

## Key questions and answers (summary) at the Presentation on Sustainability (Environment and Society)

Q 1 Please explain the progress made, as well as new issues that emerged, in relation to your sustainability initiatives.

- We are promoting various initiatives towards achieving the goals outlined in the “Sustainable Medium-Term Plans 2023”.
- The key issues for Yamato, with our logistics services using the nationwide network, our abundant internal and external talent and cargo vehicles, as well as material handling equipment for sorting parcels, are energy and climate in terms of the environment, and labor and human resource in terms of the society.
- Today we explained the overview of our sustainable management to address these key issues, the summary of our environmental and HR strategies, as well as the progress. We will continue to explain in a timely and appropriate manner to our shareholders and investors the progress of each initiative, as well as any new issues that may emerge.

Q 2 Please explain your clients’ needs for decarbonization, as well as your competitive advantage in providing value to clients.

- According to the awareness survey covering large corporate clients, approximately 75% responded that they “would like to actively use delivery services with low environmental impact, if such services existed”.
- Yamato Group is in the process of developing a GHG emission visualization tool that complies with the international standard ISO14083:2023. This tool can make more realistic calculations of GHG emissions from Yamato Transport’s transportation operations, which we believe will lead to a competitive advantage.
- Going forward, the Yamato Group will not only visualize and reduce GHG emissions, but support the transformation of logistics, such as by optimizing the entire supply chains of clients, and reducing excess

inventory, thereby heightening the value we provide to clients, as well as improving profitability by charging the appropriate pricing.

Q 3 Please explain the challenges you face when engaging with partners.

- We have regular communication with our transportation partners, through a structure centered around the Partnership Promotion Office set up within Yamato Transport Co., Ltd.
- With the 2024 problem in logistics coming up, we are creating a suitable work environment for our partners as well. Together with reviewing the functions of our terminals, we are consolidating trunk-route transportation, and making our operations more efficient using digital technology. With the surge in fuel costs, the need for improving the compensation of truck drivers, as well as other factors, we are also focused on making appropriate payments to our partners.
- As for the major suppliers of waybills, materials, etc., we have begun monitoring based on the Yamato Group Responsible Procurement Policy and the Yamato Group Business Partner Guidelines. Companies are at different levels when it comes to addressing environmental issues, and Yamato Group considers and provides the necessary support, and is working together with partners to achieve sustainable growth and realize a sustainable society.

Q 4 Please explain how you intend to hire and train digital talent.

- There is strong demand for digital talent in the labor market. Our previous HR system was not competitive enough, so we made some changes, first at Yamato System Development Co., Ltd., in order to secure and retain digital talent.
- Based on the “Yamato Group Human Resources Management Policy”, we will establish and operate an HR policy and talent management structure that are based on the jobs and roles of each employee, for the entire firm including the digital domain.