Presentation of Consolidated Financial Results for Fiscal 2008 (Year Ended March 31, 2009)
## Summary of Consolidated Financial Results for Fiscal 2008

(Unit: 100 Million Yen, rounded off) Figures in parenthesis indicate profit margin.

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2007 Actual</th>
<th>Fiscal 2008 Initial projection</th>
<th>Fiscal 2008 Revised projection*</th>
<th>Fiscal 2008 Actual</th>
<th>Compared with previous year (%)</th>
<th>Compared with initial projection (%)</th>
<th>Compared with revised projection (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service revenues</strong></td>
<td>3,382</td>
<td>3,700</td>
<td>3,550</td>
<td>3,528</td>
<td>104</td>
<td>95</td>
<td>99</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>(4.1) 140.0</td>
<td>150.0</td>
<td>138.0</td>
<td>(4.0) 141.7</td>
<td>101</td>
<td>94</td>
<td>103</td>
</tr>
<tr>
<td><strong>Ordinary income</strong></td>
<td>(4.2) 142.8</td>
<td>148.0</td>
<td>137.0</td>
<td>(4.1) 143.5</td>
<td>100</td>
<td>97</td>
<td>105</td>
</tr>
<tr>
<td><strong>Income before taxes</strong></td>
<td>(4.0) 134.1</td>
<td>142.0</td>
<td>133.0</td>
<td>(4.0) 139.8</td>
<td>104</td>
<td>98</td>
<td>105</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>(2.3) 77.5</td>
<td>78.0</td>
<td>75.0</td>
<td>(2.0) 70.0</td>
<td>90</td>
<td>90</td>
<td>93</td>
</tr>
</tbody>
</table>

**Cash dividends per share**

|                  | ¥18 | ¥20 | ¥20 | Record high | ¥20 | +¥2 | — | — |

Service Revenues Initially Projected for Fiscal 2008

(100 Million Yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>Service Revenues</th>
<th>Existing Orders</th>
<th>New Orders (3PL)</th>
<th>M&amp;A, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>3,382</td>
<td>3,265</td>
<td>-117</td>
<td></td>
</tr>
<tr>
<td>2008 (Actual)</td>
<td>3,700</td>
<td>235</td>
<td>200</td>
<td></td>
</tr>
</tbody>
</table>

- Reduced load volume
Cause Analysis of Downward Revision of Service Revenues for Fiscal 2008

(100 Million Yen)

- **2008** (Actual)
  - 3,700
  - 3,528

- **2007**
  - 3,382
  - 3,000

- **Reduced load volume**
  - 300

- **New orders (3PL)**
  - 246
  - 235
  - 200

- **Existing orders**
  - 3,082

- **Service revenues**
  - 3,265

- **M&A, etc.**
  - 117
### Summary of Consolidated Financial Results for Fiscal 2008

**By Segment**

(Unit: 100 Million Yen, rounded off. Figures in parenthesis indicate segment service revenues as % of total service revenues)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Service revenues</th>
<th>Operating income</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Compared with previous year (%)</td>
</tr>
<tr>
<td>Domestic logistics business</td>
<td>2,436</td>
<td>100</td>
</tr>
<tr>
<td>Of which, 3PL business</td>
<td>(1,978)</td>
<td>(101)</td>
</tr>
<tr>
<td>Global logistics business</td>
<td>909</td>
<td>119</td>
</tr>
<tr>
<td>Of which, 3PL business</td>
<td>(598)</td>
<td>(114)</td>
</tr>
<tr>
<td>Other services business</td>
<td>183</td>
<td>102</td>
</tr>
<tr>
<td>(Eliminations and corporate)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3,528</td>
<td>104</td>
</tr>
<tr>
<td>Of which, 3PL business</td>
<td>(2,576)</td>
<td>(104)</td>
</tr>
</tbody>
</table>
Summary of Consolidated Financial Results for Fiscal 2008

Performance Trend

Increased revenue and income for six straight years

(Service revenues: 100 million yen)

(Operating income: 100 million yen)

Increased revenue and income for six straight years

Service revenues
3PL service revenues
Operating income

(Fiscal year)
## Summary of Consolidated Financial Results for Fiscal 2008

### Financial Indicators

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2007</th>
<th>Fiscal 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets (100 Million Yen)</td>
<td>2,228</td>
<td>2,265</td>
</tr>
<tr>
<td>Shareholders’ equity (100 Million Yen)</td>
<td>61.9 1,380</td>
<td>62.5 1,415</td>
</tr>
<tr>
<td>Shareholders’ equity ratio (%)</td>
<td>(61.9) 1380</td>
<td>(62.5) 1415</td>
</tr>
<tr>
<td>Net assets per share (Yen)</td>
<td>1,236.96</td>
<td>1,268.67</td>
</tr>
<tr>
<td>Net income per share (Yen)</td>
<td>69.45</td>
<td>62.75</td>
</tr>
<tr>
<td>Cash dividends per share (Annual) (Yen)</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Return on equity (ROE) (%)</td>
<td>5.7</td>
<td>5.0</td>
</tr>
<tr>
<td>Return on assets (ROA) (%)</td>
<td>3.6</td>
<td>3.1</td>
</tr>
<tr>
<td>Price-to-book ratio (PBR) (Times)</td>
<td>1.22</td>
<td>0.75</td>
</tr>
<tr>
<td>Share price (Yen) (‘08.3.31)</td>
<td>1,510</td>
<td>946</td>
</tr>
<tr>
<td>Share price (Yen) (‘09.3.31)</td>
<td>1,510</td>
<td>946</td>
</tr>
</tbody>
</table>
### Summary of Consolidated Financial Results for Fiscal 2008

#### Capital Expenditure, Logistic Center Surface Area, Employees

**Capital expenditure** (Unit: 100 Million Yen)

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2007</th>
<th>Fiscal 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase</td>
<td>126</td>
<td>188</td>
</tr>
<tr>
<td>(For reference) Lease</td>
<td>275</td>
<td>107</td>
</tr>
<tr>
<td><strong>Depreciation expense</strong></td>
<td></td>
<td>83</td>
</tr>
<tr>
<td></td>
<td>92</td>
<td></td>
</tr>
</tbody>
</table>

**Surface area of logistics centers** (Unit: 10,000 m²)

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2007</th>
<th>Fiscal 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td>223</td>
<td>246</td>
</tr>
<tr>
<td>Overseas</td>
<td>54</td>
<td>61</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>277</td>
<td>307</td>
</tr>
</tbody>
</table>

**Employees at year end** (Unit: People)

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2007</th>
<th>Fiscal 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of Group employees</td>
<td>25,785</td>
<td>27,497</td>
</tr>
<tr>
<td>Number of employees (consolidated)</td>
<td>9,960</td>
<td>10,416</td>
</tr>
</tbody>
</table>
### Major orders received and projects launched in 3PL Business (for general customers)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of projects</td>
<td>8</td>
<td>23</td>
<td>19</td>
<td>6</td>
</tr>
<tr>
<td>launched</td>
<td>15</td>
<td>15</td>
<td>23</td>
<td>11</td>
</tr>
<tr>
<td>Number of orders</td>
<td>19</td>
<td>34</td>
<td>21</td>
<td>34</td>
</tr>
<tr>
<td>received</td>
<td>34</td>
<td>6</td>
<td>11</td>
<td>8</td>
</tr>
</tbody>
</table>

* The numbers above represent large projects with monthly service revenue of ¥10 million or more.
(Domestic)

Acquired shares of a logistics subsidiary of Takano Foods Co., Ltd.

Launched JASPLO CORPORATION, a JV with Zett Corporation and two other companies.

Acquired business from Sumida Logistics Network Corp.

(Global)

Signed JV agreement to set up Hitachi Xinxin Global Logistics Co., Ltd. in Central China’s Henan Province.

Set up JV Taiwan Hitachi International Logistics Service Co., Ltd. in Taiwan.
Fiscal 2008 Topics: Expansion of Bases

(Establishment of Key Bases)

Tosu Joint Delivery Center

- Location: Tosu-city, Saga
- Date opened: April 2008
- Building area: Approx. 11,000 m²
- Products handled: Products for major drugstores in Kyushu area

Saitama-Kita Distribution Center III

- Location: Kato-city, Saitama
- Date opened: May 2008
- Building area: Approx 25,000 m²
- Products handled: Medical products, toiletries, etc.

Kita-Kashiwa Distribution Center II

- Location: Kashiwa-city, Chiba
- Date opened: May 2008
- Building area: Approx 34,000 m²
- Products handled: FANCL, cosmetics, etc.
(Establishment of Key Bases)

AEON Kyushu XD

(Leased)
- Location: Kiyama-cho, Saga
- Date opened: November 2008
- Building area: Approx. 23,000m²
- Products handled: Frozen and chilled foods for AEON Group in Kyushu area

Keihin Distribution Center

(Owned)
- Location: Ota-ku, Tokyo
- Date opened: January 2009
- Building area: Approx. 27,000m²
- Products handled: Medical products, IT products, etc.

Scrap & build

Chukyo Distribution Center

(Owned)
- Location: Kasugai-city, Aichi
- Date opened: February 2009
- Building area: Approx. 44,000m²
- Products handled: Beverages, lifestyle products, etc.
For the Attainment of Consolidated Service Revenues of ¥500 Billion

(Service revenues: 100 Million Yen)

(Fiscal year)

(Operating income: 100 Million Yen)
Turning adversity into opportunity!

1. Maintain position as leading 3PL company.

2. Expand global logistics business through M&A, etc.

3. Develop green logistics.

Re-launch efforts to attain re-set target of ¥500 billion in service revenues!
Maintain Position as Leading 3PL Company

**Ability to propose solutions**

**Dedicated 3PL Team**
- 250 members → 350 members

**Operating structure**

**Door-to-door, One-stop service**
- Unification of domestic and global business
- M&A transactions involving overseas transportation companies

**Technical expertise (IT/LE)**
- LE Dept.: 40 members → 60 members
- IT Dept.: 40 members → 50 members
- System Engineers: 550 members → 600 members
  * LE: Short for Logistics Engineering

**Global**
- Number of overseas bases: 190 → 220 bases
- Number of overseas employees: 4,800 → 6,300 employees

© Hitachi Transport System, Ltd. 2009. All Rights Reserved.
[Key Measures]

① Unification of domestic and global business contact points
② Increase of business personnel (First half of 2009 onwards)
③ M&A transactions involving transportation companies in four focal areas (Europe, China, United States, Asia (2009 onwards))

Czech Republic

China
Industry Platform Operations

Creation of standard infrastructure for each industry (information network, logistics centers, delivery network)

Improvement of operational efficiency through joint storage and delivery
- Lower logistics costs
- Lower environmental impact

Examples of Industry Platform Operations

- Toiletries
- Chilled Foods
- Medical Products
- Shoes
- Cosmetics
- Office Furniture
Seamlessly supporting global business.

Proposing optimum logistics solutions as a leading 3PL provider.

Seamlessly supporting global business.

Developing green logistics to make the world a better place for mankind and nature.

Inquiries:
Public Relations Corporate Citizenship Group, Administration Department,
Human Resources & Business Support Office
Tel: 03-5634-0307  E-mail: koho@cm.hitachi-hb.co.jp