

# Contents

<b>HB WAY/Brand Promise</b> .....	2
<b>Our History</b>	
At a Glance .....	3
History of the HTS Group .....	5
Value Creation Process of the HTS Group .....	7
The HTS Group's Strengths .....	9
Key Management Indicators .....	11
<b>Our Future</b>	
Message from the President .....	15
Message from the CFO .....	21
Mid-term Management Plan –LOGISTEED 2021– .....	25
Special Feature –Employee Roundtable Discussion– .....	39
<b>Value Creation Achievements</b>	
3PL Business (Domestic) .....	45
3PL Business (Overseas) .....	47
Freight Forwarding Business .....	49
Heavy Machinery and Plant Logistics Business .....	51
Response to COVID-19 .....	53
<b>Foundation Supporting Value Creation</b>	
Board of Directors and Executive Officers .....	55
Independent Director Dialogue .....	59
G: Corporate Governance .....	63
HTS Group Sustainability .....	75
E: Environment .....	79
S: Social .....	85
Stakeholder Engagement/External Evaluation .....	89
<b>Financial Data</b> .....	91
<b>ESG Data</b> .....	93
<b>Consolidated Financial Statements</b> .....	95
<b>Glossary</b> .....	99
<b>Corporate Data</b> .....	101

## Editorial Policy

The HTS Group has published the Integrated Report from 2020 in lieu of the conventional Annual Reports. This report introduces the Group's initiatives toward sustainable increase of corporate value to our stakeholders through the explanation of our value creation process and business model.

This report has been compiled with reference to "the International Integrated Reporting Framework" published by the International Integrated Reporting Council (IIRC) and "Guidance for Collaborative Value Creation" published by the Ministry of Economy, Trade and Industry.

## Reporting period

The fiscal year ended March 31, 2021 (April 1, 2020– March 31, 2021 in general) However, recent activities are also reported in this report. "FY" refers to a financial period ended or ending on March 31.

## Companies covered in this report

This integrated report covers Hitachi Transport System and the HTS Group (81 consolidated subsidiaries and 16 associates accounted for using the equity method) in principle.

## Forward-looking statements

This integrated report contains forward-looking statements that reflect Hitachi Transport System, Ltd. and its Group companies' forecast, targets, plans, and strategies. These forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties, and various other factors that may cause Hitachi Transport System and its Group companies' actual results, performance, achievements, or financial position to be materially different from any future results, performance, achievements, or financial position expressed or implied by these forward-looking statements.

Toward New Dimensions

# LOGISTEED

**[LOGISTEED]: A word that combines LOGISTICS with Exceed, Proceed, Succeed, and Speed. It represents our determination to lead businesses to a new domain beyond the conventional logistics.**

Details are available at the Company's website.



Hitachi Transport System aims for "LOGISTEED"  
<https://www.hitachi-transportssystem.com/en/logisteed-cafe/>

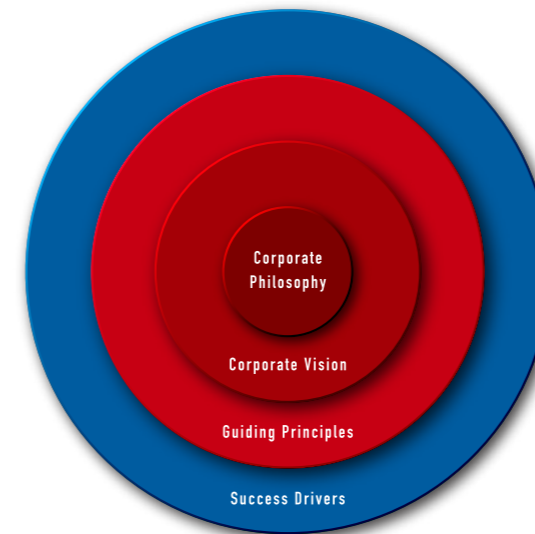
# Management Philosophy & Brand

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 corporate vision of the Hitachi Transport System Group is to become the most preferred global supply chain solutions provider for all of our stakeholders, including customers, shareholders, and employees, in the sophisticated, diversified and wide-ranging global supply chain, and strives to achieve sustainable growth by solving issues and creating "values" through various "collaborative innovation." In addition, we have organized the role and future direction of the Group as "HB WAY" with an aim to embody our Corporate Philosophy and Corporate Vision.

## HB WAY

Shows the role and the "way" to move forward of the HTS Group and consists of "Corporate Philosophy," "Corporate Vision," "Guiding Principles," and "Success Drivers."

# HB WAY



### Corporate Philosophy

The Hitachi Transport System Group delivers high-quality services that will help make the world a better place for people and nature for generations to come.

### Corporate Vision

The Most Preferred Global Supply Chain Solutions Provider

### Guiding Principles

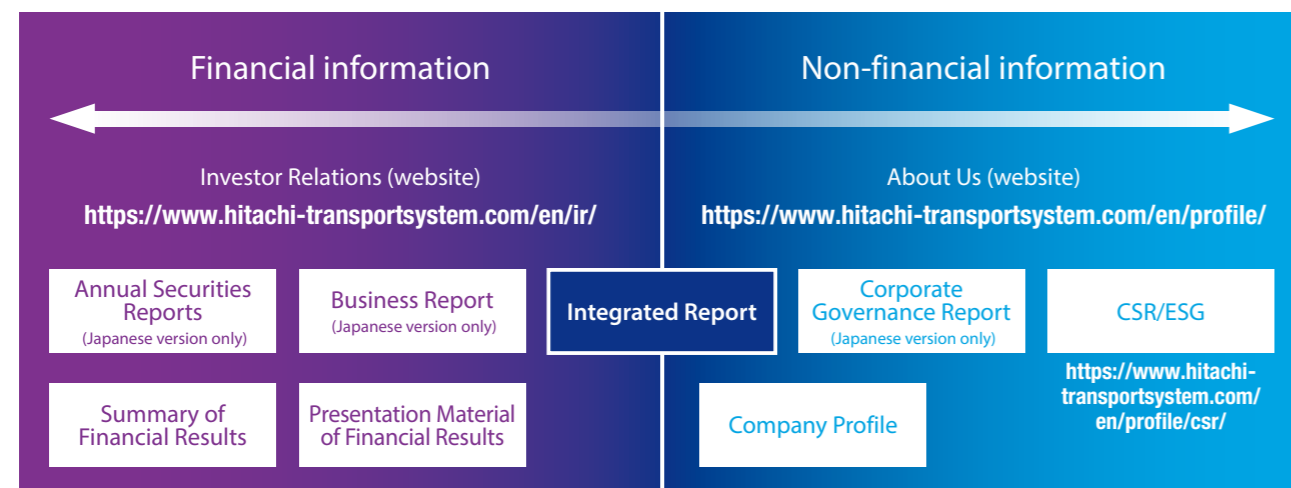
- Compliance** We value "Basics and Ethics."
- Customer Focus** We deliver value to our customers.
- Innovation and Excellence** We strive for service excellence through collaborative innovation.
- Diversity and Inclusion** We leverage inclusive diversity for holistic growth.
- Sustainability** We think and act responsibly as a global citizen.

### Success Drivers

"Gemba" Power, multiplied by Visualization

- 3 Key Goal Indicators** Safety, Quality, and Productivity
- 3 Disciplines** Attention to Detail, Uncovering Problems, and Strong Sense of Speed
- 3 Attributes** Customer Centricity, Teamwork, and Can Do Spirit

## The HTS Group's tools for information disclosure



### Brand Promise

### Taking on the Future

In a world of constant change, we are committed to pioneering new trails, always looking ahead and energizing our society.

We build true trust with our customers, working tenaciously and charting a collaborative future. We create and deliver innovative solutions, embracing cutting-edge technologies. And we keep moving forward as one team, fostering mutual respect and releasing individual potential.

Going beyond the conventional domain of logistics, we will bring innovation to the future of business and people's lifestyles.