Settlement of Accounts Meeting for the First Nine Months of Fiscal Year Ending March 31, 2012



January 31, 2012
YAMATO HOLDINGS CO., LTD.

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- ◆I am Makoto Kigawa, Representative Director and President of Yamato Holdings Co., Ltd.
 - Thank you for taking the time out of your busy schedules to attend our settlement of accounts meeting today.
 - I will now provide an overview of the settlement of accounts for the first nine months of the fiscal year ending March 31, 2012.

1. Overview of Operating Results (1)



Maintained increased revenue/income. Revenue and income are both proceeding as planned. Improving revenue/expenses of Kuroneko Mail and restraining personnel costs through labor productivity improvements will be challenges going forward.

(1) Takkyubin

In the first nine months of FY 2012, delivery volume performed well.

The unit price remained stable, with almost no change in the rate of fall since the first half. Strong overall.

(Reference-YoY) Delivery volume: Oct +6.4%, Nov +5.6%, Dec +2.4%, 3Q +4.3%, 3Q (cumulative) +4.9% Unit price: 3Q (cumulative) -1.1%

(2) Kuroneko Mail

Delivery volume sharply declined in the first nine months of FY 2012 due to stricter consignment conditions. Going forward, we will recover volumes with proactive sales activities to large-lot and small-lot commercial customers.

(Reference-YoY) Delivery volume: Oct -9.7%, Nov -6.6%, Dec -11.8%, 3Q -9.3%, 3Q (cumulative) -6.0% Unit price: 3Q (cumulative) -1.6%

(3) BIZ-Logistics

Trading logistics revenue fell ¥1.0 billion YoY.

BIZ-Logistics recorded a ¥0.1 billion increase in income YoY by restraining primary costs despite the continuing impact of the absence of large recall orders recorded last year.

(4) Home Convenience

Delivery & Installation revenue fell ¥1.5 billion YoY in the reactive decline of last-minute demand from last year's eco-point program. Income of Home Convenience as a whole fell ¥0.2 billion YoY, despite managing to restrain primary costs.

Extraordinary loss

- Donation for earthquake recovery initiatives ¥11,078 million

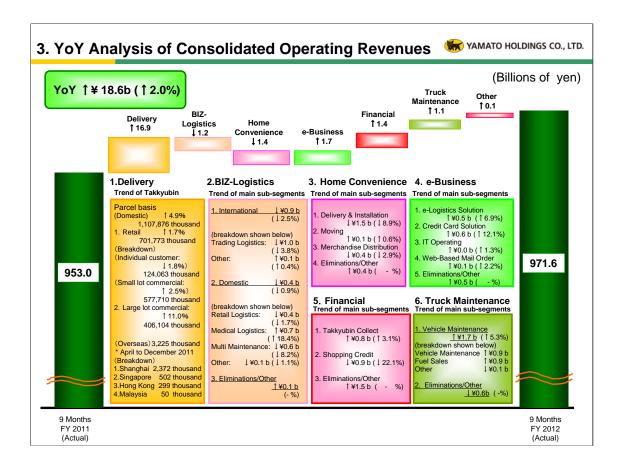
(Full amount of this specified donation is tax exempt)

- ◆For the nine months ended December 31, operating results matched our forecasts, with increases in revenues and income year on year (YoY).
- ◆At the previous meeting, I gave my overview with expectations of operating results slightly in excess of previously announced forecasts.
 - However, as shown in slide 11, we have left all full-year forecasts unchanged from those announced at the settlement of accounts meeting for the first half of the fiscal year, except for net income.
- The conditions of each segment are as shown on this slide.
 Takkyubin performed very solidly in both delivery volumes and unit prices.

However, Kuroneko Mail offset the solid performance of Takkyubin in the second quarter and onwards because delivery volume of Kuroneko Mail decreased due to stricter consignment conditions. The stricter conditions were introduced as a resolute approach to not handling invoice slips and the like for compliance reasons. Although Kuroneko Mail performed solidly in the market for major corporate clients, particularly in direct mail, deliveries in the small lot commercial market handled by Takkyubin Centers have slumped. This demonstrates that the current decrease includes a decline in excess of the portion accounted for by not handling invoice slips and the like. As such, we have already started to take action to restore volumes in the fourth quarter onwards.

| erview of Operating | Results (2) | | YAN | MATO HOLDING |
|---------------------|--------------------|--------------------|---------|--------------|
| | | | (Billio | ns of yen) |
| | 9 Months FY2012 | 9 Months | YoY Cha | ange |
| | (Actual) | FY2011 (Actual) | Amount | [%] |
| Operating revenues | | | | |
| Delivery | 788.3 | 771.3 | 16.9 | 2.2 |
| Non-Delivery | 183.3 | 181.7 | 1.6 | 0.9 |
| Total | 971.6 | 953.0 | 18.6 | 2.0 |
| Operating income | 64.2 | 64.0 | 0.1 | 0.2 |
| [Profit margin] | 6.6% | 6.7% | - | - |
| Ordinary income | 65.1 | 65.4 | (0.3) | (0.5) |
| [Profit margin] | 6.7% | 6.9% | - | - |
| Net income | 24.2 | 35.7 | (11.5) | (32.3) |
| [Profit margin] | 2.5% | 3.8% | - | - |

- ◆The operating results for the nine months ended December 31 are as follows.
- ◆Net income decreased by ¥11.5 billion YoY because we recorded ¥11.0 billion in donation for earthquake recovery in initiatives resulting from donations of ¥10 for each Takkyubin parcel, as well as loss on valuation of investment securities.



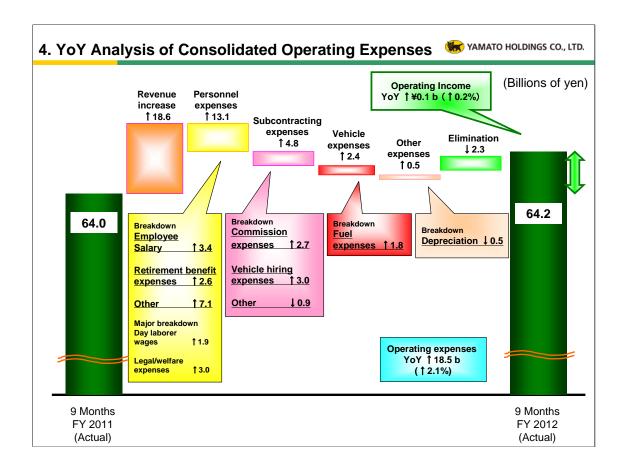
- Consolidated operating revenues increased by ¥18.6 billion YoY. This chart shows YoY changes in amounts by business formation.
- ◆Delivery This is as I previously explained.
- **♦**BIZ-Logistics

Although operating revenue in BIZ-Logistics decreased by ¥1.2 billion YoY, in terms of the company's plan, it was slightly above expectations.

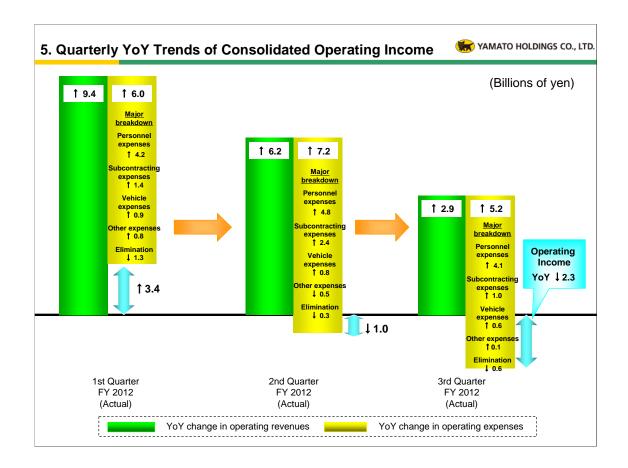
◆Home Convenience

Although this business had a favorable start in the first quarter, its operating revenue decreased by ¥1.4 billion in a reactive decline caused by a rush in demand in the previous year because of the eco points program.

◆As shown, the e-Business, Financial and Truck Maintenance Businesses all performed roughly as planned.

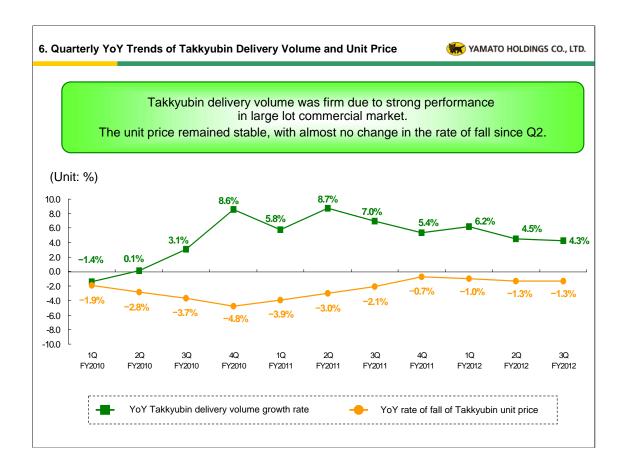


- ◆Consolidated operating expenses increased by ¥18.5 billion YoY. This chart shows YoY changes in amounts by type of expense.
- ◆As you can see, there have been no substantial changes in trends in terms of expenses.
 - Operating income increased ¥0.1 billion YoY in the nine months ended December 31 because of an insufficient amount of revenue.



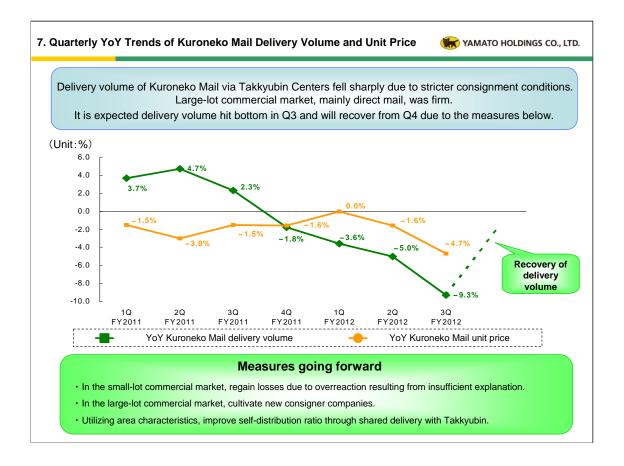
- ◆This chart shows quarterly YoY trends in revenue and expenses.
- ◆As you can see, income decreased YoY except in the first quarter. We are realizing reductions in the expenses that need to be controlled.

As such, in the fourth quarter and onwards, we are taking action to offset the insufficiency in revenue caused by Kuroneko Mail.



◆This chart shows quarterly YoY trends of Takkyubin delivery volume and unit price.

As shown, delivery volume and unit price are stable.

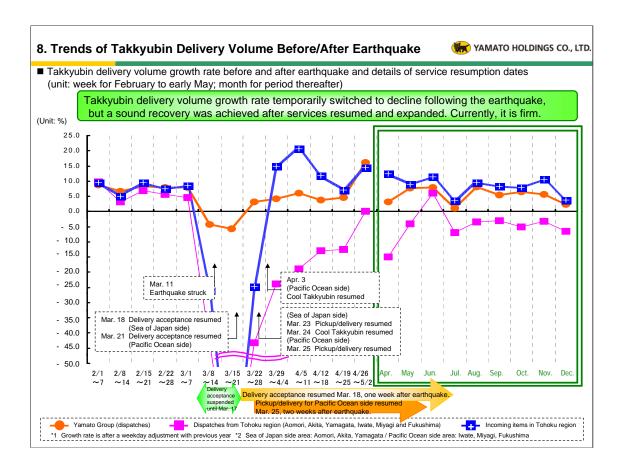


- This chart shows quarterly YoY trends of Kuroneko Mail delivery volume and unit price.
- ◆Delivery volume and average unit price were both down in the second quarter of the fiscal year ending March 31, 2012 and onwards.

This is because delivery volume decreased, mainly in the small lot commercial market handled by Takkyubin Centers, due to stricter consignment conditions as a resolute approach to not handling invoice slips and the like for compliance reasons.

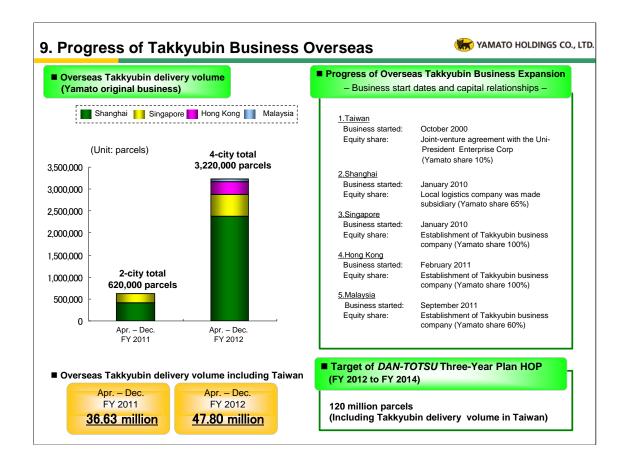
However, it is our understanding that this trend has now hit bottom and will bottom out from now. As such, in the fourth quarter and onwards we will endeavor to improve our revenue and expenditure balance by working to restore delivery volumes and improve our self-distribution ratio.

◆For the fourth quarter (forecast), we take into consideration the fact that 2012 is a leap year and a correction after the impact of the earthquake that occurred in March 2011.

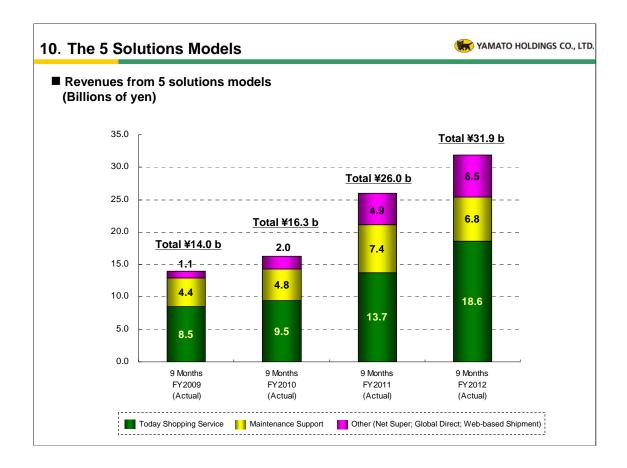


◆This chart shows trends of Takkyubin delivery volume before and after the earthquake.

As you can see, there are no significant changes in trends in the second quarter and onwards.



- As shown here, total Takkyubin delivery volume overseas is steadily growing.
- ◆Unfortunately, this still hasn't made a contribution to profits. However, the likelihood that we will achieve the targets in our medium-term management plan has increased massively, mainly because we have received a large number of inquiries from major customers. We will continue to cultivate this as a major future pillar of profits.

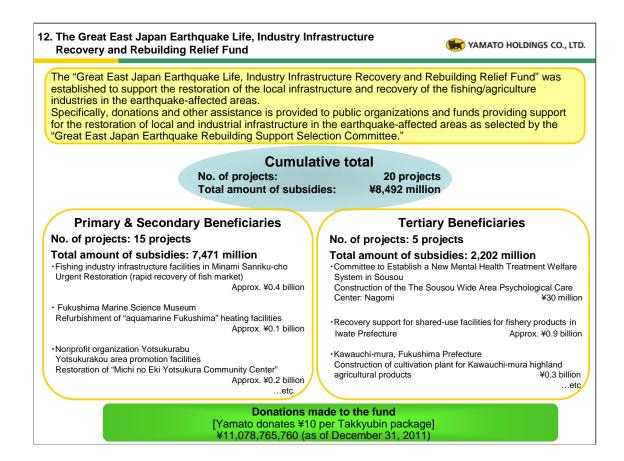


- ◆Solutions models are progressing smoothly, particularly Today Shopping Service.
- ◆In the Other segment, Global Direct's performance has been particularly solid.

We will continue to push ahead with the development and provision of services that utilize a multiple assortment of the Group's accumulated management resources.

| . Forecasts of | | | | , | | | |
|--------------------|------------------------|--------------------|--------------------------|--------|--------|----------------------|---------|
| | | | | | | (Billions | of yen) |
| | FY2012 | FY2012 YoY Chang | | nange | | cast Change (A-B) | |
| | (New Forecast) A | FY2011 (Actual) | ` 2011 forecast) B | Amount | [%] | Amount | [%] |
| Operating revenues | | | | | | | |
| | 1,265.0 | 1,236.5 | 1,265.0 | 28.4 | 2.3 | 0.0 | 0.0 |
| Operating income | 67.0 | 64.3 | 67.0 | 2.6 | 4.2 | 0.0 | 0.0 |
| [Profit margin] | 5.3% | 5.2% | 5.3% | - | - | - | |
| Ordinary income | 68.0 | 65.9 | 68.0 | 2.0 | 3.1 | 0.0 | 0.0 |
| [Profit margin] | 5.4% | 5.3% | 5.4% | 1 | - | - | |
| Net income | 21.0 | 33.2 | 27.0 | (12.2) | (36.8) | (6.0) | (22.2) |
| [Profit margin] | 1.7% | 2.7% | 2.1% | - | - | - | |

- ◆These are our forecasts of full-year operating results in light of conditions up until the third quarter.
 The net income forecast has been revised downwards by ¥6.0 billion, partly due to the impact of some change to systems. I will explain the details in slide 15.
- ◆The full-year forecasts for operating revenues, operating income and ordinary income are unchanged from those announced at the settlement of accounts meeting for the first half of the fiscal year. We will work hard to achieve the figures in our forecasts.

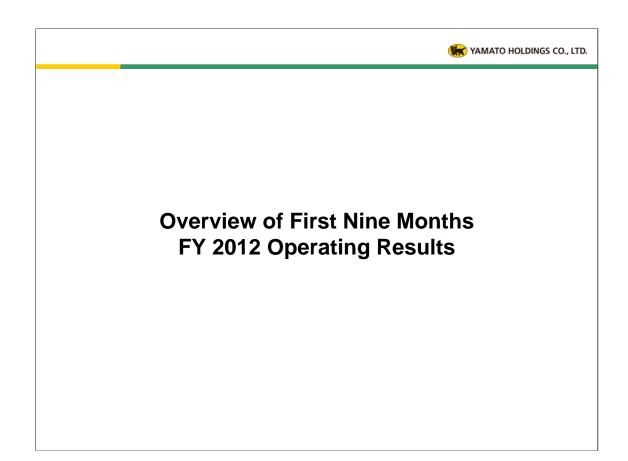


◆I will now provide a report on donations made to the Great East Japan Earthquake recovery fund.

As shown, the total amount of donations until December 31, 2011 is about ¥11.1 billion.

Within this total, the amount for which recipients have already been decided is about ¥8.5 billion.

- •We have made decisions on recipients through an independent committee over three rounds, and 20 projects have been allocated as recipients.
- Of these recipients, some projects have now reached completion or have started operation.
- •We appreciate your continued understanding and support regarding this initiative by Yamato Group.



◆I am Toshizo Kurisu, Executive Officer in charge of Financing and Accounting, and Investor Relations at Yamato Holdings Co., Ltd. I will explain the details of the operating results.

13. YoY Analysis of Consolidated Operating Expenses



(Millions of yen)

| | 9 Months FY2012 | | | | | | |
|-------------------------------|--------------------|-----------|---------------------------------------|--|-------------------------|----------------------|-------------------|
| | Actual | Actual | Impact of transfer of air cargo agent | Impact of accounting changes in transportation | Actual excluding impact | Amount (Adjusted) | [%] (Adjusted) |
| Operating revenues | 971,698 | 953,055 | 0 | 3,846 | 956,902 | 14,795 | 1.5 |
| Operating expenses | 907,479 | 888,966 | 0 | 3,846 | 892,813 | 14,666 | 1.6 |
| Personnel expenses | 498,967 | 485,798 | 0 | 0 | 485,798 | 13,168 | 2.7 |
| Employee salary | 340,368 | 336,941 | 0 | 0 | 336,941 | 3,427 | 1.0 |
| Retirement benefit expenses | 8,409 | 5,789 | 0 | 0 | 5,789 | 2,620 | 45.3 |
| Other personnel expenses | 150,188 | 143,068 | 0 | 0 | 143,068 | 7,120 | 5.0 |
| Subcontracting expenses | 357,989 | 353,153 | 0 | 3,846 | 357,000 | 989 | 0.3 |
| Commission expenses | 138,895 | 136,194 | 3,394 | 1,264 | 140,853 | (1,958) | (1.4) |
| Vehicle hiring expenses | 110,380 | 107,296 | 0 | 0 | 107,296 | 3,083 | 2.9 |
| Other subcontracting expenses | 108,714 | 109,662 | (3,394) | 2,582 | 108,850 | (135) | (0.1) |
| Vehicle expenses | 33,574 | 31,204 | 0 | 0 | 31,204 | 2,370 | 7.6 |
| Fuel expenses | 19,997 | 18,146 | 0 | 0 | 18,146 | 1,850 | 10.2 |
| Other operating expenses | 186,661 | 186,189 | 0 | 0 | 186,189 | 472 | 0.3 |
| Depreciation | 28,018 | 28,598 | 0 | 0 | 28,598 | (580) | (2.0) |
| Eliminations | (169,714) | (167,380) | 0 | 0 | (167,380) | (2,334) | 1.4 |

- ◆ During the third quarter of the fiscal year ending March 31, 2012, there were two points of impact related to changes in recording methods.
- (1) Recording freightage paid to airlines for loading of air cargo As was also described in the operating results for the second quarter, at present, since the loading of air cargo is being performed via Express Network Co., Ltd. in the Delivery Business, the method of recording freightage paid to airlines has been changed. Freightage paid to airlines was previously recorded under other subcontracting expenses (mixed freightage), but is now recorded under subcontract expenses-commission expenses. The impact of this change is about ¥3.4 billion.
- (2) Change in method of recording rail transport The method of recording trade with Japan Freight Railway Company and other rail transport companies has been changed from net recording method to gross recording method. The amount of impact this change has on operating revenues and operating expenses is about ¥3.8 billion.
- Supplemental explanation of increases and decreases in other operating expenses excluding the impact related to the aforementioned two changes in recording methods.
- (1) Personnel expenses

Other personnel expenses increased ¥7.1 billion YoY. The main breakdown is as follows:

Bonuses
 Day laborer wages
 Legal welfare expenses
 +¥2.0 billion (+3.2% YoY)
 +¥1.9 billion (+9.0% YoY)
 +¥3.0 billion (+5.4% YoY)

(2) Subcontracting expenses

Vehicle hiring expenses slightly increased in relation to the increase in delivery volumes. However, they were mostly successfully restrained.

(3) Vehicle expenses

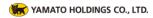
Fuel expenses increased 10.2% YoY in relation to rises in the unit price of fuel.

(4) Other expenses

Other expenses increased approx. ¥0.5 billion YoY. The main breakdown is as follows:

Book and printing expenses
 Computer expenses
 Allowance for doubtful accounts
 \$\text{+\final}\$1.3 billion
 \$\text{+\final}\$1.5 billion

14. YoY Analysis of Delivery Business Expenses



(Millions of yen)

| | 9 Months FY2012 | | | | | | |
|-------------------------------|--------------------|----------|--|--|-------------------------|----------------------|-------------------|
| | Actual | Actual | Impact of transfer of air cargo agent | Impact of accounting changes in transportation | Actual excluding impact | Amount (Adjusted) | [%] (Adjusted) |
| Operating revenues | 788,350 | 771,353 | 0 | 3,846 | 775,200 | 13,150 | 1.7 |
| Operating expenses | 743,045 | 725,440 | 0 | 3,846 | 729,286 | 13,758 | 1.9 |
| Personnel expenses | 423,878 | 413,613 | 0 | 0 | 413,613 | 10,265 | 2.5 |
| Employee salary | 285,253 | 283,400 | 0 | 0 | 283,400 | 1,852 | 0.7 |
| Retirement benefit expenses | 6,682 | 4,560 | 0 | 0 | 4,560 | 2,122 | 46.5 |
| Other personnel expences | 131,942 | 125,651 | 0 | 0 | 125,651 | 6,290 | 5.0 |
| Subcontracting expenses | 216,278 | 211,446 | 0 | 3,846 | 215,293 | 985 | 0.5 |
| Commission expenses | 79,033 | 78,000 | 3,394 | 1,264 | 82,659 | (3,626) | (4.4) |
| Vehicle hiring expenses | 104,527 | 100,188 | 0 | 0 | 100,188 | 4,339 | 4.3 |
| Other subcontracting expenses | 32,717 | 33,257 | (3,394) | 2,582 | 32,445 | 271 | 0.8 |
| Vehicle expenses | 28,656 | 26,642 | 0 | 0 | 26,642 | 2,013 | 7.6 |
| Fuel expenses | 16,283 | 14,781 | 0 | 0 | 14,781 | 1,502 | 10.2 |
| Other operating expenses | 137,777 | 137,109 | 0 | 0 | 137,109 | 667 | 0.5 |
| Depreciation | 21,280 | 21,795 | 0 | 0 | 21,795 | (515) | (2.4) |
| Eliminations | (63,546) | (63,371) | 0 | 0 | (63,371) | (174) | 0.3 |

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

◆ Delivery Business expenses moved mostly in tandem with consolidated operating expenses.

Following is a supplemental explanation of two expenses.

◆Other personnel expenses increased ¥6.3 billion YoY.

The main breakdown is as follows:

•Bonuses +¥1.7 billion (+3.0% YoY)

Day laborer wages +¥2.0 billion (+10.1% YoY)

Legal welfare expense +¥2.5 billion (+5.2% YoY)

◆Other expenses increased ¥0.6 billion YoY. The breakdown is as follows:

Book and printing expenses +¥0.5 billion

•Computer expenses +¥0.9 billion

Allowance for doubtful accounts -¥0.4 billion

| Forecast of FY20 | 12 Operatin | g Results | s (2) | YAMATO HOLDINGS CO., I | | | | |
|--------------------------------|--------------------------|----------------|-------------------------|------------------------|-------------|--------------------------|------------|--|
| | | | | | | (Millions o | of yen) | |
| | FY2012 (New forecast) | FY2011 | FY2012 (October 2011 | YoY Ch | ange | Forecast Change (A-B) | | |
| | A A | (Actual) | forecast) B | Amount | [%] | Amount | [%] | |
| Operating revenues | | | | | | | | |
| Delivery | | 995,651 | 1,018,000 | 22,348 | 2.2 | 0 | 0.0 | |
| BIZ-Logistics | 82,000 | 82,007 | 82,000 | (7) | (0.0) | 0 | 0.0 | |
| Home Conveniences | 50,000 | 48,997 | 50,000 | 1,002 | 2.0 | 0 | 0.0 | |
| e-Business | 35,000 | 32,798 | 35,000 | 2,201 | 6.7 | 0 | 0.0 | |
| Financial | 54,000 | 52,392 | 54,000 | 1,607 | 3.1 | 0 | 0.0 | |
| Truck Maintenance | 21,000 | 19,696 | 21,000 | 1,303 | 6.6 | 0 | 0.0 | |
| Other | 5,000 | 4,975 | 5,000 | 24 | 0.5 | 0 | 0.0 | |
| Total | 1,265,000 | 1,236,520 | 1,265,000 | 28,479 | 2.3 | 0 | 0.0 | |
| Operating income | | | | | | (===) | | |
| Delivery | 42,000 | 40,577 | 42,500 | 1,422 | 3.5 | (500) | (1.2 | |
| BIZ-Logistics | 3,700 | 3,664 | 3,700 | 35 | 1.0 | 0 | 0.0 | |
| Home Conveniences | 200 | (618) | 200 | 818 | (0.4) | 0 | 0.0 | |
| e-Business | 6,500 | 6,709 9,938 | 6,300 | (209) 361 | (3.1) | 200 | 3.2 | |
| Financial Truck Maintenance | 10,300 2,500 | 2,133 | 10,300 2,400 | 366 | 3.6 17.2 | 100 | 0.0 4.2 | |
| Other | 11,800 | 19,862 | 11,600 | (8,062) | (40.6) | 200 | 1.7 | |
| Subtotal | 77,000 | 82,269 | 77,000 | (5,269) | (6.4) | 200 | 0.0 | |
| Elimination | (10,000) | (17,955) | (10,000) | 7.955 | (0.4) | 0 | 0.0 | |
| Total | 67.000 | 64,314 | (10,000) | 2,685 | 4.2 | 0 | 0.0 | |
| [Profit margin] | 5.3% | 5.2% | 5.3% | 2,000 | 4.2 | ٠, | 0.0 | |
| Ordinary income | 68,000 | 65,951 | 68.000 | 2.048 | 3.1 | 0 | 0.0 | |
| [Profit margin] | 5.4% | 5.3% | 5.4% | 2,040 | 3.1 | ٠, | 0.0 | |
| Net income | 21,000 | 33,207 | 27,000 | (12,207) | (36.8) | (6,000) | (22.2 | |
| [Profit margin] | 1.7% | 2.7% | 2.1% | (12,201) | (30.0) | (0,000) | (44.4 | |

◆The operating results for the nine months ended December 31, 2011 proceeded largely according to plan since, in the company plan, we anticipated a decline in profit compared to the previous year.

However, the decline in revenue from Kuroneko Mail was a primary factor of the downturn in profit, and we see that there is still room to restrain costs associated with the decline in revenue.

- ◆Regarding the forth quarter (forecast), consolidated operating results are predicted to see increased revenue and profits compared to the previous year, taking into consideration the fact that 2012 is a leap year and a correction after the impact from the earthquake that occurred in March 2011.
- ◆As stated, minor amendments have been made to the profit forecast by business formation, taking into account current conditions.
- ◆The following two items were primary factors in the -¥6.0 billion revision of net income.
 - (1) Effect of change in corporation tax rates (see "Consolidated Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2012" p.7) -¥3.0 billion (for the full fiscal year)
 - (2) Abolishment of part of the retirement benefit system -¥3.0 billion (taking into account tax effect accounting)

| | | | | | | | | (Millions of yen) |
|-------------------------------|--------------------------|-----------|-------------------------|---------|-------|--------------------|-------|---|
| | | | | | | | | Assumptions of forecasts |
| | FY2012 (New forecast) | FY2011 | FY2012 (October 2011 | YoY Ch | ange | Forecast ((A-E | | Operating Revenues Delivery Business |
| | A | (Actual) | forecast) B | Amount | [%] | Amount | [%] | • Takkyubin parcels (thousands; forecast) |
| perating revenues | 1,265,000 | 1,236,520 | 1,265,000 | 28,479 | 2.3 | 0 | 0.0 | 1,423,000 (YoY ↑ 5.5%) Takkyubin unit price (forecast) ¥602 (YoY ↓ 1.1%) |
| perating expenses | 1,198,000 | 1,172,205 | 1,198,000 | 25,794 | 2.2 | 0 | 0.0 | (, |
| ersonnel expenses | 658,000 | 637,512 | 658,000 | 20,487 | 3.2 | 0 | 0.0 | Personnel expenses |
| Employee salary | 451,000 | 443,122 | 451,000 | 7,877 | 1.8 | 0 | 0.0 | Employee salary Employees |
| Retirement benefit expenses | 11,500 | 7,751 | 11,500 | 3,748 | 48.4 | 0 | 0.0 | (consolidated; forecast) |
| Other personnel expenses | 195,500 | 186,638 | 195,500 | 8,861 | 4.7 | 0 | 0.0 | Total 176,500 (YoY 1 4,858) |
| ubcontracting expense | 472,000 | 466,715 | 473,000 | 5,284 | 1.1 | (1,000) | (0.2) | Full-time 84,500 (YoY ↑ 1,073) Part-time 92,000 (YoY ↑ 3,785) |
| Commission expenses | 184,000 | 180,471 | 185,000 | 3,528 | 2.0 | (1,000) | (0.5) | Retirement benefit expenses |
| Vehicle hiring expenses | 145,000 | 140,705 | 144,000 | 4,294 | 3.1 | 1000 | 0.7 | Increase in amortization of |
| Other subcontracting expenses | 143,000 | 145,538 | 144,000 | (2,538) | (1.7) | (1,000) | (0.7) | actuarial gains and losses |
| ehicle expenses | 43,000 | 40,205 | 42,500 | 2,794 | 7.0 | 500 | 1.2 | Other personnel expenses Increase due to revision to the |
| Fuel expenses | 26,000 | 23,625 | 25,500 | 2,374 | 10.0 | 500 | 2.0 | rate of social insurance |
| ther expenses | 250,000 | 246,280 | 251,000 | 3,719 | 1.5 | (1,000) | (0.4) | Vehicle expenses |
| Depreciation | 39,000 | 39,582 | 40.000 | (582) | (1.5) | (1,000) | (2.5) | (fuel expenses) |
| limination | (225,000) | (218,507) | (226,500) | (6,492) | (114) | 1.500 | (=) | West Texas Intermediate (WTI) 1 barrel = U.S. \$98 |

- ◆Operating expenses are as follows.

 Minor amendments have been made to the forecast figures announced in the second quarter, taking into account current conditions.
- ◆Commission expenses rose ¥3.5 billion YoY, but were mostly comprised of the ¥3.4 billion increase due to the impact of accounting methods for processing freightage paid to airlines. Tangible commission expenses are seen as remaining nearly flat.
- ◆While not presented in the materials above, capital investment was set at ¥46.0 billion, revised downward -¥16.0 billion from the previous forecast.

As much as ¥10.0 billion in capital investment, primarily land and buildings, was transferred to the following fiscal year (the fiscal year ending March 31, 2013).



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