



A 5-Minute Overview of

Mitsubishi Logistics

Securities Code 9301



Mitsubishi Logistics Group is a group of "Logistics" and "Real Estate" specialists.

Since our founding in 1887, we have leveraged our extensive domestic and international network and years of experience to provide high-quality services in both the Logistics and Real Estate businesses.

Logistics Business

We provide storage and transportation services for cargo entrusted to us by customers under our **“Warehousing and Distribution Business.”**

We offer global logistics services combining sea, land, and air transport under our **“International Transportation Business.”**

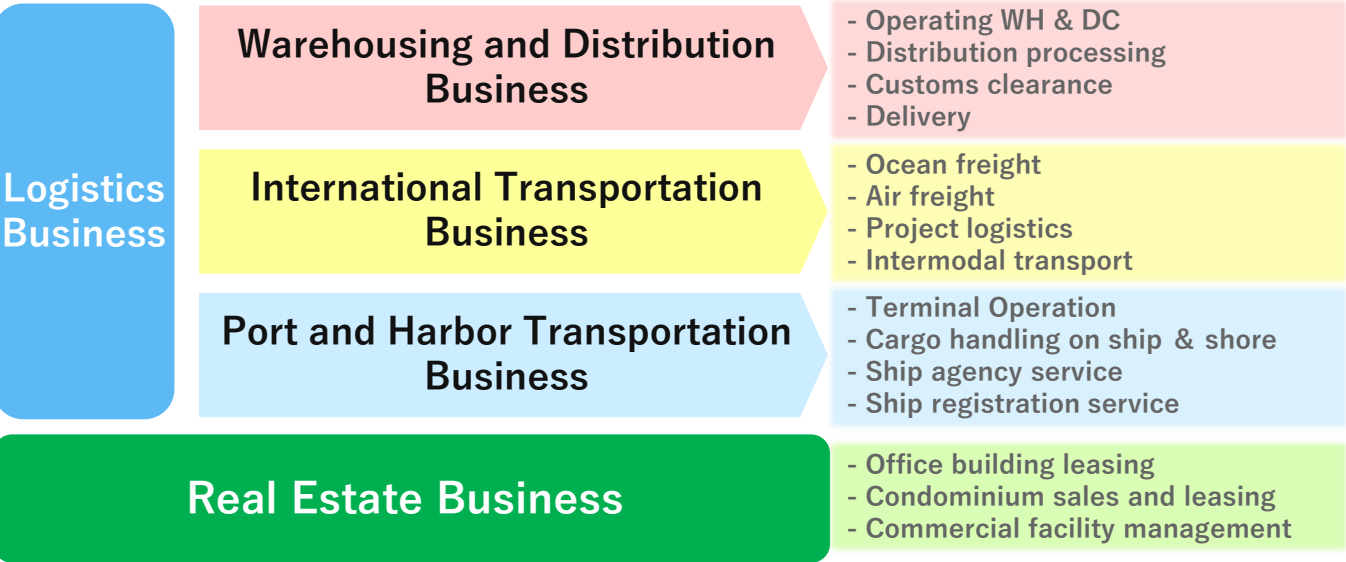
We provide diverse logistics services in port areas, primarily centered on major ports in Japan under our **“Port and Harbor Transportation Business.”**

Real Estate Business

We contribute to urban development and the creation of comfortable living environments through the development, leasing, and management of office buildings, commercial facilities, and residential properties, as well as the sale of condominiums.

Furthermore, to realize a sustainable society, we are advancing various initiatives from an ESG perspective, including the development of eco-friendly and disaster-resistant warehouses and buildings, the promotion of GHG emission reductions, and the utilization of renewable energy.

Throughout our history, by embracing changes in our business, we have consistently supported the everyday lives of society and its people. As a company that continues to support society, we embrace the challenge of creating new value for the future---value that does not yet exist. By shaping the next 'everyday', we remain committed to making meaningful contributions to society.

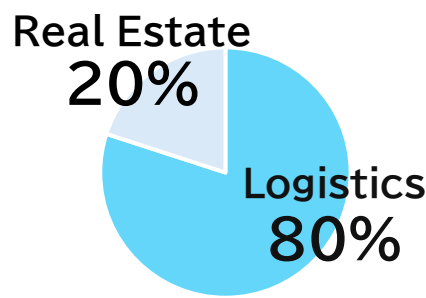


At A Glance

※As of FY2025

Revenue

¥284 billion

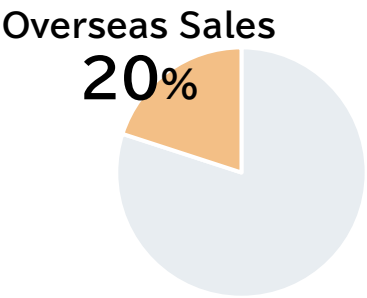


Operating Profit

¥20.3 billion

Business Profit*

¥25 billion



Net Assets

¥379.2 billion

Total Assets

¥626 billion

Ordinary Profit

¥18.6 billion

Consolidated Subsidiaries

50
(Domestic31,
Overseas19)

ROE

8.2%

Net Profit

¥31.8 billion

Number of employees
(Consolidated)

5,004

Warehouse
managed area

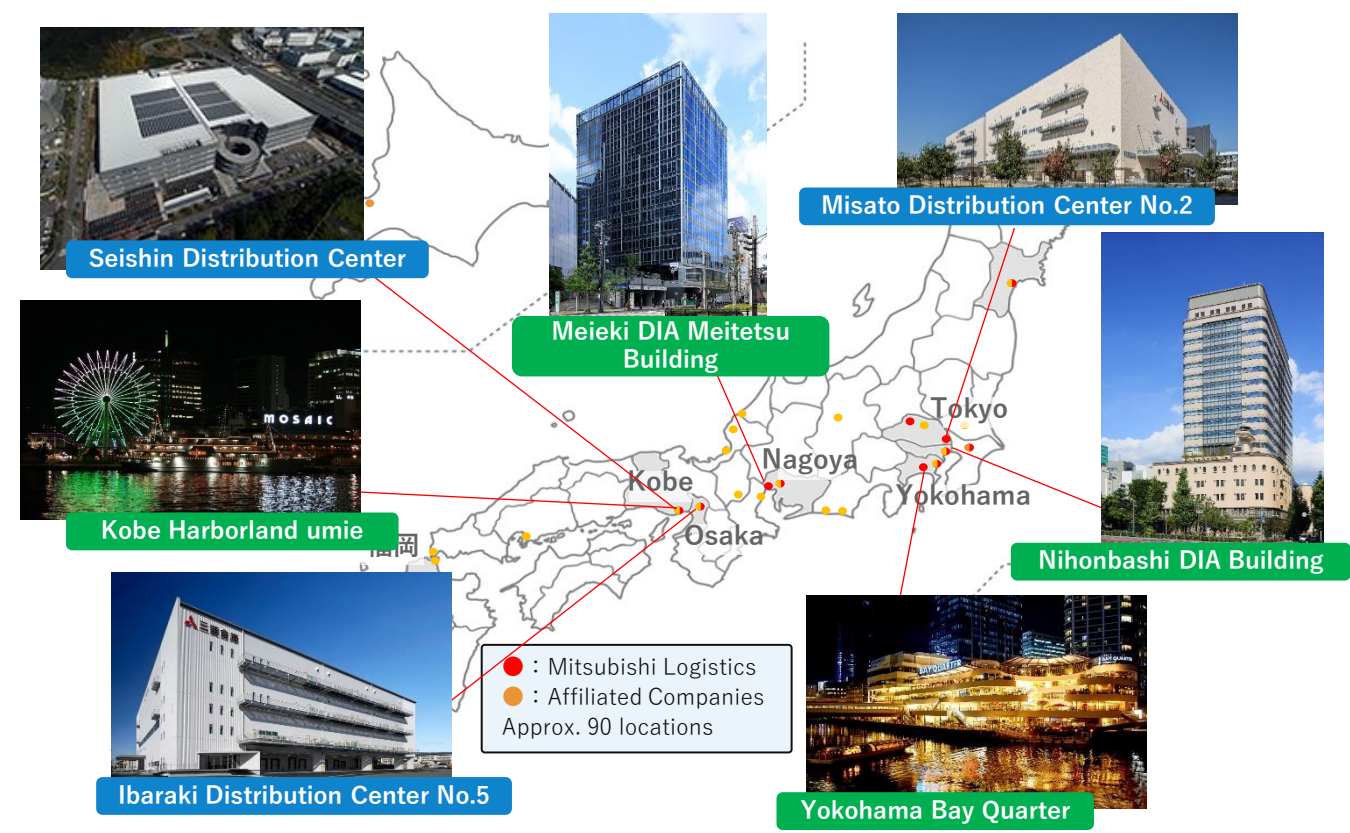
Approx.1.8 million m²

Real estate
facility floor area

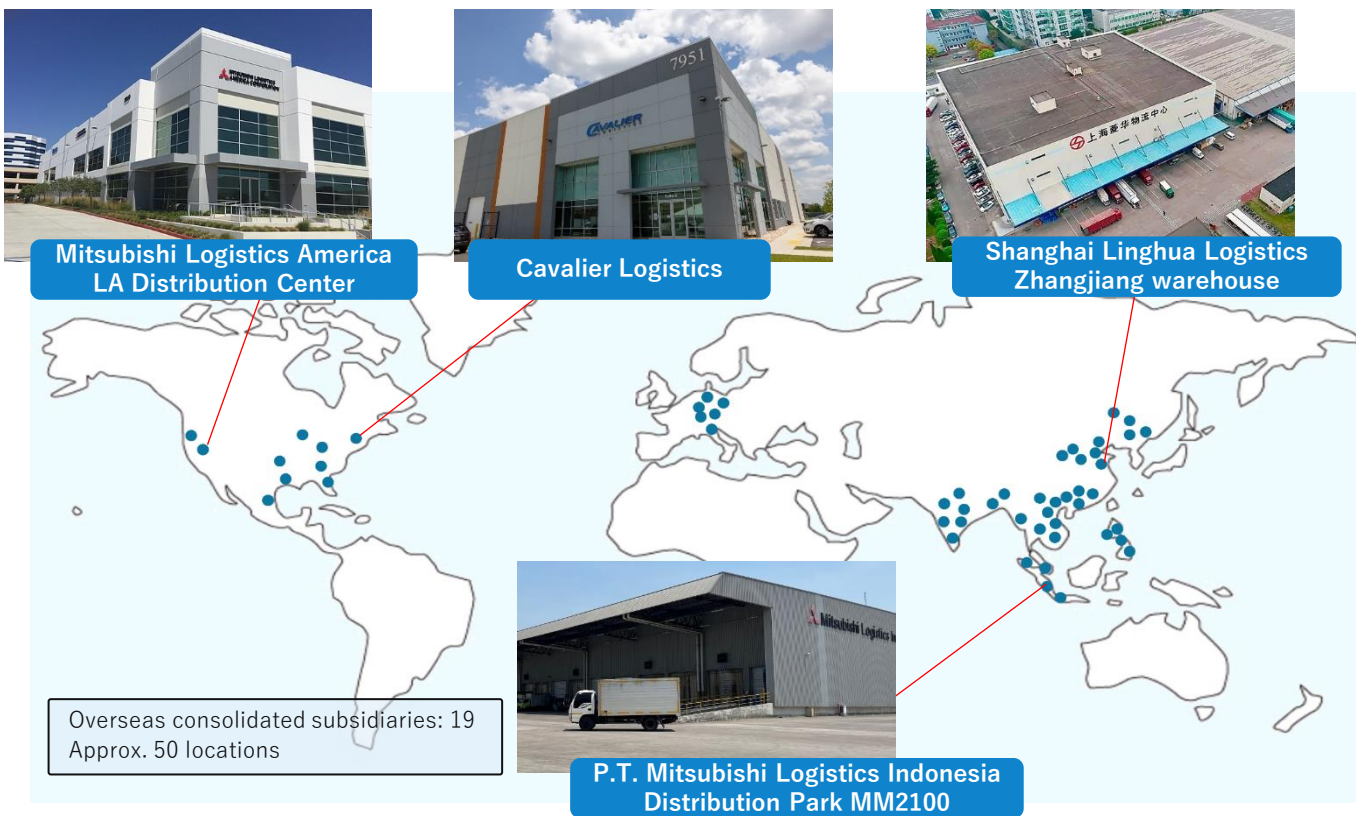
Approx.1 million m²

*Business Profit = Operating Profit
+ Equity-method Investment gains/losses
+ Asset Turnover Business gains/losses

Domestic locations



Overseas locations



Logistics

Revenue **¥237.6** billion / Operating profit **¥13.8** billion

We propose optimal solutions to address our customers' supply chain challenges and provide end to end logistics services worldwide.



Warehousing and Distribution Business

We operate numerous warehouses and distribution centers. We provide total logistics services including storage, distribution processing and delivery.

International Transportation Business

We provide ocean and air freight services mainly in North America, Asia, and Europe. In each region, we offer door to door service combining local warehousing and land transportation.

Port and Harbor transportation Business

We operate container terminals at major ports in Japan. We handle cargo operations for container ships, provide shipping agency services and ship registration services.

Real Estate

Revenue **¥47.7** billion / Operating profit **¥13.6** billion

We have redeveloped former logistics facility sites into office buildings, commercial facilities, and residential properties tailored to their locations. In addition, we are expanding our real estate business beyond company-owned land.

Rental office buildings, Commercial facilities



Tokyo DIA Building (TOKYO)



Yokohama DIA Building
Yokohama Bay Quarter (YOKOHAMA)



Nihonbashi DIA Building (TOKYO)

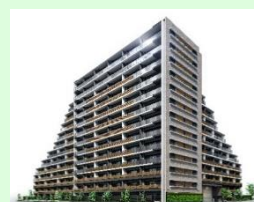


Kobe Harborland umie (KOBE)

Rental Housings, Condominium



Sumida Riverside Tower (TOKYO)



The Park House Monzen Nakacho (TOKYO)

Real estate redevelopment project without dependency on land holdings



Kobe Suma Sea World (KOBE)



Real housing value add project (TEXAS,U.S.)

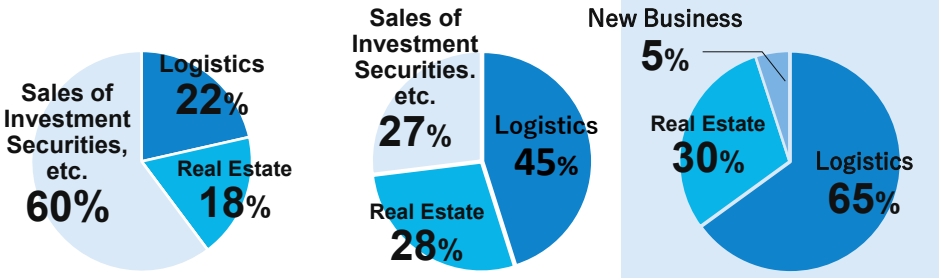
Business Plan[2025-2030]

- Financial Targets **ROE of 10% or more in FY2030**
- Committed to generate synergy between Logistics and Real Estate
- Formulate a six-year business plan aiming for dynamic growth

Financial Targets

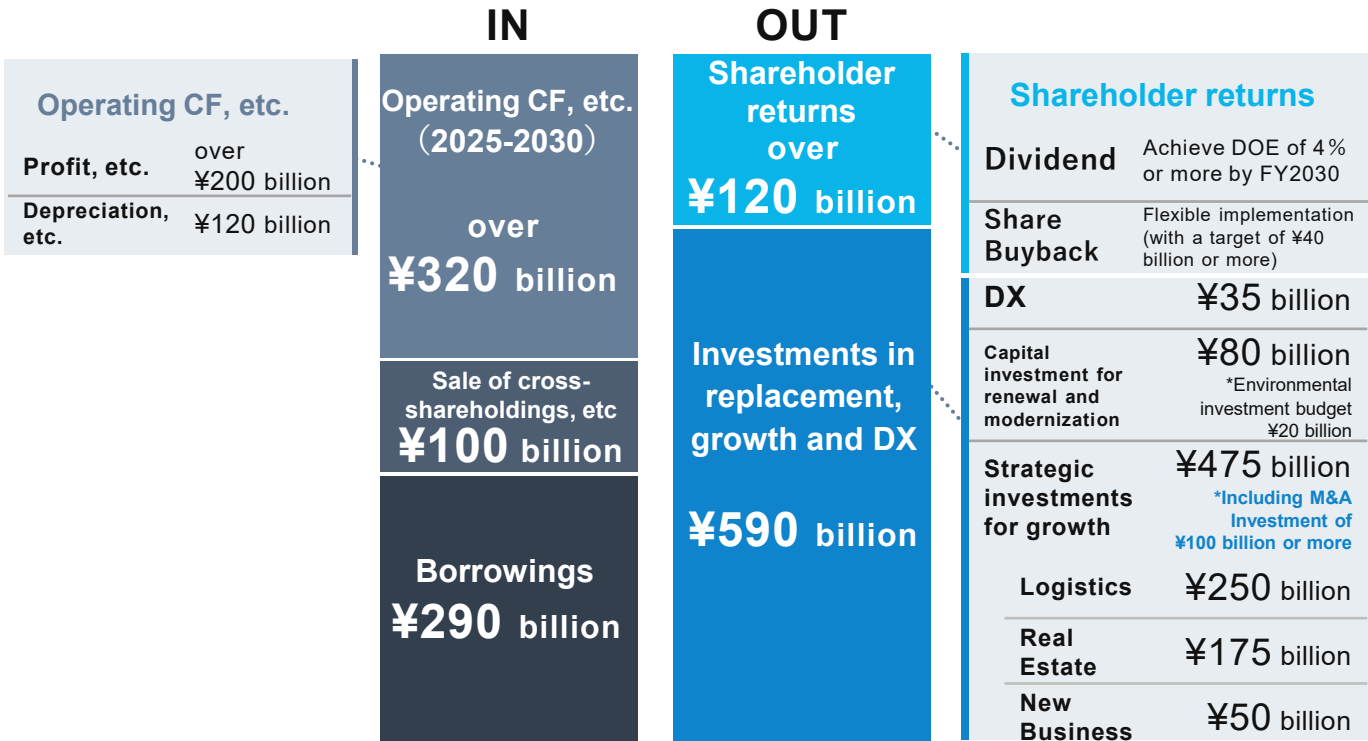
	FY2024	FY2027	FY2030
Business Profit	¥25 billion	¥39 billion	¥63 billion
Profit	¥31.8 billion	¥35 billion	¥41 billion
ROE	8.2%	9%	10%or higher

Composition of Profit by Segment



Cash Allocation

We are executing aggressive strategic investments for growth and shareholder returns totaling approximately 710 billion yen.



*Excluding 90 billion yen in reinvestments into the asset turnover business from both IN and OUT sides during the period

Investment Plan

We plan to make investments an approximate total amount of 590 billion yen during the business plan period.

DX

¥35 billion

Replacement

¥80 billion

Growth

¥475 billion

- Investment in the introduction of robotics and AI for labor reduction and streamlining

- Investment in the development of a logistics platform

- Investment in the repair of existing facilities and replacement of equipment

- Investment in the introduction of high efficiency, eco-friendly equipment and actions for reducing GHG emissions (¥20 billion quota for environmental investments)

■ Breakdown

(billion yen)

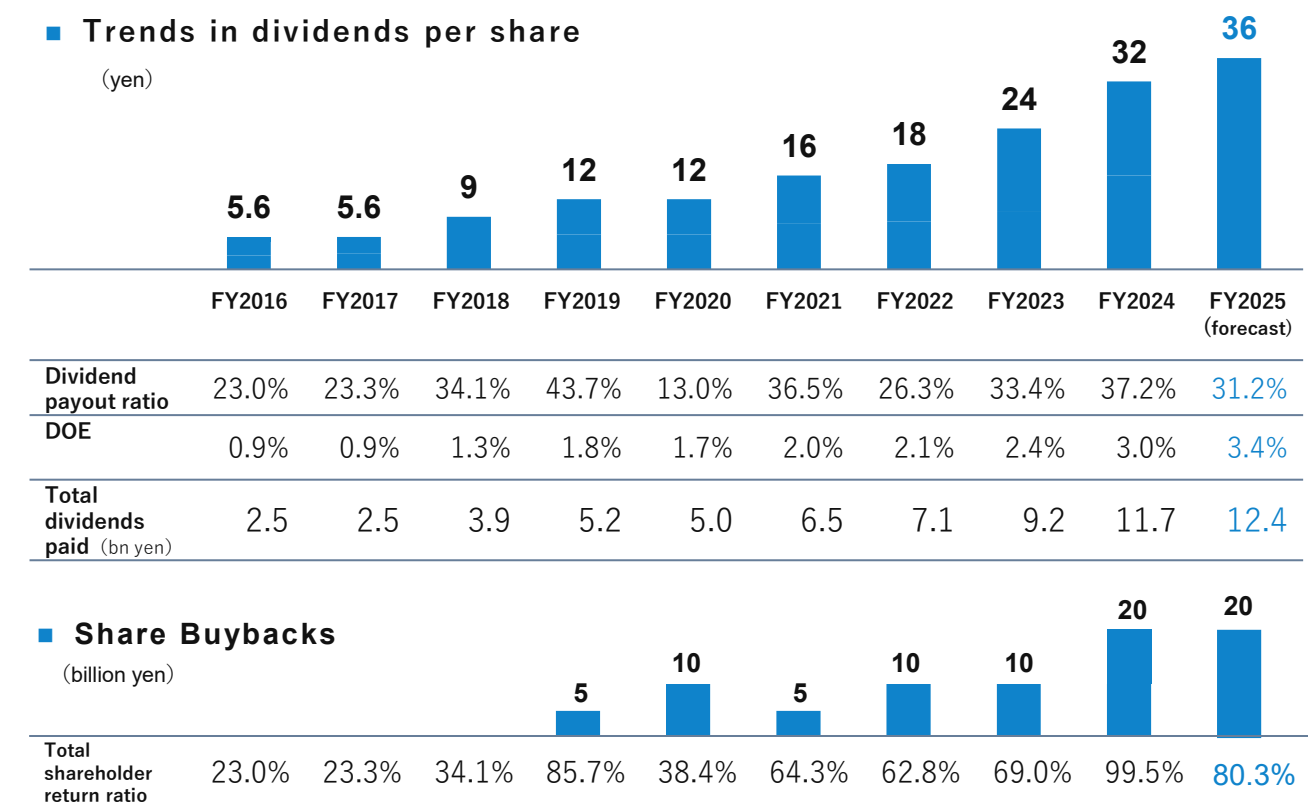
Logistics	250
Domestic	142
Overseas	108
< M&A : More than ¥100 billion will be implemented in Japan and overseas >	
Real Estates	175
Asset turnover business	115
Redevelopment and acquisition of core assets	60
New Business	50

- As a general principle, the hurdle rate for strategic investments for growth is set above the Weighted Average Cost of Capital (WACC). Investment decisions are made on a case-by-case basis, taking into account factors such as investment scale, business risks, and other relevant considerations.

- Our WACC is estimated to be approximately 5–6%.

Shareholder returns

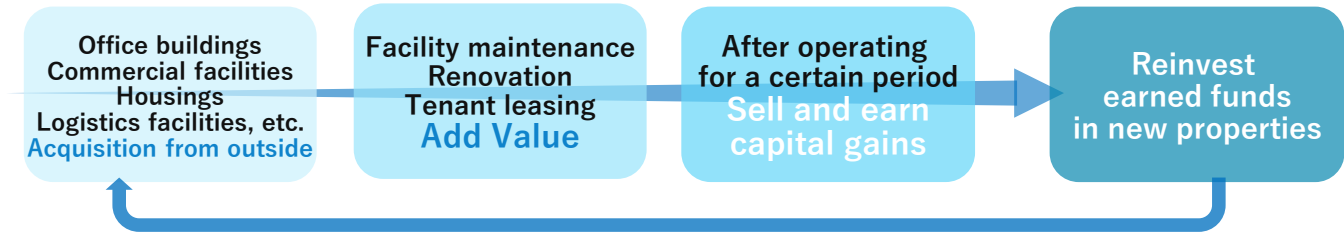
We aim to raise our DOE (Dividend on Equity) to over 4% during the business plan period. We are implementing a share buyback program totaling over 40 billion yen.



New Business

Asset turnover business

As part of our strategy to expand our real estate business beyond company-owned land, we will fully implement an asset turnover-based model starting in fiscal year 2025.



Logistics facility (Thailand)



Rental Housing (Texas, U.S.)

Result for H1 FY2025

Asset Class	Number of Project	Investment Amount
Housing	5	¥13 billion
Commercial facilities	1	¥4 billion
Logistics facilities	1	¥1.5 billion
Total	7	¥18.5 billion

Grid Storage Battery Business

We announced this new business in August 2025.
We will start operating sequentially at 7 locations in Japan from FY2027.

1. Background of Market Entry

- (1)Increased need for power supply and demand adjustment due to the expansion of renewable energy
- (2)Our expertise in power peripheral operations
- (3)We are leveraging our long-held assets for sustainable utilization and aligning them with our business as part of social infrastructure initiatives.

2. Investment Amount and Income and Expenditure Forecast

- (1)Investing approx. ¥20 billion in Saitama and Kanagawa Prefectures firstly.
- (2)FY2027 Revenue: Approx. ¥0.2 billion
- (3)FY2030 Revenue: Approx. ¥5 billion

3. Schedule

Plans to launch operations in 5 other Prefectures by 2030
Revenue : Approx. ¥10 billion

電力倉庫
GRID ELECTRICITY STORAGE



Human capital management

We are enhancing talent development, recognizing that people are the driving force behind our value creation.

Corporate university “MLC Academy”

(established in April 2024)

We are fostering the talent necessary to achieve our Business plan through a medium- to long-term, strategic development approach.

- **Generalists** who expertise in our company's operations
- **Leaders** who drive change
- **Specialists** who expertise in specific fields (M&A, DX, SDGs, etc.)



Curriculum

- Tiered training programs, language courses, certification preparation courses
- Cross-industry exchange seminars
- Knowledge-sharing sessions led by veteran employees
- Dispatch to external educational institutions
- Courses developed from employee feedback (e.g., “Failure Case Studies” seminars)

We held a total of 72 lectures in FY2024.

Workplace Environment Improvement

Invest ¥1.5 to ¥2 billion by FY2027

Renovating offices in Japan.

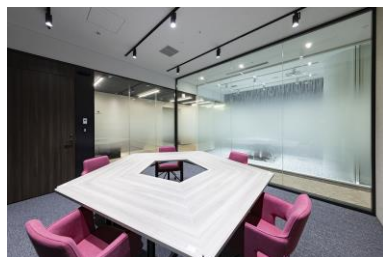
- Renovation of office areas and conference rooms
- Renovation of aging facilities



- Opportunities for real, face-to-face communication were created
- Multidirectional communication across departments, age groups, and job levels was promoted, breaking down organizational barriers
- Boosting employee motivation
- Serving as a driving force for new innovation



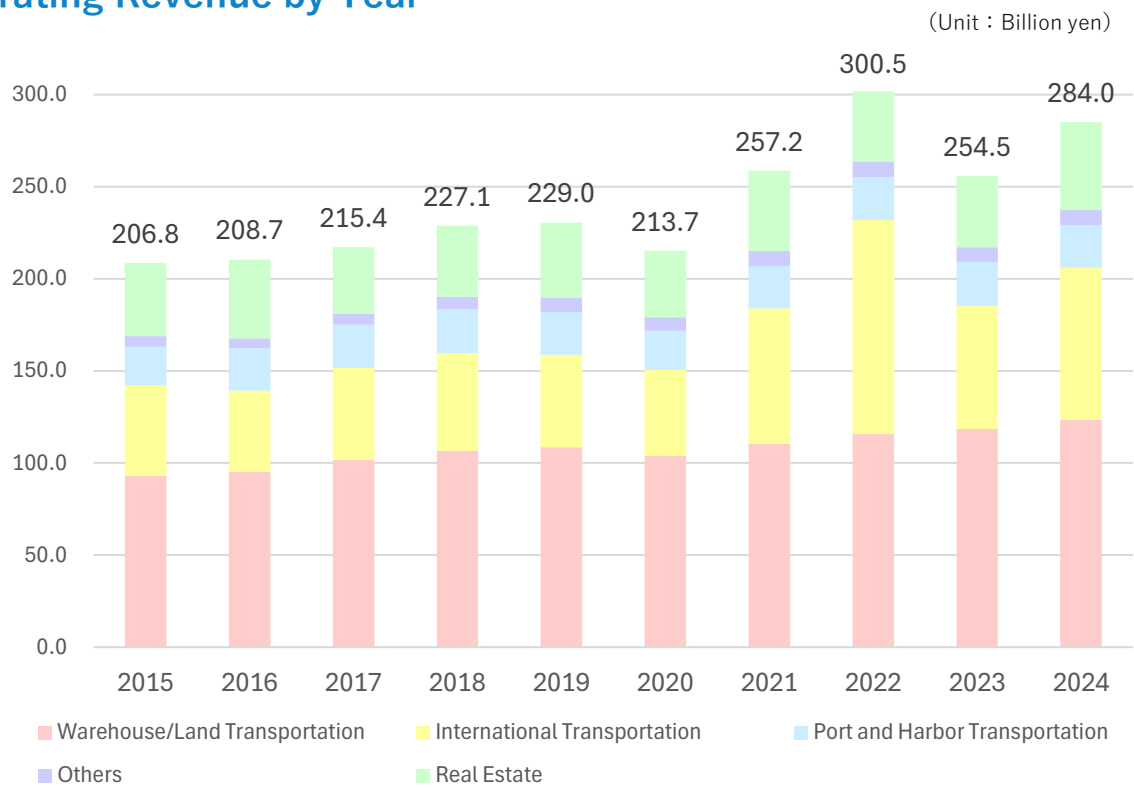
Renovated conference rooms at our head office



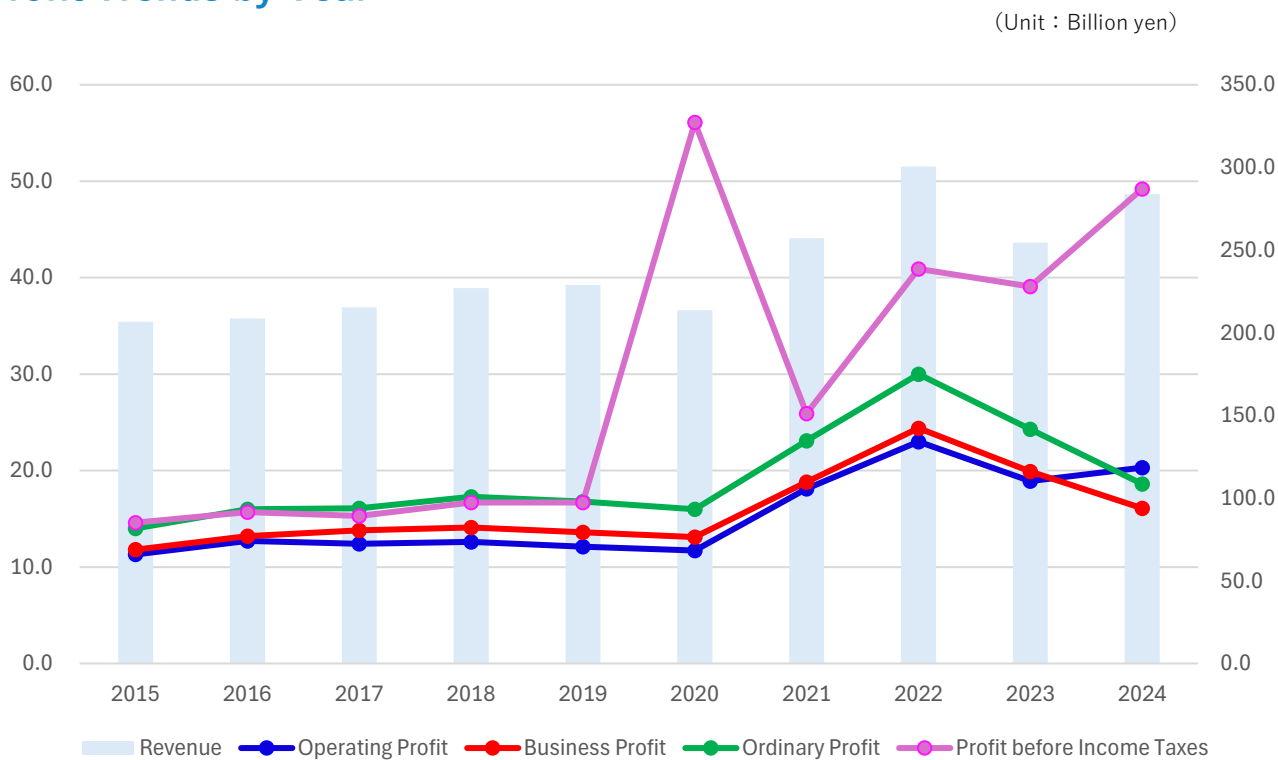
Renovated office area at our warehouse

Operating Revenue and Profit Trends

Operating Revenue by Year



Profit Trends by Year



Corporate History

1887		We inherited the warehouse operations of Mitsubishi Exchange and established Tokyo Warehouse Co., Ltd. as a limited company.
1907	Port and Harbor Transportaiton	We established an integrated sea and land cargo handling system at the Port of Kobe.(Which later evolved into our port transportation business)
1931	Warehouse and Distribution	We launched Japan's first trunk room service in Edobashi(Present-day Nihonbashi), Tokyo.
1962	Real Estate	We constructed a multipurpose rental building for data centers, warehousing rooms, and residential units in Fukagawa, Tokyo.
1963	Warehouse and Distribution	We made a full-scale entry into the truck transportation business.
1968	Real Estate	We decided to expand the Logistics Business and enter the Real Estate Business.
1970	International Transportation	We established a warehousing company in California, U.S.
1973	International Transportation	Established the International Transportation Division and undertook full-scale expansion of international multimodal transportation business.
1980s~1990s	International Transportation	Established subsidiaries in Hong Kong, Thailand, China, Indonesia, the Netherlands, and other countries to expand the world network.
2006	Real Estate	Yokohama Bay Quarter opened in Kanagawa.
2010	Warehouse and Distribution	Consolidated Fuji Logistics Co., Ltd. and its 10 subsidiaries
2014	Real Estate	Completed Nihonbashi Dia Building. Rebuilt the warehouse building in Nihonbashi (head office, trunk room)
2023	Ware-house	Inter-national Consolidated Cavalier Logistics Group, which operates in the U.S. and UK, as a subsidiary.

Company Profile

Name of company	Mitsubishi Logistics Corporation
Head office	Nihonbashi Dia Building 19-1, Nihonbashi 1-chome, Chuo-ku, Tokyo 103-0027 Japan
President	Hidechika Saito
Date of establishment	April 15, 1887
Paid-in capital	JPY 22,393,986,570 (as of March 31, 2025)
Listed market	TSE Prime (Securities Code 9301)
Number of consolidated subsidiaries	50 (as of March 31, 2025)
Number of employees	5,004 (consolidated, as of March 31, 2025)



Mitsubishi Logistics

Supporting Today, Innovating Tomorrow.

The forward-looking statements contained in this material are based on information currently available to the company and certain assumptions that the company has determined to be reasonable. Actual results may differ from those projected due to various factors.