Financial Highlights -The Track Record of 10 Years-

(As of March 31, 2026)

(FY)	2016	2017	2018	2019*5	2020	2021	2022	2023	2024*6	2025
	← IFRS									
For the year										(Millions of Yen)
Revenues	¥665,377	¥700,391	¥708,831	¥672,286	¥652,380	¥743,612	¥814,310	¥800,243	¥910,742	**¥993,094**
Domestic logistics	411,796	417,835	432,793	435,311	421,190	417,162	423,972	427,533	477,574	**529,946**
Global logistics	231,727	260,285	255,828	219,761	216,258	313,494	375,894	357,372	418,865	**449,347**
Other services (logistics related businesses)	21,854	22,271	20,210	17,214	14,932	12,956	14,444	15,338	14,303	**13,801**
Adjusted Operating Income*1	29,466	29,803	31,192	33,483	36,711	38,696	47,996	38,903	48,498	**60,506**
Domestic logistics	21,830	21,740	22,099	26,063	25,176	23,678	23,998	19,969	24,926	**34,352**
Global logistics	5,693	6,280	7,108	6,502	10,340	13,642	22,259	16,746	21,528	**23,412**
Other services (logistics related businesses)	1,943	1,783	1,985	918	1,195	1,376	1,739	2,188	2,044	**2,742**
EBIT (Earnings before interest and taxes)	31,555	33,093	36,180	39,607	44,429	29,417	45,292	19,117	35,554	**55,736**
Net income attributable to stockholders of the parent company	18,703	20,916	22,786	21,614	22,873	13,513	25,516	58,251	26,962	**40,100**
At year-end										
Total assets	¥549,924	¥564,903	¥612,535	¥879,144	¥787,936	¥791,878	¥912,109	¥1,559,976	¥1,773,853	**¥1,601,784**
Total equity	190,919	208,291	228,949	239,257	162,107	178,213	120,044	557,700	638,869	**695,116**
Equity attributable to stockholders of the parent company (Stockholders' equity)	187,482	204,328	222,346	232,861	155,158	170,170	110,704	547,474	594,354	**645,908**
Consolidated Cash Flows										
Cash flows from operating activities	¥26,372	¥27,924	¥37,812	¥78,204	¥55,309	¥65,135	¥122,063	¥14,600	¥81,106	**¥124,513**
Cash flows from investing activities	(69,004)	(6,178)	(13,892)	(1,162)	69,779	(24,877)	(117,310)	(62,414)	(46,727)	**26,210**
Cash flows from financing activities	55,592	(16,445)	21,104	(45,707)	(161,056)	(52,511)	(17,266)	(62,120)	(15,215)	**(145,146)**
Cash and cash equivalents at end of year	57,483	63,497	108,412	139,021	104,815	94,907	83,792	43,495	62,531	**75,143**
Capital Investments										
Capital Investments*2	¥21,961	¥17,355	¥27,559	¥32,242	¥68,100	¥49,299	¥74,074	¥242,115	¥96,701	**¥76,279**
Financial ratios										
Operating income margin (%)*1	4.4	4.3	4.4	5.0	5.6	5.2	5.9	4.9	5.3	**6.1**
EBIT margin (%)	4.7	4.7	5.1	5.9	6.8	4.0	5.6	2.4	3.9	**5.6**
Other data										
Total Personnel*3	47,939	47,784	46,295	45,328	43,729	45,681	46,755	46,916	56,227	**56,240**
Total floor space of warehouse (Ten-thousand square meters)*4	719	731	734	741	753	755	793	825	919	**974**
Japan	497	499	513	509	527	537	544	559	608	**640**
Overseas	222	231	221	232	226	219	249	266	311	**334**

*1 Starting with FY2023, the Company calculates the "Adjusted Operating Income" as follows: [Adjusted Operating Profit] = [Operating income] - [Other income] + [Other expenses] + [Amortization of intangible assets identified in business combination] + [Share-based remuneration expense (excluding those related to performance based stock remuneration plan)]. Figures for FY2022 reflect this change.
*2 Based on tangible and intangible assets accepted.
*3 Number of employees excludes associates accounted for using the equity method.
*4 Excluding AIT Group and HTB-BCD Travel Group.
*5 Effective April 1, 2019, the Group adopted IFRS 16 Leases. Financial Data.
*6 "In FY2025, the provisional accounting treatment related to business combinations was finalized, and figures for FY2024 are presented after reflecting this finalization."