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**YAMATO GROUP**  
**CONSOLIDATED FINANCIAL SUMMARY**  
**for the First Six Months of the Fiscal Year**  
**Ending March 31, 2019**



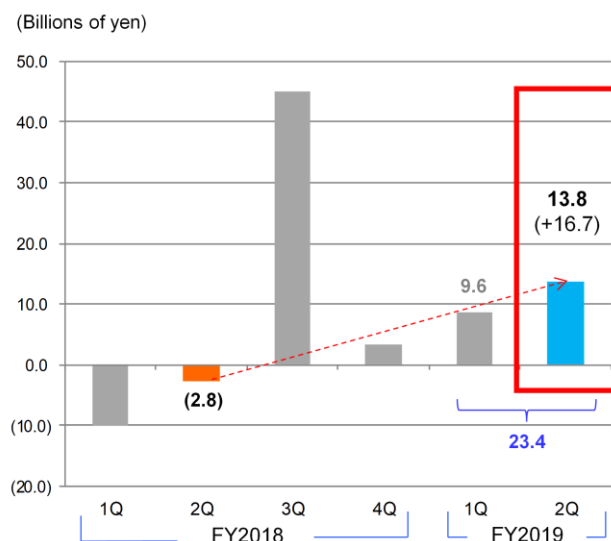
YAMATO HOLDINGS CO., LTD.

**November 1, 2018**

# 1. Highlight (Six Months Ended September 30, 2018)

Operating revenue: ¥789.1 billion (Growth ↑8.1%)    Revenue increased (YoY ↑59.3 b)  
 Operating profit: ¥23.4 billion (Growth - %)    Profit increased (YoY ↑36.3 b)

## Operating profit (Quarterly Trends)



## Operating revenue (Breakdown)

(Billions of Yen)	Six months ended September 30, 2017 Actual	Six months ended September 30, 2018 Actual	YoY Change	
			Amount	[%]
Delivery	566.7	623.1	+56.3	+9.9
Non-Delivery	163.0	165.9	+2.9	+1.8
Total	729.8	789.1	+59.3	+8.1

## Ordinary profit / Profit

(Billions of Yen)	Six months ended September 30, 2017 Actual	Six months ended September 30, 2018 Actual	YoY Change	
			Amount	[%]
Ordinary profit	(12.6)	22.7	+35.3	-
[Profit margin]	(1.7)%	2.9%	-	-
Profit attributable to owners of parent	(12.0)	9.9	+22.0	-
[Profit margin]	(1.7)%	1.3%	-	-

[Highlight (Six months ended September 30, 2018)]

Operating revenue: ¥789.1 billion (YoY ↑ ¥59.3 b / Growth ↑ 8.1%)

Operating profit: ¥23.4 billion (YoY ↑ ¥36.3 b)

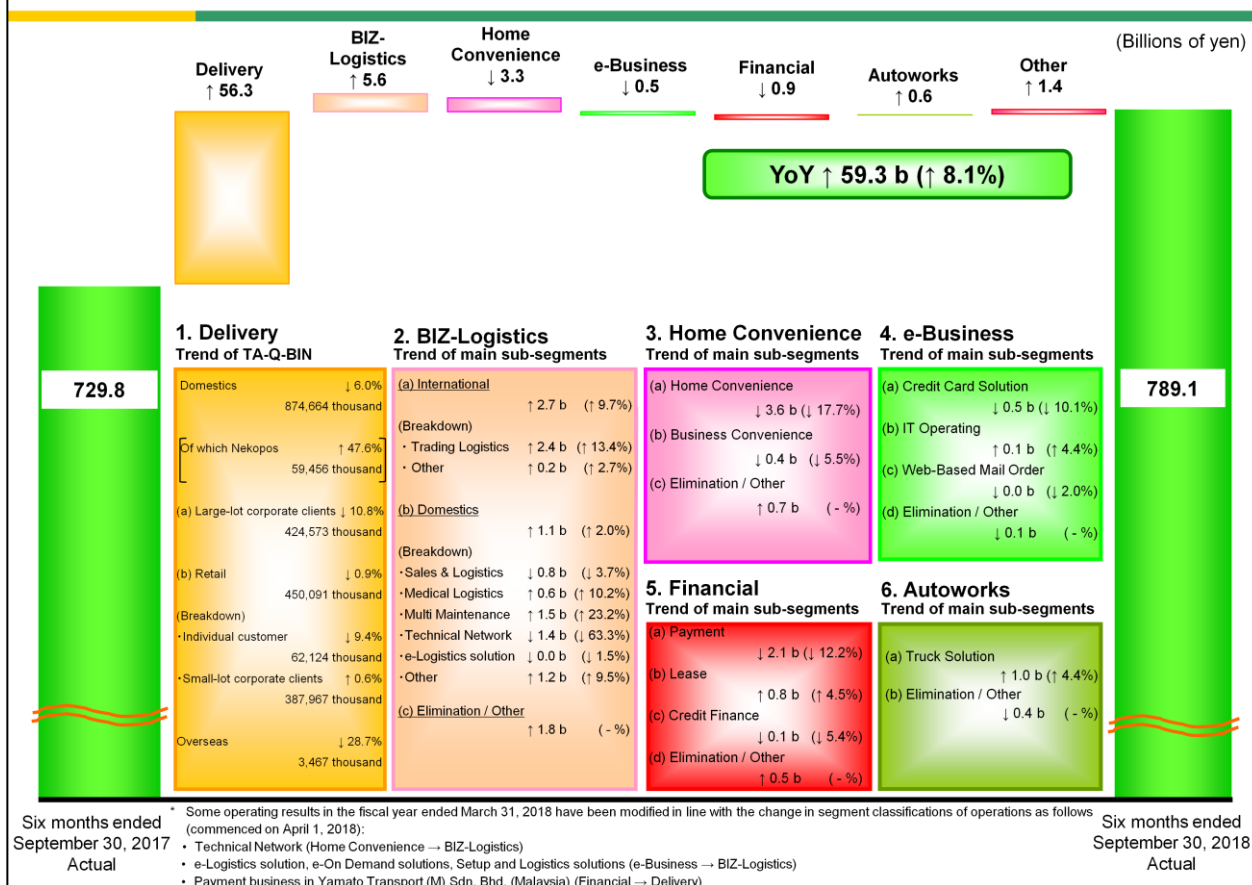
<<Delivery Business>>

- We continued to promote our initiatives to rebuild our 'last mile' network that include enhancement of collection and delivery systems while continuing adequate pricing initiatives in order to strike a balance between regaining profitability and expanding collection and delivery capacity.
- Revenue and profit increased given firm financial performance largely due to a rise in TA-Q-BIN unit price, despite increasing expenses related to "structural reforms in the Delivery Business."

<<Non-delivery Businesses>>

BIZ-Logistics	Revenue increased but profit decreased mainly as a result of having incurred upfront expenses to achieve business growth, and despite favorable results from existing services for e-commerce business operators and progress made in providing industry-specific solutions.
Home Convenience	Revenue and profit decreased mainly as a result of having factored in an estimated effect, based on investigation results, of a situation involving inappropriate billing for moving-related services provided to our corporate clients (¥3.1 billion), and also as a result of having stopped taking new orders with respect to all moving-related services, including those involving individual customers.
e-Business	Revenue decreased but profit increased mainly due to firm results with respect to use of our highly profitable existing services, and despite effects of a decrease in the number of projects involving system processing for customers stemming from a decrease in TA-Q-BIN delivery volume.
Financial	Revenue and profit decreased mainly due to a decrease in "TA-Q-BIN Collect" delivery volume largely stemming from a shrinking market for cash-on-delivery brought about by changing payment settlement needs, and despite increases in the use of our "Kuroneko Web Collect" and "Kuroneko Pay After Delivery Services."
Autoworks	Revenue and profit increased mainly due to an increase in the number of vehicles serviced, and also due to progress made in streamlining business processes, particularly in terms of standardizing and enabling visual monitoring of business operations by introducing production methods of manufacturers.

## 2. YoY Analysis of Consolidated Operating Revenue (Six Months Ended September 30, 2018)



[YoY analysis of consolidated operating revenue (Six months ended September 30, 2018)]

(1) Delivery Business (Revenue increase)

Positive: TA-Q-BIN delivery volume: ↓ 6.0%, unit price ↑ 18.6%

Negative: Kuroneko DM-Bin delivery volume: ↓ 16.5%, unit price ↑ 5.4%

(2) BIZ-Logistics Business (Revenue increase)

Positive: Favorable results from existing services for e-commerce business operators, firm results from Medical Logistics and Trading Logistics, and increase in volume of business in Multi Maintenance

(3) Home Convenience Business (Revenue decrease)

Negative: Factored in an estimated effect, based on investigation results, of a situation involving inappropriate billing for moving-related services provided to our corporate clients (¥3.1 billion), and also stopped taking new orders with respect to all moving-related services, including those involving individual customers

(4) e-Business (Revenue decrease)

Negative: Decrease in the number of projects involving system processing for customers stemming from a decrease in TA-Q-BIN delivery volume

(5) Financial Business (Revenue decrease)

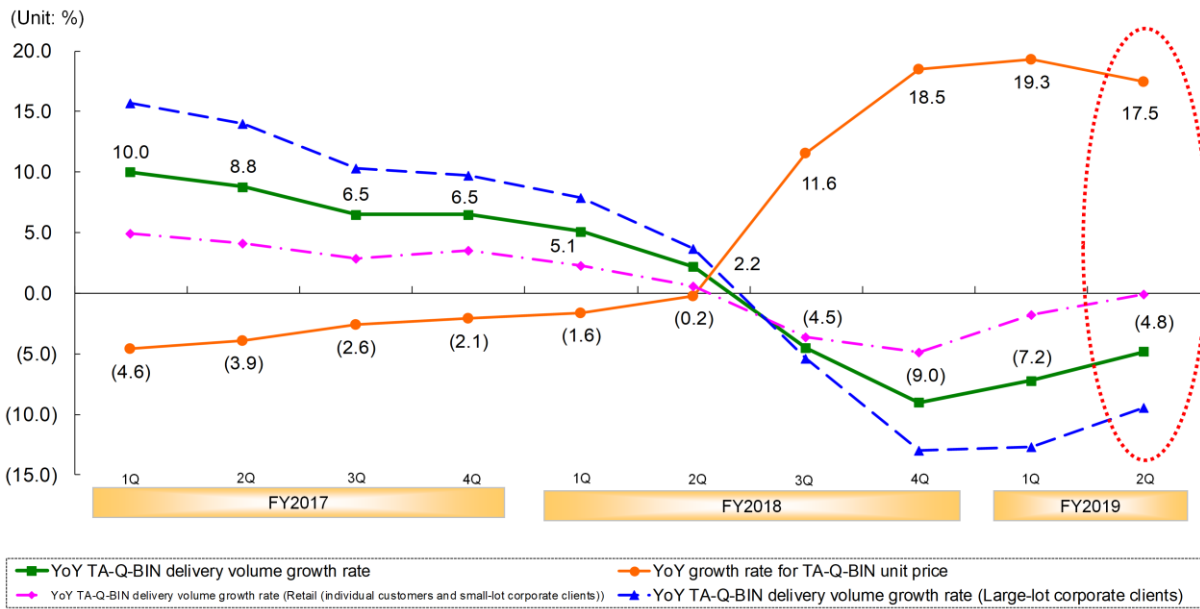
Negative: Decrease in "TA-Q-BIN Collect" delivery volume in the Payment business largely stemming from a shrinking market for cash-on-delivery

(6) Autoworks Business (Revenue increase)

Positive: Increase in business involving vehicle maintenance

### 3. Quarterly YoY Trends of TA-Q-BIN Delivery (Second Quarter Ended September 30, 2018)

**Delivery volume decreased but TA-Q-BIN unit price increased.**  
**(Volume: YoY ↓4.8%, unit price: YoY ↑17.5%)**



(Note)  
 Figures for TA-Q-BIN delivery volume include delivery volumes of the TA-Q-BIN Compact and Nekopos services.

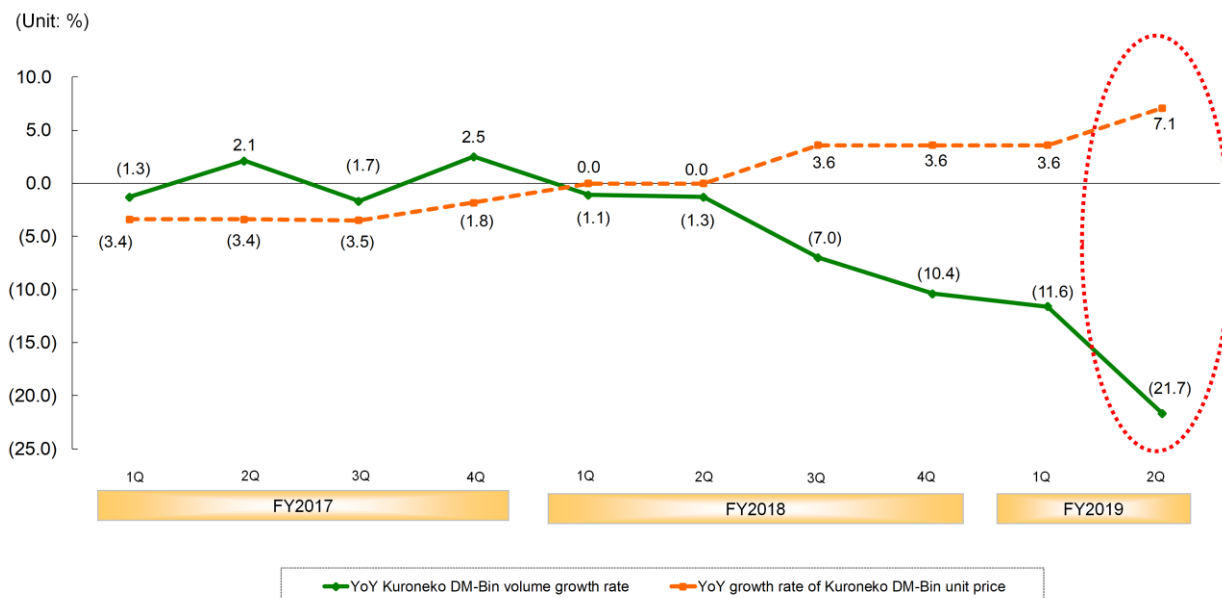
**Unit price growth rate by market (Second quarter of FY2019)**  
 Retail (individual customers and small-lot corporate clients) ↑11.4%  
 Large-lot corporate clients ↑24.7%

[Quarterly YoY Trends of TA-Q-BIN Delivery (Second quarter ended September 30, 2018)]

TA-Q-BIN delivery volume: YoY ↓ 4.8%  
 Unit price: YoY ↑ 17.5%

#### 4. Quarterly YoY Trends of Kuroneko DM-Bin (Second Quarter Ended September 30, 2018)

**Kuroneko DM-BIN delivery volume decreased but unit price increased.**  
**(Volume: YoY ↓21.7%, unit price: YoY ↑7.1%)**



**Shipment volume by market (Second quarter of FY2019)**

From TA-Q-BIN Centers: ↓15.4%  
 From corporate sales branch offices: ↓23.7%

**Shipment unit price by market (Second quarter of FY2019)**

From TA-Q-BIN Centers: ↑2.5%  
 From corporate sales branch offices: ↑10.0%

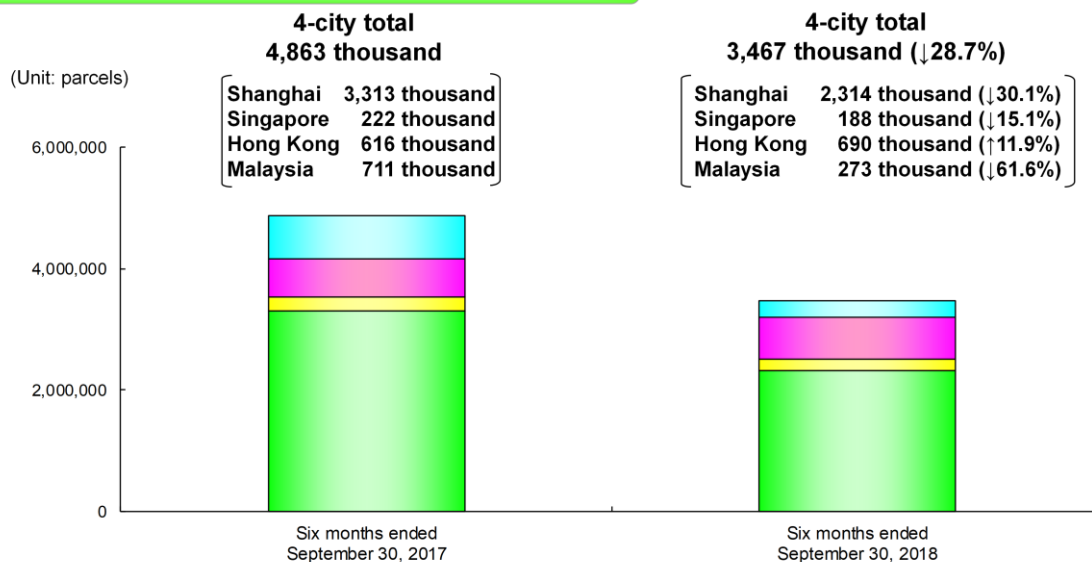
[Quarterly YoY trends of Kuroneko DM-Bin (Second quarter ended September 30, 2018)]

Kuroneko DM-Bin delivery volume: YoY ↓ 21.7%  
 Unit price: YoY ↑ 7.1%

## 5. YoY Trends of TA-Q-BIN Business Overseas (Six Months Ended September 30, 2018)

Delivery volume at [four overseas cities (under direct control of Yamato Group)]

Shanghai Singapore Hong Kong Malaysia



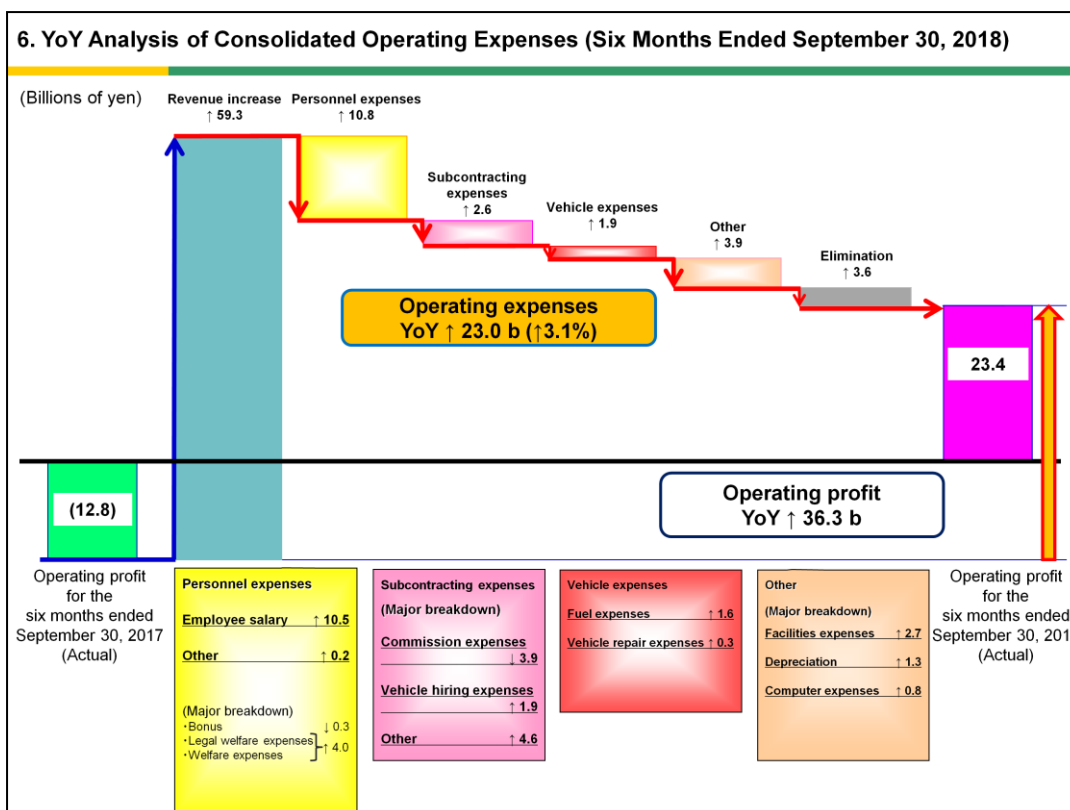
Delivery volume at [four overseas cities + Taiwan]

Six months ended  
September 30, 2017 (Actual)  
**63,986 thousand**

Six months ended  
September 30, 2018 (Actual)  
**55,296 thousand (↓13.6%)**

[YoY trends of TA-Q-BIN Business overseas (Six months ended September 30, 2018)]

- Delivery volume decreased due to our review of unprofitable transactions, etc.
- We have been promoting efforts to build a cross-border platform that provides substantial added value, through leveraging cold chain network.



[YoY analysis of consolidated operating expenses (Six months ended September 30, 2018)]

(1) Operating revenue increased by 8.1% YoY while operating expenses increased by 3.1% YoY.

(2) Cost environment

- i) Personnel expenses increased by ¥10.8 billion mainly as a result of having increased the workforce to enhance collection and delivery systems, and also as a result of having improved employee treatment. Meanwhile, commission expenses incurred for collection and delivery decreased largely due to controls placed on TA-Q-BIN delivery volume with respect to upgrading collection and delivery systems.
- ii) Vehicle hiring expenses increased by ¥1.9 billion mainly due to higher per-vehicle hiring rates.
- iii) Fuel expenses increased by ¥1.6 billion due to a higher unit price of fuel.
- iv) Other operating expenses increased by ¥3.9 billion in line with structural reform initiatives and efforts to promote existing businesses.
  - Facilities expenses: ↑ ¥2.7 billion (Kansai Gateway and fees for use of parcel lockers, etc.)
  - Depreciation: ↑ ¥1.3 billion (mainly vehicles, machinery and equipment)
  - Computer expenses: ↑ ¥0.8 billion (mainly expenses related to Eighth NEKO System)

\* Some expense items have been reclassified in line with a transfer of operations to BIZ-Logistics.

[Six months ended September 30, 2017]

Yamato Home Convenience Co., Ltd. "Subcontracting expenses (commission expenses)" for consigned forwarding

(Six months ended September 30, 2018: ¥2.1 billion)

Yamato System Development Co., Ltd. "Other operating expenses (communication and transportation expenses)" for consigned forwarding

(Six months ended September 30, 2018: ¥2.2 billion)

[Six months ended September 30, 2018]  
Yamato Logistics Co., Ltd.  
"Subcontracting expense (other)"

## 7. Operating Results Forecast (Full-Year)

(Billions of Yen)	Fiscal year ended March 31, 2018 Actual	Fiscal year ending March 31, 2019 (July 2018 Forecast) A	Fiscal year ending March 31, 2019 (New Forecast) B	Forecast Change (B-A)		YoY Change	
				Amount	[%]	Amount	[%]
				Operating revenue			
Delivery	1,201.7	1,279.0	1,285.0	+6.0	+0.5	+83.2	+6.9
Non-Delivery	337.0	336.0	335.0	(1.0)	(0.3)	(2.0)	(0.6)
Total	1,538.8	1,615.0	1,620.0	+5.0	+0.3	+81.1	+5.3
Operating profit	35.6	61.0	66.0	+5.0	+8.2	+30.3	+84.9
[Profit margin]	2.3%	3.8%	4.1%	-	-	-	-
Ordinary profit	36.0	61.0	66.0	+5.0	+8.2	+29.9	+82.9
[Profit margin]	2.3%	3.8%	4.1%	-	-	-	-
Profit attributable to owners of parent	18.2	36.0	37.0	+1.0	+2.8	+18.7	+102.9
[Profit margin]	1.2%	2.2%	2.3%	-	-	-	-

### [Operating results forecast]

- We promoted efforts to improve and develop the working conditions, with a management focus on “reforming working styles.”
- In the Delivery Business, we also promoted our initiatives to rebuild our ‘last mile’ network that include adequate pricing initiatives and enhancement of collection and delivery systems to live up to the trust and expectations of customers in order to strike a balance between regaining profitability and expanding collection and delivery capacity.

### Operating revenue

- Consolidated operating revenue: ¥1,620.0 billion (higher than previously forecast: YoY ↑ ¥5.0 billion)
- Revenue increased largely due to a rising unit price amid ongoing efforts to carry out adequate pricing initiatives centered on large-lot corporate clients in the Delivery Business, and despite effects of having stopped taking new orders for all moving-related services provided by Yamato Home Convenience Co., Ltd., including those for individual customers.

### Operating expenses

- We reviewed breakdown in view of prevailing circumstances, but consolidated operating expenses remain unchanged overall.
- There was an increase particularly with respect to vehicle hiring expenses and expenses incurred in acquiring new projects in the Non-delivery Businesses. Meanwhile, certain expenses will be postponed largely amid painstaking efforts pursued in the first half with respect to building operational frameworks of drivers for early evening and night deliveries with the aim of “expanding collection and delivery capacity.”



## 8. Summary of Consolidated Operating Expenses (Six Months Ended September 30, 2018)

(Millions of Yen)	Six months ended September 30, 2017 Actual	Six months ended September 30, 2018 Actual	YoY Change	
			Amount	[%]
Operating revenue	729,802	789,131	+59,329	+8.1
Operating expenses	742,690	765,696	+23,006	+3.1
Personnel expenses	394,917	405,717	+10,800	+2.7
Employee salary	266,521	277,072	+10,550	+4.0
Other personnel expenses	128,395	128,645	+250	+0.2
Subcontracting expenses	306,711	309,340	+2,628	+0.9
Commission expenses	130,823	126,863	(3,959)	(3.0)
Vehicle hiring expenses	95,353	97,330	+1,977	+2.1
Other subcontracting expenses	80,535	85,145	+4,610	+5.7
Vehicle expenses	21,890	23,864	+1,973	+9.0
Fuel expenses	10,741	12,374	+1,632	+15.2
Other operating expenses	159,528	163,433	+3,905	+2.4
Depreciation	21,164	22,510	+1,345	+6.4
Elimination	(140,357)	(136,658)	+3,698	(2.6)
Operating profit	(12,887)	23,435	+36,323	-

[Summary of consolidated operating expenses (Six months ended September 30, 2018)]

(1) Personnel expenses: YoY ↑ ¥10.8 billion (↑ 2.7%)

Increased partially as a result of having increased the workforce to enhance collection and delivery systems, and also as a result of having improved employee treatment

(2) Subcontracting expenses: YoY ↑ ¥2.6 billion (↑ 0.9%)

- Commission expenses: ↓ ¥3.9 billion ~Particularly due to a decrease in commission expenses incurred for collection and delivery, mainly as a result of controls having been placed on TA-Q-BIN delivery volume

- ☞ Commission expenses in the Delivery Business ↓ ¥3.6 billion

- Vehicle hiring expenses: ↑ ¥2.0 billion ~Increased largely due to a higher per-vehicle hiring rates resulting from surging fuel prices, amid a downward trend with respect to TA-Q-BIN delivery volume

(3) Vehicle expenses: ↑ ¥1.9 billion (↑ 9.0%)

Fuel expenses increased mainly due to a higher unit price of fuel ↑ ¥1.6 billion (↑ 15.2%)

(4) Other operating expenses: ↑ ¥3.9 billion (↑ 2.4%)

Expenses increased in line with structural reform initiatives and efforts to promote existing businesses

- Facilities expenses: ↑ ¥2.7 billion

- Depreciation: ↑ ¥1.3 billion

- Computer expenses: ↑ ¥0.8 billion

\* Some expense items have been reclassified in line with a transfer of operations to BIZ-Logistics.

[Six months ended September 30, 2017]

Yamato Home Convenience Co., Ltd. "Subcontracting expenses (commission expenses)" for consigned forwarding

(Six months ended September 30, 2018: ¥2.1 billion)

Yamato System Development Co., Ltd. "Other operating expenses (communication and transportation expenses)" for consigned forwarding

(Six months ended September 30, 2018: ¥2.2 billion)

[Six months ended September 30, 2018]

Yamato Logistics Co., Ltd.  
"Subcontracting expense (other)"

## 9. Summary of Operating Expenses in Delivery Business (Six Months Ended September 30, 2018)

(Millions of Yen)	Six months ended September 30, 2017 Actual	Six months ended September 30, 2018 Actual	YoY Change	
			Amount	[%]
Operating revenue	566,768	623,137	+56,368	+9.9
Operating expenses	594,108	608,156	+14,048	+2.4
Personnel expenses	342,855	351,344	+8,488	+2.5
Employee salary	231,018	240,123	+9,105	+3.9
Other personnel expenses	111,837	111,220	(616)	(0.6)
Subcontracting expenses	184,819	180,482	(4,336)	(2.3)
Commission expenses	76,973	73,342	(3,631)	(4.7)
Vehicle hiring expenses	90,766	92,371	+1,604	+1.8
Other subcontracting expenses	17,078	14,768	(2,310)	(13.5)
Vehicle expenses	19,388	21,147	+1,759	+9.1
Fuel expenses	8,914	10,318	+1,403	+15.7
Other operating expenses	110,357	114,928	+4,570	+4.1
Depreciation	14,097	15,295	+1,198	+8.5
Elimination	(63,312)	(59,746)	+3,566	(5.6)
Operating profit	(27,339)	14,980	+42,320	-

Notes 1. The figures above include operating expenses related to overseas TA-Q-BIN services.

2. Starting from the fiscal year under review, the payment business of Yamato Transport (M) Sdn. Bhd. (Malaysia), which was previously included in the Financial Business segment, has been shifted to the Delivery Business segment. Accordingly, the figures of the Delivery Business segment in the previous fiscal year have been modified.

## 10. Operating Results Forecast (Full-Year: Breakdown by Business Segment)

(Millions of Yen)	Fiscal year ended March 31, 2018 Actual	Fiscal year ending March 31, 2019 (July 2018 Forecast) A	Fiscal year ending March 31, 2019 (New Forecast) B	Forecast Change (B-A)		YoY Change	
				Amount	[%]	Amount	[%]
				<b>Operating revenue</b>			
Delivery	1,201,769	1,279,000	1,285,000	+6,000	+0.5	+83,230	+6.9
BIZ-Logistics	145,148	152,000	152,000	0	0.0	+6,851	+4.7
Home Convenience	44,868	36,000	35,000	(1,000)	(2.8)	(9,868)	(22.0)
e-Business	27,303	27,500	27,500	0	0.0	+196	+0.7
Financial	82,956	81,500	81,500	0	0.0	(1,456)	(1.8)
Autoworks	24,641	27,000	27,000	0	0.0	+2,358	+9.6
Other	12,125	12,000	12,000	0	0.0	(125)	(1.0)
<b>Total</b>	<b>1,538,813</b>	<b>1,615,000</b>	<b>1,620,000</b>	<b>+5,000</b>	<b>+0.3</b>	<b>+81,186</b>	<b>+5.3</b>
<b>Operating profit</b>							
Delivery	6,756	43,000	47,000	+4,000	+9.3	+40,243	+595.6
BIZ-Logistics	7,053	6,000	6,000	0	0.0	(1,053)	(14.9)
Home Convenience	199	(5,100)	(7,000)	(1,900)	-	(7,199)	-
e-Business	7,945	9,000	9,000	0	0.0	+1,054	+13.3
Financial	7,913	7,000	7,000	0	0.0	(913)	(11.5)
Autoworks	4,141	4,500	5,000	+500	+11.1	+858	+20.7
Other	17,217	17,000	18,000	+1,000	+5.9	+782	+4.5
Subtotal	51,226	81,400	85,000	+3,600	+4.4	+33,773	+65.9
Elimination	(15,541)	(20,400)	(19,000)	+1,400	-	(3,458)	-
<b>Total</b>	<b>35,685</b>	<b>61,000</b>	<b>66,000</b>	<b>+5,000</b>	<b>+8.2</b>	<b>+30,314</b>	<b>+84.9</b>
Ordinary profit	<b>36,085</b>	<b>61,000</b>	<b>66,000</b>	<b>+5,000</b>	<b>+8.2</b>	<b>+29,914</b>	<b>+82.9</b>
[Profit margin]	<b>2.3%</b>	<b>3.8%</b>	<b>4.1%</b>	-	-	-	-
Profit attributable to owners of parent	<b>18,231</b>	<b>36,000</b>	<b>37,000</b>	<b>+1,000</b>	<b>+2.8</b>	<b>+18,768</b>	<b>+102.9</b>
[Profit margin]	<b>1.2%</b>	<b>2.2%</b>	<b>2.3%</b>	-	-	-	-

TA-Q-BIN forecasts		Kuroneko DM-Bin forecasts	
• Delivery volume (forecast)		• Delivery volume (forecast)	
<b>1,796,500 thousand</b>	<b>(YoY ↓ 2.2%)</b>	<b>1,170,000 thousand</b>	<b>(YoY ↓ 20.1%)</b>
• Unit price (forecast)		• Unit price (forecast)	
<b>¥662</b>	<b>(YoY ↑ 10.9%)</b>	<b>¥59</b>	<b>(YoY ↑ 5.4%)</b>

(Note) Some operating results in the fiscal year ended March 31, 2018 have been modified in line with the change in segment classifications of operations as follows (commenced on April 1, 2018):

- Technical Network (Home Convenience → BIZ-Logistics)
- e-Logistics solution, e-On Demand solutions, Setup and Logistics solutions (e-Business → BIZ-Logistics)
- Payment business in Yamato Transport (M) Sdn. Bhd. (Malaysia) (Financial → Delivery)

[Operating results forecast (breakdown by business segment)]

(1) Operating revenue : ¥1,620.0 billion (YoY ↑ ¥81.1 billion, ↑ ¥5.0 billion compared with the previous forecast)

- Delivery Business (YoY ↑ ¥83.2 billion ↑ ¥6.0 billion with the previous forecast)

Forecasts for TA-Q-BIN and Kuroneko DM-Bin delivery volume and unit price have been revised in view of prevailing circumstances

TA-Q-BIN delivery volume: 1,796.5 million units (unchanged from the previous forecast)

TA-Q-BIN unit price: ¥662 (↑ ¥3 compared with the previous forecast)

Kuroneko DM-Bin delivery volume: 1,170 million units (↓ 48.5 million units compared with the previous forecast)

Kuroneko DM-Bin unit price: ¥59 (↑ ¥2 compared with the previous forecast)

- Home Convenience (YoY ↓ ¥9.8 billion ↓ ¥1.0 billion with the previous forecast)

Factored in effect of having stopped taking new orders for moving-related services (under the assumption that the services will not be resumed during the fiscal year under review)

(2) Operating profit : ¥66.0 billion (YoY ↑ ¥30.3 billion, ↑ ¥5.0 billion with the previous forecast)

- Delivery Business (YoY ↑ ¥40.2 billion ↑ ¥4.0 billion with the previous forecast)

YoY: Results of adequate pricing and structural reforms

Against previous forecast: ¥4.0 billion higher for the full year amid a situation where expenses incurred in building operational frameworks of drivers for early evening and night deliveries will be postponed

- Home Convenience (YoY ↓ ¥7.1 billion ↓ ¥1.9 billion with the previous forecast)

YoY: Due to effect of having stopped taking new orders for moving-related services

Against previous forecast: Due to effect of having stopped taking new orders for moving-related services, now also including those for individual customers

## 11. Operating Results Forecast (Full-Year: Breakdown of Operating Expenses)

(Millions of Yen)	Fiscal year ended March 31, 2018 Actual	Fiscal year ending March 31, 2019 (July 2018 Forecast) A	Fiscal year ending March 31, 2019 (New Forecast) B	Forecast Change (B-A)		YoY Change	
				Amount	[%]	Amount	[%]
				Operating revenue	1,538,813	1,615,000	1,620,000
Operating expenses	1,503,127	1,554,000	1,554,000	0	0.0	+50,872	+3.4
Personnel expenses	786,787	840,000	827,000	(13,000)	(1.5)	+40,212	+5.1
Employee salary	536,488	574,000	566,000	(8,000)	(1.4)	+29,511	+5.5
Other personnel expenses	250,298	266,000	261,000	(5,000)	(1.9)	+10,701	+4.3
Subcontracting expenses	627,207	604,000	616,000	+12,000	+2.0	(11,207)	(1.8)
Commission expenses	269,563	241,000	247,000	+6,000	+2.5	(22,563)	(8.4)
Vehicle hiring expenses	194,338	186,000	193,000	+7,000	+3.8	(1,338)	(0.7)
Other subcontracting expenses	163,305	177,000	176,000	(1,000)	(0.6)	+12,694	+7.8
Vehicle expenses	43,275	47,000	48,000	+1,000	+2.1	+4,724	+10.9
Fuel expenses	21,408	25,000	26,000	+1,000	+4.0	+4,591	+21.4
Other operating expenses	327,488	349,000	343,000	(6,000)	(1.7)	+15,511	+4.7
Depreciation	46,423	52,000	50,000	(2,000)	(3.8)	+3,576	+7.7
Elimination	(281,630)	(286,000)	(280,000)	+6,000	(2.1)	+1,630	(0.6)
Operating profit	35,685	61,000	66,000	+5,000	+8.2	+30,314	+84.9

### Assumptions of forecasts

#### • Number of employees (forecast)

Total 224,700 (YoY ↑ 11,604 (YoY ↑ 5.4%))

Full-time 97,500 (YoY ↑ 3,966 (YoY ↑ 4.2%))

Part-time 127,200 (YoY ↑ 7,638 (YoY ↑ 6.4%))

• Other Cost Increased due to promotion of "reforming working styles," etc.

#### Capital expenditure (Millions of Yen, forecast)

¥80,000

[Operating results forecast (breakdown of operating expenses)]

(1) Overall operating expenses: Forecast remains unchanged from the previous one.

(2) Major changes from the previous forecast

Personnel expenses: ↓ ¥13.0 billion (↓1.5%)

- Employee salary: ↓ ¥8.0 billion (↓1.4%)

Decreased largely due to a situation where we will postpone expenses incurred in building operational frameworks of drivers for early evening and night deliveries, and despite ongoing efforts to increase the workforce while also improving employee treatment, particularly full-timers

Forecasts have been revised in view of prevailing circumstances with respect to forecasts for number of employees

(full-time ↑ 1,000 employees, part-time ↓ 5,800 employees)

Subcontracting expenses: ↑ ¥12.0 billion (↑ 2.0%)

- Commission expenses: ↑ ¥6.0 billion (↑ 2.5%)

Taking into account prevailing circumstances, forecasts reflect an increase in subcontracting collection and delivery as a result of postponing initiatives to build frameworks for employing drivers for early evening and night deliveries, and an increase in use of subcontracting and other means of serving customers of the non-delivery businesses


- Vehicle hiring expenses: ↑ ¥7.0 billion (↑ 3.8%)

Increased due to higher per-vehicle hiring rates

Other operating expenses: ↓ ¥6.0 billion (↓ 1.7%)

- Depreciation: ↓ ¥2.0 billion (↓ 3.8%)

Decreased largely associated with reducing new vehicle introduction in line with postponement of initiatives to build frameworks of drivers for early evening and night deliveries



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