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Spring Feature
Highlights



Bringing Japan and the world together
—Taking our place as a true leader
in the distribution sector—

LOGISTEED takes steps toward global expansion

As a company striving to be a global 3PL leading company, LOGISTEED has set goals for 2030 of revenues standing at 1.5 trillion yen, with the overseas share of sales comprising 50%-plus of the total. To achieve this, LOGISTEED is making a significant shift from a “Japanese logistics company” to a “global logistics company headquartered in Japan.” One of the leaders of this initiative is Christopher Logan, Executive Vice President, Executive Officer, and Chief International Business Officer (CIBO) of LOGISTEED and current President of LOGISTEED International Company. We asked him about his intended roadmap for LOGISTEED.

LOGISTEED2030: Our Vision for the Future

Since the establishment of LOGISTEED’s predecessor in 1950, the company has built an extensive network across Japan and in 30 countries and regions around the world—including Europe, North America, East Asia, and other Asia-Pacific areas. Today, LOGISTEED operates 463 locations in Japan and 540 locations overseas.

When the company adopted the name LOGISTEED in April

2023, the LOGISTEED2030 plan provided a directional framework for long-term growth. Internationally, our focus is on building the capabilities, organizational structure, and global integration that make sustained growth achievable.

As a global 3PL leading logistics company, we aim to be the partner of choice for customers, shareholders, and employees worldwide. In this context, we are taking steps toward re-listing in the coming years, while strengthening

our overseas business and advancing sustainability initiatives.

Fundamentally changing the way world markets see us

In April 2024, LOGISTEED established LOGISTEED International Company to accelerate and strengthen its global business. Christopher Logan was appointed President of the

new company.

“The biggest reason for our global growth ambitions is that we are working to fundamentally change how global markets view LOGISTEED. We are a global company that happens to be headquartered in Japan, rather than a Japanese logistics company that happens to operate overseas. These two perceptions are fundamentally different. To raise awareness that we are a company that happens to be headquartered in Japan and to drive our

transformation, strengthening our overseas operations is essential.” To achieve this, we will pursue strategic M&A.

“We have a strong interest in expanding globally, and we are focused on both contract logistics and global freight forwarding—including air, ocean, and value-added transportation services. We already have strong positions in automotive, consumer goods, industrial machinery, and electronics. Rather than limiting ourselves to a specific sector or region, we are building capability across markets.”

“Contract Logistics” refers to the practice of consignor companies outsourcing all or part of logistics operations to specialized third party operators.

“High-Quality Services: Our Foundation and Pride”



LOGISTEED’s formidable Gemba (on-site) capacity

“LOGISTEED’s greatest strength lies in our dedication and the consistently high quality of the services we provide. Our major customers have stayed with us for decades, and we maintain a very high customer retention rate. That reflects the trust we have built.”

Mr. Logan says he believes that the reason for this success—and the key to this level of capacity—is the superior quality of the company’s Gemba (on-site) workers. He even uses the Japanese word “Gemba.”

“During my first week as President of the LOGISTEED International Company, I toured our Gemba sites around Japan together with LOGISTEED President and CEO Nakatani. I got to walk around our warehouses and also directly observe office operations. This experience reinforced the idea for both of us that Gemba is the foundation of everything else. I saw and felt that our Gemba workers were solidly communicating with customers, and that they continuously implemented kaizen improvement with the aim of boosting productivity. I witnessed the unbeatable capacity developed by LOGISTEED’s Gemba sites.”

Be proud of

Bringing together the best of Japan, the best of the world

At the present time, LOGISTEED is moving to step up ties between the different members of the LOGISTEED Group around the world, and together to bolster our brand power as an integrated unit (“ONE LOGISTEED”).

In order to help consolidate our vision for the future, the LOGISTEED International Company has developed the global slogan “Be proud of our high-quality services.”

“This slogan represents the LOGISTEED WAY, which is an agglomeration of LOGISTEED’s business philosophy and action plans, together with the values and vision for the future of our overseas Group companies. Yet we didn’t decide on this on our own. Instead, we worked with our company leaders in different countries, and together we all came to the conclusion that it encapsulates the foundation we want for our future.”

Mr. Logan’s objective is not to try to change the culture of LOGISTEED, which was developed in Japan, to a U.S. or European corporate culture—nor is it to imbue

LOGISTEED’s networks around the world with any kind of Japanese style.

“Our goal is to create our own unique business model by bringing together the best elements of conventional Japanese business culture and global culture together. LOGISTEED is poised to be the first international logistics company to masterfully achieve this blending. I myself am very passionate and excited about this concept.”

Reform will take time

As a matter of course, this is a difficult challenge that’s impossible to realize overnight: “It’s a long journey that actually may take many years,” says Mr. Logan. The company is currently forging ahead in four key areas: influencing the stance of major company leaders for the better, building an appropriate organizational model, improving work operations processes, and stepping up the skills of our employees.

Logistics is the “most globalized business”

Over the course of his career in the logistics sector, Mr.

our high-quality services

Logan has visited some 80-plus countries and regions around the world. Wherever he goes, he has made it a point to meet directly with customers as well as our employees.

For Mr. Logan, the logistics sector had the distinction of being the most global of businesses, amongst all the different sectors: “Logistics is the only field where even brand new employees can be exposed to customers around the world, and where they can work together with their counterparts in different countries, right from day one. For this reason it is my hope that our young employees won’t miss out on the global opportunities presented here, and that they will utilize these experiences to the fullest.”

Mr. Logan has an appreciative attitude toward Gemba logistics work sites—and sees them with a global perspective. He has also been a rugby player, from his time at university through the present—and considers it a source of his strength. Taking all that he learned about teamwork, endurance, and mental toughness through rugby to his advantage, he is aggressively leading LOGISTEED to sustainable global growth and success on the 2030 goals and beyond.



Executive Vice President, Executive Officer, and Chief International Business Officer (CIBO) Christopher Logan continues to play rugby on his days off. He plays both the fullback and wing positions. “I’ve learned about teamwork, order, and stamina by playing rugby, which I find useful in my leadership role at our on-site locations.”

Christopher Logan serves as Executive Vice President, Executive Officer, and Chief International Business Officer (CIBO) at LOGISTEED, as well as President of LOGISTEED International Company. He is originally from Montreal, Canada. Since his family’s roots are in the suburbs of Belfast, Northern Ireland, he identifies as both a Canadian and an Irishman. Also, because his father was involved in the shipbuilding business, he was exposed to the world of logistics as a small child, from which time he developed a familiarity with it. As a university student, he studied philosophy, economics, and politics, earning a degree in business administration.

LOGISTEED International Company Bringing our Group companies around the world together, forging an integrated LOGISTEED (“One LOGISTEED”)

LOGISTEED International Company, led by LOGISTEED Vice President and Chief International Business Officer (CIBO) Christopher Logan, is located in Singapore. Mr. Matsui Kazuya tells us about his work toward an integrated LOGISTEED (“One LOGISTEED”).

LOGISTEED International Company’s (referred to below as “International”) main office is located at the offices of LOGISTEED Singapore Pte. Ltd., which is LOGISTEED’s Group company based in Singapore, situated in a business park in the vicinity of the Singapore Changi Airport. As of April 2024, Mr. Matsui Kazuya serves as Chief of Staff at the International. We asked him about the organizational structure at the office.

Making progress with a diversified international team —The rebranding project—

Mr. Matsui first gave us an overview: “As president, Christopher Logan oversees five international staff at the Singapore office. They are made up of different nationalities from Japan, Singapore, India, and France. Our common language of communication is English. Though there are only a few of us, we have people in charge of finance and IT, which means our office makes key decisions for LOGISTEED International Company. We cooperate closely with the International Business Headquarters (IBHQ) team who leads and supports strategies and governance, and we also work with international group companies in the different countries in which we operate.”

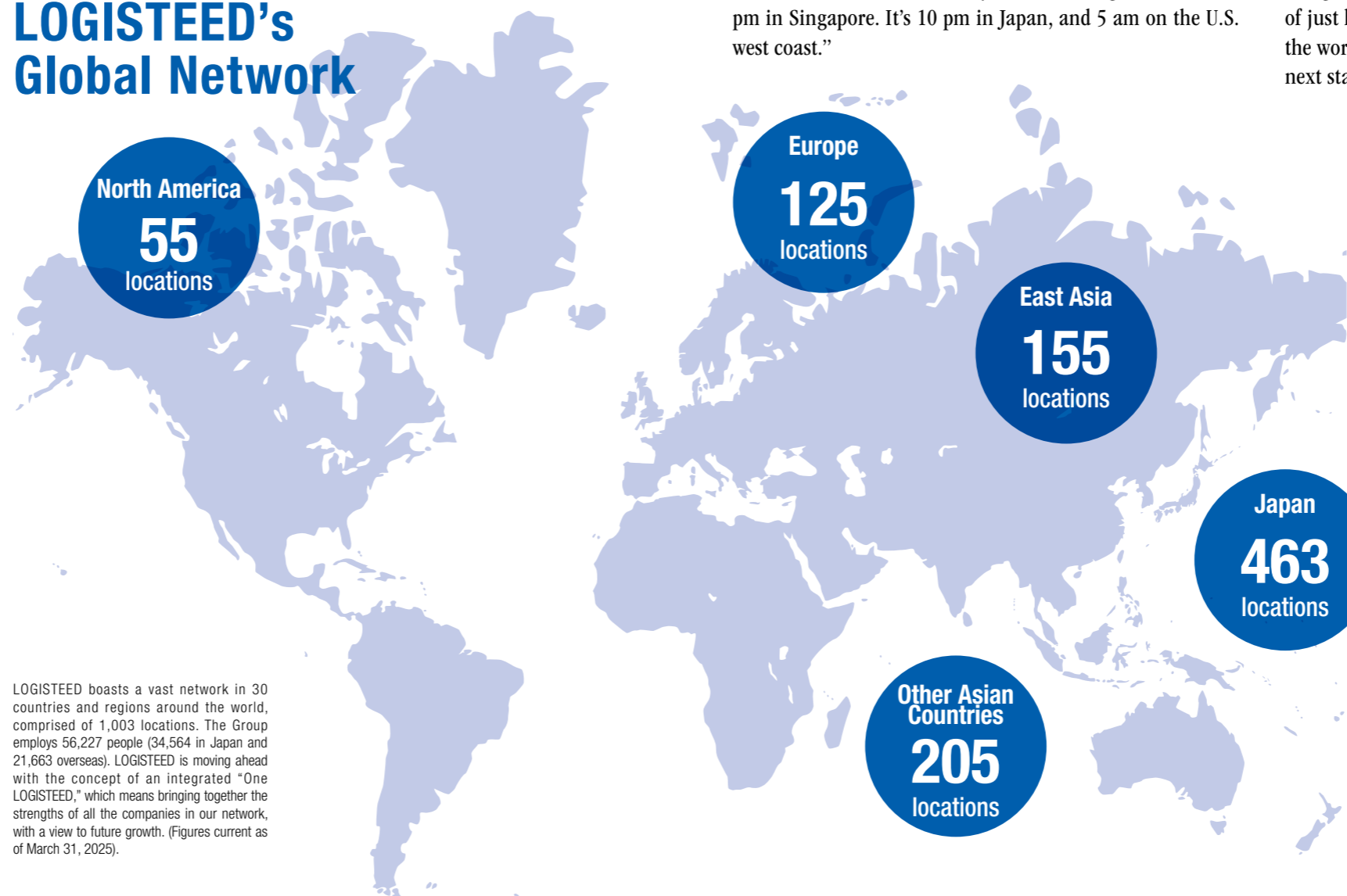
One major initiative that we have taken at LOGISTEED International Company is our rebranding project. It will result in the changing of Group companies acquired by M&As around the world to the name “LOGISTEED.”

For this initiative, we are working with 22 companies in about ten nations, including the U.S., India, Turkey, the Czech Republic, and more. Says Mr. Matsui: “Each of these companies has a distinct local flavor developed over a long history, which means that naturally their leaders and employees have pride in the company name. So, we didn’t push them into to change the name. Instead, President Logan met with them repeatedly, over time developing a relationship of trust with them, until the timing was right for all the companies to take on the LOGISTEED moniker. We officially launched the initiative around September of

last year.

He continues: “The decision to include “LOGISTEED” in all of these company names is not merely a formality. It’s about brand cohesion, and it’s a way to clearly indicate to our customers and investors around the world that LOGISTEED is an integrated brand offering high-quality services. It helps to generate a sense of collaboration and solidarity throughout the Group, signifying that we are all working toward LOGISTEED’s unified goals.”

LOGISTEED’s Global Network



LOGISTEED boasts a vast network in 30 countries and regions around the world, comprised of 1,003 locations. The Group employs 56,227 people (34,564 in Japan and 21,663 overseas). LOGISTEED is moving ahead with the concept of an integrated “One LOGISTEED,” which means bringing together the strengths of all the companies in our network, with a view to future growth. (Figures current as of March 31, 2025).

An online meeting with a global flavor, where everyone has the same aspirations

The International Leadership Team (ILT) meeting is a monthly online meeting designed to facilitate global collaboration on a practical level. It represents an opportunity for participants to engage in discussions on initiatives such as the rebranding project. In addition to a number of face-to-face meetings each year, the ILT is also held monthly online.

Mr. Matsui says with a smile, “When we first started holding these meetings, we saw some people sitting back a little, or folding their arms. It was pretty traditional and formal at times. But since then we’ve seen a big change: instead of leaning back, people are now leaning forward—and coming up with their own ideas on how they can support each other. For example, we see the leaders of our companies in various countries discussing how they can work together to win business contracts, or how they can help each other on a specific project. When I witness this change first hand, it really makes me happy!”

Yet since it’s done online, the meeting hasn’t been without difficulty on timing: “We have people joining from Europe, the U.S. and Asia, and it’s been tough to work around the time differences. So currently we are setting the time at 9 pm in Singapore. It’s 10 pm in Japan, and 5 am on the U.S. west coast.”

Pride: key to growth

Since Mr. Matsui began working with LOGISTEED International Company, he has travelled to on-site locations at our LOGISTEED group companies around the world alongside Mr. Logan. He remarks: “I really get a sense of the high-quality services provided by each of the companies and the sincerity our employees have in approaching their jobs. The companies now work together as an integrated unit to provide one-stop distribution and logistics services. I believe it is this factor that will give us a huge advantage over other distribution companies. We’re a step above the rest in this regard.”

LOGISTEED International Company’s slogan is “Be proud of our high-quality services.” Mr. Matsui feels that the “be proud of” here is the hidden key to growth for LOGISTEED.

On the future of the Group, he adds: “Mr. Logan has taken note of the work ethic at on-site locations, which is something that Japanese people naturally have, such as taking customer opinion very seriously; improvement (kaizen) implemented down to the smallest details; and developing proposals/solutions to problems designed to perfectly meet customer requests. He believes these practices represent an above-and-beyond level of added-value recognized the world over. So, we should remind ourselves of just how sophisticated our approach is, and take pride in the work we do. I’m certain this will lead LOGISTEED to the next stage of growth.”



Chief of Staff
LOGISTEED International
Company
Matsui Kazuya

Matsui Kazuya joined LOGISTEED in 2003, where he was in charge of forwarding and other work at International Operations Headquarters. Beginning in April 2020, he became part of the LOGISTEED Asia-Pacific Pte.Ltd. office in Singapore, where he served as Managing Director. As of April 2024, he has taken on the role of Chief of Staff of LOGISTEED International Company, which is situated at the same physical location.

