



# FY2020 Results and FY2021 Forecast

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Securities Code: 9058

トランコム株式会社

2021.4.28

# FY2020 Summary

## In an unclear & uncertain business environment, dealing with things with speed and flexibility

### ■ Building a business foundation that is not affected by the market environment

- The logistics information service business and the industrial support business were in a harsh market environment
  - ☑ (Logistics Information) Business scale reduction due to decreases in cargo information → Optimization of staffing (IS) Optimization of the management system
  - ☑ Strengthening sales to manufacturers to get cargo information
  - ☑ Flexible and reliable matching support for the spot cargo acquired
- In the logistics management business, pursued the overall optimization of logistics for each individual company amid fluctuations in the volume of cargo during the coronavirus

### ■ Implementation of business structural reforms and thorough cost controls

- Appropriate staffing throughout the company
  - ☑ Redeploying staff to growth businesses
- Integrating the IS business with the LM business unit centered on human resources
  - ☑ Digging deeply into the logistics field based on the IS business

### ■ Driving the whole company towards the building of our long-term “transportation” vision

# FY2020 Full-Year Results

	FY2019			FY2020						(Millions of Yen)	
	1st Half	2nd Half	Full Year	1st Half	YoY	2nd Half	YoY	Full Year	YoY	Planned values	
										Full-year forecast	Plan ratio
<b>Sales</b>	80,217	83,245	<b>163,463</b>	72,645	-9.4%	79,640	-4.3%	<b>152,285</b>	<b>-6.8%</b>	149,000	2.2%
<b>Operating profit</b>	3,672	3,893	<b>7,566</b>	3,592	-2.2%	4,651	19.5%	<b>8,243</b>	<b>9.0%</b>	7,640	7.9%
(% of Sales)	(4.6%)	(4.7%)	<b>(4.6%)</b>	(4.9%)	(+0.3P)	(5.8%)	(+1.1P)	<b>(5.4%)</b>	<b>(+0.8P)</b>	(5.1%)	(+0.3P)
<b>Recurring Profit</b>	3,630	3,787	<b>7,417</b>	3,666	1.0%	4,734	25.0%	<b>8,401</b>	<b>13.3%</b>	7,770	8.1%
(% of Sales)	(4.5%)	(4.5%)	<b>(4.5%)</b>	(5.0%)	(+0.5P)	(5.9%)	(+1.4P)	<b>(5.5%)</b>	<b>(+1.0P)</b>	(5.2%)	(+0.3P)
<b>Net Profit Attributable to Parent Company Shareholders</b>	2,362	2,546	<b>4,909</b>	2,562	8.5%	3,167	24.4%	<b>5,730</b>	<b>16.7%</b>	5,270	8.7%
(% of Sales)	(2.9%)	(3.1%)	<b>(3.0%)</b>	(3.5%)	(+0.6P)	(4.0%)	(+0.9P)	<b>(3.8%)</b>	<b>(+0.8P)</b>	(3.5%)	(+0.3P)

## Sales

- Due to the impact of the coronavirus pandemic, sales decreased for the logistics information service business & the industrial support business, and consolidated sales decreased ▲6.8%.

## Operating profit

- Worked on cost reduction & productivity improvement in each business from the second quarter, and increased profit by 9.0% (operating profit margin 5.4% with a 0.8P improvement)

## Non-operating income

- Recording of coronavirus-related subsidies 209 million yen



# FY2020 Full-Year Results by Segment

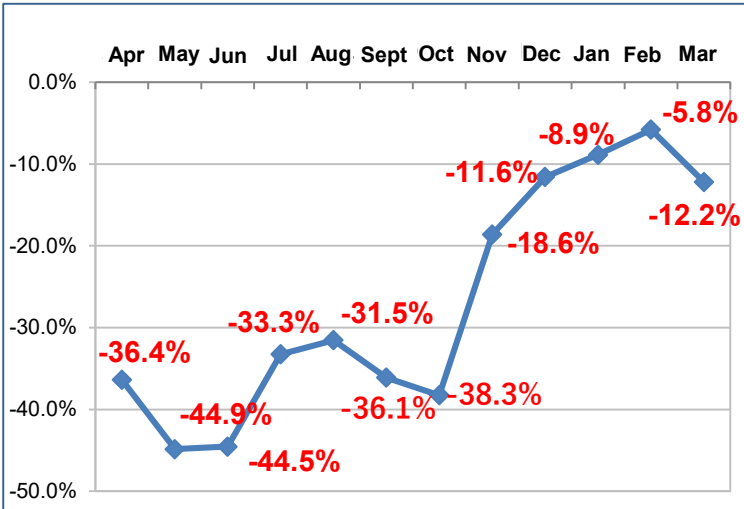
		FY2019			FY2020					(Millions of Yen)			
		1st Half	2nd Half	Full Year	1st Half	YoY	2nd Half	YoY	Full Year	YoY	Planned values		
												Full-year forecast	Plan ratio
Logistics Management Business	Sales	26,989	28,035	55,024	27,451	1.7%	27,871	-0.6%	55,322	0.5%	54,750	1.0%	
	Operating profit (% of Sales)	1,673 (6.2%)	1,968 (7.0%)	3,642 (6.6%)	2,097 (7.6%)	25.3% (+1.4P)	2,500 (9.0%)	27.1% (+2.0P)	4,598 (8.3%)	26.3% (+1.7P)	4,410 (8.1%)	4.3% (+0.2P)	
Logistics Information Service Business	Sales	45,385	47,033	92,418	37,651	-17.0%	43,295	-7.9%	80,946	-12.4%	78,970	2.5%	
	Operating profit (% of Sales)	1,606 (3.5%)	1,665 (3.5%)	3,272 (3.5%)	1,322 (3.5%)	-17.7% (+0.0P)	1,850 (4.3%)	11.1% (+0.8P)	3,172 (3.9%)	-3.0% (+0.4P)	2,940 (3.7%)	7.9% (+0.2P)	
Industrial Support Business	Sales	3,735	3,567	7,302	2,862	-23.4%	3,018	-15.4%	5,880	-19.5%	5,550	6.0%	
	Operating profit (% of Sales)	178 (4.8%)	52 (1.5%)	231 (3.2%)	47 (1.6%)	-73.7% (-3.2P)	138 (4.6%)	165.1% (+3.1P)	185 (3.2%)	-19.6% (+0.0P)	80 (1.4%)	132.2% (+1.8P)	
Others	Sales	4,859	5,462	10,321	5,523	13.7%	6,192	13.4%	11,716	13.5%	11,270	4.0%	
	Operating profit (% of Sales)	262 (5.4%)	299 (5.5%)	561 (5.4%)	192 (3.5%)	-26.7% (-1.9P)	231 (3.7%)	-22.7% (-1.8P)	423 (3.6%)	-24.5% (-1.8P)	340 (3.0%)	24.6% (+0.6P)	
Intercompany Eliminations	Sales	-751	-853	-1,605	-842	-	-737	-	-1,580	-	-1,540	-	
	Operating profit (% of Sales)	-48 -	-91 -	-140 -	-66 -	-	-69 -	-	-136 -	-	-130 -	-	
Consolidated Total	Sales	80,217	83,245	163,463	72,645	-9.4%	79,640	-4.3%	152,285	-6.8%	149,000	2.2%	
	Operating profit (% of Sales)	3,672 (4.6%)	3,893 (4.7%)	7,566 (4.6%)	3,592 (4.9%)	-2.2% (+0.3P)	4,651 (5.8%)	19.5% (+1.1P)	8,243 (5.4%)	9.0% (+0.8P)	7,640 (5.1%)	7.9% (+0.3P)	

# Status of the Logistics Information Service Business During the Coronavirus Pandemic

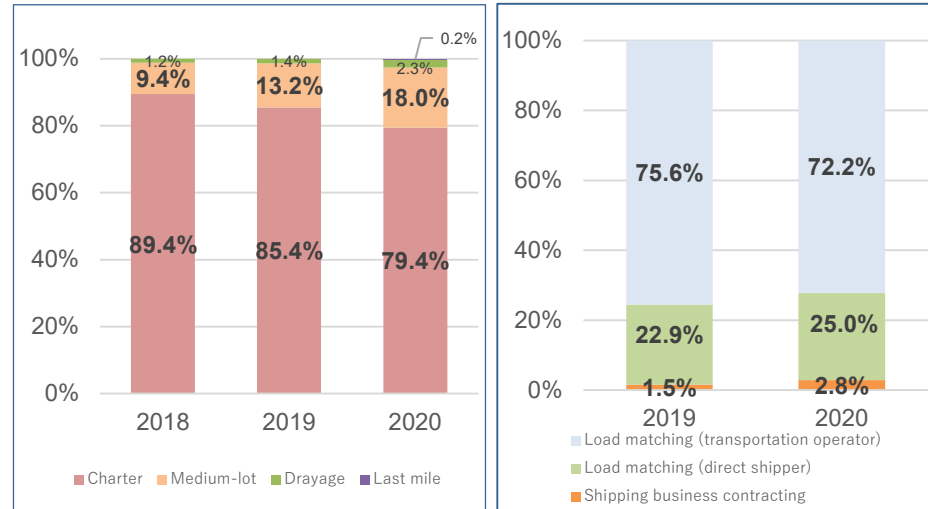
## ○ Issues

- Due to the slump in the Japanese economy, spot cargo demand was sluggish because of a significant decrease in the total volume of cargo in Japan
- Looking ahead to the future business environment & business development, building a business foundation and expanding areas

FY2020 Percentage Change in Cargo Information Numbers by Daily(YoY)



Type of Cargo Information Acquired



# FY2021 Market Assumptions

## Formulating the Full-Year Forecast for the FY2021 Results

- Uncertainty is expected to continue with regards to the market environment and the outlook for the timing of the end of the novel coronavirus pandemic
- Based on a highly flexible operation utilizing the experiences of the previous year, expanding new matching areas for the logistics information service business
- Utilizing the strong financial base that we have built up, actively investing to create a “transportation system”

## Understanding the Business Environment by Segment

<b>Logistics Management Business</b>	<ul style="list-style-type: none"><li>▪ The volume of cargo for consumer goods &amp; individual delivery is expected to be flat.</li></ul>
<b>Logistics Information Service Business</b>	<ul style="list-style-type: none"><li>▪ It is expected that the impact of the decrease in shipping volume in Japan will continue.</li><li>▪ The freight unit price is assumed to be about the same as the previous year.</li></ul>
<b>Industrial Support Business</b>	<ul style="list-style-type: none"><li>▪ Due to uncertainties about the future of the manufacturing industry in Japan, temporary staffing services are expected to be at the same level as the previous year.</li></ul>
<b>Others (Overseas &amp; Japan)</b>	<ul style="list-style-type: none"><li>▪ The Chinese domestic market is recovering.</li><li>▪ The domestic ICT department expects weak demand due to sluggish development needs.</li></ul>

# FY2021 Full-Year Forecast

(Millions of Yen)

	FY2020			FY2021 (Forecast)					
	1st Half	2nd Half	Full Year	1st Half	YoY	2nd Half	YoY	Full Year	YoY
<b>Sales</b>	72,645	79,640	<b>152,285</b>	78,830	8.5%	84,640	6.3%	<b>163,470</b>	<b>7.3%</b>
<b>Operating profit</b>	3,592	4,651	<b>8,243</b>	3,670	2.2%	4,580	-1.5%	<b>8,250</b>	<b>0.1%</b>
(% of Sales)	(4.9%)	(5.8%)	<b>(5.4%)</b>	(4.7%)	<b>(-0.2P)</b>	(5.4%)	<b>(-0.4P)</b>	<b>(5.0%)</b>	<b>(-0.4P)</b>
<b>Recurring Profit</b>	3,666	4,734	<b>8,401</b>	3,720	1.5%	4,560	-3.7%	<b>8,280</b>	<b>-1.4%</b>
(% of Sales)	(5.0%)	(5.9%)	<b>(5.5%)</b>	(4.7%)	<b>(-0.3P)</b>	(5.4%)	<b>(-0.5P)</b>	<b>(5.1%)</b>	<b>(-0.4P)</b>
<b>Net Profit Attributable to Parent Company Shareholders</b>	2,562	3,167	<b>5,730</b>	2,460	-4.0%	3,010	-5.0%	<b>5,470</b>	<b>-4.5%</b>
(% of Sales)	(3.5%)	(4.0%)	<b>(3.8%)</b>	(3.1%)	<b>(-0.4P)</b>	(3.6%)	<b>(-0.4P)</b>	<b>(3.3%)</b>	<b>(-0.5P)</b>

## Sales

- Plan to increase consolidated sales by 7.3% YoY

## Operating profit

- Plan for the same amount as the previous year through continuous cost control, and business growth & active investment

# FY2021 Full-Year Forecast by Segment

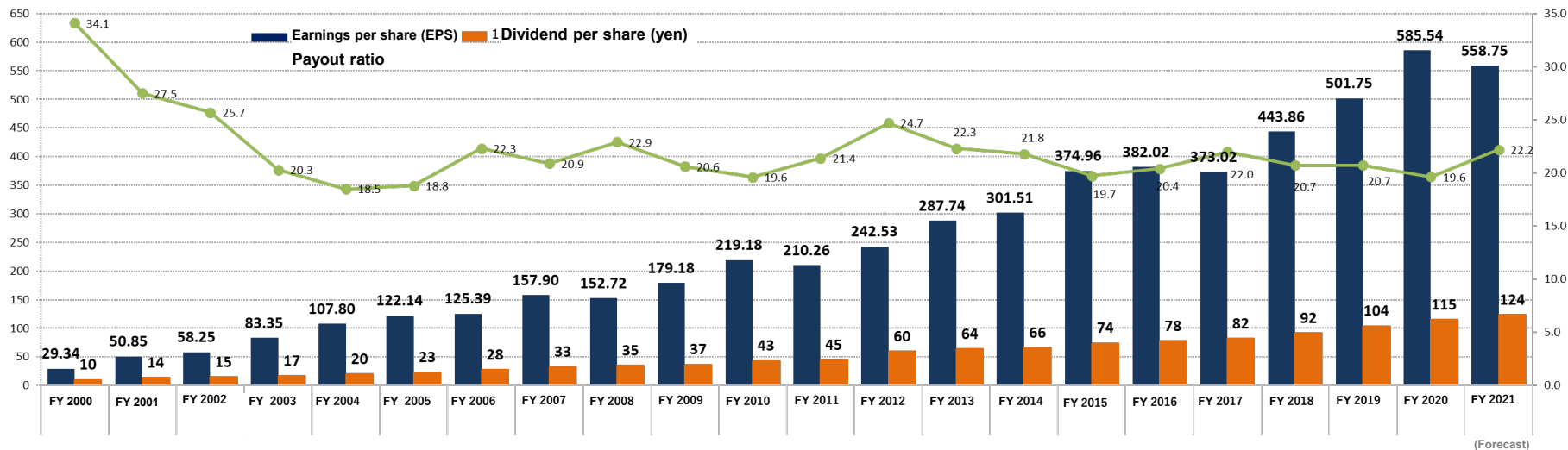
(Millions of Yen)

		FY2020			FY2021 (Forecast)					
		1st Half	2nd Half	Full Year	1st Half	YoY	2nd Half	YoY	Full Year	YoY
Logistics Management Business	Sales	27,451	27,871	<b>55,322</b>	26,900	-2.0%	28,170	1.1%	<b>55,070</b>	-0.5%
	Operating profit (% of Sales)	2,097 (7.6%)	2,500 (9.0%)	<b>4,598</b> (8.3%)	2,010 (7.5%)	-4.2% (-0.1P)	2,340 (8.3%)	-6.4% (-0.7P)	<b>4,350</b> (7.9%)	-5.4% (-0.4P)
Logistics Information Service Business	Sales	37,651	43,295	<b>80,946</b>	43,790	16.3%	47,680	10.1%	<b>91,470</b>	13.0%
	Operating profit (% of Sales)	1,322 (3.5%)	1,850 (4.3%)	<b>3,172</b> (3.9%)	1,520 (3.5%)	14.9% (+0.0P)	1,860 (3.9%)	0.5% (-0.4P)	<b>3,380</b> (3.7%)	6.5% (-0.2P)
Industrial Support Business	Sales	2,862	3,018	<b>5,880</b>	2,850	-0.4%	3,170	5.0%	<b>6,020</b>	2.4%
	Operating profit (% of Sales)	47 (1.6%)	138 (4.6%)	<b>185</b> (3.2%)	80 (2.8%)	69.9% (+1.2P)	170 (5.4%)	22.6% (+0.8P)	<b>250</b> (4.2%)	34.6% (+1.0P)
Others	Sales	5,523	6,192	<b>11,716</b>	5,990	8.4%	6,290	1.6%	<b>12,280</b>	4.8%
	Operating profit (% of Sales)	192 (3.5%)	231 (3.7%)	<b>423</b> (3.6%)	130 (2.2%)	-32.4% (-1.3P)	280 (4.5%)	21.1% (+0.8P)	<b>410</b> (3.3%)	-3.2% (-0.3P)
Intercompany Eliminations	Sales	-842	-737	<b>-1,580</b>	-700	-	-670	-	<b>-1,370</b>	-
	Operating profit (% of Sales)	-66 -	-69 -	<b>-136</b> -	-70 -	- -	-70 -	- -	<b>-140</b> -	- -
Consolidated Total	Sales	<b>72,645</b>	<b>79,640</b>	<b>152,285</b>	<b>78,830</b>	8.5%	<b>84,640</b>	6.3%	<b>163,470</b>	7.3%
	Operating profit (% of Sales)	<b>3,592</b> (4.9%)	<b>4,651</b> (5.8%)	<b>8,243</b> (5.4%)	<b>3,670</b> (4.7%)	2.2% (-0.2P)	<b>4,580</b> (5.4%)	-1.5% (-0.4P)	<b>8,250</b> (5.0%)	0.1% (-0.4P)



# Return to Shareholders

## FY2020 Year-End Dividend & FY2021 Full-Year Dividend Forecast



### Shareholder Return Policy

While actively investing for the purpose of business growth, continuing to return to shareholders & continuously increasing dividends

### About This FY Dividend & Next FY Dividend Forecast

We plan to increase the dividend by 11 yen from the previous fiscal year to an annual dividend of 115 yen (20th consecutive dividend increase), and to increase it next fiscal year by 9 yen to an annual dividend of 124 yen (21st consecutive dividend increase).

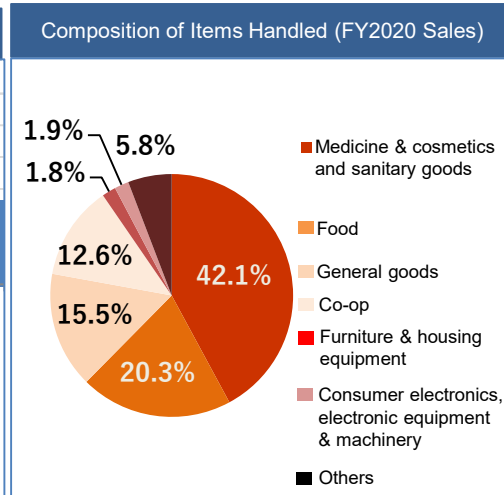
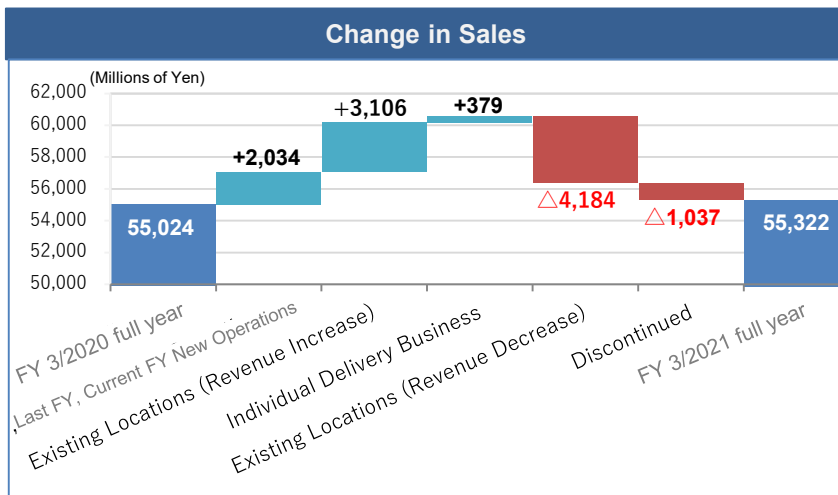
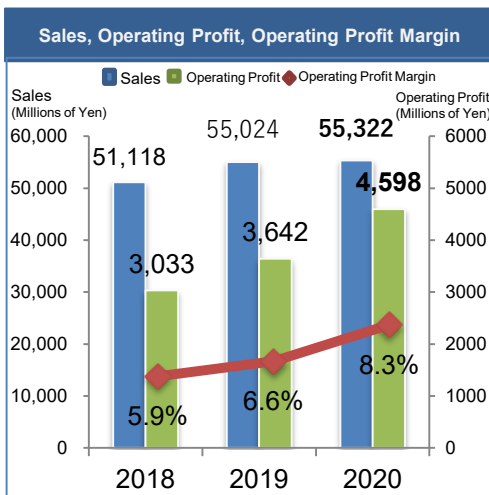


# REFERENCE MATERIALS

# FY2020 Results by Segment

## Logistics Management Business

Sales Operating Profit, Operating Profit Margin, Operating Profit



[Main factors for the change]

- Contribution of operating locations in the previous year and this FY & early stable operation of newly launched locations this FY.
- Business reduction & withdrawal from some existing locations.
- An increase in the volume of cargo as needs for individual delivery rose. Increased profitability by improving operational efficiency.

# FY2020 Results by Segment

## Logistics Management Business

### Status of New Business Acquisition & Operation

Apr. 2020: Operation of a complex center for sanitary goods & daily necessities (Saitama), and operation of an in-house center for a medicine & cosmetics manufacturer (Toyama)

Nov. 2020: Logistics center that serves as a central base for delivery (Aichi)

Feb. 2021: Collection depot location with a pallet cleaning function (Kanagawa)

Feb. 2021: Preparation room for the operation of logistics work by machine tool manufacturers (Saitama)

Mar. 2021: Next-generation logistics center (automation of case picking operations) (Saitama), and realizing labor savings through operations (full operation in June 2021)

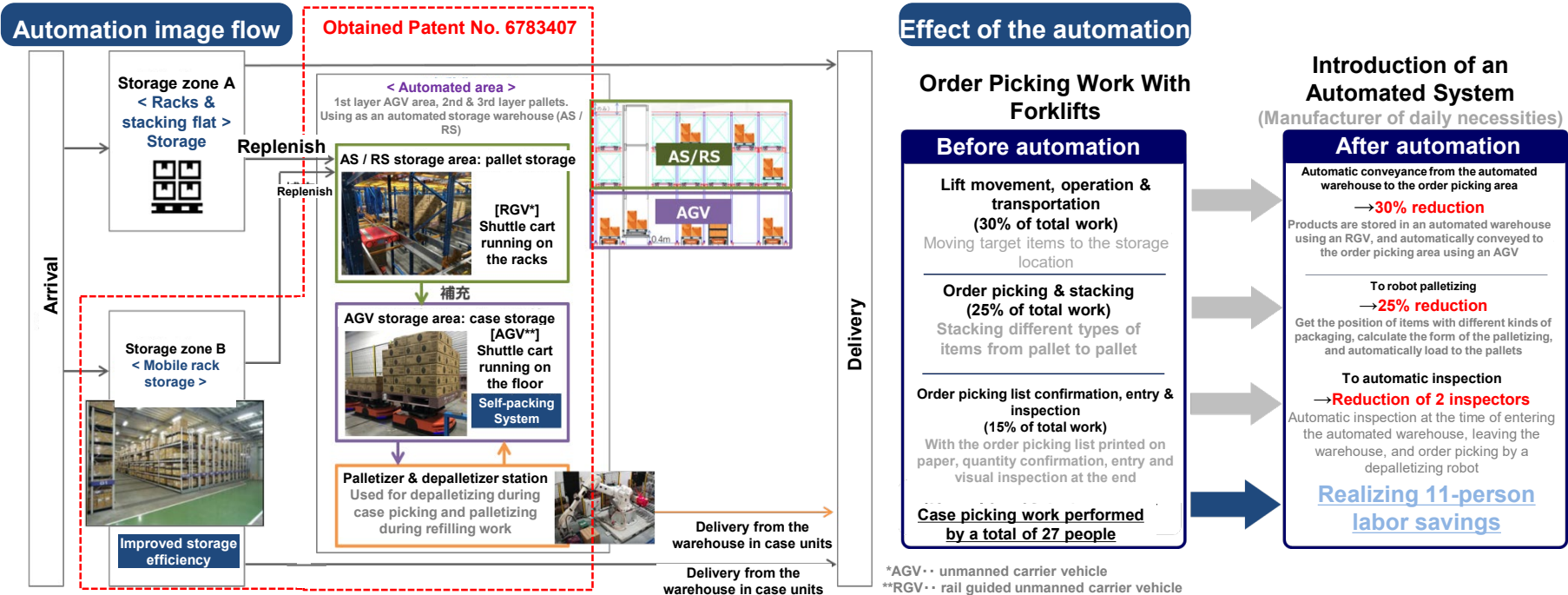
### Status of Initiatives Toward Building a “Transportation System”

- ✓ Improved efficiency by integrating delivery operations in the Chubu & Kanto area
- ✓ Started development of a vehicle dispatching system for automation of the main line vehicle dispatch business
- ✓ Utilizing swap body containers, realized shipping efficiency through joint shipping for Unicharm & Home Logistics
  - Highly rated for reducing the number of vehicles and the workload of truck drivers. Jointly awarded the "Minister of Land, Infrastructure, Transport and Tourism Award" at the Green Logistics Partnership Conference.
- ✓ Expanding the areas of center management that lead to an increase in “transportation”, and building a solid business foundation for the center management business
  - Realization of overwhelming on-site capabilities by taking on the challenge of new categories & logistics areas, and making operating companies for each area

# FY2020 Results by Segment

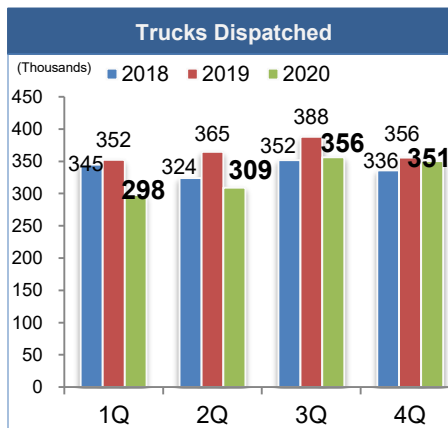
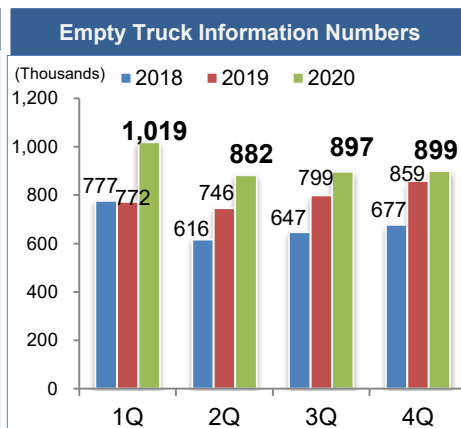
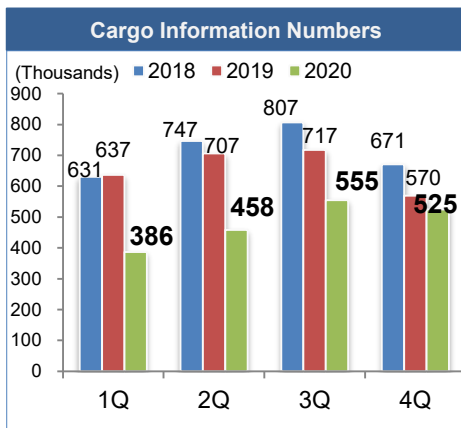
## Logistics Management Business

Realizing labor savings through the operation of a next-generation logistics center (automation of case picking operations)



# FY2020 Results by Segment

## Logistics Information Service Business



### <Main Indicators>

Information numbers (YoY)

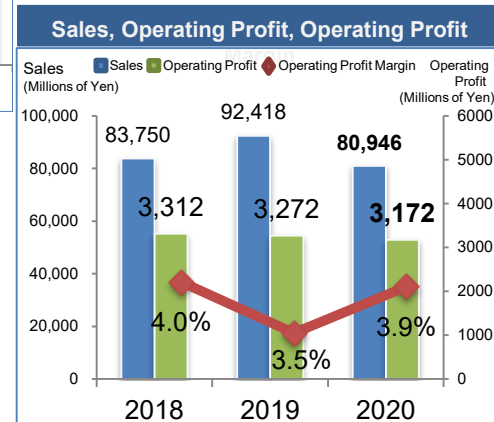
	1Q	2Q	3Q	4Q
Cargo Information Numbers	Dn 39.3%	Dn 35.2%	Dn 22.6%	Dn 7.9%
Empty Truck Information Numbers	Up 31.9%	Up 18.3%	Up 12.3%	Up 4.7%
Number of Trucks Dispatched	Dn 15.5%	Dn 15.2%	Dn 8.2%	Dn 1.5%

End-March 2020 → End-March 2021

Staff numbers (productivity staff) 626 → 578 ▲48

End-March 2020 → End-March 2021

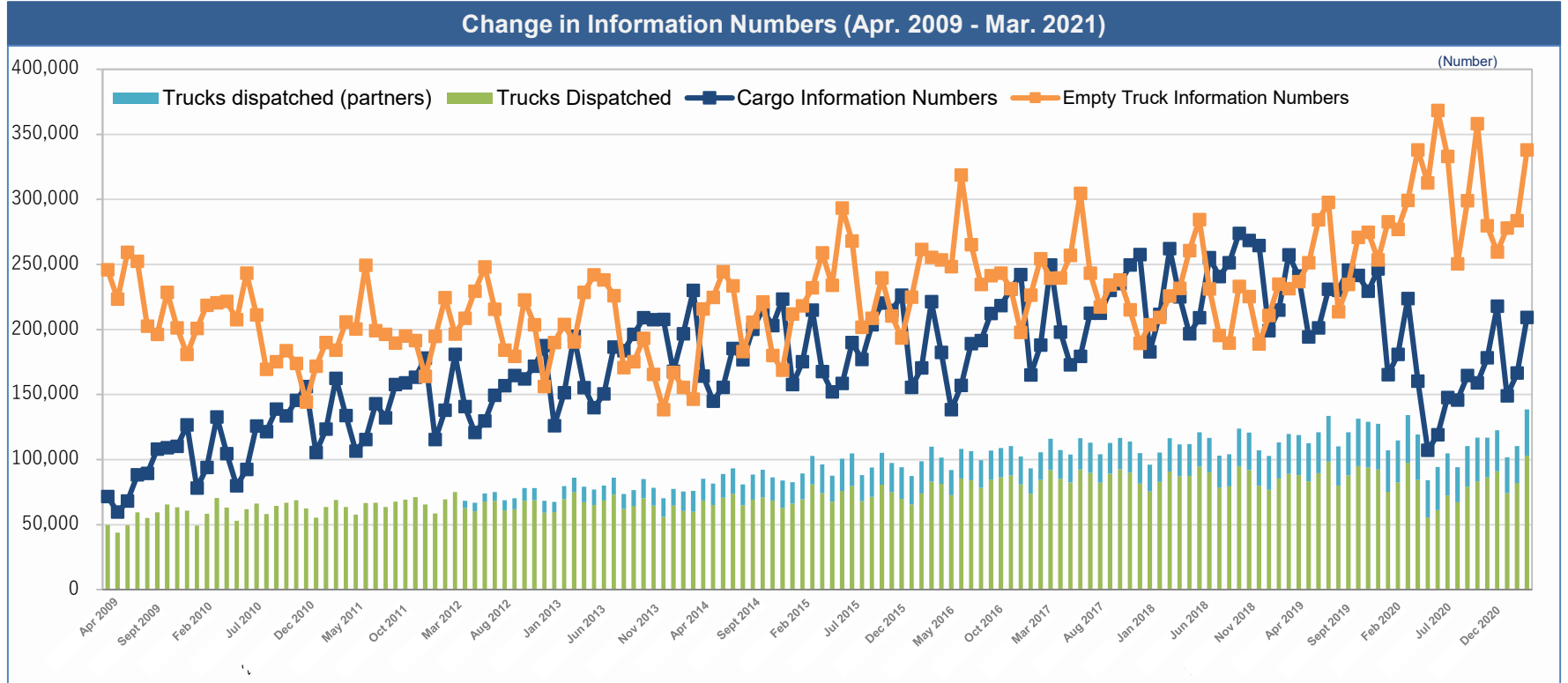
Dedicated truck numbers 1,716 trucks / day → 1,570 trucks / day ▲146 trucks / day





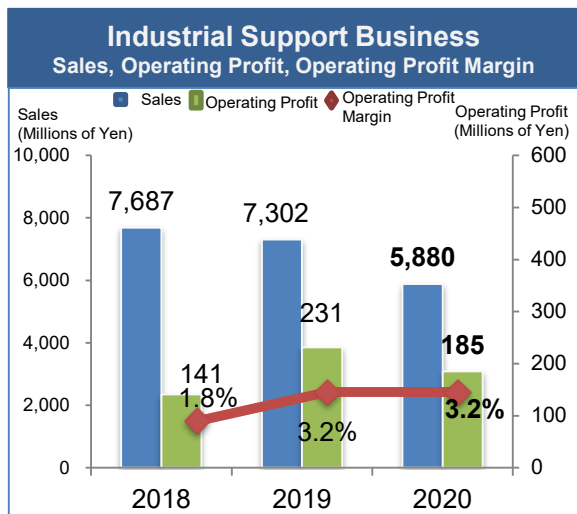
# FY2020 Results by Segment

## Logistics Information Service Business - Change in Information Numbers



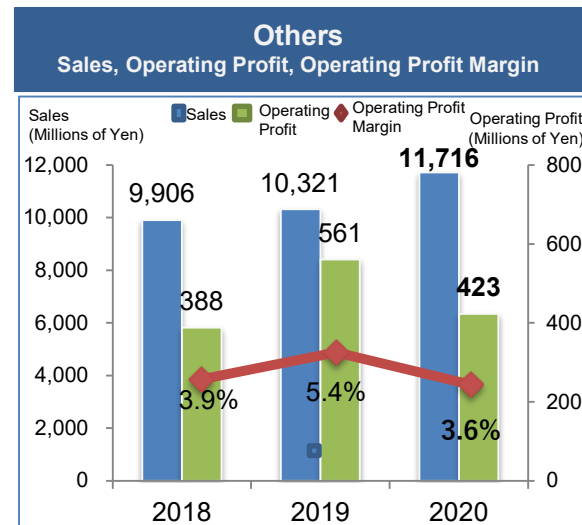
# FY2020 Results by Segment

## Industrial Support Business & Others



[Main factors for the change]

- ▲ Factories not operating & production decrease due to the coronavirus pandemic
- +
- Optimization of management personnel & review of sales management costs



[Main factors for the change]

- +
- Consolidation of Sergent Services Pte Ltd
- +
- Production recovery for the logistics business in China from 2Q
- ▲ Recording of new technology acquisition costs in the domestic ICT department

■ Foreign exchange

China  
(15.67 yen → 15.88 yen / CNY)  
Thailand  
(3.63 yen → 3.44 yen / THB)  
Singapore  
(81.07 yen → 78.01 yen / SGD)

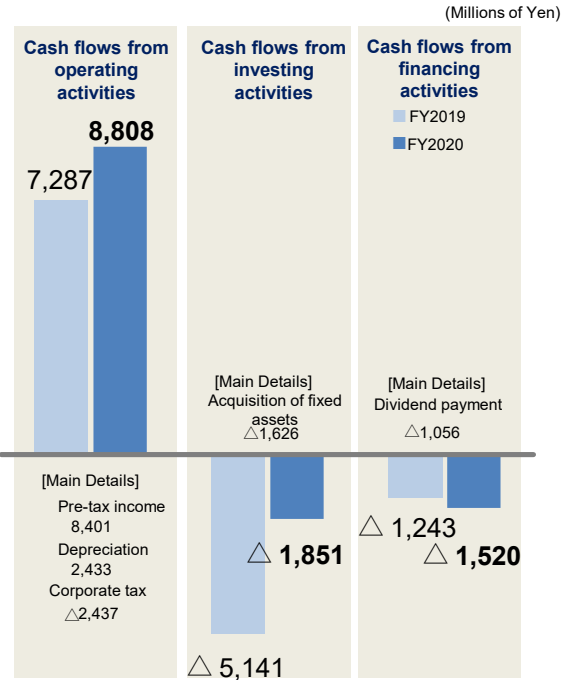
\*Listed is the End-Dec. 2019 rate  
→ End-Dec. 2020 rate



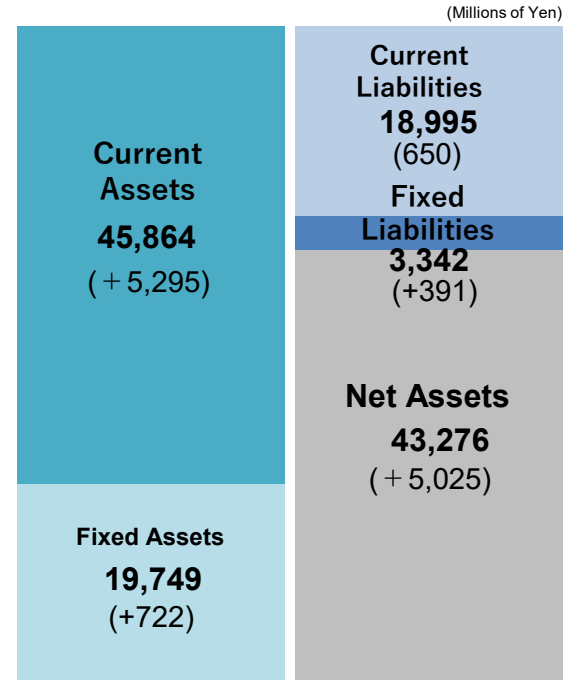
# FY2020

## Cash Flow and Financial Status

### Consolidated Cash Flow Statement



### Consolidated Balance Sheet



For inquiries related to investor relations and this document, please contact the following.

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\*This document contains forward-looking statements such as forecasts based on information at the time of preparation.  
Please be aware that the actual results may differ due to changing elements and risk factors in the future.