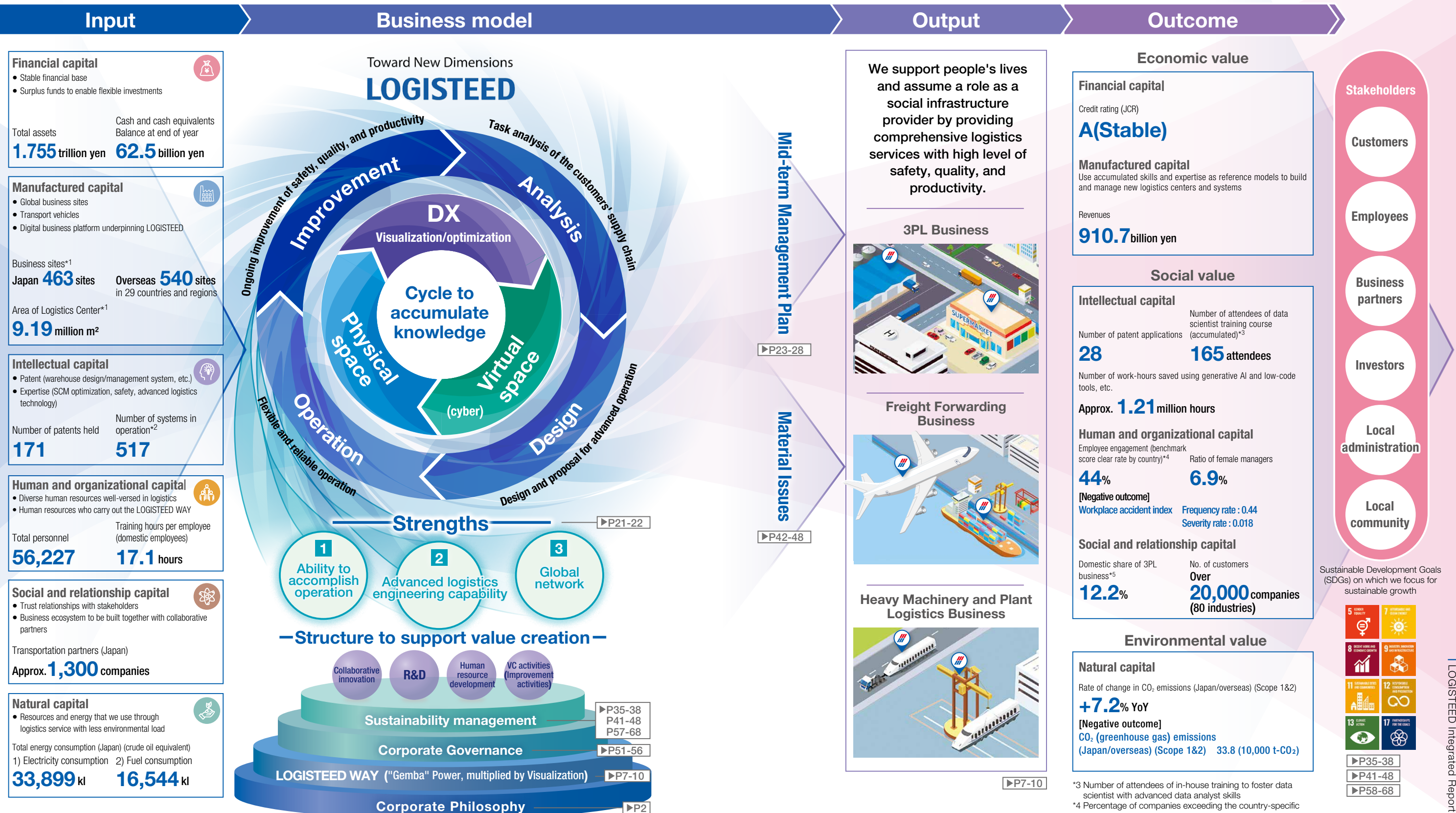


# Value Creation Process of the LOGISTEED Group

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.

Using our strengths of Ability to accomplish operation, Advanced logistics engineering capability, and Global network as key drivers, we strive to reinforce our value chain to sustainably create economic, social, and environmental values to our stakeholders. We will contribute to SDGs through sustainable increase of corporate value.



\* The figures are as of March 31, 2025

\*1 Number of business sites and area of logistics centers exclude those of AIT Group and HTB-BCD Travel Group. \*2 Self-developed systems

\*3 Number of attendees of in-house training to foster data scientist with advanced data analyst skills

\*4 Percentage of companies exceeding the country-specific benchmark scores outlined by Willis Towers Watson of those conducting engagement surveys

\*5 Calculated by LOGISTEED using data in "Monthly Magazine LOGI-BIZ"

# 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.

**Revenues**  
FY2024 compared to FY2014 **34%** increase in 10 years

**Adjusted Operating margin**  
FY2024 compared to FY2014 **1.9** point improvement over 10 years

**1st place**  
in domestic 3PL sales in FY2023

**1st place**  
in shipper satisfaction surveys  
(3PL/warehousing/freight forwarding)

Source: Monthly Magazine LOGI-BIZ June and September 2024 issues

## 1 Ability to Accomplish Operation

**Diverse human resources well-versed in logistics**

**Transportation assets to support society and people's lives**

**Digital business platform underpinning LOGISTEED**

Total personnel **56,227**

No. of vehicles **23,369**  
(including leased vehicles)

No. of self-developed systems in operation **517**

(The figures are as of March 31, 2025)

## 2 Advanced Logistics Engineering Capability

**Human resources specialized in logistics engineering, DX, IT**

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

**SSCV development and introduction**

Improve operational efficiency, Safety, Secure safety, Efficiency, Smart, Vehicle management, Legal compliance

No. of SSCV-Safety installed within the LOGISTEED Group **Approx. 2,400** units

**Implementation of automation facilities, such as AGV\*, AMR (▶P70), etc.**

No. of AGV/AMR facilities installed within the LOGISTEED Group **Approx. 530**

\*1 AGV: Automated Guided Vehicle

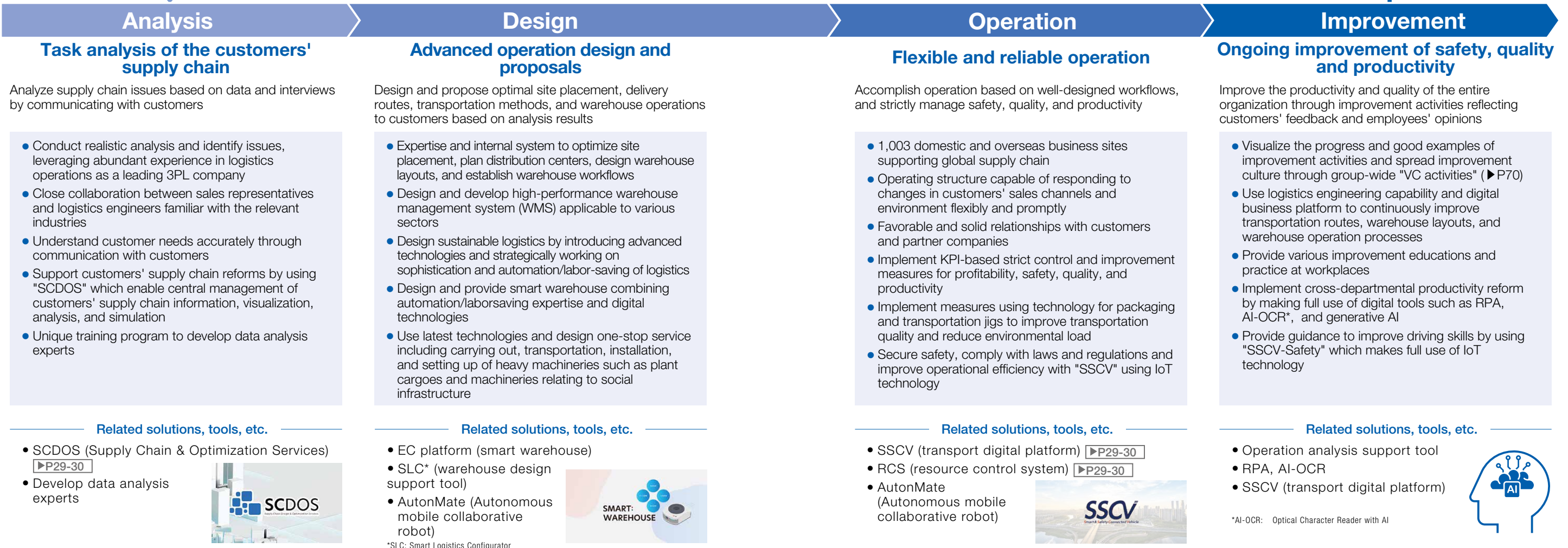
## 3 Global Network

**Business sites supporting global supply chain**

Locations **1,003** sites in **30** countries and regions

Logistics centers **Total 9.19** Mm<sup>2</sup>

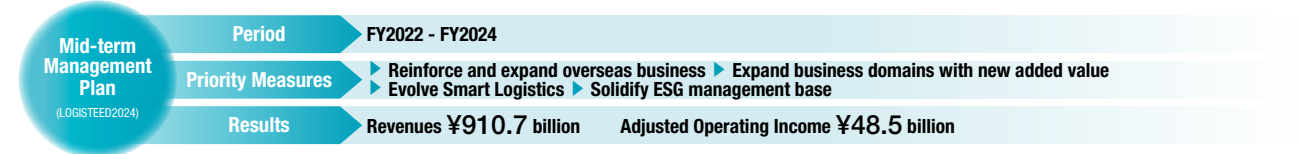
### Value chain



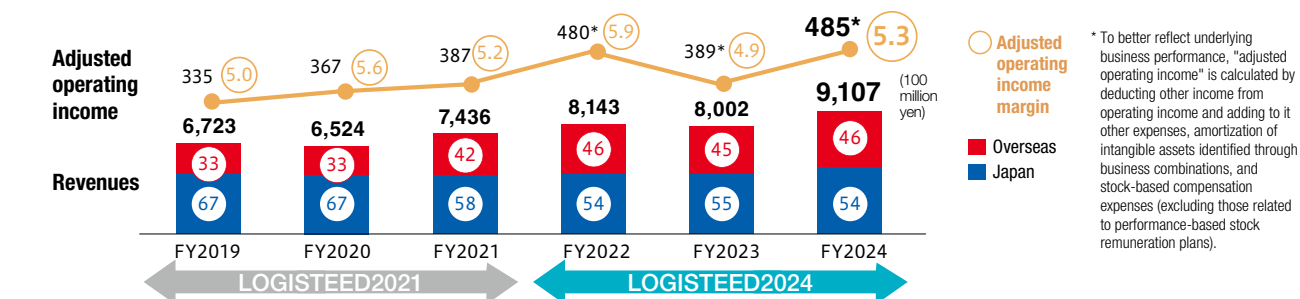


# Review of the Previous Mid-term Management Plan "LOGISTEED2024"

With an aim to become "The Most Preferred Global Supply Chain Solutions Provider," the LOGISTEED Group promotes the Mid-term Management Plan "LOGISTEED2024" and has strived to solve issues and create "values" through various "collaborative innovations." As a result, revenues grew by 22% over the past three years, with revenues and operating income reaching record highs in FY2024.

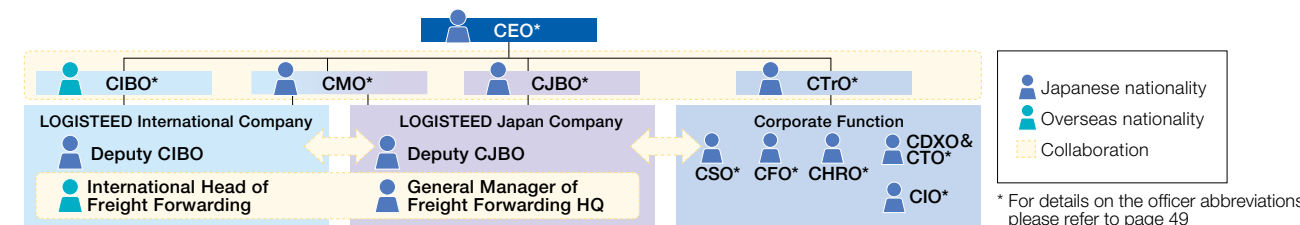


## Business performance trends



## Transition to the new structure

To facilitate seamless value delivery to customers across borders through close collaboration between our domestic and overseas business divisions, we have restructured our organization effective April 2024. This new structure consists of the LOGISTEED International Company, which has been driving the strengthening and expansion of our global business; the LOGISTEED Japan Company, which has been leading the sustainable growth of our domestic business; and the Corporate Function which has been building a robust foundation common to both domestic and global business. By ensuring close collaboration among the CxOs overseeing each organization, we aim to enhance group-wide coordination and leverage the strengths of individual companies to create further synergies on a global scale.



## Implementation status of priority measures

To realize the vision of "solidifying business and developing a global business" as outlined in "LOGISTEED2024," the LOGISTEED Group worked to enhance management agility in each region and foster synergies across the entire group globally by implementing the following initiatives.

## Execute Structural Reform

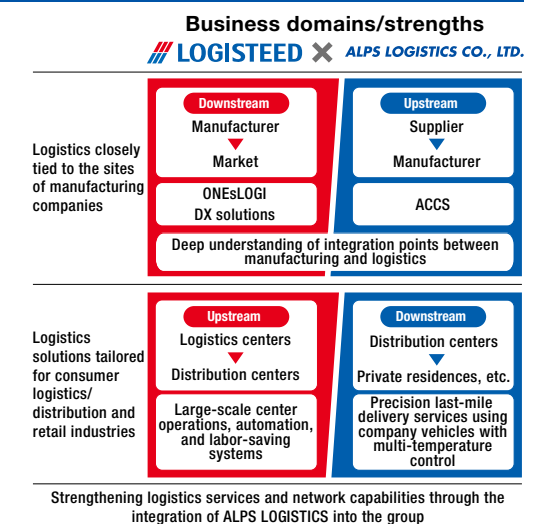
- Building of a management structure that paves the way to further domestic and overseas business expansion**
  - Enhancement in management agility through a structural reorganization into three segments, International, Japan, and Corporate (April 2024)
- Promotion of asset liquidation**
  - Enhancement in management agility and asset efficiency through the transfer of 34 domestic logistics centers (March 2024)
- Integration of domestic group companies**
  - Organizational optimization and strengthening of governance through the integration of group companies in the east Japan region (October 2023)
- Implementation of 100-day plans**
  - Establishment of project teams to address key challenges in achieving the Mid-term Management Plan, with initiatives being driven under the leadership of the CTrO (From April 2023)

## 1 Reinforce and Expand Overseas Business

- Reinforced and expanded overseas markets through proactive M&A and the creation of synergies**
  - Entry into the European low-temperature consolidated transportation business by incorporating Van den Bos & van Daalen Materieel into the LOGISTEED Group (August 2023)
  - Expansion of the global pharmaceutical business by incorporating Cyber Freight International Holding into the Group (November 2022)
- Captured growth markets through the expansion of high-functionality hubs**
  - Strengthening of cold chain logistics through the opening of a multi-temperature, multifunctional logistics center in the Bangkok metropolitan area (January 2025)
  - Promotion of plans to develop multi-purpose logistics centers in India's four major cities (Mumbai: February 2024, Chennai: October 2022)

## 2 Expand Business Domains with New Added Value

- Enhanced the added value in services across the entire supply chain (SC) by leveraging M&As**
  - Strengthening of electronic components logistics and procurement logistics by incorporating ALPS LOGISTICS into the LOGISTEED Group (October 2024)
- Address SC issues through DX-driven visualization, optimization, and advancement**
  - Launch of a warehouse operation 3D simulation service for warehouse operations aimed at enhancing operational efficiency and accuracy (March 2025)
  - Improvement of our value proposition by enhancing SCDOS functions
    - Implementation of the SCDOS coordination type inventory control support service to optimize inventory levels at logistics centers (July 2023)
    - Certification of conformity for the CO<sub>2</sub> emissions visualization solution by a third-party certification body (August 2022)



## 3 Evolve Smart Logistics

- Enhance warehouse business by promoting automation, laborsaving, DX, and standardization**
  - Deployment of our proprietary-developed autonomous mobile collaborative robot "AutonMate" at logistics centers (September 2024)
  - Installation of automated/labor-saving equipment resulting in labor-saving effects equivalent to 414 personnel (FY2024 results)



## Enhanced and expanded functions of hazardous substances warehouses and GDP-compliant warehouses

- Capture of the growing demand for hazardous materials transportation, including batteries, through the establishment of a new hazardous materials warehouse
  - Kameoka, Kyoto (January 2025), Sakura, Chiba (January 2024), Otsu, Shiga (January 2022)
- Measures addressing the need for advanced pharmaceutical logistics through the opening of the Kansai III Medical Distribution Center, equipped with GDP-compliant and hazardous materials warehouse facilities (December 2024)

## 4 Solidify ESG Management Base

- Implemented disaster prevention measures and risk management**
  - Operation of the Centralized Safety and Quality Control Center, which enables the visualization and centralized control of safety · quality · productivity · fire prevention · crime prevention (January 2023)
- Accelerate decarbonization activities**
  - Submission of a commitment letter concerning the acquisition of SBT certification (March 2025)

### Results achieved through LOGISTEED2024

- Strengthened the management foundation and enhanced corporate value as a global logistics provider by executing structural reforms
- Expanded and strengthened our overseas business and business domains through M&As
- Driving further profitability improvements through enhanced collaboration across the One LOGISTEED network
- Creating synergies through the disciplined execution of PMI, etc.

### Ongoing priority initiatives

# New Mid-term Management Plan "LOGISTEED2027"

Given the major changes in the external landscape since "LOGISTEED2024" and the important material issues to be tackled in the new Mid-term Management Plan, we have established "LOGISTEED2027," our medium-term management plan through FY2027. By promoting the One LOGISTEED initiative, we are driving higher-value solutions and enhancing the value we provide to customers, while further strengthening our business foundation ahead of our re-listing and LOGISTEED2030.

## Vision

Guided by its corporate philosophy, the LOGISTEED Group aims to become "The Most Preferred Global Supply Chain Solutions Provider" for all of our stakeholders, including customers, shareholders, 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." Under the new medium-term management plan "LOGISTEED2027," we will look to further strengthen and leverage our move to solidify business and develop global business established as a global logistics provider through "LOGISTEED2024." Further, we will continue to enhance our management and business foundations ahead of our re-listing and LOGISTEED2030.

## LOGISTEED2027 Strengthen business foundations ahead of re-listing and LOGISTEED2030

### Priority Measures

1. Achieve organic growth as the overwhelming No.1 in Japan's 3PL market
2. Achieve business expansion and enhance profitability through automation, labor-saving, and DX initiatives (utilizing AI)
3. Achieve robust overseas business foundation through a consistent global strategy
4. Establish a foundation for growth through PMI and inorganic initiatives
5. Achieve cash flow generation and capital efficiency on par with leading global logistics companies
6. Implement industry-leading ESG management initiatives
7. Develop an organization and structure to realize LOGISTEED2030

The LOGISTEED Group delivers high-quality services that will help make the world a better place for people and nature for generations to come.

The Most Preferred Global Supply Chain Solutions Provider

Corporate Vision

Corporate Philosophy

Mid-term Management Plan (LOGISTEED2024)

Mid-term Management Plan (LOGISTEED2027)

And go further LOGISTEED 2030  
Becoming a "Leading Global 3PL Company"

LOGISTEED2024

Solidify business and develop global business

### Priority Measures

1. Reinforce and expand overseas business
2. Expand business domains with new added value
3. Evolve Smart Logistics
4. Solidify ESG management base

LOGISTEED2030

Challenging global competition through collaborative innovation with partners to enhance capability

Realizing our "Future Vision" by way of solid partnerships

1. High value-added solutions to optimize the entire SCM
2. Improve customer convenience and efficiency through DX
3. Enhance overseas value chain with a consistent approach
4. Engage actively in projects to make advance investment
5. Promote strategic M&As
6. Solidify position as a platform provider
7. Solidify ESG management base

Revenues  
1.5 trillion yen

Overseas ratio  
50% or more

CO<sub>2</sub> emissions reduced by  
50%

## Environmental Outlook and Strategic Direction

In recognition of significant changes in the external environment, including geopolitical instability, risks of supply chain (SC) vulnerabilities, the tangible impact of climate change, and the rise of protectionism, we have outlined the strategic priorities we must pursue.

Changes in the external environment		Verification of material issues	Direction	
Geopolitical instability- Risk of SC vulnerabilities	Tangible effects of climate change		Build and evolve resilient, sustainable logistics services- Expand our global network	
Rise in protectionism	Labor shortages- increasingly aging population		Improve profitability and efficiency through automation, labor-saving, and DX initiatives	
Restructuring of the SC	Digital technology innovation		Diversify the customer base and accelerating international business growth	
Elevated and sustained inflation	Burgeoning costs- fluctuating interest rates		Maintain competitiveness by reducing and optimizing costs	
Measures toward a sustainable society	ESG investment		Reduce environmental load, secure human resources, and develop a welcoming workplace environment	

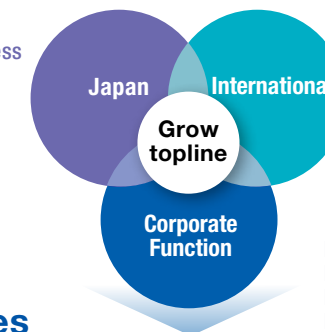
## Priority Measures

In pursuit of our vision, the Japan Company, International Company, and Corporate Function will proactively and collaboratively drive seven priority measures under three strategic pillars.

### Three pillars underlying the strategy toward achieving the Mid-term Management Plan

Group-wide cost structure reform and reinforcement of operational robustness

- Improve profitability
- Execute PMI and create synergies
- Drive sales and marketing initiatives through Company-wide collaboration
- Automation-labor-saving-DX
- Enhance transportation capability



Business expansion through group-wide collaboration focused on industry sectors, service lines, and regions

- Enhance freight forwarding (FWD)
- Leverage global networks
- Implement an integrated global FWD system
- Strengthen the management structure

Execution of structural reform

- Streamline corporate divisions
- Comprehensive cost management
- Asset-light
- Workforce mobility

## Seven priority measures

### 1 Achieve organic growth as the overwhelming No.1 in Japan's 3PL market

- Enhance client engagement and drive revenue growth through coordinated global efforts, and other initiatives

### 2 Achieve business expansion and enhance profitability through automation, labor-saving, and DX initiatives (utilizing AI)

- Provide customer decision-making support and elevate SC value with integrated SC DX solutions
- Transition to data-driven management by developing a data platform and standardizing supply chain-wide data and KPIs, among other initiative

### 3 Achieve robust overseas business foundation through a consistent global strategy

- Establish global networks in the FWD business
- Expand FWD and transport businesses while advancing integrated logistics capabilities, among other initiatives

### 4 Establish a foundation for growth through PMI and inorganic strategies

- Evaluate and execute M&A activities to drive growth in global networks and business areas, and to enhance ROIC
- Realize synergies through PMI by building post-M&A governance frameworks and formulating and implementing 100-day plans, among other measures

### 5 Achieve cash flow generation and capital efficiency on par with leading global logistics companies

- Generate cash flow through the establishment of a global standard management foundation and other measures

### 6 Implement industry-leading ESG management initiatives

- Build organizational and human resources strengths to succeed in Japan and expand internationally
- Further establish the LOGISTEED WAY and VC activities
- Revise decarbonization targets in line with international standards and execute sustainability initiatives, among other measures

### 7 Develop an organization and structure to realize LOGISTEED2030

- Build a proactive organizational framework, and other measures

Foundation for value creation toward achieving the corporate vision

Strengthening of the management base as a global logistics provider

### Priority Measures 1 Achieve organic growth as the overwhelming No.1 in Japan's 3PL market

Leveraging the know-how and data accumulated as Japan's leading 3PL provider, the LOGISTEED Group aims to achieve sustained organic growth by enhancing customer value and reinforcing a virtuous growth cycle, solidifying its position as the dominant player in Japan's market.

### Enhance client engagement and drive revenue growth through coordinated global efforts, and other initiatives

The LOGISTEED Group will enhance customer value by sharing insights and working collaboratively across regions and business domains, enabling timely, coordinated proposals to optimize and enhance our customers' supply chains. To enhance our enterprise-wide sales and marketing capabilities, we have initiated efforts to build cross-organizational engagement structures tailored to each customer and have begun organizing and sharing relevant information across the group. Going forward, we will leverage Company-wide data analysis to deepen our customer

engagement by offering tailored supply chain strategies and accompanying clients through implementation, reinforcing our status as Japan's preeminent 3PL company.



\*1 For details on the officer abbreviations, please refer to page 49

\*2 JBHQ: Japan Business Headquarters \*3 IBHQ: International Business Headquarters



New Mid-term Management Plan "LOGISTEED2027"

Priority Measures 2 Achieve business expansion and enhance profitability through automation, labor-saving, and DX initiatives (utilizing AI)

Leveraging our technological capabilities, underpinned by deep expertise and a wealth of data, one of our core strengths, we will integrate cutting-edge technologies such as generative AI to advance automation, labor saving, and DX to unlock new growth opportunities and enhance profitability.

● Provide customer decision-making support and elevate SC value with integrated SC DX solutions

Drawing on our deep SCM expertise and advanced data analytics, we aim to scale our SC consulting services globally, empowering customers in optimizing decisions and ensuring executional excellence. As part of our supply chain transformation, we will drive operational optimization through simulation-based planning and maximize the efficiency of automation and labor-saving systems powered by our proprietary-developed RCS solution. Through these initiatives, we will contribute to the higher value creation in customer supply chains, thereby driving business expansion and improving profitability.

● Transition to data-driven management by developing a data platform and standardizing supply chain-wide data and KPIs, among other initiative

We are laying the foundation for a global operations data infrastructure, which encompasses sales data, to accelerate the shift toward data-driven management anchored by unified KPIs. Operational standardization and efficiency enabled by system integration, combined with centralized, transparent data, will serve as key levers to reinforce our corporate governance.

Priority Measures 3 Achieve robust overseas business foundation through a consistent global strategy

Leveraging structural reforms and global system standardization, we are strengthening our network under the One LOGISTEED banner, while expanding customer value through seamless collaboration focusing on industries, services, and regions, which serves to solidify our overseas business foundation.

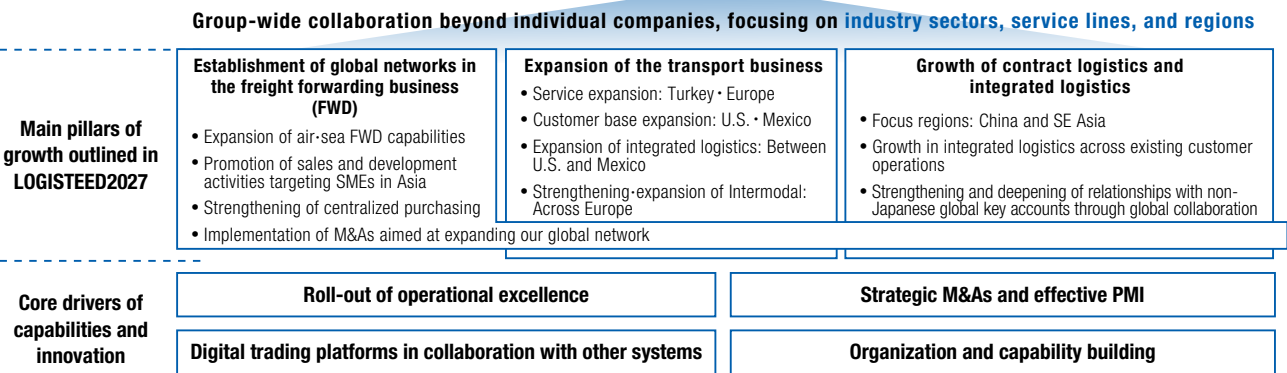
● Establish global networks in the freight forwarding business

We are enhancing our freight rate competitiveness through centralized procurement that consolidates cargo across the entire group, strengthening our bidding capabilities with a dedicated expert team, and promoting operational standardization and efficiency through the implementation of a unified forwarding system. Under the One LOGISTEED network, we are also advancing global network integration by fostering collaboration between departure and arrival locations, thereby improving service convenience for our customers.

● Expand the freight forwarding and transport businesses while advancing integrated logistics capabilities

We have established a group-wide International Leadership Team to share industry trends and customer insights. Theme-oriented subcommittees further drive targeted initiatives, fostering greater autonomy and proactive engagement within each country. We are reinforcing inter-group collaboration and knowledge transfer to not only scale our freight forwarding and transport operations, but also to deliver comprehensive logistics solutions that enhance our overall customer value proposition.

Developing a global SC network with strong ties to Japan



Priority Measures 4 Establish a foundation for growth through PMI and inorganic initiatives

We will ensure successful PMI and synergy realization through the implementation of 100-day plans for group companies acquired via M&A. Concurrently, we will evaluate and execute global M&A targeting key markets and sectors to expand our global network and business domains and improve ROIC.

● Evaluate and execute M&A activities to drive growth in global networks and business areas, and to enhance ROIC

We aim to expand our global network and business domains, improve ROIC, and drive sustainable corporate value enhancement by identifying and acquiring companies that possess competitive advantages in growth markets and complementary areas to our network.

● Realize synergies through PMI by building post-M&A governance frameworks and formulating and implementing 100-day plans, among other measures

Following an M&A, we promptly establish an appropriate governance framework and realize synergy creation and performance expansion by developing and executing concrete 100-day plans that encompasses all key domains.

Priority Measures 5 Achieve cash flow (CF) generation and capital efficiency on par with leading global logistics companies

Through the steady execution of performance improvement initiatives formulated across business, management, and finance divisions, we aim to achieve cash flow generation and capital efficiency commensurate with global logistics industry standards.

● Generate cash flow through the establishment of a global standard management foundation

We aim to realize cash flow generation and capital efficiency consistent with global logistics industry standards by improving margins through the strategic deployment of human resources worldwide and procurement optimization, delivering productivity improvements through DX, automation, and labor-saving by harnessing cutting-edge technologies such as AI, and efforts to minimize loss costs by eliminating accidents and incidents via system development and implementation.

Priority Measures 6 Implement industry-leading ESG management initiatives

We aim to reinforce the foundation for our re-listing and long-term vision under LOGISTEED2030 by bolstering our organizational structure and talent, driving human rights due diligence to reduce and prevent risks, promoting safety and quality improvements via AI-powered incident detection, and advancing our decarbonization activities.

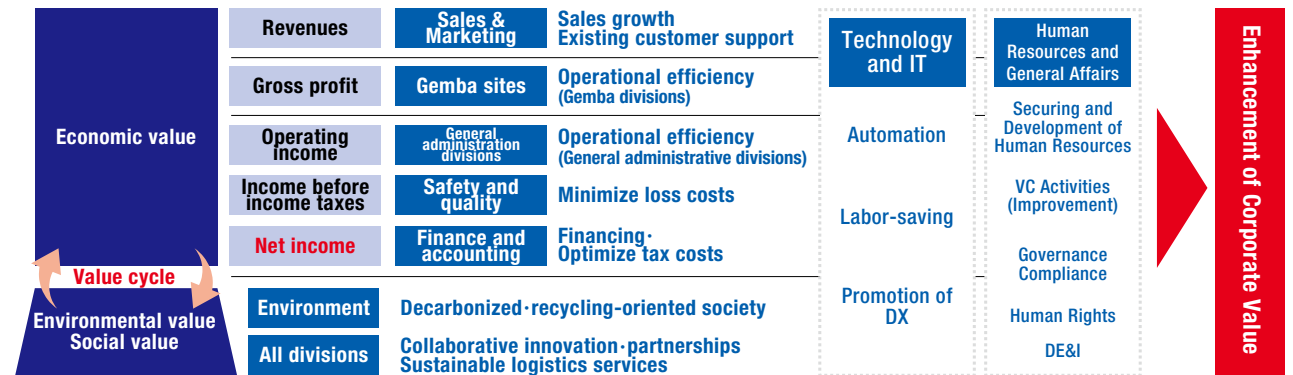
- Build organizational and human resources strengths to succeed in Japan and expand internationally
- Revise decarbonization targets in line with international standards and execute sustainability initiatives
- Further establish the LOGISTEED WAY and VC activities

Priority Measures 7 Develop an organization and structure to realize LOGISTEED2030

We will continue to drive organizational optimization by progressing the rationalization and business foundation enhancements building on the organizational and structural reforms initiated in the prior Mid-term Management Plan. This will enable us to establish the organizational framework necessary to achieve LOGISTEED2030 and enhance corporate value.

● Build a proactive organizational framework

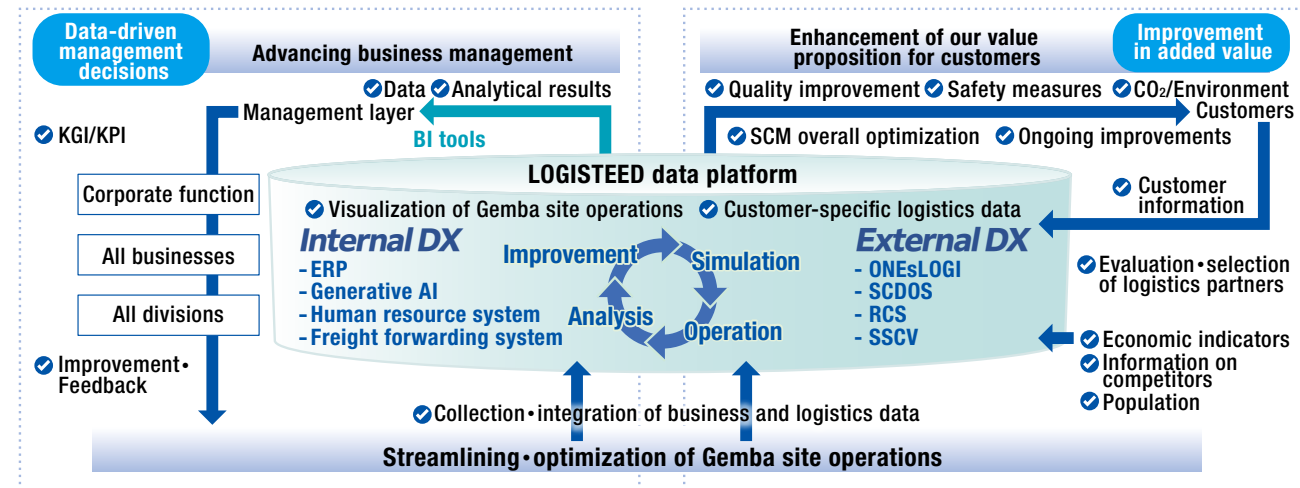
We will advance the integration and restructuring of overlapping functions group-wide focusing on regions and businesses, both domestically and overseas, to build an optimal organizational structure, in addition to promoting structural reforms to build the organizational foundation needed to achieve LOGISTEED2030. In addition, each department, from sales and Gemba sites, to management, will strive to contribute to increasing corporate value within their respective areas, promoting both top line and bottom line growth. The enhancement of corporate value includes not only value creation for our company but also the propagation of economic value to the nation and society, the continuous creation of environmental value through the promotion of decarbonization and the realization of a circular economy, and the improvement of social value by building sustainable logistics services. All employees recognize their expected roles and actively fulfill them, thereby continuously expanding economic, environmental, and social value, which contributes to the enhancement of corporate value.



# LOGISTEED Group's Approach to DX

## Overall Picture of DX Initiatives

As a market leader in the domestic 3PL market, the LOGISTEED Group has leveraged its extensive knowledge accumulated over the years to provide various services that contribute to solving social issues by visualizing, analyzing, and improving Gemba site operations through digital transformation (DX). In a rapidly changing and highly uncertain business environment, we are promoting the standardization of internal systems globally and implementing a management cockpit to enable swift, data-driven decision-making, thereby further strengthening our business foundation. While continuously advancing external DX to enhance the value we provide to our customers, we are advancing internal DX to establish data-driven management globally within the LOGISTEED Group, aiming to create further synergies as a group.

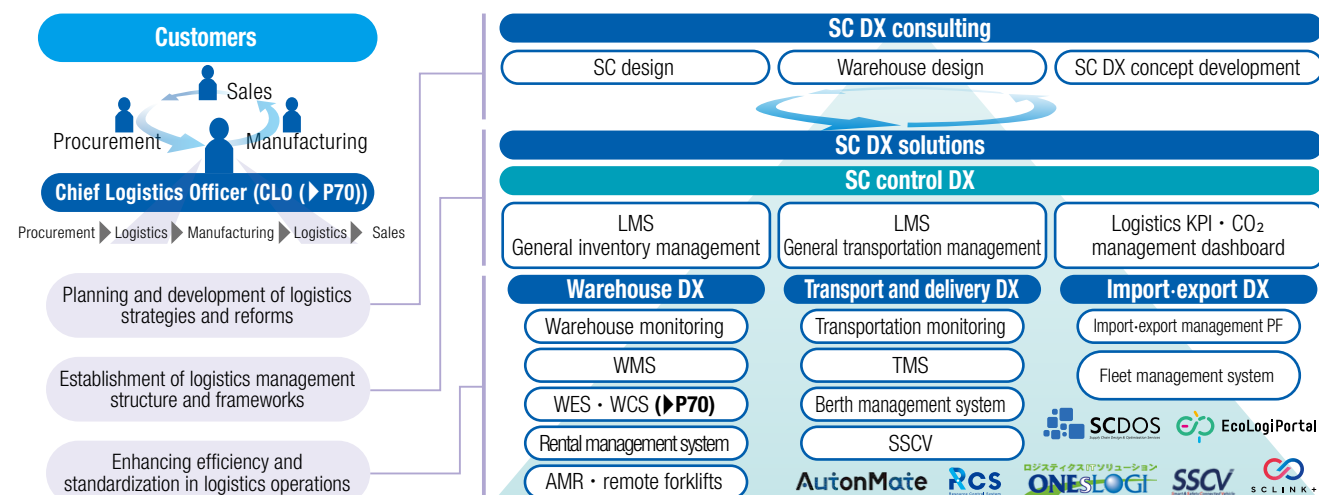


## DX Promotion Structure

Within the LOGISTEED Group, the CTO, who has overseen general technologies including digital, has led the development of both external and internal DX solutions. In parallel, the CIO, responsible for information systems, has overseen the advancement of internal DX and information security. Together, they have worked in close collaboration to promote DX and strengthen governance. Starting in FY2025, we established a Chief Digital Transformation Officer (CDXO) position to provide comprehensive oversight of DX initiatives and further accelerate the LOGISTEED Group's DX efforts.

## External DX - Solution Introduction -

In recent years, the importance of supply chain (SC) strategy has grown globally, and even in Japan, where, starting in FY2026, companies that meet specific criteria will be required to appoint a Chief Logistics Officer (CLO). Amid these developments, the LOGISTEED Group leverages its accumulated expertise and technological capabilities to deliver DX solutions that provide a robust array of comprehensive support to customers, from the formulation and execution of SC strategies and reform initiatives to ongoing improvements. This helps drive logistics efficiency and, ultimately, SC optimization and advancement.



## Optimization of supply chain and logistics: SCDOS



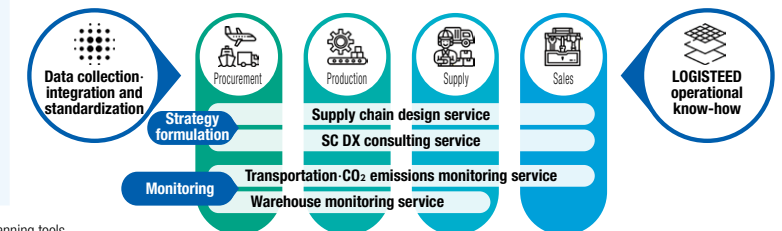
SCDOS supports the optimization and advancement of customers' supply chains by offering simulation-driven strategic planning that reflects business strategies and changes in the external environment, and comprehensive evaluation and analysis capabilities to assess outcomes after execution, contributing to the acceleration of supply chain transformation.

**SC costs**  
**10 to 20% down\*\***

### Recent Topics

- Projects implementing SC design and SC controls:  
Over **400** (of which, over 40 were overseas projects)
- A joint delivery scheme leveraging EcoLogiPortal (P70), a CO<sub>2</sub> visualization solution, was officially registered under the J-Credit Scheme (P70) (first scheme registered in Japan)

\*1 Average of SC network optimization simulation using SC design, one of the strategic planning tools



## Optimization of logistic center operations: RCS (WCS · WES)



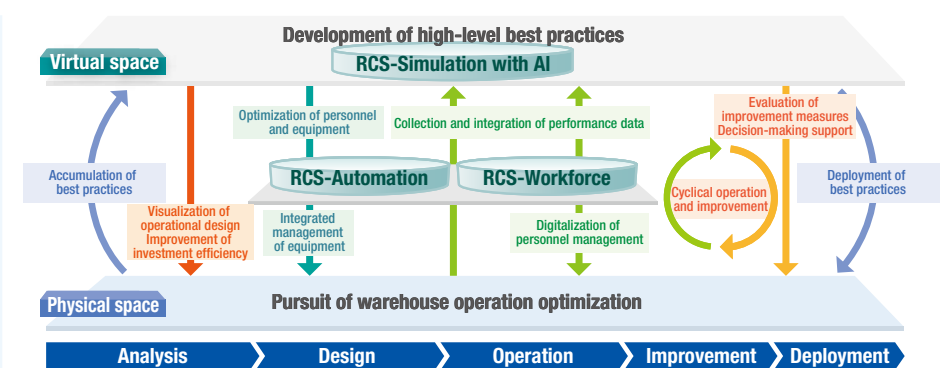
RCS consists of optimization solutions for equipment management (RCS-Automation) and workforce management (RCS-Workforce), alongside a solution that constructs a virtual space using acquired warehouse operational data to conduct resource optimization simulations (RCS-Simulation). By doing so, we aim to establish an improvement cycle that accumulates and utilizes best practices in the virtual space and deploys higher-level best practices in the physical space, leading to the constant overall optimization of warehouse operations.

**Human resources management administrative man-hours**  
**85% down\*\***

\*2 Effects of implementing RCS-Workforce

### Recent Topics

- No. of projects introduced  
Approx. **70**
- Continuously expanding and deploying RCS-Automation's functionality, including support for a broader range of equipment.
- Promoting the deployment of RCS-Workforce and integrating site-level insights to advance data-driven human resource management and foster continuous improvement across our operations.



## Enhancement of the sustainability of transport and delivery operations: SSCV



SSCV is a transportation digital platform comprising Smart (efficiency), Safety, and Vehicle (fleet management) modules, contributing to sustainable logistics by addressing transportation-related social and business challenges, enhancing transportation value, and fostering new business creation.

**Near misses**  
**98% down\*\***

\*3 SSCV-Safety implementation effects

### Recent Topics

- Ministry of Land, Infrastructure, Transport and Tourism "Devices contributing to the prevention of overwork driving in FY2024" certification
- Awarded the Minister of Land, Infrastructure, Transport and Tourism Commendation for Excellence in Transport Safety Management in FY2024.
- Awarded the Gold Prize at the Safety Driving Award 2024, sponsored by Nikkei Business.
- Awarded the Best Logistics Improvement Award at the All Japan Logistics Improvement Case Study Conference 2025 organized by the Japan Institute of Logistics Systems and the Japan Logistics Research Society.

### Message from the officer in charge

Leveraging our core strengths in both hardware and software technologies, the LOGISTEED Group has been at the forefront of developing and delivering diverse DX solutions that comprehensively address the entire value chain. Going forward, we will continue addressing societal demands and challenges through these DX solutions. In addition to optimizing and advancing customers' supply chains, we will drive the creation of high value in both consulting and solution services, thereby contributing to corporate value enhancement starting from the supply chain.

Executive Officer,  
CDXO and CTO  
General Manager,  
Logistics Solution  
Management  
Headquarters  
**Yutaka Haga**





## Employee Roundtable Discussion

The Evolving Future of the Global Supply Chain, Pioneered by DX and Human Resources

**Yusuke Tanaka,**  
Manager, Supply  
Chain Innovation  
Department

**Yasuhiro Hanzawa,**  
Deputy General Manager,  
Supply Chain Innovation  
Department

**Mio Matsui,**  
Supply Chain  
Innovation  
Department

**Ishraq Mohammad  
Fatin,**  
Supply Chain  
Innovation Department

**Yuma Suzuki,**  
Supply Chain  
Innovation  
Department

— Please tell us about your backgrounds and how you are working to achieve our Corporate Vision of becoming "The Most Preferred Global Supply Chain Solutions Provider."



**Hanzawa:** I joined the company in 2019 as a mid-career hire. Currently, I'm responsible for promoting SCDOS (Supply Chain Design & Optimization Services ▶ P30), which leverages data to optimize our customers' entire supply chain (SC). I'm working to establish a unique business model that sets us apart in pursuit of our Corporate Vision.



**Tanaka:** After joining the company in 2012, I worked for seven years on a team responsible for warehouse design and establishing new sites. Since 2019, my role has shifted to optimizing the entire SC network, which remains my current focus.

Our Corporate Vision reflects a strong commitment to three key principles: being global, taking responsibility for the SC beyond logistics, and working closely with customers to solve their challenges. I believe these principles also form the foundation for the development of SCDOS.

**Matsui:** I joined in 2022. After being assigned to the Supply Chain Innovation Department (SCI), I expressed a desire to get a variety of experience and so I've been involved in the development of EcoLogiPortal (▶ P70),

which provides visual images of CO<sub>2</sub> emissions. I've also worked in logistics consulting, data analysis and simulation in SC design, and more. In the logistics industry of the future, in addition to our actual operations, I think we will have to promote DX such as data analysis. So taking this perspective, I will be even more conscientious about realizing our Corporate Vision going forward.

**Suzuki:** I joined in 2022, the same as Ms. Matsui. I learned the importance of using data to advance DX during my new-employee training, which led me to request an assignment to my current department, where I am working on EcoLogiPortal's development overseas. The LOGISTEED Group has data on transportation and other activities from our actual business, and one of our advantages is the low cost of data collection. I'd like to see us leverage this strength to promote DX globally.

**Ishraq:** I joined in 2024. I came to Japan from Bangladesh to study and became interested in this industry by doing international logistics research in a university strategic marketing seminar and an internship at a logistics company. During my post-hiring training, I became interested in logistics optimization and requested to be assigned to SCI. Currently, I am learning about global development know-how, new ideas, consulting, and more to make the most of my experience as an international student in Japan.

— Give us some background and overview of the development of SCDOS including EcoLogiPortal. And tell us how receptive society has been to it.

**Hanzawa:** An SC is made up of stakeholders not only from the logistics domain, but from many departments,

including production, procurement, sales, and quality. Unfortunately, coordination among these departments is not always easy. For example, production builds up inventory from the perspective of reducing production costs, resulting in losses. Salespeople hold inventory for the sake of their sales relationships, and this impairs the cash conversion cycle. These things have an impact on management. Moreover the inventory turnover ratio and life cycle cost, which are logistics KPIs, are directly related to financial indicators. The more effectively the logistics department functions, the stronger the SC, and by extension, the stronger the management. With all that in mind, the concept of SCDOS was launched with the belief that data-driven solutions would definitely be an advantage for our clients' SCs. In addition, visualizing CO<sub>2</sub> emissions in the SC is also essential for a logistics company to provide customers with added value, not only economic, but also environmental and social value. EcoLogiPortal was built on the hypothesis that it would be possible to provide services quickly by incorporating CO<sub>2</sub> calculation logic into the SCDOS infrastructure and utilizing data necessary for CO<sub>2</sub> calculation, as obtained from actual business operations. At first, we provided services to customers on a trial basis. Customers were enthusiastic about our services, so we started offering them as a formal product.

Speed has been the most important factor in our subsequent service rollout. By creating a foundation for visualization that anyone can easily handle by simply combining elements, we are increasing the speed of human resources development by enabling people to play an active role from their first year with the company. We also provide the necessary solutions for our customers, by first quickly grasping the big picture with comprehensive data.



**Suzuki:** For the LOGISTEED Group to contribute to the evolution of global SCs, we must achieve a high level of commitment to environmental issues and fulfill our social responsibility. EcoLogiPortal plays a part in this. It can use

customers' existing data to calculate and visualize CO<sub>2</sub> emissions quickly. The EcoLogiPortal data platform can also be used outside Japan, and we believe that promoting its development overseas is essential for us to take the lead in the logistics industry.

**Hanzawa:** EcoLogiPortal has received high honors, including a Special Award at the 24th Logistics Environment Awards. Besides that, in April 2025, our CO<sub>2</sub> reduction project using joint delivery was the first in Japan to be registered under the J-Credit Scheme. That's an example of how we are working to create new added value.

In particular, the fact that we were able to use joint delivery to register with the program has given us a significant advantage in the industry.

—SCDOS and EcoLogiPortal also contributed to our business performance and our progress on the previous Mid-term Management Plan. Tell us about past and current efforts with both of those services.



**Matsui:** Using these services, we visualize entire SCs and, based on the results, provide consulting that proposes ways to optimize and advance SCs. And using the expertise we have gained through our relationships with more than 20,000 business

customers has led to actual 3PL operations, turning our proposals into real business. For example, one customer wanted to consolidate their European locations. We used SCDOS to propose the optimal location. In some cases, after a series of talks with customers, we proposed the optimal warehouse location, then the customer built the warehouse and we began operating it. In each of these projects, I could really see how we build up trust doing something small, that is, data analysis, but this leads to larger projects like 3PL.



**Ishraq:** I believe that knowledge and language will be two important factors for the global expansion of SCDOS. I can contribute to the language part, especially in English, but my knowledge is still limited. So, I am working with Mr. Tanaka on

several consulting projects and am working closely with Ms. Matsui and Mr. Suzuki to learn and experience how they work. Although I've still only worked on a few projects, I hear positive feedback like "I really like it" from our customers when we propose new ideas to them. In future, I hope to offer high added value to our customers in Europe, North America, Africa, South Asia, and elsewhere.

**Suzuki:** We implemented EcoLogiPortal at a LOGISTEED Group company in Turkey to offer a menu of services to visualize how much CO<sub>2</sub> emissions could be reduced by switching from truck transportation to intermodal transportation (▶ P9). There is particular interest in lowering CO<sub>2</sub> in Europe, so EcoLogiPortal has been well received by our customers there. It conforms to the GLEC\* framework that has become the de facto European standard. In Singapore, we used the functions of SCDOS to create a dashboard that not only visualizes inventory but also incorporates depreciation information and other data directly related to the company's profitability. Customers have given this high praise too, and it has helped to strengthen relationships.

\* Abbreviation for Global Logistics Emissions Council. International industry guidelines for calculating and reporting greenhouse gas emissions from the logistics domain



## Employee Roundtable Discussion

The Evolving Future of the Global Supply Chain, Pioneered by DX and Human Resources



— Were you already aiming to expand overseas from the development stage? Talk about your efforts to expand overseas.

**Tanaka:** It's not that we were aiming for overseas markets from the start. Rather, we were trying to build strength domestically and then gradually expand overseas. The phase we are in right now is setting up a foundation for overseas expansion. My interest in SC network optimization was sparked when I attended an online lecture offered by the Massachusetts Institute of Technology (MIT). There, I learned about trends and methods that have become global standards in the SCM domain. We have been using these to optimize SCs and provide consulting services, starting first in Japan and building up a solid track record. Later, taking advantage of opportunities to make bottom-up proposals to management, I created a path to study for a Master's degree in SCM at MIT. All along, it was my goal to further develop these initiatives and expand them overseas. Since I completed the program, I've put my energy into activities with an overseas focus. In FY2024, we began full-scale global expansion of SCDOS by utilizing strategic investments to support initiatives that will contribute to our medium- to long-term growth. We've established the foundation for global expansion by visiting customers, subsidiaries, and partners in the U.S., Singapore, Germany, and other places.

**Matsui:** We held a seminar in Singapore with the aim of expanding business in the region. About 30 customers attended, and when we explained SCDOS there, many of them asked questions and showed great interest. Since some people were not aware of our service SC Design, I realized that face-to-face channels like this are important if we are to communicate information well.

**Tanaka:** We hope to increase the overseas sales ratio through group-wide efforts to develop these solutions. We are establishing a flow from consulting and proposals to execution by forming project teams that include SCI as well as sales, Gemba sites, and warehouse design departments. This flow enhances customer convenience.

**Hanzawa:** Warehouse engineering and operational design are LOGISTEED Group strengths. As such, our customers are pleased by our ability to select the appropriate material handling equipment and propose optimal designs. Our advantage is that we can offer comprehensive optimization

proposals centered on these DX solutions, and we would like to expand these efforts.

— Some customers may see DX as a difficult hurdle to overcome. How do you support them?

**Matsui:** We're developing a workshop called LOGISTEED LAB, or LOGILAB, which aims to elicit from customers themselves what they want to change and for what purpose. First, we get customers to tell us the challenges they are currently facing so that everyone concerned has a shared awareness. Ultimately, we figure out specific solutions and decide which ones take priority. LOGILAB has been well received by participants. They say it has led to a sense of ownership and common awareness that transcends departmental boundaries, as well as improved camaraderie and mutual understanding.

**Ishraq:** SCM is becoming increasingly important globally. For example, the revised Act on Advancement of Integration and Streamlining of Distribution Business makes it mandatory to appoint a CLO (Chief Logistics Officer) in Japan. As another example, global enterprises are appointing CEOs with SCM leadership experience. And it's becoming more necessary to implement DX to enable data-driven SCM. We have stayed ahead of the curve by offering CLO consulting services to support top SCM management at our clients. We recently conducted surveys in three regions, North America, Europe, and Asia-Pacific, to determine the status of CLOs in each region. Since there are differences in the functions of CLOs in each market, we want to offer proposals that focus on these and offer high value to our clients.

— How is the LOGISTEED Group developing DX human resources?

**Tanaka:** As a solutions provider, it's critical that we can propose and execute ideas, and that makes human resources our greatest asset. So we offer a variety of training opportunities for our people.

The MIT online course I completed currently has three graduates, including myself, and one person who is currently enrolled.

We have also continued our Logistics Data Scientist Training Program since 2016. It is unique in that it is a data science program focused on technology that can be used in logistics.

Participants come not only from technology departments, but from IT, sales, Gemba sites, and corporate divisions as well. Also, we have been participating in a competition called the Global Professional Challenge since 2020. Here, teams representing renowned companies from around the world compete in an online simulation game that concerns SCs. When I participated in 2020, we placed fifth in the world, the highest finish for a Japanese company at that time. Last year, though, we came in first out of more than 1,200 companies. The training in the Netherlands that we got as a supplementary prize after the competition was also very meaningful.

**Hanzawa:** The fact that Mr. Ishraq, who is part of this discussion today, has joined the company is symbolic of the diversity of our human resources. From now on, it will not be enough to recruit only new Japanese graduates. We would like to develop more and more programs that take account of people's diverse backgrounds and help them grow through a variety of experiences.

**Ishraq:** The company has an overseas training program, but I also hold my own weekly English conversation study sessions with my seniors. I started with Ms. Matsui and the circle is gradually expanding. I am doing my best as an instructor taking one small step toward future global expansion.

**Tanaka:** We believe that teaching is also a powerful way to learn. In that spirit, the Logistics Data Scientist Training Program is taught by its own graduates, fostering a system in which our internal human resources continuously enhances one another's skills.

— What issues and aspirations do you each have for the future?

**Tanaka:** Global expansion is essential. When I made site visits overseas last year, I was reminded that there are strong LOGISTEED Group companies in each region, and some companies have units that are working on DX solutions. For these units to be able to provide SCDOS services, I believe that the shortest route to doing so is to first conduct a joint project led by SCI. We have already begun doing so based on several specific projects. On the technology side, we must have global standards, but logistics is highly regional and has its own requirements. If we don't take this into account, we cannot develop realistic designs. So what we hope to achieve is "glocalization."

### Message from the officer in charge

The LOGISTEED Group is implementing a virtuous cycle of increasing economic value by providing solutions with high social and environmental value, leading to even higher added value. SCDOS is a prime example of this, so we are speeding up its development in cooperation with sales departments and overseas subsidiaries. To address our clients' issues, we must develop human resources with a high level of expertise and the ability to get things done, so we have created an environment in which young people can grow through practice and learning. We aim to provide high value to more customers and be "The Most Preferred Global Supply Chain Solutions Provider."

In other words, units in different countries can use global-standard technology but still conduct their projects.

**Matsui:** I have not only been developing SCDOS solutions, but have also participated in sales activities, logistics consulting, and the Logistics Data Scientist Training Program. I hope to make extensive use of these experiences. In the future, it will be essential to communicate closely not only within Japan, but also with people overseas. With that in mind, I aspire to become a globally capable professional who can actively address emerging needs and SC challenges.

**Suzuki:** SCDOS and EcoLogiPortal are new services, so we have to build a track record. Last year, a group was established within the department to collaborate with sales departments of the entire LOGISTEED Group. We will hold more and more briefings for internal sales departments to ensure that the entire LOGISTEED Group understands these services. In addition to studying the latest information such as GLEC and other guidelines and reflecting them in our solutions, as a young employee, I am given a lot of time to talk directly with each customer. I hope to use this to deepen my relationships with customers and personnel at local subsidiaries, thus enriching my network within and beyond the LOGISTEED Group and contributing to the growth of our services.

**Ishraq:** I got my assignment in October last year, so half a year has passed. I was apprehensive at first, but I realize that the company offers many opportunities to learn while working on projects. Through on-the-job training and other trainings, I hope to acquire skills that will allow me to soon take on global projects in SC design and logistics consulting and contribute to our global expansion.

**Hanzawa:** I tell young people that it's OK to fail again and again. The quicker you fail, the quicker you can start over. This cycle gives you experience and you grow faster.

I believe that stakeholder engagement will become even more important in the future. And I think the LOGISTEED Group needs to be a connecting point for many stakeholders with the "power of data" and the "power of human resources" as we seek to achieve sustainable logistics. To this end, we will have our talented young people quickly gain experience and enable our organization to speak more realistically about SCDOS being at the center of our services.

**Takaharu  
Sakurada**

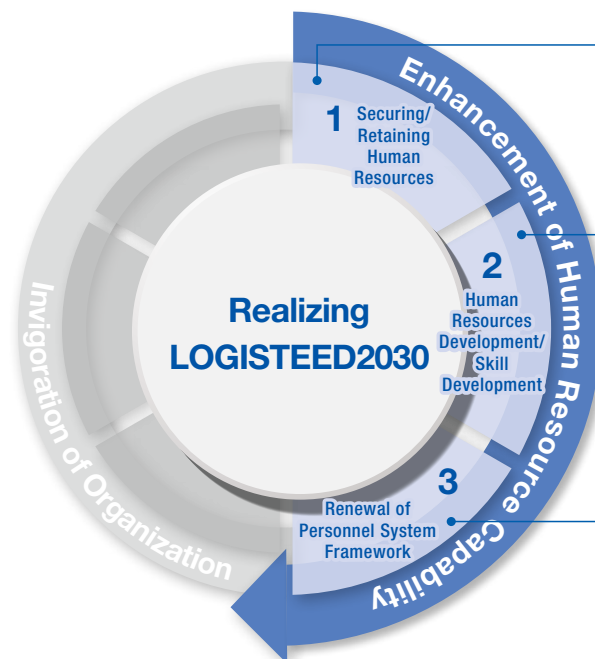
General Manager,  
DX Solution  
Development  
Headquarters





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

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.

Ratio of graduate hires with an overseas nationality  
(FY2024)

Scope: LOGISTEED

14%

### 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.

Training hours per employee  
(FY2024)

Scope: LOGISTEED, domestic group companies

17.1hours

## 3.Renewal of Personnel System Framework

### Introduce job-based personnel system

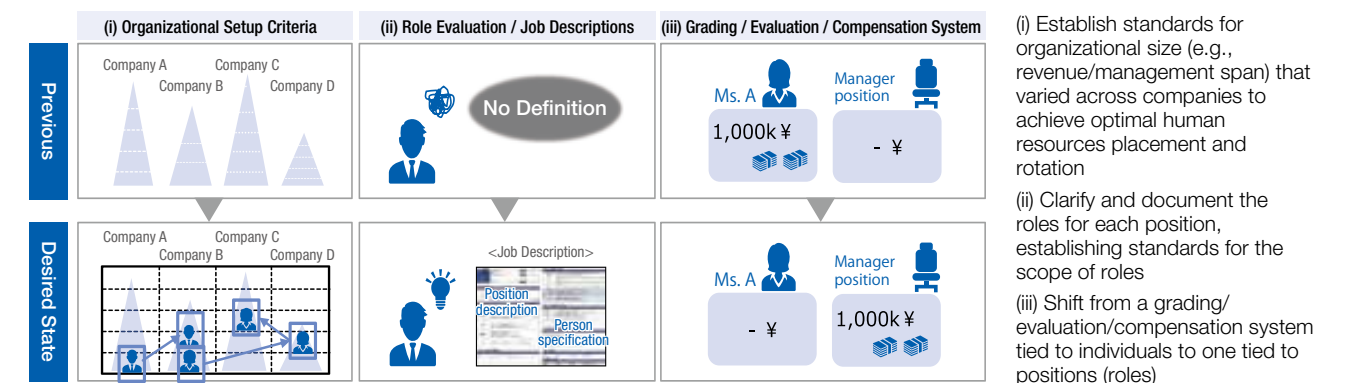
We have established clear job descriptions that define the roles and required skills for each position. Shifting from a seniority-based approach, we are promoting the adoption

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

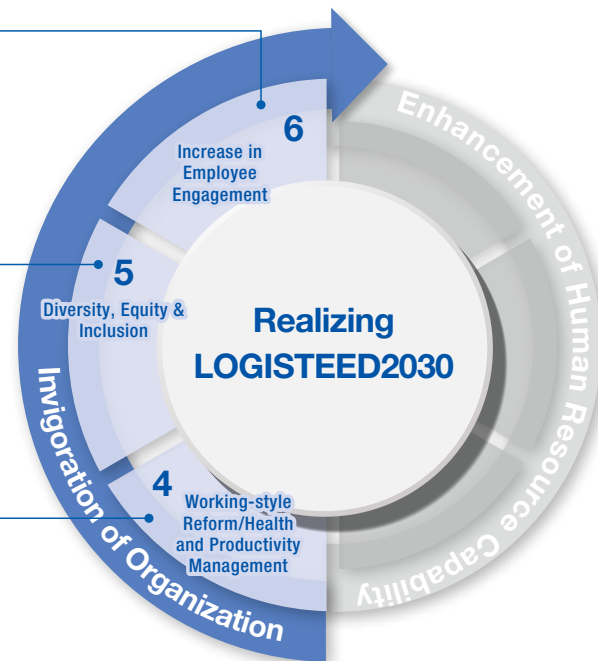
In pursuit of realizing our "LOGISTEED2030," the LOGISTEED Group is actively engaging in M&A activities both in Japan and overseas. As such, the importance of each and every employee aligning toward a shared direction and working together as one cohesive team has become even more critical. Based on the 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.

Average overtime hours  
**28.6**  
hours/month  
Scope: LOGISTEED

Rate of paid leave taken  
**68.3%**  
Scope: LOGISTEED, domestic group companies

### ● 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.

Ratio of female managers  
Scope: LOGISTEED  
**6.9%**

### ● 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.

Rate of childcare leave taken by male employees  
Scope: LOGISTEED  
**37.8%**

### ● 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.

Employee engagement surveys (FY2024)  
Scope: LOGISTEED, domestic group companies, overseas group companies  
**74\***

\* 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





# Initiatives for Intellectual Capital

-Governance of intellectual property and intangible assets to maximize corporate value-

## Steps toward sustainable value creation by utilizing intellectual capital as management resources

### Basic Principle and Response policy

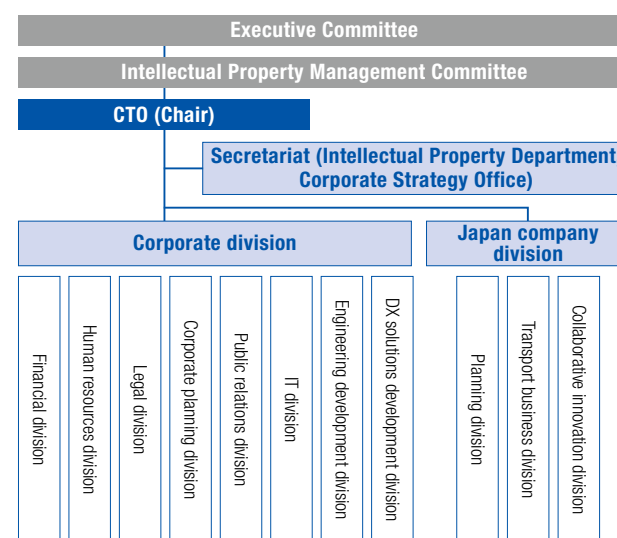
The LOGISTEED Group recognizes that logistics is an important form of infrastructure in society. In order to fulfill its role as a platform underpinning socio-economic activities, the LOGISTEED Group actively takes on the challenge of introducing groundbreaking technologies to address various issues and promote innovation. In this context, the LOGISTEED Group considers intellectual property to be a source of business competitiveness, and aims to achieve sustainable growth and maintain competitiveness through the acquisition, protection, and management of intellectual property rights. Based on this response policy, the LOGISTEED Group is working to improve data-driven decision-making and efficiency, overall business management, and internal control performance, while providing our customers with advanced, high-quality logistics services.

### Structure and Strategy for Promoting Intellectual Property Management

The LOGISTEED Group, recognizing intellectual property as a crucial management resource, has established the Intellectual Property Management Committee as the decision-making body for intellectual property strategy and management, and is actively involved in intellectual property initiatives.

In response to the development of new services and business models, we actively pursue the acquisition and protection of industrial property rights such as patents. In addition, we view the data and operational know-how accumulated through Gemba sites as critical intangible assets. By leveraging these assets effectively, we aim to further improve productivity and added value across our operations.

Regarding third-party intellectual property, in accordance with the LOGISTEED Group Code of Conduct, we provide employees with specialized training for each business as well as regular compliance training to ensure that they always act honestly and fairly, based on the proper handling and protection of intellectual property in accordance with laws, regulations, and contracts.



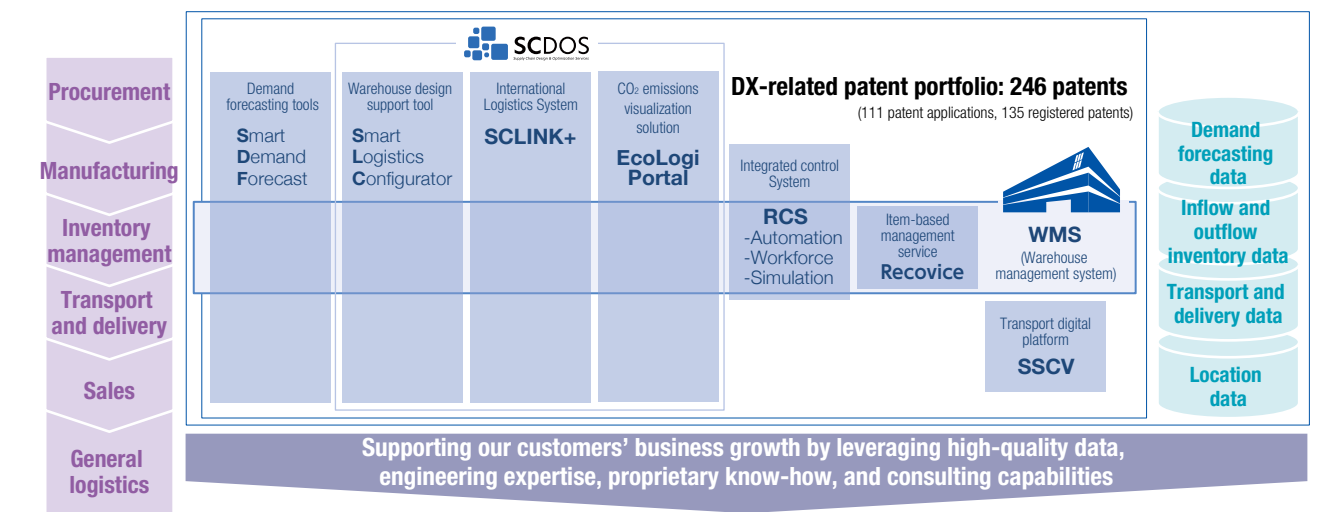
### Strengthening of intellectual capital/intellectual property rights strategy

Through many years of experience in the 3PL business, we have developed a strong foundation of proprietary and comprehensive capabilities. The high-quality data, experience, knowledge, and know-how, as well as the trusted relationships we have cultivated with our customers, represent key intellectual property and intangible assets of the LOGISTEED Group. We analyze data in alignment with customer business domains, operating environments, and medium- to long-term management plans. Through this, we provide solutions to their business challenges and contribute to the successful execution of their management goals. Our advanced data science capabilities are underpinned by proprietary expertise developed through years of experience as a pioneer in the 3PL industry. This domain is further expanding through the deepening of our DX efforts and reinforcement of our strategies surrounding intellectual capital and intellectual property rights. For technological achievements arising from the introduction of innovative technologies and development projects, we develop tailored intellectual property strategies for each business unit, either by safeguarding proprietary know-how through confidentiality measures or securing rights via patent applications. Operational improvements and developments are a continuous process that extends beyond initial trials, involving iterative optimization post-implementation. Although certain phases may not yield immediately quantifiable results, the LOGISTEED Group views every success, failure, and remedial action as valuable experience. Leveraging accumulated insights and data, we rigorously test them to inform decision-making, thereby driving superior productivity across our operations. The LOGISTEED Group's notable approach to patent filing and registration represents a critical process that makes technological achievements in our business visible. The number of patents acquired (registered patents) and those held serve as key quantitative indicators (KPIs) of our innovation outcomes.

	FY2022	FY2023	FY2024	FY2025 (Target)
No. of registered patents	24	30	29	30
No. of patents held	108	138	171	201
No. of inventors submitting patent application	34	23	29	30
No. of specialized training/compliance trainings sessions held	4	3	3	3

## Cycle of Adding Value to Intellectual Property and Intangible Assets

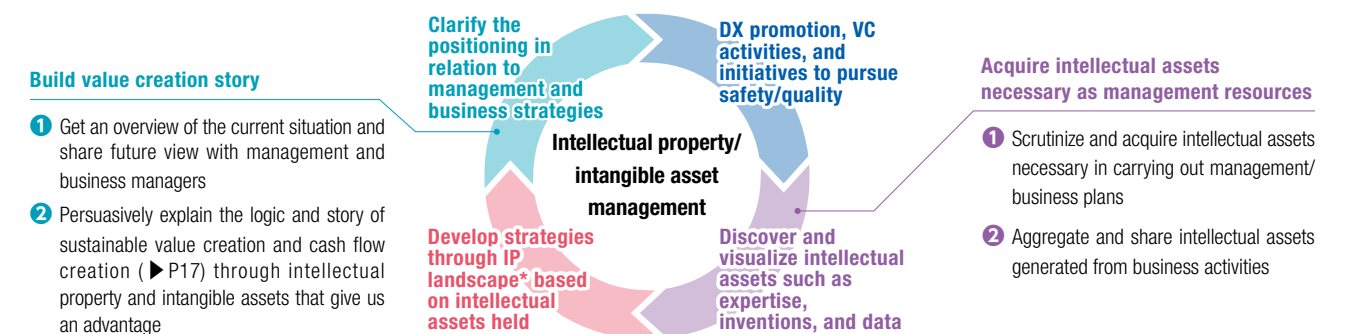
The LOGISTEED Group continues to develop high value-added services and expand its lineup by leveraging data generated through our WMS and our strengths in data science. Each of our DX services, as illustrated below, is supported by patent filings and registrations, positioning them as unique, one-of-a-kind offerings. In addition to comprehensive supply chain data covering everything from procurement to sales, we also utilize output data generated from each service. These data assets also represent important intangible assets, forming the foundation for enhancing the sophistication of our logistics consulting services.



## Achievements made through intellectual capital/intellectual property rights processes

The LOGISTEED Group's intellectual property strategy serves to differentiate us from competitors and make our strengths visible, while also aligning organizational efforts to strengthen our foundation and create shared value. In the process of strategy formulation, discussions and evaluations focus on solutions that maximize contributions to customers and society, as well as the value delivered. Through comprehensive, medium to long-term analysis and insights of our customers' business models and market environments, we facilitate alignment among stakeholders regarding hidden issues, operational bottlenecks, and emerging risks. Based on this, discussions are held to determine the types of patent portfolio our company needs to develop. The process of sharing customer and societal challenges fosters the growth mindset and spirit of challenge among next-generation logistics talent, supporting the cultivation of talent essential to driving our company's ongoing innovation. Additionally, formalizing innovations through precise documentation and articulation is indispensable for transforming know-how into explicit, shareable knowledge and patents application. This approach excels in transforming the tacit knowledge and expertise traditionally held solely by skilled artisans into explicit, shareable knowledge, thereby enhancing internal information exchange and driving productivity gains.

The LOGISTEED Group actively pursues the adoption of cutting-edge technologies and operational improvements beyond conventional practices. Through the development of bespoke software grounded in Gemba site perspectives and leveraging our expertise in digitalization, we enable enhanced visibility and holistic optimization of our customers' logistics. Further, we are committed to fostering growth together with our customers by providing advanced, value-enhancing services powered by data science.



\*IP landscape: (1) conduct analysis that incorporates intellectual property information into management/business information, and (2) share the current overview and future prospects with management and business managers, in developing management or business strategies