



May 16, 2023

**FY2022**  
**(Year Ended March 31, 2023)**  
**Financial Results Briefing**

**LOGISTEED, Ltd.**

## **FY2022 Financial Results**

- **Overview**
- **Breakdown by Group**
- **Detail of Variations for Revenues/Adjusted Operating Income**
- **Overseas Results by Region**

### **Medium to Long-term Vision**

- **Reinforce/Expand Overseas Business, Expand Business Domains with New Added Value, Evolve Smart Logistics, Solidify ESG Management Base**

### **[Supplementary Material]**

**Financial Position, Cash Flows, Major Operating Expenses/Capital Expenditures, etc.**

**<Reference> Results by Business Category**



# FY2022 Financial Results



# FY2022 Results (Overview)

(Unit: 100 million yen, rounded off to the nearest integer. < >: profit ratios (%). ( ): year-on-year change)

	FY2021		FY2022		
	Results		Results	YoY	
				%	Change
Revenues	7,436	<b>8,143</b>	110%	+707	
Adjusted operating income	<5.2> 387.0	<b>&lt;5.6&gt; 458.4</b>	118%	+71.4	
EBIT (Earnings before interest and taxes)	<4.0> 294.2	<b>&lt;5.6&gt; 452.9</b>	154%	+158.8	
Net income attributable to stockholders of the parent company	<1.8> 135.1	<b>&lt;3.1&gt; 255.2</b>	189%	+120.0	



# FY2022 Results (Breakdown by Group)

(Unit: 100 million yen, rounded off to nearest integer. < >: composition ratio (%). ( ): year-on-year change)

		Revenues			Adjusted operating income			
		Full year		YoY	Full year	YoY		
Organic	Domestic logistics	<49>	3,676	101%	212.1	95%		
	Global logistics	Overseas	<42>	3,094	133%	179.2	154%	
		Allocated to domestic companies (freight forwarding and others)	<7>	499	107%	27.2	209%	
	Total		<48>	3,593	128%	206.4	159%	
	Others (logistics-related businesses, etc.)		<2>	162	112%	17.4	126%	
	Total		<100>	7,430	113%	435.9	119%	
Vantec Group	Domestic logistics	<78>	591	106%	26.4	124%		
	Global logistics (overseas)	<22>	169	112%	4.0	158%		
	Total		<100>	760	83%	30.4	103%	
Consolidated adjustment/amortization of customer-related intangible assets of VANTEC Group, etc.		-	-47	(+22)	-7.9	(+2.0)		
Total	Domestic logistics	<52>	4,240	102%	230.1	97%		
	Global logistics	Overseas	<40>	3,261	121%	183.7	149%	
		Allocated to domestic companies (freight forwarding and others)	<6>	498	111%	27.2	209%	
	Total		46%	3,759	120%	46%	210.9	155%
	Others (logistics-related businesses, etc.)		<2>	144	111%	17.4	126%	
Total		<100>	8,143	110%	458.4	118%		

\*VANTEC U.S. and Indonesia were transferred to Organic from FY2022. 112% Shows YoY change based on pre-transfer figures.

46% Indicates a ratio of Global logistics.



# FY2022 Results (Detail of Variations for Revenues)

## FY2022 Revenues (Results)

(100 million yen)

- Expansion of existing operations: +134
- Increase in customer logistics, others: -75

Environmental/  
volume changes, etc.  
**+59**

FY2021 rate → FY2022 rate

- USD: ¥ 112 → ¥ 135
- EUR: ¥ 131 → ¥ 141
- CNY: ¥ 17.51 → ¥ 19.75

Effect of exchange  
fluctuation  
**+362**

- Domestic: +89
- Global: +153

New orders  
**+242**

New  
collaborative  
innovation  
**+44**

**+286**

**8,143**

**7,436**

**+707**

Unit: 100 million yen

	Environmental/volume changes, etc.		Subtotal	Effect of exchange fluctuation	New orders	New collaborative innovation	Total
	Expansion of existing operations	Increase in customer logistics, others					
<b>Domestic</b>	86	-141	-55		89	34	68
<b>Global</b>	48	53	101	362	153	8	624
<b>Others</b>		13	13			1	15
<b>Total</b>	134	-75	59	362	242	44	707

FY2021 (Results)

FY2022 (Results)



## Adjusted operating income (results)

(100 million yen)

- Expansion of existing operations: +9.7
- Others (increase in customer logistics): -6.8  
(Include various costs related to the fire at a logistics center (-3.2))

- Domestics: +11.9
- Global: +9.7

**387.0**

Environmental/volume changes, etc.

**+3.4**

Effect of exchange fluctuation

**+28.0**

New orders

**+21.7**

New collaborative innovation

**+6.7**

Productivity improvement

**+11.7**

**+28.4**

**+40.1**

**458.4**

**+71.4**

FY2021 (Results)

FY2022 (Results)

# FY2022 Results (Overseas Results by Region)

(Unit: 100 million yen, rounded off to the nearest integer. <>: profit ratio(%), ( ): year-on-year change.)

		FY2021		FY2022			
		Revenues	Adjusted operating income	Revenues	YoY	Adjusted operating income	YoY
Overseas	North America	594	15.0	836	141%	42.3	281%
	Europe*1	856	54.7	1,198	140%	82.6	151%
	Asia*2	623	37.3	696	112%	43.9	118%
	China	621	28.5	532	86%	22.5	79%
	Consolidated adjustment, etc.	-7	-12.1	-1	(+6) 100 million yen	-7.6	(+4.5) 100 million yen
	Total	2,687	<4.6%> 123.4	3,261	121%	<5.6%> 183.7	149%

\*1 Including Turkey

\*2 Including Oceania and others





## LOGISTEED 2030

Realizing our Future Vision by way of solid partnership

### Collaborative innovation with partners to enhance capability

- (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 making advance investment
- (5) Promote strategic M&As
- (6) Solidify position as a platform provider
- (7) Solidify ESG management base



- Revenues: ¥1.5 trillion yen
- CO<sub>2</sub>: Reduce by 50%
- Overseas ratio: Over 50%



## North America

### ■ Expand 3PL business (integrated logistics for factories)

- Expand services for manufacturers in the area between the U.S. (Laredo) and Mexico, etc.

### ■ Integration of North American group companies

- Established LOGISTEED America, Inc.(April 2023)  
⇒ Consolidate 3PL and freight forwarding function to maximize synergies



## Europe

### ■ Expand intermodal business

- Make further efforts to meet needs for eco-friendly logistics  
⇒ Additional investment for company railway wagons

〔 FY2022: 90 wagons  
FY2023: Introduce 90 wagons + EV trucks 〕



### ■ Expand pharmaceutical logistics business

- Expand synergies in pharmaceutical logistics business with Cyber Freight International Holding B.V. as a starting point

## China

### ■ Expand business into inland mainly in distribution/industrial sectors

- Enhance the system to aggressively develop the market (Hefei, Chengdu, Chongqing, Wuhan)

### ■ Accelerate introduction of automated/labor-saving equipment

- Accumulate know-how by expanding lineup of equipment to be introduced and share it within the group



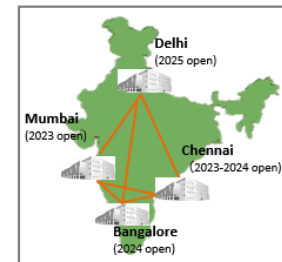
## Asia

### ■ Expand investments/businesses in India, Thailand, Indonesia, and Malaysia, etc.

- Make steady investment in focused area to acquire new customers

### ■ Develop cold chains

- Provide refrigerated/cold warehouses/vehicles to meet customer needs



## Supply Chain DX, Financial DX

### ■ Expansion of Value-Added Services (VAS)

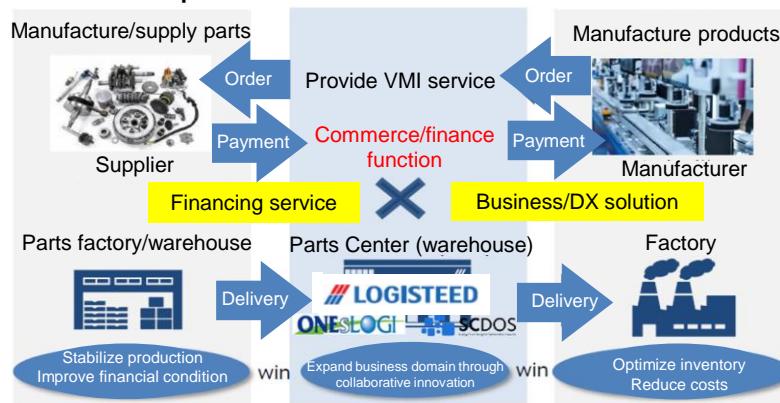


\*1. VMI(Vendor Managed Inventory) \*2. GDP(Good Distribution Practice)  
\*3. Shooting, measuring, and drafting

### ■ Provide VMI service incorporating commerce and finance

- Combine logistics operation and financing service
- Provide data usage service linked to SCDOS

#### <Service plan>



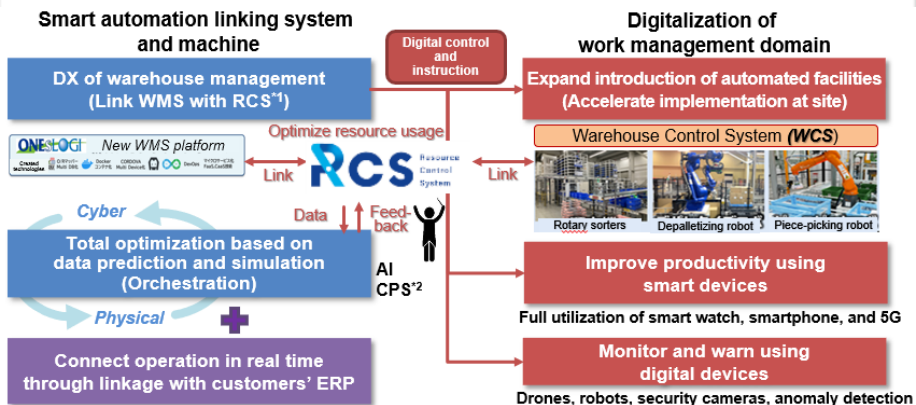
### ■ Build LOGISTEED Eco System (economic zone) through Financial DX (blockchain, etc.)

- Fee settlement using blockchain (distributed ledger)-based virtual currencies

**Design supply chain by integrating Commerce, Finance, Information, and Logistics**



## Warehouse DX



### ■ Achieve total optimization with digital twin

- AI learns operation knowhow and promote labor-saving based on prediction/simulation. Also link to RCS<sup>\*1</sup>

### ■ Achieve optimal staffing by extending RCS

- Enhance resource management by standardizing work process and visualize productivity to achieve backcasting control

\*1. Resource Control System \*2. Cyber Physical System

## Transportation DX

### ■ Enhance transport capability and improve overall efficiency

#### Physical

- Enhance transport capability (personal vehicles, etc.)
- Increase efficiency of long-haul transport (Transit transport, modal shift)
- M&A, alliance



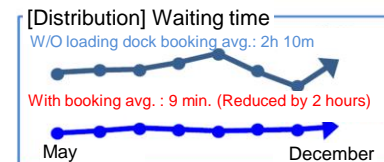
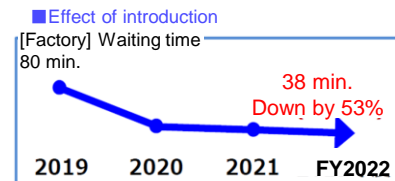
#### Digital

- Systematize vehicle assignment (Promote SSCV-Smart)



### ■ Expand introduction of loading dock management system <White logistics>

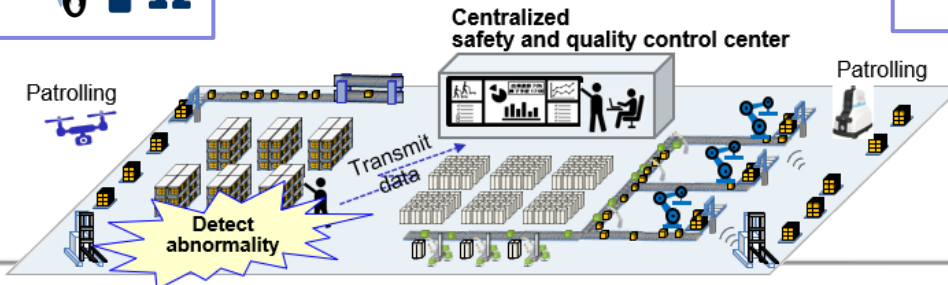
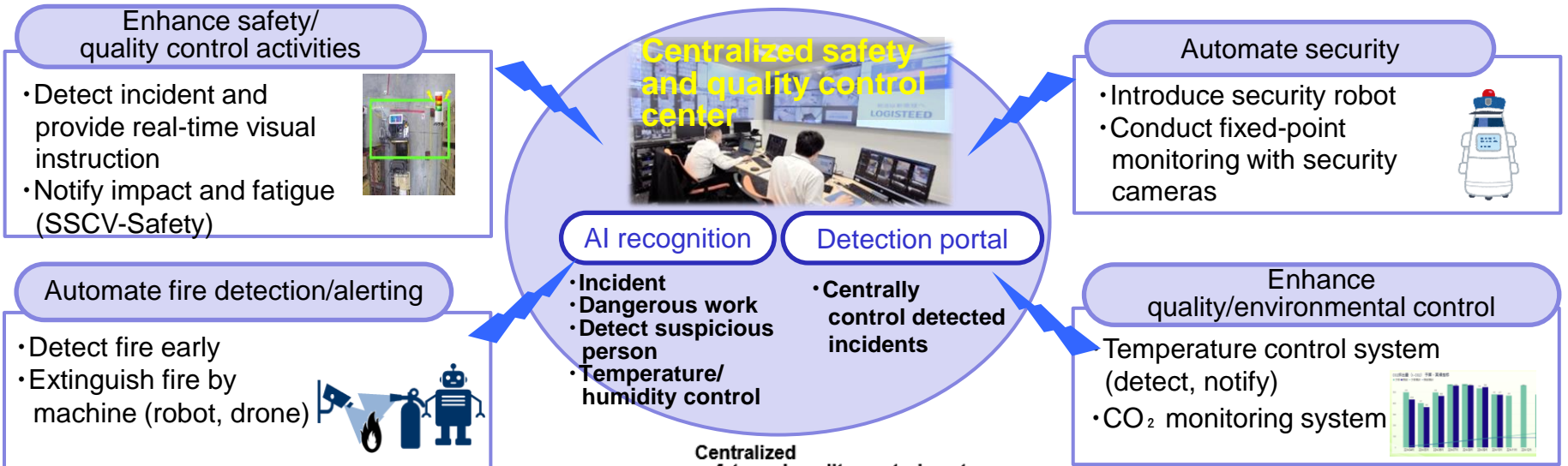
- Completed introduction in model sites (factory/distribution system)
- Expand implementation to group sites



## The Group's ideal logistics center

### ■ Build automated center which centrally control safety, quality, productivity, fire prevention, and security (factory visualization)

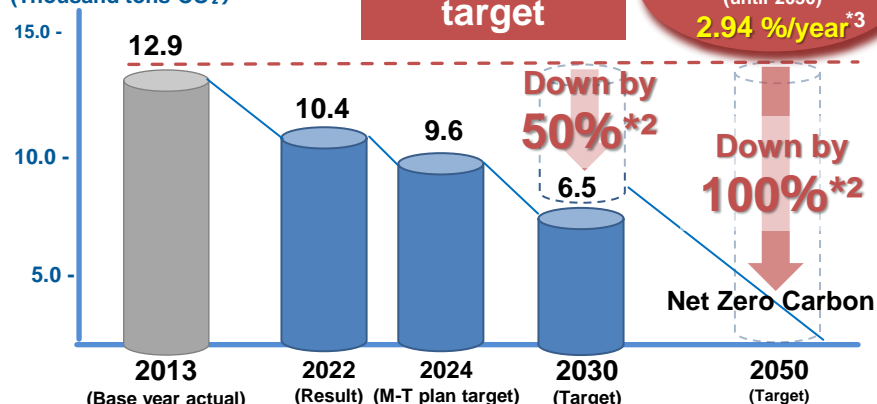
- Completed setting up centralized safety and quality control center and establishing visualization environment in model sites
- Promote automation using AI recognition and centralized control (portalization) of detected incidents, increase sites with visualization environment



## Decarbonization initiatives

### ■ Medium-to-long-term Environmental Targets

(Thousand tons-CO<sub>2</sub>)



\*1 Sum of Scope 1+2 in Japan. \*2 vs. FY2013 \*3 Average reduction rate until 2030

### ■ Major initiatives

- Promote introduction of electrification and renewable energy (EV trucks, solar panels, etc.)
- Expand modal shift and intermodal business
- Promote visualization of CO<sub>2</sub> emissions (visualization on a global basis)



## Enacted “LOGISTEED Group Human Rights Policy”

### ■ Build responsible supply chain that respect human rights

- Enacted based on international norms and standards such as “the Universal Declaration of Human Rights”
- Date of enactment: April 1, 2023

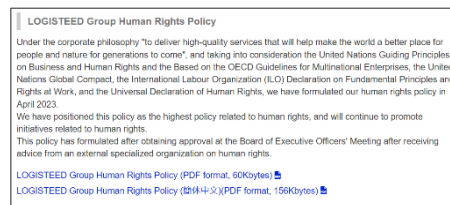
### <Key points>

- Responsibility to respect human rights  
⇒ Refer to specific human rights issues and acknowledge responsibility for human rights
- Human rights due diligence  
⇒ Establish a framework for human rights due diligence and conduct it on a continuing basis
- Dialogue/discussion  
⇒ Conduct a dialogue in good faith with stakeholders by using external expertise on human rights

My Jinken Declaration  
(Declaration of Human Rights)



My Jinken Declaration  
(Declaration of Human Rights)



<https://www.logisteed.com/en/profile/csr/social/employee/>



# Supplementary Material

<Financial Position, Cash Flows, etc.>



(Unit: 100 million yen)

	FY2021	FY2022	
	As of Mar. 31 2022	As of Mar. 31 2023	YoY
(Assets)			
Current assets	2,495	<b>2,437</b>	-58
Non-current assets	5,424	<b>6,684</b>	+1,260
Total	7,919	<b>9,121</b>	+1,202
(Liabilities)			
Current liabilities	1,731	<b>2,221</b>	+490
Non-current liabilities	4,405	<b>5,699</b>	+1,294
Total	6,137	<b>7,921</b>	+1,784
(Equity)			
Equity attributable to stockholders of the parent company	1,702	<b>1,107</b>	-595
Non-controlling interests	80	<b>93</b>	+13
Total	1,782	<b>1,200</b>	-582
Total liabilities and equity	7,919	<b>9,121</b>	+1,202



(Unit: 100 million yen)

	FY2021	FY2022	
	Full Year	Full Year	YoY
Net cash provided by (used in) operating activities	<b>651</b>	<b>1,221</b>	+569
Net cash provided by (used in) investing activities	<b>-249</b>	<b>-1,173</b>	-924
Net cash provided by (used in) financing activities	<b>-525</b>	<b>-173</b>	+352
Effect of exchange rate changes on cash activities	<b>23</b>	<b>14</b>	-9
Net increase in cash and cash equivalents	<b>-99</b>	<b>-111</b>	-12
Cash and Cash equivalents at beginning of year	<b>1,048</b>	<b>949</b>	-99
Cash and Cash equivalents at end of year	<b>949</b>	<b>838</b>	-111

### Major operating expenses

(Unit: 100 million yen, ( ): composition ratio (%))

	FY2021		FY2022			
	Full Year		Full Year		YoY	
					%	Change
Subcontract Expenses	(52.3)	3,892.8	(51.1)	<b>4,157.6</b>	107%	+264.8
Personnel Expenses	(22.5)	1,669.4	(22.2)	<b>1,803.9</b>	108%	+134.5
Rent Expenses	(2.8)	209.0	(2.7)	<b>223.5</b>	107%	+14.5
Depreciation Expenses	(6.8)	508.3	(7.0)	<b>566.9</b>	112%	+58.6

### Capital expenditures

(Unit: 100 million yen)

	FY2021		FY2022			
	Full Year		Full Year		YoY	
					%	Change
Purchased Assets*		223.8		<b>327.7</b>	146%	+104.0

\*Based on fixed assets recorded in the balance sheet.



### Number of employees <sup>\*1</sup>

(Unit: Person)

	FY2021	FY2022	
	Full Year	Full Year	YoY
Regular Employees	22,918	<b>24,012</b>	+1,094
Employees and Others <sup>*2</sup>	22,763	<b>22,743</b>	-20
Total	45,681	<b>46,755</b>	+1,074

\*1. Excludes employees of associates accounted for by the equity method.

\*2. Includes employees who were reemployed after reaching mandatory retirement age.

### Freight forwarding volume

(Unit: 10,000 tons (air), 10,000 TEU (sea))

	FY2021	FY2022	
	Full Year	Full Year	YoY
Air	17.6	<b>14.2</b>	-3.4
Sea	45.5	<b>42.4</b>	-3.1

\* Figures above are simple sum before consolidated adjustment.

**Reference**

## Results by Business Category (Estimated)

(Unit: 100 million yen)

		FY2021 (Result)				FY2022 (Result)			
		Revenues	Adjusted operating income	Adjusted operating margin		Revenues	Adjusted operating income	Adjusted operating margin	
	Domestic	3,653	221.3	6.1%	(6.1%)	3,691	214.8	5.8%	(5.9%)
	Global	939	54.5	5.8%	(6.3%)	1,288	78.1	6.1%	(6.4%)
	<b>3PL</b>	<b>4,593</b>	<b>275.9</b>	<b>6.0%</b>	<b>(6.1%)</b>	<b>4,979</b>	<b>293.0</b>	<b>5.9%</b>	<b>(6.0%)</b>
	Domestic	434	12.6	2.9%	(3.9%)	492	26.3	5.3%	(6.2%)
	Global	1,262	59.6	4.7%	(4.9%)	1,236	71.5	5.8%	(6.0%)
	<b>Freight forwarding</b>	<b>1,696</b>	<b>72.2</b>	<b>4.3%</b>	<b>(4.7%)</b>	<b>1,728</b>	<b>97.8</b>	<b>5.7%</b>	<b>(6.0%)</b>
	Domestic	520	11.4	2.2%	(3.9%)	557	15.8	2.8%	(4.4%)
	Global	499	10.5	2.1%	(2.2%)	737	32.8	4.4%	(4.5%)
	<b>Automobile</b>	<b>1,019</b>	<b>21.9</b>	<b>2.2%</b>	<b>(3.0%)</b>	<b>1,293</b>	<b>48.6</b>	<b>3.8%</b>	<b>(4.5%)</b>
<b>Other services</b>	<b>129</b>	<b>17.0</b>	<b>13.2%</b>	<b>(13.2%)</b>	<b>142</b>	<b>19.1</b>	<b>13.4%</b>	<b>(13.4%)</b>	
<b>Total</b>	<b>7,436</b>	<b>387.0</b>	<b>5.2%</b>		<b>8,143</b>	<b>458.4</b>	<b>5.6%</b>		

\* ( ): Excluding amortization of customer-related intangible assets.