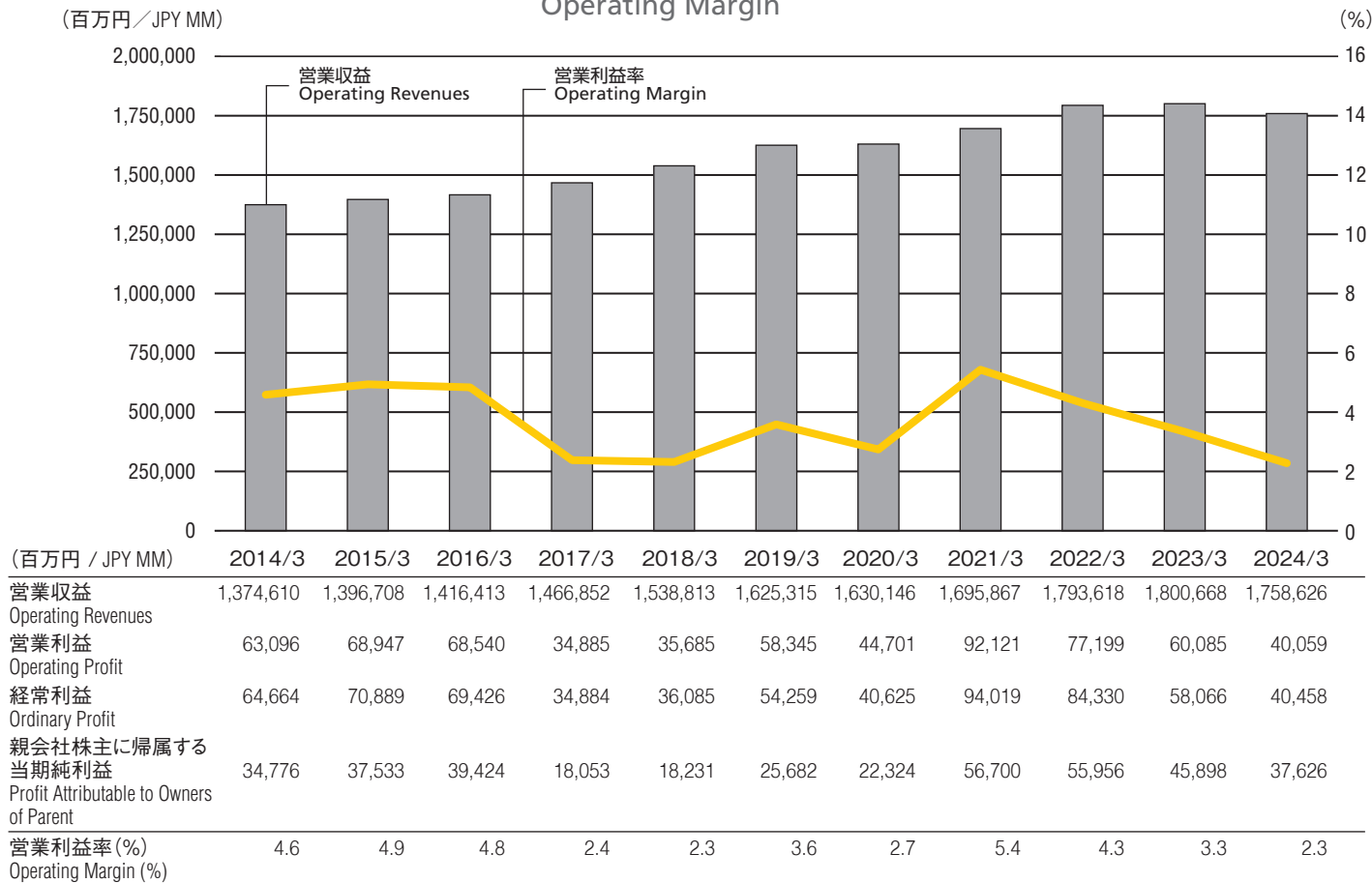
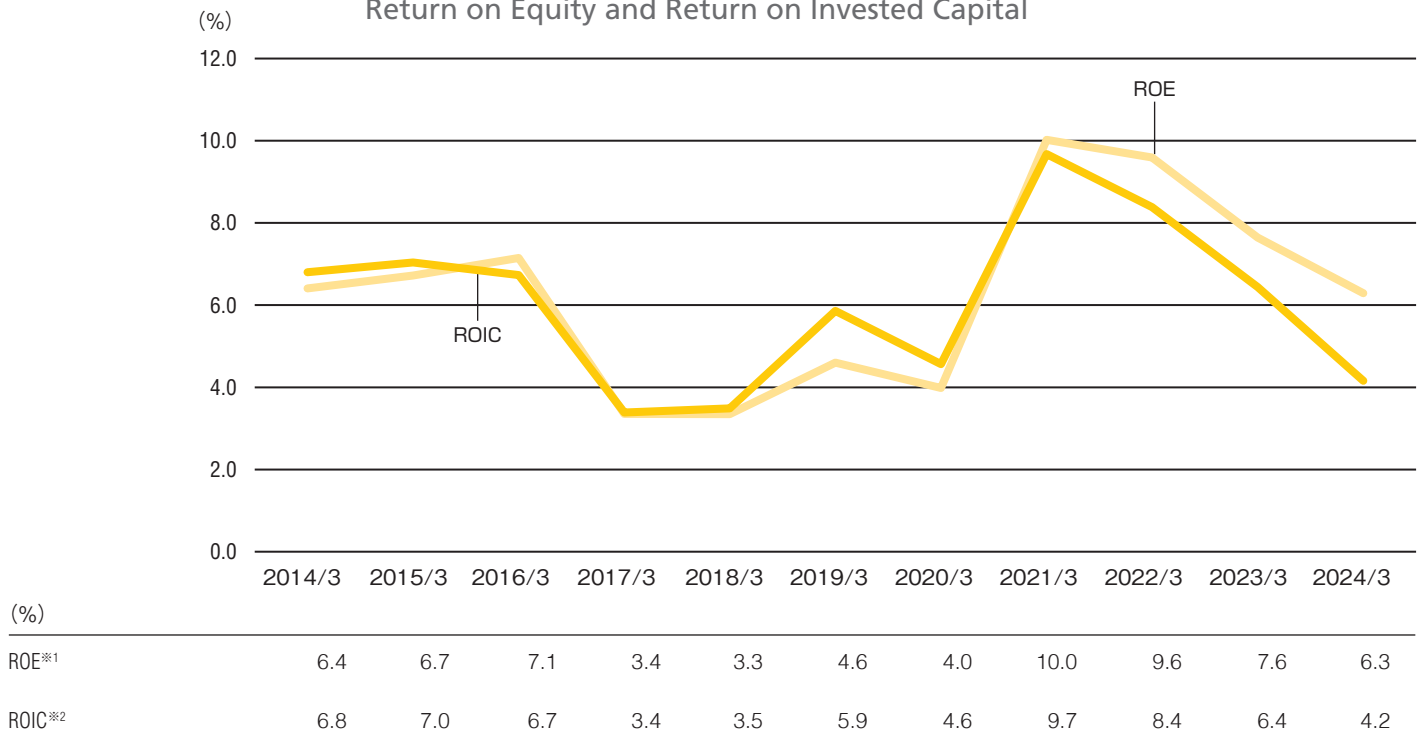


営業利益率 Operating Margin



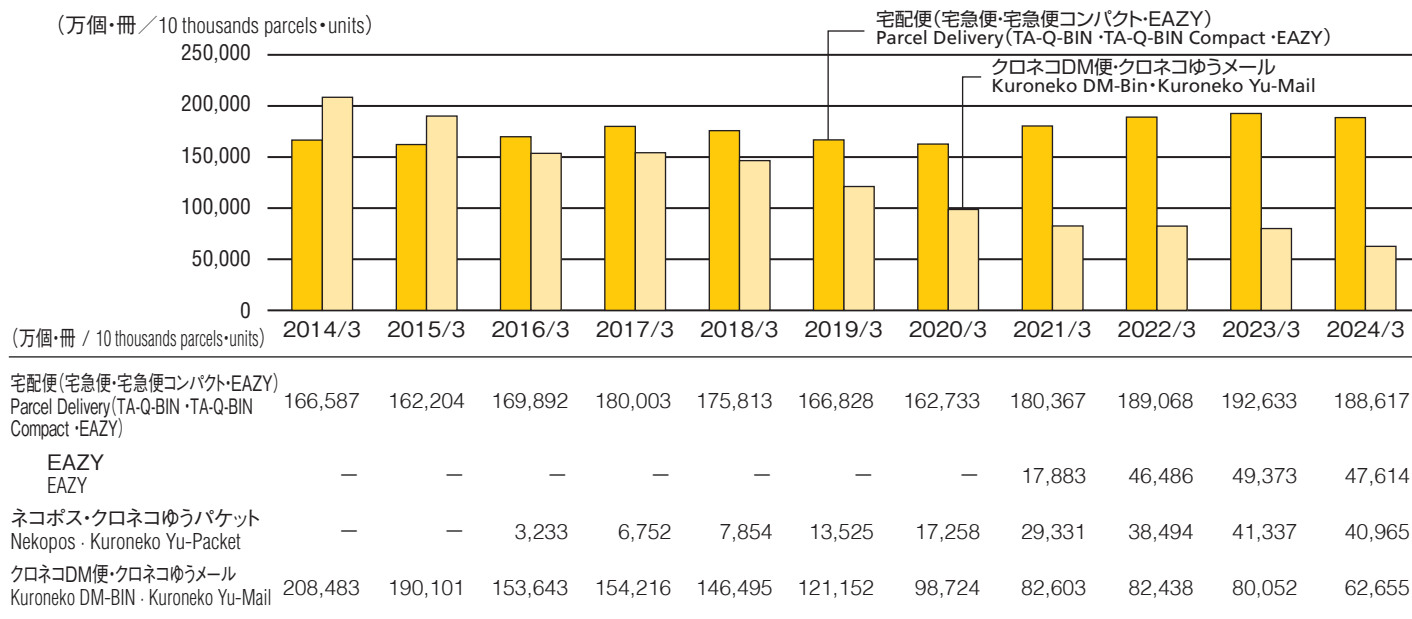
ROE・ROIC

Return on Equity and Return on Invested Capital



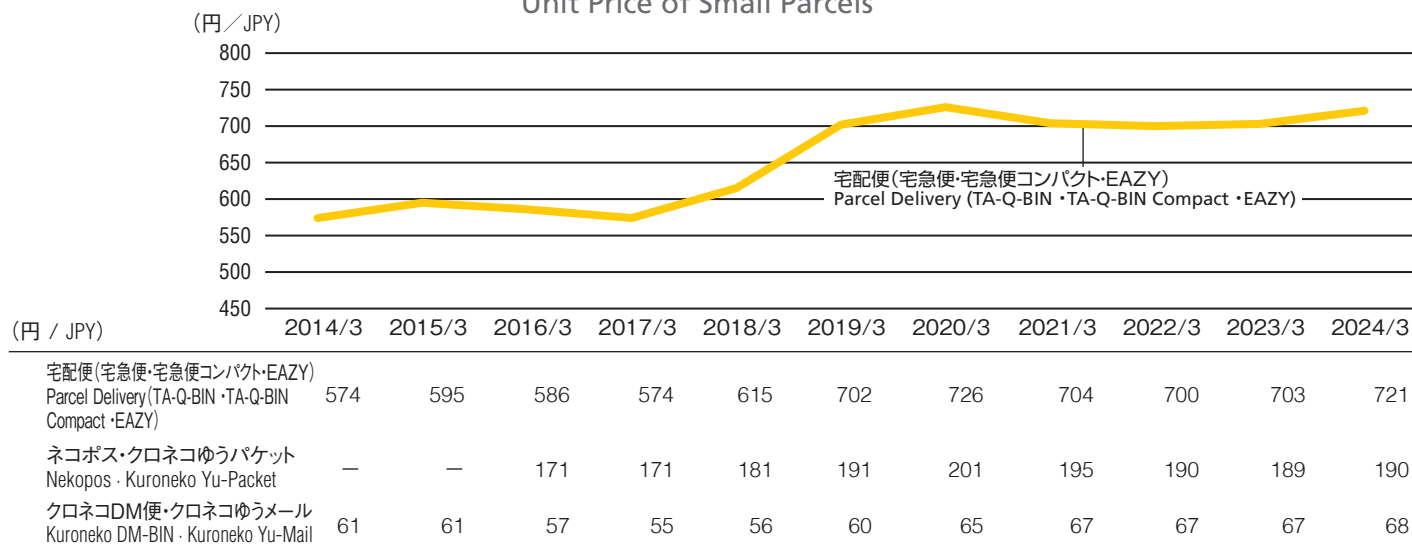
- ROE (自己資本当期純利益率) = 親会社株主に帰属する当期純利益 ÷ 期中平均自己資本 ROE is calculated by dividing profit attributable to owners of parent by average equity.
- ROIC (投下資本利益率) = 税引後営業利益 (営業利益 × (1 - 実効税率 30.6%)) ÷ 期中平均投下資本 ROIC is calculated by dividing net operating profit after tax (Operating Income × (1 - Tax Rate as 30.6%)) to average invested capital.

小口貨物取扱個数 Delivery Volume of Small Parcels



注:「宅急便コンパクト」と「ネコポス」は2016年3月期より、「EAZY」は2021年3月期よりサービス提供を開始しております。
 Note: "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事業者向け配送サービスです。
 Note: "EAZY" is a delivery service for EC market launched on June 24, 2020.
 注:「ネコポス」は2023年10月より順次、日本郵便が取り扱う「ゆうパケット」を活用した「クロネコゆうパケット」に切り替えております。
 Note: Beginning in October 2023, Yamato Transport phased out its "Nekopos" service and replace it with a new service called "Kuroneko Yu-Packet" leveraging Japan Post's "Yu-Packet" service.
 注:「クロネコDM便」は2024年1月末にてサービスを終了し、日本郵便が取り扱う「ゆうメール」を活用した「クロネコゆうメール」に切り替えております。
 Note: On January 31, 2024, Yamato Transport terminated its Kuroneko DM-Bin delivery service and relaunched it as the new service "Kuroneko Yu-Mail," leveraging the "Yu-Mail" service offered by Japan Post.

小口貨物単価 Unit Price of Small Parcels

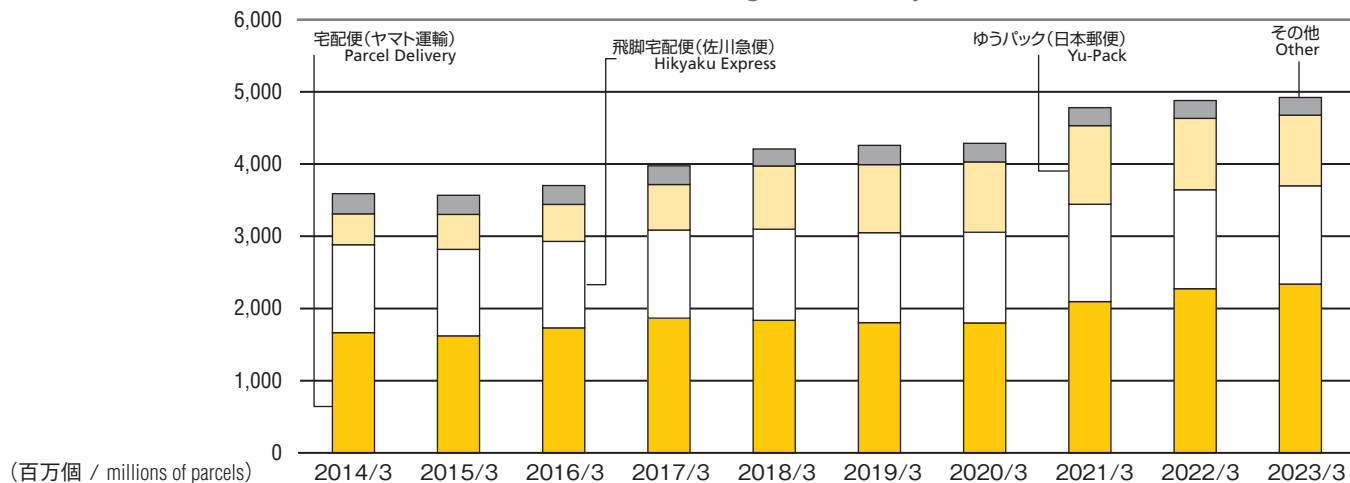


注:「宅急便コンパクト」と「ネコポス」は2016年3月期より、「EAZY」は2021年3月期よりサービス提供を開始しております。
 Note: "TA-Q-BIN Compact" and "Nekopos" have been released from the FY2016/3, and "EAZY" has been released from the FY2021/3.
 注:「EAZY」は、2020年6月24日より開始した、EC事業者向け配送サービスです。
 Note: "EAZY" is a delivery service for EC market launched on June 24, 2020.
 注:「ネコポス」は2023年10月より順次、日本郵便が取り扱う「ゆうパケット」を活用した「クロネコゆうパケット」に切り替えております。
 Note: Beginning in October 2023, Yamato Transport phased out its "Nekopos" service and replace it with a new service called "Kuroneko Yu-Packet" leveraging Japan Post's "Yu-Packet" service.
 注:「クロネコDM便」は2024年1月末にてサービスを終了し、日本郵便が取り扱う「ゆうメール」を活用した「クロネコゆうメール」に切り替えております。
 Note: On January 31, 2024, Yamato Transport terminated its Kuroneko DM-Bin delivery service and relaunched it as the new service "Kuroneko Yu-Mail," leveraging the "Yu-Mail" service offered by Japan Post.

宅配便取扱個数の推移

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

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



ヤマト運輸のシェア(%) Yamato's Market Share(%)	46.3	45.4	46.7	46.9	43.6	42.3	42.0	43.8	46.6	47.5
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出所:国土交通省

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

注:国土交通省調べによる2024年3月期宅配便(トラック)取扱個数は2024年5月末現在開示がありませんので、2023年3月期までの取扱個数のみ記載しております。
Note: The table above only refers to the delivery volume of small parcels until FY2023/3 since the delivery volume of Takuhaibin by truck for FY2024/3 is not disclosed from the Ministry of Land,Infrastructure,Transport and Tourism of Japan as of the end of May 2024.

注:ヤマト運輸が取り扱う「ネコポス」が宅配便取扱個数に含めて集計されております。

Note: "Nekopos" handled by Yamato Transport is included in the delivery volume of Takuhaibin.

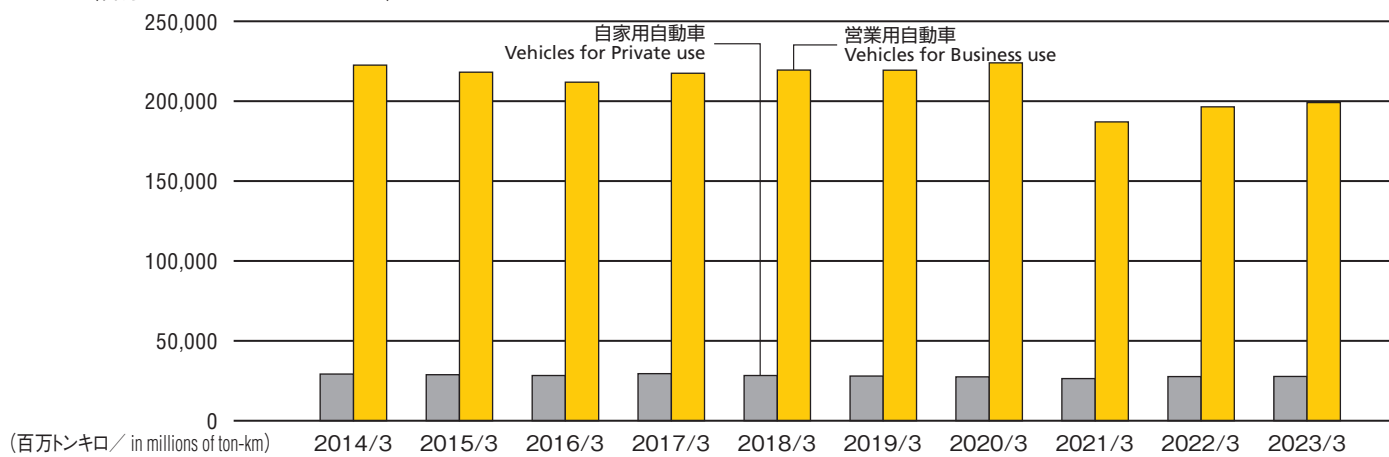
注:2017年10月より日本郵便が取り扱う「ゆうパケット」が宅配便取扱個数に含めて集計されております。

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 Vehicles for Private use	29,252	28,848	28,335	29,503	28,303	27,977	27,459	26,421	27,656	27,737
営業用自動車 Vehicles for Business use	222,584	218,143	211,860	217,488	219,479	219,418	224,012	186,999	196,439	199,149

出所:国土交通省

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

注:2020年4月より貨物営業用自動車の調査方法及び集計方法が変更されたため、2020年3月期以前も同基準の算出方法による数値へ変更しております。

Note: Due to the change in the survey method and tabulation method for freight vehicles for business use from April 2020, the figures of FY2020/3 and earlier also have been changed to the same standard calculation method.

ROE・ROIC・売上高当期純利益率
Return on Equity, Return on Invested Capital and Return on Revenues

(百万円 / JPY MM)	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
ROE(%) ^{※1} Return On Equity (%) ^{※1}	6.4	6.7	7.1	3.4	3.3	4.6	4.0	10.0	9.6	7.6	6.3
ROIC(%) ^{※2} Return On Invested Capital (%) ^{※2}	6.8	7.0	6.7	3.4	3.5	5.9	4.6	9.7	8.4	6.4	4.2
売上高当期純利益率(%) Return on Revenues (%)	2.5	2.7	2.8	1.2	1.2	1.6	1.4	3.3	3.1	2.5	2.1

【参考】

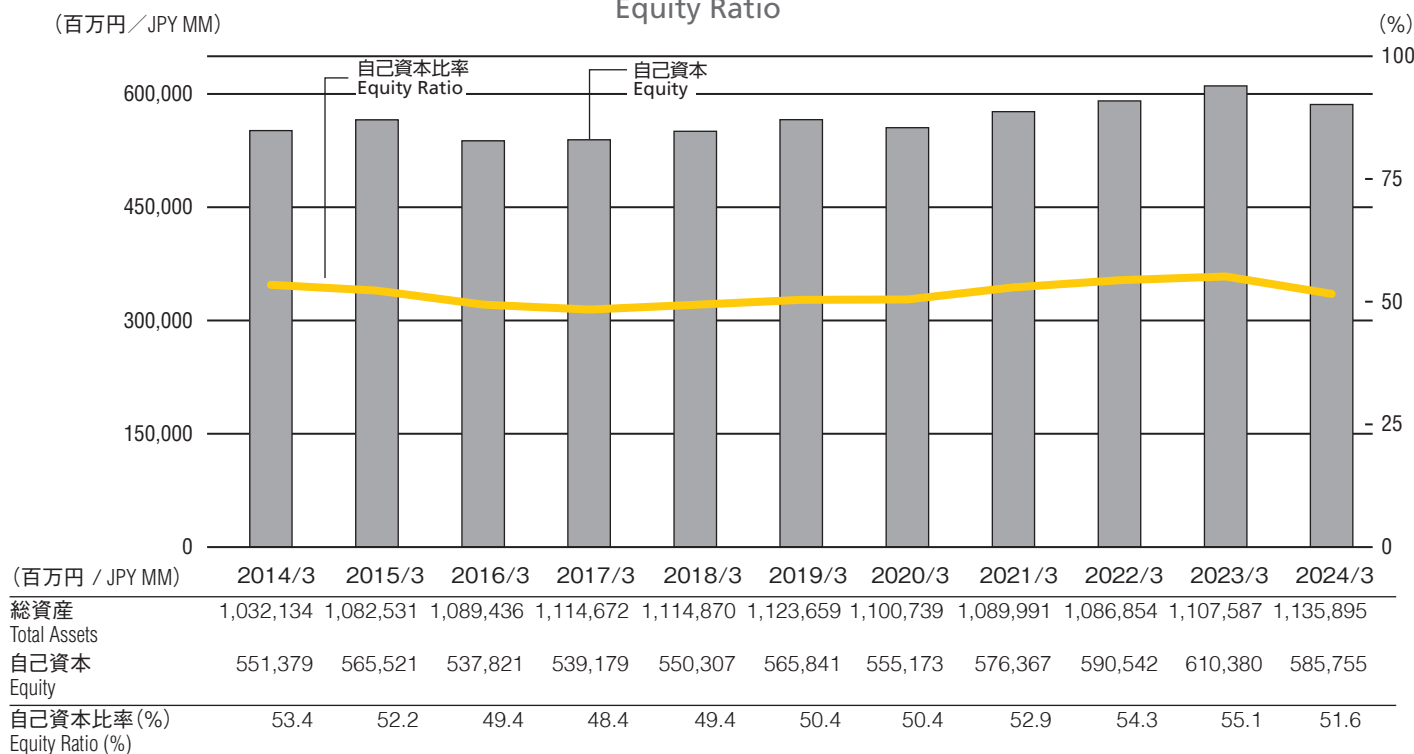
Ref.

親会社株主に帰属する 当期純利益 Profit Attributable to Owners of Parent	34,776	37,533	39,424	18,053	18,231	25,682	22,324	56,700	55,956	45,898	37,626
期中平均自己資本 Equity (average)	542,915	558,450	551,671	538,500	544,743	558,074	560,507	565,770	583,455	600,461	598,068
総資産回転率(回) Total Assets Turnover (times)	1.4	1.3	1.3	1.3	1.4	1.5	1.5	1.5	1.6	1.6	1.6
財務レバレッジ(倍) Financial Leverage (times)	1.8	1.9	2.0	2.0	2.0	2.0	2.0	1.9	1.9	1.8	1.9
税引後営業利益 Net Operating Profit After Tax	43,788	47,849	47,566	24,210	24,765	40,491	31,022	63,932	53,576	41,699	27,801
期中平均投下資本 Invested Capital(average)	643,727	680,056	706,529	714,757	710,348	691,211	679,543	660,766	638,976	647,543	668,469
営業利益率(%) Operating Profit Ratio (%)	4.6	4.9	4.8	2.4	2.3	3.6	2.7	5.4	4.3	3.3	2.3
投下資本回転率(回) Invested Capital Turnover Ratio (times)	2.1	2.1	2.0	2.1	2.2	2.4	2.4	2.6	2.8	2.8	2.6

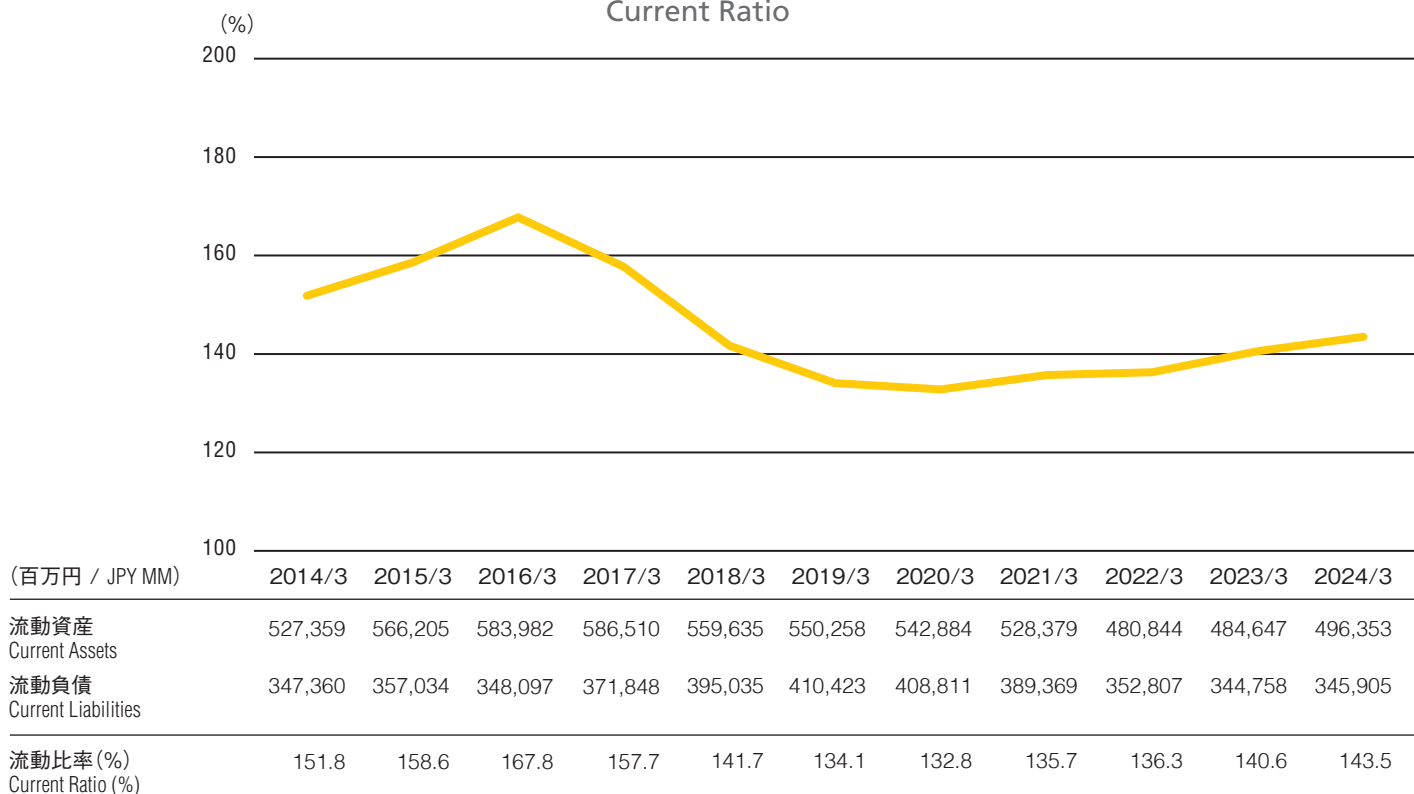
1. ROE(自己資本当期純利益率)＝親会社株主に帰属する当期純利益÷期中平均自己資本 ROE is calculated by dividing profit attributable to owners of parent by average equity.

2. ROIC(投下資本利益率)＝税引後営業利益(営業利益×(1－実効税率 30.6%))÷期中平均投下資本 ROIC is calculated by dividing net operating profit after tax (Operating Income×(1－Tax Rate as 30.6%)) to average invested capital.

自己資本比率 Equity Ratio



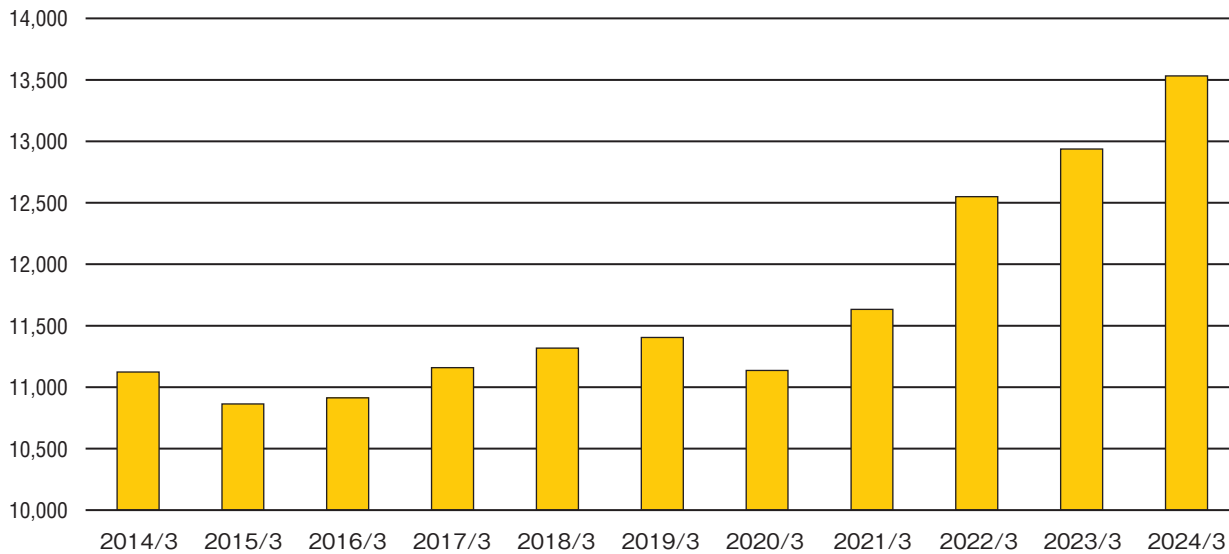
流動比率 Current Ratio



社員1人当たり営業収益

Operating Revenue per Employee

(千円/JPY 1000)



営業収益(百万円) Operating Revenues (JPY MM)	1,374,610	1,396,708	1,416,413	1,466,852	1,538,813	1,625,315	1,630,146	1,695,867	1,793,618	1,800,668	1,758,626
期中平均社員数(人) Average Number of Employees	185,127	195,101	196,819	199,183	207,440	219,110	225,035	224,068	220,032	213,535	193,814
1人当たり営業収益(千円) Operating Revenue per Employee (JPY 1000)	11,123	10,864	10,914	11,159	11,318	11,404	11,136	11,633	12,550	12,938	13,532

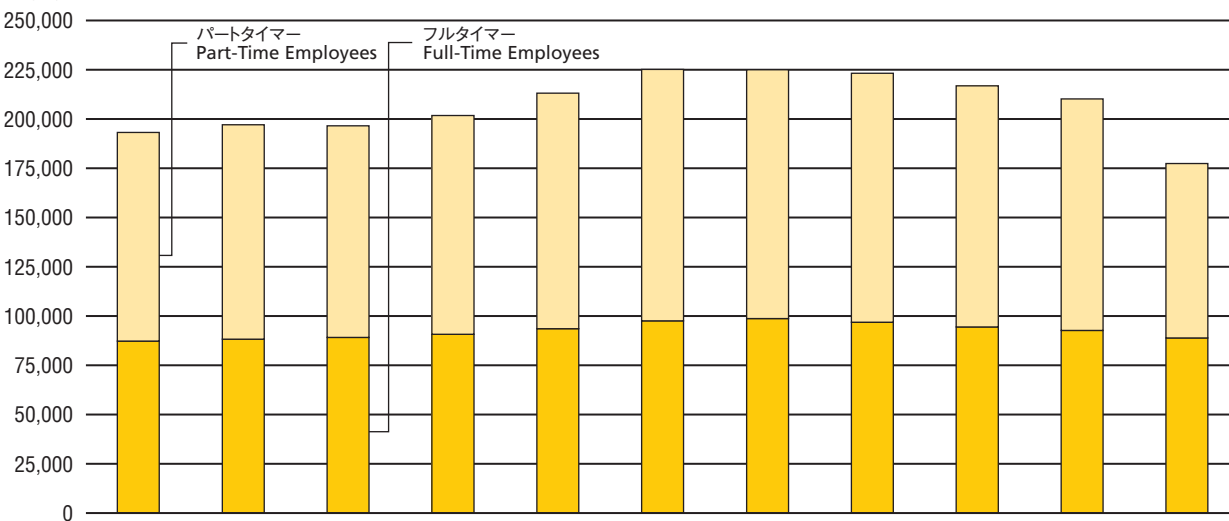
注:1人当たり営業収益の算出には、換算後のパートタイマー人員数を使用しております。

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/employees)



(人/employees)

フルタイム Full-Time	87,279	88,247	89,112	90,737	93,534	97,587	98,744	96,829	94,473	92,727	88,917
パートタイマー Part-Time	105,867	108,809	107,470	111,047	119,562	127,538	126,201	126,362	122,400	117,470	88,513
社員数 Total	193,146	197,056	196,582	201,784	213,096	225,125	224,945	223,191	216,873	210,197	177,430

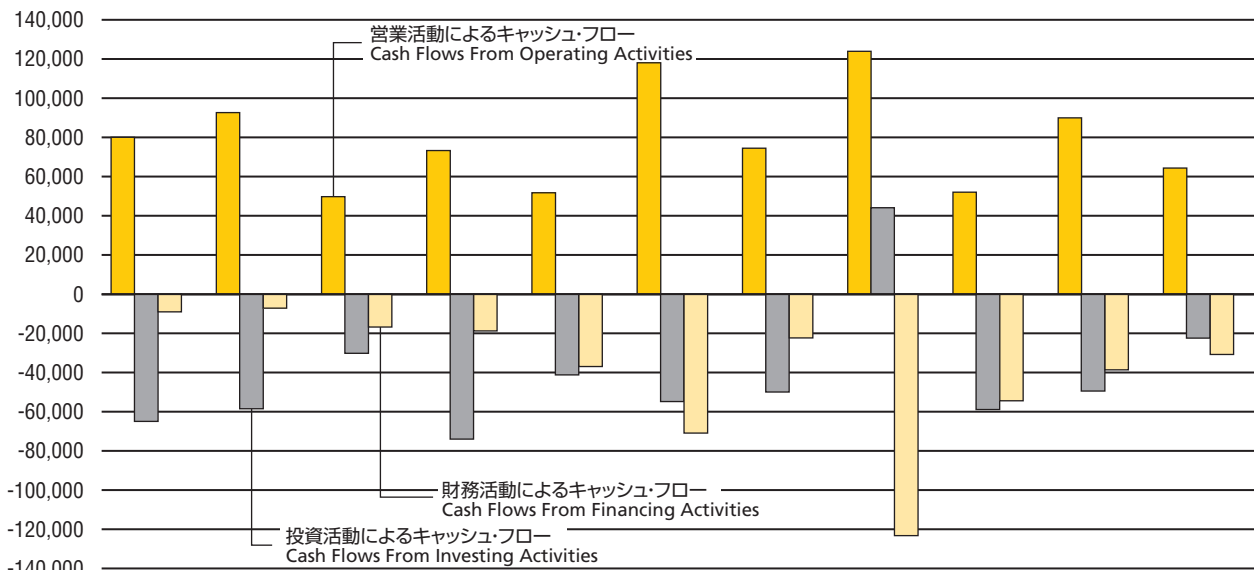
注:2024年3月期より、ヤマト・スタッフ・サプライ株式会社を連結の範囲より除外しています。

Note: Yamato Staff Supply Co., Ltd. was excluded from the scope of consolidation from FY2024/3.

キャッシュ・フロー

Cash Flow

(百万円 / JPY MM)



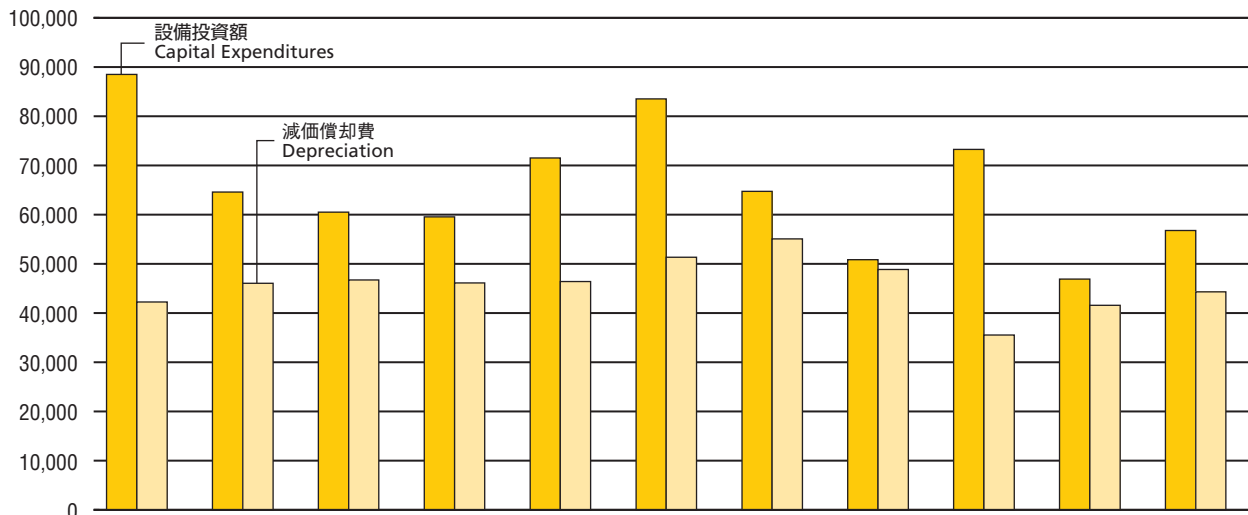
(百万円 / JPY MM)	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
営業活動によるキャッシュ・フロー Cash Flows From Operating Activities	80,075	92,620	49,715	73,324	51,728	118,093	74,433	123,921	52,016	89,953	64,333
投資活動によるキャッシュ・フロー Cash Flows From Investing Activities	-64,935	-58,485	-30,230	-73,999	-41,174	-54,872	-49,943	44,078	-58,943	-49,420	-22,435
財務活動によるキャッシュ・フロー Cash Flows From Financing Activities	-9,033	-7,168	-16,833	-18,777	-36,930	-70,947	-22,368	-123,247	-54,456	-38,617	-30,777
フリー・キャッシュ・フロー ^{*1} Free Cash Flows ^{*1}	15,139	34,134	19,485	-674	10,554	63,221	24,489	167,999	-6,926	40,533	41,897

1. フリー・キャッシュ・フロー＝営業活動によるキャッシュ・フロー+投資活動によるキャッシュ・フロー
Free Cash Flows is calculated as cash flows from operating activities plus cash flows from investing activities.

設備投資・減価償却

Capital Expenditures and Depreciation

(百万円 / JPY MM)



(百万円 / JPY MM)	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
設備投資額 Capital Expenditures	88,517	64,587	60,508	59,553	71,509	83,514	64,739	50,846	73,271	46,912	56,780
減価償却費 Depreciation	42,265	46,058	46,739	46,114	46,423	51,346	55,083	48,861	35,524	41,557	44,294

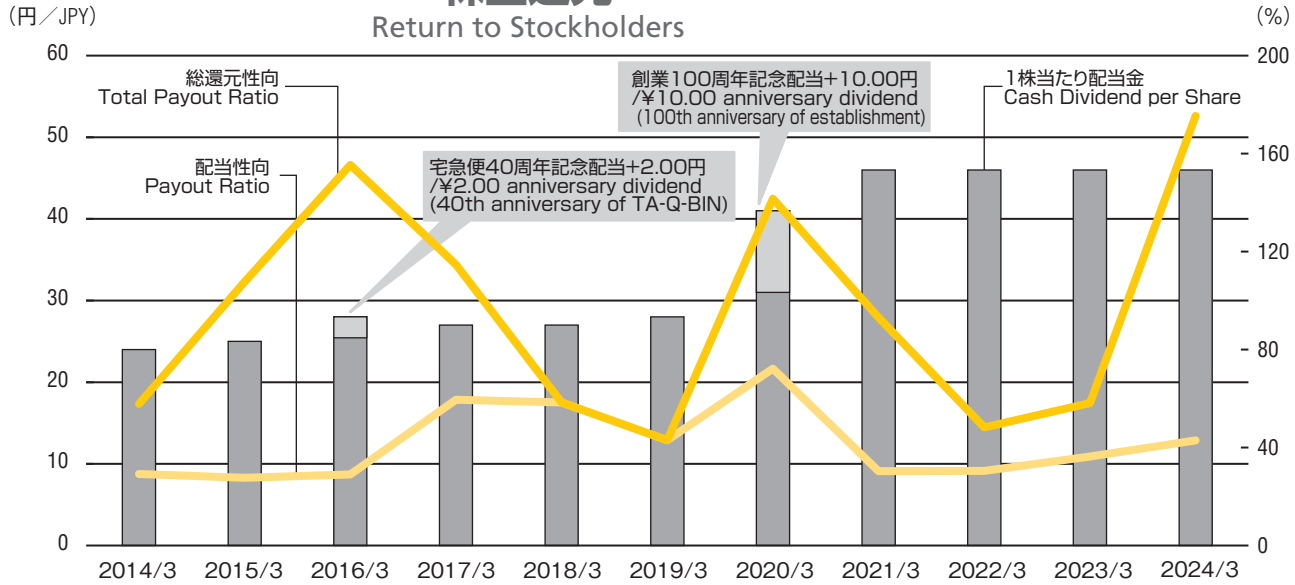
注:2022年3月期より設備投資金額にデジタル投資の金額を含んでおります。2021年3月期においても同基準の算出方法による数値へ変更しております。
Note: From FY2022/3, the amount of capital expenditure includes the amount of digital investment. The figures for FY2021/3 have been changed to those based on the same standard calculation method.

注:2022年3月期より有形固定資産の減価償却方法を定額法に変更しております。

Note: Effective from FY2022/3, the Company has changed its depreciation method for property, plant and equipment to the straight-line method.

株主還元

Return to Stockholders

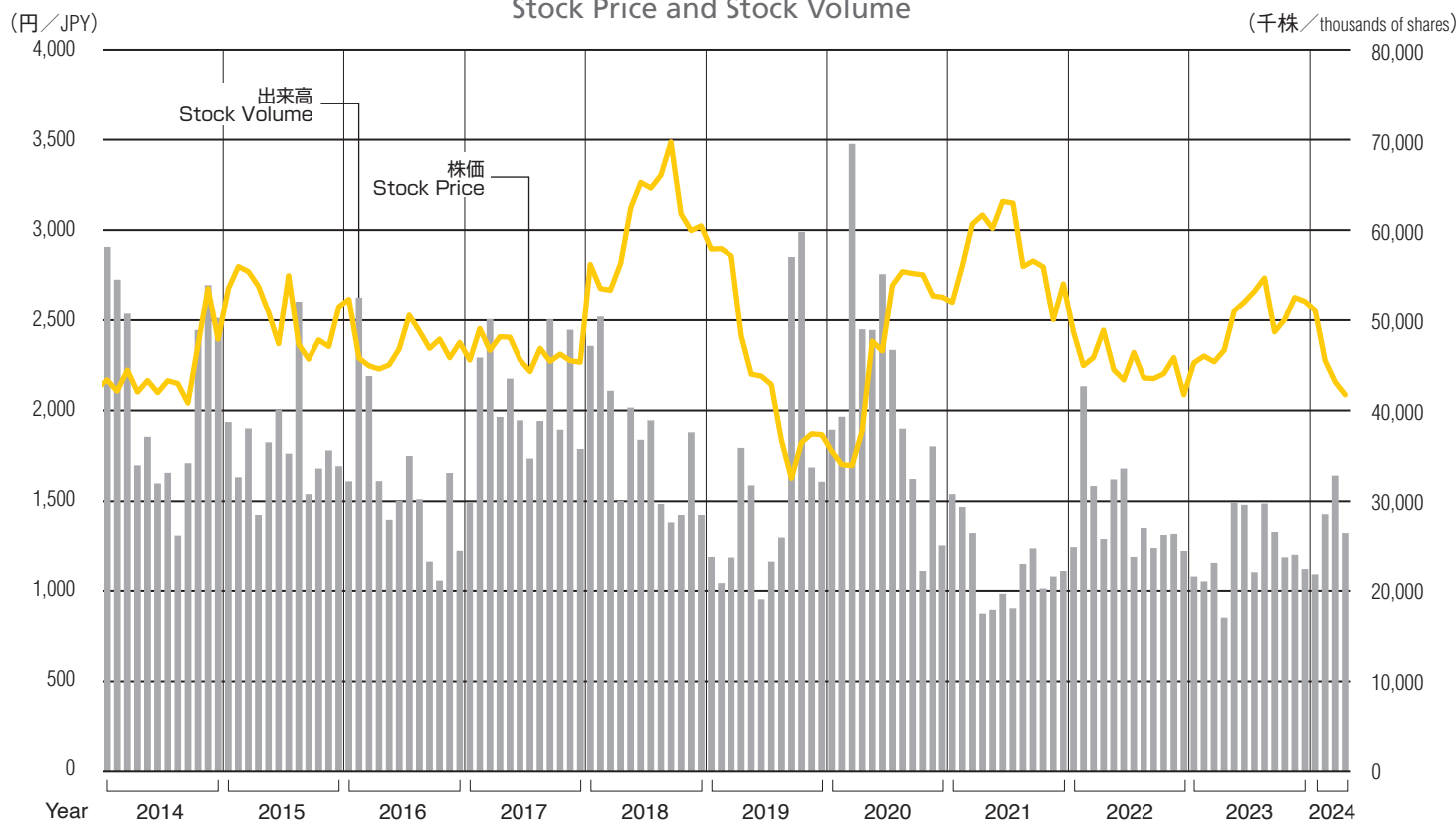


	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
1株当たり配当金(円) Cash Dividend per Share(JPY)	24.00	25.00	28.00	27.00	27.00	28.00	41.00	46.00	46.00	46.00	46.00
配当性向(%) Payout Ratio (%)	29.2	27.7	29.0	59.5	58.4	43.0	72.2	30.4	30.5	36.3	42.9
総還元性向(%) Total Payout Ratio (%)	57.8	107.7	155.4	114.7	58.4	43.0	141.6	93.1	48.2	58.1	175.4
DOE(%) Dividend on Equity Ratio (%)	1.9	1.9	2.1	2.0	2.0	2.0	2.9	3.0	2.9	2.8	2.7
親会社株主に帰属する 当期純利益(百万円) Profit Attributable to Owners of Parent (JPY MM)	34,776	37,533	39,424	18,053	18,231	25,682	22,324	56,700	55,956	45,898	37,626
期中平均株式数(千株) Average number of shares during the period (thousands of shares)	422,941	415,131	408,742	397,930	394,276	394,275	393,170	374,149	370,487	362,445	350,881
1株当たり当期純利益(円) Earnings (Loss) per Share (JPY)	82.22	90.41	96.45	45.37	46.24	65.14	56.78	151.55	151.03	126.64	107.23

注:期中平均株式数は、自己株式数を控除しております。
Note: Average number of shares during the period over the term does not include treasury shares.

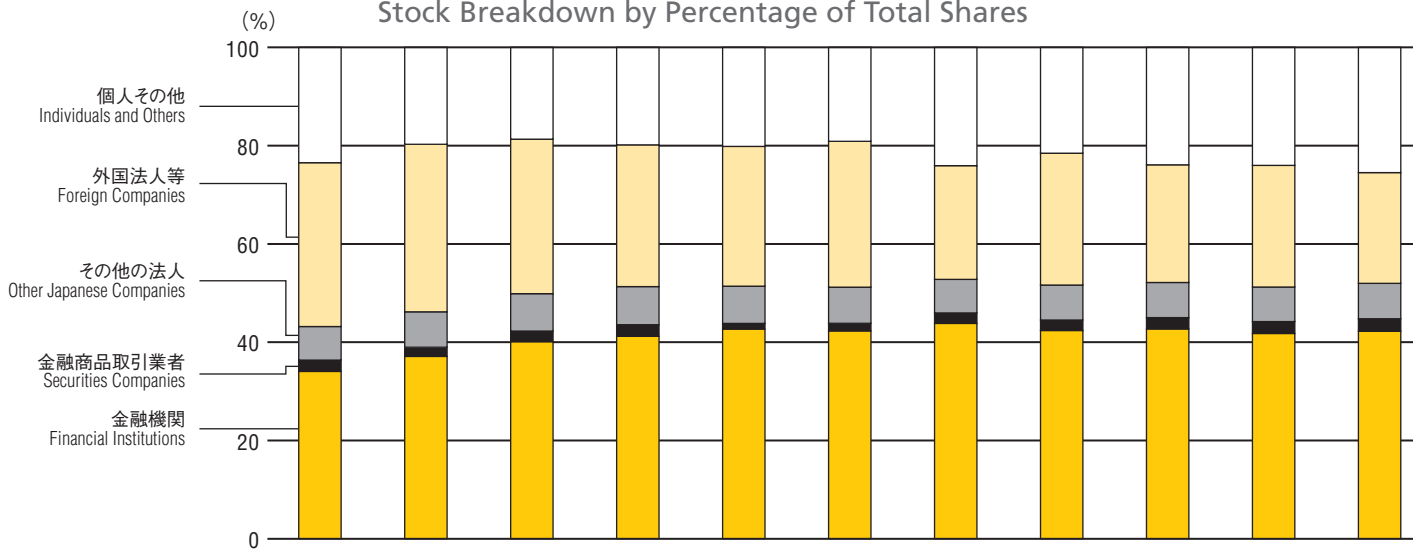
株価・出来高

Stock Price and Stock Volume



所有者別議決権比率

Stock Breakdown by Percentage of Total Shares



(%)	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
金融機関 Financial Institutions	34.04	37.10	40.09	41.19	42.67	42.30	43.81	42.38	42.69	41.76	42.24
金融商品取引業者 Securities Companies	2.32	1.88	2.18	2.36	1.14	1.55	2.15	2.12	2.32	2.42	2.54
その他の法人 Other Japanese Companies	6.83	7.21	7.60	7.75	7.58	7.35	6.82	7.11	7.13	7.04	7.20
外国法人等 Foreign Companies	33.34	34.09	31.45	28.86	28.45	29.66	23.15	26.85	23.97	24.75	22.53
個人その他 Individuals and Others	23.47	19.72	18.68	19.84	20.17	19.14	24.07	21.54	23.88	24.03	25.49

(百万円 / JPY MM)	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
損益計算書データ Operating Results											
営業収益 Operating Revenues	1,374,610	1,396,708	1,416,413	1,466,852	1,538,813	1,625,315	1,630,146	1,695,867	1,793,618	1,800,668	1,758,626
営業原価 Operating Costs	1,274,470	1,290,714	1,306,200	1,385,492	1,452,485	1,513,988	1,526,102	1,538,524	1,654,085	1,687,241	1,664,317
販売費及び一般管理費 Selling, General and Administrative Expenses	37,043	37,046	41,672	46,474	50,642	52,981	59,342	65,220	62,333	53,341	54,249
営業利益 Operating Profit	63,096	68,947	68,540	34,885	35,685	58,345	44,701	92,121	77,199	60,085	40,059
経常利益 Ordinary Profit	64,664	70,889	69,426	34,884	36,085	54,259	40,625	94,019	84,330	58,066	40,458
特別利益 Extraordinary Income	1,937	1,190	418	757	1,821	1,822	9,262	975	18,038	2,207	16,110
特別損失 Extraordinary Loss	720	2,921	1,766	2,603	4,783	3,823	5,306	3,235	21,328	3,458	4,865
税金等調整前当期純利益 Profit (Loss) before Income Taxes	65,882	69,157	68,078	33,037	33,123	52,258	44,581	91,759	81,040	56,815	51,704
親会社株主に帰属する当期純利益 Profit Attributable to Owners of Parent	34,776	37,533	39,424	18,053	18,231	25,682	22,324	56,700	55,956	45,898	37,626
利益剰余金期首残高 Retained Earnings at Beginning of the Period	347,358	371,965	395,352	402,375	409,270	416,854	431,497	441,746	431,571	464,494	473,891
利益剰余金期末残高 Retained Earnings at End of the Period	371,965	395,352	402,375	409,270	416,854	431,497	441,746	431,571	464,494	473,891	448,109
貸借対照表データ Financial Position											
総資産 Total Assets	1,032,134	1,082,531	1,089,436	1,114,672	1,114,870	1,123,659	1,100,739	1,089,991	1,086,854	1,107,587	1,135,895
流動資産 Current Assets	527,359	566,205	583,982	586,510	559,635	550,258	542,884	528,379	480,844	484,647	496,353
現金及び預金 Cash and Deposits	220,147	247,398	249,593	230,128	204,422	195,954	197,226	241,523	182,644	185,373	195,061
有形固定資産 Property, Plant and Equipment	417,127	420,101	405,641	405,070	405,057	428,918	423,835	406,312	429,878	443,017	454,753
流動負債 Current Liabilities	347,360	357,034	348,097	371,848	395,035	410,423	408,811	389,369	352,807	344,758	345,905
固定負債 Non-Current Liabilities	124,601	154,297	197,483	197,264	162,247	139,847	129,093	116,334	135,814	146,398	198,009
非支配株主持分 Non-Controlling Interests	8,792	5,678	6,034	6,379	7,279	7,547	7,662	7,919	7,690	6,049	6,225
自己資本 Equity	551,379	565,521	537,821	539,179	550,307	565,841	555,173	576,367	590,542	610,380	585,755
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 Cash Flows From Operating Activities	80,075	92,620	49,715	73,324	51,728	118,093	74,433	123,921	52,016	89,953	64,333
投資活動によるキャッシュ・フロー Cash Flows From Investing Activities	-64,935	-58,485	-30,230	-73,999	-41,174	-54,872	-49,943	44,078	-58,943	-49,420	-22,435
財務活動によるキャッシュ・フロー Cash Flows From Financing Activities	-9,033	-7,168	-16,833	-18,777	-36,930	-70,947	-22,368	-123,247	-54,456	-38,617	-30,777
現金及び現金同等物に係る換算差額 Effect of Exchange Rate Change on Cash and Cash Equivalents	647	690	-654	-882	313	-486	-109	-129	701	705	356
現金及び現金同等物の期首残高 Cash and Cash Equivalents at Beginning of the Period	212,641	219,395	247,051	249,261	228,926	202,863	194,650	196,662	241,284	180,603	183,225
現金及び現金同等物の期末残高 Cash and Cash Equivalents at End of the Period	219,395	247,051	249,261	228,926	202,863	194,650	196,662	241,284	180,603	183,225	194,702
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 (JPY)	82.22	90.41	96.45	45.37	46.24	65.14	56.78	151.55	151.03	126.64	107.23
1株当たり純資産(円) Net Asset Value per Share (JPY)	1,316.12	1,368.66	1,349.56	1,367.51	1,395.74	1,435.15	1,441.20	1,553.45	1,611.34	1,684.87	1,708.00
1株当たり配当金(円) Cash Dividend per Share (JPY)	24.00	25.00	28.00	27.00	27.00	28.00	41.00	46.00	46.00	46.00	46.00
その他のデータ Other Data											
設備投資額 Capital Expenditures	88,517	64,587	60,508	59,553	71,509	83,514	64,739	50,846	73,271	46,912	56,780
減価償却費 Depreciation	42,265	46,058	46,739	46,114	46,423	51,346	55,083	48,861	35,524	41,557	44,294
有利子負債 Interest-Bearing Debt	107,842	135,369	174,346	178,168	153,040	113,233	124,838	65,153	45,889	48,273	92,528
発行済株式総数(千株) Number of Issued Shares as of the End of the Period (thousands of shares)	454,684	435,564	411,339	411,339	411,339	411,339	411,339	388,575	388,575	379,824	360,496
自己株式数(千株) Number of Treasury Shares (thousands of shares)	35,742	22,370	12,823	17,062	17,064	17,065	26,124	17,550	22,084	17,552	17,548
社員数(人) Number of Employees	193,146	197,056	196,582	201,784	213,096	225,125	224,945	223,191	216,873	210,197	177,430

注:2022年3月期より設備投資金額にデジタル投資の金額を含んでおります。2021年3月期においても同基準の算出方法による数値へ変更しております。
Note: From FY2022/3, the amount of capital expenditure includes the amount of digital investment. The figures for FY2021/3 have been changed to those based on the same standard calculation method.

注:2022年3月期より有形固定資産の減価償却方法を定額法に変更しております。
Note: Effective from FY2022/3, the Company has changed its depreciation method for property, plant and equipment to the straight-line method.

注:2022年3月期末より、ヤマトホームコンビニエンス株式会社を連結の範囲より除外しています。

Note: Yamato Home Convenience Co., Ltd. was excluded from the scope of consolidation as of the end of FY2022/3.