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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.”

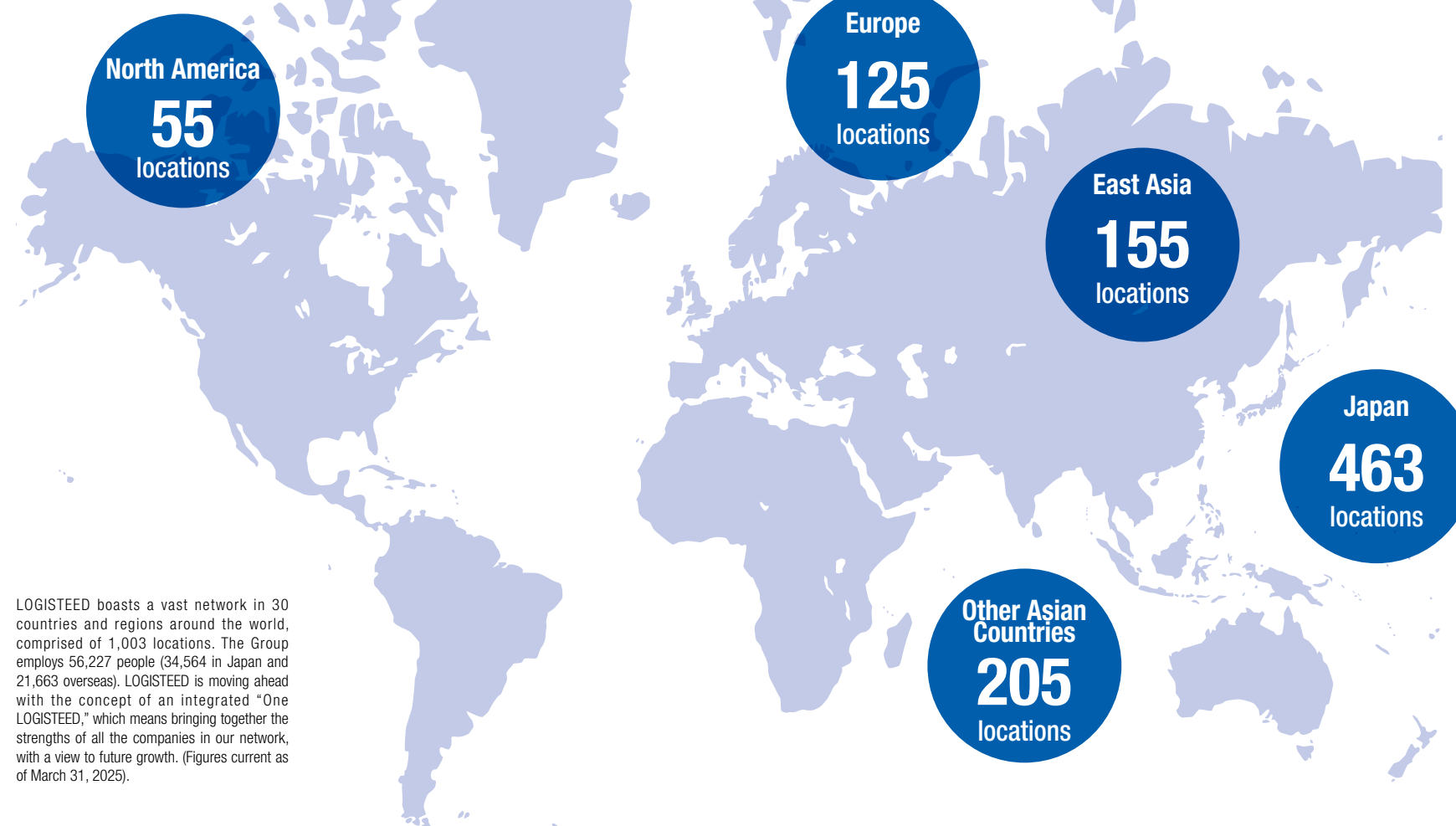
One major initiative that we have taken at LOGISTEED International Company is our rebranding project. It will result in the changing of Group companies acquired by M&As around the world to the name “LOGISTEED.”

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.



Ryutsu Service Holds Top Share in Residential Co-op Deliveries: Bringing Consumers Essential Daily Life Commodities

Ryutsu Service Co., Ltd. which is headquartered in Soka City, Saitama Prefecture, boasts a history of 50-plus years. The company's primary strength, which sets it apart from the rest, is its residential delivery service contracted by co-ops. Ryutsu Service Co., Ltd. boasts the top share in contracted residential co-op deliveries, and each of our drivers interacts with co-op members at the point of delivery. Here we introduce Ryutsu Service Co., Ltd. a member of the LOGISTEED Group since 2025, and provide an overview of how the company built the trust needed to develop this business.



Yamabuki Makoto is Director and Division Manager of the Residential Delivery Division at Ryutsu Service Co., Ltd.. He moved from a sales position to Ryutsu Service in 2006. After working in deliveries as a driver, followed by other positions including manager, he relocated to Osaka. Starting in 2018, he served as the West Japan Area Manager, where he coordinated with shippers and helped make improvements to on-site locations. In 2022, he transitioned to the Head Office, where he worked in the new Solutions and General Affairs office, on improving training curriculum for the company's training centers. Mr. Yamabuki was appointed Residential Deliveries Division Director in 2025. "I had lots of fun working in my first job as a driver, and I really thought that I would continue as a driver until I retired."

Ryutsu Service Co., Ltd. (referred to below as Ryutsu Service) holds the top share among distribution companies for outsourcing of residential deliveries to Consumer Cooperatives (referred to below as "co-ops") around the country. The company holds a 32% share, deploying 2,352 trucks (as of FY2026).

"The company contracts individual delivery and delivery setups for 26 co-ops, from Tohoku to Kyushu. Our share is far larger than that of our competitor companies. The company's strategy is to identify our strengths and weaknesses, and from there to take a very active approach to building trust with a focus on our strengths. Our work with co-ops has expanded almost entirely thanks to horizontal connections between co-ops," says Ryutsu Service Executive and Residential Delivery

Department Management Yamabuki.

Meeting weekly with co-op members: our way of taking care of our customers

Ryutsu Service was established in 1974 in Soka City, Saitama Prefecture, where the company operated a warehouse from which it shipped to school co-ops around the nation. Ryutsu Service was later contracted for distribution of food and daily-life products handled by regular co-ops, as well as for distribution of cosmetics for cosmetic companies. At present Ryutsu Service employs approximately 5,000 people.

"We have two primary businesses: co-op home deliveries and distribution of cosmetics for cosmetics companies, but our

Our co-op residential delivery business, which has expanded through horizontal networks, spans much of Japan, from Tohoku to Kyushu. Our drivers add the special touch of making the delivery experience personal.



truly unique service is co-op home deliveries. We have approximately 2,000 drivers, each of whom meet with co-op members, each of them taking care that they communicate well with the customer as they hand over the deliveries. They generally deliver once a week to customers, introduce recommended seasonal products carried by the co-ops, and also take the next order back to Ryutsu Service for fulfillment.

We at Ryutsu Service go out of our way for co-op members upon customer request. For example, our drivers alert family members if a customer appears unwell on a particular day, or if no one is there to answer the door at a time when the member is supposed to be home.”

For Ryutsu Service, the job is not just about delivering goods: the company’s employees take on the role of dealing with co-op members directly—we can say that they work on the “front lines” of our business. Drivers are meticulously trained to provide a high level of service. In addition to basic training elements such as safe driving and quality of control, they learn about the company history, and are also encouraged to develop a proper understanding of the relationship with co-op members. Even after assignment on-site, they continue to accompany more experienced employees as well as supervisors/coordinators for on-the-job training.

“There is high demand for drivers who are polite and thoughtful in dealing with customers to make in-person deliveries to hospitals and pharmacies—and outsourcing of pharmaceutical distribution is on the rise.” Ryutsu Service became a member of the LOGISTEED Group in 2025.

Says Mr.Yamabuki about recent changes: “Since joining the Group, we have been able to take steps such as space-sharing at business locations, applying techniques to improve efficiency and quality control acquired through LOGISTEED’s experience in global distribution. Once we learned about LOGISTEED’s VC (Value Change & Creation) initiatives, six of our executives shared the work of visiting our business locations around the company, talking to our 5,000 employees, identifying issues, and gleaning ideas on how to resolve them. It proved an

We want our work environment to be conducive to employees helping each other, having fun, and accomplishing their work with ease.



The morning driver roll call held before departure, after morning cargo loading. In addition to submitting to breath test, each driver is asked questions about their health on that day, about their truck, etc.

excellent opportunity, and our plan is to implement it again this year.”

Getting the most out of the morning meeting, working together as an integrated unit

Ryutsu Service has 87 bases around the nation, from which we make residential deliveries to co-op members. Here we introduce the pal system Kawagoe Center located in Kawagoe City, Saitama Prefecture. Ryutsu Service has been contracted for residential deliveries since 2012. Mr. Ogawa explains, “Our center began with just fifteen trucks, and as we’ve developed relationships of trust with our customers, we have added more to our fleet. On busy days we have 38 trucks making residential deliveries. Our area of operations covers Kawagoe City as well as neighboring cities and towns. Each truck makes about 60-70 deliveries, for a total of about 2,300 residential deliveries every day. Residential deliveries are made once a week, so we serve about 12,000 members in total.”

Ogawa Yuji, Director, pal system Kawagoe Center, Ryutsu Service Co., Ltd., joined the company in 2014. After working at the Higashimatsuyama Center, he transferred to the pal system Kawagoe Center. He was made Assistant Director in 2024, and Director in April 2026.



Cargo loading at the pal system Kawagoe Center picking area prior to departure. First, routes and co-op member residential deliveries are confirmed with each of the truck drivers, at which time items for delivery are removed from freezers and refrigerators for loading. Styrofoam boxes are used for frozen goods, while folding containers are utilized for room temperature items.



Because we now deploy more trucks, at the present time we have two morning departures. “The morning shift starts at 6:30 am. Drivers load their trucks with the day’s deliveries, respond to the roll call, and depart at 7:30 am. The next shift begins at 7:30 am, following the same process of cargo loading, roll call, and then departure at 9 am. By this time all trucks have departed. Our employees come together when the first shift is about to depart at 7:30 and the next group arrives—and this is when we hold our fifteen-minute morning meeting.”

Topics covered at the meeting include listing and confirming the pal system recommended products, reminding drivers of points to be aware of, questionnaires, etc. We also use this time to convey words of thanks to our drivers, any requests, etc.

“We take the meeting seriously because it’s the only time of the day when everybody gets together. It’s part of how we take care of each other: for example, if it’s one of our driver’s kid’s birthday, we make a plan to let them go home early.”

This system of drivers working and collaborating can be observed at the picking area as they load the cargo. The cargo loading process involves selecting the products for delivery on that particular day brought from the “Set Center”—located in a different place—the night before and loading the cargo onto the truck platform in an organized way, i.e. in the appropriate order for it to be taken out easily for delivery. Products for delivery are stored at four different temperature ranges: frozen, chilled, room temperature, and perishable (vegetables). Dry ice and cold packages, used in accordance with product type, are placed efficiently on the loading platform. Drivers who finish loading ahead of time help the other drivers.

“On a busy day we deliver to about 80 residences. We deliver foodstuffs including perishables, fruits and vegetables, beverages, etc., as well as a variety of other things like long-handled brooms, laundry hangers and more more—which requires some planning. Because room temperature items as well as fruits and vegetables can get too cold, we don’t use



refrigerated vehicles. At the outset there’s a lot to remember, and it can be hard work, but we have seven supervisors, and employees who’ve been there longer also help out,” remarks Mr. Ogawa.

A key lifeline in support of daily life

Mr. Minami told us about the satisfaction he gets and the enthusiasm he has for his job making co-op deliveries.



Packaging frozen and chilled products. There are two kinds of cold packs: for frozen and refrigerated items. Dry ice is used for frozen goods. In addition to the temperature of the day, we take other factors into consideration to ensure the quality of our deliveries, including any special circumstances at the point of delivery, order of delivery, etc.



Minami Naruki, Staff Leader, pal system Kawagoe Center, Ryutsu Service Co., Ltd. He joined the company in 2022. Since he always takes the weekend off, he takes a walk with his three-year-old daughter, who loves trains and pedestrian bridges.

Mr. Minami now works as a leader. He's known for his specially encouraging presence as he checks on the cargo loading process and helps the drivers out. He joined Ryutsu Service in 2022, when he started at the Kawagoe Center as a driver. He's been a leader since 2024.

He tells us about how he got to the company: "Previously I worked in sales at an insurance company, before switching to this job. I enjoy driving and also talking with other people. I was looking for something where I could do both of those things, and that's when I found Ryutsu Service. My daughter was born after I started working here, and she's three years old now. One of the great things about working in co-op deliveries is that I have Saturday and Sunday off, so I can spend time with my daughter on the weekends. It's unusual for drivers in the distribution field to always get the weekend days off, and it's a reason a lot of people join this company. I had had no experience when I first started, which meant there was a lot to



Mr. Minami during a delivery run. Someone is home at the time of delivery only about half the time. If a person answers the door, he has the recipient check the product, and hands it off to them. Where no one is home, he announces himself as "Minami, PAL system," and leaves the item.



learn at first and it was challenging, but the supervisors and more experienced workers helped me to get used to everything."

"Once I started making deliveries on my own, the co-op member customers and people in the area began to recognize me. I've been invited for tea in the apartment buildings where I delivered, and that made me happy. Customers include older people, households where both husband-and-wife work, families with children, as well as single people—so there is a lot of variety.

Since doing this job and meeting with our co-op customers—consumers living in the area—every week, I've realized that our work is a critical lifeline for these people. In particular I get the sense that there are more and more elderly people who can't go out shopping—and they need our help. Every day as I go about my job I feel like I want to be of service to these people."

Ryutsu Service Co., Ltd. pal system Kawagoe Center Treating the local area with respect, taking pride in our services.

The Ryutsu Service pal system Kawagoe Center was launched in 2012 as a personal delivery service. The area covered by our operations, primarily Kawagoe City, expanded to include six nearby cities and one nearby town. Mr. Ogawa, Director, says "This area is unique in its diversity. It has commercially developed neighborhoods near train stations, but also residential areas with old-style narrow roads, tourist areas allowing only pedestrians during the nation's longer holiday periods, etc. Each of our drivers travels along all of these roads every day. If one of them sees an elderly person that has fallen

down, for example, our drivers will immediately get out of their vehicle and help the person.

We also conduct cleanup projects around the center. These are some illustrations of our involvement with the community." Our drivers are trained to pay attention to small details and make adjustments as needed—e.g. they try to be as quiet as possible when delivering to households with small children, or leave extra cold packs when they know both husband and wife are working. "They all take pride in their work, and they are aware that they represent the consignee to the customer."



Our employees. Five of our 42 employees are women, ranging in age from 19 to 50.

DATA
Address: Ishida 60-1, Kawagoe-shi, Saitama Prefecture.
No. of employees: 42



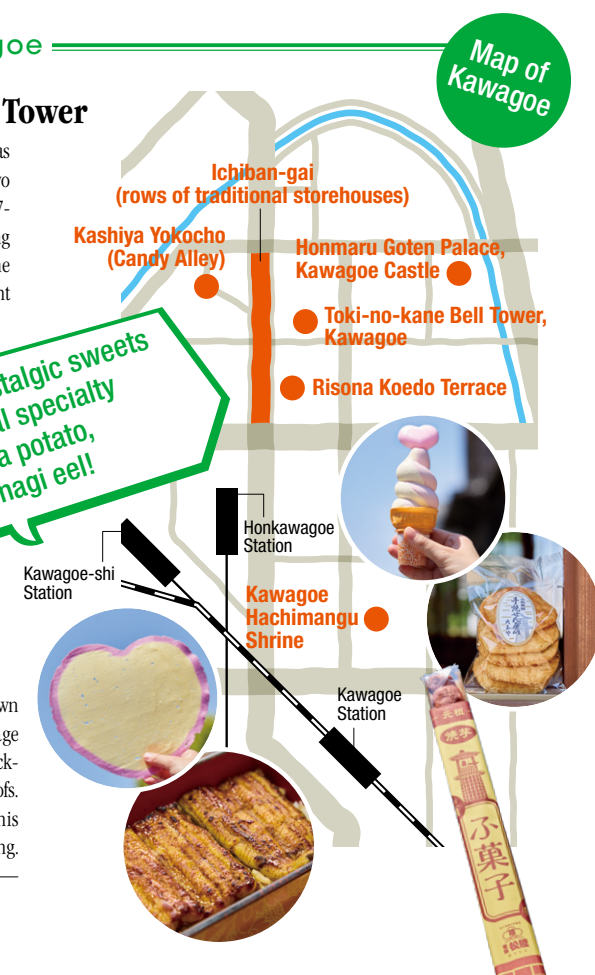
Kawagoe Ichibangai Shopping Street / Rows of Traditional Storehouses



Toki-no-Kane Bell Tower

Toki-no-Kane Bell Tower, Kawagoe was first built by Sakai Tadakatsu, daimyo of Kawagoe, over the period of 1627-1634. The role of the bell, announcing the time, was indispensable to the daily lives of the people. The current bell tower was rebuilt in 1893.

Choose from nostalgic sweets like the local specialty Satsuma potato, plus unagi eel!



This area is a primary tourist spot known as "Little Edo." The traditional storage building area is characterized by black-plaster walls and beautifully crafted roofs. Underground electric wires make this traditional town look even more striking. More than 100 stores line the streets—with lots of things to see, buy, and eat.

Kawagoe Hachimangu Shrine

Kawagoe Hachimangu Shrine will be celebrating 1000 years since its establishment. It was built by Minamoto no Yoritomo in 1030 to pray for military victory. Many people engaged in some kind of competition, such as those about to take a test as well as athletes, come here to pray to the resident deity for success. There is also a pair of sacred trees on the shrine grounds representing husband-and-wife.



Honmaru Goten Palace, Kawagoe Castle

Kawagoe Castle was built in 1457 by Oda Doshin and Oda Dokan (father and son). It was considered important during the Edo Period as the northern point of defense of Edo. The castle was occupied by successive generations of chief vassals of the Shogunate. Today, a portion of the Honmaru Goten Palace is open to the public.

Risona Koedo Terrace

Thus, multi-purpose facility, built in 1918 as the Former 85th Bank Head Office, features Renaissance-style architecture. At present it is home to local restaurants and cafes utilizing local ingredients.



Kashiya Yokocho

Kashiya Yokocho is a "candy alley" familiar to the denizens of Edo from around 1800. When the Great Kanto Earthquake of 1923 caused extensive damage in Tokyo, the area transitioned to a major candy production and supply area. It offers old-fashioned sweets such as amegashi (hard candy), wheat-gluten candy, sweet dumplings, and more—as well as more modern sweets and unagi eel.



Conveying the great appeal of classical music to larger audiences

Music Journalist and Critic
Hayashida Naoki

As a music journalist and critic, Hayashida Naoki considers it his mission to help make people everywhere aware of the appeal of music and the other arts. Instead of portraying classical music as something lofty, Mr. Hayashida works hard to make it easy-to-understand, and to convey its beauty and inherent wonder to people who don't ordinarily listen to it. “It's my goal to charm people into enjoying classical music.”

Classical music has a history in Europe stretching back more than 700 years, since before the Renaissance. Over the centuries it has been well-loved by large numbers people, regardless of factors such as race, culture, religion, etc.

“Classical music is often considered an art that's out of reach or too difficult, but I've found it's the opposite: when somebody's having a hard time, it can feel like a friend, and it gives much-needed encouragement. It's an ephemeral treasure of the human race. People from all different countries and walks of life can get together and talk about

how good Beethoven's music is.” Hayashida Naoki, long-time presenter at the OTTAVA Internet Radio Station and music journalist and critic, shares his views on classical music.

“We also felt the power of classical music at the time of the Great East Japan Earthquake of 2011. Amidst the immense damage of the twin disasters of the tsunami and nuclear accident, we thought that no one would listen to OTTAVA Internet Radio—a station specialized in classical music—but we were wrong. We experienced the opposite: we actually saw the number of listeners rise. There was a great deal of information on the disaster, making everybody anxious, and we got a lot of people listening to our classical music broadcast looking for a moment of healing.”

Getting a Sense of the Vast Scale of Orchestral Performances

Mr. Hayashida was first drawn to classical music as an elementary school student. He says he was enchanted by Antonín Dvořák's “From the New World,” which he listened to in school music class. “I first heard it when I was in fifth grade. I was fascinated by the power of the orchestra format with its many parts—and I was taken in by its utter magnificence. At that time, I was also enthralled with Ultraman, The Masked Rider, monsters, and that kind of thing. I was mesmerized by it all—things I could never have imagined—that brought excitement to ordinary daily life. I also found an incredible sense of that scale in orchestra music.”

When he was a first year junior school student, he had an unforgettable experience listening to an LP record of Arturo Toscanini conducting Beethoven's “Eroica”: “I had a middle ear infection when I was a kid, and I listened to “Eroica” with my hands over my painful ears over and over again. Since Beethoven had also suffered from hearing problems, I felt like I was being encouraged by the special energy of this music. Music is our friend when we're having difficulties.”

What I Learned from My First Journalistic Experience

Later, when Mr. Hayashida was in junior high and high school, he listened to classical music on LP records and FM radio. But also liked pop music, punk, jazz, and even pop “idol” music. Later, in high school, he was also interested in plays, literature, art, and more, as well as philosophy, economics, and politics.

“One memory I have of high school is when I went to research an article at a Korean school. Before that, my classmates only talked about how cute the girls' uniforms were at the Korean school, and how intimidating the boy students seemed. Still no one actually knew what those

schools were like. So I decided to go and find out for myself about the students at Korean schools, what kind of approach they had to learning, etc. So I went to these schools and had all the students fill out questionnaires. When I saw the carefully filled out questionnaires written in perfect Japanese, I realized that they were regular students just like us. I was also able to talk to the teachers at the school, who thanked me for helping to clear up preconceived notions. I got a true sense of what it means to do journalistic research by communicating directly with the people involved.”

Being Drawn into the Beautiful, Sensual World of Classical Music

Mr. Hayashida began working in the field of classical music when he worked as an editor at the Ongaku no tomo sha corp following graduation from university. He oversaw editing of publications such as the monthly “Friends of Music” and “The Art of Records.” “At this time I sought specific people out no matter how famous they were—for example figures at the top of the financial world, culinary researchers, and much more. Highly educated people realize that music is a common language around the world, and that's why they met with me.” He also worked hard to meet with numerous conductors and performers.

“I would take the hands of pianists I met wherever possible. This is how I noticed that world-famous pianist Maurizio Pollini's hand joints were swollen and puffy—and I realized that these hands were what gave rise to his wonderful performances. After developing my career as an editor, I retired from the company at age 37. I always felt like I was running along a rail, and that really didn't suit me. I think I had a certain hankering for a life like Snufkin in Moomin. After going independent, I pivoted to classical music review writing.”

“I like to make my music reviews easy to understand. For example, if I'm writing a piece introducing Antonín Dvořák, I begin with talking about the fact that he was a railroad

Mr. Hayashida has a regularly scheduled program on Classical Music Internet Radio Station OTTAVA (<https://ottava.jp>). On “LOGISTEED presents OTTAVAccademia,” a show broadcast on OTTAVA, he hosts a segment entitled “Music and Language.” Listeners can tune in to the live show for free or listen on-demand.



A partial list of the works of Hayashida Naoki

fanatic, explaining that the meaning behind the fourth movement of “From Another World” was meant to invoke the burgeoning power of a massive steam train as it starts to slowly move. Mr. Hayashida says he wants classical music not to be limited to a small number of people, or to a closed-off world. Currently, at OTTAVA, he hosts a regular program every Friday afternoon, as a radio personality and presenter.

“LOGISTEED presents OTTAVA Accademia” is a live/on-demand musical seminar broadcasted by OTTAVA. Mr. Hayashida teaches a class as of part these seminars called “Music and Language.” He lectures on a wide variety of themes, ranging from sophisticated topics like a Bach revival to the basics of musical copyrights for the AI era. He is always keeping an eye out for trendy themes pertaining to music and incorporating them into his work.

He invites specialist guests on his show, drawing on his vast network of friends and acquaintances. Mr. Hayashida talks about his mission: “My guests are really the top people in the industry. It's part of my plan to charm people into loving classical music. My role is to draw people into the world of classical music and all its beauty, sensuality—and the feeling that you're so happy to be alive.”



Mr. Hayashida notes how he experienced switching elementary schools multiple times due to his parents' work. He was also subjected to bullying. He looks back on those times: “It was when I was in second grade. When I wrote about it in our shared diaries, my homeroom teacher canceled all classes the next day and we all talked about it together. So my situation changed because I had put it into words. It was then that I understood the power of words.”



Timid-yet-mysterious “joke manga” artist

Manga Artist
Tondabayashi Longe (“Long Hair”)

Tondabayashi Longe, manga artist, appeared for the interview with a mask. He says he’s embarrassed to “show people his face.” Ever since his debut, he has been involved primarily in joke manga. Early in his career, he embarked on a 150-part series for children featured in a monthly magazine. Since his manga are a mishmash of elementary school children, aliens, monsters and more, he believes that appearing “mysterious” is better, and that’s why he wears a mask. We asked him to describe how he feels about manga—something he’s been doing since he was in elementary school.

Tondabayashi Longe has been a manga artist for the past 28 years. Since 2014, he has authored a weekly series called “I Don’t Get the News!” on the monthly “Easy-to-Understand News” (published by Mainichi Newspaper) for elementary school children. His series features trends and up-to-date topics, and there are jokes featured throughout each four-page installment. Each page has about 7-8 parts, with about 30 jokes in each story. Readers delight in just how much fun it is!



Left: Tondabayashi Longe draws preliminary sketches with his joke it for each frame. His pen name was the suggestion of a colleague of his in the same year of school, who also drew manga together with him. “It’s a combination of Japanese characters meaning something like “a thicket of words.” And I had long hair at the time, so I added the word “Longe,” which means “long hair.”
Right: Sketches and a favorite pen

“I can’t write “cool” manga because I’m too embarrassed for that.”

“I started writing and drawing manga when I was about two or three years old. I drew the square frames on blank paper, and then I really began drawing what we call manga in around the time I was in third grade. At the time (when his manga were featured in the weekly Shonen Jump) “kinnikuman” was hugely popular, I was drawing manga and joke manga similar to Kinnikuman. And when I featured my friends in manga, everybody liked it. I remember the kids in my class taking turns reading this manga.”

“At this point in my life I lived in Osaka. “Yoshimoto Shinkigeki” was on TV, on Saturday mornings. All of us kids watched it together.

The kids who said interesting things at school were at the top of the school “hierarchy.” Those of us who drew or painted, or drew manga like me, were seen as introverted. Though the other kids read my manga and liked it, that didn’t make me popular. After class I played with my friends, and I drew manga at night.”

I was part of the soccer club when I was in junior high school, and I drew manga at night. That’s when I started drawing joke manga.

It wasn’t my personality to draw manga with cool characters—and that’s still true today. I can’t create serious manga or manga that make you cry, either. It’s just that I’d feel embarrassed if I did that. It’s the kind of shyness that causes elementary school boys to make funny faces when they get their picture taken. It’s like that for me.”

I wanted to move to Tokyo and become a manga artist after graduating from junior high school, but my parents wouldn’t allow it, so I went to a local high school instead. Later, during my sophomore year of high school, I drew the required 31 pages of for the Shonen Jump Manga Award and submitted my application. I received a reply from the editor saying that I didn’t win the prize, but that he wanted me to work for them. After that my parents started to acknowledge my career choice.”

I arrived in Tokyo after graduating from high school, at which time I continued to draw manga as I worked part-time in graphic production at a gaming company. When I was in my early 20s I won the Shogakukan Manga Magazine Newcoming Comic Award, and that’s how I got my start in manga magazines.

“Everything was going well when I started, but later I ran into some difficulties, and my series ran for a short time only. Then I did a bunch of one-time-only manga for minor companies that didn’t pay much. At that time my style was kind of outlandish as opposed to commercial—and I decided I need to make big changes to my style.”

A Long Joke Manga Series in Correspondence Classes

“Then I heard from the Director of the Shinken Seminars that he found my style interesting.”

“He asked me if I could make some joke manga to make the correspondence course materials more fun. I did this job for twenty years, and during that time I also did joke manga series for adult magazines. It was really an interesting period of time because I got to do a variety of things.”

During the coronavirus pandemic, color was added using digitalization, from which time it could be done on the computer. “Until that time everything was done by analog, which meant that the editor had to be at the office when the final copy was submitted. But if the final process could be digitalized, that meant it could be done at home, and for that reason I went ahead with digital.”

The editor of the monthly Easy-to-Understand News saw my joke manga in the Shinken Seminars, which was the beginning of the “I Don’t Get the News” series.

My primary audience is elementary to junior high school children. Since this is a magazine that kids read to prepare for their junior high school exams, some highly intelligent students read it. It’s always a process of

trial-and-error trying to figure out what level I should make the jokes, as well as how much of a twist can add to my jokes and still have them be comprehensible. In the end, my standard is whether or not I would have laughed at a particular joke when I was in about fifth grade. My editors give me themes for each installment. Some themes for 2026 have including sticker trading, the World Baseball Club broadcasting rights, etc.

Once I’m given a theme, then I start thinking about the jokes. I still look at the “Relatable school moments” video by elementary school YouTubers to get a sense of today’s trends, and then I remember what it was like for me as an elementary school student. I look on the Internet to check on how things are now.

Then I put together jokes that I’ve thought out really well, then do a four-page rough draft and have my editor look at it, and once they give their okay, I move forward. It takes about ten days to finish one story. It takes so long to do four pages! (laughs)

Introducing the Field of Logistics with a Laugh

Other special projects have included introducing the work of various fields. In this connection, I’ve written a four-part series to describe the logistics and distribution sector and the world of LOGISTEED. I got the general plot from the coordinator at LOGISTEED and then added jokes to it. I had one character wearing leopard pants—but nobody seemed to care, so I was happy!! (laughs)

Since I’m rather shy and timid, and I’m the opposite of a bold person, it’s like I have to flip a switch when I think up jokes. I continue to stick to the same kind of manga I’ve written since I was a kid. It’s kind of like a marathon. When you stop for a minute you regret it, and so we need to keep going regardless of the circumstances. So my goal is to keep on creating a manga that gives readers a little mental break by making them laugh.

During the coronavirus pandemic, color was added using digitalization, from which time it could be done on the computer. “Until that time everything was done by analog, which meant that the editor had to be at the office when the final copy was submitted. But if the final process could be digitalized, that meant it could be done at home, and for that reason I went ahead with digital.”



A special-edition book containing all four “I Don’t Get LOGISTEED” series in a the monthly “Easy-to-Understand News”.

Topics

Flyjac Wins CII Scale Award 2025 Innovation Award and Grand Prize, Marking Three Consecutive Years

Flyjac Logistics Pvt. Ltd. (currently known as LOGISTEED India Private Limited, India) were honored at the 2025 CII SCALE Awards in two major categories: the Innovation Award and the Grand Prize (Logistics Category and Third Party Logistics & Technology Solutions Category). This marks three consecutive years.

The CII SCALE Award is one of the most prestigious awards presented to businesses in the Indian supply chain and logistics fields. CII (Confederation of Indian Industry) sponsors the event and evaluates companies based on SCALE (Supply Chain and Logistics Excellence). The Innovation Award acknowledges Flyjac Logistics Pvt. Ltd. for its ongoing initiatives to modernize traditional logistics processes through innovation using technology. Meanwhile, the Grand Prize recognizes the company's 3PL strengths, technology-led logistics solutions, its integrated industrial warehousing model, and initiatives to build sophisticated consumer-centered operations.



Domestic Forwarding Operations Integrated

On April 1, domestic forwarding performed by ALPS LOGISTICS CO., LTD. was integrated with LOGISTEED Express, Ltd. which oversees the LOGISTEED Group's primary forwarding business—via business transfer.



LOGISTEED Achieves No. 1 in Japanese Preliminaries, No. 4 in the FY2025 SCM World Competition

LOGISTEED competed in the supply chain management competition of the SCM Global Pro Challenge held in FY2025. The team passed the Japan preliminaries in the top spot, later securing fourth place in the World Championships.



LOGISTEED Exhibits at the 2026 Sapporo Snow Festival

Over the 11-day period starting February 4th, LOGISTEED exhibited a snow sculpture at the large exhibit area of the 2026 Sapporo Snow Festival. The theme was LOGISTEED distribution centers and trucks, specifically a truck waiting to depart. Our corporate sign featured a LOGISTEED Group distribution center exterior, with a truck about to leave, as well as our on-truck operations—re-creating real on-site operations in a fantasy world of snow. The Sapporo Snow Festival is known in Japan and around the world as a leading event of Japan. It showcases Japanese traditional culture using snow, and also adds to the dynamism of the local region.



LOGISTEED Awarded Bronze Medal for Sustainability

The Group was awarded the Bronze Medal for sustainability by EcoVadis, which is an internationally recognized provider of business sustainability ratings. The EcoVadis sustainability rating utilizes four categories: environment, labor and human rights, ethics, and sustainable materials procurement, to render a combined overall performance rating. The bronze medal is awarded only to the top 35% of companies assessed by EcoVadis.



Verification Process Launched with a View to Accelerating Electrification in Logistics

LOGISTICS CO., LTD. and REXEV Co., Ltd. launched a verification process designed to expand electrification in the field of logistics. This process involves the use of EV trucks in transportation by LOGISTEED. By conducting tests appropriate to commercialization, and through the application of EV management knowledge and control technology developed over time by REXEV, the goal is to optimize energy use and improve efficiency through the use of EV trucks.



LOGISTEED Track and Field Club Offers Running Class in Collaboration with Matsudo City

The LOGISTEED Track-and-Field Club (referred to below as "Track-and-Field") sent instructors to teach a spring event called "Strive for Top Speed ! Unveiling the Secrets of Speed ! Spring Youth Running Class," organized by Matsudo City, Chiba Prefecture. A total of 63 kids, ranging from fourth to sixth graders, participated in the class. Our track-and-field athletes and staff lectured on such topics as specific movements for running, training methods, and more. The kids listened to the athletes, and then trained hard afterward.



LOGISTEED, Ltd. Donates Traffic Safety Flags to 45 Matsudo City Elementary Schools

As part of efforts to do our part in the local community, LOGISTEED provided traffic safety Flags each to 45 elementary schools in Matsudo City, for a total of 2,250. The design is intended to be familiar and recognizable to kids, featuring the Jumbo-kun mascot character of the professional basketball team the Chiba Jets—of which LOGISTEED is a sponsor. Also, on the first day of school for first graders—April 10th—the LOGISTEED Track-and-Field Club (based in Matsudo City) athletes directed traffic at intersections nearby the school.



SSCV® Automated Roll Call Certified as an Automated Roll Call System for Pre-and Post-Operation Checks

The SSCV-Safety system incorporating the SSCV Automated Roll Call feature has been certified by the Japanese Ministry of Land, Infrastructure, Transport and Tourism (MLIT) as an automated roll call system for both pre- and post-operation checks.



"Unite the Hearts, Unite the Power Revitalization Concert Together with Everyone 2026" Event Held

LOGISTEED, Ltd. served as a special sponsor of the "Unite the Hearts, Unite the Power Revitalization Concert Together with Everyone 2026" event held in Natori city, Japan on March 7, 2026. The company has sponsored the concert featuring the Sendai Philharmonic Orchestra—which is meant to provide solace to the visitors of the Great East Japan Earthquake in the various affected areas—since 2022. This year it featured actress Otake Shinobu as well as the Orchestra for an unforgettable event.



Tsurusaki Niko to Serve as New Navigator at J-WAVE LOGISTEED RADIONOMICS

Tsurusaki Niko of Hinatazaka 46 (fifth generation) has been named a new navigator at J-WAVE LOGISTEED RADIONOMICS, which is run by LOGISTEED, Ltd.—a post she has held since April. This radio show, which was launched in April 2024, is designed to help people learn all about economics together, putting a heavy focus on people new to the material.



Congratulation LOGISTEED, for at **second place** in the New Year

Record time Four hours, 47 minutes, and 27 seconds

The LOGISTEED Track-and-Field Club, competing for the fourteenth consecutive year, took second place in the 70th All-Japan Men's Corporate Team Ekiden Championship (New Year Ekiden 2026 in Gunma), held on New Year's Day in 2026.

Winner GMO Internet Group
Runner-Up **LOGISTEED**
3rd Place Toyota Motor Corporation



Messages from the Runners Passing the Sash (instead of the traditional baton)

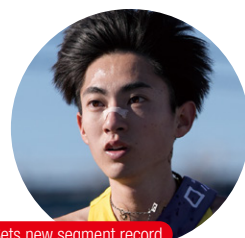


Segment 1 Winner
Best record in Japan

Segment 1

Tomita Shunpei

First place at 34 minutes, 23 seconds
It was a big responsibility to be entrusted with the first segment, and it was also my dream, so I was incredibly nervous. Surrounded by my teammates and also segment winners from previous competitions, I was so anxious about how the race would turn out while I was running. When I got to the last kilometer I felt more comfortable, and I know that I'm good at that distance, so I was prepared to be brave and give it my all. I think that's how I came out on top. I'm very happy with my result.



Sets new segment record

Segment 2

Hirabayashi Kiyoto

3rd Place at 1 hour, 1 minute, and 29 seconds
I was surprised when I was able to pick up the sash in first place—and when I was able to continue running in front. I managed to pull away from competitive teams in the next second, and though I fell behind in the last part, I passed on the sash with a clear view in front. The last part is a big issue for me, and I plan to work hard to fix it.



Segment 3

Fujimoto Tamaki

7th Place at 43 minutes and 29 seconds
I started doing track-and-field when I was in junior high school, but since this is the first time I've been on a team that won second place in a national championship, I was incredibly excited. It's a unique characteristic of ekiden that one mistake can cost you the whole race. I was extremely happy that all of us were able to not only do our best—but that we got amazing results. I hope to step it up even further next time, in appreciation of everybody who cheers us on.



Segment 4

Gideon Ronoh

21st place at 21 minutes and 17 seconds
The race was good. I appreciate my team for the good showing in the New Year Ekiden. And are now focused on winning the 2027 Ekiden!!



Segment record

Segment 5

Shikama Shunsuke

3rd place at 46 minutes 4 seconds
As runners we often hear that 80% of success is in the preparations. I hadn't been at my best physically for the last two championships, but this time all of us were in great condition at the starting line. Our four rookies as well as Ichida, who recently joined us, have added fresh energy to our team—helping us to feel like this was our year—after success escaped us up until last year. It's my hope that we can muster the strength to go even further—so that we can take first place in the near future.



Segment 6

Muramatsu Hironori

4th Place at 33 minutes and 17 seconds
I ran the sixth second for the second consecutive year. I was unable to run as I would have liked last year, and neither myself nor my team achieved our goals. I haven't forgotten that frustration of last year during my practices over the past year. In the end this frustration led to a better result—as well as satisfaction this time with my performance, and to achieving our goals as a team. The race was tough at several different points, and during those times I found that the people cheering us on along the road, including those from our company, really helped a lot—and I felt it was a good run. At the same time I don't want to be complacent with our results—instead I want to get even stronger, as an individual and as a team.



Segment 7

Ebisawa Kenshin

9th Place at 46 minutes and 28 seconds
I was a rookie in this race. I ran in Segment 7, taking ninth place, and I had a sense of relief when I got the sash in second place—and was able to take it to the goal in second place. This means that our team not only achieved the goal of placing in the top eight, which we came up with after winning the East Japan Corporate Ekiden Championship we even greatly surpassed it. However I do feel the truth of the matter is that we did as well as we did thanks to our talented experienced athletes. I'd like my performance in next year's race to be a real contribution to our team—something I can be proud of.



achieving your goal Ekiden 2026



All of you cheering me on really helped!
Thank you all for that!

First win at 66th East Japan Corporate Ekiden Championships

Reaching the top of the East Japan competition. Came in number one at the 66th East Japan Corporate Ekiden Championships of last November 3rd.



Record time

3 hours, 31 minutes,
and 24 seconds



Richard Kimunyan

Richard Kimunyan, currently in his ninth year with the LOGISTEED Track-and-Field Club, is a long distance runner from Kenya.

He was born in the western part of the country, in Baringo.

“It’s the kind of place where all there is to do is farm,” says Richard.

The elementary school he attended was on a hilltop, three kilometers from his home. “I’d eat my lunch at my house, so that meant I made two trips back and forth every day—for a total of 12 kilometers. It was hard getting to school on top of a hill, but I guess that was when I figured out that running was a fun thing for me.”

Richard was recognized for his running speed from the time he was in elementary school, but it wasn’t until high school that he began to officially run track. He took first place in the 3000 meters at the World Youth Championships at the age of 17. Since arriving in Japan, he’s

also set a new record in the country for the 10,000 meter race.

Richard relaxes by spending time with his teammates, including chatting with Gideon Ronoh, who is also from Kenya. The two talk about childhood memories, track-and-field competition back in Kenya, and more.

His parents, four sisters, and one younger brother live in Kenya. He often has video calls from his mom, where they talk about his daily life, his running practice, etc.

He plans to continue to challenge himself with the marathon, and after that to possibly become a professional coach.

“It’s still a long way off, but once I retire I plan to return to Kenya, where it’s my dream to be a track-and-field coach. I’d like to help train the younger generation, and encourage talented runners to go to Japan.”

Q&A Corner

We asked Richard some questions.

Q When did you join the LOGISTEED Track-and-Field Club?

A After graduating from high school in Kenya, in 2017, I was invited to join a Japanese team when I was in high school, but I was too nervous to do it, so I said no. Later, when I heard about Kenyan runners in Japan, I decided to go to Japan when I was asked again.

Q Tell us what you think of Japan and also your current team.

A It was summer when I arrived in Japan, and I was taken aback by the fact that the sun rises at 4-something in the morning, because sunrise is around 7 am in Kenya. I was also surprised by the heat in the summer. There are many upland places in Kenya, where it doesn’t actually get that hot. My LOGISTEED Track-and-Field Club teammates are extremely kind, and we really are a great team.

Q Do you have a message for the fans?

A Your encouragement and enthusiasm is always a source of strength for me. Please don’t stop! It makes me happy if you yell “ngangana”! This word is Swahili for “Go for it!”.



Kenyan beaded bracelets, a traditional craft, are not just beautiful—they also symbolize camaraderie, and can be a source of strength. Here Richard’s middle name is woven in the bracelet.



Ugari is a staple food of Kenya, made by kneading corn meal in hot water. The flavor is similar to plain steamed bread.



Having lunch with Ronoh in Richard’s dorm room. This time it was a simple meal of ugari and milk, but since Ronoh is a good cook, he’ll often make vegetables for the two of them. Richard likes the musician Kipchamba, a Kenyan singersongwriter who was active in the 1970s.

“ When I was in elementary school my teachers told me I had talent for running. ”

Day-to-Day Schedule

Richard wakes up at 5:30 am to attend a track-and-field meeting. Morning practice consists of running 12 kilometers in about an hour. Later, he drinks sweet milk tea in place of breakfast, and then takes a rest. He then proceeds to the track for the later morning practice. He has free time in the afternoon.

Personal Best Times

3000m	7 minutes, 44.19 seconds
5000m	12 minutes 59.44 seconds
10000m	26 minutes, 54.76 seconds
Half marathon	59 minutes, 37 seconds
Marathon	2 hours, 7 minutes and 36 seconds



Kawagoe is well known for its unagi kabayaki, a traditional Japanese dish of grilled eel.



Kawagoe Hachimangu Shrine

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City Streets of Singapore

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