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May 1, 2025

Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 <Under Japanese GAAP>

Company name: Yamato Holdings Co., Ltd.
Listing: Tokyo Stock Exchange
Stock code: 9064
URL: https://www.yamato-hd.co.jp/
Representative: Yutaka Nagao, Executive Officer and President
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Tel: +81-3-3541-4141 (from overseas)

Scheduled date of ordinary general meeting of shareholders: June 20, 2025
Scheduled date to commence dividend payments: May 30, 2025
Scheduled date to file annual securities report: June 13, 2025
Preparation of supplementary materials on financial results: Yes
Holding of financial results meeting: Yes

(Amounts less than 1 million yen are discarded)

1. Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated operating results

(Percentages represent year-on-year changes)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	1,762,696	0.2	14,206	(64.5)	19,587	(51.6)	37,937	0.8
March 31, 2024	1,758,626	(2.3)	40,059	(33.3)	40,458	(30.3)	37,626	(18.0)

(Note) Comprehensive income: For the fiscal year ended March 31, 2025: 50,607 million yen (20.5%)
For the fiscal year ended March 31, 2024: 42,003 million yen ((8.9)%)

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to operating revenue
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	111.87	—	6.5	1.6	0.8
March 31, 2024	107.23	—	6.3	3.5	2.3

(Reference) Share of loss (profit) of entities accounted for using equity method: For the fiscal year ended March 31, 2025: (371) million yen
For the fiscal year ended March 31, 2024: (837) million yen

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	1,267,428	600,350	46.5	1,806.52
March 31, 2024	1,181,782	591,980	49.6	1,708.00

(Reference) Equity: As of March 31, 2025: 589,259million yen As of March 31, 2024: 585,755 million yen

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of Yen
March 31, 2025	47,732	(44,356)	9,421	208,057
March 31, 2024	64,333	(22,435)	(30,777)	194,702

2. Cash dividends

	Annual dividends per share					Total annual dividends	Payout ratio (Consolidated)	Dividends on equity (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended/ending	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2024	—	23.00	—	23.00	46.00	15,988	42.9	2.7
March 31, 2025	—	23.00	—	23.00	46.00	15,411	41.1	2.6
March 31, 2026 (Forecast)	–	23.00	–	23.00	46.00		60.8	

3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages represent year-on-year changes)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Half year	910,000	8.3	(5,000)	—	(5,000)	—	(5,000)	—	(15.74)
Full year	1,880,000	6.7	40,000	181.6	40,000	104.2	24,000	(36.7)	75.69

* Notes

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 6 companies (Sustainable Shared Transport Inc., Nakano Shokai Co., Ltd., Yamato Energy Management Co., Ltd., YMT-GB2 Limited Liability Investment Partnership, MY MEDICA Inc., and 1 other company)

Excluded: 1 company (Yamato Dialog & Media Co., Ltd.)

(Note) For details, please see “3. Consolidated Financial Statements and Significant Notes Thereto, (5) Notes to consolidated financial statements (Significant matters forming the basis of preparing the consolidated financial statements)” on page 23 of the attached materials.

(2) Changes in accounting policies, changes in accounting estimates, and restatement

a. Changes in accounting policies due to revisions to accounting standards and other regulations: None

b. Changes in accounting policies due to other reasons: None

c. Changes in accounting estimates: None

d. Restatement: None

(3) Number of issued shares (common shares)

a. Total number of issued shares as of the end of the period (including treasury shares)

As of March 31, 2025:	360,496,492 shares
As of March 31, 2024:	360,496,492 shares

b. Number of treasury shares as of the end of the period

As of March 31, 2025:	34,311,351 shares
As of March 31, 2024:	17,548,985 shares

c. Average number of shares during the period (cumulative from the beginning of the fiscal year)

Fiscal year ended March 31, 2025:	339,121,659 shares
Fiscal year ended March 31, 2024:	350,881,081 shares

(Note) For details of the number of shares used to calculate consolidated basic earnings per share, please see “3. Consolidated Financial Statements and Significant Notes Thereto, (5) Notes to consolidated financial statements (Per share information)” of the attached materials to the financial results report on page 29.

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts and other noteworthy events

- Descriptions of the above financial projections and other data are based on information currently available to the Company and certain assumptions that the Company considers to be reasonable. Actual financial results may differ significantly from the projections for various reasons. For points to note when using such assumptions and financial projections, please see “1. Overview of Operating Results and Others, (4) Future Outlook” on page 9 of the attached materials.
- The Company plans to post supplementary materials on financial results on the Company’s website promptly after the announcement of the financial results.

Attached Materials

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1. Overview of Operating Results and Others

(1) Summary of Operating Results

During the fiscal year ended March 31, 2025, the global inflationary trend became more stable, while in Japan it remains hard to anticipate a full-fledged economic recovery. Although the economic sentiment is in a recovery trend, with cost inflation being passed on to prices as well as other factors, and the decline in real wages is coming to a halt, consumer spending remains sluggish, and the labor shortage is becoming more serious, together with other factors.

Under these circumstances, the Yamato Group is promoting initiatives based on the medium-term management plan "Sustainability Transformation 2030 ~1st Stage~", to create “economic value”, as well as “environmental value” and “social value” to make our society more sustainable, including growing profits in the base domain by strengthening the TA-Q-BIN network, expanding the corporate business domain by providing business solutions, commercializing new business models to address the diversifying needs of customers and society, and strengthening the Group’s management platform, in order to achieve sustainable corporate value enhancement through the concept of “Helping to enrich our society”, which is part of our Management Philosophy.

Our consolidated financial results for the fiscal year ended March 31, 2025 are as follows:

(Millions of yen)

Item	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025	Change	Growth (%)
Operating revenue	1,758,626	1,762,696	4,069	0.2
Operating profit	40,059	14,206	(25,853)	(64.5)
Ordinary profit	40,458	19,587	(20,871)	(51.6)
Profit attributable to owners of parent	37,626	37,937	311	0.8

For the fiscal year ended March 31, 2025, operating revenue was 1,762,696 million yen, up 4,069 million yen year-on-year. This was due to factors including the increase in parcel delivery revenue, as a result of initiatives to reform the revenue mix, as well as the expansion of the corporate business including through M&A, despite a decline in post-box delivery service revenue.

Operating expenses was 1,748,490 million yen, up 29,923 million yen year-on-year. With the continuing rise in hourly wages and unit prices for outsourcing to partners driven by changes in the external environment, productivity in the Last-mile domain improved due to factors including the appropriate allocation of management resources, as well as addressing needs for “Okihai-delivery” services. However, there were cost increases including the upfront expenses related to reviewing operations in the Transportation domain, as well as expenses to commercialize the new business model.

As a result, for the fiscal year ended March 31, 2025, operating profit was 14,206 million yen, which was a decline of 25,853 million yen year-on-year. Profit attributable to owners of parent was 37,937 million yen, an increase of 311 million yen year-on-year, due in part to the booking of gains on the sales of investment securities and non-current assets as part of efforts to strengthen balance sheet management.

Initiatives for the Entire Yamato Group

① Reinforcement of the TA-Q-BIN network and the enhancement of value provided

In order to make the TA-Q-BIN network as a social infrastructure even more efficient and sustainable, we are continuing to promote structural reforms of network operations. In order to flexibly respond to fluctuations in business volume, improve the efficiency of transportation within the network, and shorten cargo waiting times, we are consolidating and enlarging last-mile pickup and delivery bases that used to be deployed in small sizes and in multiple locations, redefining terminal functions, automating work instructions and optimally allocating management resources according to volume using digital technologies, as well as reforming back-office operational processes.

Moreover, Yamato is enhancing the value we provide to customers by expanding our transportation service lineup, further improving the customer experience through the Kuroneko Members membership service for individuals, and offering “carbon neutral delivery” for three parcel delivery products. In addition, we are promoting efforts to charge appropriate freight rates and fees, including annual reviews of reported fares and individual contracts with corporate clients in light of changes in the external environment.

In the fiscal year ended March 31, 2025, we continued to promote initiatives to reduce redeliveries, improve logistics efficiency, and reduce greenhouse gas (GHG) emissions, together with providing more customers with comfortable pickup experiences, such as by providing “Okihai-delivery” services for TA-Q-BIN and TA-Q-BIN Compact for Kuroneko Members who choose that option. Moreover, in order to address demand for the delivery of small parcels, we promoted the sales expansion of the “Koneko-bin 420” service in Tokyo, with which customers can send parcels to anywhere in Japan for a fixed price of 420 yen, by purchasing the designated packing material beforehand.

② Expanding the corporate business domain

Amid the increasing risk factors such as global politics and economics as well as supply chains forming “blocks”, together with environmental issues, and companies being urged to address such risks, the Yamato Group sees such changes as opportunities, and has positioned the solutions business, which aims to solve corporate clients’ management issues across the entire supply chain, as a growth area. Yamato Group aims to achieve profit growth by providing high value-add solutions that leverage the Group’s management resources, including warehouses in Japan and overseas, a transportation and delivery network including dedicated cargo aircraft (freighters), as well as our expertise in logistics, customs clearance and real estate.

In the Contract Logistics Business, we are focusing on synergies with the Express Business, and strengthening efforts to further expand the use of parcel delivery services, charge appropriate pricing based on the value provided, and secure new sources of logistics revenue, by providing solutions that help corporate clients who use parcel delivery services solve problems and support their business growth.

In the Global Business, we will seize opportunities arising from changes in the supply chain, and while leveraging the vast domestic client base we have built up through our TA-Q-BIN services, strive to further expand in areas where the Yamato Group has strengths, such as the automotive, high-tech and food industries, and strengthen sales capabilities mainly in Japan, the United States and Mexico, China, India and Southeast Asia. We are also working to improve the efficiency of our forwarding operations by consolidating different types of cargo, strengthen proposals for the cross-border EC domain, and capture logistics demand that arises from the expansion of domestic demand in our focus regions.

In order to accelerate the expansion of the Contract Logistics Business and Global Business, we are considering M&A and strategic business alliances, in addition to organic growth measures. In the fiscal year ended March 31, 2025, we acquired 87.74% of the outstanding shares of Nakano Shokai Co., Ltd., making it a consolidated subsidiary. We are promoting the PMI (Post-Merger Integration) process to grow the Contract Logistics Business, create synergies with the Express Business, and achieve cost synergies through measures such as the joint utilization of resources from both companies.

③ Commercialization of new business models

Toward the realization of a sustainable future, the Yamato Group is promoting the commercialization of new business models that meet the diversifying needs of customers and society, while leveraging existing management resources and working with partners.

In the Mobility Business, we are promoting initiatives based on our vehicle maintenance services and utilizing our expertise in EVs, solar power generation equipment, and energy management, accumulated through environmental investments and trials within the Yamato Group, to help companies that use vehicles decarbonize. In the fiscal year ended March 31, 2025, we started the “EV Life Cycle Service”, a one-stop service that provides everything from the planning of greenhouse gas (GHG) reduction, to the installation and operational support for and maintenance of EVs & chargers, energy management, and supplying renewable electricity. In addition, utilizing the partnerships with corporate clients and logistics providers cultivated through TA-Q-BIN, as well as our expertise on building transportation and delivery network operations, and in order to secure stable transportation capacity and to establish a sustainable supply chain in consideration of the environment, in February 2025 Yamato started providing services using the open platform for joint transportation and delivery, which a diverse range of stakeholders can participate in, including cargo owners and logistics providers. Sustainable Shared Transport Inc. is playing a central role in this initiative.

Moreover, Yamato is operating dedicated cargo aircraft (freighters) that connect Narita, Haneda, Shin-Chitose, Kita-Kyushu and Naha Airports, with the aim of capturing new demand by providing stable and speedy transportation, revitalizing local economies by expanding distribution, as well as maintaining and improving the quality of our transportation services. We will continue to promote sales expansion to customers who demand speedy transportation of perishable foods, machinery, apparel, and other items, while addressing customer needs even further.

In addition, to meet the diverse needs of local communities, we are developing "Nekosapo", which are community-based stores that aim to provide new services beyond the sending and receiving of parcels, and expanding sales of the "Kuroneko Monitoring Service HelloLight Visit Plan" using the "HelloLight" IoT light bulb, as well as entering into a capital and business alliance with a hometown tax payment agency, with the aim of strengthening our efforts toward regional development. We are working together to expand our share in the hometown tax payment market, by providing local governments integrated solutions ranging from the communication of regional information, development of attractive tax return items, operation of donation websites on behalf of our clients, provision of administrative systems, as well as the distribution processing and last-mile delivery of tax return items, while also working on the distribution of local products and the promotion of tourism, etc.

In order to support initiatives aimed at health management and the prevention of health-related accidents for motor vehicle transportation companies, who tend to face risks of health issues for their employees, Yamato established "MY MEDICA Inc." in collaboration with a pharmaceutical wholesale company, and launched the online medical service "MY MEDICA" in February 2025.

④ Strengthening the Group's management platform

The Yamato Group continues to promote its human resource strategy and digital strategy as the foundation for achieving sustainable corporate value enhancement, and strengthen sustainable management and corporate governance.

As for our human resource strategy, we are working to optimize the organization and headcount, and review the evaluation and compensation systems, placing priority on the optimal allocation of talent in conjunction with business structural reforms. We are also promoting the development and operation of a human resource management system that promotes independent and autonomous career development, in order to develop talent that can create added value. In addition, to improve the work comfort and job satisfaction of our diverse employees, we are building a welfare system that fits the diversified life plans of our employees, promoting employee health management and health promotion measures, while continuing to promote diversity, conduct human rights due diligence, and promote the advancement of women in the workforce.

As for our digital strategy, we have strengthened our DX promotion structure and are working on DX promotion that is integrated with our business, such as expanding the value we provide to customers and reforming the way we "sort", "transport" and "work", and reforming back-office operational processes, by utilizing our digital infrastructure.

In order to strengthen sustainable management, we are strengthening our efforts to address the materialities we identified, based on our two visions "Green Logistics that connects, and delivers the future" and "Contributing to the realization of a society that 'Leaves No One Behind' through Co-creation and fair business activities" to enhance corporate value over the medium to long term, and realize a sustainable society.

In the domain of the environment, we are continuing to promote measures such as "introducing 23,500 EVs", "introducing 810 units of solar power generation equipment" and "improving the usage rate of renewable energy-based electricity", in order to achieve the target of "48% reduction in greenhouse gas (GHG) in 2030, compared to fiscal year ended March 2021" and "virtually zero greenhouse gas (GHG) emissions (own emissions) by 2050", as well as working to grasp net emissions in the supply chain (Scope 3), and setting reduction targets. In the fiscal year ended March 31, 2025, Yamato started operating a sales office at which 100% of the electricity used is sourced locally and generated from renewable energy through public-private collaboration, in Kawasaki City which is designated as a leading area for decarbonization. This sales office incorporates Yamato Transport's original Energy Management System (EMS), optimized for logistics facilities. The system enables real-time visualization and automatic adjustment of electricity usage within the office, the amount of solar power that is being generated, and the charge/discharge volume of storage batteries, ensuring efficient energy management, as well as reducing electricity costs by controlling peak electricity usage. In January 2025, we established Yamato Energy Management Co., Ltd. Going forward, this company will play a central role not only for the Yamato Group but also for clients that use vehicles, by providing renewable electricity generated at Yamato Group facilities and by local power generation companies, which will contribute to decarbonization in logistics as well as to the development of both businesses and society.

In the domain of the society, we continue to place the highest priority on respect for human life, and are strengthening initiatives for the safety and health of our employees and partners, while promoting the development of a work environment in which a diverse range of employees can play an active role. We are confronting various social issues, and promoting the establishment of a sustainable supply chain based on

appropriate relationships, holding regular discussions with our business partners, and developing systems, processes, and mechanisms for the early detection and resolution of issues.
As for enhancing our corporate governance, we are continuing to work on separating management supervision and execution, as well as maintaining and improving management transparency. We are working to enhance corporate value in a sustainable manner, through constructive dialogue with shareholders and investors, and enriching the disclosure of information.

Business Strategies of Each Segment

The reporting segmentation has been changed from the fiscal year ended March 31, 2025. The year-on-year comparisons below have been made by adjusting the figures for the previous fiscal year to the new reporting segmentation.

Express Business

① The Express Business provides domestic transportation and delivery services, mainly TA-Q-BIN, to individual and corporate customers, and is expanding the value it provides to customers by widening its service lineup, enhancing the customer experience through the “Kuroneko Members” membership service for individuals, and offering “carbon neutral delivery” of three parcel delivery products. In addition, we are promoting the charging of appropriate rates and fees through annual reviews of reported fares and contracts with corporate clients, in light of changes in the external environment. Moreover, we are promoting structural reforms of our network operations in order to strengthen the TA-Q-BIN network as a social infrastructure in a more efficient and sustainable manner in light of the expansion of EC, the declining birthrate, aging population, depopulation of rural areas, labor shortages and climate change.

② In the fiscal year ended March 31, 2025, we revised the reported fares and tariffs in light of cost increases due to changes in the external environment, while continued strengthening sales for small corporates and individuals in the TA-Q-BIN domain, which is our core domain, expanding new transactions for large corporates in the corporate domain with a view to providing solutions to help clients resolve issues and support their business growth, and promoting efforts to charge appropriate rates and fees in accordance with the value provided to existing clients. In addition, we promoted initiatives to reduce redeliveries, improve logistics efficiency, and reduce greenhouse gas (GHG) emissions, together with providing more customers with comfortable pickup experiences, such as by providing “Okihai-delivery” services for TA-Q-BIN and TA-Q-BIN Compact for Kuroneko Members who choose that option. Moreover, in order to address demand for the delivery of small parcels, we promoted the sales expansion of the “Koneko-bin 420” service in Tokyo, with which customers can send parcels to anywhere in Japan for a fixed price of 420 yen, by purchasing the designated packing material beforehand.
As for the structural reform of network operations, in order to flexibly adapt to fluctuations in volume, make transportation between bases more efficient, and shorten cargo waiting times, we are consolidating and enlarging last-mile pickup and delivery bases which used to be deployed in small sizes and in multiple locations, redefining terminal functions, and automating work instructions and optimize the allocation of management resources according to volume, as well as reform back-office operational processes using digital technologies.

③ Operating revenue from customers was 1,534,710 million yen, down 0.9% year-on-year. Although parcel delivery revenue increased through initiatives to reform the earnings structure, there were negative factors such as the decline in revenue for post-box delivery services. Operating loss was 12,899 million yen, an increase of 8,693 million yen year on year. Although productivity in the Last-mile domain improved due to factors including the appropriate allocation of management resources, as well as addressing needs for “Okihai-delivery” services, there were upfront cost increases including for expenses related to reviewing operations in the Transportation domain, as well as expenses to commercialize the new business model.

Contract Logistics Business

① In the Contract Logistics Business, we are providing solutions that help corporate clients who use parcel delivery services solve problems and support their business growth. We focus on synergies with the Express Business, and are strengthening efforts to further expand the use of parcel delivery services, charge appropriate pricing based on the value provided, and secure new sources of logistics revenue.

② In the fiscal year ended March 31, 2025, we continued strengthening our sales structure so that corporate sales representatives assigned to each region can make optimal proposals by utilizing information such as the insights gained by Sales Drivers from their contacts and communication with customers. We also worked to optimize our organization and human resources based on regional characteristics, in order to propose supply chain solutions with higher added value, and to optimize the quality and productivity of our operations. Additionally, Yamato acquired 87.74% of the outstanding shares of Nakano Shokai Co., Ltd., making it a consolidated subsidiary. We are advancing the PMI (Post-Merger Integration) process to expand our Contract Logistics business, achieve synergies with our Express Business, as well as cost synergies through the joint utilization of resources between the two companies.

③ Operating revenue from customers was 97,074 million yen, up 9.0% year-on-year, due to factors including Nakano Shokai Co., Ltd. becoming a wholly-owned subsidiary, despite the negative impact compared to the previous fiscal year, when we had demand related to COVID-19 vaccines and the large-scale recall. Operating profit declined 4,120 million yen year-on-year to become 5,582 million yen, due to the decline in operating revenue, despite progress made in making our operations more efficient.

Global Business

① In the Global Business, domestic and overseas operating companies collaborate to provide solutions that optimize the entire global supply chain of corporate clients, by combining international forwarding, international express, contract logistics at overseas locations, and other services. Recognizing the changes in supply chains as an opportunity, we are working to further expand our business in areas where the Yamato Group has strengths, such as the automotive, high-tech and food industries, while leveraging our vast customer base in Japan, which we have built up through our TA-Q-BIN services, and strengthening our sales capabilities particularly in Japan, the U.S. and Mexico, China, India and Southeast Asia.

② During the fiscal year ended March 31, 2025, we continued to promote measures to improve the efficiency of consolidating different types of cargo in our forwarding operations, strengthen proposals for the expanding cross-border EC, and capture logistics demand in line with the expansion of domestic demand in our focus regions. In addition, in view of geopolitical risks and opportunities, we worked to strengthen the global supply chain, such as by providing international intermodal transportation services by truck and rail connecting Southeast Asia and Europe, as well as a fast and highly on-time cross-border trucking service utilizing "bonded transfer between airports" which do not require customs clearance procedures at the U.S.-Mexico border.

③ Operating revenue from customers was 85,950 million yen, up 16.1% year-on-year, driven by factors including the increase in cross-border EC volume. Operating profit increased 2,364 million yen year-on-year to become 9,027 million yen, with the growth in operating revenue driven by cross-border EC volume growth, as well as the improvement in loading efficiency of different types of cargo in our international forwarding operations.

(Reference)

(Million parcels / units)

Category	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025	Change	Growth (%)
TA-Q-BIN/TA-Q-BIN Compact/EAZY	1,886	1,961	75	4.0
Nekopos/Kuroneko Yu-Packet	409	391	(18)	(4.5)
Kuroneko Yu-Mail	626	110	(516)	(82.4)

* The number of Kuroneko Yu-Mail for the fiscal year ended March 31, 2024 includes the number of Kuroneko DM-Bin.

Mobility Business

① The Mobility Business provides vehicle maintenance services that allow clients to continue their operations without suspensions, which contributes to higher utilization of vehicles as well as safe operations. In addition, we are promoting sales expansion of “EV Life Cycle Services,” a one-stop service for supplying renewable electricity to customers utilizing our expertise in EVs, solar power generation equipment, and energy management, accumulated through environmental investments and trials within the Yamato Group.

② In the fiscal year ended March 31, 2025, we further strengthened our network in regions with high demand, and worked to expand sales of vehicle maintenance services and to charge the appropriate unit prices, including the starting of operations of a vehicle maintenance facility designed to improve work efficiency and make it easier for employees to work. Moreover, we began providing the “EV Life Cycle Service” to our first user, a pharmaceutical wholesaler.

③ Operating revenue from customers was 20,505 million yen, up 1.7% year-on-year, due to the increase in the number of contracted vehicles, as well as the charging of appropriate unit prices. Operating profit was 3,781 million yen, down 351 million yen year-on-year, due to factors including the rise in outsourcing expenses related to the maintenance and transportation of vehicles.

Other

① Yamato Group's IT, call center, financial services, and other functions support our efforts to expand the value we provide to the entire supply chain of our clients. In the fiscal year ended March 31, 2025, we continued to promote the provision of IT and other services that help clients improve operational efficiency and end-user convenience.

② Operating revenue from customers was 24,455 million yen, down 2,279 million yen year-on-year. Operating profit was 8,200 million yen, up 77 million yen year-on-year.

Other Initiatives

① The Yamato Group places utmost priority on protecting human life and conducts a range of safety measures. Accordingly, its transport safety management practices in that regard involve drawing up its Safety Management Regulations, building up its transport safety management systems, and formulating annual plans, all centered on respective Group companies whose main operations involve transport. During the fiscal year ended March 31, 2025, we continued to engage in activities to raise awareness towards safety, such as conducting the “Traffic Safety Class for Children” at kindergartens and elementary schools, as well as the “Zero Traffic Accidents Campaign” by the entire Group and the "National Safety Competition", in which drivers from across Japan compete in skills and knowledge on safe driving.

② The Yamato Group believes that enriching local communities serves as the foundation for the Group's growth and development, and actively engages in corporate citizenship activities, with the goal of promoting the healthy and sustainable development of local communities and ensuring a high quality of life for those who live there. In terms of the environment, as a corporate group with a nationwide network, we have been conducting the "Kuroneko Yamato Environmental Class" since 2005 to support environmental education for children, who will lead the next generation, and to help preserve local natural environments for the future. To date, we have held over 3,000 sessions, with a cumulative total of roughly 260,000 participants. With regard to local communities, we have been hosting the Music TA-Q-BIN "Kuroneko Family Concert" since 1986. This initiative is aimed at expressing gratitude to our customers and local residents by delivering real, authentic and high-quality music to people of all ages and regions. 361 concerts have been held so far, with a cumulative total of around 590,000 attendees.

③ Aspiring to be a company that continually evolves in step with society, and led by the Yamato Welfare Foundation, the Yamato Group conducts various activities to help realize a society in which disabled people can experience the joy of working autonomously. Specifically, we engage in ongoing programs that support economic independence of people with disabilities, such that include actively employing people with disabilities at the Swan Bakery which makes and sells bread, and operating job-finding support facilities where they take part in training to acquire skills and knowledge necessary for employment.

(2) Explanation of financial position

Total assets were 1,267,428 million yen as of March 31, 2025, up 85,646 million yen from the end of the previous fiscal year. The increase was largely attributable to the 25,827 million yen increase in customer-related intangible assets, the 15,827 million yen increase in goodwill, and the 12,939 million yen increase in property, plant and equipment, from the acquisition of shares of Nakano Shokai Co., Ltd.

Liabilities increased 77,276 million yen to 667,077 million yen from the end of the previous fiscal year. The increase was largely attributable to the 69,583 million yen increase in borrowings.

Total net assets were 600,350 million yen, up 8,369 million yen from the end of the previous fiscal year. The major factors included profit attributable to owners of the parent being 37,937 million yen, and the 17,279 million yen increase in remeasurements of defined benefit plans due to factors including the review of the discount rate used in retirement benefit accounting paying out 15,797 million yen of dividends of surplus, and 31,086 million yen purchase of treasury shares.

As a result, the equity ratio changed to 46.5%, from 49.6% in the previous fiscal year ended March 31.

(3) Overview of cash flows

Net cash generated by operating activities amounted to 47,732 million yen, which was 16,601 million yen less than the same period of the previous fiscal year. This is largely attributable to the 12,475 million yen decrease in accrued expenses, and the 8,750 million yen decrease in accrued consumption taxes, the 7,321 million yen increase in trade receivables, and a 17,438 million yen decrease in income taxes paid.

Net cash used in investing activities amounted to 44,356 million yen, which is an increase of 21,921 million yen compared with the same period of the previous fiscal year. This is largely attributable to the 35,307 million yen payment to acquire shares of subsidiaries, resulting in changes in scope of consolidation, while there was income of 12,529 million yen from the sale of investment securities.

Net cash generated from financing activities was 9,421 million yen, which is an increase of 40,199 million yen compared to the same period of the previous fiscal year. This is largely attributable to the 41,863 million yen increase in borrowings, the decrease in spending of 18,928 million yen related to the purchase of treasury shares, and the 19,928 million yen decrease in proceeds from the issuance of corporate bonds.

As a result of the above, cash and cash equivalents were 208,057 million yen as of March 31, 2025, up 13,354 million yen from the end of the previous fiscal year.

(4) Future outlook

In the business environment surrounding the Yamato Group, the future outlook remains uncertain, due to factors such as the instability in global affairs, as well as fluctuations in the financial markets. Meanwhile, cost hikes are expected to continue due to changes in the external environment, such as the impact of inflation, as well as the regulation to set a “cap to overtime work (the 2024 issue)" for drivers. Moreover, we are anticipating medium- to long-term changes including the further expansion of EC, the heightening of geopolitical risks, the declining birthrate and the aging society, the depopulation of rural areas, as well as labor shortage and climate change intensifying.

Against this backdrop, the Yamato Group has set our aspiration for 2030 as becoming a “value-creating company that contributes to the realization of a sustainable future”, to realize the sustainable enhancement of corporate value through "helping to enrich our society" as stated in our management philosophy. We are positioning the medium-term management plan “Sustainability Transformation 2030 ~1st Stage~” which lasts until the fiscal year ending March 2027, as the “three years to strengthen the TA-Q-BIN network and transforming the business portfolio”, and will work on initiatives such as reinforcing the TA-Q-BIN network and enhancing value provided, expanding the corporate business domain by providing solutions that cover the entire supply chain, commercializing new business models that address the diversifying needs of customers and society, and strengthening our Group management platform, in order to create “economic value”, as well as “environmental value” and “social value” to make our society more sustainable.

For the fiscal year ending March 31, 2026, in the core TA-Q-BIN business, we will focus on transforming the revenue structure and implementing appropriate pricing in accordance with the value-add. In the corporate business, we will put operating revenue back on a growth trend by making proposals and winning mandates leveraging the corporate transportation & delivery network and our operational expertise. At the same time, we will reinforce the TA-Q-BIN network by making it more efficient and sustainable through our facilities strategy, while will enhancing transportation and loading efficiency in response to customer needs, optimizing operating costs by controlling fixed costs and managing variable costs in line with volume fluctuations, thereby contributing to further profit growth.
The consolidated full-year forecast includes operating revenues of 1,880,000 million yen, operating profit of 40,000 million yen, ordinary profit of 40,000 million yen, and profit attributable to owners of parent of 24,000 million yen.

(5) Operational and financial issues to be addressed

The Yamato Group is operating in a business environment in which the future outlook remains uncertain, due to factors such as the instability in global affairs, as well as fluctuations in the financial markets. Meanwhile, cost hikes are expected to continue due to changes in the external environment, such as the impact of inflation, as well as the regulation to set a "cap to overtime work (the 2024 issue)" for drivers. Moreover, we are anticipating medium- to long-term changes including the further expansion of EC, the heightening of geopolitical risks, the declining birthrate and the aging society, the depopulation of rural areas, as well as labor shortage and climate change intensifying. Against this backdrop, the Yamato Group has set our aspiration for 2030 as becoming a "value-creating company that contributes to the realization of a sustainable future", to realize the sustainable enhancement of corporate value through "helping to enrich our society" as stated in our management philosophy. We are positioning the medium-term management plan "Sustainability Transformation 2030 ~1st Stage~" which lasts until the fiscal year ending March 2027, as the "three years to strengthen the TA-Q-BIN network and transforming the business portfolio," and will promote the following initiatives ① to ⑤:

① Reinforcement of the TA-Q-BIN network and the enhancement of value provided

Although the parcel delivery industry continues to expand alongside the growth of e-commerce, the core domain—comprising individuals and small businesses—is being affected by the declining population and sluggish consumer spending. In addition, with the advancement of e-commerce and demographic shifts, changes are taking place in both the volume of last-mile pickup and delivery operations, and the flow of parcels between urban and rural areas in the Transportation domain. These developments are leading to a downward trend in the profitability of the TA-Q-BIN network.

In response to these conditions, we are transforming our revenue structure and setting the appropriate pricing that reflects the value-added services we provide, to convert the business structure of our core TA-Q-BIN business so that it can generate profit in a stable manner. We will also focus on "TA-Q-BIN sales office reform" to create an environment in which our Sales Drivers can focus on delivering high-quality services to customers. This will be supported by the prompt implementation of initiatives such as developing new products and services that meet customer needs, the realignment of pickup and delivery bases based on the market potential of each region, and the rollout of "Nekosapo", which are community-based stores that provide services beyond just parcel shipment and receipt. Furthermore, to strengthen our efforts in regional revitalization, we have entered into a capital and business alliance with a hometown tax donation service provider, and together we aim to expand our market share in this business by offering integrated solutions to local governments, while continuing to engage in the distribution of local specialties of each region and the development of regional tourism.

In the Transportation domain, we will strengthen the TA-Q-BIN network as a social infrastructure to make it more efficient and sustainable, respond to customer needs in both retail and corporate domains, improve transportation and loading efficiency, minimize fixed costs, and variable costs control in response to the workload. To achieve this, we will review the methods of transportation between terminals, as well as between terminals and pickup/delivery bases in accordance with changes in parcel volume, and appropriately allocate sorting staff (including full-time employees, part-time workers and external temp staff).

② Expansion of corporate business domain

With the intensifying of various risk factors, including environmental issues, and blocs being formed around the world in politics and the economy, as well as in the supply chain, and companies being required to address such changes, the Yamato Group sees such changes as opportunities, and is positioning the solution business, in which we seek to solve challenges faced by customers throughout the entire supply chain, as a growth area. We aim to accelerate profit growth by providing high value-add solutions to corporate clients, leveraging Yamato Group's management resources, including domestic and international warehouses, our transportation and delivery network including freighters, and our expertise in logistics, customs clearance and real estate.

At our corporate domain of the Express Business, we will meet the diverse transportation needs of large corporate clients, as well as focus on transforming our revenue structure and client mix, while charging appropriate pricing that reflects the value add that we provide. In addition, we will seek to generate synergies with Nakano Shokai Co., Ltd., which has become a consolidated subsidiary, primarily through the Contract Logistics business.

In the Global business, we will capture the opportunity presented by changes in the supply chain resulting from instability in global affairs, position international forwarding, international express, overseas Contract Logistics as the core of our business, and strive to further expand in business domains where the Yamato

Group has strengths, such as the automotive, high-tech and food industries, as well as strengthening our sales power mainly in Japan, the United States and Mexico, China, India and Southeast Asia. We will work to improve the cargo-loading efficiency in our forwarding operations by narrowing down the markets we focus on, strengthen proposals for the expanding cross-border EC, and capture logistics demand associated with the expansion of domestic demand for consumer goods and other products in our focus regions, including through M&A, as well as support the business development of our customers through collaboration between our domestic corporate domain and the Contract Logistics business.

③ Commercialization of new business models

In order to realize a sustainable future, the Yamato Group will promote the commercialization of new business models that meet the increasingly diverse needs of customers and society, while leveraging existing management resources and working with a wide range of partners.

In the Mobility Business, based on the vehicle maintenance service, we will provide services utilizing the know-how regarding EVs, solar power generation equipment and energy management, accumulated through environmental investments and trials conducted within the Yamato Group, thereby promoting the decarbonization of logistics, and contributing to the advancement of both businesses and society. Specifically, we will expand the “EV Lifecycle Service”, a one-stop solution that supports everything from setting greenhouse gas (GHG) reduction plans to supporting the introduction, operation and maintenance of EVs and chargers, energy management, and the supply of renewable energy-derived electricity. Yamato Energy Management Co., Ltd., will take the lead in promoting the supply of renewable energy-derived electricity generated by Yamato Group facilities and local renewable energy providers, not only within the Yamato Group but also to corporate clients that use vehicles.

Additionally, based on our partnerships with corporate clients and logistics companies cultivated through TA-Q-BIN, as well as Yamato Group’s expertise in establishing transportation and delivery network operations, we aim to build a stable, environment-friendly and sustainable supply chain. Sustainable Shared Transport Co., Ltd. will take the lead in promoting the sales expansion of services that utilize an open platform for shared transportation and delivery, inviting a wide range of stakeholders including cargo shippers and logistics companies.

Through the online medical service "MY MEDICA” which started providing services in February 2025, Yamato Group will support initiatives aimed at health management and the prevention of health-related accidents for motor vehicle transportation companies, who tend to face risks of health issues for their employees.

④ Strengthening our Group management platform

The Yamato Group continues to promote its HR, digital and environmental & social strategies, as well as initiatives such as strengthening sustainable management and corporate governance.

As for our HR strategy, we will prioritize the optimal allocation of talent, in conjunction with business structure reforms, and work on optimizing the organization and headcount, as well as review our evaluation and compensation scheme. Moreover, in order to develop talent that can generate value-add, we will establish and operate an HR management system based on the job descriptions of each employee, that promotes the proactive and autonomous development of employees’ careers. In order to enhance the motivation and work environment for a diverse range of employees, we will establish an employee welfare scheme that accommodates the life plans of diverse employees, and promote the health management and improvement of our employees, while continuing to engage in promoting diversity, human rights due diligence, and the participation of women in the workplace. Through these initiatives, we will bring out the best of each employee and maximize their contribution, and aim to generate even higher value-add.

As for our digital strategy, we will promote data-driven management with a focus on product development utilizing big data accumulated through TA-Q-BIN services, pricing optimization, and cost containment through modeling and refining future projections. In addition, we will strengthen our DX promotion structure, accelerate changes in operations and working styles, and reform back office business processes, and promote DX integrated with our businesses with a view to creating new businesses.

As for our environment & society strategy, we will continue to promote measures such as “introducing 23,500 EVs”, “introducing 810 solar power generation facilities” and “raising the usage rate of renewable energy-based electricity”, as well as establish methods to calculate emissions from the supply chain (Scope 3), in order to achieve the target of “Carbon neutrality (in-house emissions) in 2050” and “48% reduction in GHG in 2030, compared to fiscal year ended March 2021”. We will address various social issues, and promote the development of a sustainable supply chain by building suitable relations with

business partners, including regular communication, and establish structures, processes and methods to detect issues early and resolve them.
In enhancing our corporate governance, we will continue to separate management supervision and execution, while maintaining and enhancing management transparency. We will sophisticate the management and administration of our business, and strive to sustainably enhance our corporate value through constructive dialogue with shareholders and investors and the enrichment of our disclosure.

⑤ Embedding business management with a stronger focus on capital efficiency
The Yamato Group uses operating profit margin, ROE (return on equity) and ROIC (return on invested capital) as its management metrics, in order to achieve capital profitability that is above our cost of capital, by embedding management that places a stronger focus on capital efficiency, together with promoting the strategic initiatives outlined in ① to ④ above. In addition to improving the profitability of our business and accelerating profit growth, we will work to strengthen balance sheet management and optimize cash flow, thereby enhancing capital efficiency, and building the foundation for improving EPS (earnings per share) and growing shareholder value.
During the current medium-term management plan period, we will make growth investments in our facility strategy and the promotion of DX that contributes to making our operations more efficient, while making environmental investments in EVs, solar power generation equipment etc., to realize a low-carbon society by providing customers with logistics services that have low environmental impact, as well as improving the energy efficiency of our operations. In the growth areas of Contract Logistics and Global businesses, we will make use of M&A and strategic business alliances, together with organic growth measures.
In order to financially support the above plans, we will strengthen balance sheet management, consider the securitization etc. of non-current assets, while being mindful of our financial soundness and efficiency, including the status of cash generation, the status of cash & deposits, shareholders' equity ratio etc., as well as making effective use of funds within the Group, and raising funding through loans from financial institutions and bond issuances if necessary. From the perspective of financial soundness, we will use around 45-50% for the shareholders' equity ratio, and around 0.3-0.5 times for the D/E (debt to equity) ratio as our benchmarks. As for shareholder return, we will target 40% or above in dividend payout ratio, and 50% or above in total payout ratio, based on profit attributable to owners of parent. We will flexibly consider share buybacks, based on factors including progress in growth investments, cash flow trends, our share price, etc.

2. Fundamental Approach to Selection of Accounting Standards

The Yamato Group has adopted Japanese GAAP because the Group engages in business primarily in Japan. However, we intend to give ongoing consideration to IFRS (International Financial Reporting Standards) and other accounting standards aligned with upcoming expansion into other locations overseas.

3. Consolidated Financial Statements and Significant Notes Thereto
(1) Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	195,061	208,654
Notes and accounts receivable - trade, and contract assets	212,094	219,762
Accounts receivable - installment	52,787	56,415
Merchandise and finished goods	97	645
Work in process	212	245
Raw materials and supplies	1,723	2,507
Other	35,977	34,433
Allowance for doubtful accounts	(1,599)	(1,505)
Total current assets	496,353	521,160
Non-current assets		
Property, plant and equipment		
Buildings and structures	402,346	417,200
Accumulated depreciation	(236,813)	(239,331)
Buildings and structures, net	165,533	177,869
Machinery and equipment	77,705	78,092
Accumulated depreciation	(59,406)	(60,965)
Machinery and equipment, net	18,299	17,126
Vehicles	192,889	183,306
Accumulated depreciation	(163,716)	(153,909)
Vehicles, net	29,173	29,397
Land	175,187	177,705
Leased assets	51,085	59,428
Accumulated depreciation	(15,528)	(15,045)
Leased assets, net	35,556	44,382
Construction in progress	17,147	12,293
Other	62,291	66,260
Accumulated depreciation	(48,436)	(50,680)
Other, net	13,855	15,580
Total property, plant and equipment	454,753	474,354
Intangible assets		
Software	36,653	33,133
Goodwill	—	15,827
Customer-related intangible assets	—	25,853
Other	4,562	7,760
Total intangible assets	41,215	82,574

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Investments and other assets		
Investment securities	50,867	48,689
Long-term loans receivable	5,107	3,136
Leasehold deposits	23,255	31,509
Retirement benefit asset	45,887	47,029
Deferred tax assets	63,277	57,202
Other	3,342	3,444
Allowance for doubtful accounts	(2,278)	(1,672)
Total investments and other assets	189,458	189,339
Total non-current assets	685,428	746,268
Total assets	1,181,782	1,267,428
Liabilities		
Current liabilities		
Notes and accounts payable - trade	164,073	173,474
Short-term borrowings	10,181	14,325
Lease liabilities	5,868	7,195
Income taxes payable	8,369	14,968
Deferred installment income	5,163	5,669
Provision for bonuses	32,280	31,369
Other	119,968	107,637
Total current liabilities	345,905	354,639
Non-current liabilities		
Bonds payable	20,000	20,000
Long-term borrowings	20,818	86,258
Lease liabilities	35,659	46,016
Deferred tax liabilities	535	2,179
Retirement benefit liability	148,964	128,589
Provision for share awards for directors (and other officers)	328	427
Provision for special repairs	—	3,277
Other	17,589	25,688
Total non-current liabilities	243,896	312,437
Total liabilities	589,801	667,077

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Net assets		
Shareholders’ equity		
Share capital	127,234	127,234
Capital surplus	36,839	36,849
Retained earnings	448,109	470,183
Treasury shares	(42,850)	(73,913)
Total shareholders’ equity	569,333	560,354
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	14,354	8,249
Foreign currency translation adjustment	2,907	4,215
Remeasurements of defined benefit plans	(839)	16,440
Total accumulated other comprehensive income	16,422	28,905
Non-controlling interests	6,225	11,091
Total net assets	591,980	600,350
Total liabilities and net assets	1,181,782	1,267,428

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income

Consolidated Statement of Income (Cumulative)

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Operating revenue	1,758,626	1,762,696
Operating costs	1,664,317	1,692,669
Operating gross profit	94,308	70,026
Selling, general and administrative expenses		
Personnel expenses	25,622	26,458
Provision for bonuses	1,079	1,385
Retirement benefit expenses	953	1,153
Provision for share awards for directors (and other officers)	187	148
Commission expenses	10,407	8,726
Taxes and dues	10,113	10,798
Provision of allowance for doubtful accounts	891	707
Depreciation	2,150	2,977
Other	5,063	6,153
Total selling, general and administrative expenses	54,249	55,820
Operating profit	40,059	14,206
Non-operating income		
Interest income	408	394
Dividend income	1,362	1,367
Gain on investments in investment partnerships	—	2,513
Green Innovation Fund Project Subsidy	479	643
Gain on sale of vehicles	239	455
Other	2,150	2,821
Total non-operating income	4,640	8,196
Non-operating expenses		
Interest expenses	1,404	1,604
Share of loss of entities accounted for using equity method	837	371
Loss on investments in investment partnerships Foreign exchange losses	636	—
Other	1,362	838
Total non-operating expenses	4,241	2,814
Ordinary profit	40,458	19,587
Extraordinary income		
Gain on sale of non-current assets	12,239	23,858
Gain on sale of investment securities	3,861	14,728
Other	10	10
Total extraordinary income	16,110	38,596

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Extraordinary losses		
Loss on retirement of non-current assets	401	587
Impairment losses	1,423	631
Loss on sale of investment securities	—	71
Loss on valuation of investment securities	95	849
Payments for retirement and other	2,727	—
Provision of allowance for doubtful accounts	188	93
Head office relocation expenses	—	743
Other	29	415
Total extraordinary losses	4,865	3,392
Profit before income taxes	51,704	54,791
Income taxes - current	13,926	17,254
Income taxes – deferred	(61)	(819)
Total income taxes	13,864	16,435
Profit	37,840	38,355
Profit attributable to non-controlling interests	213	417
Profit attributable to owners of parent	37,626	37,937

Consolidated Statement of Comprehensive Income (Cumulative)

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Profit	37,840	38,355
Other comprehensive income		
Valuation difference on available-for-sale securities	5,063	(6,351)
Foreign currency translation adjustment	1,118	1,324
Remeasurements of defined benefit plans, net of tax	(1,971)	17,376
Share of other comprehensive income of entities accounted for using equity method	(48)	(96)
Total other comprehensive income	4,163	12,252
Comprehensive income	42,003	50,607
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	41,798	50,420
Comprehensive income attributable to non-controlling interests	205	187

(3) Consolidated Statement of Changes in Equity

Fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	127,234	36,839	473,891	(39,835)	598,130
Changes during period					
Dividends of surplus			(16,432)		(16,432)
Profit attributable to owners of parent			37,626		37,626
Purchase of treasury shares				(50,001)	(50,001)
Disposal of treasury shares		0		10	10
Cancellation of treasury shares		(0)	(46,975)	46,975	—
Net changes in items other than shareholders' equity					
Total changes during period	—	—	(25,781)	(3,015)	(28,796)
Balance at end of period	127,234	36,839	448,109	(42,850)	569,333

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	9,280	1,781	1,188	12,250	6,049	616,430
Changes during period						
Dividends of surplus						(16,432)
Profit attributable to owners of parent						37,626
Purchase of treasury shares						(50,001)
Disposal of treasury shares						10
Cancellation of treasury shares						—
Net changes in items other than shareholders' equity	5,074	1,126	(2,028)	4,171	175	4,347
Total changes during period	5,074	1,126	(2,028)	4,171	175	(24,449)
Balance at end of period	14,354	2,907	(839)	16,422	6,225	591,980

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	127,234	36,839	448,109	(42,850)	569,333
Changes during period					
Dividends of surplus			(15,797)		(15,797)
Profit attributable to owners of parent			37,937		37,937
Purchase of treasury shares				(31,086)	(31,086)
Disposal of treasury shares			(0)	24	23
Change in scope of consolidation		(6)			(6)
Change in ownership interest of parent due to transactions with non-controlling interests		17			17
Change due to surplus of the end of fiscal periods of consolidated subsidiaries			(66)		(66)
Net changes in items other than shareholders' equity					
Total changes during period	—	10	22,073	(31,062)	(8,979)
Balance at end of period	127,234	36,849	470,183	(73,913)	560,354

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	14,354	2,907	(839)	16,422	6,225	591,980
Changes during period						
Dividends of surplus						(15,797)
Profit attributable to owners of parent						37,937
Purchase of treasury shares						(31,086)
Disposal of treasury shares						23
Change in scope of consolidation						(6)
Change in ownership interest of parent due to transactions with non-controlling interests						17
Change due to surplus of the end of fiscal periods of consolidated subsidiaries						(66)
Net changes in items other than shareholders' equity	(6,104)	1,307	17,279	12,482	4,866	17,348
Total changes during period	(6,104)	1,307	17,279	12,482	4,866	8,369
Balance at end of period	8,249	4,215	16,440	28,905	11,091	600,350

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	51,704	54,791
Depreciation	44,430	48,679
Impairment losses	1,423	631
Amortization of goodwill	—	368
Increase (decrease) in retirement benefit liability	3,309	3,835
Increase (decrease) in provision for bonuses	(4,541)	(966)
Interest and dividend income	(1,771)	(1,761)
Interest expenses	1,404	1,604
Share of loss (profit) of entities accounted for using equity method	837	371
Loss (gain) on sale of property, plant and equipment	(12,239)	(23,858)
Loss on retirement of non-current assets	401	587
Loss (gain) on sale of investment securities	(3,861)	(14,656)
Loss (gain) on valuation of investment securities	95	849
Decrease (increase) in trade receivables	1,288	(6,033)
Decrease (increase) in inventories	542	(1,397)
Increase (decrease) in trade payables	1,001	3,763
Other, net	1,151	(15,552)
Subtotal	85,175	51,257
Interest and dividends received	1,852	1,988
Interest paid	(1,370)	(1,627)
Income taxes paid	(21,324)	(3,885)
Net cash provided by (used in) operating activities	64,333	47,732
Cash flows from investing activities		
Payments into time deposits	(4,572)	(864)
Proceeds from withdrawal of time deposits	6,466	473
Purchase of property, plant and equipment	(31,956)	(54,992)
Proceeds from sale of property, plant and equipment	17,554	51,352
Purchase of investment securities	(2,428)	(8,261)
Proceeds from sale of investment securities	3,238	15,764
Purchase of shares of subsidiaries resulting in changes in scope of consolidation	—	(35,307)
Proceeds from sale of shares of subsidiaries resulting in changes in scope of consolidation	1,265	216
Loan advances	(3,644)	(1,724)
Proceeds from collection of loans receivable	3,993	2,356
Other payments	(14,491)	(18,553)
Other proceeds	2,139	5,183
Net cash provided by (used in) investing activities	(22,435)	(44,356)

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	600	1,800
Repayments of lease liabilities	(5,766)	(6,577)
Proceeds from long-term borrowings	20,953	61,616
Repayment of long-term borrowings	—	(921)
Proceeds from issuance of bonds	19,928	—
Purchase of treasury shares	(50,032)	(31,103)
Dividends paid	(16,431)	(15,793)
Dividends paid to non-controlling interests	(34)	(85)
Proceeds from share issuance to non-controlling interests	5	485
Other, net	0	0
Net cash provided by (used in) financing activities	(30,777)	9,421
Effect of exchange rate change on cash and cash equivalents	356	100
Net increase (decrease) in cash and cash equivalents	11,476	12,896
Cash and cash equivalents at beginning of period	183,225	194,702
Increase (decrease) in cash and cash equivalents from the change in fiscal period-end of consolidated subsidiaries	—	458
Cash and cash equivalents at end of period	194,702	208,057

(5) Notes to Consolidated Financial Statements

(Notes to premise of going concern)

Not applicable.

(Significant matters forming the basis of preparing the consolidated financial statements)

1. Scope of consolidation

(1) Number of consolidated subsidiaries: 32

Names of major consolidated subsidiaries:

Yamato Transport Co., Ltd.	Okinawa Yamato Transport Co., Ltd.
YAMATO BOX CHARTER CO., LTD	Nakano Shokai Co., Ltd.
YAMATO TRANSPORT U. S. A., INC.	Yamato Autoworks Co., Ltd.
Yamato System Development Co., Ltd.	

Sustainable Shared Transport Inc., YMT-GB2 Limited Liability Investment Partnership, MY MEDICA Inc., and Yamato Energy Management Co., Ltd. have been established, and have been added to the scope of consolidation from the fiscal year ended March 31, 2025.

Nakano Shokai Co., Ltd. and its subsidiary, IS Tosu Development II TMK have been added to the scope of consolidation due to the acquisition of the shares of Nakano Shokai Co., Ltd.

Yamato Dialog & Media Co., Ltd. (now "YDM Co., Ltd.") has been excluded from the scope of consolidation, due to Yamato selling all of the company's shares.

(2) Non-consolidated subsidiaries, etc.

OTL ASIA SDN. BHD. and certain other subsidiaries are not included within the scope of consolidation. The total assets, operating revenue, profit, and retained earnings of these non-consolidated subsidiaries are immaterial and, even taken together as a group, they do not exert a significant influence on the consolidated financial statements.

2. Application of equity method

(1) Number of affiliates accounted for using equity method: 41

Names of major equity method affiliates:

RH Co., Ltd.	Packcity Japan Co., Ltd.	GDEX BERHAD
Yamato Lease Co., Ltd.	Yamato Staff Supply Co., Ltd.	

Effective from the fiscal year under review, RH Co., Ltd. and 1 subsidiary of RH Co., Ltd. has been included in the scope of the equity method. Frontier Scion Sdn. Bhd. and 10 other companies have been included in the scope of the equity method, due to equity method affiliate GDEX BERHAD newly acquiring the shares.

Yamato Home Convenience Co., Ltd. (the current ART Setting Delivery Co., Ltd.) and 1 other entity have been excluded from the scope of the equity method, due to the full disposal of shares.

(2) Non-consolidated subsidiaries and affiliates not accounted for using equity method

Entities not subject to the equity method such as OTL ASIA SDN. BHD. and certain other non-consolidated subsidiaries and YAMATO UNYU (THAILAND) CO., LTD. and certain other affiliated companies are excluded from the scope of entities accounted for using the equity method because they do not exert a significant influence on the consolidated financial statements even when taken together as a group, given immateriality of their profit, retained earnings and other financial results corresponding to the ownership held by the Company.

(3) Special note on the application of equity method

The fiscal year-end dates of certain entities accounted for using the equity method differ from the consolidated fiscal year-end date, and accordingly the financial statements have been prepared on the basis of the financial statements and provisional financial results for the respective fiscal years of each of those entities.

3. Information on Financial Year-End Dates and Related Matters of Consolidated Subsidiaries

Out of the consolidated subsidiaries, the consolidated fiscal year-end dates of Nakano Shokai Co., Ltd. is September 30, and IS Tosu Development II TMK is June 30. Based on the financial statements that have been provisionally settled in accordance with the current fiscal year as of the consolidated fiscal year-end

dates.
YAMATO TRANSPORT U.S.A. and other 9 international consolidated subsidiaries use December 31 as their fiscal period-end, and in preparing the consolidated financial statements, the financial statements of these consolidated subsidiaries as of their fiscal period-end were used, and necessary adjustments were made for material transactions that occurred between the fiscal period-end of these subsidiaries and the consolidated fiscal period-end. However, in order to disclose consolidated financial statements more appropriately, the company has changed to the method of provisional settlement of accounts as of the consolidated fiscal period-end, effective from the fiscal year ended March 31, 2025. As a result of this change, profit and loss for the period from January 1, 2024 to March 31, 2024 is adjusted as an increase (decrease) in retained earnings and the increase (decrease) in cash and cash equivalents is presented as “Increase (decrease) in cash and cash equivalents due to change in fiscal period of consolidated subsidiaries” in the consolidated statements of cash flows.

(Business Combinations, etc.)

(Business combination due to acquisition)

The Company acquired 87.74% of the outstanding shares of Nakano Shokai Co., Ltd. on December 1, 2024, based on the resolution at the Board of Directors meeting held on November 5, 2024. As a result, Nakano Shokai became a consolidated subsidiary of the Company.

1. Summary of business combination
   (1) Name and business of acquired company
   Name: Nakano Shokai Co., Ltd. (“Nakano Shokai”)
   Description of business: Contract logistics business etc.

   (2) Main reason for undertaking the business combination
   Under the Medium-term Management Plan “Sustainability Transformation 2030 ~1st Stage~”, which ends in the fiscal year ending March 31, 2027, Yamato Group is working to transform its business portfolio, by expanding earnings to achieve profit growth in the base domain (Express Business), strengthening the TA-Q-BIN network, and expanding in the growth domain (Contract Logistics Business and the Global Business).
   Meanwhile, Nakano Shokai comprehensively provides multiple functions tailored to the needs of its clients, which mainly consist of the upstream logistics domain of retailers, manufacturers and suppliers of food products, and e-commerce operators, including the subleasing of logistics facilities reconfigured to match client specifications, in addition to storage, warehouse operations and transportation services.
   The Company decided to acquire the shares because the addition of Nakano Shokai to the Yamato Group will expand the corporate business domain through (1) expansion of the Contract Logistics Business, (2) generation of synergies with the Express Business, and (3) achieving cost synergies (Contract Logistics and Express Businesses) through joint use of resources of both companies.

   (3) Date of business combination
   December 1, 2024 (Deemed date of acquisition: December 31, 2024)

   (4) Legal form of business combination
   Acquisition of shares for cash consideration based on the underwriting of a third-party allotment of shares and a share transfer agreement

   (5) Company name after business combination
   There is no change to the company name.

   (6) Ratio of voting rights acquired
   87.74%

   (7) Main basis for determining the acquirer
   The Company acquired the shares for cash consideration.

2. The period of the acquired company's earnings included in the consolidated statement of income
From January 1, 2025 to March 31, 2025.

3. Acquisition costs of the acquired company and breakdown thereof

Consideration for acquisition:	Cash and deposits	46,943 million yen
Acquisition cost:		46,943 million yen

4. Details and amount of major acquisition-related costs
Advisory fees, etc. 223 million yen

5. Amount of goodwill incurred, the reason for the goodwill, amortization method and amortization period

(1) Amount of goodwill incurred
16,195 million yen

The allocation of acquisition costs had been calculated provisionally in the third quarter, but has been finalized at the end of the fiscal year ended March 31, 2025.

(Main items related to reallocation of acquisition costs)

Item	Amount of reallocation	
Goodwill (provisional)	31,020	(in millions of yen)
Leased assets	1,245	
Customer-related intangible assets	26,124	
Other property, plant and equipment	183	
Lease liabilities (current)	422	
Lease liabilities (non-current)	1,048	
Deferred tax liabilities	9,063	
Non-current liabilities (other)	121	
Non-controlling interests	2,071	
Total of amount reallocated	14,825	
Goodwill (final amount)	16,195	

(2) Reason for the goodwill
The goodwill arose from the capacity for future excess earnings expected from upcoming business developments.

(3) Amortization method and amortization period
Straight-line amortization over 11 years

6. Amount and details of assets acquired and liabilities assumed as of the business combination date

Current assets	23,055	(in millions of yen)
Non-current assets	53,493	
Total assets	76,549	
Current liabilities	16,058	
Non-current liabilities	25,446	
Total liabilities	41,504	

7. Amounts allocated to intangible fixed assets other than goodwill, the breakdown by major category, and the amortization periods for the total and each major category

(1) Breakdown by major category
Customer-related assets 26,124 million yen

(2) Amortization period by major category
Customer-related assets Straight-line amortization over 22 years

(Segment information, etc.)

1. Segment information

(1) Summary of reportable segment

The reportable segments of the Yamato Group are constituent units of the Yamato Group whose separate financial information can be obtained. The Board of Directors of the Company periodically examines these segments to decide on the allocation of management resources and evaluate business performance.

The Yamato Group has changed its management structure under the pure holding company, in order to realize sustainable enhancement of corporate value based on the medium-term management plan “Sustainability Transformation 2030 ~1st Stage~”, which was formulated with the fiscal year ending March 31, 2027 as the final year. As a result, the reporting segments have been changed into the four segments of “Express Business”, “Contract Logistics Business”, “Global Business” and “Mobility Business” effective from the fiscal year ended March 31, 2025.

The segment information for the previous fiscal year is disclosed based on the reporting segment classification after the change.

Type of services by reportable segment

Reportable segment	Type of services
Express Business	Parcel deliveries for individual and corporate clients, truck transportation business, roll box pallet charter transportation business
Contract Logistics Business	Third party logistics, real estate
Global Business	Truck transportation for corporate clients, planning and operation of logistics centers, customs clearance, air freight forwarding
Mobility Business	Vehicle maintenance, fuel sales, non-life insurance agency
Other	Development and operation management of IT systems, call center business, financial service

(2) Method of calculating operating revenue, profit/loss, assets and other items by reportable segment

The accounting method used for reported business segments complies with accounting policy that has been adopted in preparing the consolidated financial statements.

(3) Information regarding the amounts of operating revenue, profit/loss, assets and other items by reportable segment

Fiscal year ended March 31, 2024

(Millions of yen)

	Express Business	Contract Logistics Business	Global Business	Mobility Business	Other (Note 1)	Total	Reconciliation (Note 2)	Amount recorded in consolidated financial statements (Note 3)
Operating revenue								
Operating revenue from customers	1,548,598	89,073	74,055	20,163	26,734	1,758,626	—	1,758,626
Inter-segment operating revenue or transfers	39,903	11,118	3,781	33,873	68,864	157,541	(157,541)	—
Total	1,588,502	100,192	77,836	54,037	95,599	1,916,168	(157,541)	1,758,626
Segment profit (loss)	11,353	9,702	6,663	4,132	8,123	39,975	84	40,059
Segment assets (Note 4)	968,266	23,908	65,504	31,266	106,132	1,195,071	(13,295)	1,181,782
Others								
Depreciation	34,908	3,060	2,275	936	2,323	43,503	790	44,294
Investment in entities accounted for using equity method	859	—	—	—	—	859	8,495	9,354
Increases of property, plant and equipment and intangible assets (Note 4)	51,569	1,132	3,018	754	736	57,210	5,149	62,359

Notes:
1. Other includes Yamato System Development Co., Ltd. (information systems development) etc.
2. Adjustments made are as follows.
   (1) The adjustment of 84 million yen of segment profit includes group-wide expenses which have not been allocated to each reportable segment (general administrative expenses of the Company, which is a pure holding company) of negative 7,841 million yen, as well as eliminations of transactions among segments of 7,925 million yen.
   (2) The adjustment of negative 13,295 million yen of segment assets includes eliminations of inter-segment receivables and payables, etc. of negative 111,864 million yen and group-wide assets of 98,568 million yen not allocated to each reportable segment.
   (3) The adjustment of 8,495 million yen of investment in entities accounted for using the equity method pertains to the amount of investment in those entities accounted for using equity method which are not allocated to respective reportable segments.
   (4) The adjustment of 5,149 million yen of increases of property, plant and equipment and intangible assets is the Company's capital investment amount.
3. An adjustment was made between segment profit and operating profit in the consolidated statement of income.
4. The segment assets and the increase in property, plant and equipment and intangible assets of the Express Business includes the 385,632 million yen of segment assets of the Headquarter of Yamato Transport Co., Ltd., as well as the 10,575 million yen increase in its property, plant and equipment and intangible assets.

Fiscal year ended March 31, 2025

(Millions of yen)

	Express Business	Contract Logistics Business	Global Business	Mobility Business	Other (Note 1)	Total	Reconciliation (Note 2)	Amount recorded in consolidated financial statements (Note 3)
Operating revenue								
Operating revenue from customers	1,534,710	97,074	85,950	20,505	24,455	1,762,696	—	1,762,696
Inter-segment operating revenue or transfers	38,232	8,673	3,855	33,128	46,494	130,383	(130,383)	—
Total	1,572,943	105,747	89,805	53,634	70,949	1,893,080	(130,383)	1,762,696
Segment profit (loss)	(12,899)	5,582	9,027	3,781	8,200	13,693	512	14,206
Segment assets (Note 4)	963,280	104,503	64,231	29,394	106,105	1,267,515	(87)	1,267,428
Others								
Depreciation	38,595	3,649	2,439	926	2,021	47,632	953	48,586
Investment in entities accounted for using equity method	901	—	—	—	—	901	10,997	11,898
Increases of property, plant and equipment and intangible assets (Note 4)	68,574	44,701	3,185	575	1,216	118,253	8,065	126,319

Notes: 1. Other includes Yamato System Development Co., Ltd. (information systems development) etc.

2. Adjustments made are as follows.

(1) The adjustment of 512 million yen of segment profit includes group-wide expenses which have not been allocated to each reportable segment (general administrative expenses of the Company, which is a pure holding company) of negative 6,935 million yen, as well as eliminations of transactions among segments of 7,448 million yen.

(2) The adjustment of negative 87 million yen of segment assets includes eliminations of inter-segment receivables and payables, etc. of negative 106,420 million yen and group-wide assets of 106,333 million yen not allocated to each reportable segment.

(3) The adjustment of 10,997 million yen of investment in entities accounted for using the equity method pertains to the amount of investment in those entities accounted for using equity method which are not allocated to respective reportable segments.

(4) The adjustment of 8,065 million yen of increases of property, plant and equipment and intangible assets is the Company’s capital investment amount.

3. An adjustment was made between segment profit and operating profit in the consolidated statement of income.

4. The segment assets and the increase in property, plant and equipment and intangible assets of the Express Business includes the 364,511 million yen of segment assets of the Headquarter of Yamato Transport Co., Ltd., as well as the 12,688 million yen increase in its property, plant and equipment and intangible assets.

2. Information regarding impairment losses of non-current assets, goodwill, etc. for each reporting segment
Fiscal year ended March 31, 2024

(Millions of yen)

	Express Business	Contract Logistics Business	Global Business	Mobility Business	Other	Total	Corporate or eliminations	Consolidated
Impairment Loss	898	–	–	–	524	1,423	–	1,423

Fiscal year ended March 31, 2025

(Millions of yen)

	Express Business	Contract Logistics Business	Global Business	Mobility Business	Other	Total	Corporate or eliminations	Consolidated
Impairment Loss	455	9	166	–	–	631	–	631

3. Information on amortization amounts and unamortized balances of goodwill by reportable segment
Fiscal year ended March 31, 2024
Not applicable

Fiscal year ended March 31, 2025

	Express Business	Contract Logistics Business	Global Business	Mobility Business	Other	Total	Corporate or eliminations	Consolidated
Amortization in fiscal year	–	368	–	–	–	368	–	368
Balance at end of fiscal period	–	15,827	–	–	–	15,827	–	15,827

(Per share information)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net assets per share (Yen)	1,708.00	1,806.52
Basic earnings per share (Yen)	107.23	111.87

Notes: 1. The Company's shares held by the Board Benefit Trust (BBT), which is booked as the shares held in own name in the shareholders' equity section are included in the shares held in own name that are deducted from the number of shares outstanding as of the end of the fiscal period, when calculating net assets per share, and is included in the shares held in own name that are deducted from the average number of shares during the period, when calculating net profit per share. The number of shares held in own name as of the end of the fiscal periods that were deducted when calculating net assets per share was 480,000 shares as of the end of the previous fiscal year, and 471,000 shares as of the end of this fiscal year. The average number of shares held in own name during the fiscal periods that were deducted when calculating net profit per share was 481,000 shares as of the end of the previous fiscal year, and 473,000 shares as of the end of this fiscal year.
2. Diluted earnings per share is not presented since no potential shares exist.
3. The basis for calculating "basic earnings per share" is as follows.

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit attributable to owners of parent (Millions of yen)	37,626	37,937
Amount not belonging to ordinary shareholders (Millions of yen)	—	—
Profit attributable to owners of parent concerning common shares (Millions of yen)	37,626	37,937
Average number of common shares during the period (Thousands of shares)	350,881	339,121

(Material subsequent event)
Not applicable.

4.Others

Operating Revenue by Segment

Business segment		For the fiscal year ended March 31, 2024		For the fiscal year ended March 31, 2025		Change (%)
	Income	Amount (Millions of yen)	Ratio (%)	Amount (Millions of yen)	Ratio (%)	
Express Business	Transportation income	1,527,583	86.9	1,514,931	85.9	(0.8)
	Logistical support income	49,191	2.8	47,606	2.7	(3.2)
	Others	42,522	2.4	41,009	2.3	(3.6)
	Eliminations	(70,697)	(4.0)	(68,837)	(3.9)	(2.6)
	Total	1,548,598	88.1	1,534,710	87.1	(0.9)
Contract Logistics Business	Transportation income	10,123	0.6	18,825	1.1	86.0
	Logistical support income	88,113	5.0	81,916	4.6	(7.0)
	Others	1,955	0.1	5,121	0.3	161.8
	Eliminations	(11,118)	(0.6)	(8,789)	(0.5)	(21.0)
	Total	89,073	5.1	97,074	5.5	9.0
Global Business	Transportation income	6,157	0.4	6,510	0.4	5.7
	Logistical support income	96,084	5.5	116,480	6.6	21.2
	Others	3,533	0.2	3,745	0.2	6.0
	Eliminations	(31,719)	(1.8)	(40,786)	(2.3)	28.6
	Total	74,055	4.2	85,950	4.9	16.1
Mobility Business	Others	57,115	3.2	57,630	3.3	0.9
	Eliminations	(36,952)	(2.1)	(37,125)	(2.1)	0.5
	Total	20,163	1.1	20,505	1.2	1.7
Other	Others	96,785	5.5	71,872	4.1	(25.7)
	Eliminations	(70,050)	(4.0)	(47,417)	(2.7)	(32.3)
	Total	26,734	1.5	24,455	1.4	(8.5)
Total		1,758,626	100.0	1,762,696	100.0	0.2

With the change in management structure starting from the fiscal year ended March 31, 2025, operating revenue by segment is based on the reporting segments following the change.