

FY2023

Financial Results Briefing

MITSUI-SOKO HOLDINGS Co., Ltd. (Securities code : 9302)

May 17, 2023



**MITSUI-SOKO
GROUP**

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- FY2023 Consolidated Financial Results
- FY2024 Results Forecast
- Progress of the Medium-term management plan 2022
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**FY2023
Results**
Strong performance in logistics business

Operating Revenue	¥300.8 billion	YoY	-0.1%
Operating Profit	¥26.0 billion	YoY	+0.1%
Adjusted Profit in Logistics business	¥19.3 billion	YoY	+30.3%

**FY2024
Forecast**
Steady growth of adjusted profit in logistics business and solid performance toward achieving the objectives of the Medium-term management plan 2022

Expect a decline in both revenue and profit due to upfront costs associated with investments and a reactionary drop from special factors

Operating Revenue	¥280.0 billion	YoY	-6.9%
Operating Profit	¥20.0 billion	YoY	-23.0%
Adjusted Profit in Logistics business	¥19.8 billion	YoY	+2.6%

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- Continued strong performance in logistics business and achieved record-high levels of profits for the third consecutive fiscal year

(Unit: 100 mil. yen)

Total Consolidated	FY2022	FY2023	Change	Change(%)
Operating Revenue	3,010	3,008	-2	-0.1%
Operating Profit	259	260	+1	+0.1%
Ordinary Profit	256	265	+9	+3.8%
Profit attributed to owners of parent	145	156	+11	+7.7%

- **The logistics business achieved higher profits with strong performance**
 - Decrease in special factors such as shift from shipping to air transportation and high air freight rates compared to FY2022
 - By accurately grasping the rapidly changing transport needs of customers, proposing solutions such as alternative transportation methods or an improvement in logistics efficiency and flexibly securing transport space, acquisition of new customers or expansion of our logistics service scope for the existing customers were realized
- **The real estate business remained stable and performed at the same level as FY2022**

(Unit: 100 mil. yen)

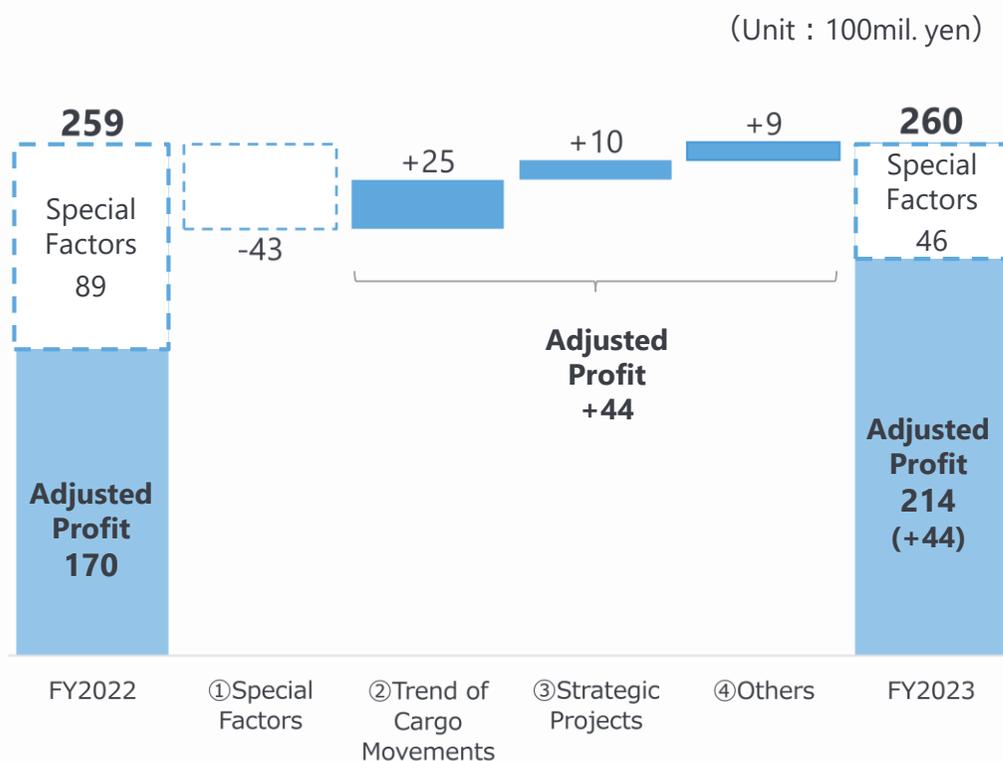
Segment		FY2022	FY2023	Change	Change(%)
Logistics business	Operating Revenue	2,922	2,920	-2	-0.1%
	Operating Profit	237	239	+2	+0.8%
	Breakdown) Special Factors	89	46	-43	-48.3%
	Adjusted Profit	148	193	+45	+30.3%
Real estate business	Operating Revenue	96	96	+0	+0.6%
	Operating Profit	58	59	+1	+1.9%
Eliminate/Corporate	Operating Revenue	-8	-8	-0	—
	Operating Profit	-36	-38	-2	—
Total Consolidated	Operating Revenue	3,010	3,008	-2	-0.1%
	Operating Profit	259	260	+1	+0.1%

- In the logistics business, increase in profits from forwarding services (FWD) and overseas storage and transportation services
- Full-year profit contribution by the new logistic facilities launched in the previous fiscal year

- Increase in upfront system-related expenses associated with DX investments

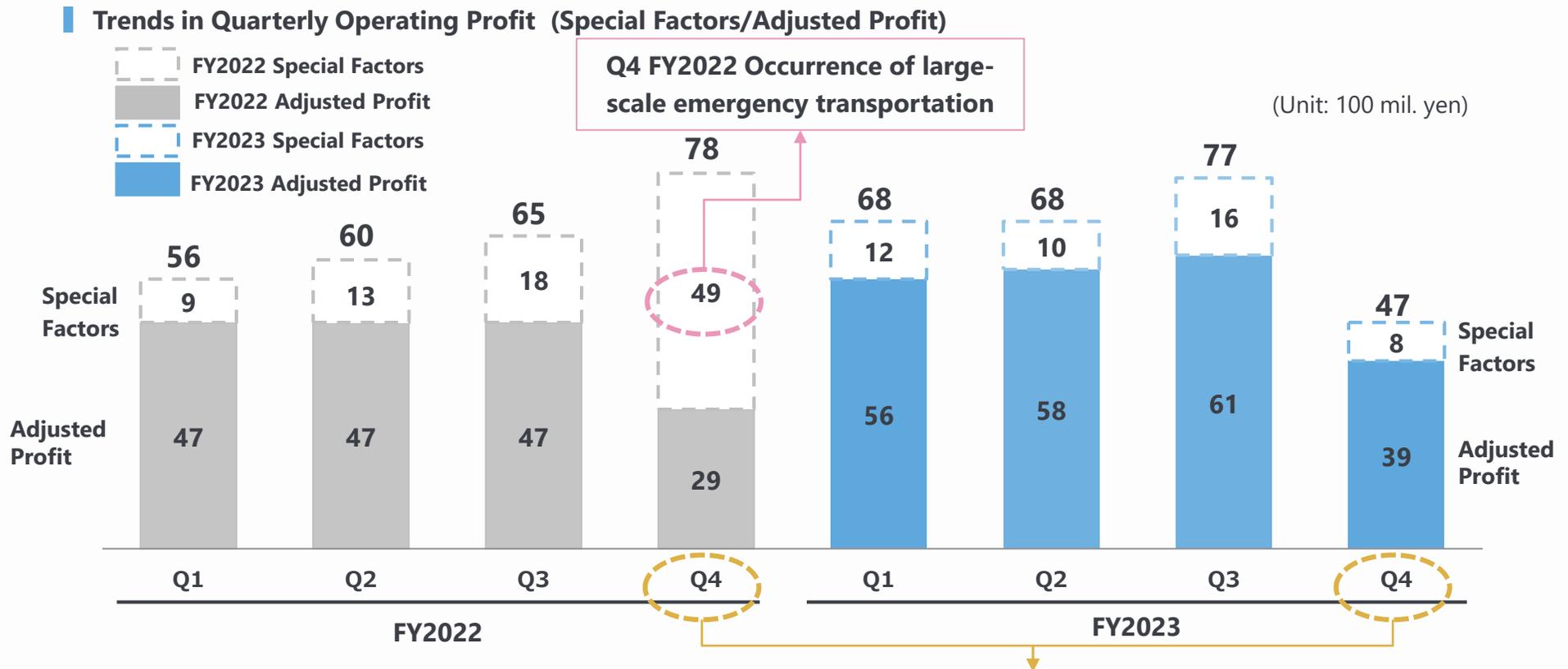
Main Changes in Operating Profit

- Large-scale emergency transportation in FY2022 did not occur in FY2023, therefore, special factors decreased by ¥4.3 billion YoY.
- Solution proposals successfully met customers' needs, despite a negative impact from a falling demand related to home appliances business after Olympic and Paralympic, and the adjusted profit increased by ¥4.4 billion YoY mainly due to increase in forwarding(FWD) and overseas logistics business and a full-year contribution from the strategic investment projects



① Special Factors	: -43
↓ : Both a shift to air transportation by the shortage of ocean containers and higher air freight rates gradually return to the normal market conditions	: -43
② Trend of Cargo Movements	: +25
↑ : Increase in steady-state handling of ocean and air freight FWD	: +23
↑ : Increase in overseas storage and transportation services	: +5
↑ : Increase in container handling volume in port transport services	: +3
↑ : Launch a new business in healthcare logistics	: +2
↓ : Decrease in home appliances business (including a falling demand after Olympic and Paralympic)	: -8
③ Strategic Investment Projects	: +10
↑ : Full-year contribution from the warehouse dedicated to healthcare logistics, Elimination of the initial costs	: +4
↑ : Expansion of EC operations associated with the start of the new distribution center and collection of consulting fees for start-up	: +6
④ Others	: +9
↑ : Positive impact of foreign exchange rates fluctuations	: +7
↑ : Decrease in amortization of goodwill	: +4
↓ : Increase in system costs	: -2

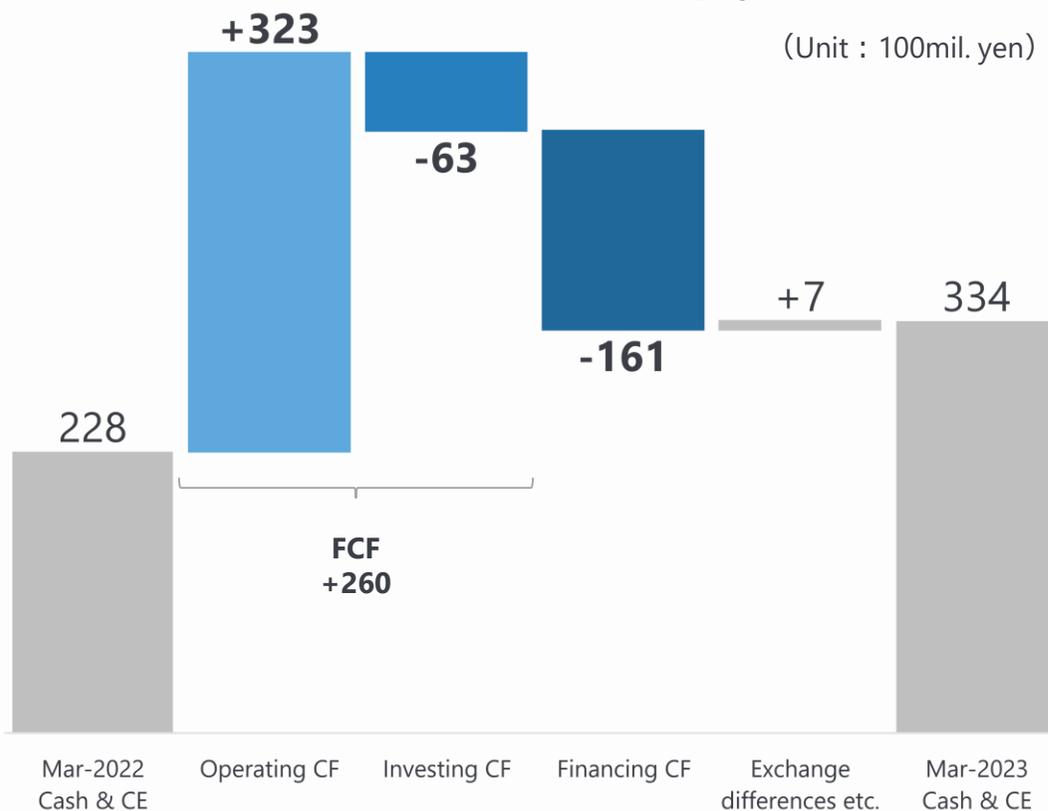
- Large-scale emergency transportation occurred and operating profit increased greatly in Q4 FY2022 due to the COVID-19 pandemic. Compared to three months of Q4 FY2022, special factors decreased significantly in Q4 FY2023.
- Steady growth in adjusted profit excluding special factors



※Decrease in operating profit (adjusted profit) due to yearly seasonal factors in Q4

Cash Flow Status

- Operating cash flow (CF) resulted in a net cash inflow of ¥32.3 billion, mainly due to net income and collection of accounts receivable
- Carried out software investment based on DX strategy and investment in maintenance and renewal of logistics facilities
- Free cash-flow (FCF) was used for repayment of borrowings and shareholder returns



Major Breakdown of Cash Flows

• Operating CF	: +323
Profit before income taxes	: +270
Depreciation/Amortization of goodwill	: +98
Decrease (increase) in trade receivables/trade payables	: +37
Income taxes paid	: -77
• Investing CF	: -63
Capital investment	: -25
Software investment	: -32
(Subtotal) Free cash-flow	: +260
• Financing CF	: -161
Change in borrowings and bonds (Net)	: -93
Dividends paid	: -41
• Total of Change in Cash and cash equivalents	: +106

- Improved both equity ratio and D/E ratio due to strong performance

(Unit: 100 mil. yen)

Total Consolidated	Balance as of Mar. 31, 2022	Balance as of Mar. 31, 2023	Change	
Total Assets	2,583	2,587	+ 4	<ul style="list-style-type: none"> Increase in cash and deposits mainly at overseas subsidiaries due to strong performance and decrease (collection) in trade receivables
Cash and deposits	231	345	+ 114	
Trade receivables	412	323	- 89	<ul style="list-style-type: none"> Increase in intangible assets due to software investment based on DX strategy
Tangible and Intangible assets	1,482	1,493	+ 11	
Interest-bearing debt (including Lease obligations)	994	926	- 68	
Borrowings and Bonds	940	851	- 89	<ul style="list-style-type: none"> Increase in lease obligations due to the acquisition of material handling equipment under lease
Lease obligations	54	76	+ 22	
Equity Capital	795	933	+ 138	<ul style="list-style-type: none"> Reasons for the change in equity capital: Net Income (+¥15.6bln), Dividends (-¥4.1bln), Exchange differences (+¥1.9bln) etc.
Equity ratio	30.8%	36.1%	+ 5.3	
D/E ratio	1.25	0.99	- 0.26	

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- Special factors such as shift from shipping to air transportation due to the turmoil in the shipping market and air and ocean freight rates remained at a high level will return to normal. Total consolidated revenue and profit are expected to decrease mainly due to external environmental factors.

(Unit: 100 mil. yen)

Total Consolidated	FY2023 Actual	FY2024 Forecast	Change	Change(%)
Operating Revenue	3,008	2,800	-208	-6.9%
Operating Profit	260	200	-60	-23.0%
Ordinary Profit	265	192	-73	-27.6%
Profit attributed to owners of parent	156	110	-46	-29.6%

- In logistics business, with special factors eliminated, but adjusted profit is expected to remain strong.
- In real estate business, expects to maintain at the same level as FY2023
- Expect to generate upfront costs associated with the execution of DX investment and increase expenses associated with the strengthening of human resource recruitment in corporate expenses.

(Unit: 100 mil. yen)

Segment		FY2023 Actual	FY2024 Forecast	Change	Change(%)
Logistics business	Operating Revenue	2,920	2,710	-210	-7.2%
	Operating Profit	239	198	-41	-17.2%
	Breakdown) Special Factors	46	—	-46	-100.0%
	Adjusted Profit	193	198	+5	+2.6%
Real estate business	Operating Revenue	96	96	-0	-0.3%
	Operating Profit	59	57	-2	-3.5%
Eliminate/Corporate	Operating Revenue	-8	-6	+2	—
	Operating Profit	-38	-55	-17	—
Total Consolidated	Operating Revenue	3,008	2,800	-208	-6.9%
	Operating Profit	260	200	-60	-23.0%

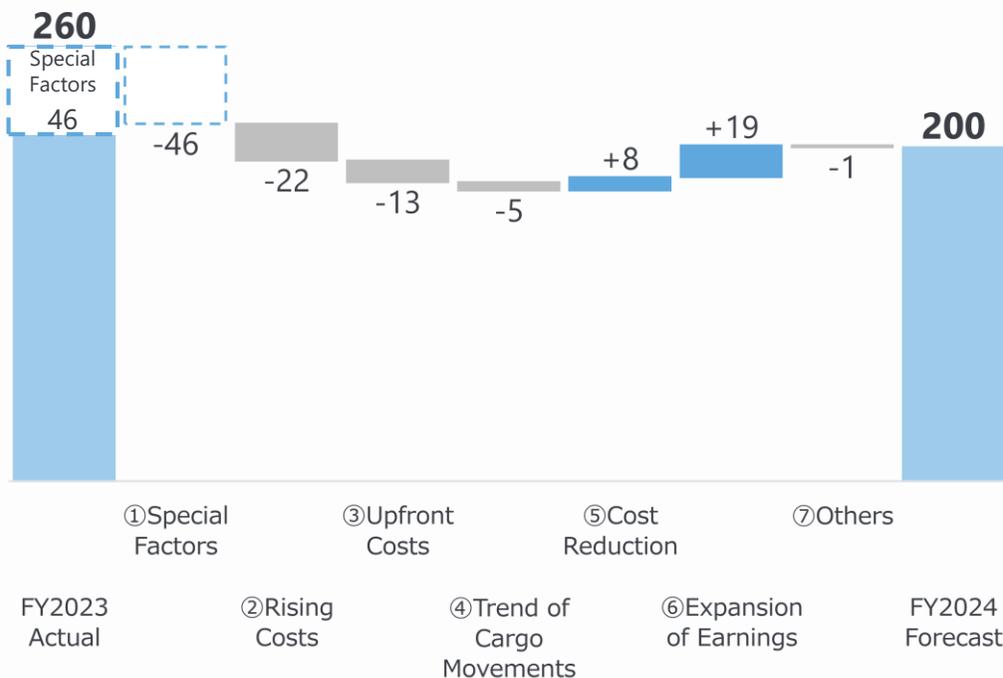
• Solid performance of adjusted profit in the existing logistics business

• Increase in upfront costs associated with the execution of DX investment
 • Increase in expenses associated with the strengthening of human resource recruitment, etc.

Main Changes in Operating Profit Forecast

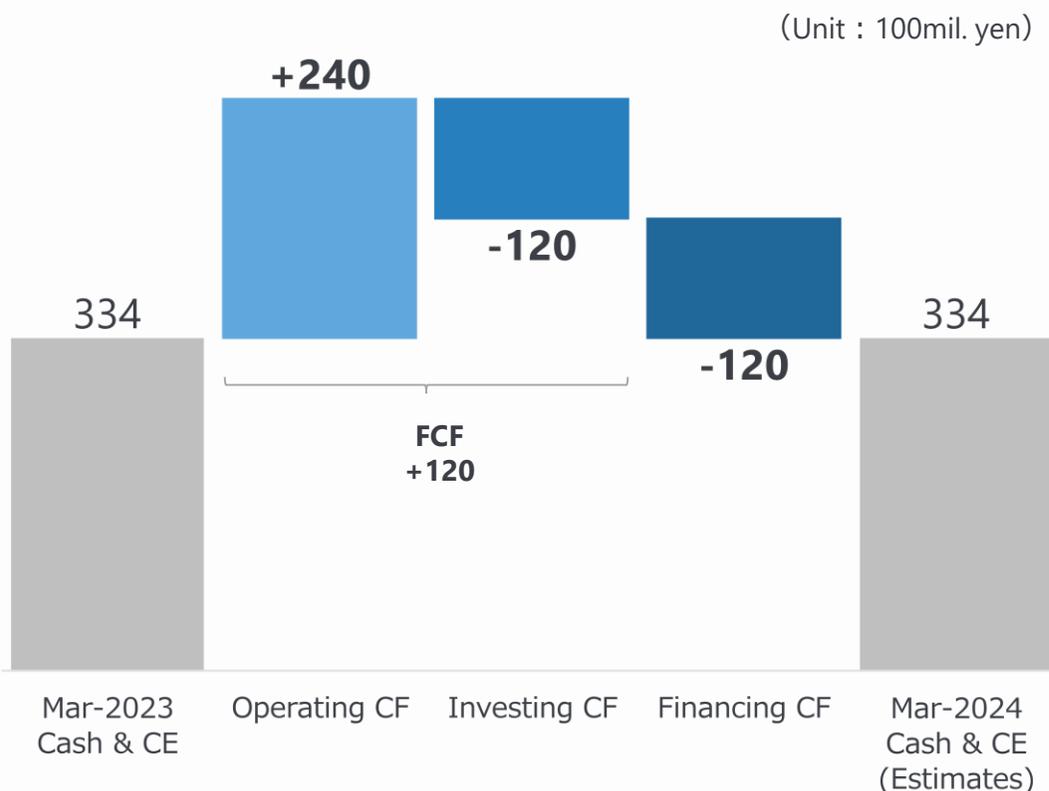
- Decrease in profit due to external environmental factors such as return to normal of special factors and rising costs
- Upfront costs for strategic investments for future growth (DX investments, new distribution center of semiconductor in Kyushu)
- Increase in profit due to improved profitability through receipt of appropriate fees and operational efficiency, and acquisition of new business

(Unit : 100mil. yen)



① Return to normal of Special Factors	:	-46
↓ : Both a shift to air transportation by the shortage of ocean containers and higher air freight rates gradually return to the normal market conditions	:	-46
② Rising Costs	:	-22
↓ : Personnel expenses, etc. (including expenses for outsourced cargo handling operations)	:	-15
↓ : Utilities and fuel costs, etc.	:	-7
③ Strategic investment Upfront costs	:	-13
↓ : Upfront costs due to DX investments, etc.	:	-11
↓ : Start-up costs for a new distribution center for semiconductor-related operations	:	-2
④ Trend of Cargo Movements	:	-5
↑ : Port Transportation business: Increase in handling volumes due to normalization of containership market	:	+1
↓ : Overseas logistics: Decrease in storage balance due to inventory adjustments	:	-2
↓ : Home appliance-related logistics: Decrease in handling volume due to inventory adjustment	:	-4
⑤ Cost Reduction	:	+8
↑ : Cost reduction through operational efficiency	:	+7
↑ : Decrease in amortization of goodwill	:	+1
⑥ Expansion of Earnings	:	+19
↑ : Receipt of appropriate fees	:	+13
↑ : New business by promoting solution proposals	:	+6
⑦ Others	:	-1
↓ : Negative impacts of foreign exchange rates fluctuations	:	-1

- **Operating cash flow (CF) expects to be a net cash inflow of ¥24.0 billion**
- **Expect to carry out DX investment and investment in maintenance and renewal of logistics facilities**



Major Breakdown of Cash Flows (Forecast)

• Operating CF	:	+240
Depreciation/Amortization of goodwill	:	+100
• Investing CF	:	-120
Capital investment	:	-75
Software investment	:	-45
(Subtotal) Free cash-flow	:	+120
• Financing CF	:	-120
Change in borrowings and bonds (Net)	:	-45
Dividends paid	:	-45
• Total of Change in Cash and Cash Equivalents	:	±0

- Expect to improve in D/E ratio less than 1.0x
- Secure investment capacity in preparation for the execution of strategic investments

(Unit: 100 mil. yen)

Total Consolidated	Balance as of March 31, 2023 Actual	Balance as of March 31, 2024 Forecast	Change
Total Assets	2,587	2,590	+ 3
Cash and deposits	345	345	+ 0
Trade receivables	323	300	- 23
Tangible and Intangible assets	1,493	1,515	+ 22
Interest-bearing debt (including Lease obligations)	926	880	- 46
Borrowings and Bonds	851	805	- 46
Lease obligations	76	75	- 1
Equity Capital	933	995	+ 62
Equity ratio	36.1%	38.4%	+ 2.3
D/E ratio	0.99	0.88	- 0.11

- Expect to increase in intangible assets, executing software investment based on DX strategy

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Medium-Term Management Plan 2022 Be the First-Call Company "Going on the Offensive by Deepening"

Growth Strategy

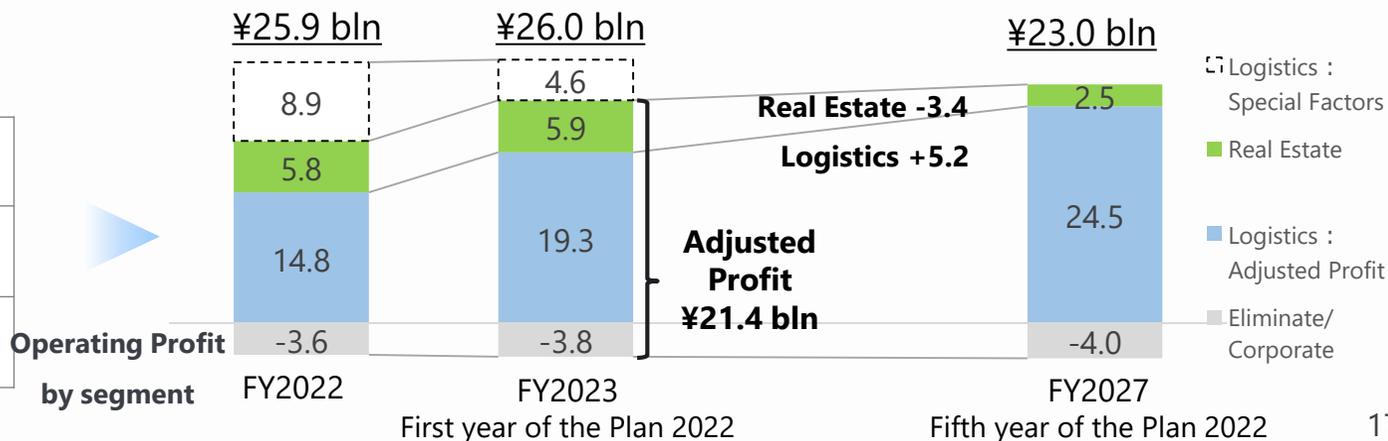
- ✓ **Top-line Growth by Mobilizing the Group's Collective Strength** Focus Areas : Mobility • Healthcare • B2B2C
 《 Enhancement of integrated solution service • Expansion of sustainability-oriented business • Deep digging in the inter-industry 》
- ✓ **Reinforcement of Operational Competitiveness**
 《 Company-wide penetration of standardization • Improvement of operational quality • Lower cost of operations 》
- ✓ **Building Management Foundation to Support the Deepening** 《 DX • Co-creation • Business Assets • ESG 》

Financial Strategy

- ✓ Investments in a total of **¥130 billion**
 - Strategic investments such as DX investment / new capital investment (logistics & real estate) / investment in growing areas such as M&A: **¥100 billion**
 - Normal investment (maintaining existing facilities / renewal investment): **¥30 billion**
- ✓ Strengthening shareholder returns based on a payout ratio of **30%**
- ✓ Procurement and operation based on the optimal D/E ratio of **1.0x**
- ✓ Setting a target of ROE of over **12%**, aiming to maintain a high level of capital efficiency

Numerical Targets (FY2027)

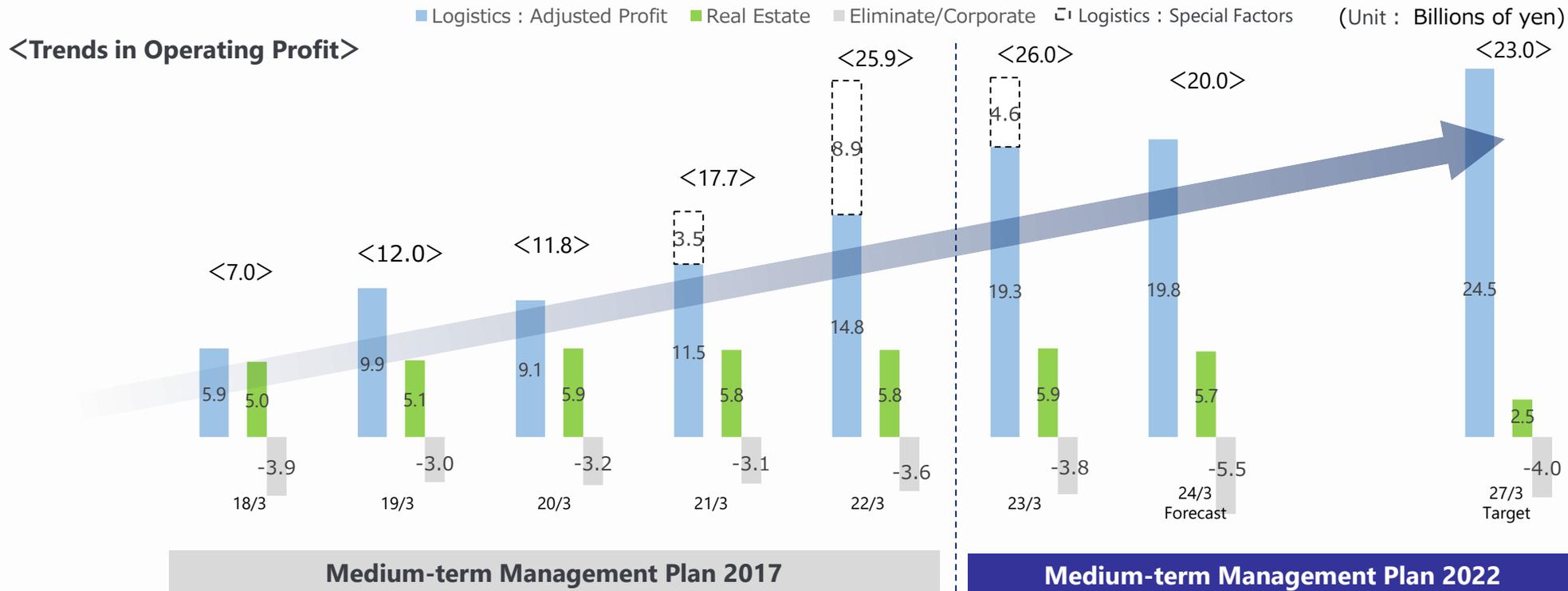
Operating Revenue	¥350 billion
Operating Profit	¥23 billion
Operating CF	¥30 billion



Medium-Term Management Plan 2022

Trends in Operating Profit

✓ Adjusted Profit in logistics business remains robust toward achieving Numerical Targets of the Medium-Term Management Plan 2022



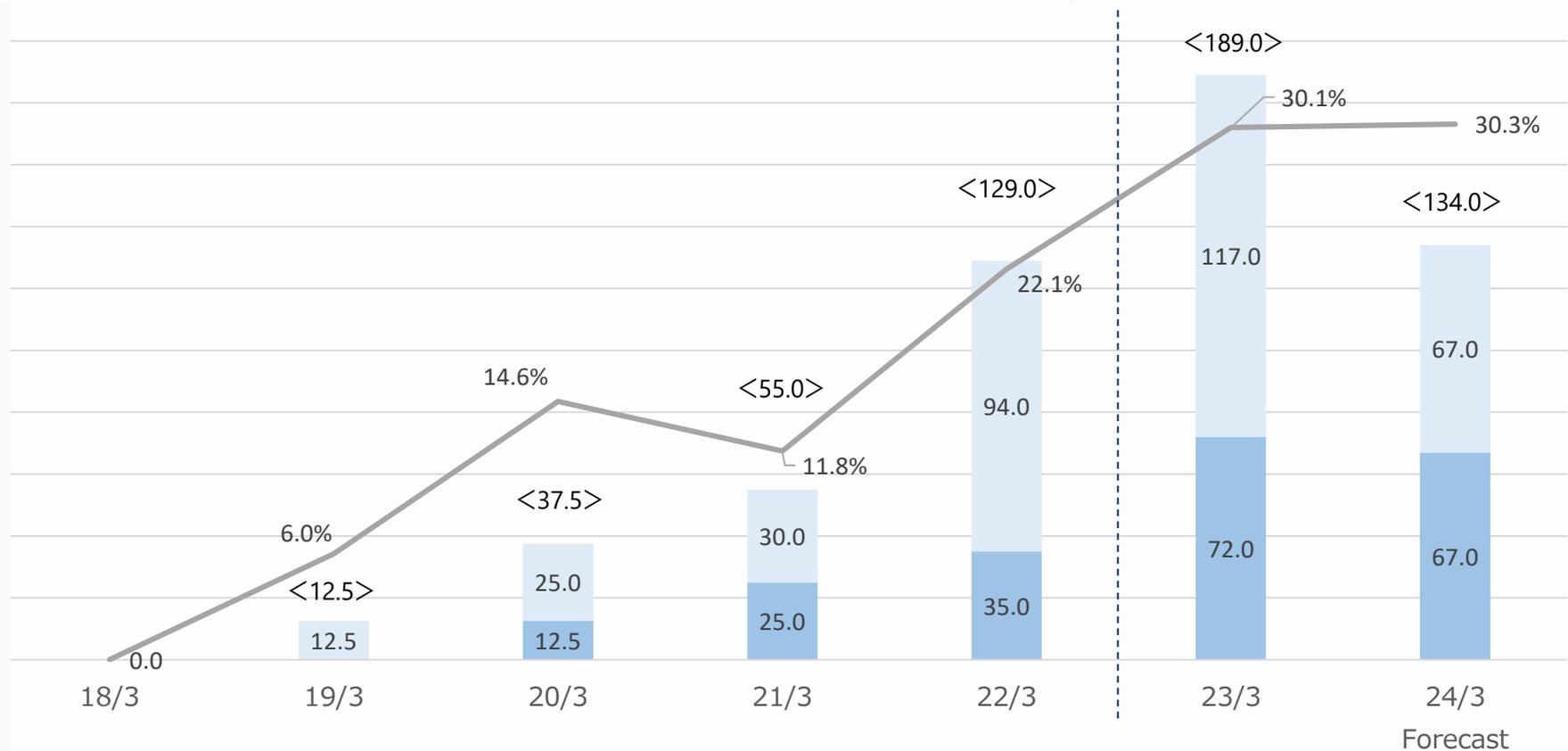
Unit : Billions of yen

	18/3	19/3	20/3	21/3	22/3	23/3	24/3	27/3
Logistics : Adjusted Profit	5.9	9.9	9.1	11.5	14.8	19.3	19.8	24.5
Real Estate	5.0	5.1	5.9	5.8	5.8	5.9	5.7	2.5
Eliminate/Corporate	-3.9	-3.0	-3.2	-3.1	-3.6	-3.8	-5.5	-4.0
Adjusted Profit	7.0	12.0	11.8	14.2	17.0	21.4	20.0	23.0
Logistics : Special Factors	-	-	-	3.5	8.9	4.6	-	-
Total Consolidated	7.0	12.0	11.8	17.7	25.9	26.0	20.0	23.0

✓ Flexible dividends linked to our performance based on an annual dividend payout ratio of 30%

For FY 2024, we plan an annual dividend of 134 yen per share, partly due to temporary expenses for growth.

■ Interim dividend ■ Year-end dividend — Payout ratio (Unit : Yen)



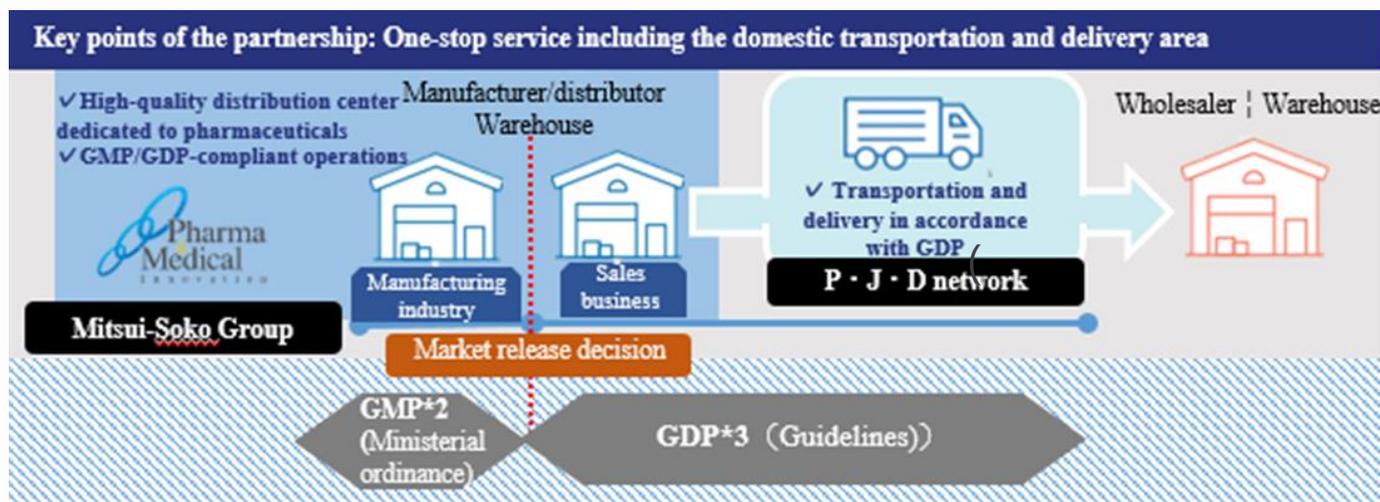
Medium-term Management Plan 2017

Medium-term Management Plan 2022

① Co-creation for top-line growth

◆ Expand healthcare business in our key areas through co-creation with P · J · D NETWORK Co., Ltd

- Building efficient and high-quality pharmaceutical logistics services by fully leveraging the strengths of both companies in "storage" and "transportation"
- Promoting standardization of pharmaceutical logistics in accordance with GXP*1 by expanding strategic partnerships



*1 Generic good practice: a general term of the series of laws, regulations, and guidance that govern various areas of the research, development, testing, manufacturing, and distribution of medicines

*2 Good manufacturing practice: standards for the manufacture and quality control of pharmaceuticals, etc.

*3 Good distribution practice: appropriate distribution standards for pharmaceuticals

◆ Strengthening our ability to make a proposal for the supply chain upstream (procurement and production) through co-creation with NRS CORPORATION

- There are many raw materials classified as hazardous materials in the upstream processes of the supply chain, which is the procurement area of companies.
- Providing solution services that combine NRS boasting significant know-how in handling hazardous materials with our broad customer base and logistics expertise
- Main targets are expected to be growth areas associated with carbon neutrality, such as mobility and semiconductors.

② Strategic investment for top-line growth

◆ New base established in Kyushu to expand semiconductor related logistics operations

- Secured a large base of operations in Kyushu, which has a high concentration of semiconductor-related factories and planned to consolidate and streamline existing semiconductor related logistics business and expand the business, which continues to experience robust demand
- ESR Fukuoka Amagi Distribution Center (approximately 9,500 tsubo*) is scheduled to start its operation in the spring of 2023.
- Procurement of the facility through an operating lease
(Contract term: 10 years, Total lease amount: ¥4.2 billion)



◆ New center established to expand EC related logistics operations in western Japan

- Amid advancing the shift to smaller-lot logistics against the backdrop of increased demand for e-commerce, providing solution services related to small-lot delivery operations using material handling equipment
- New base established in West Japan besides the existing base in East Japan and expand B2B2C business, one of the focus fields in the Medium-term management Plan 2022
- NEWNO · SOSiLA Takatsuki (approximately 8,300 tsubo*) is scheduled to start its operation in the spring of 2023.
- Procurement of the facility through an operating lease
(Contract term: 5 years, Total lease amount: ¥2.1 billion)



(*)1 tsubo = Approximately 3.3m²

③ Expansion of Sustainability-oriented Business

- ◆ Providing professional services to meet demand for making our customers' business sustainable due to rapid changes in environment (diversification, legalization, globalization)

Challenges faced by customers

Environmental Risk



- Environmental regulations
- CO2 emissions reduction requests in the supply chain
- Increase in ethical consumers

Labor Force Risk



- High-mix low-volume production due to expansion of the e-commerce (EC) market, etc.
- Declining working-age population and labor shortages due to regulations on working hours

Disaster Risk



- Loss of or damage to cargo, suspension of shipments and transportation, and loss of sales opportunities due to earthquakes, tsunamis, floods, and other disasters
- Piled up cargo and stagnation of international transportation due to lockdown
- Delay in deliveries and suspension of logistics functions due to a sharp increase in stay-at-home demand

Visualization and improvement of the risks related to logistics our customers are facing

Our new service empowers customers' business

SustainaLink

SustainaLink contributes to achieving supply-chain sustainability for our customers.

SustainaLink
Supply-chain Sustainability
MITSUI-SOKO GROUP

Special WEB site URL(only available in Japanese) :
<https://www.mitsui-soko.com/sustainalink/>

QR Code for Smartphones ▶

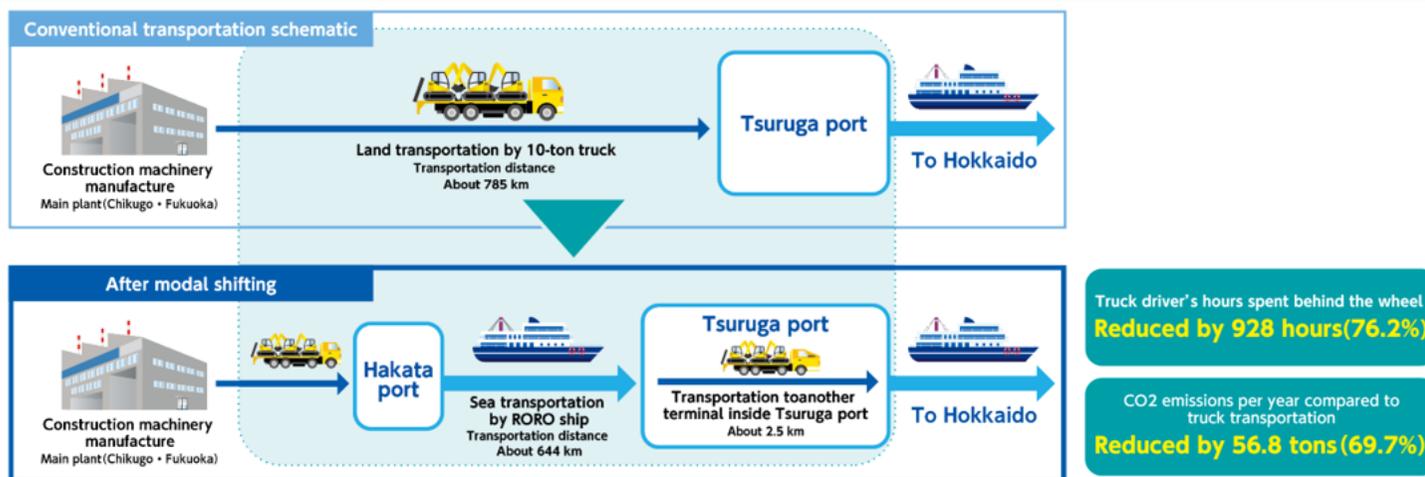


③ Expansion of Sustainability-oriented Business

◆ Receives the Grand Prize for the Excellent Business Entities Working on

Modal Shift Awards 2022

- Designed a stable transportation service with a limited number of truck types and drivers who can handle the transportation of construction machinery itself
- Success in modal shifting more than 90% of the entire transportation process to sea transportation



◆ Participated in the Demonstration Test of the International Trade Platform

Presented at the APEC Summit

- We participated in a demonstration test for system linkage of the trading platform between Thailand and Japan, as presented at the Trade DX Symposium held in conjunction with the Asia-Pacific Economic Cooperation (APEC) Summit 2022.
- Transportation-related information and data, such as origin/destination and cargo weight, between Thailand and Japan recorded on TradeWaltz were imported into the calculation system of MITSUI-SOKO SustainaLink.

◆ Continued Use of Our Office Building by a Major Tenant

- We are currently in discussions and negotiations with IBM Japan Ltd., a major tenant of the MITSUI-SOKO Hakozaki Building (hereinafter the "Building"), regarding the terms and conditions on the premise of a multi-year fixed-term lease agreement starting in May 2024, beginning period of the renewed agreement.
- IBM Japan plans to optimize the office layout, including renovations, to realize diverse work styles. Accordingly, we will carry out construction to increase the value of some of the excess space created in the Building to renovate it into a multi-tenant office building, which will bring about strengthening the revenue base of our real estate business.
- By integrating energy-saving measures such as upgrading the air conditioning system and implementing greening initiatives, the building will be enhanced to transform it into an eco-friendly office space that promotes productivity while also contributing to achieving sustainability.



Property overview

Location	19-21 Nihonbashi-hakozaki-cho, Chuo-Ku, Tokyo, Japan
Floor number	25 above ground / 3 basement levels
Total floor area	135,608m ² (41,021 tsubo)
Standard floor area for rent	3,400m ² (1,029 tsubo)
Structure	SRC (steel reinforced concrete) structure
Built	March 1989

⑤ Enhanced disclosures about IR tools

◆ Website Renewal

- Website renewal as part of efforts to enhance the disclosure of information for stakeholders and ESG assessment organizations.
- The main points of the renewal are as follows.
 1. Review of site structure and content development with an awareness of the value creation process
 2. Expansion of the disclosure of information for investors
 3. Enhancement of the disclosure of information for ESG assessment organization



◆ Our VALUE REPORT 2022 Selected as One of the Most-improved Integrated Reports

- Our Group's Integrated Report VALUE REPORT 2022 has been selected as one of the Most-improved Integrated Reports by external asset managers entrusted with domestic equity investment of the GPIF (Government Pension Investment Fund).
- This is the second time for us to be selected, following the VALUE REPORT 2020 issued in 2020.



Empower society, encourage progress



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Trends in Quarterly Financial Results

(Unit: 100 mil. yen, rounded off to the nearest integer)

Total Consolidated	FY2022		Year-ago Quarter		Full-year	FY2023		Most Recent Quarter			YoY	QoQ	Full-year
	Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4				
Operating Revenue	683	717	767	843	3,010	786	787	771	665	-21.0%	-13.7%	3,008	
Logistics business	664	694	744	820	2,922	766	764	748	642	-21.6%	-14.1%	2,920	
Real estate business	21	25	25	25	96	22	25	25	25	+0.4%	+0.3%	96	
Eliminate/Corporate	-2	-2	-2	-2	-8	-2	-2	-2	-2	+1.3%	-0.0%	-8	
Operating Profit	56	61	65	78	259	68	69	77	46	-40.7%	-39.7%	260	
Logistics business	51	54	59	74	237	63	62	71	43	-41.5%	-39.6%	239	
Real estate business	12	15	15	15	58	13	16	16	15	+0.8%	-2.9%	59	
Eliminate/Corporate	-8	-9	-9	-11	-36	-8	-9	-10	-12	+13.2%	+17.3%	-39	
Ordinary Profit	56	61	65	73	256	71	73	77	44	-39.7%	-42.4%	265	
Profit attributed to owners of parent	32	35	36	42	145	48	44	40	24	-42.1%	-39.7%	156	

(Unit: 100 mil. yen)

Total Consolidated	FY2022	FY2023	Change
Operating Revenue	3,010	3,008	-2
Operating Profit	259	260	+1
Non-operating Profit (Loss)	-4	6	+10
Financial Profit/Loss	-4	-2	+2
Others	0	8	+8
Ordinary Profit	256	265	+9
Extraordinary Gains	—	5	+5
Extraordinary Losses	—	—	—
Profit attributed to owners of parent	145	156	+11

- Interest expense at the same level as FY2022, while interest and dividend income increased (+¥0.2 bln), resulting in improvement in the financial Profit/Loss

- Positive impact of foreign exchange rates fluctuations + ¥0.5 bln, etc.

- Record on extraordinary gains due to the redemption of a part of retirement benefit trust assets overfunded to the Company as an employer +¥0.5 bln

(Unit: 100 mil. yen)

Total Consolidated	FY2023 Actual	FY2024 Forecast	Change
Operating Revenue	3,008	2,800	-208
Operating Profit	260	200	-60
Non-operating Profit (Loss)	6	-8	-14
Financial Profit/Loss	-2	-3	-1
Others	8	-5	-13
Ordinary Profit	265	192	-73
Extraordinary Gains	5	—	-5
Extraordinary Losses	—	—	—
Profit attributed to owners of parent	156	110	-46

- Removing positive impact of foreign exchange rates fluctuations (-¥0.3 bln)
- Decrease in equity in earnings of affiliates (-¥0.3 bln), etc.

- Expect no extraordinary gains or losses in FY2024

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 - Major External Evaluation (ESG/Investment Index)

PURPOSE

Meaning of Our Existence

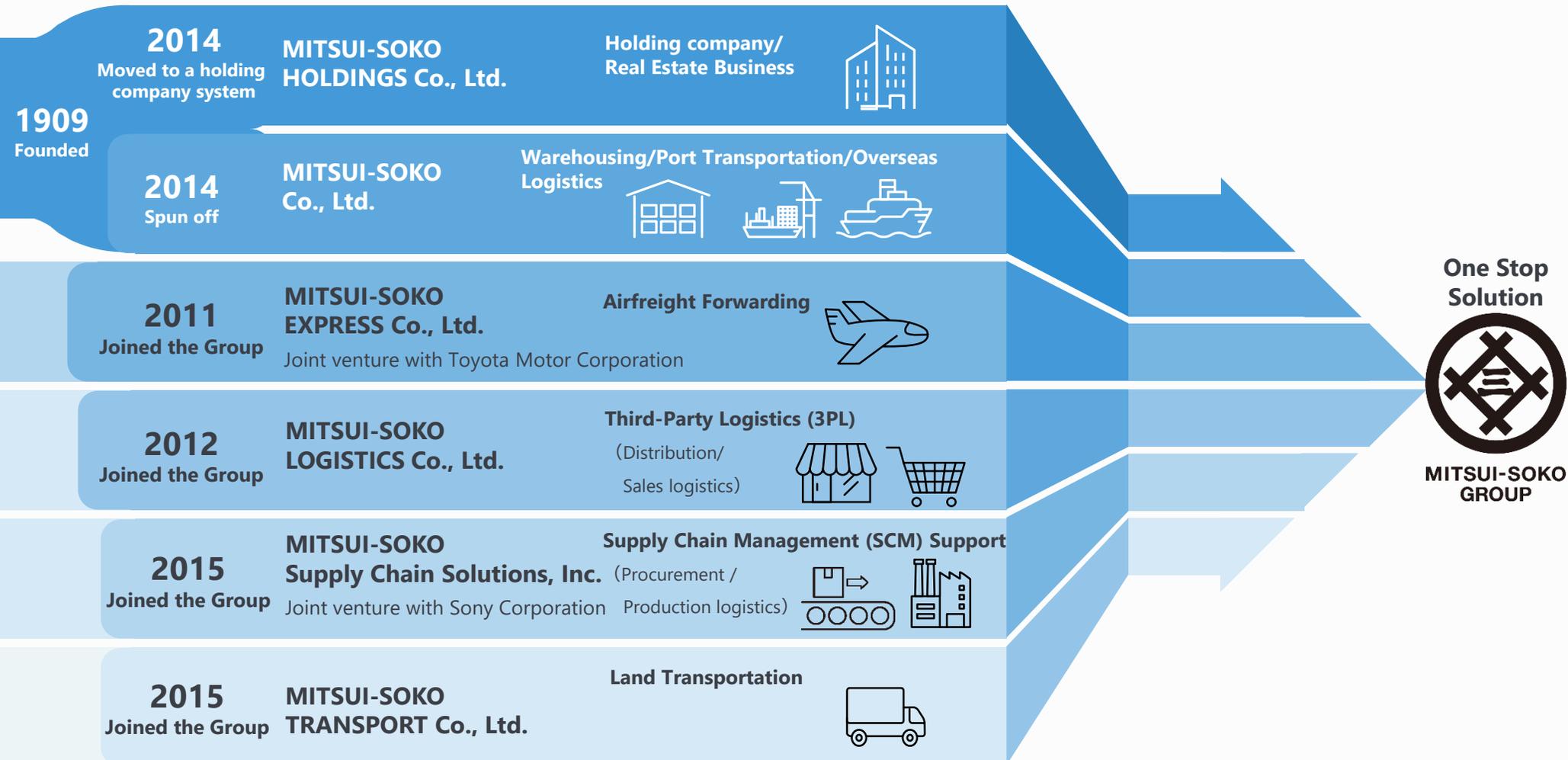


Empower society, encourage progress

We believe that the role played by logistics goes beyond simply receiving and transporting goods. It is a significant pipeline that connects everything, such as people with people, industries with industries, as well as countries with countries, and plays an important role as infrastructure that forms the very foundation of modern society. And atop the solid foundation built by logistics are people's day-to-day lives, the workings of economic activity, and society's continued evolution as it repeatedly replaces the old with the new. Empower society, encourage progress—it is for this very purpose that the Mitsui-Soko Group exists. In the more than 100 years since our founding, we have expanded our business of logistics to meet the needs of the times and have been inextricably linked to the evolution of society. In the coming era of rapid change, the role played by logistics will be gaining in its importance. To move the world in a better direction and help to realize a mindful and sustainable society, we are today working with an eye toward the logistics of the future.



- After expanding business areas from warehousing business through M&A, the MITSUI-SOKO Group has realized a comprehensive lineup of logistics services

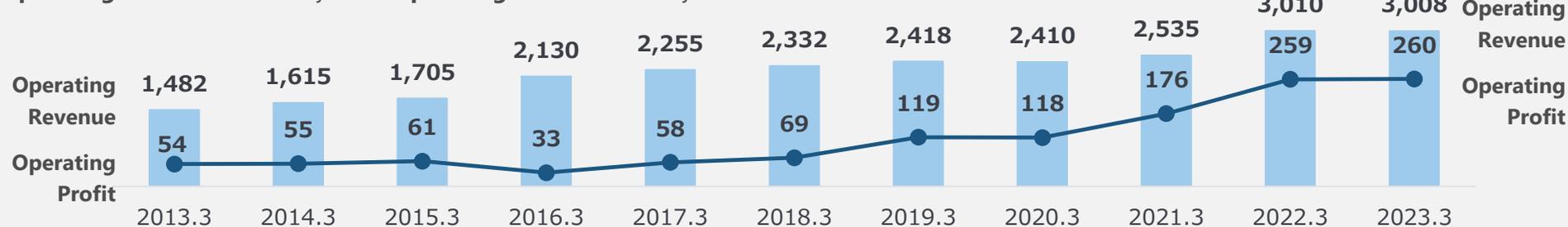


2013.3~2017.3 Business expansion through M&A and capital investment

2018.3~2022.3 From Rebuilding financial foundation to Sustainable Growth

2023.3~ Going on the Offensive by Deepening

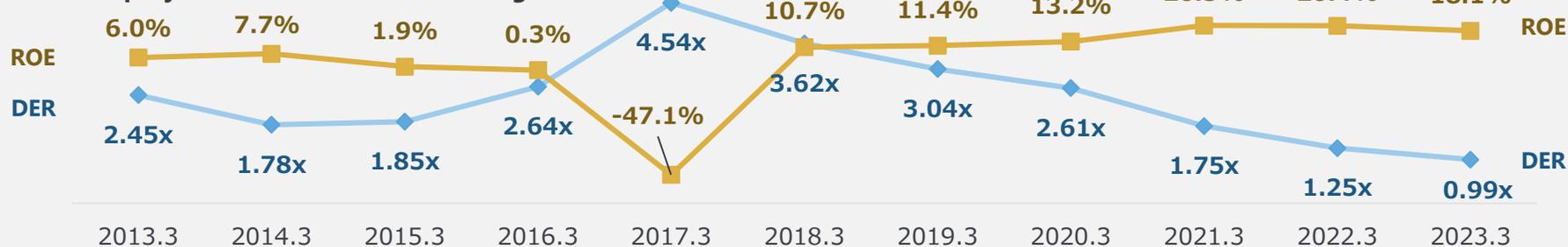
Operating Revenue (100mil. yen) · Operating Profit (100mil. yen)



Cash Flow (100mil. yen)

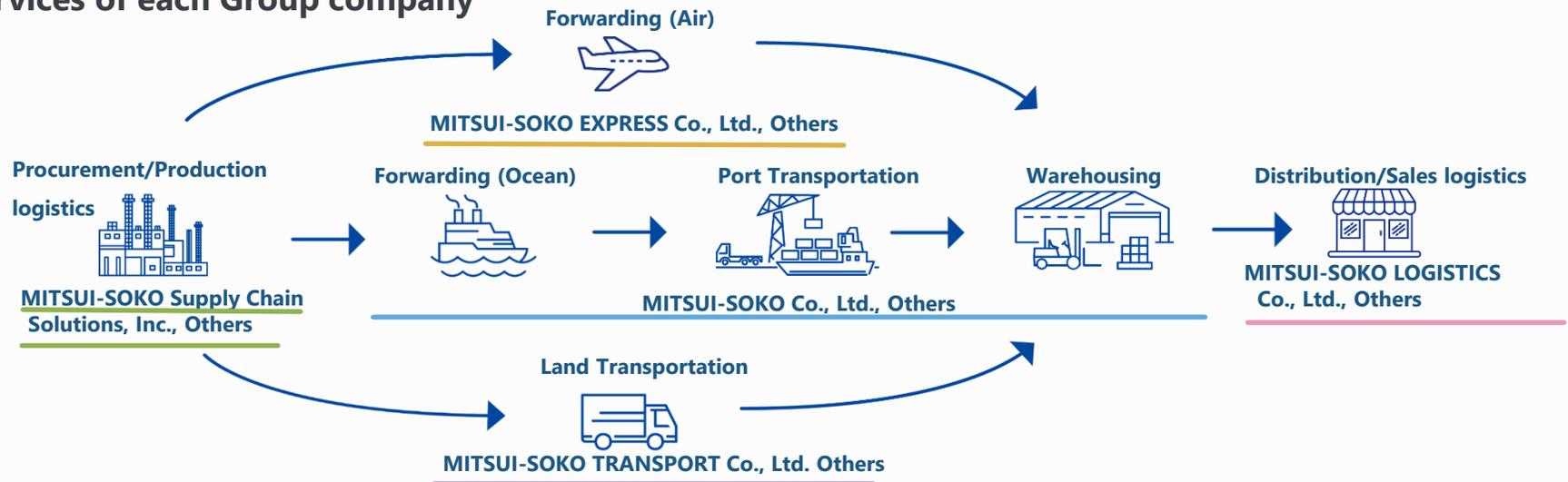


Return on Equity · ROE (%) · financial leverage · DER (times)



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

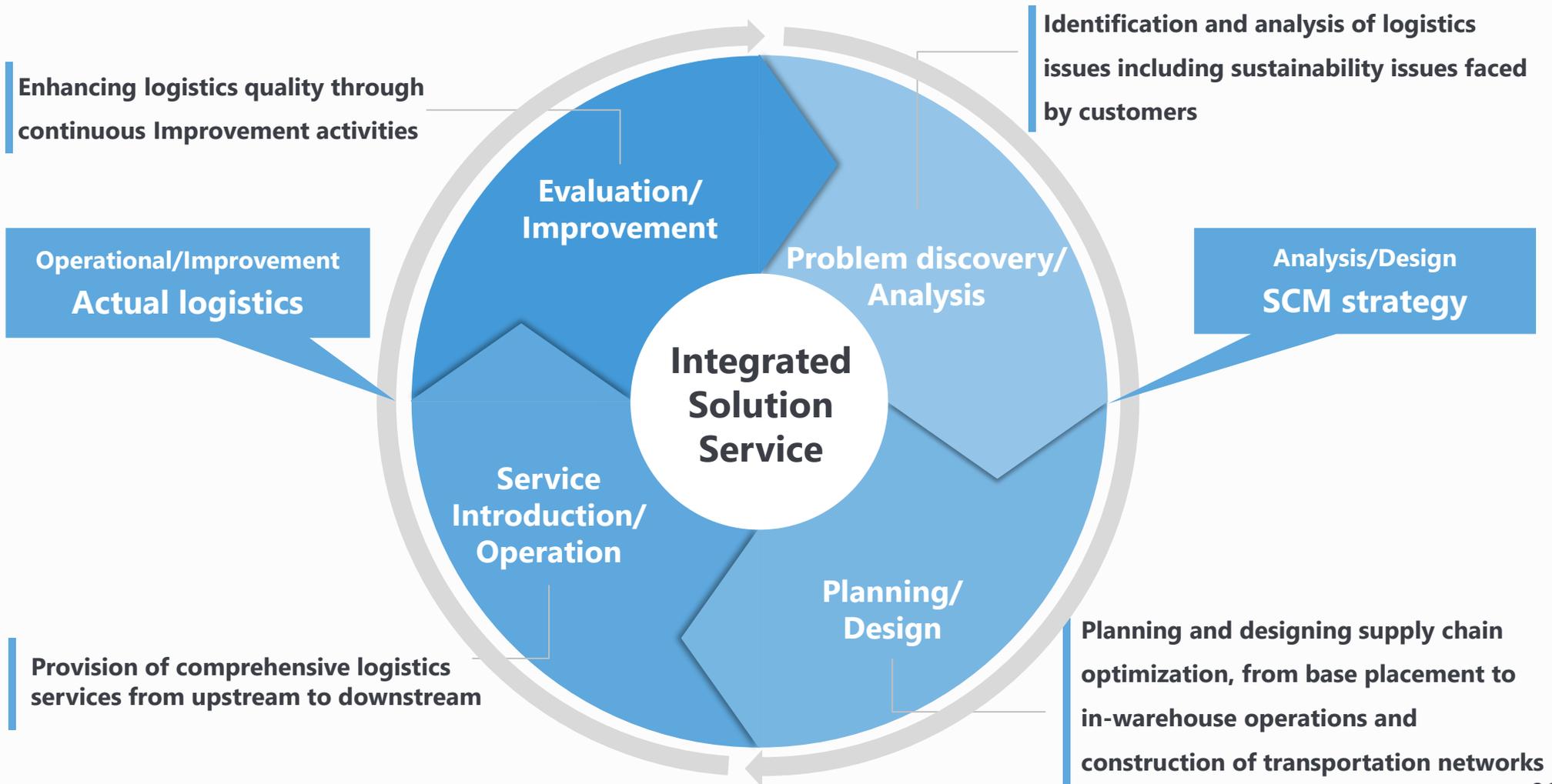
Major Services of each Group company



Major Logistics Area of the Mitsui-Soko Group

Industry	Value Chain	Raw materials/Materials/Parts			Finished goods			Distribution	
		Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Sales logistics
Healthcare									
Automotive									
Home appliances									
Precision equipment									
Consumer goods									
Interior/Furniture									
Food/beverages									
Clothing									
Paper									
Chemicals									

- **Providing integrated solution services that realize optimal logistics across the entire supply chain for our customers**



- **Monetizing and managing land that has become unsuitable for logistics use over time as office/apartment buildings**

Property List by Use

Use	Area	Property name	Floor area
Rental office buildings	Tokyo	MITSUI-SOKO Hakozaki Building	135,608 m ²
		MSC Center Building	32,507 m ²
		MSC Onarimon Building	10,516 m ²
		MSC Fukagawa Building	14,199 m ²
		MSC Fukagawa Building No. 2	22,046 m ²
Total		Five Buildings	214,876 m ²

Use	Area	Property name	Rental units
Rental apartment buildings	Tokyo	Hakozaki River & Tower	99
		Park Axis Onarimon	52
	Osaka	Port Villa Utsubo Park	108
Total		Three Buildings	259

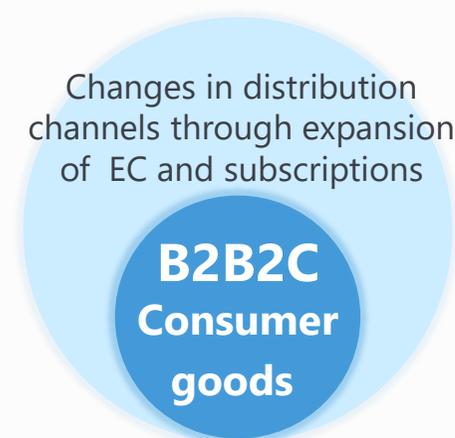
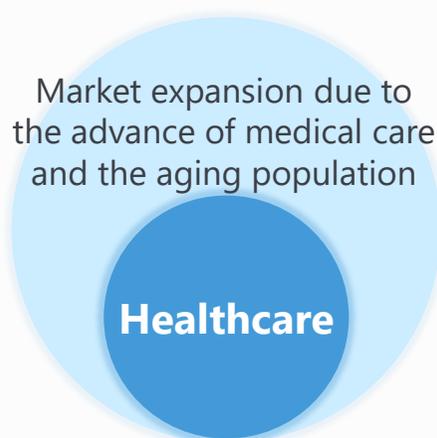
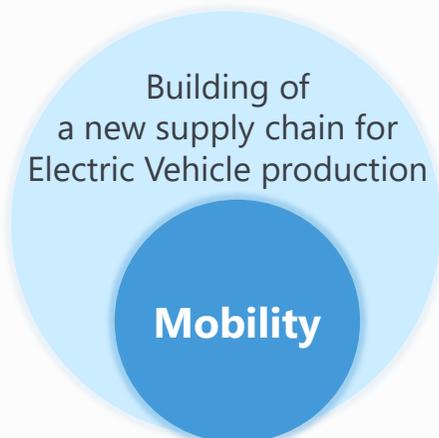
(ref.) Introduction website of our real estate business (only available in Japanese)
 URL <https://www.mitsui-soko.com/company/overview/realestate/>

Customers' situation: Facing rapid changes in business due to rapid environmental changes

Customers' issues : Establishment of logistics has not kept up with business changes

✓ **The Mitsui-Soko Group, providing optimal logistics solutions, resolves customer issues.**

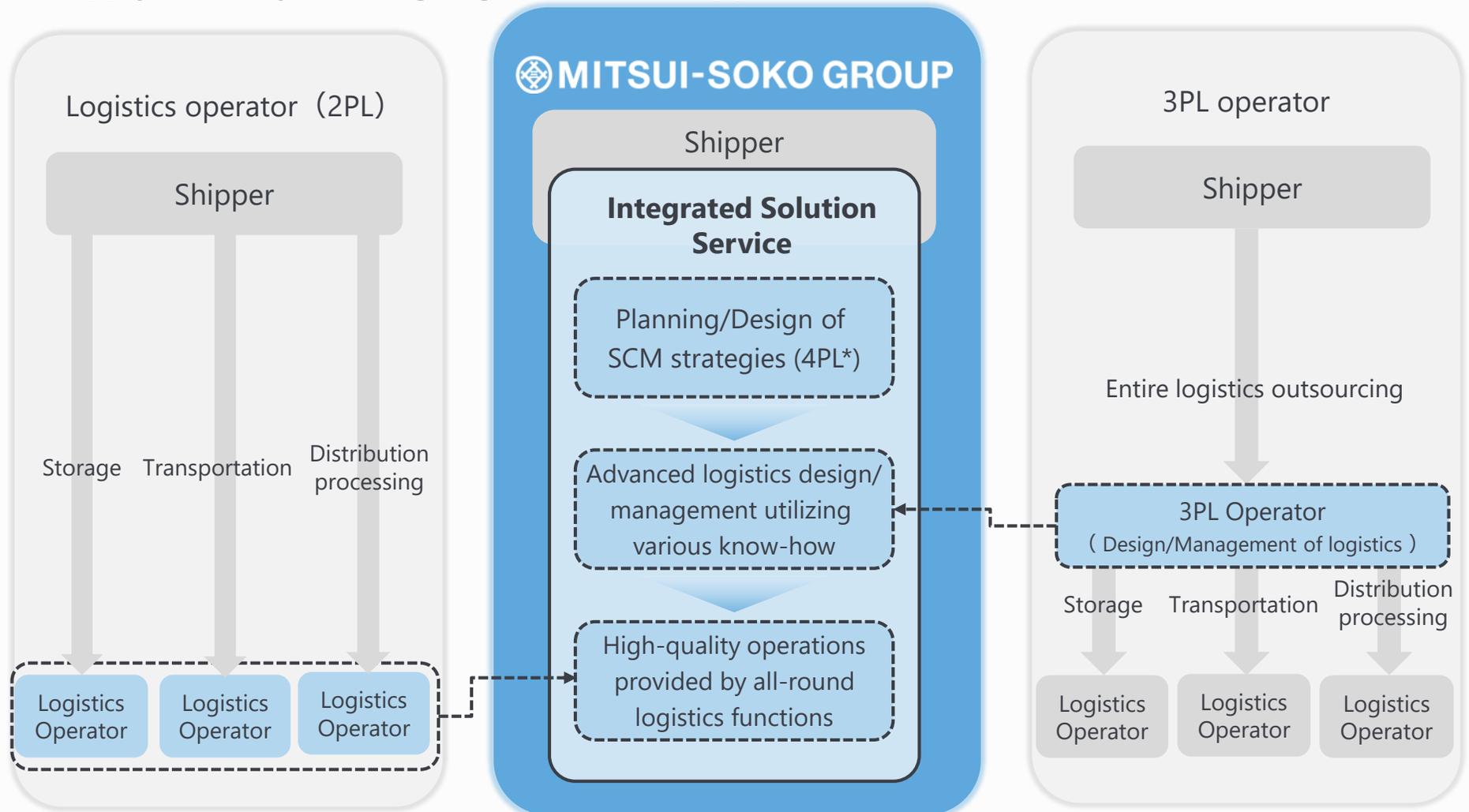
Industries especially with drastic environmental changes : the Group's focus domain



Our strength

- Expertise in handling automotive/ electronic components/home appliances
- Know-how to support the construction of a supply chain based on the manufacturer's perspective
- Performance of handling healthcare cargo and its quality with knowledge and license for advanced/regenerative medicine
- Performance of technical logistics including the operation of home appliance distribution centers, joint delivery, last one-mile delivery/ installation/maintenance/repair

- **Differentiation strategy by realizing optimization of not only logistics but also overall supply chain by working together with shippers**

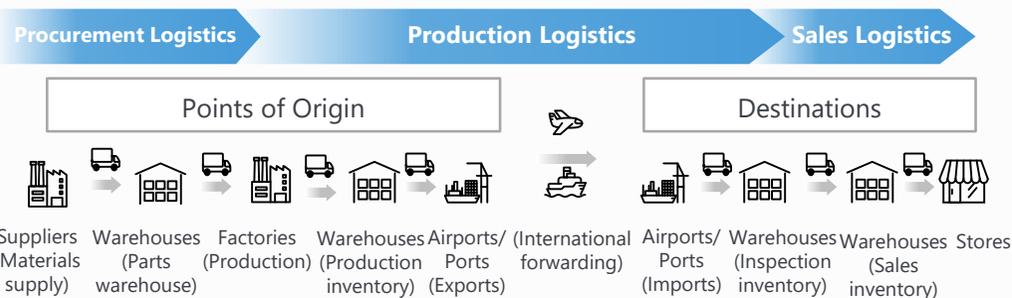


*4PL (Fourth Party Logistics) : Business for planning and proposing on logistics strategies in line with customers' management policies as well as logistics management by working together with shippers

- Response to social changes and customer needs by leveraging the Group's collective strength and advanced logistics know-how

1 Full Range of Logistics Functions

- Comprehensive lineup of land, sea, and air logistics functions
- Covering the entire supply chain from procurement and production processes to sales, a system capable of providing diversified customer needs



3 Diverse Human Resources (Expertise/Skills)

- Expertise and skills in a wide range of cargo handling, from raw materials to finished products, from confidential information to pharmaceutical devices and investigational drugs
- Diversified expertise and skills from different backgrounds and cultures that joined the Group through M&A

2 Global Network

- Boasting of global network with about 280 offices in Japan and about 400 offices all over the world and the operational floor area of about 2.32 million square meters
- Expanding overseas business to 20 countries, mainly in Asia, and now growing about 24% of the operating revenue

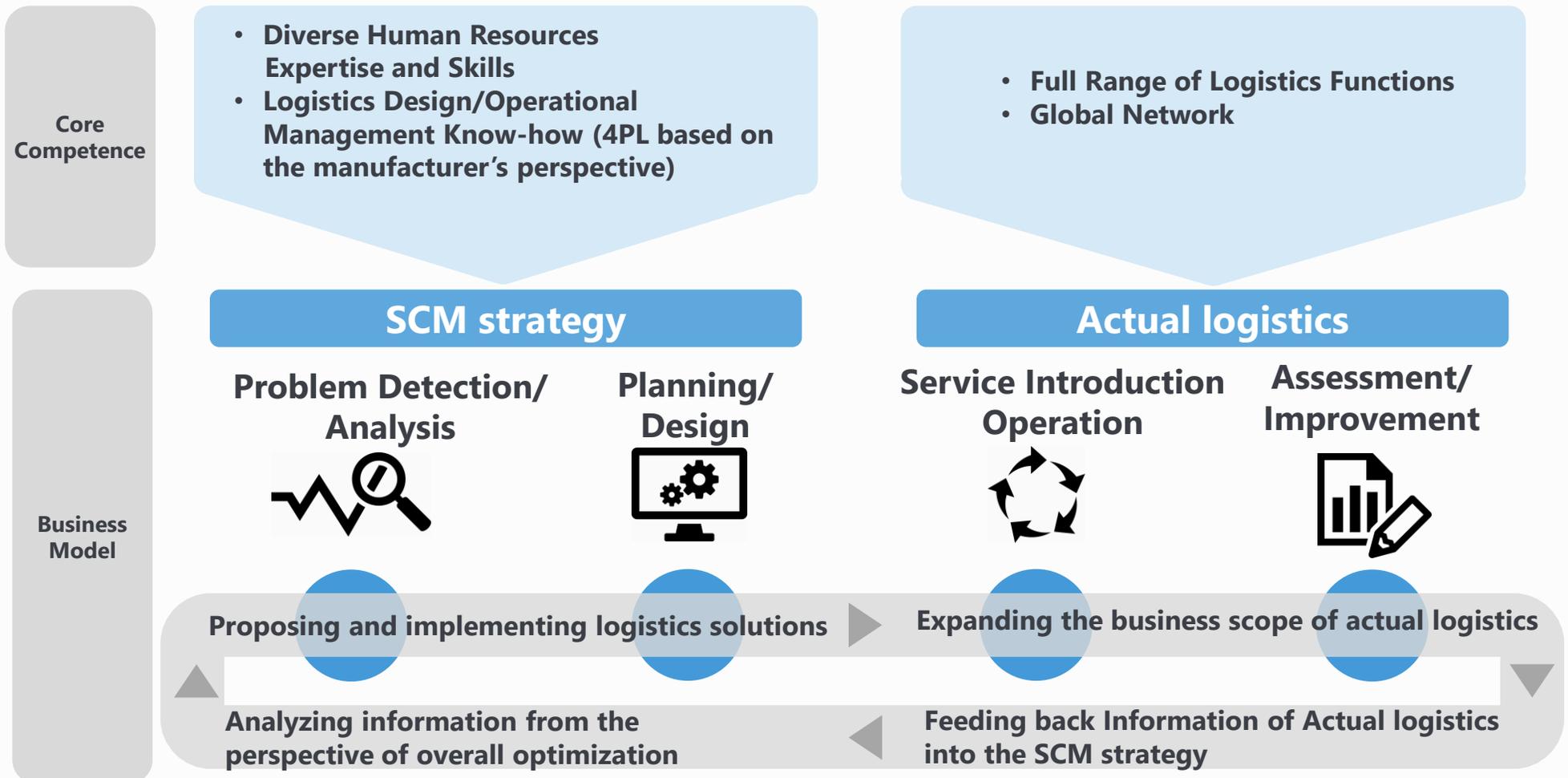
North/South America	Europe, Africa, Middle East	South Asia, Southeast Asia
Number of business sites 16	Number of business sites 31	Number of business sites 30
Operational floor area 46,817m ²	Operational floor area 53,007m ²	Operational floor area 421,478m ²
Employees 111	Employees 490	Employees 2,032
Northeast Asia	Japan	Total
Number of business sites 41	Number of business sites 280	Number of business sites 398
Operational floor area 137,426m ²	Operational floor area 1,668,187m ²	Operational floor area 2,326,915m ²
Employees 533	Employees 5,006	Employees 8,172

The figures are as of March 31, 2022.

4 Logistics Design and Operation Know-how

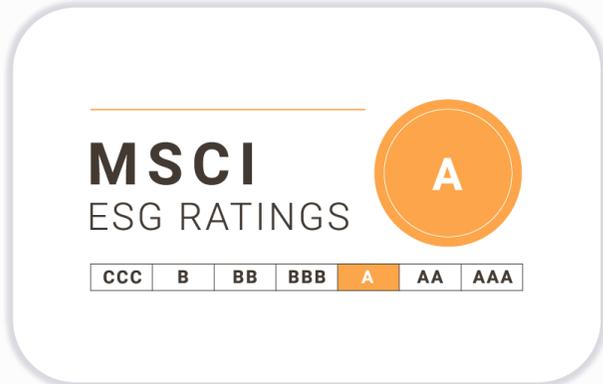
- SCM strategy and logistics design know-how cultivated through 4PL from manufacturers' perspectives
- High-quality and high-efficiency operations that have supported the logistics of the Toyota and the Sony Group for many years

- Our core competence supporting a virtuous cycle of expanding the business scope



- **Obtaining a variety of external evaluations and being selected as a constituent of the Investment Index**

ESG



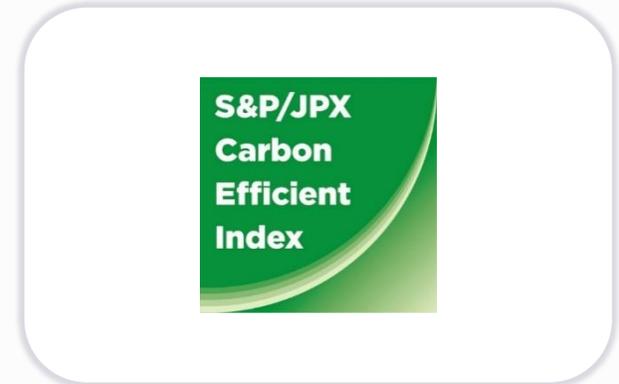
MSCI
ESG RATINGS

A

CCC B BB BBB **A** AA AAA



**FTSE Blossom
Japan Sector
Relative Index**



**S&P/JPX
Carbon
Efficient
Index**

Investment Index



JPX-NIKKEI 400



JPX-NIKKEI Mid Small

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Empower society, encourage progress

MITSUI-SOKO GROUP

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 - WEB form : <https://www.mitsui-soko.com/contact/>
- Various IR materials and Video distribution of financial results briefings
 - WEB : <https://msh.mitsui-soko.com/ir/>

YouTube “Official MITSUI-SOKO GROUP Channel”

(※ Please click the link below for our YouTube)



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