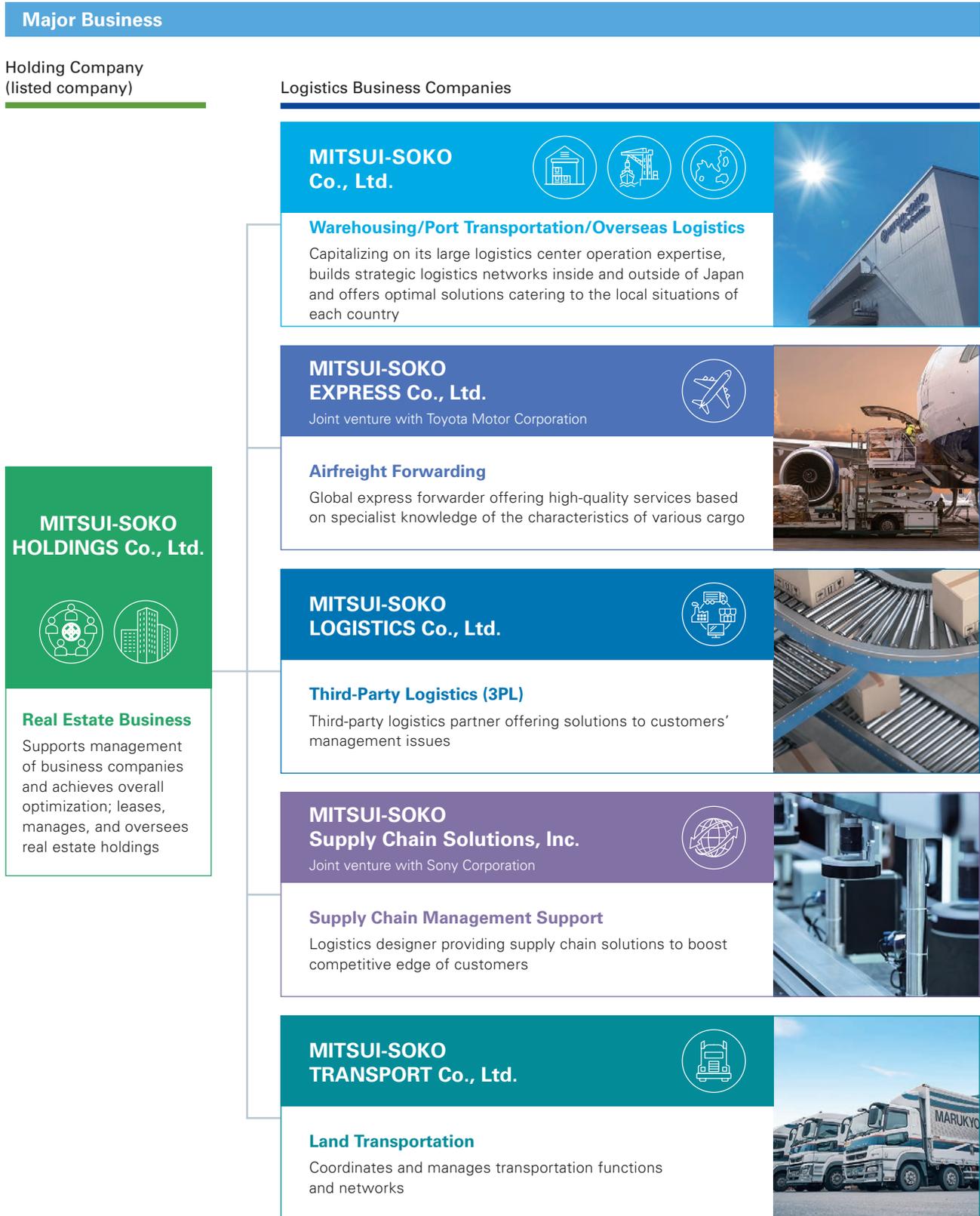
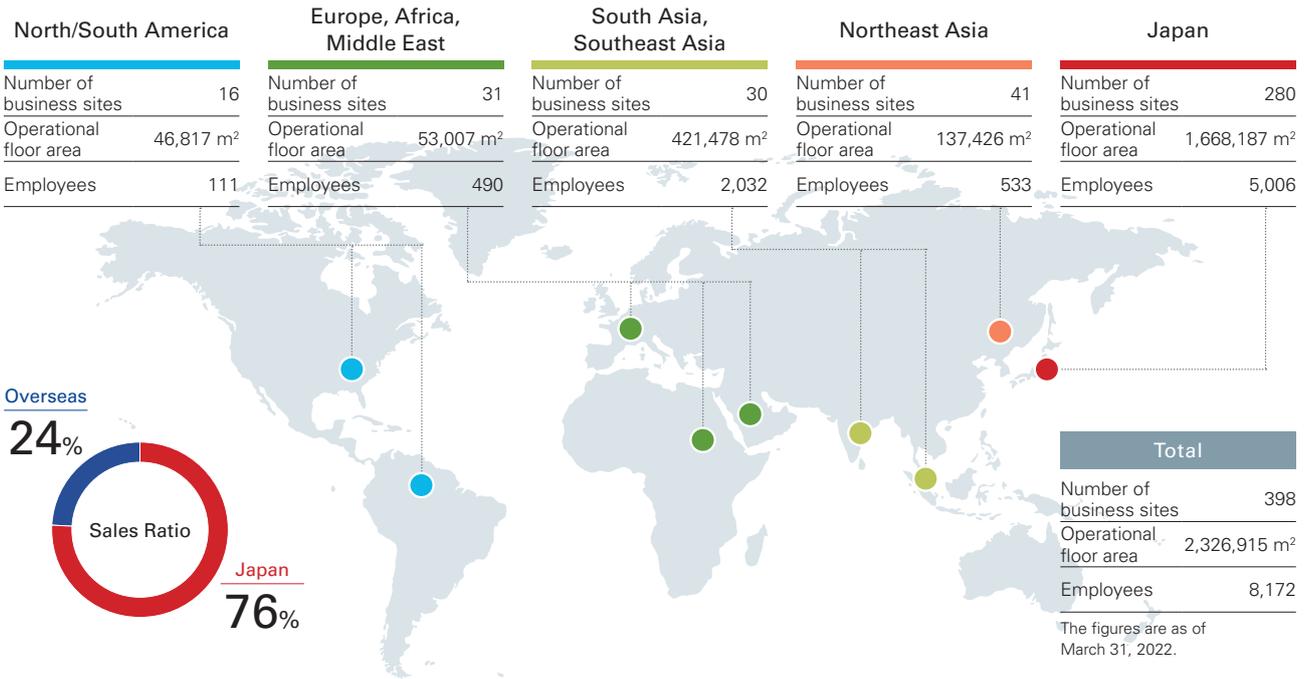


At a Glance

Logistics Services of a Group that Develops Integrated Solutions Based on Its High Level of Expertise

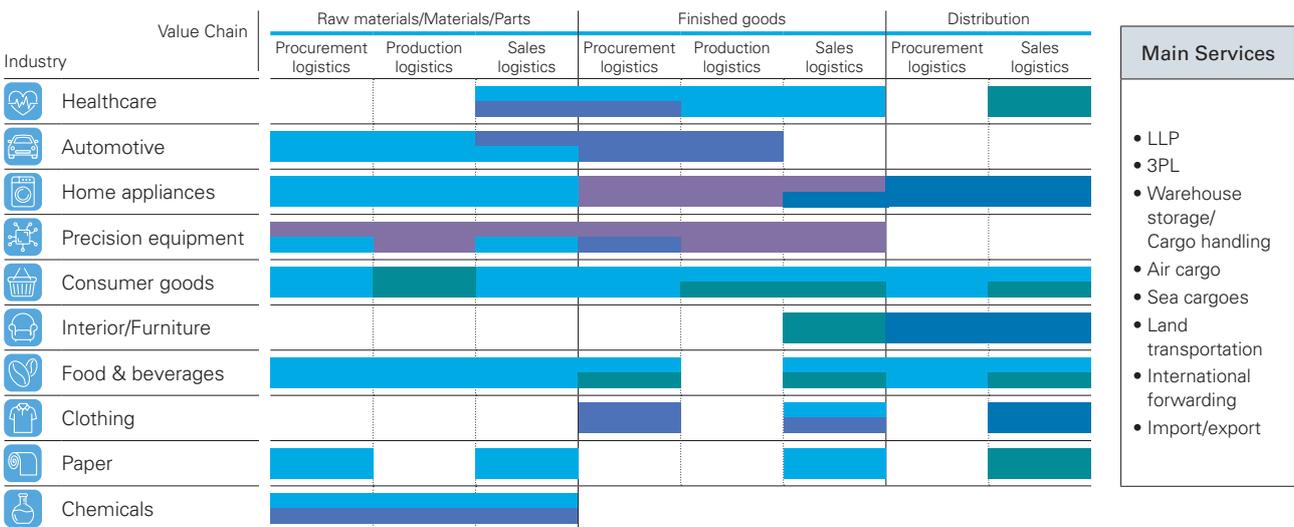


Global Networks



Logistics Area and Logistics Services

Major Logistics Area



Other Services	Services	Color Key
• Port transportation	Container terminal operation, conventional vessel business, ship agency business	
• BPO	Document storage/management, back office	
• Artworks/trunk rooms	Storage of valuables, artworks, household goods	
• Equipment transportation	Transportation of machinery/equipment/heavy goods	
• Overseas relocation	Packing, overseas relocation insurance agency, storage of household belongings	

History

Realizing a Comprehensive Lineup of Logistics Services

History of the Mitsui-Soko Group

Founding Period (1909–1959)

Launched warehousing business against backdrop of Japan's modernization

Amid burgeoning demand for warehouses due to the rise of modern industries, such as spinning and silk manufacturing, we sensed the changes of the times and entered not only the storage business but also cotton handling and stevedoring, thereby crossing over from the warehousing business to the logistics business.

Expansion Period (1960–1990)

Business expansion into new business entity arising from warehousing business

In the 1960s, marine container forwarding and the land transportation business grew significantly. In the 1970s, the international division was established to expand international operations and commence international airfreight forwarding. We expanded our business from storage-based business to distribution warehousing business with enhanced delivery capacity.

1909

- Founded as Toshin Soko Co., Ltd. when the warehouse division was spun off of Mitsui Bank.
- Launched the warehousing business.

1950

- Listed on the Tokyo Stock Exchange.

1977

- Launched full-scale international transportation services.

1942

- Toshin Soko Co., Ltd. renamed MITSUI-SOKO Co., Ltd.

1968

- Launched the handling of marine containers and the operation of container terminals in Japan.

1989

- Launched a full-scale real estate leasing business.

1909 Toshin-Soko Co., Ltd.

1942 MITSUI-SOKO Co., Ltd.

1966 Tokyo Air Service Co., Ltd. (renamed TAS Express Co., Ltd. in 2004)

1969 Transportation Bureau Air Cargo Department (renamed JTB Cargo)

1971 SANYO Electric Product Center Co., Ltd. (renamed SANYO)

1962 Sony Soko Co., Ltd. (renamed Sony Supply Chain Solutions Inc. in 2003)

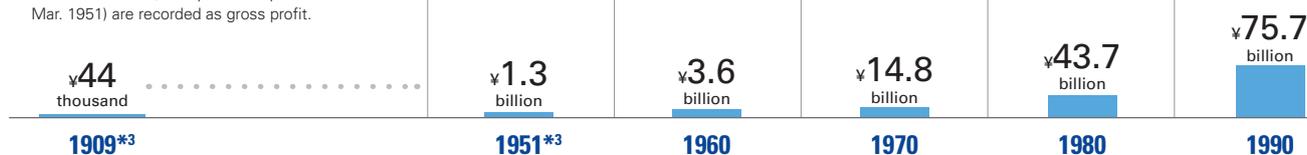
1967 Marukyo Logistics Co., Ltd.

*1 In 2011, JTB Cargo renamed MITSUI-SOKO Air Cargo.

*2 MITSUI-SOKO TRANSPORT is the operating and managing company of the Marukyo Transportation Group.

Trends in Consolidated Operating Revenue

*3 1909 (Settlement of accounts for 1st Period: Oct. to Dec. 1909) and 1951 (Settlement of accounts for 78th/79th periods: Apr. 1950 to Mar. 1951) are recorded as gross profit.



Logistics History

1909–1959

Expansion of warehouse demand due to Japan's modernization and postwar reconstruction

1960–1990

Development of international multimodal transportation/airfreight forwarding due to internationalization

Growth Period (1991–2015)

Development into comprehensive logistics company through proactive M&A and capital investment

Conducted proactive M&A and made concentrated investments in growth areas in Asia-Pacific. Following the addition of companies with strengths in 3PL, airfreight forwarding, factory/sales logistics, and land transportation, we have developed into a global comprehensive logistics company that is capable of meeting the diversifying needs of its customers.

Toward Social Co-creation and Sustainable Growth (2016–)

Entering new phase toward sustainable growth

In developing comprehensive logistics services, we are building stable supply chains for our customers from upstream to downstream. As a company that underpins the social infrastructure called logistics, we will support people’s lives, connect the evolution of the country, industry, and society, and realize sustainable growth.

2006

- Launched full-scale healthcare business and business process outsourcing (BPO) business.

2008

- Launched a full-scale third-party logistics (3PL) services.

2011

- MITSUI-SOKO EXPRESS Co., Ltd. (formerly MITSUI-SOKO Air Cargo Inc.*1) joined the Mitsui-Soko Group

2012

- MITSUI-SOKO LOGISTICS Co., Ltd. joined the Mitsui-Soko Group

2015

- MITSUI-SOKO Supply Chain Solutions, Inc. joined the Mitsui-Soko Group
- Established MITSUI-SOKO TRANSPORT Co., Ltd. and Marukyo Logistics Group joined the Mitsui-Soko Group

2014

- Moved to a holding company system
MITSUI-SOKO HOLDINGS Co., Ltd. established

2014 MITSUI-SOKO HOLDINGS

2014 MITSUI-SOKO

2012

MITSUI-SOKO EXPRESS

in 2001)

2011

Electric Logistics Co., Ltd. in 1999)

2012

MITSUI-SOKO LOGISTICS

2015

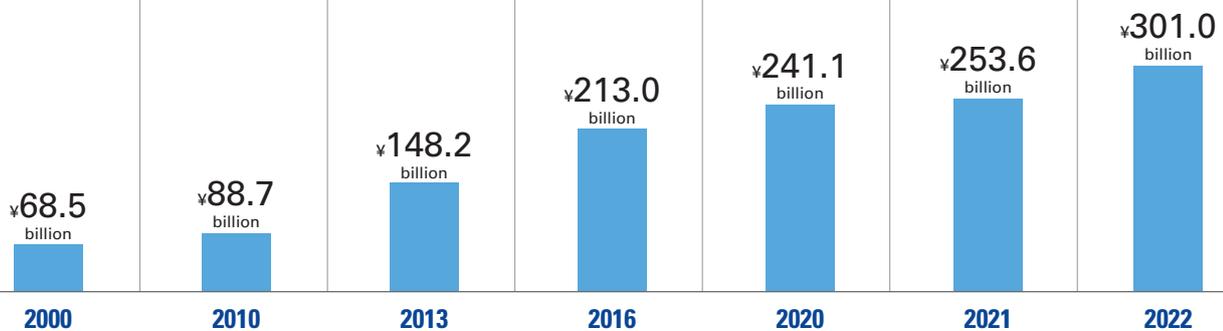
MITSUI-SOKO Supply Chain Solutions

2015

MITSUI-SOKO TRANSPORT*2



Mitsui-Soko Group



1991–2015

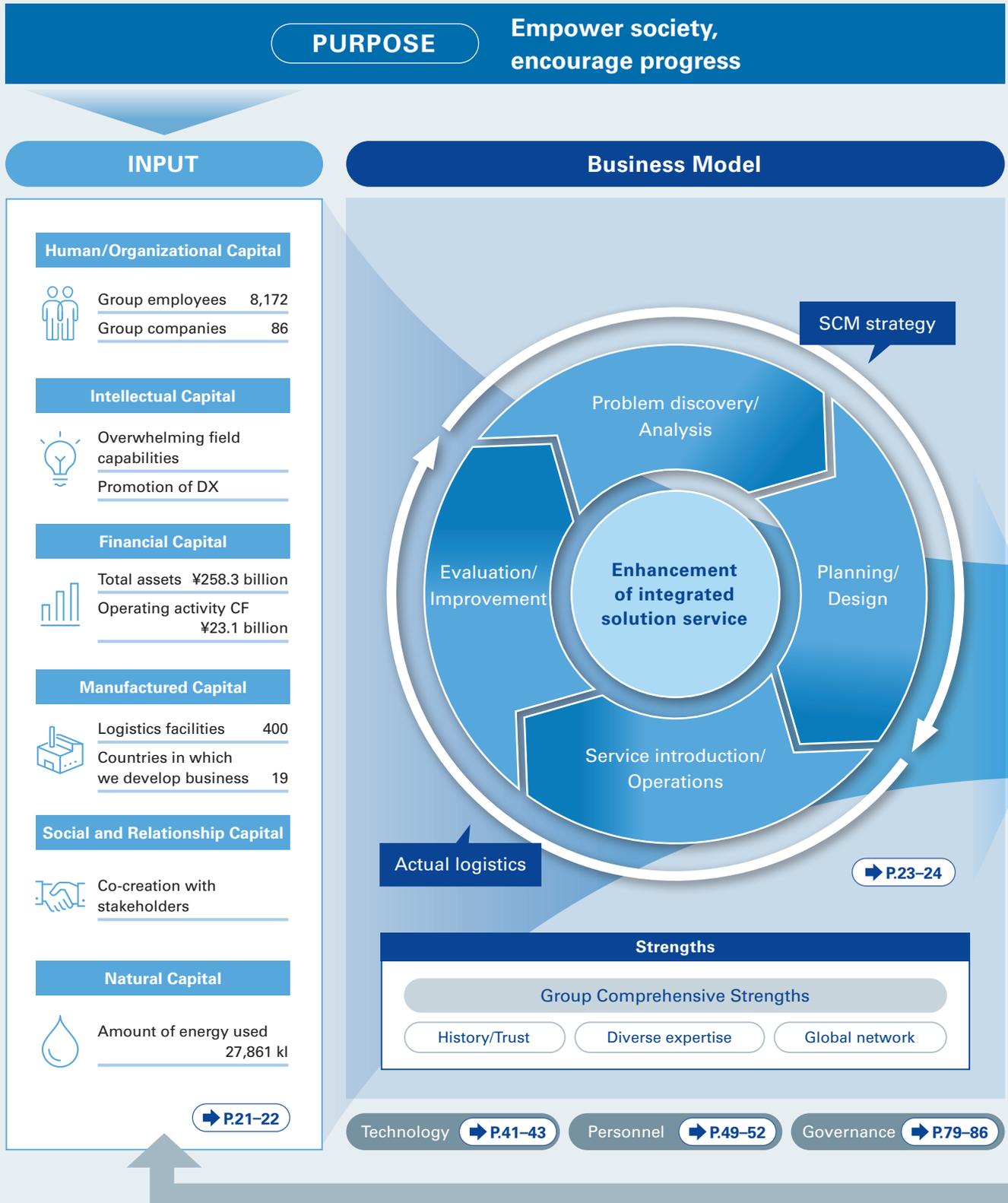
Rise of 3PL companies due to diversification of logistics needs

2016 onward

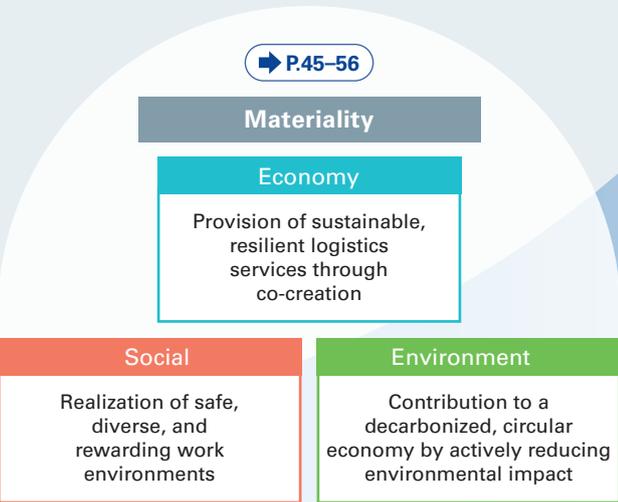
Increasing importance of logistics in the era of sustainability

Value Creation Process

**Creating New Value through Our Business Activities,
Contributing to the Development of a Sustainable Society, and
Improving Corporate Value**



VISION The co-creative logistics solutions partner. For every day, emergency, and always will be



OUTCOME

Value Proposition to Society

Economy Improvements in the economic productivity of society and client companies

9 INNOVATION AND INFRASTRUCTURE, 8 ECONOMIC QUALITY AND PRODUCTIVITY, 17 PARTNERSHIPS FOR GROWTH

Social Improvements in the QOL for employees and their families

8 ECONOMIC QUALITY AND PRODUCTIVITY, 3 GOOD HEALTH AND WELL-BEING, 5 GENDER EQUALITY

Environment Reductions in the environmental impacts of the value chains of society and client companies

13 CLIMATE ACTION, 7 AFFORDABLE AND CLEAN ENERGY, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Increasing Corporate Value

Financial (Medium-term Management Plan 2022 Numerical Targets)

- Operating revenue ¥350 billion
- Operating profit ¥23 billion
- Operating cash flow ¥30 billion

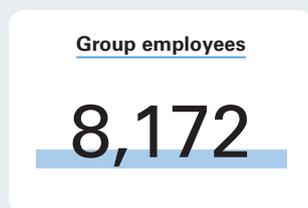
Major non-financial (KPIs)

- Providing services arising from social issues
- Improving employee engagement
- 50% reduction in CO₂ emissions by FY2030 (comparing FY2013)

Management Capital

The Mitsui-Soko Group is working to improve its corporate value by fully drawing on its management capital of human/organizational capital, intellectual capital, financial capital, manufactured capital, social and relationship capital as well as natural capital, which are the sources of value creation. By strengthening the cycle in which the value generated by capital circulates and leads to further capital increases, we will achieve sustainable growth of the Group and society.

 **Human/Organizational Capital** ➔ P.49-52



- Personnel with expertise**
- SCM solution sales personnel
 - Operational personnel to strengthen field capabilities
 - Specialized personnel (IT professionals, pharmacists, etc.)

More than 8,000 Group employees in Japan and overseas are creating new value by leveraging their strengths and demonstrating their abilities. Individual growth leads to organizational growth, which raises the competitive advantage of each business and enhances the overall strengths of the Group. While being accepting of diverse values and the ideas of each individual and fostering a spirit to take on challenges, we will work to improve the environment and enhance the system to promote the creation of rewarding work environments so that each and every employee can demonstrate their abilities to the fullest extent.

To respond to the progress being made in digitization, which is having a major impact on the logistics industry, we will also establish a new professional IT system to further promote IT and DX in the years to come. At the same time, we will endeavor to develop and retain talent specializing in digital-related matters.

 **Intellectual Capital** ➔ P.41-43

- Overwhelming field capabilities**
- High-quality logistics know-how based on manufacturer-standards
 - Standardization method established by visualization of work processes
- Promotion of DX**
- DX strategic investment: ¥20 billion (Medium-term Management Plan 2022 period)
 - SCM digital platform

The Group is working to strengthen its competitiveness by incorporating manufacturer-standard improvement methods into the logistics know-how accumulated over more than 100 years and building overwhelming field capabilities. To further improve the quality of logistics, we are working to standardize operations and expand our organizational knowledge base while promoting company-wide deployment. By promoting DX, we are further strengthening our field capabilities by combining people's individual capabilities with our technological capabilities and also building a digital platform to deepen our integrated solution services.

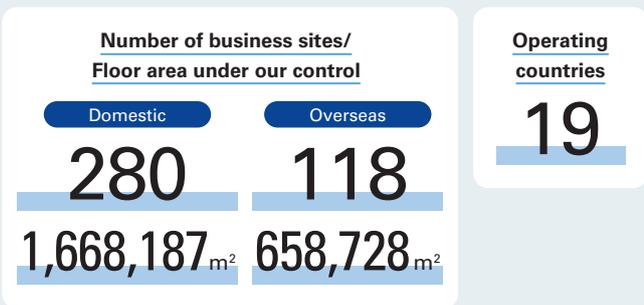
*The figures are as of March 31, 2022.

 **Financial Capital** ➔ P.89



Building a sound financial base will lead to growth investment to create new value and returns to shareholders. Under the previous medium-term management plan, to recover the equity capital damaged by impairment, we were able to achieve certain results by strengthening profitability and rebuilding our financial base. We are steadily evolving into a business structure that can secure healthy profits even in an increasingly uncertain business environment due to COVID-19, and we will continue to further strengthen our financial base and allocate funds for growth investment and shareholder return.

 **Manufactured Capital** ➔ P.16



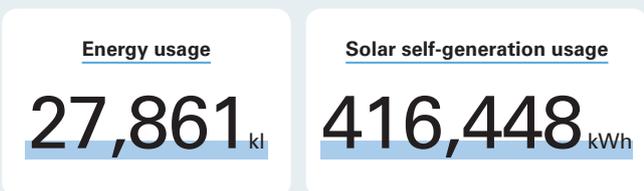
With more than 400 offices in 19 countries, the Group has an extensive worldwide network. By building storage facilities and a wide network of bases according to the characteristics of the products kept there and an optimal transportation network, including healthcare facilities and state-of-the-art facilities equipped with robotics, we provide multifaceted support for the optimal logistics strategies of our customers' businesses.

 **Social and Relationship Capital** ➔ P.74



Over its long history, the Group has fostered relationships of trust and been conducting business with its stakeholders. We will continue to co-create new value with our stakeholders through two-way communication leading to sustainable growth.

 **Natural Capital** ➔ P.53-56



The Group operates by utilizing natural capital derived from fossil fuels, such as electricity and light oil. Based on the idea that conservation of the global environment will lead to sustainable growth of society and companies, we will efficiently utilize energy and realize reductions in GHG emissions and waste materials emissions.

Business Model

Enhancement of integrated solution services

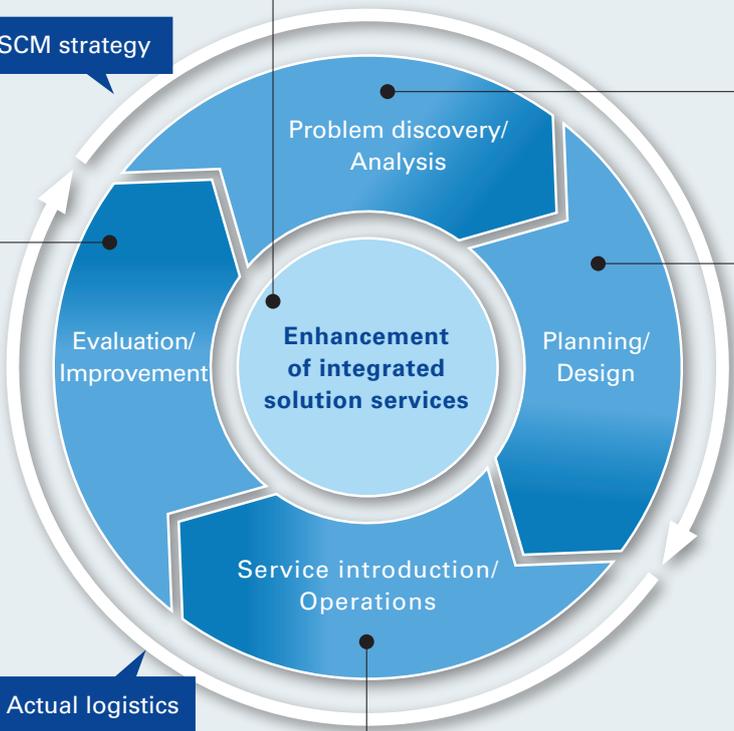
The Mitsui-Soko Group provides integrated solution services that realize optimal logistics across the entire supply chain for our customers. Leveraging the unique strengths of the Group built up through the utilization of management capital, we are building a business that combines both SCM strategies, such as analysis and design, and actual logistics that include the provision of logistics functions and operational execution. By expanding the business scope of actual logistics, we are creating a virtuous cycle in which newly discovered information is analyzed from the perspective of overall optimization, and is then fed back into the SCM strategies to propose and implement logistics solutions to our customers, thereby further expanding the business scope of actual logistics.

Evaluation/Improvement

Enhancing logistics quality through continuous improvement activities

We verify the effectiveness of services after their introduction and carry out continuous improvement activities. By sharing information and providing education on cases of improvement within the Group, we are also aiming to further enhance efficiency, and improve productivity and quality.

SCM strategy



Actual logistics

Service introduction/Operation

Provision of comprehensive end-to-end logistics services from upstream to downstream

The Group has a large number of warehouses in Japan and overseas and a comprehensive lineup of logistics functions that cater to land, sea, and air forwarding. By combining these various logistics functions and executing optimal and efficient operations, we provide a wide range of flexible logistics services from upstream to downstream. In addition to logistics operations in the value chain, such as procurement to production to sales logistics, we are operating after-sales services, including the installation and repair of furniture and home appliances, as well as BPO operations for document management and back offices.



Problem discovery/Analysis

Identification and analysis of logistics issues faced by customers

We identify logistics issues that capture not only the business issues facing our customers but also the changes, such as social issues, in the external environment behind them. After collecting logistics data and on-site interviews, we visualize and analyze the current logistics operations and clarify the processes that are under strain and the items necessary for improving productivity and quality.

Planning/Design

Planning and design of logistics business processes

● Solution design

To realize our customers' business strategies, we plan and design logistics solutions that contribute to the optimal supply chain. In addition to planning and designing logistics strategies that also utilize digital technology, such as logistics strategy and business process construction, we also undertake the overall management of projects, such as IT implementation and change management, to devise ways to firmly establish logistics measures.

● Base locations

In addition to reducing distribution costs and improving lead times based on storage and transportation fees, we are proposing base locations that also take into account disaster risk and employment conditions.

● Warehouse operations

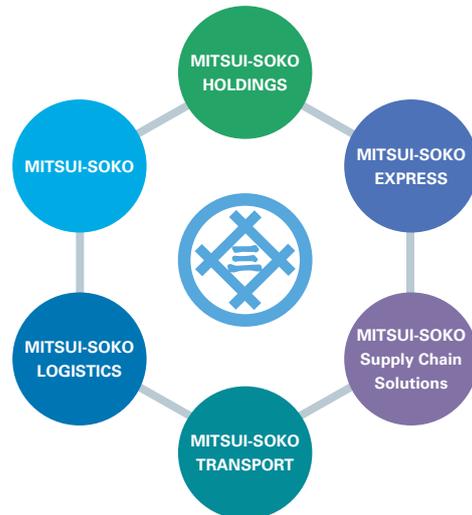
Based on the data on labor hours, we strive to reduce costs and improve productivity by designing optimal warehouse layouts by automating warehouse equipment and mechanizing cargo handling operations according to the characteristics of the business.

● Construction of transportation networks

Utilizing our joint delivery networks that we have established over many years and AI-based simulation systems, we determine the optimal number of vehicles to be dispatched, their point-to-point times, and the forwarding costs to build optimal vehicle allocation plans and forwarding networks.

Strengths

Group Comprehensive Strengths



Combining the know-how of each Group company, we are providing logistics solution services that are capable of responding to social changes and all customer needs. Placed in charge of our customers' products, such as during storage and forwarding operations, we are providing wide-ranging services, from reliable deliveries to supply chain optimization through customer logistics reform.

History/Trust

For more than 100 years, we have been engaged in the logistics business while expanding our business to meet the needs of the times. Having built long-term relationships of trust with many leading companies in each industry, we have formed an excellent customer base.

Diverse expertise

Each Group company possesses strengths in a different logistics function, such as storage, air cargo, and land forwarding, and also has a wide range of areas of specialty in the value chain, including procurement, manufacturing, and sales logistics.

Global network

Possessing an extensive network worldwide and throughout Japan, we are supporting customers expanding their businesses globally to optimize their supply chains.

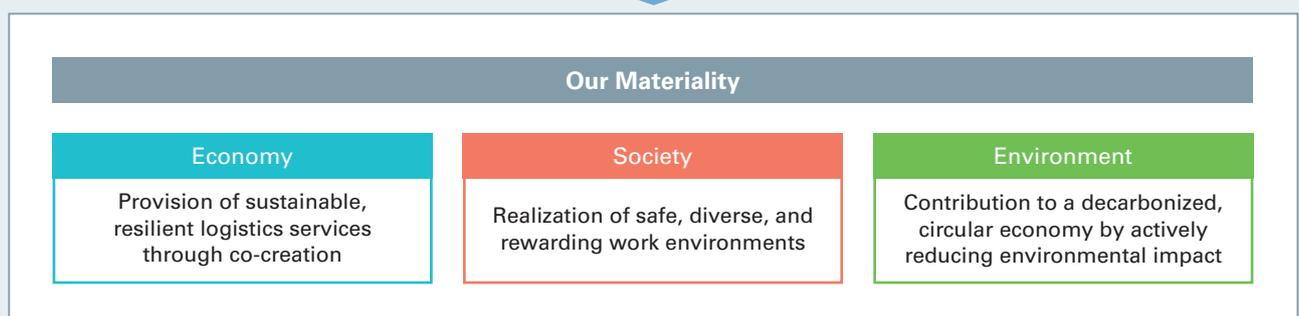
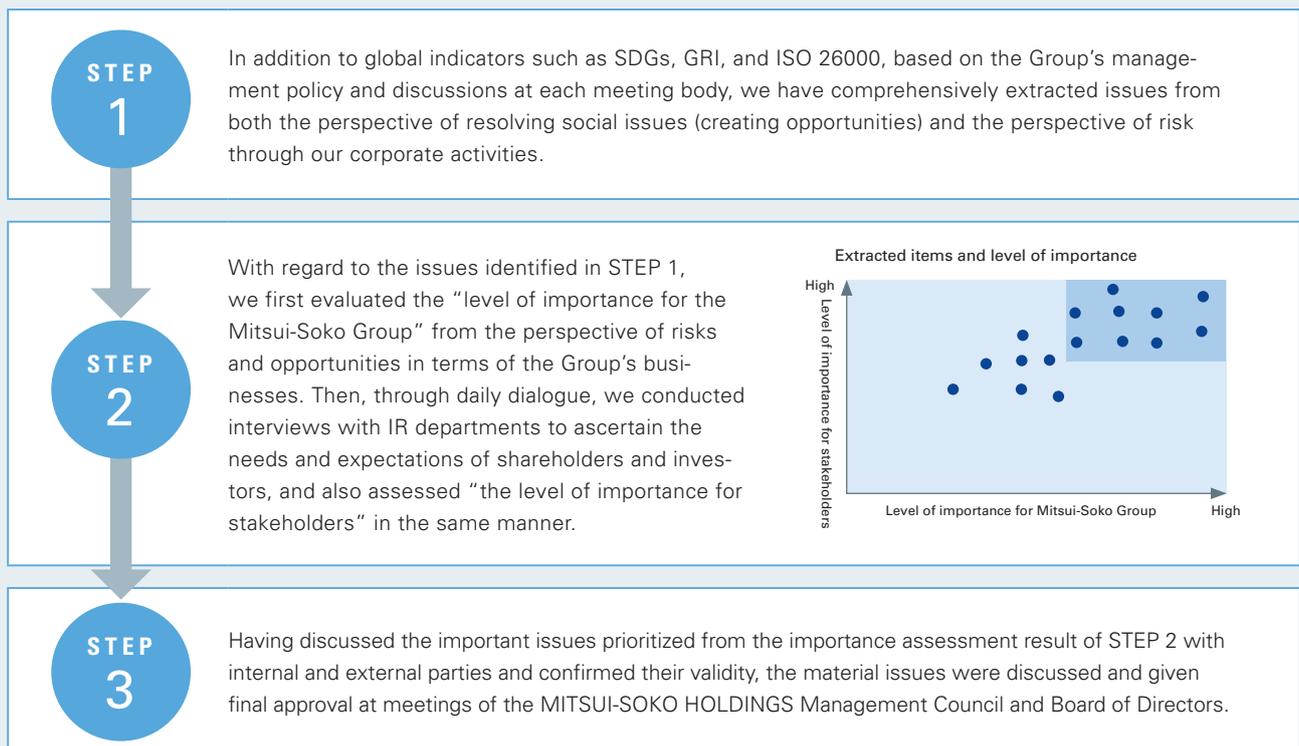
Materiality

Based on its PURPOSE of “Empower society, encourage progress,” the Mitsui-Soko Group identified materiality with the aim of creating new value and achieving sustainable growth for the Group and for society through its business activities. We will promote initiatives for these priority issues and thereby contribute to achieving the goals of the eight SDGs related to our business, while realizing the sustainable enhancement of the Group’s corporate value.

Identification of Materiality

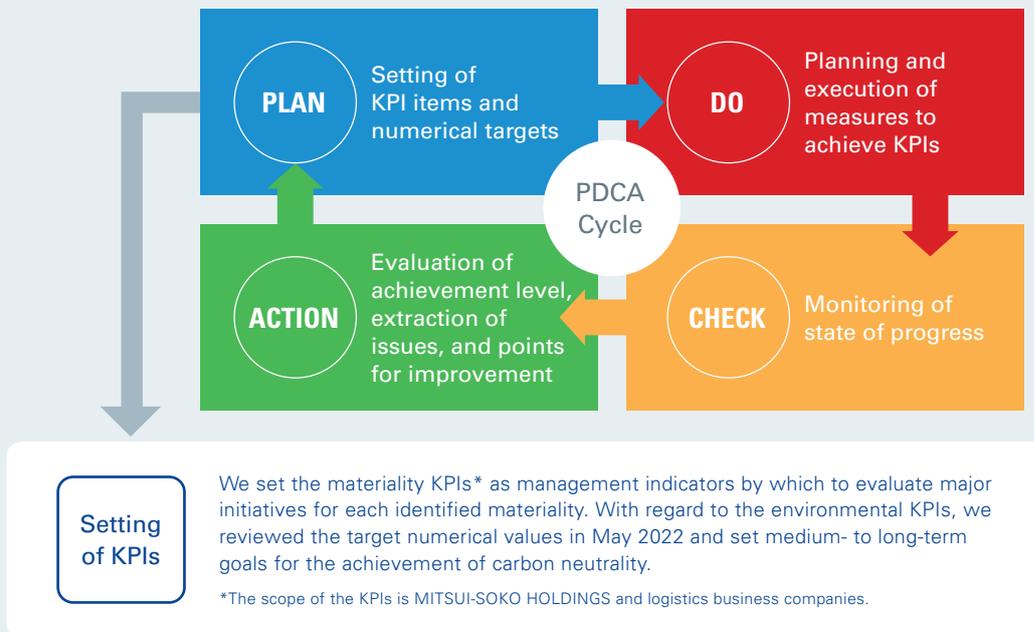
Based on the idea that materiality is viewed from the perspective of enhancing corporate value, and that solving social issues will lead to the creation of medium- to long-term value for the Group, we identified issues that have a major impact on the Group’s businesses and are important for stakeholders, especially shareholders and investors, as materiality in 2020.

Process for Identifying Materiality



Initiatives toward Materiality

The Group has identified three materialities for sustainable value creation. To promote materiality initiatives as Group-wide activities, we will set key performance indicators (KPIs), establish implementation systems, and strengthen the PDCA cycle.



System Upgrades to Achieve KPIs

To achieve the KPIs, it is necessary to promote activities throughout the Group based on appropriate governance.

With regard to the social and environmental KPIs, we have positioned each subcommittee, a cross-group organization, under the Sustainability Committee, which was newly established in 2021, and are working to improve the system for each subcommittee and to formulate and implement measures related to the KPIs. We incorporate economic KPIs into sales measures, DX promotion measures, etc., while discussing important matters that contribute to management at management meetings.

In the future, we will accelerate our Group-wide efforts to achieve the KPIs under the supervision of the Board of Directors. This will be done by regularly reporting and monitoring the progress made on the KPIs at meetings of the Sustainability Committee and the Management Council, identifying the issues and areas for improvement by strengthening the PDCA cycle, that will lead to new measures.

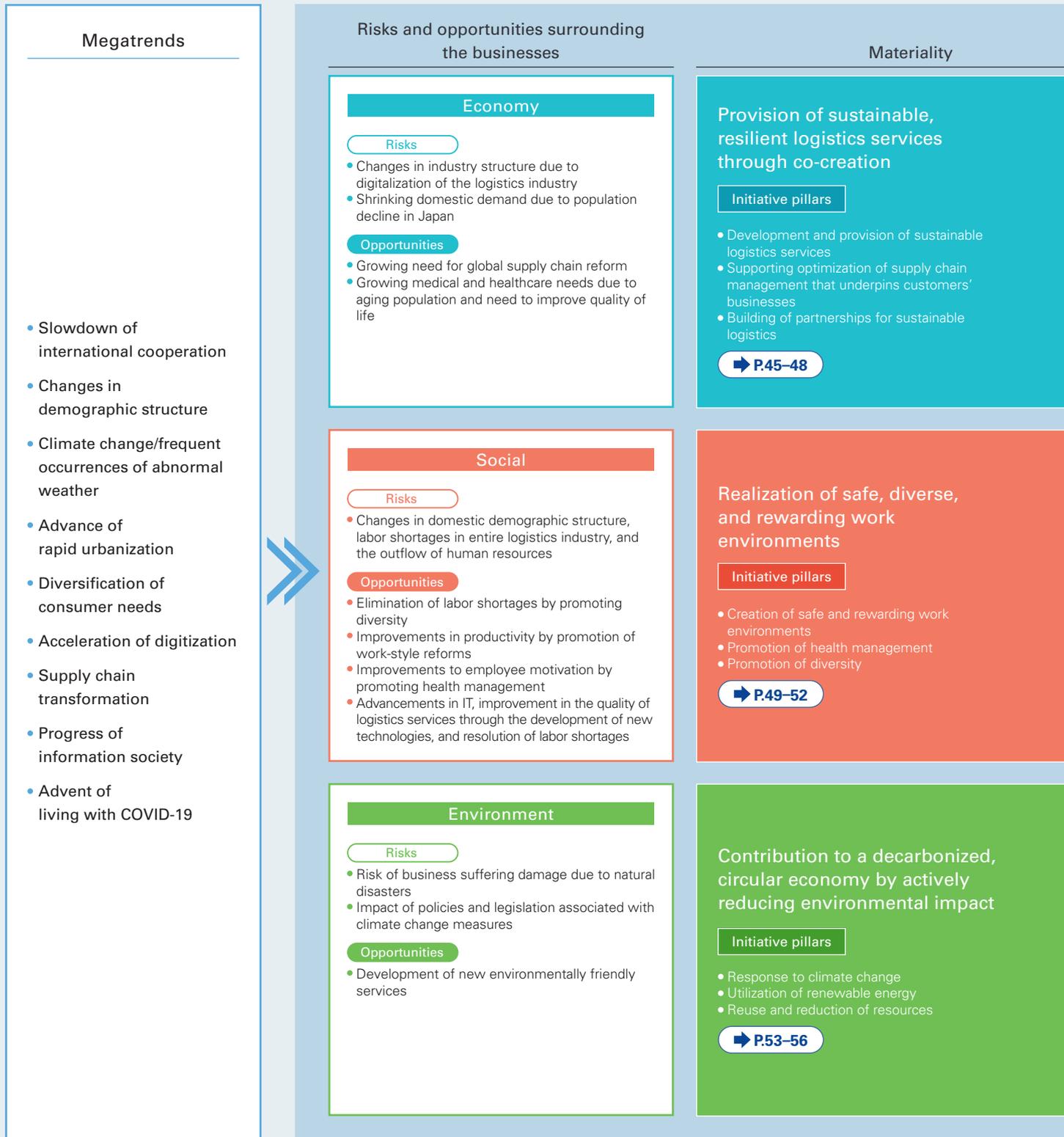


MSH: MITSUI-SOKO HOLDINGS

Materiality

As a company that supports the important social infrastructure called logistics, based on its PURPOSE of “Empower society, encourage progress,” the Mitsui-Soko Group identifies materiality to realize economic, social, and environmental value simultaneously.

*The scope of the KPIs is MITSUI-SOKO HOLDINGS and logistics business companies.



KPIs

Year ending Mar. 31, 2022 Actual

- Expansion of businesses arising from social issues
- Achievement of high economic productivity and efficiency through DX promotion and innovation
- Expansion of partnerships toward sustainable logistics

- Launch of "SustainaLink" service
- DX Strategy Development
- Partnering with clients

- Improvement of employee engagement
- Maintain zero occupational accidents
- Achieve ratio of paid leave taken of 70%*
- Improvement of absentee rate over previous fiscal year's level
- Achieve health checkup take-up rate of 100%*
- Achieve male childcare leave acquisition rate of 30%*
- Achieve female managers ratio of 15%*

- Engagement Survey Implementation Begins
- Number of occupational accidents: 1
- Ratio of paid leave taken: 52.21%
- Absentee rate: 0.13% (Improvement over prior year)
- Health checkup take-up rate: 96.20%
- Male childcare leave acquisition rate: 51.28%
- Ratio of female managers: 8.55%

*Achievement deadline is end of March 2026

- Total CO₂ emissions (Scope 1 + 2) Comparing FY2013 50% reduction on CO₂ by FY2030 Net-zero by FY2050
- Volume of waste generated: reduced from the previous fiscal year's level

- Total CO₂ emissions 56,061 t-CO₂ (13% reduction)
- Volume of waste generated: 2,372 t (Improvement over prior year)

Value Proposition/
Contribution to the 169 Targets of the SDGs

Economic Value

Improvements in the economic productivity of society and client companies

» Contribution to SDGs

- 9.1 Develop sustainable and resilient infrastructure
- 9.4 Increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes
- 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation in labor-intensive sectors
- 17.16 Enhance the global partnership



Social Value

Improvements in the QOL for employees and their families

» Contribution to SDGs

- 8.5 Achieve full and productive employment and decent work, equal pay for work of equal value
- 8.8 Protect labor rights and promote safe and secure working environments
- 3.6 Halve the number of global deaths and injuries from road traffic accidents
- 3.d Strengthen the capacity for early warning, risk reduction and management of health risks
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership
- 5.b Enhance the use of information and communications technology to promote the empowerment of women



Environmental Value

Reductions in the environmental impacts of the value chains of society and client companies

» Contribution to SDGs

- 13.1 Strengthen resilience and adaptive capacity to climate-related natural disasters
- 13.2 Integrate climate change measures into strategies and planning
- 13.3 Climate change mitigation, adaptation, impact reduction
- 7.2 Increase substantially the share of renewable energy in the global energy mix
- 12.2 Achieve the sustainable management and efficient use of natural resources
- 12.5 Substantially reduce waste generation through reduction, recycling and reuse [the 3Rs]



Examples of Value Creation Initiatives

Toward Resolving Social Issues through Logistics Services

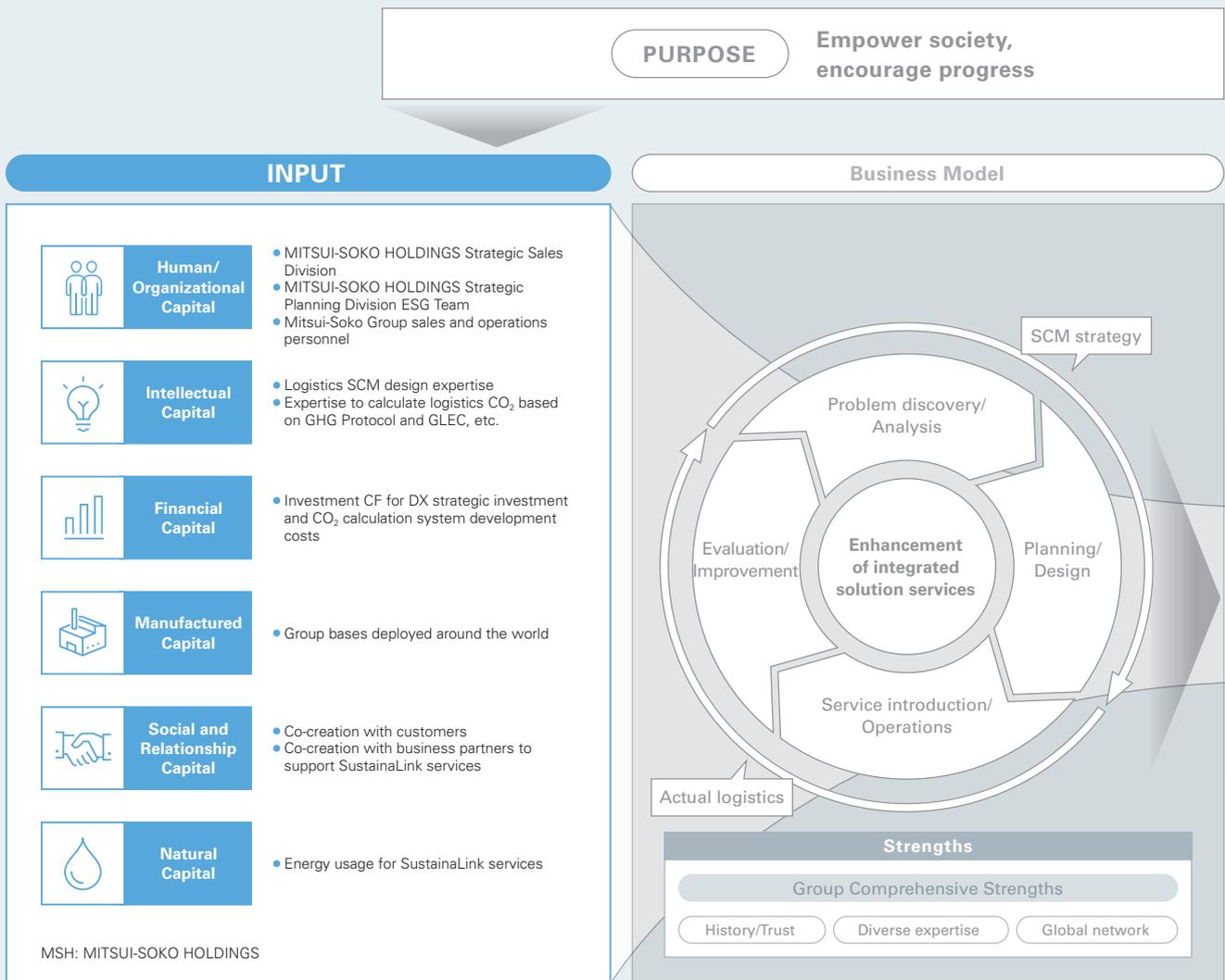
The Mitsui-Soko Group resolves social issues through its logistics business to enhance its corporate value and achieve sustainable social growth.

Due to the frequent and severe natural disasters as well as the disruption to distribution networks brought about by COVID-19, the building of stable supply chains has become beset with difficulties. The Group has thus started offering SustainaLink as a new service that supports the sustainability of logistics. SustainaLink classifies the risks that pose threats to our customers' logistics into three categories: environmental risk, labor force risk, and disaster risk. We then resolve logistics issues by following the three steps of "Know," "Visualize," and "Improve" for each risk.

As a comprehensive logistics company that can deploy one-stop logistics services from upstream to downstream,

we will realize stable supply chains for our customers not only by consulting with them, such as on logistics diagnostics and analysis, but also by proposing specific improvement measures that extend to executing actual operations.

By continuing to expand services arising from social issues in the years to come, we will create new value while contributing to a sustainable society.



Overview of SustainaLink Services

Social Issues

 Growing social trend toward carbon neutrality	 Labor shortages	 Increasing severity and frequency of natural disasters and spread of infectious diseases
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 Environmental Risk CO ₂ emitted and waste generated by logistics	 Labor force Risk Shortages of logistics personnel	 Disaster Risk Concerns that logistics operations may stop in the event of a disaster
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3 STEPS to Resolution

01 Know 	02 Visualize 	03 Improve 
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[P.45-46](#)

VISION

The co-creative logistics solutions partner. For every day, emergency, and always will be

OUTCOME

Value Propositions for Society

Economic Value

- Realizing sustainable supply chains for our customers
- Reduction of customers' logistics costs



Social Value

- Customer productivity improvements and BCP measures
- Reducing workload of customers and business partners



Environmental Value

- Reducing CO₂ emissions in supply chain
- Reduction of waste in supply chain



Corporate Value Enhancement

- Increases in operating revenue and profit
- Productivity improvements through DX
- Deepening of business models in sustainability area
- Accumulation of SCM design expertise

Materiality

Economy
Social Environment

Optimal logistics services that support our customers' supply chains

Medium-term Management Plan 2022

Be the First-Call Company "Going on the Offensive by Deepening"

Growth Strategy