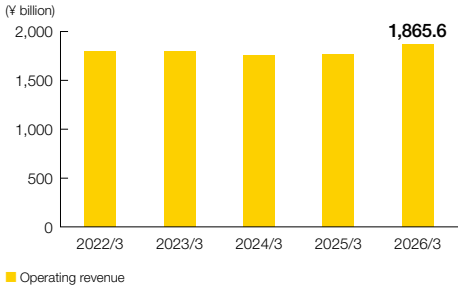
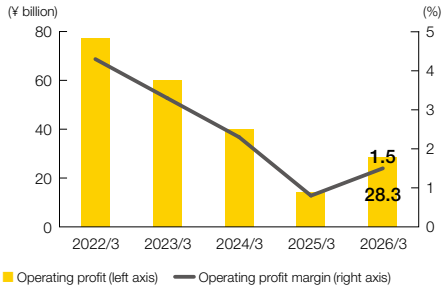
Performance Highlights Fiscal Year Ended March 31, 2026

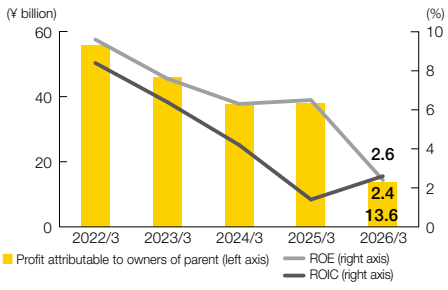
Operating Revenue



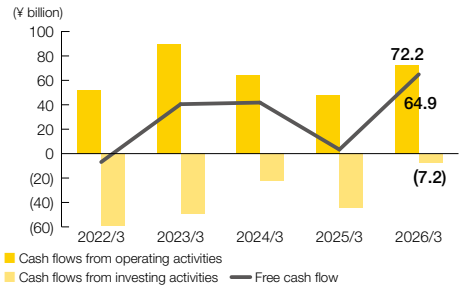
Operating Profit / Operating Profit Margin



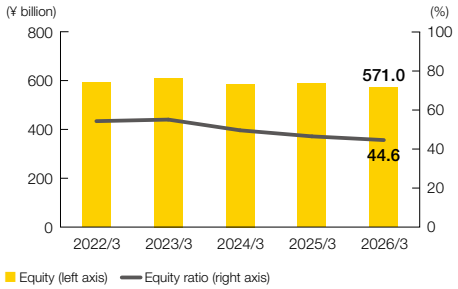
Profit Attributable to Owners of Parent / ROE[1] / ROIC[2]



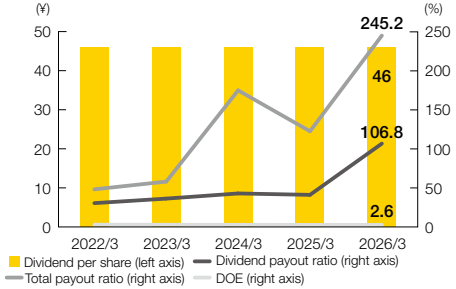
Operating and Investing Cash Flows / Free Cash Flow[3]



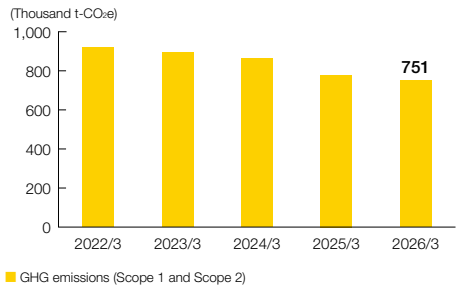
Equity / Equity Ratio



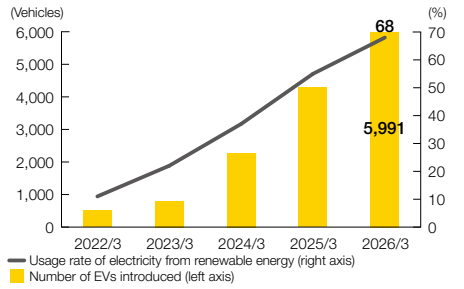
Shareholder Returns



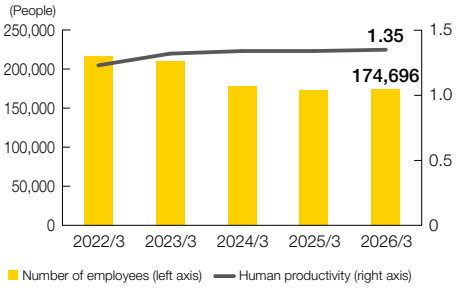
GHG Emissions[4]



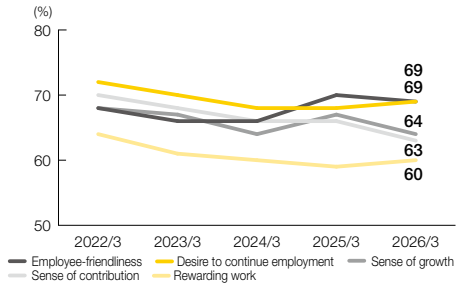
Usage Rate of Electricity from Renewable Energy[4, 5] / Number of EVs Introduced[6]



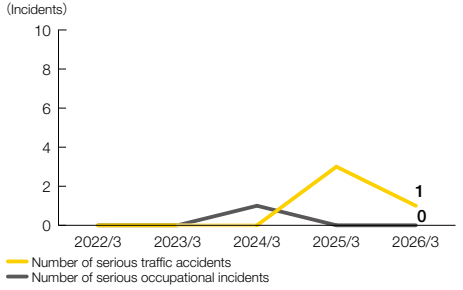
Number of Employees / Human Productivity[7]



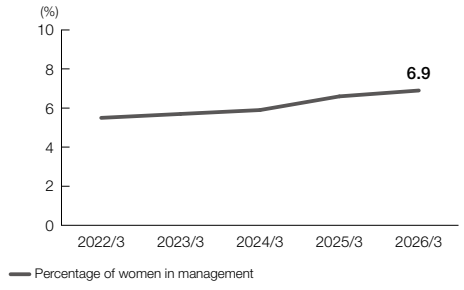
Employee Awareness Surveys[4, 8]



Number of Serious Traffic Accidents[9] / Number of Serious Occupational Incidents[4, 10]



Percentage of Women in Management



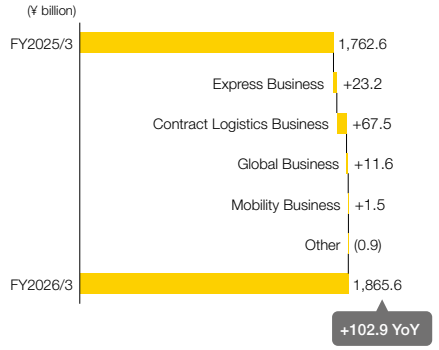
1. Return on equity (ROE) = Profit attributable to owners of parent ÷ Average equity during the period 2. Return on invested capital (ROIC) = Net operating profit after tax ÷ (Average interest-bearing liabilities during the period + Average equity during the period)
3. Free cash flow = Cash flows from operating activities + Cash flows from investing activities 4. Scope: Consolidated companies in Japan and Swan Co., Ltd. 5. Electricity generated from renewable energy sources (MWh) ÷ Total power generated (MWh)
6. Scope: Yamato Transport Co., Ltd. 7. Human productivity = (Consolidated operating revenue – Consolidated subcontracting expenses) ÷ Consolidated personnel expenses 8. Awareness surveys regarding working styles administered on an annual basis
9. Fatal traffic accidents (for which the employee is responsible) 10. Incidents involving a fatality

Ten-Year Summary and Business Highlights Years ended March 31

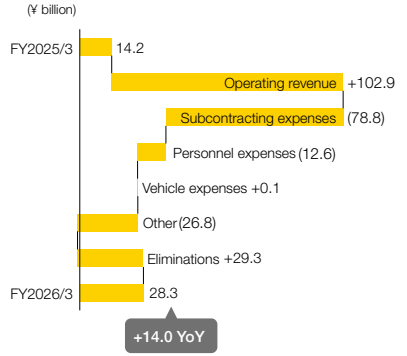
	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
RESULTS OF OPERATIONS:										Millions of Yen
Operating revenue	1,466,852	1,538,813	1,625,315	1,630,146	1,695,867	1,793,618	1,800,668	1,758,626	1,762,696	**1,865,675**
Operating costs	1,385,492	1,452,485	1,513,988	1,526,102	1,538,524	1,654,085	1,687,241	1,664,317	1,692,669	**1,776,935**
Selling, general and administrative expenses	46,474	50,642	52,981	59,342	65,220	62,333	53,341	54,249	55,820	**60,435**
Operating profit	34,885	35,685	58,345	44,701	92,121	77,199	60,085	40,059	14,206	**28,304**
Profit before income taxes	33,037	33,123	52,258	44,581	91,759	81,040	56,815	51,704	54,791	**29,854**
Income taxes	14,672	14,435	26,308	21,678	34,825	23,968	11,393	13,864	16,435	**16,140**
Profit attributable to owners of parent	18,053	18,231	25,682	22,324	56,700	55,956	45,898	37,626	37,937	**13,662**
PER SHARE OF COMMON STOCK:										Yen
Basic earnings	45.37	46.24	65.14	56.78	151.55	151.03	126.64	107.23	111.87	**43.07**
Diluted earnings	—	—	—	—	—	—	—	—	—	**—**
Cash dividends	27.00	27.00	28.00	41.00	46.00	46.00	46.00	46.00	46.00	**46.00**
Net assets per share	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	**1,803.21**
Stock price (closing), end of year	2,332.5	2,668.5	2,859	1,697	3,035	2,293	2,269	2,158	1,961.5	**1,744.5**
FINANCIAL POSITION:										Millions of Yen
Working capital	214,661	164,599	139,834	134,072	139,010	128,037	139,888	150,448	166,520	**197,254**
Equity	539,179	550,307	565,841	555,173	576,367	590,542	610,380	585,755	589,259	**571,033**
Total assets	1,114,672	1,114,870	1,123,659	1,100,739	1,089,991	1,086,854	1,107,587	1,181,782	1,267,428	**1,280,170**
Capital expenditures	48,993	54,482	79,838	55,033	55,431	78,572	55,691	62,359	126,319	**69,886**
Depreciation and amortization	46,114	46,423	51,346	55,083	48,861	35,524	41,557	44,294	48,586	**53,200**
Net cash provided by operating activities	73,324	51,728	118,093	74,433	123,921	52,016	89,953	64,333	47,732	**72,218**
KEY RATIOS:										
Operating profit margin (%)	2.4	2.3	3.6	2.7	5.4	4.3	3.3	2.3	0.8	**1.5**
Net margin (%)	1.2	1.2	1.6	1.4	3.3	3.1	2.5	2.1	2.2	**0.7**
Return on assets (ROA) (%)	1.6	1.6	2.3	2.0	5.2	5.1	4.2	3.4	3.1	**1.1**
Return on equity (ROE) (%)	3.4	3.3	4.6	4.0	10.0	9.6	7.6	6.3	6.5	**2.4**
Return on invested capital (ROIC) (%)	3.4	3.5	5.9	4.6	9.7	8.4	6.4	4.2	1.4	**2.6**
Current ratio (%)	157.7	141.7	134.1	132.8	135.7	136.3	140.6	143.5	147.0	**155.0**
Shareholders' equity ratio (%)	48.4	49.4	50.4	50.4	52.9	54.3	55.1	49.6	46.5	**44.6**
Asset turnover (Times)	1.3	1.4	1.5	1.5	1.5	1.6	1.6	1.5	1.4	**1.5**
D/E ratio (Times)	0.33	0.28	0.20	0.22	0.11	0.08	0.08	0.16	0.29	**0.34**
Price earnings ratio (PER) (Times)	51.4	57.7	43.9	29.9	20.0	15.2	17.9	20.1	17.5	**40.5**
Price book-value ratio (PBR) (Times)	1.7	1.9	2.0	1.2	2.0	1.4	1.3	1.3	1.1	**1.0**
NON-FINANCIAL DATA:										
Number of employees	201,784	213,096	225,125	224,945	223,191	216,873	210,197	177,430	172,822	**174,696**
Full-time	90,737	93,534	97,587	98,744	96,829	94,473	92,727	88,917	88,102	**87,347**
Part-time	111,047	119,562	127,538	126,201	126,362	122,400	117,470	88,513	84,720	**87,349**
Parcel delivery volume (Millions of parcels)	1,800	1,758	1,668	1,627	1,803	1,890	1,926	1,886	1,961	**1,941**
Parcel delivery unit price (Yen)	574	615	702	726	704	700	703	721	711	**726**
Nekopos and *Kuroneko Yu-Packet* volume (Millions of parcels)	67	78	135	172	293	384	413	409	391	**451**
Nekopos and *Kuroneko Yu-Packet* unit price (Yen)	171	181	191	201	195	190	189	190	189	**190**
Kuroneko DM-Bin and *Kuroneko Yu-Mail* volume (Millions of parcels)	1,542	1,464	1,211	987	826	824	800	626	110	**95**
Kuroneko DM-Bin and *Kuroneko Yu-Mail* unit price (Yen)	55	56	60	65	67	67	67	68	79	**86**

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.

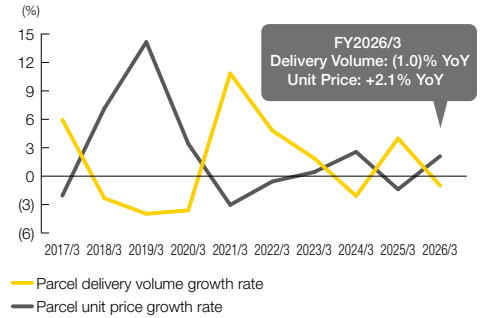
Analysis of Operating Revenue



Analysis of Operating Profit



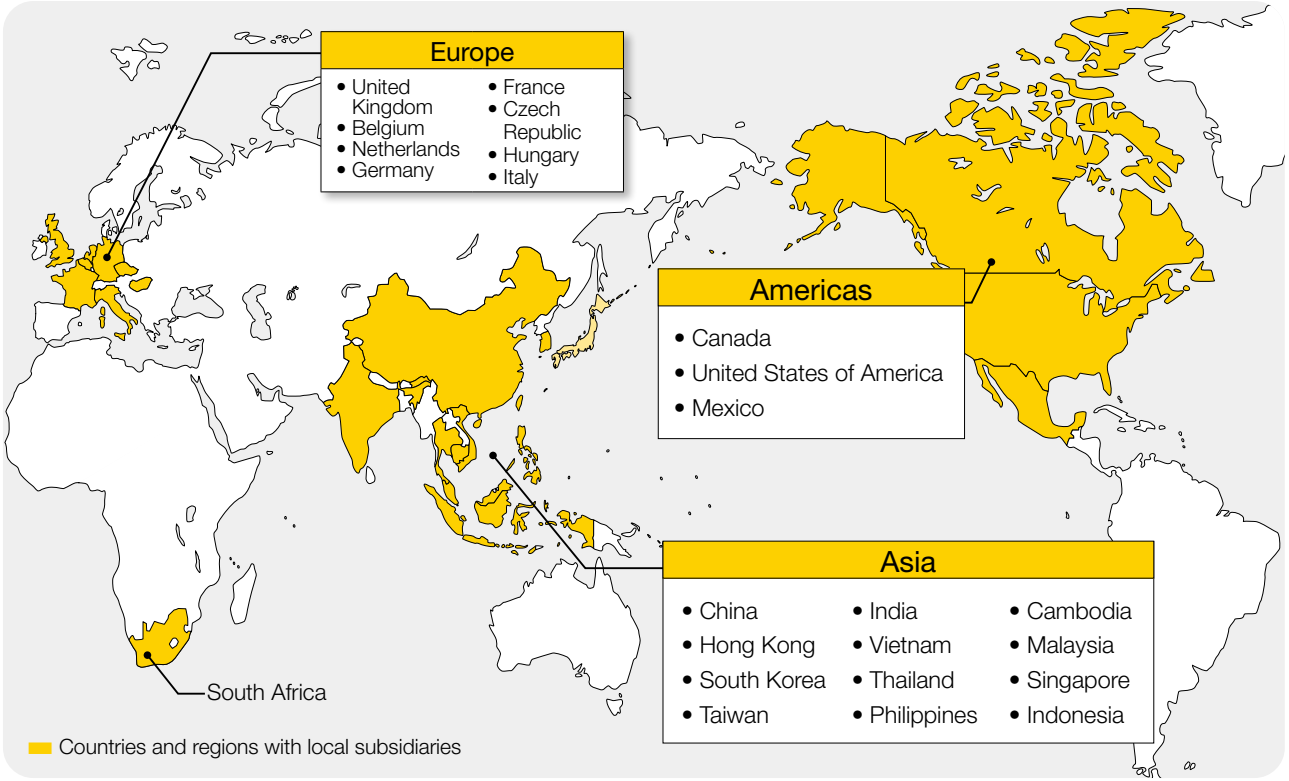
Growth Rates of Parcel Delivery Volume and Unit Price (YoY)



Global Network / External Recognition

22 overseas subsidiaries

24 countries and regions of operation
(including representative offices and branch offices)



Inclusion in SRI Indexes

- FTSE4Good Index Series
- FTSE Blossom Japan Index
- FTSE Blossom Japan Sector Relative Index
- MSCI Selection Indexes
- MSCI Nihonkabu ESG Select Leaders Index
- MSCI Japan ESG Select Leaders Index
- SOMPO Sustainability Index
- S&P/JPX Carbon Efficient Index
- Morningstar Japan ex-REIT Gender Diversity Tilt Index
- Dow Jones Best-in-Class Asia Pacific Index

FTSE4Good

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

2026 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

2026 Sompo Sustainability Index

S&P/JPX Carbon Efficient Index

Environment

- Eco-First Company
- ESG Finance Award in Environmentally Sustainable Company Category
- Sustainability Yearbook
- CDP

Society

- KENKO Investment for Health Outstanding Organization

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門

2026 健康経営優良法人 KENKO Investment for Health 中小規模法人部門

Six Yamato Group companies were recognized as 2026 Outstanding Organizations of KENKO Investment for Health by Japan's Ministry of Economy, Trade and Industry (METI).
- Large Enterprise Category: Yamato System Development Co., Ltd., Yamato Box Charter Co., Ltd.
- SME Category: Yamato Contact Service Co., Ltd., Kobe Yamato Transport Co., Ltd., Box Charter Co., Ltd., Yamato Group Health Insurance Society

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Corporate Data / Stock Information As of March 31, 2026

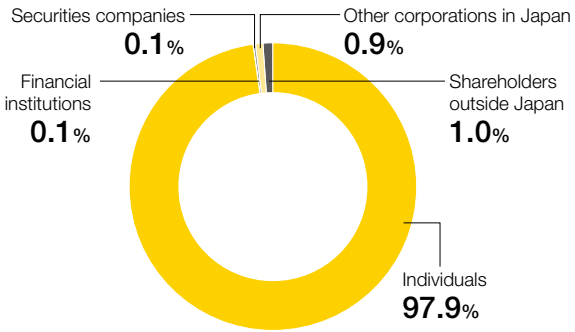
Company Name	Yamato Holdings Co., Ltd.
Head Office	16-10, Ginza 2-chome, Chuo-ku, Tokyo 104-8125 Japan Telephone: 81-3-3541-4141
Established	November 29, 1919
Registered	April 9, 1929
Paid-In Capital	127,234 million yen
Website	https://www.yamato-hd.co.jp/english/
Fiscal Year	From April 1 to March 31
Common Stock	Authorized: 1,787,541,000 shares Issued: 360,496,492 shares
Stock Exchange Listing	Tokyo Stock Exchange, Prime Market (Securities Code: 9064)
Transfer Agent and Registrar	Mizuho Trust & Banking Co., Ltd.
General Meeting of Shareholders	Held in June
Auditor	Deloitte Touche Tohmatsu LLC

Principal Shareholders

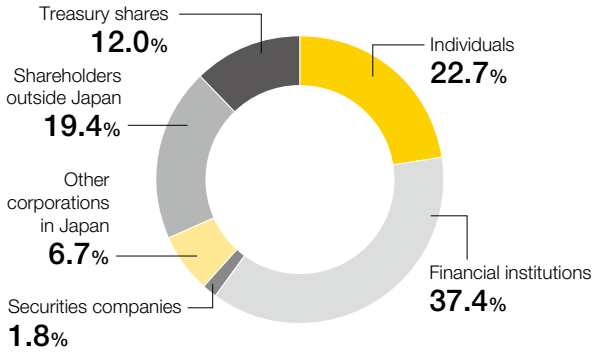
	Ownership Percentage
The Master Trust Bank of Japan, Ltd. (Trust Account)	15.18%
Yamato Employees' Shareholding Association	9.73%
Custody Bank of Japan, Ltd. (Trust Account)	6.84%
Meiji Yasuda Life Insurance Company	4.67%
Nippon Life Insurance Company	4.66%
STATE STREET BANK AND TRUST COMPANY 505001	3.26%
Mizuho Bank, Ltd.	3.23%
GOLDMAN, SACHS & CO. REG	2.48%
Yamato Trading-Partner Shareholding Association	2.44%
Toyota Motor Corporation	1.81%
Total	**54.30%**

Note: Ownership percentage is calculated excluding treasury shares.

Shareholder Composition



Shareholding Ratio



Stock Price and Trading Volume

