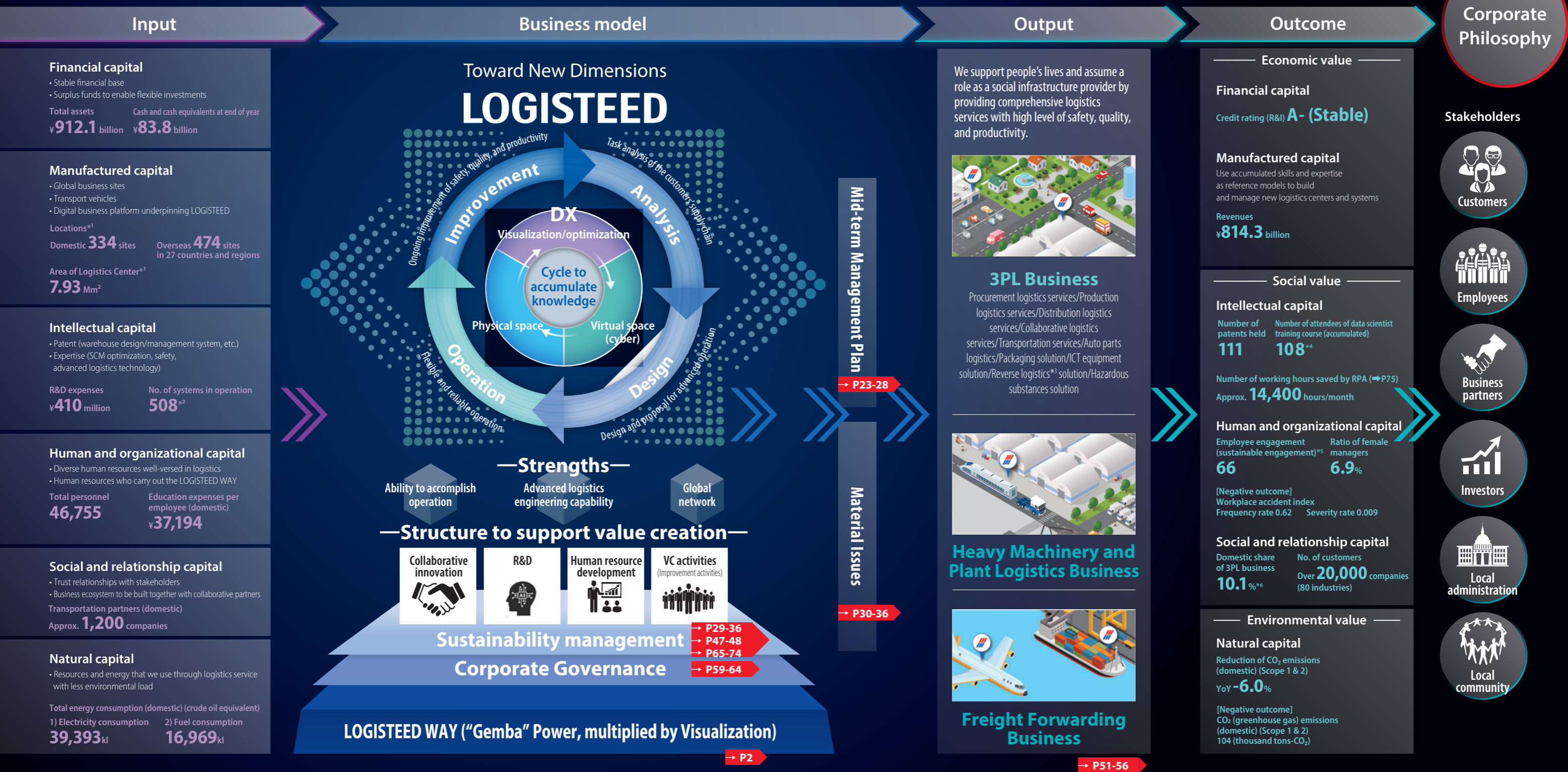


Value Creation Process of the LOGISTEED Group

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 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.

Sustainable Development Goals (SDGs) on which we focus for sustainable growth



* As of March 31, 2023
 *1 Number of locations and area of logistics centers exclude those of AIT Group and HTB-BCD Travel Group. *2 Self-developed systems

*3 Logistics related to disposal of used products as well as return/collection of unneeded products to be reused, resold, and recycled
 *4 Number of attendees of in-house training to foster data scientist with advanced data analyst skills
 *5 Total score of favorable responses in employee engagement survey *6 Calculated by the Company using data in "Monthly Magazine LOGI-BIZ"