Point of Integrated Report 2023

Toward New Dimensions – Innovation for a Better Future

Recognition of Business Environment

We are facing various changes in business environment including labor shortages amid declining birthrate and aging population in Japan, realization of geopolitical risks, climate change, and intensifying competition beyond industry boundaries.

Direction

To address changes in business environment, we will maintain resilient global supply chain by solving issues through innovation with IoT/AI/robotics/DX and work to realize sustainable society and increase corporate value.

Material Issues to be Addressed to Increase **Corporate Value**

Objectives \rightarrow P30-36 Contribute to decarbonized/recycling-oriented society

• Build and evolve resilient, sustainable logistics services • Create new values through collaborative innovation (Supportive foundation for the objectives)

Mid-term Management Plan

LOGISTEED2024 → P23-28

Becoming a global supply chain strategic partner with DX, LT, and "Gemba" Power

Priority Measures

Reinforce and Expand Overseas Business

- Execute M&As in all areas: North America (transport), Europe (3PL and freight forwarding), India (transport)
- Expand investments and businesses in priority areas: India, Thailand, Indonesia, and Malaysia (auto parts, groceries, daily commodities, etc.) and China (automation, labor saving, etc.)

Expand Business Domains with New Added Value

- Solve supply chain issues, propose visualization and optimization through DX
- Expand new services in boundary domain between manufacturing and logistics, commence Value-added Services

Evolve Smart Logistics

- Achieve automation and labor-saving through linkage of systems and machines, improve working environment through DX
- Enhance and expand functions of threetemperature zone warehouses, hazardous substances warehouses, etc.
- Enhance the transport business and address the 2024 issue $(\rightarrow P75)$ as well as decarbonization through SSCV $(\rightarrow P76)$

- and quality control activities • Accelerate decarbonization activities
- Strengthen human resources for DX, LT, and



Taking on the Future

The possibility of logistics lies in its power to change the world for the better.

Together with our partners across the spectrum of industries, we are committed to bringing innovative solutions the world has yet to see. We will take on the difficult challenges our society now faces to create a future where new forms of business and livelihood can take shape.

> That is how LOGISTEED will revolutionize the concept of logistics itself - in ways no others can.

Solidify ESG Management Base

- Implement disaster prevention measures and risk management
- Implement sophisticated and consecutive safety
- Continue and expand VC activities (\rightarrow P76)
- global development