AZ-COM MARUWA Holdings Inc.

AZ-COM

Charting Our Future



AZ-COM MARUWA Holdings

Integrated Report 2025

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AZ-COM MARUWA Holdings Inc. pursues continued growth by actively investing and optimizing business resources with the aim of becoming the leading company in the 3PL industry.



History and Future Vision



Logistics infrastructure that drives retail growth — from the past, through today, and into the future.

1970s

1970 **Start up with only one truck**

1973 **Company established**
Started business transactions with Ito-Yokado Co., Ltd.

1990s

1991 Started business transactions with Duskin Co., Ltd.

1995 Started transactions with Matsumoto-Kiyoshi Co., Ltd. (currently: MatsukiyoCocokara & Co.)
Expanded medicine and medical logistics business nationwide

2000s

2006 2006 Started online supermarket deliveries for Ito-Yokado Co., Ltd.

2010s

2013 **Launched low-temperature food logistics business**

2014 **Listed on TSE Second Section**

2015 **Listed on TSE First Section**
(currently: TSE Prime Market)

2017 Started business transactions with Amazon Japan G.K.
Launched "EC Last-One-Mile Same-Day Delivery Service"

2019 Concluded BCP Agreement*1 with Seven-Eleven Japan Co., Ltd. and Coca-Cola Bottlers Japan Inc.

2020s

2020 Celebrated 50th anniversary

2025 Launched AZ-COM Matsubushi

2020
Achieved
¥100 billion
in net sales

2030
Target
¥500 billion
in net sales

2040
Target
¥1 trillion
in net sales



*1 Large-Scale Disaster Support Activity Agreement
*2 Transitioned to a holding company structure in October 2022

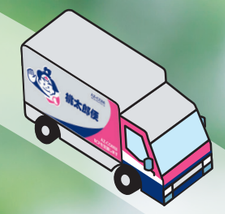
Growth of the AZ-COM MARUWA Group

Founding → Built a logistics model → Expanded scope of operations → As a pioneer in 3PL → **3PL & platform company**



Value Creation Model

The AZ-COM MARUWA Group aims to realize a sustainable society through sustainability management focused on the capabilities of its human resources, the most important capital for value creation. Furthermore, we seek to balance social value and economic value, contributing to the creation of a prosperous society where all stakeholders can live safely.



Environment Surrounding the Group

Broader Society

- Job market and income improvement driven by higher demand from international visitors and wage increases, among other factors
- Geopolitical risks, including the prolonged Russian invasion of Ukraine, the U.S.-China conflict, and situations in the Middle East
- Impacts of policy trends from the new U.S. administration

Logistics Sector

- Shrinking workforce due to the declining birthrate and aging population
- Decline in transportation capacity due to driver shortages
- Accelerating business competition and industry consolidation

Input

Human Capital

- Number of employees 25,697
  - Full-time employees 5,241
  - Part-time employees 20,456
- Recruitment
  - New graduate ..... 306 people
  - Mid-career ..... 743 people
- Ratio of female workers in management positions 8.61%

Intellectual Capital

- University-Industry Disaster Research ..... 9 Company Employees at 2 universities
- Number of persons holding certifications
  - JILS certifications ..... 137 people
  - Business career examination ..... 980 people

Manufacturing Capital

- Capital investment ..... ¥10.5 billion
- Logistics network ..... 269 bases

Social Relationship Capital

- Number of AZ-COM network member companies ..... 2,752 companies
- Number of disaster support agreements with local governments ..... 90 local governments

Financial Capital

- Total assets ..... ¥138.4 billion
- Interest-bearing debt ..... ¥43.8 billion

(FY2025/3)

Process

AZ-COM MARUWA GROUP × SUSTAINABLE DEVELOPMENT GOALS

The AZ-COM MARUWA Group supports Sustainable Development Goals (SDGs)

Four themes for achieving sustainable growth

- In order to be what we should be as a logistics company
- Aiming for a partnership that supports Japan
- To be a company that is kind to the town and its people
- The power to create and support the next generation together

Address environmental and social issues

- Minimize environmental impact
- Social contribution / collaboration with regions

Create new business opportunities

- New business development / job creation
- Acquire new suppliers / business partners

Medium-term Management Plan 2028 P. 14

Transforming into a highly profitable company

- Transform into a highly profitable company resilient to external changes
- Strengthen Group capabilities (Maximum use/ restructuring)
- Enhance operations (Standardization/ DX)
- Develop new businesses and revitalize existing ones
- Strengthen functional strategies (management resources)

Five business domains that support growth P. 28

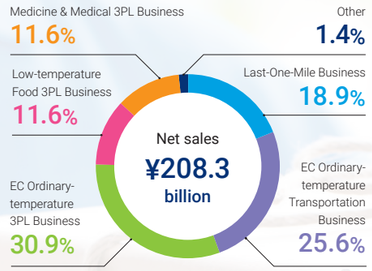
Last-One-Mile Business
EC Ordinary-temperature Transportation Business
EC Ordinary-temperature 3PL Business
Low-temperature Food 3PL Business
Medicine & Medical 3PL Business

Corporate governance

Momotaro Culture Momotaro Culture

Principles of business persons, basic actions
Management of "same voice same resonance"
Management philosophy

Output







- Ordinary profit ..... ¥11.6 billion
- Profit attributable to owners of parent ..... ¥7.2 billion
- Equity ratio 41.7%
- Return on equity (ROE) 12.9%
- Return on invested capital (ROIC) 7.28%

(FY2025/3)

Outcomes

Social Value / Economic Value

Suppliers and government agencies

- Support management and profits, provide high-quality logistics services
- Maintain supply chain during disasters, improve resilience of society through logistics

Partnerships

- Business expansion
- Strengthen competitiveness
- Stable financial foundation

Employees

- Skill improvement training
- Momotaro Quality Management (MQM)
- Personal development assistance system
- Group employee stock ownership plan
- Mental health care

Local communities

- Direct from farm value chain
- Sponsorship of local events and activities
- Regional revitalization through logistics

Shareholders and investors

- Stable dividend:
- Dividends per share: ¥32.00
- Dividend payout ratio: 59.2%

(FY2025/3)

Improvement in Corporate Value

Vision (Management Philosophy)

With the basic spirit of customers first, we aim to become the No. 1 company in the 3PL industry and contribute to the realization of each other's happiness and an affluent society.



At a Glance

Five Business Domains that Support Growth (FY2025/3)

Net sales

¥208.3 billion
+4.9% Y-o-Y
+0.7% of forecast

Operating profit

¥10.9 billion
-20.8% Y-o-Y
-2.1% of forecast

Breakdown of Sales by Business

Last-One-Mile Business
Last-one-mile deliveries
¥39.3 billion

EC* Ordinary-temperature Transportation Business
Deliveries other than last-one-mile
¥53.3 billion

EC* Ordinary-temperature 3PL Business
Ordinary-temperature logistics including e-commerce
¥64.4 billion

Low-temperature Food 3PL Business
Logistics for supermarkets
¥24.2 billion

Medicine & Medical 3PL Business
Logistics for drugstores
¥24.1 billion

* E-commerce

Key Figures (FY2025/3)

Ordinary profit
¥11.6 billion
-19.7% Y-o-Y

ROIC
7.28%

Dividends per share
¥32.00
Dividend payout ratio 59.2%

Number of employees
25,697
5,241 full-time employees
20,456 part-time employees

Ratio of women in management positions
8.61%

Ratio of foreign employees
1.13%

Number of vehicles
2,680

Number of AZ-COM network member companies
2,752

Number of AZ-COM BCP* network member companies
114
*Business Continuity Planning

Corporate Philosophy

Corporate Philosophy

Momotaro Culture and Happiness Management

Momotaro Culture

Management Philosophy
With the basic spirit of customers first,
we aim to become the No. 1 company in the 3PL industry
and contribute to the realization of each other's happiness and an affluent society.

Company Creed
Industry and honesty are the very base for business.
Patience and creation are the very base for prosperity.
Extending kindness and feeling gratitude are the very base for happiness.

Management of "same voice same resonance"
All of our employees share the same goals and objectives,
and gather their collective wisdom and participate in management.

Principles of Business Persons
What we provide are "deep impressions" and "satisfaction" for customers.

Create 100 Momotaro managers
Create people who can drive corporate growth
Create a company that can last for a thousand years
by passing down the Momotaro Culture

Happiness Management

Three Kinds of Happiness
Mental Happiness, Economic Happiness, Family Happiness

Business Model
Seven Pinnacles of Management
High Talent, High Quality, High Growth, High Profits, High Wages, High Dividends, High Share Price

Future Vision
Enter markets in Asia as part of our global strategy, and achieve ¥1 trillion in net sales by 2040

DIALOGUE

Conversation between Presidents

When people grow, the company grows, too.

Kenji Hirano
MARUWA UNYU KIKAN Co., Ltd.
President & CEO

×

Masaru Wasami
AZ-COM MARUWA Holdings Inc.
President & CEO



Reflecting on our business environment, the previous fiscal year's results, and the previous Medium-term Management Plan

Wasami: Our business environment is going through indescribable changes.

One is the enforcement of the 960-hour annual overtime cap for the transportation industry. We have a more ambitious target of 860 hours, 100 hours below the statutory limit, to take our work style reform to the next level. No matter what we do to contribute to our customers' business performance, we must ensure compliance.

Another change is the occurrence of labor shortages. The Group intends to hire a total of 5,000 people over the next five years. At the outset, our goal was to hire 600 new graduates and 400 mid-career professionals each year. However, due to the COVID-19 pandemic, we found it tough to hire new graduates, so we accelerated mid-career hiring and successfully secured about 1,100 people by FY2025/3. Over the past three years, we have hired 985 new graduates and 2,077 mid-career professionals for a total of 3,062.

Since we would not even be able to compete without our employees, our approach to addressing labor shortages knows no limits. In March 2024, the automobile transportation industry became eligible for the Specified Skilled Worker Program, which paved the way to hire foreign drivers. Looking ahead to the new era, we have incorporated and begun operating a Japanese language school. I look forward to seeing significant results going forward.

Of course, taking care of our customers is important, too. Our Management Philosophy emphasizes our "customer first principles," and these "first principles" represent our unwavering commitment.

We have been receiving many orders for our Maruwa vehicles. They want us to expand our fleet beyond only using the vehicles of AZ-COM network members. There are three types of trucks: large, medium, and small (2-ton vehicles). However, we are currently facing a shortage of 2-ton class trucks. Although medium- and small-sized trucks are not as profitable as larger ones, we intend to meet their requests by increasing the vehicle utilization rate in adherence to the Group's spirit of "resourcefulness, agility, and generosity."

Looking back at our business results and the previous Medium-term Management Plan, we have almost quadrupled our net sales and profit over the past decade. The average annual growth rates over the three years from FY2023/3 under the previous Medium-term Management Plan were 16.1% for net sales, 8.2% for operating profit, and 8.4% for ordinary profit. However, in FY2025/3, our net sales increased 4.9% year-on-year, whereas our operating profit and ordinary profit declined 20.8% and 19.7%, respectively. This is the sharpest year-on-year decline we have seen since our founding.

In new Medium-term Management Plan 2028 (hereinafter "new MTMP"), we anticipate double-digit annual average growth rates in both net sales and profit, aiming to regain momentum. We had a strong start in Q1 of FY2026/3, and assess the fiscal year ending March 2025 as having been a temporary "plateau."

Personnel Appointment: Senior Managing Director of AZ-COM Maruwa Holdings Inc. and President of Maruwa Unyu Kikan

Wasami: I appointed Hirano for his character. Maruwa Unyu Kikan is the core operating company of the Group, so the ability to effectively manage field operations is essential.

To Our Stakeholders



After joining the Company at the age of 18, he worked hard for 19 years, serving cardboard manufacturers requiring next-day shipment. Based on his experience, we appointed him as president of KYUSHU MARUWA LOGISTICS, whose performance had somewhat been in decline at the time, and he successfully turned the company around in four years. Then, we appointed him as president of TOHOKU MARUWA LOGISTICS. There, he vigorously worked on expansion and management reinforcement for eight years, finally achieving net sales of over 10 billion yen in FY2025/3. It was no small feat to achieve this scale in the Tohoku Region.

Under the new MTMP, Maruwa Unyu Kikan has established some of the most ambitious goals in the Group. Since Hirano is intimately familiar with this company, I am confident that he will deliver on them.

Hirano: When Mr. Wasami first brought this up, I was surprised and thought, "Are you sure I'm the right person for this?" But I wanted to return the favor for giving me opportunities to grow and manage companies, so I decided to accept the offer.

Achieving Medium-term Management Plan 2028

Wasami: Since Maruwa Unyu Kikan has a younger president now, we have to prove that we can effectively contribute to our customers' business performance in the three domains of ordinary-temperature logistics for E-commerce, cold-chain food logistics, and medicine & medical logistics. In addition, we are actively engaging with all 47 prefectures in BCP logistics by addressing various issues and requests from local governments to conclude agreements.

Through these business activities, we are working toward transforming ourselves into a highly profitable company that is resilient to external changes under the new MTMP. The key concept of this initiative is "Talent and vigor." Each individual will unlock their potential to take giant leaps forward, and through strong bonds, unity, and teamwork, we will transform ourselves into a highly profitable company. To that end, we have developed 10 items to promote across Group companies.

01. Establish a clear vision and strategies
02. Develop products and services with high added value
03. Optimize operations and cost management
04. Establish marketing and brand strategies
05. Optimize the profit model
06. Strengthen teams and leadership
07. Optimize financial management and cash flow
08. Leverage technology
09. Reward shareholders with high dividends
10. Deliver capital gains to shareholders



Hirano: While I view these items as key growth drivers, I believe that achieving the new MTMP top-line targets requires maintaining and deepening existing customer relationships and acquiring new customers.

To that end, we need to continue working closely with our customers to make improvements and drive growth. This is our first priority in transforming ourselves into a highly profitable company by living up to our customer first principles. By doing this, we need to acquire new customers in addition to our current clients across the three target domains.

At the same time, we also need to build platforms, which is one of our key challenges. We need to build one in each of the three domains. I view AZ-COM Matsubushi, the project we are about to launch, as a prime example of this initiative. We have just started building platforms, and we are determined to fully focus on this.

Wasami: AZ-COM Matsubushi consists of Building A, a five-story structure with 14,876 square meters per floor, and Building B, a five-story structure with 24,793 square meters per floor. Additionally, we are planning an administrative building that will serve as our second headquarters, as well as two 10-story employee dormitory buildings with accommodation for 1,000 people, including technical trainees from overseas. New tasks always arise one after another, and if we want to continue growing, investment is essential.

Going forward, while I will obviously be checking in on field operations, I will be mainly responsible for developing M&A and other business expansion plans while also carrying out relevant company oversight. I plan to hand over leadership to my successor once everything has been fully completed.

A company never grows without taking on challenges.

Hirano: A key feature of the Group's talent development approach is that it centers on Momotaro culture, which allows people to take on challenges, grow, and contribute. Just as I was given the opportunity to become president, our employees are provided with opportunities to take on challenges. We truly believe that this is the source of growth and that personal growth leads to contributing to our customers and ultimately to society. Furthermore, I have conducted final interviews for new graduate recruitment for about 12 years, and I have found that many students apply because they find our tier-based training and education programs appealing.

Through our talent development approach, which focuses on taking on challenges, growing, and contributing, we boldly entrust young people with next-level roles. They then grow by fulfilling those roles, and their experience helps develop better proposals and solutions for our customers. We want to maintain this virtuous cycle.

Looking back on when I joined the Company, net sales had not yet even reached 10 billion yen. Once we surpassed this milestone, Mr. Wasami's unwavering message was to then reach 100 billion yen. When that was achieved, the slogan became "Go public in the 21st century." Even as we wondered if that would even be possible, we continued working hard and eventually got listed on the stock exchange.

Every time we achieve a goal, I feel glad that I joined this company. To experience this satisfaction again, I believe my role is to engage everyone in our efforts toward our major goals: net sales of 500 billion yen by 2030 and 1 trillion yen by 2040.

Wasami: Our company's journey truly demonstrates that developing people leads to corporate growth. Mastering Momotaro culture means nurturing 100 business leaders, and Mr. Hirano is one great example of this. Before becoming president, he studied for two years in the internal president training program. We have various training programs for employees advancing to the next stage to effectively prepare them.

Junior members work hard to help their senior colleagues achieve their dreams. Since people are the essence of an organization, I believe this is the ideal organizational model. Becoming the top 3PL company and reaching 1 trillion yen by 2040 cannot be achieved without handing over the reins to President Hirano.

To me, employees are treasures. The growth of each individual employee is the very essence of my company-building strategy. Since founding the Company, I have been constantly saying, "Bring happiness to people, for people." I believe that without this, it would be impossible to find true joy in corporate management.

To Our Stakeholders

Review of Medium-term Management Plan 2025

During the period of Medium-term Management Plan 2025, the Japanese economy showed a gradual recovery with increased demand from international visitors and an improved employment and income landscape due to wage increases and other drivers. However, uncertainty about the future outlook increased due to the prolonged Russian invasion of Ukraine, the U.S.-China conflict, geopolitical risks arising from the situation in the Middle East, and other factors.

The logistics industry continues to face a tough business environment with sluggish growth in cargo volume due to price hikes, shortages in labor and transportation capacity, and cost increases. Under these circumstances, the Group has been committed to reallocating management resources through active recruitment and training as well as streamlining and reducing headcount via DX. Simultaneously, we have been working to expand operations and increase productivity across the e-commerce & ordinary-temperature, low-temperature food, and medicine & medical domains.

As a result, the average annual growth rates over the three-year period are 16.1% for net sales, 8.2% for operating profit, and 8.4% for ordinary profit. Despite our efforts to expand our business, we struggled in the third year of the Medium-term Management Plan due to a decrease in transport volume accompanying the shutdown of large facilities, non-recurring expenses from site consolidation and discontinuation, and cost increases. In particular, e-commerce-related businesses showed excellent annual growth, with the Last One Mile Business growing at 9.3%, the E-commerce & Ordinary-temperature Transportation Business at 11.0%, and the E-commerce & Ordinary-temperature 3PL Business at 36.4%.

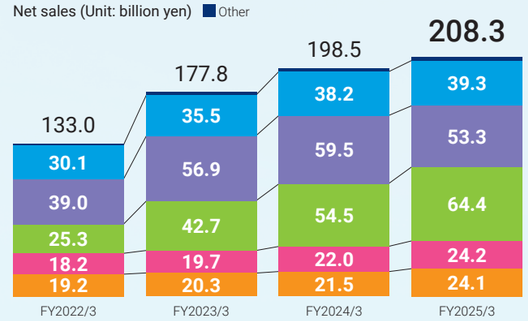
As part of our functional strategy, we plan to hire 1,000 mid-career professionals annually, reaching 5,000 hires over five years. Due to this focus, we successfully hired around 1,100 people in the first year. Moreover, by rigorously promoting and implementing DX and reallocating management resources, we have strengthened management and promoted management reinforcement measures.

Ultimately, we failed to meet our targets due to unforeseen factors arising from global instability, including price increases, unexpectedly intense recruitment competition, the slowdown and restructuring of the logistics industry, and delays in the strategic allocation of management resources. Therefore, we will address the challenges hindering the achievement of "Medium-term Management Plan 2028" by focusing on improving profitability and implementing structural reforms.

Quantitative targets

	FY2022/3	FY2023/3		FY2024/3		FY2025/3	
	Results	Plan	Results	Plan	Results	Plan	Results
Net sales	**133** billion yen	171.5 billion yen	**177.8** billion yen	200 billion yen	**198.5** billion yen	240 billion yen	**208.3** billion yen
Versus Plan			**+3.7%**		**-0.7%**		**-13.2%**
Achievement			Full		Incomplete		Incomplete
Operating profit margin	**8.6** billion yen	11.1 billion yen	**11.3** billion yen	13.6 billion yen	**13.8** billion yen	17.1 billion yen	**10.9** billion yen
Versus Plan			**+1.8%**		**+1.5%**		**-36.3%**
Achievement			Full		Full		Incomplete
Operating profit margin	**6.5%**	6.5%	**6.4%**	6.8%	**7.0%**	7.1%	**5.3%**
Ordinary profit	**9.1** billion yen	11.5 billion yen	**11.9** billion yen	14 billion yen	**14.4** billion yen	17.5 billion yen	**11.6** billion yen
Versus Plan			**+3.5%**		**+2.9%**		**-33.7%**
Achievement			Full		Full		Incomplete
Ordinary profit margin	**6.9%**	6.7%	**6.7%**	7.0%	**7.3%**	7.3%	**5.6%**

Business expansion



CAGR
(average annual growth rate)

- Last One Mile Business 9.3%
- E-commerce & Ordinary-temperature Transportation Business 11.0%
- E-commerce & Ordinary-temperature 3PL Business 36.4%
- Low-temperature Food 3PL Business ... 9.8%
- Medicine & Medical 3PL Business 7.9%

Functional strategies

	Material issues	Key achievements	Achievement
Secure and train human resources	• Hire 1,000 people annually (new graduates/mid-career professionals) • Establish a human capital portfolio • Develop 814 leaders across tiers over the three-year period	• Hired 3,062 people over the three-year period (985 new graduates, 2,077 mid-career professionals) • Centrally managed talent across Group companies through the talent management system • Raised base salaries in April 2024 and April 2025 and have continued raising wages on a regular basis • Developed 975 leaders over the three-year period (49 senior management members, 169 managers, 757 field leaders)	Full
Promote and implement DX	• Develop and standardize 5S safety practices • Establish Maruwa DX to enhance productivity • Build a TMS (transportation distribution network)	• Established a dedicated DX department • Formulated domain-specific improvement measures • The two sites that formulated domain-specific improvement measures achieved a 10% increase in productivity.	Full
Reinvest management resources (ROIC)	• Establish the cost of capital management guidelines • Monitor unprofitable and underperforming departments	• Operated cost of capital management guidelines across Group companies • Implemented improvement measures for underperforming departments based on the business reform plan To be carried over to the next Medium-term Management Plan: • Revise domain-specific hurdle rates • Assess asset recognition and its impact in accordance with the new lease accounting standards	Partial
Promote ESG	• Address management issues related to ESG	• Set GHG emissions reduction targets to achieve by 2030 and 2050 • Created a safe environment to eliminate vehicle and warehouse accidents • Visualized Group governance levels	Full

External changes and various issues

How the external changed after Medium-term Management Plan 2025 took effect

Price increases associated with global instability
- Invasion of Ukraine (February 2022)
- Yen depreciation (March 2022: ¥115/USD→March 2025: ¥150/USD)

Unexpected degree of recruitment competition
- End of the pandemic (May 2023: COVID-19 reclassified as Class 5)
- Wage increase competition driven by price increases

Slowdown and restructuring of the logistics industry
- Profit structure changes due to the 2024 problem
- Growing momentum for restructuring, including labor shortages and supply chain reforms

Delay in strategically allocating management resources

Various issues in relation to achieving Medium-term Management Plan 2028

Delay in adapting to external changes

Decline in profitability
- Delays in price revision and cost management
- Delays in improving underperforming departments, including launching new centers

Slowing growth in existing businesses
- Transportation: Maximize the Group network
- 3PL: Standardize operations

Streamlining and reducing headcount

Strengthening resource allocation functions

Need for earning power and structural reforms

To Our Stakeholders

New Management Plan

Medium-term Management Plan 2028

The AZ-COM MARUWA Group's vision

Evolving into a 3PL & platform company specializing in the retail sector

The Group aims to achieve 1 trillion yen in net sales by 2040 by adapting to various external changes, including labor shortages and work style reforms, and pursuing high profitability through next-generation management systems that leverage wisdom and creativity. As an interim step towards achieving this vision, we have formulated Medium-term Management Plan 2028, which covers the period through FY2028/3. By reforming the structure of existing businesses and developing new businesses, we will achieve an ROE of 15% or higher as the Group works towards transforming itself into a highly profitable company and industry leader.

Long-term vision

Transforming into a highly profitable company

Management Philosophy

Based on our customer first principles, we aim to become the No. 1 company in the 3PL industry and contribute to the realization of each other's happiness and an affluent society.

Business issues Social issues

- Labor shortages
- Decline in transportation capacity
- Growth driven by e-commerce expansion
- Geopolitical risks
- Technology evolution
- Climate change
- Population concentration in urban areas

2040
Net sales: **1 trillion yen**

2025 Medium-term Management Plan 2025 (FY2023/3 to FY2025/3)

2028 Medium-term Management Plan 2028 (FY2026/3 to FY2028/3)

- Transform into a highly profitable company that is resilient to external changes
- Strengthen Group capabilities (Maximum use/restructuring)
- Move toward more sophisticated operations (Standardization/DX)
- Develop new businesses and revitalize existing ones
- Strengthen management resources

Financial performance targets

	FY2025/3 results	FY2026/3 plan	FY2028/3 plan	CAGR (average annual growth rate)
Net sales	208.3 billion yen	220 billion yen	280 billion yen	10.4%
Ordinary profit	11.6 billion yen	12.0 billion yen	20.0 billion yen	19.9%
Ordinary profit margin	5.6%	5.5%	7.1%	–
ROE	12.9%	12.3%	15% or higher	–

Strategies for each business unit

- **Expand business scale by meeting truck line transportation demand (E-commerce & Ordinary-temperature Transportation) and scaling operations at centers (mainly E-commerce & Ordinary-temperature 3PL)**
- **Stabilize the operation of AZ-COM Matsubushi and enhance productivity across centers (Low-temperature Food 3PL)**

Transportation business

Strengthen Group capabilities

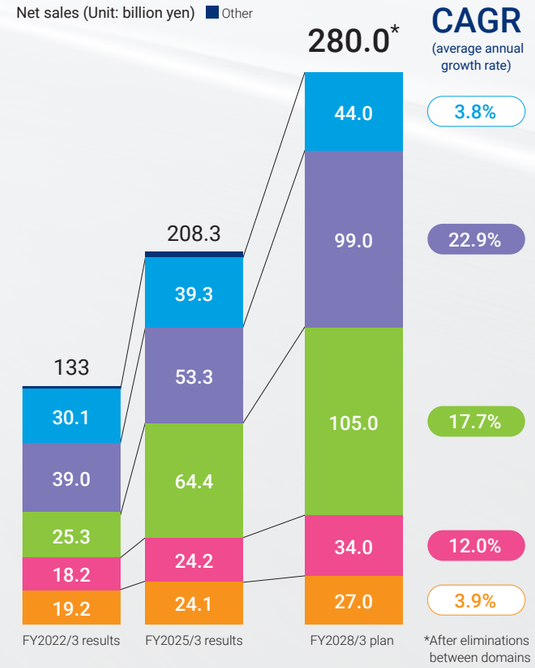
Last-One-Mile	• Secure transportation means other than light vehicles and leverage the ride-sharing mechanism • Strategically secure drivers and strengthen the sales network around the Tokyo Metropolitan area
E-commerce & Ordinary-temperature	• For the truck line transportation business, increase the service frequency by opening new centers and rolling out the existing network to regional cities • Improve fleet productivity by diversifying driver work styles and streamlining via DX investments

3PL business

Move toward more sophisticated operations

E-commerce & Ordinary-temperature	• Expand operations around dedicated e-commerce transportation centers • Standardize workflows and develop field management protocols to establish "Maruwa Standards" within the Group
Low-temperature Food	• Stabilize the operation of AZ-COM Matsubushi • Expand food-related services outside the traditional supermarket domain • Strengthen direct-from-farm distribution and combine various transportation modes to enhance brand value
Medicine & Medical	• Establish a physical Internet for new centers • Ensure quality through standardized workflows

Net sales (Unit: billion yen) ■ Other



Priority measure

Overcome the issues that arose in the logistics industry in the period of Medium-term Management Plan 2025 and transform into a highly profitable company that is resilient to external changes over the three years of Medium-term Management Plan 2028.

Issues toward achieving Medium-term Management Plan 2028	Priority measures for Medium-term Management Plan 2028	
Delays in adapting to external changes	Transform into a highly profitable company that is resilient to external changes	Pursue high added value and efficiency/cost management
Decline in profitability	Strengthen Group capabilities (Maximum use/restructuring)	Establish platforms across logistics services
Slowing growth of existing businesses	Move toward more sophisticated operations (Standardization/DX)	Enhance management by standardizing operations
Streamlining and reducing headcount	Develop new businesses and revitalize existing ones	BCP, market, customer marketing (M&A)
Strengthening resource allocation functions	Strengthen functional strategies (management resources)	

To Our Stakeholders



Discussion with Outside Directors of the Company

To achieve the goals of Medium-term Management Plan 2028, we need to transform into a highly profitable company.

Q What is your evaluation of the FY2025/3 earning results and our achievements under Medium-term Management Plan 2025?

Saigo We worked very hard under Medium-term Management Plan 2025 (hereinafter the "previous MTMP"), but we did not fully achieve our original goals. This is mainly because of logistical changes from customers who account for a significant share of our net sales. Another reason was that we struggled to implement the new pricing plan despite our continued efforts. These will remain as challenges.

In addition, our failure to execute sufficient M&A is another major factor. I believe that we need to bear in mind that M&A costs have risen far beyond our expectations, as we navigate through the period of the Medium-term Management Plan 2028 (hereinafter the "new MTMP").

Tachi First, I take the fact that this marks the first decline in profits since our listing very seriously. Our profit changed significantly due to customer policy changes. We have been growing rapidly to keep pace with our customers' dramatic expansion. Going forward, however, we will need to develop other businesses to balance out our portfolio.

In addition, I have been closely monitoring efforts to prevent traffic accidents. With the severe labor shortages, I see that the number of accidents is gradually increasing, so I urge all managers to properly supervise their drivers.

Funamoto I joined the Board of Directors in the second year of the previous MTMP. I realize that between the second and third years, our business environment changed significantly and rapidly. Our experience in the final year brought home to me that speed is crucial, above anything else, for reviewing profitability and passing through costs.

Kamijo I agree with you about the previous MTMP. In particular, I note that the impact of labor and energy cost hikes has increased since the initial phase of the previous MTMP. Looking back on the final year, the impact levels vary across domains. We need to explore solutions to this issue with the new MTMP.

For example, while we run similar operations across different domains, the impact varies by center. We need to closely monitor profitability while persistently negotiating price increases with our business partners over the next three years.

Meanwhile, I believe that streamlining operations and reducing headcount through DX will be crucial for the 3PL business and require us to deploy appropriate timelines across the organization.

The Group has conducted highly detailed analyses and has been working to address these requirements. To achieve the Group goal of becoming the No. 1 leading company in the 3PL industry, I believe it is crucial to demonstrate how important our logistics industry expertise is to our customers while enhancing its value. On that note, I expect that AZ-COM Matsubushi will serve as an experimental field and eventually as a showroom.

Q What did the Board discuss when formulating Medium-term Management Plan 2028?

Kamijo In formulating the new MTMP, I had an opportunity to hear details from the executive side and discuss them at an early stage outside board meetings. I have personally been involved in formulating numerous Medium-term Management Plans in the financial industry, so I believe we were able to adequately exchange views regarding common pitfalls in developing Medium-term Management Plans.

There always remains a gap between the corporate office and the field. Therefore, it is essential to accurately understand the situation on the ground and exercise imagination about how the field will change through this plan and what we want to achieve. I emphasized the importance of cascading this plan throughout the Group, so that everyone can visualize how to concretely implement our slogan, "Transforming into a Highly Profitable Company," into specific business activities.

Funamoto In developing the current Medium-term Management Plan, we first backcast from our goals of achieving 500 billion yen in net sales, and eventually, 1 trillion yen, to identify what we should do now and how we should advance our transformation into a highly profitable company.

Some ask, "Do we even need Medium-term Management Plans?" but I believe that they are crucial for sharing where the Company is heading with internal and external parties. Most importantly, the process of developing these plans serves as a valuable opportunity for leadership to identify issues and intensively discuss countermeasures. In addition, as in the case of the previous MTMP, the external environment may change significantly from the time the plan was developed. Therefore, it is crucial to properly review and modify the plan to keep it relevant.

Saigo Since we aim to achieve 500 billion yen in sales and eventually 1 trillion yen, we should, above all, assess the net sales and profit for the third year of the new MTMP relative to those goals, which we have thoroughly discussed. As Mr. Kamijo said, we considered it crucial to examine the field capabilities to achieve the goals. Another thing we discussed was which domain or domains should be the core of our business going forward.

Regarding the BCP business, which I was particularly interested in, we were able to intensively discuss how we would be able to make it commercially viable and what the future outlook was.

Tachi First, based on my experience, I advised on the approach our management strategy should take to respond to the underlying macroeconomic environment as it began shifting from deflation to inflation. I also provided concrete advice on how we should adapt to government policy trends, including wage increases for SMEs, fair trade practices, government requests for minimum wage increases, basic policies, and budget formulation.

Q How will you monitor the progress on the new MTMP?

Saigo During the period of the previous MTMP, changes in customer logistics policies significantly impacted our business results. Through this lesson, I realize we need to systematically implement methods for actively discussing long-term plans with our customers and monitoring their trends. Regarding price pass-throughs, we are monitoring the progress of pricing revisions against our goals. However, while identifying the current situation, we need to review how well our services and prices are balanced and explore other options, like proposing pricing plans with new services added.

Funamoto As Mr. Saigo mentioned, we track price revision progress through KPIs, but we still need to discuss how to accelerate this progress.

Kamijo All measures outlined in the new MTMP can only be implemented with people, goods, and money in that order. We need to identify each department's timelines for implementing individual measures and assess whether their progress is on track toward achieving concrete results, and we need to regularly report this to the Board of Directors.

Tachi As Mr. Kamijo mentioned, I would like to ask the



To Our Stakeholders



Company to regularly submit progress reports on the new MTMP to the Board of Directors. I also think that we need to enhance the organization's governance structure so officers overseeing business units can accurately identify the situation in their domains and take appropriate action.

Q **What does the Board of Directors discuss regarding human capital?**

Saigo All directors agree that human capital is essential. So far, we have been hiring excellent people, and I acknowledge that the Company has high recruitment capabilities. However, as workforce mobility is increasing at many companies, we are facing the challenge of retaining employees.

We need to reconsider the compensation and benefits for mid-career hires as well as new graduates. While we do not have as much time to train mid-career professionals as we do new graduates, I believe we need to provide proper training and compensation.

Rather than viewing human capital as a means for generating profit, we should consider enhancing human capital to be our purpose as we work towards future success.

Tachi Our key challenge is that while hiring a massive number of people, we are losing employees at a comparable pace. Therefore, we need to develop and implement company-wide measures to retain employees.

In addition, the entire Group, including our subsidiaries, needs to develop leadership candidates who deeply understand the Momotaro culture.

Funamoto At board meetings, we have repeatedly discussed that although we are successfully hiring new graduates and mid-career professionals, we are struggling to retain our employees and prevent turnover.

As the government is stating its intent to continue with wage increases, raising the base salary is an immediate priority. We increased base salaries in the previous fiscal year, but we need to continue doing this as a commitment to our human capital.

Kamijo Compared to the financial industry, where I previously worked, logistics companies have extensive jobs and roles and need diverse talent. Honestly, I find this industry challenging. Looking back on the past year, I clearly understand that our greatest challenge is to secure sufficient talent and enhance their quality. Since we pledge to provide competitive compensation packages, I expect our labor costs to continue to increase.

I also feel that, besides increasing salaries, clarifying future career paths for employees in roles above certain grades may help retain them, which I proposed.

By visualizing their knowledge and skills, they can expect to accrue a certain number of years of experience, and with systematic training, we can improve their motivation and substantially improve their skills.

I expect the entire Group to develop excellent executives and foster an environment for training future female managers through Maruwa Logistics College, which is our new internal organization.

Q **Finally, how do you think we should approach the idea of management being conscious of the cost of capital and the stock price?**

Kamijo I believe the best approach to this is to earn investor confidence through real growth. Specifically, rather than being swayed by stock price movements, each business department should enhance its earning capacity, which will support the entire Group in achieving the goal of transforming itself into a highly profitable company.

To promote capital cost-conscious management, we have established our cost of capital management guidelines and started evaluating each department's performance using ROIC. If this is incorporated into our public disclosures, it is expected to help investors better understand our performance.

Regarding the challenge of attracting retail investors, we now have a new selling point with our implementation of progressive dividends. It is essential that we steadily continue to carry out initiatives that highlight our strengths.

Tachi Regarding ROIC-conscious management, we have been conducting detailed analyses under the leadership of the Finance Department, and the Board of Directors has been repeatedly discussing this matter, including verifying estimates. The results show that the low-temperature food business, which serves supermarkets, has been performing poorly. Since the business unit is on a mission to support food logistics, which is a critical infrastructure, we need to enhance our productivity and build a stable revenue stream in this domain. In this way, the Board of Directors agrees that it should discuss business stability and development potential for the long run, rather than focusing only on short-term ROIC.



Funamoto As the Company's commitment to the slogan "transforming itself into a highly profitable company" suggests, it conducts thorough analyses, including tracking the cost of capital. However, we are now at the stage of building a system that translates the results of those analyses into our next actions. We need to further enhance our processes and measures, including our methodology for allocating investments and reforming underperforming departments.



Saigo Returning profits to shareholders is extremely important for the Company. We have been steadily making profits for years, but our shareholders would like us to maintain a high profitability level for years to come. To meet their expectations, we need to highlight our ability to sustain our business into the future.

Messages from newly appointed officers

Susumu Nibuya

Outside Director of the Company



Before being appointed as an outside director, I worked at an oil refiner and wholesaler, where I was constantly concerned about the aging workforce and labor shortages among oil product transportation drivers. This Company has the capability to lead the transformation of the structurally challenged logistics industry, and I am truly honored to be part of this transformation. For the past decade, I have been involved in M&A projects, governance, DE&I, and human capital management, among other areas. Drawing on this experience, I would like to do my part, however small, to help the Company prosper.

Since going public ten years ago, the Company has been growing as a leader in the 3PL industry, while solidifying the management foundation for shifting from a privately held company to a publicly listed company. To take the next leap forward as we work toward achieving our ambitious goal of 1 trillion yen in net sales by 2040, we need to comprehensively review and evolve what we have built to date. Although my contribution to business strategy will be limited, I will aim to enhance our management foundation as a publicly listed company by drawing on my experience from my previous company, which went public in 2006.

Hiroko Goto

Outside Director of the Company



I am truly honored to have been appointed as a director and humbled by the gravity of this responsibility. Throughout my career as a CPA, I have worked in accounting audits, IFRS adoption advisory, IPO readiness, and internal auditing in Japan and the U.S., supporting corporate management transformations through various dimensions. Our business environment is rapidly changing, making it increasingly important to build trust with diverse stakeholders, enhance transparency, and reinforce accountability. Leveraging my external perspective and career experience, I will help the Company achieve honest and effective governance practices to enhance corporate value in the medium to long term.

I have great expectations and respect for the ambitious goals and the specific measures being pursued under the Medium-term Management Plan. In addition to your efforts to reinforce existing businesses, I am confident that your dedication to socially significant initiatives, including the BCP logistics business, will become essential for local communities. I will personally help to foster the Group's corporate culture and reinforce governance while driving sustainable growth.

Special Feature:

Enhancing Corporate Value

AZ-COM Matsubushi

Launching a large-scale center for the Tokyo Metropolitan Area

AZ-COM Matsubushi is a large-scale food logistics center currently under construction on a 116,379 m² site in Matsubushi-machi, Kitakatsushika-gun, Saitama Prefecture. About 23 billion yen has been invested in the first phase of the project, which involves constructing AZ-COM Matsubushi EAST, a five-story building covering 84,460 m², and accommodating three temperature-controlled zones: refrigerated storage on the 1st floor, frozen and refrigerated storage on the 2nd floor, and ordinary-temperature storage on the 3rd to 5th floors. In normal times, the center will help ensure a stable food supply for the Tokyo Metropolitan Area as a high-performance food logistics center. In the event of a major disaster, it will serve as an emergency relief base for the surrounding areas, with its seismic isolation structure and BCP warehouse (5th-floor). The center is located within about 25 km of downtown Tokyo with easy access to major routes such as highways and the Higashi Saitama Road, which opened in June 2025. Leveraging the center's strategic location, we seek to achieve a 100% utilization rate for the period of the Medium-term Management Plan 2028 by increasing the sophistication of our shared delivery and direct-from-farm logistics platform for cold chain food.

AZ-COM Matsubushi EAST 5th floor BCP ordinary-temperature warehouse



Special Feature:
Enhancing Corporate Value







The windows offer a view of the head office building.

A spacious dining room

On the 5th floor, we have both a BCP warehouse and an employee cafeteria. To create a relaxing space for our employees in the cafeteria, we incorporated columns decorated to resemble tree trunks. Additionally, the expansive windows along one side offer a view of the Yoshikawa Head Office.

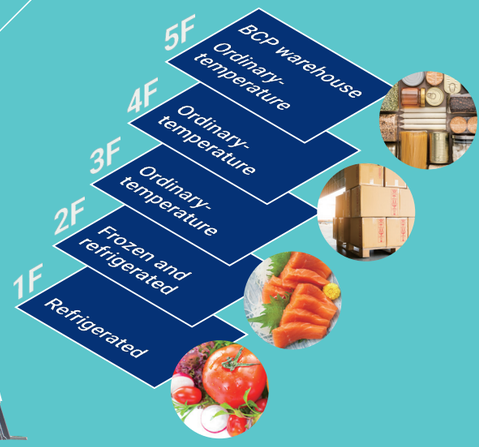


Exterior of AZ-COM Matsubushi EAST

Two emergency generators installed

We have installed two emergency generators on the rooftop, so even in the event of a power outage caused by a major earthquake, diesel fuel can be supplied from the underground oil tanks (300,000 liters) in the fueling station to the generator fuel tanks, which will enable us to continue business operations for approximately 23 days.

Three temperature-controlled zones



Rampways for efficient cargo handling

The ramps allow large trucks to directly access each floor, reducing loading and unloading time and achieving efficient cargo handling and lower logistics costs.

A dedicated truck wash facility within the premises



Underground seismic isolation system

The center features a seismic isolation system that absorbs vibration energy, thereby minimizing damage to the building itself and ensuring the safety of both the structure and its occupants in the event of an earthquake.

Strictly controlled with a thick door



Features a German-made cooling system



A giant -25 freezer

The 2nd floor, equipped with this freezer, serves as a cold-chain logistics base. The facility will play a key role in further developing our direct-from-farm platform as it expands nationwide.









Special Feature: Enhancing Corporate Value

Sustaining business in the face of disasters

BCP Logistics Business



Tomoki Ogura
Director,
Managing Executive Officer,
Group Manager of
BCP Business Promotion Group

Business Continuity Plan

Launching a business with a team of just four, pursuing business-driven social contribution

To launch the BCP Logistics Business with its goal of continuing to provide safe, reliable, and stable logistics services in the event of a disaster (earthquake, typhoon, torrential rain, etc.), we established the BCP Logistics Support Planning Department in June 2019. At that time, we were relatively unfamiliar with BCP (business continuity planning), so we dispatched two of our four members to join Professor Hiroaki Maruya at the International Research Institute of Disaster Science, Tohoku University, as joint researchers to solidify our basic knowledge while driving our BCP initiatives forward.

Before launching the department, we had engaged in relief activities as volunteers in the Great Hanshin-Awaji Earthquake, the Great East Japan Earthquake, and other disasters under the leadership of President Wasami. Based on these experiences, President Wasami came to strongly believe that responding to frequent and ever-intensifying disasters requires preparation in normal times and sustainable business-driven social contributions. This belief prompted him to establish the department.

The year 2019 saw a series of disasters, including Typhoon Faxai, which brought catastrophic damage to Chiba Prefecture in September, and Typhoon Hagibis, which caused record-breaking torrential rains in Eastern Japan and created the largest disaster area since the Great East Japan Earthquake. When Typhoon Faxai struck, the two members of the department remaining at the office sent 200 trucks to roughly 400 stores in the Boso area in response to customer requests.

Since launching the department, we had been thinking about what BCP truly is, and inspired by what we had learned from Professor Maruya, we eventually came up with the idea of launching a BCP business specializing in emergency logistics for disaster relief transportation that utilizes the Group's logistics resources. I can't say we faced any particular hardships, but figuring out how to turn this into a viable business with only four members was extremely difficult.

Specific initiatives of the BCP Logistics Business

Our BCP Logistics Business serves both local governments and private companies. For the former, we conclude agreements with them with the aim of building new and extensive logistics platforms to address the various social challenges that arise in the event of a disaster. Through emergency logistics for disaster relief and other means, we dispatch transportation resources and logistics experts to areas in need, thereby flexibly responding to temporary volume changes in relief supply transportation that local governments face during disasters. For the latter, we mainly provide insurance-like services for retailers and manufacturers, where we sign business contracts and propose transportation fees in advance. We have divided the country into 10 regions, and should a disaster strike in one of these regions, we will arrange a minimum of five vehicles to support relief efforts, including inventory relocation and product replenishment, to ensure business continuity. We also provide stockpiling services for companies. While companies usually purchase emergency supplies in bulk, we provide them on a monthly subscription basis, delivering stockpiles of at least three days' worth of supplies per person.



Relief efforts for Typhoon Halong (October 2025)

In April 2022, under the guidance of Professor Maruya, we opened AZ-COM BCP Gallery as a model stockpile facility in Nagamachi, Sendai City. As an upcoming BCP center, AZ-COM Matsubushi, equipped with a seismic isolation structure, is proposing stockpile solutions to municipalities in Saitama Prefecture, Tokyo, and its 23 special wards.

Preparing to provide logistics support and stockpile services in the event of a nationwide disaster

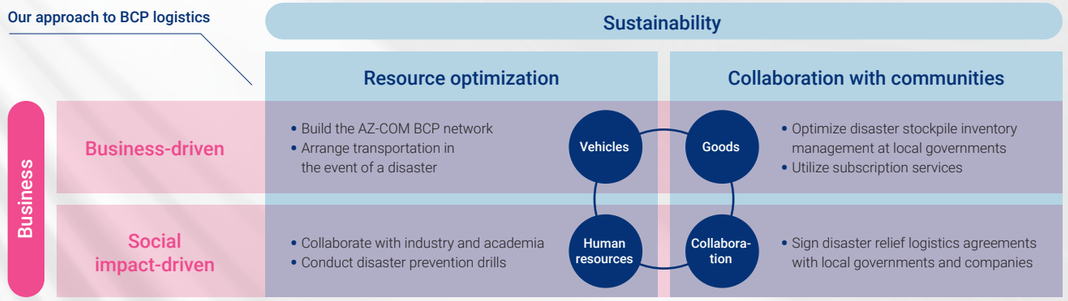
The AZ-COM network is currently leading the effort to promote large-scale disaster support activity agreements with local governments. As of the end of October 2025, we have signed agreements with a total of 98 entities: 32 prefectures and 66 municipalities. We have signed agreements with six of Tokyo's 23 special wards, with negotiations ongoing with ten more wards.

Most of the agreements focus on transportation in the event of a disaster, personnel deployment, and supplies procurement. Meanwhile, local governments are especially concerned about managing stockpile inventory. They are struggling to secure and optimize stockpile spaces, manage inventory, and modify stockpiles. Their biggest concern is that, in the event of a disaster, they may not be familiar with which items are where or how many items are available, or that they might even find some items expired or perished. In general, it is thought that this kind of management can only be done by experts. The Group proposes solutions for optimizing stockpiles by leveraging our know-how from 3PL, which we handle daily. We are currently considering a collaboration with B-PLO (Busshi Procurement and Logistics support system), a new logistics system operated by the Cabinet Office. Municipal projects are awarded through bidding, and we have been accumulating expertise with our framework taking shape.

With this many agreements signed, we now believe it is crucial to reinforce field response capabilities. Currently, field teams are mainly deployed from Maruwa Unyu Kikan, but we plan to roll out this initiative across the Group. Kansai Maruwa Logistics, which will serve as an alternative logistics center in the event of a disaster in Tokyo, regularly dispatches two young employees as researchers to work with Professor Kimiro Meguro at the Institute of Industrial Science at the University of Tokyo. We will also roll out bidding operations, which Maruwa Unyu Kikan currently conducts primarily for municipalities in Tokyo, across other regions. With AZ-COM network partner companies, we have established the AZ-COM BCP Network, which is a disaster logistics network with six branches across Japan, and we are currently working to expand its footprint.

I believe AZ-COM Maruwa Group's commitment to BCP is very high, thanks to President Wasami's leadership. Going forward, I will continue to follow his principle, "Never compromise," and dedicate myself to my duties.

Our approach to BCP logistics



History of Our BCP Logistics Business

January 17, 1995
Great Hanshin-Awaji Earthquake
- Provided wide-area logistics relief from the Kanto Region



March 11, 2011
Great East Japan Earthquake
- Cooperated with the JSDF to supply drinking water (100,000 bottles per day)



April 14 to 16, 2016
Kumamoto Earthquake
- Received a letter of appreciation from a customer for helping them recover their stores



September 6, 2018
Hokkaido Eastern Iburi Earthquake
- Facilitated a BCP agreement with Seven-Eleven Japan requests



September 9, 2019
Typhoon Faxai
- Mobilized 200 vehicles in response to emergency support requests

July 3, 2002
Torrential Rain in Kumamoto
- Transported roughly five tons of relief supplies from Yoshikawa City, Saitama Prefecture



December 20, 2020
Heavy Snowfall in Hokuriku
- Mobilized 50 vehicles to provide relief supplies across extensive areas



January 1, 2024
Noto Peninsula Earthquake
- Seven AZ-COM network member companies and partner companies mobilized relief efforts under the leadership of Maruwa Unyu Kikan
- Deployed a total of 224 vehicles to affected areas
- Received a letter of appreciation from the Minister of Agriculture, Forestry and Fisheries



Special Feature: Enhancing Corporate Value

Data-driven Management

Digital transformation for

Optimal resource allocation

Maximum productivity

Breaking free from manual management

With continued labor shortages and transportation cost increases, traditional manual and paper-based management is no longer adequate to sustain a logistics model. The Group identifies data-driven management, which involves breaking free from relying on rules of thumb and making operational decisions based on objective data, as one of the functional strategies in Medium-term Management Plan 2028. By using data to visualize and quantify strengths and issues and optimize resource (people, fleet, facilities, etc.) allocation and maximize productivity, we will drive corporate value.



Measure 1

Vigorously standardize operations and optimize personnel allocation. By deploying simulation software and material handling facilities, we will further standardize and streamline operations to achieve a higher level of quality and efficiency.

Measure 2

Develop an information platform centered on transportation management (TMS) and warehouse management (WES) to consolidate operational data. We will implement data analysis for demand forecasting and inventory optimization to drive agile decision-making.

Measure 3

We will establish a control center and a BPO/administrative center and consolidate administrative and planning operations. By rationalizing our functions and sites, we will expedite workflows and diversify our footprint to ensure business continuity.

Forming a strategic partnership with a University of Tokyo-affiliated AI tech company

In May 2025, we signed a capital and business partnership agreement with JDSC Co. Ltd., an AI technology company affiliated with the University of Tokyo, to collaborate in efforts to promote digital strategies in the medium to long term. Through this partnership, we will mainly address issues like labor shortages and cost increases to reinforce logistics DX, including digitizing transportation services and streamlining operations using AI.

AZ-COM MARUWA GROUP × JDSC UPGRADE JAPAN

Establishing a platform to digitize operations	Build a BCP logistics system	Detect and commercialize logistics needs as early as possible
Transportation business Conduct AI-enabled analyses of logistics volumes and transportation routes and streamline transportation services	**BCP Logistics Business** Optimize systems that will facilitate cooperation with local governments in disaster-prevention/relief efforts	**AZ-COM network** Help partner companies improve their management practices
Organizational reinforcement Develop digital talent who will support next-generation logistics services		**New businesses** New services that address labor shortages and other social issues by utilizing cutting-edge technologies
Enhancing the profitability of the AZ-COM MARUWA Group	Optimizing BCP logistics	Improving sales of AZ-COM network member companies

Establish a new company to promote DX in last-one-mile logistics

To address environmental changes such as driver shortages, fragmented delivery points, and transportation cost increases, we will establish MOMO A Inc. with GO Inc. and Japan Quick Service, which is our subsidiary. In addition to delivery coordination and light vehicle transportation, we will promote the planning and development of fleet dispatch and transportation optimization systems to improve the productivity, profitability, and work environment in last-one-mile logistics.

AZ-COM MARUWA GROUP × GO

AZ-COM MARUWA Group Business

The six major logistics functions

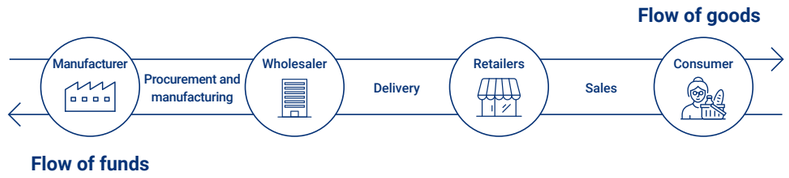


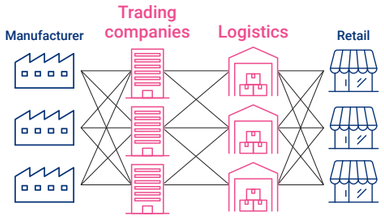
Logistics management

Undertake all six major logistics functions and smoothly manage the flow of necessary goods (logistics) for customer companies.

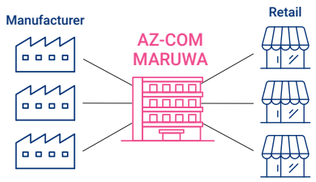
Logistics production business

Redesign the flow of goods (logistics) and create frameworks for supplying goods at low cost quickly, efficiently, and precisely by incorporating cutting-edge technologies, such as AI and IoT.





The inefficient flow of goods is putting cost pressure on the logistics business.



Producing smart logistics systems that single companies cannot manage on their own

Evolving into a 3PL & platform company that provides integrated, one-stop services





Last-One-Mile Business

- Expanding our footprint and increasing the number of vehicles in our operational fleet
- Increasing profit by acquiring LUFI. Co., Ltd. as a wholly owned subsidiary

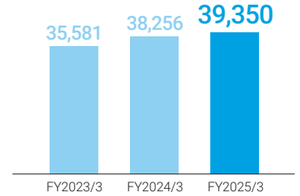
Market environment and business strengths

The e-commerce market share continued to grow following the pandemic, making it a permanent challenge to secure adequate capacity for increased cargo volumes by opening new major logistics centers and relocating existing sites. Meanwhile, due to driver shortages and the 2024 problem, the industry is undergoing regulatory reforms, including reinforcing work-hour restrictions and safety management obligations, leading to the accelerated diversification of transportation methods.

In response to these changes, since entering the last one mile sector in 2017, the AZ-COM Maruwa Group has expanded its Last-One-Mile Business operations from the Kanto and Kansai metropolitan areas to smaller cities, streamlining operations by utilizing transportation management tools and developing transportation models tailored to consumers' lifestyles, including unattended delivery and early morning delivery. We have been hiring young people and experienced locals across our sites to help revitalize local communities. Since starting new transactions in 2021, we have been steadily expanding our footprint and transportation service areas. Furthermore, by sharing our fleet with partner companies, we can respond to changes in vehicle demand and prevent overtime violations, thereby adapting to changing market conditions flexibly and systematically at an operational level.

Net sales (Unit: million yen)

+2.9%YoY



Major customers

- Amazon Japan
- CO-OP Mirai
- Yamato Transport, etc.

Latest News

Expanding Group operations to reinforce our last-one-mile services

In November 2024, we acquired all outstanding shares of LUFI. Co., Ltd., making it a wholly owned subsidiary. Focusing on light vehicle transportation, LUFI owns transportation systems for rapidly growing segments like online grocery stores, a proprietary fleet matching system, and a refrigerated/frozen vehicle network.

By incorporating this company into our Group, we aim to enhance our service quality and sales foundation in the last-one-mile segment, which we are focusing on in the medium to long term. Following the acquisition, the company's leadership team will remain in place, and we will connect their existing network and the Group's resources to improve our competitiveness primarily in segments where transportation efficiency and temperature control are crucial. We are committed to achieving swift integration and securing a stable long-term revenue base while, above all, generating Groupwide synergies and maximizing customer value.

AZ-COM MARUWA GROUP × LUFI

Large-scale infrastructure × Logistics system

Synergies of strength

- Building a delivery cold chain
- Establishing a nationwide last-one-mile network
- Building an online grocery store TMS



E-commerce & Ordinary-temperature Transportation Business

Acquiring new transportation projects and the impacts of price revision
Decreases in transportation frequency associated with major site closures

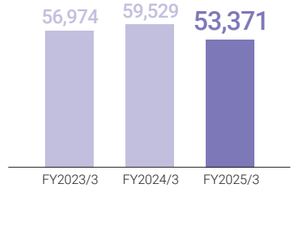
Market environment and business strengths

While sectors primarily serving e-commerce site operators, wholesalers, and retailers anticipate growth in e-commerce shares and cargo volumes, they are also grappling with multiple challenges. These include declines in consumer sentiment associated with price increases, risks related to cargo volume changes due to strategic shifts, consolidations, and discontinuations of customer companies, capacity restrictions attributable to chronic driver shortages and the 2024 problem, and higher procurement costs, including fuel.

Under these circumstances, the greatest strengths of the AZ-COM Maruwa Group's E-commerce & Ordinary-temperature Transportation Business lie in three key areas. First, the business can provide diverse transportation services across extensive regions. These services include trunk transportation (using large, medium, and small vehicles), store delivery, route collection and delivery, and furniture/appliance delivery and installation. Second, the business is expanding its share in the food and pharmaceutical sectors through its three temperature-controlled zones: frozen, refrigerated, and ordinary temperatures. Finally, the business can flexibly collaborate with AZ-COM network member companies across the nation to meet diverse customer needs. In addition, we are advancing our efforts to reduce wait times and modify delivery conditions by streamlining our operations through DX and working closely with our customers, while also optimizing transportation resources through partnerships, among other initiatives. By doing so, we are vigorously working to ensure that our transportation capacity can be sustained amid changes in supply and demand as well as regulatory restrictions.

Net sales (Unit: million yen)

-10.3%YoY



Major customers

- Yamato Transport
- Amazon Japan
- PALTAC, etc.

Latest News

Accelerating a modal shift through increased cool container capacity

Our Group's E-commerce & Ordinary-temperature Transportation Business is committed to achieving efficient and sustainable logistics operations by leveraging our nationwide railway network. As part of such efforts, we have been accelerating a modal shift by increasing our cool container capacity.

Cool containers have a high-performance cooling function and an insulated structure to maintain a stable storage environment. Through these means, we are shifting from truck to railway transportation for long-distance delivery, thereby tackling truck driver shortages and streamlining transportation. In addition, using railways for cargo transportation helps reduce CO_2 emissions, helping to significantly mitigate environmental impacts. Through intermodal door-to-door delivery, we maintain consistent service quality from pickup to final delivery while strengthening our nationwide supply network, which is essential for e-commerce growth. Through these measures, we aim to achieve next-generation logistics services that are friendly to both people and the environment.



Maruwa Tsuun's cool container



Video introducing cool containers



E-commerce & Ordinary-temperature 3PL Business

Launching a new logistics center for major e-commerce companies
An increase in cargo volume across all customers

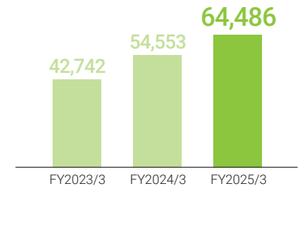
Market environment and business strengths

The e-commerce market is on an upward trend with ongoing demand for large-scale projects and new centers coming primarily from major e-commerce website operators and retailers. Meanwhile, various risks remain, and stable and efficient operations with adequate staffing remain crucial for business continuity.

Given these market conditions, the strength of our E-commerce & Ordinary-temperature 3PL Business lies in our versatility in handling diverse products at ordinary temperatures for major e-commerce fulfillment centers and retailers. Through our 5S practices, safety management, standardization, rapid PDCA cycles based on hourly accounting, and cross-center benchmarking using process-level data, we can achieve high productivity and storage efficiency while building a low-cost and high-quality operational model. In addition, by incorporating various entities, including Japan Logistics Development, which joined our Group in 2020, PHYZ Holdings Inc. and MK LOGI in 2022, and LUFI in 2024, we have been able to consolidate operational know-how, capital, and recruitment capabilities to generate significant synergies in securing large-scale projects and stabilizing operations.

Net sales (Unit: million yen)

+18.2%YoY



Major customers

- Amazon Japan
- Duskin, etc.

Latest News

Continuing large-scale capital investments

The Group is developing new sites to expand the operation of the E-commerce & Ordinary-temperature 3PL Business. We now operate at MFLP・LOGIFRONT Tokyo Itabashi, one of Tokyo's largest logistics centers, where we handle diverse products such as beverages and pet supplies by utilizing the approximately 53,000m^2 it offers, efficiently serving the entire Tokyo Metropolitan Area. We have reduced delivery lead time and transportation costs by utilizing the strategic location as well as the state-of-the-art facilities, which offer a drone demonstration field and emergency stockpiling functions, thereby contributing to sustainable logistics operations.

In addition, PHYZ Holdings, our subsidiary, has launched the "Ome Center" in Ome City, Tokyo, the Group's largest (as of the time of its launch) in-house warehouse. The center, with an area of approximately 110,000 m^2, will be operated by roughly 1,000 staff members at its busiest times, marking a significant step towards achieving a total warehouse area of about 330,000 m^2 under "ONE2027," the company's medium-term management plan. Our Group will continue to reinforce our logistics infrastructure and provide high-quality 3PL services supporting the growth of the e-commerce market.



MFLP・LOGIFRONT Tokyo Itabashi



Ome Center, PHYZ Operations



Low-temperature Food 3PL Business

Launching a new logistics center for grocery stores
An increase in customer cargo volume

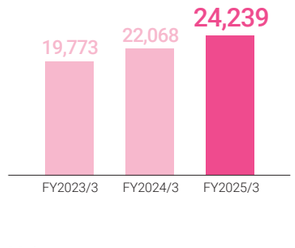
Market environment and business strengths

In a market that has been centered on grocery stores, the entry of pharmacies and other business operators has resulted in increased differentiation needs. This trend has led to the growing importance of value-added products, requiring the enhancement of direct-from-farm products, private brands (PBs), and cooked meals. Meanwhile, the market is also facing emerging structural issues, including expanding frozen food distribution, increasing needs for securing warehouses in line with BCP, accommodating diverse product specifications, and operational constraints due to logistics cost pressures and the 2024 problem.

Our strength lies in AZ-COM7PL (Seven Performances Logistics), a comprehensive logistics service model intended to contribute to our customers' business management. Our integrated services cover the entire supply chain from upstream (manufacturers) to downstream (online and offline grocery stores), contributing to our customers' competitiveness through field-oriented solutions, including separating commercial and physical flows, improving store operations, and reinforcing procurement through direct-from-farm produce. On the logistics side, we have implemented truck transportation centered on our network and intermodal transportation combining cool containers, air transport, and roll-on roll-off ships. This allows us to flexibly respond to diverse logistics needs, including temperature control and international transportation, which differentiates us from our competitors.

Net sales (Unit: million yen)

+9.8%YoY



Major customers

- Belc
- Beisia
- Mammy Mart
- Co-op Tohoku Sunnet Business Alliance
- Yamazawa
- Maruai

Latest News

Outlook for "Freshness Direct × Maishima Shokuhin Center"

Our Group operates "Freshness Direct," a logistics model emphasizing keeping foods fresh from production sites to stores in cold chain food logistics. For example, we transport asparagus and bamboo shoots produced in Kumamoto Prefecture to Haneda in Tokyo by air and deliver them to grocery stores in the Kanto Region that same day. Through simplified commercial flows and transportation design that minimizes temperature changes, we seek to deliver fresh foods and reduce food loss.

Maishima Shokuhin Center, currently operated by Kansai Maruwa Logistics, is strategically located about 2-km away from the Wangan-Maishima IC and about 30 minutes from downtown Osaka. Positioned 5-m above sea level or higher, the center features a seismic isolation structure and disaster prevention/BCP capabilities. By building a cold chain network with enhanced refrigerating and freezing functions around the center, we will be able to support distribution across wide areas, including the Kansai and Kinki Regions, while working closely with the E-commerce & Ordinary-temperature Transportation Business to implement temperature-controlled zone strategies tailored to customer needs.



Loading corn



Maishima Shokuhin Center
(Konohana-ku, Osaka City)



Medicine & Medical 3PL Business

Launching a new logistics center to accommodate the operational expansion of a major pharmacy account

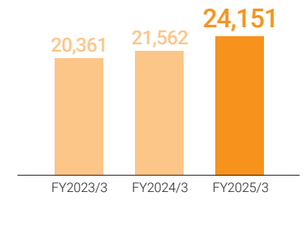
Market environment and business strengths

While the impacts of inflation remain, growing demand from international visitors is expected to lead to increased service consumption, driving business structuring trends and pharmaceutical e-commerce growth in the medicine & medical logistics sector. These industry trends require proactively responding to anticipated changes in sales and purchase channels.

To address these changes in the market, our Medicine & Medical 3PL Business serves the entire country with six locations nationwide, including Nagoya Center, launched in February 2024, as well as one return center. This extensive footprint gives the business a competitive edge in providing consistent services with uniform quality in an integrated manner. In addition, our hybrid center allows us to flexibly switch between the inventory storage (DC) and transfer center (TC) functions, thereby providing high-quality logistics solutions that are optimal for each customer's shipment formats. In February 2025, we launched the AZ-COM MC Fukuoka Center, a new logistics base in Kyushu. Going forward, we will continue supporting the entire supply chain from upstream (manufacturers, wholesalers, and retailers) to downstream, further contributing to our customers.

Net sales (Unit: million yen)

+12.0%YoY



Major customers

- MatsukiyoCocokara & Co.
- Alfresa, etc.

Latest News

AZ-COM MC Fukuoka Center is now open as the core site for our Kyushu strategy.

In February 2025, our Group launched MC Fukuoka Center to reinforce the logistics infrastructure for pharmacies in the Kyushu area. The new center, located in Hisayamamachi, Kasuya-gun, Fukuoka Prefecture, consolidates existing functions that were transferred from other sites. By introducing the latest automation equipment, including palletizing robots that load goods onto pallets and multi-shuttle systems that autonomously store and transport goods within the warehouse, we seek to reduce headcount and streamline operations.

This capital investment was made in line with our management strategy to transform into a highly profitable company that is resilient to external changes, as declared in our new MTMP. Through this center, we aim to enhance service quality, reduce delivery lead time, and improve cost efficiency in the Kyushu area. With the full-scale launch of the MC Fukuoka Center, we can adapt to changes in the pharmacy industry, which has been undergoing restructuring at an accelerated pace in recent years, while steadily meeting local demands.



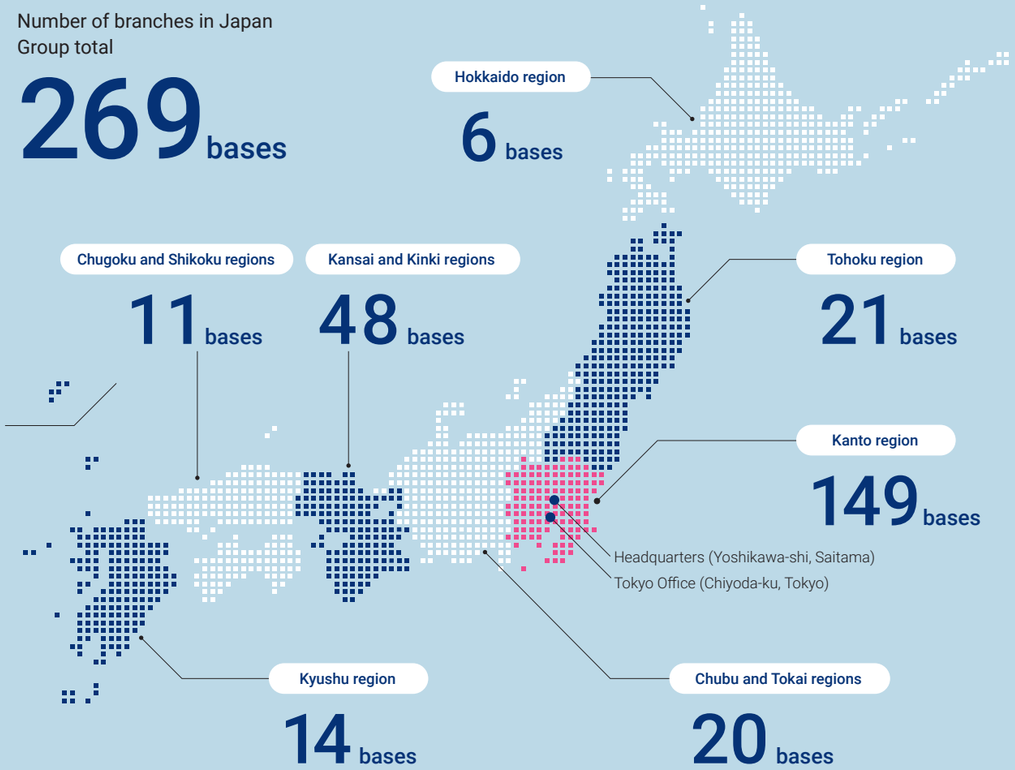
AZ-COM MC Fukuoka Center



Palletizing robot

Company Outline and Share Information (As of March 31, 2025)

Logistics Network



Company Outline

Name	AZ-COM MARUWA Holdings Inc.
Headquarters	Asahi 7-1, Yoshikawa-shi, Saitama, Japan 342-0008
Head Sales Office	Asahi Momotaro 1-1-1, Yoshikawa-shi, Saitama, Japan 342-8505
Tokyo Office	Tekko Building 5F, Marunouchi 1-8-2, Chiyoda-ku, Tokyo, Japan 100-0005
Establishment	August 1973
Capital	¥9,117 million
Business	Management of Group companies, etc.
Employees	Consolidated 25,697 (including 20,456 part-time employees)

Share Information

Number of authorized shares	192,000,000
Number of shares issued	137,984,520
Number of shareholders	11,170

Major Shareholders (Top 10)

Name of shareholder	Number of shares held (in thousands)	Ownership (%)
Masaru Wasami	26,264	19.42
TARO'S Co., Ltd.	25,800	19.07
WASAMI Co., Ltd.	20,200	14.93
The Master Trust Bank of Japan, Ltd. (trust account)	7,762	5.74
Custody Bank of Japan, Ltd. (trust account)	3,661	2.70
BBH FOR FIDELITY LOW-PRICED STOCK FUND	3,616	2.67
AZ-COM MARUWA Holdings Group Employee Shareholding Association	2,883	2.13
The Nomura Trust and Banking Co., Ltd. (trust account)	2,588	1.91
MatsukiyoCocokara & Co.	2,400	1.77
Kamigumi Co., Ltd.	1,243	0.91

Note 1: The Company holds 2,748,000 treasury shares, which are excluded from the above major shareholders.
Note 2: Ownership ratios are calculated excluding treasury shares.

Major Consolidated Subsidiaries (As of June 31, 2025)



MARUWA UNYU KIKAN CO., LTD
Address: Yoshikawa-shi, Saitama
President: Kenji Hirano



HOKKAIDO MARUWA LOGISTICS, CO., LTD.
Address: Ishikari-shi, Hokkaido
President: Kazuhiro Endo



TOHOKU MARUWA LOGISTICS, CO., LTD.
Address: Taihaku-ku, Sendai-shi, Miyagi
President: Toshiro Akimoto



TOKAI MARUWA LOGISTICS, CO., LTD.
Address: Obu-shi, Aichi
President: Masayuki Iizuka



KANSAI MARUWA LOGISTICS, CO., LTD.
Address: Ayabe-shi, Kyoto
President: Akira Yoshii



CHUSHIKOKU MARUWA LOGISTICS, CO., LTD.
Address: Kochi-shi, Kochi
President: Natsuhiko Tsukuhiji



KYUSHU MARUWA LOGISTICS, CO., LTD.
Address: Higashi-ku, Fukuoka-shi, Fukuoka
President: Minoru Niinuma



Maruwa Tsuun Co., Ltd.
Address: Arakawa-ku, Tokyo
President: Masaru Wasami



Japan Quick Service Corporation
Address: Arakawa-ku, Tokyo
President: Tsugio Wasami



NS MARUWA LOGISTICS, CO., LTD.
Address: Arakawa-ku, Tokyo
President: Kazunari Ominato



Japan Logistics Development Co., Ltd.
Address: Itabashi-ku, Tokyo
President: Hiroyuki Kawasoko



PHYZ Holdings Inc.
Address: Kita-ku, Osaka-shi, Osaka
President: Takashi Osawa



AZ-COM Data Security Co., Ltd.
Address: Chichibu-shi, Saitama
President: Sakae Tsuji

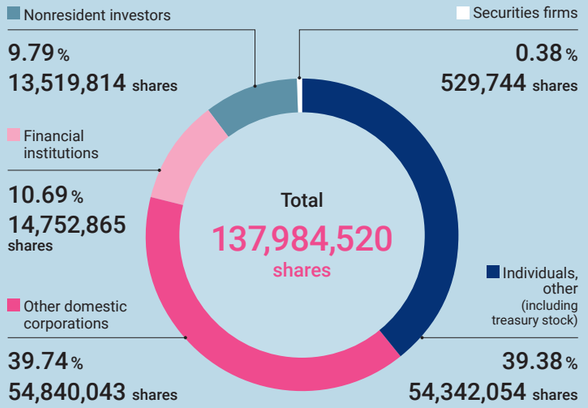


MK LOGI Co., Ltd
Address: Kasuya-machi, Kasuya-gun, Fukuoka
President: Masakazu Baba



LUFI. Co., Ltd.
Address: Chuo-ku, Tokyo
President: Yasuaki Watanabe

Distribution of Shares by Owner Category



Editorial Policy

AZ-COM MARUWA Holdings publishes an integrated report to provide stakeholders with a deeper understanding of Group initiatives to create value on a sustainable basis. The report contains selections of basic information, financial data, management strategy and sustainability information that is of particular interest to investors. Information not in this integrated report can be found on the Company's website. Financial information is based on Japanese Generally Accepted Accounting Principles (J-GAAP).

Scope of Report

Period: Fiscal 2024 (April 1, 2024 to March 31, 2025)
Also referred to as FY2024 and FY2025/3
Includes some information after April 2025
Coverage: AZ-COM MARUWA Holdings and its subsidiaries and affiliated companies

Referenced Guidelines

IFRS Foundation's International Integrated Reporting Framework
Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation

Cautionary Statement Regarding Forward-Looking Statements

This report contains forecasts related to the Company and plans and management targets for the future.
These forward-looking statements are based on the Company's assumptions about future developments and trends at this juncture, and there is no guarantee that these assumptions will always be accurate. For various reasons, actual results might differ considerably from statements in this report. The Company does not necessarily revise announcements regarding future prospects that it has already made, except when required by disclosure regulations, regardless of the occurrence of future events.