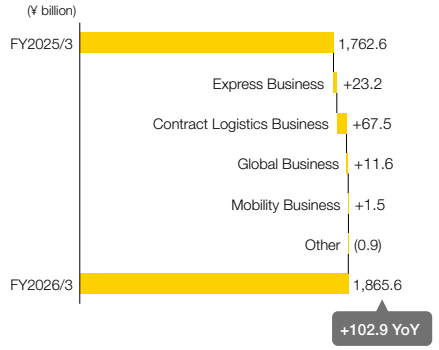
Ten-Year Summary and Business Highlights Years ended March 31

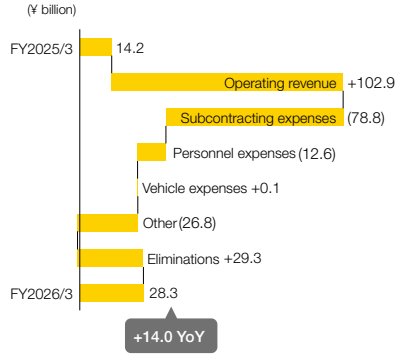
	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
RESULTS OF OPERATIONS:										Millions of Yen
Operating revenue	1,466,852	1,538,813	1,625,315	1,630,146	1,695,867	1,793,618	1,800,668	1,758,626	1,762,696	**1,865,675**
Operating costs	1,385,492	1,452,485	1,513,988	1,526,102	1,538,524	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)

