

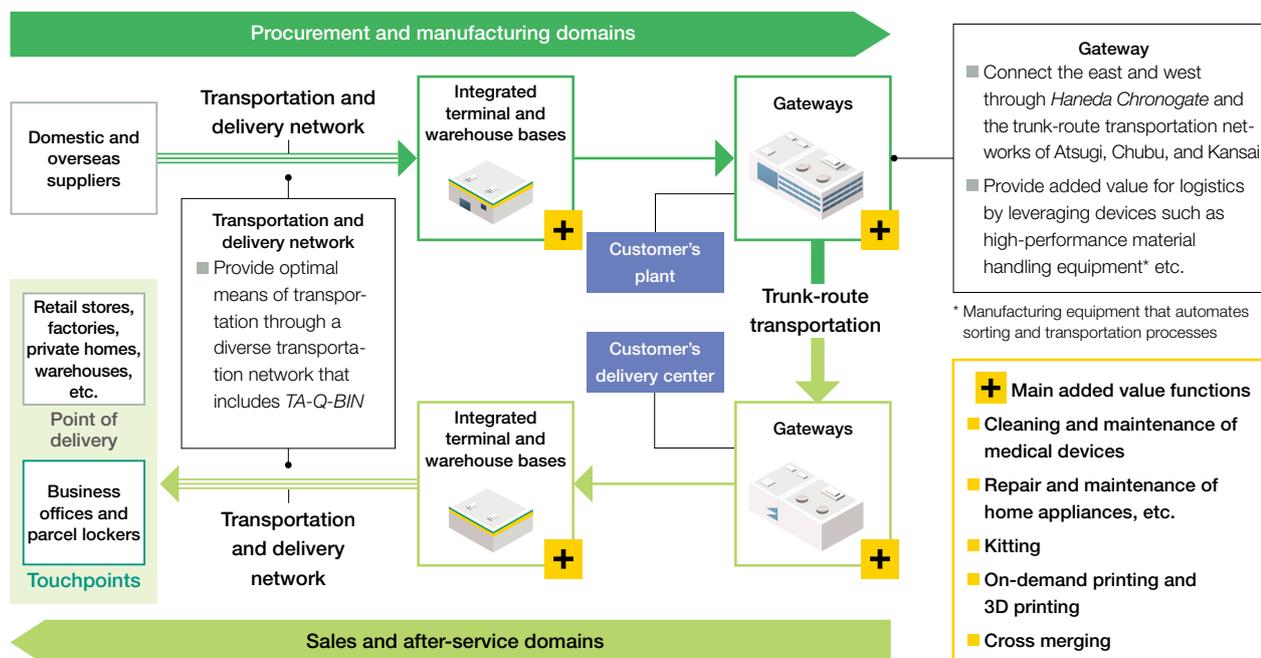
Strengthening of Corporate Logistics Business

We are promoting account management for corporate customers by centralizing management resources spread across the Group, including expert human resources, distribution functions, sorting systems and other logistics functions, and our trunk-route transportation network, which connects our logistics bases. By doing so, we are focusing our efforts on developing solutions for optimizing the overall supply chain of our customers. Going forward, we aim to realize new growth by integrating our high-frequency, small-lot deliveries and data foundation, which are Company strengths, to provide these solutions to a broad range of industries.

Structure of the Corporate Logistics Business

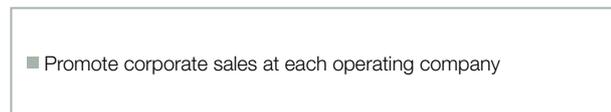
Supporting the Upstream and Downstream Supply Chains of Our Corporate Customers on an Integrated Basis

Through providing logistics solutions that leverage its more than 100 warehouses across Japan and an advanced transportation and delivery network built up through the *TA-Q-BIN* home delivery service, the Yamato Group is supporting the supply chains of our corporate customers on an integrated basis. We are providing high added value in a variety of ways through reducing logistics processes, lowering logistics costs, and optimizing lead times, while improving inventory turnover and alleviating the stress of end users.

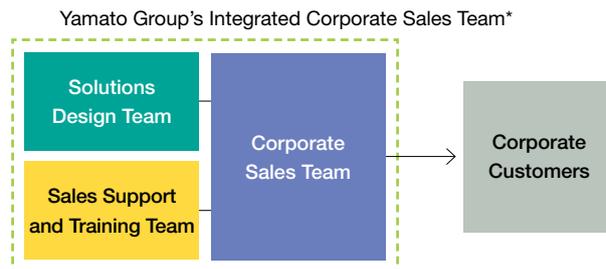
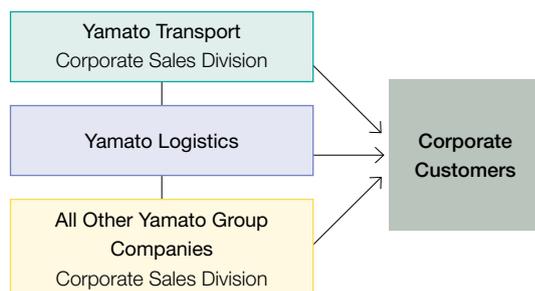


Revamping of Our Promotion Structure for Corporate Sales

Before



From October 2019 on



* From April 2021 on, the Yamato Group will centralize its management resources for corporate customers within Yamato Transport through the revamping of its management structure, with the aim of promoting account management from the perspective of customers.

Solutions for the Remote Healthcare Field

Initiative

Establishing a New Network for the Distribution of Pharmaceuticals in the Remote Prescribing Field

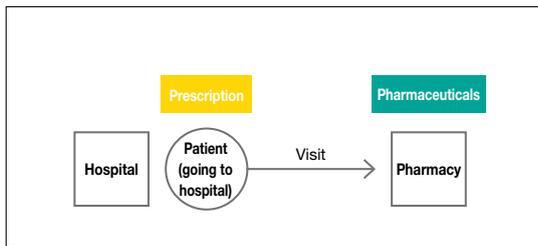
At the moment, the COVID-19 pandemic is significantly impacting structures for the provision of medical care both in Japan and overseas. Amid these circumstances, rapid changes are expected in remote healthcare and other fields, including the easing of regulations. To prepare for these kinds of structural changes, establishing a network for the safe, secure, and reliable distribution of pharmaceuticals has become an important social issue.

In January 2019, Yamato Transport and Alfresa Corporation, a pharmaceutical wholesaler subsidiary of Alfresa Holdings Corporation, launched the Pharmaceuticals Distribution Research Group, which has engaged in examinations regarding the response to future structures for the provision of pharmaceutical as well as social issues such as labor

Overview of Prescribing Drug Deliveries

Before

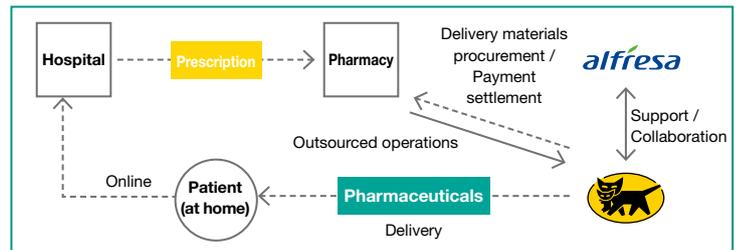
- Go to the hospital for a medical examination, receive a prescription, and bring the prescription to a pharmacy to purchase the pharmaceuticals



After
(Anticipated vision for the future*)

- No longer need to go to the hospital as medical care can now be received online
- Pharmaceuticals delivered to homes

* Certain parts of this vision currently applied as special measures to combat the spread of COVID-19



Solutions for Agricultural Product Logistics

Initiative

The Vegeneko Project for Resolving Issues Facing Agricultural Product Logistics

Agricultural product logistics in Japan currently involves a complex process for receiving and placing orders, which includes gathering information via the phone or fax, typing in data manually, and once again interacting via phone or fax. Such a system places a large work burden on producers and shipping agencies. Also, as there is no framework for smoothly sharing information with distributors, it is difficult for producers and shipping agencies to transport products at desired times and with the desired level of service. For distributors, various issues arise in terms of work style and profitability, including inefficient loading operations, the lack of return shipments, and long-distance travel.

To address these issues, Yamato Transport collaborated with Oisix ra daichi Inc. a company that offers food delivery services for organic and specially cultivated agricultural products as well as meal kits, to establish the Vegeneko Project. This project aims to leverage the resources of both companies, including their respective transport networks, to resolve the issues facing agricultural logistics. Under this project,

Yamato Transport and Oisix ra daichi are working to establish an open platform that helps make the logistics process more efficient through one-stop services that cover everything from receiving and placing orders to delivery. As part of these efforts, the two companies are providing systems to enhance the efficiency of receiving orders and creating delivery forms, which are part of the many complex characteristics of agricultural products logistics.

Going forward, Yamato Transport and Oisix ra daichi will establish systems that can help increase the efficiency of adjusting shipping volumes with retailers and create platforms that can help expand sales routes and improve transport efficiency by connecting distributors with digital data.

