

## Main Questions and Answers

### Meeting for The Financial Results for the Third Quarter of the fiscal year ending March 31, 2021 and the medium-term management plan "OneYamato2023" held on February 1, 2021

Q 1 Please explain initiatives to achieve the numerical targets of the medium-term management plan.

- With the expansion of e-commerce in all industries, the entire Group will unite its management resources, make them advanced and optimally combine them under the "One Yamato" in order to resolve issues customers and society are facing.
- We will strive to strengthen transport functions further through expanding our delivery network by advancing EAZY and establishing a BtoB network for corporate clients as well as optimizing the entire transportation process, such as trunk-root transportation and last mile, owned by each group company.
- As the corporate domain grows, we will offer advanced solutions that combine "One Yamato" management resources to meet diversifying customer needs.
- We will refine business volume forecasts based on data analysis and optimize the allocation of management resources in the domain of collection, delivery and other operations, and promote digitization and automation. We will also promote business process reforms under the "One Yamato" to reduce administrative overhead expenses and improve productivity.
- Through these efforts, we aim to achieve sustainable development of our business and society by expanding our top line while improving productivity and addressing the materialities related to environment and society.

Q 2 Please explain how you expand your corporate business.

- We will offer high-value-added solutions to meet diverse domestic and overseas needs, such as frequent delivery of small quantities, reduction of lost sales opportunities, and inventory optimization, and resolve customers' issues by organically combining Yamato Group's business warehouses, IT platform, last mile network of TA-Q-BIN and EAZY, etc. and transportation networks.
- Through these initiatives, we aim to become a partner that supports the transformation of the entire End-to-End supply chain, from suppliers to consumers, and achieve business growth.