

## Company Precepts

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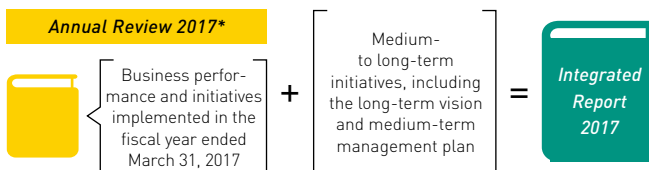
1. We 'all' represent the company
2. We deliver with a personal touch
3. We work with gratitude and politeness

### Editorial Policy

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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.

Following our recent announcement of a new long-term vision and medium-term management plan, we have published *Integrated Report 2017*. In addition to the content found in *Annual Review 2017*, which we published in September 2017, this integrated report also includes information on our efforts to improve corporate value over the medium to long term.



\* Published in September 2017

### Profile

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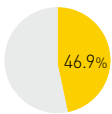
The special characteristic of management at the Yamato Group is its “management starts in the field” way of thinking. Formulated in 1931 to serve as its founding spirit, the Company’s precepts, which have not changed once since the *TA-Q-BIN* services were started in 1976, are positioned as the genesis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



## 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.

**Domestic Parcel Delivery Market Share**  
(Year Ended March 31, 2017)



No. **1**

**TA-Q-BIN Annual Delivery Volumes**  
(Year Ended March 31, 2017)



**1.8**  
billion parcels

**Sales Drivers**  
(As of September 2017)



Approx.  
**60,000**

**Proportion of Japan Covered by  
TA-Q-BIN Network** (As of September 2017)



**100%**

**Employees**  
(As of September 2017)



Approx.  
**208,000**

**TA-Q-BIN Centers**  
(As of September 2017)



Approx.  
**7,000\***

\* Number of organizations