

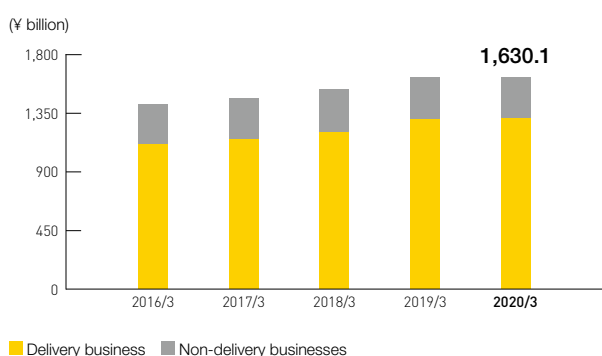
Performance Highlights

Year Ended March 31, 2020

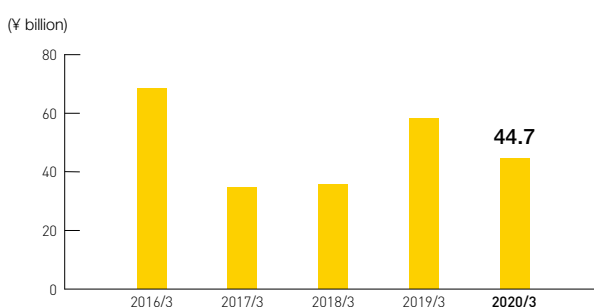
Financial Information

Operating revenues amounted to ¥1,630,146 million, up 0.3% year on year, due mainly to an increase in the TA-Q-BIN unit price amid the promotion of structural reforms in the Delivery Business. Operating profit came to ¥44,701 million, down 23.4%, owing in part to an increase in personnel expenses, which offset a decline in commission expenses resulting from efforts to strengthen our pickup and delivery systems. As a result, profit attributable to owners of parent stood at ¥22,324 million, a decline of 13.1%, and ROE was 4.0%, decreasing 0.6 of a percentage point.

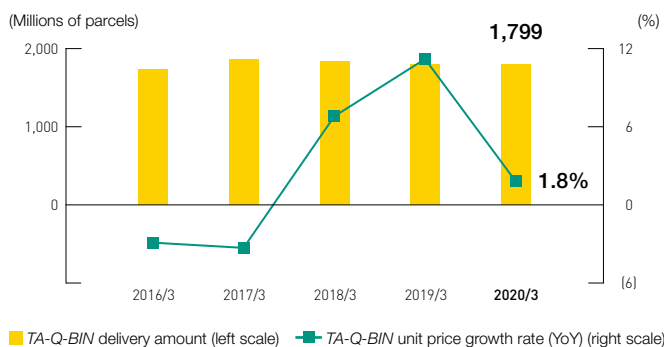
Operating Revenues



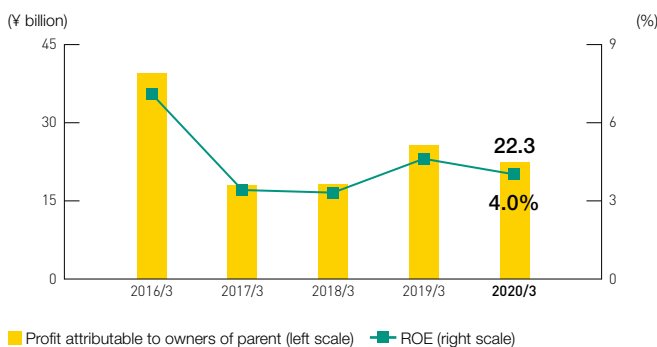
Operating Profit



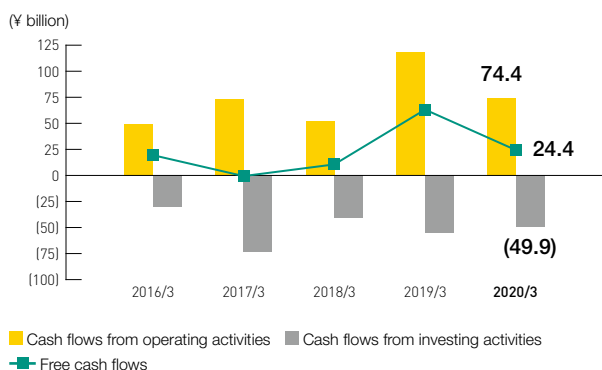
TA-Q-BIN Delivery Amount / TA-Q-BIN Unit Price Growth Rate (YoY)



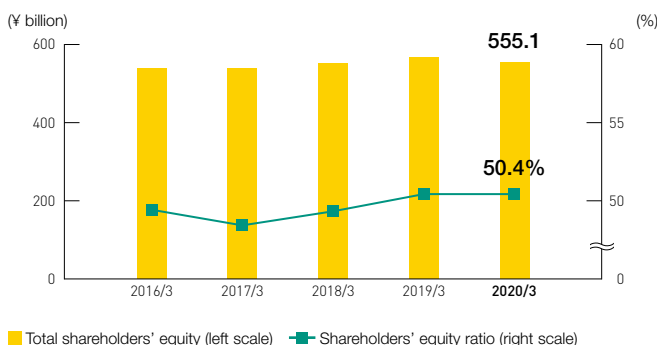
Profit Attributable to Owners of Parent / ROE



Operating and Investing Cash Flows / Free Cash Flows*1



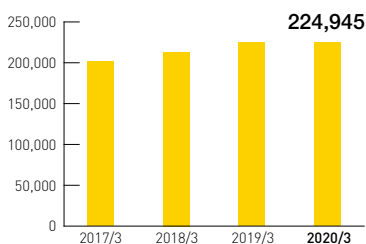
Total Shareholders' Equity / Shareholders' Equity Ratio



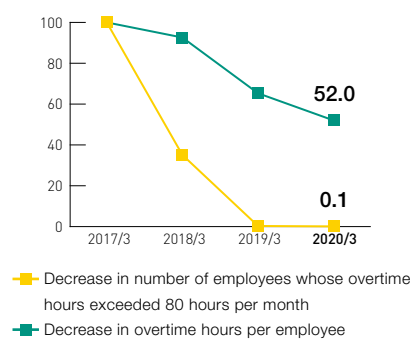
Non-Financial Information

The medium-term management plan “KAIKAKU 2019 for NEXT100” concluded in 2019, the year that marked our 100th anniversary. Guided by this plan, we promoted structural reforms with the aim of reinforcing our management foundation to realize sustainable growth, while also placing “work style reform” at the center of our management. To that end, we worked to establish rewarding, employee-friendly working environments by controlling working hours and stringently enforcing other work rules, reducing total working hours, and encouraging a better work-life balance, which led to positive results in our employee awareness survey. In these ways, we made steady progress with “work style reform,” our top priority issue.

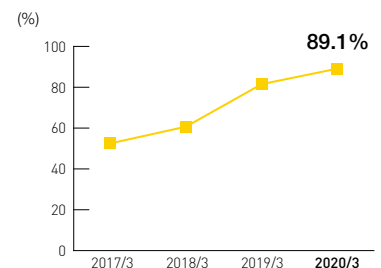
Number of Employees



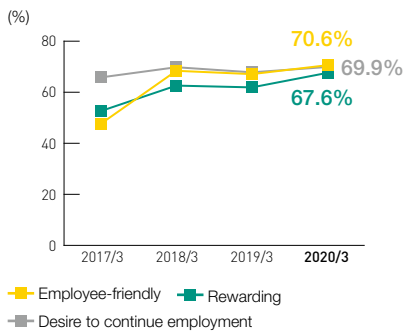
Implementation Status of Total Working Hours of Employees*2



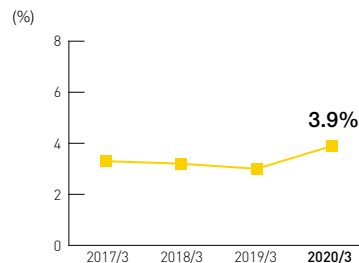
Percentage of Annual Paid Vacation Days Taken per Employee*3



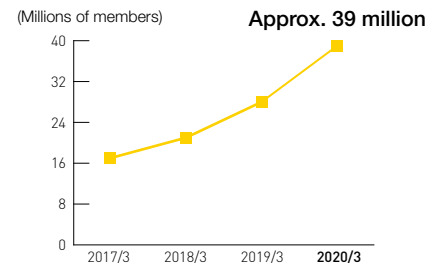
Working Styles Awareness Surveys*4



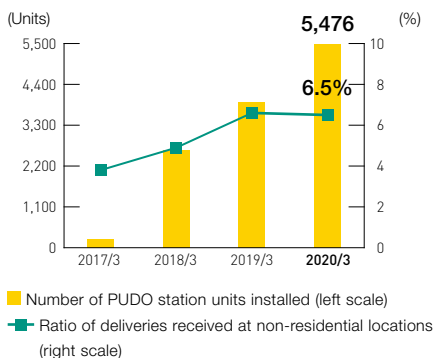
Rate of Resignation*5



Number of Members of Kuroneko Members Service



Number of PUDO Station Units Installed / Ratio of Deliveries Received at Non-Residential Locations*6



*1 Free cash flows = Cash flows from operating activities + Cash flows from investing activities

*2 Figures based on actual results for 2017/3 as 100 (Scope: Full-time employees of Yamato Group companies in Japan)

*3 $\frac{\text{Number of annual paid vacation days taken per employee in respective fiscal year}}{\text{Number of annual paid vacation days granted per employee in respective fiscal year}} \times 100$ (Scope: Full-time employees of Yamato Group companies in Japan)

*4 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. (Scope: Full-time and part-time employees of Yamato Group companies in Japan)

*5 $\frac{\text{Number of employee resignations in respective fiscal year (of their own accord)}}{\text{Number of registered employees as of respective fiscal year-end} + \text{Number of employee resignations in the respective fiscal year (including those due to retirement, etc.)}} \times 100$ (Scope: Full-time employees of Yamato Group companies in Japan)

*6 Figures are as of March of each fiscal year.