

Ten-Year Summary and Business Highlights

Years ended March 31

	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	Millions of Yen 2025/3
RESULTS OF OPERATIONS:										
Operating revenue	1,416,413	1,466,852	1,538,813	1,625,315	1,630,146	1,695,867	1,793,618	1,800,668	1,758,626	1,762,696
Operating costs	1,306,200	1,385,492	1,452,485	1,513,988	1,526,102	1,538,524	1,654,085	1,687,241	1,664,317	1,692,669
Selling, general and administrative expenses	41,672	46,474	50,642	52,981	59,342	65,220	62,333	53,341	54,249	55,820
Operating profit	68,540	34,885	35,685	58,345	44,701	92,121	77,199	60,085	40,059	14,206
Profit before income taxes	68,078	33,037	33,123	52,258	44,581	91,759	81,040	56,815	51,704	54,791
Income taxes	28,414	14,672	14,435	26,308	21,678	34,825	23,968	11,393	13,864	16,435
Profit attributable to owners of parent	39,424	18,053	18,231	25,682	22,324	56,700	55,956	45,898	37,626	37,937
PER SHARE OF COMMON STOCK:										
Basic earnings	96.45	45.37	46.24	65.14	56.78	151.55	151.03	126.64	107.23	111.87
Diluted earnings	95.64	-	-	-	-	-	-	-	-	-
Cash dividends	28.00	27.00	27.00	28.00	41.00	46.00	46.00	46.00	46.00	46.00
Net assets per share	1,349.56	1,367.51	1,395.74	1,435.15	1,441.20	1,553.45	1,611.34	1,684.87	1,708.00	1,806.52
Stock price (closing), end of year	2,247	2,332.5	2,668.5	2,859	1,697	3,035	2,293	2,269	2,158	1961.5
FINANCIAL POSITION:										
Working capital	235,884	214,661	164,599	139,834	134,072	139,010	128,037	139,888	150,448	166,521
Equity	537,821	539,179	550,307	565,841	555,173	576,367	590,542	610,380	585,755	589,259
Total assets	1,089,436	1,114,672	1,114,870	1,123,659	1,100,739	1,089,991	1,086,854	1,107,587	1,135,895	1,267,428
Capital expenditures	53,945	48,993	54,482	79,838	55,033	55,431	78,572	55,691	62,359	126,319
Depreciation and amortization	46,739	46,114	46,423	51,346	55,083	48,861	35,524	41,557	44,294	48,586
Net cash provided by operating activities	49,715	73,324	51,728	118,093	74,433	123,921	52,016	89,953	64,333	47,732
KEY RATIOS:										
Operating profit margin (%)	4.8	2.4	2.3	3.6	2.7	5.4	4.3	3.3	2.3	0.8
Net margin (%)	2.8	1.2	1.2	1.6	1.4	3.3	3.1	2.5	2.1	2.1
Return on assets (ROA) (%)	3.6	1.6	1.6	2.3	2.0	5.2	5.1	4.2	3.4	3.1
Return on equity (ROE) (%)	7.1	3.4	3.3	4.6	4.0	10.0	9.6	7.6	6.3	6.5
Return on invested capital (ROIC) (%)	6.7	3.4	3.5	5.9	4.6	9.7	8.4	6.4	4.2	1.4
Current ratio (%)	167.8	157.7	141.7	134.1	132.8	135.7	136.3	140.6	143.5	147.0
Shareholders' equity ratio (%)	49.4	48.4	49.4	50.4	50.4	52.9	54.3	55.1	51.6	46.5
Asset turnover (Times)	1.3	1.3	1.4	1.5	1.5	1.5	1.6	1.6	1.5	1.4
D/E ratio (Times)	0.32	0.33	0.28	0.20	0.22	0.11	0.08	0.08	0.16	0.29
Price earnings ratio (PER) (Times)	23.3	51.4	57.7	43.9	29.9	20.0	15.2	17.9	20.1	17.5
Price book-value ratio (PBR) (Times)	1.7	1.7	1.9	2.0	1.2	2.0	1.4	1.3	1.3	1.1
NON-FINANCIAL DATA:										
Number of employees	196,582	201,784	213,096	225,125	224,945	223,191	216,873	210,197	177,430	172,822
Full-time	89,112	90,737	93,534	97,587	98,744	96,829	94,473	92,727	88,917	88,102
Part-time	107,470	111,047	119,562	127,538	126,201	126,362	122,400	117,470	88,513	84,720
Parcel delivery volume (Millions of parcels)	1,698	1,800	1,758	1,668	1,627	1,803	1,890	1,926	1,886	1,961
Parcel delivery unit price (Yen)	586	574	615	702	726	704	700	703	721	711
Nekopos and Kuroneko Yu-Packet volume (Millions of parcels)	32	67	78	135	172	293	384	413	409	391
Nekopos and Kuroneko Yu-Packet unit price (Yen)	171	171	181	191	201	195	190	189	190	189
Kuroneko DM-Bin and Kuroneko Yu-Mail volume (Millions of parcels)	1,536	1,542	1,464	1,211	987	826	824	800	626	110
Kuroneko DM-Bin and Kuroneko Yu-Mail unit price (Yen)	57	55	56	60	65	67	67	67	68	79

Note: Parcel delivery includes TA-Q-BIN, TA-Q-BIN Compact, and EAZY. Kuroneko Yu-Packet, which uses Japan Post's delivery network, was launched in October 2023. On January 31, 2024, Yamato Transport terminated its Kuroneko DM-Bin delivery service and relaunched it as the new service Kuroneko Yu-Mail, which uses Japan Post's delivery network.

