

Performance Highlights

For the year ended March 31, 2013

	Millions of Yen						Thousands of U.S. Dollars ^(Note)
	2013	2012	2011	2010	2009	2008	2013
Operating revenues	¥1,282,374	¥1,260,833	¥1,236,520	¥1,200,834	¥1,251,922	¥1,225,974	\$13,635,020
Delivery	1,028,219	1,014,564	995,651	966,480	997,898	981,142	10,932,686
Non-Delivery	254,155	246,269	240,869	234,354	254,024	244,832	2,702,334
Operating costs	1,181,834	1,163,777	1,143,006	1,110,971	1,167,764	1,129,008	12,566,016
Selling, general and administrative expenses	34,337	30,405	29,200	28,474	28,437	28,786	365,093
Operating income	66,203	66,651	64,314	61,389	55,721	68,180	703,911
Delivery	42,123	41,199	40,844	38,345	31,344	40,350	447,880
Non-Delivery	24,080	25,452	23,470	23,044	24,376	27,830	256,031
Income before income taxes and minority interests	64,284	45,817	61,836	60,434	48,996	67,596	683,504
Income taxes	29,563	26,059	28,491	28,096	23,349	31,447	314,325
Net income	35,144	19,787	33,208	32,282	25,523	35,353	373,679

Per share of common stock:	Yen						U.S. Dollars ^(Note)
Basic net income	¥ 81.85	¥ 46.00	¥ 73.42	¥ 71.84	¥ 57.60	¥ 79.80	\$ 0.87
Diluted net income	79.84	44.87	73.30	71.16	56.45	78.12	0.85
Cash dividends	23.00	22.00	22.00	22.00	22.00	22.00	0.24
Net assets per share	1,261.35	1,197.26	1,173.60	1,130.33	1,073.86	1,050.99	13.41

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Working capital	¥ 186,868	¥ 182,111	¥ 185,922	¥ 165,890	¥ 159,937	¥ 125,355	\$ 1,986,902
Total shareholders' equity	534,451	514,996	515,602	512,910	475,815	465,801	5,682,629
Total assets	950,153	919,295	899,363	878,641	869,606	874,219	10,102,635
Capital expenditures	48,052	48,615	52,472	39,700	45,856	124,832	510,922
Depreciation and amortization	37,936	38,682	39,583	39,883	42,697	44,772	403,355
Net cash provided by operating activities	73,950	71,843	87,899	77,064	84,463	116,896	786,283
Operating income margin (%)	5.16	5.29	5.20	5.11	4.45	5.56	–
Net margin (%)	2.74	1.57	2.69	2.69	2.04	2.88	–
Return on assets (%)	3.76	2.18	3.74	3.69	2.93	4.15	–
Return on equity (%)	6.70	3.84	6.46	6.53	5.42	7.76	–
Current ratio (%)	162.39	164.50	170.34	159.82	158.00	144.89	–
Shareholders' equity ratio (%)	56.25	56.02	57.33	58.38	54.72	53.28	–
Assets turnover (Times)	1.37	1.39	1.39	1.37	1.44	1.44	–
Interest coverage ratio (Times)	108.36	90.52	73.71	88.35	58.57	223.00	–
Number of employees	177,108	177,301	171,642	167,555	170,662	169,836	–
Full-time	84,422	84,293	83,427	82,395	82,601	80,843	–
Part-time	92,686	93,008	88,215	85,160	88,061	88,993	–
TA-Q-BIN delivery volume (Millions of parcels)	1,487	1,423	1,348	1,262	1,232	1,236	–
Unit price (Yen)	591	600	609	624	646	644	–
Kuroneko Mail handling volume (Millions of units)	2,112	2,187	2,312	2,262	2,231	2,206	–
Unit price (Yen)	61	62	64	65	65	64	–

Note: U.S. dollar amounts have been translated, for convenience only, at the rate of ¥94.05 to U.S.\$1.