

Mitsubishi Logistics Group

Management Plan [2022-2024]

March 25, 2022

Mitsubishi Logistics Corporation



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2. Expand growth bases in our overseas business
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4. Utilize cutting-edge technology
5. Strengthen the Group management base

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Topics

- We are steadily implementing the priority measures set forth in the current management plan, including strengthening the business foundations of the priority areas, opening a distribution center for e-commerce (Misato City, Saitama Prefecture) utilizing new technologies, and bolstering production efficiency through more efficient operational processes and other means.
- In the real estate business, we are promoting the acquisition of revenue-generating properties, including the acquisition of joint equity in GRAND FRONT OSAKA. We must continue to strengthen our operating system for further business expansion.

Priority measures, main initiatives, and issues in the Management Plan [2019-2021]

Priority measures	Main initiatives	Issues	
Strengthening business foundations of the priority areas	<ul style="list-style-type: none"> • Complete Seishin Distribution Center Phase 2 Building, Minamihonmoku Distribution Center, Misato Distribution Center No. 2 Phase 2 Building, and Ibaraki Distribution Center No. 4 • Business alliances, including with K.R.S. Corporation and Cryoport, Inc. • Nationwide expansion of DP-Cool services • Expand storage and transportation/delivery operations for automotive-related parts 	<ul style="list-style-type: none"> • Promote sales and investment in each priority area • Strengthen overseas business bases 	○
Establishing a system that leverages new technologies	<ul style="list-style-type: none"> • Open SharE Center misato, a distribution center for e-commerce • Strengthen collaboration with startup companies through VC investment 	<ul style="list-style-type: none"> • Develop profitable businesses 	○
Maintaining competitiveness in the port and harbor transportation business	<ul style="list-style-type: none"> • Introduce in-house developed terminal operation system 	<ul style="list-style-type: none"> • Recover from COVID-19 impact • Respond to decrease in freight handled 	△
Developing complexes and other facilities and improving the system to strengthen operational capabilities	<ul style="list-style-type: none"> • Acquire joint equity in GRAND FRONT OSAKA • Increase rental facilities around Nagoya Station 	<ul style="list-style-type: none"> • Improve the system to strengthen operational capabilities 	△
Bolstering production efficiency through more efficient operational processes and other means	<ul style="list-style-type: none"> • Improve the profit margin of the logistics business through more efficient operational processes • Conduct verification tests to optimize warehouses operations using AI 	<ul style="list-style-type: none"> • Further improve productivity 	○
Improving operational conditions to reform workstyles and create innovation	<ul style="list-style-type: none"> • Revise personnel system, promote a variety of workstyles 	<ul style="list-style-type: none"> • Utilize human resources, including at Group companies 	○
Increasing shareholder returns	<ul style="list-style-type: none"> • Increase dividend to ¥78 per share, and conduct share buyback of ¥20.0 billion 	<ul style="list-style-type: none"> • Improve capital efficiency 	○
Promoting CSR-oriented management	<ul style="list-style-type: none"> • Announce Initiatives for ESG Management and the SDGs • Issue an Integrated Report in place of the Environmental and Social Report 	<ul style="list-style-type: none"> • Strengthen initiatives 	○





- In fiscal 2020, sales and profits declined due to COVID-19 (decrease in volume of freight handled, closure of some commercial facilities, etc.). However, in fiscal 2021, sales and profits increased thanks to a recovery in the volume of freight handled and increased in sea and airfreight charges.
- Although the real estate business failed to reach its profit target, we achieved the revenue and profit targets and DOE (dividend on equity) target in the Management Plan [2019-2021] overall, due to improved performance of the logistics business.

Financial results and difference from target in the Management Plan [2019-2021]

(unit: million yen)

	FY 2018 (results)	FY 2019 (results)	FY 2020 (results)	FY 2021 (results)	FY 2021 (target)	Against target	
Operating revenue	227,185	229,057	213,729	257,230	240,000	+17,230	
Logistics	190,434	189,709	179,255	215,240	198,700	+16,540	○
Real Estate	38,679	41,199	36,153	43,662	43,600	+62	
Inter-segment transactions	(1,928)	(1,851)	(1,679)	(1,672)	(2,300)	+628	
Operating income	12,660	12,195	11,735	18,144	14,500	+3,644	
Logistics	7,609	7,184	7,232	13,703	9,200	+4,503	○
Real Estate	10,783	10,859	10,038	10,316	10,700	-384	
Company-wide expenses	(5,731)	(5,847)	(5,535)	(5,875)	(5,400)	-475	
Ordinary income	17,333	16,822	16,013	23,151	17,100	+6,051	○
EBITDA (Operating income + Depreciation)	25,655	26,447	26,595	33,610	30,100	+3,510	○
Profit	11,564	11,851	39,160	17,892	—	—	—
ROE	3.9%	4.1%	12.9%	5.4%	—	—	—
Annual dividend per share(¥/share)	45	60	60	80	—	—	—
DOE	1.3%	1.8%	1.7%	2.0%	2.0%	±0%	○

- We recognize that the increasing momentum of DX (Digital Transformation) and ESG/SDGs, the spread of COVID-19, and the expansion of the global economy are important environmental changes.
- Although there are changes in the external environment that are difficult to predict, such as COVID-19, we will actively promote measures including developing high value-added solutions and strengthening our overseas business base while assessing risks and returns.

Significant environmental changes	Details	Direction of the Group's response
DX/Technological development 	<ul style="list-style-type: none"> • Development and expansion of innovative technologies, including AI, IoT, 5G, and robotics in the logistics and real estate industries 	<ul style="list-style-type: none"> • Develop high value-added solutions utilizing the latest technology • Create businesses that will be new revenue sources • Foster a corporate culture that encourages challenges, and train human resources
ESG/SDGs 	<ul style="list-style-type: none"> • Frequent and intensified natural disasters • Growing sense of crisis over global social issues such as environmental destruction 	<ul style="list-style-type: none"> • Promote ESG management and the SDGs from a long-term perspective, seize opportunities and translate them into growth • Strengthen relationships of trust with stakeholders
COVID-19 	<ul style="list-style-type: none"> • Increased uncertainty due to COVID-19 • Disruptions to global supply chains • Changes to lifestyles and workstyles • Changing needs for offices and commercial real estate 	<ul style="list-style-type: none"> • Demonstrate strengths in the medical and healthcare areas • Provide supply chain visualization solutions • Take up the challenge to new business areas, including BtoC
Expansion of the global economy 	<ul style="list-style-type: none"> • IMF forecasts global economic growth (real GDP growth) of +4.4% in 2022 and +3.8% in 2023 • The spread of vaccines and improved treatments will mitigate the impact of COVID-19 on people's health • Inflationary pressure may be prolonged due to rising energy prices, supply constraints, etc. 	<ul style="list-style-type: none"> • Secure long-term growth potential by positively strengthening overseas bases while assessing risks and returns

Management Plan [2022-2024]

◆ ◆ ◆ Our vision “MLC2030 Vision” (March 22, 2019) ◆ ◆ ◆

“Contributing to the improvement of customer’s value,”
we offer comprehensive logistics solutions to the management of customer’s supply chains, from procurement to distribution/sales, as their partner.

◆ ◆ ◆ Growth strategy to realize the vision ◆ ◆ ◆

1
Establish a customer-oriented support system

The Group will establish a customer-oriented support system with a focus on the medical/health care, food/beverage, and machinery/electrical machine industries as priority areas, and will take on comprehensive supply chain challenges as the customer’s partner. Through these efforts, the Group will seek to expand its business domain and boost its market share.

2
Expand overseas business

The Group will move forward with system enhancements to support customer supply chains in the medical/health care and food/beverage industries and strengthen its forwarding business with demand for high-quality cold-chains expected to grow in a number of regions such as Southeast Asia (ASEAN).

3
Secure stable profits in the port and harbor transportation and the real estate businesses

The Group will further enhance the competitiveness of the port and harbor transportation business by leveraging its cargo handling services, the efficiency of which is ranked among the highest globally, while at the same time developing commercial complexes and facilities and boosting its operational capability in the real estate business. By doing so, the Group will seek to secure stable profits.

4
Improve operational processes and further utilization of new technologies

The Group will review the operational processes of all businesses and facilitate efficient operations by utilizing new technologies such as IoT, AI and robotics. Through these efforts, it aims to improve service quality and production efficiency.

5
Strengthen the Group management base

The Group aims for growth by strengthening cost competitiveness through organizational management across the Company and its Group companies and securing and developing human resources, particularly in the priority areas.

Our vision “MLC2030 Vision” (March 22, 2019)

“Contributing to the improvement of customer’s value,”
we offer comprehensive logistics solutions to the management of customer’s supply chains, from procurement to distribution/sales, as their partner.

Management Plan [2022-2024]

Basic Policy

- Strengthen the profitability of the logistics business
- Expand growth bases in our overseas business
- Expand the real estate business
- Utilize cutting-edge technology
- Strengthen the Group management base

Targets

- Operating income **¥20.0 billion (FY2024)**
- ROE **7% (FY2024)**
- DOE **2% or more**

Management Plan [2019-2021]

Evaluation

- : Expect to achieve numerical targets
- : Steadily implement priority measures
- △ : Room for further improvement of capital efficiency

Targets

- Operating revenue **¥240.0 billion (FY2021)**
- Operating income **¥14.5 billion (FY2021)**
- DOE **2.0% (FY2021)**

- 1.** Strengthen the profitability of the logistics business
- 2.** Expand growth bases in our overseas business
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- 5.** Strengthen the Group management base

- To realize the MLC2030 Vision, we aim for business expansion in three priority areas: medical/health care, food/beverage, and machinery/electrical machine industries
- We will add “Materials,” the market which is expected to expand toward 2030, as a priority area



Medical/health care

- Expand handling of cell and gene therapy products, etc.
- Expand service menu and handling of investigational new drug depot business
- Expand handling of logistics services (DP-Cool^{*2}, etc.) compliant with domestic and overseas GDP^{*1}

^{*1} Quality control standards in the distribution process of pharmaceuticals

^{*2} Pharmaceutical cold storage delivery service provided by Dia Pharmaceutical Network Co., Ltd., a Group company

Food/beverage

- Expand handling and reduce environmental burden by expanding joint delivery services
- Expand handling by building cold chains in Japan and ASEAN

Machinery/electrical machine

- Expand handling of automotive parts logistics in line with the advancement of CASE
- Expand handling of EC logistics business by extending Share Center^{*3}
- Expand handling of services incidental to logistics, such as maintenance

^{*3} Distribution center for EC (e-commerce)

Materials

- Expand handling by supporting global supply chain optimization
- High-performance composite materials for the construction, wind power, aviation and automotive markets
- Materials for manufacturing semiconductor devices
- Sustainable materials (SDGs compatible)

Ibaraki Distribution Center No. 5

Newest
pharmaceutical
distribution center
in west Japan
Osaka Prefecture



Share Center misato



Next-generation e-commerce platform center

Saitama Prefecture

- Strengthen the earnings power of the logistics business by increasing revenues through acquisition of new businesses and cultivation of existing operations, and improving profit margins through improved operational efficiency and the collection of appropriate fees



Increase revenues by acquiring new operations and creating new business

- Acquire new customers by promoting marketing activities
- Acquire new businesses by promoting partnerships with startups and companies in other industries
- Develop high value-added services such as consulting and tracing & monitoring
- Strengthen sales capabilities by restructuring the sales organization

Increase revenues through cultivation of existing operations and acquisition of peripheral operations

- Expand handling operations in four priority areas by cultivating business with main customers
- Acquire peripheral operations incidental to the warehousing, port and harbor transportation, and international transportation businesses

Improve profit margins through improved operational efficiency and the collection of appropriate fees

- Promote improved operational efficiency through productivity profitability improvement activities* in the domestic logistics business and by reviewing GPI (Global Performance Improvement) at overseas subsidiaries
- Improve profit margin by collecting appropriate fees

* The Group's efforts to improve profitability by increasing work productivity

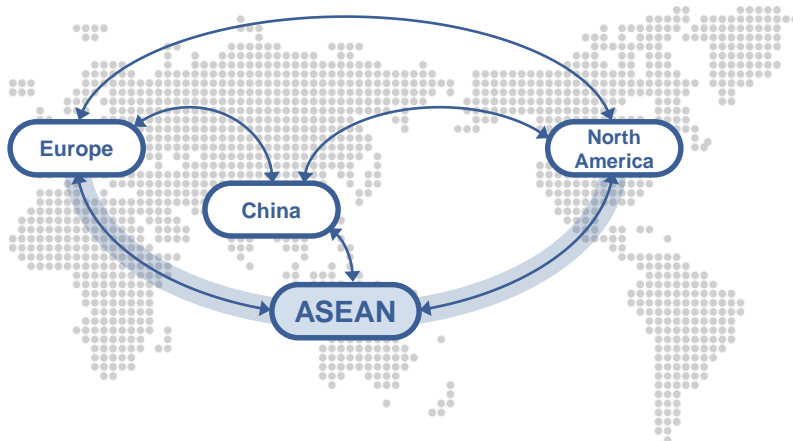
Global Grid Strategy

Goals

Contribute to the optimization of customer supply chain management by building a system that responds to trends/changes in the global supply chain

Means & methods

- Strengthen and upgrade regional logistics and forwarding to create synergic benefits
- Build a business management infrastructure centered on national staff
- Accelerate growth through partnership strategies with leading logistics companies



	Medical/ health care	Food/ beverage	Machine/ electrical machine	Materials	Main initiatives
ASEAN	○	◎	○	○	<ul style="list-style-type: none"> • Expand forwarding business • Strengthen the functions of the regional logistics business • Expand the cold chain
China	○	◎			<ul style="list-style-type: none"> • Strengthen the forwarding business • Strengthen the functions of the domestic logistics business • Expand fixed temperature storage services
North America	◎		◎	○	<ul style="list-style-type: none"> • Strengthen the functions of the regional logistics business • Strengthen the foundations of pharmaceutical logistics
Europe	○		◎	◎	<ul style="list-style-type: none"> • Strengthen the functions of the regional logistics business • Develop the East Europe market

(◎: Key priority area ○: Priority area)

Strategic goals

Ratio of overseas sales **11.2%** (FY2020) ➡ **20%** (FY2024)

- Continue to strengthen the revenue base of the real estate leasing business and expand the real estate business regardless of the property owned
- Consider initiatives for asset-turnover businesses that utilize REITs, etc., with the aim of creating new revenue sources



Strengthen the revenue base of the real estate leasing business

- Maintain profitability through effective redevelopment and reinvestment to create core assets
- Acquire new revenue-generating properties that will become core assets by selling non-core assets

Expand the real estate business regardless of the property owned

- Participate in redevelopment projects, etc., and work to develop commercial complexes and facilities and boost operational capacity
- Acquire new projects such as Public-Private Partnership Projects (PPP)

Create new revenue sources

- Consider a business model of acquiring revenue-generating properties and selling them after increasing their value or redeveloping them
- Make investments in real estate funds

Examples of development projects to be implemented during the term of the plan

Suma Aqualife Park and Seaside Park Redevelopment Project



Kobe Sannomiya Kumoidori Class I Urban Redevelopment Project



◆◆◆ Companywide Policy ◆◆◆

Solve social issues and realize business growth in both the logistics and real estate businesses by actively introducing cutting-edge technology

Improve the efficiency and sophistication of logistics operations and facility management

Logistics

Real estate

.....[Specific measures]

- Achieve highly efficient operations through collaboration between labor-saving technologies, such as robotics, and human beings
- Collect and analyze data collected in-house and data provided by customers and business partners, etc., as big data, and add the expertise we have gained to date in order to realize the automation and optimization of business decisions through AI, the automation and labor-savings of business processes, and the increased value of services, etc.

Develop logistics platform services

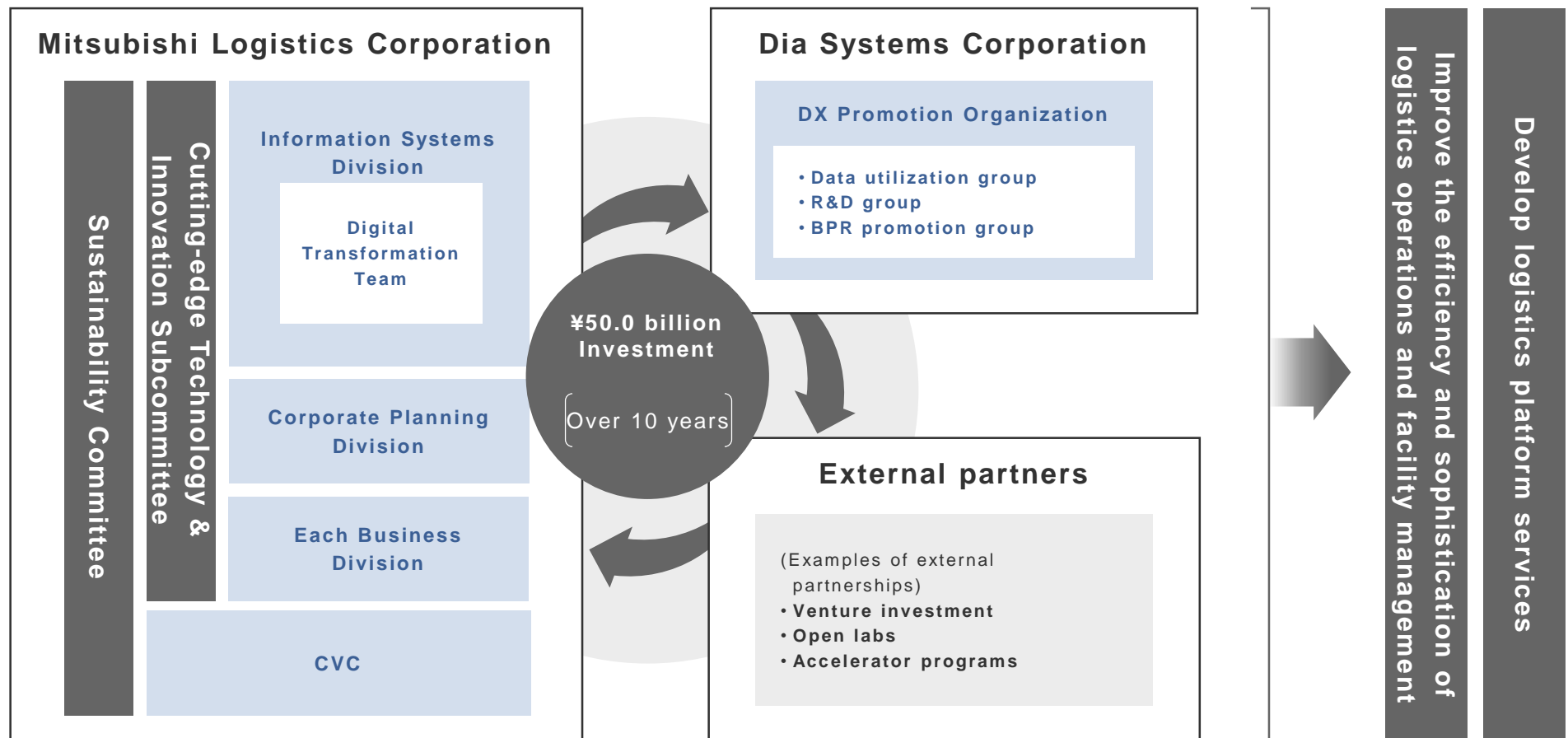
Logistics

.....[Specific measures]

- Build a logistics platform utilizing blockchains and other digital technologies in order to achieve the visualization of comprehensive supply chains and advanced quality control, thereby contributing to solving customer issues
- At the same time, promote the visualization and reduction of CO₂ emissions in order to contribute to customers' decarbonization efforts

Utilization of cutting-edge technology/ DX promotion system

- The Digital Transformation Team was established in the Information Systems Division in 2019
- The Cutting-edge Technology & Innovation Subcommittee and Dia Systems Corporation play a central role in promoting the utilization of cutting-edge technology in collaboration with external partners.
- CVC will be established to strengthen collaboration with startups



- Build a management base resistant to change and risks through enhanced risk management and the development of human resources, etc.
- Promote improved operational efficiency by reviewing areas of responsibility, including at Group companies, and optimizing the organization.



■ Establish a Sustainability Committee to work on achieving the goals of the six key themes

Key themes	Goals	Priority measures (vision)	Target value for FY2030	Management Plan [2022-2024] Main initiatives
Safety, security, disaster response	<ul style="list-style-type: none"> By providing services even during disasters, etc., we will protect our customers' supply chains and contribute to a safe and secure society 	<ul style="list-style-type: none"> Provide infrastructure services that are sustainable even during disasters Develop high-quality logistics services that utilize temperature controls and security capabilities in Japan and overseas 	<ul style="list-style-type: none"> Maintain 110% of earthquake resistance standards 100% of required fuel secured 100% temperature-controlled transportation with DP-Cool vehicles 	<ul style="list-style-type: none"> Verify methods for securing fuel for continuity of transportation/delivery operations Increase the number of customers using DP-Cool service
Environmental initiatives	<ul style="list-style-type: none"> Promote the reduction of CO₂ emissions throughout the supply chain and promote decarbonization efforts by the Company and our customers 	<ul style="list-style-type: none"> Further develop disaster-resistant eco-friendly warehouses and eco-friendly office buildings that serve to reduce CO₂ emissions 	<ul style="list-style-type: none"> Scope 1+2 CO₂ emissions: down 30% (versus FY2013) 	<ul style="list-style-type: none"> Reduce CO₂ emissions by introducing energy-saving equipment, etc. Improve transportation efficiency by collecting returned cargo, etc. Visualization of CO₂ emissions in Scope 3
		<ul style="list-style-type: none"> Reduce CO₂ emissions by implementing efficient transportation methods, etc. 	<ul style="list-style-type: none"> CO₂ emissions: down 20% (versus FY2018) 	
Cutting-edge technology, innovation	<ul style="list-style-type: none"> Strengthen service competitiveness Address the labor shortage Establish an environment that facilitates the creation of innovative ideas Secure diverse human resources 	<ul style="list-style-type: none"> Enhance and automate logistics /real estate services and save labor 	<ul style="list-style-type: none"> Cumulative DX and IT-related investment of 50.0 billion for FY2021-FY2030 	(See Basic Policy 4.)
Partnerships		<ul style="list-style-type: none"> Collaborate with startups and companies in other industries 	<ul style="list-style-type: none"> Establish a CVC of 5.0 billion yen 	<ul style="list-style-type: none"> Establish a CVC
Human resource development, employee satisfaction		<ul style="list-style-type: none"> Develop personnel and welfare programs that value each individual employee Develop human resources with global perspectives 	<ul style="list-style-type: none"> Ratio of regional general employees: 30% Ratio of childcare leave taken by employees: 60% Ratio of employees with experience in overseas assignments: 25% 	<ul style="list-style-type: none"> Disseminate a personnel system when hiring and seeking applicants for job transfer Implement measures promoting the taking of childcare leave (from the aspects of system and training) Expand the overseas transfer program
Compliance, human rights, gender	<ul style="list-style-type: none"> Deepen trust from stakeholders Reduce the sustainability risk throughout the supply chain 	<ul style="list-style-type: none"> Promote sincere and fair business activities Ensure thorough compliance, with awareness of comprehensive supply chains 	<ul style="list-style-type: none"> Response rate for Code of Conduct questionnaire and CSR questionnaire: over 90% every year 	<ul style="list-style-type: none"> Expand CSR questionnaires to subcontractors, etc.

• For details on priority measures (vision) and KPI (FY2030), refer to the Integrated Report, etc.

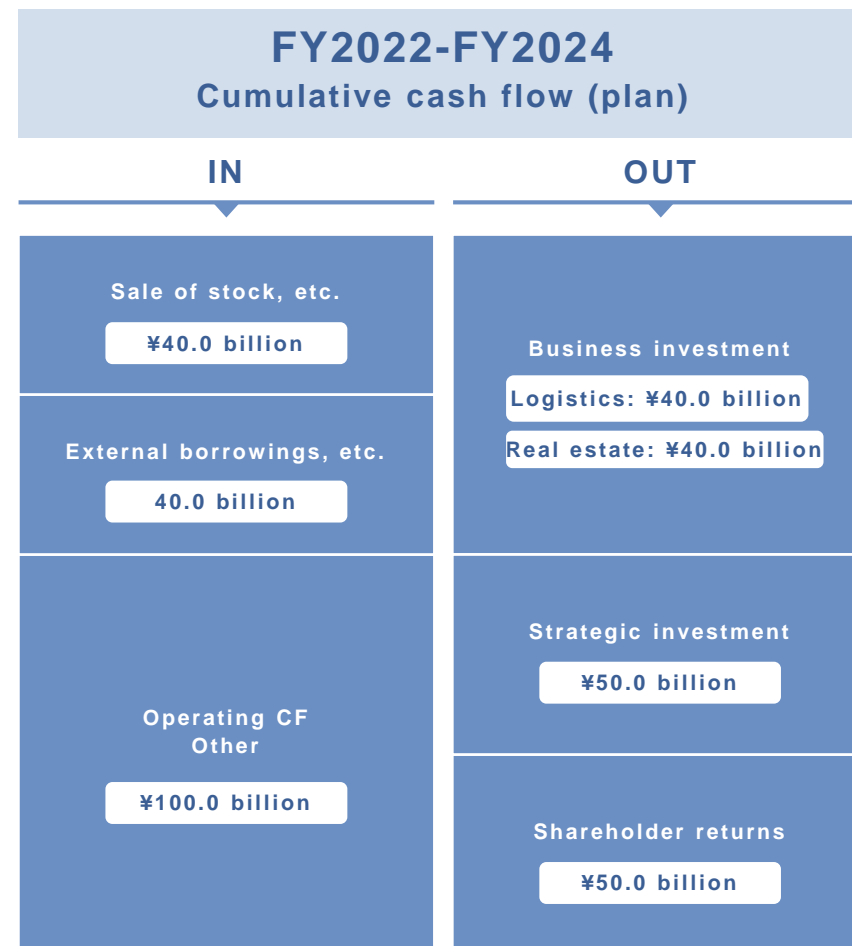
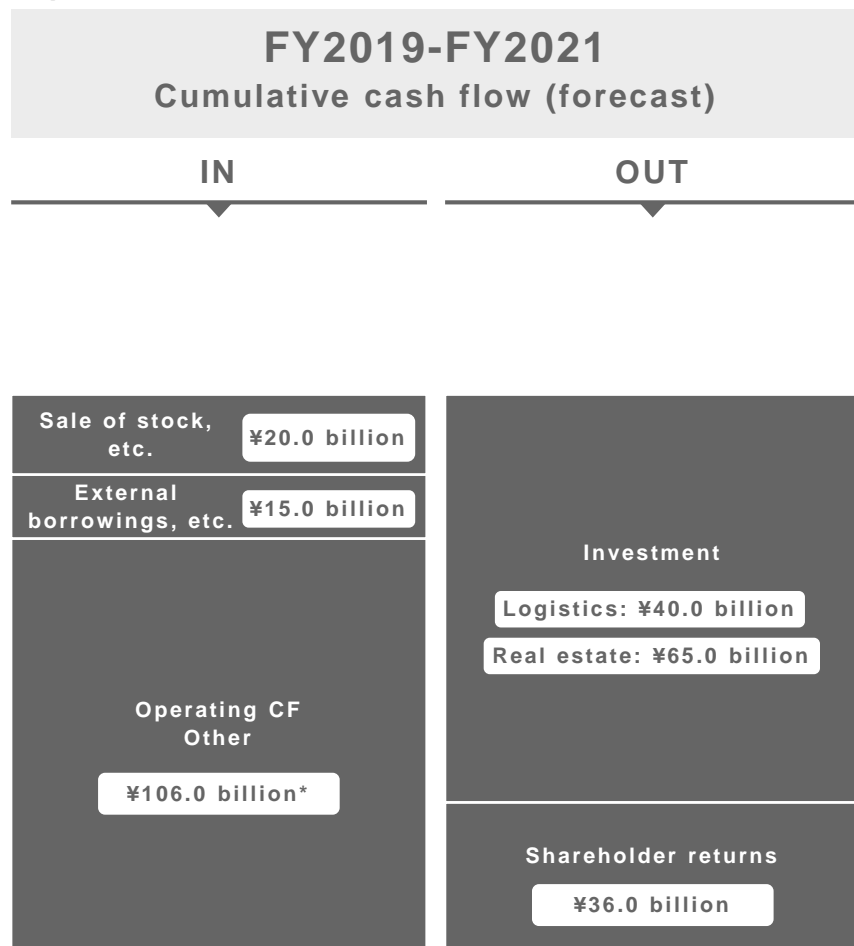
■ Targeting operating income of 20.0 billion yen and ROE of 7% in FY2024

(unit: million yen)

	FY 2019 (results)	FY 2020 (results)	FY 2021 (results)	FY 2024 (target)	Difference (FY 2021 versus FY 2024)	
					Amount of increase	% of increase
Operating revenue	229,057	213,729	257,230	260,000	+2,770	+1.1%
Logistics	189,709	179,255	215,240	215,000	△240	△0.1%
Real Estate	41,199	36,153	43,662	46,800	+3,138	+7.2%
Inter-segment transactions	(1,851)	(1,679)	(1,672)	(1,800)	—	—
Operating income	12,195	11,735	18,144	20,000	+1,856	+10.2%
Logistics	7,184	7,232	13,703	14,000	+297	+2.2%
Real Estate	10,859	10,038	10,316	11,600	+1,284	+12.4%
Company-wide expenses	(5,847)	(5,535)	(5,875)	(5,600)	+275	—
ROE	4.1%	12.9%*	5.4%	7%	—	—

* Due to recognizing extraordinary income including gain on disposal of non-current assets, and compensation income as a result of factors such as the partial transfer of a site for the Company's Real Estate Business around Nagoya Station.

- We promote the sale of stock, etc. on a level exceeding that from fiscal 2019 to fiscal 2021, and in terms of investment utilize external borrowings, etc. while considering the soundness of our financial structure to expand profits and improve capital efficiency.
- We make investments in order to achieve the MLC2030 Vision and implement ESG management and the SDGs, and return profits to shareholders.



* Operating CF, Other for FY2019-2021 includes approximately ¥36.6 billion in compensation income from the sale of property in front of Nagoya Station.

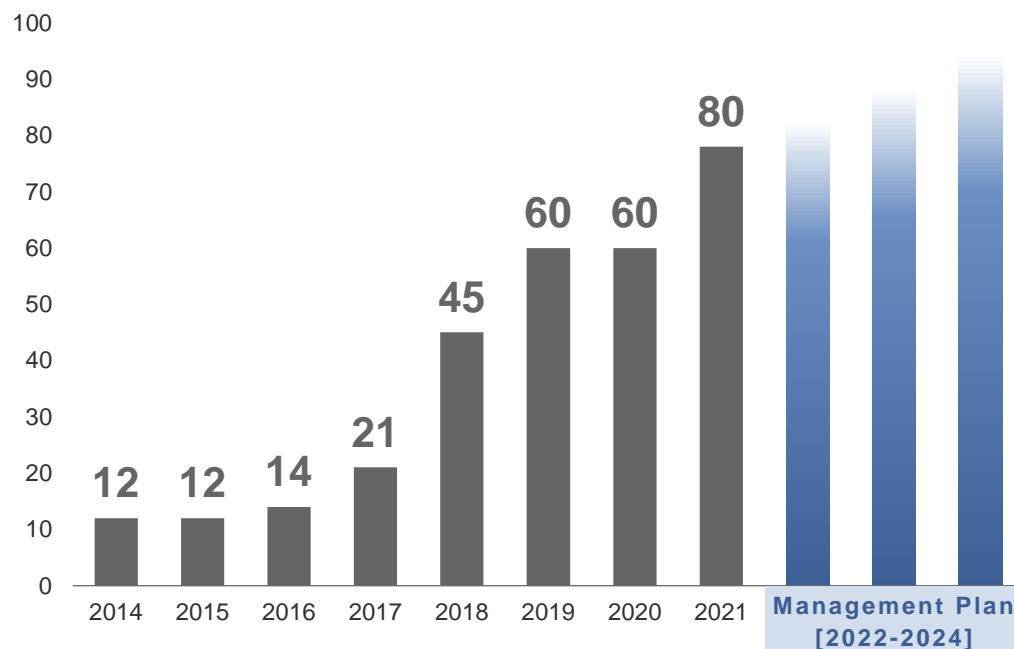
- Make business investments to maintain and strengthen the competitiveness of existing businesses.
- Make strategic investments to expand the business portfolio and create new business areas.

		FY2022-FY2024 plan (cumulative)
Business investment (Acquisition and replacement of facilities and real estate, etc.)	Logistics	40.0 billion yen
	Real estate	40.0 billion yen
Strategic investment (DX and IT-related investment, new business development, M&A, environmental measures, etc.)		50.0 billion yen

- Position the return of profits to shareholders as a key management issue, and further enhance shareholder returns.
- Pay stable and continuous dividends with a DOE of 2% or more, taking into consideration the balance among corporate performance, growth investment, and capital efficiency, and flexibly acquire treasury shares on a scale that exceeds the amount of treasury share acquisition (approximately 20.0 billion yen) in the Management Plan [2019-2021] (guideline of 30.0 billion yen or more).
- We accelerate the reduction of cross-shareholdings by continuously verifying their rationality, and use proceeds from their sale for strategic investment and shareholder returns.

Annual dividend per share (including plan)

(¥/share)



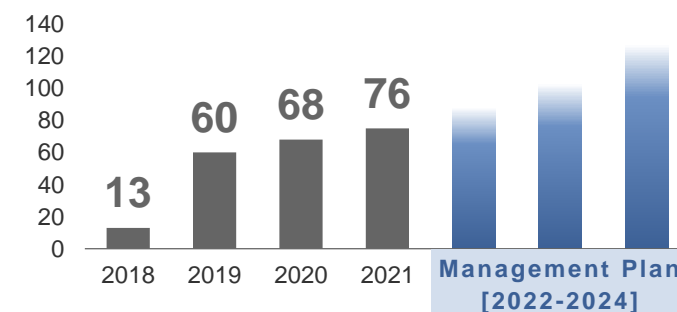
Acquisition amount of treasury stock

FY2019-FY2021 (Actual amount)	FY2022-FY2024 (Plan)
20.0 billion yen	30.0 billion yen or more

* The maximum number of treasury shares held is approximately 5% of the total number of issued shares, and any number exceeding that shall in principle be disposed of.

Amount of investment securities sold (including plan)

(hundred million yen)



Topics

- As a leading company in pharmaceuticals logistics, we will contribute to pharmaceuticals' distribution, and actively expand into areas requiring more advanced management, including the cell and gene therapy area.

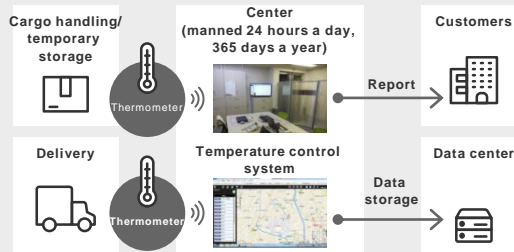
Complete pharmaceuticals logistics system



Equipped with specialized pharmaceuticals facilities featuring temperature control and security in east and west Japan

(Photo: Misato Distribution Center No.2 Phase 2 building)

"DP-Cool," a GDP-compatible pharmaceuticals cold-storage delivery service




Cell and gene therapy logistics



- Installed ultra-low temperature banking equipment, including liquid nitrogen tanks and medical freezers (Tonomachi Biologistics Center, Kawasaki, Kanagawa Prefecture)
- Storage and transportation possible while maintaining temperature at minus 150°C or lower

Partnership with Cryoport (August 2021 ~)

 Mitsubishi Logistics



- Build up of partnership with Cryoport, a leading global provider of innovative temperature-controlled supply chain solutions to the life sciences
- MLC has chosen to adopt Cryoport's unique and proprietary temperature-controlled and traceability solutions to meet the increasing demand for cell and gene therapy supply chain solutions and to strengthen its logistics capabilities.

- The Mitsubishi Logistics Group network, supporting customers' entire global supply chains
- Providing comprehensive support globally, including consulting and monitoring services



Even in countries with no Group bases, we have been building a network with reliable partners, and are providing services globally.

DISTRIBUTION PARK MM2100



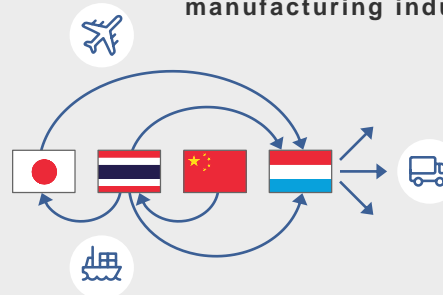
Located in the suburbs of Jakarta, Indonesia, we provide a combined 4-temperature zone warehouse and a BTS rental factory.

Global Supply-chain Concierge



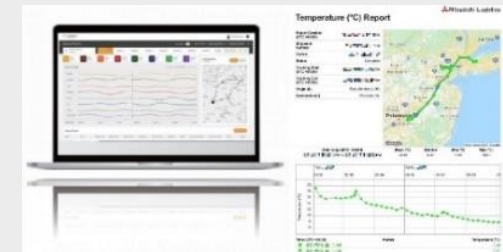
Comprehensive logistics consulting services that optimize issues related to customers' global supply chains

Case studies of customers in the manufacturing industry



In Japan, Thailand, China and the Netherlands, providing services such as van packing of products, intermediate goods and parts, import/export customs clearance, international transportation, storage, and local (inside and outside the EU) delivery services

SENTRY 600 FLIGHTSAFE



Transportation status (temperature, location, etc.) visualization service utilizing IoT

■ Business alliance with K.R.S. Corporation (January 31, 2022)



株式会社キューソー流通システム

**Deep trust and logistics knowhow
gained over a long history**



Pharmaceuticals'
storage and
transportation
knowhow

Global customers
and network

Over 1 million m²
warehouse
facilities



**Food logistics pioneer and asset-based
3PL**



Leading the
transportation/deli
very of frozen and
refrigerated foods

Quality control
knowhow in 4
temperature
zones

Nationwide
temperature-
based logistics
network



- A freight handling system that can accommodate customers' supply chain in the food field
- Providing safe, secure, and high-quality logistics services in the pharmaceuticals field
- Collaboration at overseas bases, and development of new services, including refrigerated and frozen EC business

- To achieve the goals of the six key themes, we will implement the following initiatives as part of safety, security, disaster response and environmental initiatives
- Contributing to the realization of a sustainable society by promoting the use of renewable energy, the reduction of CO₂ emissions, and the introduction of EV trucks, etc.

Minamihonmoku Distribution Center (Yokohama, Kanagawa Prefecture)



- Reduce environmental burden by adopting solar power generation equipment, LED lighting, and high-efficiency air conditioning equipment
- 30% increase in wind pressure resistance on the roof over the regulation under the Building Standards Act, and installation of emergency power generators in preparation for disasters

Meieki Dia Meitetsu Building (Nagoya, Aichi Prefecture)



- Reduce environmental burden by adopting LED lighting with automatic dimming sensors and Low-E multi-layered glass
- Achieved Nagoya Rank A certification with CASBEE*

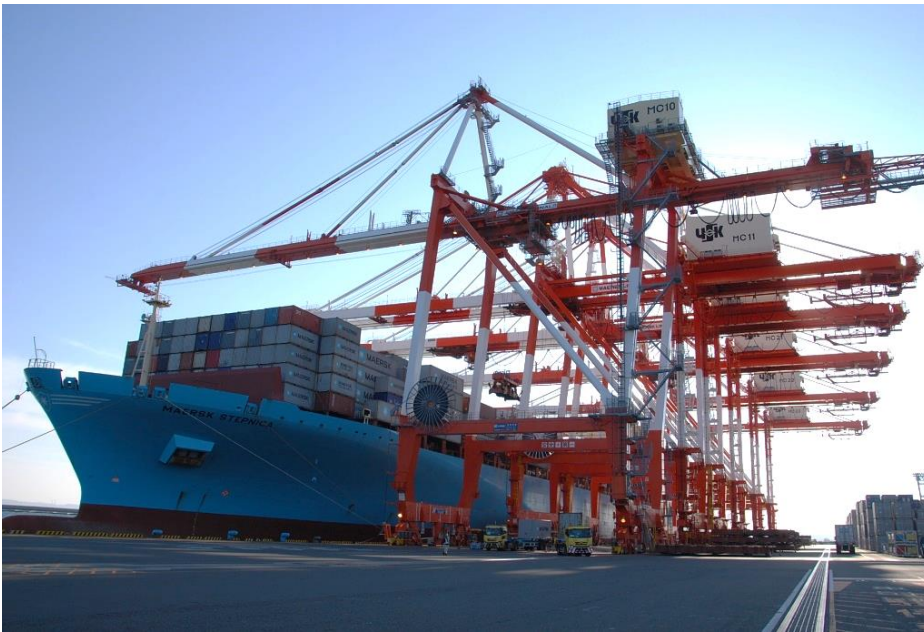
* Comprehensive Assessment System for Built Environment Efficiency

Introduce EV truck “eCanter” (Ryoso Transportation Co., Ltd.)



- EV light trucks equipped with advanced safety devices as standard equipment
- Manufactured by Mitsubishi Fuso Truck and Bus Corporation

- At the Yokohama Port Minamihonmoku Container Terminal, which began full-scale operations in April 2021 and which boasts the highest standards in Japan, we and four other port and harbor operators have collaborated to achieve integrated operations.
- Through centralized management of our terminal operations systems, we have achieved a safe and efficient operations system and world-class cargo handling efficiency.



**Overview of Minamihonmoku
Container Terminal**
(as of March 2022)

Quay water depth: 16~18m (18m is the deepest in Japan)
Cargo handling equipment: 11 mega container cranes for
super-large vessels
Dock companies: Maersk, MSC、Hapag-Lloyd、ONE、HMM, etc.