



82- SUBMISSIONS FACING SHEET

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FISCAL YEAR 3-31-03

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ANNEX A

INFORMATION DISTRIBUTED SINCE MARCH 22, 2003

ARIS
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A. JAPANESE LANGUAGE DOCUMENTS

(brief description of Japanese language documents listed 1 below are set out under TAB 1 and summary English translations of the documents listed from 2 to 5 below are included under TAB 2 hereto)

1. Annual Securities Report dated June 30, 2003
2. Extraordinary Report dated March 14, 2003 (summary English translation attached)
3. Brief Statement of Annual Financial Results dated May 16, 2003 for the Fiscal Year ended March 31, 2003 (summary English translation attached)
4. Notice of Convocation of General Meeting of Shareholders dated June 6, 2003 (together with Operating Report) (summary English translation attached)
5. Notice of Resolutions of General Meeting of Shareholders dated June 27, 2003 (summary English translation attached)
6. Press Releases (each summary English translation attached)

| Date | Title |
|-------------------|---|
| a) March 27, 2003 | Notice Concerning Undertaking of Third Party Share Allocation of Keika Express CS Corporation |
| b) March 31, 2003 | Notice Concerning Opening and Moving of Branches |
| c) March 31, 2003 | Notice Concerning Organizational and Personnel Changes |
| d) March 31, 2003 | Notice Concerning Establishment of New Commitment Line (Term-Out Style) |
| e) April 2, 2003 | Notice Concerning Valuation Loss on Securities Investments at the End of Fiscal Year Ended March 31, 2003 |
| f) April 30, 2003 | Notice Concerning Opening of Branches |
| g) May 7, 2003 | Notice Concerning Adjustment of Performance Forecasts |
| h) May 16, 2003 | Notice Concerning Acquisition of Keika's Treasury Shares |
| i) May 16, 2003 | Notice Concerning Stock Acquisition Rights for Stock Option Scheme |
| j) May 16, 2003 | Notice Concerning Announcement of Financial Results by means of Electronic Method |
| j) May 29, 2003 | Notice Concerning Establishment of an |

American Depositary Receipt Program

7. The 16th Business Report (*Jigyou-houkokusho*) for the fiscal year ended March 31, 2003 (material information contained herein can be found in (i) the Notice of Convocation of General Meeting of Shareholders dated June 6, 2003 and (ii) the Investors Guide 2003)

B. ENGLISH LANGUAGE DOCUMENTS
(English documents listed below are included in TAB 3 hereto)

1. Investors Guide 2003

TAB 1

BRIEF DESCRIPTION OF JAPANESE LANGUAGE DOCUMENTS

1. Annual Securities Report dated June 30, 2003
Annual Securities Report stating the results for the relevant fiscal year filed with the Director of Kinki Local Finance Bureau.

TAB 2

SUMMARY TRANSLATIONS

Set out below are the summary English translations of the documents referred to in ANNEX A items 2 to 6 of Section A.

#2

EXTRAORDINARY REPORT
DATED MARCH 14, 2003

Cover Page

| | |
|----------------------------------|---|
| Papers to be submitted | Extraordinary Report |
| Whom to be submitted | The Director of Kinki Local Finance Bureau |
| Date of submission | March 14, 2003 |
| Company Name | Keika Express Co., Ltd. |
| Name and Title of Representative | President, Representative Director Katsutoshi Nishihara |
| Address of Home Office | 12-32, Kakiuchi-cho, Kadoma-shi, Osaka |
| Telephone | 06-6907-5770 |
| Name of Contact Person | Manager, IR Section, Planning Department Masanori Sogawa |
| Address of Contact | 12-32, Kakiuchi-cho, Kadoma-shi, Osaka |
| Telephone | 06-6907-5770 |
| Place to be exhibited | Osaka Securities Exchange Co., Ltd. 1-6-10, Kitahama, Chuou-ku, Osaka-shi, Osaka |

1. Reason for Submission

The Company shall report a change of the Company's major shareholder pursuant to Article 24, Paragraph 5, Item 4 of the Securities Exchange Law and Article 19, Paragraph 2, Item 4 of the Ordinance of Cabinet concerning Disclosure of the contents, etc. of Corporations.

2. Contents of Report

(1) Name of the major shareholder related with the change:

Yutaka Nishihara

(2) Ratio of the number of the major shareholder's voting rights to the number of total shareholders' voting rights:

① The number of the major shareholder's voting rights:

Before the change: 9,079

After the change: 6,549

② The ratio to the number of total shareholders' voting rights:

Before the change: 11.8%

After the change: 8.5%

(3) Date of the change:

March 13, 2003

(4) Other:

The amount of capital as of the submission of the report: ¥1,262,448,000

The number of total shareholders' voting rights as of the submission of the report: 76,651

#3

BRIEF STATEMENT
OF ANNUAL FINANCIAL RESULTS
DATED MAY 16, 2003
FOR THE FISCAL YEAR
ENDED MARCH 31, 2003

May 16, 2003

Brief Statement of Annual Financial Results for the Fiscal Year ended March 2003

(Consolidated)

Name of the Listed Company: Keika Express Co., Ltd.
 Securities Exchange where Listed: Osaka Securities Exchange
 Security Code Number: 9374
 Location of Head Office: Osaka-pref.
 URL: <http://www.keikaexp.co.jp/>
 For Inquiries: Yuzuru Taninaka, Managing Executive Officer and Accounting Manager
 Telephone: +81-06-6907-5770 (Pilot Number)
 Date of the Meeting of the Board of Directors approving the Closing Account:
 May 16, 2003
 US GAAP: Not applicable

1. Consolidated Earnings of Fiscal Year ended March 2003

(1) Consolidated Operating Result

| | Net Sales | | Operating Profit | | Recurring Profit | |
|------------------------------|-----------------|---------|------------------|------------------|------------------|------------------|
| | Millions of Yen | % | Millions of Yen | % | Millions of Yen | % |
| Fiscal Year ended March 2003 | 36,111 | (12.1) | 1,197 | (Δ 46.7) | 1,257 | (Δ 46.4) |
| Fiscal Year ended March 2002 | 32,208 | (24.8) | 2,245 | (95.5) | 2,346 | (86.7) |

| | Net Earnings | Net Earnings per Share | Net Earnings per Share after Adjustment of Potential Shares | Ratio of Net Earnings to Shareholders' Equity | Ratio of Recurring Profit to Total Assets | Ratio of Recurring Profit to Net Sales |
|------------------------------|----------------------|------------------------|---|---|---|--|
| | Millions of yen (%) | Yen | Yen | % | % | % |
| Fiscal Year ended March 2003 | 541 (Δ 48.6) | 67.24 | — | 8.7 | 6.4 | 3.5 |
| Fiscal Year ended March 2002 | 1,053 (54.8) | 138.33 | 138.22 | 18.7 | 16.2 | 7.3 |

(Footnotes: translation omitted)

(2) Consolidated Financial Condition

| | Total Assets | Shareholders' Equity | Ratio of Shareholders' Equity | Shareholders' Equity per Share |
|------------------------------|-----------------|----------------------|-------------------------------|--------------------------------|
| | Millions of Yen | Millions of Yen | % | Yen |
| Fiscal Year ended March 2003 | 21,839 | 6,315 | 28.9 | 819.68 |
| Fiscal Year ended March 2002 | 17,249 | 6,110 | 35.4 | 794.93 |

(Footnotes: translation omitted)

(3) Condition of Consolidated Cash Flow

| | Cash Flow from Operating Activities | Cash Flow from Investing Activities | Cash Flow from Financing Activities | Closing Balance of Cash and Cash Equivalent |
|------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|
| | Millions of Yen | Millions of Yen | Millions of Yen | Millions of Yen |
| Fiscal Year ended March 2003 | △3,062 | △660 | 4,115 | 3,506 |
| Fiscal Year ended March 2002 | △1,561 | △195 | 2,659 | 3,055 |

(4) Matters concerning the Range of Consolidation and Equity Method

Consolidated Subsidiaries: 3

Non-consolidated Subsidiaries on Equity Method: 0

Non-consolidated Subsidiaries Not on Equity Method: 0

(5) Changes in the Range of Consolidation and Equity Method

New Consolidated Subsidiaries: 1

Excluded Consolidated Subsidiaries: 0

New Non-consolidated Subsidiaries on Equity Method: 0

Excluded Non-consolidated Subsidiaries on Equity Method: 0

2. Consolidated Earnings Forecast of Fiscal Year ended March 2004

| | Net Sales | Recurring Profit | Net Earnings |
|---------------------|-----------------|------------------|-----------------|
| | Millions of Yen | Millions of Yen | Millions of Yen |
| Interim Fiscal Year | 20,012 | 727 | 421 |
| Whole Fiscal Year | 43,391 | 2,006 | 1,163 |

Reference: Estimated Net Earnings per Share

(Consolidated)

151.61 Yen

(Footnotes: translation omitted)

(Attachment)

1. Corporate Group

The Keika Express Group consists of Keika Express Co., Ltd. and its three subsidiaries, MC Convenience Co., Ltd., Luck Co., Ltd. and Keika Express CS Corporation. The Group's activities include consigned freight transportation business and owner-operator development businesses.

MC Convenience Co., Ltd., Keika Express CS Corporation and Luck Co., Ltd. are consolidated subsidiaries. Luck Co., Ltd. was previously a non-consolidated subsidiary but has been included in the consolidation from the current consolidated accounting period because of its growing importance.

Business Activities

- **Transportation Section (consigned freight transportation business)**

Activities in this segment include transportation of freight on behalf of customers, warehouse operations and delivery services, as well as various incidental services associated with transportation, such as installation, assembly, wiring, inspection and display of goods at delivery sites. Customers appreciate the ability of the Keika Group to provide services in areas that are generally difficult for major transportation firms, such as non-standard freight, high-frequency, small-lot freight, same-day freight, and transportation of fresh foodstuffs, as well as incidental services.

Consigned freight transportation services are provided mainly under long-term agreements with customers (shippers). The Keika Express Group helps shippers to outsource their physical distribution and related operations. Services contracted to Keika Express by shippers are actually performed by owner-operators who have signed basic outsourcing agreements with Keika Express. Part-timers and other workers who have not entered into basic outsourcing agreements are used for some incidental services.

Owner-operators are paid 76% of monthly sales as contract charges. There is an incentive scheme under which the percentage rises to 78% for owner-operators who have dealt with Keika Express for at least one year but less than two, to 80% after at least two years but less than three, to 82% after at least three years but less than five, and to 84% after five years. Annual sales guarantees are also provided, subject to certain conditions.

Keika Express CS Corporation contracts with customers to provide transportation services and incidental services for small, medium and large freight items. It operates mainly in the Kanto region. It uses its own staff, including drivers, to provide these services.

Other revenues from transportation operations include contributions to the cost of freight accident countermeasures, which are levied only on operating days as a provision against accidents, and contributions to business development costs, which are levied to cover the cost of service contracting applications. These charges are levied from owner-operators.

- Sales Section (including owner-operator development business)

The role of this business segment is to develop the owner-operators needed to carry out freight transportation contracts. Owner-operators are recruited mainly through job listing fliers. Independent business establishment seminars are held throughout Japan, and people are selected for owner-operator development after careful screening. Revenues from this segment include sales of light trucks and accessories based on Keika Express specifications, and commissions from affiliated businesses, such as vehicle loan arrangement commissions and commissions received from finance companies for administrative services provided by Keika Express. MC Convenience Co., Ltd. also earns income in the form of customer commissions for the arrangement of installment purchases, as well as lease income and other revenues.

Keika Express maximizes earnings from its vehicle sales business in two ways. First, it reduces costs through bulk purchasing of vehicles, parts and other essentials. Second, it adds value to its vehicles by increasing load capacity and loading efficiency compared with vehicles available on the general market.

MC Convenience Co., Ltd. arranges installment purchase plans and leases for Keika Express owner-operators. The activities of Luck Co., Ltd. include the sale of used light freight vehicles and accessories to Keika Express.

The following table shows income flows from this segment, and the positioning of the segment in the Keika Express Group.

| Segment | Item | Details | Company |
|--|-------------------------------------|--|---|
| Transportation (Consigned Freight Transportation Business) | Income from transportation business | Contracting of light vehicle freight transportation and incidental service | Keika Express Co., Ltd. Keika Express CS Corporation |

| | | | |
|--|--------------------------|--|--|
| | Other income | Freight insurance commissions, business development commissions, etc., pertaining to the above activities, freight storage and handling revenues, etc. | |
| Sales (Owner Operator Development Business) | Sales of goods | Revenues from sales of light freight vehicles, accessories and bodies based on Keika Express specifications to owner-operators | Keika Express Co., Ltd. MC Convenience Co. Ltd. |
| | Other operating revenues | Affiliation charges, etc., pertaining to the above activities | Luck Co., Ltd. |

[System diagram – see Investor Guide]

2. Management Policy

(1) Basic management policy

Keika Express Co., Ltd. describes itself as “a trucking firm without trucks.” It accepts contracts from shippers and provides low-cost, small-lot transportation services and incidental services. These services are actually outsourced from owner-operators developed by Keika Express. This approach is known as “double-outsourcing.”

The efforts of businesses to reduce costs are reflected in growing demand for physical distribution outsourcing. Consumer demand for home delivery services is also expanding. The basic management policy of Keika Express is to achieve shared prosperity with customers and owner-operators, and to earn the trust of shareholders through its role as a physical distribution partner capable of providing its customers with optimized physical distribution infrastructure, including support and consultation.

In recent years, Japan has experienced changes in its employment structure and a prolonged recession driven by a deflationary trend. The resulting restructuring in the business sector has had a major impact on both business activities and livelihoods.

These changes have also started to affect the physical distribution sector. Businesses are turning to strategic outsourcing so that they can focus their energies on their own core competencies, and most companies see the establishment of efficient physical distribution systems as a key priority. Keika Express will continue to offer physical distribution support and consultation in various formats to meet the growing demand for business outsourcing. Its mission is to work in partnership with its customers to build new physical distribution service infrastructure that reflect current needs, and to provide consistently innovative physical distribution services.

(2) Basic policy on profit appropriation

Reliable profit distribution to shareholders is one the most important management priorities for Keika Express. Dividends will continue to be decided on the basis of business results in each accounting period, taking into account the need to retain income for future business development.

(3) Thoughts and Policies on Reduction of the Investment Unit

In August 2001, Keika Express reduced the minimum unit for investment in its shares from 1,000 shares to 100 shares. The aim of this change was to improve the marketability of its shares and expand the investor base. The minimum amount required to invest in Keika Express shares at the end of the current accounting period was less than ¥100,000 per 100-share lot, so there appears to be no requirement for specific measures at this time.

(4) Target Indicators

When setting management targets Keika Express emphasizes return on equity (ROE), which is relevant to the improvement of shareholder value and the maintenance of financial stability. Management is working relentlessly to achieve an ROE of 15% or higher on a continuing basis.

(5) Medium- and long-range management strategy

As “a trucking firm without trucks,” Keika Express uses light trucks to provide low-cost, small-lot transportation services under a non-asset business structure. Through this activity, it has helped businesses to establish optimized physical distribution systems. The strength of the Keika Express Group is derived from its ability to provide low-cost transportation of non-standard items through services that are distinctly different from those offered by conventional physical distribution companies, and from a sales development approach based on proposal marketing of physical distribution solutions that are customized to match the needs of individual businesses. Keika Express plans to expand and enhance its sales development operations, and to make its customized, non-standard physical distribution services the core for the continuing expansion of its business activities.

This strategy for the medium- to long-term future was reflected in the establishment of the new Keika B2B EXPRESS service, a small-lot transportation service for the business-to-business (B2B) market. Initially this service will be offered in the 23 wards of Tokyo proper. As demand grows, the service area will be expanded to include the

entire Tokyo Metropolitan Area, and eventually the Chubu and Kinki regions as well. Keika Express plans to attract demand for this type of service by moving into the larger market for small-lot mixed-load transportation services for businesses. It will diversify its operations to include not only its existing freight services, which are based on the exclusive use of vehicles for individual businesses, but also combined-load services for multiple businesses. Keika Express has already completed its nationwide network. In the future, it will use long-distance combined-load operators, including some acquired through M&A, in addition to its owner-operators. These networks will continue to be operated under a highly efficient model based on utilization rather than ownership. This approach will allow Keika Express to develop low-cost, order-made services that are distinctly different from the services offered by conventional physical distribution contractors.

(6) Challenges

One of the most important challenges facing the owner-operator development business relates to Japan's employment environment in recent years. A sustained growth trend in the number of applicants wishing to become owner-operators has been paralleled by continuing deterioration in the financial status of applicants. Keika Express has limited the number of new owner-operators accepted for development, but recruitment of owner-operators is vital to the expansion of the transportation business. Keika Express has responded to this problem by establishing a start-up support business for light truck transportation operators based on the partial outsourcing of owner-operator development. It also plans to build efficient light-truck transportation capacity based on contracted operators by securing mixed-load freight operators through M&A and business alliances. Keika Express aims to secure owner-operators while minimizing new exposure to long-term receivables and other burdens, and to expand the use of double-outsourcing in its transportation operations.

(7) Basic Stance on Corporate Governance and Implementation of Related Measures

(Basic Stance)

Corporate governance is becoming increasingly important in today's globalized environment. Keika Express views good governance as a crucial management priority and is working to enhance shareholder value through prompt and effective management decision-making, and to strengthen risk management and compliance systems by establishing clear management accountability through the separation of supervisory management and executive functions, and through the reinforcement of compliance systems.

(Implementation of Measures)

① Management Decision-Making, Executive and Supervisory Organizations and other Aspects of Corporate Governance

? Company with committee system or company with corporate auditor system

Company with corporate auditor system

? Appointment of outside directors and outside auditors

None of the six directors are outside directors but two or the three corporate auditors are outside corporate auditors.

? Provision of dedicated staff for outside officers

There are no dedicated staff, and services are basically provided by the general affairs, accounting, legal affairs and audit departments.

? Executive and supervisory structures

Keika Express has introduced an executive officer system to ensure prompt management decision-making and strengthen the executive organization. In accordance with corporate policy established by the Board of Directors, directors also work in an executive capacity. Corporate operations are delegated to executive officers, who are responsible for the implementation of operations in the areas to which they are assigned. Executive officers make regular reports to the Board of Directors concerning the performance of their allocated tasks. It is the responsibility of the Board of Directors to supervise the work of the executive officers whom they have appointed.

? Internal control systems

Under the leadership of the President, directors or executive officers are given responsibility for administration, accounting and business departments. Authority is delegated to these directors, allowing them to make decisions at their discretion, and checks are carried out between departments. The Managing Director leads the audit department and works with the auditors to maintain a structure capable of monitoring the performance of operations.

? Attorneys, accounting auditors and other third-party personnel

Keika Express has retained three law firms, Kimura, Urakawa & Katayama Law Office, Hironaka Law Office, Nishiura Law Office and Mori Hamada & Matsumoto, to provide legal advice about corporate governance and legal issues in relation to business operations. The corporate accounts are audited by Deloitte Touche Tohmatsu.

② Summary of Personnel, Capital and Business Relationships between the Company and its Outside Directors and Outside Corporate Auditors

None of the outside auditors have been employed by the Company or its associated companies, etc., and there are no capital or business relationships.

③ Corporate Governance Improvement Measures in the Past Year

The views of auditors are sought at monthly meetings of the Board of Directors, and standing corporate auditors also attend special board meetings. These measures allow the auditors to monitor the performance of directors' duties. The executive officer system has been further enhanced to provide a clearer separation of supervisory and executive functions. Management structures in business and administration departments have been strengthened.

3. Business Results and Financial Position

(1) Business Results

① Business Results for Current Term

At one point the Japanese economy appeared to be on track for a partial recovery driven by export growth and other factors. However, business sector capital investment remained stagnant because of the prolonged deflationary environment, and share prices also continued to languish. The economy was unable to shake off the effects of the uncertain outlook, and conditions remained harsh.

In the transportation sector, there were no signs of a recovery in business confidence toward capital investment. There was also a downward trend in freight volumes. The home delivery industry maintained its growth trend as the leading force in the industry.

The Keika Express Group continued the steady development of its business activities, especially its freight contracting operations, in this environment. In addition to its existing low-cost freight services for non-standard freight, Keika Express also launched the new Keika B2B EXPRESS, a small-lot mixed-load transportation service. This new service, which targets the business-to-business (B2B) market, made a very successful start. Keika Express also continued its active development of other business approaches, including proposal sales based on outsourced transportation services using light trucks, and the formation of business alliances with trucking firms. Approaches such as these allowed Keika Express to attract large volumes of contract business.

Keika Express CS Corporation, which was acquired in the previous year, became a consolidated subsidiary. Business support provided by Keika Express was highly effective, and the new subsidiary was able to move into the black and contribute to the Keika Express Group in the current accounting period. Its operating profit increased by

¥549 million compared with the same period in the previous year to ¥299 million, while its recurring profit was ¥537 million higher at ¥284 million.

However, factors arising in the first half of the year, including transportation sales guarantee payments to affiliated operators, affected performance for the whole year, even though there was gradual improvement in the second half. In addition, there was a valuation loss on investment securities at the end of the accounting period because of the stagnation of the share market.

These factors were reflected in the consolidated results for the current accounting period. While net sales increased by 12.1% year-on-year to ¥36,111 million, gross profit on sales was 0.5% lower at ¥12,137 million, and operating profit was 46.7% lower at ¥1,197 million. Recurring profit declined by 46.4% to ¥1,257 million, and net profit by 48.6% to ¥541 million.

Segment Information

? Transportation Section

There was growing demand for low-cost, small-lot delivery services, and demand for physical distribution outsourcing also expanded. Keika Express took advantage of these trends to attract business.

In the current accounting period, Keika Express launched a new medium-range management plan. It also introduced the new Keika B2B EXPRESS service, a small-lot mixed-load delivery system for the business-to-business market, in addition to its existing services based on the exclusive use of trucks for specific customers.

Transportation sales increased by 13.1% year-on-year to ¥25,379 million. However, the ratio of gross profit to transportation sales was 3.0% lower at 21.0%, with the result that operating profit from transportation operations declined by 55.0% to ¥365 million. Keika Express made transportation sales guarantee payments to affiliated operators, which were struggling to secure sufficient contract drivers. While the second half of the year brought an improvement compared with the first half, the problem continued to occur. Affiliated operators currently own 1,400 vehicles, and the operating rate at the end of the current accounting period was 65.9%, compared with 42.2% at the beginning of the period.

? Sales Section

The development business includes the development of contract owner-operators. The first priority in this area is quality, and Keika Express tightened its suitability criteria and reduced the number of applicants accepted for development. The light freight operator establishment support business expanded steadily, leading to increased lease revenues from affiliated companies. Development-related sales amounted to ¥10,732 million, an increase of 9.8% compared with the result for the previous accounting period. Operating profit from the development business was 12.4% lower at ¥2,437 million. This reflects the fact that there were no high-volume sales of light freight services to corporate customers, which were a special factor in the previous accounting period.

② Forecast for the Year to March 2004

The business environment is expected to remain harsh. In addition to changes in the international situation resulting from the war in Iraq and other factors, there is also concern about the uncertain outlook for the U.S. economy, and about how trends in the U.S. economy will affect economic conditions in Europe and Asia. Companies in Japan are also expected to face difficult conditions, including uncertain an export outlook, a depressed stock market, continuing un employment and income stagnation.

The year ahead is expected to bring further corporate restructuring in the transportation sector, including the establishment of physical distribution firms as spin-offs. Growing pressure to reduce costs is likely to widen the gap between efficient and inefficient operators. The qualities separating successful companies from those that fall by the wayside will include the ability to develop customers and implement proposal-based marketing. The trends toward business mergers, alliance formation and restructuring are expected to accelerate.

In the transportation segment, Keika Express will further expand the Keika B2B EXPRESS service, which it introduced in May 2002. The coverage area for this highly cost-competitive service will be extended to include the Kinki and Chukyo regions, as well as the Tokyo Metropolitan Area. The aim is to attract demand in the market for small-lot business-to-business freight services by building the B2B EXPRESS system into a core business area for Keika Express, alongside existing freight services based on the exclusive use of vehicles for specific customers, and transportation-related services centering on incidental tasks.

In the development segment, employment trends over the past few years have been reflected in an upward trend in applicant numbers. Because of deteriorating economic conditions, however, it has become necessary to check the credit status of applicants

with increased care. At the same time, the recruitment of owner-operators is vital to the expansion of the transportation business. While limiting the number of new applicants selected for owner-operator development, Keika Express plans to expand its development support business by partially outsourcing its development activities to another company. This approach will allow Keika Express to recruit owner-operators while reducing development-related costs. It will also work to reduce long-term receivables through a commission selling system designed to speed up debt recovery. Light trucks owned by debtors with long-term payables will be sold on commission to new owner-operators, and the proceeds from these sales will be applied to debt repayment.

Sales in the year to March 2004 are expected to increase by 20.2% over the previous year's level to ¥43,391 million, and recurring profit by 59.5% to ¥2,006 million. The projected net profit figure of ¥1,163 million represents an increase of 114.9%.

4. Financial Position

(1) Overview of Current Consolidated Accounting Period

(millions of yen)

| Item | Current Term (April 1, 2002-March 31, 2003) | (Previous Term (April 1, 2001-March 31, 2002) | Year-on-Year Increase (Decrease) |
|--|---|---|-------------------------------------|
| Cash flows from operating activities | △3,062 | △1,561 | △1,500 |
| Cash flows from investment activities | △660 | △195 | △464 |
| Cash flows from financial activities | 4,115 | 2,659 | 1,456 |
| Increase (decrease) in cash and cash equivalents | 393 | 902 | △509 |
| Term-end balance of cash and cash equivalents | 3,506 | 3,055 | 450 |

Cash flows from operating activities

Cash flows from operating activities were negative by ¥3,062 million in the current accounting period, compared with negative ¥1,561 million in the previous accounting period. Reasons for this result include a ¥1,261 million reduction net profit before income taxes, and an increase in installment claims on MC Convenience Co., Ltd.

Cash flows from investment activities

Cash flows from investment activities in the current accounting period were negative by ¥660 million, compared with negative ¥195 million in the previous accounting period. This resulted mainly from acquisition of investment securities.

Cash flows from financial activities

Cash flows from financial activities were positive by ¥4,115 million, compared with ¥2,659 million in the previous accounting period. The main contributing factors were the procurement of bank loans and the issuance of bonds.

Cash and cash equivalents at the end of the current consolidated accounting period increased by ¥393 million, while the inclusion of Luck Co., Ltd. in the consolidation added ¥57 million to funds. This brought the total to ¥3,506 million.

Four-Year Trends in Cash Flow Indicators

| Indicator | Year ended | | | | |
|--|------------|--------|--------|--------|--------|
| | 3/1999 | 3/2000 | 3/2001 | 3/2002 | 3/2003 |
| Shareholders' equity ratio (%) | 27.8 | 29.6 | 43.8 | 35.4 | 28.9 |
| Shareholders' equity at market price (%) | | | 103.5 | 102.5 | 26.4 |
| Years to debt retirement (Years) | | | 5.9 | | |
| Interest coverage ratio | | | 15.7 | | |

Notes:

1. The above financial indicators are calculated as follows.

| | |
|--|--|
| Shareholders' equity ratio (%) | Shareholders' equity/total assets |
| Shareholders' equity at market price (%) | Aggregate value/total assets |
| Years to debt retirement (Years) | Interest-bearing debt/operating cash flows |
| Interest coverage ratio | Operating cash flows/interest payments |

- All of the above financial indicators were calculated on a consolidated basis.
- No shareholders' equity at market price, years to debt retirement and interest coverage ratio are shown for the year ended March 31, 1999 because no consolidated cash flow statement was prepared for that year.
- Shareholders' equity at market price is not shown for the year ended March 31, 2000 and previous years, since Keika Express Co., Ltd. shares were first listed on the second section of the Osaka Securities Exchange in October 2000.
- Years to debt redemption and the interest coverage ratio are not shown in the years ended March 31, 2000, March 31, 2002 and March 31, 2003, since cash flows from operating activities were negative in those years.
- Aggregate value is calculated by multiplying the closing price at the end of the accounting period by the number of shares issued and outstanding at the end of the accounting period (excluding treasury stock).
- Operating cash flows are based on cash flows from operating activities as stated in the consolidated Cash Flow Statement. Interest-bearing debt consists of all liabilities stated in the consolidated Balance Sheet on which interest is paid. Interest

payments are based on the interest payment amounts stated in the consolidated Cash Flow Statement.

② Outlook for the Year to March, 2004

Cash flows from operating activities

Keika Express aims to minimize the increase in long-term receivables through its light-freight operator establishment support business, and by selling on commission.

Cash flows from investment activities

Keika Express will keep its investment to the absolute minimum required for business expansion.

Cash flows from financial activities

Keika Express will make optimal use of its commitment line to obtain low-cost finance.

CONSOLIDATED BALANCE SHEETS

(Unit: Millions of Yen)

| Assets | | | | | |
|--|---|--------------|---|--------------|--|
| Item | This consolidated fiscal year (March 31, 2003) | | Previous consolidated fiscal year (March 31, 2002) | | Compared with the previous fiscal year |
| | Amount | Ratio | Amount | Ratio | |
| | | % | | % | |
| Current assets | 13,147 | 60.2 | 11,501 | 66.7 | 1,645 |
| Cash and bank deposits | 3,814 | | 3,785 | | 29 |
| Notes receivable and accounts receivable | 3,501 | | 4,039 | | △ 538 |
| Installment accounts receivable | 3,769 | | 2,141 | | 1,627 |
| Inventories | 89 | | 107 | | △ 18 |
| Deferred tax assets | 183 | | 247 | | △ 64 |
| Others | 1,909 | | 1,247 | | 661 |
| Allowance for doubtful accounts | △ 119 | | △ 68 | | △ 51 |
| Fixed assets | 8,692 | 39.8 | 5,747 | 33.3 | 2,944 |
| (Tangible fixed assets) | 1,063 | 4.9 | 949 | 5.5 | 114 |
| Buildings and structures | 307 | | 277 | | 29 |
| Machinery and transportation equipment | 224 | | 163 | | 60 |
| Land | 426 | | 426 | | — |
| Others | 106 | | 82 | | 24 |
| (Intangible fixed assets) | 351 | 1.6 | 418 | 2.4 | △ 67 |
| Consolidation adjustment account | 224 | | 299 | | △ 74 |
| Others | 126 | | 119 | | 6 |
| (Investments and other assets) | 7,277 | 33.3 | 4,379 | 25.4 | 2,897 |
| Investment securities | 457 | | 58 | | 399 |
| Long-term accounts receivable | 812 | | 1,956 | | △ 1,144 |
| Claims in bankruptcy, rehabilitation and other similar items | 793 | | 1,461 | | △ 667 |
| Deferred tax assets | 1,187 | | 879 | | 308 |
| Guarantee deposits | 1,274 | | 980 | | 294 |
| Subordinated valuation interest in trust | 3,507 | | — | | 3,507 |
| Others | 780 | | 298 | | 482 |
| Allowance for doubtful accounts | △ 1,536 | | △ 1,254 | | △ 282 |
| Total assets | 21,839 | 100.0 | 17,249 | 100.0 | 4,590 |

| Liabilities | | | | | |
|--|--|-------|--|-------|---|
| Item | This consolidated fiscal year (March 31, 2003) | | Previous consolidated fiscal year (March 31, 2002) | | Compared with the previous fiscal year |
| | Amount | Ratio | Amount | Ratio | |
| Current liabilities | 11,292 | 51.7% | 8,688 | 50.4% | 2,603 |
| Notes payable and accounts payable | 379 | | 568 | | △ 189 |
| Short-term borrowings | 4,483 | | 2,455 | | 2,028 |
| Bonds payable, due within one year | 256 | | 96 | | 160 |
| Current portion of long-term borrowings | 1,471 | | 1,035 | | 436 |
| Accounts payable to owner-operators | 1,669 | | 1,538 | | 131 |
| Accrued income taxes | 180 | | 1,108 | | △ 927 |
| Allowance for bonuses | 135 | | 118 | | 16 |
| Unearned interest on installment | 1,384 | | 755 | | 629 |
| Other current liabilities | 1,332 | | 1,013 | | 319 |
| Fixed liabilities | 4,231 | 19.4 | 2,450 | 14.2 | 1,781 |
| Bonds | 718 | | 204 | | 514 |
| Long-term borrowings | 3,052 | | 1,787 | | 1,265 |
| Reserve for retirement benefits | 72 | | 97 | | △ 24 |
| Reserve for directors' retirement allowances | 286 | | 256 | | 30 |
| Others | 101 | | 104 | | △ 2 |
| Total liabilities | 15,524 | 71.1 | 11,138 | 64.6 | 4,385 |
| Minority interest | | | | | |
| Minority Interest | - | - | - | - | - |
| Shareholders' equity | | | | | |
| Capital | - | - | 1,262 | 7.3 | △ 1,262 |
| Capital reserve | - | - | 1,188 | 6.9 | △ 1,188 |
| Surplus from consolidation | - | - | 3,673 | 21.3 | △ 3,673 |
| Valuation differences on other securities | - | - | △ 13 | △ 0.1 | 13 |
| Treasury stock | - | - | △ 0 | △ 0.0 | 0 |
| Total shareholders' equity | - | - | 6,110 | 35.4 | △ 6,110 |
| Capital | 1,262 | 5.7 | - | - | 1,262 |
| Capital surplus | 1,188 | 5.4 | - | - | 1,188 |
| Earned surplus | 3,918 | 18.0 | - | - | 3,918 |
| Valuation differences on other securities | △ 26 | △ 0.1 | - | - | △ 26 |
| Treasury stock | △ 27 | △ 0.1 | - | - | △ 27 |
| Total shareholders' equity | 6,315 | 28.9 | - | - | 6,315 |
| Total of liabilities, minority interest, and shareholders' equity | 21,839 | 100.0 | 17,249 | 100.0 | 4,590 |

CONSOLIDATED PROFIT AND LOSS STATEMENT

(Unit: Millions of Yen)

| Item | This consolidated fiscal year [April 1, 2002 March 31, 2003] | | Previous consolidated fiscal year [April 1, 2001 March 31, 2002] | | Compared with the previous fiscal year |
|--|--|--------|---|--------|---|
| | Amount | Ratio | Amount | Ratio | |
| | Net sales | 36,111 | 100.0 | 32,208 | |
| Sales cost | 23,974 | 66.4 | 20,006 | 62.1 | 3,968 |
| Gross profit on sales | 12,137 | 33.6 | 12,202 | 37.9 | △ 65 |
| Selling, general and administrative expenses | 10,939 | 30.3 | 9,957 | 30.9 | 982 |
| Advertising and general publicity expenses | 2,714 | | 2,601 | | 113 |
| Allowance for doubtful accounts | 581 | | 491 | | 90 |
| Remuneration, salary, and allowance | 3,692 | | 3,410 | | 282 |
| Allowance for bonuses | 120 | | 108 | | 12 |
| Reserve for retirement benefits | 31 | | 27 | | 4 |
| Welfare expenses | 509 | | 505 | | 3 |
| Traveling expenses | 501 | | 502 | | △ 1 |
| Rent expenses | 970 | | 690 | | 279 |
| Depreciation expenses | 127 | | 119 | | 7 |
| Others | 1,689 | | 1,499 | | 189 |
| Operation profit | 1,197 | 3.3 | 2,245 | 7.0 | △ 1,047 |
| Non-operating income | 310 | 0.9 | 207 | 0.6 | 102 |
| Fees received | 59 | | 69 | | △ 10 |
| Income from indemnities | 98 | | 91 | | 7 |
| Cancellation charges | 76 | | 11 | | 64 |
| Others | 76 | | 35 | | 41 |
| Non-operating expenses | 250 | 0.7 | 106 | 0.3 | 143 |
| Interest expenses | 41 | | 26 | | 15 |
| Bond issuing expenses | 17 | | 16 | | 1 |
| Fees paid | 64 | | 21 | | 42 |
| Loss on interest rate swap | 31 | | — | | 31 |
| Capital loss on senior valuation interest in trust | 26 | | — | | 26 |
| Others | 67 | | 41 | | 26 |
| Recurring profit | 1,257 | 3.5 | 2,346 | 7.3 | △ 1,088 |
| Special profit | 4 | 0.0 | 1 | 0.0 | 3 |
| Gain on sale of fixed assets | 3 | | 1 | | 2 |
| Others | 0 | | — | | 0 |
| Special loss | 228 | 0.6 | 52 | 0.2 | 176 |
| Loss on retirement of fixed assets | 8 | | 7 | | 1 |
| Loss on evaluation of investment securities | 220 | | 45 | | 175 |
| Net earnings before income taxes | 1,033 | 2.9 | 2,295 | 7.1 | △ 1,261 |
| Corporate income tax, resident tax and enterprise tax | 681 | 1.9 | 1,527 | 4.7 | △ 846 |
| Prior year's corporate income tax, etc. | 46 | 0.1 | 53 | 0.2 | △ 7 |
| Income taxes-deferred | △ 235 | △ 0.6 | △ 339 | △ 1.1 | 103 |
| Net earnings | 541 | 1.5 | 1,053 | 3.3 | △ 512 |

STATEMENT OF CONSOLIDATED SURPLUS

(Unit: Millions of Yen)

| Item | This consolidated fiscal year 〔 April 1, 2002 March 31, 2003 〕 | Previous consolidated fiscal year 〔 April 1, 2001 March 31, 2002 〕 |
|--|--|---|
| | Amount | Amount |
| Initial balance of consolidated surplus | — | 2,846 |
| Decrease in consolidated surplus | — | 226 |
| Dividends | — | 208 |
| Bonus paid to directors | — | 18 |
| Net earnings | — | 1,053 |
| Closing balance of consolidated surplus | — | 3,673 |
| (Capital surplus) | | |
| Initial balance of capital surplus | 1,188 | — |
| Initial balance of capital reserve | 1,188 | — |
| Closing balance of capital surplus | 1,188 | — |
| (Earned surplus) | | |
| Initial balance of earned surplus | 3,673 | — |
| Initial balance of consolidated surplus | 3,673 | — |
| Increase in earned surplus | 541 | — |
| Net earnings | 541 | — |
| Decrease in earned surplus | 296 | — |
| Dividends | 268 | — |
| Bonus paid to directors | 27 | — |
| Closing balance of earned surplus | 3,918 | — |

STATEMENT OF CONSOLIDATED CASH FLOW

(Unit: Millions of Yen)

| Item | This consolidated fiscal year (April 1, 2002 March 31, 2003) | Previous consolidated fiscal year (April 1, 2001 March 31, 2002) |
|--|--|--|
| | Amount | Amount |
| Cash flow from operating activities | | |
| Net earnings before income taxes | 1,033 | 2,295 |
| Depreciation expenses | 158 | 140 |
| Increase or decrease in allowance for doubtful accounts | 332 | 294 |
| Increase or decrease in allowance for bonuses | 16 | 6 |
| Increase or decrease in reserve for retirement benefits | △ 24 | △ 37 |
| Increase or decrease in reserve for directors' retirement allowances | 30 | 25 |
| Interest and dividend income | △ 9 | △ 2 |
| Interest expenses | 41 | 26 |
| Increase or decrease in accounts receivable | △ 694 | △ 2,345 |
| Increase or decrease in installment accounts receivable | △ 1,747 | △ 529 |
| Increase or decrease in inventories | 26 | △ 44 |
| Increase or decrease in accounts payable | △ 72 | △ 47 |
| Increase in accrued consumption taxes | △ 164 | 128 |
| Increase in other assets and liabilities | △ 551 | △ 672 |
| Others | 261 | 107 |
| Sub-total | △ 1,364 | △ 654 |
| Receipt of interest and dividends | 8 | 2 |
| Payment of interest | △ 40 | △ 33 |
| Payment of income taxes | △ 1,666 | △ 876 |
| Cash flow from operating activities | △ 3,062 | △ 1,561 |
| Cash flow from investing activities | | |
| Increase in time deposits | △ 736 | △ 472 |
| Proceeds from time deposits | 907 | 300 |
| Payment for acquisition of investment securities | △ 641 | △ 80 |
| Proceeds from sale of investment securities | - | 3 |
| Payment for acquisition of tangible assets | △ 263 | △ 141 |
| Proceeds from sales of tangible assets | 6 | 2 |
| Proceeds from acquisition of subsidiary stocks according to the change in scope of consolidation | - | 515 |
| Others | 66 | △ 322 |
| Cash flow from investing activities | △ 660 | △ 195 |
| Cash flow from financing activities | | |
| Net increase or decrease of short-term borrowings | 2,016 | 1,571 |
| Increase in long-term borrowings | 2,300 | 1,700 |
| Payment of long-term borrowings | △ 606 | △ 862 |
| Payment of dividends | △ 268 | △ 208 |
| Issuance of shares | - | 159 |
| Proceeds from issuance of bonds | 800 | 300 |
| Payment for redemption of bonds | △ 126 | - |
| Payment for purchase of treasury stock | - | △ 0 |
| Cash Flow from Financing Activities | 4,115 | 2,659 |
| Commutation balance of cash and cash equivalents | - | - |
| Increase or decrease in cash and cash equivalents | 393 | 902 |
| Initial balance of cash and cash equivalents | 3,055 | 2,153 |
| Increase in cash and cash equivalents as a result of further consolidation | 57 | - |
| Closing balance of cash and cash equivalents | 3,506 | 3,055 |

(Footnotes) [translation omitted other than segment information and per share information]

Segment Information

(1) Business Segments

Current Fiscal Year (from April 1, 2002 to March 31, 2003)

(Millions of yen)

| | Transportation | Owner-Operat or Development | Total | Eliminations/ Corporate | Consolidated |
|---|----------------|-----------------------------------|--------|----------------------------|--------------|
| I. Sales and Operating Income | | | | | |
| Sales | | | | | |
| (1) Sales to customers | 25,379 | 10,732 | 36,111 | ? | 36,111 |
| (2) Intersegment sales and transfers | ? | 265 | 265 | (265) | ? |
| Total | 25,379 | 10,997 | 36,377 | (265) | 36,111 |
| Operating expenses | 25,014 | 8,559 | 33,574 | 1,340 | 34,914 |
| Operating income | 365 | 2,437 | 2,802 | (1,605) | 1,197 |
| II. Total Assets, Depreciation and Capital Expenditures | | | | | |
| Total assets | 4,548 | 11,349 | 15,898 | 5,941 | 21,839 |
| Depreciation | 79 | 25 | 104 | 53 | 158 |
| Capital expenditures | 191 | 54 | 246 | 310 | 556 |

2. Names of Main Goods and Products in Each Segment

| Segment | Product | Details |
|--|---------------------------------|--|
| Transportation section (Consigned freight transportation) | Freight transportation revenues | Contracting of light-truck freight transportation and incidental service |
| | Other operating revenues | Freight insurance commissions, business development commissions, etc., pertaining to the above activities |
| Sales section (Owner-operator development) | Sales of goods | Revenues from sales of light-truck vehicles and accessories based on Keika Express specifications to owner-operators |
| | Other operating revenues | Affiliation charges, etc., pertaining to the above activities |

3. Operating expenses include eliminations and corporate items that cannot be apportioned. These amount to ¥1,697 million and relate mainly to the parent company's administrative operations.

4. Assets include corporate assets amounting to ¥5,940 million, including eliminations and corporate items. These items relate mainly to the parent company's surplus investment funds (cash), long-term investment funds (investment securities), and administration-related assets, etc.

5. Depreciation and capital expenditures include long-term prepaid expenses and its amortization.

Previous Fiscal Year (from April 1, 2001 to March 31, 2002)

The principal business operations of the Keika Express Group are freight transportation contracting and owner-operator development. Separate segment information for these activities was not previously shown in the accounts because they were seen as a single, indivisible business segment, consisting of the sale of light trucks built to Keika Express specifications to owner-operators to support the establishment of their businesses (owner-operator development), and the contracting of owner-operators to provide transportation services contracted to Keika Express by customers.

In the current term, Keika Express has started to sell its light trucks to non-group users as well as to owner-operators. It has also turned Keika Express CS, which owns trucks and is involved primarily in provision of medium and large freight transportation services and related incidental services, into a consolidated subsidiary. These changes have partially reduced the linkage between freight transportation contracting and owner-operator development, and segment information will therefore be shown separately, starting with the current term.

(Millions of yen)

| | Transportation | Owner-Operat or Development | Total | Eliminations/ Corporate | Consolidated |
|---|----------------|-----------------------------------|--------|----------------------------|--------------|
| I. Sales and Operating Income | | | | | |
| Sales | | | | | |
| (1) Sales to customers | 22,432 | 9,776 | 32,208 | ? | 32,208 |
| (2) Intersegment sales and transfers | ? | 117 | ¥117 | (¥117) | ? |
| Total | 22,432 | 9,893 | 32,325 | (117) | 32,208 |
| Operating expenses | 21,621 | 7,110 | 28,732 | 1,231 | 29,963 |
| Operating income | 810 | 2,782 | 3,593 | (1,348) | 2,245 |
| II. Total Assets, Depreciation and Capital Expenditures | | | | | |
| Total assets | 4,336 | 8,286 | 12,623 | 4,625 | 17,249 |
| Depreciation | 84 | 27 | 112 | 27 | 140 |
| Capital expenditures | 132 | 39 | 172 | 14 | 187 |

2. Names of Main Goods and Products in Each Segment

| Segment | Product | Details |
|--|---------------------------------|---|
| Transportation section (Consigned freight transportation) | Freight transportation revenues | Contracting of light-truck freight transportation and incidental service |
| | Other operating revenues | Freight insurance commissions, business development commissions, etc., pertaining to the above activities |

| | | |
|--|--------------------------|---|
| Sales section (Owner-operator development) | Sales of goods | Revenues from sales of light-truck vehicles and accessories based on Keika Express specifications to owner-operators |
| | Other operating revenues | Affiliation charges, etc., pertaining to the above activities |

3. Operating expenses include eliminations and corporate items that cannot be apportioned. These amount to ¥1,315 million and relate mainly to the parent company's administrative operations.

4. Assets include corporate assets amounting to ¥4,619 million, including eliminations and corporate items. These items relate mainly to the parent company's surplus investment funds (cash), long-term investment funds (investment securities), and administration-related assets, etc.

5. Depreciation and capital expenditures include long-term prepaid expenses and its amortization.

Per Share Information

| Current Consolidated Accounting Period (From April 1, 2002 to March 31, 2003) | Previous Consolidated Accounting Period (From April 1, 2001 to March 31, 2002) |
|--|---|
| Net assets per share ¥819.68 | Net assets per share ¥794.93 |
| Net earnings per share ¥67.24 | Net earnings per share ¥138.33 |
| Net earnings per share after dilution ¥· | Net earnings per share after dilution ¥138.22 |
| Note: Though warrant bonds were issued, net income per share after dilution is not shown since there was no dilution effect. | |
| (Additional Information) | |
| Starting in the current consolidated accounting period, Keika Express has applied the accounting standard concerning net income per share (Accounting Policy No. 2) and the policy for the application of the accounting standard concerning net income per share (Accounting Policy No. 4). Per share information for the previous accounting period based on these accounting standards and policies is shown below. | |
| Previous Consolidated Accounting Period | |
| Net assets per share ¥791.32 | |
| Net earnings per share ¥134.69 | |
| Net earnings per share after dilution ¥134.57 | |

Note: The basis for the calculation of net income per share and diluted net income per share is as follows.

| | Current Accounting Period | Previous Accounting Period |
|--|--------------------------------------|--------------------------------------|
| | From April 1, 2002 to March 31, 2003 | From April 1, 2001 to March 31, 2002 |
| Net earnings per share | | |
| Net earnings | ¥541 million | - |
| Amount not imputed to ordinary shareholders | ¥24 million | - |
| (Of which, income appropriated for directors' bonuses) | ¥24 million | |
| Net earnings relating to ordinary shares | ¥516 million | - |
| Average number of ordinary shares during accounting period | 7,679,940 | - |

5. Sales Condition

(Unit: Millions of Yen)

| Segment | This consolidated fiscal year | | Previous consolidated fiscal year | | Compared with the previous fiscal year | |
|---|-------------------------------------|-------|-------------------------------------|-------|--|-------|
| | 〔 April 1, 2002 March 31, 2003 〕 | | 〔 April 1, 2001 March 31, 2002 〕 | | | |
| | Amount of sales | Ratio | Amount of Sales | Ratio | Increased Amount | Ratio |
| Transportation section (Consigned freight transportation business) | 25,379 | 70.3 | 22,432 | 69.6 | 2,947 | 13.1 |
| Sales section (Owner-operator development business) | 10,732 | 29.7 | 9,776 | 30.4 | 956 | 9.8 |
| Total | 36,111 | 100.0 | 32,208 | 100.0 | 3,903 | 12.1 |

May 16, 2003

Brief Statement of Financial Statement for the Fiscal Year ended March 2003

(Non-consolidated)

Name of the Listed Company: Keika Express Co., Ltd.
 Securities Exchange where Listed: Osaka Securities Exchange
 Security Code Number: 9374
 URL: <http://www.keikaexp.co.jp/>
 Location of Head Office: Osaka-pref.
 For Inquiries: Yuzuru Taninaka, Managing Executive Officer and Accounting Manager
 Telephone: +81-06-6907-5770 (Pilot Number)
 Date of the Meeting of the Board of Directors approving the Closing Account:
 May 16, 2003
 Date of the Annual General Meeting of Shareholders:
 June 27, 2003
 Interim Dividends: Applicable
 Unit Share System: Applicable (1 unit = 100 Shares)

1. Non-consolidated Earnings of Fiscal Year ended March 2003

(1) Operating Result

| | Net Sales | | Operating Profit | | Recurring Profit | |
|------------------------------|-----------------|---------|------------------|----------|------------------|----------|
| | Millions of Yen | % | Millions of Yen | % | Millions of Yen | % |
| Fiscal Year ended March 2003 | 33,229 | (10.7) | 871 | (△70.1) | 903 | (△69.8) |
| Fiscal Year ended March 2002 | 30,024 | (17.8) | 2,913 | (151.1) | 2,989 | (144.5) |

| | Net Earnings | Net Earnings per Share | Net Earnings per Share after Adjustment of Potential Shares | Ratio of Net Earnings to Shareholders' Equity | Ratio of Recurring Profit to Total Assets | Ratio of Recurring Profit to Net Sales |
|------------------------------|---------------------|------------------------|---|---|---|--|
| | Millions of yen (%) | Yen | Yen | % | % | % |
| Fiscal Year ended March 2003 | 245 (△84.5) | 28.74 | — | 3.6 | 5.8 | 2.7 |
| Fiscal Year ended March 2002 | 1,586 (137.4) | 208.39 | 208.21 | 26.2 | 25.3 | 10.0 |

(Footnotes: translation omitted)

(2) Condition of Dividends

| | Annual Dividends per Share | | | Aggregate Amount of Dividends per annum | Dividend Payout Ratio | Ratio of Dividends to Shareholders' Equity |
|------------------------------|----------------------------|-------------|--------------|---|-----------------------|--|
| | Yen | Interim Yen | Year-end Yen | | | |
| Fiscal Year ended March 2003 | 25.00 | 12.50 | 12.50 | Millions of Yen 191 | % 78.1 | % 2.9 |
| Fiscal Year ended March 2002 | 35.00 | 12.50 | 22.50 | 267 | 16.9 | 3.9 |

(Footnotes: translation omitted)

(3) Financial Condition

| | Total Assets | Shareholders' Equity | Ratio of Shareholders' Equity | Shareholders' Equity per Share |
|------------------------------|-----------------|----------------------|-------------------------------|--------------------------------|
| | Millions of Yen | Millions of Yen | % | Yen |
| Fiscal Year ended March 2003 | 16,796 | 6,721 | 40.0 | 872.56 |
| Fiscal Year ended March 2002 | 14,096 | 6,804 | 48.3 | 885.30 |

(Footnotes: translation omitted)

2. Earnings Forecast of Fiscal Year ended March 2004

| | Net Sales | Recurring Profit | Net Earnings | | | |
|---------------------|-----------------|------------------|-----------------|---------|----------|-------|
| | | | | Interim | Year-end | |
| | Millions of Yen | Millions of Yen | Millions of Yen | Yen | Yen | Yen |
| Interim Fiscal Year | 18,668 | 514 | 258 | 12.50 | — | — |
| Whole Fiscal Year | 40,649 | 1,576 | 834 | — | 12.50 | 25.00 |

Reference: Estimated Net Earnings per Share 108.69 Yen

(Footnotes: translation omitted)

Non-consolidated Balance Sheet

(Unit: Millions of Yen)

| Assets | | | | | |
|---|--------------------------------------|-------|--|-------|---|
| Item | This fiscal year (March 31, 2003) | | Previous fiscal year (March 31, 2002) | | Compared with the previous fiscal year |
| | Amount | Ratio | Amount | Ratio | |
| Current assets | 8,932 | 53.2 | 9,189 | 65.2 | △ 257 |
| Cash and bank deposits | 3,327 | | 3,211 | | 116 |
| Notes receivable | 45 | | 5 | | 40 |
| Accounts receivable | 3,477 | | 3,934 | | △ 456 |
| Products | 39 | | 59 | | △ 19 |
| Inventories | 15 | | 48 | | △ 32 |
| Prepaid expenses | 197 | | 94 | | 102 |
| Deferred tax assets | 17 | | 113 | | △ 95 |
| Short-term loans | 130 | | 1,054 | | △ 924 |
| Other receivables | 1,020 | | 666 | | 353 |
| Advance payments | 695 | | 14 | | 681 |
| Others | 6 | | 32 | | △ 26 |
| Allowance for doubtful accounts | △ 41 | | △ 45 | | 3 |
| Fixed assets | 7,864 | 46.8 | 4,906 | 34.8 | 2,957 |
| (Tangible fixed assets) | 956 | 5.7 | 867 | 6.2 | 88 |
| Buildings | 291 | | 261 | | 29 |
| Structures | 3 | | 2 | | 0 |
| Vehicles and transportation equipment | 148 | | 115 | | 32 |
| Tools, furniture and fixtures | 96 | | 71 | | 25 |
| Land | 416 | | 416 | | 0 |
| (Intangible fixed assets) | 109 | 0.7 | 103 | 0.7 | 6 |
| Software | 27 | | 21 | | 6 |
| Telephone rights | 82 | | 82 | | 0 |
| (Investments and other assets) | 6,798 | 40.5 | 3,935 | 27.9 | 2,863 |
| Investment securities | 457 | | 57 | | 399 |
| Shares in affiliates | 365 | | 357 | | 7 |
| Investment in capital | 0 | | 0 | | 0 |
| Long-term loans | 149 | | - | | 149 |
| Long-term loans to employees | 2 | | 2 | | △ 0 |
| Long-term loans to affiliates | 33 | | - | | 33 |
| Long-term accounts receivable | 735 | | 1,860 | | △ 1,125 |
| Claims in bankruptcy, rehabilitation and other similar items | 282 | | 1,128 | | △ 846 |
| Long-term prepaid expenses | 129 | | 14 | | 115 |
| Deferred tax assets | 657 | | 453 | | 204 |
| Guarantee deposits | 1,184 | | 887 | | 297 |
| Insurance fund | 171 | | 142 | | 28 |
| Subordinated valuation interest in trust | 3,507 | | - | | 3,507 |
| Long-term deposits | 250 | | - | | 250 |
| Others | - | | 20 | | △ 20 |
| Allowance for doubtful accounts | △ 1,128 | | △ 990 | | △ 137 |
| Total of assets | 16,796 | 100.0 | 14,096 | 100.0 | 2,700 |

| Liabilities | | | | | |
|--|--------------------------------------|--------------|--|--------------|---|
| Item | This fiscal year (March 31, 2003) | | Previous fiscal year (March 31, 2002) | | Compared with the previous fiscal year |
| | Amount | Ratio % | Amount | Ratio % | |
| Current liabilities | 8,454 | 50.3 | 6,452 | 45.7 | 2,002 |
| Accounts payable | 209 | | 262 | | △ 52 |
| Short-term borrowings | 4,163 | | 2,150 | | 2,013 |
| Bonds payable, due within one year | 256 | | 96 | | 160 |
| Current portion of long-term borrowings | 374 | | 225 | | 149 |
| Accounts payable to owner-operators | 1,714 | | 1,571 | | 143 |
| Other payables | 1,071 | | 603 | | 467 |
| Accrued income taxes | 52 | | 1,008 | | △ 955 |
| Accrued consumption taxes | - | | 177 | | △ 177 |
| Accrued expenses | 156 | | 156 | | 0 |
| Advances received | 8 | | 9 | | △ 0 |
| Deposits received | 325 | | 78 | | 247 |
| Unearned revenue | 1 | | 2 | | △ 1 |
| Allowance for bonuses | 112 | | 102 | | 10 |
| Others | 7 | | 9 | | △ 2 |
| Fixed Liabilities | 1,620 | 9.6 | 839 | 6.0 | 781 |
| Bonds | 718 | | 204 | | 514 |
| Corporate bonds with subscription warrant | 40 | | 40 | | 0 |
| Long-term borrowings | 533 | | 325 | | 208 |
| Reserve for retirement benefits | 10 | | 15 | | △ 4 |
| Reserve for directors' retirement allowances | 286 | | 255 | | 31 |
| Guarantee deposits received | 31 | | - | | 31 |
| Total of liabilities | 10,075 | 60.0 | 7,291 | 51.7 | 2,783 |
| Shareholders' equity | | | | | |
| Capital | - | - | 1,262 | 9.0 | △ 1,262 |
| Capital reserve | - | - | 1,188 | 8.5 | △ 1,188 |
| Earned surplus reserve | - | - | 48 | 0.3 | △ 48 |
| Other surplus | - | - | 4,319 | 30.6 | △ 4,319 |
| 1. Voluntary reserve | - | - | 2,500 | | △ 2,500 |
| 2. Unappropriated retained earnings | - | - | 1,819 | | △ 1,819 |
| Valuation differences on other | - | - | △ 13 | △ 0.1 | 13 |
| Treasury stock | - | - | △ 0 | △ 0.0 | 0 |
| Total of shareholders' equity | - | - | 6,804 | 48.3 | 6,804 |
| Capital | 1,262 | 7.5 | - | - | 1,262 |
| Capital surplus | 1,188 | 7.1 | - | - | 1,188 |
| Capital reserve | 1,188 | - | - | - | 1,188 |
| Earned surplus | 4,316 | 25.7 | - | - | 4,316 |
| 1. Earned surplus reserve | 48 | - | - | - | 48 |
| 2. Voluntary reserve | 3,500 | - | - | - | 3,500 |
| 3. Unappropriated retained earnings | 768 | - | - | - | 768 |
| Valuation differences on other | △ 26 | △ 0.2 | - | - | △ 26 |
| Treasury stock | △ 20 | △ 0.1 | - | - | △ 20 |
| Total of shareholders' equity | 6,721 | 40.0 | - | - | 6,721 |
| Total of liabilities and shareholders' equity | 16,796 | 100.0 | 14,096 | 100.0 | 2,700 |

Non-consolidated Profit and Loss Statement

(Unit: Millions of Yen)

| Item | This fiscal year [April 1, 2002 March 31, 2003] | | Previous fiscal year [April 1, 2001 March 31, 2002] | | Compared with the previous fiscal year |
|--|---|-------|---|-------|--|
| | Amount | Ratio | Amount | Ratio | |
| | | % | | % | |
| Net sales | 33,229 | 100.0 | 30,024 | 100.0 | 3,205 |
| Revenue from transportation | 22,406 | | 19,457 | | 2,948 |
| Sales of goods | 8,098 | | 8,141 | | △ 42 |
| Other operating revenues | 2,724 | | 2,424 | | 299 |
| Cost of sales | 21,259 | 64.0 | 17,414 | 58.0 | 3,845 |
| Cost of transportation | 18,282 | | 14,747 | | 3,535 |
| Cost of goods sold | | | | | |
| Initial balance of goods | | | | | |
| in inventory | 59 | | 39 | | 19 |
| Goods purchased during | | | | | |
| this fiscal year | 2,956 | | 2,663 | | 293 |
| Total | 3,015 | | 2,703 | | 312 |
| Transfer from other accounts | 0 | | 23 | | △ 22 |
| Closing balance of goods | | | | | |
| in inventory | 39 | | 59 | | 19 |
| Cost of goods sold | 2,977 | | 2,666 | | 310 |
| Gross profit on sales | 11,969 | 36.0 | 12,609 | 42.0 | △ 640 |
| Selling, general and administrative expenses | 11,098 | 33.4 | 9,696 | 32.3 | 1,401 |
| Advertising and general publicity | 2,652 | | 2,600 | | 52 |
| Transfer of allowance | | | | | |
| for doubtful accounts | 382 | | 349 | | 32 |
| Remuneration, salary, and allowance | 3,341 | | 3,132 | | 209 |
| Bonuses | 177 | | 154 | | 22 |
| Transfer of allowance for bonuses | 112 | | 102 | | 10 |
| Transfer of reserve | | | | | |
| for retirement benefits | 31 | | 26 | | 4 |
| Transfer of reserve for directors' retirement allowances | 31 | | 24 | | 6 |
| Welfare expenses | 520 | | 483 | | 36 |
| Traveling expenses | 490 | | 490 | | 0 |
| Consumable expenses | 141 | | 127 | | 14 |
| Rent expenses | 1,361 | | 796 | | 565 |
| Taxes | 55 | | 43 | | 12 |
| Depreciation expenses | 122 | | 116 | | 5 |
| Fees paid | 713 | | 337 | | 375 |
| Others | 963 | | 910 | | 53 |
| Operating profit | 871 | 2.6 | 2,913 | 9.7 | △ 2,042 |
| Non-operating income | 232 | 0.7 | 198 | 0.7 | 34 |
| Interest income | 27 | | 8 | | 18 |
| Dividends income | 0 | | 0 | | △ 0 |
| Income from indemnities | 95 | | 91 | | 4 |
| Fees received | 59 | | 69 | | △ 10 |
| Others | 49 | | 28 | | 21 |
| Non-operating expenses | 199 | 0.6 | 121 | 0.4 | 78 |
| Interest expenses | 30 | | 21 | | 9 |
| Bond issuing expenses | 17 | | 16 | | 1 |
| Cancellation charges | 10 | | 20 | | △ 9 |
| Fees paid | 64 | | 21 | | 42 |
| Capital loss on senior valuation | | | | | |
| interest in trust | 26 | | — | | 26 |
| Others | 49 | | 41 | | 7 |
| Recurring profit | 903 | 2.7 | 2,989 | 10.0 | △ 2,085 |
| Special profit | 0 | 0.0 | 1 | 0.0 | △ 0 |
| Gain on sale of fixed assets | 0 | | 1 | | △ 0 |
| Special loss | 227 | 0.7 | 46 | 0.2 | 181 |
| Loss on retirement of fixed assets | 7 | | 6 | | 1 |
| Loss on evaluation of investment securities | 220 | | 40 | | 180 |
| Net earnings before income taxes | 676 | 2.0 | 2,944 | 9.8 | △ 2,268 |
| Corporate income tax, resident tax and enterprise tax | 484 | 1.5 | 1,401 | 4.7 | △ 917 |
| Prior year's corporate income tax, etc. | 46 | 0.1 | 52 | 0.1 | △ 5 |
| Income taxes-deferred | △ 99 | 0.3 | △ 96 | 0.3 | △ 2 |
| Net earnings | 245 | 0.7 | 1,586 | 5.3 | △ 1,341 |
| Earned surplus carried forward to this fiscal year | 618 | | 326 | | 291 |
| Interim dividends | 95 | | 94 | | 1 |
| Earned surplus reserved with regard to interim dividends | — | | — | | — |
| Unappropriated retained earnings | 768 | | 1,819 | | △ 1,050 |

Statement of Appropriation of Profit (Plan)

(Unit: Millions of Yen)

| Item | This fiscal year [April 1, 2002 March 31, 2003] | Previous fiscal year [April 1, 2001 March 31, 2002] | Compared with the previous fiscal year |
|--|---|--|--|
| Unappropriated retained earnings of this year | 768 | 1,819 | △ 1,050 |
| Amount of appropriation of profit | | | |
| 1 Dividends | 95 | 172 | △ 77 |
| | [Ordinary dividends per share 12.5 yen] | [Ordinary dividends per share 12.5 yen Memorial dividends per share 10 yen] | |
| 2 Bonus paid to directors | 24 | 27 | △ 2 |
| (Bonus paid to auditors) | (0) | (0) | |
| 3 Contingent reserve | 300 | 1,000 | △ 700 |
| Earned surplus carried forward to the next fiscal year | 347 | 618 | △ 271 |

#4

NOTICE OF CONVOCATION
OF
GENERAL MEETING
OF
SHAREHOLDERS DATED JUNE 6, 2003

[Summarized English Translation]

June 6, 2003

NOTICE OF CONVOCATION OF
THE 16th ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

Notice is hereby given that the 16th Annual General Meeting of Shareholders of the Company will be held as described below to report and resolve the following matters. You are cordially invited to attend the Meeting.

If you are unable to attend the Meeting in person, please exercise your voting rights by either of the following methods.

In the case of exercising voting rights by mail, please review the attached "Reference Materials Concerning the Exercise of Voting Rights" enclosed herewith and send us the enclosed voting form by return mail, indicating your votes for or against the propositions and affixing your seal impression thereto.

Yours very truly,

Keika Express Co., Ltd.

By: _____ [signature]

Katsutoshi Nishihara
President and Representative Director
12-32, Kakiuchi-cho, Kadoma-shi,
Osaka

If you attend the Meeting in person, please present the enclosed voting form to the receptionist at the Meeting.

PARTICULARS

1. Date and Time of the Meeting:

Friday, June 27, 2003 at 10:00 a.m.

2. Place of the Meeting:

Reception Hall (the second floor of Lumiere Hall)
29-1, Suehiro-cho, Kadoma-shi, Osaka

3. Matters to be dealt with at the Meeting:

Matters for Reporting:

Report on the Operating Report, the Statement of Income and the Balance Sheet for the 16th Business Term (April 1, 2002 to March 31, 2003).

Matters for Resolution:

- | | |
|---------------------------------|--|
| First Item of Business: | Approval of the Proposed Appropriation of Retained Earnings for the 16th Business Term |
| Second Item of Business: | Acquisition of Keika Express' Treasury Shares |
| Third Item of Business: | Partial Amendment to the Articles of Incorporation of the Company |
| Fourth Item of Business: | Issue of Stock Acquisition Rights for Stock Option Scheme |
| Fifth Item of Business: | Payment of Retirement Benefit for a Retired Director |

Appendix

Operating Report

(From April 1, 2002 to March 31, 2003)

1. Outline of Business

(1) Operations and Results

At one point the Japanese economy appeared to be on track for a partial recovery driven by export growth and other factors. However, business sector capital investment remained stagnant because of the prolonged deflationary environment, and share prices also continued to languish. The economy was unable to shake off the effects of the uncertain outlook, and conditions remained harsh.

In the transportation sector, there were no signs of a recovery in business confidence toward capital investment. There was also a downward trend in freight volumes. The home delivery industry maintained its growth trend as the leading force in the industry.

The Keika Express Group continued the steady development of its business activities, especially its freight contracting operations, in this environment. In addition to its existing low-cost freight services for non-standard freight, Keika Express also launched the new Keika B2B EXPRESS, a small-lot mixed-load transportation service. This new service, which targets the business-to-business (B2B) market, made a very successful start. Keika Express also continued its active development of other business approaches, including proposal sales based on outsourced transportation services using light trucks, and the formation of business alliances with trucking firms. Approaches such as these allowed Keika Express to attract large volumes of contract business and its transportation sales increased by 16.0% year-on-year to ¥23,621 million.

In the area of owner-operator development, the lack of improvement in the Japanese employment environment was reflected in a steady increase in the number of applicants for development as independent operators. However, the first priority for Keika Express is transportation quality, and it therefore tightened its screening criteria to ensure the suitability of applicants and the recruitment of high-quality owner-operators. In result, it reduced the number of applicants accepted for development. Meanwhile, the light freight operator establishment support business expanded steadily and contributed to keep the development-related sales amounted to ¥9,607 million, a decrease of 0.5% compared with the result for the previous accounting period.

However, factors arising in the first half of the year, including transportation sales guarantee payments to affiliated operators, affected performance for the whole year, even though there was gradual improvement in the second half. In addition, there was a valuation loss on investment securities at the end of the accounting period because of the stagnation of the share market.

These factors were reflected in the consolidated results for the current accounting period. While net sales increased by 10.7% year-on-year to ¥33,229 million, recurring profit declined by 69.8% to ¥903 million and net profit by 84.5% to ¥245 million.

(2) Challenge by the Company

The business environment is expected to remain harsh. In addition to changes in the international situation resulting from the war in Iraq and other factors, there is also concern about the uncertain outlook for the U.S. economy, and about how trends in the U.S. economy will affect economic conditions in Europe and Asia. Companies in Japan are also expected to face difficult conditions, including uncertain an export outlook, a depressed stock market, continuing un employment and income stagnation.

The year ahead is expected to bring further corporate restructuring in the transportation sector, including the establishment of physical distribution firms as spin-offs. Growing pressure to reduce costs is likely to widen the gap between efficient and inefficient operators. The qualities separating successful companies from those that fall by the wayside will include the ability to develop customers and implement proposal-based marketing. The trends toward business mergers, alliance formation and restructuring are expected to accelerate.

In the transportation segment, Keika Express will further expand the Keika B2B EXPRESS service, which it introduced in May 2002. The coverage area for this highly cost-competitive service will be extended to include the Kinki and Chukyo regions, as well as the Tokyo Metropolitan Area. The aim is to attract demand in the market for small-lot business-to-business freight services by building the B2B EXPRESS system into a core business area for Keika Express, alongside existing freight services based on the exclusive use of vehicles for specific customers, and transportation-related services centering on incidental tasks.

In the development segment, employment trends over the past few years have been reflected in an upward trend in applicant numbers. Because of deteriorating economic conditions, however, it has become necessary to check the credit status of applicants with increased care. At the same time, the recruitment of owner-operators is vital to the expansion of the transportation business. While limiting the number of new applicants selected for owner-operator development, Keika Express plans to expand its development support business by partially outsourcing its development activities to another company. This approach will allow Keika Express to recruit owner-operators while reducing development-related costs. It will also work to reduce long-term receivables through a commission selling system designed to speed up debt recovery. Light trucks owned by debtors with long-term payables will be sold on commission to new owner-operators, and the proceeds from these sales will be applied to debt repayment.

Keika Express will continue to develop its business activities in response to changing needs. It will also target management efficiency and human resource development as part of its efforts to expand its business activities.

We look forward to the continuing support of our shareholders.

(3) Condition of Equipment Investment and Financing

The total amount of equipment investment is ¥206 million, including major investments such as ¥108 million for acquisition of vehicles and transportation equipment and ¥49 million for establishment and modification of branches.

With regard to financing, Keika Express issued bonds by private placement, and raised ¥300 million on July 25, 2002 and ¥500 million on December 26, 2002. In addition to the existing ¥3 billion commitment line contract lead by Sumitomo Mitsui Banking Corporation, Keika Express closed a new ¥2 billion commitment line contract lead by UFJ Bank Limited on March 18, 2003. On March 18, 2003, Keika Express fluidized long-term receivables and transfer ¥4,337 million of them to the trust bank, from which it acquired senior and subordinated valuation interest in trust and transferred the senior equivalent to ¥800 million to investors. As such, Keika Express will be able to facilitate diversified and flexible financing.

(4) Development of Business Performance and Condition of Properties (yen)

| Item | 13 th F.Y. (March 2000) | 14 th F.Y. (March 2001) | 15 th F.Y. (March 2002) | 16 th F.Y. (March 2003) |
|-----------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Net Sales | 23,275 million | 25,486 million | 30,024 million | 33,229 million |
| Recurring Profit | 1,381 million | 1,222 million | 2,989 million | 903 million |
| Profit for Current F.Y. | 709 million | 668 million | 1,586 million | 245 million |
| Profit for Current F.Y. per Share | 107.76 | 95.07 | 208.39 | 28.74 |
| Gross Assets | 8,417 million | 9,538 million | 14,096 million | 16,796 million |
| Net Assets | 3,369 million | 5,291 million | 6,804 million | 6,721 million |

[Footnotes: translation omitted]

2. Outline of the Company as of March 31, 2003

(1) Major Business

[translation omitted]

(2) Major Places of Business

Principal Office: Kadoma-shi, Osaka
 Compartment of Principal Office: Kadoma-shi, Osaka
 Regional Offices: Minato-ku, Tokyo and Naka-ku, Nagoya-shi, Aichi
 Number of Branches: 131

(3) Condition of shareholders

- (a) Number of Authorized Shares: 21,000,000 Shares
 (b) Number of Shares issued: 7,686,648 Shares
 (c) Number of Shareholders: 3,781 (increase by 902 than the previous year)
 (d) Major Shareholders:

| Name of Shareholders | Number of Shares held | Percentage (%) |
|--|-----------------------|----------------|
| Katsutoshi Nishihara | 1,269,500 | 16.58 |
| Satoshi Nishihara | 910,592 | 11.89 |
| Yutaka Nishihara | 654,992 | 8.55 |
| Aioi Insurance Co., Ltd. | 220,000 | 2.87 |
| Mitsui Sumitomo Insurance Company, Limited | 184,000 | 2.40 |
| BANK OF BERMUDA (GUERNSEY) LTD FOR | 180,000 | 2.35 |

| | | |
|---|---------|------|
| ATLANTIS JAPAN GROWTH FUND | | |
| THE CHASE MANHATTAN BANK, N. A. LONDON SECS LENDING OMNIBUS ACCOUNT | 144,600 | 1.89 |
| THE CHASE MANHATTAN BANK, N. A. LONDON | 132,500 | 1.73 |
| Sumitomo Mitsui Banking Corporation | 120,000 | 1.57 |
| UFJ Bank Limited | 120,000 | 1.57 |
| Quoq, Inc. | 120,000 | 1.57 |

(e) Acquisition, Disposal or Holding of Treasury Shares:

(Acquired Treasury Shares)

Acquisition pursuant to the provisions of Articles 211-3 of the Commercial Code of Japan.

Ordinary Shares: 12,000 Shares

Amount for Acquisition: ¥19,932,000

Note: Since Luck Co., Ltd. became a consolidated subsidiary, Keika Express acquired 12,000 shares of its own shares from the company pursuant to the resolution of the Board of Directors held on September 14, 2002.

(Shares Disposed or Lapsed)

Not applicable

(Shares Held as of the Accounting Date)

Ordinary Shares: 12,264 Shares

(4) Condition of Employees

Number of Employees: 767

Increase or Decrease y/y: +73

Average Age: 32.5 years old

Average Service Years: 2.8 years

Note: The above number excludes workers on loan. There are no part-time workers.

(5) Condition of Business Combination

(a) Major Subsidiaries

| Name of Subsidiary | Capital | Ratio (%) | Major Business |
|------------------------------|-----------------|-----------|---|
| MC Convenience Co., Ltd | ¥20 million | 100% | Conciliation of installment purchase, Lease and Non-life insurance agent |
| Keika Express CS Corporation | ¥327.68 million | 99% | General cargo motor truck transportation, Cargo transportation and Cargo light motor transportation |
| Luck Co., Ltd. | ¥10 million | 100% | Sales of clothes, Manufacturing of auto bodies and Sales of auto parts and accessories |

(b) Process toward Business Combination

Keika Express CS Corporation raised capital, which became ¥327 million from ¥320 million, on March 26, 2003.

(c) Result of Business Combination

The consolidated subsidiaries of the Company are the above three major subsidiaries. The amount of consolidated net sales is ¥36,111 million (increase by 12.1%) and the amount of consolidated net earnings is ¥541 million (decrease by 48.6%).

(6) Major Lenders

| Lender | Borrowed Amount | Number of our Shares Held | Ratio of Voting Rights |
|-------------------------------------|-----------------|---------------------------|------------------------|
| Sumitomo Mitsui Banking Corporation | ¥1,330 million | 120 thousand shares | 1.57% |
| UFJ Bank Limited | ¥1,266 million | 120 thousand shares | 1.57% |

(7) Directors and Corporate Auditors

| Status | Name | Charge or Major Occupation |
|---------------------------------------|----------------------|------------------------------------|
| Representative Director and President | Katsutoshi Nishihara | N/A |
| Senior Managing Director | Satoshi Nishihara | N/A |
| Director | Yutaka Nishihara | N/A |
| Director | Mamiko Yokota | General Manager (Audit Dep.) |
| Director | Yoriyuki Narishige | General Manager (Development Dep.) |
| Director | Chiaki Tsutsumi | In charge of Work Contract Dep. |
| Corporate Auditor (Full-time) | Masaru Yamazaki | N/A |
| Outside Corporate Auditor | Atsumi Yamakawa | Tax accountant |
| Outside Corporate Auditor | Tsuneo Fukada | Tax accountant |

Note: 1. Retirement of Directors

| Name | Post | Date of Retirement |
|-----------------|----------|--------------------|
| Hideki Kajimoto | Director | March 31, 2003 |

2. Changes of Directors

| Name | New Post | Previous Post |
|-------------------|--------------------------|---|
| Satoshi Nishihara | Senior Managing Director | Senior Managing Director (responsible for Accounting, Credit Control, General Administration, |

| | | |
|---------------|--|--|
| | | Planning and Business Management Department) |
| Mamiko Yokota | Managing Director (responsible for Audit Department) | Director and Audit Manager |

3. Atsumi Yamakawa and Tsuneo Fukada are outside corporate auditors as provided for in Article 18-1 of the Law Concerning Special Measures under the Commercial Code for Auditors of Incorporated Enterprises.

3. Material Facts concerning Condition of the Company after the Accounting Date
Not applicable.

Balance Sheet

Profit and Loss Statement

Appropriation of Profit

[translation omitted – see Brief Statement of Annual Financial Results ended March 2003 (Non-consolidated)]

Auditor's Report

[translation omitted]

Reference Material concerning Exercise of Voting Rights

[translation omitted]

#5

NOTICE OF RESOLUTION
OF
GENERAL MEETING
OF
SHAREHOLDERS DATED JUNE 27, 2003

[Summarized English Translation]

June 27, 2003

NOTICE OF RESOLUTION OF
THE 16th ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

Notice is hereby given that the 16th Annual General Meeting of Shareholders of the Company has been held as described below to report and resolve the following matters.

Yours very truly,

Keika Express Co., Ltd.

By: _____ [signature]

Katsutoshi Nishihara
President and Representative Director
12-32, Kakiuchi-cho, Kadoma-shi,
Osaka

PARTICULARS

Matters for Reporting:

Report on the Operating Report, the Statement of Income and the Balance Sheet for the 16th Business Term (April 1, 2002 to March 31, 2003).

Reported as stated therein.

Matters for Resolution:

First Item of Business: Approval of the Proposed Appropriation of Retained Earnings for the 16th Business Term

Passed in original form. The amount of dividends per Share is ¥12.50.

Second Item of Business: Acquisition of Keika Express' Treasury Shares

Passed in original form.

Third Item of Business: Partial Amendment to the Articles of Incorporation of the Company

Passed in original form.

Fourth Item of Business: Issue of Stock Acquisition Rights for Stock Option Scheme

Passed in original form.

Fifth Item of Business: Payment of Retirement Benefit for a Retired Director

Passed in original form. The retired director, Mr. Hideki Kajimoto shall be rewarded with an appropriate amount of retirement benefit pursuant to the standard of the Company for his work in the term. The specific amount and the time or method of presentation shall be left to the Board of Directors of the Company.

#6

PRESS RELEASES

March 27, 2003

To whom it may concern:

| | |
|----------------------|--|
| Company | Keika Express Co., Ltd. |
| Representative | Katsutoshi Nishihara, President & CEO Code: 9374 |
| Contact Telephone | Satoshi Nishihara, Senior Managing Director (06)6907-5770 |

Notice Concerning Undertaking of Third-Party Share Allocation of Keika Express CS Corporation

We have undertaken 7,680,000 shares of third-party share allocation of Keika Express CS Corporation, a consolidated subsidiary of Keika Express Co., Ltd., and have expanded our holding ratio of its outstanding shares to 99%.

Keika Express CS became our consolidated subsidiary in April 2001 when it had cumulative losses. Since then the company has reorganized itself with new management and business cooperation of Keika Express and will prospect profits this fiscal year.

We prospect our businesses expanding through mutual completion of both companies and expect its great contribution to the consolidated management at which we aim by increasing our holding ratio of Keika Express CS from 75% to 99%.

For inquiries about this matter, please contact Mr. Masanori Sogawa, Manager, IR Section, Planning Department (Telephone: 06-6970-5770).

March 31, 2003

To whom it may concern:

Company Keika Express Co., Ltd.
Head Office 12-32, Kakiuchi-cho, Kadoma-shi, Osaka
Representative Katsutoshi Nishihara, President & CEO
Code: 9374
Contact Satoshi Nishihara, Senior Managing Director
Telephone (06)6907-5770

Notice Concerning Opening and Moving of Branches

In order to expand our activities, we will open and move the following branches.

Branches to be moved

| Branch | Address | Telephone | Facsimile | Date |
|---------------------|--|-----------------|-----------------|----------------|
| Morioka Branch | B room, Hachiya-Ekimae Building, 7-12, Morioka-Ekimae-dori, Morioka-shi, Iwate, 020-0034 | +81-19-626-2500 | +81-19-626-2560 | April 14, 2003 |
| Nagoya-Nishi Branch | 9-2, Kiba-cho, Minato-ku, Nagoya-shi, Aichi, 455-0021 | +81-52-693-1470 | +81-52-639-2550 | March 31, 2003 |

Branch to be opened

| Branch | Address | Telephone | Facsimile | Date |
|--------------------|---|-----------------|-----------------|---------------|
| Nagoya-Kita Branch | 5-5, Nakagiri-cho, Kita-ku, Nagoya-shi, Aichi, 462-0051 | +81-52-917-1480 | +81-52-917-0550 | April 7, 2003 |

Please refer to the attached list of our branches.

(Reference) Home office and branches as of March 31, 2003

[omitted]

For inquiries about this matter, please contact Mr. Masanori Sogawa, Manager, IR Section, Planning Department (Telephone: 06-6970-5770).

March 31, 2003

To whom it may concern:

| | |
|----------------|---|
| Company | Keika Express Co., Ltd. |
| Head Office | 12-32, Kakiuchi-cho, Kadoma-shi, Osaka |
| Representative | Katsutoshi Nishihara, President & CEO Code: 9374 |
| Contact | Satoshi Nishihara, Senior Managing Director |
| Telephone | (06)6907-5770 |

Notice Concerning Organizational and Personnel Changes

This is to inform you that the following organizational and personnel changes will take effect from April 1, 2003.

1. Organizational Changes

- a. Planning Department to be divided into Planning Department, Legal Affairs Department, and Personnel and General Administration Department
- b. General Administration Department to be transferred into Personnel and General Administration Department
- c. Business Planning Department to be established
- d. Corporate Business Department to be established
- e. Management Planning Department to be abolished
- f. Development Support Business Department to be abolished

2. Organization Chart

(Reference Information Attached)

3. Personnel Changes

(Changes of Directors)

| Name | New Post | Previous Post |
|-------------------|--|--|
| Satoshi Nishihara | Senior Managing Director | Senior Managing Director (responsible for Accounting, Credit Control, General Administration, Planning and Business Management Department) |
| Mamiko Yokota | Managing Director (responsible for Audit Department) | Director and Audit Manager |
| Hideki Kajimoto | Standing Adviser, Keika Express CS Corporation | Resigned on March 31 |

(Appointment of Executive Officers)

| Name | New Post | Previous Post |
|-------------------|---|---|
| Masafumi Hada | Managing Executive Officer and Business Department I Manager | Executive Officer and Business Department I Manager |
| Tetsuya Konishi | Managing Executive Officer and General Manager, Planning Department | Executive Officer and Planning Department Manager |
| Yuzuru Taninaka | Managing Executive Officer and Accounting Manager | Executive Officer and Accounting Manager |
| Koji Abe | Managing Executive Officer | New Appointment |
| Katsuhiko Akasaka | Executive Officer and Business Department II Manager | New Appointment |
| Fumio Ogawa | Executive Officer and Corporate Business Department Manager | Business Department II Manager |
| Tomoya Nishida | Executive Officer and Business Planning Department Manager | Development Support Department Manager |

(Appointment of Managers)

| Name | New Post | Previous Post |
|-----------------|-----------------------------------|---|
| Takafumi Hirata | Legal Affairs Department Manager | Management Section Manager, Planning Department |
| Kazutaka Tanaka | Credit Control Department Manager | Manager, Credit Control Department |

March 31, 2003

To whom it may concern:

| | |
|----------------|---|
| Company | Keika Express Co., Ltd. |
| Head Office | 12-32, Kakiuchi-cho, Kadoma-shi, Osaka |
| Representative | Katsutoshi Nishihara, President & CEO Code: 9374 |
| Contact | Satoshi Nishihara, Senior Managing Director |
| Telephone | (06)6907-5770 |

Notice Concerning Establishment of New Commitment Line (Term-Out Style)

We have reached agreement with UFJ Bank, Ltd., acting as the arranger, and 9 financial institutions concerning the establishment of a new ¥ 2 billion syndicated commitment line in order for us to borrow money smoothly for new businesses. In addition, we have reached agreement concerning the continuation of the existing ¥ 3 billion commitment line with Sumitomo Mitsui Banking Corporation, acting as the arranger, and UFJ Bank, Ltd., Mizuho Bank, Ltd. and the Iyo Bank, Ltd.

With this new contract, which we can borrow necessary money for necessary term within the commitment line of the fixed term, we can secure flexible funds and expect more efficient funds than lump-sum borrowing in order to expand pick-up and delivery centers for our new business of small, combined-cargo delivery service, or Keika B2B EXPRESS.

1 Commitment Line (Term-Out Style)

| | |
|------------------------------|--|
| Arranger | UFJ Bank, Ltd. |
| Agent | UFJ Bank, Ltd. |
| Commitment line | ¥ 2 billion |
| Contract date | March 18, 2003 |
| Borrowing form | (1) Commitment line Commitment term: 1 year Borrowing term: 1, 2, 3, or 6 month Borrowing rate: JPY TIBOR+0.5%(floating rate) Repayment: Lump-sum payment at due date (switching to term loan at due date) (2) Term loan Borrowing term: 4 years from commitment due date Repayment: Equal principal repayment every 6 month Borrowing rate: 6 month JPY TIBOR+0.75%(floating rate) |
| Joint financial institutions | Osaka Prefectural Credit Federation of Agricultural Co-Operative, the Shizuoka Bank, Ltd., the Hyakugo Bank, Ltd., Saitama Prefectural Credit Federation of Agricultural Co-Operative, Hyogo Prefectural Credit Federation of Agricultural Co-Operative, Wakayama Prefectural Credit Federation of Agricultural Co-Operative, the Ogaki Kyoritsu Bank, Ltd., the Chugoku Bank, Ltd. and the Nanto Bank, Ltd. |

2 Commitment Line (continued)

| | |
|------------------------------|---|
| Arranger | Sumitomo Mitsui Banking Corporation |
| Agent | Sumitomo Mitsui Banking Corporation |
| Commitment line | ¥ 3 billion |
| Contract date | March 31, 2003 |
| Borrowing form | Commitment line |
| | Commitment term: 1 year |
| | Borrowing term: 1, 2, or 6 month |
| | Borrowing rate: JPY TIBOR+0.5%(floating rate) |
| | Repayment: Lump-sum payment at due date |
| Joint financial institutions | Sumitomo Mitsui Banking Corporation, UFJ Bank, Ltd., Mizuho Bank, Ltd. and the Iyo Bank, Ltd. |

April 2, 2003

To whom it may concern:

Company Keika Express Co., Ltd.
Head Office 12-32, Kakiuchi-cho, Kadoma-shi, Osaka
Representative Katsutoshi Nishihara, President & CEO
 Code: 9374
Contact Satoshi Nishihara, Senior Managing Director
Telephone (06)6907-5770

Notice Concerning Valuation Loss on Securities Investments at the End of Fiscal Year Ended March 31, 2003

As of the end of fiscal year ended March 31, 2003, Keika Express Co., Ltd. will write off the value of securities investments estimated to result in losses of the following amounts.

1 Total valuation loss on securities investments at the end of fiscal year ended March 31, 2003

| | |
|---|----------------------------|
| (A) Total valuation loss on securities investments at the end of fiscal year ended March 31, 2003 | ¥ 201 million |
| (B) Shareholders' equity as of March 31, 2002 (A)/(B) % | ¥ 6,804 million (3.0%) |
| (C) Recurring income for the fiscal year ended March 31, 2002 (A)/(C) % | ¥ 2,989 million (6.8)% |
| (D) Net income for the fiscal year ended March 31, 2002 (A)/(D) % | ¥ 1,586 million (12.7)% |

2 Outlook

The loss of ¥ 201 million will be appropriated for the special loss of the profit and loss statement for the fiscal year ended March 31, 2003.

We are now calculating the results of the fiscal year ended March 31, 2003.

April 30, 2003

To whom it may concern:

Company Keika Express Co., Ltd.
Head Office 12-32, Kakiuchi-cho, Kadoma-shi, Osaka
Representative Katsutoshi Nishihara, President & CEO
 Code: 9374
Contact Satoshi Nishihara, Senior Managing Director
Telephone (06)6907-5770

Notice Concerning Opening of Branches

In order to expand our activities, we will open the following branches, which will start their businesses from May 1, 2003.

| Branch | Address | Telephone | Facsimile |
|--------------------|--|-----------------|-----------------|
| Fukuyama Branch | 2-15-13, Daimon-cho, Fukuyama-shi, Hiroshima, 721-0926 | +81-84-945-9600 | +81-84-945-9700 |
| Shimonoseki Branch | 8 th floor, Shimonoseki Daiichiseimei Building, 1-2-10, Hosoe-cho, Shimonoseki-shi, Yamaguchi, 750-0016 | +81-832-32-3600 | +81-832-32-3630 |
| Yachiyo Branch | 2 nd floor, Kaigandori Building, 2105-61, murakami, Yachiyo-shi, Chiba, 276-0028 | +81-47-487-9800 | +81-47-487-9860 |

Please refer to the attached list of our branches.

(Reference) Home office and branches as of March 31, 2003

[omitted]

For inquiries about this matter, please contact Mr. Masanori Sogawa, Manager, IR Section, Planning Department (Telephone: 06-6970-5770).

May 7, 2003

To whom it may concern:

Company Keika Express Co., Ltd.
Representative Katsutoshi Nishihara, President & CEO
Code: 9374
Contact Satoshi Nishihara, Senior Managing Director
Telephone (06)6907-5770

Notice Concerning Adjustment of Performance Forecasts

We have revised the consolidated earnings forecast of March 2003 (from April 1, 2003 to March 31, 2003) publicized in the announcement of interim financial statements dated November 15, 2002 as follows:

1. Consolidated Performance Forecasts for the Fiscal Year Ending March 2003 (from April 1, 2002 to March 31, 2003)

(Millions of Yen, %)

| | Net Income |
|----------------------------------|------------|
| Previous forecast (A) | 1,193 |
| Adjusted forecast (B) | 541 |
| Increase (decrease) (B-A) | △652 |
| Percentage increase (decrease) | △54.6 |
| Previous year (ended March 2002) | 1,053 |

Non-consolidated Performance Forecasts for the Fiscal Year Ending March 2003 (from April 1, 2002 to March 31, 2003)

(Millions of Yen, %)

| | Net Income |
|----------------------------------|------------|
| Previous forecast (A) | 602 |
| Adjusted forecast (B) | 245 |
| Increase (decrease) (B-A) | △356 |
| Percentage increase (decrease) | △59.2 |
| Previous year (ended March 2002) | 1,586 |

2. Reason for Adjustments to Consolidated Performance Forecasts

We have revised the non-consolidated net income to ¥245 million (¥△356 million) for this fiscal year because of the loss on evaluation of investment securities which was brought by the dullness of stock markets and other causes. The consolidated net income has been revised because of the revision of non-consolidated net income.

May 16, 2003

To whom it may concern:

| | |
|----------------|---|
| Company | Keika Express Co., Ltd. |
| Representative | Katsutoshi Nishihara, President & CEO Code: 9374 |
| Contact | Satoshi Nishihara, Senior Managing Director |
| Telephone | (06)6907-5770 |

Notice Concerning Acquisition of Keika's Treasury Shares

(Acquisition of Treasury Shares Pursuant to the Provision of Article 210 of the Commercial Code)

Keika Express' Board of Directors resolved at the meeting held on May 16, 2003 that acquisition of its treasury shares pursuant to Article 210 of the Commercial Code will be proposed to the shareholders at the 16th Annual General Meeting of Shareholders to be held on June 27, 2003.

1. Purpose of Acquisition of Its Treasury Shares

According to Article 210 of the Commercial Code, Keika Express will acquire its treasury shares so that we will be able to facilitate quick and flexible management policies including financing policies.

2. Particulars of Acquisition

- (1) Types of shares to be acquired: Shares of common stock of Keika Express Co., Ltd.
- (2) Total number of shares to be acquired: Up to 350,000 shares (4.55% of total outstanding shares)
- (3) Total cost of acquisition: Up to ¥350,000,000

Note: The foregoing is subject to the shareholder resolution to be adopted at the 16th Annual General Meeting of Shareholders to be held on June 27, 2003.

For inquiries about this matter, please contact Mr. Masanori Sogawa, Manager, IR Section, Planning Department (Telephone: 06-6970-5770).

May 16, 2003

To whom it may concern:

| | |
|----------------|---|
| Company | Keika Express Co., Ltd. |
| Representative | Katsutoshi Nishihara, President & CEO Code: 9374 |
| Contact | Satoshi Nishihara, Senior Managing Director |
| Telephone | (06)6907-5770 |

Notice Concerning Stock Acquisition Rights for Stock Option Scheme

Keika Express Co., Ltd. presents the following notification of the resolution at its Board of Directors meeting held today to propose an agenda seeking authorization to issue stock acquisition rights for the purpose of its stock option scheme to the shareholders at the 16th Annual General Meeting of Shareholders to be held on June 27, 2003, pursuant to the provisions of Articles 280-20 and 280-21 of the Commercial Code of Japan.

1. Reasons for issuing stock acquisition rights to non-shareholders on specially favorable terms:
To further raise the enthusiasm and morale of its directors and employees, thereby improving its business results for more benefits of the shareholders, and also the recognition of its auditors towards their audit, the Company is going to issue the rights to acquire new shares at no cost to the persons mentioned above in the form of stock options.
2. Terms of stock acquisition rights issue:
 - 1) Persons to whom stock acquisition rights shall be granted;
Directors, corporate auditors and employees.
 - 2) Class and number of shares for stock acquisition rights;
Maximum of 200,000 common shares of the Company. In the case of a stock split or stock consolidation, the number of shares shall be adjusted by the formula below. However, any adjustment shall only be made to shares for which share acquisition rights have not been exercised at that time, and any fractions less than one share resulting from adjustment shall be disregarded.
$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of stock split or stock consolidation}$$

In addition, in the case that the Company makes merger, stock-for-stock exchange or corporate split, the number of shares shall be changed to the appropriate number which the Board of Directors determines.

3) Total number of stock acquisition rights to be issued;

Up to 2,000. (The number of shares which qualifies as one stock acquisition right shall be 100 shares. However, in the case of the adjustment 2) above, the number shall be adjusted according to the same formula.)

4) Issue price of stock acquisition rights;

No consideration shall be paid.

5) Amount to be paid in for exercise of stock acquisition rights;

The price per share issued upon exercising a stock acquisition right (hereinafter to be referred to as exercise price) shall be the price obtained by multiplying the average closing price in the regular trading of the shares of common stock of the Company on the Osaka Securities Exchange for each day (excluding any trading days on which the closing price does not exist) of the month prior to the month of issue, by 1.05. Any fraction less than one yen resulting from the calculation shall be rounded up to one yen. However, in the case that the price is less than the closing price in the regular trading of the Company's common stock on the Osaka Securities Exchange on the day of issue of stock acquisition rights (in the case of no trading on the day, the closing price of the closest day prior to the day), the concerned closing price shall be the exercise price.

The amount to be paid in for each stock acquisition right shall be the amount obtained by multiplying the above exercise price by the number of shares issued or transferred upon exercising the stock acquisition right.

Provided, however, in the case that the Company splits or consolidates its shares of common stock on or after the issue date, the exercise price shall be adjusted according to the following formula and any fraction less than one yen shall be rounded up to the nearest one yen.

Exercise price after adjustment = Exercise price before adjustment X (1 / Ratio of stock split or stock consolidation)

If the Company issues new shares at a price that is lower than the market price after the issue date (excluding the cases of public offering at market price and exercise of stock acquisition right as stock option plan), the exercise price shall be adjusted according the following formula, and resulting figures under one yen shall be rounded up to the nearest one yen.

Exercise price after adjustment = Exercise price before adjustment X (Number of outstanding shares + (Number of new shares issued X Issue price per share / Market price per share) / (Number of outstanding shares + Number of new shares issued))

In addition, in the case that the Company makes merger, stock-for-stock exchange or corporate split, the number of shares shall be changed to the appropriate number which the Board of Directors determines.

- 6) Period during which the stock acquisition rights may be exercised;
From June 1, 2004 to May 31, 2005.
- 7) Conditions for exercise of stock acquisition right;
 - (1) Person to whom stock acquisition right is granted must be in positions of directors, corporate auditors and employees of the Company or its affiliates at the time of exercise of the stock acquisition right. However, in the case of resignation by term expiration, retirement by retiring age or other reasonable reasons which the Board of Directors approves, such person shall not be limited by this provision.
 - (2) Person to whom stock acquisition right is granted may not transfer, pledge or dispose of the stock acquisition right.
 - (3) In the case that a person to whom stock acquisition right is granted deceased, he or her heir shall be able to exercise the right.
 - (4) Other conditions are based on the terms of contract to be concluded between the Company and the person based on the resolution made by this shareholders meeting and the Board of Directors of the Company.
- 8) Cancellation of stock acquisition rights and conditions thereof;
 - (1) In the case that a merger agreement whereby the Company is deemed to become extinct was authorized or in the case that a stock-for-stock exchange agreement whereby the Company is deemed to become a fully owned subsidiary was authorized at a shareholder meeting, the Company may cancel stock acquisition rights without compensation.
 - (2) In the case that a person to whom stock acquisition right is granted became not eligible to exercise the right according to above 7)-(1) or the person abandoned a part or all of the right, the Company may cancel stock acquisition rights without compensation.
- 9) Restriction on transfer of stock acquisition rights;
Transfer of stock acquisition rights shall require the approval of the Board of Directors of the Company.

Note: The foregoing is subject to the shareholder resolution to be adopted at the 16th Annual General Meeting of Shareholders to be held on June 27, 2003.

For inquiries about this matter, please contact Mr. Masanori Sogawa, Manager, IR Section, Planning Department (Telephone: 06-6970-5770).

May 16, 2003

To whom it may concern:

| | |
|----------------------|--|
| Company | Keika Express Co., Ltd. |
| Representative | Katsutoshi Nishihara, President & CEO Code: 9374 |
| Contact Telephone | Satoshi Nishihara, Senior Managing Director (06)6907-5770 |

Notice Concerning Announcement of Financial Results by means of Electronic Method

Keika Express' Board of Directors resolved at the meeting held on May 16, 2003 that the announcement of the Company' financial results (Balance Sheets and Profit and Loss Statements) shall be provided by means of electronic method (inserted in the following home page of the Company) pursuant to Article 16-3 of the Audit Special Exceptions Law instead of inserting in the newspaper (*Nihon Keizai Shimbun*) provided by the Article of the Company from the 16th fiscal term (April 1, 2002 to March 31, 2003).

Note:

1. Home Page Address <http://www.keikaexp.co.jp/ir/koukoku/html>
2. Balance Sheets and Profit and Loss Statements shall be inserted in the above home page address after the resolution of the 16th Annual General Meeting of Shareholders to be held on June 27, 2003.

For inquiries about this matter, please contact Mr. Masanori Sogawa, Manager, IR Section, Planning Department (Telephone: 06-6970-5770).

May 29, 2003

To whom it may concern:

| | |
|----------------|---|
| Company | Keika Express Co., Ltd. |
| Representative | Katsutoshi Nishihara, President & CEO Code: 9374 |
| Contact | Satoshi Nishihara, Senior Managing Director |
| Telephone | (06)6907-5770 |

Notice Concerning Establishment of an American Depositary Receipt Program

Keika Express Co., Ltd. (the Company) announced today that it has established a sponsored American Depositary Receipt Program, in which the Bank of New York is the Depository. According to the Securities Exchange Commission (SEC)'s declaration of effectiveness of the program on May 28, 2003, 11:00 AM (the United States Eastern Time), the Company may issue American Depositary Receipts (ADRs) and will enable circulate its shares in the form of ADRs from May 29, 2003 (the United States Eastern Time) in the United States.

1. Purpose of Establishment of the ADR Program

The Company aims to broaden its foreign investors base by enabling them to buy the shares of the Company in the form of the ADRs (Level-1 Sponsored) in Over-the-Counter Market in the United States and expects a ripple effect on its shares in the domestic market in the form of increased trading volume and liquidity.

2. Details of the Program

- 1) Type of ADR Program : Level-1 Sponsored
- 2) Exchange : OTC (Over-the-Counter) Market
- 3) Starting Date of Trading : May 29, 2003
- 4) Ratio of ADR to Deposited Securities : 1:1
- 5) Ticker Symbol : KEKXY
- 6) CUSIP : 487527103
- 7) Depository : the Bank of New York
- 8) Custodian : Sumitomo Mitsui Banking Corporation

[Reference]

ADR is an abbreviation which stands for “American Depositary Receipt”, a negotiable US instrument issued in the form of a certificate to circulate a non-US-based company’s equity in the United States. Registered with the SEC, ADRs are deemed to be equity securities negotiable within the United States, and they can be traded, redeemed and held in custody, as is the case with the shares of US companies.

Keika Express Co., Ltd. is the second company next to All Nippon Airways Co., Ltd. in the transportation industry and first in the land transportation industry to register sponsored ADR in Japan.

For inquiries about this matter, please contact Mr. Masanori Sogawa, Manager, IR Section, Planning Department (Telephone: 06-6970-5770).

TAB 3

ENGLISH DOCUMENTS

B. Set out below are the English documents referred to in ANNEX A of Section

2003

LOGISTICS SOLUTION

INVESTORS GUIDE 2003



Trust network system
輕貨急配
TRUSTIX

証券コード (Code) 9374
輕貨急配株式会社
Keika Express Co., Ltd.
<http://www.keikaexp.co.jp>



代表取締役社長 西原 克敏
President Katsutoshi Nishihara

貨物軽自動車を主とした「利用の経営」により 更なる成長戦略を推進します。

生活者優位の時代を先取りした「ダブル・アウトソーシング」が当社の特徴です。

21世紀は生活者優位の環境が更に深まる時代であると言えます。生活者の多様化するニーズに的確に対応する一方でコストの削減を果たすために、「アウトソーシング」は今や必要不可欠の戦略の一つとなっています。

そうした時代の変化を先取りする形で、当社は、1987年12月の設立当初より、委託事業主方式による「ダブル・アウトソーシング」の事業システムをスタートさせました。

この事業システムは、物流業務をソフトウェアと捉え直したもので、当社は物流プランニングやコーディネートに業務を集中し、自社ではトラックを保有せず、その一方で貨物軽自動車運送事業者との委託契約によって包括的な物流業務を遂行します。いわば「トラックを持たない運送会社」…これが当社の特徴です。

当社は今後も、「利用の経営」を基本とし、この強みを最大限に活かした戦略を推進していきます。

拠点の全国化達成の次のステップとして、面展開の拡大で、エリアNo.1を目指します。

2000年に全国の営業拠点が100を超えたことを受けて、全国化がほぼ完了したと判断。次のステップとして当社は、2002年3月期より「面展開の拡大営業」へと移行し、積合せ運送事業者との事業提携およびM&A等を念頭に、拠点のネットワーク化を進めていきます。

すなわち今後は、エリアマーケティングの視点に基づいて、より効果的かつ効率的な拠点の選択、提携企業との支店共同利用等により、コストを低減しつつ営業力を強化し、対象エリアを広げ、売上拡大を図ります。

これによって当社は、営業効率を高めて収益力とコスト競争力の更なる源泉を確保すると同時に、各エリアにおけるNo.1を目指します。

成長の第2ステージへ向け、新事業「軽貨急配 B2B EXPRESS」を立ち上げ、巨大マーケットの攻略を開始します。

物流の主役が「消費者物流」に移行する一方で、規格外貨物や役務付帯貨物の物流ニーズも増加の一途をたどっています。こうした中、当社は、「ダブル・アウトソーシング」の事業システムにより低コスト・スピード配送のサービスを1社専属型で提供し、貨物軽自動車運送事業トップの地位を築き上げました。

そして当社は、成長の第2ステージに向けて、事業者向けの小口積合せ配送分野に進出し、「軽貨急配 B2B EXPRESS」を立ち上げました。この企業間小口貨物市場の取り込みを企図したサービスの内容は、当社の強みをフルに活かした「低コスト・スピード配送」で、他社既存のサービスのほぼ半分の料金体系を実現しています。この新たに参入する市場は、従来市場を大きく上回るスケールを有しています。当社は今後、この巨大市場の攻略を本格的に開始します。

巨大マーケットに対応し、第2ステージの成長を支える経営基盤の再構築を推進します。

委託事業主は、当社のお客様に直接対応するという非常に重要な役割を担います。その質の高さを維持するために、新規開発件数を抑制するなど、良質な委託事業主の確保に努めています。その一方で、当社に対する包括的物流請負業務の委託依頼が増え続けており、良質な委託事業主の安定確保も急務となっています。

そうした状況の中、開発事業の一部を他社にアウトソーシングする「軽貨物運送開業支援事業」のほか、M&Aや提携等による積合せ業者の確保や委託事業会社による貨物軽自動車運送の効率的運営等を進め、「ダブル・アウトソーシング」という当社独自の事業システムとノウハウを提供することで、増え続ける包括的物流ニーズに対応していきます。いわば「トラックもドライバーも持たない運送会社」として、新たな経営基盤の構築を図ります。

We will promote new growth strategies by pivoting on our "utilization-oriented management".

Keika Express' innovative "double outsourcing" strategy has captured the emerging needs of consumer-oriented logistics.

As society is becoming more and more consumer-oriented in the 21st century, the "outsourcing" of peripheral services has become an indispensable measure to accommodate increasingly diversified consumer needs, while simultaneously cutting costs.

Ahead of this move, Keika Express introduced the "double outsourcing" business system at its establishment in December 1987.

This business system is designed to concentrate the Company's corporate resources on the "software" parts of the physical distribution business, such as logistics planning and coordination services. The Company therefore does not have its own fleet of delivery trucks. Instead, it has a network of contracted light-freight delivery operators called "owner operators." We are a truckless freight company, and this is what distinguishes us from other trucking firms.

Pivoting on its "utilization-oriented management" approach, the Company will continue to promote an extensive range of strategies to maximize the advantages of that approach.

Having achieved a national presence, Keika Express will now put forth area-by-area marketing efforts to secure the No. 1 position in all the geographical

When its number of branches exceeded 100 in 2000, covering the entire nation, Keika Express became determined to achieve the No. 1 position in all the geographical areas it serves. Starting in the March 2002 term, Keika's growth policy has shifted to area-by-area marketing efforts, while promoting the networking of branches through tie-ups with and/or M&As of forwarders that transport consolidated loads from different shippers.

From the perspective of area-by-area marketing, the Company will strive to maximize its marketing strength, while reducing costs, by selecting the most effective and efficient branches and promoting their alliances with partners, thus enlarging service areas and boosting sales.

By pursuing this area marketing strategy, Keika Express aims to secure the No. 1 position in all the areas it serves, while enhancing its profitability and cost competitiveness.

To ensure continued growth, Keika Express will tap a huge market with the launch of Keika B2B EXPRESS.

As consumer-oriented logistics are becoming mainstream, the demand for the delivery of non-standard freight and value-added services is continuously rising. Keika Express' "double outsourcing" system has enabled a swift response to this demand, earning us the leading position as a provider of small cargo delivery services using light vehicles at lower cost and in less time.

To ensure continued growth, Keika Express has tapped the new market of small-combined-cargo delivery from business to business with the launch of Keika B2B EXPRESS. Keika's "low-cost, rapid delivery" services are provided at almost half the cost set by competitors. This new market is considerably larger than the markets we have served in the past. And we will intensify efforts to develop strategies to prevail in this huge market as well.

To succeed in this new huge market, Keika Express will restructure its managerial foundations.

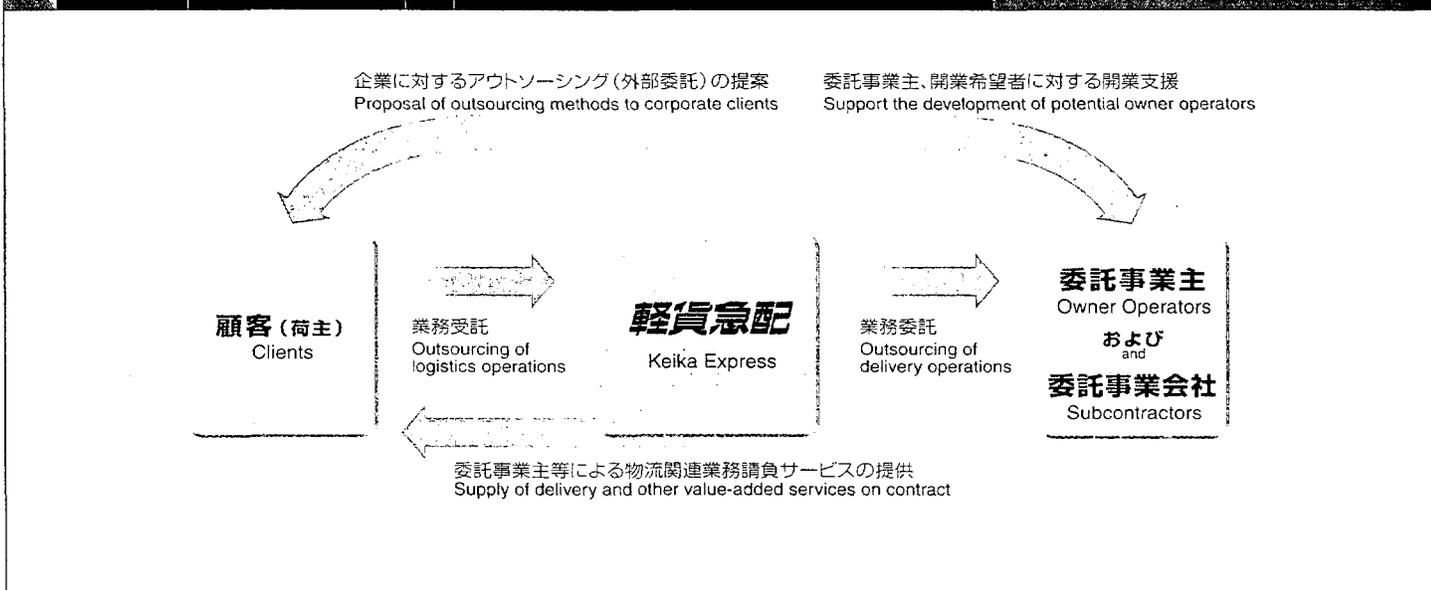
A potential owner operator must comply with strict standards to enter into an "owner operator" contract with Keika Express. Because the quality of owner operators is crucial, as they are in direct contact with our clients, we maintain a strict policy in the recruitment of owner operators. Meanwhile, with the number of order receipts rising continuously, there is a pressing need to keep a sufficient number of good operators. To address this situation and successfully enter the huge target market, Keika Express has initiated a new business form: the "Start-up Support Business," which involves supplying the know-how of Keika's "double outsourcing" business model to local small forwarders on a subcontracting basis. The Company is also seeking tie-ups with and/or M&As of forwarders transporting consolidated loads, and trying to maximize the efficiency of transportation by using allied companies. In exchange for providing the know-how of its unique "double outsourcing" business system, these alliances will expand the Company's capacity to meet the ever-increasing demand for comprehensive delivery services, as we will restructure our managerial foundations to become not only a "truckless" but also a "driverless" freight company.

軽貨急配の特徴

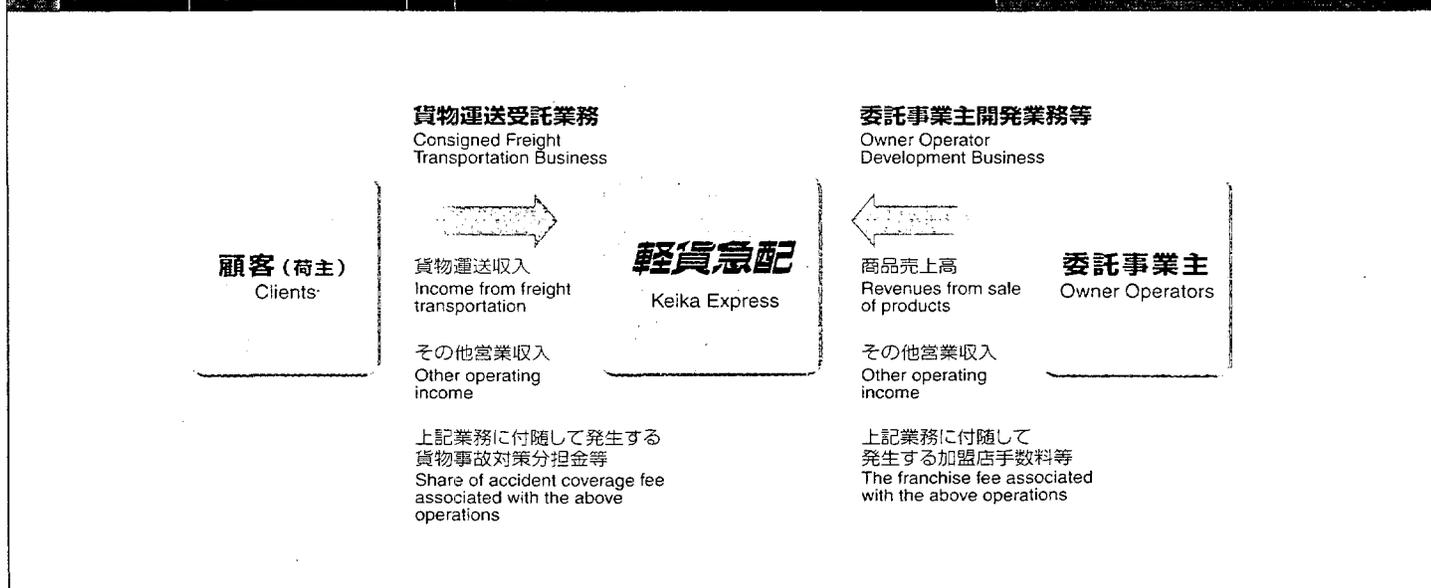
A オーナーオペレーター方式の
ダブルアウトソーシング
Double Outsourcing

B 安定した収益構造
(2つの柱)
Two Pillars of Stable
Profit Structure

A オーナーオペレーター方式のダブルアウトソーシング



B 安定した収益構造(2つの柱)



Keika Express' Characteristics

**C 1社専属型の
非標準貨物の配送**
Exclusive delivery of non-standard
freight for a specific company

**D 貨物軽自動車の
利用**
Use of light-freight vehicles

"Double Outsourcing" Business System

「ダブル・アウトソーシング」の事業システム

当社の事業構造は、荷主企業（顧客）と貨物軽自動車運送事業主（陸運局への届出業者）であるオーナー・オペレーターとの間に立つて事業を行うもので、当社ではこの事業システムを「ダブル・アウトソーシング」と呼んでいます。

当社は、顧客に対して物流合理化プランを提案し、当社と顧客の間で業務契約を交わし、一連の物流業務を受託します。

この受託した業務内容に応じて、当社が契約を結んでいるオーナー・オペレーター（委託事業主）の中から、最も適したオーナー・オペレーターを選定し、当社から業務を委託。この委託事業主が、顧客の求める包括的物流サービスの提供を行う仕組みです。この構造が、「トラックを持たない運送会社」と言われる所以です。

当社は、「顧客開拓」と「優秀なオーナー・オペレーターの開発」を並行して遂行することで、この事業システムの効果を高めています。

Keika Express' innovative "Double Outsourcing" system

Being positioned between a shipper—a client—and an independent light-freight forwarder registered with the Land Transport Bureau—called an "owner operator"—Keika Express offers the best solutions for both parties. This is what we call a "double outsourcing" business system.

First, we draw up the best logistics plan for a potential client and, once the client agrees, we enter into a contract with the client to offer logistics services. We then select the most qualified owner operator to accomplish the services and outsource the service to that operator. This is why we are dubbed a "truckless freight company."

Keika Express optimizes the effect of this "double outsourcing" business system by promoting two parallel efforts to enlarge its client base and secure qualified owner operators.

Two Pillars of Stable Profit Structure

「ダブル・アウトソーシング」がもたらす2つの収益

当社独自の事業システム「ダブル・アウトソーシング」では、「貨物運送受託業務」と「委託事業主開発業務等」の2つの業務が柱となっています。そして、この2つの業務遂行の両方から収益をあげる構造となっている点で、当社は、極めて安定性の高い収益構造を有しています。

貨物運送受託業務では、顧客より受託した業務を遂行することで、貨物運送収入などの収益をあげています。一方、委託事業主開発業務等は、主に顧客より受託した業務を、当社が委託するためのオーナー・オペレーター（委託事業主）を開発する業務であり、これによって開発したオーナー・オペレーターに対する車輛の販売などが、もうひとつの収益の柱となっています。

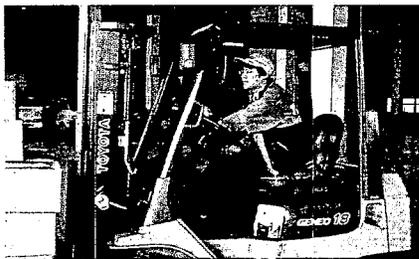
The two types of income provided by "double outsourcing"

The company's "Consigned Freight Transportation Business" and "Owner Operator Development Business" form the foundation of the "double outsourcing" business model. Since both of these two operations generate income, the company is able to maintain an extremely stable profit structure.

For example, by performing the work consigned by the client to the company (Consigned Freight Transportation Business), income from freight transportation and other operations is generated. On the other hand, the "Owner Operator Development Business" consists of developing owner operators that will take on work outsourced by clients in the future. The sale of vehicles to these owner operators is another source of income for the company.

C 1 社専属型の非標準貨物の輸送

Exclusive delivery of non-standard freight for a specific company



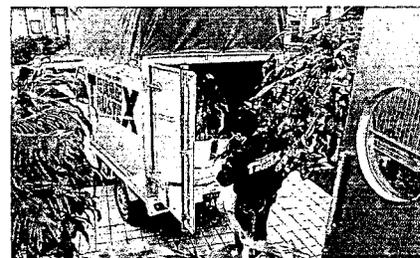
従来の標準を打破した標準
Breaking conventional standards



新しいスタンダードの
開発・提案へ
Creating new standards



- 衛星アンテナ等の設置作業 (Installation of satellite TV antennas)
- 家電製品の配線・据付作業 (Installation and wiring of electric appliances)
- 生花・園芸品の運搬 (Delivery of fresh flowers and plants)
- 買物代行 (Shopping for clients)
- 訪問先での御用聞き (Order taking)
- 家庭の大型廃棄物の回収作業 (Collection of large-scale waste electric appliances)



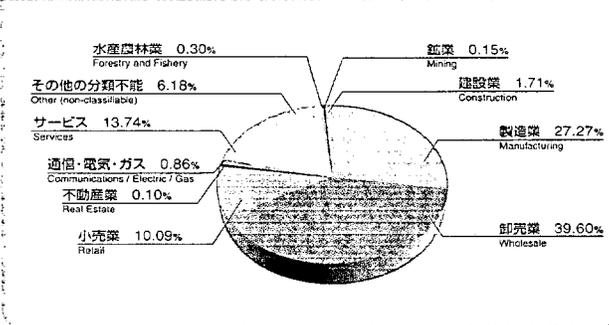
当社は、ダブル・アウトソーシングの事業システムにより、規格外の貨物や運送前後の役務に対して柔軟かつ低コストで対応することができます。しかも、あらゆる業界の個別ニーズに対応することが可能であり、競合他社との大きな差別化となっています。

24時間稼働可能なオーナー・オペレーターが小口・多品種・多頻度配送に対応する「足代わり」になれること、そして、たとえば電気設備などの専門知識・技能を持ったオーナー・オペレーターが運送前後の包括的サービスを請け負える「スタッフ」になれること...当社はこうした強みを活かして、オーダーメイドの物流周辺サービスを拡大しています。

規格に基づいた一般の宅配便とは大きく異なる当社のこうした強みは、特に、卸売業を営む小規模・中堅クラス」の企業に対して、大きな力を発揮しています。

業務受託先の産業別分類 (運輸業除く)

Consignors Categorized by Type of Industry (excluding transportation industry)



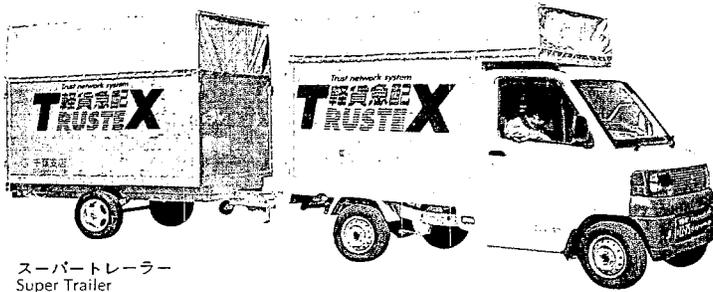
The innovative "double outsourcing" system enables us to provide flexible and low-cost solutions to the growing demand for the delivery of non-standard cargos and pre- and/or post-delivery peripheral services. It also allows us to cope with the individualized needs that can vary from industry to industry, giving us a secure and distinct position relative to our competitors in the logistics industry.

To maintain an advantage in offering such peripheral services, Keika's contract owner operators play a crucial role. Available on a 24-hour basis, they deliver a variety of goods in small lots and at frequent intervals according to shippers' requirements. In addition, some of the owner operators have special skills or knowledge, such as the installation of electrical equipment, boosting the value of our services. Keika Express' consistent policy of offering customized and comprehensive services associated with the delivery of goods continues to open up new business opportunities.

These strengths, which greatly differ from those of standardized delivery service providers, enable Keika Express to exhibit great force in the market for small-to-medium size companies that operate as wholesalers.

D 貨物軽自動車の利用

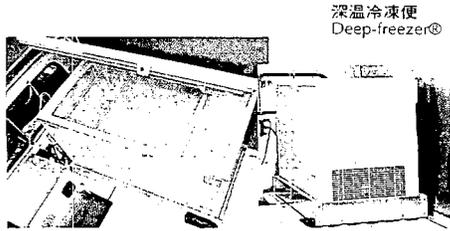
Use of light-freight vehicles



スーパートレーラー
Super Trailer



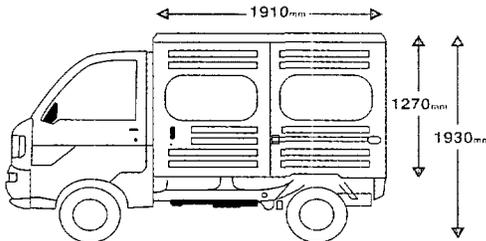
トラック
Truck



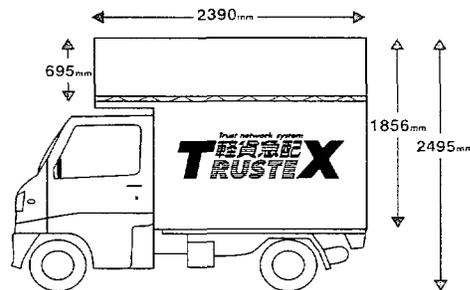
深温冷凍便
Deep-freezer®

一般車輛との比較

Comparison with Conventional Trucks



通常市販の軽トラック
Conventional light duty truck



当社独自開発の大容量ボディ
Keika Express' vehicle

狭く入り組んだ道路、密集した住宅等の日本固有の運送環境により、日本での運送業務には軽トラックの利用価値が高い状況となっています。当社は、軽トラックのこうした利点を活かしながら、市販車輛の積載容量の小ささを克服するために、自社オリジナルの独自車輛を開発。本体車輛、スーパートレーラーともに一般軽貨物車輛の約1.5倍の積載容量を持っているため、コストパフォーマンスに優れています。

また、多面冷却式冷凍装置の着脱自在の構造、約12時間ボックス内を一定温度に保てるフリーズパックデリバリーなどを独自に開発又は採用。これにより、冷凍・保冷輸送ニーズにも柔軟に対応できる体制をとっています。

A maze of narrow roads and dense residential areas; this is a transportation environment found in Japan. In this sort of setting, the utility value of light duty trucks in the transportation business is extremely high. Keika Express recognized this need and developed an original vehicle that not only takes advantage of the compactness of the truck but also overcomes the problem associated with small loading capacities evident in other vehicles on the market today.

Exclusively developed, the Company's super-light trucks—as well as its "super trailers"—have a load capacity of 350 kg, or around 1.5 times that of average light trucks, to ensure better cost performance.

Keika has also developed a special structure that enables the truck to accept detachable refrigeration equipment and introduced "Freeze Pack Delivery," which allows the delivery of fresh goods in refrigerator boxes for which the temperature can be controlled for 12 hours.

基本戦略

Basic Strategy

これまで、「ダブル・アウトソーシング」を中心に推進してきた「利用の経営」を更に拡大させ、企業との業務提携による次世代型ダブル・アウトソーシングの展開を積極化します。これにより、トラックも、物流倉庫も、ドライバーも持たない究極的な「利用の経営」へと進化していきます。

Keika Express intends to evolve its "double outsourcing" business system into what we call "next-generation double outsourcing" by boosting its efforts to form business alliances with other entities. The Company's ultimate form would be one of the providers of logistics services without delivery trucks, warehouses or even truck drivers as its own assets.



戦略① ニューマーケットへの参入
競合他社の約半額の料金設定とよりスピーディな対応など「低コスト・スピード配送」を武器に、小口積合せ配送分野（事業者間物流）に進出し、市場規模を飛躍的に拡大。より大きな成長に向けた新事業を推進します。

Strategy 1 Entry into a new market
Featuring low pricing-almost half the cost set by other players-and speedy delivery tailored to diverse client needs, Keika Express has tapped into the new market of small-combined-cargo delivery from business to business. This new market is expected to enlarge the Company's business scale dramatically, with great potential for the future.

戦略② サブコントラクターのネットワーク化
従来の1社専属型の個人オーナーオペレーター（委託事業主）に加えて、サブコントラクター（受託業務をアウトソーシングできる企業）のネットワーク化を行い、「軽貨物運送開業支援事業」を推進。これにより益々増加傾向の当社への包括物流ニーズに対応できる体制の早期確立を図ります。

Strategy 2 Building a network of subcontractors
The company established a network of subcontractors to go along with the individual owner operators that worked exclusively for a specific company and promoted the "Start-up Support Business." This was done at this early stage so that the company would be prepared for a projected increase in the number of companies seeking total logistics services and the increasing needs of each client.

戦略③ 事業基盤の再構築
「企業との業務提携」（中堅以上クラスの運送会社が対象）と「軽貨物運送開業支援事業」（地域の中小運送会社向け）を推進し、今後も増え続ける大量の小口貨物の業務委託先を確保し、大量の貨物に対して、より低リスクで対応できる新たな事業基盤を構築します。

Strategy 3 Restructure business foundations
Keika Express will restructure its business foundations by promoting business alliances with large and medium-sized carriers and encouraging the subcontracting of its "double outsourcing" business system to local small or medium-sized trucking firms. By securing more business partners so that we can outsource an increasing number of orders that might otherwise be beyond our capacity, we intend to establish a business system that will allow us to fulfill an expected huge increase in delivery needs with minimum risk.

軽貨急配 B2B EXPRESS

Keika B2B EXPRESS

「軽貨急配 B2B EXPRESS」による成長加速

企業間小口貨物市場の取り組みを企図する同サービス「軽貨急配 B2B EXPRESS」のサービスを開始。B2B向けに限定ながら、小口積合せ配送分野への参入を果たしました。

企業間小口貨物市場の取り組みを企図する同サービスは、車輦やドライバーを自社で保有せず、自らもアウトソーシングにて実際の配送を行っているため実現したものであり、他社の既存サービスと比べて価格面で差別化でき、現在の顧客ニーズに受け入れられる内容とな

っております。東京23区からスタートさせ、順次、首都圏、中京、近畿へと拡大していく計画です。

この新しいサービスを今後の会社の主力として拡大させていくことで、会社の成長力を更に加速させていきます。

取り組みの初年度となった2003年3月期は、当初の計画を大きく上回る実績をあげており、3~4年で100億円ビジネスに成長する可能性があります。

Keika B2B EXPRESS accelerates the company's growth.

Keika Express has launched the Keika B2B EXPRESS service to target the market for small cargo delivery from business to business. Although limited to business-to-business delivery, it is our first attempt to offer the service of combined delivery of less-than-truck loads from different shippers.

The double outsourcing system enables us to offer the B2B EXPRESS service at almost half the rate of our competitors, because we neither own our trucks nor employ our drivers. The service is expected to match the current needs of shippers. Starting in the 23 wards of

Tokyo, we plan to expand coverage to the entire Tokyo metropolitan area as well as the Chukyo, Kinki and other regions. By gradually intensifying the focus on the Keika B2B EXPRESS service, we will further accelerate the company's growth.

In the initial year of implementation (period ending March 2003) the financial results for this area of business beat expectations by a wide margin. This leads the company to believe that it could grow into a 10 billion yen business in 3 to 4 years.



作業風景
Employees at work



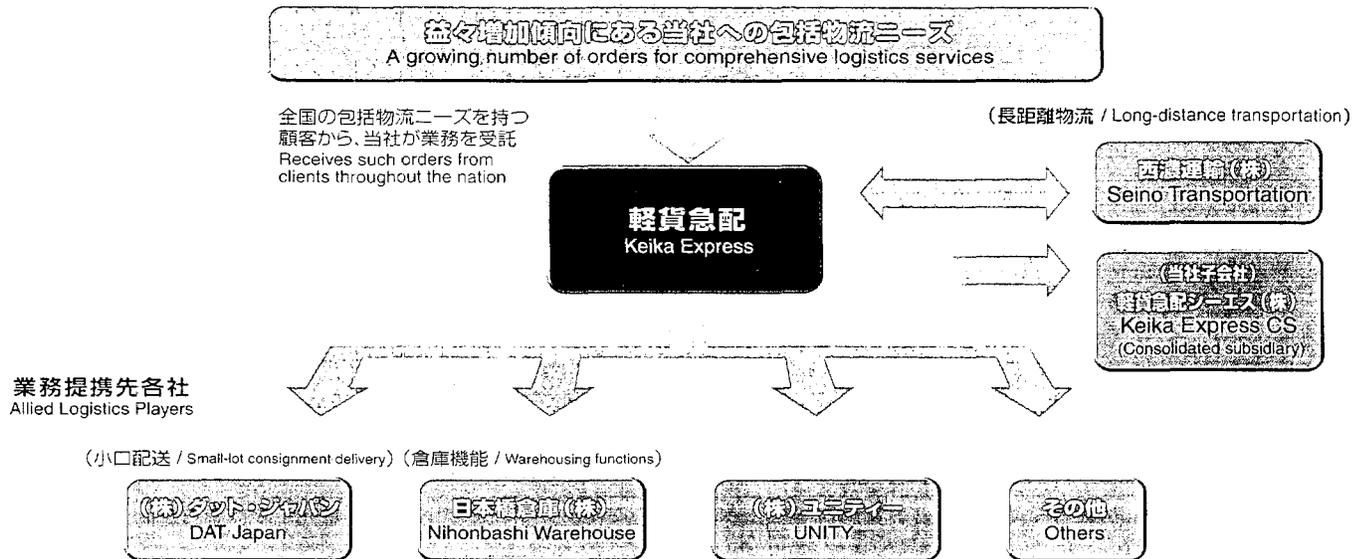
価格参考例

Pricing example for similar services

| サイズ Size 縦+横+高さの和 Combined height, width and length | 重量 Weight | 軽貨急配 B2B EXPRESS 1個当たりの料金 Keika B2B EXPRESS cost per package | | | Y社/T便 Company Y / T Delivery Service | N社/P便 Company N / P Delivery Service | 重量 Weight | ゆうパック "Yu-Pack" Postal Delivery Service 第一地帯/市内 Primary region / within city limits |
|---|--------------|---|-----|-----|---|---|--------------|--|
| | | 1伝票当たりの個数 (個) Number of packages per invoice | 1 | 1~9 | | | | |
| 60cm | 2kg迄 | 300 | 200 | 150 | 740 | 740 | 2kg迄 | 510 |
| 80cm | 5kg迄 | 400 | 300 | 200 | 950 | 950 | 4kg迄 | 630 |
| 100cm | 10kg迄 | 440 | 340 | 220 | 1,160 | 1,160 | 6kg迄 | 750 |
| | | | | | | | 8kg迄 | 810 |
| | | | | | | | 10kg迄 | 870 |
| 120cm | 15kg迄 | 470 | 370 | 235 | 1,370 | 1,370 | 12kg迄 | 930 |
| | | | | | | | 14kg迄 | 990 |
| 140cm | 20kg迄 | 500 | 400 | 250 | 1,580 | 1,580 | 16kg迄 | 1,050 |
| | | | | | | | 18kg迄 | 1,110 |
| | | | | | | | 20kg迄 | 1,170 |
| 160cm | 25kg迄 | 530 | 430 | 265 | 1,790 | 1,790 | — | — |

業務委託ネットワーク

A Network of Contract Operators



「業務委託ネットワーク」による事業基盤

当社に対する包括的な物流ニーズはますます増加の一途を辿っています。さらに、軽貨物積合せ小口配送という新事業への進出に伴い、取扱貨物は加速度的に増加することが見込まれます。こうした状況変化に対応して、当社では、受託業務をアウトソーシングできる企業（サブコントラクター）との請負関係を構築するとともに、提携企業による「業務委託ネットワーク」の構築を図っています。

2002年3月期には、M&A子会社・軽貨急配シーエス（株）を業務提携先のひとつに加えると共に、長距離物流対応として西濃運輸（株）と、小口配送対応として、（株）ダット・ジャパンと、軽作業請負対応として（株）ユニティとそれぞれ業務提携を行いました。ま

た、2003年3月期では、倉庫機能を担うサブコントラクターとして、日本橋倉庫（株）と業務提携を行いました。

今後も当社はこうした目的での業務提携を積極的に推進し、独自の「業務委託ネットワーク」を新事業モデルとして築き上げていきます。

この結果、当社は、オーナーオペレーター方式による「ダブル・アウトソーシング」、サブコントラクター方式による「ダブル・アウトソーシング」、そして提携企業による「業務委託ネットワーク」の3つの事業モデルを同時に運用することで、大量の物流ニーズに対して、低コストかつスピーディにお応えすることができます。

A network of contract operators enlarges the company's business foundations.

Keika Express is receiving a growing number of orders for comprehensive logistics services. Having started the new Keika B2B EXPRESS service, the number is expected to grow even further. To deal with these changes, we are promoting business alliances with other logistics providers to build a network of allied logistics players, in addition to expanding the group of subcontractors to which we can outsource our jobs.

During Fiscal 2002 (period ending March 2003), the company added Keika Express CS Corporation (An M&A related subsidiary) to the list of business alliance partners. In addition, the company established business alliances with Seino Transportation Co., Ltd. as a partner for long-distance transportation services, DAT Japan, LTD. as a partner for small-lot consignment delivery services and UNITY Co., Ltd. as a

partner for additional labor-related services (i.e. installation of electrical equipment, etc.). Moreover, Keika Express entered into a subcontractor agreement with Nihonbashi Warehouse Co., Ltd., enabling the company to provide warehousing functions to its clients.

Keika will continue to promote such alliances to establish a new business model through a network of allied logistics players.

Ultimately, we intend to establish solid business foundations with the capacity to handle a huge amount of logistics needs speedily at low cost by operating three business models: traditional double outsourcing, the new type of double outsourcing through subcontractors and a network of allied logistics players.

M & A と 事業 構造 改革

M&As and Restructuring of Business Foundations

当社子会社化後の改革推進により、 軽貨急配シーエスの収益改善が着実に進行。

当社は、軽貨急配グループ全体で、M&A、開業支援事業等の新事業の立ち上げなどにより、事業の再構築を進め、サービスを総合的に提供できる物流商社への変革を推進しています。

グループ経営においては、2001年4月、当社は、首都圏における中・大型貨物の配送業務への対応強化を目的に、フットワークデリバリーサービス(株)(現・軽貨急配シーエス(株))をM&Aにより連結子会社化。その後、同社の抜本的な事業構造改革に着手しました。人的資源の最適化と再配置、間接部門の圧縮等によるローコスト体質への改善、営業手法の改善や新車両導入等による取引拡大策の推進など、ヒト・モノ・カネの全てにわたり、徹底した改革を推進しました。

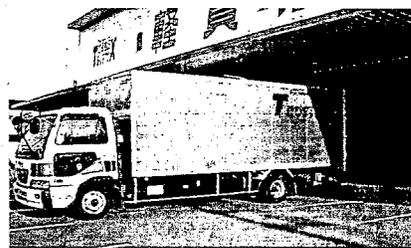
その結果、同社の収益性は着実に改善。同社の売上高営業利益率は、子会社化直前の2001年3月期は、-20.76%と低水準にありましたが、改革推進効果から、2003年3月期には8.37%まで大幅に改善しました。

The restructuring of Keika Express CS, after it became a subsidiary of the Keika Express group, has resulted in steady improvements to profitability.

Currently, the group is re-building business operations through efforts including the establishment of new business areas such as M&A and Start-up Support Business. Through this, the company is attempting to transform itself into a logistics company that can provide total services to clients.

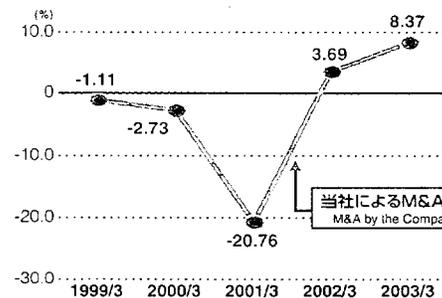
Group management-wise, Keika Express acquired Footwork Delivery Service Corporation (now known as Keika Express CS Corporation) in April 2001 through an M&A deal aimed at enhancing the responsiveness of our medium and large-freight delivery service in the Tokyo Metropolitan Area. After completing the deal, the acquired company was made into a full consolidated subsidiary. Since then, Keika Express CS Corporation has embarked on a drastic reform of its operational structure. For example, we optimized and relocated human resources and minimized back-office operations to reduce costs. In addition, the company improved sales methods, introduced new vehicles and implemented measures to increase business. From an overall standpoint, these efforts allowed the company to thoroughly reform the three pillars of its business; personnel; products; and finances.

Consequently, the profitability of the company steadily improved. For instance, before Keika Express CS Corporation was made into a full subsidiary, its operating income margin was a meager -20.76%. The positive effects of the reform have greatly improved this statistic to 8.37% for the period ending March 2003.



軽貨急配シーエスの売上高営業利益率の推移

Ratio of Operating Profit to Sales of Keika Express CS



財務 構造 改革

Restructuring of Financial Position

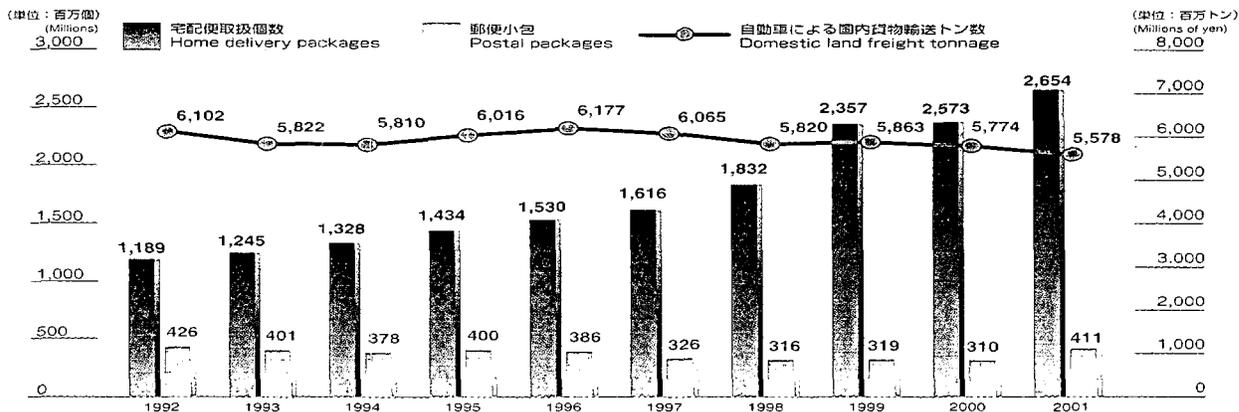
コスト競争力の強化と事業構造の再編

運送事業と開発事業の割合を現在の7:3から8:2へと運送事業の比率を高めます。全国展開の完了とともに運送事業が軌道に乗ってきたことを踏まえ、良質な委託事業主の確保に努めることに注力し、加えて、開発事業の一部を外部委託化することで、「利用の経営」を推進します。委託事業主開業募集に関する広告宣伝費等の圧縮など、中長期の当社財務戦略にとって大きなメリットであると考えております。

Improve Cost Competitiveness and Reform Organizational Structure

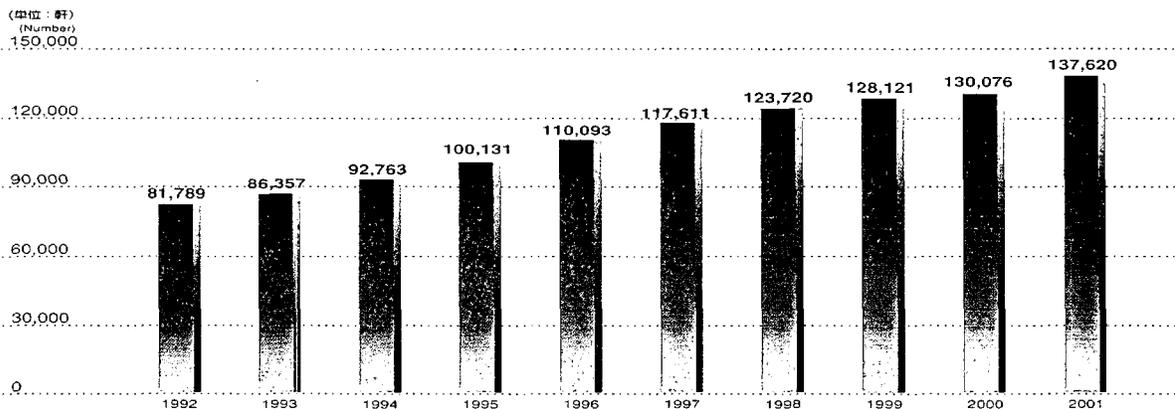
In its current state, the company has 70% of its business in transportation and the rest in development. However, the company is planning to increase the transportation portion to 80% in the coming years. More specifically, Keika Express will focus on securing high-quality owner operators in response to the increased national coverage of the company's transportation services and because this part of the business is now back on track. In addition, the company will begin outsourcing a portion of its development business, thus altering the overall management style to one that promotes "use." This strategic change is anticipated to have a positive effect on the company's medium to long-term financial strategy, as it will reduce expenses such as the advertising and promotion costs associated with the development of owner operators.

自動車による国内貨物輸送トン数と宅配便・郵便小包取扱個数の推移
Domestic Land Freight Tonnage and Home Delivery and Postal Packages Delivered in Japan



※資料：国土交通省「数字で見る物流2000年版」、総務省「郵便の統計」を基に作成
Source: Ministry of Land, Infrastructure and Transport (MLIT) and Ministry of Public Management, Home Affairs, Posts and Telecommunications.

貨物軽自動車運送事業者数の推移 Number of Light-Truck Freight Operators in Japan



※資料：各地方運輸局の貨物軽自動車運送事業者数を基に作成 Source: MLIT Transport Bureaus

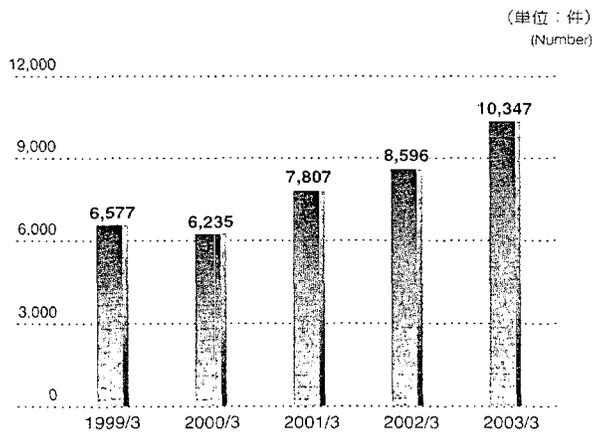
軽自動車利用運送業界における業績順位 Ranking in Light-Truck Freight Transportation Industry

| 2000年 | | | 2001年 | | | 2002年 | | |
|-------|--|--------------------------------------|-------|--|--------------------------------------|-------|--|--------------------------------------|
| 順位 | 会社名 Company Name | 売上高 (百万円) Sales (millions of yen) | 順位 | 会社名 Company Name | 売上高 (百万円) Sales (millions of yen) | 順位 | 会社名 Company Name | 売上高 (百万円) Sales (millions of yen) |
| 1 | 軽貨急配 (株) Keika Express Co., Ltd. | 23,275 | 1 | 軽貨急配 (株) Keika Express Co., Ltd. | 25,486 | 1 | 軽貨急配 (株) Keika Express Co., Ltd. | 30,024 |
| 2 | ケイヒン配送 (株) KEIHIN DISTRIBUTION Co., Ltd. | 12,500 | 2 | ケイヒン配送 (株) KEIHIN DISTRIBUTION Co., Ltd. | 14,400 | 2 | ケイヒン配送 (株) KEIHIN DISTRIBUTION Co., Ltd. | 12,200 |
| 3 | 軽急便 (株) Keikyubin Co., Ltd. | 4,854 | 3 | 軽急便 (株) Keikyubin Co., Ltd. | 5,606 | 3 | 軽急便 (株) Keikyubin Co., Ltd. | 5,779 |
| 4 | (株) ソクハイ SOKUHAI Co., Ltd. | 3,781 | 4 | (株) ソクハイ SOKUHAI Co., Ltd. | 4,325 | 4 | (株) エイエヌエクスプレス A.N. Express | 4,818 |
| 5 | (株) セルルート SARUTE | 2,932 | 5 | (株) エイエヌエクスプレス A.N. Express | 4,050 | 5 | (株) ソクハイ SOKUHAI Co., Ltd. | 4,355 |
| 6 | (株) アネックス Annex | 2,656 | 6 | (株) アネックス Annex | 3,208 | 6 | (株) アネックス Annex | 3,100 |
| 7 | (株) ダット・ジャパン DAT Japan, Limited | 2,359 | 7 | (株) セルルート SARUTE | 2,988 | 7 | (株) ダット・ジャパン DAT Japan, Limited | 3,080 |
| 8 | 中部ヤマトホームサービス (株) Chubu Yamato Home Service, Co., Ltd. | 2,150 | 8 | (株) ダット・ジャパン DAT Japan, Limited | 2,880 | 8 | (株) セルルート SARUTE | 3,034 |
| 9 | (株) アクセル Accele | 2,127 | 9 | (株) 関東即配 Kanto Sokuhai | 2,637 | 9 | (株) 関東即配 Kanto Sokuhai | 2,911 |
| 10 | (株) バイク急便 Bike Kyubin Co. Ltd. | 1,747 | 10 | 中部ヤマトホームサービス (株) Chubu Yamato Home Service, Co., Ltd. | 2,070 | 10 | (株) バイク急便 Bike Kyubin Co. Ltd. | 2,204 |
| 11 | (株) ワークステーション Work Station | 1,300 | 11 | (株) バイク急便 Bike Kyubin Co. Ltd. | 2,043 | 11 | 中部ヤマトホームサービス (株) Chubu Yamato Home Service, Co., Ltd. | 2,139 |
| 12 | (株) 関東即配 Kanto Sokuhai | 1,242 | 12 | (株) ジャパンクイックサービス Japan Quick Service | 1,444 | 12 | (株) ジャパンクイックサービス Japan Quick Service | 1,466 |

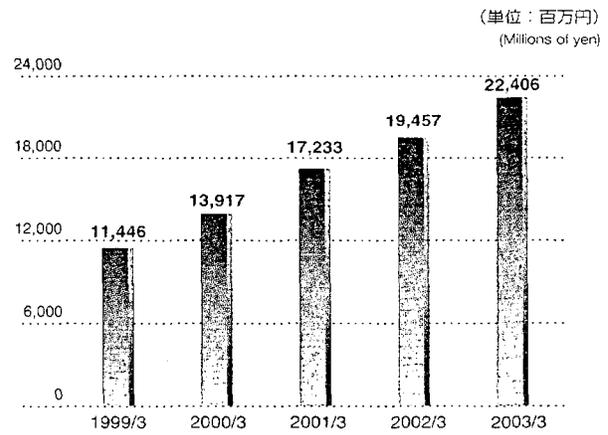
※資料：帝国データバンク「貨物軽自動車運送業を主業とする企業の売上データ」より
(注) 売上高は各社の決算期に基づく数値で、(株) 関東即配は12月期、(株) ダット・ジャパンは5月期、(株) アネックスは8月期、(株) ワークステーションは9月期、その他はすべて3月期となっております。

Source: Teikoku Databank "Sales of companies mainly engaging in cargo-delivery service using light vehicles"
Note: The sales figures are for the companies' respective closing months: December for Kanto Sokuhai, May for DAT Japan, August for Annex, September for Work Station and March for the others.

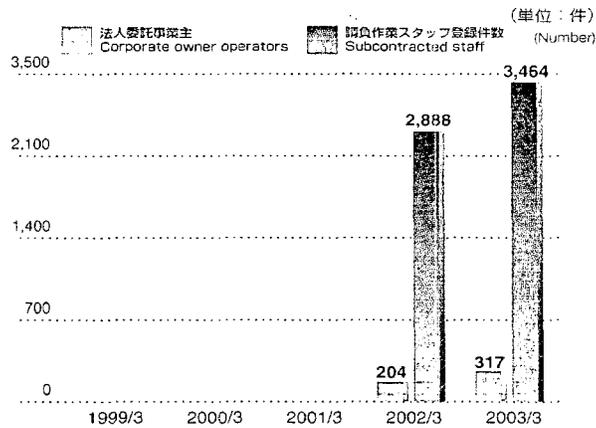
運送受託件数の推移
Number of Delivery Service Contracts Closed



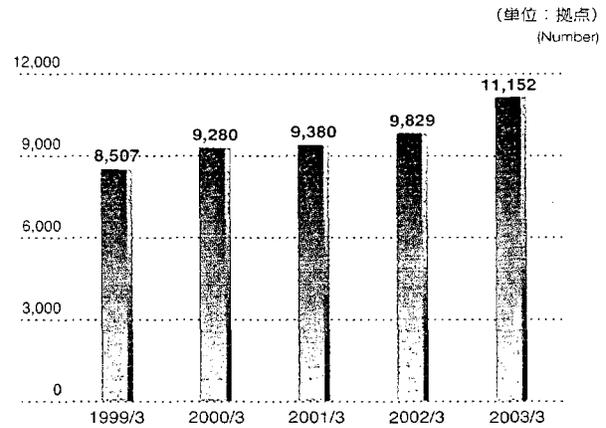
貨物運送収入の推移
Income from Delivery Services



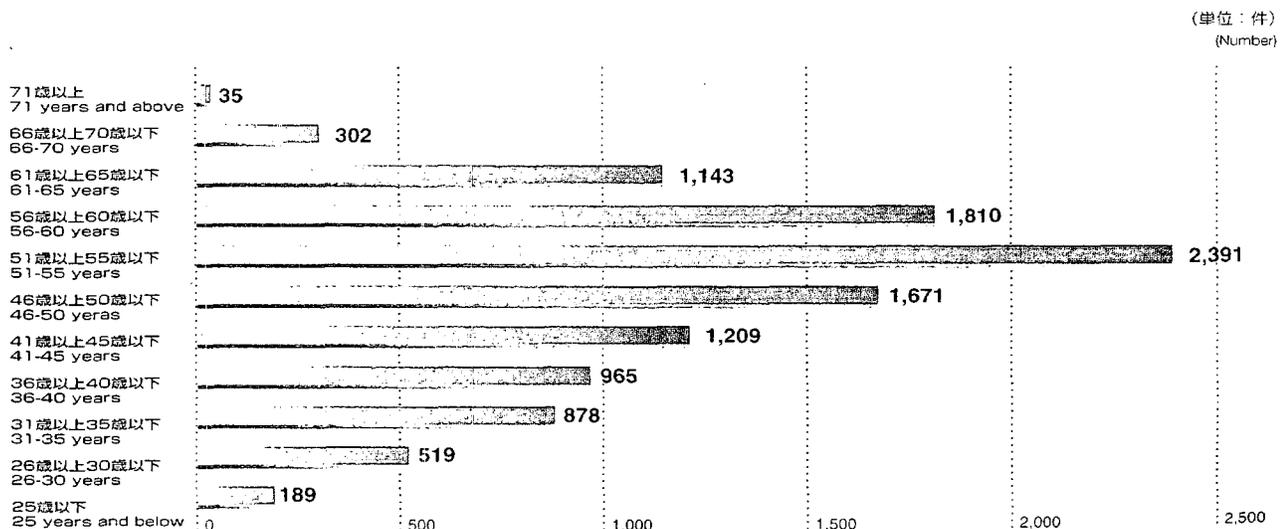
法人委託事業主と請負作業スタッフ登録件数の推移
Number of Registered Corporate Owner Operators and Subcontracted Staff



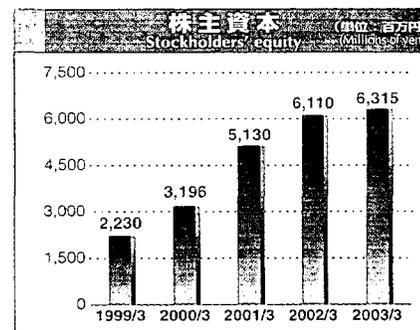
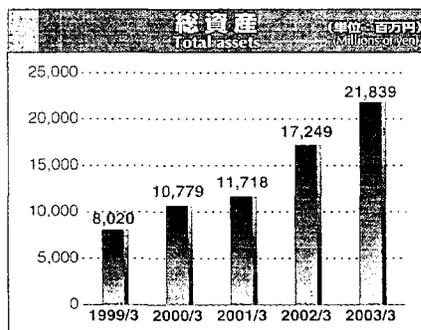
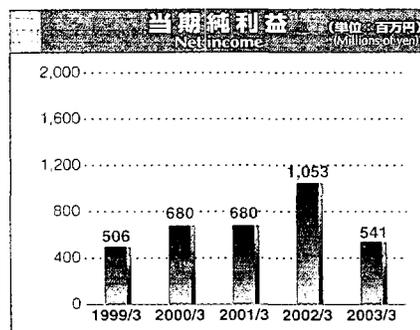
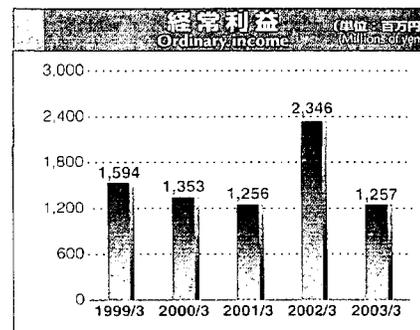
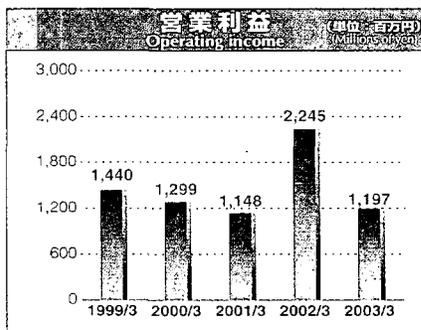
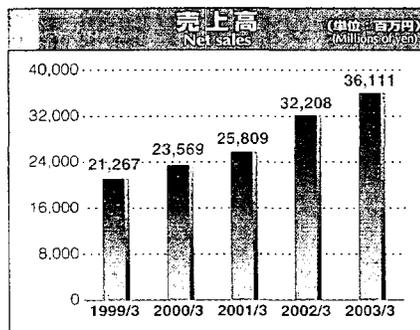
委託事業主 (オーナー・オペレーター) 契約件数の推移
Number of Owner Operator Contracts Closed



年齢階層別の委託事業主数の状況 (2003年3月31日現在)
Owner Operators by Age-Group (as of the end of March 2003)



連結 Consolidated



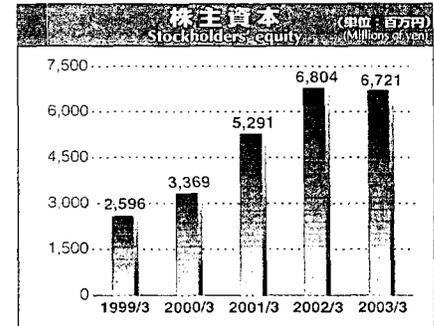
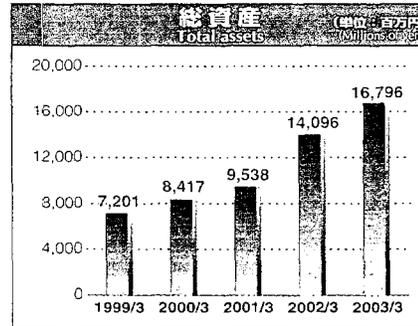
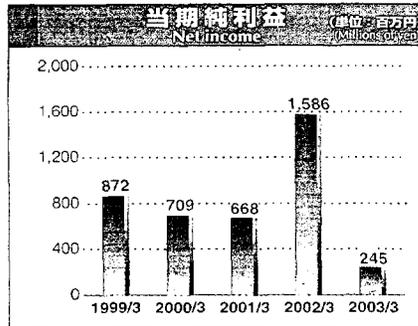
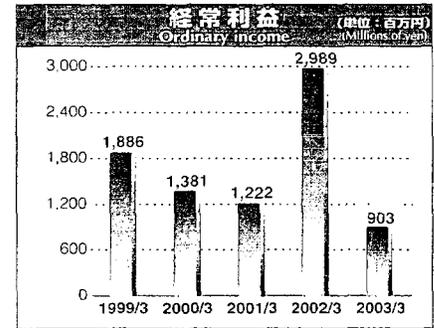
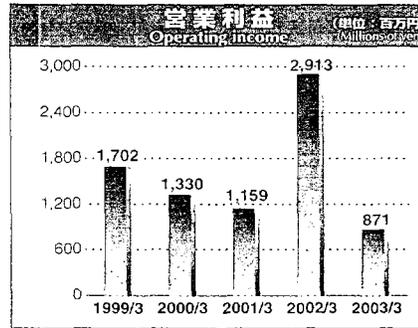
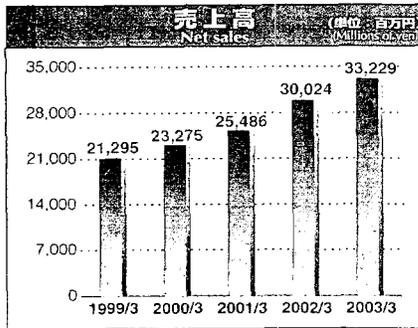
(単位：百万円) (Millions of yen)

| | | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|----------------|--------------------------------------|--------|--------|--------|--------|--------|
| 売上高 | Net sales | 21,267 | 23,569 | 25,809 | 32,208 | 36,111 |
| 売上総利益 | Gross profit | 9,360 | 10,116 | 10,192 | 12,202 | 12,137 |
| 営業利益 | Operating income | 1,440 | 1,299 | 1,148 | 2,245 | 1,197 |
| 経常利益 | Ordinary income | 1,594 | 1,353 | 1,256 | 2,346 | 1,257 |
| 当期純利益 | Net income | 506 | 680 | 680 | 1,053 | 541 |
| 総資産 | Total assets | 8,020 | 10,779 | 11,718 | 17,249 | 21,839 |
| 株主資本 | Stockholders' equity | 2,230 | 3,196 | 5,130 | 6,110 | 6,315 |
| 資本金 | Capital | 544 | 544 | 1,182 | 1,262 | 1,262 |
| 一株当たり株主資本 (円) | Stockholders' equity per share (Yen) | 406.82 | 485.31 | 676.87 | 794.93 | 819.68 |
| 一株当たり当期純利益 (円) | Net income per share (Yen) | 92.42 | 103.47 | 96.78 | 138.33 | 67.24 |

セグメント情報

| | 1999/3 | | 2000/3 | | 2001/3 | | 2002/3 | | 2003/3 | | |
|---|--|--|---|--|---|--|---|--|---|--|-------|
| | 売上高 (百万円) Net Sales (Millions of yen) | 構成比 (%) Composition of Sales (%) | 売上高 (百万円) Net Sales (Millions of yen) | 構成比 (%) Composition of Sales (%) | 売上高 (百万円) Net Sales (Millions of yen) | 構成比 (%) Composition of Sales (%) | 売上高 (百万円) Net Sales (Millions of yen) | 構成比 (%) Composition of Sales (%) | 売上高 (百万円) Net Sales (Millions of yen) | 構成比 (%) Composition of Sales (%) | |
| 売上高 (総額) Consolidated Sales (Millions of yen) | 運送事業 (貨物運送受託業務) Transportation section (Consigned Freight Transportation Business) | 11,572 | 54.4 | 14,155 | 60.1 | 17,577 | 68.1 | 22,432 | 69.6 | 25,379 | 70.3 |
| | 開発事業 (委託事業主開発業務等) Development Business (Owner Operator Development Business) | 9,694 | 45.6 | 9,414 | 39.9 | 8,232 | 31.9 | 9,776 | 30.4 | 10,732 | 29.7 |
| | 合計 Retail | 21,267 | 100.0 | 23,569 | 100.0 | 25,809 | 100.0 | 32,208 | 100.0 | 36,111 | 100.0 |
| 売上高 (総額) Non-consolidated Sales (Millions of yen) | 運送事業 (貨物運送受託業務) Transportation section (Consigned Freight Transportation Business) | 11,572 | 54.3 | 14,155 | 60.8 | 17,578 | 69.0 | 20,364 | 67.8 | 23,621 | 71.1 |
| | 開発事業 (委託事業主開発業務等) Development Business (Owner Operator Development Business) | 9,722 | 45.7 | 9,120 | 39.2 | 7,908 | 31.0 | 9,659 | 32.2 | 9,607 | 28.9 |
| | 合計 Retail | 21,295 | 100.0 | 23,275 | 100.0 | 25,486 | 100.0 | 30,024 | 100.0 | 33,229 | 100.0 |

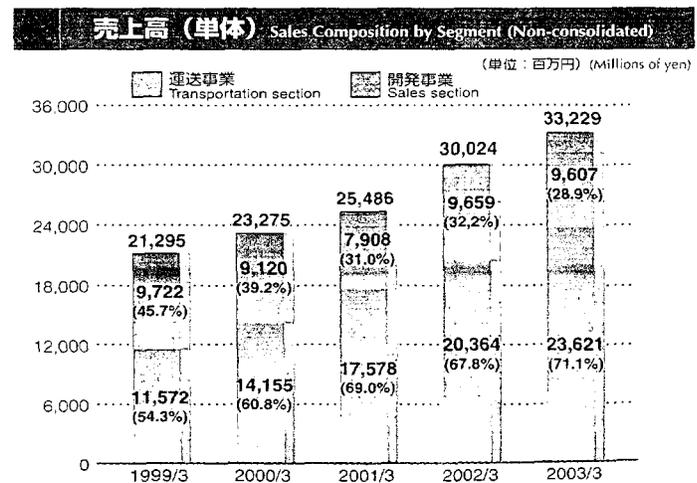
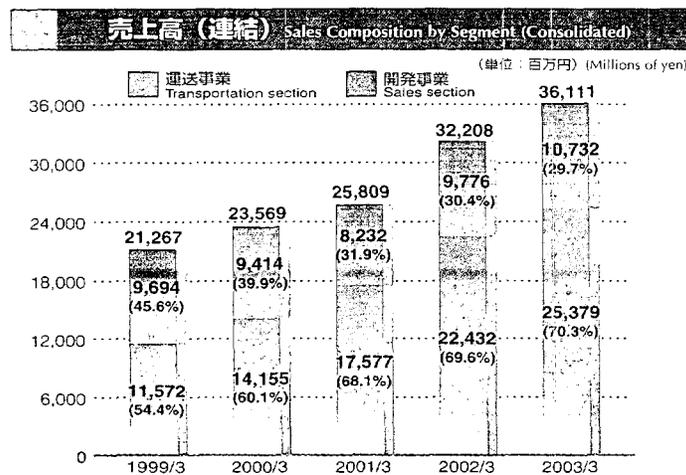
単体 Non-consolidated



(単位：百万円) (Millions of yen)

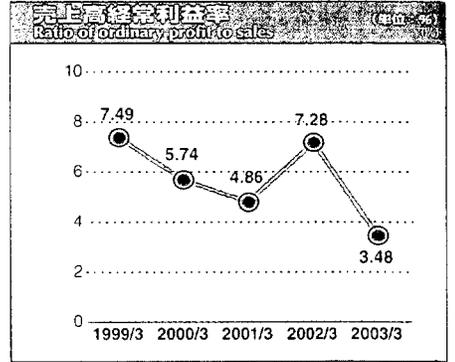
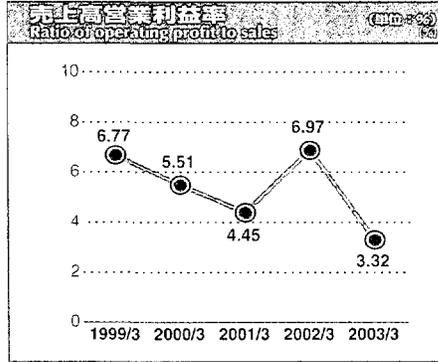
| | | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|------------|--------------------------------|--------|--------|--------|--------|--------|
| 売上高 | Net sales | 21,295 | 23,275 | 25,486 | 30,024 | 33,229 |
| 売上総利益 | Gross profit | 9,481 | 9,894 | 10,032 | 12,609 | 11,969 |
| 営業利益 | Operating income | 1,702 | 1,330 | 1,159 | 2,913 | 871 |
| 経常利益 | Ordinary income | 1,886 | 1,381 | 1,222 | 2,989 | 903 |
| 当期純利益 | Net income | 872 | 709 | 668 | 1,586 | 245 |
| 総資産 | Total assets | 7,201 | 8,417 | 9,538 | 14,096 | 16,796 |
| 株主資本 | Stockholders' equity | 2,596 | 3,369 | 5,291 | 6,804 | 6,721 |
| 資本金 | Capital | 544 | 544 | 1,182 | 1,262 | 1,262 |
| 一株当たり株主資本 | Stockholders' equity per share | 473.51 | 512.12 | 698.12 | 885.29 | 872.56 |
| 一株当たり当期純利益 | Net income per share | 159.11 | 107.76 | 95.07 | 208.39 | 28.74 |
| 一株当たり配当金 | Cash dividend per share | 15.00 | 20.00 | 25.00 | 35.00 | 25.00 |

Segment Information



収益性

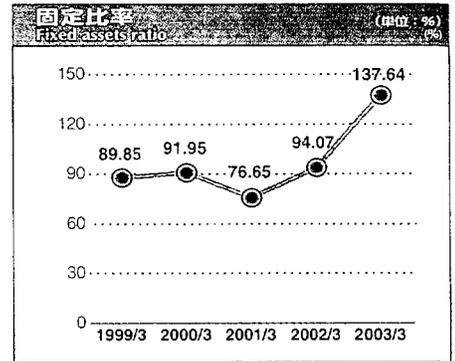
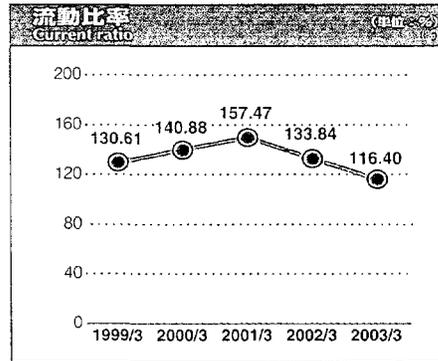
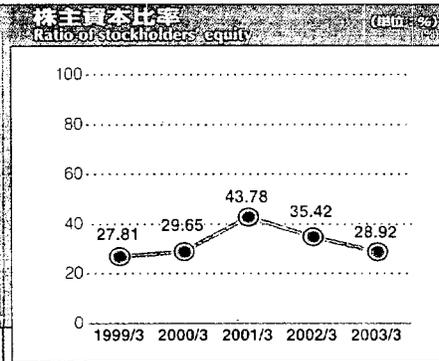
Profitability



| | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|--------------|--------|--------|--------|--------|--------|
| 売上高総利益率 (%) | 44.01 | 42.92 | 39.49 | 37.88 | 33.61 |
| 売上高営業利益率 (%) | 6.77 | 5.51 | 4.45 | 6.97 | 3.32 |
| 売上高経常利益率 (%) | 7.49 | 5.74 | 4.86 | 7.28 | 3.48 |

安全性

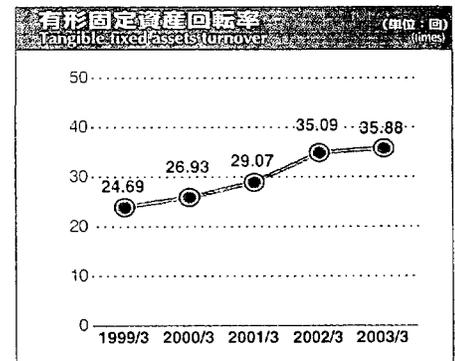
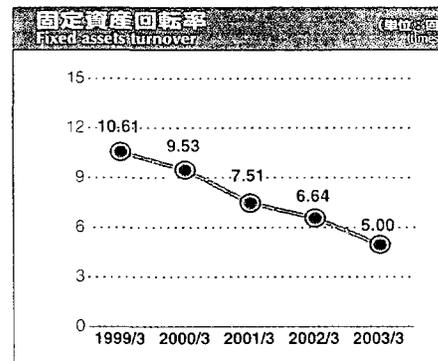
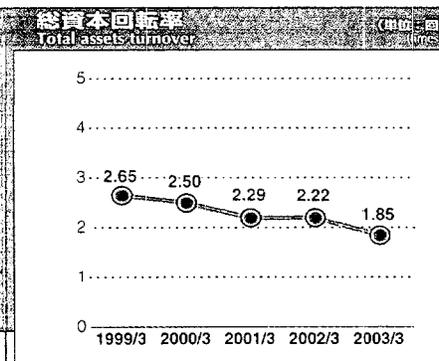
Safety



| | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|------------|--------|--------|--------|--------|--------|
| 株主資本比率 (%) | 27.81 | 29.65 | 43.78 | 35.42 | 28.92 |
| 流動比率 (%) | 130.61 | 140.88 | 157.47 | 133.84 | 116.40 |
| 固定比率 (%) | 89.85 | 91.95 | 76.65 | 94.07 | 137.64 |

効率性

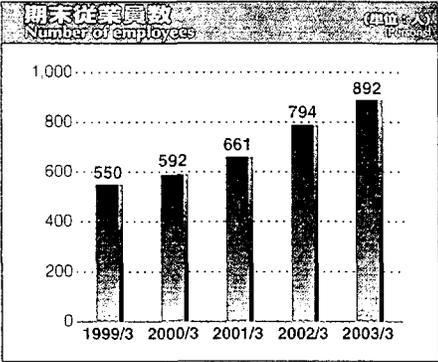
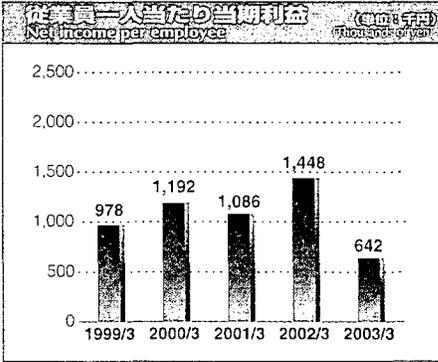
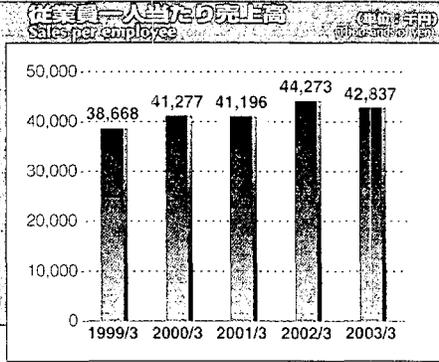
Efficiency



| | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|---------------|--------|--------|--------|--------|--------|
| 総資本回転率 (回) | 2.65 | 2.50 | 2.29 | 2.22 | 1.85 |
| 固定資産回転率 (回) | 10.61 | 9.53 | 7.51 | 6.64 | 5.00 |
| 有形固定資産回転率 (回) | 24.69 | 26.93 | 29.07 | 35.09 | 35.88 |

(注) 総資本、株主資本及び固定資産は期首、期末の平均値。ただし1999年3月期は期末で算出。
 Note: Total capital, stockholders' equity and fixed assets are the average value of the amounts at the beginning and end of each fiscal year, respectively. However, fiscal period ended in March 1999 was calculated using the number at the end of the term.

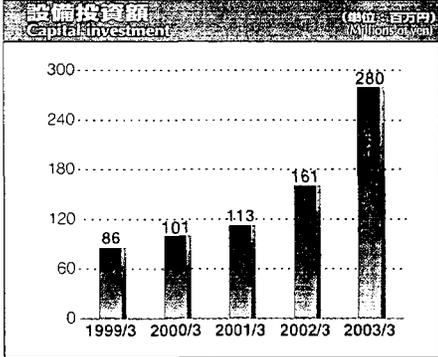
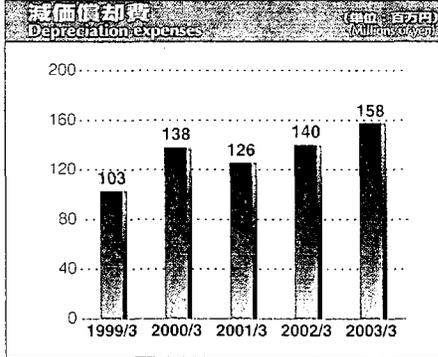
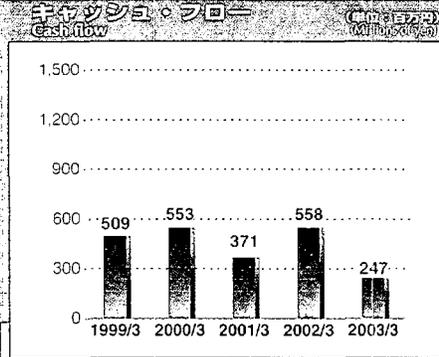
生産性



| | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|--|--------|--------|--------|--------|--------|
| 従業員一人当たり売上高 (千円) Sales per employee (Thousands of yen) | 38,668 | 41,277 | 41,196 | 44,273 | 42,837 |
| 従業員一人当たり当期利益 (千円) Net income per employee (Thousands of yen) | 978 | 1,192 | 1,086 | 1,448 | 642 |
| 期末従業員数 (人) Number of employees (Persons) | 550 | 592 | 661 | 794 | 892 |

(注) 従業員一人当たり売上高及び従業員一人当たり当期利益は、期中平均従業員数で算出。
 Note: Sales per employee and net income per employee are computed for the average number of employees during the term.

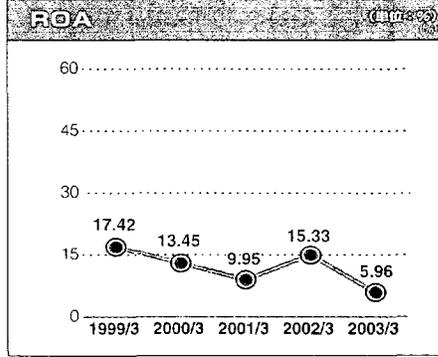
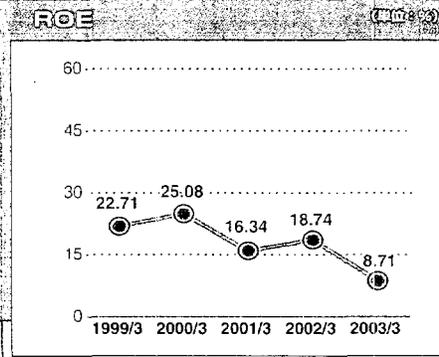
キャッシュ・フロー



| | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|---|--------|--------|--------|--------|--------|
| キャッシュ・フロー (百万円) Cash flow (Millions of yen) | 509 | 553 | 371 | 558 | 247 |
| 減価償却費 (百万円) Depreciation expenses (Millions of yen) | 103 | 138 | 126 | 140 | 158 |
| 設備投資額 (百万円) Capital investment (Millions of yen) | 86 | 101 | 113 | 161 | 280 |

(注) キャッシュ・フロー＝当期純利益－法人税等調整額＋減価償却費－配当金－役員賞与
 Note: Cash flow = Net income - Adjusted income and other taxes + Depreciation expenses - Dividends - Directors' and auditors' bonuses

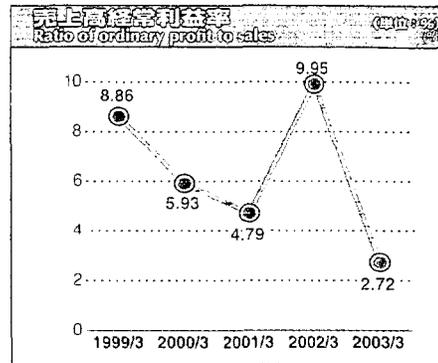
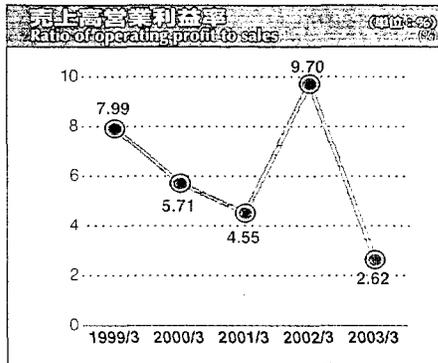
その他指標



| | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|--|--------|--------|--------|--------|--------|
| 株主資本利益率 [ROE] (%) Return on equity [ROE] (%) | 22.71 | 25.08 | 16.34 | 18.74 | 8.71 |
| 総資本利益率 [ROA] (%) Return on assets [ROA] (%) | 17.42 | 13.45 | 9.95 | 15.33 | 5.96 |

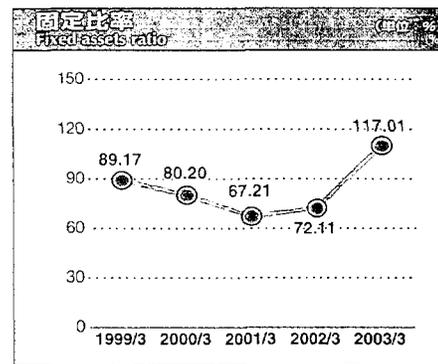
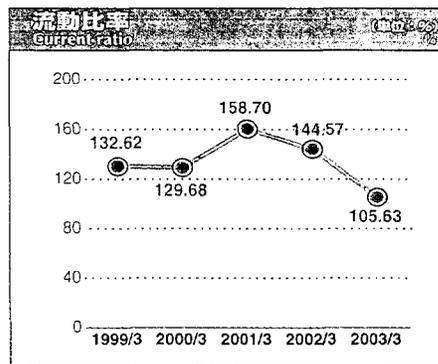
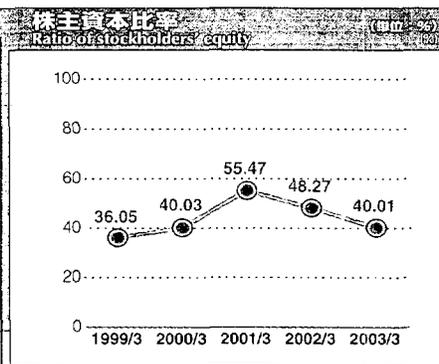
(注1) 総資本及び株主資本は期首、期末の平均値。ただし1999年3月期は期末で算出。
 (注2) ROA = (営業利益＋受取利息・配当金－支払利息) / 期首・期末の使用総資本の平均値
 Note 1: Total assets and stockholders' equity are the average value of the amounts at the beginning and end of each fiscal year, respectively. However, fiscal period ended in March 1999 was calculated using the number at the end of the term.
 2: ROA = (Operating profit + Interest and dividends received - Interest expenses) / Average value of total capital employed at the beginning and end of each fiscal year

収益性



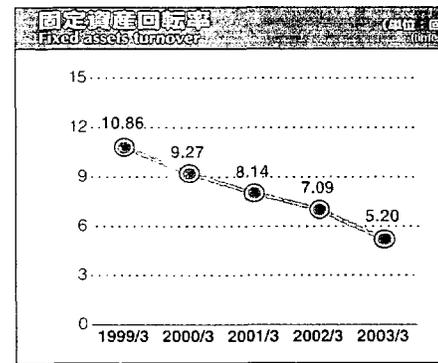
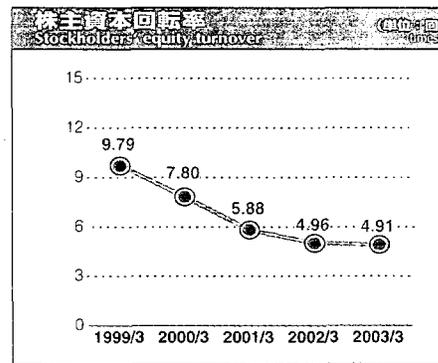
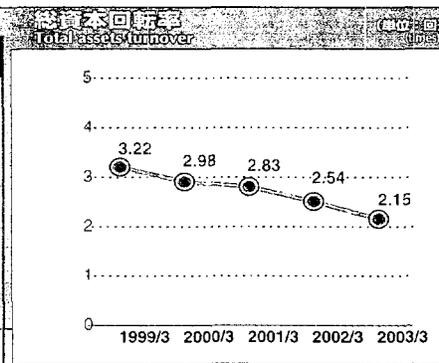
| | | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|--------------|--|--------|--------|--------|--------|--------|
| 売上高総利益率 (%) | Ratio of gross profit to sales (%) | 44.52 | 42.51 | 39.36 | 42.00 | 36.02 |
| 売上高営業利益率 (%) | Ratio of operating profit to sales (%) | 7.99 | 5.71 | 4.55 | 9.70 | 2.62 |
| 売上高経常利益率 (%) | Ratio of ordinary profit to sales (%) | 8.86 | 5.93 | 4.79 | 9.95 | 2.72 |

安全性



| | | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|------------|-----------------------------------|--------|--------|--------|--------|--------|
| 株主資本比率 (%) | Ratio of stockholders' equity (%) | 36.05 | 40.03 | 55.47 | 48.27 | 40.01 |
| 流動比率 (%) | Current ratio (%) | 132.62 | 129.68 | 158.70 | 144.57 | 105.63 |
| 固定比率 (%) | Fixed assets ratio (%) | 89.17 | 80.20 | 67.21 | 72.11 | 117.01 |

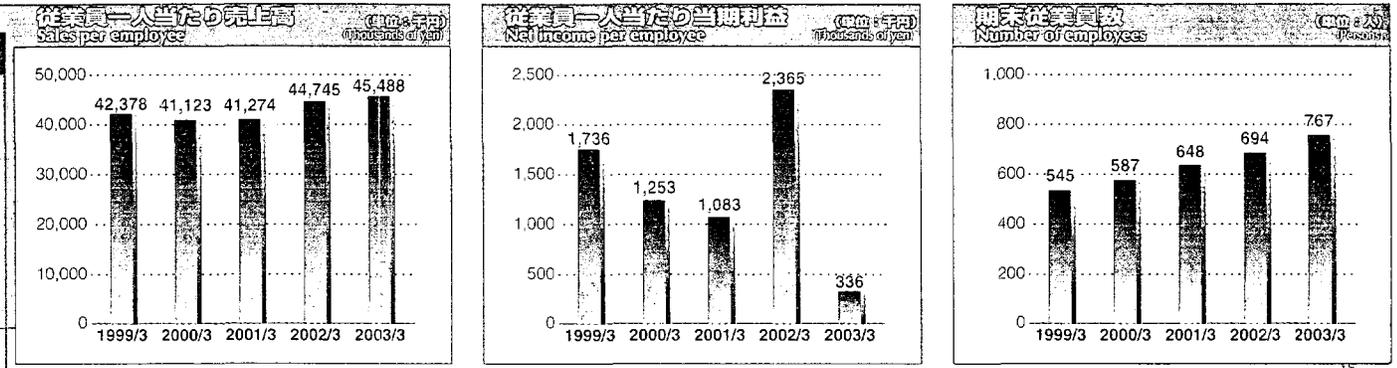
効率性



| | | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|-------------|---------------------------------------|--------|--------|--------|--------|--------|
| 総資本回転率 (回) | Total assets turnover (times) | 3.22 | 2.98 | 2.83 | 2.54 | 2.15 |
| 株主資本回転率 (回) | Stockholders' equity turnover (times) | 9.79 | 7.80 | 5.88 | 4.96 | 4.91 |
| 固定資産回転率 (回) | Fixed assets turnover (times) | 10.86 | 9.27 | 8.14 | 7.09 | 5.20 |

(注) 総資本、株主資本及び固定資産は期首、期末の平均値
 Note: Total capital, stockholders' equity and fixed assets are the average value of the amounts at the beginning and end of each fiscal year, respectively.

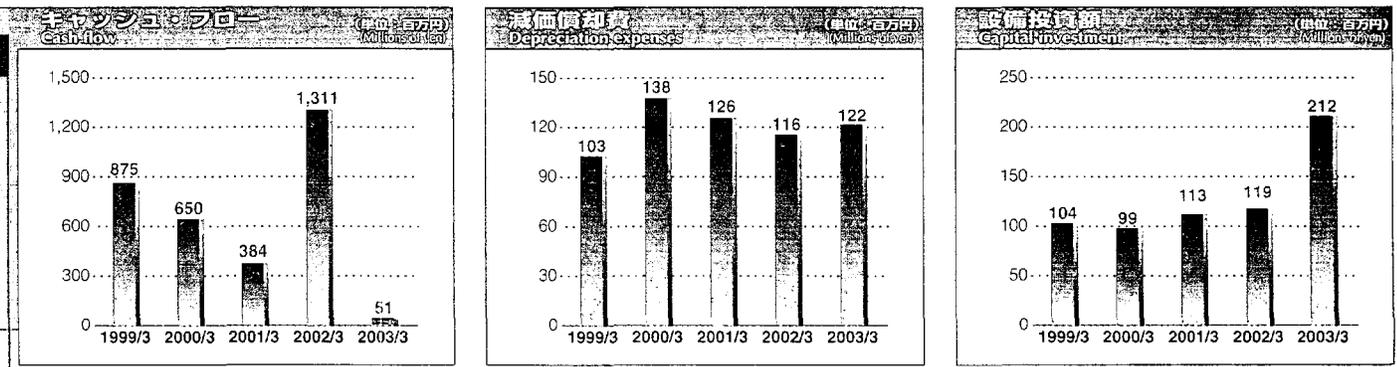
生産性



| | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|--|--------|--------|--------|--------|--------|
| 従業員一人当たり売上高 (千円) Sales per employee (Thousands of yen) | 42,378 | 41,123 | 41,274 | 44,745 | 45,488 |
| 従業員一人当たり当期利益 (千円) Net income per employee (Thousands of yen) | 1,736 | 1,253 | 1,083 | 2,365 | 336 |
| 期末従業員数 (人) Number of employees (Persons) | 545 | 587 | 648 | 694 | 767 |

(注) 従業員一人当たり売上高及び従業員一人当たり当期利益は、期中平均従業員数で算出
 Note: Sales per employee and net income per employee are computed for the average number of employees during the term.

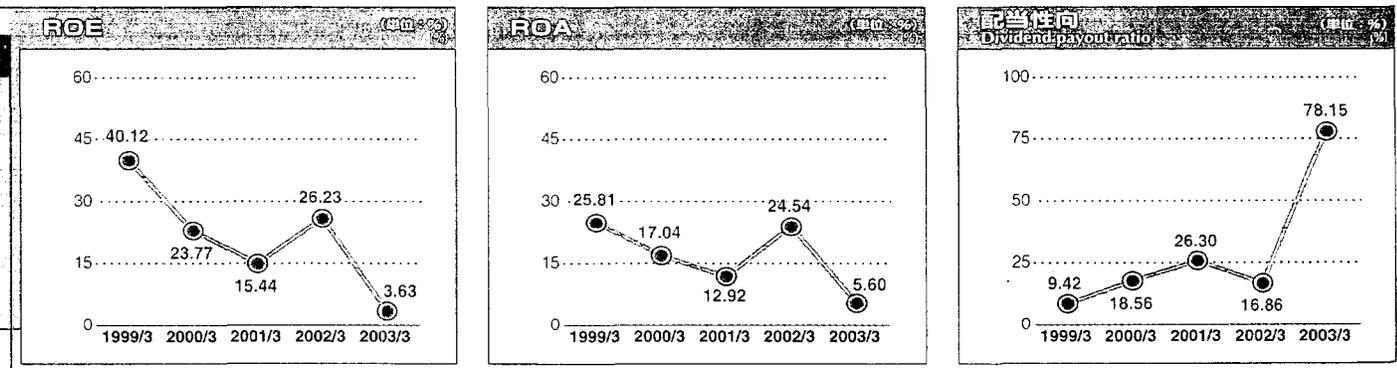
キャッシュ・フロー



| | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|---|--------|--------|--------|--------|--------|
| キャッシュ・フロー (百万円) Cash flow (Millions of yen) | 875 | 650 | 384 | 1,311 | 51 |
| 減価償却費 (百万円) Depreciation expenses (Millions of yen) | 103 | 138 | 126 | 116 | 122 |
| 設備投資額 (百万円) Capital investment (Millions of yen) | 104 | 99 | 113 | 119 | 212 |

(注) キャッシュ・フロー=当期純利益-法人税等調整額+減価償却費-配当金-役員賞与
 Note: Cash flow = Net income - Adjusted income and other taxes + Depreciation expenses - Dividends - Directors' and auditors' bonuses

その他指標



| | 1999/3 | 2000/3 | 2001/3 | 2002/3 | 2003/3 |
|--|--------|--------|--------|--------|--------|
| 株主資本利益率 [ROE] (%) Return on equity [ROE] (%) | 40.12 | 23.77 | 15.44 | 26.23 | 3.63 |
| 総資本利益率 [ROA] (%) Return on assets [ROA] (%) | 25.81 | 17.04 | 12.92 | 24.54 | 5.60 |
| 配当性向 (%) Dividend payout ratio (%) | 9.42 | 18.56 | 26.30 | 16.86 | 78.15 |

(注1) 総資本及び株主資本は期首・期末の平均値 (注2) ROA = (営業利益+受取利息・配当金-支払利息) / 期首・期末の使用総資本の平均値
 Note 1: Total assets and stockholders' equity are the average value of the amounts at the beginning and end of each fiscal year, respectively. However, fiscal period ended in March 1999 was calculated using the number at the end of the term.
 2: ROA = (Operating profit + Interest and dividends received - Interest expenses) / Average value of total capital employed at the beginning and end of each fiscal year

| 資産の部 Assets | 合計 Consolidated | | | 非連結 Non-consolidated | | |
|---|--------------------|-------------|-------------|-------------------------|------------|-------------|
| | 2001/3 | 2002/3 | 2003/3 | 2001/3 | 2002/3 | 2003/3 |
| 流動資産 Current assets | 7,785,450 | 11,501,221 | 13,147,127 | 5,981,084 | 9,189,739 | 8,932,396 |
| 現金・預金 Cash and bank deposits | 2,700,702 | 3,785,296 | 3,814,392 | 2,472,564 | 3,211,059 | 3,327,926 |
| 受取手形 Notes receivable | 3,583 | 21,223 | 45,956 | 3,583 | 5,081 | 45,956 |
| 売掛金 Trade receivable | 2,433,065 | 3,664,034 | 3,023,232 | 2,620,437 | 3,934,147 | 3,477,563 |
| 営業未収金 Operating account receivable | — | 354,176 | 431,842 | — | — | — |
| 割賦売掛金 Trade receivable in installment | 1,711,383 | 2,141,639 | 3,769,120 | — | — | — |
| たな卸資産 Inventories | 40,242 | 107,783 | 89,505 | 40,204 | 107,773 | 55,098 |
| 前払費用 Prepaid expenses | 84,808 | 154,261 | 285,905 | 76,500 | 94,830 | 197,241 |
| 繰延税金資産 Deferred tax assets | 132,464 | 247,831 | 183,679 | 50,170 | 113,698 | 17,782 |
| 短期貸付金 Short-term loans | 200,000 | 300,547 | 90,042 | 200,000 | 1,054,881 | 130,038 |
| 未収入金 Other receivables | 497,737 | 751,237 | 870,659 | 522,290 | 666,859 | 1,020,503 |
| その他 Others | 38,516 | 41,859 | 662,671 | 40,382 | 47,003 | 702,157 |
| 貸倒引当金 Allowance for doubtful accounts | △ 57,054 | △ 68,672 | △ 119,882 | △ 45,049 | △ 45,596 | △ 41,872 |
| 固定資産 Fixed assets | 3,933,122 | 5,747,834 | 8,692,397 | 3,557,087 | 4,906,654 | 7,864,415 |
| 有形固定資産 Tangible fixed assets | 886,608 | 949,150 | 1,063,969 | 885,354 | 867,580 | 956,232 |
| 建物 Buildings | 266,883 | 272,500 | 302,252 | 266,883 | 261,336 | 291,303 |
| 構築物 Structures | 3,432 | 4,620 | 4,753 | 3,432 | 2,941 | 3,397 |
| 車両運搬具 Vehicles and transportation equipment | 128,400 | 153,881 | 215,957 | 128,400 | 115,810 | 148,521 |
| 工具器具備品 Tools, furniture and fixture | 71,593 | 82,183 | 106,770 | 70,339 | 71,193 | 96,712 |
| 機械装置 Machinery and equipment | — | 9,909 | 8,180 | — | — | — |
| 土地 Land | 416,298 | 426,055 | 426,055 | 416,298 | 416,298 | 416,298 |
| 無形固定資産 Intangible assets | 99,036 | 418,879 | 351,105 | 89,748 | 103,718 | 109,795 |
| ソフトウェア Software | 14,392 | 26,080 | 32,859 | 8,309 | 21,406 | 27,482 |
| 電話加入権 Telephone rights | 84,644 | 93,712 | 93,930 | 81,438 | 82,312 | 82,312 |
| 連結調整勘定 Consolidation adjustment account | — | 299,086 | 224,315 | — | — | — |
| 投資その他の資産 Investment and other assets | 2,947,476 | 4,379,804 | 7,277,322 | 2,581,983 | 3,935,355 | 6,798,387 |
| 投資有価証券 Investment securities | 110,463 | 58,084 | 457,646 | 110,463 | 57,818 | 457,322 |
| 関係会社株式 Shares in affiliates | — | 80,000 | 0 | 37,710 | 357,710 | 365,390 |
| 出資金 Investment in interests | 20 | 665 | 665 | 20 | 20 | 20 |
| 長期貸付金 Long-term loans | — | 2,895 | 151,953 | — | 2,895 | 185,293 |
| 長期未収入金 Long-term receivable | 1,694,611 | 1,956,405 | 812,011 | 1,577,075 | 1,860,675 | 735,344 |
| 破産・更生債権その他これらに準ずる債権 Claims in bankruptcy, rehabilitation and other similar items | 541,474 | 1,461,904 | 793,933 | 372,273 | 1,128,768 | 282,403 |
| 長期前払費用 Long-term prepaid expenses | 26,207 | 52,232 | 202,355 | 9,922 | 14,171 | 129,921 |
| 繰延税金資産 Deferred tax assets | 649,888 | 879,167 | 1,187,932 | 414,750 | 453,158 | 657,737 |
| 差入保証金 Guarantee deposits | 754,808 | 980,568 | 1,274,922 | 744,546 | 887,676 | 1,184,792 |
| 保険積立金 Insurance fund | 116,878 | 142,611 | 175,529 | 116,878 | 142,611 | 171,086 |
| 劣後信託受益権 Subordinated Valuation Interest in Trust | — | — | 3,507,218 | — | — | 3,507,218 |
| その他 Others | 20,000 | 22,895 | 250,000 | 20,000 | 22,895 | 250,000 |
| 貸倒引当金 Allowance for doubtful accounts | △ 966,875 | △ 1,254,730 | △ 1,536,846 | △ 821,657 | △ 990,151 | △ 1,128,143 |
| 資産合計 Total assets | 11,718,572 | 17,249,056 | 21,839,525 | 9,538,171 | 14,096,394 | 16,796,811 |

(単位：千円) (Thousands of yen)

| 負債の部 Liabilities | 合計 Consolidated | | | 個別 Non-consolidated | | |
|---|--------------------|------------|------------|------------------------|------------|------------|
| | 2001/3 | 2002/3 | 2003/3 | 2001/3 | 2002/3 | 2003/3 |
| 流動負債 Current liabilities | 4,944,011 | 8,688,705 | 11,294,524 | 3,768,773 | 6,452,375 | 8,456,279 |
| 買掛金 Trade payable | 223,897 | 262,183 | 203,565 | 222,145 | 262,183 | 209,366 |
| 営業未払金 Operating account payable | — | 156,583 | 175,465 | — | — | — |
| 支払手形 Notes payable | — | 150,000 | — | — | — | — |
| 短期借入金 Short-term borrowings | 883,690 | 2,455,000 | 4,483,280 | 755,990 | 2,150,000 | 4,163,480 |
| 1年内償還予定社債 Bonds payable to be repaid within one year | — | 96,000 | 256,000 | — | 96,000 | 256,000 |
| 1年内返済予定長期借入金 Current portion of long-term borrowings | 706,626 | 1,035,366 | 1,471,784 | 217,532 | 225,003 | 374,600 |
| 委託事業主未払金 Payables to owner operators | 1,415,501 | 1,538,038 | 1,669,051 | 1,415,501 | 1,571,634 | 1,714,878 |
| 未払金 Other payables | 308,648 | 482,016 | 719,006 | 377,398 | 603,540 | 1,073,174 |
| 未払法人税等 Accrued income taxes | 402,052 | 1,108,260 | 180,823 | 390,885 | 1,008,008 | 52,772 |
| 未払消費税等 Accrued consumption taxes | 68,747 | 196,733 | 35,308 | 68,747 | 177,900 | — |
| 未払費用 Accrued expenses | 142,757 | 178,220 | 178,415 | 139,157 | 156,029 | 156,967 |
| 前受金 Advance received | 2,402 | 11,392 | 9,533 | 2,204 | 9,216 | 8,617 |
| 預り金 Deposits received | 88,446 | 81,318 | 333,182 | 86,057 | 78,040 | 325,530 |
| 賞与引当金 Allowance for bonuses | 94,513 | 118,526 | 135,106 | 91,579 | 102,644 | 112,649 |
| 前受収益 Unearned revenue | 38,522 | 51,921 | 51,770 | 639 | 2,279 | 1,040 |
| 割賦前受利息 Unearned interest on installment | 567,223 | 755,498 | 1,384,585 | — | — | — |
| その他 Others | 998 | 11,647 | 7,644 | 933 | 9,894 | 7,204 |
| 固定負債 Fixed liabilities | 1,643,871 | 2,450,200 | 4,229,498 | 477,633 | 839,283 | 1,619,218 |
| 社債 Bonds | — | 204,000 | 718,000 | — | 204,000 | 718,000 |
| 新株引受権付社債 Corporate bond with subscription warrant | — | — | — | — | 40,000 | 40,000 |
| 長期借入金 Long-term borrowings | 1,279,349 | 1,787,698 | 3,052,714 | 225,003 | 325,000 | 533,800 |
| 退職給付引当金 Reserve for retirement benefits | 22,174 | 97,355 | 72,368 | 22,174 | 15,007 | 10,942 |
| 役員退職慰労引当金 Reserve for directors' retirement allowances | 230,981 | 256,401 | 284,666 | 230,456 | 255,276 | 284,666 |
| 長期前受収益 Long-term unearned revenue | 111,367 | 104,596 | 53,415 | — | — | — |
| 金利スワップ Interest Rate Swap | — | — | 23,319 | — | — | — |
| その他 Others | — | 150 | 25,015 | — | — | 31,810 |
| 負債の部合計 Total liabilities | 6,587,883 | 11,138,906 | 15,524,022 | 4,246,407 | 7,291,659 | 10,075,497 |
| 資本の部 Shareholders' equity | | | | | | |
| 資本金 Capital | 1,182,450 | 1,262,448 | 1,262,448 | 1,182,450 | 1,262,448 | 1,262,448 |
| 資本剰余金/資本準備金 Capital earnings/capital reserve | 1,108,000 | 1,188,958 | 1,188,958 | 1,108,000 | 1,188,958 | 1,188,958 |
| 利益剰余金/利益準備金 Retained earnings/profit reserve | 2,846,619 | 3,673,157 | 3,918,133 | 35,272 | 48,572 | 48,572 |
| その他の剰余金 Other surplus | — | — | — | 2,972,422 | 4,319,170 | 4,268,217 |
| 別途積立金 Voluntary reserve | — | — | 3,580,000 | 2,000,000 | 2,500,000 | 3,500,000 |
| 当期末処分利益 Unappropriated profit for the year | — | — | 289,560 | 972,422 | 1,819,170 | 768,217 |
| その他有価証券評価差額金 Valuation differences on other securities | △ 6,380 | △ 13,714 | △ 26,217 | △ 6,380 | △ 13,714 | △ 26,250 |
| 自己株式 Treasury stock | — | △ 699 | △ 27,819 | — | △ 699 | △ 20,631 |
| 資本の部合計 Total shareholders' equity | 5,130,689 | 6,110,150 | 6,315,502 | 5,291,764 | 6,804,735 | 6,721,313 |
| 負債・資本の部合計 Total liabilities and shareholders' equity | 11,718,572 | 17,249,056 | 21,839,525 | 9,538,171 | 14,096,394 | 16,796,811 |

(単位：千円) (Thousands of yen)

| 経常損益の部 Ordinary profit and loss | 連結 Consolidated | | | 単体 Non-consolidated | | |
|--|--------------------|------------|------------|------------------------|------------|------------|
| | 2001/3 | 2002/3 | 2003/3 | 2001/3 | 2002/3 | 2003/3 |
| 営業損益の部 Operating profit and loss | | | | | | |
| 営業収益 Operating revenue | | | | | | |
| 売上高 Net sales | 25,809,739 | 32,208,723 | 36,111,978 | 25,486,438 | 30,024,144 | 33,229,360 |
| 営業費用 Operating expenses | | | | | | |
| 売上原価 Cost of goods sold | 15,616,824 | 20,006,392 | 23,974,953 | 15,453,623 | 17,414,326 | 21,259,926 |
| 販売費及び一般管理費 Selling, general and administrative expenses | 9,044,208 | 9,957,167 | 10,939,508 | 8,872,822 | 9,696,557 | 11,098,189 |
| 営業利益 Operating income | 1,148,706 | 2,245,162 | 1,197,517 | 1,159,992 | 2,913,260 | 871,244 |
| 営業外損益の部 Non-operating profit and loss | | | | | | |
| 営業外収益 Non-operating revenue | | | | | | |
| 受取利息 Interest income | 2,433 | 2,583 | 9,050 | 3,990 | 8,848 | 27,706 |
| 受取配当金 Dividends income | 40 | 66 | 26 | 40 | 40 | 4 |
| 損害金収入 Income from indemnities | 48,159 | 91,090 | 98,284 | 48,159 | 91,090 | 95,530 |
| 受取手数料 Fees received | 91,592 | 69,703 | 59,298 | 91,592 | 69,703 | 59,298 |
| キャンセル料収入 Income from cancellation charges | — | — | 76,132 | — | — | — |
| その他 Others | 48,822 | 44,198 | 67,738 | 17,824 | 28,400 | 49,704 |
| 営業外費用 Non-operating expenses | | | | | | |
| 支払利息 Interest expenses | 31,092 | 26,432 | 39,431 | 30,862 | 21,145 | 30,378 |
| 支払キャンセル料 Cancellation charges | — | — | 31,398 | 16,020 | 20,508 | 10,827 |
| 公開準備費 IPO preparation charges | 13,917 | 3,818 | — | 13,917 | 3,818 | — |
| 支払手数料 Commission Paid | 14,620 | 21,332 | 26,365 | 14,620 | 21,332 | 26,191 |
| その他 Others | 23,404 | 54,939 | 152,884 | 23,404 | 54,918 | 132,468 |
| 経常利益 Ordinary income | 1,256,722 | 2,346,283 | 1,257,967 | 1,222,775 | 2,989,620 | 903,621 |
| 特別損益の部 Extraordinary profit and loss | | | | | | |
| 特別利益 Extraordinary profit | | | | | | |
| 固定資産売却益 Gain on sale of fixed assets | 987 | 1,123 | 3,689 | 987 | 1,123 | 194 |
| その他 Others | — | — | 825 | — | — | — |
| 特別損失 Extraordinary loss | | | | | | |
| 固定資産売却損 Loss on sale of fixed assets | 125 | — | — | 125 | — | — |
| 固定資産除却損 Loss on retirement of fixed assets | 9,025 | 7,048 | 8,424 | 9,025 | 6,064 | 7,081 |
| 投資有価証券評価損 Loss on evaluation of investment securities | — | 45,000 | 220,280 | — | 40,000 | 220,280 |
| 退職給付会計基準変更時差異処理額 Differences resulting from a change of accounting standard for retirement benefits | 20,876 | — | — | 20,876 | — | — |
| 税引前当期純利益 Income before income taxes | 1,227,683 | 2,295,358 | 1,033,776 | 1,193,736 | 2,944,680 | 676,453 |
| 法人税・住民税及び事業税 Corporate income tax, inhabitant tax and enterprise tax | 785,043 | 1,527,705 | 681,620 | 735,578 | 1,401,953 | 484,005 |
| 過年度法人税等 Prior year's corporate income tax, etc. | — | 53,499 | 46,363 | — | 52,355 | 46,363 |
| 法人税等調整額 Income taxes-deferred | △ 237,911 | △ 339,334 | △ 235,535 | △ 210,353 | △ 96,625 | △ 99,585 |
| 当期純利益 Net income | 680,551 | 1,053,487 | 541,328 | 668,511 | 1,586,997 | 245,670 |
| 前期繰越利益 Brought forward retained earnings | — | — | — | 376,290 | 326,922 | 618,476 |
| 中間配当額 Interim dividends paid | — | — | — | 65,799 | 94,749 | 95,929 |
| 中間配当に伴う利益準備金積立額 Transfer to profit reserve related to payment of interim dividends | — | — | — | 6,579 | — | — |
| 当期末処分利益 Unappropriated profit of the year | — | — | — | 972,422 | 1,819,170 | 768,217 |

(単位：千円) (Thousands of yen)

| 連結剰余金計算書 Consolidated statements of retained earnings | 連結 Consolidated | | |
|--|--------------------|-----------|-----------|
| | 2001/3 | 2002/3 | 2003/3 |
| 利益剰余金期首残高 Beginning balance of retained earnings | 2,316,167 | 2,846,619 | 3,673,157 |
| 利益剰余金減少高 Decrease in retained earnings | 150,099 | 226,949 | 296,353 |
| 配当金 Dividends | 131,599 | 208,449 | 268,603 |
| 役員賞与 Directors' bonuses | 18,500 | 18,500 | 27,750 |
| 当期純利益 Net income | 680,551 | 1,053,487 | 541,328 |
| 利益剰余金期末残高 Ending balance of retained earnings | 2,846,619 | 3,673,157 | 3,918,133 |

(単位：千円) (Thousands of yen)

キャッシュ・フロー計算書 Statements of Cash Flows

連結
Consolidated

| | 2001/3 | 2002/3 | 2003/3 |
|--|-------------|-------------|-------------|
| 営業活動によるキャッシュ・フロー Cash flows from operating activities | | | |
| 税金等調整前当期純利益 Income before income taxes | 1,227,683 | 2,295,358 | 1,033,776 |
| 減価償却費 Depreciation | 126,747 | 140,033 | 158,364 |
| 貸倒引当金の増加額 Increase in allowance for doubtful accounts | 472,310 | 294,681 | 332,978 |
| 賞与引当金の増加額 Increase in allowance for bonuses | 4,544 | 6,192 | 16,471 |
| 退職給付金引当金の増減額 Increase or decrease in reserve for retirement benefits | 22,174 | △ 37,126 | △ 24,986 |
| 役員退職慰労引当金の増加額 Increase in reserve for directors' retirement allowances | 23,773 | 25,420 | 28,265 |
| 受取利息及び受取配当金 Interest and dividends income | △ 2,474 | △ 2,650 | △ 9,077 |
| 支払利息 Interest expenses | 31,092 | 26,583 | 39,431 |
| 売上債権の増加額 Increase in trade receivables | △ 1,328,996 | △ 2,345,092 | △ 687,392 |
| 割賦債権の増減額 Increase or decrease in receivables in installment | 364,080 | △ 529,453 | △ 1,747,483 |
| たな卸資産の増減額 Increase or decrease in inventories | △ 28,057 | △ 44,496 | 26,363 |
| 仕入債務の増減額 Increase in trade payables | 219,990 | △ 47,236 | △ 72,874 |
| 未払消費税等の増減額 Increase or decrease in accrued consumption taxes | 17,557 | 128,776 | △ 164,910 |
| その他資産・負債の増減額 Increase or decrease in other assets and liabilities | 14,879 | △ 672,851 | △ 549,708 |
| その他 Others | △ 10,337 | 107,196 | 264,024 |
| 小計 Sub-total | 1,154,966 | △ 654,664 | △ 1,356,757 |
| 利息及び配当金の受取額 Receipt of interest and dividends | 2,448 | 2,877 | 8,815 |
| 利息の支払額 Payment of interest | △ 26,362 | △ 33,847 | △ 40,321 |
| 法人税等の支払額 Payment of income taxes | △ 642,089 | △ 876,014 | △ 1,666,643 |
| 営業活動によるキャッシュ・フロー Cash flows from operating activities | 488,963 | △ 1,561,648 | △ 3,054,905 |
| 投資活動によるキャッシュ・フロー Cash flows from investing activities | | | |
| 定期預金の預入による支出 Increase in time deposits | △ 408,000 | △ 472,000 | △ 736,000 |
| 定期預金の払出による収入 Proceeds from time deposits | 300,000 | 300,000 | 907,724 |
| 投資有価証券の取得による支出 Payment for acquisition of investment securities | △ 121,463 | △ 80,000 | △ 641,400 |
| 投資有価証券の売却による収入 Proceeds from sales of investment securities | — | 3,000 | — |
| 有形固定資産の取得による支出 Purchase of tangible fixed assets | △ 113,466 | △ 141,361 | △ 263,701 |
| 有形固定資産の売却による収入 Sales proceeds from tangible fixed assets | 11,349 | 2,300 | 6,357 |
| 連結の範囲の変更を伴う子会社株式の取得による収入 Proceeds from acquisition of subsidiary stocks according to the change in scope of consolidation | — | 515,405 | — |
| その他 Others | △ 219,768 | △ 322,724 | 59,452 |
| 投資活動によるキャッシュ・フロー Cash flows from investing activities | △ 551,348 | △ 195,380 | △ 667,567 |
| 財務活動によるキャッシュ・フロー Cash flows from financing activities | | | |
| 短期借入金純増減額 Net increase or decrease in short-term borrowings | △ 846,760 | 1,571,310 | 2,016,280 |
| 長期借入れによる収入 Increase in long-term borrowings | 150,000 | 1,700,000 | 2,300,000 |
| 長期借入金の返済による支出 Repayment of long-term borrowings | △ 811,694 | △ 862,911 | △ 606,076 |
| 株式発行による収入 Issuance of shares | 1,410,000 | 159,996 | — |
| 配当金の支払額 Payment of dividends | △ 131,599 | △ 208,449 | △ 268,603 |
| 社債発行による収入 Proceeds from issuance of bonds | — | 300,000 | 800,000 |
| 社債償還による支出 Payment for redemption of bonds | — | — | △ 126,000 |
| 自己株式の取得による支出 Payment for purchase of treasury stock | — | △ 699 | — |
| 財務活動によるキャッシュ・フロー Cash flows from financing activities | △ 230,053 | 2,659,245 | 4,115,600 |
| 現金及び現金同等物の増加額 Increase in cash and cash equivalents | △ 292,439 | 902,216 | 393,127 |
| 現金及び現金同等物の期首残高 Beginning balance of cash and cash equivalents | 2,445,792 | 2,153,353 | 3,055,570 |
| 連結追加に伴う現金及び現金同等物の増加額 Increase in Cash and Cash Equivalents as a Result of Further Consolidation | — | — | 57,670 |
| 現金及び現金同等物の期末残高 Ending balance of cash and cash equivalents | 2,153,353 | 3,055,570 | 3,506,367 |

■ 会社概要

社名 軽貨急配株式会社
本社 大阪府門真市垣内町 12-32
 TEL (06) 6907-5770(代表)
 FAX (06) 6907-5780
 ホームページ <http://www.keikaexp.co.jp/>
設立 1987年12月21日
資本金 1,262,448千円 (2003年3月31日現在)
社員数 767名 [連結 892名] (2003年3月31日現在)
株式市場 大阪証券取引所 市場第二部 (証券コード9374)

■ Profile

Company name: Keika Express Co., Ltd.
Head office: 12-32, Kakiuchi-cho, Kadoma-shi, Osaka 571-0065
 Tel (06) 6907-5770
 Fax (06) 6907-5780
 URL <http://www.keikaexp.co.jp/>
Establishment: December 21, 1987
Capital stock: ¥1,262,448,000 (as of March 31, 2003)
Workforce: 767 [892 on a consolidated basis] (as of March 31, 2003)
Stock listing: Second Section of the Osaka Securities Exchange (Code: 9374)

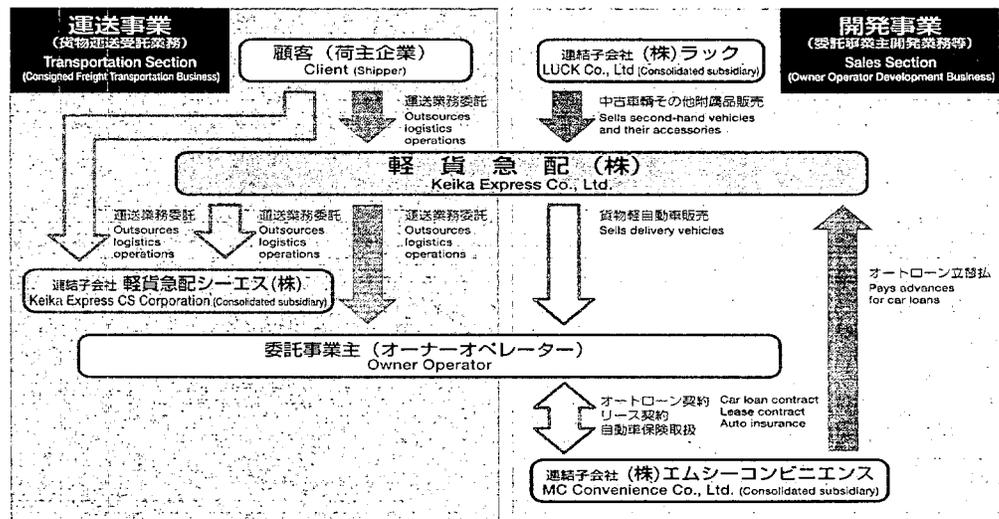
■ 会社沿革

1987年12月
 軽貨急配株式会社 (大阪府豊屋川市) 設立、委託事業主方式を採用した貨物軽自動車運送事業を開始。
1996年8月
 株式譲受によりケイエスイー東日本株式会社を100%出資子会社とする。
1996年10月
 大阪府門真市に本社を移転。
1996年12月
 株式譲受によりケイエスイー西日本株式会社を100%出資子会社とする。
1997年3月
 香川県高松市に高松支店新設。四国エリア各地に営業展開を図る。
1997年4月
 パソコンを全支店に配備し、早期支払システムを導入する。
1998年4月
 株式額面金額を50,000円から50円に変更するため、形式上の存続会社である軽貨急配株式会社 (旧協和鍍金工業株式会社) と合併。
1998年12月
 有限会社ラックから株式会社ラックに改組。
2000年7月
 ケイエスイー東日本株式会社 (連結子会社) がケイエスイー西日本株式会社 (連結子会社) を吸収合併。商号を株式会社エムシーコンビニエンスに変更し、大阪府門真市に本社を移転。
2000年10月
 大阪証券取引所第二部に上場。
2001年4月
 第三者割当増資により軽貨急配シーエス株式会社 (旧社名フットワークデリバリーサービス株式会社) を連結子会社とする。
2002年3月
 株式譲受により株式会社ラックを100%出資子会社とする。

■ History

December 1987
 Keika Express Co., Ltd., established in Neyagawa, Osaka, and the light-truck freight transportation business with the innovative "owner-operator system" started.
August 1996
 KSE East-Japan Co., Ltd., became a fully owned subsidiary through a stock transfer.
October 1996
 Head office moved to Kadoma, Osaka.
December 1996
 KSE West-Japan Co., Ltd., became a fully owned subsidiary through a stock transfer.
March 1997
 Opened Takamatsu Branch in Takamatsu, Kagawa, to extend its business to the Shikoku area.
April 1997
 Advance payment system introduced by assigning a sufficient number of personal computers to all branches.
April 1998
 To change the par value of its stock from ¥50,000 to ¥50 the former Keika Express Co., Ltd., the substantial surviving company, was merged with the formal surviving company Keika Express Co., Ltd., former Kyowa Mekki Co., Ltd.
December 1998
 Luck PLC as a limited liability company incorporated into Luck Co., Ltd. as a joint stock company.
July 2000
 KSE East-Japan Co., Ltd. (consolidated subsidiary), acquired KSE West-Japan Co., Ltd. (consolidated subsidiary).
 The trade name was changed to MC Convenience Co., Ltd., and the head office moved to Kadoma, Osaka.
October 2000
 Stock listed on the Second Section of the Osaka Securities Exchange.
April 2001
 Keika Express CS (formerly Footwork Delivery Service Corporation) became a consolidated subsidiary following the allocation of new stocks to a third party.
March 2002
 Acquired the 100% equity of Luck Co., Ltd. through a stock transfer.

■ 子会社・関連会社
 Subsidiaries/Affiliates



軽貨急配株式会社

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