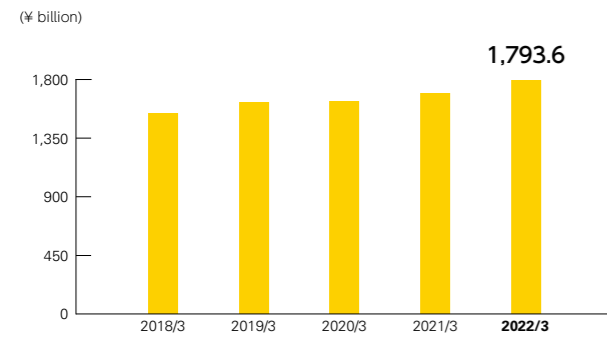


Performance Highlights (Year Ended March 31, 2022)

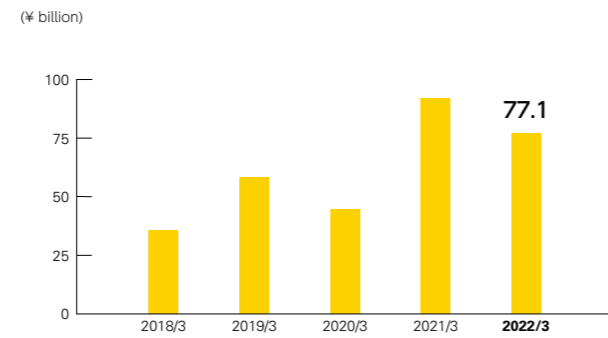
Financial Information

Operating revenues amounted to ¥1,793,618 million, up 5.8% year on year, owing to Yamato's focus on increasing the number of parcels handled by the Company and the optimization of logistics for corporate clients in response to the accelerated growth of the EC domain. As a result of increasing costs following the promotion of our medium-term management plan "One Yamato 2023" and the trend of rising fuel prices, operating profit came to ¥77,199 million, down 16.2% year on year. Profit attributable to owners of parent was ¥55,956 million, down 1.3% year on year, and ROE was 9.6%, decreasing 0.4 of a percentage point. This was due to recording gains on investments in investment partnerships and gains from sale of cross-shareholdings. However, there was also the cost of revising the system for employees' retirement benefits and a loss on sale of shares following the business transfer of associated companies, which reduced taxable income for the fiscal year ended March 31, 2022.

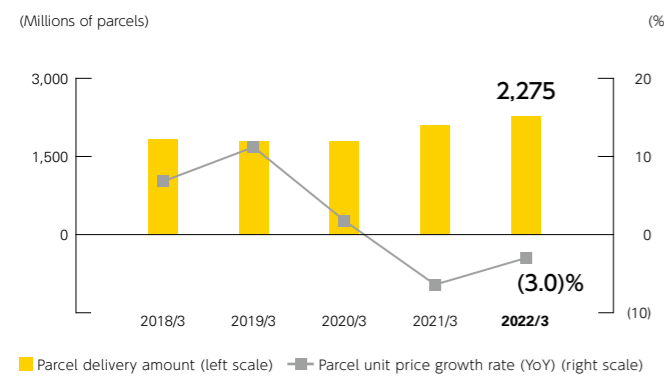
Operating Revenues



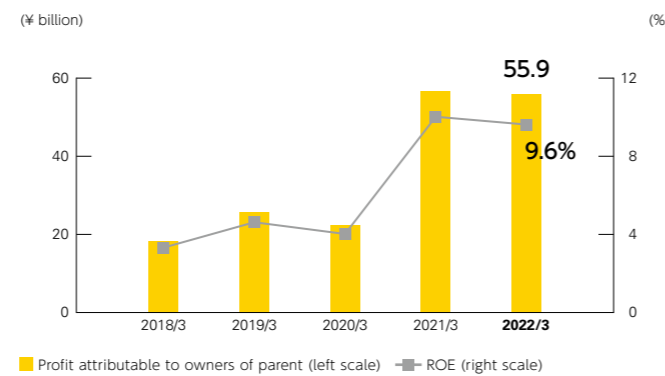
Operating Profit



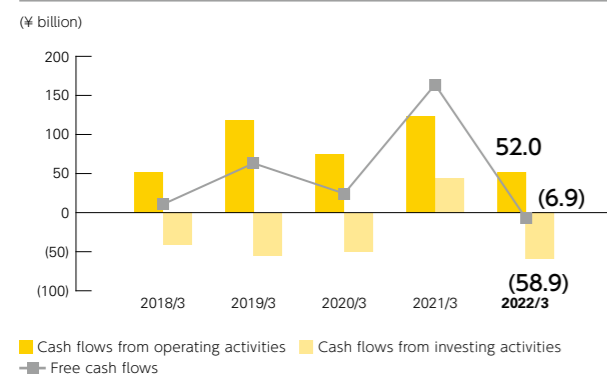
Parcel Delivery Amount / Parcel Unit Price Growth Rate (YoY)



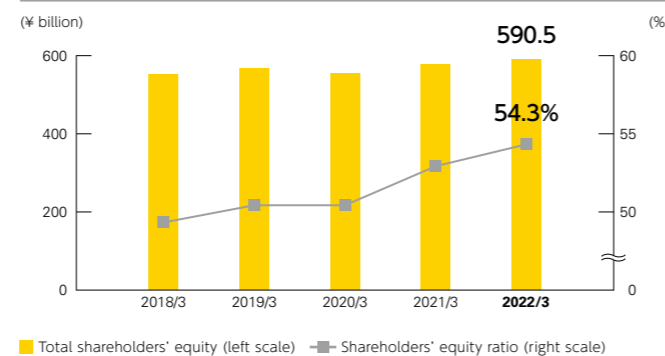
Profit Attributable to Owners of Parent / ROE



Operating and Investing Cash Flows / Free Cash Flows*1



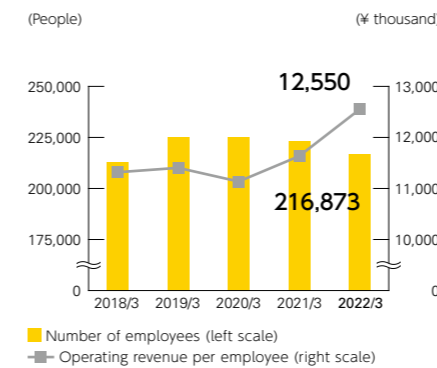
Total Shareholders' Equity / Shareholders' Equity Ratio



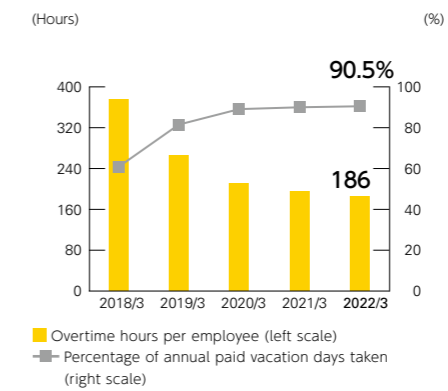
Non-Financial Information

We are working to strengthen sustainable management to achieve both sustainable business growth and the development of a sustainable society. In Sustainable Medium-Term Plans 2023, we have set out targets and specific actions to address material issues in 2023. In the first year of these plans, the fiscal year ended March 31, 2022, we steadily developed initiatives to achieve these targets under the sustainability promotion system we have been maintaining. We will continue to promote measures for reinforcing sustainable management and enhance related training. At the same time, we will make improvements in light of issues that arose in the first year of the plan by reviewing measures and adding new ones.

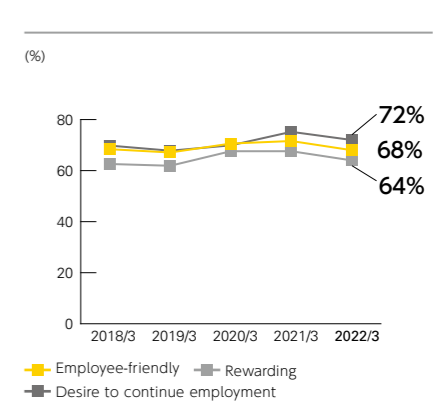
Number of Employees*2 / Operating Revenue per Employee*3



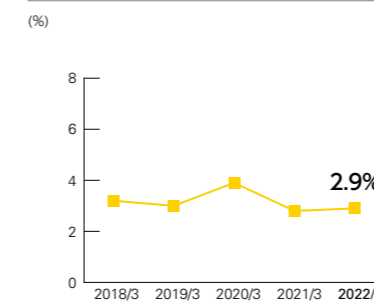
Overtime Hours per Employee*4 / Percentage of Annual Paid Vacation Days Taken*5



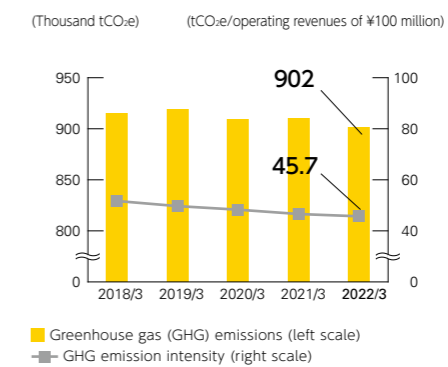
Working Styles Awareness Surveys*6



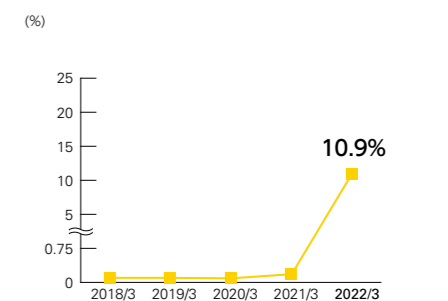
Rate of Resignation*7



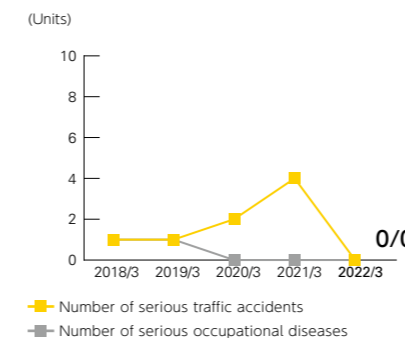
Greenhouse Gas (GHG) Emissions*8 / GHG Emission Intensity



Percentage of Electricity Generated via Renewable Energy Sources*8*9



Number of Serious Traffic Accidents*10 / Number of Serious Occupational Diseases*11



*1 Free cash flows = Cash flows from operating activities + Cash flows from investing activities
 *2 Number of employees as of March 31, 2022
 *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 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 × 100 (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 workstyle 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.) × 100 (Scope: Full-time employees of Yamato Group companies in Japan)
 *8 Scope: consolidated companies in Japan and Swan Co., Ltd.
 *9 Electricity generated via renewable energy sources (MWh) ÷ Total power generated (MWh)
 *10 Fatal traffic accidents (for which the employee is responsible)
 *11 Incidents involving a fatality