

# Highlights

— Financial Highlights: The Track Record of 10 Years —

We will create values to meet all of our stakeholders' expectations through steady implementation of growth strategy and continuous self-transformation.

(FY)	← J-GAAP →				← IFRS →							
	2011	2012	2013	2014	2014	2015	2016	2017	2018	2019*7	2020	
	Millions of yen				Millions of yen							
<b>For the year:</b>												
Revenues (Service Revenues)*1	¥553,934	¥547,517	¥624,504	¥677,108	¥678,573	¥680,354	¥665,377	¥700,391	¥708,831	¥672,286	¥652,380	
Domestic logistics	386,448	375,560	388,765	397,844	397,954	405,080	411,796	417,835	432,793	435,311	421,190	
Global logistics	148,610	152,485	215,193	258,354	258,231	253,144	231,727	260,285	255,828	219,761	216,258	
Other services (logistics related businesses)	18,876	19,472	20,546	20,910	22,388	22,130	21,854	22,271	20,210	17,214	14,932	
Operating income*5	23,131	19,535	20,992	21,198	21,465	28,320	29,466	29,803	31,192	33,483	36,711	
Domestic logistics	29,146	27,452	28,523	26,082	14,071	20,333	21,830	21,740	22,099	26,063	25,176	
Global logistics	2,763	1,123	2,910	5,897	4,848	5,652	5,693	6,280	7,108	6,502	10,340	
Other services (logistics related businesses)	2,246	2,619	2,743	2,883	2,546	2,335	1,943	1,783	1,985	918	1,195	
Elimination or company-wide expenses*2	(11,024)	(11,659)	(13,184)	(13,664)	—	—	—	—	—	—	—	
Net income attributable to stockholders of the parent company (Net income)*1	12,563	11,156	5,433	10,932	13,250	14,011	18,703	20,916	22,786	21,614	22,873	
<b>At year-end:</b>												
Total assets	¥365,013	¥374,206	¥427,733	¥450,048	¥459,386	¥464,399	¥549,924	¥564,903	¥612,535	¥879,144	¥787,936	
Total equity (Net assets)*1	164,640	174,904	181,401	188,935	176,726	178,552	190,919	208,291	228,949	239,257	162,107	
Equity attributable to stockholders of the parent company (Stockholders' equity)	156,622	169,327	168,683	176,714	173,720	175,543	187,482	204,328	222,346	232,861	155,158	
<b>Consolidated Cash Flows:</b>												
Cash flows from operating activities	¥26,020	¥24,689	¥25,689	¥31,578	¥32,266	¥38,820	¥26,372	¥27,924	¥37,812	¥78,204	¥55,309	
Cash flows from investing activities	(58,948)	(16,759)	(24,595)	(19,860)	(19,886)	(10,373)	(69,004)	(6,178)	(13,892)	(1,162)	69,779	
Cash flows from financing activities	37,215	(7,522)	(2,038)	(11,648)	(12,065)	(16,712)	55,592	(16,445)	21,104	(45,707)	(161,056)	
Cash and cash equivalents at end of year	31,081	33,052	33,614	34,542	34,544	45,146	57,483	63,497	108,412	139,021	104,815	
<b>Per share data (Yen):</b>												
Net income attributable to stockholders of the parent company (Net income)*1	¥112.62	¥100.01	¥48.70	¥98.00	¥118.78	¥125.60	¥167.66	¥187.50	¥204.27	¥193.76	¥240.02	
Equity attributable to stockholders of the parent company (Net assets)*1	1,404.03	1,517.93	1,512.16	1,584.16	1,557.32	1,573.67	1,680.70	1,831.72	1,993.25	2,087.52	1,854.01	
Cash dividends	24.00	25.00	26.00	28.00	28.00	30.00	34.00	36.00	40.00	43.00	50.00	
Share price at year-end	1,505	1,500	1,676	1,817	1,817	1,882	2,313	2,990	3,285	2,349	3,720	
<b>Capital expenditures:</b>												
Capital expenditures*3	¥16,857	¥17,854	¥27,948	¥26,528	¥26,528	¥33,755	¥21,961	¥17,355	¥27,559	¥32,242	¥68,100	
Purchased assets*4	14,664	15,187	21,622	13,601	13,601	22,340	15,670	13,010	17,760	18,250	24,080	
Depreciation and amortization	14,003	14,958	16,579	18,403	18,715	19,125	18,741	19,030	19,059	52,815	52,159	
<b>Financial ratios:</b>												
Operating margin (%)*5	4.2	3.6	3.4	3.1	3.2	4.2	4.4	4.3	4.4	5.0	5.6	
ROE (%)	8.3	6.8	3.2	6.3	8.0	8.0	10.3	10.7	10.7	9.5	11.8	
<b>Other data:</b>												
Number of employees (excluding senior employees, part-time or temporary employees)	21,104	22,793	24,425	24,728	24,728	24,744	25,274	25,074	24,139	23,837	22,682	
Total floor space of warehouse (Ten-thousand square meters)*6	516	564	637	691	691	709	719	731	734	741	753	
Domestic	394	426	461	500	500	496	497	499	513	509	527	
Overseas	122	138	176	191	191	213	222	231	221	232	226	

\*1 Terms in parentheses are used for J-GAAP. \*2 From the FY2015 (IFRS), the Group altered to allocate company-wide expenses to each business segment. The segment information of the FY2014 (IFRS) had also reflected the alternation above. \*3 Based on tangible and intangible assets accepted. \*4 Based on non-current assets recorded.

\*5 In order to present business conditions more appropriately, the HTS Group started to use "Adjusted operating income" as a major indicator from FY2016 and also presented "Adjusted operating income" for FY2015. \*6 Excluding AIT Group. \*7 Effective April 1, 2019, the Group adopted IFRS 16 Leases.