

YAMATO GROUP CONSOLIDATED FINANCIAL SUMMARY

**for the First Three Months of Fiscal Year Ending
March 31, 2020**

Supplemental Materials



YAMATO HOLDINGS CO., LTD.

July 31, 2019

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Results 1. Performance

(Millions of Yen)

| | 【 FY2020 1Q 】 | | 【 FY2019 1Q 】 | | Change | |
|--|---------------|-------|---------------|-------|----------|--------|
| | Amount | (%) | Amount | (%) | Amount | (%) |
| Operating Revenues | 381,726 | 100.0 | 380,690 | 100.0 | 1,036 | 0.3 |
| Operating Expenses | 387,827 | 101.6 | 371,112 | 97.5 | 16,715 | 4.5 |
| Operating Profit (Loss) | △ 6,100 | △ 1.6 | 9,578 | 2.5 | △ 15,679 | — |
| Non-operating Income | 689 | 0.2 | 695 | 0.2 | △ 6 | △ 0.9 |
| Non-operating Expenses | 3,911 | 1.0 | 844 | 0.2 | 3,067 | 363.2 |
| Ordinary Profit (Loss) | △ 9,323 | △ 2.4 | 9,429 | 2.5 | △ 18,753 | — |
| Extraordinary Income | 1 | 0.0 | 37 | 0.0 | △ 35 | △ 96.1 |
| Extraordinary Loss | 91 | 0.0 | 877 | 0.2 | △ 786 | △ 89.6 |
| Profit (Loss) Before Income Taxes | △ 9,413 | △ 2.5 | 8,589 | 2.3 | △ 18,002 | — |
| Income taxes | 257 | 0.1 | 5,879 | 1.5 | △ 5,622 | △ 95.6 |
| Profit (Loss) | △ 9,670 | △ 2.5 | 2,709 | 0.7 | △ 12,380 | — |
| Profit attributable to non-controlling interests | 76 | 0.0 | 71 | 0.0 | 5 | 7.9 |
| Profit (Loss) attributable to owners of parent | △ 9,747 | △ 2.6 | 2,638 | 0.7 | △ 12,386 | — |

Results 2. Segment Information

【FY 2020 1Q】

(Millions of Yen)

| | Delivery | BIZ-Logistics | Home Convenience | e-Business | Financial | Autoworks | Other | Total | Reconciliation | Consolidated |
|-------------------------|----------------|---------------|------------------|--------------|---------------|--------------|---------------|----------------|-----------------|----------------|
| Operating Revenues | | | | | | | | | | |
| Unaffiliated Customers | 303,946 | 34,703 | 6,783 | 6,782 | 19,358 | 6,379 | 3,771 | 381,726 | — | 381,726 |
| Inter-segment | 13,705 | 3,038 | 2,494 | 10,478 | 692 | 7,984 | 43,806 | 82,200 | △ 82,200 | — |
| Total | 317,652 | 37,742 | 9,278 | 17,261 | 20,050 | 14,363 | 47,578 | 463,926 | △ 82,200 | 381,726 |
| Operating Expenses | 327,469 | 36,949 | 12,269 | 15,302 | 18,353 | 12,929 | 10,865 | 434,139 | △ 46,311 | 387,827 |
| Operating Profit (Loss) | △ 9,817 | 792 | △ 2,991 | 1,958 | 1,697 | 1,433 | 36,712 | 29,787 | △ 35,888 | △ 6,100 |
| Profit Rate (%) | △ 3.1 | 2.1 | △ 32.2 | 11.3 | 8.5 | 10.0 | 77.2 | 6.4 | — | △ 1.6 |

【FY 2019 1Q】

(Millions of Yen)

| | Delivery | BIZ-Logistics | Home Convenience | e-Business | Financial | Autoworks | Other | Total | Reconciliation | Consolidated |
|-------------------------|----------|---------------|------------------|------------|-----------|-----------|--------|---------|----------------|--------------|
| Operating Revenues | | | | | | | | | | |
| Unaffiliated Customers | 299,175 | 37,071 | 9,114 | 6,220 | 19,820 | 6,051 | 3,236 | 380,690 | — | 380,690 |
| Inter-segment | 16,771 | 2,975 | 2,854 | 9,633 | 736 | 8,127 | 25,414 | 66,513 | △ 66,513 | — |
| Total | 315,947 | 40,046 | 11,968 | 15,854 | 20,556 | 14,179 | 28,651 | 447,204 | △ 66,513 | 380,690 |
| Operating Expenses | 309,761 | 38,928 | 14,974 | 13,902 | 18,846 | 12,929 | 10,043 | 419,386 | △ 48,273 | 371,112 |
| Operating Profit (Loss) | 6,186 | 1,118 | △ 3,005 | 1,951 | 1,710 | 1,249 | 18,607 | 27,818 | △ 18,239 | 9,578 |
| Profit Rate (%) | 2.0 | 2.8 | △ 25.1 | 12.3 | 8.3 | 8.8 | 64.9 | 6.2 | — | 2.5 |

【Change】

(Millions of Yen)

| | Delivery | BIZ-Logistics | Home Convenience | e-Business | Financial | Autoworks | Other | Total | Reconciliation | Consolidated |
|------------------------|----------|---------------|------------------|------------|-----------|-----------|--------|--------|----------------|--------------|
| Operating Revenues | | | | | | | | | | |
| Unaffiliated Customers | 4,771 | △ 2,367 | △ 2,330 | 561 | △ 461 | 327 | 534 | 1,036 | — | 1,036 |
| Inter-segment | △ 3,066 | 63 | △ 360 | 844 | △ 44 | △ 143 | 18,392 | 15,686 | △ 15,686 | — |
| Total | 1,704 | △ 2,303 | △ 2,690 | 1,406 | △ 505 | 184 | 18,927 | 16,722 | △ 15,686 | 1,036 |
| Operating Expenses | 17,708 | △ 1,978 | △ 2,704 | 1,399 | △ 493 | △ 0 | 822 | 14,753 | 1,962 | 16,715 |
| Operating Profit | △ 16,004 | △ 325 | 13 | 7 | △ 12 | 184 | 18,105 | 1,968 | △ 17,648 | △ 15,679 |
| (%) | | | | | | | | | | |
| Operating Revenues | 0.5 | △ 5.8 | △ 22.5 | 8.9 | △ 2.5 | 1.3 | 66.1 | 3.7 | — | 0.3 |
| Operating Expenses | 5.7 | △ 5.1 | △ 18.1 | 10.1 | △ 2.6 | △ 0.0 | 8.2 | 3.5 | — | 4.5 |
| Operating Profit | — | △ 29.1 | — | 0.4 | △ 0.7 | 14.8 | 97.3 | 7.1 | — | — |

Results 3. Increases and Decreases in Operating Revenues by Division

| | | 【 FY 2020 1Q 】 | | 【 FY 2019 1Q 】 | | Change | |
|------------------|-------------------------------|----------------|--------------|----------------|--------------|--------------|------------|
| | | Amount | (%) | Amount | (%) | Amount | (%) |
| Delivery | TA-Q-BIN | 280,237 | 73.4 | 274,260 | 72.0 | 5,976 | 2.2 |
| | Kuroneko DM-Bin | 17,260 | 4.5 | 19,814 | 5.2 | △ 2,553 | △ 12.9 |
| | Express | 10,042 | 2.6 | 10,188 | 2.7 | △ 145 | △ 1.4 |
| | The Others | 23,069 | 6.0 | 24,862 | 6.5 | △ 1,793 | △ 7.2 |
| | Eliminations | △ 26,662 | △ 7.0 | △ 29,950 | △ 7.9 | 3,287 | △ 11.0 |
| | Total | 303,946 | 79.6 | 299,175 | 78.6 | 4,771 | 1.6 |
| BIZ-Logistics | Sales Logistics Service | 12,448 | 3.3 | 13,547 | 3.6 | △ 1,098 | △ 8.1 |
| | Reverse Logistics Service | 4,329 | 1.1 | 5,320 | 1.4 | △ 991 | △ 18.6 |
| | Health Care Logistics Service | 4,460 | 1.2 | 4,526 | 1.2 | △ 65 | △ 1.4 |
| | Trade Logistics Service | 9,723 | 2.5 | 10,252 | 2.7 | △ 528 | △ 5.2 |
| | The Others | 10,452 | 2.7 | 10,519 | 2.8 | △ 66 | △ 0.6 |
| | Eliminations | △ 6,711 | △ 1.8 | △ 7,095 | △ 1.9 | 383 | △ 5.4 |
| | Total | 34,703 | 9.1 | 37,071 | 9.7 | △ 2,367 | △ 6.4 |
| Home Convenience | Home Convenience | 9,280 | 2.4 | 11,974 | 3.1 | △ 2,694 | △ 22.5 |
| | Eliminations | △ 2,496 | △ 0.7 | △ 2,859 | △ 0.8 | 363 | △ 12.7 |
| | Total | 6,783 | 1.8 | 9,114 | 2.4 | △ 2,330 | △ 25.6 |
| e-Business | Credit Card Solution | 2,657 | 0.7 | 2,177 | 0.6 | 480 | 22.1 |
| | IT Operating | 2,095 | 0.5 | 1,695 | 0.4 | 399 | 23.6 |
| | e-shop Sales Solution | 1,266 | 0.3 | 1,287 | 0.3 | △ 20 | △ 1.6 |
| | The Others | 12,267 | 3.2 | 12,692 | 3.3 | △ 424 | △ 3.3 |
| | Eliminations | △ 11,504 | △ 3.0 | △ 11,632 | △ 3.1 | 127 | △ 1.1 |
| | Total | 6,782 | 1.8 | 6,220 | 1.6 | 561 | 9.0 |
| Financial | Payment | 7,315 | 1.9 | 7,847 | 2.1 | △ 531 | △ 6.8 |
| | Leasing Operations | 10,020 | 2.6 | 10,060 | 2.6 | △ 40 | △ 0.4 |
| | Credit Finance | 834 | 0.2 | 870 | 0.2 | △ 35 | △ 4.1 |
| | The Others | 1,894 | 0.5 | 1,791 | 0.5 | 102 | 5.7 |
| | Eliminations | △ 706 | △ 0.2 | △ 749 | △ 0.2 | 43 | △ 5.8 |
| | Total | 19,358 | 5.1 | 19,820 | 5.2 | △ 461 | △ 2.3 |
| Autoworks | Truck Solution | 12,831 | 3.4 | 12,666 | 3.3 | 165 | 1.3 |
| | The Others | 2,174 | 0.6 | 2,165 | 0.6 | 8 | 0.4 |
| | Eliminations | △ 8,626 | △ 2.3 | △ 8,780 | △ 2.3 | 153 | △ 1.8 |
| | Total | 6,379 | 1.7 | 6,051 | 1.6 | 327 | 5.4 |
| Other | JITBOX Charter | 3,261 | 0.9 | 2,818 | 0.7 | 442 | 15.7 |
| | The Others | 45,928 | 12.0 | 27,514 | 7.2 | 18,413 | 66.9 |
| | Eliminations | △ 45,417 | △ 11.9 | △ 27,096 | △ 7.1 | △ 18,320 | 67.6 |
| | Total | 3,771 | 1.0 | 3,236 | 0.9 | 534 | 16.5 |
| Total | | 381,726 | 100.0 | 380,690 | 100.0 | 1,036 | 0.3 |

* The amounts of 【FY 2019 1Q】 are reclassified to the division for FY 2020. For details, please refer to "3. Supplementary information" of Consolidated Financial Results for the First Quarter of the Fiscal Year Ending March 31, 2020.

Results 4. Delivery Volume
① TA-Q-BIN (in Japan)

| | | 【 FY 2020 1Q 】 | 【 FY 2019 1Q 】 | Change | |
|--------------------------------|-------------------|----------------|----------------|----------|-------|
| | | | | Amount | (%) |
| TA-Q-BIN (Total of 3 items) | Total (Thousands) | 419,348 | 418,301 | 1,047 | 0.3 |
| | Unit-price (Yen) | 667 | 654 | 13 | |
| TA-Q-BIN・ TA-Q-BIN Compact | Total (Thousands) | 377,359 | 391,544 | △ 14,184 | △ 3.6 |
| | Unit-price (Yen) | 719 | 686 | 33 | |
| Nekopos | Total (Thousands) | 41,989 | 26,757 | 15,232 | △ 3.6 |
| | Unit-price (Yen) | 198 | 191 | 7 | |

② Kuroneko DM-Bin (in Japan)

| | | 【 FY 2020 1Q 】 | 【 FY 2019 1Q 】 | Change | |
|-----------------------------------|--|----------------|----------------|----------|--------|
| | | | | Amount | (%) |
| Kuroneko DM-Bin Total (Thousands) | | 273,690 | 339,966 | △ 66,275 | △ 19.5 |
| Kuroneko DM-Bin Unit-price (Yen) | | 63 | 58 | 5 | |

Results 5. Increases and Decreases in Operating Expenses

(Millions of Yen)

| | 【 FY 2020 1Q 】 | | 【 FY 2019 1Q 】 | | Change | |
|-----------------------------|----------------|--------|----------------|--------|---------|-------|
| | Amount | (%) | Amount | (%) | Amount | (%) |
| Operating Revenues | 381,726 | 100.0 | 380,690 | 100.0 | 1,036 | 0.3 |
| Operating Expenses | 387,827 | 101.6 | 371,112 | 97.5 | 16,715 | 4.5 |
| Personnel Expenses | 207,581 | 54.4 | 196,727 | 51.7 | 10,854 | 5.5 |
| Employee Salary | 142,450 | 37.3 | 135,851 | 35.7 | 6,598 | 4.9 |
| Retirement Benefit Expenses | 4,222 | 1.1 | 2,886 | 0.8 | 1,336 | 46.3 |
| Other Expenses | 60,908 | 16.0 | 57,990 | 15.2 | 2,918 | 5.0 |
| Subcontracting Expenses | 147,740 | 38.7 | 152,572 | 40.1 | △ 4,831 | △ 3.2 |
| Commission Expenses | 57,562 | 15.1 | 62,921 | 16.5 | △ 5,358 | △ 8.5 |
| Vehicle Hiring Expenses | 49,847 | 13.1 | 47,731 | 12.5 | 2,116 | 4.4 |
| Other Expenses | 40,330 | 10.6 | 41,919 | 11.0 | △ 1,589 | △ 3.8 |
| Vehicle Expenses | 11,961 | 3.1 | 11,348 | 3.0 | 612 | 5.4 |
| Other Operating Expenses | 85,755 | 22.5 | 79,571 | 20.9 | 6,184 | 7.8 |
| Eliminations | △ 65,212 | △ 17.1 | △ 69,108 | △ 18.2 | 3,896 | △ 5.6 |

Results 6. Employee Breakdown

| | 【 FY 2020 1Q 】 | | | 【 FY 2019 1Q 】 | | | Change | | | |
|------------------|----------------|-----------|---------|----------------|-----------|---------|-----------|-----------|--------|-------|
| | Full-time | Part-time | Total | Full-time | Part-time | Total | Full-time | Part-time | Total | (%) |
| Total Employees | 99,896 | 128,349 | 228,245 | 94,696 | 121,169 | 215,865 | 5,200 | 7,180 | 12,380 | 5.7 |
| Delivery | 83,495 | 122,364 | 205,859 | 79,052 | 114,481 | 193,533 | 4,443 | 7,883 | 12,326 | 6.4 |
| BIZ-Logistics | 5,464 | 2,796 | 8,260 | 4,886 | 3,101 | 7,987 | 578 | △ 305 | 273 | 3.4 |
| Home Convenience | 3,172 | 1,498 | 4,670 | 3,016 | 1,869 | 4,885 | 156 | △ 371 | △ 215 | △ 4.4 |
| e-Business | 3,160 | 591 | 3,751 | 3,198 | 586 | 3,784 | △ 38 | 5 | △ 33 | △ 0.9 |
| Financial | 656 | 172 | 828 | 656 | 186 | 842 | 0 | △ 14 | △ 14 | △ 1.7 |
| Autoworks | 1,509 | 691 | 2,200 | 1,503 | 699 | 2,202 | 6 | △ 8 | △ 2 | △ 0.1 |
| Other | 2,440 | 237 | 2,677 | 2,385 | 247 | 2,632 | 55 | △ 10 | 45 | 1.7 |

| | 【 FY 2020 1Q 】 | 【 FY 2019 1Q 】 | Change |
|---|----------------|----------------|--------|
| Ratio of Personnel Expenses Over Operating Revenues | 46.5 | 43.5 | 3.0 |
| Ratio of Personnel Expenses Over Net Revenues | 69.5 | 65.7 | 3.8 |

Results 7. Increases and Decreases in Consolidated Balance Sheet
① Increases and Decreases in Assets

(Millions of Yen)

| | 【 FY 2020 1Q 】 June 30,2019 | 【 FY 2019 】 March 31,2019 | Change | Remark |
|----------------|--------------------------------|------------------------------|----------|--------|
| Current Assets | 529,212 | 550,258 | △ 21,045 | |
| Fixed Assets | 571,014 | 573,401 | △ 2,386 | |
| Total | 1,100,227 | 1,123,659 | △ 23,432 | |

② Increases and Decreases in Liabilities and Equity

(Millions of Yen)

| | 【 FY 2020 1Q 】 June 30,2019 | 【 FY 2019 】 March 31,2019 | Change | Remark |
|---------------------|--------------------------------|------------------------------|----------|--------|
| Current Liabilities | 403,560 | 410,423 | △ 6,862 | |
| Fixed Liabilities | 140,289 | 139,847 | 442 | |
| Equity | 556,376 | 573,388 | △ 17,012 | |
| Total | 1,100,227 | 1,123,659 | △ 23,432 | |

③ Interest-bearing Debt

(Millions of Yen)

| | 【 FY 2020 1Q 】 June 30,2019 | 【 FY 2019 】 March 31,2019 | Change | |
|-----------------------|--------------------------------|------------------------------|---------|-------|
| | | | Amount | (%) |
| Interest-bearing Debt | 109,386 | 113,233 | △ 3,847 | △ 3.4 |

Results 8. Capital Expenditure and Depreciation

(Millions of Yen)

| | 【 FY 2020 1Q 】 | | 【 FY 2019 1Q 】 | | Change | |
|---------------------|----------------|-------|----------------|-------|---------|--------|
| | Amount | (%) | Amount | (%) | Amount | (%) |
| Capital Expenditure | 15,022 | 100.0 | 20,394 | 100.0 | △ 5,371 | △ 26.3 |
| Vehicles | 11,049 | 73.6 | 13,325 | 65.3 | △ 2,276 | △ 17.1 |
| Buildings | 2,172 | 14.5 | 4,156 | 20.4 | △ 1,984 | △ 47.7 |
| Equipments | 1,025 | 6.8 | 2,200 | 10.8 | △ 1,175 | △ 53.4 |
| Others | 775 | 5.2 | 711 | 3.5 | 64 | 9.0 |

(Millions of Yen)

| | 【 FY 2020 1Q 】 | 【 FY 2019 1Q 】 | Change | |
|--------------|----------------|----------------|--------|------|
| | | | Amount | (%) |
| Depreciation | 12,265 | 10,701 | 1,564 | 14.6 |

Results 9. Domestic Network

| | 【 FY 2020 1Q 】 June 30,2019 | 【 FY 2019 】 March 31,2019 | Change |
|--------------------------|--------------------------------|------------------------------|---------|
| Vehicles(Number) | 54,778 | 54,193 | 585 |
| Large Freight Vehicles | 2,430 | 2,522 | △ 92 |
| Midsize Freight Vehicles | 1,679 | 1,690 | △ 11 |
| Small Freight Vehicles | 38,786 | 38,400 | 386 |
| Subcompact Vehicles | 5,708 | 5,523 | 185 |
| Other Vehicles | 6,175 | 6,058 | 117 |
| Delivery Channels (※) | 8,032 | 7,963 | 69 |
| Base Terminals | 76 | 76 | 0 |
| Centers | 7,090 | 7,023 | 67 |
| Moving Centers | 142 | 144 | △ 2 |
| Logistics Centers | 363 | 362 | 1 |
| Others | 361 | 358 | 3 |
| Sub-agents | 191,439 | 194,261 | △ 2,822 |

* It shows the number of organizations.

Forecasts 1. Performance

(Millions of Yen)

| | 【 FY 2020】 | | 【 FY 2019】 | | Change | |
|---|------------|-------|------------|-------|--------|------|
| | Amount | (%) | Amount | (%) | Amount | (%) |
| Operating Revenues | 1,695,000 | 100.0 | 1,625,315 | 100.0 | 69,684 | 4.3 |
| Operating Profit | 72,000 | 4.2 | 58,345 | 3.6 | 13,654 | 23.4 |
| Ordinary Profit | 69,000 | 4.1 | 54,259 | 3.3 | 14,740 | 27.2 |
| Profit attributable to owners of parent | 38,000 | 2.2 | 25,682 | 1.6 | 12,317 | 48.0 |

Forecasts 2. Increases and Decreases in Operating Revenues by Division

(Millions of Yen)

| | 【 FY 2020 】 | | 【 FY 2019 】 | | Change | |
|------------------|-------------|-------|-------------|-------|---------|--------|
| | Amount | (%) | Amount | (%) | Amount | (%) |
| Delivery | 1,350,000 | 79.6 | 1,297,222 | 79.8 | 52,777 | 4.1 |
| TA-Q-BIN | 1,259,000 | 74.3 | 1,199,084 | 73.8 | 59,915 | 5.0 |
| Kuroneko DM-Bin | 67,000 | 4.0 | 73,062 | 4.5 | △ 6,062 | △ 8.3 |
| Express | 42,000 | 2.5 | 41,615 | 2.6 | 384 | 0.9 |
| BIZ-Logistics | 153,000 | 9.0 | 147,437 | 9.1 | 5,562 | 3.8 |
| Home Convenience | 42,000 | 2.5 | 33,404 | 2.1 | 8,595 | 25.7 |
| e-Business | 27,000 | 1.6 | 26,592 | 1.6 | 407 | 1.5 |
| Financial | 83,000 | 4.9 | 79,966 | 4.9 | 3,033 | 3.8 |
| Autoworks | 27,000 | 1.6 | 25,985 | 1.6 | 1,014 | 3.9 |
| Other | 13,000 | 0.8 | 14,705 | 0.9 | △ 1,705 | △ 11.6 |
| Total | 1,695,000 | 100.0 | 1,625,315 | 100.0 | 69,684 | 4.3 |

Forecasts 3. Operating Profit of Segment Information

| | 【 FY 2020 】 | | 【 FY 2019 】 | | (Millions of Yen) Change | |
|------------------|-------------|-------|-------------|--------|-----------------------------|-------|
| | Amount | (%) | Amount | (%) | Amount | (%) |
| Delivery | 50,000 | 44.6 | 40,787 | 54.3 | 9,212 | 22.6 |
| BIZ-Logistics | 4,000 | 3.6 | 3,329 | 4.4 | 670 | 20.1 |
| Home Convenience | △ 3,000 | △ 2.7 | △ 7,764 | △ 10.3 | 4,764 | — |
| e-Business | 10,000 | 8.9 | 8,740 | 11.6 | 1,259 | 14.4 |
| Financial | 7,000 | 6.3 | 6,244 | 8.3 | 755 | 12.1 |
| Autoworks | 5,000 | 4.5 | 4,433 | 5.9 | 566 | 12.8 |
| Other | 39,000 | 34.8 | 19,372 | 25.8 | 19,627 | 101.3 |
| Total | 112,000 | 100.0 | 75,144 | 100.0 | 36,855 | 49.0 |
| Reconciliation | △ 40,000 | — | △ 16,798 | — | △ 23,201 | — |
| Consolidated | 72,000 | — | 58,345 | — | 13,654 | 23.4 |

Forecasts 4. Delivery Volume

① TA-Q-BIN (in Japan)

| | | 【 FY 2020】 | 【 FY 2019】 | Change | |
|--------------------------------|-------------------|------------|------------|--------|------|
| | | | | Amount | (%) |
| TA-Q-BIN (Total of 3 items) | Total (Thousands) | 1,874,000 | 1,803,530 | 70,469 | 3.9 |
| | Unit-price (Yen) | 671 | 664 | 7 | |
| TA-Q-BIN・ TA-Q-BIN Compact | Total (Thousands) | 1,690,000 | 1,668,280 | 21,719 | 1.3 |
| | Unit-price (Yen) | 722 | 702 | 20 | |
| Nekopos | Total (Thousands) | 184,000 | 135,250 | 48,749 | 36.0 |
| | Unit-price (Yen) | 195 | 191 | 4 | |

② Kuroneko DM-Bin (in Japan)

| | 【 FY 2020】 | 【 FY 2019】 | Change | |
|-----------------------------------|------------|------------|-----------|--------|
| | | | Amount | (%) |
| Kuroneko DM-Bin Total (Thousands) | 1,060,000 | 1,211,525 | △ 151,525 | △ 12.5 |
| Kuroneko DM-Bin Unit-price (Yen) | 63 | 60 | 3 | |

Forecasts 5. Increases and Decreases in Operating Expenses

(Millions of Yen)

| | 【 FY 2020 】 | | 【 FY 2019 】 | | Change | |
|-----------------------------|-------------|--------|-------------|--------|----------|-------|
| | Amount | (%) | Amount | (%) | Amount | (%) |
| Operating Revenues | 1,695,000 | 100.0 | 1,625,315 | 100.0 | 69,684 | 4.3 |
| Operating Expenses | 1,623,000 | 95.8 | 1,566,969 | 96.4 | 56,030 | 3.6 |
| Personnel Expenses | 873,000 | 51.5 | 821,715 | 50.6 | 51,284 | 6.2 |
| Employee Salary | 601,000 | 35.5 | 564,377 | 34.7 | 36,622 | 6.5 |
| Retirement Benefit Expenses | 16,000 | 0.9 | 14,754 | 0.9 | 1,245 | 8.4 |
| Other Expenses | 256,000 | 15.1 | 242,584 | 14.9 | 13,415 | 5.5 |
| Subcontracting Expenses | 614,000 | 36.2 | 629,645 | 38.7 | △ 15,645 | △ 2.5 |
| Commission Expenses | 237,000 | 14.0 | 256,817 | 15.8 | △ 19,817 | △ 7.7 |
| Vehicle Hiring Expenses | 201,000 | 11.9 | 201,377 | 12.4 | △ 377 | △ 0.2 |
| Other Expenses | 176,000 | 10.4 | 171,449 | 10.5 | 4,550 | 2.7 |
| Vehicle Expenses | 50,000 | 3.0 | 46,656 | 2.9 | 3,343 | 7.2 |
| Other Operating Expenses | 377,000 | 22.2 | 342,602 | 21.1 | 34,397 | 10.0 |
| Eliminations | △ 291,000 | △ 17.2 | △ 273,649 | △ 16.8 | △ 17,350 | — |

Forecasts 6. Employee Breakdown

(Number)

| | 【 FY 2020 】 | | | 【 FY 2019 】 | | | Change | | | |
|------------------|-------------|-----------|---------|-------------|-----------|---------|-----------|-----------|-------|-----|
| | Full-time | Part-time | Total | Full-time | Part-time | Total | Full-time | Part-time | Total | (%) |
| Total Employees | 100,500 | 134,200 | 234,700 | 97,587 | 127,538 | 225,125 | 2,913 | 6,662 | 9,575 | 4.3 |
| Delivery | 83,500 | 128,000 | 211,500 | 81,400 | 121,741 | 203,141 | 2,100 | 6,259 | 8,359 | 4.1 |
| BIZ-Logistics | 5,800 | 3,000 | 8,800 | 5,414 | 2,793 | 8,207 | 386 | 207 | 593 | 7.2 |
| Home Convenience | 3,200 | 1,650 | 4,850 | 3,114 | 1,531 | 4,645 | 86 | 119 | 205 | 4.4 |
| e-Business | 3,350 | 350 | 3,700 | 3,122 | 375 | 3,497 | 228 | △ 25 | 203 | 5.8 |
| Financial | 650 | 200 | 850 | 637 | 172 | 809 | 13 | 28 | 41 | 5.1 |
| Autoworks | 1,500 | 700 | 2,200 | 1,472 | 692 | 2,164 | 28 | 8 | 36 | 1.7 |
| Other | 2,500 | 300 | 2,800 | 2,428 | 234 | 2,662 | 72 | 66 | 138 | 5.2 |

(%)

| | 【 FY 2020 】 | 【 FY 2019 】 | Change |
|---|-------------|-------------|--------|
| Ratio of Personnel Expenses Over Operating Revenues | 44.0 | 43.3 | 0.7 |
| Ratio of Personnel Expenses Over Net Revenues | 63.7 | 64.9 | △ 1.2 |

Forecasts 7. Capital Expenditure and Depreciation

(Millions of Yen)

| | 【 FY 2020 】 | | 【 FY 2019 】 | | Change | |
|---------------------|-------------|-------|-------------|-------|---------|--------|
| | Amount | (%) | Amount | (%) | Amount | (%) |
| Capital Expenditure | 85,000 | 100.0 | 83,514 | 100.0 | 1,485 | 1.8 |
| Vehicles | 47,000 | 55.3 | 52,560 | 62.9 | △ 5,560 | △ 10.6 |
| Buildings | 15,000 | 17.6 | 16,975 | 20.3 | △ 1,975 | △ 11.6 |
| Equipments | 17,000 | 20.0 | 8,647 | 10.4 | 8,352 | 96.6 |
| Others | 6,000 | 7.1 | 5,331 | 6.4 | 668 | 12.5 |

(Millions of Yen)

| | 【 FY 2020 】 | 【 FY 2019 】 | Change | (%) |
|--|--------------|-------------|--------|-------|
| | Depreciation | 56,000 | 51,346 | 4,653 |