value-creating company that contributes ð the realization of a sustainable future

History of the Yamato Group's Value Creation

Direction of strategies



Around 1919 Transformation of freight transportation (from oxand horse-drawn carriages and wagons to trucks)



Around 1960

Rapid economic growth to stable growth Improvement in standard of living and purchasing power



Around 2000

Changes to lifestyles and expansion of needs from home delivery to individual delivery



Since 2020

Emergence and spread of COVID-19 Changes in consumption behavior and logistics structures





1919 **Delivery company Founding of Yamato Transport Co., Ltd.**



Around 1929 Launch of regular route transport service

Response to demand for small-lot delivery



Around 1976 Launch of TA-Q-BIN service

- Provision of products and services that meet consumer needs
- Expansion of TA-O-BIN network



Around 2000 **Promotion of Group** management

- Further advancement of Delivery Business
- Independent growth of non-delivery businesses



Around 2013 Creation of solutions in corporate logistics

- Creation of high-value-added business
- Reinforcement of business infrastructure by innovating networks



Since 2020 Promotion of Group management structure reform

- Construction of the One YAMATO structure (nine Group companies integrated into a single company, Yamato Transport)
- Structural reform of network operations
- Expansion of corporate business domain

Corporate Business Domain Functions (including products and services) Consumer Domain

- 1929 Launch of regular route, combined-load transport service between Tokyo and Yokohama 1951 Conclusion of agent contract with C.A.T. (Civil Air Transport), a Taiwanese airline, and launch of air freight handling
- 1952 Launch of marine freight handling shipping operations
- **1958** Launch of artwork packing and shipping 1960 Launch of international mixed air-freight handling
- 1973 Establishment of Yamato System Development Co., Ltd. and commencement of business in information and communication domain
- 1986 Launch of Collect service (Currently TA-Q-BIN Collect)

- 2000 Launch of third-party logistics (3PL) business 2003 Integration of Automobile Maintenance
- Division into Yamato Autoworks Co., Ltd. 2005 Launch of TA-Q-BIN Collect, comprehensive payment settlement service for mail-order dealers
- 2007 Launch of Kuroneko Yamato Recall Support service
- 2012 Launch of Total Logistics Support service for medical equipment manufacturers 2012 Launch of Yamato Business Members.
- members-only service for corporate clients 2015 Launch of Nekopos service
- 2020 Launch of EAZY service delivery product for e-commerce operators 2021 Started full-scale participation and support
- for customers' logistics planning and SCM strategy building as an LLP
- 2024 Establishment of Sustainable Shared Transport Inc. to provide an open platform for joint transportation and delivery

Cultivation of Strengths through the Construction of Networks and Provision o Value over a Wide Range from Consumers Business Operators

- 1976 Launch of TA-Q-BIN service, Establishment of TA-Q-BIN service points (currently distributors)
- 1983 Launch of Ski TA-Q-BIN and International TA-O-BIN services **1984** Launch of *Golf TA-Q-BIN* service
- 1987 Launch of TA-Q-BIN service at convenience
- 1988 Launch of Cool TA-Q-BIN service 1989 Launch of Airport TA-O-BIN service

- 1998 Launch of TA-Q-BIN Time Zone Delivery service 2002 Launch of TA-Q-BIN Email Notification service
- 2007 Launch of Kuroneko Members, members only service for individual clients
- 2015 Launch of TA-Q-BIN Compact service 2016 Establishment of PUDO Stations (open-type parcel lockers)
- 2016 Establishment of Neko-Support Station (first store)

2021 Overall design and start of initiatives to

reinforce TA-Q-BIN network

2024 Start of provision of *Okihai* services for Kuroneko Members

(Fiscal year ended March 31, 2024) Operating revenue of ¥1,758.6 billion

1935 Completion of network for regular deliveries across the Tokyo metropolitan area and surrounding areas

- **1976** 3.4% → **1989** 99.5% (Nationwide network coverage ratio of TA-O-BIN in Japan)
- 1997 Completion of domestic TA-Q-BIN network
- 1980 Establishment of Yamato Transport U.S.A., Inc. 1982 Establishment of Yamato Transport (Hong Kong) Ltd. (Currently Yamato Logistics (Hong Kong) Ltd)
- 1983 Establishment of Yamato Transport (S) Pte. Ltd. 1986 Establishment of Yamato Transport (Nederland) B.V. (currently Yamato Transport Europe B.V.)

2003 Establishment of Yamato (Shanghai)

2013 Launch of operations at Haneda Chronogate

Logistics Co., Ltd. (the predecessor of

Yamato International Logistics Co., Ltd.)

- 2016 Conclusion of agreement for business collaboration and capital alliance with major Malaysian delivery company GD Express Carrier BHD. (currently GDEX Berhad)
- 2016 Acquisition of stock in OTL Group, of Malaysia

2023 Conclusion of basic agreement regarding collaboration with Japan Post Group (leveraging Japan Post's delivery network post-box delivery services)

2024 Overseas Network: 25 overseas subsidiaries 24 countries and regions of operation (including representative offices and branch offices)

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