.7 billion	¥28.1 billion
Abnormal weather events / disasters	¥1.9 billion	¥3.8 billion
Floods	¥0.4 billion	¥0.43 billion

* Estimated using carbon tax prices of \$140 per ton (2030) and \$250 per ton (2050)

Direction of Countermeasures

- Response to carbon tax introduction
 - Introduction of low-carbon vehicles (mainly EVs), installation of solar power generation equipment, etc.
 - Examine introduction of internal carbon pricing aimed at proactive capital investment for transition to low-carbon
- Response to abnormal weather and disasters
 - Opening of offices by utilizing hazard maps and periodic reviews of our business continuity planning manual
 - Examination of disclosing information on efforts to adapt to climate change internally and to our business partners
 - Testing for use of renewable energy and EVs with cartridge batteries that enhance resilience
- Initiatives to capture opportunities presented by the increase in environmental awareness among consumers and customers ●
 - Further promotion of service use by individual and corporate customers through the provision of transport services with consideration for climate change (development of tools to visualize GHG emissions and carbon neutral delivery, etc.)
 - Commercialization of new business models using expertise accumulated through environmental investment and verification testing

Please see the Company's website for further details.

🌐 <https://www.yamato-hd.co.jp/english/csr/environment/tcfd.html>

► Metrics and Targets

GHG Emissions Reduction Target*¹*²

Short term (FY2024/3): 10% reduction
 → Result: 11% reduction (achieved)
 (FY2027/3): 25% reduction
 Medium term (FY2031/3): 48% reduction
 Long term (by 2050): Virtually zero emissions

*1 In-house emissions of consolidated companies in Japan and Swan Co., Ltd. (Scope 1 & Scope 2)

*2 Compared to the fiscal year ended March 31, 2021.

Target Percentage of Electricity Generated via Renewable Energy Sources

Short term (FY2024/3): 40%
 → Result: 37%
 (FY2027/3): 70%

We will create green logistics in collaboration with our business partners to reduce GHG emissions across the entire value chain (Scope 3), and promote specific preparations for acquiring the Science Based Targets* 1.5°C certification.

* Targets for reducing GHG emissions set by companies for the next five to ten years, in line with the levels required by the Paris Accords

Sustainable Management

At a time when society as a whole is facing many urgent issues that must be addressed, such as climate change, the declining work-force, human rights, and inequality, it is becoming increasingly important that all corporations also respond to such social issues. Based on these circumstances, the Yamato Group is promoting sustainable management with the aim of realizing the improvement of medium- to long-term corporate value and a sustainable society.

Vision for the Environment and Society

Environmental Vision

Connect. Deliver the future via green logistics



Social Vision

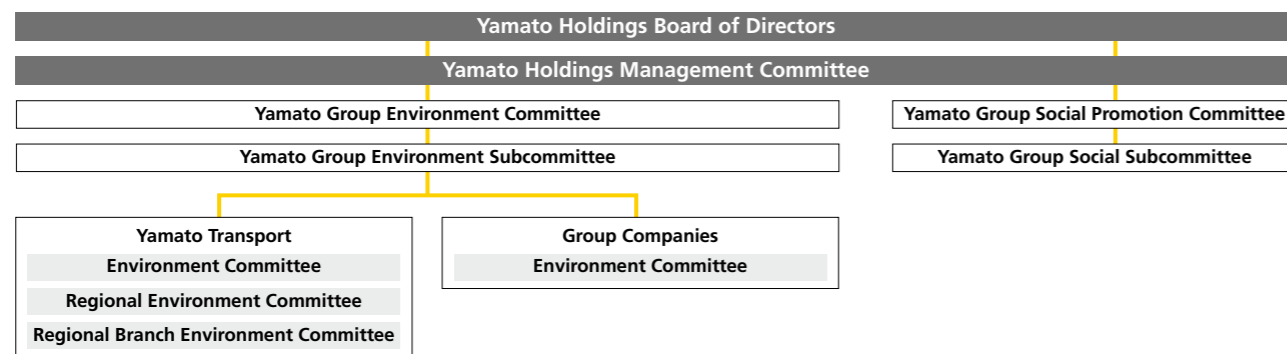
Through co-creation and fair business activities, help create a society that "leaves no one behind"*



* To leave no one behind: A basic philosophy of the SDGs

Sustainability Promotion System

The Yamato Group discusses and makes decisions on sustainability matters at the Management Committee meetings and Board of Directors meetings. To promote sustainable management, the Yamato Group Environment Committee and Yamato Group Social Promotion Committee, which are chaired by the President and comprise the executive officers of Yamato Transport and presidents of major Group companies, meet once a year to discuss and make decisions on issues related to sustainability. Further, three subcommittees in the environmental field (energy, climate, and pollution; resources and waste; and management and collaboration), and three subcommittees in the social field (human rights and diversity; supply chain management; and local communities) each meet three times a year, considering measures and implementing progress checks.



Material Issues

Based on risks and opportunities in the Yamato Group's businesses, we identified important material issues that contribute to realizing a sustainable society and improving medium- to long-term corporate value. Among these issues, we recognize that Energy & Climate, Labor, Human Rights & Diversity, and Data Utilization & Security have a particularly significant impact on the Group's sustainability. As such, we are promoting initiatives in conjunction with business structure reforms.

STEP 1 Refine Choices for Material Issues

Based on international frameworks, such as the GRI Standards, the Sustainability Accounting Standards Board (SASB), ISO 26000, and the Sustainable Development Goals (SDGs), as well as ESG research items that investors consider to be of high importance to the Group's business, we considered the risks and opportunities of the Group's business and narrowed down candidates for material issues.

STEP 2 Hold Stakeholder Dialogues (November 2019)

We invited experts from universities, international institutions, and securities companies and exchanged opinions on material issues and the expected role of the Yamato Group in solving environmental and social issues.

STEP 3 Identifying Material Issues (January 2020)

At the same time as identifying material issues, we formulated the transformation plan "YAMATO NEXT100" as a grand design for management reform over the medium to long term.

Material Issues	Themes of Initiatives	Vision	Risk / Opportunity	Related SDGs
Energy & Climate	Mitigate climate change	Reduce GHG emissions by using electricity generated via renewable energy sources, enhancing transportation efficiency through the utilization of digital technology, and reducing the use of dry ice, etc.	Risk Opportunity	7, 9, 13
Atmosphere	Clean up the skies (prevent air pollution)	Pursue transportation that reduces the effects of air pollutants emitted by vehicles and cleans up skies in local communities	Risk	3, 9, 11, 12
Resource Conservation & Waste	Promote resource conservation and reduce waste	Drastically reduce our environmental burden and promote the use of technology and creation of opportunities for minimizing environmental impact	Risk Opportunity	3, 6, 9, 11, 12, 15, 17
Resilience of Companies & Society	Support a society that combats environmental changes	Collaborate with diverse partners to increase the resilience of stakeholders and local communities and create environmental value	Risk Opportunity	9, 11, 12, 13, 15, 17
Labor	Create a work environment where employees can thrive	Implement a high-value-added model for labor and promote "decent work"	Risk Opportunity	3, 4, 8
Human Rights & Diversity	Create a corporate culture that respects human rights and diversity	Respect human rights, recognize diversity, and create a framework for human rights due diligence	Risk Opportunity	5, 8, 10, 16
Safety & Security	Create initiatives to carry out business in a safe and secure manner	Maintain traffic and labor safety and provide reliable service	Risk	3, 8, 9, 10, 11, 12
Data Utilization & Security	Create an information security infrastructure	Create an information security infrastructure and businesses that utilize data to resolve social issues	Risk Opportunity	9, 11, 12, 17
Supply Chain Management	Develop a common understanding with stakeholders	Build a stable business infrastructure through sound, resilient supply chains	Risk Opportunity	8, 12, 17
Community	Create corporate citizenship activities that are rooted in local communities and create a framework for business creation	Establish corporate citizenship activities that are unique to the Yamato Group. Create a business model that revitalizes local economies	Opportunity	3, 4, 8, 9, 10, 11, 12, 17

Strategy

The Yamato Group has announced its vision for the environment and society in the medium- to long-term grand design, "YAMATO NEXT100", in order to increase the Group's corporate value in the medium to long term and create a sustainable society. In addition, the Group has identified its priority materialities. Guided by the Yamato Group Environmental Policy, the Yamato Group Human Rights Policy, the Diversity Policy, and the Yamato Group Responsible Procurement Policy, the Group has promoted initiatives based on the "Sustainable Medium-Term Plans 2023," which set out specific actions on the materialities and targets to be achieved by the fiscal year ended March 31, 2024. As a result, the Group achieved its targets for reducing greenhouse gas (GHG) emissions (in-house emissions) and has also clarified issues to be addressed for items that have not yet been achieved.

From the fiscal year ending March 31, 2025, the Group has set out its vision for 2030 as "a value-creating company that contributes to the realization of a sustainable future," and has started its medium-term management plan ending in the fiscal year ending March 31, 2027, "Sustainability Transformation 2030 (SX2030) ~1st Stage~." We will generate economic value by working on initiatives such as profit growth by reinforcing the TA-Q-BIN network, expansion of the corporate business domain through the provision of business solutions, commercialization of a new business model to address the diversifying needs of customers and society, and strengthening sustainable management. At the same time, we will also create environmental value and social value through initiatives for the sustainability of society.

Please see the next page for information regarding the results of the "Sustainable Medium-Term Plans 2023" and measures and indicators for "SX2030 ~1st Stage~."

Sustainable Management

Results of “Sustainable Medium-Term Plans 2023” and Targets for the Fiscal Year Ending

March 31, 2027

Domain	Material Issues	Main Targets under “Sustainable Medium-Term Plans 2023”	Results (2024/3)	Achievement Status	Results and Issues	Targets for the Fiscal Year Ending March 31, 2027
Environment	Energy & Climate	Reduce GHG emissions 10% compared with the fiscal year ended March 31, 2021*1	11% decrease	○	<ul style="list-style-type: none"> Progress on measures including introduction of EVs and solar power generation equipment, utilization of electricity generated via renewable energy sources, and increase in transportation efficiency Please refer to P.40 for details 	Reduce GHG emission by 25% compared with the fiscal year ended March 31, 2021
		Reduce GHG emission intensity 10% compared with the fiscal year ended March 31, 2021*1,*2	8% decrease	×		70% of electricity generated via renewable energy sources
		Achieve 40% usage rate of electricity generated via renewable energy sources*3	37% usage rate	×		<ul style="list-style-type: none"> Progress on switching to a selection of electricity generated via renewable energy sources and use of solar power generation
	Atmosphere	Reduce NOx and PM emissions from vehicles 25% compared with the fiscal year ended March 31, 2021*4	NOx emissions: 33% decrease / PM emissions: 33% decrease	○	<ul style="list-style-type: none"> Progress on replacement of vehicles over 15 years old, which have high NOx and PM emissions Promoted EV introduction in cooperation with automakers to achieve both environmental and practical performance Please refer to P.41 for details 	Reduce NOx and PM emissions from vehicles by 40% compared to the fiscal year ended March 31, 2021
		Introduce vehicles that emit fewer air pollutants	Introduction of 8,951 vehicles	○		Introduce 8,500 EVs Introduce 2,700 low pollution vehicles (ICE) (3 year total)
	Resource Conservation & Waste	Use 55% renewable resources and recycled materials for paper materials*5	64%	○	<ul style="list-style-type: none"> Expanded renewable resources and recycled materials used for containers and utilization of packaging material Changed specification of specialized transport materials for precision instruments and sake bottles to one that uses less cardboard and film Continued discussions with waste treatment operators on method for waste treatment and sorting 	<ul style="list-style-type: none"> 65% use of recyclable and recycled resources in paper materials Promotion of circular business model
		Provide products utilizing recycled materials and resource saving materials	Created improved samples for three packaging material products, confirmation of resource reduction effect. Phased in new products to replace older type.	○		Reduce landfill disposal rate (final disposal rate) to 5% or less
		Reduce landfill disposal rate (final disposal rate) to 5% or less*6	5%	△		
	Resilience of Companies & Society	Advance green logistics in collaboration with our business partners	Completed preparation for ascertaining transportation partners’ GHG emissions and started measuring them	○	<ul style="list-style-type: none"> Completed a system that enables transportation partners’ GHG emissions to be ascertained based on travel distance information Please refer to P.41 for details Conducted a trial for pickup and delivery service using EVs with cartridge batteries that achieve EV charging and operation Please refer to P.41 for details Developed a GHG emission visualization tool based on the ISO 14083:2023*9 international standard and progress on preparation for deployment Announced Carbon Neutral Declaration for three parcel delivery products Please refer to P.42 for details 	<ul style="list-style-type: none"> Complete setting Scope 3 GHG emissions reduction targets New Provision of services utilizing environmental investment and demonstration test expertise New Please see P.30 for details Increase accuracy of tools to visualize GHG emissions Utilize carbon neutral delivery
		Collaborate with society to improve environmental resilience (verify and share information about mitigating climate change)	Started trials for practical application of a EVs with cartridge batteries	○		
Provide environmentally-friendly products and services*7		Developed GHG emissions calculation system (construction of a system designed around calculation logic)	○			
Society	Labor	Improve operating revenue per employee (compared with the growth rate for the fiscal year ended March 31, 2021)	16.3% increase	○	<ul style="list-style-type: none"> Built a human resource management system based on definition of duties Promoted increases in employee-friendliness, job satisfaction, and operation efficiency through workstyle reform and optimal human resource allocation linked to structural reform of network operation → Continue working to strengthen human resource operations with a view to further increasing employee-friendliness and job satisfaction → Maintain and reinforce occupational health management and promote measures to support autonomous career development Please refer to P.34 for details 	<ul style="list-style-type: none"> Enhance labor productivity Strengthen engagement Ensure 100% attendance rate for specific health checkups*10 Encourage the aspiration of operational managers to step up to the next level*4
		Reduce overtime for employees 20% compared with the fiscal year ended March 31, 2021	7.2% decrease	△		
		Achieve 90% annual paid leave utilization	89.4%	△		
	Human Rights & Diversity	Achieve 100% attendance at human rights training for all employees*3	Conducted human rights education for all target employees	○	<ul style="list-style-type: none"> Implemented education on human rights and harassment training with a view to cultivating a corporate culture free from human rights violations → Continue to reinforce employee education and take steps to implement human rights due diligence Created manuals for standardizing methods for recruiting and retaining people with disabilities Promoted cultivation of career awareness through a program to develop female Sales Office Managers and measures for developing university graduates → Review development programs and build a system for systematic placement and development based on individual career aspirations and aptitudes Please refer to P.37 for details 	<ul style="list-style-type: none"> Ensure 100% attendance rate in human rights and harassment training for all employees Ensure percentage rate of employees with disabilities is 3.1% Ensure the percentage rate of women in management roles is at least 10%
		Ensure percentage rate of employees with disabilities is 2.5%*3	3.1%	○		
		Double the number of women in management (executives) compared with the fiscal year ended March 31, 2021, and ensure 10% of all managers are women*3	1.1 times (362 women) / 5.9%	×		
	Safety & Security	Achieve zero serious traffic accidents (fatal traffic accidents for which the Company is responsible)*3	Zero	○	<ul style="list-style-type: none"> Increased knowledge and skills through development of safety expert role Progress on accident prevention through safety education using drive recorders and the introduction of vehicles fitted with safety equipment Strengthened measures to prevent overturning of forklifts and roll-box pallets, which result in major accidents → Review safety management system to prevent occupational accidents and upgrade work environment and safety equipment → Review driver training system and continue to introduce vehicles fitted with safety equipment Please refer to P.49 for details 	<ul style="list-style-type: none"> Number of traffic accidents where bodily injury occurs Reduce by 15% compared with the fiscal year ended March 31, 2024*4 Frequency of lost workday injuries Reduce by 15% compared with the fiscal year ended March 31, 2024*4
		Reduce number of traffic accidents (where bodily injury occurs) 50% compared with the fiscal year ended March 31, 2020*3	26% decrease	×		
		Achieve zero serious occupational accidents (work-related deaths)*3	1 incident	×		
		Reduce frequency of lost workday injuries*8 by 20% compared with the fiscal year ended March 31, 2020*3	4% increase	×		
	Data Utilization & Security	Development of infrastructure for creating businesses that utilize data to resolve social issues*3	Developed an infrastructure for creating businesses that utilize data to resolve social issues	○	<ul style="list-style-type: none"> Established contact points that utilize data and rules regarding data usage and completed operational structure for knowledge accumulation Completed information security training for all employees in Japan Revised information security guidelines 	<ul style="list-style-type: none"> Achieve zero serious information security incidents Conduct information security training for all employees*3 Conduct email trainings for employees and share information to strengthen cybersecurity
		Achieve zero serious information security incidents*3	Zero	○		
	Supply Chain Management	Ensure 100% deployment of information security managers at major organizations and 100% implementation of training for information managers*4	100% 100%	○	<ul style="list-style-type: none"> Constructed a monitoring system through feedback from monitoring of major suppliers and commitment to guidelines Please refer to P.48 for details Established an evaluation index for measuring the effect of projects to address local (social) issues, and promoted the centralization of information on initiatives with local governments to contribute solutions for social issues, as well as the creation of sales tools Appointed approximately 130 Sustainability Ambassadors to promote sustainability activities in the local community and started internal promotion activities for employees 	<ul style="list-style-type: none"> Ensure 100% support from major business partners regarding the Guideline New Promote employee participation in corporate citizenship activities, including Group companies New
		Complete development and demonstration of monitoring framework*4	Completed	○		
Community	Complete development of a framework to measure effectiveness of corporate citizenship activities and business in resolving social issues*3	Completed	○			

*1 In-house emissions of consolidated companies in Japan and Swan Co., Ltd. (Scope 1 & Scope 2) *2 tCO₂e/operating revenues of ¥100 million
 *6 Equivalent to reduction by half compared with the past *7 Products and services with environmental value and a low burden on the environment
 *9 Standards for calculating and reporting GHG emissions from transportation *10 Companies/offices subject to Yamato Group health insurance

*3 For consolidated companies in Japan and Swan Co., Ltd. *4 For Yamato Transport *5 Paper materials refer to cardboard for shipping, pickup and delivery materials, etc.
 *8 Number of work-related fatalities and injuries caused by accidents resulting in one or more lost workdays per million working hours

Sustainable Management

Supply Chain Management

The Yamato Group operates its businesses with the support of numerous business partners and building a healthy and sustainable supply chain is therefore an important issue for us. We aim to support the sustainable growth of the Yamato Group, our business partners, and society through procurement activities that are environmentally and socially considerate, based on fair, equitable, and honest business transactions with partners in accordance with our basic policy.

For more details of our policies regarding supply chain management, please refer to our corporate website.

Supply Chain Management
<https://www.yamato-hd.co.jp/english/csr/society/scm.html>

► Development of a Monitoring Framework

Under the “Sustainable Medium-Term Plans 2023,” we had been working with suppliers selected based on criteria such as the Group’s priority risks and transactions amounts to form a shared awareness through dialogue and to ascertain their current status, while also holding briefings for them to explain our initiatives in order to obtain their understanding and agreement. In addition, we ascertained the status of each supplier by conducting a questionnaire on their initiatives for issues such as human rights and the environment, then provided feedback and continued monitoring based on the questionnaire results.

We will continue working to strengthen communication with an even wider range of suppliers, reviewing support and evaluation criteria based on the results of questionnaires, and working with suppliers to promote initiatives for human rights and the environment.

► Creation of Solid Relationships with Transportation Partners

The Yamato Group outsources services such as trunk-route transportation in its *TA-Q-BIN* network to partners. We are focusing on building sustainable supply chains through the creation of solid relationships with transportation partners in response to changes in the external business environment, such as a shrinking domestic workforce and rising energy prices, as well as the need to reform workstyles for drivers.

Promotion System

The Partnership Promotion Section established at Yamato Transport is taking the lead on providing continuous employee training for proper business transactions, holding regular discussions with partners, and looking at ways to support transportation partners in light of the “2024 problem,” caused by the introduction of a cap on overtime work for drivers in April 2024. We monitor the status of transportation partners’ operations and provide a 24-hour call center for them to create an environment that is more conducive to communication. In addition, external experts monitor the status of these initiatives in order to strengthen governance by creating a system for providing advice and reporting to management.

Initiatives

• Elimination of Long Working Hours

We have been phasing in operation of a system that clearly states the position of working hours in a contract and then pays additional wages based on actual performance data when extra hours are worked. We are also working our way through a revision of timetables of trucks that are prone to causing long working hours in an effort to ensure appropriate working hours.

• Ascertaining Load Volume

The load volume of the truck is entered into the mobile device, which displays an alert if the load volume exceeds the limit as part of our efforts to prevent overloading.

• Appropriate Payment for Ancillary Work

We have phased in the operation of a system in which ancillary work is defined in the contract and payment is made based on the performance data entered into the mobile device.

Check Process

Drivers are provided with mobile devices to monitor the status of operations based on information obtained, such as working hours and load volume. In this way, we have built a process that enables early detection of problems and countermeasures for them.

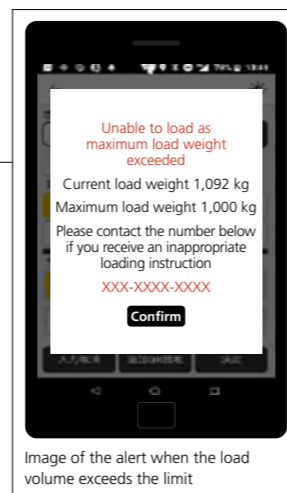


Image of the alert when the load volume exceeds the limit

Safety & Security

Based on its stance of respecting human life and ensuring safety, as laid out in the Group Management Philosophy and Corporate Stance, the Yamato Group thoroughly adheres to its philosophy of placing safety first and business second, positioning respect for human life as a priority at all times. We have created a work environment where employees can work with peace of mind, and we also share our philosophy of respecting human life and ensuring safety, endeavoring to prevent traffic accidents and occupational accidents with our partner companies and business partners.

Indicator	“Sustainable Medium-Term Plans 2023” Targets (Fiscal Year Ended March 31, 2024)	Result	Target (Fiscal Year Ending March 31, 2027)
Number of serious traffic accidents*1 (fatal traffic accidents for which the Company is responsible)	Zero	Zero	Number of traffic accidents where bodily injury occurs*2
Number of traffic accidents*1 (where bodily injury occurs)	Reduce by 50% compared to the fiscal year ended March 31, 2020	26% decrease	Reduce by 15% compared with the fiscal year ended March 31, 2024
Number of serious occupational accidents*1 (work-related deaths)	Zero	1	Frequency of lost workday injuries*2
Frequency of lost workday injuries*1	Reduce by 20% compared to the fiscal year ended March 31, 2020	4% increase	Reduce by 15% compared with the fiscal year ended March 31, 2024

*1 Consolidated companies in Japan and Swan Co., Ltd
 *2 Yamato Transport

► Reinforcing the Safety Management System to Prevent Occupational Accidents

The Safety Department of Yamato Transport is leading the Yamato Group’s initiatives to ensure safety. To realize comprehensive safety management based on changes such as the transition to the One YAMATO structure and the consolidation and enlargement of pickup and delivery facilities under the “Sustainable Medium-Term Plans 2023,” a safety management and monitoring system based on an Occupational Safety and Health Management System (OSHMS)* has been piloted at certain regional branches and the effect of the system has been confirmed. From the fiscal year ending March 31, 2025, this initiative will be rolled out to all regional branches. We will strive to further enhance the safety management structure and increase the level of safety and health on the front lines, including those of our partners.

* Occupational Safety and Health Management System

A system of safety and health management recommended by the Ministry of Health, Labour and Welfare, that aims to improve the level of workplace safety and health, including prevention of occupational accidents and creation of employee-friendly working environments.

► Driver Training and Education

In addition to increasing the leadership capabilities of the front line through developing the safety expert role and training managers to enhance their knowledge, such as occupational safety and health, we are also striving to enhance safety education for frontline drivers using drive recorder images and data. Given the increase in driving opportunities and traveling distances following changes such as the consolidation and enlargement of pickup and delivery facilities, we have revised the training for newly appointed drivers from the fiscal year ending March 31, 2025, to strengthen actual vehicle drills. In addition to safety education on the front line, we also conduct regular in-house license renewal training in an effort to enhance the driving technique, knowledge, and safety awareness of all drivers.

► Introduction of Vehicles and Equipment

We are working to prevent traffic accidents by installing vehicle safety equipment such as electronic parking brakes that prevent accidents from vehicles moving while unattended and wide-angle rear-view cameras to prevent accidents when reversing. We have prioritized areas with high accident risk in installing this equipment. Furthermore, to build an operating environment where employees and partners can work safely and securely, we are promoting measures such as introducing electric lifting devices as a replacement for forklifts, which have a higher risk of serious occupational accidents, organizing truck berths for loading / unloading, and introducing air coolers and vests with fans to prevent heat stroke.

Message from the Chairperson of the Board of Directors

The Board of Directors Will Strengthen its Supervision and Checking Functions Even Further

Shiro Sugata

Chairperson of the Board / Outside Director



Initiatives for Increasing the Effectiveness of the Board of Directors

Since my appointment as chairperson of the Board of Directors, I have focused my efforts on stimulating discussion and strengthening monitoring to increase its effectiveness. The agenda items to be discussed at the Board of Directors' meetings have traditionally been set by the executive side. However, as the chairperson, I have strengthened the monitoring function by participating from the planning stage and scheduling progress reports on major strategic initiatives into the meeting beforehand. I have also revised the criteria for submitting agenda items. We leave some decisions up to the executive side. For example, individual matters with few elements that require the judgement of the Board of Directors regarding their appropriateness, such as consolidating and closing facilities following structural reforms of network operations. Meanwhile, the Board of Directors focuses on discussing strategic direction and monitoring the effects of investments in large-scale facilities. This has increased the speed of decision making and execution. We have also enhanced the pre-meeting briefings on agenda items, which has sharpened the focus of our discussion and made it more substantive.

I feel that these initiatives have enabled our outside directors to engage more deeply in the discussion, which has made it possible to reflect their recommendations in our management. Our outside directors also participated from the conceptual stage in the formulation of our new Medium-Term Management Plan, "Sustainability Transformation (SX) 2030 ~1st Stage~" which started in the fiscal year ending March 31, 2025. We held numerous discussions with them up to the resolution and public announcement of the plan.

Evaluation of the Previous Medium-Term Management Plan, and Challenges and Outlook for the Medium-Term Management Plan "SX2030 ~1st Stage~"

Under the previous Medium-Term Management Plan "One YAMATO 2023," we promoted Group management structure reforms starting in the fiscal year ended March 31, 2021, in which we integrated Group companies, transferred the shares of Yamato Home Convenience Co., Ltd., and reviewed our business portfolio by withdrawing from *TA-Q-BIN* overseas. We started on business structure reforms, and I consider that we have done extremely well by promoting and starting on specific reforms. These include consolidating and enlarging pickup and delivery facilities and the start of business processing outsourcing in the mailing area in

collaboration with the Japan Post Group. On the other hand, we were unable to respond completely to the rapidly changing external environment and we were unable to fully deliver our anticipated results. We were unable to meet the earnings targets in the previous Medium-Term Management Plan, or those announced at the start of the fiscal year, which I consider to be a significant issue.

Considering these challenges, when we formulated the Medium-Term Management Plan "SX2030 ~1st Stage~," we asked the executive side to set quantitative KPIs that would enable us to clearly define our vision for the company and ascertain our progress toward it. The addition of ROIC as an indicator for realizing management that places more focus on capital efficiency also reflects the opinion of our outside directors.

Furthermore, we considered the limits that we face on the growth potential of the Express Business, centered on *TA-Q-BIN*. We identified the Contract Logistics Business and Global Business as growth domains that are upstream from the express business in order to realize sustainable profit growth and a medium- to long-term increase in corporate value, and requested the formulation of specific plans for their development and expansion. To accelerate the growth of these businesses, I consider M&As to be an important strategy in addition to organic growth, and I will actively encourage resolute decision-making that contributes to increasing corporate value. However, in implementing these M&As, the Board of Directors will monitor the selection process and status of preparations to ensure that the selected candidate is able to produce synergies based on the Yamato Group's medium- to long-term vision. It will also confirm aspects such as the economic rationality and medium-term capital efficiency under the specified conditions.

Efforts to Increase Effectiveness Going Forward

As chairperson of the Board of Directors, I will work on measures to promote even more frank and substantive discussion, including dialogue with shareholders, and strengthen the effectiveness of the Board of Directors. In promoting the Medium-Term Management Plan "SX2030~1st Stage~," we will continue intensive discussion of challenges and strategies that have not yet been fully developed.

In addition, considering the importance of separating execution and supervision, we will leave up to our executive team the matters that should be left up to them as our business experts, while we focus on further strengthening the supervision and control functions of the Board of Directors.

Message from the Chairperson of the Nomination and Compensation Committee

Steadily Developing the Ideal Nomination and Compensation Systems for Achieving Corporate Value Increase over the Medium to Long Term

Mariko Tokuno

Chairperson of the Nomination and Compensation Committee / Outside Director



Progress on the Succession Plan

I became chairperson of the Nomination and Compensation Committee two years ago. In my view, the committee is steadily fulfilling its designated role.

Meetings of the committee have a particular focus on the succession of the president. The committee prioritizes courage as a quality required in a president. The committee believes that the ability to settle down and make rational decisions, even under pressure in challenging circumstances, is of the utmost importance. It is therefore advancing the process to identify and develop candidates based on its definition of the ideal president. Outside directors are increasing opportunities for communication with candidates at meetings of the Board of Directors, where candidates report on the state of business execution and explain their proposals. Their explanations and responses to questions enable the committee to assess their qualities of the candidates.

When looking at the talent pool in advancing the succession plan, one difficulty is that the skills and experience of current candidates are too weighted toward traditional businesses. This would make it difficult for the Yamato Group to reform its business portfolio and realize continuous profit growth. Expanding the range of candidates for president by recruiting human resources from outside the Group with expertise in areas to be strengthened and enabling these human resources to engage in friendly competition with internal human resources is crucial. Promoting human resource strategies linked to management strategies and clarifying job specifications and personnel requirements has led to progress in identifying the type of human resources that the Group must increase. The committee will help drive the improvement of the talent pool.

Appointment of Outside Directors and Audit & Supervisory Board Members

To improve corporate value over the medium to long term, independent outside directors have an important role to play in enabling the Board of Directors to fulfill its supervisory function. I believe that experience of corporate management is essential to exercise this function. While the Board of Directors of the Yamato Group has a well-balanced composition, with independent outside directors experienced in corporate management in different industries accounting for the majority of members, the Nomination and Compensation Committee discussed further strengthening the Board through the addition of expertise in the logistics industry or

related domains. In the fiscal year ending March 31, 2025, with the approval of the General Meeting of Shareholders, the Board has welcomed Junichiro Ikeda, who has extensive experience and expertise in the maritime shipping industry, as an outside director. I am certain that the addition of Mr. Ikeda will strengthen discussions at meetings of the Board of Directors and further enhance its effectiveness. In addition, Setsuko Ino has become a new Audit & Supervisory Board member. With her extensive finance expertise, experience of working at several global companies, and broad-minded character, I look forward to Ms. Ino further enlivening Board meeting discussions.

Expansion of the Ratio of Variable Compensation

Based on the idea of linking performance to compensation, the Nomination and Compensation Committee continuously examines the compensation system, revising it as appropriate to ensure that it provides better motivation to improve corporate value over the medium to long term and encourages the sharing of interests with shareholders. The revision to the officer compensation system in the fiscal year ended March 31, 2022, introduced medium- to long-term performance-linked, share-based compensation. However, given that fixed compensation continued to account for the majority of compensation, the Group has increased the variable component to an appropriate level in relation to benchmark companies in the fiscal year ending March 31, 2025. At the same time, it included return on invested capital, designated as a management metric in "Sustainability Transformation 2030 ~1st Stage~," as a performance indicator for medium- to long-term performance-linked, share-based compensation.

Toward Business Growth Over the Medium to Long Term

Today, the Yamato Group is in the middle of business structure reforms. Creating growth as a company in new domains, in addition to strengthening the Group's traditional core businesses, is essential to increasing corporate value. For a Company of approximately 180,000 employees to achieve change, it must be committed to the pursuit of reform. As chairperson of the Nomination and Compensation Committee, I intend to help create an environment that allows a diverse range of human resources to play an active role and to transform employee mindsets.

Corporate Governance

Basic Position on Corporate Governance

Based on its corporate philosophy, the Yamato Group carries out business activities in accordance with the law and social norms and actively promotes compliance management. Striving to maximize corporate value by effectively utilizing the management resources of the Group is one of the top priorities of management, and we have implemented measures and bolstered management systems as part of our corporate governance initiative.

Corporate Governance System (As of July 1, 2024)

The Company is a Company with an Audit & Supervisory Board. In addition to important management decision-making and the supervision of business execution by the Board of Directors, Audit & Supervisory Board members and the Audit & Supervisory Board, which are independent from the Board of Directors, shall audit the status of the execution of duties by directors. Also, to supplement the supervisory functions of the Board of Directors, the Company established the Nomination and Compensation Committee comprising a majority of independent outside directors. At the same time, the Company has separated the supervision and execution of management and adopted an executive officer system to ensure even more prompt decision-making related to business execution.

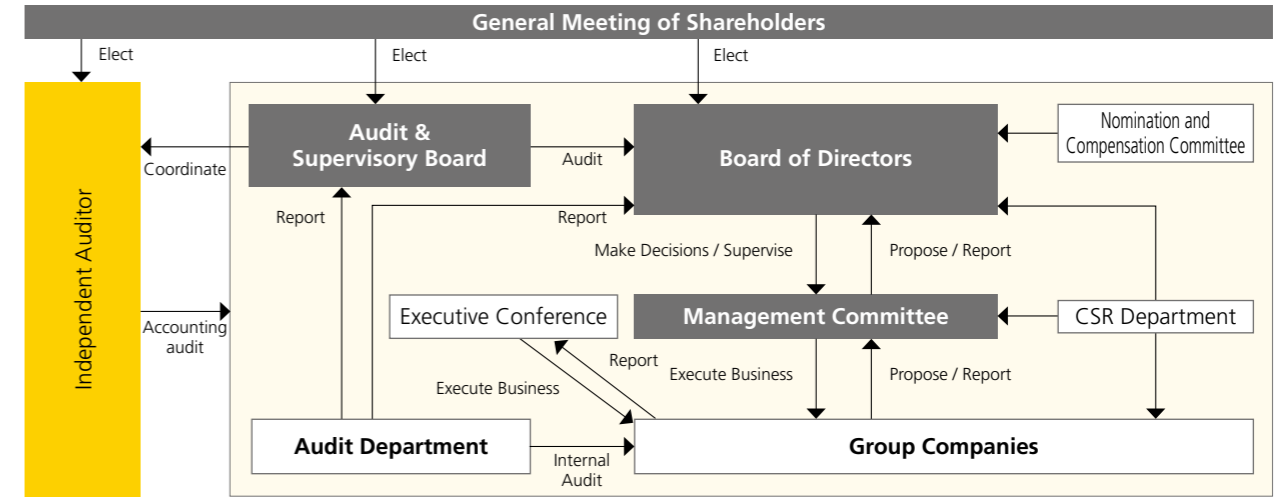
System	Company with an Audit & Supervisory Board
Number of directors	7
Outside directors	5
Number of Audit & Supervisory Board members	5
Outside auditors	3
Term of directors	1 year
Voluntary advisory committees	Yes (Nomination and Compensation Committee)
Executive officer system in place	Yes
Independent auditor	Deloitte Touche Tohmatsu LLC

History of the Corporate Governance System

2015–	2018–	2021–
Board of Directors and Audit & Supervisory Board		
2015 ● Transition to a structure in which outside directors comprised at least one-third of all directors	2017 ● Appointed a female independent outside director	2019 ● Transitioned to a structure in which independent outside directors comprised one-half of all directors
2020 ● Appointed independent outside members as the majority of members on the Board of Directors ● Appointed outside members as the majority of members on the Audit & Supervisory Board		2022 ● Appointed an independent outside director as the Chairperson of the Board of Directors
Composition Ratio of Independent Outside Directors in the Board of Directors		
Systems for Nomination and Compensation		
		2020 ● Decided to revise officer compensation system and introduce a performance-linked, share-based compensation system
Other Systems		
2015 ● Established Corporate Governance Guidelines ● Implemented director training	2016 ● Implemented evaluation of effectiveness of the Board of Directors	2018 ● Abolished the advisor position
2023 ● Abolished special advisors		

Composition Ratio of the Board of Directors (As of July 1, 2024)	Composition Ratio of the Audit & Supervisory Board (As of July 1, 2024)	Composition Ratio of Nomination and Compensation Committees (As of July 1, 2024)

Corporate Governance Framework



Management Structure

Name	Position	Outside	Nomination and Compensation Committee member	Expertise and Experience						
				Corporate management	Marketing / Sales	Personnel / Labor management	Finance / Accounting	Legal affairs / Risk management	IT / Digital / Technology	Global
Yutaka Nagao	Representative Director, Executive Officer and President		○	●	●	●			●	●
Toshizo Kurisu	Representative Director, Executive Officer and Vice President			●			●	●	●	
Mariko Tokuno	Director	○	○ (Chairperson)	●	●					●
Shiro Sugata	Director	○	○	●	●				●	●
Noriyuki Kuga	Director	○	○	●		●	●			●
Charles Yin	Director	○	○	●	●				●	●
Junichiro Ikeda	Director	○	○	●		●				●
Tsutomu Sasaki	Full-time Audit & Supervisory Board Member			●	●			●		
Yoshito Shoji	Full-time Audit & Supervisory Board Member			●			●			
Takashi Yamashita	Audit & Supervisory Board Member	○					●	●		
Ryuji Matsuda	Audit & Supervisory Board Member	○					●	●		
Setsuko Ino	Audit & Supervisory Board Member	○					●			●

Note: Shiro Sugata took on the role of the Chairperson of the Board on June 23, 2022.

Skills Expected of Directors and Audit & Supervisory Board Members and Reasons for Their Selection

Skills	Reason for Selection
Corporate management	To demonstrate appropriate decision-making and supervisory functions in the formulation and execution of Yamato's medium- to long-term management plan to sustainably improve corporate value, extensive experience and expertise in corporate management has been selected as a necessary skill.
Marketing / Sales	To provide value that utilizes the Group's management resources to meet the changing needs of customers and society, extensive experience and expertise in marketing and sales has been selected as a necessary skill.
Personnel / Labor management	To become a company that respects human rights and diversity and enables employees to work with peace of mind, at the same time as ensuring that the Group's employees, its greatest asset, are motivated and play an active role, extensive experience and expertise in human resources and labor management has been selected as a necessary skill.
Finance / Accounting	To promote investment linked to growth potential and enhancement of capital efficiency by creating a strong financial foundation, extensive experience and expertise in finance and accounting has been selected as a necessary skill.
Legal affairs / Risk management	To become a company that is fair and trusted through safe and secure business activities in line with legal and social standards based on the Group Corporate Philosophy, extensive legal experience and expertise and risk management capabilities have been selected as a necessary skill.
IT / Digital / Technology	To achieve the optimal allocation of management resources based on data analysis and efficient business management that fully utilizes digital technology, extensive experience and expertise in IT and digital technologies has been selected as a necessary skill.
Global	To contribute to the innovation of customer supply chains and business processes through global business development, extensive global experience and expertise has been selected as a necessary skill.

Corporate Governance

Board of Directors

► Roles and duties

The Board of Directors discusses basic policies, makes decisions, and monitors business execution to encourage the improvement of Yamato's medium- to long-term corporate value.

1. The Board of Directors shall make important decisions concerning the Company's business and supervise the execution of duties by executive directors and executive officers.
2. The Board of Directors shall recognize the medium-term management plan as one of the commitments made to shareholders and supervise the effectiveness of strategies, such as the Company's business portfolio and the optimal allocation of management resources, to achieve the goals of this plan. Moreover, the Board of Directors shall sufficiently analyze the initiatives aimed at realizing the goals of the medium-term management plan as well as the extent to which the plan's objectives are being achieved. In addition to providing explanations to shareholders, such analyses shall be reflected in future management plans.
3. The Board of Directors shall encourage executive officers to demonstrate a healthy entrepreneurial spirit and to not excessively avoid or curb risk, while at the same time establishing a framework that enables it to ensure accountability.
4. The scope of responsibility of each executive officer shall be decided on by the Board of Directors. Executive officers shall execute business in accordance with internal regulations.

► Management

The Board of Directors takes the following into consideration when managing meetings to achieve constructive discussions and exchange of opinions, including meetings with independent outside directors.

1. To allow Board of Directors meeting attendees the opportunity to prepare for meetings in advance, the Board of Directors secretariat shall send agenda items and related materials to directors well in advance of the meeting date and provide explanations in advance as needed.
2. The annual schedule of Board of Directors meetings as well as anticipated agenda items shall be decided in advance, and this information shall be provided to directors and Audit & Supervisory Board members.
3. The number of issues to be deliberated as well as the frequency of meetings shall be appropriately set, and the time of meetings shall be decided so as to allow sufficient time for deliberations.
4. As needed, meetings comprising Board of Directors meeting attendees shall be held for the purpose of exchanging ideas, thereby encouraging lively debate.

► Evaluation of Effectiveness

To verify the effectiveness of the Board of Directors, the Company surveys all directors and Audit & Supervisory Board members on an annual basis regarding the composition and operational status of the Board of Directors. The Company carries out an evaluation on the Board's effectiveness in terms of such matters as the condition of the Board's operation and the state of deliberation held at Board meetings. In addition to the survey, the chair conducts individual interviews to further enhance the usefulness of the evaluation.

Results of Analysis and Evaluation

- The composition, management conditions, and deliberation conditions of the Board of Directors were largely appropriate as a system where the Board of Directors serves as the oversight function, and where a culture of attendees actively speaking up and engaging in unrestricted discussions at the Board of Directors meetings had taken hold.
- The governance structure is more effective since independent outside directors make up more than half of the directors and independent outside Audit & Supervisory Board members more than half of the Audit & Supervisory Board members. In addition, an independent outside director appointed as chair of the Board is involved in selection of agenda items.
- Measures such as revising agenda items, viewing meeting materials in advance, and pre-meeting briefings for the Board of Directors meetings are functioning effectively. In particular, confirming, examining, and improving points raised in these pre-meeting-briefings enable directors to make risk-based management decisions through more in-depth discussions in the Board of Directors meetings.
- In addition to monthly reports from the president on the status of business execution at Board of Directors meetings, the executive officers of operating companies regularly report on the status of progress toward achieving the Medium-Term Management Plan and engage in discussion with the Board of Directors to ensure the directors understand the progress made and provide advice at an appropriate time.
- During the formulation stage of the medium-term management plan "Sustainability Transformation 2030 (SX2030) ~1st Stage~, " which was announced in February 2024, we actively exchanged opinions within the Board of Directors in order to increase the effectiveness of the plan. Looking ahead, the Company will deepen its discussions on using M&As as a growth strategy for contributing to business growth, while conducting regular monitoring of the progress of the plan.
- The Board of Directors has continued to display an effectiveness that contributes to securing sound management and achieving prompt, accurate decision-making and business execution, which are the Company's basic policies for corporate governance.
- Going forward, the Company will further strengthen corporate governance to improve the soundness of the entire Yamato Group's management while continuously working to maintain and improve the effectiveness of the Board of Directors for the implementation of sustainable business growth.

Audit & Supervisory Board

The Audit & Supervisory Board and its members hold roles and responsibilities that include auditing the execution of duties carried out by directors, selection and dismissal of independent auditor, and execution of authority related to auditor compensation. They make appropriate judgments from an independent, objective perspective based on their fiduciary duty to shareholders.

► Roles and duties

1. The Audit & Supervisory Board and its members shall exercise their authority actively and assertively to sufficiently fulfill their role and responsibilities, including operational audits, accounting audits, and other functions, and they shall appropriately state their opinions at Board of Directors meetings as well as to members of senior management.
2. The full-time Audit & Supervisory Board members shall attend Board of Directors meetings and other important meetings related to the execution of business, express reasonable opinions, hold effective Audit & Supervisory Board meetings, and ensure that information is shared and that members work together in a coordinated manner.
3. The Audit & Supervisory Board shall regularly hold information exchange meetings for the purpose of sharing information with outside directors, thereby ensuring more robust gathering of information and encouraging teamwork.

TOPICS

Provision of Information for Directors and Audit & Supervisory Board Members

The Company shall ensure opportunities for directors and Audit & Supervisory Board members to deepen their understanding of the Group's management strategies, business operations, and status so that they can effectively fulfill their roles and duties. These opportunities will include strategy meetings with participation by the persons in charge of businesses, discussion in meetings with outside experts, and observation tours of major locations.

In the fiscal year ended March 31, 2024, the Hokkaido region encountered difficulty in maintaining its logistics network due to population decline, a falling birthrate, and aging of the population. Directors and Audit & Supervisory Board members observed the Group's initiatives to maintain and increase profitability while realizing a sustainable local society through collaboration with customers and local governments, and also conducted dialogue with local employees.



In October 2023, outside directors visited HOKKAIDO BALLPARK F VILLAGE, where Yamato Transport is building a logistics scheme and overseeing logistics.

Nomination and Compensation Committee

The Nomination and Compensation Committee comprises five independent outside directors and one inside director, with an independent outside director acting as chairperson. As an advisory body to the Board of Directors, the committee shall deliberate particularly on the details of important matters pertaining to nomination and compensation, and present the results of these discussions to the Board of Directors in an effort to enhance management transparency.

► Roles and duties

1. The committee shall deliberate on matters related to the appointment or dismissal of directors, Audit & Supervisory Board members, and executive officers on the basis of business performance and multifaceted observations and evaluations, verify the validity of such decisions, and present the results to the Board of Directors.
2. The committee shall deliberate policies for determining compensation, etc. for directors and executive officers, and the details of individual compensation, verify the validity of such decisions, and present the results to the Board of Directors.
3. The committee shall deliberate on several candidates for the representative director, including candidates recommended by the incumbent representative director, based on multifaceted observations and evaluations of candidates' track records, human nature, and other factors and present the results to the Board of Directors.

► Key Discussion Items for the Nomination and Compensation Committee in the Fiscal Year Ended March 31, 2024

Related to Nomination

- Discussion of definition of requirements for director candidates, including skill matrix
- Discussion of definition of human resource requirements for president candidates, as well as methods of selection and monitoring
- Discussion of appointment and reappointment of director candidates

Related to Compensation

- Discussion of revision of policy for decision on compensation and other remuneration for individual directors
- Discussion on revision of compensation table for short-, medium-, and long-term performance-linked compensation
- Establishment of missions for inside director compensation
- Decision on compensation and other remuneration for individual directors

Corporate Governance

Concurrent Posts and Main Activities of Outside Directors and Outside Audit & Supervisory Board Members (Fiscal Year Ended March 31, 2024)

Name	Important Concurrent posts	Expected roles and status of main activities, etc.	Attendance at meetings during the fiscal year ended March 31, 2024	
Outside Directors	Mariko Tokuno	<ul style="list-style-type: none"> • Outside Director of Mitsubishi Materials Corporation • Outside Director of Shiseido Company, Limited 	<p>Mariko Tokuno comments and advises as needed on all aspects of business management, based on ample experience and extensive knowledge as a manager. Accordingly, she plays an important role, providing oversight and advice from a managerial standpoint and customer and employee standpoints, particularly regarding matters of business execution, business strategy, and HR strategy, to contribute to ensuring the suitability and adequacy of decision-making. Furthermore, as chairperson of the Nomination and Compensation Committee, she guides its management and has fully demonstrated supervisory functions in the decision process for the selection of candidates for officers and the evaluation of their compensation from an objective and neutral standpoint.</p>	<p>Board of Directors: 19 of 20 meetings</p> <p>Nomination and Compensation Committee: 10 of 10 meetings</p>
	Yoichi Kobayashi	—	<p>Yoichi Kobayashi comments and advises as needed on all aspects of business management, based on ample experience and extensive knowledge as a manager. Accordingly, he plays an important role, providing oversight and advice from a managerial standpoint, particularly regarding matters of business execution, business strategy, and investment strategy, to contribute to ensuring the suitability and adequacy of decision-making. Furthermore, as a member of the Nomination and Compensation Committee, he has fully demonstrated supervisory functions in the decision process for the selection of candidates for officers and the evaluation of their compensation from an objective and neutral standpoint.</p>	<p>Board of Directors: 19 of 20 meetings</p> <p>Nomination and Compensation Committee: 9 of 10 meetings</p>
	Shiro Sugata	<ul style="list-style-type: none"> • Outside Director of Yokogawa Electric Corporation 	<p>Shiro Sugata comments and advises as needed on all aspects of business management, based on ample experience and extensive knowledge as a manager. Additionally, he was appointed the chairperson of the Board of Directors in June 2022 and is contributing to enhancing the effectiveness of the Board of Directors by appropriately fulfilling his duties and responsibilities. Accordingly, he plays an important role, providing oversight and advice from a managerial standpoint, particularly regarding matters of business execution, business strategy, productivity enhancement, and cost structure reform, to contribute to ensuring the transparency and appropriateness of decision-making. Furthermore, as a member of the Nomination and Compensation Committee, he has fully demonstrated supervisory functions in the decision process for the selection of candidates for officers and the evaluation of their compensation from an objective and neutral standpoint.</p>	<p>Board of Directors: 20 of 20 meetings</p> <p>Nomination and Compensation Committee: 10 of 10 meetings</p>
	Noriyuki Kuga	—	<p>Noriyuki Kuga comments and advises as needed on all aspects of business management, based on ample experience and extensive knowledge as a manager. Accordingly, he plays an important role, providing oversight and advice from a managerial standpoint, particularly regarding matters of business execution, financial strategy, and corporate governance, to contribute to ensuring the suitability and adequacy of decision-making. Furthermore, he has fully demonstrated supervisory functions in the decision process for the selection of candidates for officers and the evaluation of their compensation from an objective and neutral standpoint.</p>	<p>Board of Directors: 20 of 20 meetings</p> <p>Nomination and Compensation Committee: 10 of 10 meetings</p>
	Charles Yin	<ul style="list-style-type: none"> • Executive Chairman of Worldwide City Group (Hong Kong) • Chairman of China-Japan CEO Forum • Chairman of China-Japan Asia CEO Forum 	<p>Charles Yin comments and advises as needed on all aspects of business management, based on ample experience and extensive knowledge as a manager. Accordingly, he plays an important role, providing oversight and advice from a managerial standpoint, particularly regarding matters of business execution and global business strategy, to contribute to ensuring the transparency and appropriateness of decision-making. Furthermore, as a member of the Nomination and Compensation Committee, he has fully demonstrated supervisory functions in the decision process for the selection of candidates for officers and the evaluation of their compensation from an objective and neutral standpoint.</p>	<p>Board of Directors: 19 of 20 meetings</p> <p>Nomination and Compensation Committee: 10 of 10 meetings</p>
Outside Audit & Supervisory Board Members	Takashi Yamashita	<ul style="list-style-type: none"> • Representative of Takashi Yamashita CPA Office • Outside Director of Shin Nippon Biomedical Laboratories, Ltd. 	<p>Takashi Yamashita comments as needed in Board meetings, based on ample experience and professional knowledge of finance and accounting. He also attends Audit & Supervisory Board meetings and exchanges opinions at regular meetings with the representative director and president, confirming the status of the execution of duties carried out by directors, based mainly on ample experience and extensive knowledge as a certified public accountant.</p>	<p>Board of Directors: 19 of 20 meetings</p> <p>Audit & Supervisory Board: 22 of 22 meetings</p>
	Ryuji Matsuda	<ul style="list-style-type: none"> • Attorney-at-Law of Matsuda Law Office 	<p>Ryuji Matsuda comments as needed in Board meetings, based on ample experience and professional knowledge of finance and accounting and as a lawyer. He also attends Audit & Supervisory Board meetings and exchanges opinions at regular meetings with the representative director and president, confirming the status of the execution of duties by directors, based mainly on ample experience and extensive knowledge as a lawyer.</p>	<p>Board of Directors: 20 of 20 meetings</p> <p>Audit & Supervisory Board: 22 of 22 meetings</p>
	Yoshihide Shimoyama	<ul style="list-style-type: none"> • Outside Audit & Supervisory Board Member of NIPPON HUME CORPORATION 	<p>Yoshihide Shimoyama comments as needed in Board of Directors' meetings, based on ample experience in management and auditing. He also attends Audit & Supervisory Board meetings and exchanges opinions at regular meetings with the representative director and president, confirming the status of the execution of duties by directors, based mainly on ample experience and extensive knowledge as a manager and an outside Audit & Supervisory Board member.</p>	<p>Board of Directors: 20 of 20 meetings</p> <p>Audit & Supervisory Board: 22 of 22 meetings</p>

Remuneration of Directors and Audit & Supervisory Board Members (Fiscal Year Ended March 31, 2024)

Directors and Audit & Supervisory Board members	Total amount of remuneration (Millions of yen)	Total amount of remuneration by type (Millions of yen)				Number of recipient Directors and Audit & Supervisory Board Members
		Basic remuneration	Short-term performance-based remuneration	Medium- to long-term performance-based stock compensation*	Of the left, non-monetary remuneration, etc.	
Director	367	261	64	42	42	9
(Of which, Outside Directors)	(77)	(77)	(—)	(—)	(—)	(5)
Audit & Supervisory Board Members	82	82	—	—	—	6
(Of which, Outside Audit & Supervisory Board Members)	(33)	(33)	(—)	(—)	(—)	(3)
Total	450	344	64	42	42	15
(Of which, Outside Officers)	(110)	(110)	(—)	(—)	(—)	(8)

* The amount of expenses recorded for share delivery points during the period.

► Policy for determining compensation of directors and Audit & Supervisory Board members

1. Basic policy

The Company's compensation for directors is determined based on the following factors.

A competitive level of compensation

- Provide rewards according to roles and responsibilities, as well as performance, and set compensation at an adequate level to secure talented human resources

A compensation system emphasizing the improvement of corporate and shareholder value

- Link compensation to business performance so as to motivate directors to achieve performance goals
- Establish a compensation composition that promotes the sharing of common interests with shareholders by linking it to corporate value over the medium to long term

A fair and equitable compensation system

- Ensure that the process for determining compensation is objective and highly transparent

2. Compensation structure

The Company's compensation for directors consists of basic compensation (fixed compensation), short-term performance-linked compensation (variable compensation) and medium- to long-term performance-linked, share-based compensation (variable compensation), considering the compensation level at other companies and other factors. In addition, compensation for Audit & Supervisory Board members and independent outside directors consists exclusively of basic compensation due to the nature of their functional roles.

3. Policy for determining basic compensation (fixed compensation)

Basic compensation is determined for each rank and title based on responsibilities, making reference to levels outside the Company and so forth.

4. Policy for determining short-term, performance-linked compensation (variable compensation)

The standard amount is set by determining a ratio within a range of 45% to 55% (from April 1, 2024, 40% to 70%) of basic compensation (fixed compensation) in accordance with rank and title. Following this, the amount paid out to individuals is determined within a range of 0% to 150% of the standard amount, in line with the

achievement rate for Yamato's performance benchmarks and the evaluation of individual missions. Furthermore, the performance benchmarks comprise Group consolidated operating revenues, Group consolidated operating profit, and Group consolidated profit attributable to owners of parent. In accordance with the basic policy, from July 1, 2024, as the standard amount, the Company has set the ratio to basic compensation (fixed compensation) decided in accordance with rank and title to within a range of 65% to 80% in order to further increase the link to performance, thereby fueling motivation with respect to achieving performance targets.

5. Policy for determining medium- to long-term performance share-based compensation (variable compensation)

For the amount of medium- to long-term performance-linked, share-based compensation (variable compensation) allocated to directors, the standard amount is set by determining a ratio within a range of 30% to 40% of basic compensation (fixed compensation) in accordance with rank and title, and then the amount allocated is determined within a range of 0% to 150% of the standard amount, in line with the achievement rate for Yamato's performance benchmarks and the evaluation of individual missions. Furthermore, the performance benchmarks comprise ROE, total shareholder return, and ESG indicators (greenhouse gas emissions). The amount of medium- to long-term performance-linked, share-based compensation (variable compensation) is allocated as points each fiscal year, whereby one share equals one point, with the number of points obtained by dividing the amount of medium- to long-term performance-linked, share-based compensation (variable compensation) allocated by the average of the closing prices of the Company's shares at the Tokyo Stock Exchange in the month preceding the fiscal year in which the medium-term management plan starts. Furthermore, in accordance with the determination policy in 6. below, from April 1, 2024, as the standard amount, the Company has set the ratio to basic compensation (fixed compensation) decided in accordance with rank and title to within a range of 40% to 100%. Following the start of the Yamato Group's medium-term management plan "Sustainability Transformation 2030 ~1st Stage~, " the Company has added return on invested capital (ROIC) as a performance indicator from April 1, 2024, in order to promote management with a greater focus on capital efficiency.

Corporate Governance

6. Policy for determining mix of remuneration and other compensation types for individual Directors

The mix of remuneration types is such that the higher a director's position, the more weight assigned to performance-linked compensation. The Company has opted for this approach upon having taken into account remuneration levels at other companies, in part because this approach makes it possible to further fuel motivation with respect to achieving performance targets, generating medium- to long-term corporate value, and attaining sustainable growth, and also because the Company seeks to offer remuneration levels competitive for recruiting and retaining talented human resources.

7. Timing of delivery and conditions

The Company pays its basic compensation (fixed compensation) and short-term performance-linked compensation (variable compensation) as monetary sums on a monthly basis, encompassing twelve equal installments annually. Medium- to long-term performance-linked, share-based compensation (variable compensation) is granted once a year around June in the form of points. Points accumulated up to retirement are paid out, with one point equaling one share, at the time of retirement in accordance with regulations for director share benefits.

8. Decisions on compensation and other remuneration for individual directors

For determination of the amounts of basic compensation (fixed compensation), short-term performance-linked

compensation (variable compensation), and medium- to long-term performance linked, share-based compensation (variable compensation) for individual directors, to ensure objectivity and transparency, the Nomination and Compensation Committee, which is chaired by one of the independent outside directors, who constitute a majority of its membership, conducts further deliberations regarding amounts and calculation method of compensation and other remuneration for individual directors. Based on the findings, the Board of Directors decides on the amount of compensation for each individual.

9. Other

A certain percentage of the monetary compensation shall be allocated to the purchase of shares of the Company through the Officers and Executives' Shareholding Association. Furthermore, to realize a highly objective and transparent process, the Nomination and Compensation Committee held 10 meetings in the fiscal year ended March 31, 2024, and conducted further discussions on the details of compensation and other remuneration for individual directors, based on the decision-making policies for such compensation as activities for the committee in the decision process for individual compensation for directors. The Board of Directors determines the amount of compensation based on the results of these discussions.

Policy on Cross-Shareholdings

The Company has a policy of owning stocks that are deemed meaningful based on comprehensive consideration from a medium- to long-term perspective of the relationship with the Group's businesses, the profitability, and the potential for creating new business opportunities, among other factors. A decision shall be made every year at the Board of Directors meeting concerning whether to continue holding the stocks based on careful consideration of various factors, including previous business transactions with the Company and the market price of the shares, after verifying the benefits and risks associated with holding the stocks from a quantitative

and qualitative perspective. The Company works to reduce the number of stocks it owns that are deemed to be of little significance.

In exercising the voting rights of shares held, the decision to support or oppose agenda items at the shareholders' meeting shall be made on a case-by-case basis, with consideration given to the issuing company's enhancement of corporate value, the issuing company's compliance framework, and the possibility of a negative impact on the Group's business, among other factors.

Compliance

► Strengthening internal control for the Group overall

The Yamato Group has established an internal control system in order to promote a sound corporate culture in the Group as a whole and to enable employees to perform their duties effectively and efficiently without any misbehavior or mistakes. Having stipulated its basic policy on the internal control system in accordance with the Companies Act, each Group company is working on strengthening internal control.

We have also established a system to carry out evaluations in line with our internal control report system pursuant to the Financial Instruments and Exchange Act and immediately put improvements in place should there be any shortcomings.

Furthermore, we prepare internal control reports on financial reporting and receive an audit of the internal system by independent auditors. Internal control over the financial reporting of the Yamato Group as of March 31, 2024, was considered valid, and an internal control report was submitted to the Kanto Local Finance Bureau.

► Enhancing the whistle-blower system

The Yamato Group has established a whistle-blower system to promptly discover and appropriately respond to law and / or internal regulation violations. In addition to compliance-related issues, such as overall corruption (including bribery) and human rights violations (including bullying and harassment), the whistle-blower system accepts reports on any action that violates internal regulations and the Group's Management Philosophy. We have established a suggestions box as a contact point with the president, a compliance hotline as the secretariat for the Compliance and Risk Committee, and a corporate fraud point of contact manned by external lawyers, which all take correspondence via email, telephone, and letter. Additionally, the Group's whistle-blowing regulations protect the privacy of whistle-blowers and ensure that they do not suffer any unfair treatment as a result of making a report. Accordingly, we are developing an environment that ensures employees who wish to remain anonymous can also utilize this service. In addition,

we established individual points of contact at each Group company as a familiar place for consultation. To spread awareness of these contact points among employees, we display posters with the president's photograph introducing them at each office. At the same time, we conduct employee questionnaires to ascertain the level of recognition for the contact points, and use the results to publicize the information internally and review the system design.

When a report is made on an issue, the whistle-blower system works to promptly confirm the facts, enact the necessary response and corrections, and promote measures to prevent a reoccurrence. Specifically, we promote concrete, response procedures, processing methods, and risk-assessment criteria that are shared on a Groupwide basis. This enables us to prevent the overlooking of major risks by adopting a consistent management flow and response to all reports received. Furthermore, by clarifying the persons responsible for decision-making at the time reports are received and unifying relevant standards, we are improving our level of risk awareness.

We prevent the reoccurrence of issues by formulating rules for holding verification meetings internally to ensure that we carry out an appropriate investigation and response. Additionally, we implement the standardized management of whistle-blowing information and the details of responses on a Groupwide basis, thereby allowing us to ascertain Groupwide trends and share examples of actual cases in a cross-organizational manner. Such information and details are reported regularly to the Board of Directors, helping to facilitate improvements across the Group.

► Status of Usage of the Whistle-Blower System

	Number of Whistle-Blower Cases	Level of Recognition of the Whistle-Blower System
2022/3 Results	634	82.8%
2023/3 Results	751	84.0%
2024/3 Results	740	86.3%

Improvement of Corporate Value through Dialogues with Shareholders and Investors

► Basic policy

To continuously improve medium- to long-term corporate value through dialogues with shareholders and investors, we are striving to enhance IR and SR activities by creating a structure focused on the Executive Officer Responsible for IR. When promoting IR and SR activities, we ensure sufficient opportunities for dialogue with executive officers, including the president, and independent outside directors to fully understand the management strategies and businesses of our shareholders and investors. Additionally, the opinions and requests received from shareholders and investors through dialogues and other means are fed back to the Board of Directors as necessary to share awareness of issues within the Company from an objective perspective.

► Implementation of Engagement Activities (Fiscal Year Ended March 31, 2024)

Details of Activities	Speakers	Number of Times
Settlement of accounts meetings	President and responsible Executive Officer	4
Small meetings	President and responsible Executive Officer Independent outside directors	2 1
Briefing for the medium-term management plan "SX2030 ~1st Stage~"	President and responsible Executive Officer	1
Briefings related to sustainability (Environment and Society)	Responsible Executive Officer	1
Visits to overseas investors (Europe, Americas, and Asia)	President and Executive Officer Responsible for IR	5
Individual dialogues (One on one)	President, Executive Officer Responsible for IR, and representative of IR department*	299

* Responds based on shareholder and investor requests and purpose of interviews

Key Themes and Points of Interest in Dialogues

- Current status and future outlook for business environment and competitive environment
- Pricing policy based on response to cost increases and fluctuation in workload vs expected volume
- Specific details and creation effects of structural reform of network operations
- Strategies for expanding corporate business domain
- Status of human resource strategies in conjunction with business structural reforms
- Connection between environmental strategy and corporate value increase
- Effectiveness of the Board of Directors
- Response policy for management conscious of cost of capital and share price

Enhancement of Details Disclosed Based on Dialogues (Examples)

- Reflection in and disclosure of the medium-term management plan "SX2030 ~1st Stage~"
 - Showing operating revenue- and operating profit-generating effect of external environmental impacts and various measures (P10-11)
 - Segment changes aimed at enhancing disclosure, such as business portfolio transformation (P4)
 - Establishment of ROIC target aimed at promoting management with a greater focus on capital efficiency (P12)
 - Lifting the dividend payout ratio target and disclosing the capital allocation policy (P13)

https://www.yamato-hd.co.jp/english/investors/library/briefing/pdf/E_3q_sx20301st_2024_03.pdf
- Holding presentations
 - Briefing on "Sustainability (Environment and Society)"

https://www.yamato-hd.co.jp/english/investors/library/business_briefing/

Management Team

As of June 21, 2024

Directors



Yutaka Nagao
Representative Director,
President and Executive Officer

Apr. 1988 Joined the Company
Apr. 2004 Regional Branch Manager of Yamaguchi Regional Branch of the Company
Apr. 2006 Regional Branch Manager of Saitama Regional Branch of Yamato Transport Co., Ltd.
Apr. 2009 General Manager of TSS Sales Promotion Office
Apr. 2010 Executive Officer and President of Kanto Regional Office
Apr. 2013 Managing Executive Officer
Apr. 2015 Executive Officer of the Company
Apr. 2015 Representative Director, President and Executive Officer of Yamato Transport Co., Ltd.
Jun. 2017 Director and Executive Officer of the Company
Apr. 2019 Representative Director, President and Executive Officer of the Company (current)
Apr. 2021 Representative Director, President and Executive Officer of Yamato Transport Co., Ltd. (current)



Toshizo Kurisu
Representative Director,
Executive Officer and Vice President

Apr. 1983 Joined the Company
Jul. 1999 General Manager of Accounting Division of the Company
Jun. 2002 General Manager of Finance Division of the Company
Apr. 2006 Executive Officer of the Company
Apr. 2012 Representative Director, Executive Officer and President of Yamato Financial Co., Ltd.
Apr. 2017 Representative Director and Senior Managing Executive Officer of Yamato Transport Co., Ltd.
Apr. 2019 Representative Director, Executive Officer and President of Yamato Transport Co., Ltd.
Mar. 2020 Managing Executive Officer of the Company
Apr. 2021 Senior Managing Executive Officer of Yamato Transport Co., Ltd.
Feb. 2022 Executive Officer and Vice President of the Company
Feb. 2022 Responsible for Finance, Public Relations and Digital of the Company
Feb. 2022 Representative Director, Executive Officer and Vice President of Yamato Transport Co., Ltd. (current)
Jun. 2022 Representative Director, Executive Officer and Vice President of the Company (current)

Outside Directors



Mariko Tokuno
Outside Director

Jan. 1994 Joined Louis Vuitton Japan KK
Apr. 2002 Senior Director for Sales Administration
Mar. 2004 Vice President of Tiffany & Co. Japan Inc.
Aug. 2010 Representative Director and President of Christian Dior Japan KK
Sep. 2013 Representative Director, President and CEO of Ferragamo Japan KK
Jun. 2017 Director of the Company (current)



Shiro Sugata
Outside Director

Apr. 1972 Joined USHIO INC.
Jan. 1993 President of BLV LICHT- UND VAKUUMTECHNIK GmbH
Jun. 2000 Director and Corporate Senior Vice President of USHIO INC.
Apr. 2004 Director and Corporate Executive Vice President
Jun. 2004 Representative Director and Corporate Executive Vice President
Mar. 2005 President and CEO
Oct. 2014 Director and Corporate Advisor
Jun. 2016 Corporate Advisor
Jul. 2017 Special Corporate Advisor
Jun. 2019 Director of the Company (current)



Noriyuki Kuga
Outside Director

Apr. 1979 Joined Tokyo Electron Ltd.
Apr. 2002 Vice President and General Manager
Oct. 2004 President and Representative Director, Tokyo Electron BP Ltd.
Oct. 2006 Executive Vice President of TOKYO ELECTRON DEVICE LIMITED
Jun. 2007 Corporate Director and Executive Vice President
Jun. 2011 Senior Executive Vice President and Representative Director
Jun. 2016 Chairman of the Board
Jun. 2020 Director of the Company (current)



Charles Yin
Outside Director

Feb. 1990 Joined L3, Inc. (New York)
Mar. 1992 Vice President
Sep. 1996 Joined Fuji Xerox Asia Pacific Pte. Ltd. (Singapore)
Aug. 2007 CEO of Worldwide City Group (Hong Kong)
Jul. 2018 Executive Chairman (current)
Jun. 2022 Director of the Company (current)



Junichiro Ikeda
Outside Director

Apr. 1979 Joined Mitsui O.S.K. Lines, Ltd. (currently Mitsui O.S.K. Lines, Ltd.)
Jun. 2004 General Manager of Human Resources Division
Jun. 2007 General Manager of Liner Division
Jun. 2008 Executive Officer
Jun. 2010 Managing Executive Officer
Jun. 2013 Director and Senior Managing Executive Officer
Jun. 2015 Representative Director and President
Apr. 2021 Representative Director and Chairman Executive Officer
Apr. 2023 Director and Chairman of the Board (current)
Jun. 2024 Director of the Company (current)

Management Team

Audit & Supervisory Board Members



Tsutomu Sasaki

Full-time Audit & Supervisory Board Member

Apr. 1987 Joined the Company
 Apr. 2005 General Manager of TA-Q-B/W Sales Division III
 Jul. 2006 General Manager of Product Development Division of Yamato Transport Co., Ltd.
 Apr. 2007 General Manager of Manufacturer Solution Sales Division
 Apr. 2009 General Manager of Global Sales Division
 Apr. 2011 General Manager of Sales Strategy Division
 Apr. 2017 Executive Officer of the Company
 Sep. 2018 Representative Director, Executive Officer and President of Yamato Logistics Co., Ltd.
 Apr. 2019 Managing Executive Officer of the Company
 Mar. 2020 Representative Director and Senior Managing Executive Officer of Yamato Transport Co., Ltd.
 Apr. 2021 Senior Managing Executive Officer of the Company
 Apr. 2021 Senior Managing Executive Officer of Yamato Transport Co., Ltd.
 Feb. 2022 Attached to the President of the Company
 Jun. 2022 Full-time Audit & Supervisory Board Member of the Company (current)



Yoshito Shoji

Full-time Audit & Supervisory Board Member

Apr. 1980 Joined the Company
 Nov. 2007 General Manager of Finance Division, Yamato Transport Co., Ltd.
 Apr. 2019 Managing Executive Officer
 Mar. 2020 Director and Managing Executive Officer, Yamato Management Services Co.
 Apr. 2021 General Manager, Professional Service Function Division, Yamato Transport Co., Ltd.
 Apr. 2022 General Manager of Project Group, Finance Division
 Feb. 2023 Human Resources Department of the Company
 Jun. 2023 Full-time Audit & Supervisory Board Member of the Company (current)

Outside Audit & Supervisory Board Members



Takashi Yamashita

Outside Audit & Supervisory Board Member

Oct. 1983 Joined Asahi Accounting Company
 Mar. 1987 Registered as a Certified Public Accountant
 May 2003 Representative Partner of Asahi & Co. (currently: KPMG AZSA LLC)
 Aug. 2014 Established Takashi Yamashita CPA Office, Representative (current)
 Jan. 2015 Registered as a Certified Tax Accountant
 Jun. 2017 Outside Audit & Supervisory Board Member of the Company (current)



Ryuji Matsuda

Outside Audit & Supervisory Board Member

Apr. 1986 Registered as Attorney-at-Law and Certified Public Accountant
 Jul. 1992 Established Matsuda Law Office (current)
 Jun. 2007 Audit & Supervisory Board Member, SQUARE ENIX CO., LTD.
 Jun. 2008 Audit & Supervisory Board Member, Seika Corporation
 May 2012 Auditor of the Japan Federation of Bar Associations
 Apr. 2014 Auditor of ASAH GROUP ARTS FOUNDATION (currently ASAH GROUP FOUNDATION) (current)
 Jun. 2020 Outside Audit & Supervisory Board Member of the Company (current)



Setsuko Ino

Outside Audit & Supervisory Board Member

Apr. 1988 Joined Suntory Ltd.
 Sep. 1994 Joined PepsiCo, Inc.
 Jul. 2003 CFO and Finance Director of Sun Microsystems Japan KK
 Nov. 2006 CFO and Representative Director of SAP Japan
 Mar. 2012 CFO of Retail Division of Amazon Japan
 Jun. 2017 CFO of Asurion Japan
 Jan. 2024 Venture Partner of Eight Roads Ventures Japan (current)
 Jun. 2024 Outside Audit & Supervisory Board Member of the Company (current)

Management System As of October 1, 2024

Executive Officer and President

Yutaka Nagao

Managing Executive Officers

Atsushi Kashimoto

(Responsible for Investor Relations and overseeing Innovation Promotion and Planning and Management of Strategic Alliance)

Kong Jen Siang

(Responsible for Asia Region Cross Border)

Kazuki Watanabe

(Responsible for Hokkaido region)

Executive Officer and Vice President

Toshizo Kurisu

Tamaki Abe

(Responsible for Transport)

Yasutoshi Shibasaki

(Responsible for Transport Operation)

Shuji Yamauchi

(Responsible for Tohoku region)

Senior Managing Executive Officer

Hiroshi Etani

(Head of Sales and Global Strategy)

Setsuko Nishida

(Responsible for overseeing Digital)

Michiaki Okamoto

(Responsible for Transport and Delivery Process Engineering)

Tsukasa Itoga

(Responsible for Tokyo region)

Akihiro Kazuma

(Head of B2B and B2C Business Unit, Operational Excellence)

Hiroshi Matsuda

(Responsible for Kansai region)

Yoshihiro Hatano

(Responsible for Transport and Delivery Operation System)

Masahiro Matsui

(Responsible for South Kanto region)

Seichi Awa

(Head of Network Redesign)

Masayuki Ishii

(Responsible for overseeing Human Resource Management and Development)

Kouei Fujisaki

(Responsible for B2B and B2C Sales and Marketing)

Takashi Osako

(Responsible for Northern Kanto region)

Executive Officers

Suguru Nakanishi

(Responsible for Domestic Sales)

Yasushi Fukuda

(Responsible for Green Innovation Development and Sustainability Promotion)

Atsushi Terasawa

(Responsible for Chubu region)

— Serves at both Yamato Holdings Co., Ltd. and Yamato Transport Co., Ltd.
 — Yamato Transport Co., Ltd.

Yasuyuki Miyake

(Responsible for Global Logistics and Global Business Strategy)

Toshiyuki Sakurai

(Responsible for Regional Co-creation Business Development and Area Management Project)

Masato Kosaka

(Responsible for Chugoku and Shikoku region)

Hiroyuki Mizushima

(Responsible for North and South America regions)

Tomoki Umeya

(Responsible for Legal and Risk Management Department and Safety Department and Internal Audit Department)

Koji Inamori

(Responsible for Kyushu region)