

**Settlement of Accounts Meeting
for the First Half of Fiscal Year
Ending March 31, 2012**



October 31, 2011

YAMATO HOLDINGS CO., LTD.

Disclaimer: This material is intended for informational purposes and is not a solicitation or offer to buy or sell securities or related financial instruments. Ultimately it is the responsibility of investors to select and buy securities and the Company assumes no responsibility for investors who act on the basis of this material.

◆ I am Makoto Kigawa, Representative Director and President of Yamato Holdings Co., Ltd.

Thank you for taking the time out of your busy schedules to attend today's meeting.

I will now provide an overview of the settlement of accounts for the second quarter of the fiscal year ending March 31, 2012.

1. Overview of Operating Results (1)

**Exceeded revenue/income forecasts for first half and
achieved higher revenue/income YoY**

(1) Delivery Business

In first half FY 2012, Takkyubin parcel volume proceeded steadily.

Although the Takkyubin unit price fell slightly because of a change in the parcel volume breakdown (by market), the rate of fall continues to diminish.

(Reference-YoY) Parcel volume: Jul +1.1%, Aug +8.1%, Sep +5.4%, 2Q +4.5%, 1H +5.3% Unit price: 1H -1.2%

(2) BIZ-Logistics

Trading logistics revenue fell ¥0.7 billion YoY impacted by strong-yen- induced export-industry slump.

BIZ-Logistics total revenue fell ¥1.1 billion YoY impacted by absence of large recall orders recorded last year.

(3) Home Convenience

Continuing delivery/installation of electronic appliances to temporary housing in Tohoku contributed to large increase in revenue of ¥1.0 billion YoY and big improvement in operating income of ¥0.6 billion YoY.

Extraordinary loss

- Donation for earthquake recovery initiatives ¥ 6,831million (Full amount of this specified donation is tax exempt) -

- ◆ The driver of increases in revenue and profits was the Delivery Business, especially growth in the Takkyubin parcel volume.
On the other hand, delivery volume decreased in Kuroneko Mail because the sense of restraint following the earthquake continued, and we also promoted stricter consignment conditions because of our resolute approach to not handling invoice slips and the like for our compliance reasons.
- ◆ The Non-Delivery Businesses also performed well.
BIZ-Logistics performed slightly better than initial forecasts, despite decreases in revenue and profit due to the impact of the earthquake and foreign exchange factors as well as a decrease in reaction to large-scale recalls that occurred last year.
e-Business also went as planned, with increases in revenue and profit due to anticipatory investment.
Home Convenience showed a significant improvement due to progress made in structural reform.
- ◆ Lastly, as you can see from this slide, we have recorded donations for recovery assistance as extraordinary loss.

2. Overview of Operating Results (2)

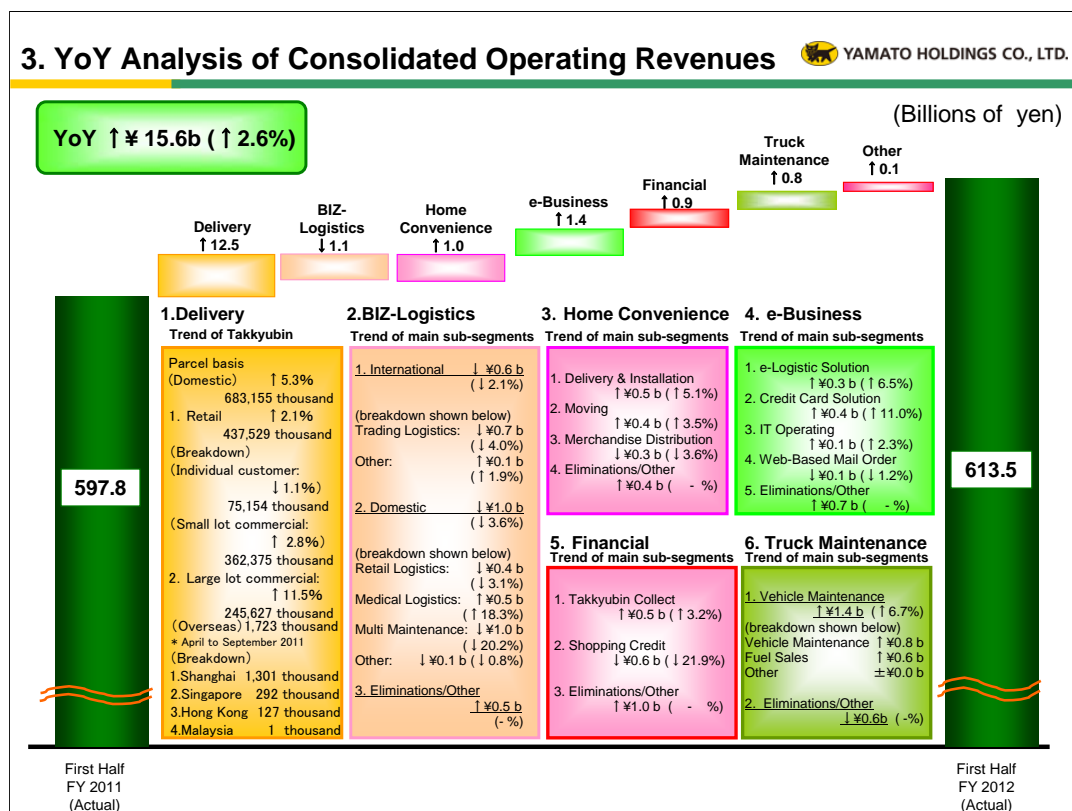
(Billions of yen)

	First Half FY2012 (Actual)	First Half FY2011 (Actual)	First Half FY2012 (July 2011 forecast)	YoY Change		Forecast Change	
				Amount	[%]	Amount	[%]
Operating revenues							
Delivery	490.6	478.1	-	12.5	2.6	-	-
Non-Delivery	122.8	119.7	-	3.1	2.6	-	-
Total	613.5	597.8	612.0	15.6	2.6	1.5	0.2
Operating income	22.6	20.2	22.0	2.4	12.1	0.6	3.1
[Profit margin]	3.7%	3.4%	3.6%	-	-	-	-
Ordinary income	23.3	21.3	22.5	1.9	9.0	0.8	3.6
[Profit margin]	3.8%	3.6%	3.7%	-	-	-	-
Net income	5.8	10.4	6.5	(4.6)	(44.0)	(0.6)	(9.6)
[Profit margin]	1.0%	1.8%	1.1%	-	-	-	-

- ◆ Operating revenue increased by ¥15.6 billion YoY, showing growth of 2.6 % and exceeding forecasts by ¥1.5 billion.
- ◆ Operating income increased by ¥2.4 billion YoY, showing growth of 12.1 % and exceeding forecasts by ¥0.6 billion.
- ◆ Net income unfortunately didn't meet our expectations because we recorded loss on valuation of investment securities.

3. YoY Analysis of Consolidated Operating Revenues

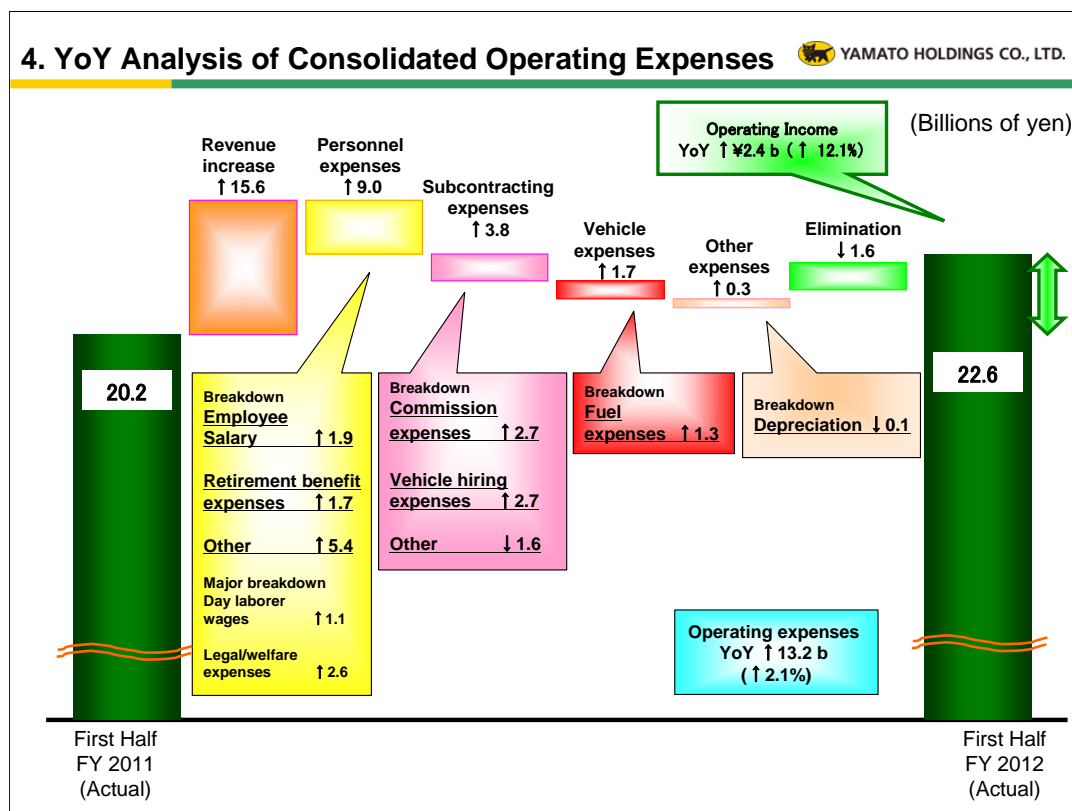
 YAMATO HOLDINGS CO., LTD.



- ◆ Consolidated operating revenue increased by ¥15.6 billion YoY, and a ¥12.5 billion YoY increase in operating revenue in the Delivery Business played a large part in this increase.
- ◆ Although operating revenue in BIZ-Logistics fell below that of the previous year, we were able to supplement the decline because operating revenues in other segments increased.
- ◆ The breakdown by sub-segments can be seen here.

4. YoY Analysis of Consolidated Operating Expenses

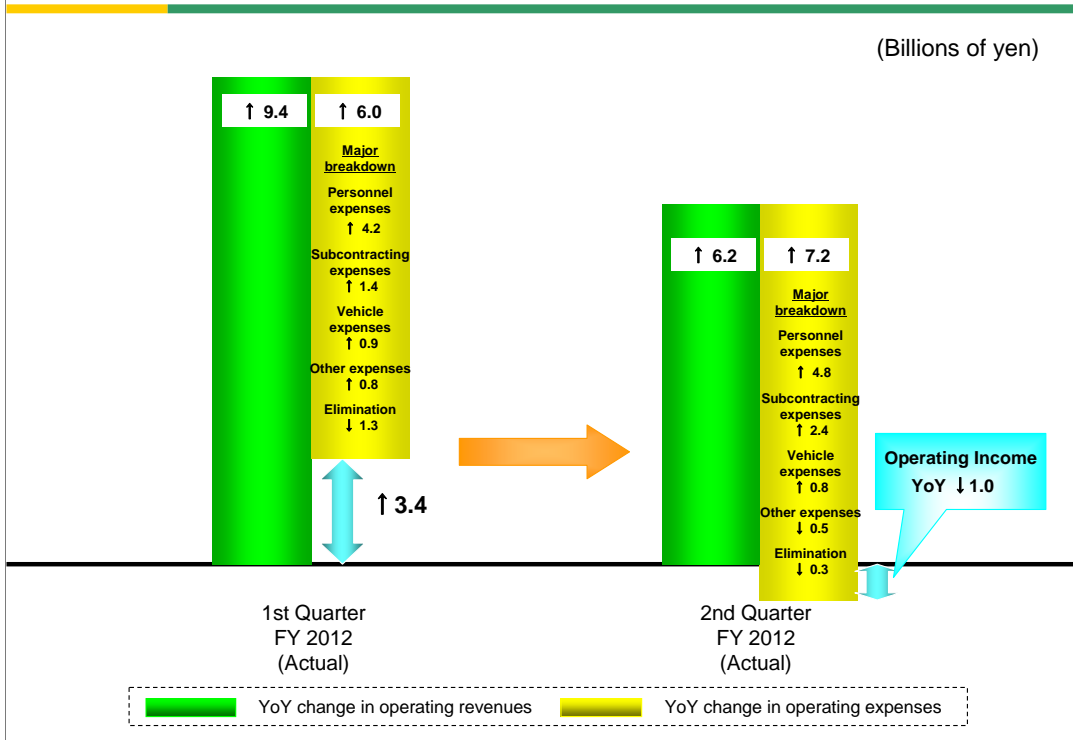
 YAMATO HOLDINGS CO., LTD.



- ◆ In the Delivery Business, cost control of employee salaries is going well. In accordance with the increase in delivery volumes in Takkyubin, the number of employees is being constricted in relation to the volume of work as the latter increases. On the other hand, in other personnel expenses, costs from external factors such as those related to legal welfare expenses, as well as day labor wages, provision for bonuses and the like have all increased.
- ◆ The increase in vehicle expenses is due to external factors caused by fuel price rises.
- ◆ As a result, our operating expenses increased by just 2.3% YoY, in contrast to a 2.6% YoY increase in operating revenue.

5. YoY Consolidated Operating Income Trends for 1st/2nd Quarter

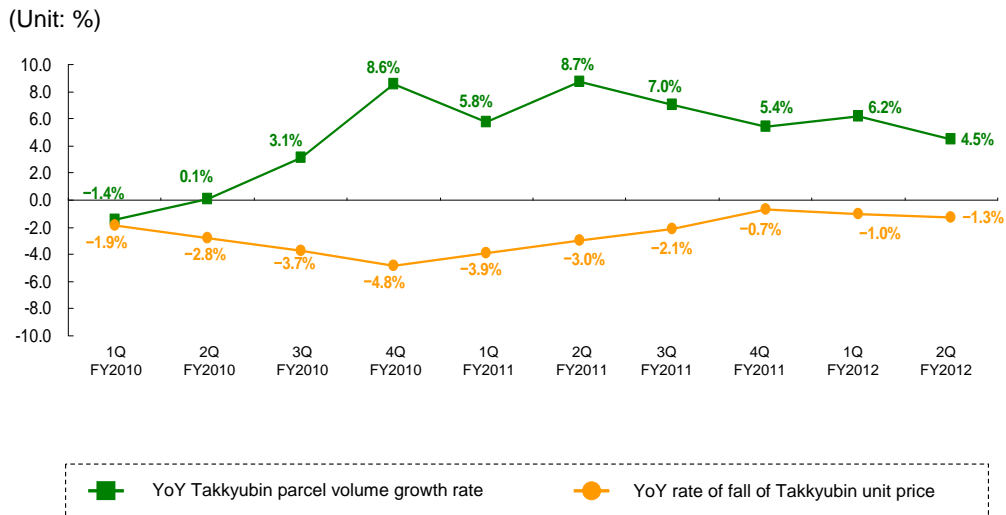
 YAMATO HOLDINGS CO., LTD.



- ◆ Although it is true that there was an increase in revenue but a decrease in profit during three months ended September 30, 2011, the decrease is not due to a structural problem.
- ◆ During the gift season last year, owing to factors such as operational difficulties experienced by other companies, there was an unusual increase in Takkyubin parcel volumes. In this sense, the increase in deliveries this year is only what would be expected under normal conditions. In addition to this, there has been a decrease in revenue in Kuroneko Mail due to the impact of stricter consignment conditions.
- ◆ We recognize that expenses that are particularly high in Kuroneko Mail are an important issue going forward.

6. Quarterly YoY Trends of Takkyubin Parcel Volume and Unit Price

Takkyubin parcel volume was firm due to strong performance in large lot commercial market.
Although the Takkyubin unit price fell slightly because of a change in the parcel volume breakdown (by market), the rate of fall continues to diminish.

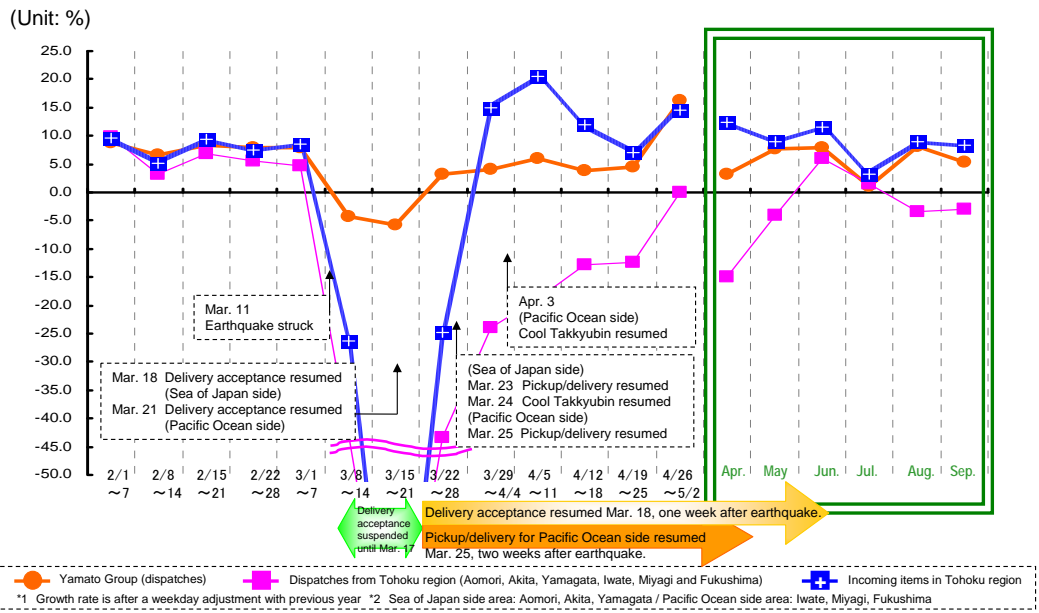


- ◆ Unit price is beginning to edge lower.
- ◆ This is not shown on the slide, but unit price in small-lot commercial has risen from last year due to the receipt of appropriate unit prices.
- ◆ As the decline in the calculated average unit price is only a change due to the share of parcel volume by market, based on our recognition that the competitive environment has cooled down, we believe that actual unit price is edging lower.

7. Trends of Takkyubin Parcel Volume Before/After Earthquake YAMATO HOLDINGS CO., LTD.

- Takkyubin parcel volume growth rate before and after earthquake and details of service resumption dates (unit: week for February to early May; month for period thereafter)

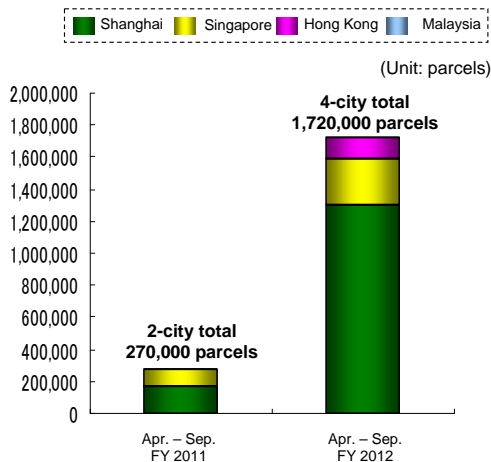
Takkyubin parcel volume growth rate temporarily switched to decline following the earthquake, but a sound recovery was achieved after services resumed and expanded. Currently, it is firm.



- ◆ Dispatches from the Tohoku region are down 3% YoY, but incoming items in the Tohoku region have increased almost 9% YoY.
- ◆ Looking at incoming items in the three prefectures on the Pacific coast side of Tohoku (Iwate, Miyagi and Fukushima), we see that they have increased by over 10%.
- ◆ As We said previously, there are still concerns about fresh produce (farm and marine products in direct shipments from their place of origin), and in particular, fresh produce shipments from Fukushima Prefecture have fallen almost 35% YoY.

8. Progress of Takkyubin Business Overseas

Overseas Takkyubin parcel volume (Yamato original business)



*Because the Takkyubin business in Malaysia started in mid-September 2011 and the parcel volume was 1,000, it is not shown in the graph.

Overseas Takkyubin parcel volume including Taiwan

Apr. - Sep. FY 2011	Apr. - Sep. FY 2012
23.77 million	30.79 million

Progress of Overseas Takkyubin Business Expansion – Business start dates and capital relationships –

<u>1. Taiwan</u>	Business started: October 2000 Equity share: Joint-venture agreement with the Uni-President Enterprise Corp (Yamato share 10%)
<u>2. Shanghai</u>	Business started: January 2010 Equity share: Local logistics company was made subsidiary (Yamato share 65%)
<u>3. Singapore</u>	Business started: January 2010 Equity share: Establishment of Takkyubin business company (Yamato share 100%)
<u>4. Hong Kong</u>	Business started: February 2011 Equity share: Establishment of Takkyubin business company (Yamato share 100%)
<u>5. Malaysia</u>	Business started: September 2011 Equity share: Establishment of Takkyubin business company (Yamato share 60%)

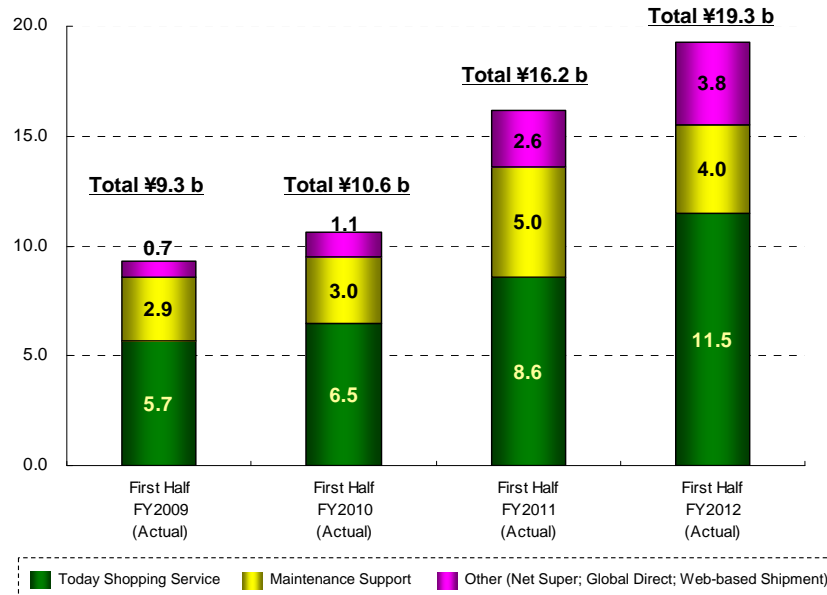
Target of DAN-TOTSU Three-Year Plan HOP (FY 2012 to FY 2014)

120 million parcels
(Including Takkyubin parcel volume in Taiwan)

- ◆ Total Takkyubin delivery volume overseas increased to 6.4 times the level in same period of the previous year.
- ◆ In Shanghai, volume increased to over 8 times the level in the same period of the previous year, exceeding expectations. Cool Takkyubin is also performing favorably.
- ◆ Although volume in Singapore increased to 3 times the level in the same period of the previous year, our cultivation of the B to C market hasn't progressed as we expected, and has fallen slightly below the planned level.
- ◆ Hong Kong is going smoothly. Our cultivation of the B to C market there is also progressing smoothly.
- ◆ Finally, we began business in Malaysia in September 2011 as planned.

9. The 5 Solutions Models

■ Revenues from 5 solutions models (Billions of yen)



- ◆ Solutions models are progressing smoothly, particularly Today Shopping Service.
- ◆ Maintenance Support is lower than last year, largely because of the decrease in reaction to large-scale recalls that occurred last year.
- ◆ Other, Global Direct and Net-Supermarket Support are also progressing smoothly.
We predict that systems offering government-assisted support for people such as those for whom shopping is difficult will expand further.

10. Forecasts of FY 2012 Operating Results (1)

(Billions of yen)

	FY2012 (New Forecast) A	FY2011 (Actual)	FY2012 (July 2011 forecast) B	YoY Change		Forecast Change (A-B)	
				Amount	[%]	Amount	[%]
Operating revenues	1,265.0	1,236.5	1,262.0	28.4	2.3	3.0	0.2
Operating income	67.0	64.3	65.0	2.6	4.2	2.0	3.1
[Profit margin]	5.3%	5.2%	5.2%	-	-	-	-
Ordinary income	68.0	65.9	66.0	2.0	3.1	2.0	3.0
[Profit margin]	5.4%	5.3%	5.2%	-	-	-	-
Net income	27.0	33.2	27.0	(6.2)	(18.7)	0.0	0.0
[Profit margin]	2.1%	2.7%	2.1%	-	-	-	-

- ◆ Operating revenue has been revised upwards by ¥3.0 billion from the forecast as of the first quarter to ¥1,265 billion.
- ◆ Operating income has been revised upwards by ¥2.0 billion from the forecast as of the first quarter.
- ◆ In consideration of a favorable performance by the Delivery Business due to assumed favorable conditions in Takkyubin, in the first half of the fiscal year, we have again revised upward our forecasts for revenue and profit.
- ◆ We will work hard not only to achieve the operating results I have shown today, but also to achieve record full-year operating income of ¥68.7 billion.

11. The Great East Japan Earthquake Life, Industry Infrastructure Recovery and Rebuilding Relief Fund



The "Great East Japan Earthquake Life, Industry Infrastructure Recovery and Rebuilding Relief Fund" was established to support the restoration of the local infrastructure and recovery of the fishing/agriculture industries in the earthquake-affected areas. Specifically, donations and other assistance is provided to public organizations and funds providing support for the restoration of local and industrial infrastructure in the earthquake-affected areas as selected by the "Great East Japan Earthquake Rebuilding Support Selection Committee."

Cumulative total

No. of projects: 15 projects
Total amount of subsidies: ¥7,471 million

Primary Beneficiaries

No. of projects: 9 projects

Total amount of subsidies: ¥4,083 million

- Fish processing businesses in Iwate Prefecture
Production recovery assistance
(purchase of various equipment) ¥1.6 billion
- Fishing industry infrastructure facilities in Minami Sanriku-cho
Urgent restoration
(rapid recovery of fish market) Approx. ¥0.4 billion
- Sukagawa Iwase Agricultural Cooperative Association
Revival of agricultural production
(consolidation of agricultural storehouses) Approx. ¥0.3 billion
- ... etc.

Secondary Beneficiaries

No. of projects: 6 projects

Total amount of subsidies: ¥3,388 million

- Measures for urgent recovery of
agricultural production in Miyagi Prefecture
(purchase of agricultural machinery) Approx. ¥1.3 billion
- Recovery assistance for ice making/storage facilities
in Iwate Prefecture Approx. ¥1.0 billion
- Social welfare corporation Noda Mura Hoikukai
(Noda Village, Iwate Prefecture)
Reconstruction of childcare center in Noda Village
(reconstruction of childcare center) Approx. ¥0.3 billion
- ... etc.

Donations made to the fund

[Yamato donates ¥10 per Takkyubin package]
¥6,831,557,420 (as of September 30, 2011)

- ◆ We recently decided the second recipients of aid. With this, the total amount of aid until October 31, 2011 is about ¥7.5 billion from 15 projects (including the amount donated in October).
- ◆ We are providing donations to projects judged to be capable of visible and speedy assistance with a high level of effectiveness through an independent committee.
- ◆ In one example of the first recipients of aid, a project for the urgent restoration of infrastructure for the fishing industry in Minami Sanriku-cho, Miyagi Prefecture, a temporary fish market has already started operations. Among the second recipients of aid, outside of the fishing industry, we have also decided to provide aid for the reconstruction of a kindergarten.
- ◆ We intend to continue the provision of assistance to the areas affected by the disaster through the provision of aid. Thank you for your understanding on this.

Overview of First Half FY 2012 Operating Results

- ◆ I am Toshizo Kurisu, Executive Officer in charge of Financing and Accounting, and Investor Relations at Yamato Holdings Co., Ltd. Operating results for the second quarter of the fiscal year ending March 31, 2012 were overall about as expected.

12. YoY Analysis of Consolidated Operating Expenses

 YAMATO HOLDINGS CO., LTD.

(Millions of yen)

	First Half FY2012	First Half FY2011			YoY Change		
	Actual	Actual	Impact of transfer of air cargo agent	Impact of accounting changes in transportation	Actual excluding impact	Amount (Adjusted)	[%] (Adjusted)
Operating revenues	613,526	597,857	0	2,446	600,303	13,223	2.2
Operating expenses	590,850	577,635	0	2,446	580,081	10,768	1.9
Personnel expenses	327,361	318,314	0	0	318,314	9,047	2.8
Employee salary	223,915	222,038	0	0	222,038	1,877	0.8
Retirement benefit expenses	5,615	3,857	0	0	3,857	1,757	45.6
Other personnel expenses	97,830	92,418	0	0	92,418	5,411	5.9
Subcontracting expenses	230,536	226,692	0	2,446	229,138	1,397	0.6
Commission expenses	89,214	86,472	3,394	791	90,658	(1,443)	(1.6)
Vehicle hiring expenses	71,027	68,255	0	0	68,255	2,772	4.1
Other subcontracting expenses	70,293	71,964	(3,394)	1,654	70,224	69	0.1
Vehicle expenses	22,062	20,323	0	0	20,323	1,738	8.6
Fuel expenses	13,574	12,260	0	0	12,260	1,313	10.7
Other operating expenses	120,694	120,415	0	0	120,415	279	0.2
Depreciation	18,076	18,153	0	0	18,153	(77)	(0.4)
Eliminations	(109,804)	(108,110)	0	0	(108,110)	(1,693)	1.6

1. During the second quarter of the fiscal year ending March 31, 2012, there were two points of impact related to changes in recording methods.
 - (1) Recording freightage paid to airlines for loading of air cargo
 Since the loading of air cargo is being performed via Express Network Co., Ltd. in the Delivery Business, the method of recording freightage has been changed. Freightage that was previously recorded under other subcontracting expenses (mixed freightage) is currently recorded under subcontract expenses-commission expenses, and the impact of this change is about ¥3.4 billion. The impact will end with the first half of the fiscal year, and therefore will not occur in the second half of the fiscal year onward.
 - (2) Change in method of recording rail transport
 The method of recording trade with Japan Freight Railway Company has been changed from net recording method to gross recording method. The amount of impact this change has on operating revenues and operating expenses is about ¥2.5 billion. This impact will appear until the third quarter of the fiscal year ending March 31, 2012.
2. Supplemental explanation of increases and decreases in other operating expenses excluding the impact related to the aforementioned two changes in recording methods.
 - (1) Personnel expenses
 - ① Employee salary was successfully restrained to a 0.8% increase YoY, even while delivery volumes firmly increased.
 - ② Retirement benefit expenses increased 45.6% YoY. The recorded amount increased because the amortization of investment gains that had occurred five years ago was completed.
 - ③ Other personnel expenses increased ¥5.4 billion YoY. The main breakdown is as follows:
 - Bonuses +¥1.7 billion (+4.0% YoY)
 - Provisions slightly increased in tandem with operating results
 - Day laborer wages +¥1.0 billion (+9.2% YoY)
 - Legal welfare expenses Total +¥2.5 billion (+6.9% YoY)
 - (2) Subcontracting expenses
 Vehicle hiring expenses slightly increased in relation to the increase in delivery volumes. However, they were mostly successfully restrained.
 - (3) Vehicle expenses
 Fuel expenses increased 10.7% YoY in relation to rises in the unit price of fuel. However, at present, prices are settling.
 - (4) Other expenses
 Other expenses increased ¥0.3 billion YoY. The main breakdown is as follows:
 - ① Promotional and advertising expenses +¥0.3 billion
 - ② Book and printing expenses +¥0.4 billion
 - ③ Computer expenses +¥1.0 billion
 - ④ Allowance for doubtful accounts -¥1.2 billion

13.YoY Analysis of Delivery Business Expenses

(Millions of yen)

	First Half FY2012	First Half FY2011				YoY Change	
	Actual	Actual	Impact of transfer of air cargo agent	Impact of accounting changes in transportation	Actual excluding impact	Amount (Adjusted)	[%] (Adjusted)
Operating revenues	490,637	478,109	0	2,446	480,555	10,081	2.1
Operating expenses	480,172	469,034	0	2,446	471,480	8,691	1.8
Personnel expenses	277,066	270,061	0	0	270,061	7,004	2.6
Employee salary	187,036	186,336	0	0	186,336	699	0.4
Retirement benefit expenses	4,450	3,040	0	0	3,040	1,410	46.4
Other personnel expenses	85,579	80,684	0	0	80,684	4,894	6.1
Subcontracting expenses	137,325	134,107	0	2,446	136,554	771	0.6
Commission expenses	49,966	47,826	3,394	791	52,012	(2,046)	(3.9)
Vehicle hiring expenses	66,425	63,706	0	0	63,706	2,719	4.3
Other subcontracting expenses	20,933	22,574	(3,394)	1,654	20,834	98	0.5
Vehicle expenses	18,851	17,353	0	0	17,353	1,498	8.6
Fuel expenses	11,081	10,008	0	0	10,008	1,073	10.7
Other operating expenses	88,334	87,853	0	0	87,853	481	0.5
Depreciation	13,580	13,701	0	0	13,701	(121)	(0.9)
Eliminations	(41,406)	(40,342)	0	0	(40,342)	(1,063)	2.6

(Note) The figures above include operating expenses related to overseas Takkyubin services.

- ◆ Delivery Business expenses moved mostly in tandem with consolidated operating expenses, and so what follows is a supplemental explanation of other personnel expenses.
- ◆ Other personnel expenses increased ¥4.9 billion YoY. The main breakdown is as follows:
 - Bonuses +¥1.5 billion (+4.1% YoY)
 - Day laborer wages +¥1.1 billion (+10.3% YoY)
 - Legal welfare expense Total +¥2.2 billion (+6.9% YoY)

14. Forecast of FY2012 Operating Results (2)

(Millions of yen)

	FY2012 (New forecast) A	FY2011 (Actual)	FY2012 (July 2011 forecast) B	YoY Change		Forecast Change (A-B)	
				Amount	[%]	Amount	[%]
Operating revenues							
Delivery	1,018,000	995,651	1,015,000	22,348	2.2	3,000	0.3
BIZ-Logistics	82,000	82,007	82,000	(7)	(0.0)	0	0.0
Home Conveniences	50,000	48,997	50,000	1,002	2.0	0	0.0
e-Business	35,000	32,798	35,000	2,201	6.7	0	0.0
Financial	54,000	52,392	54,000	1,607	3.1	0	0.0
Truck Maintenance	21,000	19,696	21,000	1,303	6.6	0	0.0
Other	5,000	4,975	5,000	24	0.5	0	0.0
Total	1,265,000	1,236,520	1,262,000	28,479	2.3	3,000	0.2
Operating income							
Delivery	42,500	40,577	41,000	1,922	4.7	1,500	3.7
BIZ-Logistics	3,700	3,664	3,600	35	1.0	100	2.8
Home Conveniences	200	(618)	200	818	-	0	-
e-Business	6,300	6,709	6,100	(409)	(6.1)	200	3.3
Financial	10,300	9,938	10,200	361	3.6	100	1.0
Truck Maintenance	2,400	2,133	2,300	266	12.5	100	4.3
Other	11,600	19,862	11,800	(8,262)	(41.6)	(200)	(1.7)
Subtotal	77,000	82,269	75,200	(5,269)	(6.4)	1,800	2.4
Elimination	(10,000)	(17,955)	(10,200)	7,955	-	200	-
Total	67,000	64,314	65,000	2,685	4.2	2,000	3.1
[Profit margin]	5.3%	5.2%	5.2%	-	-	-	-
Ordinary income							
Total	68,000	65,951	66,000	2,048	3.1	2,000	3.0
[Profit margin]	5.4%	5.3%	5.2%	-	-	-	-
Net income							
Total	27,000	33,207	27,000	(6,207)	(18.7)	0	0.0
[Profit margin]	2.1%	2.7%	2.1%	-	-	-	-

- ◆ There was a reduction in profits during the second quarter itself (three months from July to September), but the first half was mostly firm. In the second half, we forecast increases in revenues and profits. However, the Delivery Business realizes the challenges posed to Takkyubin by harmful rumors regarding agriculture and fishing originating from the Fukushima Daiichi nuclear incident, and to the Kuroneko Mail by problems such as reductions in revenue due to tightening delivery acceptance.
- ◆ Regarding revenues and profits by operating formation, as stated, factors applying upward pressure in the first half have been added and minor amendments have been made.

15. Forecasts of FY 2011 Operating Results (3)

 YAMATO HOLDINGS CO., LTD.

(Millions of yen)

Assumptions of forecasts

	FY2012 (New forecast) A	FY2011 (Actual) B	FY2012 (July 2011 forecast) B	YoY Change		Forecast Change (A-B)	
				Amount	[%]	Amount	[%]
Operating revenues	1,265,000	1,236,520	1,262,000	28,479	2.3	3,000	0.2
Operating expenses	1,198,000	1,172,205	1,197,000	25,794	2.2	1,000	0.1
Personnel expenses	658,000	637,512	655,000	20,487	3.2	3,000	0.5
Employee salary	451,000	443,122	450,000	7,877	1.8	1,000	0.2
Retirement benefit expenses	11,500	7,751	11,500	3,748	48.4	0	0.0
Other personnel expenses	195,500	186,638	193,500	8,861	4.7	2,000	1.0
Subcontracting expense	473,000	466,715	474,000	6,284	1.3	(1,000)	(0.2)
Commission expenses	185,000	180,471	185,000	4,528	2.5	0	0.0
Vehicle hiring expenses	144,000	140,705	144,000	3,294	2.3	0	0.0
Other subcontracting expenses	144,000	145,538	145,000	(1,538)	(1.1)	(1,000)	(0.7)
Vehicle expenses	42,500	40,205	43,000	2,294	5.7	(500)	(1.2)
Fuel expenses	25,500	23,625	26,500	1,874	7.9	(1,000)	(3.8)
Other expenses	251,000	246,280	252,000	4,719	1.9	(1,000)	(0.4)
Depreciation	40,000	39,582	41,000	417	1.1	(1,000)	(2.4)
Elimination	(226,500)	(218,507)	(227,000)	(7,992)	-	500	-

Operating Revenues

Delivery Business
 • Takkyubin parcels
 (thousands; forecast)
 1,422,000 (YoY ↑ 5.4%)
 • Takkyubin unit price (forecast)
 ¥601 (YoY ↓ 1.3%)

Personnel expenses

• Employee salary
 Employees
 (consolidated; forecast)
 Total 174,700 (YoY ↑ 3,058)
 Full-time 84,500 (YoY ↑ 1,073)
 Part-time 90,200 (YoY ↑ 1,985)
 • Retirement benefit expenses
 Increase in amortization of
 actuarial gains and losses
 • Other personnel expenses
 Increase due to revision to the
 rate of social insurance

Vehicle expenses (fuel expenses)

• West Texas Intermediate (WTI)
 1 barrel = U.S. \$86

- ◆ As stated, operating expenses on a consolidated basis have been revised up ¥1.0 billion from the forecasts of operating results announced in the first quarter.
- ◆ Employee salary has been revised up ¥1.0 billion from the forecasts announced in the first quarter in order to maintain and improve quality during the busy period in December.
 Other personnel expenses has been revised up ¥2.0 billion upon reflection of the operating results for the first half.
- ◆ Upon reflection of present conditions, fuel expenses has been revised down ¥1.0 billion, presuming WTI priced at \$86 per barrel.
- ◆ Depreciation has been revised down ¥1.0 billion in relation to a decrease in the amount of capital investment.

This presentation material is posted on the Company's website in the Investor Relations section in PDF format.

Disclaimer: This material is intended for informational purposes only and is not a solicitation or offer to buy or sell securities or related financial instruments. Ultimately it is the responsibility of investors to select and buy securities and the Company assumes no responsibility for investors who act on the basis of this material.