Contents





- 2 To Our Shareholders
- 4 Performance Highlights
- 5 A Message from the President
- 14 Market Data
- 16 At a Glance
- 18 Overview of Operations
- 18 Delivery
- 20 BIZ-Logistics
- 22 Home Convenience
- 24 e-Business
- 26 Financial
- 28 Truck Maintenance
- 30 Other
- 31 Organization
- 32 Corporate Social Responsibility
- 35 Corporate Governance
- 38 Directors and Audit & Supervisory Board Members
- 40 Analysis of Financial Position and Management Results
- 44 Consolidated Balance Sheet
- 46 Consolidated Statement of Income
- 47 Consolidated Statement of Comprehensive Income
- 48 Consolidated Statement of Changes in Equity
- 49 Consolidated Statement of Cash Flows
- 50 Notes to Consolidated Financial Statements
- 70 Independent Auditor's Report
- 71 Corporate Data

