

Medium-term management plan

(FY2026 - 2030)



Yokohama Port Corporation

Strategy

Since its founding in 1859, Yokohama Port has served an important role in supporting the Japanese economy, representing Japan as an international trading port with global competitiveness, which handles various goods including container cargo, complete automobiles, steel, and energy resources.

At Yokohama Port, Yokohama Port Corporation (YPC) has been responsible for the ~~maintenance~~, development, management, and operation of port facilities for around 60 years, including the periods when it operated as its predecessor, the Keihin Port Development Authority, and later as the Yokohama Port Development Public Corporation.

In recent years, the business environment surrounding our company has been at the intersection of diverse and complicated risks as well as opportunity. The global situation and environmental problems, technological innovation, labor shortages, and changes in user needs have all had a large impact on port management. In addition, as the average global temperature increases, extreme weather such as heavy rainfall, droughts, and heat waves occur, and the impacts of the sea level rising are becoming more severe, dealing with these environment issues is no longer a choice – it's a management issue we must deal with.

Given these circumstances, based on our Mission and Vision, we aim for the sustainable growth of Yokohama Port and our own company, and have drafted our mid-term management plan (hereinafter, “plan”) for the next 5 years - 2026 to 2030.

More specifically, we will make active investments to strengthen our functions as an automobile handling location, while contributing to the sustainable development of Yokohama Port through actively working and cooperating with stakeholders to maintain a safe and comfortable work environment, make port management more effective through the promotion of DX, including AI, and create, deliver added value. Accordingly, we will further strengthen our efforts, including forming a carbon neutral port (CNP) and preserving the environment to become a green port, proceed with efforts to become more resilient with the cooperation of relevant institutions, and support the sustainable growth of all stakeholders. In addition, while making full use of our technological prowess and service capabilities, which support our operations, to further develop Yokohama Port, we will also provide these to ports in Japan and overseas as part of our business activities.

We also regard our staff who carry out these initiatives as our most important management asset, and we will respect diversity while creating a work environment where all employees can work comfortably and effectively. We will create an organization that promotes investment in our staff and works as a professional team where anyone can work hard and show their abilities.

Accordingly, we will work hard to strengthen our risk management systems, create thorough governance, and enhance information sharing, as well as strengthen sustainable management system structures and management foundations.

We will faithfully carry out our plan while working with various parties connected to Yokohama Port, and aim to further develop Yokohama Port.

Mission

We strive to attract ships and cargo to the Port of Yokohama through the development and management of logistics facilities. We will contribute to vitalizing the local community and supporting the growth of our national economy by developing the Port of Yokohama as a main port in the international shipping network.

Vision

As Yokohama Port Corporation (YPC) , we will aim to realize our corporate philosophy based on the principle of working “with the Port of Yokohama.” We also laid down policies on employee attitudes based on working “with our employees,” and policies on working “with the community” as a company rooted in the Port of Yokohama.

<p>With the Port of Yokohama</p>	<p>1. We are committed to enhancing the functionality of the Port of Yokohama, creating a convenient and economically advanced port of choice for the port users of international maritime transport networks.</p> <p>2. We are determined to create a globally trusted, safe, reliable and environmentally friendly port through the use of superior technology and provision of quality services.</p> <p>3. We are committed to enhancing the integrated capabilities of the Port of Yokohama in collaboration with relevant port parties, the national government and port administrators. By promoting fair and transparent business, we strive to create a port that is easy for everyone to use.</p>
<p>With our employees</p>	<p>4. We love the historic Port of Yokohama and take joy and pride in managing it. Guided by a strong sense of ethics and common sense, we are committed to creating services from users’ point of view.</p>
<p>With the community</p>	<p>5. We are keenly aware of our social mission as manager of the Port of Yokohama. As a community-based company, we are committed to contributing to the development and revitalization of the local economy by strengthening the Port of Yokohama.</p>

Our Management Direction

To further develop Yokohama Port, enhance international competitiveness, and contribute to the realization of a sustainable port through cooperating more with local society and stakeholders and integrated and efficient management and operation of logistics facilities, we promote our business activities with Yokohama City, Yokohama Kawasaki International Port Corporation, and Yokohama Port International Cargo Center.

[Plan Framework]

Based on the above direction and considering the external environment surrounding our company, our five-year management plan positions “creating and delivering added value that supports port operations” and “realizing a green port and strengthening resilience” as new pillars, and implements various initiatives within the framework of the following four core pillars.

4 Pillars of Mid Term Management Plan (FY2026 - 2030)	1. Enhancing Functions for Management and Operation of Logistics Facilities
	2. Creating and Delivering Added value that Supports port operations
	3. Realizing a Green Port and Strengthening Resilience
	4. Strengthening Management Foundation

Initiatives

1. Enhancing Functions for Management and Operation of Logistics Facilities

Taking advantage of Yokohama Port's strength in handling diverse cargo, we will improve convenience through integrated management of our terminals and public logistics facilities, as well as strengthen functions by working with relevant institutions and promote port use.

【Main Initiatives】

(1) Promotion of Safe Management and Use of Logistics Facilities

- Sustainable and Effective Management of Logistics Facilities
- Enhancing Functions as an Automobile Handling Location
- Revitalizing Liner Terminals and Multi-Purpose Terminals
- Improving Logistics Center Management and the Usage Environment
- Providing Sustainable Services in Public-owned Logistics Facilities

(2) Facility Maintenance and Appropriate Maintenance and Management

- Facility Maintenance for Enhancing Functions
- Advanced Maintenance and Management and Faithful Implementation / Improving Technology that Supports those Aims
- Improving Stable Reception and Reception Services for Construction Soil Generated from Public Works

2. Creating and Delivering Added value that Supports port operations

We will work together and cooperate with stakeholders and take advantage of our experience and technological prowess that we have cultivated to maintain a safe and comfortable, effective work environment, make port management more effective through promotion of DX including AI, and create added value.

【Main Initiatives】

(1) Improving Usage Environment of Yokohama Port and Making Port Management More Effective

- Maintaining a Usage Environment Where People Can Work Safely, Comfortably and Effectively
- Making Port Management More Streamlined and Advanced
- Promoting DX, Including AI, to Create and Provide Added Value

(2) Contributing to Local Society

- Contributing to Local Society through Participating in events or Planning Activities for Local Communities

(3) Cooperating with domestic and International Ports

- Providing and Sharing Technology and Know-How to domestic and International Ports

3. Realizing a Green Port and Strengthening Resilience

We will form a carbon neutral port and preserve the environment to become a green port, proceed with efforts to become more resilient with the cooperation of relevant institutions, and support the sustainable growth of all stakeholders.

【Main Initiatives】

(1) Contributing to promote the Formation of a Carbon Neutral Port (CNP)

- Strengthening Initiatives to Reduce GHG Emissions Based on the Decarbonization Promotion Plan
- Enhance Environmental Value and Expand its Utilization

(2) Preparing For Natural Disasters

- Assessing Risks to Facilities from Natural Disasters and Planning and Executing Appropriate Response

(3) Conserving Natural Environments and Biodiversity

- Environmental Conservation Activities in Maritime Areas
- Realizing a Circular Society through Environmental Consideration and Waste Management Measures

4. Strengthening Management Foundation

Our staff who carry out these initiatives are our most important management asset, and we respect diversity while creating an organization that functions as a professional team where all employees can work hard and show their abilities. In addition, we will work hard to stabilize our financial resources, strengthen our risk management systems, create thorough governance, and enhance information sharing, as well as strengthen our management foundation.

【Main Initiatives】

(1) Sustainable Management System Framework / Utilizing Diverse Staff

- Resilient Organization Framework that Supports Various Business Activities
- Cultivating and Securing Professional Staff that Support our Organization
- Utilizing the Abilities of Diverse Staff and Giving Them Opportunities to Work Hard
- Implementing Human Rights Due Diligence
- Strengthening Information Sharing and PR Activities

(2) Stabilizing Our Financial Foundation

- Stable Financial Foundation
- Investment for Future Growth

(3) Strengthening Risk Management Framework and Creating Thorough Governance

- Enhancing Risk Management Systems with Cooperation of Relevant Institutions
- Ensuring Fairness and Transparency / Promoting Internal Control
- Sharing of Management Information and Full Accountability

【Reference】

Materiality (Key Issues) and Initiatives in the Mid-Term Management Plan

Key Issues(Materialities)	Respective goals	
Environmental conservation and Climate Action	   	3 (1) (2) (3)
Providing Resilient and Superior Port Logistics	  	1 (1) (2) 2 (1) (3) 3 (2)
Contribution to Yokohama Port Users and the Local Community	  	1 (1) (2) 2 (1) (2) 3 (1) (2) (3)
Employee Success	  	2 (1) 4 (1)
Responsible Business Conduct	 	2 (2) 3 (3) 4 (2) (3)