WHAT KIND OF BUSINESS DO WE NEED TO BECOME?

Our vision for a better way of doing business

April 28, 2017
Yusen Logistics Co., Ltd.
We’ve been asking some big questions which start with three small words:

WHY
HOW &
WHEN
WHY

Why do we exist?
Why do we need to improve and evolve what we do?
WE HAVE A VISION:

Connecting people, businesses & communities to a better future – through logistics.
OUR VISION IS SUPPORTED BY OUR MISSION:

To become the world’s preferred supply chain logistics company - applying insight, service quality and innovation to create sustainable growth for business and society.
WHY DO WE NEED TO IMPROVE & EVOLVE WHAT WE DO?

TO GET CLOSER TO OUR CUSTOMERS

– Help them grow
– Respond to their changing needs
– Share fresh insight about their challenges
– Be their strategic partner
WHY DO WE NEED TO IMPROVE & EVOLVE WHAT WE DO?

No matter who they are or where they’re based, our customers expect us to deliver world-class service - time and time again.
How can we be better?
How can we create greater value for our customers?
How can we inspire our people to achieve this?
HOW CAN WE BE BETTER?

IT STARTS WITH A PROMISE

CREATE BETTER CONNECTIONS
CREATE BETTER CONNECTIONS

Our promise is a short-hand for what we aim to deliver time and time again. That's why we're:

– Finding better ways to bring our customers closer to their customers
– Helping us all be closer to the communities and markets we serve
– Fostering closer connections with all our colleagues
– Keeping ourselves and our customers at the forefront of technological and operational innovation
– Ensuring we all build better connections to secure the future of our businesses
WE’RE TRANSFORMING EVERY ASPECT OF OUR BUSINESS

How we think
How we act
How we deliver our mission

HOW CAN WE INSPIRE OUR PEOPLE TO ACHIEVE THIS?
This is our tagline – it expresses the ultimate benefit to customers of our promise to ‘Create Better Connections’.

What does ‘insight’ mean to us? It’s about our ability to connect to our customers, their businesses, the challenges they face and the goals they hope to achieve. We then turn this insight into action - developing better ways of working that help us become an integral part of our customers’ success.
We invest in insight to get to the heart of our customers’ challenges.

We are open and transparent in the way we work.
Deeply involved in building relationships – everything we do is with the long-term in mind.

Our dedication to quality is the cornerstone of our success – we get every detail right.
CREATIVE

We are constantly developing better ways of working.

If we find a better way of working, we act upon it and proactively share it.
A company which contributes to the long-term sustainability and profitability of our customers’ supply chains.

Innovation to create sustainable growth for business and society.

A company which constantly improves quality and capability to provide high value for customers.

Service quality.

A company with a deep insight and understanding of our customers and the challenges they face.

Applying insight.

A company with the solid foundations to deliver consistently and competitively in every corner of the world.

To become the world’s preferred supply chain logistics company.
GLOBAL UNITY

CREATING A UNIFIED GLOBAL NETWORK

HOW WE DELIVER OUR MISSION
Why this matters:

Many of our customers are global, operating across countries and continents. They come to us expecting they’ll experience a consistent brand and service experience, whenever and wherever they deal with us.

If we intend to be the world’s preferred supply chain logistics company, every part of our business should perform to a consistently high standard, regardless of location or function. And when people come to work at Yusen Logistics, they should feel they are part of a globally connected community with a shared international outlook.

Our goal for the future:

To transform Yusen Logistics into a network of strong operating companies held together by a common brand and ambition. This will be led by a set of global support functions that will develop overall corporate strategy and direction for the benefit of the entire organization.

This will involve:

– A supportive and consistent culture and working environment for all our employees across our global organization.

– A clear and consistent global strategy and goal-setting for International Freight Forwarding and Contract Logistics Business Units.

– Employee engagement and feedback surveys to ensure we’re delivering as an employer.
INSIGHT FOCUS

DEVELOP CUSTOMER AND INDUSTRY INSIGHT AND APPLY IT
HOW WE DELIVER OUR MISSION

Why this matters:

Across every product line we can see consistent themes from our customers that transcend price: they are looking for a provider who can understand their request, big or small, and provide new and different ways to add value to their supply chain.

Our ability to deliver this value to our customers hinges upon how well we know their business and the ways in which we can apply our own insight into their industry to benefit their business.

In this way, we aim to move beyond transactions to solutions – and create lasting, loyal relationships with all our customers.

Our goal for the future:

To develop customer insight and industry expertise as clear sources of advantage in the logistics market that provide value to our customers and result in more intimate, loyal relationships.

This will involve:

– Better understanding and focus on the role we play in supporting our customers and the customers they serve now and in the future.

– Investment in developing specialist industry insight through a network of Subject Matter Experts with deep knowledge and experience of specific industry verticals.

– A globally aligned team supported by systems that enable sharing knowledge about customers, their challenges and their ambitions.
3

SERVICE QUALITY

WINNING WITH QUALITY AND CUSTOMER SATISFACTION
Why this matters:

Our key mission in Roadmap 2025 is to become the world's preferred supply chain logistics company. Across our product lines, we will develop and deliver better ways to connect to our customers and improve the quality and delivery of our services.

Our goal for the future:

To deliver a consistent and high quality customer experience that drives preference in the market.

This will involve:

- A best practise system for planning, managing and growing customer relationships.
- A global quality program setting the standard for the Yusen Logistics customer experience and the role we all play delivering it.
- On-going customer surveys to measure our success and show where we can improve.
SUSTAINABLE GROWTH

ORGANIZING & EXECUTING FOR THE FUTURE
Why this matters:

The challenges our customers face are multiplying as global supply chains become ever more complex and dynamic. At the same time, our customers are coming under increasing pressure to develop profitable and sustainable responses to climate change, resource constraint, waste, ethical sourcing and supply chain transparency.

Our goal for the future:

To create an organization with the technology, knowledge and capability to help our customers build sustainable, profitable supply chains capable of creating value for future generations of people and business.

This will involve:

– Establishing a Supply Chain Management Business Unit and Innovation Lab to deliver leading-edge solutions that give our customers end-to-end visibility and control over their supply chains.

– Adopting a more strategic approach to investment and allocation of resources across the organization.

– Using data science to develop more accurate predictions of future performance and to proactively manage our business for the long-term.
WHEN

When will we make it happen?
When will we make it happen?

Fix our direction - Bring our new Vision, Mission, and Values to life internally and externally

Enhance our capability - Develop our global expertise and insight, and support our employee's growth

Invest in the future - Establish a Supply Chain Management organization, refocus and develop our IT and innovation capability and competitiveness

Strengthen our foundation – Reinforce the fundamentals of our business related to compliance and quality

Plan for business growth - Enhance our global presence by growing scale in key and new markets; standardize systems, process, and products to increase our efficiency and ease of business

<table>
<thead>
<tr>
<th></th>
<th>FY2019 Target (JPY bn)</th>
<th>FY2022 Target (JPY bn)</th>
<th>FY2025 Target (JPY bn)</th>
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<tbody>
<tr>
<td>YL ALL</td>
<td>Revenue</td>
<td>570</td>
<td>720</td>
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<tr>
<td></td>
<td>Op Profit (Op Ratio)</td>
<td>14.0 (2.5%)</td>
<td>23.0 (3.2%)</td>
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<td>*After Elimination</td>
<td></td>
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<tr>
<td>Ocean Freight</td>
<td>Revenue</td>
<td>210</td>
<td>240</td>
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<tr>
<td>Forwading</td>
<td>Op Profit (Op Ratio)</td>
<td>4.0 (1.9%)</td>
<td>7.0 (2.9%)</td>
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<td></td>
<td>Volume</td>
<td>1.0m TEU</td>
<td>1.3m TEU</td>
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<tr>
<td>Air Freight</td>
<td>Revenue</td>
<td>170</td>
<td>220</td>
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<tr>
<td>Forwarding</td>
<td>Op Profit (Op Ratio)</td>
<td>4.5 (2.6%)</td>
<td>8.5 (3.9%)</td>
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<tr>
<td></td>
<td>Volume</td>
<td>460k ton</td>
<td>600k ton</td>
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<tr>
<td>Contract Logistics</td>
<td>Revenue</td>
<td>240</td>
<td>320</td>
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<tr>
<td>and Transport</td>
<td>Op Profit (Op Ratio)</td>
<td>5.5 (2.3%)</td>
<td>7.0 (2.2%)</td>
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<tr>
<td>Others</td>
<td>Revenue</td>
<td>10</td>
<td>12</td>
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<tr>
<td></td>
<td>Op Profit (Op Ratio)</td>
<td>0.5 (5.0%)</td>
<td>1.0 (8.3%)</td>
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*ROE Target: 5.0% (FY 2019), 8.0% (FY 2025)
<table>
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<tr>
<th>GROUP THEMES</th>
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<tbody>
<tr>
<td>Fix our direction</td>
<td>Bring our new Vision, Mission, and Values to life internally and externally through ongoing investment in brand, marketing, and corporate governance</td>
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<td>Enhance our capability</td>
<td>Invest in our people for the long-term through talent development, training, and employee engagement programs</td>
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<td></td>
<td>Develop our global expertise and knowledge sharing ability, while expanding our customer insight through our Sales and Marketing organization</td>
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<tr>
<td>Invest in the future</td>
<td>Develop our vision of a customer-facing IT platform that will match our customers' future demands</td>
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<td></td>
<td>Establish new business unit for Supply Chain Management to manage increasing complexity across the supply chain</td>
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<tr>
<td>Strengthen our foundation</td>
<td>Ensure laws regulations and fair trade practices are abided in all areas we operate</td>
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<td></td>
<td>Focus on our quality management processes by developing global standards and policies that support in delivering a world class customer experience</td>
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<td></td>
<td>Contribute to the sustainable development of the society by faithful compliance with laws and regulations, and fair trade practices through understanding of the diversity of social responsibility of a corporation</td>
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4. SUSTAINABLE GROWTH
- Restructure the Network Infrastructure
- Re-Invest in Information Technology for more streamlined and improved End-to-End processes

3. SERVICE QUALITY
- Standardize Operations to eliminate non-value added processes as much as possible
- Establish a Kaizen Activity cycle with the introduction of a Global Network-based Quality Improvement Policy designed to prevent the recurrence of Quality Failure related costs & penalties

2. INSIGHT FOCUS
- Provide services based on a deeper understanding of our Customers’ Core Challenges
- Consider & anticipate Market Trends when discussing Service Offerings with Customers

1. GLOBAL UNITY
- Provide standardized service in every corner of the globe
- Become a One-Stop Freight Forwarding Partner whenever and wherever needed
- Long-term investment to improve CLT capabilities in facilities, logistics technology, organization and human resources
- Reinforce business management infrastructure such as contract management, global IT platform and managerial accounting to improve our cost control and bottom line management
- Establish and promote global quality management program to drive our quality management and Kaizen activities
- Develop “CLT Engineering” function at each organization to reinforce process analysis and planning capabilities
- Establish standardized “customer relation management process” throughout our organization
- Strengthen our solution capabilities to customers based on their exact needs and updated industrial trends
- Enhance Brand Franchising Concept throughout operating companies
- Develop global common functions which contribute to our superior growth
AREA THEMES - MID-TERM STRATEGIES 2017-2019

**JAPAN REGION**
Optimize the organization, function and operations process to improve efficiency and quality
(Investment in 3 years: 3.0 Billion JPY)

**AMERICAS REGION**
1. Continuously invest into talent, systems, infrastructures, and process improvement
2. Develop and grow intra-regional solutions by expansion of logistics capabilities
(Investment in 3 years: 5.0 Billion JPY)

**EUROPE REGION**
1. Develop business opportunities in Central & Eastern Europe
2. Expand footprint by looking to develop potential markets in Africa
(Investment in 3 years: 5.0 Billion JPY)

**EAST ASIA REGION**
1. Expand international freight forwarding business aiming to be one of top class forwarders
2. Develop cross-border business to South Asia and Europe
(Investment in 3 years: 4.0 Billion JPY)

**SOUTH ASIA AND OCEANIA REGION**
1. Expand cold-chain and healthcare business into one of the region’s main commercial pillars
2. Aggressively look for appropriate investment opportunities
(Investment in 3 years: 12.0 Billion JPY)
Our obligation to society:
As a company we recognize the diversity and ever changing nature of our social corporate responsibilities, to our employees, customers, and wider stakeholders, and to deliver on our corporate vision and mission.