

## Renewal of the Group's Management Structure

# A Group Management Structure That Focuses on Yamato Transport, Which Centralizes Diverse Management Resources (From April 2021)



From April 2021, we began promoting our medium-term management plan "One Yamato 2023," which covers the period from the fiscal year ending March 31, 2022 to the fiscal year ending March 31, 2024, based on our new Group management structure that focuses on the new Yamato Transport, which centralizes the diverse management resources of each Group company. We will proactively face the needs of customers and society and make the lives of individual customers more convenient while supporting the overall management of corporate clients, thereby becoming the "best partner of both individual and corporate customers." Accordingly, we are working to implement the main initiatives set out in this plan.

### Why Change?

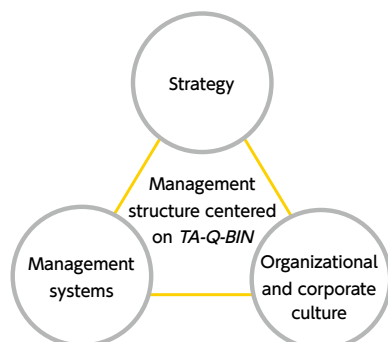
The primary reason for commencing these reforms is that the Yamato Group's strategies, management systems, and organizational and corporate culture centered on *TA-Q-BIN* do not fully address customer and social needs regarding the rapidly changing business environment and steadily worsening social issues.

#### Business Environment / Social Issues



- Diversification of customer expectations and needs
- Rapid progress of EC (e-commerce) adoption in various industries
- Declining population and decaying regional infrastructure
- Declining working population
- Climate change and resource scarcity
- Further acceleration of the shift toward EC in all industries due to the COVID-19 pandemic
- **Lifestyles:** Further growth of EC and shift to omni-channel approaches, including non-face-to-face interactions
- **Logistics structure:** Total optimization of inventory and supply routes

#### Issues with the Management Structure



- **Strategy**  
Currently, *TA-Q-BIN* alone unable to accommodate rising demand from the EC market and corporate logistics
- **Management Systems**  
Weak management structure for quick decision-making due to dependence on individual skills based on intuition and experience
- **Organizational and Corporate Culture**  
The Yamato Group's sound culture of "inclusive management" no longer practiced

### What Is the Purpose of the Change?

We aim to proactively meet the needs of customers and society and make the lives of individual customers more convenient while supporting the overall management of corporate clients, thereby becoming the "best partner of both individual and corporate customers."

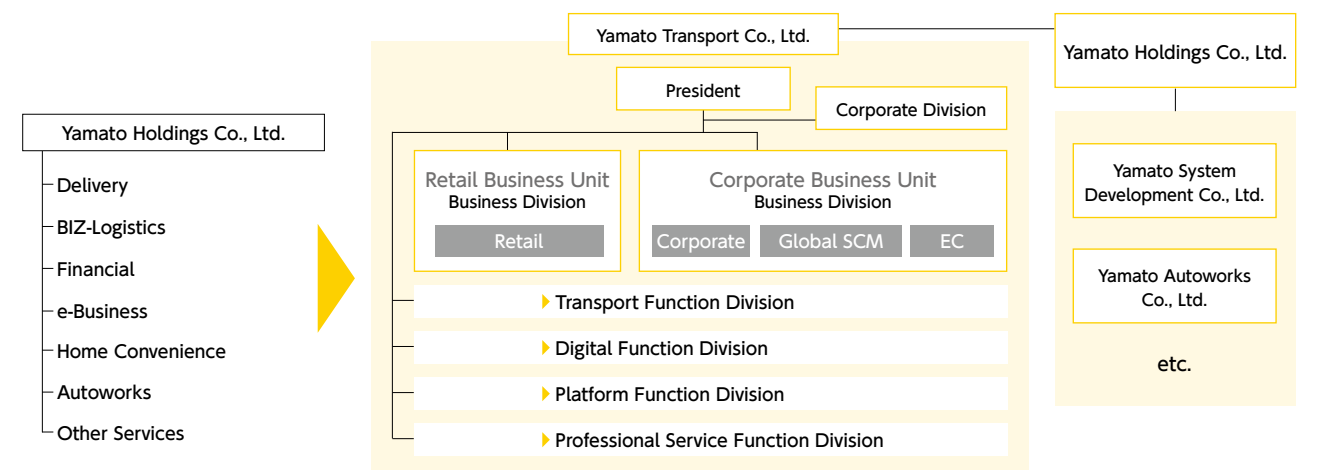
Yamato will offer innovative solutions to customers by combining its various management resources throughout the Yamato Group.



- ▶ Transport Function Division
- ▶ Digital Function Division
- ▶ Platform Function Division
- ▶ Professional Service Function Division

- Retail Business Division
- Corporate Business Division
- Global SCM Business Division
- EC (E-Commerce) Business Division

#### New Organizational System Beginning from April 2021



Note: On January 17, 2022, the Company carried out the partial transfer of shares held by Yamato Home Convenience Co., Ltd. As a result, Yamato Home Convenience Co., Ltd. has changed from a consolidated subsidiary to an equity-method affiliate.