BUSINESS REPORT 2022

NISSIN CORPORATION

Basic business policy

Based on the meaning of "NISSIN" and our philosophy "day and new improving daily than ever", Nissin Group is committed to a process of constant renewal. Our basic business policy is to meet the expectations of shareholders and other stakeholders by continually enhancing the corporate value, while contributing to the creation of an affluent society through the provision of safe, fast, high-quality logistics and travel-related services at a competitive cost.

To adhere to this policy, we seek to operate logistics and travel-related services globally that are essential for economic and social development, while also fulfilling our corporate social responsibility in terms of compliance with business ethics, laws and regulations and involvement in activities to protect the global environment.

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To Our Shareholders

We wish to thank all our shareholders for their continuing support and encouragement as we report on the performance of Nissin Corporation for the fiscal year ended March 31, 2022

An overseas network and international logistics expertise are two of the main strengths of Nissin Group. Leveraging these advantages, we aim to generate sustained future growth by continuing to develop new business models that make full use of the Group's resources.

The Company paid a year-end dividend of \(\frac{\pmathbf{4}}{32.00}\) per share for the fiscal year ended March 31, 2022, on June 8. Including an interim dividend, the annual dividend for the full year amounted to \(\frac{\pmathbf{4}}{60.00}\) per share.

We ask your continuing support and encouragement.



President Masahiro Tsutsui

Company Information:

Name: Nissin Corporation

Head Office: 6-81 Onoe-cho, Naka-ku, Yokohama, Japan

Tokyo Main Office: 6-4, Kojimachi 1-chome, Chiyoda-ku, Tokyo, Japan

Establishment: December 14, 1938

Capital: 6,097,263,500 yen (as of March 31, 2022)
Business Term: Commencing April 1 and closing March 31

Annual General Meeting of Shareholders: of the following year To be held in June

shureholders.

Web site: https://www.nissin-tw.com/

Business Activities and Results

During the fiscal year ended March 31, 2022, the world economy showed signs of recovery on the whole, owing to the recovery in economic activities in line with progress made regarding COVID-19 countermeasures and the easing of restrictions on movement. However, uncertainty about the future outlook heightened, due to factors such as the rise in energy prices due to Russia's invasion of Ukraine and the progression of inflation. In Japan, although there was a partial improvement in business sentiment, the trend lacked strength and did not lead to a full-fledged recovery.

Under these circumstances, in the final year of the 6th medium-term business plan, the Group focused on the three priority fields of automobile-related logistics, chemicals and hazardous materials logistics, and food logistics, addressing the strong demand for both ocean and air freight. Amid space shortages and port congestion, our handling volumes continued to be robust as we provided services that utilized our expertise. In the travel business, although challenging business conditions persisted, there was a substantial improvement in the amount of operating loss as a result of implementing cost reduction measures.

As a result, consolidated net sales were \$192,699 million, an increase of 23.6% from the previous year. Consolidated operating income increased 248.4% to \$9,098 million, consolidated ordinary income increased 130.0% to \$9,859 million, and profit attributable to owners of parent increased 217.1% to \$6,365 million.

Segmental Overview

I. Logistics Business

[Japan]

In terms of air freight exports, handling volumes of automobile-related freight, electronic parts, chemicals, semiconductor-related freight, etc. were strong. For imports, handling volumes of food and gardening-related products, etc. were robust. In terms of ocean freight exports, exports of chemicals were robust. Regarding imports, handling volumes of food and home appliances, etc. remained steady.

[Asia]

The handling volume of automobile-related freight was strong throughout Asia. In Thailand, ocean freight exports of two-wheel vehicles to Europe and the U.S. contributed to earnings, and both ocean and air freight exports increased in volume due to the strengthening of our procurement capabilities. In Vietnam, air freight exports of electronic parts to China and ocean freight exports of home appliances to the U.S. performed well.

[China]

In Hong Kong, air freight exports of home appliances and electronic parts continued to be strong. As for ocean freight exports, amid delays in vessel operations, etc., we worked to secure transportation space and increased the handling volume of home appliances and other products exported to North America. In Shanghai, handling volumes of air freight exports and imports remained robust.

[The Americas]

In the U.S., the continuation of domestic transport alternatives to ocean freight imports due to the shortage of ocean containers and port congestion contributed significantly to earnings. As for automobile-related freight, both air freight exports and imports were strong. For food-related products, the handling volume of air freight exports increased. Furthermore, in October, we opened a new warehouse for automobile-related freight in Tennessee, USA.

[Europe]

In Germany, warehouse storage and regional delivery services of home appliances remained robust. In Belgium, in addition to the robust handling volume of automobile-related freight, air freight exports of food and pharmaceutical-related products were also strong. In Poland, handling volumes of warehouse storage and regional delivery services increased. In Austria, air freight imports of COVID-19 test kits from China using chartered aircraft contributed to earnings.

As a result, consolidated segment sales increased 25.5% from the previous year to \\$188,961 million and segment income (consolidated operating income) increased 125.8% to \\$9,372 million.

II. Travel Service Business

Although there was a slight increase in the handling volume for domestic travel, the number of people handled for overseas business travel did not fully recover. In terms of cost reduction measures, we have made progress according to the plan.

As a result, consolidated segment sales decreased 39.8% from the previous year to \(\frac{4}{2}\),535 million and segment loss (consolidated operating loss) was \(\frac{4}{1}\),053 million (segment loss (consolidated operating loss) of \(\frac{4}{2}\),315 million in the previous year).

III. Real Estate Business

After the lifting of the state of emergency declaration in September last year, revenues from parking lots rose due to the increase in tourists, but rent revenues from rental properties decreased.

As a result, consolidated segment sales increased 6.2% from the previous year to \$1,609 million and segment income (consolidated operating income) decreased 1.5% to \$765 million.

| Duciness Unit | Fiscal | 2021 | Fiscal 2022 | |
|--------------------------|-----------------|------------|-----------------|------------|
| Business Unit | Millions of yen | % of total | Millions of yen | % of total |
| Logistics Business | 150,565 | 96.6 | 188,961 | 98.1 |
| Travel Service Business | 4,213 | 2.7 | 2,535 | 1.3 |
| Real Estate Business | 1,516 | 1.0 | 1,609 | 0.8 |
| Elimination or corporate | (379) | (0.2) | (407) | (0.2) |
| Total | 155,915 | 100.0 | 192,699 | 100.0 |

Topics

Acquired the Highest Rank (Three Stars) in "Eruboshi" Certification and "Kurumin" Certification

In January this year, as an excellent company in taking initiatives based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace (Women's Participation Promotion Act), the Company received three stars in the "Eruboshi" certification, which is the highest rank, from the Minister of Health, Labour and Welfare.

Also in February this year, as an excellent company in taking initiatives based on the Act on Advancement of Measures to Support Raising Next-Generation Children, we acquired "Kurumin" certification from the Minister of Health, Labour and Welfare.

Going forward, we will continue to work on achieving the goals of our action plan, maintain a work-life balance for our employees, and strive to create a workplace environment in which all employees can fully demonstrate their abilities.



Arranged for Transportation of Yacht for Ocean Adventurer Kenichi Horie's Voyage Across the Pacific Ocean

From January to March this year, the Company arranged for the transportation of Suntory Mermaid III, the yacht to be used by ocean adventurer Kenichi Horie (hereinafter referred to as "Mr. Horie") in his project of a solo, non-stop trans-Pacific voyage.

In 1962, Mr. Horie succeeded in crossing the Pacific Ocean alone in a solo, non-stop voyage from Nishinomiya in Hyogo Prefecture to San Francisco. This time, he shall go on the reverse route, from San Francisco to Nishinomiya. He departed from San Francisco on March 26, 2022, and is scheduled to cross the Pacific Ocean in about 80 days.

As a global logistics provider, the Company will fully support Mr. Horie's challenge.



Offices |

Head Office and Main Office

Yokohama Head Office 6-81 Onoe-cho, Naka-ku, Yokohama Tokyo Main Office

6-4, Kojimachi 1-chome, Chivoda-ku, Tokyo

Osaka Main Office

1-7-7 Kawara-cho, Chuo-ku, Osaka

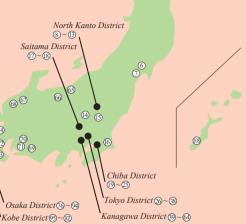
Domestic Business Network

- Sapporo Office
- (2)Ebetsu Office
- Tomakomai Office Hakodate Office
- Shinchitose Airport Office
 - Sendai Office Kakuda Office
 - Kita-Kanto Office
 - Tochigi Office
 - 10 Moriva Warehouse Office
- 11) Haga Office
- Haga Second Office
- Sakura Office
- (14) Takasaki Office
- (15) Ota Office
- (16) Ibaraki Office
- Saitama Fuiimino Office
- Asaka Office
- Chiba Warehouse Office
- Chuoko Office
- Shinko Office
- Narashino Office Ichihara Office
- Narita Airport Office
- Narita Logistics Center
- Tokyo Main Office
- Tokyo Logistics Center
- Oi Warehouse Office
- Tokyo Refrigerated Warehouse Office
- (30) Aomi Warehouse Office
- (31) Heiwajima Warehouse Office
- Heiwaiima Office
- (33) Heiwajima Refrigerated Logistics Center
- (34) Shibaura Office
- (35) Ju-go Pier Office
- 36) Shinkiba Office
- East Tokyo Office

- 38) West Tokyo Office
- Head Office(Yokohama)
- Detamachi Office
- 41) Honmoku Office(Minami Honmoku Distributuon Center)
- 42 Honmoku (East and West) Warehouse Office
- (43) Honmoku Pier C Office
- (44) Honmoku Refrigerated Warehouse Office
- (45) Minami Honmoku Terminal Office
- (46) Yokohama Heavy Cargo Packing Center
- (47) Yokohama Air Cargo Terminal
- (48) Bankokubashi Parking Office
- Daikoku Pier Warehouse Office
- 50 Daikoku Office
- (51) Daikoku Motor Vehicle Terminal Center
- 52) Daikoku C-1 Office
- Daikoku Multi-terminal Office
- (54) Negishi Office
- Shinko Warehouse Office Tsurumi Operation Center
- Tsurumi Office
- Yokohama Hazawa Office (59) Higashi Ogijima Office
- (60) Kawasaki Office
- Shiohama Office
- (62) Kawasaki Oil-Product Storage Office
- (63) Ukishima Office
- 64) Atsugi Office Nagaoka Office
- Omi Office Kanazawa Office
- Hakusan Office

- (69) Hamamatsu Office
- 70 Nagova Office
- (71) Nagoya Kasadera Office Suzuka Office
- (73) Hisai Office
- Koto Office Kyoto Office
- Osaka Main Office
- Takumi-cho Office Nanko Warehouse Office
- Nanko Air Cargo Center
- Nanko West Warehouse Office
- 81) Nanko L-2 Terminal
- Sukematsu Terminal Office 83) Sukematsu Pier Office
- 84 Sukematsu Distribution Center
- (85) Tadaoka Office
- 86 Shiomi Pier Office
- Kansai Airport Office (88) LNG Business Center
- 89 Ittotsu Office
- 90 Minami Osaka Office
- (91) Yumeshima Terminal Office
- Sakai Logistics Center
- 93) Sakaihama Warehouse Office
- (94) Sakaihama Office
- 95) Kobe Office
- (96) Maya Pier Warehouse Office

- 97) Maya Refrigerated Warehouse Office
- 98) Maya East Distribution Center
- 99 PIL-8 Office
- DIL-13 Office
- PC-14 Office 102 K-DIC Office
- Hiroshima Office
- 104 Fukuoka Office
- Fukuoka Airport Office
- 106 Tachiarai Office
- Omuta Office
- Okinawa Office



Fikuoka District (10)~(10)

Overseas Network



Head Office Branch Representative Office Agency Office



- Europe Nissin Transport GmbH Head Office Neuss Branch Duesseldorf Airport Office Frankfurt Airport Office Hamburg European Logistics Center Hamburg Parts Center Tilburg Branch
- Swindon Office Rugby Branch Nissin Transport Ges. mbH Head Office (Vienna) Nissin Transport GmbH Spain Branch
- Nissin Transport France S.A.S. Head Office Nissin Belgium N.V. Head Office
 Limited Liability Company "Nissin Rus" Moscow Rep. Office

Nissin (U.K.) Ltd. Head Office

Nissin Logistics Poland Sp. zo. o. Head Office Gdynia Branch

Asia

- Nissin Transport Singapore Pte. Ltd. Head Office and Tuas Office Airport Office
- Siam Nistrans Co., Ltd. Head Office (Bangkok) Airport Office
- Laem Chabang Branch Cargo Distribution Center Office Chiangmai Branch
- Avutthava Branch SMTL Factory Office

 Best Cold Chain Co., Ltd. Head Office
- Nistrans (M) SDN. BHD. Head Office Airport Office
- Port Klang Office DOH Parts Center Johor Branch
- Penang Branch Melaka Logistics Center
- Nissin International Logistics (M) SDN. BHD. Head Office
- Nissin Transport Philippines Corporation Head Office (Manila) Laguna Branch
- Subic Satellite Office
- Anchor Logistics Head Office
 Nissin ABC Logistics Private Ltd.
- Haldia Office Noida Office Mumbai Office
- Gurgaon Office Chennai Office
- Chennai Warehouse Office
- Bangalore Office Ahmedabad Branch
- New Delhi Airport Branch Ahmadabad Warehouse Office
- Hyderabad Branch PŤ.Nissin Transport Indonesia
- Airport Office
- Tanjung Priok Office PT. Nissin Jaya Indonesia Head Office
- Nissin Logistics (VN) Co., Ltd.
- Ho Chi Minh Branch
- Long Duc Office Haiphong Office
- VSIP Distribution Center Da Nang Branch
- NR Greenlines Logistics co., Ltd. Head Office
 Lao Nissin SMT Co., Ltd. Head Office
- Savannakhet Branch Vientiane Office

Almaty Rep. Office

 Yangon Rep. Office Asia Representative Office

China

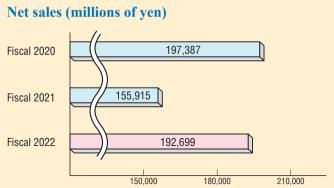
- Nissin Transportation & Warehousing (H.K.) Head Office
 - Airport Office
- Shenzhen Office
- Kwai Chung Logistics Division Office
 - Yantian Distribution Center
- Nissin Logistics Shenzhen Co., Ltd. Head Office Shanghai Gaosin International Logistics Co., Ltd. Head Office
- Ningbo Office
- Airport Office
- Logistics Zone Branch Nissin (Changshu) International Logistics Co., Ltd. Head Office
 - Development Zone Office
- Nissin International Logistics (c) Co., Ltd.
- Nanjin Branch Wuxi Branch
- Changzhou Office
- Suzhou Branch
- Suzhou Comprehensive Bonded Zone Office
- Nantong Branch Taicang Office
- Nissin-Sinotrans International Logistics Co., Ltd. Head Office
- Beijing Branch
- Beijing Daxing International Airport Office
- Qingdao Branch Guanzhou Branch
- Dalian Branch
- Chang chun Office Wuhan Branch
- Tianjin Branch Zhongshan Branch
- Foshan Branch
- Guangzhou Yonghe Economic Zone Branch Office Inner Mongolia Branch
- Nissin Global Logistics (Taiwan) Co., Ltd. Head Office
- Taipei Office
- Beijing Rep. Office Shanghai Rep. Office

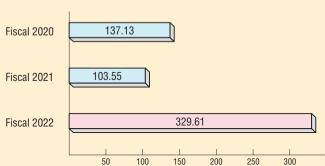
North America

- Nissin International Transport U.S.A., Inc. Head Office
 - Los Angeles Branch Dallas Office
- Rancho Cucamonga Branch
- San Francisco Branch Seattle Branch
- Portland Branch
- Chicago Branch Columbus Branch
- Tennessee Office Indianapolis Branch
- Memphis Branch Atlanta Branch
- Alabama Branch New York Branch
- Nissin Transport (Canada) Inc. Head Office
- Vancouver Branch Alliston Branch
- Nistrans Internacional De Mexico, S. DE R. L. DE C. V.
 - Celaya Branch Logistics Center (Rosarito)
- Silao Branch Mexico City Airport Office

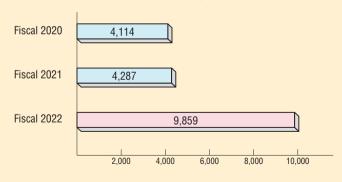
Consolidated Financial Highlights (for the last 3 years)

Earnings per Share (yen)

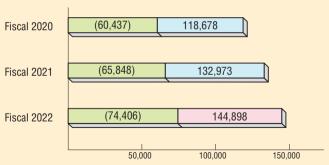




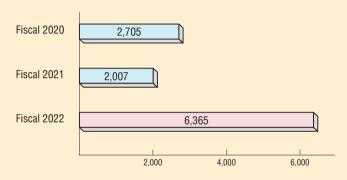
Ordinary income (millions of yen)



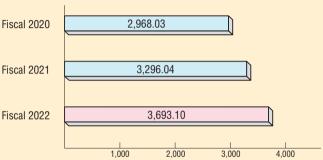
Net assets / Liabilities and Net assets (millions of yen)



Profit attributable to owners parent (millions of yen)

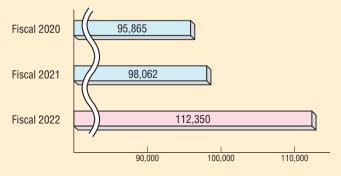


Book Value per Share (yen)



Non-Consolidated Financial Highlights (for the last 3 years)

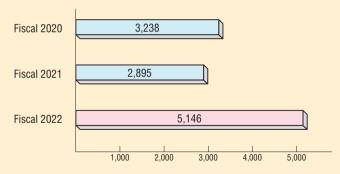




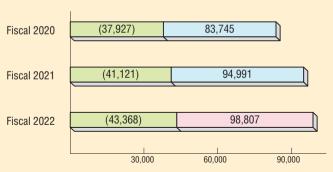
Earnings per Share (ven)



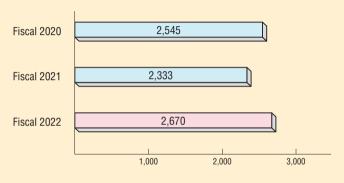
Ordinary income (millions of yen)



Net assets / Liabilities and Net assets (millions of ven)



Net Income (millions of yen)



Book Value per Share (yen)



Consolidated Balance Sheet

(* as of March 31,2022 (Exchange Rate : ¥ 122.39 / USD))

| (* as of Match 51,2022 (Exchange Rate . # 122.39 / USD | | | |
|--|-------------------|---------------------------|--|
| Assets | | | |
| | (millions of yen) | (thousands of US dollars) | |
| Current assets | ¥ 62,209 | \$ 508,291 | |
| Cash and deposits | 19,834 | 162,056 | |
| Notes and accounts receivable-trade | 35,021 | 286,145 | |
| Other current assets | 7,446 | 60,841 | |
| Allowance for doubtful accounts | (91) | (751) | |
| Noncurrent assets | 82,688 | 675,616 | |
| Property, plant and equipment | 56,616 | 462,586 | |
| Buildings and structures, net | 26,329 | 215,125 | |
| Machinery, equipment and vehicles, net | 3,979 | 32,514 | |
| Land | 25,569 | 208,920 | |
| Other noncurrent assets | 737 | 6,026 | |
| Intangible assets | 1,296 | 10,593 | |
| Investments and other assets | 24,776 | 202,436 | |
| Assets | ¥ 144,898 | \$ 1,183,907 | |
| Liab | ilities | | |
| | (millions of yen) | (thousands of US dollars) | |
| Current liabilities | ¥ 38,815 | \$ 317,147 | |
| Notes and accounts payable-trade | 14,973 | 122,340 | |
| Short-term loans payable | 7,398 | 60,448 | |
| Other current liabilities | 16,444 | 134,358 | |
| Noncurrent liabilities | 31,676 | 258,813 | |
| Long-term loans payable | 21,592 | 176,425 | |
| Other noncurrent liabilities | 10,083 | 82,387 | |
| Liabilities | ¥ 70,491 | \$ 575,960 | |
| Net a | assets | | |
| | (millions of yen) | (thousands of US dollars) | |
| Shareholders' equity | ¥ 63,848 | \$ 521,680 | |
| Capital stock | 6,097 | 49,818 | |
| Capital surplus | 4,707 | 38,460 | |
| Retained earnings | 54,328 | 443,895 | |
| Treasury stock | (1,284) | (10,493) | |
| Accumulated other comprehensive income | 7,746 | 63,290 | |
| Non-controlling interests | 2,812 | 22,976 | |
| Net assets | 74,406 | 607,947 | |
| Liabilities and net assets | ¥ 144,898 | \$ 1,183,907 | |

Consolidated Statement of Income

| (April 1, 2021 through March 31, 2022) | Total Amount | Total Amount |
|--|-------------------|---------------------------|
| | (millions of yen) | (thousands of US dollars) |
| Net sales | ¥ 192,699 | \$ 1,574,468 |
| Cost of sales | 170,590 | 1,393,828 |
| Gross profit | 22,108 | 180,640 |
| Selling, general and administrative expenses | 13,009 | 106,297 |
| Operating income | 9,098 | 74,342 |
| Non-operating income | 1,672 | 13,661 |
| Non-operating expenses | 911 | 7,446 |
| Ordinary income | 9,859 | 80,557 |
| Extraordinary income | 593 | 4,850 |
| Extraordinary loss | 1,072 | 8,762 |
| Income before income taxes | 9,380 | 76,645 |
| Income taxes-current | 3,011 | 24,602 |
| Income taxes-deferred | (197) | (1,614) |
| Net income | 6,567 | 53,657 |
| Profit attributable to non-controlling interests | 201 | 1,644 |
| Profit attributable to owners of parent | 6,365 | 52,013 |

Consolidated Statements of Cash Flows

| (April 1, 2021 through March 31, 2022) | | | |
|---|-------------------|------------------------------|--|
| | (millions of yen) | (thousands of US dollars) | |
| Cash flows from operating activities | ¥ 9,540 | \$ 77,947 | |
| Cash flows from investing activities | (3,586) | (29,301) | |
| Cash flows from financing activities | (5,438) | (44,438) | |
| Effect of exchange rate change on cash and cash equivalents | 703 | 5,751 | |
| Net increase (decrease) in cash and cash equivalents | 1,219 | 9,959 | |
| Cash and cash equivalents at beginning of year | 16,949 | 138,488 | |
| Cash and cash equivalents at end of year | 18,168 | 148,448 | |

Non-Consolidated Balance Sheet

(* as of March 31,2022 (Exchange Rate : ¥ 122,39 / USD))

| (* as of March 31,2022 (Exchange Rate : \(\pm\) 122.39 / USD) | | | |
|---|-------------------|---------------------------|--|
| Assets | | | |
| | (millions of yen) | (thousands of US dollars) | |
| Current assets | ¥ 31,748 | \$ 259,402 | |
| Cash and deposits | 5,290 | 43,228 | |
| Notes receivable-trade | 398 | 3,256 | |
| Accounts receivable-trade | 21,089 | 172,312 | |
| Other current assets | 5,207 | 42,544 | |
| Allowance for doubtful accounts | (237) | (1,938) | |
| Noncurrent assets | 67,059 | 547,914 | |
| Property, plant and equipment | 35,332 | 288,690 | |
| Buildings, net | 14,681 | 119,960 | |
| Structures, net | 1,028 | 8,401 | |
| Machinery and equipment, net | 1,680 | 13,733 | |
| Land | 17,533 | 143,260 | |
| Other noncurrent assets | 407 | 3,333 | |
| Intangible assets | 1,162 | 9,499 | |
| Investments and other assets | 30,563 | 249,724 | |
| Assets | ¥ 98,807 | \$ 807,317 | |
| Liab | ilities | | |
| | (millions of yen) | (thousands of US dollars) | |
| Current liabilities | ¥ 28,860 | \$ 235,806 | |
| Accounts payable-trade | 10,622 | 86,788 | |
| Short-term loans payable | 8,634 | 70,548 | |
| Current portion of long-term loans payable | 2,052 | 16,766 | |
| Other current liabilities | 7,551 | 61,703 | |
| Noncurrent liabilities | 26,578 | 217,165 | |
| Long-term loans payable | 21,641 | 176,821 | |
| Other noncurrent liabilities | 4,937 | 40,343 | |
| Liabilities | ¥ 55,439 | \$ 452,971 | |
| Net a | assets | | |
| | (millions of yen) | (thousands of US dollars) | |
| Shareholders' equity | ¥ 37,983 | \$ 310,349 | |
| Capital stock | 6,097 | 49,818 | |
| Capital surplus | 4,542 | 37,115 | |
| Retained earnings | 28,586 | 233,571 | |
| Treasury stock | (1,242) | (10,155) | |
| Valuation and translation adjustments | 5,384 | 43,996 | |
| Net assets | ¥ 43,368 | \$ 354,345 | |
| Liabilities and Net assets | ¥ 98,807 | \$ 807,317 | |

Non-Consolidated Statement of Income

| (April 1, 2021 through March 31, 2022) | Total Amount | Total Amount |
|--|-------------------|---------------------------|
| | (millions of yen) | (thousands of US dollars) |
| Net sales | ¥ 112,350 | \$ 917,974 |
| Cost of sales | 101,362 | 828,192 |
| Gross profit | 10,988 | 89,781 |
| Selling, general and administrative expenses | 6,753 | 55,182 |
| Operating income | 4,234 | 34,599 |
| Non-operating income | 1,375 | 11,236 |
| Non-operating expenses | 463 | 3,786 |
| Ordinary income | 5,146 | 42,049 |
| Extraordinary income | 527 | 4,313 |
| Extraordinary loss | 1,583 | 12,936 |
| Income before income taxes | 4,091 | 33,426 |
| Income taxes-current | 1,561 | 12,760 |
| Income taxes-deferred | (141) | (1,153) |
| Net income | 2,670 | 21,819 |

Business Outline

(as of March 31, 2022)

Stock Information

Total number of authorized shares
 Total number of issued shares
 (Of which treasury stock: 446,378 shares)

3. Total number of shareholders 4,665

4. Main shareholders (Top 10 shareholders)

| List of Main Shareholders | Investment in Nissin |
|--|----------------------|
| | No. of shares held* |
| The Master Trust Bank of Japan, Ltd. (trust account) | 2,065 |
| Custody Bank of Japan, Ltd. | 986 |
| The Bank of Mitsubishi UFJ, Ltd. | 986 |
| The Bank of Yokohama, Ltd. | 978 |
| Nissin Shoji Co., Ltd. | 890 |
| Nippon Life Insurance Company | 735 |
| Nissin Employee Stock Ownership Association | 703 |
| Sumitomo Mitsui Banking Corporation | 649 |
| Nissin Kyoeikai | 531 |
| INTERACTIVE BROKERS LLC | 445 |

*in thousands

Employees

| Number of Employees | Average age of employees | Average length of service |
|---------------------|--------------------------|---------------------------|
| 1,685 | 39.66 | 13.32 |

^{*} The number of employees excludes loaned employees working for the Company.

On a consolidated basis

| Business segments | Number of employees |
|-------------------------|---------------------|
| Logistics Business | 5,685 |
| Travel Service Business | 217 |
| Real Estate Business | 18 |
| Total | 5,920 |

Directors and Auditors

(as of June 23, 2022)

President

(Representative Director)

Masahiro Tsutsui

Director and Senior Managing Executive Officer

(Representative Director)

Junichiro Watanabe

Director and Senior Managing Executive Officer

Masataka Tsutsui

Director and Managing Executive Officer

Seiji Torio

Director and Managing Executive Officer

Satoshi Kuwahara Tetsuo Sakurai

Director and Managing Executive Officer Outside Director

Susumu Fuiimoto

Outside Director and Audit & Supervisory Committee Member Tsuyoshi Fujine

(Full-Time)

Outside Director and Audit & Supervisory Committee Member Fumihiko Masuda

Outside Director and Audit & Supervisory Committee Member Junko Kogayu

Managing Executive Officer Toshivoshi Nakagome Managing Executive Officer Kiyoshi Nakashima Managing Executive Officer Shigeki Mine Executive Officer Shinichi Umemoto Executive Officer Masaei Sho **Executive Officer** Kunio Kimura **Executive Officer** Shikio Inakatsu

Executive Officer Shoichi Chinda Tetsutoshi Yamada **Executive Officer Executive Officer** Tadayuki Ohkubo **Executive Officer** Jun Fuwa

Executive Officer Yoshitake Kitagawa Executive Officer Tetsuya Morikawa **Executive Officer** Toshitaka Shimizu **Executive Officer** Takefumi Kobayashi Executive Officer Hirokazu Ikuta



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