

Yasuda Logistics Group Medium-Term Management Plan FY2025–FY2027

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YASUDA GROUP CHALLENGE 2027

May 7, 2025

YASUDA LOGISTICS CORPORATION

(TSE Prime securities code: 9324)

YASUDA

Logistics, Progress, Borderless.

[TSE Prime Market: 9324]

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Basic policy

We aim to provide “YASDA Value” that surpasses the expectations of society and our customers by evolving our cutting-edge technology, diverse human resources, and domestic and international network as the collective strength of the Yasuda Logistics Group.

Basic strategy

Logistics business

- Expand networks through group collaboration
- Provide high-quality, value-added logistics services that address latent needs
- Promote efficiency and rationalization

Real estate business

- Enhance value through the maintenance and redevelopment of real estate holdings
- Offer real estate solutions based on our expertise

Management infrastructure

- Increase productivity
- Promote sustainability-focused management
- Strengthen group governance
- Implement a capital policy that enables sustainable growth, maintains financial soundness, and enhances shareholder returns

Consolidated numerical targets
Fiscal Year Ending March 2028

Operating revenue

82.0 billion yen

Operating profit

4.5 billion yen

ROE

















5.5% or more

Consolidated numerical targets (Fiscal Year Ending March 2028)

	Fiscal Year Ending March 2025	Fiscal Year Ending March 2028 Third year of the medium- term management plan (performance targets)	Increase	Increase rate
Operating revenue	75.1 billion yen	82.0 billion yen	6.8 billion yen	9%
Operating profit	3.5 billion yen	4.5 billion yen	0.9 billion yen	28%
ROE	3.0%	5.5% or more	2.5 pt or more	-

Aiming to solve both global environmental and social issues while achieving sustained business development through sustainability-focused management

Non-financial goals

Material Issues	Related SDGs	Non-financial goals	Type	FY2024 results	FY2027 targets	FY2030 targets
Create an optimal social environment by providing high-quality, safe services	    	Number of business improvement reports submitted	●	1,040	1,300	1,500
		Percentage of generative AI users ^(*1)	●	7.9%	20%	50%
Contribute to a low-carbon, recycling-oriented society	    	CO ₂ emission reduction rate (Scope 1+2) ^(*2)	●	12% ^(*3)	19%	30%
		Amount of renewable energy generated	●	822 MWh	3,700 MWh	5,000 MWh
Realize a workplace where diverse human resources can embody comfort and affluence	   	Percentage of female managers	●	12.9%	20%	25%
		Percentage of annual paid vacations taken	●	66.2%	75%	75%
		Percentage of male workers who take child-rearing leave	●	66.7%	75%	100%
		Number of training sessions taken per employee	●	4.1 times	4.5 times	5.0 times
Practice management with a deep awareness of corporate social responsibility	 	Yasuda Logistics Group will work to raise its level of corporate governance and step up its efforts to manage various risks (such as compliance, information security, and disaster risk reduction) on a group-wide basis.				

●...Group goals ●...Goals for Yasuda Logistics Corp. alone

^(*1) Percentage obtained by counting employees who use generative AI once or more per business day as "one person-days" and dividing the total number of AI users during one year (person-days) by the total number of employees during the year (person-days). ^(*2) CO₂ emission reduction rate based on the fiscal year 2022.

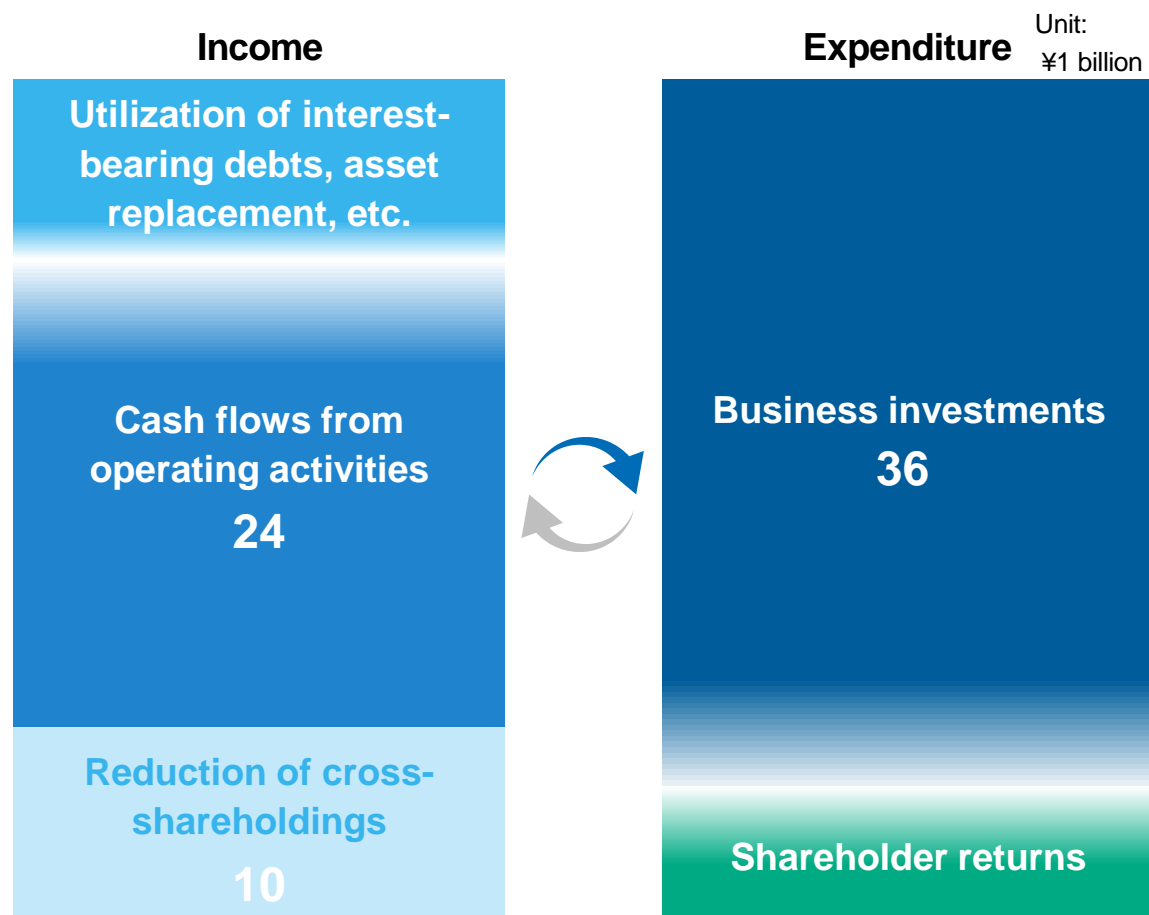
^(*3) Provisional value as of May 7, 2025.

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Maintaining financial soundness by reducing cross-shareholdings (worth approximately ¥10 billion in market price over three years) and replacing existing assets with others in addition to utilizing cash flows from operating activities and interest-bearing debts.

Aiming to strengthen shareholder returns through payment of progressive dividends and flexible acquisition of treasury stock while making business investments worth ¥36 billion, approximately 1.5 times as large as cash flows from operating activities, in order to increase future profit-making capacity.

● Capital allocation (3 years during the period of the new medium-term management plan)



Logistics business: 29 billion yen

- Construction of the Haneda Office (tentative name)
 - Large-scale renewal of the Tokyo Logistics Center (Yoshikawa)
 - Construction of Orient Service's warehouse for hazardous materials in Kasugai
 - Reconstruction of Warehouse No.6 in Moriyacho Logistics Center
- Other investments include the construction of bases, capital investments, M&As, and the renewal of existing logistics facilities that contribute to logistics business strategy.

Real estate business: 4 billion yen

- Large-scale renewal of Yasuda Shibaura Building No. 8 in Tokyo
- Other investments include redevelopment, capital investments, and the renewal of existing facilities that contribute to real estate business strategy.

IT/DX: 3 billion yen

Investments include the introduction of advanced technology and system development that contribute to the expansion of Next YOURS functions and the promotion of DX.

Payment of progressive dividends
Flexible acquisition of treasury stock

Up to now

The goal was to maintain the **consolidated payout ratio** at **30% or more**.

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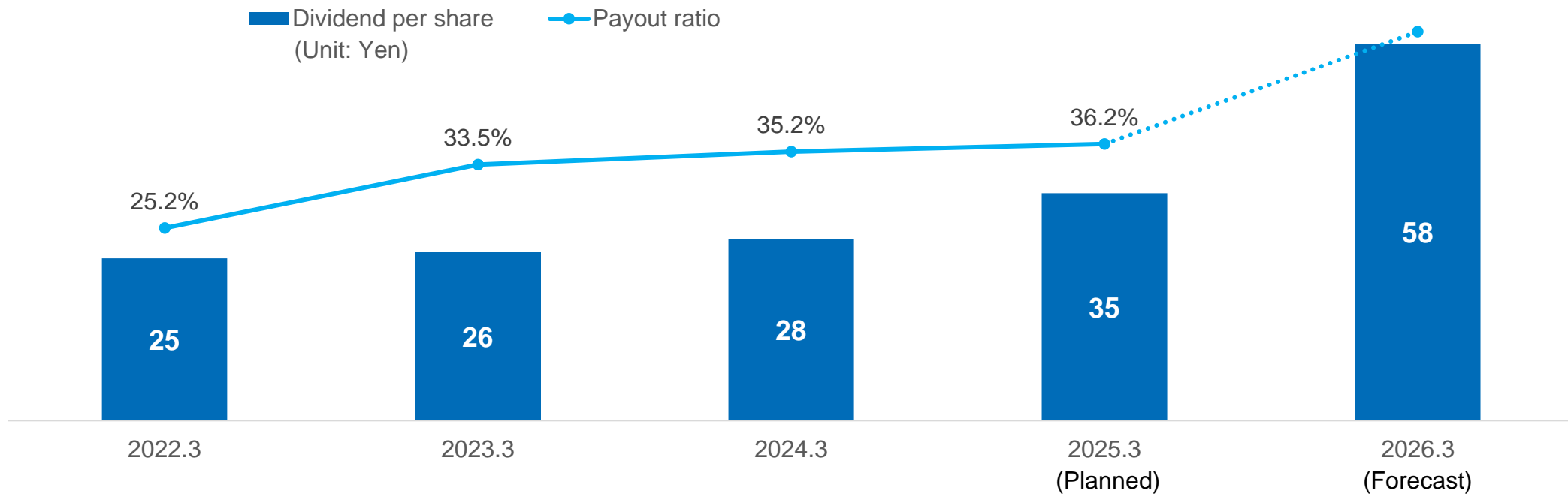
YASUDA GROUP CHALLENGE 2027

(2026.3-2028.3)

The guideline is to increase the total return ratio to 45%

Progressive dividends with a minimum **payout ratio of 30%**

Flexible **acquisition of treasury stock** will be considered.





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