

Six-Year Consolidated Financial Summary

	Millions of Yen						Thousands of U.S. Dollars ^(Note 1)
	2010	2009	2008	2007	2006	2005	2010
Operating revenues	¥1,200,834	¥1,251,922	¥1,225,974	¥1,161,568	¥1,144,961	¥1,071,903	\$12,906,645
Delivery	966,480	997,898	981,142	934,607	908,228	—	10,387,792
Non-Delivery	234,354	254,024	244,832	226,961	236,733	—	2,518,852
Operating costs	1,110,971	1,167,764	1,129,008	1,064,044	1,043,372	998,786	11,940,789
Selling, general and administrative expenses	28,474	28,437	28,786	30,363	32,868	21,914	306,048
Operating income	61,389	55,721	68,180	67,161	68,721	51,203	659,808
Delivery ^(Note 2)	38,345	31,344	40,350	43,698	47,053	—	412,137
Non-Delivery ^(Note 2)	23,044	24,376	27,830	23,463	21,668	—	247,671
Income before income taxes and minority interests	60,434	48,996	67,596	66,825	7,712	61,741	649,551
Income taxes	28,096	23,349	31,447	32,470	31,276	27,959	301,974
Net income (loss)	32,282	25,523	35,353	33,813	(23,968)	33,848	346,973
	Yen						U.S. Dollars ^(Note 1)
Per share of common stock:							
Basic net income (loss)	¥ 71.84	¥ 57.60	¥ 79.80	¥ 75.59	¥ (53.47)	¥ 74.02	\$ 0.77
Diluted net income	71.16	56.45	78.12	74.00		72.48	0.76
Cash dividends	22.00	22.00	22.00	20.00	20.00	18.00	0.24
Net assets per share	1,130.33	1,073.86	1,050.99	1,005.63	951.08	1,019.02	12.15
	Millions of Yen						Thousands of U.S. Dollars ^(Note 1)
Working capital	¥ 165,890	¥ 159,937	¥ 125,355	¥ 140,377	¥ 123,483	¥ 80,843	\$ 1,782,997
Total shareholders' equity	512,910	475,815	465,801	445,263	423,690	458,792	5,512,795
Total assets	878,641	869,606	874,219	829,721	793,222	676,156	9,443,695
Capital expenditures	39,700	45,856	124,832	48,881	48,865	40,966	426,699
Depreciation	39,883	42,697	44,772	40,150	35,003	37,146	428,659
Net cash provided by operating activities	77,064	84,463	116,896	80,763	84,675	76,642	828,290
Operating income margin (%)	5.11	4.45	5.56	5.78	6.00	4.78	—
Return on revenues (%)	2.69	2.04	2.88	2.91	(2.09)	3.16	—
Return on assets (%)	3.69	2.93	4.15	4.17	(3.26)	5.09	—
Return on equity (%)	6.53	5.42	7.76	7.78	(5.43)	7.50	—
Current ratio (%)	159.82	158.00	144.89	149.30	143.77	142.85	—
Shareholders' equity ratio (%)	58.38	54.72	53.28	53.66	53.41	67.85	—
Assets turnover (Times)	1.37	1.44	1.44	1.43	1.56	1.61	—
Interest coverage ratio (Times)	88.35	58.57	223.00	260.66	137.92	104.19	—
Number of employees	167,555	170,662	169,836	157,653	152,787	141,602	—
Full-time	82,395	82,601	80,843	77,170	75,552	74,571	—
Part-time	85,160	88,061	88,993	80,483	77,235	67,031	—
Takkyubin delivery volume (Millions of parcels)	1,262	1,232	1,236	1,174	1,128	1,063	—
Unit price ^(Note 3) (Yen)	624	646	644	647	653	666	—
Kuroneko Mail handling volume (Millions of units)	2,262	2,231	2,206	1,970	1,734	1,432	—
Unit price (Yen)	65	65	64	66	69	73	—

Notes: 1. U.S. dollar amounts have been translated, for convenience only, at the rate of ¥93.04 to U.S.\$1.

2. In November 2005, the Yamato Group shifted to a pure holding company structure, with Yamato Holdings Co., Ltd. as the parent company. This decision was made in order to clarify the distinction between decision-making and business execution functions, with a view to optimizing the distribution of management resources and increasing the speed of operations. Since the year ended March 31, 2006, the Group has reported operating income for the delivery business and non-delivery businesses with eliminations or corporate allocated by segment. Eliminations or corporate for the current fiscal years are shown with segment information on p. 56.

3. Operating revenues for Takkyubin operations for fiscal 2009 include the revenues of consigned business from the domestic air-freight business as a result of the business' in-house spin-off. Unit price calculated by the same method as the previous year was ¥643.