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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.



- 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

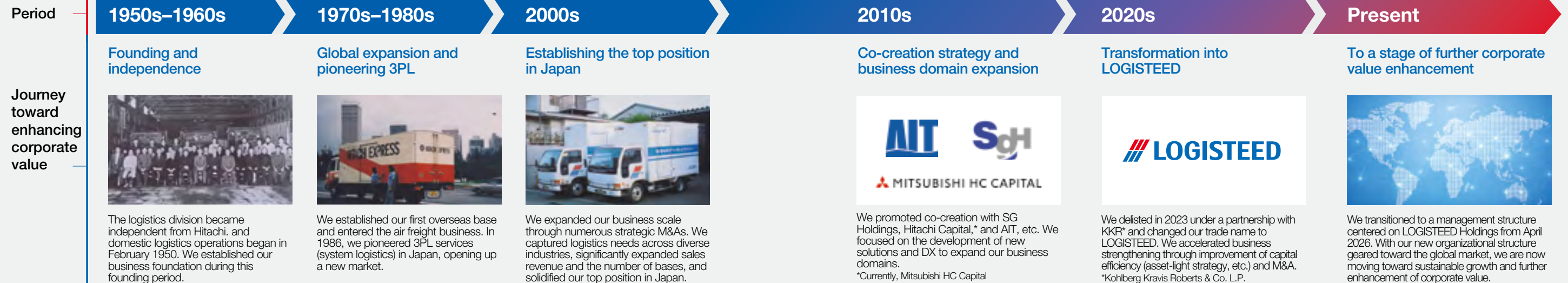
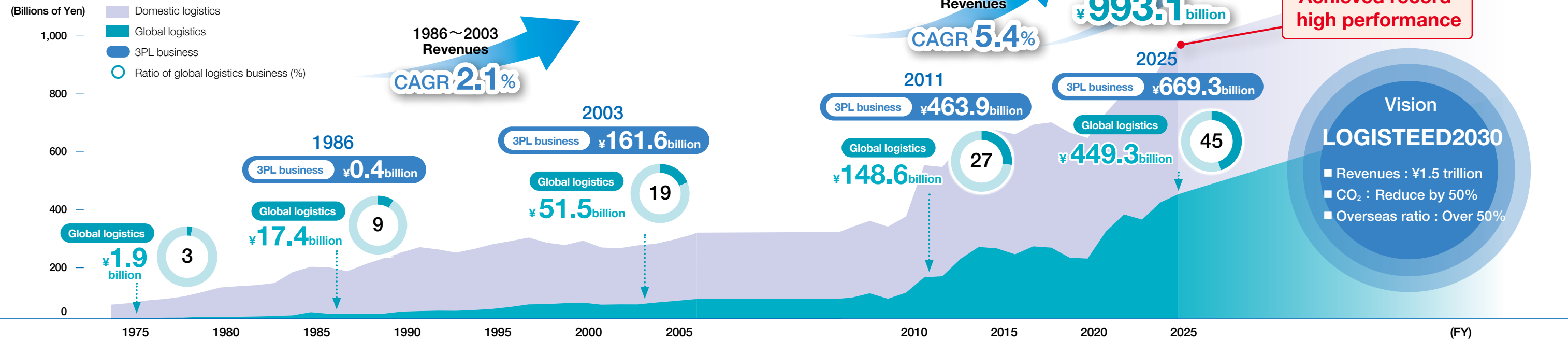
A word that combines LOGISTICS with Exceed, Proceed, Succeed, and Speed.

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

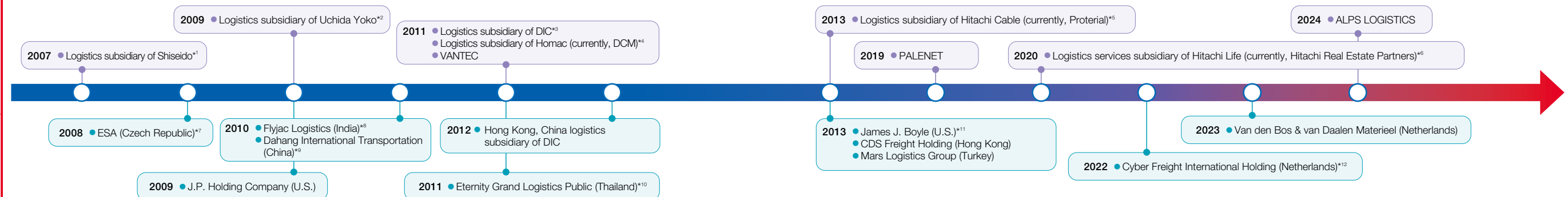
History - Aiming to be a Leading Global 3PL Company -

Accelerating top-line growth along with history

Revenues trends



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)

*7 LOGISTEED Czechia
 *8 LOGISTEED INDIA
 *9 LOGISTEED China
 *10 LOGISTEED CONTRACT LOGISTICS (THAILAND)
 *11 LOGISTEED America
 *12 LOGISTEED Netherlands

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.

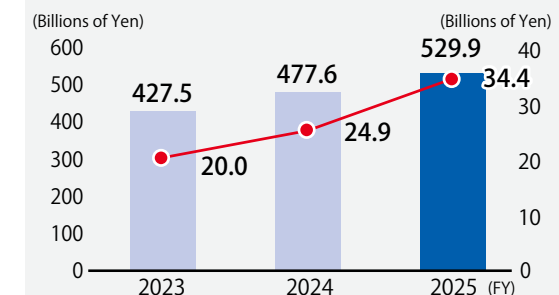
*⁶ "Adjusted Operating Income" is calculated by subtracting other income from operating income and adding other expenses, amortization of intangible assets identified through business combinations, and share-based remuneration expense (excluding those related to performance-based stock remuneration plan)

*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%**

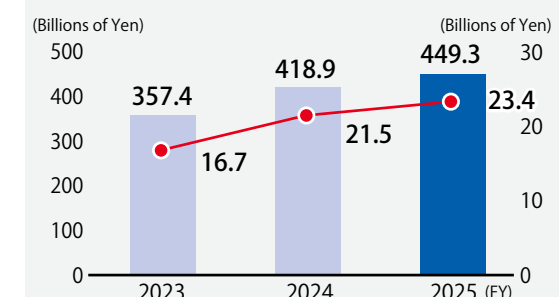
Revenues of domestic logistics business increased by 11% year-on-year to ¥529,946 million mainly due to contributions from expanded operations and new orders received and the impact of the consolidation of ALPS LOGISTICS on October 11, 2024.

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.)



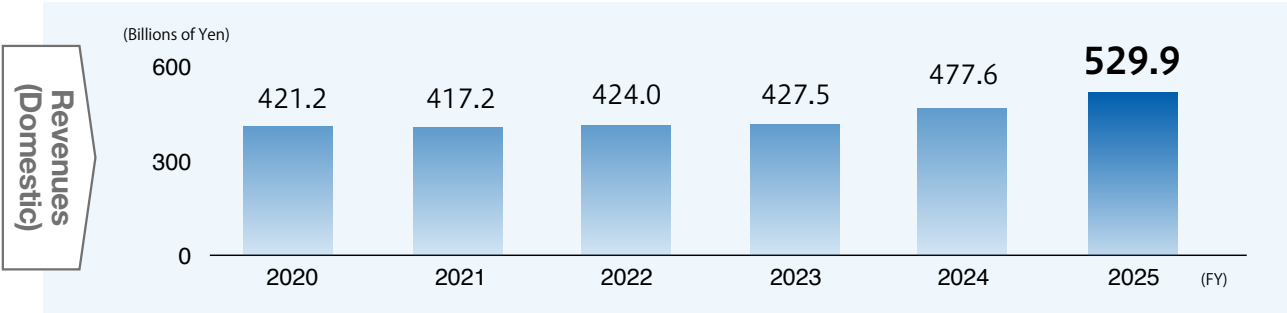
Our Business -Striving to Transform Into a Leading Global 3PL Company-

3PL Business Leveraging our leading business foundation in Japan to accelerate global growth

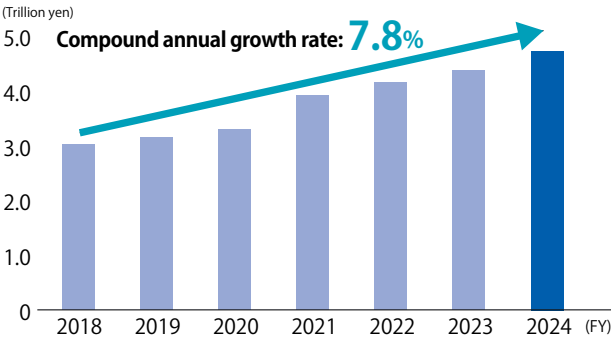
Service description and value proposition -Supply chain optimization through deep expertise and IT capabilities

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.	

*VAS: Stands for Value-Added Services

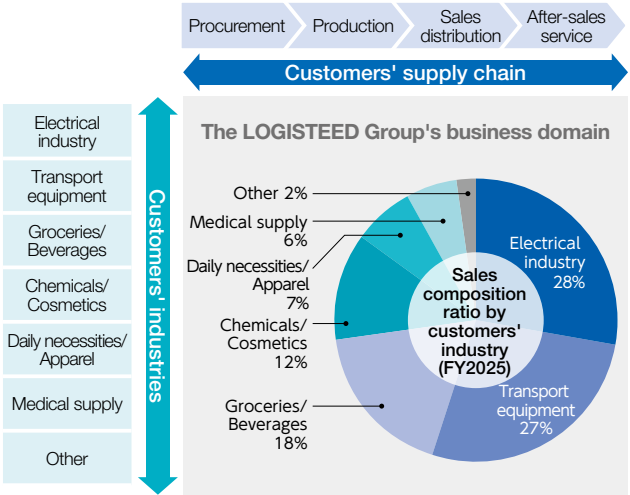


Trend of Japan 3PL market size



*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.
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.
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.



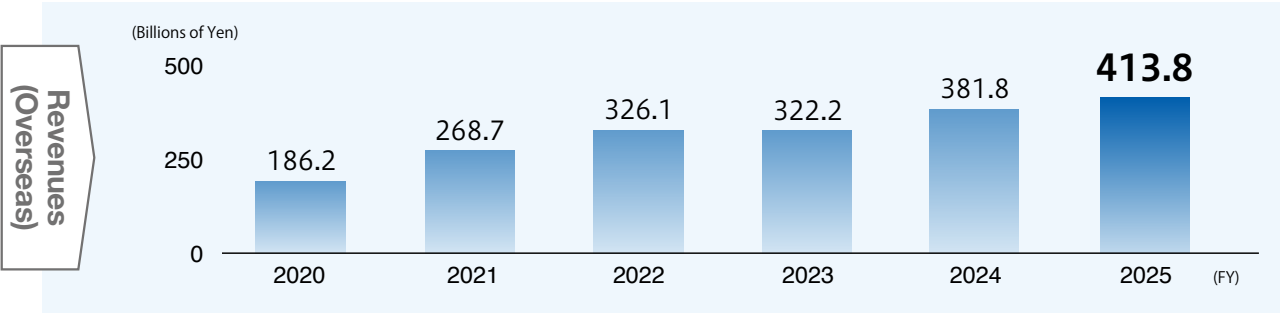
Elk Grove Warehouse



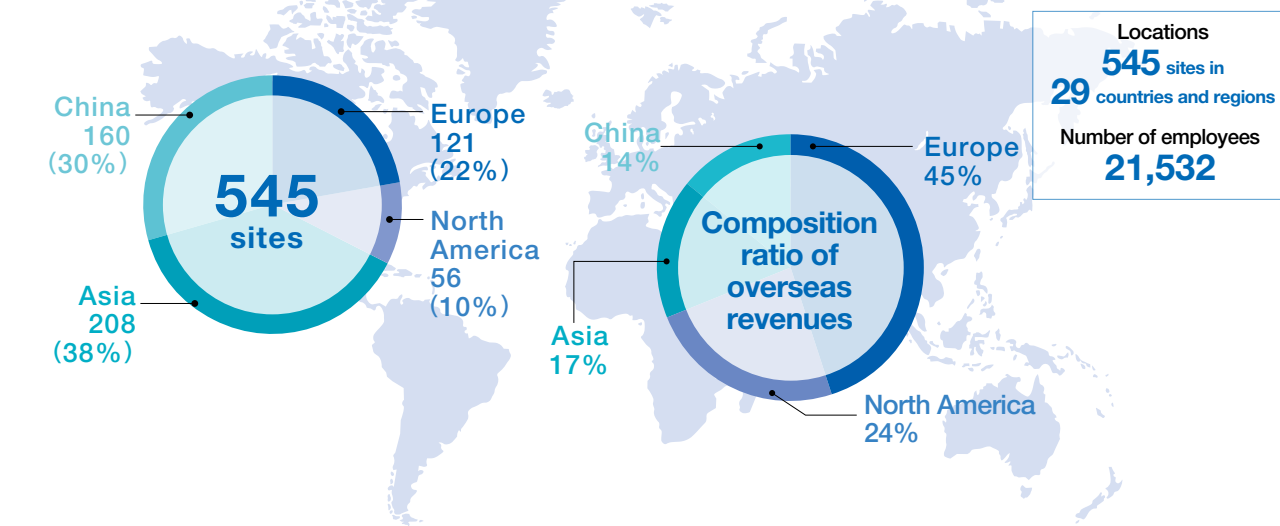
LIB-CON



Test machine for evaluating the remote forklift operation system



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

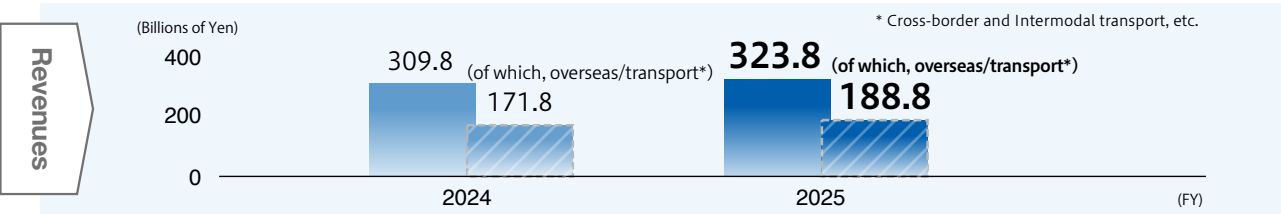


Our Business -Striving to Transform Into a Leading Global 3PL Company-

Freight Forwarding Business Strengthening profitability through accelerated global expansion and pursuit of efficiency

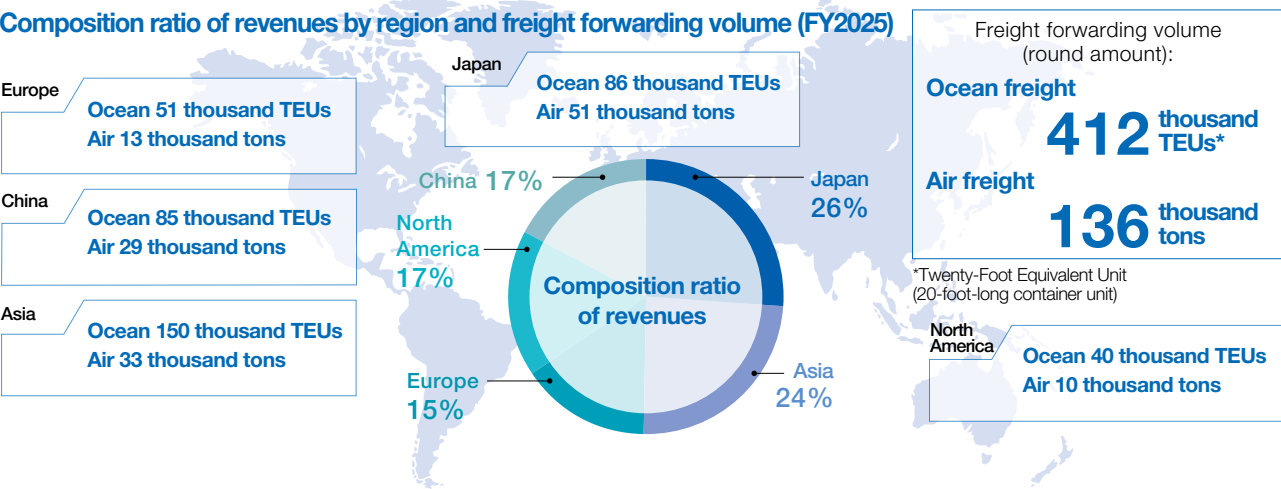
Service description and value proposition -Networks Around the World and Asset-Light Strategies

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.		Air Freight / Ocean Freight
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
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.		



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.
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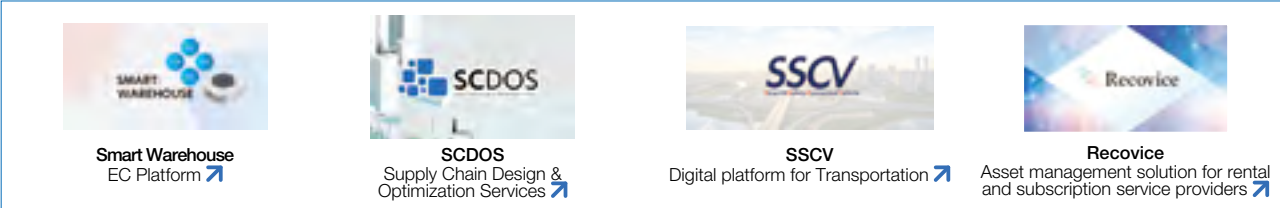
Solutions / Other

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.



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.

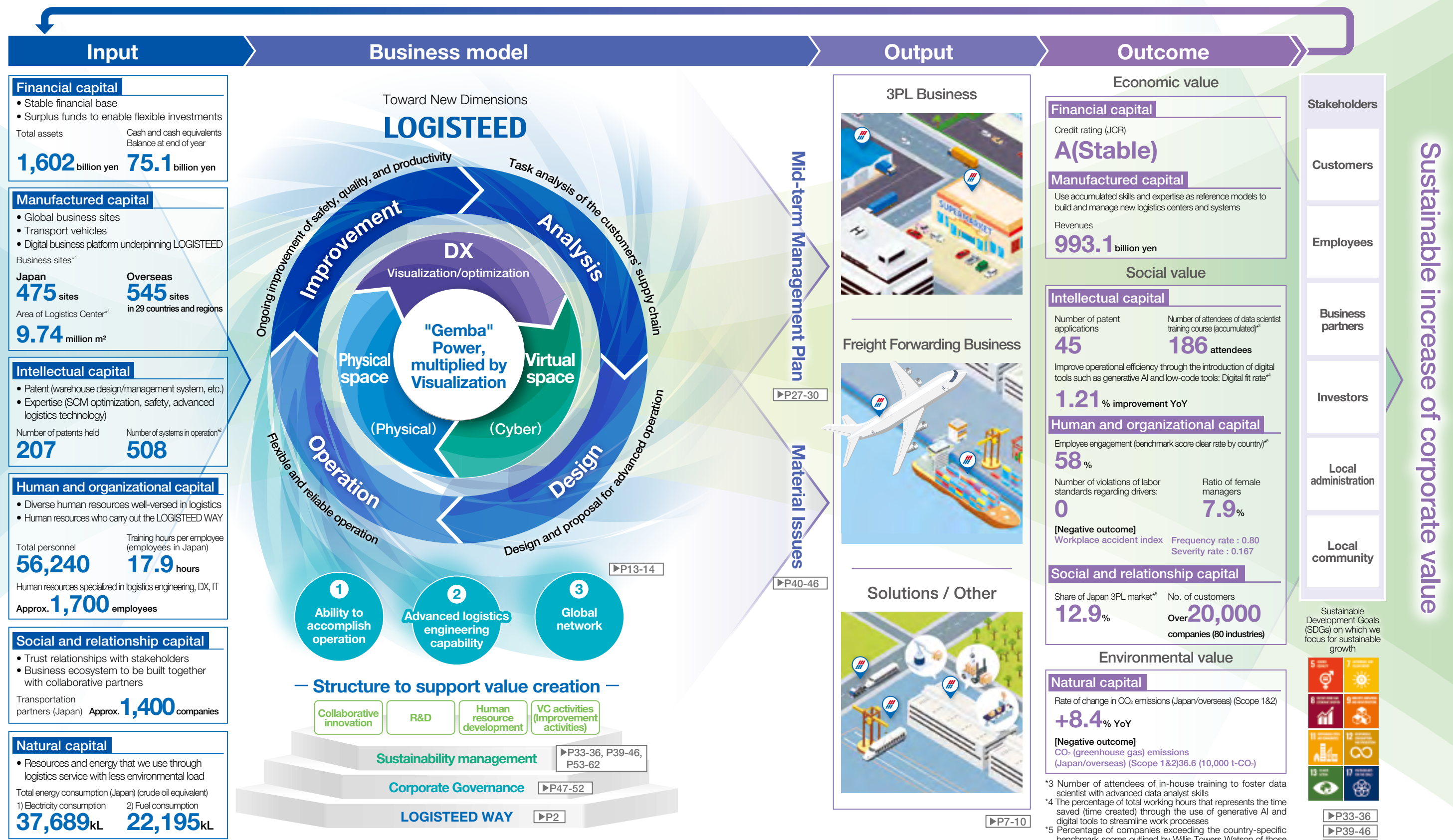
Heavy Transport and Relocation

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.	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
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.	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

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.

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.



* 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

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.

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

Freight Forwarding

1st place in Japan
★★★★★ 4.1

1st place in Japan
★★★★★ 3.8

Source: Monthly Magazine LOGI-BIZ June 2024 issues

1 Ability to Accomplish Operation

Manufactured capital

Human and organizational capital

Social and relationship capital

Diverse human resources wellversed in logistics

Transportation assets to support society and people's lives

Digital business platform underpinning LOGISTEED

Total personnel

56,240

No. of vehicles (including leased vehicles)

23,613

No. of self-developed systems in operation

508

2 Advanced Logistics Engineering Capability

Manufactured capital

Intellectual capital

Human and organizational capital

Human resources specialized in logistics engineering, DX, IT

SSCCV development and introduction

Implementation of automation facilities, such as AGV*, AMR (▶P68), etc.

Analysis, operation management design, automation promotion initiatives, and advanced technologies

Improve operational efficiency

Safety

Secure safety

Efficiency

Smart

Vehicle management

Vehicle

Legal compliance

No. of SSCV-Safety installed within the LOGISTEED Group

Approx. 2,400 units

No. of facilities installed within the LOGISTEED Group

Approx. 1,000

Approx. 1,700 employees

*AGV: Automated Guided Vehicle

3 Global Network

Manufactured capital

Business sites supporting global supply chain

Locations

Logistics centers

1,020 sites in 30 countries and regions

Total 9.74 Mm²

(The figures are as of March 31, 2026)

Value chain

Analysis

Design

Operation

Improvement

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



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



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 "SSCCV" using IoT technology

Related solutions, tools, etc.

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



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 "SSCCV-Safety" which makes full use of IoT technology

Related solutions, tools, etc.

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

*AI-OCR: Optical Character Reader with AI



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Our Leadership -Executive Team & Executive Structure-

For details, please visit our website. [LOGISTEED Holdings Executive Team https://logisteed-holdings.com/en/profile/directors/](https://logisteed-holdings.com/en/profile/directors/)
[LOGISTEED Executive Team https://www.logisteed.com/en/profile/directors/](https://www.logisteed.com/en/profile/directors/)

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 Yatagawa
Partner, KKR Japan



Non-Executive Director
Takeshi Watabe
General Manager, Business Development
Office, Corporate Strategy Division,
Corporate Strategy Group, Hitachi, Ltd.



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



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



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

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 Executive Officers



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



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



Executive Vice President and Executive Officer, CJB O
Kazuhiro Nishikawa^{*2*8}
President,
LOGISTEED Japan Company



Executive Vice President and Executive Officer, CTrO
Nobukazu Hayashi^{*2*8}
In charge of Corporate Function



Executive Officer, Deputy CIBO
Kazuo Abe
General Manager, International Business
Headquarters



Executive Officer, CMO
Koji Kawakita
General Manager, Human Resources &
General Affairs Headquarters
General Manager, AEO & Corporate Export
Regulation Headquarters
In charge of Internal Audit Office



Executive Officer, CHRO
Tsukasa Kudo^{*3}
General Manager, Corporate Strategy
Headquarters



Executive Officer, CSO and CPO
Isao Takaoka^{*4}
General Manager, Corporate Strategy
Headquarters



Executive Officer, CFO
Hideo Nakamoto^{*5}
General Manager, Financial Strategy
Headquarters



Executive Officer, CDXO
Yutaka Haga
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

LOGISTEED Operating Officers

Akhil Nair	Operating Officer General Manager, Freight Forwarding Headquarters International Head of Freight Forwarding	Naoyuki Iwata	Operating Officer Deputy General Manager, Japan Business Headquarters
Kazunori Azusawa	Operating Officer, CIO General Manager, Information & Communication Technology Infrastructure Headquarters, Logistics DX Solution Management Headquarters General Manager, Information Security Office	Ryoichi Okamoto	Operating Officer General Manager, Safety and Quality Control Management Headquarters
Koji Ito	Operating Officer General Manager, Global Business Development Headquarters	Kenichiro Ogawa ^{*6}	Operating Officer Deputy General Manager of Corporate Strategy Headquarters
Kenichi Iyoku	Operating Officer Deputy General Manager, Japan Business Headquarters	Yuichi Kurume	Operating Officer Deputy General Manager, LOGISTEED International Company President, LOGISTEED China, Ltd.
		Kazuhiko Zaiki	Operating Officer General Manager, Business Development Headquarters

Kazuhisa Sakaguchi	Operating Officer Deputy General Manager, Japan Business Headquarters	Mitsushika Nagano	Operating Officer, Deputy CJB O General Manager, Japan Business Headquarters President and Representative Director, LOGISTEED West Japan, Ltd.
Takaharu Sakurada	Operating Officer, CTO General Manager, Engineering Innovation Headquarters	Kazushige Natori	Operating Officer General Manager, Freight Forwarding Business Development Headquarters President and Representative Director, LOGISTEED Express, Ltd.
Harushi Soga	Operating Officer Deputy General Manager, Japan Business Headquarters	Kazuhiro Fujiwara	Operating Officer Deputy General Manager, Financial Strategy Headquarters Deputy General Manager, Corporate Strategy 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.		

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