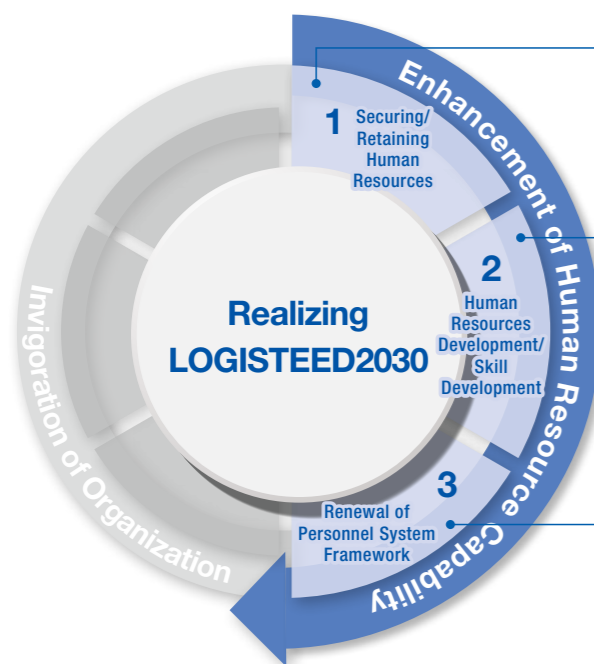


# Initiatives for Human Capital -Enhancement of Human Resource Capability-

For details, please visit our website. [Human Resource Management](https://www.logisteed.com/en/csr/social/human-resources/) [DE&I/Work-life Balance](https://www.logisteed.com/en/csr/social/diversity/)

As part of cultivating change leaders who will drive the realization of "LOGISTEED2030," we are strengthening both "the developing of foundational human resources" and "fostering diverse human resources to support growth." At the same time, we are actively utilizing talent development programs to deeply instill the "LOGISTEED WAY," the cornerstone of the LOGISTEED Group's business operations and culture, into each employee.



## Securing/Retaining Human Resources

To realize "LOGISTEED2030," we strive to actively secure diverse human resources, including those with skills for global business and DX, increase the ratio of women in the workforce, and promote initiatives to support their early participation.

## Human Resources Development/Skill Development

To realize "LOGISTEED 2030," we are implementing organization-wide talent development measures aligned with the expected roles across different levels and functions, while promoting individual development planning and execution through dialogue between supervisors and their team members. In addition, to drive growth in our overseas business, a core pillar of our business strategy, we are fostering human resources with global skills, including within our overseas group companies.

## Renewal of Personnel System Framework

To ensure the entire company works together to expand business domains and create new added value, we are introducing a group-wide "a job-based personnel system" and building a "personnel management system." By fostering each employee's awareness to autonomously carry out their roles, encouraging them to challenge the unknown and grow, and better reflecting their actions, processes, and results in evaluation and compensation, we aim to enhance employees' sense of satisfaction and accomplishment. We aim to create greater value for the Company and all group companies.

## 1.Securing/Retaining Human Resources

### Secure diverse human resources to support growth

#### •Ensure diversity

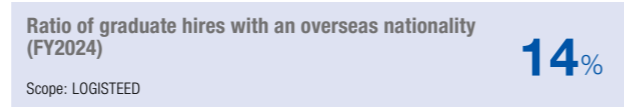
To secure top talent that supports sustainable growth, we are implementing proactive measures including the recruitment of non-Japanese nationals and efforts to improve gender balance in our hiring practices.

#### •Secure human resources with DX skills

We are working to enhance our appeal to new graduates by providing opportunities for them to interact with employees from the IT and technology departments. This helps to concretize and highlight the attractiveness of supply chain DX.

#### • Secure human resources with expertise

With regard to mid-career hires, we are actively recruiting human resources with diverse skills and experiences in the logistics field and elsewhere that contribute to business operations and corporate strategies, including IT, legal and accounting expertise.



### Support for employee retention and early participation

#### • Implement on-boarding program

To promote the early integration and retention of both new graduates and mid-career recruits, we provide training programs covering our corporate philosophy and guiding principles "LOGISTEED WAY," as well as safety and legal compliance, in order to foster a deep understanding and integration of our corporate culture.

#### • Surveys and career development interviews

We conduct surveys targeting young employees to measure their work awareness, and based on the results, we provide advice to their supervisors. Additionally, to improve employee retention rates, we implement initiatives such as a mentoring program and regular career development interviews.

## 2.Human Resources Development/Skill Development

### Overall education system

Domestically, we have established an educational framework to support the acquisition of knowledge and skills required for fulfilling the expected roles of various positions and specialized professions, and we regularly

update this framework. Additionally, we provide an environment that supports autonomous growth by offering career training and external courses that employees can voluntarily attend.

### Enhancement of human resource capability

Since FY2023, as a priority measure concerning human resource development, we have been implementing executive dialogue sessions for second-year employees through to newly appointed managers to promote

understanding of the "LOGISTEED WAY." We have also introduced "Management Enhancement Training" for domestic managers who serve as key drivers of workplace leadership.

### Fostering diverse human resources to support growth

To cultivate the talent that will lead the realization of "LOGISTEED 2030," we have designated three core focus areas for development: Gemba power in 3PL, digital transformation (DX), and global expertise. We have

established original training programs for each development theme and provide targeted learning opportunities tailored to the expected roles and skill levels of each position.

### Fostering human resources with global skills

We are promoting the visualization and development of human resources on a global scale, including the formulation of succession plans for key positions, including human resources with business management capabilities. For domestic human resources, we are advancing initiatives such as an overseas business training program and international assignee training, founding on the early identification of promising young employees, and tailored to employees' career stages, in addition to providing learning opportunities aimed at improving practical communication skills. For overseas personnel, in addition to the ongoing rollout of

globally mandated programs such as LOGISTEED WAY and human rights training, we plan to refine leadership development initiatives, broaden specialized training in 3PL and digital transformation (DX), and advance collective training programs and personnel rotations conducted in Japan or third countries. Through these efforts, we aim to cultivate diverse global talent, both domestic and international, who can lead our business across countries and regions.



## 3.Renewal of Personnel System Framework

### Introduce job-based personnel system

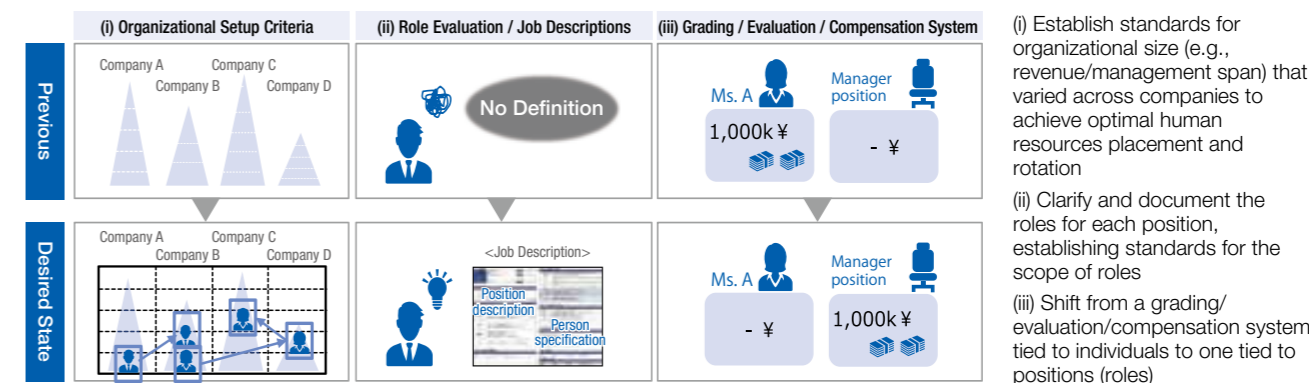
We have established clear job descriptions that define the roles and required skills for each position. Shifting from a seniority-based approach, we are promoting the adoption

of a job-based human resource system that ensures fair evaluations aligned with job responsibilities, while enabling employees to proactively build their own careers.

### Establish the personnel management system for group companies in domestic and overseas

We are aiming to build a common "HR Visualization Platform" for both domestic and overseas groups, which will enable us to strategically develop and place human resources required for each "position" in a planned

manner. This platform will support both employees and their supervisors in identifying gaps, thereby enhancing human resources capabilities through proactive career planning and supervisor support.



# Initiatives for Human Capital -Invigoration of Organization-

To realize "LOGISTEED2030," we are working to enhance each employee's sense of contribution to the company and foster a culture and human resources that proactively engages in transformation and improvement.

## Increase in Employee Engagement

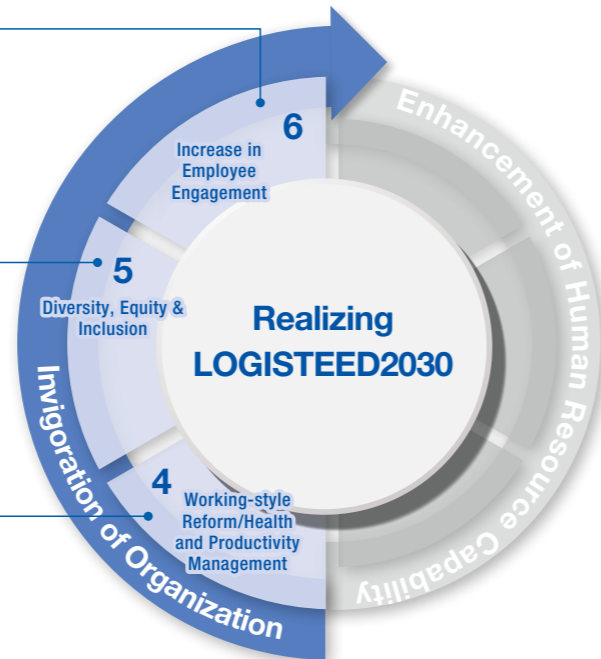
In pursuit of realizing our "LOGISTEED2030," the LOGISTEED Group is actively engaging in M&A activities both in Japan and overseas. As such, the importance of each and every employee aligning toward a shared direction and working together as one cohesive team has become even more critical. Based on the results of the FY2024 engagement survey, we identified key issues particularly in the areas of "executive leadership" and "understanding and dissemination of policies and goals." In response, we are implementing a range of initiatives aimed at improving these scores.

## Diversity, Equity & Inclusion

To drive growth as a global logistics company, it is essential to continuously enhance our organizational capabilities and competitiveness both in Japan and overseas by empowering talent with diverse values and backgrounds. To promote DE&I, the LOGISTEED Group is enhancing systems and frameworks that enable diverse work styles, and fostering an inclusive corporate culture through education and awareness initiatives.

## Working-style Reform/Health and Productivity Management

The LOGISTEED Group aims to foster diverse human resources and create a workplace where each employee can work healthily and securely. Through high-quality logistics services, we strive to contribute to building a prosperous society.



## 4. Working-style Reform/Health and Productivity Management

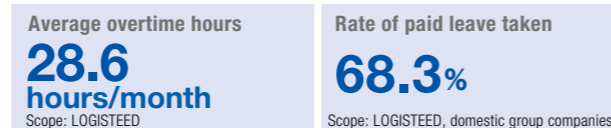
### Improving "work style reforms" and enhancing engagement through VC activities

The LOGISTEED Group actively promotes VC (Value Change & Creation) activities, which support employee-driven initiatives to improve operations at the frontline level. These improvement initiatives contribute to more efficient

work styles at the individual level and enhanced organizational productivity through the sharing of best practices. They also help strengthen employee engagement by encouraging proactive participation.

### Optimization of working hours (reduction of long working hours)

In Japan, we ensure proper working hour management by using objective records such as PC logs. Additionally, through the promotion of work style reform, we are working to reduce overtime hours and encourage the use of annual paid leave.



### Health and Productivity Management (support for employees' health enhancement)

In August 2022, we announced our "Health and Productivity Management Declaration," aiming to support the physical and mental well-being of each employee and to foster a fulfilling and enriched life. Key initiatives include the establishment of the Group Health Management Office, integrating efforts between occupational health professionals such as industrial physicians, public health nurses, and licensed

psychologists, along with health insurance associations, to proactively support the health and wellbeing of employees and their families. These efforts have been recognized, and for three years running since 2023, we have been certified as a "Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category)."

## 5. Diversity, Equity & Inclusion

### Initiatives to respect human rights as a global company

As a global company committed to fulfilling our responsibility to respect human rights, in FY2024 we actively engaged in

efforts to reduce risks of human rights infringements within the framework of our human rights due diligence process.

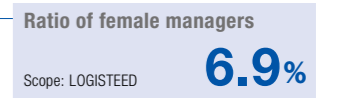
Specifically, we conducted compliance reviews with laws and regulations across various countries, as well as assessing the work environment of foreign technical intern

trainees. Looking ahead, while considering the expansion of human rights due diligence to our supply chain, we remain committed to furthering our efforts to uphold human rights.

### Promotion of women's participation in the workplace

To create a workplace where women can thrive, we are working on creating a supportive environment that includes the planned development and promotion of female employees and the establishment of a supportive workplace environment, including the development of systems that help employees balance work with childcare and caregiving responsibilities. For our domestic group

companies, we conduct "leadership trainings" and "career development trainings" aimed at raising awareness for the promotion of women to managerial positions, as well as training for supervisors to female employees to enhance their understanding.



### Support for balancing work and childrearing/nursing care

Recognizing that enabling employees to simultaneously manage childcare, caregiving, and work is fundamental to fostering Diversity, Equity & Inclusion and ensuring a comfortable workplace for all, we are advancing efforts to raise awareness of our work-life balance support programs and to foster a workplace where these programs are easily

accessible. During FY2024, efforts to deepen awareness around balancing childcare and caregiving with work included the implementation of e-learning courses on paternal leave and the regular distribution of information related to caregiving and work-life balance.



### LGBTQ+ initiatives

To prevent harassment related to sexuality and promote the active participation of diverse human resources, we are working to promote understanding of LGBTQ+ people. We have established an external LGBTQ+ consultation desk

that can be used by all employees of LOGISTEED and its domestic group companies, providing an environment where anyone can consult at any time.

## 6. Increase in Employee Engagement

### Engagement enhancement cycle

Starting in 2021, we have carried out annual engagement surveys, and in FY2024, we expanded this initiative to include 26 key overseas group companies. In FY2025, we intend to broaden the survey's coverage to cover both domestic and overseas entities on a consolidated basis.

The survey results are used to identify challenges at the management, human resource, and workplace levels, advancing change via a scheme that facilitates the formulation and execution of corresponding initiatives.

### Addressing challenges

Based on these survey results, as part of our initiatives to further promote the "LOGISTEED WAY," which serves as the starting point for decision-making within the LOGISTEED Group, we provide opportunities for interactive communication between management and employees. Furthermore, targeted management training is provided to middle managers, who serve as the starting

point for policies and strategic initiatives, to strengthen the dissemination and execution of Company-wide strategies.



\* Score the ratio of survey respondents giving positive responses

## Message from the officer in charge

In pursuit of continued growth as a global logistics enterprise, our goal is "to build an organization and workforce that succeed domestically and scale internationally." To this end, since FY2024, we have been actively advancing the establishment of a global organizational structure as well as the recruitment, promotion, and development of global talent both domestically and internationally. In addition, to drive integrated management as "One LOGISTEED," encompassing overseas group companies and newly acquired entities through M&A, we will globally expand and deepen the dissemination of our core culture, the "LOGISTEED WAY," alongside our VC activities.

### Tsukasa Kudo

Executive Officer,  
CHRO  
General Manager,  
Human Resources &  
Business Support  
Office

