

Mitsubishi Logisnext Co., Ltd.

Logisnext

Logistical Equipment & System Solutions Next

Mitsubishi Logisnext

Integrated Report 2025

Our Purpose

We positively impact the lives of people around the world by demonstrating a pioneering spirit and using emerging technologies to deliver safe, automated and decarbonized logistics solutions

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Page 19 | **Special Feature: Breakthrough in the Logistics Solutions Business**
Delivering Logistics Solutions That Meet the Connectivity Needs



Page 24 | **Special Feature: Participation in the Expo 2025 Osaka, Kansai**
Cultivating an outward-engaging, externally learning corporate culture through participation in the Expo 2025 Theme Weeks



Page 12 | **Message from the President**
We will accelerate our transformation toward becoming a true global company.

Yuichi Mano
 President and CEO



Page 17 | **Message from the CFO**
We will assess changes in the business environment with precision and prioritize improving financial soundness and optimizing capital allocation.

Takatoshi Uno
 Director, Senior Vice President, CFO, Division Head, General Manager, Corporate Strategy and Planning Office in charge of Corporate Finance and Accounting Headquarters



Page 28 | **Message from the Head of the Engineering Headquarters**
Through global technical collaboration, we create value in safety, automation, and decarbonization.

Hiroyuki Sugiura
 Director, Executive Officer
 Head of Engineering Headquarters



Page 30 | **Message from the Head of the Administration Headquarters**
We will address the strengthening of human capital and governance, which form the foundation of our management, from a global perspective.

Kazuki Tanaka
 Executive Officer
 Head of Administration Headquarters



Corporate Philosophy

Logisnext

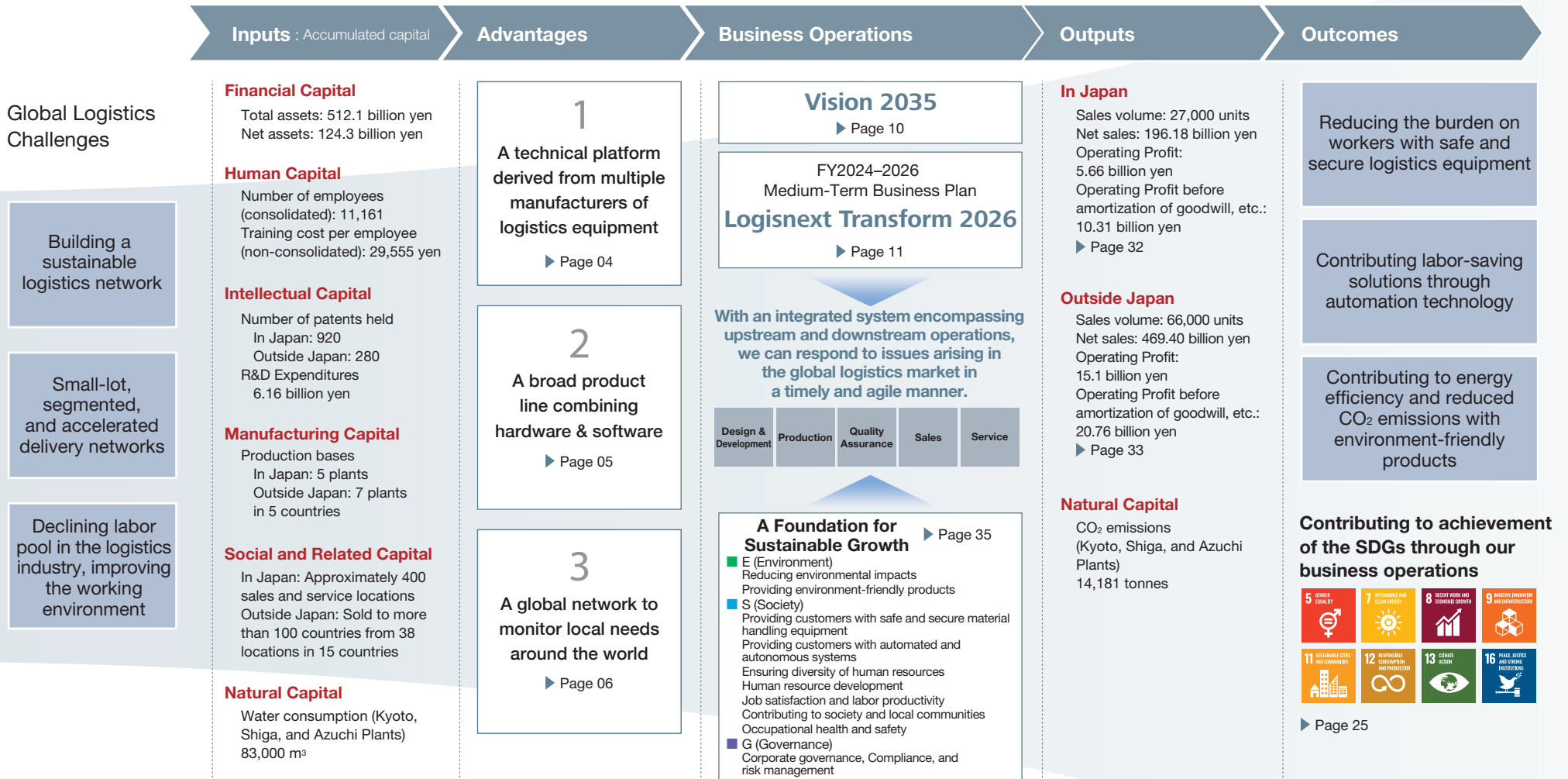
Logistical Equipment & System Solutions Next

Moving the world forward as the leading provider of innovative logistics and material handling solutions

Management Policy



As a comprehensive manufacturer of logistics equipment, we create value for society by providing solutions in the global logistics market



Our Purpose

We positively impact the lives of people around the world by demonstrating a pioneering spirit and using emerging technologies to deliver safe, automated and decarbonized logistics solutions

Our technological platform is derived from multiple material handling equipment manufacturers that have created many “Japan firsts” and “world firsts.”

Origins of Our Advantages


1937–
Nippon Yusoki Co., Ltd.

1970–
Forklift Division, Mitsubishi Heavy Industries, Ltd.


1949–
TCM Corporation

1957–
Nissan Forklift Co., Ltd.


Establishing a solid footing in the Japanese market



1939
Electric forklift developed.



1958
PLATTER stand-on electric reach forklift developed.



1971
Automated guided forklift developed and introduced.

Focused on Europe and North America



2009
4- and 5-tonne hybrid forklifts introduced.

Advantages in large vehicles for handling specialized cargoes




1949
Completed Japan's first engine-powered forklift (certified in 2010 as an element of Japan's Mechanical Engineering Heritage by the Japan Society of Mechanical Engineers).




2008
Hybrid transfer crane wins the second Japan Material Handling Grand Prize.

Accumulated expertise in incorporating automotive technology and in-house engine innovations in product development



1975
Nissan Motor starts production at the Murayama Plant (following a transfer from the Nissan Shatai Kyoto Plant).



1986
Production and sales of H01 and H02 Series small engine vehicles with full floating cabs begins.



Brands for the Japanese market

PLATTER



バッテリーフォークリフト

PLATTER Auto



Logisnext Solutions

ERSIS



三菱フォークリフト

FX



TCM フォークリフト

Transfer crane



TCM 特殊搬送車両

Brands for the international market



NICHYU
ELECTRIC FORKLIFT



MITSUBISHI
FORKLIFT TRUCKS

CAT
Lift Trucks




TCM

UNICARRIERS

Our Technological Advantage

Technology for automation and unmanned operation



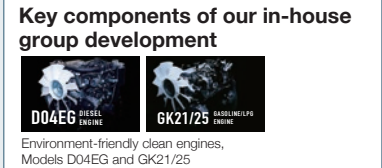
ISynX
ISynX autonomous and intelligent solutions

Environmental performance



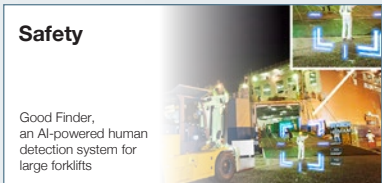
F-ZERO
New rubber-tired gantry crane

Key components of our in-house group development



D04EG DIESEL ENGINE **GK21/25 GASOLINE/PEOP ENGINE**
Environment-friendly clean engines, Models D04EG and GK21/25

Safety



Good Finder, an AI-powered human detection system for large forklifts

Incorporating development and design innovations targeting enhanced functionality and ease of use




An extensive product line supporting all aspects of logistics by combining hardware and software

Transportation

We support the safe and efficient transportation of a variety of materials and products in and between various locations, including indoor environments such as warehouses and low-temperature storage, and outdoor environments such as ports and in-between factories.



Reach-type forklift



Reach Stacker



Automated guided vehicle



Rubber-tired gantry crane

Storage

We contribute to not only the space efficiency, but also the time efficiency through work process improvement, such as location management based on the frequency of warehouse utilization, and the automation of routine operations.



Automated warehouse



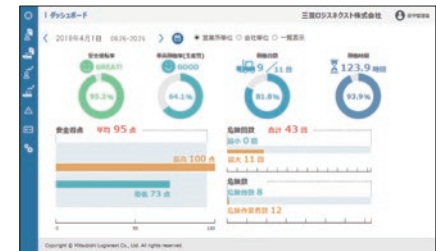
Order picker



Lateral stacking truck

Management

By real-time monitoring of various data including product storage and forklift operational status, we enhance operational efficiency and safety.

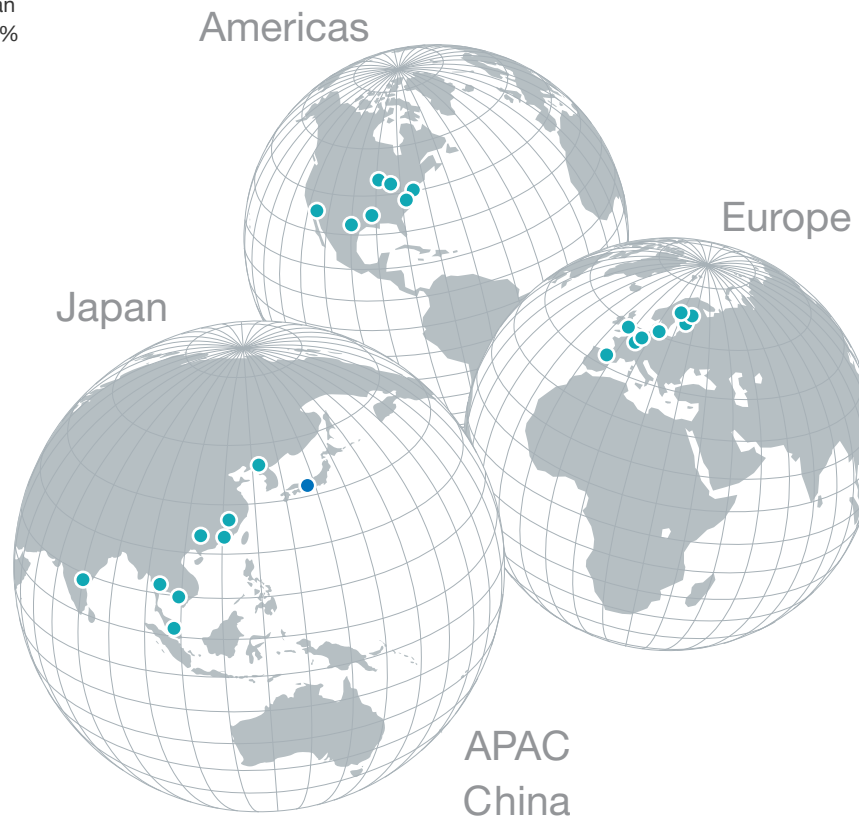
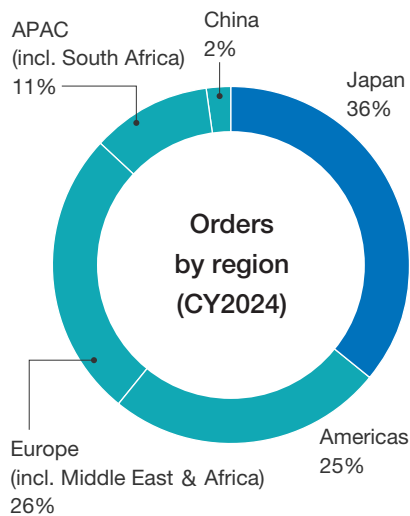
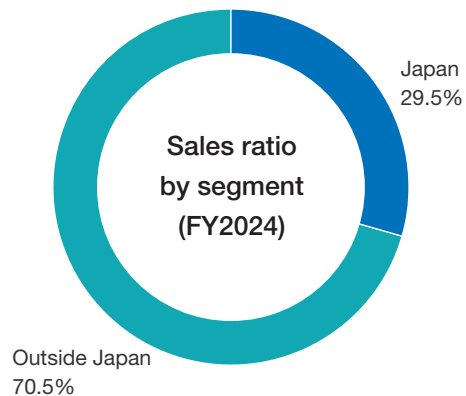


LVS forklift operation management system



Service-based troubleshooting system

Our global network identifies the local logistics needs of countries around the world and responds with local production for local consumption



Global Network and Regional Strategies

Japan

This market has a stable business foundation, supported by a robust sales and service network, with customers demonstrating high trust and strong brand awareness of our products.

Strategy

We aim to enhance profitability by advancing system solutions, automation, and labor-saving technologies, including the integration of peripheral equipment, while increasing service revenues through the use of digital tools to improve operational efficiency.

Americas

The markets of the Americas lead the world economy. In the Americas, where demand is high, we have built a strong sales and service network and have developed diverse alliances. We position these as the most important markets because they drive our international operations.

Strategy

We are striving to introduce new battery-powered vehicles and increase our production capacity to support their growth. Additionally, we will work to accelerate the transition to battery-powered vehicles by expanding sales of AGFs / Automated Guided Vehicles (AGVs) and enhancing our system engineering capabilities.

Europe

Europe is at the forefront of logistics. With our ability to develop products that meet customer needs, we emphasize steady growth as we pursue our global operations.

Strategy

As part of our commitment to cutting-edge technology, we are advancing the development and launch of an integrated control system designed to enhance human-machine cooperation*. Simultaneously, we are focused on expanding the global reach of the counterbalanced battery-powered AGF forklift truck, originally developed in Europe.

* Refers to the collaborative work of humans and machines.

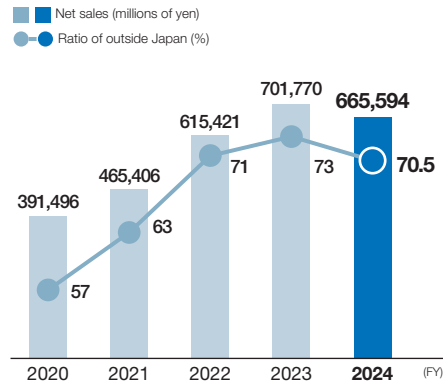
APAC (Asia and the Pacific) / China

The logistics equipment market in China continues to grow, while the APAC market is anticipated to expand rapidly in the future, driven by factors such as the relocation of supply chains from China. To capture this market growth, our company will revamp our product and sales strategies.

Strategy

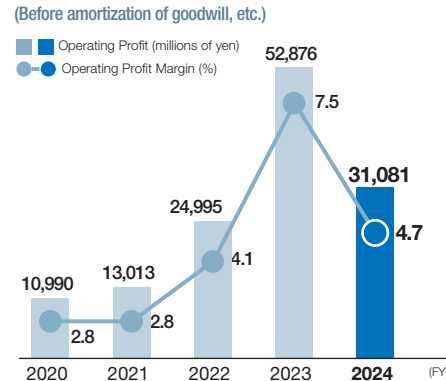
We will endeavor to enhance our competitiveness and enter new markets by launching cost-competitive products and exploring emerging markets, while also boosting the efficiency of our production and sales functions.

Net Sales / Ratio of Outside Japan



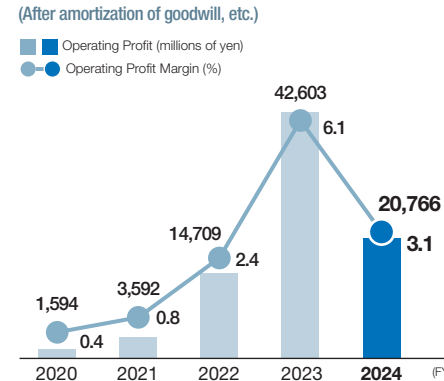
Despite the effects of price optimization measures and the weaker yen, net sales amounted to 665.594 billion yen, due to the impact of delays in engine certification in North America as well as inventory adjustments by distributors. Of this total, domestic business accounted for 196.186 billion yen, while overseas business amounted to 469.408 billion yen.

Operating Profit / Operating Profit Margin

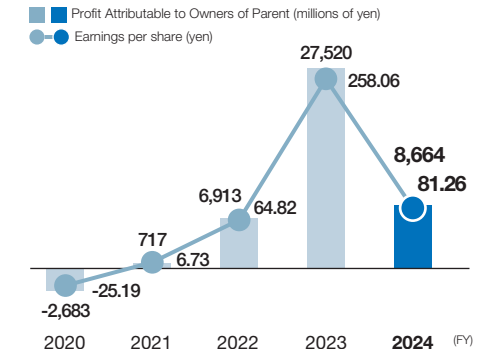


In addition to the decline in sales in the Americas, profits decreased year on year due to the occurrence of temporary costs, including disposal losses and valuation losses on production parts and finished products associated with the transition to new engines. In the domestic business, profits increased year on year, supported by the impact of the weaker yen on exports as well as the contribution from price optimization amid steady domestic sales. In the overseas business, profits declined year on year, as a significant drop in sales combined with temporary costs arising from delays in engine certification weighed on performance.

Operating Profit / Operating Profit Margin

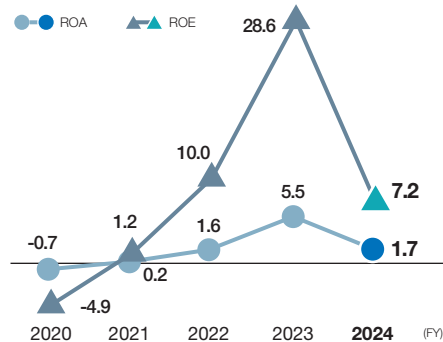


Profit Attributable to Owners of Parent / Earnings per Share



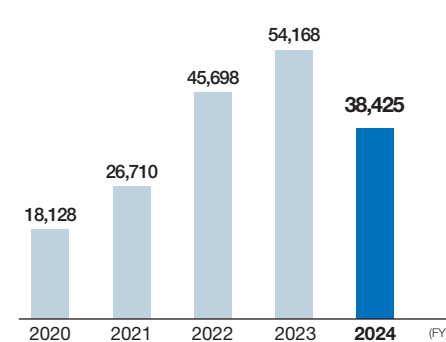
Although a gain on the sale of fixed assets was recorded, profit decreased year on year due to the recognition of a loss on the sale of a sales subsidiary in China, impairment losses on fixed assets at a domestic engine manufacturing subsidiary, and the recording of provisions to cover contingent losses related to certification delays in North America.

ROA / ROE (%)



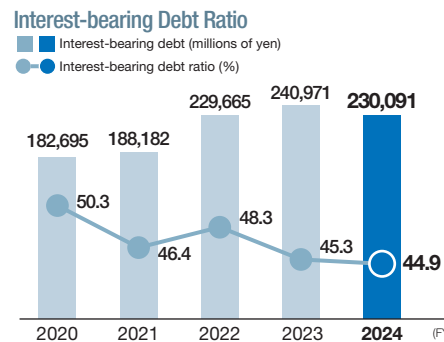
Due to the decrease in profit attributable to owners of the parent, ROA deteriorated to 1.7% and ROE to 7.2%.

Capital Expenditure (millions of yen)



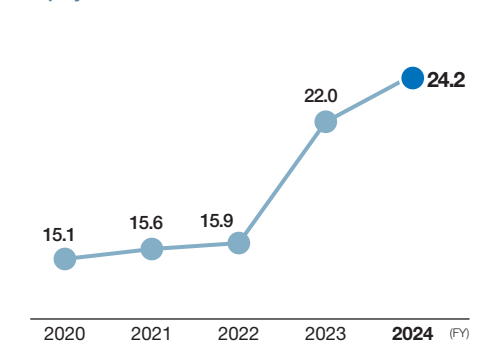
Our capital expenditures were 38.425 billion yen. Our book value investments consisted of the following: 11.556 billion yen was attributable to our business in Japan, mainly investments in forklift vehicles by sales subsidiaries for leasing and rental, while 27.712 billion yen was attributable to our business outside Japan, mainly investments in forklift vehicles by sales subsidiaries for leasing and rental as well as the purchase of machinery and equipment.

Interest-bearing Debt / Interest-bearing Debt Ratio

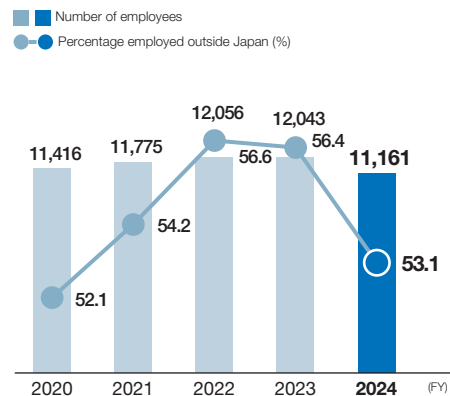


In fiscal 2016, we took on a large amount of debt to acquire shares of UniCarriers Corporation, so interest-bearing debt remains high compared to the scale of our business. We intend to increase free cash flow in order to improve our equity ratio as we continue to focus on strengthening our financial base.

Equity Ratio (%)

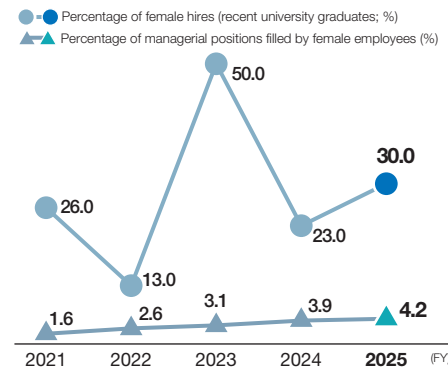


Personnel



The company employed 5,231 employees in its businesses in Japan and 5,930 employees in its businesses outside Japan, for an international employee ratio of 53.1%.

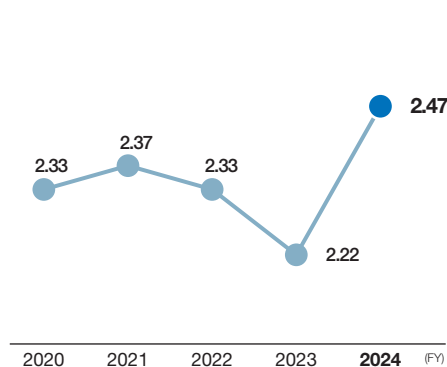
Percentage of Female Hires (Recent University Graduates) and Female Managers*1



We remain focused on promoting diversity, which includes the active participation of our female employees. Under our Action Plan, which is related to Japan's Act on Promotion of Women's Participation and Advancement in the Workplace, we have adopted a target of 5% for female managers and 20% for new female hires. We are committed to achieving these targets.

* 1 As of April 1

Percentage of Employees with Disabilities (%)



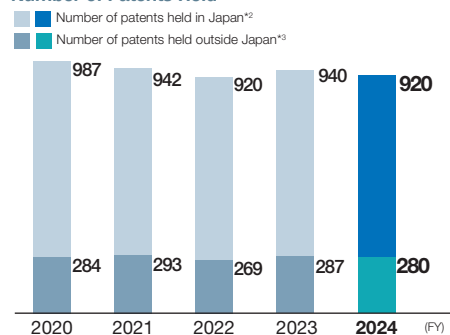
We are focused on creating a workplace in which individuals, regardless of their disability, can play an active role in accordance with their wishes and abilities.

Occurrence of Occupational Accidents

		Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Mitsubishi Logisnext	Accidents with lost time	5	1	0	2	4
	Accidents without lost time	12	8	21	17	11
Our affiliates	Accidents with lost time	0	1	0	1	2
	Accidents without lost time	9	6	6	8	3
Direct sales companies in Japan	Accidents with lost time	12	14	18	16	12
	Accidents without lost time	47	39	32	26	23
Production bases outside Japan	More than accidents without lost time	34	46	56	53	31

We remain focused on ensuring a safe and secure workplace environment in a multifaceted manner by adhering to our Group's safety credo: "Safety is the foundation of all that we do."

Number of Patents Held

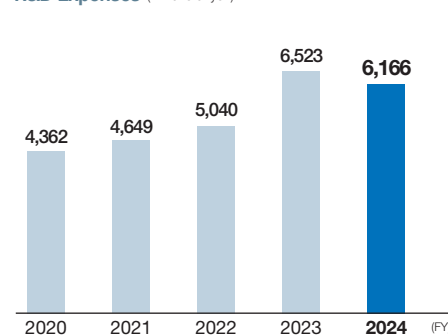


We have established a rewards system that motivates our employees to be inventive, and we are working to acquire intellectual property and enhance our intellectual creativity.

*2 Patents filed by the Company in Japan and patents owned by the Company in Japan

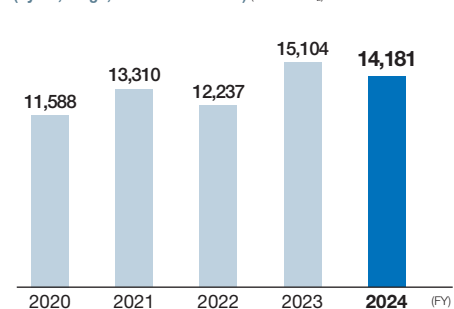
*3 Patents filed by the Company outside Japan and patents owned by the Company outside Japan (Patents filed and held by group companies outside Japan are not included.)

R&D Expenses (millions of yen)



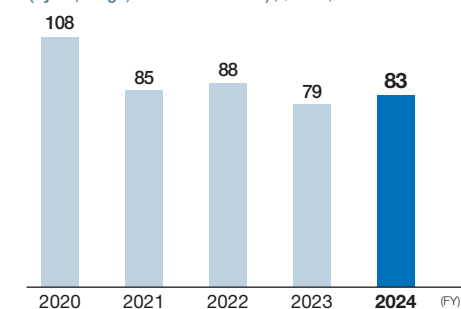
Looking to our R&D activity for fiscal 2024 under our medium-term management plan, Logisnext Transform 2026, while maximizing the strengths of our Engineering Headquarters, we worked closely with our development bases outside Japan to launch new products onto the market as planned. R&D expenses by segment were 2.95 billion yen for our business in Japan and 3.21 billion yen for our business outside Japan.

CO₂ Emissions from Plants in Japan (Kyoto, Shiga, and Azuchi Plants) (tonnes-CO₂)



CO₂ emissions amounted to 3,091 tonnes-CO₂ at the Kyoto Plant, 7,620 tonnes-CO₂ at the Shiga Plant, and 3,470 tonnes-CO₂ at the Azuchi Plant. At all three plants, CO₂ emissions decreased year on year due to lower production volumes and improvements in the electricity emission factor, among other factors.

Water Consumption at Plants in Japan (Kyoto, Shiga, and Azuchi Plants) (1,000 m³)



At the Kyoto Plant, although production decreased, water consumption increased year on year due to factors such as water leakages. Similarly, at the Shiga Plant, water consumption also increased year on year despite lower production levels. At the Azuchi Plant, water consumption decreased year on year as a result of reduced production; however, when combined across all three plants, total water consumption increased compared to the previous year.

Chapter 2

Our Value Creation Strategy

The United States is our most critical market. In response to the recent expansion in demand for electric trucks, we have expanded our production capacity with a new plant in Houston. Here, we produce high-quality logistics equipment safely and efficiently. Leveraging our robust sales network, we respond to our customers' needs with both speed and precision.

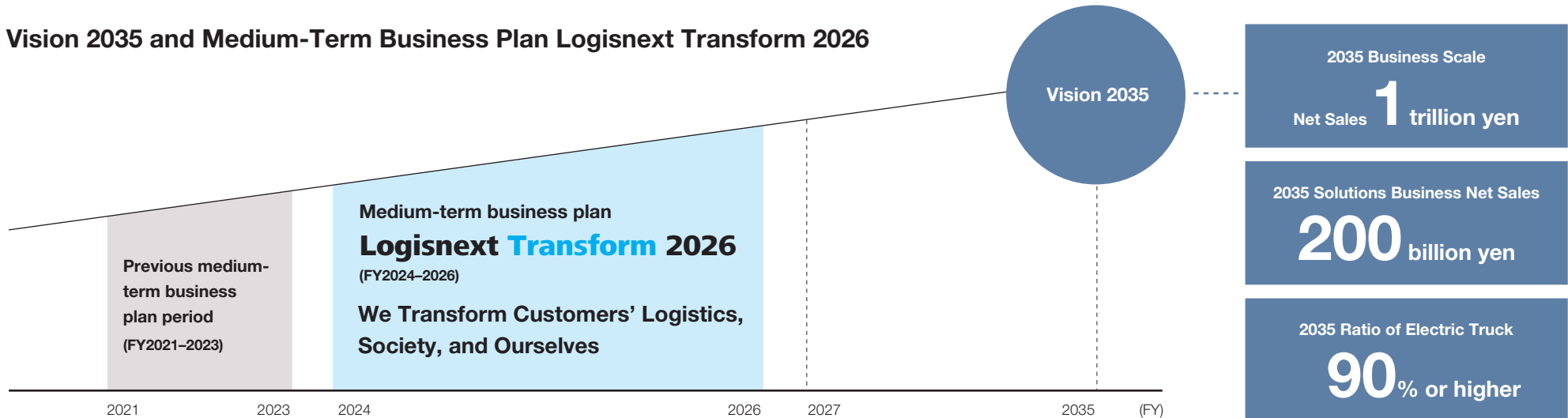
- 1 Highly active in large-scale warehouses
- 2 Daily, active discussions to explore new business opportunities.
- 3 At National Forklift Safety Day
- 4 High-capacity Pantograph Reach Truck, enabling a more productive working environment with smooth driving.
- 5 A new plant dedicated to electric trucks, to meet the growing US demand.



America

Accelerating the pace of our own transformation and taking on the challenges of changing the logistics.

Vision 2035 and Medium-Term Business Plan Logisnext Transform 2026



Key Concepts



Safety & security



Automation & autonomy



Decarbonization

Basic Strategies of the Medium-Term Business Plan and Key Progress in Fiscal 2024

1. Further Growth in Industrial Vehicles

- Accelerating safety & security support initiatives Safety & security
- Full model changeover for compact electric trucks for the North American market Decarbonization
- Construction of a new plant in the Americas to meet the demand for electrification Decarbonization
- Completion of a new plant in Europe aimed at enhancing productivity Decarbonization
- Development and sale of low-end electric truck models as a competitive response to Chinese manufacturers Decarbonization

2. Breakthrough in Logistics Solutions Business

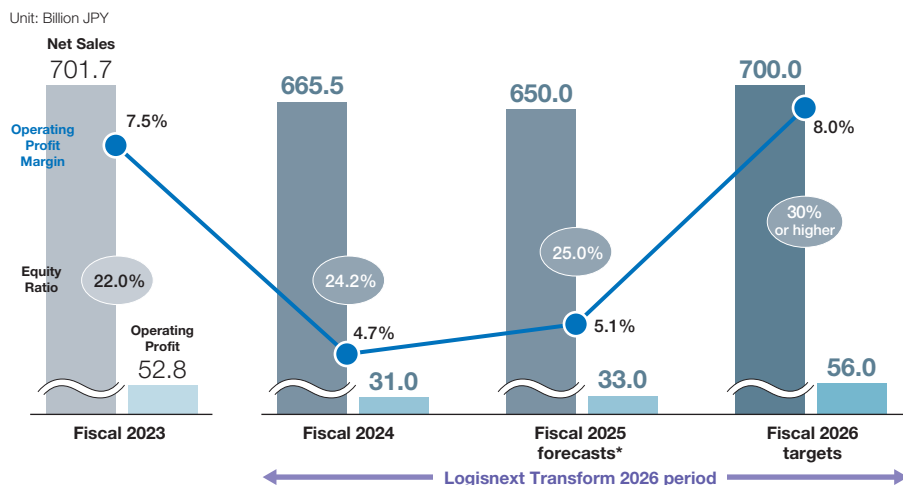
- Development underway for automated forklifts equipped with the new SynfoX technology Automation & autonomy
- Development of systems to support human-machine cooperation Automation & autonomy
- The ART automated guided vehicle developed by Mitsubishi Logisnext Europe Oy receives high marks for its design and functionality Automation & autonomy

3. Continuous Improvement for Corporate Resilience and Reform of Business Management Structure

- Restructuring of domestic operations and reorganization of direct sales companies
- Transition to a global management structure

Medium-Term Business Plan Numerical Targets and Progress

Financial Targets



Fiscal 2026 numerical targets	Fiscal 2024 results	Fiscal 2025 forecasts*	Overview
Net Sales 700 billion yen	665.5 billion yen	650 billion yen	<p>The performance forecast for fiscal 2025 has been revised from the full-year consolidated forecast based on first-quarter results and the current business environment.</p> <p>While net sales are expected to benefit from factors such as a recovery in demand due to the completion of inventory adjustments at dealers in North America, they are projected to decrease year-on-year. This decline is attributed to a worsening demand environment in the Americas due to US reciprocal tariffs and additional tariffs on steel and aluminum products, as well as a stronger yen compared to the previous year.</p> <p>Operating profit (before amortization of goodwill, etc.) is expected to increase year-on-year. This is due to contributions such as the reversal of one-time expenses recorded in fiscal 2024, despite headwinds from negative foreign exchange effects due to the stronger yen, increased burdens from US tariff policies, and higher sales costs incurred to secure orders.</p>
Operating Profit (before amortization of goodwill, etc.) 56 billion yen	31 billion yen	33 billion yen	
Operating Profit Margin (before amortization of goodwill, etc.) 8.0%	4.7%	5.1%	
Equity Ratio More than 30%	24.2%	25.0%	
ROE More than 20%	7.2%	8.9%	

*as of November 1, 2025

Non-Financial Targets

		Indicator	Fiscal 2024 results	Fiscal 2026 targets
Decarbonization	Scope 1 and 2	Emission reduction rate (relative to 2017)	-33%	-33%
	Scope 3 category 11	Emission reduction rate (relative to 2017)	-35%	-29%
Automation / autonomy		Net sales of solutions business	45.9 billion yen	60 billion yen
Job Satisfaction	Engagement/motivation	Number of workplaces where job motivation has been revitalized	49 deviation value 35 workplaces	52 deviation value 32 workplaces
	Work-style reforms	Take-up rate of paid leave	79.1%	80%
	Promoting the participation and advancement of female employees	Ratio of female managers	4.2%*	5%
		Take-up rate of childcare leave for male employees	65.7%	60%
	Ensuring diversity of human resources	Ratio of female hires	30%*	30%
Ratio of mid-career hires		58%	40%	

*as of April 1, 2025

Key Points

Engagement/motivation

Not only through systems that enable flexible work-styles but also through measures aimed at fostering a culture that encourages taking on challenges, we are seeing improvements in engagement and motivation.

Work-style reforms / Promoting the participation and advancement of female employees

We are committed to creating a workplace where employees can balance work and childrearing, and all related indicators are trending upwards. We have also received certification under the "Eruboshi" and "Platinum Kurumin" recognition systems.

Ensuring diversity of human resources

To remain a company where people find meaning in their work, we strive to ensure diversity, placing particular emphasis on the ratios of female hires and mid-career hires. We actively recruit talent with new values, perspectives, and experience.



**We will accelerate our transformation
toward becoming a true global company.**

Yuichi Mano
President and CEO

At the Automation Demo Center located at our head office

Taking the Decrease in Revenue and Profit Seriously While Recognizing Our Swift Response to Unforeseen Circumstances

The fiscal 2024 (ending March 2025), which marked the first year of the three-year medium-term business plan, Logisnext Transform 2026 (“LT26”), saw continued steady growth in orders in our domestic business. Supported by this trend, as well as by the effects of the weaker yen and appropriate price adjustments, we achieved higher revenue and profit. Over the past several years as well, segment profit and profit margin in our domestic operations have continued to improve, and we believe this clearly reflects the results of the structural reforms we have been pursuing.

Meanwhile, in our overseas business, although we benefited from the weaker yen, overall market conditions remained sluggish across the Americas, Europe, and the APAC/China regions, and earnings performance struggled. In particular, in the Americas, which accounts for more than half of the Group’s sales, our results were significantly affected by the dealer inventory



adjustment phase that continued from the previous fiscal year and lasted longer than expected, as well as by an unforeseen situation in the first half of the year: a suspension of shipments for certain models resulting from delays in obtaining engine certification in North America. As a countermeasure, we moved quickly to shift to alternative engines. However, this led to a temporary increase in expenses, including losses from scrapping production parts and recognizing valuation losses, which substantially reduced the profit of our Americas business.

As a result of the above, consolidated net sales for fiscal 2024 were 665.5 billion yen (down 5.2% year on year), and on the profit side, operating profit (before amortization of goodwill and other items) was 31.0 billion yen (down 41.2% year on year), while profit attributable to owners of the parent was 8.6 billion yen (down 68.5% year on year). All major profit items posted significant declines.

Although this constituted a challenging start to the first year of the medium-term business plan, I believe that latent risks capable of significantly affecting the progress of our business, such as this delay in obtaining engine certification in the United States, can materialize at any time. What is important is to confront such risks directly, rapidly devise solutions, and take swift and appropriate action. In that sense, I recognize the efforts of the Americas team, which quickly grasped the essence of the problem and, by developing and deploying an alternative engine within a short period, succeeded in minimizing the losses.

In fiscal 2025 (ending March 2026), domestic market conditions continue to remain firm, but overseas markets remain uncertain, particularly given the repeated shifts in US tariff policy. Nevertheless, inventory adjustments in the Americas have now run their course, and the structural reforms we have been implementing in each region have begun to produce results. In fiscal 2024, we also executed measures such as the sale of the

underperforming direct sales subsidiary in China (Nichiyu Forklift (Shanghai) Co., Ltd.) and the consolidation of production bases in Europe, and the resulting reductions in fixed costs are expected to contribute to profit. Unforeseen events will inevitably arise as we advance our business, but we will not postpone addressing such issues. Instead, we intend to respond to each one promptly and appropriately and navigate through them with speed and precision.

Promoting the Development of Post-Engine Vehicles and Enhancing Value Through Safety & Security

Under the ongoing Medium-Term Business Plan “LT26,” we

Basic Strategies of Logisnext Transform 2026

1. Further Growth in Industrial Vehicles
2. Breakthrough in Logistics Solutions Business
3. Continuous Improvement for Corporate Resilience and Reform of Business Management Structure

have defined three core strategies: Further Growth in Industrial Vehicles, Breakthrough in Logistics Solutions Business, and Continuous Improvement for Corporate Resilience and Reform of Business Management Structure. By actively advancing measures across these areas, we aim in the final fiscal 2026 (ending March 2027) to achieve net sales of 700.0 billion yen, operating profit (before amortization of goodwill and other items) of 56.0 billion yen, an operating profit margin (before amortization of goodwill and other items) of 8.0%, and ROE of 20% or higher.

The first core strategy, Further Growth in Industrial Vehicles, centers on two priorities: electrification (Decarbonization) and Safety and security. In electrification, we are concentrating management resources on electric trucks and expanding our product lineup through development methods and structures not bound by conventional frameworks. An immediate strategic priority is strengthening products for medium- and large-sized forklift user segments that have traditionally relied on engine-powered models. Leveraging the advantages of rapid-charging lithium-ion batteries, we are pursuing multiple approaches to develop high-power electric trucks that can be charged in a manner similar to refueling. We are also stepping up marketing initiatives, including proposals for trial use of the product.

In Safety and security, we see the global rise in safety needs at logistics sites as a growth opportunity. For roughly two years, we have been promoting LogiS Initiative, a customer-collaborative agile development initiative (see p. 22). In collaboration with equipment and software suppliers, we provide solutions tailored to the needs of individual customer sites while also advancing the standardization and commercialization of highly versatile functions. Products developed through the LogiS Initiative have been well received in the market, such as the collision prevention support system that combines Regulus's

OmniEye (which detects people via camera and applies AI-based automatic control) with our regenerative brake control and Good Alert, which issues audible warnings when operators engage in unsafe or inattentive behavior. We will continue to enhance product value by incorporating functions proven in our customers' operating environments.

Comprehensively Solving Diverse Challenges in Logistics Sites from a Global Perspective

The second core strategy, Breakthrough in Logistics Solutions Business, aims to provide comprehensive solutions to customer challenges across a broad domain that centers on the forklift while extending to surrounding equipment, devices, and supplies. We are advancing the development of automated forklifts equipped with the new SynfoX technology and an integrated control system, the Mixed Fleet Solution, which supports human-machine cooperation. We believe that the products and services offered in this domain need not necessarily be of our own manufacture. We have begun new initiatives such as collaborating with startup companies, which may have limited direct access to customers, to leverage our sales network and customer relationships for broader market development.

To expand these activities globally, in April 2024 we established the Logisnext Solutions Office (LogSol Office) as the centrally managing organization (see p. 20). At present, with LogSol Office at the center, we are reevaluating activities that were developed independently in each region from a group-wide perspective and advancing the sharing of information regarding respective partners, procurement routes, customer needs, and similar areas. Going forward, we will allocate resources efficiently

and effectively based on overall optimization, promote the growth and expansion of the logistics solutions business, and ultimately aim to develop it into an independent business unit operating on a global scale.

Building a Four-Region Global Management Structure Through Large-Scale Organizational Restructuring

The third core strategy, Continuous Improvement for Corporate Resilience and Reform of Business Management Structure, encompasses important management themes that will not be completed within the three years of the medium-term business plan. However, during the "LT26" period, particular emphasis is being placed on establishing an organizational framework befitting a true global company and on driving a transformation in employee mindset.

Approximately 70% of the Group's net sales and profit are generated from overseas operations. In terms of revenue structure, we are indeed a global company; however, our



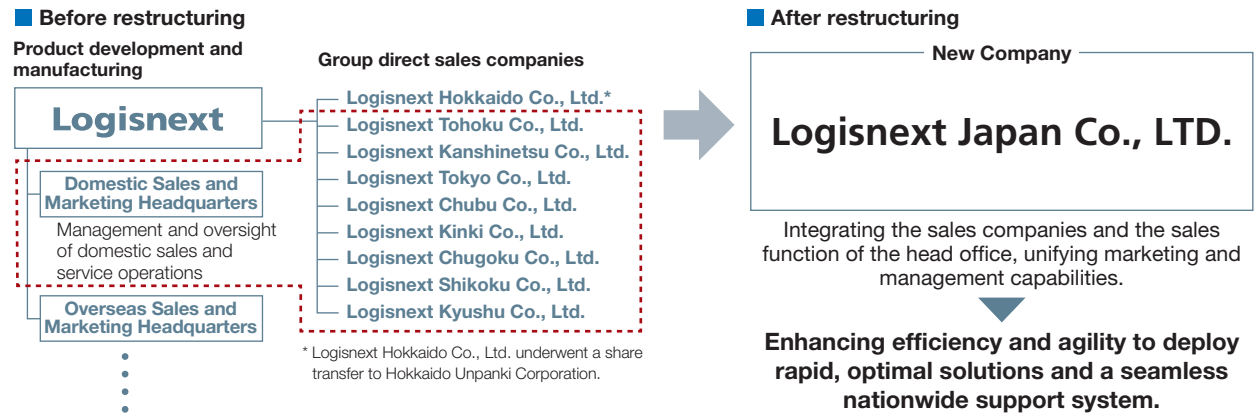
organizational management practices and employee mindset are not yet fully aligned with that reality. To become a truly global company, we must break away from the traditional Japan-centric perspective and decision-making approach. The Japan business must be regarded as one region within the global structure, to be viewed on an equal footing with other regions and to collaborate accordingly. Since assuming the presidency three years ago, I have consistently emphasized this point to management in Japan as well as to top leaders across the world. To embody this in our organizational structure, we decided to reorganize the entire Group, including the head office in Japan, into a global management structure.

As the first step, on October 1 we established a new company, Logisnext Japan, by integrating eight of our nine direct sales companies in Japan together with a portion of the domestic sales division in Mitsubishi Logisnext. At the same time, to clarify the regional axes for global expansion, we reclassified the previously aggregated overseas business into three major regions: Asia Pacific including China, the Americas (North, Central, and South America), and Europe, Middle East, and Africa. In addition, we separated the Japan business from the head office and positioned it as a fourth regional axis on par with the overseas regions, thereby reorganizing our global operations around four regional axes.

In line with the above, we also completely revamped the structure of the Management Meeting, the Group's highest decision-making body for business execution. The meeting body, previously comprised in principle of executives based at the Kyoto head office, has been reorganized and renamed the Global Management Meeting. It now serves as a forum where the heads of regional axis and global functional leaders (CxOs) such as CFO can directly discuss a wide range of agenda items online.

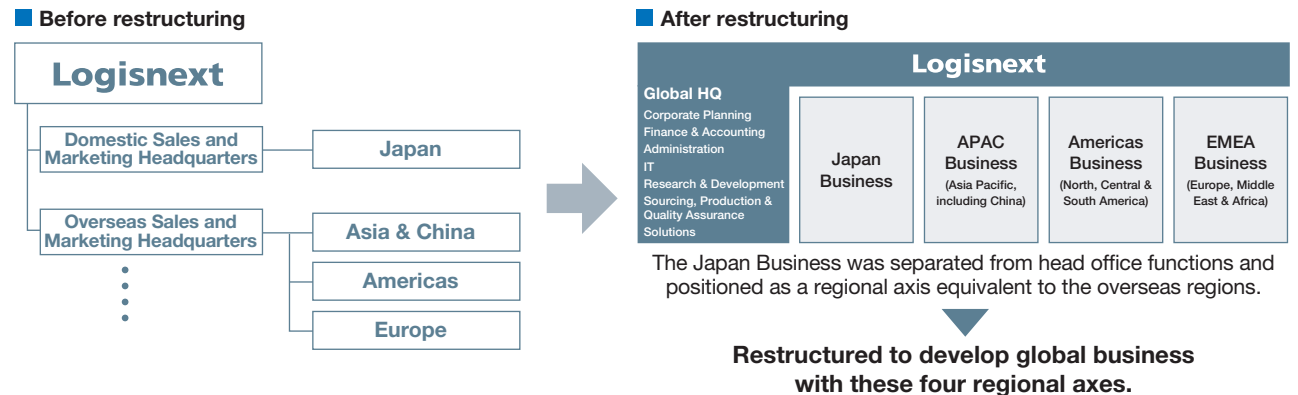
1. Restructuring of Domestic Operations and Establishment of Logisnext Japan Co., Ltd.

As part of the restructuring of our domestic operations in Japan, we newly established Logisnext Japan Co., Ltd. on October 1, 2025. In conjunction with this, we transferred the planning and management functions of the Domestic Sales and Marketing Headquarters, which oversaw domestic sales and service operations, to the new company and dissolved the Domestic Sales and Marketing Headquarters.



2. Reorganizing the Entire Group, Including the Head Office in Japan, into Four Regional Business Axes

We divided overseas operations into three major regions: Asia Pacific including China, the Americas (North, Central, and South America), and Europe, Middle East, and Africa; and added the Japan business as an equivalent region, thereby establishing a structure of four Regional Business Axes.



The overall group management organization will also be reorganized in phases throughout the second half of fiscal 2025. As a result, the former Overseas Business Headquarters and Domestic Sales and Marketing Headquarters will be dissolved. Beginning in April 2026, we plan to implement a matrix organization in which the departments serving as the Global Headquarters, responsible for overall coordination, will operate horizontally across the companies that oversee each of the four regional axes. Under this new structure, we will establish systems and rules that maintain the autonomy and agility of each regional axis while enabling the creation of synergies among regions and the pursuit of global optimization.

Everything Begins with Our Own Transformation

The slogan, We Transform Customers' Logistics, Society, and Ourselves, in the "LT26," reflects a strong belief: unless we change ourselves first, we cannot change society. Corporate activity is, ultimately, a human endeavor. No matter how many new philosophies or targets we establish, or how we restructure our organization and systems, I believe that true transformation cannot occur unless each employee's motivation and awareness toward their daily work changes.

Since assuming the presidency, I have used various opportunities to call on employees to step outside the organization and listen to diverse voices, act with initiative and

autonomy, and raise the pace in everything you do. These three directions represent what I consider the most essential transformations for the future of Mitsubishi Logisnext. Alongside conveying these messages, we have focused on creating mechanisms that expose employees to a wide range of external ideas and viewpoints, and on developing systems that enable diverse workstyles and allow motivated personnel to demonstrate their capabilities autonomously. I regard the creation of an organizational environment that supports employee growth and transformation as my most important responsibility as the chief executive. Our sponsorship of Expo 2025 Osaka, Kansai, Japan, carried out by a team of several dozen employees, primarily younger staff, was one example of these efforts.

I recognize that such initiatives do not immediately translate into a new corporate culture. However, through dialogues with staff at business sites around the world and through my bi-monthly town hall meetings with employees, I increasingly sense that, gradually but steadily, individual awareness and mindsets are shifting.

Through this transition to a global management structure, I hope that employees not only in Japan but worldwide—especially younger employees—will find greater purpose and engagement in working within our group. At the same time, by clearly communicating our commitment to becoming a "true global company" both internally and externally, I expect that diverse, highly ambitious talent from around the world will be drawn to join our group.



We will assess changes in the business environment with precision and prioritize improving financial soundness and optimizing capital allocation.



Takatoshi Uno

Director, Senior Vice President, CFO, Division Head, General Manager, Corporate Strategy and Planning Office in charge of Corporate Finance and Accounting Headquarters

Achieving Improved FCF and a Higher Equity Ratio Despite Declining Revenue and Profit

In fiscal 2024, consolidated net sales declined year on year and profits decreased significantly due to unforeseen challenges, including prolonged inventory adjustments and delays in engine certification in the North American market. Although it is unfortunate that we were unable to make a strong start in the first year of the Medium-Term Business Plan “LT26,” there were several areas of progress from a financial strategy perspective.

One such area was the improvement in cash flow. While operating cash flow decreased by 21.0 billion yen from the previous year due to the drop in profit, Free Cash Flow (FCF) increased 2.1 billion yen year on year to 9.8 billion yen. This was achieved by controlling capital expenditures for tangible fixed assets (mainly rental forklifts) within investing cash flow, as well as through the sale of idle real estate. Over the past several years, a major financial challenge has been transforming the Company into a structure capable of generating stable cash flow. The fact that FCF increased for the second consecutive year, even in a difficult revenue and profit environment, indicates that our efforts to strengthen earning capacity are progressing steadily.

Another area of progress was the improvement in the equity ratio. In 2017, during the era of the Company’s predecessor Nichiyu Mitsubishi Forklift Co., Ltd., the equity ratio dropped sharply, from the 30% range to 15%, due to significant external financing (borrowings) raised in connection with the integration with the former UniCarriers Corporation. Since then, we have worked to restore financial soundness by improving profitability across each business and through continued debt repayment. As a result, the equity ratio recovered to 22% in fiscal 2023 and was further strengthened to 24% in fiscal 2024.

Although the global business environment in fiscal 2025 remains difficult to predict, in part because of the impact of US government tariff policies, we will continue to reinforce earning power in both domestic and overseas regions and steadily build cash flow, aiming for growth supported by a sounder financial foundation. In addition, the amortization of goodwill arising from the UniCarriers acquisition is scheduled to be completed by the end of fiscal 2025. This is expected to bring us closer to achieving the goals set for the final year of the “LT26” (fiscal 2026): an equity ratio of 30% or higher and ROE of 20% or higher.

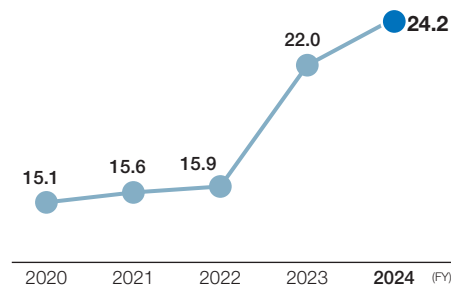
Cash Flow

(Billion JPY)

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Operating Cash Flow	33.4	20.6	28.7	64.5	43.5
Investing Cash Flow	-22.4	-19.2	-40.2	-56.8	-33.6
Free Cash Flow	11.0	1.3	-11.4	7.7	9.8

Equity Ratio

(%)



Continuing Flexible Cash Allocation to Respond to Environmental Change

We recognize that a critical mission of the finance function is to allocate cash generated from operations in a timely and appropriate manner across all areas of corporate activity. Our company, however, does not announce fixed multi-year plans such as “XX billion yen for strategic investment, XX billion yen for capital expenditure, and XX billion yen for financial soundness over the next three years.” The primary reason is our view that, in a rapidly changing business environment, multi-year allocation plans often lack practical effectiveness. Over the past five years alone, virtually no company could have predicted the global COVID-19 pandemic, the subsequent semiconductor shortage, logistics disruptions, or today’s economic uncertainty driven by US tariff policies.

In such a highly uncertain environment, we believe the finance function must accurately and swiftly assess continually evolving conditions from a global perspective and execute timely and appropriate cash allocation. Indeed, our ability to navigate the turbulent business environment of recent years is attributable in large part to agile decision-making and flexible deployment of funds.

Naturally, this approach requires a basic policy on where management resources should be prioritized. These priorities are incorporated within the “LT26.” Going forward, under this basic policy, we will continue to determine our current priorities and pursue optimal cash allocation accordingly.

Enhancing the Speed of Strategic Decisions by Advancing Global Management

To achieve sustainable growth and enhance corporate value from a medium- to long-term perspective, investment in non-financial capital, which does not appear on financial statements, is also essential. Among these non-financial assets, human capital is especially important. We recognize that setting certain key performance indicators (KPIs) and making investments based on them has produced positive outcomes. Likewise, we consider it important to allocate appropriate resources to other forms of non-financial capital as well.

From the perspective of investment in non-financial capital, we acknowledge that expanding Research and Development (R&D) investment is one challenge. Compared with our industry peers, our R&D investment ratio to net sales remains at a low level. To continue creating value as a manufacturer, we believe it is necessary to increase R&D investment on a global scale. However, doing so requires generating sufficient cash from our businesses to allocate to development investment. This creates a “chicken-and-egg” situation, but given the circumstances, our most immediate priority is to concentrate limited management resources in growth fields and create high-value-added businesses and products. Management must capture information on market and customer needs, as well as technological trends, in a timely manner and formulate and execute strategy with urgency.

In this sense, we have high expectations for the Transition to a Global Management Structure launched in October. Under the new organizational framework, our global operations have been reorganized along four regional axes, with each region delegated a certain degree of discretion. At the same time, our Global Headquarters will link them horizontally by function, aiming to develop an organization capable of responding quickly to changing conditions. Also, in the financial and corporate management strategies under my supervision, we intend to share the issues and countermeasures of each region across the entire Group and implement measures with greater precision.



R&D Expenses

(Billion JPY)

	Fiscal 2022	Fiscal 2023	Fiscal 2024
R&D Expenses	5.0	6.5	6.1

Delivering Logistics Solutions That Meet the Connectivity Needs

One of the three core strategies in the Medium-Term Business Plan Logisnext Transform 2026 is the Breakthrough in Logistics Solutions Business. This initiative is designed to accelerate a shift in our business model; from the conventional provision of products and equipment to a focus on solving issues at customers' logistics sites and creating new value.

Today's logistics sites are confronting increasingly evident challenges, including a worsening labor shortage, heightened operational complexity, and growing demands to improve working environments. Addressing connectivity needs to enhance overall logistics efficiency has become an urgent priority. By fully leveraging our unique strengths such as our global business foundation, the strong customer touchpoints cultivated over many years, and co-creation with external partners, we are reinforcing our capabilities to resolve customer challenges.

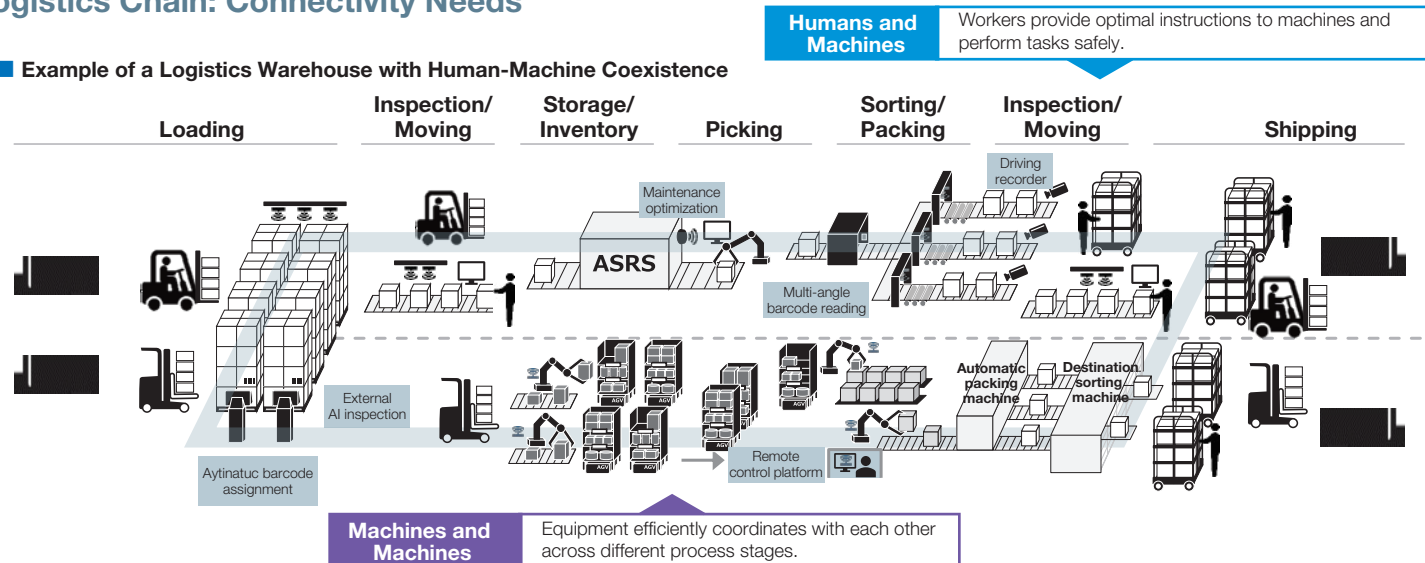
Key Initiatives

- 1. Leveraging Global Synergies ▶ For details, see p. 20
- 2. Delivering Value Through Customer Touchpoints ▶ For details, see p. 21
- 3. Accelerating Technological Innovation Through External Collaboration ▶ For details, see p. 23

The Key to Optimizing the Entire Logistics Chain: Connectivity Needs

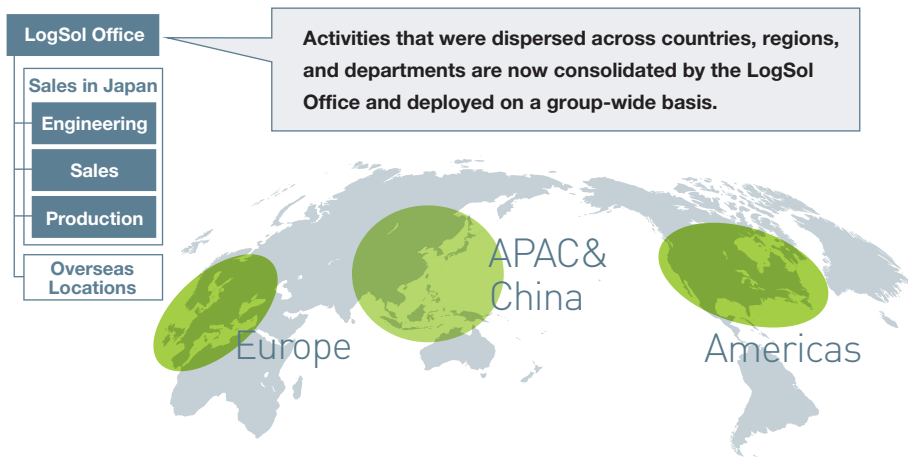
Even as automation and IoT continue to advance, we believe that logistics operations involving human personnel will remain and that environments where humans and machines coexist will persist. By providing solutions that address two distinct aspects of the connectivity needs: safely connecting humans and machines, and achieving smart connections among machines; we aim to realize logistics sites that are both safe and highly efficient.

Example of a Logistics Warehouse with Human-Machine Coexistence



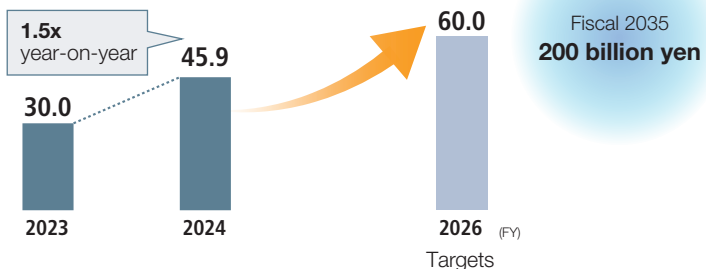
1. Leveraging Global Synergies

In April 2024, we established the Logisnext Solutions Office (LogSol Office) to advance our strategy for driving the growth of the logistics solutions business. The LogSol Office oversees the solutions businesses of our group companies across all countries and regions. From the standpoint of global optimization and effective resource utilization, it formulates and supports the execution of initiatives designed to meet the growing global demand for automation. Specifically, by pursuing new automation and autonomous equipment, systems, and services; expanding collaboration with external partners; and promoting the mutual supply of products and the deployment of best practices across regions, the LogSol Office is generating global synergies and accelerating business development through the effective utilization of both human and physical resources.



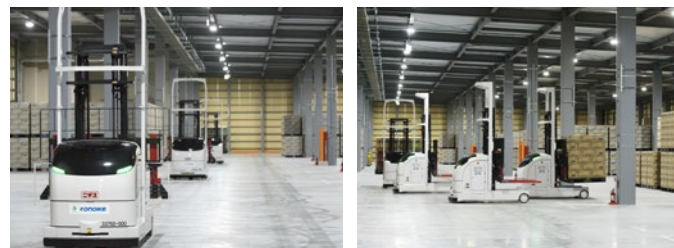
Net Sales Targets and Progress

Billion JPY



Initiatives in Fiscal 2024

In Japan, six of our automated guided forklifts (AGFs) were introduced at the Second Warehouse of the Azumino Branch of Konoike Transport Co., Ltd., enabling unmanned operations on the warehouse's second floor. The Azumino Branch has peak seasons and, within each day, alternating periods of high and low workload; therefore, they requested a deliberately simple system that allows personnel to flexibly instruct the AGFs on their tasks and travel routes as needed. Our solution was designed precisely to meet this requirement.



AGFs at the Azumino Branch Second Warehouse of Konoike Transport Co., Ltd.

Creating valuable solutions through cross-regional, inter-group collaboration.



Tapio Rummukainen

Executive Officer
Division Head, General Manager,
Logisnext Solutions Office (Executive
Vice President, Mitsubishi Logisnext
Europe B.V.)

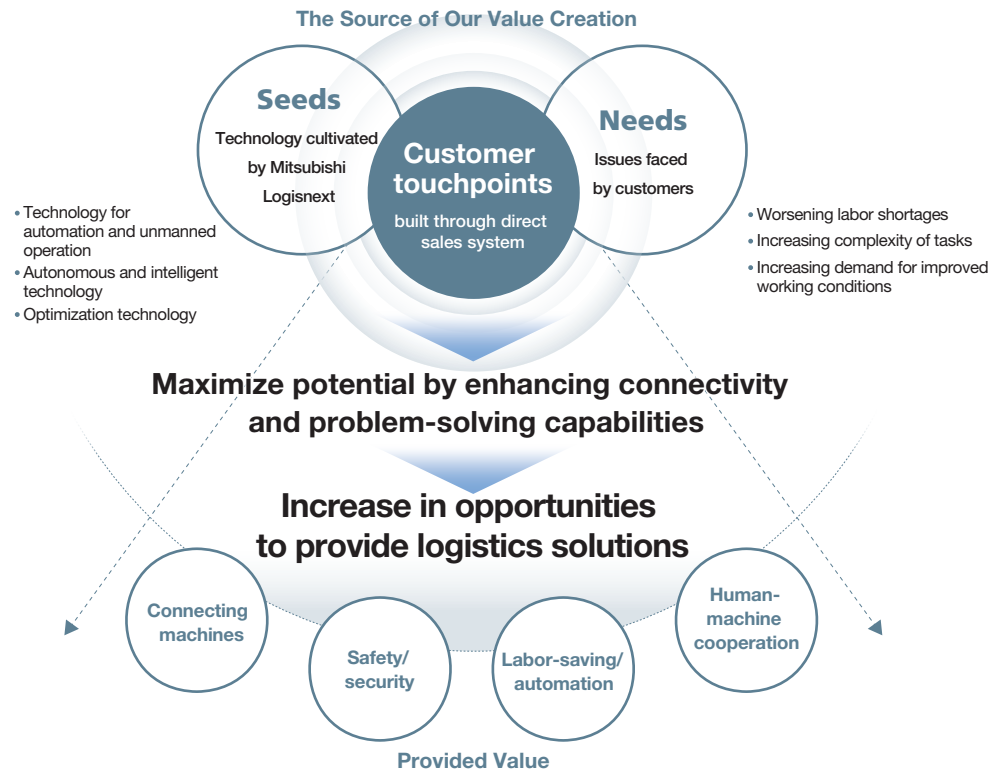
The LogSol Office is dedicated to accelerating the transformation and growth of our global solutions business. Our mission is to create high-value-added offerings by defining the potential of the solutions business domain and showcasing the comprehensive capabilities of Mitsubishi Logisnext, which our customers highly regard. The environment surrounding our business is constantly evolving. To thrive in such a dynamic landscape, it is essential for our organization to maintain a shared understanding and work toward unified goals.

In fiscal 2024, we promoted the mutual sharing of advanced technologies and expertise across regions and countries, the development of new automation/autonomous products, and collaboration with external partners. By combining the strengths of each local base and our external partners, we have gained confidence that our value delivery to customers is accelerating. On the other hand, we also identified the challenge that closer collaboration with local subsidiaries is essential to adapt to region-specific business practices and regulations. Moving forward, we will further strengthen company-wide collaboration centered around the LogSol Office, accelerating business development from a perspective of global optimization.

2. Delivering Value Through Customer Touchpoints

To expand our logistics solutions business, we believe it is essential to align the technologies we have developed with the challenges our customers face. Drawing on the customer touchpoints and proposal capabilities we have built through years of forklift sales and service activities, we are promoting on-site, customer-driven value creation.

To operate even closer to our customers and to reflect their feedback directly in the solutions we provide, we are advancing a variety of initiatives.



Strategic Strengthening of Customer Touchpoints Through Domestic Sales Network Reorganization

POINT

- ✓ Integrating eight domestic sales companies to achieve swift capture of customer needs
- ✓ Implementing thorough sales and service strategies to build an efficient and robust support system

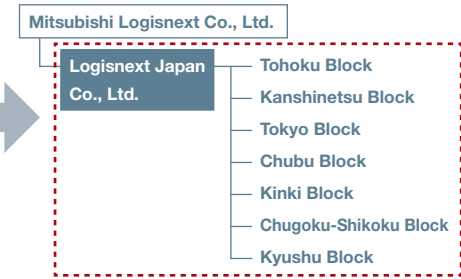
To strengthen our domestic sales framework and improve profitability, we integrated eight of our nine domestic direct sales companies along with a portion of the domestic sales division to establish a new operating company, Logisnext Japan Co., Ltd., on October 1, 2025. By consolidating the sales companies with sales functions of the head office, we unified our marketing and administrative capabilities. This has enabled us to identify customer needs more quickly nationwide and to build a more efficient and robust support structure.

Previous structure



*Logisnext Hokkaido Co., Ltd. underwent a share transfer to Hokkaido Unpanki Corporation.

New structure



Future outlook

The establishment of the new company will strengthen our support framework for customers in the domestic logistics equipment and systems market. We will achieve this by improving operational efficiency, enabling faster and more accurate identification of market trends and customer needs, and thoroughly implementing sales and service strategies based on these insights. By further reinforcing our customer touchpoints, we will build a structure that can precisely respond to diverse customer requirements.

2. Delivering Value Through Customer Touchpoints

Establishment and Utilization of the Automation Demo Center

POINT

- ✓ **Creating a space where customers can experience cutting-edge automation technology firsthand**
- ✓ **Providing high-quality services through enhanced technical skills of service staff**

To provide a space where customers can see, touch, and experience cutting-edge automation technologies that integrate equipment such as forklifts and automated guided vehicles, we opened the Automation Demo Center at our head office and Kyoto Plant in Japan in November 2024. Together with an existing facility in the Tokyo area, this has created a two-site domestic framework. Overseas, we operate similar facilities in Finland and the United States, which serve as hubs for delivering optimal proposals to address customer challenges.



Automation Demo Center
(Permanent facility at our head office grounds, Nagaokakyo, Kyoto)



Automation Demo Center Tokyo
(Sugito-machi, Kitakatsushika-gun, Saitama)

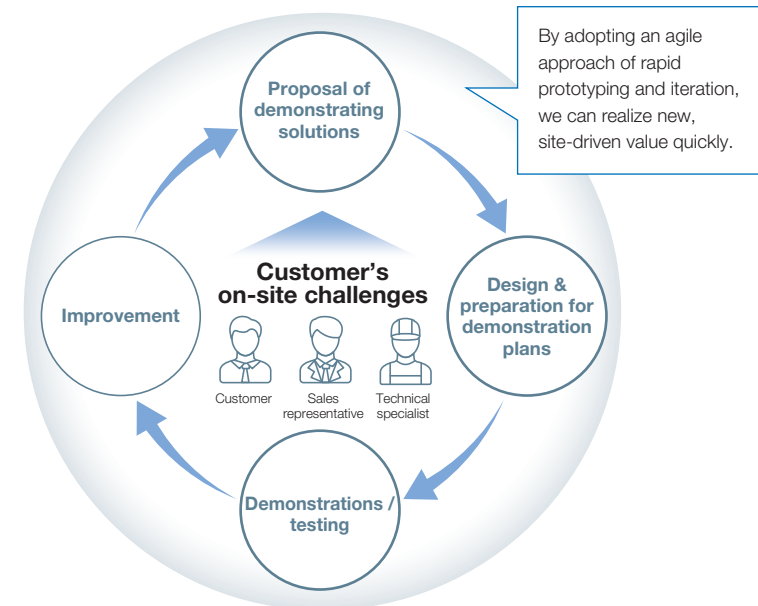
Future outlook

The Automation Demo Centers function not only as a facility where customers can view actual equipment, but also as a training venue for our sales and service staff. In addition to providing a space to experience logistics solutions firsthand, we will utilize the centers to enhance the technical capabilities of the sales and service personnel who engage with customers daily, thereby strengthening our customer touchpoints.

Addressing On-Site Challenges with Deep Commitment LogiS Initiative: Safety & Security Logistics Solutions

Since September 2023, we have been implementing the LogiS Initiative, in which our sales and technical teams operate as a single unit, working closely with customers to address on-site safety and security challenges. By immersing ourselves directly in customers' operations and listening to their needs firsthand, we are able to develop new functions and systems at a pace that far exceeds conventional cycles. This initiative has already generated innovative features such as regenerative brake control integrated with an AI-based human detection system. Going forward, we will package these achievements into standardized, versatile functions and roll them out more broadly.

■ The Problem-Solving Process Through the LogiS Initiative



3. Accelerating Technological Innovation Through External Collaboration

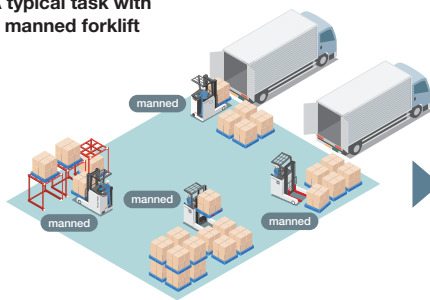
Developing an Unmanned Forklift Through Co-Creation of Next-Generation Technology

POINT

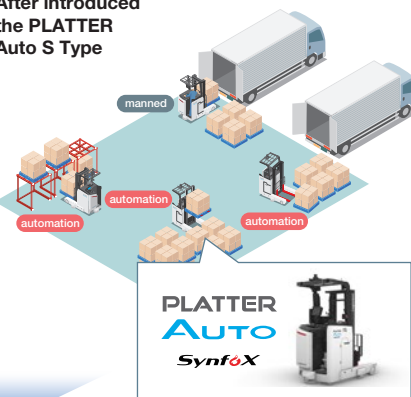
- ✓ Developing our proprietary automation technology, SynfoX
- ✓ Achieving automation of forklift operations that were previously difficult to automate

We are also focusing on co-creation to create next-generation automation technologies. By combining the technology and expertise we have cultivated in both our forklift and AGV/AGF businesses with the elemental technologies of ΣSynX, the digital innovation brand of Mitsubishi Heavy Industries, Ltd., we have developed our proprietary automation technology SynfoX. A next-generation automated forklift equipped with this innovative technology, the PLATTER Auto S Type, is currently under development for future commercialization.

A typical task with a manned forklift



After introduced the PLATTER Auto S Type



Future outlook

We aim to begin sales of SynfoX within fiscal 2025 and are advancing its deployment across the unmanned forklift PLATTER Auto series. Going forward, we will continue to strengthen collaboration with Mitsubishi Heavy Industries, Ltd., as well as with a wide range of other products and solutions, to help enhance the value of our customers' businesses.

Expanding Solutions Through Strengthened External Partnerships

POINT

- ✓ Expanding the scope of available solutions through collaboration with external partners
- ✓ Enabling proposals for a variety of logistics sites, from indoor to outdoor environments

We are expanding our proposals for products and services not only in technological development but also in delivering new value to customers through proactive partnerships with external collaborators. By broadening cooperation with partners, we are enriching our lineup of systems for automation and labor saving and strengthening our solution proposal capabilities.

Collaboration partners	New value through collaboration
Rapyuta Robotics Co. Ltd.	We are collaborating on the supply of the vehicle body and domestic sales of the automated forklift Rapyuta AFL.
eve autonomy, Inc.	We have a sales collaboration agreement for the outdoor-capable automated guided vehicle solution, eve auto®. This vehicle can provide one-stop solutions for both indoor and outdoor automated transport.
Gaussiy Inc.	This partnership makes it possible to offer a one-stop solution that automates and streamlines a series of warehouse operations, from inbound/outbound processes to sorting and shipping.
Aichi Kikai Techno System Co., Ltd.	We have a sales collaboration for this company's CarryBee series. This expands our lineup of AGVs, allowing us to meet diverse automated transport needs in the manufacturing and distribution sectors.
Hakuou Robotics Inc.	We collaborate on vehicle body supply and sales for this company's AutoFork. This enables us to offer a walkie-type automated forklift capable of switching between manned and unmanned operation; a feature not previously available in our conventional lineup.

Future outlook

To continue meeting our customers' needs, we will keep exploring partnerships in new fields to further enrich our solutions. By combining diverse technologies, we will support our customers in solving their challenges and achieving business growth.

Special Feature 2: Participation in the Expo 2025 Osaka, Kansai

Cultivating an outward-engaging, externally learning corporate culture through participation in the Expo 2025 Theme Weeks

Our company served as a Bronze Partner sponsoring the Theme Weeks of the Expo 2025 Osaka, Kansai. We regarded this initiative not merely as a corporate social responsibility activity but as a unique opportunity to foster the growth of each employee and to deepen co-creation with diverse stakeholders, and we undertook a variety of related initiatives.

In our focus on workplace satisfaction reforms, it is essential that each employee be motivated to change autonomously and to take on new challenges. To enhance the sense of meaning in work, experiencing the outside world and gaining external stimulation, in other words, stepping out and learning from the outside, is critically important. Our sponsorship of the Expo 2025 provided an ideal opportunity to put this into practice.

https://www.logisnext.com/en/sustainability/osaka_expo/



Logisnext
MITSUBISHI LOGISNEXT

Expo 2025 Osaka, Kansai official mascot, MYAKU-MYAKU

Examples of activities

- Dialogue with the Japan Association for the 2025 World Exposition and experts
- Exchanging opinions with other sponsoring companies and local governments
- Office tours to other companies
- Participation in co-creation challenges through TEAM EXPO 2025
- Interaction with students and children's cafeterias (Kodomo Shokudo)
- Participation in exhibitions featuring the latest in education
- Exhibiting and speaking at the Nikkei SDGs Festival
- Research into advanced initiatives by competitors

Overview of Sponsorship Activities

The Expo 2025 Theme Weeks are an initiative designed to enable countries around the world to co-create a Future Society for Our Lives through dialogue aimed at addressing global challenges. As a Bronze Partner, our company undertook the planning and management of related activities through a project team composed of several dozen employees, with younger members playing a central role.

From the eight themes of the Theme Weeks, we selected the following four, based on their strong connection to our Purpose and to the material items we identified by considering their importance to our business and the level of stakeholder interest and impact.



Four Selected Themes and Reasons for Participation



地球の未来と生物多様性
THE FUTURE OF EARTH AND BIODIVERSITY

To reframe our automation and electrification (Decarbonization) technologies as contributions to the planet's future and to sustainability.



学びと遊び
LEARNING AND PLAYING

To create opportunities that encourage employee learning—such as through themes related to AI and IT utilization—and link this to enhanced problem-solving capabilities and autonomous career development.



健康とウェルビーイング
HEALTH AND WELL-BEING

To deepen our core value of Safety and security through themes that can be easily connected to everyday life.



未来のコミュニティとモビリティ
THE FUTURE OF COMMUNITY AND MOBILITY

To explore the future of mobility and communities, from both internal and external perspectives, through our core mobility business.



What particularly stood out to me in this project was seeing our young employees actively participating in opportunities to engage with people outside the company. Witnessing firsthand how exposure to the outside world and receiving new stimulation contributes to individual growth was also an excellent opportunity to broaden my own perspective. I intend to leverage the diverse insights gained and the new internal and external networks built through this valuable experience to contribute to the sustainable growth of the entire company.

Yusuke Miyake

Expo Project Team Leader
Engineering Administration Department
Global Engineering Control Division
Engineering Headquarters



We are advancing sustainability initiatives to fulfill our purpose.

Our Purpose

We positively impact the lives of people around the world by demonstrating a pioneering spirit and using emerging technologies to deliver safe, automated and decarbonized logistics solutions.

In order to implement our corporate philosophy of “Moving the world forward as the leading provider of innovative logistics and material handling solutions,” we must not only grow our company but also address environmental and societal issues at the same time.

To clarify our company’s raison d’être, we have formulated our stated purpose according to our corporate philosophy and our approach to addressing societal and environmental issues.

Establishing Basic Policies to Support the Sustainable Development Goals (SDGs)

To further advance our efforts toward sustainable growth, we have established Basic Policies to Support the SDGs, grounded in our corporate philosophy and management policies. These policies focus on the themes of environment, society, and governance, while aligning with our commitment to purpose.

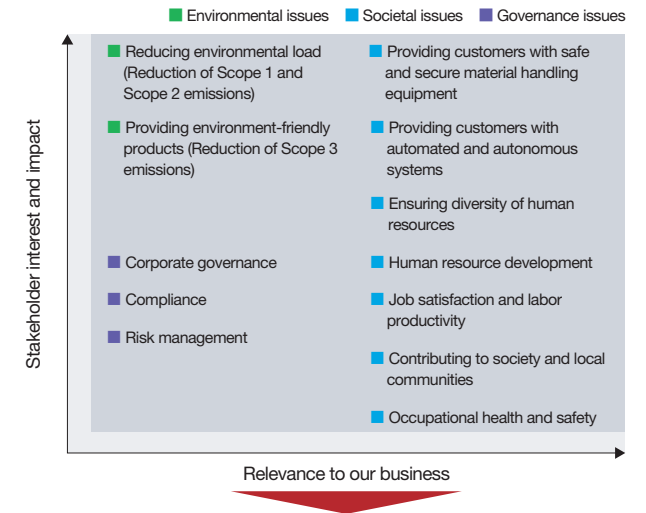
Basic Policies to Support the SDGs

As a comprehensive manufacturer of material handling equipment that supports logistics operations around the world, we support the objectives of the SDGs advocated by the United Nations, offer solutions to societal issues through our business operations, and contribute to the sustainable development of the planet and society at large while helping to build a better future.

- 1. Conservation of the global environment**
We will strive to protect the environment with a global perspective.
- 2. Promoting customer safety and security as well as automation and autonomous operation**
We will provide safe and secure products and services to our customers, address societal issues through our business operations, and contribute to continuous development.
- 3. Diversity and engagement**
We will respect the human rights, individuality, and creativity of each and every employee, provide a rewarding work environment, support personal growth, and develop personnel who are capable of supporting our global society.
- 4. Strengthening corporate governance**
We will implement an effective corporate governance system to ensure fair and honest business practices while fulfilling our social commitments as a good corporate citizen.

For each material issue, we have set key performance indicators (KPIs) by which we can evaluate and publicize our performance at the end of each fiscal year. However, we will also introduce initiatives during the period that are difficult to evaluate with KPIs, such as R&D and product-related initiatives.

Issues of material interest to our group



Our priority SDGs

We have identified and organized the key issues related to our material interests, and have selected eight main areas to focus on particularly.



Identifying Material Issues

We have identified material issues in consideration of their relevance to our business and their influence on and interest to our stakeholders.

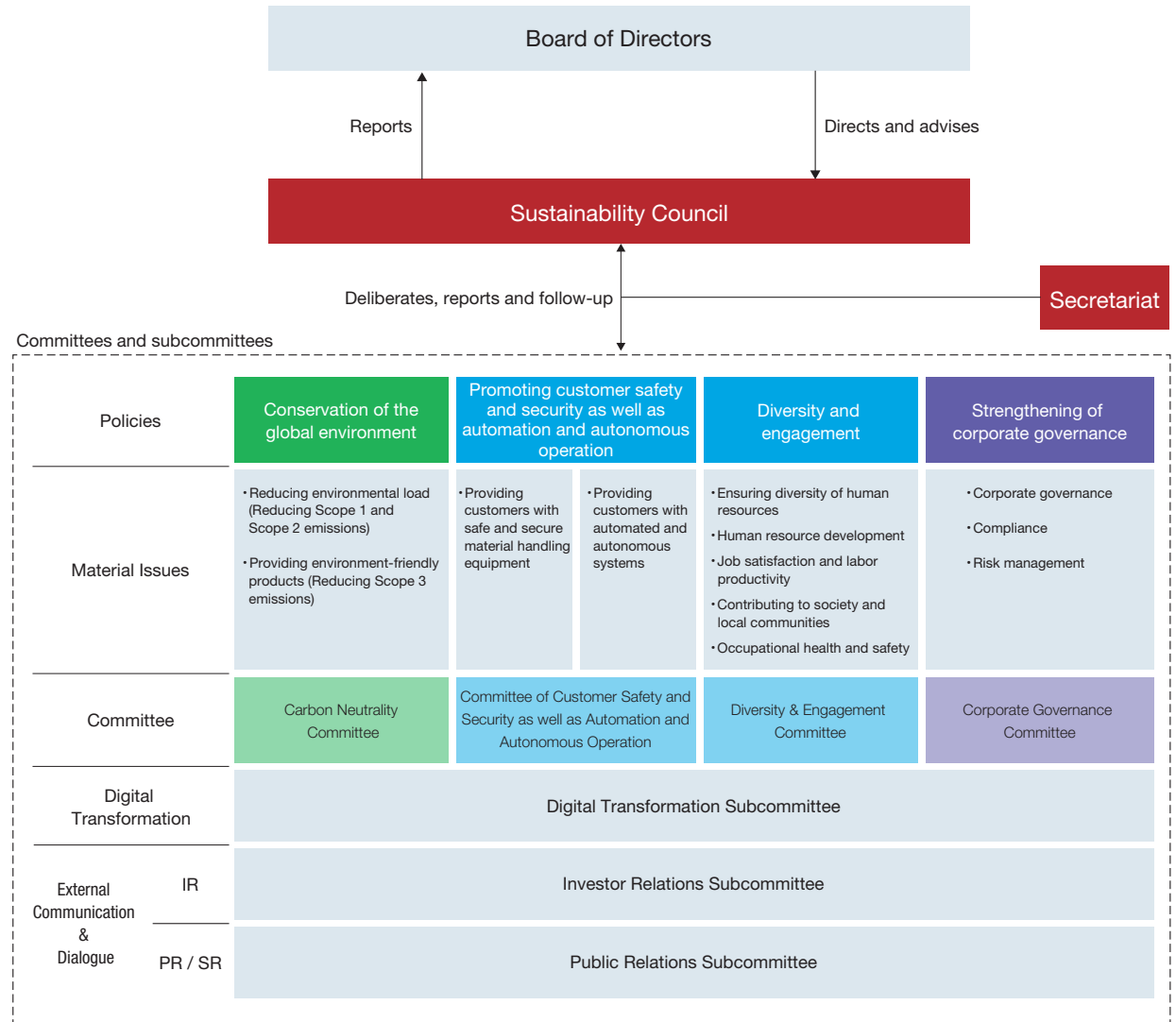
Our Sustainability System

To further advance our sustainability management, we have maintained a promotion system led by the Sustainability Council, established in 2021. This council, through the management team, oversees internal initiatives, enhances the effectiveness of various measures through focused discussions and reviews, and ensures progress. The company's sustainability management is organized, promoted, and reviewed twice a year in meetings aligned with our material interests from a medium- to long-term perspective. The results of these discussions are reported to the Board of Directors.

Within our group, as part of our fiscal 2024 sustainability activities, we established a subcommittee under the Carbon Neutrality Committee in December 2024. This subcommittee is dedicated to gaining a detailed understanding of equipment specifications related to CO₂ emissions and conducting research for emission reduction.

Regarding our policy of promoting customer safety and security as well as automation and autonomous operation, we have taken actions such as integrating the AI Person Detection System into our main product lineup and delivering/ commissioning Automated Picking Solutions for customers. Furthermore, from the perspective of respecting human rights, we have begun efforts toward human rights due diligence within our supply chain.

For the sustainability initiatives increasingly demanded by society, our group will steadily advance them as outlined in the three-year medium-term business plan Logisnext Transform 2026, which commenced in fiscal 2024.



Chapter 3

Our Value Creation in Practice

Japan is home to the Mitsubishi Logisnext Group head office. While a pioneer in the forklift truck industry, the Group has, through integration and restructuring, absorbed diverse cultures and created unique, unparalleled technologies. Leveraging a broad product lineup, we will continue to develop logistics solutions together with our customers.

- ❶ Unmanned forklift PLATTER Auto H Type: Drives further automation of logistics sites with high mobility and transport capacity.
- ❷ Strengthening technology transfer to the next generation
- ❸ Specialized transport truck, Straddle Carrier: Enhances storage efficiency and operational performance for ultra-heavy items.
- ❹ Electric truck assembly line
- ❺ LogiS Team: Supports safe and secure workplaces through co-creation with customers.
- ❻ Shiga Plant



Through global technical collaboration, we create value in safety, automation, and decarbonization.



Hiroyuki Sugiura

Director, Executive Officer
Head of Engineering Headquarters

Providing Safety and Security Based on Solving Customer On-Site Issues

In the Group's Medium-Term Business Plan "LT26," we have established three key concepts: Safety and security, Automation and autonomy, and Decarbonization. These concepts also directly reflect the current direction of our technological development.

Under the first concept, safety and security, we have been working on agile development programs in collaboration with our customers, called LogiS Initiative, since the end of 2023. Through the LogiS Initiative, we co-create solutions for specific issues faced at each logistics site, while also standardizing and productizing solutions with high general applicability. For example, the regenerative brake control linked to the human detection system using AI cameras was developed by integrating the LogiS activities with the AI camera-based human detection system with a sense of urgency. An increasing number of customers are introducing this feature as an effective function for ensuring safety in their logistics operations.

Against the backdrop of labor shortages, there is a growing global demand in the logistics industry for ensuring on-site safety, and more customers are actively considering investments in safety measures each year. Moving forward, we aim to further expand the scope of issues we address and grow our lineup of high-value-added technologies and products, based on technologies that have been validated in actual logistics sites.

Pursuing Automation and Autonomy with a Broad Perspective, Centered on AGFs and AGVs

The second concept, automation and autonomy, may appear straightforward, but in reality, it is a highly complex theme. Even when we speak simply of automating human tasks, there are multiple stages to consider, a wide range of possible approaches at each stage, and no single correct answer, as the optimal solution varies depending on each customer's requirements and on-site conditions. In addition, as a company whose development has long been grounded in improving the performance of manned forklift trucks, determining how far we should pursue automation technologies also presents a difficult judgment.

One area on which we are currently focusing as a clear direction is the field of automated guided forklifts (AGFs) and automated guided vehicles (AGVs). We have already brought to market products such as the Automated Compact Truck (ACT), an AGV developed by our European subsidiary in Finland, and the PLATTER Auto, an AGF capable of operating with both laser and magnetic guidance systems. Looking ahead, in March 2026 we plan to launch the PLATTER Auto S Type, a new model equipped with SynfoX, an automation technology that applies ΣSynX, the digital innovation brand developed by Mitsubishi Heavy Industries, Ltd. This model represents a next-generation AGF, featuring advanced functions such as self-localization using LiDAR and the automatic detection and pickup of pallets placed on floors or racks.

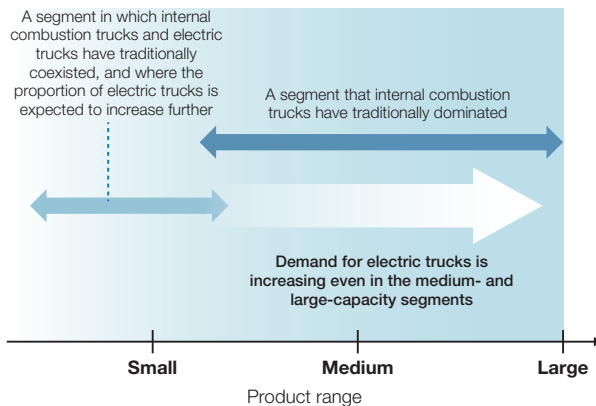
Automation and autonomy encompass a wide range of options beyond AGFs and AGVs alone. Going forward, we will continue to promote technological development and collaboration with external partners through multiple approaches, while exploring further possibilities in this field.

Pursuing Decarbonization (Electrification) Through Diverse Approaches

Under the third concept, Decarbonization, we are advancing the development of products and technologies aligned with the global shift toward carbon neutrality. Electric forklift trucks represent the core of this effort. This is a field with a long history, and one of our company's roots, Nichiyu, is well known for developing Japan's first electric truck. Today, growing attention is being paid to electrification in the medium and large forklift truck markets, which have traditionally been dominated by internal combustion trucks.

Advances in motor and controller technologies, together with significant improvements in lithium-ion battery performance, have addressed the conventional weaknesses of electric trucks. As a result, it has become possible to develop electric trucks that deliver high power performance and also support rapid charging, driving a global increase in demand for electrification in the medium- and large-capacity segments. However, our

Outlook for the Electric Truck Product Lineup



current product coverage in these segments is insufficient compared to that of our competitors. While we are accelerating the expansion of our product lineup, it would be inefficient to handle everything from technological development to product commercialization in-house for all classes of medium- and large-capacity models. Accordingly, in addition to strengthening technical collaboration across our Group in Japan and overseas, we intend to enhance our presence in this market by also considering external collaboration, including partnerships and OEM supply arrangements.

Organizational Strengthening of Technological Development Capabilities Through Global Collaboration Across Bases

I believe that global collaboration is an essential prerequisite for strengthening the Group's technological capabilities going forward. Our technical collaboration with overseas bases progressed relatively early on since the era of the four predecessor companies prior to integration partly because these respective companies pursued overseas expansion in various forms. However, for most cases, collaboration involved engineers in Japan and overseas working together on individual projects, and did not constitute true technical collaboration in the full sense. Advances in remote communication technologies have made day-to-day overseas counterpart interactions commonplace, even for engineering divisions, but in many cases, this remains limited to project-based information exchange.

As part of our transformation toward becoming a true global company that we have been promoting since fiscal 2025, we strive to elevate global technical collaboration to the next level by establishing group-wide, organizational mechanisms



and frameworks that cut across the Group. By creating an organizational environment that enables us to grasp technological advances and new ideas emerging around the world in real time and connect them organically, I believe there remains significant potential to further enhance the Group's technological development capabilities. This will contribute not only to the creation of high value-added products and services, but also to the development of technical talent on a global scale.

At the same time, we are working to utilize generative AI, primarily to improve the efficiency of design operations and support the transfer of technical know-how. By leveraging generative AI to streamline development processes, we aim to secure resources that can be redirected toward the creation of high-value-added products and services.

In the value creation process of manufacturing, we take pride in the belief that all origins lie in the activities of our engineering divisions. With this sense of pride, we will continue striving to reach even higher levels in the future, objectively assessing our capabilities and position.

We will address the strengthening of human capital and governance, which form the foundation of our management, from a global perspective.



Kazuki Tanaka
Executive Officer
Head of Administration Headquarters

Promoting Systems That Enhance Work Satisfaction and Fostering a Positive Organizational Culture

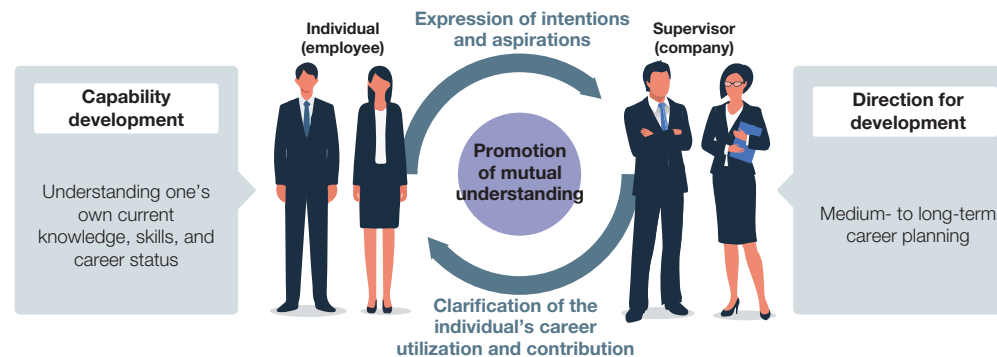
We recognize that the most important mission of the Administration Headquarters is to strengthen human capital. To this end, we have implemented a range of initiatives aimed at enhancing employee motivation and engagement. In fiscal 2024, when “LT26” was launched, we introduced the Career Challenge System, which allows employees to transfer to other departments based on their aspirations, as well as the Project Challenge System, which enables employees to remain in their home departments while allocating a portion of their working hours to projects in other departments. We believe these initiatives not only support employees in enhancing and discovering a sense of fulfillment in their work, but also promote workplace innovation through interaction among a diverse range of employees. In addition, by enhancing the knowledge and skills of highly motivated younger employees and cultivating a broad, organization-wide perspective, the ability to overcome difficult situations, and strong communication skills, we expect these efforts to contribute to the development of future management

talent over the medium to long term.

We will continue to further accelerate these human resources strategies. In October 2025, we revised part of our personnel system to enable highly motivated mid-career and younger employees to be promoted to managerial positions earlier than before, thereby expanding opportunities for them to play active roles. At the same time, we improved our reemployment system to secure employment opportunities up to the age of 70. We also enhanced the training framework for mid-career hires, which had previously focused on on-the-job training at their assigned workplaces, by establishing an environment that enables systematic organizational support, such as assigning dedicated mentors and providing training for those mentors.

Human capital, however, cannot be strengthened through the establishment of systems alone. What matters is a corporate culture in which the entire organization values its people and supports the growth of each individual. While making use of various systems and initiatives, each workplace is also advancing its own human resource development efforts tailored to on-site needs, such as participation in external training programs, visits to customers, and exchanges with other companies. By linking these steady, grassroots initiatives, we aim to foster a people-development culture across the organization as a whole.

Frameworks to support autonomous career development



Strengthening the Development of Global Talent Through International and Domestic HR Exchanges

Within our Group, advancing into a true global company has become a major management priority, and for the administrative functions this also means that developing global talent capable of supporting this transformation is a critical mission. For many years, we have operated an overseas trainee program under which employees from Japan are assigned to overseas group companies for a fixed period to gain on-the-ground experience. Beginning in fiscal 2025, however, we have introduced a new training program that takes the reverse approach, inviting employees from overseas group companies to Japan. As the first case, we welcomed a trainee from China to our Kyoto head office, and subsequently accepted several trainees from Europe as well.

This new form of training has generated significant benefits not only for the overseas group companies, but also for the host organizations in Japan. In the case of overseas assignments, the opportunity to experience a global environment is largely limited to the individual participant. By contrast, when an employee from overseas comes to Japan, the entire host workplace is exposed to a global perspective, and through various interactions during the training period, that experience naturally spreads to others around them. Recognizing the strong impact of this approach, we are now coordinating with departments to expand the acceptance of overseas employees going forward.

Strengthening Governance and Internal Controls with a Group-Wide Perspective

The responsibilities of the Administration Headquarters also extend to strengthening governance, which forms the foundation of corporate management. In this area, we emphasize not only the enhancement of systems, but also the rigor and effectiveness of their operation. In fiscal 2024, we reviewed the structure of governance-related committees. Multiple committees that had differing memberships and meeting frequencies due to historical circumstances were reorganized into three committees focused on risk, compliance, and internal control. Each of these committees shall consist primarily of members of the Management Committee, meet semiannually or quarterly, and report matters discussed to the Board of Directors in a timely manner.

At the same time, we are advancing the development of frameworks to strengthen governance at our group companies. For domestic group companies, we have already introduced a self-audit framework and are enhancing its effectiveness through additional monitoring conducted by us. Looking ahead, key challenges will be to strengthen governance and establish internal control functions at overseas group companies as part of building a global management structure. Some overseas group companies have not yet established internal audit functions, and we at the Administration Headquarters intend to provide as much support as possible to reinforce these capabilities.

Advancing the Development and Operation of BCPs on a Global Basis

The development and operation of business continuity plans, or BCPs, are also a responsibility of the Administration Headquarters. In Japan, our BCP development has been completed across the

Group, including group companies. We are now in the phase of enhancing effectiveness through BCM, or business continuity management, by repeatedly conducting drills that simulate how we should respond in the event of various emergency situations.

At overseas group companies, however, regional characteristics, business scale, and assumed risks differ from company to company. We therefore intend to first roll out the fundamental elements of BCPs to each region and then tailor them to suit the circumstances of each individual company.

As a basic principle, the Group's BCPs place a higher priority on the impact on users (customers) than on the continuation of our own operations. In Japan, each company has developed manuals that set priorities based on the question of what would most affect users' operations if our business were to be suspended. We will take the same approach as we work to establish and improve BCPs at our overseas group companies as well.



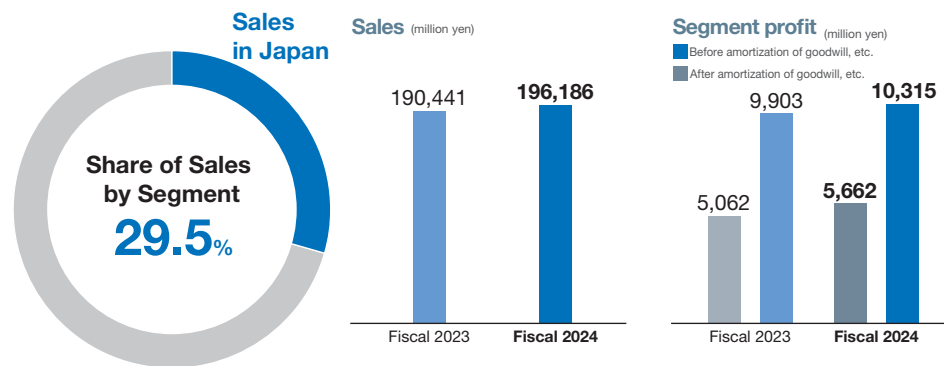
Sales in Japan

Summary of Fiscal 2024 Results

With orders remaining firm and supported by the effects of price optimization, sales reached 196.186 billion yen, an increase of 3.0% compared to the previous consolidated fiscal year. Segment profit totaled 5.662 billion yen, up 11.9% year on year, reflecting the positive impact of the weaker yen on exports as well as the contribution from price optimization amid solid domestic sales.

Excluding the impact of amortization of goodwill and related items, segment profit amounted to 10.315 billion yen, representing a 4.2% increase year on year.

Review of Fiscal 2024



Major Initiatives for Fiscal 2025

In fiscal 2025, the logistics equipment market in Japan is expected to remain relatively solid.

To further strengthen our competitiveness in the market, we are promoting customer-collaborative agile development to respond to increasingly diverse needs for safety and security. Our sales and engineering divisions work as one team with customers to advance development, creating value by combining existing products rather than insisting solely on in-house development, and aiming to deliver solutions that are closely aligned with customers' on-site challenges.

In addition, with the objective of strengthening our customer support structure in the logistics equipment and systems markets in Japan, we integrated part of our domestic sales division with eight wholly owned sales subsidiaries and established a new company effective October 1. Through this reorganization of our domestic operations, we will operate closer to our customers while improving operational efficiency and building a structure resilient to a rapidly changing external environment, thereby enhancing profitability (see p. 21).

In Focus: Initiatives to Drive Growth

Exhibited at the International Logistics General Exhibition Logis-Tech Tokyo 2024

In September 2024, we exhibited at the 16th International Logistics General Exhibition Logis-Tech Tokyo 2024, held at Tokyo Big Sight, in collaboration with Mitsubishi Heavy Industries, Ltd.

In addition to introducing logistics intelligence solutions incorporating Σ SynX, we conducted live demonstrations of an unmanned forklift truck equipped with our new automation technology, SynfoX, which integrates the core technologies of Σ SynX and brings them to a level of practical application.

We also proposed sustainable solutions through live demonstrations of the latest safety equipment to be installed on forklift trucks, as well as presentations of forklift trucks equipped with lithium-ion batteries.



The booth attracted a large number of visitors.



We conducted live demonstrations of an unmanned forklift truck equipped with our new automation technology, SynfoX, which incorporates the core technologies of Σ SynX and has been refined to a level of practical application.

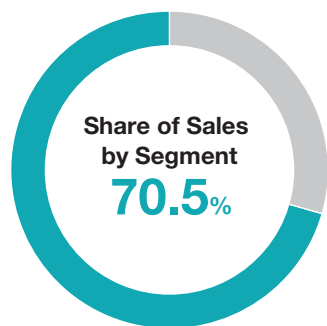
Sales Outside Japan

Summary of Fiscal 2024 Results

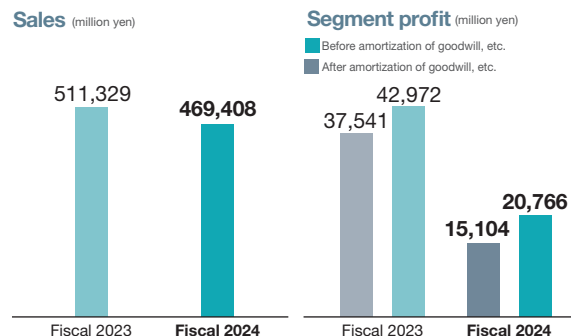
Regarding our overseas operations in fiscal 2024, despite the positive impact of a weaker yen, sales declined to 469,408 million yen, a decrease of 8.2% compared to the previous fiscal year. This decline reflected the impact of a temporary shipment suspension in North America, as well as prolonged inventory adjustments by dealers in certain regions. Segment profit decreased significantly to 15,104 million yen, down 59.8% year on year, largely due to reduced sales in Europe and the Americas.

Excluding the impact of amortization of goodwill and related factors, segment profit amounted to 20,766 million yen, representing a decrease of 51.7% year on year. In the same period of the previous fiscal year, our overseas operations recorded substantial growth in both sales and segment profit as production was ramped up and shipments accelerated following the resolution of parts shortages, together with the contribution from price optimization. In contrast, in the current fiscal year, delays in engine certification in North America required additional work, including retrofitting legacy engines, which led to lower production efficiency. In addition, we incurred one-time costs, such as disposal and valuation losses on production parts and finished products associated with the transition to new engines resulting from the certification delays.

Review of Fiscal 2024



Sales Outside Japan



Combined with the impact of dealer inventory adjustments, these factors led to declines in both sales and segment profit.

While normalizing lead times that had been affected by the COVID-19 pandemic and advancing improvements in profitability through price optimization, we continue to respond to growing market needs in the logistics equipment market, including Safety and security, Automation and autonomy, and Decarbonization. Under these circumstances, in the United States, which represents our most important market, we have completed the replacement with trucks equipped with new engines as a measure to address the engine certification issue and are continuing efforts to restore performance.

Major Initiatives for Fiscal 2025

In the Americas, the logistics equipment market, including forklift trucks, experienced a longer-than-anticipated period of dealer inventory adjustments, and wholesale demand remained weak; however, this phase is now gradually easing. Europe is showing signs of a gradual recovery, while Asia has remained generally steady despite a temporary slowdown amid inventory adjustments. In China, demand for logistics equipment remains firm even as the broader economy decelerates. Demand in the logistics equipment market is solid, but competition is intensifying, particularly in Europe and Asia, as electrification progresses and Chinese products, including lithium-ion battery powered trucks, continue to gain market presence. In addition, depending on national policies including tariff measures by the US government, there are concerns about rising costs globally and the potential for an economic slowdown, making the outlook for our business uncertain.

Under these market conditions, we have established a new plant in Europe to improve productivity and strengthen competitiveness. In China, we have newly developed our own low-priced electric trucks and have begun accepting orders in the Chinese market. By responding to the expanding demand for electric trucks while achieving both high performance and enhanced cost competitiveness, we will further strengthen our presence in the market.

In Focus: Initiatives to Drive Growth

Europe (including Middle East and Africa)

Efforts to Enhance Productivity

To enhance parts painting capacity for forklift trucks and AGVs and improve productivity, we expanded the plant at our European group company, Mitsubishi Logisnext Europe Oy in Finland.

Previously, we operated three plants in Europe, located in Finland, Sweden, and Spain; however, improving production efficiency had been a challenge. As a result, we integrated the two plants in Finland and Sweden, which are geographically close and produce similar models, and consolidated equipment and personnel. Following the transfer of technology and production for the main models from the Swedish plant to the Finnish plant, the closure of the Swedish plant was completed in December 2024. As production was transferred and process reviews progressed at the Finnish plant, the need to further strengthen painting capacity increased, leading to the decision to expand the facility.

At the opening ceremony held in May 2025, Finland's Minister of Employment was in attendance, helping to celebrate the launch of the new plant.



Commemorative photograph from the opening ceremony



Interior of the new plant in Finland

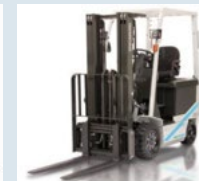
The Americas

Full Model Change of Small Electric Trucks for the North American Market

In the North American small forklift truck market as well, a shift from internal combustion trucks to electric trucks is expected to accelerate going forward; and we are currently developing a new product aimed at enhancing product competitiveness and streamlining the model lineup. Based on the EDiA series, which has earned high recognition in the European market, the new model will primarily feature improvements in ease of entry and exit as well as operability, with market launch targeted during fiscal 2025.



Conventional electric trucks



Electric truck under development

APAC (Asia and the Pacific) / China

Initiatives to Stimulate the Chinese Market

As Chinese-made forklift trucks continue to gain a stronger presence in the European and Asian markets, we have newly developed an in-house low-priced electric truck in China. While we have previously relied on cost-competitive OEM products from other manufacturers, this initiative aims to achieve further improvements in both performance and cost competitiveness. By doing so, we will respond to the expanding demand for electric trucks and enhance our presence in the market.

By doing so, we will respond to the expanding demand for electric trucks and enhance our presence in the market.



Low-end model electric trucks

Chapter 4

The Foundation of Our Value Creation

APAC and China are markets where strong growth is expected. To meet rising demand, we continue daily production at our plants in Thailand and China. We are enhancing safety awareness and after-sales service capabilities through training programs and workshops. We also promote personnel exchanges, including the assignment of service staff to Thailand from our direct sales companies in Japan.

- ① Parts inspection at warehouse, supporting a quality control framework to meet demand in growing markets.
- ② Maintenance of electric trucks, with service staff exchange to strengthen after-sales service capabilities.
- ③ Meeting with dealers.
- ④ Our Thai plant reached cumulative production of 20,000 units in 2023. Efforts are being made daily to enhance production capacity in response to rising demand.
- ⑤ Safety training



APAC & China

E Environmental Issues

Targeting Carbon Neutrality by 2040

The need to achieve carbon-neutrality is a global challenge. Our corporate philosophy is “to move the world forward as the leading provider of innovative logistics and material handling solutions.” Consequently, preserving the global environment, as the very foundation of this philosophy, remains our top priority.

As a member of the Mitsubishi Heavy Industries Group, which boasts a proven track record in decarbonization, we believe it is our mission to take the lead in implementing countermeasures to fight climate change. In order to achieve carbon neutrality by 2040, the goal of the Mitsubishi Heavy Industries Group, we will contribute to the decarbonization, electrification, and enhancement of intelligence across all its businesses, products, and services.



CO₂ Emissions Reduction Targets (Versus 2017)

Scope 1 and 2	Scope 3 (Category 11)
2026: -33% 2030: -40%	2026: -29%
2040: Net Zero	2035: -75%* (electric trucks account for over 90% of the total)

*1 This does not include the adoption of new fuels or improvements in engine fuel efficiency.

We intend to reduce our global Scope 1 and 2² CO₂ emissions to Net Zero by 2040. As an interim target, we will reduce emissions by 40% by 2030 (relative to fiscal 2017 levels). We are taking this approach to reduce CO₂ emissions from our plants and offices in light of our Group’s production-centered business operations.

In addition, we are contributing to our customers’ efforts to reduce their CO₂ emissions through our products and services. By 2035, we will increase the ratio of electric trucks to at least 90% of the forklifts we offer and reduce CO₂ emissions in Scope 3 (Category 11) by at least 75%. The Mitsubishi Heavy Industries Group has declared that the entire Group will reduce CO₂ emissions throughout its value chain to Net Zero by 2040. We

will also take steps to achieve this goal by providing appropriate products and services in the logistics segment.

² Scope 1: Greenhouse gas emissions directly generated by the company’s own operations.
Scope 2: Energy-related indirect greenhouse gas emissions associated with the use of electricity, heat, and steam supplied by other companies.

Initiatives and Systems for Achieving the Goals

Our initiatives to reduce CO₂ emissions associated with our business operations include the following:

- increasing productivity;
 - promoting energy efficiency; and
 - introducing innovative decarbonization technologies from within the Mitsubishi Heavy Industries Group.
- We will develop the following innovations for incorporation into our products and services in order to help reduce our customers’ CO₂ emissions:
- energy-efficient electric forklift trucks;
 - energy-efficient cargo-handling equipment that contributes to the decarbonization of port logistics; and
 - logistics solutions that improve logistics efficiency.

To expedite these initiatives, we have formed a Carbon Neutrality Committee, chaired by the president, as a subcommittee focused on climate change under the Sustainability Council, and are actively driving its activities.

Providing Environment-Friendly Products (Reduction of Scope 3 Emissions)

Developing and providing cutting-edge decarbonization and low-carbon products

To contribute to the emergence of a decarbonized society, we are working to reduce our electricity costs (through reduced energy consumption) and are expanding our line of electric forklift truck products as replacements for our internal combustion trucks. This effort is intended to popularize our clean and energy-efficient electric forklift trucks.

With growing customer demand for logistics equipment that supports CO₂ emission reduction to achieve carbon neutrality, we have expanded our lineup of flagship products—the reach-type forklift PLATTER and the counterbalance forklift ALESIS—to include lithium-ion battery powered trucks, providing these models to customers through our domestic sales network.

Lithium-ion batteries enable significantly shorter charging times through rapid charging, making them ideal for logistics sites requiring extended operation—an area traditionally dominated by internal combustion trucks. Additionally, since lithium-ion batteries eliminate the need for battery acid (dilute sulfuric acid), tasks like topping up with purified water are no longer necessary, leading to cost savings. Furthermore, these batteries avoid the use of environmentally hazardous materials like cadmium or lead, thereby reducing environmental risks.

As the small forklift truck market in North America is expected to shift from internal combustion trucks to electric trucks, we are developing a new product to enhance competitiveness and integrate model lineups. This will be a cushion-tire model designed specifically for the North American market, based on the EDiA Series, which has earned high recognition in the European market, and is scheduled for market launch during fiscal 2025.

Decarbonization of cargo-handling equipment in ports and coastal facilities

In order to help achieve the goal of carbon neutrality, we have launched an initiative with Mitsubishi Heavy Industries to reduce CO₂ emissions at ports. We are thus contributing to the carbon neutrality of ports by developing new models of cargo handling equipment and converting existing equipment to hydrogen fuel cells with the goal of achieving zero carbon emissions in the future.

The new F-ZERO (Future-Zero) rubber-tired gantry crane (RTG), introduced in September 2022, has achieved a 15% reduction in fuel consumption compared to conventional models, along with significant decreases in CO₂ emissions and air pollutants such as NO_x and PM. Additionally, it is designed for future compatibility with hydrogen fuel cells. The F-ZERO RTG is scheduled for introduction at many ports in the future.



PLATTER electric forklift (Lithium-ion battery-equipped model)



ALESIS electric forklift (Lithium-ion battery-equipped model)



A cushion-tire model for the North American market under development (Scheduled for market launch during fiscal 2025)



Rubber-tired gantry crane

Reducing Environmental Load (Reduction of Scope 1 and 2 Emissions)

Subcommittee activities to reduce CO₂ emissions

To effectively reduce CO₂ emissions, we established a subcommittee under the Carbon Neutrality Committee in December 2024.

Composed mainly of employees from the production engineering and facilities management departments, the subcommittee has begun initiatives to visualize, in graph form, the CO₂ reduction effects of various measures and the associated costs, enabling the prioritization of capital investments.



Deliberations by the subcommittee

In fiscal 2024, we replaced the air-conditioning systems at the frame plant, switching from gas heat pumps (GHPs) to electric motor heat pumps (EHPs). We also accelerated the conversion of lighting to LED fixtures in office buildings. Through these initiatives, we expect to reduce CO₂ emissions by approximately 165 tonnes annually.



Upgrade to EHPs (Kyoto Plant)



Conversion to LED lighting (Azuchi Plant)

Environmental Promotion Framework

Establishment of the Environmental Management Committee and Special Environmental Groups

Activities to reduce environmental impact, such as waste reduction, energy conservation, and the development of products that contribute to environmental improvement, often require cross-organizational efforts, with company-wide or multi-departmental collaboration.

To facilitate this, we have set up an Environmental Management Committee, chaired by the Head of the Production Headquarters. Under this committee, three specialized groups operate: the Environmental Preservation Group, the Energy Efficiency Group, and the Logistics & Packing Group. This structure allows for close coordination and collaboration across all relevant departments.

Promotion of environmental management activities

Each specialized group sets environmental targets and action plans, deploys those targets at operational sites, and collects and organizes progress data before reporting to the committee.

The Environmental Preservation Group primarily engages in activities such as waste reduction, recycling, and environmental awareness initiatives, including community contribution activities. The Energy Efficiency Group focuses mainly on improving the efficiency of energy, water, and raw material consumption and promoting environmentally conscious production activities. The Logistics & Packing Group works primarily on improving transportation efficiency and reducing packaging materials. Through these diverse activities carried out by each group, we are working to reduce our environmental impact.

In addition, to serve as the organization overseeing operations related to our environmental initiatives, we established the Environmental Management Promotion Section in November 2023. Its primary responsibilities include ISO management,

operation of the Environmental Management Committee, and dissemination of environmental information both internally and externally. We have built an execution-oriented framework aimed at achieving our management objective of decarbonization.

EMS (Environmental management system)

Our EMS is managed by the Environmental Management Committee and is continuously improved to align with the surrounding business environment and our business strategies. We conduct internal audits twice a year and undergo an external examination by a certification body once a year to confirm that we are effectively using the ISO standards as a tool for improving our business by maintaining and continuously improving our EMS.

In addition, we regularly conduct ISO Internal Auditor Skill Improvement Training to strengthen the competence of internal auditors and Internal Auditor Training to secure an adequate pool of internal auditors.

Internal awareness-raising activities

To advance initiatives like reducing CO₂ emissions and waste, it is essential to raise the awareness of all employees. Accordingly, with the aim of fostering environmental awareness within the company, we post articles on initiatives to reduce emissions as well as interviews with employees involved in environmental management on our internal information-sharing system. These articles are also displayed on digital signage installed throughout our facilities, including plants, to reach a broader range of employees.

G-NEWS

第1話
～当社のカーボンニュートラル (CN) に向けた取り組み～

Q1. 5年間でCO₂排出量を削減するための目標を設定し、その達成に向けた取り組みを推進しています。具体的には、生産工程での省エネ対策や、廃棄物の削減に取り組んでいます。また、従業員の環境意識を高めるための啓発活動も実施しています。

Q2. MACTCへの対応に際し、環境保全への取り組みを強化しています。MACTC（環境管理システム）の導入により、環境リスクを低減し、持続可能な生産を実現しています。また、環境負荷の少ない素材の使用も推進しています。

Q3. 廃棄物の削減と資源の有効活用に取り組んでいます。生産現場での廃棄物の分別収集や、リサイクル材の使用を促進しています。また、梱包材の削減や、在庫の最適化による廃棄物の削減も実施しています。

Environmental Policy and Environmental Action Guidelines

Environmental Policy

We are committed to protecting the global environment from an international perspective and contributing to the ongoing development of local communities.

Environmental Action Guidelines

Mitsubishi Logisnext Co., Ltd. and its affiliates are committed to proactively implementing the following action guidelines through our business operations, which encompass the development, manufacture, sales, and servicing of forklifts and other industrial vehicles, distribution systems, and logistics products. In keeping with our Environmental Policy, we aim to reduce our environmental impact and improve society on a sustainable basis as an essential part of our business.

- 1. We recognize that preserving the environment and maintaining harmony with the global ecosystem are among the most important management issues, and we shall continue to systematically promote environmental initiatives through our business operations.**
- 2. We shall strive to control environmental pollution and promote environmental preservation activities by accurately monitoring the environment impact of our business operations.**
- 3. We shall strictly comply with all environmental laws, regulations, and ordinances as well as all agreements and other requirements to which we are party; adopt voluntary standards; and takes steps to preserve the environment.**
- 4. In acknowledging the environmental impact of our business operations, we shall adopt the following important initiatives.**
 - (1) We shall manufacture eco-friendly products.
 - (2) We shall reduce, recycle, and properly dispose of all industrial waste resulting from our business operations.
 - (3) We shall become more efficient and reduce our consumption of raw materials, fuel, and energy, and we shall promote environmental preservation in our manufacturing activities.
 - (4) We shall improve the transportation efficiency of our product and parts distribution, reduce the use of packing materials, and decrease our environmental load.
- 5. We shall implement in-house training sessions and awareness campaigns to inform all our employees and trading partners of our environmental action guidelines and shall disclose them to the public.**

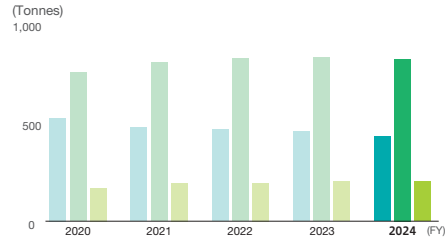
In order to implement the above action guidelines, we shall establish environmental goals and targets within our technical and economic scope and periodically review our progress. We shall remain committed to continuously improving our environmental management system and environmental performance.

Environmental Initiatives

Kyoto Plant Shiga Plant Azuchi Plant

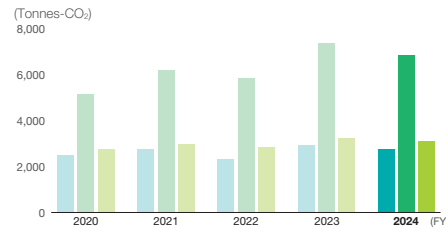
Waste generation

At the Kyoto and Shiga plants, waste generation decreased compared with the previous fiscal year due to lower production volumes. At the Azuchi Plant, although production also declined, waste generation increased slightly year on year as a result of factors such as changes to the layout of office buildings.



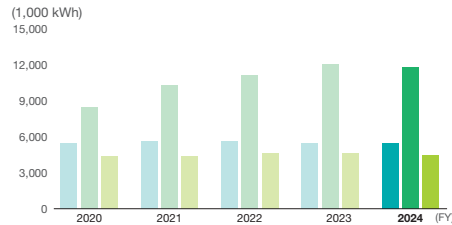
CO₂ emissions

At the Kyoto, Shiga, and Azuchi plants, emissions decreased compared with the previous fiscal year due to lower production volumes and improvements in electricity emission factors.



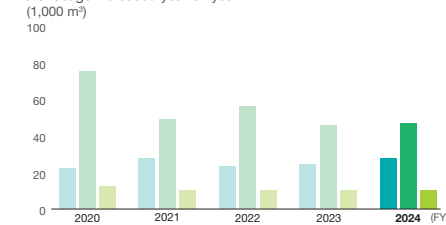
Electricity consumption

At the Kyoto Plant, although production declined, electricity consumption remained flat compared with the previous fiscal year, while at the Shiga and Azuchi plants, electricity consumption decreased year on year due to lower production volumes.



Water usage

At the Kyoto Plant, although production declined, water usage increased compared with the previous fiscal year due to water leakage and other factors. At the Shiga Plant, water usage also increased year on year despite lower production. At the Azuchi Plant, water usage decreased compared with the previous fiscal year due to reduced production; however, when combined across the three plants, total water usage increased year on year.



Summary of environmental impact (fiscal 2024)

Item	Unit	Kyoto Plant	Shiga Plant	Azuchi Plant
Electricity	1,000 kWh	5,451	11,784	4,453
City Gas	1,000 m ³	394	1,217	651
Bunker A	kℓ	—	—	104
Kerosene	kℓ	—	23	—
Diesel Oil	kℓ	—	28	—
Gasoline	kℓ	—	12	—
LPG	m ³	—	4,798	—
Water	1,000 m ³	27	46	10

Mitsubishi Logisnext Co., Ltd.

Output

Item	Unit	Kyoto Plant	Shiga Plant	Azuchi Plant
CO ₂	Tonnes	3,091	7,620	3,470
Chemical substances (emissions under PRTR)	Tonnes	33.4	59.0	5.4
General waste	Tonnes	17	29	10
Industrial waste	Tonnes	454	872	212
Chemical substances (transferred under PRTR)	Tonnes	33.2	52.0	8.5

Compliance with Laws and Ordinances

Water quality

At the Shiga Plant, we installed wastewater treatment tanks to treat sewage and wastewater from factory processes before it is discharged from the plants. This treated wastewater is discharged into the tributaries of neighboring rivers. At the Kyoto and Azuchi plants, drainage water is discharged into the drainage system after appropriate treatment.

Plant	Measured item	Unit	Regulated value	Observed value
Kyoto Plant	pH		5.0-9.0	8.1
	Biochemical oxygen demand (BOD)	mg/L	600	142
	Suspended solids (SS)	mg/L	600	119
	N-hexane extracts	mg/L	5.0	Less than 2.0
Shiga Plant	pH		6.0-8.5	7.2
	Biochemical oxygen demand (BOD)	mg/L	20	1
	Chemical oxygen demand (COD)	mg/L	20	3.3
	Suspended solids (SS)	mg/L	30.0	0.8
	Nitrogen	mg/L	12.0	0.9
Azuchi Plant	Phosphorus	mg/L	1.2	Less than 0.1
	N-hexane extracts	mg/L	3.0	Less than 0.5
	pH		5.0-9.0	7.2
	Biochemical oxygen demand (BOD)	mg/L	600	64
	Suspended solids (SS)	mg/L	600	120
Azuchi Plant	Nitrogen	mg/L	60.0	23.2
	Phosphorus	mg/L	10.0	2.8

Measurement dates: January 7, 2025 (Kyoto Plant); March 4, 2025 (Shiga Plant); March 21, 2025 (Azuchi Plant)

Odor

We undertake periodic odor measurements at the site boundary.

Plant	Measured item	Unit	Regulated value	Observed value
Kyoto Plant	Toluene	ppm	10.0	Less than 0.2
	Xylene	ppm	1.0	Less than 0.3
Shiga Plant	Toluene	ppm	10.0	Less than 1.0
	Xylene	ppm	1.0	Less than 0.1
Azuchi Plant	Toluene	ppm	10.0	Less than 1.0
	Xylene	ppm	1.0	Less than 0.1

Measurement dates: March 21, 2025 (Kyoto Plant); July 11, 2024 (Shiga Plant); November 14, 2024 (Azuchi Plant)

Noise

We undertake periodic noise measurements at the site boundary.

Plant	Measured item	Unit	Regulated value	Observed value
Kyoto Plant	8:00-18:00	dB	70	64
	18:00-22:00	dB	60	52
Shiga Plant	8:00-18:00	dB	70	66
	18:00-22:00	dB	65	62
Azuchi Plant	8:00-18:00	dB	70	56
	18:00-22:00	dB	70	54

Measurement dates: March 6, 2025 (Kyoto Plant); January 30, 2025 (Shiga Plant); November 14, 2024 (Azuchi Plant)

Atmosphere

We periodically undertake measurement of the concentrations of particulates in the atmosphere around warm air heating units. We also measure for hazardous substances as stipulated under local ordinances.

Plant	Measured item	Unit	Regulated value	Observed value	
Kyoto Plant	Warm air heating unit (city gas)	Particulate	g/m ³ N	0.10	0.001
		NOx	ppm	150	31
Shiga Plant	Boiler (city gas)	Particulate	g/m ³ N	0.10	0.0014
		SOx	m ³ /h	—	—
		NOx	ppm	150	26
Azuchi Plant	Warm air heating unit (Bunker oil)	Particulate	g/m ³ N	0.20	Less than 0.001
		SOx	m ³ /h	2.2	Less than 0.00087
		NOx	ppm	180	37

Measurement dates: January 24, 2025 (Kyoto Plant); December 18, 2024 (Shiga Plant); November 14, 2024 (Azuchi Plant)

S Societal Issues

Providing Customers with Automated and Autonomous Systems

Providing unmanned and labor-saving products

Against the backdrop of rapidly growing labor shortages, we are developing safe, eco-friendly, and high-performance automated guided vehicles (AGVs) and automated guided forklifts (AGFs) to meet the need for automation at logistics sites.

In partnership with Konoike Transport Co., Ltd., a logistics service provider, we have conducted a series of demonstration tests and have built an automated truck loading system based on the laser-guided unmanned forklift PLATTER AUTO. The system has been in actual operation since March 2024.

In truck-loading operations, it is necessary to adjust loading positions according to the type of truck and the size of the parking space used for loading and unloading. Additionally, time constraints on transport operations necessitate speedy operations to minimize truck dwell time.

In this system, two unmanned forklifts operate autonomously and in optimal coordination in the loading of



Automated truck loading using PLATTER AUTO

cargo onto trucks parked in designated spaces, achieving the same level of accuracy and cycle time as with manned forklifts. This has been made possible by our sensing technologies, which accurately measure loading positions and gaps on truck beds, as well as control technologies that quickly and precisely guide the vehicles to their target positions.

Responding to global demand for automation

In Europe, we began sales of an enhanced version (Level 2.5) of our Mixed Fleet Solution in October 2024.

The Mixed Fleet Solution is a middleware system that integrates with customers' warehouse management systems used for inventory control. In line with operational plans, it issues optimal handling and transport instructions to AGVs and forklift trucks, and controls not only AGVs but also other automated logistics equipment, thereby supporting efficient cooperation between workers and machines.

Achieving both labor savings through the use of automated equipment and resilience and flexibility in responding to fluctuations in logistics demand is essential to building a sustainable logistics system. We believe that realizing this environment requires leveraging the superior flexibility of manned forklift trucks together with the high productivity of AGVs and enabling them to work in coordination; essentially, effective cooperation between humans and machines.

In addition to issuing instructions to machines like AGVs, the system also provides instructions to workers. We refer to this concept as "Mixed Fleet," and it is a core concept of our AGV development.

Not only the system itself, but the products have also received high recognition.

The AGV ACT (Automated Compact Truck), developed by Mitsubishi Logisnext Europe Oy in Finland, a European Group company, began accepting orders in March 2023 and is now available in Europe, North America, and Asia. Recognized for its

exceptional design, it has won two of the world's top three design accolades: the Red Dot Design Award and the iF Design Award for fiscal 2024.

The ACT offers exceptional mobility, enabling efficient transport of heavy loads even in confined spaces. It features advanced safety and usability enhancements, including the Good Viewer all-around monitor system and a dedicated touch screen interface. Designed with a focus on efficiency, safety, and intelligence, the ACT seamlessly collaborates with other AGVs and manned forklifts to optimize the overall logistics workflow.

In addition, the newly added short-frame specification ARTsmf received the Red Dot Design Award for fiscal 2025. It can operate in aisles as narrow as 2.85 m while maintaining a maximum lift height of 10 m and a load capacity of 1,600 kg, making it suitable for space-efficient warehouses. The model can be introduced without changing existing warehouse layouts, contributing to cost reductions and lower environmental impact. In addition, it complies with the latest international safety standard (ISO 3691-4: 2023), enabling safe operation in coordination with manned forklift trucks and delivering the superior flexibility and high productivity embodied in our logistics solution concept of human-machine cooperation.

AGVs are being deployed not only in Europe and Japan, but also in North America. Sales of AGVs are conducted through Rocrich AGV Solutions (Rocrich), a newly established joint venture equally owned by our US group company, Mitsubishi



ACT



ARTsmf



Logisnext Americas Inc., and a German comprehensive logistics equipment manufacturer, Jungheinrich AG. By effectively leveraging the deep expertise each partner possesses in the automation of logistics equipment, we aim to accelerate support for existing customers in the North American market, enhance customer satisfaction, and expand our customer base.



Conceptual image of Mixed Fleet Solution

Providing Customers with Safe and Secure Material Handling Equipment

Quality management system

We are working to improve the quality of our operations through the ISO 9001 quality management system (QMS) and other such systems. We conduct internal audits twice a year and undergo an external examination by a certification body once a year to confirm whether ISO standards are being effectively used as a tool for business improvement by maintaining and improving the QMS and continuously improving it.

In addition, we regularly conduct ISO Internal Auditor Skill

Improvement Training to support the competence of internal auditors and provide Internal Auditor Training as a means of securing internal auditors.

Quality policies

In fiscal 2024, we formulated the following four quality policies and made them known to all employees working at our company. In keeping with these policies, we strive to ensure the continual improvement of the quality of all our operations as well as the development and manufacture of our products.

1. We will provide safe and secure products and services to customers and strive to improve customer satisfaction.
2. We will strive to eliminate non-conforming products and will always take prompt and effective action should such an instance arise.
3. We will raise the quality awareness of all our employees and work together with related parties to ensure the highest levels of quality.
4. We will continuously improve our quality management system.

Initiatives for quality improvement

Each November, during Quality Month, we undertake a variety of initiatives designed to enhance awareness of quality and encourage the adoption of comprehensive quality control practices.

We held the Measurement Skills Competition and the Vehicle Inspection Competition to evaluate current practices, assess proficiency in vehicle inspections, and promote skill enhancement. Additionally, we conducted the Comprehensive Skills Competition at the Shiga Plant, with the aim being the acquisition of foundational knowledge and high-quality skills by workers in welding, mechanics, painting, assembly, and measurement to be deployed in the production of better products.

In addition, we strive to cultivate an environment that promotes human resource development and skill enhancement

through these competitions.



Comprehensive Skills Competition | Written examination

Product options contributing to enhanced safety

In the belief that all operations can be performed safely and that anyone can easily operate our equipment, we provide products incorporating features carefully selected for safety and security.

The S-Assist system, available as an optional feature on the ALESIS Counterbalanced Electric Forklift Truck, improves operator comfort and safety during operations. It includes a Hill Stop Assist function, which prevents the vehicle from rolling back when both the accelerator and brake pedals are pressed simultaneously, ensuring smoother and safer starts on slopes.

Additionally, the system features a Speed Control Assist function, which maintains a consistent speed with minimal accelerator input, providing greater control and ease of operation.

As an accident prevention measure, we have also developed Good Alert, a safe driving support system that provides real-time voice alerts to operators regarding unsafe or inattentive actions and vehicle conditions. For example, the system responds to 35 different operating scenarios set in anticipation of various usage situations, such as starting to drive without fastening a seat belt or simultaneously operating lifting, traveling, and turning functions, and announces detected conditions via a speaker installed on the forklifts, gently supporting operators in safe driving practices.

Two additional enhanced safety features are also available as options: the Good Running System, which reduces shock

and vibration during bump operation; and the LVS Forklift Operation Management System, which contributes to efficient vehicle operation and safety visualization.



Good Alert

Providing a complete selection of services

In order to provide our customers with safe, secure, and reliable services, we hold training sessions for our Group service technicians in Japan and outside Japan.

In Japan, the curriculum includes rank-based training targeted to specific careers and experience levels as well as technical training that coincides with product launches. We also hold meetings for the sharing of defect information and countermeasures in order to accommodate the increasing sophistication of technology along with the increasing complexity of vehicle control systems.

We operate a service technician certification system to certify the service personnel of our distributors outside Japan. These service technicians can learn step-by-step at all levels from basic to advanced, which enables these individuals to acquire the necessary maintenance technical skills with assurance. Service technicians who meet the knowledge and skill requirements are granted new qualifications, which leads to increased motivation. The number of certified service technicians is increasing year by year supporting our service technicians in improving their skills and capabilities.

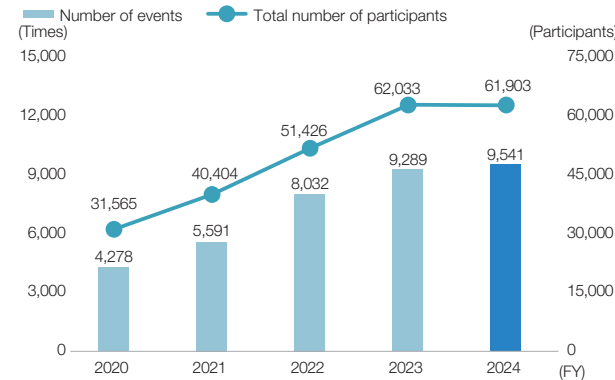
Safety awareness initiatives

To help prevent industrial accidents across industry, including accidents involving forklift trucks, our sales companies engage in safety awareness and promotion activities for customers. These efforts include producing and selling safety DVDs, providing a wide range of safety tools, conducting safety seminar programs tailored to customer needs, and distributing safety posters in conjunction with the Ministry of Health, Labour and Welfare's National Safety Week. Through these initiatives, we contribute to raising safety awareness across society as a whole.

Holding driving lessons

Those engaged in the operation of forklifts with a capacity of 1 tonne are required by the Industrial Health and Safety Act to complete an operator skills course. As a manufacturer of forklifts and shovel loaders that is registered as a training organization under the Director of Japan's Labour Bureau, we hold seminars at two locations in Japan and place the highest priority on driver safety.

Safety seminars held



Ensuring Diversity of Human Resources, Human Resource Development

Support a diversity of work styles

(Providing support for raising future generations)

We strive to create a workplace where all employees can work comfortably and feel a sense of work satisfaction. To support flexible work styles, we have implemented systems such as remote work, flexible hours, and hourly paid leave. Additionally, we offer childcare and nursing care leave, as well as shorter working hours, exceeding legal requirements to accommodate diverse needs.

In recognition of these efforts to support childcare, the Japanese Ministry of Health, Labour and Welfare awarded us "Platinum Kurumin" certification in July 2025.



Supporting women's participation and advancement in the workplace

We view the promotion of women's involvement as a crucial aspect toward fostering human resource diversity. To achieve this, we have set targets of 5% for the percentage of female managers and 20% or more for the percentage of female recruits. We are actively pursuing these goals through the implementation of action plans.

In August 2024, we were awarded the second-level "Eruboshi" certification by the Ministry of Health, Labour and Welfare in recognition of our outstanding efforts in promoting such initiatives.



Work satisfaction reforms

We are implementing initiatives to enhance job satisfaction as part of our work satisfaction reforms. Through these initiatives, we support the broadening of employees' perspectives, increased motivation, and skill development.

Strengthening human resource development programs

We seek to foster an organizational and corporate culture in which all employees can develop their careers autonomously while enjoying a sense of growth. We also offer a system that enables employees to take courses at the Mitsubishi Heavy Industries, Ltd. training center.

Supporting career development

We have introduced the Career Interview System, which enables employees to share their career aspirations with their superiors and consider their medium- and long-term growth. In addition, we continue to promote the Career Challenge System, introduced in fiscal 2022, to encourage autonomous career development and facilitate personnel exchange.

Project Challenge (Internal Side Job) System

To create opportunities for employees to take on work of their own choosing, we have introduced the Project Challenge System, which allows employees to engage in assignments in organizations different from their home departments (in fiscal 2024, a total of six projects were implemented, with 22 employees participating).

Improving inner brand power

The president has been convening a series of townhall meetings with the aim of eliciting the candid opinions of employees. In fiscal 2024, a total of 23 townhall meetings were held for managers and general employees.

Moving forward, we will continue our ongoing activities while also introducing measures to further enhance work satisfaction.

Occupational Health and Safety

"Safety is the foundation of all that we do" represents the group-wide health and safety philosophy we have established in concert with our three basic policies.

Health and Safety Philosophy and Policies of the Mitsubishi Logisnext Group

1) Health and Safety Philosophy of the Mitsubishi Logisnext Group

"Safety is the foundation of all that we do."

We remain committed to putting safety first, in keeping with our philosophy that "safety is the foundation of all that we do."

2) Health and Safety Policy of the Mitsubishi Logisnext Group

1. We will make safety awareness a priority.
 - We remain actively engaged in health and safety initiatives and strive to raise safety awareness.
2. We will enforce the policies we have formulated and implement the initiatives we have approved.
 - In addition to complying with laws and regulatory requirements, we will adhere to all internal rules and regulations.
3. We will maintain safe and secure workplaces.
 - We value human health and will remain actively engaged in providing safe and secure workplaces.

In keeping with this philosophy and our policies, we carry out a variety of initiatives with the aim of creating a safe and secure workplace.

In terms of safety, we conduct workplace checks, such as the workplace health and safety patrols we conduct almost every month.

Regarding physical and mental health, we are implementing a health management approach that monitors employee job satisfaction and employees' physical and mental health from a

management perspective.

Guidelines for Our Health and Productivity Management Initiatives

- a) Promoting employee-directed health maintenance (improvement of health literacy)
- b) Creating a workplace where our employees can work with enthusiasm
- c) Collaborating with the Health Insurance Society

Supporting mental health

The company continues to conduct stress checks on its employees, including those assigned to group companies outside Japan. The purpose of this program is to monitor the levels of stress that employees are experiencing and to enhance self-care and create a comfortable working environment.

We strive to provide appropriate work environments through counseling; workplace care; self-care training; workplace revitalization interviews; and interviews with high-stress employees; as well as providing explanations of the results of group analyses of stress checks to management.

Promoting safety activities at sales companies

To further enhance safety initiatives at our sales companies, we established a Safety (and Compliance) Promotion Office at each of the nine direct sales companies in May 2024. At the same time, Safety Management Specialists were appointed to oversee safety operations and drive the creation of safe workplaces.

We will continue to foster the development of healthy, safe, and secure workplaces across the entire group, aiming for zero occupational accidents.

Job Satisfaction and Labor Productivity

Health management

We have established the Health Management Declaration and are committed to management that values employees' sense of fulfillment at work as well as their mental and physical health. Based on the policies set forth in this declaration, we have formulated the ML Health Management Plan (Action 5) and are implementing a wide range of initiatives, including increasing participation in comprehensive medical checkups and providing cancer education.

In March 2025, under the Ministry of Economy, Trade and Industry's Certified Health and Productivity Management Organization Recognition Program, we were again recognized for the second consecutive year as a 2025 Outstanding Organization for Health & Productivity Management (Large Enterprise Category).



Poster Promoting the Health and Productivity Management Declaration



Human Rights

Mitsubishi Logisnext Group Human Rights Policy

Mitsubishi Logisnext Group formulated the Mitsubishi Logisnext Group Human Rights Policy in order to respect the human rights of stakeholders involved in our business activities and contribute to the development of a sustainable society.

This policy clearly demonstrates our stance of respecting the human rights of all and clarifies guidelines for fulfilling our corporate social responsibilities related to human rights. This approach is grounded in the understanding that our Group's operations in countries and regions around the world may directly or indirectly affect local human rights. Furthermore, from the perspective of respect for human rights, we have initiated human rights due diligence and will identify potential human rights risks within our supply chain while proceeding with fact-finding investigations and related assessments.

Contributing to Society and Local Communities

We supported the Theme Weeks of Expo 2025 Osaka, Kansai, which opened in April 2025, contributing to overall promotion and supporting the event as a whole. We also participated in the planning of Agenda 2025, a Theme Week program organized and implemented by the Japan Association for the 2025 World Exposition. By proactively engaging with Expo 2025 Osaka, Kansai, we gained a unique opportunity to interact with experts, companies, organizations, and other parties from diverse backgrounds. Using the Expo 2025 as a catalyst, we will expand opportunities for co-creation with a wide range of stakeholders.

Moreover, we engage in a variety of social initiatives with the aim of contributing to sustainable growth and the nurturing

of the next generation in local communities and throughout society at large.

We are actively engaged in sponsoring cultural and sporting activities, including the Kyoto Hannaryz, the Shiga Lakes, the Kyoto Sanga Football Club, the Kyoto Philharmonic Chamber Orchestra, the Mitsubishi Heavy Industries Sagamihara DynaBoars Rugby Team, and female professional golfer Ayaka Furue. We donated basketballs and rugby balls to elementary schools in Nagaokakyo City, Kyoto Prefecture, and Omihachiman City, Shiga Prefecture.

Additionally, starting in fiscal 2023, we entered into a partnership agreement with the Next Generation Robotics Engineer Support Organization: Scramble, with the aim to contribute to the revitalization of the Japanese manufacturing sector and culture as well as to support the development of future engineers who will drive Japan's manufacturing industry. By supporting this organization, which trains the engineers who will lead Japan in the future, we are contributing to the realization of a sustainable society.

In addition, we are actively involved in cooperating with a project to support children with intractable diseases (A Dream a Day), accepting elementary and junior high school students for factory tours, and cooperating with local community volunteers and events at our factories and business sites.

We invite you to visit our website to obtain more detail on these initiatives. <https://www.logisnext.com/en/sustainability/society/community/>

G Governance Issues

Board of Directors

Every fiscal year, we continuously strive to improve the effectiveness of the Board of Directors by evaluating its effectiveness and formulating policies on addressing issues related to the Board.

In fiscal 2024, the effectiveness of the Board of Directors steadily improved due to various initiatives being implemented as planned. On the other hand, feedback from dialogue with shareholders and discussions related to sustainability highlighted areas of concern and expectations for further improvement. In fiscal 2025, we are promoting initiatives to address these issues.

Specifically, to strengthen discussions on business strategy, we will build on the sustainability-related initiatives we have already undertaken by sharing insights into the latest social needs and examples from other companies, thereby further deepening our discussions. With regard to dialogue with shareholders, we will bolster our efforts by adding opportunities to report on the status of engagement with investors. At the Nominating and Compensation Committee, in addition to continuing to follow up on succession planning initiatives, we will continue to examine the structure of incentive-based remuneration and organize our approach to the appropriate composition of Board members, and report these matters to the Board of Directors.

Nominating and Compensation Committee

In order to ensure the objectivity and appropriateness of the compensation of our officers as well as the appointment, we have established a voluntary Nominating and Compensation Committee as an advisory body to the Board of Directors. Comprising the Director and Chairman of the Board, the Director and President of the Board, and three external directors, this committee deliberates issues and comes to decisions regarding personnel affairs and compensation for the company's officers and reports its decision to the Board of Directors. In fiscal 2024, the Nominating and Compensation Committee met a total of eight times and deliberated on the matters outlined below.

Main Undertakings in Fiscal 2024

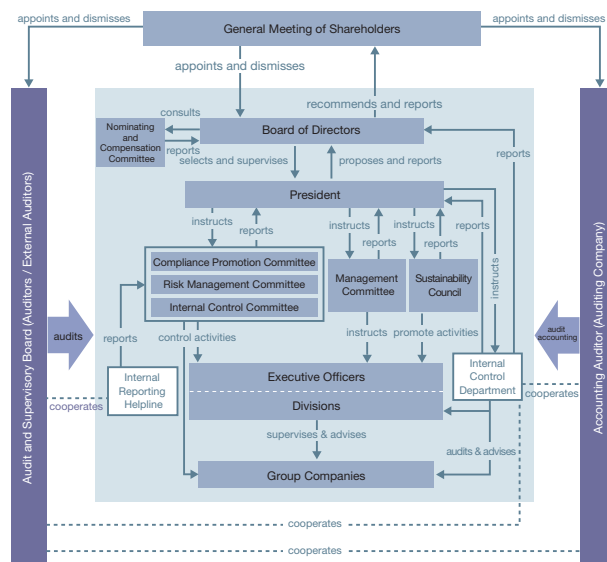
- Review of current compensation level and ratio
- Deliberation of payment rates and amounts of annual bonuses for officers
- Deliberation of the details of director compensation
- Deliberation of officer personnel affairs
- Review and discuss the content and progress of succession planning

Risk Management Committee

The Group has established a Risk Management Committee as its highest operational body for the promotion and oversight of risk management. Its purpose is to prevent material risks to the Group's operations and to minimize their impact should they materialize.

Every six months, our divisions and group companies conduct a risk identification exercise. The identified risks are

Corporate Governance Structure



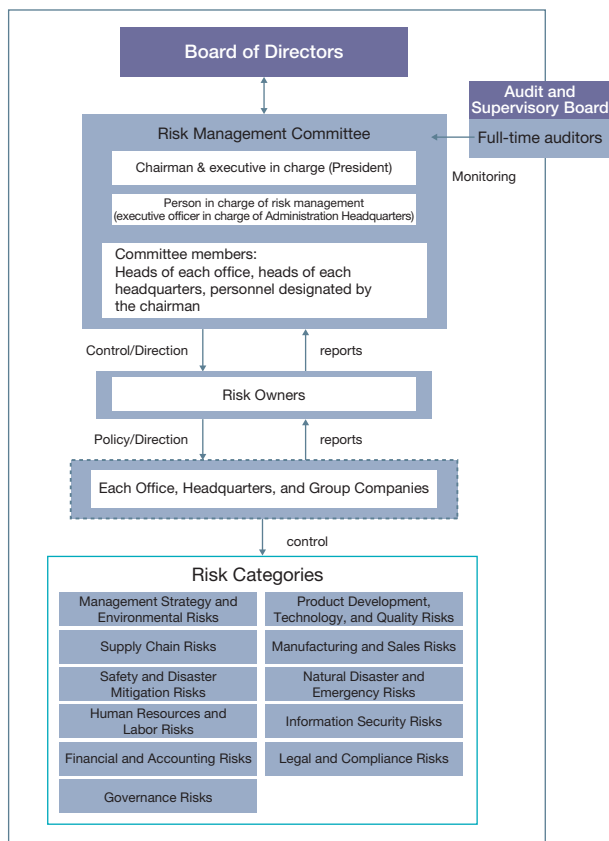
Site visits to the Shiga Plant and the Technology Development Center, and holding a Board of Directors meeting at the Shiga Plant

then aggregated, analyzed, and assessed to select those requiring action. For risks evaluated as “high,” the designated risk owners develop response policies and action plans, treating them as material risks for group-wide mitigation.

Risks requiring action are classified into 11 categories and managed centrally via a risk heat map, which provides a visual overview of the Group’s risk profile.

The status of these activities is reported to the Risk

Risk Management System



Management Committee. The committee systematically identifies and evaluates group-wide risks, reviews the status and effectiveness of countermeasures for material risks, and incorporates the findings into future risk management activities. A summary is then reported to the Board of Directors every six months.

Policy for Determining the Amounts and Calculation Method of Officers’ Compensation

Individual compensation, etc. (excluding performance-linked compensation and non-monetary compensation)

The compensation provided to directors (excluding external directors) is based on the basic compensation (fixed monthly salary), which is the total amount of compensation for the

Composition of basic compensation

Representative compensation	Compensation for fulfilling the roles and responsibilities associated with representation rights (company representation, conclusion of important contracts)
Director compensation	Compensation for fulfilling the roles and responsibilities associated with the execution of duties, including managerial supervision and decision-making
CxO compensation	Compensation for the role and responsibilities of the Chief Officer (CxO)
President compensation	Compensation for fulfilling the roles and responsibilities associated with management and supervision of business execution and serving as chairperson of the board of directors.
Executive officer compensation	Compensation for fulfilling the roles and responsibilities associated with business execution

position according to the categories outlined below, as compensation for fulfilling the roles and responsibilities associated with the execution of duties, which includes managerial supervision and decision-making. This is paid from funds as a fixed salary.

Details of performance indicators for performance-linked compensation

Performance-linked compensation is an annual bonus paid to directors (excluding part-time directors and external directors) with the aim of contributing to the achievement of performance targets for a single fiscal year. Payment is 100% performance-based and is determined by evaluating performance for that period from both a company (company-wide evaluation) and individual (personnel evaluation) perspective, and is paid in cash in July of each year.

Stock compensation

In terms of non-monetary compensation, in fiscal 2023, we introduced a restricted stock compensation system to incentivize directors (excluding part-time and external directors) to continuously enhance the company’s corporate value and strengthen value sharing with shareholders. Allocations under this system are made annually in July. The number of shares allocated to each individual is determined based on a standard amount designated for each position, with final approval provided through a resolution passed by the Board of Directors.

Enhancing Internal Discussions on Business Strategy

In addition to holding Board of Directors’ meetings, the company convenes regular Business Strategy Discussions to enhance internal discussions about the company’s business strategies

and management issues. In fiscal 2024, a total of nine Business Strategy Discussions were held, covering eight themes, including human capital, information security, relationships with stakeholders (IR, SR, and PR), analysis of the procurement environment, and production status.

Adhering to Our Compliance Guidelines

To ensure all officers and employees of the Mitsubishi Logisnext Group adhere to compliance in their daily business activities and to further strengthen compliance with laws, regulations, and corporate ethics, the Mitsubishi Logisnext group has compiled Compliance Guidelines covering particularly important items and published them on wallet cards. The card has been translated into 11 languages and is distributed to employees within Group companies around the world.

Establishment of Our Internal Reporting Helpline

In order to strengthen compliance management and promptly detect and correct any misconduct, such as violations of laws and regulations and corporate ethics, the company has established a helpline to provide contact points for whistleblowers within the group. These contact points are established both internally and at external law firms to ensure independence. As for Group companies outside Japan, all subsidiaries have established their own whistleblowing hotlines.

In fiscal 2024, the Group in Japan received 89 whistleblowing reports in total. We have appropriately investigated each instance, implementing appropriate responses and formulating measures to prevent any recurrence.

Compliance Checks Related to Order Optimization

We strive to deter any inappropriate order-acceptance activities while promoting fair transactions. Consequently, we have established compliance check guidelines to be followed when an order is sought or lost by the company or submitted by a government entity for a public demand project in Japan, public demand project outside Japan, or construction project.

Anti-fraud and Anti-bribery Procedures

In order to prevent fraud and suspected acts of bribery, we have prepared detailed procedures for examining offers of entertainment and gifts, offers of donations, invitations, and appointment of agents and trading companies.

Compliance Training

To ensure all officers and employees carry out their corporate activities in a fair and appropriate manner, we provide regular training intended to impart the necessary knowledge while raising compliance awareness. All training programs conducted in fiscal 2024 achieved a participation rate of 100%.

Adoption of Our Information Security Policy

We established the Information System Security Policy for the ML Group in order to ensure information security across the business operations of the Mitsubishi Logisnext Group. This policy applies to intellectual property, technical information, sales information, and personal information.

In order to respond to the risks arising from the increasing sophistication and diversification of cyberattacks, we are constantly strengthening our information security measures with the goal of improving the security of our information systems.

Raising Awareness of Secure Information Systems

As part of our efforts to raise awareness about information system security, we have published an Information Security Handbook and guidelines for identifying targeted attack emails on our internal portal site. Regular educational opportunities include incorporating information system security training into programs for new employees and newly appointed managers.

Additionally, we conduct biannual e-learning training programs for Group employees in Japan and abroad. Furthermore, twice a year, we send training emails simulating targeted attacks to alert employees to such threats and provide practical guidance on responding appropriately.

Evaluating the Effectiveness of the Board of Directors

To ensure the Board of Directors effectively fulfills its roles and responsibilities, the company regularly verifies whether the Board as a whole is functioning appropriately through an effectiveness evaluation, addresses any issues, strengthens the Board's capabilities, and continuously improves the Board's functions.

In fiscal 2024, we utilized the results of the fiscal 2023 survey to evaluate the effectiveness of the Board of Directors, conducted in April 2024, to determine a policy for initiatives for the current fiscal year and promoted initiatives to enhance the effectiveness of the Board of Directors. The progress of these efforts is outlined below.

For the ninth evaluation of the effectiveness of the Board of Directors, a questionnaire was conducted from March to April 2025 through a third-party organization. The survey asked directors and auditors about the progress of initiatives for fiscal

2024 and current issues. The questionnaire consisted of 40 questions across five themes, including both multiple-choice and open-ended questions.

Based on its results, we discussed at the Business Strategy Discussion in May and at the Board of Directors meeting in June, and determined the effectiveness of the Board of Directors in fiscal 2024 and the action policies for fiscal 2025.

Progress on the initiatives undertaken in fiscal 2025 will be reported in next year's report.

Fiscal 2024 Policies and Progress

1. Enhancing discussions on business strategy	In our Business Strategy Discussions, we deliberated topics aligned with our corporate strategy, including competitor analysis, initiatives from each division, and reports on stakeholder engagement. We also provided regular updates on sustainability initiatives, detailing specific actions and progress against our plans. Additionally, we reported to the Board of Directors on investor feedback, progress under our Medium-Term Business Plan, and the status of our efforts to maintain shareholder dialogue and manage the business with a focus on capital efficiency and share price.
2. Efforts to enhance discussions	We prioritized securing time for prior review and deliberation by strictly enforcing the early distribution of Board materials and continuing to accept questions in advance. Furthermore, we consistently prepared executive summaries and focused on enhancing presentation materials by incorporating more diagrams and visuals. This allowed for a greater allocation of time to substantive discussion and, under the chair's facilitation, contributed to more robust and productive deliberations.
3. Responding to the increasing sophistication of internal controls and risk management	We continued to hold regular liaison meetings between the Audit and Supervisory Board and the Internal Control Division, while external directors also participated in these liaison meetings. We also strengthened supervision of the Board of Directors by regularly reporting to the Board of Directors the operating status of the internal control system.
4. Providing information and interacting with external officers	Based on the survey results, we provided briefings on competitor analysis and technology trends and conducted training led by external instructors on quality misconduct risks. Additionally, a Board of Directors meeting was held at our Shiga Plant, supplemented by tours of the Shiga Plant and other facilities. Directors were also given the opportunity to visit the newly established Automation Demo Center at the Kyoto Plant and to tour Logisnext Kinki Co., Ltd. Furthermore, informal meetings were held with the Chairman and the President of the Board to provide external directors with a range of information relevant to our business.
5. To follow up on the status of succession planning	We conducted a survey (360-degree evaluation) aimed at selecting successor candidates, and the results were reported to and discussed by the Nominating and Compensation Committee.

Fiscal 2024 Survey and Fiscal 2025 Policies

Themes of the Survey Evaluating the Effectiveness of the Board of Directors
(Period covered: July 2024–March 2025)

1. Roles and Functions of the Board of Directors	4. Status of Discussions of the Board of Directors
2. Composition of the Board of Directors	5. Other
3. Operation of the Board of Directors	

Results of Fiscal 2024 Evaluation

Thanks to the steady implementation of ongoing initiatives to enhance the Board of Directors' effectiveness, more than 90% of the assessments across all categories were positive, confirming that the Board's efficacy is broadly achieved. In particular, its operational strengths were recognized in ensuring sufficient deliberation time, fostering free and active discussions, and setting appropriate agenda items. Conversely, the feedback indicated a clear awareness of challenges and expectations for improvement concerning shareholder dialogue, in-depth discussion of sustainability activities, and the composition of the Board itself. This signals a need to address these areas with clear priority. In light of the above results, we will continue to take steps to improve the effectiveness of the Board of Directors in fiscal 2025 according to the following policies.

Fiscal 2025 Policies

<p>1. Enhancing discussions on business strategy</p> <ul style="list-style-type: none"> Enhancing discussions on company-wide strategies: Conducting discussions under Business Strategy Discussions Enhancing shareholder dialogue reports: Considering the addition of opportunities to report on the status of dialogue with investors Sustainability-related reporting: Sharing understanding of the latest trends in social needs and examples from other companies, and further enhancing discussions Reporting on measures to promote management that is conscious of capital costs and stock prices Updating data on industry competition and industry trends <p>2. Efforts to enhance discussions</p> <ul style="list-style-type: none"> Securing time for preliminary discussions: 	<ul style="list-style-type: none"> Distributing reference materials at an early date and continuing to accept questions submitted in advance Promoting understanding of agenda materials: Continuing executive summaries and consolidating explanatory items to those summaries Ensuring follow-up responses to deferred items and visualizing response status <p>3. Responding to the sophistication of internal controls and risk management</p> <ul style="list-style-type: none"> Strengthening the supervision by the Board of Directors regarding the development of internal control systems: Enhancing report contents Domestic and overseas group companies' status report <p>4. Providing information and interacting with external officers</p> <ul style="list-style-type: none"> Enhancing information provision: Providing information based on the survey results (including visits to other bases)
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Back row (from left):

Katsutoshi Yuasa

Audit and Supervisory
Board Member

Hideki Sugiura

External Audit and Supervisory
Board Member

Masayuki Suematsu

Director

Hiroyuki Sugiura

Director

Kazuhiro Fukuoka

External Audit and Supervisory
Board Member

Shinji Ichihara

Audit and Supervisory
Board Member

Front row (from left):

Kyoko Kobayashi

External Director

Takatoshi Uno

Director

Yuichi Mano

Representative Director and President

Osamu Ando

External Director

Fumio Kobayashi

External Director

Biographies	 <p>Yuichi Mano Representative Director and President</p>	 <p>Takatoshi Uno Director</p>	 <p>Hiroyuki Sugiura Director</p>	 <p>Masayuki Suematsu Director</p>
	<p>Apr. 1986 Joined Mitsubishi Heavy Industries, Ltd. Jul. 1996 Assistant to General Manager of Product Support, Mitsubishi Caterpillar Forklift America Inc. Apr. 2003 Chief of Planning & Accounting Department, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd. Apr. 2004 Chief of Business Strategy Group, Material Handling Equipment Department, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd. Apr. 2009 Deputy General Manager of Material Handling Equipment Department, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd. Oct. 2011 General Manager of Forklift Sales Department, Forklift Business Division, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd. Apr. 2013 Director, Senior Executive Officer, Head of Corporate Planning Office, the Company Jul. 2014 Representative Director and President, Mitsubishi Caterpillar Forklift Europe B.V. Jun. 2017 Resigned as Director, the Company Jun. 2018 Senior Executive Officer, Deputy General Manager, Strategic Planning Office, the Company Apr. 2019 Senior Executive Officer, General Manager, Strategic Planning Office, the Company Apr. 2020 Senior Executive Officer, Head of Overseas Sales and Marketing Headquarters, the Company Jul. 2020 Senior Executive Officer, Head of Overseas Business Headquarters, the Company Apr. 2022 Senior Executive Officer, Division Head, General Manager, Corporate Strategy and Planning Office, the Company Jun. 2022 Representative Director and President, Division Head, General Manager, Corporate Strategy and Planning Office, the Company Apr. 2023 Representative Director and President, the Company (to present) Apr. 2025 CEO, the Company (to present)</p>	<p>Jul. 2006 Joined the Company Jul. 2009 Vice President, Shanghai Nichiyu Forklift Manufacturing Co., Ltd. Oct. 2012 Executive Vice President, Nichiyu Forklift (Thailand) Co., Ltd. Feb. 2015 Division Head, General Manager, Corporate Finance and Accounting Division, Administration Headquarters, the Company Jun. 2018 Assistant to Head of Administration Headquarters, the Company May 2019 Member of the Executive Team, Head of Corporate Finance and Accounting Headquarters, the Company Apr. 2021 Executive Officer, CFO, Head of Corporate Finance and Accounting Headquarters, Division Head, General Manager, Corporate Finance Planning Division, the Company Apr. 2022 Executive Officer, CFO, Head of Corporate Finance and Accounting Headquarters, the Company Jun. 2022 Director, the Company (to present) Apr. 2023 Executive Officer, CFO, Division Head, General Manager, Corporate Strategy and Planning Office, in charge of Corporate Finance and Accounting Headquarters, the Company Apr. 2024 Director, Senior Executive Officer, CFO, Division Head, General Manager, Corporate Strategy and Planning Office, in charge of Corporate Finance and Accounting Headquarters, the Company Apr. 2025 Senior Vice President, CFO, Division Head, General Manager, Corporate Strategy and Planning Office in charge of Corporate Finance and Accounting Headquarters (to present)</p>	<p>Apr. 1990 Joined Mitsubishi Heavy Industries, Ltd. Apr. 2006 Section Manager, Powertrain Design Section, Industrial Vehicles Engineering Division, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd. Oct. 2007 Section Manager, Vehicle and Equipment Warranty Section, Quality Assurance Division, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd. Apr. 2010 Section Manager, Forklift Quality Assurance Section, Forklift Division, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd. Oct. 2010 Group Manager, Business Strategy Group, Forklift Division, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd. Apr. 2013 Deputy General Manager, Corporate Planning Office, the Company Jul. 2014 Senior Executive Officer, Rocla Oy (currently Mitsubishi Logisnext Europe Oy) Jan. 2019 General Manager, Forklift Development Division, Engineering Headquarters, the Company Apr. 2020 Assistant to General Manager, Product Planning Office, the Company Apr. 2023 Member of the Executive Team, Head of Engineering Headquarters, the Company Apr. 2024 Executive Officer, Head of Engineering Headquarters, the Company (to present) Jun. 2025 Director, the Company (to present)</p>	<p>Apr. 1986 Joined Mitsubishi Heavy Industries, Ltd. May 2001 Controller, Mitsubishi Caterpillar Forklift Europe B.V. Jan. 2009 Deputy General Manager of Planning & Accounting Department, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd. Apr. 2011 Deputy General Manager of Planning & Administration Department, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd. Jan. 2012 Managing Director, Mitsubishi Agricultural Machinery Co., Ltd. Apr. 2014 Deputy General Manager of Planning & Administration Department, Business Strategy Division, the Machinery, Equipment & Infrastructure Domain, Mitsubishi Heavy Industries, Ltd. Jan. 2016 CEO, President, Mitsubishi Mahindra Agricultural Machinery Co., Ltd. Apr. 2019 Senior Vice President, Head of Business Strategy Office and Senior General Manager of Corporate Planning Department, Mitsubishi Heavy Industries, Ltd. Jun. 2019 Director, the Company (to present) Apr. 2021 Senior Vice President, Head of Business Strategy Office, Mitsubishi Heavy Industries, Ltd. Apr. 2022 Senior Vice President, Vice President, Logistics, Thermal & Drive Systems, Mitsubishi Heavy Industries, Ltd. Apr. 2023 Executive Vice President and CSO, Mitsubishi Heavy Industries, Ltd. Apr. 2024 Executive Vice President and CSO, Head of Business Strategy Office and Senior General Manager of Corporate Planning Department, Mitsubishi Heavy Industries, Ltd. Jun. 2025 Director and Executive Vice President, CSO, Mitsubishi Heavy Industries, Ltd. (to present)</p>
<p>Experience and Skills</p>	<p>Corporate Management / Business Management ✓</p> <p>Financial Accounting ✓</p> <p>Legal</p> <p>Marketing ✓</p> <p>Research & Development</p> <p>International Experience ✓</p> <p>Sustainability ✓</p>	<p>Corporate Management / Business Management ✓</p> <p>Financial Accounting ✓</p> <p>Legal</p> <p>Marketing ✓</p> <p>Research & Development</p> <p>International Experience ✓</p> <p>Sustainability ✓</p>	<p>Corporate Management / Business Management</p> <p>Financial Accounting</p> <p>Legal</p> <p>Marketing ✓</p> <p>Research & Development ✓</p> <p>International Experience ✓</p> <p>Sustainability</p>	<p>Corporate Management / Business Management ✓</p> <p>Financial Accounting ✓</p> <p>Legal</p> <p>Marketing ✓</p> <p>Research & Development</p> <p>International Experience ✓</p> <p>Sustainability ✓</p>

Note: As the above list is not comprehensive, it does not represent all the knowledge and experience of our directors.



Osamu Ando
External Director



Kyoko Kobayashi
External Director



Fumio Kobayashi
External Director

Biographies

Apr. 1979 Joined Shimadzu Corporation
 Apr. 1999 Technical Manager, Analytical Instrument Division, Shimadzu Corporation
 Apr. 2000 President, Shimadzu Scientific Instruments, Inc.
 Jun. 2007 Director, General Manager, Analysis and Measurement Division, Shimadzu Corporation
 Jun. 2011 Managing Director, in charge of Production, CS, and Information Systems, Shimadzu Corporation
 Apr. 2013 In charge of Production and CS; General Manager, Aircraft Equipment Division, Shimadzu Corporation
 Jun. 2013 Senior Managing Executive Officer, Shimadzu Corporation
 Jun. 2017 President, Shimadzu Access Corporation (to present)
 Jun. 2020 Director, the Company (to present)

Apr. 1999 Registered as Attorney Joined Irokawa Law Office (currently Irokawa Legal Professional Corporation)
 Sep. 2009 Seconded to Legal Affairs Office, Sharp Corporation
 Sep. 2014 Returned to Irokawa Law Office
 Jan. 2018 Partner, Irokawa Law Office
 Feb. 2018 External Audit and Supervisory Board Member, Kawakami Paint Manufacturing Co., Ltd. (to present)
 Jan. 2020 Partner, Irokawa Legal Professional Corporation
 Jun. 2020 Director, the Company (to present)
 Jun. 2021 External Director (Audit & Supervisory Committee member), Nippon Pillar Packing Co., Ltd. (currently PILLAR Corporation) (to present)
 Jan. 2025 Counsel, Irokawa Legal Professional Corporation (to present)

Apr. 1970 Joined Daifuku Co., Ltd.
 Apr. 1997 General Manager, Metropolitan Area Sales Division, Daifuku Co., Ltd.
 Jun. 1998 Director, General Manager, Regional Business Division, Daifuku Co., Ltd.
 Apr. 2003 Managing Director, Chief Operating Officer (COO), Sales and Marketing Operations, Deputy General Manager, FA&DA Operations, General Manager, Sales Division, FA&DA Operations, Daifuku Co., Ltd.
 Apr. 2004 Representative Director, Senior Managing Officer, Sales and Marketing Operations, General Manager, FA&DA Operations, Daifuku Co., Ltd.
 Apr. 2005 Representative Director, Senior Managing Officer, Sales and Marketing Operations, COO, FA&DA, DTS Operations, General Manager, FA&DA Operations, Daifuku Co., Ltd. Representative Director and President, Daifuku Logistic Technology Co., Ltd.
 Apr. 2006 Executive Vice President, COO, Sales and Marketing Operations, COO, FA&DA, DTS Operations, Daifuku Co., Ltd.
 Apr. 2015 Director, Adviser, Daifuku Co., Ltd.
 Jun. 2015 Adviser, Daifuku Co., Ltd.
 Nov. 2016 Managing Director, Japan Material Flow Institute
 Jun. 2017 Resigned from Daifuku Co., Ltd.
 Oct. 2017 Senior Managing Director, Japan Material Flow Institute
 Jun. 2022 Director, the Company (to present)
 Aug. 2022 Adviser, Japan Material Flow Institute

Experience and Skills

Corporate Management / Business Management	✓		✓
Financial Accounting			
Legal		✓	
Marketing			✓
Research & Development	✓		
International Experience	✓		✓
Sustainability			

Note: As the above list is not comprehensive, it does not represent all the knowledge and experience of our directors.



Shinji Ichihara
Audit and Supervisory
Board Member



Katsutoshi Yuasa
Audit and Supervisory
Board Member



Kazuhiro Fukuoka
External Audit and Supervisory
Board Member



Hideki Sugiura
External Audit and Supervisory
Board Member

Biographies

Apr. 1981 Joined Mitsubishi Heavy Industries, Ltd.
Jan. 2009 General Manager of Planning & Accounting Department, General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd.
Jun. 2011 Deputy Head of Sagami-hara Machinery Works, Mitsubishi Heavy Industries, Ltd.
Apr. 2013 Deputy Head of General Machinery & Special Vehicles Business Headquarters, Mitsubishi Heavy Industries, Ltd.
Jan. 2014 CEO, Mitsubishi Heavy Industries Europe, Ltd.
Apr. 2017 Assistant to Head of Administration Headquarters, the Company
Jun. 2017 Senior Executive Officer, Deputy Head of Administration Headquarters, the Company
Jun. 2018 Head of Administration Headquarters, the Company
Apr. 2020 Assistant to President, the Company
Jun. 2020 Audit and Supervisory Board Member, the Company (to present)

Apr. 1986 Joined Nissan Motor Co., Ltd.
Apr. 2013 Manager, Business Development Department, UniCarriers Corporation
Apr. 2016 Manager, Mitsubishi Heavy Industries Forklift, Engine & Turbocharger Holdings, Ltd.
Mar. 2017 Joined the Company
Oct. 2017 Chief, PMI Promotion Office, the Company
Jul. 2020 Fellow, Deputy General Manager, Corporate Strategy and Planning Office, the Company
Apr. 2021 Member of the Executive Team, Division Head, General Manager, Corporate Strategy and Planning Office, the Company
Apr. 2022 Member of the Executive Team, Division Head, General Manager, Product Planning Office, the Company
Apr. 2023 Member of the Executive Team, Assistant to President, the Company
Jun. 2023 Audit and Supervisory Board Member, the Company (to present)

Apr. 1982 Joined Japan Storage Battery Co., Ltd. (currently GS Yuasa International Ltd.)
Apr. 2004 General Manager, Corporate Strategic Planning Office (Information Systems), GS Yuasa Corporation
Apr. 2008 General Manager, Corporate Strategic Planning Office (Strategic Planning), GS Yuasa Corporation
Aug. 2008 Executive Vice President, Siam GS Battery Co., Ltd.
Jul. 2011 Associate General Manager, Human Resources Division, GS Yuasa International Ltd.
Jun. 2015 Officer, GS Yuasa International Ltd.
Jun. 2017 General Manager, Human Resources Division, GS Yuasa International Ltd.
Jun. 2019 Senior Officer, GS Yuasa International Ltd.
Apr. 2020 Director, GS Yuasa International Ltd.
Jun. 2020 Director, GS Yuasa Corporation
Jun. 2023 Audit and Supervisory Board Member, the Company (to present)

Apr. 1989 Joined The Mitsubishi Trust and Banking Corporation (currently Mitsubishi UFJ Trust and Banking Corporation)
Feb. 2012 Deputy General Manager, Corporate Advisory Service Division, Mitsubishi UFJ Trust and Banking Corporation
Oct. 2013 Deputy General Manager, Credit Supervisory Division, Mitsubishi UFJ Trust and Banking Corporation
Aug. 2014 General Manager, Real Estate Finance Credit Division, Mitsubishi UFJ Trust and Banking Corporation
Apr. 2017 Deputy General Manager, Real Estate Trust Division, Mitsubishi UFJ Trust and Banking Corporation
Apr. 2018 Deputy General Manager, Group Real Estate Business Division, Mitsubishi UFJ Trust and Banking Corporation
Apr. 2021 Seconded to MU Trust Apple Planning Company, Ltd.
Jun. 2021 Full-time Corporate Auditor, Dai Nippon Toryo Co., Ltd. (to present)
Jun. 2024 Audit and Supervisory Board Member, the Company (to present)

Leveraging logistics industry expertise to strengthen governance and drive growth strategies



Fumio Kobayashi

Independent External Director
Nominating and Compensation Committee

Recognizing the Importance of Integrated Sales and Manufacturing Operations in Which All Divisions Engage with Customers

Since being appointed as an external director of the Company in 2022, I have placed importance on whether the Board of Directors is being operated properly and appropriately, and whether the two pillars of corporate management—company management and business operations—are being carried out in a well-balanced manner. Drawing on the insights and practical experience I gained through 17 years of service as a director in my previous company, I strongly feel that this experience is functioning effectively in supporting judgments related to the Company's various decision-making processes today. While fundamental management issues share common elements across different eras, I am once again reminded that their resolution always requires new perspectives and flexible responses.

In addition, from the perspective of corporate governance, external directors are not able to be directly involved in business execution. Accordingly, through meetings with senior management, I have provided advice based on my knowledge and business experience in the logistics systems equipment industry, including topics such as the digitalization of the supply chain and the marketing of next-generation Automated Guided Forklift Trucks. Going forward, I would like to continue utilizing my experience in support of the Company's solutions business, which will be a key driver of future growth.

To date, the Company has worked to strengthen governance by evaluating the effectiveness of the Board of Directors based on the results of questionnaires conducted among directors. By distributing materials in advance of board meetings and accepting questions beforehand, sufficient time for consideration has been secured and understanding of agenda materials has been enhanced, enabling more substantive discussions to take place. In fiscal 2024 as well, the information provided to external directors became more

substantial in both quality and quantity, including site visits to the Technology Development Center (Shiga Plant), the Automation Demo Center (Kyoto Plant), and domestic direct sales companies. In addition, through the annual individual interviews with senior management, I believe that the quality of oversight of business execution by external directors has continued to improve. Furthermore, through information sharing between the Audit and Supervisory Board and internal control departments, as well as roundtable discussions with the Chair of the Board and the President, the Company works to further strengthen governance in close coordination with the Audit and Supervisory Board.

The Company has expanded business through the integration of four forklift truck manufacturers. At the same time, we recognize that a key challenge lies in how to ensure effective governance across group companies in Japan and overseas. Clean, fair, and transparent management is a fundamental principle of corporate management, reflecting an honest stance of not engaging in misconduct, complying with laws and regulations, and operating without obfuscation. We aim to steadily instill this corporate culture throughout every corner of the Group.

The current Medium-Term Business Plan "LT26" covers a critical transformation phase aimed at building a solid foundation for future growth while further strengthening the Company's corporate structure. Since the Company's establishment in 2017 through the management integration of Nichiyu Mitsubishi Forklift and UniCarriers, we have pursued business expansion while also focusing on improving our corporate structure as part of a post-merger integration (PMI). With the integration of European production bases in our overseas operations and the reorganization of our sales structure in China, these major challenges have now largely been addressed.

Looking ahead to the future of our global operations, we have decided to establish management command structures across four global regions. In the Japanese market, we have also decided to unify the structure of our direct sales companies and to establish a dedicated sales organization focused on the solutions business. We believe that the next challenge to be

addressed is the construction of an integrated sales and manufacturing business operating structure. The essence of the solutions business consists of translating systems agreed upon through detailed discussions with customers into reality at the operational site, exactly as envisioned.

From the perspective of customer touchpoints, this requires not only sales and engineering sales functions, but also a customer-facing mindset across all departments involved in each project, from production design and manufacturing to installation and service. Based on my own business experience to date, I have strongly recognized the importance of this integrated sales and manufacturing approach, and I would like to actively promote it in the Company's business operations.

The Solutions Business and Utilization of Group Assets Are the Keys to Growth Strategies

The key to our strategy of achieving sales of 1 trillion yen by 2035, ten years from now, lies in the solutions business, for which we have set a sales target of 200 billion yen. While the current scale of the solutions business is approximately one-quarter of this target, we believe that the Company's technological capabilities and product strengths will make its achievement possible. The launch of next-generation Automated Guided Forklift Trucks equipped with SynfoX*¹, which is currently under development, is approaching. Once introduced to the market, we expect this offering, when combined with mobile racking systems and other equipment, to become a decisive solution for warehouse automation in multi-tenant facilities where ceiling heights are limited to around 6 meters and conventional high-bay automated warehouses are not suitable.

One of the Company's strengths is our ability to leverage the extensive assets built by our parent company, Mitsubishi Heavy Industries, Ltd., as well as those accumulated by former Nichiyu Mitsubishi Forklift and former UniCarriers, which together

form the origins of the Company. By way of example, the next-generation Automated Guided Forklift Trucks equipped with SynfoX mentioned above incorporate Σ SynX*², the latest control technology developed by Mitsubishi Heavy Industries, Ltd., while the vehicle platform is based on the PLATTER, a former Nippon Yusoki product that is widely regarded as synonymous with reach-type electric trucks. From a sales perspective, in the Americas, which represent the Company's largest market, the majority of sales are generated by dealers of Mitsubishi Heavy Industries, Ltd., its former partner Caterpillar Inc., and the UniCarriers brand. This dealer network serves as a major pillar supporting the Company's business. We believe that fully and effectively utilizing these rich assets will enhance corporate value and lead to sustainable growth.

*1 SynfoX: The Company's proprietary, innovative automation technology that leverages Σ SynX.

*2 Σ SynX: A Mitsubishi Heavy Industries Group standard platform developed by Mitsubishi Heavy Industries, Ltd., designed to synchronize and coordinate a wide range of mechanical systems.

Reason for appointment

Osamu Ando

Mr. Ando offers excellent insight and is experienced in global business management with a manufacturer of measuring and medical instruments. Building on his track record and insight, he has provided constructive opinions and suggestions and continues to supervise management as appropriate from an objective and neutral standpoint as an Independent Director. We have therefore determined that he is suitably qualified and have appointed him as an External Director.

Kyoko Kobayashi








Ms. Kobayashi has an extensive track record as an attorney providing insights mainly related to corporate legal affairs. She has worked for a listed company and served as an Independent Director at another listed company. Using her experience and insight, she has provided constructive opinions and suggestions and supervised management appropriately from an objective and neutral standpoint as an Independent Director. Therefore, we have appointed her as an External Director.










Fumio Kobayashi




Mr. Kobayashi has gained extensive experience in management and offers excellent insights in the material handling equipment industry. In light of his expertise and insight, the Company believes he will provide constructive opinions and suggestions and supervise management appropriately from an objective and neutral standpoint as an Independent Director. We have therefore appointed him as an External Director.









Initiatives Intended to Maximize the Effectiveness of External Directors





Specific Measures	Frequency	Details
Preliminary explanation of proposals for the board meetings	Prior explanations: Irregular Prior questions: Monthly	Prior explanations of proposals to the Board of Directors meeting are provided to External Directors as necessary. In addition, approximately three days prior to the Board of Directors meeting date, related materials are uploaded to the system and made available for review. Pre-meeting questions on agenda items are also accepted, with responses provided during the Board of Directors meeting.
Convening of a forum for discussion of business strategies	Monthly	In our Business Strategy Discussions, we address medium- and long-term strategies as well as other themes.
Meeting with the chairman of the board and president	4 times a year	External Directors also participate in an exchange of opinions between the Audit & Supervisory Board members, the chairman of the board, and the president, openly exchanging frank opinions.
Implementation of officer seminars	About 3 times a year	Seminars by external lecturers are held regularly as officer training events that contribute to the effective functioning of the Board of Directors.
Site visits and the board meetings held outside the head office	About once a year	We regularly conduct site visits and hold board meetings at those locations.
Interviews of senior management by external directors	Annually	Management interviews are conducted with executives and the results are fed back to the chairman and president.
Appointment of a lead independent external director	-	With the aim of strengthening the supervisory functions of the External Directors and improving the effectiveness of the Board of Directors, the lead independent External Director is appointed to handle the leading role and duties in a dialogue with executives and in cooperation with the Audit & Supervisory Board and the Board of Directors Secretariat.

Category	Activity	Objective	Fiscal 2024 Initiatives	Achievement Rating ★★★	Fiscal 2024 Results	Fiscal 2025 Initiatives	Corresponding SDGs	
E	Development and provision of decarbonized and low-carbon products	<ol style="list-style-type: none"> To develop electric forklifts offering lower electricity consumption To expand the lineup of electric forklifts to replace internal combustion forklifts To develop internal combustion forklifts in compliance with emissions regulations 	<ol style="list-style-type: none"> To introduce electric models powered by lithium-ion batteries in the Japanese market To develop a pilot post-ICE vehicle and new mid-sized electric forklifts To introduce models in compliance with local emissions regulations 	★★★	<ol style="list-style-type: none"> Introduced ALESIS and PLATTER models equipped with lithium-ion batteries to the domestic market Explored post-engine vehicle options and develop new medium-sized battery-powered forklifts [ongoing] Introduced, to the Americas market, LPG internal combustion trucks with capacities of 1.5 to 3.5 tonnes, as well as LPG internal combustion trucks with capacities of 4.0 to 5.5 tonnes 	<ol style="list-style-type: none"> To introduce low-cost electric trucks equipped with lithium-ion batteries to the market To explore post-internal combustion truck options and continue development of new medium-sized electric trucks [ongoing], and to introduce cushion tire models designed exclusively for the North American market To develop models that comply with local emissions regulations [ongoing] 		
	Development of carbon-neutral rubber-tired gantry cranes	<ol style="list-style-type: none"> To help achieve the carbon-neutral ports policy being promoted by the Ministry of Land, Infrastructure, Transport and Tourism To reduce CO₂ emissions attributable to ports 	<ol style="list-style-type: none"> To participate in CNP study groups To select vehicles for verifying actual fuel efficiency in market operations and examine measurement methods To conduct basic fuel cell bench tests and select systems 	★★	<ol style="list-style-type: none"> Participated in each CNP study group (including the Osaka Minato CNP Study Group) Requested cooperation from specific customers using RTGs Completed installation of fuel cell basic bench test equipment 	<ol style="list-style-type: none"> To participate in each CNP study group [ongoing] To plan the measurement of operating data under each RTG operating mode To conduct trial operation of the basic fuel cell bench and carry out testing 		
	Initiatives of our special environmental groups and the entire company	To improve our waste and emissions intensity	To achieve 1% improvement of our waste and emissions intensity relative to fiscal 2023 levels and to monitor the amount of industrial waste from plastic-containing products to keep them under the fiscal 2023 levels	<ul style="list-style-type: none"> Kyoto Plant: 3.3% improvement; Shiga Plant: 5.5% increase; Azuchi Plant: 1.7% increase For industrial waste from plastic-containing products, the total across the three plants decreased by 12% compared to fiscal 2023 	★★		To closely monitor waste amounts to ensure there are no significant variances from the previous year's levels, while continuing waste separation and disposal practices	
		To gain an appropriate understanding of environmental related costs	Continue to compile costs related to waste disposal	Properly monitored	★★★		To continue data aggregation and consider utilizing the results for environmental awareness initiatives	
		To establish methods and standards for calculating avoided CO ₂ emissions attributable to product usage	To be implemented on an ongoing basis	Established targets at each stage of development and verified the results of the evaluation	★★★		To be implemented on an ongoing basis	
		To reduce the amount of environmentally hazardous substances contained in products	To be implemented on an ongoing basis	<ul style="list-style-type: none"> In accordance with the guidelines for the management of chemical substances contained in products, we have <ul style="list-style-type: none"> continued to request suppliers to submit a Declaration of Non-Use and Non-Inclusion of Prohibited Substances continued to request suppliers to investigate the substances contained in the parts they deliver that are subject to management 	★★★		To be implemented on an ongoing basis	
	Environmental investment	To reduce CO ₂ emissions through environmental investments	<ol style="list-style-type: none"> Air conditioning work on the second floor of the frame factory Renewal of the air conditioning in the vehicle painting booth Renewal of the boiler in the equipment factory Conversion to LED lighting in the main building Conversion to LED street lighting at the Shiga Plant 	★★★	<ol style="list-style-type: none"> Air conditioning work on the second floor of the frame factory (3.0-tonne reduction) Renewal of the air conditioning in the vehicle painting booth Renewal of the boiler in the equipment factory Conversion to LED lighting in the main building (89.0-tonne reduction) Conversion to LED street lighting at the Shiga Plant (1.2-tonne reduction) 	Air conditioning work on the second floor of the frame factory Conversion to LED lighting at the electrical equipment factory Conversion to city gas at the Azuchi Plant	      	
	Global inventory management and optimization of spare parts	<ol style="list-style-type: none"> To reduce environmental load by controlling the amount of goods by reducing global inventory on a consolidated basis To increase efficiency through operation of a common platform 	To reduce inventory by strengthening global inventory management	★★★	Reduced inventory levels as logistics disruptions subsided and supply flows became more streamlined (4% reduction compared to the previous fiscal year)	To reduce inventory by strengthening global inventory management		
	3R initiatives	<ol style="list-style-type: none"> To ensure effective use of resources by reusing surplus items To reduce waste disposal volume 	To be implemented on an ongoing basis	★★★	Provided 20 in-house announcements as information on the "3 R" giveaway initiative.	To be implemented on an ongoing basis		
	Zero waste movement	<ol style="list-style-type: none"> To cooperate in local government initiatives (530 campaign) To contribute to a society in which everyone seeks to take ownership of the waste issue by cultivating the practice of picking up waste and not littering 	To hold waste collection events twice annually in spring (May) and autumn (October)	★★★	<ol style="list-style-type: none"> May: 165 participants October: 163 participants 	To hold waste collection events twice annually in spring (May) and autumn (October)		








Category	Activity	Objective	Fiscal 2024 Initiatives	Achievement Rating ★★★	Fiscal 2024 Results	Fiscal 2025 Initiatives	Corresponding SDGs
E	Participation in community cleanup activities	<ol style="list-style-type: none"> To increase the environmental awareness of employees To promote environmental conservation in local communities 	<ol style="list-style-type: none"> Community cleanup activities in collaboration with neighborhood associations (July) Forest Maintenance Volunteer Activities (October) Nagaokakyo City Environmental Fair (November) Nishiyama Forest Volunteers (November) The Lake Iba-naiko Yoshi Reed-Harvesting project (December) 	★★★	<ol style="list-style-type: none"> Participated in weeding of the Sammyo River (July) Participated in forest conservation volunteer activities at Mount Takatori (October) Participated in the Nagaokakyo City Environmental Fair (November) Participated in forest conservation volunteer activities in the Nishiyama area (February) Participated in the removal of invasive fish from Lake Iba-naiko (June), reed cutting at Lake Iba-naiko (December), and reed cutting at Lake Nishi-noko (February) Conducted cleanup activities in collaboration with sponsoring partners, including: <ul style="list-style-type: none"> Yasu-no-Ossan Grand Cleanup Event (May) Shiga Lakes x Yasu-no-Ossan Clean Walk (November) 	<ol style="list-style-type: none"> Weeding activities along the Sammyo River (July) Forest conservation volunteer activities at Mount Takatori (October) Nagaokakyo City Environmental Fair (November) Forest conservation volunteer activities in the Nishiyama area (February) Reed cutting at Lake Iba-naiko (December) Yasu-no-Ossan Grand Cleanup Event (May) Cleanup volunteer activities at Musa Station on the Ohmi Railway (June) 	      
	Encouraging use of returnable pallets	<ol style="list-style-type: none"> To reduce the use and disposal of wood packaging materials To improve loading efficiency by pallet stacking and reducing the number of containers used 	<ol style="list-style-type: none"> To promote a switch to reinforced corrugated cardboard packaging New addition of steel pallets for engines 	<ol style="list-style-type: none"> ★★★ ★ 	<ol style="list-style-type: none"> Promoted the conversion of wooden crates to cardboard packaging for large components, amounting to 1,500 boxes a year Temporarily suspended additional deployment of steel racks due to reduced logistics volume 	To further promote the transition from wooden crate packaging to reinforced cardboard packaging	
S Customers	Development of labor-saving and unmanned products	<ol style="list-style-type: none"> To reduce the environmental impact of AGVs/AGFs To improve the safety of AGVs/AGFs To increase the throughput of AGVs/AGFs To promote the introduction of AGFs to manned forklift sites To promote autonomous control systems for AGVs/AGFs 	<ol style="list-style-type: none"> To improve the functions of laser-guided automated vehicles <ul style="list-style-type: none"> Apply lithium-ion batteries to AGFs Introduce Mixed Fleet Solutions to the Japanese market To launch the next-generation AGF system-equipped vehicle on the market (at the "Logis-Tech Tokyo 2024") 	★★★	<ol style="list-style-type: none"> Improved the functions of laser-guided automated forklifts <ul style="list-style-type: none"> Commenced domestic order intake for lithium-ion battery powered AGFs Introduced the Mixed Fleet Solution to the Japanese market [ongoing] Exhibited vehicles equipped with next-generation AGF systems at the Logis-Tech Tokyo 	<ol style="list-style-type: none"> To improve the functions of laser-guided automated forklifts <ul style="list-style-type: none"> To introduce the Mixed Fleet Solution to the Japanese market [ongoing] To advance the remote operation project To commence sales of next-generation AGF systems [ongoing] 	
	Safety awareness initiatives (safety seminars, safety awareness DVDs, calendars, etc.)	<ol style="list-style-type: none"> To increase our customers' safety awareness To raise awareness of and prevent occupational accidents 	<ol style="list-style-type: none"> To present safety seminars (8,000 seminars with 50,000 participants) To produce safety awareness videos To distribute safety awareness posters: 23,000 copies To distribute KYT hazard prediction training calendars: 9,800 copies 	★★★	<ol style="list-style-type: none"> Presented safety seminars (9,541 seminars with 61,903 participants) Produced safety awareness DVDs available via download Distributed safety awareness posters: 23,000 copies Distributed KYT hazard prediction training calendars: 9,910 copies 	<ol style="list-style-type: none"> To present safety seminars (8,000 seminars with 50,000 participants) To produce safety awareness videos To distribute safety awareness posters: 23,000 copies To distribute KYT hazard prediction training calendars: 9,800 copies 	
	Operator qualification training for forklifts, shovel loaders, etc.	Ensuring the safety of operators of forklifts and shovel loaders	<ol style="list-style-type: none"> Number of scheduled sessions Shiga Plant: 37 sessions / Automation Demo Center Tokyo: 14 sessions Estimated number of participants at the Shiga Plant: 400 	★★★	<ol style="list-style-type: none"> Number of sessions held Shiga Plant: 36 sessions / Automation Demo Center Tokyo: 14 sessions Number of participants: Shiga Plant: 379 	<ol style="list-style-type: none"> Number of scheduled sessions Shiga Plant: 38 sessions / Automation Demo Center Tokyo: 14 sessions Estimated number of participants Shiga Plant: 400 	 
	Offering product options (safety equipment) and special features	<ol style="list-style-type: none"> To provide forklifts and other material handling equipment with product capabilities focused on safety and security To offer a variety of options for safety equipment To strengthen support for special features to meet special-order requests from customers 	<ol style="list-style-type: none"> To launch OmniEye + Engine Brake Control Specification_ERSIS (first half of the fiscal year) To promote demonstrations of OmniEye + brake control specifications, etc. To continue to inform domestic sales companies of special specification cases (special specification topics posted on domestic sales portal: 48 cases in FY2024) 	★★	<ol style="list-style-type: none"> Launched ERSIS with OmniEye plus engine brake control specifications (September) Exhibited at Logis-Tech Tokyo 2024 and conducted demonstrations Responded to customer customization requests through special specification projects: 47 cases 	<ol style="list-style-type: none"> To launch the Good Alert audible alert as a development option for LogiS (scheduled for the first half of the fiscal year) To launch the in-vehicle cooler, Good Cooler (April) To strengthen responses to special specifications to meet customer customization requests: target of 48 cases 	
	Customer questionnaire	To visualize the degree of customer satisfaction and dissatisfaction through testimonials for rapid response and case sharing	To distribute the questionnaire twice during the fiscal year	★★	We had planned to distribute customer questionnaires through the CRM software instead of using the conventional mail-based method. However, the development of the system took more time than expected, so we conducted no customer surveys. As an alternative measure, a total of eight email newsletters were distributed to customers.	A total of 12 email newsletters are planned to be distributed	
	Publication of the promotional magazine monogram	To provide examples of optimal logistics solutions provided by the Company as well as information on logistics topics and the like	We published a booklet and web edition <ol style="list-style-type: none"> September 2024 Vol. 19 March 2025 Vol. 20 	★★★	<ol style="list-style-type: none"> Published on schedule Published on schedule 	<ol style="list-style-type: none"> To publish a booklet and web edition 1. September 2025 Vol. 21 March 2026 Vol. 22 	




Category	Activity	Objective	Fiscal 2024 Initiatives	Achievement Rating ★★★	Fiscal 2024 Results	Fiscal 2025 Initiatives	Corresponding SDGs	
S Customers	Staging of the Logistics Solutions Fair	<ol style="list-style-type: none"> To provide customers with solutions, tips, and knowledge to improve logistics To revitalize communication with customers with whom we cannot follow-up at any of the international logistics exhibitions and similar events 	To exhibit at Logis-Tech Tokyo 2024 in September 2024	★★★	Exhibited as planned	<ul style="list-style-type: none"> To exhibit at the Logis-Tech Tokyo 2025: The 4th INNOVATION EXPO (September 2025) To hold a logistics solution fair in January 2026 	 	
	Strengthening weak points through implementation of plant process audits	Assessing quality levels across plants and responding to identified areas for improvement	<ol style="list-style-type: none"> To implement process audits in accordance with the annual plan Kyoto Plant: 14 audits planned Shiga Plant: 43 audits planned Azuchi Plant: 4 audits planned Onomichi Plant: 3 audits planned To implemented audits at domestic bases (3 bases planned) 	★★★	<ol style="list-style-type: none"> Implemented process audits in accordance with the annual plan Kyoto Plant: implemented 14 of 14 planned audits Shiga Plant: implemented 45 of 43 planned audits (2 additional audits) Azuchi Plant: implemented 4 of 4 planned audits Onomichi Plant: implemented 2 of 3 planned audits Implemented audits at domestic bases: 3 of 3 planned audits 	<ul style="list-style-type: none"> Process audits: to be implemented in accordance with the annual plans at each base Domestic base audits: to be implemented at 3 bases 		
	Implementing Quality Month initiatives	<ol style="list-style-type: none"> To raise awareness of quality To recognize our quality status To introduce our quality control initiatives To promote quality improvements by reflecting on our own work 	To promote initiatives to enhance quality awareness	<ol style="list-style-type: none"> To conduct quality morning briefings To hold quality improvement reporting meetings To hold exhibitions of market defect products To hold skills competitions To raise awareness through the wearing of badges 	★★★	<p>During Quality Month in November, the following activities were carried out:</p> <ol style="list-style-type: none"> Conducted quality morning meetings company-wide Held quality improvement reporting sessions company-wide Held market defect product exhibitions at Kyoto Plant and Shiga Plant Held skills competitions: Production Division Skills Competition at Shiga Plant Product Inspection Skills Competition at Shiga Plant Measurement Skills Competition at Shiga Plant Promoted awareness through wearing badges company-wide Held Weighing Day training sessions company-wide 	To continue initiatives to raise quality awareness, centered on Quality Month	
	Utilizing the Quality Dojo for recurrence prevention activities	<ol style="list-style-type: none"> To establish a quality culture To visualize quality data by posting it To implement quality training 	<ol style="list-style-type: none"> To display training materials using actual equipment and to update posters regularly To hold measuring instrument skills competitions To hold defective product exhibitions To hold regular manager meetings, with activities rotated among departments responsible for posting To consider web-based posting To hold completed vehicle evaluation meetings 	★★★	<ol style="list-style-type: none"> Permanently displayed defective products and prevented recurrence of similar defects Kyoto Plant: updated 6 times with visitor surveys conducted Shiga Plant: updated 4 times Held measuring instrument skills competitions during Quality Month in November Held defective product exhibitions during Quality Month in November Held manager meetings 12 times at Kyoto Plant and Shiga Plant respectively Posting of the web version Quality Dojo News started in August (Kyoto Plant) Held completed vehicle evaluation meetings 4 times (Shiga Plant) Held morning quality meetings daily (Shiga Plant) 	To continue recurrence prevention activities using the Quality Dojo		
	ML group-wide initiatives to achieve World-class Quality	To strengthen quality improvement activities as a united ML Group	Continued initiatives	<ol style="list-style-type: none"> To set global Key Goal Indicators (KGIs) To set local KGIs at each base to achieve the global KGIs <p>Additional initiatives</p> <ol style="list-style-type: none"> To make Global Components Technologies Corporation (GCT) a regular member of the World-Wide Quality Meeting (WWQM), and add GCT claim expenses to consolidated claim expenses for overall management To make focus areas more visible and raise the overall baseline of quality, we will revise the audit system and scoring method to create clearer score differentials 	★★★	<ol style="list-style-type: none"> Set global KGIs. Set local KGIs at each base to achieve the global KGIs, reached agreement, and reflected them in ML quality targets. Included GCT members in the face-to-face WWQM, held three times a year, shared the latest quality information, and further enhanced communication and relationships. Updated the audit system and scoring method at our production plants, and implemented process audits across all plants, thereby clarifying priority points and raising overall baseline of quality. 	To continue the initiatives outlined in 1-4. [To implement the following as additional initiatives]	

Category	Activity	Objective	Fiscal 2024 Initiatives	Achievement Rating ★★★	Fiscal 2024 Results	Fiscal 2025 Initiatives	Corresponding SDGs
Suppliers	Providing improvement guidance through supplier evaluations and identification of highly rated suppliers	<ol style="list-style-type: none"> To undertake supplier evaluations regarding delivery date, quality, and price To submit improvement requests and provide support for suppliers with low evaluations in terms of quality and delivery times To undertake factory audits of suppliers To build a strong supply chain by consolidating orders among suppliers that have passed factory audits and achieved high evaluations 	<ol style="list-style-type: none"> To regularly monitor the order ratio for core suppliers and further promote initiatives for the integrated models ERSIS and ALESIS, while embedding sustainability and CSR procurement practices, formulating plans, and conducting on-site surveys again this fiscal year To continue monthly monitoring, identify factors causing deterioration, and advance improvement activities. In response to the 2024 logistics challenges, consolidate the three transit points for finished vehicles in the Saitama area, organized by manufacturing plant and vehicle model, into a single location, expand the number of vehicles handled considering driver working hours, and establish a stable transportation network 	★★★	<ol style="list-style-type: none"> Monitored the order ratio for core suppliers, with order consolidation remaining flat. As part of sustainability and CSR procurement initiatives, conducted on-site surveys of domestic suppliers in February 2025 and confirmed good practices Consolidated the transit points for finished vehicles bound for the Tohoku and Kanto regions into the Saitama area in August 2024, avoiding drivers' consecutive long working hours while simultaneously improving load efficiency 	<ol style="list-style-type: none"> To conduct supplier evaluations and issue improvement instructions when delivery performance or quality falls below the standard To carry out on-site surveys as part of sustainability and CSR procurement initiatives 	 
	Promotion of local procurement	<ol style="list-style-type: none"> To minimize shipping from Japan by promoting local production for local consumption To establish a global supply chain by promoting local procurement To explain our local procurement promotion approach to domestic suppliers in Japan 	<ol style="list-style-type: none"> To promote local procurement of global component tires (from Sri Lanka to China) To promote local procurement of global component counterweights (from China to Mexico) 	★★★	<ol style="list-style-type: none"> Completed local procurement at plants in China Shifted strategy in response to US tariff measures and promoted transfer of production to plants in Asia 	<ol style="list-style-type: none"> To implement measures to avoid tariffs between the US and China To avoid dependency on specific suppliers for global components 	
	Holding supplier briefings	<ol style="list-style-type: none"> To hold supplier briefings for core suppliers To share information through business overview presentations by executives To strengthen the supply chain by requesting cooperation with our initiatives 	<p>First half: To distribute a video on April 19 covering the Vision 2035 and the Medium-Term Business Plan "LT26," outlining initiatives from fiscal 2024 to provide products and services that realize Safety & security, Automation & autonomy, and Decarbonization, to 175 key business partners</p> <p>Second half: To continue video distribution as a new standard for information sharing, which has been well received by suppliers</p>	★★★	<p>First half: Distributed a video on April 19 to 175 key business partners who had signed confidentiality agreements in advance, covering Strengthening the Global Supply Chain in response to rising geopolitical risks, the Medium-Term Business Plan "LT26," and Mitsubishi Heavy Industries Group's Sustainability and CSR procurement initiatives</p> <p>Second half: Distributed a video on October 18 to 183 key business partners, covering the same content as in the first half</p>	<p>First half: To distribute a video on April 25 to 185 key business partners, covering the progress of Strengthening the Global Supply Chain, an introduction to logistics improvement activities, and cost competitiveness enhancements using the global procurement database</p> <p>Second half: To distribute a video in October</p>	
Employees	Diversity	<ol style="list-style-type: none"> To secure personnel in an aging society with a declining birth rate by promoting the active participation of a diverse range of personnel To strengthen our ability to respond to diversifying market needs and varied risks 	<ol style="list-style-type: none"> To achieve the following diversity promotion targets <ul style="list-style-type: none"> Female employment ratio (clerical and technical positions, new graduates): 20% or more Female management ratio: 4.2% or more Male childcare leave acquisition ratio: 50% or more Employment ratio of people with disabilities: 2.5% or more To plan and implement diversity training <ul style="list-style-type: none"> To respect diversity and strengthen the work environment so that employees from various backgrounds can work together (Training themes: Basic concepts of diversity and inclusion, prevention of discrimination and harassment, gender diversity, dealing with people with disabilities, etc.) 	★★★	<ol style="list-style-type: none"> Achieved the following diversity promotion targets <ul style="list-style-type: none"> Female employment ratio (clerical and technical positions, new graduates): 30% (achieved) Female management ratio: 4.2% (achieved) Male childcare leave acquisition ratio: 65.7% (achieved) Employment ratio of persons with disabilities: 2.47% (not achieved; expected to be achieved in fiscal 2025) Planned and implemented diversity training <ul style="list-style-type: none"> Implemented diversity and inclusion training, career development training, anti-discrimination and harassment prevention training, and established an organization promoting employment of persons with disabilities 	<ol style="list-style-type: none"> To achieve the following diversity promotion targets <ul style="list-style-type: none"> Female employment ratio (clerical and technical positions, new graduates): 20% or more Female management ratio: 5% or more Male childcare leave acquisition ratio: 50% or more Employment ratio of persons with disabilities: 2.5% or more To plan and implement diversity training <ul style="list-style-type: none"> To respect diversity and strengthen the work environment so that employees from various backgrounds work together (Training themes: Basic concepts of diversity and inclusion, prevention of discrimination and harassment, gender diversity, dealing with people with disabilities, etc.) 	   
	Global human resource development	To foster personnel who can communicate both inside and outside Japan in a world of rapid progressing globalization	To plan and implement global human resource development measures <ul style="list-style-type: none"> To continue the overseas trainee program To conduct global mindset training for all employees To expand pre-departure training for overseas postings 	★★★	Planned and implemented global human resource development measures <ol style="list-style-type: none"> Continued the overseas trainee program Conducted global mindset training for all employees Expanded pre-departure training for overseas postings 	To plan and implement global human resource development measures <ol style="list-style-type: none"> Introduction of the International Trainee Program (revised and implemented from the former overseas trainee program) Global mindset training for all employees Expansion of pre-departure training for overseas postings 	

Category	Activity	Objective	Fiscal 2024 Initiatives	Achievement Rating ★★★	Fiscal 2024 Results	Fiscal 2025 Initiatives	Corresponding SDGs
S Employees	In-house training (rank-specific training)	<ol style="list-style-type: none"> To develop personnel trained to achieve the company's vision by assigning them to the roles expected of them by the company To raise the status of the entire company and improve motivation 	To plan and implement training programs that promote work satisfaction and spirit of challenge set out in LT26	★★★	<ol style="list-style-type: none"> Conducted career development-related training <ul style="list-style-type: none"> Career development seminars (for managers and general employees) Career management training (for managers) Career design training for employees in their 30s Follow-up training for mid-career hires Cultivated a corporate culture that values external learning and collaboration <ul style="list-style-type: none"> Training tour to Takasago Works and Yokohama Handtech Hub of Mitsubishi Heavy Industries, Ltd. Visited to Kobe Skills Training Center of Mitsubishi Heavy Industries, Ltd. Practical training at sales companies (for third-year employees) 	<ol style="list-style-type: none"> To conduct career development-related training To cultivate a corporate culture that values external learning and collaboration 	
	Service workshop (in Japan)	<ol style="list-style-type: none"> To improve maintenance skills for service technicians To improve the user-response skills of service technicians To improve product knowledge To share information on defects 	<ol style="list-style-type: none"> To improve maintenance skills for service technicians To improve product knowledge To share information on defects 	★★★	<ol style="list-style-type: none"> Held skills competitions for service technicians, selected five Service Meisters, and presented awards Held technical discussion meetings and provided product maintenance training to in-house maintenance users and distributors' service technicians Held service exchange meetings (twice) and shared information on defects and countermeasures with distributors' service technicians 	<ol style="list-style-type: none"> To improve maintenance skills for service technicians To improve product knowledge To share information on defects 	
	Service technician certification system outside Japan	<ol style="list-style-type: none"> To ensure service technicians acquire the technical knowledge and technical skills required for maintenance and fault diagnosis To confer qualifications on service technicians commensurate with the technical knowledge and skills they have acquired To visualize the skill level of individual service technicians To improve the motivation of service technicians by conferring appropriate qualifications 	To provide necessary transition support for distributor training to shift to a program that is more locally-oriented and that involves local sales offices	★★★	<ul style="list-style-type: none"> Handed over and supported the training program to distributor sales locations following the merger of regional sales offices of directly contracted distributors Held meetings every two months Reviewed e-learning modules produced by sales locations and provide feedback on areas for improvement 	To continue providing support <ul style="list-style-type: none"> To support operational methods To support e-learning modules for each grade 	 
	Conducting stress checks	<ol style="list-style-type: none"> To raise awareness of stress and ways of dealing with it To foster a safe and comfortable working environment To improve the workplace environment by conducting group analysis 	<ol style="list-style-type: none"> To reduce the rate of high-stress employees to the fiscal 2023 rate or lower To improve the stress check examination rate To reduce the overall health risks to the fiscal 2023 rate or lower 	★★★	<ol style="list-style-type: none"> High stress rate: 12.6% → 11.8% (0.8 points improvement) Examination rate: 99.9% → 100% (0.1 points improvement) Overall health risk: 96 → 91 (5 points improvement) 	<ol style="list-style-type: none"> To reduce the rate of employees with high stress to the fiscal 2024 rate or lower To maintain the rate of employees taking the stress check examination To reduce the overall health risks to the fiscal 2024 rate or lower 	 
	Conducting health and safety patrols	To improve safety, hygiene, and the "5S" principle	<ol style="list-style-type: none"> To have the health and safety committee members conduct patrols 9 times a year according to a monthly theme To have labor and management executives conduct "5 S" patrols twice a year 	★★★	Implemented. Feedback of results to the workplace	<ol style="list-style-type: none"> To have the health and safety committee members conduct patrols 9 times a year according to a monthly theme To have labor and management executives conduct "5 S" patrols twice a year 	
	Providing mental health training	<ol style="list-style-type: none"> To encourage employees to become aware of their own state and learn appropriate response measures To encourage managers to acquire knowledge and coping methods related to mental disorders To improve the workplace based on results of group analysis 	The following training will be held: <ol style="list-style-type: none"> Executive briefing session on group analysis results Self-care training Workplace care manager training session Workplace revitalization interviews Line-care training 	★★★	<ol style="list-style-type: none"> Executive briefing session: Held September 9, 2024, with 15 participants Self-Care Training: Held September 18, 2024, with 93 participants. Held December 16, 2024, with 89 participants Workplace care manager training: Held September 13, 2024, with 120 participants Workplace revitalization interviews: Held October 10 to November 29, 2024, at 31 workplaces Line-care training: Held July 24, 2024, with 116 participants 	The following training will be held online: <ol style="list-style-type: none"> Executive briefing session on group analysis results Self-care training Workplace care manager training session Workplace revitalization interviews Line-care training 	
	Counseling rooms opened	To improve mental health care capabilities	To be implemented on an ongoing basis * Mental health consultations and interviews to be provided by external professional counselors at the Kyoto, Shiga, and Azuchi plants.	★★★	Number of individuals who underwent counseling (total) Fiscal 2021: 263 Fiscal 2022: 229 Fiscal 2023: 216 Fiscal 2024: 312	To be implemented on an ongoing basis	



Category	Activity	Objective	Fiscal 2024 Initiatives	Achievement Rating ★★★	Fiscal 2024 Results	Fiscal 2025 Initiatives	Corresponding SDGs
Employees	Increasing the take-up rate of paid leave	To establish a comfortable workplace and promote a healthy work-life balance	To achieve a paid leave take-up rate of at least 75%	★★★	Achieved a paid leave take-up rate of 79.1%	To achieve a paid leave take-up rate of at least 80%	    
	Implementing a childcare leave system / Reducing working hours for those providing childcare	<ol style="list-style-type: none"> To promote continuous work for employees providing childcare To promote employee welfare 	To achieve a take-up rate of at least 50% for childcare leave for male employees	★★★	Percentage of male employees who took childcare leave: 63.2%	To achieve a take-up rate of at least 60% for childcare leave for male employees	
	Implementing a nursing care leave system / Reducing working hours for those providing nursing care	<ol style="list-style-type: none"> To promote continuous work for employees providing nursing care To promote employee welfare 	To be implemented on an ongoing basis	★★★	One employee on short-hour flexible work for caregiving	To be implemented on an ongoing basis	
	Formulation and implementation of action plans for work satisfaction reform	Formulation and implementation of a human resources strategy with three pillars: increased engagement, ensuring diversity, and creating a comfortable work environment to make the company a place where employees feel work satisfaction	To be implemented on an ongoing basis	★★★	<ol style="list-style-type: none"> To improve engagement <ul style="list-style-type: none"> Implemented 17 Career Challenge programs (rotation system) Introduced Project Challenge program (internal side-job system) To ensure diversity <ul style="list-style-type: none"> Enhanced new graduate recruitment tools such as website and SNS Conducted industry-academia collaboration activities including hiring international students Established an organization to promote employment of persons with disabilities To create a comfortable workplace environment <ul style="list-style-type: none"> Implemented health management initiatives including certification as a Health & Productivity Management Organization, smoke-free project, and cancer education Carried out sequential facility upgrades 	To be implemented on an ongoing basis	
Community	Sponsorship of the Kyoto Philharmonic Chamber Orchestra	<ol style="list-style-type: none"> To pursue regional revitalization through music To promote cultural and artistic initiatives 	To support the orchestra as a corporate sponsor	★★★	Implemented	To be implemented on an ongoing basis	 
	To contribute to the promotion of sports	<ol style="list-style-type: none"> To promote sports To pursue regional revitalization through sports To contribute to society by supporting the sound development of young people 	To contribute to the promotion of sports and the development of the next generation in local communities through the following sponsorships <ol style="list-style-type: none"> Sponsorship of the Mitsubishi Heavy Industries Sagami-hara DynaBoars Sponsorship of the Kyoto Sanga F.C. Sponsorship of female professional golfer Ayaka Furue Sponsorship of a professional basketball team 	★★★	<ol style="list-style-type: none"> Sponsored the Mitsubishi Heavy Industries Sagami-hara DynaBoars: supporting the first official League One match held in Kyoto Prefecture Sponsored Kyoto Sanga F.C.: displaying sponsor signage at the home stadium Sponsored professional female golfer Ayaka Furue: deploying signage and advertisements Sponsored a professional basketball team: donating balls to elementary and junior high schools in Kyoto and Shiga Prefectures 	<ol style="list-style-type: none"> To sponsor the Mitsubishi Heavy Industries Sagami-hara DynaBoars by donating balls to junior high schools in Nagaokakyo City and holding practice sessions To sponsor Kyoto Sanga F.C. through signage at their home stadium To sponsor professional golfer Ayaka Furue through signage and advertising To sponsor a professional basketball team by donating balls to elementary and junior high schools in Kyoto and Shiga Prefectures To sponsor a local team participating in the professional table tennis T-League 	
	Supporting the hospitality guesthouse of "A Dream a Day"	<ol style="list-style-type: none"> To donate to the project to support children with intractable diseases To invite children with intractable diseases and their families to travel To provide support for travel through volunteer activities 	Support has been provided continuously since fiscal 2020, with donations made as a Gold Partner starting in fiscal 2023. Activities as a Gold Partner to be continued in fiscal 2024.	★★★	Implemented	To be implemented on an ongoing basis	
	Sponsorship of the Super GT (Nissan Automobile Technical College)	To provide training for maintenance engineers by supporting student development projects at the Nissan Automobile Technical College	<ol style="list-style-type: none"> To participate as a race sponsor To exhibit at school festivals To participate in employment guidance To conduct a course on forklift mechanics 	★★★	<ol style="list-style-type: none"> Continued with race sponsorship Participated in exhibitions at three school festivals The employment guidance session was canceled, but company briefings were conducted by region Conducted a class on forklift mechanics 	<ol style="list-style-type: none"> To participate as a race sponsor To exhibit at school festivals To participate in employment guidance To conduct a course on forklift mechanics 	

Category	Activity	Objective	Fiscal 2024 Initiatives	Achievement Rating ★★★	Fiscal 2024 Results	Fiscal 2025 Initiatives	Corresponding SDGs
S Community	Offering workplace experience to elementary and junior high school students	<ol style="list-style-type: none"> To support local school education To promote career training 	<p>Shiga Plant:</p> <ol style="list-style-type: none"> To offer work experience to junior high school students To provide teaching materials about our business to elementary school students To provide job hunting support book to high school students <p>Automation Demo Center Tokyo: To be held by request</p>	★★★	<p>Shiga Plant:</p> <ol style="list-style-type: none"> Offered work experience to junior high school students: 2 students from Azuchi Junior High School Provided teaching materials about our business to elementary school students Provided job hunting support book to high school students <p>Automation Demo Center Tokyo: Hosted workplace experience for two days, September 12 and 13</p>	<p>Shiga Plant:</p> <ol style="list-style-type: none"> To offer work experience to junior high school students To provide teaching materials about our business to elementary school students To provide job hunting support book to high school students <p>Automation Demo Center Tokyo: To cultivate future logistics professionals by planning and implementing workplace experience programs that align with the needs of educational institutions and changes in logistics.</p>	 
	Providing factory tours to high school students	To provide information that helps high school students choose a career and improve their skills	<ol style="list-style-type: none"> To provide company tours to high school students To offer internships To provide workplace tours before employment To provide practical training at high schools for persons with disabilities 	★★★	<p>Shiga Plant:</p> <ol style="list-style-type: none"> Provided company tours to 41 high school students from 2 schools Offered internships to 13 people from 4 schools Provided workplace tours before employment to 31 students and 12 teachers from 13 schools Provided practical training for 7 students from high schools for persons with disabilities 	<p>Shiga Plant:</p> <ol style="list-style-type: none"> To provide company tours to high school students To offer internships To provide workplace tours before employment To provide practical training for persons with disabilities 	
G	Governance reforms	<ol style="list-style-type: none"> To improve the effectiveness of the Board of Directors To reform the Board of Directors To promote diversity To enhance discussions on business strategies To provide information to external officers To strengthen supervisory functions 	<ol style="list-style-type: none"> To enhance discussions on issues in business strategy To make efforts to enhance discussions To respond to the increasing sophistication of internal controls and risk management To provide information and interaction with external officers To follow up on the status of succession planning 	★★★	Implemented	<ol style="list-style-type: none"> To enhance discussions on issues in business strategy To make efforts to enhance discussions To respond to the increasing sophistication of internal controls and risk management To provide information and interaction with external officers To continue examining the structure of incentive compensation 	
	Introduction of an electronic contract system	<ol style="list-style-type: none"> To digitize procedures for concluding various contracts that have been undertaken conventionally with paper media To reduce various expenses previously incurred to conclude contracts and to increase operational efficiency To strengthen compliance and security To support various new work styles, such as teleworking, and to improve employee motivation 	To continue promoting the use of the Electronic Contract System by responding to inquiries from internal departments, providing explanations to suppliers, and using Robotic Process Automation (RPA) in combination	★★★	Implemented	To continue promoting the use of the Electronic Contract System by responding to inquiries from internal departments, providing explanations to suppliers, and using RPA in combination	
	Convening meetings of the Risk Management Committee	<ol style="list-style-type: none"> To ensure the permanent development of our business operations by establishing a risk management system and continuously implementing risk management activities To minimize risk by identifying serious risks To minimize risk, recover quickly, and prevent any recurrence To avoid harming the interests of customers, society, shareholders, officers, and employees To improve the risk awareness and risk management capabilities of officers and employees to respond to societal needs 	<ol style="list-style-type: none"> Enhanced risk management BCP <ul style="list-style-type: none"> Reviewed BCP related documents Recognizing supply chain continuity as the most critical issue in BCP, conducted assessment for key dependent partners on the status of their BCP formulation Conducted exercises and training, including domestic affiliated companies 	★★★	<ol style="list-style-type: none"> Enhancement of risk management: Major risks were identified across the entire domestic and overseas ML Group, and risk owners were assigned to each risk. Countermeasures for major risks were implemented under the leadership of the risk owners BCP: <ul style="list-style-type: none"> Each department updated BCP documents Conducted assessments of business continuity capabilities for suppliers where alternative sourcing was difficult. A practical BCP drill was conducted at the Konosu Plant of Global Component Technologies Corporation 	<ol style="list-style-type: none"> Enhancement of risk management: To review risk items across the entire Group each half year BCP: <ul style="list-style-type: none"> To conduct practical BCP drills at the Kyoto Plant of Mitsubishi Logisnext and prepare for stock replacement To respond to domestic direct sales company reorganization and conduct practical BCP drills at Logisnext Handling System Corporation To implement BCP at overseas group companies 	
	Establishment of an Internal Reporting Helpline	To ensure prompt discovery of compliance violations	<p>Ongoing Initiatives</p> <ol style="list-style-type: none"> To accept reports and consultations regarding acts that violate laws, regulations, and corporate ethics To accept reports from external stakeholders To accommodate the revised Whistleblower Protection Act 	★★★	Implemented	<p>Ongoing Initiatives</p> <ol style="list-style-type: none"> To accept reports and consultations regarding acts that violate laws, regulations, and corporate ethics To accept reports from external stakeholders To accommodate the revised Whistleblower Protection Act 	

Category	Activity	Objective	Fiscal 2024 Initiatives	Achievement Rating ★★★	Fiscal 2024 Results	Fiscal 2025 Initiatives	Corresponding SDGs
G	Inquiry and reporting procedures regarding contact with competitors and government procurement agencies	To comply with the Anti-Monopoly Act and Competition Law	Ongoing Initiatives To have the Company and group companies compile a monthly report on the content of and number of contacts with competitors and government procurement agencies and submit it to the department in charge	★★★	Implemented	Ongoing Initiatives To have the Company and group companies compile a monthly report on the content of and number of contacts with competitors and government procurement agencies and submit it to the department in charge	
	Compliance check related to order optimization	To ensure appropriate order acceptance	Ongoing Initiatives To have the Company and group companies compile a monthly report on the content of and number of compliance checks conducted and submit it to the department in charge	★★★	Implemented	Ongoing Initiatives To have the Company and group companies compile a monthly report on the content of and number of compliance checks conducted and submit it to the department in charge	
	Anti-fraud procedures	To prevent bribery and fraudulent conduct	Ongoing Initiatives To undertake examinations and various other procedures each time a targeted gift is proffered and submit it to the head of the department in charge for approval	★★★	Implemented	Ongoing Initiatives To undertake examinations and various other procedures each time a targeted gift is proffered and submit it to the head of the department in charge for approval	
	Compliance training	To increase awareness of compliance	1. To provide compliance training in various hierarchical training programs New employees, newly appointed managers, and newly appointed department heads 2. To provide training for all employees of group companies, including domestic direct sales companies, and to follow up to ensure a 100% training completion rate • Global Code of Conduct • Subcontract Act • Human rights due diligence • Discussion-style training 3. To provide additional training for operational staff and to actively encourage participation of employees of group companies	★★★	The following were conducted: 1. Training for new employees, newly appointed managers, and newly appointed department heads 2. Training for all employees, including group companies • Global Code of Conduct • Subcontract Act • Discussion-style training • Prevention of transactions with antisocial forces 3. Various other training sessions for operational staff (Anti-Monopoly Act, Anti-Bribery, Export Control Regulations, Construction Business Act)	1. To provide compliance training in various hierarchical training programs New employees, newly appointed managers, and newly appointed department heads 2. To provide training for all employees of group companies, including domestic direct sales companies, and to follow up to ensure a 100% training completion rate • Global Code of Conduct • Subcontract Act • Discussion-style training, etc. 3. To provide additional training for operational staff and to actively encourage participation of employees of group companies	
	Strengthening information system security	To raise awareness of information system security	To achieve a security training completion rate of over 95% (twice annually) and to maintain a failure rate of 3.5% or less in targeted phishing email exercises.	★★	Included recent internal and external incident cases and responses to cyberattacks, and improved the content of information security training programs via e-learning and targeted phishing email exercises. The security training was conducted twice during the year, but the completion rate did not reach the target. The failure rate for the targeted phishing email exercises also exceeded the target. • Information security training completion rate: 92.9% • Failure rate in targeted phishing email exercises: 4.1%	Security training attendance rate of 95% or more (twice a year)	
		To institute countermeasures for vulnerabilities	Until June: To follow-up on the results of vulnerability assessments conducted by each company October: To start of monthly reporting format	★★	• In the security audit conducted in fiscal 2024, the results of the vulnerability assessment were reviewed and addressed • Preparations were completed for the new format of the monthly report, in anticipation of its implementation from fiscal 2025	• To begin using the new monthly report format and strengthen the follow-up system • To review the scope of vulnerability assessments	
		Strengthening the Information Security Risk Monitoring System	June: To implement Microsoft Defender for Endpoint, a system to block ransomware September: To implement firewall monitoring March: To consider and implement improvements to other functions	★★★	• Completed the introduction of security solutions for endpoint protection at overseas bases that had not been covered in the previous fiscal year by June • Expanded the scope monitored by the Security Operation Center (SOC) by the end of fiscal 2024, achieving a more advanced detection system	To review and refine the scope of information security risk monitoring	



Chapter 5

Corporate Data

Europe, a leader in sustainability. The EDiA XL, an electric truck that delivers output comparable to that of an internal combustion truck. Unmanned automated guided vehicles that meet labor-saving needs at logistics sites. These products have earned high acclaim. Through close communication between production bases, we will continue creating products that contribute to building a sustainable future.

- ❶ Medium-sized electric truck EDiA XL. An environment-friendly product that delivers high output comparable to that of an internal combustion truck.
- ❷ Employees working at a European plant.
- ❸ Employees charged with the development of environment-friendly products.
- ❹ Maintenance of electric trucks. Supporting customers' operations through after-sales service grounded in safety, security, and reliability.
- ❺ A meeting between sales and manufacturing personnel.
- ❻ Automated Compact Truck (ACT), an unmanned guided vehicle. Working efficiently, safely, and intelligently in collaboration with AGVs and manned forklift trucks other than ACT, it maximizes the overall capabilities of logistics operations.



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Europe

		FY2020	FY2021	FY2022	FY2023	FY2024
Financial data	Net sales (millions of yen)	391,496	465,406	615,421	701,770	665,594
	Operating profit (before amortization of goodwill) (millions of yen)	10,990	13,013	24,995	52,876	31,081
	Operating profit (millions of yen)	1,594	3,592	14,709	42,603	20,766
	Ordinary profit (millions of yen)	2,014	3,240	11,646	37,479	14,860
	Profit attributable to owners of parent (millions of yen)	(2,683)	717	6,913	27,520	8,664
	R&D expenses (millions of yen)	4,362	4,649	5,040	6,523	6,166
	Capital expenditure* (millions of yen)	18,128	26,710	45,698	54,168	38,425
	Depreciation and amortization (millions of yen)	23,522	23,956	25,844	29,549	33,436
Cash flows	Cash flows from operating activities (millions of yen)	33,480	20,621	28,743	64,563	43,524
	Cash flows from investing activities (millions of yen)	(22,475)	(19,243)	(40,233)	(56,828)	(33,651)
	Free Cash Flow (millions of yen)	11,005	1,378	(11,490)	7,735	9,873
	Cash flows from financing activities (millions of yen)	(11,931)	(4,601)	11,729	(1,978)	(13,633)
Financial position	Total assets (millions of yen)	363,357	405,601	475,432	531,495	512,144
	Net assets (millions of yen)	55,394	63,737	76,027	117,333	124,309
	Interest-bearing debt (millions of yen)	182,695	188,182	229,665	240,971	230,091
Per share amounts	Earnings per share (yen)	(25.19)	6.73	64.82	258.06	81.26
	Net assets per share (yen)	514.70	592.02	707.19	1,094.53	1,160.02
	Dividend per share (yen)	8	8	9	20	24
Key performance indicators	Operating profit margin (before amortization of goodwill) (%)	2.8	2.8	4.1	7.5	4.7
	Operating profit margin (%)	0.4	0.8	2.4	6.1	3.1
	ROA (return on assets) (%)	(0.7)	0.2	1.6	5.5	1.7
	ROE (return on equity) (%)	(4.9)	1.2	10.0	28.6	7.2
	Current ratio (%)	129.4	131.5	126.8	136.3	147.2
	Equity ratio (%)	15.1	15.6	15.9	22.0	24.2
	DOE (dividend on equity ratio) (%)	1.6	1.4	1.4	2.2	2.1
	D/E ratio (times)	3.3	3.0	3.0	2.1	1.9

* Includes forklifts for leases and rental business. It also includes intangible assets.

Nippon Yusoki Co., Ltd.

Established a Strong Foothold in the Japanese Market

As the pioneers of Japan's first electric forklift, this company established their business primarily in Japan and across Asia, focusing on small- to medium-sized electric forklifts and logistics systems. They also led the industry in developing eco-friendly storage and transportation technologies, consistently striving to contribute to environmental improvements.



Forklift Division, Mitsubishi Heavy Industries, Ltd.

Expanded with a Focus on the North American and European Markets

This division excelled in producing internal combustion forklifts of all sizes and were involved in the production and sales of vehicles under both the Mitsubishi and Caterpillar brands, focusing their business primarily on overseas markets such as North America and Europe. They responded to a wide range of customer needs with their advanced technological capabilities, including the independent development of key components like diesel engines and transmissions.



1937

Established Nippon Yusoki Co., Ltd.

1970

Mitsubishi Heavy Industries, Ltd. began forklift production

2013

Established Mitsubishi Nichiyu Forklift Co., Ltd.

1940

1950

1960

1970

1980

1990

2000

2010

1949

Established Toyo Carriers Manufacturing Co., Ltd.

1957

Nissan Motor Co., Ltd. began forklift production

1999

Changed its name to TCM Corporation

2010

Spun off from Nissan Motor Co., Ltd. as a separate firm

2013

UniCarriers Corporation began operation

In 2011, the Innovation Network Corporation of Japan (INCJ) established UniCarriers Corporation; in 2012, TCM and Nissan Forklift joined UniCarriers Group, each becoming a 100% subsidiary of UniCarriers Corporation. In 2013, TCM and Nissan Forklift were integrated as UniCarriers Corporation.

TCM Corporation

Advantages in Large Vehicles for Handling Specialized Cargoes

A trailblazer in the industry, this company introduced Japan's first internal combustion forklift in 1949, establishing foundational mechanisms and equipment that remain widely utilized in forklifts today. Beyond internal combustion forklifts—particularly large models with load capacities exceeding 10 tonnes—their expertise extended to bucket-type vehicles, including shovel loaders and skid steer loaders, as well as specialized transport vehicles designed for use in ports, steel mills, shipyards, and other industrial settings.



Nissan Forklift Co., Ltd.

Strengths in Product Development Leveraging Automotive Technology and In-House Engine Innovation

Founded in 1957 as the Industrial Machinery Division of Nissan Motor Co., Ltd., the company was spun off as Nissan Forklift in 2010. They excelled in technological development, leveraging automotive technology not only for vehicle manufacturing but also for the external sales of engine units. Even after rebranding as UniCarriers and later Mitsubishi Logisnext, the company continues to produce and sell products through its group company, GCT (Global Component Technologies Corporation).





2017
Established
Mitsubishi Logisnext
Co., Ltd.

- October 1, 2017** Established Mitsubishi Logisnext Co., Ltd.
- April 2018** Mitsubishi Logisnext Europe B.V. and Mitsubishi Logisnext Americas Inc. established as regional headquarters for Europe and the Americas
- November 2018** Sales begin for the RACKFORK Auto, a laser-guided automated vehicles
- April 2019** Nichiyu Forklift (Thailand) Co., Ltd. changed trade name to Logisnext Manufacturing (Thailand) Co., Ltd.
- July 2019** Mitsubishi Logisnext Americas Inc. (a US group company) acquires all shares of Pon Material Handling, NA, Inc. (now Equipment Depot, Inc.) and makes it a subsidiary
- November 2019** Logistics Test Center, a facility for testing advanced and newly developed technologies on full-scale equipment, set up in the Takasago District of the Mitsubishi Heavy Industries, Ltd. Research and Innovation Center

- April 2020** Trade names of European group companies Rocla Oy, UniCarriers Europe A.B., and UniCarriers Manufacturing SPAIN S.A. changed to Mitsubishi Logisnext Europe Oy, Mitsubishi Logisnext Europe A.B., and Mitsubishi Logisnext Europe S.A., respectively
- October 2020** Reorganization of 11 domestic direct sales companies into 9 companies
- April 2021** Sales begin of the EDIA XL medium-sized counterbalanced electric forklift truck in the European market
- June 2021** Joint development of Japan's first refrigerated warehouse-type laser-guided unmanned forklift
- August 2021** Sales begin of the PLATTER Auto H type, a laser-guided unmanned forklift
- March 2022** AGV Demonstration Center established at Mitsubishi Logisnext Europe Oy (Finland)
- June 2022** US group company Equipment Depot, Inc. acquires all shares of material handling equipment sales agent Norlift of Oregon, Inc. (now Equipment Depot Northwest, Inc.) and turns it into a subsidiary
- October 2022** Transfer of the winding machine business to The Japan Steel Works, Ltd.
- October 2022** Sales begin for the ALESIS electric forklift
- January 2023** AGV Demonstration Center opens at Mitsubishi Logisnext Americas (Marengo) Inc. (USA)
- April 2023** Organizational structure in the North American market is reorganized. The trade name of the US regional headquarters company Mitsubishi Logisnext Americas Inc. is changed to Mitsubishi Logisnext Americas Group Inc. The two existing companies under its umbrella are merged to establish Mitsubishi Logisnext Americas Inc.
- September 2023** Rocrich AGV Solutions, a joint venture between Mitsubishi Logisnext Americas, Inc. and Jungheinrich AG of Germany, is established
- March 2024** Full-scale commercial operation begins after completing demonstrations of automated truck-loading technology using AGFs
- April 2024** The European-designed and manufactured unmanned guided vehicle ACT receives Germany's Red Dot Design Award and iF Design Award (and receives the Archies Award in September of the same year)
- October 2024** The Automation Demo Center is established at the Head Office and Kyoto Plant.
- December 2024** Equity interest in consolidated subsidiary, Nichiyu Forklift (Shanghai) Co., Ltd., is transferred to Folangsi (Hong Kong) Co., Ltd. to pursue greater focus and selectivity through the reorganization of the sales business in China
- The EDIA XL medium-sized counterbalanced electric forklift truck receives the UK's Archies Award, following its receipt of Germany's Red Dot Design Award in April 2023
- The Technology Development Center, a key base for technological development, begins operations at the Shiga Plant
- Strengthens automated guided vehicle (AGV) business in the North American market
- Manufacturing functions of Mitsubishi Logisnext Europe A.B. (Sweden) is closed and consolidated at Mitsubishi Logisnext Europe Oy (Finland) primarily
- Mitsubishi Logisnext Europe A.B. is renamed to Logisnext Europe Sweden Center A.B.

Company Name Mitsubishi Logisnext Co., Ltd.
Head Office 1-1, 2-Chome, Higashikotari, Nagaokakyo-shi, Kyoto 617-8585 JAPAN
Establishment August 1937
Representative Capital Yuichi Mano, President
 4,962 million yen (as of March 31, 2025)
 (Standard Market, Tokyo Stock Exchange)
Net Sales 665,594 million yen (Fiscal 2024)
Employees 11,161 (as of March 31, 2025)

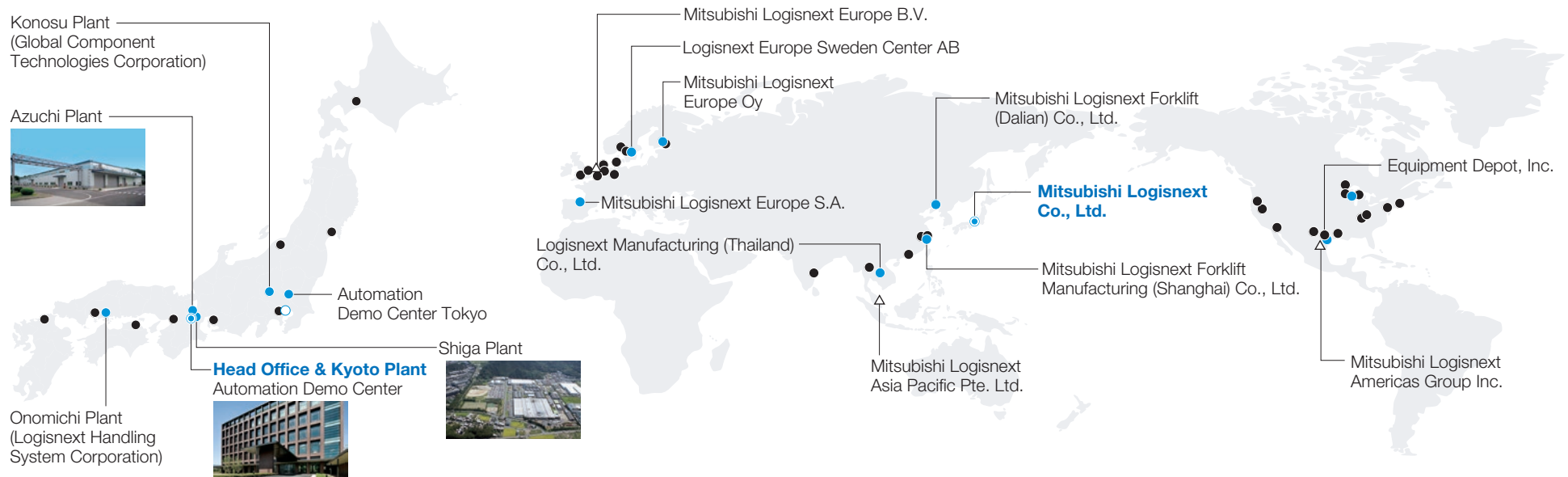
Scope of Business Development, design, manufacture and sale of logistics system products such as electric trucks, internal combustion trucks, container carriers, transfer cranes, transport robots, automated warehouses, and warehouse management systems (WMS)
Locations Head Office and Kyoto Plant, Shiga Plant, Azuchi Plant, Tokyo Office, Automation Demo Center Tokyo
 Sales & Service: approximately 400 Service Depots nationwide
 International locations: U.S.A., Netherlands, Finland, Sweden, Spain, China, Thailand, and Singapore

Directors and Audit and Supervisory Board Members

Yuichi Mano	Representative Director and President
Takatoshi Uno	Director
Hiroyuki Sugiura	Director
Masayuki Suematsu	Director Director and Executive Vice President, CSO, Head of Business Strategy Office and Senior General Manager of Corporate Planning Department, Mitsubishi Heavy Industries, Ltd.
Osamu Ando	External Director President, Shimadzu Access Corporation
Kyoko Kobayashi	External Director Lawyer, Counsel, Irokawa Legal Professional Corporation, External Audit and Supervisory Board Member, KAWAKAMI PAINT MANUFACTURING CO., LTD. External Director (Audit & Supervisory Committee member), PILLAR Corporation
Fumio Kobayashi	External Director
Shinji Ichihara	Audit and Supervisory Board Member
Katsutoshi Yuasa	Audit and Supervisory Board Member
Kazuhiro Fukuoka	External Audit and Supervisory Board Member
Hideki Sugiura	External Audit and Supervisory Board Member, Dai Nippon Toryo Co., Ltd

Networks (as of September 30, 2025)

● Production bases / R&D bases / Business office ● Major sales bases ▲ Regional HQ



Logisnext

Logistical Equipment & System Solutions Next

Editorial Policy

The purpose of this report is to create opportunities for dialogue by communicating the Group's sustainable growth initiatives to a wide range of stakeholders.

Reporting Period

This report spans the period from April 1, 2024 to March 31, 2025.

* Some initiatives undertaken before and after this period are also reported.

Organizational Scope

This report covers Mitsubishi Logisnext Co., Ltd., but some articles make reference to other group companies.

Reference Guidelines

This publication adheres to the Integrated Reporting Framework of the Value Reporting Foundation.

Cautionary Note on Future Prospects

The plans, strategies, earnings forecasts, and other forward-looking statements described in this report are based on currently available information and involve risks and uncertainties. Note that actual results may differ significantly from the company's forecasts due to changes in economic conditions, market trends, and other factors.