



Integrated Report 2026

Who We Are

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Financial information

Investor Relations (Website)



- Annual Securities Reports



- Presentation Material of
Financial Results



Non-financial information

Company Information (Website)



- Sustainability



- Company Outline



Integrated Report



Editorial policy

The LOGISTEED Group has been publishing Integrated Reports since the FY2020 edition in lieu of the conventional Annual Reports. This integrated report introduces our initiatives for sustainable corporate value enhancement to investors and other stakeholders, explaining our value creation process and business model with "Our Strategies" and "Material Issues" as the core story, with a view to "maximizing the LOGISTEED Group's corporate value in preparation for relisting." This report has been compiled with reference to the "International Integrated Reporting Framework" published by the IFRS Foundation and the "Guidance for Collaborative Value Creation 2.0" published by the Ministry of Economy, Trade and Industry. In addition, company names in the text omit terms such as "Co., Ltd."

Reporting period

The fiscal year ended March 31, 2026 (April 1, 2025-March 31, 2026 in general)

However, recent activities are also reported in this report. FY refers to a financial period ended or ending on March 31.

Companies covered in this report

This integrated report covers LOGISTEED Holdings, Ltd. and the LOGISTEED Group (consolidated subsidiaries and associates accounted for using the equity method), including LOGISTEED, Ltd. Note that as of April 1, 2026, the Company has transitioned to a management structure centered on LOGISTEED Holdings, Ltd.

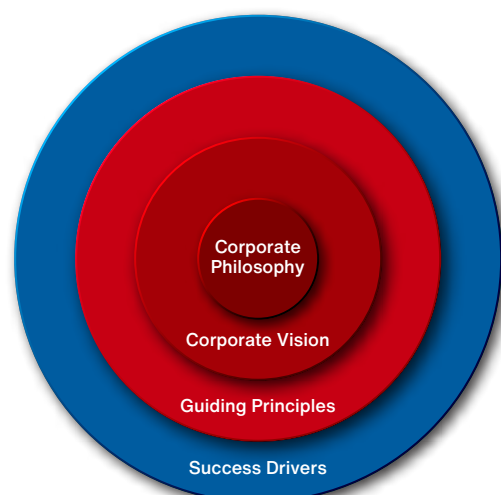
Forward-looking statements

This integrated report contains forward-looking statements that reflect LOGISTEED Holdings, Ltd. and the LOGISTEED Group's forecast, targets, plans, and strategies. These forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties, and various other factors that may cause actual results, performance, achievements, or financial position to be materially different from any future results, performance, achievements, or financial position expressed or implied by these forward-looking statements.

Management Philosophy & Brand

Under the corporate philosophy "to deliver high-quality services that will help make the world a better place for people and nature for generations to come," the LOGISTEED Group aims to become the most preferred global supply chain solutions provider for all of our stakeholders, including customers, investors, and employees, in the sophisticated, diversified and wide-ranging global supply chain, and under this vision, strives to achieve sustainable growth by solving issues and creating "values" through various "collaborative innovation." In addition, we have organized the role and future direction of the Group as "LOGISTEED WAY" with an aim to embody our Corporate Philosophy and Corporate Vision.

LOGISTEED WAY



Corporate Philosophy

The LOGISTEED Group delivers high-quality services that will help make the world a better place for people and nature for generations to come.

Corporate Vision

The Most Preferred Global Supply Chain Solutions Provider

Guiding Principles

Compliance

We value "Basics and Ethics."

Customer Focus

We deliver value to our customers.

Innovation and Excellence

We strive for service excellence through collaborative innovation.

Diversity and Inclusion

We leverage inclusive diversity for holistic growth.

Sustainability

We think and act responsibly as a global citizen.

Success Drivers

"Gemba" Power*, multiplied by Visualization

*"Gemba" Power : Frontline Excellence

3 Key Goal Indicators

Safety, Quality, and Productivity

3 Disciplines

Attention to Detail, Uncovering Problems, and Strong Sense of Speed

3 Attributes

Customer Centricity, Teamwork, and Can Do Spirit

Brand Promise

Taking on the Future

In a world of constant change, we are committed to pioneering new trails, always looking ahead and energizing our society.

We build true trust with our customers, working tenaciously and charting a collaborative future.

We create and deliver innovative solutions, embracing cutting-edge technologies.

And we keep moving forward as one team, fostering mutual respect and releasing individual potential.

Going beyond the conventional domain of logistics, we will bring innovation to the future of business and people's lifestyles.

Business Concept

Toward New Dimensions LOGISTEED

A word that combines LOGISTICS with Exceed, Proceed, Succeed, and Speed.

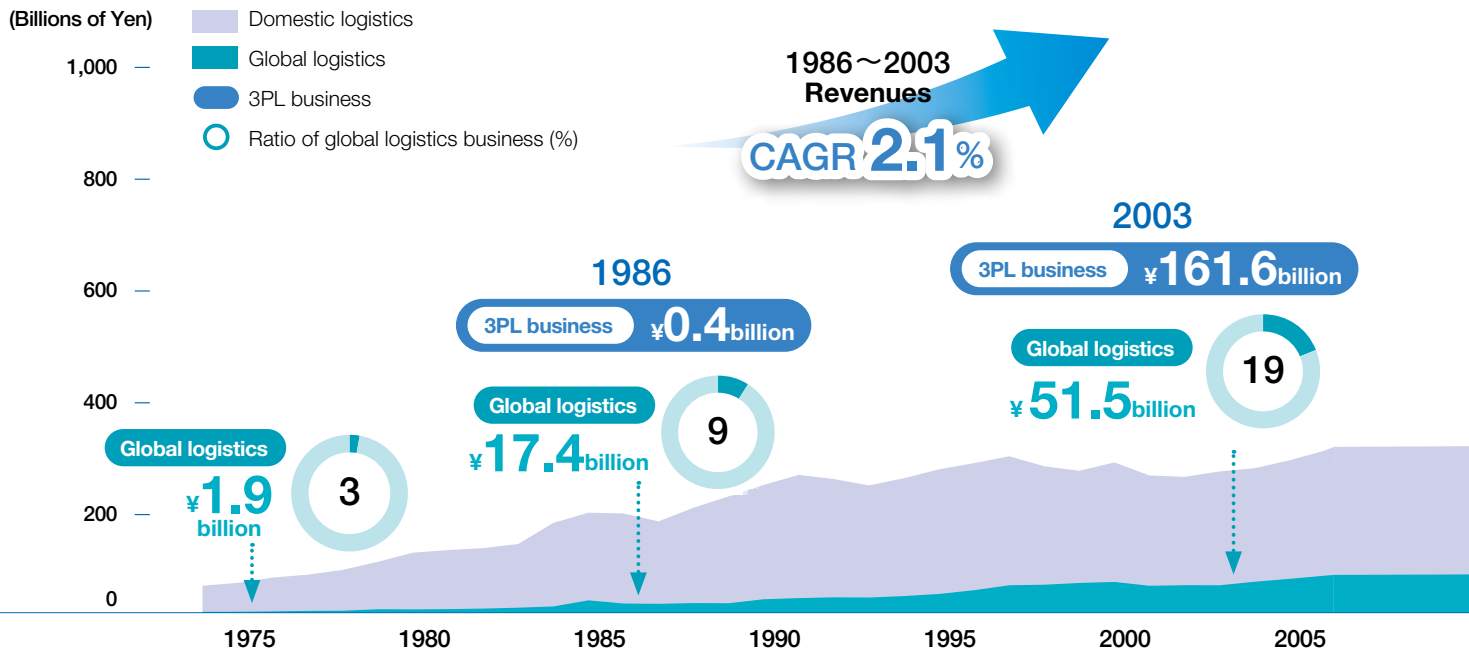
It represents our determination to lead businesses to a new domain beyond the conventional logistics.

Who We Are

History - Aiming to be a Leading Global 3PL Company -

Accelerating top-line growth along with history

Revenues trends



Period

1950s-1960s

1970s-1980s

2000s

Journey toward enhancing corporate value

Founding and independence



The logistics division became independent from Hitachi, and domestic logistics operations began in February 1950. We established our business foundation during this founding period.

Global expansion and pioneering 3PL



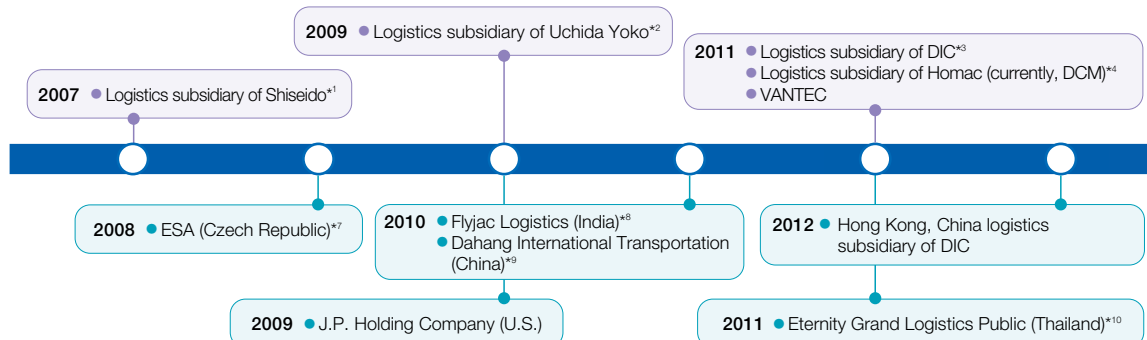
We established our first overseas base and entered the air freight business. In 1986, we pioneered 3PL services (system logistics) in Japan, opening up a new market.

Establishing the top position in Japan



We expanded our business scale through numerous strategic M&As. We captured logistics needs across diverse industries, significantly expanded sales revenue and the number of bases, and solidified our top position in Japan.

Major recent M&As



^{*1} LOGISTEED East Japan (previously, LOGISTEED Collabonext)

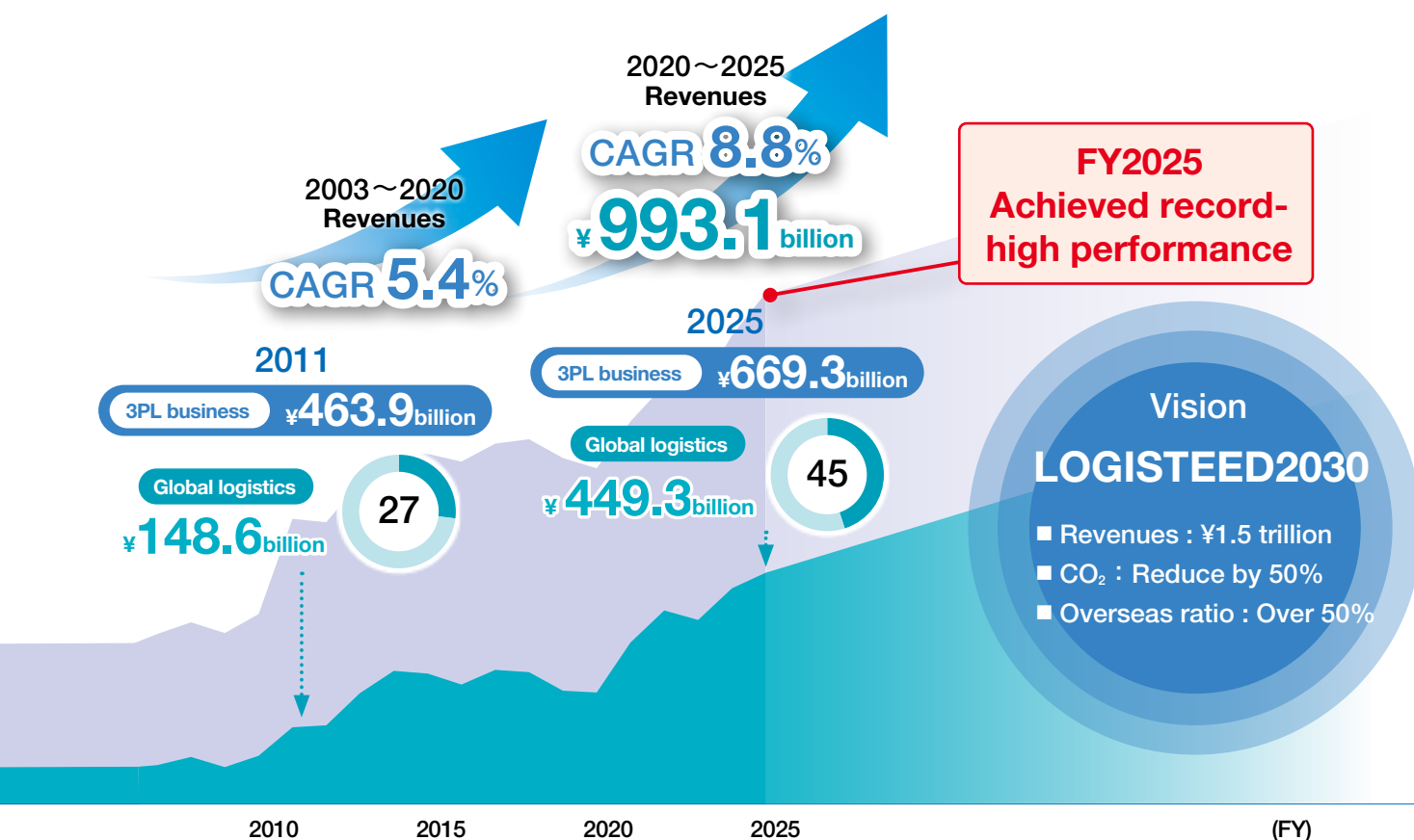
^{*2} LOGISTEED East Japan (previously, Hitachi Orientlogi Transport System)

^{*3} LOGISTEED Chemical (previously, Hitachi Finenext Transport System)

^{*4} LOGISTEED North Japan (previously, Direx)

^{*5} LOGISTEED East Japan (previously, Hitachi Frontier Transport System)

^{*6} LOGISTEED East Japan (previously, Hitachi East Japan Distribution Service)



2010s

Co-creation strategy and business domain expansion



We promoted co-creation with SG Holdings, Hitachi Capital,* and AIT, etc. We focused on the development of new solutions and DX to expand our business domains.

*Currently, Mitsubishi HC Capital

2020s

Transformation into LOGISTEED



We delisted in 2023 under a partnership with KKR* and changed our trade name to LOGISTEED. We accelerated business strengthening through improvement of capital efficiency (asset-light strategy, etc.) and M&A.

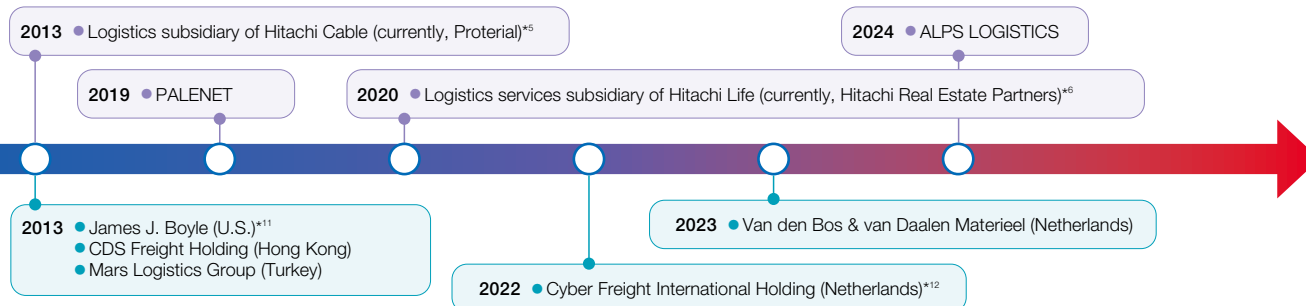
*Kohlberg Kravis Roberts & Co. L.P.

Present

To a stage of further corporate value enhancement



We transitioned to a management structure centered on LOGISTEED Holdings from April 2026. With our new organizational structure geared toward the global market, we are now moving toward sustainable growth and further enhancement of corporate value.



*7 LOGISTEED Czechia

*8 LOGISTEED INDIA

*9 LOGISTEED China

*10 LOGISTEED CONTRACT LOGISTICS (THAILAND)

*11 LOGISTEED America

*12 LOGISTEED Netherlands

Who We Are

Our Business -Striving to Transform Into a Leading Global 3PL Company-

The LOGISTEED Group aims to be a leading global 3PL company by providing comprehensive logistics services with excellent safety, quality, and productivity to society. We utilize our extensive global network, as well as the abundant track record and know-how unique to a pioneer, to provide one-stop solutions for our customers' diverse logistics needs through our 3PL and forwarding businesses.

Bases for Value Creation (As of March 31, 2026)

Number of Companies*¹/Locations*²

116 companies
1,020 sites

(Japan: 27 companies, 475 sites /
Overseas: 89 companies, 545 sites)

Area of Logistics Center*²

9.74Mm²

(Japan: 6.40 Mm²/Overseas: 3.34 Mm²)

Total Personnel*³

56,240 employees

(Japan: 34,708/Overseas: 21,532)

Number of Vehicles (Including Leased Vehicles)

Total of **23,613** vehicles

(Trucks *⁴: 5,903/Trailers: 8,424/
Forklifts: 6,823/Other*⁵: 2,463)

FY2025 Performance Overview

Revenues

¥ **993.1** billion

YoY **9**%
increase

Adjusted Operating Income*⁶

¥ **60.5** billion

YoY **25**%
increase

Contract Retention Rate Length of Customer Relationship Years

Contract Retention Rate*⁷

99.0%

Length of Average Customer Relationship Years*⁸

35 years

*1 Number of companies includes associates accounted for using the equity method.

*2 Number of locations and areas of logistics centers excludes those of AIT Group and HTB-BCD Travel Group.

*3 Number of employees excludes associates accounted for using the equity method.

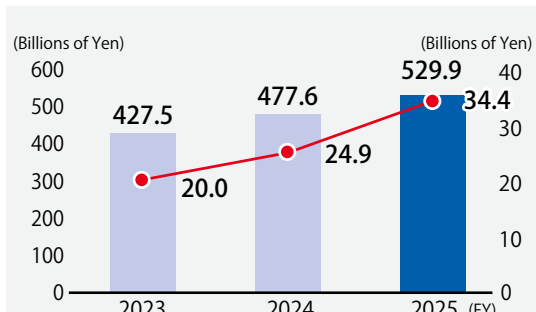
*4 Including tractors and vans

*5 Including buses and passenger cars, etc.

*6 "Adjusted Operating Income" is calculated by subtracting other income from operating income and adding other expenses, amortization of intangible assets identified through business combinations, and share-based remuneration expense (excluding those related to performance-based stock remuneration plan)

*7 Calculated as (Company-wide revenues – impact of lost orders ÷ withdrawals) ÷ Company-wide revenues for the fiscal year ended March 2026

*8 Based on the average number of years from the start of the contract to 2026 for the top 60 customers in the fiscal year ended March 2026

Business Overview by Segment & Business Summary for FY2025**Domestic logistics****Revenues**

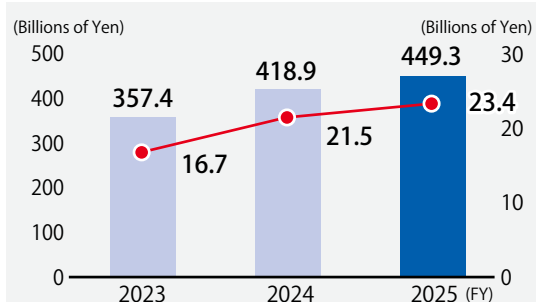
➡ YoY **+11%**

Revenues of domestic logistics business increased by 11% year-on-year to ¥529,946 million mainly due to contributions from expanded operations and new orders received and the impact of the consolidation of ALPS LOGISTICS on October 11, 2024.

Segment profit

➡ YoY **+38%**

Segment profit increased by 38% year-on-year to ¥34,352 million mainly due to an increase in revenues and improved productivity.

Global logistics**Revenues**

➡ YoY **+7%**

Revenues of global logistics business increased by 7% year-on-year to ¥449,347 million mainly due to contributions from new orders received, the effect of foreign exchange rate fluctuations, and the impact of the consolidation of ALPS LOGISTICS on October 11, 2024.

Segment profit

➡ YoY **+9%**

Segment profit increased by 9% year-on-year to ¥23,412 million mainly due to an increase in revenues and the effect of foreign exchange rate fluctuations.

3PL business**Segment : Domestic logistics/Global logistics**

Procurement logistics services/Production logistics services/
Distribution logistics services/Reverse logistics services

**Freight Forwarding business****Segment : Global logistics**

International air transport/International ocean freight/
International trucking/
International rail transport

**Solutions / Other****Segment : Domestic logistics/Global logistics**

Solutions (Packaging design, ICT equipment, Dangerous goods, etc.) / Digital Logistics Solutions / Heavy Transport and Relocation (plants, machinery and equipment, railway transport, etc.)



Who We Are

Our Business -Striving to Transform Into a Leading Global 3PL Company-

3PL Business

Leveraging our leading business foundation in Japan to accelerate global growth

Service description and value proposition -Supply chain optimization through deep expertise and IT capabilities

Procurement logistics

We provide a comprehensive service from picking up purchased products to acceptance inspection, storage, and supply. Our high value-added services include Vendor Management Inventory (VMI), assembly/painting of parts, and supply to production lines.

Production logistics

We deploy various logistics operations in the manufacturing process, up to and including the management, packaging, and shipping of materials and products. We support the improvement and efficiency of logistics quality by accommodating complex delivery patterns such as just-in-time (JIT) supply through customer-site warehouse operations, as well as high-mix, low-volume, and high-frequency deliveries.

Distribution logistics

We provide comprehensive support from the supply chain design stage, including optimal facility placement and inventory optimization tailored to our customers' sales plans. By leveraging cutting-edge technologies such as automated warehouses and labor-saving equipment, we design and manage highly efficient supply chains that help our customers drive order growth and expand sales.

Reverse logistics

We provide optimal services to our customers, including seamless return services that enhance customer satisfaction, collection services aimed at reuse and recycling, and waste disposal services that require advanced expertise and technical capabilities. We handle procurement, production, sales, and collection (reuse/recycling/disposal) in an integrated manner and are committed to the realization of a circular economy.

VAS*

We provide added value beyond traditional logistics across each value chain. We offer a variety of services, including order processing, gift handling such as personalization and gift wrapping, and support for cosmetics and quasi-drug manufacturing. We identify and respond to customer needs, enabling total cost reduction and greater focus on core business activities.



Robotics automated warehouse

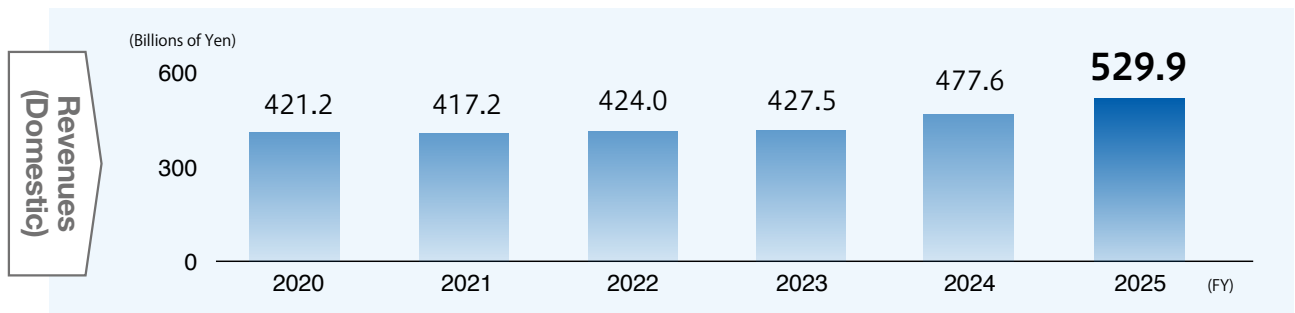


Double-trailer truck

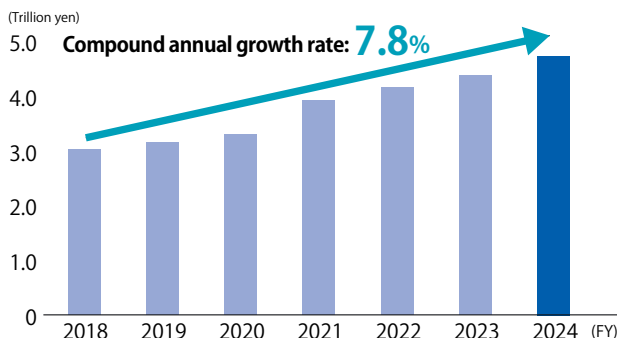


Inspection of pharmaceuticals before shipment approval

*VAS: Stands for Value-Added Services

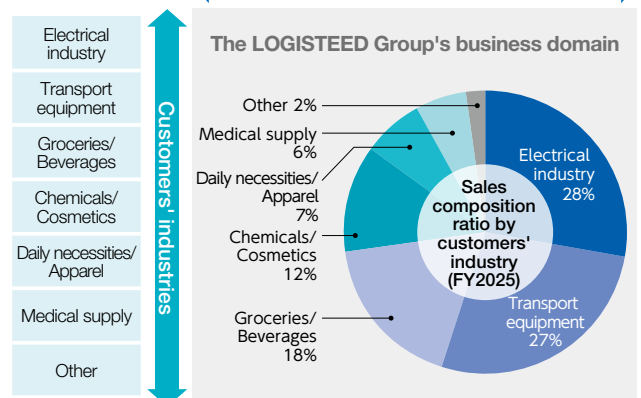


Trend of Japan 3PL market size



*Calculated by the Company using data in "Monthly Magazine LOGI-BIZ"

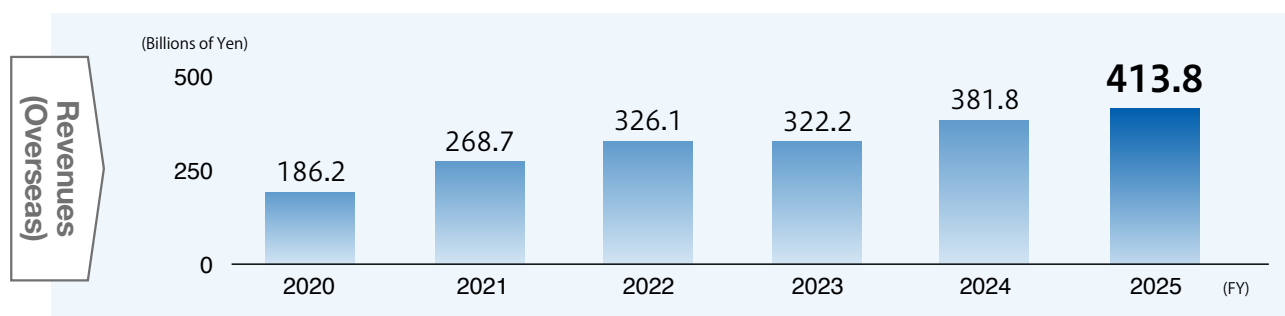
The LOGISTEED Group ranked number one in Japan 3PL sales in FY2024



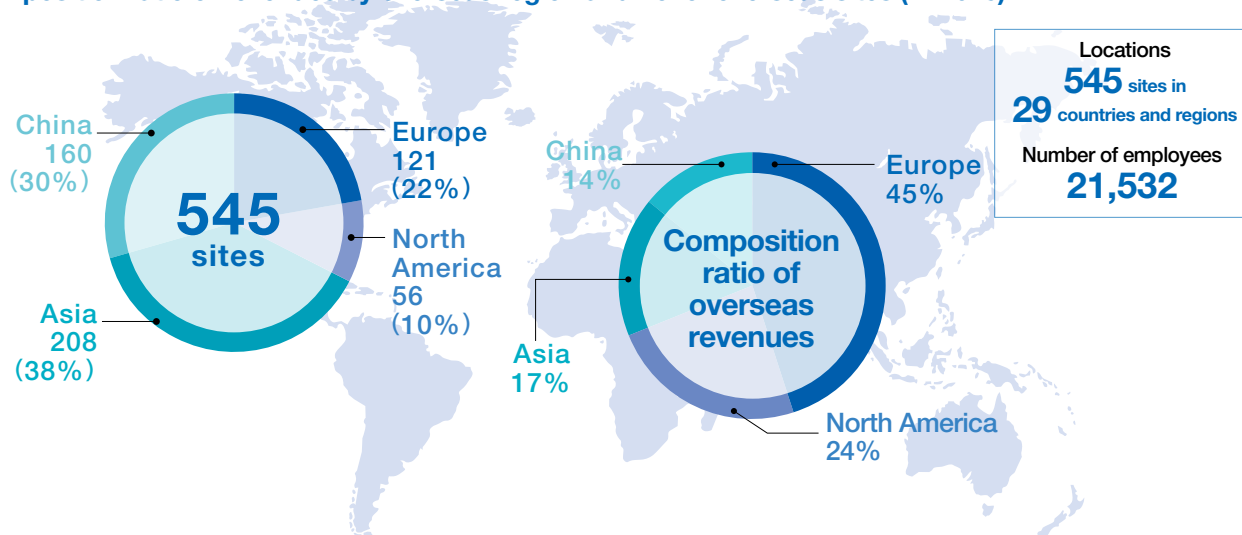
*Calculated by top 80 customers data of the LOGISTEED Group, including overseas operations

Topics for FY2025

Opening of a logistics center in the U.S.	We opened a logistics center in Chicago to respond to growing demand in the United States, including in the automotive industry. Moving forward, we will consider the introduction of labor-saving equipment to support our customers' supply chains and contribute to their business expansion.	
Opening of a logistics center in Hyogo	We opened a logistics center for an SPA in Kobe City, Hyogo Prefecture. We designed and introduced optimal equipment tailored to customer requirements, achieving cost reductions through inventory optimization and the consolidation of external warehouses.	Elk Grove Warehouse
Opening of a logistics center in Kyoto	In line with the customer's site reorganization, we opened a logistics center for a retailer in Kuse District, Kyoto Prefecture. We achieved high productivity and storage efficiency through the introduction of GTP* and other labor-saving equipment. *GTP: Stands for Goods To Person	
Introduction of automated warehouses	We introduced automated warehouses specialized for small parts and product management for electronic component-related businesses in Yokohama City, Kanagawa Prefecture and Kazo City, Saitama Prefecture. We have achieved a reduction in shipping error risks, improved storage efficiency, and standardization of operations. To address labor shortages, we will promote labor-saving and operational efficiency.	LIB-CON
Development of LIB-CON	We developed LIB-CON, a container designed for the safe and efficient storage of lithium-ion batteries (LIB). The use of LIB-CON enables the safe storage of LIB in general warehouses, which previously required hazardous materials warehouses, and helps to address the shortage of hazardous materials warehouse capacity while reducing storage costs.	
Remote forklift operation system demonstration experiment	Four companies, including LOGISTEED, are evaluating and verifying the functions, performance, and business viability of a remote forklift operation system. By operating forklifts from a console installed at a remote location while using camera images and sensor information, the system enables virtually unmanned operations, and the aim is to resolve labor shortages, improve work environments, and enhance safety.	Test machine for evaluating the remote forklift operation system



Composition ratio of revenues by overseas region and no. of overseas sites (FY2025)



Who We Are

Our Business -Striving to Transform Into a Leading Global 3PL Company-

Freight Forwarding Business

Strengthening profitability through accelerated global expansion and pursuit of efficiency

Service description and value proposition -Networks Around the World and Asset-Light Strategies

Air Freight

We offer optimal air freight solutions tailored to your needs from urgent deliveries to cost-efficient, flexible scheduling. To reduce the risk of damage or loss during transit, we also provide packaging solutions that enhance load efficiency and ensure cargo safety.

Ocean Freight

We provide a wide range of ocean freight services, including Full Container Load (FCL) and Less than Container Load (LCL), Buyers Consolidation (BCN) and Freight Management Services (FMS) on behalf of our clients. We are able to accommodate various cargo types and shipping needs. With additional expertise in handling special containers and oversized cargo, we ensure smooth, timely, and efficient transportation while meeting specialized requirements.

Cross Border Transportation

Our cross-border transportation services ensure smooth international land freight in regions with adjacent borders. By leveraging the LOGISTEED Group's extensive network and combining our own truck with partner service networks, we deliver high-quality transportation across key corridors such as the U.S.-Mexico border, ASEAN countries, and Eastern Europe.

Intermodal Transportation

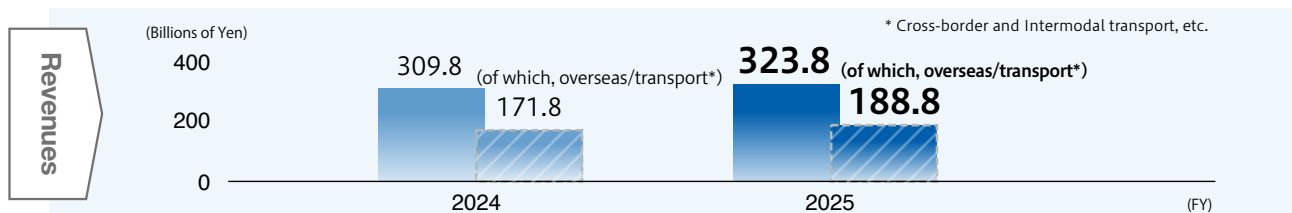
We provide efficient and environmentally friendly intermodal transport solutions by combining different modes such as air, sea, truck, and rail. By integrating services like Sea-Air, and Rail, we help optimize the balance between speed and cost, delivering flexible and sustainable logistics tailored to your needs.



Air Freight / Ocean Freight



Intermodal Transportation



Topics for FY2025 -Creating Group Synergies with One LOGISTEED

●A New Structure for the Freight Forwarding Headquarters

In FY2025, we reorganized our Freight Forwarding Headquarters, expanding it from two functions into five: Business Planning, Sales, RFQ, Project Logistics, and IT. With clearly defined roles in each area, our teams can collaborate more closely and respond more effectively to customer needs — strengthening our global freight forwarding capabilities as one unified organization.

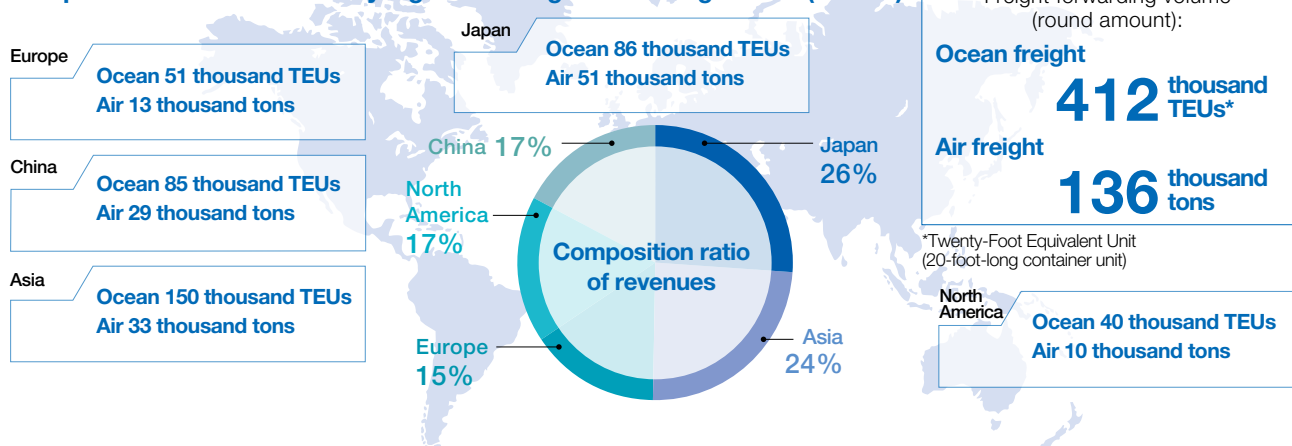
●Strengthening Our Freight Forwarding Services and Service Quality

We are enhancing our service offering across both ocean and air freight by building stronger product capabilities within each transport mode. Through this effort, we aim to expand our transport capacity, sharpen our competitiveness, and deliver greater value to our customers.

●Standardizing Our Operational Platform

From FY2025, we have begun unifying our internal operational platform across the organization. This initiative will bring greater consistency and efficiency to our operations, support clearer KPI-based management, and reinforce our position as a trusted forwarding partner committed to reliable, high-quality service.

Composition ratio of revenues by region and freight forwarding volume (FY2025)



Solutions / Other

Solutions

Packaging Solutions

Drawing on our long-cultivated know-how and R&D at the Technical Center, we propose optimal packaging solutions for needs ranging from package design and packing work to material procurement, based on quantitative data and evaluation testing.



Packaging program

ICT Equipment

By Leveraging 3PL expertise and the unique agility to logistics companies, we swiftly resolve customer issues related to information and communication devices. We provide a one-stop solution that fully supports the entire lifecycle of information and communication devices, from deployment and operation to final disposal.



Kitting Service

Dangerous Goods Solutions

Leveraging the LOGISTEED Group's expertise and transport network, we meet the specific requirements of dangerous goods and chemicals while helping reduce costs, improve service quality, and support environmentally friendly logistics.



Dangerous goods transport and delivery

Digital Logistics Solutions

The new services unique to LOGISTEED, created through collaboration with co-creation partners and the utilization of information technology.



Smart Warehouse
EC Platform



SCDOS
Supply Chain Design &
Optimization Services



SSCV
Digital platform for Transportation



Recovise
Asset management solution for rental
and subscription service providers

Topics for FY2025

- The "SSCV Automatic Roll Call" function implemented in SSCV-Safety was certified by the Ministry of Land, Infrastructure, Transport and Tourism as a pre-work and post-work automatic roll call device.
- We started a demonstration experiment to evaluate the strength of cardboard cases with the aim of promoting the introduction of robot cargo handling.
- We obtained a patent for biometric data analysis technology that detects accident risks with SSCV-Safety and supports accident prevention through advance alerts.
- At the 2025 Japan Packaging Contest, the "Upper Arm Roll Call Demo Set Reuse Packing Box" developed by our group received the Packaging Technology Awards "Logistics Award."
- We presented a case study of an initiative utilizing SSCV-Safety in the logistics management category at the All Japan Logistics Improvement Case Study Competition 2025 and received the highest award, the Best Logistics Improvement Award.
- EcoLogiPortal (▶ P68), an SCDOS CO₂ emission visualization solution, began being integrated with SAP's sustainability management solutions.

Heavy Transport and Relocation

Power plants cargos

We provide transport solutions for large-scale equipment, including turbines and transformers, for a wide range of power generation and substation facilities, such as thermal and wind power plants. Drawing on decades of experience and sophisticated logistics planning, we deliver safe and high-quality transport solutions, including on-site delivery and installation, even for plants located in challenging inland or coastal environments.

Industrial project cargos

Our logistics services cover a broad spectrum of industrial and construction-related equipment, such as rolling mills, dust collection equipment and other large-scale plant facilities, storage tanks, conveyors, as well as elevators and escalators. Through meticulous transport and work planning, along with specialized technical expertise in handling complex cargo, we ensure the safe delivery and installation of equipment at our customer's sites.

Rail and other transport system project cargos

With a proven track record, specialized expertise, and an expansive global network, we provide comprehensive logistics solutions for transportation infrastructure projects. Our services encompass the transportation and installation of Shinkansen and other high-speed rail, commuter trains, monorails and other vehicles, as well as ancillary equipment like platform doors and a wide range of maintenance parts.



Transportation of railway cars to Taiwan

Transportation and installation

We possess advanced technical expertise and specialized capabilities, backed by a strong track record, to handle everything from taking out freight and transportation, to the delivery and installation of a wide variety of machinery and equipment. We offer comprehensive, one-stop solutions for a full range of logistics operations, from packing and freight forwarding to storage.

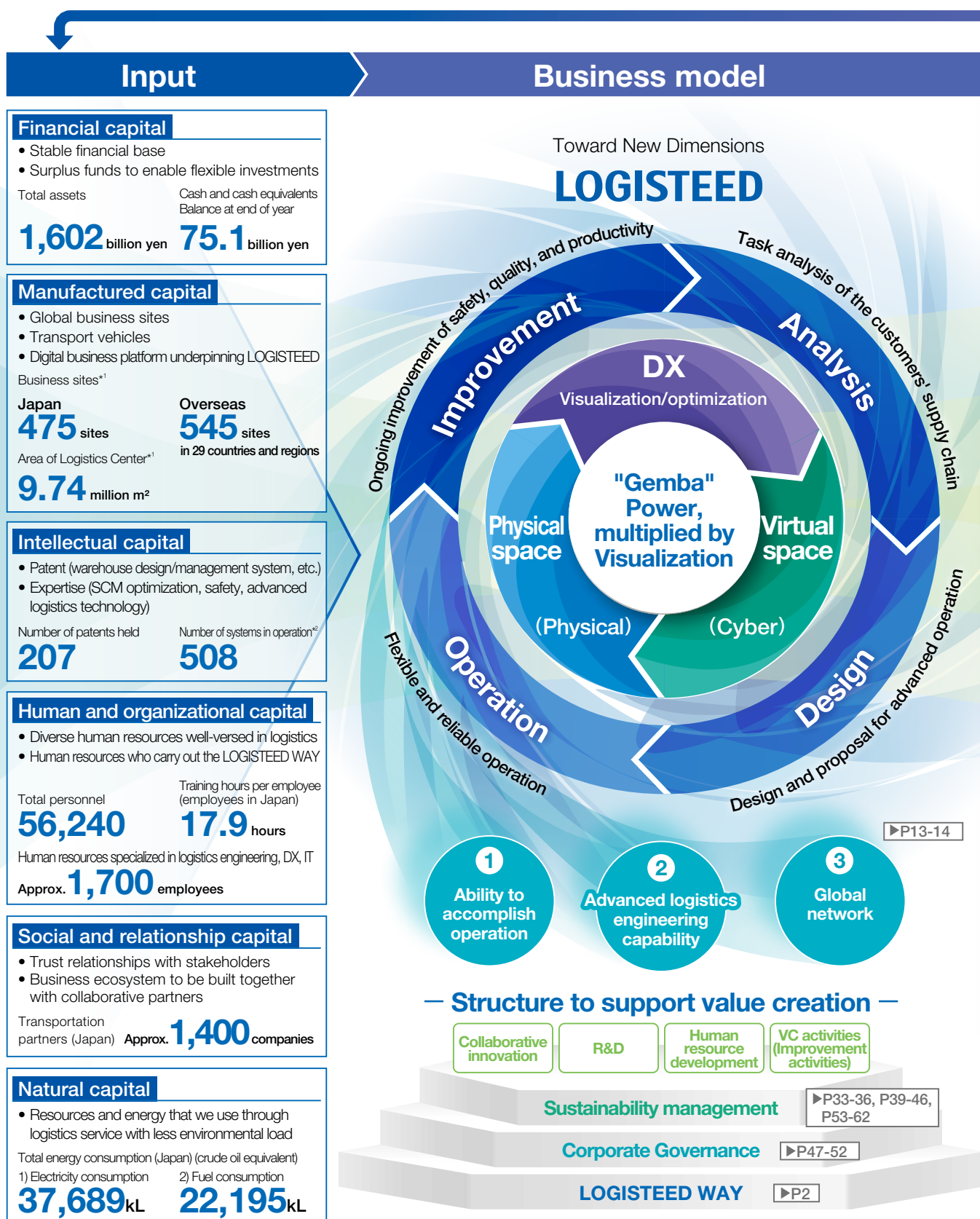


Installation of dry distillation gasification combustion plant systems

Who We Are

Value Creation Process of the LOGISTEED Group

A business model to realize value creation of the LOGISTEED Group consists of a value chain comprising of task analysis, design for operation, operation and improvement of the customers' supply chain and structure to support it such as collaborative innovation, R&D, human resource development, and VC activities, with the LOGISTEED WAY indicating how the LOGISTEED Group should be and a path to take as the source of all values.



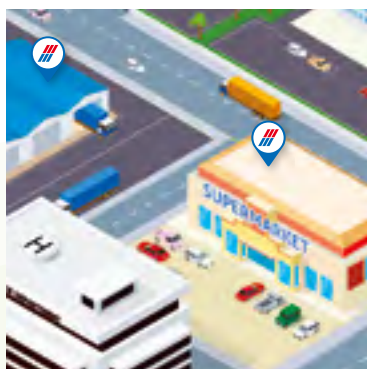
* The figures are as of March 31, 2026 *1 Number of business sites and area of logistics centers exclude those of AIT Group and HTB-BCD Travel Group *2 Self-developed systems

We aim to realize our goal of becoming a leading global 3PL company by strengthening our value chain, using the strengths of our operational execution capabilities, advanced logistics engineering capabilities, and global network as drivers; and by sustainably providing economic, social, and environmental value to our stakeholders based on our material issues and Mid-term Management Plan. We will contribute to SDGs through the sustainable increase of corporate value.

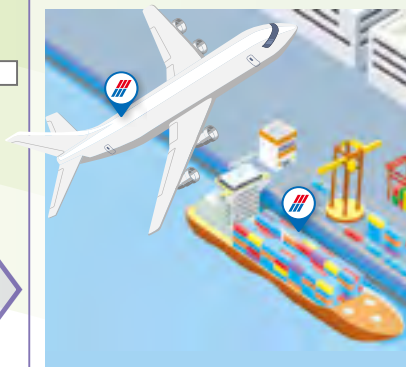
Output

Outcome

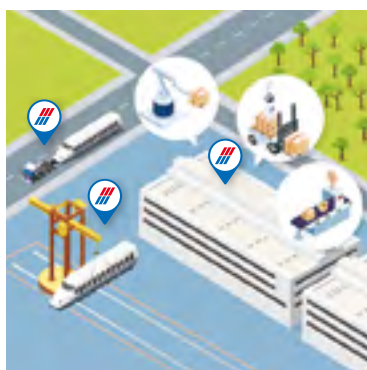
3PL Business



Freight Forwarding Business



Solutions / Other



Economic value

Financial capital

Credit rating (JCR)

A(Stable)

Manufactured capital

Use accumulated skills and expertise as reference models to build and manage new logistics centers and systems

Revenues

993.1 billion yen

Social value

Intellectual capital

Number of patent applications

45Number of attendees of data scientist training course (accumulated)^{*3}**186** attendeesImprove operational efficiency through the introduction of digital tools such as generative AI and low-code tools: Digital fit rate^{*4}**1.21** % improvement YoY

Human and organizational capital

Employee engagement (benchmark score clear rate by country)^{*5}**58** %

Number of violations of labor standards regarding drivers:

0

Ratio of female managers

7.9 %

[Negative outcome]

Workplace accident index

Frequency rate : 0.80

Severity rate : 0.167

Social and relationship capital

Share of Japan 3PL market^{*6}**12.9** %

No. of customers

Over 20,000 companies (80 industries)

Environmental value

Natural capital

Rate of change in CO₂ emissions (Japan/overseas) (Scope 1&2)**+8.4** % YoY

[Negative outcome]

CO₂ (greenhouse gas) emissions(Japan/overseas) (Scope 1&2) 36.6 (10,000 t-CO₂)

Stakeholders

Customers

Employees

Business partners

Investors

Local administration

Local community

Sustainable Development Goals (SDGs) on which we focus for sustainable growth



▶P33-36

▶P39-46

▶P54-62

Sustainable increase of corporate value

Mid-term Management Plan

▶P27-30

Material Issues

▶P40-46

▶P7-10

^{*3} Number of attendees of in-house training to foster data scientist with advanced data analyst skills

^{*4} The percentage of total working hours that represents the time saved (time created) through the use of generative AI and digital tools to streamline work processes

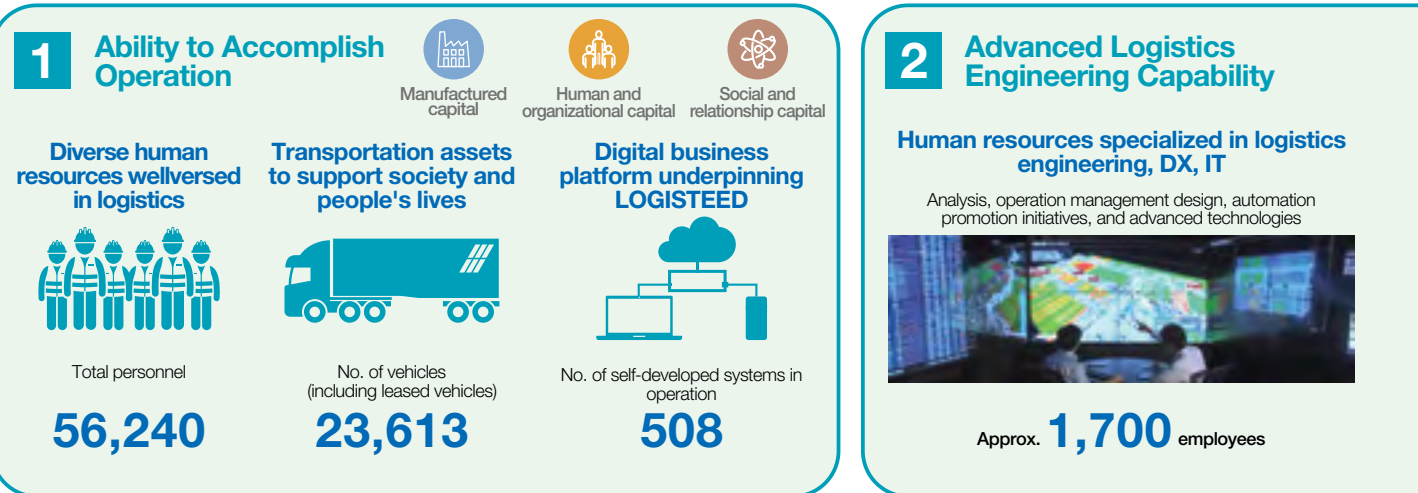
^{*5} Percentage of companies exceeding the country-specific benchmark scores outlined by Willis Towers Watson of those conducting engagement surveys

^{*6} Calculated by LOGISTEED using data in "Monthly Magazine LOGI-BIZ"

Who We Are

The LOGISTEED Group's Strengths

The LOGISTEED Group has three strengths: The ability to accomplish operations, Advanced logistics engineering capability, and a Global network. Drawing on our expertise and network accumulated over 70 years since our foundation as a logistics operator, we provide comprehensive logistics services with a high level of safety, quality, and productivity.



(The figures are as of March 31, 2026)

Value chain

Analysis

Task analysis of the customers' supply chain

Analyze supply chain issues based on data and interviews by communicating with customers

- Conduct realistic analysis and identify issues, leveraging abundant experience in logistics operations as a leading 3PL company
- Close collaboration between sales representatives and logistics engineers familiar with the relevant industries
- Understand customer needs accurately through communication with customers
- Support customers' supply chain reforms by using "SCDOS" which enable central management of customers' supply chain information
- Unique training program to develop data analysis experts

Related solutions, tools, etc.

- SCDOS (Supply Chain & Optimization Services)
▶P31-32
- Develop data analysis experts



Design

Advanced operation design and proposals

Design and propose optimal site placement, delivery routes, transportation methods, and warehouse operations to customers based on analysis results

- Expertise and internal system to optimize site placement, plan distribution centers, design warehouse layouts, and establish warehouse workflows
- Design and develop high-performance warehouse management system (WMS) applicable to various sectors
- Design sustainable logistics by introducing advanced technologies and strategically working on sophistication and automation/labor-saving of logistics
- Design and provide smart warehouse combining automation/laborsaving expertise and digital technologies
- Use latest technologies and design one-stop service including carrying out, transportation, installation, and setting up of heavy machineries such as plant cargoes and machineries relating to social infrastructure

Related solutions, tools, etc.

- EC platform (smart warehouse)
- SLC* (warehouse design support tool)
- AutonMate (Autonomous Mobile Robot)
- ONEsLOGI

*SLC: Smart Logistics Configurator

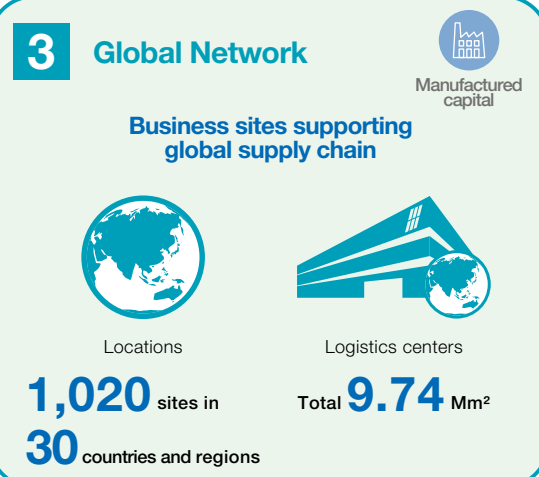
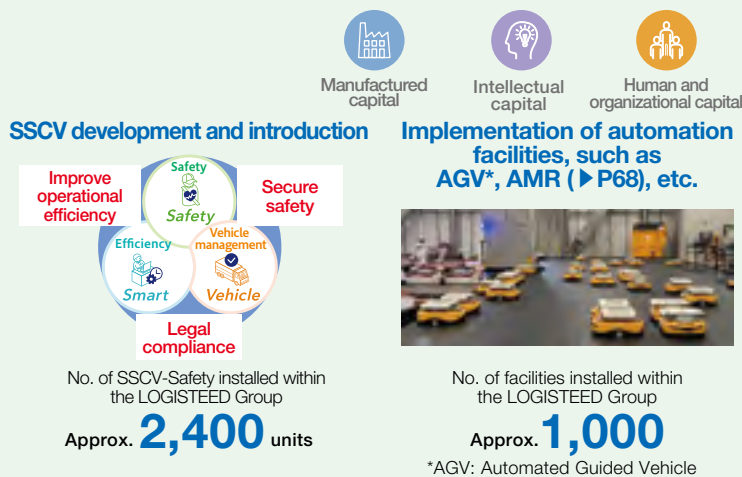


Financial Growth Rate

CAGR (Compound Annual Growth Rate) for FY 2020–2025

Revenues Adjusted Operating Income**8.8%****10.5%****Shipper satisfaction surveys (FY2024)****3PL/warehousing****1st place in Japan**
★★★★★ **4.1****Freight Forwarding****1st place in Japan**
★★★★★ **3.8**

Source: Monthly Magazine LOGI-BIZ June 2024 issues

**Operation****Flexible and reliable operation**

Accomplish operation based on well-designed workflows, and strictly manage safety, quality, and productivity

- 1,020 Japan and overseas business sites supporting global supply chain
- Operating structure capable of responding to changes in customers' sales channels and environment flexibly and promptly
- Favorable and solid relationships with customers and partner companies
- Implement KPI-based strict control and improvement measures for profitability, safety, quality, and productivity
- Implement measures using technology for packaging and transportation jigs to improve transportation quality and reduce environmental load
- Secure safety, comply with laws and regulations and improve operational efficiency with "SSCV" using IoT technology

Related solutions, tools, etc.

- SSCV (transport digital platform) ▶P31-32
- RCS (resource control system) ▶P31-32
- AutonMate (Autonomous Mobile Robot)
- ONEsLOGI

**Improvement****Ongoing improvement of safety, quality and productivity**

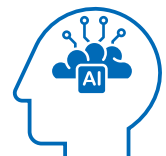
Improve the productivity and quality of the entire organization through improvement activities reflecting customers' feedback and employees' opinions

- Visualize the progress and good examples of improvement activities and spread improvement culture through group-wide "VC activities" (▶ P68)
- Use logistics engineering capability and digital business platform to continuously improve transportation routes, warehouse layouts, and warehouse operation processes
- Provide various improvement educations and practice at workplaces
- Implement cross-departmental productivity reform by making full use of digital tools such as RPA, AI-OCR*, and generative AI
- Provide guidance to improve driving skills by using "SSCV-Safety" which makes full use of IoT technology

Related solutions, tools, etc.

- Operation analysis support tool
- RPA, AI-OCR
- SSCV (transport digital platform)

*AI-OCR: Optical Character Reader with AI



Who We Are

Our Leadership -Executive Team & Executive Structure-

LOGISTEED Holdings Board Directors



Representative Director
Yasuo Nakatani



Non-Executive Director
Mitsudo Urano



Non-Executive Director
Detlef Trefzger



Non-Executive Director
Tsukasa Namiki

Senior Executive Officer,
JAPAN POST Co., Ltd.



Non-Executive Director
Hirofumi Hirano

Partner, Chief Executive Officer,
KKR Japan



Non-Executive Director
Eiji Yatawaga

Partner, KKR Japan



Non-Executive Director
Takeshi Watabe

General Manager, Business Development
Office, Corporate Strategy Division,
Corporate Strategy Group, Hitachi, Ltd.



Non-Executive Director
(Audit & Supervisory
Committee Member)
Miho Aoki



Non-Executive Director
(Audit & Supervisory
Committee Member)
Hideaki Miyauchi

Director, KKR Japan



Board Director
(Audit & Supervisory
Committee Member)
Akira Namatame^{*9}

Abbreviation Details

C E O : Chief Executive Officer
C I B O : Chief International Business Officer
C J B O : Chief Japan Business Officer
C T R O : Chief Transformation Officer
C M O : Chief Marketing Officer
C H R O : Chief Human Resources Officer
C S O : Chief Strategy Officer
C P O : Chief Procurement Officer
C F O : Chief Financial Officer
C D X O : Chief Digital Transformation Officer
C I O : Chief Information Officer
C T O : Chief Technology Officer

LOGISTEED Operating Officers

Akhil Nair

Operating Officer
General Manager, Freight Forwarding Headquarters
International Head of Freight Forwarding

Kazunori Azusawa

Operating Officer, CIO
General Manager, Information & Communication Technology
Infrastructure Headquarters, Logistics DX Solution Management
Headquarters
General Manager, Information Security Office

Koji Ito

Operating Officer
General Manager, Global Business Development Headquarters

Kenichi Iyoku

Operating Officer
Deputy General Manager, Japan Business Headquarters

Naoyuki Iwata

Operating Officer
Deputy General Manager, Japan Business Headquarters

Ryoichi Okamoto

Operating Officer
General Manager, Safety and Quality Control Management
Headquarters

Kenichiro Ogawa^{*6}

Operating Officer
Deputy General Manager of Corporate Strategy
Headquarters

Yuichi Kuroume

Operating Officer
Deputy General Manager, LOGISTEED International
Company
President, LOGISTEED China, Ltd.

Kazuhiko Zaiki

Operating Officer
General Manager, Business Development Headquarters

For details, please visit our website. 7

LOGISTEED Holdings Executive Team <https://logisteed-holdings.com/en/profile/directors/>

LOGISTEED Executive Team <https://www.logisteed.com/en/profile/directors/>

LOGISTEED Executive Officers



Yasuo Nakatani^{*1*7}
Executive Chairman,
President and CEO



Christopher Logan^{*2*8}
Executive Vice President
and Executive Officer,
CIBO

President,
LOGISTEED International Company



Kazuhiro Nishikawa^{*2*8}
Executive Vice President
and Executive Officer,
CJBO

President,
LOGISTEED Japan Company



Nobukazu Hayashi^{*2*8}
Executive Vice President
and Executive Officer,
CtRO

In charge of Corporate Function



Kazuo Abe
Executive Officer,
Deputy CIBO

General Manager, International Business
Headquarters



Koji Kawakita
Executive Officer,
CMO



Tsukasa Kudo^{*3}
Executive Officer,
CHRO

General Manager, Human Resources &
General Affairs Headquarters
General Manager, AEO & Corporate Export
Regulation Headquarters
In charge of Internal Audit Office



Isao Takaoka^{*4}
Executive Officer,
CSO and CPO

General Manager, Corporate Strategy
Headquarters



Hideo Nakamoto^{*5}
Executive Officer, CFO

General Manager, Financial Strategy
Headquarters



Yutaka Haga
Executive Officer,
CDXO

General Manager, Logistics DX
Solution Management Headquarters
Representative Director, President and
Executive Officer, LOGISTEED
Solutions, Ltd.

*1 Serve concurrently as President and CEO

*2 Serve concurrently as Executive Vice President and Executive Officer

*3 Serve concurrently as Executive Officer, CHRO

*4 Serve concurrently as Executive Officer, CSO and CPO

*5 Serve concurrently as Executive Officer, CFO

*6 Serve concurrently as Operating Officer

*7 Serve concurrently as Representative Director of LOGISTEED

*8 Serve concurrently as Board Director of LOGISTEED

*9 Serve concurrently as Statutory Auditor of LOGISTEED

*10 AEO (Authorized Economic Operator) System: A system in which customs authorities certify businesses that have established security management and legal compliance systems, and grant benefits such as simplified customs procedures

Kazuhiisa Sakaguchi	Operating Officer Deputy General Manager, Japan Business Headquarters
Takaharu Sakurada	Operating Officer, CTO General Manager, Engineering Innovation Headquarters
Harushi Soga	Operating Officer Deputy General Manager, Japan Business Headquarters
Yoshihiko Terai	Operating Officer Deputy General Manager, Japan Business Headquarters President and Representative Director, LOGISTEED East Japan, Ltd.
Hideaki Terasaki	Operating Officer Representative Director, President, ALPS LOGISTICS CO., LTD.

Mitsushika Nagano	Operating Officer, Deputy CJBO General Manager, Japan Business Headquarters President and Representative Director, LOGISTEED West Japan, Ltd.
Kazushige Natori	Operating Officer General Manager, Freight Forwarding Business Development Headquarters President and Representative Director, LOGISTEED Express, Ltd.
Kazuhiro Fujiwara	Operating Officer Deputy General Manager, Financial Strategy Headquarters Deputy General Manager, Corporate Strategy Headquarters

*Listed in Japanese alphabetical order by title (As of June 26, 2026)

Our Strategies

Message from the CEO

Major progress has been made in reforms to maximize corporate value. We will accelerate our journey toward becoming a “Leading Global 3PL Company.”

September 2026
Representative Director,
President and CEO



Becoming a “Leading Global 3PL Company”

Two Strengths Developed Through Our Overseas Business

Since establishing its first overseas branch in 1976, the LOGISTEED Group has built its overseas business foundation in tandem with the overseas expansion of the Hitachi Group, its former parent company, and has expanded its business through numerous M&As. As a result, revenues from our overseas business, which were approximately ¥2.5 billion at the time, grew to ¥449.3 billion in FY2025, while the overseas ratio rose to 45%. This remarkable growth has been driven by two key factors. The first is that, as with our 3PL business in Japan, we have expanded overseas the high-quality, meticulous logistics services developed through our business with the Hitachi Group, building strong relationships of trust with customers as a key strength. The second is that we have developed the ability to consistently execute successful M&As as a key strength. In particular, overseas group companies with competitively advantaged business models and, like us, a reputation for high quality,

such as J.P. Holding Company in the United States, which joined the Group in 2009, and Mars Logistics Group in Turkey, which joined the Group in 2013, are driving the growth of our overseas business. I am confident that these two strengths form an important management foundation for becoming a “Leading Global 3PL Company.”

Three Priority Measures Toward Becoming a “Leading Global 3PL Company”

The LOGISTEED Group formulated “LOGISTEED2030” in FY2022 and set out its vision of becoming a “Leading Global 3PL Company” (FY2030 revenues: ¥1.5 trillion; CO₂: reduce by 50%; overseas ratio: over 50%). In 2023, we delisted and changed our trade name to “LOGISTEED” and, in partnership with Kohlberg Kravis Roberts & Co. L.P. (“KKR”), began management reforms aimed at relisting and becoming a “Leading Global 3PL Company.”

Over the approximately three years since then, we have achieved steady growth, including an approximately 20% expansion in our overseas business over the three-year period, while rapidly implementing various measures to achieve further growth and improve capital efficiency, such as topline expansion measures, M&A, our asset-light strategy (▶ P68), and minimum cash

operations. Building on these achievements, the LOGISTEED Group will focus on the following priority measures toward relisting and becoming a “Leading Global 3PL Company.”

The first is to strengthen our organization and human resources to further expand our overseas business. To maximize synergies through One LOGISTEED, as part of the organizational restructuring in FY2024, we appointed a non-Japanese executive to lead our overseas business and also strengthened the non-Japanese personnel supporting this effort in our freight forwarding business and finance functions. However, because further expansion of this human resources foundation is essential to becoming a “Leading Global 3PL Company,” in FY2025 we also increased non-Japanese personnel in IT and ocean freight forwarding. The second is to expand the pool of human resources capable of bridging our Japanese and overseas businesses. Although we have strengthened this capability to a certain extent, including by establishing a CMO*¹ position spanning both Japan and overseas businesses during the FY2024 organizational restructuring, many customers of our 3PL business in Japan are now accelerating their global expansion, making it necessary to further expand this pool of bridging talent. We are therefore stepping up efforts to identify young talent, systematically develop human resources, and recruit external talent.

The third is to enhance global benchmarking. Relisting is a “boarding pass” that will enable the LOGISTEED Group to take a major leap forward as a “Leading Global 3PL Company.” To achieve this, we must ensure that overseas investors fully understand the LOGISTEED Group’s strengths and raise KPIs, including capital efficiency, to levels on par with global benchmarks. We will also strive to maximize our valuation multiple in order to bring our partnership with KKR to fruition, while focusing on strengthening the foundation for further growth after relisting.

*¹ CMO stands for Chief Marketing Officer.

Initiatives under the Mid-term Management Plan “LOGISTEED2027”

Progress in Improving Capital Efficiency and Profitability

In FY2025, the first year of the Mid-term Management Plan “LOGISTEED2027,” both revenues and operating income reached record highs, supported by the full-year contribution of ALPS LOGISTICS, which joined the Group in October 2024, and synergies with the company that exceeded expectations. Against this backdrop, particularly notable achievements as we look toward becoming a

“Leading Global 3PL Company” were improvements in capital efficiency, including Tangible ROIC*², and profitability, including the operating income margin. In FY2025, both Tangible ROIC and the operating income margin reached levels above Japanese benchmarks and came within sight of global benchmarks. In the Japan business, this reflected not only the aforementioned synergies with ALPS LOGISTICS, but also the success of group-wide cost structure reform and business resilience initiatives, including the reconfiguration of the business portfolios of group companies. In the overseas business, the introduction of a unified freight forwarding system and the aforementioned appointment of non-Japanese personnel also contributed. In addition, progress in streamlining the corporate division and advancing the asset-light strategy has resulted in the LOGISTEED Group’s operating income margin maintaining a consistent upward trend since its delisting, both company-wide and in the Japan and overseas businesses.*³ I am confident that these achievements will provide strong momentum for our efforts to maximize the valuation multiple ahead of relisting and further enhance corporate value thereafter.

*² Tangible ROIC is calculated based on tangible invested capital at fiscal year-end, excluding lease liabilities.
*³ FY2023 - FY2025

The Unique “Strong P/L” Framework Accelerating Corporate Value Enhancement in Alignment with B/S Management

One more FY2025 achievement I would like to highlight is that the “Strong P/L” approach has steadily taken root and delivered significant results in improving ROIC. Although many companies in recent years have mapped out pathways to enhancing corporate value, few explain them in an integrated manner together with the roles of individual departments and the creation of environmental and social value. I believe the LOGISTEED Group’s “Strong P/L” approach is unique in that it visualizes these relationships and promotes the approach as the cornerstone of the Mid-term Management Plan. Through this unique framework, the LOGISTEED Group links the creation of economic value to the enhancement of sustainability as a whole, including corporate governance, and to the realization of LOGISTEED WAY. The idea behind my conception of “Strong P/L” was my desire to enable each employee to understand how their work is connected to enhancing corporate value. Enhancing corporate value cannot be achieved by specific divisions alone. Every employee has a role to play. However, employees cannot take initiative unless they can see how their work contributes to the Company’s performance. Traditionally, indicators such as revenues and operating income have tended to be regarded as the responsibility of business divisions. In reality, however, profit is generated through the cumulative efforts of all corporate activities.

Our Strategies

Message from the CEO

Diagram of the "Strong P/L" Concept



General administrative divisions and the corporate divisions also contribute to generating and increasing profit through greater operational efficiency and various cost reductions. In other words, every employee in every division contributes to enhancing corporate value. The starting point for "Strong P/L" was my desire to present this relationship in an easy-to-understand manner. By applying a job-based approach to the P/L, we systematized the roles of all employees in enhancing corporate value. Establishing and embedding this as a common framework that can be shared and promoted throughout the LOGISTEED Group, and thereby contributing to improved ROIC in alignment with B/S management, was a major achievement in FY2025. Today, when formulating plans for the next fiscal year, each division develops and discusses its plans from the perspective of "Strong P/L." Going forward, we will accelerate the enhancement of corporate value by focusing company-wide efforts on "Strong P/L" initiatives.

Business Environment

At present, uncertainty in the business environment surrounding the LOGISTEED Group is increasing further due to heightened geopolitical risks and increasing protectionism, as well as supply chain disruptions, labor shortages, and rising costs. Because we operate globally, these factors pose downside risks to our business growth. We therefore intend to minimize their impact and turn them into opportunities by responding swiftly and flexibly to change.

In the logistics industry, further consolidation is expected both in Japan and overseas, as logistics companies expand their 3PL businesses and major Japanese companies accelerate cross-border M&A. Even amid this business environment, we will remain prepared to respond agilely to various risks and steadily advance toward maximizing corporate value and becoming a "Leading Global 3PL Company." Geopolitical risks, in particular, have begun to

materialize in some areas as weaker logistics demand, with customer supply chains slowing due to soaring naphtha prices and other factors following the Iran crisis. Furthermore, the risk is increasing that various costs will rise further and customer and consumer activity will slow. We therefore intend to minimize the impact of these risks and turn them into opportunities by leveraging the following two sources of "resilience" as unique strengths.

The first source of resilience is the optimal mix of 3PL and freight forwarding in our business portfolio. Approximately 70% of our revenues come from the 3PL business and approximately 30% from the freight forwarding business. The 3PL business is based on a regionally self-contained model, while the freight forwarding business primarily consists of cross-border transactions spanning countries and regions. Consequently, when geopolitical and tariff risks are elevated, as they have been in recent years, a higher proportion of 3PL business in the portfolio increases the likelihood of stable earnings growth. FY2025 followed precisely this pattern. While many logistics companies struggled to grow their earnings, we achieved record-high results, as noted above. The second source of resilience is our broad and stable customer portfolio. Through transactions with a wide range of customers, primarily in the 3PL business, we now have approximately 20,000 customers. At the same time, our dependence on any single customer is low, and no customer accounts for more than 5% of total revenues. Moreover, the average length of our business relationships with our top 60 customers by transaction value is 35 years, reflecting the long-term relationships of trust we have built. This customer base contributes to our resilience to changes in the business environment. During the global financial crisis of 2008, for example, handling

volumes for electronics products and other goods declined sharply, while demand in essential sectors that support people's daily lives, such as daily necessities, remained relatively stable and helped underpin the business as a whole. In addition, our customer contract retention rate has remained at an exceptionally high 99% in recent years. The continued confidence and trust placed in us by our customers is another major strength of the LOGISTEED Group.

Priority Measures for FY2026 and Beyond

Given the business environment and our ability to respond to risks described above, FY2026 will be a critically important year as we prepare for relisting in FY2027. We will therefore steadily implement the priority measures set forth in the Mid-term Management Plan “LOGISTEED2027.”

Specifically, we will continue to focus on “Strong P/L” initiatives while accelerating efforts to maximize profit and our valuation multiple, including by more rigorously examining the return on investment of individual projects. We will also pursue synergies in Japan and overseas with JAPAN POST, with which we entered into a capital and business alliance in October 2025, while accelerating collaboration in the overseas freight forwarding and 3PL businesses.

In Japan, we will continue to maximize synergies with ALPS LOGISTICS. At the same time, as we determine what value the LOGISTEED Group can provide for collaboration with the 3PL business of JAPAN POST, we will clarify specific directions for creating synergies and expand opportunities for collaboration that leverage the strengths of both companies.

Overseas, we will complete the implementation of the aforementioned unified freight forwarding system so that its benefits begin to materialize in FY2027. In our collaboration

with Toll Holdings of the JAPAN POST Group, we will pursue synergies in the freight forwarding business and the 3PL business in Asia. We will also accelerate collaboration while giving due consideration to competition laws and other relevant regulations, with a view to a structure involving an equity investment by the LOGISTEED Group.

Reinforcing Corporate Governance

Transitioning to a Management Structure Centered on the Holding Company and Appointing a Board Director with Experience at a Leading Global Logistics Company

Since going private in 2023, the LOGISTEED Group has maintained governance standards equivalent to those of a listed company. Guided by LOGISTEED WAY, including our Corporate Philosophy, we have ensured the effectiveness of governance aimed at maximizing corporate value by maintaining a Board of Directors in which Non-Executive Directors constitute a majority. Against this backdrop, in April of this year, we transitioned to a management structure centered on LOGISTEED Holdings to combine swift decision-making with disciplined management amid rapid changes in the business environment. Under the new structure, the Board of Directors is responsible for determining Group-wide management policies and important matters, as well as overseeing and monitoring business execution. We also appointed Detlef Trefzger, who has extensive management experience at one of the world's leading logistics companies, as a Non-Executive Director. With this new structure and LOGISTEED WAY as our foundation, and guided by the strategies, measures, and principles described above, we will strive to maximize corporate value and become a “Leading Global 3PL Company.”

What We Want to Communicate to Our Stakeholders

Through the continued practice of LOGISTEED WAY, the LOGISTEED Group aims to become a company with a recognized presence in the global market, while using our strong 3PL business base in Japan as a platform for growth. As part of our efforts toward relisting, we are giving this vision more concrete form and working to maximize corporate value while pursuing the ideal form of a global company.

However, what is essential to achieving these goals is the steady execution of our day-to-day business activities. We believe that diligently practicing LOGISTEED WAY, pursuing safety, quality, and productivity, and thoroughly implementing “Strong P/L” will lead to sustainable growth.

Above all, I am confident that continuing to hone the strengths the LOGISTEED Group has developed over the years will enable us to grow into a company with a strong global presence.

You can expect the LOGISTEED Group to continue working toward relisting and becoming a “Leading Global 3PL Company,” both of which are now within sight, and beyond that, to maximize corporate value.



Our Strategies

Message from the CFO



Under “Strong P/L” and B/S management aimed at maximizing corporate value, we will pursue a financial capital strategy that takes a comprehensive view of all forms of capital.

Executive Officer, CFO
General Manager,
Financial Strategy Headquarters
Hideo Nakamoto

The Mid-term Management Plan “LOGISTEED2027” and “Strong P/L” Achievements and Challenges in the First Year

Steadily Translating Record-high Performance into the Maximization of Corporate Value

In FY2025, the first year of the Mid-term Management Plan “LOGISTEED2027,” we made progress in a range of areas under our financial capital strategy centered on “Strong P/L.”

First, in terms of economic value, PMI initiatives such as collaborative innovation and cost reductions following the addition of ALPS LOGISTICS to the LOGISTEED Group progressed in FY2025, while we also achieved organic growth in our businesses both in Japan and overseas. As a result, revenues, operating income, and the operating income margin all reached record highs. In particular, the operating income margin reached a level exceeding not only Japanese benchmarks but also global benchmarks, including those of major U.S. 3PL companies. I believe this reflects the results of steadily acquiring new customers and retaining existing customers based on “Strong P/L,” while improving efficiency and minimizing loss costs

across all organizations, including Gemba sites and general administrative divisions.

In addition, by generating economic value while closely linking and aligning our business activities with the material issues of “contribute to decarbonized society,” “contribute to recycling-oriented society,” “build and evolve resilient, sustainable logistics services,” “secure diverse human resources to support growth,” “step up DX,” and “establish business models through collaborative innovation,” I believe we were able to maximize our corporate value, including environmental and social value.

Strengthening B/S Management

FY2025 was a year in which we further advanced our asset-light strategy (▶ P68) under B/S management. For assets held by the ALPS LOGISTICS Group, we pursued sale-and-leaseback transactions and the sale of a group company’s head office building. As a result, we improved the fixed asset turnover ratio and used the proceeds from these sales to repay debt. The repayment of more than ¥80 billion in debt through the expansion of operating cash flow generated by the record-high profits described above and the advancement of the asset-light strategy contributed significantly to the improvement of our B/S in FY2025. We also further enhanced cash management by

“Strong P/L” That Connects All Business Activities to the Enhancement of Corporate Value



consolidating overseas funds and strengthening working capital management, thereby reinforcing the foundation for higher ROIC. In addition, we reviewed the method used to determine lease terms, reducing lease liabilities by approximately ¥160 billion. In FY2025, these measures to strengthen the B/S combined effectively with the improvement in the P/L resulting from record-high profits. Consequently, Tangible ROIC, a metric used globally for peer comparisons, reached the mid-30% range. This established our advantage over Japanese benchmarks and brought us closer to a level comparable with global benchmarks. I believe our efforts to improve capital efficiency in order to maximize our valuation multiple ahead of relisting and to maximize corporate value thereafter are making steady progress. From FY2026 onward, we will continue minimum cash operations and our asset-light strategy. At the same time, by more rigorously pursuing return on investment based on “Strong P/L,” we will focus on maintaining and strengthening a lean and robust financial structure in preparation for relisting. When undertaking new M&A for further growth, we will emphasize the acquisition candidate’s cash-generation capabilities, its potential for post-acquisition deleveraging, and its contribution to improved capital efficiency. In this way, we will maximize corporate value while achieving both expansion in scale and higher capital efficiency.

Initiatives Based on the ROIC Tree to Enhance Corporate Value

Progress in Topline Expansion and Further Enhancement of Added Value

We also made steady progress in FY2025 on initiatives based on the ROIC tree, which incorporates the key action items to be undertaken at each Gemba site to enhance corporate value.

First, under the action item “Grow topline,” while many

logistics companies struggled due to the impact of U.S. tariff policies and other factors, our growth was driven by the steady progress of PMI with the ALPS LOGISTICS Group, revenue growth through the “100-day plan” and other initiatives, and the expansion of our intermodal business in Europe. In particular, Mars Logistics Group in Turkey has maintained strong growth since joining the LOGISTEED Group through M&A and achieved double-digit growth again in FY2025. In sales and marketing activities, in addition to promoting the Global Account Program (GAP), stable performance in the 3PL business, which accounts for approximately 70% of the LOGISTEED Group’s revenues, enabled us to maintain solid results even amid a challenging market environment. To strengthen the freight forwarding business, a challenge in recent years, the implementation of a unified forwarding system is providing greater visibility into transactions by group and lane, promoting operational efficiency and greater use of our global network. Going forward, we will leverage this to expand synergies with the ALPS LOGISTICS Group and collaboration and synergies with the JAPAN POST Group. Next, under the action item “Further improve productivity and added value,” we will accelerate cost structure reform, operational consolidation, the promotion of internal DX, and the use of new technologies. As part of this effort, we will consolidate routine accounting operations at Japanese group companies and establish FP&A* functions in each organization to enhance management capabilities, accelerate business growth, and further improve operational efficiency. In strengthening our FP&A functions, we are leveraging the expertise in managing profitability by logistics center and the know-how for improving profitability in close coordination with Gemba sites that the LOGISTEED Group has cultivated through its 3PL business in Japan, while also strengthening our overseas finance organizations. In investment management, we are also working to

Our Strategies

Message from the CFO

further improve investment efficiency by utilizing our existing phase-gate process. We are currently focusing on raising the knowledge and skill levels of individual employees by developing a skill matrix and expanding training programs to develop the human resources responsible for these FP&A functions. We also plan to strengthen initiatives to assign FP&A personnel to each major division and provide support from a financial perspective in areas such as resource allocation, sharing knowledge about customer industries and sectors, and pricing strategies.

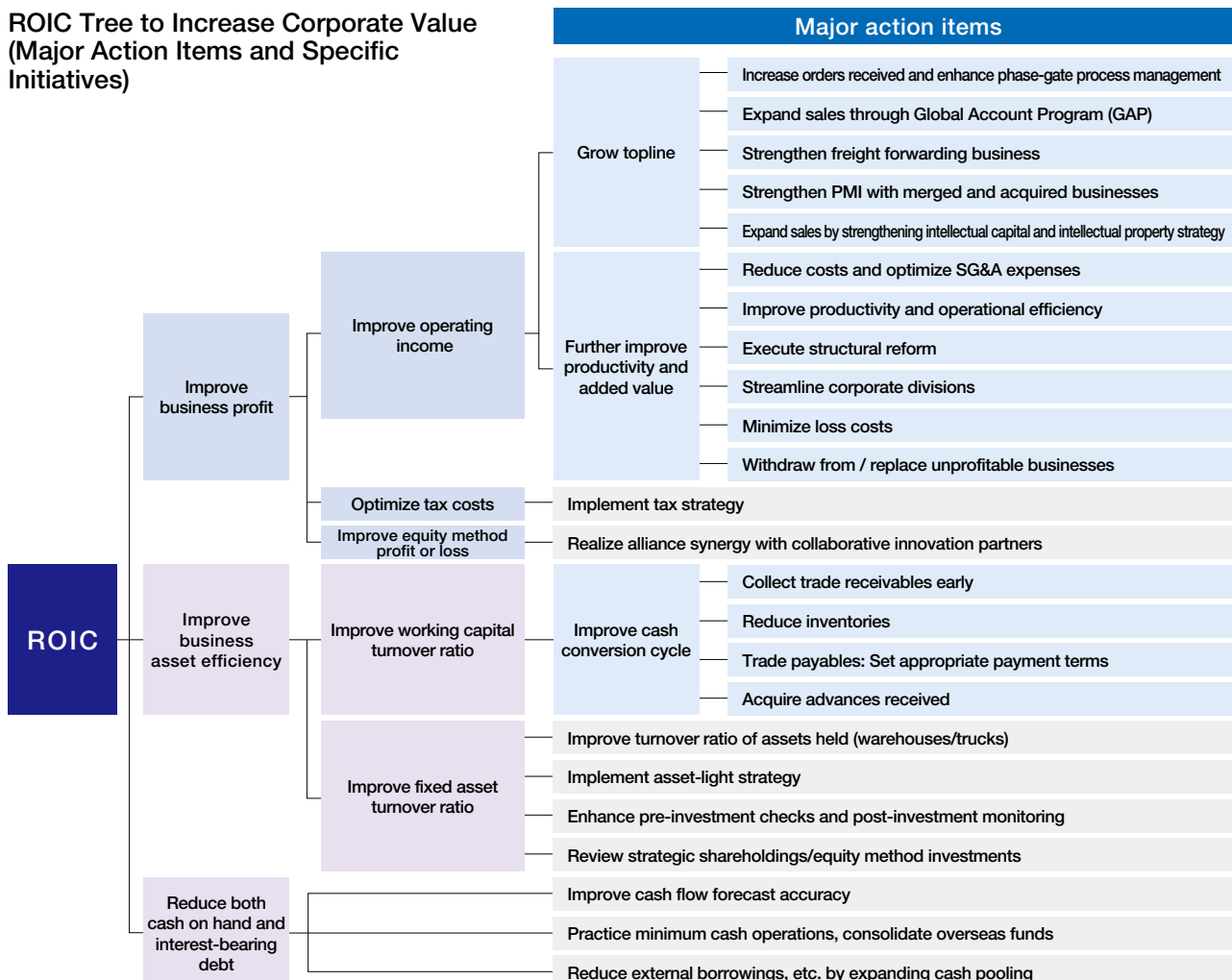
Finally, under the action item “Improve cash conversion cycle,” we will continue our existing efforts to “collect trade receivables early,” “reduce inventories,” “set appropriate payment terms for trade payables,” and “acquire advances received.” Since FY2025, we have placed particular emphasis on the “free cash flow conversion ratio” and focused on cash flow management from the perspective of how effectively we convert the profits we generate into cash.

* Financial Planning & Analysis: The work of financial decision-making and management by developing financial plans and performing analysis

Focusing on a Financial Capital Strategy That Takes a Comprehensive View of Human, Organizational, and Intellectual Capital to Maximize Corporate Value

Regarding investment in the human capital responsible for carrying out all the action items in the ROIC tree described above, our fundamental premise is that human capital is the source of the Company’s growth. Nearly two years have passed since I assumed my position, and what has impressed me most about the LOGISTEED Group’s human resources is their strong execution capabilities. Many employees work tenaciously toward achieving goals and see tasks through to completion, which I regard as a major strength of the LOGISTEED Group. Under “Strong P/L,” the LOGISTEED Group is working to improve operational efficiency, secure and develop human resources, promote DE&I, and further improve productivity and added value. These achievements are underpinned by the daily challenges and growth of each employee. I believe that accumulating experiences of accomplishing something, no matter

ROIC Tree to Increase Corporate Value (Major Action Items and Specific Initiatives)



how small, and working with a sense of fulfillment ultimately lead to corporate growth. Accordingly, in investing in human capital, we place importance on creating an environment in which each employee can fully demonstrate their abilities and achieve self-realization. By creating such an environment, we aim to further accelerate business growth.

I have also come to appreciate the strength of our organizational capital, which is closely linked to human capital. I believe the LOGISTEED Group's overall execution capabilities are underpinned by the strength of its organizational capital, namely, its organizational ability to bring together the capabilities of individual human resources toward a common goal. As one example, to systematically enhance sustainability, one of the LOGISTEED Group's strengths, we will actively provide young human resources with opportunities to gain experience and extend initiatives throughout every Gemba site to pass on individual knowledge as organizational knowledge.

In addition, underlying the LOGISTEED Group's competitiveness is its accumulation of intellectual capital,

including intellectual property cultivated as a leading company in logistics DX. By continuing to further hone this strength, I believe we can continue to enhance our advantages in productivity and added value.

Further investing to hone these strengths in human, organizational, and intellectual capital will be important not only for maximizing our valuation multiple ahead of relisting, but also for sustainable growth and the enhancement of corporate value thereafter. As CFO, I will strive to maximize corporate value by taking an integrated view of financial, human, organizational, and intellectual capital and promoting the development of mechanisms through which each form of capital interacts with and reinforces the others.

Focusing on Expanding Global Human Resources with a View to "LOGISTEED2030"

As one of the long-term themes of these initiatives, going forward, I will also support, in my capacity as CFO, the expansion of global human resources with a view to achieving the target of an overseas ratio of over 50% set out in "LOGISTEED2030." Specifically, I believe it is important not only to develop Japanese human resources who can perform effectively in overseas locations and global environments, but also to accelerate the development of human resources who can lead the LOGISTEED Group as a whole based on their own capabilities and achievements, regardless of the country or region in which they are based. People are the driving force behind business growth, and to support the future growth of our overseas business in particular, it is essential to develop people capable of fulfilling these roles regardless of nationality. Furthermore, to continue successfully executing overseas M&A, we need to develop and secure global human resources across a broad range of levels, not just management. In FY2025, we expanded our pool of senior non-Japanese personnel, centered on the non-Japanese executive leading our overseas business. Going forward, we intend to broaden our global human resources base across an even wider range of levels. To that end, both developing existing human resources and recruiting external talent are important. By combining these two approaches, I intend, as CFO, to lead and support investment in human capital that will underpin global growth toward the ambitious goal of an overseas ratio exceeding 50%.

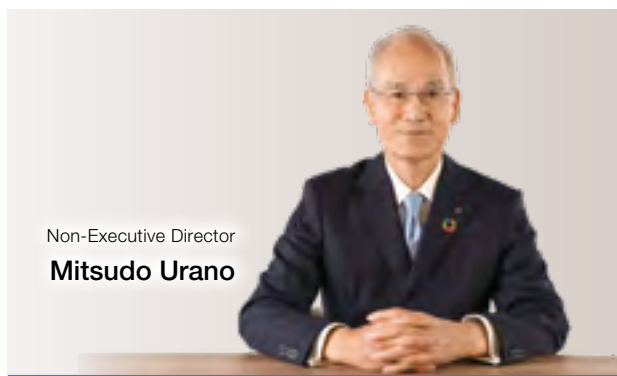
We invite you to follow the LOGISTEED Group's efforts to maximize corporate value through financial and capital strategies that take a comprehensive view of all forms of capital.

Specific Initiatives

- Develop and deepen white-space opportunities with existing customers
- Implement a unified forwarding system
- Implement the 100-day plan with the ALPS LOGISTICS Group
- Expand logistics DX and solution proposals (RCS, SCDOS and EcoLogiPortal, SSCV, etc.)
- Implement the SG&A expense reduction project and promote workforce mobility within the LOGISTEED Group
- Promote automation, labor-saving, and internal DX
- Promote VC activities and measures to improve employee engagement
- Strategically integrate Japanese and overseas companies and businesses (including freight forwarding functions)
- Consolidate back-office functions and deploy FP&A functions
- Promote "Strong P/L" in budget formulation
- Collect fees for IGS (Intra Group Service)
- Promote joint initiatives with collaborative innovation partners
- Reduce long-outstanding receivables
- Negotiate payment terms for existing and new transactions
- Manage the free cash flow conversion ratio
- Promote sale-and-leaseback transactions throughout the LOGISTEED Group
- Promote sales of fixed assets
- Review the Business Investment Planning Regulations
- Consolidate funds from overseas
- Centrally manage Group funds and financial risks through TMS
- Promote the use of leases and carefully select investments

Our Strategies

Messages from Non-Executive Directors



Non-Executive Director
Mitsudo Urano

Building on the Results of Transformation to Further Enhance Corporate Value

Results of Reforms Since Going Private

I have served as a non-executive director since the Company was known as Hitachi Transport System and have witnessed its transformation from its time as a listed company, through its transition to private ownership, to the present day. Looking back over the approximately three years since the Company was unlisted, the LOGISTEED Group has advanced three major reforms. The first is the asset-light strategy (▶ P68). While further enhancing our true assets—our solution capabilities, which are the source of our competitiveness, and "Gemba" Power and human resources that support them—we substantially reduced fixed assets and improved our cash generation capabilities. I view this as more than a simple review of assets. It represented a transformation into a management model capable of continuously enhancing corporate value. The second is the rigorous implementation of the 100-Day Plan. For the themes agreed upon with KKR, we have utilized the progress management methods employed in VC activities (▶ P68), with each Gemba site pursuing operational improvements while accumulating small successes. Sharing these achievements throughout the Company has also become a powerful driving force for embedding reform across the entire organization. The third is the advancement of cash flow management. In addition to implementing the asset-light strategy, the Board of Directors has continuously discussed EBITDA and multiples with a view to enhancing corporate value in the future. Furthermore, through the widespread adoption of

minimum cash operations and an emphasis on the free cash flow conversion ratio, our management has evolved and become more robust. This series of initiatives has steadily strengthened our management foundation for maximizing corporate value. I am confident that by sustaining and further developing the results of these reforms after relisting, we can raise the LOGISTEED Group's corporate value to an even higher level.

Further Enhancing Corporate Value

One of the key drivers of growth toward relisting and the subsequent enhancement of corporate value is the pursuit of strategic M&A. To date, the LOGISTEED Group has expanded its top line and strengthened profitability through M&A. Going forward, I believe it is important to steadily execute M&A that contributes to enhancing corporate value over the medium to long term, thereby further strengthening our competitiveness and growth potential.

Providing new services and value is another important growth driver. By leveraging the strengths we have cultivated in areas such as 3PL and freight forwarding, we believe it is important to create further growth opportunities by expanding the scope of business with existing customers, including key accounts, and developing new customers in Japan and overseas.

Further productivity improvements are also essential. By leveraging our technological capabilities, one of our strengths, we have worked with materials handling equipment manufacturers and system vendors to maximize the capabilities of both hardware and software. We are also steadily achieving productivity improvements by optimizing overall operations through measures such as the introduction of RCS (▶ P32). Going forward, I believe we should deepen these initiatives while thoroughly implementing phase-gate process management and minimizing loss costs to further strengthen our competitiveness. In the area of governance, we are also continuing to further enhance the CEO succession plan, including the development of next-generation leaders. The foundation for sustainable growth is the trust we build not only with shareholders, but also with employees, customers, partner companies, local communities, global environment, and all other stakeholders. As a non-executive director, I will continue to fulfill my monitoring role with this perspective firmly in mind and contribute to the further enhancement of the LOGISTEED Group's corporate value.



Non-Executive Director
**Dr. Detlef
Trefzger**

Message from the Newly Appointed Non-Executive Director

As a newly appointed non-executive director, it is my pleasure to comment on LOGISTEED, a company with over 75 years of success in the logistics market especially in Asia. I have known LOGISTEED for more than a decade as a highly respected market player that focuses on customer-centric logistics solutions and high quality, sustainable operations. LOGISTEED's unique solutioning and technology expertise have led to a seamless integration with its customers' value chains. On this basis, the Company grew with the successful expansion of its customers' businesses and has shaped the state of the art of the Asian logistics industry.



Non-Executive Director
Hirofumi Hirano

With Relisting as a Milestone, Management, Employees, and Shareholders Will Pursue Sustainable Enhancement of Corporate Value with a Shared Vision

Evolving into a Truly Global Company

In the course of repeated dialogue with the Company's management beginning several years before the tender offer in 2022, I highly regarded the Company's "Gemba" Power in international logistics and its strong customer base from the standpoint of an investment firm. I also believed that it had the potential to grow into a company with a significant presence not only in Japan, but also throughout Asia and ultimately worldwide. That conviction has remained unchanged since I became a non-executive director and began observing the business and management from a closer perspective. The growth strategy developed together with the executive team, led by the CEO, has been translated into concrete measures and is being steadily implemented. I regard this as progress toward first establishing a solid position in Asia on the path to becoming a truly global logistics company from Japan. The greatest achievement among these growth initiatives has been the improvement in capital efficiency and corporate value through the asset-light strategy. In Japan's logistics industry, it was generally believed that owning assets contributed to added value for customers. The Company, however, changed this way of thinking and made a decisive shift toward management focused on capital efficiency. The Company also designated not only profit, but also ROIC and cash generation capabilities as key KPIs. The

Board of Directors has monitored progress against these KPIs and supported the executive team's PDCA cycle, which has also helped improve capital efficiency. In parallel, the Company has diligently implemented various measures, including the 100-Day Plan. Steadily realizing the benefits of these initiatives represents a highly significant achievement for the LOGISTEED Group.

From an organizational perspective, cross-group collaboration, including collaboration with the head office, has been strengthened under the "One LOGISTEED", advancing global management that integrates operations in Japan and overseas. Previously, companies acquired overseas existed as separate "points." By connecting organically and functioning as "lines," they have evolved into a structure capable of fully realizing acquisition synergies. In the automotive sector, for example, cross-regional discussions are underway regarding collaboration among group companies, including the horizontal rollout of solutions and the sharing of knowledge and sales pipelines. The LOGISTEED Group is also steadily building the foundation for becoming a truly global company by appointing a new non-Japanese non-executive director and executive officers and having them participate in management meetings.

Relisting Is a Milestone, Not the Destination — Aiming Even Higher

As we work toward relisting, in addition to the initiatives described above, we will solidify our position as one of Asia's leading international logistics companies by further developing markets in each country and strengthening global collaboration across industries, services, and regions. However, relisting is merely an important milestone toward our next stage of growth. To continue sustainably enhancing corporate value after relisting, we must increase employee engagement and foster a culture in which management and employees look to the future from the same perspective as shareholders. As part of this effort, the LOGISTEED Group has introduced a new incentive structure for employees at the managerial level and above. I expect this framework to function even more effectively after relisting and become further embedded as a corporate culture in which the entire LOGISTEED Group works toward the shared goal of enhancing corporate value.

After starting my career at Siemens AG, I have been active in the global logistics and supply chain industry in executive roles for more than three decades. As CEO of the Kuehne+Nagel Group (2013 - 2022), I have shaped the group's strategic direction by emphasizing customer focus and leveraging the innovation strength worldwide. With data, technology and sustainable logistics solutions, the Company has evolved into a global industry leader, creating value for customers along and beyond supply chains. I believe in the importance of leadership grounded in authenticity, respect, and trust, empowered by motivated experts and collaborating teams. Logistics and supply chain solutions can be seen as the blood vessel system of the global, regional, and local economies. Its

unique importance became very visible during recent crises, especially the COVID-19 pandemic. This importance will further increase.

As a non-executive director, it is my ambition to contribute to shaping an efficient, effective, and sustainable logistics industry, leveraging technology, data, and people to build sustainable and low-carbon logistics solutions for customers and society. With our broad experience and diverse expertise, it is our role as the Board of Directors to support and guide the executive team in formulating and executing growth strategies, inspiring our LOGISTEED teammates and exciting our customers.

Our Strategies

Mid-term Management Plan "LOGISTEED2027"

Mid-term Management Plan Overview

With the aim of becoming "The Most Preferred Global Supply Chain Solutions Provider," the LOGISTEED Group is executing the Mid-term Management Plan "LOGISTEED2027," which started in FY2025, and will strive to address the challenges and create value through various collaborative innovations to achieve sustainable growth. In addition, we will proceed with further strengthening our management and business foundations with an eye toward our relisting and the subsequent "LOGISTEED2030".

LOGISTEED2027

Priority Measures Strengthen business foundations ahead of relisting and LOGISTEED2030

1. Achieve organic growth as the overwhelming No.1 in Japan's 3PL market
2. Achieve business expansion and enhance profitability through automation, labor-saving, and DX initiatives (utilizing AI)
3. Achieve robust overseas business foundation through a consistent global strategy
4. Establish a foundation for growth through PMI and inorganic initiatives
5. Achieve cash flow generation and capital efficiency on par with leading global logistics companies
6. Implement industry-leading ESG management initiatives
7. Develop an organization and structure to realize LOGISTEED2030

The LOGISTEED Group delivers high-quality services that will help make the world a better place for people and nature for generations to come.

Corporate Philosophy

Corporate Vision

The Most Preferred Global Supply Chain Solutions Provider

Mid-term Management Plan
(LOGISTEED2027)

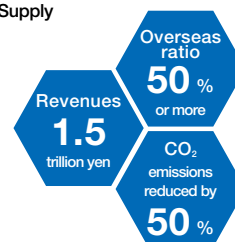
LOGISTEED 2030
And go further
Becoming a "Leading Global 3PL Company"

LOGISTEED2030

Challenge global competition through collaborative innovation with partners to enhance capability

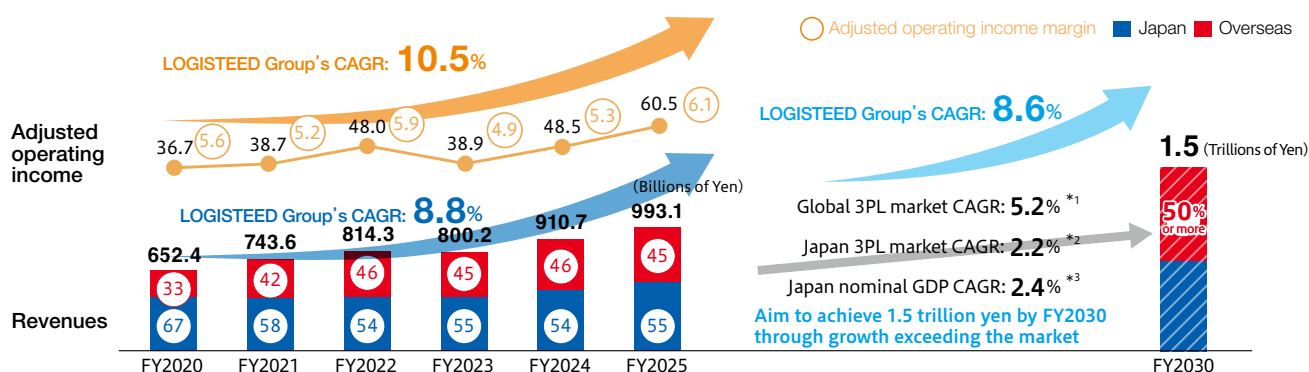
Realizing our "Future Vision" by way of solid partnerships

1. High value-added solutions to optimize the entire SCM
2. Improve customer convenience and efficiency through DX
3. Enhance overseas value chain with a consistent approach
4. Engage actively in projects to make advance investment
5. Promote strategic M&As
6. Solidify position as a platform provider
7. Solidify ESG management base



Business performance trends

Revenues grew from 652.4 billion yen in FY2020 to 993.1 billion yen in FY2025, with a CAGR of 8.8%. To achieve revenues of 1.5 trillion yen in FY2030, we aim to further enhance corporate value from FY2025 onward, targeting a CAGR of 8.6%, which exceeds the growth rates of the global 3PL market, the Japan 3PL market, and Japan nominal GDP.



Source:

^{*1} Global Information, Inc. "Third-Party Logistics (3PL) - Market Share Analysis, Industry Trends & Statistics, Growth Forecasts (2025-2030)"

^{*2} Global Information, Inc. "Japan Third-Party Logistics (3PL) - Market Share Analysis, Industry Trends & Statistics, Growth Forecasts (2025-2030)"

^{*3} Calculated by the Company based on the IMF World Economic Outlook Database

Transition of the Management Structure

The LOGISTEED Group transitioned to a management structure centered on LOGISTEED Holdings, effective April 1, 2026. Through this, we will enhance the autonomy of operating companies centered on LOGISTEED, further strengthen group-wide strategy and governance, and work toward medium- to long-term growth and the sustainable improvement of corporate value.

Progress of Priority Measures

In pursuit of our vision, the Japan Company, International Company, and Corporate Function will proactively and collaboratively drive the seven priority measures.

Priority Measures 1 Achieve organic growth as the overwhelming No.1 in Japan's 3PL market

To realize LOGISTEED2030, the LOGISTEED Group will leverage the know-how and accumulated data cultivated across the group to achieve further organic growth as the No. 1 3PL company in Japan.

Establish a structure for stronger group collaboration and grow topline

We are promoting the strengthening of group-wide collaboration by cross-functionally connecting our Japan and overseas regional operations with our 3PL and forwarding product lines. By sharing and leveraging customer information within the LOGISTEED Group, we are making timely and coordinated proposals for supply chain optimization and advancement, without being constrained by region or domain. As part of this, we have appointed dedicated personnel who work across regions and product lines to promote the strengthening of customer relationships, the acceleration of integrated solution proposals, and the formulation of account strategies. In addition, we are promoting the creation of new business opportunities with existing and new customers, leading to topline growth. Going forward, we will continue to strive to improve the value provided to our customers and optimize the entire supply chain, while working on logistics efficiency.

Solution case studies for FY2025 - Providing end-to-end support for customer logistics, from planning and strategy review to operations and improvement -

Customer industry	Solutions
Restaurant chain company	Comprehensive management of five logistics centers across Japan using our Logistics Management System (LMS)
Integrated energy company	- Providing order management operations and strategic review for supply chain optimization planning and execution - Comprehensive management of multiple logistics providers

Key KPI Performance

Results

Domestic logistics revenues

7.7 % (3-year CAGR)

Domestic logistics adjusted operating income

12.7 % (3-year CAGR)

Priority Measures 2 Achieve business expansion and enhance profitability through automation, labor-saving, and DX initiatives (utilizing AI)

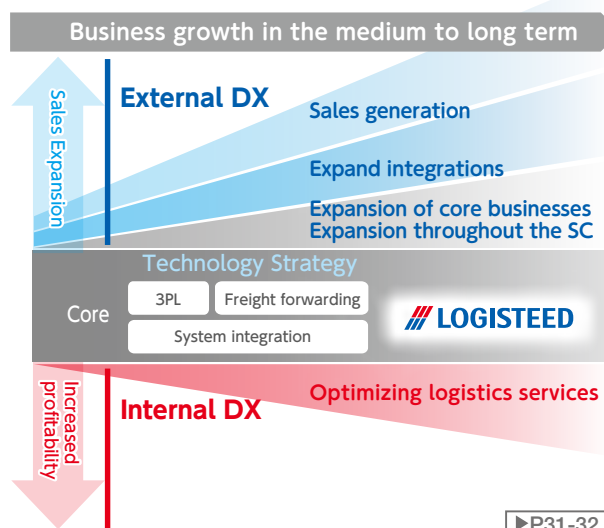
Leveraging our technological capabilities, underpinned by deep expertise and a wealth of data, one of our core strengths, we will integrate cutting-edge technologies such as generative AI to advance automation, labor saving, and DX to unlock new growth opportunities and enhance profitability.

Deploy integrated logistics DX solutions

Leveraging extensive SCM expertise and data analytics, we provide services that combine consulting and solutions. We can support the optimization of the entire supply chain from the planning stage tailored to customer needs. In addition, we are actively promoting automation and labor saving, and are implementing initiatives such as improving equipment utilization rates by reviewing equipment specifications and operating environments, and reducing man-hours through thorough personnel management.

Employ data-driven management through the standardization of supply chain-wide data and KPIs by developing a data platform

We are advancing the integration of forwarding systems, the consolidation of business KPIs, and the standardization of corporate operations to build a global operational data platform that includes sales information, and to move toward data-driven management and business operations based on unified KPIs. In addition, we are promoting business reform through the use of AI, contributing to improved profitability and topline growth.



Key KPI Performance

Results

Labor-savings (cumulative)

485 people

Benefits from Gemba improvements (cumulative)

669 million yen

Our Strategies

Mid-term Management Plan "LOGISTEED2027"

Priority Measures 3

Achieve robust overseas business foundation through a consistent global strategy

Leveraging structural reforms and global system standardization, we are strengthening One LOGISTEED, while expanding customer value through seamless collaboration across the entire group focusing on industries, services, and regions, which serves to further solidify our overseas business foundation.

Strengthen global networks and expand forwarding and transportation businesses

We are building a structure to strengthen cross-group collaboration in the domain of global forwarding. We are striving to improve the profitability of our overseas business through theme-oriented initiatives led by subcommittees, and the implementation of a unified forwarding system by the end of FY2026. In addition, we are promoting One LOGISTEED across the entire group and implementing measures such as company name changes to unify our brand. Through this, we aim to provide integrated services to our customers, while increasing our global recognition and achieving future growth. Aiming for an overseas ratio of 50% or more by FY2030, we will continue to provide comprehensive solutions to our customers under the One LOGISTEED banner, further strengthening our business foundation and promoting the expansion of our forwarding and transportation businesses.



A discussion at the Expanded Global Business Meeting 2025

Key KPI Performance

Results

Global logistics revenues

6.1 %
(3-year CAGR)

Global logistics adjusted operating income

1.7 %
(3-year CAGR)

Freight forwarding volume in FY2025

Ocean 412 thousand TEUs
Air 136 thousand tons

Priority Measures 4

Establish a foundation for growth through PMI and inorganic initiatives

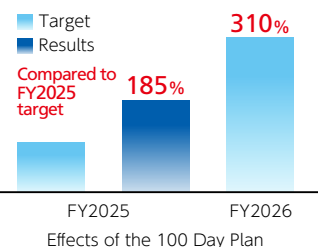
We will ensure successful PMI and synergy realization for companies acquired via M&A. Concurrently, we will evaluate and execute global M&A targeting key markets and sectors to expand our global network and business domains and improve ROIC.

Realize synergies through the formulation and implementation of the 100-Day Plan post-M&A

We formulated a 100-Day Plan as part of the PMI for ALPS LOGISTICS, which was acquired via M&A in 2024, and have begun implementation. We are assigning staff from both companies at the offices of the other to share know-how and complement each other's strengths, thereby leading to the expansion of our global network and business domains. Key initiatives include promoting sales and topline growth (through cross-selling), procurement optimization, back-office operations optimization, and improvement of the domestic transport business through collaboration. We are also advancing site integration and consolidation optimization across the entire LOGISTEED Group overseas. In FY2025, results reached 185% of the target, significantly exceeding expectations. For FY2026 as well, actual results are exceeding initial expectations. We will continue to engage in activities aimed at creating synergies and expanding business performance both in Japan and overseas.



ALPS LOGISTICS location in Japan



Effects of the 100 Day Plan

Key KPI Performance

Results

Effects of the 100-Day Plan

185 % of target

Integration of freight forwarding business

In April 2026, we integrated the domestic freight forwarding functions of ALPS LOGISTICS into LOGISTEED Express. This move will promote the standardization of business processes and the consolidation of know-how to improve the operational quality of the entire freight forwarding business and build a more stable business management structure.

Capital and business alliance with JAPAN POST

LOGISTEED Holdings and LOGISTEED concluded a capital and business alliance agreement with JAPAN POST on October 6, 2025. In Japan, we will refine the target results and milestones of measures that contribute to improving logistics efficiency and enhancing service quality, and then proceed to implement them sequentially. Overseas, we are in discussions to have the LOGISTEED Group make a partial investment in a subsidiary under Toll Holdings, which handles the international logistics business of the JAPAN POST Group. Moving forward, through the realization of these initiatives, we will build and enhance services that can support customers' supply chains from end to end.

Priority Measures 5 Achieve cash flow generation and capital efficiency on par with global logistics companies

Through the steady execution of performance improvement initiatives formulated across business, management, and finance divisions, we aim to achieve cash flow generation and capital efficiency on par with leading global logistics companies.

Improve ROE and ROIC through an asset-light (▶ P68) strategy

We are working to improve operational efficiency and profitability by enhancing capital efficiency through our asset-light strategy, while also making growth investments in facilities, DX, and human resources.

Optimize management through the promotion of shared services and internal DX

Across the entire LOGISTEED Group, we are striving to improve profit margins through measures such as eliminating redundant tasks in administrative departments and transitioning HR and contracting operations to shared services. In addition, we are promoting productivity improvements and digital enhancements through DX, automation, and labor-saving measures that utilize the latest technologies such as AI, and are facilitating the horizontal deployment of these improvements across the LOGISTEED Group to drive operational efficiency and reduce loss costs.

Key KPI Performance

Adjusted operating income

Results

60.5 billion yen (6.1%)

EBITDA

145.6 billion yen (14.7%)

ROIC

5.1 %

Tangible ROIC

34.2 %

*Figures in parentheses are percentages

▶ P21-24

Priority Measures 6 Implement industry-leading ESG management initiatives

We will strengthen the foundation for relisting and the subsequent achievement of LOGISTEED2030 by reinforcing our organization and human resources, and promoting safety, quality, and decarbonization initiatives.

Build organizational and human resources strengths to succeed in Japan and expand internationally

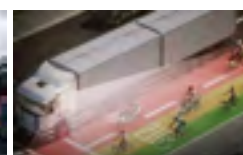
• Systematize the next-generation leader development process • Evolve the personnel system • Build organizational and human resources strengths through shared services and DX promotion • Further establish the LOGISTEED WAY and VC activities (▶ P68)

Implement initiatives for the use of safety technology and quality improvement

The LOGISTEED Group is actively promoting initiatives to improve safety and quality. In addition to the "Centralized Safety and Quality Control Center" initiative for the provision of centralized remote management of the status of logistics centers, we promoted AI-based incident detection and the automation of fire detection and reporting in FY2025. Furthermore, by utilizing safety technologies such as SSCV (▶ P31) and other proprietary systems, and the A-CAM side-collision warning system from elpis Inc., we are working to prevent accidents and improve safety and quality.



Vehicle equipped with A-CAM



A-CAM conceptual diagram

Revise decarbonization targets in line with international standards and execute sustainability initiatives

As a group, LOGISTEED has been awarded a Bronze Medal in the sustainability assessment conducted by EcoVadis, an international sustainability rating agency (▶ P39). In March 2025, we submitted a commitment letter to the Science Based Targets initiative (SBTi)* and are aiming to obtain certification for Science Based Targets (SBT), which are greenhouse gas emission reduction targets consistent with the levels required by the Paris Agreement.



Key KPI Performance

Revision of CO₂ emission reduction targets

Results

Establishment of new KPIs based on SBT standards

Benchmark score clear rate by country for sustainable engagement scores

58 %

*SBT initiative (SBTi): An international initiative jointly operated by four organizations—CDP, the United Nations Global Compact (UNGC), the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF)—that independently assesses corporate greenhouse gas reduction targets.

Priority Measures 7 Develop an organization and structure to realize LOGISTEED2030

Build a proactive organizational framework

We are promoting the integration and reorganization of overlapping functions across the group, both domestically and internationally, with a focus on regions and businesses, to build an optimal organizational structure and advance structural reforms.

- April 2025: Integration of LOGISTEED Collabonext into LOGISTEED East Japan
- April 2026: Integration of LOGISTEED East Japan Distribution Services into LOGISTEED East Japan
- April 2026: Integration of the forwarding functions of ALPS LOGISTICS into LOGISTEED Express

Moving forward, we will continue to promote streamlining and strengthen our business foundation through the renewal of our organization and systems, as well as the integration and reorganization of overlapping functions. By optimizing our organization, we will build the organizational structure and systems necessary to realize LOGISTEED2030 and thereby enhance our corporate value.

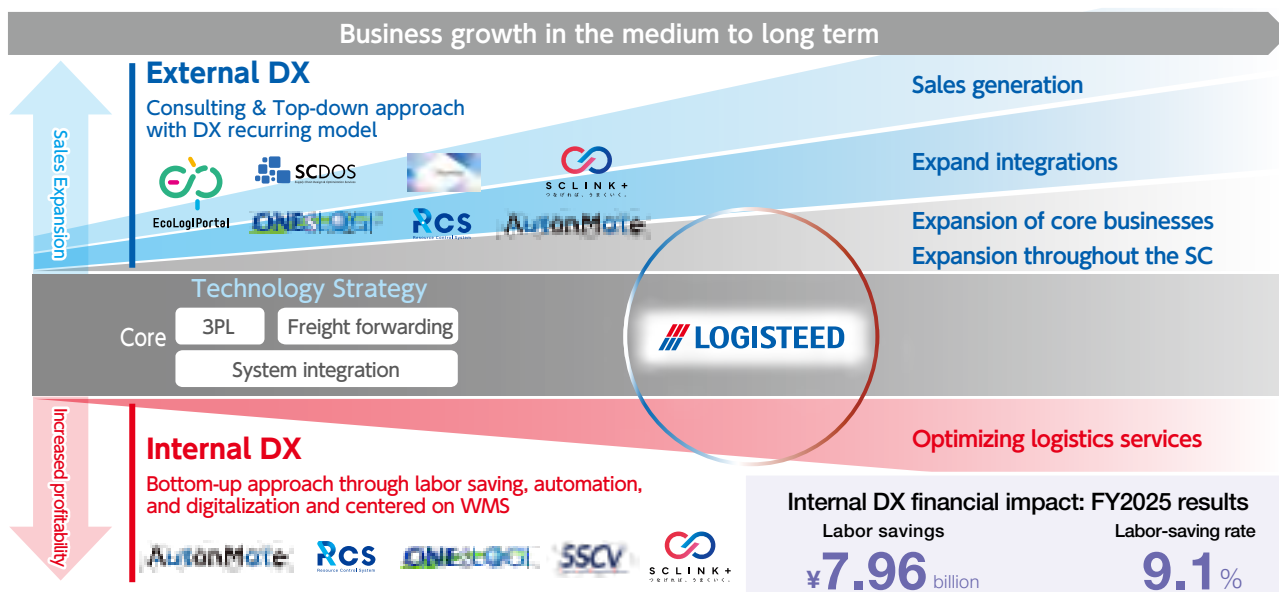
Our Strategies

LOGISTEED Group's Approach to DX

Realizing optimization of the entire supply chain through DX based on Gemba site data

Overall Picture of DX Initiatives

The LOGISTEED Group has leveraged its extensive knowledge accumulated over the years to provide various services that contribute to solving social issues by visualizing, analyzing, and improving Gemba site operations through digital transformation (DX). While continuously advancing external DX, we are also advancing internal DX to establish data-driven management globally within the LOGISTEED Group, aiming to create further synergies as a group.



External DX - Solution Introduction -

Optimization of supply chain and logistics: SCDOS



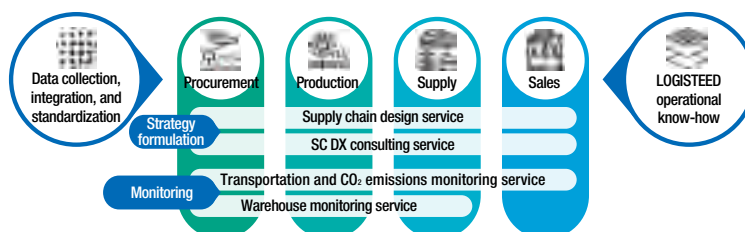
SCDOS supports the optimization and advancement of customers' supply chains by offering simulation-driven strategic planning that reflects business strategies and changes in the external environment, and comprehensive evaluation and analysis capabilities to assess outcomes after execution, contributing to the acceleration of customers' supply chain transformation.

SC costs
10 to 20% DOWN*

*1 Average of SC network optimization simulation using SC design, one of the available strategic planning tools

Recent Topics

- Projects implementing SC design and SC controls: Over **500** (of which, over 50 were overseas projects)
- Launched logistics DX consulting services for CLO (▶ P68) organizations that promote logistics operational efficiency and optimization



Enhancement of the sustainability of transport and delivery operations: SSCV



SSCV is a transportation digital platform comprising Smart (efficiency), Safety, and Vehicle (fleet management) modules, contributing to sustainable logistics by addressing transportation-related social and business challenges, enhancing transportation value, and fostering new business creation.

Near misses
98% DOWN*2

*2 SSCV-Safety implementation effects

Recent Topics

- Received Ministry of Land, Infrastructure, Transport and Tourism certification as a "device contributing to the prevention of overwork driving in FY2025" and as "pre- and post-work automatic roll call equipment."
- Awarded the Minister of Land, Infrastructure, Transport and Tourism Commendation for Excellence in Transport Safety Management in FY2024.
- Awarded the Gold Prize at the Safety Driving Award 2024, sponsored by Nikkei Business.
- Awarded the "Best Logistics Improvement Award" at the All-Japan Logistics Improvement Case Study Conference 2025, organized by the Japan Institute of Logistics Systems and the Japan Logistics Qualification Society.

Optimization of logistic center operations: RCS (WCS and WES)



RCS consists of optimization solutions for equipment management (RCS-Automation) and workforce management (RCS-Workforce), alongside a solution that constructs a virtual space using acquired warehouse operational data to conduct resource optimization simulations (RCS-Simulation). By doing so, we aim to establish an improvement cycle that accumulates and utilizes best practices in the virtual space and deploys higher-level best practices in the physical space, leading to the constant overall optimization of warehouse operations.

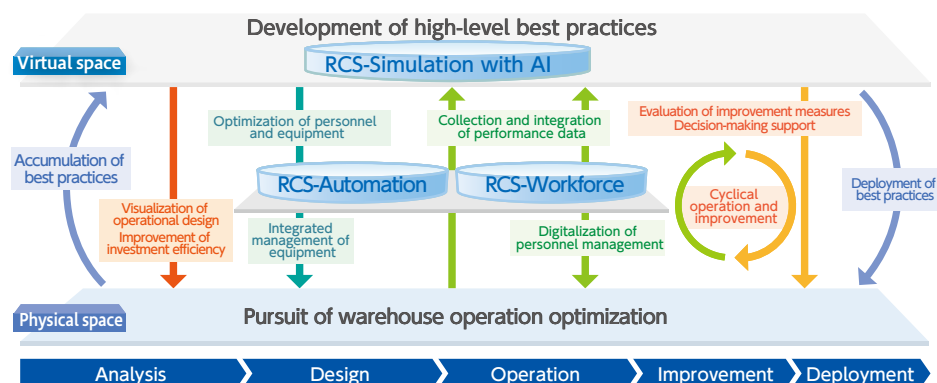
**Human resources management
administrative man-hours**

**85%
DOWN***

*3 Effects of implementing RCS-Workforce

Recent Topics

- No. of projects introduced:
Approx. **160** (cumulative)
- Continuously expanding and deploying RCS-Automation's functionality, including support for a broader range of equipment.
- Promoting the deployment of RCS-Workforce and integrating site-level insights to advance data-driven human resource management and foster continuous improvement across our operations.

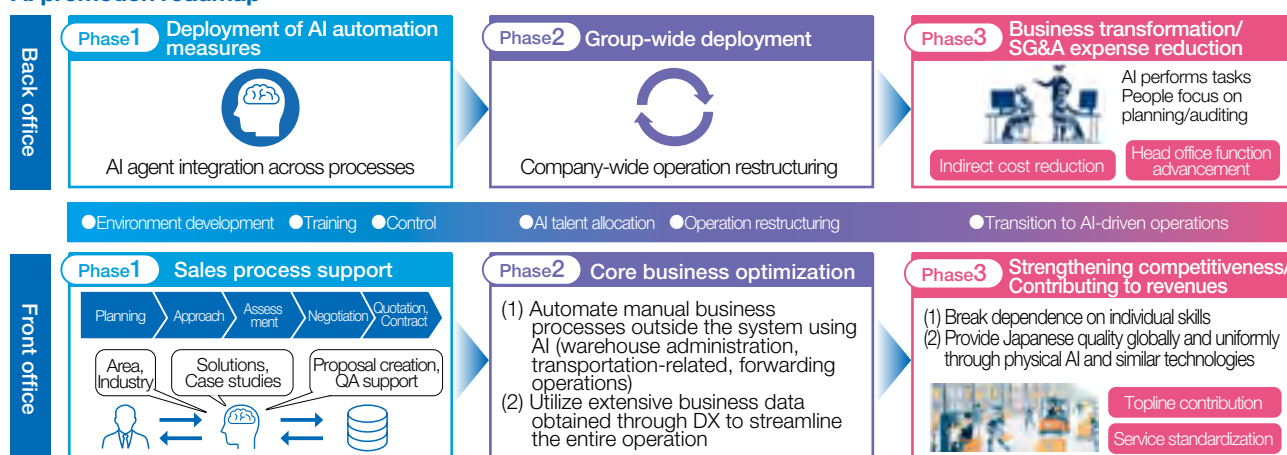


Business Transformation Through AI Utilization

By accelerating AI utilization through group-wide, we will continue to strengthen our ability to provide individually optimized solutions for our customers. As a pioneer in logistics DX, we will connect Gemba sites with management, promoting the creation of new value that fuses "Gemba" Power with digital capabilities.



AI promotion roadmap



Message from the officer in charge

The LOGISTEED Group promotes supply chain transformation starting from logistics by fusing the on-site expertise we have cultivated over many years with advanced technologies such as AI and quantum computing. In particular, we are accelerating the use of AI to provide end-to-end support from the visualization and analysis of on-site operations to enhancing decision-making, thereby advancing our customers' supply chain reforms and evolving from a business customers choose into an indispensable partner. We will continue to contribute to solving social issues and improving corporate value over the medium to long term through logistics DX solutions.

LOGISTEED, Ltd.
Executive Officer, CDXO
General Manager, Logistics
DX Solution Management
Headquarters

Yutaka Haga



Our Strategies

Initiatives for Human Capital

The LOGISTEED Group is accelerating its transformation to drive business growth in the global logistics market beyond Japan. The most important foundation underpinning this growth is our human resources. We believe that the cumulative efforts of each employee—maintaining a high level of engagement, thinking independently without being bound by precedent, taking on challenges, and continuing to grow—will lead to further enhancement of corporate value. To create this virtuous cycle, the LOGISTEED Group is promoting human capital initiatives aligned with its management strategy.

Message

Building an Organization and Human Resources That Succeed in Japan and Expand Internationally

Executive Officer, CHRO
General Manager, Human Resources &
General Affairs Headquarters

Tsukasa Kudo



Aiming to Become a “Leading Global 3PL Company”

The LOGISTEED Group formulated “LOGISTEED2030” in FY2022 as its medium- to long-term vision, thereby clarifying its global growth strategy. By FY2030, we aim to achieve revenues of 1.5 trillion yen and an overseas ratio of 50% or more and become a “Leading Global 3PL Company.”

To achieve this vision, in FY2024 we reorganized our management structure into three divisions: the Japan Company, International Company, and Corporate Function, and appointed a non-Japanese executive as president of the International Company. We also established several global leadership positions within the International Company and appointed non-Japanese personnel to these roles, while assigning experienced local business leaders in each region. Furthermore, to enable the corporate division to provide even stronger support for our growth as a global logistics company, we brought in people with extensive global business experience to serve as CFO and CHRO.

In FY2026, we appointed a non-Japanese executive based overseas who has extensive management experience at one of the world’s leading logistics companies as a Non-Executive Director, thereby evolving our Board structure to incorporate a more global strategic perspective.

Through these initiatives, we have steadily strengthened the management foundation supporting global growth. With this foundation in place, we believe there are three main human resources challenges and directions for action, as outlined below.

Management Challenges and Directions for Human Resources Initiatives

(1) Developing Human Resources to Succeed in Japan and Expand Internationally

The LOGISTEED Group has grown as a pioneer of the 3PL business in Japan. In light of intensifying market competition in recent years, we aim to remain the company customers choose as Japan’s leading 3PL provider by delivering even higher value-added services and improving productivity. On that foundation, we seek to grow into a “Leading Global 3PL Company” by maintaining and strengthening our base in Japan, expanding our business in overseas markets, and pursuing a strategy of succeeding in Japan and expanding internationally.

To execute this strategy sustainably, we need a system that continuously develops management talent capable of leading the business, whether in Japan or overseas. The LOGISTEED Group has established succession plans covering positions from the general manager level and above at LOGISTEED to presidents of major overseas group companies, and is progressively selecting and developing the next generation of leaders.

■ Succession Plans for Management Positions at the General Manager Level and Above

Our approach to succession for management positions is not merely intended to prepare for unexpected personnel changes, but to build a human resources foundation that supports our medium- to long-term growth strategy. For positions at the general manager level and above, we are clarifying the required roles and qualifications, identifying successor candidates, and formulating

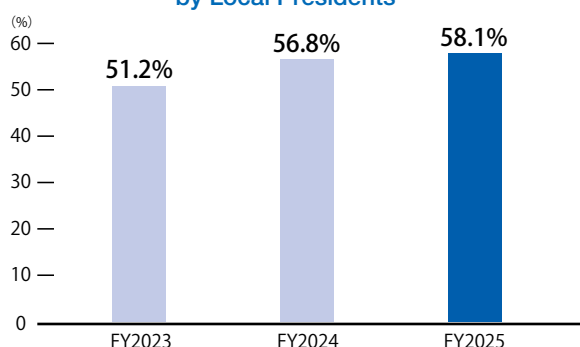
development plans. To implement these efforts, we use Talent Review Meetings, at which management reviews human resources, to assess the current status of our human resources and evaluate their future potential. By redefining position requirements from the perspective of business growth rather than relying solely on the views of current position holders, and specifying the experience and capabilities required of successors, we are transforming succession from a process dependent on individual judgment into a system operated continuously by the organization.

Succession Plans for Key Overseas Positions

With a view to global business expansion, we are also rolling out succession plans for key positions, including presidents of overseas group companies.

For overseas group companies, we identify candidates who could become successors within three to five years and develop them in stages. For key positions at overseas group companies, in addition to assigning Japanese expatriates to provide strong support for Japanese customers expanding overseas, we proactively appoint local talent with a deep understanding of local business environments and market characteristics. By placing the right people in the right positions from a job-based perspective, we will further strengthen the competitiveness of our overseas business.

Percentage of Overseas Group Companies Headed by Local Presidents



Selecting and Developing High-Potential Talent to Broaden the Management Talent Pipeline

To ensure stable succession for management positions, it is essential to systematically develop talent from the level immediately below.

The LOGISTEED Group selects high-potential (HIPO) talent in Japan and overseas and provides development opportunities tailored to their roles and stages of growth. At Talent Review Meetings, we also discuss potential future management talent and identify manager-level employees with a view to their eventual appointment to management positions. Going forward, rather than limiting development to individual overseas group companies or divisions, we will continue to broaden our management talent pipeline through Group-wide development opportunities and assignments.

Our Approach to Developing Young Talent for the Future and Supporting Career Development

To support these initiatives over the medium to long term,

we are also working to systematically develop employees from an early stage in their careers.

With a view to developing future management talent, we will establish a framework under which young employees systematically gain a combination of practical experience at Gemba sites, in sales, and overseas, thereby cultivating the broad perspective and judgment required of future leaders. In their subsequent careers, we will support career development aligned with each individual's aspirations, aptitudes, and direction for growth, whether they seek to deepen their expertise in a specific field or leverage diverse experience to assume management roles.

From FY2026 onward, we aim to further clarify this career development framework and reflect it in personnel assignments and development measures, thereby realizing human resource management that enables the talent supporting the Company's growth to develop progressively while building experience and expertise.

Securing Frontline Personnel

Alongside the development of future management and leadership talent, we also regard the stable recruitment and retention of frontline personnel, including warehouse workers and drivers at logistics centers, as an important management challenge. In response to environmental changes such as increasingly diverse work styles and labor shortages, the LOGISTEED Group is expanding spot work opportunities that enable people to make use of their spare time nationwide, while also launching new initiatives to employ foreign drivers.

By pursuing both the development of management talent and the strengthening of the human resources foundation supporting Gemba site operations, we are working to secure a stable operational structure that underpins our business activities.

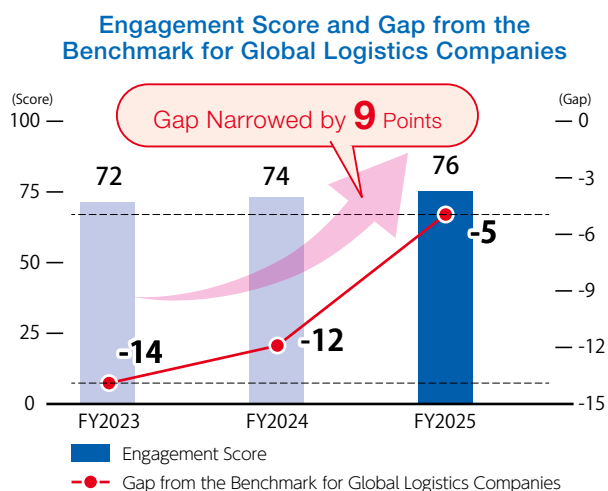
(2) Employee Growth Through Greater Job Satisfaction and Fulfillment

The LOGISTEED Group places importance on creating an environment in which every employee can grow while experiencing job satisfaction and fulfillment. In particular, centered on a cycle of improving employee engagement, we are implementing multifaceted initiatives, including Gemba site-driven operational improvements, self-exploration workshops, and the strengthening of middle management.



Our Strategies

Initiatives for Human Capital



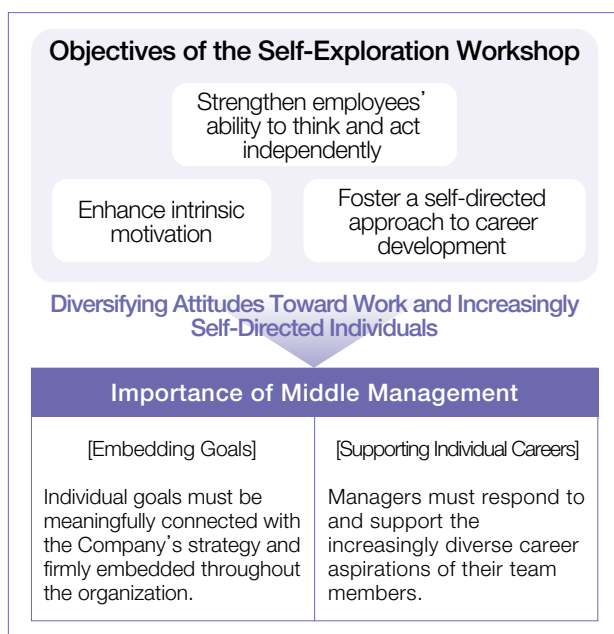
■ Cycle for Improving Engagement and Initiatives to Address Key Issues

The LOGISTEED Group has conducted an engagement survey annually since FY2021, and in FY2025 expanded its scope to cover consolidated operations in Japan and overseas. As we seek to grow into a global logistics company originating in Japan, we also place importance on global standards when selecting benchmarks. Over the past two years, the gap between the Group-wide engagement score and the benchmark for global logistics companies has narrowed by nine points, improving to just five points in FY2025. As a global logistics company originating in Japan, we are steadily approaching global standards.

At the same time, differences remain among divisions and organizational levels. Going forward, we will focus more firmly on embedding engagement improvement throughout the organization through dialogue and operational improvement initiatives at the Gemba site.

■ Rolling Out the “My Compass” Workshop

We are rolling out the “My Compass” self-exploration



workshop to help employees grow into people who think and act independently.

The workshop is designed to help each employee recognize their own values and the meaning and fulfillment they derive from their work, while enhancing their initiative and motivation for autonomous growth. It consists of three stages: (1) Individual: understanding one's own values; (2) Organization: articulating the values the organization considers important; and (3) Connecting the Individual and the Organization: linking individual values with the organization's direction, led primarily by division heads. Through these processes, we provide employees with opportunities to deepen their self-understanding and proactively consider how they can contribute within the organization, thereby fostering a sense of ownership over their careers.

■ Strengthening Middle Management to Empower Diverse Talent and Self-Directed Individuals

To respond to increasingly diverse attitudes toward work and the growing number of self-directed individuals, we are also focusing on strengthening middle management. Middle managers are expected to connect individual goals with the Company's strategy and support the increasingly diverse careers of their team members. The LOGISTEED Group is systematizing training for middle managers and aims to invigorate the entire organization by strengthening management capabilities.

(3) Initiatives to Embed Corporate Culture

The LOGISTEED Group places importance on embedding the success factors set forth in LOGISTEED WAY as a corporate culture in which every employee puts them into practice in their daily work and continues to lead proactive improvement. To achieve this, we are advancing initiatives centered on the direct involvement of management and Gemba site-driven improvement activities.

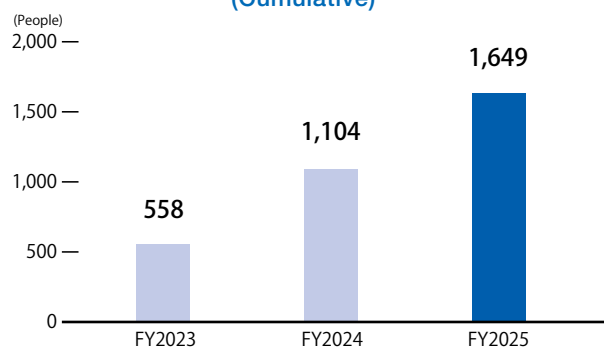
■ Embedding a Corporate Culture Based on LOGISTEED WAY

LOGISTEED WAY systematically defines how the LOGISTEED Group should be and the path it should take. We believe that sustainable growth is driven by every employee understanding the WAY, thinking and acting independently, and translating their actions into improvement. We are therefore creating mechanisms that connect LOGISTEED WAY with day-to-day operations and improvement activities and encourage proactive action, rather than allowing it to remain merely a slogan.

■ Corporate Culture Embodied by Management and Direct Dialogue with Employees

We believe that embedding corporate culture requires management to embody LOGISTEED WAY and communicate their thoughts and perspectives directly to employees. Since FY2023, we have continuously held the “LOGISTEED WAY Course” at locations in Japan and

Number of Participants in LOGISTEED WAY Course (Cumulative)



overseas, where members of management at the executive level speak about the meaning and value of the WAY through their own experiences and perspectives. Through this direct dialogue, we create opportunities for participants to renew their awareness of LOGISTEED WAY and reflect on it in relation to their own actions. In particular, to embed LOGISTEED WAY throughout overseas group companies, we are advancing initiatives to share the values common to the LOGISTEED Group while taking regional and cultural differences into account.

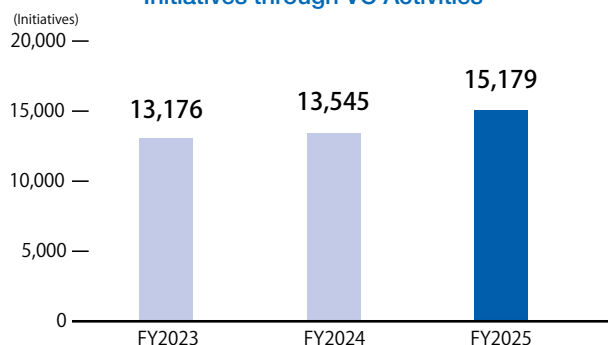
Embedding and Expanding the Culture through VC Activities (▶ P68) and the VC Awards

The LOGISTEED Group promotes Value Change & Creation (VC) activities throughout the Group as an initiative that translates the practice of LOGISTEED WAY into concrete action. These activities provide a framework that encourages every employee to proactively undertake Gemba site-driven operational improvements, with the aim of making individual work practices more efficient and improving productivity throughout the organization by sharing examples of improvement.



Case Study Presenters at an Internal Event to Promote kintone Adoption

Trend in the Number of Operational Improvement Initiatives through VC Activities



VC Award Improvement Case Exhibition

To further advance VC activities, we are also using generative AI, RPA, and no-code tools such as kintone* to digitally support operational improvements proactively undertaken by employees based on initiatives originating at Gemba sites.

* kintone is a registered trademark of Cybozu, Inc.

We established the VC Awards to recognize these Gemba site-driven improvement activities and have held them annually since FY2019. The VC Awards provide an opportunity to widely share outstanding initiatives throughout the LOGISTEED Group, while encouraging every employee to take on challenges proactively and contributing to the development of a corporate culture of continuous improvement.

VC activities are also steadily expanding beyond Japan to overseas sites. The bottom-up improvement mindset of accumulating small improvements and creating value from Gemba sites is already taking root as part of the LOGISTEED Group's culture.

Going forward, we will continue to pursue the practice of LOGISTEED WAY and VC activities in tandem, aiming to embed a corporate culture in which every employee continues to proactively take on the challenge of creating value.

Aligning the Growth of Diverse Individuals with the Growth of the Company and Its Businesses

We aim to create an organization in which employees with diverse backgrounds and values take pride in and find fulfillment in their work and continue to grow with high levels of engagement. We believe that the accumulation of such individual growth will lead to the sustainable growth of the Company and its businesses.

What matters is continually ensuring that individual growth and the growth of the Company and its businesses move in the same direction. Each employee thinks independently and takes on challenges, and the resulting achievements contribute to value creation by the organization. We believe that creating this virtuous cycle is the mission of the Human Resources Division and the role I must fulfill as CHRO. Succeeding in Japan and growing globally—this will be achieved through the strength of our organization and human resources.

We will continue investing in human resources and fostering our corporate culture to create an organization in which every employee remains highly engaged and continues to grow together with the Company, thereby contributing to the LOGISTEED Group's sustainable value creation.

Our Strategies

Initiatives for Intellectual Capital

-Governance of intellectual property and intangible assets to maximize corporate value-

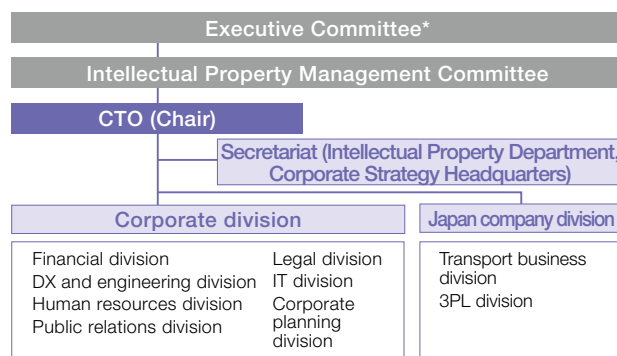
Steps toward sustainable value creation by utilizing intellectual capital as management resources

Basic Principle and Policy

The LOGISTEED Group recognizes that logistics is an important form of infrastructure in society. In order to fulfill its role as a platform underpinning socio-economic activities, the LOGISTEED Group actively takes on the challenge of addressing various issues and promotes innovation. In this context, the LOGISTEED Group considers intellectual property to be a source of business competitiveness, and aims to achieve sustainable growth and maintain competitiveness through the acquisition, protection, and management of intellectual property rights.

Structure and Strategy for Promoting Intellectual Property Management

The LOGISTEED Group positions intellectual property as one of our important management resources. We have established an Intellectual Property Management Committee as a decision-making body regarding intellectual property strategy and intellectual property management, and we promote intellectual property activities across the group. Regarding the intellectual property of third parties, we thoroughly ensure appropriate handling and protection in accordance with laws, regulations, and contracts, based on the LOGISTEED Group Code of Conduct. At the same time, we conduct regular compliance training for employees as a foundation to support sincere and fair business activities.



*The structure below the Executive Committee is established at LOGISTEED, the core company.

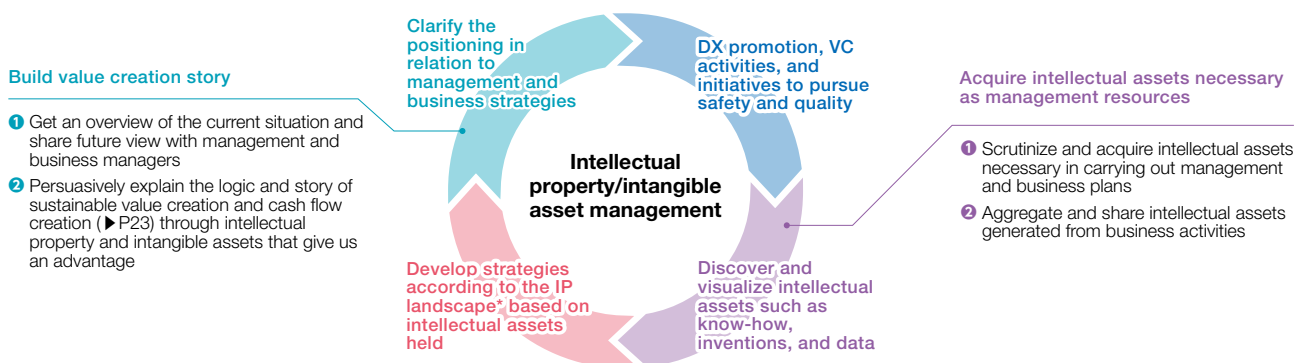
Strengthening of intellectual capital/intellectual property rights strategy

For technical achievements generated from the introduction of groundbreaking technologies and development projects, we formulate intellectual property strategies for each business unit and either keep them confidential as know-how or file for patent applications to secure rights. We position both successes and failures, including the countermeasures taken, as experience, and making repeated decisions based on knowledge and data leads to high productivity. The process of filing and securing patent rights is an important step in visualizing technical achievements, and the numbers of patents acquired (number of registrations) and held are positioned as essential quantitative indicators (KPIs) for measuring innovation results.

	FY2023	FY2024	FY2025	FY2026 (Target)
No. of registered patents	30	29	33	30
No. of patents held	138	171	207	237
No. of inventors submitting patent applications	23	29	20	30
No. of specialized and compliance training sessions held	3	3	5	4

Achievements made through intellectual capital/intellectual property rights processes

The LOGISTEED Group's intellectual property strategy is a measure to promote differentiation from competitors and visualize our strengths, aligning the direction of the entire group to lead to the creation of shared value. In strategy formulation, we analyze business models and market environments from a medium- to long-term perspective, starting with contributions to customers and society along with the maximization of provided value, and consider the necessary patent portfolio based on potential issues and future risks. This process fosters motivation to grow and a challenging spirit among human resources, promotes the conversion of tacit knowledge into explicit knowledge as well as its internal sharing, and contributes to productivity improvement.



*IP landscape: In developing management or business strategies, (1) conducting analyses that incorporate intellectual property information into management and business data, and (2) sharing the resulting overview of the current situation and future prospects with management and business managers

Ensuring logistics resilience and sustainability through patents for automation and labor-saving technologies

Even as the social environment and customer needs change rapidly, logistics requires a stable response. In recent years, economic trends and supply chain risks have become difficult to foresee, and the logistics industry also faces the challenge of a serious labor shortage. Amidst increasing uncertainty, investment in automated equipment carries risks, and technological progress also makes investment decisions difficult. Even under these circumstances, the LOGISTEED Group has set clear goals for automation and labor-saving, and has continuously proceeded with the introduction of automated equipment. Our group's strength goes beyond mere equipment introduction.

The LOGISTEED Group was an early adopter of an automated guided vehicle (AGV)-type robot sorter, shown in the figure below. Furthermore, through pre-implementation verification and adjustment, we incorporate Gemba site know-how, develop tools to enhance standard specifications to suit Gemba sites, and integrate them into the system. For example, we have developed visualization tools that allow Gemba site staff to intuitively grasp the system's decision-making content, and have incorporated logic to avoid congestion during the sorting chute allocation and operation stages to reduce AGV congestion, which causes a decline in operating rates, thereby building a mechanism that maximizes the capabilities of both Gemba site staff and equipment.

In introducing automated equipment, our group utilizes the 3PL data, insights, and know-how we have accumulated over many years, while also ensuring flexibility to reflect the different judgment criteria of each site and maintaining versatility.

The LOGISTEED Group is actively pursuing patent applications and acquisitions for proprietary technologies related to automation and labor saving. Even amidst concerns about labor shortages, we are working to improve ROI and enhancing contract retention rate in our 3PL business by providing high-quality services that are difficult for other companies to achieve.

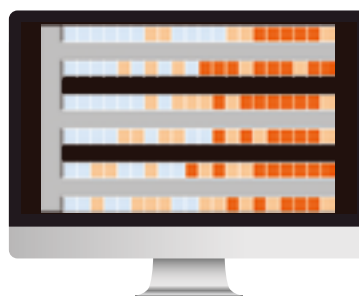
Improving Efficiency in the Pre-Sorting Process

- Aim to equalize the workload of each induction point and efficiently allocate chute positions (patent pending).
- Enable exception handling when the number of sorting destinations exceeds the number of chutes (patent pending).



Visualization of Work Status

- Visualizing the volume allocated to chutes as a heat map makes it possible to predict and understand the congestion status of robots (patent pending).



Visualizing congestion status by coloring each chute based on volume

Improving Usefulness and Practicality

- Display the work progress of the entire warehouse and individual input productivity (patent pending).
- Display status information for all packages for the day (unconfirmed, confirmed, in progress, completed, etc.; patent pending).
- Control AGV departure times for each induction point (patent pending).

Improving Operating Rate

- Control AGVs to travel on routes that avoid congestion, improving sorting efficiency (registered: Patent No. 7787332).
- Detect when storage bins are full and issue warnings according to the amount of cargo inside (patent pending).

Turning know-how cultivated through verification into intellectual property, and solving social issues together with partners

The LOGISTEED Group is advancing initiatives to improve business value while providing solutions that are considerate of society and the environment. Since it is difficult for our group alone to realize solutions that include hardware, we are working to create new value by collaborating with partner companies that share our vision. Our development of a remote forklift operation system for logistics warehouses leverages the LOGISTEED Group's intellectual property, including knowledge gained through repeated verification of remote forklift operations and know-how cultivated through technical verification.

Our group will continue to contribute to solving social issues on an even broader scale by sharing our unique knowledge and Gemba site data with business partners to expand the scope of their application.



Remote forklift-specific interface that allows intuitive operation of driving and cargo handling using wide-angle camera video and augmented reality guide lines



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Material Issues

Sustainability Governance

Under the LOGISTEED Group's corporate philosophy, "to deliver high-quality services that will help make the world a better place for people and nature for generations to come," we have been promoting sustainability initiatives to contribute to the realization of a sustainable society.

Sustainability Promotion Structure

In order to promote sustainability on a group-wide level, the LOGISTEED Group has set up the "Sustainability Promotion Committee," chaired by the Executive Officer, General Manager of Corporate Strategy Headquarters, and holds meetings regularly. Important agenda discussed in the meetings are submitted to the Executive Committee.



* The structure below the Executive Committee is established at LOGISTEED, the core company.

FY2025 Sustainability Promotion Committee

Number of the committee held	2 times (September, March)
Major agenda items	- Discuss and approve the method to disclose information on the progress of material issues and ESG - Share the information about the ESG external evaluation and external trends regarding sustainability

Participation in International Initiatives

The LOGISTEED Group expresses its support for the UN Global Compact (hereafter, UNGC). The UNGC is a voluntary initiative to participate in creating a global framework for the sustainable growth. The LOGISTEED Group continues to make efforts to realize the ten principles of the UNGC by, for example, reporting the progress annually.

EcoVadis* Sustainability Ratings

In December 2025, LOGISTEED awarded a Bronze Medal sustainability rating from EcoVadis, an international sustainability rating provider. We will continue to strive for continuous improvement in our rating and aim to enhance our corporate value through the strengthening and advancement of our ESG-related initiatives.



* EcoVadis is an international organization that comprehensively evaluates corporate performance in four themes: "Environment," "Labor and Human Rights," "Ethics," and "Sustainable Procurement." It conducts sustainability ratings for over 150,000 companies across more than 185 countries and regions worldwide.

* The medal was awarded based on the evaluation of LOGISTEED, Ltd. and does not represent an evaluation of LOGISTEED Holdings.

Please refer here for details regarding the score : <https://recognition.ecovadis.com/vb2FBrLAeEyQE-VdtoWH7g>

Message from the officer in charge



Executive Officer, CSO and CPO
General Manager, Corporate
Strategy Headquarters

Isao Takaoka

In the LOGISTEED Group's Mid-term Management Plan "LOGISTEED2027," we have positioned "Implement industry-leading ESG management initiatives" as a priority measure, and we are engaging in the integrated promotion of sustainability and business growth. In FY2026, in addition to enhancing our ESG-related initiatives, we are emphasizing the objective visualization and evaluation of their results, and are strengthening our response to external evaluations, including EcoVadis. In addition, we are steadily advancing initiatives toward obtaining SBT certification, an international framework for reducing greenhouse gas emissions, and are working to improve the effectiveness of our decarbonization management. Through these initiatives, we will connect the creation of environmental, social, and economic value to the sustainable enhancement of our corporate value. We will continue to place sustainability management at the core of our growth strategy and contribute to the realization of a sustainable society.

For details, please visit our website 

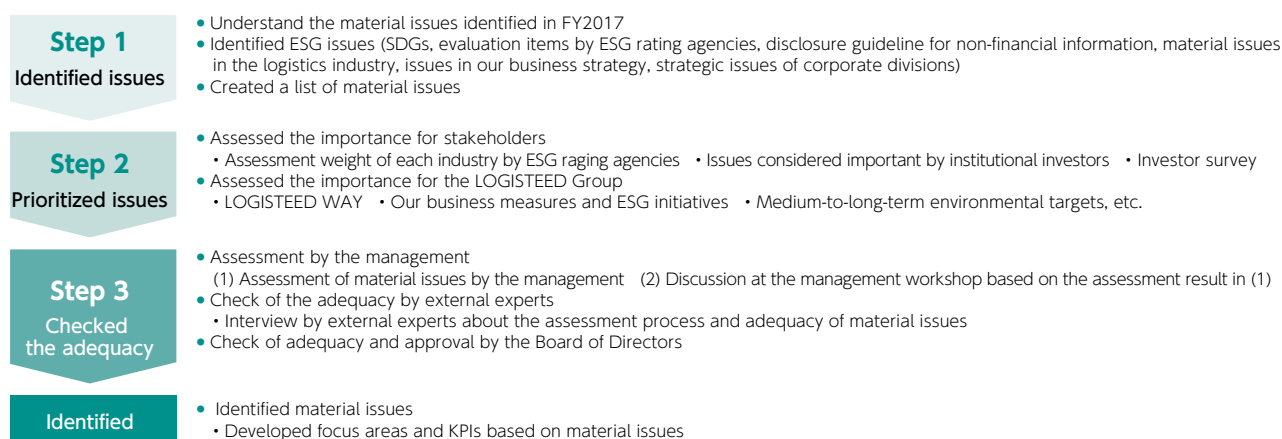
LOGISTEED Group Sustainability <https://logisteed-holdings.com/en/csr/sustainability/>
Material Issues <https://logisteed-holdings.com/en/csr/materiality/>

LOGISTEED Group Material Issues

The LOGISTEED Group identified 15 material issues in FY2017 and developed four focus areas from CSV* viewpoint, but we reviewed the material issues in FY2021 in light of drastic changes in issues and management environment relating to sustainability. In the course of the review, we identified material issues not only from an ESG perspective, but also with a focus on addressing social challenges specific to the logistics sector and alignment with our business strategy. As a result, the material issues identified reflect a strong business-oriented dimension. Furthermore, sector-specific priorities such as "Prevent accidents during operation" and "Enhance disaster prevention/mitigation," inherent to the logistics industry's role as a key pillar of social infrastructure, were clarified, leading to the final selection of 12 material issues. With the recognition of the identified material issues as the social responsibility that the LOGISTEED Group should fulfill, we promote effective activities toward solving social issues.

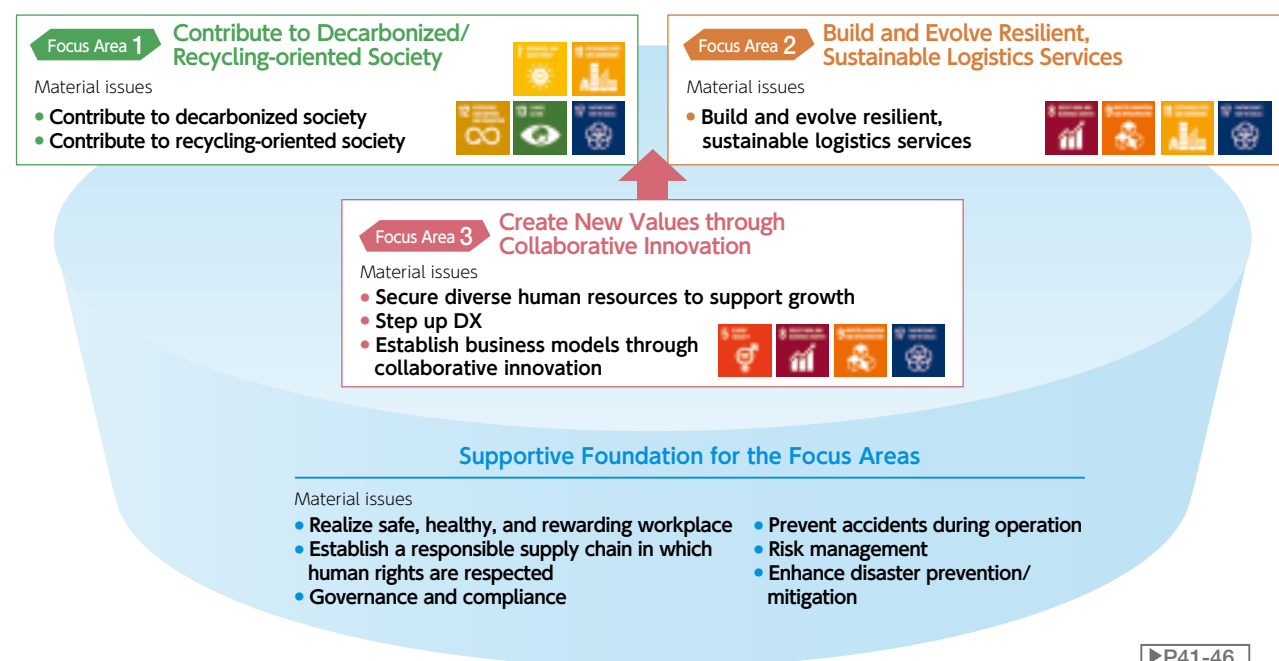
* Creating Shared Value (CSV): Refers to practices that balance activities to create economic benefits with solutions to social issues, or management strategies to achieve them

Process to identify material issues



Developed Focus Areas

Of the identified 12 material issues, we classified those relating to value creation into three Focus Areas and those relating to the business base, such as compliance and risk management, into "Supportive foundation for the Focus Areas" in order to take actions for issues to be addressed with priority. We also clarified the relation between the Focus Areas and SDGs.



▶P41-46

Material Issues

Material Issues and KPIs of the LOGISTEED Group

For the 12 material issues identified, the LOGISTEED Group has set KPIs that are closely aligned with both its Mid-term Management Plan and operational initiatives. We aim to contribute to the realization of a sustainable society and our corporate vision by promoting group-wide initiatives related to material issues and advancing the management and disclosure of KPI progress.

Focus Area 1

Contribute to Decarbonized/Recycling-oriented Society

Material issues	Risks and opportunities	KPIs
Contribute to decarbonized society	Risks - Medium- to Long-term: Increase in tax burden related to climate change and cost increase due to tightening or introduction of regulations on CO₂ emissions - Medium- to Long-term: Increase in CO₂ emission reduction cost and loss of customers due to delay/failure in introducing environmental technology - Medium- to Long-term: Loss of customers due to inadequate response to customers who emphasize low carbon or carbon-neutral transportation and the use of renewable energy	Reduction of CO ₂ emissions* ¹
	Opportunities - Medium- to Long-term: Promote introduction of more efficient transportation modes and production/distribution processes by pursuing low energy - Long-term: Continue receiving orders from existing customers and acquire new customers by enhancing climate- and decarbonization-conscious measures and promoting use of renewable energy	Support customers' decarbonization by providing SCDOS "Decarbonization Monitoring Service"
		Promote initiatives to set CO ₂ emission reduction targets including supply chains
Contribute to recycling-oriented society	Risks - Medium- to Long-term: Loss of reputation and customers due to inadequate responses to environmental pollution and waste reduction - Medium- to Long-term: Obsolescence of services and decrease in competitiveness due to a delayed response to a recycling-oriented society	Recycling rate* ²
	Opportunities - Long-term: Continue receiving orders from existing customers and acquire new customers by enhancing measures considering environmental pollution - Long-term: Diversify business activities and create new businesses by seeking to reduce and avoid resource use	Promote initiatives to build a circular economy business model

Focus Area 2

Build and Evolve Resilient, Sustainable Logistics Services

Material issues	Risks and opportunities	KPIs
Build and evolve resilient, sustainable logistics services	Risks - Short to Long-term: Decrease in competitiveness and loss of customers due to deterioration of safety/quality/productivity and delayed deliveries, etc. - Short to Long-term: Suspension of operations due to inadequate transportation enhancement measures, etc., interruption/weakening of logistics networks, and deterioration of services/quality - Short to Medium-term: Difficulties in securing transportation capacity due to the aging of managers and drivers of transportation partner companies and rising costs to secure such capacity	Support customers' SCM* ³ with SCDOS
	Opportunities - Medium- to Long-term: Acquire customer trust and improve reputation by strengthening the business continuity - Short to Long-term: Diversify business activities and create new businesses by pursuing transportation enhancement measures to address social issues and services with high level of safety/quality/ productivity - Short to Long-term: Build partnerships with customers and acquire new customers by continuously providing services with high level of safety/quality/ productivity	Realize a comfortable workplace by installing automated/labor-saving equipment at logistics centers
		Contribute to safe and more efficient transport by expanding user network of each "SSCV" function
		Enhance transport business to realize sustainable logistics
		Expand GDP(▶P68)-compliant equipment at medical DCs

Timeline definitions: Short-term: Up to 1 year; Medium-term: 2 to 5 years; Long-term: 6 years or more

*1 Total of Scope 1 and 2

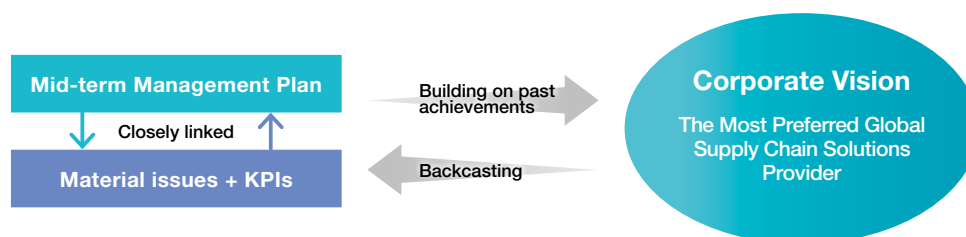
*2 Recycling Rate for Packaging Materials

*3 Supply chain management

*4 Full-Time Equivalent: A unit of the full-time work amount in an organization

*5 Trucks, commercial vehicles, forklifts

For details, please visit our website 7

Material Issues <https://logisteed-holdings.com/en/csr/materiality/>

	LOGI STEED	Japan	Over seas	FY2025 achievements	Targets Unless otherwise stated, the figures represent targets for FY2027	Related SDGs	References
	●	●		Down by 4% from FY2013 * Down by 21% from FY2013 when excluding the impact of consolidating ALPS LOGISTICS within the Group	FY2030: Down by 50% from FY2013		P53-59
	●	●	●	Proposed the SCDOS EcoLogiPortal (CO ₂ emission visualization solution) to numerous customers both Japan and overseas, and supported the visualization and reduction of CO ₂ emissions generated in their logistics areas	Achieve annual targets for the number of companies we approach		P31-32,59
	●	●	●	Japan: Continued aggregation and operation of Scope 1-3 data Overseas: Continued aggregation and operation of Scope 1-2 data and completed the construction of a Scope 3 calculation system and scheme	Establish a framework and scheme for calculating supply chain emissions, including international operations	 	P54
	●	●	●	Japan: 99% Overseas: Constructed a recycling rate collection scheme	Maintain 99% every fiscal year	 	P53,59
	●	●		Participated in a demonstration project aimed at building a resource circulation system for used EV batteries	Keep track of the achievements		—

	LOGI STEED	Japan	Over seas	FY2025 achievements	Targets Unless otherwise stated, the figures represent targets for FY2027	Related SDGs	References
	●	●	●	Proposed solutions to numerous customers both in Japan and overseas, and supported the improvement of their SCM	Achieve annual support targets		P31-32
	●	●	●	Installed automated/labor-saving equipment for cargo handling and delivery at multiple logistics centers in Japan and overseas, saving 100 FTE* ⁴ per year compared to FY2024	Mechanize cargo handling work (100 FTE per year)		P28,38,60
	●	●		Expanded the LOGISTEED Group's ecosystem through the installation of "SSCV" (1) Smart: Installed at a total of 1,072 partner companies (2) Safety: Installed in a total of 4,629 vehicles (of which, 1,403 are vehicles operated by partner companies) (3) Vehicle: Installed in a total of 4,374 vehicles	Achieve the targets to install: (1) Smart: partner companies (2) Safety: vehicles of group & partner companies (3) Vehicle: the LOGISTEED Group's vehicles*	 	P31-32, 60,62
	●	●		Number of violations of labor standards regarding drivers: 0	Number of violations of labor standards regarding drivers: 0		P60
	●	●		- Implemented an education program aimed at strengthening GDP quality control and operational capabilities for all employees engaged in GDP operations - Conducted comprehension tests for GDP operations managers at each site - Added a standard system with document and record management functions at the same level as the manufacturing sector to 5 sites in Japan (7 sites in total)	Complete installations in target sites		P60

Material Issues

Material Issues and KPIs of the LOGISTEED Group

Focus Area 3

Create New Values through Collaborative Innovation

Material issues	Risks and opportunities	KPIs
Secure diverse human resources to support growth	Risks - Medium- to Long-term: Human resource shortage due to failure to promptly respond to digitalization and labor saving - Medium- to Long-term: Stereotypical ideas due to lack of diverse human resources, loss of new business opportunities, and decrease in competitiveness - Medium- to Long-term: Loss of human resources due to a mismatch between the HR measures and what employees desire and a delayed response to diversified working-style Opportunities - Medium- to Long-term: Create new business opportunities and improve competitiveness by securing diverse human resources including highly skilled personnel and those from different industries, etc - Short to Long-term: Improve labor productivity by increasing employee motivation	Implement education to develop human resources with DX skills
		Number of key management positions for which succession plans are prepared
		Improve operational efficiency through the introduction of digital tools such as generative AI and low-code tools
		Improve the score of sustainable engagement in the employee engagement survey
		Ratio of female managers
Step up DX	Risks - Medium- to Long-term: Obsolescence of existing technologies due to failure to promptly deal with digitalization and introduce new technologies - Medium- to Long-term: Obsolescence of existing services and business models due to rapid development of digital technologies - Medium- to Long-term: Damage to the Company's business and loss of position in the industry due to the rise of new entrants and competitors Opportunities - Short to Long-term: Improve efficiency of business operations, promote labor-saving, and improve quality/safety through "Step up DX" - Short to Long-term: Create new businesses leading to continued orders from existing customers and acquisition of new customers	Construct and deploy a company-wide optimization management foundation driven by KPIs and data
		Implementation of Resource Control System (▶ P32)
		Number and percentage of DX related patent applications included in the total patent applications (publication)
Establish business models through collaborative innovation	Risks - Medium- to Long-term: Obsolescence of existing services and business models due to lack of or delay in collaboration with external parties and a delayed response to rapid technological development Opportunities - Medium- to Long-term: Acquire growth opportunities through the development of revolutionary technologies that reflect external perspectives - Medium- to Long-term: Establishment of growth platforms through acquisition of new management resources and creation/expansion of an ecosystem	Develop new services and business models through collaborative innovation

Timeline definitions Short-term: Up to 1 year; Medium-term: 2 to 5 years; Long-term: 6 years or more

*1 Certain components of training programs have been excluded from aggregate totals as these have been incorporated into the "VC Basics Course" e-learning program for all employees

*2 Proportion of companies implementing engagement surveys exceeding the country-specific benchmark scores provided by Willis Towers Watson

For details, please visit our website <https://logisteed-holdings.com/en/csr/materiality/>

	LOGISTEED	Japan	Over seas	FY2025 achievements	Targets Unless otherwise stated, the figures represent targets for FY2027	Related SDGs	References
	●	●		- Conducted basic DX training aimed at fostering a mindset for business application (2,589 participants) - Implemented an education program to develop human resources with DX skills - Intensive training for human resources to promote DX business: 687 attendees in total (cumulative) - Intensive training for DX technical skills: 729 attendees in total (cumulative) - DX mindset cultivation program: 5,291 attendees in total (cumulative)*¹	All eligible employees complete training according to their skill levels		P61
	●	●	●	Number of key management positions for which succession plans are completed: 10	Gradually increase the number of target positions from FY2025 to FY2027		P33-34,61
	●	●	●	Digital fit rate: 1.21% year-on-year improvement	FY2025: 1.1% year-on-year improvement in digital fit rate		P35-36
	●	●	●	Benchmark score clear rate by country* ² : 58%	Benchmark score clear rate by country: 100%		P34-36
	●			7.9%	FY2025: 8%		—
	●	●	●	Completed the renewal of ERP systems for group companies in Europe and North America as planned, and promoted the unification of code systems and integration of data models globally	Complete the renewal of ERP systems at overseas group companies and build an integrated data infrastructure to support the realization of data-driven management		P61
	●	●	●	Installed in 88 warehouse projects	Achieve the target number of installations		P31-32,61
	●	●	●	Number of DX-related patent applications: 8 Share of DX-related patent applications: 80%	Keep track of the achievements		P37-38
	●	●	●	Conducted demonstration project in collaboration with partner companies aimed at optimizing power usage and improving operational efficiency in EV truck operations	Keep track of the achievements		—

Material Issues

Material Issues and KPIs of the LOGISTEED Group

Supportive Foundation for the Focus Areas

Material issues	Risks and opportunities	KPIs
Realize safe, healthy, and rewarding workplace	Risks Short to Long-term Impact on operations and loss of social trust due to workplace accidents	Workplace accident frequency rate/severity rate
	Short to Long-term Loss of employee motivation, decline in labor productivity, and loss of human resources due to long working hours	Number of serious accidents (fatal workplace accidents)
	Opportunities Short to Long-term Improve employee motivation and labor productivity by creating a comfortable workplace that takes health and safety into consideration	Rate of paid leave taken
	Short to Long-term Enable stable operations by ensuring occupational health and safety	Rate of sick leave days*1 -Promote health and productivity management-
Establish a responsible supply chain in which human rights are respected	Risks Short to Long-term Reputational damage, lawsuits and penalties resulting from infringement of human rights, and loss of human resources	Promote initiatives to develop a business platform that respects human rights
	Short to Long-term Decrease in competitiveness due to deterioration of quality and productivity in the supply chain	Human rights education
	Opportunities Short to Long-term Enable stable business operations by building long-term relationships with suppliers that give consideration to human rights	Strengthen implementation of compliance screening for business partners
	Medium- to Long-term Improve competitiveness by building a supply chain with high quality and productivity	
Governance and compliance	Risks Short to Long-term Loss of social trust due to violation of various laws and regulations and deviation from social norms	Attendance rate for LOGISTEED Group Code of Conduct education (e-learning)*2
	Short to Long-term Business disruption, loss of social trust, and unexpected losses due to dysfunctional governance and internal control	Ratio of female, non-Japanese nationals, and mid-career hires among executive officers*3
	Opportunities Short to Long-term Earn social trust by demonstrating a commitment to legal compliance	Reflect evaluation of sustainability initiatives, etc., in executive compensation
	Short to Long-term Earn trust of stakeholders by realizing highly effective corporate governance and making ongoing improvement	
Prevent accidents during operation	Risks Short to Long-term Impact on operations and loss of human resources and social trust due to accidents	Reduce the "four major accidents"*4 to zero in Japan and overseas and cut loss costs
	Opportunities Short to Long-term Enable stable operations by securing safety in operation/transportation	Implement measures to strengthen prevention
	Short to Long-term Earn social trust by demonstrating a commitment to preventing accidents during operation/transportation	Reduce incidents during vehicle operation by utilizing "SSCV-Safety"
Risk management	Risks Short to Long-term Business suspension/discontinuation due to inadequate/dysfunctional risk management	Conduct company-wide disaster prevention training and overseas BCP caravans*5
	Opportunities Short to Long-term Enable to recover business quickly and restore corporate reputation by enhancing risk management initiatives	Number of information security incidents
		Attendance rate for information security training course and rate of targeted threat emails for simulation trainings opened
Enhance disaster prevention/mitigation	Risks Short to Long-term Suspension of operations, interruption of logistics networks and damage to employees, as well as damage to the Group assets (e.g. buildings and facilities) and customer products, and loss of customer trust due to insufficient measures	Enhance functions of the Centralized Safety and Quality Control Center
	Short to Long-term Damage to related parties, compensation to victims, and lawsuits by victims	Introduce firefighting visualization systems at new sites
	Opportunities Short to Long-term Avoid opportunity loss through rapid business continuity and recovery	Conduct trainings for initial response at disasters
	Short to Long-term Earn social trust by demonstrating a commitment to enhancing resilience	

Timeline definitions: Short-term: Up to 1 year; Medium-term: 2 to 5 years; Long-term: 6 years or more

*1 Rate of sick leave days = (Number of sick leave days/Total prescribed working days for employees) × 100

*2 Training themes for FY2025 include conflicts of interest, laws and regulations on importing and exporting, money laundering, insider trading, political contributions and lobbying, integrity of records and reports, respect for human rights, antitrust law, and bribery

*3 Percentage for executive officers and operating officers

*4 Serious at-fault vehicle accidents, on-site work accidents, fire accidents, and heavy machinery accidents

*5 SSCV-Safety service is available only in Japan

For details, please visit our website [7](https://logisteed-holdings.com/en/csr/materiality/) Material Issues <https://logisteed-holdings.com/en/csr/materiality/>

	LOGI STEED	Japan	Over seas	FY2025 achievements	Targets Unless otherwise stated, the figures represent targets for FY2027	References
	●	●		Frequency rate: 0.80 Severity rate: 0.167	Keep track of the achievements	P62
	●	●	●	Japan: 1, Overseas: 1	0	P62
	●	●		59.9%	Keep track of the achievements	—
	●	●		1.00%	Keep track of the achievements	—
	●	●	●	Continued risk mitigation activities such as compliance with the Australian Modern Slavery Act and support for foreign technical intern trainees	Keep track of the achievements	P62
	●	●	●	- Conducted human rights education for employees in Japan and overseas (44,341 participants, 96.7% participation rate) - Conducted human rights training for all executives of Japan and overseas group companies (160 participants, 94.6% participation rate)	Keep track of the achievements	P62
	●	●	●	Continued to conduct annual screening of customs clearance contractors and performed compliance checks on major overseas business partners	Keep track of the achievements	P49
	●	●	●	96.0% (75,056 participants in total)	Every fiscal year: 100%	P49
	●			31% (as of March 31, 2026)	Over 25%	P33-34
	●			In FY2025, we incorporated the achievement status of CO ₂ emission reduction and engagement survey results into the evaluation for annual bonuses for executive officers and operating officers, and also considered expanding the items subject to evaluation	Maintain and continue evaluation items	—
	●	●	●	Number of the four major accidents in Japan and overseas: 13 (year-on-year: -13) Loss cost: 20% reduction year-on-year	Keep track of the achievements	P62
	●	●	●	- Conducted safety education (Group training: 12; Off-site/online training: 51/Number of participants: 4,828 in total) - Conducted education through experiential sessions using VR (Implemented at 109 Japan and overseas sites/3,306 participants in total) - Held regular education webinars for companies that installed SSCV-Safety* ⁵ (including those considering to install) (Number of sessions held: 12/Number of attendees: 36 companies, 52 persons in total)	Keep track of the achievements	P62
	●	●		Number of incidents* ⁶ : 0.008 (Down by 20% YoY) The rate of serious accidents involving the LOGISTEED Group's vehicles was approximately 80% lower than the national average as of FY2023* ⁷ . As a further measure to prevent accidents in advance, we are promoting the visualization of incidents to reduce the number of close calls.	Keep track of the achievements	P62
	●	●	●	- Conducted "company-wide BCP trainings by disaster response HQ" in September - Conducted training programs, such as simulation exercises for six companies* ⁸ in the Asia, China and Europe area as part of the overseas BCP caravan	Keep track of the achievements	P50-52
	●	●	●	0	Every fiscal year: 0	P49
	●	●	●	- Attendance rate for information security training course: 100% (35,374 attendees) - Rate of targeted threat emails for simulation trainings* ¹⁰ opened: 7.4%	Every fiscal year: 100% attendance/Open rate: 10%	P49
	●	●		Installed advanced video management systems and other technologies at eight distribution centers in Japan (cumulative total), expanding remote monitoring of unsafe behaviors and hazardous events	Keep track of the achievements	P30
	●	●	●	Moved forward with the introduction of systems at ALPS LOGISTICS Group sites in Japan, etc., and completed introduction at approximately 680 buildings (cumulative)	Keep track of the achievements	P50-52
	●	●		Conducted initial response training group-wide assuming natural disasters such as earthquakes: 14 companies (218 participants)	Keep track of the achievements	P50-52

*6 Average number of incidents per month per vehicle in operation owned by the LOGISTEED Group

*7 Calculated based on the "Data on Traffic Accidents Involving Commercial Vehicles (2023)" published by the Institute for Traffic Accident Research and Data Analysis. While the national average driving distance per accident stands at 46.5 thousand kilometers, for the LOGISTEED Group this figure is 236 thousand kilometers.

*8 Activities to build and improve risk management systems in overseas sites by sending instructors from Japan

*9 LOGISTEED China, LOGISTEED Indonesia Forwarding, LOGISTEED Indonesia, VANTEC INDOMOBIL LOGISTICS, LOGISTEED INDIA, Mars Logistics Group

*10 The scope includes LOGISTEED and Japan group companies, with some exceptions for overseas group companies

Material Issues

Corporate Governance

Basic Principle

At the LOGISTEED Group, we consider the foundation of corporate governance to be enhancing management transparency and efficiency, conducting business with compliance and sound corporate ethics, and thereby increasing medium- to long-term corporate value and achieving sustainable growth.

LOGISTEED Holdings' Organization Design

To enhance corporate value through faster decision-making and strengthening and upgrading the Board of Directors' oversight functions, we adopted a company with Audit & Supervisory Committee system. We have established a Board of Directors, an Audit & Supervisory Committee, and accounting auditors. By reinforcing the oversight function of the directors' duties, we ensure objectivity and transparency in management. Additionally, we have adopted an executive officer system to accelerate decision-making and clarify the responsibilities and authority for business execution.

Board of Directors

The Board of Directors consists of 10 directors, including eight Non-Executive Directors, and appoints executive officers based on the recommendations of the voluntarily established Nominating and Compensation Committee.

Each executive officer executes their duties under the direction and supervision of the Representative Director within the scope of their respective authority and responsibility.

Audit & Supervisory Committee

The Audit & Supervisory Committee, which holds meetings once a month in principle, is composed of three directors, including Non-Executive Directors, who are also Audit & Supervisory Committee members. The committee exchanges information and discusses audit implementation status, and

receives reports from the accounting auditors and internal audit departments, among others, to exchange opinions. The Audit & Supervisory Committee members receive advance reports from the accounting auditors regarding their audit plans.

Executive Committee

In principle, the Executive Committee meets once a month, and conducts deliberations in accordance with the agenda criteria set forth in the "Rules of the Executive Committee." In addition, each executive officer carries out their duties in line

with the "Criteria for Resolution of Executive Officer" established. The Company has an environment which allows Non-Executive Directors to remotely attend important internal meetings, such as those of Executive Committee.

Primary roles of the Board of Directors, etc. (as of the end of June 2026)

Board of Directors

Determines basic management policies, etc. and supervises the execution of duties by directors and executive officers

In addition to matters to be resolved stipulated by laws and regulations, the Articles of Incorporation, and the Board of Directors regulations, also passes resolutions by focusing on specific discussions on the Mid-term Management Plan and fiscal budget.



Audit & Supervisory Committee

Performs audits of directors' execution of their duties and prepares audit reports

Performs audits of execution of duties by directors from the viewpoint of legal compliance and appropriate performance of duties in cooperation with accounting auditors and internal audit division, with an aim of establishing a high-quality corporate governance system to maintain social trust.



Nominating and Compensation Committee

Gives recommendations on the nomination of candidates for directors, etc. as an advisory board to the Board of Directors

Makes proposals on the nomination of director candidates; the appointment and dismissal of executive officers, etc.; the selection and removal of Representative Directors; the succession plan for executive officers including the President; and the policies regarding the compensation of directors and executive officers, etc.



Primary roles of the Executive Committee (as of the end of June 2026)

Executive Committee

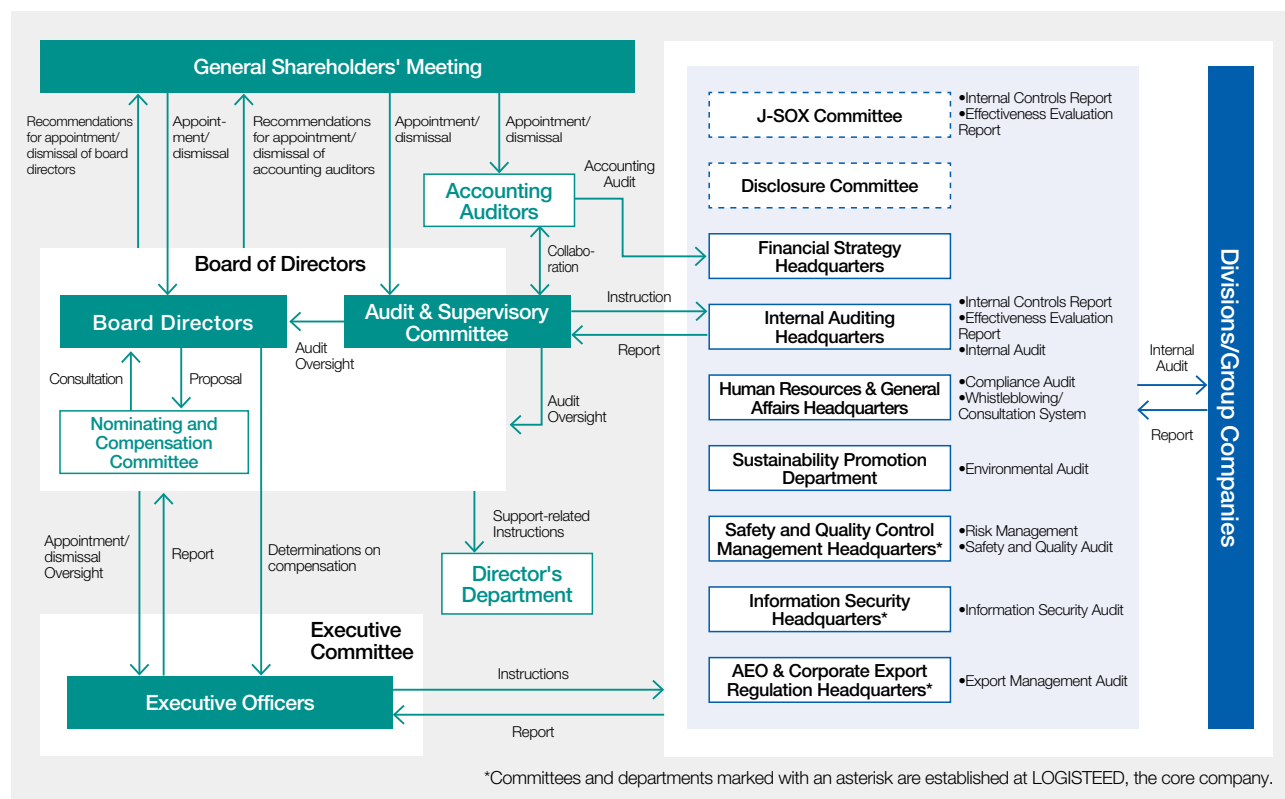
Deliberates on important issues related to business implementation

Composed of executive officers and persons specifically nominated by the President and CEO, and is structured to deliberate and report on fundamental policies related to business management, financial results, and business plans, etc.



The Corporate Governance System and Internal Control System

Under the "Basic Policy for Building an Internal Control System" established by the Board of Directors, the Company strives to develop and appropriately operate a system to ensure the appropriateness of the operations of the corporate group. The following illustrates an overview of the operational status.



Overall internal control and internal audit

With regard to overall internal control, we have established and operate the internal control system of the Company and group companies, and perform an audit on a regular basis to effectively achieve the internal control goals. Regarding internal audits, the Internal Auditing Headquarters, other responsible departments, and the relevant departments of our subsidiaries conduct internal audits to verify compliance with laws and

regulations and to deter violations of such laws and regulations. Additionally, we have established the "LOGISTEED Group Internal Whistleblowing System," the LOGISTEED Group's internal reporting system. The results of internal audits and the status of reports under the compliance internal whistleblowing system are regularly reported to the Audit & Supervisory Committee.

Risk management system

For compliance, information security, the environment, disasters, quality control, export control, and the prevention of transactions with antisocial forces, etc., each responsible department has established rules, including the "Rules on Prevention of Bribery," "Basic Policy on Information Security," and "Quality Assurance Control Rules." The Company, together with its subsidiaries, has prepared and distributed manuals for legal compliance, and holds e-learning on a

regular basis. In addition, the Executive Committee deliberates and reports on compliance, information security, the environment, disasters, quality control, export control, and the prevention of transactions with antisocial forces, etc. to understand the risk likelihood. The Board of Directors also deliberates and reports on important policies and internal rules.

Structure of group companies

We require our group companies to establish a system according to their size. We also send directors and Statutory Auditors to subsidiaries and conduct audits, etc. of each department of subsidiaries on a regular basis. Also, the Company's Board of Directors and Executive Committee deliberate important business matters related to subsidiaries

in accordance with the "Group Company Management Standards." In addition, we have established basic policies such as the "LOGISTEED Group Code of Conduct" and share corporate social responsibility with group companies.

Material Issues

Compliance/Information Security

Compliance

In order to ensure management in compliance with laws and regulations, the LOGISTEED Group has put in place a system to clarify compliance functions and set a compliance basic policy, including matters concerning anticorruption, to be observed by all officers and employees, to ensure thorough compliance with laws and regulations, company rules, and corporate ethics. Additionally, we have established the "LOGISTEED Group Code of Conduct," which specifies how all officers and employees should act in their corporate activities. It is mandatory for the entire Group to act in accordance with this code, ensuring compliance with corporate ethics.

Compliance education

To build a robust corporate culture that does not tolerate compliance violations, we regularly provide "Code of Conduct e-learning" for all employees, including officers. Additionally, we conduct rank-based education programs and group training sessions for newly appointed executives in Japan.

Attendance rate of Code of Conduct e-learning course (FY2025)

Scope: LOGISTEED, Japan and overseas Group companies

96.0%

Procurement compliance education

To ensure fair procurement activities, we provide e-learning for procurement compliance targeting all employees, as well as special e-learning and group trainings on a regular basis for those engaging in procurement in Japan and overseas group companies.

Attendance rate of Code of Conduct e-learning course for Procurement Professionals (FY2025)

Scope: LOGISTEED, Japan and overseas Group companies

100.0%

Initiatives to prevent bribery

We view anti-corruption efforts as a key compliance issue. In particular, we are actively working to strengthen management and control frameworks concerning bribery prevention both in Japan and overseas. We conduct anti-bribery training for all

employees, obtain annual anti-bribery pledges from management, and carry out due diligence on business partners dealing with customs clearance both at the commencement of transactions and on a periodic basis.

Whistle-blowing system

In order to detect and correct illegal and/or inappropriate actions early on, the LOGISTEED Group has a whistleblowing system with internal and external points of contact to allow

employees and other stakeholders to report without hesitation, and ensures thorough protection of whistleblowers.

Information Security

We recognize that the highest priority is to properly manage and protect information assets of customers and the LOGISTEED Group, and accordingly the entire Group has been promoting the preparation of internal rules as well as education and awareness activities for employees. In response to changes in social conditions and the status of personal information protection abroad, we revise our internal rules accordingly. We work to prevent information leakage by verifying the management and operational status of personal information protection and information security, striving to maintain a high level of security and strengthen governance across the entire Group.

Education and training for personal information protection/information security

In addition to e-learning for all employees, we provide rank-based group trainings for information security education. Additionally, as a countermeasure against targeted threat emails, we have expanded our training to include not only our Japan group companies but also our overseas group companies. This training utilizes a simulation system we have independently developed.

Attendance rate of information security training course (FY2025)

Scope: LOGISTEED, Japan and overseas Group companies

100%

Rate of targeted threat emails for simulation trainings opened (FY2025)

Scope: LOGISTEED, Japan and overseas Group companies

7.4%

Acquisition and maintenance of third-party certification

We have obtained the Privacy Mark certification, which certifies that we have established a system to implement appropriate measures for protecting personal information. We have also acquired ISO/IEC 27001 which is an international standard certifying that an information security management system satisfies certain criteria.

Privacy Mark acquisition status (As of May 31, 2026)

Scope: LOGISTEED, Japan Group companies

9 companies

ISMS Certification* (As of May 31, 2026)

21 sites

* Scope of registration: Sales, design, and development operations within the 3PL business, and logistics center operation

For the LOGISTEED Group Code of Conduct, please refer to our website. https://www.logisteed-holdings.com/en/csr/pdf/logisteed_group_code_of_conduct.pdf
For Compliance information, please refer to our website. <https://logisteed-holdings.com/en/csr/governance/compliance/>
For Information security, please refer to our website. <https://logisteed-holdings.com/en/csr/governance/riskmanagement/>

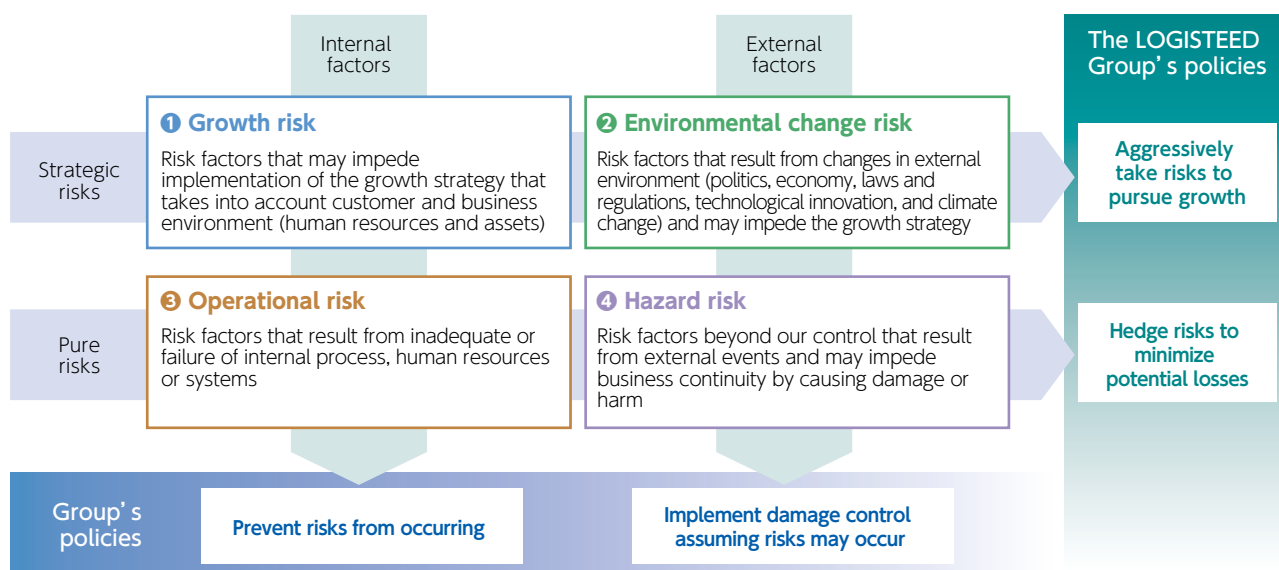
Risk Management

The LOGISTEED Group strives to enhance the PDCA cycle of risk management to address risks or opportunities that are difficult to foresee and require company-wide response. This involves identifying risk items (detection), analyzing risks (quantification), assessing risks (prioritization), and considering risk responses (response policies) increase corporate value and achieve sustainable growth.

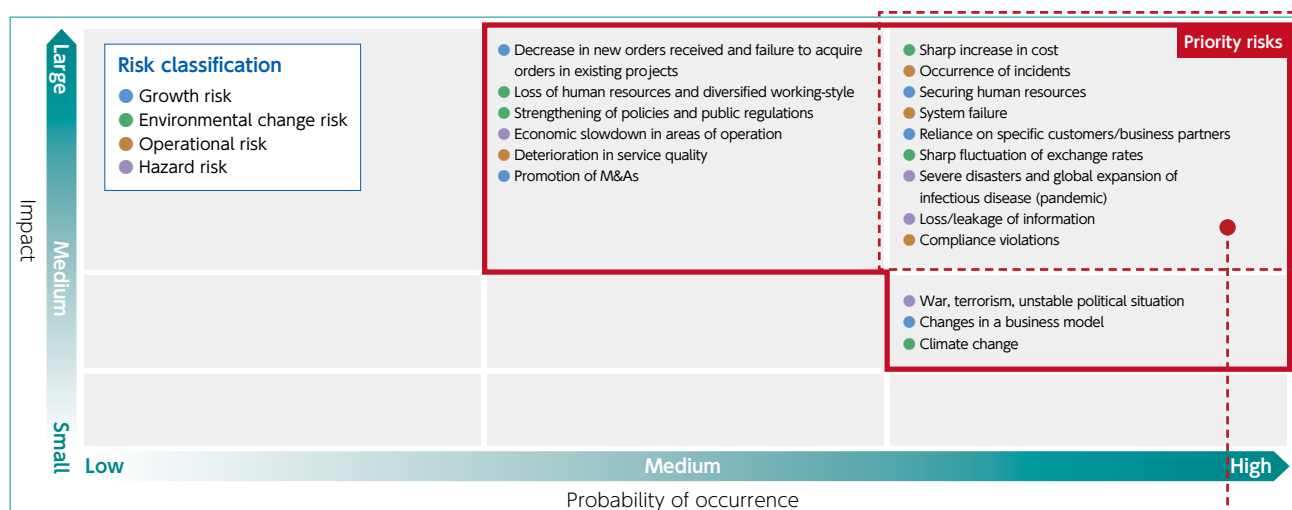
Definition and classification of risks

The LOGISTEED Group defines risk as "the influence of uncertainty about our objectives and the possibility to influence the achievement of our strategy and business goals when an event occurs." We classify recognized risks as follows based on their types (strategic or pure) and factors

(internal or external) and quantify them by risk factors based on the probability of occurrence and the degree of impact to select priority risk which exceeds the reference point. We also prioritize risks based on the assessment points and focus on reviewing countermeasures against them.



Heatmap by risk factor (in descending order of priority)



The status of initiatives addressing the priority risks that have the highest priority is outlined on the next page.

For disaster risk measures and the business continuity management/BCP promotion system, please refer to our website.
<https://logisteed-holdings.com/en/csr/governance/riskmanagement/>

Material Issues

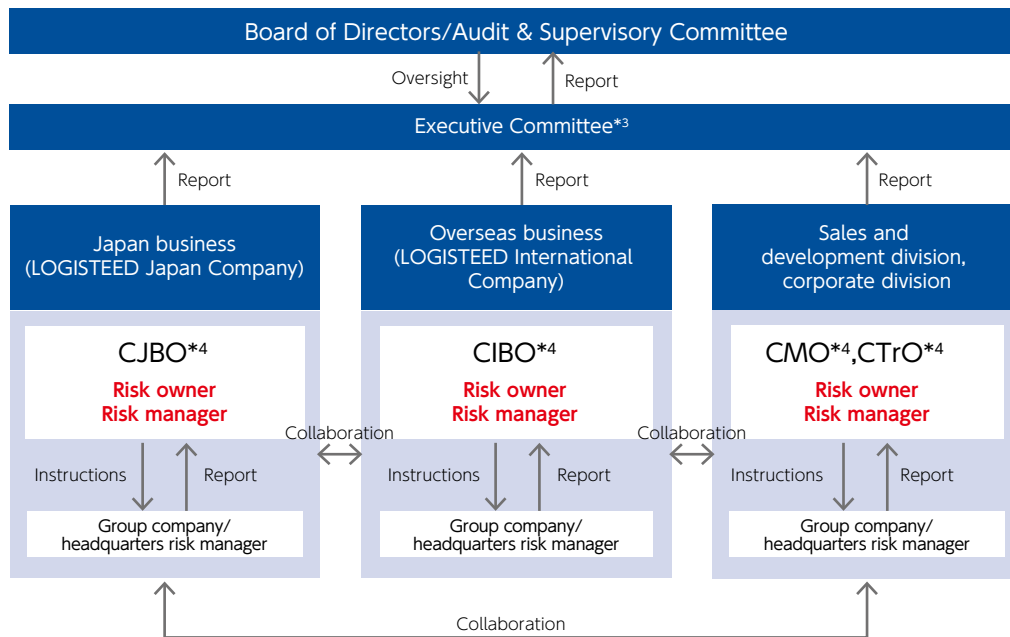
Risk Management

Risk Management System

The LOGISTEED Group manages risks with a system whereby a Risk owner*1 and a Risk manager*2 are appointed for each risk factor who collaborate across divisions (Japan business, overseas business, sales and development division, corporate division). Risk owners or risk managers report the

status of relevant risk items to the Executive Committee and also to the Board of Directors and the Audit & Supervisory Committee when necessary, in order to ensure effectiveness of Enterprise Risk Management (ERM).

Risk Management Structure



*1 Risk owner: Person responsible for discussing responses to risks and implementing, monitoring, and overseeing response measures

*2 Risk manager: Person responsible for responding to risks in cooperation with the Risk owner and promptly implementing responses

*3 LOGISTEED Executive Committee

*4 For officer abbreviations, please refer to P15.

Risk factors and the status of the LOGISTEED Group's initiatives (highest-priority risks)

1 Growth risk

Risk factors	Details of risks and opportunities	LOGISTEED Group initiatives
Securing human resources	Risk - Labor shortage due to tighter regulation on drivers' overtime work by the Work Style Reform Act - Difficulty in securing human resources due to aging population combined with a declining birth rate and intensifying competition in the labor market - Loss of momentum for promotion of diversity management which enables diverse employees to participate in the workplace Opportunity - Acquisition of new expertise and creation of new businesses	[Domestic/Overseas common] - Expand network of partner companies and secure workforce by enhancing recruitment of in-house drivers (increase personal vehicles) including reviewing drivers' benefit - Visualize human resource skills using the HR management system and make full use of skills - Secure human resources with site management, global, digital, and business management capabilities according to the business strategy (Enhance recruiting and establish a compensation system) - Enhance in-house training programs to foster and educate human resources - Perform human resource retention control (create a pleasant working environment, conduct regular employee engagement surveys) - Improve work efficiency through implementation of automation, RPA, and generative AI - Foster human resources proficient in logistics through collaboration with external organizations, including industry-academia partnerships [Domestic] - Promote recruiting of foreign drivers through the utilization of the Specified Skilled Worker System - Monitor the bankruptcy risk of partner transport companies, and negotiate with partner companies to appropriately pass on labor costs in pricing [Overseas] - Development of overseas management talent from a medium- to long-term perspective
	Risk - Impact on business results and continued employment by losing projects - Impact on the LOGISTEED Group's business due to customers' performance fluctuations or deterioration, and business reorganizations - Impact on the LOGISTEED Group's business due to the changes in customers' business environment including drastic changes in the industrial structure and increasing supply chain vulnerability - Impact on the LOGISTEED Group's business due to the poor performance of the business partners Opportunity - Efficient business expansion and able to take advantage of scale - Strengthening industry-specific expertise	[Domestic/Overseas common] - Account management through enhanced collaboration among group companies and divisions - Monitor business condition of business partners and customers - Monitor the movements of peer companies - Establish and monitor credit limit - Perform periodic review of customer dependency - Allocate management resources to non-core businesses - Develop/provide services beyond conventional logistics domain - Strengthen sales and marketing activities to existing/new key accounts (KA) via the Global Account Program (GAP) - Supply chain optimization consulting activities utilizing DX solution and engineering capabilities

For details, please refer to our website. [Risk management https://logisteed-holdings.com/en/csr/governance/riskmanagement/](https://logisteed-holdings.com/en/csr/governance/riskmanagement/)

② Environmental change risk

Risk factors	Details of risks and opportunities	LOGISTEED Group initiatives
Sharp increase in cost	Risk - Impact on profits due to increase in procurement costs (fuel, car allocation expenses, labor costs, warehouse rent, and utility costs, etc.) Opportunity - Decrease in procurement costs - Improvement in profitability through customer pricing negotiations	[Domestic/Overseas common] - Promote streamlining through relay transport, joint delivery, modal shift and double-trailer truck transport, etc., in addition to building close relationships with partner companies - Optimize fees and contract form based on the movements of peer companies - Efficient management by promoting automation, digitalization, in-house manufacturing, and joint procurement - Curbing procurement costs by changing and consolidating suppliers, canceling unnecessary contracts, reviewing contract periods, and taking other measures - Appropriately passing on costs to customers - Specify in the contract terms, to ensure passing on costs [Domestic] - Reduce impact on business continuity by monitoring management of major partner companies [Overseas] - Improvement of operational efficiency through consolidation of offices and warehouses of overseas Group companies, and cost reduction through integration of back-office functions
Sharp fluctuation of exchange rates	Risk - Exchange loss - Negative impact of translation of business results of overseas subsidiaries into Japanese yen Opportunity - Exchange gain - Positive impact of translation of business results of overseas subsidiaries into Japanese yen	[Domestic/Overseas common] - Concentrate exchange risks (centralize transactions such as forward exchange contracts and currency options in the head office) - Enter into hedge transactions including forward exchange contracts with financial institutions - Maintain a balance of foreign currencies and continue investment in time deposits

③ Operational risk

Risk factors	Details of risks and opportunities	LOGISTEED Group initiatives
Occurrence of incidents	Risk Occurrence of industrial accident, vehicle or product accidents, and fire	[Domestic/Overseas common] - Enhance disaster prevention/mitigation capabilities by providing education and trainings and installing equipment and systems - Confirm proper insurance for assets in custody (inventory), and inspection of fire extinguishing equipment - Establish an initial response and reporting system in case of an accident, and conduct drills - Verification of the effectiveness of accident prevention measures and prevention of recurrence through the sharing of good examples - Conducting safety activities both domestically and internationally, including remote and VR education - Implement safety and quality caravans, including overseas, comply with fire safety laws through the use of a firefighting visualization system, and conduct fire drills with full employee participation - Establish safety workplaces through the proactive use of technology (such as the Centralized Safety and Quality control Center, SSCV, and security robots) [Domestic] - Strengthen communications with employees, and develop educational materials and experiential training adapted to changes in the work environment, such as an increasing number of older employees and foreign workers - Develop and implement a facility maintenance plan - Establish and regularly review the LDSK (LOGISTEED Work Standards) - Development of safety team leaders and promotion of site-driven safety activities
System failure	Risk - Significant delay in work or suspension of operations due to power outage or system / equipment failure caused by natural disasters - Significant delay in work or suspension of operations due to cyberattacks or system failures at external service providers - Delay in operations due to deterioration of system / equipment response - Occurrence of failures caused by system aging	[Domestic/Overseas common] - Introduce redundant system - Prepare alternative means in case of failure - Strengthen backup measures for system recovery and conduct onsite training - Implement measures for each service used and BCP - Enhance risk management with cybersecurity insurance - Regular system updates and upgrades [Domestic] - Measures to address system issues arising during customer system renewals (address the 2025 digital cliff issue (After 2025, aging systems will hinder corporate DX (Digital Transformation) and obstruct efficient business operations.))
Compliance violations (violation of the labor law, bribery, infringement on human rights, etc.)	Risk - Violation of overtime regulations, etc. - Disagreement with the authority on the interpretation of equal pay for equal work - Violations of laws and regulations such as bribery and competition law - Information leakage - Infringement on human rights including harassments, child labor, and low wage labor - Infringement on intellectual property rights	[Domestic/Overseas common] - Establish the LOGISTEED Group Code of Conduct and educate all employees - Conduct regular internal audits - Introduce a whistleblowing system - Conduct investigation and education by legal divisions in each region - Establish a structure to manage an attendance management system - Clarify wage calculation method - Implement due diligence on human rights [Domestic] - Establish a specialized IP division and educate all employees

④ Hazard risk

Risk factors	Details of risks and opportunities	LOGISTEED Group initiatives
Severe disasters and global expansion of infectious disease (pandemic)	Risk - Damage to employees - Disruption of logistics network - Damage to the Group's assets (e.g. buildings and facilities) and customers' products	[Domestic/Overseas common] - Assess business interruption risk in each region - Develop business continuity plan (BCP) for early business recovery (including prior consultation with customers and business partners) - Establish rules for information collection and work regulations as a global organization in case of pandemic - Carry out business continuity management (BCM) - Promote automation/labor-saving - Execution of operations remotely using online tools - Introduce a disaster and infection reporting system
Loss/leakage of information	Risk Loss or leakage of data such as customer information due to an information security incident, cyberattack or large-scale system failure	[Domestic/Overseas common] - Strengthen the information asset management through internal audit and in-house trainings, etc. - Establish and disseminate information security rules - Build a system to deal with cyberattacks and regularly update the technology - Increase frequency of monitoring including audit - Risk hedging through liability insurance (cyber insurance)

Material Issues

Environmental Management

For details, please visit our website [7](https://logisteed-holdings.com/en/csr/environment/management/)

Environmental Management <https://logisteed-holdings.com/en/csr/environment/management/>

The LOGISTEED Group is promoting business activities with less environmental load based on the environmental policy. As for measures against global warming, we are working to enhance green logistics including collaborative logistics and modal shift together with our partner companies.

Environmental Policy

1 Decrease environmental load generated by all our business activities

Reduce consumption of fuel, electricity, water, consumables and supplies, etc., curb emissions of air pollutants, and promote recycling of waste, etc.

2 Provide logistics/services with less environmental burden

Contribute to customers through the provision of low-CO₂ logistics services and the reduction of waste generated from packaging materials, etc.

3 Improve Eco-Mind Level and Enhance Eco-Management System

Increase global environmental awareness. Comply with related environmental laws and company regulations

4 Promote ecosystem conservation and environmental communications

Consider ecosystem impacts in procurement and consumption. Promote environmental co-creation with customers and local communities

Environmental Management Structure

Since establishing a dedicated environmental department in August 1992, we have been advancing efforts to reduce environmental impact. Currently, we are engaged in unified global activities across the LOGISTEED Group, working toward environment-conscious business operations. Under the supervision of the Board of Directors and the Executive Committee, Sustainability Promotion Department, Corporate Strategy Headquarters chaired by Executive Officer in charge of environmental issues, is responsible for overall environmental management work and oversees the entire group.

Strengthen Environmental Management

We utilize management systems to understand and monitor actual data. In overseas, we conduct research on important environmental laws and regulations for the purpose of managing environmental load and legal compliance.

Holding Environmental Conference

We share environmental information in Japan and overseas to improve environmental awareness and the management level.

Number of environmental conferences held (FY2025)

Japan: Environmental Promotion Conference **2**
Overseas: Environment Officers Meeting **2**

Performance of internal environmental audit

We perform internal audit to prevent or promptly correct violations of the environmental compliance and improve the management level.

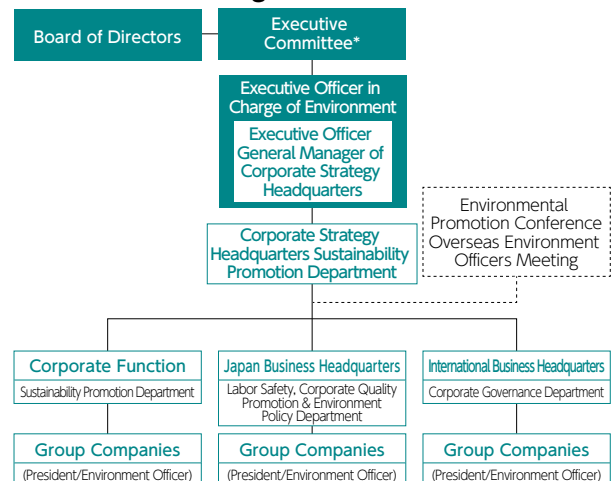
Number of sites subjected to internal environmental audits (Japan : FY2025)
Scope: LOGISTEED, Japan group companies

114 sites

Improving Environmental Awareness

We conduct environmental e-learning for Japan and overseas employees on topics such as decarbonization activities, resource recycling, and ecosystem preservation. In FY2025, we conducted training based on the theme of climate change and decarbonization. In addition, we publish newsletters for both Japan and overseas employees, featuring basic knowledge on decarbonization and case studies of our own initiatives. In FY2025, in addition to CO₂ emission reduction initiatives, we provided an easy-to-understand explanation of the importance of responding to climate change risks. In addition, we conducted environmental management training aimed at improving the input accuracy of management systems in Japan.

Environmental Management Structure



*The structure below the Executive Committee is established at LOGISTEED, the core company.

Strengthening cooperation with overseas group companies

In FY2025, to enable our overseas group companies to formulate CO₂ emission reduction targets in the same way as group companies in Japan, we promoted the strengthening of monthly management of environmental impact data, focusing on CO₂ emissions, as a preliminary step.

Third-party certification initiatives

The LOGISTEED Group seeks third-party certification and Sustainability Promotion Department has acquired the "Eco Stage" certification. From FY2017, we have upgraded the certification level to "Eco Stage II" which is equivalent to ISO14001.

Attendance rate of environmental e-learning courses (FY2025)

Scope: LOGISTEED, Japan and overseas group companies

91.6%

Environmental management training (FY2025)

Scope: LOGISTEED, Japan group companies

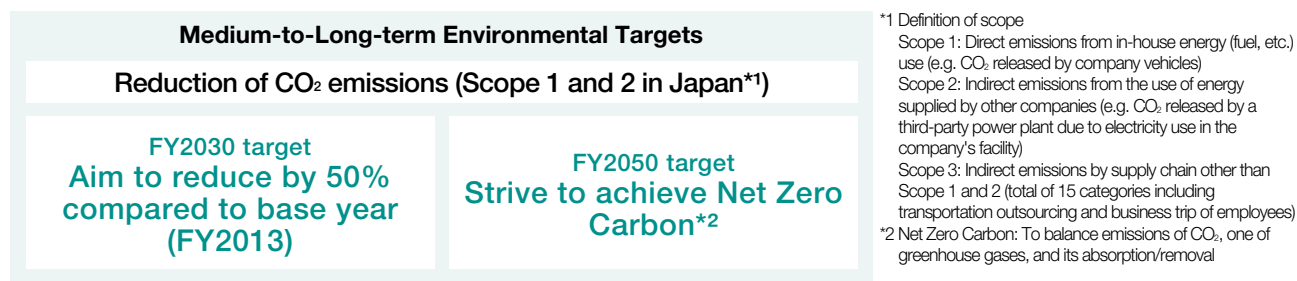
607 attendees

No. of articles featured in newsletters (FY2025)

17

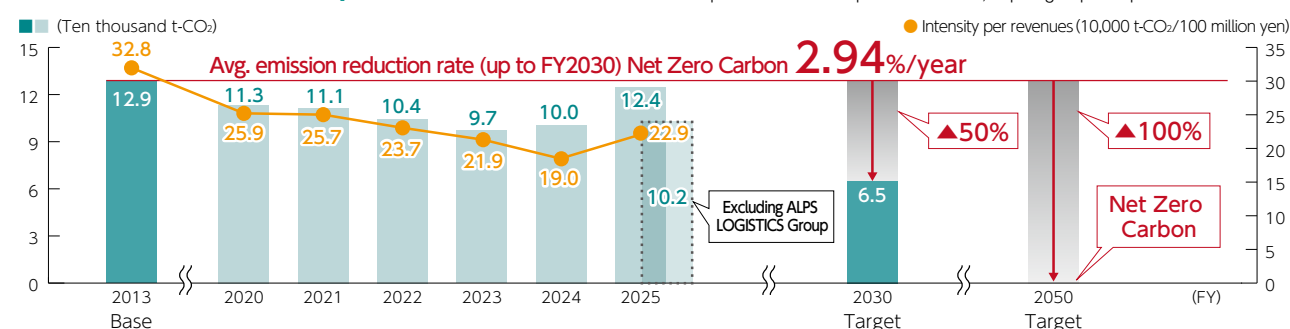
Medium-to-Long-term Environmental Targets 2030/2050

The LOGISTEED Group developed the medium-to-long-term environmental targets 2030/2050 in FY2020 to contribute to the realization of sustainable society, and is striving to reduce CO₂ emissions. Amid the accelerating global efforts to achieve a decarbonized society, the LOGISTEED Group revised the medium-to-long-term environmental targets 2030/2050, which were set in FY2020, to more ambitious goals starting in FY2021.



Trend of LOGISTEED Group CO₂ emissions*

* Total of Scope 1 and 2 Scope: LOGISTEED, Japan group companies



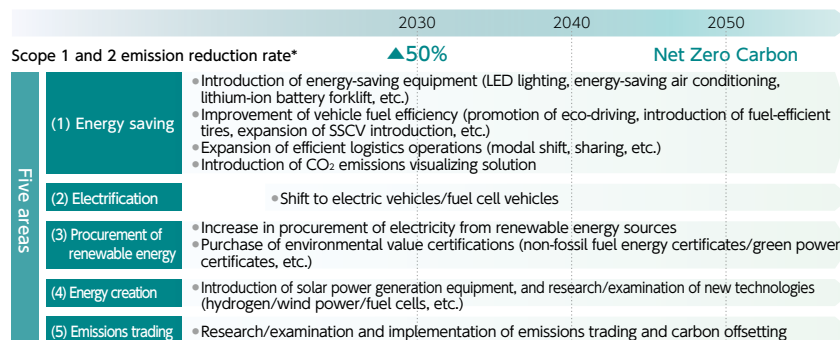
Submission of a commitment letter concerning the acquisition of SBT certification

In line with our commitment to reducing greenhouse gas emissions to levels consistent with the Paris Agreement, we submitted a commitment letter to the Science Based Targets initiative (SBTi) in March 2025 with the goal of obtaining SBT certification.

Examples of CO₂ Emission Reduction initiatives

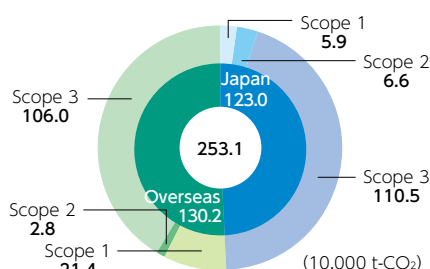
The LOGISTEED Group has launched a decarbonization promotion project to achieve the medium-to-long-term environmental targets and is working proactively on initiatives in five areas.

* Compared to FY2013



CO₂ emissions throughout the supply chain

We began calculating overseas Scope 3 emissions from FY2025 to identify CO₂ emissions across our entire supply chain and work toward future reductions.



* Due to rounding to the nearest whole number, totals and breakdown totals may not match
Scope: LOGISTEED, Japan and overseas group companies

Third-party certification on CO₂ emissions data

In FY2025, we obtained third-party assurance for our FY2024 greenhouse gas (GHG) emissions, covering Scope 1, 2, and 3 in Japan, and Scope 1 and 2 overseas, based on ISO14064-3:2019 through an audit by the assurance provider LRQA Limited. We will continue working to ensure the reliability of our calculated values by receiving third-party assurance on an ongoing basis.

For more details on environmental information, please visit our website.

<https://logisteed-holdings.com/en/csr/environment/>

For more details on our initiatives to reduce CO₂ emissions, please visit our website.

<https://logisteed-holdings.com/en/csr/environment/climate-change/>

Climate Change Initiatives - Response to the TCFD* Recommendations -

*TCFD: Task Force on Climate-related Financial Disclosures

As the LOGISTEED Group's corporate philosophy is "to deliver high-quality services that will help make the world a better place for people and nature for generations to come," we position climate change response as one of our highest priority management themes and have designated "Contribute to decarbonized society" as one of our material issues. We have also defined "Contribute to decarbonized/recycling-oriented society" as one of the Focus Areas to promote initiatives to address climate-related risks and opportunities and reduce CO₂ emissions. In addition, we expressed our support for the TCFD recommendations in September 2021, and based on those recommendations, we are promoting initiatives and information disclosure regarding climate change.

Basic Policy on Climate Change

Governance

The LOGISTEED Group reports to the Board of Directors on an annual basis regarding climate change initiatives (actual greenhouse gas (CO₂) emissions and reduction targets, and climate-related risks and opportunities). In FY2025, regarding climate change initiatives included in management strategies and business plans, the Board of Directors provided guidance and supervision through the Chairman and CEO, who is the officer responsible for climate change initiatives, including consistency with management strategies and the Mid-term Management Plan, key performance indicators (KPIs), and final decisions on large-scale capital investments. The Sustainability Promotion Department within the Corporate Strategy Headquarters oversees all aspects of environmental management under the supervision of the Executive Officer serving as the Chief Strategy Officer. The Environmental Promotion Conference and the Overseas Environmental Officer Meeting, comprised of the environment officers of each group company including the Chief Strategy Officer, are held semiannually to confirm the achievement level of energy consumption and CO₂ emissions targets, manage the progress

of climate change measures, determine necessary corrective measures, and discuss future measures. Based on the decisions at the Environmental Promotion Conference and the Overseas Environmental Officer Meeting, and with the approval of the Chief Strategy Officer, the status of climate change initiatives and proposed future strategies are reported or proposed to the Executive Committee semiannually or as needed.

Meeting Bodies/Departments	Roles
Board of Directors	- Provides guidance and supervises initiatives to address management issues related to climate change - Approves reduction targets/measures/budgets
Executive Officer*	Assesses the progress of initiatives to address management issues related to climate change, and reports to the Board of Directors
Sustainability Promotion Department*	Oversees overall environmental management work, holds the Environmental Promotion Conference and Overseas Environmental Officer Meeting, and reports and makes proposals to the Executive Committee based on decisions at these conferences
Environmental Promotion Conference and Overseas Environmental Officer Meeting*	Confirms the achievement level of measures related to climate change, determines corrective measures, and discusses proposed measures

* Established at LOGISTEED. [▶P53](#) Environmental management structure

Risk Management

The LOGISTEED Group has selected "climate change" as a priority risk, as it is a significant risk related to "contribution to a decarbonized society," which is one of our materialities. Led by the Sustainability Promotion Department of the Corporate Strategy Headquarters, we conduct evaluations in line with

the TCFD recommendations annually or as needed, and manage them qualitatively and quantitatively alongside other management risks on a heat map for each company-wide risk factor to ensure consistency with our management strategy.

Metrics and Targets

Medium-to-long-term environmental targets 2030/2050

For the purpose of addressing climate change risks and opportunities, the LOGISTEED Group has set the medium-to-long-term targets for reduction of greenhouse gas (CO₂) emissions and is actively promoting initiatives in the

decarbonization projects in five areas (energy saving, electrification, procurement of renewable energy, energy creation, and emissions trading).

[▶P54](#) Trend of LOGISTEED Group CO₂ emissions

Strategy

The LOGISTEED Group uses a scenario analysis to identify and assess climate-related risks and opportunities that are expected to affect our medium-to-long-term business activities and also assess resilience and examine response measures.

(1) Scenario analysis process

The LOGISTEED Group conducts scenario analyses following the procedures outlined below. Under the scenario that

assumes the goal of the Paris Agreement is achieved (1.5°C /2°C scenario) and the one that assumes that no new policies are implemented but each country's announced policies are achieved (4°C scenario), we have assessed financial impacts of identified climate-related risks and opportunities based on the information such as the trend of key parameters.



* Reference scenario: 1.5°C scenario: IEA Net Zero Emissions by 2050 Scenario 2°C scenario: IEA Sustainable Development Scenario/IPCC RCP2.6 4°C scenario: IPCC RCP8.5

For details, please visit our website. ➤ Climate Change and TCFD-Aligned Reporting <https://logisteed-holdings.com/en/csr/environment/climate-change/>

(2) Assessment of climate-related risks and opportunities and financial impacts

For the 11 items identified as important climate-related risks and opportunities for the LOGISTEED Group, we used scenario analysis to quantitatively estimate the potential financial impact, and for items that could not be calculated, we organized them qualitatively. In addition, we re-evaluated the

priority based on the timeline and the degree of impact. Furthermore, we examined the resilience of our current response measures and future initiatives.

We are examining and implementing response measures to reduce risks and seize opportunities that have a particularly large financial impact, and we have confirmed that we possess sufficient resilience at this time.

① Transition Risks (1.5°C Scenario/2°C Scenario)

Types	Timeline*	Risks	Impact* (Financial Impact)	Priority	Measures
Policy and Legal	Mid- to Long-term	Increased carbon costs due to tightening climate regulations and growing demand for carbon offsets	Large (up to 5.6 billion yen)	Medium	Develop and implement environment strategies toward carbon neutrality ①Implement renewable energy ②Implement EVs/FCVs ③Establish and implement an internal carbon pricing (ICP) mechanism
	Short- to Mid-term	Increased compliance costs resulting from insufficient adaptation to new disclosure obligations	Medium	Medium	①Promote emissions data collection and control structures ②Expand the scope of emissions verification conducted by external parties
Technology	Mid-term	Increased cost of introducing low-carbon vehicles and equipment	Large	Medium	Facilitate decarbonization investment and new technology deployment through the development and operation of an internal carbon pricing (ICP) mechanism
	Mid-term	Reduced operational efficiency due to changes in business model and operations associated with the introduction of new technologies	Large (up to 0.8 billion yen)	Medium	Roll out company-wide in phases based on the pilot site trial results
Market	Mid-term	Missed business opportunities or the loss of customers due to insufficient or delayed response to decarbonization efforts	Large	Medium	Promote decarbonization measures alongside strengthened disclosure practices ①Execute energy conservation efforts in a proactive manner supported by the decarbonization investment scheme
Reputation	Short- to Mid-term	Lower investor and customer confidence driven by perceived gaps in climate change response or inadequate disclosure	Large	High	②Disclose information on an ongoing basis via the company website, Integrated Reports, and related publications ③Strengthen sustainable marketing communications

② Physical Risks (4°C Scenario)

Types	Timeline*	Risks	Impact* (Financial Impact)	Priority	Measures
Physical-Acute	Short- to Mid-term	Amplified risk of business interruption and revenue loss linked to the increased severity of extreme weather events causing supplier and customer shutdowns, as well as damage to our own facilities and infrastructure	Large	High	Strengthen BCP measures against hazard risks ①Diversify sites ②Install solar power generation/storage battery facilities ③Relocate to regions posing lower risk ④Adjust transportation plans ⑤Secure a diverse base of business partners ⑥Implement returnable packaging materials
Physical-Chronic	Mid-term	Increase in cost of work environment measures due to rising temperatures	Medium	Low	Promote worker-friendly logistics operation ①Provide a comfortable workplace environment ②Promote automation/labor-saving/unmanned operations

③ Opportunities

Types	Timeline*	Risks	Impact* (Financial Impact)	Priority	Measures
Resource Efficiency	Mid-term	Opportunity to reduce energy consumption by vehicles and CO ₂ emissions with advanced decarbonization	Medium	Low	Reduce energy cost by promoting decarbonization measures ①Promote energy-saving measures
	Short- to Mid-term	Cost reduction by introducing efficient logistics operations such as Smart Logistics and collaborative logistics	Large	High	②Introduce and expand renewable energy ③Introduce and expand non-fossil fuel vehicles (EVs/FCVs, etc.) ④Promote modal shift and collaborative logistics
	Mid- to Long-term	Establishing and strengthening our brand reputation as an environmentally responsible company by advancing 3R initiatives in packaging and waste reduction	Large (up to 8.0 billion yen)	Medium	①Establish a 99% resource recovery target and consistently meet the target ②Promote the 3Rs in packaging and packing materials
Energy	Mid-term	Explore efficient and stable implementation schemes for renewable and low-carbon energy	Medium	Low	Explore efficient and stable implementation schemes for renewable and low-carbon energy
	Short- to Mid-term	Improvement of operational performance by leveraging AI, IoT, and big data for energy usage visualization and optimization	Medium	Medium	①Expand internal deployment of the EcoLogiPortal service for visualizing CO ₂ emissions during transportation ②Investigate and consider the adoption of EV energy management technologies
Products and Services	Short- to Long-term	Market expansion through focused research and development into decarbonization logistics technology and delivery of low-carbon services	Large (up to 0.8 billion yen)	High	Provide low-carbon services using the Company's unique Smart Logistics ①Smart Warehouses ②EcoLogiPortal ③SSCV-Safety
Market	Short- to Mid-term	Creation of revenue streams in climate change-focused markets via CO ₂ emissions visualization solutions and energy infrastructure	Medium	Medium	Expand external sales of EcoLogiPortal and accumulate heavy machinery know-how
Resilience	Long-term	Securing and maintaining of customer trust by promoting BCP	Large	Low	Provide resilient operations that enable logistics services "that never stop"

* Timeline definitions: Short-term: Up to one year; Mid-term: Two to five years; Long-term: Six years or more

* Definition of impacts: Large: It has a significant business and financial impact Medium: It has some business and financial impact Small: It has a small business and financial impact

(3) Transition Plan to Achieve 1.5°C target

The LOGISTEED Group has incorporated the five initiatives toward the realization of the medium-to-long-term environmental targets (energy saving, electrification, procurement of renewable energy, energy creation, and emissions trading) in the Mid-term

Management Plan "LOGISTEED2027" and will promote CO₂ emission reduction measures to limit the temperature increase to 1.5°C above pre-industrial levels.

▶P54 Examples of CO₂ Emission Reduction initiatives

Material Issues

Initiatives on Biodiversity/Nature-related Issues -Respond to the TNFD* Recommendations-

* TNFD: Taskforce on Nature-related Financial Disclosures

The LOGISTEED Group recognizes the growing global expectations for corporations to address not only climate-related challenges but also issues related to biodiversity and nature. We view these as one of the most critical management themes and have identified them as a material issue under the principle of "Contribute to a recycling-oriented society." We are working to reduce our environmental footprint through initiatives such as improving our resource recycling rate and implementing measures that minimize environmental pollution. In line with our environmental policy, which outlines an intent to "Promote ecosystem conservation and environmental communications," we are advancing initiatives to preserve biodiversity and protect ecosystems. Moving forward, we will integrate nature-related risks and opportunities into our business strategy and execution, in line with the evolving TNFD framework.

FY2025 Initiatives

In FY2025, following the organization of heat maps using ENCORE,*¹ we used the LEAP approach*² to evaluate and identify our dependence and impact on nature in our business activities. In the scoping phase, to prioritize the sites for analysis, we evaluated overseas sites based on two axes: "size of exclusive area" and "amount of CO₂ emissions," and selected 15 sites in Japan and 9 overseas sites based on criteria such as the top 10% of rankings. For the selected sites, in the "Locate" phase, we identified points of contact with nature (priority areas), and in the "Evaluate" phase, we

conducted a survey to identify and evaluate our dependence on and impact on nature, and organized them as a diagram of dependence and impact pathways.

* 1 ENCORE (Exploring Natural Capital Opportunities, Risks, and Exposure) is a tool jointly developed by the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), Natural Capital Finance Alliance (NCFA), and others to assess a company's "dependence on" and "impact on" the natural environment based on the Global Industry Classification Standard (GICS).

* 2 The LEAP approach consists of four components: "Locate," "Evaluate" (evaluation of dependence on/impact on nature), "Assess" (evaluation of nature-related risks and opportunities), and "Prepare" (consideration, planning, and preparation for disclosure).

Dependence and Impact (Heatmap)

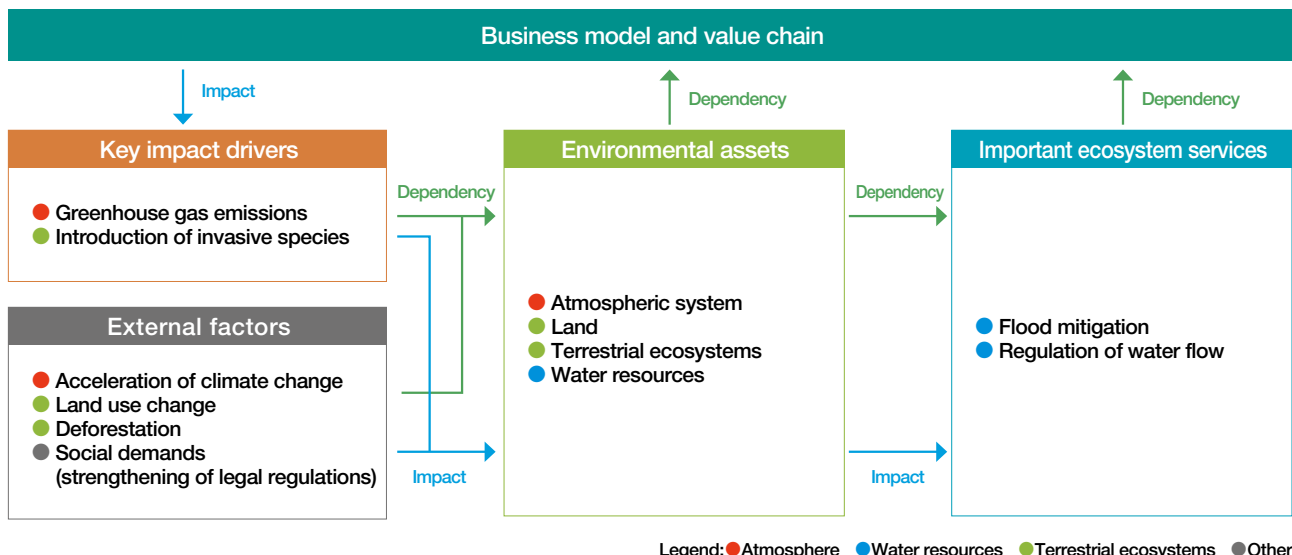
VH Very High **H** High **M** Medium **L** Low **VL** Very Low

Business	Value chain	Operation Processes	Dependence on nature										Impact on nature							
			Surface water	Ground water	Water source cultivation function	Water quality	Filtration	Mitigation of sensory impacts	Climate regulation	Flood and storm suppression	Terrain stabilization and erosion control	Use of marine ecosystems	Air pollution	Soil contamination	Water pollution	Solid waste	Water resource usage	GHG emissions	(Noise and other) disturbances	
Warehouse	Procurement	Procurement of warehouses and ancillary facilities	VL	VL			L									M				
		Procurement of logistics equipment and facilities (material handling equipment, etc.)	M	M	M	L	VL	M	VL	M	VL		M	H	H	H	H	H	M	
	Operation	Warehouse operations	VL	VL			L									M	L	VL	VL	
Transport	Procurement	Procurement of large trucks	M	M	M	L	VL	M	VL	M	VL		M	H	H	H	H	H	M	
	Operation	Truck transportation	M	M	M	L	VL	M	VL	M	VL		M	H	H	H	H	H	M	
		Rail transportation	M	M					M	M	H		H	L	L			H	H	
		Sea transportation	M	M		M			VH	H		H		H	H			H	H	
		Air transportation							H	M	M	M	H	L	L			H	H	

"Locate" phase: Evaluation results by type of area susceptible to impact at priority sites

Japan Overseas	Priority sites	① Areas important for biodiversity	② Areas with high ecosystem integrity	③ Areas with low ecosystem integrity	④ Areas with high physical water risk	⑤ Areas of importance to indigenous peoples and local communities
Japan	15	13 (86.7%)	0	13 (86.7%)	7 (46.7%)	0
Overseas	9	5 (55.6%)	0	8 (88.9%)	5 (55.6%)	0

"Evaluate" phase: Identification diagram of dependence and impact pathways



For details, please visit our website [7](https://logisteed-holdings.com/en/csr/environment/natural-capital/)

Natural Capital (Pollution Prevention, Water Resources, Biodiversity) <https://logisteed-holdings.com/en/csr/environment/natural-capital/>

Risks and opportunities

Category	Items associated with heatmap	Description	Risks and opportunities*1	Timeline*2	Measures
Risks	Physical	[Dependency] - Climate regulation - Flood and storm suppression - Terrain stabilization and erosion control [Impact] - GHG emissions - Suspension of logistics operations and revenue loss caused by extreme weather and increased natural disasters - Increase energy costs due to rising temperatures, and costs associated with fitting out the workplace environment	Medium	Mid- to Long-term	- Strengthen BCP measures against hazard risks, including wind and flood damage, by decentralizing business sites and enhancing solar power generation systems to establish an early recovery framework - Promote energy savings through the introduction of high-efficiency equipment - Promote automation/labor-saving/unmanned operations
	Transition	[Dependency] - Groundwater/Surface water/Water quality [Impact] - Pollution/GHG emissions - Noise and other disturbances - Increase costs directed at curtailing emissions due to stricter regulations on greenhouse gas emissions and pollutants related to transportation - Decrease in reputation due to inadequate response to pollutants, etc. - Decrease corporate evaluation and reputation due to a lack of consideration for ecosystems in warehouse facilities and equipment, and noise and vibration, etc.	Medium	Mid- to Long-term	- Utilize vehicles with low emissions, such as non-fossil fuel vehicles, and reduce emissions through operational efficiency improvements - Promote environmental mitigation measures, such as emission reduction, ecological considerations in facility development, and controls on noise and vibration, accompanied by enhanced stakeholder communication and disclosure
Opportunities	Resource Efficiency	[Impact] - GHG emissions - Reduce energy costs through the adoption of low-carbon technologies	Large	Mid- to Long-term	Advance decarbonization initiatives (renewable energy, introduce non-fossil fuel vehicles, promote of modal shift)
	Reputation	[Dependency] - Groundwater/Surface water/Water quality [Impact] - General (excluding use of marine ecosystems) - Ensure reliability through the execution of proactive measures addressing pollution and GHG emissions	Large	Long-term	Ensure the effective implementation of measures through appropriate governance and risk management processes
	Products and Services	[Dependency] - Flood and storm suppression - Terrain stabilization and erosion control - Strengthen resilience by promoting BCP	Medium	Mid- to Long-term	- Diversify transportation routes - Plan transportation dynamically based on real-time weather data

*1 Risks and opportunities listed primarily focus on items deemed to have a medium to large impact *2 Mid-term: 2 to 5 years, Long-term: 6 years or more

Future response policy

Moving forward, we will continue to address the following unaddressed or undisclosed items regarding the analysis of nature-related issues using the LEAP approach.

- (1) Quantification in the "Evaluate" phase: Consideration and implementation of the measurement and disclosure of TNFD

recommended global core disclosure metrics through the quantification of dependencies and impacts

- (2) Transition to the "Assess" phase: Consideration and implementation of the prioritization of nature-related risks and opportunities arising from identified dependencies and impacts

Protection of Biodiversity

We aim to promote symbiosis with nature and environmental communications under our environmental policy and are working to preserve biodiversity and ecosystems.

◆ Biodiversity-conscious Procurement

We continue to promote green purchasing of office supplies and purchase of products with environment certificates and work to reduce deforestation mainly through reduction of printing papers used by digitizing documents and ensuring double-sided copying.

◆ Initiatives for Ecosystem Preservation

We regularly conduct cleanup and beautification activities in areas surrounding our offices and light-down campaign in our sites in Japan and overseas. We have also designated June as the "Group Environment Month" and promote environmental beautification activities, environmental awareness activities in the workplace, and social contribution activities. We have established the "LOGISTEED Group Magokoro (Sincere Heart) Fund," a matching gift system where funds donated by our group employees and officers are matched by the Company to meet the cost for the activity, and use the fund to support environmental preservation activities. In FY2024, we made donations in support of the "Mt. Fuji Reforestation Project" by the Organization for Industrial, Spiritual and Cultural Advancement (OISCA) (public interest incorporated foundation), among others.

◆ Overseas activities

Three group companies in Malaysia* jointly held a cleanup event in August 2025, with approximately 100 volunteers, primarily employees, participating. This event was co-sponsored by the Department of Irrigation and Drainage of Hulu Langat District, Selangor. On the day, the volunteers collected approximately 250 kilograms of waste, mainly along the river, and disposed of it appropriately. Moving forward, our group will continue to promote activities that contribute to ecosystem conservation together with local communities.

* LOGISTEED Malaysia
LOGISTEED Forwarding Malaysia
LOGISTEED Solutions Asia-Pacific



Material Issues

Focus Area 1

Contribute to Decarbonized/Recycling-oriented Society

Material Issues Contribute to Decarbonized Society

Work to reduce greenhouse gas (CO₂) emissions including those from supply chains, improve energy efficiency, and create business opportunities to address climate change and realize a decarbonized society.

The LOGISTEED Group recognizes that reduction of CO₂ emissions in the logistics domain will have an impact on the realization of carbon neutrality, and therefore it is important to work to reduce CO₂ emissions and environmental load not only in the LOGISTEED Group but also in the supply chains of our customers. Based on this idea, to "provide logistics/services with less environmental burden" as set forth in our environmental policy, we are striving to reduce the environmental burden and provide new environmental value through our business activities, e.g., development of services that contribute to the reduction of CO₂ emissions including Scope 3 emissions from our customers, in addition to ongoing initiatives such as modal shift and collaborative logistics.

Contribution to Decarbonization of Customers' Supply Chains

Intermodal Initiatives

Our Turkish group company, Mars Logistics Group focuses on intermodal transport, which combines different transport modes such as rail, trailer trucks, and ships. Between 2012 and 2025, the company carried out approximately 200,000 rail shipments on designated routes to and from Turkey, and

these shipments reduced CO₂ emissions by approximately 310,000 tons compared to truck transport. We will continue to accelerate supply chain decarbonization and promote the provision of sustainable transport modes.

Supporting Customers' Decarbonization through the Provision of EcoLogiPortal (▶ P68)

As part of "SCDOS," our DX service to support optimization of customers' supply chains, we began offering the "EcoLogiPortal" CO₂ emission visualization function from FY2021. This service enables customers to accurately measure and visualize CO₂ emissions and reduction in the supply chain by centrally managing and monitoring their various data, and has received conformity assessment by a third-party organization.

In FY2025, the service was introduced to multiple customers, including major manufacturers and logistics companies in Japan, and its deployment progressed steadily as its scope of application expanded. We are also expanding our overseas operations and will contribute to the realization of a decarbonized society by supporting the visualization and reduction of CO₂ emissions in the global logistics sector.

Material Issues Contribute to Recycling Oriented Society

Work to reduce/avoid resource use, prevent environmental pollution, and create business opportunities to contribute to a recycling-oriented society

By setting "reduction of environmental burden" as one of its environmental action plans, the LOGISTEED Group aims to contribute to recycling oriented society by promoting initiatives for resource recycling and waste control with an awareness of symbiosis with nature as well as preservation of biodiversity and ecosystem.

Waste Control and Effective Use of Resources

Setting and achievement of recycling targets

To ensure that waste generated in our business activities is recycled as much as possible, we are actively promoting measures to control waste emissions and reduce the amount of landfill disposal throughout the LOGISTEED Group with an aim to maintain and improve the recycling rate.

Recycling rate (Japan: FY2025)

Target **99%** Result **99%**
Scope: LOGISTEED, Japan group companies

Circular Economy Initiatives

Recycling scheme for plastic waste pallets

PALENET a group company specializing in the sale and rental of plastic pallets, promotes circular resource use by providing damaged, unusable returned pallets, rather than disposing of them, to a plastic pallet manufacturer in which the company holds an equity stake. The provided plastic pallets undergo cleaning and crushing processes before being recycled as raw material for new pallets. These regenerated pallets are then reintroduced into PALENET's rental pallet operations.

Through this initiative, over 20,000 used plastic pallets are recycled annually, reducing the use of new plastic

materials. This helps reduce our environmental impact and facilitates the continued provision of sustainable logistics services.



Recycled pallet

Focus Area 2

Build and Evolve Resilient, Sustainable Logistics Services

Material Issues

Build and Evolve Resilient, Sustainable Logistics Services

Implement measures to enhance transport business to address social issues including aging of managers, business slump of small- and medium-sized transportation companies, driver shortage, and recruitment challenges as well as build/evolve sustainable logistics services with a high level of safety/quality/productivity, aiming to create business opportunities and fulfill our role as social infrastructure

The LOGISTEED Group is working to sophisticate its supply chain optimization services and enhance its warehousing and transport businesses with an aim to build and evolve resilient and sustainable logistics services with a high level of safety/quality/productivity that contribute to solving social issues.

Promotion of Automation and Labor-saving Equipment Installation

To respond to social issues such as labor shortages at logistics sites and realize a safe, secure, and comfortable working environment, we are promoting the installation of automation and labor-saving technologies and installation of equipment. Through this, we are striving to both reduce the burden on workers and improve productivity.

In FY2025, in addition to GTP equipment,^{*1} such as rotary racks,^{*2} we introduced approximately 450 units of automation and labor-saving equipment, including "AutonMate," our proprietary AMR (Autonomous Mobile Robot) positioned as a next-generation AGV (Automated Guided Vehicle).

Through the proactive adoption of these automation and labor-saving technologies, we achieved annual labor savings equivalent to 100 FTE^{*3} compared to FY2024.



Compared to FY2024

Labor savings of **100** FTE

^{*1} GTP (Goods To Person) equipment: Equipment used to transport cargo to the worker using robots, etc.

^{*2} Rotary rack: An automated warehouse solution that stores and retrieve items through horizontal rotation

^{*3} FTE (Full-Time Equivalent): The full-time equivalent amount. Unit measuring workload productivity produced by a full-time employee in an organization

Contribution to Safe and Efficient Transport Through "SSCV"

To realize a "zero-accident society," we have developed "SSCV," a transport digital platform, contributing to the improvement of operational efficiency and legal compliance of transport operators, as well as ensuring driver safety, etc. One such solution, "SSCV-Safety," uses AI to analyze biometric data collected before, during, and after driving, alongside driving behavior and dashcam data, to visualize driver fatigue and stress levels that are often difficult to detect

independently. This helps prevent accidents caused by inattentive driving and reinforces efforts to enhance driver safety and well-being. In FY2025, we received the "Best Logistics Improvement Award" at the "All Japan Logistics Improvement Case Study Competition 2025" (Logistics Management Division) hosted by the Japan Institute of Logistics Systems (JILS), in recognition of our contribution to improving driver safety.

GDP (► P68)-Compliant Storage and Shipping of Pharmaceuticals

-Enhancement of Quality Control and Operational Capabilities at Medical DCs-

We have enhanced medical distribution centers across the country providing storage and shipping services specialized in pharmaceutical logistics. To enhance GDP operational capabilities, we are working to strengthen our quality assurance system in the field of pharmaceutical logistics by setting up an organization dedicated to promoting GDP to establish a quality management system.

In FY2025, we conducted temperature mapping in our

warehouses to strengthen temperature control, which is a mandatory requirement of GDP. This has made it possible to provide appropriate temperature management in accordance with GDP guidelines. Furthermore, to strengthen on-site quality control and operational capabilities, we implemented advanced comprehension tests for managers, including video-based training.

Strengthening Our Transportation Business to Realize Sustainable Logistics

Addressing the transport capacity shortage across society, including the revised Logistics Act,^{*} requires urgent measures such as shortening total working hours of drivers and strengthening transportation capacity to compensate for the shortage of drivers. The LOGISTEED Group is pursuing inter-company relay transport, modal shifts in collaboration with collaborative innovation partners, and the deployment of double-trailer trucks, enabling reduced labor dependency, increased cargo capacity, and shorter transport distances. In addition, we have introduced our proprietary truck loading

dock booking management system at approximately 200 sites, aiming to reduce truck waiting times and streamline cargo handling operations. As a result of these initiatives, the number of violations of labor standards by the LOGISTEED Group's truck drivers was zero in FY2025.

^{*} The revision of logistics-related laws enacted in 2024, against the backdrop of driver shortages, has strengthened obligations for both shippers and logistics operators regarding the efficiency of transportation and the securing of fair transactions, with the aim of improving logistics efficiency and productivity.

Material Issues

Secure diverse human resources to support growth

By securing diverse human resources including highly skilled personnel and those from different industries, etc. and increasing employee motivation through various initiatives, we aim to create new business opportunities and enhance competitiveness

Toward the "LOGISTEED2030," we strive to actively secure diverse human resources who can contribute to our business with skills for global business and DX and other expertise, and promote initiatives to support their early participation.

Develop human resources with DX skills

To secure human resources with DX skills who will be responsible for creating new business opportunities utilizing IT, we are enhancing our DX education in addition to our existing training initiatives. Based on the results of a skill survey of employees (covering IT literacy and degree of IT utilization in work), we are providing "DX Mindset Training" via e-learning, which teaches employees basic knowledge about DX and internal use cases tailored to their individual levels. In addition, for those targeted for improving their level

of IT level in their work, we are also providing specialized education such as the "DX Mind Cultivation Program" and "DX Technical Skill Enhancement Training" aimed at strengthening practical DX skills.

DX Mindset Training (FY2025)

Scope: LOGISTEED, Japan group companies

2,589 attendees

Development of global management talent and succession plans

The LOGISTEED Group formulates and makes use of succession plans for important positions, including presidents of overseas group companies, to promote the sustainable growth of our overseas businesses as well as strengthen their governance. Specifically, after clarifying the roles and requirements demanded for the target positions, we proceed with the selection of successor candidates and the formulation of development plans.

In FY2025, the identification of successor candidates for the

president positions of major overseas group companies was completed. We will continue to work on sustainably enhancing corporate value through the development of management talent capable of playing an active role globally.

Number of key management positions for which succession plans are prepared (FY2025)

Scope: LOGISTEED, Japan and overseas group companies

10 positions

Material Issues

Step up DX

Creating business opportunities by promoting digitalization and labor-saving measures to address various social issues

The LOGISTEED Group is promoting DX by accelerating the digitization, visualization, and standardization of various information to create new value and innovation aimed at solving social issues such as labor shortages and the SDGs.

Building a value creation foundation supported by AI

In our customers' business operations, the role of logistics is changing dramatically, from a traditional "cost center" to a "starting point for value creation."

As symbolized by the mandatory appointment of a Chief Logistics Officer (CLO) (▶ P68), the trend of viewing the supply chain as the core of management strategy is accelerating.

The LOGISTEED Group systematically organizes all data into forms that can be utilized by AI, and we are promoting the

enhancement of decision-making and business processes, from the back office to logistics sites and all the way to our customers.

Furthermore, through the utilization of our accumulated on-site operational knowledge and logistics data, we provide value through both consulting and solutions. We aim to remain a partner that supports our customers' decision-making processes every step of the way, from strategy formulation to execution and improvement.

Transformation of warehouse operations through DX

The LOGISTEED Group is working on improving overall warehouse operational efficiency through the utilization of the RCS (▶ P32). Through our facility management system (RCS-Automation), we achieve efficient operations by linking multiple facilities in a manufacturer-independent manner and centrally controlling work. In addition, with our personnel management system (RCS-Workforce), we visualize work progress and operational status, perform flexible personnel allocation based on that, and promote the digitalization of

operations, thereby eliminating reliance on specific individuals, promoting paperless operations, and reducing the burden of administrative work. Furthermore, through our optimization simulation system (RCS-Simulation), we utilize logistics data to reproduce the movements of people and equipment digitally, creating an environment where more efficient operational methods can be verified in advance. In FY2025, we introduced these DX solutions to 88 projects and promoted the overall optimization of warehouse operations.

Supportive Foundation for the Focus Areas

Material Issues

Prevent accidents during operation

Strive for safe operation by promoting initiatives to prevent accidents at the LOGISTEED Group and its suppliers

Under the policy that "Safety is our first priority" and the safety slogan based on the policy, the LOGISTEED Group ensures that each employee carries on the safety cultures and strives to provide safe and high quality services during operations.

Safety Priority Policy

The LOGISTEED Group works on activities based on the policy and the safety slogan.

Safety Slogan

"Safety First"

Safety Promotion Structure

LOGISTEED assigns an Operating Officer in charge of safety under the confirmation by the Board of Directors, who promotes top-down safety activities. Operating officers deliberate and report on safety activities and accident occurrence, etc. at the Monthly Executive Committee, and

the Audit & Supervisory Committee also receives reports on the progress of safety activities and accident occurrence, etc. every year. Under the structure which enables the supervision by the Board of Directors, we ensure to promote and manage safety activities.

Initiatives for Accident Prevention

SSCV-Safety (safety operation management solution) –Introduction to the LOGISTEED Group's own vehicles–

In order to protect drivers as an organization and not to become either the victim or assailant, the LOGISTEED Group is promoting the installation of "SSCV-Safety," a solution to prevent accidents due to absent-minded driving. In Japan, we completed the installation of SSCV-Safety in all approximately 2,400 commercial trucks and private vehicles owned by the LOGISTEED Group, and started its operation. The installation of "SSCV-Safety" has allowed us to provide drivers with guidance based on the

daily review, reducing the number of average incidents in FY2025 by 20% year on year.

Number of incidents during vehicle operation* (FY2025)

0.008 (-20%YoY)

* Per vehicle in operation per month (Scope: LOGISTEED, Japan group companies)

Material Issues

Establish a responsible supply chain in which human rights are respected

Promote a sustainable supply chain by taking measures to improve quality/productivity, conduct environmental/social assessments, ensure compliance with laws and regulations by suppliers, and avoid/prevent/mitigate human rights issues of relevant stakeholders

Recognizing that human rights of all people affected in our business activities must be respected, the LOGISTEED Group has implemented initiatives to build a responsible supply chain that respects human rights.

Toward Developing a Business Platform That Respects Human Rights

Promoting human rights impact assessments and addressing issues

The LOGISTEED Group conducts human rights impact assessments through third-party organizations to identify risks and issues and strengthen our business foundation with respect for human rights. In addition, with the support of NGOs and other organizations knowledgeable about human rights, we are organizing global human rights issues that are important to all industries and specifically the logistics industry. In FY2025, as part of our response to human rights issues, we worked to ensure compliance with human rights-related laws and regulations both in and outside Japan. In Japan, we conducted surveys on the management status of foreign

technical trainees at different business sites than in the previous fiscal year and confirmed that they were being managed appropriately.

Regarding foreign technical trainees, we will continue to work with supervisory organizations to maintain and improve appropriate training and work environments. Moving forward, we will continue to work on initiatives to build a framework for promoting human rights due diligence and to strengthen the foundation for building a responsible supply chain that respects human rights.

Material Issues

ESG Data

Category/Item	Scope			FY2021	FY2022	FY2023	FY2024	FY2025
	LOGSTEED	Japan group	Overseas group					
Environment								
Environmental Management								
Coverage rate of the environment management system (ISO14001 or equivalent environment management system certification)	●	●	●	45.2%	44.1%	47.0%	52.9%	53.2%
Japan	●	●		Head office acquired "Eco Stage 2" (equivalent to ISO14001) and implemented it in Japan group companies.				
Overseas			●	4.0%	4.4%	9.3%	12.6%	12.5%
Number of non-compliance with environmental laws and regulations (environmental compliance)	●			0	0	0	0	0
Attendance rate of environmental e-learning courses ^{*1}	●	●	●	99.0%	87.3%	89.0%	88.4%★	91.6%
Greenhouse Gas (GHG)								
Total GHG emissions (Scope 1) (t-CO ₂)	●	●	●	187,791	214,858	241,044	262,523	272,525
Japan	●	●		40,519	40,641	41,267	50,568	58,684
Overseas			●	147,272	174,217	199,777	211,955	213,841
Total GHG emissions (Scope 1&2) (t-CO ₂)	●	●	●	278,297	297,175	315,509	337,507	365,801
Japan	●	●		110,616	103,957	97,091	100,360	124,383
Overseas			●	167,681	193,218	218,418	237,147	241,418
Total GHG emissions (Scope 3) (t-CO ₂)	●	●	●	513,312	590,518	512,363	560,260★	2,164,845
Japan	●	●		513,312	590,518	512,363	560,260★	1,104,732 ^{*2}
Overseas			●	—	—	—	—	1,060,113
Air/Chemicals								
NOx (t)	●	●		—	—	—	—	29.7
SOx (t)	●	●		—	—	—	—	0.1
PM (t)	●	●		—	—	—	—	1.2
Energy								
Total energy input/consumption (amount used) (GJ)	●	●		2,218,798	2,106,281	1,898,092	1,955,152★	2,321,103
Waste/Recycling								
Total waste emissions (t)	●	●		32,245	32,232	32,286	32,744★	37,426
Copy paper consumption	●	●		YoY:-4.7%	YoY:-5.9%	YoY:+4.4%	YoY:+11.4%★	YoY:+23.7%
Recycling rate ^{*3}	●	●		99%	99%	99%	99%★	99%
Amount of non-recycled waste (t)	●	●		278	288	338	382★	285
Amount of recycled waste (recycled amount: total) (t)	●	●		31,928	31,911	31,900	32,363★	36,989
Emissions of hazardous waste (total volume) (t)	●	●		Although we do not keep track of the exact amount of PCB, other waste oil and polluted mud because their amount is low, we manage them properly in accordance with laws.				
Green Purchasing								
Green purchasing rate ^{*4}	●	●		82.0%	79.4%	78.6%	79.3%★	78.3%★
Water								
Input of water resources (m ³)	●	●		295,018	296,229	303,338	289,179★	318,365
Unit per floor space (m ³ /m ²)	●	●		0.077	0.076	0.076	0.070★	0.067
Society								
Employee Basic Data								
Number of employees (excluding senior employees, part-time or temporary employees)	●			1,224	1,199	891	881	898
Male	●			963	920	671	671	673
Female	●			261	279	220	210	225
Total personnel ^{*5} (Senior employees, part-time or temporary employees)	●	●	●	45,681 (22,763)	46,755 (22,743)	46,916 (22,715)	56,227 (26,800)	56,240 (26,998)
Japan	●	●		29,868	29,561	28,615	34,564	34,708
Overseas			●	15,813	17,194	18,301	21,663	21,532
Average age (full-time employees) (years old)	●			42.9	43.2	42.6	42.6	42.7
Average service years (full-time employees) (years)	●			20.0	20.1	19.4	19.3	19.3
Employee turnover (number of employees) (Full-time employees only, excludes retirees, and employees transferring to group companies)	●			41	59	67 (Including second career support system: 290)	47	42
Turnover rate (full-time employees only, No. of employees left ÷ No. of employees at the beginning of FY x 100)	●			2.1%	3.1%	3.7% (Including second career support system: 15.9%)	3.0%	2.7%
Voluntary Turnover Rate (full-time employees only, No. of employees voluntary left ÷ No. of employees at the beginning of FY x 100)	●			2.1%	2.9%	3.6%	2.9%	2.7%
Diversity								
Ratio of female new graduates hired (non-consolidated)	●	●		Joined on April 1, 2022: 40.5% (36.8%)	Joined on April 1, 2023: 40.4% (24.3%)	Joined on April 1, 2024: 36.9% (20.0%)	Joined on April 1, 2025: 42.3% (28.6%)★	Joined on April 1, 2026: 48.4% (45.8%)
Numbers of female managers (persons)	●			41	52	51	47	53
Ratio of female managers	●			5.5%	6.9%	7.3%	6.9%	7.9%
Number of female assistant managers (persons)	●			77	83	77	84	92
Ratio of female assistant managers	●			14.3%	15.8%	17.5%	20.6%	23.4%
Gender Pay Ratio (Average annual salary of women ÷ Average annual salary of men)	●			—	75.6%	76.5%	75.5%	75.9%
Number of foreign employees (persons)	●			40	39	34	37	44
Ratio of foreign employees	●			2.2%	2.1%	2.1%	2.3%	2.7%
Number of foreign managers (persons)	●			3	5	5	8	10
Ratio of persons with disabilities hired (as of June each year)	●	●		2.65%	2.84%	2.92%	3.07%★	2.83%★
Ratio of re-employment of the elderly (only those who requested)	●			100%	100%	100%	100%	100%

Category/Item	Scope			FY2021	FY2022	FY2023	FY2024	FY2025
	LOGISTEED	Japan group	Overseas group					
Social								
Job Creation								
Number of new graduates hired (Members of the Track and Field Club) (persons)	●			Joined on April 1, 2022: 38 (0)	Joined on April 1, 2023: 42 (5)	Joined on April 1, 2024: 38 (3)	Joined on April 1, 2025: 53 (4)	Joined on April 1, 2026: 52 (4)
Number of female new graduates hired (persons)	●			14	9	7	14	22
Number of new graduates hired who remained for three years (excluding those in the Track and Field Club) (persons)	●			Joined on April 1, 2019: 23 Remained as of April 1, 2022: 20	Joined on April 1, 2020: 25 Remained as of April 1, 2023: 19	Joined on April 1, 2021: 32 Remained as of April 1, 2024: 29	Joined on April 1, 2022: 38 Remained as of April 1, 2025: 35	Joined on April 1, 2023: 37 Remained as of April 1, 2026: 35
Retention rate of new graduates hired after three years	●			87.0%	76.0%	90.6%	92.1%	94.6%
Number of experienced workers hired (persons)	●			17	22	19	26	16
Number of female experienced workers hired (persons)	●			10	11	6	10	6
Ratio of experienced workers hired	●			35%	37%	34%	43%	25%
Work-life Balance								
Number of those who took maternity leave (persons)	●			18	10	12	9	10
Number of those who took childcare leave (persons)	●			27	30	36	23	23
Number of male employees (persons)	●			6	21	23	14	15
Ratio of those who returned to work after childcare leave	●			100%	100%	100%	100%	100%
Number of those who took nursing care leave (persons)	●			0	0	2	3	2
Number of paid leave taken (non-consolidated) (days)	●	●		15.7 (16.9)	15.9 (16.8)	15.3 (16.7)	16.6 (16.7)★	14.4 (16.1)★
Rate of paid leave taken (non-consolidated)	●	●		67.9% (70.7%)	68.8% (70.6%)	67.4% (68.5%)	68.3% (70.2%)★	59.9% (69.7%)★
Overtime hours (average of full-time employees excluding managers) (hours/month)	●			27.5	27.3	27.5	28.6	28.4
Occupational Health and Safety								
Frequency rate of workplace accidents (non-consolidated)	●	●		0.88 (0)	0.62 (0)	0.80 (0)	0.44 (0)★	0.80 (0)
Severity rate of workplace accidents (non-consolidated)	●	●		0.017 (0)	0.009 (0)	0.161 (0)	0.018 (0)★	0.167 (0)
Number of traffic accidents defined in Article 2 of the Transportation Safety Management Regulation (incidents) ¹⁰	●	●		1	0	1	2	2
Social Contribution								
Total expenditure for social contribution (millions of yen) ¹¹	●	●	●	87.1	87.9	65.5	76.9	74.7
Governance								
Corporate Governance								
Number of directors (female) (persons) ¹²	●			9 (2)	8 (2)	8 (1)	8 (1)	7 (1)
Non-Executive Director	●			7 (2)	6 (2)	7 (1)	7 (1)	6 (1)
Number of executive officers (female) (persons) ¹³	●			19 (0)	20 (1)	22 (1)	25 (0)	26 (0)
Compliance								
Number of compliance training conducted ¹⁴	●	●	●	19 (2)	27 (3)	23 (3)	23 (3)★	22 (4)
Number of compliance meeting held	●	●	●	7	13	5	7★	9
Attendance rate for the Code of Conduct e-learning (Number of attendees)	●	●	●	— (51,364 attendees in total)	97% (86,535 attendees in total)	98.5% (81,955 attendees in total)	98.8% (71,430 attendees in total)	96.0% (75,056 attendees in total)
Attendance rate of implementing e-learning for procurement personnel	●	●	●	—	100% (6,872 eligible participants)	100% (6,982 eligible participants)	100% (6,481 eligible participants)	100% (6,531 eligible participants)
Number of whistle-blowing reports/consultations (cases)	●	●	●	67	50	78	59★	105
Risk Management								
Areas which conducted BCP simulation trainings and number of attendees	●	●		Various locations approx. 200 ¹⁵	BCP training by Disaster Response HQ Approx. 70 ¹² Initial response trainings 40 (3) ¹² KYT (fire-specific danger prediction training) Approx. 150 (18) ¹²	BCP training by Disaster Response HQ Approx. 42 ¹³ Initial response training by group company head office Disaster Response HQs 225 (13) ¹⁴	BCP training by Disaster Response HQ Approx. 55 ¹³ Initial response training by group company head office Disaster Response HQs 225 (13) ¹⁴	BCP training by Disaster Response HQ Approx. 60 ¹⁵ Initial response training by group company head office Disaster Response HQs 159 (13) ¹⁴
Overseas sites which conducted BCP Caravan and number of attendees			●	— ¹⁶	India area 23	Group companies in Asia: 6 ¹⁷	Group companies in China/Asia: 7 (270 employees) ¹⁸	Group companies in China/Asia: 7 (267 employees) ¹⁹
Information Security								
Number of attendees of information security training course (persons)	●	●	●	37,670	37,272	35,967	35,504★	35,374
Rate of targeted threat emails for simulation trainings opened	●	●	●	6.0%	7.1%	12.0%	11.0%★	7.4%
Number of sites which obtained third-party certifications for information security	●	●		ISMS: 20 departments Privacy mark: 12 group companies	ISMS: 18 departments Privacy mark: 12 group companies	ISMS: 17 departments Privacy mark: 9 group companies	ISMS: 19 departments Privacy mark: 9 group companies	ISMS: 21 departments Privacy mark: 9 group companies
Number of departments which conducted information security audit	●	●		717	727	719	701	730
Intellectual Properties								
Number of patent applications	●	●	●	37	30	26	28★	45
Number of patents held	●	●	●	102	111	138	171	207

¹¹ Includes overseas group companies from FY2025 ¹² Expanded the calculation scope and reviewed calculation methodologies from FY2025 ¹³ Recycling rate for packaging materials ¹⁴ Purchase rate of eco-friendly products among office supplies purchased via the electronic purchasing system ¹⁵ Excludes associates accounted for using the equity method ¹⁶ Scope of application for Japan group companies (12 in total) includes LOGISTEED East Japan, LOGISTEED Central Japan, LOGISTEED West Japan, LOGISTEED Kyushu, LOGISTEED North Japan, VANTEC, VANTEC EAST LOGISTICS, VANTEC CENTRAL LOGISTICS, VANTEC KYUSHU LOGISTICS, TOKIWA KAIUN, ALPS LOGISTICS, Ryutsu Service ¹⁷ Includes donations and matching gifts, etc. ¹⁸ Figures for FY2022 are as of February 28, 2023 ¹⁹ As the Company was a Company with a Nominating Committee, etc. until February 28, 2023, figures for FY2022 indicate the number of executive officers. Figures for FY2022 indicate the number of e-learning training sessions implemented for all Japan and overseas group employees: Inside () ¹⁰ Includes the number of e-learning training sessions implemented for all Japan and overseas group employees: Inside () ¹¹ Implemented online initial response training at 16 group companies ¹² Implemented online tabletop training exercises. Figures in parentheses () indicate the number of group companies conducting the training ¹³ Implemented training at LOGISTEED head office for members of the LOGISTEED head office disaster response HQ ¹⁴ Conducted at each group company's head office. Figures in parentheses () indicate the number of Group companies conducting the training ¹⁵ Implemented online and at the LOGISTEED West Japan head office for members of the LOGISTEED head office disaster response HQ and the West Japan disaster response HQ, the designated alternative site in the event of a disaster affecting head office ¹⁶ Delayed due to impacts stemming from the COVID-19 pandemic ¹⁷ LOGISTEED China, LOGISTEED Taiwan, LOGISTEED Indonesia Forwarding, LOGISTEED Indonesia, VANTEC INDOMOBIL LOGISTICS, LOGISTEED INDIA ¹⁸ LOGISTEED China, LOGISTEED Malaysia, LOGISTEED (Thailand), LOGISTEED CONTRACT LOGISTICS (THAILAND), LOGISTEED Indonesia Forwarding, LOGISTEED Indonesia, VANTEC INDOMOBIL LOGISTICS ¹⁹ LOGISTEED Indonesia Forwarding, LOGISTEED Indonesia, VANTEC INDOMOBIL LOGISTICS, LOGISTEED China, Mars Logistics Group, LOGISTEED INDIA

★ Figures do not include the ALPS LOGISTICS Group

Financial Highlights -The Track Record of 10 Years-



(As of March 31, 2026)

(FY)	2016	2017	2018
For the year			
Revenues.....	¥665,377	¥700,391	¥708,831
Domestic logistics	411,796	417,835	432,793
Global logistics	231,727	260,285	255,828
Other services (logistics related businesses)	21,854	22,271	20,210
Adjusted Operating Income* ¹	29,466	29,803	31,192
Domestic logistics	21,830	21,740	22,099
Global logistics	5,693	6,280	7,108
Other services (logistics related businesses)	1,943	1,783	1,985
EBIT (Earnings before interest and taxes).....	31,555	33,093	36,180
Net income attributable to stockholders of the parent company	18,703	20,916	22,786
At year-end			
Total assets	¥549,924	¥564,903	¥612,535
Total equity	190,919	208,291	228,949
Equity attributable to stockholders of the parent company (Stockholders' equity) ...	187,482	204,328	222,346
Consolidated Cash Flows			
Cash flows from operating activities	¥26,372	¥27,924	¥37,812
Cash flows from investing activities	(69,004)	(6,178)	(13,892)
Cash flows from financing activities	55,592	(16,445)	21,104
Cash and cash equivalents at end of year	57,483	63,497	108,412
Capital Investments			
Capital Investments* ²	¥21,961	¥17,355	¥27,559
Financial ratios			
Operating income margin (%)* ¹	4.4	4.3	4.4
EBIT margin (%)	4.7	4.7	5.1
Other data			
Total Personnel* ³	47,939	47,784	46,295
Total floor space of warehouse (Ten-thousand square meters)* ⁴	719	731	734
Japan	497	499	513
Overseas	222	231	221

*¹ Starting with FY2023, the Company calculates the "Adjusted Operating Income" as follows: [Adjusted Operating Profit] = [Operating income] - [Other income] + [Other expenses] + [Amortization of intangible assets identified in business combination] + [Share-based remuneration expense (excluding those related to performance based stock remuneration plan)]. Figures for FY2022 reflect this change.

*² Based on tangible and intangible assets accepted.

*³ Number of employees excludes associates accounted for using the equity method.

*⁴ Excluding AIT Group and HTB-BCD Travel Group.

*⁵ Effective April 1, 2019, the Group adopted IFRS 16 Leases. Financial Data.

*⁶ "In FY2025, the provisional accounting treatment related to business combinations was finalized, and figures for FY2024 are presented after reflecting this finalization."

2019*5	2020	2021	2022	2023	2024*6	2025
						(Millions of Yen)
¥672,286	¥652,380	¥743,612	¥814,310	¥800,243	¥910,742	¥993,094
435,311	421,190	417,162	423,972	427,533	477,574	529,946
219,761	216,258	313,494	375,894	357,372	418,865	449,347
17,214	14,932	12,956	14,444	15,338	14,303	13,801
33,483	36,711	38,696	47,996	38,903	48,498	60,506
26,063	25,176	23,678	23,998	19,969	24,926	34,352
6,502	10,340	13,642	22,259	16,746	21,528	23,412
918	1,195	1,376	1,739	2,188	2,044	2,742
39,607	44,429	29,417	45,292	19,117	35,554	55,736
21,614	22,873	13,513	25,516	58,251	26,962	40,100
¥879,144	¥787,936	¥791,878	¥912,109	¥1,559,976	¥1,773,853	¥1,601,784
239,257	162,107	178,213	120,044	557,700	638,869	695,116
232,861	155,158	170,170	110,704	547,474	594,354	645,908
¥78,204	¥55,309	¥65,135	¥122,063	¥14,600	¥81,106	¥124,513
(1,162)	69,779	(24,877)	(117,310)	(62,414)	(46,727)	26,210
(45,707)	(161,056)	(52,511)	(17,266)	(62,120)	(15,215)	(145,146)
139,021	104,815	94,907	83,792	43,495	62,531	75,143
¥32,242	¥68,100	¥49,299	¥74,074	¥242,115	¥96,701	¥76,279
5.0	5.6	5.2	5.9	4.9	5.3	6.1
5.9	6.8	4.0	5.6	2.4	3.9	5.6
45,328	43,729	45,681	46,755	46,916	56,227	56,240
741	753	755	793	825	919	974
509	527	537	544	559	608	640
232	226	219	249	266	311	334

Corporate Data

Corporate name: LOGISTEED Holdings, Ltd

Head office: 2-9-2 Kyobashi, Chuo-ku,
Tokyo, Japan

Founded: February 1950

Total personnel: 56,240 (as of March 31, 2026)

Main businesses:

- 3PL Business [integrated logistics services for corporate customers](Logistics System Building, Information Control, Inventory Control, Orders Control, Processing for Distribution, Logistics Center Operation, Factory Logistics, Transportation, Customs Clearance, International Nonstop Delivery Through Land/Ocean/Air Transportation)
- Transportation, Installation and Setting of General Cargo, Heavy Machineries, and Artworks
- Factory and Office Moving
- Warehousing and Trunk Room Services
- Collection and Transportation of Industrial Waste
- Logistics Consulting, etc.

Main Group Companies As of September 1, 2026

Domestic companies

LOGISTEED, Ltd.

LOGISTEED North Japan, Ltd.

LOGISTEED East Japan, Ltd.

LOGISTEED Central Japan, Ltd.

LOGISTEED West Japan, Ltd.

LOGISTEED Kyusyu, Ltd.

LOGISTEED Chemical, Ltd.

ALPS LOGISTICS CO., LTD.

Ryutsu Service Co., Ltd.

VANTEC CORPORATION

VANTEC EAST LOGISTICS CORPORATION

VANTEC CENTRAL LOGISTICS CORPORATION

VANTEC KYUSHU LOGISTICS CORPORATION

TOKIWA KAIUN COMPANY LIMITED

PALENET CO., LTD.

LOGISTEED Express, Ltd.

KWE LOGISTEED, Ltd.

LOGISTEED Solutions, Ltd.

LOGISTEED Auto Service, Ltd.

Overseas companies

North America

LOGISTEED America, Inc.

J.P. Holding Company, Inc.

ALPS LOGISTICS (USA), INC.

LOGISTEED Solutions America, Ltd.

LOGISTEED Mexico, S.A. DE C.V.

ALPS LOGISTICS MEXICO, S.A. DE C.V.

East Asia

LOGISTEED Hong Kong, Ltd.

ALPS LOGISTICS HONG KONG LTD.

LOGISTEED China, Ltd.

LOGISTEED CHINA CHEMICAL CO.,LTD.

ALPS LOGISTICS (SHANGHAI) CO., LTD.

DALIAN ALPS TEDA LOGISTICS CO., LTD.

TIANJIN ALPS TEDA LOGISTICS CO., LTD.

LOGISTEED Solutions(China), Ltd.

LOGISTEED Taiwan, Ltd.

ALPS LOGISTICS TAIWAN CO., LTD.

LOGISTEED Korea, Ltd.

ALPS LOGISTICS KOREA CO., LTD.

Asia

LOGISTEED SINGAPORE PTE. LTD.

ALPS LOGISTICS (S) PTE. LTD.

LOGISTEED Solutions Asia-Pacific Sdn. Bhd.

LOGISTEED INDIA PRIVATE LIMITED

ALPS LOGISTICS INDIA PRIVATE LIMITED

VANTEC LOGISTICS INDIA PRIVATE LIMITED

LOGISTEED Malaysia Sdn. Bhd.

ALPS NAIGAI LOGISTICS (MALAYSIA) SDN. BHD.

LOGISTEED (Thailand), Ltd.

ALPS LOGISTICS (THAILAND) CO., LTD.

LOGISTEED Philippines, Inc.

ALPS LOGISTICS PHILIPPINES, INC.

PT LOGISTEED Indonesia

PT ALPS LOGISTICS INDONESIA

LOGISTEED Vietnam Co., Ltd.

ALPS LOGISTICS VIETNAM CO., LTD.

LOGISTEED Australia Pty. Ltd.

Europe

LOGISTEED Europe B.V.

ALPS LOGISTICS EUROPE GmbH

LOGISTEED Netherlands B.V.

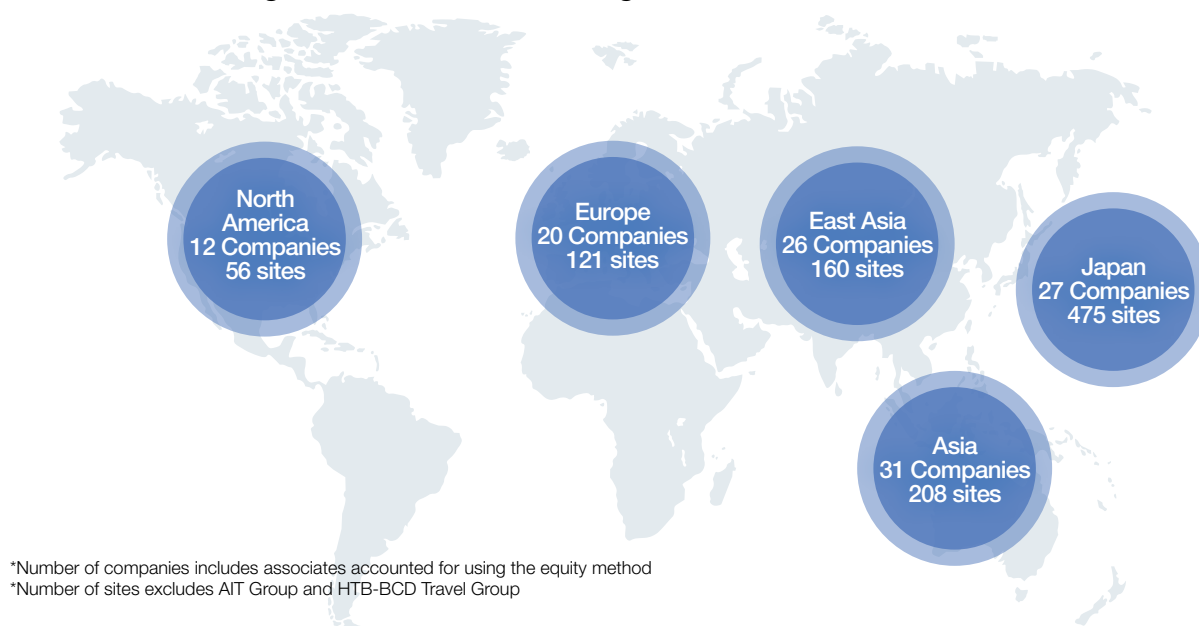
Van den Bos & van Daalen Materieel B.V.

LOGISTEED Czechia s.r.o.

Mars Logistics Group Inc.

LOGISTEED UK LIMITED

Network Extending to 30 Countries and Regions As of March 31, 2026



Glossary of Terms

Asset-light	A management strategy focused on minimizing asset holdings to streamline finances. This approach offers advantages such as enabling focused investment in core businesses and responding with more flexibility to market dynamics.
AMR	Stands for Autonomous Mobile Robot. These are autonomous mobile collaborative robots used for transporting goods within warehouses. Unlike fixed-route systems, they navigate independently by using sensors and map data to recognize their surroundings. They contribute to improved operational efficiency and help address labor shortages.
CLO	Stands for Chief Logistics Officer. The person ultimately responsible for a company's logistics strategy. They are required to coordinate the entire supply chain and promote initiatives to improve logistics efficiency.
GDP	Stands for Good Distribution Practice. Standards for the proper distribution of pharmaceuticals aimed at ensuring strict quality control. It applies to the purchasing, storage, and supply operations of pharmaceuticals from the time they are released to the market until they reach pharmacies, pharmaceutical distributors, and medical institutions.
VC activities	Stands for Value Change & Creation. Daily activities implemented to make improvements toward carrying out the LOGISTEED WAY. Employees actively exchange ideas on a variety of themes, with outstanding examples receiving formal recognition, paving the way to embed an improvement-oriented culture through the "visualization of improvement initiatives" and the "fostering of a culture of appreciation."
WCS	Stands for Warehouse Control System. A system designed to centrally manage and control automated warehouse equipment and transport machinery, enabling efficient logistics operations.
WES	Stands for Warehouse Execution System. A system designed to generally manage and control personnel, tools, and equipment, enabling efficient logistics operations.
EcoLogiPortal	A solution used to centrally manage and visualize CO ₂ emissions across the supply chain, including Scope 1, 2, and 3 emissions, to aid in resolving issues and formulating strategies.



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