

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

Since its founding in 1919 as Yamato Transport Co., Ltd., 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. Recently, there have been major changes in the business environment surrounding Yamato. Against the background of the emergence and spread of COVID-19 and uncertain international circumstances, changes to consumption behavior and logistics structures have accelerated. Accordingly, the active participation of corporations in resolving social and environmental issues is becoming increasingly important to the achievement of a sustainable society.

Under these circumstances, the Yamato Group has transformed its business structure, which had been centered on our *TA-Q-BIN* services, and stepped up initiatives that aim to enable the provision of wide-ranging value covering the entire business process of customers. This transformation was based on our medium-term management plan "One Yamato 2023", which utilizes the One Yamato management structure to centralize the management resources of each Group company.

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.

Group Summary*

* The fiscal year ended March 31, 2022, or as of March 2022

Operating revenues

¥1,793.6 billion

Operating profit

¥77.1 billion

Operation facilities for corporate clients*1

Approx. 400

TA-Q-BIN sales offices

Approx. 3,500

Network coverage of *TA-Q-BIN* in Japan

100%

Overseas development

25 countries and regions

Number of employees

Approx. 216,000

Sales drivers

Approx. 60,000

Domestic parcel delivery market share*2

No. 1 (46.6%)

Annual parcel delivery amount (*TA-Q-BIN*, *TA-Q-BIN Compact*, *EAZY*, and *Nekopos*)

Approx. 2.27 billion parcels

EAZY annual delivery amount

Approx. 460 million parcels

*1 Warehouses, pickup and delivery facilities for corporate clients, and other locations

*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

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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 available at the time this report was created. 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 environmental, social, and governance (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.

Guidelines Referenced

- Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation, Ministry of Economy, Trade and Industry
- Guidance for Collaborative Value Creation
- Integrated Reporting Framework, International Financial Reporting Standards Foundation (IFRS Foundation)

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