

# At a Glance

## Segment

## Business Description

## Performance

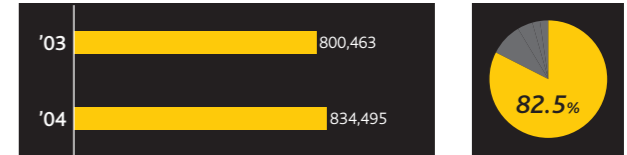
## Sales and Sales Composition



The Delivery business covers a diverse array of services, among them *Takkyubin*, *Cool Takkyubin*, *Collect Service*, and *Kuroneko Mail*. With the exception of certain regions, *Takkyubin* next-day parcel delivery service is available throughout Japan. Yamato Transport also operates a secure parcel tracking system, allowing the Company to manage parcel shipping status and realize high-quality service. During the year under review, overall delivery volume climbed to 1,011 million units.

Amid strong *Takkyubin* performance during the year, *Cool Takkyubin* volume was a brisk 122 million units. This, in conjunction with a sharp increase in *Kuroneko Mail* volume following revisions made to this service, led to favorable results in the Delivery business. Total operating revenue, including rail-freight forwarding, domestic air freight and others, was ¥834,495 million, a year-on-year increase of 4.3%.

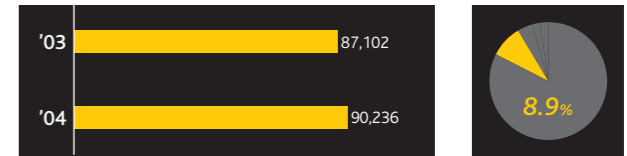
Sales (¥ millions)



The BIZ-Logistics business encompasses an infrastructure that enables Yamato Transport to offer logistics services fully linking Japan and locations overseas. These services include international marine forwarding, customs clearance services, the transportation of works of art, and international moving operations. Through the BIZ-Logistics business, Yamato Transport can provide customers with the optimized logistics systems they demand.

On April 1, 2003, part of the Logistics Business was spun off to Yamato Logistics Corporation, while marine forwarding, customs clearance, transportation of works of art and international moving operations were transferred to Yamato Global Freight Co., Ltd. As a result of this aggressive reorganization of services, operating revenue rose 3.6% to ¥90,236 million.

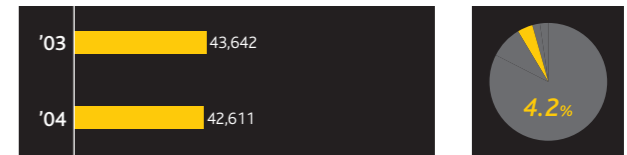
Sales (¥ millions)



The Home Convenience business combines moving services and merchandise marketing, aligning these services to meet diversifying customer needs. Moving services are aimed at families and individuals, and cover a range of related customer services, like the rearranging of furniture. Merchandise marketing, meanwhile, involves online sales and other services.

In this business segment, moving service operations at each of the Company's bases were separated and merged by region with Yamato Home Service Co., Ltd., a home service subsidiary, which was renamed Yamato Home Convenience Co., Ltd. and started actively marketing these services. Despite this, operating revenues declined 2.4% to ¥42,611 million.

Sales (¥ millions)



Leveraging know-how accumulated over the course of Yamato Transport's operations, the e-Business segment is involved in outsourced information processing, as well as the operation and management of computer systems.

A new data center, designed to provide safe, reliable and competitively priced services, was completed in Koto-ku, Tokyo in April 2003, helping Yamato Transport to actively promote e-Business. As a result, operating revenues increased 6.9% to ¥21,082 million.

Sales (¥ millions)



The Financial segment includes financial services targeted at business customers and consumers, such as settlement and collection.

Financial services were actively promoted through campaigns and other initiatives to increase delivery volumes for this segment's core *Collect Service*. As a result, operating revenues, including *Collect Service* fees and leasing income, increased 8.1% to ¥22,920 million.

Sales (¥ millions)



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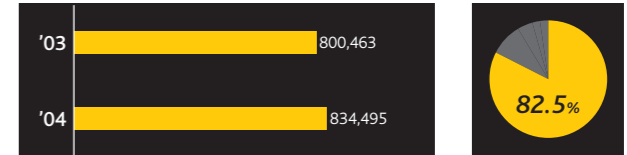
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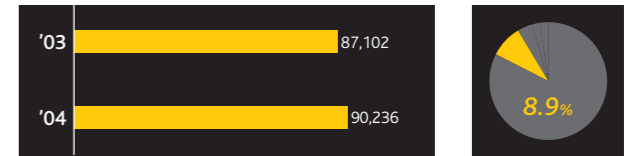
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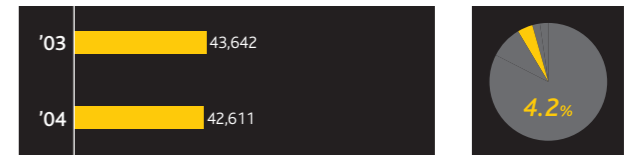
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