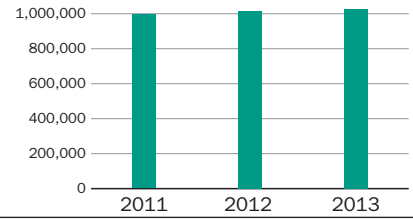


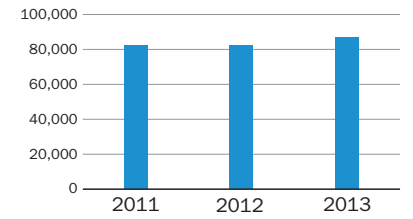
■ Delivery	80.2%
■ BIZ-Logistics	6.8%
■ Home Convenience	3.5%
■ e-Business	2.9%
■ Financial	4.4%
■ Truck Maintenance	1.8%
■ Other	0.4%

Operating Revenues (Millions of Yen)

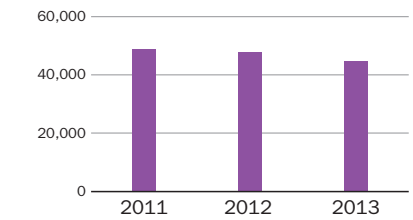
Delivery



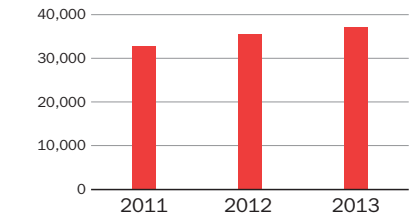
BIZ-Logistics



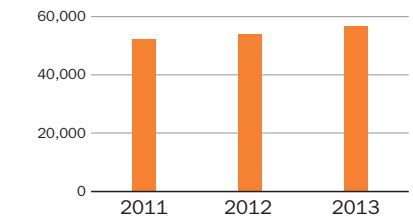
Home Convenience



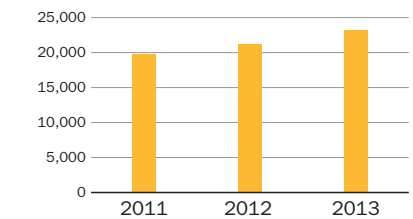
e-Business



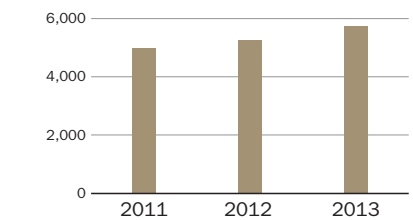
Financial



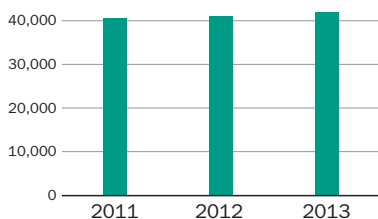
Truck Maintenance



Other



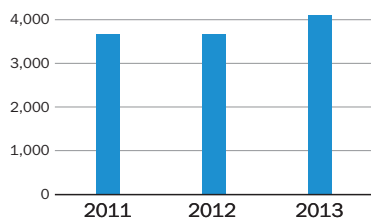
Operating Income (Loss) (Millions of Yen)



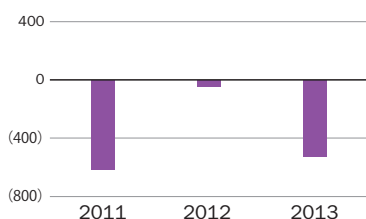
Business Description

The Delivery Business provides small parcel delivery services for the general public and corporations.

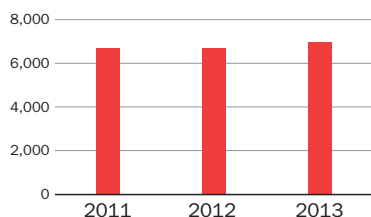
Guided by its basic corporate philosophy of "Total Reliability," the business provides mainly *TA-Q-BIN* and *Kuroneko Mail* services to improve convenience in customers' lives.



The BIZ-Logistics Business is a corporate distribution operation involved in services such as logistics and medical products distribution. The business provides customers with an innovative logistics system by combining management resources such as the *TA-Q-BIN* network with international transport and warehouse management functions.

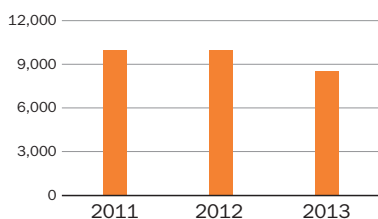


The Home Convenience Business is a community-based lifestyle support operation that provides services such as the pickup, delivery, and assembly and installation of home furnishings and appliances. The business provides lifestyle-related services utilizing the Yamato Group's nationwide network, with the aim of supporting the convenient and comfortable lifestyles of customers.



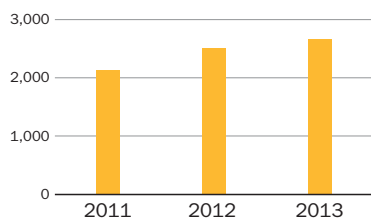
The e-Business comprises operations in contract data processing and information systems development.

The e-Business is actively engaged in proposing solutions that integrate data, distribution and settlement functions, to raise business process efficiency and solve potential business problems customers face.



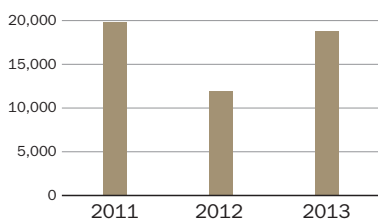
The Financial Business provides settlement services and financial products for corporations and the general public.

From payment collection on mail-order product deliveries to B2B logistics settlement, the Financial Business is striving to respond to every means of settlement to meet the needs of customers.



The Truck Maintenance Business performs the maintenance and upkeep of trucks and other vehicles for transportation companies under contract.

Utilizing the Yamato Group's technologies for reliably maintaining and repairing trucks, the Truck Maintenance Business provides customers in the trucking and bus transportation sector with three forms of value: 1) convenient vehicle maintenance, 2) compliance with statutory vehicle inspections, and 3) reduced maintenance and repair costs.



The Yamato Group's Other businesses comprise the B2B logistics business involving the *JITBOX Charter* service, personnel placement services, and shared services.

* Operating income in Other includes dividends from Group companies.