

Announcement of Capital Participation to LOGISTEED HD by Japan Post and Capital and Business Alliance among LOGISTEED HD, LOGISTEED and Japan Post

LOGISTEED, Ltd. (hereinafter referred to as the “LOGISTEED”) today announced that Japan Post Co., Ltd. (headquartered in Chiyoda-ku, Tokyo; Shinya Koike, President and CEO; hereinafter “Japan Post”) has entered into a share purchase agreement with HTSK Investment L.P., a limited partnership indirectly owned and managed by Kohlberg Kravis Roberts & Co. L.P. and its affiliates and related funds (hereinafter referred to collectively with its affiliates and related funds as “KKR”), to acquire 19.9% of the shares of LOGISTEED Holdings, Ltd. (hereinafter “LOGISTEED HD”). LOGISTEED hereby also announces that, with the aim of enhancing corporate value for the parties involved through collaboration in the logistics business, LOGISTEED and LOGISTEED HD have entered into a capital and business alliance agreement with Japan Post. (hereinafter collectively referred to as “this Capital and Business Alliance,” including the share purchase agreement).

1 Purpose of Capital and Business Alliance

LOGISTEED envisions itself by 2030 as a global leading 3PL company that competes globally through collaborative innovation with partners to enhance capabilities. LOGISTEED aims to collaborate with partners who can fully leverage its strengths in operational excellence in 3PL operations, advanced logistics DX capabilities, and management of overseas logistics businesses.

Meanwhile, Japan Post Holdings group (hereinafter “Japan Post Group”) announced its Medium-Term Management Plan “JP Vision 2025+” in May 2024. By leveraging Japan Post Group’s greatest strength—the Post Office Network—and unprecedentedly collaborating with a diverse range of external companies and organizations, Japan Post Group aims to realize a “co-creation platform” that supports customers and communities, enabling customers living in local areas to realize safe, secure, comfortable, and enriched lives. Up until today, Japan Post Group has actively allocated funds and human resources to growth areas such as logistics and real estate. In April of this year, Japan Post Group acquired shares of Tonami Holdings Co., Ltd. through a tender offer, and in June, it made the company its wholly owned subsidiary, which is one example of the effort to accelerate partnerships and collaborations with other companies.

Taking this Capital and Business Alliance as an opportunity, through combining the resources and expertise of LOGISTEED with those of Japan Post and its group logistics companies (JP Logistics Co., Ltd. and Tonami Holdings Co., Ltd., which provide domestic business-to-business logistics, and Toll Holdings Pty Limited, which provides international logistics), Japan Post will build the foundation to become a comprehensive logistics company capable of operating last-mile delivery, domestic, and international logistics seamlessly. Through this collaboration, both companies aim to improve logistics efficiency and service quality, thereby enhancing the value delivered to customers and contributing to greater convenience.

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Furthermore, between LOGISTEED and Japan Post Group, in both domestic and overseas operations, we mutually anticipate business synergies through complementary customer bases and mutual utilization of vehicles and logistics sites, as well as human resource synergies through sharing technology and expertise via personnel exchange domestically and internationally. We will aim for the early realization of these synergies and the enhancement of corporate value for both companies.

Yasuo Nakatani, Chairman, President, and CEO of LOGISTEED, commented as follows:

"Japan Post Holdings group possesses strong capabilities in domestic transportation and delivery. By combining its expertise in this field with our operational excellence in 3PL and logistics DX, we are confident in our ability to establish a more robust and sustainable logistics foundation that extends beyond simply addressing the "Logistics 2024 Problem". Moreover, by reinforcing our overseas operations in collaboration with Toll Holdings Pty Limited, Japan Post Holdings' international logistics subsidiary, both companies will be positioned to expand their overseas 3PL and forwarding businesses and compete more effectively in the global market."

Shinya Koike, President and CEO of Japan Post, stated as follows:

"LOGISTEED is the NO.1 3PL player in APAC with a global network, a diverse and large customer base, and high operational execution capabilities. Through this Capital and Business Alliance, Japan Post aims not only to expand the international logistics business but also to further grow the domestic business-to-business logistics sector, which Japan Post has positioned as a key area for strengthening, and consequently aims to become a comprehensive logistics company capable of seamlessly managing last-mile delivery, domestic distribution, domestic business-to-business logistics, and international logistics. I believe this Capital and Business Alliance will be beneficial not only to our company but also to customers, the industry, and society."

This transaction is expected to be completed promptly after obtaining the approvals necessary under competition law, as well as other relevant laws and regulations. The specific roles and details of collaboration among all parties involved will be determined through future discussions between the two companies.

2 Japan Post Profile

Name	JAPAN POST Co., Ltd.
Address	2-3-1 Otemachi, Chiyoda-ku, Tokyo
Job title and name of representative	Shinya Koike (President and CEO)
Description of business	Postal operations; banking counter operations; insurance counter operations; sales of documentary stamps; operations consigned by local government entities; bank and life and non-life insurance agency services other than those mentioned previously; domestic distribution and delivery business and international cargo transport and agency services for air cargo business; logistics business; real estate business; and merchandise sales
Consolidated results for last year	¥ 3,442,366 million (As of March 2025)
Employees	169,961 (As of March 31, 2025) Excludes employees seconded to other companies from Japan Post and includes employees seconded to Japan Post from other companies. Excludes part-time employees.
Shareholders and their shareholding ratios	Japan Post Holdings Co., Ltd. (Ownership: 100%)

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3 Schedule

(1)	Date of Agreement	October 6, 2025
(2)	Date of Closing	In or after December 2025 (planned)

Notes:

Percentage of shares to be transferred is 14.9% voting rights and 19.9% economic rights.

The closing date of the share acquisition is subject to the condition that all procedures required under the relevant competition laws (including notification procedures and obtaining clearance) in the relevant countries or regions have been completed.

End

Long-term Vision

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LOGISTEED

- Aims to achieve LOGISTEED 2030 and become a leading global 3PL company by realizing an earlier IPO

LOGISTEED2030

Realizing our Future Vision by way of solid partnership

Collaborative innovation with partners to enhance capability

- "High value-added solutions to optimize the entire SCM"
- "Improve customer convenience and efficiency through DX"
- "Enhance overseas value chain with a consistent approach"
- "Engage actively in projects to make advance investment"
- "Promote strategic M&As"
- "Solidify position as a platform provider"


LOGISTEED
Collaboration for achieving
Long-term vision

Corporate
Philosophy

Corporate
Vision
(Long-term vision)

And go further
**LOGISTEED
2030**

Becoming a leading
global 3PL company

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

Mid-term
Management Plan
(LOGISTEED2024)

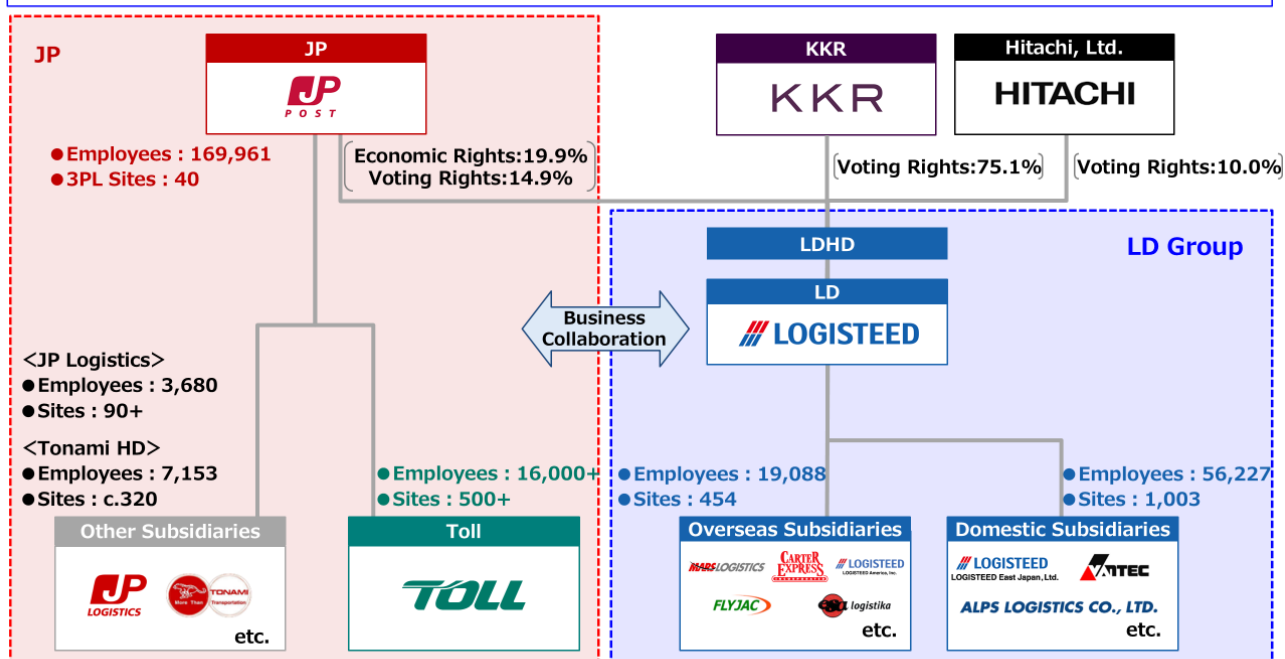
Mid-term
Management Plan
(LOGISTEED2027)

Aims for further growth
by realizing an earlier IPO

Structure

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- Japan Post Co., Ltd. ("JP") will acquire shares (19.9% of the economic rights and 14.9% of the voting rights) in LOGISTEED Holdings, Inc. ("LDHD"). In addition, JP will appoint a director to LOGISTEED, Inc. ("LD"). A capital and business alliance agreement will also be executed among JP, LDHD, and LD.



Notes: Employee and sites are as of the end of March 2025



Expected Synergies

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- Broad collaboration is expected across international / domestic logistics and last-mile delivery

