



Safety Measures to Support Business Continuity

The Yamato Group deems community streets and roads as the places to carry out its business activities. Based on our corporate stance of thorough safety management that places respect for human life as its top priority, the Group thoroughly adheres to its philosophy of placing safety first and business second to position respect for human life as a priority at all times.

Safety Management Disclosure Information

With ensuring the safety of transport business operators as its goal, the Yamato Group has built up a transport safety management system, based on the Transport Safety Management System stipulated by the Ministry of Land, Infrastructure, Transport and Tourism, and remains actively involved in its implementation. Results for the fiscal year ended March 31, 2018, and part of the goals for the fiscal year ending March 31, 2019, are listed below.

Transport Safety Goals and Achievement Status (The Yamato Group)

Traffic Accidents

Item	2016/3 (Results)	2017/3 (Results)	2018/3 (Results)	2019/3 (Targets)
No. of serious traffic accidents*1	7	4	4	0
No. of serious work-related accidents*2	0	0	1	0

Note: *1 and *2 are defined as follows

*1 Deaths from traffic accidents (including accidents where driver was not at fault)

*2 Deaths from disasters

Reference: Yamato Transport's publicly disclosed "Transport Safety Management" information (in Japanese only)
http://www.kuronekoyamato.co.jp/ytc/corporate/pdf/csr/anzen_management.pdf

Safety Management Structure

Based on the Yamato Group's Safety Management Regulations, each Group company has established a safety management structure.

Guided by the leadership of its top management, the Group has set up an organizational management structure involving collaboration between those on the transportation front lines and those in administrative divisions, in order to enhance the effectiveness of its transportation safety management.

Also, in regard to important information on such matters as serious transportation-related accidents, the Group maintains a framework for sharing such information with Yamato Holdings, which oversees the Group, in an effort to promote transportation safety on a Groupwide level.

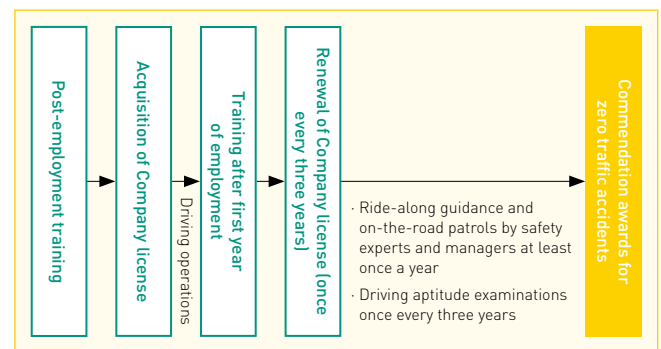
Driver Aptitude Examination

Automotive transportation operators are required to have their drivers take an aptitude examination that is recognized by the Ministry of Land, Infrastructure, Transport and Tourism. The drivers of the Yamato Group undergo driver aptitude examinations on a timely basis. These examinations consist of two types: mandatory examinations, which include post-employment examinations, age suitability examinations, and specific examinations; and voluntary examinations, which include general examinations. In addition to the mandatory examinations, Group drivers take voluntary examinations once every three years to ensure safe driving.

Training of Sales Drivers

To develop excellent drivers who strictly practice safe driving, the Group provides them with detailed guidance on a daily basis. Yamato Transport drivers hired following a rigorous aptitude test receive training upon joining the Company that includes safety training and other forms of training for approximately one month. After acquiring their Company license, they are able to engage in driving operations for the first time. Even after that, they continue to hone their driving skills through training sessions one year after joining, regular ride-along guidance and on-the-road patrols by safety experts and managers, and a driving aptitude examination once every three years.

Outline of Internal Education



Safety Expert System (Yamato Transport)

Yamato Transport introduced the Safety Expert System in 1974. Since then, this system has helped the company continue to steadily support safety and provided the foundation for its safety strategy.

Safety experts are assigned to each regional branch and specialize in safety measures. As of April 2018, Yamato Transport employed 325 safety experts. In addition to making rounds between their designated areas, these safety experts work on a daily basis to ensure strict compliance with laws and regulations, improve the abilities of individual drivers, and thoroughly prevent traffic and work-related accidents.

The Safety Expert System and related systems have been established at other Group companies aside from Yamato Transport. Please refer to our ESG-related data for the number of safety experts at each company.

<http://yamato-hd.co.jp/english/csr/esg/performance.html>

For more detailed information, please see the CSR section of the corporate website.
<http://www.yamato-hd.co.jp/english/csr/index.html>