



YAMATO  
HOLDINGS

# Yamato Group Overview of Consolidated Results

< 3rd Quarter of Fiscal Year Ending March 2022 >

February 10, 2022



# 1. Structural reforms in Medium-term Management Plan “One YAMATO 2023”

**Integrate the 9 Group companies, and reallocate the aggregate management resources from the “Customers’ Perspective”.**

**Promote structural reform to provide value covering the entire business process of our customers**

**Steady progress in structural reform based on Medium-term Management Plan “One YAMATO 2023”**

✓ Creation of an “EC ecosystem”

→ Establish a new EC logistics network to accommodate needs from the growing EC market and achieve sustainable growth of Yamato

✓ Provide solutions that support the entire supply chain

→ Strengthen account management and sales, in order to maximize value proposition to corporate customers

# 2. Establishing an “EC logistics network”

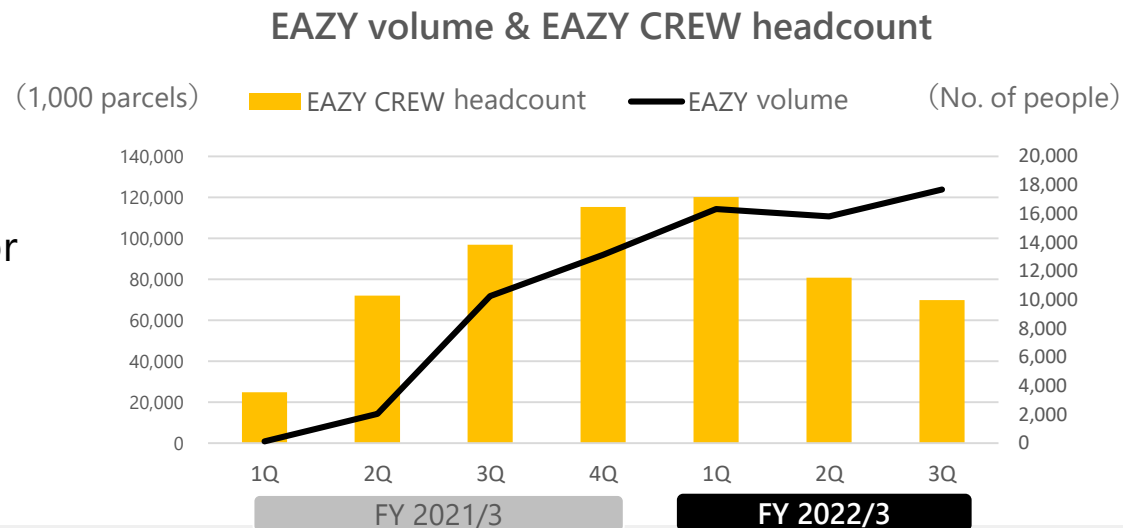
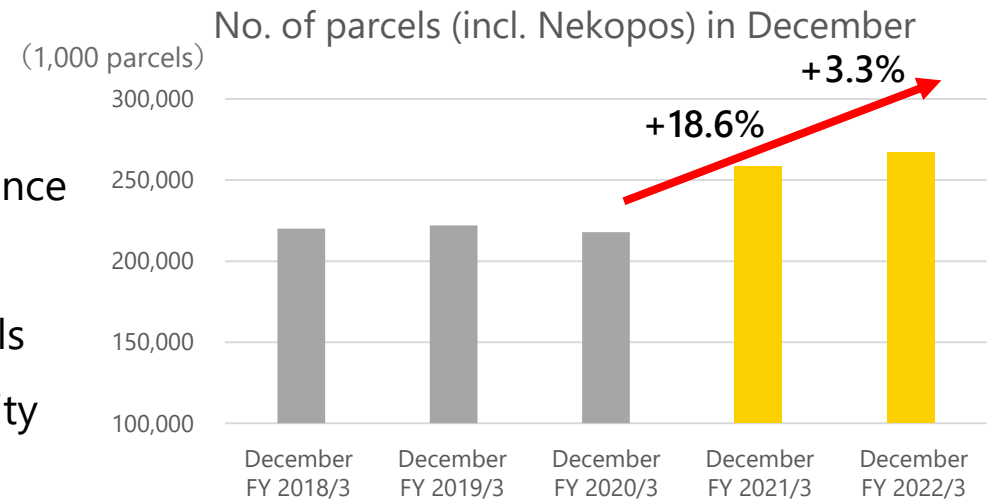
- Optimizing the allocation of EAZY CREW, in charge of EC deliveries, since the 2Q 2022
- Providing service through appropriate operations, and supporting the growth of EC demand, including in December

## ✓ Establishing the EAZY CREW structure

- Accelerated the building of the EAZY CREW structure since FY 2021/3, enhancing capacity
- Separate the deliveries of the rapidly growing EC parcels from the sales drivers, thereby maintain the service quality while the sales drivers focus on pick-up and sales

## ✓ Optimizing the allocation of EAZY CREW

- Since the 2Q 2022, redefined the deployment areas of EAZY CREW, and used the existing TA-Q-BIN network for areas where the cost is not fit
- Promoting the optimal allocation between the existing network and EAZY CREW



# 3. Establishing the “EC logistics network”

Promote the establishment of the “EC logistics network” from the 2Q 2022/3, and expand the capacity of the network with a different cost structure (cover approx. 13%\* of total volume)

\*For the month of Dec 2021

## ✓ Build a network focused on EC with a different cost structure

- Simplify operational processes
- Efficient sorting and transportation focused on EC parcels

## ✓ A network that can flexibly cope with demand fluctuations

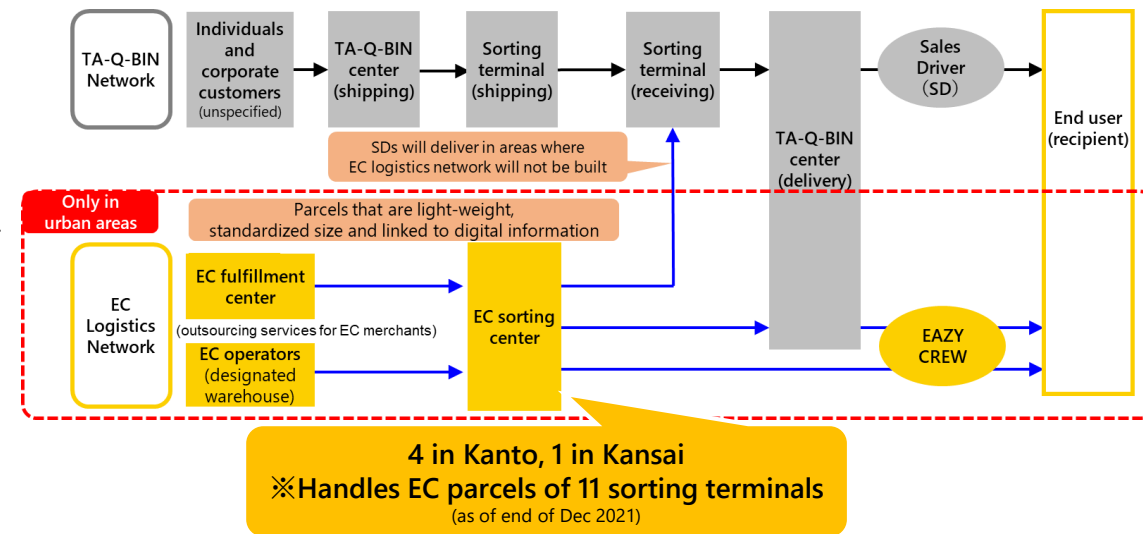
- Resource allocation based on customer demand
- Making delivery cost variable, through strengthening of partnerships

## ✓ Hybrid network, adjusted by parcel density

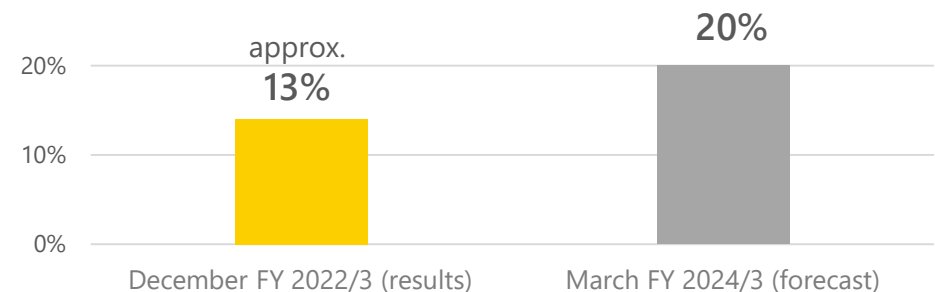
- Build EC logistics network only in urban areas with high density
- Use existing TA-Q-BIN network in other areas

→ Secure capacity for growing EC demand and secure profit  
 → Separate EC parcels from TA-Q-BIN network (urban areas) and provide high value-add services to individuals and corporates customers

Image of EC logistics network



Ratio of EC logistics network VS total volume



# 4. Optimization of “Existing Network”

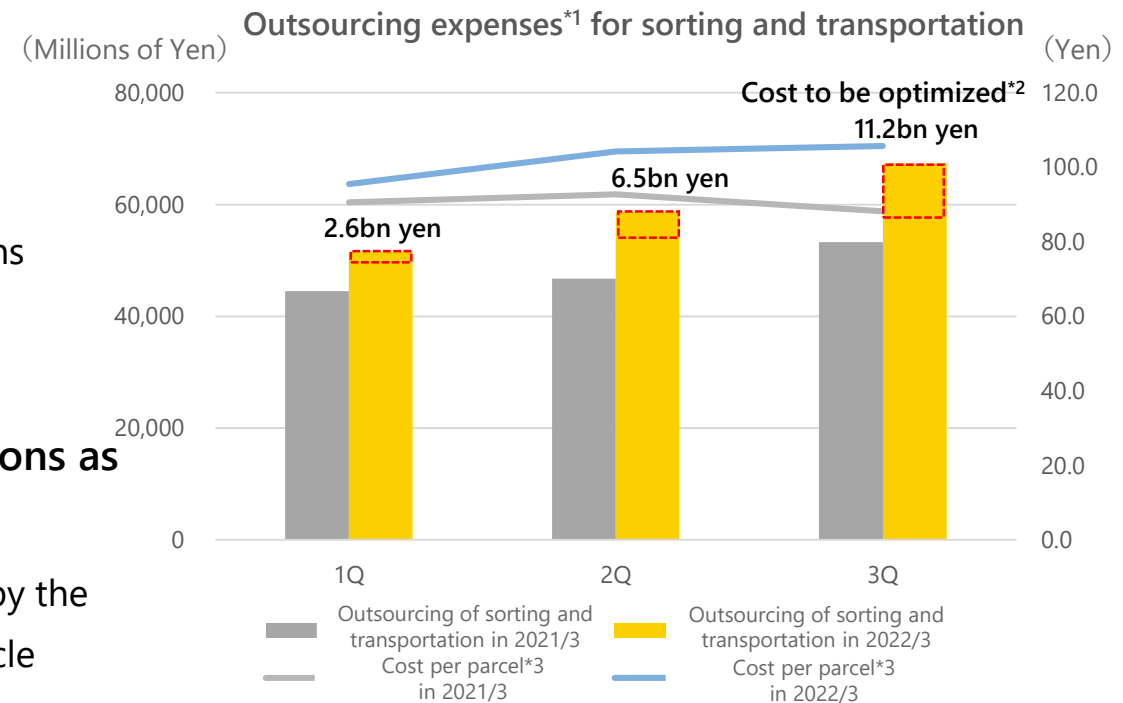
Under new execution structure from Feb 1<sup>st</sup>, optimize sorting and transportation operations of the “Existing Network”, separating the EC parcels

## ✓ Optimization of sorting and transportation operations in progress

• As we establish the EC logistics network with accelerated speed, the optimization of sorting & transportation operations of the existing network after separating the EC parcels is still under way

## ✓ Optimize operations by managing based on regions as well as headquarters

- Pursue overall optimization for trunk-route transportation by the headquarters, consolidating transportation and making vehicle allocation more efficient
- Delegate authority and responsibility to each region for regional operations and intra-regional transportation, and strengthen control by region based on workload
- Not to slow down the pace of building the “EC Logistics Network”, optimize operations of existing network, and lower “cost per parcel”



\*1 Extracted TA-Q-BIN sorting and transportation cost of Yamato Transport, from operating outsources expenses, other commition expenses and vehicle hiring expenses

\*2 Year-on-year difference in expense – (Year-on-year difference in volume X cost per parcel in the previous year)

\*3 Outsourcing expenses for sorting and transportation / TA-Q-BIN volume (incl. Nekopos)

# 5. Providing solutions that support the entire supply chain

**Strengthen structure facing corporate customers, and accelerate the provision of solutions catered to customers' challenges & needs**

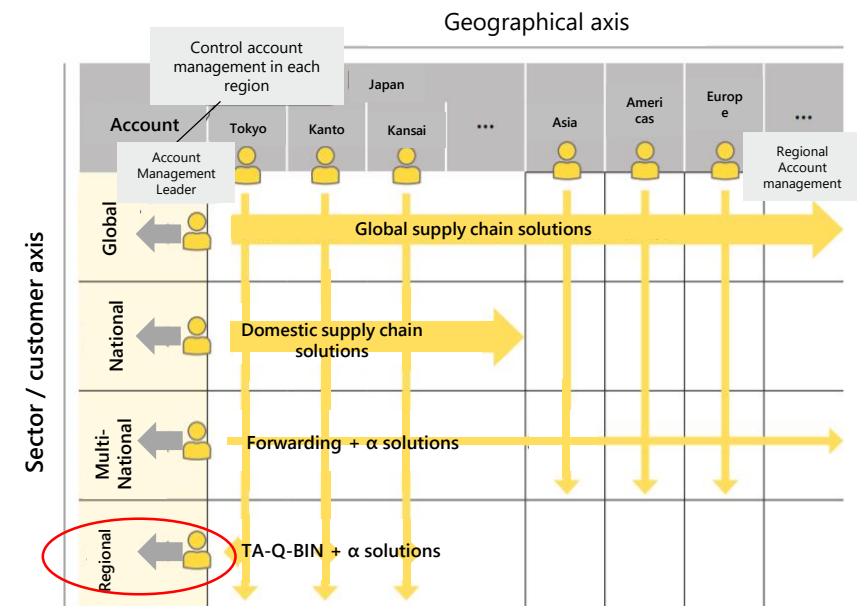
✓ **Strengthening structure facing corporate customers**

- Strengthen account management and sales structure, to dig even deeper into customers' businesses and maximize value proposition.

→ Together with providing supply chain solutions to customers through account management by "Head quarter", delegate and clarify role and responsibility of facing customers in each region from "Head quarter" to "Regions", thereby providing more value to customers

→ "Head quarter" will further strengthen function of designing solutions based on corporate customers' needs

Strengthening account management structure



※Area account: Customers for which regional branch managers of Yamato Transport are responsible for

## 6. Achieving Medium-term Management Plan targets and sustainable growth in the period beyond

**Start a new execution structure from Feb 1<sup>st</sup>, towards overcoming challenges that surfaced through the structural reform, and execute strategies to achieve overall optimization**  
**→ Change organization in April to make initiatives more effective and accelerate structural reform**

### Organizational changes in April 2022

< April 2021 ~ >

Control business and first-line operations by "Headquarters"

(planned)



< April 2022 ~ >

Together with control by "Headquarters", control business and first-line of operations by "Region", which is closer to customers

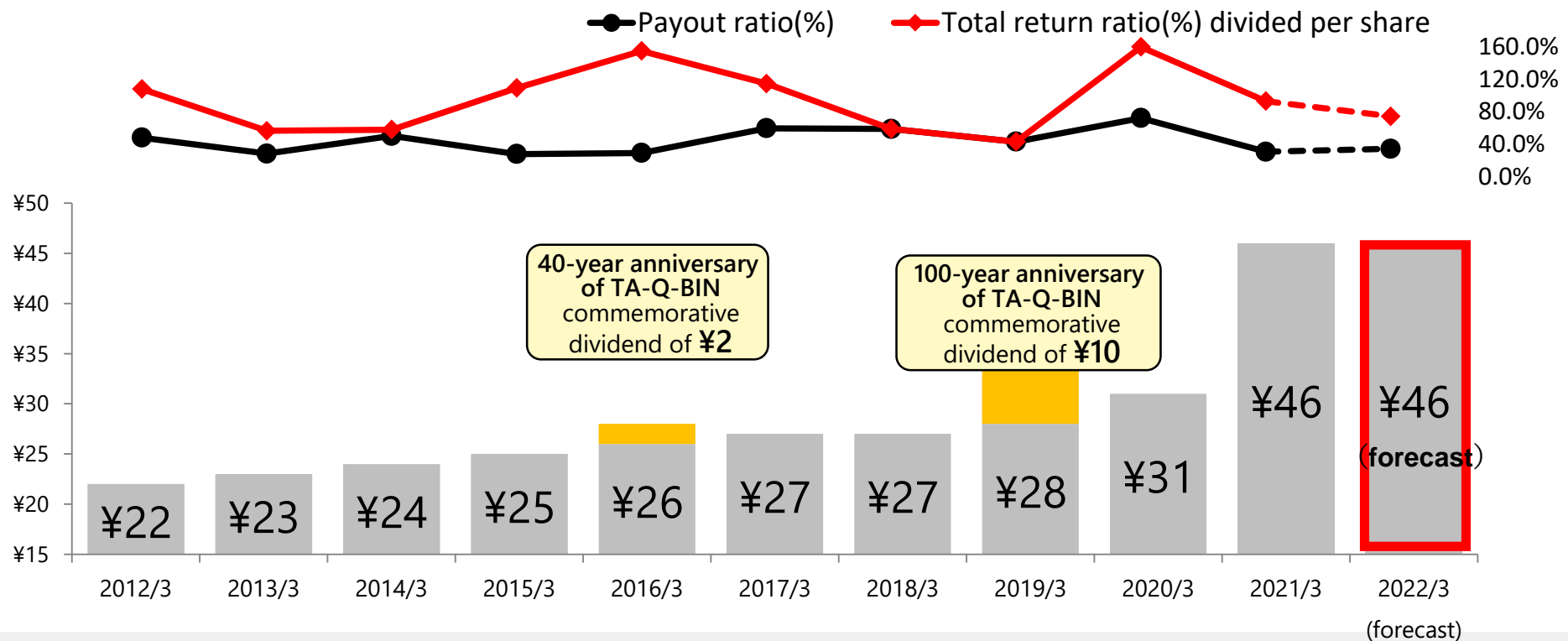
# 7. Shareholder return (share buyback and cancellation)

## 【Shareholder return】

< Announcement on Feb 9<sup>th</sup>, 2022 >

• As part of our flexible & timely capital strategy, with the aim of enhancing shareholder value and adapting to changes in the management environment, we will buy back (up to 20 billion yen) of our own shares, and cancel all shares that are acquired.

### 【Reference】 Shareholder returns results and forecasts



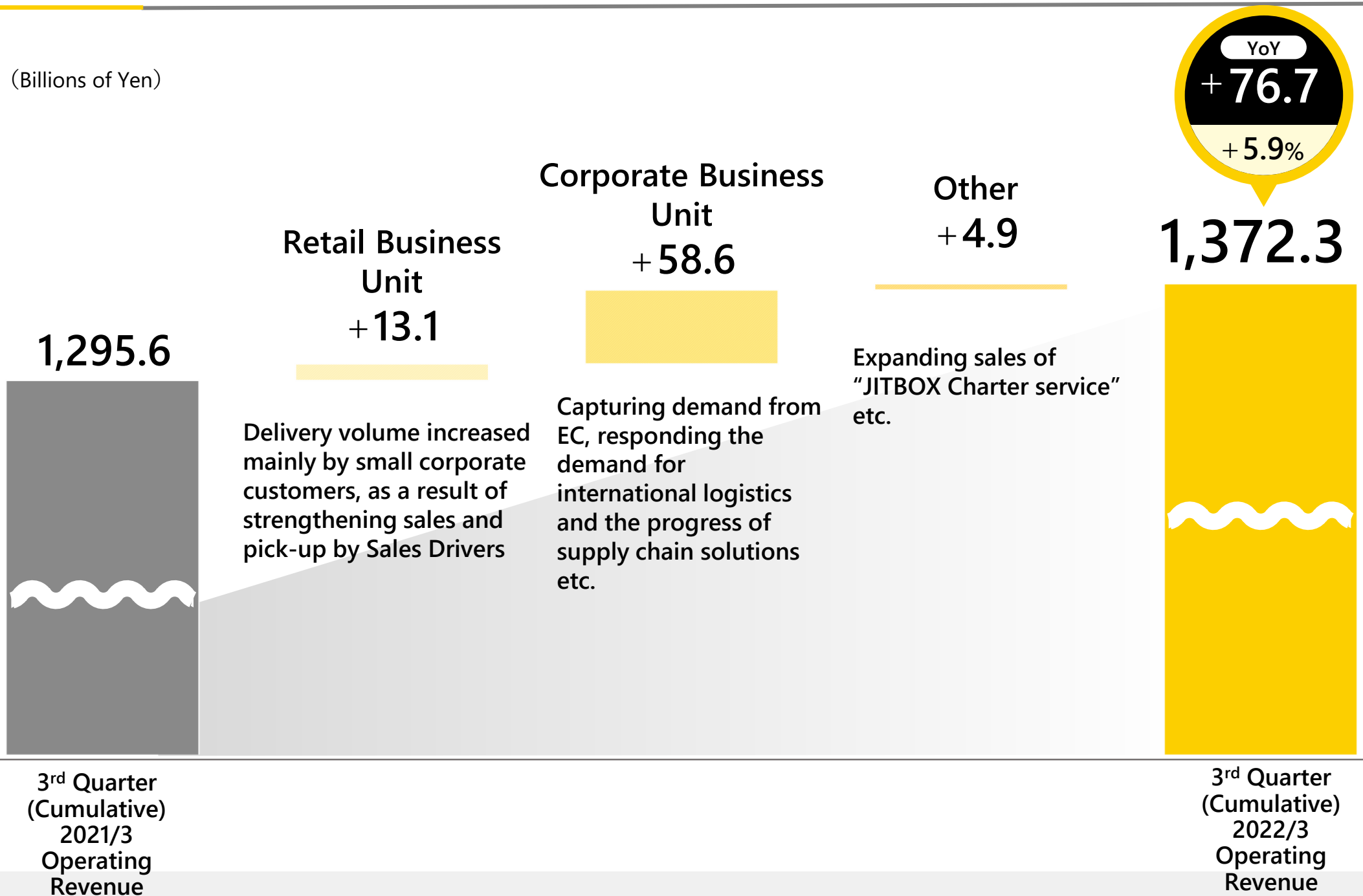


## 8. Operating Results in the 3rd Quarter of the Fiscal Year Ending March 31, 2022

(Billions of Yen)	Fiscal Year ended March 31, 2021 3rd Quarter (Cumulative) Actual	Fiscal Year ending March 31, 2022			
		3rd Quarter (Cumulative) Actual	YoY Change		
			Amount	[%]	
Operating revenue	1,295.6	1,372.3	76.7	+ 5.9	
Operating profit	89.7	79.1	▲ 10.5	▲ 11.8	
[Profit margin]	6.9%	5.8%	-	-	
Ordinary profit	91.1	85.1	▲ 5.9	▲ 6.5	
[Profit margin]	7.0%	6.2%	-	-	
Profit attributable to owners of Parent	56.8	47.7	▲ 9.0	▲ 16.0	
[Profit margin]	4.4%	3.5%	-	-	

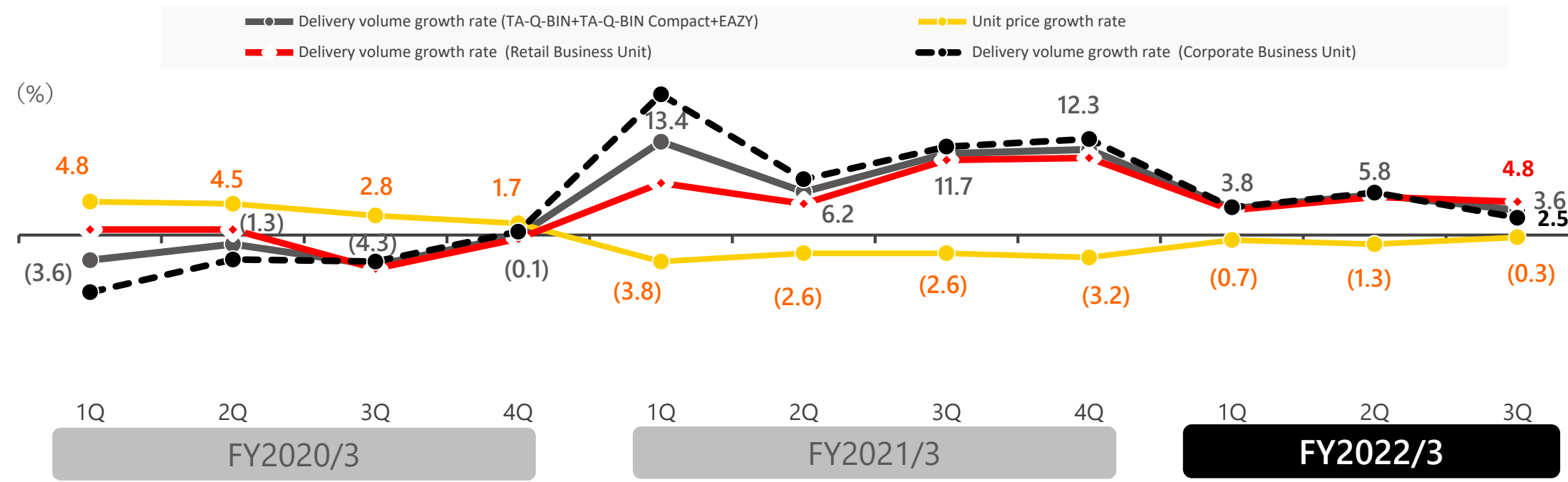
# 9. YoY Analysis of Consolidated Operating Revenue (3rd Quarter Cumulative)

(Billions of Yen)



# 10. Quarterly YoY Trends of Parcel Delivery (TA-Q-BIN, TA-Q-BIN Compact, EAZY) (3rd Quarter October - December)

Increased in delivery volume by responding diverse needs of customers focusing on EC



\* Since the fiscal year ending March 2022, the aggregation method has been changed due to the transfer of customers between segments. However, as the effect is minor, the data before the fiscal year ended March 2021 has not been reclassified.

- TA-Q-BIN
- TA-Q-BIN Compact
- EAZY

YoY  
**+3.6%**  
Volume

YoY  
**(0.3)%**  
Unit price

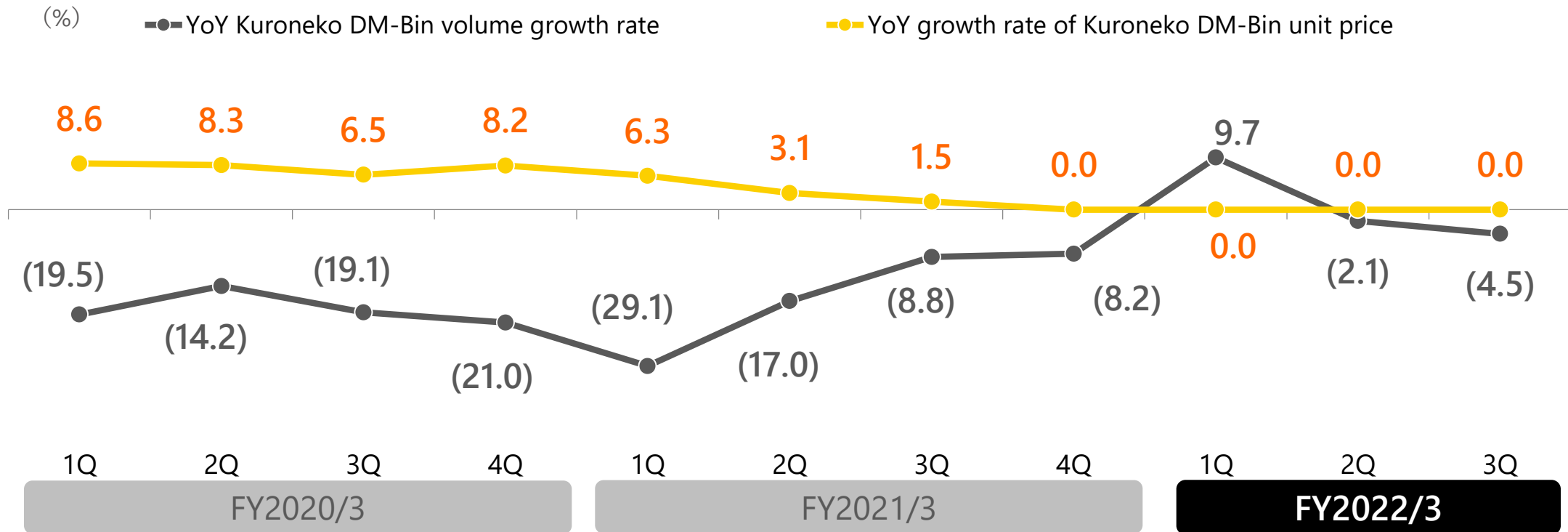
**Unit price trend by Segment**

Retail Business Unit : (1.5)%

Corporate Business Unit : +1.4%

# 11. Quarterly YoY Trends of Kuroneko DM-Bin (3rd Quarter October - December)

Volume declined, due to factors such as the shrinking of the direct mail market



YoY  
**(4.5)%**  
Volume

YoY  
**±0.0%**  
Unit price

**Shipment volume by segment(YoY)**

Retail Business Unit: +0.2%

Corporate Business Unit: (6.5)%

**Unit price trend by segment (YoY)**

Retail Business Unit: (1.5)%

Corporate Business Unit: +0.5%

# 12. Summary of Consolidated Operating Expenses (3rd Quarter October - December)

(Millions of Yen)	Fiscal Year ended March 31, 2021 3rd Quarter Actual	Fiscal Year ending March 31, 2022		
		3rd Quarter Actual	YoY Change	
			Amount	[%]
<b>Operating revenue</b>	489,608	<b>506,916</b>	+ 17,308	+ 3.5
<b>Subcontracting expenses</b>	172,120	<b>200,443</b>	+ 28,323	+ 16.5
Commission expenses	76,775	<b>102,467</b>	+ 25,692	+ 33.5
Delivery commission	19,832	<b>24,798</b>	+ 4,966	+ 25.0
Operating outsource	9,463	<b>11,702</b>	+ 2,239	+ 23.7
Other	47,481	<b>65,968</b>	+ 18,487	+ 38.9
Vehicle hiring expenses	55,720	<b>56,961</b>	+ 1,241	+ 2.2
Other subcontracting expenses	39,624	<b>41,014</b>	+ 1,390	+ 3.5
<b>Personnel expenses</b>	226,428	<b>227,292</b>	+ 863	+ 0.4
Employee salary	154,821	<b>154,457</b>	(363)	(0.2)
Legal welfare expenses	27,503	<b>27,566</b>	+ 62	+ 0.2
Retirement benefit expenses	5,033	<b>5,757</b>	+ 723	+ 14.4
Bonus/Other personnel expenses	39,069	<b>39,510</b>	+ 440	+ 1.1
<b>Vehicle expenses</b>	11,911	<b>13,584</b>	+ 1,673	+ 14.1
Fuel expenses	5,179	<b>6,778</b>	+ 1,598	+ 30.9
<b>Other operating expenses</b>	96,089	<b>96,302</b>	+ 213	+ 0.2
Depreciation	13,105	<b>8,984</b>	(4,120)	(31.4)
System expenses	12,678	<b>14,495</b>	+ 1,817	+ 14.3
Other	70,306	<b>72,822</b>	+ 2,516	+ 3.6
<b>Total</b>	506,549	<b>537,623</b>	+ 31,074	+ 6.1
<b>Eliminations</b>	(79,772)	<b>(78,189)</b>	+ 1,583	-
<b>Operating expenses</b>	426,776	<b>459,433</b>	+ 32,657	+ 7.7
<b>Operating profits</b>	62,831	<b>47,482</b>	(15,349)	(24.4)

# 13. YoY Analysis of Consolidated Operating Expenses

(3rd Quarter October - December)

(Billions of yen)

62.8

Revenue  
increase  
+17.3

Subcontracting  
expenses  
+28.3

Personnel  
expenses  
+0.8

Vehicle  
expenses  
+1.6

Other  
operating  
expenses  
+0.2

Eliminations  
+1.5

47.4



3rd Quarter  
(October - December)  
2021/3  
Operating profit  
Actual

Operating  
expenses

+32.6

+7.7%

Operating  
profit

(15.3)

(24.4)%

3rd Quarter  
(October - December)  
2022/3  
Operating profit  
Actual

## Subcontracting expenses

Commission expenses	+25.6
Delivery commission	+4.9
Operating outsource	+2.2
Other	+18.4
Vehicle hiring expenses	+1.2
Other subcontracting Expenses	+1.3

## Personnel expenses

Employee salary	(0.3)
Legal welfare expenses	+0.0
Retirement benefit Expenses	+0.7
Bonus/Other personnel expenses	+0.4

## Vehicle expenses

Fuel expenses	+1.5
Vehicle repair expenses	+0.0

## Other operating expenses

Depreciation	(4.1)
System expenses <sup>※</sup>	+1.8
Facilities expenses	+2.1

※The name of "Computer expenses" has been changed to "System expenses"

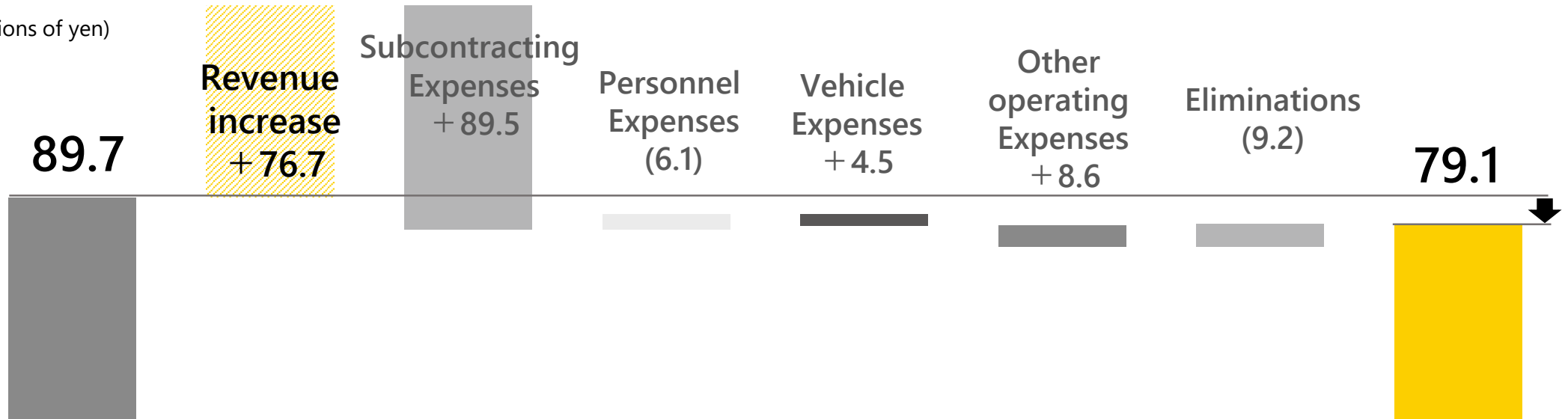
# 14. Summary of Consolidated Operating Expenses (3rd Quarter Cumulative)

(Millions of Yen)	Fiscal Year ended March 31, 2021 3rd Quarter (Cumulative) Actual	Fiscal Year ending March 31, 2022		
		3rd Quarter (Cumulative) Actual	YoY Change	
			Amount	[%]
<b>Operating revenue</b>	1,295,676	<b>1,372,386</b>	+ 76,710	+ 5.9
<b>Subcontracting expenses</b>	455,132	<b>544,674</b>	+ 89,541	+ 19.7
Commission expenses	198,404	<b>271,596</b>	+ 73,191	+ 36.9
Delivery commission	43,854	<b>67,511</b>	+ 23,657	+ 53.9
Operating outsource	23,314	<b>28,552</b>	+ 5,238	+ 22.5
Other	131,236	<b>175,533</b>	+ 44,297	+ 33.8
Vehicle hiring expenses	153,982	<b>163,416</b>	+ 9,433	+ 6.1
Other subcontracting expenses	102,745	<b>109,661</b>	+ 6,916	+ 6.7
<b>Personnel expenses</b>	668,560	<b>662,389</b>	(6,170)	(0.9)
Employee salary	447,197	<b>448,887</b>	+ 1,689	+ 0.4
Legal welfare expenses	82,517	<b>82,298</b>	(219)	(0.3)
Retirement benefit expenses	15,066	<b>13,981</b>	(1,084)	(7.2)
Bonus/Other personnel expenses	123,778	<b>117,222</b>	(6,555)	(5.3)
<b>Vehicle expenses</b>	34,432	<b>39,031</b>	+ 4,599	+ 13.4
Fuel expenses	15,020	<b>19,225</b>	+ 4,204	+ 28.0
<b>Other operating expenses</b>	267,911	<b>276,518</b>	+ 8,607	+ 3.2
Depreciation	35,529	<b>25,840</b>	(9,688)	(27.3)
System expenses	35,245	<b>40,795</b>	+ 5,549	+ 15.7
Other	197,136	<b>209,883</b>	+ 12,746	+ 6.5
<b>Total</b>	1,426,035	<b>1,522,614</b>	+ 96,579	+ 6.8
<b>Eliminations</b>	(220,106)	<b>(229,401)</b>	(9,294)	-
<b>Operating expenses</b>	1,205,928	<b>1,293,213</b>	+ 87,285	+ 7.2
<b>Operating profits</b>	89,747	<b>79,172</b>	(10,574)	(11.8)

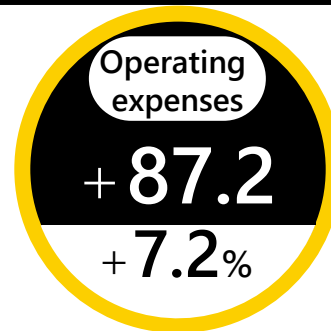
# 15. YoY Analysis of Consolidated Operating Expenses

(3rd Quarter October - December)

(Billions of yen)



3rd Quarter  
(Cumulative)  
2021/3  
Operating profit  
Actual



3rd Quarter  
(Cumulative)  
2022/3  
Operating profit  
Actual

## Subcontracting expenses

Commission expenses	+73.1
Delivery commission	+23.6
Operating outsource	+5.2
Other	+44.2
Vehicle hiring expenses	+9.4
Other subcontracting expenses	+6.9

## Personnel expenses

Employee salary	+1.6
Legal welfare expenses	(0.2)
Retirement benefit Expenses	(1.0)
Bonus/Other personnel expenses	(6.5)

## Vehicle expenses

Fuel expenses	+4.2
Vehicle repair expenses	+0.3

## Other operating expenses

Depreciation	(9.6)
System expenses <sup>※</sup>	+5.5
Facilities expenses	+6.2

※The name of "Computer expenses" has been changed to "System expenses"



# 16. Consolidated Operating Expenses (Quarterly / YoY change)



(Millions of Yen)	2021/3						2022/3								
	Third Quarter Actual (Oct-Dec)	YoY Change		Forth Quarter Actual (Jan-Mar)	YoY Change		First Quarter Actual (Apr-Jun)	YoY Change		Second Quarter Actual (Jul-Sep)	YoY Change		Third Quarter Actual (Oct-Dec)	YoY Change	
		Amount	[%]		Amount	[%]		Amount	[%]		Amount	[%]		Amount	[%]
<b>Operating revenue</b>	489,608	+ 32,010	+ 7.0	400,191	+ 27,768	+ 7.5	419,841	+ 27,825	+ 7.1	445,628	+ 31,576	+ 7.6	506,916	+ 17,308	+ 3.5
<b>Subcontracting expenses</b>	172,120	+ 11,650	+ 7.3	156,871	+ 16,175	+ 11.5	167,522	+ 30,958	+ 22.7	176,708	+ 30,260	+ 20.7	200,443	+ 28,323	+ 16.5
Commission expenses	76,775	+ 13,713	+ 21.7	70,364	+ 17,014	+ 31.9	81,663	+ 23,643	+ 40.8	87,464	+ 23,855	+ 37.5	102,467	+ 25,692	+ 33.5
Delivery commission	19,832	+ 9,525	+ 92.4	18,570	+ 11,628	+ 167.5	21,529	+ 11,599	+ 116.8	21,184	+ 7,092	+ 50.3	24,798	+ 4,966	+ 25.0
Operating outsource	9,463	+ 1,305	+ 16.0	6,947	+ 720	+ 11.6	8,082	+ 1,037	+ 14.7	8,768	+ 1,962	+ 28.8	11,702	+ 2,239	+ 23.7
Other	47,481	+ 2,884	+ 6.5	44,846	+ 4,667	+ 11.6	52,052	+ 11,008	+ 26.8	57,513	+ 14,802	+ 34.7	65,968	+ 18,487	+ 38.9
Vehicle hiring expenses	55,720	+ 1,592	+ 2.9	50,417	+ 2,300	+ 4.8	52,344	+ 4,074	+ 8.4	54,110	+ 4,117	+ 8.2	56,961	+ 1,241	+ 2.2
Other subcontracting expenses	39,624	(3,656)	(8.4)	36,090	(3,139)	(8.0)	33,514	+ 3,239	+ 10.7	35,132	+ 2,286	+ 7.0	41,014	+ 1,390	+ 3.5
<b>Personnel expenses</b>	226,428	+ 7,034	+ 3.2	209,224	+ 5,326	+ 2.6	213,820	(4,811)	(2.2)	221,276	(2,222)	(1.0)	227,292	+ 863	+ 0.4
Employee salary	154,821	+ 475	+ 0.3	142,882	(1,353)	(0.9)	145,619	+ 1,417	+ 1.0	148,810	+ 636	+ 0.4	154,457	(363)	(0.2)
Legal welfare expenses	27,503	+ 720	+ 2.7	26,634	+ 105	+ 0.4	26,879	+ 128	+ 0.5	27,852	(410)	(1.5)	27,566	+ 62	+ 0.2
Retirement benefit expenses	5,033	+ 684	+ 15.7	5,098	+ 754	+ 17.4	3,964	(1,069)	(21.2)	4,259	(739)	(14.8)	5,757	+ 723	+ 14.4
Bonus/Other personnel expenses	39,069	+ 5,154	+ 15.2	34,608	+ 5,820	+ 20.2	37,357	(5,287)	(12.4)	40,354	(1,708)	(4.1)	39,510	+ 440	+ 1.1
<b>Vehicle expenses</b>	11,911	(977)	(7.6)	9,541	(734)	(7.1)	12,308	+ 1,310	+ 11.9	13,138	+ 1,615	+ 14.0	13,584	+ 1,673	+ 14.1
Fuel expenses	5,179	(826)	(13.8)	4,812	(611)	(11.3)	5,646	+ 1,191	+ 26.7	6,800	+ 1,415	+ 26.3	6,778	+ 1,598	+ 30.9
<b>Other operating expenses</b>	96,089	+ 617	+ 0.6	95,620	+ 9,693	+ 11.3	87,391	+ 2,899	+ 3.4	92,824	+ 5,495	+ 6.3	96,302	+ 213	+ 0.2
Depreciation	13,105	(1,051)	(7.4)	13,332	(2,066)	(13.4)	8,386	(2,353)	(21.9)	8,468	(3,214)	(27.5)	8,984	(4,120)	(31.4)
System expenses	12,678	+ 1,234	+ 10.8	12,660	+ 2,399	+ 23.4	13,033	+ 2,002	+ 18.1	13,266	+ 1,730	+ 15.0	14,495	+ 1,817	+ 14.3
Other	70,306	+ 434	+ 0.6	69,627	+ 9,360	+ 15.5	65,970	+ 3,250	+ 5.2	71,090	+ 6,979	+ 10.9	72,822	+ 2,516	+ 3.6
<b>Total</b>	506,549	+ 18,323	+ 3.8	471,259	+ 30,461	+ 6.9	481,043	+ 30,356	+ 6.7	503,948	+ 35,148	+ 7.5	537,623	+ 31,074	+ 6.1
<b>Eliminations</b>	(79,772)	(5,281)	-	(73,442)	(10,443)	-	(73,936)	(5,311)	-	(77,275)	(5,566)	-	(78,189)	+ 1,583	-
<b>Operating expenses</b>	426,776	+ 13,041	+ 3.2	397,817	+ 20,018	+ 5.3	407,107	+ 25,044	+ 6.6	426,672	+ 29,582	+ 7.4	459,433	+ 32,657	+ 7.7
<b>Operating profits</b>	62,831	+ 18,968	+ 43.2	2,374	+ 7,749	-	12,734	+ 2,780	+ 27.9	18,956	+ 1,993	+ 11.8	47,482	(15,349)	(24.4)

# 17. Operating Results Forecast for the Fiscal Year Ending March 31, 2022

## (Breakdown by Business Segment)

(Millions of Yen)	Fiscal Year ended March 31, 2021 Actual	Fiscal Year ending March 31, 2022					
		November 2021 Forecast	New Forecast	Forecast Change		YoY Change	
				Amount	[%]	Amount	[%]
<b>Operating revenue</b>	1,695,867	1,790,000	<b>1,780,000</b>	(10,000)	(0.6)	+ 84,132	+ 5.0
Retail Business Unit	-	871,700	<b>892,000</b>	+ 20,300	+ 2.3	-	-
Corporate Business Unit	-	836,300	<b>804,000</b>	(32,300)	(3.9)	-	-
Other	-	82,000	<b>84,000</b>	+ 2,000	+ 2.4	-	-
<b>Operating profit</b>	92,121	95,000	<b>70,000</b>	(25,000)	(26.3)	(22,121)	(24.0)
Retail Business Unit	-	85,000	<b>57,000</b>	(28,000)	(32.9)	-	-
Corporate Business Unit	-	14,000	<b>15,000</b>	+ 1,000	+ 7.1	-	-
Other	-	99,000	<b>72,000</b>	(27,000)	(27.3)	-	-
Subtotal	-	(4,000)	<b>(2,000)</b>	+ 2,000	-	-	-
Reconciliation	-						
<b>Ordinary profit</b>	94,019	100,000	<b>76,200</b>	(23,800)	(23.8)	(17,819)	(19.0)
[Profit margin]	5.5%	5.6%	<b>4.3%</b>	-	-	-	-
<b>Profit attributable to owners of Parent</b>	56,700	55,000	<b>50,000</b>	(5,000)	(9.1)	(6,700)	(11.8)
[Profit margin]	3.3%	3.1%	<b>2.8%</b>	-	-	-	-

Volume (Thousands of Units)	Parcel delivery (TA-Q-BIN/ TA-Q-BIN Compact/EAZY)	1,803,676	1,881,000	<b>1,870,000</b>	(11,000)	(0.6)	+ 66,323	+ 3.7
	EAZY	178,830	435,000	<b>449,000</b>	+ 14,000	+ 3.2	+ 270,169	+ 151.1
	Nekopos	293,317	419,000	<b>380,000</b>	(39,000)	(9.3)	+ 86,682	+ 29.6
	Kuroneko DM-Bin	826,032	820,000	<b>813,000</b>	(7,000)	(0.9)	(13,032)	(1.6)
Unit Price (Yen)	Parcel delivery (TA-Q-BIN/ TA-Q-BIN Compact/EAZY)	704	694	<b>695</b>	+ 1	+ 0.1	(9)	(1.3)
	Nekopos	195	191	<b>190</b>	(1)	(0.5)	(5)	(2.6)
	Kuroneko DM-Bin	67	66	<b>66</b>	0	0.0	(1)	(1.5)

< Note >

• The forecast figures by segment (Retail and Corporate) outlined above are reference figures as of the present. FY March 2022 marks the first fiscal year under the new "One YAMATO" management structure, and the figures could change in the process of Yamato optimizing its business operations.

• Based on the reform of management structure, the performance of Yamato Holdings, which was previously contained in "Other", is contained in "Reconciliation" from this fiscal year.

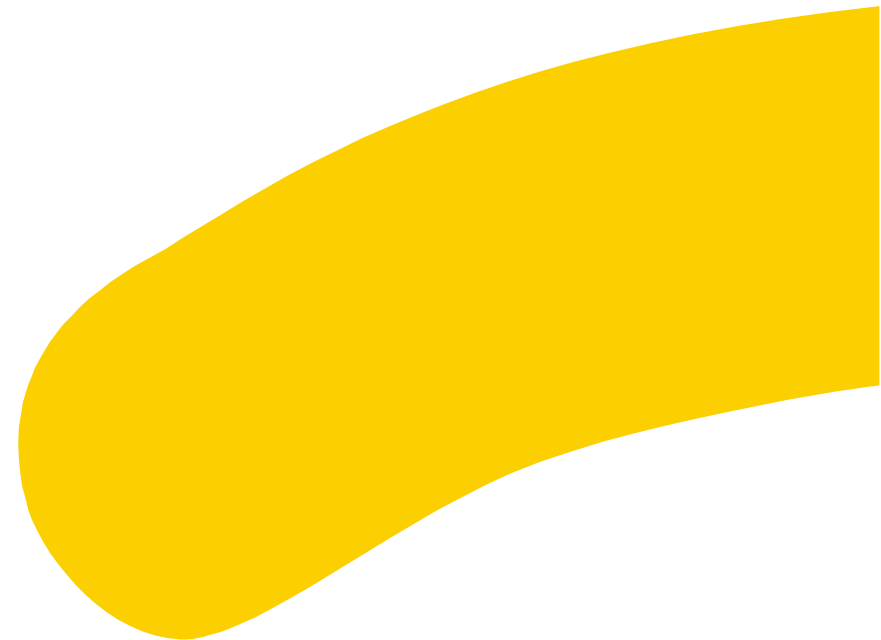
# 18. Operating Results Forecast for the Fiscal Year Ending March 31, 2022

## (Breakdown of Operating Expenses and others)



(Millions of Yen)	Fiscal Year ended March 31, 2021 Actual	Fiscal Year ending March 31, 2022					
		November 2021 Forecast	New Forecast	Forecast Change		YoY Change	
				Amount	[%]	Amount	[%]
<b>Operating revenue</b>	1,695,867	1,790,000	1,780,000	(10,000)	(0.6)	+ 84,132	+ 5.0
<b>Subcontracting expenses</b>	612,003	714,000	723,000	+ 9,000	+ 1.3	+ 110,996	+ 18.1
Commission expenses	268,768	357,000	362,000	+ 5,000	+ 1.4	+ 93,231	+ 34.7
Delivery commission	62,424	90,000	86,000	(4,000)	(4.4)	+ 23,575	+ 37.8
Operating outsource	30,261	37,000	39,000	+ 2,000	+ 5.4	+ 8,738	+ 28.9
Other	176,082	230,000	237,000	+ 7,000	+ 3.0	+ 60,917	+ 34.6
Vehicle hiring expenses	204,399	219,000	214,000	(5,000)	(2.3)	+ 9,600	+ 4.7
Other subcontracting expenses	138,835	138,000	147,000	+ 9,000	+ 6.5	+ 8,164	+ 5.9
<b>Personnel expenses</b>	877,785	877,000	877,000	0	0.0	(785)	(0.1)
Employee salary	590,080	589,000	592,000	+ 3,000	+ 0.5	+ 1,919	+ 0.3
Legal welfare expenses	109,151	110,000	110,000	0	0.0	+ 848	+ 0.8
Retirement benefit expenses	20,165	20,000	20,000	0	0.0	(165)	(0.8)
Bonus/Other personnel expenses	158,387	158,000	155,000	(3,000)	(1.9)	(3,387)	(2.1)
<b>Vehicle expenses</b>	43,973	53,000	53,000	0	0.0	+ 9,026	+ 20.5
<b>Other operating expenses</b>	363,531	388,000	386,000	(2,000)	(0.5)	+ 22,468	+ 6.2
Depreciation	48,861	43,000	38,000	(5,000)	(11.6)	(10,861)	(22.2)
System expenses	47,906	60,000	57,000	(3,000)	(5.0)	+ 9,093	+ 19.0
Other	266,763	285,000	291,000	+ 6,000	+ 2.1	+ 24,236	+ 9.1
<b>Total</b>	1,897,294	2,032,000	2,039,000	+ 7,000	+ 0.3	+ 141,705	+ 7.5
<b>Eliminations</b>	(293,548)	(337,000)	(329,000)	+ 8,000	-	(35,451)	-
<b>Operating expenses</b>	1,603,745	1,695,000	1,710,000	+ 15,000	+ 0.9	+ 106,254	+ 6.6
<b>Operating profit</b>	92,121	95,000	70,000	(25,000)	(26.3)	(22,121)	(24.0)
<b>Total number of employees (Persons)</b>	223,191	225,000	220,000	(5,000)	(2.2)	(3,191)	(1.4)
Full-time	96,829	96,900	94,000	(2,900)	(3.0)	(2,829)	(2.9)
Part-time	126,362	128,100	126,000	(2,100)	(1.6)	(362)	(0.3)
<b>Capital expenditure (Millions of Yen)</b>	50,846	100,000	80,000	(20,000)	(20.0)	+ 29,153	+ 57.3

**Reference material**



# Operating Results Forecast for the Fiscal Year Ending March 31, 2022

(4th Quarter January - March)

(Millions of Yen)	Fiscal Year ended March 31, 2021 4th Quarter Actual	Fiscal Year ending March 31, 2022		
		4th Quarter Forecast	YoY Change	
			Amount	[%]
<b>Operating revenue</b>	400,191	<b>407,613</b>	+ 7,422	+ 1.9
<b>Subcontracting expenses</b>	156,871	<b>178,325</b>	+ 21,454	+ 13.7
Commission expenses	70,364	<b>90,403</b>	+ 20,039	+ 28.5
Delivery commission	18,570	<b>18,489</b>	(81)	(0.4)
Operating outsource	6,947	<b>10,448</b>	+ 3,501	+ 50.4
Other	44,846	<b>61,467</b>	+ 16,621	+ 37.1
Vehicle hiring expenses	50,417	<b>50,583</b>	+ 166	+ 0.3
Other subcontracting expenses	36,090	<b>37,338</b>	+ 1,248	+ 3.5
<b>Personnel expenses</b>	209,224	<b>214,610</b>	+ 5,385	+ 2.6
Employee salary	142,882	<b>143,112</b>	+ 229	+ 0.2
Legal welfare expenses	26,634	<b>27,701</b>	+ 1,067	+ 4.0
Retirement benefit expenses	5,098	<b>6,018</b>	+ 919	+ 18.0
Bonus/Other personnel expenses	34,608	<b>37,777</b>	+ 3,168	+ 9.2
<b>Vehicle expenses</b>	9,541	<b>13,968</b>	+ 4,426	+ 46.4
<b>Other operating expenses</b>	95,620	<b>109,481</b>	+ 13,860	+ 14.5
Depreciation	13,332	<b>12,159</b>	(1,172)	(8.8)
System expenses	12,660	<b>16,204</b>	+ 3,543	+ 28.0
Other	69,627	<b>81,116</b>	+ 11,489	+ 16.5
<b>Total</b>	471,259	<b>516,385</b>	+ 45,126	+ 9.6
<b>Eliminations</b>	(73,442)	<b>(99,598)</b>	(26,156)	-
<b>Operating expenses</b>	397,817	<b>416,786</b>	+ 18,969	+ 4.8
<b>Operating profits</b>	2,374	<b>(9,172)</b>	(11,546)	-

# Introducing Air Freighters in 2024

## Introducing Air Freighters in an effort to build a sustainable and resilient logistics network

- Yamato and Japan Airlines Co., Ltd. (JAL) jointly announced to launch air freighter operations<sup>\*1</sup> in April 2024
- Securing stable transportation capacity and business continuity amid the challenges of maintaining the transportation capacity due to the shortage of truck drivers and the “2024 problem”<sup>\*2</sup>

\*1 Yamato will introduce the freighters and entrust the JAL Group with operation

\*2 A law amendment set to take effect in April 2024 which will require the yearly overtime work hours of drivers be limited to 960 hours



\*Actual aircraft may differ from image.

### General Information

Model : Airbus A321ceo P2F

Number of Aircraft : 3

Maximum Payload : 28t/aircraft (equivalent to 5~6 10-ton vehicles)

Operating Airports :

Haneda, Narita, New Chitose, Kitakyushu, Naha



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