

Sustainability

Yamato Group: Creating Shared Value (CSV) Initiatives

Advancing Together with Society, a Growing Yamato Group

The Yamato Group is working to improve its own competitiveness by linking the various changes occurring in society with its own growth opportunities.

Yamato Group Risk / Issue Approach Policies

In this section, we introduce the risks and issues recognized by the Yamato Group and its own approaches in response to them.

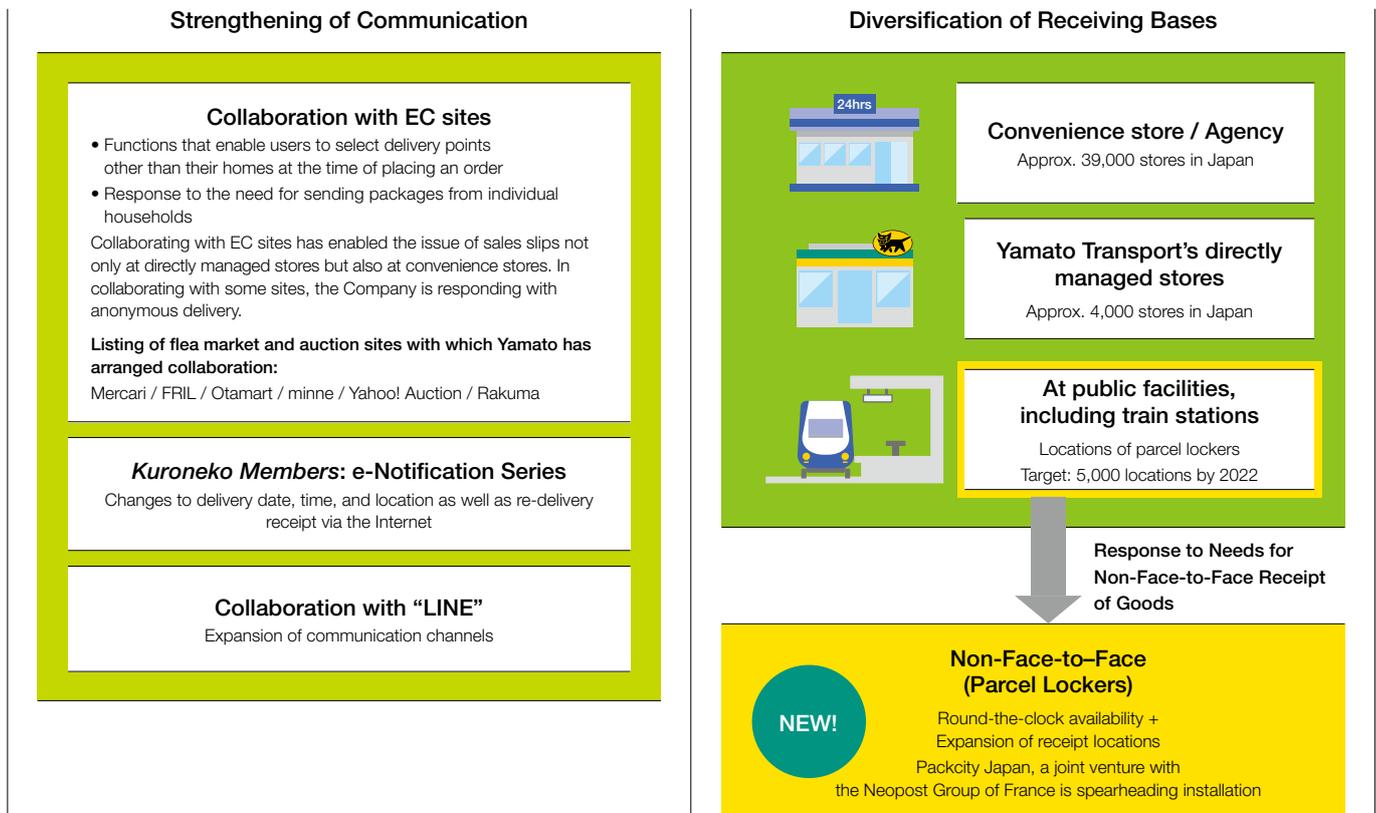
Recognized "Change"	Yamato Group Approach	Approach Linked to Growth Opportunities
Globalization of logistics	Realization of the "Value Networking" design Acceleration of approaches in Asia Collaboration with e-commerce (EC) business operators and flea market sites	<ul style="list-style-type: none"> • Realize network innovations → For more details, please see p. 20.
Expanding need for increased trade activity and inter-regional logistics due to high-growth ASEAN markets and TPP		<ul style="list-style-type: none"> • Expand borderless network centered on Okinawa → For more details, please see p. 22.
Diversification of needs (Expansion of e-commerce market / person-to-person transaction markets)		<ul style="list-style-type: none"> • Collaboration with auction sites and flea market sites → For more details, please see p. 43.
Personnel shortages	Human resource strategy to underpin the "Value Networking" design	<ul style="list-style-type: none"> • Secure and develop diverse human resources → For more details, please see p. 44–45.
Advance of social issues, such as Japan's decreasing birthrate and aging population	Platform-building in collaboration with local governments (Project G)	<ul style="list-style-type: none"> • Strengthen collaboration with local governments → For more details, please see p. 46–47. • Expand bus routes used for combined passenger-cargo operations • Support for watching over seniors/collection of recalled products • Lifestyle Support Service • Diversity
Increases in CO ₂ emissions and volume of waste	Build environment-friendly logistics systems	<ul style="list-style-type: none"> • Balancing the reduction of environmental impact and streamlining logistics by promoting modal shift → For more details, please see p. 49.



Change: Diversification of needs (Expansion of e-commerce market / person-to-person trading markets)

Enhancing customer interaction and improving profitability through a customer contact point strategy

In association with changes in lifestyle and the expansion of the e-commerce (EC) market, the needs on the product and shipment receiving side are diversifying. In addition to providing a succession of new services in keeping with the changing times, the Yamato Group is pressing ahead with its customer contact point strategy. This strategy focuses on strengthening communication and diversifying receiving locations to respond to new demand, including delivery at the time the customer wants and delivery to those customers who do not wish to receive items face-to-face.



Issue: Personnel shortages

Human resources strategy to underpin the "Value Networking" design

Human resources who possess flexibility and a wide field of view that defy conventional frameworks will be indispensable in continuing to provide new value and services through the "Value Networking" design. By hiring human resources who hail from a range of backgrounds, the Yamato Group would like them to lead by breathing fresh air in the form of new value throughout the Company for the creation of corporate value for the Group as a

whole and value that can be shared with society. Human resources create new value. The Company is endeavoring to design workplaces where each and every employee can feel actively engaged, irrespective of gender, age, or nationality.

 For more details, please refer to the following pages.