

## Performance Highlights

	Millions of Yen						Thousands of U.S. Dollars <sup>(Note)</sup>
	2012	2011	2010	2009	2008	2007	2012
Operating revenues	<b>¥1,260,833</b>	¥1,236,520	¥1,200,834	¥1,251,922	¥1,225,974	¥1,161,568	<b>\$15,340,466</b>
Delivery	<b>1,014,564</b>	995,651	966,480	997,898	981,142	934,607	<b>12,344,133</b>
Non-Delivery	<b>246,269</b>	240,869	234,354	254,024	244,832	226,961	<b>2,996,333</b>
Operating costs	<b>1,163,777</b>	1,143,006	1,110,971	1,167,764	1,129,008	1,064,044	<b>14,159,596</b>
Selling, general and administrative expenses	<b>30,405</b>	29,200	28,474	28,437	28,786	30,363	<b>369,933</b>
Operating income	<b>66,651</b>	64,314	61,389	55,721	68,180	67,161	<b>810,937</b>
Delivery	<b>41,199</b>	40,844	38,345	31,344	40,350	43,698	<b>501,267</b>
Non-Delivery	<b>25,452</b>	23,470	23,044	24,376	27,830	23,463	<b>309,670</b>
Income before income taxes and minority interests	<b>45,817</b>	61,836	60,434	48,996	67,596	66,825	<b>557,457</b>
Income taxes	<b>26,059</b>	28,491	28,096	23,349	31,447	32,470	<b>317,062</b>
Net income	<b>19,787</b>	33,208	32,282	25,523	35,353	33,813	<b>240,745</b>

Per share of common stock:	Yen						U.S. Dollars <sup>(Note)</sup>
	2012	2011	2010	2009	2008	2007	2012
Basic net income	<b>¥ 46.00</b>	¥ 73.42	¥ 71.84	¥ 57.60	¥ 79.80	¥ 75.59	<b>\$ 0.56</b>
Diluted net income	<b>44.87</b>	73.30	71.16	56.45	78.12	74.00	<b>0.55</b>
Cash dividends	<b>22.00</b>	22.00	22.00	22.00	22.00	20.00	<b>0.27</b>
Net assets per share	<b>1,197.26</b>	1,173.60	1,130.33	1,073.86	1,050.99	1,005.63	<b>14.57</b>

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	2012	2011	2010	2009	2008	2007	2012
Working capital	<b>¥ 182,111</b>	¥ 185,922	¥ 165,890	¥ 159,937	¥ 125,355	¥ 140,377	<b>\$ 2,215,741</b>
Total shareholders' equity	<b>514,996</b>	515,602	512,910	475,815	465,801	445,263	<b>6,265,923</b>
Total assets	<b>919,295</b>	899,363	878,641	869,606	874,219	829,721	<b>11,184,995</b>
Capital expenditures	<b>48,615</b>	52,472	39,700	45,856	124,832	48,881	<b>591,491</b>
Depreciation and amortization	<b>38,682</b>	39,583	39,883	42,697	44,772	40,150	<b>470,646</b>
Net cash provided by operating activities	<b>71,843</b>	87,899	77,064	84,463	116,896	80,763	<b>874,117</b>
Operating income margin (%)	<b>5.29</b>	5.20	5.11	4.45	5.56	5.78	–
Return on revenues (%)	<b>1.57</b>	2.69	2.69	2.04	2.88	2.91	–
Return on assets (%)	<b>2.18</b>	3.74	3.69	2.93	4.15	4.17	–
Return on equity (%)	<b>3.84</b>	6.46	6.53	5.42	7.76	7.78	–
Current ratio (%)	<b>164.50</b>	170.34	159.82	158.00	144.89	149.30	–
Shareholders' equity ratio (%)	<b>56.02</b>	57.33	58.38	54.72	53.28	53.66	–
Assets turnover (Times)	<b>1.39</b>	1.39	1.37	1.44	1.44	1.43	–
Interest coverage ratio (Times)	<b>90.52</b>	73.71	88.35	58.57	223.00	260.66	–
Number of employees	<b>177,301</b>	171,642	167,555	170,662	169,836	157,653	–
Full-time	<b>84,293</b>	83,427	82,395	82,601	80,843	77,170	–
Part-time	<b>93,008</b>	88,215	85,160	88,061	88,993	80,483	–
TA-Q-BIN delivery volume (Millions of parcels)	<b>1,423</b>	1,348	1,262	1,232	1,236	1,174	–
Unit price (Yen)	<b>600</b>	609	624	646	644	647	–
Kuroneko Mail handling volume (Millions of units)	<b>2,187</b>	2,312	2,262	2,231	2,206	1,970	–
Unit price (Yen)	<b>62</b>	64	65	65	64	66	–

Note: U.S. dollar amounts have been translated, for convenience only, at the rate of ¥82.19 to U.S.\$1.