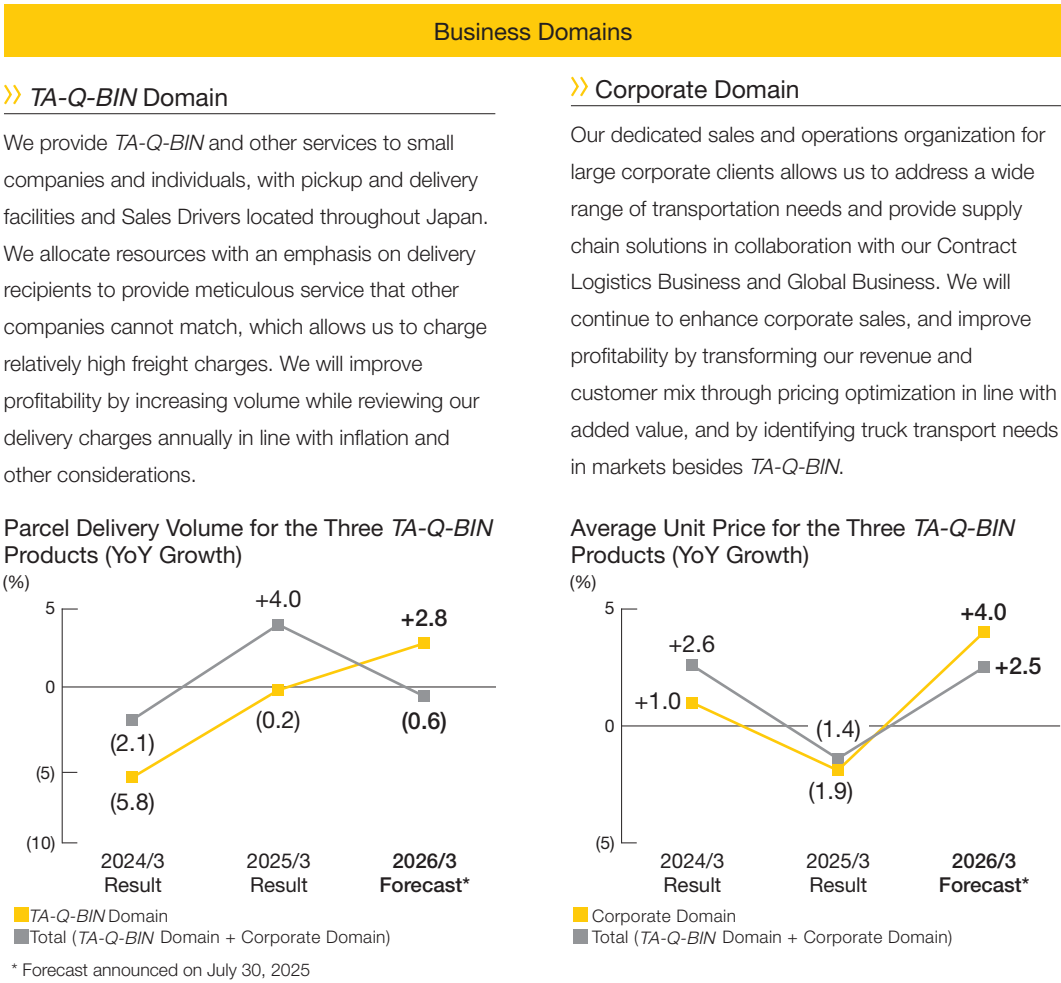
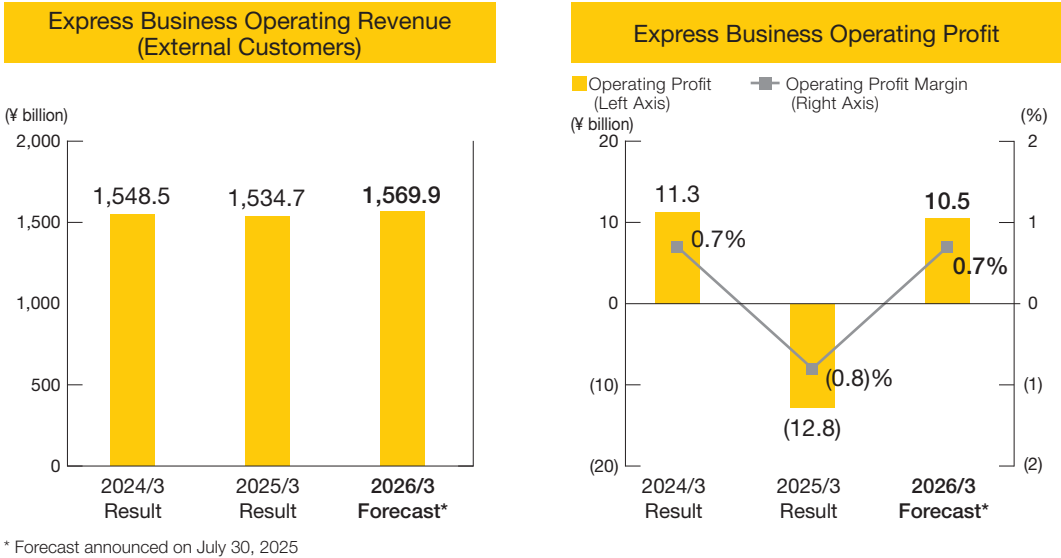


Base Domain

Reinforcement of the *TA-Q-BIN* Network and Enhancement of Value Provided

We will structurally transform the *TA-Q-BIN* business for stable earnings and cash flow. We will improve profitability through pricing optimization based on adding value for large corporate clients, and by expanding volume with small companies and individuals. In addition, we will optimize operating costs by increasing the efficiency of transportation and sorting operations to further reinforce our solid business foundation.



MESSAGE

TA-Q-BIN Business Structural Reform to Balance Earning Power and Social Value

Seiichi Awa

Representative Director,
Executive Officer and President
Yamato Transport Co., Ltd.

Mr. Awa joined Yamato Transport in 1993. In 2007, he became the Kochi Regional Branch Manager, and in 2015 he became Executive Officer and Corporate Strategy Department Manager. In March 2020, he became Representative Director and President of Yamato System Development Co., Ltd. In February 2022, he became Managing Executive Officer (South Kanto Region) of Yamato Transport Co., Ltd., and in October 2024, he became Senior Managing Executive Officer (Responsible for Network Restructuring), before assuming his current position in April 2025.



The Yamato Group is celebrating its 106th anniversary this year, and next year will celebrate the milestone 50th anniversary of *TA-Q-BIN* services, a core Group business. I became president of Yamato Transport Co., Ltd. in April 2025, and I approach my responsibilities with excitement and intensity.

I began my career in a sales office on the front line of the *TA-Q-BIN* business. There I learned that Yamato's origins and source of growth lie in its dedication to providing excellent service to the customers I met each day. At one time, the general consensus was that the business of delivering parcels to individuals could not be profitable. However, Yamato commercialized parcel delivery with the goal of adding convenience to the lives of customers in the communities it serves, growing it into the social infrastructure it is today.

Yet the current business environment is changing significantly. While the proliferation of e-commerce has driven expansion of the parcel delivery market, it has also diversified customer needs. In addition, rising prices, labor shortages, and new regulations governing driver working conditions in Japan known as the "2024 Logistics Problem" have created structural pressures that increase costs and reduce transport capacity. I do not think of these changes as simply headwinds. Rather, I see an exciting opportunity to further increase the value of *TA-Q-BIN* as social infrastructure by resolving these issues. We will implement structural reforms and evolve *TA-Q-BIN* so that it remains the service of choice among customers.

The capabilities of the people on the front lines of our businesses will drive our transformation. Since becoming president, I have visited sales offices across the country and had many discussions with employees on the front lines. I keenly felt their sense of crisis about the decline over the past several years in the marketing capabilities of our Sales Drivers, who are the source of our competitiveness.

To achieve sustainable growth, we are implementing a strategy of concentrating management resources on customer contact points. In more concrete terms, this has meant fundamental reforms and streamlining of business processes in our head office departments. By redeploying the resources generated from these reforms to our sales offices and other front-line locations, we are building a framework that enables Sales Drivers to gain a more in-depth understanding of our customers'

latent needs and offer new added value. Moreover, launching new products that address these customer needs will invigorate contact and dialogue between Sales Drivers and customers. We will then use the information we obtain face-to-face to uncover further needs and provide new value, which in turn will improve customer satisfaction and broaden our business opportunities.

Earnings growth driven by both the Corporate Domain and the *TA-Q-BIN* Domain is the foundation for sustainable Group growth. We will not emphasize volume in the Corporate Domain. Rather, we will increase profitability by addressing the diverse transportation needs and supply chain challenges of our customers, and by assiduously aligning pricing with the added value we provide. Our focus will be on effective, customer-centric account management that increases both the value we provide and earnings.

In addition, we will address structural inefficiencies such as deadheading that have emerged with the proliferation of e-commerce by increasing the efficiency of transport and sorting operations and by rigorously optimizing operating costs. We are fundamentally overhauling our transport methods, which involves transitioning from long-distance transport to relay transport and optimizing intermodal transport that encompasses rail, ship, and cargo plane. This is a critical initiative that will reduce costs and also address labor shortages.

We therefore transitioned to a business-centric management structure in April 2025 to address these priority issues quickly and generate sustainable results. The new management structure clarifies the responsibilities and authority of each business and enables quick decision-making. Furthermore, streamlining through a reorganization of our organizational hierarchy to integrate the front lines with the head office has made us an organization that can implement a rapid plan-do-check-act (PDCA) cycle. As a result of this transformation, the Group's priority initiatives for earnings growth have started to produce steady results.

Our current goal is to build a strong business foundation that balances earning power and social value. Committed to the Yamato Group's social mission, we are confident that the spirit of inclusive management guided by our Core Values will be the foundation that supports sustainable growth. Times may change, but our pledge to remain a company that customers appreciate and society needs will not.

Base Domain

Pricing Optimization (Corporate Domain) and Expansion of TA-Q-BIN Revenue (TA-Q-BIN Domain)

Business Environment

The TA-Q-BIN market continues to expand due to the proliferation of e-commerce. Diversifying customer needs include the ways they want to receive parcels. At the same time, factors that are pushing up costs are emerging. These include rising prices and the 2024 Logistics Problem. Furthermore, social changes such as increased inbound tourism demand along with Japan's declining birthrates, aging population, and rural depopulation are creating new business opportunities to leverage the strengths of the Yamato Group's customer relationships.

Issues to be Addressed

Transforming the TA-Q-BIN business into a stable source of earnings and cash flow is a key issue in achieving sustainable growth. We will improve profitability through pricing optimization based on adding value for large corporate clients, and by expanding transaction volume with small companies and individuals. Furthermore, we consider creating value that goes beyond TA-Q-BIN to be an essential task for maintaining the TA-Q-BIN network as a part of social infrastructure.

Initiatives to Resolve Issues

Pricing Optimization (Corporate Domain)

The Yamato Group will rigorously implement pricing based on added value to transform its revenue structure. We will step up pricing negotiations with low-profit customers and promote annual pricing reviews with existing customers. Account management will drive sustainable improvements in profitability. We will carefully explain the value the Group provides, obtain appropriate compensation for the value our customers want, and discuss measures to streamline workflows.

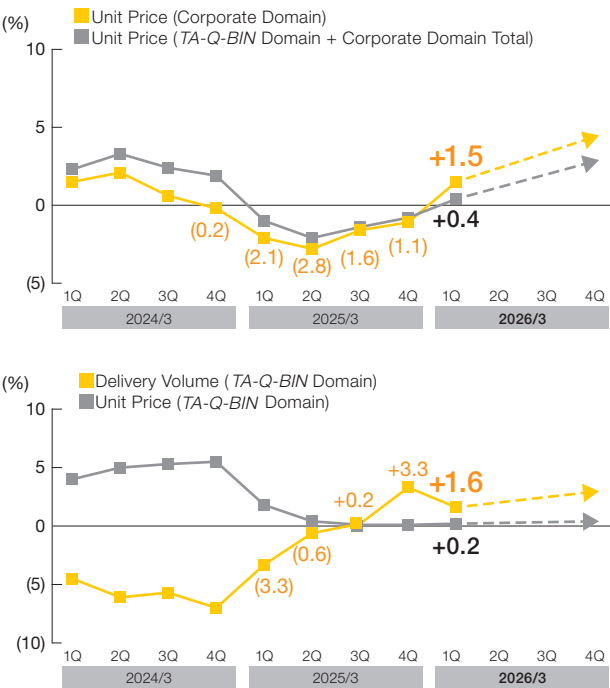
Expansion of TA-Q-BIN Revenue 1: Strengthen Sales Capability (TA-Q-BIN Domain)

Our 54,000 Sales Drivers are a strength that we will leverage to increase sales at comparatively higher unit prices to small companies and individuals, with the objective of increasing volume and profitability. To create the resources for implementing this policy, we will streamline our organization, rationalize back-office operations, and free up management resources by promoting unattended deliveries, among other measures. We will also expand TA-Q-BIN sales by reallocating personnel to strengthen our sales capability, and by ramping up our new value-added offerings of carbon-neutral delivery and Koneko-Bin 420.

Expansion of TA-Q-BIN Revenue 2: Implement Facility Strategy (TA-Q-BIN Domain)

Our facility strategy is a means to achieve efficiencies while creating new value, which will increase the sustainability of the TA-Q-BIN network as social infrastructure. We will facilitate work and raise efficiency by consolidating and relocating pick-up and delivery facilities, while expanding the number of pick-up and drop-off points to ensure customer convenience. We are also addressing new needs arising from increased inbound tourism and social changes by opening community-based Nekosapo stations that offer a wide range of services in addition to TA-Q-BIN. These stations create new revenue opportunities by providing luggage storage services for tourists and renting storage and packaging space to small businesses selling online.

TA-Q-BIN: Unit Price and Volume by Domain (vs. Previous Year)



Pick Up and Delivery Facilities

- Improved operating efficiency
- Enhanced work environment
- Concentration of facilities (Approximately 2,800 as of March 31, 2025)

Shipment-only Sales Offices

- More convenient TA-Q-BIN drop off and pick up
- Increase in number of locations (110 as of March 31, 2025)

Nekosapo

- Add value beyond TA-Q-BIN

Optimizing Operating Costs

Business Environment

TA-Q-BIN business operations are pressured by increasing costs due to external factors such as rising prices, labor shortages, and the 2024 Logistics Problem. Moreover, the imbalance in freight volume caused by the spread of e-commerce (with its disproportionate emphasis on outbound freight) is increasing the number of "one-way" freight operations where the return journey is empty, reducing efficiency throughout the transport network.

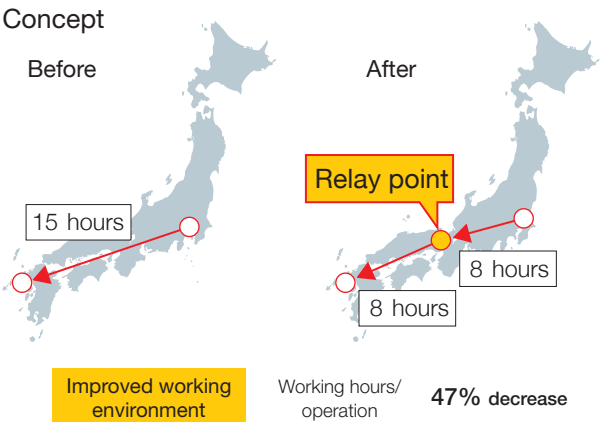
Issues to be Addressed

Given these structural changes, our top priority is to transform the TA-Q-BIN network into an efficient and sustainable platform. We are optimizing operating costs by improving transport and loading efficiency. This involves a complete overhaul of our transport methods that includes switching from long-distance transport to relay transport and restructuring our transport portfolio. In addition, we are simultaneously improving productivity and structuring a solid business foundation by optimizing the allocation of personnel for sorting work.

Initiatives to Resolve Issues

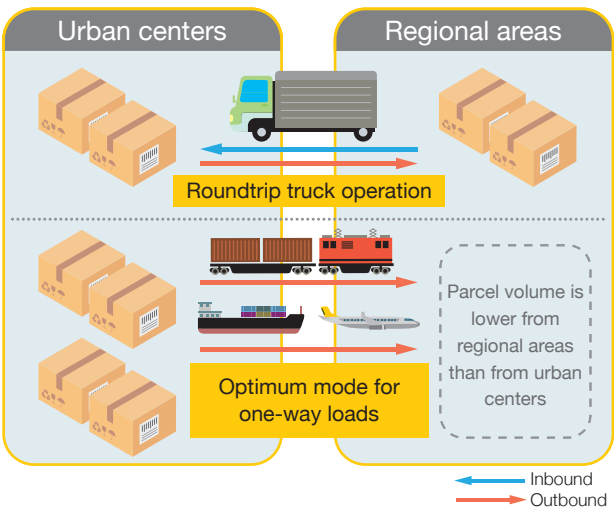
Transport Overhaul 1: Transition to Relay Transport

We are addressing the 2024 Logistics Problem and transforming our approach to long-distance transport. The Group has strategically consolidated relay points throughout Japan into several large facilities that revolve around eight-hour shifts. We will improve the working environment for long-distance truck drivers while also fundamentally overhauling inefficient transportation practices. By switching from direct transport to relay transport for long-distance routes, where the unit price of outsourcing has skyrocketed due to a shortage of operators, we expect to increase transportation network sustainability and, depending on the route, optimize costs.



Transport Overhaul 2: Restructure Our Transport Portfolio

We are completely overhauling our approach to transporting cargo to eliminate transport network inefficiencies such as deadheading. Fundamentally, we operate long-distance trucks round-trip according to the volume of cargo inbound to urban centers. Otherwise, we optimize outbound cargo transport away from urban centers by using intermodal transport encompassing rail, sea, and Group cargo aircraft. This will optimize transportation costs and build a sustainable, resilient transportation network that is unaffected by volume balance.



Close-Up

Improving Last-Mile Productivity

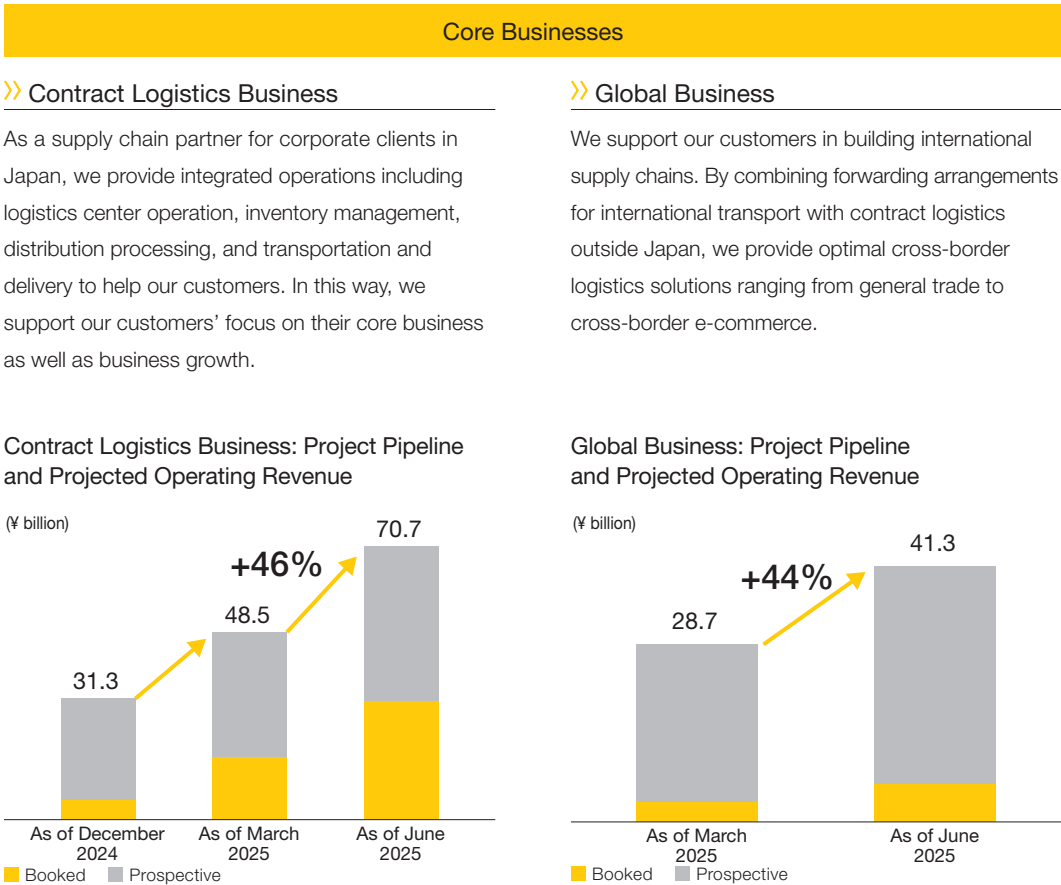
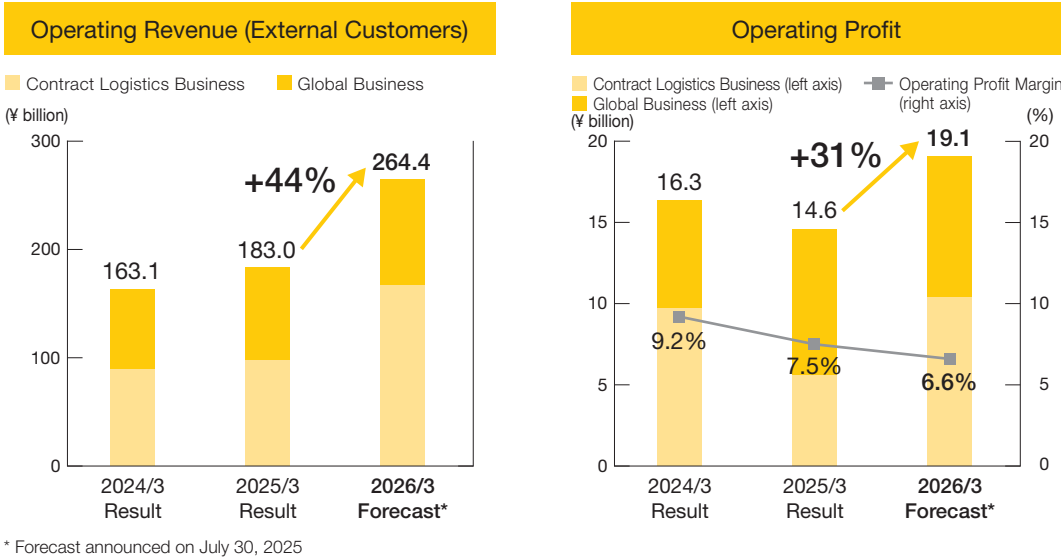
In the last-mile domain, we have addressed volume fluctuations and improved working environments over the past few years by consolidating and enlarging pickup and delivery facilities, which previously were multiple small locations primarily in urban areas. Our measures to continue enhancing productivity include optimizing allocation of personnel for pickup and delivery facilities, Sales Drivers, and other jobs, and

addressing customer needs for unattended delivery. We also intend to expand delivery volume for small companies and individuals. This will involve reorganizing pickup and delivery facilities based on regional market characteristics. We will also increase Sales Driver interaction with customers with little impact on productivity by adding pickup and sales to their delivery responsibilities.

Growth Domain

Expansion of Corporate Business

Our *TA-Q-BIN* network is central to our business portfolio transformation. It is our robust foundation as we strengthen the expertise of the Contract Logistics Business and strategically expand the Global Business. This approach will increase the value we provide to our corporate clients across their entire supply chains to drive earnings growth for the Group.



Growth Domain

MESSAGE

We also increased the volume of cross-border e-commerce freight we handled. Revenue and profit increased as a result. This underscored our strengths since revenue increased but profit decreased for many of our competitors as a result of rising procurement costs. However, we must further accelerate growth in the Contract Logistics Business and Global Business to achieve sustainable growth for the Yamato Group and evolve quickly as a globally competitive logistics company.

Strategy for Accelerating Growth

Contract Logistics Business

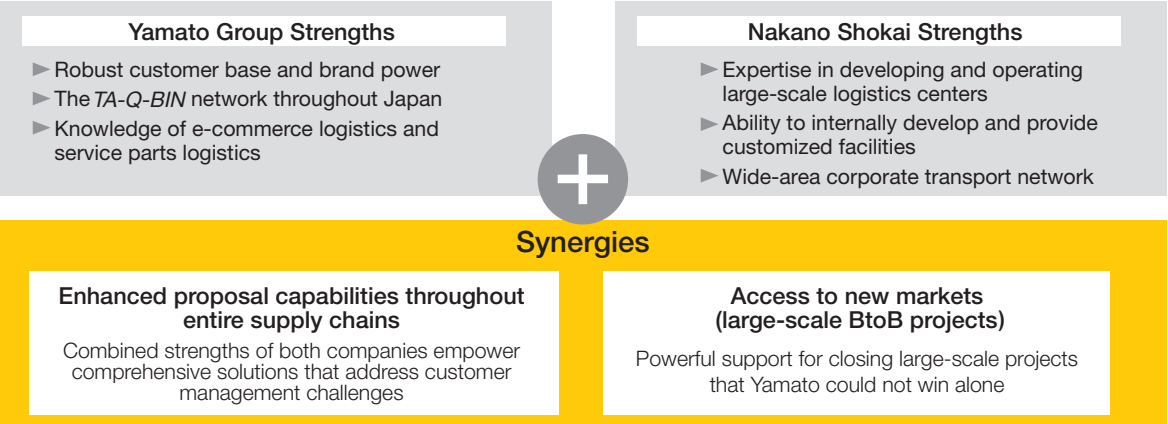
The Yamato Group's Contract Logistics Business has consistently been highly profitable because it has leveraged the *TA-Q-BIN* network throughout Japan and exercised Group strengths in e-commerce and service parts logistics. Our goal is to be deeply involved in the management strategies of customers and a partner that provides core support for their businesses. The Yamato Group has acquired invaluable knowledge in highly specialized fields and will deploy it in the Contract Logistics Business. This knowledge encompasses reverse logistics and recall response in a variety of industries; medical equipment logistics ranging from delivery and collection to cleaning that supports hospital operations; procurement and pre-manufacturing logistics for products such as automobiles and construction machinery; experience as a Lead Logistics Partner (LLP) for a leading global tire manufacturer and other companies; and logistics that support the exhibition, sale, and storage of art.

At the same time, we must also broaden the markets in which we provide value in order to significantly increase revenue in the future. This will involve the operation of large-scale facilities in the comparatively larger BtoB domain. We are therefore aggregating contract logistics specialists and information as we transition to a centralized sales organization that maximizes resource use. Competing for, closing, and managing highly sophisticated large-scale projects within this new organization will provide valuable experience for employees and significant opportunities to enhance their expertise. Our employees will grow and gain a deeper understanding of the business challenges of our customers, which will empower them to propose solutions that provide even greater added value. This virtuous cycle is the key to earning the staunch trust of customers and driving sustainable business growth.

We will also steadily manage the progress of individual engagements and strengthen our ability to handle large-scale projects. Plans include bringing new large-scale logistics centers online by steadily adding logistics centers and increasing the floor space of our commercial warehouses. Creating synergy with Nakano Shokai will be a key engine for further accelerating our growth strategy. These synergies will help us to be aggressive in winning large-scale BtoB projects that had been out of our reach, and dramatically expand the scale of our business.

Generating Synergies with Nakano Shokai

We made Nakano Shokai a consolidated subsidiary in December 2024 to accelerate the growth of the Contract Logistics Business. The acquisition of Nakano Shokai expanded the scope of value provided by the Yamato Group into the larger market of large-scale BtoB, and we view it as an essential upfront investment in transforming our business portfolio. The post-acquisition integration process is progressing steadily, and joint proposals that combine the strengths of both companies are significantly expanding the pipeline of projects that will become future revenue sources. We will maximize synergies and use them to strengthen our revenue base over the medium to long term.



Global Business

The world today is a whirlwind of complex and profound change. Major supply chain risks include political, economic, and supply chain decoupling and impediments resulting from friction between the United States and China and changes in U.S. trade policy, along with global environmental issues caused by climate change. Cross-border e-commerce has grown rapidly in recent years, but the situation is changing at a rapid pace, with the United States and other countries around the world reviewing their de minimis tariff systems. In this changing environment, our Global Business is deepening collaboration between Forwarding and Contract Logistics to make the Yamato Group a partner that helps customers optimize and strengthen their supply chains.

The Forwarding Business is transitioning to a customer-centric sales strategy that deeply intuitu the industrial structure and supply chain issues of customers. Within this customer-centric perspective, we are strengthening our involvement in the increasingly important target lanes connecting Japan and Southeast Asia with North America and India, and Japan and China with Southeast Asia. In the industrial domain, we are complementing our conventional focus on automotive and high-tech industries such as semiconductors with an emphasis on high-value-added markets such as food and healthcare. The Group is enhancing transport efficiency and profitability by effectively consolidating different types of freight ranging from BtoB trade freight and international relocation freight to cross-border e-commerce freight. Cross-border e-commerce freight to Japan has been increasing in recent years, so we are increasing customer value and profitability through last-mile delivery using *TA-Q-BIN*, sharing strategies and information with customers upstream in the supply chain, and providing efficient customs clearance services while ensuring outstanding compliance and security. We will any address future revisions to de minimis tariff systems that may alter supply chains for cross-border

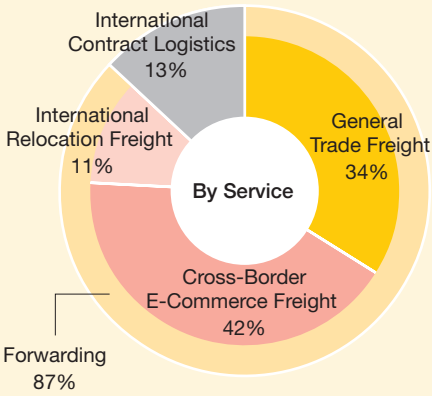
e-commerce businesses by linking Forwarding and Contract Logistics to offer new solutions.

The Global Business is strengthening and expanding Contract Logistics internationally in seamless collaboration with Forwarding to optimize entire supply chains for customers.

Furthermore, we are accelerating growth under our new organizational structure led by the Global Headquarters (Global HQ) in Tokyo by positioning M&A as an important strategic option to enhance our capabilities in the key regions of North America, India, Southeast Asia, and China.

We proactively promote tie-ups with companies that can help us strengthen Contract Logistics in these regions and Forwarding that connects them. This will ramp up the reinforcement of our business foundation and the acquisition of specialized know-how, which would take time to do on our own, and will provide more robust support for our customers' global business expansion.

Composition of Global Business Operating Revenue (FY2025/3, before consolidated eliminations)



Commitment to the Future

We are implementing the growth strategies outlined here to evolve into an indispensable logistics partner that supports customer businesses and society. Our highly specialized Contract Logistics Business and Global Business, which bring together all the strengths of the Group, are the foundation for us to succeed together with our customers in these uncertain times. The knowledge and execution skills of all employees will drive this transformation. We will deepen the trust of our customers and create new value to generate

increased corporate value that meets the expectations of our shareholders and investors.

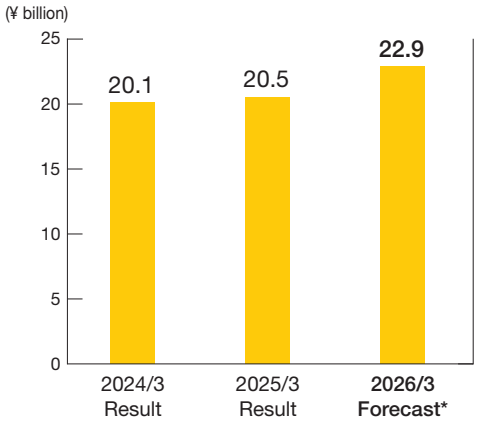
I would like to express my deepest gratitude to the employees working together to advance our growth strategy. Their efforts will be the force that drives the future of the Yamato Group. We are counting on the understanding and continued support of shareholders and investors as the Yamato Group takes on new challenges and moves into the future.

New Domain

Commercialization of “Green Mobility”

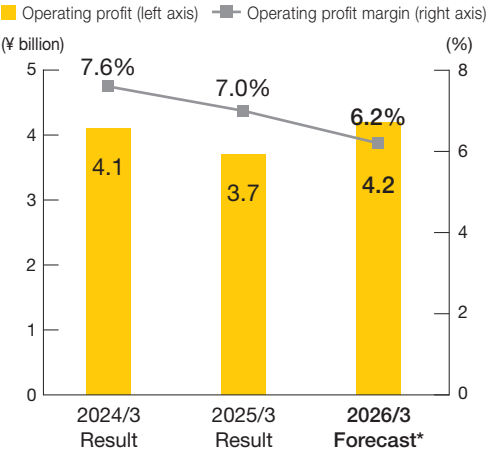
We will co-create with diverse business partners to generate new revenue sources by developing business models that resolve environmental and social issues.

Mobility Business Operating Revenue (External Customers)



* Forecast announced on July 30, 2025

Mobility Business Operating Profit



Core Services

Vehicle Maintenance

We employ the expertise we have acquired from managing and maintaining Yamato Group vehicles to provide comprehensive support to truck transport companies and other firms. Our services encompass multi-brand vehicle maintenance, management of logistics facilities and equipment, and insurance sales. With maintenance facilities throughout Japan and a 24-hour, 365-day operating system that includes weekends and nights, we help maximize the uptime of our customers’ vehicles.

EV Lifecycle Service

We deploy EV and energy management expertise we have acquired through environmental investments and demonstration experiments within the Yamato Group to provide one-stop service for businesses that use vehicles that ranges from facilitating EV introduction and operation to maintenance and energy management. We support the decarbonization initiatives of corporate customers by limiting initial stress and investment.

The Yamato Group’s Resources and Expertise



Note: As of March 31, 2025

Promoting “Green Mobility”

The Yamato Group has been addressing environmental and social issues that include climate change and the new regulations governing driver working conditions implemented in 2024 (the “2024 Logistics Problem”). Our collaboration with business partners to proactively resolve these issues has given us knowledge and expertise in areas such as reducing greenhouse

gas (GHG) emissions, building sustainable and efficient logistics systems, and managing the health of employees. We will refine our knowledge and expertise and make them available to customers within a “Green Mobility” business model that provides solutions for increasing the sustainability of customer supply chains, which we expect to generate new growth for the Yamato Group.

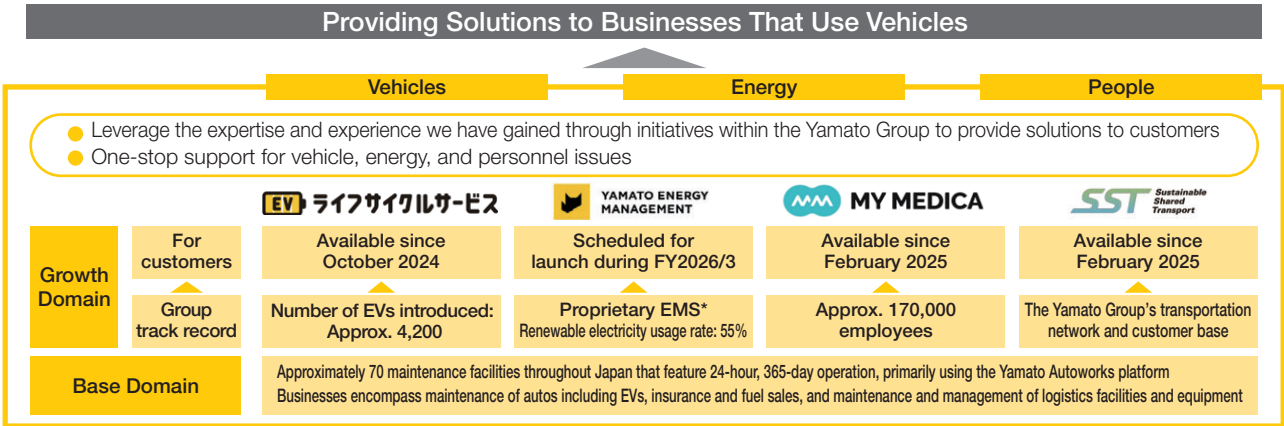
	Challenges Faced by Businesses That Use Vehicles	Yamato Group Initiatives to Date*
Environmental Issues	Initiatives to reduce GHG emissions Japan aims to achieve a 46% reduction in GHG emissions by fiscal 2030 (compared with fiscal 2013) and carbon neutrality by 2050. Businesses are required by the government to reduce their GHG emissions, and businesses that emit more than a certain amount of GHG are required to calculate, report, and disclose their emissions. In addition, some local governments in Japan have introduced their own systems that require large offices and facilities to reduce their total GHG emissions.	<ul style="list-style-type: none">Yamato Group GHG emissions reductions (15% decrease compared with FY2021/3)Consideration of a system to measure GHG emissions in the supply chain (Scope 3) → Please refer to Environmental Strategy on page 45 for details.
	Use of EVs and electricity generated via renewable energy sources (renewable electricity) Although expectations are rising for EVs, which do not emit CO ₂ during operation, they are not yet in wide use due to many issues to be overcome before they can be used commercially. Examples of Issues · More costly than internal combustion engine (ICE) vehicles and initial investment required to build charging infrastructure · Concerns about reduced operational efficiency due to issues such as charging time and driving range · Effective use of renewable electricity	<ul style="list-style-type: none">Demonstration and introduction of EVs that are easy to use for collection and delivery (Approx. 4,200 vehicles)Use of electricity generated via renewable energy sources (Renewable energy usage rate: 55%)Development of a proprietary energy management system → Please refer to Environmental Strategy on page 45 for details.
Social Issues	Intensifying shortage of transportation capacity Regulations governing truck driver working conditions that took effect in 2024 raised concerns about the resulting logistics bottlenecks, known as the “2024 Logistics Problem.” Absent remedial action, transport capacity will be 34% below demand by 2030, which will delay deliveries and increase logistics costs. In order to improve the sustainability of logistics, the Japanese government amended the Act on Advancement of Integration and Streamlining of Distribution Business and the Motor Truck Transportation Business Act to impose an obligation on all shippers and logistics companies to take action to improve logistics efficiency.	<ul style="list-style-type: none">Transport overhaul, including relay transportSupport for appropriate work practices among transportation partnersUse of box charters and double-articulated trucksModal shift, including the use of cargo aircraft
	Importance of employee health management Approximately half of Japan’s trucking industry workforce is over 50 years old, and working hours are approximately 20% longer than the average for all occupations. The result is health risks that are higher than in other industries. In addition, health-related accidents have been trending upward in recent years. Consequently, health-related accidents caused by drivers who have not undergone health examinations have been subject to administrative sanctions since 2021. For transportation companies, employee health management has become a pressing issue that is directly linked to business continuity.	<ul style="list-style-type: none">Promotion of health and productivity management Health checkup follow-up rate within the Yamato Group: 98%

* As of March 31, 2025

Employing Our Knowledge and Expertise to Commercialize New Business Models

We are addressing the issues described above by mobilizing the Group’s expertise to provide customers with one-stop solutions in the domains of vehicles, energy, and people. Our approach will

help customers build sustainable supply chains while providing the opportunity to build this business into a core revenue source for the Yamato Group.



* Energy management system

New Domain

EV ライフサイクルサービス

EV Lifecycle Service



Business Strategy

We began offering our EV Lifecycle Service in October 2024. It provides one-stop support for the introduction and operation of EVs, with the aim of supporting decarbonization among businesses that use vehicles.

Our service portfolio builds on the knowledge and expertise the Yamato Group has acquired in introducing EVs throughout Japan. We facilitate the introduction and use of EVs for businesses that use vehicles by providing packages of services that include expertise in the procurement and efficient use of EVs, the supply of electricity generated via renewable energy sources (“renewable

electricity”), and an energy management system developed in-house. Furthermore, we will achieve both decarbonization and economic efficiency by setting residual values that take into account the value of batteries and by taking advantage of subsidies.

Our services will continue to reflect the knowledge base we have built through our own decarbonization initiatives. Encompassing the addition of vehicle models and classes, battery recycling, and EVs that can accommodate replaceable batteries, our knowledge base increases the value we provide to corporate customers.



We have been providing services to the Alfresa Group since December 2024.

Strengths

- Approximately 70 maintenance facilities throughout Japan with 24-hour, 365-day operations
 - Track record of large-scale EV introduction
 - Proprietary EMS¹
 - Supply of renewable electricity¹
1. Scheduled for launch during FY2026/3

YAMATO ENERGY MANAGEMENT

Yamato Energy Management



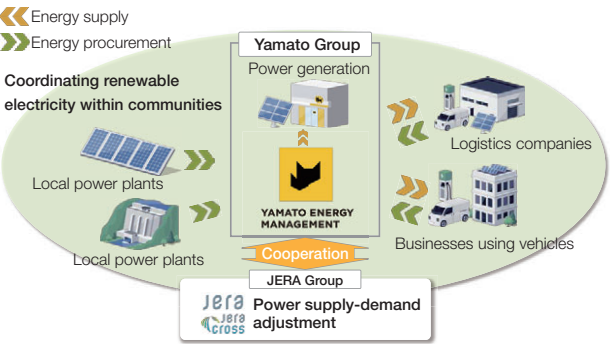
Business Strategy

The amount of renewable electricity generated from weather-dependent renewable energy sources such as solar power is variable, which makes energy management essential for efficient use of that power source. The Yamato Group established Yamato Energy Management Co., Ltd. in January 2025 to procure and sell electricity. By procuring electricity directly from the market and local power plants as an electricity retailer, we are building a system for stable renewable electricity procurement with control over the amount of electricity, the renewable energy ratio, and costs.

Strengths

- Ability to employ our network of facilities throughout Japan to promote local consumption of locally generated renewable electricity
- Proprietary EMS
- Installed base of solar power generation equipment

In collaboration with JERA Cross, we are initially providing renewable electricity generated by Yamato Group facilities and regional power generation companies to Yamato Transport’s approximately 2,800 last-mile pickup and delivery facilities and shipment-only sales offices throughout Japan. In the future, we will also supply electricity to businesses that use vehicles, thereby contributing to the decarbonization of logistics and the revitalization of local economies.



SST Sustainable Shared Transport

Sustainable Shared Transport



Business Strategy

Aiming to standardize and streamline logistics through joint transportation and delivery that transcends corporate boundaries, we are structuring an open platform that enables various stakeholders including shipping and logistics companies to participate in joint transportation and delivery. We will be able to improve truck capacity utilization rates and maintain stable fleet operation by linking information such as shipping company plans and cargo volumes with information such as logistics company operating plans to reconcile logistics supply and demand.

The Yamato Group will provide services via this platform by leveraging the customer base it has developed through TA-Q-BIN

and its partnerships with logistics companies. We will deploy our expertise in building transportation and delivery networks to ensure stable transportation capacity and structure environmentally friendly, sustainable supply chains.

In February 2025, we began offering trunk-route transportation between Miyagi Prefecture and Fukuoka Prefecture with 16 departures per day. In the future, we will expand geographic availability and timetables, promote multimodal transport, and accelerate joint transportation and delivery.

Strengths

- Approximately 1.8 million corporate clients and partnerships with over 3,500 transport and delivery companies cultivated through TA-Q-BIN services
- Expertise in structuring transportation and delivery network operations
- A secure data-sharing platform that employs co-investor Fujitsu Limited’s blockchain and other technologies and cybersecurity expertise

Expected Impact (As of March 31, 2026)

- Ensuring sustainable and stable transportation: Increase in cooperating partners
 - Reducing GHG emissions: 42.2%² reduction
 - Improving working environment and compensation for drivers and others: 65.1%³ labor savings
2. Calculated using the improved ton-kilometer method based on emissions as of March 31, 2026
3. Estimate of annual operating hours based on transportation volume as of March 31, 2026

MY MEDICA

MY MEDICA

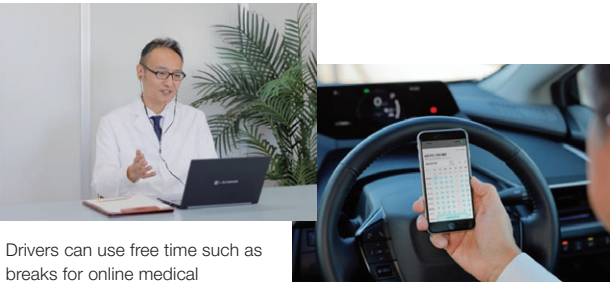


Business Strategy

The Yamato Group now offers MY MEDICA in collaboration with Alfresa Corporation, which has extensive experience structuring new pharmaceutical distribution networks. Launched in February 2025, MY MEDICA is an online medical service for managing health and preventing serious illnesses among the employees of motorized transport companies. The service will initially be provided within the Yamato Group.

We established an operation system that facilitates consistent hospital visits for health checkups among drivers with irregular work schedules that hinder visits, and enables quick checkups during breaks or other convenient times. We have confirmed that

the system has effectively improved the rate of recurring health checkups. Motorized transport businesses such as truck, taxi, and bus companies can use this service to encourage their employees to get recurring health checkups to support early treatment and prevent serious illness among people who have not received or have discontinued treatment. These companies can also reduce the workload of managers and the risk of administrative sanctions by providing consultative guidance and visualizing consultation status, thereby supporting sustainable logistics and transportation infrastructure and creating economic value.



Drivers can use free time such as breaks for online medical consultations.