

Progress of Collaboration Based on Capital and Business Alliance with Japan Post
~Progress from evaluating specific domestic and international initiatives,
to the implementation preparation phase~

LOGISTEED Holdings, Ltd. and LOGISTEED, Ltd. (collectively, the “LOGISTEED Group”) announces the progress of its collaboration with Japan Post Co., Ltd. (headquartered in Chiyoda Ward, Tokyo; Shinya Koike, President and CEO; hereinafter referred to “Japan Post”), based on the capital and business alliance announced on October 6, 2025. Since then, the companies established a framework to promote collaboration and have been discussing and preparing specific initiatives, both domestically and internationally.

1. Establishment of Collaborative Framework and Progress of Discussions

Since the press release dated October 6, 2025, the LOGISTEED Group and the Japan Post group have established a cross-functional collaboration framework spanning management and business divisions. The companies have been advancing discussions aimed at materializing and executing initiatives in various areas, including domestic logistics, international logistics (forwarding), and international contract logistics.

Building on the direction for collaboration outlined in the previous announcement, and while considering relevant laws and regulations – including competition law – the companies have been mutually working to refine and deepen such initiatives with focus on feasibility and business impact.

2. Implementation of Collaboration in Japan

In Japan, discussions and deliberations are underway regarding specific collaboration themes that will contribute to improving logistics efficiency and enhancing service quality, by combining the LOGISTEED Group’s 3PL operations and logistics DX capabilities with the Japan Post group’s transportation and last-mile delivery network.

Through these discussions, we have specifically examined multiple initiatives that leverage the strengths of both the LOGISTEED Group and the Japan Post group, including “operational coordination in the transportation and last-mile sectors,” “efficiency improvements through the utilization of facility and vehicle networks,” and “enhancement of business processes through logistics DX.”

With a view to phased implementation, the companies will refine the expected effects and milestones through further discussions and then proceed with implementation in stages.

3. Initiatives to Accelerate Collaboration Internationally

Internationally, the companies have been discussing to accelerate business collaboration through a structure involving investment by the LOGISTEED Group in certain subsidiaries of Toll Holdings Pty Limited (“Toll”), which operates international logistics business of the Japan Post group, specifically in a subsidiary engaged in forwarding business, as well as a subsidiary engaged in contract logistics business in the Asia region (the “Transaction”). Today, the companies reached a Memorandum of Understanding regarding the Transaction. Below is a summary of the Memorandum of Understanding:

[Summary of Memorandum of Understanding]

The LOGISTEED Group and Japan Post are to discuss the Transaction for the LOGISTEED Group to invest in (1) the forwarding business company and (2) the contract logistics business (in certain regions of Asia) company, among the subsidiaries of Toll and conduct due diligence, and to mutually evaluate the details, terms and conditions, and timeline thereof, among other factors.

Please note that the execution of the Transaction is contingent upon the completion of necessary procedures under competition laws and other relevant laws and regulations.

News Release

[Overview of Toll Company]

(1) Company Name	Toll Holdings Pty Limited		
(2) Address	Level 8, 530 Collins Street, Melbourne, VIC 3000, Australia		
(3) Representative's title and name	Thomas Knudsen (Executive Chairman)		
(4) Business description	Forwarding and contract logistics		
(5) Capital	A\$4,978 million		
(6) Consolidated financial results for the past three fiscal years			
Fiscal year	Fiscal year ended March 2023	Fiscal year ended March 2024	Fiscal year ended March 2025
Consolidated operating revenue	¥539.1 billion	¥448.8 billion	¥511.7 billion
Consolidated EBIT	¥10.4 billion	¥9.5 billion	¥13.3 billion

In the announcement dated October 6, 2025, Yasuo Nakatani, our Representative Director, Chairman and President & CEO, 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. 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.”

As outlined in the press release, the collaboration will progress from the conceptual stage to the detailed consideration and implementation preparation stage.

Going forward, the LOGISTEED Group will continue to work with the Japan Post group to enhance logistics both domestically and internationally, and to achieve sustainable improvements in corporate value.

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