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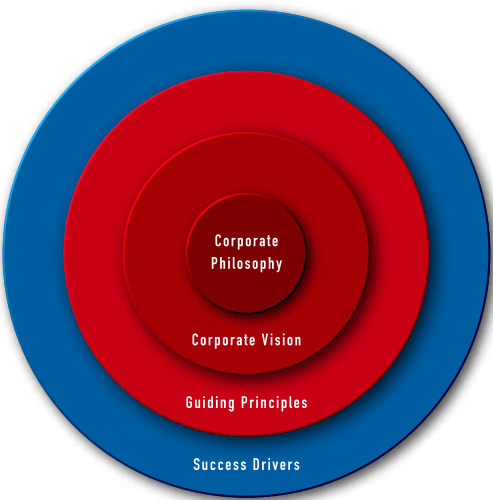
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Management Philosophy & Brand

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
3 Disciplines
3 Attributes

Safety, Quality, and Productivity
Attention to Detail, Uncovering Problems, and Strong Sense of Speed
Customer Centricity, Teamwork, and Can Do Spirit

Financial
information

Investor Relations
(website)

Annual Securities Reports

Presentation Material of
Financial Results

Non-
financial
information

Company Information
(Website)

Sustainability
(Website)

Company Outline
(Website)

Integrated Report
(Brochure/PDF)

Editorial policy

The LOGISTEED Group has been publishing Integrated Reports since the 2020 edition in lieu of the conventional Annual Reports. This integrated report presents our initiatives to enhance long-term corporate value, with a core narrative centered on "maximizing value creation capabilities and pursuing sustainability and strengthening the foundation for value creation," in the context of the LOGISTEED Group's efforts to "maximize corporate value in anticipation of re-listing." Through an explanation of our value creation process and business model, we aim to provide stakeholders with a look at the initiatives we are pursuing with a view to the sustainable enhancement in corporate value. 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.

Reporting period

The fiscal year ended March 31, 2025 (April 1, 2024-March 31, 2025 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, Ltd. and the LOGISTEED Group (consolidated subsidiaries and associates accounted for using the equity method) in principle. The Company took over all the businesses of LOGISTEED, Ltd. as of March 1, 2024 (which changed its corporate name to L-management, Ltd. on March 1, 2024). Therefore, the details of the LOGISTEED Group are included in this integrated report.

Forward-looking statements

This integrated report contains forward-looking statements that reflect LOGISTEED, 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 LOGISTEED, Ltd. and its group companies' 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.

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.

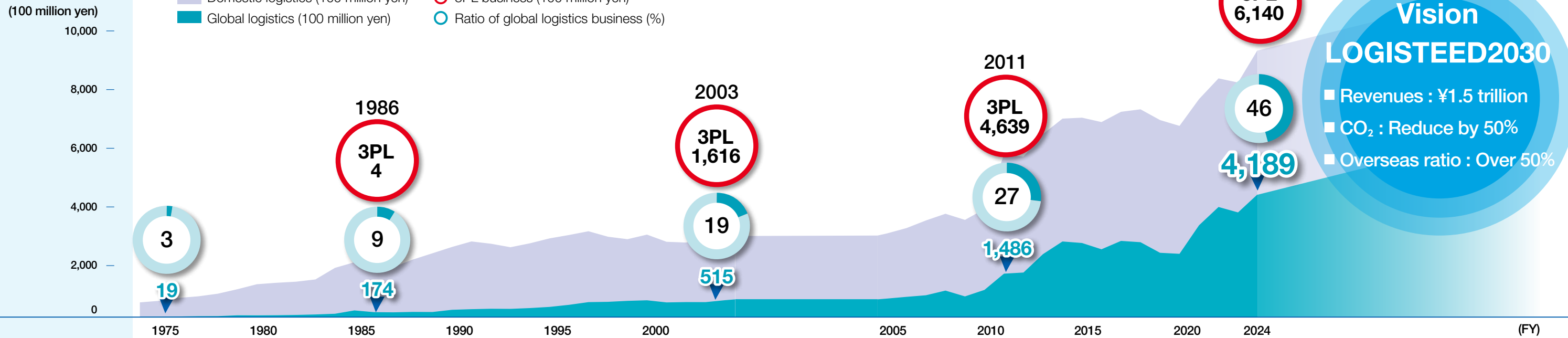
It represents our determination to lead businesses to a new domain beyond the conventional logistics.

History

For details, please visit our website. [Financial Highlights: The Track Record of 10 Years](https://www.logisteed.com/en/ir/library/annual/financialhighlightsen.pdf) <https://www.logisteed.com/en/ir/library/annual/financialhighlightsen.pdf>

Revenues

- Domestic logistics (100 million yen) 3PL business (100 million yen)
Global logistics (100 million yen) Ratio of global logistics business (%)



Vision

LOGISTEED2030

- Revenues : ¥1.5 trillion
- CO₂ : Reduce by 50%
- Overseas ratio : Over 50%

Historical
BackgroundChanges in
Value Creation

Became independent by integrating transportation divisions

The Company was founded in February 1950 as Nitto Transport KK., a logistics subsidiary of Hitachi, Ltd., and launched a special motor truck transportation business.



Expanded overseas

In 1976, our first overseas subsidiary was established in Singapore, which was followed by the Company's entry into the air cargo business in 1984. In July 1985, on our 35th anniversary, we changed our corporate name to Hitachi Transport System, Ltd.



Launched 3PL business

We launched the HB-TRINET service, the prototype of 3PL business, for customers in apparel industry in 1986. Subsequently, we expanded into new sectors such as retail distribution and entered the largescale 3PL business, providing fully integrated logistics services.



Expansion strategy through M&As

Aiming to expand the industry platform domestically and our network overseas, we completed a total of 15 M&As by 2013, starting with the acquisition of the logistics subsidiary from Shiseido Company, Limited in 2007. This greatly expanded the scope of our business.



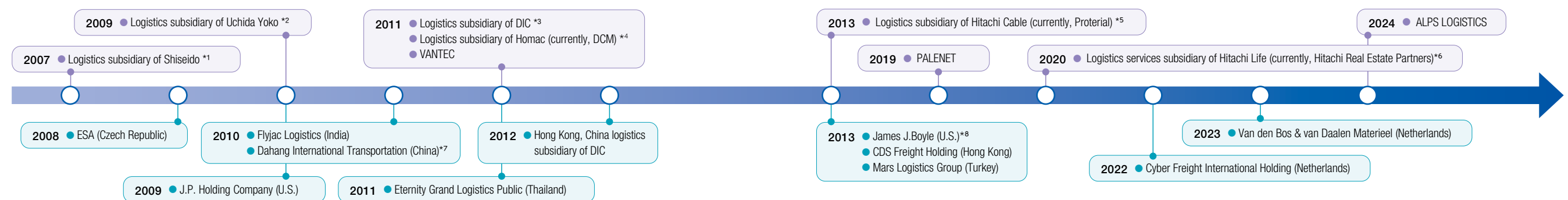
Collaborative innovation Strategy/Promotion of LOGISTEED

Our collaborative innovation efforts were significantly broadened through strategic alliances and collaborations with a variety of partners, notably SG Holdings Co., Ltd. in 2016, followed by Hitachi Capital Corporation (currently Mitsubishi HC Capital Inc.) and AIT Corporation in 2018.



Started as "LOGISTEED"

In April 2023, we changed our corporate name to LOGISTEED, Ltd. and, leveraging a strong partnership with Kohlberg Kravis Roberts & Co. L.P., have been implementing a range of initiatives to position ourselves as a "Leading Global 3PL Company."

Major recent
M&As

*1 LOGISTEED East Japan, Ltd. (previously, LOGISTEED Collabonext, Ltd.) *2 LOGISTEED East Japan, Ltd. (previously, Hitachi Orientlogi Transport System Co., Ltd.) *3 LOGISTEED Chemical, Ltd. (previously, Hitachi Finenext Transport System Co., Ltd.)

*4 LOGISTEED North Japan, Ltd. (previously, Direx Co., Ltd.) *5 LOGISTEED East Japan, Ltd. (previously, Hitachi Frontier Transport System Co., Ltd.) *6 LOGISTEED East Japan Distribution Services, Ltd. (previously, Hitachi Transport System East Japan Distribution Services Co., Ltd.) *7 LOGISTEED China, Ltd. *8 LOGISTEED America, Inc.

Our Business At a Glance

Capitalizing on our global network and abundant experiences, the LOGISTEED Group meets customers' various logistics needs with our one-stop services of Smart Logistics consisting of our 3PL Business, Freight Forwarding Business, and Heavy Machinery and Plant Logistics Business, and aims to become "The Most Preferred Global Supply Chain Solutions Provider." We provide comprehensive logistics services with a high level of safety, quality, and productivity by taking advantage of our extensive network in domestics and overseas, as well as our abundant experience and expertise as a pioneer.

//// Bases for Value Creation (As of March 31, 2025) ////

Number of Companies*¹/
Locations*²

122 companies
1,003 sites

Domestic : 28 companies, 463 sites
Overseas : 94 companies, 540 sites



Area of Logistics
Center*²

9.19Mm²

Domestic : 6.08 Mm² Overseas : 3.11 Mm²



Total Personnel*³

56,227 employees

Domestic : 34,564 Overseas : 21,663



Number of Vehicles
(Including Leased
Vehicles)

Total 23,369

Trucks *⁴ : 6,187 Forklifts : 6,893
Trailers : 7,813 Other *⁵ : 2,476



//// FY2024 Performance Overview ////

Revenues

¥910.7 billion

YoY

14 % increase

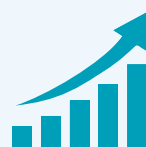


Adjusted Operating Income*⁶

¥48.5 billion

YoY

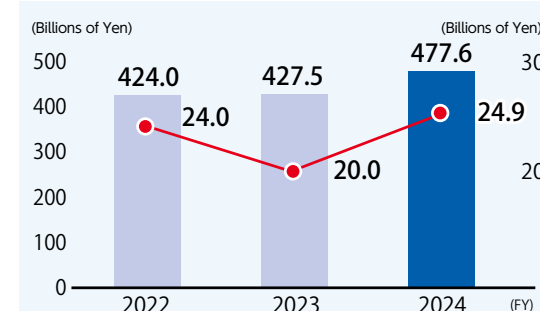
25 % increase



- *1 Number of companies includes associates accounted for using the equity method.
*2 Number of locations and area 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)

Business Overview by Segment & Business Summary for FY2024

Domestic logistics



Revenues

➔ YoY +12%

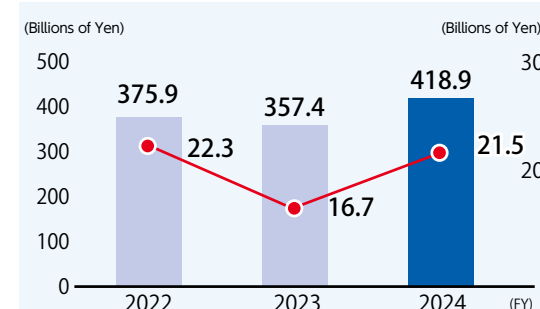
Revenues from domestic logistics increased by 12% year-on-year to ¥477,574 million, driven by the expansion of entrusted service areas, contributions from new contracts, and the consolidation of ALPS LOGISTICS CO., LTD. on October 11, 2024.

Segment profit

➔ YoY +25%

Segment profit increased by 25% year-on-year to ¥24,926 million, primarily due to higher revenues and improved productivity.

Global logistics



Revenues

➔ YoY +17%

Revenues from global logistics increased by 17% year-on-year to ¥418,865 million, driven by an increase in freight volume, contributions from new contracts and the effects of exchange rate fluctuations, in addition to the consolidation of ALPS LOGISTICS CO., LTD. on October 11, 2024.

Segment profit

➔ YoY +29%

Segment profit increased by 29% year-on-year to ¥21,528 million, primarily due to higher revenues and exchange rate fluctuations.

3PL business

Segment : Domestic logistics/Global logistics

Procurement logistics services/Production logistics services/Distribution logistics services/Reverse logistics services/Automobile parts logistics



Freight Forwarding business

Segment : Global logistics

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



Heavy Machinery and Plant Logistics business

Segment : Domestic logistics/Global logistics

Plant-related transport/Machinery and equipment transport/Rail equipment transport/Precision equipment transport/Research equipment transport



Our Business

3PL Business

Service description and value proposition

● 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 including management, packaging, and shipping of materials and products. Our packaging experts provide optimal packaging solutions according to product features and logistics conditions.



Compression test

● Distribution logistics

We provide comprehensive support from the supply chain design stage, including optimal facility placement and inventory optimization. By leveraging cutting-edge technologies, we design and manage highly efficient supply chains that help our customers drive order growth and expand sales.

● Solutions

We provide a number of high value-added solutions such as services integrating logistics and CE**s skills for ICT equipment and collaborative logistics services for hazardous/chemical products.

*CE: Stands for customer engineers who configure and perform operation check of ICT equipment



t-Sort

● Reverse logistics

We are contributing to the realization of a circular economy by providing 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.

● VAS*

We provide added value to our customers by extending beyond traditional logistics across each value chain. We identify and respond to customer needs, enabling total cost reduction and greater focus on core business activities Stands for Value-Added Services.

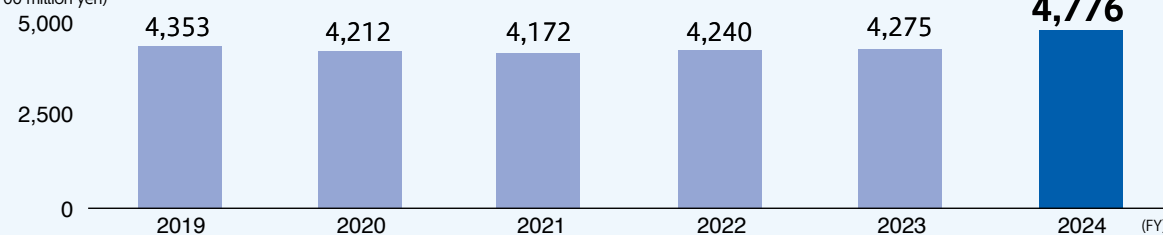
*VAS: Stands for Value-Added Services



Kitting

Revenues (Domestic)

(100 million yen)



Under our vision to become a "Leading Global 3PL Company," we support our customers' supply chain strategies with a wide range of services powered by advanced IT and technological capabilities. At the same time, we continue to lead the way forward by implementing next-generation logistics solutions leveraging the latest technologies, and expanding into new business domains.

Topics for FY2024

● Addition of ALPS LOGISTICS to the Group

ALPS LOGISTICS joined the LOGISTEED Group in October 2024. Leveraging ALPS LOGISTICS' specialized knowledge and experience in electronic components logistics alongside our robust logistics network, we strive to further improve the value we provide to our customers.

● Opening of a logistics center in Thailand

We have opened the Theparak Logistics Center near the international airport located in the outskirts of Bangkok, which is capable of managing logistics across different temperature zones. Due to its strategic location and high convenience as a transportation and distribution hub, the center will support supply chain optimization across diverse industrial sectors.

● Opening of a medical distribution center in Hyogo

We opened the Kansai III Medical Distribution Center in Sanda City, Hyogo Prefecture to serve as a medical platform center for the Western Japan area. We will continue strengthening our high-quality medical logistics network to meet the expanding demand for sophisticated pharmaceutical logistics and address customer needs.

● Opening of a logistics center in Spain

We opened a central warehouse near Barcelona to streamline supply chain operations across Europe for key customers and to enhance service delivery. We aim to optimize storage and delivery, with this serving as a key hub within the European logistics network.



Theparak Logistics Center

● Opening of a hazardous materials warehouse in Kyoto

In Kameoka City, we opened a logistics center specialized in hazardous materials handling, comprising seven dedicated hazardous materials warehouses. We contribute to strengthening our customers' supply chains by meeting the unique regulatory and safety requirements for hazardous materials in various sectors such as chemicals, cosmetics, pharmaceuticals, and lithium batteries.



Kansai III Medical Distribution Center

● Introduction of AutonMate

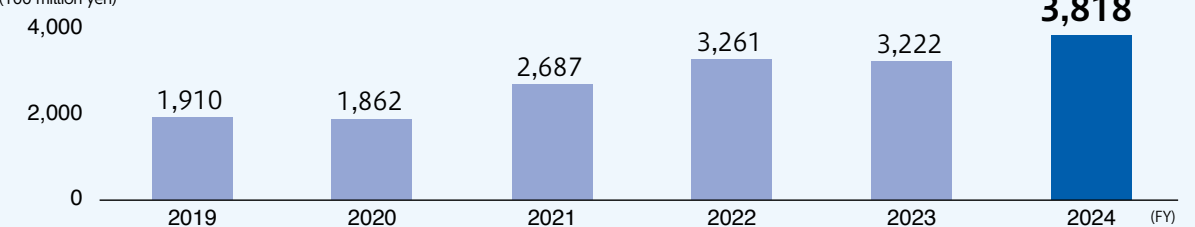
As part of initiatives to improve overall warehouse productivity, 16 autonomous mobile collaborative robots "AutonMate," which were developed by a group company, were deployed at the logistics center in Chiba Prefecture. We will promote labor saving measures by optimizing workflow and operational pathways.



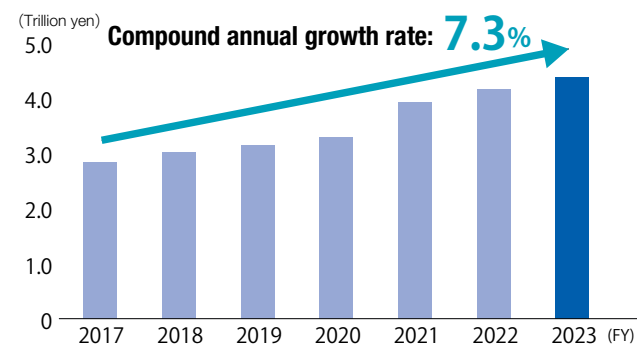
AutonMate

Revenues (Overseas)

(100 million yen)

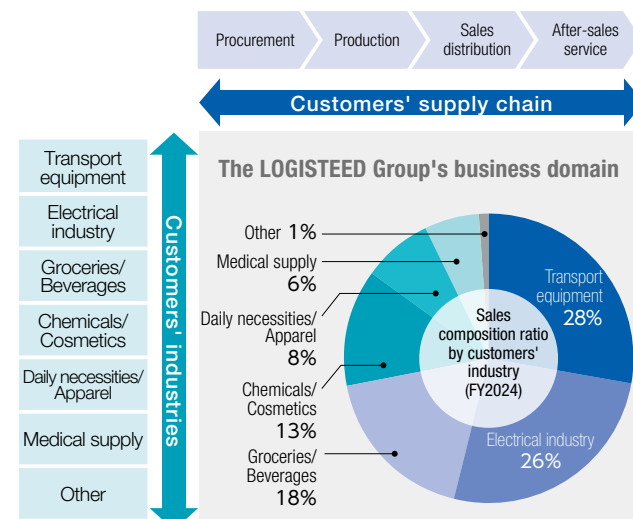


Trend of domestic 3PL market size



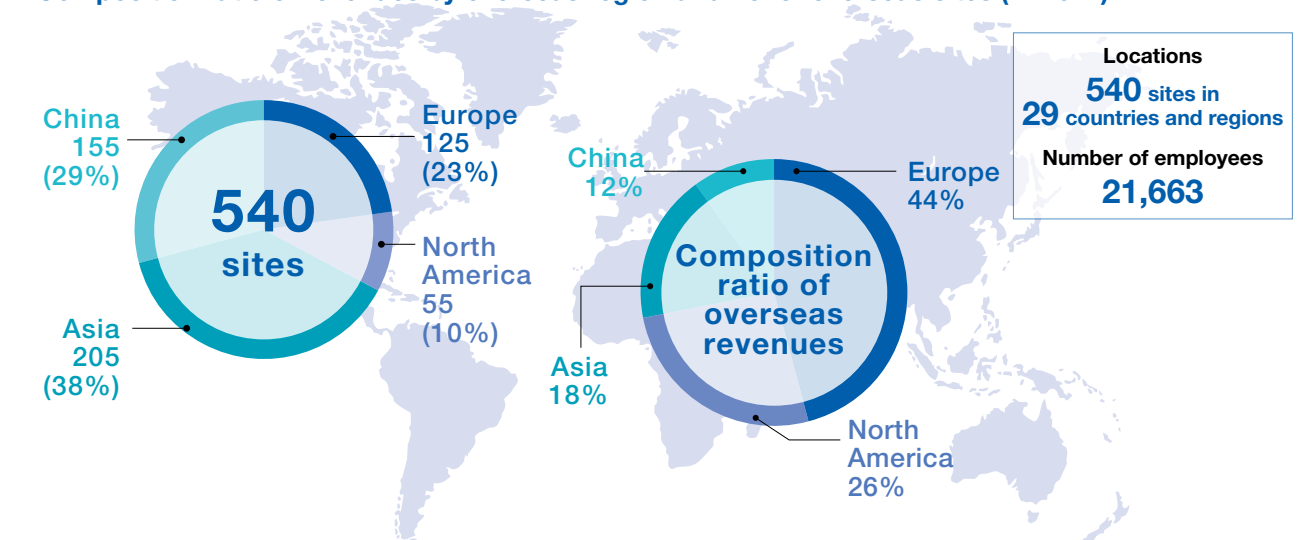
* Calculated by the Company using data in "Monthly Magazine LOGI-BIZ"

LOGISTEED ranked number one in domestic 3PL sales in FY2023



* Calculated by top 65 customers data of the LOGISTEED Group, including overseas operations

Composition ratio of revenues by overseas region and no. of overseas sites (FY2024)



Our Business

Freight Forwarding
Business

Harnessing our global network and deep expertise, we deliver customized transportation solutions by seamlessly integrating air, sea, truck, rail, and complementary services to meet our customers' diverse needs.

Service description and value proposition

● 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.



Air freight / Ocean freight

● 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

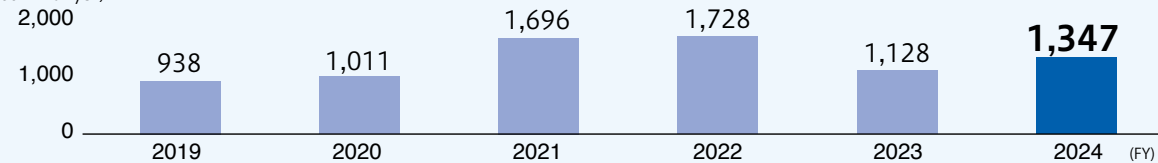
We provide efficient and environmentally friendly intermodal transport solutions by combining different modes such as air, sea, truck, and rail. By integrating services like Sea-Air, and Rail, we help optimize the balance between speed and cost, delivering flexible and sustainable logistics tailored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



Intermodal transportation

Revenues

(100 million yen)



Topics for FY2024

● Advancing "One LOGISTEED" through Organizational Enhancement

In FY2024, we established the Freight Forwarding Headquarters to strengthen global sales collaboration across customer segments and business domains. In FY2025, we further enhanced our structure by launching a dedicated sales department, enabling us to respond to diverse customer needs with greater speed and agility.

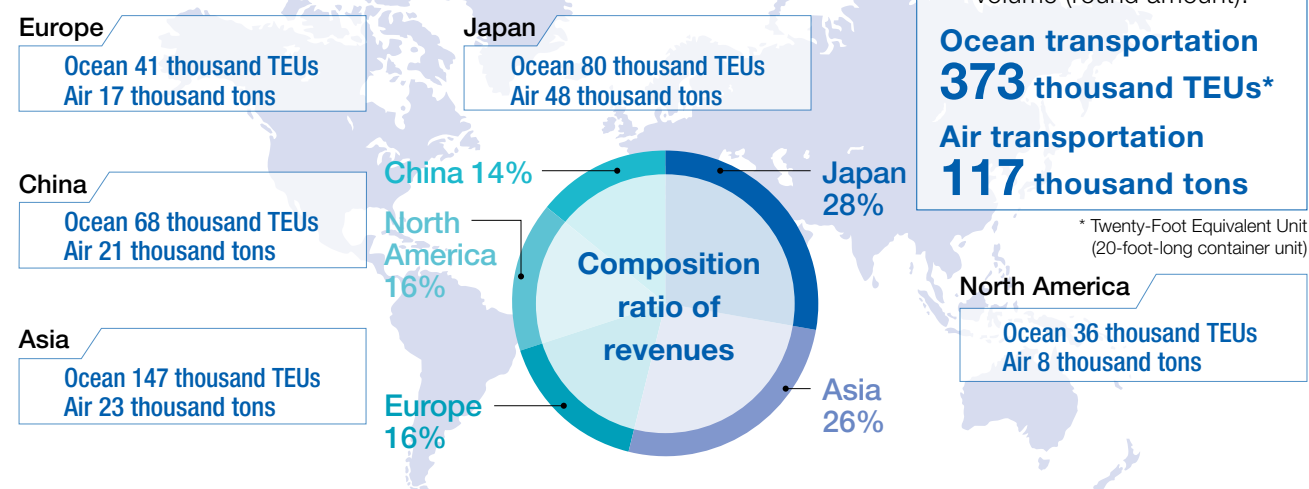
● Launch of the Freight Forwarding Committee (FFC)

We formed the Freight Forwarding Committee (FFC), comprising key domestic and international forwarding entities. The committee has held multiple discussions to explore new customer opportunities, develop additional trade lanes, and build a centralized procurement framework.

● Appointment of Foreign Operating Officer

In November 2024, Akhil Nair was appointed as Operating Officer (International Head of Freight Forwarding) to lead the continued growth of our forwarding business.

Composition ratio of revenues by region and freight forwarding volume (FY2024)

Heavy Machinery and
Plant Logistics Business

We provide one-stop logistics services covering from shipping to transportation and installation of heavy products, including power plant, industrial machinery, railway cars, and precision equipment and medical equipment requiring careful handling in domestic and overseas.

Service description and value proposition

● Power plant 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 customers' 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 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.



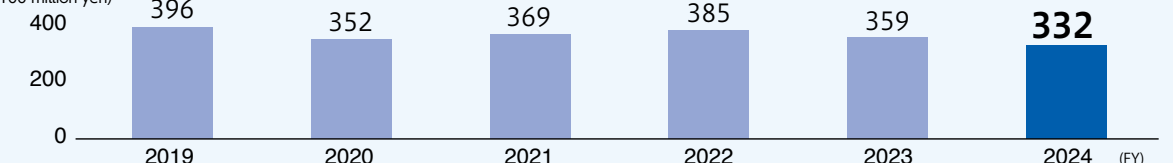
Transportation of railway cars to Taiwan



Installation of dry distillation gasification combustion plant systems

Revenues

(100 million yen)



Topics for FY2024

- Undertook one-stop transportation and installation of equipment for the new semiconductor factories across all regions of Japan (including temporary storage, local transportation, and installation of equipment and semiconductor manufacturing devices)
- Undertook the on-site transportation,

delivery, and installation of industrial waste treatment plant equipment, including pre-assembly at the factory

- Undertook transportation and installation of automated material handling systems for large-scale logistics centers
- Undertook sea transportation and multi-modal transportation of power

generation and substation equipment in Japan and overseas (North America, Middle East, Europe, etc.) [ongoing]

- Transported railway cars to Asia and the Americas [ongoing]
- Promoted initiatives in specialized transportation for offshore wind and infrastructure-related equipment

Composition ratio of revenues (FY2024)

