

Medium-Term Management Plan “One Yamato 2023”

(From the fiscal year ended March 31, 2022 to the fiscal year ending March 31, 2024)

Under “One Yamato 2023,” the medium-term management plan due to conclude at the end of the fiscal year ending March 31, 2024, we will offer value to individual and corporate customers, as well as society as a whole. We will accomplish this by combining the management resources centralized under One Yamato into an optimal form and supporting the entire supply chain, from suppliers and manufacturers to consumers, based on the accelerated adoption of e-commerce (EC) in all industries brought on by rapid changes to consumption behavior and the logistics structures.

Main Initiatives of “One Yamato 2023”

Optimal allocation of management resources based on data analysis	Promotion of data and innovation strategies	Reinforcement of Group infrastructure
Creation of the “EC Ecosystem”	Transformation into a business partner that supports the entire supply chain	Reform of management structure and reinforcement of governance
Human resource strategies that support the “innovating delivery business”	Improvement of capital efficiency	Strengthening of sustainable management

Progress in the First Year of “One Yamato 2023” (Fiscal Year Ended March 31, 2022)

We are steadily promoting structural reform initiatives that have been set out by the medium-term management plan “One Yamato 2023” and are based on changes to the business environment, such as the prolonged impact of the COVID-19 pandemic and the international situation.

	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022	Fiscal year ending March 31, 2024
	Performance	Performance	Target
Consolidated operating revenues	¥1,695.8 billion	¥1,793.6 billion	¥2,000.0 billion
Consolidated operating profit	¥92.1 billion	¥77.1 billion	¥120.0 billion
Consolidated operating profit margin	5.4%	4.3%	6.0%
Consolidated ordinary profit	¥94.0 billion	¥84.3 billion	¥120.0 billion
Profit attributable to owners of parent	¥56.7 billion	¥55.9 billion	¥72.0 billion
ROE	10.0%	9.6%	10.0% or higher

Major Progress, Results, and Future Initiatives for Each Main Initiative

Main Initiative: Optimal Allocation of Management Resources Based on Data Analysis

Promotion of optimal allocation of management resources by enhancing the accuracy of workload forecasts and enhancement of productivity across the entire network through operational reform and a shift to automation and digitalization

Major Progress and Results

- Progression in the creation of a digital infrastructure through the development of our digital data to establish data-driven management and enhancement of methods for data collection that utilize the latest technology

Future Initiatives

- Advancement of demand forecasts and services and operations that apply digital data
- Implementation of initiatives aimed at enhancing system development capabilities in the medium term

For more details, please refer to page 30.

Main Initiative: Promotion of Data and Innovation Strategies

Renewal of our core systems, development of our digital data, and reinforcement of our digital platform

Promotion of open innovation through collaboration with and investment in start-up companies

Future Initiatives

- Creation of a specialized network in line with customer needs and particular characteristics of packages, and development of its system of operation
- Enhancement of operational efficiency and optimization of costs by consolidating and enlarging facilities (sales offices, terminals, and logistics centers)

For more details, please refer to page 20 and 26.

Main Initiative: Reinforcement of Group Infrastructure

Aim to expand value provided to customers and to enhance productivity through the optimization and enhancement of functions for facilities, transportation, and delivery and promotion of business process reengineering

Major Progress and Results

- Improvement of efficiency of last mile pickup and delivery services
- Promotion of building an EC logistics network

Main Initiative: Creation of the “EC Ecosystem”

Establishment of a sustainable EC ecosystem in which EC operators, customers, and delivery persons can enjoy the benefits

Future Initiatives

- Promotion of green innovation initiatives in line with risks and opportunities resulting from climate change
- Operation and monitoring of each policy and initiative

For more details, please refer to page 20 and 26.

Main Initiative: Transformation into a Business Partner That Supports the Entire Supply Chain

Provision of support for the innovation of supply chains and business processes as a management partner for our customers through the provision of consistent business solutions to the downstream, midstream, and upstream of supply chains

Major Progress and Results

- Expansion of business in customers' upstream supply chains

Future Initiatives

- Further reinforcement of corporate sales and account management
- Provision of value through the integration of sales and operations
- Recruitment and development of specialized personnel

For more details, please refer to page 20.

Main Initiative: Reform of Management Structure and Reinforcement of Governance

Optimization of the management structure and reinforcement of governance aiming for the optimal allocation of management resources and maximization of corporate value under the One Yamato management structure

Major Progress and Results

- Launch of the One Yamato management structure, which integrates the Yamato Transport with eight Group companies

Future Initiatives

- Promotion of optimizing management resource allocation on a regional basis
- Further promotion of integration of operations and systems
- Optimization of costs by consolidating operations

Main Initiative: Human Resource Strategies That Support the “Innovating Delivery Business”

Creation of a system for clarifying and evaluating the roles of each employee and promotion of the development of specialized personnel

Major Progress and Results

- Expansion of system for specialized human resources and redefinition of professional duties

Future Initiatives

- Completion of defining professional duties for each type of job and connection with evaluation and treatment
- Creation of a system to encourage sales drivers growth
- Promotion of the utilization of a talent management system

For more details, please refer to page 40.

Main Initiative: Improvement of Capital Efficiency

Improvement of shareholder value through timely and appropriate measures based on the future growth potential and profitability of our businesses, financial soundness, investment progress, capital efficiency, and other factors

Major Progress and Results

- Improvement of performance at overseas Group companies
- Transfer of shares issued by Yamato Home Convenience Co., Ltd.
- Purchase of treasury stock and implementation of stable dividends

Future Initiatives

- Continued implementation of capital protocol and shareholder returns based on basic policies

For more details, please refer to page 16.

Main Initiative: Strengthening of Sustainable Management

Promotion of sustainable management based on Sustainable Medium-Term Plans 2023

Major Progress and Results

- Promotion of sustainability initiatives
- Formulation of policies related to human rights and the environment

Future Initiatives

- Promotion of green innovation initiatives in line with risks and opportunities resulting from climate change
- Operation and monitoring of each policy and initiative

For more details, please refer to page 32.