



As a corporate entity that will create new value in societies across the world, we will have a sense of speed as we grow.



Makoto Kigawa (left)

Representative Director and Chairman

Masaki Yamauchi (right)

Representative Director,
President and Executive Officer

The Yamato Group has set itself the major management objective of evolving to become Asia's No. 1 solution provider in distribution and lifestyle support by fiscal 2020 (the fiscal year ending March 31, 2020), the year in which we will be celebrating our 100th anniversary. Specifically, by integrating the functions in information technology (IT), logistics technology (LT), and financial settlement technology (FT) with the "last mile" network built up through our *TA-Q-BIN* home delivery business, we would like to provide customers with unprecedented services in key fields in the four areas of e-commerce (EC), B2B logistics, international logistics centered on Asia, and lifestyle support.

From April 2014, we implemented our *DAN-TOTSU Three-Year Plan STEP* medium-term management plan, which we had positioned as the second phase to convert our management targets into tangible forms. In the first fiscal year, which ended on March 31, 2015, we felt we made good progress, as our strategy to put ourselves ahead of and set ourselves apart from other companies steadily bore fruit, such as through the full-scale operations at *Haneda Chronogate*, one of our main bases in the realization of our "Value Networking" design that was launched under the plan. Going forward, without making major changes to the focal points of our strategy, we will promptly implement the measures adopted under *DAN-TOTSU Three-Year Plan STEP*: promote the "Value Networking" design and forge a robust corporate culture. In doing so, we will achieve well-balanced management that improves satisfaction for our shareholders, customers, our employees, local communities, and society as a whole.

During the course of our evolution to becoming a corporate entity that creates new value in societies across the world, our tactics and management systems continue to change in step with factors that include the external environment and customer needs. For the world outside of the Yamato Group, however, there is no change and we will enduringly promote what is in our DNA, namely of continuing to create new value for people.

Developed and created from the building blocks of that DNA and launched in 1976, the *TA-Q-BIN* "last mile" network, which has been extended throughout Japan, has now become a form of lifestyle and social infrastructure that simply cannot be done without, in the same way as electricity and running water are needed. We believe that the long-earned trust our customers place in the Yamato brand and quality represents a major asset for the Yamato Group and that our unique DNA led to the competitive edge we enjoy today.

Please expect the Yamato Group to continue facing up to the challenging of establishing unprecedented logistics services to make the leap to a new growth stage.

On behalf of all at the Yamato Group, we would like to take this opportunity to express our gratitude for the ongoing support and understanding of all our shareholders and investors.

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