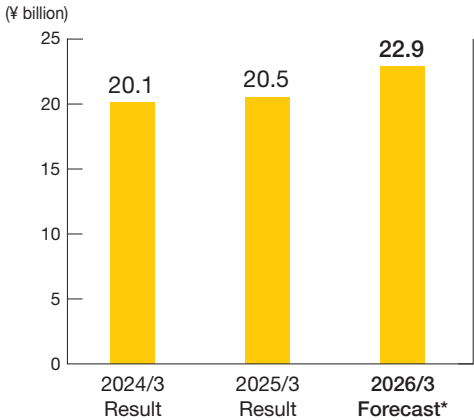


New Domain

Commercialization of “Green Mobility”

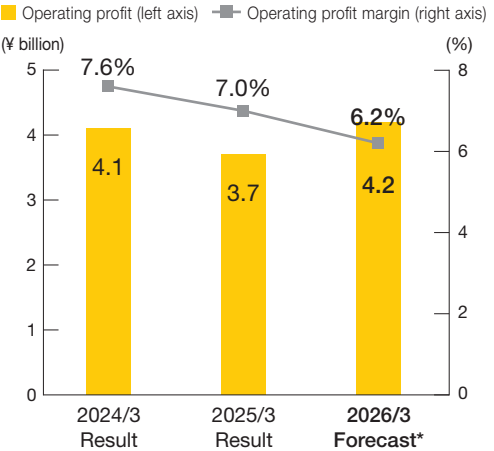
We will co-create with diverse business partners to generate new revenue sources by developing business models that resolve environmental and social issues.

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.

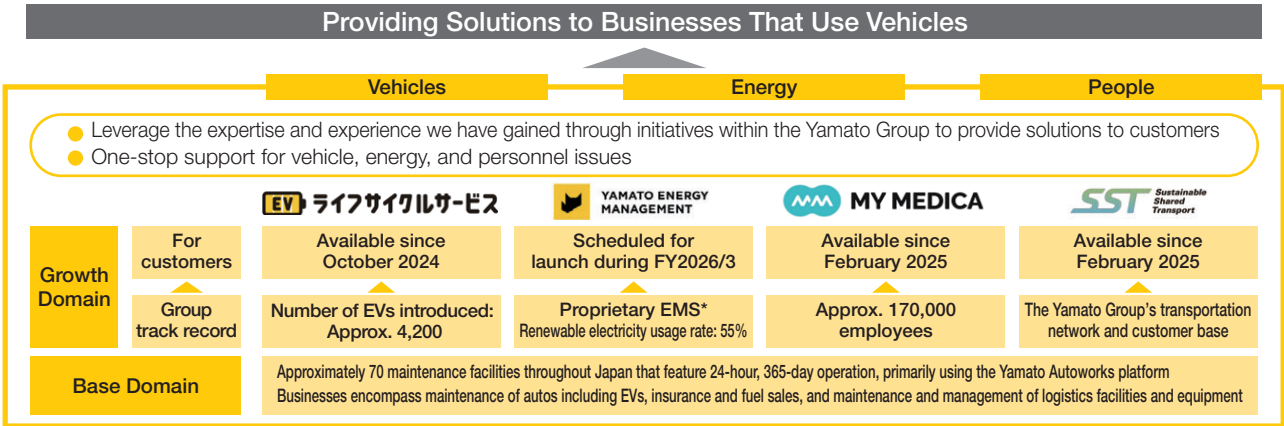
	Challenges Faced by Businesses That Use Vehicles	Yamato Group Initiatives to Date*
Environmental Issues	<b>Initiatives to reduce GHG emissions</b> Japan aims to achieve a 46% reduction in GHG emissions by fiscal 2030 (compared with fiscal 2013) and carbon neutrality by 2050. Businesses are required by 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"><li>Yamato Group GHG emissions reductions (15% decrease compared with FY2021/3)</li><li>Consideration of a system to measure GHG emissions in the supply chain (Scope 3) → Please refer to Environmental Strategy on page 45 for details.</li></ul>
	<b>Use of EVs and electricity generated via renewable energy sources (renewable electricity)</b> Although expectations are rising for EVs, which do not emit CO <sub>2</sub> 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"><li>Demonstration and introduction of EVs that are easy to use for collection and delivery (Approx. 4,200 vehicles)</li><li>Use of electricity generated via renewable energy sources (Renewable energy usage rate: 55%)</li><li>Development of a proprietary energy management system → Please refer to Environmental Strategy on page 45 for details.</li></ul>
Social Issues	<b>Intensifying shortage of transportation capacity</b> 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"><li>Transport overhaul, including relay transport</li><li>Support for appropriate work practices among transportation partners</li><li>Use of box charters and double-articulated trucks</li><li>Modal shift, including the use of cargo aircraft</li></ul>
	<b>Importance of employee health management</b> 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"><li>Promotion of health and productivity management Health checkup follow-up rate within the Yamato Group: 98%</li></ul>

\* 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 EMS<sup>1</sup>
- Supply of renewable electricity<sup>1</sup>

1. Scheduled for launch during FY2026/3



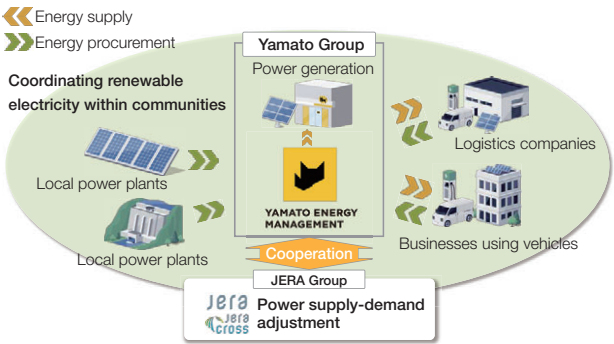
Yamato Energy Management



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.

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.



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



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%<sup>2</sup> reduction
  - Improving working environment and compensation for drivers and others: 65.1%<sup>3</sup> 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

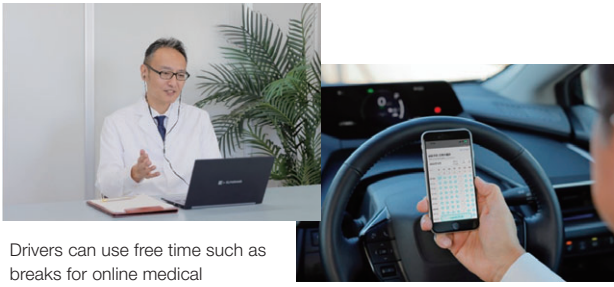


Business Strategy

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.