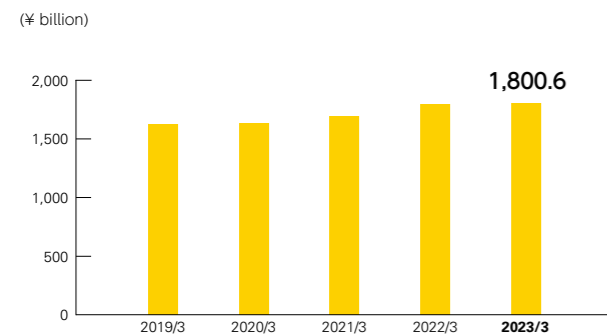


Performance Highlights (Year Ended March 31, 2023)

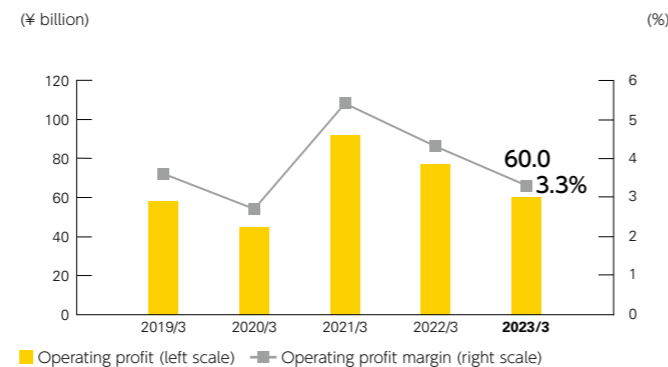
Financial Information

Operating revenues amounted to ¥1,800,668 million, up 0.4% year on year, owing to an increase in the number of parcels handled by the Company in response to the continued growth of the EC domain, and Yamato's focus on the optimization of logistics for customers. As a result of rising fuel prices, hourly wages, electricity rates, and other expenses, and an increase in costs associated with the promotion of our medium-term management plan "One YAMATO 2023," such as structural reform of network operations, operating profit came to ¥60,085 million, down 22.2% year on year. Due to a decline in total income taxes, following the approval to liquidate overseas consolidated subsidiaries, profit attributable to owners of parent stood at ¥45,898 million, a decline of 18.0%, and ROE was 7.6%, decreasing 2.0 percentage points

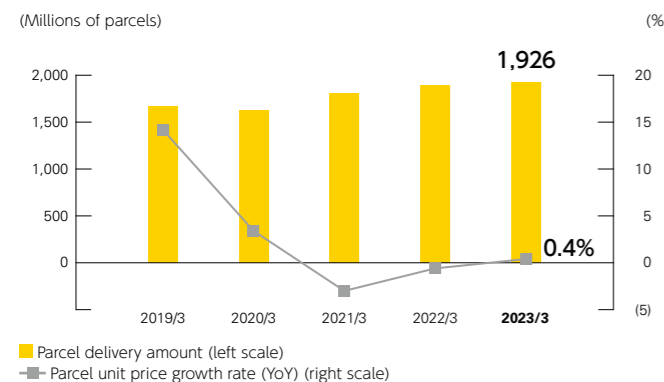
Operating Revenues



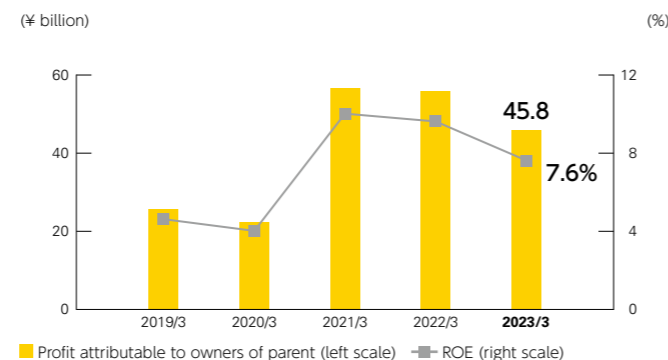
Operating Profit / Operating Profit Margin



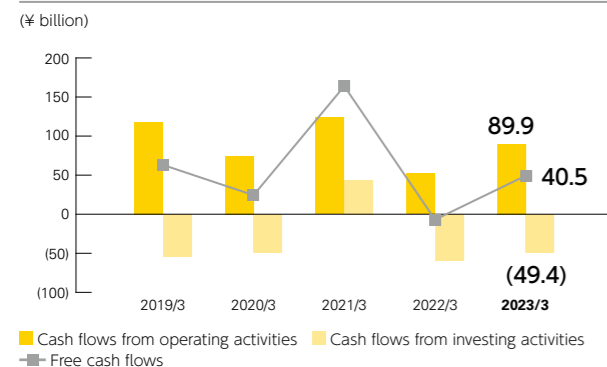
Parcel Delivery Amount*1 / Parcel Unit Price Growth Rate (YoY)



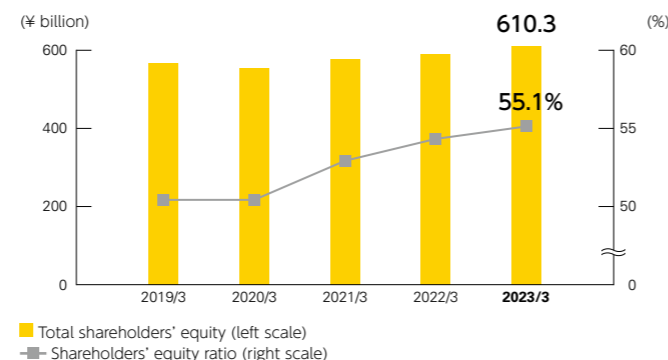
Profit Attributable to Owners of Parent / ROE



Operating and Investing Cash Flows / Free Cash Flows*2



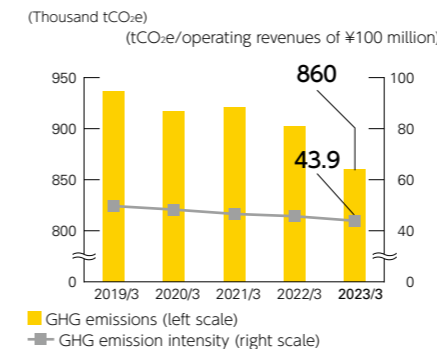
Total Shareholders' Equity / Shareholders' Equity Ratio



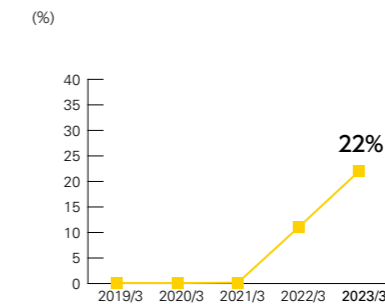
Non-Financial Information

We are working to promote sustainable management to improve medium- to long-term corporate value and realize a sustainable society. During the fiscal year ended March 31, 2023, (the second year of these plans), we have been engaging in reducing GHG emissions through the introduction of EVs and solar power generation equipment, reinforcing the recruitment and development of specialized personnel, and creating a working environment that respects the diversity of human resources and enables employees to play an active role, based on Sustainable Medium-Term Plans 2023, which sets out targets and specific actions for material issues in 2023. We will continue promoting various measures leading to sustainable growth that supports business structure reform.

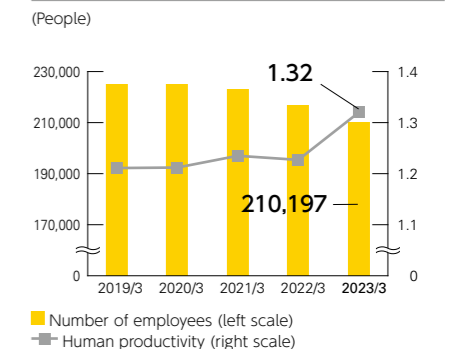
GHG Emissions*3 / GHG Emission Intensity



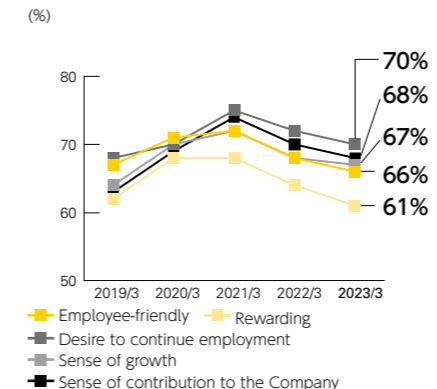
Percentage of Electricity Generated via Renewable Energy Sources in Electricity Consumption*3*4



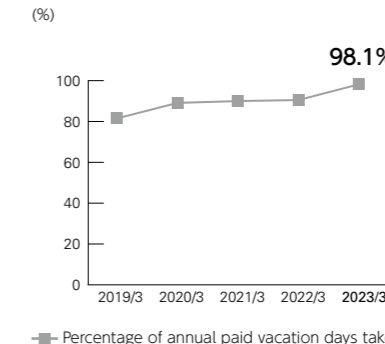
Number of Employees / Human Productivity*5



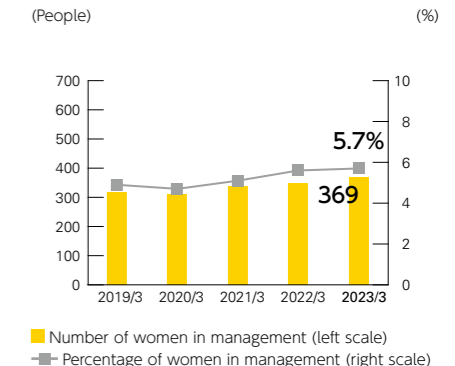
Employee Awareness Surveys*6



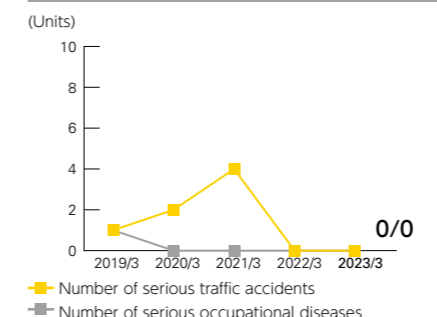
Percentage of Annual Paid Vacation Days Taken*7



Number of Women in Management / Percentage of Women in Management*3



Number of Serious Traffic Accidents*8 / Number of Serious Occupational Diseases*9



*1 Definition: TA-Q-BIN, TA-Q-BIN Compact, and EAZY
 *2 Free cash flows = Cash flows from operating activities + Cash flows from investing activities
 *3 Scope: consolidated companies in Japan and Swan Co., Ltd.
 *4 Electricity generated via renewable energy sources (MWh) ÷ Total power generated (MWh)
 *5 (Consolidated operating revenues - consolidated subcontracting expenses) ÷ consolidated personnel expenses
 *6 Awareness surveys regarding working styles administered on an annual basis (scope: full-time and part-time employees of Yamato Group companies in Japan)
 *7 Number of employee resignations in respective fiscal year (of their own accord) × 100
 Number of registered employees as of respective fiscal year-end + Number of employee resignations in the respective fiscal year (including those due to retirement, etc.)
 (Scope: Full-time employees of consolidated companies in Japan and Swan Co., Ltd.)
 *8 Fatal traffic accidents (for which the employee is responsible)
 *9 Incidents involving a fatality