

## 3PL Business (Domestic)

In various stages of customers' supply chains, we enable improvements in service levels and logistics efficiency through comprehensive outsourcing services, and DX, LT and "Gemba Power" which support those services. Leveraging our extensive know-how and consulting expertise as a pioneer in 3PL, and utilizing various infrastructures, we offer optimal logistics solutions across a wide range of industries and sectors. We continue to challenge ourselves to implement next-generation logistics technologies and to expand our areas of business leading the evolution in the industry.

### FY2023 Result

Revenues:  
**¥427.5 billion**  
 Adjusted operating income:  
**¥19.97 billion**

### Major Services

#### ● Procurement logistics

We provide a comprehensive service from picking up purchased products to acceptance inspection, storage, and supply. Our high value-added services include Vendor Management Inventory (VMI), assembly/painting of parts, and delivering to production lines.

#### ● Distribution logistics

We provide comprehensive support from the supply chain design stage, including a review of site allocation and inventory level. We support customers to expand orders received and sales through high-quality and highly efficient logistics design and operation making full use of the latest technology.

#### ● Production logistics

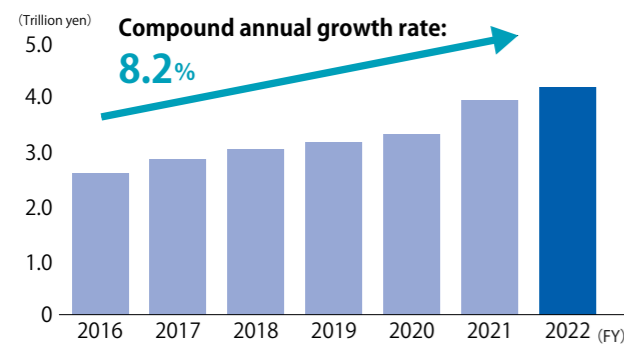
We undertake various logistics operations in the manufacturing process including management, packaging, and shipping of materials and products. Our packaging professionals provide optimal packaging solutions according to product features and logistics conditions.

#### ● Solutions

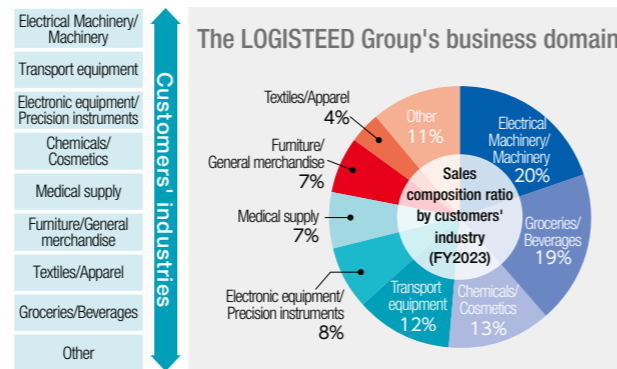
We provide a number of high value-added solutions such as services integrating logistics and CE\*'s skills for ICT equipment and collaborative logistics services for hazardous/chemical products.

\*CE: Stands for customer engineers who configure and perform operation check of ICT equipment

### Trend of domestic 3PL market size



\*Calculated by the Company using data in "Monthly Magazine LOGI-BIZ"



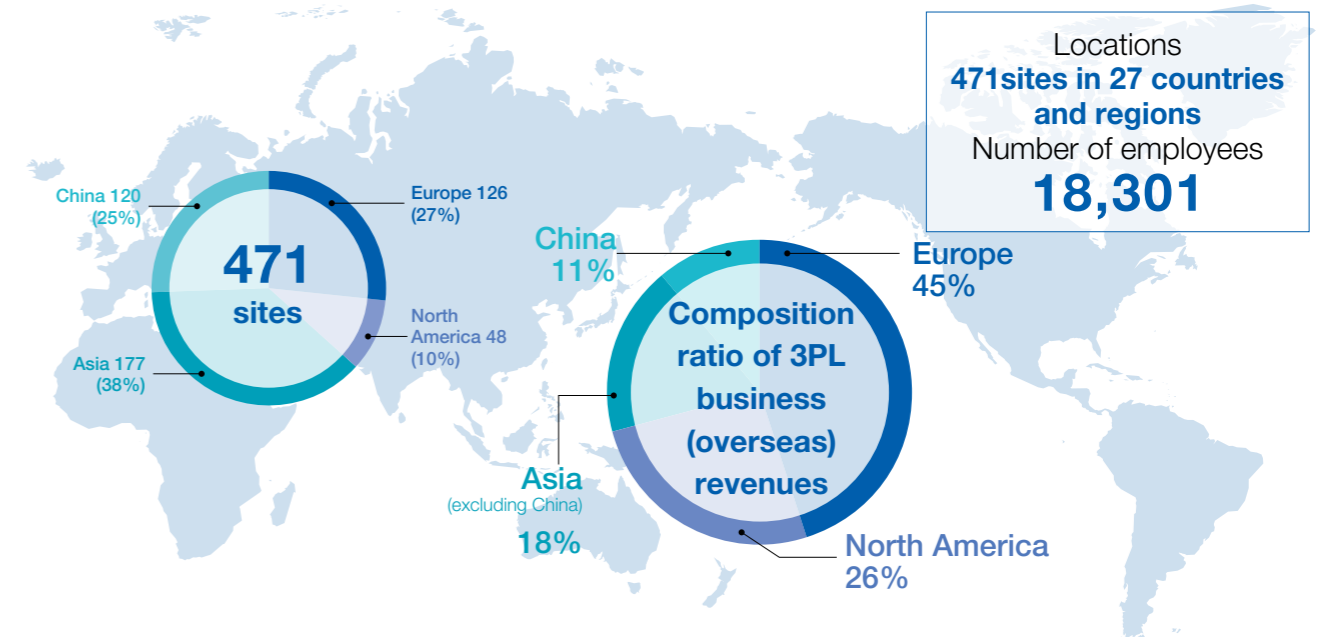
## 3PL Business (Overseas)

Since the expansion into Singapore in 1976, the LOGISTEED Group has been expanding internationally, with a global network of 471 sites in 27 countries and regions (excluding Japan) as of March 31, 2024. Under the policy to become a "leading global 3PL company," we will support our customers' supply chain strategies with a wide range of services.

### FY2023 Result

Revenues:  
**¥322.2 billion**  
 Adjusted operating income:  
**¥14.63 billion**

### Composition ratio of revenues by overseas region and no. of overseas sites (FY2023)



Locations  
**471 sites in 27 countries and regions**  
 Number of employees  
**18,301**

### Main topics

- August 2023: Acquisition of Van den Bos & van Daalen Materieel B.V. (hereafter, BosDaalen)
- January 2024: Start of operation by LOGISTEED Solutions Asia-Pacific Sdn. Bhd. in Selangor, Malaysia
- February 2024: Flyjac opened the Mumbai Logistics Center in Maharashtra, India



BosDaalen Headquarters and Warehouse



Flyjac Mumbai Logistics Center

### Message from the officer in charge



**Kazuhiro Nishikawa**  
 Executive Vice President and Executive Officer, CJBO and CMO  
 President of LOGISTEED Japan Company  
 General Manager, Collaborative Innovation Project Team

As CJBO, I will achieve the further growth of our domestic business by providing customers with VAS and other value-added services in addition to DX/robotics while maintaining our position as a front runner in 3PL in Japan. Additionally, as the CMO, I will collaborate with the CIBO to create synergies as "One LOGISTEED" by mutually rolling out the solutions provided by the LOGISTEED Group in each area around the world on a global basis.

### Message from the officer in charge



**Christopher Logan**  
 Executive Vice President and Executive Officer, CIBO  
 President of LOGISTEED International Company

As of April 2024, I was appointed Executive Vice President and Executive Officer, Chief International Business Officer (CIBO), and President of LOGISTEED International company. In this capacity, I will lead the international team driving strategic growth for contract logistics and freight forwarding across Asia, EMEA and the Americas. Drawing on the rich legacy for customer focus, operational excellence and continuous implement of our international business, we will come together globally as "One LOGISTEED".

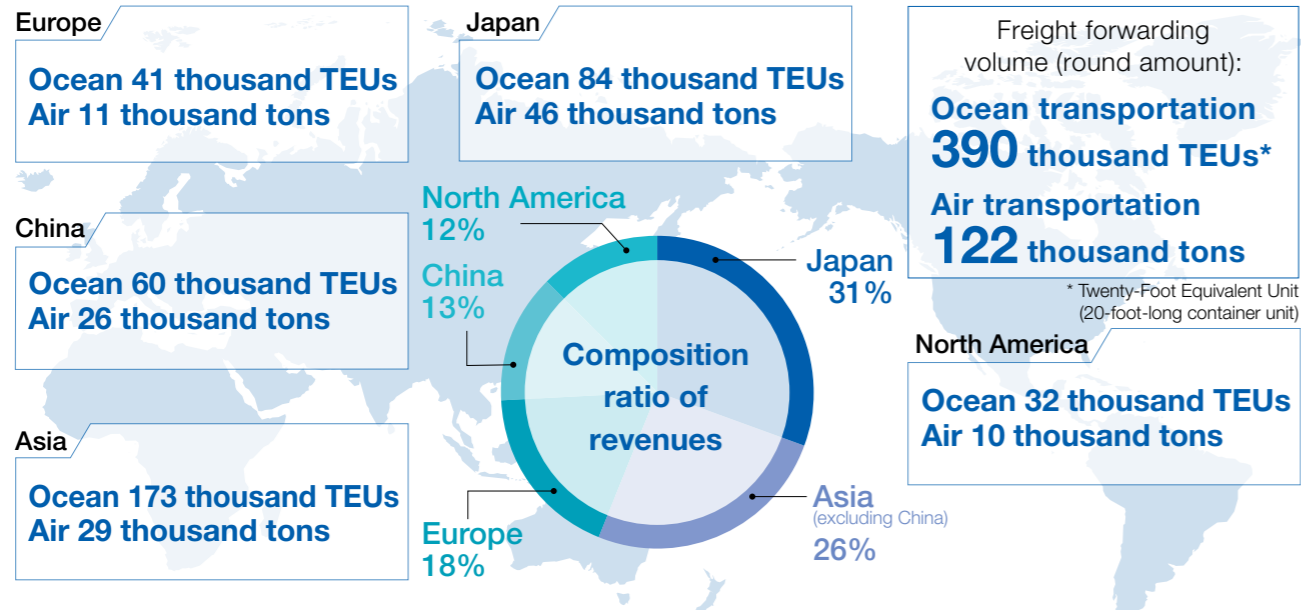
# Freight Forwarding Business

The LOGISTEED Group makes full use of its global network and seamlessly connects various transport modes including ocean, air, truck, and rail to provide optimal transport services to customers. We meet a wide range of global logistics needs of customers including one-stop logistics service integrating freight forwarding, contract logistics, and heavy machinery and plant logistics and operations that require high level of expertise such as agency service for trade administration and trade agreement consultation.

## FY2023 Result

Revenues (round amount):  
**¥112.8 billion**

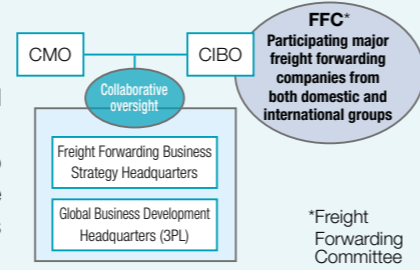
### Composition ratio of revenues by region and freight forwarding volume (FY2023)



### Main topics

#### Strengthening the One LOGISTEED structure

Beyond activities focused solely on the freight forwarding business, we will enhance global business organization coordination across customers, regions, and businesses, including the 3PL/contract logistics business. We will also strengthen the integration of our purchasing organization to improve purchasing power. Flexible response channels will be selected based on areas and routes, and we will enhance our information dissemination functions.



### Messages from the officers in charge



#### Christopher Logan

Executive Vice President and Executive Officer, CIBO  
President of LOGISTEED International Company

Our freight forwarding business collaborates internally and with our partners to deliver high-quality logistics services. We are committed to providing our customers of all sizes with superior local support and integrated global solutions.

Given the diversification of customers' supply chains due to changes in international conditions, we believe that flexible responses are required in the global market. The Company has established the FFC, which is freight forwarding operators (refer to the figure above). We will enhance collaboration among these companies and address all global transportation needs.



#### Yuichi Kuroume

Operating Officer  
General Manager, Freight Forwarding Business Strategy Headquarters  
President and Representative Director, LOGISTEED Express, Ltd.

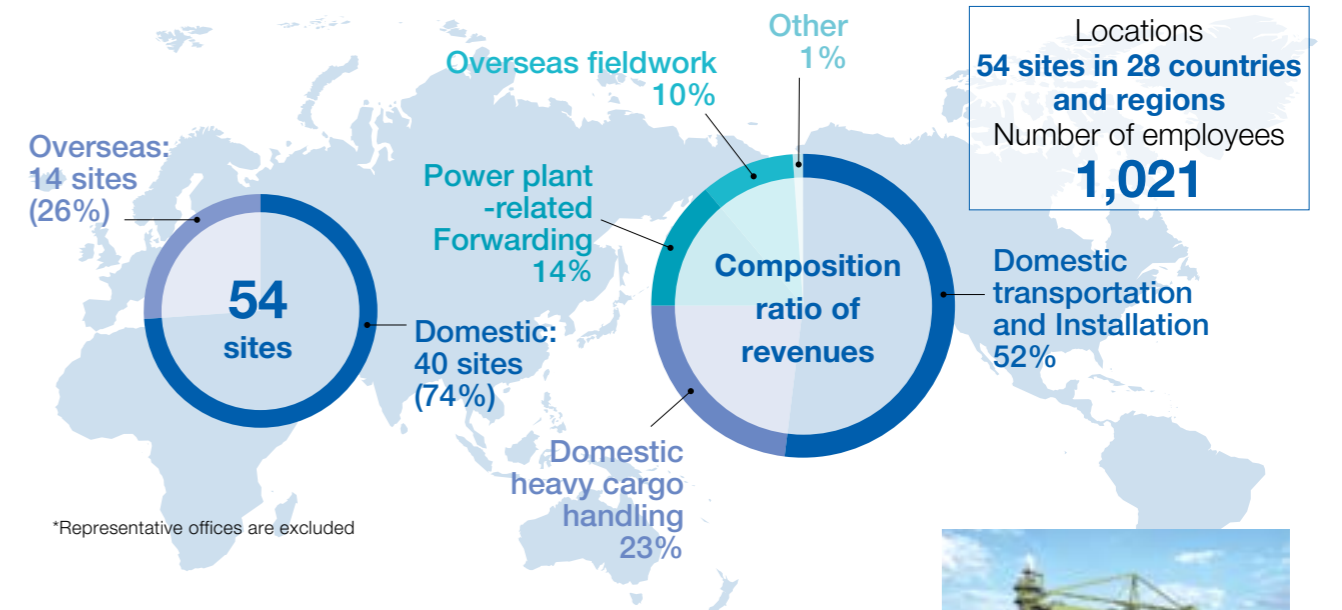
# Heavy Machinery and Plant Logistics Business

Since its foundation in 1950, we have supported the foundation of society and industries and strived to improve transport technology by providing one-stop logistics services covering from shipping to transportation and installation of heavy products, including power plant, industrial machinery, railway cars, and precision equipment and medical equipment requiring careful handling in domestic and overseas. We will provide total logistics solutions capitalizing on our experiences and expertise we have cultivated over the years to meet a wide range of customer needs and contribute to the development of society.

## FY2023 Result

Revenues (round amount):  
**¥35.9 billion**

### Composition ratio of revenues and number of sites by region (FY2023)



### Main topics

- Undertook one-stop transportation of equipment and installation for the new semiconductor factory (including temporary storage of equipment and semiconductor manufacturing devices, local transportation, and installation)
- Promoted joint operations with UTOC CORPORATION in the use of self-propelled modular transporter
- Undertook transport work of cargo handling equipment to domestic port using self-propelled barges
- Undertook transportation and installation of automated material handling systems for large-scale logistics centers
- Undertook one-stop transportation for power plants (thermal, geothermal, and wind) and power transmission and distribution equipment for domestic and international markets (the U.S., Australia, Philippines, Middle East, etc.) [ongoing]
- Transported railway cars to Asia and Latin America [ongoing]



Undertook transportation of cargo handling equipment to domestic port using self-propelled barges



Transported railway cars to Asia

### Message from the officer in charge



#### Daisuke Hayashi

Deputy General Manager, Business Development Headquarters  
Deputy General Manager, Freight Forwarding Business Strategy Headquarters

Under the new structure for FY2024, we will continue to integrate our contract logistics and freight forwarding businesses in the overseas business to provide higher value-added services and expand our global share. In the domestic business, we will conclude a business partnership with UTOC CORPORATION for the joint operation of self-propelled modular transporter and contribute to solving issues related to decarbonization and social infrastructure. We will continue to build a robust operational system and enhance our engineering capabilities to ensure the safe and reliable delivery of various types of cargo, and to support our customers' business expansion and contribute to society.