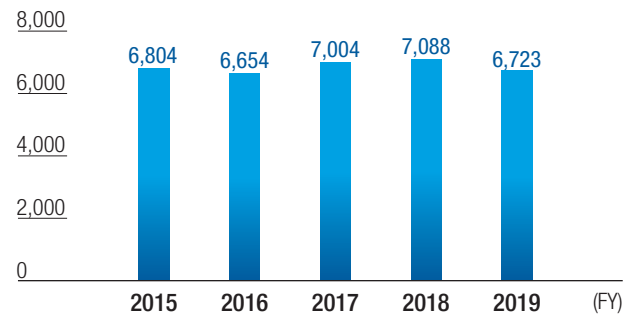


Key Management Indicators

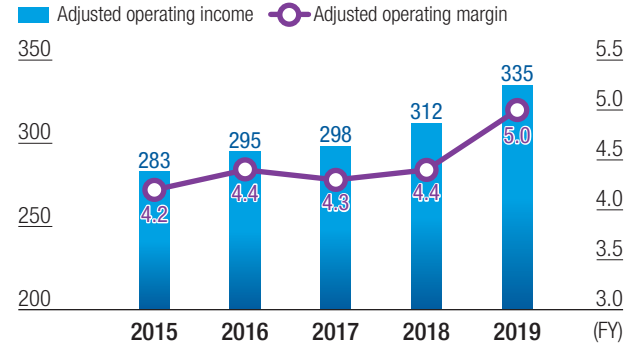
Financial Highlights

Revenues (100 million yen)



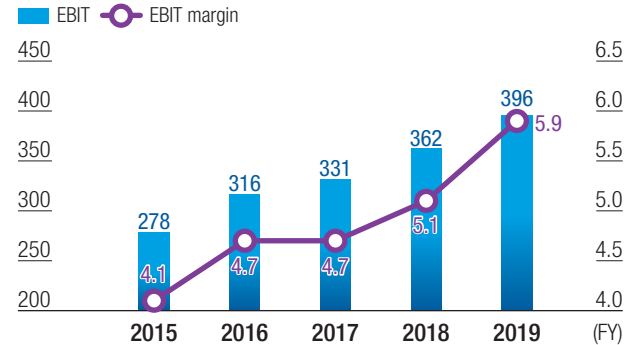
Revenues showed positive growth since FY2017 but decreased in FY2019 due to deconsolidation of Nisshin Transportation Co., Ltd. and a decrease in volume of automobile parts and freight forwarding business.

Adjusted operating income (100 million yen)/Adjusted operating margin (%)



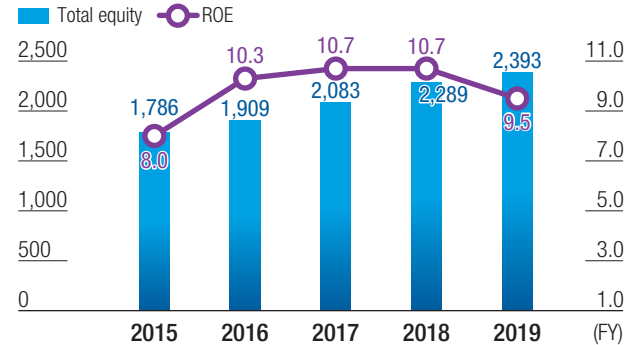
Adjusted operating income has been increasing since FY2013 and also increased in FY2019 due to productivity improvement and the adoption of IFRS 16 *Leases* despite the impact of COVID-19.

EBIT (100 million yen)/EBIT margin (%)



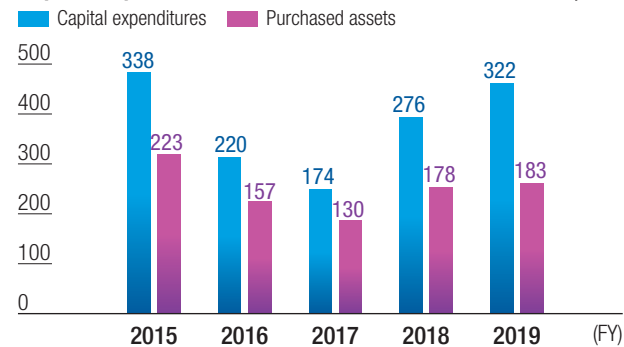
EBIT has been increasing since FY2013 and also increased in FY2019 due to the adoption of IFRS 16 *Leases*, net gain on sales of fixed assets and an increase in share of profits of investments accounted for using the equity method.

Total equity (100 million yen)/ROE (%)



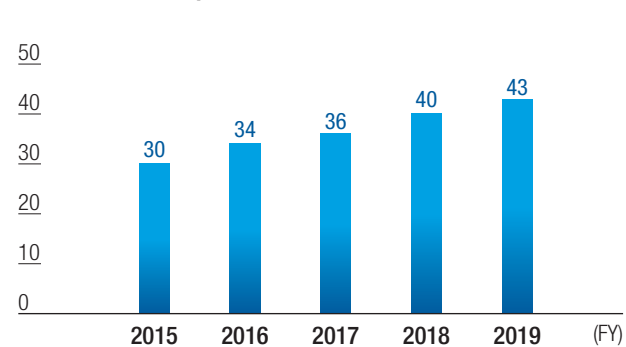
ROE remained flat since reaching 10% in FY2016 but decreased in FY2019 due to a decrease in net income attributable to stockholders of the parent company as a result of the adoption of IFRS 16 *Leases*.

Capital expenditures/Purchased assets (100 million yen)



Capital expenditures including lease*1 remained at around ¥20 billion to ¥30 billion but increased in FY2019 due to the adoption of IFRS 16 *Leases*. Purchased assets*2 has remained at around ¥13 billion to ¥20 billion.

Cash dividends per share (Yen)

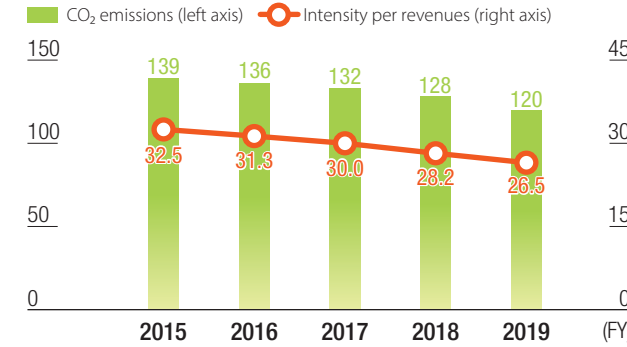


We have continued to increase dividends every year since FY2010. We seek profit distribution linked to business performance while considering medium-to-long-term business expansion and securing internal reserves to strengthen corporate structure.

*1 Based on tangible and intangible assets accepted *2 Based on non-current assets recorded

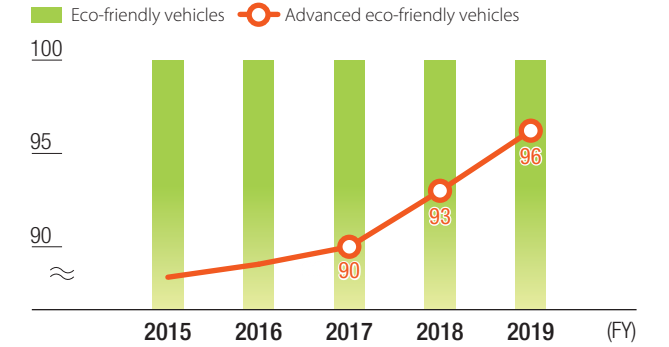
Non-Financial Highlights

CO₂ emissions (thousand tons-CO₂)/Intensity per revenues (tons-CO₂/100 million yen)



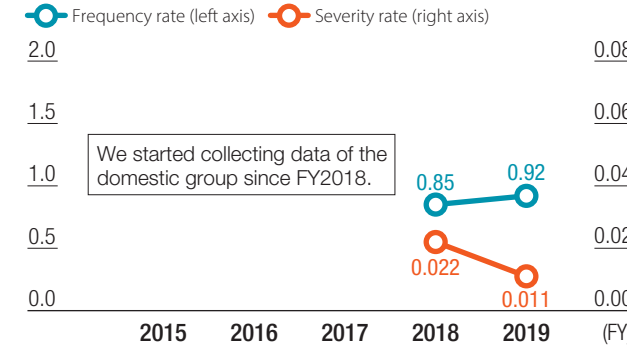
CO₂ emissions and its intensity per revenues both decreased due to the strengthening of environmental management and promotion of Green Logistics*1. Scope: HTS, domestic group companies (total of Scope 1 and 2)

Eco-friendly vehicle ownership ratio (%)*2



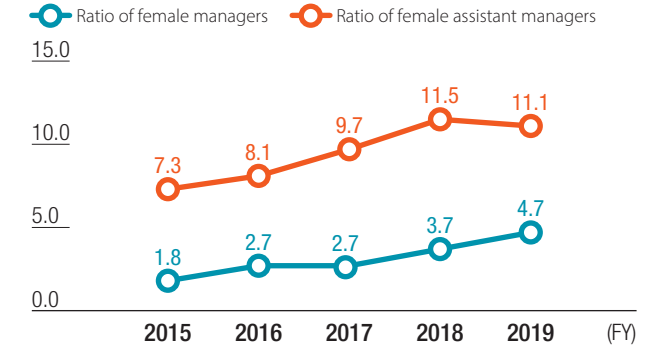
We have maintained 100% of the eco-friendly vehicle ownership ratio since FY2016. We also aim to achieve the advanced eco-friendly vehicle ownership ratio of 100%. Scope: HTS, domestic group companies

Workplace accident index: Frequency rate/Severity rate*3



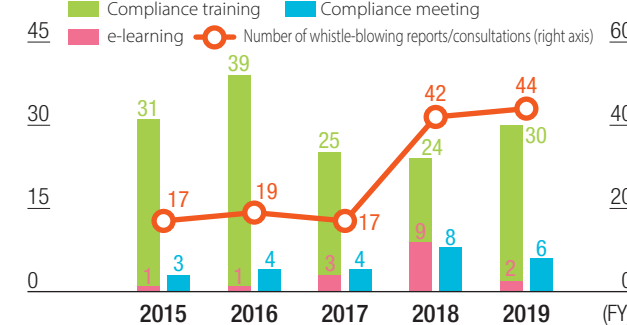
In FY2019, the "frequency rate" representing the frequency of workplace accidents slightly increased, but the "severity rate" representing the severity of accidents decreased as a result of implementing various safety initiatives. Scope: HTS, domestic group companies

Ratio of female managers (%)



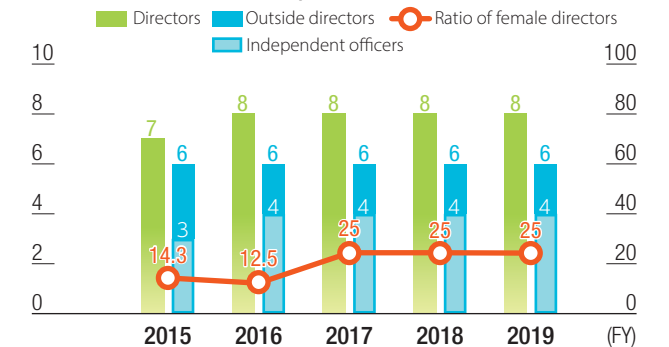
The ratio of female managers and assistant managers has been gradually increasing over the last five years due to our systematic efforts to develop female employees. Scope: HTS

Number of compliance trainings and meetings conducted (times)/Number of whistle-blowing reports and consultations (cases)*4



We continue to implement measures to enhance compliance of the entire Group. Also, the number of reports/consultations has increased due to the measures to raise awareness such as informative posters for internal whistle-blowing system.

Directors and outside directors (persons)/Ratio of female directors (%)*5



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

*1 Green Logistics refers to environmentally-friendly logistics that contributes to prevention of global warming and promotes environmental measures such as collaborative logistics and modal shift, which we promote as part of the Group's business concept, Smart Logistics. *2 Eco-friendly vehicles are as follows: hybrid, natural gas, and electric as well as highly fuel-efficient vehicles certified by the government (vehicles meeting a specified standard), and low emissions vehicles. Total of personal and business vehicles excluding special vehicles. *3 A frequency rate, representing the frequency of accidents resulting in lost workdays, is expressed in terms of the number of injuries or deaths resulting from workplace accidents for each one million total hours worked by employees. A severity rate, representing the severity of accidents, is expressed in terms of the number of lost workdays for each 1,000 total hours worked by employees. *4 Compliance trainings and e-learning programs are provided to all employees of HTS and its domestic group companies. Number of compliance meetings and whistle-blowing reports/consultations is the total for the entire HTS Group including overseas group companies. *5 Female directors are all independent officers.