The 2nd Quarter of FY2021 (Ended September 30, 2021) Financial Results Briefing

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LOGISTEED 2021
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  Topics (Domestic and global business, ESG, etc.)

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  Financial status, Cash flow, Key financial indicators/operation cost, etc.)
I. 1H of FY2021
Financial Results
## 1H of FY2021 Results

(Unit: 100 million yen, rounded off to the nearest integer. < >: profit ratios (%))

<table>
<thead>
<tr>
<th></th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2021</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1H</td>
<td>1H</td>
<td>Y o Y</td>
<td>Y o Y</td>
</tr>
<tr>
<td></td>
<td>Results</td>
<td>Results</td>
<td>%</td>
<td>change</td>
</tr>
<tr>
<td>Revenues</td>
<td>3,064</td>
<td>3,601</td>
<td>117%</td>
<td>+536</td>
</tr>
<tr>
<td>Operating income*</td>
<td>&lt;5.0&gt;</td>
<td>154.0</td>
<td>&lt;5.3&gt;</td>
<td>189.1</td>
</tr>
<tr>
<td>EBIT</td>
<td>&lt;7.8&gt;</td>
<td>238.4</td>
<td>&lt;4.9&gt;</td>
<td>174.6</td>
</tr>
<tr>
<td>(Earnings before interest and taxes)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income attributable to stockholders of the parent company</td>
<td>&lt;4.3&gt;</td>
<td>131.7</td>
<td>&lt;2.5&gt;</td>
<td>90.8</td>
</tr>
</tbody>
</table>

*Operating income in this document represents “Adjusted operating income.”
### 1H of FY2021 Results (Breakdown by Group)

(Revenues: 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>&lt;57&gt; 1,824</td>
<td>100%</td>
</tr>
<tr>
<td>Overseas</td>
<td>&lt;34&gt; 1,076</td>
<td>151%</td>
</tr>
<tr>
<td>Allocated to domestic companies (forwarding and others)</td>
<td>&lt;7&gt; 216</td>
<td>165%</td>
</tr>
<tr>
<td>Total</td>
<td>&lt;41&gt; 1,291</td>
<td>153%</td>
</tr>
<tr>
<td>Others (logistics-related businesses, etc.)</td>
<td>&lt;2&gt; 73</td>
<td>92%</td>
</tr>
<tr>
<td>Total</td>
<td>&lt;100&gt; 3,188</td>
<td>116%</td>
</tr>
<tr>
<td><strong>VTC Group</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic logistics</td>
<td>&lt;63&gt; 280</td>
<td>116%</td>
</tr>
<tr>
<td>Overseas</td>
<td>&lt;37&gt; 164</td>
<td>130%</td>
</tr>
<tr>
<td>Total</td>
<td>&lt;100&gt; 444</td>
<td>121%</td>
</tr>
<tr>
<td>Consolidated adjustment/Amortization of customer-related intangible assets of VANTEC Group, etc.</td>
<td>-</td>
<td>-31</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic logistics</td>
<td>&lt;58&gt; 2,089</td>
<td>102%</td>
</tr>
<tr>
<td>Overseas</td>
<td>&lt;34&gt; 1,236</td>
<td>150%</td>
</tr>
<tr>
<td>Allocated to domestic companies (forwarding and others)</td>
<td>&lt;6&gt; 209</td>
<td>176%</td>
</tr>
<tr>
<td>Total</td>
<td>40% 1,445</td>
<td>+9% 154%</td>
</tr>
<tr>
<td>Others (logistics-related businesses, etc.)</td>
<td>&lt;2&gt; 66</td>
<td>89%</td>
</tr>
<tr>
<td>Total</td>
<td>&lt;100&gt; 3,601</td>
<td>117%</td>
</tr>
</tbody>
</table>

Indicates a ratio of Global logistics.
**1H of FY2021 Results** (Detail of variations for Revenues)

**1H of FY2020 (Results)**

<table>
<thead>
<tr>
<th></th>
<th>Expansion of existing operations</th>
<th>Effect of exchange fluctuation</th>
<th>Subtotal</th>
<th>Effect of exchange fluctuation</th>
<th>Implementation of portfolio strategy</th>
<th>New orders</th>
<th>New collaborative innovation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td>41</td>
<td>-39</td>
<td>2</td>
<td>-5</td>
<td>-24</td>
<td>28</td>
<td>14</td>
<td>40</td>
</tr>
<tr>
<td>Global</td>
<td>6</td>
<td>393</td>
<td>399</td>
<td>78</td>
<td>45</td>
<td>6</td>
<td>504</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>-9</td>
<td>-9</td>
<td>-9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-8</td>
</tr>
<tr>
<td>Total</td>
<td>46</td>
<td>346</td>
<td>392</td>
<td>78</td>
<td>-28</td>
<td>74</td>
<td>21</td>
<td>536</td>
</tr>
</tbody>
</table>

**1H of FY2021 (Results)**

- **New orders**: +74
- **Environment/volume changes, etc.**: +392
- **New collaborative innovation**: +95
- **Overall change**: +3,601

**Effect of exchange fluctuation**
- USD: ¥ 107 → ¥ 110
- EUR: ¥ 121 → ¥ 131
- CNY: ¥ 15.3 → ¥ 17.0

**Implementation of portfolio strategy**

- New orders: +74
- Environmental/volume changes, etc.: +392
- Increase in customer logistics, others: +346 (includes COVID-19 impacts)

**Key Figures**
- **1H of FY2020**: 3,064 (100 million yen)
- **1H of FY2021**: 3,601 (100 million yen)
- **Total change**: +536
1H of FY2021 Results (Detail of variations for Operating Income)

1H of FY2021 Operating income (results)

(100 million yen)

- Expansion of existing operations: +4.0
- Increase in customer logistics, others: +27.5 (includes COVID-19 impacts)
- Cost increase due to logistics recovery: -6.9
- Impact of "equal pay for equal work": -5.7
- Others: -8.4

- Domestic: +4.4
- Global: +1.8

Strategic investments:
- Expansion of existing operations: +4.0
- Increase in customer logistics, others: +27.5 (includes COVID-19 impacts)
- Cost increase due to logistics recovery: -6.9
- Impact of "equal pay for equal work": -5.7
- Others: -8.4

New collaborative innovation

Productivity improvement

+13.7 189.1

1H of FY2021 cumulative results: 16.1 (Y o Y: +4.4)

Strategic investments:
1H of FY2020 (Results)

1H of FY2021 (Results)
1H of FY2021 Results (Deviation from the Plan)

[Revenues] Plan: 3,411 → Result: 3,601 (+190)
(100 million yen)

[Operating income] Plan: 178.0 → Result: 189.1 (+11.1)

Exceeded the plan due to volume increase in Global business (Freight forwarding, etc.)

Deviation in Operating income and net income
(100 million yen)

1H of FY2020 (Results)

154.0

Operating Income

131.7

Net Income

1H of FY2021 (Plan)

178.0

1H of FY2021 (Results)

189.1

+11.1

Organic: +11.8

VANTEC: - 0.3

Volume increase (Global business (Freight forwarding, etc.))

Continued effect of cost control, etc.

+24.0

Organic: +11.3

VANTEC: +13.1

Operating income: +24.0

Other income and expenses: - 69.4

Financial income and expenses: +5.0

Share of profits of investments accounted for using the equity method: - 28.1

+1.8

Operating income: +11.1

Other income and expenses: - 1.2

Financial income and expenses: - 6.0

Net income attributable to stockholders of the parent company

FY2021 Full-year Forecasts (Revenues)

1H (Results): Exceeded the plan due to volume increase in Global business (Freight forwarding, etc.) (+190 above plan) (100 million yen)

Full-year (Forecast): No change in full-year plan considering various business risks (semiconductor shortage, far-reaching impacts of COVID-19)

Revenues

(100 million yen)

6,524 +376 6,900 +190 7,090 ✔ Incorporating additional risks: -190 7,090 6,900

- 1H (Results): Exceeded the plan due to volume increase in Global business (Freight forwarding, etc.) (+190 above plan)
- Full-year (Forecast): No change in full-year plan considering various business risks (semiconductor shortage, far-reaching impacts of COVID-19)

【Full-year plan】

- Environmental/volume changes, etc. (include COVID-19 impacts) (+314)
- Effect of exchange fluctuation: -13
- Portfolio strategy: -40
- New orders/New collaborative innovation: +215
- Incorporated risk: -100

Semiconductor shortage/Far-reaching impacts of COVID-19
FY2021 Full-year Forecasts (Operating income/Net income)

• 1H (Result): Exceeded the plan due to volume increase in Global business (Freight forwarding, etc.) (+11.1 above plan) (100 million yen)
• Full-year (Forecast): No change in full-year plan considering various business risks (semiconductor shortage, far-reaching impacts of COVID-19)

Operating income/Net income

(100 million yen)

- 367
• 386
• 375

【 Full-year plan 】
- Environmental/volume changes, etc. (include cost increase/impact of “equal pay for equal work”): -25
- Effect of exchange fluctuation/portfolio strategy: -1.7
- Strategic investments: -7
- New orders/New collaborative innovation: +25
- Productivity improvement: +28
- Incorporated risk: -10

FY2020 (Results)

- 229
• 205
• 207

Deviation from the plan (1H) (Volume increase in Global business): +11.1

FY2021 (Plan)

- 375
• 386
• 207

Incorporating additional risks -11

FY2021 (Forecasts)

- 205

Deviation from the plan (Exceeded the plan in operating income): +1.8

Semiconductor shortage/Far-reaching impacts of COVID-19

*Net income attributable to stockholders of the parent company

# 1H of FY2021 Results

(Overseas results by region)

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

<table>
<thead>
<tr>
<th>Region</th>
<th>Revenues FY2020 1H</th>
<th>Revenues FY2021 1H</th>
<th>Y o Y (%)</th>
<th>Operating income FY2020 1H</th>
<th>Operating income FY2021 1H</th>
<th>Y o Y (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>177</td>
<td>273</td>
<td>154%</td>
<td>3.6</td>
<td>9.1</td>
<td>256%</td>
</tr>
<tr>
<td>Europe*</td>
<td>282</td>
<td>400</td>
<td>142%</td>
<td>18.1</td>
<td>21.2</td>
<td>117%</td>
</tr>
<tr>
<td>Asia (excluding China)</td>
<td>164</td>
<td>250</td>
<td>152%</td>
<td>6.4</td>
<td>14.3</td>
<td>223%</td>
</tr>
<tr>
<td>China</td>
<td>191</td>
<td>289</td>
<td>151%</td>
<td>10.9</td>
<td>12.0</td>
<td>110%</td>
</tr>
<tr>
<td>Others</td>
<td>24</td>
<td>29</td>
<td>122%</td>
<td>2.4</td>
<td>2.5</td>
<td>107%</td>
</tr>
<tr>
<td>Elimination of intra-company transactions, etc.</td>
<td>-15</td>
<td>-4</td>
<td>(+12) 100 Million yen</td>
<td>-2.9</td>
<td>-6.0</td>
<td>(-3.1) 100 Million yen</td>
</tr>
<tr>
<td>Total</td>
<td>822</td>
<td>1,236</td>
<td>150%</td>
<td>&lt;4.7%&gt;</td>
<td>&lt;4.3%&gt;</td>
<td>138%</td>
</tr>
</tbody>
</table>

* Turkey is treated as an European country.
Ⅱ．Progress of the Mid-term Management Plan: LOGISTEED 2021
Mid-term Management Plan (Progress)

Toward “LOGISTEED 2021” goals and the next Mid-term Management Plan
Create/expand ecosystem across regions and businesses

Our strength
<Ability to accomplish operation>
<Logistics engineering capability>
<Global network>

[Collaborative innovation strategy]
[Strategic investments]

Goal of “LOGISTEED 2021”
Stable orders/Accumulate new projects/
Flexible cash generation
“Secure stable profits” “Lay groundwork for future competitive advantage”

Next Mid-term Management Plan: Increase topline for the next growth

Rapid paradigm shift in social/customer needs to prepare for the New Normal and decarbonization
- Logistics and ancillary services alone cannot meet requests from customers and society
- Need to create new added value in addition to simply accommodating customers’ requests
- Customers and society expect our contribution to supply chains and elsewhere (horizontal/vertical)

Accumulate end-to-end capabilities to grapple with logistics paradigm shift

Domains to be enhanced for topline growth
- Enhance industry vertical (upper stream) (Contribute with logistics insights in each industry and subindustry)
- Establish HTS brand in DX field (CPS) (WMS/RCS platform/SSCV/SCDOS, etc.)
- Logistics/Commerce/Information + One (Financial solution) (Facilities/Machinery and equipment/Vehicles/IT, etc.)
- Developing the business in North America, India and Turkey as Growth Vehicles (Potential for market expansion and capability)
- Structural and cultural reform (Shake off traditional inertial force)
Mid-term Management Plan (Progress)

Toward “LOGISTEED 2021” goals and the next Mid-term Management Plan

Create/expand ecosystem across regions and businesses

Our strength
<Ability to accomplish operation>
<Logistics engineering capability>
<Global network>

[Collaborative innovation strategy]
[Strategic investments]

Goal of “LOGISTEED 2021”
Stable orders/Accumulate new projects/
Flexible cash generation
“Secure stable profits” “Lay groundwork
for future competitive advantage”

Next Mid-term Management Plan: Increase topline for the next growth

(1) Strategic investments
- DX: WMS/RCS platform/SSCV/SCDOS, etc.
- Overseas business: [North America] Truck business + 3PL business (for manufactures)
  [India] 3PL business
- Environmental investments: [Europe] Intermodal/EV/Zero-emission center

(2) M&A strategy
- Enhance region-contained business: North America/Europe/Asia
- Enhance domestic transport business: Increase transport resource by n times
- Enhance freight forwarding business

(3) Collaborative innovation strategy to realize the above:
PE funds/Business companies (Industry peers/DX)

To become a leading 3PL company in Asia
- Establish a strong position in Japan
- Establish and enhance a solid management base
- Evolve into a regional leader in Asia
Opened Hazardous Substances Warehouse in Kita-Kashiwa (July 2021)

[warehouse overview]
Location: Kashiwa City, Chiba
Building spec: Steel construction (low-floor flat building)
Total floor space: Approx. 1,000㎡
Stored products: Category 4 hazardous substances

- To respond to increasing needs for warehouses for hazardous substances (Alcohol sanitizer, etc.)
- Expand services by combining functions with regular warehouses
- Share facilities among multiple customers

<The Group’s hazardous substances warehouses>
- No. of locations: Approx. 40 nationwide
- Stored products: Category 4, 2, and 5 hazardous substances and poisonous and deleterious substances, etc.

Increase the number of hazardous substances warehouses to meet various customer needs (Plan: In 2H of FY2021 in western Japan, etc.)
**Topics: Domestic Business**

### Joint verification experiment by 5 companies to improve supply chain efficiency (September 2021)

- **Overview:** Transferred the driving school business operated by our subsidiary* as part of portfolio strategy
- **Transferee:** Driving School NAKA Co., Ltd. (A group company of Omiya Driving School Co., Ltd.)
- **Transfer date:** October 1, 2021

*Hitachi Transport System East Japan Co., Ltd.

### Transfer of “Hitachi Drivers School” business (October 2021)

- **Overview:** Transferred the driving school business operated by our subsidiary* as part of portfolio strategy
- **Transferee:** Driving School NAKA Co., Ltd. (A group company of Omiya Driving School Co., Ltd.)
- **Transfer date:** October 1, 2021

*Hitachi Transport System East Japan Co., Ltd.

### Co-awarded at Japan Packaging Contest 2021 (August 2021)

**[Development of packaging materials for domestic transport of large equipment]**

**METI Minister’s Award (Japan Star Award)**

- **Before (without packaging):**
  - Extra space
  - Need to secure with lashing belts
  - Cushioning material
  - Plywood
  - Stretch films

- **After (with packaging for domestic transport):**
  - Extra space
  - Packaging for domestic transport (No need to secure individual equipment)

#### Points of verification experiment

- Automation of “Receiving” and “Shipping” using automated forklifts
- Data linkage between operators (Cargo owners/ Material handling manufacturers/Logistics, etc.)
- Reduction of truck waiting time between receiving/shipping owners

#### Improvement effect

- Man-hours: down 30%
- Loading ratio: up 70%
- CO₂ emissions: down 43%

**[Redesigned under-tray of washing machine: Curve shaped edges by circular cutting]**

**Technical Packaging Award (Packaging Technology Award)**

Initiatives in North America and Europe

[North America: Businesses related to customers’ factories ]

- Undertake upstream processes of automobile production
- Shared Milkrun (Reduce environmental load)
- Cross-docking base operation

<Other> Increase in 3PL orders from manufacturing customers in North America (south area) (from 2H of FY2021)

[Europe: Intermodal rail transport business]

- Expand business to Turkey-Eastern Europe area
- Purchase 90 railway wagons
- Environmentally-friendly business model (Reduce CO$_2$ emissions by 70%)
Topics: ESG Initiatives

Issued “Integrated Report 2021” (September 2021)

- Initiatives for “Mid-term Management Plan: LOGISTEED 2021”
- Enhanced disclosure on ESG management including our response to TCFD

Endorsement of TCFD Recommendations (September 2021)

- Promote management and financial disclosures taking into account the impact of climate change, based on TCFD recommendations

Message from the President

Integrated Report 2021 (online version) is available on our Website (Japanese version only)

Participation to “My Jinken Declaration (Declaration of Human Rights)” project (July 2021)

- Participate in “My Jinken Declaration” project advocated by the Ministry of Justice
- Promote further understanding of respect for human rights
The 53rd National Truck Driver Contest (October 2021)

Our Group’s drivers won the “Prime Minister’s Prize”
Also won in “4-ton” and “Trailer” categories

Mr. Shimamura won “Prime Minister’s Prize” and won in “4-ton category”
Mr. Seita won in “Trailer category”

The 36th National Forklift Driving Contest (October 2021)

Our Group’s forklift operators won both “General” and “Women’s” categories

Mr. Imamura won in “General category”
Ms. Taji won in “Women’s category”
### Application for selection of the “Prime Market” (August 2021)

- **July 30, 2021:**
  Received the second assessment result (Compliant with the continued listing criteria on the Prime Market)
- **August 19, 2021:**
  Resolved on application for selection of the “Prime Market”

Proceed with procedures to apply for selection of the new market in accordance with the schedule set by TSE

### Cancellation of treasury shares (September 2021)

[Outline of the cancellation of treasury shares]

- **Number of shares cancelled:** 20,699,214 shares
  (19.8% of the total number of issued shares before the cancellation)
- **Date of cancellation:** September 3, 2021
- **Purpose:** Improve capital efficiency and shareholder value

### Topics:

- **Selected the TSE Prime Market and Cancelled Treasury Shares**

  **Application for selection of the “Prime Market”**
  - July 30, 2021:
    Received the second assessment result (Compliant with the continued listing criteria on the Prime Market)
  - August 19, 2021:
    Resolved on application for selection of the “Prime Market”

  Proceed with procedures to apply for selection of the new market in accordance with the schedule set by TSE

  **Reference**
  Application deadline for selection: December 30, 2021
  Date of transfer to new market: April 4, 2022 (planned)

  **Reference**
  - Total number of issued shares after the cancellation: 84,101,714 shares
  - Number of treasury shares after the cancellation: 228,308 shares
  - HTS’s tradable share ratio: Approx. 46% (HTS’s estimate)
To become a leading 3PL company in Asia

- Establish a strong position in Japan
- Establish and enhance a solid management base
- Evolve into a regional leader in Asia

Realize next-generation logistics to support sustainable society

- New growth through DX
  “New supply chain that is strong and creates values”
- Transform site operation expertise into explicit knowledge using CPS*

*CPS (Cyber-Physical System)
Supplementary Material

<Financial position, Cash flows, etc. >
### (Financial position: Consolidated statement of financial position)

#### (100 million yen)

<table>
<thead>
<tr>
<th></th>
<th>FY2020 As of Mar.31,2021</th>
<th>FY2021 As of Sep.30,2021</th>
<th>Y o Y</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(Assets)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>2,474</td>
<td>2,347</td>
<td>-127</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>5,406</td>
<td>5,314</td>
<td>-91</td>
</tr>
<tr>
<td>Total</td>
<td>7,879</td>
<td>7,661</td>
<td>-218</td>
</tr>
<tr>
<td><strong>(Liabilities)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>1,567</td>
<td>1,560</td>
<td>-7</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>4,692</td>
<td>4,417</td>
<td>-275</td>
</tr>
<tr>
<td>Total</td>
<td>6,258</td>
<td>5,976</td>
<td>-282</td>
</tr>
<tr>
<td><strong>(Equity)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity attributable to stockholders of the parent company</td>
<td>1,552</td>
<td>1,614</td>
<td>62</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>69</td>
<td>71</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>1,621</td>
<td>1,685</td>
<td>64</td>
</tr>
<tr>
<td>Total liabilities and equity</td>
<td>7,879</td>
<td>7,661</td>
<td>-218</td>
</tr>
</tbody>
</table>
### Consolidated Statement of Cash Flows

(100 million yen)

<table>
<thead>
<tr>
<th>Description</th>
<th>FY2020 1H</th>
<th>FY2021 1H</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash provided by operating activities</td>
<td>294</td>
<td>351</td>
<td>57</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>780</td>
<td>-87</td>
<td>-867</td>
</tr>
<tr>
<td>Net cash provided by (used in) financing activities</td>
<td>-1,394</td>
<td>-298</td>
<td>1,096</td>
</tr>
<tr>
<td>Effect of exchange rate changes on cash and cash equivalents</td>
<td>4</td>
<td>2</td>
<td>-2</td>
</tr>
<tr>
<td>Net increase in cash and cash equivalents</td>
<td>-317</td>
<td>-32</td>
<td>284</td>
</tr>
<tr>
<td>Cash and Cash equivalents at beginning of year</td>
<td>1,390</td>
<td>1,048</td>
<td>-342</td>
</tr>
<tr>
<td>Cash and Cash equivalents at end of year</td>
<td>1,074</td>
<td>1,016</td>
<td>-58</td>
</tr>
</tbody>
</table>

### Financial indicator etc.

<table>
<thead>
<tr>
<th></th>
<th>FY2020</th>
<th>1H of FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total equity attributable to stockholders of the parent company*1</td>
<td>(100 million yen)</td>
<td>19.7</td>
</tr>
<tr>
<td>Total equity per share attributable to stockholders of the parent company</td>
<td>(Yen)</td>
<td>1,854.01</td>
</tr>
<tr>
<td>Basic earnings per share attributable to stockholders of the parent company (EPS)</td>
<td>(Yen)</td>
<td>240.02</td>
</tr>
<tr>
<td>Return on equity (ROE)</td>
<td>(%)</td>
<td>11.8</td>
</tr>
<tr>
<td>Return on assets (ROA)</td>
<td>(%)</td>
<td>2.7</td>
</tr>
<tr>
<td>Price book-value ratio (PBR)</td>
<td>(Ratio)</td>
<td>2.01</td>
</tr>
</tbody>
</table>

*1. ○ indicates total equity attributable to stockholders of the parent company ratio(%). *2. Annualized rate.

### Major operating expenses

(Unit: 100 million yen, ( ):composition ratio(%) )

<table>
<thead>
<tr>
<th></th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1H</td>
<td>1H</td>
</tr>
<tr>
<td>Subcontract Expenses</td>
<td>(48.2)</td>
<td>(51.3)</td>
</tr>
<tr>
<td>Personal Expenses</td>
<td>(25.1)</td>
<td>(22.9)</td>
</tr>
<tr>
<td>Rent Expenses</td>
<td>(2.8)</td>
<td>(2.9)</td>
</tr>
<tr>
<td>Depreciation Expenses</td>
<td>(8.5)</td>
<td>(7.0)</td>
</tr>
</tbody>
</table>
### Capital expenditures

<table>
<thead>
<tr>
<th></th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1H</td>
<td>Full year</td>
</tr>
<tr>
<td>Purchased assets</td>
<td>118.4</td>
<td>240.8</td>
</tr>
</tbody>
</table>

*Based on fixed assets recorded in the balance sheet.

### Trend of new orders/new startups

<table>
<thead>
<tr>
<th></th>
<th>FY2020</th>
<th>FY2021</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1H</td>
<td>1H</td>
<td></td>
</tr>
<tr>
<td>New Orders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>4</td>
<td>7</td>
<td>+3</td>
</tr>
<tr>
<td>Global</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>11</td>
<td>+3</td>
</tr>
<tr>
<td>New Startups</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>7</td>
<td>5</td>
<td>-2</td>
</tr>
<tr>
<td>Global</td>
<td>5</td>
<td>6</td>
<td>+1</td>
</tr>
<tr>
<td>Total</td>
<td>12</td>
<td>11</td>
<td>-1</td>
</tr>
</tbody>
</table>

### (Ref.)Number of employees*1

<table>
<thead>
<tr>
<th></th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>As of Sep.30,2020</td>
<td>As of Mar.31,2021</td>
</tr>
<tr>
<td>Regular Employees</td>
<td>23,069</td>
<td>22,682</td>
</tr>
<tr>
<td>Part time/temporary/other employees*2</td>
<td>21,187</td>
<td>21,047</td>
</tr>
<tr>
<td>Total</td>
<td>44,256</td>
<td>43,729</td>
</tr>
</tbody>
</table>

*1. Excludes employees of associates accounted for by the equity method.
*2. Includes employees who were reemployed after reaching mandatory retirement age.
## Results by Business Category (estimated)

(Unit: 100 million yen)

<table>
<thead>
<tr>
<th></th>
<th>1H of FY2020</th>
<th>1H of FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Revenues</td>
<td>Operating income</td>
</tr>
<tr>
<td>Domestic</td>
<td>1,826</td>
<td>115.0</td>
</tr>
<tr>
<td>Global</td>
<td>356</td>
<td>22.4</td>
</tr>
<tr>
<td>3PL</td>
<td>2,182</td>
<td>137.4</td>
</tr>
<tr>
<td>Domestic</td>
<td>120</td>
<td>-0.4</td>
</tr>
<tr>
<td>Global</td>
<td>291</td>
<td>10.6</td>
</tr>
<tr>
<td>Forwarding</td>
<td>411</td>
<td>10.2</td>
</tr>
<tr>
<td>Domestic</td>
<td>227</td>
<td>-4.9</td>
</tr>
<tr>
<td>Global</td>
<td>169</td>
<td>5.2</td>
</tr>
<tr>
<td>Automobile</td>
<td>397</td>
<td>0.3</td>
</tr>
<tr>
<td>Other services</td>
<td>75</td>
<td>6.1</td>
</tr>
<tr>
<td>Total</td>
<td>3,064</td>
<td>154.0</td>
</tr>
</tbody>
</table>

( ):Excluding amortization of customer-related intangible assets.
The 2nd Quarter of FY2021
(Ended September 30, 2021)
Financial Results Briefing

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