

Human Resources data

Employees

Item	Details	FY2015	FY2016	FY2017	FY2018	FY2019	Scope
No. of employees	Total	196,582	201,784	213,096	225,125	224,945	Consolidated Group (worldwide)
	Male	127,285	130,604	136,530	143,839	144,610	
	Female	69,297	71,180	76,566	81,286	80,335	
Out of which, employees in overseas offices	Total	-	-	-	-	2,089	Consolidated Group companies (overseas) ※1
	Male	-	-	-	-	1,327	
	Female	-	-	-	-	762	
Employment type	Full timers	89,112	90,737	93,534	97,587	98,744	Consolidated Group (worldwide)
	Part timers	107,470	111,047	119,562	127,538	126,201	
No. of employees by business	Delivery Business	175,460	180,716	191,433	203,141	202,770	Consolidated Group (worldwide)
	BIZ-Logi Business	5,824	5,962	6,253	8,207	8,181	
	Home Convenience Business	5,246	5,067	4,937	4,645	4,790	
	e-Business	4,925	4,586	4,890	3,497	3,495	
	Financial Business	852	851	828	809	799	
	Autoworks Business	2,040	2,164	2,176	2,164	2,211	
	Others Businesses	2,235	2,438	2,579	2,662	2,699	
Average age	Total	-	-	-	41.5	41.8	Consolidated Group companies in Japan and Swan (Full timers)
	Male	-	-	-	41.5	41.9	
	Female	-	-	-	40.8	41.1	
Average no. of years of employment	Total	-	-	-	10.6	10.7	Consolidated Group companies in Japan and Swan (Full timers)
	Male	-	-	-	11.1	11.3	
	Female	-	-	-	6.7	6.6	
No. of managers	Total	5,238	5,636	6,137	6,405	6,543	Consolidated Group (worldwide)
	Male	5,401	5,399	5,800	6,089	6,207	
	Female	197	237	337	316	336	
Female managers (%)		3.8	4.2	5.5	4.9	5.1	
No. of new employee hires	Total	-	-	-	821	826	Consolidated Group companies in Japan and Swan
	Male	-	-	-	488	494	
	Female	-	-	-	333	332	
No. of local hires in overseas offices ※2		-	-	-	-	2,018	Consolidated Group companies (overseas) ※1
Turnover rate (%)	Voluntary	-	-	-	3	3.9	Consolidated Group companies in Japan and Swan (Full timers)
No. and % of disabled employees	No. of employees	2,317	2,310	2,416	2,529	2,718	Consolidated Group companies in Japan and Swan
	%	2.19	2.15	2.14	2.11	2.23	
Expenses to develop talent of employees (JPY MM)		-	-	-	533	549	Yamato Holdings and Yamato Transport
No. of days of training spent on employee talent development		-	-	-	5	5.5	Yamato Transport (managers)

※1 "Consolidated Group companies (overseas)" includes Yamato (China) Transport, Yamato Transport USA, Yamato Europe, Yamato International Logistics, Yamato Logistics (Hong Kong), Taiwan Yamato Intl. Logistics, Yamato Transport Singapore, Yamato Transport Malaysia, Yamato Management (China), Yamato Hong Kong and Yamato Asia

※2 Cumulative no. of full and part time hires, including locally-hired Japanese individuals

Employee Engagement

Item	Details	FY2015	FY2016	FY2017	FY2018	FY2019	Scope
Working Style Survey ※	Response rate	28.9	35.2	77.6	68.4	82.6	Consolidated Group companies in Japan and Swan
	Rate of respecting diversity (%)	41.7	46.2	61.2	59.6	65.8	
	Rate of fairness and equality (average score out of 5)	-	Male 3.83	Male 4.04	4.01	4.14	
			Female 3.53	Female 3.93	3.87	3.93	
	Rate of contribution (average score out of 5)	-	Male 3.91	Male 4.09	4.06	4.11	
			Female 3.73	Female 3.99	3.93	3.99	
	Total satisfaction in workplace comfort (average score out of 5)	-	Male 3.43	Male 3.91	3.87	3.93	
			Female 3.55	Female 3.98	3.91	3.99	
	Total satisfaction in workplace motivation (average score out of 5)	-	Male 3.55	Male 3.84	3.84	3.89	
			Female 3.56	Female 3.88	3.84	3.90	

※Survey was called "Diversity Awareness Survey in FY2015 and FY2016. Changed some of the questions in 2016. Current style of survey started in FY2017.

> Please see here for [related article](#) (Japanese only)

Diverse working styles

Item	Details	FY2015	FY2016	FY2017	FY2018	FY2019	Scope
No. of employees who took childcare leave	Total	610	715	766	840	894	Consolidated Group companies in Japan and Swan
	Male	41	21	25	32	60	
	Female	569	694	741	808	834	
No. of employees who chose short-time working for childcare	Total	474	570	586	656	717	Consolidated Group companies in Japan and Swan
	Male	9	14	16	19	31	
	Female	465	556	570	637	686	
No. of employees who took nursing care leave	Total	25	33	35	47	33	Consolidated Group companies in Japan and Swan
	Male	9	15	17	15	12	
	Female	16	18	18	32	21	
No. of employees who chose short-time working for nursing care	Total	29	42	50	66	64	Consolidated Group companies in Japan and Swan
	Male	13	27	32	36	39	
	Female	16	15	18	30	25	
Annual paid leave utilization	Average no. of days	-	-	-	15.4	16.7	Consolidated Group companies in Japan and Swan
	Utilization rate	-	-	-	81.5	89.1	

> See here for [related article](#) (Japanese only)

Occupational Health and Safety / health management

Item	Details	FY2015	FY2016	FY2017	FY2018	FY2019	Scope
No. of serious occupational diseases ※1		0	0	1	1	0	Consolidated Group companies in Japan and Swan
Ratio of frequency of lost workday injuries ※2		-	-	-	4.56	5.25	Consolidated Group companies in Japan and Swan
Employees taking stress checks ※3	No. of employees	-	-	102,474	113,578	126,345	Consolidated Group companies in Japan and Swan
	%	-	-	88.4	92.3	95.2	
Ratio of employees taking specific health checkups ※4	Employees only	98.6	98.4	97.5	98.1	98.1	Companies/offices subject to Yamato Group health
	Including dependents	84.6	84.8	85.3	86.4	85.3	
Ratio of completing specific health guidance (%) ※4	Employees only	79	84	85	88.9	85.1	Companies/offices subject to Yamato Group health
	Including dependents	75.6	79.4	80.6	84.3	80.8	
Ratio of employees receiving breast cancer screenings ※5	No. of locations served by health checkup bus (locations)	-	135	156	168	174	Companies/offices subject to Yamato Group health insurance
	No. of employees taking check-up (total of bus and hospital)	5,856	6,748	10,510	12,725	14,247	
	Check-up ratio (total of bus and hospital)	40.1	45.2	46.7	47.1	44.7	
Health management certification system (companies with health declaration) ※6	No. of companies with health declaration (companies)	-	-	20	21	19	Companies/offices subject to Yamato Group health insurance
	No. of companies with gold certification	-	-	2	3	3	
	No. of companies with silver certification	-	-	12 ※7	13	13	

※1 Incident involving a fatality

※2 No. of deaths and injuries from work accidents per 1 million work hours, and serves as a benchmark for the frequency of occupational accidents.

No. of deaths and injuries from work accidents that led to at least 1 day off from work ÷ gross no. of work hours × 1,000,000

Average of "Transportation and postal industry" in the 2019 Ministry of Health, Labour and Welfare Work Accident Survey was 3.50

※3 Scope was reviewed, and the figures for FY2017 have been revised

※4 Employees aged 35 or above, dependents aged 40 or above are subject to the health check

※5 Total no. of employees aged 30 or above who took the health check at the bus or hospital

※6 Conducted by the Health Management Declaration Tokyo Promotion Committee

※7 Out of which 2 overlap with gold certification

> See here for [related article](#) (work safety, Japanese only)

> See here for [related article](#) (health, Japanese only)

Occupational health and safety training

Item	Employees subject to training	FY2015	FY2016	FY2017	FY2018	FY2019	Scope
Training for employees and managers in charge of safety promotion	Managers and employees in charge of safety promotion	-	-	-	-	394	Consolidated Group companies in Japan and Swan
Forklift training	Workers using forklifts	-	-	-	-	184	
New hire training	Newly-joined employees	-	-	-	-	1,226	
e-Learning	Relevant employees / all employees	-	-	-	-	3,417	
Other occupational health and safety-related training	Relevant employees, managers, etc.	-	-	-	-	2,809	

Safety in Transportation

Item	Details	FY2015	FY2016	FY2017	FY2018	FY2019	Scope
No. of serious traffic accidents ※1		7	3	1	1	2	Consolidated Group companies in Japan and Swan
No. of safety experts		337	349	365	402	413	Consolidated Group companies in Japan
No. of long-running no accident commendation awardees (persons)	Yamato Transport ※2	9,040	8,034	7,941	9,159	9,974	-
	Yamato Home Convenience ※	192	222	176	190	272	
	Yamato Global Express ※3	108	130	172	113	152	
	Okinawa Yamato ※4	45	35	20	53	108	
	Yamato Multi Charter ※5	41	24	38	39	53	
	Yamato Box Charter ※6	104	136	128	139	412	
	Yamato Global Logistics Japan ※7	0	0	0	14	15	

※1 Traffic accidents leading to fatality (in which the employee is the responsible party). Reviewed the scope and recalculated the data for 2015~2017.

※2 No. of years or distance travelled without an accident: 25yrs or 2.7mm km (Diamond), 18yrs or 1.9mm km (Gold), 8yrs or 800,000 km (Silver), 5yrs or 500,000 km (Bronze), 2yrs or 200,000 km (Safety Driver Award). Includes part timers from FY2018.

※3 No. of years without accident: 25 (Diamond), 18 (Gold), 8 (Silver), 5 (Bronze), 2 (Safety Driver Award)

※4 No. of years without accident: 2, 5, 8, 18, 25 years

※5 No. of years without accident: 5, 10, 15, 20, 25, 30, 35 years

※6 No. of years without accident: 2, 5 years

※7 No. of years without accident: 25 (Diamond), 18 (Gold), 8 (Silver), 5 (Bronze), 2 (Safety Driver Award), Special Traffic Safety Award (employees who continued to work without traffic accidents for 5 years or longer after receiving the Diamond Award, and reaching the retirement age.)

> See here for related article (Japanese only)

Social Contribution Activities Data

Social contribution activities

Item	Details	FY2015	FY2016	FY2017	FY2018	FY2019	Scope
Amount spent on social contribution activities (JPY MM)	Total	-	710	410	687	673	Yamato Holdings and Yamato Transport
	Out of which, amount donated ※2		446	163	445	386	
	Out of which, amount spent on other social contribution activities		264	247	242	287	
Employees who are supporting members of Public Interest Incorporated Foundation "Yamato Welfare Foundation"	No. of employees who are supporting members		71,528	70,813	71,080	75,158	Consolidated Group companies in Japan and Swan
	Donations from supporting members (JPY MM)		68	71	71	73	
Music TA-Q-BIN (1986~)	No. of times implemented	9	9	8	8	10	
	No. of participants	15,008	11,588	10,981	9,531	11,465	
	Cumulative total number of times implemented	302	311	319	327	337	
	Cumulative total number of participants	452,066	463,654	474,635	484,166	495,631	
Children's Traffic Safety Workshop (1998~) ※1	No. of times implemented	1,983	1,754	1,440	1,223	970 ※3	
	No. of participants	213,467	184,353	168,214	139,315	103,059	
	Cumulative total number of times implemented	26,117	27,871	29,311	30,534	31,504	
	Cumulative total number of participants	2,802,852	2,987,205	3,155,419	3,294,734	3,397,793	
Kuroneko Yamato Environment Class (2005~) ※1	No. of times implemented	204	128	110	57	63	
	No. of participants	15,820	9,236	8,636	4,319	9,798	
	Cumulative total number of times implemented	2,993	3,121	3,231	3,288	3,351	
	Cumulative total number of participants	222,743	231,979	240,615	244,934	254,732	

※1 as of March end of each fiscal year

※2 Community investments through donations to Yamato Welfare Foundation, Yamato Soken Research Institute, social welfare organizations, local governments (for disaster reconstruction), and NPO groups

※3 Due to significant decline in no. of classes held in Feb and March 2020, due to COVID-19

> See here for related article on social contribution activities and the next generation (Japanese only)

> See here for related article on social contribution activities and disabled individuals (Japanese only)

> See here for Music TA-Q-BIN (Japanese only)

Status of Project G

Item	FY2015	FY2016	FY2017	FY2018	FY2019
Total no. of projects implemented or considered※	1,770	1,928	2,087	966	1,102
Of these, number being implemented ※	529	604	648	293	343
No. of agreements concluded with local governments ※	319	364	394	388	416

※ as of March end of each fiscal year

> See here for related article (Japanese only)

Combined Passenger-Cargo Operations

Region	Partner	Started in
Kyoto	Keifuku Electric Railroad	May 2011
Iwate	Northern Iwate Transportation	June 2015
Miyazaki	Miyazaki Kotsu, Miyazaki Prefectural Government, Saito City, Nishimera Village, Japan Post	Oct 2015
		June 2016
Hokkaido	Meishi Bus	July 2016
	Shibetsu Kido	July 2016
	Tokachi Bus	July 2016
Kumamoto	Kyushu Sanko Bus	Oct 2016
Hyogo	Zentan Bus	June 2017
		Dec 2018
Hokkaido	Engan Bus, Teshio Town	Sept 2017
Nagano	Iizuna Town, Nagaden Bus	Oct 2017
Wakayama	Arida Tetsudo, Aridagawa Town	Oct 2017
Tokushima	Shikoku Kotsu	Nov 2017
Aichi	Toyota City, Hoei Kotsu	Jan 2018
Gifu	Nagaragawa Railway	Feb 2018
Wakayama	Wakayama Electric Railway	Feb 2018
Oita	Oita Kotsu, Oita Air Terminal	April 2018
Fukui	Fukui Railway	Aug 2018
Nagano	Aoki Village, Chikuma Bus	Oct 2018
Gunma	Kanetsu Kotsu	Oct 2018
Hyogo	Zentan Bus	Dec 2018
Gunma	Shibukawa City, Shibukawa Ikaho Onsen Tourism Assoc., Kanetsu Kotsu	May 2019
Tokyo	Nishi-Tokyo Bus	Nov 2019
Saitama	Kokusai Kogyo	Feb 2020
Miyazaki	Nishimera Village, Sagawa Express, Japan Post, Nippon Koei	March 2020

Note: Conducted by Yamato Transport (in some cases by Group companies)
 > See here for related article (Japanese only)

Environmental data

Energy and climate

Energy usage (GJ)

Item	FY2017	FY2018	FY2019	
Electricity	From fossil fuel	5,409,343	5,498,291	5,580,827
	From renewable energy	2,023	1,930	1,858
Gasoline	Offices	3,633	3,529	3,045
	Transportation etc.	300,581	341,172	520,557
Kerosene		43,967	55,454	59,381
Diesel oil	Offices	7,917	5,052	4,976
	Transportation etc.	7,787,465	7,655,221	7,569,934
Heavy oil A	Offices	2,737	2,972	3,754
	Transportation etc.	0	0	52,277
LPG	Offices	36,043	89,988	38,565
	Transportation etc.	186,613	110,682	72,175
City gas	Offices etc.	36,373	45,511	40,264
	Transportation etc.	342	6	0
Estimated usage volume of energy	459	243	239	
Total ※	13,817,496	13,810,050	13,947,851	

- Boundary: Consolidated Group companies in Japan, and Swan
- The breakdown may not add up to the total due to rounding
- See here for calculation method and conversion factors
- Partially revised data for FY2017 and 2018 due to the increase in items to be monitored, etc.
- ※ MWh was 2,885,598 (FY2017), 2,866,260 (FY2018) and 2,891,214 (FY2019)

CO₂ emissions (Scope1 and Scope2), and CO₂ emissions intensity

(Upper : 1,000tCO₂, Lower : tCO₂/operating revenue of 100 million yen)

Item	FY2015	FY2016	FY2017	FY2018	FY2019
CO ₂ emissions	899	905	930	937	918
CO ₂ emissions intensity	53.9	51.9	51.7	49.8	48.3

- Boundary: Consolidated Group companies in Japan, and Swan
- CO₂ emissions intensity covers Scope1 and Scope2 emissions
- See here for calculation method and conversion factors
- Revised data for FY2018, due to the increase in items to be monitored, etc.

Breakdown of CO₂ emissions

(1,000tCO₂)

		FY2018	FY2019
Scope1	From energy use	566	571
	From non-energy use	78	71
	Other greenhouse gases	24	20
Scope2		268	257
Scope3	1. Purchased Goods and services	297	1,198
	2. Capital goods	312	213
	3. Fuel and energy-related activities not included in Scope1 or Scope2	144	142
	4. Upstream transportation; and distribution	492	N/A
	5. Waste generated in operations	3	3
	6. Business travel	4	7
	7. Employee commuting	18	41
	8. Upstream leased assets	N/A	N/A
	9. Downstream transportation and distribution	N/A	N/A
	10. Processing of sold products	N/A	N/A
	11. Use of sold products	115	119
	12. End-of-life treatment of sold products	N/A	0
	13. Downstream leased assets	N/A	N/A
	14. Franchises	N/A	N/A
	15. Investments	N/A	N/A
Total		2,323	2,639

· Boundary of Scope1 and Scope2: Consolidated Group companies in Japan, and Swan

· See "Calculation method and conversion factors" for the scope and calculation method of Scope3

· The breakdown may not add up to the total due to rounding

Breakdown of emissions by business (Scope1 and 2)

(1,000tCO₂)

	FY2018	FY2019
Delivery business (small-lot parcel delivery business)	815	799
BIZ-Logi business (corporate logistics services)	13	15
Home Convenience business (Consumer support services)	15	13
e-Business (IT system development)	8	6
Financial business (payment services, etc.)	1	1
Auto Works business (vehicle maintenance etc.)	4	4
Others (trunk route transportation, etc.)	81	80

· See here for calculation method and conversion factors

Resource conservation and pollution prevention

Input volume

Materials etc.

Item	Details	FY2017	FY2018	FY2019		
		Input volume (t)	Input volume (t)	Input volume (t)	Recycled input materials (t)	Percentage of recycled input materials (%)
Chemicals	Paint, etc.	0.1	0.0	0.1	-	-
Auto parts	Vehicle parts	163	8	4	0	0
	Vehicle tyres and tyre tubes	420	1,748	1,542	32	2
Vehicles	Car bodies	7,368	22,305	18,123	33	0
Sorting equipment	Automatic sorters, belt conveyors	1,474	1,045	280	0	0
Tools and equipment	Roll box pallettes, cold boxes, etc.	5,877	6,293	3,235	0	0
Pick-up and delivery equipment	Bags for temperature-controlled deliveries	130	202	116	7	6
Paper material	Slips	9,002	8,374	6,910	0.1	0
	Copy paper	3,359	3,409	3,208	703	22
	Cardboard boxes for packing	11,892	8,888	7,526	6,580	87

Material for pick-up and delivery (delivery notices, PP roll paper, etc.)	2,202	2,445	2,326	0	0
Containers and packaging material	3,955	3,261	5,743	6.9	0
	2,030	1,753	1,736	1,207.3	70

- Boundary: Consolidated Group companies in Japan, and Swan
- Widened scope of coverage such as car bodies from FY2018
- Partially revised data for FY2017 and 2018 due to the increase in items to be monitored, etc.

Collection volume

(t)

Item	Details	FY2017	FY2018	FY2019
Furniture	Beds, tables, chairs, etc.	8	1	0
Packaging material	Styrofoam	115	112	105

- Boundary: Consolidated Group companies in Japan, and Swan

Green procurement ratio

(%)

FY2016	FY2017	FY2018	FY2019
86.1	87.7	92.5	92.1

- Boundary: Yamato Transport

Emissions of air contaminants, VOC, etc.

Item	Details	Emission (t)			
		FY2016	FY2017	FY2018	FY2019
NOx (nitrogen oxide)		37,397	55,070	53,163	54,763
SOx (sulphur oxide)		0	0	0	0
PM (particulate matter)		2,374	2,488	2,026	1,156
Chemicals	Chemicals other than VOC	-	0	0	0
	VOC※	0	0	0.92	0.92

- Boundary: Consolidated Group companies in Japan, and Swan

※ For VOC (volatile organic compounds) , Yamato Auto Works began monitoring since FY2018

Waste and recycling

Fiscal year	Item	Hazardous waste (t)	Non-hazardous waste (t)	Total (t)	Percent (%)
FY2016	Volume generated	97	67,555	67,652	100
	Volume recycled	88	32,815	32,903	49
	Volume recovered	1	5,757	5,758	9
	Volume incinerated	8	23,092	23,100	34
	Final disposal volume	1	5,891	5,892	9
FY2017	Volume generated	14	66,415	66,429	100
	Volume recycled	3	35,873	35,876	54
	Volume recovered	1	6,152	6,153	9
	Volume incinerated	9	17,610	17,619	27
	Final disposal volume	1	6,780	6,781	10
FY2018	Volume generated	9	63,091	63,100	100
	Volume recycled	3	37,893	37,896	60
	Volume recovered	0	4,219	4,219	7
	Volume incinerated	6	14,820	14,826	23
	Final disposal volume	1	6,158	6,159	10
FY2019	Volume generated	8	55,288	55,295	100
	Volume recycled	4	30,487	30,491	55
	Volume recovered	0	4,705	4,705	9
	Volume incinerated	4	13,506	13,510	24
	Final disposal volume	1	6,590	6,590	12

- Boundary: Consolidated Group companies in Japan, and Swan

· Hazardous waste refers to "Specially managed waste", designated by Japan's Waste Disposal Law.

Non-hazardous waste refers to other waste (industrial waste other than Specially managed waste, general waste, valuables) .

- The breakdown may not add up to the total due to rounding

· See here for calculation method and conversion factors

- Partially revised data for FY2017 and 2018 due to the increase in items to be monitored, etc.

Water and biodiversity

Water

Breakdown by water source

Item	FY2016	FY2017	FY2018	FY2019
Surface water (1,000 m ³)	0	0	0	0
Ground water (1,000 m ³)	0	0	0	0
Rain water (1,000 m ³)	0.5	1.3	0	0
Tap water (1,000 m ³)	1,631	1,684	1,779	1,777
Total (1,000 m³)	1,632	1,685	1,779	1,777
Reused water (1,000 m ³)			0	1
Water reuse ratio (%)			0	0

Breakdown by location of water discharge

(1,000 m³)

Item	FY2017	FY2018	FY2019
Surface water (rivers, lakes, sea)	0	0	0
Sewage	1,415	1,213	1,214
Ground water	0	0	0
Total	1,415	1,213	1,214

· Boundary: Breakdown by water source is for Consolidated Group companies in Japan, and Swan.

Breakdown by location of water discharge is for 13 consolidated Group companies in Japan.

· Both water source and water discharge includes estimates.

· [See here for calculation method and conversion factors](#)

· Partially revised data for FY2018 due to the increase in items to be monitored, etc.

Leakage volume

(1,000 m³)

FY2018	FY2019
0	0

· Boundary: Consolidated Group companies in Japan, and Swan

Size of habitat areas restored through biotopes, etc.

(m²)

FY2018	FY2019
2,800	2,800

· Boundary: Consolidated Group companies in Japan, and Swan

· [See here for calculation method and conversion factors](#)

Management

Compliance with Environmental Laws and Regulations

Item	FY2018	FY2019
Violations of environmental laws (incidents)	0	0
Out of which, leakages and pollutions (incidents)	0	0
Fines and penalties (yen)	0	0

· Boundary: Consolidated Group companies in Japan, and Swan

· Took 1 corrective action to prevent a potential violation of laws and regulations in FY2018

Environmental accounting

(Million yen)

Category	Main initiatives	FY2017		FY2018		FY2019	
		Investment	Costs ※	Investment	Costs	Investment	Costs
1. Cost within business area							
(1) Pollution-prevention cost ※	Cost for pollution-prevention	0	0	0	0	0	0
(2) Global environmental conservation cost	Cost for introducing low-carbon vehicles and new three-wheelers (3-wheeled bicycles)	12,418	41	15,187	67	4,802	0
	Cost for preventing the ozone depletion	0	0	0	1	0	99
(3) Resource circulation cost	Waste disposal cost	0	619	0	684	0	700
	Cost for efficiently using resources	0	3,387	0	4,232	0	4,959
2. Upstream and downstream cost	Green procurement of uniforms	0	429	0	970	0	523
3. Administration cost	Operating environmental management system, training, cleaning	0	12	0	32	0	34
4. R&D cost	Costs for research & development	0	111	0	0	0	0
5. Social activity cost	Hosting environmental classes in each region	0	0	0	0.5	0	0
6. Environmental remediation cost	Costs to restore damaged environments etc.	0	0	0	0	0	0
Total		12,418	4,599	15,187	5,986	4,802	6,316

· Boundary: Yamato Transport

· The cost of purchasing vehicles with less greenhouse gas emissions, to reduce air pollution, is categorized as "Global environmental conservation cost".

· "Cost for efficiently using resources" includes repair costs of roll boxes, cold boxes, etc.

· Cost for the green procurement of uniforms is the total cost, not the difference with the cost of non-green procurement of uniforms.

Environmental conservation effects

Item	FY2018	FY2019
Waste reduction through improvements (t)	0.1	0
CO ₂ reduction through energy saving (tCO ₂)	130	30

· Waste reduction refers to the reduction of waste paper, from initiatives to use less paper (digitization of documents) (Yamato Management Service)

· CO₂ reduction through energy saving (Yamato System Development)

· Effects represent the difference with the previous year

Corporate governance data

Officer Composition and Number of Board Meetings (as of March 31 each fiscal year)

Item	Details	FY2015	FY2016	FY2017	FY2018	FY2019	Scope
No. of Directors	Total	6	5	8	8	8	Yamato Holdings
	Internal	4	3	5	5	4	
	External	2	2	3	3	4	
	Male	6	5	7	7	7	
	Female	0	0	1	1	1	
No. of Auditors	Total	4	4	4	4	4	
	Internal	2	2	2	2	2	
	External	2	1	2	2	2	
	Male	3	3	3	3	4	
	Female	1	1	1	1	0	
No. of Executive Officers	Total	17	21	22	22	16	
	Male	17	20	21	21	15	
	Female	0	1	1	1	1	

Attendance of Board meetings, and Audit and Nomination Committees (April 1, 2019 - March 31, 2020)

Position	Name	Attendance of Board meetings	Attendance of Audit Committee	Attendance of Nomination Committee
Directors	Masaki Yamauchi	16/16 times (100%)	-	5/5 times (100%)
	Yutaka Nagao	16/16 times (100%)	-	5/5 times (100%)
	Haruo Kanda	16/16 times (100%)	-	-
	Kenichi Shibasaki	16/16 times (100%)	-	-
	Makoto Kigawa (Retired in June 2019)	4/4 times (100%)	-	3/3 times (100%)
	Toshitaka Hagiwara (Retired in June 2019)	3/4 times (75%)	-	3/3 times (100%)
	Masakatsu Mori	16/16 times (100%)	-	8/8 times (100%)
	Mariko Tokuno	16/16 times (100%)	-	8/8 times (100%)
	Yoichi Kobayashi	16/16 times (100%)	-	5/5 times (100%)
	Shiro Sugata (Appointed in June 2019)	12/12 times (100%)	-	5/5 times (100%)
Auditors	Etsuo Ogawa (Retired in June 2019)	4/4 times (100%)	5/5 times (100%)	-
	Yoshihiro Kawasaki (Appointed in June 2019)	12/12 times (100%)	14/14 times (100%)	-
	Mamoru Matsuno	16/16 times (100%)	19/19 times (100%)	-
	Hiroyuki Kanae	16/16 times (100%)	19/19 times (100%)	-
	Takashi Yamashita	14/16 times (88%)	19/19 times (100%)	-

For details on corporate governance, please refer to the below pages.

[> Corporate governance \(corporate information\)](#)

[> Financial disclosure \(Yuho Report\)](#)

[> General Meeting of Shareholders information](#)

Compliance and risk management indicators

Item	FY2015	FY2016	FY2017	FY2018	FY2019	Scope
Compliance and Risk Management Committee (no. of times held)	4	4	4	4	4	Yamato Holdings
No. of whistleblower reports/consults (reports/consults)※1			392	453	696 ※2	Consolidated Group (worldwide), and Swan

※1 Total of cases raised to the "Compliance & Risk Committee" of Yamato Holdings, to the President, and to external lawyers.

Scope was reviewed and recalculated for FY2017.

※2 No. of incidents increased in FY2019, due to better awareness among employees, thanks to sending out notices and placing posters about the whistle blowing scheme, to all Group employees including part timers. The no. of incidents includes consultations about improving the workplace environment.

There were no violations with a material impact on management.

[> See here for related article \(Japanese only\)](#)

Anti-corruption

Item	FY2015	FY2016	FY2017	FY2018	FY2019	Scope
Political donations (JPY)	-	-	-	0	0	Yamato Holdings
Dismissals and penalties resulting from violations of anti-corruption policy	-	-	-	0	0	Consolidated Group (worldwide)

Amount of penalties and punishments from serious incidents of corruption	-	-	-	0	0	Consolidated Group (worldwide)
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> See here for related article (Japanese only)

Certifications (as of March 31, 2020)

General

Certification	Company name	Acquired in
ISO9001 (Quality management system)	Yamato Packaging Technology Institute	
	Headquarters	2008
JIS Q 9001:2015/ISO 9001:2015 (Quality management system)	Yamato System Development	
	System Development Division	2016
	Musashi Kosugi Office	2015
	Shin-Tokyo IDS	2006
	Yamato Logistics	
	Matsudo Logistics Center	1997
	Shin-Tokyo Logistics Center	2005
	Komaki Logistics Center	2007
	Kadoma Logistics Center	2007
	Higashi-Yodogawa Logistics Center	2007
	Osaka Minato Logistics Center	2011
	Haneda Logistics Center	2014
	Ooi Logistics Center	2005
	Yamato Packing Service	
	Headquarters	2019
Keihin-jima Distribution Trinity Center	2019	
Keiyo Branch	2019	
Kanagawa Branch	2019	
ISO14001 (Environment management system)	Yamato Packaging Technology Institute	
	Headquarters	2008
ISO13485 (Medical device quality management system)	Yamato Logistics	
	Kanagawa Medical Center	2006
	Tokyo Medical Center	2006
	Haneda Medical Center	2019
Excellent Safe Driving Business Certification (G-Mark)	Kobe Yamato Transport: certified at 4 locations	2012
	Yamato Multi Charter: certified at 5 locations. Osaka Branch awarded 10 years in a Yamato Transport: certified at	2009
	2,685 locations as of March end 2020	2016
	Okinawa Yamato Transport: certified at 28 locations as of March end 2020	2016
	Yamato Global Express: certified at 55 locations as of March end 2020	2016
	Yamato Home Convenience: certified at 121 locations as of March end 2020	2016
	Yamato Box Charter: certified at 48 locations as of March end 2020	2016
Yamato Global Logistics Japan: certified at 9 locations as of March end 2020	2019	
FSSC22000 (Food safety management system)	Yamato Transport: Haneda Chronogate Base	2017
	Yamato Global Logistics Japan	2017
	Okinawa Yamato Transport, Global Express Division	2017
PAS 1018:2017 (Indirect, temperature-controlled refrigerated delivery services)	Yamato Transport	2017
	Okinawa Yamato Transport	2017
	Yamato Global Express	2020

YAMATO (CHINA) TRANSPORT CO., LTD.	2017
YAMATO LOGISTICS (HK) LTD.	2017
YAMATO TRANSPORT (S) PTE. LTD.	2017
YAMATO TRANSPORT (M) SDN. BHD.	2017
Yamato 365 Express Co., Ltd.	2017

※ PAS 1018 is an international standard for indirect, temperature-controlled refrigerated delivery services that involve the transshipment of cargo. The standard defines requirements for transshipment work during transport, focused mainly on temperature controls such as the use of refrigeration units on vehicles. With growing worldwide demand for refrigerated delivery services, this standard was established in February 2017 with the involvement of businesses offering refrigerated delivery services in Japan, including Yamato Holdings, along with other organizations such as overseas industry groups.

※ 3.4% of consolidated Group companies in Japan have been certified with ISO14001.

Information security

Certification	Company name	Acquired in
JISQ15001 Privacy mark ※ Yamato Contact Service obtained JISQ15001 in 2017 only (Security management system for personal information)	Yamato System Development	1999
	Yamato Financial	2006
	Yamato Web Solutions	2007
	Yamato Logistics	2010
	Yamato Management Service	2011
	Yamato Credit Finance	2016
	Yamato Contact Service ※	
	Headquarters	2007
	Tokyo Contact Center	2015
	Saitama Contact Center	2007
	Miyakonojo Contact Center	2010
	Wakayama Contact Center	2012
	Tottori Contact Center	2013
	Tome Contact Center	2013
	Kanto Mother Center	2014
	Kansai Mother Center	2015
ISO27001 (Information security management system)	Yamato Transport	
	Headquarters	2015
	Tokyo Branch	2017
	Atsugi Main Branch	2017
	Atsugi GW Base	2019
	Atsugi Corporate Sales Branch	2019
	Yamato System Development	
	Shin-Tokyo IDC	2004
	Osaka IDC	2002
	Data processing service for large affiliate retailers (contactless credit cards) Credit card terminal application processing center operations	2009
	CAT joint usage system	2013
	Sorting and sending operations of account transfer requests	2012
	Member approach services	2014
	Web notification service of joint usage statements	2014
	Operations for immediate suspension of card usage	2014
	Registration operations of requests to newly place terminals	2015
	Account transfer system (development)	2015
	Credit card terminal application center operations (development)	2015

	Web processing service of applications	2015
	Payment network	2015
	Payment information database	2015
	Yamato Contact Service	
	Headquarters	2006
	Tokyo Contact Center	2015
	Saitama Contact Center	2007
	Miyakonojo Contact Center	2010
	Wakayama Contact Center	2012
	Tottori Contact Center	2013
	Tome Contact Center	2013
	Kanto Mother Center	2014
	Kansai Mother Center	2015
	Yamato Packaging Technology Institute	
	Headquarters	2009
	Yamato Logistics	
	Koto Logistics Center	2005
	Yamato Global Logistics Japan	
	Headquarters	2018
	Art Transportation Company	2019
	Part of the Tokyo Arts Branch (public exhibition)	2019
ISO20000 (IT service management)	Yamato System Development	
	Shin-Tokyo IDC	2006
	Toyocho Office	2016
PCIDSS (Security standard for the credit industry)	Yamato System Development	
	Credit card settlement operations	2006
	WEB statement services	2011
Information security auditing company registered	Yamato System Development	2004