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(2) The Reporting Company's management indicators, etc.

Fiscal Year

15th

16th

17th

18th

19th

The following business structure shows the status of the above category



Name	Location	Share capital (Millions of yen)	Description of business	Ratio of voting rights held (%)	Relationship
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Name

Location

**Shaeqital
(Mansdya)**

Name	Location	Share capital (Millions of €)	Description of business	Rating
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5 Status of Employees

(1) Consolidated companies

As of March 31, 2021

Business segment

Number of emp

Notes 1 The percentages were calculated in accordance with the provision of the Act on the Pension Fund Workers Active Engagement in

II Business Overview

1 Management Policy, Management Environment and Tasks to be Addressed

~~'SX2030—1st Stage—'Key Initiatives~~

(2) Position of HR strategies that support management strategies

The Yanato Group posits HR strategies linked with management strategies in accordance with the Yanato Group Human Resources

employees can consult in multiple languages, thereby striving to raise employee awareness
In addition, as a measure to promote

Category	Type	Risk driver			
		(1) Carbon Pricing	<p>Profit may decline if we cannot pass carbon tax onto prices.</p> <p>Revenue may decrease due to a loss in reputation if false reporting is made and found</p> <p>System development costs and personnel expenses may increase in response to</p>	<p>Revenue may increase if low carbon transport is sold as added value.</p>	<p>High</p> <p>Medium term</p>

SIEP4 Dieci nodi con tre misure
A Introduzione di carbon tax

value due to customers becoming victims, from immediately after the disaster and over the medium to long term. Also, in the event of an unforeseen outbreak of an infectious disease, the business results of the Yano Group may be affected due to a lack of human resources.

Office is the first in the country to provide key operators with a full set of electronic tools. It has also installed

(2) Details of analysis and investigation covering the status of business results, etc. from a regional perspective

i) Details of the analysis and investigation of cash flows as well as information concerning financial resources for capital and liquidity funds

A Cash flows

Cash flows for the fiscal year ended March 31, 2021 are as disclosed in 'II Business Operations'.

**Company name
(local)**

**Business
segment**

(4) Overseas subsidiaries

Company name (Location)	Business segment	Facilities	Vehicles	Buildings and structures	Book value (Millions of yen)	Number of employees (Number of people)
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IV Status of the Reporting Company

1 Status of Shares, etc

(1) Total Number of Shares, etc

2 Status of Acquisition of Treasury Shares, etc

3D Identity



***4 This refers to a corporation or partnership that has received payments from the Company that make up 2% or more of the consolidated operating revenue of the said corporation or partnership on average in the past three fiscal years**

***5 This refers to a person or corporation who directly or indirectly holds voting rights that constitute 10% or more of all voting rights of the Company**

***6 In the event that the donation exceeds 10 million yen in one fiscal year or if the party receiving the donation is a corporation, this refers to donations that exceed 2% of the annual operating revenue of the said party in the most recent fiscal year**

(4) Renovation for Dectos (and offices)

- i) Total amount of renovation by category of Dectos (and offices) and by type of renovation as well as the number of eligible Dectos (and offices)**

**Categories of
Dectos (and
offices)**

to Directors (excluding Outside Directors) shall amount to not more than 2.5 million yen and 1.3 million yen per year, respectively. The Company has deemed that these are competitive remuneration levels for recruiting and retaining talented persons amid its rapidly changing business environment. The Company further envisions to continue with developments that include an increase in Directors' responsibilities along with the Company having increased its number of Directors and Audit and Supervisory Board Members with the aims of achieving transparency and vigor of Board of Directors' operations and enhancing management oversight. There were nine (9) Directors on the Company's Board of Directors upon approval of the resolution. Meanwhile, remuneration for Audit & Supervisory Board Members was set at an amount of up to 800 million yen per month at the General Meeting of Shareholders held on June 29, 1994. The Company had four (4) Audit & Supervisory Board Members upon approval of the resolution.

- v) Policy etc. on making decisions on content of office remuneration and other compensation
- A. Basic | http

↳ **Class**

(5) Status of Shareholdings

- i) Standards and approach to investment share classification**

(Miscfy)

As of March 31, 2023

**i) Consolidated statement of income and consolidated statement of comprehensive income
Consolidated statement of income**

(Millions of yen)

Fiscal year ended

Fiscal year ended March 31, 2024

i) Consolidated statement of cash flows

(5) Accounting method for significant revenues and costs

Revenue from contracts with customers

The following is a summary of the principal performance obligations in the Company's and its consolidated subsidiaries' principal businesses relating to revenue from contracts with customers and related revenue recognition.

Short-term borrowings and long-term borrowings

The fair value of short-term borrowings and long-term borrowings is determined using the discounted present value method based on the total amount of principal and interest due, taking into account the remaining term of the debt, and debt is classified as Level 2 fair value.

(Securities)

As of March 31, 2023

1. Available for sale securities

(Millions of yen)

~~(Assetliensverplichting)~~
~~Assetliensverplichting~~

(Revenue recognition)

1. Information that leads down revenue from contracts with customers

(Segment information, etc)

[Segment information]

1 Overview of reportable segments

(Miscfy)

[Cover]

[Document title]

Internal Control Report

[Class of stipulation]

Article 2144, paragraph (1) of the Financial Instruments and Exchange Act

[Place of filing]

Director General of the Kanto Local Finance Bureau

[Filing date]

June 14, 2021

[Company name]

(TRANSLATION)

INDEPENDENT AUDITORS REPORT

**Examination of impairment loss occurring in the quarter of
Yanaco Transport Co., Ltd**

In connection with the consolidated financial statements, our responsibility is to read the derivative and, in doing so, consider whether the derivative is materially inconsistent with the consolidated financial statements or knowledge obtained in the audit or otherwise appears to be materially misstated.

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<FeRelatedInformation>

Feesfraud

Other Information

Management is responsible for the other information. Audit & Supervisory Board makes a ~~the~~ Audit & Supervisory Board a

