

### Delivery



**Masaki Yamauchi**

Representative Director,  
President and Executive Officer of Yamato Transport Co., Ltd.

Guided by its basic corporate philosophy of “Total Reliability,” the Delivery Business utilizes the business resources of the Group in the Japanese and overseas markets to pursue business development that improves convenience in customers’ lives. In the Japanese market, the Delivery Business aims to establish an overwhelming competitive advantage over rivals through various measures. These include evolving our products and services, reinforcing our ability to propose commercial distribution solutions, and addressing local revitalization needs. In overseas markets, the Delivery Business aims to expand its *TA-Q-BIN* business in Asia and develop and cultivate services that streamline domestic and international transportation services.

#### Review of Fiscal 2012

The aftermath of the Great East Japan Earthquake was a concern for the Delivery Business at the start of the term. The economy began to gradually regain momentum, however, on the strength of full-scale recovery and restoration activities. Fiscal 2012 saw the launch of DAN-TOTSU Three-Year Plan HOP, a medium-term management plan. Under this initiative, we reinforced marketing to the small lot commercial distribution sector, which is our core revenue base, and solution sales that leverage Group strengths.

*TA-Q-BIN* transaction volumes thus reached a record high, reflecting the strengths of same-day delivery and other strategically differentiated products using our network. These capabilities helped us to win new customers, mainly in the mail-order market, and increase deliveries from existing customers.

Handling volume for *Kuroneko Mail* declined owing to

stricter policies on parcel acceptance in keeping with our compliance commitment.

Given the difficulty of projecting work volume, we drew on part-timers in what we call our “field cast” to cover work volume and drew on team-based approaches to concurrently deliver parcels during times when customers were most likely to be home. Such delivery quality and productivity improvements enabled the Delivery Business to increase both revenue and profit. Operating revenues rose 1.9%, to ¥1,014,564 million, and operating income was up 1.0%, to ¥40,965 million.

In Japan, we continued to boost sales through solutions, with a view to addressing the diversifying needs of customers with high-quality services, mainly for corporate customers. These include *Today Shopping Service*, *Net Super Support* services, and other solutions that fully leverage the coordination within the Yamato Group and its functions. For individual customers, we extended the lineup in the *Kuroneko Members* service, whose offerings to date have included enabling recipients to designate parcel reception or receive parcels at stores offering *TA-Q-BIN* services. New capabilities during the year included providing an electronic money function for *Kuroneko Members* cards. People can use their cards to shop at convenience stores and other outlets and pay delivery fees.

In overseas markets, the Asian economic zone is becoming borderless in terms of goods, money, and information. We help customers to procure raw materials locally, produce products, and import those goods to Japan through our *Global Direct* service. In September 2011, we started *TA-Q-BIN* services in Malaysia, extending an Asian reach that already covers Shanghai, Singapore, and Hong Kong. Our more sophisticated lines, such as *Cool TA-Q-BIN*, *TA-Q-BIN Collect* and *Time Period Delivery*, have gradually gained acceptance among developed countries and regions in overseas markets, a trend reflected by a steady increase in delivery volumes.

#### Strategies for Fiscal 2013

The fiscal year ending March 31, 2013 marks the second year of our three-year medium-term management plan DAN-TOTSU Three-Year Plan HOP. This fiscal year will see the Delivery Business strive to remain one step ahead of our rivals in meeting customer needs. This in turn will, we believe, lead to increased market share, improved quality and stronger cost-competitiveness. Our aim is to establish a position, by the 100th anniversary of our founding in fiscal 2020, as the most appreciated and best-known company in all communities. We will realize further growth by pursuing two major pivotal business policies. In Japan, we will further increase the quality of our operations to establish an overwhelming competitive advantage. Overseas, we will accelerate the expansion of our *TA-Q-BIN* business in the Asia region.

**Japanese Market: Achieving an enormous leap in quality through the adoption of a “regional- and lifestyle-oriented approach” and the provision of logistics solutions**

One initiative for revitalizing the growth potential of our TA-Q-BIN services is the construction of *lifetime lifestyle support platforms* based on members of *Kuroneko Members*. We are also creating a new business model more closely tied to local communities by partnering with national and local governments and other companies. We have already collaborated with social welfare councils and shops in launching a shopping delivery service for local communities. Numerous projects, including some at proposal stages, are moving forward nationwide. One is for a service to confirm the health and well-being of recipients. Others include services that collaborate with government offices to promote local industry, employment, and community revitalization. We aim to become pivotal to community infrastructures by expanding these projects.

At the same time, we will provide solutions that help corporate customers overhaul their supply chains. We will help these customers address increasingly complex requirements in terms of reforming warehouse management, inventory management, sales promotion and aftersales follow-up. We will draw on Group strengths to develop cutting-edge, cloud-based services that combine the TA-Q-BIN network with logistics technology (LT), information technology (IT) and financial settlement technology (FT) to provide flexible distribution solutions that best meet customers’ needs. Specifically, we will cultivate new businesses supporting customer business operations. For example, we will propose diverse problem-solving services with Group products through the *Yamato Business Members* network. We will offer recovery logistics, in which we comprehensively manage such complex tasks as collecting goods for repair or returned mail-order goods.

We also look to provide new services that harness the *Free Rack Auto Pick System (FRAPS)*, which supports busy customers in making shipments.

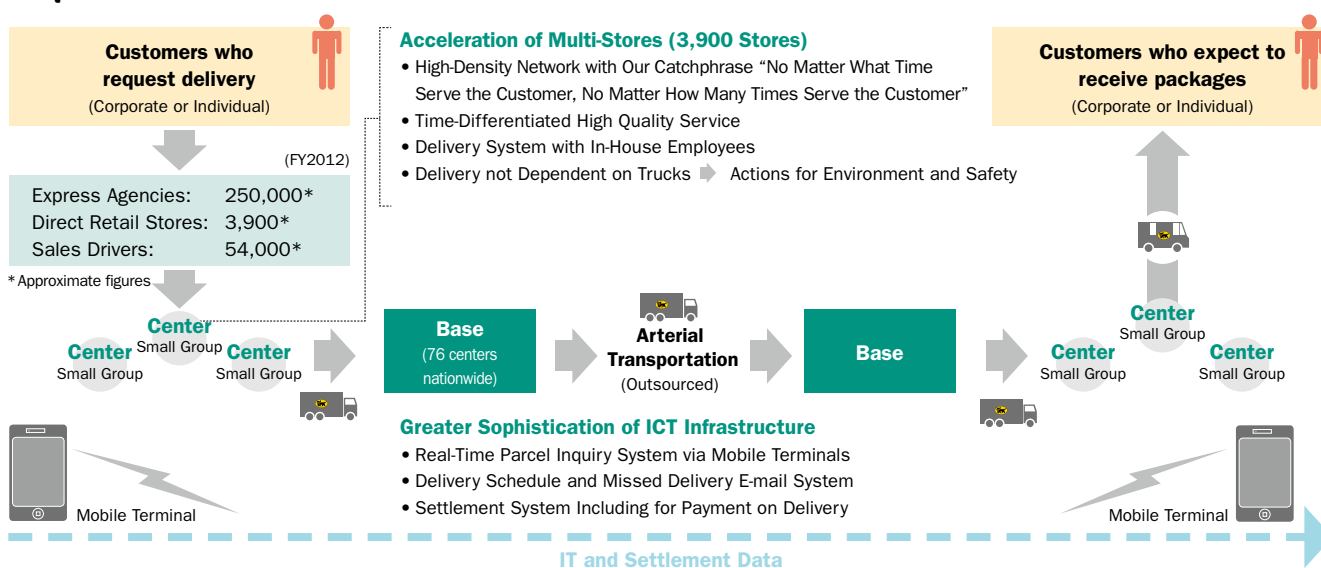
**Overseas Market: Accelerating and strengthening development of our TA-Q-BIN services in Asia**

We will continue surveying the overseas potential of our TA-Q-BIN business and develop that business in Asia to steadily expand the region in which we operate our TA-Q-BIN business. At the same time as expanding our distribution infrastructure across our Asia network, we will introduce the same range of high-quality, value-added products and services currently available in Japan in order to better support those companies setting up overseas operations in the region.

In fiscal 2013, we will build various businesses by integrating our Asian TA-Q-BIN network and our international network, the latter drawing extensively on our logistics hub capabilities in Okinawa, including for late-night flights. For example, we will create international TA-Q-BIN services that enable people to send parcels from Japan to other Asian countries. We also aim to provide a next-day international small parcel delivery service for companies and build an Asian door-to-door integrated delivery platform. We also seek to provide value-added services that would be impossible with existing logistics centers, taking advantage of *Haneda Chronogate*, which is scheduled for completion in fall 2012, as a new strategic base.

As we proceed with these business activities, our strategies to improve convenience for our customers will be to optimize pickup and delivery team structures based on delivery schedules to provide better service at a time more convenient to the customer. In addition, we will look to embed the TA-Q-BIN network further in local communities while improving productivity and increasing market share.

**TA-Q-BIN Services**



## BIZ-Logistics



**Hitoshi Kanamori**

Representative Director,  
President and Executive Officer of Yamato Logistics Co., Ltd.

The BIZ-Logistics Business aims to amaze and satisfy its customers and the consumers of their products and services by exceeding all customers' expectations. The business realizes this goal by developing innovative logistics solution models from the perspectives of users, combining logistics and international transportation capabilities with the management resources of the Yamato Group.

### Review of Fiscal 2012

In fiscal 2012, operating revenues increased 0.6% from a year earlier to ¥82,479 million. This rise reflected expanded usage of services for the mail-order industry and trade-related services, as well as the strong performance of a new medical equipment-related service. Owing to higher costs associated with the development of a new business for medical equipment-related services and expansion of the *Global Procurement Support Service*, operating income declined ¥1 million, to ¥3,663 million.

One domestic initiative during the year under review was to jointly open the Sanin Ryutsu Trinity Center with the city of Sakaiminato in Tottori Prefecture. The center is a platform base adding the Yamato Group's information, logistics, and financial technologies to the port functions of the city. The center supports the global development of small and medium-sized suppliers based in Japan. The services the center provides have not only helped reduce the costs to those suppliers, but also made their procurement and sales activities smoother, and contributed to job creation and the development of industry in the region. Overseas, we started a same-day office supplies delivery service in Shanghai, China, for ASKUL Corporation. This service is a local adaptation of the logistics functions and expertise of the Yamato Group's *Today Shopping Service* in Japan. In upgrading the service to match the needs of Shanghai, we cut the lead time from order to delivery from more than a day to just half a day. This has helped the client, ASKUL Corporation, to expand sales, as well as contributed to the greater convenience of local consumers.

Underpinning the launches of such services was an evolution in our services as our perspectives shifted from existing efforts to enhance offerings to merchants (sellers) to doing better for consumers (buyers). Another factor has been our spirit of coexistence and co-prosperity with customers and local societies.

The BIZ-Logistics Business will constantly drive logistics solutions advances by customer and region to steadily expand its domain.

### Strategies in Fiscal 2013

To reach its targets under the DAN-TOTSU Management Plan 2019, the BIZ-Logistics Business aims to make logistics borderless and achieve logistics innovations.

In developing our business overseas, we will launch B2B delivery routes and transportation operations within Asia to offer one-stop logistics services matching specific regional needs. We have added multiple new functions exploiting our information, logistics and financial technologies in the *Global Direct* service, including our e-mail notification service, international refrigerated transportation, and international settlements, to further amaze and satisfy customers and their consumers.

In domestic business development, we will materialize a new concept of zero inventory using the *FRAPS (Free Rack Auto Pick System)*. This approach differs completely from the conventional concept of holding and shipping customer parcels. We created a new service that makes it possible to deliver parcels through the fastest routes in the *TA-Q-BIN* network regardless of how many parcels there are and where they are. At *Haneda Chronogate*, which is scheduled for completion in fall next year, we will further shorten times

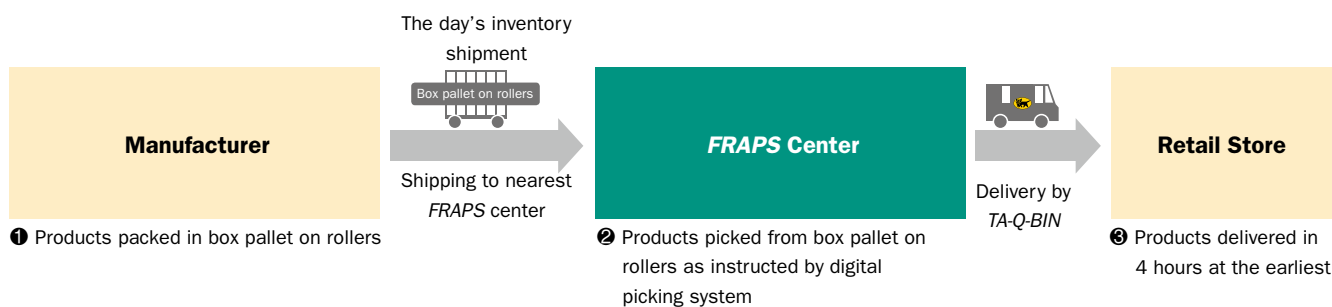
between anywhere in Japan and any country and city around the world by leveraging that facility's advantages as a land, sea, and air hub for Japan and overseas, linking all of the functions of the Yamato Group.

The BIZ-Logistics Business will help further enrich society through borderless logistics and innovations by organically connecting the management resources of the Yamato Group.



FRAPS

## FRAPS



## Home Convenience



**Atsushi Ichino**

Representative Director,  
President and Executive Officer of Yamato Home Convenience Co., Ltd.

The Home Convenience Business is responsible for offering life environment services that take a step inside the lifestyles of customers. The business is developing and providing comprehensive lifestyle support services that enrich and make customers' lives more convenient not only in the home, but also in the office.

### Review of Fiscal 2012

The period under review marked the first year of both our long-term management plan DAN-TOTSU Management Plan 2019, and our medium-term management plan DAN-TOTSU Three-Year Plan HOP. Our strategy focused on developing services that add a new dimension to customers' home convenience experience. Another important aspect was providing support to those in need in areas affected by the Great East Japan Earthquake.

In our delivery-with-installation business, a service that not only delivers but also installs and assembles large-sized furniture and appliances, we sought to meet the demands of customers wishing to use delivered furniture and equipment immediately upon delivery, based on the strengths of our nationwide network and the service itself. We also

started offering new services, primarily by building a platform that adds repair, maintenance and after-care services to the foregoing installation and assembly services.

During the year under review, we devoted our resources to restoration activities by delivering and installing electrical appliances at temporary housing in areas affected by the Great East Japan Earthquake. At the same time, new services helped boost revenues. Such services included a comprehensive electrical appliance returns service for small and medium-sized manufacturers using the above platform, and a service for housing equipment manufacturers that transports unpacked individual moving crates.

In the moving business, we offered a range of lifestyle-related services aimed at removing the hassle associated with moving house, such as sales of recycled items and rental services, as well as leveraging the special strengths of our network to enable the transport of individual moving crates.

During the year under review, the moving business did much in earthquake-afflicted areas by selling furniture and electrical appliances through mobile recycled-goods shops. The business capitalized on needs identified in afflicted areas to launch a new service targeting depopulated areas in Japan. We catered for post-quake moving demand and provided new services to support people in relocated households, such as room redecoration and home cleaning. The moving business contributed to revenue growth by improving convenience for customers with services for all life stages.

As a result of these factors, operating revenues for the moving business were solid, exceeding the level for the previous term. At the same time, the number of electrical appliance deliveries and installations dropped more than expected, reflecting the completion of a government eco-point program for energy-saving appliances and the completion of a switch to digital terrestrial television broadcasting. Operating revenues for the Home Convenience Business thus declined 2.6%, to ¥47,715 million.



Similarly, we posted an operating loss of ¥44 million. However, thanks to productivity increases, cost cuts through the integration of operations, and fixed cost reductions, this was an improvement of ¥574 million on the operating loss suffered last year.

### Strategies in Fiscal 2013

In fiscal 2013, the second year of the medium-term management plan DAN-TOTSU Three-Year Plan HOP, we will cultivate new markets by deploying new products and services for the lifetime lifestyle support and corporate activity support areas. At the same time, we will set course for a growth path by refining existing products and services. We will work to increase revenues and earnings by providing logistics support for business operations and reforming our cost structure.

On October 1, 2011, during the first year of our three-year plan, Yamato Home Convenience Co., Ltd. implemented organizational changes. It restructured its entire business into the Home Convenience Business to offer lifelong support for customers by making home lifestyles more convenient, and the Business Convenience Business, which aims to enhance support for corporate activities.

The Home Convenience Business materializes lifelong lifestyle support for customers by developing convenient products that enrich lifestyles in segmented markets. This business will rekindle the growth of existing products and services

by capturing synergies with lifestyle support services.

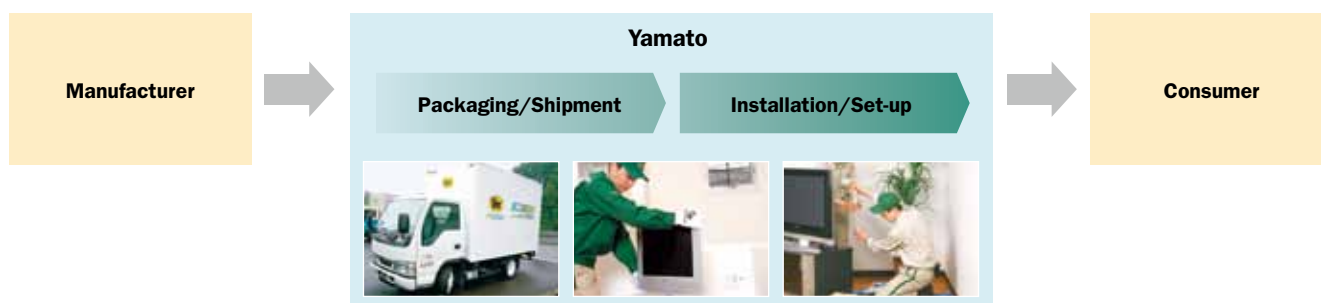
The Business Convenience Business cultivates new markets for everyday services with product lines that leverage existing networks. We will expand earnings and drive new growth in existing businesses by making existing services more responsive to user needs while introducing new services.

The products and services we offer will maximize the Group's nationwide network, a major management resource in and of itself, and will reflect the characteristics of the local community.

We have established our own technological capability qualification standards to be used in the development of our technicians and drivers, who are usually the last to interact with customers at the end of the service provision process. Based on those standards, we will continue our development and training programs with the goal of upgrading and expanding technician and driver skills. At the same time, we will promote further quality enhancements by providing all employees with additional training on customer satisfaction.

We are committed to deploying unique new services by identifying social changes and continuously enhancing convenience for our customers. We will thereby improve the Yamato Group's corporate value while managing our business to pursue growth.

### Household TA-Q-BIN Service



# e-Business



**Kenji Minaki**  
 Representative Director,  
 President and Executive Officer of Yamato System Development Co., Ltd.

The e-Business is involved in a range of information services for corporations, including Application Service Provider (ASP) services and information system development.

Using Information and Communication Technology (ICT), the e-Business works in partnership with customers in promoting efficient business processes. Based on these

services, the e-Business provides solutions for potential business problems and proactively proposes solutions that result in sales growth and cost reductions for customers.

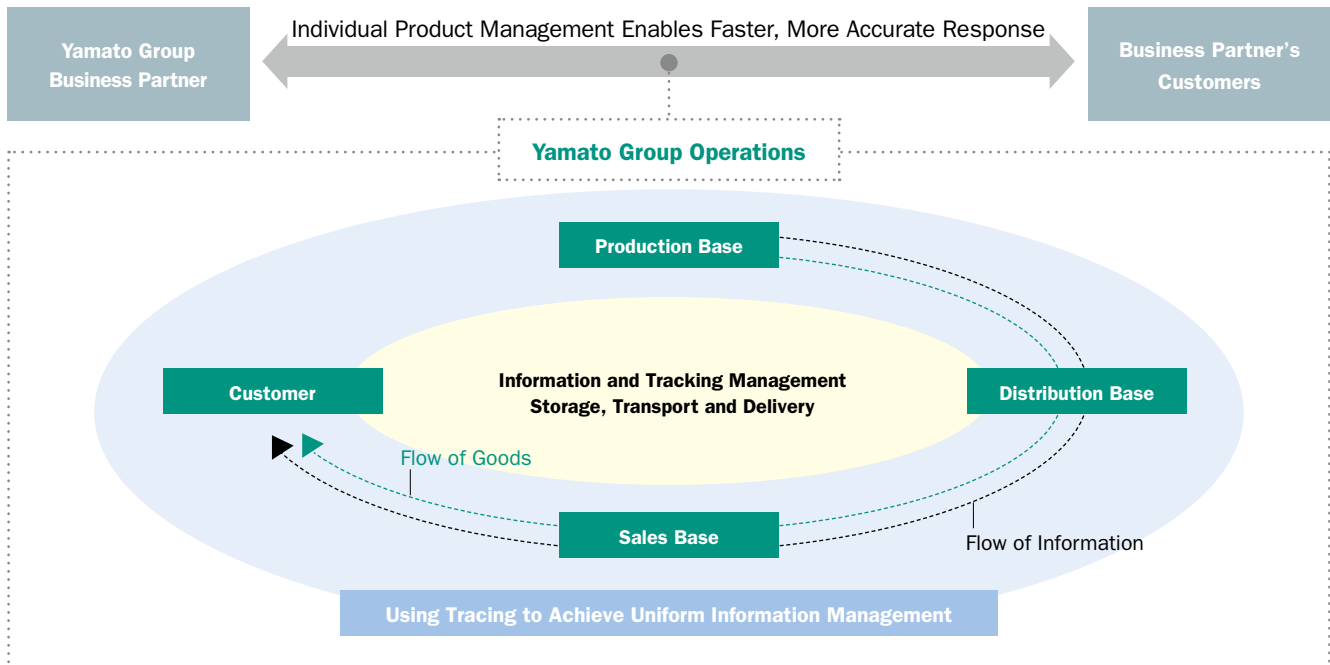
## Review of Fiscal 2012

The e-Business actively proposed solutions that integrate data, distribution and settlement functions, to raise business process efficiency and solve potential business problems of customers. Furthermore, we developed and operated systems in step with business development across the Yamato Group.

In collaboration with the Financial Business in e-money services, we have been promoting installation and operation of a multi e-money settlement terminal that allows settlement by multiple brands of e-money. During the year under review, revenues expanded on the strength of increased installations of terminals by restaurants and other customers.

In our *e-Logistics Solution Business*, we offer a service that visualizes delivery flows and the whereabouts of packages by applying the tracking know-how of our *TA-Q-BIN*

## e-Logistics Solution



business for customers requiring individual goods management, such as telecommunications equipment and cable television businesses. In the year under review, our business grew on the back of expanded new customer usage and increased product management volume among existing customers.

In *e-On Demand Solutions*, business expanded in the fiscal year under review thanks to the development of services, particularly for the pharmaceutical industry, that support improved sales efficiency and inventory reductions through the management, on-demand printing, and just-in-time delivery of customers' sales promotion materials.

Our *Web-Based Mail Order Solution* business took steps to develop the "net supermarket" business, in which we expect demand to expand. The business targeted retail business customers, such as supermarkets and department stores, in expanding its *Net Super Support* service, a comprehensive service offering Web system creation, delivery of items, and collection of payments. Taking advantage of the multifunctionality of the Yamato Group, this service has gained a strong reputation for its overall power as a service that deals with the underlying social trends of an aging society and the depopulation of rural areas. Consequently, business is expanding firmly.

Overseas, the e-Business progressed in line with the Yamato Group's Asian developments using ICT. Our e-Business additionally cultivated its own operations in Taiwan.

As a result of expansion in services to visualize delivery flows, services to manage sales promotion goods for customers, and contributions from the *Net Super Support* business, operating revenues increased 8.2% year on year, to ¥35,504 million. As a result of upfront forward investments in e-money services, operating income dropped 0.1%, to ¥6,703 million.

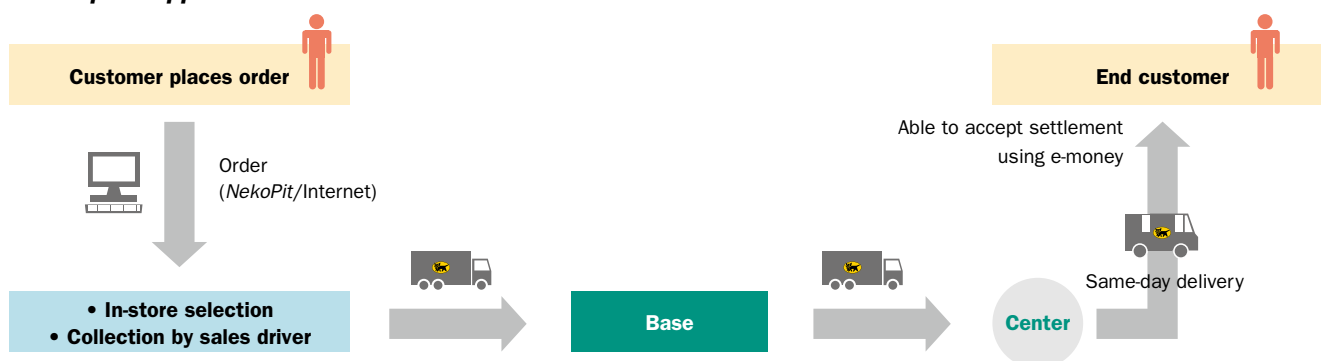
### Strategies in Fiscal 2013

Our first strategy is to strengthen the competitiveness of our products. Besides refining existing services as a matter of course, we will create more services and businesses by combining the management resources of the e-Business and the rest of the Yamato Group. We will also collaborate with the services of other companies to generate unique solutions.

Our second strategy is to reinforce our sales capabilities. We will employ the networks of the e-Business and the rest of the Yamato Group as part of efforts to enhance our solutions capabilities by collaborating with influential external partners in the marketplace. We will draw on our solid, wide-ranging sales structure to cultivate customer needs and deliver solutions.

We will strive for superior ability to use the combined power of the Group in our business, continuing to offer new solutions that contribute to improved efficiency in the business processes of our customers. Our goal is to help to build an enriched society as a solutions provider.

### Net Super Support Service





## Financial



**Toshizo Kurisu**

Representative Director,  
President and Executive Officer of Yamato Financial Co., Ltd.

### Review of Fiscal 2012

The Financial Business aims to become a partner that provides convenience for consumers and helps enterprises overhaul their logistics systems by providing settlement and other financial solutions in Japan and abroad. We are determined to offer diverse settlement methods to fulfill customer requirements, such as collecting payments upon delivery on behalf of mail-order companies and handling settlements between companies.

We continue to pursue greater convenience in methods of payment, actively promoting electronic money (e-money) payments in addition to payments on delivery by cash, credit or debit card. In regard to the volume of transactions settled using e-money in the market, e-money transaction volume has grown in importance in recent years to the point that it is now an integral part of daily life in Japan. Transactions settled using e-money surpassed roughly ¥1.75 trillion in 2010.

In response to this trend, in June 2010 we introduced a single terminal able to process settlements using a variety of e-money brands, for the first time in Japan. We also

launched a *TA-Q-BIN Collect* service allowing recipients to pay by e-money at the time of delivery. Initially, the service was limited to settlements using retail or independent brands such as nanaco, Edy and WAON. However, from May 2011, the terminals used by our sales drivers were adapted to accept payments from transit-based electronic prepaid cards such as SUICA, ICOCA and PASMO. As a result, our customers are now able to use 99% of all e-money types currently available in Japan. In the home delivery industry, this is the only service of its kind offered exclusively by the Yamato Group.

On top of that, we responded to an increasingly diverse range of popular settlement methods, for example, the launch of smartphone- and tablet-based settlements in January 2012.

Overseas, we made *TA-Q-BIN Collect* available as a settlement solution in Shanghai and Singapore from January 2010, in Hong Kong from February 2011, and in Malaysia from September 2011.

As a result of growth in the number of *TA-Q-BIN Collect* transactions through expansion in e-money settlements, segment operating revenues increased 3.3% to ¥54,115 million. Operating income was unchanged, at ¥9,938 million, reflecting higher operating costs for e-money-related services.

### Strategies in Fiscal 2013

The Financial Business will continue to work on creating convenient, user-friendly services to suit a range of settlement scenarios for all corporate customers and end users in regional areas.

For our corporate customers in the business-to-consumer (B2C) mail-order market, we will further expand and promote usage of *TA-Q-BIN Collect*, a single terminal e-money settlement setup that is the only service of its kind in the home delivery industry. In addition, we will propose solutions that leverage Group resources through our *Today Shopping Service* to attain the number one market share in

home delivery settlements for the mail-order market.

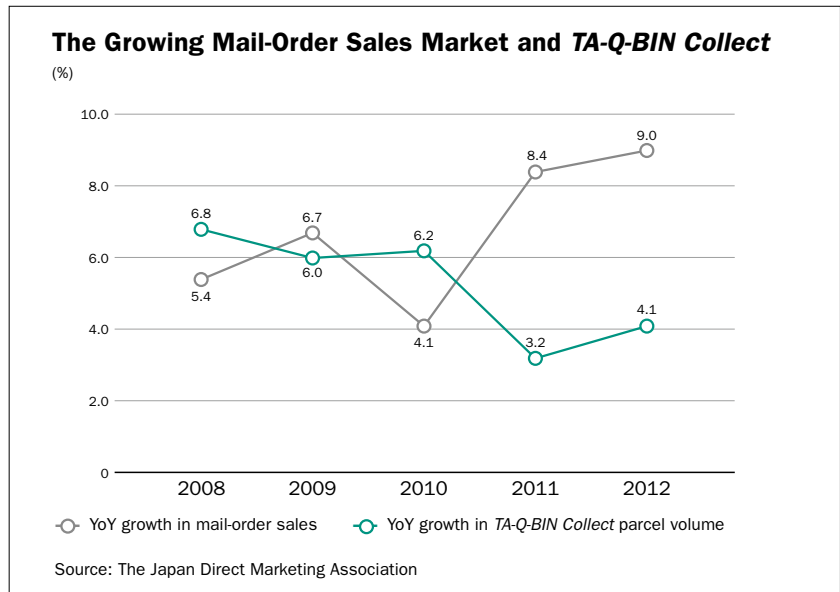
At the same time, we will create more lifestyle support platforms that provide greater convenience by combining them with delivery networks to eliminate inconvenience and dissatisfaction with regular payments.

In the business-to-business (B2B) market, we will combine the *Kuroneko Anshin Kessai Service* and the Yamato Group's logistics technology to offer a logistics reform solution that handles one-stop delivery and procurement services for client companies. We will help client companies expand their businesses by providing optimized services that address financial issues associated with logistics, contributing to better business management for companies buying from and selling to each other.

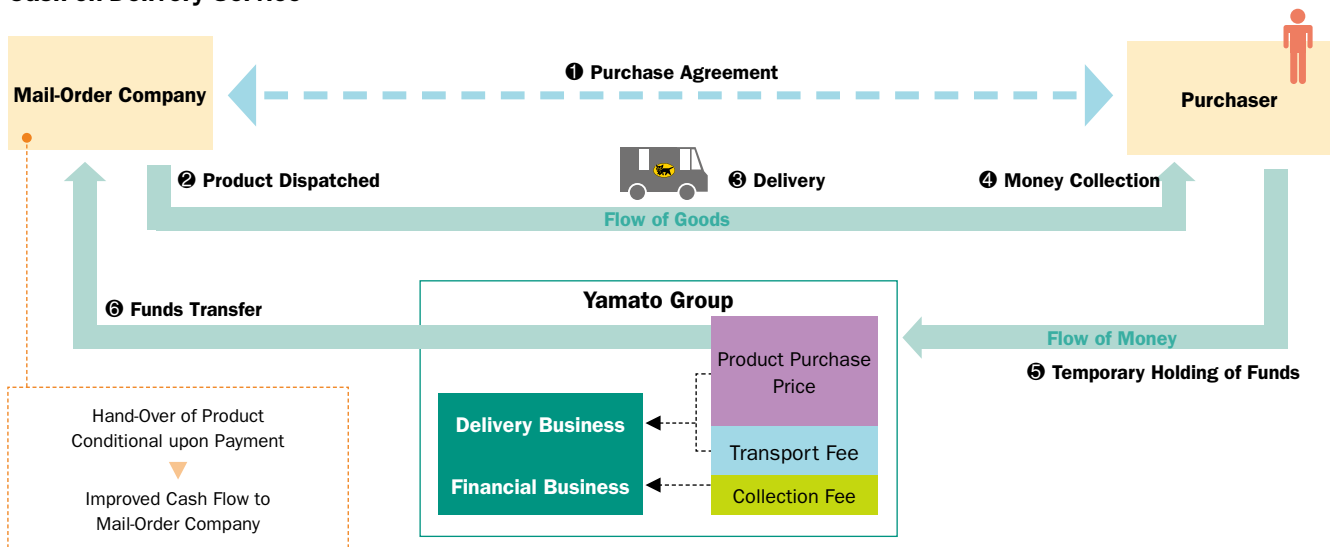
To improve convenience for overseas mail-order users, we started providing cash-on-delivery services for mail-order businesses in the United States and Europe. Moreover, we have embarked on an initiative that is centered on a

cash-on-delivery settlement service for handling the import and export of goods between companies in conjunction with the *Global Procurement Support Service*, a service set up to address the international procurement needs of mid-sized component manufacturers.

We aspire to become a partner that materializes convenience for consumers and logistics reforms for client companies by providing settlement and other financial solutions in Japan and overseas.



### Cash-on-Delivery Service



## Truck Maintenance



### Keishiro Sasaki

Representative Director,  
President and Executive Officer of Yamato Autoworks Co., Ltd.

The Truck Maintenance Business operates vehicle servicing plants for logistics and distribution companies. Over the years, the business has expanded the industry's first maintenance service into a 24-hours-a-day, 365-days-a-year service that enables customers to service their vehicles without stopping operations, schedule automobile safety inspections and have routine check-ups.

Our vision is to transform this business from being the only one customers choose to the number one for truck maintenance in Japan. "Transform inconvenience into convenience from the customer's standpoint" is the corporate DNA of the Yamato Group. Based on this perspective, the business offers services, chiefly for logistics and distribution companies, that go beyond vehicle maintenance to provide a one-stop solution covering body and tire maintenance, as well as fuel supplies.

In addition, in providing insurance consultations as a partner that helps customers manage risk associated with their operations, and management solutions that allow

customers to get the most out of their facilities, plants and logistics equipment, we are aiming for total vehicle management services that contribute to the revitalization of the businesses of customers.

### Review of Fiscal 2012

We posted increases in both revenues and profit in the year under review. Our operating revenues were ¥21,188 million, up 7.6% year on year. Operating income increased 17.8%, to ¥2,514 million. During the term, we opened two more *Superworks* vehicle maintenance plants in the Kanto region, specifically in Gunma and Saitama prefectures. Such facilities represent a new paradigm in environmentally friendly maintenance. New eco-friendly features included a solar power system and energy-efficient LED lighting, complementing high operating efficiency. As a result, 20 of our 72 vehicle maintenance plants are *Superworks*, reinforcing our network. We drew on the strength of our network to actively promote *Off-Time Vehicle Inspection*, which allows customers to schedule automobile safety inspections during a time more convenient for them, and the *12-Month Fixed-Price Maintenance Package*, which evens out monthly vehicle maintenance expenses. The number of automobile safety inspections for companies outside the Yamato Group was thus 38,000 vehicles, up 8.4% from a year earlier. The Great East Japan Earthquake of March 11, 2011 damaged three of our facilities in the disaster-stricken regions. We made intensive efforts to maintain the logistics infrastructure by swiftly restoring facilities.

### Strategies in Fiscal 2013

In fiscal 2013, we aim to accelerate initiatives to expand our network of *Superworks* vehicle maintenance plants as a new paradigm of environmentally friendly facilities and to cultivate a comprehensive consulting business focusing on vehicle management.

### New *Superworks* vehicle maintenance plants in search of greater gains in operating efficiency and environmental performance



*Superworks* Gunma vehicle maintenance plant: completed in October 2011



*Superworks* Saitama vehicle maintenance plant: to be completed in January 2012



Solar power generation panels



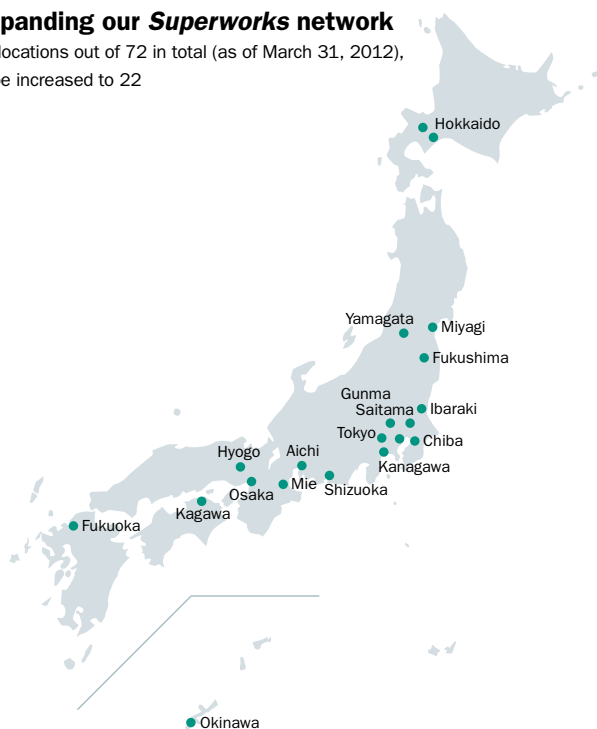
Operations inside a plant

By further reinforcing our network, we will create a business that more closely relates to the customers of each locality.

Moreover, we plan to broaden the focus of our activities beyond just maintenance to include a more management-oriented approach in the services we provide. We will further promote the existing *12-Month Fixed-Price Maintenance Package*, and the *Tire Management Service*, while working to introduce new services, namely the *Body Maintenance Service*, and a safety education program for transportation companies. Through these efforts, we intend to provide new mechanisms that will allow our customers to more accurately budget for and control vehicle maintenance costs. In addition, we will provide customers with expertise on safe and reliable operations.

### Expanding our Superworks network

20 locations out of 72 in total (as of March 31, 2012), to be increased to 22



We will step up efforts to promote our risk consulting business in our capacity as an insurance agent and push ahead with our facilities and equipment maintenance management business to materialize one-stop services.

### Basic Concept—The “Three Cs” and “One C”

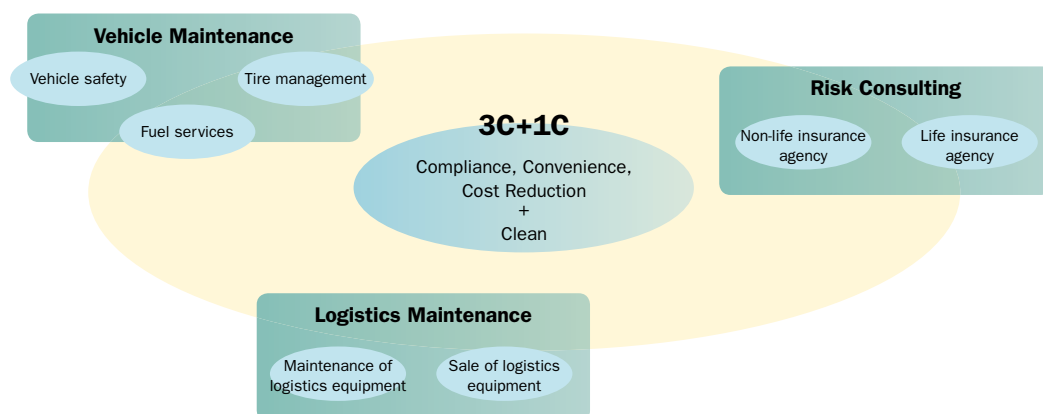
The Truck Maintenance Business provides one-stop services based on observing the three “Cs” underpinning management support for logistics and distribution companies.

The first “C” is Compliance, which is the foundation of management. Our *Repairworks* mobile plants have contributed to improving the completion rate for statutory vehicle inspections of our customers.

Next, we have Convenience, where we pursue ever higher levels of convenience for our customers. Based on this concept, we aim to establish a framework that enables operations 24 hours a day, 365 days a year, in order to carry out vehicle inspections when the vehicles are not in operation.

Our third “C” stands for Cost Reduction based on helping to improve utilization rates for commercial vehicles while leveraging procurement capabilities. By promoting measures to constrain the need for spare vehicles and increasing the completion rate for statutory vehicle inspections, we have made it possible to implement preventive maintenance, which helps limit occurrences of unexpected costs. We will harness our nationwide network to procure optimal parts and fuels so as to provide customers with high-quality products and services at low cost.

The last “C” stands for Clean. In keeping with the times, we have addressed environmental issues by deploying solar power systems, energy-efficient LED lighting, and other facilities at *Superworks*. Also, we are recommending rebuilt and reused parts to support the environmental efforts of logistics and distribution companies.



## Other



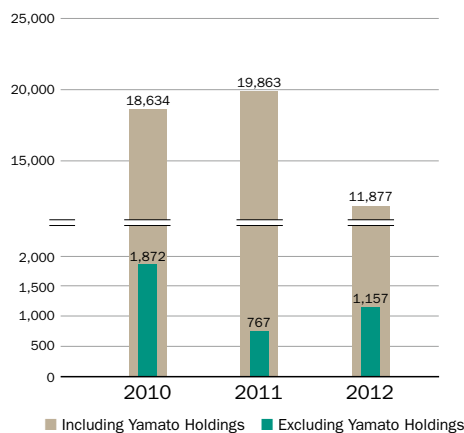
JITBOX Charter

The *JITBOX Charter* service is a service that provides transportation by transport box. The service takes advantage of its Group network consisting of multiple companies and provides value to customers through delivery timed to suit the customer's needs and frequent, right-volume delivery. In the fiscal year ended March 31, 2012, there were increases in event-related transportation orders and collection requests related to the replacement of arcade game machines, and the handling volume of the Yamato Group exceeded that of the previous fiscal year.

Operating income excluding dividends Yamato Holdings Co., Ltd. received from Group companies increased 50.9% from the previous fiscal year to ¥1,157 million.

### Operating Income

(Millions of Yen)



### Track Record of *JITBOX Charter*

(Units)

