

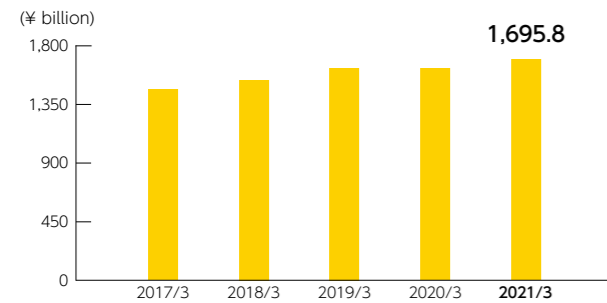
# Performance Highlights

Year Ended March 31, 2021

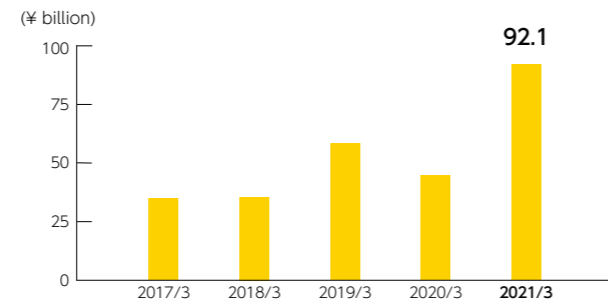
## Financial Information

Operating revenues amounted to ¥1,695,867 million, up 4.0% year on year, due to factors including the results of Yamato's response to the accelerated growth of the EC domain and an increase in the number of parcels handled by the Company. Operating profit came to ¥92,121 million, up 106.1%, owing to an increase in the effectiveness of pickup and delivery services as a result of optimal allocation of management resources based on data analysis and the promotion of more effective sorting work and trunk-route transportation amid the increase in parcels. As a result, profit attributable to owners of parent stood at ¥56,700 million, an increase of 154.0%, and ROE was 10.0%, increasing 6.0 percentage points.

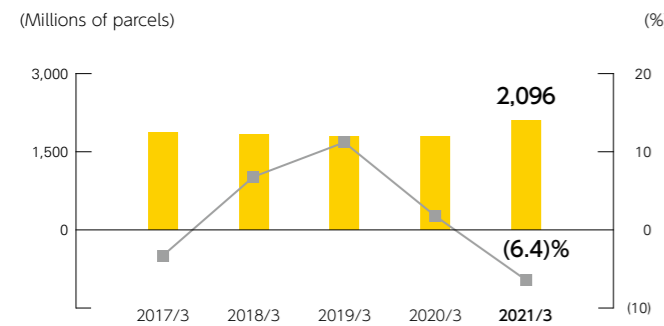
### Operating Revenues



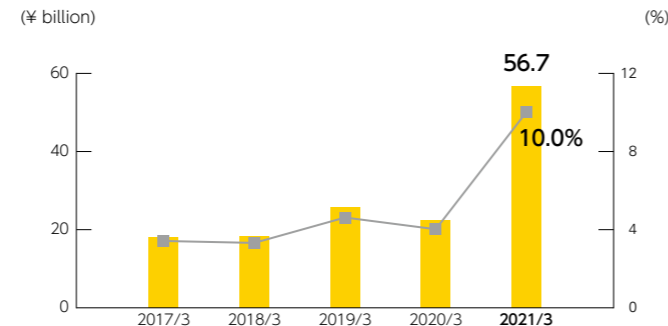
### Operating Profit



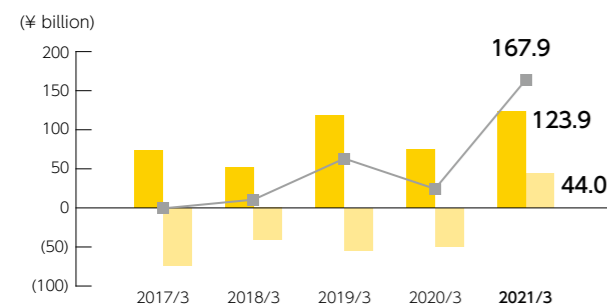
### Parcel Delivery Amount / Parcel Unit Price Growth Rate (YoY)



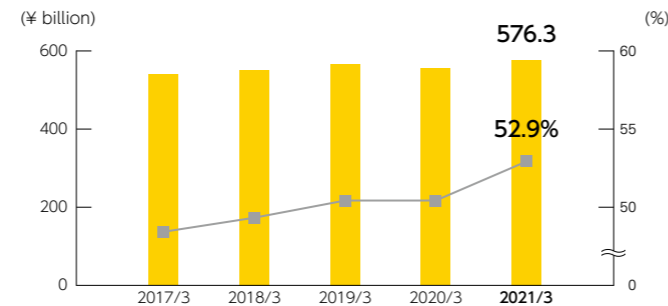
### Profit Attributable to Owners of Parent / ROE



### Operating and Investing Cash Flows / Free Cash Flows\*1



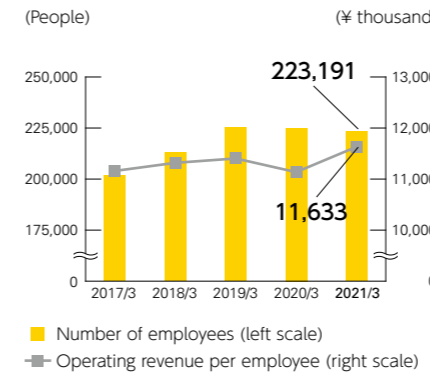
### Total Shareholders' Equity / Shareholders' Equity Ratio



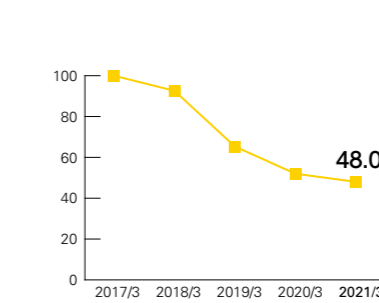
## Non-Financial Information

We are working to strengthen sustainable management to achieve both sustainable business growth and the development of a sustainable society. To implement management that incorporates the environment and society, we have promoted initiatives that address the material issues we have identified based on our two visions of "Connect. Deliver the future via green logistics" and "Through co-creation and fair business activities, help create a society that 'leaves no one behind.'" The promotion of these initiatives was carried out with the aim of increasing the efficiency of transportation and providing delivery services that are better for the planet, our customers' lifestyles, and the economy by leverage cutting-edge connections between data, people, and resources.

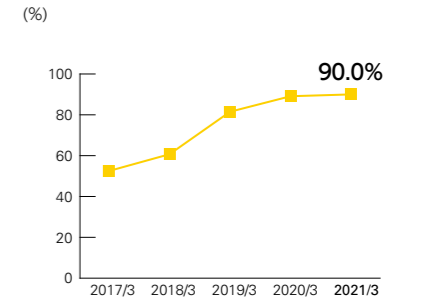
### Number of Employees\*2 / Operating Revenue per Employee\*3



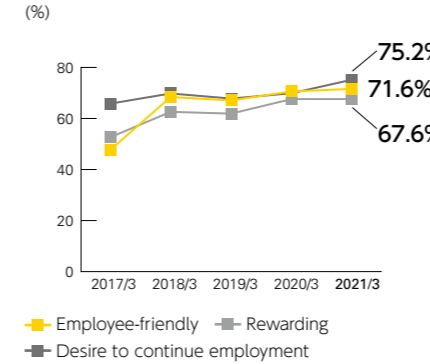
### Improved Status of Amount of Overtime Work\*4 per Employee



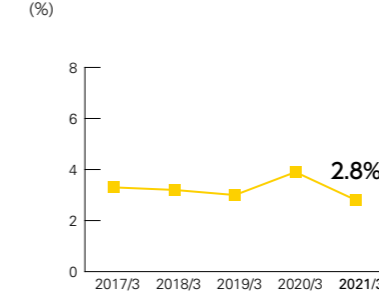
### Percentage of Annual Paid Vacation Days Taken per Employee\*5



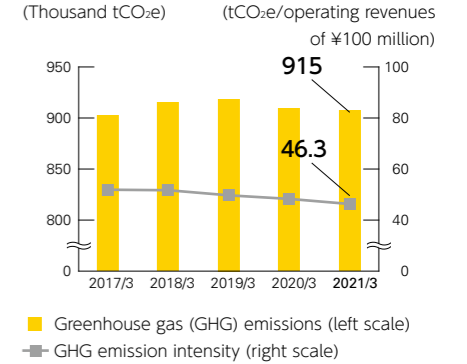
### Working Styles Awareness Surveys\*6



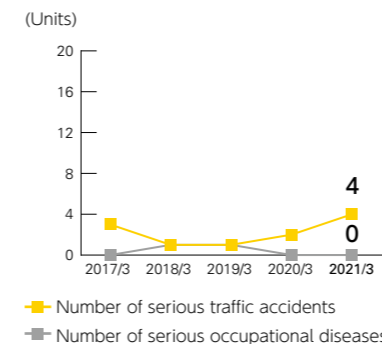
### Rate of Resignation\*7



### Greenhouse Gas (GHG) Emissions / GHG Emission Intensity



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



\*1 Free cash flows = Cash flows from operating activities + Cash flows from investing activities  
 \*2 Number of employees as of March 31, 2021  
 \*3 Calculated using the average number of employees and the number of part-time workers (after conversion into full-time employees) during the fiscal period  
 \*4 Figures based on actual results for 2017/3 as 100 (Scope: Full-time employees of Yamato Group companies in Japan)  
 \*5 Number of annual paid vacation days taken per employee in respective fiscal year / Number of annual paid vacation days granted per employee in respective fiscal year (Scope: Full-time employees of Yamato Group companies in Japan)  
 \*6 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)  
 \*7 Number of employee resignations in respective fiscal year (of their own accord) / 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 Yamato Group companies in Japan)  
 \*8 Fatal traffic accidents (for which the employee is responsible)  
 \*9 Incident involving a fatality