# Overview of the New Medium-Term Management Plan, "SX2030 ~1st Stage~"

The Yamato Group is promoting initiatives in accordance with the Medium-Term Management Plan "Sustainability Transformation 2030 (SX 2030) ~1st Stage~," which finishes in the fiscal year ending March 31, 2027. The plan sets out our vision for 2030 as "a value-creating company that contributes to the realization of a sustainable future" in order to realize sustainable increase in corporate value through the objective of "enrich our society," articulated in our Management Philosophy.

# SX2030 ∼1st Stage∼ Targets

## > Financial Targets

Category	Item	2024/3 Results	2027/3 Targets
	Operating Revenue Operating Profit Ordinary Profit Profit Attributable to Owners of Parent	¥1,758.6 billion	¥2,000-2,400 billion
	Operating Profit	¥40.0 billion	¥120-160 billion
Operating Results	Ordinary Profit	¥40.4 billion	¥120-160 billion
		¥37.6 billion	¥80-100 billion
Profitability	Operating Margin	2.3%	6% or above
r#:	ROIC	4.2%	8% or above
Efficiency	ROE	6.3%	12% or above

### Non-Financial Targets

	Material Issues	Indicators	2024/3 Results		2027/3 Targets
Environmental	Energy & Climate	GHG emissions*1 reduction (compared with the fiscal year ended March 31, 2021)	-11%		-25% Setting of scope 3 emissions reduction targets
		Percentage of electricity generated via renewable energy sources	37%		70%
		Human resource productivity*2	1.34		Increase labor productivity
Social	Labor	Employee awareness survey	Employee-friendly     Rewarding     Desire to continue employment     Sense of growth     Sense of contribution to the Company	66% 60% 68% 64%	Increase engagement
	Human Rights & Diversity	Percentage rate of employees with disabilities	3.1%		3.1%
		Percentage of women in management (executive roles)	5.9%		10%
	Safety & Security	Number of traffic accidents where bodily injury occurs (Fatal accidents for which the Company is responsible)	Compared to the fiscal year ended March 31, 2020 –26%		Compared to the fiscal year ended March 31, 2024 –15%*3
		Frequency of lost workday injuries	Compared to the fiscal year ended March 31, 2020 +4%		Compared to the fiscal year ended March 31, 2024 –15%* <sup>3</sup>
	Data Utilization & Security	Number of serious information security incidents	Zero		Zero
	Supply Chain Management	Percentage rate of support from major suppliers regarding the Code of Conduct			100%

\*1 Scope 1 & Scope 2 emissions of consolidated companies in Japan and Swan Co., Ltd. \*2 (Consolidated operating revenues – consolidated subcontracting expenses) ÷ consolidated

Increasing the effectiveness of the Board of Directors / Dialogue with shareholders and investors / Enhancement of disclosure

personnel expenses \*3 For Yamato Transport
For details on non-financial targets, please refer to Sustainable Management starting from P.44

# **Main Measures**

### Base Domain

# Reinforcement of the *TA-Q-BIN* network and expansion of value provided

- Enhancement of service lineup
- Strengthening of pricing strategy
- Structural reform of network operations

#### Reinforcement of Group Management Foundation

- Human Resource Strategy
- Digital Strategy
- Strengthening of Sustainable Management (Environmental Strategy
- and Social Strategy)
   Strengthening of Corporate Governance

# Growth Domain Expansion of Corporate

- Business Domain

  Support for corporate customer's
- supply chain transformation
   Expansion of business through M&As and alliances

# **SX2030**

# New Domain Commercialization of

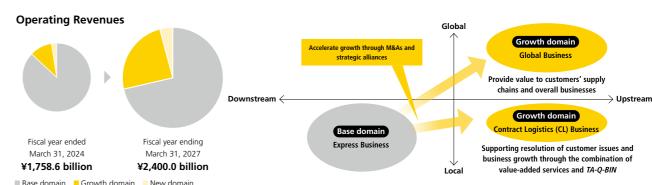
# New Business Models

- Respond to diversifying customer and societal needs
- Utilization of existing management resourcesCo-creation with diverse partners

#### Embed Management that Places more Focus on Capital Efficiency within the Group

- Realization of capital efficiency exceeding the
- cost of capital
- Setting of ROIC as a new management indicator

### Business Portfolio Transformation



# ▶ Investment Plan for SX2030 ~1st Stage~: ¥400 Billion (Excluding M&As)

	Three-year invest- ment amounts	Transaction	Objective		
Growth investment ¥200 billion	¥140 billion	Facilities strategy	Enhance productivity and reduce fixed costs Create a worker-friendly workplace		
	¥50 billion	Promoting DX	Productivity improvement through operational reform Enhance value provision to customers		
	¥10 billion	New businesses	Create new businesses that contribute to future business growth and to a sustainable future		
Environmental investment ¥80 billion	¥40 billion	3,250 EVs* and charging equipment	Realize a low-carbon society, and provide corporate clients with		
	¥40 billion	Solar power generation, batteries, etc.	logistics services that have low environmental impact		
Regular investment ¥120 billion	¥50 billion	Repair of existing TA-Q-BIN facilities, internal combustion vehicles, etc.	Maintain existing network		
	¥70 billion	Maintenance of other facilities and existing systems, etc.	Maintain existing business, etc.		

<sup>\*</sup> EV introduction plan for 8,500 vehicles (investment: 3,250 vehicles, operating lease: 5,250 vehicles)