

# **YAMATO GROUP CONSOLIDATED FINANCIAL SUMMARY**

**for the Fiscal Year Ended  
March 31, 2020**

**Supplemental Materials**



**YAMATO HOLDINGS CO., LTD.**

**May 15, 2020**

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**Results 1. Performance**

(Millions of Yen)

	【 FY2020 】		【 FY2019 】		Change	
	Amount	(%)	Amount	(%)	Amount	(%)
Operating Revenues	1,630,146	100.0	1,625,315	100.0	4,831	0.3
Operating Expenses	1,585,445	97.3	1,566,969	96.4	18,475	1.2
Operating Profit	44,701	2.7	58,345	3.6	△ 13,644	△ 23.4
Non-operating Income	2,377	0.1	2,367	0.1	10	0.4
Non-operating Expenses	6,452	0.4	6,453	0.4	△ 0	△ 0.0
Ordinary Profit	40,625	2.5	54,259	3.3	△ 13,633	△ 25.1
Extraordinary Income	9,262	0.6	1,822	0.1	7,439	408.1
Extraordinary Loss	5,306	0.3	3,823	0.2	1,482	38.8
Profit Before Income Taxes	44,581	2.7	52,258	3.2	△ 7,676	△ 14.7
Income taxes	23,025	1.4	24,651	1.5	△ 1,626	△ 6.6
Corporation tax after adjustment	△ 1,346	△ 0.1	1,656	0.1	△ 3,003	—
Profit	22,902	1.4	25,949	1.6	△ 3,047	△ 11.7
Profit attributable to non-controlling interests	578	0.0	267	0.0	310	116.2
Profit attributable to owners of parent	22,324	1.4	25,682	1.6	△ 3,358	△ 13.1

## Results 2. Segment Information

**【FY 2020】**

(Millions of Yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business	Financial	Autoworks	Other	Total	Reconciliation	Consolidated
Operating Revenues										
Unaffiliated Customers	<b>1,310,067</b>	<b>143,934</b>	<b>27,805</b>	<b>30,579</b>	<b>77,072</b>	<b>24,922</b>	<b>15,763</b>	<b>1,630,146</b>	—	<b>1,630,146</b>
Inter-segment	56,762	13,836	11,398	43,188	2,814	30,976	66,018	224,996	△ 224,996	—
Total	1,366,830	157,770	39,204	73,767	79,887	55,899	81,782	1,855,142	△ 224,996	1,630,146
Operating Expenses	1,339,580	152,794	49,266	63,098	73,565	51,604	45,736	1,775,646	△ 190,201	1,585,445
Operating Profit (Loss)	<b>27,249</b>	<b>4,975</b>	<b>△ 10,061</b>	<b>10,668</b>	<b>6,322</b>	<b>4,295</b>	<b>36,045</b>	<b>79,495</b>	<b>△ 34,794</b>	<b>44,701</b>
Profit Rate (%)	2.0	3.2	△ 25.7	14.5	7.9	7.7	44.1	4.3	—	2.7

**【FY 2019】**

(Millions of Yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business	Financial	Autoworks	Other	Total	Reconciliation	Consolidated
Operating Revenues										
Unaffiliated Customers	1,297,222	147,437	33,404	26,592	79,966	25,985	14,705	1,625,315	—	1,625,315
Inter-segment	64,136	12,281	12,623	41,153	2,856	31,415	46,297	210,764	△ 210,764	—
Total	1,361,359	159,719	46,027	67,746	82,823	57,400	61,002	1,836,079	△ 210,764	1,625,315
Operating Expenses	1,320,571	156,390	53,792	59,005	76,578	52,966	41,629	1,760,935	△ 193,966	1,566,969
Operating Profit (Loss)	40,787	3,329	△ 7,764	8,740	6,244	4,433	19,372	75,144	△ 16,798	58,345
Profit Rate (%)	3.0	2.1	△ 16.9	12.9	7.5	7.7	31.8	4.1	—	3.6

**【Change】**

(Millions of Yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business	Financial	Autoworks	Other	Total	Reconciliation	Consolidated
Operating Revenues										
Unaffiliated Customers	12,845	△ 3,503	△ 5,598	3,986	△ 2,894	△ 1,062	1,058	4,831	—	4,831
Inter-segment	△ 7,373	1,554	△ 1,224	2,035	△ 41	△ 439	19,720	14,231	△ 14,231	—
Total	5,471	△ 1,948	△ 6,823	6,021	△ 2,935	△ 1,501	20,779	19,062	△ 14,231	4,831
Operating Expenses	19,008	△ 3,595	△ 4,525	4,092	△ 3,013	△ 1,362	4,107	14,711	3,764	18,475
Operating Profit	△ 13,537	1,646	△ 2,297	1,928	78	△ 138	16,672	4,351	△ 17,996	△ 13,644
(%)										
Operating Revenues	0.4	△ 1.2	△ 14.8	8.9	△ 3.5	△ 2.6	34.1	1.0	—	0.3
Operating Expenses	1.4	△ 2.3	△ 8.4	6.9	△ 3.9	△ 2.6	9.9	0.8	—	1.2
Operating Profit	△ 33.2	49.5	—	22.1	1.3	△ 3.1	86.1	5.8	—	△ 23.4

### Results 3. Increases and Decreases in Operating Revenues by Division

		【 FY 2020 】		【 FY 2019 】		Change	
		Amount	(%)	Amount	(%)	Amount	(%)
Delivery	TA-Q-BIN	1,217,572	74.7	1,199,084	73.8	18,487	1.5
	Kuroneko DM-Bin	64,104	3.9	73,062	4.5	△ 8,957	△ 12.3
	Express	41,608	2.6	41,615	2.6	△ 6	△ 0.0
	The Others	97,496	6.0	100,698	6.2	△ 3,201	△ 3.2
	Eliminations	△ 110,713	△ 6.8	△ 117,237	△ 7.2	6,524	△ 5.6
	Total	1,310,067	80.4	1,297,222	79.8	12,845	1.0
BIZ-Logistics	Logistics	99,414	6.1	101,012	6.2	△ 1,598	△ 1.6
	Trade Logistics Service	41,796	2.6	41,829	2.6	△ 32	△ 0.1
	The Others	31,669	1.9	31,568	1.9	101	0.3
	Eliminations	△ 28,946	△ 1.8	△ 26,973	△ 1.7	△ 1,973	7.3
	Total	143,934	8.8	147,437	9.1	△ 3,503	△ 2.4
Home Convenience	Home Convenience	39,210	2.4	46,040	2.8	△ 6,829	△ 14.8
	Eliminations	△ 11,404	△ 0.7	△ 12,636	△ 0.8	1,231	△ 9.7
	Total	27,805	1.7	33,404	2.1	△ 5,598	△ 16.8
e-Business	Credit Card Solution	11,529	0.7	9,373	0.6	2,156	23.0
	IT Operating	8,138	0.5	7,470	0.5	667	8.9
	e-shop Sales Solution	6,190	0.4	5,844	0.4	346	5.9
	The Others	53,309	3.3	50,827	3.1	2,482	4.9
	Eliminations	△ 48,589	△ 3.0	△ 46,922	△ 2.9	△ 1,666	3.6
	Total	30,579	1.9	26,592	1.6	3,986	15.0
Financial	Payment	29,448	1.8	32,162	2.0	△ 2,713	△ 8.4
	Leasing Operations	40,306	2.5	40,181	2.5	124	0.3
	Credit Finance	3,344	0.2	3,479	0.2	△ 135	△ 3.9
	The Others	6,848	0.4	7,056	0.4	△ 207	△ 2.9
	Eliminations	△ 2,875	△ 0.2	△ 2,913	△ 0.2	38	△ 1.3
	Total	77,072	4.7	79,966	4.9	△ 2,894	△ 3.6
Autoworks	Truck Solution	49,806	3.1	50,486	3.1	△ 679	△ 1.3
	The Others	8,734	0.5	9,620	0.6	△ 886	△ 9.2
	Eliminations	△ 33,618	△ 2.1	△ 34,121	△ 2.1	503	△ 1.5
	Total	24,922	1.5	25,985	1.6	△ 1,062	△ 4.1
Other	JITBOX Charter	13,373	0.8	12,609	0.8	764	6.1
	The Others	71,724	4.4	51,651	3.2	20,073	38.9
	Eliminations	△ 69,334	△ 4.3	△ 49,556	△ 3.0	△ 19,778	39.9
	Total	15,763	1.0	14,705	0.9	1,058	7.2
<b>Total</b>		<b>1,630,146</b>	<b>100.0</b>	<b>1,625,315</b>	<b>100.0</b>	<b>4,831</b>	<b>0.3</b>

\* The amounts of 【FY 2019】 are reclassified to the division for FY 2020. For details, please refer to "4. Others" of Consolidated Financial Results of the Fiscal Year Ending March 31, 2020.

**Results 4. Delivery Volume**
**① TA-Q-BIN(in Japan)**

		【 FY 2020 】	【 FY 2019 】	Change	
				Amount	(%)
TA-Q-BIN (Total of 3 items)	Total(Thousands)	1,799,922	1,803,530	△ 3,608	△ 0.2
	Unit-price(Yen)	676	664	12	
TA-Q-BIN・ TA-Q-BIN Compact	Total(Thousands)	1,627,332	1,668,280	△ 40,947	△ 2.5
	Unit-price(Yen)	726	702	24	
Nekopos	Total(Thousands)	172,589	135,250	37,339	27.6
	Unit-price(Yen)	201	191	10	

**② Kuroneko DM-Bin(in Japan)**

	【 FY 2020 】	【 FY 2019 】	Change	
			Amount	(%)
Kuroneko DM-Bin Total(Thousands)	987,242	1,211,525	△ 224,282	△ 18.5
Kuroneko DM-Bin Unit-price(Yen)	65	60	5	

**Results 5. Increases and Decreases in Operating Expenses**

(Millions of Yen)

	【 FY 2020 】		【 FY 2019 】		Change	
	Amount	(%)	Amount	(%)	Amount	(%)
Operating Revenues	1,630,146	100.0	1,625,315	100.0	4,831	0.3
Operating Expenses	1,585,445	97.3	1,566,969	96.4	18,475	1.2
Personnel Expenses	849,038	52.1	821,715	50.6	27,323	3.3
Employee Salary	589,185	36.1	564,377	34.7	24,807	4.4
Retirement Benefit Expenses	17,124	1.1	14,754	0.9	2,370	16.1
Other Expenses	242,729	14.9	242,584	14.9	145	0.1
Subcontracting Expenses	601,833	36.9	629,645	38.7	△ 27,811	△ 4.4
Commission Expenses	234,046	14.4	256,817	15.8	△ 22,771	△ 8.9
Vehicle Hiring Expenses	203,330	12.5	201,377	12.4	1,953	1.0
Other Expenses	164,456	10.1	171,449	10.5	△ 6,993	△ 4.1
Vehicle Expenses	47,676	2.9	46,656	2.9	1,020	2.2
Other Operating Expenses	357,561	21.9	342,602	21.1	14,959	4.4
Eliminations	△ 270,665	△ 16.6	△ 273,649	△ 16.8	2,983	1.1

**Results 6. Employee Breakdown**

	【 FY 2020 】			【 FY 2019 】			Change			
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	(%)
Total Employees	98,744	126,201	224,945	97,587	127,538	225,125	1,157	△ 1,337	△ 180	△ 0.1
Delivery	82,542	120,228	202,770	81,400	121,741	203,141	1,142	△ 1,513	△ 371	△ 0.2
BIZ-Logistics	5,280	2,901	8,181	5,414	2,793	8,207	△ 134	108	△ 26	△ 0.3
Home Convenience	3,232	1,558	4,790	3,114	1,531	4,645	118	27	145	3.1
e-Business	3,100	395	3,495	3,122	375	3,497	△ 22	20	△ 2	△ 0.1
Financial	643	156	799	637	172	809	6	△ 16	△ 10	△ 1.2
Autoworks	1,497	714	2,211	1,472	692	2,164	25	22	47	2.2
Other	2,450	249	2,699	2,428	234	2,662	22	15	37	1.4

	【 FY 2020 】	【 FY 2019 】	Change
Ratio of Personnel Expenses Over Operating Revenues	44.7	43.3	1.4
Ratio of Personnel Expenses Over Net Revenues	65.5	64.9	0.6



**Results 7. Increases and Decreases in Consolidated Balance Sheet**
**① Increases and Decreases in Assets**

(Millions of Yen)

	<b>【 FY 2020 】</b> March 31,2020	<b>【 FY 2019 】</b> March 31,2019	Change	Remark
Current Assets	542,884	550,258	△ 7,374	
Fixed Assets	557,855	573,401	△ 15,545	
Total	1,100,739	1,123,659	△ 22,920	

**② Increases and Decreases in Liabilities and Equity**

(Millions of Yen)

	<b>【 FY 2020 】</b> March 31,2020	<b>【 FY 2019 】</b> March 31,2019	Change	Remark
Current Liabilities	408,811	410,423	△ 1,612	
Fixed Liabilities	129,093	139,847	△ 10,753	
Equity	562,835	573,388	△ 10,553	
Total	1,100,739	1,123,659	△ 22,920	

**③ Interest-bearing Debt**

(Millions of Yen)

	<b>【 FY 2020 】</b> March 31,2020	<b>【 FY 2019 】</b> March 31,2019	Change	
			Amount	(%)
Interest-bearing Debt	124,838	113,233	11,605	10.2

**Results 8. Capital Expenditure and Depreciation**

(Millions of Yen)

	【 FY 2020 】		【 FY 2019 】		Change	
	Amount	(%)	Amount	(%)	Amount	(%)
Capital Expenditure	64,739	100.0	83,514	100.0	△ 18,775	△ 22.5
Vehicles	41,796	64.6	52,560	62.9	△ 10,764	△ 20.5
Buildings	13,657	21.1	16,975	20.3	△ 3,317	△ 19.5
Equipments	5,045	7.8	8,647	10.4	△ 3,601	△ 41.6
Others	4,240	6.5	5,331	6.4	△ 1,091	△ 20.5

(Millions of Yen)

	【 FY 2020 】	【 FY 2019 】	Change	
			Amount	(%)
Depreciation	55,083	51,346	3,736	7.3

**Results 9. Domestic Network**

	【 FY 2020 】 March 31,2020	【 FY 2019 】 March 31,2019	Change
Vehicles(Number)	56,494	54,193	2,301
Large Freight Vehicles	2,534	2,522	12
Midsize Freight Vehicles	1,622	1,690	△ 68
Small Freight Vehicles	39,243	38,400	843
Subcompact Vehicles	7,058	5,523	1,535
Other Vehicles	6,037	6,058	△ 21
Delivery Channels (※)	7,954	7,963	△ 9
Base Terminals	77	76	1
Centers	7,011	7,023	△ 12
Moving Centers	143	144	△ 1
Logistics Centers	364	362	2
Others	359	358	1
Sub-agents	183,790	194,261	△ 10,471

\* It shows the number of organizations.