

Consolidated Financial Results for the Year Ended March 31, 2009

Company name: **Yamato Holdings Co., Ltd.**
 Listing: Tokyo Stock Exchange
 Stock code: 9064
 URL: <http://www.yamato-hd.co.jp/>
 Representative: Kaoru Seto, President
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Scheduled date of the ordinary general meeting of shareholders: June 25, 2009

Scheduled date of the commencement of dividend payment: June 3, 2009

Scheduled date of the submission of annual securities report: June 25, 2009

(Amounts less than 1 million yen are discarded.)

1. Consolidated financial results for fiscal year 2009 (from April 1, 2008 to March 31, 2009)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating income		Ordinary income		Net income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
For the year ended								
March 31, 2009	1,251,921	2.1	55,720	(18.3)	57,821	(18.1)	25,523	(27.8)
March 31, 2008	1,225,973	5.5	68,180	1.5	70,594	2.1	35,352	4.6

	Net income per share	Net income per share - fully diluted	Return on equity	Ratio of ordinary income to total assets	Ratio of operating income to operating revenue
	Yen	Yen	%	%	%
For the year ended					
March 31, 2009	57.60	56.45	5.4	6.6	4.5
March 31, 2008	79.80	78.12	7.8	8.3	5.6

(Reference) Equity in earnings of affiliates: As of March 31, 2009: — As of March 31, 2008: —

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of				
March 31, 2009	869,605	486,258	54.7	1,073.86
March 31, 2008	874,219	475,983	53.3	1,050.99

(Reference) Equity: As of March 31, 2009: 475,814 million yen As of March 31, 2008: 465,801 million yen

(3) Consolidated cash flows

	Net cash from operating activities	Net cash from investing activities	Net cash from financing activities	Cash and cash equivalents at the end of the period
	Millions of yen	Millions of yen	Millions of yen	Millions of Yen
For the year ended				
March 31, 2009	84,462	(23,094)	(28,830)	174,502
March 31, 2008	116,895	(112,039)	7,301	142,321

2. Dividends

Record date	Dividends per share					Total annual dividends	Payout ratio (consolidated)	Dividends on equity (consolidated)
	First quarter	Second quarter	Third quarter	Fiscal year-end	Annual			
	Yen	Yen	Yen	Yen	Yen			
Fiscal 2008	—	10.00	—	12.00	22.00	9,751	27.6	2.1
Fiscal 2009	—	11.00	—	11.00	22.00	9,748	38.2	2.1
Fiscal 2010 (Forecast)	—	11.00	—	11.00	22.00		33.0	

3. Consolidated earnings forecasts for fiscal year 2010 (from April 1, 2009 to March 31, 2010)

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating income		Ordinary income		Net income		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Half year	611,000	(1.4)	17,500	(11.2)	18,000	(11.8)	9,000	4.3	20.31
Full year	1,257,000	0.4	56,000	0.5	58,000	0.3	29,500	15.6	66.57

4. Others

- (1) Changes in significant subsidiaries during the term (changes in specified subsidiaries resulting in the change in scope of consolidation): None
- (2) Changes in accounting policies, procedures, and methods of presentation for preparing the consolidated financial statements (changes described in the section of "Changes in significant matters forming the basis of preparing the consolidated financial statements")
 - a. Changes due to revision to accounting standards, etc.: Yes
 - b. Changes other than a.: None

Note: For further details, please refer to "Changes in significant matters forming the basis of preparing the consolidated financial statements" on page 26.

(3) Number of issued shares (common stock)

- a. Number of issued shares as of the end of the period (including treasury stock)

As of March 31, 2009:	457,315,176 shares
As of March 31, 2008:	457,309,400 shares
- b. Number of treasury shares as of the end of the period

As of March 31, 2009:	14,227,149 shares
As of March 31, 2008:	14,106,234 shares

Note: For details of the number of shares used to calculate consolidated net income per share, please refer to "Per Share Information" on page 38.

(Reference) Overview of non-consolidated financial results

1. Non-consolidated financial results for fiscal year 2009 (from April 1, 2008 to March 31, 2009)

(1) Non-consolidated operating results

(Percentages represent rates of change from the previous year.)

	Operating revenue		Operating income		Ordinary income		Net income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
For the year ended								
March 31, 2009	23,732	(24.3)	21,768	(25.7)	22,688	(25.2)	19,045	(34.1)
March 31, 2008	31,361	(18.9)	29,306	(20.6)	30,324	(19.0)	28,910	(17.4)

For the year ended	Net income per share		Net income per share - fully diluted	
	Yen		Yen	
March 31, 2009	42.98		42.18	
March 31, 2008	65.26		63.92	

(2) Non-consolidated financial position

As of	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 31, 2009	479,170	383,140	80.0	864.70
March 31, 2008	486,574	378,537	77.8	854.09

(Reference) Equity: As of March 31, 2009: 383,140 million yen As of March 31, 2008: 378,537 million yen

*Proper use of earnings forecasts and other noteworthy events

(Note concerning descriptions and other data regarding the future)

Descriptions of the above financial projections and other data are based on information currently available to the Company and certain assumptions that we consider to be reasonable. Actual financial results may differ significantly from the projections for various reasons. For points to note when using such assumptions and financial projections, please see "1. Operating Results" on pages 4 to 9.

1. Operating Results

(1) Analysis of operating results

a. Operating results for the year ended March 31, 2009

The Yamato Group is striving to further strengthen the management base of the Delivery Business, which centers on the Takkyubin service. At the same time, the Group is implementing business strategies of expanding the non-delivery business by utilizing its management resources. Specifically, the Group is aiming at creating added values by combining LT (logistics technology), IT (information technology) and FT (financial technology) functions, on top of its robust and high-density Takkyubin network, and achieving remarkable growth of the Yamato Group as a whole.

In the Delivery Business during the fiscal year under review, the delivery volumes of Takkyubin fell below the result in the previous fiscal year for the first time since the service was launched, due to the rapid deterioration in economic conditions resulting from the global financial crisis. Under such circumstances, an extremely difficult business environment continued and we posted a decline in profit in the Delivery Business.

With respect to the non-delivery business, while some operations were affected by the economic downturn, services for supporting solutions to logistics problems steadily expanded as they became popular among customers. As a result of the above, our consolidated financial results for the 2009 fiscal year (from April 1, 2008 to March 31, 2009) were as follows.

Item	(Millions of yen)			
	Fiscal 2008	Fiscal 2009	Change	Growth (%)
Operating revenue	1,225,973	1,251,921	25,948	2.1
Operating income	68,180	55,720	(12,459)	(18.3)
Ordinary income	70,594	57,821	(12,772)	(18.1)
Net income	35,352	25,523	(9,829)	(27.8)

Status of Management Measures

1. The Yamato Group is promoting optimal allocation of management resources and is striving to aggressively create business under a pure holding company structure with Yamato Holdings Co., Ltd. as its parent company. Based on the "Satisfaction Creation Three-year Plan", which started from the fiscal year under review, the Yamato Group created and made group-wide efforts for aggressively marketing business models that realize logistics innovation for customers.
2. In the Group's efforts for optimal allocation of management resources, we aggressively implemented organizational restructuring both inside and outside the Yamato Group. In the Group, following the spin-off of the domestic air cargo service business April 2008, we split off the trade logistics service business in August and a business that combines logistics services with value-added technologies in areas such as product repair, in October. Outside the Group, meanwhile, we formed business alliances with nine domestic air cargo companies in March 2009 and established a framework for expanding the air cargo transportation business through mutual use of distribution networks.
3. With regard to our efforts for drastically reforming our earnings structure, the Yamato Group powerfully pushed ahead with productivity improvement by introducing new mechanisms and ensured increases in efficiency. The Yamato Group will continue to endeavor to further strengthen its management base toward achieving sustainable growth.
4. With respect to the efforts for implementing internal control related to financial reporting, the Yamato Group established a dedicated organization within the Group and aggressively worked on evaluation and improvement of company-wide internal control and principle business processes.

5. Yamato Transport Co., Ltd., which spearheads our delivery business, made an appeal to the Supreme Court in order to seek clarification by a court of law of whether there was or was not unfairness and inequity in the competition with Japan Post (Japan Post Service Co., Ltd. now performs the service in question) in the parcel delivery market but received a final notification of the dismissal of its appeal in February. While we accept the result, we will continue to aim at achieving a fair and equitable competitive environment, which we insisted on throughout the trial process, by providing high-quality services that provide satisfaction for customers.

An overview of operations by business segment is as follows.

Delivery

- The delivery volumes of Takkyubin and Kuroneko Mail services are as follows.

Category	(Million parcels / units)			
	Fiscal 2008	Fiscal 2009	Change	Growth (%)
Takkyubin	1,236	1,232	(3)	(0.3)
Kuroneko Mail	2,206	2,231	25	1.2

1. Driven by the basic corporate philosophy in the Delivery Business of "Total Reliability," the Yamato Group aggressively pursued the strategy of differentiation from competitors through proposal-type marketing approaches, in which it provides customers with its total service capability and sophistication of service quality. For corporate clients, the Group strived to help them solve their logistics problems by offering a combination of its IT (information technology), LT (logistics technology) and FT (financial technology) functions that it had cultivated in the Takkyubin service. For individual customers, it promoted greater convenience by expanding the address label issuance service and tracking shipments service in its membership service called "Kuroneko Members", in addition to providing refined services by expanding the network of service offices.
2. In the Kuroneko Mail service, the Group increased businesses mainly with corporate clients and steadily boosted the delivery volumes by taking comprehensive proposal-type marketing approaches by adding value-added services such as enclosing and sealing of printed materials and provision of software for preparing address labels.
3. The Group's efforts for improving productivity are proceeding steadily due to the introduction of new mechanisms and assignment of a proper workforce in accordance with the volume of business. We will continue to pursue improvements to enhance our earnings structure.
4. As a result, operating revenue for the Delivery Business were 997,898 million yen, up moderately by 1.7% from the previous fiscal year. However, operating income amounted to 31,123 million yen, down 21.9% from the previous fiscal year, despite the effect of reduction in various costs through productivity improvement, due to the effect of underperformance of operating revenue compared with the performance forecasts.

BIZ-Logistics

1. In the BIZ-Logistics Business, the Yamato Group aggressively took proposal-type marketing approaches that aim at optimizing the overall logistics of customers by providing comprehensive logistics and international cargo transportation services within the Group.
2. Sales & logistics service grew steadily as our business model that reduces the time and cost of logistics was well received by customers. In addition, the Group aggressively expanded business by setting up "Auto-pick factory", an automated warehouse operated 24 hours a day, 365 days a year, in Misato City, Saitama, in October 2008, as well as in Narashino City, Chiba, in November 2008 and in Osaka City in February 2009. In the future, the Group will strive to expand business by aggressively emphasizing its competitive edge in the market by combining this Auto-pick factory service and refined network in the Takkyubin service business.

3. In the multi maintenance business, the Yamato Group provides one-stop services for product maintenance from accepting requests for collection of defective products, collection, repair and redelivery of repaired products within the Group, and it was well received as services which increase the convenience of consumers who are users and enhance the customer satisfaction level of client companies. By taking such expansion of demand as a business opportunity, the Group spun off the multi maintenance business as Yamato Multi-Maintenance Solutions Co., Ltd. in October in an effort to accelerate the speed of its growth.
4. In the trading logistics service, the Yamato Group used aggressive marketing to increase the sales of "Export Factory" which enables clients to reduce the time and cost of exporting by simultaneously handling packaging for export, documentation and custom clearance procedures in one location. However, operating revenue in the business decreased due to a decline in exports notably for the U.S. as a result of the rapid economic deceleration.
5. Operating revenue amounted to 92,947 million yen, down 2.9% from the previous fiscal year, due to the weak performance in the mainstay trading logistics service, in addition to the appreciation of the yen. In the meantime, operating income was 3,194 million yen, which was a decrease of 37.9% from the previous fiscal year.

Home Convenience

1. In the Home Convenience Business, the Yamato Group aggressively pursued business such as a nationwide rollout of high-value-added and technically-supported delivery that provides customers with convenient and comfortable living. In particular, we were able to acquire new customers and accelerate the steady market penetration of our delivery with installation business, in which we install and set up electronic appliances, on the strength of our nationwide network and technology capability. However, operating income decreased due to an increase in vehicle hiring expenses, etc.
2. In the moving solution business, the Yamato Group made an effort to strengthen our competitive edge by renewing the moving services October 2008 to enhance the moving business for corporate clients by offering a service of transportation using a transport box that takes advantage of our network. However, due partly to the continuation of weak market conditions in the overall moving industry, the Group was unable to make profits.
3. As a result, operating revenue rose 8.9% from the previous fiscal year to 53,315 million yen. On the cost front, subcontracting expenses for items such as hired vehicles increased. As a result, the Group posted operating loss of 339 million yen.

e-Business

1. In the e-Business, the Yamato Group implemented proposal-type marketing that appropriately responds to diversifying needs of customers based on the keywords of "tracking" which provides tracking information, "security" which provides customers with security and "package" which achieves high-quality, low-cost and early introduction of solutions.
2. For "net-supermarket" business, which we expect will expand rapidly, the Yamato Group developed a business model which enables customers to introduce complex functions of the Group such as management of net-supermarkets, delivery of products to customers and settlement of payments for merchandise and other items easily and at low cost by developing a system using a website, and implemented aggressive marketing. In the future, the Group will try to emphasize its competitive advantage that it is able to provide the comprehensive service capability of the Group to expand business promptly.
3. Operating revenue amounted to 32,272 million yen, down 1.6% from the previous fiscal year. Operating income was 6,059 million yen, down 2.7% from the previous fiscal year, due to the increase in subcontracting expenses for items such as cost of goods purchased.

Financial

1. In the Financial Business, the Yamato Group is endeavoring to respond to every means of settlement to meet the needs of customers in an effort to promote business expansion from collection on product delivery to B2B logistics settlement. Based on this policy, the Group emphasized the convenience to clients engaged in the mail-order business by launching the Internet total settlement service "Kuroneko Web Collect" on its PC website in August 2008 and on the mobile-based website in March 2009, and promoted businesses for supporting the enhancement of sales capability of mail-order companies.
2. Operating revenue amounted to 53,607 million yen, up 4.2% from the previous fiscal year. However, operating income was 10,506 million yen, down 3.8% from the previous fiscal year due partly to higher expenses.

Truck Maintenance

1. In the Truck Maintenance Business, the Yamato Group supported truck transportation and bus service companies by providing the vehicle maintenance service for 24 hours a day, 365 days a year, to enable customers to receive vehicle maintenance service without stopping operations. In addition, the Group strived to make contributions to further improve the convenience of customers by launching operations in July 2008 of a vehicle management system, in which we perform statutory inspection on vehicles under management and provide the information on maintenance record and historical information to member corporate customers on the website.
2. The Yamato Group aggressively developed "Superworks" plants, which aim to increase work productivity and improve the convenience of customers, and accelerated business expansion. In addition to the full-scale start-up in July 2008 of the Chiba Plant of "Superworks", the Group completed construction of the Fukuoka Plant in November, Fukushima Plant in December and Hamamatsu Plant in March 2009, expanding the total number of plants to 13.
3. Operating revenue amounted to 17,554 million yen, an increase of 54.0% from the previous fiscal year, due partly to higher revenues from fuel sales. However, operating income was 1,711 million yen, down 16.9% from the previous fiscal year, due to an increase in upfront investment cost.

Other

1. With respect to "JITBOX Charter" service, the Yamato Group took aggressive marketing approaches, supported by a sales structure composed of 15 Group companies, to promote penetration of its product characteristics in inter-company distribution such as just-in-time and frequent, right-volume delivery by transport box. However, handling volume decreased due partly to sluggish shipment movements as a result of production adjustment by companies.
2. Operating income in other businesses excluding dividends which Yamato Holdings Co., Ltd. received from Group companies grew 163.9% from the previous fiscal year to 1,392 million yen.

b. Outlook for fiscal 2010

Japan's economic growth is likely to be negative for fiscal 2010, affected by the worldwide economic deterioration. The Takkyubin market is also forecast to remain severe due to a decline in delivery volume, centering on small-lot retail cargoes.

Under such circumstances, with respect to our efforts for expanding revenues, we will endeavor to implement proposal-type marketing that drives the growth of the Yamato Group, as well as enhancing service quality in the Delivery Business. Specifically, we will promote provision of support for solving logistics-related issues by utilizing the Group's total service capabilities and facilitate provision of refined services centering on door-to-door delivery and penetration of individual membership service "Kuroneko Members" in the market, in an effort to pursue differentiation from competitors by improving the convenience of customers. In the non-delivery business, the Group will make efforts for increasing the market share by creating new businesses. Specifically, the Group will enhance our only-one business models that can satisfy customers in a segmentalized market to make it No. 1 models through mutual collaboration of Group companies, and strive for remarkable growth of the entire Group.

We expect operating revenue will be 1,257.0 billion yen, with operating income at 56.0 billion yen, ordinary income at 58.0 billion yen and net income at 29.5 billion yen.

(2) Analysis of financial position

a. Analysis of assets, liabilities, net assets and cash flows

Total assets were 869,605 million yen at the end of the fiscal year under review, down 4,613 million yen from a year earlier. This is attributable chiefly to a booking of lease assets of 9,092 million yen in relation to the adoption of the accounting standard for lease transactions, and a decline of 15,649 million yen in accounts receivable-installment in the Financial Business.

Liabilities dropped 14,888 million yen to 383,346 million yen from a year earlier, primarily because short-term loans payable and long-term loans payable decreased 13,806 million yen on a net basis.

Total net assets were 486,258 million yen, up 10,274 million yen from a year earlier. This reflects an increase in retained earnings of 15,324 million yen, as a result of the recording of 25,523 million yen in net income and 10,193 million yen in dividends from surplus.

Accordingly, the equity ratio rose to 54.7% from the previous fiscal year's 53.3%.

Net cash provided by operating activities in the fiscal year under review amounted to 84,462 million yen.

Major factors included 48,996 million yen in income before income taxes and minority interests and 42,696 million yen in depreciation and amortization.

Net cash used in investing activities was 23,094 million yen, reflecting 36,985 million yen in purchase of property, plant and equipment, and 13,160 million yen in proceeds from sales of investment securities.

Net cash used in financing activities totaled 28,830 million yen, due mainly to 10,179 million yen in payment of dividends and a decrease of 13,809 million yen in loans.

As a result, cash and cash equivalents were 174,502 million yen at the end of the fiscal year under review, up 32,181 million yen from a year earlier.

b. Trends in cash flows

	140th term Fiscal 2005	141st term Fiscal 2006	142nd term Fiscal 2007	143rd term Fiscal 2008	144th term Fiscal 2009
Equity ratio (%)	67.9	53.4	53.7	53.3	54.7
Equity ratio on market value basis (%)	102.1	135.3	101.4	74.0	47.2
Ratio of interest-bearing debts to cash flows	0.2	1.2	1.2	1.0	1.3
Interest coverage ratio	114.5	166.8	317.3	70.1	39.7

Note: Equity ratio: Equity/total assets
Equity ratio on market value basis: Stock market capitalization/total assets
Ratio of interest-bearing debts to cash flows: Interest-bearing debts/operating cash flows
Interest coverage ratio: Operating cash flows/interest payment

- Every indicator is calculated based on consolidated financial figures.
- Stock market capitalization is calculated by multiplying closing stock price at fiscal year-end by the number of shares issued at fiscal year-end (excluding treasury shares).
- Operating cash flows represent net cash provided by operating activities in the consolidated statements of cash flows.
- Interest-bearing debts represent the liabilities in the consolidated balance sheets on which interest is paid.
- Interest payment represents interest expenses paid in the consolidated statements of cash flows.

(3) Basic profit distribution policy and dividends for fiscal 2009 and 2010

As a pure holding company, the Company conducts its business with the goal of maximizing the entire Group's corporate value. Accordingly, with respect to the appropriation of surplus, the Company's policy is to pay dividends with the goal of having a payout ratio of 30% of consolidated net income. Retained earnings are used to facilitate the growth of the Group as a whole through capital expenditure—to strengthen the network, one of our management resources, and develop new businesses and products, for example—and investments are aimed at raising the corporate value in the future. Finally, the use of treasury stocks is strategically positioned for flexible utilization, such as M&A, as a part of our capital policy.

For the fiscal year under review, we plan to pay an 11 yen dividend per share, bringing the annual dividend to 22 yen, of which 11 yen has already been disbursed as an interim dividend. We will decide on dividends for the next fiscal year based on consolidated net income in accordance with our basic profit distribution policy.

2. Status of the Corporate Group

The Yamato Group, made up of Yamato Holdings Co., Ltd. (the "Company"), 44 subsidiaries and 4 affiliates, is engaged in the businesses of Delivery, BIZ-Logistics, Home Convenience, e-Business, Financial, Truck Maintenance and Others, as well as services incidental to these businesses.

The relationship among contents of business, the position of each subsidiary or affiliate in aforementioned businesses and operating segments are as follows:

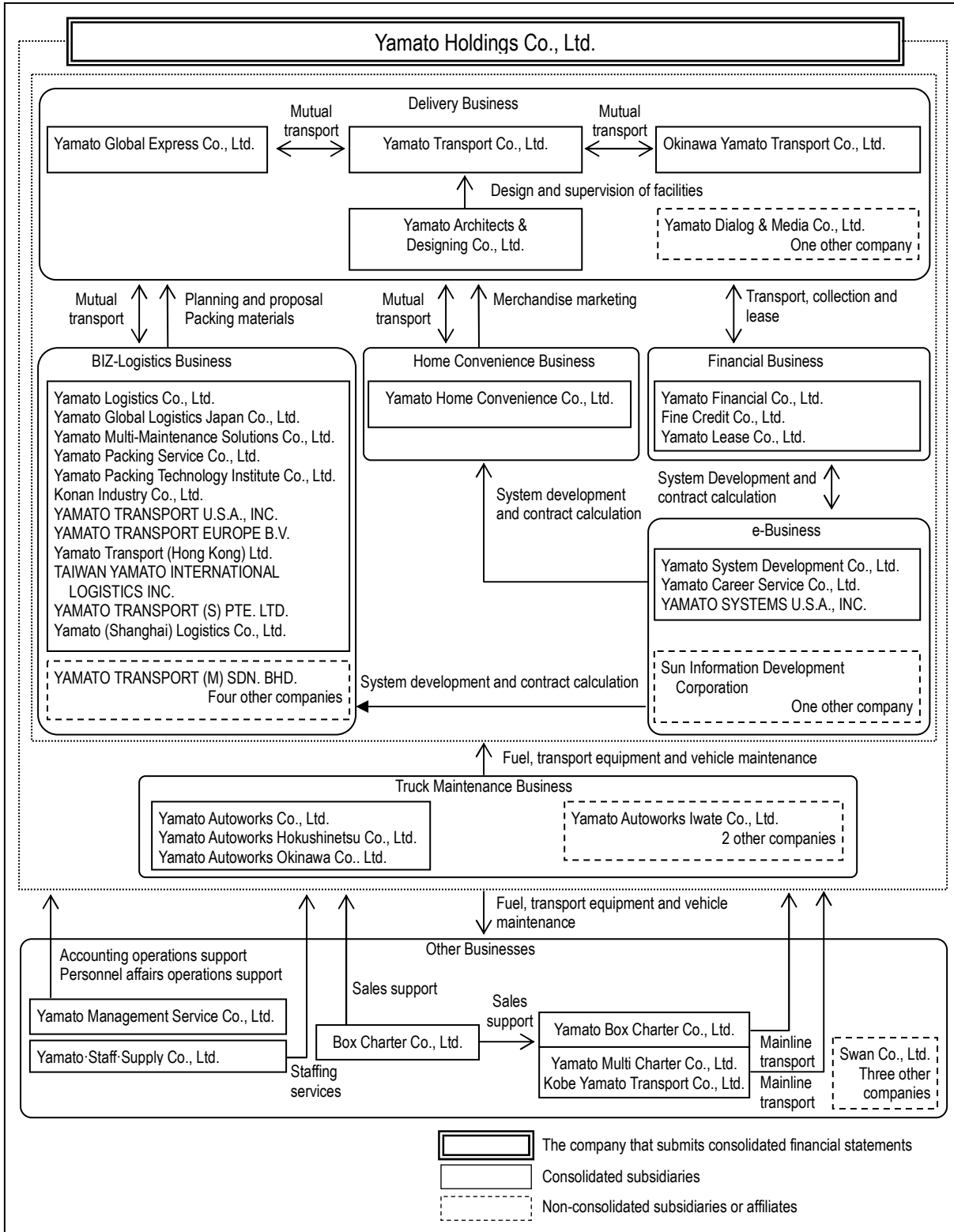
Business segment	Content of business	Main companies
Delivery	Takkyubin, Cool Takkyubin, Takkyubin Time Service, Worldwide Delivery Service, Golf, Ski & Airport Round Trip Takkyubin, Super-Speed Takkyubin, Auction Takkyubin, Kuroneko Mail, domestic air cargo transport and Express Delivery Service	Yamato Transport Co., Ltd.; Okinawa Yamato Transport Co., Ltd.; Yamato Global Express Co., Ltd.; Yamato Architects & Designing Co., Ltd.; and two other companies (Total: 6 companies)
BIZ-Logistics	Logistics, international logistics services, recall support service, overseas lifestyle support services and medical products logistics	Yamato Logistics Co., Ltd.*3; Yamato Global Logistics Japan Co., Ltd.*3; Yamato Multi-Maintenance Solutions Co., Ltd.*3; Yamato Packing Service Co., Ltd.; Yamato Packing Technology Institute Co., Ltd.; Konan Industry Co., Ltd.; YAMATO TRANSPORT U.S.A., INC.; YAMATO TRANSPORT EUROPE B.V.; Yamato Transport (Hong Kong) Ltd.; TAIWAN YAMATO INTERNATIONAL LOGISTICS INC.; YAMATO TRANSPORT (S) PTE. LTD.; Yamato (Shanghai) Logistics Co., Ltd.; and five other companies (Total: 17 companies)
Home Convenience	Moving and lifestyle support services, pickup, delivery and installation of household goods, and sales of foods, daily necessities, etc.	Yamato Home Convenience Co., Ltd. (Total: 1 company)
e-Business	System development, distribution information services, sales of system package solutions and information security service	Yamato System Development Co., Ltd.; Yamato Career Service Co., Ltd.; YAMATO SYSTEMS U.S.A., INC.; and two other companies (Total: 5 companies)
Financial	Takkyubin Collect service, agent services for shopping loan and comprehensive lease services	Yamato Financial Co., Ltd.; Fine Credit Co., Ltd.; and Yamato Lease Co., Ltd. (Total: 3 companies)
Truck Maintenance*1	Vehicle maintenance service, sales of fuel and nonlife insurance agent business	Yamato Autoworks Co., Ltd.; Yamato Autoworks Hokushinetsu Co., Ltd.; Yamato Autoworks Okinawa Co., Ltd.; and three other companies (Total: 6 companies)
Other*2	JITBOX Charter, staffing services and shared services	Yamato Holdings Co., Ltd.; Box Charter Co., Ltd.; Yamato Box Charter Co., Ltd.; Yamato Staff Supply Co., Ltd.; Yamato Management Service Co., Ltd.; Yamato Multi Charter Co., Ltd.; Kobe Yamato Transport Co., Ltd.; and four other companies (Total: 11 companies)

*1. The Truck Maintenance Business was stated as a separate segment beginning in the fiscal year under review, because earnings of the vehicle maintenance service, which had been included in the Other businesses, are steadily expanding and expected to grow in the future.

*2. The Other businesses consist of Group support businesses that integrate and unify operations of the Company, a pure holding company, and the Group companies.

*3. In the fiscal year under review, Yamato Logistics Co., Ltd. in the BIZ-Logistics Business was split into three: Yamato Logistics Co., Ltd., which specializes in areas such as logistics services; Yamato Global Logistics Japan Co., Ltd., which provides international logistics services; and Yamato Multi-Maintenance Solutions Co., Ltd., which performs recall support services.

The business structure diagram of the corporate group is as follows:



3. Management Policy

(1) Basic corporate management policies, medium- to long-term corporate management strategies and target management indicators

Basic corporate management policies and medium- to long-term corporate management strategies are not stated, since there was no significant change from those described in the Consolidated Financial Results for the Year Ended March 31, 2008 (released on April 30, 2008).

With the economic situation remaining severe, we will aim to achieve earnings figures in “Outlook for fiscal 2010” on page 8.

For this financial results report, please refer to the following URLs.

Website of the Company: <http://www.yamato-hd.co.jp/>

Website of the Tokyo Stock Exchange (listed company information search):
<http://www.tse.or.jp/listing/compsearch/index.html>

(2) Issues to be addressed by the Company

Based on the business policy in the Satisfaction Creation Three-Year Plan, the new medium-term management plan which was started from April 2008, the Yamato Group is striving to further increase its corporate value. The Yamato Group will steadily implement measures to lay the foundation for achieving remarkable growth in the future even amid a difficult business environment in which uncertainty about the future prevails.

- a. In our efforts for management issues under difficult economic circumstances, the Group will powerfully push ahead with the creation of business models that utilize its management resources and sales expansion, in addition to ensuring stable profits by increasing productivity, which we are currently working on. In particular, we will aim at creating business models that adequately satisfy the needs of customers such as sales expansion and cost reduction, and accelerate business expansion through group-wide aggressive marketing efforts.
- b. As for our efforts for the future, we are powerfully pushing ahead with measures for laying the foundation for expanding lines of business of the Yamato Group. Specifically, the Group will implement business models which were proved successful in Japan overseas to further accelerate its growth capability.
- c. Concerning the Group's efforts for CSR management, it will strive to enhance environment responsiveness especially. The Group will continue to implement measures to reduce CO₂ emissions by developing a pickup and delivery system that decreases environmental burden, in addition to the introduction of low-emission vehicles.

The entire Yamato Group will make a unified effort toward solving the above issues, aiming to further increase its corporate value.

4. Consolidated Financial Statements

(1) Consolidated balance sheets

(Millions of yen)

	As of March 31, 2008	As of March 31, 2009
Assets		
Current assets		
Cash and deposits	147,569	179,753
Notes and accounts receivable-trade	144,274	138,404
Accounts receivable-installment	77,711	62,061
Lease investment assets	—	19,777
Inventories	2,297	—
Merchandise and finished goods	—	854
Work in process	—	325
Raw materials and supplies	—	1,207
Deferred tax assets	17,686	18,016
Other	20,531	20,711
Allowance for doubtful accounts	(5,476)	(5,405)
Total current assets	404,593	435,708
Noncurrent assets		
Property, plant and equipment		
Buildings and structures	252,399	261,077
Accumulated depreciation	(133,036)	(139,492)
Buildings and structures, net	119,362	121,584
Machinery and equipment	33,985	36,335
Accumulated depreciation	(21,788)	(23,691)
Machinery and equipment, net	12,197	12,643
Vehicles	173,382	177,590
Accumulated depreciation	(148,576)	(157,186)
Vehicles, net	24,806	20,403
Land	176,916	177,760
Lease assets	34,597	15,338
Accumulated depreciation	(13,796)	(6,500)
Lease assets, net	20,801	8,837
Construction in progress	745	638
Other	57,149	61,474
Accumulated depreciation	(44,642)	(44,538)
Other, net	12,507	16,936
Total property, plant and equipment	367,336	358,804
Intangible assets		
Goodwill	1,293	998
Software	6,838	7,446
Other	2,258	2,499
Total intangible assets	10,390	10,944

(Millions of yen)

	As of March 31, 2008	As of March 31, 2009
Investments and other assets		
Investment securities	43,078	19,611
Long-term loans receivable	2,936	2,154
Lease deposits	25,520	24,616
Deferred tax assets	13,215	15,458
Other	9,323	5,058
Allowance for doubtful accounts	(2,096)	(2,684)
Allowance for investment loss	(118)	(91)
Total investments and other assets	91,860	64,123
Total noncurrent assets	469,587	433,873
Deferred assets		
Bond issuance cost	37	23
Total deferred assets	37	23
Total assets	874,219	869,605
Liabilities		
Current liabilities		
Notes and accounts payable-trade	122,791	117,898
Short-term loans payable	40,256	43,198
Lease obligations	—	4,140
Income taxes payable	20,571	17,569
Deferred installment income	16,095	11,556
Provision for bonuses	27,361	26,759
Provision for directors' and auditors' bonuses	95	68
Other	52,067	54,580
Total current liabilities	279,239	275,772
Noncurrent liabilities		
Bonds payable	5,000	5,000
Convertible bonds	13,070	13,063
Long-term loans payable	53,895	37,147
Lease obligations	—	4,878
Long-term accounts payable-other	15,784	15,770
Deferred tax liabilities	2,019	572
Provision for retirement benefits	27,214	28,396
Provision for directors' and auditors' retirement benefits	13	7
Other	1,998	2,738
Total noncurrent liabilities	118,996	107,574
Total liabilities	398,235	383,346

(Millions of yen)

	As of March 31, 2008	As of March 31, 2009
Net assets		
Shareholders' equity		
Capital stock	120,725	120,728
Capital surplus	114,846	114,814
Retained earnings	250,710	266,035
Treasury stock	(26,319)	(26,437)
Total shareholders' equity	459,963	475,140
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	5,993	1,552
Deferred gains or losses on hedges	(62)	—
Foreign currency translation adjustment	(93)	(877)
Total valuation and translation adjustments	5,838	674
Minority interests	10,182	10,443
Total net assets	475,983	486,258
Total liabilities and net assets	874,219	869,605

(2) Consolidated statements of income

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Operating revenue	1,225,973	1,251,921
Operating cost	1,129,007	1,167,763
Operating gross profit	96,966	84,157
Selling, general and administrative expenses		
Personnel expenses	14,366	14,289
Provision for bonuses	576	595
Provision for directors' and auditors' bonuses	95	68
Provision for retirement benefits	478	717
Commission fee	5,430	5,840
Taxes and dues	3,373	3,377
Provision of allowance for doubtful accounts	2,100	2,467
Depreciation	1,084	1,262
Other	2,430	1,198
Total selling, general and administrative expenses	28,786	28,437
Operating income	68,180	55,720
Non-operating income		
Interest income	313	219
Dividends income	590	639
Subsidies for low-emission vehicles	780	882
Rent income	—	532
Other	2,381	1,911
Total non-operating income	4,066	4,185
Non-operating expenses		
Interest expenses	307	955
Amortization of bond issuance cost	14	14
Loss on sales of vehicles	460	336
Rent expenses	—	242
Other	870	535
Total non-operating expenses	1,652	2,084
Ordinary income	70,594	57,821
Extraordinary income		
Gain on sales of noncurrent assets	4	53
Gain on sales of investment securities	1,216	128
Gain on sales of subsidiaries' and affiliates' stocks	6	165
Gain on liquidation of subsidiaries and affiliates	8	2
Compensation for transfer	—	568
Other	68	48
Total extraordinary income	1,303	966

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Extraordinary loss		
Loss on retirement of noncurrent assets	402	1,190
Loss on sales of stocks of subsidiaries and affiliates	5	522
Impairment loss	—	974
Loss on valuation of investment securities	2,270	6,209
Loss on valuation of stocks of subsidiaries and affiliates	168	—
Loss on valuation of golf club membership	18	12
Retroactive payments for overtime wages	1,400	—
Other	36	882
Total extraordinary losses	4,302	9,792
Income before income taxes and minority interests	67,595	48,996
Income taxes-current	31,927	25,446
Income tax-deferred	(480)	(2,097)
Total income taxes	31,447	23,348
Minority interests in income	795	123
Net income	35,352	25,523

(3) Consolidated statements of changes in net assets

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Shareholders' equity		
Capital stock		
Balance at the end of previous period	120,716	120,725
Changes of items during the period		
Conversion of convertible bond	8	3
Total changes of items during the period	8	3
Balance at the end of current period	120,725	120,728
Capital surplus		
Balance at the end of previous period	114,894	114,846
Changes of items during the period		
Conversion of convertible bond	8	3
Disposal of treasury stock	(56)	(35)
Total changes of items during the period	(47)	(32)
Balance at the end of current period	114,846	114,814
Retained earnings		
Balance at the end of the previous period	224,226	250,710
Effect of changes in accounting policies applied to foreign subsidiaries	—	(4)
Changes of items during the period		
Dividends from surplus	(8,860)	(10,193)
Change of scope of consolidation	(7)	(1)
Net income	35,352	25,523
Total changes of items during the period	26,484	15,328
Balance at the end of current period	250,710	266,035
Treasury stock		
Balance at the end of previous period	(27,131)	(26,319)
Changes of items during the period		
Purchase of treasury stock	(266)	(212)
Disposal of treasury stock	1,077	94
Total changes of items during the period	811	(118)
Balance at the end of current period	(26,319)	(26,437)
Total shareholders' equity		
Balance at the end of previous period	432,706	459,963
Effect of changes in accounting policies applied to foreign subsidiaries	—	(4)
Changes of items during the period		
Conversion of convertible bond	17	7
Dividends from surplus	(8,860)	(10,193)
Change of scope of consolidation	(7)	(1)
Net income	35,352	25,523
Purchase of treasury stock	(266)	(212)
Disposal of treasury stock	1,021	58
Total changes of items during the period	27,256	15,181
Balance at the end of current period	459,963	475,140

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Valuation and translation adjustments		
Valuation difference on available-for-sale securities		
Balance at the end of previous period	12,582	5,993
Changes of items during the period		
Net changes of items other than shareholders' equity	(6,589)	(4,441)
Total changes of items during the period	(6,589)	(4,441)
Balance at the end of current period	5,993	1,552
Deferred gains or losses on hedges		
Balance at the end of previous period	—	(62)
Changes of items during the period		
Net changes of items other than shareholders' equity	(62)	62
Total changes of items during the period	(62)	62
Balance at the end of current period	(62)	—
Foreign currency translation adjustment		
Balance at the end of previous period	(26)	(93)
Changes of items during the period		
Net changes of items other than shareholders' equity	(66)	(784)
Total changes of items during the period	(66)	(784)
Balance at the end of current period	(93)	(877)
Total valuation and translation adjustments		
Balance at the end of previous period	12,556	5,838
Changes of items during the period		
Net changes of items other than shareholders' equity	(6,718)	(5,163)
Total changes of items during the period	(6,718)	(5,163)
Balance at the end of current period	5,838	674
Minority interests		
Balance at the end of previous period	6,431	10,182
Changes of items during the period		
Net changes of items other than shareholders' equity	3,750	261
Total changes of items during the period	3,750	261
Balance at the end of current period	10,182	10,443

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Total net assets		
Balance at the end of previous period	451,694	475,983
Effect of changes in accounting policies applied to foreign subsidiaries	—	(4)
Changes of items during the period		
Conversion of convertible bond	17	7
Dividends from surplus	(8,860)	(10,193)
Change of scope of consolidation	(7)	(1)
Net income	35,352	25,523
Purchase of treasury stock	(266)	(212)
Disposal of treasury stock	1,021	58
Net changes of items other than shareholders' equity	(2,967)	(4,902)
Total changes of items during the period	24,289	10,279
Balance at the end of current period	475,983	486,258

(4) Consolidated statements of cash flows

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Net cash from operating activities		
Income before income taxes and minority interests	67,595	48,996
Depreciation and amortization	44,772	42,696
Impairment loss	—	974
Increase (decrease) in provision for retirement benefits	1,292	1,192
Increase (decrease) in provision for bonuses	87	(580)
Interest and dividends income	(904)	(858)
Interest expenses	1,658	2,122
Loss (gain) on sales of noncurrent assets	(4)	(53)
Loss on retirement of noncurrent assets	402	1,190
Loss (gain) on sales of investment securities	(1,222)	228
Loss (gain) on valuation of investment securities	2,438	6,209
Decrease (increase) in notes and accounts receivable-trade	17,501	16,963
Decrease (increase) in inventories	(66)	781
Increase (decrease) in notes and accounts payable-trade	15,497	(4,025)
Other	1,003	(2,737)
Subtotal	150,051	113,100
Interest and dividends income received	907	860
Interest expenses paid	(1,666)	(2,128)
Income taxes paid	(32,395)	(27,369)
Net cash provided by (used in) operating activities	116,895	84,462
Net cash from investing activities		
Proceeds from withdrawal of time deposits	5	5,000
Proceeds from sales of short-term investment securities	4,000	—
Purchase of property, plant and equipment	(114,778)	(36,985)
Proceeds from sales of property, plant and equipment	1,113	559
Purchase of investment securities	(1,022)	(3,286)
Payments for transfer of business	(5,570)	—
Proceeds from sales of investment securities	5,422	13,160
Proceeds from (payments for) sales of stocks of subsidiaries and affiliates resulting in change in scope of consolidation	(117)	—
Payments of loans receivable	(2,108)	(1,126)
Collection of loans receivable	2,164	1,847
Other payments	(3,811)	(5,114)
Other proceeds	2,662	2,851
Net cash provided by (used in) investing activities	(112,039)	(23,094)

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Net cash from financing activities		
Increase in short-term loans payable	33,750	114,500
Decrease in short-term loans payable	(49,442)	(118,301)
Repayments of finance lease obligations	—	(4,483)
Proceeds from long-term loans payable	34,000	12,000
Repayment of long-term loans payable	(737)	(22,008)
Redemption of bonds	(2,000)	—
Proceeds from (payments for) sales and purchase of treasury stock	755	—
Proceeds from sales of treasury stock	—	58
Purchase of treasury stock	—	(212)
Cash dividends paid	(8,855)	(10,179)
Cash dividends paid to minority shareholders	(167)	(207)
Other	(2)	3
Net cash provided by (used in) financial activities	7,301	(28,830)
Effect of exchange rate change on cash and cash equivalents	(22)	(457)
Net increase (decrease) in cash and cash equivalents	12,136	32,080
Cash and cash equivalents at beginning of period	130,145	142,321
Increase in cash and cash equivalents from newly consolidated subsidiary	23	100
Cash and cash equivalents received by division	16	—
Cash and cash equivalents at end of period	142,321	174,502

Notes to Premise of Going Concern

Not applicable.

Significant Matters Forming the Basis of Preparing the Consolidated Financial Statements

1. Scope of consolidation

(1) Number of consolidated subsidiaries: 32

Major consolidated subsidiaries are as described in "2. Status of the Corporate Group."

Yamato Global Express Co., Ltd. inherited the express business of Yamato Transport Co., Ltd. and Yamato Multi-Maintenance Solutions Co., Ltd. succeeded the multi maintenance business of Yamato Logistics Co., Ltd. These two companies are included in the scope of consolidation from fiscal 2009 due to their increase in materiality.

(2) Non-consolidated subsidiaries, etc.

YAMATO TRANSPORT (M) SDN. BHD. and certain other subsidiaries are not included within the scope of consolidation. The total assets, operating revenue, net income, and retained earnings of these non-consolidated subsidiaries are immaterial and, even taken together as a group, they do not exert a significant influence on the consolidated financial statements.

2. Application of equity method

The equity method is not applied to YAMATO TRANSPORT (M) SDN. BHD. and certain other Non-Consolidated subsidiaries, along with YAMATO UNYU (THAILAND) CO., LTD. and certain other affiliated companies. The net income and the retained earnings of these companies are immaterial and, even taken together as a group, they do not exert a significant influence on the consolidated financial statements.

3. Closing date of consolidated subsidiaries

Of the consolidated subsidiaries, YAMATO TRANSPORT U. S. A., INC., YAMATO TRANSPORT EUROPE B. V., YAMATO TRANSPORT (HONG KONG) LTD., TAIWAN YAMATO INTERNATIONAL LOGISTICS INC., YAMATO TRANSPORT(S) PTE. LTD., and YAMATO (SHANGHAI) LOGISTICS CO., LTD. have a December 31 closing date. Financial statements as of this closing date were used in the preparation of the consolidated financial statements. However, the consolidated figures have been adjusted as required to reflect significant transactions occurring between December 31, 2008 and March 31, 2009 that is the consolidated closing date.

4. Accounting policies

(1) Valuation basis and methods for principle assets

a. Securities

Securities held-to-maturity

Amortized cost method (straight-line method)

Available-for-sale securities

Securities with fair market value:

Stated at the fair market value based on the quoted market price as of the fiscal year-end (valuation differences are recognized in net assets; the cost of securities sold is the moving-average method)

Securities without fair market value:

Stated at the cost by moving-average method

b. Inventories

Stated at the cost by first-in first-out method (for the value stated in the balance sheet, book value is written down based on the decreased profitability)

(2) Depreciation and amortization methods of major depreciable or amortizable assets

Property, plant and equipment (excluding lease assets):

Computed using the declining-balance method. Meanwhile, the straight-line method is adopted for buildings (excluding fixtures) acquired on or after April 1, 1998.

For overseas consolidated subsidiaries' assets, straight-line methods based on estimated useful lives is adopted.

(Additional information)

The Company had set the useful life of machinery and equipment mostly for 7 to 15 years conventionally but changed the period to 12 to 15 years as it reviewed the economic life of machinery and equipment in conjunction with the revisions to the Corporate Tax Law in 2008.

Such change has had a minor effect on profit or losses.

Intangible assets (excluding lease assets):

Computed using the straight-line method, but software is amortized by the straight-line method over the estimated useful life (five years).

Lease assets:

Straight-line method where the useful life of lease assets shall be equal to the lease period and their residual value shall be zero

(3) Accounting for deferred assets

Bond issuance cost:

Amortized by straight-line method over the redemption period.

(4) Accounting standards for provision

a. Allowance for doubtful accounts

The allowance for doubtful accounts is provided to prepare for loss from uncollectible credits. For ordinary receivables, the amount is estimated using the rate based on the historical bad debt experience. For special receivables with higher uncertainty of collectivity is considered on individual cases, and prospective uncollectible amount is provided.

b. Allowance for investment loss

To prepare for devaluation loss of investments in non-consolidated subsidiaries, allowances is provided considering the status of those subsidiaries' assets.

c. Provision for bonuses

The provision for bonuses is provided for payment of bonuses to employees based on an amount expected to be paid.

This provision is not applicable for overseas subsidiaries.

d. Provision for directors' and auditors' bonuses

The provision for directors' and auditors' bonuses is provided for payment of bonuses to directors and auditors based on an amount expected to be paid.

This provision is not applicable for overseas subsidiaries.

e. Provision for retirement benefits

To provide for the employees' retirement benefits, provision for retirement benefits is recorded based on the projected retirement benefit obligations and related pension assets of the fiscal year ended March 31, 2009.

Entire amount of prior service cost is charged to expenses for the fiscal year of occurrence.

Actuarial differences are to be charged to expenses from the following fiscal year using a straight-line method based on determined years (five years) within average remaining service years of the employees when occurred.

f. Provision for directors' and auditors' retirement benefits

At some consolidated subsidiaries, provision for directors' and auditors' retirement benefits (including executive officers) is recorded in the amount to be paid at the end of fiscal year based on an internal rule.

- (5) Basis of revenue recognition
Deferred installment income:
The prorated amounts for the shopping loan service are recognized as income when the due date comes.
- (6) Method of significant hedge accounting
- a. Method of hedge accounting
Interest rate swaps are accounted for using the exceptional treatment as they satisfy the applicable conditions.
 - b. Hedging instrument and hedged item
Hedging instrument: Interest-rate swaps
Hedged item: Interest on loans
 - c. Hedging policy
Interest rate swap transactions are used to avoid interest rate fluctuation risk associated with fund procurement.
 - d. Method of evaluating hedge effectiveness
Hedging effectiveness in interest rate swap transactions is not evaluated as they are accounted for using the exceptional treatment.
- (7) Other significant matters forming the basis of preparing the consolidated financial statements
- Accounting treatment of consumption taxes and local consumption taxes:
Consumption taxes and local consumption taxes are excluded from transaction amounts.
5. Valuation of assets and liabilities of consolidated subsidiaries
The assets and liabilities of the consolidated subsidiaries are fully valued at their market values at the date when it was initially consolidated.
6. Amortization of goodwill and negative goodwill
Equally divided method of five years. However, in case of the amount is immaterial, the whole amount may be charged to expenses when they occur.
7. Scope of funds in consolidated statements of cash flows
Cash (cash and cash equivalents) in the consolidated statements of cash flows consists of cash on hand and short-term investments with a maturity not exceeding three months from the time of purchase that are readily convertible to cash and not exposed to significant risk in value fluctuations. Bank overdrafts are included in cash equivalents except when they are clearly regarded for procurement of funds, as is the case with short-term loans payable.

[Changes in significant matters forming the basis of preparing the consolidated financial statements]

1. Changes in valuation standards and accounting method used for important assets
Inventories:
Inventories held for the purpose of marketing were conventionally stated at cost based on the first-in first-out method. Following the adoption of "Accounting Standard for Measurement of Inventories" (ASBJ Statement No. 9, July 5, 2006) effective from the fiscal year under review, the Company states inventories at cost based on the first-in first-out method (for the value stated in the balance sheet, book value is written down based on the decreased profitability).
Such change has had a minor effect on profits or losses.
2. Application of "Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements"
Effective from the consolidated fiscal year, the Company has adopted "the Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements" (ASBJ Practical Issues Task Force No. 18, issued on May 17, 2006) and has made necessary adjustments in its consolidated financial statements.
Such change has had a minor effect on profits or losses.
3. Application of "Accounting Standard for Lease Transactions"
Financial lease transactions other than those in which ownership of the leased assets is deemed to transfer to the lessee were conventionally accounted for in accordance with the method applied to ordinary leases.
Effective from the fiscal year under review, the Company has adopted "Accounting Standard for Lease Transactions" (ASBJ Statement No. 13, issued by the First Subcommittee of the Business Accounting Council on June 17, 1993, revised on March 30, 2007) and the "Guidance on Accounting Standard for Lease Transactions" (ASBJ Guidance No. 16, issued by Committee of Accounting System, the Japan Institute of Certified Public Accountants on January 18, 1994, revised on March 30, 2007) and financial lease transactions other than those in which ownership of the leased assets is deemed to transfer to the lessee are accounted for in accordance with the method applied to ordinary sales transactions.
As a result of the above change, current assets increased by 19,777 million yen and noncurrent assets decreased by the equivalent amount on the side of lessor compared with the amount calculated using the previous method, due to the posting of assets other than those in which ownership of the leased assets is deemed to transfer to the lessee as lease investment assets.
In the meantime, noncurrent assets, current liabilities and noncurrent liabilities increased by 9,092 million yen, 4,140 million yen and 4,878 million yen, respectively, on the side of lessee compared with the amount calculated using the previous method, due to the posting of assets other than those in which ownership of the leased assets is deemed to transfer to the lessee on the balance sheet.
As a result, total assets and total liabilities increased by 9,092 million yen and 9,019 million yen, respectively, on the consolidated balance sheet.
Such change has had a minor effect on profits or losses.

[Changes in presentation]

1. "Merchandise and finished goods," "Work in process" and "Raw materials and supplies" are separately stated under current assets, beginning in the fiscal year under review. In the previous fiscal year, merchandise and finished goods of 693 million yen, work in process of 520 million yen and raw materials and supplies of 1,084 million yen were included in "Inventories."
2. Assets related to finance lease transactions not involving the transfer of ownership and assets related to operating lease transactions at the lessors had been separately stated as "Lease assets" until the previous fiscal year. Beginning in the fiscal year under review, however, assets related to finance lease transactions not involving the transfer of ownership are included in "Lease investment assets," and assets related to operating lease transactions are included in "Other" of property, plant and equipment. The amount included in "Other" of property, plant and equipment is 1,298 million yen.

[Notes to consolidated financial statements]

(Consolidated balance sheets)

		<u>Fiscal 2008</u>	<u>Fiscal 2009</u>
1.	Investment securities for non-consolidated subsidiaries and affiliates	1,352 million yen	681 million yen
2.	Assets pledged as collateral:		
	Land	209 million yen	—
	Obligations collateralized by the above assets:		
	Short-term loans payable	1 million yen	—
	Business security deposits for agencies, etc.:		
	Investment securities	12 million yen	—
3.	Balance of liabilities on guarantee	129 million yen	75 million yen
	(1) Joint and several liability on guarantees by 19 companies	31 million yen	—
	(2) Pledge of letter of management report	97 million yen	75 million yen

(Consolidated statements of income)

Impairment loss

During the fiscal year under review, the Yamato Group posted an impairment loss on the following asset group.

Use of asset	Type of asset	Region	Amount of impairment loss
Branch and distribution center	Buildings and land	Yamato Transport Co., Ltd., Chitose Branch Office (Chitose City, Hokkaido) and five other premises	974 million yen

The Yamato Group grouped the assets based on the classification in managerial accounting and the unit in making investment decisions, with Yamato Transport Co., Ltd. treating a main branch and subordinate branches as one unit and the Company and other consolidated subsidiaries based on the unit of department. As a result, the Group recognized a continuous decrease in profit and loss arising from operating activities or significant declines in market prices for the asset group consisting of Yamato Transport Co., Ltd., the Chitose Branch Office and five other premises, and it decreased the book value of the relevant asset group to the recoverable value and posted the relevant decrease of 974 million yen to extraordinary loss as an impairment loss. A breakdown of this decrease shows that 764 million yen was attributable to buildings and 210 million yen was attributable to land. The recoverable value of the relevant asset group was calculated based on net realizable value, and buildings were valued based on assessed value of property tax and land was valued based on the posted land price.

(Consolidated statements of changes in net assets)

1. Class and total number of issued shares and treasury stock (Thousands of shares)

	Number of shares as of end of previous fiscal year	Number of increased shares in fiscal year under review	Number of decreased shares in fiscal year under review	Number of shares as of end of fiscal year under review
Issued shares				
Common stock (Note)	457,309	5	—	457,315
Total	457,309	5	—	457,315
Treasury stock				
Common stock (Note)	14,106	171	50	14,227
Total	14,106	171	50	14,227

Note: The increase of 5 thousand shares of common stock issued resulted from the conversion of convertible bonds.
The increase of 171 thousand shares of treasury stock of common stock resulted from the purchase of fractional shares.
The decrease of 50 thousand shares of treasury stock of common stock resulted from the sales of fractional shares.

2. Dividends

(1) Payment of dividends

Resolution	Type of shares	Total amount of dividends (millions of yen)	Dividend per share (yen)	Record date	Effective date on and after
The Board of Directors meeting on May 15, 2008	Common stock	5,318	12	March 31, 2008	June 4, 2008
The Board of Directors meeting on October 30, 2008	Common stock	4,874	11	September 30, 2008	December 10, 2008

(2) Dividends with a record date that falls within the fiscal year under review but an effective date starting in the upcoming fiscal year

Resolution	Type of shares	Total amount of dividends (millions of yen)	Source of dividend	Dividend per share (yen)	Record date	Effective date on and after
The Board of Directors meeting on May 14, 2009 (planned)	Common stock	4,873	Retained earnings	11	March 31, 2009	June 3, 2009 (planned)

(Consolidated statements of cash flows)

Relationship between the balance of cash and cash equivalents at the end of the period and the amounts recorded in the items shown on the consolidated balance sheets

	<u>Fiscal 2008</u>	<u>Fiscal 2009</u>
Cash and deposits	147,569 million yen	179,753 million yen
Time deposits due beyond three months	(5,000) million yen	(5,000) million yen
Short-term loans payable account	(247) million yen	(250) million yen
Cash and cash equivalents	142,321 million yen	174,502 million yen

Segment Information

1. Segment information by business
For the year ended March 31, 2008

(Millions of yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business
I. Operating revenue and operating income				
Operating revenue				
(1) Operating revenue from customers	981,141	95,692	48,938	32,795
(2) Inter-segment operating revenue or transfers	38,239	12,530	15,199	18,496
Total	1,019,380	108,222	64,137	51,292
Operating expenses	979,508	103,074	63,480	45,064
Operating income	39,872	5,148	656	6,227
II. Assets, depreciation and amortization, and capital expenditures				
Assets	525,683	49,612	24,940	25,709
Depreciation and amortization	31,149	1,056	877	968
Capital expenditures	106,991	1,436	375	605

	Financial	Other	Total	Eliminations or corporate	Consolidated
I. Operating revenue and operating income					
Operating revenue					
(1) Operating revenue from customers	51,458	15,948	1,225,973	—	1,225,973
(2) Inter-segment operating revenue or transfers	6,900	75,892	167,258	(167,258)	—
Total	58,358	91,840	1,393,232	(167,258)	1,225,973
Operating expenses	47,433	59,700	1,298,262	(140,468)	1,157,793
Operating income	10,924	32,140	94,970	(26,789)	68,180
II. Assets, depreciation and amortization, and capital expenditures					
Assets	193,469	22,525	841,939	32,279	874,219
Depreciation and amortization	9,852	838	44,742	30	44,772
Capital expenditures	13,502	1,912	124,824	8	124,832

For the year ended March 31, 2009

(Millions of yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business	Financial
I. Operating revenue and operating income					
Operating revenue					
(1) Operating revenue from customers	997,898	92,947	53,315	32,272	53,607
(2) Inter-segment operating revenue or transfers	42,477	11,626	16,115	20,075	3,772
Total	1,040,376	104,573	69,430	52,348	57,379
Operating expenses	1,009,252	101,378	69,770	46,289	46,873
Operating income (loss)	31,123	3,194	(339)	6,059	10,506
II. Assets, depreciation and amortization, and capital expenditures					
Assets	526,644	45,808	24,492	28,158	186,377
Depreciation and amortization	34,949	1,478	1,211	2,493	784
Capital expenditures	33,923	2,153	626	3,823	1,912

	Truck Maintenance	Other	Total	Eliminations or corporate	Consolidated
I. Operating revenue and operating income					
Operating revenue					
(1) Operating revenue from customers	17,554	4,326	1,251,921	—	1,251,921
(2) Inter-segment operating revenue or transfers	25,171	50,406	169,644	(169,644)	—
Total	42,725	54,732	1,421,566	(169,644)	1,251,921
Operating expenses	41,014	31,829	1,346,409	(150,208)	1,196,200
Operating income (loss)	1,711	22,902	75,157	(19,436)	55,720
II. Assets, depreciation and amortization, and capital expenditures					
Assets	16,122	10,490	838,095	31,510	869,605
Depreciation and amortization	692	1,061	42,671	25	42,696
Capital expenditures	3,099	291	45,829	26	45,855

Notes: 1. Business classification method

Businesses of the Yamato Group are classified into the following segments. The Delivery Business, which offers small-parcel delivery services for consumers and corporations; the BIZ-Logistics Business, which handles business-to-business distribution; the Home Convenience Business, which provides moving and other lifestyle support services for consumers; the e-Business, which offers the information services for corporations, such as ASP services and the development of information systems; the Financial Business, which handles financial services for consumers and corporations, such as settlement; the Truck Maintenance Business, which provides collective vehicle management agent business for transportation companies; and Other businesses, which provide freight services for corporations.

2. Details of businesses

Business segment	Content of business
Delivery	Takkyubin, Cool Takkyubin, Takkyubin Time Service, Worldwide Delivery Service, Golf, Ski and Airport Round Trip Takkyubin, Super-Speed Takkyubin, Auction Takkyubin, Kuroneko Mail, domestic air cargo transport and Express Delivery Service
BIZ-Logistics	Logistics, international logistics services, recall support service, overseas lifestyle support services and medical products logistics
Home Convenience	Moving and lifestyle support services, pickup, delivery and installation of household goods, and sales of foods, daily necessities, etc.
e-Business	System development, sales of system package solutions, distribution information services and information security service
Financial	Takkyubin Collect service, agent services for shopping loan and comprehensive lease services
Truck Maintenance	Vehicle maintenance service, sales of fuel and nonlife insurance agent business
Other	JITBOX Charter, staffing services and shared services

3. Change in business classification method

Previously, the Group included the vehicle maintenance service in Other businesses. However, given that earnings from the said service have expanded steadily and are expected to grow in the future, we established and disclosed the Truck Maintenance Business beginning in the fiscal year under review.

If segmentation after the above change is applied, segment information for the previous fiscal year is as follows.

For the year ended March 31, 2008

(Millions of yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business	Financial
I. Operating revenue and operating income					
Operating revenue					
(1) Operating revenue from customers	981,141	95,692	48,938	32,795	51,458
(2) Inter-segment operating revenue or transfers	38,239	12,530	15,199	18,496	6,900
Total	1,019,380	108,222	64,137	51,292	58,358
Operating expenses	979,508	103,074	63,480	45,064	47,433
Operating income	39,872	5,148	656	6,227	10,924
II. Assets, depreciation and amortization, and capital expenditures					
Assets	525,683	49,612	24,940	25,709	193,469
Depreciation and amortization	31,149	1,056	877	968	9,852
Capital expenditures	106,991	1,436	375	605	13,502

	Truck Maintenance	Other	Total	Eliminations or corporate	Consolidated
I. Operating revenue and operating income					
Operating revenue					
(1) Operating revenue from customers	11,396	4,551	1,225,973	—	1,225,973
(2) Inter-segment operating revenue or transfers	22,950	56,740	171,056	(171,056)	—
Total	34,346	61,292	1,397,030	(171,056)	1,225,973
Operating expenses	32,288	31,140	1,301,990	(144,197)	1,157,793
Operating income	2,058	30,151	95,040	(26,859)	68,180
II. Assets, depreciation and amortization, and capital expenditures					
Assets	14,374	8,780	842,569	31,650	874,219
Depreciation and amortization	459	379	44,742	30	44,772
Capital expenditures	1,629	283	124,824	8	124,832

4. Operating revenue of Other businesses include dividends that the Company, as a pure holding company, received from Group companies. In the fiscal year under review, effects of Other businesses on consolidated operating revenue and operating income were 20,956 million yen.

5. Corporate assets included in the eliminations or corporate item were 123,734 million yen in fiscal 2008 and 131,600 million yen in fiscal 2009. Among such assets were surplus funds (cash and securities), long-term investing funds (investment securities) and assets related to the administration department, all at the parent company.

2. Segment information by geographical area
For the year ended March 31, 2008

(Millions of yen)

	Japan	U.S.A.	Europe	Asia	Total	Eliminations or corporate	Consolidated
I. Operating revenue and operating income							
Operating revenue							
(1) Operating revenue from customers	1,201,725	12,205	4,051	7,991	1,225,973	—	1,225,973
(2) Inter-segment operating revenue or transfers	5,820	3,727	1,929	4,462	15,940	(15,940)	—
Total	1,207,546	15,932	5,981	12,454	1,241,914	(15,940)	1,225,973
Operating expenses	1,139,607	15,481	5,922	12,093	1,173,105	(15,311)	1,157,793
Operating income	67,939	450	58	361	68,809	(629)	68,180
II. Assets	803,258	3,085	1,991	5,114	813,450	60,768	874,219

For the year ended March 31, 2009

(Millions of yen)

	Japan	U.S.A.	Europe	Asia	Total	Eliminations or corporate	Consolidated
I. Operating revenue and operating income							
Operating revenue							
(1) Operating revenue from customers	1,232,517	10,672	2,744	5,987	1,251,921	—	1,251,921
(2) Inter-segment operating revenue or transfers	4,793	3,847	1,747	3,361	13,749	(13,749)	—
Total	1,237,310	14,519	4,492	9,349	1,265,671	(13,749)	1,251,921
Operating expenses	1,181,771	14,130	4,489	9,269	1,209,660	(13,459)	1,196,200
Operating income	55,539	389	2	80	56,011	(290)	55,720
II. Assets	789,878	2,612	1,408	3,000	796,899	72,706	869,605

Notes: 1. Method of grouping countries or regions, and major countries or regions belonging to groups

(1) Method of grouping countries or regions: Grouped according to geographical proximity.

(2) Major countries or regions belonging to groups

Europe: The Netherlands, U.K. and France

Asia: Hong Kong, Singapore, Taiwan, Shanghai and Guangzhou

2. Corporate assets included in the eliminations or corporate item were 123,734 million yen in fiscal 2008 and 131,600 million yen in fiscal 2009. Among such assets were mainly surplus funds (cash and securities), long-term investing funds (investment securities) and assets related to the administration department, all at the parent company.

3. Overseas operating revenue
For the year ended March 31, 2008

(Millions of yen)

	North America	Other regions	Total
I. Overseas operating revenue	12,458	13,663	26,122
II. Consolidated operating revenue			1,225,973
III. Ratio of overseas operating revenue to consolidated operating revenue (%)	1.0	1.1	2.1

For the year ended March 31, 2009

(Millions of yen)

	North America	Other regions	Total
I. Overseas operating revenue	10,915	10,126	21,041
II. Consolidated operating revenue			1,251,921
III. Ratio of overseas operating revenue to consolidated operating revenue (%)	0.9	0.8	1.7

Notes: 1. Method of grouping countries or regions, and major countries or regions belonging to groups

(1) Method of grouping countries or regions: Grouped according to geographical proximity.

(2) Major countries or regions belonging to groups

North America: U.S.A.

Other regions: The Netherlands, U.K., France, Hong Kong, Singapore, Taiwan, Shanghai and Guangzhou

2. Overseas operating revenue refers to operating revenue of the Company and consolidated subsidiaries that were generated in countries or regions outside of Japan.

Tax Effect Accounting

1. Breakdown of major causes for deferred tax assets and deferred tax liabilities

	<u>Fiscal 2008</u>	<u>Fiscal 2009</u>
(Millions of yen)		
Deferred tax assets (current assets)		
Provision for bonuses	10,877	10,702
Accrued enterprise tax	1,963	1,691
Excess in provision of allowance for doubtful accounts	1,416	1,642
Accrued legal welfare expenses	1,460	1,452
Other	2,109	2,667
Deferred tax assets (current assets) Subtotal	17,828	18,156
Allowance for devaluation	(0)	—
Deferred tax assets (current assets) Total	17,828	18,156
Deferred tax assets (noncurrent assets)		
Provision for retirement benefits	10,832	11,278
Loss on valuation of investment securities	3,541	3,733
Loss on valuation of stocks of subsidiaries and affiliates	264	29
Loss on valuation of land	27,181	27,181
Impairment loss	3,265	3,662
Unrealized income on noncurrent assets	759	897
Loss on valuation of telephone subscription right	600	615
Other	2,167	3,486
Deferred tax assets (noncurrent assets) Subtotal	48,612	50,883
Allowance for devaluation	(34,079)	(34,676)
Deferred tax assets (noncurrent assets) Total	14,533	16,207
Deferred tax liabilities (current liabilities)		
Other	(142)	(139)
Deferred tax liabilities (current liabilities) Total	(142)	(139)
Deferred tax liabilities (noncurrent liabilities)		
Valuation difference on available-for-sale securities	(2,740)	(532)
Reserve for reduction entry	(317)	(302)
Other	(279)	(486)
Deferred tax liabilities (noncurrent liabilities) Total	(3,337)	(1,321)
Net deferred tax assets	28,882	32,902

2. Breakdown of differences between the normal effective statutory tax rates and the actual effective tax rates

	<u>Fiscal 2008</u>	<u>Fiscal 2009</u>
Normal effective statutory tax rate	40.0 %	40.0 %
(Reconciliation) Per capita levy of local taxes	3.7	5.5
Allowance for devaluation	2.8	1.2
Other	0.0	1.0
Actual effective tax rate	46.5	47.7

Securities

For the year ended March 31, 2008

1. Available-for-sale securities with fair market value

(Millions of yen)

		Acquisition cost	Amount recorded on the consolidated balance sheets	Difference
Those whose value recorded on the consolidated balance sheets exceeds the acquisition cost	(1) Stocks	15,092	24,024	8,931
	(2) Bonds	—	—	—
	(3) Other	10,025	10,119	94
	Total	25,118	34,144	9,026
Those whose value recorded on the consolidated balance sheets does not exceed the acquisition cost	(1) Stocks	5,032	4,450	(581)
	(2) Bonds	—	—	—
	(3) Other	—	—	—
	Total	5,032	4,450	(581)
Total		30,150	38,595	8,444

Note: We revalue securities whose market value is no more than 30% of the acquisition cost as of the closing date of the fiscal year. For the fiscal year under review, we recognized an impairment loss of 2,270 million yen on available-for-sale securities.

2. Available-for-sale securities sold during the year ended March 31, 2008

(Millions of yen)

Sale amount	Total capital gains	Total capital losses
4,230	1,216	0

3. Major securities without fair market value

(Millions of yen)

	Amount recorded on the consolidated balance sheets	Remarks
Available-for-sale securities Unlisted stocks	3,014	

For the year ended March 31, 2009

1. Available-for-sale securities with fair market value

(Millions of yen)

		Acquisition cost	Amount recorded on the consolidated balance sheets	Difference
Those whose value recorded on the consolidated balance sheets exceeds the acquisition cost	(1) Stocks	7,219	9,779	2,559
	(2) Bonds	—	—	—
	(3) Other	—	—	—
	Total	7,219	9,779	2,559
Those whose value recorded on the consolidated balance sheets does not exceed the acquisition cost	(1) Stocks	7,848	7,164	(683)
	(2) Bonds	—	—	—
	(3) Other	—	—	—
	Total	7,848	7,164	(683)
Total		15,068	16,943	1,875

Note: We revalue securities whose market value is no more than 30% of the acquisition cost as of the closing date of the fiscal year. For the fiscal year under review, we recognized an impairment loss of 5,064 million yen on available-for-sale securities.

2. Available-for-sale securities sold during the year ended March 31, 2009

(Millions of yen)

Sale amount	Total capital gains	Total capital losses
10,158	128	—

3. Major securities without fair market value

(Millions of yen)

	Amount recorded on the consolidated balance sheets	Remarks
Available-for-sale securities Unlisted stocks	1,869	

Per Share Information

	<u>Fiscal 2008</u>	<u>Fiscal 2009</u>
Equity per share	1,050.99 yen	1,073.86 yen
Net income per share	79.80 yen	57.60 yen
Net income per share - fully diluted	78.12 yen	56.45 yen

Note: 1. The basis for calculating “net income per share” and “net income per share - fully diluted” is as follows.

	Fiscal 2008	Fiscal 2009
Net income per share		
Net income	35,352 million yen	25,523 million yen
Amount not belonging to ordinary shareholders	— million yen	— million yen
Net income concerning common stock	35,352 million yen	25,523 million yen
Average number of shares during the period	443,022,000 shares	443,139,000 shares
Net income per share - fully diluted		
Adjustments in net income	97 million yen	98 million yen
(Interest expenses (after deducting amounts equivalent to taxes))	94 million yen	94 million yen
(Other fees (after deducting amounts equivalent to taxes))	3 million yen	4 million yen
Increase in number of common shares	10,787,000 shares	10,781,000 shares
(Convertible bonds)	10,787,000 shares	10,781,000 shares
Potential shares that have no dilutive effects and thus are not included in the calculation of “net income per share - fully diluted.”	—	—

Other Notes, etc.

Notes regarding “lease transactions,” “related party transactions,” “derivative transactions,” “retirement benefits” and “corporate consolidation” are omitted, as there is no significant necessity of disclosure in this financial results report.

5. Others

Operating Revenue by Business

(Millions of yen)

Business segment		Fiscal 2008	Ratio	Fiscal 2009	Ratio	Change
			%		%	%
Delivery	Takkyubin	795,872	64.9	795,747	63.5	(0.0)
	Kuroneko Mail	141,617	11.5	145,054	11.6	2.4
	Express	43,654	3.6	70,330	5.6	61.1
	Others	45,293	3.7	62,243	5.0	37.4
	Eliminations	(45,296)	(3.7)	(75,477)	(6.0)	66.6
	Total	981,141	80.0	997,898	79.7	1.7
BIZ-Logistics	Trading logistics service	75,159	6.1	53,445	4.3	(28.9)
	Sales & logistics service	25,499	2.1	25,110	2.0	(1.5)
	Multi maintenance	5,642	0.5	6,004	0.5	6.4
	Export Factory	—	—	4,607	0.3	—
	Others	22,219	1.8	32,558	2.6	46.5
	Eliminations	(32,829)	(2.7)	(28,778)	(2.3)	(12.3)
	Total	95,692	7.8	92,947	7.4	(2.9)
Home Convenience	Delivery with installation	13,349	1.1	20,723	1.7	55.2
	Moving solution	33,742	2.7	30,041	2.4	(11.0)
	Merchandise distribution	19,526	1.6	18,686	1.5	(4.3)
	Eliminations	(17,679)	(1.4)	(16,136)	(1.3)	(8.7)
	Total	48,938	4.0	53,315	4.3	8.9
e-Business	e-logic tracing solution	10,516	0.8	10,573	0.8	0.5
	Credit card solution	5,954	0.5	5,896	0.5	(1.0)
	IT operating solution	4,508	0.4	4,612	0.4	2.3
	Web-based mail order solution	5,853	0.5	6,052	0.5	3.4
	Others	27,227	2.2	29,951	2.4	10.0
	Eliminations	(21,265)	(1.7)	(24,813)	(2.0)	16.7
	Total	32,795	2.7	32,272	2.6	(1.6)
Financial	Takkyubin Collect	29,539	2.4	31,753	2.5	7.5
	Lease	17,599	1.5	16,723	1.3	(5.0)
	Shopping credit	10,122	0.8	8,350	0.7	(17.5)
	Others	1,291	0.1	673	0.1	(47.8)
	Eliminations	(7,094)	(0.6)	(3,894)	(0.3)	(45.1)
	Total	51,458	4.2	53,607	4.3	4.2
Truck Maintenance	Truck maintenance	30,365	2.5	38,343	3.1	26.3
	Others	4,384	0.3	4,895	0.4	11.6
	Eliminations	(23,354)	(1.9)	(25,684)	(2.1)	10.0
	Total	11,396	0.9	17,554	1.4	54.0
Other	JITBOX Charter service	2,491	0.2	2,391	0.2	(4.0)
	Others	59,054	4.8	53,112	4.2	(10.1)
	Eliminations	(56,994)	(4.6)	(51,178)	(4.1)	(10.2)
	Total	4,551	0.4	4,326	0.3	(5.0)
Total		1,225,973	100.0	1,251,921	100.0	2.1

* Changes in classification of businesses and services in operating revenue by business
Beginning in the fiscal year under review, we changed the classification of businesses and services in accordance with the business strategies of the Satisfaction Creation Three-Year Plan, a new three-year management plan of the Yamato Group.

In the BIZ-Logistics Business, we separately stated Export Factory that had been included in trading logistics service, and included products logistics, which had been included in trading logistics service, and documents logistics, which had been included in sales & logistics service, in Other businesses. In the Home Convenience Business and the e-Business, we adopted a new service classification in line with the actual conditions of business management.

Based on the revised classification, the BIZ-Logistics Business' figures for fiscal 2008 in operating revenue by business are as follows.

(Millions of yen)

Business segment		Fiscal 2008	Ratio	Fiscal 2009	Ratio	Change
BIZ-Logistics	Trading logistics service	65,089	5.3	53,445	4.3	(17.9)
	Sales & logistics service	20,646	1.7	25,110	2.0	21.6
	Multi maintenance	5,642	0.5	6,004	0.5	6.4
	Export Factory	5,010	0.4	4,607	0.3	(8.0)
	Others	32,132	2.6	32,558	2.6	1.3
	Eliminations	(32,829)	(2.7)	(28,778)	(2.3)	(12.3)
	Total	95,692	7.8	92,947	7.4	(2.9)

5. Non-Consolidated Financial Statements

(1) Non-consolidated balance sheets

(Millions of yen)

	As of March 31, 2008	As of March 31, 2009
Assets		
Current assets		
Cash and deposits	74,539	108,708
Supplies	3	3
Prepaid expenses	17	18
Deferred tax assets	132	372
Short-term loans receivable	15,662	16,944
Income taxes receivable	5,255	4,255
Other	211	6
Total current assets	95,823	130,309
Noncurrent assets		
Property, plant and equipment		
Vehicles	30	37
Accumulated depreciation	(24)	(25)
Vehicles, net	6	11
Buildings	2	2
Accumulated depreciation	(0)	(0)
Buildings, net	1	1
Tools, furniture and fixtures	75	48
Accumulated depreciation	(70)	(45)
Tools, furniture and fixtures, net	5	3
Total property, plant and equipment	13	16
Intangible assets		
Software	59	52
Other	0	0
Total intangible assets	60	53
Investments and other assets		
Investment securities	36,002	14,806
Stocks of subsidiaries and affiliates	281,799	281,483
Long-term loans receivable	943	772
Long-term loans receivable from subsidiaries and affiliates	67,308	51,039
Long-term time deposits	5,000	—
Deferred tax assets	—	1,039
Other	78	78
Allowance for investment loss	(455)	(428)
Total investments and other assets	390,678	348,790
Total noncurrent assets	390,751	348,860
Total assets	486,574	479,170

(Millions of yen)

	As of March 31, 2008	As of March 31, 2009
Liabilities		
Current liabilities		
Operating accounts payable	183	182
Short-term loans payable	6,828	6,828
Income taxes payable	341	24
Accrued expenses	21	20
Deposits received	10	9
Deposits received from subsidiaries and affiliates	59,354	56,083
Provision for bonuses	24	24
Provision for directors' bonuses	23	22
Other	72	106
Total current liabilities	66,858	63,302
Noncurrent liabilities		
Convertible bonds	13,070	13,063
Long-term loans payable	26,435	19,607
Deferred tax liabilities	1,622	—
Provision for retirement benefits	51	57
Total noncurrent liabilities	41,178	32,727
Total liabilities	108,037	96,030
Net assets		
Shareholders' equity		
Capital stock	120,725	120,728
Capital surplus		
Legal capital surplus	30,312	30,316
Other capital surplus	84,533	84,497
Total capital surplus	114,846	114,814
Retained earnings		
Other retained earnings		
General reserve	129,965	147,965
Retained earnings brought forward	33,764	24,617
Total retained earnings	163,729	172,582
Treasury stock	(26,319)	(26,437)
Total shareholders' equity	372,982	381,688
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	5,555	1,452
Total valuation and translation adjustments	5,555	1,452
Total net assets	378,537	383,140
Total liabilities and net assets	486,574	479,170

(2) Non-consolidated statements of income

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Operating revenue	31,361	23,732
Selling, general and administrative expenses		
Personnel expenses	833	826
Provision for bonuses	24	24
Provision for directors' bonuses	23	22
Provision for retirement benefits	13	10
Traveling expenses	—	114
Advertising expenses	418	417
Commission fee	438	341
Depreciation	30	26
Other	334	237
Total selling, general and administrative expenses	2,055	1,964
Operating income	29,306	21,768
Non-operating income		
Interest income	569	1,097
Interest on securities	4	—
Dividends income	504	552
Interest on refund of consumption taxes and others	364	—
Other	33	33
Total non-operating income	1,477	1,683
Non-operating expenses		
Interest expenses	294	598
Interest on bonds	156	156
Other	7	8
Total non-operating expenses	459	763
Ordinary income	30,324	22,688
Extraordinary income		
Gain on sales of noncurrent assets	—	0
Gain on sales of investment securities	1,208	125
Gain on sales of subsidiaries' and affiliates' stocks	27	353
Gain on liquidation of subsidiaries and affiliates	8	2
Other	—	36
Total extraordinary income	1,244	518
Extraordinary loss		
Loss on retirement of noncurrent assets	0	1
Loss on valuation of investment securities	1,666	5,394
Loss on valuation of stocks of subsidiaries and affiliates	168	—
Loss on valuation of golf club membership	5	—
Loss on liquidation of subsidiaries and affiliates	—	9
Total extraordinary losses	1,841	5,405
Income before income taxes	29,727	17,802
Income taxes-current	935	(16)
Income taxes-deferred	(117)	(1,227)
Total income taxes	817	(1,243)
Net income	28,910	19,045

(3) Non-consolidated statements of changes in net assets

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Shareholders' equity		
Capital stock		
Balance at the end of previous period	120,716	120,725
Changes of items during the period		
Conversion of convertible bond	8	3
Total changes of items during the period	8	3
Balance at the end of current period	120,725	120,728
Capital surplus		
Legal capital surplus		
Balance at the end of previous period	30,304	30,312
Changes of items during the period		
Conversion of convertible bond	8	3
Total changes of items during the period	8	3
Balance at the end of current period	30,312	30,316
Other capital surplus		
Balance at the end of previous period	84,589	84,533
Changes of items during the period		
Disposal of treasury stock	(56)	(35)
Total changes of items during the period	(56)	(35)
Balance at the end of current period	84,533	84,497
Total capital surplus		
Balance at the end of previous period	114,894	114,846
Changes of items during the period		
Conversion of convertible bond	8	3
Disposal of treasury stock	(56)	(35)
Total changes of items during the period	(47)	(32)
Balance at the end of current period	114,846	114,814
Retained earnings		
Other retained earnings		
General reserve		
Balance at the end of previous period	103,965	129,965
Changes of items during the period		
Provision of general reserve	26,000	18,000
Total changes of items during the period	26,000	18,000
Balance at the end of current period	129,965	147,965
Retained earnings brought forward		
Balance at the end of previous period	39,714	33,764
Changes of items during the period		
Dividends from surplus	(8,860)	(10,193)
Net income	28,910	19,045
Provision of general reserve	(26,000)	(18,000)
Total changes of items during the period	(5,950)	(9,147)
Balance at the end of current period	33,764	24,617

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Total retained earnings		
Balance at the end of previous period	143,679	163,729
Changes of items during the period		
Dividends from surplus	(8,860)	(10,193)
Net income	28,910	19,045
Provision of general reserve	—	—
Total changes of items during the period	20,049	8,852
Balance at the end of current period	163,729	172,582
Treasury stock		
Balance at the end of previous period	(27,131)	(26,319)
Changes of items during the period		
Purchase of treasury stock	(266)	(212)
Disposal of treasury stock	1,077	94
Total changes of items during the period	811	(118)
Balance at the end of current period	(26,319)	(26,437)
Total shareholders' equity		
Balance at the end of previous period	352,159	372,982
Changes of items during the period		
Conversion of convertible bond	17	7
Dividends from surplus	(8,860)	(10,193)
Net income	28,910	19,045
Purchase of treasury stock	(266)	(212)
Disposal of treasury stock	1,021	58
Total changes of items during the period	20,822	8,705
Balance at the end of current period	372,982	381,688
Valuation and translation adjustments		
Valuation difference on available-for-sale securities		
Balance at the end of previous period	11,820	5,555
Changes of items during the period		
Net changes of items other than shareholders' equity	(6,265)	(4,102)
Total changes of items during the period	(6,265)	(4,102)
Balance at the end of current period	5,555	1,452
Total valuation and translation adjustments		
Balance at the end of previous period	11,820	5,555
Changes of items during the period		
Net changes of items other than shareholders' equity	(6,265)	(4,102)
Total changes of items during the period	(6,265)	(4,102)
Balance at the end of current period	5,555	1,452

(Millions of yen)

	For the year ended March 31, 2008	For the year ended March 31, 2009
Total net assets		
Balance at the end of previous period	363,980	378,537
Changes of items during the period		
Conversion of convertible bond	17	7
Dividends from surplus	(8,860)	(10,193)
Net income	28,910	19,045
Purchase of treasury stock	(266)	(212)
Disposal of treasury stock	1,021	58
Net changes of items other than shareholders' equity	(6,265)	(4,102)
Total changes of items during the period	14,557	4,602
Balance at the end of current period	378,537	383,140

Notes to Premise of Going Concern

Not applicable.

Others

Change in officers and executives

We will disclose change in officers and executives as soon as related information becomes available.