

Stockcode: 9064

Please indicate your vote "for" or "against" each of the items

The 159th

Directions regarding livestreaming over the Internet

[Reference]

“Policies and procedures for the Board of Directors in appointing and dismissing senior management members and nominating candidates for positions as Directors and Audit & Supervisory Board Members”

Under the supervision of the Board of Directors, the Company's management team is responsible for the implementation of the Company's business strategy and the management of the Company's operations. The Company's management team consists of the Chairman of the Board, the President, the Vice President, the General Manager, and the members of the Executive Committee. The Company's management team is responsible for the implementation of the Company's business strategy and the management of the Company's operations. The Company's management team consists of the Chairman of the Board, the President, the Vice President, the General Manager, and the members of the Executive Committee.

No Name of Candidate
(Date of Birth)

No

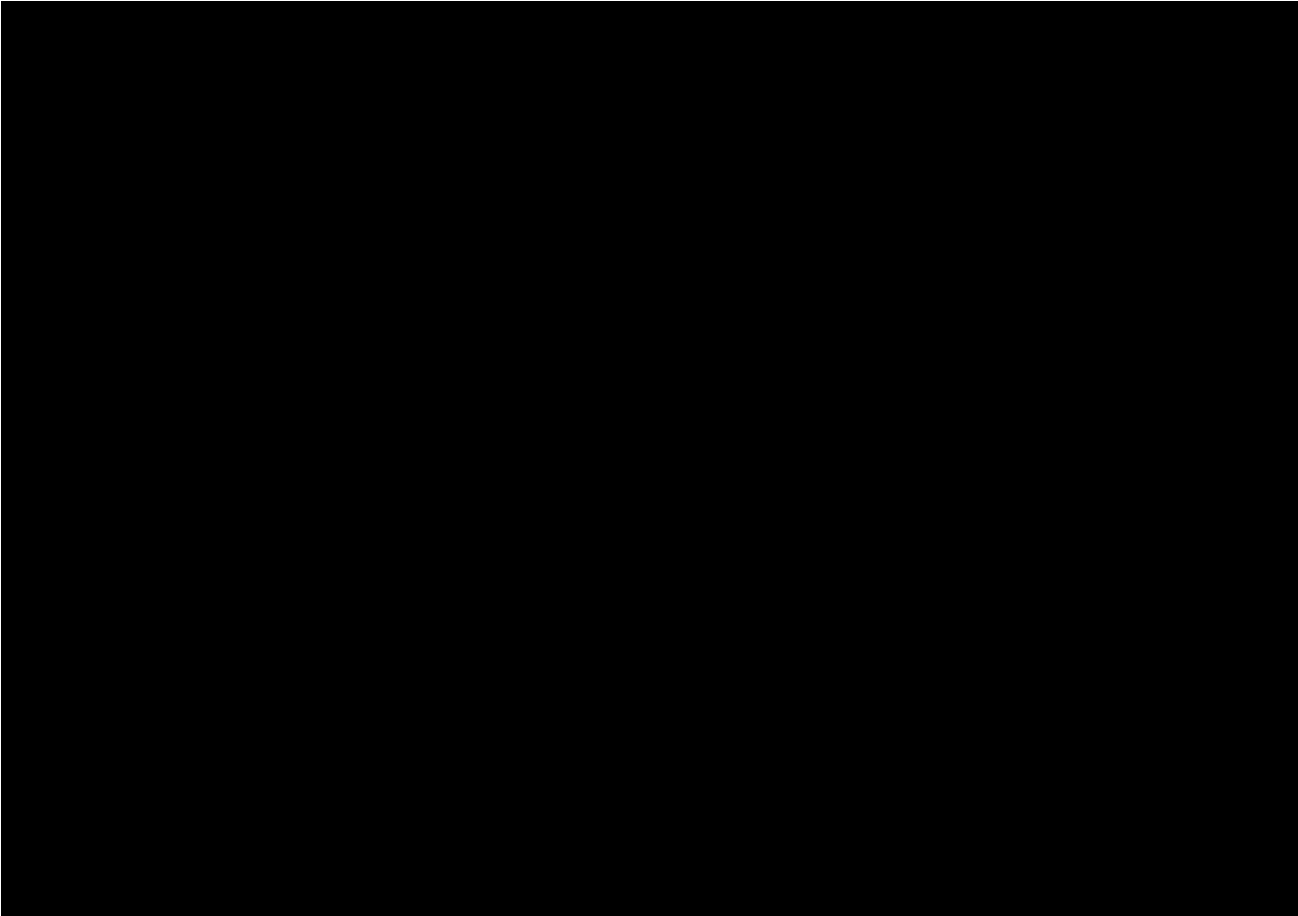
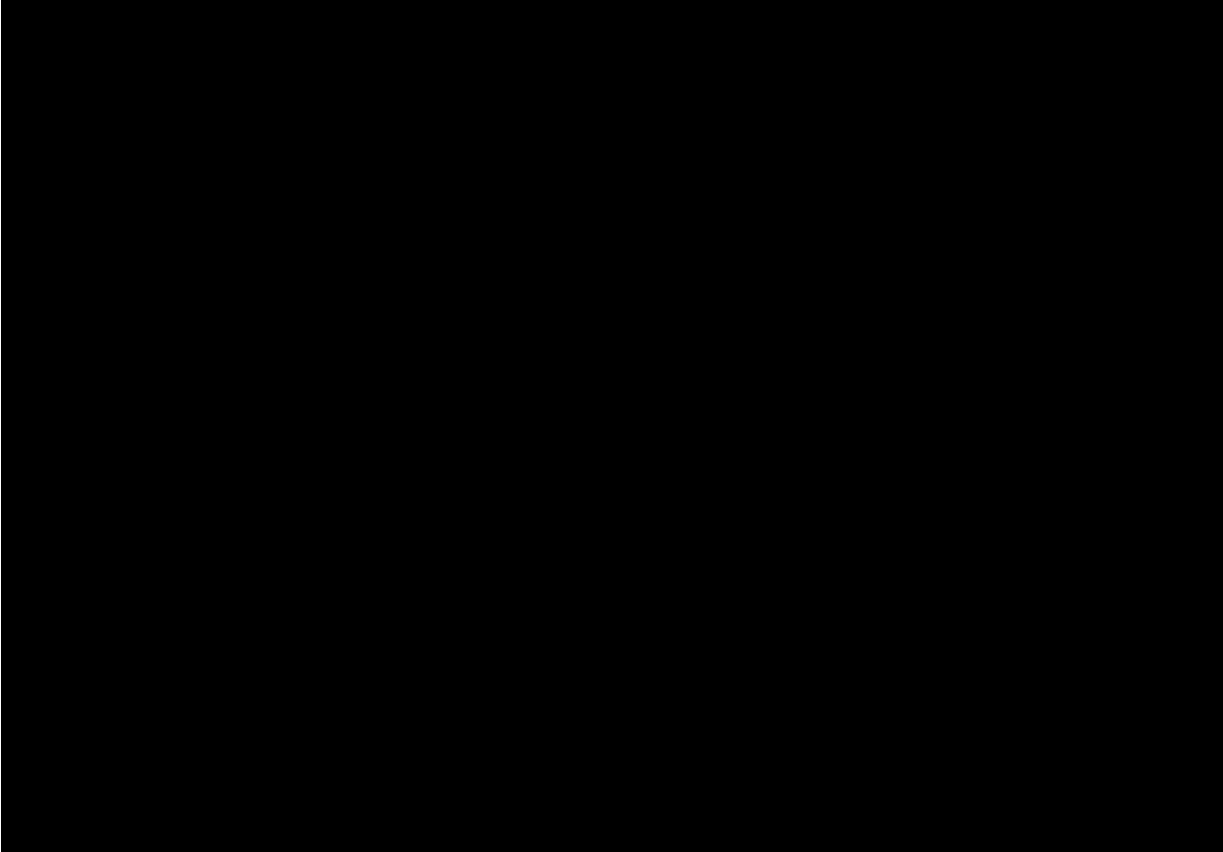
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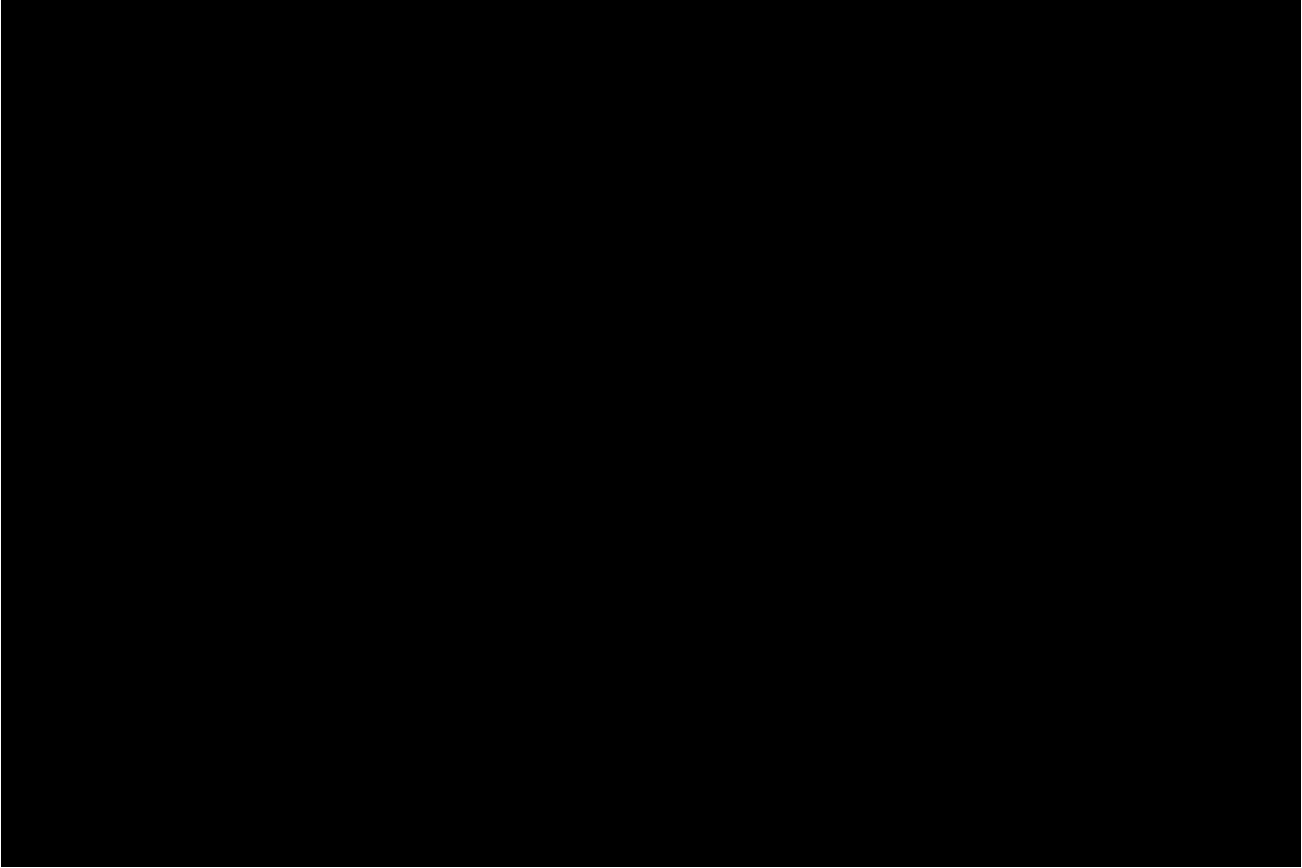
are being promoted in an integrated manner and using the Yamato Digital Platform, a digital information platform that enables real-time understanding of all types of information and linkage with internal and external systems. During the fiscal year under review we continued to promote the collection and analysis of customer feedback and the improvement and design

(2) Issues to Be Addressed

we will continue

[Reference]





(3) Business Performance and Changes in Financial Position

(Millions of yen)

(9) Employees

Business area	Number of employees	Changes from previous (Persons)
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(10) Vehicles

2 Overview of b r

3 Officers and Executives

(1) Directors and Audit & Supervisory Board Members

Position	Name	Responsibilities and important concurrent positions outside the Company
President and Representative Director		

<Formula for calculating performance based remuneration>

Variable

<Reference: Relationship between target achievement rate and payment rate>

Achievement rate on short-term performance indicator in FY2023 73.9%

(i 98.9% × 0.3 + ii 66.8% × 0.3 + iii 80.5% × 0.3)

Achievement rate on mid- to long-term

4 Accounting Auditor

(1) Name Deloitte Touche Tohmatsu LLC

iii The Internal Audit Department of the Company shall report on the progress and results of internal audits of the Company and each Group company as necessary to Audit & Supervisory Board Members of the Company to realize a collaborative framework for effective audits.

iv Audit & Supervisory Board Members of the Company and each Group company shall

In addition, in order to be a corporate Group broadly trusted by society, we have declared in the “Corporate Stances” of our “Group Corporate Philosophy” that we will resolutely reject any

Consolidated Statement of Changes in Equity
(From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Shareholders' equity				Total shareholders' equity
	Share capital	Capital surplus	Retained earnings	Treasury shares	

Notes to Consolidated Financial Statements

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purchase of 19,328 thousand treasury shares.

Non consolidated Balance Sheet
(As of March 31, 2024)

(Millions of yen)

Assets		Liabilities
Current assets		

Non consolidated Statement of Changes in Equity

Notes to Non Consolidated Financial Statements

1. Amounts described are rounded down to the nearest million yen

2. Summary of Significant Accounting Policies

2) Method of recognizing actuarial differences

Company's business performance and stock value and also having the Officers share not only the benefits of higher stock prices but also the risks of lower stock prices with shareholders, thereby raising awareness of contributing to improving the Company's medium-term business performance.

(Millions of yen)

Status	Company	Relationship	Relationship	Dealing amount
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(TRANSLATION)

Audit Report of Accounting Auditor on Consolidated Financial Statements

INDEPENDENT AUDITOR'S REPORT

May 9, 2024

To the Board of Directors of Yamato Holdings Co., Ltd

**Deloitte Touche Tohmatsu LLC
Tokyo Office**

Designated Limited Liability Partner; Engagement Partner	CPA	Koichi Yano
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Designated Limited Liability Partner Engagement Partner	CPA	Shinji Seki
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Designated Limited Liability Partner	CPA	Yusuke Kumei

(TRANSLATION)

(TRANSLATION)

Audit Report of the Audit & Supervisory Board

