

The Mitsubishi Logistics Group

Management of Sustainability

Supporting Today, Innovating Tomorrow.



March 6, 2025





1. Positioning of Sustainability in the Philosophy System Chart

Mitsubishi Logistics Group defined its purpose as Supporting Today, Innovating Tomorrow. To achieve our purpose and continue to provide sustainable value for economy, environment and society while adapting ourselves to change in the business environment, we have revised our Materiality.

Mitsubishi Logistics Group will continue to support society today and create an affluent and sustainable future taking advantage of the infrastructure services in the Logistics and Real Estate Businesses.

We also strive to go beyond the “zero” target and continue to take on new challenges while continuing to be committed to innovating tomorrow.

Targets for Sustainability Issues	Sustainability Themes
Continue to support society through infrastructure services that are resistant to disasters, and are safe, secure and sustainable	Safety, security and disaster responses
Protect the global environment in a sustainable manner	Measures to work on climate change
Create a sustained and dynamic series of innovations using advanced technologies and collaborating with multiple partners	Innovation
Revitalize the Group's human resources and organization and enhance the Group's ability to create value	Human capital management
Ensure thorough compliance with business partners and continue to fulfill the corporations responsibilities to society	Compliance, human rights Risk management



- We set out the ZERO+ Sustainability Management Concept with the goal of broadly increasing people's awareness of sustainability management and promoting it.

Co-creation with our stakeholders in building a positive world beyond 2050

Zero is a starting point for new everyday life and not an end goal.

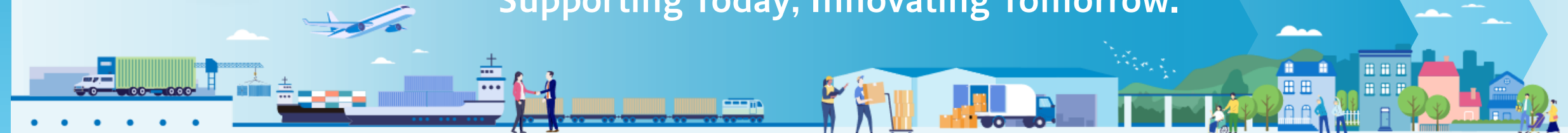
Realizing an affluent and sustainable society requires **"Zero initiatives"** to eliminate negative impacts on the planet and society, and **"positive initiatives"** to provide new value and increase positive contributions.

Through our "Zero+" sustainability management concept, we are committed to creating a world full of positives together with our stakeholders.

Mitsubishi Logistics will provide new value to create a world with more smiles, vibrancy, and even better everyday life for generations to come.



Supporting Today, Innovating Tomorrow.



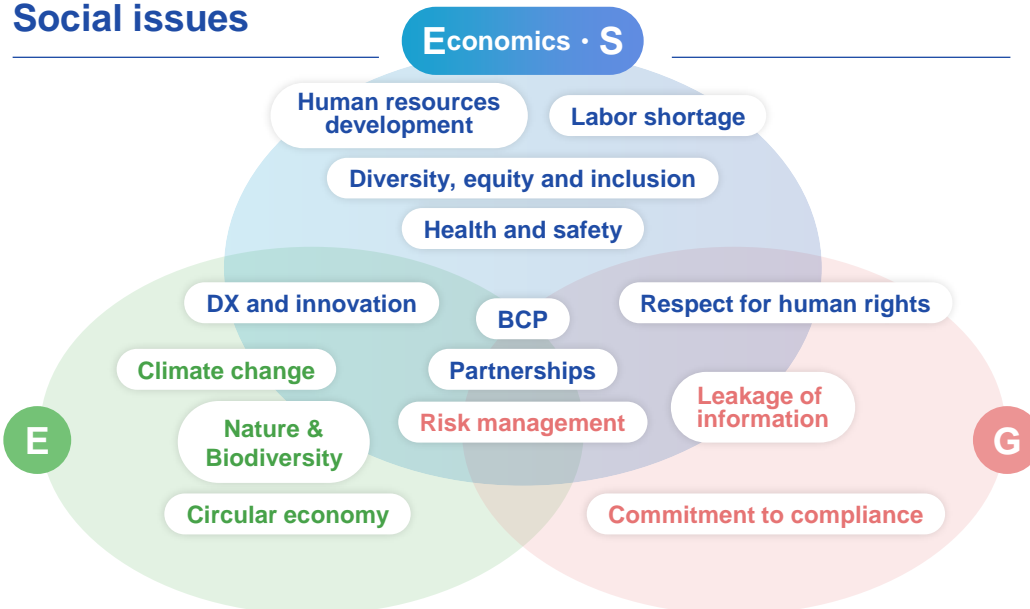
- Our ESG initiatives are under way to achieve the society we want in 2030 as set forth in our Business Plan [2025-2030] through solutions to the Materiality we have identified in consideration of megatrends and social issues.

Megatrends up to 2030



For more information, see the Mitsubishi Logistics Group Business Plan [2025-2030]

Social issues



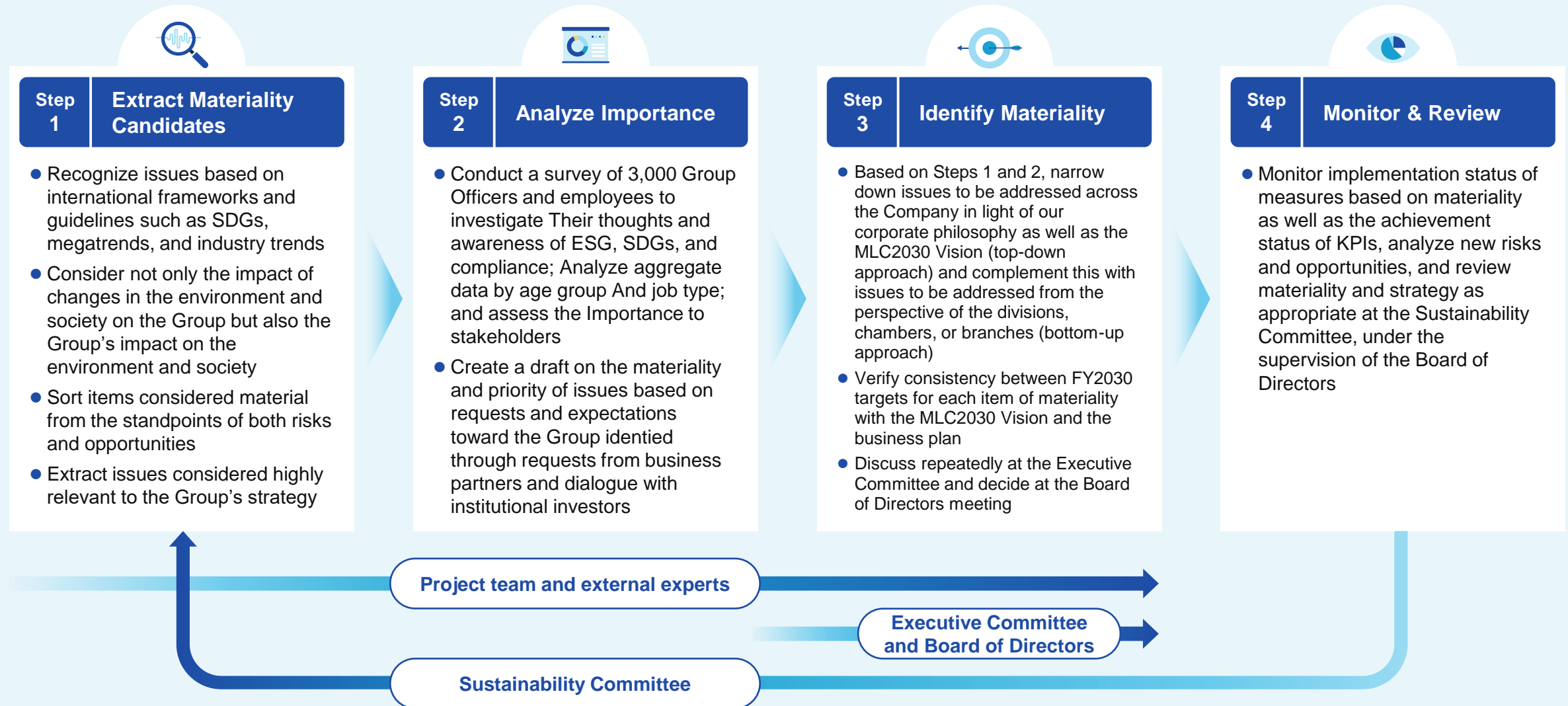
Achieve the Business plan and solve materiality

MLC2030 Vision

Increase comprehensive logistics and urban development around the world and support society today.



- We used the following process to identify Materiality with the goal of supporting society today and facilitating the sustainable growth of society and the Mitsubishi Logistics Group.








5. Creating Social Value through Initiatives to Address Materiality

We consider material issues to be the core in the management of our business, and we promote sustainability management to continue to provide sustainable value for economy, environment and society through the resolution of the material issues.

To solve material issues, the Mitsubishi Logistics Group will continue to support society today and striving to create an affluent and sustainable future taking advantage of its infrastructure services in the Logistics and Real Estate Businesses.

We will always make new positive impacts and help increase the value of the entire society in a stance of seeking the level beyond the ZERO target and innovating tomorrow.

	Materiality	Major initiatives	2030 target
Economy Society	 Create innovation with the use of advanced technologies and through diverse partnerships	Accelerate technological innovation and collaboration	DX investment 50.0 billion yen (in cumulative total for the ten-year period until FY2030)
	 Provide social infrastructure services that are resistant to disasters, and are safe, secure and sustainable	Accelerate automation and labor reduction as measures to cope with the workforce shortage	
	 Carry out human capital management for the social Growth	Enhance business continuity plans for facilities and operations	Fulfill the standards for logistics and real estate facilities resilient to disasters*
Environment	 Reinforce measures to work on climate change and protect the environment	Improve employee engagement	Increase engagement score
Governance	 Ensure compliance rigidly and respect human rights	Reduce GHG (greenhouse gas) emissions	GHG emissions (Scope 1 + 2) -42% reduction (compared to FY2022)
		Strengthen risk management	<ul style="list-style-type: none"> Achieve zero human rights incidents and zero compliance violations Achieve zero serious information security incidents

Improving social value

Realize a rich and sustainable society with positive impacts and smiling faces beyond the ZERO target

Creation and Inspiration
Beyond ZERO, Together

ZERO 

Supporting society today



Leaving a rich Earth to the future



Reducing corporate risks



Offer high value-added services

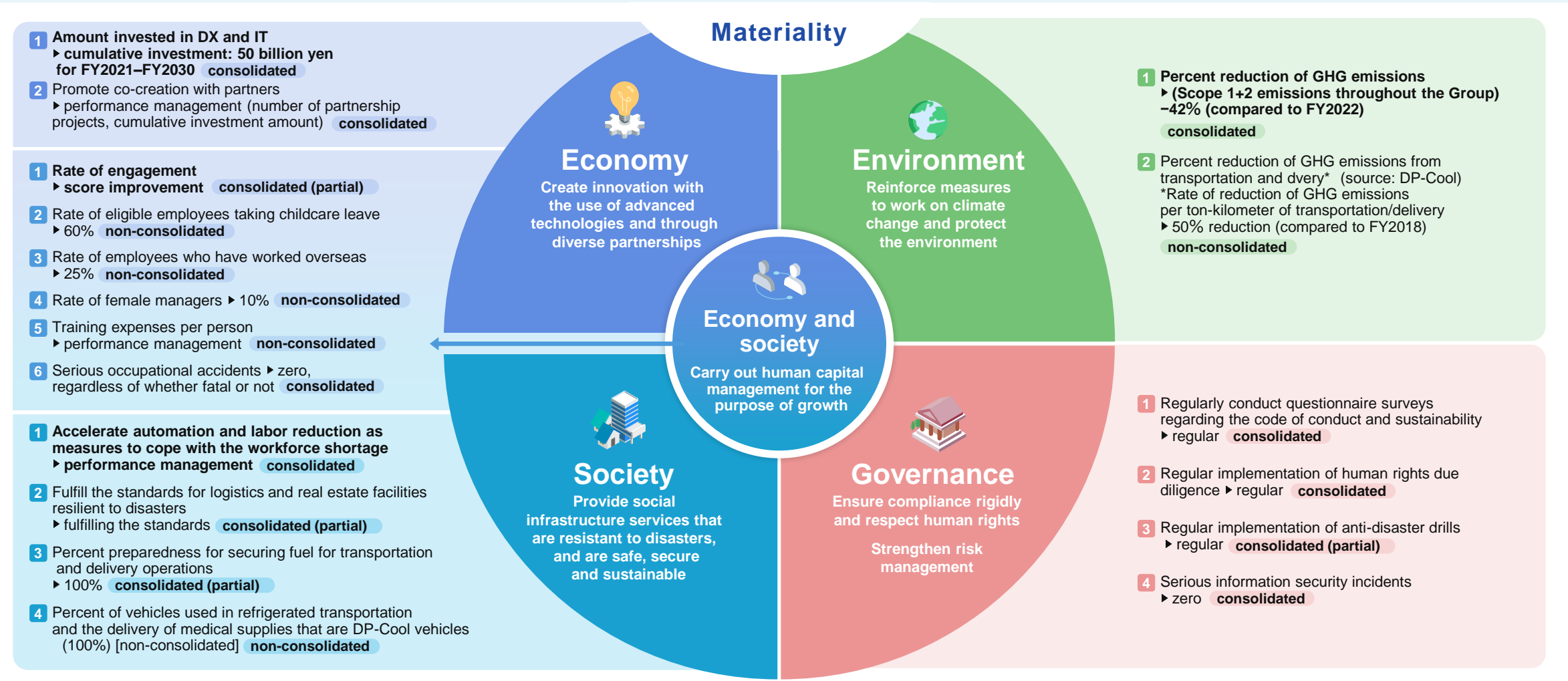
* Aseismic performance, wind pressure resistance performance, flood control measures, flood control measures for power receiving and transforming equipment, emergency power generators, and disaster response drills

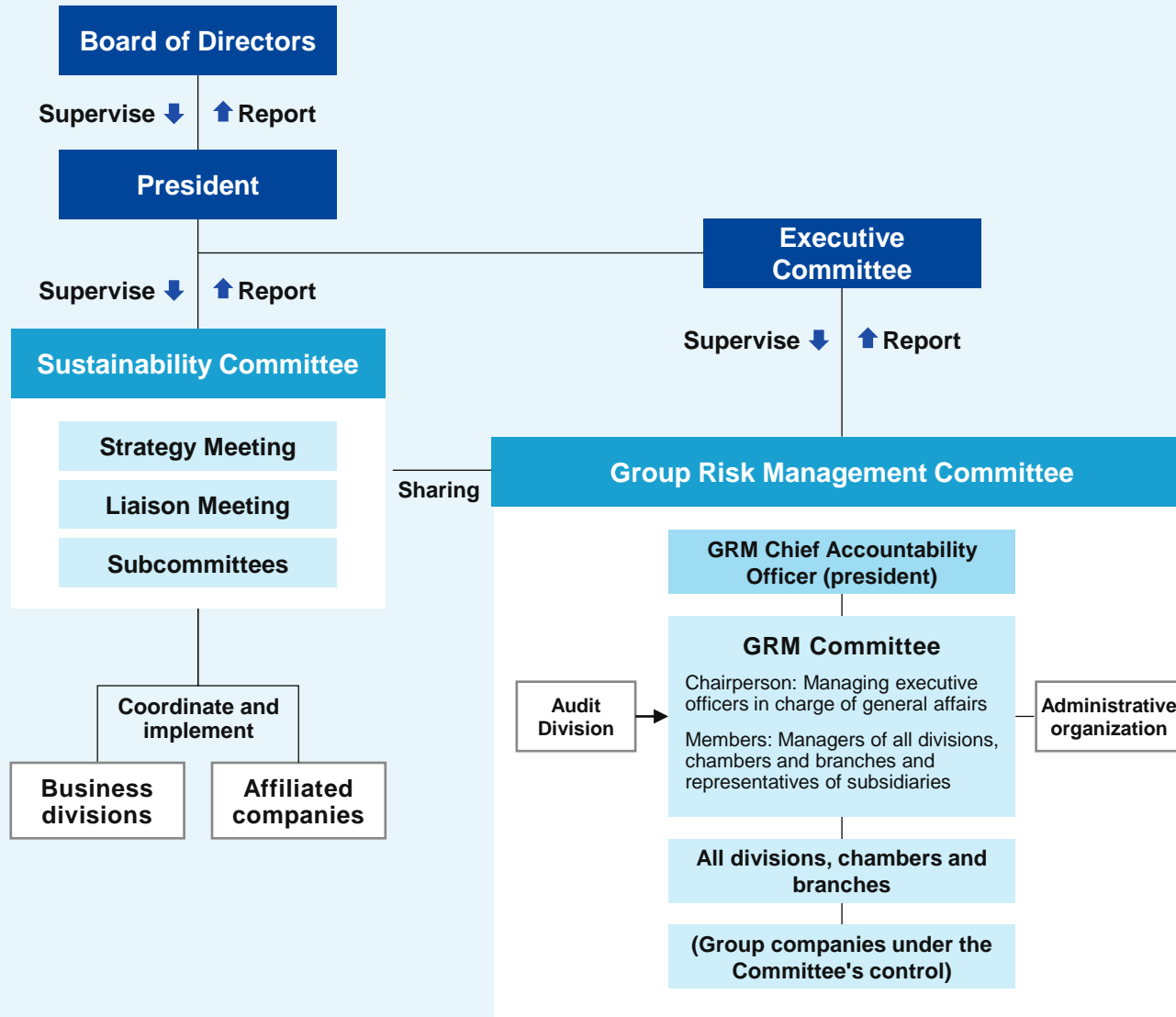
6. Major Initiatives and The Value Proposition

- Below, the value provided by our initiatives is categorized as ESG and ZERO+.

	E (environment)		S (society, employees, customers, etc.)		G (corporate governance)	
Value provided	Offer high value-added services					
	Preserving the rich Earth for the future		Supporting society today		Reducing corporate risks	
	Initiatives	Value	Initiatives	Value	Initiatives	Value
Supporting Today, ZERO	Promote initiatives to reduce greenhouse gas (GHG) emissions	Achieve net zero emissions from the Mitsubishi Logistics Group by 2050	Enhance business continuity plans for facilities and operations Promote DX as a measure to address the labor shortage Improve the environment for employees and support their careers	Reduce logistics suspensions to zero Prevent employees' quitting their jobs and mitigate the labor shortage	Risk management Act regarding human rights issues and compliance	Prevent society and the company from suffering losses Reduce violations to zero
			Improve the environment for employees and support their careers Ensure workers' safety	Prevent employees' quitting their jobs and mitigate the labor shortage Reduce fatal occupational accidents to zero	Promote information security	Reduce serious incidents to zero Prevent the deterioration of the public's trust in us
Innovating Tomorrow. + (beyond the zero target)	Promote the development of environmental services and MLC Green Action, a service for visualizing and reducing GHG emissions	Contribute to customers' businesses Toward a Green Society with Logistics MLC Green Action	Promote DE&I, including the empowerment of women Strengthen CVC activities and partnerships Develop a climate that enables people to take on challenges and innovate	Encourage innovation	Disclose nonfinancial information and reinforce our governance in consideration of global trends regarding standards for the disclosure of sustainability information	Earn the trust of stakeholders and improve our reputation
	Initiatives to address environmental issues other than climate change (to be discussed in the future)	Create new business opportunities	Improvement activity award system MLC Innovation Program	Improve employee engagement		Continue to be a company chosen by customers for 100 years and longer

- Human resources, the source of our efforts to create value, are positioned at the core of our management of our business with the goal of providing high value-added services to solve social issues. By introducing advanced technologies and forming partnerships, we will also create value that is yet unseen and support society today.





Board of Directors and Executive Committees

At Mitsubishi Logistics, the Sustainability Committee reports ESG-related matters to Board of Directors at least once a year.

The Board of Directors supervises our sustainability issues through discussions of the management on initiatives and goal management.

Chaired by the president and consisting of the chairperson of the Board of Directors, managing executive officers and executive officers in higher positions, the Executive Committee discusses important matters related to the management of business and also receives ESG-related reports from the Sustainability Committee when appropriate. Via the Executive Committee, managing executive officers and executive officers in higher positions instruct and supervise the relevant divisions.

Sustainability Committee

The Sustainability Committee consists of two meeting bodies, the Strategy Meeting and the Liaison Meeting which are chaired by the president and include members of the Executive Committee and managers of divisions, chambers and branches, and they have subordinate subcommittees.

The Strategy Meeting, chaired by the president, meets one or more times a year. It identifies and reviews sustainability issues, discusses initiatives and targets relating to material issues and deliberates basic policies regarding the promotion of sustainability management.

For more information, see our securities report.

Group Risk Management (GRM) Committee

The goal of the GRM Committee is to manage risk, specifically to examine omnidirectional risks that usually surround our business operations and prepare for contingencies. Group risk management is considered to be a part of our management strategy for enhancing our corporate value.

When defining risks,* we divide them into pure risks and strategic risks: the former concerns losses whereas the latter has an impact on the company's business strategies and strategic goals. The GRM Committee meets twice a year and has the structure shown on the left. The committee's activities include risk assessment in ordinary times, the formulation and implementation of priority risk handling plans, the monitoring of the progress of anti-risk measures and the review of and provision of feedback regarding the results of risk-mitigation measures. Reports on these activities are regularly submitted to the Board of Directors.

*The GRM Committee assesses a broad range of risks such as geopolitical risks, financial risks, ESG risks and operational risks and creates a risk map.



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