Our Future

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Mid-term Management Plan –LOGISTEED 2021–

Outline of the Mid-term Management Plan

With an aim to become the most preferred global supply chain solutions provider, the HTS Group promotes the Mid-term Management Plan and strives to achieve sustainable growth by solving issues and creating "values" through various "collaborative innovation."

Mid-term Management Plan –Value Creation 2018–	
Period	FY2016-FY2018
Review and issues	In FY2018, both revenues and operating income hit record highs and ROE achieved 10%. Under the Mid-term Management Plan, we aimed at creating values through collaborative innovation with our customers and partners, and worked on thorough enhancement of our core 3PL business, expansion of Freight Forwarding business, and Heavy Machinery and Plant Logistics business and enhancement of logistics functions through collaborative innovation with SG Holdings Group, as well as started collaborative innovation activities with Hitachi Capital Corporation and AIT Corporation. In FY2018, we set a new business concept "LOGISTEED" representing our determination to lead businesses to a new domain beyond the conventional logistics. Our activities during these three years contributed to a significant rise in our stock price and the increase of corporate value.
Results	Revenues: ¥708.8 billion Adjusted operating income: ¥31.2 billion EBIT: ¥36.2 billion ROE: 10.7%

Mid-term Management Plan – LOGISTEED 2021–		
Period	FY2019-FY2021	
Basic policy	As the supply chain structure is changing significantly due to technological advancement and social changes, including "IoT," "AI," "Robotics," "Fintech," "Sharing Economy" and digitization, we promote digitalization of the Group and its collaborative innovation partners, and build open platform, in order to realize supply chain based on and originating from our logistics domain. The Group strives to enhance our new existence value and increase corporate value by changing and evolving to a company represented by "LOGISTEED" in order to become the most preferred solutions provider.	
Results Numerical targets	**FY2018 Results** Revenues: ¥708.8 billion Adjusted operating income: ¥31.2 billion EBIT: ¥36.2 billion ROE: 10.7%	**FY2019 Results** Revenues: ¥672.3 billion Adjusted operating income: ¥33.5 billion EBIT: ¥39.6 billion ROE: 9.5% **FY2021 Targets** Revenues: ¥720 billion Adjusted operating income: ¥36 billion EBIT: ¥40 billion ROE: 10%
Priority measures	• Implement portfolio strategy to build a solid core domain (Smart Logistics) • Implement collaborative innovation strategy aiming at enhancement of the core domain and further expansion of domains • Design supply chain based on and originating from the logistics domain • Originate and succeed operation (hands-on approach) toward the next generation • Take actions in consideration of environment, society and governance as well as corporate ethics	

Numerical targets
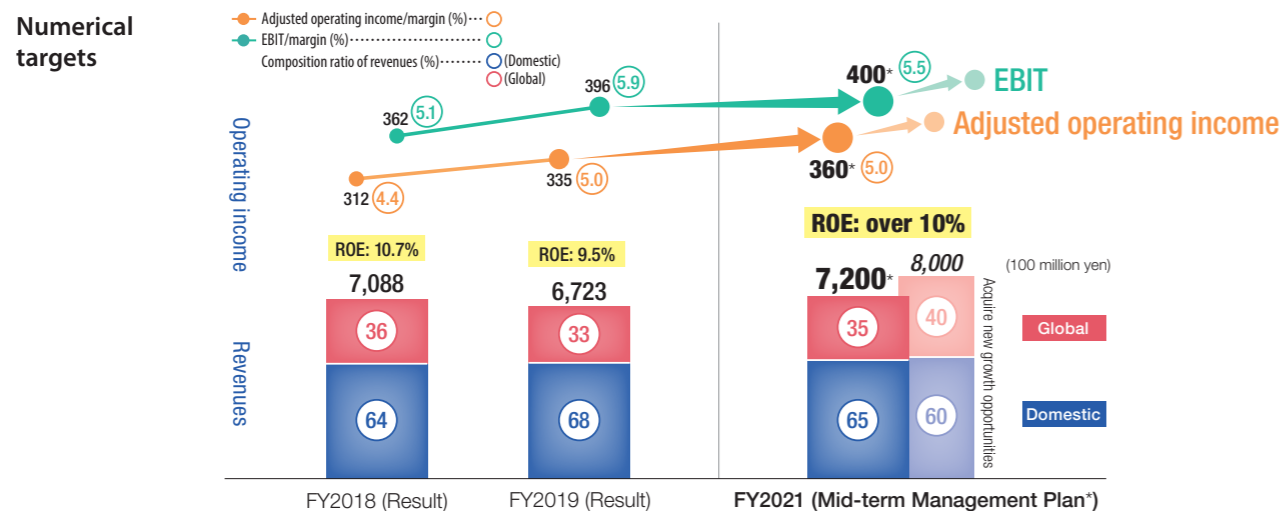
*Figures for FY2021 are those released on May 24, 2019 and do not include the impact of adopting IFRS 16 *Leases*.

Environment Surrounding the Company

Recently, the environment surrounding the Company has been drastically changing, including shortages of labor and drivers, changes in customers' businesses, sophisticated and complicated customer needs, changes in the environment surrounding supply chain due to digitalization and technological development, and intensifying competition in the 3PL market due to new entrants from outside the logistics industry.

Response to Changes and Future Vision

Future Vision: The Most Preferred Global Supply Chain Solutions Provider
Integrate four flows for better supply chain
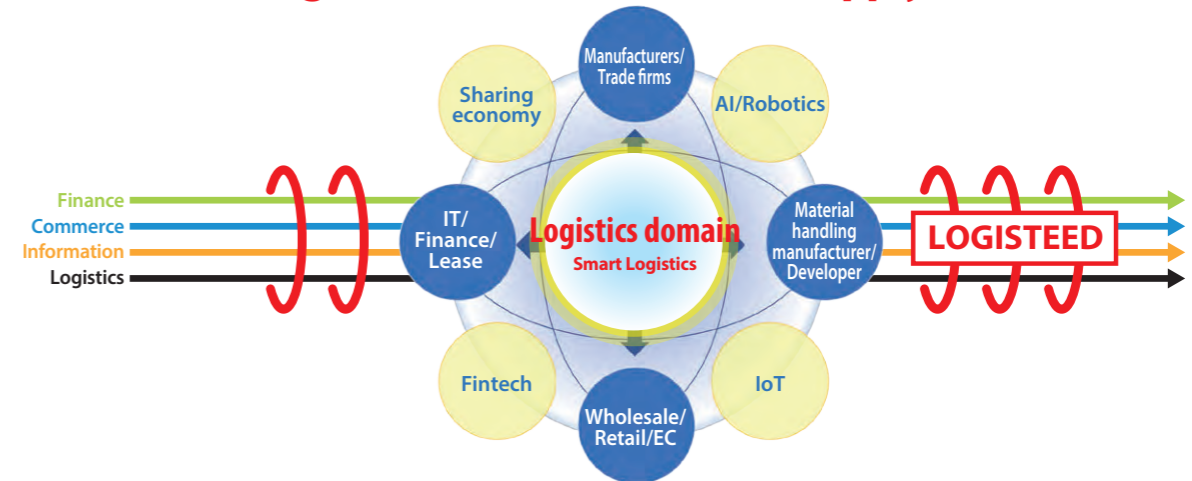
The HTS Group has grown to become a leading 3PL company providing services combining logistics and information, while we expect an increase in customer needs for supply chain solutions. We view these changes as opportunities to continue sustainable growth, and strive to extend our domains to finance and commerce through digital transformation platform. And we will create new solutions and design optimum supply chain for customers based on and originating from logistics.
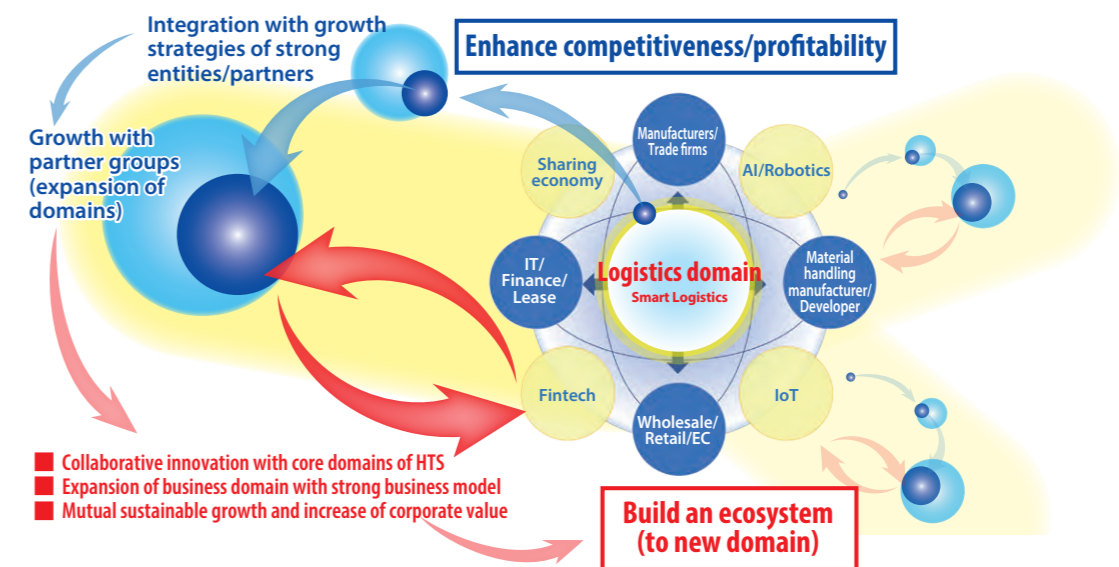
While the HTS Group has already been promoting various collaborative innovation under the concept of "LOGISTEED," we will not only enhance the core domain but also further accelerate the collaborative innovation beyond the logistics domain and build an ecosystem, with an aim to become the most preferred global supply chain solutions provider.

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Progress of the Mid-term Management Plan

Priority Measure: Implement Portfolio Strategy to Build a Solid Core Domain (Smart Logistics)
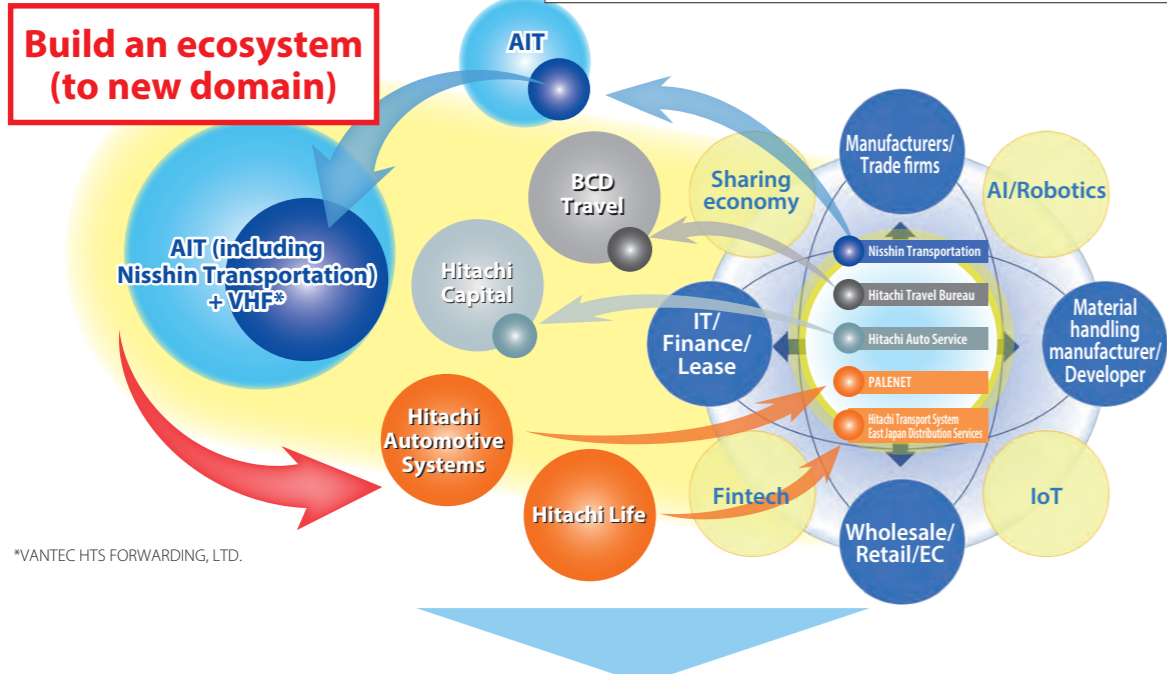
The HTS Group has formed alliance with partner companies in business areas where all companies can increase corporate value. Our aim is to achieve sustainable growth for all companies by enhancing competitiveness and profitability in our core logistics domain (Smart Logistics) and also by building a larger ecosystem group to expand the collaborative innovation domains beyond businesses and industries.

■ Feb. 2019: Transferred 40% shares of Hitachi Auto Service to Hitachi Capital
■ Mar. 2019: Exchanged 100% shares of Nisshin Transportation for 20% shares of AIT
■ Jul. 2019: Transferred 70% shares of Hitachi Travel Bureau to BCD
■ Aug. 2019: Acquired 70% shares of PALENET from Hitachi Automotive Systems
■ Apr. 2020: Acquired the distribution service business of Hitachi Life

Build an ecosystem (to new domain)

AIT

AIT (including Nisshin Transportation) + VHF*

BCD Travel

Hitachi Capital

Sharing economy

Manufacturers/Trade firms

AI/Robotics

IT/Finance/Lease

Nisshin Transportation
Hitachi Travel Bureau
Hitachi Auto Service
PALENET
Hitachi Transport System East Japan Distribution Services

Material handling manufacturer/Developer

Hitachi Automotive Systems

Hitachi Life

Fintech

Wholesale/Retail/EC

IoT

*VANTEC HTS FORWARDING, LTD.

— Achievements in FY2019 —

Our successful efforts in FY2019 include the consolidation of PALENET CO., LTD. through share acquisitions, the share transfer of Hitachi Travel Bureau, Ltd. (currently, HTB-BCD Travel Ltd.) and the decision to acquire the distribution service business of Hitachi Life, Ltd. (currently, Hitachi Real Estate Partners, Ltd.)*1.

Acquisition of shares of PALENET CO., LTD.
June 27, 2019: Concluded a share transfer agreement   August 1, 2019: Acquired shares

In June 2019, the Company signed a share transfer agreement to acquire 70% of shares of PALENET CO., LTD. from Hitachi Automotive Systems, Ltd. and consolidated PALENET CO., LTD. in August 2019.

Purpose
■ Establish a sharing service including procurement management of logistics equipment
  PALENET CO., LTD.'s unique pallet rental relay system with strong competitiveness
■ Enhance/expand transport digital platform
  Combine with the vehicle movement management in SSCV*2, visualize supply chain, etc.

Share transfer of Hitachi Travel Bureau, Ltd.
July 1, 2019: Concluded a share transfer agreement and completed the transfer

In July 2019, 70% of shares of Hitachi Travel Bureau, Ltd. engaging in three BTM*3 businesses was transferred to BCD Travel Asia B.V., a leading global company in the field.

Purpose
■ Expand global BTM business
  To integrate the corporate service expertise that Hitachi Travel Bureau, Ltd. has accumulated over the years with platforms and service lineup of the BCD Group, a leading global BTM market player, in the BTM market which has high potential for overseas growth.

Acquisition of the distribution service business of Hitachi Life, Ltd.
November 29, 2019: Concluded a share transfer agreement
April 1, 2020: Acquired shares and started a new company "Hitachi Transport System East Japan Distribution Services Co., Ltd."

We decided to acquire the distribution service business of Hitachi Life, Ltd. in November 2019 and started a new company "Hitachi Transport System East Japan Distribution Services Co., Ltd." in April 2020.

Purpose
■ Centralize undertaking of logistics operation to ship Hitachi Group's products in Ibaraki Prefecture
  Reduce costs and further improve service quality by integrating packing and transportation services
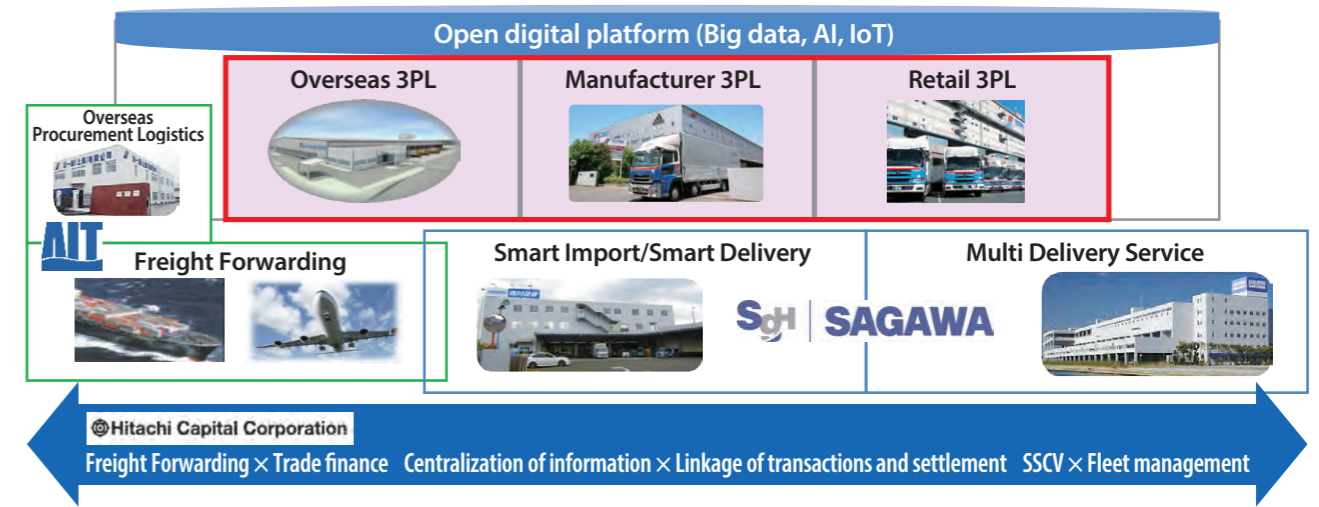
*1 In April 2020, we acquired all shares of a new company to which Hitachi Life, Ltd. transferred its distribution service business through a company split.
*2 Stands for Smart & Safety Connected Vehicle. For details of SSCV, please see page 28.
*3 Business Travel Management

Priority Measure: Implement Collaborative Innovation Strategy Aiming at Enhancement of the Core Domain and Further Expansion of Domains

Under the capital and business alliance with SG Holdings Group since 2016, we have been promoting cross-selling to take advantage of both companies' strengths (mutual complement between logistics and delivery business) and offer 3PL of the HTS Group and delivery service of SG Holdings Group as one-stop service, and also working on the streamlining of business operation of both companies through the expansion of asset sharing.

Since FY2018, under the capital and business alliance with Hitachi Capital Corporation, we have been promoting initiatives to provide a comprehensive solution package including lease, insurance, maintenance, and joint procurement of vehicles under SSCV with an aim to realize a new innovation through "finance, commerce, logistics, and information" beyond the conventional logistics domain.

In FY2019, we have launched full-scale collaborative innovation activities with AIT Corporation, which has major strengths in the Freight Forwarding business between Japan and China, in order to create new customer value through seamless collaboration between Freight Forwarding and 3PL.

Open digital platform (Big data, AI, IoT)

Overseas Procurement Logistics

AIT

Overseas 3PL | Manufacturer 3PL | Retail 3PL

Freight Forwarding | Smart Import/Smart Delivery | Multi Delivery Service

SGH | SAGAWA

Hitachi Capital Corporation

Freight Forwarding × Trade finance   Centralization of information × Linkage of transactions and settlement   SSCV × Fleet management

"Smart Import" and "Smart Delivery" are registered trademarks of SG Holdings Co., Ltd.

— Achievements in FY2019 —

In FY2019, our collaborative innovation activities, mainly with SG Holdings Group, generated additional contributions to revenues of approximately ¥6,200 million and operating income of approximately ¥950 million.

As for the collaborative innovation activities with SG Holdings Group, we newly started operation of large-scale logistics centers for construction machinery, cosmetics, and home appliance manufacturers, and also promoted collaboration in broader areas from PC kitting service to transportation of the fuel cell bus.

As for the collaborative innovation activities with AIT Corporation which stated in full scale in FY2019, we have been providing seamless services taking advantage of both companies' strengths such as jointly engaging in international transportation of large equipment from Japan to the Philippines and its installation at the destination.

■ **Major new collaborative innovation projects**

Logistics center for a construction machinery manufacturer | PC kitting service
Logistics center for a cosmetics manufacturer | Transportation of the fuel cell bus
*Photograph taken by SAGAWA EXPRESS in January 2019
Logistics center for a home appliance manufacturer | Equipment installment (Japan → the Philippines)

■ Additional contributions generated by collaborative innovation activities in FY2019 (100 million yen)

	Revenues	Operating income
Domestic	52	7.6
Global	8	1.5
Other	2	0.4
Collaborative innovation effects	**62**	**9.5**

The table above includes collaborative innovation effects with SG Holdings Group and AIT Corporation.

Progress of the Mid-term Management Plan

Priority Measure: Design Supply Chain Based on and Originating from the Logistics Domain

Promotion of Digital Transformation (DX)

Whole picture of DX

The HTS Group is working to visualize logistics sites through DX and offer LOGISTEED services using data. First, we visualize the physical platform which is the logistics site through DX to improve on-site efficiency. Then, we accumulate data obtained through DX on a digital platform via digital business platform. We analyze these data to organize core service functions such as SCDOS, Smart Warehouse, and SSCV.

We provide values to our stakeholders including customers (cargo owners), partner transport companies, and collaboration partners through LOGISTEED services using core functions.
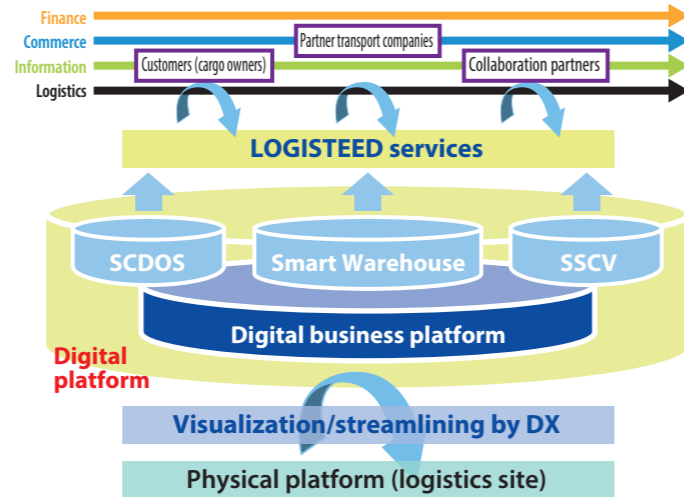
LOGISTEED service (1) Supply Chain Design & Optimization Services (SCDOS)

Outline

SCDOS are services that centrally manage and visualize customers' supply chain information with a digital business platform to support processes from identifying issues to solving them through analysis to optimizing business operations.

The HTS Group makes full use of its expertise accumulated in the 3PL business, human resources, and advanced IT tools to provide a wide variety of services covering development of supply chain strategy, optimization of logistics, and BPO.

We launched SCDOS in FY2019, and they have been used by customers in various industries and sectors.

Example

Customer: Daily commodities manufacturer

Issue: Unable to grasp the real operating status of its marine container transport

Proposal: Summarize and visualize the transport status interactively

Effect: Assess the effects of improvement measures and understand the quality of each shipping company

Analysis of volume/delays/fees of each shipping company

<Example> On-time delivery rate of shipping (by month/country/shipping company)
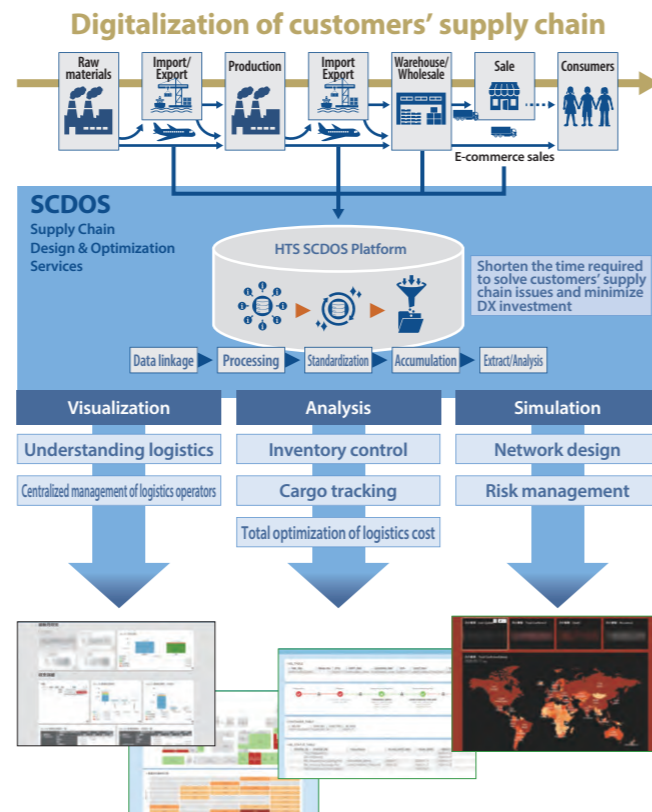
Message from the officer in charge

The HTS Group will achieve "Design Supply Chain Based on and Originating from the Logistics Domain," one of the priority measures in the Mid-term Management Plan by integrating DX and business operation. As one of the DX initiatives, we are promoting overall digitalization of the entire Group by building a "DX engine," a structure to transform the business by integrating IT and business operation. In addition, we will focus our IT division resources on the implementation of DX with an aim to realize data-driven business and provide higher added value.

Shunsuke Yonekura
Executive Officer, General Manager, Information and Communication Technology Strategy Headquarters, Business Management Headquarters

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LOGISTEED service (2) SSCV

[What Is SSCV?]

SSCV is a service platform to help transporters improve operational efficiency and achieve zero-accidents by making full use of IoT technology. We also aim to create new services and businesses by sharing data with our collaborative innovation partners.

SSCV-Smart
Digitalize operations related to transportation and delivery to help transporters improve operational efficiency and enhance compliance.

SSCV-Safety
Sense drivers' vital signs and vehicle conditions and analyze them using AI. Give real-time warnings to drivers and driving managers to prevent accidents.

SSCV-Vehicle
Improve the vehicle utilization rate and reduce management processes through visualization and digitalization of vehicle management and maintenance records.
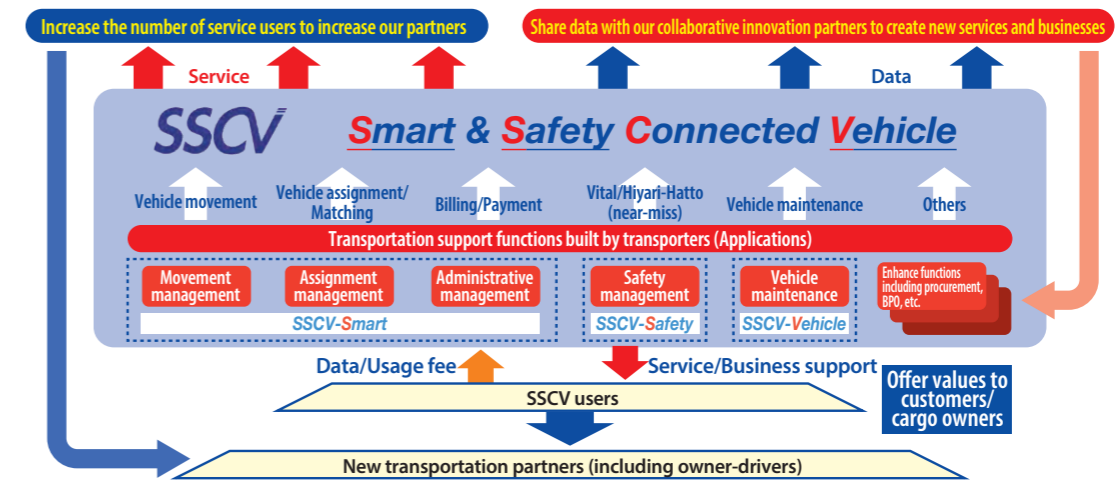
SSCV-Safety – Our Initiatives–

● **Installation to the Group's vehicles**

The HTS Group installed SSCV in its own vehicles. We completed the installation of SSCV in all 1,300 vehicles used in our domestic group companies by the end of March 2020, and we are currently accumulating data and developing services.
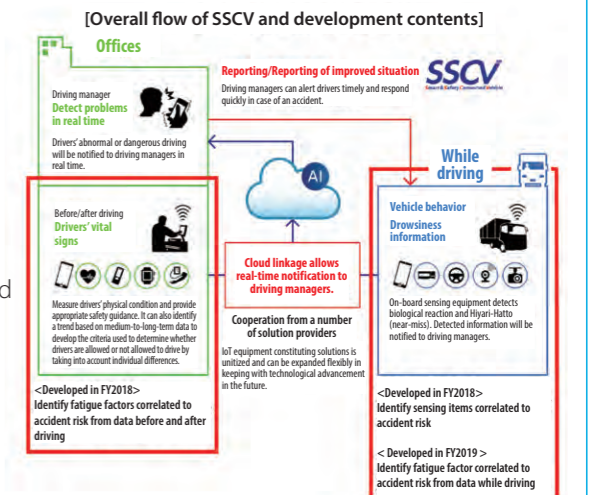
● **Industry-government-academia collaboration**

We conducted a five-party* joint development aimed at "Development of accident risk assessment/prediction method based on fatigue science in the logistics truck driving management."

Phase I: Confirmed the correlation between the physical condition measurements before/after driving (fatigue) and Hiyari-Hatto (near-miss) incidents. Presented at "the 15th Annual Meeting of Japanese Society of Fatigue Science" in May 2019

Phase II: Currently studying the correlation between the physical condition measurements while driving (fatigue) and Hiyari-Hatto (near-miss) incidents

For details of SSCV, please visit our website (Japanese version only).
https://www.hitachi-transportsystem.com/jp/sscv/

*Hitachi Transport System, Ltd., Hitachi Capital Auto Lease Corporation, RIKEN Center for Biosystems Dynamics Research, Kansai University of Welfare Sciences, Hitachi, Ltd.

On-site DX using RPA

Outline

We have been promoting RPA as part of the VC21 activities aimed at operational improvement through company-wide bottom-up initiatives. We have developed 220 types of robots in the entire Group until March 31, 2020, which enabled us to save 2,570 hours of work per month.

Improvement examples
- Performance management in overseas subsidiaries
- Survey of usage status of VPN*2 within the Company
- Data analysis of CRM*3 and e-mail distribution of its results

Future plan
- AI-OCR which reads data of paper slips
- Process mining which identifies areas for improvements based on the work log analysis

RPA*1 No. of robots developed (accumulated)

220

2018/4Q | 2019/1Q | 2019/2Q | 2019/3Q | 2019/4Q
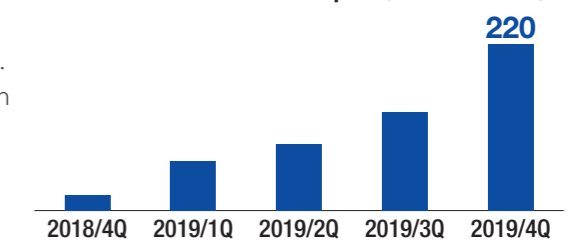
Number of working hours saved (March 2020, hours/month) 2,570

*1 RPA: Robotic Process Automation
*2 VPN: Virtual Private Network
*3 CRM: Customer Relationship Management

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Progress of the Mid-term Management Plan

Priority Measure: Originate and Succeed Operation (Hands-on Approach) toward the Next-generation

Promotion of VC21 Activities

● **Outline of activities**

The HTS Group has been working on "VC 21 Activities" as daily improvement activities to implement the HB Way.

The aim of these activities is that "the Company continues to grow and employees find their work rewarding."

We have been repeating a cycle where employees in each site and department exchange ideas under different themes, register initiatives in a dedicated system and carry out and follow up the improvement activities systematically.

We share initiatives of all sites among the entire Group via the system and give an award to excellent cases at the presentation meetings held on a regular basis as an effort to establish an improvement culture through "visualization of improvement activities" and "cultivation of the culture of praise."

We have enhanced our organization and ability to accomplish operations through a cycle where we have human-centered deep dialogue, enjoy learning, generate ideas, and implement improvements.

Each employee has been working on "VC 21 Activities" with a sense of "personal ownership," and the accumulation of such efforts has taken root as the improvement culture and has become the foundation to support our business model and the source of value creation.
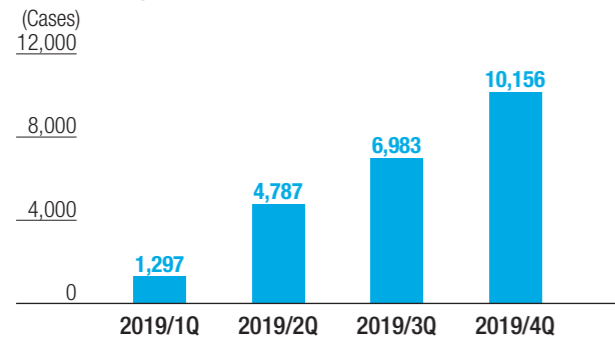
Let's enjoy repeating VC21 Activity cycle!

Improvement targets are not only things, but also
• Human capabilities,
• Communication, and
• Human relations
➡ All of above are subject to improvement

Learn
There are many things we can use to learn
• Excellent cases within and outside the Company
• Videos to learn how to improve, etc.

Human-centered Deep Dialogue

Implement improvement

Generate ideas

How to implement
• Implement improvement voluntarily
⇒ Start from what you can do
⇒ With the help of others

Ideas come from
• Hazy feeling
• Suggestion box (comment box)

OPEX

● **Activities in FY2019**

The number of improvement initiatives of the entire HTS Group proposed in FY2019 reached approximately 10,000.

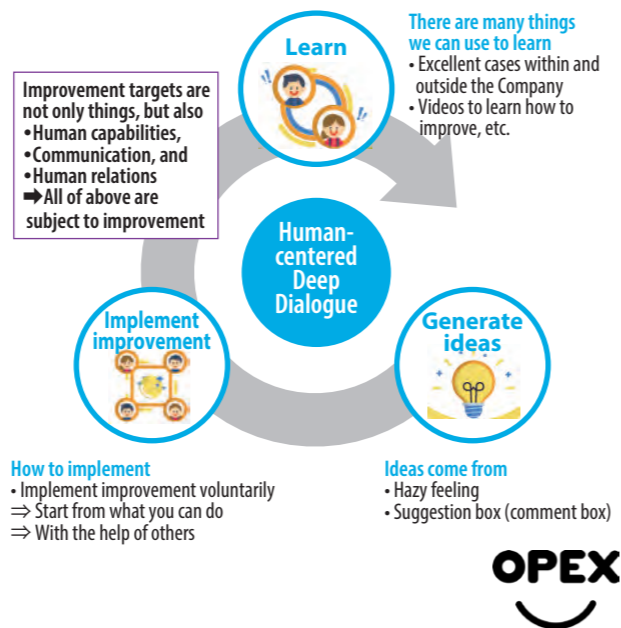**No. of new improvement initiatives in FY2019 (accumulated)**
(Cases)

	2019/1Q	2019/2Q	2019/3Q	2019/4Q
	1,297	4,787	6,983	10,156

Various initiatives are underway to support activities in each site

Logistics OPEX (Operational Excellence) — Build a community where employees can repeat learning and improving through deep dialogue while enjoying them

Dialogue café — Have deep dialogue in interview-style workshops for mainly sales representatives

Workshop for generating ideas — Generate improvement ideas by directly hearing the voices of employees working on-site

Improvement education — Provide various improvement education based on the self-developed "Improvement Handbook"

Use of digital tools such as RPA — Implement cross-departmental productivity improvement by making full use of digital tools

We held meetings and award ceremonies for employees to participate to vitalize VC21 activities.

Group-wide VC21 meeting
Had deep dialogue beyond job titles

Good VC Award 2019
Enjoyed sharing activities with other departments and gave an award to excellent cases

Priority Measure: Take Actions in Consideration of Environment, Society and Governance as Well as Corporate Ethics

Initiatives for SDGs — Four Objectives —

We have taken actions in consideration of environment, society and governance as well as corporate ethics (ESG management) and promoted four objectives that contribute to the achievement of SDGs, with the view to realizing sustainable society and increasing corporate value.

● **Contribution to SDGs**

We will focus on four objectives to drive innovation forward in supply chains with an eye to creating a sustainable society.

Objective-1 Pursue Next-generation Industries and Lifestyles

Objective-2 Enhance Occupational Safety and Productivity

Objective-3 Ensure Excellent Quality and Resilience

Objective-4 Realize Low-carbon Business Processes

Open innovation
Core Competencies
Personnel/organization/global network
Advanced technologies

● **ESG Initiatives**

Environment
■ Develop medium-to-long-term environmental targets
■ Strengthen environmental management
■ Consideration for disposal and emission
■ Increase energy efficiency
➡ **Pages 61-64**

Social
■ Secure safety in operation and transportation
■ Pursue next-generation industries and lifestyles
■ Promote diversity of the workplace
■ Social contribution/Strengthening of BCP
➡ **Pages 65-68**

Governance
■ Ensure to bear in mind the notion of "Basics and Ethics" (Enhance compliance/governance)
➡ **Pages 49-56**

● **Four objectives**

1 Pursue Next-generation Industries and Lifestyles

With the power of logistics, we will develop businesses to support the realization of the next-generation sustainable industries and social infrastructure in various areas across the globe.
■ Promote total optimization of supply chain by making full use of advanced technologies
■ Respond to local logistics needs and issues while further boosting response capability

2 Enhance Occupational Safety and Productivity

We will work on realizing further occupational safety and enhancing productivity in logistics sites across the globe.
■ Secure safety in operation and transportation
■ Minimize workload at logistics sites
■ Promote diversity of the workplace

3 Ensure Excellent Quality and Resilience[*1]

We will pursue quality of the next-generation logistics that meets the social expectation and resilience against disaster and climate change.
■ Pursue high quality logistics services
■ Consideration for disposal and emission
■ Contribution to disaster recovery assistance

4 Realize Low-carbon Business Processes

While we steadily proceed with initiatives to enhance efficiency of energy and resources, we will also work on decarbonizing[*2] from the long-term perspective.
■ Increase energy efficiency
■ Introduce renewable energy
■ Strengthen environmental management

*1 Defined as "the capability of a people or things to recover quickly from difficult conditions such as shock and injury" or "the ability to return to its original form after being bent, stretched or compressed."

*2 Reduce the emission of greenhouse gases including CO_2 to virtually zero. Decarbonization requires one step further than "low carbonization" focusing on reduction of emissions.

➡ **Pages 57-60**

● **Participate in the United Nations Global Compact**

The HTS Group signed the "UN Global Compact ("UNGC")," advocated by the United Nations, in May 2020 and joined its local network in Japan "Global Compact Network Japan." The UNGC is a voluntary initiative to participate in creating a global framework for the sustainable growth. Under the corporate philosophy "to deliver high-quality services that will help make the world a better place for people and nature for generations to come," the HTS Group strives to achieve sustainable growth by solving social issues and creating "values" through various "collaborative innovation."

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Investment Plan

Investment Strategy for Change and Evolution into "LOGISTEED"

The HTS Groups aims to expand collaborative innovation domains beyond businesses and industries and create new innovation beyond the conventional logistics domain while focusing on the enhancement of logistics as a function (Smart Logistics) as our core target. In order to achieve them, the Group has made business investments mainly to expand logistic sites and strategic investments to evolve into a company envisioned by LOGISTEED using mainly operating cash flows and cash and cash equivalents.

(100 million yen)

FY2016→FY2018 (accumulated)
<Investment + Dividends>

1,382

- Investments (Cash basis) 1,266
- M&A, etc.* (814)
- Strategic investments Business investments (397)
- (55)
- Dividends (116)

Mid-term Management Plan (accumulated)

1,530

- Investments (Cash basis) 1,380
- Strategic investments (Approx. 860)
- Business investments (Approx. 520)
- Dividends (Over 150)

Strategic investments 860
- ☑ Promotion of DX, establishment of IT platform (Implementation of big data management, Transport digitalization, etc.)
- ☑ Development of new technology (R&D, verification of commercialization, etc.)
- ☑ Development of new business (Smart warehouse/SSCV, etc.)
- ☑ Human resources, safety, etc.
- ☑ M&As, capital policy, etc.

*Including share acquisition and put option

Investment funds

Balance at the beginning of FY2016: 451
- Operating cash flows: +921
- Investing cash flows: (891)
- Financing cash flows: +603

Balance at the beginning of FY2019: 1,084 (100 million yen)

"Accumulation of operating cash flows" + "Financing cash flows"
→ Secure funds for the growth

Strategic Investments

Under the basic policy to make "investment to establish sustainable competitive advantage by building a structure no one can imitate," the HTS Group focuses on investments in the cores of digital platform including supply chain solutions, Smart Warehouse, and transport digitalization, to strengthen core functions and expand customer services.

Initiatives in FY2020

Sharing/Pay-per-use
- Customers pay for only what they use
- Support speedy business launch

Sharing

Visualization of customers' SC
- Optimum inventory arrangement in each region
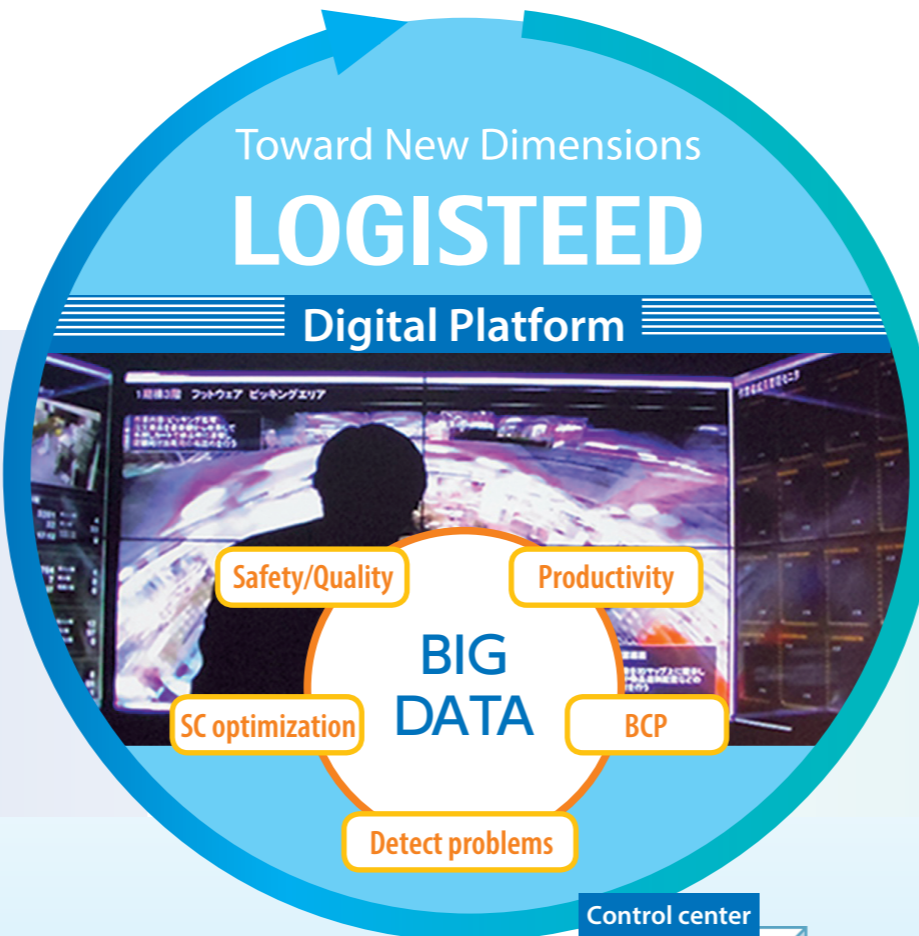- Reinforce resilience of supply chain

SCDOS*1

Protect drivers/transportation companies
- Technology to prevent accidents
- Improve eco-driving technology/vehicle assignment

SSCV*2

IoT × DX

Robotics/Group Control
- Collaboration between people in the region and machines
- Backcasting operation to eliminate waiting time in post-process

SSCV
Smart & Safety Connected Vehicle

Loading dock management

Business Investments

The HTS Group carefully selects business investments to build robust core domain (Smart Logistics). In specific, we have expanded logistics sites and renewed vehicles, etc.

Major Investments in FY2019

Automated warehouse IV
Existing building IV

Operations started April 2019:
Automated warehouse in Toyama IV Logistics Center (Toyama Prefecture)

Operations started Dec. 2019:
Tsukuba DC Extended Building (Ibaraki Prefecture)

Operations started Nov. 2019:
Knoxville XD Center (U.S.)

Renewal of vehicles, etc. (Turkey and other areas)

Toward New Dimensions

LOGISTEED
Digital Platform

- Safety/Quality
- Productivity
- SC optimization
- BCP
- BIG DATA
- Detect problems

5G × AI

KDDI

Drone patrol | Smart watch

Face recognition | Thermal camera

VR | Hologram

Safe and secure work environment
- Environment that watches over workers and warns of a danger
- Create workplace that allows everyone to participate actively

Contactless operational management
- Stress-free health and hygiene control
- Secure personal authentication, crime prevention, security

Virtual reality education
- Effective education through realistic experience of hazardous situations
- Distribution of intuitive and visual manuals

Control center

Loading dock management

Robotics

HITACHI
Inspire the Next

SSCV
Smart & Safety Connected Vehicle

*1 SCDOS: Stands for "Supply Chain Design & Optimization Services," and are services that centrally manage and visualize customers' supply chain information (refer to page 27)
*2 SSCV: Stands for "Smart & Safety Connected Vehicle," and is a transport digital platform comprising three solutions of "SSCV-Safety" aimed at realizing a zero-accident society, "SSCV-Smart" aimed at streamlining the entire transportation industry, and "SSCV-Vehicle" aimed at improving efficiency of maintenance work and reducing costs (Refer to page 28)