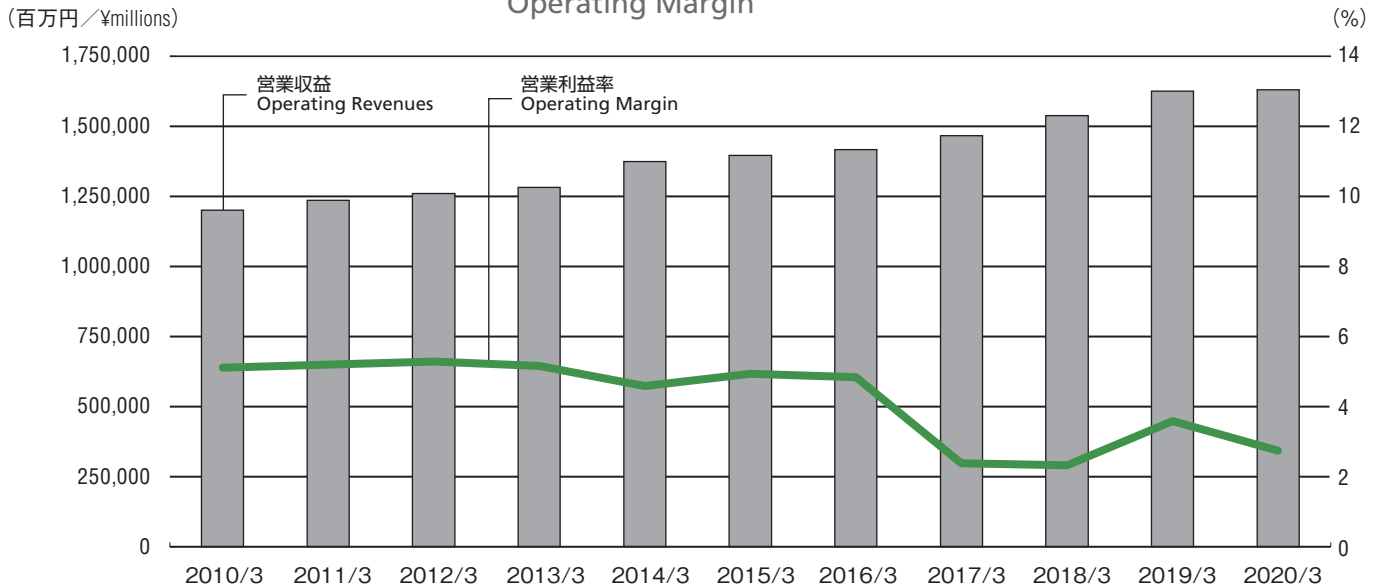
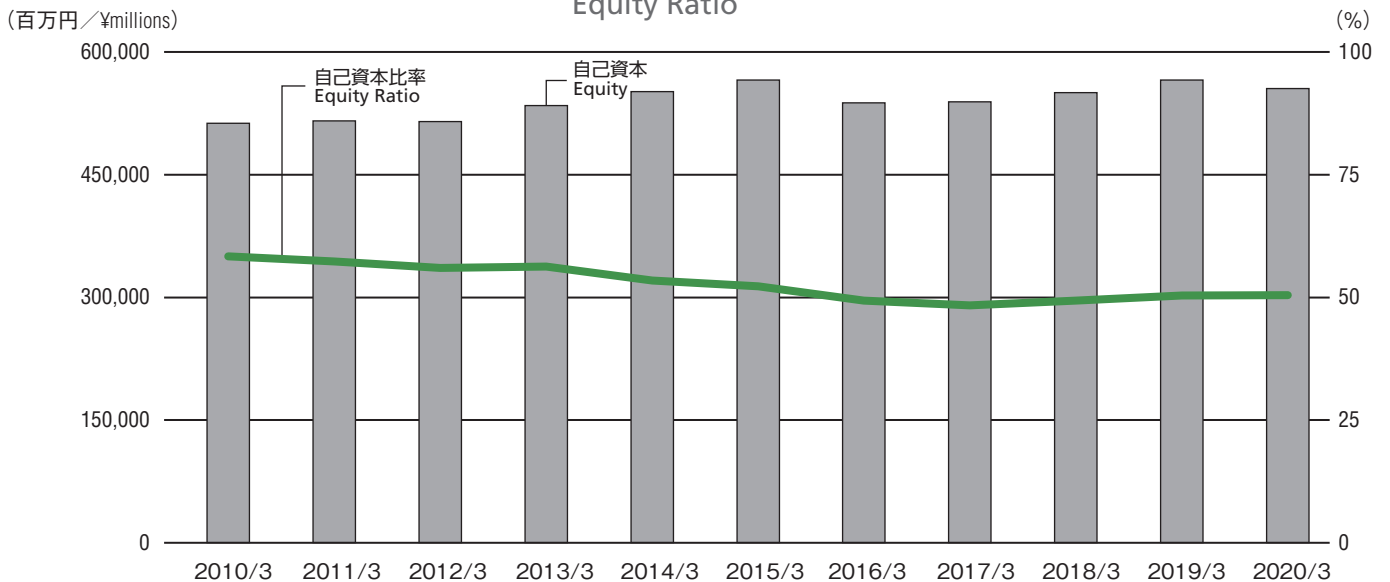


営業利益率 Operating Margin



営業収益(百万円) Operating Revenues (¥millions)	1,200,834	1,236,520	1,260,832	1,282,373	1,374,610	1,396,708	1,416,413	1,466,852	1,538,813	1,625,315	1,630,146
営業利益(百万円) Operating Profit (¥millions)	61,388	64,314	66,650	66,202	63,096	68,947	68,540	34,885	35,685	58,345	44,701
経常利益(百万円) Ordinary Profit (¥millions)	63,313	65,951	67,902	67,991	64,664	70,889	69,426	34,884	36,085	54,259	40,625
親会社株主に帰属する 当期純利益(百万円) Profit Attributable to Owners of Parent (¥millions)	32,282	33,207	19,786	35,144	34,776	37,533	39,424	18,053	18,231	25,682	22,324
営業利益率(%) Operating Margin (%)	5.1	5.2	5.3	5.2	4.6	4.9	4.8	2.4	2.3	3.6	2.7

自己資本比率 Equity Ratio



総資産(百万円) Total Assets (¥millions)	878,641	899,363	919,294	950,152	1,032,134	1,082,531	1,089,436	1,114,672	1,114,870	1,123,659	1,100,739
自己資本(百万円) Equity (¥millions)	512,910	515,602	514,996	534,451	551,379	565,521	537,821	539,179	550,307	565,841	555,173
自己資本比率(%) Equity Ratio (%)	58.4	57.3	56.0	56.2	53.4	52.2	49.4	48.4	49.4	50.4	50.4

注:「『税効果会計に係る会計基準』の一部改正」を2019年3月期の期首から適用しており、2018年3月期に係る連結財政状態については、当該会計基準を遡って適用した後の数値を記載しております。

Note: "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan Statement No. 28, issued on February 16, 2018). was applied from the beginning of FY2019/3.

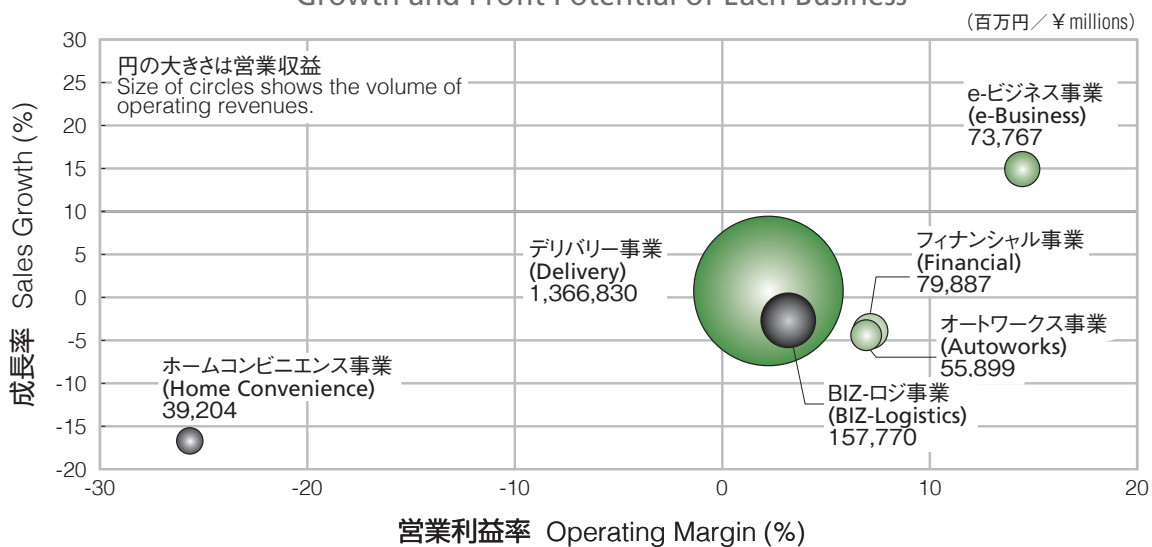
The consolidated financial position for FY2018/3 has been calculated by retroactively applying the new accounting standard.



- **デリバリー事業**：宅急便、クロネコDM便などの小口貨物輸送事業
- **BIZ-ロジ事業**：国際フォワーディングと国内ロジスティクス事業(商品在庫の保管、物流加工、検品、梱包、発送代行など)を中心とした企業向け物流事業
- **ホームコンビニエンス事業**：家財・家電の集配やセッティング、単身向け引越サービスなどを中心とした地域密着型生活支援事業
- **e-ビジネス事業**：ITを切り口にビジネスプロセスの効率化を支援する情報サービス事業
- **フィナンシャル事業**：企業や一般消費者向け決済を中心とした金融サービス事業
- **オートワークス事業**：車両整備を中心とした運送事業者向け事業
- **その他**：広義なシェアードサービス事業(幹線輸送事業など)

- **Delivery**: Small-parcel delivery services such as TA-Q-BIN(door-to-door parcel delivery) and Kuroneko DM-Bin
- **BIZ-Logistics**: B2B logistics business centered on international forwarding and domestic logistics businesses (product warehouse storage, logistics processing, goods inspection, packaging, dispatch agent services etc.)
- **Home Convenience**: Lifestyle support services tailored to each specific region mainly consisting of pickup, delivery and installation services for household goods and electrical appliances and moving service for one-person households
- **e-Business**: Information service business that supports the streamlining of business processes through IT
- **Financial**: Financial service businesses offering payment settlement for companies and general consumers
- **Autoworks**: Business aimed at transportation business, particularly vehicle maintenance
- **Other**: Businesses with a broad range of shared services (trunk-route transportation business etc.)

事業別の成長性と収益性 Growth and Profit Potential of Each Business

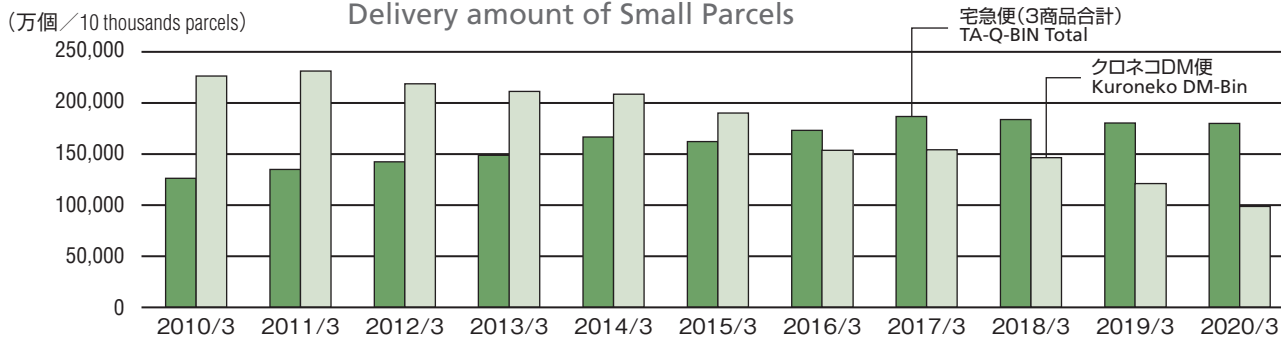


	営業収益(百万円) Operating Revenues (¥millions)						営業利益(百万円) Operating (Loss) Profit (¥millions)					
	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
デリバリー事業 Delivery	1,103,188	1,111,875	1,151,028	1,201,769	1,297,222	1,310,067 (1,366,830)	39,604	38,176	5,638	6,756	40,787	27,249
BIZ-ロジ事業 BIZ-Logistics	103,821	106,822	108,643	145,148	147,437	143,934 (157,770)	4,682	4,905	4,072	7,053	3,329	4,975
ホームコンビニエンス事業 Home Convenience	48,475	48,981	49,163	44,868	33,404	27,805 (39,204)	613	1,146	1,076	199	-7,764	-10,061
e-ビジネス事業 e-Business	40,486	43,357	45,639	27,303	26,592	30,579 (73,767)	7,756	9,009	9,368	7,945	8,740	10,668
フィナンシャル事業 Financial	66,649	72,446	77,985	82,956	79,966	77,072 (79,887)	8,942	8,702	8,243	7,913	6,244	6,322
オートワークス事業 Autoworks	27,153	24,458	24,613	24,641	25,985	24,922 (55,899)	3,733	3,372	3,273	4,141	4,433	4,295
その他 Other	6,933	8,470	9,777	12,125	14,705	15,763 (81,782)	23,939	26,515	35,477	17,217	19,372	36,045

注：()内の数値は、セグメント間の取引や振替額を含めております。営業利益率の算出にはこの数値を用いております。
 Note: The figures in "()" include revenues of inter-segment. The operating margin is calculated with these figures.
 注：海外宅急便事業の営業収益・営業利益はデリバリー事業に含まれております。
 Note: Operating revenues and operating profit of TA-Q-BIN at overseas are included in the Delivery Business.
 注：その他の営業利益にグループ各社からの配当金を含めております。
 Note: Other business operating profit includes dividends received from each Group companies.

小口貨物取扱個数

Delivery amount of Small Parcels



宅急便(3商品合計)(万個) TA-Q-BIN Total (10 thousands parcels)	126,259	134,876	142,360	148,753	166,587	162,204	173,126	186,756	183,668	180,353	179,992
宅急便・宅急便コンパクト(万個) TA-Q-BIN・TA-Q-BIN Compact (10 thousands parcels)	—	—	—	—	—	—	169,892	180,003	175,813	166,828	162,733
ネコポス(万個) Nekopos (10 thousands parcels)	—	—	—	—	—	—	3,233	6,752	7,854	13,525	17,258
クロネコDM便(万冊) Kuroneko DM-Bin (10 thousands units)	226,289	231,219	218,741	211,293	208,483	190,101	153,643	154,216	146,495	121,152	98,724

注:宅急便取扱個数はヤマトグループのデリバリー事業(国内)のみを記載しております。海外宅急便事業にかかわる宅急便取扱個数は含まれておりません。
Note: Delivery amount of TA-Q-BIN only indicates the Delivery Business (in Japan) of the Yamato Group. The delivery amount of TA-Q-BIN at overseas is not included.

注:2016年3月期より、宅急便取扱個数には、宅急便コンパクト・ネコポスを含めております。
Note: Starting with FY2016/3, figures for TA-Q-BIN delivery amount include delivery amount of the TA-Q-BIN Compact and Nekopos services.

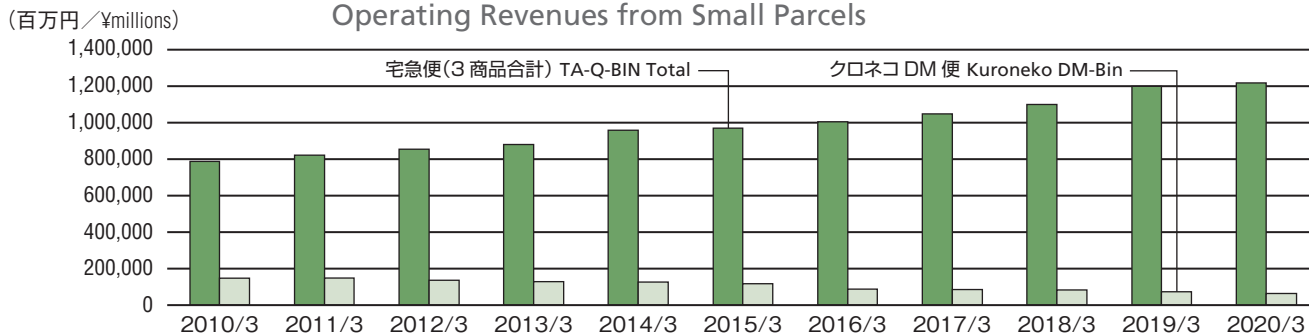
注:2015年3月期末より、クロネコメール便を廃止しており、クロネコDM便に切り替えております。
Note: As of the end of FY2015/3, Kuroneko Mail service has been discontinued, and Kuroneko DM-Bin service is being offered in its place.

注:2019年3月期より、宅急便(3商品合計)の内訳として、「宅急便・宅急便コンパクト」「ネコポス」の数量・単価を開示しています。なお、宅急便コンパクト、ネコポスは2016年3月期より発売しています。

Note: Strating with FY 2019/3, we have disclosed the amount and unit price of "TA-Q-BIN・TA-Q-BIN Compact" and "Nekopos" as a breakdown of TA-Q-BIN Total. TA-Q-BIN Compact and Nekopos have been released from the FY 2016/3.

小口貨物売上高

Operating Revenues from Small Parcels



宅急便(3商品合計)(百万円) TA-Q-BIN Total (¥millions)	787,768	821,293	854,409	880,171	958,573	969,923	1,004,969	1,047,668	1,099,341	1,199,084	1,217,572
クロネコDM便(百万円) Operating Revenues from Kuroneko DM-Bin (¥millions)	147,104	147,890	136,170	128,309	126,035	116,619	87,545	85,383	82,542	73,062	64,104

単価
Unit Price

宅急便(3商品合計)(円) TA-Q-BIN Total(¥)	624	609	600	591	574	595	578	559	597	664	676
宅急便・宅急便コンパクト(円) TA-Q-BIN・TA-Q-BIN Compact (¥)	—	—	—	—	—	—	586	574	615	702	726
ネコポス(円) Nekopos(¥)	—	—	—	—	—	—	171	171	181	191	201
クロネコDM便(円) Kuroneko DM-Bin (¥)	65	64	62	61	61	61	57	55	56	60	65

注:宅急便事業の営業収益は海外宅急便事業も含まれております。ただし単価は国内における宅急便の単価です。

Note: Operating revenues of TA-Q-BIN include that of TA-Q-BIN at overseas. The unit price is the TA-Q-BIN unit price in Japan.

注:2019年3月期より、宅急便(3商品合計)の内訳として、「宅急便・宅急便コンパクト」「ネコポス」の数量・単価を開示しています。なお、宅急便コンパクト、ネコポスは2016年3月期より発売しています。

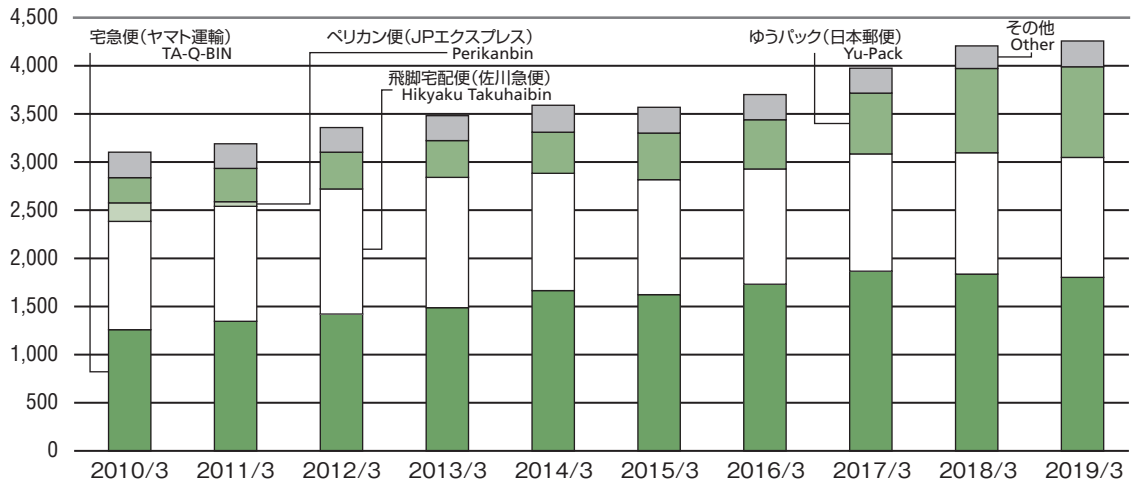
Note: Strating with FY 2019/3, we have disclosed the amount and unit price of "TA-Q-BIN・TA-Q-BIN Compact" and "Nekopos" as a breakdown of TA-Q-BIN Total. TA-Q-BIN Compact and Nekopos have been released from the FY 2016/3.



宅配便取扱個数の推移

Takuhaibin (Door-to-Door Parcel Delivery) Delivery amount

(百万個/million parcels) ※航空宅配便を除く Excluding Takuhaibin by air



	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3
総計(百万個) Total amount (million parcels)	3,107	3,193	3,363	3,485	3,595	3,570	3,704	3,977	4,211	4,260
宅急便(ヤマト運輸) TA-Q-BIN (Yamato Transport)	1,260	1,348	1,423	1,487	1,665	1,622	1,731	1,867	1,836	1,803
飛脚宅配便(佐川急便) Hikyaku Takuhaibin (Sagawa Express)	1,124	1,194	1,299	1,356	1,218	1,196	1,198	1,218	1,262	1,246
ペリカン便(JPエクスプレス) Perikanbin (JP Express)	192	46	-	-	-	-	-	-	-	-
ゆうパック(日本郵便) Yu-Pack (Japan Post)	264	346	383	382	428	485	513	632	875	942
ヤマト運輸のシェア(%) Yamato's Market Share	40.6	42.2	42.3	42.7	46.3	45.4	46.7	46.9	43.6	42.3

出所:国土交通省

The source: Ministry of Land, Infrastructure, Transportation and Tourism of Japan

注:国土交通省調べによる2020年3月期宅配便(トラック)取扱個数は2020年6月現在開示がありませんので、2019年3月期までの取扱個数のみ記載しております。
Note: The above table only refers to the delivery amount of small parcels until FY2019/3 since the delivery amount of Takuhaibin by truck for FY2020/3 is not disclosed from the Ministry of Land, Infrastructure, Transportation and Tourism of Japan as of June 2020.

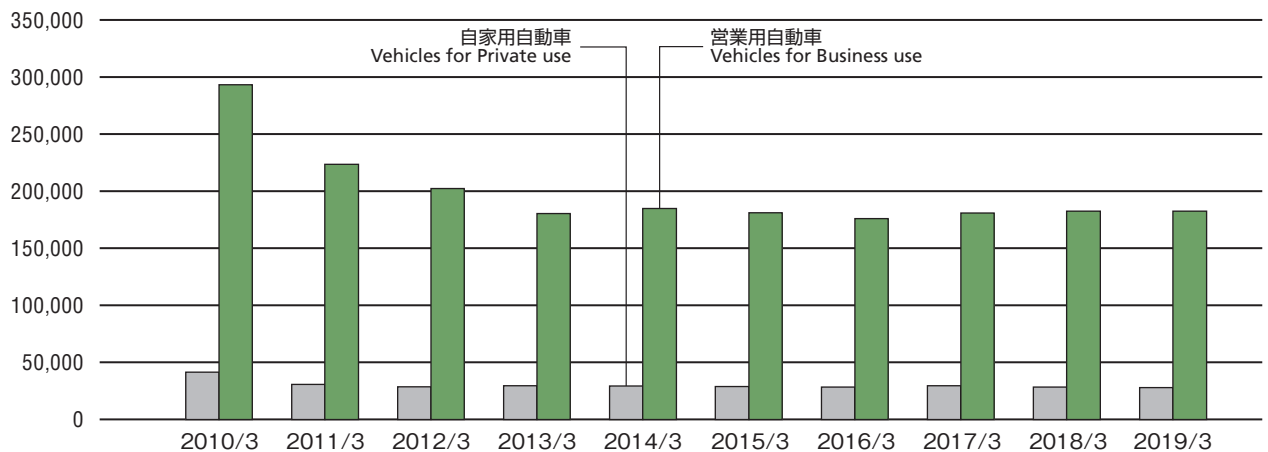
注:2017年10月より日本郵便が取り扱う「ゆうパケット」が宅配便取扱個数に含めて集計されております。

Note: "Yu-Packet" handled by Japan Post is included in the delivery amount of Takuhaibin from October 2017.

貨物自動車輸送量の推移

Volume of Freight Transport

(百万トンキロ/in millions of ton-km)



自家用自動車(百万トンキロ) Vehicles for Private use (in millions of ton-km)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3
営業用自動車(百万トンキロ) Vehicles for Business use (in millions of ton-km)	293,227	223,434	202,441	180,336	184,840	181,160	175,981	180,811	182,526	182,490

出所:国土交通省

The source: Ministry of Land, Infrastructure, Transportation and Tourism of Japan

注:2010年10月より調査方法及び集計方法を変更したため、2010年9月以前に公表された公表値と時系列上の連続性が担保されません。

Note: The survey method and data collation method was changed in October 2010. There is no guarantee of continuity with respect to the released figures and time periods for September 2010 and earlier.

注:2011年3月期の数値には、2011年3月の北海道運輸局及び東北運輸局の数値を含みません。

Note: Figures for FY2011/3 do not include the March 2011 figures from Hokkaido District Transport Bureau and Tohoku District Transport Bureau.



ROE・売上高当期純利益率
Return on Equity and Return on Revenues

	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
ROE(%) ¹ Return on Equity (%)	6.5	6.5	3.8	6.7	6.4	6.7	7.1	3.4	3.3	4.6	4.0
売上高当期純利益率(%) Return on Revenues (%)	2.7	2.7	1.6	2.7	2.5	2.7	2.8	1.2	1.2	1.6	1.4
[参考][Reference]											
営業収益(百万円) Operating Revenues (¥millions)	1,200,834	1,236,520	1,260,832	1,282,373	1,374,610	1,396,708	1,416,413	1,466,852	1,538,813	1,625,315	1,630,146
営業費用(百万円) Operating Expenses (¥millions)	1,139,445	1,172,205	1,194,181	1,216,170	1,311,513	1,327,761	1,347,872	1,431,966	1,503,127	1,566,969	1,585,445
人件費(百万円) Personnel Expenses (¥millions)	621,188	637,512	656,604	666,637	704,338	707,163	718,980	769,260	786,787	821,715	849,038
下払経費(百万円) Subcontracting Expenses (¥millions)	446,737	466,715	471,636	483,326	528,105	541,439	550,188	588,388	627,207	629,645	601,833
車両費(百万円) Vehicle Expenses (¥millions)	36,596	40,205	43,315	43,741	46,288	46,265	40,924	40,634	43,275	46,656	47,676
その他経費(百万円) Other Operating Expenses (¥millions)	242,039	246,280	248,649	255,436	277,920	289,005	299,296	308,385	327,488	342,602	357,561
内部仕入消去(百万円) Eliminations (¥millions)	-207,116	-218,507	-226,023	-232,970	-245,140	-256,112	-261,517	-274,702	-281,630	-273,649	-270,665
営業利益(百万円) Operating Profit (¥millions)	61,388	64,314	66,650	66,202	63,096	68,947	68,540	34,885	35,685	58,345	44,701
親会社株主に帰属する 当期純利益(百万円) Profit Attributable to Owners of Parent (¥millions)	32,282	33,207	19,786	35,144	34,776	37,533	39,424	18,053	18,231	25,682	22,324
期中平均自己資本(百万円) Equity (average) (¥millions)	494,362	514,256	515,299	524,723	542,915	558,450	551,671	538,500	544,743	558,074	560,507
自己資本回転率(回) Equity Turnover (times)	2.4	2.4	2.4	2.4	2.5	2.5	2.6	2.7	2.8	2.9	2.9
ROA(%) ² Return on Assets (%)	3.7	3.7	2.2	3.8	3.5	3.5	3.6	1.6	1.6	2.3	2.0
期中平均総資産(百万円) Total Assets (average) (¥millions)	874,123	889,002	909,329	934,723	991,143	1,057,332	1,085,984	1,102,054	1,114,771	1,119,264	1,112,199
使用総資本回転率(回) Total Assets Turnover (times)	1.4	1.4	1.4	1.4	1.4	1.3	1.3	1.3	1.4	1.5	1.5

1. ROE(自己資本当期純利益率)＝親会社株主に帰属する当期純利益÷期中平均自己資本

ROE is calculated by dividing profit attributable to owners of parent by average equity.

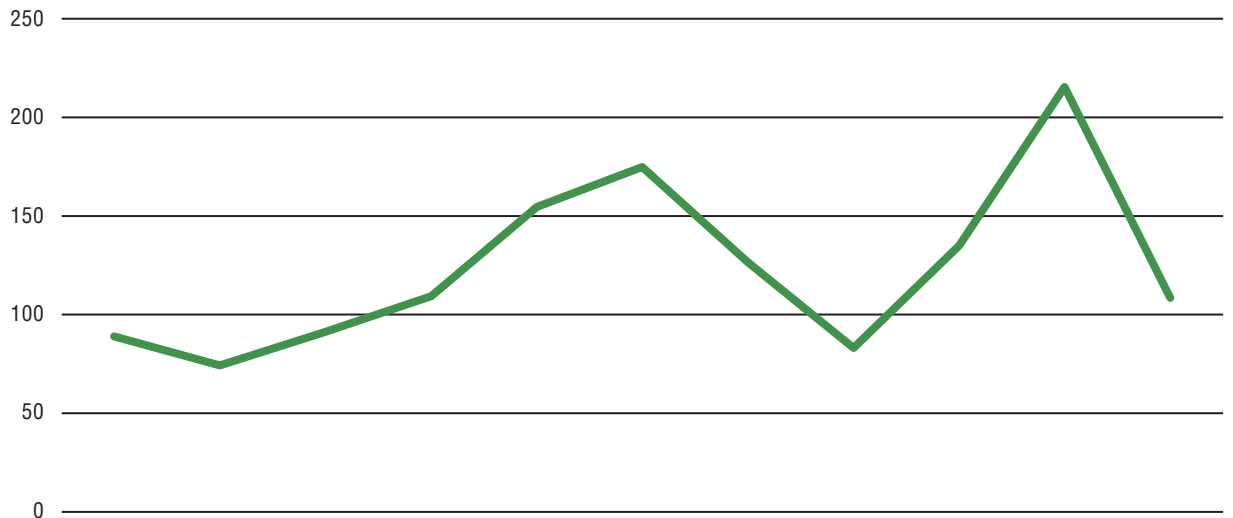
2. ROA(使用総資本当期純利益率)＝親会社株主に帰属する当期純利益÷期中平均総資産

ROA is calculated by dividing profit attributable to owners of parent by average total assets.



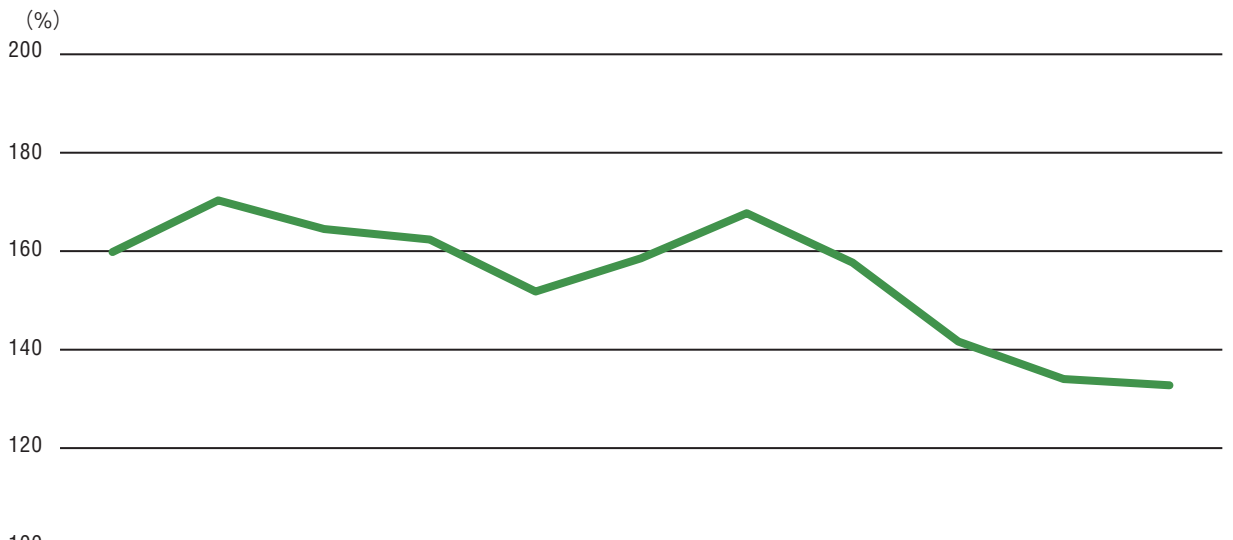
インタレストカバレッジレシオ Interest Coverage Ratio

(倍/times)



	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
営業利益(百万円) Operating Profit (¥millions)	61,388	64,314	66,650	66,202	63,096	68,947	68,540	34,885	35,685	58,345	44,701
受取利息及び配当金(百万円) Interest and Dividends Received (¥millions)	550	559	605	660	622	673	833	846	980	1,036	1,095
支払利息(百万円) Interest Expense (¥millions)	696	873	737	611	411	398	547	430	271	275	422
インタレストカバレッジレシオ(倍) Interest Coverage Ratio (times)	89.0	74.2	91.2	109.3	154.7	174.9	126.6	83.1	135.0	215.5	108.4

流動比率 Current Ratio



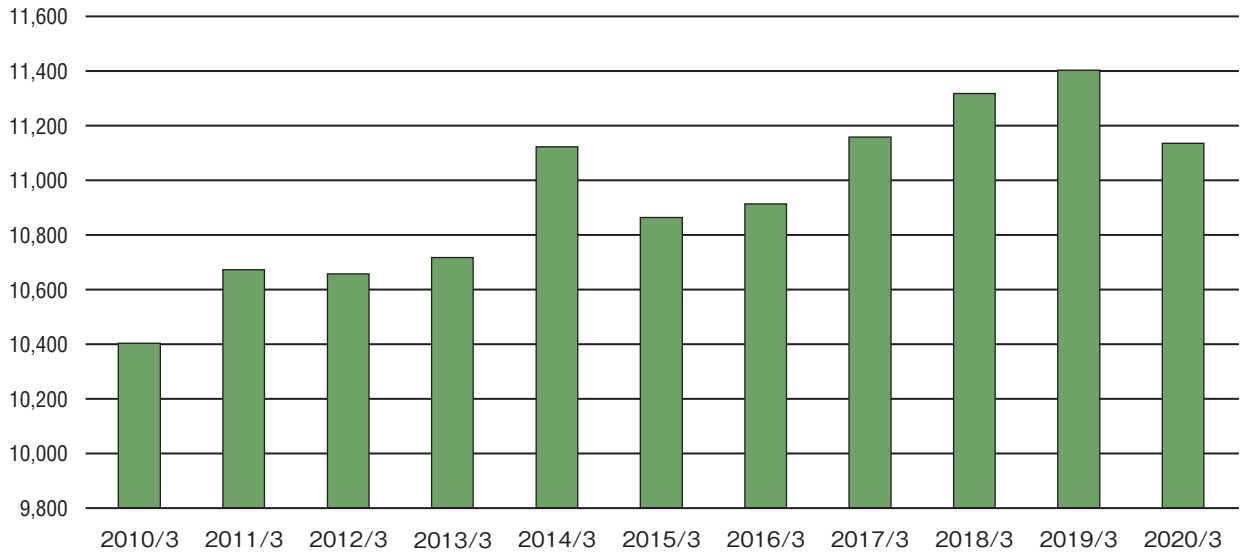
	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
流動資産(百万円) Current Assets (¥millions)	443,199	450,255	464,455	486,408	527,359	566,205	583,982	586,510	559,635	550,258	542,884
流動負債(百万円) Current Liabilities (¥millions)	277,309	264,332	282,343	299,539	347,360	357,034	348,097	371,848	395,035	410,423	408,811
流動比率(%) Current Ratio (%)	159.8	170.3	164.5	162.4	151.8	158.6	167.8	157.7	141.7	134.1	132.8



社員1人当たり営業収益

Operating Revenue per Employee

(千円/¥thousands)



営業収益(百万円) Operating Revenues (¥millions)	1,200,834	1,236,520	1,260,832	1,282,373	1,374,610	1,396,708	1,416,413	1,466,852	1,538,813	1,625,315	1,630,146
期中平均社員数(人) Average Number of Employees	169,108	169,598	174,471	177,204	185,127	195,101	196,819	199,183	207,440	219,110	225,035
1人当たり営業収益(千円) Operating Revenue per Employee (¥thousands)	10,404	10,673	10,658	10,718	11,123	10,864	10,914	11,159	11,318	11,404	11,136

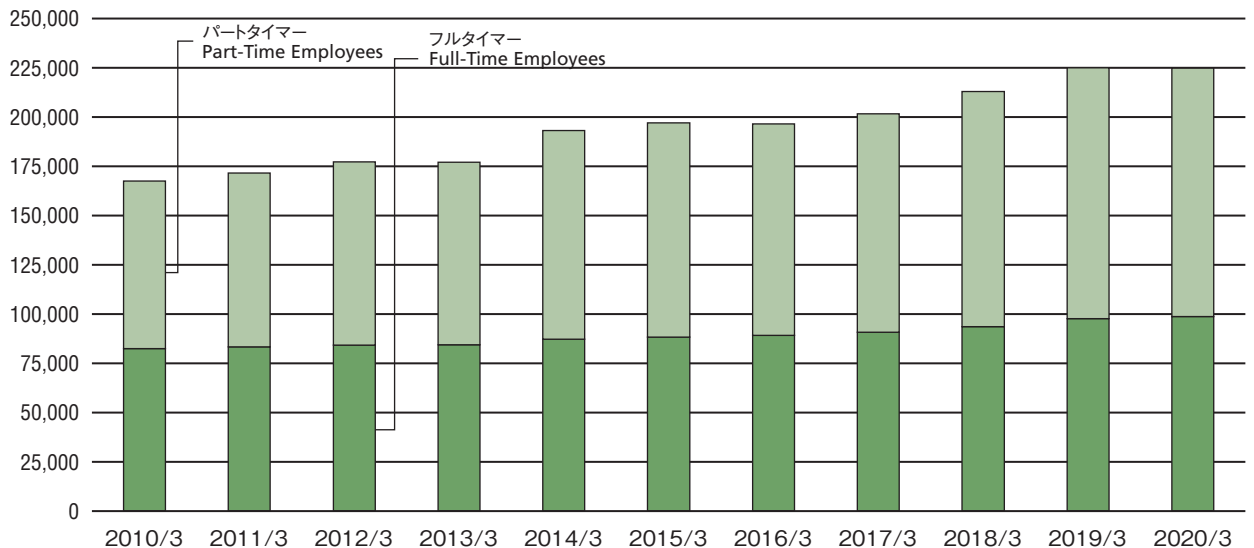
注:1人当たり営業収益の算出には、換算後のパートタイマー人員数を使用しております。

Note: Operating revenue per employee is calculated by converting the number of part-time employees into full-time employees.

社員の内訳

Number of Employees by Type

(人/employee)



フルタイム従業員(人) Full-Time Employees	82,395	83,427	84,293	84,422	87,279	88,247	89,112	90,737	93,534	97,587	98,744
パートタイム従業員(人) Part-Time Employees	85,160	88,215	93,008	92,686	105,867	108,809	107,470	111,047	119,562	127,538	126,201
社員数(人) Total Employees	167,555	171,642	177,301	177,108	193,146	197,056	196,582	201,784	213,096	225,125	224,945

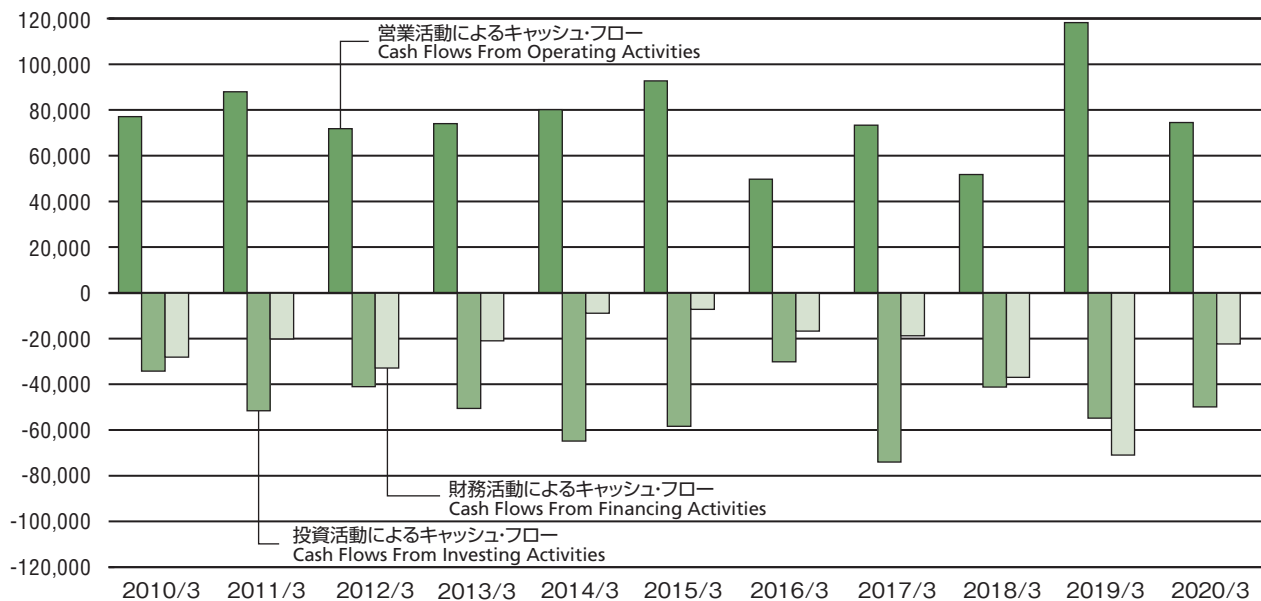
注:社員数には海外宅急便事業に関わる社員も含まれております。

Note: The numbers of employees above include the numbers of employees engaged in TA-Q-BIN at overseas.



キャッシュ・フロー Cash Flow

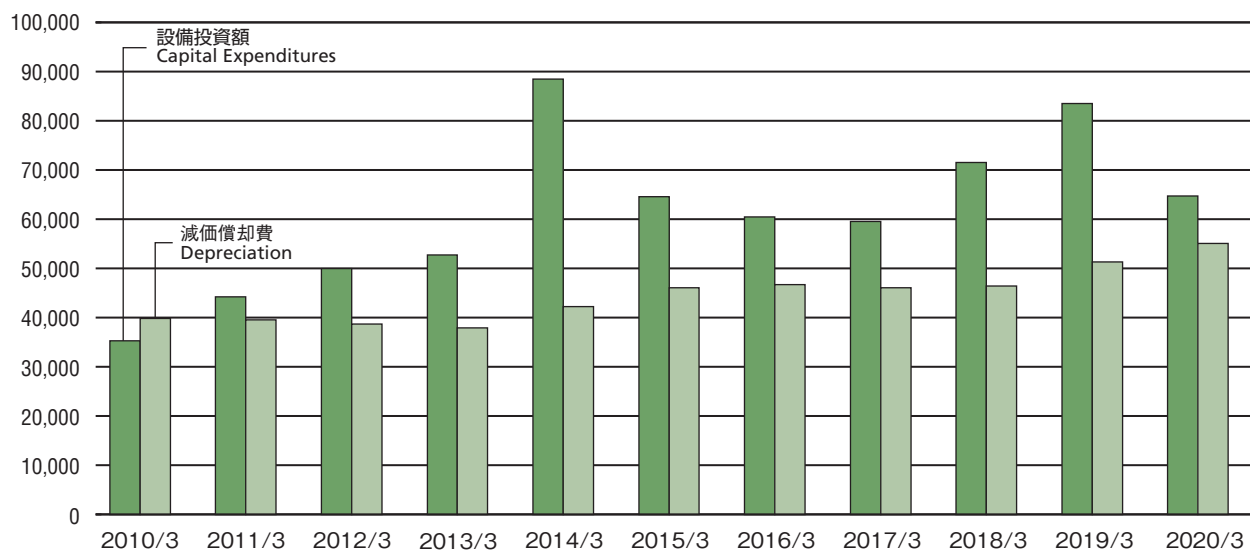
(百万円/¥millions)



	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
営業活動によるキャッシュ・フロー(百万円) Cash Flows From Operating Activities (¥millions)	77,064	87,899	71,843	73,949	80,075	92,620	49,715	73,324	51,728	118,093	74,433
投資活動によるキャッシュ・フロー(百万円) Cash Flows From Investing Activities (¥millions)	-34,242	-51,678	-41,092	-50,539	-64,935	-58,485	-30,230	-73,999	-41,174	-54,872	-49,943
財務活動によるキャッシュ・フロー(百万円) Cash Flows From Financing Activities (¥millions)	-28,124	-20,152	-32,916	-21,022	-9,033	-7,168	-16,833	-18,777	-36,930	-70,947	-22,368

設備投資・減価償却 Capital Expenditures and Depreciation

(百万円/¥millions)

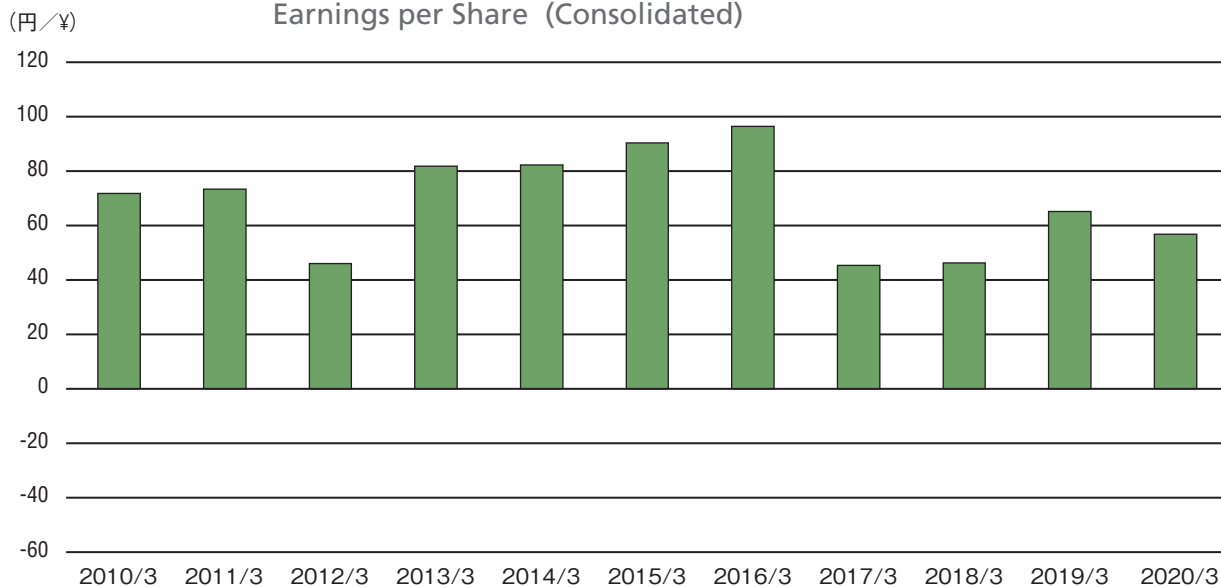


	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
設備投資額(百万円) Capital Expenditures (¥millions)	35,322	44,274	50,019	52,779	88,517	64,587	60,508	59,553	71,509	83,514	64,739
減価償却費(百万円) Depreciation (¥millions)	39,877	39,582	38,682	37,935	42,265	46,058	46,739	46,114	46,423	51,346	55,083



1株当たり当期純利益(連結)

Earnings per Share (Consolidated)



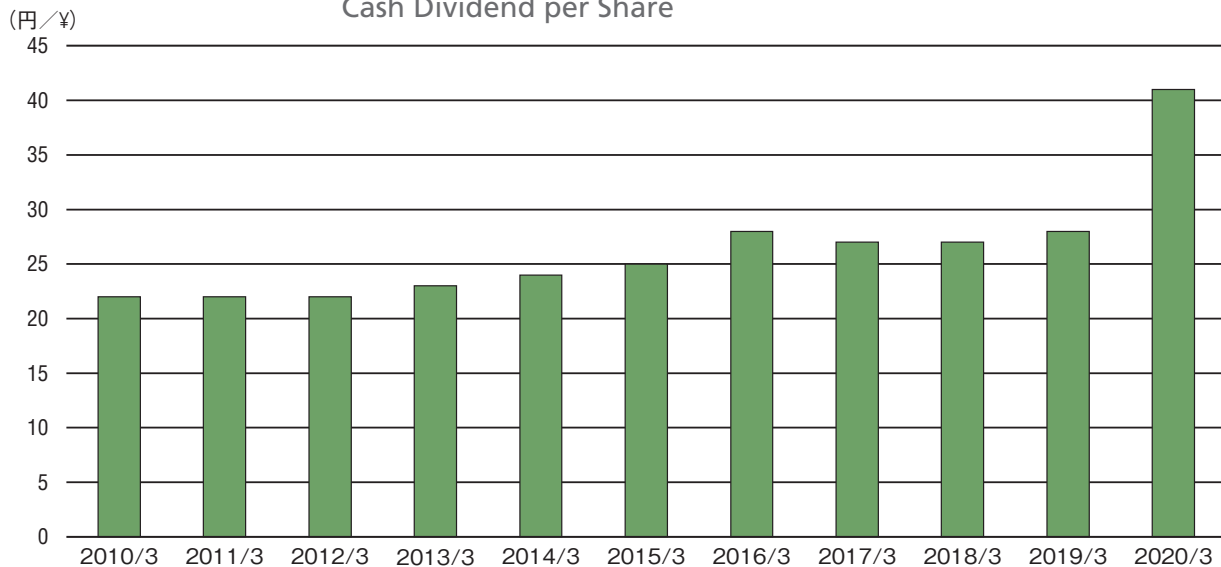
親会社株主に帰属する 当期純利益(百万円) Profit Attributable to Owners of Parent (¥millions)	32,282	33,207	19,786	35,144	34,776	37,533	39,424	18,053	18,231	25,682	22,324
期中平均株式数(千株) Common Stock Outstanding (average)(thousands of stocks)	449,334	452,306	430,181	429,377	422,941	415,131	408,742	397,930	394,276	394,275	393,170
1株当たり当期純利益(円) Earnings (Loss) per Share (¥)	71.84	73.42	46.00	81.85	82.22	90.41	96.45	45.37	46.24	65.14	56.78

注:期中平均株式数は、自己株式数を控除しております。

Note: Common stock outstanding (average) over the term does not include treasury stock.

1株当たり配当金

Cash Dividend per Share



中間配当額(百万円) Interim Dividends (¥millions)	4,991	4,991	4,731	4,731	5,084	5,038	5,302	5,180	5,125	5,519	5,914
年間配当金額(百万円) Cash Dividends Paid (¥millions)	9,982	9,824	9,463	9,816	10,111	10,409	11,280	10,700	10,645	11,039	15,929
1株当たり配当金(円) Cash Dividend per Share(¥)	22.00	22.00	22.00	23.00	24.00	25.00	28.00	27.00	27.00	28.00	41.00
親会社株主に帰属する 当期純利益(百万円) Profit Attributable to Owners of Parent (¥millions)	32,282	33,207	19,786	35,144	34,776	37,533	39,424	18,053	18,231	25,682	22,324
配当性向(%) Payout Ratio (%)	30.6	30.0	47.8	28.1	29.2	27.7	29.0	59.5	58.4	43.0	72.2

注:2016年3月期の1株当たり配当金には、宅急便40周年記念配当として2円が含まれております。

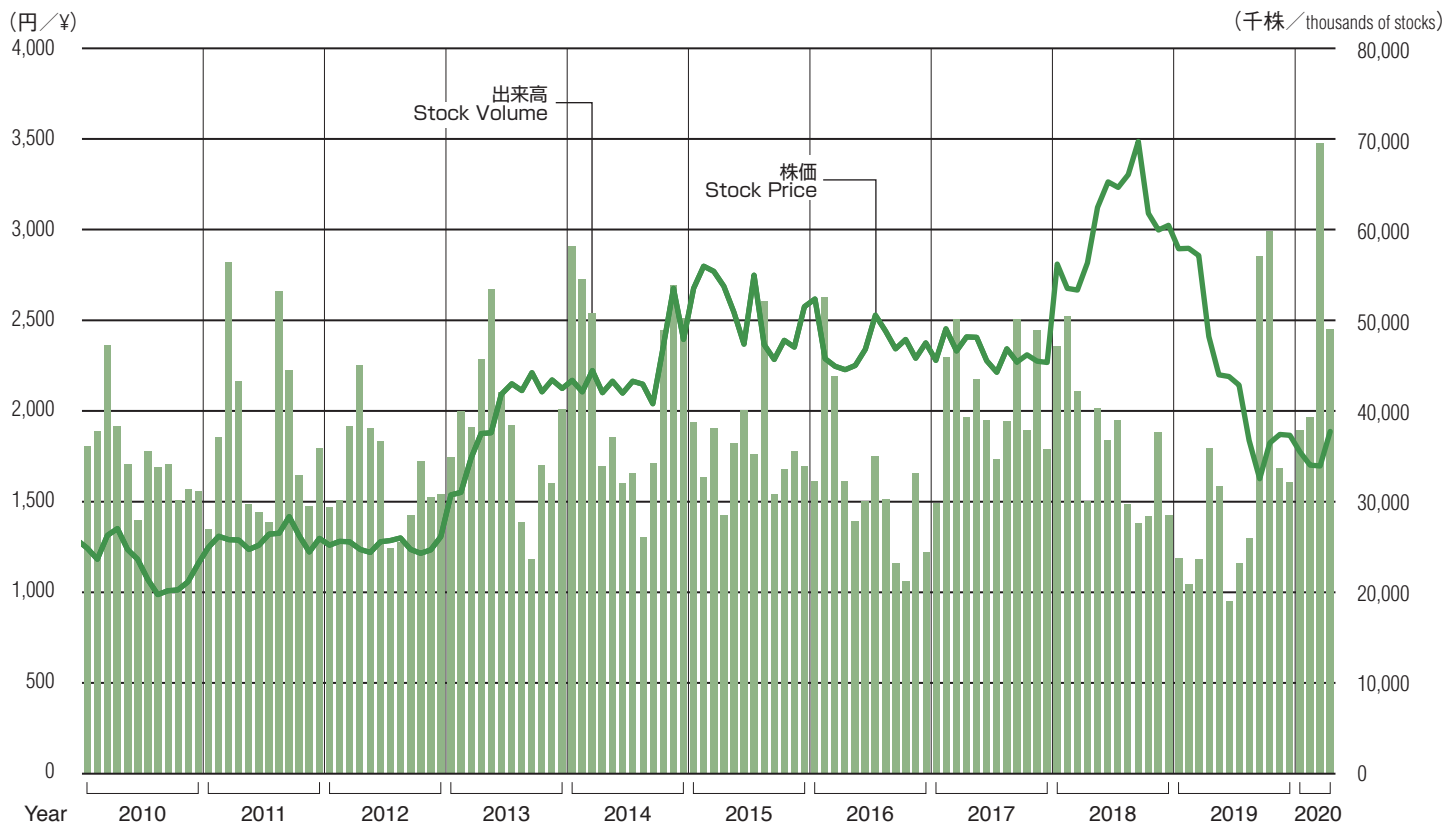
Note: The cash dividend per share of FY2016/3 includes commemorative dividends of ¥2.00 as the 40th anniversary of TA-Q-BIN.

注:2020年3月期の1株当たり配当金には、創業100周年記念配当として10円が含まれております。

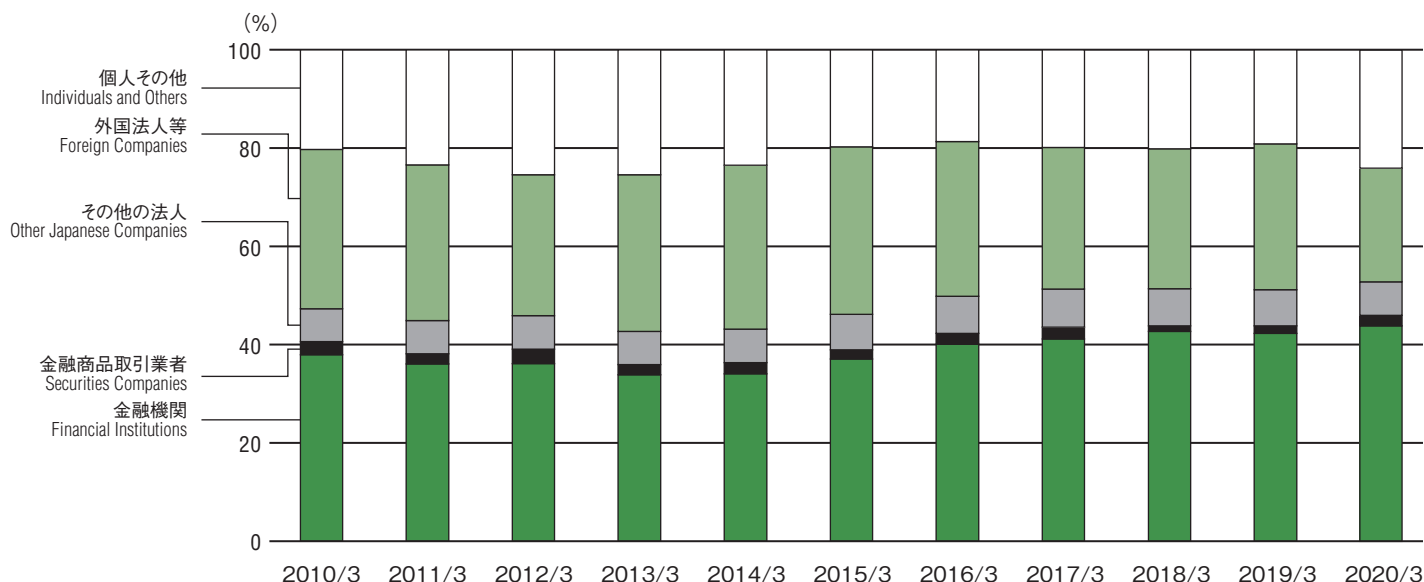
Note: The cash dividend per share of FY2020/3 includes commemorative dividends of ¥10.00 as the 100th anniversary of establishment.



株価・出来高 Stock Price and Stock Volume



所有者別議決権比率 Stock Breakdown by Percentage of Total Shares



	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3
金融機関 (%) Financial Institutions (%)	37.97	36.06	36.13	33.89	34.04	37.10	40.09	41.19	42.67	42.30	43.81
金融商品取引業者 (%) Securities Companies (%)	2.62	2.08	2.97	2.04	2.32	1.88	2.18	2.36	1.14	1.55	2.15
その他の法人 (%) Other Japanese Companies (%)	6.72	6.77	6.82	6.77	6.83	7.21	7.60	7.75	7.58	7.35	6.82
外国法人等 (%) Foreign Companies (%)	32.45	31.67	28.66	31.88	33.34	34.09	31.45	28.86	28.45	29.66	23.15
個人その他 (%) Individuals and Others (%)	20.24	23.42	25.42	25.42	23.47	19.72	18.68	19.84	20.17	19.14	24.07



2010/3 2011/3 2012/3 2013/3 2014/3 2015/3 2016/3 2017/3 2018/3 2019/3 2020/3

損益計算書データ Operating Results

営業収益(百万円) Operating Revenues (¥millions)	1,200,834	1,236,520	1,260,832	1,282,373	1,374,610	1,396,708	1,416,413	1,466,852	1,538,813	1,625,315	1,630,146
営業原価(百万円) Operating Costs (¥millions)	1,110,971	1,143,005	1,163,777	1,181,833	1,274,470	1,290,714	1,306,200	1,385,492	1,452,485	1,513,988	1,526,102
販売費及び一般管理費(百万円) Selling, General and Administrative Expenses (¥millions)	28,474	29,200	30,404	34,336	37,043	37,046	41,672	46,474	50,642	52,981	59,342
営業利益(百万円) Operating Profit (¥millions)	61,388	64,314	66,650	66,202	63,096	68,947	68,540	34,885	35,685	58,345	44,701
経常利益(百万円) Ordinary Profit (¥millions)	63,313	65,951	67,902	67,991	64,664	70,889	69,426	34,884	36,085	54,259	40,625
特別利益(百万円) Extraordinary Income (¥millions)	362	414	123	163	1,937	1,190	418	757	1,821	1,822	9,262
特別損失(百万円) Extraordinary Loss (¥millions)	3,242	4,529	22,207	3,872	720	2,921	1,766	2,603	4,783	3,823	5,306
税金等調整前当期純利益(百万円) Income (Loss) before Income Taxes (¥millions)	60,434	61,835	45,817	64,283	65,882	69,157	68,078	33,037	33,123	52,258	44,581
親会社株主に帰属する当期純利益(百万円) Profit Attributable to Owners of Parent (¥millions)	32,282	33,207	19,786	35,144	34,776	37,533	39,424	18,053	18,231	25,682	22,324
利益剰余金期首残高(百万円) Retained Earnings at Beginning of Year (¥millions)	266,035	288,408	311,569	321,862	347,358	371,965	395,352	402,375	409,270	416,854	431,497
利益剰余金期末残高(百万円) Retained Earnings at End of Year (¥millions)	288,408	311,569	321,862	347,358	371,965	395,352	402,375	409,270	416,854	431,497	441,746

貸借対照表データ Financial Position

総資産(百万円) Total Assets (¥millions)	878,641	899,363	919,294	950,152	1,032,134	1,082,531	1,089,436	1,114,672	1,114,870	1,123,659	1,100,739
流動資産(百万円) Current Assets (¥millions)	443,199	450,255	464,455	486,408	527,359	566,205	583,982	586,510	559,635	550,258	542,884
現金及び預金(百万円) Cash and Deposits (¥millions)	189,657	209,177	209,179	213,619	220,147	247,398	249,593	230,128	204,422	195,954	197,226
有形固定資産(百万円) Property, Plant and Equipment (¥millions)	355,192	368,155	375,179	383,157	417,127	420,101	405,641	405,070	405,057	428,918	423,835
流動負債(百万円) Current Liabilities (¥millions)	277,309	264,332	282,343	299,539	347,360	357,034	348,097	371,848	395,035	410,423	408,811
固定負債(百万円) Non-Current Liabilities (¥millions)	77,858	110,525	113,167	107,698	124,601	154,297	197,483	197,264	162,247	139,847	129,093
非支配株主持分(百万円) Non-Controlling Interests (¥millions)	10,562	8,902	8,787	8,463	8,792	5,678	6,034	6,379	7,279	7,547	7,662
自己資本(百万円) Equity (¥millions)	512,910	515,602	514,996	534,451	551,379	565,521	537,821	539,179	550,307	565,841	555,173

キャッシュ・フロー Cash Flow

営業活動によるキャッシュ・フロー(百万円) Cash Flows From Operating Activities (¥millions)	77,064	87,899	71,843	73,949	80,075	92,620	49,715	73,324	51,728	118,093	74,433
投資活動によるキャッシュ・フロー(百万円) Cash Flows From Investing Activities (¥millions)	-34,242	-51,678	-41,092	-50,539	-64,935	-58,485	-30,230	-73,999	-41,174	-54,872	-49,943
財務活動によるキャッシュ・フロー(百万円) Cash Flows From Financing Activities (¥millions)	-28,124	-20,152	-32,916	-21,022	-9,033	-7,168	-16,833	-18,777	-36,930	-70,947	-22,368
現金及び現金同等物に係る換算差額(百万円) Effect of Exchange Rate Change on Cash and Cash Equivalents (¥millions)	106	-467	-182	457	647	690	-654	-882	313	-486	-109
現金及び現金同等物の期首残高(百万円) Cash and Cash Equivalents at Beginning of Year (¥millions)	174,502	189,351	208,791	208,393	212,641	219,395	247,051	249,261	228,926	202,863	194,650
現金及び現金同等物の期末残高(百万円) Cash and Cash Equivalents at End of Year (¥millions)	189,351	208,791	208,393	212,641	219,395	247,051	249,261	228,926	202,863	194,650	196,662

1株当たりデータ Per Share Data

1株当たり当期純利益(円) Earnings (Loss) per Share (¥)	71.84	73.42	46.00	81.85	82.22	90.41	96.45	45.37	46.24	65.14	56.78
1株当たり純資産(円) Net Asset Value per Share (¥)	1,130.33	1,173.60	1,197.26	1,261.35	1,316.12	1,368.66	1,349.56	1,367.51	1,395.74	1,435.15	1,441.20
1株当たり配当金(円) Cash Dividend per Share (¥)	22.00	22.00	22.00	23.00	24.00	25.00	28.00	27.00	27.00	28.00	41.00

その他のデータ Other Data

設備投資額(百万円) Capital Expenditures (¥millions)	35,322	44,274	50,019	52,779	88,517	64,587	60,508	59,553	71,509	83,514	64,739
減価償却費(百万円) Depreciation (¥millions)	39,877	39,582	38,682	37,935	42,265	46,058	46,739	46,114	46,423	51,346	55,083
有利子負債(百万円) Interest-Bearing Debt (¥millions)	81,598	101,373	92,779	93,780	107,842	135,369	174,346	178,168	153,040	113,233	124,838
発行済株式総数(千株) Number of Shares Outstanding (thousands of stocks)	453,770	439,335	430,146	423,714	418,942	413,193	398,516	394,277	394,275	394,274	385,215
社員数(人) Number of Employees	167,555	171,642	177,301	177,108	193,146	197,056	196,582	201,784	213,096	225,125	224,945

