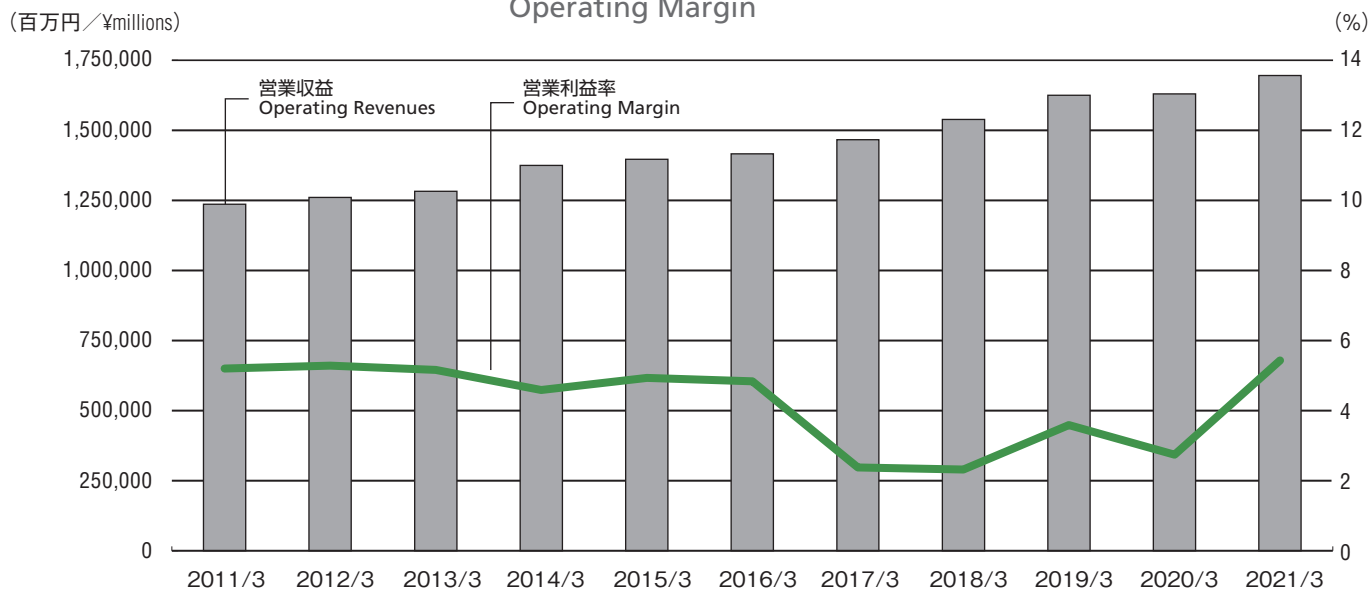
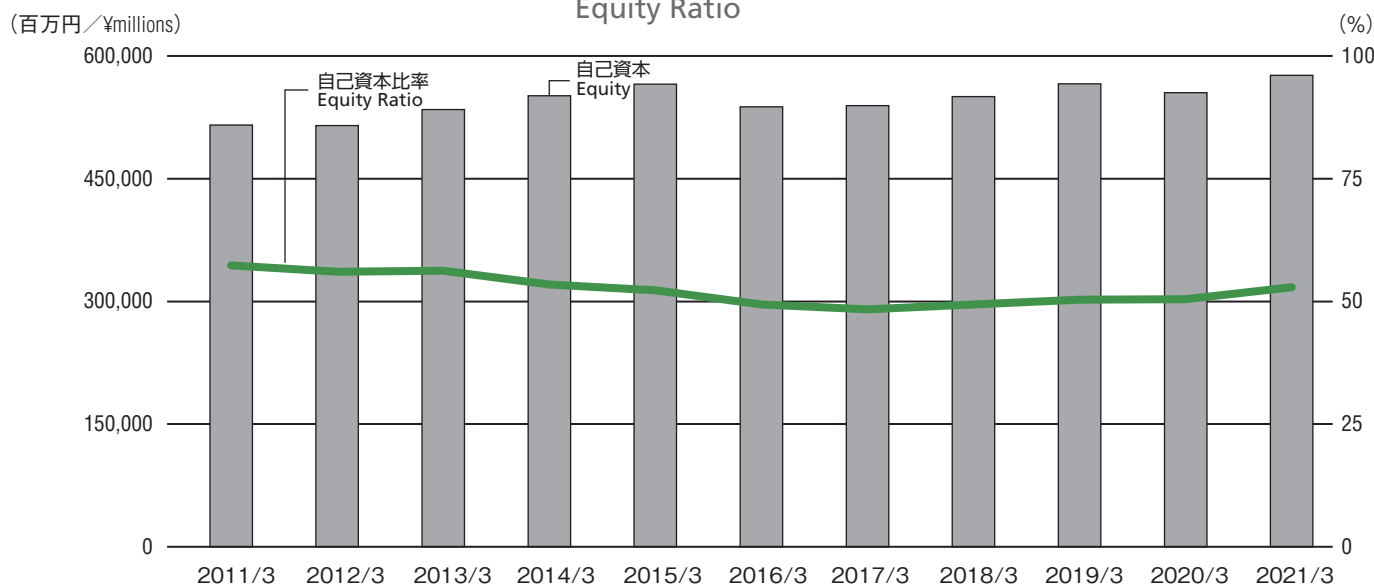


営業利益率 Operating Margin



| | | | | | | | | | | | |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 営業収益(百万円) Operating Revenues (¥millions) | 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 | 1,695,867 |
| 営業利益(百万円) Operating Profit (¥millions) | 64,314 | 66,650 | 66,202 | 63,096 | 68,947 | 68,540 | 34,885 | 35,685 | 58,345 | 44,701 | 92,121 |
| 経常利益(百万円) Ordinary Profit (¥millions) | 65,951 | 67,902 | 67,991 | 64,664 | 70,889 | 69,426 | 34,884 | 36,085 | 54,259 | 40,625 | 94,019 |
| 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) | 33,207 | 19,786 | 35,144 | 34,776 | 37,533 | 39,424 | 18,053 | 18,231 | 25,682 | 22,324 | 56,700 |
| 営業利益率(%) Operating Margin (%) | 5.2 | 5.3 | 5.2 | 4.6 | 4.9 | 4.8 | 2.4 | 2.3 | 3.6 | 2.7 | 5.4 |

自己資本比率 Equity Ratio



| | | | | | | | | | | | |
|--------------------------------------|---------|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 総資産(百万円) Total Assets (¥millions) | 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 | 1,089,991 |
| 自己資本(百万円) Equity (¥millions) | 515,602 | 514,996 | 534,451 | 551,379 | 565,521 | 537,821 | 539,179 | 550,307 | 565,841 | 555,173 | 576,367 |
| 自己資本比率(%) Equity Ratio (%) | 57.3 | 56.0 | 56.2 | 53.4 | 52.2 | 49.4 | 48.4 | 49.4 | 50.4 | 50.4 | 52.9 |

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.

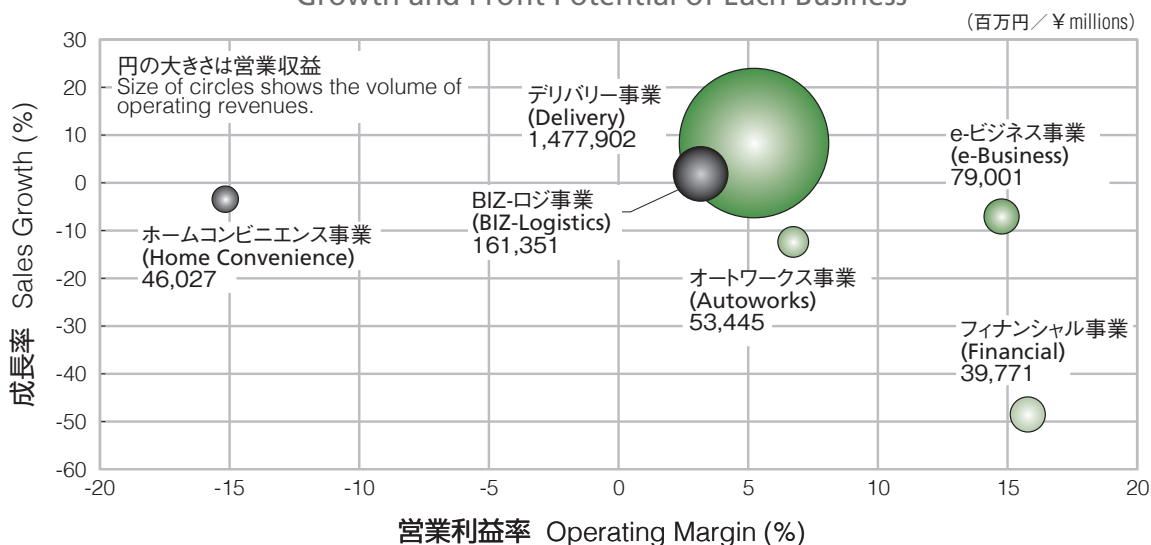
注:2021年3月期より、リース事業を展開するヤマトリース株式会社株式の一部譲渡に伴い、連結範囲を変更しております。2020年3月期以前の数値については、組み替えを行っておりません。

Note: Since the FY2021/3, the scope of consolidation has been changed due to the partial transfer of shares of Yamato Lease Co., Ltd., which operates the leasing business. The figures before the FY2020/3 are not modified.



- **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.)

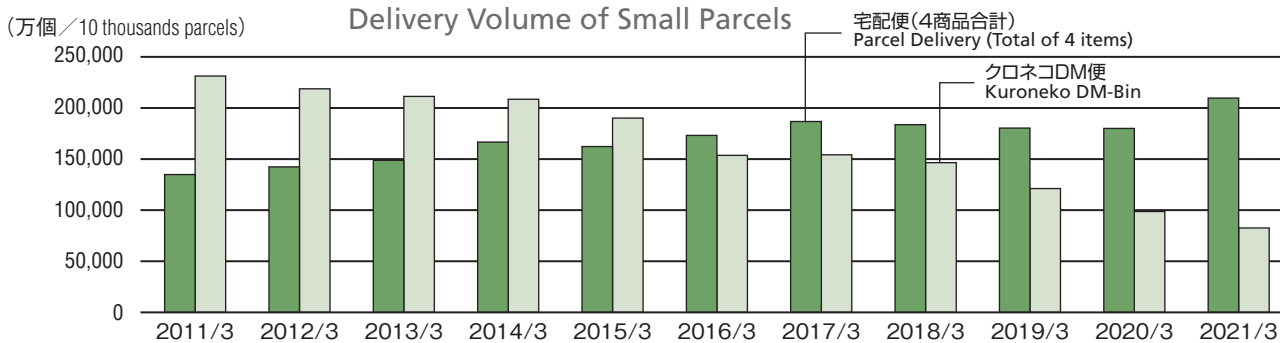
事業別の成長性と収益性 Growth and Profit Potential of Each Business



| | 営業収益(百万円) Operating Revenues (¥millions) | | | | | | 営業利益(百万円) Operating (Loss) Profit (¥millions) | | | | | |
|----------------------------------|--|-----------|-----------|-----------|-----------|--------------------------|---|--------|--------|--------|---------|--------|
| | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
| デリバリー事業 Delivery | 1,111,875 | 1,151,028 | 1,201,769 | 1,297,222 | 1,310,067 | 1,418,993 (1,477,902) | 38,176 | 5,638 | 6,756 | 40,787 | 27,249 | 77,195 |
| BIZ-ロジ事業 BIZ-Logistics | 106,822 | 108,643 | 145,148 | 147,437 | 143,934 | 146,609 (161,351) | 4,905 | 4,072 | 7,053 | 3,329 | 4,975 | 5,108 |
| ホームコンビニエンス事業 Home Convenience | 48,981 | 49,163 | 44,868 | 33,404 | 27,805 | 26,848 (37,581) | 1,146 | 1,076 | 199 | -7,764 | -10,061 | -5,699 |
| e-ビジネス事業 e-Business | 43,357 | 45,639 | 27,303 | 26,592 | 30,579 | 28,418 (79,001) | 9,009 | 9,368 | 7,945 | 8,740 | 10,668 | 11,669 |
| フィナンシャル事業 Financial | 72,446 | 77,985 | 82,956 | 79,966 | 77,072 | 39,671 (39,771) | 8,702 | 8,243 | 7,913 | 6,244 | 6,322 | 6,276 |
| オートワークス事業 Autoworks | 24,458 | 24,613 | 24,641 | 25,985 | 24,922 | 21,834 (53,445) | 3,372 | 3,273 | 4,141 | 4,433 | 4,295 | 3,600 |
| その他 Other | 8,470 | 9,777 | 12,125 | 14,705 | 15,763 | 13,494 (75,202) | 26,515 | 35,477 | 17,217 | 19,372 | 36,045 | 21,136 |

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

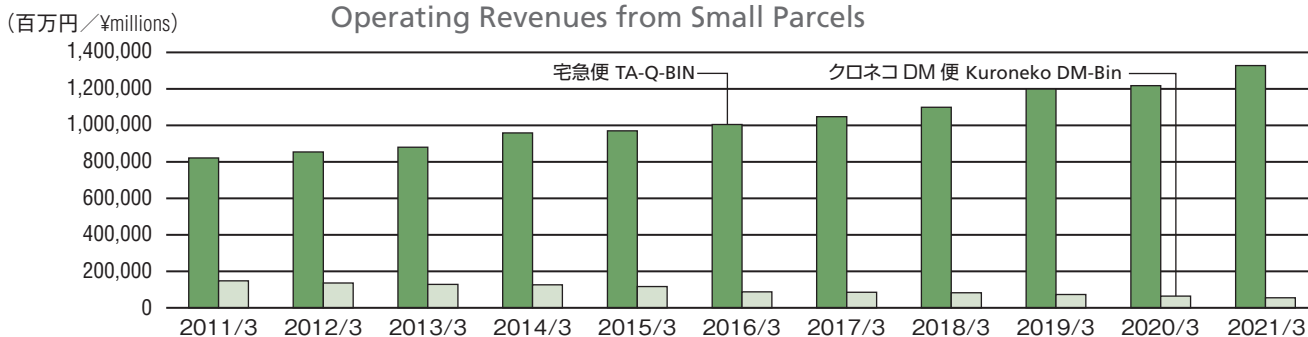


| | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 宅配便(4商品合計)(万個) Parcel Delivery (Total of 4 items) Volume (10 thousands parcels) | 134,876 | 142,360 | 148,753 | 166,587 | 162,204 | 173,126 | 186,756 | 183,668 | 180,353 | 179,992 | 209,699 |
| 宅急便・宅急便コンパクト・EAZY(万個) TA-Q-BIN・TA-Q-BIN Compact・EAZY Volume (10 thousands parcels) | — | — | — | — | — | 169,892 | 180,003 | 175,813 | 166,828 | 162,733 | 180,368 |
| ネコポス(万個) Nekopos (10 thousands parcels) | — | — | — | — | — | 3,233 | 6,752 | 7,854 | 13,525 | 17,258 | 29,331 |
| クロネコDM便(万冊) Kuroneko DM-Bin (10 thousands units) | 231,219 | 218,741 | 211,293 | 208,483 | 190,101 | 153,643 | 154,216 | 146,495 | 121,152 | 98,724 | 82,603 |

注:宅配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。海外事業にかかわる宅配便取扱個数は含まれておりません。
 Note: Delivery Volume of Parcel Delivery only indicates the Delivery Business (in Japan) of the Yamato Group. The delivery volume of TA-Q-BIN at overseas is not included.

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:宅配便(4商品合計)の内訳は「宅急便」、「宅急便コンパクト」、「ネコポス」、「EAZY」です。なお、「宅急便コンパクト」と「ネコポス」は2016年3月期よりサービス提供を開始しております。
 Note: Parcel Delivery (Total of 4 items) contains "TA-Q-BIN", "TA-Q-BIN Compact", "Nekopos", and "EAZY". "TA-Q-BIN Compact" and "Nekopos" have been released from the FY2016/3, and "EAZY" has been released from the FY2021/3.
 注:EAZYは、2020年6月24日より開始した、EC事業者向け新配送サービスです。
 Note: EAZY is a new delivery service for EC market launched on June 24, 2020.

小口貨物売上高



| | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|---|---------|---------|---------|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|
| 宅急便(百万円) TA-Q-BIN(¥millions) | 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 | 1,327,810 |
| クロネコDM便(百万円) Operating Revenues from Kuroneko DM-Bin (¥millions) | 147,890 | 136,170 | 128,309 | 126,035 | 116,619 | 87,545 | 85,383 | 82,542 | 73,062 | 64,104 | 55,194 |

単価
Unit Price

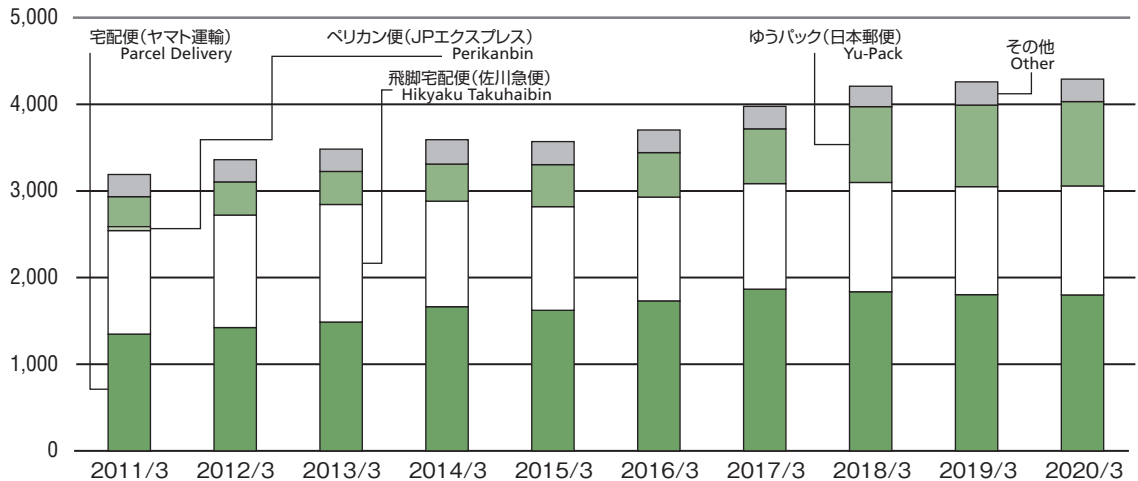
| | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 宅配便(4商品合計)(円) Parcel Delivery (Total of 4 items)(¥) | 609 | 600 | 591 | 574 | 595 | 578 | 559 | 597 | 664 | 676 | 633 |
| 宅急便・宅急便コンパクト・EAZY(円) TA-Q-BIN・TA-Q-BIN Compact・EAZY (¥) | — | — | — | — | — | 586 | 574 | 615 | 702 | 726 | 704 |
| ネコポス(円)Nekopos(¥) | — | — | — | — | — | 171 | 171 | 181 | 191 | 201 | 195 |
| クロネコDM便(円) Kuroneko DM-Bin (¥) | 64 | 62 | 61 | 61 | 61 | 57 | 55 | 56 | 60 | 65 | 67 |

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配便の単価です。
 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:宅配便(4商品合計)の内訳は「宅急便」、「宅急便コンパクト」、「ネコポス」、「EAZY」です。なお、「宅急便コンパクト」と「ネコポス」は2016年3月期よりサービス提供を開始しております。
 Note: Parcel Delivery (Total of 4 items) contains "TA-Q-BIN", "TA-Q-BIN Compact", "Nekopos", and "EAZY". "TA-Q-BIN Compact" and "Nekopos" have been released from the FY2016/3, and "EAZY" has been released from the FY2021/3.
 注:EAZYは、2020年6月24日より開始した、EC事業者向け新配送サービスです。
 Note: EAZY is a new delivery service for EC market launched on June 24, 2020.

宅配便取扱個数の推移

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

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



| | | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 総計(百万個) Total volume (million parcels) | 3,193 | 3,363 | 3,485 | 3,595 | 3,570 | 3,704 | 3,977 | 4,211 | 4,260 | 4,291 |
| 宅配便(ヤマト運輸) Parcel Delivery (Yamato Transport) | 1,348 | 1,423 | 1,487 | 1,665 | 1,622 | 1,731 | 1,867 | 1,836 | 1,803 | 1,800 |
| 飛脚宅配便(佐川急便) Hikyaku Takuhaibin (Sagawa Express) | 1,194 | 1,299 | 1,356 | 1,218 | 1,196 | 1,198 | 1,218 | 1,262 | 1,246 | 1,258 |
| ペリカン便(JPエクスプレス) Perikanbin (JP Express) | 46 | - | - | - | - | - | - | - | - | - |
| ゆうパック(日本郵便) Yu-Pack (Japan Post) | 346 | 383 | 382 | 428 | 485 | 513 | 632 | 875 | 942 | 974 |
| ヤマト運輸のシェア(%) Yamato's Market Share | 42.2 | 42.3 | 42.7 | 46.3 | 45.4 | 46.7 | 46.9 | 43.6 | 42.3 | 42.0 |

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2021年3月期宅配便(トラック)取扱個数は2021年6月現在開示がありませんので、2020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 volume of small parcels until FY2020/3 since the delivery volume of Takuhaibin by truck for FY2021/3 is not disclosed from the Ministry of Land, Infrastructure, Transportation and Tourism of Japan as of June 2021.

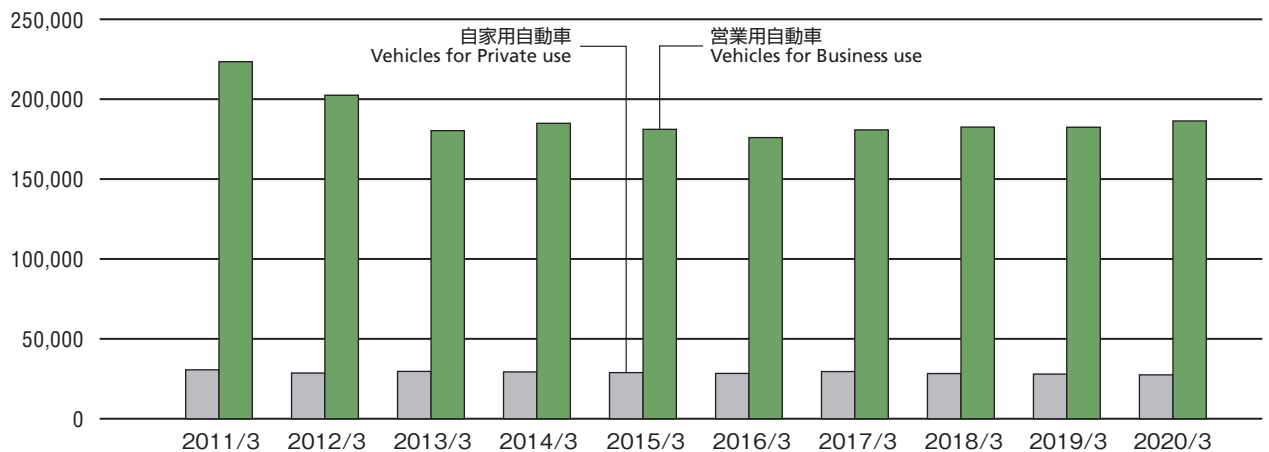
注:2017年10月より日本郵便が取り扱う「ゆうパケット」が宅配便取扱個数に含めて集計されております。

Note: "Yu-Packet" handled by Japan Post is included in the delivery volume 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) | 30,645 | 28,620 | 29,620 | 29,252 | 28,848 | 28,335 | 29,503 | 28,303 | 27,977 | 27,459 |
| 営業用自動車(百万トンキロ) Vehicles for Business use (in millions of ton-km) | 223,434 | 202,441 | 180,336 | 184,840 | 181,160 | 175,981 | 180,811 | 182,526 | 182,490 | 186,377 |

出所:国土交通省

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

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

| | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| ROE(%) ¹ Return on Equity (%) | 6.5 | 3.8 | 6.7 | 6.4 | 6.7 | 7.1 | 3.4 | 3.3 | 4.6 | 4.0 | 10.0 |
| 売上高当期純利益率(%) Return on Revenues (%) | 2.7 | 1.6 | 2.7 | 2.5 | 2.7 | 2.8 | 1.2 | 1.2 | 1.6 | 1.4 | 3.3 |
| [参考][Reference] | | | | | | | | | | | |
| 営業収益(百万円) Operating Revenues (¥millions) | 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 | 1,695,867 |
| 営業費用(百万円) Operating Expenses (¥millions) | 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 | 1,603,746 |
| 人件費(百万円) Personnel Expenses (¥millions) | 637,512 | 656,604 | 666,637 | 704,338 | 707,163 | 718,980 | 769,260 | 786,787 | 821,715 | 849,038 | 877,785 |
| 下払経費(百万円) Subcontracting Expenses (¥millions) | 466,715 | 471,636 | 483,326 | 528,105 | 541,439 | 550,188 | 588,388 | 627,207 | 629,645 | 601,833 | 612,004 |
| 車両費(百万円) Vehicle Expenses (¥millions) | 40,205 | 43,315 | 43,741 | 46,288 | 46,265 | 40,924 | 40,634 | 43,275 | 46,656 | 47,676 | 43,974 |
| その他経費(百万円) Other Operating Expenses (¥millions) | 246,280 | 248,649 | 255,436 | 277,920 | 289,005 | 299,296 | 308,385 | 327,488 | 342,602 | 357,561 | 363,532 |
| 内部仕入消去(百万円) Eliminations (¥millions) | -218,507 | -226,023 | -232,970 | -245,140 | -256,112 | -261,517 | -274,702 | -281,630 | -273,649 | -270,665 | -293,549 |
| 営業利益(百万円) Operating Profit (¥millions) | 64,314 | 66,650 | 66,202 | 63,096 | 68,947 | 68,540 | 34,885 | 35,685 | 58,345 | 44,701 | 92,121 |
| 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) | 33,207 | 19,786 | 35,144 | 34,776 | 37,533 | 39,424 | 18,053 | 18,231 | 25,682 | 22,324 | 56,700 |
| 期中平均自己資本(百万円) Equity (average) (¥millions) | 514,256 | 515,299 | 524,723 | 542,915 | 558,450 | 551,671 | 538,500 | 544,743 | 558,074 | 560,507 | 565,770 |
| 自己資本回転率(回) Equity Turnover (times) | 2.4 | 2.4 | 2.4 | 2.5 | 2.5 | 2.6 | 2.7 | 2.8 | 2.9 | 2.9 | 3.0 |
| ROA(%) ² Return on Assets (%) | 3.7 | 2.2 | 3.8 | 3.5 | 3.5 | 3.6 | 1.6 | 1.6 | 2.3 | 2.0 | 5.2 |
| 期中平均総資産(百万円) Total Assets (average) (¥millions) | 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 | 1,095,365 |
| 使用総資本回転率(回) Total Assets Turnover (times) | 1.4 | 1.4 | 1.4 | 1.4 | 1.3 | 1.3 | 1.3 | 1.4 | 1.5 | 1.5 | 1.5 |

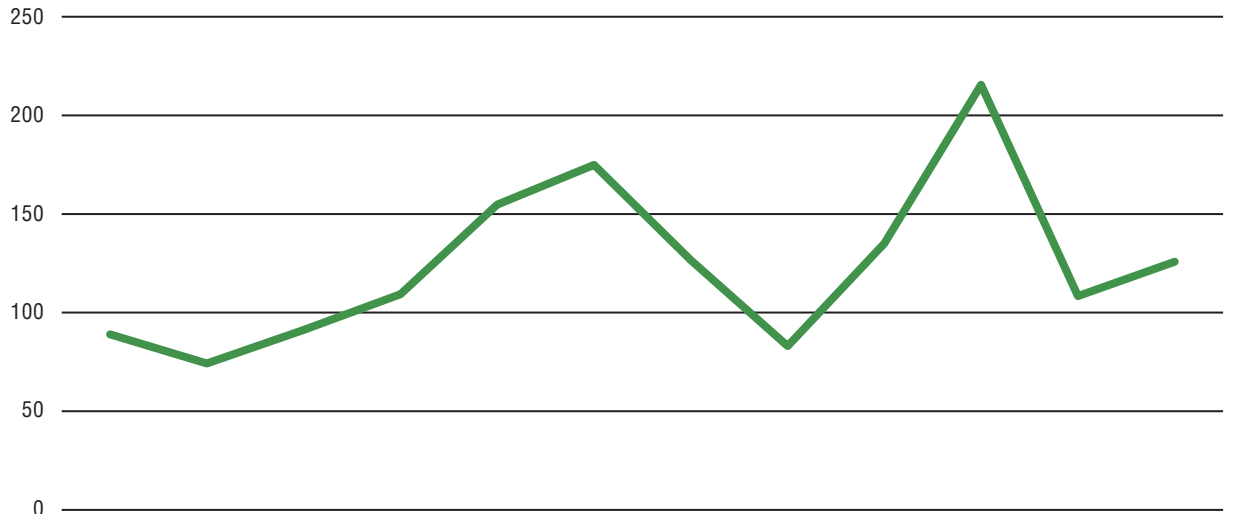
1. ROE(自己資本当期純利益率)＝親会社株主に帰属する当期純利益÷期中平均自己資本 ROE is calculated by dividing profit attributable to owners of parent by average equity.

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.

注:2021年3月期より、リース事業を展開するヤマトリース株式会社株式の一部譲渡に伴い、連結範囲を変更しております。2020年3月期以前の数値については、組み替えを行っておりません。
Note: Since the FY2021/3, the scope of consolidation has been changed due to the partial transfer of shares of Yamato Lease Co., Ltd., which operates the leasing business. The figures before the FY2020/3 are not modified.

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

(倍/times)



| | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 営業利益(百万円) Operating Profit (¥millions) | 64,314 | 66,650 | 66,202 | 63,096 | 68,947 | 68,540 | 34,885 | 35,685 | 58,345 | 44,701 | 92,121 |
| 受取利息及び配当金(百万円) Interest and Dividends Received (¥millions) | 559 | 605 | 660 | 622 | 673 | 833 | 846 | 980 | 1,036 | 1,095 | 1,154 |
| 支払利息(百万円) Interest Expense (¥millions) | 873 | 737 | 611 | 411 | 398 | 547 | 430 | 271 | 275 | 422 | 741 |
| インタレストカバレッジレシオ(倍) Interest Coverage Ratio (times) | 74.2 | 91.2 | 109.3 | 154.7 | 174.9 | 126.6 | 83.1 | 135.0 | 215.5 | 108.4 | 125.8 |

流動比率 Current Ratio

(%)



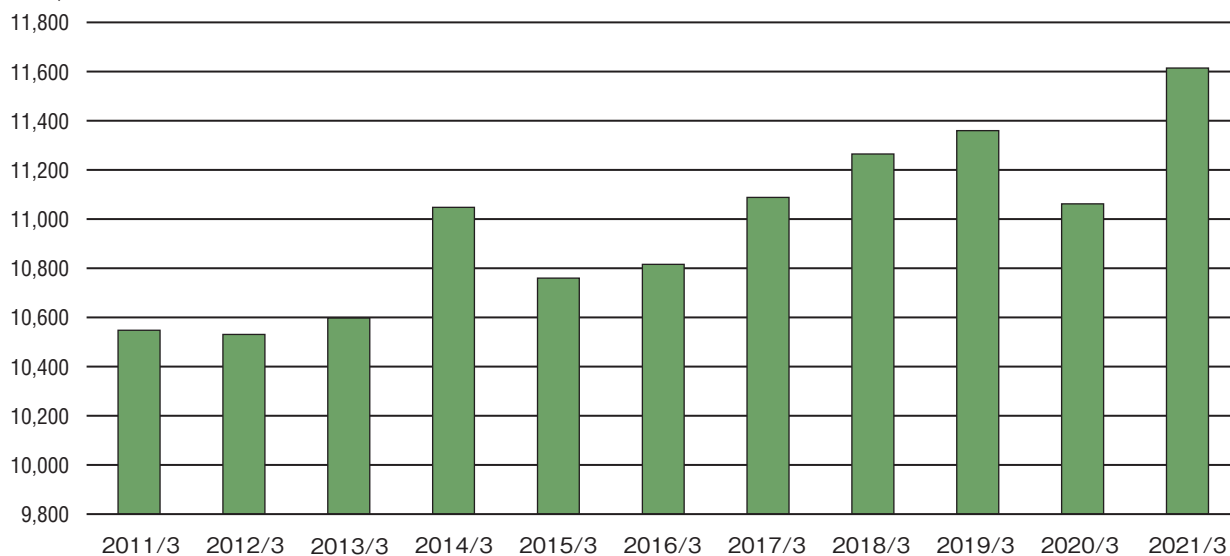
| | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 流動資産(百万円) Current Assets (¥millions) | 450,255 | 464,455 | 486,408 | 527,359 | 566,205 | 583,982 | 586,510 | 559,635 | 550,258 | 542,884 | 528,379 |
| 流動負債(百万円) Current Liabilities (¥millions) | 264,332 | 282,343 | 299,539 | 347,360 | 357,034 | 348,097 | 371,848 | 395,035 | 410,423 | 408,811 | 389,369 |
| 流動比率(%) Current Ratio (%) | 170.3 | 164.5 | 162.4 | 151.8 | 158.6 | 167.8 | 157.7 | 141.7 | 134.1 | 132.8 | 135.7 |

注:2021年3月期より、リース事業を展開するヤマトリース株式会社株式の一部譲渡に伴い、連結範囲を変更しております。2020年3月期以前の数値については、組み替えを行っておりません。
Note: Since the FY2021/3, the scope of consolidation has been changed due to the partial transfer of shares of Yamato Lease Co., Ltd., which operates the leasing business. The figures before the FY2020/3 are not modified.

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) | 1,236,520 | 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 | 1,695,867 |
| 期中平均社員数(人) Average Number of Employees | 169,598 | 174,471 | 177,204 | 185,127 | 195,101 | 196,819 | 199,183 | 207,440 | 219,110 | 225,035 | 224,068 |
| 1人当たり営業収益(千円) Operating Revenue per Employee (¥thousands) | 10,673 | 10,658 | 10,718 | 11,123 | 10,864 | 10,914 | 11,159 | 11,318 | 11,404 | 11,136 | 11,633 |

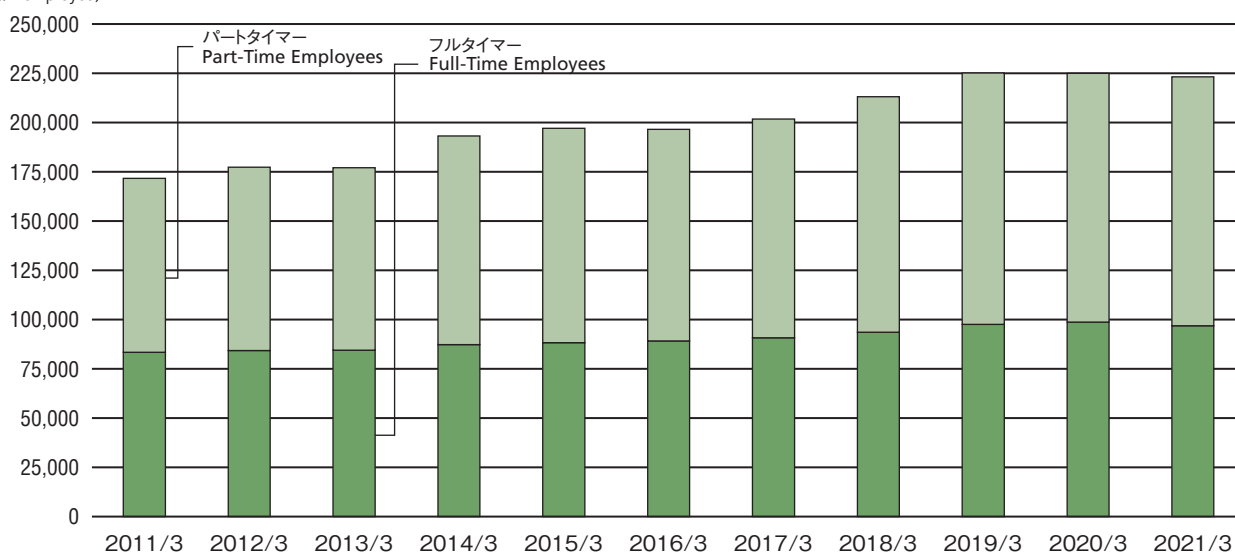
注:1人当たり営業収益の算出には、換算後のパートタイマー人員数を使用しております。

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(人) Full-Time Employees | 83,427 | 84,293 | 84,422 | 87,279 | 88,247 | 89,112 | 90,737 | 93,534 | 97,587 | 98,744 | 96,829 |
| パートタイマー(人) Part-Time Employees | 88,215 | 93,008 | 92,686 | 105,867 | 108,809 | 107,470 | 111,047 | 119,562 | 127,538 | 126,201 | 126,362 |
| 社員数(人) Total Employees | 171,642 | 177,301 | 177,108 | 193,146 | 197,056 | 196,582 | 201,784 | 213,096 | 225,125 | 224,945 | 223,191 |

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。

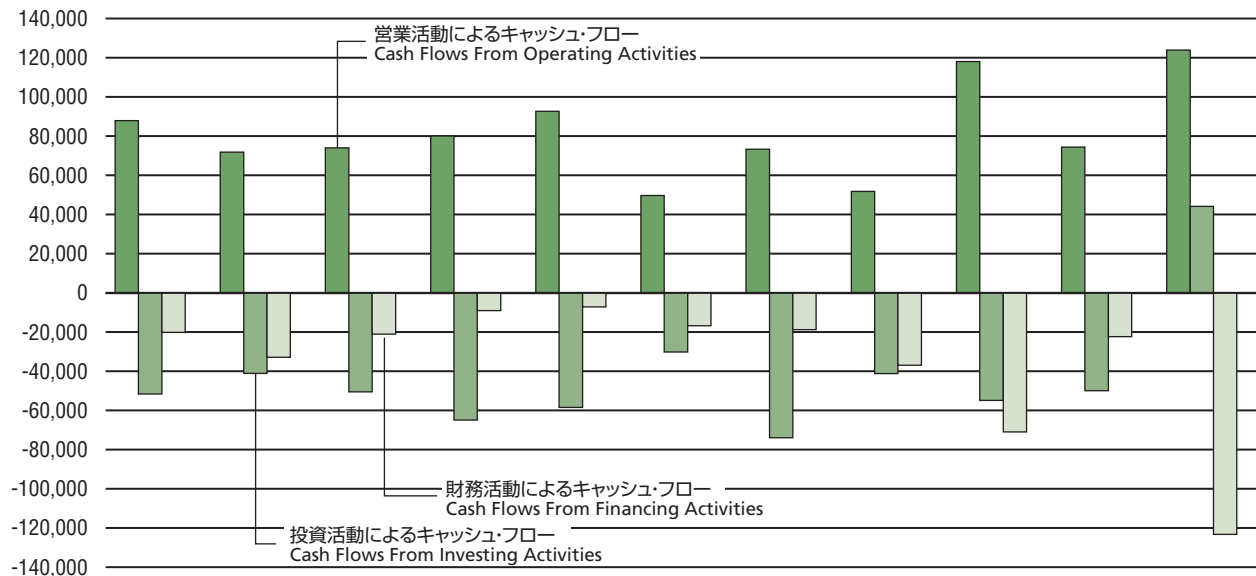
Note: The numbers of employees above include the numbers of employees engaged in TA-Q-BIN at overseas.

注:2021年3月期より、リース事業を展開するヤマトリース株式会社株式の一部譲渡に伴い、連結範囲を変更しております。2020年3月期以前の数値については、組み替えを行っておりません。

Note: Since the FY2021/3, the scope of consolidation has been changed due to the partial transfer of shares of Yamato Lease Co., Ltd., which operates the leasing business. The figures before the FY2020/3 are not modified.

キャッシュ・フロー Cash Flow

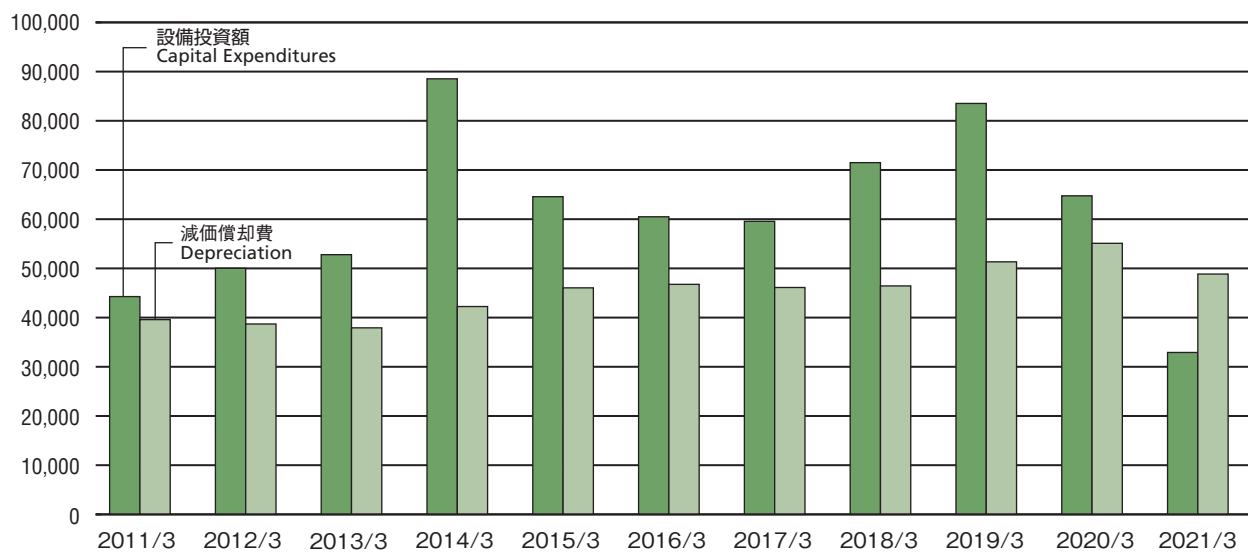
(百万円/¥millions)



| | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------|
| 営業活動によるキャッシュ・フロー(百万円) Cash Flows From Operating Activities (¥millions) | 87,899 | 71,843 | 73,949 | 80,075 | 92,620 | 49,715 | 73,324 | 51,728 | 118,093 | 74,433 | 123,921 |
| 投資活動によるキャッシュ・フロー(百万円) Cash Flows From Investing Activities (¥millions) | -51,678 | -41,092 | -50,539 | -64,935 | -58,485 | -30,230 | -73,999 | -41,174 | -54,872 | -49,943 | 44,078 |
| 財務活動によるキャッシュ・フロー(百万円) Cash Flows From Financing Activities (¥millions) | -20,152 | -32,916 | -21,022 | -9,033 | -7,168 | -16,833 | -18,777 | -36,930 | -70,947 | -22,368 | -123,247 |

設備投資・減価償却 Capital Expenditures and Depreciation

(百万円/¥millions)

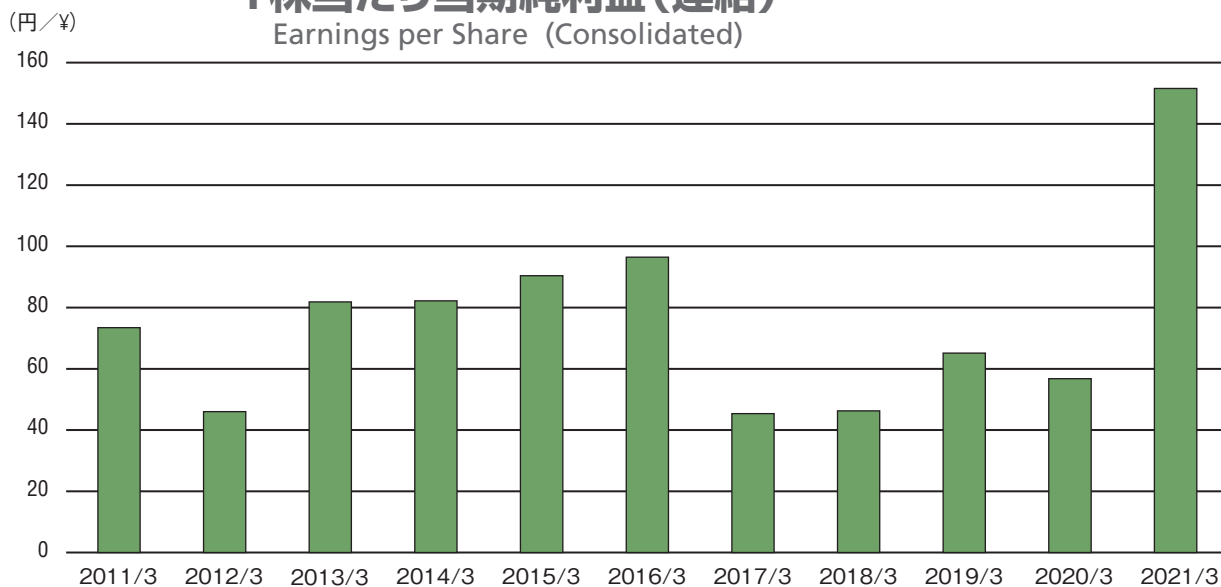


| | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 設備投資額(百万円) Capital Expenditures (¥millions) | 44,274 | 50,019 | 52,779 | 88,517 | 64,587 | 60,508 | 59,553 | 71,509 | 83,514 | 64,739 | 32,899 |
| 減価償却費(百万円) Depreciation (¥millions) | 39,582 | 38,682 | 37,935 | 42,265 | 46,058 | 46,739 | 46,114 | 46,423 | 51,346 | 55,083 | 48,861 |

注:2021年3月期より、リース事業を展開するヤマトリース株式会社株式の一部譲渡に伴い、連結範囲を変更しております。2020年3月期以前の数値については、組み替えを行っておりません。
 Note: Since the FY2021/3, the scope of consolidation has been changed due to the partial transfer of shares of Yamato Lease Co., Ltd., which operates the leasing business. The figures before the FY2020/3 are not modified.

1株当たり当期純利益(連結)

Earnings per Share (Consolidated)



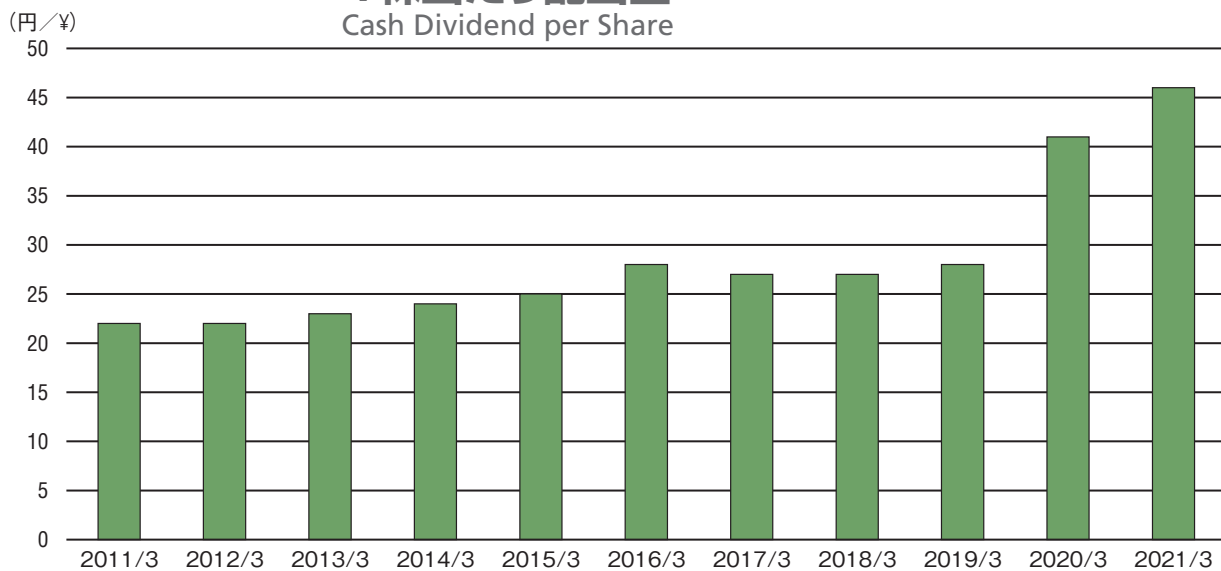
| | | | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 親会社株主に帰属する 当期純利益(百万円) Profit Attributable to Owners of Parent (¥millions) | 33,207 | 19,786 | 35,144 | 34,776 | 37,533 | 39,424 | 18,053 | 18,231 | 25,682 | 22,324 | 56,700 |
| 期中平均株式数(千株) Common Stock Outstanding (average)(thousands of stocks) | 452,306 | 430,181 | 429,377 | 422,941 | 415,131 | 408,742 | 397,930 | 394,276 | 394,275 | 393,170 | 374,149 |
| 1株当たり当期純利益(円) Earnings (Loss) per Share (¥) | 73.42 | 46.00 | 81.85 | 82.22 | 90.41 | 96.45 | 45.37 | 46.24 | 65.14 | 56.78 | 151.55 |

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 | 4,731 | 4,731 | 5,084 | 5,038 | 5,302 | 5,180 | 5,125 | 5,519 | 5,914 | 5,944 |
| 年間配当金額(百万円) Cash Dividends Paid (¥millions) | 9,824 | 9,463 | 9,816 | 10,111 | 10,409 | 11,280 | 10,700 | 10,645 | 11,039 | 15,929 | 17,089 |
| 1株当たり配当金(円) Cash Dividend per Share(¥) | 22.00 | 22.00 | 23.00 | 24.00 | 25.00 | 28.00 | 27.00 | 27.00 | 28.00 | 41.00 | 46.00 |
| 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) | 33,207 | 19,786 | 35,144 | 34,776 | 37,533 | 39,424 | 18,053 | 18,231 | 25,682 | 22,324 | 56,700 |
| 配当性向(%) Payout Ratio (%) | 30.0 | 47.8 | 28.1 | 29.2 | 27.7 | 29.0 | 59.5 | 58.4 | 43.0 | 72.2 | 30.4 |

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。

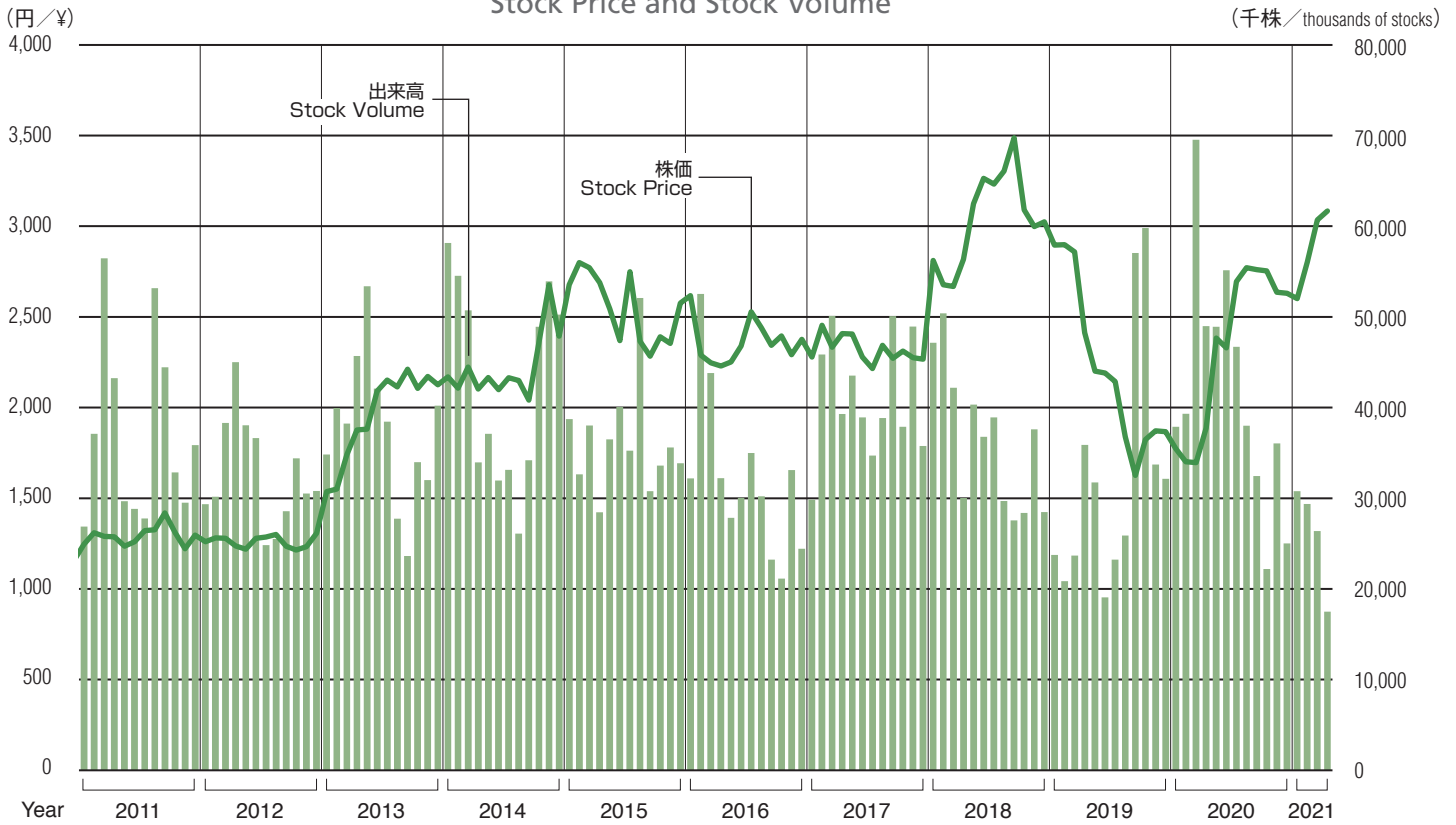
Note: The cash dividend per share of FY2020/3 includes commemorative dividends of ¥10.00 as the 100th anniversary of establishment.

注:2021年3月期より、リース事業を展開するヤマトリース株式会社株式の一部譲渡に伴い、連結範囲を変更しております。2020年3月期以前の数値については、組み替えを行っておりません。

Note: Since the FY2021/3, the scope of consolidation has been changed due to the partial transfer of shares of Yamato Lease Co., Ltd., which operates the leasing business. The figures before the FY2020/3 are not modified.

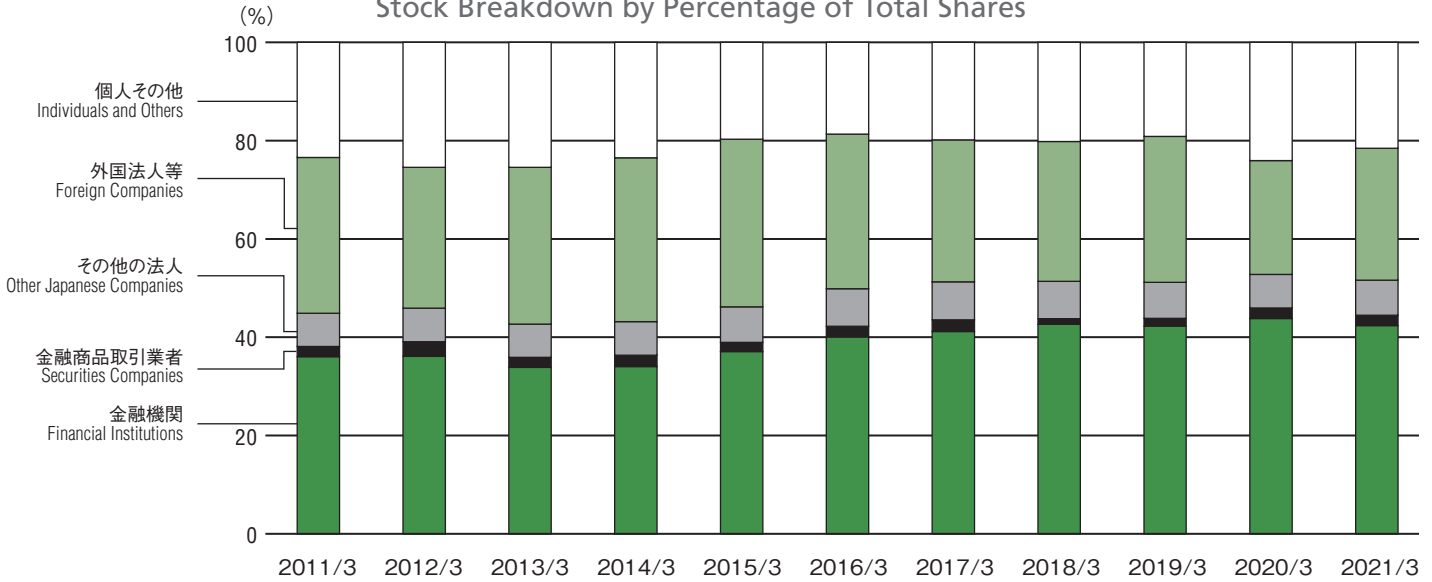
株価・出来高

Stock Price and Stock Volume



所有者別議決権比率

Stock Breakdown by Percentage of Total Shares



| | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 金融機関 (%) Financial Institutions (%) | 36.06 | 36.13 | 33.89 | 34.04 | 37.10 | 40.09 | 41.19 | 42.67 | 42.30 | 43.81 | 42.38 |
| 金融商品取引業者 (%) Securities Companies (%) | 2.08 | 2.97 | 2.04 | 2.32 | 1.88 | 2.18 | 2.36 | 1.14 | 1.55 | 2.15 | 2.12 |
| その他の法人 (%) Other Japanese Companies (%) | 6.77 | 6.82 | 6.77 | 6.83 | 7.21 | 7.60 | 7.75 | 7.58 | 7.35 | 6.82 | 7.11 |
| 外国法人等 (%) Foreign Companies (%) | 31.67 | 28.66 | 31.88 | 33.34 | 34.09 | 31.45 | 28.86 | 28.45 | 29.66 | 23.15 | 26.85 |
| 個人その他 (%) Individuals and Others (%) | 23.42 | 25.42 | 25.42 | 23.47 | 19.72 | 18.68 | 19.84 | 20.17 | 19.14 | 24.07 | 21.54 |

| | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 損益計算書データ Operating Results | | | | | | | | | | | |
| 営業収益(百万円) Operating Revenues (¥millions) | 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 | 1,695,867 |
| 営業原価(百万円) Operating Costs (¥millions) | 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 | 1,538,524 |
| 販売費及び一般管理費(百万円) Selling, General and Administrative Expenses (¥millions) | 29,200 | 30,404 | 34,336 | 37,043 | 37,046 | 41,672 | 46,474 | 50,642 | 52,981 | 59,342 | 65,220 |
| 営業利益(百万円) Operating Profit (¥millions) | 64,314 | 66,650 | 66,202 | 63,096 | 68,947 | 68,540 | 34,885 | 35,685 | 58,345 | 44,701 | 92,121 |
| 経常利益(百万円) Ordinary Profit (¥millions) | 65,951 | 67,902 | 67,991 | 64,664 | 70,889 | 69,426 | 34,884 | 36,085 | 54,259 | 40,625 | 94,019 |
| 特別利益(百万円) Extraordinary Income (¥millions) | 414 | 123 | 163 | 1,937 | 1,190 | 418 | 757 | 1,821 | 1,822 | 9,262 | 975 |
| 特別損失(百万円) Extraordinary Loss (¥millions) | 4,529 | 22,207 | 3,872 | 720 | 2,921 | 1,766 | 2,603 | 4,783 | 3,823 | 5,306 | 3,235 |
| 税金等調整前当期純利益(百万円) Income (Loss) before Income Taxes (¥millions) | 61,835 | 45,817 | 64,283 | 65,882 | 69,157 | 68,078 | 33,037 | 33,123 | 52,258 | 44,581 | 91,759 |
| 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) | 33,207 | 19,786 | 35,144 | 34,776 | 37,533 | 39,424 | 18,053 | 18,231 | 25,682 | 22,324 | 56,700 |
| 利益剰余金期首残高(百万円) Retained Earnings at Beginning 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 |
| 利益剰余金期末残高(百万円) Retained Earnings at End of Year (¥millions) | 311,569 | 321,862 | 347,358 | 371,965 | 395,352 | 402,375 | 409,270 | 416,854 | 431,497 | 441,746 | 431,571 |
| 貸借対照表データ Financial Position | | | | | | | | | | | |
| 総資産(百万円) Total Assets (¥millions) | 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 | 1,089,991 |
| 流動資産(百万円) Current Assets (¥millions) | 450,255 | 464,455 | 486,408 | 527,359 | 566,205 | 583,982 | 586,510 | 559,635 | 550,258 | 542,884 | 528,379 |
| 現金及び預金(百万円) Cash and Deposits (¥millions) | 209,177 | 209,179 | 213,619 | 220,147 | 247,398 | 249,593 | 230,128 | 204,422 | 195,954 | 197,226 | 241,523 |
| 有形固定資産(百万円) Property, Plant and Equipment (¥millions) | 368,155 | 375,179 | 383,157 | 417,127 | 420,101 | 405,641 | 405,070 | 405,057 | 428,918 | 423,835 | 406,312 |
| 流動負債(百万円) Current Liabilities (¥millions) | 264,332 | 282,343 | 299,539 | 347,360 | 357,034 | 348,097 | 371,848 | 395,035 | 410,423 | 408,811 | 389,369 |
| 固定負債(百万円) Non-Current Liabilities (¥millions) | 110,525 | 113,167 | 107,698 | 124,601 | 154,297 | 197,483 | 197,264 | 162,247 | 139,847 | 129,093 | 116,334 |
| 非支配株主持分(百万円) Non-controlling Interests (¥millions) | 8,902 | 8,787 | 8,463 | 8,792 | 5,678 | 6,034 | 6,379 | 7,279 | 7,547 | 7,662 | 7,919 |
| 自己資本(百万円) Equity (¥millions) | 515,602 | 514,996 | 534,451 | 551,379 | 565,521 | 537,821 | 539,179 | 550,307 | 565,841 | 555,173 | 576,367 |
| 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) | 87,899 | 71,843 | 73,949 | 80,075 | 92,620 | 49,715 | 73,324 | 51,728 | 118,093 | 74,433 | 123,921 |
| 投資活動によるキャッシュ・フロー(百万円) Cash Flows From Investing Activities (¥millions) | -51,678 | -41,092 | -50,539 | -64,935 | -58,485 | -30,230 | -73,999 | -41,174 | -54,872 | -49,943 | 44,078 |
| 財務活動によるキャッシュ・フロー(百万円) Cash Flows From Financing Activities (¥millions) | -20,152 | -32,916 | -21,022 | -9,033 | -7,168 | -16,833 | -18,777 | -36,930 | -70,947 | -22,368 | -123,247 |
| 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) | -467 | -182 | 457 | 647 | 690 | -654 | -882 | 313 | -486 | -109 | -129 |
| 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) | 189,351 | 208,791 | 208,393 | 212,641 | 219,395 | 247,051 | 249,261 | 228,926 | 202,863 | 194,650 | 196,662 |
| 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) | 208,791 | 208,393 | 212,641 | 219,395 | 247,051 | 249,261 | 228,926 | 202,863 | 194,650 | 196,662 | 241,284 |
| 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 (¥) | 73.42 | 46.00 | 81.85 | 82.22 | 90.41 | 96.45 | 45.37 | 46.24 | 65.14 | 56.78 | 151.55 |
| 1株当たり純資産(円) Net Asset Value per Share (¥) | 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 | 1,553.45 |
| 1株当たり配当金(円) Cash Dividend per Share (¥) | 22.00 | 22.00 | 23.00 | 24.00 | 25.00 | 28.00 | 27.00 | 27.00 | 28.00 | 41.00 | 46.00 |
| その他のデータ Other Data | | | | | | | | | | | |
| 設備投資額(百万円) Capital Expenditures (¥millions) | 44,274 | 50,019 | 52,779 | 88,517 | 64,587 | 60,508 | 59,553 | 71,509 | 83,514 | 64,739 | 32,899 |
| 減価償却費(百万円) Depreciation (¥millions) | 39,582 | 38,682 | 37,935 | 42,265 | 46,058 | 46,739 | 46,114 | 46,423 | 51,346 | 55,083 | 48,861 |
| 有利子負債(百万円) Interest-Bearing Debt (¥millions) | 101,373 | 92,779 | 93,780 | 107,842 | 135,369 | 174,346 | 178,168 | 153,040 | 113,233 | 124,838 | 65,153 |
| 発行済株式総数(千株) Number of Shares Outstanding (thousands of stocks) | 439,335 | 430,146 | 423,714 | 418,942 | 413,193 | 398,516 | 394,277 | 394,275 | 394,274 | 385,215 | 371,025 |
| 社員数(人) Number of Employees | 171,642 | 177,301 | 177,108 | 193,146 | 197,056 | 196,582 | 201,784 | 213,096 | 225,125 | 224,945 | 223,191 |

注:2021年3月期より、リース事業を展開するヤマトリース株式会社株式の一部譲渡に伴い、連結範囲を変更しております。2020年3月期以前の数値については、組み替えを行っておりません。
Note: Since the FY2021/3, the scope of consolidation has been changed due to the partial transfer of shares of Yamato Lease Co., Ltd., which operates the leasing business. The figures before the FY2020/3 are not modified.