

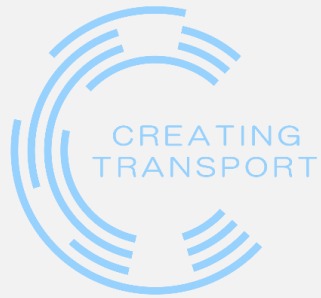
# 2nd Quarter of the Fiscal Year Ending March 2024 Financial Results Briefing

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October 31, 2023



(Securities Code: 9058)



# **FY2023 1st Half Results**

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# FY2023 1st Half Consolidated Results



(Millions of Yen)

	FY2022			FY2023							Plan		
	1Q	2Q	1st Half	1Q	YoY	2Q	YoY	1st Half	YoY Diff.	YoY	1st Half	Plan Diff.	Plan Ratio
<b>Sales</b>	41,556	42,333	<b>83,889</b>	41,692	+0.3%	42,176	△0.4%	<b>83,868</b>	△20	△0%	85,150	△1,281	△1.5%
<b>Operating Profit</b>	1,888	1,785	<b>3,673</b>	1,944	+3.0%	1,687	△5.3%	<b>3,632</b>	△40	△1.1%	3,635	△2	△0.1%
(% of Sales)	(4.5%)	(4.2%)	<b>(4.4%)</b>	(4.7%)	(+0.2P)	(4.0%)	(△0.2P)	<b>(4.3%)</b>		<b>(△0.1P)</b>	(4.3%)		(±0.0P)
<b>Recurring Profit</b>	1,999	1,819	<b>3,818</b>	1,990	△0.4%	1,693	△6.8%	<b>3,683</b>	△134	△3.5%	3,690	△6	△0.2%
(% of Sales)	(4.8%)	(4.3%)	<b>(4.6%)</b>	(4.8%)	(±0.0P)	(4.0%)	(△0.3P)	<b>(4.4%)</b>		<b>(△0.2P)</b>	(4.3%)		(+0.1P)
<b>Net Profit Attributable to Parent Company Shareholders</b>	1,310	2,009	<b>3,320</b>	1,217	△7.1%	1,129	△44.7%	<b>2,347</b>	△972	△29.3%	2,426	△78	△3.2%
(% of Sales)	(3.2%)	(4.7%)	<b>(4.0%)</b>	(2.9%)	(△0.3P)	(2.7%)	(△2.1P)	<b>(2.8%)</b>		<b>(△1.2P)</b>	(2.8%)		(±0.0P)

## ✓ Sales

While new business in the LM business contributed, revenue decreased due to the transfer of the information system external sales business (transferred on July 1, 2022).

## ✓ Operating profit

Profit decreased due to the payment of adjusted freight unit prices from rising costs, such as soaring unit fuel prices, and the recording of upfront investment costs associated with securing human resources.

## ✓ Net profit

Profit decreased due to the recording of a capital gain from the information system external sales business in the previous fiscal year.

# FY2023 1st Half Consolidated Results (By Segment)



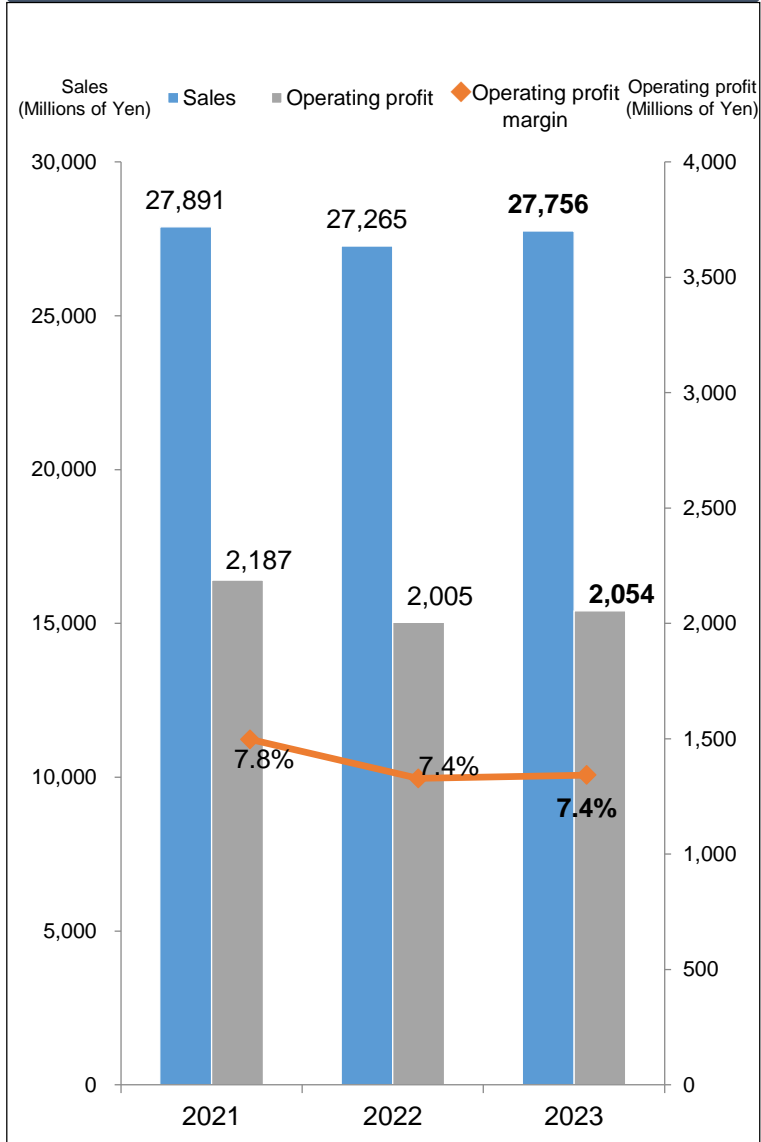
(Millions of Yen)

		FY2022			FY2023						Plan			
		1Q	2Q	1st Half	1Q	YoY	2Q	YoY	1st Half	YoY Diff.	YoY	1st Half	Plan Diff.	Plan ratio
Logistics Management Business	Sales	13,580	13,685	27,265	13,980	+3.0%	13,776	+0.7%	27,756	+491	+1.8%	27,650	+106	+0.4%
	Operating profit (% of Sales)	1,059 (7.8%)	946 (6.9%)	2,005 (7.4%)	1,156 (8.3%)	+9.2% (+0.5P)	898 (6.5%)	Δ5.0% (Δ0.4P)	2,054 (7.4%)	+48	+2.4% (±0.0P)	2,040 (7.4%)	+14	+0.7% (±0.0P)
Logistics Information Service Business	Sales	22,937	23,270	46,207	22,927	Δ0.0%	23,265	Δ0%	46,192	Δ14	Δ0.0%	47,730	Δ1,537	Δ3.2%
	Operating profit (% of Sales)	665 (2.9%)	649 (2.8%)	1,315 (2.8%)	542 (2.4%)	Δ18.6% (Δ0.5P)	568 (2.4%)	Δ12.6% (Δ0.4P)	1,110 (2.4%)	Δ205	Δ15.6% (Δ0.4P)	1,260 (2.6%)	Δ149	Δ11.9% (Δ0.2P)
Industrial Support Business	Sales	1,467	1,427	2,894	1,453	Δ1.0%	1,422	Δ0.5%	2,875	Δ19	Δ0.7%	3,050	Δ174	Δ5.7%
	Operating profit (% of Sales)	81 (5.6%)	71 (5.0%)	153 (5.3%)	34 (2.4%)	Δ58.0% (Δ3.2P)	26 (1.9%)	Δ62.5% (Δ3.1P)	60 (2.1%)	Δ92	Δ60.4% (Δ3.2P)	74 (2.4%)	Δ13	Δ17.8% (Δ0.3P)
Others Business	Sales	3,954	4,334	8,289	3,740	Δ5.4%	4,171	Δ3.8%	7,911	Δ37	Δ4.6%	7,480	+431	+5.8%
	Operating profit (% of Sales)	172 (4.4%)	222 (5.1%)	394 (4.8%)	234 (6.3%)	+36.3% (+1.9P)	224 (5.4%)	+1.0% (+0.3P)	458 (5.8%)	+64	+16.4% (+1.0P)	311 (4.2%)	+147	+47.6% (+1.6P)
Intercompany Eliminations	Sales	Δ 382	Δ 384	Δ 767	Δ 409	-	Δ 458	-	Δ 867	Δ100	-	Δ 760	Δ107	-
	Operating profit (% of Sales)	Δ 91	Δ 105	Δ 196	Δ 23	-	Δ 28	-	Δ 51	+144	-	Δ 50	Δ1	-
Consolidated Total	Sales	41,556	42,333	83,889	41,692	+0.3%	42,176	Δ0.4%	83,868	Δ20	Δ0.0%	85,150	Δ1,281	Δ1.5%
	Operating profit (% of Sales)	1,888 (4.5%)	1,785 (4.2%)	3,673 (4.4%)	1,944 (4.7%)	+3.0% (+0.2P)	1,688 (4.0%)	Δ5.5% (Δ0.2P)	3,632 (4.3%)	Δ40	Δ1.1% (Δ0.1P)	3,635 (4.3%)	Δ2	Δ0.1% (±0.0P)

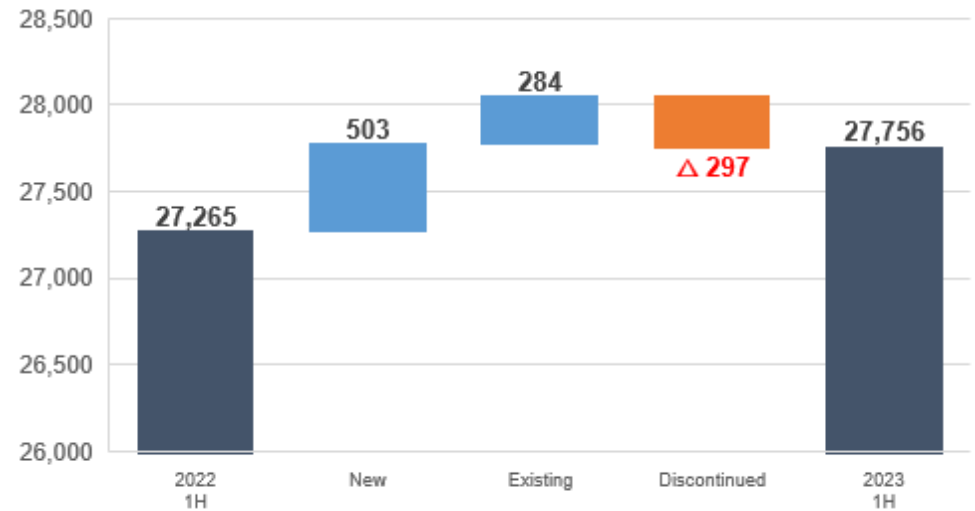
# FY2023 1st Half Consolidated Results (LM Business)



## Sales, Operating Profit, Operating Profit Margin



## Sales Change, Unit: Millions of Yen



### ✓ Sales

Increased sales at C-AREA\* Hasuda, and new category logistics operations that started in the previous fiscal year contributed.

(Up 1.8% YoY)

### ✓ Operating profit

While upfront investment costs for new locations were recorded, increased sales contributed to profits.

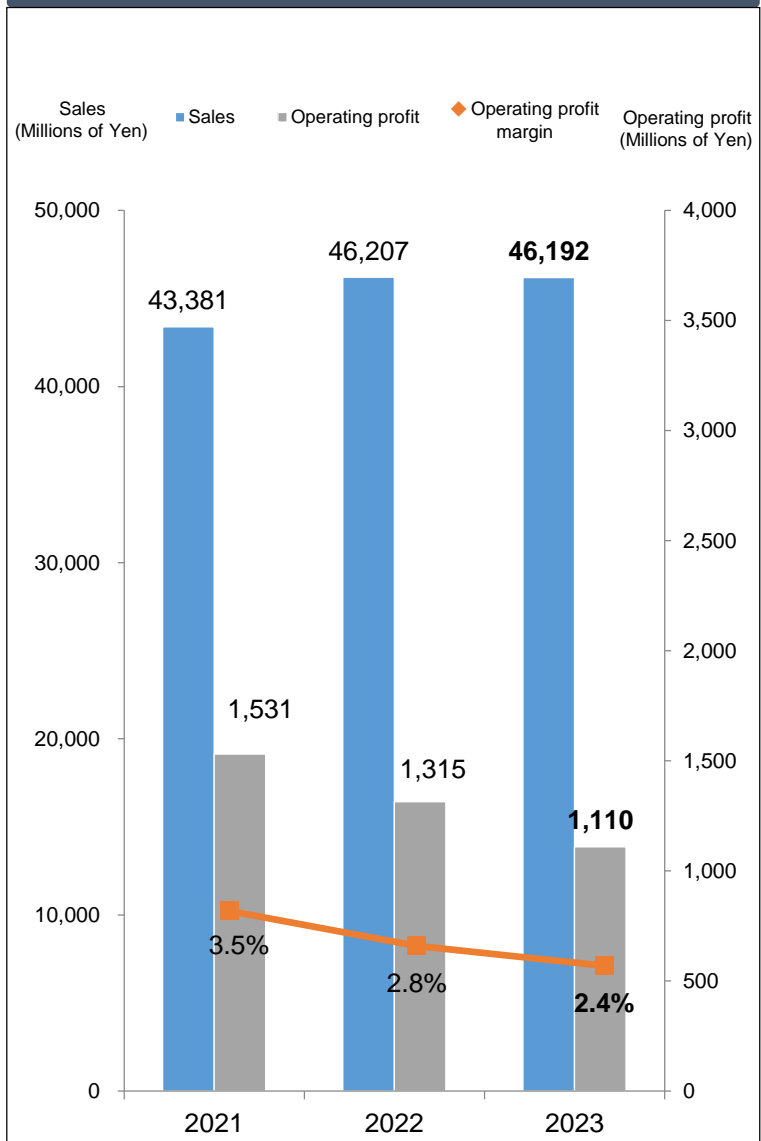
(Up 2.4% YoY)

\* C-AREA is a general term for our company's large-scale multifunctional locations with added value.

# FY2023 1st Half Consolidated Results (Logistics Information Service Business)



## Sales, Operating Profit, Operating Profit Margin



## Main Indicators

	YoY	1Q	2Q	1st Half
Cargo Information Numbers		Up 2.2%	Up 1.4%	Up 1.8%
Empty Truck Information Numbers		Dn 2.6%	Dn 2.8%	Dn 2.7%
Trucks Dispatched		Up 0.5%	Up 0.3%	Up 0.4%

	End Sept. 2022	End Mar. 2023	End Sept. 2023
Productivity personnel	601 people	603 people	634 people
Location no.	46 locations	49 locations	46 locations

Newly Opened	June 2023	Mie Information Center
	Aug.	Minami Osaka Information Center
	Oct.	Yokohama Information Center Cold Chain Kanto Center

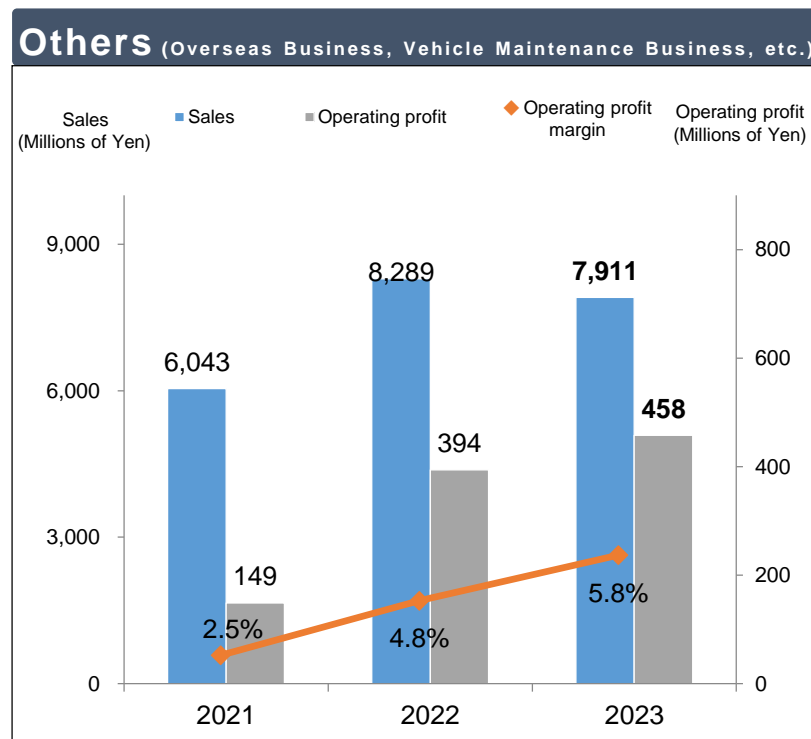
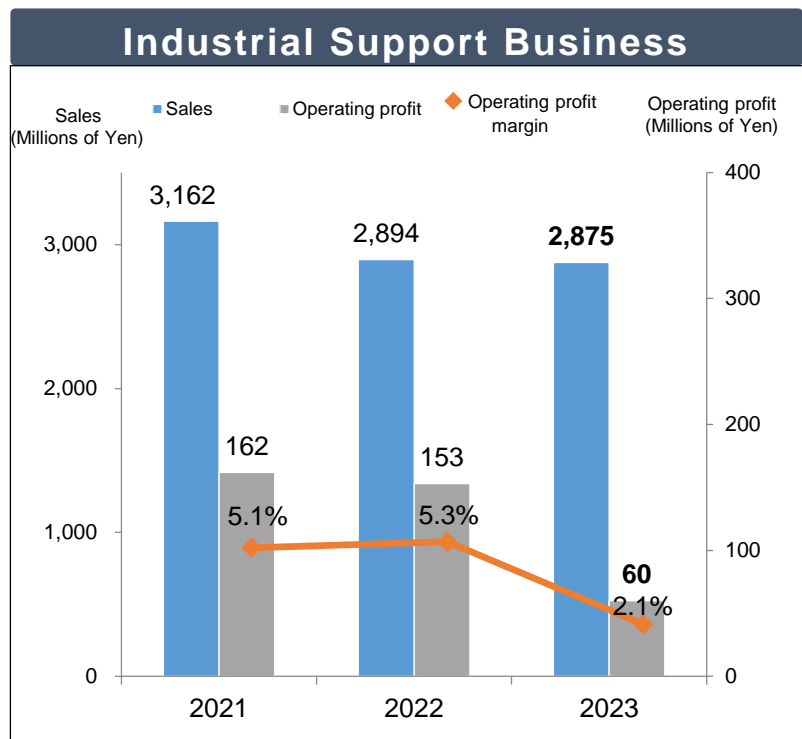
### ✓ Sales

The number of trucks dispatched increased by 0.4% due to enhanced handling of medium-lot cargo, but revenue decreased due to a decrease in regular shipping.

### ✓ Operating profit

Profit decreased due to securing human resources for business growth, and paying adjusted freight unit prices due to soaring unit fuel prices.  
(Down 15.6% YoY)

# FY2023 1st Half Consolidated Results (IS Business & Others)



#### ✓ Sales

Revenue decreased due to a decrease in the number of working people.

#### ✓ Operating profit

Profits decreased due to decreased sales.  
(down 60.4% YoY)

#### ✓ Sales

Revenue decreased due to the transfer of the information system external sales business in the previous fiscal year.

#### ✓ Operating profit

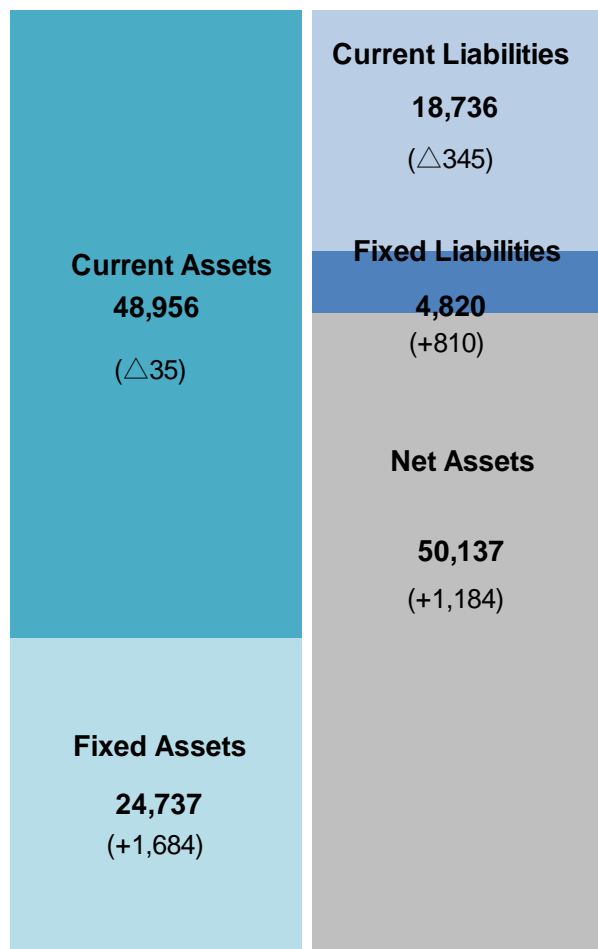
Profit increased due to demand recovery in Singapore.

		End Jun. 2022	End Jun. 2023
Foreign exchange			
Chugoku	Yen/Yuan	20.38	19.94
Thailand	Yen/THB	3.85	4.07
Singapore	Yen/SGD	98.1	106.94

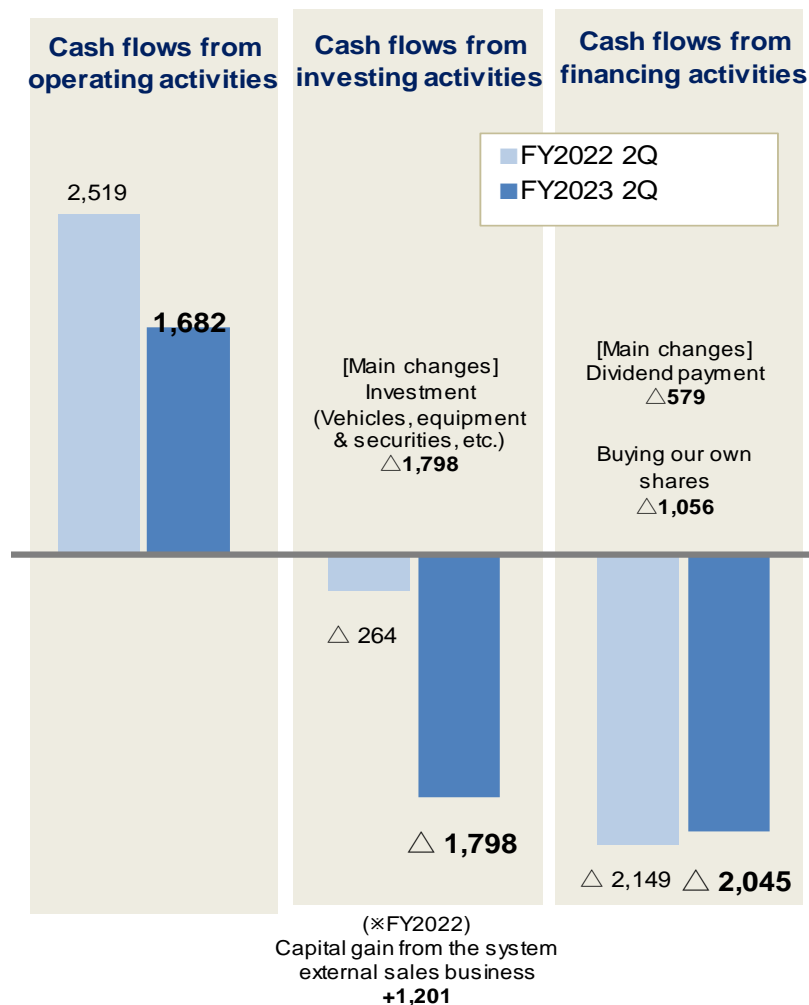
# FY2023 1st Half Consolidated Balance Sheet



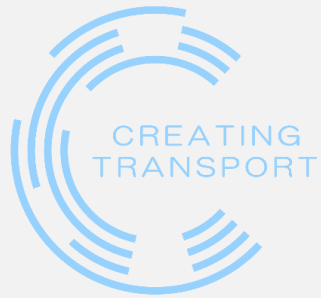
Consolidated Balance Sheet - Unit: Millions of Yen



Consolidated Cash Flow Statement - Unit: Millions of Yen







# FY2023 Full-year Forecast

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# Consolidated Full-Year Results Forecast for FY2023



(Millions of Yen)

	FY2022			FY2023						Plan			
	1st Half	2nd Half	Full Year	1st Half	YoY	2nd Half	YoY	Full Year	YoY Diff.	YoY	Full Year	Plan Diff.	Plan Ratio
<b>Sales</b>	83,889	83,871	<b>167,760</b>	83,868	Δ0.0%	87,900	+4.8%	<b>171,770</b>	+4,009	+2.4%	174,570	Δ2,800	Δ1.6%
<b>Operating Profit</b>	3,673	3,764	<b>7,438</b>	3,632	Δ1.1%	3,470	Δ7.8%	<b>7,100</b>	Δ338	Δ4.5%	7,500	Δ400	Δ5.3%
(% of Sales)	(4.4%)	(4.5%)	<b>(4.4%)</b>	(4.3%)	(Δ0.1P)	(3.9%)	(Δ0.6P)	<b>(4.1%)</b>		<b>(Δ0.3P)</b>	(4.3%)		<b>(Δ0.2P)</b>
<b>Recurring Profit</b>	3,818	3,754	<b>7,573</b>	3,683	Δ3.5%	3,490	Δ7.1%	<b>7,170</b>	Δ403	Δ5.3%	7,600	Δ430	Δ5.7%
(% of Sales)	(4.6%)	(4.5%)	<b>(4.5%)</b>	(4.4%)	(Δ0.2P)	(4.0%)	(Δ0.5P)	<b>(4.2%)</b>		<b>(Δ0.3P)</b>	(4.4%)		<b>(Δ0.2P)</b>
<b>Net Profit Attributable to Parent Company Shareholders</b>	3,320	515	<b>3,835</b>	2,345	Δ29.3%	2,300	+346.5%	<b>4,650</b>	+814	+21.2%	5,000	Δ350	Δ7.0%
(% of Sales)	(4.0%)	(0.6%)	<b>(2.3%)</b>	(2.8%)	(Δ1.2P)	(2.6%)	(+2.0P)	<b>(2.7%)</b>		<b>(+0.4P)</b>	(2.9%)		<b>(Δ0.2P)</b>

## ✓ Sales

Revenue to increase due to the acquisition of new customers in the LM business, C-AREA operations, and an increase in the number of trucks dispatched in the logistics information service business.

## ✓ Operating profit

Profit to decrease due to upfront costs associated with opening new locations for the LM business, and payment of adjusted freight unit prices for the logistics information service business.

## ✓ Net profit

Profit to increase due to the capital gain from the system external sales business in the previous fiscal year, and the recording of impairment losses overseas, etc.

# FY2023 Full-Year Results Forecast by Segment



(Millions of Yen)

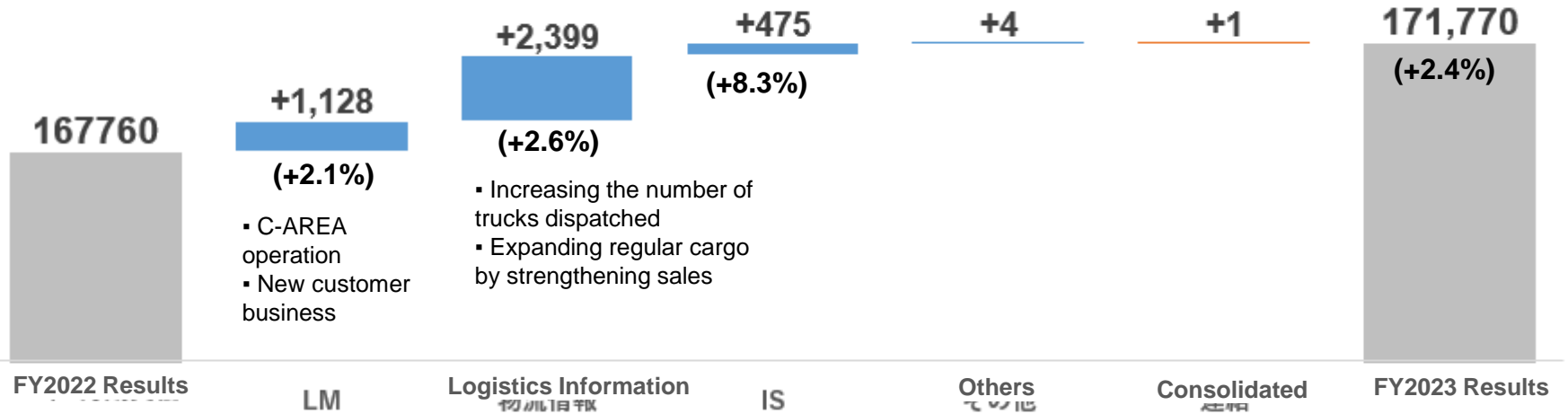
		FY2022			FY2023						Original plan			
		1st Half	2nd Half	Full Year	1st Half	YoY	2nd Half	YoY	Full Year	YoY Diff.	YoY	Full Year	Plan Diff.	Plan Ratio
<b>Logistics Management Business</b>	Sales	27,265	27,486	<b>54,751</b>	27,756	+1.8%	28,120	+2.3%	<b>55,880</b>	+1,128	+2.1%	56,050	△170	△0.3%
	Operating profit	2,005	2,110	<b>4,116</b>	2,054	+2.4%	1,960	△7.1%	<b>4,010</b>	△106	△2.6%	4,070	△60	△1.5%
	(% of Sales)	(7.4%)	(7.7%)	<b>(7.5%)</b>	(7.4%)	(±0.0P)	(7.0%)	(△0.7P)	<b>(7.2%)</b>		<b>(△0.3P)</b>	(7.3%)		(△0.1P)
<b>Logistics Information Service Business</b>	Sales	46,207	46,512	<b>92,720</b>	46,192	△0.0%	48,890	+5.1%	<b>95,120</b>	+2,399	2.60%	97,870	△2,750	△2.8%
	Operating profit	1,315	1,332	<b>2,647</b>	1,110	△15.6%	1,180	△11.4%	<b>2,290</b>	△357	△13.5%	2,670	△380	△14.2%
	(% of Sales)	(2.8%)	(2.9%)	<b>(2.9%)</b>	(2.4%)	(△0.4P)	(2.4%)	(△0.5P)	<b>(2.4%)</b>		<b>(△0.5P)</b>	(2.7%)		(△0.3P)
<b>Industrial Support Business</b>	Sales	2,894	2,869	<b>5,764</b>	2,875	△0.7%	3,360	+17.1%	<b>6,240</b>	+475	+8.3%	6,640	△400	△6.0%
	Operating profit	153	120	<b>274</b>	60	△60.4%	137	+13.3%	<b>200</b>	△74	△27.1%	246	△46	△18.7%
	(% of Sales)	(5.3%)	(4.2%)	<b>(4.8%)</b>	(2.1%)	(△3.2P)	(4.1%)	(△0.1P)	<b>(3.2%)</b>		<b>(△1.6P)</b>	(3.7%)		(△0.5P)
<b>Others Business</b>	Sales	8,289	7,896	<b>16,185</b>	7,911	△4.6%	8,280	+4.9%	<b>16,190</b>	+4	+0.0%	15,540	+650	4.2%
	Operating profit	394	307	<b>701</b>	458	+16.3%	250	△18.6%	<b>710</b>	+8	+1.2%	614	+96	+15.6%
	(% of Sales)	(4.8%)	(3.9%)	<b>(4.3%)</b>	(5.8%)	(+1.0P)	(3.0%)	(△0.9P)	<b>(4.4%)</b>		<b>(+0.1P)</b>	(4.0%)		(+0.4P)
<b>Intercompany Eliminations</b>	Sales	△ 767	△ 893	<b>△ 1,661</b>	△ 867	-	△ 790	-	<b>△ 1,660</b>	+1	-	△ 1,530	△130	-
	Operating profit	△ 196	△ 106	<b>△ 302</b>	△ 51	-	△ 57	-	<b>△ 110</b>	+192	-	△ 100	△10	-
	(% of Sales)	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Consolidated Total</b>	Sales	83,889	83,871	<b>167,760</b>	83,868	△0.0%	87,860	+4.8%	<b>171,770</b>	+4,009	2.40%	<b>174,570</b>	△2,800	△1.6%
	Operating profit	3,673	3,764	<b>7,438</b>	3,632	△1.1%	3,470	△7.8%	<b>7,100</b>	△338	△4.5%	<b>7,500</b>	△400	△5.3%
	(% of Sales)	(4.4%)	(4.5%)	<b>(4.4%)</b>	(4.3%)	(△0.1P)	(3.9%)	(△0.6P)	<b>(4.1%)</b>		<b>(△0.3P)</b>	(4.3%)		(△0.2P)

# FY2023 Forecast for Changes in Full-Year Sales and Operating Profit

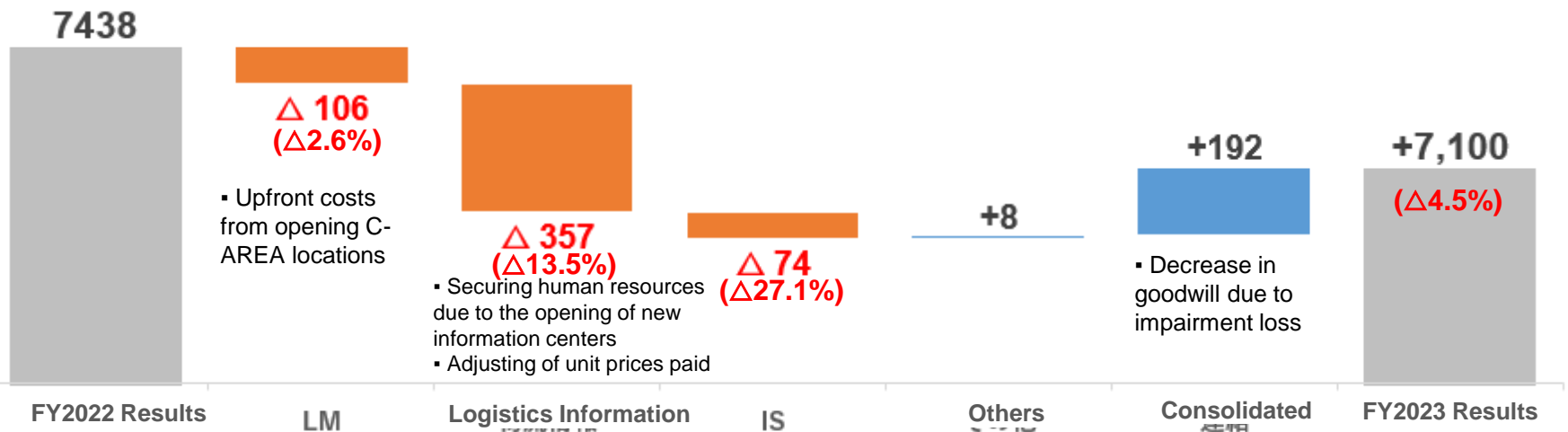


## Sales (Unit: Millions of Yen)

(YoY)



## Operating Profit (Unit: Millions of Yen)

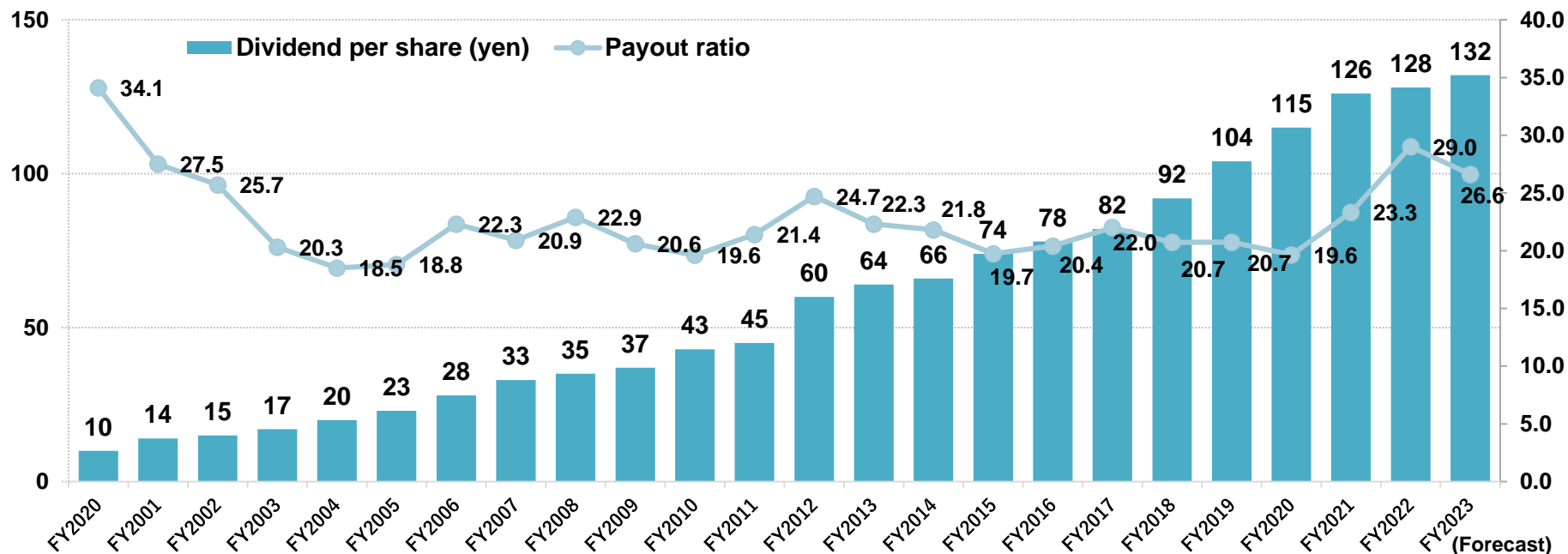


# Return to Shareholders



The interim dividend is 66 yen per share as announced at the beginning of the FY. The year-end dividend is also planned to be 66 yen, with the annual dividend at 132 yen (+4 yen YoY), which would be the 23rd consecutive year of a dividend increase.

Dividend per share & dividend payout ratio since 2000



## Status for buying our own shares

**Announced on Apr. 26, 2023**

Total number of shares that can be acquired: 300,000 shares

Acquisition cost total amount: 2,000 million yen

Acquisition period: May 8, 2023

~ Mar. 29, 2024

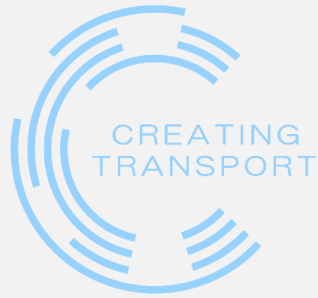
**As of Sept. 30, 2023**

Total number of shares acquired: 154,800 shares

Acquisition cost total amount: 1,055 million yen

(Reference) Total return ratio after acquisition: 70.0%

\* The dividend payout ratio and total return ratio are roughly calculated based on the number of shares, excluding treasury stock, as of September 30, 2023.



# TRANCOM VISION 2025

## Creating “Transportation”

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# TRANCOM VISION 2025



**Creating “Transportation”**

## Creating “Transportation”

Building and providing TRANCOM’s unique transportation and delivery services

### Specific initiatives to create “transportation” [Details](#)

1 Building a “transportation” platform



P.17

2 Opening *PC*-AREA locations in major areas



P.18

3 Improving the logistics information service business



P.19

4 Strengthening the company-wide sales force



P.20

5 New business that utilizes big data



P.21

▼ 3 Pillars

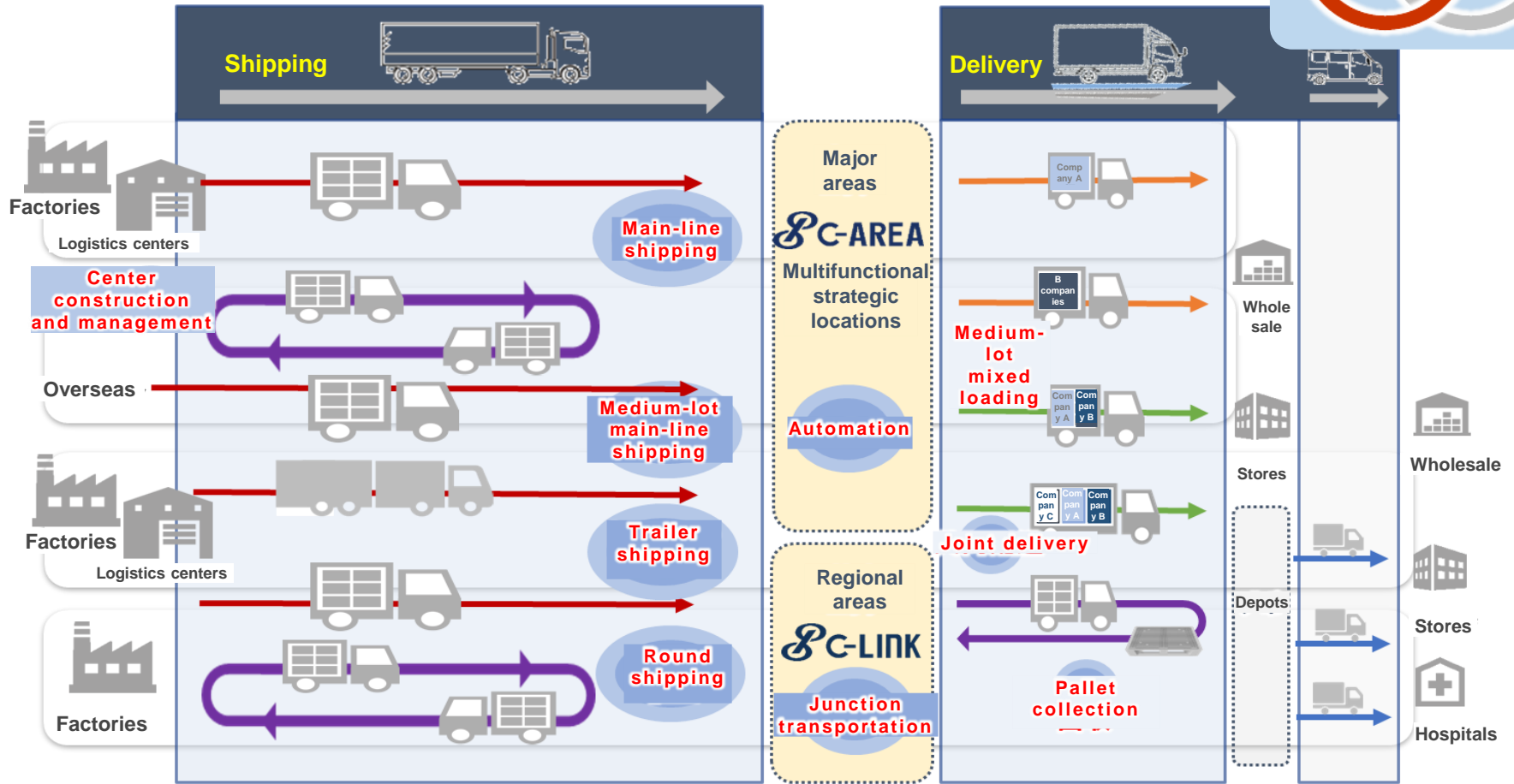




# Specific Initiatives to Create “Transportation”



## 1 Building a “transportation” platform



**Nationwide transportation and delivery partner network of 13,000 companies**

# Specific Initiatives to Create “Transportation”



## 2 Opening C-AREA locations in major areas

### Chubu Area

#### C-AREA Tokai

Automobile Parts



Floor area 6,819 tsubo

Existing Locations

#### C-AREA Ichinomiya

Daily Necessities & Processed Food



Floor area 9,519 tsubo

From October 2023~

### North Kanto Area

#### C-AREA Hasuda

Daily Necessities



Floor area 23,787 tsubo

From July 2021~

#### C-AREA Kuki

Confectionery



Floor area 6,869 tsubo

Existing Locations

### Kansai Area

#### C-AREA Ibaraki

Daily Necessities



Floor area 11,525 tsubo

Aug. 2024 Scheduled to open

### South Kanto Area

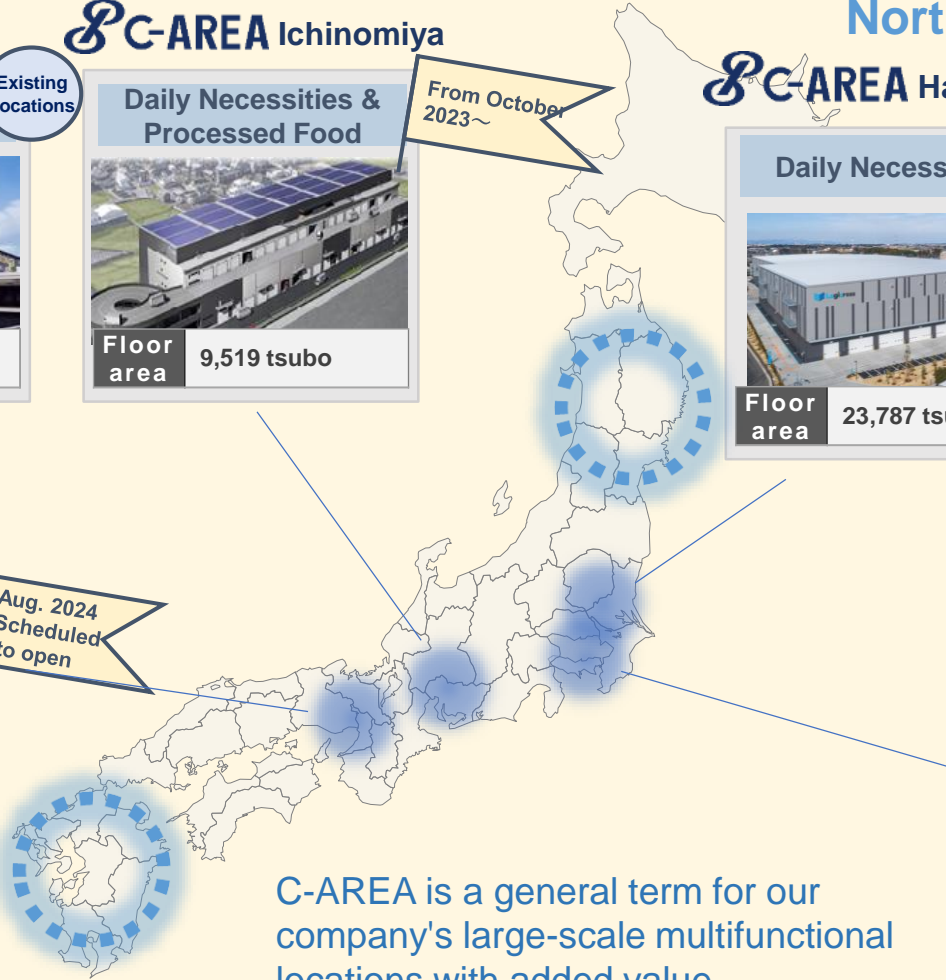
#### C-AREA Atsugi

Daily Necessities, Confectionery & Processed Food



Floor area 7,461 tsubo

From July 2023~



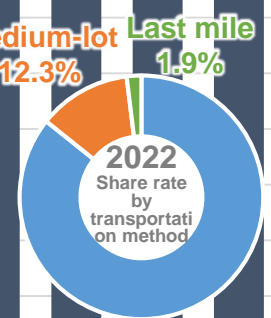
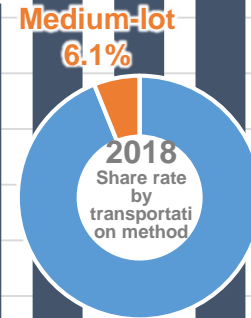
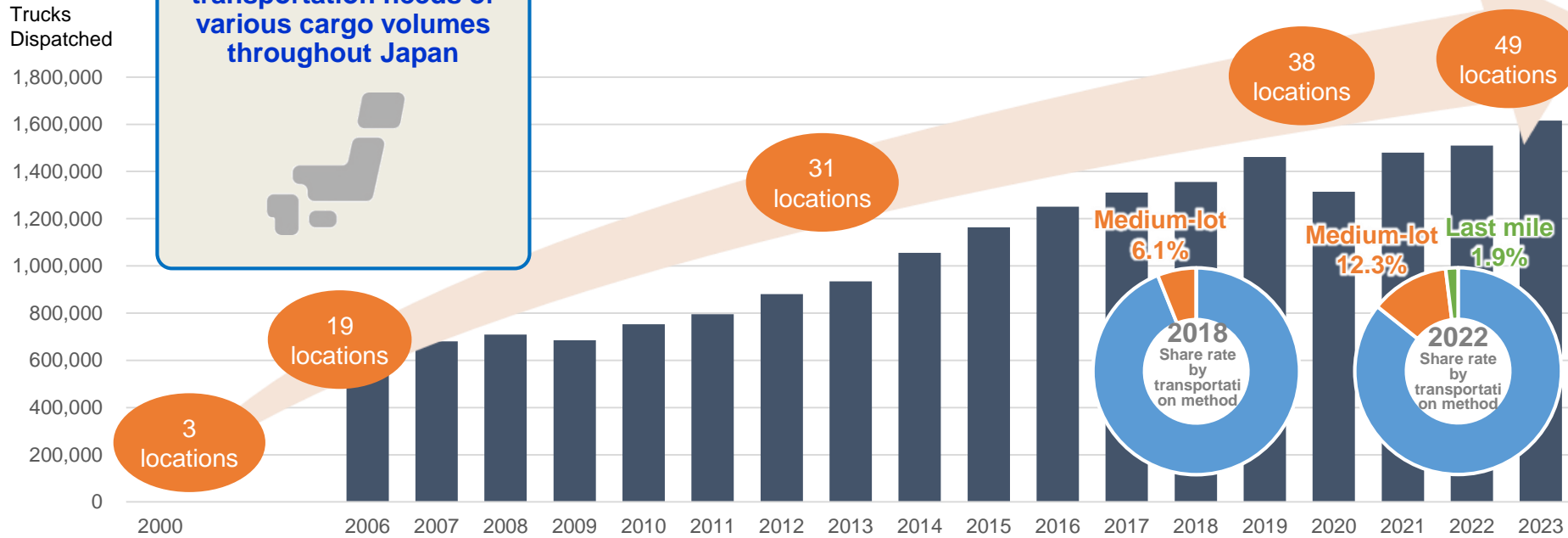
C-AREA is a general term for our company's large-scale multifunctional locations with added value.

# Specific Initiatives to Create “Transportation”



## 3 Improving the logistics information service business

Possible to meet freight transportation needs of various cargo volumes throughout Japan



Service Type	Compatible Load Volume Cargo	Our Load Matching Service	Shippers (Manufacturers)	Shippers (Transportation Enterprises)	Partners
Charter			Flexibly dealing with surges, and ability to provide vehicles at any time and in any area		
Medium-lot				Available in every direction, from spot to regular, and from charter to mixed loading	
Drayage					Freight settings based on market prices and supply & demand that can be used only when cargo is needed
Last mile					
Cold Chain					

# Specific Initiatives to Create “Transportation”



## 4 Strengthening the company-wide sales force

- ✓ Increasing the number of people to strengthen the sales system (25 → 50 people)
- ✓ Establishing the “Transportation Promotion Group”

## Sales that lead to “transportation”

### Expanding areas covered

- Daily necessities
- Food & confectionery
- New categories  
(Automotive & machine materials)

### Expanding transportation quantity

- Expanding regular shipping
- Expanding round shipping

# Specific Initiatives to Create “Transportation”



## 5 New business that utilizes big data

Customer & partner foundation



Accumulated big data

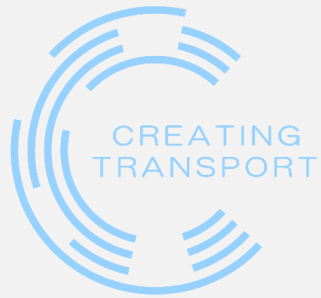
**COMPASS screen image**

**Cargo information**

**Empty truck information**

**Creating new business and systems**

**Solving social issues using data**



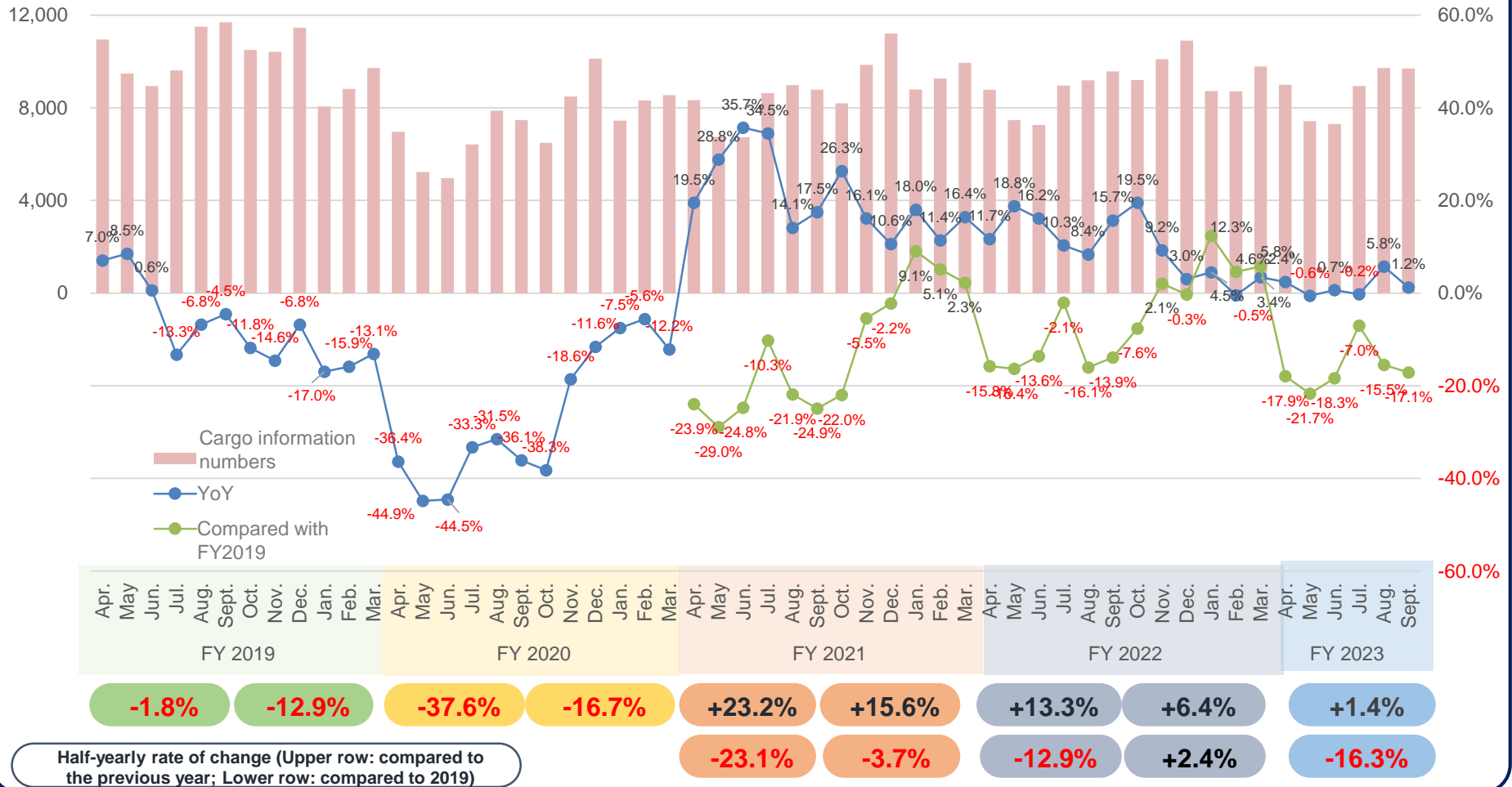
# Reference Materials

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# Status of the Logistics Information Service Business



Daily cargo information numbers since April 2019, and the rate of increase or decrease YoY and from the year before last

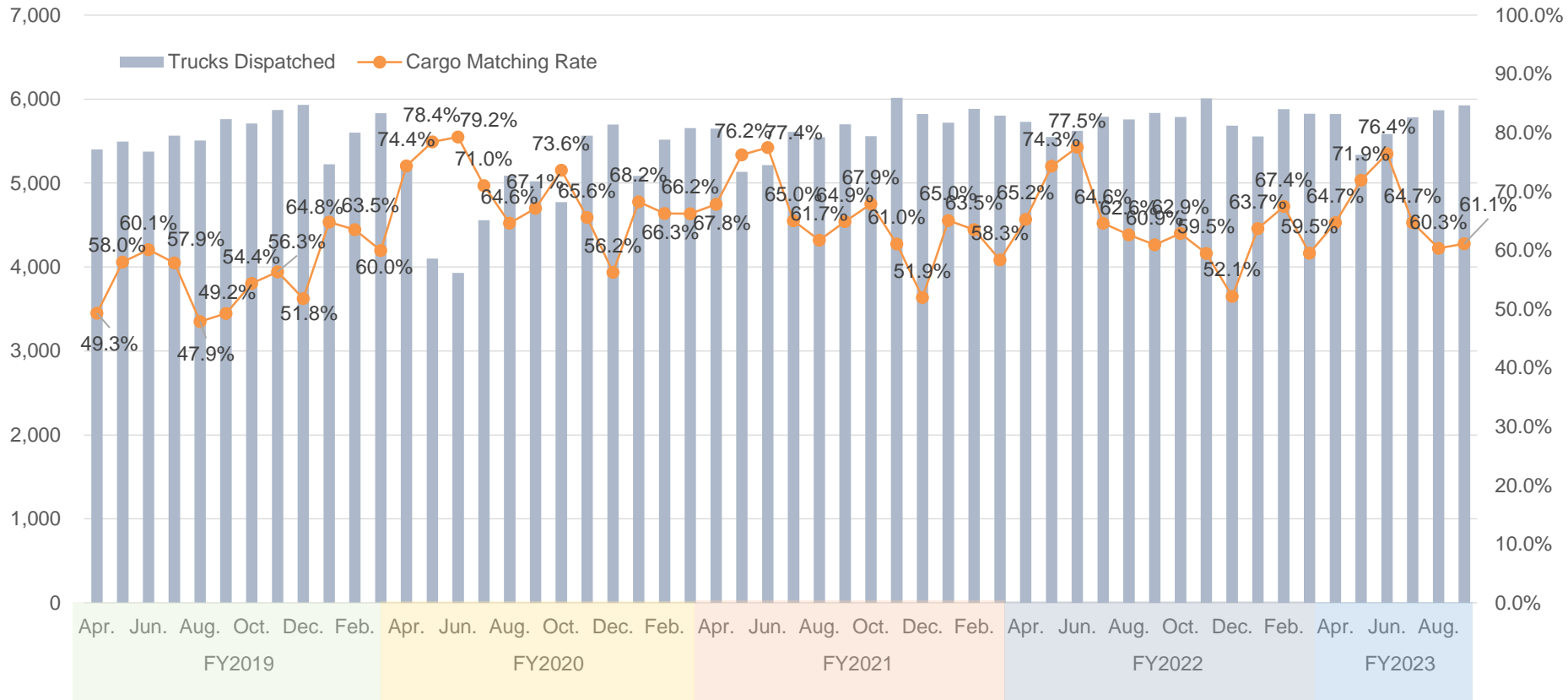




# Status of the Logistics Information Service Business



Number of trucks dispatched since April 2019 and the cargo matching rate



Half-yearly cargo matching rate

53.4%

57.8%

71.9%

65.5%

68.9%

61.1%

67.0%

60.4%

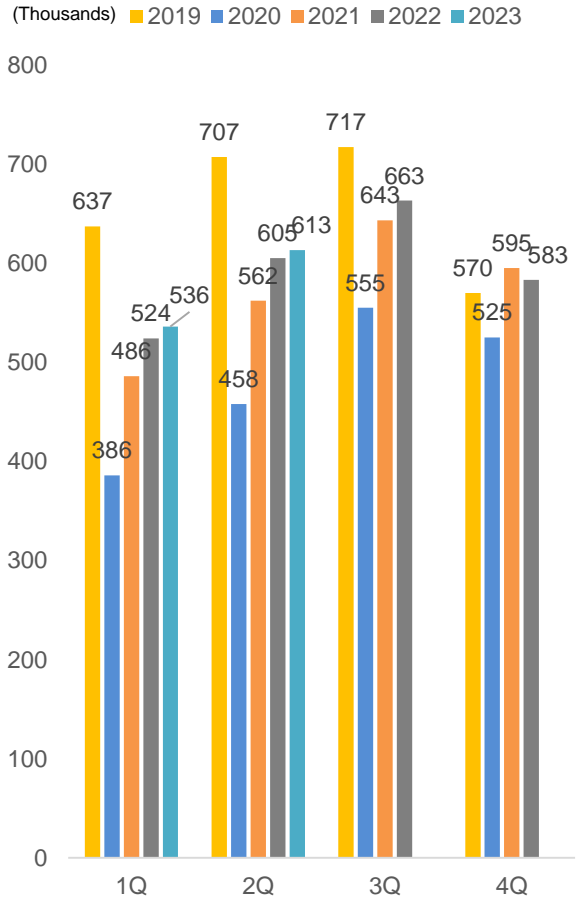
66.1%



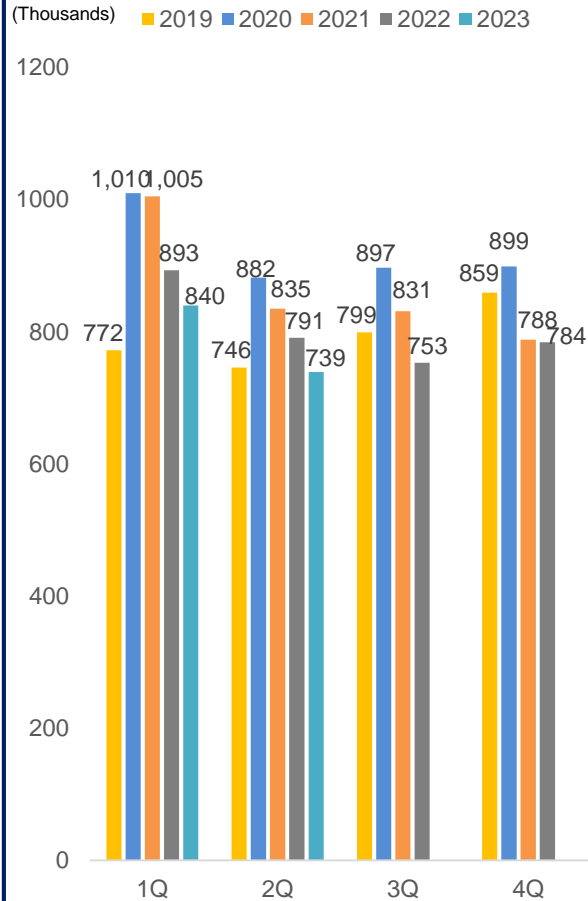
# Logistics Information Service Business - Information Numbers



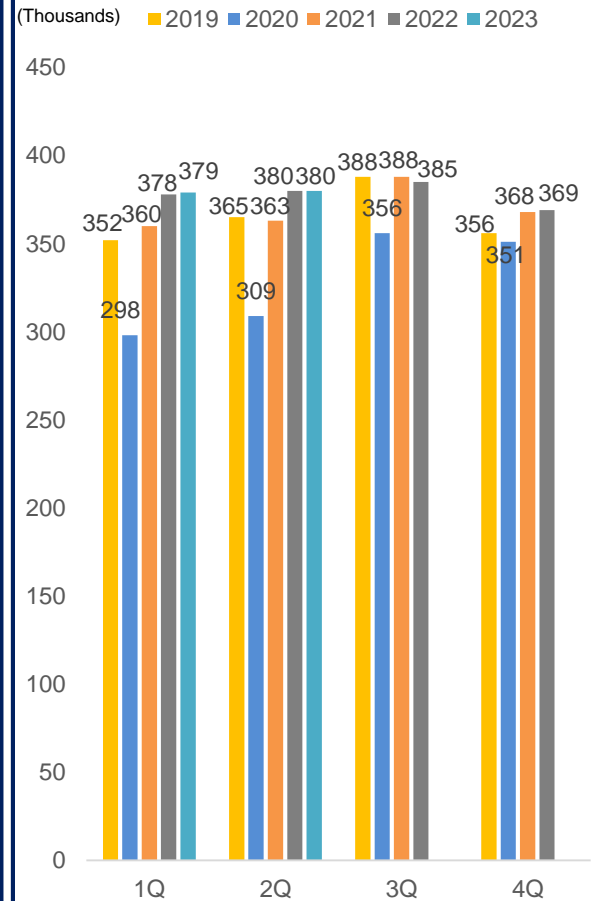
## Cargo Information Numbers



## Empty Truck Information Numbers



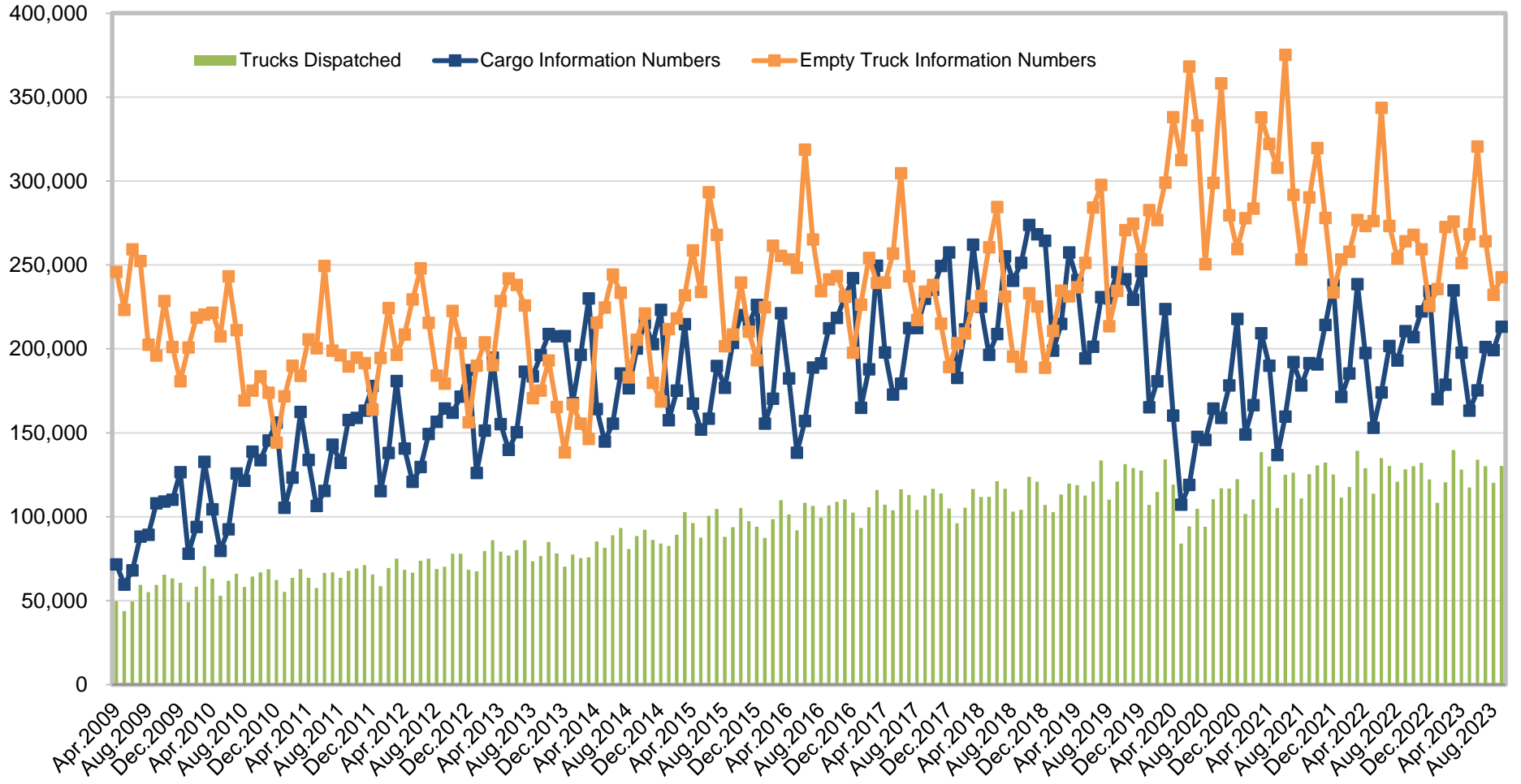
## Trucks Dispatched



# Logistics Information Service Business - Change in Information Numbers



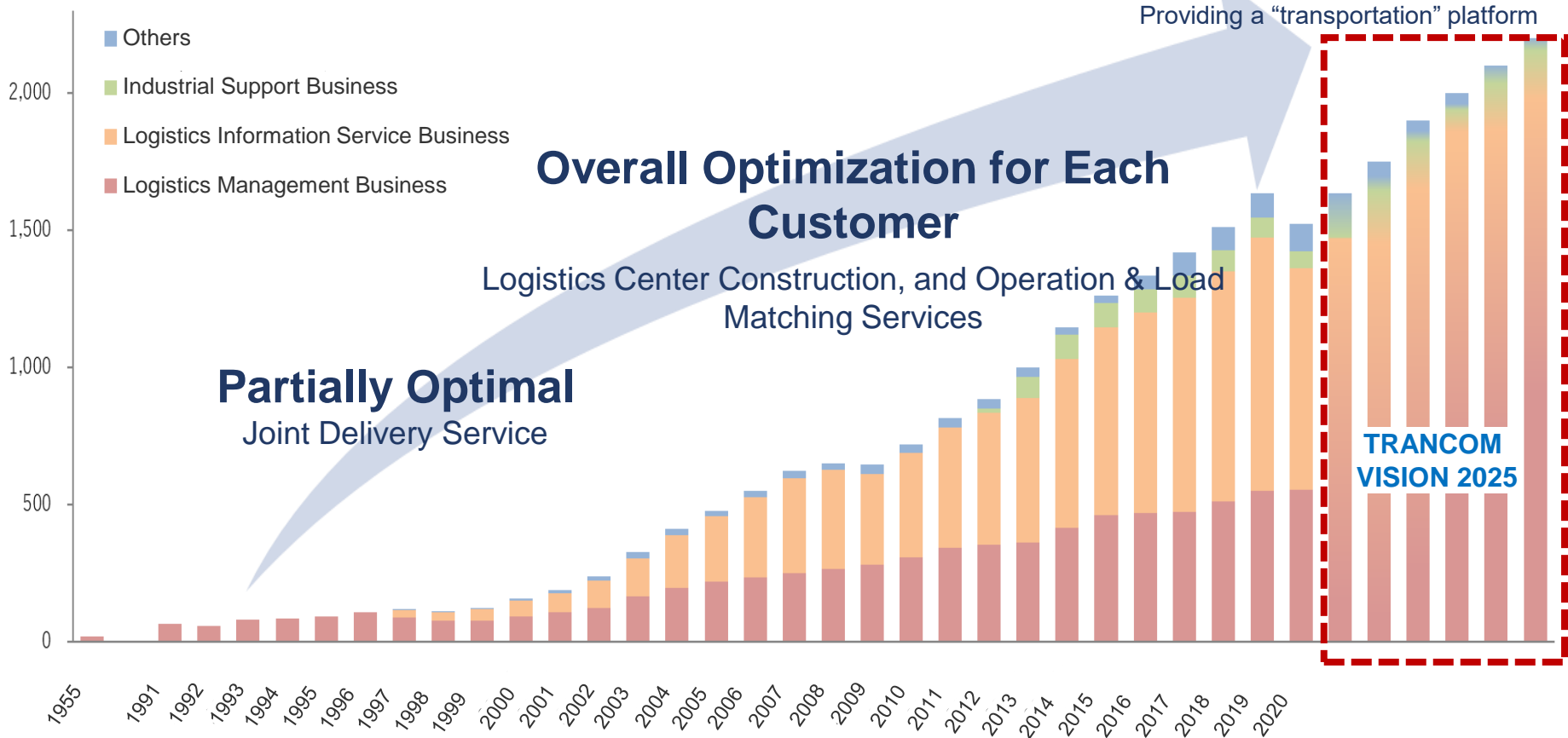
Change in the number of information cases since 2009



# TRANCOM Business Reform



**Change in Sales Since the Company was Founded**  
(¥100mn)



# (Industry Data) Change in Unit Fuel Prices



## Change in Light Oil Price

(Yen)



Source: Light oil lorry price for large users, The Oil Information Center

## Logistics industry as a whole

About **24 tln yen**

## Truck transportation business

Number of registered trucks

About **14.4 tln yen**    About **1,292,000 trucks**

## Home delivery business

Number of registered trucks

About **2.4 tln yen**    About **288,000 trucks**

Source: “Logistics 2019 by the Numbers” from the Japan Association for Logistics and Transport; “By Vehicle Type (Details), Number of Registered Vehicles Table” from the Automobile Inspection & Registration Information Association

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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.

