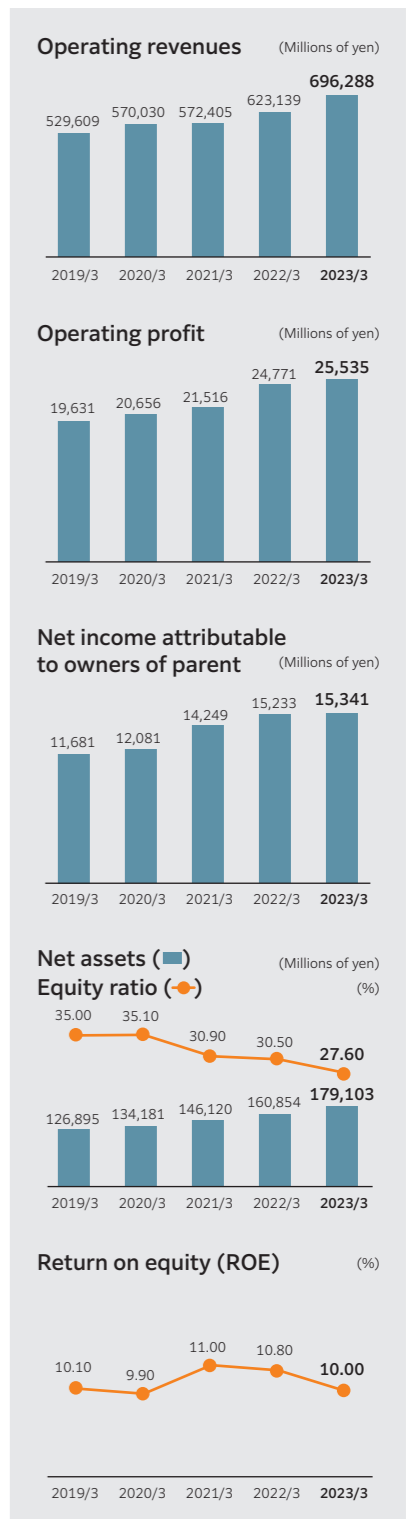


# Ten-year Financial and Nonfinancial Highlights

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Business results (millions of yen)</b>										
Operating revenues	333,883	398,447	434,000	455,435	492,127	529,609	570,030	572,405	623,139	696,288
Operating costs and expenses	299,039	357,431	386,321	405,757	440,671	471,129	503,687	500,653	534,352	595,013
Selling, general and administrative expenses	22,722	27,366	30,181	32,595	34,369	38,847	45,686	50,235	64,015	75,738
Operating profit	12,122	13,649	17,497	17,081	17,087	19,631	20,656	21,516	24,771	25,535
Ordinary profit	11,305	13,234	17,178	17,301	17,316	19,876	20,744	22,227	26,103	26,151
Net income attributable to owners of parent	6,503	7,073	8,542	8,950	9,503	11,681	12,081	14,249	15,233	15,341
Comprehensive income	7,045	9,804	8,630	12,249	12,893	10,547	10,677	17,841	17,596	20,036
<b>Per-share information (yen)</b>										
Net assets per share	539.52	581.46	613.71	661.61	741.44	785.08	823.61	909.55	985.67	1,075.69
Net income per share	51.89	55.06	60.43	61.67	62.64	76.90	79.51	93.87	104.09	102.90
Net income per share after adjustment for residual shares	45.17	50.41	56.32	58.74	58.08	71.31	73.75	78.44	91.99	91.11
Annual dividend	16.00	17.00	20.00	22.00	22.00	26.00	26.00	28.00	34.00	34.00
<b>Financial position (millions of yen)</b>										
Net assets	72,302	92,743	100,009	114,090	118,056	126,895	134,181	146,120	160,854	179,103
Total assets	243,570	285,309	269,461	285,958	333,972	340,491	356,308	436,066	480,818	581,850
Cash flows from operating activities	10,689	19,228	16,149	20,848	24,567	27,022	31,098	31,858	31,885	47,694
Cash flows from investing activities	(24,956)	(17,978)	(2,288)	(3,678)	(37,020)	(15,770)	(18,030)	(46,309)	(46,141)	(52,319)
Cash flows from financing activities	14,551	6,209	(21,492)	(8,626)	9,940	(13,224)	(9,155)	36,757	5,773	17,730
Cash and cash equivalents at end of year	17,667	25,476	17,765	26,197	23,795	22,801	27,142	50,371	42,193	56,147
<b>Decision-making indicators</b>										
Operating profit margin (%)	3.63%	3.43%	4.03%	3.75%	3.47%	3.71%	3.62%	3.76%	3.98%	3.67%
Equity ratio (%)	27.80%	28.40%	32.60%	35.10%	33.70%	35.00%	35.10%	30.90%	30.50%	27.60%
Return on assets (ROA) (%)	5.01%	5.00%	6.19%	6.23%	5.59%	5.89%	5.95%	5.61%	5.70%	4.92%
Return on equity (ROE) (%)	9.80%	9.50%	10.10%	9.50%	8.90%	10.10%	9.90%	11.00%	10.80%	10.00%
Price earnings ratio (PER)	8.63	14.17	11.35	11.63	13.22	11.95	10.54	11.16	8.63	9.18
Final share price at end of fiscal year (yen)	448	780	686	717	828	919	838	1,048	898	945
Price book-value ratio (PBR)	0.83	1.34	1.12	1.08	1.12	1.17	1.02	1.15	0.91	0.88
<b>Nonfinancial information</b>										
Number of employees	8,738	11,562	11,992	13,915	14,496	16,004	16,693	19,194	20,725	23,727
Number of drivers	2,534	4,000	4,024	4,105	5,051	5,397	5,450	6,004	6,226	6,708
Number of operators	3,692	4,528	4,496	4,575	5,143	5,429	5,602	6,135	6,011	9,481
Number of group companies	79	86	86	111	133	132	131	141	161	176
Modal shift ratio (%)	—	—	—	63.4%	65.7%	69.8%	70.0%	74.9%	76.1%	64.7%
Total warehouse floor space (tens of thousands of square meters)	252	280	293	322	342	366	387	392	406	447
Number of vehicles (tractors)	3,352	4,540	4,745	4,426	5,179	5,525	5,790	6,229	6,727	6,960
Number of ships under management	19	18	18	18	68	69	69	69	69	72
Of which, number of owned ships	11	11	11	11	34	34	33	38	40	40



\*During the fiscal year ended March 31, 2023, the company finalized the provisional accounting treatment for business combinations. As a result, principal management allocation of the cost of acquisition resulting from the finalization of provisional accounting treatment.

indicators and other figures related to the fiscal year ended March 31, 2022, reflect important revisions to the initial

## Outside recognition

2023 Constituent MSCI Japan ESG Select Leaders Index\*1



FTSE Blossom Japan Sector Relative Index



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 ● Certifying institution / JQA (Japan Quality Assurance Organization)



**ISO14001**  
 ● Certified organization / Smile Corp.  
 ● Certification No. / JQA-EM7663  
 ● Certifying institution / JQA (Japan Quality Assurance Organization)



**ISO14001**  
 ● Certified organization / Harcob Co., Ltd.  
 ● Certification No. / EMS542855  
 ● Certifying institution / BSI Group Japan



**Green Management Certification**  
 ● Certified organization / 9 business sites at SENKO Co., Ltd.; SENKO Line Co., Ltd.; Atsugi Senko Transport Co., Ltd.; Chushikoku Logistics Co., Ltd.; Eikichi Kaiun Co., Ltd.; Minami Kyushu Senko Co., Ltd.; Tokyo Nohin Daiko Co., Ltd.; Kitamihononuma Corporation  
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## Financial Review

During the fiscal year under review, the Group's pursuit of M&As combined with Group-wide efforts to grow sales and revise the fee and cost picture to address challenges including rising electricity, fuel, and prime costs and a fall-off in special demand associated with the pandemic. As a result, we achieved year-on-year increases in operating revenue, operating profit, ordinary profit, and net income attributable to owners of parent.

		FY2022 (1H)	FY2023 (fiscal year under review)	Vs. previous fiscal year	
		Operating revenues (hundreds of millions of yen)	Operating revenues (hundreds of millions of yen)	Change (hundreds of millions of yen)	Percentage change (%)
Logistics Business	Food logistics	822	869	46	5.6
	Chain store logistics	837	943	106	12.6
	Fashion logistics	495	525	30	6.1
	Other logistics	396	506	110	27.7
		2,550	2,842	292	11.4
	Housing logistics	617	617	0	0.0
	Chemical logistics	849	892	43	5.1
	Other logistics	390	407	18	4.5
	4,406	4,758	353	8.0	
Trading & Commerce		1,461	1,598	137	9.4
Living Support		288	390	102	35.3
Business Support		76	107	31	40.7
Products		—	106	106	—
Adjustment		0	3	3	—
Total		6,231	6,963	731	11.7

### Logistics Business

Despite challenges including increases in the cost of electricity and fuel and a rapid decline in freight movements during the second half of the fiscal year, operating revenues rose 35,267 million yen from the previous year to 475,833 million yen while segment profit rose 472 million yen to 23,748 million yen thanks to factors including efforts to grow sales and revise prices and contributions from M&As.

### Trading & Commerce

Despite the contribution from Cartas Co., Ltd., a home-use paper wholesaler that became a consolidated subsidiary last fiscal year, and efforts to revise prices, boost sales, and improve the cost picture, factors including declining demand for packaging materials used in takeout and delivery services and rising supply costs weighed on performance as operating revenues rose 13,697 million yen from the previous year to 159,821 million yen. Segment profit fell 26 million yen to 2,421 million yen.

### Living Support

Thanks to factors including growth in customer volume and store foot traffic as a result of the post-pandemic normalization of daily life and contributions from new stores and M&As, operating revenues rose 10,172 million yen from the previous year to 38,985 million yen, while segment profit rose 894 million yen to 186 million yen.

### Business Support

Thanks to factors including efforts to grow sales and improve the cost picture and contributions from M&As, operating revenues rose 3,107 million yen from the previous year to 10,733 million yen, while segment profit rose 152 million yen to 1,252 million yen.

### Products

Chuo Kagaku, which became a consolidated subsidiary during the fiscal year under review, realized an operating loss of 180 million yen on business revenue of 10,604 million yen.

## Assets, liabilities, and net assets

### Total assets

Total assets as of March 31, 2023, were 581,850 million yen, an increase of 101,032 million yen from the previous year. Current assets came to 201,773 million yen, up 30,739 million yen from the end of the previous fiscal year. That result reflects increases of 13,490 million yen in cash and cash equivalents; 5,303 million yen in trade accounts, notes receivable, and contract assets; 6,013 million yen in merchandise and finished goods; 2,290 million yen in raw materials and supplies; and 1,920 million yen in other current assets. Non-current assets were 380,077 million yen, an increase of 70,293 million yen from the previous fiscal year. That result reflects increases of 58,973 million yen in property, plant and equipment; 1,226 million yen in intangible assets; and 10,093 million yen in investments and other assets.

### Liabilities

Total liabilities as of March 31, 2023, increased 82,783 million yen from the end of the previous fiscal year to 402,747 million yen. Current liabilities totaled 165,357 million yen, up 27,710 million yen from the end of the previous fiscal year. That result reflects increases of 5,383 million yen in trade accounts and notes payable, 2,015 million yen in electronically recorded obligations, 4,208 million yen in short-term loans, 2,260 million yen in lease obligations, and 13,100 million yen in other current liabilities. Non-current liabilities totaled 237,389 million yen, up 55,072 million yen from the end of the previous fiscal year. That result reflects increases of 37,546 million yen in long-term loans, 9,052 million yen in long-term lease obligations, 1,428 million yen in retirement benefit liabilities, 1,093 million yen in asset retirement obligations, 2,853 million yen in deferred tax liabilities, and 2,871 million yen in other non-current liabilities.

### Net assets

Net assets as of March 31, 2023, were 179,103 million yen, an increase of 18,248 million yen from the previous year. That result reflects increases of 10,247 million yen in retained earnings, 2,327 million yen in foreign currency translation adjustment, and 4,578 million yen in non-controlling interests. As of March 31, 2023, the equity ratio was 27.6%, a decrease of 2.9 percentage points from the end of the previous fiscal year.

## Capital expenditures and depreciation

Capital expenditures in the fiscal year under review totaled 41,853 million yen. Principle expenditures included 19,401 million yen on building expansion and related projects (primarily in the Logistics business), 8,490 million yen in property purchases and related transactions (primarily in the Logistics business), and 4,444 million yen on vehicle and transport equipment (primarily in the Logistics business).

Depreciation in the fiscal year under review rose to 22,429 million yen from 19,817 million yen the previous fiscal year.

## Cash flows

Cash and cash equivalents at the end of the fiscal year under review rose 13,953 million yen from the end of the previous fiscal year to 56,147 million yen.

Net cash provided by operating activities came to 47,694 million yen. This was mainly due to income before income taxes of 25,736 million yen, depreciation of 22,429 million yen, and increased funds due to a decrease in trade receivables and contract assets of 9,704 million yen, which collectively offset a decrease in funds due to a decrease in accrued liabilities of 3,243 million yen and income taxes paid of 9,223 million yen.

Net cash used in investing activities came to 52,319 million yen. This was mainly due to purchase of property, plant and equipment of 34,578 million yen and purchase of shares of subsidiaries resulting in change in scope of consolidation of 15,500 million yen.

Net cash provided by financing activities came to 17,730 million yen. This was mainly due to net decrease of short-term loans of 5,149 million yen, repayments of long-term loans of 13,424 million yen, repayments of finance/lease liabilities of 6,603 million yen, and dividends paid of 5,089 million yen, which offset proceeds from long-term borrowing of 48,346 million yen.

# Consolidated financial statements

## Consolidated balance sheets

(Millions of yen)

	As of March 31, 2022	As of March 31, 2023
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	45,093	58,583
Trade accounts and notes receivable, and contract assets	91,893	97,197
Electronically recorded obligations - operating	3,543	4,476
Merchandise and finished goods	14,183	20,197
Work in process	95	909
Raw materials and supplies	845	3,136
Other	15,411	17,332
Allowance for doubtful accounts	(34)	(59)
<b>Total current assets</b>	<b>171,033</b>	<b>201,773</b>
<b>Non-current assets</b>		
Property, plant and equipment		
Buildings and structures	187,259	215,311
Accumulated depreciation	(96,162)	(103,396)
Buildings and structures, net	91,096	111,914
Machinery and equipment, vehicle and vessels	101,063	100,872
Accumulated depreciation	(73,248)	(70,635)
Machinery and equipment, vehicle and vessels, net	27,815	30,236
Tools, furniture and fixtures	13,528	22,004
Accumulated depreciation	(10,611)	(18,454)
Tools, furniture and fixtures, net	2,917	3,549
Land	90,313	114,478
Leased assets	23,823	38,250
Accumulated depreciation	(8,890)	(13,425)
Leased assets, net	14,932	24,824
Construction in progress	4,562	5,608
<b>Total property, plant and equipment</b>	<b>231,639</b>	<b>290,612</b>
Intangible assets		
Goodwill	12,104	11,727
Other	11,949	13,553
<b>Total intangible assets</b>	<b>24,054</b>	<b>25,280</b>
Investments and other assets		
Investment securities	17,957	20,248
Long-term loans receivable	279	541
Retirement benefit asset	7,703	10,207
Guarantee deposits	14,388	17,034
Deferred tax assets	5,115	5,571
Other	9,066	11,360
Allowance for doubtful accounts	(418)	(780)
<b>Total investments and other assets</b>	<b>54,091</b>	<b>64,184</b>
<b>Total non-current assets</b>	<b>309,784</b>	<b>380,077</b>
<b>Deferred assets</b>		
Business commencement expenses	0	—
<b>Total deferred assets</b>	<b>0</b>	<b>—</b>
<b>Total assets</b>	<b>480,818</b>	<b>581,850</b>

(Millions of yen)

	As of March 31, 2022	As of March 31, 2023
<b>Liabilities</b>		
<b>Current liabilities</b>		
Trade accounts and notes payable	50,675	56,058
Electronically recorded obligations - operating	9,076	11,091
Current portion of bonds payable	24	—
Short-term loans	36,335	40,543
Lease obligations	4,632	6,892
Income taxes payable	5,052	5,113
Provision for bonuses	6,585	7,544
Provision for bonuses for directors (and other officers)	427	420
Provision for loss on disaster	416	170
Other	24,420	37,521
<b>Total current liabilities</b>	<b>137,646</b>	<b>165,357</b>
<b>Non-current liabilities</b>		
Bonds payable	40,000	40,000
Convertible bonds with share acquisition rights	22,081	22,054
Long-term loans	86,746	124,292
Lease obligations	15,970	25,022
Provision for retirement benefits for directors (and other officers)	573	608
Provision for special repairs	196	256
Provision for share awards	336	494
Retirement benefit liability	7,050	8,479
Asset retirement obligations	950	2,044
Deferred tax liabilities	5,120	7,973
Other	3,291	6,163
<b>Total non-current liabilities</b>	<b>182,317</b>	<b>237,389</b>
<b>Total liabilities</b>	<b>319,963</b>	<b>402,747</b>
<b>Net assets</b>		
<b>Shareholders' equity</b>		
Share capital	28,479	28,479
Capital surplus	31,545	31,318
Retained earnings	91,737	101,984
Treasury shares	(8,159)	(7,712)
<b>Total shareholders' equity</b>	<b>143,602</b>	<b>154,070</b>
<b>Accumulated other comprehensive income</b>		
Valuation difference on available-for-sale securities	1,472	1,668
Deferred gains or losses on hedges	70	(2)
Foreign currency translation adjustment	755	3,082
Remeasurements of defined benefit plans	916	1,690
<b>Total accumulated other comprehensive income</b>	<b>3,215</b>	<b>6,439</b>
<b>Share acquisition rights</b>	<b>388</b>	<b>366</b>
<b>Non-controlling interests</b>	<b>13,648</b>	<b>18,226</b>
<b>Total net assets</b>	<b>160,854</b>	<b>179,103</b>
<b>Total liabilities and net assets</b>	<b>480,818</b>	<b>581,850</b>

## Consolidated financial statements

## Consolidated statements of income

(Millions of yen)

	Fiscal year ended March 31, 2022 (April 1, 2021 - March 31, 2022)	Fiscal year ended March 31, 2023 (April 1, 2022 - March 31, 2023)
Operating revenues	623,139	696,288
Operating costs and expenses	534,352	595,013
Operating gross profit	88,786	101,274
Selling, general and administrative expenses	64,015	75,738
Operating profit	24,771	25,535
Non-operating income		
Interest income	100	132
Dividend income	286	198
Share of profit of entities accounted for using equity method	402	370
Revenue from subsidiaries	531	244
Rental income from land and buildings	356	402
Other	1,670	1,925
Total non-operating income	3,349	3,273
Non-operating expenses		
Interest expenses	1,244	1,668
Other	772	989
Total non-operating expenses	2,016	2,658
Ordinary profit	26,103	26,151
Extraordinary income		
Gain on bargain purchase	—	1,469
Subsidy income	248	279
Gain on sale of non-current assets	111	253
Gain on sale of investment securities	—	40
Total extraordinary income	359	2,043
Extraordinary losses		
Impairment losses	31	1,540
Loss on tax purpose reduction entry of non-current assets	253	279
Loss on retirement of non-current assets	182	271
Loss on office withdrawal	—	184
Compensation expenses	298	132
Loss on cancellation of leases	202	50
Provision for loss on disaster	416	—
Loss on COVID-19 impact	211	—
Loss on sale of non-current assets	43	—
Loss on disaster	28	—
Provision of allowance for doubtful accounts for subsidiaries and associates	12	—
Provision of allowance for doubtful accounts	3	—
Total extraordinary losses	1,684	2,458
Income before income taxes	24,778	25,736
Income taxes - current	8,831	8,907
Income taxes - deferred	(230)	507
Total income taxes	8,601	9,415
Net income	16,177	16,320
Net income attributable to non-controlling interests	943	979
Net income attributable to owners of parent	15,233	15,341

## Consolidated statements of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2022 (April 1, 2021 - March 31, 2022)	Fiscal year ended March 31, 2023 (April 1, 2022 - March 31, 2023)
Net income	16,177	16,320
Other comprehensive income		
Valuation difference on available-for-sale securities	(337)	207
Deferred gains or losses on hedges	47	(81)
Foreign currency translation adjustment	781	2,353
Remeasurements of defined benefit plans	927	773
Equity equivalent amount in equity-method affiliates	—	463
Total other comprehensive income	1,419	3,715
Comprehensive income	17,596	20,036
Total comprehensive income attributable to:		
Owners of parent	16,609	18,566
Non-controlling interests	987	1,469

## Consolidated statements of changes in equity

Fiscal year ended March 31, 2022 (April 1, 2021 - March 31, 2022)

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	26,564	29,806	81,211	(4,638)	132,944	1,759	32	57	(10)	1,839	410	10,926	146,120
Changes during period													
Issuance of new shares	1,915	1,915			3,830								3,830
Dividends of surplus			(4,708)		(4,708)								(4,708)
Net income attributable to owners of parent			15,233		15,233								15,233
Purchase of treasury shares				(3,661)	(3,661)								(3,661)
Disposal of treasury shares		(39)		139	100								100
Change in ownership interest of parent due to transactions with non-controlling interests		(136)			(136)								(136)
Net changes in items other than shareholders' equity, net						(287)	38	697	927	1,375	(21)	2,721	4,075
Total changes during period	1,915	1,739	10,525	(3,521)	10,658	(287)	38	697	927	1,375	(21)	2,721	14,734
Balance at end of period	28,479	31,545	91,737	(8,159)	143,602	1,472	70	755	916	3,215	388	13,648	160,854

Fiscal year ended March 31, 2023 (April 1, 2022 - March 31, 2023)

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	28,479	31,545	91,737	(8,159)	143,602	1,472	70	755	916	3,215	388	13,648	160,854
Changes during period													
Issuance of new shares					—								—
Dividends of surplus			(5,093)		(5,093)								(5,093)
Net income attributable to owners of parent			15,341		15,341								15,341
Purchase of treasury shares				(0)	(0)								(0)
Disposal of treasury shares		(230)		447	217								217
Change in ownership interest of parent due to transactions with non-controlling interests		3			3								3
Net changes in items other than shareholders' equity, net						196	(72)	2,327	773	3,224	(22)	4,578	7,781
Total changes during period	—	(227)	10,247	447	10,467	196	(72)	2,327	773	3,224	(22)	4,578	18,248
Balance at end of period	28,479	31,318	101,984	(7,712)	154,070	1,668	(2)	3,082	1,690	6,439	366	18,226	179,103

## Consolidated financial statements

## Consolidated statements of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2022 (April 1, 2021 - March 31, 2022)	Fiscal year ended March 31, 2023 (April 1, 2022 - March 31, 2023)
<b>Cash flows from operating activities</b>		
Income before income taxes	24,778	25,736
Depreciation	19,817	22,429
Amortization of goodwill	1,071	1,333
Increase (decrease) in allowance for doubtful accounts	2	158
Decrease (increase) in retirement benefit asset	(2,232)	(2,504)
Increase (decrease) in retirement benefit liability	874	583
Increase (decrease) in provision for bonuses	218	398
Increase (decrease) in provision for share awards	186	158
Increase (decrease) in provision for loss on disaster	416	(246)
Interest and dividend income	(386)	(330)
Foreign exchange losses (gains)	(251)	(167)
Interest expenses	1,244	1,668
Loss (gain) on sale of non-current assets	(68)	(253)
Loss on tax purpose reduction entry of non-current assets	253	279
Subsidy income	(248)	(279)
Gain on bargain purchase	—	(1,469)
Loss (gain) on sale of investment securities	—	(40)
Impairment losses	31	1,540
Loss on retirement of non-current assets	182	271
Loss on office withdrawal	—	184
Compensation expenses	298	132
Loss on cancellation of leases	202	50
Decrease (increase) in trade receivables and contract assets	(5,123)	9,704
Decrease (increase) in inventories	(592)	(1,050)
Increase (decrease) in accrued liabilities	3,654	(3,243)
Increase (decrease) in accrued consumption taxes	(1,685)	878
Decrease (increase) in consumption taxes refund receivable	22	(377)
Other	(837)	1,827
Subtotal	41,830	57,371
Proceeds from subsidy income	248	279
Interest and dividend income received	377	936
Interest expenses paid	(1,249)	(1,669)
Income taxes paid	(9,321)	(9,223)
Net cash provided by (used in) operating activities	31,885	47,694
<b>Cash flows from investing activities</b>		
Payments into time deposits	(2,071)	(2,934)
Proceeds from withdrawal of time deposits	2,028	3,476
Purchase of property, plant and equipment	(30,311)	(34,578)
Proceeds from sale of property, plant and equipment	907	799
Purchase of intangible assets	(730)	(1,131)
Payments for investments in capital of subsidiaries and associates	(5,668)	—
Purchase of investment securities	(653)	(1,666)
Payments for guarantee deposits	(1,097)	(2,023)
Proceeds from collection of guarantee deposits	354	1,631
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(8,837)	(15,500)
Other	(60)	(391)
Net cash provided by (used in) investing activities	(46,141)	(52,319)
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term loans	4,671	(5,149)
Proceeds from long-term loans	22,563	48,346
Repayments of long-term loans	(4,035)	(13,424)
Repayments of finance lease obligations	(5,359)	(6,603)
Proceeds from issuance of bonds	10,000	—
Redemption of bonds	(13,288)	(24)
Purchase of treasury shares	(3,630)	(0)
Dividends paid	(4,704)	(5,089)
Dividends paid to non-controlling interests	(148)	(275)
Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(249)	(29)
Other	(45)	(18)
Net cash provided by (used in) financing activities	5,773	17,730
<b>Effect of exchange rate change on cash and cash equivalents</b>	304	848
<b>Net increase (decrease) in cash and cash equivalents</b>	(8,177)	13,953
<b>Cash and cash equivalents at beginning of period</b>	50,371	42,193
<b>Cash and cash equivalents at end of period</b>	42,193	56,147

## Share Status and Company Profile

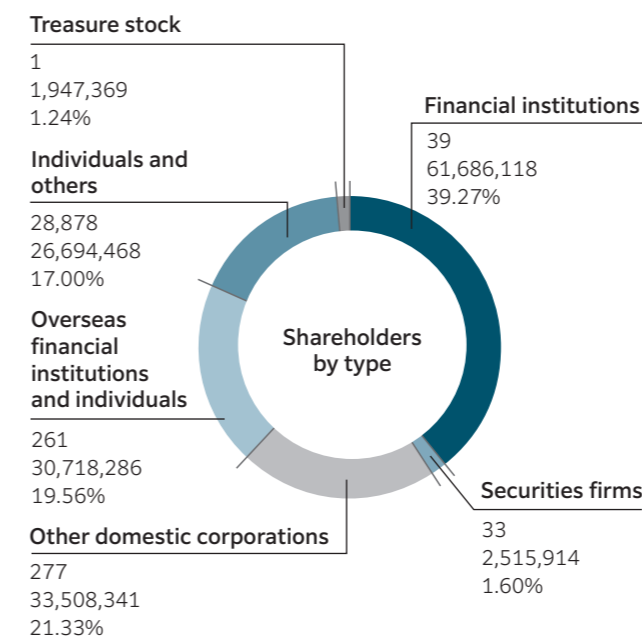
## Share Status

(As of March 31, 2023)

Listed exchange:	Prime Market, Tokyo Stock Exchange
Stock code:	9069
Authorized shares:	294,999,000
Outstanding shares:	157,070,496
Number of shareholders:	29,489
Administrator of shareholders' register	Mitsubishi UFJ Trust and Banking Corporation Osaka Stock Transfer Agent Division 3-6-3, Fushimimachi, Chuo-ku, Osaka 541-8502, Japan

Major shareholders	Number of shares (Thousands)	Percentage held
The Master Trust Bank of Japan, Ltd.	20,196	13.02%
Custody Bank of Japan	18,037	11.63%
Asahi Kasei Corporation	11,676	7.53%
SENKO Group Employee's Stockholding	7,616	4.91%
STATE STREET BANK AND TRUST COMPANY	5,569	3.59%
JPMORGAN CHASE BANK	4,067	2.62%
Mitsubishi UFJ Trust and Banking Corporation	4,060	2.62%
Isuzu Motors Ltd.	4,039	2.60%
Sekisui Chemical Co., Ltd.	3,393	2.19%
Aioi Nissay Dowa Insurance Co., Ltd.	3,169	2.04%

## Shareholders by type



## Company profile

(As of March 31, 2023)

Trade name:	SENKO Group Holdings Co., Ltd.
Established:	September 1916
Incorporated:	July 1946
Head Office:	2-8-10 Shiomi, Koto-ku, Tokyo, Japan
Representative:	Yasuhisa Fukuda, President and Representative Director
Share capital:	28,479 million yen
Group employees:	23,727
Group companies:	176

## Main group companies

## Domestic

SENKO Co., Ltd.  
 Runtec Corporation  
 Tokyo Nohin Daiko Co., Ltd.  
 SENKO A Line Amano Co., Ltd.  
 Nippon Marine Co., Ltd.  
 ACROSS TRANSPORT Corp.  
 SENKO Shoji Co., Ltd.  
 Smile Corp.  
 AST Corporation  
 Chuo Kagaku Co., Ltd.

## Overseas

Dalian Tri-Enterprise Logistics Co., Ltd.  
 Shanghai Senko International Freight Forwarding Inc.  
 Guangzhou Senko Logistics Co., Ltd.  
 Senko International Logistics Pte. Ltd.  
 Shanghai Smile Corp.  
 HONG KONG SMILECORP LIMITED  
 KOREA SMILE CORP LIMITED  
 SMILECORP VIETNAM CO., LTD.