

# Mitsubishi Logistics Group Business Plan (2025-2030)

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Supporting Today, Innovating Tomorrow.

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 Mitsubishi Logistics

February 28, 2025



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In the MLC2030 Vision announced in 2019, we established the ideal image of the Mitsubishi Logistics Group in 2030 as follows:  
**"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."**

Accordingly, we worked to build a business foundation under Business Plan (2019-2021). Under Business Plan (2022-2024), we endeavored to bolster the profitability of the Logistics Business and to expand overseas business through M&A and other initiatives. We took steps to achieve the vision.

On the other hand, we thought that we should again make clear the Mitsubishi Logistics Group's direction, which was determined by formulating our purpose announced last year. Specifically, it is to achieve growth while addressing social issues through the Logistics and Real Estate businesses.

In addition, we announced Initiatives to Enhance Corporate Value last year. These initiatives set a target of an ROE of 10% by FY2030. This goal cannot be reached unless we put both the Logistics Business and the Real Estate Business on a growth track that is not simply an extension of the conventional path.

At the same time, we aspire to attain value creation unique to the Mitsubishi Logistics Group by achieving even greater synergy between the two businesses.

Under these circumstances, we have progressively revised the existing MLC2030 Vision and formulated a new MLC2030 Vision in the Business Plan.



The Mitsubishi Logistics Group, according to its purpose as **Supporting Today, Innovating Tomorrow.**

will make efforts across the Group to carry out our Sustainability Management and our Business Plan with a view to making **MLC2030 Vision** a reality.



- The Logistics Business saw steady improvements in profitability, chiefly by strengthening M&A transactions and capital and business alliances
- The Real Estate Business systematically developed new properties and embarked on an asset turnover business
- While we carried out digital transformation (DX), human capital management and sustainability management, some problems were left unsolved in terms of organizational optimization, including Group companies

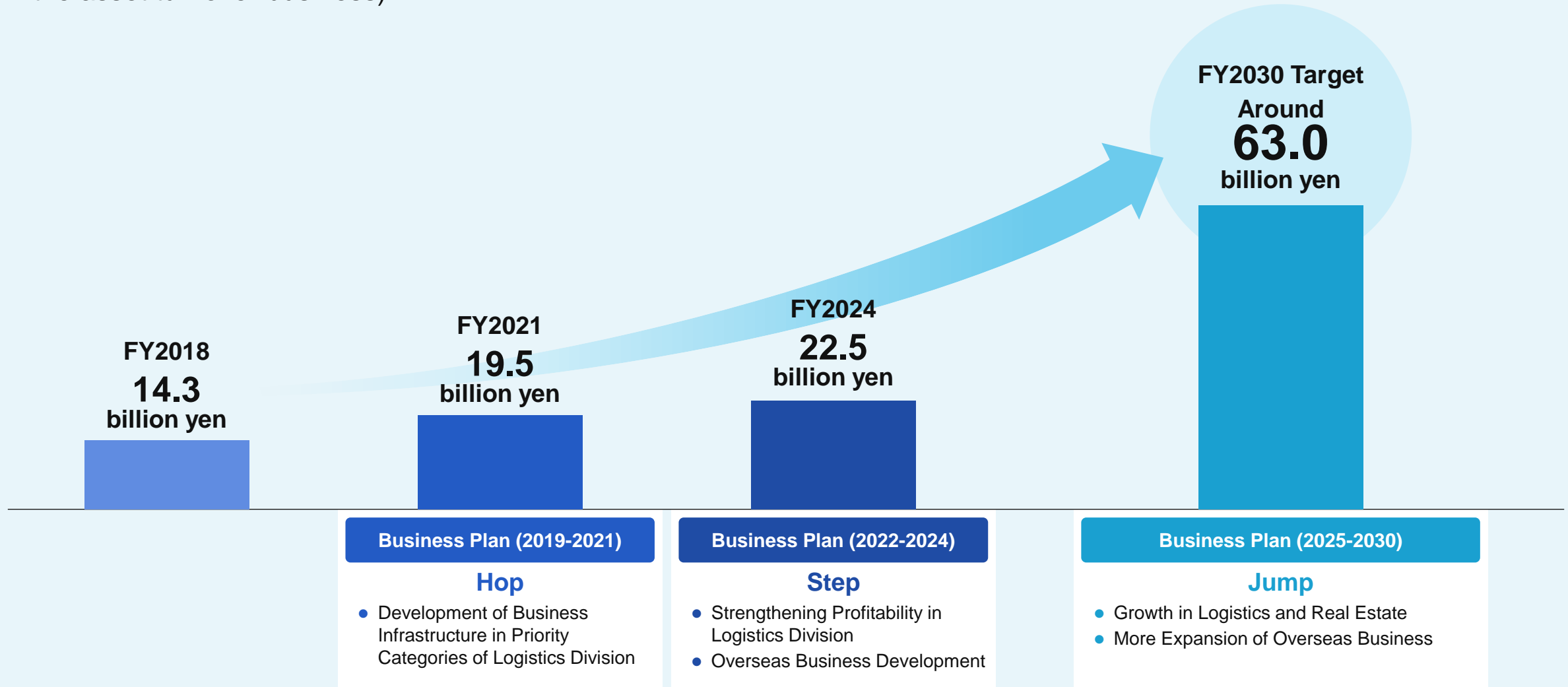
Item	Main initiatives and results under the previous business plan
<b>(1) Strengthen the profitability of the Logistics Business</b>	<ul style="list-style-type: none"> <li>• Expansion of handling of regenerative medicine products</li> <li>• Increase in handling of cold chain-related services through collaboration with KRS Corporation</li> <li>• Expansion of EC Center Services</li> <li>• Expansion of handling of material fields newly added to the priority categories</li> <li>• Increase in transport capacity following a capital and business alliance with DT Holdings, Inc.</li> <li>• Higher profitability attained by receiving appropriate fees</li> </ul>
<b>(2) Expand the foundations for the growth of overseas business</b>	<ul style="list-style-type: none"> <li>• Enhancement in competitiveness after M&amp;A with the Cavalier Logistics Group (Cavalier)</li> <li>• Increase in overseas sales (attainment of 20% in the ratio of overseas sales) with the implementation of the Global Grid strategy</li> <li>• Reorganization of Vietnam ITL Corporation (Vietnam ITL) into an equity-method affiliate</li> </ul>
<b>(3) Expand the Real Estate Business by strengthening development capabilities</b>	<ul style="list-style-type: none"> <li>• Completion of the Shibaura Dia Building</li> <li>• Expansion of the Real Estate Business through the Suma Aqualife Park and Seaside Park Redevelopment Project and others without dependency on land holdings</li> <li>• Start of an asset turnover business</li> </ul>
<b>(4) Develop high value-added services by utilizing cutting-edge technology</b>	<ul style="list-style-type: none"> <li>• Start of operation of the ML Chain logistics data platform for pharmaceutical products</li> <li>• Release of Emission Monitoring Cargo Route Finder, a greenhouse gas calculation system</li> <li>• Selection as a Digital Transformation Stock 2024</li> </ul>
<b>(5) Strengthen the Group management base</b>	<ul style="list-style-type: none"> <li>• Launch of MLC Academy as an in-house university</li> <li>• Establishment of a CVC fund and a subsidiary for its management</li> <li>• Organizational optimization including Group companies still underway</li> </ul>
<b>Sustainability Management</b>	<ul style="list-style-type: none"> <li>• Replacement of all the electric power for the four main office buildings with power effectively derived from renewable energy</li> <li>• Formulation of the Mitsubishi Logistics Group Human Rights Policy</li> <li>• Formulation of the Mitsubishi Logistics Group Occupational Safety and Health Policy</li> </ul>

- The targets of ¥20.0 billion in operating income and a 7% in ROE for the final fiscal year set in Business Plan (2022-2024) are expected to be fulfilled
- The DOE target of stably remaining at 2% or above is also expected to be met

(Billion yen)

Item	FY2021 (Results)	FY2024 (Outlook)	FY2024 (Target)	Difference
<b>Operating revenue</b>	257.2	270.0	260.0	+10.0
<b>Logistics Business</b>	215.2	224.1	215.0	+9.1
<b>Real Estate Business</b>	43.7	47.4	46.8	+0.6
<b>Inter-segment transactions</b>	(1.7)	(1.5)	(1.8)	+0.3
<b>Operating income</b>	18.1	20.0	20.0	0
<b>Logistics Business</b>	13.7	14.0	14.0	0
<b>Real Estate Business</b>	10.3	13.2	11.6	+1.6
<b>Parent company general and administrative expenses</b>	(5.8)	(7.2)	(5.6)	(1.6)
<b>ROE</b>	5.4%	7.9%	7.0%	+0.9%
<b>DOE</b>	2.0%	3.0%	2.0%	+1.0%

- Aim to achieve financial targets as the final phase of MLC2030 Vision
- Amounts shown below represent business profit (Operating income + equity in net income of affiliates + net income from the asset turnover business)



\*Amounts in FY2024 exclude lump-sum amortization of goodwill of Vietnam ITL



- In view of the medium- and long-term outlook for the external environment, we took a backcasting approach to organize our group direction

Megatrends	Trends until 2030	Long-term outlook until 2050
<b>(1) Population</b>	<ul style="list-style-type: none"> <li>• Workforce shortages will speed up in Japan following the shrinkage of the working population</li> <li>• The population of Southeast Asia will continue to grow</li> <li>• In North America and Europe, the population will continue to increase at a mild pace</li> <li>• The Chinese population will peak and will begin to age rapidly</li> </ul>	<ul style="list-style-type: none"> <li>• Japan's population will be around 100 million and the elderly will make up just under 40% of the population in 2050</li> <li>• The population of Southeast Asian countries overall will continue to rise</li> <li>• The United States will see a moderate increase in its population until 2050</li> <li>• South Asia and Africa will lead the growth of the world population</li> </ul>
<b>(2) Global (Economy)</b>	<ul style="list-style-type: none"> <li>• China, the United States and the Eurozone will continue to account for 50% of global GDP. India will surpass Japan and Germany to become the world's third largest national economy in terms of GDP</li> <li>• Japan will maintain its low economic growth in the first half of the 2020s with a recovery in inbound tourism and the depreciation of the yen. Growth will slow from 2027. Transport capacity will remain limited and the logistics cost will continue to rise</li> <li>• Southeast Asia will attain economic growth by expanding its workforce supply</li> <li>• U.S. protectionism may bring changes to supply chains</li> </ul>	<ul style="list-style-type: none"> <li>• China, India and Indonesia will hold greater shares in the world economy, and the world will be increasingly multi-polarized</li> <li>• After reconsideration of globalization and the emergence of geopolitical risks, changes in supply chains will proceed</li> <li>• Space technologies, including space transport, will develop to expand the space business</li> </ul>
<b>(3) Technology</b>	<ul style="list-style-type: none"> <li>• Level 4 autonomous driving trucks running on expressways will begin to appear and the advancement of robotics technology will mean greater automation of logistics bases and transport equipment</li> <li>• Evolution of machine learning and artificial intelligence (AI) technologies will advance automation and personalization based on artificial general intelligence (AGI)</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial super intelligence (ASI) will emerge to autonomously carry out diverse tasks</li> <li>• Fully autonomous driving will achieve practical application</li> <li>• General-purpose quantum computers will spread to advance the optimization of manufacturing processes, staffing assignments, logistics and other areas</li> <li>• Sixth generation (6G) communication, paving the way for ultra-large capacity data communication at low latency, will be widely used</li> </ul>
<b>(4) Environment</b>	<ul style="list-style-type: none"> <li>• Stricter GHG* emissions reduction requirements will be introduced to address climate change and decarbonization</li> <li>• Construction of power transmission and distribution networks and the introduction of storage batteries will increase efficiency in the utilization of renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>• Decarbonization along the entire supply chain will be achieved in many industries</li> <li>• Global electric power demand will increase to nearly double the 2022 level by 2050</li> <li>• Solar and wind power generation will become the main power sources around the world</li> <li>• Progress will be made in the practical application of next-generation energy technologies</li> </ul>

Strengthen overseas business to secure growth potential

Construct comprehensive logistics matched with increasingly complicated supply chains

Actively introduce robotics and AI in preparation for a worsening labor shortage

Cultivate new business opportunities in environmental, space and other businesses

\* GHG stands for greenhouse gases, a general term for gases that have properties that increase the temperature of the Earth's atmosphere and seawater

- Aim to achieve ROE of 10% or more in FY2030
- Step up the shareholder return policy stated in Initiatives to Enhance Corporate Value, announced in April 2024, and continue to reduce cross-shareholdings

	FY2024	FY2027	FY2030
<b>Business profit</b>	22.5 billion yen	39.0 billion yen	<b>Around 63.0 billion yen</b>
<b>Profit</b>	30.6 billion yen	35.0 billion yen	<b>Around 41.0 billion yen</b>
<b>ROE</b>	7.9%	9%	<b>over 10%</b>

\*Business profit in FY2024 excludes lump-sum amortization of goodwill from ITL

## Shareholder Return Policy

- During the period of the business plan, we will continue to make stable increases in dividends with the aim of attaining a DOE of 4% or more by FY2030
- We will acquire treasury shares flexibly (with a target value of **¥40.0 billion or more** during the period)

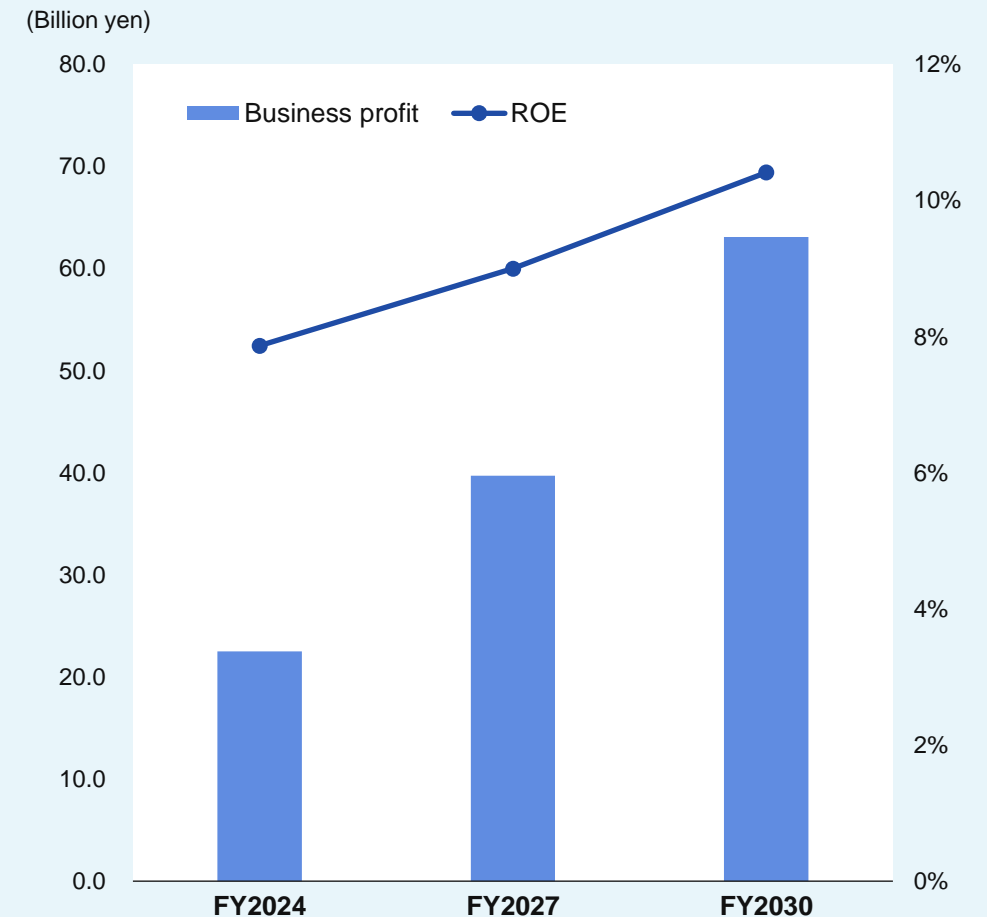
## Reduction of cross-shareholdings

- We will lower the ratio of cross-shareholdings to net assets to less than 20% by the end of FY2025 and continue to reduce cross-shareholdings in FY2026 and beyond

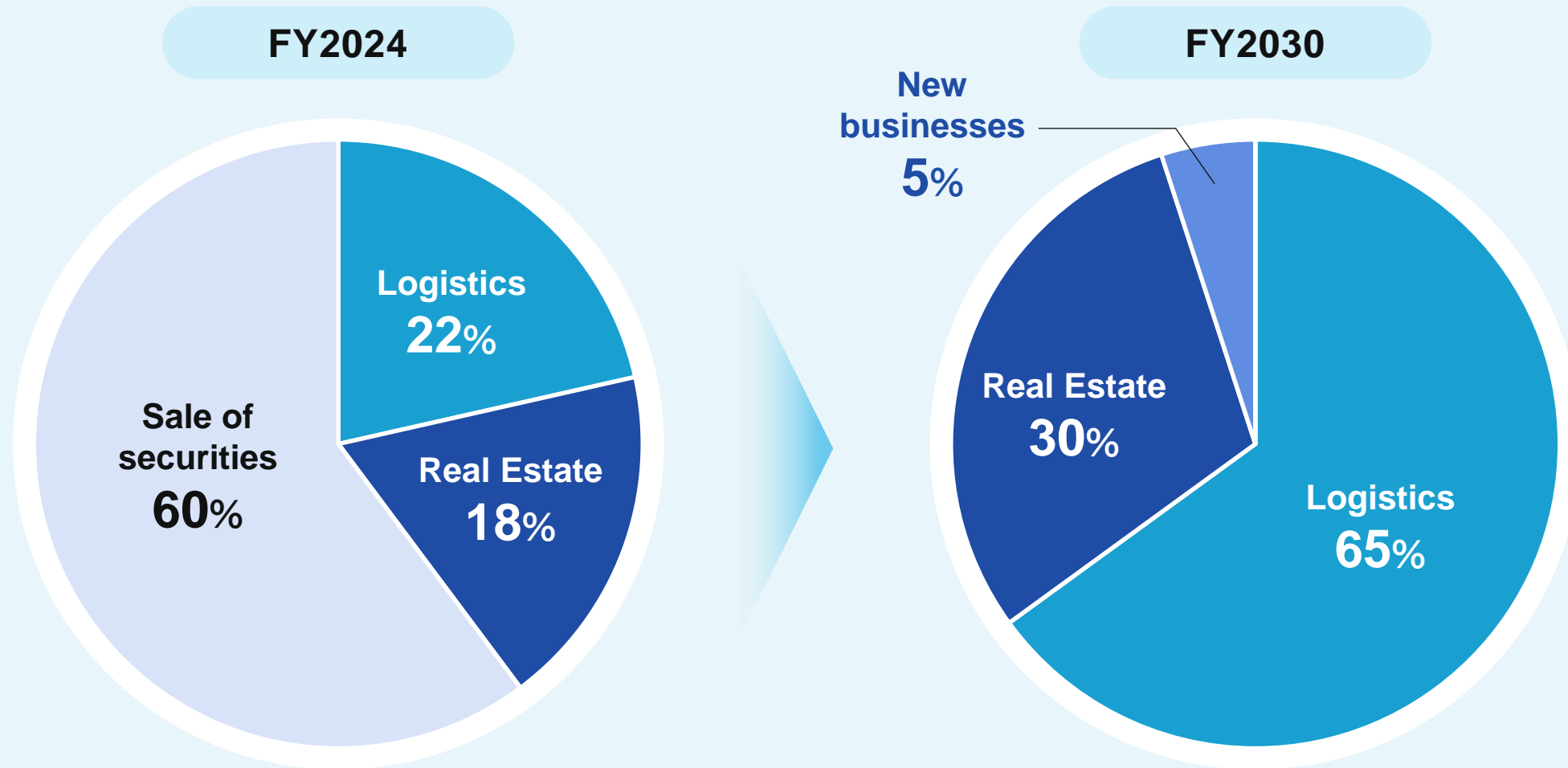
## Stance on equity capital

- **We will keep net assets at an approximate level of ¥400.0 billion**
- Equity ratio as of the end of FY2030: Approx. 45%

## Trends in business income and ROE

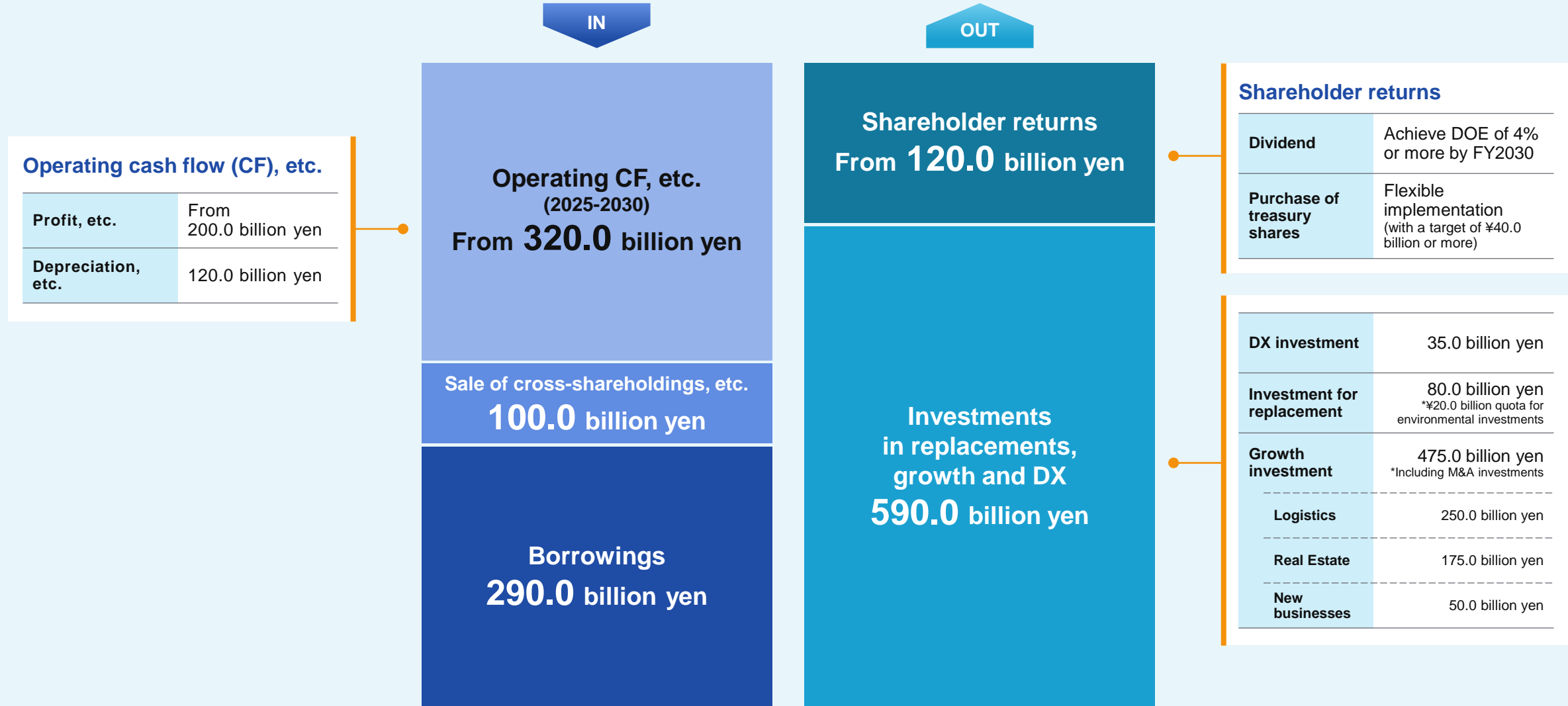


- The profit breakdown will shift from a large share of gains on the sale of cross-shareholdings to a large share from business profit



\*FY2024's share of net income excludes amortization of goodwill from Vietnam ITL

- Make proactive investments in growth and shareholder returns worth around ¥710.0 billion to achieve continuous growth and improvements in capital efficiency



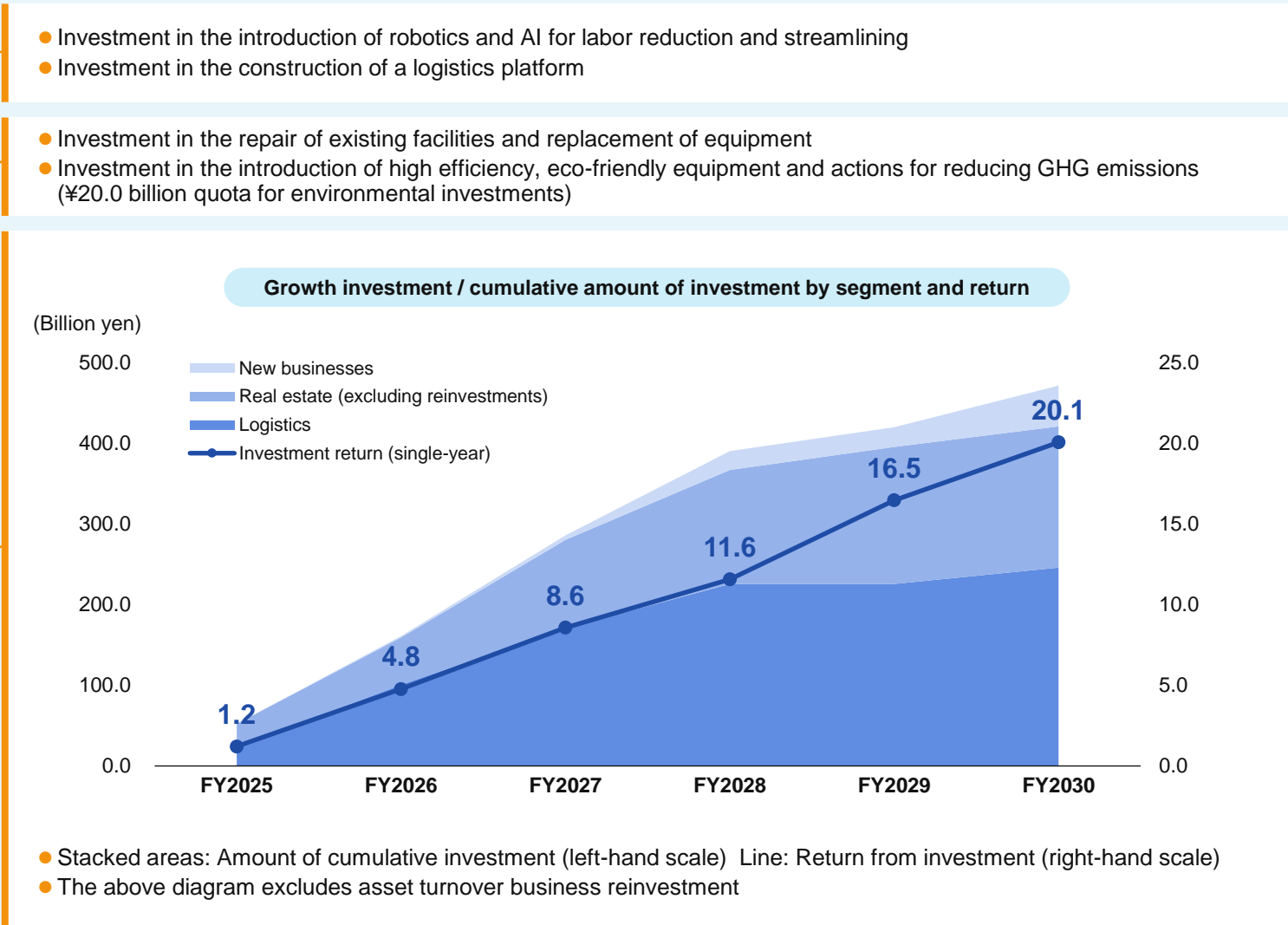
\*Excluding ¥90.0 billion in asset turnover business reinvestment from both IN and OUT during the period

- Invest an approximate total amount of ¥590.0 billion for the six-year period from 2025 to 2030 with the aim of unfailingly implementing each business strategy

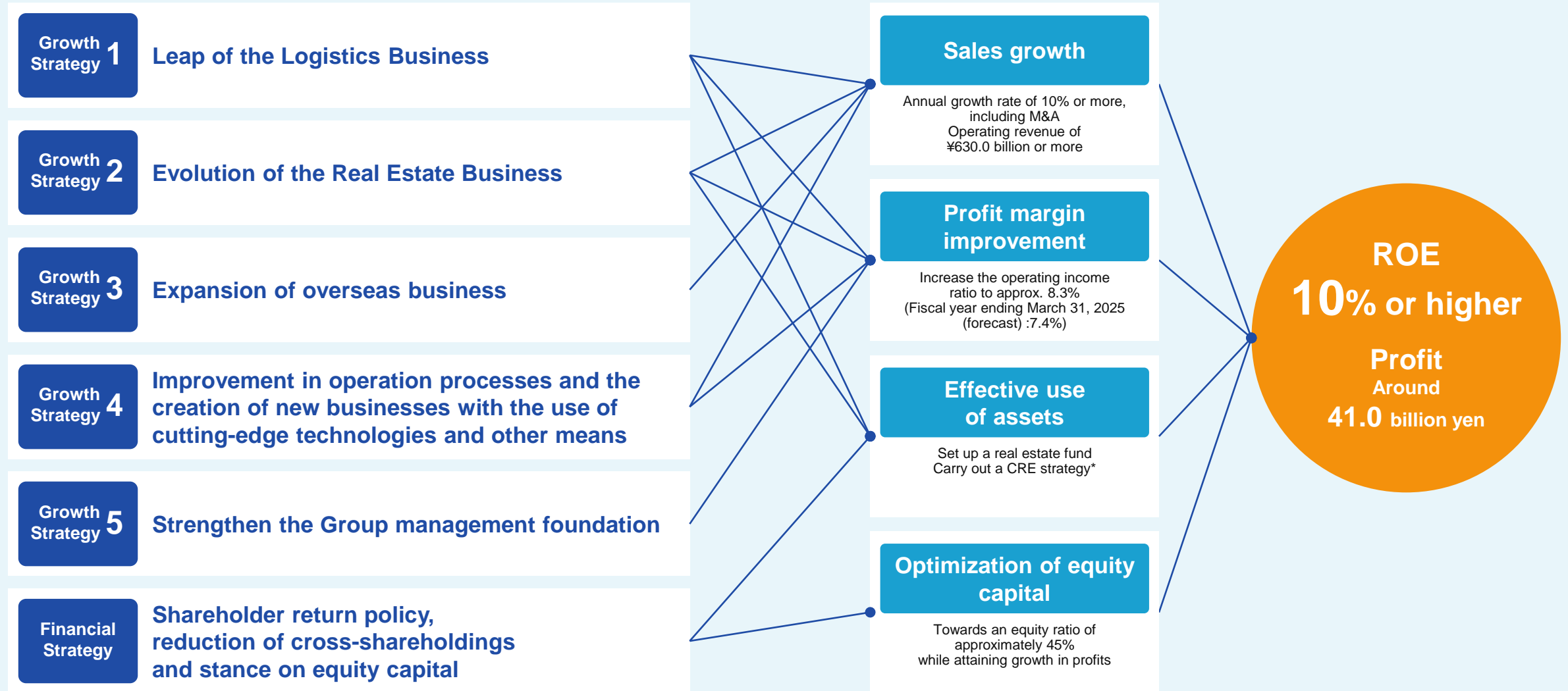
**DX investment**  
**35.0 billion yen**

**Investment for replacement**  
**80.0 billion yen**

**Growth investment**  
**475.0 billion yen**



- Carry out the five growth strategies and financial strategies with a view to attaining ROE of 10% or more in FY2030

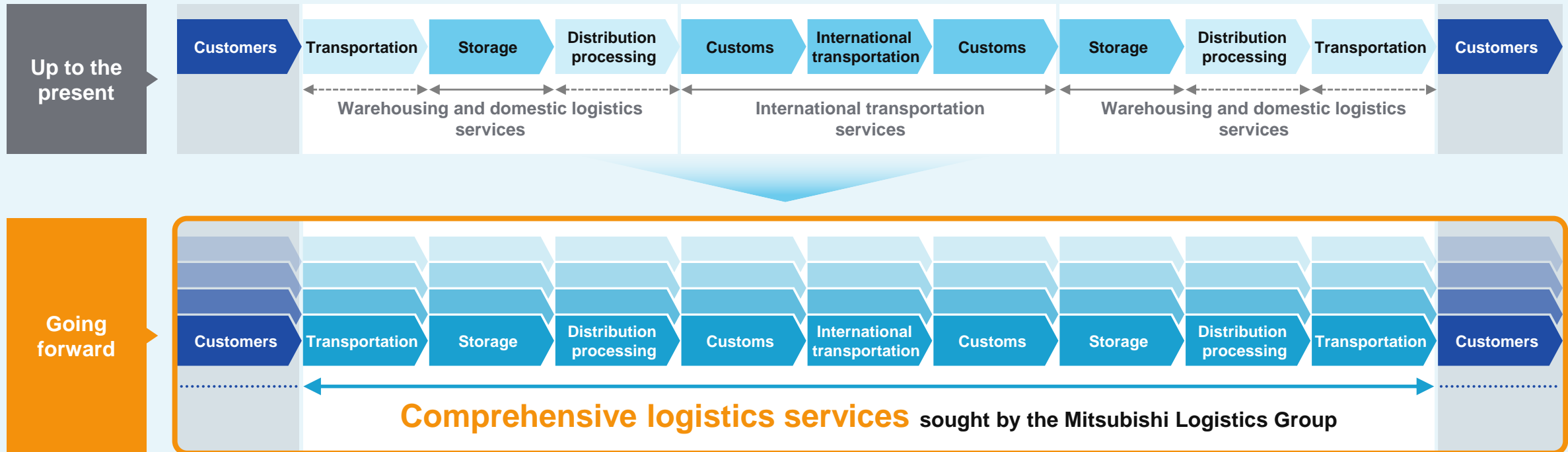


\*Corporate Real Estate (CRE) strategy is the concept of maximizing the efficiency of investment in Real Estate by reviewing Corporate Real Estate from a management strategy perspective from the viewpoint of "enhancing corporate value."

- Integrate the warehousing and international transportation departments and seek strategic collaboration with outside partners to propose optimal solutions for customers' supply chain issues and to provide comprehensive logistics services worldwide

## Specific measures for realizing comprehensive logistics

- **Reshuffle the sales organization** to meet the diverse needs of customers and to offer comprehensive logistics services
- **Strengthen account management** to enable services best suited to customers
- **Increases bases in Japan and abroad** to expand our service coverage areas and optimize customers' supply chains to make society more sustainable together with customers
- Make use of outside resources without limiting ourselves to our own assets to **increase and improve service options such as distribution processing, transportation and e-commerce logistics**



- Promotion of category strategies based on the business environment and Mitsubishi Logistics Group's strengths, with focus areas defined as medical and healthcare, food and beverages, automobiles, machinery and electronics, materials and consumer goods

	Business Environment		Mitsubishi Logistics Group's Strengths		Targeted Direction
<b>Medical and healthcare</b>	<ul style="list-style-type: none"> <li>Expansion of demand for response to GDP*</li> <li>Increase in cargo requiring strict temperature control due to diversification of drug discovery modalities</li> <li>Expansion of pharmaceutical markets in Europe and the United States</li> </ul>	×	<ul style="list-style-type: none"> <li>GDP-compliant Pharmaceuticals Transportation Network</li> <li>Pharmaceutical Logistics Data Platform</li> <li>High-performance warehouses and transportation systems for a wide range of temperatures</li> <li>US and European bases strengthened by Cavalier's M&amp;A</li> </ul>	→	<p><b>Deepening pharmaceutical ecosystem</b></p> <p><b>Developing markets in the US and Europe</b></p>
<b>Food and beverages</b>	<ul style="list-style-type: none"> <li>Increasing demand for cold chain and distribution processing due to lifestyle changes</li> <li>Increasing awareness of food safety and quality control due to economic growth and improved income overseas</li> </ul>	×	<ul style="list-style-type: none"> <li>Extensive customer base and know-how in Japan</li> <li>Large number of bases in port areas serving as import routes</li> <li>Cold chain network strengthened through collaboration with domestic and overseas partners</li> </ul>	→	<p><b>Strengthening cold chain business</b></p> <p><b>Expansion of business in distribution processing</b></p>
<b>Automotive machinery and electronics</b>	<ul style="list-style-type: none"> <li>As CASE progresses, new manufacturers enter the market, and the supply chain changes due to the increase in the number of consolidations among completed vehicle manufacturers</li> </ul>	×	<ul style="list-style-type: none"> <li>Excellent customer base and know-how in Japan</li> <li>Rich network of automobile-related logistics</li> <li>Fuji Logistics' rich track record of handling</li> </ul>	→	<p><b>Expansion of handling of automobile-related logistics</b></p> <p><b>Increased handling of semiconductors and electric power infrastructure-related logistics</b></p>
<b>Materials</b>	<ul style="list-style-type: none"> <li>Fields where Japanese companies are strong, and the supply chain is wide</li> <li>Increased demand for related materials as decarbonization and digitalization progress</li> </ul>	×	<ul style="list-style-type: none"> <li>High-quality logistics services</li> <li>Know-how for handling chemicals backed by a wealth of experience</li> </ul>	→	<p><b>Expansion of handling through total logistics services</b></p> <p><b>Strengthening high-quality logistics services</b></p>
<b>Consumer goods</b>	<ul style="list-style-type: none"> <li>Expansion of e-commerce demand in Japan</li> <li>Expansion of the D-to-C market</li> </ul>	×	<ul style="list-style-type: none"> <li>Know-how cultivated through the operation of EC centers</li> <li>Provision of services utilizing facilities other than in-house facilities</li> </ul>	→	<p><b>Targeting the D-to-C market</b></p> <p><b>Strengthening services through collaboration with partner companies</b></p>

\*Quality management standards in the distribution process of pharmaceuticals



- Profits Target: FY2024 ¥12.0 billion ⇒ FY2030 ¥29.0 billion

### Medical and healthcare

#### Deepening and expanding the Pharmaceutical Logistics ecosystem

- Sales expansion of the GDP-compliant Pharmaceutical Transportation Network (DP Cool, DP Green)
- Expansion of cold storage facilities to handle refrigerated and frozen pharmaceuticals, regenerative medicine products, and investigational drugs in response to changes in drug discovery modalities
- Expansion of ML Chain coverage and users

#### Expansion of Western markets through synergies with Cavalier

- Expansion of pharmaceutical warehouses in the continental United States
- Expansion of bases in Europe
- Provision of services as Japanese companies advance into Europe and the United States

### Food and beverages

#### Strengthening cold chain business in Japan and ASEAN

- Expansion of cold storage warehouses in Japan and overseas
- Deepening business alliance with KRS Corporation
- Utilization of ITL infrastructure

#### Expansion of business by strengthening distribution processing functions

- Expansion of repacking and inspection services in response to increasing demand for frozen foods
- Optimization of domestic logistics by conducting part of the manufacturing process at port warehouses along the import route

### Automotive machinery and electronics

#### Expansion of handling of automobile-related logistics in response to changes in the supply chain as CASE progresses

- Proposal of a full lineup of automotive parts logistics services (BPO, PDI\*, ocean freight handling, packaging, parts center, motor pool, JIT delivery, etc.)
- Widely expand the know-how accumulated in handling emerging EV manufacturers
- Expansion of coverage area by strengthening cooperation regardless of the location of the company's base

#### Expansion of the handling of semiconductor and electric power infrastructure-related Logistics

- Expansion of the semiconductor and electric power infrastructure-related logistics, which is expected to grow, in Japan and overseas, based on the strength of Fuji Logistics

### Materials

#### Expanding services through total logistics services

- Providing intra-regional logistics for the ASEAN area and international logistics for Europe, the U.S. and other regions, targeting materials with high versatility and global demand
- Strengthening in-house service networks by establishing in-house bases in India, Poland, and other regions and strengthening partnerships with promising distributors

#### Enhancing high-quality logistics services

- Efficiency and visualization of logistics processes using DX
- Development of new transportation services, such as optimization of transportation routes, by expanding the international shipping network
- Proposal for environmentally friendly logistics

### Consumer goods

#### Targeting the D-to-C market

- Expansion of EC centers
- Improvement of work productivity by promoting DX and upgrading warehouse functions
- Utilization of know-how cultivated in B-to-B business (Pharmaceutical Equipment Law, meter reading work, RFID, etc.)

#### Strengthening services through cooperation with partner companies

- Strengthening partnerships with service companies with strengths in EC logistics
- Deepening cooperation with Sumally, a startup company we invested in

\*PDI stands for pre-delivery inspection.

- Increase and improve high value-added and high-quality service options that help construct sustainable logistics networks by accelerating M&A transactions, alliances and DX and by restructuring the organization in the logistics department

### Increase service options

- **Develop high value-added services**
  - Accumulate and spread information obtained through offering on-site services close to customers
  - Strengthen marketing functions for analyzing markets and customers
    - Combine information gained by the two approaches to develop and provide services that are truly valuable to customers
- **Increase logistics service options**
  - Enhance transportation centered on Ryoso Transportation Co., Ltd. and Dia Pharmaceutical Network Co., Ltd. with a view to solving the so-called 2024 problem (eliminating the multi-tier subcontracting structure)
  - Expand the number of facilities with the use of rented warehouses
  - Respond to needs for distribution processing and business process outsourcing (BPO)
  - Develop and propose new services that help customers reduce their GHG emissions with the use of rail transport, domestic shipping and other means

### Improving the quality of services

- **Standardize operations and enhance their quality by carrying out the Smart Hybrid Warehouse\*<sup>1</sup> initiative and the Smart Terminal Project\*<sup>2</sup>**
  - Provide sustainable logistics services even amid the accelerating labor shortage
- **Improve the functions of the digital platform for international transportation**

\*1 An initiative combining frontline execution capabilities that leverage analog wisdom that supports on-site operations and cutting-edge technologies in operations inside warehouses with the objective of raising service quality and productivity through improved operation processes

\*2 A project aimed at revising and improving operation processes concerned with paperwork at container terminals

Promoting M&A activities and alliances

DX promotion

Restructure the organization in the logistics department

- Expand the business into a new asset class where synergy with the Logistics Business is anticipated
- Launch an overseas real estate business to achieve business expansion
- Launch an asset management business to enable the asset turnover business to start full operation
- Carry out redevelopment of facilities owned and acquire core neighboring assets systematically with an eye to FY2031 and beyond

### Launch a logistics real estate business

- Develop and acquire logistics real estate that is expected to produce synergy with the Logistics Business in Japan and overseas
- Expand the business outside Japan with the use of the existing global network

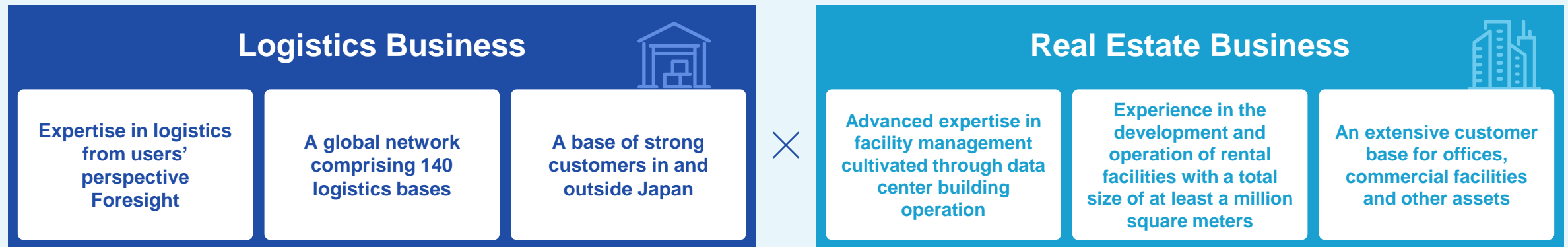
### Launch an overseas real estate business

- Launch an overseas real estate business dealing mainly with logistics facilities and additionally with condominiums and office buildings in ASEAN, the United States, Australia and elsewhere
- Build a network with real estate developers in Japan and overseas to realize continuous transactions

### Start operation of the asset turnover business in earnest

- Build a real estate fund worth around ¥30.0 billion by FY2027 and run an asset management business with existing owned properties and new ones as seed assets
- Set a target fund size for FY2030 of ¥80.0 billion  
Develop new properties or carry out value enhancement after acquiring profitable properties in Japan and overseas to sell them to the fund or to markets

- Seek synergy between the Logistics Business and the Real Estate Business to increase corporate value



Expand the development and operation of logistics real estate

- As a logistics operator, select properties with features and at locations that satisfy users
- Develop hybrid facilities that combine rental facilities with those for our own use to speed up the expansion of our bases
- Offer logistics services inside the rental facilities
- Develop facilities in an approach that introduces real estate financing methods to boost asset efficiency

Expand the overseas real estate business

- Expand the overseas business with the use of functions of overseas subsidiaries (Reduction in labor and costs for overseas expansion such as Market research, information gathering, development of partnerships and the establishment of overseas subsidiaries)

- Expand overseas business by identifying areas where growth is to be accelerated
- Accelerate business growth through partnership strategies with leading logistics business companies
- Reorganization to expand overseas business
- Strengthen local sales by local staff

	ASEAN	North America	India	Europe	China
Logistics	◎	◎	◎	○	◆
Real Estate	◎	○			
Main Initiatives	Expansion of domestic logistics business and integrated transportation business for Europe, the United States, and intra-regional routes	Realization of synergy with Cavalier	Establishment of a local subsidiary used as an opportunity to expand handling	Development of the Eastern European market Expansion of bases in priority categories such as medical and healthcare	Domestic logistics business

FY2030  
Overseas sales target

Twice or more compared to FY2024

◎: Highest priority area ○: priority area ◆: maintenance area

- Promote strategies by area in top priority areas

## ASEAN

### ASEAN Strategy

- Expansion of warehousing and distribution center operations in major cities in the region (Jabodetabek, Surabaya, Ho Chi Minh, Hanoi, Da Nang, Can Tho, Kuala Lumpur, Johor, Bangkok, Laem Chabang, Singapore, etc.)
- Expansion of integrated transportation to Europe, the United States, and intra-regional routes
- Expansion of international shipping networks to meet increasingly complex supply chains, development of new transportation services, and reinforcement of in-house service networks, including agencies
- Deepening sales activities for non-Japanese (foreign and local affiliates) companies
- Expansion of the Real Estate Business, mainly targeting logistics real estate but also covering condominiums, with local leading operators as partners in Thailand, Vietnam, Indonesia, etc.

### Major initiatives in each country

- Indonesia: Expansion of cold chain logistics through construction of MM2100\* Phase 2 warehouse and expansion of truck network
- Vietnam: Expansion of cold chain logistics and distribution of dangerous goods using ITL assets
- Malaysia: Revenue growth through enlargement of Fuji Logistics warehouse and expansion of semiconductor logistics starting from the warehouse

## North America

### Expansion in the medical and healthcare fields through synergies with Cavalier

- Joint sales through sharing know-how and customer base
- Expansion of North American bases with Real Estate Business (North Carolina, Newark, etc.)
- Expansion of global services in regenerative medicine, including ultra-low temperature products
- Development of new government services

### Strengthening customs operations in response to the increasing complexity of the tariff system

- Strengthening the system through collaboration with Cavalier
- Consideration of strengthening by utilizing external resources

### Real Estate Business

- Development of Real Estate Business targeting housing in addition to logistics real estate

## India

### Expansion focused on the machinery and electrical machinery field, leveraging the opportunity created by Fuji Logistics' entry into the market

- In line with the expansion of existing customer bases, expansion of contract area centering on in-plant logistics
- Provision of total logistics services in cooperation with Mitsubishi Logistics India for international logistics including maritime and air transport in addition to logistics

### Capturing logistics demand from Japanese companies that are accelerating their expansion into India

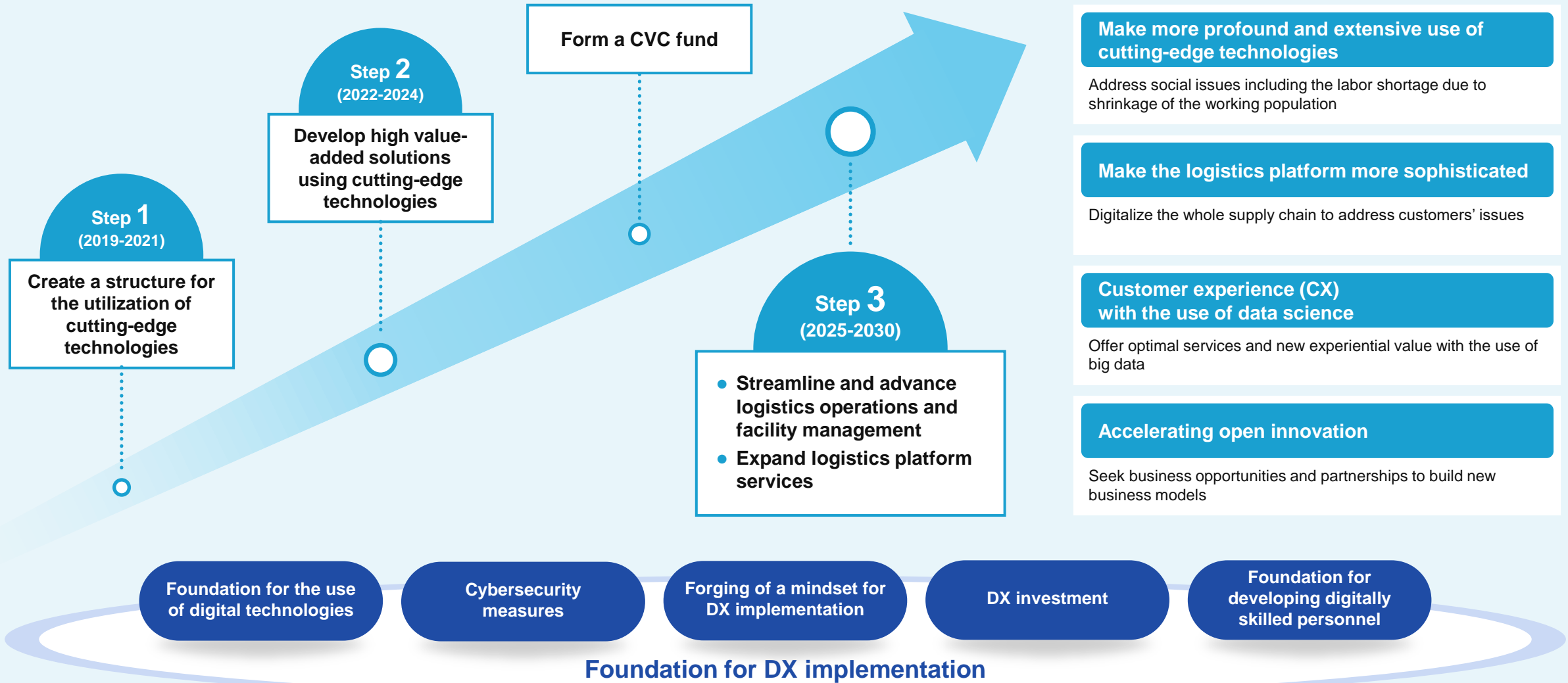
- From outsourcing to setting up our own bases
- Capture demand of the Group's major customers for logistics from Japan and other Asian countries
- Acquisition of export cargo handling operations from India by Japanese companies

### Establishment of business base in the Global South

- Establishment of logistics business base in India (Chennai, Pune, Mumbai, etc.)
- A foothold for expansion into the Middle East and Africa

\*MM2100 Industrial Park is the closest industrial park to the Special Capital Region of Jakarta

- Introduce cutting-edge technologies vigorously to address social issues through both the Logistics Business and the Real Estate Business and to achieve business growth



## Specific measures under the DX strategy

### Make more profound and extensive use of cutting-edge technologies

- Introduce the Smart Hybrid Warehouse initiative to all branches to concentrate and streamline operations in warehouses
- Introduce automated warehouses, robots and others to step up automation and laborsaving in warehouse work
- Make greater use of generative AI and RPA\* and encourage citizen development to automate and streamline clerical operations

### Make the logistics platform more sophisticated

- Enhance functions of the ML Chain logistics data platform for pharmaceutical products and increase the number of users
- Enlarge the area of management to visualize the whole supply chain in the life cycle of pharmaceutical products
- Construct a digital platform for international transportation to digitalize forwarding operations

### Customer experience (CX) with the use of data science

- Visualize the state of international transportation and greenhouse gas emissions and offer consulting services and others with the use of supply chain analysis tools
- Help customers to make decision by analyzing base locations and optimizing inventory management

### Accelerating open innovation

- Build closer partnerships with investors, partner companies, customers and others to accelerate innovation based on co-creation
- Strengthen collaboration with new start-up companies through the CVC fund (An investment fund worth around ¥5.0 billion is in operation.)
- Construct an ecosystem including the new distribution platform that supports foods and medical care to create new business opportunities and to provide high value-added services

\*Robotic Process Automation: software bots that automate tasks on a personal computer.



- Construct a corporate department that will serve as a foundation for business promotion towards dynamic growth

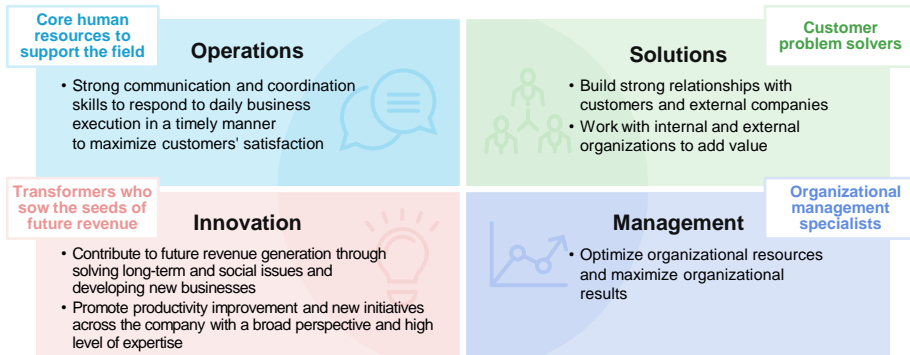


- We place “human resources” as the source of value creation and promote the enhancement of human capital to realize Purpose, MLC2030 Vision and Business Plan

### Human resources strategy to achieve the business strategy

Investment in placement, recruitment, and development will be made to fill the gap between the current state and the quality and quantity of human resources needed to achieve the business strategy, a gap that has been identified through the development of the human resources portfolio.

#### Four Categories Within the Human Resources Portfolio



#### Placement of Human Resources

- Career path development and talent management

#### Recruitment

- Career recruitment of professionals who are responsible for implementing new challenges (M&A, DX, etc.) and growth strategy

Establishment of an organization dedicated to recruitment and training

#### Human Resource Development

- Expansion of MLC Academy



### Activating individuals and organizations to promote challenge and innovation

#### Improvement of Engagement (pursuit of motivation and ease of work)

- Implementation of town hall meetings
- Promotion of occupational health and safety management
- Improvement of office environment

#### Promotion of DE&I (creating a diverse and well-connected organization)

- Promotion of active participation of women
- Promotion of flexible working styles

#### Organizational Culture Reform to Support Challenges (support for autonomous career development)

- Expansion of open recruitment programs and overseas dispatch programs



### Implement group management



- **Set up an organization dedicated to implementation of Group management**
- **Accelerate the process for maximizing synergy under the growth plan**
- **Advance strengthening of Group companies and streamlining of management**  
Implement cross-departmental human capital management in the Group, expand MLC Academy to the entire Group, implement shared services, integrate financial functions (such as fund management and procurement) and fund management functions, and integrated purchasing

### Step up public relations and investor relations operations



- **Set up an organization dedicated to enhancing investor relations activities**
- **Newly organize business plan briefings**
- **Hold small meetings with the president for institutional investors and securities analysts**
- **Organize briefings for overseas investors**
- **Organize briefings for individual investors and participate in investor relations fairs**
- **Bolster public relations activities for increasing the name recognition and the understanding of Mitsubishi Logistics**

### Increase the value of the Group's assets



- **Set up an organization dedicated to CRE. Transfer the authority to manage owned assets from business divisions and shift to a system under which assets are under centralized management**
- **Encourage the effective use of in-house assets to improve capital efficiency**  
Make a determination of whether specific assets fall under core assets or non-core assets on a regular basis and redevelop and enhance the value of facilities or sell them according to the results

### Strengthen risk management



- **Set up an organization dedicated to risk management**
- **Construct and operate an enterprise risk management (ERM) system geared to increasing risks following expansion of the business scope**
- **Build up capacity to respond to emergency situations (improve resilience)**
- **Construct a computer security incident response team (CSIRT) and expand the scope of the incidents it deals with**
- **Step up cybersecurity measures for the core systems in the Port and Harbor Transportation Business**

- Following the formulation of our Purpose, we revised our materialities to further promote sustainability management efforts
- Continue to provide sustainable value for economy, environment and society by addressing materialities through infrastructure services in Logistics and Real Estate sectors

	Materialities	Major initiatives	2030 target
<div style="background-color: #4a7ebb; color: white; padding: 5px; text-align: center;">Economy</div> <div style="background-color: #0072bc; color: white; padding: 5px; text-align: center;">Society</div>	Create innovation with the use of advanced technologies and through diverse partnerships	Accelerate technological innovation and collaboration	<b>DX investment 50.0 billion yen</b> <small>(in cumulative total for the ten-year period until FY2030)</small>
	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	<b>Increase engagement score</b>
<div style="background-color: #4caf50; color: white; padding: 5px; text-align: center;">Environment</div>	Reinforce measures to work on climate change and protect the environment	Reduce GHG (greenhouse gas) emissions	
<div style="background-color: #e57373; color: white; padding: 5px; text-align: center;">Governance</div>	Ensure compliance rigidly and respect human rights	Achieve zero human rights problems and zero compliance violations	<ul style="list-style-type: none"> <li>• Achieve zero human rights incidents and zero compliance violations</li> <li>• Achieve zero serious information security incidents</li> </ul>
	Strengthen risk management	Zero serious 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



Offering 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

- Develop a space-related business, a grid storage battery business, a land-based aquaculture business and other new businesses in which market growth is expected, to solve social issues

## Space-related business



- Contribute to the realization of an affluent and sustainable society through logistics and real estate
- Address social issues and strive to increase corporate value
- Work with start-up companies and companies in different sectors to accelerate the creation of new businesses



- Construct a new industrial base in accordance with the Fukushima Innovation Coast Framework
- Stimulate regional industries to generate liveliness in the region and accelerate its reconstruction
- Construct a system of collaboration with businesses to facilitate the creation of innovation



### Try to develop next-generation businesses together with Minamisoma City Government aiming for creative reconstruction

- Operate incubation facilities and construct research and development facilities as well as logistics facilities
- Support start-up companies in the space industry and other next-generation industries
- Develop new businesses in logistics-related industries and next-generation industries



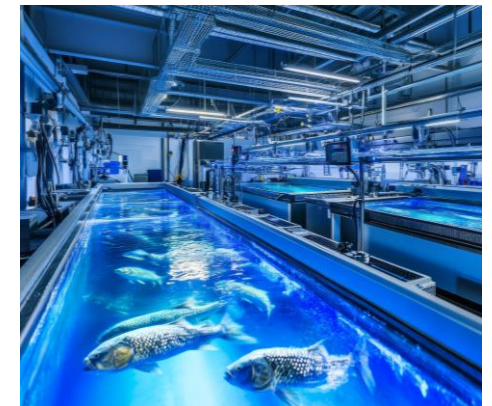
## Grid storage battery business

- Make effective use of underutilized land holdings to launch a grid storage battery business that helps to adjust power supply and demand
- Effective use of renewable energy to address energy issues, which are key priorities for Japan
- Make use of expertise in operation of power-related facilities cultivated through 50 years of operation of data center buildings



## Land-based aquaculture business

- Launch a land-based aquaculture business with the use of robust warehouse facilities located close to metropolitan areas and the sea
- Serve to address the issues in Japan's fishery industry and the global protein crisis arising from population growth and climate change
- Aim to realize a new supply chain from the fishery industry to consumers by combining the know-how we have established in temperature control transportation and facility maintenance through our experience in pharmaceutical logistics and building operations, with the aquaculture expertise of our partner company





# Mitsubishi Logistics

Supporting Today, Innovating Tomorrow.

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