

## 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 stakeholders. The Group adopted the policy that such information shall be conveyed promptly and accurately as well as fairly and equitably.

The Yamato Group intends to publish *Integrated Report 2020* during the second half of the fiscal year ending March 31, 2021. Ahead of its publication, we have created *Annual Review 2020* with the main purpose of facilitating an understanding of the performance of the Group during the fiscal year ended March 31, 2020 and the initiatives we are currently promoting. With *Integrated Report 2020*, we will communicate the broad range of efforts we pursue that contribute to improving the corporate value of the Group over the medium to long term, including our new medium-term management plan, which will be carried out in accordance with our Transformation Plan “YAMATO NEXT100,” as well as our ESG initiatives.



### Annual Review 2020



Overview of the performance and initiatives during the fiscal year ended March 31, 2020

### Integrated Report 2020\*



Information regarding our efforts that contribute to improving the corporate value of the Group over the medium to long term, including our new medium-term management plan and ESG initiatives.

\* To be published in the second half of the fiscal year ending March 31, 2021

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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.

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

Since its founding 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.

As a corporate group that serves as a crucial part of social infrastructure, the Yamato Group will continue to confront social issues and create “new logistics ecosystems” that meet the needs of customers and society at large. In this way, we will realize sustainable growth and improve our corporate value as we work to continue to sustainably contribute to the creation of an enriched society, which is the goal laid out in our Management Philosophy.

**Domestic Parcel Delivery  
Market Share\*2**  
(Year Ended March 31, 2019)

No. 1 42.3%

**Proportion of Japan Covered  
by *TA-Q-BIN* Network**  
(As of March 2020)

100%

***TA-Q-BIN* Centers**  
(As of March 2020)

Approx.  
7,000\*1

**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 Number of organizations

\*2 Calculated based on the “Survey and Calculation Method for Parcel Delivery Amount” (provisional translation) compiled by Japan’s Ministry of Land, Infrastructure, Transport and Tourism. Figures for “Domestic Parcel Delivery Market Share” are based on our performance in the fiscal year ended March 31, 2019, as the results of the above survey for the fiscal year ended March 31, 2020, have yet to be announced as of September 30, 2020.