

**Key questions and answers (summary) at the  
Briefing on Sustainability (Environment and Society)**

Q1. Please explain the economic value of Yamato Energy Management (YEM), which turns electricity costs into a source of earnings, as well as your future outlook for the “Green Mobility” business, including YEM.

- As for the economic value of YEM, we will minimize procurement costs through direct sourcing from the wholesale electricity market, as well as demand–supply adjustment using our in-house EMS (Energy Management System), by leveraging the Group’s substantial electricity demand. We are planning to achieve profitability from the first year (fiscal year ending March 2026), and we estimate that the combined impact of YEM’s standalone operating profit and Group-wide cost reduction will contribute approximately ¥1 billion to consolidated operating profit, with an effective investment return of around 10%.
- In the “Green Mobility” business, including YEM, we are aiming to provide solutions that generate environmental, social, and economic value for clients, based on our in-house experience and know-how in EV operations and energy utilization. There are 4 businesses in this domain: YEM, which is engaged in energy management, EV Lifecycle Services, SST (Sustainable Shared Transport), and MY MEDICA. We are currently considering how and when we can provide further details, including the future scale of this business.

Q2. Please provide an update on initiatives for developing and recruiting specialized talent to drive growth in the business for corporates.

- The business for corporates requires advanced “proposal capabilities and design capabilities” that differ from the traditional skills associated with delivery.
- We first visualized the talent we have at Yamato using a talent map, starting with the Global business, and provided tailored education and training programs suited to each individual. As a result, we succeeded in increasing the proportion of

employees in “Quadrant A”, who score highly on both “mindset” and “knowledge/skills,” from 6% to 18%.

- Investment in human capital, including the recruitment of external specialists to address skill gaps, is directly linked to the opportunity pipeline, which is a leading indicator of future earnings, and is now steadily building up.
- In the Contract Logistics business, we are also promoting the development and recruitment of specialized talent, which is supporting the build-up of the opportunity pipeline. Going forward, we plan to advance talent visualization based on the talent map in this business as well, and enhance our disclosure to shareholders and investors.

Q3. Please explain how you evaluate items such as “trust in senior management” and “understanding of management policies” in the employee awareness survey.

- In our efforts to enhance engagement, we place strong emphasis on dialogue. We continuously conduct “workplace discussions” at all regional branches of Yamato Transport, where management and working-level employees, as well as supervisors and subordinates, discuss their respective issues. While monitoring the results of the employee awareness survey, we implement PDCA cycles at each workplace to address challenges, and 94% of participants in these workplace discussions have shown positive responses.
- Internally, we also closely monitor the item “sense of unity between frontline and the company” as an indicator of employees’ understanding of structural reforms, and this score has steadily improved year-on-year. Management policies are communicated to each employee through their supervisors, and indicators related to supervisors’ management capabilities have also shown year-on-year improvement. We therefore believe our initiatives to promote PDCA through dialogue are moving in the right direction.