



# Yamato Group Overview of Consolidated Results

< 2nd Quarter of Fiscal Year Ending March 2022 >

November 15, 2021



# 1. Progress of Structural Reform

## Steady progress in structural reform based on Mid-term Management Plan “One YAMATO 2023”

- Evolve from a business structure centered around “TA-Q-BIN”, to one that can provide value from End to End, covering the entire process of customers’ businesses
- A structure that can flexibly offer optimal operations that match the needs of customers

Accelerate structural reform, with the aim of achieving the targets for the final year (March 2024) of the Mid-term Management Plan, as well as the sustainable growth thereafter

## 2. Establishing the “EC Logistics Network”

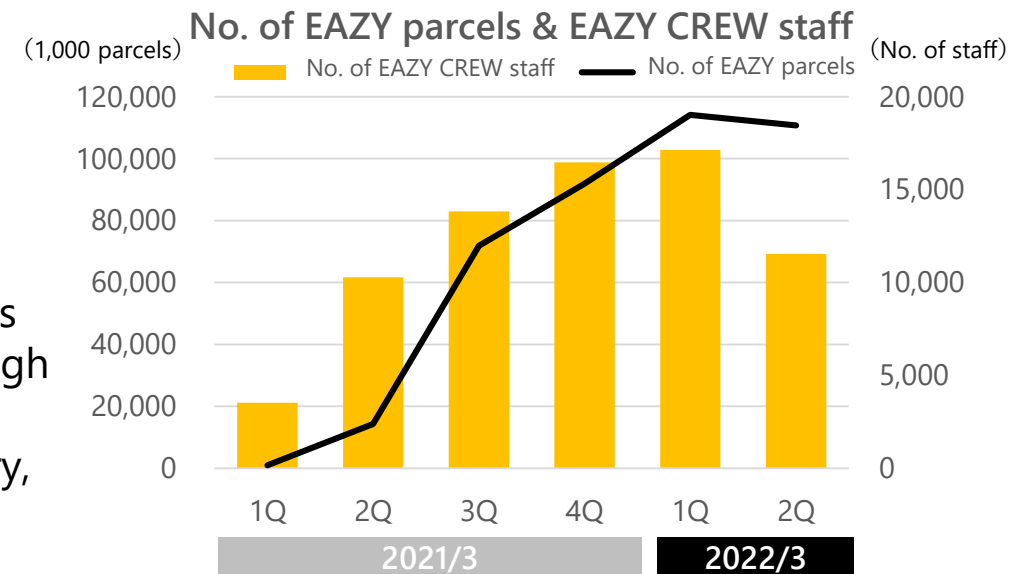
Establish a new “EC Logistics Network”, with the aim of creating a business model that can accommodate the diverse needs of the rapidly growing EC industry

### ✓ Reform cost structure by establishing a new “EC Logistics Network”

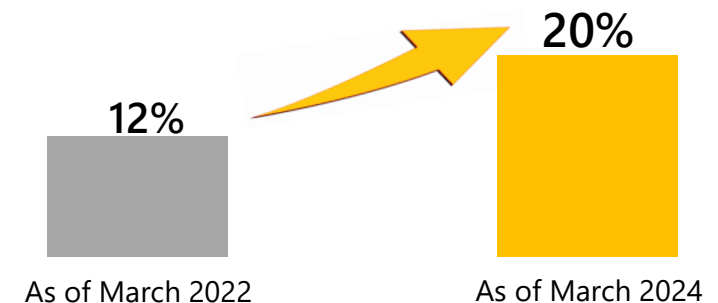
- Create a logistics network dedicated to EC, covering the pick-up, sorting, transportation and delivery of EC parcels
- The “EC Logistics Network” will cover urban areas with high parcel density, while in areas where it is more efficient to use the TA-Q-BIN network for transportation and delivery, the parcels will be added on to the TA-Q-BIN network volume, thereby improving productivity

A network that can flexibly adapt to demand volatility

- Resource allocation based on customer demand
- Making the delivery cost a variable expense, through enhanced collaboration with partners

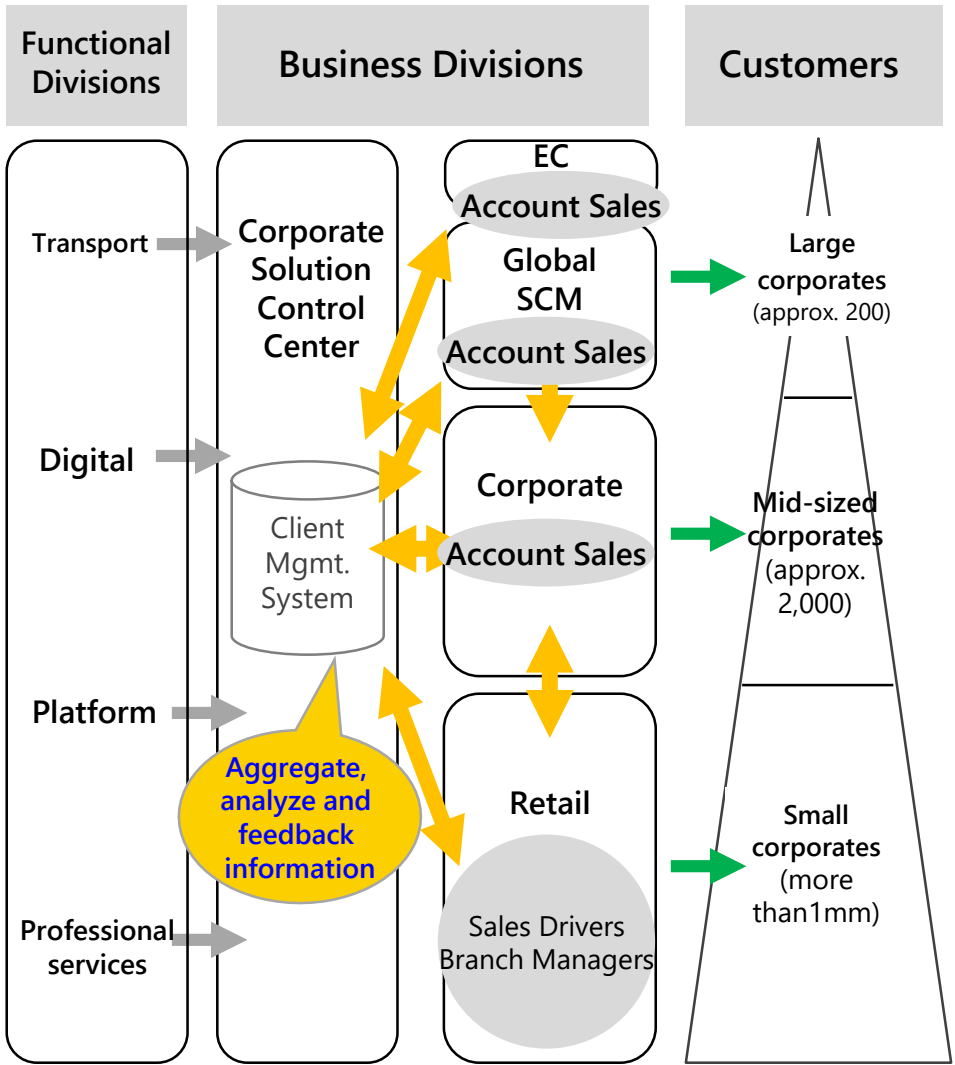


Ratio of EC Logistics Network volume against total volume (estimate)

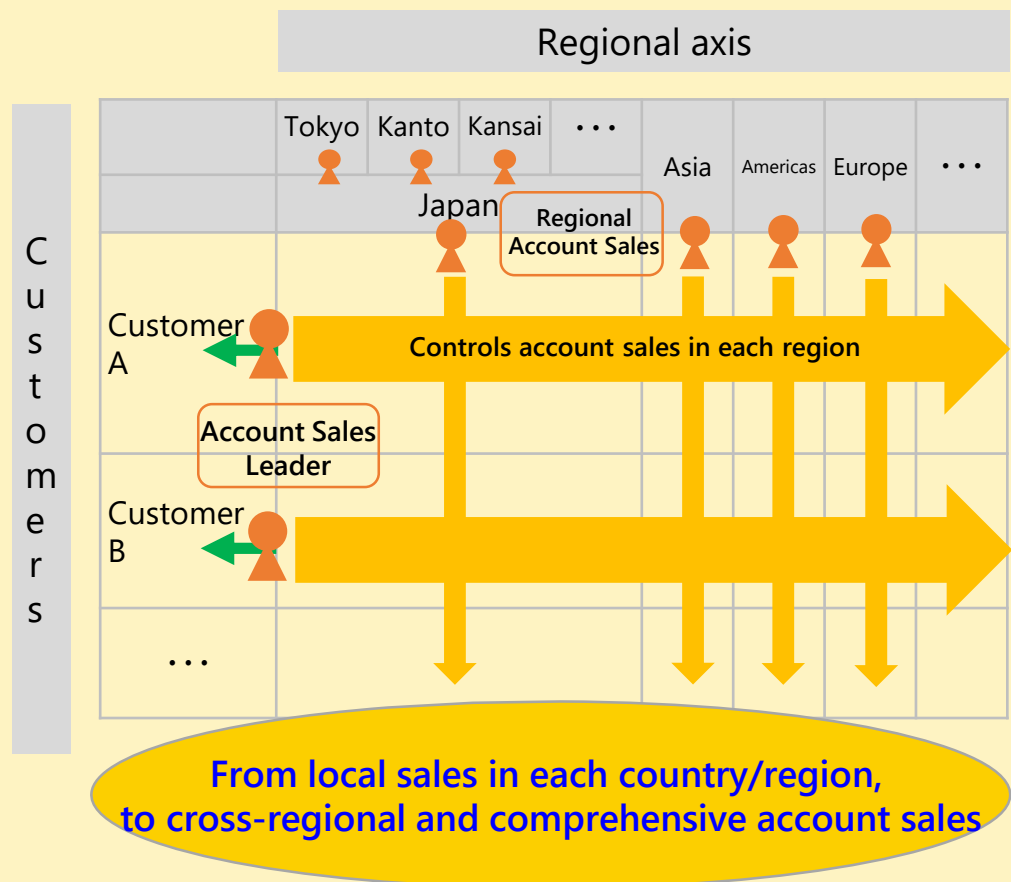


# 3. Reinforcing the Corporate Logistics Business

Strengthen One YAMATO account management, with the aim of providing value not only in the last mile but also in the upstream areas



**Account sales structure** (image)  
Provide supply chain solutions integrated throughout Japan and overseas for each customer (account)

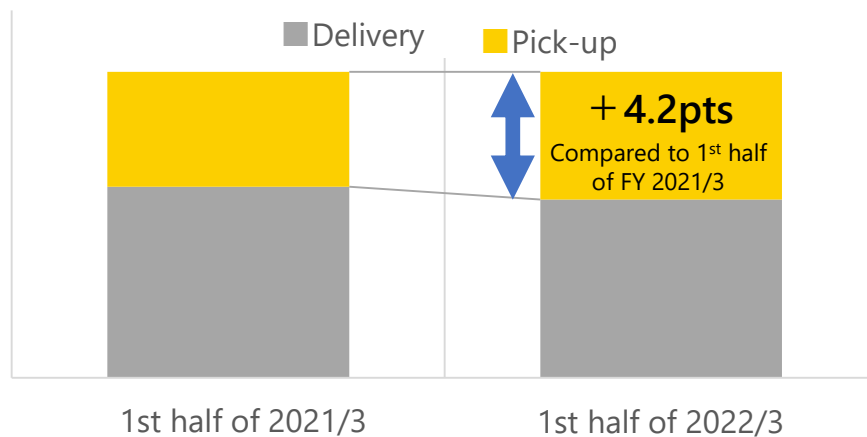


# 4. Reinforcing Corporate Logistics Business

## ✓ Providing value to small corporates

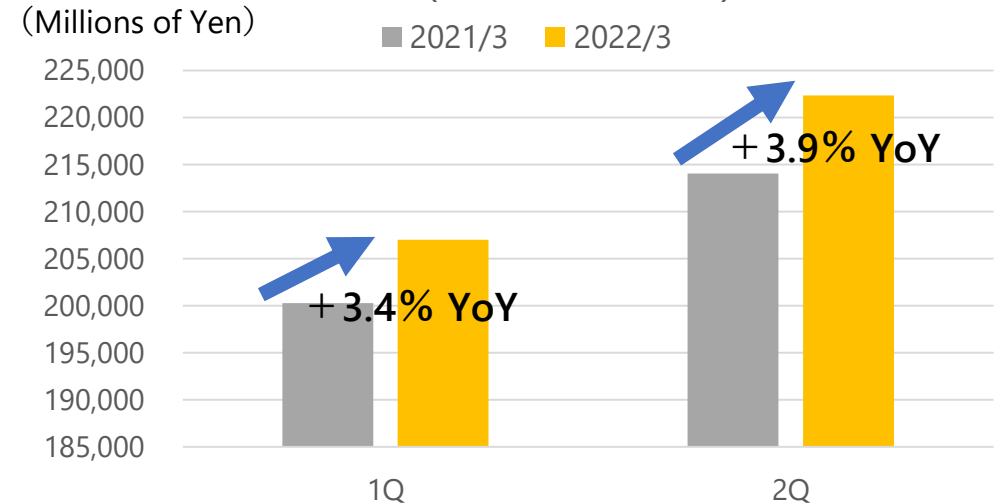
- Create more time for Sales Drivers (SD) to face customers, and strengthen pick-up and sales operations
  - ⇒ Rise in the ratio of pick-ups among the SD's operational mix of pick-up VS delivery
  - ⇒ Steady growth in operating revenue from external customers of the Retail Division

Mix of No. of parcels handled by SD



Operating revenue from Unaffiliated Customers

(Retail Business Unit)



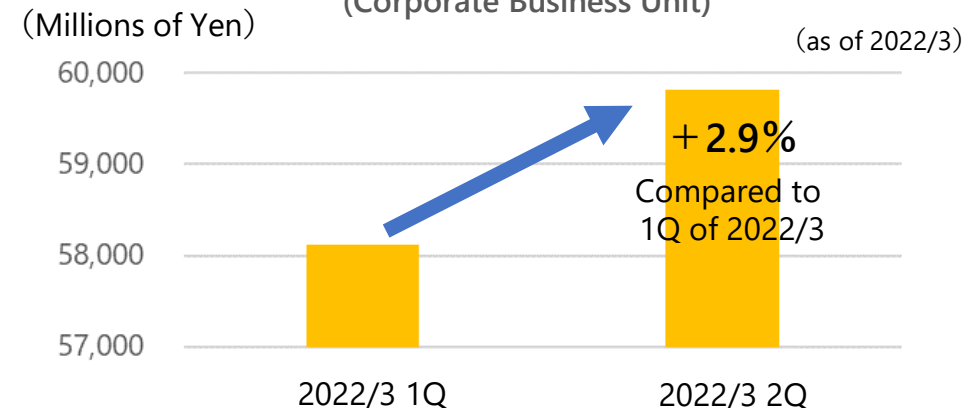
## ✓ Provide value to regional corporates

- Corporate Sales teams unified under One YAMATO will face customers, in consideration of regional characteristics, deepen understanding of their businesses, and provide solutions

## ✓ Provide value to global corporates

- Global SCM Business Division will take the lead in integrating Yamato's domestic facilities and transportation & delivery network with the resources of our international offices and partners, thereby providing globally integrated supply chain solutions

Revenue from logistics support  
(Corporate Business Unit)

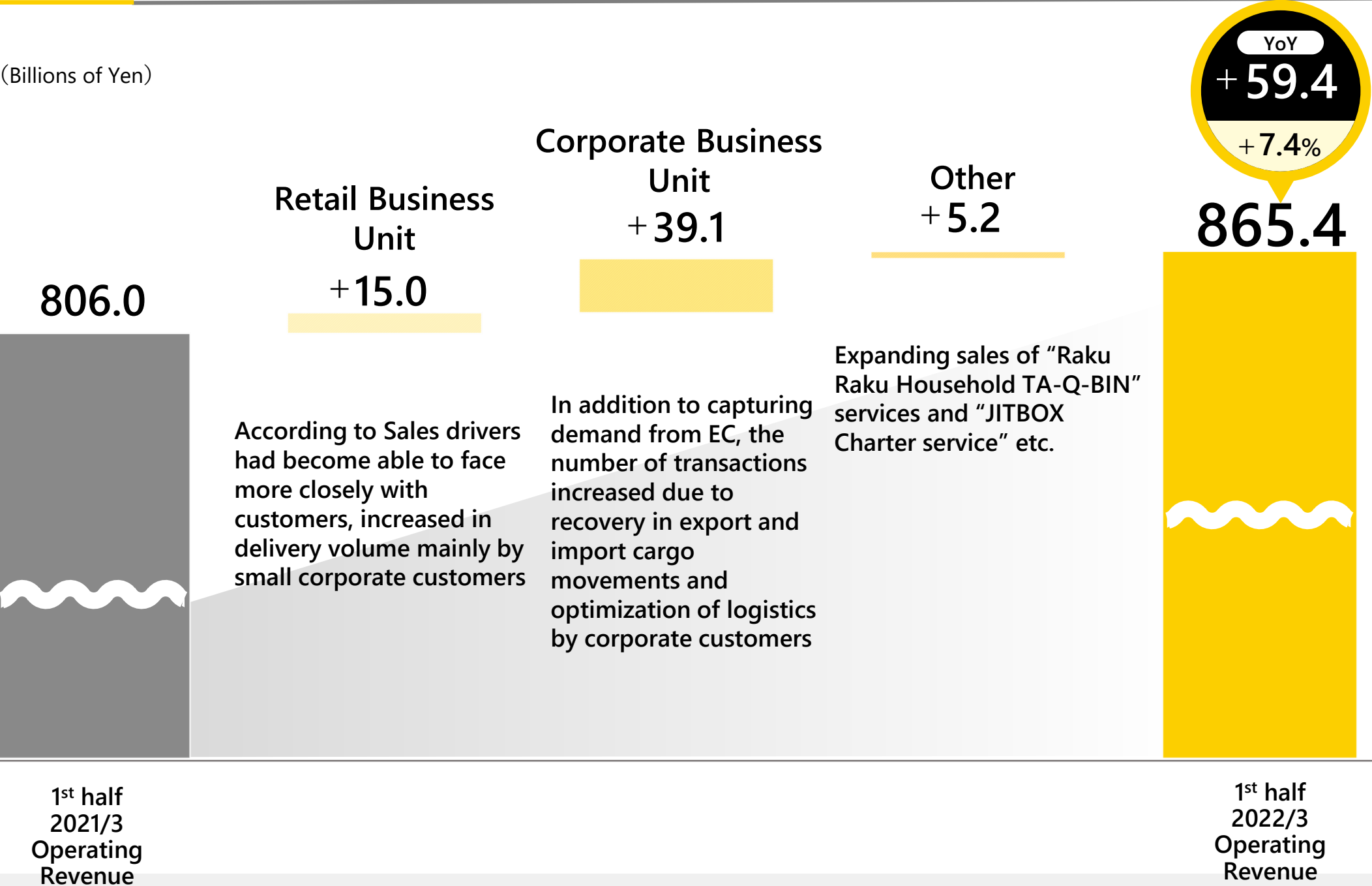


## 5. Operating Results in the 1st half of the Fiscal Year Ending March 31, 2022

(Billions of Yen)	Fiscal Year ended March 31, 2021 1st half Actual	Fiscal Year ending March 31, 2022		
		1st half Actual	YoY Change	
			Amount	[%]
Operating revenue	806.0	865.4	59.4	+ 7.4
Operating profit	26.9	31.6	4.7	+ 17.7
[Profit margin]	3.3%	3.7%	-	-
Ordinary profit	27.9	36.9	8.9	+ 32.2
[Profit margin]	3.5%	4.3%	-	-
Profit attributable to owners of Parent	14.1	14.6	0.4	+ 3.1
[Profit margin]	1.8%	1.7%	-	-

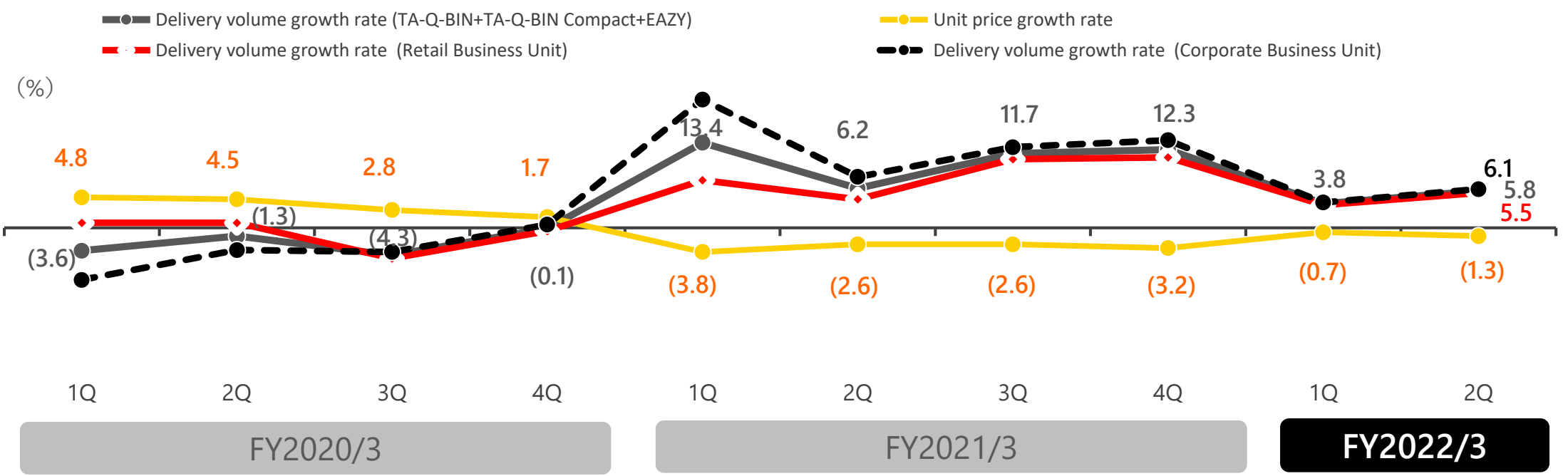
# 6. YoY Analysis of Consolidated Operating Revenue (1st half)

(Billions of Yen)



# 7. Quarterly YoY Trends of Parcel Delivery (TA-Q-BIN, TA-Q-BIN Compact, EAZY) (2nd Quarter July-September)

Increased in delivery volume by responding diverse needs of customers focusing on EC



\* Since the fiscal year ending March 2022, the aggregation method has been changed due to the transfer of customers between segments. However, as the effect is minor, the data before the fiscal year ended March 2021 has not been reclassified.

TA-Q-BIN  
TA-Q-BIN Compact  
EAZY

YoY  
+5.8%  
Volume

YoY  
(1.3)%  
Unit price

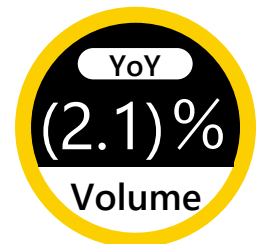
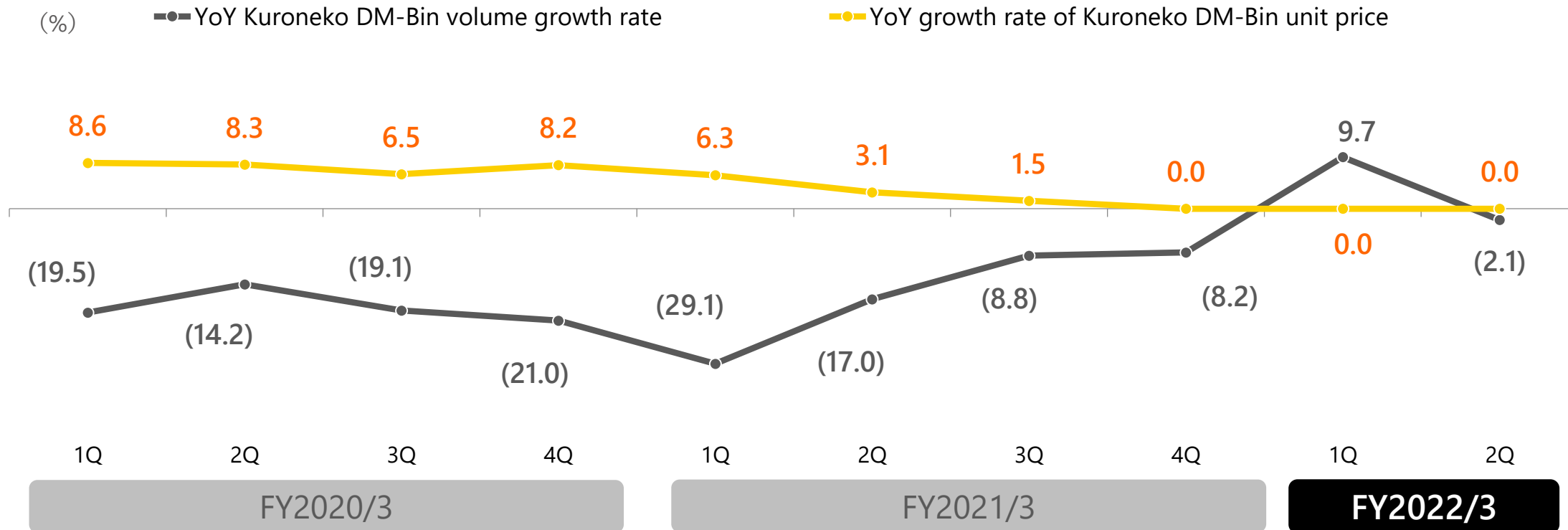
Unit price trend by Segment  
Retail Business Unit : (1.3)%  
Corporate Business Unit : (1.1)%



## 8. Quarterly YoY Trends of Kuroneko DM-Bin (2nd Quarter July-September)

Volume declined, due to factors such as the shrinking of the direct mail market, as well as the impact of the State of Emergency being extended.

(YoY decline from last year's Q2, when demand was strong due to the State of Emergency not being in force)



### Shipment volume by segment(YoY)

Retail Business Unit: (2.0)%  
Corporate Business Unit: (2.1)%

### Unit price trend by segment (YoY)

Retail Business Unit : (0.2)%  
Corporate Business Unit : + 0.3%

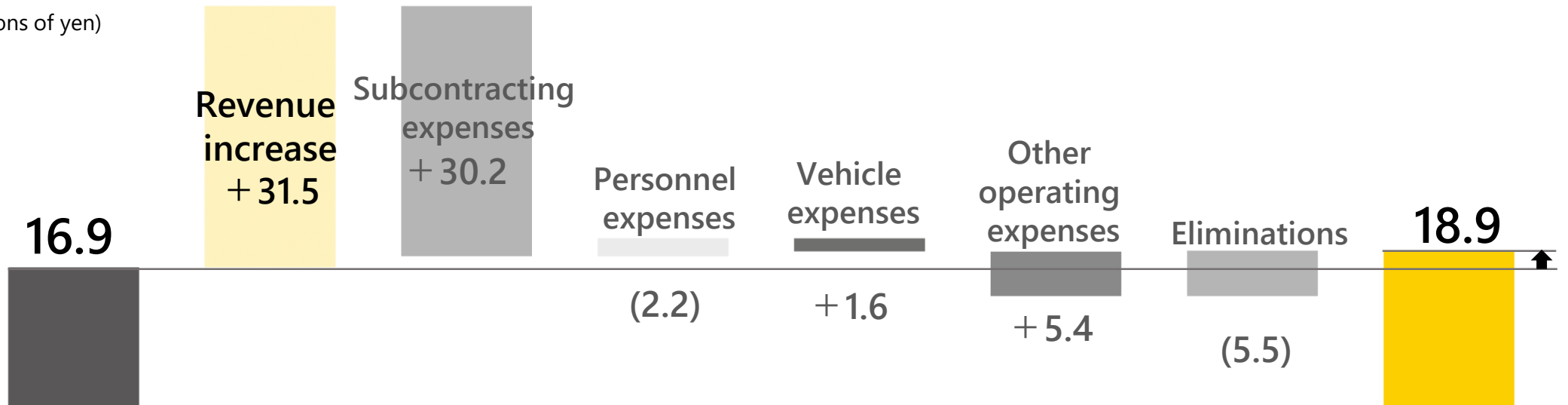
## 9. Summary of Consolidated Operating Expenses (2nd Quarter July-September)

(Millions of Yen)	Fiscal Year ended March 31, 2021 2nd Quarter Actual	Fiscal Year ending March 31, 2022		
		2nd Quarter Actual	YoY Change	
			Amount	[%]
<b>Operating revenue</b>	414,052	<b>445,628</b>	+ 31,576	+ 7.6
<b>Subcontracting expenses</b>	146,448	<b>176,708</b>	+ 30,260	+ 20.7
Commission expenses	63,609	<b>87,464</b>	+ 23,855	+ 37.5
Delivery commission	14,092	<b>21,184</b>	+ 7,092	+ 50.3
Operating outsource	6,806	<b>8,768</b>	+ 1,962	+ 28.8
Other	42,711	<b>57,513</b>	+ 14,802	+ 34.7
Vehicle hiring expenses	49,993	<b>54,110</b>	+ 4,117	+ 8.2
Other subcontracting expenses	32,845	<b>35,132</b>	+ 2,286	+ 7.0
<b>Personnel expenses</b>	223,499	<b>221,276</b>	(2,222)	(1.0)
Employee salary	148,174	<b>148,810</b>	+ 636	+ 0.4
Legal welfare expenses	28,262	<b>27,852</b>	(410)	(1.5)
Retirement benefit expenses	4,998	<b>4,259</b>	(739)	(14.8)
Bonus/Other personnel expenses	42,063	<b>40,354</b>	(1,708)	(4.1)
<b>Vehicle expenses</b>	11,522	<b>13,138</b>	+ 1,615	+ 14.0
Fuel expenses	5,385	<b>6,800</b>	+ 1,415	+ 26.3
<b>Other operating expenses</b>	87,329	<b>92,824</b>	+ 5,495	+ 6.3
Depreciation	11,683	<b>8,468</b>	(3,214)	(27.5)
System expenses	11,535	<b>13,266</b>	+ 1,730	+ 15.0
Other	64,110	<b>71,090</b>	+ 6,979	+ 10.9
<b>Total</b>	468,799	<b>503,948</b>	+ 35,148	+ 7.5
<b>Eliminations</b>	(71,709)	<b>(77,275)</b>	(5,566)	-
<b>Operating expenses</b>	397,089	<b>426,672</b>	+ 29,582	+ 7.4
<b>Operating profits</b>	16,962	<b>18,956</b>	+ 1,993	+ 11.8

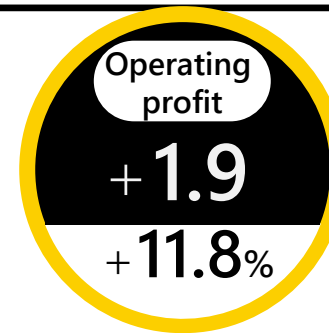
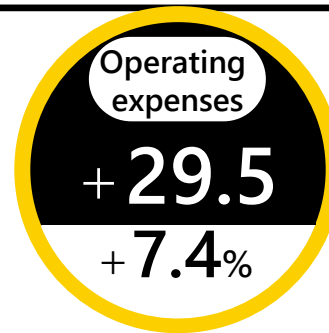
# 10. YoY Analysis of Consolidated Operating Expenses

(2nd Quarter July - September)

(Billions of yen)



2<sup>nd</sup> Quarter  
(July - September)  
2021/3  
Operating profit  
Actual



2<sup>nd</sup> Quarter  
(July - September)  
2022/3  
Operating profit  
Actual

## Subcontracting expenses

Commission expenses	+23.8
Delivery commission	+7.0
Operating outsource	+1.9
Other	+14.8
Vehicle hiring expenses	+4.1
Other subcontracting expenses	+2.2

## Personnel expenses

Employee salary	+0.6
Legal welfare expenses	(0.4)
Retirement benefit Expenses	(0.7)
Bonus/Other personnel expenses	(1.7)

## Vehicle expenses

Fuel expenses	+1.4
Vehicle repair expenses	+0.2

## Other operating expenses

Depreciation	(3.2)
System expenses <sup>※</sup>	+1.7
Facilities expenses	+2.3

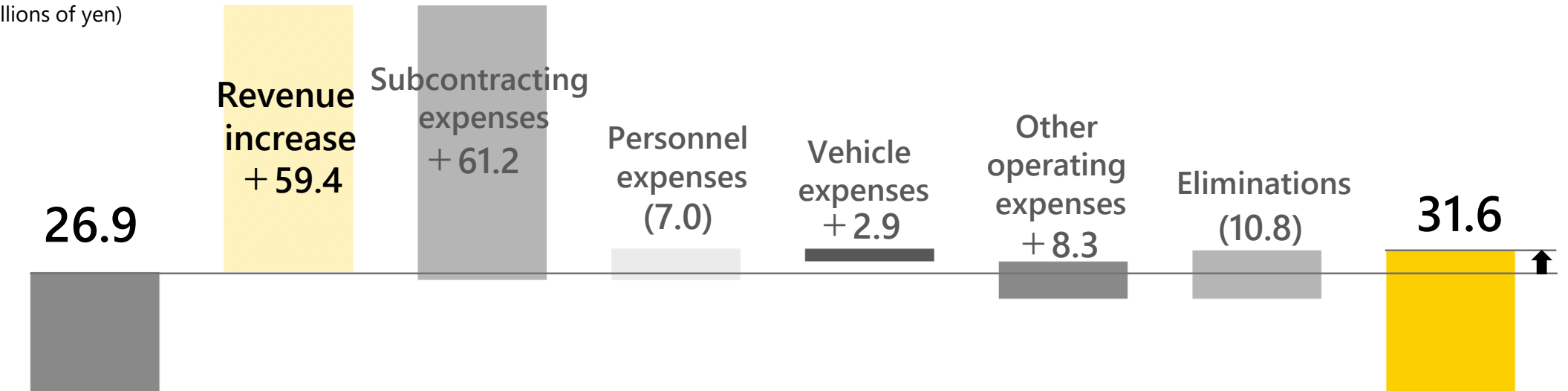
※The name of "Computer expenses" has been changed to "System expenses"

# 11. Summary of Consolidated Operating Expenses (1st half)

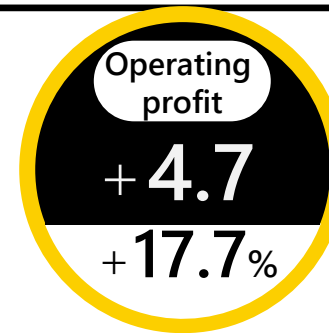
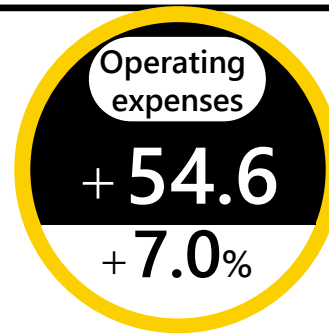
(Millions of Yen)	Fiscal Year ended March 31, 2021 1st Half Actual	Fiscal Year ending March 31, 2022		
		1st Half Actual	YoY Change	
			Amount	[%]
<b>Operating revenue</b>	806,067	<b>865,470</b>	+ 59,402	+ 7.4
<b>Subcontracting expenses</b>	283,012	<b>344,230</b>	+ 61,218	+ 21.6
Commission expenses	121,628	<b>169,128</b>	+ 47,499	+ 39.1
Delivery commission	24,022	<b>42,713</b>	+ 18,691	+ 77.8
Operating outsource	13,851	<b>16,850</b>	+ 2,999	+ 21.7
Other	83,755	<b>109,565</b>	+ 25,810	+ 30.8
Vehicle hiring expenses	98,262	<b>106,454</b>	+ 8,192	+ 8.3
Other subcontracting expenses	63,121	<b>68,647</b>	+ 5,526	+ 8.8
<b>Personnel expenses</b>	442,131	<b>435,097</b>	(7,034)	(1.6)
Employee salary	292,376	<b>294,429</b>	+ 2,053	+ 0.7
Legal welfare expenses	55,014	<b>54,732</b>	(282)	(0.5)
Retirement benefit expenses	10,033	<b>8,224</b>	(1,808)	(18.0)
Bonus/Other personnel expenses	84,708	<b>77,711</b>	(6,996)	(8.3)
<b>Vehicle expenses</b>	22,520	<b>25,447</b>	+ 2,926	+ 13.0
Fuel expenses	9,840	<b>12,447</b>	+ 2,606	+ 26.5
<b>Other operating expenses</b>	171,821	<b>180,216</b>	+ 8,394	+ 4.9
Depreciation	22,423	<b>16,855</b>	(5,568)	(24.8)
System expenses	22,567	<b>26,300</b>	+ 3,732	+ 16.5
Other	126,830	<b>137,060</b>	+ 10,230	+ 8.1
<b>Total</b>	919,486	<b>984,991</b>	+ 65,505	+ 7.1
<b>Eliminations</b>	(140,334)	<b>(151,211)</b>	(10,877)	-
<b>Operating expenses</b>	779,152	<b>833,779</b>	+ 54,627	+ 7.0
<b>Operating profits</b>	26,915	<b>31,690</b>	+ 4,774	+ 17.7

# 12. YoY Analysis of Consolidated Operating Expenses (1st half)

(Billions of yen)



1st half  
2021/3  
Operating profit  
Actual



1st half  
2022/3  
Operating profit  
Actual

## Subcontracting expenses

Commission expenses	+47.4
Delivery commission	+18.6
Operating outsource	+2.9
Other	+25.8
Vehicle hiring expenses	+8.1
Other subcontracting expenses	+5.5

## Personnel expenses

Employee salary	+2.0
Legal welfare expenses	(0.2)
Retirement benefit Expenses	(1.8)
Bonus/Other personnel expenses	(6.9)

## Vehicle expenses

Fuel expenses	+2.6
Vehicle repair expenses	+0.3

## Other operating expenses

Depreciation	(5.5)
System expenses※	+3.7
Facilities expenses	+4.1

※The name of "Computer expenses" has been changed to "System expenses"

# 13. Consolidated Operating Expenses (Quarterly)

(Millions of Yen)	2021/3												2022/3					
	First Quarter			Second Quarter			Third Quarter			Fourth Quarter			First Quarter			Second Quarter		
	Actual (Apr-Jun)	YoY Change		Actual (Jul-Sep)	YoY Change		Actual (Oct-Dec)	YoY Change		Actual (Jan-Mar)	YoY Change		Actual (Apr-Jun)	YoY Change		Actual (Jul-Sep)	YoY Change	
		Amount	[%]		Amount	[%]		Amount	[%]		Amount	[%]		Amount	[%]		Amount	[%]
<b>Operating revenue</b>	392,015	+ 10,288	+ 2.7	414,052	(4,347)	(1.0)	489,608	+ 32,010	+ 7.0	400,191	+ 27,768	+ 7.5	<b>419,841</b>	+ 27,825	+ 7.1	<b>445,628</b>	+ 31,576	+ 7.6
<b>Subcontracting expenses</b>	136,564	(11,176)	(7.6)	146,448	(6,479)	(4.2)	172,120	+ 11,650	+ 7.3	156,871	+ 16,175	+ 11.5	<b>167,522</b>	+ 30,958	+ 22.7	<b>176,708</b>	+ 30,260	+ 20.7
Commission expenses	58,019	+ 456	+ 0.8	63,609	+ 3,537	+ 5.9	76,775	+ 13,713	+ 21.7	70,364	+ 17,014	+ 31.9	<b>81,663</b>	+ 23,643	+ 40.8	<b>87,464</b>	+ 23,855	+ 37.5
Delivery commission	9,930	(766)	(7.2)	14,092	+ 3,960	+ 39.1	19,832	+ 9,525	+ 92.4	18,570	+ 11,628	+ 167.5	<b>21,529</b>	+ 11,599	+ 116.8	<b>21,184</b>	+ 7,092	+ 50.3
Operating outsource	7,044	+ 526	+ 8.1	6,806	(569)	(7.7)	9,463	+ 1,305	+ 16.0	6,947	+ 720	+ 11.6	<b>8,082</b>	+ 1,037	+ 14.7	<b>8,768</b>	+ 1,962	+ 28.8
Other	41,045	+ 696	+ 1.7	42,711	+ 146	+ 0.3	47,481	+ 2,884	+ 6.5	44,846	+ 4,667	+ 11.6	<b>52,052</b>	+ 11,008	+ 26.8	<b>57,513</b>	+ 14,802	+ 34.7
Vehicle hiring expenses	48,269	(1,578)	(3.2)	49,993	(1,245)	(2.4)	55,720	+ 1,592	+ 2.9	50,417	+ 2,300	+ 4.8	<b>52,344</b>	+ 4,074	+ 8.4	<b>54,110</b>	+ 4,117	+ 8.2
Other subcontracting expenses	30,275	(10,055)	(24.9)	32,845	(8,770)	(21.1)	39,624	(3,656)	(8.4)	36,090	(3,139)	(8.0)	<b>33,514</b>	+ 3,239	+ 10.7	<b>35,132</b>	+ 2,286	+ 7.0
<b>Personnel expenses</b>	218,632	+ 11,050	+ 5.3	223,499	+ 5,334	+ 2.4	226,428	+ 7,034	+ 3.2	209,224	+ 5,326	+ 2.6	<b>213,820</b>	(4,811)	(2.2)	<b>221,276</b>	(2,222)	(1.0)
Employee salary	144,202	+ 1,752	+ 1.2	148,174	+ 21	+ 0.0	154,821	+ 475	+ 0.3	142,882	(1,353)	(0.9)	<b>145,619</b>	+ 1,417	+ 1.0	<b>148,810</b>	+ 636	+ 0.4
Legal welfare expenses	26,751	+ 161	+ 0.6	28,262	+ 310	+ 1.1	27,503	+ 720	+ 2.7	26,634	+ 105	+ 0.4	<b>26,879</b>	+ 128	+ 0.5	<b>27,852</b>	(410)	(1.5)
Retirement benefit expenses	5,034	+ 811	+ 19.2	4,998	+ 790	+ 18.8	5,033	+ 684	+ 15.7	5,098	+ 754	+ 17.4	<b>3,964</b>	(1,069)	(21.2)	<b>4,259</b>	(739)	(14.8)
Bonus/Other personnel expenses	42,645	+ 8,325	+ 24.3	42,063	+ 4,211	+ 11.1	39,069	+ 5,154	+ 15.2	34,608	+ 5,820	+ 20.2	<b>37,357</b>	(5,287)	(12.4)	<b>40,354</b>	(1,708)	(4.1)
<b>Vehicle expenses</b>	10,998	(962)	(8.0)	11,522	(1,028)	(8.2)	11,911	(977)	(7.6)	9,541	(734)	(7.1)	<b>12,308</b>	+ 1,310	+ 11.9	<b>13,138</b>	+ 1,615	+ 14.0
Fuel expenses	4,455	(1,321)	(22.9)	5,385	(1,041)	(16.2)	5,179	(826)	(13.8)	4,812	(611)	(11.3)	<b>5,646</b>	+ 1,191	+ 26.7	<b>6,800</b>	+ 1,415	+ 26.3
<b>Other operating expenses</b>	84,492	(1,263)	(1.5)	87,329	(3,077)	(3.4)	96,089	+ 617	+ 0.6	95,620	+ 9,693	+ 11.3	<b>87,391</b>	+ 2,899	+ 3.4	<b>92,824</b>	+ 5,495	+ 6.3
Depreciation	10,740	(1,524)	(12.4)	11,683	(1,578)	(11.9)	13,105	(1,051)	(7.4)	13,332	(2,066)	(13.4)	<b>8,386</b>	(2,353)	(21.9)	<b>8,468</b>	(3,214)	(27.5)
System expenses	11,031	+ 1,278	+ 13.1	11,535	+ 1,103	+ 10.6	12,678	+ 1,234	+ 10.8	12,660	+ 2,399	+ 23.4	<b>13,033</b>	+ 2,002	+ 18.1	<b>13,266</b>	+ 1,730	+ 15.0
Other	62,719	(1,017)	(1.6)	64,110	(2,602)	(3.9)	70,306	+ 434	+ 0.6	69,627	+ 9,360	+ 15.5	<b>65,970</b>	+ 3,250	+ 5.2	<b>71,090</b>	+ 6,979	+ 10.9
<b>Total</b>	450,687	(2,352)	(0.5)	468,799	(5,250)	(1.1)	506,549	+ 18,323	+ 3.8	471,259	+ 30,461	+ 6.9	<b>481,043</b>	+ 30,356	+ 6.7	<b>503,948</b>	+ 35,148	+ 7.5
<b>Eliminations</b>	(68,625)	(3,413)	-	(71,709)	(3,744)	-	(79,772)	(5,281)	-	(73,442)	(10,443)	-	<b>(73,936)</b>	(5,311)	-	<b>(77,275)</b>	(5,566)	-
<b>Operating expenses</b>	382,062	(5,765)	(1.5)	397,089	(8,994)	(2.2)	426,776	+ 13,041	+ 3.2	397,817	+ 20,018	+ 5.3	<b>407,107</b>	+ 25,044	+ 6.6	<b>426,672</b>	+ 29,582	+ 7.4
<b>Operating profits</b>	9,953	+ 16,054	-	16,962	+ 4,647	+ 37.7	62,831	+ 18,968	+ 43.2	2,374	+ 7,749	-	<b>12,734</b>	+ 2,780	+ 27.9	<b>18,956</b>	+ 1,993	+ 11.8

# 14. Operating Results Forecast for the Fiscal Year Ending March 31, 2022

## (Breakdown by Business Segment)

(Millions of Yen)	Fiscal Year ended March 31, 2021 Actual	Fiscal Year ending March 31, 2022					
		August 2021 Forecast	New Forecast	Forecast Change		YoY Change	
				Amount	[%]	Amount	[%]
<b>Operating revenue</b>	1,695,867	1,765,000	<b>1,790,000</b>	+ 25,000	+ 1.4	+ 94,132	+ 5.6
Retail Business Unit	—	760,700	<b>871,700</b>	+ 111,000	+ 14.6	—	—
Corporate Business Unit	—	926,300	<b>836,300</b>	(90,000)	(9.7)	—	—
Other	—	78,000	<b>82,000</b>	+ 4,000	+ 5.1	—	—
<b>Opreating profit</b>	92,121	95,000	<b>95,000</b>	0	0.0	+ 2,878	+ 3.1
Retail Business Unit	—	89,000	<b>85,000</b>	(4,000)	(4.5)	—	—
Corporate Business Unit	—	10,000	<b>14,000</b>	+ 4,000	+ 40.0	—	—
Other	—	10,000	<b>14,000</b>	+ 4,000	+ 40.0	—	—
Subtotal	—	99,000	<b>99,000</b>	0	0.0	—	—
Reconciliation	—	(4,000)	<b>(4,000)</b>	0	—	—	—
<b>Ordinary profit</b>	94,019	98,000	<b>100,000</b>	+ 2,000	+ 2.0	+ 5,980	+ 6.4
[Profit margin]	5.5%	5.6%	<b>5.6%</b>	—	—	—	—
<b>Profit attributable to owners of Parent</b>	56,700	54,000	<b>55,000</b>	+ 1,000	+ 1.9	(1,700)	(3.0)
[Profit margin]	3.3%	3.1%	<b>3.1%</b>	—	—	—	—

Volume (Thousands of Units)	Parcel delivery (TA-Q-BIN/ TA-Q-BIN Compact/EAZY)	1,803,676	1,890,000	<b>1,881,000</b>	(9,000)	(0.5)	+ 77,323	+ 4.3
	EAZY	178,830	400,000	<b>435,000</b>	+ 35,000	+ 8.8	+ 256,169	+ 143.2
	Nekopos	293,317	410,000	<b>419,000</b>	+ 9,000	+ 2.2	+ 125,682	+ 42.8
	Kuroneko DM-Bin	826,032	820,000	<b>820,000</b>	0	0.0	(6,032)	(0.7)
Unit Price (Yen)	Parcel delivery (TA-Q-BIN/ TA-Q-BIN Compact/EAZY)	704	695	<b>694</b>	(1)	(0.1)	(10)	(1.4)
	Nekopos	195	190	<b>191</b>	+ 1	+ 0.5	(4)	(2.1)
	Kuroneko DM-Bin	67	66	<b>66</b>	0	0.0	(1)	(1.5)

### < Note >

- The forecast figures by segment (Retail and Corporate) outlined above are reference figures as of the present. FY March 2022 marks the first fiscal year under the new "One YAMATO" management structure, and the figures could change in the process of Yamato optimizing its business operations.
- Based on the reform of management structure, the performance of Yamato Holdings, which was previously contained in "Other", is contained in "Reconciliation" from this fiscal year.



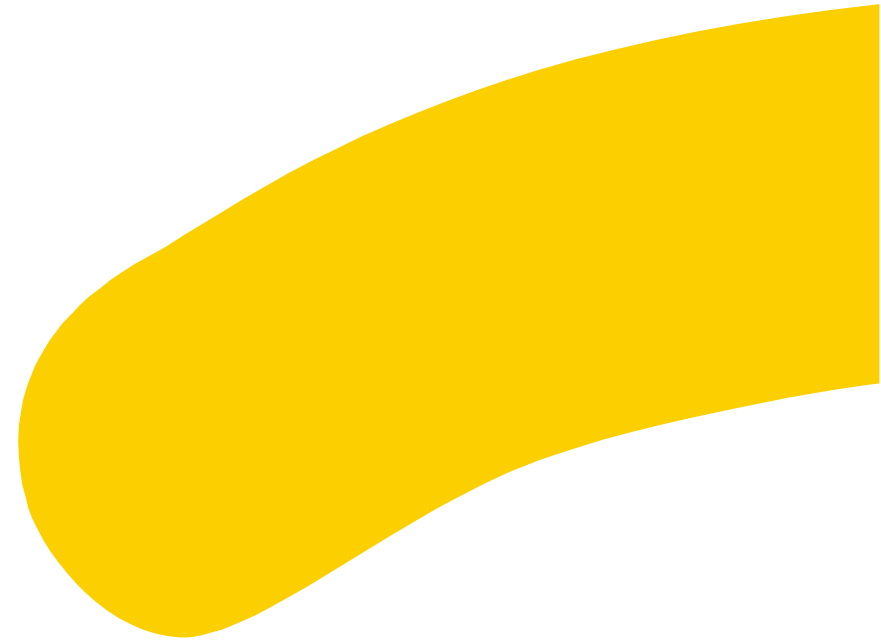
# 15. Operating Results Forecast for the Fiscal Year Ending March 31, 2022

## (Breakdown of Operating Expenses and others)

(Millions of Yen)	Fiscal Year ended March 31, 2021 Actual	Fiscal Year ending March 31, 2022					
		August 2021 Forecast	New Forecast	Forecast Change		YoY Change	
				Amount	[%]	Amount	[%]
Operating revenue	1,695,867	1,765,000	1,790,000	+ 25,000	+ 1.4	+ 94,132	+ 5.6
Subcontracting expenses	612,003	684,000	714,000	+ 30,000	+ 4.4	+ 101,996	+ 16.7
Commission expenses	268,768	333,000	357,000	+ 24,000	+ 7.2	+ 88,231	+ 32.8
Delivery commission	62,424	93,000	90,000	(3,000)	(3.2)	+ 27,575	+ 44.2
Operating outsource	30,261	37,000	37,000	0	0.0	+ 6,738	+ 22.3
Other	176,082	203,000	230,000	+ 27,000	+ 13.3	+ 53,917	+ 30.6
Vehicle hiring expenses	204,399	217,000	219,000	+ 2,000	+ 0.9	+ 14,600	+ 7.1
Other subcontracting expenses	138,835	134,000	138,000	+ 4,000	+ 3.0	(835)	(0.6)
Personnel expenses	877,785	875,000	877,000	+ 2,000	+ 0.2	(785)	(0.1)
Employee salary	590,080	589,000	589,000	0	0.0	(1,080)	(0.2)
Legal welfare expenses	109,151	110,000	110,000	0	0.0	+ 848	+ 0.8
Retirement benefit expenses	20,165	19,000	20,000	+ 1,000	+ 5.3	(165)	(0.8)
Bonus/Other personnel expenses	158,387	157,000	158,000	+ 1,000	+ 0.6	(387)	(0.2)
Vehicle expenses	43,973	49,000	53,000	+ 4,000	+ 8.2	+ 9,026	+ 20.5
Other operating expenses	363,531	387,000	388,000	+ 1,000	+ 0.3	+ 24,468	+ 6.7
Depreciation	48,861	46,000	43,000	(3,000)	(6.5)	(5,861)	(12.0)
System expenses	47,906	63,000	60,000	(3,000)	(4.8)	+ 12,093	+ 25.2
Other	266,763	278,000	285,000	+ 7,000	+ 2.5	+ 18,236	+ 6.8
Total	1,897,294	1,995,000	2,032,000	+ 37,000	+ 1.9	+ 134,705	+ 7.1
Eliminations	(293,548)	(325,000)	(337,000)	(12,000)	—	(43,451)	—
Operating expenses	1,603,745	1,670,000	1,695,000	+ 25,000	+ 1.5	+ 91,254	+ 5.7
Operating profit	92,121	95,000	95,000	0	0.0	+ 2,878	+ 3.1
Total number of employees (Persons)	223,191	230,000	225,000	(5,000)	(2.2)	+ 1,809	+ 0.8
Full-time	96,829	97,900	96,900	(1,000)	(1.0)	+ 71	+ 0.1
Part-time	126,362	132,100	128,100	(4,000)	(3.0)	+ 1,738	+ 1.4
Capital expenditure (Millions of Yen)	50,846	140,000	100,000	(40,000)	(28.6)	+ 49,153	+ 96.7



**Reference material**



# Logistics for the Tokyo 2020 Games

As Tokyo 2020 Official Logistics Services Partner, Yamato successfully designed and executed the logistics throughout the Games while ensuring safety and security

**[Brought together 11,000 vehicles and the power of 7,700 staff, and executed the Games' logistics, said to be the most difficult in the Games' history]**

Yamato, as Tokyo 2020 Official Logistics Services Partner, worked closely with the Tokyo 2020 Organising Committee, and by fully utilizing our management resources as "One YAMATO", as well as the powerful collaboration with our peers and partners, successfully executed the logistics of the Games in a safe and secure manner. We were able to show our comprehensive logistics capabilities that go well beyond TA-Q-BIN, and our stance of sincerely addressing any need related to logistics, to the many stakeholders of the Games including the national and Tokyo governments, other Partner companies, the athletes of various nations, the officials and staff.

## < Key features of the Tokyo 2020 Games >

- Venues were scattered in a wide area of Greater Tokyo (Tokyo, Kanagawa, Chiba and Saitama), Hokkaido, Miyagi, Ibaraki and Shizuoka Prefectures  
(42 Olympics venues, and 21 Paralympics venues)
- Venues were concentrated in the crowded metropolis Tokyo  
→ required sophisticated design and execution of the Games' logistics

## < Impact from the spread of COVID-19 >

- Schedule changes of the entry to and departure from Japan of the athletes from various countries, as well as changes to regulations
- Decision to have no spectators in the venues
- Thorough hygienic care of Yamato's own staff and drivers  
→ Major changes and additions made to design until the last minute

## < Items transported by Yamato for the Tokyo 2020 Games >

Technology equipment 750 trucks(10t) PCs, displays, servers, etc.	400 Large MFPs	Athletes' baggage 101,000 bags	Firearms and ammunition 900	Competition bikes 400	Competition wheelchairs 700	Competition yachts 530
Furniture 248,000 pieces Chairs, tables, office equipment, etc.	Barricades, fences 175,000 pieces	Competition items 1,100 trucks(10t) Goals, equestrian equipment, etc.	Podiums 4,800 medals		Competition canoes/boats 320	Specimens SECRET
Time measurement equipment 300 units	Broadcasting equipment 2,000 trucks (10t)	Competition equipment 400 trucks(10t) Flooring equipment, etc.	Air cargo 1,100 tons Containers 4,000 (40ft)		Source: Yamato Holdings	

## < "One YAMATO" logistics expertise put to use in various situations >

Contributed to the success of the Games utilizing expertise built up through Yamato's everyday business:

- Visualization of the overall logistics of the Games, by linking Yamato's original system with TMS (traffic management system)  
→ Optimized logistics and the optimal allocation of vehicles by consolidating all the logistics needs that were scattered by venue and by the party in charge within the Organising Committee.
- Established the official customs guide
- Thorough temperature control and tracing of specimen transport
- Careful handling of athletes' baggage
- Speedy setting up of podiums in each venue

# Improving convenience of EC parcel delivery: Increasing touch points

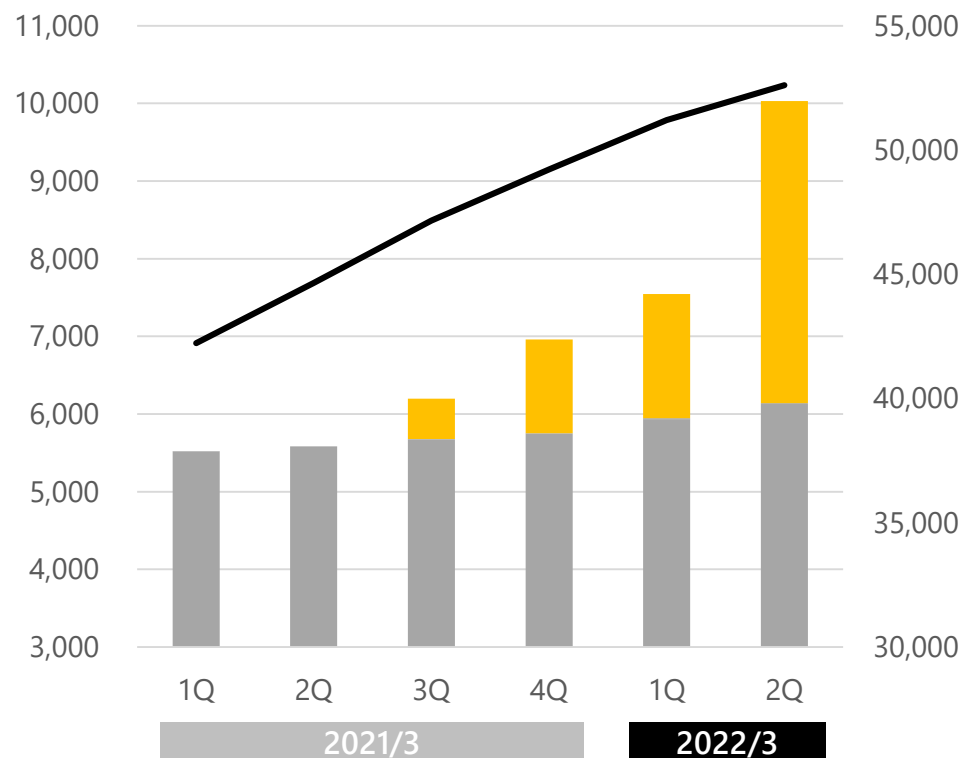
Further increasing the number of touchpoints, for better EC customer experience

## No. of PUDO・Click&Collect stores & Kuroneko Members (KM) membership

■ PUDO ■ No. of stores offering Click&Collect — KM membership

(No. of units/stores)

(1,000 members)



### Click & Collect

(Service provided through collaboration with Doddle(UK), allowing recipients to receive parcels at shops etc.)

- The service allows EC users to receive items purchased on certain EC sites at shops (supermarkets, drugstores, etc.) that are in locations convenient to them
- Together with offering better convenience to EC shoppers, Click&Collect provides greater sales opportunities to the retailers by bringing new users, as well as users shopping in the shops when picking up parcels

### PUDO Station (Open-type<sup>\*1</sup> parcel delivery lockers)

- Open-type parcel delivery lockers, which recipients can choose to have their redeliveries or EC site purchases delivered to
- Can receive and send<sup>\*2</sup> TA-Q-BIN whenever convenient, 24 hours a day

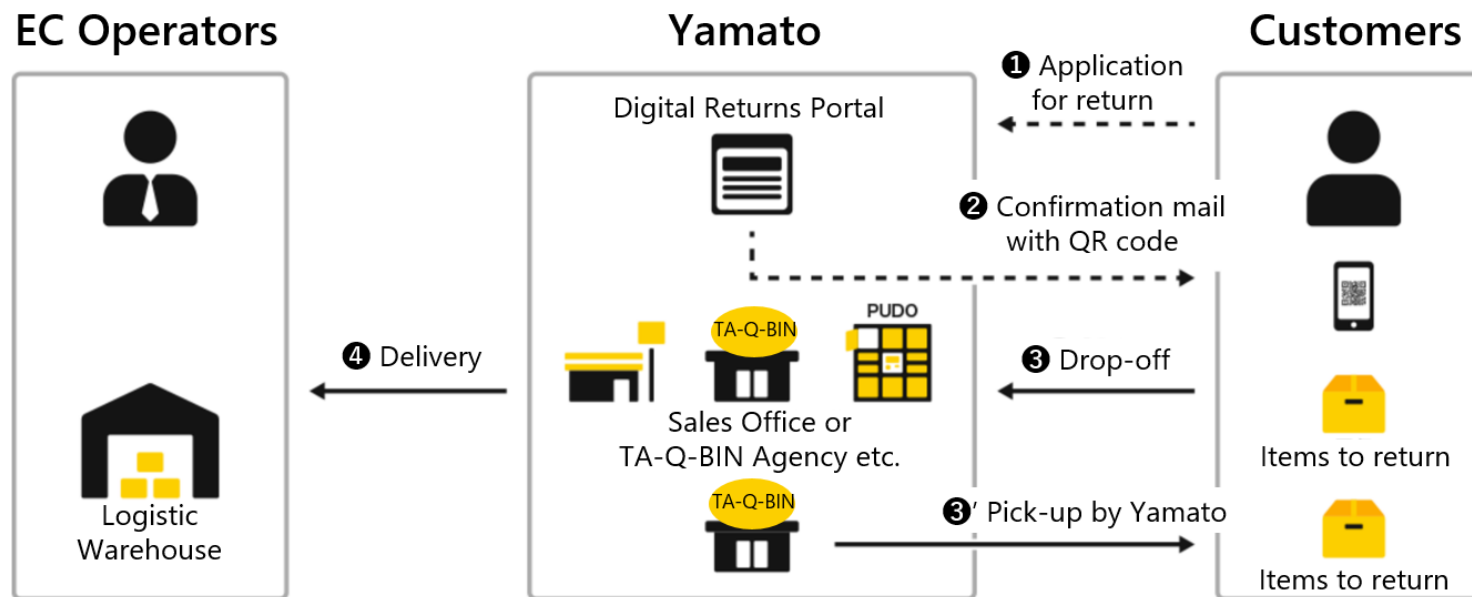
<sup>\*1</sup> Yamato has opened up this scheme to peers, in order to accelerate usage and grow the market

<sup>\*2</sup> Only for certain services



## Started “Digital return and sending service” for EC operators

- Started the “Digital return and sending service”, by connecting Yamato Transport’s delivery network with Doddle(UK)’s return system
- Offers better convenience to both EC operators and customers, by digitalizing the return process



### Benefits

- **EC operators** : Can easily set up websites for taking in returns, and can start the service quickly and at a low cost. Eases the burden of taking in returns, printing the slips needed for sending parcels, etc.
- **Customers** : The entire process from making the request to sending the item to be returned can be completed on their smartphones. Customers can choose from various methods of sending offered by Yamato Transport, based on their lifestyles

### Track record

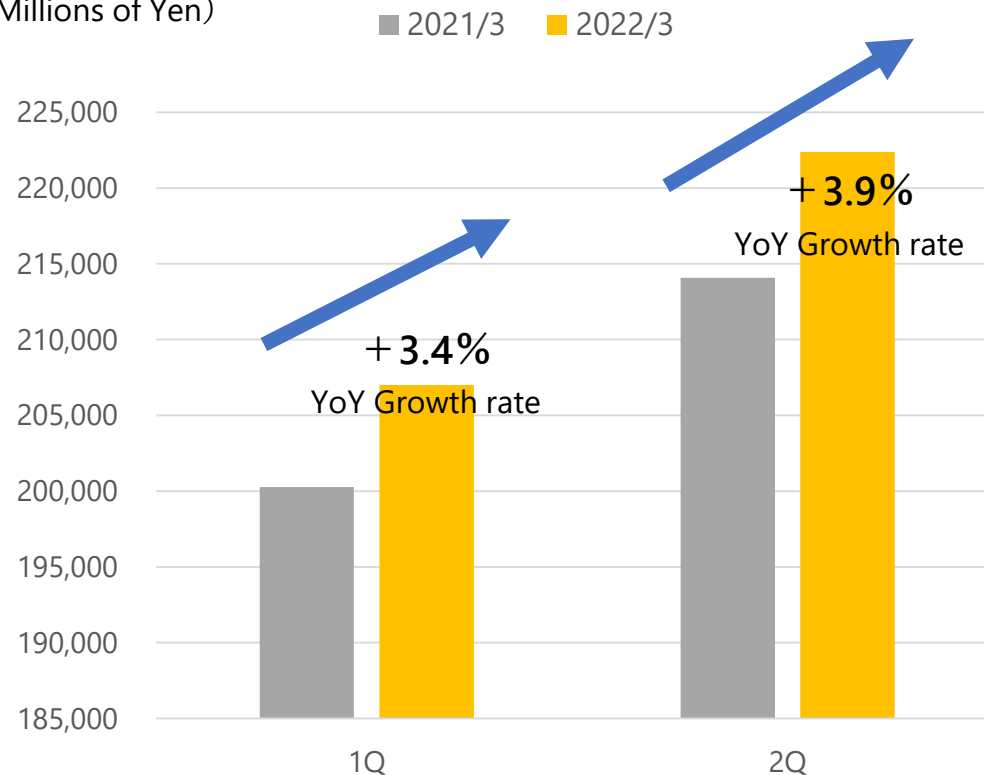
From August 26, 2021, began offering the service to the official online stores of “GAP” and “Banana Republic”, operated by GAP Japan

# Sales / pick-up operations by Sales Drivers (SD)

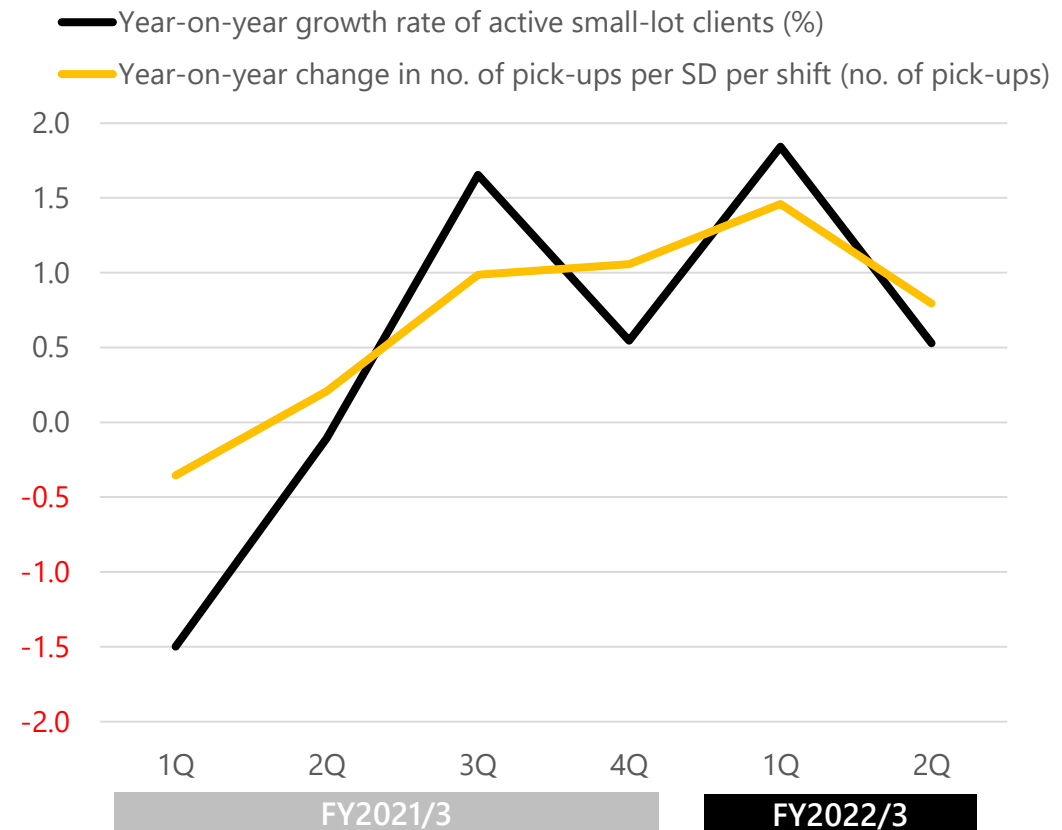
Create time for Sales Drivers (SD) and strengthen sales / pick-up operations to small-lot corporate clients

Operating revenue from Unaffiliated Customers (Retail Business Unit)

(Millions of Yen)



No. of pick-ups per SD per shift •  
No. of active small-lot clients\*



\*No. of active small-lot clients: No. of small-lot corporate clients that actually sent parcels



## Decided to select and file for the “Prime Market”, out of the Tokyo Stock Exchange’s new market segments

- On July 9, 2021, Yamato received the preliminary assessment results regarding our compatibility with the listing criteria for the new market segments, from the Tokyo Stock Exchange, which confirmed that Yamato meets the criteria for listing on the “Prime Market”
- Going forward, Yamato will proceed with the designated selection and filing process regarding the new market segments, based on the schedule set by the Tokyo Stock Exchange



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