



Establishment of Asia Business-Model Innovation Centre

- Accelerating marketing and business development in the Southeast Asian region with Singapore as a hub -

Yamato Asia Pte. Ltd. (headquarters: Singapore; Managing Director: Richard Chua Khing Seng; hereafter "Yamato Asia"), company under the umbrella of Yamato Holdings Co., Ltd. (headquarters: Chuo-ku, Tokyo; Representative Director, President and Executive Officer: Masaki Yamauchi; hereafter "Yamato Holdings") for the Southeast Asian region, hereby announces that it has established within Yamato Asia the Asia Business-Model Innovation Centre (hereafter "ABIC"), a research and development institution with the purpose of creating business models for various industries in the Southeast Asian region.

1. Background

The Yamato group began implementing its medium-term management plan "DAN-TOTSU Management Three-year Plan STEP" in April 2014 and, in light of the approaching scheduled inauguration of the ASEAN Economic Community in December of this year, is strengthening its base of operations in Asia. In Singapore, a hub of logistics and the economy in the Southeast Asian region, Yamato's TA-Q-BIN (door-to-door parcel delivery) service, launched in 2010, is being widely used as a domestic delivery service centering on BtoC such as mail-orders and food. However in BtoB, the market environment and consumer shopping behaviour continue to shift, and as customer needs regarding distribution networks diversify, specialized industry knowledge and logistics know-how are becoming more necessary than ever.

Amidst this increasingly competitive business environment, Yamato Asia has partnered the Singapore Economic Development Board (EDB) to establish ABIC. ABIC will carry out research and business model development for various industries. This is in addition to contributing to the expansion of businesses of Yamato's clients in Singapore, as well as other countries in the Southeast Asian region such as Thailand, Malaysia, and Indonesia. The EDB is the lead government agency for planning and executing strategies to enhance Singapore's position as a global business centre.

2. Main Items of Implementation

Centering on Singapore, ABIC will target markets such as the automotive parts industry and eye-care industry, which handles glasses, contact lenses, etc., and, in addition to carrying out surveys and research on the present state of these industries, will, upon clarifying the divergence between customer needs and concerns and currently provided logistics services, devise new information systems, collection and delivery networks, and management methods relating to logistics and develop and deploy practical business models.

3. Overview of ABIC

- (1) Name: **ASIA BUSINESS-MODEL INNOVATION CENTRE (ABIC)**
- (2) Address: 223 Mountbatten Road #01-07/08 Singapore 398008
* established within Yamato Asia
- (3) Representative: Richard Chua Khing Seng
* concurrent with President of Yamato Asia
- (4) Nature of business:
 1. Market analysis centering on Singapore
 2. Business model design/development and test marketing
 3. Lateral deployment to other countries

4. About Yamato Group

Yamato Group retains Yamato Transport, which handles over 1.6 billion parcels annually in Japan and is in the first place in Japanese courier market. Besides Yamato Transport, the group has 48 companies which operate logistics, freight forwarding, truck maintenance, IT development, and financial business. Hence, it can be said that the Group is the total logistics service provider.

We provide value-added services by mixing our IT (Information Technology), LT (Logistics Technology), and FT (Financial Technology) know-how and add them onto TA-Q-BIN (door-to-door parcel delivery) network.

Yamato Group aims to become “the No.1 solution provider of logistics and life support business in Asia” not only for corporate customers but also individual customers by offering high value-added services.

(1) Corporate name	YAMATO HOLDINGS CO., LTD.
(2) Representative Director, President and Executive Officer	Masaki YAMAUCHI
(3) Capital	JPY 127,234 million
(4) HQ address	6-10, Ginza 2-chome, Chuo-ku, Tokyo 104-8125
(5) Establishment date	November 29, 1919
(6) Number of Group companies	48 (consolidated subsidiaries are 39) *As of March 31st, 2014
(7) Operating revenue	JPY 1,374,610 million *As of March 31st, 2014

5. About YAMATO ASIA PTE.LTD., Southeast Asia Regional Headquarters

As an intermediate holding company and regional headquarters, Yamato Asia performs regional market studies, business development, and network development aligned with customer needs, as well as enhancing governance and implementing PDCA in the business companies operating in the Southeast Asia region.

(1) Name	YAMATO ASIA PTE. LTD.
(2) Director and President	Richard Chua Khing Seng
(3) Capital	91,761,364 SGD
(4) Address	223 Mountbatten Road #01-07/08 Singapore 398008
(5) Established	January 1, 2014
(6) Telephone	+65- 6632-7400

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YAMATO ASIA PTE. LTD.
