

# Ten-Year Summary and Business Highlights

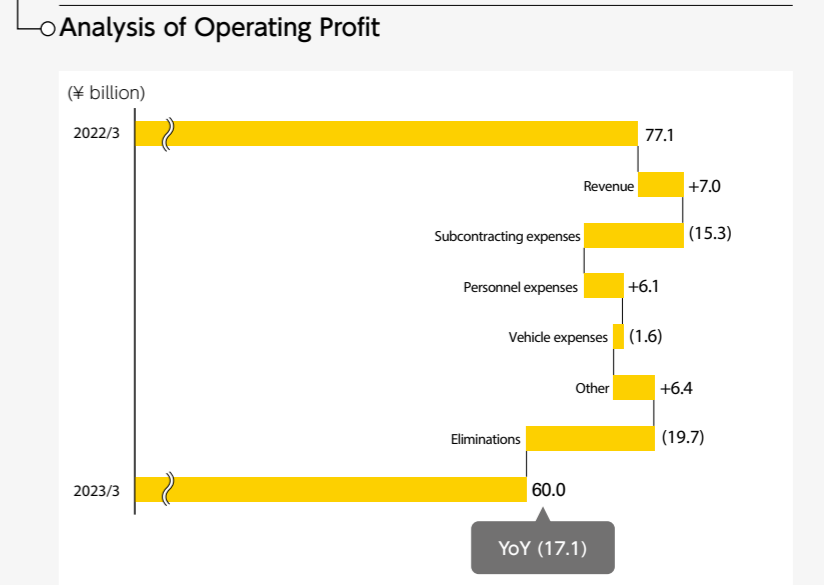
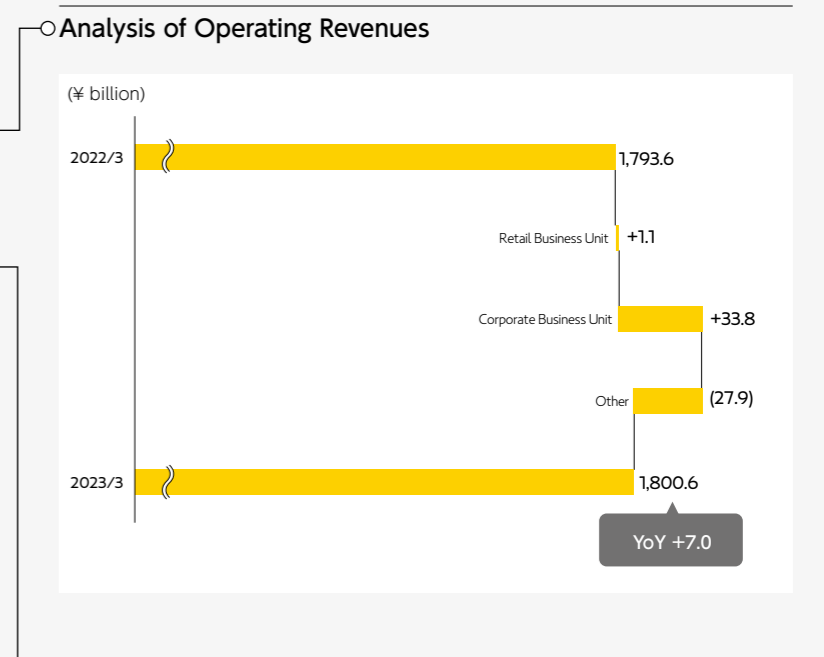
	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2023/3
								Millions of Yen		Thousands of U.S. Dollars	
<b>RESULTS OF OPERATIONS:</b>											
Operating revenues	1,374,610	1,396,708	1,416,413	1,466,852	1,538,813	1,625,315	1,630,146	1,695,867	1,793,618	1,800,668	\$13,485,121
Operating costs	1,274,470	1,290,714	1,306,200	1,385,492	1,452,485	1,513,988	1,526,102	1,538,524	1,654,085	1,687,241	12,635,674
Selling, general and administrative expenses	37,043	37,046	41,672	46,474	50,642	52,981	59,342	65,220	62,333	53,341	399,473
Operating profit	63,096	68,947	68,540	34,885	35,685	58,345	44,701	92,121	77,199	60,085	449,974
Profit before income taxes	65,882	69,157	68,078	33,037	33,123	52,258	44,581	91,759	81,040	56,815	425,489
Income taxes	31,003	31,554	28,414	14,672	14,435	26,308	21,678	34,825	23,968	11,393	85,327
Profit attributable to owners of parent	34,776	37,533	39,424	18,053	18,231	25,682	22,324	56,700	55,956	45,898	343,731
								Yen		U.S. Dollars	
<b>PER SHARE OF COMMON STOCK:</b>											
Basic earnings	82.22	90.41	96.45	45.37	46.24	65.14	56.78	151.55	151.03	126.64	\$ 0.95
Diluted earnings	80.18	88.26	95.64	—	—	—	—	—	—	—	—
Cash dividends	24.00	25.00	28.00	27.00	27.00	28.00	41.00	46.00	46.00	46.00	0.34
Net assets per share	1,316.12	1,368.66	1,349.56	1,367.51	1,395.74	1,435.15	1,441.20	1,553.45	1,611.34	1,684.87	12.62
Stock price (closing), end of year	2,224	2,772	2,247	2,332.5	2,668.5	2,859	1,697	3,035	2,293	2,269	—

								Millions of Yen		Thousands of U.S. Dollars	
<b>FINANCIAL POSITION:</b>											
Working capital	179,999	209,171	235,884	214,661	164,599	139,834	134,072	139,010	128,037	139,888	\$ 1,047,618
Total shareholders' equity	551,379	565,521	537,821	539,179	550,307	565,841	555,173	576,367	590,542	610,380	4,571,115
Total assets	1,032,134	1,082,531	1,089,436	1,114,672	1,114,870	1,123,659	1,100,739	1,089,991	1,086,854	1,107,587	8,294,669
Capital expenditures	79,530	52,022	53,945	48,993	54,482	79,838	55,033	55,431	78,572	55,691	417,068
Depreciation and amortization	42,265	46,058	46,739	46,114	46,423	51,346	55,083	48,861	35,524	41,557	311,225
Net cash provided by operating activities	80,075	92,620	49,715	73,324	51,728	118,093	74,433	123,921	52,016	89,953	673,660

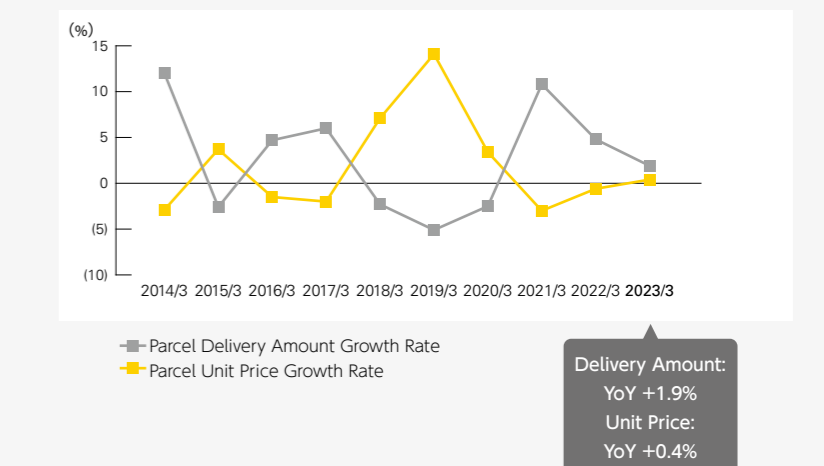
<b>KEY RATIOS:</b>											
Operating profit margin (%)	4.6	4.9	4.8	2.4	2.3	3.6	2.7	5.4	4.3	3.3	
Net margin (%)	2.5	2.7	2.8	1.2	1.2	1.6	1.4	3.3	3.1	2.5	
Return on assets (ROA) (%)	3.5	3.5	3.6	1.6	1.6	2.3	2.0	5.2	5.1	4.2	
Return on equity (ROE) (%)	6.4	6.7	7.1	3.4	3.3	4.6	4.0	10.0	9.6	7.6	
Current ratio (%)	151.8	158.6	167.8	157.7	141.7	134.1	132.8	135.7	136.3	140.6	
Shareholders' equity ratio (%)	53.4	52.2	49.4	48.4	49.4	50.4	50.4	52.9	54.3	55.1	
Asset turnover (Times)	1.4	1.3	1.3	1.3	1.4	1.5	1.5	1.5	1.6	1.6	
Interest coverage ratio (Times)	154.7	174.9	126.6	83.1	135.0	215.5	108.4	125.8	100.3	68.5	
Price earnings ratio (PER) (Times)	27.0	30.7	23.3	51.4	57.7	43.9	29.9	20.0	15.2	17.9	
Price book-value ratio (PBR) (Times)	1.7	2.0	1.7	1.7	1.9	2.0	1.2	2.0	1.4	1.3	

<b>NON-FINANCIAL DATA:</b>											
Number of employees	193,146	197,056	196,582	201,784	213,096	225,125	224,945	223,191	216,873	210,197	
Full-time	87,279	88,247	89,112	90,737	93,534	97,587	98,744	96,829	94,473	92,727	
Part-time	105,867	108,809	107,470	111,047	119,562	127,538	126,201	126,362	122,400	117,470	
Parcel delivery amount (Millions of parcels)	1,665	1,622	1,698	1,800	1,758	1,668	1,627	1,803	1,890	1,926	
Unit price (Yen)	—	—	32	67	78	135	172	293	384	413	
Kuroneko DM-Bin handling volume (Millions of units)	—	—	171	171	181	191	201	195	190	189	
Unit price (Yen)	61	61	57	55	56	60	65	67	67	67	

Foreign currency translation: U.S. dollar amounts have been translated, for convenience only, at the rate of ¥133.53 to U.S.\$1.  
 Note: TA-Q-BIN includes TA-Q-BIN, TA-Q-BIN Compact, and EAZY.  
 On March 31, 2015, we ceased accepting items for Kuroneko Mail Service and from April 1 launched Kuroneko DM-Bin.



### YoY Growth Rates of Parcel Delivery Amount and Unit Price



# Consolidated Balance Sheet

March 31, 2023

ASSETS	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2023	2022	2023
<b>CURRENT ASSETS:</b>			
Cash and cash equivalents (Notes 2.e and 16)	¥ 185,374	¥ 182,645	\$ 1,388,254
Notes and accounts receivable, and contract assets (Notes 16 and 17):			
Trade	216,251	218,923	1,619,494
Installment (Note 6)	50,509	48,055	378,262
Allowance for doubtful accounts	(1,474)	(1,457)	(11,039)
Inventories (Note 7)	2,580	2,216	19,324
Prepaid expenses and other current assets	31,407	30,463	235,204
<b>Total current assets</b>	<b>484,647</b>	<b>480,845</b>	<b>3,629,499</b>
<b>PROPERTY, PLANT AND EQUIPMENT—At cost:</b>			
Land	179,811	179,651	1,346,601
Buildings and structures	381,219	376,844	2,854,930
Vehicles	196,141	197,105	1,468,888
Machinery and equipment	133,693	135,149	1,001,222
Leased assets (Note 15)	47,257	39,653	353,909
Construction in progress	12,379	3,165	92,706
Others	5,124	2,471	38,370
<b>Total</b>	<b>955,624</b>	<b>934,038</b>	<b>7,156,626</b>
Accumulated depreciation	(512,607)	(504,159)	(3,838,891)
<b>Net property, plant and equipment</b>	<b>443,017</b>	<b>429,879</b>	<b>3,317,735</b>
<b>INVESTMENTS AND OTHER ASSETS:</b>			
Investment securities (Notes 8 and 16)	32,236	33,942	241,415
Investments in and advances to unconsolidated subsidiaries and affiliates, net of valuation allowance of ¥482 million (\$3,607 thousand) in 2023 and ¥439 million in 2022 (Note 16)	13,173	17,882	98,653
Long-term loans	2,126	1,872	15,921
Software	38,150	38,588	285,703
Lease deposits	22,318	20,519	167,137
Deferred tax assets (Note 14)	64,292	54,198	481,478
Other assets (Notes 2.k and 11)	7,628	9,130	57,128
<b>Total investments and other assets</b>	<b>179,923</b>	<b>176,131</b>	<b>1,347,435</b>
<b>TOTAL</b>	<b>¥1,107,587</b>	<b>¥1,086,855</b>	<b>\$ 8,294,669</b>

See notes to consolidated financial statements.

LIABILITIES AND EQUITY	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2023	2022	2023
<b>CURRENT LIABILITIES:</b>			
Short-term bank loans (Notes 10 and 16)	¥ 10,000	¥ 15,000	\$ 74,890
Current portion of long-term debt (Notes 10 and 16)	5,415	4,850	40,554
Notes and accounts payable:			
Trade	160,766	165,346	1,203,971
Other	10,463	18,440	78,357
Income taxes payable	16,912	14,396	126,651
Accrued expenses	80,849	81,905	605,475
Deferred profit on installment sales (Notes 6 and 16)	4,798	4,714	35,929
Other current liabilities (Notes 12 and 17)	55,556	48,156	416,054
<b>Total current liabilities</b>	<b>344,759</b>	<b>352,807</b>	<b>2,581,881</b>
<b>LONG-TERM LIABILITIES:</b>			
Long-term debt (Notes 10 and 22)	32,859	26,038	246,078
Liability for employees' retirement benefits (Notes 2.k and 11)	98,295	94,142	736,127
Deferred tax liabilities (Note 14)	482	1,914	3,613
Other long-term liabilities (Note 12)	14,762	13,720	110,551
<b>Total long-term liabilities</b>	<b>146,398</b>	<b>135,814</b>	<b>1,096,369</b>
<b>COMMITMENTS LIABILITIES (Note 15)</b>			
<b>EQUITY (Notes 13 and 22):</b>			
Common stock—authorized, 1,787,541,000 shares in 2023 and 2022; issued, 379,824,892 shares in 2023 and 388,575,592 shares in 2022	127,235	127,235	952,856
Capital surplus	36,839	36,813	275,886
Retained earnings	473,892	464,495	3,548,955
Treasury stock—at cost, 17,552,067 shares in 2023 and 22,084,421 shares in 2022	(39,836)	(49,552)	(298,327)
Accumulated other comprehensive income:			
Unrealized gain on available-for-sale securities	9,280	11,499	69,500
Foreign currency translation adjustments	1,782	(513)	13,343
Remeasurements of defined employees' retirement benefit plans (Notes 2.k and 11)	1,189	566	8,902
<b>Total</b>	<b>610,381</b>	<b>590,543</b>	<b>4,571,115</b>
Non-controlling interests	6,049	7,691	45,304
<b>Total equity</b>	<b>616,430</b>	<b>598,234</b>	<b>4,616,419</b>
<b>TOTAL</b>	<b>¥1,107,587</b>	<b>¥1,086,855</b>	<b>\$8,294,669</b>

# Consolidated Statement of Income

Year Ended March 31, 2023

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2023	2022	2023
<b>OPERATING REVENUES</b> (Note 17)	<b>¥1,800,668</b>	¥1,793,618	<b>\$13,485,121</b>
<b>OPERATING COSTS AND EXPENSES:</b>			
Operating costs	<b>1,687,242</b>	1,654,085	<b>12,635,674</b>
Selling, general and administrative expenses	<b>53,341</b>	62,333	<b>399,473</b>
Total operating costs and expenses	<b>1,740,583</b>	1,716,418	<b>13,035,147</b>
Operating profit	<b>60,085</b>	77,200	<b>449,974</b>
<b>OTHER INCOME (EXPENSES):</b>			
Interest and dividend income	<b>1,915</b>	1,562	<b>14,341</b>
Interest expense	<b>(905)</b>	(786)	<b>(6,777)</b>
Loss on sales and disposal of property, plant and equipment—net	<b>(404)</b>	(361)	<b>(3,027)</b>
Loss on impairment of long-lived assets (Note 9)	<b>(1,995)</b>	(2,420)	<b>(14,938)</b>
Gain on sales of investment securities—net (Note 8)	<b>1,966</b>	14,431	<b>14,723</b>
Loss on sales of shares of subsidiaries and affiliates—net		(2,222)	
Loss on valuation of investment securities (Note 8)	<b>(2)</b>	(49)	<b>(17)</b>
(Loss) gain on investments in investment partnerships	<b>(257)</b>	4,510	<b>(1,927)</b>
Share of loss of entities accounted for using equity method	<b>(4,159)</b>	(243)	<b>(31,144)</b>
Provision of allowance for doubtful accounts in unconsolidated subsidiaries and affiliates	<b>(27)</b>	(57)	<b>(204)</b>
Gain on liquidation of subsidiaries		1,210	
Gain on transition of retirement benefit plan (Note 11)		1,420	
Loss on revision of retirement benefit plan (Note 11)		(14,999)	
Dismantlement expenses	<b>(754)</b>		<b>(5,645)</b>
Other—net	<b>1,353</b>	1,844	<b>10,130</b>
Other (expenses) income—net	<b>(3,269)</b>	3,840	<b>(24,485)</b>
<b>PROFIT BEFORE INCOME TAXES</b>	<b>56,816</b>	81,040	<b>425,489</b>
<b>INCOME TAXES</b> (Note 14):			
Current	<b>23,018</b>	29,293	<b>172,376</b>
Deferred	<b>(11,624)</b>	(5,325)	<b>(87,049)</b>
Total income taxes	<b>11,394</b>	23,968	<b>85,327</b>
<b>PROFIT</b>	<b>45,422</b>	57,072	<b>340,162</b>
<b>(LOSS) PROFIT ATTRIBUTABLE TO NON-CONTROLLING INTERESTS</b>	<b>(476)</b>	1,116	<b>(3,569)</b>
<b>PROFIT ATTRIBUTABLE TO OWNERS OF PARENT</b>	<b>¥ 45,898</b>	¥ 55,956	<b>\$ 343,731</b>

	Yen		U.S. Dollars (Note 1)
	2023	2022	2023
<b>PER SHARE OF COMMON STOCK</b> (Notes 2.q and 19):			
Basic earnings	<b>¥126.64</b>	¥151.03	<b>\$0.95</b>
Cash dividends applicable to the year	<b>46.00</b>	46.00	<b>0.34</b>

See notes to consolidated financial statements.

# Consolidated Statement of Comprehensive Income

Year Ended March 31, 2023

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2023	2022	2023
<b>PROFIT</b>	<b>¥45,422</b>	¥57,072	<b>\$340,162</b>
<b>OTHER COMPREHENSIVE INCOME</b> (Note 18):			
Unrealized loss on available-for-sale securities	<b>(2,223)</b>	(5,415)	<b>(16,644)</b>
Foreign currency translation adjustments	<b>2,292</b>	794	<b>17,168</b>
Remeasurements of defined employees' retirement benefit plans	<b>677</b>	(5,283)	<b>5,070</b>
Share of other comprehensive income of entities accounted for using equity method	<b>(54)</b>	108	<b>(407)</b>
Total other comprehensive income (loss)	<b>692</b>	(9,796)	<b>5,187</b>
<b>COMPREHENSIVE INCOME</b>	<b>¥46,114</b>	¥47,276	<b>\$345,349</b>
<b>TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:</b>			
Owners of parent	<b>¥46,597</b>	¥47,210	<b>\$348,968</b>
Non-controlling interests	<b>(483)</b>	66	<b>(3,619)</b>

See notes to consolidated financial statements.

# Consolidated Statement of Changes in Equity

Year Ended March 31, 2023

	Thousands					Millions of Yen						
	Outstanding Number of Shares of Common Stock	Common Stock	Capital Surplus	Retained Earnings	Treasury Stock	Accumulated Other Comprehensive Income				Total	Non-controlling Interests	Total Equity
						Unrealized Gain on Available-for-Sale Securities	Foreign Currency Translation Adjustments	Remeasurements of Defined Employees' Retirement Benefit Plans				
<b>BALANCE, APRIL 1, 2021</b>	371,025	¥127,235	¥36,813	¥431,572	¥(39,549)	¥15,884	¥(1,317)	¥ 5,730	¥576,368	¥ 7,919	¥584,287	
Cumulative effects of changes in accounting policies				(3,343)					(3,343)	(229)	(3,572)	
<b>RESTATED BALANCE</b>		127,235	36,813	428,229	(39,549)	15,884	(1,317)	5,730	573,025	7,690	580,715	
Profit attributable to owners of parent				55,956					55,956		55,956	
Cash dividends, ¥53 per share				(19,690)					(19,690)		(19,690)	
Purchase of treasury stock	(4,534)				(10,003)				(10,003)		(10,003)	
Disposal of treasury stock												
Net change in the year						(4,385)	804	(5,164)	(8,745)	1	(8,744)	
<b>BALANCE, MARCH 31, 2022</b>	366,491	127,235	36,813	464,495	(49,552)	11,499	(513)	566	590,543	7,691	598,234	
Profit attributable to owners of parent				45,898					45,898		45,898	
Cash dividends, ¥46 per share				(16,784)					(16,784)		(16,784)	
Purchase of treasury stock	(4,218)				(10,001)				(10,001)		(10,001)	
Disposal of treasury stock												
Retirement of treasury stock				(19,717)	19,717							
Change in equity related to transaction with non-controlling shareholders			26						26		26	
Net change in the year						(2,219)	2,295	623	699	(1,642)	(943)	
<b>BALANCE, MARCH 31, 2023</b>	<b>362,273</b>	<b>¥127,235</b>	<b>¥36,839</b>	<b>¥473,892</b>	<b>¥(39,836)</b>	<b>¥ 9,280</b>	<b>¥ 1,782</b>	<b>¥ 1,189</b>	<b>¥610,381</b>	<b>¥ 6,049</b>	<b>¥616,430</b>	

	Thousands of U.S. Dollars (Note 1)										
	Common Stock	Capital Surplus	Retained Earnings	Treasury Stock	Accumulated Other Comprehensive Income				Total	Non-controlling Interests	Total Equity
					Unrealized Gain on Available-for-Sale Securities	Foreign Currency Translation Adjustments	Remeasurements of Defined Employees' Retirement Benefit Plans				
<b>BALANCE, MARCH 31, 2022</b>	\$952,856	\$275,693	\$3,478,579	\$(371,089)	\$ 86,114	\$(3,844)	\$4,238	\$4,422,547	\$ 57,597	\$4,480,144	
Profit attributable to owners of parent			343,731					343,731		343,731	
Cash dividends, \$0.34 per share			(125,693)					(125,693)		(125,693)	
Purchase of treasury stock				(74,903)				(74,903)		(74,903)	
Disposal of treasury stock					2			2		2	
Retirement of treasury stock			(1)	(147,662)	147,663						
Change in equity related to transaction with non-controlling shareholders		194						194		194	
Net change in the year						(16,614)	17,187	4,664	5,237	(12,293)	(7,056)
<b>BALANCE, MARCH 31, 2023</b>	<b>\$952,856</b>	<b>\$275,886</b>	<b>\$3,548,955</b>	<b>\$(298,327)</b>	<b>\$ 69,500</b>	<b>\$13,343</b>	<b>\$8,902</b>	<b>\$4,571,115</b>	<b>\$ 45,304</b>	<b>\$4,616,419</b>	

See notes to consolidated financial statements.

# Consolidated Statement of Cash Flows

Year Ended March 31, 2023

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2023	2022	
<b>OPERATING ACTIVITIES:</b>			
Profit before income taxes	¥ 56,816	¥ 81,040	\$ 425,489
Adjustments for:			
Income taxes—paid	(21,160)	(46,738)	(158,468)
Depreciation and amortization	41,626	35,570	311,737
Loss on sales and disposal of property, plant and equipment—net	404	361	3,027
Loss on impairment of long-lived assets	1,995	2,420	14,938
Gain on sales of investment securities—net	(1,966)	(14,431)	(14,723)
Loss on sales of shares of subsidiaries and affiliates—net		2,222	
Loss on valuation of investment securities	2	49	17
Share of loss of entities accounted for using equity method	4,159	243	31,144
Changes in assets and liabilities, net of effects from previously consolidated subsidiaries:			
Decrease (increase) in notes and accounts receivable	1,234	(13,434)	9,244
(Increase) decrease in inventories	(357)	144	(2,672)
(Decrease) increase in notes and accounts payable	(5,259)	11,537	(39,387)
Increase in liability for employees' retirement benefits	4,634	21,823	34,703
Other—net	7,826	(28,789)	58,611
Total adjustments	33,138	(29,023)	248,171
Net cash provided by operating activities	89,954	52,017	673,660
<b>INVESTING ACTIVITIES:</b>			
Proceeds from sale of property, plant and equipment	1,391	348	10,419
Purchases of property, plant and equipment	(35,435)	(40,779)	(265,374)
Proceeds from sales of investment securities	2,787	18,638	20,874
Purchases of investment securities	(1,752)	(5,690)	(13,120)
Decrease in investments in and advances to unconsolidated subsidiaries and affiliates	3,068	1,423	22,974
Payment for sales of shares of subsidiaries resulting in change in scope of consolidation (Note 21)		(7,313)	
Collection of loans	1,210	1,259	9,061
Payment of loans	(1,375)	(1,466)	(10,302)
Other	(19,314)	(25,363)	(144,640)
Net cash used in investing activities	(49,420)	(58,943)	(370,108)
<b>FINANCING ACTIVITIES:</b>			
Repayments of short-term debt—net	(10,690)	(10,663)	(80,052)
Repayments of long-term debt		(14,000)	
Dividends paid	(17,151)	(19,741)	(128,446)
Purchase of treasury stock—net	(10,025)	(10,057)	(75,079)
Proceeds from sales of shares of subsidiaries not resulting in change in scope of consolidation	19		140
Purchase of shares of subsidiaries not resulting in change in scope of consolidation (Note 5)	(778)		(5,824)
Other	7	5	56
Net cash used in financing activities	(38,618)	(54,456)	(289,205)
<b>FOREIGN CURRENCY TRANSLATION ADJUSTMENTS ON CASH AND CASH EQUIVALENTS</b>	<b>706</b>	<b>701</b>	<b>5,286</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>2,622</b>	<b>(60,681)</b>	<b>19,633</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>180,604</b>	<b>241,285</b>	<b>1,352,534</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR (Note 2.e)</b>	<b>¥183,226</b>	<b>¥180,604</b>	<b>\$1,372,167</b>
<b>NON-CASH INVESTING AND FINANCING ACTIVITIES:</b>			
Newly recorded assets related to lease transactions	¥ 11,386	¥ —	\$ 85,267
Newly recorded liabilities related to lease transactions	11,797		88,344

\*The amounts of newly recorded assets and liabilities related to lease transactions for the fiscal year ended March 31, 2022, are omitted due to immateriality.

# Notes to Consolidated Financial Statements

Year Ended March 31, 2023

## 1. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements have been prepared in accordance with the provisions set forth in the Japanese Financial Instruments and Exchange Act and its related accounting regulations, and in accordance with accounting principles generally accepted in Japan ("Japanese GAAP"), which are different in certain respects as to the application and disclosure requirements of International Financial Reporting Standards.

In preparing these consolidated financial statements, certain reclassifications and rearrangements have been made to the consolidated financial statements issued domestically in order to present them in a form which is more familiar to readers outside Japan. In addition, certain reclassifications and rearrangements have been made in the 2022 consolidated financial statements to conform them to the classifications and presentations used in 2023.

The consolidated financial statements are stated in Japanese yen, the currency of the country in which Yamato Holdings Co., Ltd. (the "Company") is incorporated and operates. The translations of Japanese yen amounts into U.S. dollar amounts are included solely for the convenience of readers outside Japan and have been made at the rate of ¥133.53 to \$1, the approximate rate of exchange at March 31, 2023. Such translations should not be construed as representations that the Japanese yen amounts could be converted into U.S. dollars at that or any other rate.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

*a. Consolidation*—The consolidated financial statements as of March 31, 2023, include the accounts of the Company and its 29 (30 in 2022) significant subsidiaries (together, the "Group").

Effective from the fiscal year ended March 31, 2023, Yamato Web Solutions Co., Ltd. has been excluded from the scope of consolidation due to absorption-type mergers in which Yamato System Development Co., Ltd. is the surviving company.

Under the control and influence concepts, those companies in which the Company, directly or indirectly, is able to exercise control over operations are fully consolidated, and those companies over which the Group has the ability to exercise significant influence are accounted for by the equity method.

The unconsolidated subsidiaries, whose combined assets, net sales, profit and retained earnings in the aggregate are not significant to the consolidated financial statements, have not been consolidated with the Company.

There were 24 (22 in 2022) affiliates accounted for by the equity method.

Effective from the fiscal year ended March 31, 2023, Sweetmag Solutions (M) Sdn. Bhd. and one other company have been included in the scope of equity method due to GDEX BHD., an affiliate accounted for using equity method, newly acquiring their shares.

Investments in the unconsolidated subsidiaries and several affiliates not accounted for by equity method are stated at cost, less a valuation allowance representing possible losses on the investments that are deemed to be other than temporary. If the equity method of accounting had been applied to the investments in such companies, the effect on the accompanying consolidated financial statements would not be material.

All significant intercompany balances and transactions have been eliminated in consolidation. All material unrealized profit included in assets resulting from transactions within the Group is also eliminated.

*b. Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements*—

Under Accounting Standards Board of Japan ("ASBJ") Practical Issues Task Force ("PITF") No. 18, "Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements," the accounting policies and procedures applied to a parent company and its subsidiaries for similar transactions and events under similar circumstances should in principle be unified for the preparation of the consolidated financial statements. However, financial statements prepared by foreign subsidiaries in accordance with either International Financial Reporting Standards or generally accepted accounting principles in the United States of America tentatively may be used for the consolidation process, except for the following items that should be adjusted in the consolidation process so that profit is accounted for in accordance with Japanese GAAP, unless they are not material: (a) amortization of goodwill; (b) scheduled amortization of actuarial gain or loss of pensions that has been recorded in equity through other comprehensive income; (c) expensing capitalized development costs of R&D; (d) cancellation of the fair value model accounting for property, plant and equipment and investment properties and incorporation of the cost model accounting; and (e) recording a gain or loss through profit or loss on the sale of an investment in an equity instrument for the difference between the acquisition cost and selling price, and recording impairment loss through profit or loss for other-than-temporary declines in the fair value of

an investment in an equity instrument, where a foreign subsidiary elects to present in other comprehensive income subsequent changes in the fair value of an investment in an equity instrument.

*c. Unification of Accounting Policies Applied to Foreign Affiliated Companies for the Equity Method*—ASBJ Statement No. 16, "Accounting Standard for Equity Method of Accounting for Investments," requires adjustments to be made to conform the affiliate's accounting policies for similar transactions and events under similar circumstances to those of the parent company when the affiliate's financial statements are used in applying the equity method, unless it is impracticable to determine such adjustments. In addition, financial statements prepared by foreign affiliated companies in accordance with either International Financial Reporting Standards or generally accepted accounting principles in the United States of America tentatively may be used in applying the equity method if the following items are adjusted so that profit is accounted for in accordance with Japanese GAAP, unless they are not material: (a) amortization of goodwill; (b) scheduled amortization of actuarial gain or loss of pensions that has been recorded in equity through other comprehensive income; (c) expensing capitalized development costs of R&D; (d) cancellation of the fair value model accounting for property, plant and equipment and investment properties and incorporation of the cost model accounting; and (e) recording a gain or loss through profit or loss on the sale of an investment in an equity instrument for the difference between the acquisition cost and selling price, and recording impairment loss through profit or loss for other-than-temporary declines in the fair value of an investment in an equity instrument, where a foreign affiliate elects to present in other comprehensive income subsequent changes in the fair value of an investment in an equity instrument.

*d. Revenue Recognition*—Principal performance obligations in the principal businesses relating to revenues recognized from contracts with customers in the Group and the normal timing of satisfaction of performance obligation (the normal timing of recognizing revenues) are as follows:

### (1) Retail Business Unit

Retail Business Unit mainly provides small-parcel delivery services such as TA-Q-BIN. In this service, the Group provides a service to collect and deliver cargoes at the customer's request based on a contract with the customer, and revenue from this service is recognized in accordance with satisfaction of performance obligations measured by the progress of delivery, because other companies are not required to perform the transportation process that has already been performed, even if delivery to the designated delivery destination cannot be completed.

### (2) Corporate Business Unit

In addition to the same transportation services as Retail Business Unit, Corporate Business Unit provides logistics support services, such as cargo storage and logistics services for inbound and outbound shipments, in order to provide value to the entire supply chain of its customers. The Group provides logistics support services, which include the collection, storage, packing, and delivery of cargo based on contracts with customers, and recognizes each contractually agreed-upon process as a performance obligation, and recognizes revenue for each process under contract in accordance with satisfaction of performance obligations measured by the progress of the work, as the customer receives the economic benefit of the work as it progresses.

*e. Cash Equivalents*—Cash equivalents in the consolidated statement of cash flows are short-term investments that are readily convertible into cash and that are exposed to insignificant risk of changes in value. Cash equivalents in the consolidated statement of cash flows include time deposits, certificates of deposit, and mutual funds investing in bonds that represent short-term investments, all of which mature or become due within three months of the date of acquisition.

The difference between cash and cash equivalents in the accompanying consolidated balance sheet and cash and cash equivalents in the accompanying consolidated statement of cash flows was as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Cash and cash equivalents presented in the consolidated balance sheet	¥185,374	¥182,645	\$1,388,254
Time deposits due beyond three months	(2,148)	(2,041)	(16,087)
Cash and cash equivalents presented in the consolidated statement of cash flows	¥183,226	¥180,604	\$1,372,167

*f. Inventories*—Inventories are stated at the lower of cost determined by the first-in, first-out method or net selling value.

## Notes to Consolidated Financial Statements

*g. Investment Securities*—Investment securities are classified and accounted for, depending on management's intent, as follows: (1) trading securities, which are held for the purpose of earning capital gains in near term, are reported at fair value, and the related unrealized gains and losses are included in earnings; (2) held-to-maturity debt securities, for which there is a positive intent and ability to hold to maturity, are reported at amortized cost; and (3) available-for-sale securities, which are not classified as either of the aforementioned securities, are reported at fair value, with unrealized gains and losses, net of applicable taxes, reported in a separate component of equity. The Group had no trading securities at March 31, 2023 and 2022.

Equity securities with no market price and investments in capital are stated at cost determined by the moving-average method.

Investments in the limited partnership for investment partnerships and similar partnerships, which are deemed to be securities pursuant to Article 2, Paragraph 2 of the Financial Instruments and Exchange Act are stated at net amount of equity interest in the partnership based on the most recent financial statements available according to the reporting date stipulated in the partnership agreement.

For other-than-temporary declines in fair value, investment securities are reduced to net realizable value by a charge to income.

*h. Property, Plant and Equipment*—Property, plant and equipment are stated at cost. Depreciation of property, plant and equipment excluding leased assets is computed by the straight-line method. Depreciation of leased assets is computed by the straight-line method over the lease period with no residual value carried.

The range of useful lives is principally as follows:

Buildings and structures	7–60 years
Vehicles	2– 7 years
Machinery and equipment	2–20 years

Maintenance and repairs, including minor renewals and improvements, are charged to income as incurred.

*i. Long-Lived Assets*—The Group reviews its long-lived assets for impairment whenever events or changes in circumstances indicate the carrying amount of an asset or asset group may not be recoverable. An impairment loss is recognized if the carrying amount of an asset or asset group exceeds the sum of the undiscounted future cash flows expected to result from the continued use and eventual disposition of the asset or asset group. The impairment loss would be measured as the amount by which the carrying amount of the asset exceeds its recoverable amount, which is the higher of the discounted cash flows from the continued use and eventual disposition of the asset or the net selling price at disposition.

*j. Other Assets*—Amortization of intangible assets is computed by the straight-line method.

Depreciation of leased assets is computed by the straight-line method over the lease period with no residual value carried.

*k. Retirement and Pension Plans*—The Company and consolidated subsidiaries mainly have contributory trusted pension plans and unfunded retirement benefit plans. In addition, defined contribution retirement plans were introduced along with these defined benefit retirement plans.

In calculating the retirement benefit obligations, the straight-line basis is used in determining the amount of the expected retirement benefit obligations attributed to service performed up to the end of the current fiscal year.

Past service costs are recognized in profit or loss in full in the fiscal year in which it arises. Actuarial gains and losses are amortized on a straight-line basis over a period within the average remaining service period of the eligible employees (mainly five years) on and after the fiscal year following the fiscal year in which it arises.

Actuarial gains and losses are recognized within equity on the consolidated balance sheet after adjusting for tax effects, and funded status is recognized as a liability or asset.

*l. Asset Retirement Obligations*—An asset retirement obligation is recorded for a legal obligation imposed either by law or contract that results from the acquisition, construction, development, and normal operation of a tangible fixed asset and is associated with the retirement of such tangible fixed asset.

The asset retirement obligation is recognized as the sum of the discounted cash flows required for future asset retirement and is recorded in the period in which the obligation is incurred if a reasonable estimate can be made. If a reasonable estimate of the asset retirement obligation cannot be made in the period the asset retirement obligation is incurred, the liability should be recognized when a reasonable estimate of the asset retirement obligation can be made. Upon initial recognition of a liability for an asset retirement obligation, an asset retirement cost is capitalized by increasing the carrying amount of the related fixed asset by the amount of the liability. The asset retirement cost is subsequently allocated to expense through depreciation over the remaining useful life of the asset. Over time, the liability is accreted to its present value each period. Any subsequent revisions to the timing or the amount of the original estimate of undiscounted cash flows are reflected as reconciliation to the carrying amount of the liability and the capitalized amount of the related asset retirement cost.

*m. Leases*—For a lessee, all finance lease transactions are capitalized to recognize lease assets and lease obligations in the balance sheet.

For a lessor, all finance leases that deem to transfer ownership of the leased property to the lessee are recognized as lease receivables, and all finance leases that deem not to transfer ownership of the leased property to the lessee are recognized as investments in leases.

*n. Income Taxes*—The provision for income taxes is computed based on the pretax income included in the consolidated statement of income. The asset and liability approach is used to recognize deferred tax assets and liabilities for the expected future tax consequences of temporary differences between the carrying amounts and the tax bases of assets and liabilities. Deferred taxes are measured by applying currently enacted income tax rates to the temporary differences.

The Company and certain domestic consolidated subsidiaries will transition from the non-consolidated taxation system to the Japanese Group Relief System because they submitted the application for the Japanese Group Relief System during fiscal year ended March 31, 2023 and the approval was granted at April 1, 2023. In addition, the Company has adopted the ASBJ PITF No. 42, "Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System" with respect to the accounting treatment and disclosure related to tax effect accounting for national and local corporate income taxes from the end of the fiscal year ended March 31, 2023.

*o. Foreign Currency Transactions*—All short and long-term monetary receivables and payables denominated in foreign currencies are translated into Japanese yen at the exchange rates at the balance sheet date.

*p. Foreign Currency Financial Statements*—The balance sheet accounts of the consolidated foreign subsidiaries are translated into Japanese yen at the current exchange rate as of the balance sheet date except for equity, which is translated at the historical rate. Differences arising from such translation are shown as "Foreign currency translation adjustments" under accumulated other comprehensive income in a separate component of equity.

Revenue and expense accounts of the consolidated foreign subsidiaries are translated into Japanese yen at the current exchange rates as of the balance sheet date.

*q. Per Share Information*—Basic earnings per share is computed by dividing profit attributable to common shareholders by the weighted-average number of common shares outstanding for the period, retroactively adjusted for stock splits.

Diluted earnings per share reflects the potential dilution that could occur if securities were exercised or converted into common stock. Diluted earnings per share of common stock assumes full conversion of the outstanding convertible notes and bonds at the beginning of the year (or at the time of issuance) with an applicable adjustment for related interest expense, net of tax, and full exercise of outstanding warrants.

For the years ended March 31, 2023 and 2022, diluted earnings per share is not disclosed because the Company had no dilutive securities.

Cash dividends per share presented in the accompanying consolidated statement of income are dividends applicable to the respective fiscal years, including dividends to be paid after the end of the year.

*r. Accounting Changes and Error Corrections*—Under ASBJ Statement No. 24, "Accounting Standard for Accounting Policy Disclosures, Accounting Changes and Error Corrections," and ASBJ Guidance No. 24, "Guidance on Accounting Standard for Accounting Policy Disclosures, Accounting Changes and Error Corrections," accounting treatments are required as follows:

## Notes to Consolidated Financial Statements

(1) Changes in Accounting Policies—When a new accounting policy is applied following revision of an accounting standard, the new policy is applied retrospectively unless the revised accounting standard includes specific transitional provisions, in which case the entity shall comply with the specific transitional provisions. (2) Changes in Presentation—When the presentation of financial statements is changed, prior-period financial statements are reclassified in accordance with the new presentation. (3) Changes in Accounting Estimates—A change in an accounting estimate is accounted for in the period of the change if the change affects that period only, and is accounted for prospectively if the change affects both the period of the change and future periods. (4) Corrections of Prior-Period Errors—When an error in prior-period financial statements is discovered, those statements are restated.

*s. Performance-Based Share Remuneration Plan “Board Benefit Trust (BBT)”*—The Company has introduced a performance-based share remuneration plan “Board Benefit Trust (BBT)” for the directors (except for outside directors) and executive officers who do not concurrently serve as directors of the Company (“Officers”). This plan purports to further enhance the connection between Officers’ remuneration and performance and share value of the Company, and raise their motivation to make contributions to increase the Company’s long-term performance and corporate value by sharing not only the benefits of a rise in share prices but also the risk of a decline in share prices with shareholders.

The Plan is a performance-based share remuneration plan in which the trust acquires the Company’s shares using money contributed by the Company as the source of funds, and Officers are provided with the Company’s shares and cash equivalent to the market value of the Company’s shares (“Shares of the Company”) through the trust in accordance with “Regulation for Benefit of Shares to Officers” established by the Company. As a general rule, Officers shall be entitled to receive Shares of the Company at the time of retirement.

The Company applies the same accounting method as stipulated in the ASBJ PITF No.30, “Practical Solution on Transactions of Delivering the Company’s Own Stock to Employee etc. through Trusts.”

The book value (excluding incidental costs) of the Company’s shares held by the trust bank is accounted for as treasury stock in the equity section of the Company’s consolidated balance sheet. The book value and number of treasury stock held by the trust bank at March 31, 2023 and 2022, were both ¥1,376 million (\$10,308 thousand) and 483,700 shares, respectively.

### 3. SIGNIFICANT ACCOUNTING ESTIMATE

#### *Impairment of Long-Lived Assets*

Amount recorded in the consolidated financial statements for the current fiscal year based on accounting estimates that may have a material impact on the consolidated financial statements for the following fiscal year are as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Property, plant and equipment	<b>¥443,017</b>	¥429,879	<b>\$3,317,735</b>
Intangible assets	<b>43,759</b>	45,646	<b>327,712</b>

In cases where there are indications that an asset may be impaired, an impairment test is performed based on the future cash flows generated by the asset. The cash-generating unit, which is used to determine whether it is necessary for an asset to recognize impairment loss, is the smallest unit in an asset group generating cash inflows generally independent of cash inflows from other assets or asset groups. The criteria of the asset groups are the management accounting classification and the unit used for investment decision making. In Yamato Transport Co., Ltd., the four businesses of Retail, Corporate, Global SCM, and EC were grouped as the smallest cash flow generating units, and assets associated with the Transportation division and the Head Office division were classified as common assets. Because the Retail Business Unit holds most of the above property, plant and equipment and intangible assets, the undiscounted future cash flows used in determining recognition of impairment losses on those assets of the business are based on future management plans that include significant assumptions, such as the unit price and the transaction volume of TA-Q-BIN. These assumptions may have a material impact on the consolidated financial statements for the following fiscal year and thereafter if it becomes necessary for them to be reconsidered due to uncertain economic conditions and the operating conditions of the Group.

### 4. ADDITIONAL INFORMATION

#### *Dissolution and Liquidation of Subsidiaries*

At the meeting held on February 17, 2023, the Board of Directors of the Company resolved to liquidate its consolidated subsidiaries, YAMATO ASIA PTE. LTD. and YAMATO INVESTMENT (HONG KONG) LIMITED.

#### *Reasons for dissolution and liquidation*

The Company decided to liquidate YAMATO ASIA PTE. LTD. and YAMATO INVESTMENT (HONG KONG) LIMITED. The Company judged that reorganizing the current management structure based on previous overseas governance by abolishing intermediate holding companies was necessary. The purpose of liquidation is to reconstruct an appropriate governance framework that aligns with business scale, characteristics, country and region-specific factors, and the growth stage of overseas business.

#### *Name, business and ownership of subsidiaries*

Name: YAMATO ASIA PTE. LTD.  
Business: Management of regional business in Southeast Asia, business development and market research  
Ownership: 100% owned by the Company

Name: YAMATO INVESTMENT (HONG KONG) LIMITED  
Business: Management of regional business in East Asia, business development and market research  
Ownership: 100% owned by the Company

#### *Schedule of dissolution and liquidation*

Board of Directors Resolution (the Company): February 17, 2023  
Extraordinary Meeting of Shareholders (companies involved): August 2023 (planned)  
Conclusion of liquidation: October 2023 (planned)

#### *Financial situation of the subsidiaries*

YAMATO ASIA PTE. LTD.  
Net assets: ¥3,676 million (\$27,527 thousand)  
Total assets: ¥3,768 million (\$28,216 thousand)  
Total liabilities: ¥92 million (\$689 thousand)

YAMATO INVESTMENT (HONG KONG) LIMITED  
Net assets: ¥6,172 million (\$46,223 thousand)  
Total assets: ¥6,176 million (\$46,252 thousand)  
Total liabilities: ¥4 million (\$29 thousand)

#### *Effect on profit or loss due to the dissolution and liquidation*

The effect caused by expenses arising from the dissolution and liquidation of the subsidiaries on profit or loss is immaterial.

#### *Significant effect on operating activities due to the dissolution and liquidation*

The effect caused by the dissolution and liquidation of the subsidiaries on operating activities is immaterial.

## Notes to Consolidated Financial Statements

### 5. BUSINESS COMBINATIONS

#### Transactions under Common Control

##### a. Absorption-type Merger among Consolidated Subsidiaries

At the meeting held on January 20, 2022, the Board of Directors of the Company resolved to conclude contracts involving the absorption-type merger between Yamato System Development Co., Ltd. and Yamato Web Solutions Co., Ltd., which are consolidated subsidiaries of the Company, and they implemented the absorption-type merger on April 1, 2022.

##### 1. Outline of Business Combination

(1) Absorption-type merger in which Yamato System Development Co., Ltd. is the surviving company

##### Name and business of the companies involved in the business combination

###### Surviving company

Name: Yamato System Development Co., Ltd. ("YSD")  
Business: Research, development, information provision and consulting services for computer-based systems  
Operation and management of information processing services and computer systems and related services

###### Dissolving company

Name: Yamato Web Solutions Co., Ltd. ("YWS")  
Business: Worker dispatch services  
Fee-based employment placement services  
Research, development, information provision and consulting services for computer-based systems

##### Date of the business combination

April 1, 2022 (effective date)

##### Legal form of the business combination

Absorption-type merger with YWS as the dissolving company and YSD as the surviving company

##### Name of the company after the business combination

The name did not change.

##### (2) Outline and purpose of business combination

The purpose of the business combination is to improve growth potential of the business by further utilizing business resources and optimizing the professional personnel in the IT department through the absorption-type merger with YSD and YWS. YSD is responsible for the IT functions of the Yamato Group, and YWS provides design, construction, operation of website, and staffing services.

##### 2. Outline of Accounting Treatment

The transaction was accounted under common control in accordance with ASBJ Statement No. 21, "Accounting Standard for Business Combinations," and ASBJ Guidance No. 10, "Guidance on Accounting Standards for Business Combinations and Business Divestitures."

##### b. Additional Acquisition of Shares of Subsidiary

On September 26, 2022, the Company made Yamato Dialogue & Media Co., Ltd., which is a consolidated subsidiary of the Company, a wholly-owned subsidiary through additional acquisition of shares of Yamato Dialogue & Media Co., Ltd. held by DHL eCommerce Japan K.K.

##### 1. Outline of Business Combination

##### Name and business of the company involved in the business combination

Name: Yamato Dialogue & Media Co., Ltd.  
Business: Various businesses related to direct marketing

##### Date of the business combination

September 26, 2022 (effective date)

##### Legal form of the business combination

Acquisition of shares from non-controlling shareholders

##### Name of the company after the business combination

The name did not change.

##### Outline and purpose of business combination

The purpose of the business combination is to enhance growth potential of the business by increasing the efficiency of the managing process through making Yamato Dialogue & Media Co., Ltd. a wholly-owned subsidiary.

##### 2. Outline of Accounting Treatment

The transaction was accounted for as a transaction with non-controlling shareholder of transactions under common control in accordance with ASBJ Statement No. 21, "Accounting Standard for Business Combinations," and ASBJ Guidance No. 10, "Guidance on Accounting Standards for Business Combinations and Business Divestitures."

##### 3. Matters related to Additional Acquisition of Shares of Subsidiary

Acquisition cost and the breakdown are as follows:

Acquisition consideration:	Cash and cash equivalents	<b>¥613 million (\$4,587 thousand)</b>
Total acquisition cost:		<b>¥613 million (\$4,587 thousand)</b>

##### 4. Change in Equity related to Transaction with Non-controlling Shareholders

##### Main reason for the change in capital surplus

Additional acquisition of shares of subsidiary

##### Increase in capital surplus by transaction with non-controlling shareholders

¥23 million (\$170 thousand)

### 6. INSTALLMENT RECEIVABLES

Sales recorded on the installment basis were 0.2% of operating revenues in both 2023 and 2022.

Annual maturities of installment receivables at March 31, 2023, and related amortization of deferred profit on installment sales are as follows:

Year Ending March 31	Millions of Yen		Thousands of U.S. Dollars	
	Receivables	Deferred Profit on Installment Sales	Receivables	Deferred Profit on Installment Sales
2024	<b>¥22,182</b>	<b>¥2,020</b>	<b>\$166,121</b>	<b>\$15,125</b>
2025	<b>10,876</b>	<b>1,150</b>	<b>81,451</b>	<b>8,616</b>
2026	<b>6,685</b>	<b>598</b>	<b>50,066</b>	<b>4,479</b>
2027	<b>3,838</b>	<b>324</b>	<b>28,742</b>	<b>2,424</b>
2028	<b>2,147</b>	<b>191</b>	<b>16,080</b>	<b>1,427</b>
2029 and thereafter	<b>4,781</b>	<b>515</b>	<b>35,802</b>	<b>3,858</b>
Total	<b>¥50,509</b>	<b>¥4,798</b>	<b>\$378,262</b>	<b>\$35,929</b>



## Notes to Consolidated Financial Statements

## 7. INVENTORIES

Inventories at March 31, 2023 and 2022, consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Merchandise	¥ 169	¥ 187	\$ 1,265
Work in process	322	167	2,412
Raw materials and supplies	2,089	1,862	15,647
Total	¥2,580	¥2,216	\$19,324

## 8. INVESTMENT SECURITIES

Investment securities as of March 31, 2023 and 2022, consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Non-current:			
Marketable equity securities	¥21,001	¥21,562	\$157,274
Non-marketable equity securities	3,759	3,813	28,154
Other	7,476	8,567	55,987
Total	¥32,236	¥33,942	\$241,415

Information regarding each category of the securities classified as available-for-sale at March 31, 2023 and 2022, is as follows:

	Millions of Yen			
	2023			
	Cost	Unrealized Gains	Unrealized Losses	Fair Value
Securities classified as:				
Available-for-sale: Equity securities	¥10,807	¥10,448	¥254	¥21,001
	Millions of Yen			
	2022			
	Cost	Unrealized Gains	Unrealized Losses	Fair Value
Securities classified as:				
Available-for-sale: Equity securities	¥10,643	¥11,572	¥653	¥21,562
	Thousands of U.S. Dollars			
	2023			
	Cost	Unrealized Gains	Unrealized Losses	Fair Value
Securities classified as:				
Available-for-sale: Equity securities	\$80,933	\$78,242	\$1,901	\$157,274

Information for available-for-sale securities, which were sold during the years ended March 31, 2023 and 2022, is as follows:

	Millions of Yen		
	Proceeds	Realized Gains	Realized Losses
March 31, 2023			
Available-for-sale:			
Equity securities	¥2,787	¥1,970	¥4
Other			
Total	¥2,787	¥1,970	¥4
	Millions of Yen		
	Proceeds	Realized Gains	Realized Losses
March 31, 2022			
Available-for-sale:			
Equity securities	¥18,638	¥14,431	¥—
Other			
Total	¥18,638	¥14,431	¥—

March 31, 2023	Thousands of U.S. Dollars		
	Proceeds	Realized Gains	Realized Losses
Available-for-sale:			
Equity securities	\$20,870	\$14,757	\$34
Other	4		
Total	\$20,874	\$14,757	\$34

Loss on valuation of available-for-sale securities for the years ended March 31, 2023 and 2022, were ¥2 million (\$17 thousand) and ¥49 million, respectively.

## 9. LONG-LIVED ASSETS

The Group reviewed its long-lived assets for impairment as of the years ended March 31, 2023 and 2022. Upon review, due to no future use, continuous operating losses of those units or significant declines in market prices, the Group recognized an impairment loss of ¥1,995 million (\$14,938 thousand) as other expense for the asset groups of Credit Card Payment Business Unit of Yamato Credit Finance Co., Ltd. and 4 other asset groups for the year ended March 31, 2023, and ¥2,420 million as other expense for the asset groups of the head office and the Tokyo Regional Branch of Yamato Home Convenience Co., Ltd. and 6 other asset groups for the year ended March 31, 2022. The carrying amounts of the relevant asset groups were written down to their recoverable amounts. In the case where the net selling prices were used as recoverable amounts, idle assets were evaluated at zero, and the relevant asset groups other than idle assets were evaluated mainly based on Real Estate Appraisal Standards, assessed value of fixed assets, and posted land prices. In the case where the recoverable amounts were measured at their value in use, the discount rates used for computation of present value of future cash flows for the years ended March 31, 2023 and 2022, were mainly 5.29% and 5.23%, respectively.

## 10. BANK LOANS AND LONG-TERM DEBT

Short-term bank loans at March 31, 2023 and 2022, consisted of notes to banks and bank overdrafts. The weighted-average interest rates applicable to the bank loans as of March 31, 2023 and 2022, were approximately 0.047% and 0.055%, respectively.

Long-term debt at March 31, 2023 and 2022, consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Lease obligations	¥38,274	¥30,888	\$286,632
Total	38,274	30,888	286,632
Less current portion	(5,415)	(4,850)	(40,554)
Total	¥32,859	¥26,038	\$246,078

Annual maturities of long-term debt at March 31, 2023, are as follows:

Year Ending March 31	Millions of Yen	Thousands of U.S. Dollars
2024	¥ 5,415	\$ 40,554
2025	4,983	37,316
2026	3,731	27,937
2027	2,885	21,608
2028	2,083	15,601
2029 and thereafter	19,177	143,616
Total	¥38,274	\$286,632

## Notes to Consolidated Financial Statements

## 11. RETIREMENT AND PENSION PLANS

The Group has defined benefit retirement plans and defined contribution retirement plans for employees.

The defined benefit retirement plans provide, under most circumstances, that employees terminating their employment are entitled to retirement benefits determined based on the rate of pay at the time of termination, years of service, and certain other factors. Such retirement benefits are made in the form of a lump-sum severance payment from the Company or from the consolidated subsidiaries and annuity payments from a trustee. Employees are entitled to larger payments if the termination is involuntary, by retirement at the mandatory retirement age, by death, or by voluntary retirement at certain specific ages exceeding the standard retirement age.

## (1) Defined Benefit Retirement Plans

The changes in defined benefit obligation for the years ended March 31, 2023 and 2022, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Balance at beginning of year	¥151,477	¥183,859	\$1,134,407
Service cost	14,233	14,317	106,592
Interest cost	151	169	1,128
Actuarial loss arising during the year	169	1,849	1,266
Retirement benefits paid	(10,721)	(9,901)	(80,289)
Past service cost arising during the year		14,999	
Decrease due to transition to defined contribution pension plans		(52,271)	
Decrease due to change in scope of consolidation		(1,544)	
Balance at end of year	¥155,309	¥151,477	\$1,163,104

The changes in plan assets for the years ended March 31, 2023 and 2022, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Balance at beginning of year	¥57,351	¥112,181	\$429,500
Expected return on plan assets	574	855	4,295
Actuarial gain arising during the year	657	1,334	4,926
Contributions from the employer	2	3,827	14
Retirement benefits paid	(1,550)	(2,034)	(11,608)
Decrease due to transition to defined contribution pension plans		(57,158)	
Decrease due to change in scope of consolidation		(1,654)	
Balance at end of year	¥57,034	¥ 57,351	\$427,127

Reconciliation between the liability recorded in the consolidated balance sheet and the balances of defined benefit obligation and plan assets as of March 31, 2023 and 2022, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Defined benefit obligation of funded plan	¥ 11,802	¥ 12,935	\$ 88,385
Plan assets	(57,034)	(57,351)	(427,127)
	(45,232)	(44,416)	(338,742)
Defined benefit obligation of unfunded plan	143,507	138,542	1,074,719
Net liability arising from defined benefit obligation	¥ 98,275	¥ 94,126	\$ 735,977

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Liability for employees' retirement benefits	¥98,295	¥94,142	\$736,127
Asset for employees' retirement benefits	(20)	(16)	(150)
Net liability arising from defined benefit obligation	¥98,275	¥94,126	\$735,977

The amount of the liability and asset for employees' retirement benefits that are offset individually by the Company and subsidiaries are combined.

The components of net periodic benefit costs for the years ended March 31, 2023 and 2022, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Service cost	¥14,233	¥14,317	\$106,592
Interest cost	151	169	1,128
Expected return on plan assets	(574)	(855)	(4,295)
Recognized actuarial loss (gain)	493	(488)	3,689
Past service cost		14,999	
Gain on transition to defined contribution pension plans		(1,420)	
Others	52	(76)	391
Net periodic benefit costs	¥14,355	¥26,646	\$107,505

Amounts recognized in other comprehensive income (before income tax effect adjustments) in respect of defined benefit retirement plans for the years ended March 31, 2023 and 2022, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Actuarial gain (loss)	¥981	¥(7,510)	\$7,349
Total	¥981	¥(7,510)	\$7,349

Amounts recognized in accumulated other comprehensive income (before income tax effect adjustments) in respect of defined benefit retirement plans as of March 31, 2023 and 2022, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Unrecognized actuarial gain	¥1,387	¥406	\$10,390
Total	¥1,387	¥406	\$10,390

Plan assets as of March 31, 2023 and 2022, consisted of the following:

	2023	2022
General accounts	58%	57%
Debt investments	22	22
Others	20	21
Total	100%	100%

Assumptions used for the years ended March 31, 2023 and 2022, were set forth as follows:

	2023	2022
Discount rate	0.1%	0.1%
Expected rate of return on plan assets	1.0%	1.0%

The expected rate of return on plan assets is determined on the basis of the distribution of plan assets, past performance of respective assets that make up investments of plan assets, and market trends.

## (2) Defined Contribution Retirement Plans

The amounts contributed to the defined contribution retirement plans of the Group for the years ended March 31, 2023 and 2022, were ¥10,796 million (\$80,849 thousand) and ¥6,886 million, respectively.

## Notes to Consolidated Financial Statements

### 12. ASSET RETIREMENT OBLIGATIONS

The changes in asset retirement obligations for the years ended March 31, 2023 and 2022, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Balance at beginning of year	<b>¥9,928</b>	¥9,646	<b>\$74,347</b>
Additional provisions associated with the acquisition of property, plant and equipment	<b>23</b>	456	<b>168</b>
Reconciliation associated with passage of time	<b>104</b>	105	<b>779</b>
Reconciliation associated with changes in accounting estimates	<b>(7)</b>	(138)	<b>(51)</b>
Reduction associated with settlement of asset retirement obligations	<b>(449)</b>	(138)	<b>(3,362)</b>
Others	<b>10</b>	(3)	<b>77</b>
Balance at end of year	<b>¥9,609</b>	¥9,928	<b>\$71,958</b>

Changes in accounting estimates were recorded as it became evident that the estimate of the discounted cash flows required for future asset retirement at the beginning of the year would change. A reconciliation has been prepared for the change, which resulted in a decrease of the asset retirement obligation for the years ended March 31, 2023 and 2022, by ¥7 million (\$51 thousand) and ¥138 million, respectively.

### 13. EQUITY

Japanese companies are subject to the Companies Act of Japan (the "Companies Act"). The significant provisions in the Companies Act that affect financial and accounting matters are summarized below:

#### a. Dividends

Under the Companies Act, companies can pay dividends at any time during the fiscal year in addition to the year-end dividend upon resolution at the shareholders' meeting. For companies that meet certain criteria such as (1) having a Board of Directors, (2) having independent auditors, (3) having an Audit & Supervisory Board, and (4) the term of service of the directors being prescribed as one year rather than the normal two-year term by its articles of incorporation, the Board of Directors may declare dividends (except for dividends-in-kind) at any time during the fiscal year if the company has prescribed so in its articles of incorporation. The Company meets all the above criteria.

The Companies Act permits companies to distribute dividends-in-kind (non-cash assets) to shareholders subject to a certain limitation and additional requirements.

Semiannual interim dividends may also be paid once a year upon resolution by the Board of Directors if the articles of incorporation of the company so stipulate. The Companies Act provides certain limitations on the amounts available for dividends or the purchase of treasury stock. The limitation is defined as the amount available for distribution to the shareholders, but the amount of net assets after dividends must be maintained at no less than ¥3 million.

#### b. Increases/Decreases and Transfer of Common Stock, Reserve and Surplus

The Companies Act requires that an amount equal to 10% of dividends must be appropriated as a legal reserve (a component of retained earnings) or as additional paid-in capital (a component of capital surplus) depending on the equity account charged upon the payment of such dividends until the aggregate amount of legal reserve and additional paid-in capital equals 25% of the common stock. Under the Companies Act, the total amount of additional paid-in capital and legal reserve may be reversed without limitation. The Companies Act also provides that common stock, legal reserve, additional paid-in capital, other capital surplus, and retained earnings can be transferred among the accounts within equity under certain conditions upon resolution of the shareholders.

#### c. Treasury Stock

The Companies Act also provides for companies to purchase treasury stock and dispose of such treasury stock by resolution of the Board of Directors. The amount of treasury stock purchased cannot exceed the amount available for distribution to the shareholders, which is determined by a specific formula. The Companies Act also provides that companies can purchase both treasury stock acquisition rights and treasury stock. Such treasury stock acquisition rights are presented as a separate component of equity.

### 14. INCOME TAXES

The Company and its domestic subsidiaries are subject to Japanese national and local income taxes, which, in the aggregate, resulted in a normal effective statutory tax rate of 30.6% for the years ended March 31, 2023 and 2022.

The tax effects of significant temporary differences and tax loss carryforwards which resulted in deferred tax assets and liabilities at March 31, 2023 and 2022, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Deferred tax assets:			
Accrued expenses	<b>¥ 11,197</b>	¥ 11,871	<b>\$ 83,856</b>
Legal welfare expense	<b>1,881</b>	1,970	<b>14,086</b>
Enterprise tax	<b>1,906</b>	1,958	<b>14,277</b>
Allowance for doubtful accounts	<b>526</b>	510	<b>3,938</b>
Tax loss carryforwards	<b>4,257</b>	3,656	<b>31,884</b>
Liability for employees' retirement benefits	<b>30,777</b>	29,229	<b>230,486</b>
Loss on valuation of land	<b>20,485</b>	20,485	<b>153,408</b>
Loss on impairment of long-lived assets	<b>4,242</b>	3,856	<b>31,771</b>
Loss on valuation of investment securities	<b>920</b>	1,062	<b>6,890</b>
Investments in subsidiaries and affiliates	<b>10,628</b>		<b>79,589</b>
Unrealized profit	<b>3,944</b>	3,812	<b>29,538</b>
Loss on valuation of telephone subscription rights	<b>394</b>	398	<b>2,947</b>
Other	<b>9,428</b>	8,679	<b>70,604</b>
Total tax loss carryforwards and temporary differences	<b>100,585</b>	87,486	<b>753,274</b>
Less valuation allowance for tax loss carryforwards	<b>(4,257)</b>	(3,651)	<b>(31,884)</b>
Less valuation allowance for temporary differences	<b>(24,585)</b>	(23,915)	<b>(184,109)</b>
Total valuation allowance	<b>(28,842)</b>	(27,566)	<b>(215,993)</b>
Deferred tax assets	<b>¥ 71,743</b>	¥ 59,920	<b>\$ 537,281</b>
Deferred tax liabilities:			
Unrealized gain on available-for-sale securities	<b>¥ (2,703)</b>	¥ (2,756)	<b>\$ (20,248)</b>
Other	<b>(5,230)</b>	(4,880)	<b>(39,168)</b>
Deferred tax liabilities	<b>¥ (7,933)</b>	¥ (7,636)	<b>\$ (59,416)</b>
Deferred tax assets—net	<b>¥ 63,810</b>	¥ 52,284	<b>\$ 477,865</b>

The expiration of tax loss carryforwards, the related valuation allowances and the resulting net deferred tax assets as of March 31, 2023, are as follows:

Year Ending March 31	Millions of Yen		
	Deferred Tax Assets Relating to Tax Loss Carryforwards	Less Valuation Allowances for Tax Loss Carryforwards	Net Deferred Tax Assets Relating to Tax Loss Carryforwards
2024	<b>¥ 24</b>	<b>¥ (24)</b>	<b>¥—</b>
2025	<b>50</b>	<b>(50)</b>	
2026	<b>36</b>	<b>(36)</b>	
2027	<b>3</b>	<b>(3)</b>	
2028			
2029 and thereafter	<b>4,144</b>	<b>(4,144)</b>	
Total	<b>¥4,257</b>	<b>¥(4,257)</b>	<b>¥—</b>

## Notes to Consolidated Financial Statements

Year Ending March 31	Thousands of U.S. Dollars		
	Deferred Tax Assets Relating to Tax Loss Carryforwards	Less Valuation Allowances for Tax Loss Carryforwards	Net Deferred Tax Assets Relating to Tax Loss Carryforwards
2024	\$ 180	\$ (180)	\$—
2025	378	(378)	
2026	269	(269)	
2027	19	(19)	
2028			
2029 and thereafter	31,038	(31,038)	
Total	\$31,884	\$(31,884)	\$—

Reconciliation between the normal effective statutory tax rates and the actual effective tax rates reflected in the accompanying consolidated statement of income for the year ended March 31, 2023, was as follows:

	2023
Normal effective statutory tax rate	30.6%
Per capita levy of local taxes	4.7
Difference of tax rates for foreign subsidiaries	(0.1)
Valuation allowance	(17.0)
Share of profit or loss of entities accounted for using equity method	2.2
Other—net	(0.3)
Actual effective tax rate	20.1%

Reconciliation between the normal effective statutory tax rates and the actual effective tax rates for the year ended March 31, 2022, was omitted since the difference between both rates was less than 5% of the normal effective statutory tax rates.

### 15. LEASES

The Group leases certain buildings, cargo aircrafts, computer equipment and other assets as the lessee.

Future rental payments under non-cancelable operating leases at March 31, 2023 and 2022, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Due within one year	¥ 9,785	¥ 7,496	\$ 73,275
Due after one year	44,460	22,608	332,961
Total	¥54,245	¥30,104	\$406,236

### 16. FINANCIAL INSTRUMENTS AND RELATED DISCLOSURES

#### (1) Group Policy for Financial Instruments

The Group uses financial instruments, mainly long-term debt including bank loans and bonds, in order to expand its business based on its investment plan to expand its network. Cash surpluses, if any, are invested in low risk financial assets. Derivatives are not used for speculative purposes but to manage exposure to interest fluctuation risk. Certain consolidated subsidiaries conduct installment sales operations.

#### (2) Nature and Extent of Risks Arising from Financial Instruments and the Risk Management for Financial Instruments

Receivables such as notes and accounts receivable and installment sales receivable are exposed to customer credit risk. Therefore, the Group minimizes customers' credit risk by monitoring collections and accrued receivables at due dates.

Investment securities are mainly equity securities of the companies with which the Group has business relationships or capital alliances. Such securities are exposed to the risk of market price fluctuations.

Most payment terms of payables such as notes and accounts payable are less than one year.

Short-term bank loans and long-term bank loans are mainly related to a financial business. Bank loans are mainly variable interest rate loans.

Accounts payable and bank loans exposed to liquidity risks are managed by each company of the Group, such as through fund settlement, bookkeeping, monitoring of the balances outstanding, and managing cash flows.

#### (3) Fair Value of Financial Instruments

Since variable factors are incorporated in the calculation of the fair value of financial instruments, the fair value may change due to the adoption of different assumptions, etc.

Fair value of financial instruments at March 31, 2023 and 2022, were as follows:

March 31, 2023	Millions of Yen		
	Carrying Amount	Fair Value	Difference
<b>Assets:</b>			
Trade notes and accounts receivable, and contract assets	¥216,251		
Allowance for doubtful accounts	(261)		
	215,990	¥216,028	¥ 38
Installment sales receivable	50,509		
Allowance for doubtful accounts	(942)		
Deferred profit on installment sales	(4,798)		
	44,769	49,136	4,367
Available-for-sale securities	21,001	21,001	
Shares of affiliates	4,309	5,805	1,496
	10,000	10,000	
<b>Liabilities:</b>			
Short-term loans			

March 31, 2022	Millions of Yen		
	Carrying Amount	Fair Value	Difference
<b>Assets:</b>			
Trade notes and accounts receivable, and contract assets	¥218,923		
Allowance for doubtful accounts	(158)		
	218,765	¥218,777	¥ 12
Installment sales receivable	48,055		
Allowance for doubtful accounts	(936)		
Deferred profit on installment sales	(4,714)		
	42,405	46,956	4,551
Available-for-sale securities	21,562	21,562	
Shares of affiliates	6,668	10,127	3,459
	15,000	15,000	
<b>Liabilities:</b>			
Short-term loans			

March 31, 2023	Thousands of U.S. Dollars		
	Carrying Amount	Fair Value	Difference
<b>Assets:</b>			
Trade notes and accounts receivable, and contract assets	\$1,619,494		
Allowance for doubtful accounts	(1,954)		
	1,617,540	\$1,617,824	\$ 284
Installment sales receivable	378,262		
Allowance for doubtful accounts	(7,060)		
Deferred profit on installment sales	(35,929)		
	335,273	367,974	32,701
Available-for-sale securities	157,274	157,274	
Shares of affiliates	32,271	43,476	11,205
	74,890	74,890	
<b>Liabilities:</b>			
Short-term loans			

## Notes to Consolidated Financial Statements

Cash and cash equivalents are omitted because they are settled in a short period of time and their carrying amounts approximate fair value.

Trade notes and accounts receivable, and contract assets are presented after deducting allowances for doubtful accounts set up for trade notes and accounts receivable, and contract assets not settled in a short period of time.

Installment sales receivable is presented after deducting the relevant allowance for doubtful accounts and deferred profit on installment sales.

Equity securities with no market price and investments in capital are not included in available-for-sale securities or shares of affiliates. The amount of these financial instruments recorded as investment securities on the consolidated balance sheet at March 31, 2023 and 2022, were ¥3,840 million (\$28,759 thousand) and ¥3,894 million, respectively, and the amount of these financial instruments recorded as investments in unconsolidated subsidiaries and affiliates on the consolidated balance sheet at March 31, 2023 and 2022, were ¥6,213 million (\$46,532 thousand) and ¥7,362 million, respectively.

Investments in partnerships and other similar entities that are recorded on the consolidated balance sheet at net amount of equity interest are not included. The amount of these investments recorded as investment securities on the consolidated balance sheet at March 31, 2023 and 2022, were ¥7,395 million (\$55,382 thousand) and ¥8,486 million, respectively.

Trade notes and accounts payable are omitted because most of them are due within one year and their carrying amounts approximate fair value.

#### (4) Maturity Analysis for Financial Assets and Securities with Contractual Maturities

March 31, 2023	Millions of Yen		
	Due in One Year or Less	Due after One Year through Five Years	Due after Five Years
Cash and cash equivalents	¥185,374	¥ —	¥ —
Trade notes and accounts receivable, and contract assets	216,213	38	
Installment sales receivable	22,182	23,546	4,781
<b>Total</b>	<b>¥423,769</b>	<b>¥23,584</b>	<b>¥4,781</b>

March 31, 2022	Millions of Yen		
	Due in One Year or Less	Due after One Year through Five Years	Due after Five Years
Cash and cash equivalents	¥182,645	¥ —	¥ —
Trade notes and accounts receivable, and contract assets	218,883	40	
Installment sales receivable	22,061	22,729	3,265
<b>Total</b>	<b>¥423,589</b>	<b>¥22,769</b>	<b>¥3,265</b>

March 31, 2023	Thousands of U.S. Dollars		
	Due in One Year or Less	Due after One Year through Five Years	Due after Five Years
Cash and cash equivalents	\$1,388,254	\$ —	\$ —
Trade notes and accounts receivable, and contract assets	1,619,214	280	
Installment sales receivable	166,121	176,339	35,802
<b>Total</b>	<b>\$3,173,589</b>	<b>\$176,619</b>	<b>\$35,802</b>

#### (5) Matters Concerning the Breakdown of the Fair Value of Financial Instruments by Level and Other Items

The fair value of financial instruments is classified into the following three levels based on the observability and materiality of the inputs used to calculate fair value.

Level 1 fair value: Fair value calculated by the market price of the asset or liability formed in the active market among observable inputs

Level 2 fair value: Fair value calculated by observable inputs excluding inputs of Level 1

Level 3 fair value: Fair value calculated by unobservable inputs

When multiple inputs that have a significant influence on the fair value calculation are used, the fair value is classified into the lowest priority level in the fair value calculation among the levels to which those inputs belong.

#### Financial instruments recorded on the consolidated balance sheet at fair value

March 31, 2023	Millions of Yen			
	Fair Value			Total
	Level 1	Level 2	Level 3	
Available-for-sale securities:				
Equity securities	¥21,001	¥—	¥—	¥21,001
<b>Total assets</b>	<b>¥21,001</b>	<b>¥—</b>	<b>¥—</b>	<b>¥21,001</b>

March 31, 2022	Millions of Yen			
	Fair Value			Total
	Level 1	Level 2	Level 3	
Available-for-sale securities:				
Equity securities	¥21,562	¥—	¥—	¥21,562
<b>Total assets</b>	<b>¥21,562</b>	<b>¥—</b>	<b>¥—</b>	<b>¥21,562</b>

March 31, 2023	Thousands of U.S. Dollars			
	Fair Value			Total
	Level 1	Level 2	Level 3	
Available-for-sale securities:				
Equity securities	\$157,274	\$—	\$—	\$157,274
<b>Total assets</b>	<b>\$157,274</b>	<b>\$—</b>	<b>\$—</b>	<b>\$157,274</b>

#### Financial instruments other than those recorded on the consolidated balance sheet at fair value

March 31, 2023	Millions of Yen			
	Fair Value			Total
	Level 1	Level 2	Level 3	
Trade notes and accounts receivable, and contract assets	¥ —	¥216,028	¥—	¥216,028
Installment sales receivable		49,136		49,136
Shares of affiliates:				
Equity securities	5,805			5,805
<b>Total assets</b>	<b>¥5,805</b>	<b>¥265,164</b>	<b>¥—</b>	<b>¥270,969</b>
Short-term loans	¥ —	¥ 10,000	¥—	¥ 10,000
<b>Total liabilities</b>	<b>¥ —</b>	<b>¥ 10,000</b>	<b>¥—</b>	<b>¥ 10,000</b>

March 31, 2022	Millions of Yen			
	Fair Value			Total
	Level 1	Level 2	Level 3	
Trade notes and accounts receivable, and contract assets	¥ —	¥218,777	¥—	¥218,777
Installment sales receivable		46,956		46,956
Shares of affiliates:				
Equity securities	10,127			10,127
<b>Total assets</b>	<b>¥10,127</b>	<b>¥265,733</b>	<b>¥—</b>	<b>¥275,860</b>
Short-term loans	¥ —	¥ 15,000	¥—	¥ 15,000
<b>Total liabilities</b>	<b>¥ —</b>	<b>¥ 15,000</b>	<b>¥—</b>	<b>¥ 15,000</b>

March 31, 2023	Thousands of U.S. Dollars			
	Fair Value			Total
	Level 1	Level 2	Level 3	
Trade notes and accounts receivable, and contract assets	\$ —	\$1,617,824	\$—	\$1,617,824
Installment sales receivable		367,974		367,974
Shares of affiliates:				
Equity securities	43,476			43,476
<b>Total assets</b>	<b>\$43,476</b>	<b>\$1,985,798</b>	<b>\$—</b>	<b>\$2,029,274</b>
Short-term loans	\$ —	\$ 74,890	\$—	\$ 74,890
<b>Total liabilities</b>	<b>\$ —</b>	<b>\$ 74,890</b>	<b>\$—</b>	<b>\$ 74,890</b>

## Notes to Consolidated Financial Statements

### Available-for-sale securities and shares of affiliates

Marketable equity securities are valued using the market prices. Since marketable equity securities are traded in active markets, their fair value is classified as Level 1 fair value.

### Trade notes and accounts receivable, and contract assets

The fair value of these assets is determined using the discounted present value method based on the amount of the receivable, the period to maturity and the interest rate that takes into account credit risk for each receivable classified by certain time periods and is classified as Level 2 fair value.

### Installment sales receivable

The fair value of installment sales receivable is determined using the discounted present value method based on the amount of the receivable, the period to maturity and the interest rate that takes into account credit risk for each receivable classified by certain time periods and is classified as Level 2 fair value.

### Short-term loans

The fair value of short-term loans is determined using the discounted present value method based on the total amount of principal and interest and the interest rate that takes into account the remaining term of the debt and credit risk and is classified as Level 2 fair value.

## 17. REVENUE RECOGNITION

### (1) Information about Disaggregated Revenues from Contracts with Customers

	Millions of Yen			
	2023			
	Retail Business Unit	Corporate Business Unit	Other	Total
Transportation income	¥1,191,265	¥617,221	¥ 24,617	¥1,833,103
Logistical support income	3,352	259,526		262,878
Others	25,858	33,358	151,751	210,967
Revenues from contracts with customers	1,220,475	910,105	176,368	2,306,948
Other revenues			3,437	3,437
Total	1,220,475	910,105	179,805	2,310,385
Internal segment revenues or transfers	(2,563)	(47,597)	(7,773)	(57,933)
Operating revenues by reportable segments	1,217,912	862,508	172,032	2,252,452
Intersegment revenues or transfers	(323,338)	(16,455)	(111,991)	(451,784)
Operating revenues from external customers	¥ 894,574	¥846,053	¥ 60,041	¥1,800,668

	Millions of Yen			
	2022			
	Retail Business Unit	Corporate Business Unit	Other	Total
Transportation income	¥1,144,359	¥598,306	¥ 50,968	¥1,793,633
Logistical support income	3,587	249,638		253,225
Others	28,184	33,023	171,975	233,182
Revenues from contracts with customers	1,176,130	880,967	222,943	2,280,040
Other revenues			4,583	4,583
Total	1,176,130	880,967	227,526	2,284,623
Internal segment revenues or transfers	(3,716)	(42,691)	(18,327)	(64,734)
Operating revenues by reportable segments	1,172,414	838,276	209,199	2,219,889
Intersegment revenues or transfers	(279,017)	(26,091)	(121,163)	(426,271)
Operating revenues from external customers	¥ 893,397	¥812,185	¥ 88,036	¥1,793,618

Thousands of U.S. Dollars

	2023			
	Retail Business Unit	Corporate Business Unit	Other	Total
Transportation income	\$ 8,921,327	\$4,622,346	\$ 184,354	\$13,728,027
Logistical support income	25,104	1,943,574		1,968,678
Others	193,653	249,814	1,136,458	1,579,925
Revenues from contracts with customers	9,140,084	6,815,734	1,320,812	17,276,630
Other revenues			25,737	25,737
Total	9,140,084	6,815,734	1,346,549	17,302,367
Internal segment revenues or transfers	(19,200)	(356,450)	(58,207)	(433,857)
Operating revenues by reportable segments	9,120,884	6,459,284	1,288,342	16,868,510
Intersegment revenues or transfers	(2,421,460)	(123,230)	(838,699)	(3,383,389)
Operating revenues from external customers	\$ 6,699,424	\$6,336,054	\$ 449,643	\$13,485,121

Notes: "Other" includes Yamato System Development Co., Ltd. (development of information systems), and Yamato Autoworks Co., Ltd. (collective vehicle management agent business for transportation companies).

Other revenues consist of transactions related to financial instruments included in the scope of ASBJ Statement No. 10, "Accounting Standard for Financial Instruments," such as installment sales.

### (2) Information that Provides a Basis for Understanding Revenue from Contracts with Customers

The same information as in Note 2, "Summary of Significant Accounting Policies" is omitted.

None of the contracts include significant financial elements or variable consideration, and the contractual consideration for services is generally received within 30–70 days from the time of revenue recognition. The contractual consideration for transportation services provided to individual customers in the Retail Business Unit is received at the time the parcel is accepted.

### (3) Information about the Relationship between the Satisfaction of Performance Obligations under Contracts with Customers and Cash Flows from Such Contracts, and the Amount and Timing of Revenue Expected to be Recognized in Subsequent Periods from Contracts with Customers that Existed at the End of the Current Fiscal Year

#### Balance of receivables, contract assets and contract liabilities from contracts with customers

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Receivables from contracts with customers, beginning of fiscal year	¥188,005	¥178,323	\$1,407,959
Receivables from contracts with customers, end of fiscal year	185,549	188,005	1,389,571
Contract assets, beginning of fiscal year	4,689	4,146	35,115
Contract assets, end of fiscal year	4,794	4,689	35,899
Contract liabilities, beginning of fiscal year	12,887	11,444	96,511
Contract liabilities, end of fiscal year	14,264	12,887	106,820

Contract assets are mainly recognized in TA-Q-BIN transactions and are recognized based on the estimated revenue from the progress of deliveries up to the end of the fiscal year. Contract assets are reclassified to receivables from contracts with customers when the consolidated subsidiary's rights to the consideration become unconditional.

Contract liabilities mainly relate to advances received from customers who have subscribed to the Kuroneko Member Discount program for TA-Q-BIN transactions. Contract liabilities are reversed upon the recognition of revenue.

Among the revenues recognized during the fiscal years ended March 31, 2023 and 2022, the amounts included in the opening balance of contract liabilities were ¥10,427 million (\$78,091 thousand) and ¥9,558 million, respectively.

The amounts of revenue recognized in the fiscal years ended March 31, 2023 and 2022, from performance obligations satisfied in prior periods were immaterial.

## Notes to Consolidated Financial Statements

### *Transaction prices allocated to remaining performance obligations*

The Group applies the practical expedient in noting transaction prices allocated to the remaining performance obligations and does not include performance obligations with original expected contractual terms of one year or less and performance obligations for which the entity is entitled to receive consideration directly corresponding to the value to the customer of the portion of the obligation that has been performed by the entity to date. As a result, there were no significant performance obligations that should have been noted as the transaction price allocated to the remaining performance obligations.

The performance obligations with original expected contractual terms of one year or less mainly relate to TA-Q-BIN transactions in the Retail Business Unit.

In addition, there were no material amounts of consideration arising from contracts with customers that were not included in the transaction price.

## 18. OTHER COMPREHENSIVE INCOME

The components of other comprehensive income for the years ended March 31, 2023 and 2022, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2023	2022	2023
Unrealized gain on available-for-sale securities:			
Adjustments arising during the year	¥ (304)	¥ 10,727	\$ (2,274)
Reclassification adjustments to profit or loss	(1,970)	(19,124)	(14,757)
Amount before income tax effect	(2,274)	(8,397)	(17,031)
Income tax effect	51	2,982	387
Total	¥(2,223)	¥ (5,415)	\$(16,644)
Foreign currency translation adjustments:			
Adjustments arising during the year	¥ 2,143	¥ 1,437	\$ 16,051
Reclassification adjustments to profit or loss		(643)	
Amount before income tax effect	2,143	794	16,051
Income tax effect	149		1,117
Total	¥ 2,292	¥ 794	\$ 17,168
Remeasurements of defined employees' retirement benefit plans:			
Adjustments arising during the year	¥ 488	¥ (1,528)	\$ 3,660
Reclassification adjustments to profit or loss	493	(5,982)	3,689
Amount before income tax effect	981	(7,510)	7,349
Income tax effect	(304)	2,227	(2,279)
Total	¥ 677	¥ (5,283)	\$ 5,070
Share of other comprehensive income of entities accounted for using equity method:			
Adjustments arising during the year	¥ 1	¥ 111	\$ 9
Reclassification adjustments to profit or loss	(55)	(3)	(416)
Total	¥ (54)	¥ 108	\$ (407)
Total other comprehensive income (loss)	¥ 692	¥ (9,796)	\$ 5,187

## 19. EARNINGS PER SHARE

Basic earnings per share ("EPS") for the years ended March 31, 2023 and 2022, was as follows:

Year Ended March 31, 2023	Millions of Yen	Thousands of Shares	Yen	U.S. Dollars
	Profit Attributable to Owners of Parent	Weighted-average Shares	EPS	
Basic EPS—Profit attributable to common shareholders	¥45,898	362,446	¥126.64	\$0.95
Year Ended March 31, 2022				
Basic EPS—Profit attributable to common shareholders	¥55,956	370,488	¥151.03	

## 20. SEGMENT INFORMATION

### (1) Description of Reportable Segments

The Group identifies operating segments as components of entity for which discrete financial information is available and whose operating results are regularly reviewed by the Board of Directors in order to make decisions about resources to be allocated to the segments and assess their performance.

Under the Company, which is the pure holding company, the Group manages business operations by customer segment and operates through group management structure consisting of the Retail Business Unit, which manages the Retail business that provides delivery services for individual customers and mid-to-small sized corporations, the Corporate Business Unit, which manages the Corporate business, the Global SCM business, and the EC business, that provide transportation services etc. for large corporations, and Other.

The Group defines the reportable segments as follows:

Retail Business Unit: Delivery services for individual customers and mid-to-small sized corporations

Corporate Business Unit: Transportation services for large corporations, planning and operation of logistics centers, customs services, air cargo agency services

Other: Development and operation of IT systems, car maintenance services, sales of fuel, non-life insurance agency services, cargo vehicle transportation services

### (2) Methods of Measurement for the Amounts of Segment Revenues, Segment Profit, Segment Assets, and Other Items for Each Reportable Segment

The accounting policies of each reportable segment are consistent with those disclosed in Note 2, "Summary of Significant Accounting Policies."

## Notes to Consolidated Financial Statements

## (3) Information about Segment Revenues, Segment Profit, Segment Assets, and Other Items

	Millions of Yen					
	2023					
	Retail Business Unit	Corporate Business Unit	Other	Total	Reconciliation	Consolidated
Segment revenues:						
Segment revenues from customers	¥ 894,574	¥846,053	¥ 60,041	¥1,800,668	¥ —	¥1,800,668
Intersegment revenues	323,338	16,455	111,991	451,784	(451,784)	
Total segment revenues	¥1,217,912	¥862,508	¥172,032	¥2,252,452	¥(451,784)	¥1,800,668
Segment profit	¥ 32,298	¥ 13,138	¥ 13,901	¥ 59,337	¥ 748	¥ 60,085
Segment assets	788,000	181,737	142,259	1,111,996	(4,409)	1,107,587
Other:						
Depreciation and amortization	21,884	14,796	4,097	40,777	781	41,558
Investment in entities accounted for using equity method	768	4,309		5,077	4,312	9,389
Increase of tangible and intangible fixed assets	38,973	9,101	2,324	50,398	5,293	55,691

	Millions of Yen					
	2022					
	Retail Business Unit	Corporate Business Unit	Other	Total	Reconciliation	Consolidated
Segment revenues:						
Segment revenues from customers	¥ 893,397	¥812,185	¥ 88,036	¥1,793,618	¥ —	¥1,793,618
Intersegment revenues	279,017	26,091	121,163	426,271	(426,271)	
Total segment revenues	¥1,172,414	¥838,276	¥209,199	¥2,219,889	¥(426,271)	¥1,793,618
Segment profit	¥ 44,464	¥ 17,178	¥ 16,559	¥ 78,201	¥ (1,001)	¥ 77,200
Segment assets	749,718	194,571	156,573	1,100,862	(14,007)	1,086,855
Other:						
Depreciation and amortization	17,538	13,265	3,812	34,615	909	35,524
Investment in entities accounted for using equity method	630	6,668		7,298	5,662	12,960
Increase of tangible and intangible fixed assets	56,587	12,066	7,246	75,899	2,673	78,572

	Thousands of U.S. Dollars					
	2023					
	Retail Business Unit	Corporate Business Unit	Other	Total	Reconciliation	Consolidated
Segment revenues:						
Segment revenues from customers	\$ 6,699,424	\$ 6,336,054	\$ 449,643	\$ 13,485,121	\$ —	\$ 13,485,121
Intersegment revenues	2,421,460	123,230	838,699	3,383,389	(3,383,389)	
Total segment revenues	\$9,120,884	\$6,459,284	\$1,288,342	\$16,868,510	\$(3,383,389)	\$13,485,121
Segment profit	\$ 241,881	\$ 98,391	\$ 104,103	\$ 444,375	\$ 5,599	\$ 449,974
Segment assets	5,901,297	1,361,024	1,065,370	8,327,691	(33,022)	8,294,669
Other:						
Depreciation and amortization	163,887	110,808	30,685	305,380	5,845	311,225
Investment in entities accounted for using equity method	5,754	32,271		38,025	32,292	70,317
Increase of tangible and intangible fixed assets	291,866	68,157	17,408	377,431	39,637	417,068

Notes: "Other" includes Yamato System Development Co., Ltd. (development of information systems), and Yamato Autoworks Co., Ltd. (collective vehicle management agent business for transportation companies).

Reconciliations are as follows:

- Reconciliations of segment profit for the years ended March 31, 2023 and 2022, of ¥748 million (\$5,599 thousand) and ¥1,001 million, respectively, include group-wide expenses that are not allocated to each reportable segment (general administrative expenses of the Company, which is a pure holding company) of ¥7,385 million (\$55,308 thousand) and ¥10,384 million, and intersegment eliminations of ¥8,133 million (\$60,907 thousand) and ¥9,383 million, respectively.
- Reconciliations of segment assets at March 31, 2023 and 2022, of ¥4,409 million (\$33,022 thousand) and ¥14,007 million, respectively, include intersegment eliminations of assets and liabilities of ¥112,277 million (\$840,837 thousand) and ¥108,626 million, and group-wide assets which are not allocated to each reportable segment of ¥107,868 million (\$807,815 thousand) and ¥94,619 million, respectively.
- Reconciliations of investments in entities accounted for using equity method at March 31, 2023 and 2022, of ¥4,312 million (\$32,292 thousand) and ¥5,662 million, respectively, are investments that are not allocated to each reportable segment.
- Reconciliations of increases of tangible and intangible fixed assets for the years ended March 31, 2023 and 2022, of ¥5,293 million (\$39,637 thousand) and ¥2,673 million, respectively, are the Company's capital investment.

Segment profit is reconciled with operating profit in the consolidated statement of income.

Segment assets of the Retail Business Unit at March 31, 2023 and 2022, of ¥788,000 million (\$5,901,297 thousand) and ¥749,718 million, respectively, include assets of the Transportation division and the Head Office division of Yamato Transport Co., Ltd. of ¥540,417 million (\$4,047,156 thousand) and ¥524,780 million, respectively.

Increase of tangible and intangible fixed assets of the Retail Business Unit for the years ended March 31, 2023 and 2022, of ¥38,973 million (\$291,866 thousand) and ¥56,587 million, respectively, include the amount of increase of the Transportation division and the Head Office division of Yamato Transport Co., Ltd. of ¥23,631 million (\$176,969 thousand) and ¥36,936 million, respectively.

## [Related Information about Reportable Segments]

## (1) Information about Products and Services

Operating revenues from customers for the years ended March 31, 2023 and 2022, were as follows:

	Millions of Yen				2022			
	2023				2022			
	TA-Q-BIN	Kuroneko DM-Bin	Other	Total	TA-Q-BIN	Kuroneko DM-Bin	Other	Total
	¥1,357,419	¥52,856	¥390,393	¥1,800,668	¥1,322,534	¥54,323	¥416,761	¥1,793,618

	Thousands of U.S. Dollars			
	2023			
	TA-Q-BIN	Kuroneko DM-Bin	Other	Total
	\$10,165,646	\$395,836	\$2,923,639	\$13,485,121

## (2) Information about Geographical Areas

The disclosure of operating revenues by geographical areas for the years ended March 31, 2023 and 2022, were omitted since operating revenues to external customers in Japan account for more than 90% of the amount of operating revenues in the consolidated statements of income.

The disclosure of property, plant and equipment by geographical areas at March 31, 2023 and 2022, were omitted since property, plant and equipment in Japan account for more than 90% of the amount of property, plant and equipment in the consolidated balance sheet.

## (3) Information about Loss on Impairment of Long-Lived Assets by Reportable Segments

Loss on impairment of long-lived assets by reportable segments for the years ended March 31, 2023 and 2022, were as follows:

	Millions of Yen					
	2023					
	Retail Business Unit	Corporate Business Unit	Other	Total	Eliminations or Group-Wide	Consolidated
Loss on impairment of long-lived assets	¥748	¥281	¥966	¥1,995	¥—	¥1,995

	Millions of Yen					
	2022					
	Retail Business Unit	Corporate Business Unit	Other	Total	Eliminations or Group-Wide	Consolidated
Loss on impairment of long-lived assets	¥—	¥701	¥1,719	¥2,420	¥—	¥2,420

	Thousands of U.S. Dollars					
	2023					
	Retail Business Unit	Corporate Business Unit	Other	Total	Eliminations or Group-Wide	Consolidated
Loss on impairment of long-lived assets	\$5,604	\$2,100	\$7,234	\$14,938	\$—	\$14,938



## Notes to Consolidated Financial Statements

### 21. SUPPLEMENTARY INFORMATION TO THE CONSOLIDATED STATEMENTS OF CASH FLOWS

In January 2022, the Company sold 51% of the shares of Yamato Home Convenience Co., Ltd. As a result, Yamato Home Convenience Co., Ltd. was excluded from the scope of consolidation.

The assets and liabilities of Yamato Home Convenience Co., Ltd. at the time of sales and reconciliation between the selling price and the payment for sales of shares are as follows:

	Millions of Yen 2022
Current assets	¥10,655
Long-lived assets	1,266
Current liabilities	(5,003)
Long-term liabilities	(467)
Investment account after sales of shares	(3,161)
Loss on sales of shares	(2,673)
Other	(617)
Selling price	
Incidental cost for sales of shares	(111)
Cash and cash equivalents	(7,202)
Net payment for sales of shares	¥ (7,313)

### 22. SUBSEQUENT EVENTS

#### a. Purchase and Retirement of Treasury Stock

At the meeting held on May 10, 2023, the Board of Directors of the Company resolved matters related to the purchase of treasury stock in accordance with the provisions of articles of incorporation of the Company pursuant to Article 459, Paragraph 1, item 1 of the Companies Act, and retirement of treasury stock in accordance with the provisions of Article 178 of the Companies Act.

#### (1) Reason for purchase and retirement of treasury stock

Improvement of capital efficiency and enhancement of return to shareholders

#### (2) Outline of matters related to purchase of treasury stock

Type of shares to be purchased: Common stock of the Company  
 Total number of shares to be purchased: Up to 22 million shares (Ratio against the total number of issued shares (excluding treasury stock): 6.06%)  
 (Note) The Company's shares held by BBT are not included in the above treasury stock.  
 Acquisition cost: Up to ¥ 50,000 million (\$374,448 thousand)  
 Purchase period: From May 17, 2023 to February 29, 2024  
 Purchase method: Purchase through the market

#### (3) Outline of retirement of treasury stock

Type of shares to be retired: Common stock of the Company  
 Total number of shares to be retired: All of the treasury stock purchased through (2) above  
 Date of retirement: March 29, 2024 (planned)

#### b. Issuance of Bonds

At the meeting held on May 17, 2023, the Board of Directors of the Company resolved matters related to issuance of unsecured bonds with an inter-bonds pari passu clause (Green Bond) as follows:

Total issuance amount: ¥20,000 million (\$149,779 thousand)  
 Amount per bond: ¥100 million (\$749 thousand)  
 Issuance price: ¥100 (\$0.75) per ¥100 (\$0.75) of each bond  
 Interest rate: Up to the yield on Japanese government bonds with the remaining period equal to maturity of the bond plus 0.5%  
 Redemption method: Bullet maturity amortization  
 Maturity: 5 years  
 Date of issuance: July 6, 2023  
 Use of funds: Investment related to environment

#### c. Appropriations of Retained Earnings

The following appropriation of retained earnings at March 31, 2023, was approved at the Company's Board of Directors meeting held on May 17, 2023:

	Millions of Yen	Thousands of U.S. Dollars
Year-end cash dividends, ¥23 (\$0.17) per share*	<b>¥8,343</b>	<b>\$62,483</b>

\* The total cash dividends approved at the Company's Board of Directors meeting held on May 17, 2023, include the dividends of ¥11 million (\$83 thousand) for the share of the Company held by "Board Benefit Trust (BBT)."