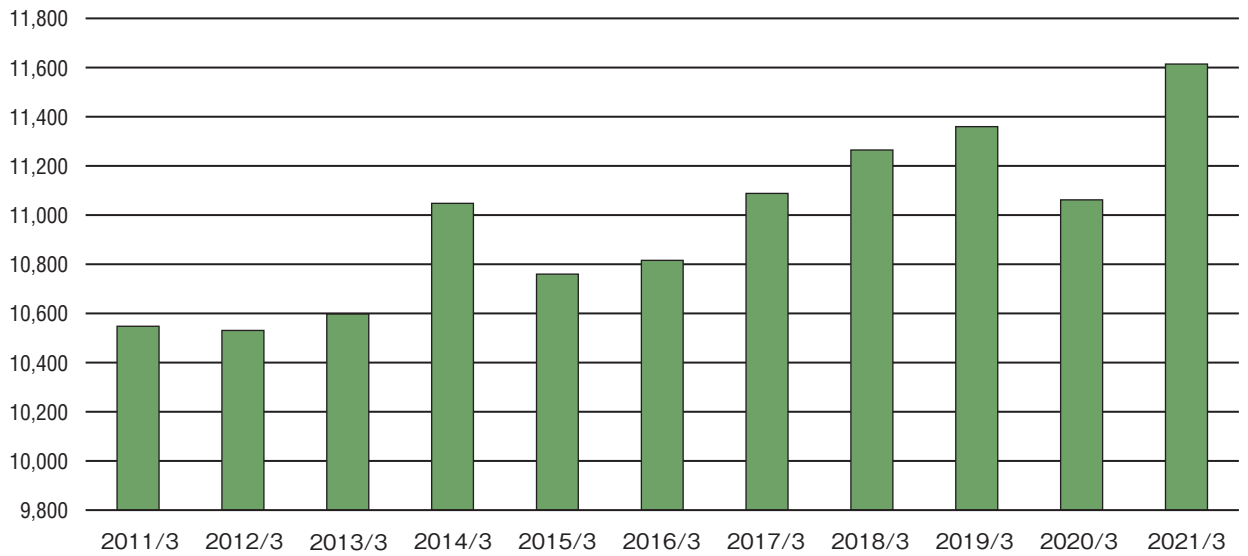


社員1人当たり営業収益

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

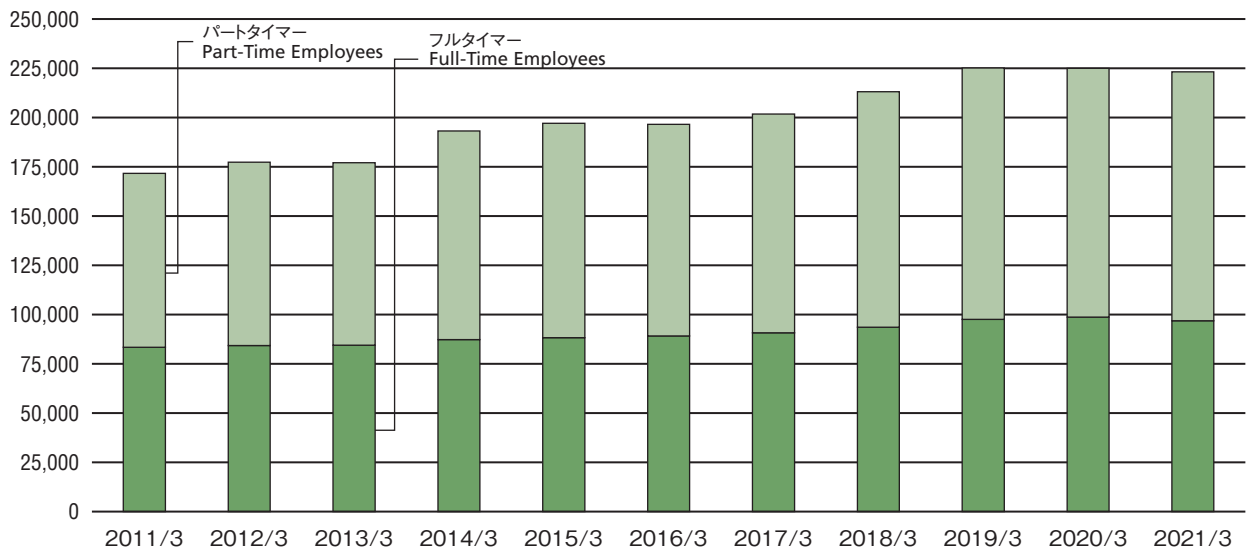
注:1人当たり営業収益の算出には、換算後のパートタイマー人員数を使用しております。

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
パートタイム(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.