

**Summary of Financial Results for the Fiscal Year Ended March 31, 2022 and  
Mid-term Management Plan Briefing (Online)**

**1. Outline of the briefing**

(1) Date: April 28, 2022 (Thu) 4:30 PM to 5:30 PM for Media/Analysts /Institutional investors

(2) Attendees:

Yasuo Nakatani, Representative Executive Officer, Chairman and CEO

Hiroaki Takagi, Representative Executive Officer, President and COO

Takashi Jinguji, Executive Vice President and Executive Officer

Seiki Sato, Senior Vice President and Executive Officer, General Manager, Corporate Strategy Office

Nobukazu Hayashi, Senior Vice President and Executive Officer, CFO, General Manager, Financial Strategy Office

(3) Subject: Summary of financial results for the Fiscal Year Ended March 31, 2022, Mid-term Management Plan (LOGISTEED2024), announcement on April 28, 2022\*, Q&A

\*Announcement of Expression of Opinion in Support of the Scheduled Commencement of the Tender Offer by HTSK Co., Ltd. for the Shares of Hitachi Transport System, Ltd., and Recommendation of Tender

**2. Main Q&A (summary)**

(1) About the financial results for the year ended March 31, 2022 and the Mid-term Management Plan (LOGISTEED2024)

**Q 1. You set a goal to “become a global leading 3PL company” by 2030. So, can we assume that you become one if you achieve revenues target of ¥1.5 trillion?**

A 1. We consider revenues to be one of the KPIs. Under “LOGISTEED2024,” we plan to lay the foundation to “become a leading 3PL company in Asia” and further grow to establish a global position toward 2030.

**Q 2. Please tell us about your initiatives related to hazardous substances warehouses.**

A 2. A hazardous substances warehouse which is also an automated warehouse has already been in operation in Kansai area. We plan to build and enhance hazardous substances warehouses through effective use of land we own to improve asset turnover.

**Q 3. According to the investment plan in the new Mid-term Management Plan, the amount of strategic investments including M&As is more than double that under the previous Mid-term Management Plan. Please explain specific policies.**

A 3. We cannot give you details at this point, but we plan to increase investment to accelerate growth.

(2) About the takeover bid (TOB) for the Company’s shares

**Q4. Please explain how exactly you plan to cooperate with Kohlberg Kravis Roberts & Co. L.P. (“KKR”).**

A4. We believe we can especially accelerate the expansion of overseas business through M&As and capital alliances in Japan and overseas.

**Q5. If you invite business companies as co-investing partners, will shares held by KKR be allocated?**

A5. We plan to invite business companies that we believe will accelerate the growth of the Company’s business under the collaborative innovation strategy as our co-investing partners.

**Additional Q. Does KKR plan to hold shares in the medium to long term?**

Additional A. We understand that the KKR’s exit plan includes IPO in anticipation of the Company’s growth in the medium to long term rather than short-term growth.

**Q6. Please tell us about the future policy regarding the use of the corporate bond market after the delisting.**

A6. We intend to continue providing thorough explanations of this deal and our financial position.

**Q7. Am I correct in assuming that the TOB was initiated based on the intention of Hitachi, Ltd. (“Hitachi”) to sell shares of HTS?**

A7. What was announced today was initiated in response to Hitachi’s intention to sell HTS shares.

**Q8. Please tell us how closely and in what areas you plan to collaborate with Hitachi.**

A8. We have closely collaborated with Hitachi in such areas as DX, automation, and energy-saving and will continue to do so. Especially, external sales of SSCV have been expanding through commercial distribution of HTS as well as Hitachi, and we believe we can work together in a wide variety of fields including decarbonization.

End