

The Yamato Group's Important Role as a Part of Social Infrastructure

Since its foundation in 1919, the Yamato Group has created a large number of services that were unprecedented in their time, starting with *TA-Q-BIN*. By doing so, the Group has established itself as a corporate group that serves as a crucial part of social infrastructure. As we have just moved beyond the significant milestone of our 100-year anniversary, we are seeing significant changes occurring rapidly in our business environment, including the diversification of customer expectations and needs, the shift to EC (e-commerce) in various industries, a decline in the overall population, the deterioration of infrastructure in rural communities, a shrinking workforce, and climate change and resource shortages. To realize a sustainable society under these circumstances, the active participation of corporations in the resolution of social and environmental issues is becoming even more important. Furthermore, the global spread of COVID-19 has accelerated changes to people's lifestyles and the structure of the logistics industry.

Under such an environment, the Yamato Group will transition to a "One Yamato" management structure, which will gather together the diverse management resources of each Group company, in April 2021. The Group will also work to provide value throughout the entire supply chain. By doing so, we will enhance convenience for our individual customers while supporting the overall management of our corporate clients to help them better respond to change. In addition, we will further strengthen our initiatives toward sustainability and promote the creation of "new logistics ecosystems" with the aim of resolving social issues as a crucial part of social infrastructure. Through these efforts, we will contribute to the creation of an enriched society, a goal laid out in our management philosophy, and realize sustainable growth and the improvement of corporate value.

Logistics Bases*¹

Approx. **200**

Domestic Parcel Delivery
Market Share*²

(Year Ended March 31, 2020)

No. **1** (42.0%)

Proportion of Japan Covered by
TA-Q-BIN Network

(As of March 2020)

100%

EAZY CREW*³

(As of January 2021)

Over **10,000**

TA-Q-BIN Centers*⁴

(As of March 2020)

Approx. **3,700**

Employees

(As of March 2020)

Approx. **224,000**

TA-Q-BIN Annual Delivery Amount

(Year Ended March 31, 2020)

Approx. **1.79 billion parcels**

Sales Drivers

(As of March 2020)

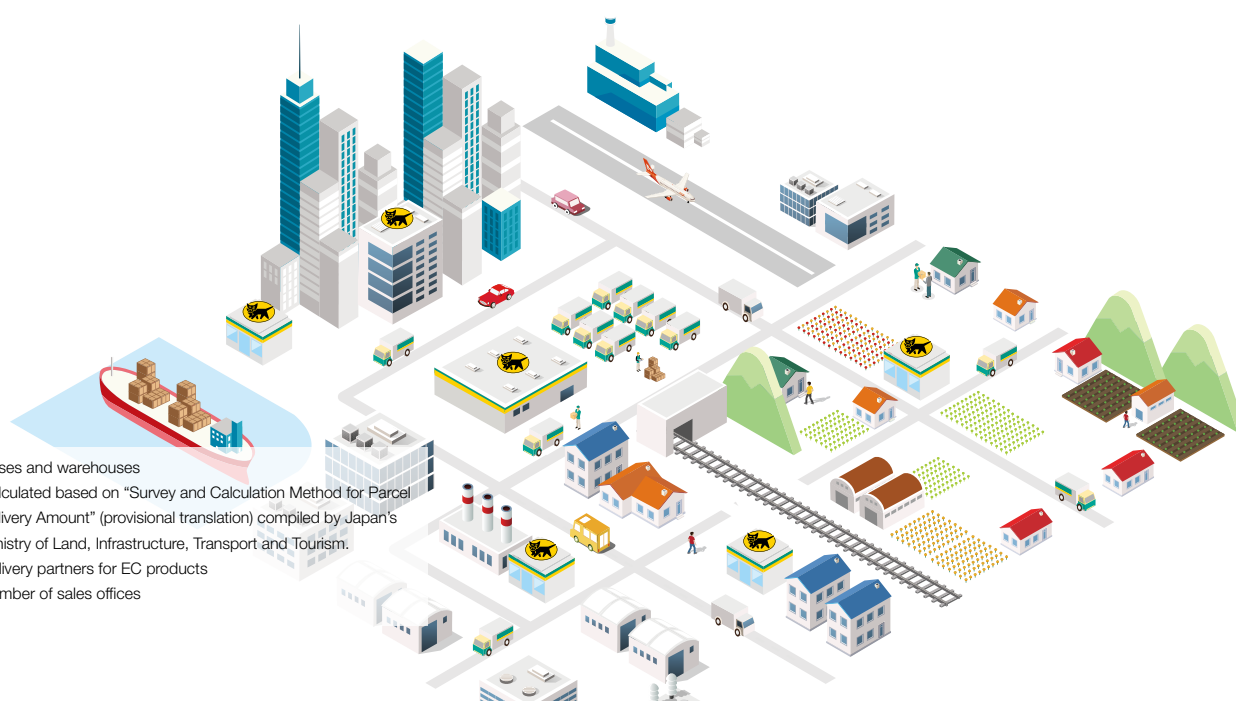
Approx. **60,000**

*1 Bases and warehouses

*2 Calculated based on "Survey and Calculation Method for Parcel Delivery Amount" (provisional translation) compiled by Japan's Ministry of Land, Infrastructure, Transport and Tourism.

*3 Delivery partners for EC products

*4 Number of sales offices



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Forward-Looking Statements

This integrated report contains forward-looking statements concerning Yamato Holdings’ future plans, strategies, and performance. These statements represent assumptions and beliefs based on information currently available and are not historical facts. Furthermore, forward-looking statements are subject to a number of risks and uncertainties that include, but are not limited to, economic conditions, customer demand, foreign currency exchange rates, tax laws, and other regulations. Yamato Holdings therefore cautions readers that actual results may differ materially from these predictions.

Editorial Policy

Having built up long-standing relationships of trust with all of its many and varied stakeholders, the Yamato Group discloses not only information of a legal nature but also information considered necessary for those stakeholders. The Yamato Group adopted the policy that such information shall be conveyed promptly and accurately as well as fairly and equitably. Conveying information, including that of a non-financial nature, on such aspects as management strategies, business overviews, and ESG activities, this integrated report is intended to deepen the reader’s comprehensive understanding of the Yamato Group. Please visit our website for more detailed information.