

**YAMATO GROUP**

**CONSOLIDATED FINANCIAL SUMMARY**

**for the Fiscal Year Ending March 31, 2020**



**YAMATO HOLDINGS CO., LTD.**

**May 18, 2020**

# 1. Financial Results for the Fiscal Year Ended March 31, 2020 (Overview)

● In the Fiscal Year Ended March 31, 2020, revenue increased while profit decreased.

- Consolidated operating revenue                    ¥1,630.1 billion YoY increase by ¥4.8 billion, +0.3%
- Consolidated operating profit                    ¥ 44.7 billion YoY decrease by ¥13.6 billion, (23.4)%

## 1) TA-Q-BIN Unit Price

- TA-Q-BIN (total)                                    : YoY +1.8%
- TA-Q-BIN (excl. Nekopos)                        : YoY +3.4%

⇒ Continued to promote adequate pricing initiatives

## 2) TA-Q-BIN Delivery Amount

- TA-Q-BIN (total)                                    : YoY (0.2)%
- TA-Q-BIN (excl. Nekopos)                        : YoY (2.5)%

⇒ The impact of the sluggish personal consumption caused by the consumption tax hike, and the contraction of global production and economic activities due to the spread of COVID-19 infections have been offset by the strengthening of account management for corporate clients and the progress in the acquisition of new customers through solution sales.

3) Operating profit decreased as operating revenues declined and cost reduction effects were unable to cover its decline due to factors such as the lower-than-expected amount of deliveries and the suspension of moving services in the Home Convenience business.

On the other hand, the steady implementation of cost control measures such as "optimal allocation of management resources based on data" resulted in the fruits of these efforts in the busiest month of last December, and the operating profit for the fourth quarter exceeded the previous forecast.

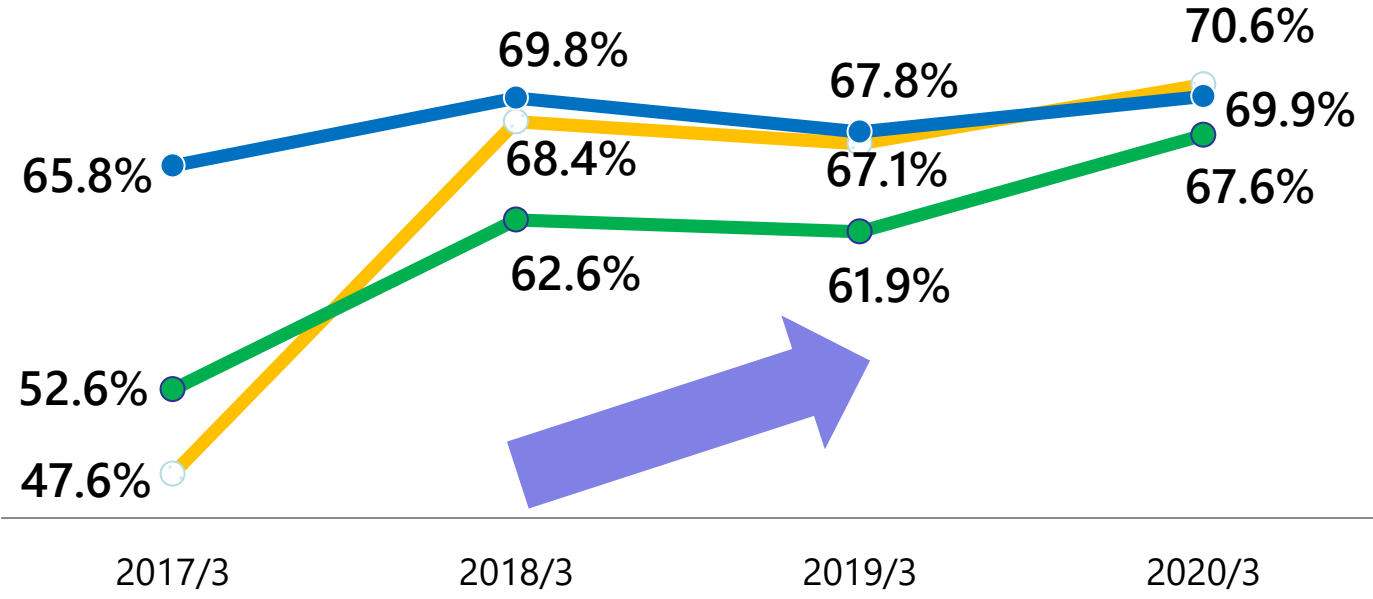
# 1. Financial Results for the Fiscal Year Ended March 31, 2020 (Overview)

4) Continued to promote the development of a work environment that enhances the "Employee-friendly" and "Rewarding" of employees in the "work style reform"  
⇒ Made progress in creating an environment where employees can work with peace of mind, and achieved good results commensurate with the initiatives.

**【Reference】**

## Working styles awareness surveys\*

○● Employee-friendly   ●● Rewarding   ●● Desire to continue employment



\* We administer awareness surveys regarding working styles on an annual basis in order to come up with more effective "Work Style Reform".  
(Target group: full-time and part-time employees of Yamato Group companies in Japan)

Due to the spread of the novel coronavirus disease (COVID-19), it is difficult to properly and reasonably estimate the future outlook.

Therefore, we do not make an announcement of the earnings forecasts for the fiscal year ending March 31, 2021.

We will carefully evaluate the impact of the COVID-19 on earnings results and will make an announcement promptly after the consolidated earnings forecasts become available.

### 3 . Response to the spread of COVID-19 infections

As a member of the social infrastructure, the Yamato Group is committed to continuing its logistics services, including TA-Q-BIN, with the highest priority given to the safety of our customers and employees, in order to respond to changes in demand and logistics associated with the spread of COVID-19 infections.

#### Main Responses

##### ➤ To customer

- Omission of receipt stamp and signature, and start of non-face-to-face delivery to home
- Promotion of use of PUDO station and mobile order for TA-Q-BIN sending procedures through customer's smartphones
- Ensuring social distancing at TA-Q-BIN centers (Prevention of droplet infection by vinyl sheet at counter, etc.)
- Thorough regular disinfection
- Dispatch of notice and information through websites, etc.

##### ➤ To employee

- Thorough health management of employee (Temperature measurement before work, etc.)
- Distribution of necessary equipment such as masks
- Recommendations and practices of remote work
- Suspended attendance and grant a special leave for employees at high risk of serious illness (Elderly employee, pregnant women, and patients with underlying diseases)
- Reduction of business hours (TA-Q-BIN center and call center)
- Shift from face-to-face sales activity to response by telephone, e-mail, etc.

## 4. Effect of the spread of COVID-19 infections

TA-Q-BIN Delivery amount in April 2020

- TA-Q-BIN (total) : YoY +13.2%

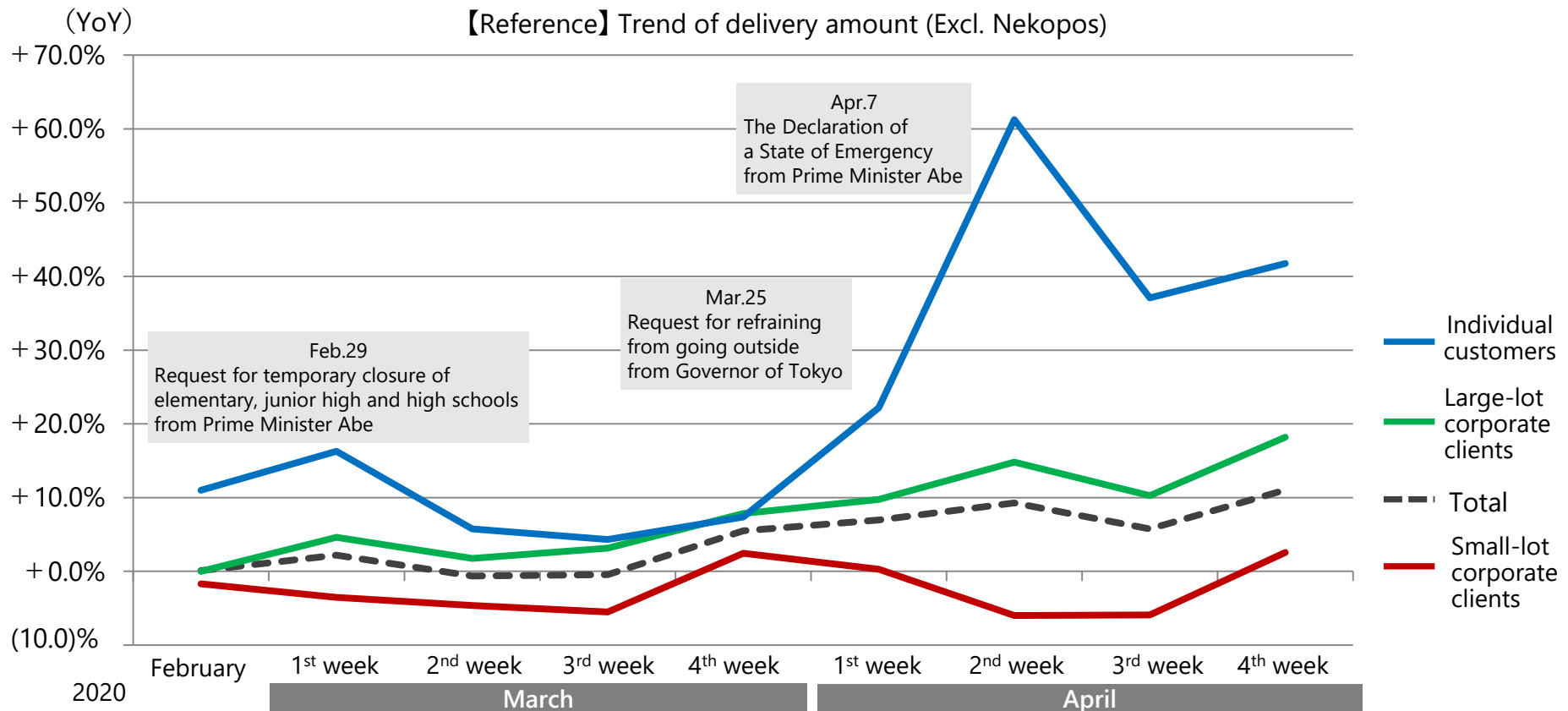
- TA-Q-BIN (excl. Nekopos) : YoY + 9.3%

⇒ Increased handling of mainly food and sanitary goods among individuals and through EC

(Expansion of consumption from staying at home due to refraining from going outside)

⇒ Sluggish freight movement in small-lot corporate clients

(Stagnation of trade and production activities in the manufacturing industry, voluntary restraint in business)



## 4 . Effect of the spread of COVID-19 infections – Reference

	Major effects expected
Positive	<p><b>【Sales】</b></p> <ul style="list-style-type: none"><li>• Rapid increase in e-commerce to respond to lifestyle changes such as self-restraint of going outside, increasing consumption from staying at home in the phase of coping with Covid-19</li><li>• Services that were mainly on a face-to-face basis will be online (medical care, education etc.)</li></ul> <p><b>【Operation】</b></p> <ul style="list-style-type: none"><li>• Improving delivery productivity by reduction the absence rate due to self-restraint of going outside and increasing non-face-to-face delivery and receiving demand of parcels</li><li>• Improving productivity by advancing various work styles such as remote work and improving work efficiency using technology amid coping with Covid-19</li></ul>
Negative	<p><b>【Sales】</b></p> <ul style="list-style-type: none"><li>• Decrease in demand due to self-restraint and suspending from business such as stores and factories, postponement and cancellation of events</li><li>• Decrease in B2B demand due to global supply chain stagnation (automobile, electronic equipment etc.)</li><li>• Decrease in demand due to shrinking of inbound consumption (department stores etc.)</li><li>• Possibility of delay in corporate sales due to face-to-face sales stopping and customer's self-restraint in business</li><li>• Possibility of increasing credit losses risk due to bankruptcy of corporate clients</li></ul> <p><b>【Operation】</b></p> <ul style="list-style-type: none"><li>• Possibility that the operational cost will increase due to the establishment of a system that prioritizes safety and responding to appropriate working volume, amid increasing workloads</li><li>• Possibility of delay in work and increase of necessary costs when employees or partners suffer from COVID-19</li></ul>

## 5. Progress in Transformation Plan "YAMATO NEXT100"

- "YAMATO NEXT100" is a management agenda that will respond to social changes in the course of or after COVID-19 adverse effects
- In order to respond the needs of customers and society, and contribute to the creation of a prosperous society continuously in the next era, we are advancing management structure reforms while paying maximum attention to the safety of employees and partners.

### **【 3 Business transformations】**

#### **Digital transformation (DX) of TA-Q-BIN**

- Commenced optimizing allocation of employees and operation design by improving the accuracy of workload forecasting
- Started operation at two sorting bases

#### **Establishment of an EC ecosystem**

- Started collaboration with major e-commerce businesses and experiment of e-commerce delivery services, such as collaboration with Z Holdings Co., Ltd., in order to respond to "industrialization of e-commerce" and improve convenience for consumers and e-commerce businesses

#### **Strengthening of corporate logistics business**

- Consolidated the Group's sales organization and management resources into the corporate domain
- Started test operation of "Vegeneko" project in Kyushu area, which is an one-stop streamlining from ordering to delivery of primary producers of agricultural products



### **【3 Infrastructure transformations】**

#### **Renewal of group management system**

- Commenced system development for One Yamato
- Resolved to change scheme whereby 7 subsidiaries are merged and absorbed by Yamato Transport Co., Ltd as the parent (tentatively maintaining the pure holding company structure)
- While building a system to increase speed of decision-making, continue to strengthen governance by separating management oversight and execution, and strive to increase corporate value

#### **Shift to data-driven management**

- Built a new digital organization (at the present : approximately 60 members)
- Started data maintenance and analysis platform construction

#### **Sustainability initiatives**

- Placing top priority on the safety of our employees and partners who support our services, such as prevention of COVID-19 infection and thorough health management
- Started construction of relevant policy for materiality and environmental management system

## 6. Key Initiatives for "YAMATO NEXT 100" in the Fiscal Year Ending March 31, 2021

### (1) Structural reform of the last mile

- Reducing the burden of frontline work, which is the point of contact with customers, and building an environment in which we can face customers
- Changing corporate structure which can create capacity by reviewing operations, allocating management resources appropriately, and reviewing operation design, that will lead to stable profit generation

### (2) Promoting account management by concentrating group resources in the corporate domain

- Strengthening account management by identifying industries and customers
- Promotion of solutions that optimally combine warehouses and transportation networks
- Improving earnings by changing overseas business strategies (Partnering Strategy)

### (3) Development of digital infrastructure

- Building a Digital Organization
- Development of data infrastructure for realizing data-driven management

### (4) Building a Management System under the One Yamato Structure

- Consolidation of overlapping operations and administrative indirect operations
- Accelerating management speed by streamlining and clarifying responsibility and reporting lines

### (5) Sustainability initiatives

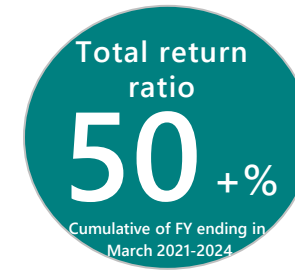
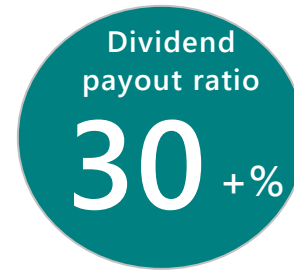
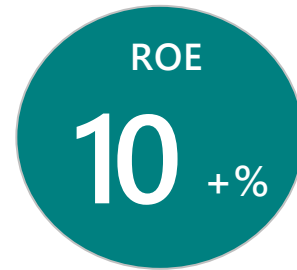
- Ensuring safety for our employees and partners who support our services, such as prevention of COVID-19 infection and thorough health management
- Formulation of management plans that embody the environment and society

# 7. Capital Policy

## 1. Basic Principle

In consideration of future growth potential, profitability of business, sound financial position, investment progress and capital efficiency, Yamato will conduct timely and appropriate capital policies aimed at achieving stable dividend and flexible shareholder returns.

## 2. Capital Policy (Key indicators)

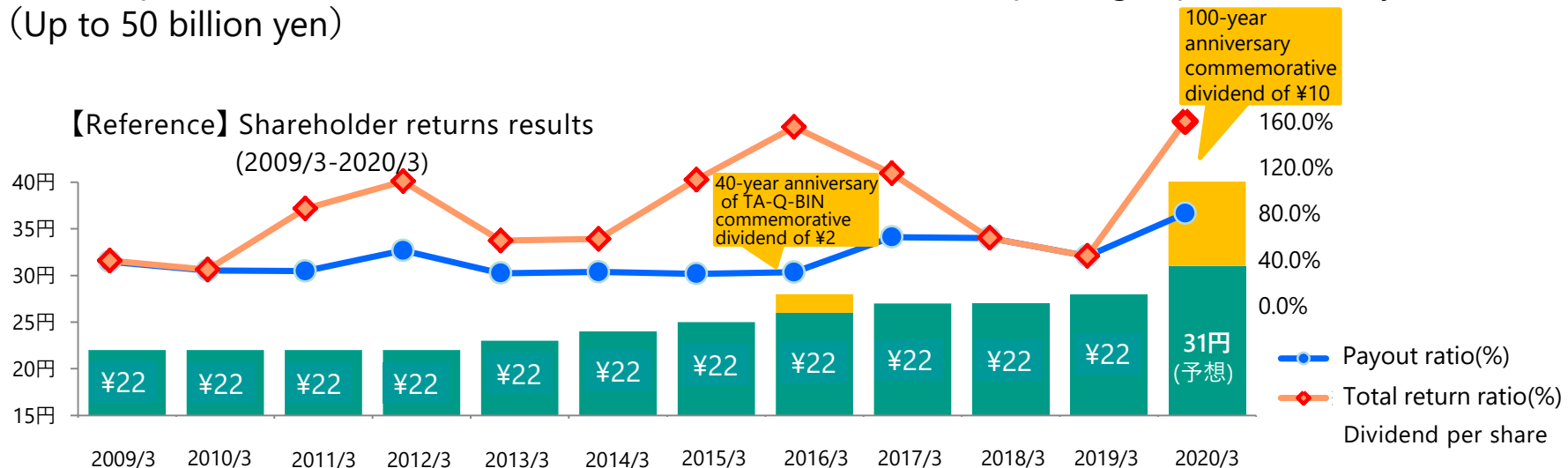


### 【Shareholder returns】

< Announced in January 2020 >

- Dividends to commemorate 100-year anniversary ( ¥10 per share)  
⇒ Dividends totaling ¥41 per year, including ordinary dividends
- Share repurchase and cancellation of the share with a view to improving capital efficiency (Up to 50 billion yen)

【Reference】 Shareholder returns results (2009/3-2020/3)



### 【Acquisition of treasury stock】

1. Resolution of the Company Board of Directors Meeting held on January 30, 2020
  - 1) Type of stock acquired: Common shares in the Company
  - 2) Total number of shares acquired: **35,000,000 shares (upper limit)**  
Percentage of total number of issued shares (excluding treasury stock) : 8.88%
  - 3) Total acquisition cost : **50,000,000,000 yen (upper limit)**
  - 4) Acquisition period : February 6, 2020 to September 30, 2020
  
2. Cumulative total of treasury stock acquired based on the resolution of the aforementioned Board of Directors Meeting (as of April 30, 2020)
  - 1) Total number of shares acquired : **9,058,400 shares**
  - 2) Total acquisition cost : **15,683,790,600 yen**

### 【Dividend Forecast】

To Be Determined

## 8. Consolidated Operating Results in the Fiscal Year Ended March 31, 2020

### KAIKAKU 2019 for NEXT100

(Billions of yen)	Fiscal year ended March 31, 2018 Actual	Fiscal year ended March 31, 2019 Actual	Fiscal year ended March 31, 2020 Actual	YoY change	
				Amount	[%]
Operating profit	35.6	58.3	44.7	(13.6)	(23.4)
Ordinary profit	36.0	54.2	40.6	(13.6)	(25.1)
Profit attributable to owners of the Parent	18.2	25.6	22.3	(3.3)	(13.1)
Operating margin	2.3%	3.6%	2.7%	-	-
ROE	3.3%	4.6%	4.0%	-	-

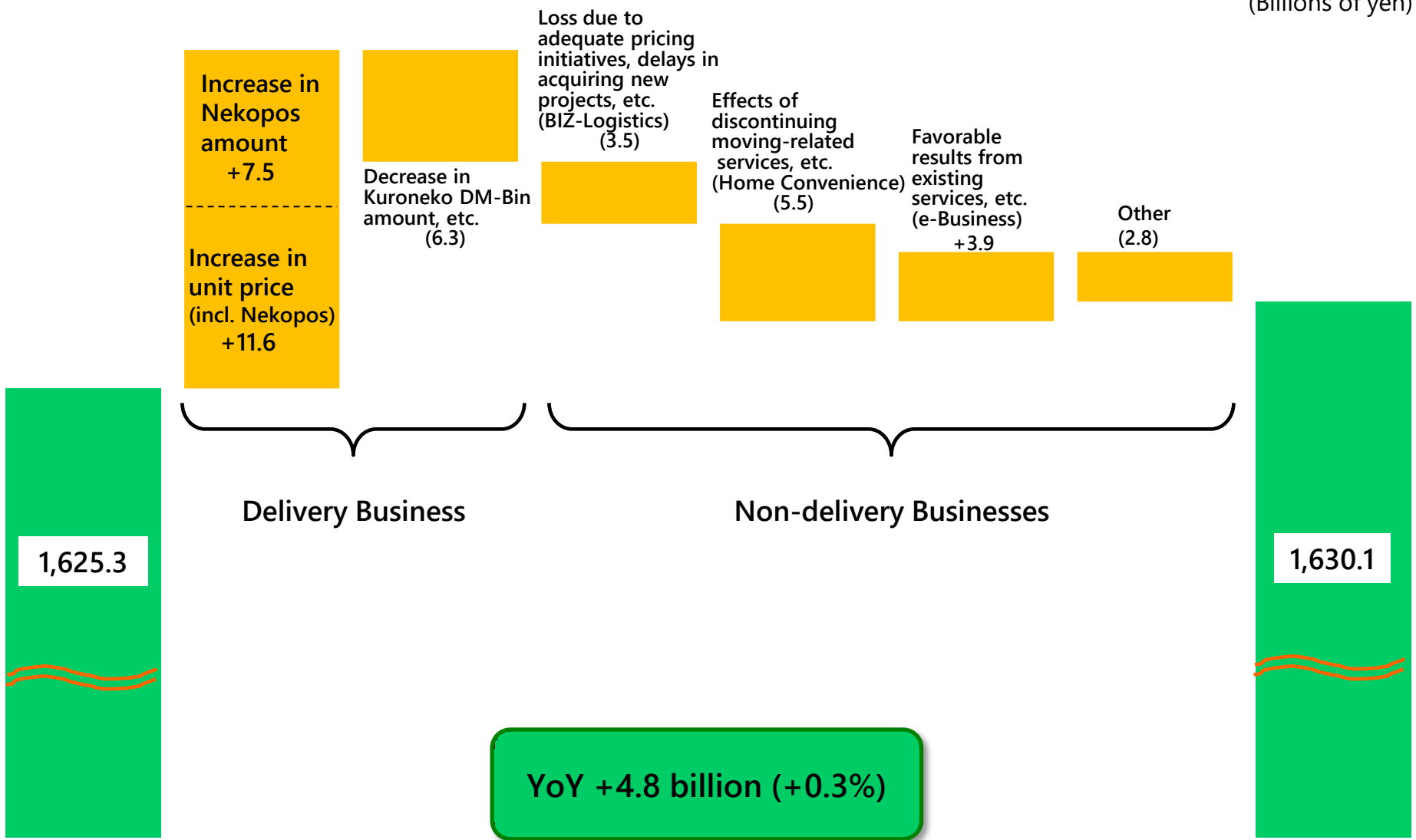
Capital expenditure	71.5	83.5	64.7	(18.7)	(22.5)
Depreciation	46.4	51.3	55.0	3.7	7.3

## 8. Consolidated Operating Results in the Fiscal Year Ended March 31, 2020

(Billions of Yen)	Fiscal year ended March 31, 2019 Actual	Fiscal year ended March 31, 2020 Actual	YoY Change	
			Amount	[%]
Operating revenue				
Delivery	1,297.2	1,310.0	+12.8	+1.0
Non-Delivery	328.0	320.0	(8.0)	(2.4)
Total	1,625.3	1,630.1	+4.8	+0.3
Operating profit	58.3	44.7	(13.6)	(23.4)
[Profit margin]	3.6%	2.7%	-	-
Ordinary profit	54.2	40.6	(13.6)	(25.1)
[Profit margin]	3.3%	2.5%	-	-
Profit attributable to owners of the Parent	25.6	22.3	(3.3)	(13.1)
[Profit margin]	1.6%	1.4%	-	-

# 9. YoY Analysis of Consolidated Operating Revenue (Fiscal Year Ended March 31, 2020)

(Billions of yen)

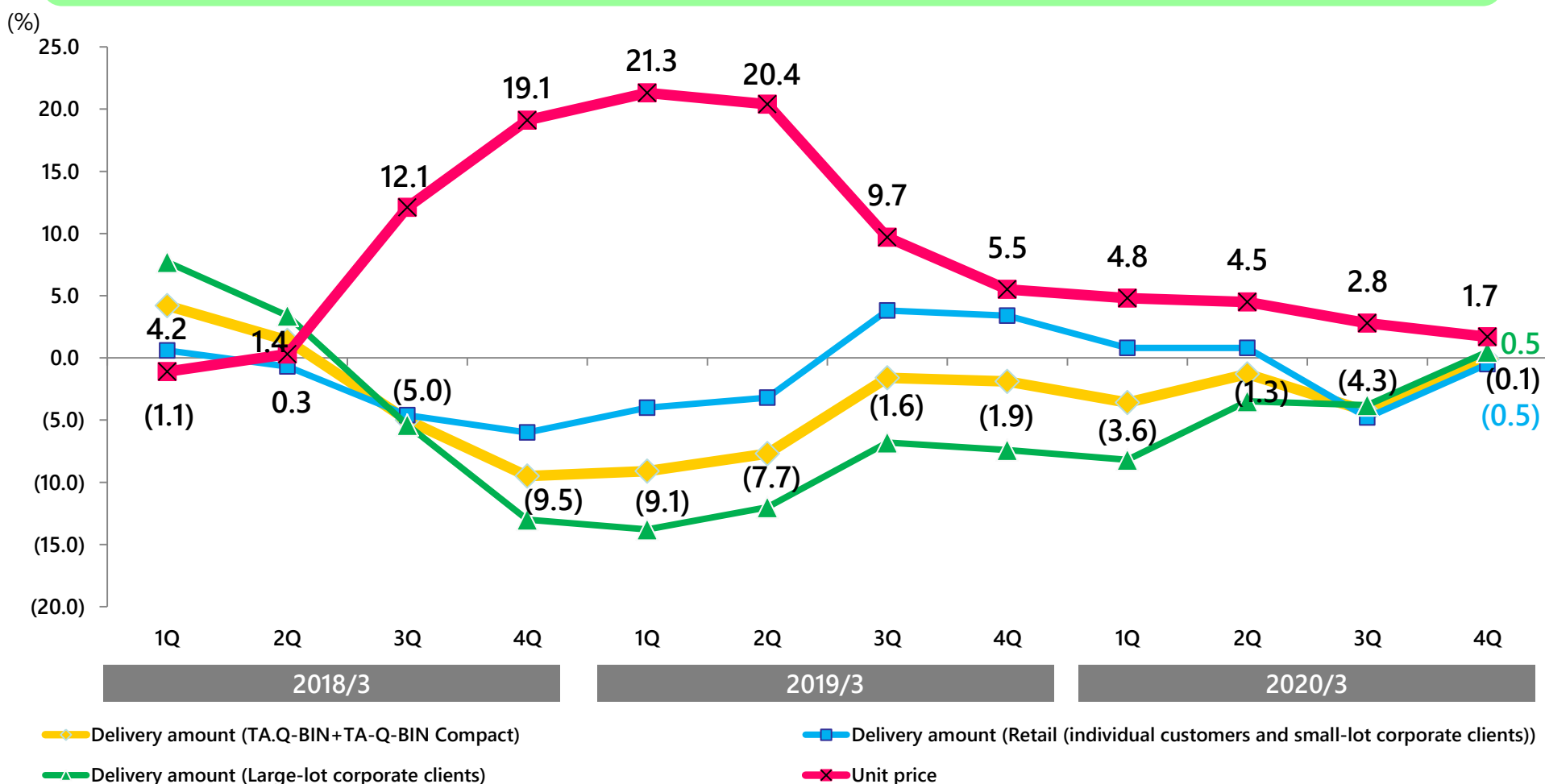


2019/3  
Actual

2020/3  
Actual

# 10 . Quarterly YoY Trends of TA-Q-BIN Delivery Amount (excl. Nekopos) (Fourth Quarter)

- Delivery amount (excl. Nekopos) recovered to the level of the previous year. [YoY (0.1)%]
- Unit price increased. [YoY +1.7%]



## Unit price trend by market (Fourth Quarter 2020/3)

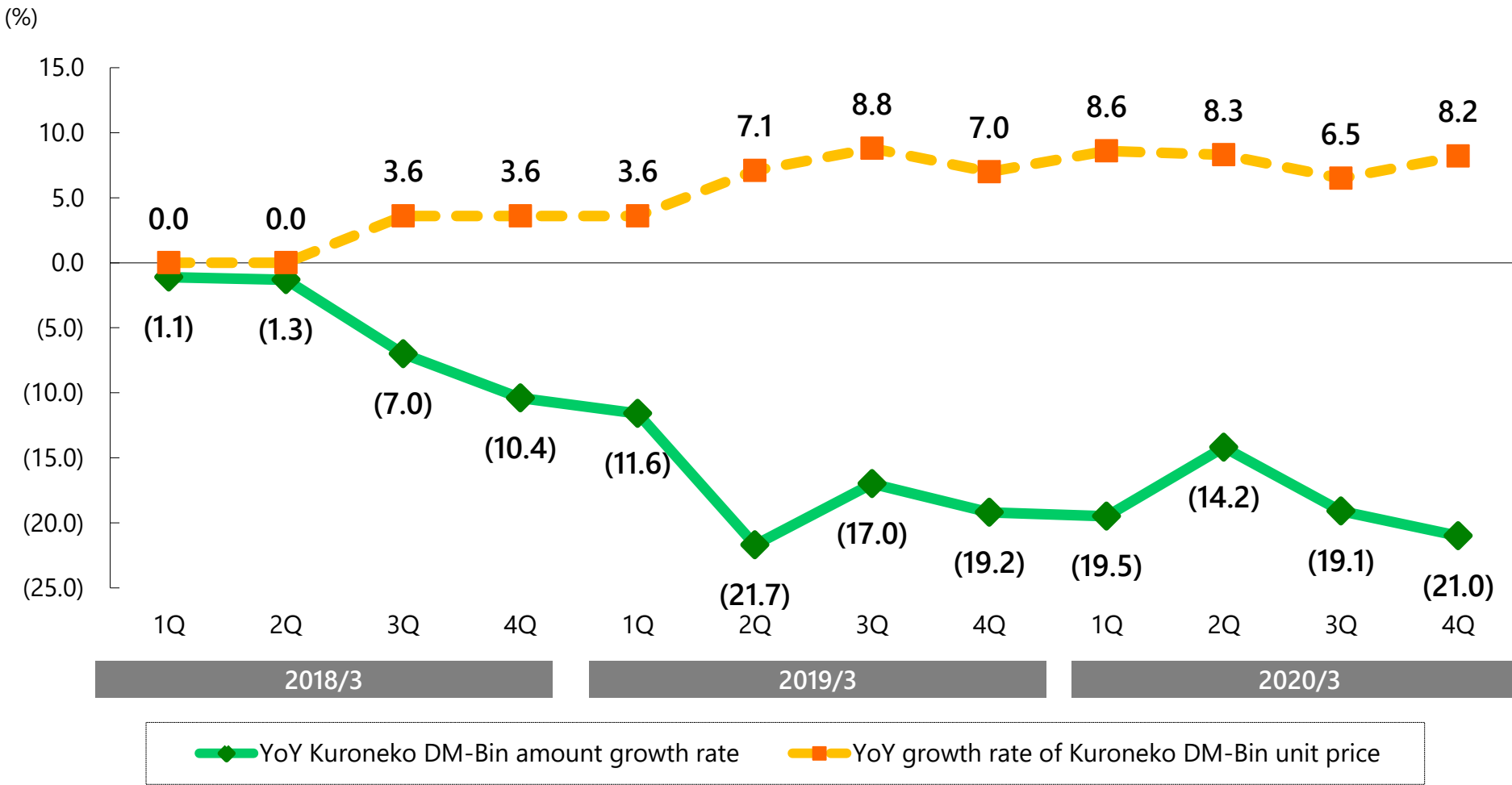
Retail (individual customers and small-lot corporate clients) +2.3%

Large-lot corporate clients +0.9%



# 11 . Quarterly YoY Trends of Kuroneko DM-Bin (Fourth Quarter)

- Delivery amount was lower than in the previous fiscal year. [YoY (21.0)%]
- Unit price increased. [YoY +8.2%]



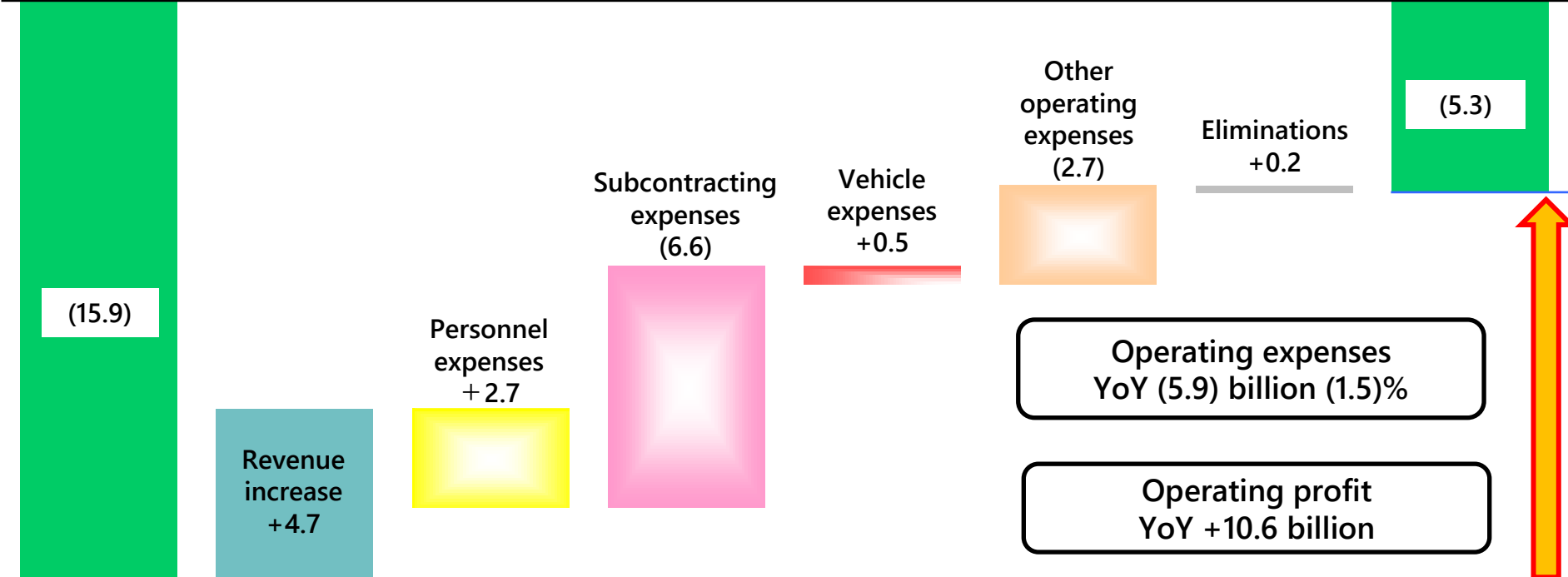
<p><b>Shipment amount by market (Fourth quarter)</b>          From TA-Q-BIN Centers: (11.4)%          From corporate sales branch offices: (24.0)%</p>	<p><b>Shipment unit price by market (Fourth quarter)</b>          From TA-Q-BIN Centers: +6.5%          From corporate sales branch offices: +6.0%</p>
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## 12. Consolidated Operating Expenses (Quarterly)

(Millions of Yen)	First Quarter			Second Quarter			Third Quarter			Forth Quarter		
	2020/3 Actual	YoY Change		2020/3 Actual	YoY Change		2020/3 Actual	YoY Change		2020/3 Actual	YoY Change	
		Amount	[%]		Amount	[%]		Amount	[%]		Amount	[%]
Operating revenue	381,726	+1,036	+0.3	418,399	+9,958	+2.4	457,597	(10,881)	(2.3)	372,422	+4,718	+1.3
Operating expenses	387,827	+16,715	+4.5	406,084	+11,500	+2.9	413,734	(3,836)	(0.9)	377,798	(5,903)	(1.5)
Personnel expenses	207,581	+10,854	+5.5	218,164	+9,174	+4.4	219,393	+4,535	+2.1	203,898	+2,758	+1.4
Employee salary	142,450	+6,598	+4.9	148,152	+6,931	+4.9	154,346	+8,162	+5.6	144,236	+3,114	+2.2
Other personnel expenses	65,131	+4,255	+7.0	70,012	+2,243	+3.3	65,047	(3,627)	(5.3)	59,661	(356)	(0.6)
Subcontracting expenses	147,740	(4,831)	(3.2)	152,927	(3,840)	(2.4)	160,469	(12,509)	(7.2)	140,695	(6,630)	(4.5)
Commission expenses	57,562	(5,358)	(8.5)	60,072	(3,870)	(6.1)	63,062	(7,735)	(10.9)	53,349	(5,806)	(9.8)
Vehicle hiring expenses	49,847	+2,116	+4.4	51,238	+1,639	+3.3	54,127	(414)	(0.8)	48,116	(1,388)	(2.8)
Other subcontracting expenses	40,330	(1,589)	(3.8)	41,616	(1,609)	(3.7)	43,280	(4,359)	(9.2)	39,229	+565	+1.5
Vehicle expenses	11,961	+612	+5.4	12,550	+35	+0.3	12,889	(132)	(1.0)	10,276	+505	+5.2
Fuel expenses	5,777	+173	+3.1	6,426	(343)	(5.1)	6,006	(459)	(7.1)	5,423	+281	+5.5
Other operating expenses	85,755	+6,184	+7.8	90,406	+6,544	+7.8	95,472	+5,005	+5.5	85,927	(2,774)	(3.1)
Depreciation	12,265	+1,564	+14.6	13,262	+1,453	+12.3	14,156	+557	+4.1	15,398	+161	+1.1
Elimination	(65,212)	+3,896	-	(67,964)	(413)	-	(74,490)	(735)	-	(62,998)	+236	-
Operating profits	(6,100)	(15,679)	-	12,314	(1,541)	(11.1)	43,863	(7,044)	(13.8)	(5,375)	+10,621	-

# 13 . YoY Analysis of Consolidated Operating Expenses (Fourth Quarter – January to March)

(Billions of yen)



Fourth Quarter  
2019/3  
Actual

<b>Personnel expenses</b>	
(Breakdown)	
<u>Employee salary</u>	+3.1
<u>Other</u>	(0.3)
(Breakdown of other personnel expenses)	
• Bonus	+0.0
• Legal welfare expenses	+0.5
• Welfare expenses	

<b>Subcontracting expenses</b>	
(Breakdown)	
<u>Commission expenses</u>	(5.8)
<u>Vehicle hiring expenses</u>	(1.3)
<u>Other</u>	+0.5

<b>Vehicle expenses</b>	
(Breakdown)	
<u>Fuel expenses</u>	+0.2
<u>Vehicle repair expenses</u>	+0.2

<b>Other operating expenses</b>	
(Major breakdown)	
<u>Depreciation</u>	+0.1
<u>Computer expenses</u>	+0.5
<u>Facilities expenses</u>	+0.3
<u>Repair expenses</u>	(2.8)

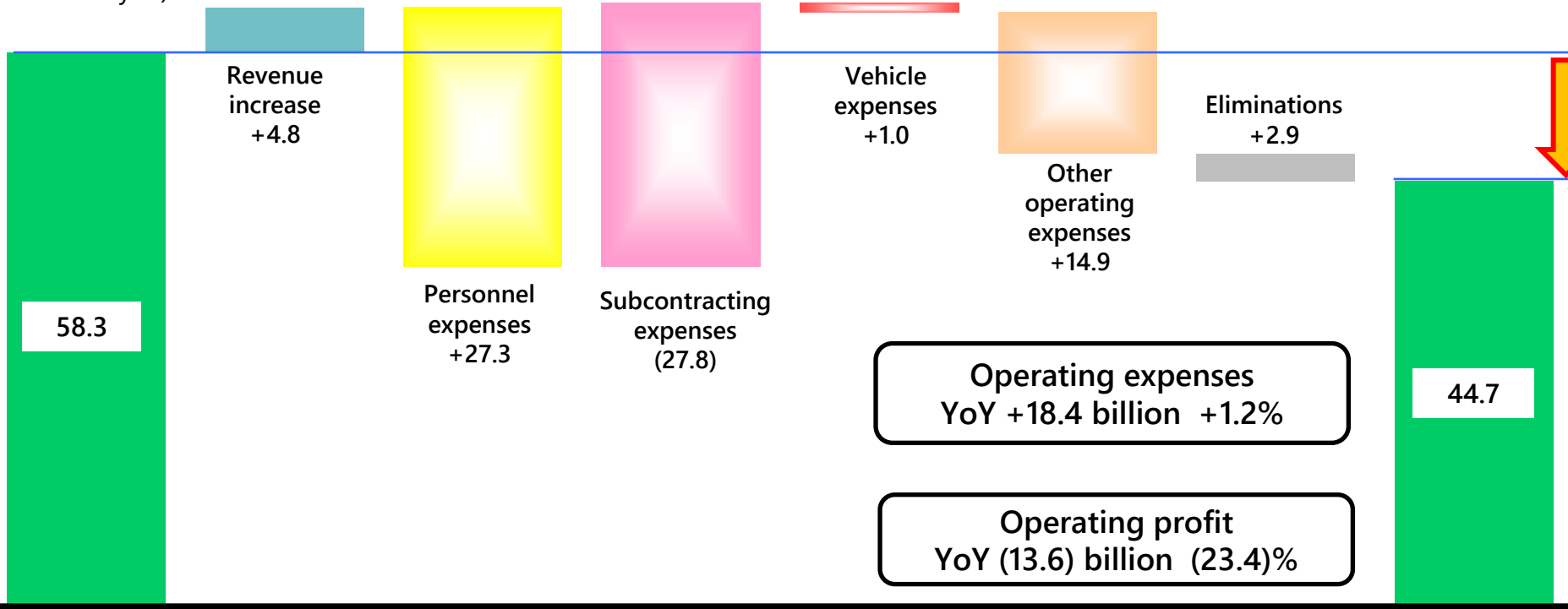
Fourth Quarter  
2020/3  
Actual

# 14 . Summary of Consolidated Operating Expenses (Fourth Quarter –January to March)

(Millions of Yen)	Fourth Quarter 2019/3 Actual	Fourth Quarter 2020/3 Actual	YoY Change	
			Amount	[%]
			Operating revenue	367,704
Operating expenses	383,701	377,798	(5,903)	(1.5)
Personnel expenses	201,139	203,898	+2,758	+1.4
Employee salary	141,121	144,236	+3,114	+2.2
Other personnel expenses	60,017	59,661	(356)	(0.6)
Subcontracting expenses	147,325	140,695	(6,630)	(4.5)
Commission expenses	59,156	53,349	(5,806)	(9.8)
Vehicle hiring expenses	49,505	48,116	(1,388)	(2.8)
Other subcontracting expenses	38,664	39,229	+565	+1.5
Vehicle expenses	9,770	10,276	+505	+5.2
Fuel expenses	5,141	5,423	+281	+5.5
Other operating expenses	88,701	85,927	(2,774)	(3.1)
Depreciation	15,237	15,398	+161	+1.1
Elimination	(63,235)	(62,998)	+236	-
Operating profits	(15,997)	(5,375)	+10,621	-

# 15 . YoY Analysis of Consolidated Operating Expenses (Fiscal Year Ended March 31, 2020)

(Billions of yen)



2019/3  
Actual

<b>Personnel expenses</b>	
(Breakdown)	
<u>Employee salary</u>	+24.8
<u>Other</u>	+2.5
(Breakdown of other personnel expenses)	
• Bonus	+0.1
• Legal welfare expenses	+5.1
• Welfare expenses	

<b>Subcontracting expenses</b>	
(Breakdown)	
<u>Commission expenses</u>	(22.7)
<u>Vehicle hiring expenses</u>	+1.9
<u>Other</u>	(6.9)

<b>Vehicle expenses</b>	
(Breakdown)	
<u>Fuel expenses</u>	(0.3)
<u>Vehicle repair expenses</u>	+1.3

<b>Other operating expenses</b>	
(Major breakdown)	
<u>Depreciation</u>	+3.7
<u>Computer expenses</u>	+3.5
<u>Facilities expenses</u>	+3.1
<u>Repair expenses</u>	(0.8)

2020/3  
Actual

## 16. Summary of Consolidated Operating Expenses (Fiscal Year Ended March 31, 2020)

(Millions of Yen)	Fiscal year ended March 31, 2019 Actual	Fiscal year ended March 31, 2020 Actual	YoY Change	
			Amount	[%]
			Operating revenues	1,625,315
Operating expenses	1,566,969	1,585,445	+ 18,475	+ 1.2
Personnel expenses	821,715	849,038	+ 27,323	+ 3.3
Employee salary	564,377	589,185	+ 24,807	+ 4.4
Other personnel expenses	257,338	259,853	+ 2,515	+ 1.0
Subcontracting expenses	629,645	601,833	(27,811)	(4.4)
Commission expenses	256,817	234,046	(22,771)	(8.9)
Vehicle hiring expenses	201,377	203,330	+ 1,953	+ 1.0
Other subcontracting expenses	171,449	164,456	(6,993)	(4.1)
Vehicle expenses	46,656	47,676	+ 1,020	+ 2.2
Fuel expenses	23,981	23,634	(347)	(1.4)
Other operating expenses	342,602	357,561	+ 14,959	+ 4.4
Depreciation	51,346	55,083	+ 3,736	+ 7.3
Elimination	(273,649)	(270,665)	+ 2,983	-
Operating Profit	58,345	44,701	(13,644)	(23.4)



# Reference Material

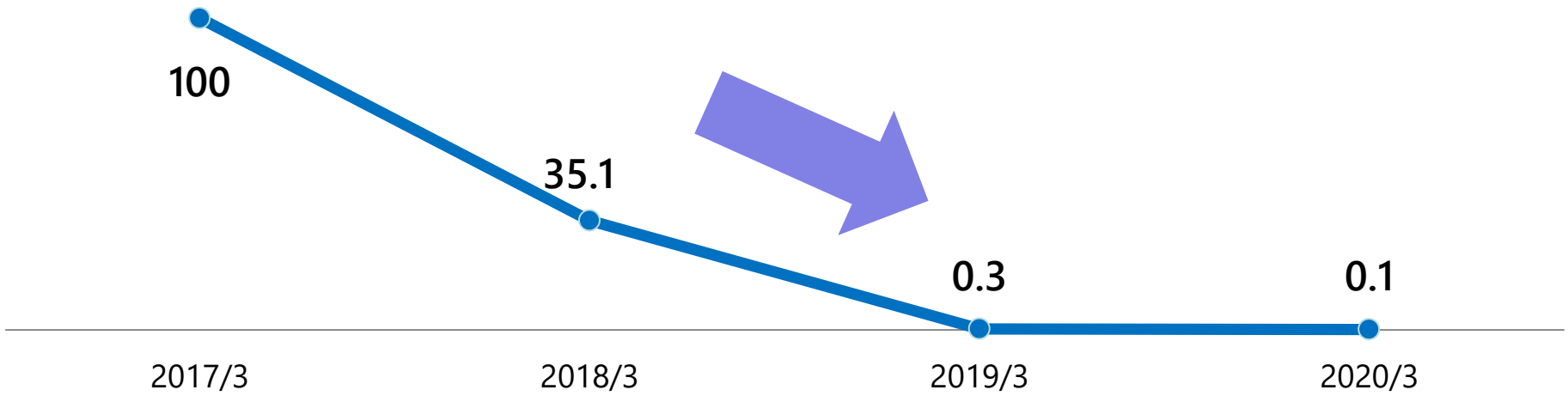
# 【Reference】 Progress in “Work Style Reform”

Improving working environments as a company that is employee-friendly with rewarding job opportunities through making improvements with respect to total working hours and encouraging better work-life balance

## (1) Drastic improvement in total working hours

### Continue to decrease in number of employees whose overtime hours exceed 80 hours per month\*

(Using a base value of 100 to represent the number of employees whose overtime exceeded the threshold in FY2017/3)

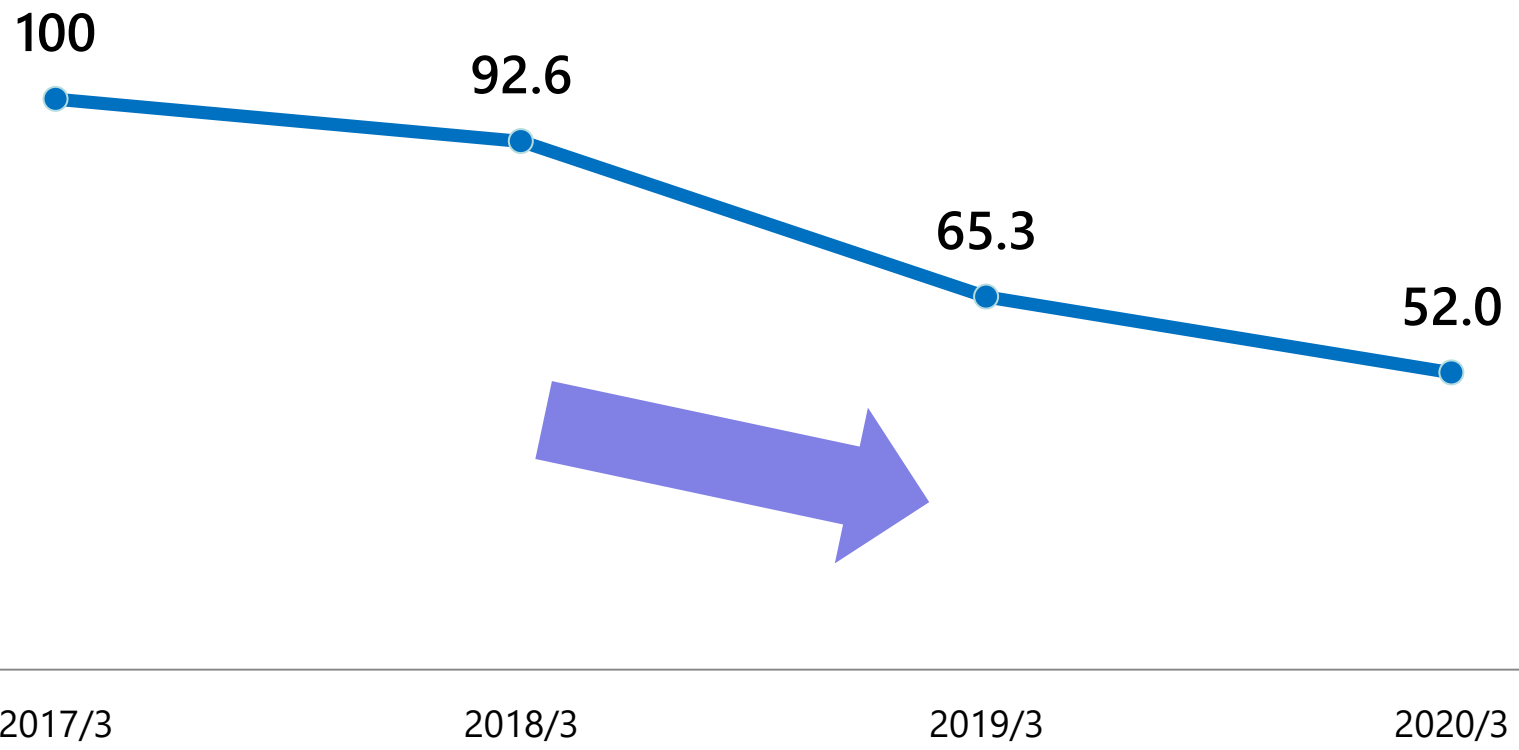


\* The figures have been calculated by tabulating the total numbers of employees who worked more than 80 overtime hours per month during the respective fiscal years, with overtime referring to hours worked in excess of standard working hours (8 hours per day, 40 hours per week) as stipulated by Japan’s Labor Standards Act. The figures stated for FY2018/3 , FY2019/3 and FY2020/3 are comparisons to a base value of 100 for FY2017/3. (Target group: full-time employees of Yamato Group companies in Japan)



# Continue to decrease in overtime hours per employee\*

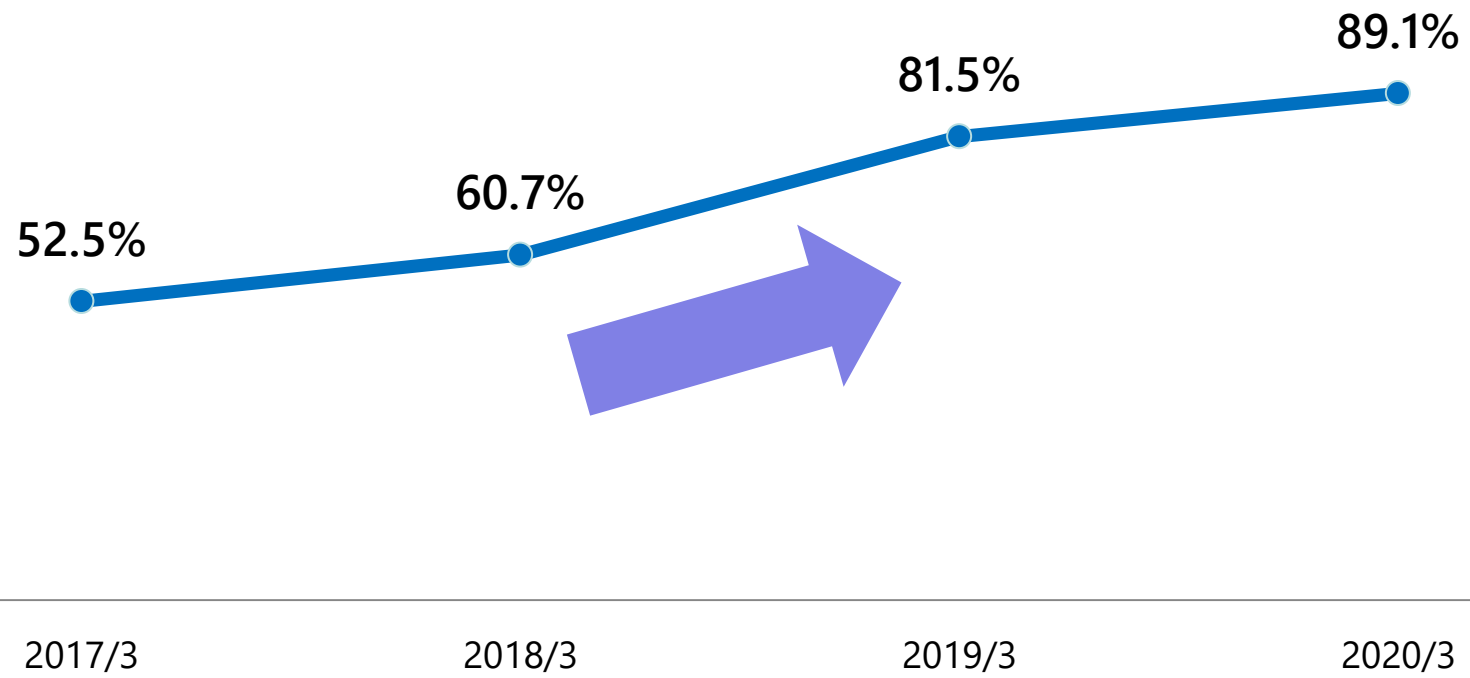
(Using a base value of 100 to represent the number of employees whose overtime exceeded the threshold in FY2017/3)



\* These figures have been calculated on a yearly basis by tabulating overtime hours worked per employee in excess of standard working hours (8 hours per day, 40 hours per week) as stipulated by Japan’s Labor Standards Act. The figures for FY2018/3, FY2019/3 and FY2020/3 are comparisons to a base value of 100 for FY2017/3.  
(Target group: full-time employees of Yamato Group companies in Japan)

(2) Promoting work-life balance

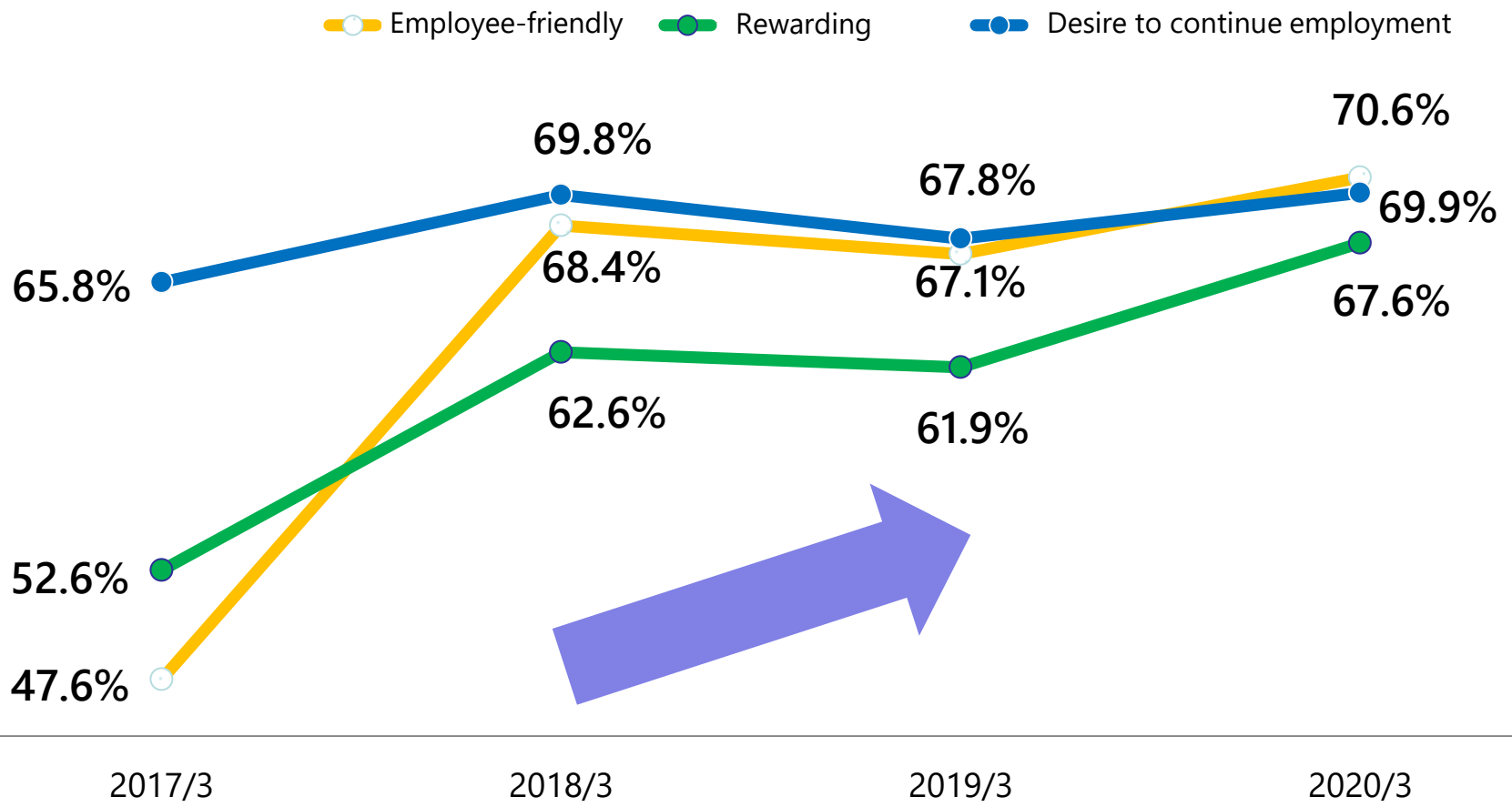
Continue to improve the percentage of  
annual paid vacation days taken per employee\*



\* 
$$\frac{\text{Number of days of annual paid vacation taken per employee in respective fiscal years}}{\text{Number of days of annual paid vacation granted per employee in respective fiscal years}} \times 100$$

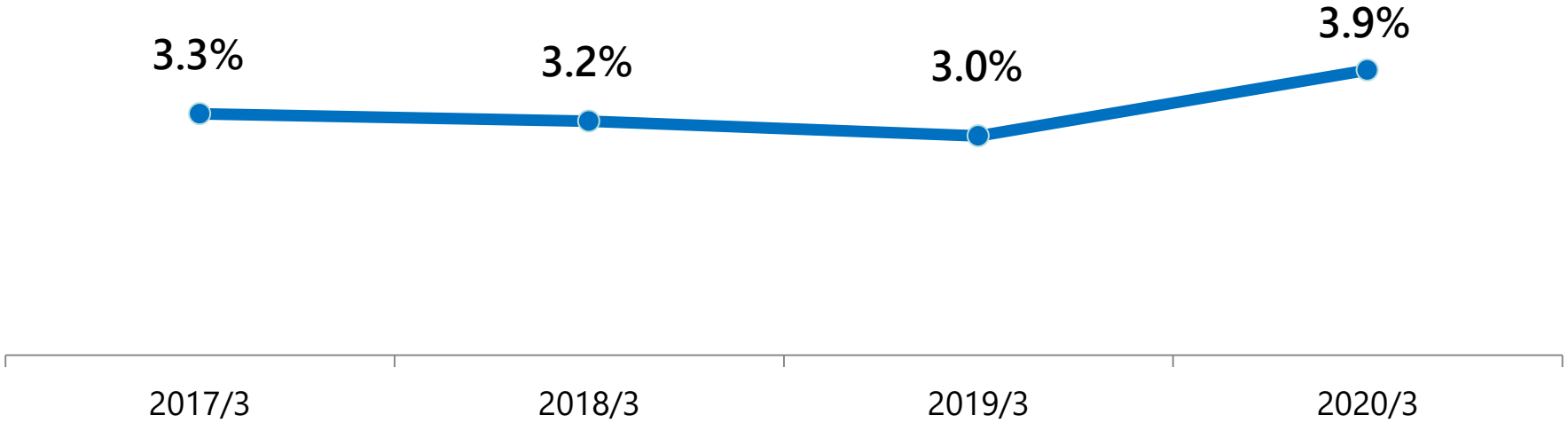
(Target group: full-time employees of Yamato Group companies in Japan)

## Working styles awareness surveys\*



\* We administer awareness surveys regarding working styles on an annual basis in order to come up with more effective “Work Style Reform” initiatives centered on management.  
(Target group: full-time and part-time employees of Yamato Group companies in Japan)

### Rate of resignations\*



\* 
$$\frac{\text{Number of employee resignations in respective fiscal years (of their own accord)}}{\text{Number of registered employees as of the respective fiscal year-end} + \text{Number of employees who have resigned during the respective fiscal year (incl. those resigning due to retirement, etc.)}} \times 100$$
  
(Target group: full-time employees of Yamato Group companies in Japan)

# 【Reference】 Progress in “Reforming Group Governance”

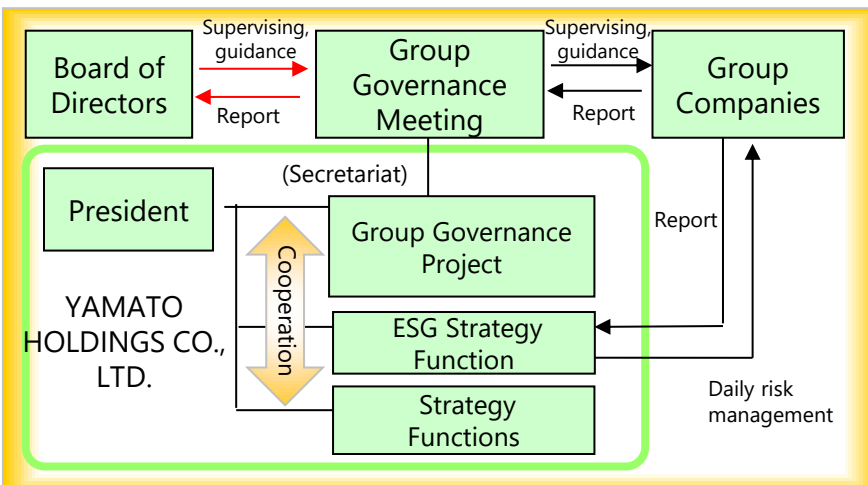
## Strengthening corporate governance on a group-wide basis promoted mainly by the Group Governance Project

### ◆ Overview of “Reforming Group Governance”

#### [Goals]

- Earning the trust of each and every one of our stakeholders as a company that people continually turn to
- Each Yamato Group company aspires to build mechanisms and frameworks capable of appropriately taking on the task of risk management

#### [Governance framework]



### ◆ Initiatives

<Fiscal year ended March 31, 2020>

#### 1. Establishment of a product management system in the Group

- 1) Formulation and implementation of new product review process
- 2) Formulation and implementation of the existing product review process
- 3) Establishment of Group product management policy and procedure

#### 2. Revamping operations of the whistle-blower system

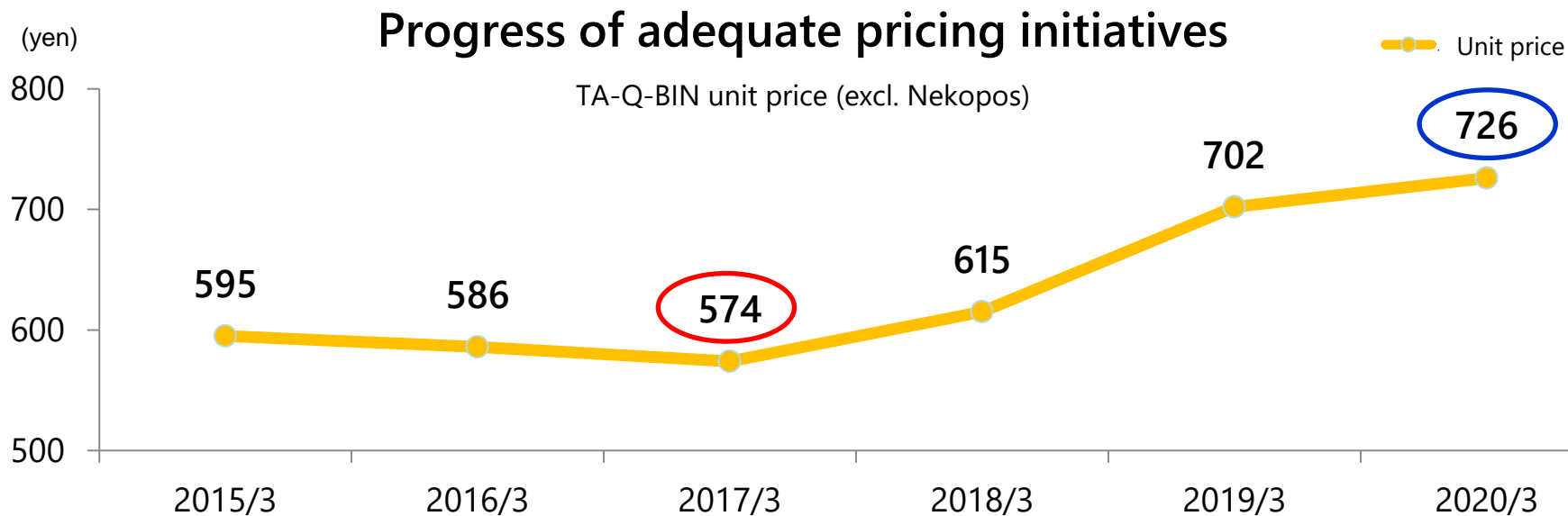
- 1) Posting information concerning whistle-blower contact on the employee benefits website
- 2) Revision of whistle-blower rules (start of new operational rules)
- 3) Conducting training on the Whistleblower Protection Act for persons in charge of receiving reports at Group companies
- 4) Application for external certification (WCMS certification administered by the Consumer Affairs Agency)

#### 3. Review of norm and conducting ethical education by position

- 1) Revision of Compliance Declaration
- 2) Revision of the Group Corporate Philosophy (Corporate Attitude and Employee Action Guidelines)
- 3) Conducting ethical education
- 4) Measuring penetration of corporate philosophy (for all group employees)

# 【Reference】 Progress in Structural Reforms in the Delivery Business

Build a foundation for improving profitability by adequate pricing initiatives and improving collection and delivery efficiency through the expansion of contact points



## ◆ Expansion of contact points ~ Improving collection and delivery efficiency

	End of March 2017	End of March 2018	End of March 2019	End of March 2020
Deliveries received at non-residential locations	3.8%	4.9%	6.6%	6.5%
Number of PUDO station units installed	240	2,637	3,913	5,476
Number of Kuroneko Members	Approx. 17 million	Approx. 21 million	Approx. 28 million	Approx. 39 million

(Note) Described results for March of each fiscal year. In March 2020, the rate of deliveries received at non-residential locations decreased. This is because the ratio of customers staying at home increased due to the spread of COVID-19 infection.

# 【Reference】 YoY Analysis of Consolidated Operating Revenue (Fiscal Year Ended March 31, 2020)

(Billions of yen)

**YoY +¥4.8 billion (+0.3%)**

**Delivery**  
+12.8

**BIZ-Logistics**  
(3.5)

**Home Convenience**  
(5.5)

**e-Business**  
+3.9

**Financial**  
(2.8)

**Autoworks**  
(1.0)

**Other**  
+1.0

**1,625.3**

## 1. Delivery [Trend of TA-Q-BIN amount]

<b>Domestics</b> (Parcels)	
(a) TA-Q-BIN (Total)	(0.2)%
1,799,922 thousand	
(b) TA-Q-BIN/TA-Q-BIN Compact	(2.5)%
1,627,332 thousand	
(c) Nekopos	+27.6%
172,589 thousand	
[Breakdown of TA-Q-BIN total]	
(a) Large-lot corporate clients	(2.3)%
836,234 thousand	
(b) Retail	+1.7%
963,688 thousand	
[Breakdown of Retail]	
i) Individual customer	(0.5)%
130,397 thousand	
ii) Small-lot corporate clients	+2.1%
833,291 thousand	
<b>Overseas</b>	
3,643 thousand	(43.7)%

## 2. BIZ-Logistics (\*1) [Trend of main sub-segments]

<b>(1) International</b>	
(0.7) b	(1.3)%
(Breakdown)	
• Trading logistics service	(0.0) b (0.1)%
• Others	(0.7) b (4.0)%
<b>(2) Domestics</b>	
(0.7) b	(0.6)%
(Breakdown)	
• Sales and Logistics	(2.1) b (4.0)%
• Reverse Logistics	+0.0 b +0.2%
• Healthcare Logistics	(0.4) b (2.6)%
• Others	+1.8 b +8.2%
<b>(3) Eliminations / Other</b>	
(2.1) b	- %

## 3. Home Convenience (\*2) [Trend of main sub-segments]

<b>(a) Home convenience</b>	
(6.8) b	(14.8)%
<b>(b) Eliminations / Others</b>	
+1.3 b	- %

## 5. Financial [Trend of main sub-segments]

<b>(a) Payment</b>	
(2.7) b	(8.4)%
<b>(b) Lease</b>	
+0.1 b	+0.3%
<b>(c) Credit &amp; Finance</b>	
(0.1) b	(3.9)%
<b>(d) Eliminations / Others</b>	
(0.1) b	- %

## 4. e-Business [Trend of main sub-segments]

<b>(a) Credit card solution</b>	
+2.1 b	+23.0%
<b>(b) IT operating</b>	
+0.6 b	+8.9%
<b>(c) Web-based mail order solution</b>	
+0.3 b	+5.9%
<b>(d) Eliminations / Others</b>	
+0.9 b	- %

## 6. Autoworks [Trend of main sub-segments]

<b>(a) Truck solution</b>	
(0.6) b	(1.3)%
<b>(b) Eliminations / Others</b>	
(0.4) b	- %

**1,630.1**

(Note) Some operating results in the fiscal year ended March 31, 2019 have been modified in line with the change in segment classifications of operations as follows (commenced on April 1, 2019):

- \*1. BIZ-Logistics
  - Sales and Logistics as well as e-Logistics solution are presented as Sales & Logistics
  - Multi Maintenance, Technical Network, and Setup and Logistics solutions that belonged to Others are presented as Reverse Logistics.
  - Medical Logistics and e-On Demand solutions that belonged to others are presented as Healthcare Logistics
- \*2. Home Convenience
  - Home Convenience as presented includes Business Convenience

2019/3  
Actual

2020/3  
Actual

**【Reference】 YoY Trends of TA-Q-BIN Business Overseas (Fiscal Year Ended March 31, 2020)**

**Delivery amount at 4 overseas cities (under direct control of Yamato Group)**

Shanghai Singapore Hong Kong Malaysia

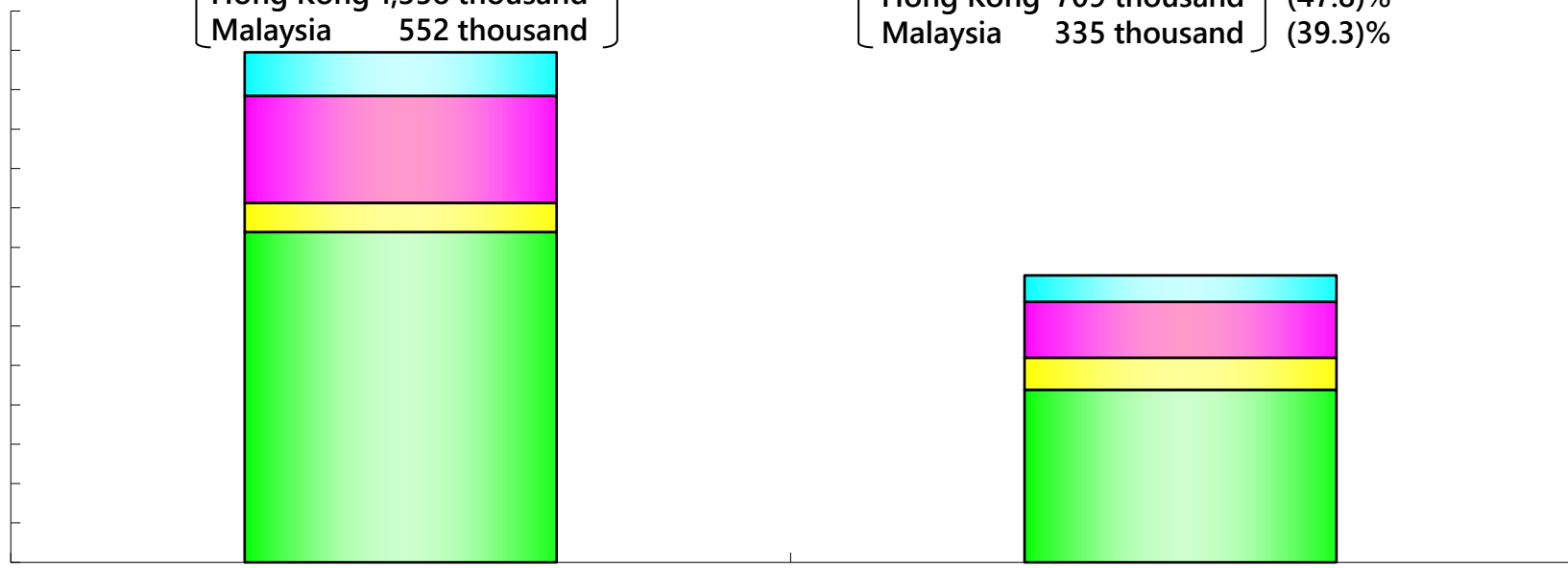
4-city total 6,475 thousand

YoY  
4-city total 3,643 thousand (43.7)%

Shanghai	4,194 thousand
Singapore	370 thousand
Hong Kong	1,358 thousand
Malaysia	552 thousand

Shanghai	2,191 thousand	(47.8)%
Singapore	407 thousand	+9.9%
Hong Kong	709 thousand	(47.8)%
Malaysia	335 thousand	(39.3)%

(Parcels)  
7,000,000  
6,500,000  
6,000,000  
5,500,000  
5,000,000  
4,500,000  
4,000,000  
3,500,000  
3,000,000  
2,500,000  
2,000,000  
1,500,000  
1,000,000  
500,000  
0



2019/3

2020/3

**Delivery amount at [4 overseas cities + Taiwan]**

**2019/3 Actual**  
**112,133 thousand**

**2020/3 Actual**  
**110,909 thousand (1.1)%**



【Reference】 Summary of Operating Expenses in Delivery Business (Fourth Quarter – January to March)


(Millions of Yen)	Fourth Quarter 2019/3 Actual	Fourth Quarter 2020/3 Actual	YoY Change	
			Amount	[%]
			Operating revenue	290,460
Operating expenses	309,100	301,076	(8,024)	(2.6)
Personnel expenses	175,101	176,840	+1,738	+1.0
Employee salary	123,474	125,877	+2,403	+1.9
Other personnel expenses	51,627	50,962	(665)	(1.3)
Subcontracting expenses	88,258	80,847	(7,410)	(8.4)
Commission expenses	34,362	28,027	(6,334)	(18.4)
Vehicle hiring expenses	47,174	46,300	(873)	(1.9)
Other subcontracting expenses	6,721	6,519	(202)	(3.0)
Vehicle expenses	8,513	9,056	+542	+6.4
Fuel expenses	4,203	4,512	+309	+7.4
Other operating expenses	63,911	60,679	(3,232)	(5.1)
Depreciation	10,984	11,533	+548	+5.0
Elimination	(26,684)	(26,348)	+336	-
Operating profits	(18,640)	(7,556)	+11,083	-

(Note) The figures above include operating expenses related to overseas TA-Q-BIN services.

**【Reference】 Summary of Operating Expenses in Delivery Business (Fiscal Year Ended March 31, 2020)**

(Millions of Yen)	Fiscal year ended March 31, 2019 Actual	Fiscal year ended March 31, 2020 Actual	YoY Change	
			Amount	[%]
			Operating revenue	1,297,222
Operating expenses	1,256,435	1,282,817	+26,382	+2.1
Personnel expenses	714,381	739,928	+25,546	+3.6
Employee salary	491,417	515,299	+23,882	+4.9
Other personnel expenses	222,964	224,629	+1,664	+0.7
Subcontracting expenses	373,330	354,729	(18,601)	(5.0)
Commission expenses	151,475	131,208	(20,266)	(13.4)
Vehicle hiring expenses	191,969	194,922	+2,953	+1.5
Other subcontracting expenses	29,886	28,597	(1,288)	(4.3)
Vehicle expenses	41,165	42,645	+1,480	+3.6
Fuel expenses	19,855	19,901	+46	+0.2
Other operating expenses	245,364	256,711	+11,347	+4.6
Depreciation	36,203	40,562	+4,359	+12.0
Elimination	(117,806)	(111,197)	+6,609	-
Operating profits	40,787	27,249	(13,537)	(33.2)

(Note) The figures above include operating expenses related to overseas TA-Q-BIN services.



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