

Contents

Our Mission

- 01 Group Corporate Philosophy
- 02 History of the Yamato Group's Value Creation
- 04 The Yamato Group in Figures
- 05 The Yamato Group Going Forward
- 06 Value Creation Process

The Yamato Group's Value Creation

- 10 Message from the President
- 14 Overview of the Previous Medium-Term Management Plan "One YAMATO 2023"
- 16 Overview of the New Medium-Term Management Plan "SX2030 ~1st Stage~"
- 18 Message from the CFO

Strategies for Value Creation

- 22 Base Domain: Reinforcement of the *TA-Q-BIN* Network and Expansion of Value Proposition
- 25 Growth Domain: Expansion of Corporate Business Domain
- 30 New Domain: Commercialization of New Business Models

Reinforcement of Group Management Foundation

- 32 Human Resource Strategy
- 38 Digital Strategy
- 40 Environmental Strategy
- 44 Sustainable Management
- 50 Corporate Governance
 - 50 Message from the Chairperson of the Board of Directors
 - 51 Message from the Chairperson of the Nomination and Compensation Committee
 - 52 Corporate Governance
 - 60 Management Team

Corporate Data

- 64 Performance Highlights
- 66 Ten-Year Summary and Business Highlights
- 68 Consolidated Financial Statements
- 100 Global Network
- 101 Corporate Data / Stock Information

Editorial Policy

Having built up long-standing relationships of trust with all of its many and varied stakeholders, the Yamato Group discloses not only information of a legal nature but also information considered necessary for those stakeholders. The Yamato Group adopted the policy that such information shall be conveyed promptly and accurately as well as fairly and equitably. Conveying information, including that of a non-financial nature, on such aspects as management strategies, business overviews, and environmental, social, and governance (ESG) activities, this integrated report is intended to deepen the reader's understanding of the Yamato Group's medium- to long-term value creation story. Please visit our website for more detailed information.

Forward-Looking Statements

This integrated report contains forward-looking statements concerning Yamato Holdings' future plans, strategies, and performance. These statements represent assumptions and beliefs based on information available at the time this report was created. Furthermore, forward-looking statements are subject to a number of risks and uncertainties that include, but are not limited to, economic conditions, customer demand, foreign currency exchange rates, tax laws, and other regulations. Yamato Holdings therefore cautions readers that actual results may differ materially from these predictions.

Guidelines Referenced

- Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0, Ministry of Economy, Trade and Industry
- Integrated Reporting Framework, International Financial Reporting Standards Foundation (IFRS Foundation)

