

Six-Year Consolidated Financial Summary

	Millions of Yen						Thousands of U.S. Dollars ^(Note)
	2011	2010	2009	2008	2007	2006	2011
Operating revenues	¥1,236,520	¥1,200,834	¥1,251,922	¥1,225,974	¥1,161,568	¥1,144,961	\$14,870,959
Delivery	995,651	966,480	997,898	981,142	934,607	908,228	11,974,155
Non-Delivery	240,869	234,354	254,024	244,832	226,961	236,733	2,896,804
Operating costs	1,143,006	1,110,971	1,167,764	1,129,008	1,064,044	1,043,372	13,746,313
Selling, general and administrative expenses	29,200	28,474	28,437	28,786	30,363	32,868	351,173
Operating income	64,314	61,389	55,721	68,180	67,161	68,721	773,473
Delivery	40,844	38,345	31,344	40,350	43,698	47,053	491,213
Non-Delivery	23,470	23,044	24,376	27,830	23,463	21,668	282,260
Income before income taxes and minority interests	61,836	60,434	48,996	67,596	66,825	7,712	743,668
Income taxes	28,491	28,096	23,349	31,447	32,470	31,276	342,641
Net income (loss)	33,208	32,282	25,523	35,353	33,813	(23,968)	399,371
	Yen						U.S. Dollars ^(Note)
Per share of common stock:							
Basic net income (loss)	¥ 73.42	¥ 71.84	¥ 57.60	¥ 79.80	¥ 75.59	¥ (53.47)	\$ 0.88
Diluted net income	73.30	71.16	56.45	78.12	74.00		0.88
Cash dividends	22.00	22.00	22.00	22.00	20.00	20.00	0.26
Net assets per share	1,173.60	1,130.33	1,073.86	1,050.99	1,005.63	951.08	14.11
	Millions of Yen						Thousands of U.S. Dollars ^(Note)
Working capital	¥ 185,922	¥ 165,890	¥ 159,937	¥ 125,355	¥ 140,377	¥ 123,483	\$ 2,235,989
Total shareholders' equity	515,602	512,910	475,815	465,801	445,263	423,690	6,200,875
Total assets	899,363	878,641	869,606	874,219	829,721	793,222	10,816,155
Capital expenditures	52,472	39,700	45,856	124,832	48,881	48,865	631,049
Depreciation and amortization	39,583	39,883	42,697	44,772	40,150	35,003	476,041
Net cash provided by operating activities	87,899	77,064	84,463	116,896	80,763	84,675	1,057,117
Operating income margin (%)	5.20	5.11	4.45	5.56	5.78	6.00	—
Return on revenues (%)	2.69	2.69	2.04	2.88	2.91	(2.09)	—
Return on assets (%)	3.74	3.69	2.93	4.15	4.17	(3.26)	—
Return on equity (%)	6.46	6.53	5.42	7.76	7.78	(5.43)	—
Current ratio (%)	170.34	159.82	158.00	144.89	149.30	143.77	—
Shareholders' equity ratio (%)	57.33	58.38	54.72	53.28	53.66	53.41	—
Assets turnover (Times)	1.39	1.37	1.44	1.44	1.43	1.56	—
Interest coverage ratio (Times)	73.71	88.35	58.57	223.00	260.66	137.92	—
Number of employees	171,642	167,555	170,662	169,836	157,653	152,787	—
Full-time	83,427	82,395	82,601	80,843	77,170	75,552	—
Part-time	88,215	85,160	88,061	88,993	80,483	77,235	—
Takkyubin delivery volume (Millions of parcels)	1,348	1,262	1,232	1,236	1,174	1,128	—
Unit price (Yen)	609	624	646	644	647	653	—
Kuroneko Mail handling volume (Millions of units)	2,312	2,262	2,231	2,206	1,970	1,734	—
Unit price (Yen)	64	65	65	64	66	69	—

Note: U.S. dollar amounts have been translated, for convenience only, at the rate of ¥83.15 to U.S.\$1.