Overview of Neovia

Toward New Dimensions
LOGISTEED

Neovia has a similar trajectory with LOGISTEED and adds a scaled contract logistics platform with complementary geographic and sector expertise

LOGISTEED

1950 Established as a subsidiary of Hitachi

1986~ Broadened its customer base across industries

2023 Carved out and Renamed as LOGISTEED

2023~ New Profit Growth Initiatives with KKR

Captive Logistics Subsidiary → **Expansion into External Customers** → **Independence from Original Parent** → **Strategic Transformation**

NEOVIA

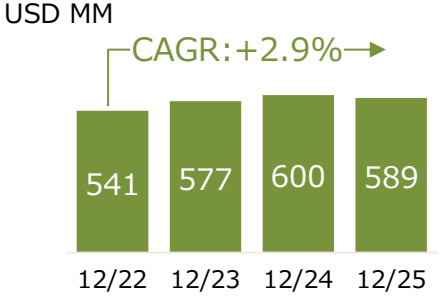
1987 Established as a subsidiary of Caterpillar

1990s~ Expanded into industrials, consumer goods, etc.

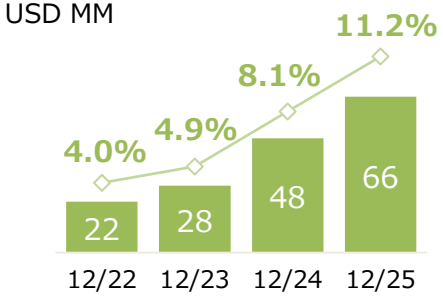
2012 Carved out and Renamed as Neovia

2022~ New Profit Growth Initiatives with Oaktree

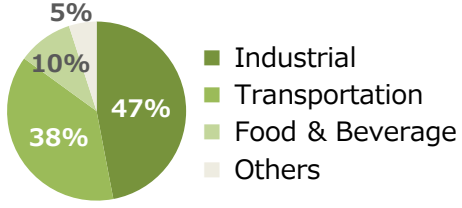
Adjusted Revenues (1)



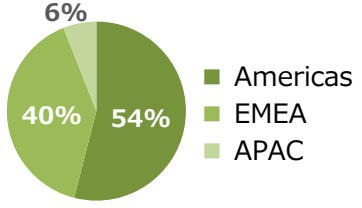
Adjusted EBITDA / Margin (1)(2)



Revenues by Vertical (12/25A) (1)



Revenues by Region (12/25A) (3)



Notes:
※1. Revenues from continuing business only. Reflects the continuing customer portfolio following the 2023 restructuring, excluding 18 terminated or uneconomically priced contracts under prior ownership. No related adjustments are included in the projections, as all excluded contracts have been exited. Adjusted revenues excludes discontinued business revenues (12/22: USD 255MM, 12/23: USD 183MM, 12/24: USD 83MM, 12/25: USD 18MM)
※2. Adjusted EBITDA = Operating Income + Depreciation and Amortization + Restructuring and Transaction Costs + Non-operating Income/Expense
※3. APAC: Asia Pacific, EMEA: Europe, Middle East and Africa, Americas: North and South America

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Accelerating Global Strategy

The highly complementary geographic footprints and customer bases is expected to significantly enhance LOGISTEED's global presence

LOGISTEED × NEOVIA

Expands Global Contract Logistics Reach

- Strengthens our presence in the Americas and EMEA and creates a more balanced global platform

Deepens Customer and Sector Expertise

- Adds complementary customer bases and specialized capabilities for afterparts transportation etc. across industrial verticals
- Adds pipelines in high-growth data-center industry

Broadens the End-to-End Offering

- Combines complementary capabilities of our transportation and Neovia's warehouse operation to provide customers with a more comprehensive suite of supply-chain solutions
- Integrates our parts logistics and Neovia's aftermarket parts logistics in the industrial verticals

Deploys NOS / LMS into Our New Sites (1)

- Realizes daily KPI tracking, operational transparency and AI-based performance log and actionable feedback across all levels

Notes:
※1. NOS: Neovia Operating System / LMS: Labor Management System

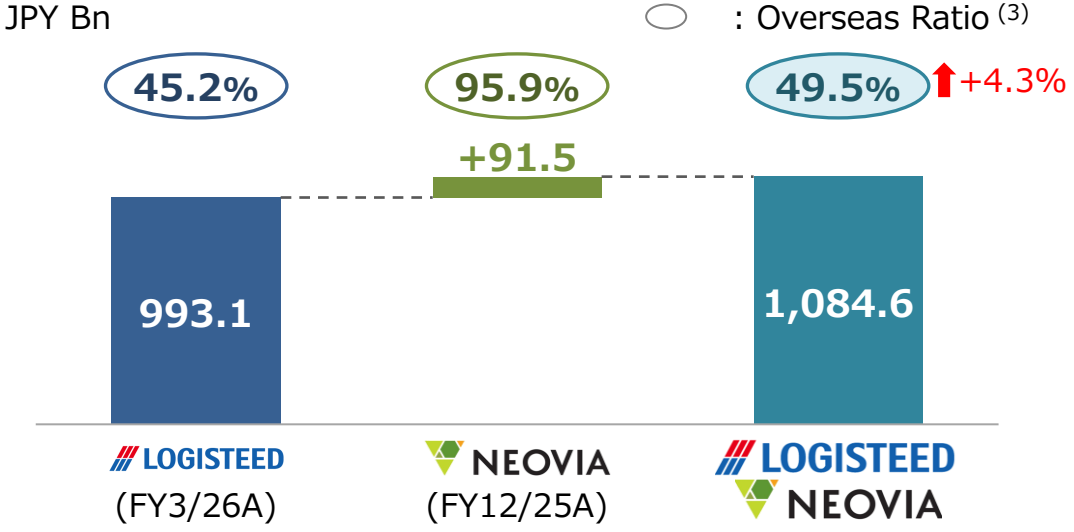
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Combination of LOGISTEED and Neovia (1)

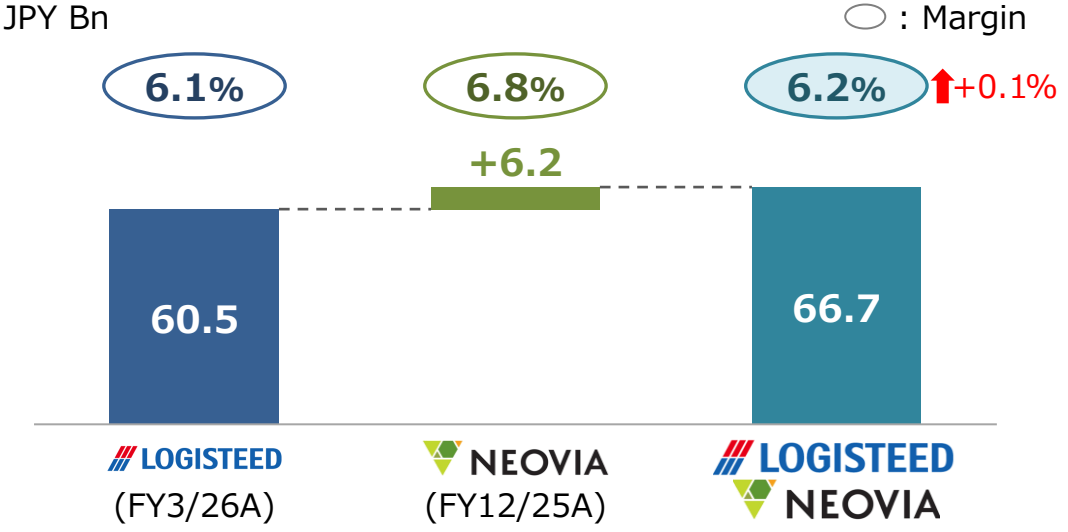
Toward New Dimensions
LOGISTEED

Revenues tops JPY1Tn and overseas ratio will be 49.5%. Adjusted operating income margin will improve and exposure to EMEA and Americas will increase

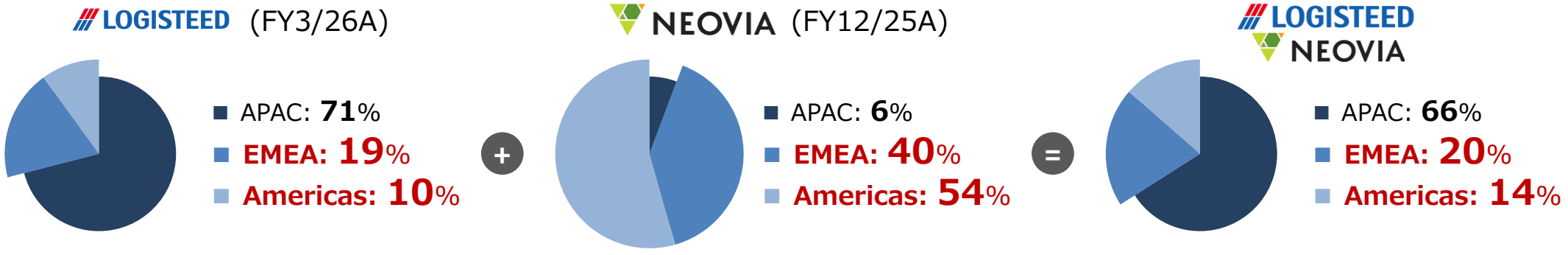
Revenues



Adjusted Operating Income (2)



Revenues by Region (3)(4)



Notes:
※1. Pro-forma figures shown as "Combined" are simple combination of LOGISTEED figures in FY3/26A and Neovia figures in FY12/25A, not consolidated accounting figures
※2. For Neovia, Operating Income = Operating Income + Amortization of Intangible Assets Recognized through Business Combination + Restructuring and Transaction Costs + Non-operating Income/Expense
※3. Pro-forma ratios shown as "Combined" are simply calculated by the sum of numerator of LOGISTEED and Neovia divided by the sum of denominator of LOGISTEED and Neovia
※4. The ratio is calculated by dividing the revenues of each region of each company by total revenues. APAC: Asia Pacific, EMEA: Europe, Middle East and Africa, Americas: North and South America

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