History of Expanding the Value We Provide (100 Years of Progress)

The Yamato Group has developed into what it is today by accepting the changes each era brought and proposing products and services required by customers. We commenced a route-based, regular delivery service (Japan's first regular route transport service). Following this, we launched the TA-Q-BIN service to meet the delivery needs of countless customers and expanded the value we provide to meet the needs of varied customers, from individuals to corporate clients. In 2019, we celebrated our 100th anniversary. Based on the sudden and significant changes in the business environment, we embarked on structural reform to realize sustainable growth and improvement of medium- to long-term corporate value.

1919

Delivery company

Around 1919

Direction of strategies

Transformation of freight transportation (from ox- and horse-drawn carriages and wagons to trucks)

Around 1960



Rapid economic growth to stable growth improvement in standard of iving and purchasing power **Around 2000**



Changes to lifestyles and expansion of needs from home delivery to individual **Around 2020**



Emergence and spread of Changes in consumption behavior and logistics structures

100th Anniversary of the

¥1,630.1 billion

The fiscal year ended March 31, 2020

Company's Founding

Founding of Yamato **Transport** Co., Ltd.



Functions (including products and services)

Around 1929

Launch of regular route transport service

Response to demand for small-lot delivery



Around 1976

Launch of TA-Q-BIN service

- Provision of products and services that meet consumer needs
- Expansion of TA-Q-BIN

Launch of TA-Q-BIN

1983

service

1984

Launch of Ski TA-Q-BIN

Launch of International

Launch of Golf TA-Q-BIN

TA-Q-BIN service

1976

service



1986

Around 2000

Promotion of Group management

1998

Launch of TA-Q-BIN

Time Zone Delivery

2002



Launch of TA-Q-BIN Email

2005

dealers

Launch of TA-Q-BIN

payment settlement

service for mail-order

Collect, comprehensive

Notification service

2007

Launch of Kuroneko

Members, members-

only service for individ-

Around **2013**

Creation of solutions in corporate logistics

Launch of TA-Q-BIN Compact

Launch of Nekopos service

Establishment of PUDO Stations

(open-type parcel lockers)

- value-added business model
- Reinforcement of

2015

Launch of Yamato Business

Members, members-only service for

2016

service



1929

Launch of regular route, combined-load transport service between Tokyo and Yokohama

1951

Conclusion of agent contract with C.A.T. (Civil Air Transport), a Taiwanese airline, and launch of ai freight handling

1952 freight handling

operations

1958

packing and shipping

1960

Establishment of TA-Q-BIN service points (currently distributors)

1987 Launch of TA-Q-BIN service at convenience stores

Launch of Collect service (Currently TA-Q-BIN Collect)

Launch of Cool TA-Q-BIN

Launch of Airport

TA-Q-BIN service

1988

1973

1976

Establishment of Yamato System Development Co., Ltd. and tion domain

commencement of business in information and communica-

2000

Launch of Total Logistics Support

2007

2012

corporate clients

1935

Completion of network for regular deliveries across the Tokyo metropolitan area and surrounding areas

Expansion of domestic TA-Q-BIN network

Ratio of area covered across Japan

1997 Completion of domestic TA-Q-BIN network 2013 Launch of operations at Haneda Chronogate

From April 2021

Medium-Term Management Plan

"One YAMATO 2023"

Launch of the One YAMATO management structure, which centralizes the management resources of the Group with the aim of providing value to the "End to End" of the businesses of our corporate clients, including clients based overseas, in both the upstream and downstream domains

Expansion of overseas network

1980

Establishment of Yamato Transport U.S.A. Inc.

1983 Establishment of Yamato Transport (S) Pte. Ltd. 2003

Establishment of Yamato (Shanghai) Logistics Co., Ltd. (the predecessor of Yamato International Logistics Co., Ltd.) 2020

27 overseas subsidiaries 25 countries and regions of operation (including representative offices and branch offices)

1982

Transport (Hong Kong) Ltd. (Currently Yamato Logistics (Hong Kong) Ltd)

1986 Transport (Nederland) B.V. (currently Yamato Transport Europe B.V.)

2016

Conclusion of agreement for business collaboration and capital alliance with major Malaysian delivery company GD Express Carrier BHD. (currently GDEX Berhad)

Acquisition of stock in OTL Group, of Malaysia