

Management Philosophy

The Yamato Group helps enrich our society by enhancing the social infrastructure of *TA-Q-BIN* networks, creating more convenient services for comfortable lifestyles, and developing an innovative logistics system.

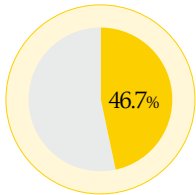


Profile

The special characteristic of management at the Yamato Group is its “management starts in the field” way of thinking. Formulated in 1931 to serve as its founding spirit, the Company’s precepts, which have not changed once since the *TA-Q-BIN* services were started in 1976, are positioned as the genesis of the Yamato Group. The Yamato Group has been creating unprecedented

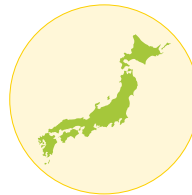
services that are needed by society to respond to changes in social structure, markets, and customer needs (companies and consumers), which have been subtly perceived by employees in the field on the front line of business. These efforts have given the Yamato Group of today its competitive edge.

Domestic Parcel Delivery Market Share



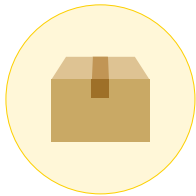
No.1

Proportion of Japan Covered by *TA-Q-BIN* Network



100%

TA-Q-BIN Annual Delivery Volume



1.7 billion parcels

Employees



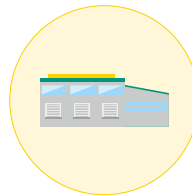
Approx.
200,000

Sales Drivers



Approx.
60,000

TA-Q-BIN Centers



Approx.
6,000*

* Number of organizations

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, corporate governance, and corporate social responsibility (CSR) activities, this annual report is intended to comprehensively deepen the reader’s understanding of the Yamato Group. Please visit our website for more detailed information.