

Yamato Group's Strengths

Long-Cultivated Competitive Edge

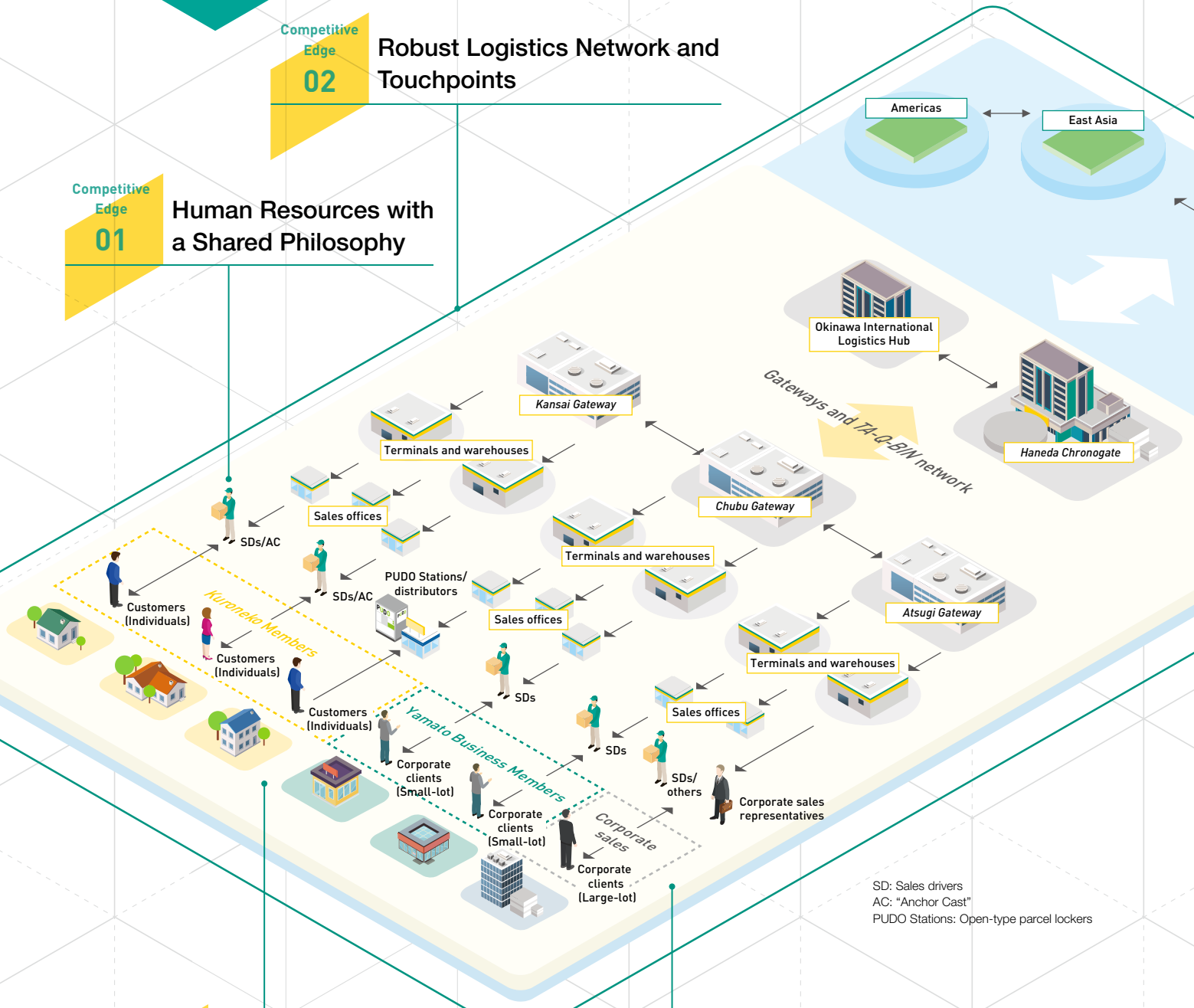
The Yamato Group has cultivated a unique and powerful competitive edge throughout the 100 years since its founding, and since the birth of the *TA-Q-BIN* service 43 years ago. As the Group moves forward, it will leverage this competitive edge to create new value for its customers, thereby realizing sustainable growth.

Competitive Edge
02

Robust Logistics Network and Touchpoints

Competitive Edge
01

Human Resources with a Shared Philosophy



SD: Sales drivers
AC: "Anchor Cast"
PUDO Stations: Open-type parcel lockers

Competitive Edge
04

Unique Big Data

Competitive Edge
03

Vast Customer Base and Abundant Customer Contact Points

Competitive Edge **01**



Human Resources with a Shared Philosophy

Our human resources share a common philosophy, and work to provide services that make each and every customer happy. At the same time, we gather customer requests and concerns and leverage them to provide solutions and help resolve local issues.

Sales Drivers

Approx. **60,000**

Corporate Sales Representatives

Approx. **450**

Anchor Cast

Approx. **6,500**

Total Employees

Approx. **229,000**

Competitive Edge **02**



Robust Logistics Network and Touchpoints

Drawing on our nationwide logistics network, we make effective use of innovative core terminal and overseas cross-border networks in order to provide added value unique to the Yamato Group.

Domestic Network and Touchpoints

Approx. **70** terminals / Approx. **4,000** offices /
Haneda Chronogate / *Atsugi, Chubu, and Kansai gateways* /
Okinawa International Logistics Hub

Over **100** warehouses (approx. 30 integrated into terminals) / Approx. **55,000** vehicles /
Approx. **180,000** TA-Q-BIN distribution centers /
Approx. **4,900** PUDO Stations

Overseas Network

24 countries and regions /

8 PAS1018*-certified companies (including two domestic companies)

* International standard for refrigerated parcel delivery services

Competitive Edge **03**



Vast Customer Base and Abundant Customer Contact Points

We utilize our vast customer base and abundant customer contact points, cultivated through TA-Q-BIN and a variety of other services, to provide customer solutions and help resolve local issues.

Corporate Clients

Approx. **1** million companies

Individual Customers and Contacts

Approx. **5** million transactions per day

Competitive Edge **04**



Unique Big Data

We make use of a variety of cargo-related and other information acquired through our transport and delivery services to create new value, enhance services for our customers, and improve work productivity.

Kuroneko Members

Approx. **32** million

Yamato Business Members

Approx. **1.1** million

Note: Figures as of September 2019