

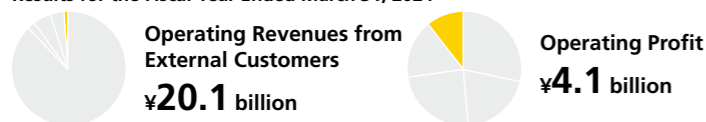
New Domain: Commercialization of New Business Models

We will leverage our existing management resources while working with diverse partners to commercialize new business models that meet the diversifying needs of customers and society in order to realize a sustainable future.

Mobility Business

Promote the introduction and operational support of commercial EVs by corporate customers, based on the vehicle maintenance business, and by utilizing the various knowhow accumulated through Yamato's environmental investments and demonstration tests

Results for the Fiscal Year Ended March 31, 2024



Business Infrastructure: Yamato Auto Works Co., Ltd.

- 24-hour, 365-day operation, with a network of 72 locations nationwide
- Multi-brand capability
- Together with vehicle maintenance, Yamato can provide comprehensive support to logistics companies, including the sales of insurance and fuel as well as maintenance and operation of logistics facilities / equipment, etc.

No. of facilities: 72 nationwide
 No. of clients: Approx. 1,700
 Approx. 100,000 vehicles
 No. of employees: Total, approx. 2,100 (including 940 mechanics)

New Domain: EV Life Cycle Service for Users of Commercial EVs

Amid growing demand for vehicle electrification as a measure for decarbonization, the Yamato Group will launch a service providing comprehensive functions for commercial vehicle users, including introduction and operation of EVs, using its accumulated expertise in EVs and energy.

- #### Providing the EV Life Cycle Service
- Proposal of decarbonization plan for corporate customers
 - EV introduction, installation of charging equipment, and dealing with government subsidies
 - Operational support with EV maintenance and electricity management

Green Logistics (Joint Transportation and Delivery)

We will provide an open platform for joint transportation and delivery to enable the building of sustainable supply chains



We established a new company to provide an open platform for joint transportation and delivery in response to transportation capacity shortages and worsening climate change.

We plan to leverage our track record of participation in the SIP "Smart Logistics Service,"* approximately 1.7 million corporate customers cultivated through TA-Q-BIN services, and partnerships with about 3,500 transport and delivery companies to launch a business for matching shipper companies with logistics companies around the end of 2024. We also plan to use standard pallets and regular operation times, as well as vehicles with a successful track record, such as semi-trailers/double articulated trucks, to conduct stable, high-load operations. In the fiscal year ending March 31, 2025, we plan to operate 40 services per day, mainly between Tokyo, Nagoya, and Osaka, passing via transit hubs to alleviate the load on drivers and increase operational efficiency.

* Since 2018, Yamato has participated as the program director of the Japanese cabinet's Strategic Innovation Promotion Program's (SIP) "Smart Logistic Service" and has formulated Logistics Information Standardization Guidelines.

Overview of the New Company

Company name	Sustainable Shared Transport Inc.
Location	2-16-10 Ginza, Chuo-ku, Tokyo
Paid-in capital	¥350 million
Established	May 21, 2024 (operations scheduled to start during the fiscal year ending March 31, 2025)
Business lines	<ul style="list-style-type: none"> • Provision of transportation and delivery services centered on standard pallets • Management and operation of an open platform for joint transportation and delivery, etc.

Expected Effect (As of March 31, 2026)

- Secured ongoing stable transportation means (80 services per day)
 - Decrease in GHG emissions (decrease of 42.2%) and improved work environment and compensation for drivers (labor saving of 65.1%)

Freighters (Cargo Planes)

Capturing new demand by leveraging stable and speedy transportation and maintaining and increasing transportation service quality

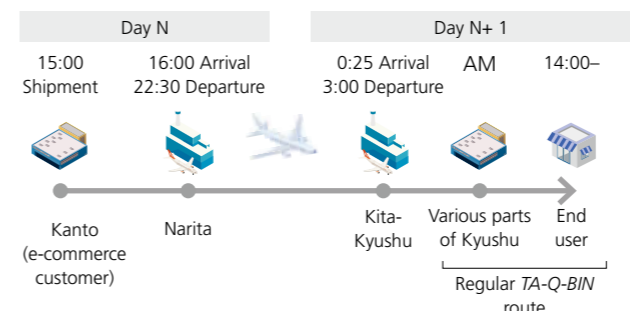


The growth of the domestic e-commerce market in Japan has driven an increase in parcel delivery demand and a reduction in the transport capacity of trucks to meet the need for speedy transport. To meet these needs and strengthen our response to the risk of disruption to logistics networks, we started freighter services in April 2024.

To generate profit, we not only provide value through speedy transportation, but have also been striving to increase profitability through measures including switching from truck transportation in consideration of the "2024 Problem" in logistics, creating various model cases with clients, such as transportation of large cargoes that cannot be carried in the cargo space of passenger aircraft, or industrial products or fresh items, and, recently, using empty space to carry TA-Q-BIN items. Moreover, we are able to flexibly change zones and operation timetables to meet demand, launching services at Haneda Airport in August in addition to Narita, New Chitose, Kita-Kyushu, and Naha airports. Looking ahead, we will work to capture new demand through stable and speedy transportation.

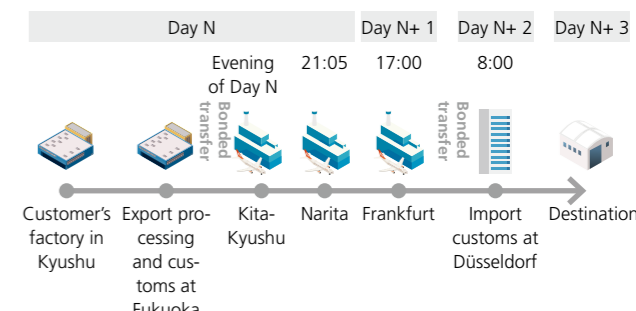
(1) E-Commerce Next-Day Delivery Model for Kyushu and Hokkaido

Provide next-day delivery to regions that previously required two days, using stable transportation capability only possible with freighters



(2) Connection with International Flights (Industrial Products for Automotives and Semiconductors)

From Kyushu to Düsseldorf in Germany. Shortened the previous N+4 days to N+3 days using international flight connection at Narita Airport (cargo is foreign currency-denominated, after clearing customs at Kita-Kyushu)



Neko-Support

Using Yamato Transport facilities to provide services that go beyond sending and receiving



We are working to create new value that goes beyond sending and receiving parcels in order to meet the diverse needs of local communities, such as responding to population aging, population decline, and the decline of local communities, as well as increased inbound tourism demand. In addition to a diverse array of stores directly operated by Yamato Transport at train stations, airports, and shopping centers, and so forth, throughout Japan, as we continue with our consolidation and enlargement of last-mile pickup and delivery facilities, we will utilize those existing locations that are expected to receive a lot of cargo, even if they are not efficient as pickup and delivery facilities, aiming to provide spaces where customers can easily consult to find solutions, from regional issues to business problems.

For example, our Sales Office in front of Namba Station in Osaka will target the growing number of sightseers by offering not only ordinary TA-Q-BIN services but also same-day deliveries within the Kyoto and Osaka metropolitan areas, hand luggage storage, and even information about nearby restaurants and souvenir stores. For the hand luggage storage service, we are trialing an automatic machine for receiving suitcases, while working to reduce labor and increase multilingual customer support.

Through such initiatives, the Neko-Support Business is opening stores with a close local presence that can bring together people, goods, and experiences to create new value. In this way, we will contribute to greater convenience for local residents, stimulation of local industry, and town development.



Sales Office in front of Namba Station to meet the needs of tourists

Putting a suitcase into the receiving bay of the machine

Note: Revenue and expenses related to green logistics, freighters, and Neko-Support are included in the EXP Business segment.