Foundation Supporting Value Creation

Executive Team
* Listed in Japanese alphabetical order by title

Directors

Representative Director — **Yasuo Nakatani**

Outside Director — **Mitsudo Urano**

Outside Director — **Takashi Nishijima**

Outside Director — **Hirofumi Hirano**
Partner, Chief Executive Officer, KKR Japan

Outside Director — **Kazunobu Morita**
Vice President and Executive Officer, CEO of Industrial Digital Business Unit, Hitachi, Ltd.

Outside Director — **Miho Aoki**
(Audit & Supervisory Committee Member)
Associate Professor, Department of Food Safety and Management, Faculty of Food and Health Sciences, Showa Women's University

Outside Director — **Hideaki Miyauchi**
(Audit & Supervisory Committee Member)
Principal, KKR Japan

Outside Director — **Eiji Yatagawa**
(Audit & Supervisory Committee Member)
Partner, KKR Japan

Abbreviation Details			
C E O : Chief Executive Officer	CTrO : Chief Transformation Officer	C F O : Chief Financial Officer	
CIBO : Chief International Business Officer	CHRO : Chief Human Resources Officer	C I O : Chief Information Officer	
CJBO : Chief Japan Business Officer	C S O : Chief Strategy Officer	C T O : Chief Technology Officer	
C M O : Chief Marketing Officer	C P O : Chief Procurement Officer		

Executive Officers

Executive Chairman, President and CEO★ — **Yasuo Nakatani**
★Concurrently serve as Director

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

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

Executive Vice President and Executive Officer, CTrO — **Nobukazu Hayashi**
In charge of Corporate Function

Executive Officer, Deputy CIBO — **Kazuo Abe**
General Manager, International Business Headquarters
General Manager, AEO* & Corporate Export Regulation Office

Executive Officer, CHRO — **Tsukasa Kudo**
General Manager, Human Resources & Business Support Office
In charge of Internal Auditing Office

Executive Officer — **Takashi Jinguji**
General Manager, East Japan Area Management Headquarters
(President and Representative Director, LOGISTEED East Japan, Ltd.)

Executive Officer, CSO and CPO — **Isao Takaoka**
General Manager, Corporate Strategy Office

Executive Officer, CFO — **Hideo Nakamoto**
General Manager, Financial Strategy Office

Executive Officer — **Kazuhisa Hatakeyama**
General Manager, West Japan Area Management Headquarters
(President and Representative Director, LOGISTEED West Japan, Ltd.)

Executive Officer, Deputy CJBO — **Keisuke Fukazawa**
General Manager, Japan Business Headquarters

* AEO (Authorized Economic Operator) System: A system in which customs authorities certify businesses that have established security management and legal compliance systems, and grant benefits such as simplified customs procedures

Operating Officers

Name	Role
Kazunori Azusawa	Operating Officer, CIO General Manager, Information & Communication Technology Infrastructure Headquarters General Manager, Information Security Office
Kenichi Iyoku	Operating Officer Deputy General Manager, East Japan Area Management Headquarters
Ryoichi Okamoto	Operating Officer General Manager, Safety and Quality Control Management Office
Kenichiro Ogawa	Operating Officer Deputy General Manager, Corporate Strategy Office
Koji Kawakita	Operating Officer Deputy General Manager, International Business Headquarters (President, LOGISTEED China, Ltd.)
Yuichi Kuroume	Operating Officer General Manager, Freight Forwarding Business Strategy Headquarters (President and Representative Director, LOGISTEED Express, Ltd.)
Kazuhiko Zaiki	Operating Officer General Manager, Business Development Headquarters
Kazuhisa Sakaguchi	Operating Officer Executive, West Japan Area Headquarters, West Japan Area Management Headquarters
Kiyoshi Nagao	Operating Officer Executive, Central Japan Area Headquarters, West Japan Area Management Headquarters (President and Representative Director, LOGISTEED Central Japan, Ltd.)
Kazushige Natori	Operating Officer General Manager, Global Business Development Headquarters
Yutaka Haga	Operating Officer, CTO General Manager, Logistics Solution Management Headquarters
Kazuhiro Fujiwara	Operating Officer Deputy General Manager, Financial Strategy Office In charge of Project Management Office
Toru Watanabe	Operating Officer General Manager, Transport Business Enhancement Headquarters, Japan Business Headquarters

(As of September 1, 2024)

Foundation Supporting Value Creation

Corporate Governance

Basic Principle

At the LOGISTEED Group, we consider corporate governance to be key to realizing even greater management transparency and efficiency, as well as ensuring that our business is carried out with compliance and in accordance with correct corporate ethics. By extension, the crux of corporate governance lies in increasing medium-to-long term corporate value and sustainable development.

LOGISTEED's Organization Design

To enhance corporate value through faster decision-making and strengthening and upgrading the Board of Directors'oversight functions, we transitioned to a company with Audit & Supervisory Committee on March 1, 2024. We have established a Board of Directors, an Audit & Supervisory Committee, and accounting auditors. By reinforcing the oversight function of the directors'duties, we ensure objectivity and transparency in management. Additionally, we have adopted an executive officer system to accelerate decision-making and clarify the responsibilities and authority for business execution.

● Board of Directors

The Board of Directors consists of eight directors, including seven outside directors, and established the Nominating and Compensation Committee to appoint executive officers. Each executive officer executes their duties under the direction and supervision of the Representative Director within the scope of their respective authority and responsibility.

The three directors who serve as Audit & Supervisory Committee members attend important internal meetings, such as those of the Board of Directors, to stay informed about the critical decision-making processes and the status of business execution.

● Audit & Supervisory Committee

The Audit & Supervisory Committee, which is held once a month in principle, is composed of three directors who are also Audit & Supervisory Committee members (all of whom are external directors). The committee exchanges information and discusses audit implementation status, and receives reports from the accounting auditors and internal audit departments, among others, to exchange opinions. The Audit & Supervisory Committee members receive advance reports from the accounting auditors regarding their audit plans.
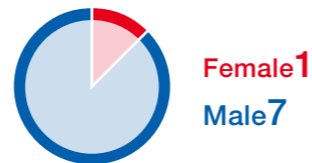
● Executive Committee

The Executive Committee, which is held once a month in principle, deliberates in accordance with the criteria for deliberation stipulated in the "Rules of the Executive Committee." In addition, the "Criteria for Resolution of Executive Officer" were established, and 11 executive officers execute their duties in accordance with the Criteria. The Company has an environment which allows outside directors to remotely attend important internal meetings, such as the Executive Committee.

### ● Primary roles of the Board of Directors, etc. (FY2024)

Board of Directors
Determines basic management policies, etc. and supervises the execution of duties by directors
Also passes a resolution by focusing on specific discussions on the Mid-term Management Plan and fiscal budget in addition to matters to be resolved stipulated by laws and regulations, the Articles of Incorporation and the Board of Directors regulations.

Female 1 / Male 7

Audit & Supervisory Committee
Performs audits of directors'business implementation and prepares audit reports
Performs audits of execution of duties by directors from the viewpoint of legal compliance and appropriate performance of duties in cooperation with accounting auditors and internal audit division, with an aim of establishing a high-quality corporate governance system to maintain social trust.

Female 1 / Male 2
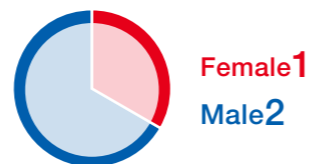
Nominating and Compensation Committee
As an advisory body to the Board of Directors, the committee makes proposals on the nomination of director candidates
Makes proposals on the nomination of director candidates, the appointment and dismissal of executive officers ,etc. the selection and removal of Representative Directors, the succession plan for executive officers including the President, and the policies regarding the compensation of directors and executive officers,etc.

Female 0 / Male 4

● Primary roles of the Executive Committee (FY2024)

**Executive Committee**
Deliberates on important issues related to business implementation
Composed of executive officers and persons specifically nominated by the Executive Chairman, President and CEO, and is responsible for deliberating and reporting on fundamental policies related to business management, financial results, and business plans ,etc.

Female 0 / Male 11

The Corporate Governance System and Internal Control System

Under the "Basic Policy for Building an Internal Control System" established by the Board of Directors, the Company strives to develop and appropriately operate a system to ensure the appropriateness of the operations of the corporate group. The following illustrates an overview of the operational status. The Company transitioned to a Company with Audit & Supervisory Committee, on March 1, 2024, and the following is an overview of the operational status after the transition.
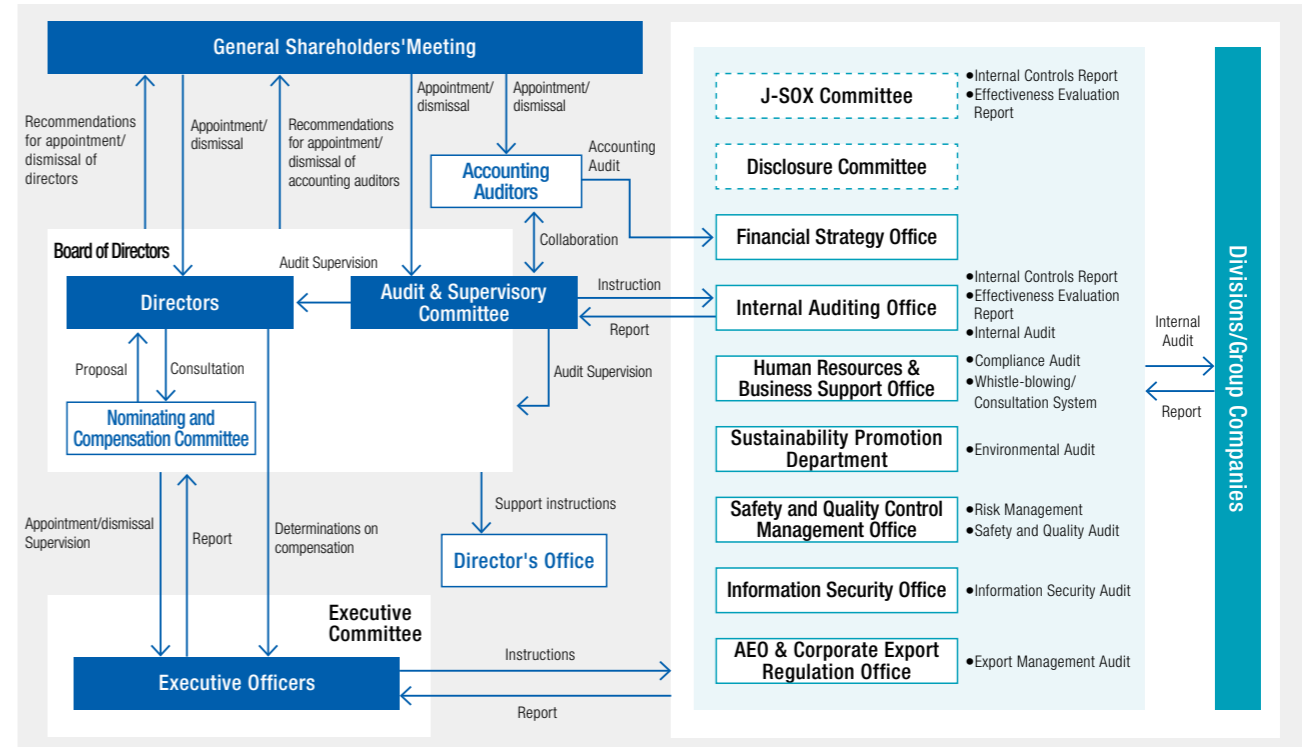
● Overall internal control and internal audit

With regard to overall internal control, we have established and operate the internal control system of the Company and group companies, and perform an audit on a regular basis to effectively achieve the internal control goals. Regarding internal audits, the Internal Auditing Office, other responsible departments, and the relevant departments of our subsidiaries conduct internal audits to verify compliance with laws and regulations and to deter violations of such laws and regulations. Additionally, we have established the "LOGISTEED Group Internal Whistle-blowing System," our internal reporting system. The results of internal audits and the status of reports under the compliance internal whistle-blowing system are regularly reported to the Board of Directors and the Audit & Supervisory Committee.

● Risk management system

For compliance, information security, environment, disasters, quality control, export control, and prevention of antisocial transactions, etc., each responsible department established rules including "Rules on Prevention of Bribery," "Standards on Information Security Measures," and "Quality Assurance Control Rules." The Company, together with its subsidiaries, prepared and distributed manuals for legal compliance, and holds e-learning on a regular basis. In addition, the Executive Committee deliberates and reports on compliance, information security, environment, disasters, quality control, export control, and prevention of antisocial transactions, etc. to understand the risk likelihood. The Board of Directors also deliberates and reports on important policies and internal rules.

● Structure of group companies

We require our group companies to establish a system according to their size, as well as send directors and Audit & Supervisory Board members to subsidiaries and conduct audits, etc. of each department of subsidiaries on a regular basis. Also, the Company's Board of Directors and Executive Committee deliberate important business matters related to subsidiaries in accordance with the "Group Company Management Standards." In addition, we established basic policies such as the "LOGISTEED Group Code of Conduct" and share corporate social responsibility with group companies.

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Compliance/Information Security

Compliance

In order to ensure management in compliance with laws and regulations, the LOGISTEED Group has put in place a system to clarify compliance functions and set a compliance basic policy, including matters concerning anticorruption, to be observed by all officers and employees, to ensure thorough compliance with laws and regulations, company rules, and corporate ethics. Additionally, we have established the "LOGISTEED Group Code of Conduct," which specifies how all officers and employees should act in their corporate activities. It is mandatory for the entire Group to act in accordance with this code, ensuring compliance with corporate ethics.

● Compliance education

To build a robust corporate culture that does not tolerate compliance violations, we regularly provide "Code of Conduct e-learning" for all employees, including officers. Additionally, we conduct rank-based education programs and group training sessions for newly appointed executives of domestic group companies.

Attendance rate of Code of Conduct e-learning course (FY2023)
98.5%
Scope: LOGISTEED, domestic group companies

● Procurement compliance education

To ensure fair procurement activities, we provide e-learning for procurement compliance targeting all employees, as well as special e-learning and group trainings on a regular basis for those engaging in procurement in domestic and overseas group companies.

Number of companies implementing education for those engaging in procurement (FY2023)
Domestic: **21** companies
Overseas: **28** companies

● Initiatives to prevent bribery

We recognize that anti-corruption is one of the most important compliance issues. In particular, we are working to strengthen our management system particularly for bribery in domestic and overseas.

In FY2023, we conducted anti-bribery training via e-learning and visited overseas group companies to provide them with education.

● Whistle-blowing system

In order to detect and correct illegal and/or inappropriate actions early on, the LOGISTEED Group has a whistle-blowing system with internal and external points of contact to allow employees and other stakeholders to report without hesitation, and ensures thorough protection of whistle-blowers.

Information Security

We recognize that the highest priority is to properly manage and protect information assets of customers and the LOGISTEED Group, and accordingly the entire Group has been promoting the preparation of internal rules as well as education and awareness activities for employees. In response to changes in social conditions and the status of personal information protection abroad, we revise our internal rules accordingly. We work to prevent information leakage by verifying the management and operational status of personal information protection and information security, striving to maintain a high level of security and strengthen governance across the entire Group.

● Education and training for personal information protection/information security

In addition to e-learning for all employees, we provide rank-based group trainings for information security education. Additionally, as a countermeasure against targeted threat emails, starting in FY2023, we have expanded our training to include not only our domestic group companies but also 28 of our overseas group companies. This training utilizes a simulation system we have independently developed.

Attendance rate of information security training course (FY2023)
100%
Scope: LOGISTEED, domestic/overseas group companies

Rate of targeted threat emails for simulation trainings opened (FY2023)
12%
Scope: LOGISTEED, domestic/overseas group companies

● Acquisition and maintenance of third-party certification

We have obtained the Privacy Mark certification, which certifies that we have established a system to implement appropriate measures for protecting personal information. We have also acquired ISO/IEC 27001 which is an international standard certifying that an information security management system satisfies certain criteria.

Privacy Mark acquisition status (As of March 31, 2024)
9 companies
Scope: LOGISTEED, domestic group companies

ISMS Certification* (As of March 31, 2024)
17 departments

* Scope: Sales, design, development and logistics center operation in 3PL business (medical, medicine, pesticide, document management, information communication equipment)
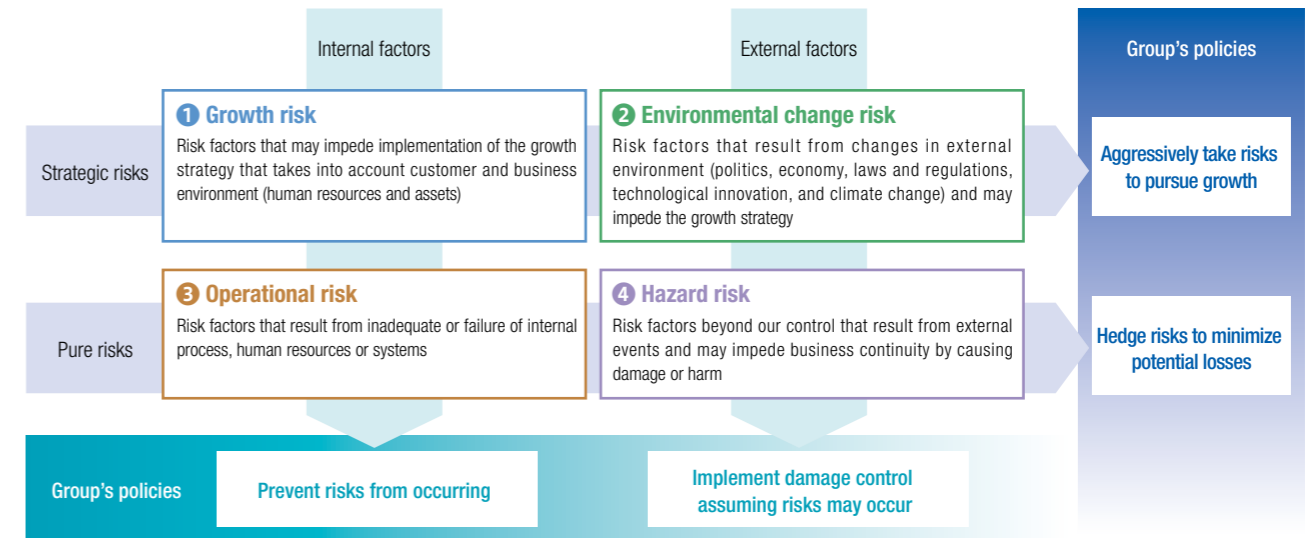
Risk Management

The LOGISTEED Group strives to enhance the PDCA cycle of risk management to address risks or opportunities that are difficult to foresee and require company-wide response. This involves identifying risk items (detection), analyzing risks (quantification), assessing risks (prioritization), and considering risk responses (response policies) increase corporate value and achieve sustainable growth.

● Definition and classification of risks

The LOGISTEED Group defines risk as "the influence of uncertainty about our objectives and the possibility to influence the achievement of our strategy and business goals when an event occurs."
We classify recognized risks as follows based on their types (strategic or pure) and factors (internal or external) and quantify them by risk factors based on the probability of occurrence and the degree of impact to select priority risk which exceeds the reference point. We also prioritize risks based on the assessment points and focus on discussing countermeasures against them.

Internal factors | External factors | Group's policies

Strategic risks

❶ **Growth risk**
Risk factors that may impede implementation of the growth strategy that takes into account customer and business environment (human resources and assets)

❷ **Environmental change risk**
Risk factors that result from changes in external environment (politics, economy, laws and regulations, technological innovation, and climate change) and may impede the growth strategy

Aggressively take risks to pursue growth

Pure risks

❸ **Operational risk**
Risk factors that result from inadequate or failure of internal process, human resources or systems

❹ **Hazard risk**
Risk factors beyond our control that result from external events and may impede business continuity by causing damage or harm

Hedge risks to minimize potential losses

Group's policies | Prevent risks from occurring | Implement damage control assuming risks may occur
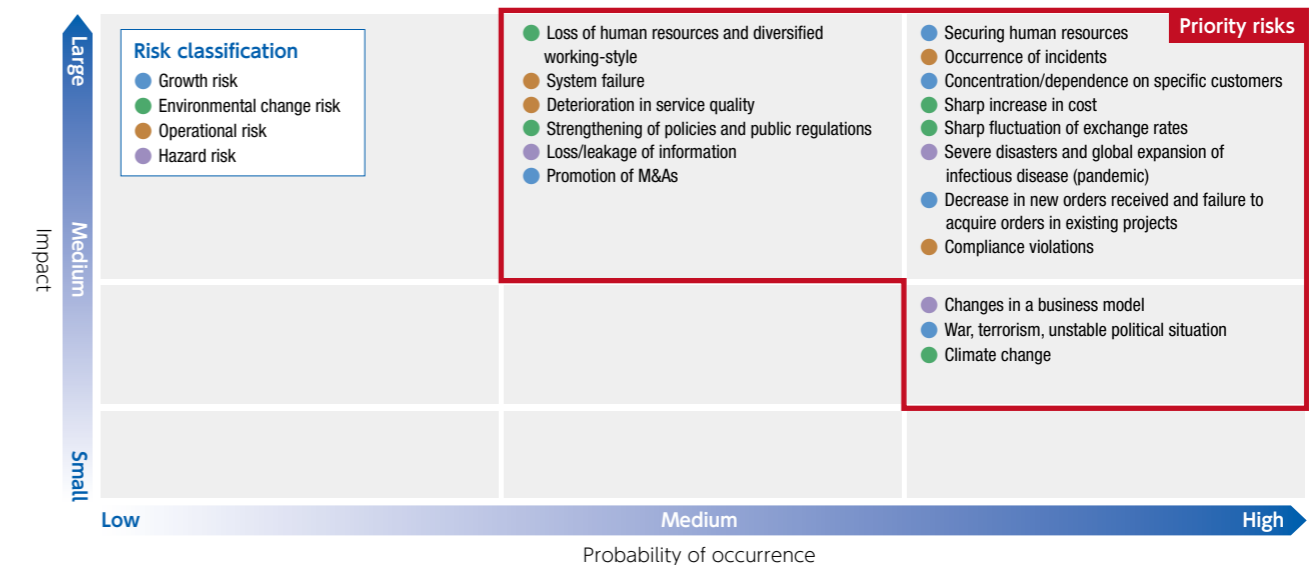
● Risk Management System

The LOGISTEED Group manages risks with a system whereby a Risk owner[1] and a Risk manager[2] are appointed for each risk factor, and risk owners or risk managers report the status of relevant risk items to the Executive Committee and also to the Board of Directors and the Audit & Supervisory Committee when necessary, in order to ensure effectiveness of Enterprise Risk Management (ERM).

[1] Risk owner: A person in charge of discussing risk responses and monitoring/supervising the implementation of measures.
[2] Risk manager: A person in charge of addressing risks in cooperation with a Risk owner and promptly implementing relevant measures.

● Heatmap by risk factor (in descending order of priority)

Risk classification
● Growth risk
● Environmental change risk
● Operational risk
● Hazard risk

● Loss of human resources and diversified working-style
● System failure
● Deterioration in service quality
● Strengthening of policies and public regulations
● Loss/leakage of information
● Promotion of M&As

● Securing human resources
● Occurrence of incidents
● Concentration/dependence on specific customers
● Sharp increase in cost
● Sharp fluctuation of exchange rates
● Severe disasters and global expansion of infectious disease (pandemic)
● Decrease in new orders received and failure to acquire orders in existing projects
● Compliance violations

● Changes in a business model
● War, terrorism, unstable political situation
● Climate change

Priority risks

Impact: Large / Medium / Small
Probability of occurrence: Low / Medium / High

Foundation Supporting Value Creation

Risk Management

For details, please visit our website. ↗ Risk factors https://www.logisteed.com/en/profile/csr/governance/riskmanagement/

● Risk factors and the implementation status of our measures (priority risks)

❶ Growth Risk

Risk factors	Description of risk/opportunity	Group's measures
Concentration/ dependence on specific customers	**Risk** ● Impact on business results and continued employment by losing projects ● Impact on the Group business of customers' performance fluctuations and business reorganizations ● Impact on the Group business due to the changes in customers' business environment including drastic changes in the industrial structure and increasing supply chain vulnerability **Opportunity** ● Efficient business expansion and able to take advantage of scale	● Account management through enhanced collaboration among group companies and divisions ● Monitor customers' business condition ● Monitor the movements of peer companies ● Establish and monitor credit limit ● Perform periodic review of customer dependency ● Allocate management resources to non-core businesses ● Develop/provide services beyond conventional logistics domain ● Promote diversity through new customer development
Securing human resources	**Risk** ● Labor shortage due to tighter regulation on drivers' overtime work by the Work Style Reform Act ● Difficulty in securing human resources due to aging population combined with a declining birth rate and intensifying competition in the labor market ● Loss of momentum for promotion of diversity management which enables diverse employees to participate in the workplace **Opportunity** ● Acquisition of new expertise and creation of new businesses	● Expand network of partner companies and secure workforce by enhancing recruitment of in-house drivers (increase personal vehicles) including reviewing drivers' benefit ● Monitoring the bankruptcy risk of partner transport companies ● Visualize human resource skills using the HR management system and make full use of skills ● Secure human resources with site management , global, digital, and business management capabilities according to the business strategy (enhance recruiting and establish a compensation system) ● Enhance in-house training programs to foster and educate human resources ● Perform human resource retention control (create a pleasant working environment, conduct regular employee surveys) ● Improve work efficiency through implementation of automation and RPA
Changes in a business model (technological innovation, etc.)	**Risk** ● Obsolescence of existing services and business models due to rapid development of IT and other digital technologies ● Obsolescence of existing technologies due to failure to promptly deal with digitalization and introduce new technologies ● Decrease in market share due to entry of competitors from different industries (e.g. IT, equipment) **Opportunity** ● Acquisition of growth opportunities through the development of revolutionary technology	● Increase competitiveness by developing new services and unique business models through collaborative innovation with business partners ● Protection through acquiring industrial property rights, including patents, for new service solutions ● Collect information on new business models including new technologies and different industries as well as benchmark other companies ● Promote cooperation among industry, government, and academia as well as open innovation ● Develop systems and solutions that differentiate us from competitors, such as integrated control systems for reinforcement of IT/DX human resources and labor-saving (WCS, RCS) ● Execute strategic investments in new solutions
Decrease in new orders received and failure to acquire orders in existing projects	Decrease in new orders received **Risk** ● Difficulty in acquiring new orders and slowdown in growth due to intensifying competition and market shrinkage ● Failure to launch a new project **Opportunity** ● Business expansion with new orders, and acquisition of new expertise	● Enhance monitoring through wider use of the phase-gate process management ● Visualize and share information on orders received and not received ● Set priority targets for new customers ● Enhance sales activities for acquiring new customers (expansion of sales channel and network)
	Failure to acquire orders in existing projects **Risk** ● Failure to acquire orders in existing projects due to a bidding system, etc. ● Misjudgments in business planning	● Visualize and share customers' risk information ● Understand trend, analyze potential impact on businesses, and develop/implement responsive plans ● Strengthen communications with existing customers/develop untapped areas requiring business model innovation
Promotion of M&As (including capital and business alliance)	**Risk** ● Drop in performance of the acquiree, investee or alliance partner ● Fall of governance in the acquiree **Opportunity** ● Establishment of growth platforms through acquisition of new management resources and creation/expansion of an ecosystem	● Strengthen due diligence before M&A or alliance ● Develop and implement a PMI plan by the head office and relevant business divisions ● Create synergies through collaboration with existing businesses and integration with existing entities

❷ Environmental Change Risk

Risk factors	Description of risk/opportunity	Group's measures
Sharp increase in cost	**Risk** ● Increase in procurement costs (fuel, car allocation expenses, labor costs, warehouse rent, and utility costs, etc.) **Opportunity** ● Decrease in procurement costs	● Promote streamlining of relay transport and joint delivery in addition to building close relationships with partner companies ● Optimize fees and contract form based on the movements of peer companies ● Efficient management by promoting digitalization, in-house manufacturing, and joint procurement ● Reduce impact on business continuity by monitoring management of major partner companies ● Curbing procurement costs by changing and consolidating suppliers, canceling unnecessary contracts, reviewing contract periods, and taking other measures, and appropriately passing on costs to customers
Sharp fluctuation of exchange rates	**Risk** ● Exchange loss ● Negative impact of translation of business results of overseas subsidiaries into Japanese yen **Opportunity** ● Exchange gain ● Positive impact of translation of business results of overseas subsidiaries into Japanese yen	● Concentrate exchange risks (centralize transactions such as forward exchange contracts and currency options in the head office) ● Enter into hedge transactions including forward exchange contracts with financial institutions ● Maintain a balance of foreign currencies and continue investment in time deposits
Climate change	**Risk** ● Impact on realization of sustainable society ● Rise in greenhouse gas emissions price ● Impact of extreme weather and natural disasters ● Increase in the average temperature **Opportunity** ● Use of more efficient transportation modes and production and distribution processes ● Ability to diversify business activities ● Alternative/diversified resources	● Establish an environmental management system and promote relevant activities ● Strengthen alliance with collaborative innovation partners to achieve the medium-to-long-term environmental targets (procurement of renewable energy, introduction of advanced eco-friendly vehicles, energy-saving buildings and facilities, and recycling) ● Develop decarbonizing solutions (visualization of CO_2 emissions) and promote green logistics ● Enhance risk management by purchasing appropriate insurance ● Promote BCP measures (business continuity, quick recovery) ● Confirmation of environmental burden reduction initiatives at phase gates, confirmation of the status of BCP measures, and improvement in the workplace environment such as with the introduction of air conditioning

Risk factors	Description of risk/opportunity	Group's measures
Loss of human resources and diversified working-style	**Risk** ● Loss of human resources due to a mismatch between the personnel measures and employees' desire ● Decline in labor productivity and increase in turnover rate due to health concerns and problems ● Loss of human resources due to delayed response to diversified working-style, and difficulty in securing human resources ● Increase in turnover due to the mobilization of human resources ● Interruption in transfer of skills and expertise due to an increase in turnover. Delay in development of new services/business models **Opportunity** ● Secure diversified human resources including highly-skilled personnel and those from different industries, etc.	● Realize diversity and inclusion and a work-life balance through use of a broad range of human resources ● Appoint human resources and provide career education based on a succession plan ● Promote visualization of employee engagement and mental health countermeasures using the employee engagement survey and stress check ● Improve moral/motivation through periodic interviews at workplace ● Support active participation of female, elderly, or disabled employees in the workplace ● Conduct employee surveys and strengthen employee engagement ● Secure excellent human resources by implementing group common in-house training programs ● Further promote teleworking ● Offer opportunities and occasions for growth (talent management and education) ● Introduce a job-oriented compensation system that reflects "roles/responsibilities" and "achievements"
Strengthening of policies and public regulations	**Risk** ● Responding to changes in policies and regulations (such as limits on overtime work, environmental assessments, permits and approvals, SDGs, etc.) **Opportunity** ● Enhancing competitive advantage ● Developing new businesses and services	● Strengthening efforts to set and achieve CO_2 emission reduction targets in medium-to-long-term environmental targets ● Understanding information and establishing/implementing specific measures for compliance with environmental regulations and systems ● Obtaining external certifications and ensuring rigorous management through third-party assessments in businesses and departments closely related to environmental issues ● Practicing ESG management ● Addressing the 2024 issue in logistics (reviewing transport conditions and fees, reducing waiting and handling times)

❸ Operational Risk

Risk factors	Description of risk/opportunity	Group's measures
Occurrence of incidents	**Risk** ● Occurrence of industrial accident, vehicle or product accidents, and fire	● Enhance disaster prevention/mitigation capabilities by providing education and trainings and installing equipment and systems ● Maintain proper insurance for assets in custody (inventory) ● Strengthen communications with employees ● Establishing safety workplaces through the proactive use of technology (such as safety cockpits, SSCV, and security robots) ● Develop and implement a facility maintenance plan ● Establish an initial response and reporting system in case of an accident, and conduct drills ● Share lessons, insights, and good examples within the Company ● Implement safety activities such as remote/VR education in domestic and overseas
Compliance violations (violation of the labor law, bribery, infringement on human rights, etc.)	**Risk** ● Violation of overtime regulations, etc. ● Disagreement with the authority on the interpretation of equal pay for equal work ● Violations of laws and regulations such as bribery and competition law Deviation from social norms ● Information leakage ● Infringement on human rights including harassments, child labor, and low wage labor ● Infringement on intellectual property rights	● Establish the LOGISTEED Group Code of Conduct and educate all employees ● Conduct regular internal audits ● Introduce a whistle-blowing system ● Conduct investigation and education by legal divisions in each region ● Establish a structure to manage an attendance management system ● Clarify wage calculation method ● Establish a specialized IP division and educate all employees
Deterioration in service quality	**Risk** ● Loss of customer trust ● Deterioration in service quality and delays in delivery, etc.	● Manage KPIs by quality control divisions ● Quality control through process management ● Conduct monitoring based on the internal control system, perform audit, and enhance support ● Implement quality monitoring by holding regular meetings with customers ● Follow-up on customer requirements as well as logistics service quality ● Continuous improvement proposals ● Cultivate a quality mindset through education
System failure	**Risk** ● Significant delay in work or suspension of operations due to power outage or system/equipment failure caused by natural disasters ● Significant delay in work or suspension of operations due to system failure at external service providers ● Delay in operations due to deterioration of system/equipment response ● Occurrence of failures caused by system aging	● Introduce redundant system ● Prepare alternative means in case of failure ● Strengthen backup measures for system recovery and conduct on-site training ● Implement measures for each service used and BCP ● Enhance risk management with cybersecurity insurance ● Regular system updates and upgrades

❹ Hazard Risk

Risk factors	Description of risk/opportunity	Group's measures
Severe disasters and global expansion of infectious disease (pandemic)	**Risk** ● Damage to employees ● Disruption of logistics network ● Damage to the Group's assets (e.g. buildings and facilities) and customers' products	● Assess business interruption risk in each region ● Develop business continuity plan (BCP) for early business recovery (including prior consultation with customers and business partners) ● Establish rules for information collection and work regulations as a global organization in case of pandemic ● Carry out business continuity management (BCM) ● Promote automation/labor-saving ● Execution of operations remotely using online tools
Loss/leakage of information	**Risk** ● Loss or leakage of data such as customer information due to an information security incident, cyberattack or large-scale system failure	● Strengthen the information asset management through internal audit and in-house trainings, etc. ● Establish and disseminate information security rules ● Build a system to deal with cyberattacks and regularly update the technology ● Increase frequency of monitoring including audit
War, terrorism, unstable political situation (geopolitical risk)	**Risk** ● Damage to employees ● Impact on business (Disruption of logistics network) ● Damage to the Group's assets (e.g. buildings and facilities) and customers' products	● Conduct routine situation analyses and monitoring ● Accelerate decision-making in case of emergency ● Develop BCP

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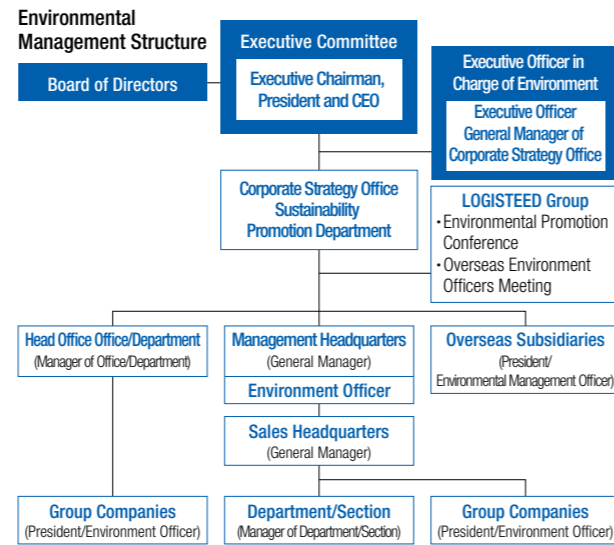
Environmental Management

The LOGISTEED Group is promoting "business activities with less environmental load" based on the following four policies. As for measures against global warming, we are working to enhance green logistics including collaborative logistics and modal shift together with our partner companies.

Environmental Policy

1 Reduce Environmental Load Generated at All Our Places of Business
Reduction of consumption of electricity, fuel, and packaging materials, as well as recycling of waste, etc.

2 Provide Logistics/Services with Less Environmental Load
Contribute to customers through CO_2 emission reduction and resource recycling.

3 Improve Eco-Mind Level and Enhance Eco-Management System
Increase global environmental awareness. Observe environmental laws/ordinances and company regulations.

4 Promote Symbiosis with Nature and Environmental Communications
Preserve biodiversity and ecosystem. Maintain environmental collaboration with customers and local communities.

Environmental Management Structure

Since establishing a dedicated environmental department at our headquarters in August 1992, we have been advancing efforts to reduce environmental impact. Currently, we are engaged in unified global activities across the LOGISTEED Group, working toward environment-conscious business operations.
Under the supervision of the Board of Directors and the Executive Committee, Sustainability Promotion Department, Corporate Strategy Office chaired by Executive Officer in charge of environmental issues, is responsible for overall environmental management work and oversees the entire group.

Strengthen Environmental Management

We utilize management systems to understand and monitor actual data. In overseas, we conduct research on important environmental laws and regulations for the purpose of managing environmental load and legal compliance.

● Holding Environmental Conference

We share environmental information in domestic and overseas to improve environmental awareness and the management level.

| Number of environment conferences held (FY2023) | Domestic: Environmental Promotion Conference **2** times |
| | Overseas: Environment Officers Meeting **2** times |

● Performance of internal environmental audit

We perform internal audit to prevent or promptly correct violations of the environmental compliance and improve the management level.

| Number of sites subjected to internal environmental audits (Domestic: FY2023) | **129** sites |
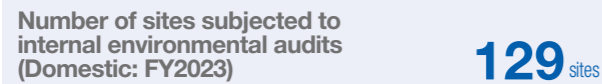
Improving Environmental Awareness

To further enhance employees'environmental awareness, we conduct environmental e-learning for domestic employees on topics such as global warming prevention, resource recycling, and ecosystem preservation. In FY2023, reflecting global trends, we expanded the scope to include overseas subsidiaries with the theme "Nature Positive" and carried out the training. Additionally, we continued to hold the "Environment Prize in VC Award," which recognizes outstanding initiatives among the measures considered and implemented through each group company's unique VC activities (improvement activities).
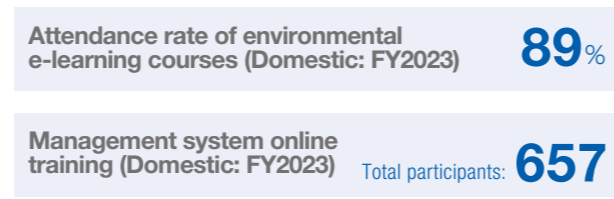
Environmental Management Structure

● Strengthening cooperation with overseas group companies

In order to reduce the environmental load of the entire Group, including overseas companies, we are working to strengthen cooperation with overseas subsidiaries. In FY2023, overseas subsidiaries also established environmental action plans tailored to the specific circumstances of each country.
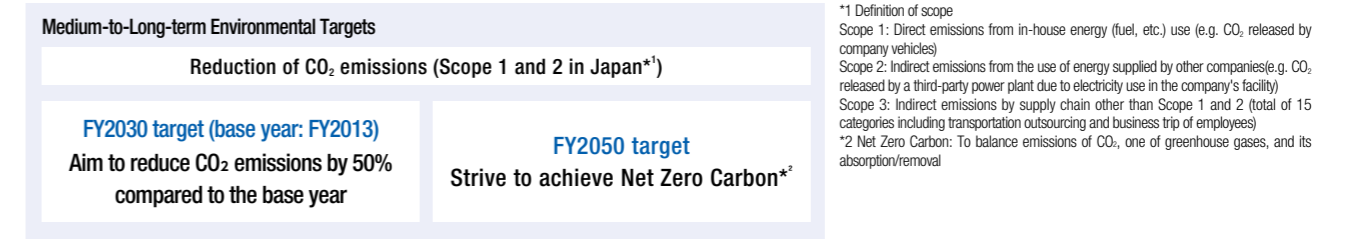
● Third-party certification initiatives

The LOGISTEED Group seeks third-party certification and Sustainability Promotion Department has acquired the "Eco Stage" certification. From FY2017, we have upgraded the certification level to "Eco Stage II" which is equivalent to ISO14001.

Furthermore, in Japan, we updated the manuals and conducted online training to improve the input accuracy of the management system.

| Attendance rate of environmental e-learning courses (Domestic: FY2023) | **89**% |

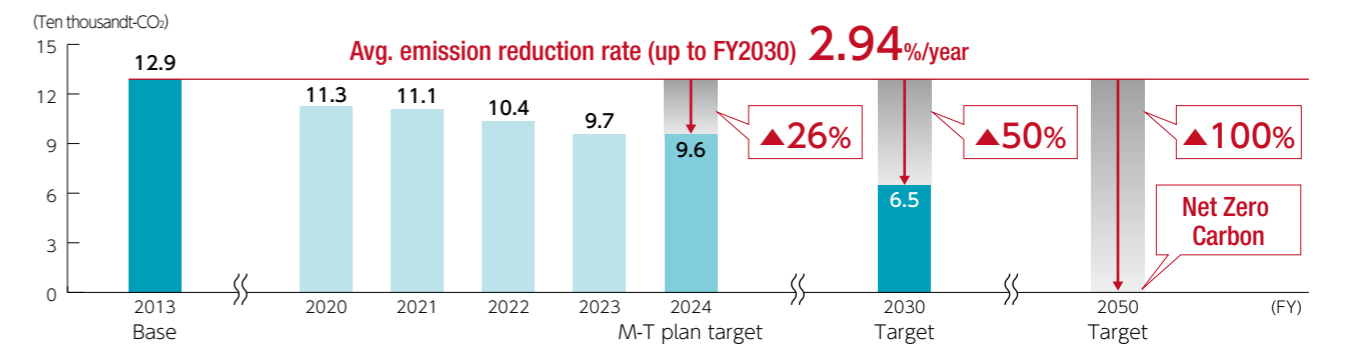| Management system online training (Domestic: FY2023) | Total participants: **657** |

Medium-to-Long-term Environmental Targets 2030/2050

The LOGISTEED Group developed the medium-to-long-term environmental targets 2030/2050 in FY2020 to contribute to the realization of sustainable society, and is striving to reduce CO_2 emissions. Amid the accelerating global efforts to achieve a decarbonized society, the LOGISTEED Group revised the medium-to-long-term environmental targets 2030/2050, which were set in FY2020, to more ambitious goals starting in FY2021.
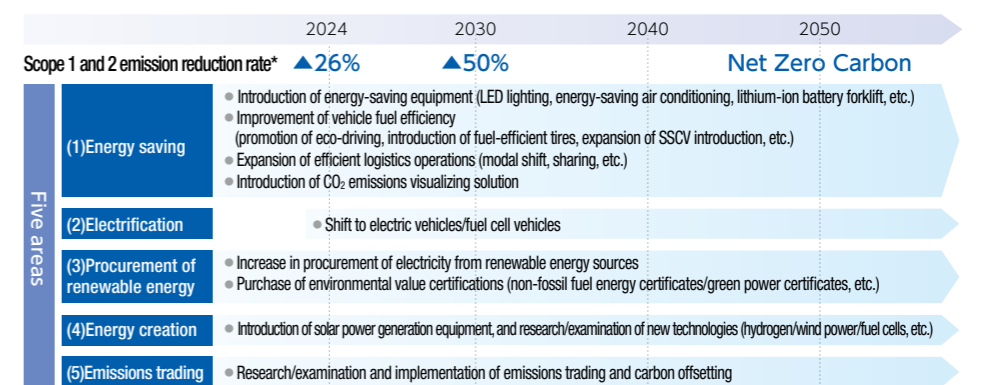
Medium-to-Long-term Environmental Targets

Reduction of CO_2 emissions (Scope 1 and 2 in Japan[*1])

FY2030 target (base year: FY2013)
Aim to reduce CO_2 emissions by 50% compared to the base year

FY2050 target
Strive to achieve Net Zero Carbon[*2]

[*1] Definition of scope
Scope 1: Direct emissions from in-house energy (fuel, etc.) use (e.g. CO_2 released by company vehicles)
Scope 2: Indirect emissions from the use of energy supplied by other companies(e.g. CO_2 released by a third-party power plant due to electricity use in the company's facility)
Scope 3: Indirect emissions by supply chain other than Scope 1 and 2 (total of 15 categories including transportation outsourcing and business trip of employees)
[*2] Net Zero Carbon: To balance emissions of CO_2, one of greenhouse gases, and its absorption/removal

Trend of LOGISTEED Group CO_2 emissions*

*Total of Scope 1 and 2   Scope: LOGISTEED, domestic group companies

Avg. emission reduction rate (up to FY2030) **2.94**%/year

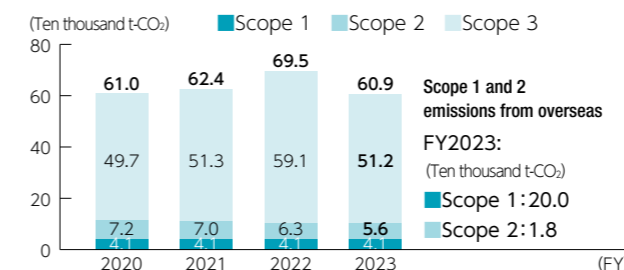### ● Examples of CO_2 emission reduction initiatives

The LOGISTEED Group has launched a decarbonization promotion project to achieve the medium-to-long-term environmental targets and is working proactively on initiatives in five areas.

* Compared to FY2013

Five areas		2024 ▲26%	2030 ▲50%	2040	2050 Net Zero Carbon
	Scope 1 and 2 emission reduction rate*				
(1)Energy saving		● Introduction of energy-saving equipment (LED lighting, energy-saving air conditioning, lithium-ion battery forklift, etc.) ● Improvement of vehicle fuel efficiency (promotion of eco-driving, introduction of fuel-efficient tires, expansion of SSCV introduction, etc.) ● Expansion of efficient logistics operations (modal shift, sharing, etc.) ● Introduction of CO_2 emissions visualizing solution			
(2)Electrification		● Shift to electric vehicles/fuel cell vehicles			
(3)Procurement of renewable energy		● Increase in procurement of electricity from renewable energy sources ● Purchase of environmental value certifications (non-fossil fuel energy certificates/green power certificates, etc.)			
(4)Energy creation		● Introduction of solar power generation equipment, and research/examination of new technologies (hydrogen/wind power/fuel cells, etc.)			
(5)Emissions trading		● Research/examination and implementation of emissions trading and carbon offsetting			

● CO_2 emissions throughout the supply chain

We started to calculate "Scope 3" from FY2017 to identify and reduce CO_2 emissions from the entire supply chain.

Scope: LOGISTEED, domestic group companies

Scope 1 and 2 emissions from overseas
FY2023:
(Ten thousand t-CO_2)
Scope 1:20.0
Scope 2:1.8

● Third-party certification on CO_2 emissions data

For greenhouse gas (GHG) emissions in FY2022, the LOGISTEED Group acquired a third-party certification based on ISO14064-3: 2019 through an assessment by a certification body LRQA Limited in FY2023. We will continue to secure the reliability of our calculated data by obtaining a third-party certification and also work to expand the scope to "Scope 3."

For details about environmental information, please visit our website.
https://www.logisteed.com/en/profile/csr/environment/

Please visit our website for details about CO_2 emissions data in Scope 3.
https://www.logisteed.com/en/profile/csr/environment/activity.html

Foundation Supporting Value Creation

Climate Change Initiatives - Response to the TCFD* Recommendations -

*TCFD: Task Force on Climate-related Financial Disclosures

As the LOGISTEED Group's corporate philosophy is "to deliver high-quality services that will help make the world a better place for people and nature for generations to come," we position climate change response as one of our highest priority management themes and identifies "Contribute to decarbonized society" as one of the material issues. We also defined "Contribute to decarbonized/recycling-oriented society" as one of the business objectives to promote initiatives to address climate-related risks and opportunities and reduce CO₂ emissions. In addition, we announced our endorsement of the TCFD recommendations in September 2021, and in FY2023, we have refined our scenario analysis (risks, opportunities, and response measures).

Basic Policy on Climate Change

🔵 Governance

The Board of Directors provides guidance and supervises climate change initiatives included in the highest priority items of the LOGISTEED Group's management such as management strategies and business plans (e.g. target setting and determination of specific climate change responses such as energy-saving investments and budget allocation for greenhouse gas (CO₂) emission reduction) through Executive Chairman, President and CEO who is responsible for climate change initiatives. The executive officer in charge reports to the Board of Directors the progress of the climate change initiatives annually or as needed.
The Sustainability Promotion Department within the Corporate Strategy Office oversees all aspects of environmental management under the supervision of the Executive Officer responsible for sustainability strategy. The Environmental Promotion Conference comprised of the LOGISTEED Group's environment officers including Chief Sustainability Officer is held semiannually to confirm the achievement level of climate change responses including reduction of energy consumption and CO₂ emissions, as well as determine necessary corrective measures and

discuss measures to be taken in the future. Based on the decisions at the Environmental Promotion Conference with the Chief Sustainability Officer's approval, the progress of climate change initiatives and the proposed strategy in the future are reported to the Executive Committee semiannually or as needed.

Meeting Bodies/ Departments	Roles
Board of Directors	• Provides guidance and supervises initiatives to address management issues related to climate change • Approves reduction targets/ measures/budgets
Executive Officer	• Understands the progress of initiatives to address management issues related to climate change, and reports to the Board of Directors
Sustainability Promotion Department	• Oversees overall environmental management work, holds Environmental Promotion Conference, and reports/proposes to the Executive Committee based on decisions at the Committee
Environmental Promotion Conference	• Confirms the achievement level of measures related to climate change, determines corrective measures, and discusses proposed measures

▶P57 Environmental management structure

🔵 Risk Management

In consideration of all management risks identified, Sustainability Promotion Department, Corporate Strategy Office has selected risks and opportunities related to "Contribute to decarbonized society," one of the material issues, and has identified items having large financial impacts

as material risks and opportunities. Sustainability Promotion Department is responsible for developing and executing plans to address them with approval of the Executive Committee and supervision by the Board of Directors.

🔵 Metrics and Targets

Medium-to-long-term environmental targets 2030/2050
For the purpose of addressing climate change risks and opportunities, the LOGSITEED Group has set the medium-to-long-term targets for reduction of greenhouse gas (CO₂) emissions

and is actively promoting initiatives in the decarbonization projects in five areas (energy saving, electrification, procurement of renewable energy, energy creation, and emissions trading).
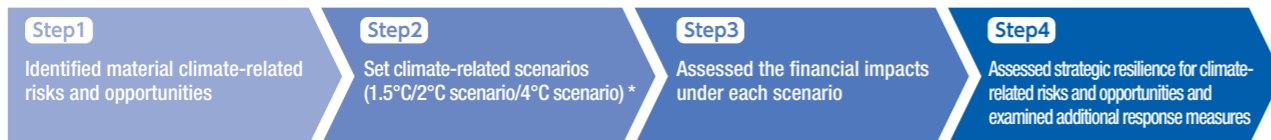
▶P58 Trend of LOGISTEED Group CO₂ emissions

🔵 Risk Strategy

The LOGISTEED Group uses a scenario analysis to identify and assess climate-related risks and opportunities that are expected to affect our medium-to-long-term business activities and also assess resilience and examine response measures.

(1)Scenario analysis process
The LOGISTEED Group conducts scenario analyses following the procedures outlined below. Under the scenario that

assumes the goal of the Paris Agreement is achieved (1.5℃ /2℃ scenario) and the one that assumes that no new policies are implemented but each country's announced policies are achieved (4℃ scenario), we have assessed financial impacts of identified climate-related risks and opportunities based on the information such as the trend of key parameters.

Step1	Step2	Step3	Step4
Identified material climate-related risks and opportunities	Set climate-related scenarios (1.5℃/2℃ scenario/4℃ scenario) *	Assessed the financial impacts under each scenario	Assessed strategic resilience for climate-related risks and opportunities and examined additional response measures

* Reference scenario:1.5℃ scenario: IEA Net Zero Emissions by 2050 Scenario 2℃ scenario: IEA Sustainable Development Scenario/IPCC RCP2.6
4℃ scenario: IEA Stated Policies Scenario/IPCC RCP8.5

(2) Assessment of climate-related risks and opportunities and financial impacts

In FY2023, we reviewed our material climate-related risks and opportunities and assessed potential quantitative/ qualitative financial impacts for 10 items identified using scenario analysis. We also examined resilience of our current

response measures and future measures. As the LOGISTEED Group is examining and implementing response measures to reduce risks and seize opportunities that may have significant financial impacts, we have confirmed that they are sufficiently resilient at present.

❶ Transition Risks (1.5℃ Scenario/2℃ Scenario)

Types	Period	Risks and Opportunities	Impact	Measures
Policy and Legal	Long-term	Increase in carbon price due to climate change regulations	Medium	Develop and implement systematic environment strategies toward carbon neutrality 1. Introduce renewable energy, 2. Introduce non-fossil fuel vehicles (e.g. electric vehicles/fuel cell vehicles), and 3. Procure green power, and 4. Introduce internal carbon pricing (ICP)
Technology	Mid-term	Increased cost of introducing low-carbon vehicles and equipment	Large	Promote decarbonization investment through the introduction of internal carbon pricing (ICP) and the introduction of new technologies
Market	Mid-term	The risk of losing customers due to insufficient or delayed response to decarbonization efforts	Large	Promote decarbonization measures in logistics services and enhance information disclosure to stakeholders
Reputation	Mid-term	Decrease in corporate reputation due to insufficient climate change measures and disclosure information	Large	

❷ Physical Risks (4℃ Scenario)

Types	Period	Risks and Opportunities	Impact	Measures
Physical - Acute	Short-term	Increased risk of suspension of logistics operations and reduced revenue due to facility damage from intensified wind and flood damage	Large	Strengthen BCP measures against hazard risks including wind and flood damage 1. Decentralize business sites, 2. Install solar power generation system/storage batteries, and 3. Relocate sites to low-risk regions, and other measures
Physical Chronic	Mid-term	Increase in cost of work environment measures due to rising average temperatures	Medium	Promote worker-friendly logistics operation 1. Provide a pleasant working environment and 2. Promote automated/labor-saving/unmanned operations

❸ Opportunities

Types	Period	Risks and Opportunities	Impact	Measures
Resource Efficiency	Mid-term	Opportunity to reduce energy consumption by vehicles and CO₂ emissions with advanced decarbonization technology	Medium	Reduce energy cost by promoting decarbonization measures 1. Promote energy-saving measures, 2. Introduce renewable energy, 3. Introduce non-fossil fuel vehicles, and 4. Promote modal shift and collaborative logistics
		Cost reduction by introducing efficient logistics operations such as Smart Logistics and collaborative logistics services	Large	
Energy	Mid-term	Mitigation of procurement risk through the use of renewable and low-carbon energy	Medium	Explore efficient and stable implementation schemes for renewable and low-carbon energy
Products and Services	Long-term	Increase in demand due to our unique low-carbon services in response to climate change	Large	Provide logistics services using the Company's unique Smart Logistics 1. Smart Warehouse 2. EcoLogiPortal 3. SSCV-Safety
Resilience	Long-term	Securing of customer trust by promoting BCP	Large	Provide logistics operations "that never stop"

Note: Definition of impacts
Large: It has a significant business and financial impact Medium: It has some business and financial impact Small: It has a small business and financial impact

(3) Transition Plan to Achieve 1.5℃ target

The LOGISTEED Group has incorporated the five initiatives toward the realization of the medium-to-long-term environmental targets (energy saving, electrification, procurement of renewable energy, energy creation, and

emissions trading) in the Mid-term Management Plan "LOGISTEED2024" and will promote CO₂ emission reduction measures to limit the temperature increase to 1.5 ℃ above pre-industrial levels.

▶P58 Examples of CO₂ Emission Reduction initiatives

Foundation Supporting Value Creation

Initiatives on Biodiversity/Nature-related Issues
- Response to the TNFD* Recommendations -   *TNFD: Taskforce on Nature-related Financial Disclosures

The LOGISTEED Group recognizes the increasing global demands for addressing not only climate-related issues but also biodiversity and natural-related issues. We view these as one of the most critical management themes and have identified them as a material issue under the principle of "Contribute to a recycling-oriented society. " We aim to promote symbiosis with nature and environmental communication under our environmental policy and are working to preserve biodiversity and ecosystems. Moving forward, we will develop and implement business strategies and operations that consider responses to natural-related issues based on the TNFD framework.

Biodiversity/Natural-related Issues Response Policy

● FY2023 Initiatives

At the LOGISTEED Group, to swiftly prepare for biodiversity and natural-related issues, we conducted a screening of potential natural environment dependencies/impacts associated with our business activities using ENCORE*[1] in FY2023 and organized the results in the form of a heatmap. Additionally, based on these screening results, we inferred and organized the main natural-related risks and opportunities associated with our business activities. According to the findings, while "warehouse operations," one of our core businesses in 3PL, does not have significant dependence on nature, it is considered to have a considerable impact on the natural environment in terms of the procurement of related equipment and facilities. Moreover, for "transport," it was confirmed that some modes of transport other than truck transport have a higher dependency on nature. In terms of impact on nature, several items with relatively high values, including greenhouse gas (GHG) emissions, were identified.

*1 ENCORE (Exploring Natural Capital Opportunities, Risk and Exposure) is a tool jointly developed with the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) and the International Financial Industry Association (NCFA), among others. It evaluates the "dependence" and "impact" of a company's business on the natural environment based on global industry classification.

Dependence and Impact (Heatmap)

| VH Very High | H High | M Medium | L Low | VL Very Low |

Business	Value chain	Operation Processes	Surface water	Groundwater	Water source cultivation function	Water quality	Filtration	Mitigation of sensory impacts	Climate regulation	Flood and storm suppression	Terrain stabilization and erosion control	Use of marine ecosystems	Air pollution	Soil contamination	Water pollution	Solid waste	Water resource usage	GHG emissions	(Noise and other) disturbances
			\<--- Dependence on nature ---\>										\<--- Impact on nature ---\>						
Warehouse	Procurement	Procurement of warehouses and associated facilities	VL	VL			L									M			
		Procurement of logistics equipment (e.g., material handling equipment)	M	M	M	L	VL	M	VL	M	VL		M	H	H	H	H	H	M
	Operation	Warehouse operations	VL	VL			L									M			
Transport	Procurement	Procurement of large trucks	M	M	M	L	VL	M	VL	M	VL		M	H	H	H	H	H	M
	Operation	Truck transport	M	M	M	L	VL	M	VL	M	VL		M	H	H	H	H	H	M
		Railway transport	M	M					M	M	H		H	L	L			H	H
		Ocean transport	M	M		M			VH	H		H		H	H			H	H
		Air transport							H	M	M	M	H	L	L			H	H

Risks and Opportunities

❶ Risks

Types	Description	Measures
Physical	• Suspension of logistics operations and revenue loss caused by extreme weather and increased natural disasters • Increase energy costs due to rising temperatures • Increase in cost of work environment measures due to rising average temperatures	• Strengthen BCP measures against hazard risks, including wind and flood damage, by decentralizing business sites and enhancing solar power generation systems to establish an early recovery framework • Promote energy savings through the introduction of high-efficiency equipment • Promote worker-friendly logistics operation
Transition	• Increase costs due to stricter regulations on greenhouse gas emissions and pollutants related to transportation • Reputation damage due to insufficient response to pollution and other environmental issues • Decrease corporate evaluation and reputation due to a lack of consideration for ecosystems in facility development (e.g., warehouse construction) • Decrease corporate evaluation and reputation due to insufficient consideration for ecosystems in noise, vibration, and lighting impacts	• Utilize vehicles with low emissions, such as non-fossil fuel vehicles, and reduce emissions through operational efficiency improvements • Advance pollution reduction measures and enhance information disclosure to stakeholders • Promote facility development with consideration for ecosystems and enhance information disclosure to stakeholders

❷ Opportunity

Types	Description	Measures
Resource efficiency	• Reduce operational and maintenance costs through the adoption of low-carbon technologies	• Advance decarbonization initiatives (renewable energy, introduce non-fossil fuel vehicles, promote of modal shift)
Reputation	• Ensure reliability through the execution of proactive measures	• Ensure the effective implementation of measures through appropriate governance and risk management processes
Resilience	• Strengthen resilience by promoting BCP	• Provide logistics operations "that never stop" Note: Definition

● Future response policy

Going forward, we will use the LEAP approach* to identify and evaluate nature-related issues (dependencies/impacts and risks/opportunities) to meet the items the TNFD recommends be disclosed. In concrete terms, we will conduct even more detailed assessments focusing on areas with a high level of dependency/impact. Together with this, we will evaluate the risks/opportunities based on the results of those assessments and then consider the specific measures we will take.

*The LEAP approach consists of four stages: Locate (place), Evaluate (evaluate dependencies/impacts on the environment), Assess (assess nature-related risks/opportunities) and Prepare (consider, plan and prepare for disclosure).

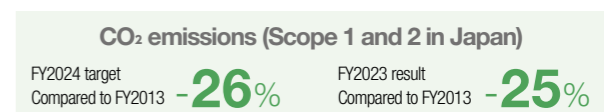## Focus Area ❶   Contribute to Decarbonized/Recycling-oriented Society

Material Issue — Contribute to decarbonized society   Work to reduce greenhouse gas (CO₂) emissions including those from supply chains, improve energy efficiency, and create business opportunities to address climate change and realize a decarbonized society

The LOGISTEED Group recognizes that reduction of CO_2 emissions in the logistics domain will have an impact on the realization of carbon neutrality, and therefore it is important to work to reduce CO_2 emissions and environmental load not only in the LOGISTEED Group but also in the supply chains of our customers. Based on this idea, to "provide logistics/services with less environmental load" as set forth in our environmental policy, we are striving to reduce the environmental load and provide new environmental value through our business activities, e.g., development of services that contribute to the reduction of CO_2 emissions including Scope 3 emissions from our customers, in addition to ongoing initiatives such as modal shift and collaborative logistics.

Initiatives to Reduce CO₂ Emissions

To contribute to the realization of a sustainable society, the LOGISTEED Group is advancing initiatives to reduce CO_2 emissions.

CO₂ emissions (Scope 1 and 2 in Japan)
FY2024 target Compared to FY2013 **-26%**   FY2023 result Compared to FY2013 **-25%**

● Energy Saving

To improve energy efficiency, we are implementing energy saving initiatives such as introducing LED lighting in logistics centers and offices, introducing lithium-ion batteries in forklifts, and using motion sensor light, and also promoting modal shift and collaborative logistics, etc.

● Electrification

In order to reduce environmental load of transport, we are introducing electric vehicles and fuel cell vehicles closely monitoring market trends.
In FY2023, we replaced 28 commercial vehicles with passenger electric vehicles. Additionally, at Logistics East Japan Co., Ltd., we introduced our group's first fuel cell truck (FCV).

● Procurement of Renewable Energy

Renewable Energy
We are actively switching electricity used at our offices to electricity generated from renewable energy. In FY2023, we significantly expanded to 104 sites, and among them, 25 sites including our Matsudo training facility and the land-based clubhouses achieved zero CO_2 emissions by adopting the 100% renewable energy plan.

Non-fossil Fuel Energy Certificates
At our headquarters building, we procured non-fossil fuel energy certificates from the market to offset emissions, achieving a net-zero CO_2 emission status.

● Energy Creation

We are installing solar panels on the roofs of our logistics centers. In FY2023, we installed solar panels on the roofs of our logistics centers in Saitama Prefecture, Ibaraki Prefecture, Kyoto Prefecture, and other locations using the PPA* scheme, exceeding our CO_2 reduction targets.

* Power Purchase Agreement (PPA): An agreement where power generated by a solar power generation system installed by a company that owns and manages solar power generation facilities (PPA operator) is supplied to power users for a fee.

● Initiatives to Set CO₂ Emission Reduction Targets throughout the Supply Chain

To set CO_2 emission (Scope 3) reduction targets throughout the supply chain, we have been conducting fact-finding surveys of CO_2 emissions in overseas group companies and building a system to calculate and visualize emissions with higher accuracy since FY2022. In FY2023, we worked on selecting and preparing for the implementation of a CO_2 emissions visualization system our overseas business.

Contribution to Decarbonization in Customers' Supply Chain

● Support Customers' Decarbonization through the Provision of EcoLogiPortal

As part of "SCDOS," our DX service to support optimization of customers' supply chain, we offer CO_2 emission visualization function "EcoLogiPortal" from FY2021. This service enables customers to accurately measure and visualize CO_2 emissions and reduction in the supply chain by centrally managing and monitoring their various data, which has received conformity assessment by a third-party organization. In FY2022, we made more proposals than we originally planned and, In FY2023, we made more proposals than initially planned and are also implementing and expanding services for international customers. We supported the visualization and reduction of CO_2 emissions in the logistics areas of both domestic and international clients.

For details on the results of the conformity assessment by a third-party organization, please refer to the website.
https://www.logisteed.com/en/news/20220802.html

● Internal Carbon Pricing (ICP)

In order to promote decarbonization initiatives, we are considering the use of ICP in investment decisions. In FY2022, we set ICP at 10,000 yen/t-CO_2 and studied how to operate it. We will establish a system for ICP-based investment decisions and make it widely known within the Company.

Foundation Supporting Value Creation

Introduction | Message from the Top Management | The Journey of LOGISTEED Group | The Future of LOGISTEED Group | Value Creation Achievements | **Foundation Supporting Value Creation**

Focus Area ❶ Contribute to Decarbonized/Recycling-oriented Society

> **Material Issue**
> **Contribute to Recycling Oriented Society**
>
> Work to reduce/avoid resource use, prevent environmental pollution, and create business opportunities to contribute to a recycling-oriented society

By setting "reduction of environmental load" as one of its environmental action plans, the LOGISTEED Group aims to contribute to recycling oriented society by promoting initiatives for resource recycling and waste control with an awareness of symbiosis with nature as well as preservation of biodiversity and ecosystem.

Effective Use of Resources and Waste Control

To ensure that waste generated in our business activities is recycled as much as possible, we are actively promoting measures to control waste emissions and reduce the amount of landfill disposal throughout the Group with an aim to maintain and improve the recycling rate.

● Reduce Resource Use in Packaging Design

We are working to improve packaging technology and reduce environmental load in packaging design including reduction of packaging-related materials and wastes while meeting customer needs.

In the case of the Technical Packaging Award-winning "Conversion of Elevator Component Wooden Boxes to Cardboard" at the "Japan Packaging Contest 2023" hosted by the Japan Packaging Institute, we have developed a packaging, including interior material, made of only cardboards from the perspective of reducing environmental load. In changing all packaging materials to cardboards, the issue was how to maintain the strength, but we used reinforced cardboards and successfully maintained strength and reduced wood consumption by 100% at the same time.

Award-winning Case/Award Titles	Main Effect
Conversion of Elevator Component Wooden Boxes to Cardboard / Technical Packaging Award	● Working hours: down 50% ● Transportation costs: down 20% ● CO₂ emissions: down 43%, etc.
Transport Packaging Box with Ramp for Reagent Exchange Robots / Large and Heavy Item Packaging Category Award	● Working hours: down 50% ● CO₂ emissions: down 90%, etc.

The Japan Packaging Contest 2023
Double Award Winner for the Technical Packaging Award and Large and Heavy Item Packaging Category Award
https://www.logisteed.com/en/news/20230831.html

● Circular Economy Initiatives

Recycling Scheme for Plastic Material Waste

We are working on establishing a recycling scheme for plastic material waste (such as stretch film) generated at our logistics centers. Instead of discarding this waste, we collaborate with recycling businesses and plastic product manufacturers to regenerate it into plastic material products. In FY2023, we began trial operations of this recycling scheme at several logistics centers in the metropolitan area.
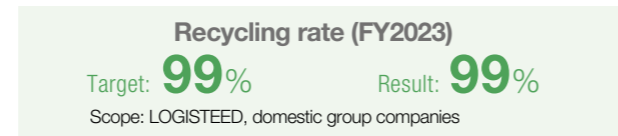
Recycling rate (FY2023)

Target: **99**%   Result: **99**%

Scope: LOGISTEED, domestic group companies

Protection of Biodiversity

We aim to promote symbiosis with nature and environmental communications under our environmental policy and are working to preserve biodiversity and ecosystems.

● Biodiversity-conscious Procurement

We continue to promote green purchasing of office supplies and purchase of products with environment certificates and work to reduce deforestation mainly through reduction of printing papers used by digitizing documents and ensuring double-sided copying.

● Initiatives for Ecosystem Preservation

We regularly conduct cleanup and beautification activities in areas surrounding our offices and light-down campaign in our sites in domestic and overseas. We have also designated June as the "Group Environment Month" and promote environmental beautification activities, environmental awareness activities in the workplace, and social contribution activities. We have established the "LOGISTEED Group Magokoro (Sincere Heart) Fund," a matching gift system where funds donated by our group employees and officers are matched by the Company to meet the cost for the activity, and use the fund to support environmental preservation activities. In FY2023, we made donation to "Children's Forest Program" by the Organization for Industrial, Spiritual and Cultural Advancement (OISCA) (public interest incorporated foundation) and continued the greening project in collaboration with the NPO Green Network, bringing the total land afforested under the Magokoro Fund to 13hectares.

Greening through Magokoro (Sincere Heart) Fund

Overseas activities

At our group company, Manila International Freight Forwarders, 33 of our employees participated as volunteers in tree-planting activities in February and July 2023. This initiative is aimed at protecting the La Mesa Watershed in Quezon City, Philippines, a tropical rainforest and one of the region's water sources. This effort not only involves planting and nurturing trees but also aims to strengthen ties with the local community and foster a sense of responsibility toward the planet. We will continue to actively engage in such initiatives going forward.

Focus Area ❷ Build and Evolve Resilient, Sustainable Logistics Services

> **Material Issue**
> **Build and Evolve Resilient, Sustainable Logistics Services**
>
> Implement measures to enhance transport business to address social issues including aging of managers, business slump of small- and medium-sized transportation companies, driver shortage, and recruitment challenges as well as build/evolve sustainable logistics services with a high level of safety/quality/productivity, aiming to create business opportunities and fulfill our role as social infrastructure

The LOGISTEED Group is working to sophisticate its supply chain optimization services and enhance its warehousing and transport businesses with an aim to build and evolve resilient and sustainable logistics services with a high level of safety/quality/productivity that contribute to solving social issues.

Installation of Automated/Labor-saving Equipment

To respond to social issues such as labor shortages at logistics sites and realize a safe, secure, and comfortable working environment, we are promoting the installation of automation and labor-saving technologies and installation of equipment to reduce a burden on workers.

In FY2023, we actively promoted the installation of automated forklifts, depalletizers[1], and AGVs, etc. and achieved labor savings of 100 FTE[2] per year compared to FY2022.

Compared to 2022   Saved **100** FTE

*1 Depalletizer: Equipment to automatically remove loaded cargoes from roll box pallets
*2 Full-Time Equivalent (FTE): A unit of the work performed by a full-time employee of an organization

Support for Customers' Supply Chain Management by Providing SCDOS (Supply Chain Optimization Service)

As the modern supply chains are becoming more complicated and sophisticated, we will work together with our customers, as a strategic supply chain partner, to contribute to increasing their business values and improving their environmental value such as decarbonization through the visualization and total optimization by DX. In FY2023, we accelerated the deployment of standard monitors that integrate three visualization solutions—warehouse, transportation, and CO₂ emissions—linked with the "ONEsLOGI*" lineup from LOGISTEED Solutions, Ltd. This initiative has been rolled out to nine group companies, including those overseas, and 21 clients. Building on the standard monitors developed through our 3PL business, we are strengthening our proposal activities for new 3PL services to prospective clients.

*ONEsLOGI: Our group's WMS (Warehouse Management System) solution supporting 3PL services

Contribution to Safe and Efficient Transport Through "SSCV"

To realize "zero-accident society," we have developed a transport digital platform "SSCV," (➡P8) contributing to the improvement of operational efficiency and legal compliance of transport operators, as well as ensuring driver safety, etc. In FY2023, we expanded the capabilities of our "SSCV-Safety" solution, which focuses on driver safety. Specifically, we added features such as digital labor management that visualizes drivers'overtime by automatically integrating with digital tachometers, and IT roll-call functionality that enables remote roll-calls using devices like computers and smartphones, rather than face-to-face. "SSCV-Safety" is certified as "TDBC Certified Solution" by Transportation Digital Business Conference (TDBC) and is used in initiatives to solve social issues such as research projects by the Ministry of Health, Labour and Welfare and verification experiments by the Ministry of Land, Infrastructure, Transport and Tourism.

GDP-Compliant Storage/Shipping –Enhancement of Quality Control and Operational Capabilities at Medical DCs–

We have enhanced medical DCs across the country providing storage and shipping services specialized in pharmaceutical logistics.To enhance operational capabilities of GDP, we are working to strengthen the quality assurance system in the pharmaceutical logistics by setting up an organization dedicated to promoting GDP to establish a quality management system.

In FY2023, to strengthen the software aspects of temperature management, which is a mandatory requirement for GDP, we implemented a temperature management system. This system enables real-time temperature monitoring at advanced pharmaceutical logistics centers and allows for immediate response in the event of alarm notifications.

Improve the Resilience of Transport Business (including addressing the transport capacity shortage in the 2024 issue)

Addressing the transport capacity shortage across society, including the 2024 issue*, requires urgent measures such as shortening total working hours of drivers and strengthening transportation capacity to compensate for the shortage of drivers. The LOGISTEED Group is working on promotion of modal shifts, labor-saving/capacity increase/short-haul transport by introducing double-trailer trucks, and reduction in waiting time for loading/unloading through development and introduction of a loading dock booking management system. We are also working to improve transport efficiency by utilizing DX solutions such as SSCV. As a result of these initiatives, the number of violations of labor standards by the LOGISTEED Group's truck drivers was zero in FY2023.

*The 2024 issue: Various problems arising from the limitations on drivers' overtime work imposed by the Work Style Reform Act, which has been applicable starting in 2024

Foundation Supporting Value Creation

Focus Area ❸ ## Create New Values Through Collaborative Innovation

Material Issue
Step up DX ▸ Address social issues such as driver shortage and the 2024 issue by promoting digitalization and labor-saving initiatives to create business opportunities

The LOGISTEED Group is accelerating the digitization, visualization, and standardization of various information to promote DX with the aim of creating new values and innovation to solve social issues such as labor shortages, the 2024 issue and SDGs.

Establishment of DX Platform to Create Innovation

To create new values and innovation by promoting DX, we are working to develop and establish a company-wide digital platform for both business and management systems.

The digital business infrastructure was completed in FY2021 and is designed to enhance the efficiency and productivity of our operations by consolidating and standardizing various digital data from our warehouse operations within the LOGISTEED Group. Utilizing this digital infrastructure, we exceeded our FY2024 target of "executing 60 logistics service reform projects" by completing more projects by FY2022. From FY2023 onwards, we are working to incorporate our accumulated knowledge into proposals for our clients, aiming to promote efficient and cost-effective logistics solutions.

Transformation of Warehouse Operations Through DX

● Implement Resource Control System (RCS: an integrated control system for equipment and people)

In the LOGISTEED Group, we are working to optimize the key resources of "equipment" and "people" in warehouse operations through RCS, aiming to enhance the overall throughput of the warehouse.

For "equipment" management (RCS-Automation), we control task coordination between multiple pieces of equipment without relying on specific manufacturers, thereby improving the throughput of the entire operation. For "people" management (RCS-Workforce), we digitalize tasks that were previously dependent on individual workers, which helps eliminate reliance on specific individuals and promotes paperless operations, thus reducing administrative management burdens. Additionally, based on visualized operational status, we can pre-allocate workers to their work areas, adjust allocations on the day, and make placement adjustments according to cut times.

The introduction of RCS has enabled real-time forecast and actual management of "equipment" and "people, " leading to improved efficiency and standardization in resource control.
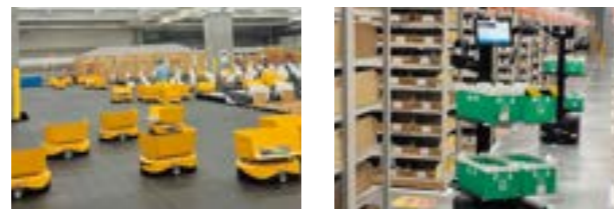
● Enhance Functions of WMS-PF ONEsLOGI

We are working to standardize Warehouse Management System (WMS) to expand value we provide to our customers. We used to customize WMS by business type or customer. Now, in order to expedite and sophisticate our proposals on and provision of services to customers, we have reconstructed "ONEsLOGI, WMS-PF (standardized warehouse management system)" equipped with the

LOGISTEED Group's expertise on the warehouse domain as well as those acquired through the 3PL business over the years and all logistics-related functions as a standard solution. We monitor and manage the progress of the expansion of this solution's functions as a conformance rate and achieved 94% in FY2023, exceeding our target.

● Promotion of Patent Applications and Acquisition of Rights in DX Field

We generally file patent applications for technologies and expertise that are important management resources to promote collaboration and innovation as business-related inventions, and most of such applications in recent years are DX-related. We will capture and visualize technologies and expertise as

intangible assets to further create and utilize values.

| Ratio of DX-related patent applications to total applications (FY2023) | **67** % |

Material Issue
Secure diverse human resources to support growth ▸ By securing diverse human resources including highly skilled personnel and those from different industries, etc. and increasing employee motivation through various initiatives, we aim to create new business opportunities and enhance competitiveness.

Toward the "LOGISTEED2030," we strive to actively secure diverse human resources who can contribute to our business with skills for global business and DX and other expertise, and promote initiatives to support their early participation.

Training for Autonomous Career Development

● Develop human resources with DX skills

To secure human resources with DX skills responsible for creating new business opportunities through IT, we are enhancing our DX education in addition to our traditional training systems. Based on the results of skill surveys (IT literacy x IT business application), we are implementing educational measures tailored to the individual levels of our employees. Specifically, we offer e-learning courses such as the "DX Mindset Training" to learn the basics of DX, as well as specialized training such as the "Transformation Mindset Cultivation Training, " which promotes transformation (X), and the "Intensive Training for DX Technical Skills," aimed at strengthening DX practical skills.

| DX Mindset Training (FY2023) | **2,770** attendees |
| Scope: LOGISTEED, domestic group companies | |

| Transformation(X) Mindset Cultivation Program (Cumulative up to FY2023) | **3,452** attendees |
| Scope: LOGISTEED, domestic group companies | |

● Expand global human resources and reform organizational culture

To develop "global human resources" capable of understanding diverse values across countries and regions and leading business on a global scale, we have established a "Global Department" within the company. This department offers overseas assignment training programs tailored to different levels (assistant managers, managers, department heads) to cultivate talent capable of excelling in various positions, including management roles at overseas subsidiaries. Additionally, we provide support for English proficiency test fees and offer self-participatory programs to develop practical English communication skills, including reading, listening, and writing. These initiatives are designed to encourage proactive behavior and provide opportunities for growth.

| Investment in training aimed at developing global human resources (FY2023) | **11,308.3** hours |
| Scope: LOGISTEED, domestic group companies | |

Create a Workplace Full of Smiles and Vitality

● Promote Dialogue through Human-Centered Design

In the LOGISTEED Group, we practice creating a human-centered workplace where people stay and come together through smiles and lively dialogue. We design communities where learning and improvement are enjoyed through deep conversations, and where managers and workers share experiences and wisdom side by side while praising each other, thus achieving a workplace full of smiles and vitality. Additionally, we widely share improvement efforts across the company and regularly hold presentations to award outstanding examples, thereby promoting the "visualization of improvement activities" and the "cultivation of a culture of praise" to establish a culture of continuous improvement.

| Number of Participants in Deep Dialogue Courses (FY2023) | **550** attendees |
| Scope: LOGISTEED, domestic group companies | |

● Utilization of Digital Tools such as RPA

As part of our improvement activities, we are advancing productivity reforms using digital tools such as Robotic Process Automation (RPA) in an organization-wide initiative. By sharing successful examples of automating and streamlining operations with various digital tools, including RPA, in forums such as executive meetings and the company intranet, we are promoting the adoption of digital tools from both top-down and bottom-up perspectives.

Additionally, the increased accessibility to improvement examples for similar tasks has revitalized communication across departments, leading to further enhancements in productivity.

| Reduction of working hours (FY2023) | **800,000** hours |
| Scope: LOGISTEED, domestic/overseas group companies | |

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Foundation Supporting Value Creation

Supportive Foundation for the Focus Areas

We define matters related to our business base, such as safety, enhancement of disaster prevention/mitigation, and respect for human rights, as "Supportive Foundation for the Focus Areas," and take various measures to accelerate initiatives for three Focus Areas.

Material Issue
Prevent accidents during operation — Strive for safe operation by promoting initiatives to prevent accidents at the Company and its suppliers

Under the policy that "Safety is our first priority" and the safety slogan based on the policy, the LOGISTEED Group ensures that each employee carries on the safety cultures and strives to provide safe and high quality services during operations.

Safety Priority Policy

The LOGISTEED Group works on activities based on the policy and the safety slogan.

> **Safety Slogan**
> **"Safety First"**

Safety Promotion Structure

LOGISTEED assigns an Operating Officer in charge of safety under the confirmation by the Board of Directors, who promotes top-down safety activities. Executive officers deliberate and report on safety activities and accident occurrence, etc. at the monthly Executive Committee, and the Audit & Supervisory Committee also receives reports on the progress of safety activities and accident occurrence, etc. every year. Under the structure which enables the supervision by the Board of Directors, we ensure to promote and manage safety activities.

Initiatives for Accident Prevention

● SSCV-Safety (safety operation management solution) –Introduction to the LOGISTEED Group's own vehicles–

In order to protect drivers as an organization and not to become either the victim or assailant, the LOGISTEED Group is promoting the installation of "SSCV-Safety," a solution to prevent accidents due to absent-minded driving. In Japan, we completed the installation of SSCV-Safety in all approximately 2,300 commercial trucks and private vehicles owned by the LOGISTEED Group, and started its operation. The installation of "SSCV-Safety" has allowed us to provide drivers with guidance based on the daily review, reducing the number of average incidents in FY2023 by 60% year on year.

Number of incidents during vehicle operation* (FY2023)
0.015 (YoY **-60**%)

*Per vehicle in operation per month (Scope: LOGISTEED, domestic group companies)

● Practical training and experiential sessions –Education through experiential sessions using VR–

We envision a full range of scenarios in workplaces and conduct practical training and experiential sessions to improve employees'safety knowledge and skills.
In experiential sessions using virtual reality (VR) technology, workers experience behaviors with potential risk of causing workplace accidents through visual contents simulated on cyberspace, which we expect to increase their safety awareness. In FY2023, we conducted experiential sessions primarily focusing on "tripping hazards within facilities" and "cutter lacerations, " as well as collisions with forklifts at each location. We are also implementing similar experiential training for our overseas locations.

No. of attendees of VR experiential sessions (FY2023)
6,054 attendees at **177** sites

Scope: LOGISTEED, domestic/overseas group companies

Safety Initiatives in Supply Chain

● Introduction of SSCV-Safety to partner transport companies

To improve the safety level of the entire supply chain, we are working to introduce SSCV-Safety to our partner transport companies. We regularly hold safety education (webinars) for companies that have introduced or are considering to introduce SSCV-Safety to explain the safety functions of SSCV-Safety and share safety activities introducing good examples of utilization. These initiatives are also contributing to the enhancement of compliance by raising drivers'safety awareness and the realization of stable and systematic vehicle assignment by raising drivers'awareness on health management.

Safety education for SSCV-Safety users (FY2023)
Held **12** webinars
24 companies participated

For details of our safety initiatives, please visit our website. ↗ https://www.logisteed.com/en/profile/csr/social/safety/
For details of our disaster risk measures including BCP, please visit our website. ↗ https://www.logisteed.com/en/profile/csr/governance/riskmanagement/

Material Issue
Enhance disaster prevention/mitigation — Implement disaster prevention measures to prepare for natural disasters and prevent fires as well as strengthen systems for speedy recovery in the event of a disaster

The LOGISTEED Group works to strengthen disaster prevention/mitigation measures in order to protect people's lives through the logistics business, which is social infrastructure, even in the event of a natural disaster or infectious disease.

Toward the Realization of the Future Vision of Logistics Center

As part of our efforts to enhance our warehouses, we are working to visualize safety- and quality-related incidents and hazardous work that may occur in our logistics centers. Starting in FY2022, to realize the automated center concept which visualizes and centrally controls safety/quality/productivity/fire prevention/crime prevention, we have introduced a video management system with advanced analysis functions in five logistics centers in Japan. We began cloud-based remote monitoring and centralized control at the "Centralized Safety and Quality Control Center" established in the head office. From FY2024, we plan to expand such functions as issuing alerts using AI and increase the number of locations subject to monitoring.

Visualization of Self-Defense Firefighting Operations

● Development and utilization of firefighting visualization system

We have developed our own firefighting visualization system to strengthen our self-defense firefighting system by ensuring compliance with the Fire Service Act and other relevant laws and regulations. In January 2023, we began the firefighting equipment control using the system. The system enables us to manage inspection deadlines through real-time checks of the inspection status of firefighting equipment, which leads to prevention of cases where firefighting equipment remains unrepaired by an oversight and reduction of human and material damage, etc. due to defective firefighting equipment.

Disaster Prevention Measures

● Enhancement of initial response at disasters

We are working to enhance initiatives focusing on disaster prevention with regard to an initial response necessary to take before BCP is activated when a disaster occurs. In FY2023, we conducted simulation training for 13 domestic group companies, based on a scenario of a Nankai Trough earthquake. The training simulated initial response actions from the moment the earthquake occurs through the day of the event.

Material Issue
Establish a responsible supply chain in which human rights are respected — Promote a sustainable supply chain by taking measures to improve quality/productivity, conduct environmental/social assessments, ensure compliance with laws and regulations by suppliers, and avoid/prevent/mitigate human rights issues of relevant stakeholders

Recognizing that human rights of all people affected in our business activities must be respected, the LOGISTEED Group has implemented initiatives to build a responsible supply chain that respects human rights.

Toward Developing Business Platform That Respects Human Rights

● Identification of global human rights issues and risk assessment

The LOGISTEED Group conducts human rights impact assessments through third-party organizations to identify risks and issues and strengthen our business foundation with respect for human rights. In FY2022, with the support of NGOs knowledgeable about human rights issues, we organized global human rights issues that are important to all industries and specifically the logistics industry. Additionally, we conducted risk assessments for 81 consolidated subsidiaries both domestic and overseas (as of April 2023) from five perspectives: geography, products, industry, employment type, and regulatory requirements. Among these, we particularly focused on geography and products. For the 27 subsidiaries (33%) identified as high-risk overall, we conducted individual SAQ* and are now working on measures tailored to the specific risks and issues identified based on the results.

*SAQ: Self-Assessment Questionnaire (Self-Checklist)

Foundation Supporting Value Creation

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Corporate Data

Corporate name: **LOGISTEED, Ltd.**

Head office: 2-9-2 Kyobashi, Chuo-ku, Tokyo, Japan

Founded: February 1950

Paid-in capital: ¥100 million (as of March 31, 2024)

Total personnel: 46,916 (as of March 31, 2024)

Main businesses:

• 3PL Business [integrated logistics services for corporate customers](Logistics System Building, Information Control, Inventory Control, Orders Control, Processing for Distribution, Logistics Center Operation, Factory Logistics, Transportation, Customs Clearance, International Nonstop Delivery Through Land/Ocean/Air Transportation)
• Transportation, Installation and Setting of General Cargo, Heavy Machineries, and Artworks
• Factory and Office Moving
• Warehousing and Trunk Room Services
• Collection and Transportation of Industrial Waste
• Logistics Consulting, etc.

Major Group Companies As of March 31, 2024

Domestic logistics companies

LOGISTEED North Japan, Ltd.
LOGISTEED East Japan, Ltd.
LOGISTEED Central Japan, Ltd.
LOGISTEED West Japan, Ltd.
LOGISTEED Kyusyu, Ltd.
LOGISTEED Collabonext, Ltd.
LOGISTEED Chemical, Ltd.
PALENET CO., LTD.
LOGISTEED East Japan Distribution Services, Ltd.
VANTEC CORPORATION
VANTEC EAST LOGISTICS CORPORATION
VANTEC CENTRAL LOGISTICS CORPORATION
VANTEC KYUSHU LOGISTICS CORPORATION
TOKIWA KAIUN COMPANY LIMITED
LOGISTEED Express, Ltd.
KWE LOGISTEED, Ltd.

Overseas logistics companies

North America
LOGISTEED America, Inc.
J.P. Holding Company, Inc.
LOGISTEED Mexico, S.A. DE. C.V.
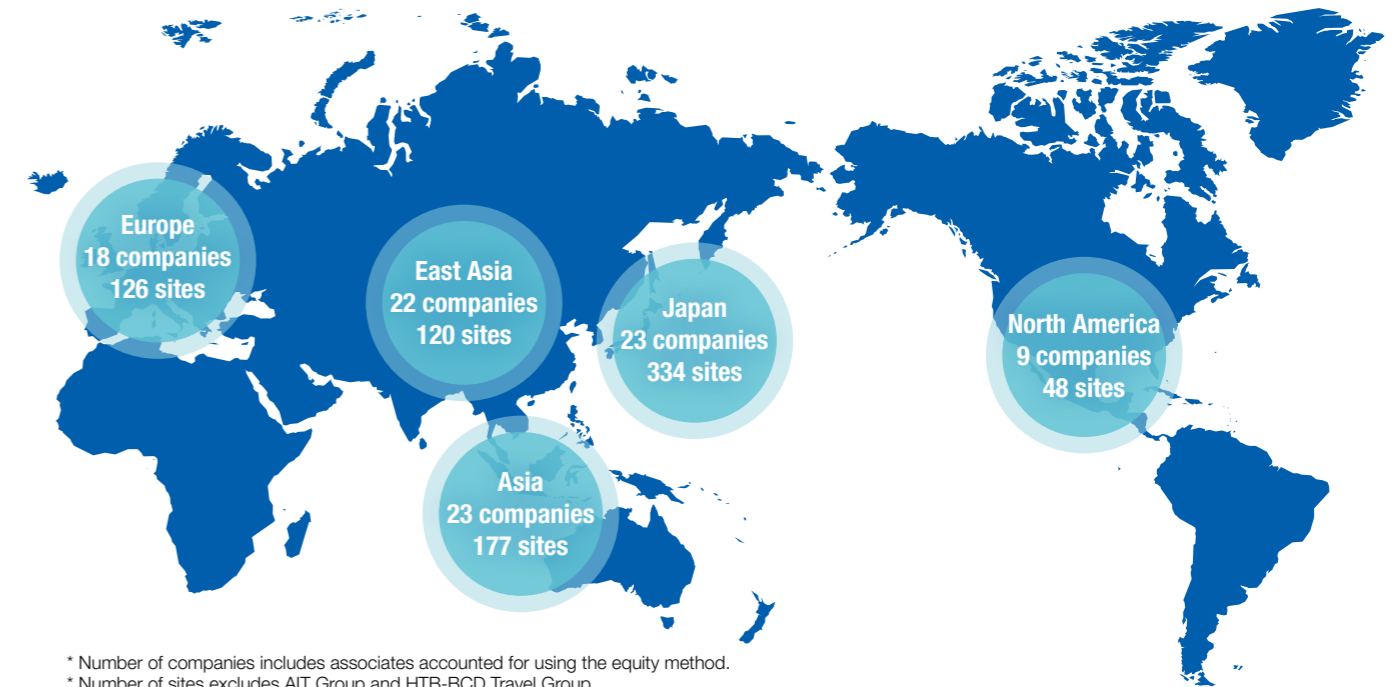VANTEC LOGISTICS MEXICO S.A. DE C.V.

Europe
LOGISTEED Europe B.V.
Cyber Freight International Holding B.V.
Van den Bos & van Daalen Materieel B.V.
ESA s.r.o.
Mars Logistics Group Inc.
VANTEC EUROPE LIMITED

East Asia

LOGISTEED China, Ltd.
LOGISTEED Hong Kong, Ltd.
LOGISTEED Shanghai Pudong, Ltd.
Fine Chemical Logistics China Company Limited
VANTEC SUMISO LOGISTICS (WUHAN) CO., LTD.
LOGISTEED Taiwan, Ltd.
LOGISTEED Korea, Ltd.

Asia

LOGISTEED Asia-Pacific Pte. Ltd.
LOGISTEED Malaysia Sdn. Bhd.
LOGISTEED (Thailand), Ltd.
Eternity Grand Logistics Public Co., Ltd.
Manila International Freight Forwarders, Inc.
PT Berdiri Matahari Logistik
PT LOGISTEED Indonesia
PT VANTEC INDOMOBIL LOGISTICS
LOGISTEED Vietnam Co., Ltd.
Flyjac Logistics Pvt. Ltd.
VANTEC LOGISTICS INDIA PRIVATE LIMITED
LOGISTEED Australia Pty. Ltd.
LOGISTEED Forwarding Australia Pty. Ltd.

Logistics-related companies

LOGISTEED Solutions, Ltd.
LOGISTEED Auto Service, Ltd.
LOGISTEED Solutions America, Ltd.
LOGISTEED Solutions (China), Ltd.
LOGISTEED Solutions Asia-Pacific Sdn. Bhd.

Network Extending to 28 Countries and Regions As of March 31, 2024

Europe 18 companies 126 sites
East Asia 22 companies 120 sites
Japan 23 companies 334 sites
Asia 23 companies 177 sites
North America 9 companies 48 sites

* Number of companies includes associates accounted for using the equity method.
* Number of sites excludes AIT Group and HTB-BCD Travel Group.

Website/SNS Account Information

● **Website**
https://www.logisteed.com/en/

LOGISTEED CAFÉ
We will accelerate innovation beyond the logistics domain through accumulating "sharing / exploring" of knowledge and perspectives with people in various industries.

Investor Relations

CSR/ESG Information

● **YouTube** official channel

● **X (former Twitter)** official account
LOGISTEED (Official)
@LOGISTEED_LTD
(Japanese version only)

● **LinkedIn** official page