

Overview of the New Yamato Group

Group Summary*

* The fiscal year ended March 31, 2021 or as of March 2021

Operating Revenues **¥1,695.8 billion**

Operating Profit **¥92.1 billion**

Operation Facilities for Corporate Clients*¹
Approx. **400**

TA-Q-BIN centers*²
Approx. **3,600**

Domestic parcel delivery market share*³
No. **1** (43.8%)

Network coverage of TA-Q-BIN in Japan
100%

Annual parcel delivery amount
(TA-Q-BIN, TA-Q-BIN Compact, EAZY, and Nekopos)
Approx. **2.09 billion** parcels

EAZY annual delivery amount
Approx. **170 million** parcels

Number of employees
Approx. **223,000**

Sales drivers
Over **60,000**

EAZY CREW*⁴
Approx. **16,000**

One Yamato Management Structure

Combining Yamato's various management resources from a customer perspective and addressing customer issues through comprehensively optimized proposals

Units and Divisions	Customers	Key Management Resources		Value We Provide	
Retail Business Unit	Retail Business Division	Individual and general business clients	Last mile network focused on sales drivers	Shared assets (transportation, facilities, digital, offices, etc.)	Provision of package services focused on universal service (TA-Q-BIN)
EC (E-Commerce) Business Division	EC operators, EC users, and delivery service providers	EC delivery network through EAZY CREW	EC fulfillment facility and sorting facility		Creation of an EC ecosystem that meets the needs of senders, receivers, and deliverers
Corporate Business Unit	Corporate Business Division	Specific corporate clients	Middle mile network	Distribution center	Provision of solutions to BtoB and BtoBtoC logistics issues for corporate clients
Global SCM Business Division	Specific corporate clients	Overseas network	Forwarding and customs clearance		Support for the resolution of management issues by optimizing the supply chains of corporate clients and the entire industry

Function Division	Customers	Value We Provide
Transport Function Division	All the customers the business divisions address	Transport and operational functions that are the core of Group logistics
Digital Function Division		Digitalization of operations and services and the creation of a structure that easily utilizes data
Platform Function Division		Creation of convenient structures such as <i>Kuroneko Members</i> and <i>Yamato Business Members</i>
Professional Service Function Division		Creation of an environment where the front line of the business can focus on customers by consolidating and managing indirect operations
		Creation of competitive advantage in business divisions

*1 Warehouses, pickup and delivery facilities for corporate clients, and other locations
 *2 Number of sales offices
 *3 Calculated based on "Survey and Calculation Method for Parcel Delivery Amount" (provisional translation) compiled by Japan's Ministry of Land, Infrastructure, Transport and Tourism.
 *4 Delivery partners for EC products