YAMATO GROUP CONSOLIDATED FINANCIAL SUMMARY

for the Fiscal Year Ended March 31, 2020

Supplemental Materials



May 15, 2020





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Results 1. Performance

					(N	lillions of Yen)
	FY2020		FY2019		Change	
	Amount	(%)	Amount	(%)	Amount	(%)
Operating Revenues	1,630,146	100.0	1,625,315	100.0	4,831	0.3
Operating Expenses	1,585,445	97.3	1,566,969	96.4	18,475	1.2
Operating Profit	44,701	2.7	58,345	3.6	△ 13,644	△ 23.4
Non-operating Income	2,377	0.1	2,367	0.1	10	0.4
Non-operating Expenses	6,452	0.4	6,453	0.4	Δ 0	△ 0.0
Ordinary Profit	40,625	2.5	54,259	3.3	△ 13,633	△ 25.1
Extraordinary Income	9,262	0.6	1,822	0.1	7,439	408.1
Extraordinary Loss	5,306	0.3	3,823	0.2	1,482	38.8
Profit Before Income Taxes	44,581	2.7	52,258	3.2	△ 7,676	△ 14.7
Income taxes	23,025	1.4	24,651	1.5	△ 1,626	△ 6.6
Corporation tax after adjustment	△ 1,346	△ 0.1	1,656	0.1	△ 3,003	_
Profit	22,902	1.4	25,949	1.6	△ 3,047	△ 11.7
Profit attributable to non-controlling interests	578	0.0	267	0.0	310	116.2
Profit attributable to owners of parent	22,324	1.4	25,682	1.6	△ 3,358	Δ 13.1

Results 2. Segment Information

[FY 2020] (Millions of Yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business	Financial	Autoworks	Other	Total	Reconciliation	Consolidated
Operating Revenues										
Unaffiliated Customers	1,310,067	143,934	27,805	30,579	77,072	24,922	15,763	1,630,146	_	1,630,146
Inter-segment	56,762	13,836	11,398	43,188	2,814	30,976	66,018	224,996	△ 224,996	_
Total	1,366,830	157,770	39,204	73,767	79,887	55,899	81,782	1,855,142	△ 224,996	1,630,146
Operating Expenses	1,339,580	152,794	49,266	63,098	73,565	51,604	45,736	1,775,646	△ 190,201	1,585,445
Operating Profit (Loss)	27,249	4,975	Δ 10,061	10,668	6,322	4,295	36,045	79,495	△ 34,794	44,701
Profit Rate(%)	2.0	3.2	△ 25.7	14.5	7.9	7.7	44.1	4.3	_	2.7

[FY 2019] (Millions of Yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business	Financial	Autoworks	Other	Total	Reconciliation	Consolidated
Operating Revenues										
Unaffiliated Customers	1,297,222	147,437	33,404	26,592	79,966	25,985	14,705	1,625,315	_	1,625,315
Inter-segment	64,136	12,281	12,623	41,153	2,856	31,415	46,297	210,764	△ 210,764	_
Total	1,361,359	159,719	46,027	67,746	82,823	57,400	61,002	1,836,079	△ 210,764	1,625,315
Operating Expenses	1,320,571	156,390	53,792	59,005	76,578	52,966	41,629	1,760,935	△ 193,966	1,566,969
Operating Profit (Loss)	40,787	3,329	△ 7,764	8,740	6,244	4,433	19,372	75,144	△ 16,798	58,345
Profit Rate(%)	3.0	2.1	△ 16.9	12.9	7.5	7.7	31.8	4.1		3.6

[Change] (Millions of Yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business	Financial	Autoworks	Other	Total	Reconciliation	Consolidated
Operating Revenues										
Unaffiliated Customers	12,845	△ 3,503	△ 5,598	3,986	△ 2,894	△ 1,062	1,058	4,831	_	4,831
Inter-segment	△ 7,373	1,554	△ 1,224	2,035	△ 41	△ 439	19,720	14,231	△ 14,231	_
Total	5,471	△ 1,948	△ 6,823	6,021	△ 2,935	△ 1,501	20,779	19,062	△ 14,231	4,831
Operating Expenses	19,008	△ 3,595	△ 4,525	4,092	△ 3,013	△ 1,362	4,107	14,711	3,764	18,475
Operating Profit	△ 13,537	1,646	△ 2,297	1,928	78	△ 138	16,672	4,351	△ 17,996	△ 13,644
(%)										
Operating Revenues	0.4	△ 1.2	△ 14.8	8.9	△ 3.5	△ 2.6	34.1	1.0	_	0.3
Operating Expenses	1.4	△ 2.3	△ 8.4	6.9	△ 3.9	△ 2.6	9.9	0.8	_	1.2
Operating Profit	△ 33.2	49.5	_	22.1	1.3	△ 3.1	86.1	5.8	_	△ 23.4

Results 3. Increases and Decreases in Operating Revenues by Division

(Millions of Yen) [FY 2020] [FY 2019] Change Amount (%) Amount (%) Amount (%) TA-Q-BIN 1,217,572 74.7 1.199.084 73.8 18,487 1.5 Kuroneko DM-Bin 64,104 3.9 73.062 △ 8,957 4.5 \triangle 12.3 Express 41,608 2.6 41.615 2.6 \triangle 6 △ 0.0 Delivery △ 3.2 97,496 6.0 100,698 6.2 △ 3,201 The Others △ 110,713 **△** 6.8 △ 117,237 \triangle 7.2 6,524 \triangle 5.6 Eliminations Total 1.310.067 80.4 1.297.222 79.8 12.845 99.414 6.1 101.012 6.2 △ 1.598 Δ 1.6 Logistics 41.796 2.6 41.829 2.6 △ 32 \triangle 0.1 Trade Logistics Service **BIZ-Logistics** The Others 31,669 1.9 31.568 1.9 101 0.3 △ 1.7 Eliminations △ 28,946 **△** 1.8 △ 26.973 △ 1.973 Total 143,934 8.8 147.437 9.1 △ 3,503 \triangle 2.4 39,210 2.4 46.040 2.8 △ 6,829 <u>∆</u> 14.8 Home Convenience △ 0.8 **△** 11.404 **△** 0.7 △ 12,636 1,231 △ 9.7 Home Convenience Eliminations Total 27.805 1.7 33,404 △ 5.598 \triangle 16.8 2,156 0.7 0.6 Credit Card Solution 11.529 9.373 23.0 8,138 0.5 0.5 IT Operating 7.470 667 8.9 5.9 e-shop Sales Solution 6,190 0.4 5.844 0.4 346 e-Business 3.3 3.1 4.9 53,309 50,827 2,482 The Others **△** 48,589 **△** 3.0 △ 46.922 △ 2.9 △ 1,666 3.6 Eliminations 26,592 15.0 Total 30,579 1.9 1.6 3,986 2.0 △ 2,713 Payment 29,448 1.8 32,162 △ 8.4 Leasing Operations 40.306 2.5 40.181 2.5 124 0.3 3.344 0.2 3.479 0.2 △ 3.9 Credit Finance △ 135 Financial The Others 6.848 0.4 7.056 0.4 △ 207 \triangle 2.9 \triangle 0.2 Eliminations **△** 2.875 Δ 0.2 △ 2.913 38 \triangle 1.3 77,072 \triangle 3.6 Total 4.7 79.966 4.9 △ 2.894 49.806 3.1 50.486 3.1 \triangle 679 Δ 1.3 Truck Solution 8,734 △ 9.2 The Others 0.5 9,620 0.6 \triangle 886 Autoworks △ 33.618 \triangle 2.1 △ 34,121 \triangle 2.1 503 △ 1.5 Eliminations Total 24.922 1.5 25.985 △ 1.062 JITBOX Charter 13,373 0.8 12.609 0.8 764 6.1 71.724 3.2 38.9 The Others 4.4 51.651 20.073 Other △ 3.0 Eliminations △ 69,334 **△** 4.3 △ 49.556 △ 19,778 39.9 Total 15,763 1.0 14.705 0.9 1,058 7.2 0.3 Total 1,630,146 100.0 1,625,315 100.0 4.831

^{*} The amounts of [FY 2019] are reclassified to the division for FY 2020. For details, please refer to "4. Others" of Consolidated Financial Results of the Fiscal Year Ending March 31, 2020.



Results 4. Delivery Volume

① TA-Q-BIN(in Japan)

			【 FY 2020 】	【 FY 2019 】	Change		
			[F1 2020]	[F1 2019]	Amount	(%)	
	TA-Q-BIN	Total (Thousands)	1,799,922	1,803,530	△ 3,608	△ 0.2	
	(Total of 3 items)	Unit-price(Yen)	676	664	12		
	TA-Q-BIN•	Total (Thousands)	1,627,332	1,668,280	△ 40,947	△ 2.5	
	TA-Q-BIN Compact	Unit-price(Yen)	726	702	24		
		Total (Thousands)	172,589	135,250	37,339	27.6	
	Nekopos	Unit-price(Yen)	201	191	10		

② Kuroneko DM-Bin(in Japan)

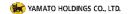
		1			
	【 FY 2020 】	【 FY 2019 】	Change		
	[F1 2020]	[F1 2019]	Amount	(%)	
Kuroneko DM-Bin Total(Thousands)	987,242	1,211,525	△ 224,282	△ 18.5	
Kuroneko DM-Bin Unit-price(Yen)	65	60	5		
				•	



Results 5. Increases and Decreases in Operating Expenses

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	【 FY 2020	1	【 FY 2019]	Change		
	Amount	(%)	Amount	(%)	Amount	(%)	
Operating Revenues	1,630,146	100.0	1,625,315	100.0	4,831	0.3	
Operating Expenses	1,585,445	97.3	1,566,969	96.4	18,475	1.2	
Personnel Expenses	849,038	52.1	821,715	50.6	27,323	3.3	
Employee Salary	589,185	36.1	564,377	34.7	24,807	4.4	
Retirement Benefit Expenses	17,124	1.1	14,754	0.9	2,370	16.1	
Other Expenses	242,729	14.9	242,584	14.9	145	0.1	
Subcontracting Expenses	601,833	36.9	629,645	38.7	△ 27,811	△ 4.4	
Commission Expenses	234,046	14.4	256,817	15.8	△ 22,771	△ 8.9	
Vehicle Hiring Expenses	203,330	12.5	201,377	12.4	1,953	1.0	
Other Expenses	164,456	10.1	171,449	10.5	△ 6,993	△ 4.1	
Vehicle Expenses	47,676	2.9	46,656	2.9	1,020	2.2	
Other Operating Expenses	357,561	21.9	342,602	21.1	14,959	4.4	
Eliminations	△ 270,665	Δ 16.6	△ 273,649	Δ 16.8	2,983	1.1	



Results 6. Employee Breakdown

(Number) [FY 2020] 【 FY 2019 】 Change Part-time Full-time Part-time Full-time Part-time (%) Full-time Total Total Total Total Employees 98,744 126,201 224,945 97,587 127,538 225,125 1.157 △ 1,337 △ 180 \triangle 0.1 82,542 120,228 202,770 81.400 203,141 1,142 △ 1,513 △ 371 \triangle 0.2 Delivery 121,741 **BIZ-Logistics** 8,181 8,207 △ 134 △ 26 \triangle 0.3 5.280 2.901 5.414 2.793 108 Home Convenience 3,232 4,790 3.114 1.531 4.645 118 27 145 3.1 1.558 3.100 395 3,495 375 3.497 △ 22 20 \triangle 2 \triangle 0.1 3.122 e-Business Financial 643 156 799 637 172 809 6 △ 16 Δ 10 △ 1.2 1,497 714 2,211 1,472 692 25 22 47 2.2 2,164 Autoworks 2,450 2,699 22 15 37 Other 249 2,428 234 2,662 1.4

(%)

[FY 2020]

Ratio of Personnel Expenses
Over Operating Revenues

44.7

Ratio of Personnel Expenses
Over Net Revenues

65.5

(%)

Change

1.4

64.9

0.6

Results 7. Increases and Decreases in Consolidated Balance Sheet

① Increases and Decreases in Assets

(Millions of Yen)

	【 FY 2020 】	【 FY 2019 】	Change	Remark
	March 31,2020	March 31,2019	Onango	Nomani
Current Assets	542,884	550,258	△ 7,374	
Fixed Assets	557,855	573,401	△ 15,545	
Total	1,100,739	1,123,659	△ 22,920	

2 Increases and Decreases in Liabilities and Equity

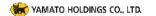
(Millions of Yen)

	【 FY 2020 】	【 FY 2019 】	Change	Remark
	March 31,2020	March 31,2019	e nange	
Current Liabilities	408,811	410,423	△ 1,612	
Fixed Liabilities	129,093	139,847	△ 10,753	
Equity	562,835	573,388	△ 10,553	
Total	1,100,739	1,123,659	△ 22,920	

3 Interest-bearing Debt

(Millions of Yen)

	【 FY 2020 】	【 FY 2019 】	Change		
	March 31,2020	March 31,2019	Amount	(%)	
Interest-bearing Debt	124,838	113,233	11,605	10.2	



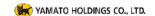
Results 8. Capital Expenditure and Depreciation

(Millions of Yen)

	((Willions of Ten)			
	【 FY 2020 】		【 FY 2019 】		Change	
	Amount	(%)	Amount	(%)	Amount	(%)
Capital Expenditure	64,739	100.0	83,514	100.0	△ 18,775	△ 22.5
Vehicles	41,796	64.6	52,560	62.9	△ 10,764	△ 20.5
Buildings	13,657	21.1	16,975	20.3	△ 3,317	△ 19.5
Equipments	5,045	7.8	8,647	10.4	△ 3,601	△ 41.6
Others	4,240	6.5	5,331	6.4	△ 1,091	△ 20.5

(Millions of Yen)

	【 FY 2020 】	【 FY 2019 】	Change	
	[FY 2020]	[F1 2019]	Amount	(%)
Depreciation	55,083	51,346	3,736	7.3



Results 9. Domestic Network

	【 FY 2020 】 March 31,2020	【 FY 2019 】 March 31,2019	Change
Vehicles(Number)	56,494	54,193	2,301
Large Freight Vehicles	2,534	2,522	12
Midsize Freight Vehicles	1,622	1,690	△ 68
Small Freight Vehicles	39,243	38,400	843
Subcompact Vehicles	7,058	5,523	1,535
Other Vehicles	6,037	6,058	△ 21
Delivery Channels (※)	7,954	7,963	△ 9
Base Terminals	77	76	1
Centers	7,011	7,023	Δ 12
Moving Centers	143	144	Δ 1
Logistics Centers	364	362	2
Others	359	358	1
Sub-agents	183,790	194,261	△ 10,471

^{*} It shows the number of organizations.