**Key Management Indicators**

### Financial Highlights

**Capital expenditures/Purchased assets (100 million yen)**

- Capital expenditures remained at around ¥20 billion to ¥30 billion but increased in FY2019 due to productivity improvement and the adoption of IFRS 16 leases despite the impact of COVID-19.
- Purchased assets increased in FY2019 due to a decrease in net income attributable to stockholders of the parent company as a result of the adoption of IFRS 16 Leases.

**Revenues (100 million yen)**

- Revenues showed positive growth since FY2017 but decreased in FY2019 due to deceleration of Nishin Transportation Co., Ltd. and a decrease in volume of automobile parts and freight forwarding business.

**Adjusted operating income/Adjusted operating margin (%)**

- Adjusted operating income has been increasing since FY2013 and also increased in FY2019 due to productivity improvement and the adoption of IFRS 16 Leases despite the impact of COVID-19.

### Non-Financial Highlights

**Eco-friendly vehicle ownership ratio (%)**

- We have maintained 100% of the eco-friendly vehicle ownership ratio since FY2016. We also aim to achieve the advanced eco-friendly vehicle ownership ratio of 100%.

**Workplace accident index:**

- Frequency rate/Severity rate

- In FY2019, the "frequency rate" representing the frequency of workplace accidents slightly increased, but the "severity rate" representing the severity of accidents decreased as a result of implementing various safety initiatives.

**Emissions**

- CO\(_2\) emissions and its intensity per revenues both decreased due to the strengthening of environmental management and promotion of Green Logistics.

**Ratio of female managers (%)**

- The ratio of female managers and assistant managers has been gradually increasing over the last five years due to our systematic efforts to develop female employees.

**Directors and outside directors (persons)/Ratio of female directors (%)**

- We have appointed many outside directors to further enhance the management supervisory function and transparency of management. Also, we have promoted female directors to ensure the diversity of the Board of Directors.