

Core Values

1. We all represent the company.
2. We connect our customers' hearts with every delivery.
3. We conduct ourselves both professionally and ethically.

Management Philosophy

Yamato helps enrich our society by enhancing our social infrastructure, creating more convenient services for evolving lifestyles and industries, and developing innovative logistics and distribution systems.

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

This document, *Integrated Report 2018*, contains information on our efforts to improve corporate value over the medium to long term, centered on measures put forth based on our medium-term management plan, "KAIKAKU 2019 for NEXT100," and includes information on current company conditions.

Profile

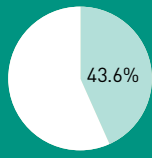
The special characteristic of management at the Yamato Group is its "management starts in the field" way of thinking. Formulated in 1931 to serve as its founding spirit, the Company's Core Values, which have not changed once since the *TA-Q-BIN* services were started in 1976, are positioned as the genesis 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

(Year Ended March 31, 2018)

No. **1**



Proportion of Japan Covered by TA-Q-BIN Network

(As of March 2018)

100%



TA-Q-BIN Annual Delivery Volume

(Year Ended March 31, 2018)

Approx. **1.8 billion** parcels



Employees

(As of March 2018)

Approx. **210,000**



Sales Drivers

(As of March 2018)

Approx. **60,000**



TA-Q-BIN Centers

(As of March 2018)

Approx. **7,000***



* Number of organizations