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Contents of Today's Briefing

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[Summary of Financial Results]
Overview, breakdown by group, breakdown of changes in revenues/operating income, overseas results by region, reasons for deviation from the plan, trend of orders/startups (Reference) Breakdown by business category

[Topics (Domestic/Overseas)]

II. FY2016 plan
[FY2016 plan]
Overview, by business

[Collaborative Innovation Project with SG Holdings] [Smart Logistics] [New Structural Reforms]
## 1H of FY2016 Results

(Unit: billion yen, rounded off to the nearest integer. < > parentheses are profit ratios (%))

<table>
<thead>
<tr>
<th></th>
<th>FY2015</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1H</td>
<td>1H</td>
</tr>
<tr>
<td>Revenues</td>
<td>340.6</td>
<td>324.7</td>
</tr>
<tr>
<td>Operating income</td>
<td>&lt;3.8&gt;</td>
<td>13.01</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT)</td>
<td>&lt;3.4&gt;</td>
<td>11.69</td>
</tr>
<tr>
<td>Net income attributable to stockholders of the parent company</td>
<td>&lt;1.7&gt;</td>
<td>5.85</td>
</tr>
</tbody>
</table>

* Operating income in this document represents “Adjusted operating income.”

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## 1H of FY2016 Results (Breakdown by Group)

(Unit: 100 million yen, rounded off to nearest integer. < >: composition ratio (%). ( ): year-on-year change)

<table>
<thead>
<tr>
<th></th>
<th>Revenues</th>
<th>Operating income</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1H</td>
<td>Y o Y</td>
</tr>
<tr>
<td><strong>Organic</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic logistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseas</td>
<td>&lt;61&gt;</td>
<td>1,695</td>
</tr>
<tr>
<td>Forwarding and others</td>
<td>&lt;8&gt;</td>
<td>236</td>
</tr>
<tr>
<td>Total</td>
<td>&lt;35&gt;</td>
<td>987</td>
</tr>
<tr>
<td>Others (logistics-related businesses, etc.)</td>
<td>&lt;4&gt;</td>
<td>108</td>
</tr>
<tr>
<td>Total</td>
<td>&lt;100&gt;</td>
<td>2,789</td>
</tr>
<tr>
<td><strong>Vantec Group</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic logistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseas</td>
<td>&lt;31&gt;</td>
<td>157</td>
</tr>
<tr>
<td>Forwarding and others</td>
<td>&lt;0&gt;</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>&lt;31&gt;</td>
<td>158</td>
</tr>
<tr>
<td>Total</td>
<td>&lt;100&gt;</td>
<td>506</td>
</tr>
</tbody>
</table>

### Consolidated Adjustment/Amortization of customer-related intangible assets of VANTEC Group, etc.

|                      |          |                  |          |                  |
| Consolidated         |          |                  |          |                  |
| Adjustment/Amortization | -      | -49             | (+41)    | -5.2             | (+4.1)   |

|                      |          |                  |          |                  |
| **Total**            |          |                  |          |                  |
| Domestic logistics   |          |                  |          |                  |
| Overseas             | <27>     | 888              | 85%      | 26.8             | 104%     |
| Forwarding and others| <7>      | 224              | 87%      | 2.4              | 392%     |
| Total                | <34>     | 1,112            | 85%      | 29.3             | 111%     |
| Others (logistics-related businesses, etc.) | <3> | 105 | 97% | 9.2 | 78% |
| Total                | <100>    | 3,247            | 95%      | 145.0            | 111%     |
1H of FY2016 Results (Breakdown of Changes in Revenues)

Environmental/volume changes

- Backlash drop from a temporary volume increase: -3.2 billion
- Domestic/Other: -6.6 billion
- Forwarding/Overseas: -8.1 billion

Effect of exchange rates

- USD: ¥ 122 → ¥ 105
- EUR: ¥ 135 → ¥ 118
- CNY: ¥ 19.4 → ¥ 15.9

New orders

- Domestic: +8.3 billion
- Global: +4.2 billion
- Forwarding/Overseas: +5.0 billion

Changes in existing projects

- Domestic: -0.7
- Global: -2.5
- Other: -0.3

New orders (old definition)

- Domestic: +8.3 billion
- Global: +4.2 billion
- Forwarding/Overseas: +5.0 billion

1H of FY2015 average → 1H of FY2016 average

- USD: ¥ 122 → ¥ 105
- EUR: ¥ 135 → ¥ 118
- CNY: ¥ 19.4 → ¥ 15.9
1H of FY2016 Results (Breakdown of Changes in Operating Income)

Operating income

1H of FY2015 (Result)
13.01

1H of FY2016 (Result)
14.90

Effect of exchange rates
New orders
-0.75 +1.29 +0.95

Operating income
14.50

EBIT

16.0

Environmental/volume changes
+1.29

Effect of exchange rates
-0.75

New orders
+0.95

-0.75 billion

+1.49 billion

Operating income

+0.39 billion

EBIT

16.0

+1.29 billion

New orders

+0.95 billion

Effect of exchange rates

-0.75 billion

Environmental/volume changes

+1.29 billion

1H of FY2015 (Result)

13.01

1H of FY2016 (Result)

14.90

13.01

14.90

-0.64 billion

-0.36 billion

+0.68 billion

+0.27 billion

-0.64 billion

-0.36 billion

Response to issues:
+0.89 billion
(Full contribution from improved productivity/profitability, collection of appropriate fee)

Structural reforms:
+0.64 billion

Fuel cost decrease:
+0.19 billion

Old definition (treated as new orders):
+0.57 billion

Backlash drop from a temporary volume increase:
-0.64 billion

Environmental/volume changes:
-0.36 billion

Other expenses:
-1.74 billion

Other income/financial income:
+0.95 billion

Domestic:
+0.68 billion

Global:
+0.27 billion

Share of profits of investments accounted for using the equity method:
+2.14 billion

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1H of FY2016 Results (Overseas Results by Region)

**Revenues**
- North America: 18.6 (105.0) - 16.2
- Europe: 31.5 (-11.2)
- Asia: 22.6 (-2.5)
- China: 35.6 (-4.9)

**Operating income**
- North America: 21.3 (104.3) +2.6
- Europe: 33.5 (+2.1)
- Asia: 20.8 (-1.8)
- China: 28.9 (-6.7)

**Consolidated adjustment, etc.**
- North America: -4.8
- Europe: -2.0 (+2.8)
- Asia: -1.5 (-0.1)
- China: -11.2

**Effect of exchange rates**
- Excluding effect of exchange rates (-15.5 billion)

* Including amortization of customer-related intangible assets of VANTEC

(): year-on-year change
1H of FY2016 Results (Reasons for Deviation from the Plan)

### Revenues

<table>
<thead>
<tr>
<th>Plan (initial)</th>
<th>Plan (revised in 1Q)</th>
<th>(Result)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global</strong> 125.5</td>
<td><strong>Global</strong> 118.5</td>
<td><strong>Global</strong> 111.3</td>
</tr>
<tr>
<td>Domestic and other 211.5</td>
<td>Domestic and other 211.5</td>
<td>Domestic and other 213.4</td>
</tr>
</tbody>
</table>

-12.3 billion yen (-5.3 billion yen) over initial plan

- Global -14.2 billion yen (-7.2 billion yen)
  - Effect of exchange rates -5.9, overseas business (China, etc.) -5.7
  - Volume decrease of forwarding from/to Japan -2.6
- Domestic and other +1.9 billion yen (+1.9 billion yen)
  - New projects/Volume increase, etc. +1.9

### Operating income

<table>
<thead>
<tr>
<th>Plan (initial)</th>
<th>Plan (revised in 1Q)</th>
<th>(Result)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global</strong> 2.3</td>
<td><strong>Global</strong> 2.3</td>
<td><strong>Global</strong> 2.9</td>
</tr>
<tr>
<td>Domestic and other 10.0</td>
<td>Domestic and other 10.7</td>
<td>Domestic and other 11.6</td>
</tr>
</tbody>
</table>

+2.2 billion yen (+1.5 billion yen) over initial plan

- Global +0.6 billion yen (+0.6 billion yen)
  - Improve profitability of overseas 3PL business +0.55
  - Improve profitability of forwarding from/to Japan +0.05
- Domestic and other +1.6 billion yen (+0.9 billion yen)
  - Improve operating efficiency and productivity/profitability +1.7
  - Other -0.1
### 1H of FY2016 Results (Trend of Orders/Startups)

#### 1H of FY2016: Trend of orders/startups

<table>
<thead>
<tr>
<th></th>
<th>FY2015</th>
<th>FY2016</th>
<th>Y o Y</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1H</td>
<td>1H</td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>9</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>Global</td>
<td>7</td>
<td>2</td>
<td>-5</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>13</td>
<td>-3</td>
</tr>
<tr>
<td>Domestic</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Global</td>
<td>7</td>
<td>2</td>
<td>-5</td>
</tr>
<tr>
<td>Total</td>
<td>11</td>
<td>6</td>
<td>-5</td>
</tr>
</tbody>
</table>

**Unit: projects**

(Reference) **Total amount of orders received**

<Including new projects (both new and old definition), one-time project (Heavy Machinery and Plant Logistics, etc.) and small scale projects>

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**Total amount of orders is approx. 80% of 1H of FY2015**

- As multiple renewals of existing major customers (maintenance projects) during the same period resulted in diversified sales resource
- Decrease in overseas/forwarding orders

**Steady increase of orders in regions due to enhanced region-based sales efforts**

[Orders under ¥10 million (results of 1H/FY2016)]

Total 835 (recurring: 82 / one-time: 753)

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### Comparison

- **100** (1H of FY2015)
- **79** (1H of FY2016)

**Reference**

- Maintenance projects
  - *Not included in the total amount of orders received*
## Results by Business Category (estimated)

#### (Billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>1H of FY2016</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Revenues</td>
<td>Operating income</td>
<td>Operating margin</td>
</tr>
<tr>
<td>Domestic</td>
<td>171.0</td>
<td>8.89</td>
<td>5.2%</td>
</tr>
<tr>
<td>Global</td>
<td>55.1</td>
<td>2.69</td>
<td>4.9%</td>
</tr>
<tr>
<td><strong>3PL</strong></td>
<td><strong>226.1</strong></td>
<td><strong>11.59</strong></td>
<td><strong>5.1%</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>324.7</strong></td>
<td><strong>14.5</strong></td>
<td><strong>4.5%</strong></td>
</tr>
</tbody>
</table>

- **Automobile**
  - Domestic: 31.6, Operating income: 0.89, Operating margin: 2.8% (4.2%)
  - Global: 9.4, Operating income: 0.31, Operating margin: 3.3% (3.8%)
  - Total: 41.0, Operating income: 1.19, Operating margin: 2.9% (4.1%)

- **Other services**
  - Operating income: 1.06, Operating margin: 9.6% (9.6%)

Note: ( ) excludes amortization of customer-related intangible assets.
FY2016 Topics

Cikarang DC
- West Java, Indonesia
- Operations started Apr. 2016
- Daily commodities related

Mito Platform Center
- Hitachinaka City, Ibaraki Prefecture
- Operations started May 2016
- Electrical machinery and equipment, etc.

Chiba-chuo DC
- Chiba City, Chiba Prefecture
- Food service related

Canton ILC
- Mississippi, the U.S.
- Automobile related
- *Integrated Logistics Center

Apr
- Strategic Capital and Business Alliance with SG Holdings and SAGAWA EXPRESS
  - May 2016
  - SAGAWA EXPRESS became our equity-method affiliate
  - HTS became an equity-method affiliate of Hitachi and SG Holdings

May
- Opened a Location for Research and Development (R&D Center)
  - July 2016
  - Tokyo
  - Dedicated R&D facility

Jun
- Appeared on a TV show "KENJA no SENTAKU — Leaders"
  - September 2016
  - President Nakatani appeared
  - Related article on Nikkei Business (September 5th edition)

Jul
- The 3rd, 4th and 5th issue of unsecured bonds
  - September 2016
  - Total issue amount ¥30 billion (the first unsecured bonds in 19 years)

Aug
- National Truck Driver Contest
  - October 2016
  - 4-ton category: dominated top 4 prizes
  - (Won the Prime Minister’s Prize)
  - Trailer category: 2nd prize

Sep
- National Forklift Driving Contest
  - September 2016
  - General category: 3rd prize

Oct -
- Renewal of the corporate website
  - June 2016 (Japanese and English)
- * Using a part of the floor inside an existing distribution center

* FY2016 Topics:
**FY2016 Plans**

Revenues: 680 billion yen  Operating Income: 28.5 billion yen

Revised on October 27, 2016

<table>
<thead>
<tr>
<th>Plan</th>
<th>Revenues</th>
<th>Operating Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2015 (Result)</td>
<td>680.4 (Billions of yen)</td>
<td>28.3 (Billions of yen)</td>
</tr>
<tr>
<td>FY2015 (Plan (revised in 1Q))</td>
<td>685.0 (Plan (revised in 2Q))</td>
<td>28.0 (Result)</td>
</tr>
<tr>
<td>FY2016 (Plan (revised in 1Q))</td>
<td>680.0 (Result)</td>
<td>28.5</td>
</tr>
<tr>
<td>FY2016 (Plan (revised in 2Q))</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Revenues**
Revised to reflect the 1H of 2016 results and uncertain external environment such as exchange rates, despite the contribution from new projects (full contribution from project startups/increase) and the effects of the Collaboration <FY2016: ¥685 billion → ¥680 billion (-¥5 billion>.

**Operating income**
Revised to incorporate the costs and risks of “Accelerating new technology development” and “New structural reforms” in addition to the full-year contribution of productivity improvements <FY2016: ¥28 billion → ¥28.5 billion (+¥0.5 billion>).
### FY2016 Plans (by Business)

#### Revenues / Profit plan

**Domestic**

<table>
<thead>
<tr>
<th></th>
<th>FY2015 (Result)</th>
<th>1H of FY2016 (Result)</th>
<th>FY2016 (Plan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>427.2</td>
<td>213.4</td>
<td>430.0</td>
</tr>
<tr>
<td>Revenues</td>
<td>(22.7)</td>
<td>(11.6)</td>
<td>(22.3)</td>
</tr>
</tbody>
</table>

- **Ibaraki Prefecture**
  - **Operations to be started January 2017**

- **Okayama City, Okayama Prefecture**
  - **Full operation started September 2016**

**Overseas**

<table>
<thead>
<tr>
<th></th>
<th>FY2015 (Result)</th>
<th>1H of FY2016 (Result)</th>
<th>FY2016 (Plan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>201.1</td>
<td>88.8</td>
<td>199.0</td>
</tr>
<tr>
<td>Revenues</td>
<td>(5.2)</td>
<td>(2.7)</td>
<td>(5.6)</td>
</tr>
</tbody>
</table>

- **Automobile related**
  - **Operations started July 2016**

- **Apparel related**
  - **Operations to be started January 2017**

**Forwarding**

<table>
<thead>
<tr>
<th></th>
<th>FY2015 (Result)</th>
<th>1H of FY2016 (Result)</th>
<th>FY2016 (Plan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>108.6</td>
<td>46.6</td>
<td>106.2</td>
</tr>
<tr>
<td>Revenues</td>
<td>(1.1)</td>
<td>(0.7)</td>
<td>(1.3)</td>
</tr>
</tbody>
</table>

**Freight volume**

- **Air**
  - FY2015 (Result): 230,000
  - 1H of FY2016 (Result): 130,000
  - FY2016 (Plan): 260,000

- **Sea**
  - FY2015 (Result): 430,000
  - 1H of FY2016 (Result): 260,000
  - FY2016 (Plan): 440,000

Figures above represent results by business category.

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Collaborative Innovation Project with SG Holdings

1. Activity status in each item

<table>
<thead>
<tr>
<th>Item</th>
<th>Major issues</th>
<th>Activity status</th>
</tr>
</thead>
<tbody>
<tr>
<td>3PL &amp; Delivery</td>
<td>• Promote cross-selling</td>
<td>• Start proposals of 3PL/Heavy machinery and plant logistics to target customers</td>
</tr>
<tr>
<td>Mutual use of infrastructure</td>
<td>• Mutual use of vehicles</td>
<td>• Consider based on specific project (location)</td>
</tr>
<tr>
<td>Next-generation centers</td>
<td>• Define the target and requirements as a model center</td>
<td>• Select target areas (in Kanto region)</td>
</tr>
<tr>
<td>New technology</td>
<td>• Implement wearable equipment</td>
<td>• Verify the locations and technology for implementation</td>
</tr>
<tr>
<td>Forwarding</td>
<td>• Optimal use of domestic and overseas agencies</td>
<td>• Verify optimal global networks</td>
</tr>
<tr>
<td>Global business</td>
<td>• Cross-selling, CBT</td>
<td>• Start new services in Asia and China</td>
</tr>
<tr>
<td>Logistics-related/other businesses</td>
<td>• Real estate</td>
<td>• Vehicles leasing, workers dispatching, travel business, etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Major issues</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Define the target and requirements as a model center</td>
<td>• Mutual use of centers</td>
<td>• Select target areas (in Kanto region)</td>
</tr>
<tr>
<td>Optimal use of domestic and overseas agencies</td>
<td>• Utilize big data</td>
<td>• Verify the locations and technology for implementation</td>
</tr>
<tr>
<td>Cross-selling, CBT</td>
<td>• Enhance delivery</td>
<td>• Start new services in Asia and China</td>
</tr>
<tr>
<td>Real estate</td>
<td>• Automobiles, etc.</td>
<td>• Vehicles leasing, workers dispatching, travel business, etc.</td>
</tr>
</tbody>
</table>

2. Priority initiatives in 2H of FY2016

**Domestic**

[Short-term] * Develop new business ([1])
  * Mutual use of facilities ([2]) [see page 16]

[Mid-term] * Utilize smart delivery for manufacturing industry ([2])

**Global**

[Short-term] * New service for apparel industry ([6]) [see page 15]
  * Mutual use of forwarding agencies’ network ([5])

[Mid-term] * Expand cross-border business ([6]) [see page 14]
  * Develop automobile aftermarket parts business ([6])

To create synergies worth ¥50 billion in 2018 Mid-term Management Plan

Select cross-selling (¥20 billion scale)
(Working toward revenues contribution during the period of Mid-term Management Plan)
Launched cross-border trucking transport service in Southeast Asia — More economical than air transportation and faster than sea transportation —

- More economical than air transportation, and faster than sea transportation
- High-quality transport services unique to Japanese companies
- With the use of original containers, no need for transfer

[Next phase] Develop new routes between Bangkok and Ho Chi Minh, etc.

* For the details of the service, please refer to News Release dated October 18, 2016 on our website.
Launched China–Japan integrated shipping service ‘Smart Import’ for apparel — Handling quality needle detection, product inspection and assortment before shipment —

- Direct delivery after arriving in Japan ⇒Reduce the lead time to delivery
- By using overseas inspection centers, reduce the labor that goes into the processing of rejected items ⇒Optimize logistics cost

[Next phase] Consider development of service in Myanmar, Vietnam, etc.

* For the details of the service, please refer to News Release dated October 27, 2016 on our website.
Collaborative Innovation Project with SG Holdings

(Initiatives)

Mutual use of logistics facilities
— Opening a satellite location of SG Holdings Group within our center in Chiba Prefecture —

[HTS Group]
● Extend pick-up deadline
● Effective usage of facilities
● Reduce the impact of volume changes

[SG Holdings Group]
● Increase shipping locations to reduce the volume handled at sales office
Opened R&D Center

- **Outline of R&D Center【Distribution Center in Tokyo】**
  - Opened an R&D center in logistics center (on July 15, 2016)
  - A space where we verify various equipment and development tools that realize labor saving in existing warehouses and next generation center concept

- **Functions of R&D center**
  - **Reduce start-up risks** by verifying various operations in advance under a similar environment to real operation
  - **Develop new technologies and verify practical use** to realize next generation center
  - **Accelerate on-site operation** through firsthand experience of various material handling and Smart Logistics tools

**Logistics center in Tokyo (using one floor)**
## Technology verification in R&D Center

Technology verification to achieve labor saving of existing warehouses and next generation center concept

<table>
<thead>
<tr>
<th>Technologies</th>
<th>Details of verification</th>
<th>Technologies</th>
<th>Details of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automated conveyance</td>
<td><img src="image1.png" alt="Forklift-type" /></td>
<td>Racrew®</td>
<td><img src="image2.png" alt="Racrew®" /></td>
</tr>
<tr>
<td></td>
<td>• Verify effectiveness of automated guided vehicles</td>
<td>Picking robot</td>
<td><img src="image3.png" alt="Picking robot" /></td>
</tr>
<tr>
<td>Depalletizers RFID</td>
<td><img src="image4.png" alt="Depalletizers" /></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Verify effectiveness of labor saving equipment and tools to improve operational quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depalletizers</td>
<td><img src="image5.png" alt="RFID" /></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Verify effectiveness of labor saving equipment and tools to improve operational quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RFID</td>
<td><img src="image6.png" alt="Automatic inspection (Image inspection)" /></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Verifications to realize bulk inspection on multiple labels covering offices that handle foodstuffs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Verify safety, productivity, and operability functions under actual warehouse environment toward on-site implementation
Robot

- Aim to expand automatable field: “Automation in picking station”

Racrew® & Picking robot system

- Convey storage shelf
- Recognize products
- Generate a motion
- Picking

- Automate piece picking operations by cooperative control of dual-arm manipulator and automated guided vehicle “Racrew®”
- Automate piece picking operations for multi-item products with product recognition technology and motion generating technology

Implement and verify arm robot control and product recognition technology
Verify pallet conveyance and cargo handling by automated forklift in the warehouse

**Verification examples**

- **Vertilator**
  - Flat stacking, pallet rack

- **Pallet rack**
  - Pallet rack

- **Automated operation for 24 hours**

- **Cargo handling at a high mast range (3.0m to 5.5m)**
Cooperating with Konica Minolta, Inc. in verification of sorting support system using a spectacle-type wearable device toward realization of high-speed, low-cost total picking and assorting support system

**<Purpose>** Realize high-speed, low-cost total picking and assorting support system

- **Handy terminal**
- **Low-cost, low-speed**
- **Glove-type scanner**
- **Spectacle-type wearable device (WCc®)**
- **High-cost, high-speed**
- **Digital assort system**

**<Technical points>**

1. Realize **hands-free** operations with a glove-type scanner and a spectacle-type wearable device
2. Accelerate the move with **simple navigation function** indicating the next sorting frontage
3. User interface enabling both **high visibility and less eyestrain** on limited display
4. Capable of both simple **single sorting** and multi sorting with high operational efficiency

Realize hands-free operation
Cooperating with material handling equipment manufacturers in verification process toward automated loading operation of cases onto roll box pallets and slim carts under case sorter chute

Features of the system

- Easy-to-implement robot system without image recognition -
  • Simple low-end type
    Easy-to-implement mixed palletizing robot without complicated image recognition system
  • Logical loading
    Calculate effective loading sequence and layout
New Structural Reforms (R200PJ)

Promote a new structural reform to ensure achievement of Mid-term Management Plan (VC2018) — Rise-up 200 Project —

1Q: Top-down target
- Cooperate transformation
- Identify issues
- Create improvement opportunities

2Q: Bottom-up plan (BUP)
- Create ideas:
  - Zero-base
  - Multiple angles
  - Multilateral viewpoints

⇒ Implement reforms ⇒
- Visualize measures
- Follow up progress
- Share knowledge

“Ensure achievement of Mid-term Management Plan” and “Create an organization capable of self-sustainable growth”

Ensure achievement

2016 Plan
- Consolidation, concentration
- Streamlining and simplification
- Process improvement and reduction
- Performance management
- Visualization, standardization
- Optimization

BUP Effects

2018 Plan

Respond to the unexpected

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