

The HTS Group's Strengths

The HTS Group has three strengths: "Ability to accomplish operation," "Advanced logistics engineering capability," and "Global network". Drawing on our expertise and network accumulated over 70 years since our foundation as a logistics operator, we provide comprehensive logistics services with superior safety, quality, and productivity.

1 Ability to Accomplish Operation

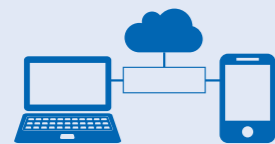
Manufactured Capital Human and Organizational Capital Social and Relationship Capital



Diverse human resources well-versed in logistics
Total personnel
45,328



Transportation assets to support society and people's lives
No. of vehicles (including leased vehicles)
16,792



Digital business platform underpinning LOGISTEED
No. of self-developed systems in operation
513



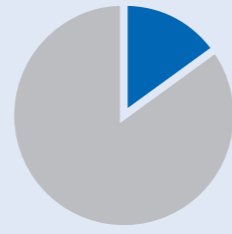
3PL business
Procurement logistics services/
Production logistics services/
Distribution logistics services/
Reverse logistics services



Heavy Machinery and Plant Logistics business
Plant-related transport/Machinery and equipment transport/
Railway-related equipment transport/Precision instruments transport/Various research equipment transport



Freight Forwarding business
International air transport services/
International ocean freight transport services/
International truck transport services/
International railway transport services



Domestic share of 3PL business
Approx. **15%**



Domestic 3PL market leader



No. of customers (domestic/overseas)
Over **20,000** companies

Our first strength is the "Ability to accomplish operation" in order to provide comprehensive logistics services with superior safety, quality, and productivity. We provide our services to over 20,000 customer companies by making full use of diverse human resources well-versed in logistics, transportation assets, digital business platform, expertise, and network. We will continue to enhance our unique strengths as a logistics operator supporting the manufacturing industry through improvement activities such as VC21 and collaborative innovation.

2 Advanced Logistics Engineering Capability

Manufactured Capital Intellectual Capital Human and Organizational Capital

A group of professionals of data analysis, operation management design, package design, and introduction of advanced technologies



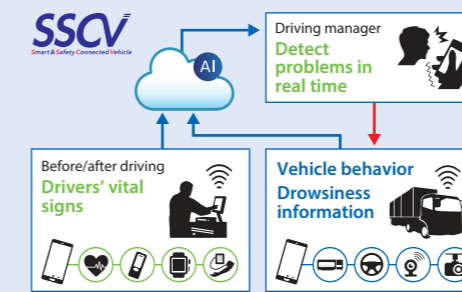
Human resources specialized in logistics engineering Approx. **220**

Including cumulative 58 attendees of data scientist* training course



*Data scientist: human resources to discover and solve customers' supply chain issues based on data

Introducing advanced technologies using our logistics engineering capability



No. of SSCV installed within the Group
Approx. **1,300**
Installed in all vehicles of the domestic group companies



Introduction of automated facilities including AGV* and automated forklift
No. of AGV installed within the Group
Approx. **230**

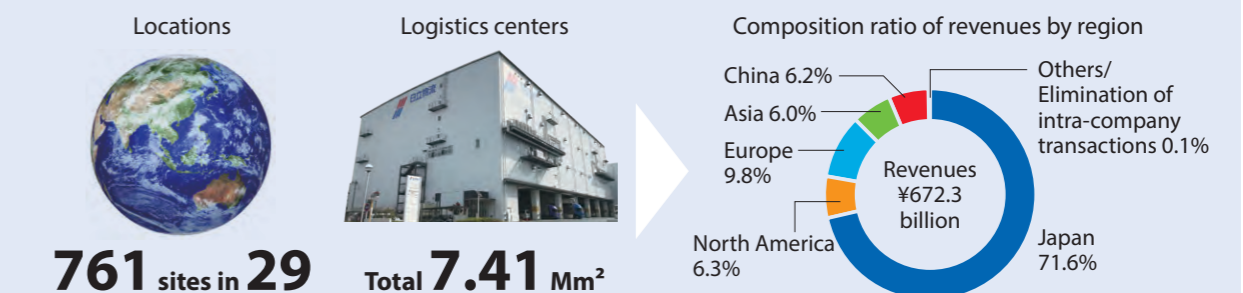
*AGV: Automated Guided Vehicle

Our second strength consists of "logistics engineering," which is essential to improve productivity and quality at the logistics sites, human resources having knowledge of data science, and abundant expertise. We use them to analyze issues, propose improvements, and promote the introduction of advanced technologies to logistics sites.

3 Global Network

Manufactured Capital

Business sites supporting global supply chain



Note: Revenues of Japan include those of global logistics business recorded by domestic companies and logistics-related businesses.

Our third strength is "Global network" which supports customers' global supply chains and realizes their logistics strategy. We use this network to provide seamless, high quality services.