Mobility Business

The Yamato Group views environmental and social issues such as climate change and labor shortages not simply as risks requiring rigorous management, but also as opportunities to create new value, and it is developing business models to do so. Through our in-house decarbonization and work style reform initiatives, we have accumulated expertise and empirical data related to electric vehicle (EV) operation and maintenance, proprietary energy management, and employee health management, which we are using to develop our "Green Mobility" business model.

By offering these practical solutions to vehicle operators and local communities, we support the sustainable business operations of our customers. By linking the creation of environmental and social value to economic value in the form of new revenue streams for the Yamato Group, we will also drive the sustainable enhancement of our own corporate value.

Operating Environment and Customer Issues

- A chronic driver shortage amid stricter regulations and an aging population
- Rising vehicle prices and increased costs associated with safety management and regulatory compliance
- Escalating fuel prices and pressure to address decarbonization

Yamato's Strengths and Capital

- A proven track record of nationwide EV operations and a 24/7/365 vehicle maintenance network
- A proprietary energy management system and expertise in leveraging operational data
- A strong base of business partners supporting the *TA-Q-BIN* network
- Intangible assets in the areas of safety, quality, and regulatory compliance cultivated through years of business operations

Value Creation Strategy

Accelerate the transformation of environmental and social value into economic value by integrating assets and data

We are rolling out a business model that leverages digital technology to integrate our accumulated assets and data in order to help resolve issues faced by vehicle operators. By linking the resolution of environmental and social issues to new revenue streams for the Yamato Group, we will achieve sustainable enhancement of our corporate value.

Solutions That Help to Resolve Issues

Yamato Energy Management

Minimizes electricity costs through an EMS* developed in-house and optimized procurement. Promotes the local production and consumption of renewable energy to help reduce GHG emissions.

* Energy management system

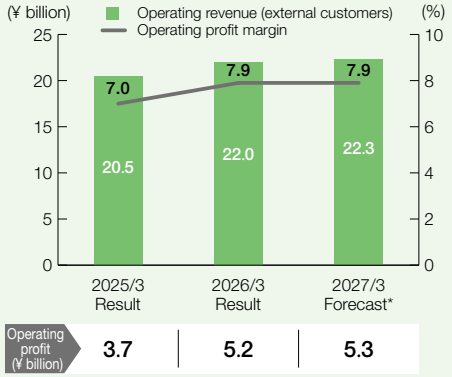
EV Lifecycle Service

Leverages our nationwide service network to provide comprehensive support from EV adoption to maintenance and operation. Assists businesses in decarbonization.

MY MEDICA Online Medical Service

Offers online medical consultation opportunities to drivers with irregular work schedules. Safeguards the workforce by reducing the risk of health-related accidents.

Performance Highlights



Operating profit (¥ billion)	2025/3 Result	2026/3 Result	2027/3 Forecast*
	3.7	5.2	5.3

Strategic Progress

- **Early-stage contribution to earnings from Yamato Energy Management**
- **Contribution to consolidated operating profit in the first year of operations**

Approx. ¥1 billion

Of which, non-consolidated operating profit

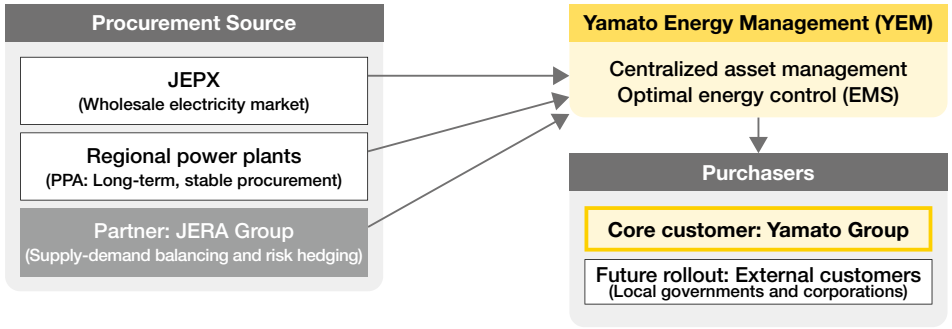
¥580 million

* Forecast announced on August 3, 2026

Mobility Business: Strategy Execution and Value Delivered

Yamato Energy Management

Financial Impact	Contribution to consolidated operating profit in the first year: **Approx. ¥1 billion**
	YEM (non-consolidated): Achieved **operating profit** from the first year



Transforming Energy into a Revenue Stream through the Group's Substantial Energy Demand and Advanced Supply–Demand Control

In January 2025, we established Yamato Energy Management Co., Ltd. (YEM) to handle electricity procurement and supply and undertake full-scale efforts to address the efficient use of renewable energy and cost control, a key bottleneck in achieving decarbonization.

As an electricity retailer, YEM procures power directly from the market and local power plants. Moreover, through a strategic partnership with the JERA Group, which is Japan's largest power generator, YEM has established an advanced supply-demand balancing framework for intermittent renewable energy and risk hedging in power procurement.

The company uses the Yamato Group's proprietary energy management system to minimize electricity costs through real-time, automated control of on-site solar power generation, storage batteries, and EV charging and discharging. We are also marketing this energy management model to businesses outside the Group to generate new sources of profit while contributing to the local production and consumption of energy and strengthening the resilience of local communities.

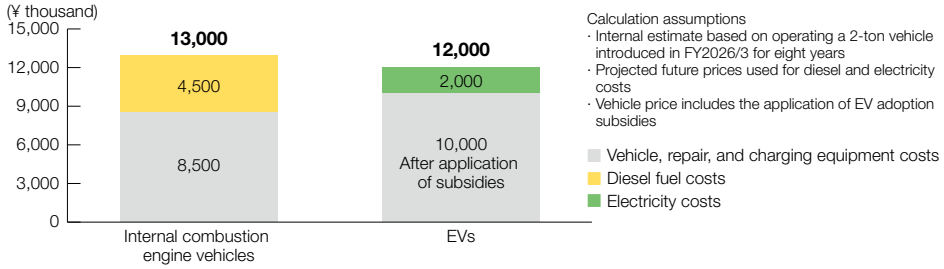
EV Lifecycle Service

Achieving Both Decarbonization and Optimized Vehicle Lifecycle Costs through Our Operational Expertise

We operate an EV Lifecycle Service that combines a Yamato strength—a nationwide network of approximately 70 vehicle maintenance facilities and 24/7/365 support—with the operational expertise gained from managing our own fleet of approximately 6,000 EVs.

Since upfront costs can be a hurdle to EV adoption, we utilize subsidies, our proprietary charging control technologies, and the Yamato Group's maintenance network to achieve vehicle lifecycle costs below those of internal combustion engine vehicles. The service helps business operators balance environmental measures with economic viability by significantly reducing costs associated with future carbon regulations and procurement risks from fuel market fluctuations.

Envisioned Vehicle Lifecycle Costs (8 Years): Internal Combustion Engine Vehicles vs. EVs



MY MEDICA Online Medical Service

Safeguarding the Logistics Industry Workforce through an Online Medical Service for Drivers with Irregular Schedules

In partnership with Alfresa Corporation, we operate MY MEDICA, an online medical service for trucking companies.

The service addresses the difficulties employees face in accessing medical care due to irregular work schedules, as well as the risks of health-related accidents and administrative penalties, by offering a one-stop solution that enables drivers to easily consult a doctor via smartphone during breaks or other available time and have prescribed medications delivered to them.

A pilot program conducted within the Yamato Group achieved a follow-up examination rate of 98%, exceeding the typical level. By rolling out this operational expertise to businesses outside the Group, we aim to ensure driver health and reduce the burden on managers. This will enhance the sustainability of logistics and transportation infrastructure.

Operational insights gained from a workforce of approximately 170,000 employees

Achieved a follow-up examination rate of 98%
(Industry average: 50%–75%)