

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
	LOGSTEED	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) ^{*6}	●	●		1	0	1	2	2
Social Contribution								
Total expenditure for social contribution (millions of yen) ^{*7}	●	●	●	87.1	87.9	65.5	76.9	74.7
Governance								
Corporate Governance								
Number of directors (female) (persons) ^{*8}	●			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) ^{*9}	●			19 (0)	20 (1)	22 (1)	25 (0)	26 (0)
Compliance								
Number of compliance training conducted ^{*10}	●	●	●	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 ^{*11}	BCP training by Disaster Response HQ Approx. 70 ^{*12} Initial response trainings 40 (3) ^{*13} KYT (fire-specific danger prediction training) Approx. 150 (18) ^{*14}	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

^{*1} Includes overseas group companies from FY2025 ^{*2} Expanded the calculation scope and reviewed calculation methodologies from FY2025 ^{*3} Recycling rate for packaging materials ^{*4} Purchase rate of eco-friendly products among office supplies purchased via the electronic purchasing system ^{*5} Excludes associates accounted for using the equity method ^{*6} Scope of application for Japan group companies (12 in total) includes LOGSTEED East Japan, LOGSTEED Central Japan, LOGSTEED West Japan, LOGSTEED Kyusyu, LOGSTEED North Japan, VANTEC, VANTEC EAST LOGISTICS, VANTEC CENTRAL LOGISTICS, VANTEC KYUSHU LOGISTICS, TOKIWA KAILIN, ALPS LOGISTICS, Ryutsu Service ^{*7} Includes donations and matching gifts, etc. ^{*8} Figures for FY2022 are as of February 28, 2023 ^{*9} 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 are as of February 28, 2023. ^{*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 LOGSTEED head office for members of the LOGSTEED 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 LOGSTEED West Japan head office for members of the LOGSTEED 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} LOGSTEED China, LOGSTEED Taiwan, LOGSTEED Indonesia Forwarding, LOGSTEED Indonesia, VANTEC INDOMOBIL LOGISTICS, LOGSTEED INDIA ^{*18} LOGSTEED China, LOGSTEED Malaysia, LOGSTEED (Thailand), LOGSTEED CONTRACT LOGISTICS (THAILAND), LOGSTEED Indonesia Forwarding, LOGSTEED Indonesia, VANTEC INDOMOBIL LOGISTICS ^{*19} LOGSTEED Indonesia Forwarding, LOGSTEED Indonesia, VANTEC INDOMOBIL LOGISTICS, LOGSTEED China, Mars Logistics Group, LOGSTEED INDIA

★ Figures do not include the ALPS LOGISTICS Group

Financial Highlights -The Track Record of 10 Years-

IFRS										
(As of March 31, 2026)										
(FY)	2016	2017	2018	2019*5	2020	2021	2022	2023	2024*6	2025
For the year										
	(Millions of Yen)									
Revenues.....	¥665,377	¥700,391	¥708,831	¥672,286	¥652,380	¥743,612	¥814,310	¥800,243	¥910,742	¥993,094
Domestic logistics	411,796	417,835	432,793	435,311	421,190	417,162	423,972	427,533	477,574	529,946
Global logistics	231,727	260,285	255,828	219,761	216,258	313,494	375,894	357,372	418,865	449,347
Other services (logistics related businesses)	21,854	22,271	20,210	17,214	14,932	12,956	14,444	15,338	14,303	13,801
Adjusted Operating Income*1.....	29,466	29,803	31,192	33,483	36,711	38,696	47,996	38,903	48,498	60,506
Domestic logistics	21,830	21,740	22,099	26,063	25,176	23,678	23,998	19,969	24,926	34,352
Global logistics	5,693	6,280	7,108	6,502	10,340	13,642	22,259	16,746	21,528	23,412
Other services (logistics related businesses)	1,943	1,783	1,985	918	1,195	1,376	1,739	2,188	2,044	2,742
EBIT (Earnings before interest and taxes).....	31,555	33,093	36,180	39,607	44,429	29,417	45,292	19,117	35,554	55,736
Net income attributable to stockholders of the parent company	18,703	20,916	22,786	21,614	22,873	13,513	25,516	58,251	26,962	40,100
At year-end										
Total assets	¥549,924	¥564,903	¥612,535	¥879,144	¥787,936	¥791,878	¥912,109	¥1,559,976	¥1,773,853	¥1,601,784
Total equity	190,919	208,291	228,949	239,257	162,107	178,213	120,044	557,700	638,869	695,116
Equity attributable to stockholders of the parent company (Stockholders' equity) ...	187,482	204,328	222,346	232,861	155,158	170,170	110,704	547,474	594,354	645,908
Consolidated Cash Flows										
Cash flows from operating activities	¥26,372	¥27,924	¥37,812	¥78,204	¥55,309	¥65,135	¥122,063	¥14,600	¥81,106	¥124,513
Cash flows from investing activities	(69,004)	(6,178)	(13,892)	(1,162)	69,779	(24,877)	(117,310)	(62,414)	(46,727)	26,210
Cash flows from financing activities	55,592	(16,445)	21,104	(45,707)	(161,056)	(52,511)	(17,266)	(62,120)	(15,215)	(145,146)
Cash and cash equivalents at end of year	57,483	63,497	108,412	139,021	104,815	94,907	83,792	43,495	62,531	75,143
Capital Investments										
Capital Investments*2	¥21,961	¥17,355	¥27,559	¥32,242	¥68,100	¥49,299	¥74,074	¥242,115	¥96,701	¥76,279
Financial ratios										
Operating income margin (%)*1	4.4	4.3	4.4	5.0	5.6	5.2	5.9	4.9	5.3	6.1
EBIT margin (%)	4.7	4.7	5.1	5.9	6.8	4.0	5.6	2.4	3.9	5.6
Other data										
Total Personnel*3.....	47,939	47,784	46,295	45,328	43,729	45,681	46,755	46,916	56,227	56,240
Total floor space of warehouse (Ten-thousand square meters)*4	719	731	734	741	753	755	793	825	919	974
Japan	497	499	513	509	527	537	544	559	608	640
Overseas	222	231	221	232	226	219	249	266	311	334

*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."