

mitsui-soko group

SUSTAINABILITY DATA BOOK 2024



Editorial Policy/Table of Contents

Sustainability Data Book 2024 discloses information related to the MITSUI-SOKO Group's sustainability, including policies, approach, governance, strategy, risk management, metrics and targets, initiatives, and performance.

Summary of the Data Book

Scope

This Data Book covers MITSUI-SOKO HOLDINGS Co., Ltd. and its consolidated subsidiaries. Where scope needs to be specified, the names of the relevant organizations are listed individually.

Reporting Period

2024/3 (April 1, 2023–March 31, 2024)

* Includes some details of initiatives outside of this period.

Issue Date

October 2024 (Next issue scheduled for September 2025)

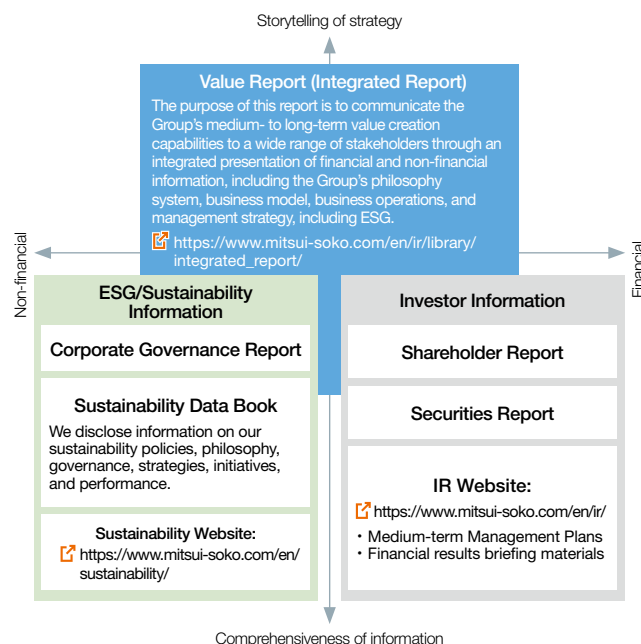
* Published annually

Guidelines Referenced

- IFRS S1 "General Requirements for Disclosure of Sustainability-related Financial Information"
- IFRS S2 "Climate-related Disclosures"
- Global Reporting Initiative (GRI) "GRI Sustainability Reporting Standards"
- Ministry of the Environment "Environmental Reporting Guidelines 2018"

Reporting Framework

Framework Diagram for Financial and Non-Financial Information Disclosure



Disclaimer

This Data Book includes not only historical and current facts of MITSUI-SOKO HOLDINGS Co., Ltd. and MITSUI-SOKO Group companies, but also future forecasts based on plans, projections, and management policies/strategies as of the issuance date. Please understand that changes in various factors could lead to results or events in future business activities that differ from the forecasts.

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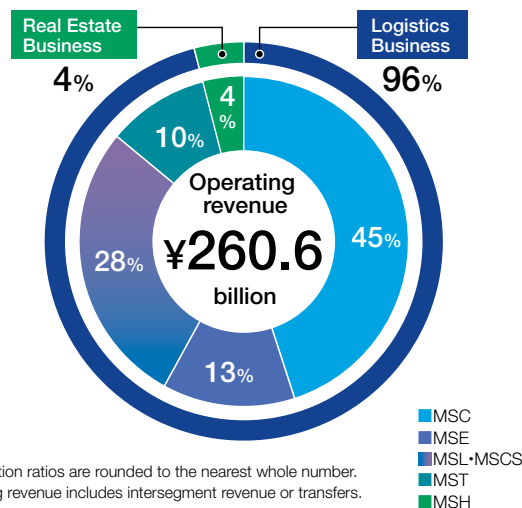
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Company Summary (as of March 31, 2024)

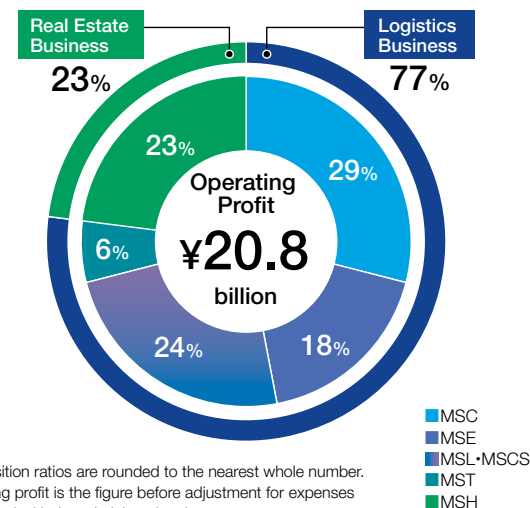
Company name	MITSUI-SOKO HOLDINGS Co., Ltd.
Date of establishment	October 11, 1909
Head office	3-20-1 Nishi-Shimbashi, Minato-ku, Tokyo 105-0003, Japan* * Relocation of head office planned for May 2025 Address: 19-21 Nihonbashi-hakozaki-cho, Chuo-ku, Tokyo 103-0015, Japan
Representative	President & CEO Hirobumi Koga
Paid-in capital	¥11,219 million
Main business areas	Logistics business, real estate business
Companies for Consolidated Financial Statements	72 Consolidated Subsidiaries 5 companies accounted for using equity method For a list of Group Companies, please visit here https://www.mitsui-soko.com/en/company/group/
Employees	7,882 (non-consolidated 974)

Operating Revenue by Segment



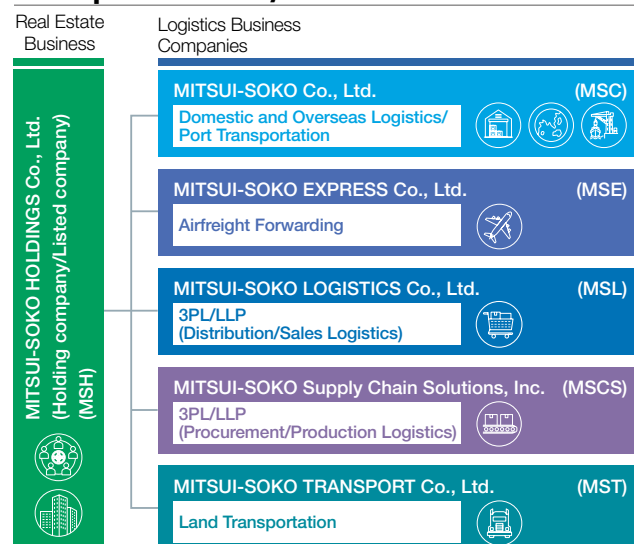
* Composition ratios are rounded to the nearest whole number.
* Operating revenue includes intersegment revenue or transfers.

Operating Profit by Segment

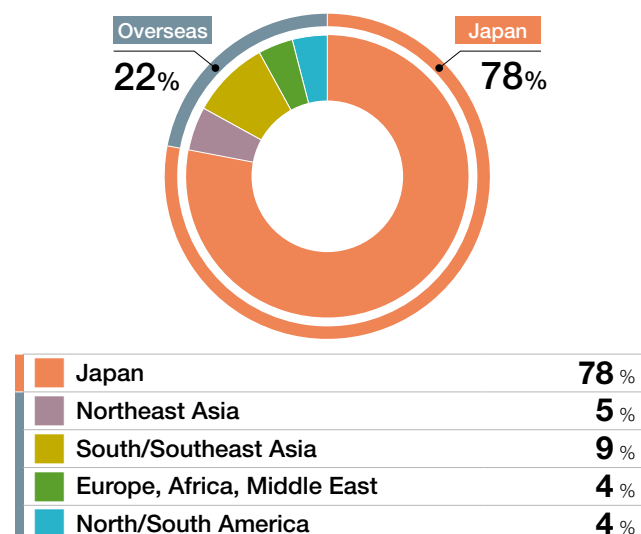


* Composition ratios are rounded to the nearest whole number.
* Operating profit is the figure before adjustment for expenses associated with the administrative department.

Group Structure/Main Businesses



Operating Revenue Composition Ratios by Region



Global Networks

	Business sites	Operational floor area	Employees
Japan	296 locations	1,687,150m ²	4,953 persons
Northeast Asia	49 locations	125,782m ²	540 persons
South/Southeast Asia	37 locations	356,081m ²	1,794 persons
Europe, Africa, Middle East	31 locations	57,666m ²	477 persons
North/South America	16 locations	40,905m ²	118 persons
Total	429 locations	2,267,584m ²	7,882 persons

* The figures are as of March 31, 2024.

Group Philosophy

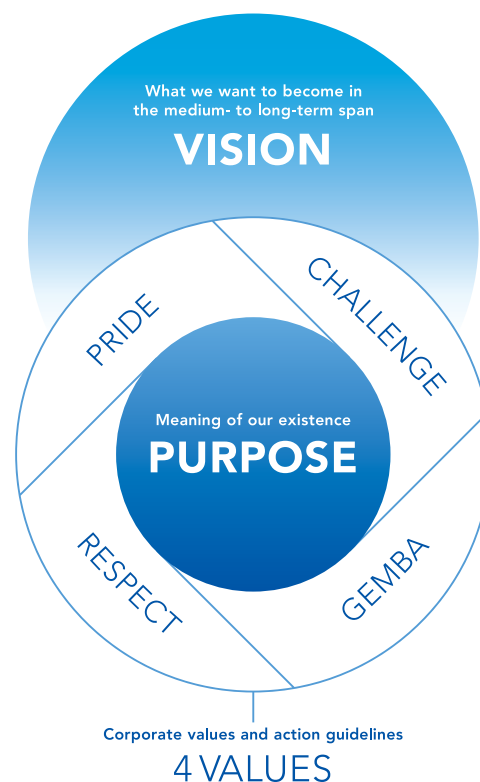
Based on the Group Philosophy, which reflects our determination to solve problems and create value through logistics in every era, we will implement our materiality, medium-term management plan, and other management strategies to increase the Mitsui-Soko Group's corporate value and achieve sustainable growth for society and our customers.

* For more information, please refer to our Group Philosophy page.

 **Group Philosophy**
<https://www.mitsui-soko.com/en/company/philosophy/>

Three Components of the Group Philosophy

The Group Philosophy is the highest management concept and consists of our Purpose (meaning of our existence), Vision (what we want to become in the medium- to long-term span), and Values (corporate values and action guidelines).



VISION What we want to become in the medium- to long-term span

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

PURPOSE Meaning of our existence

Empower society, encourage progress

4 VALUES Corporate values and action guidelines

PRIDE Responsibility and pride in empowering our society

CHALLENGE Strive to create and execute sustainable proposals for both our customers and society

GEMBA Our frontline: The base of potential, power, and progress

RESPECT Embrace diverse ideas, co-create new value

Sustainability Management

Our Approach to Sustainability

MITSUI-SOKO Group aims to help achieve a sustainable society and enhance our corporate value by creating new value as a corporate group that supports logistics, an indispensable form of social infrastructure.

1. We will reduce our environmental impact and address social issues such as human rights, occupational health and safety, and diversity through our business activities.
2. We will engage in highly transparent corporate management in order to continue to be a corporate group trusted by society.
3. We will develop and maintain sound and trustworthy relationships through engagement with all of our stakeholders.

June 24, 2021
MITSUI-SOKO HOLDINGS Co., Ltd.

* For our various sustainability policies, please refer to the List of Policies.
<https://www.mitsui-soko.com/en/sustainability/management/policy/>

Governance

The Group is promoting sustainability management in order to realize a sustainable society and increase its corporate value. Sustainability promotion is managed by relevant organizations, centered around the Sustainability Committee, under the monitoring of the Board of Directors, creating a highly practicable governance system. The Sustainability Committee is responsible for reviewing and formulating the overall sustainability strategies, policies, and management toward achieving materiality, goals, and KPIs. To progress materiality initiatives, the permanent working group of the Sustainability Committee, which is the organization in charge of all materiality, the Management Council, and the Compliance Committee are responsible for the management of these initiatives, and plan and implement measures toward achieving goals and KPIs. Each initiative is reported to the Board of Directors

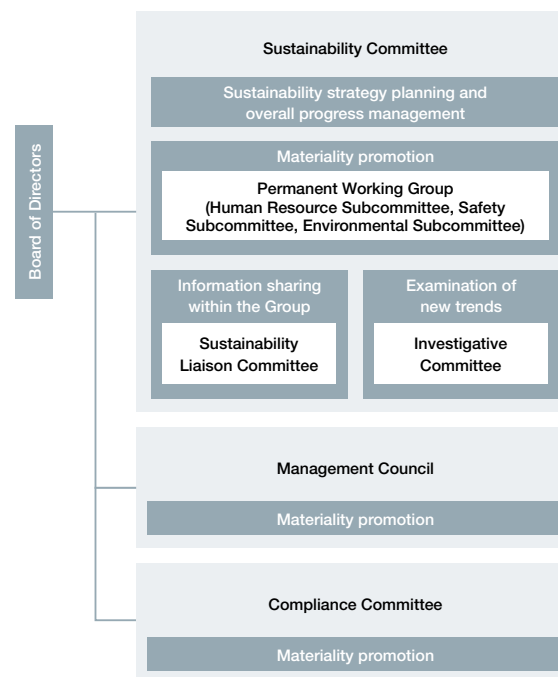
following the reporting lines set for each organization. The opinions and advice from the Board of Directors are then incorporated into the initiatives.

Strategy/Metrics and Targets

Revising Materiality

In 2020, the Group identified our materiality from the triple bottom line of the economy, environment, and society based on the standpoints of resolving social issues (creating opportunities) and reducing risk through our corporate activities.

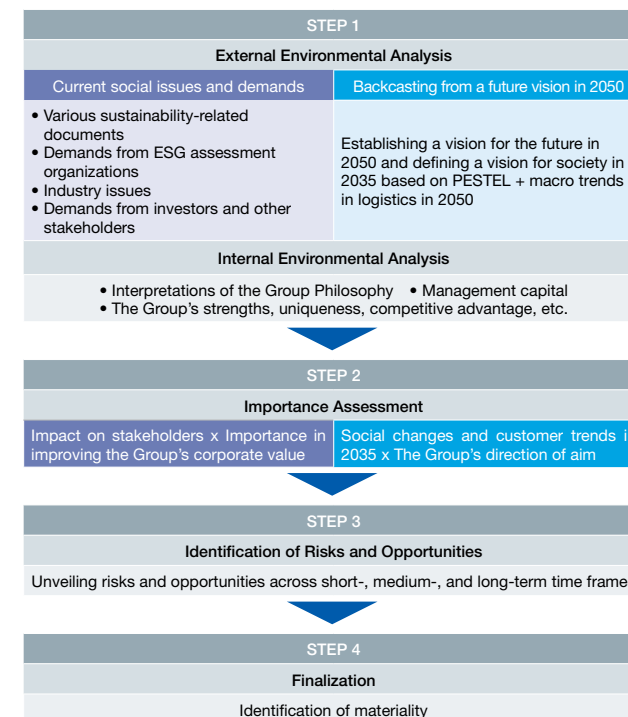
Sustainability Promotion Framework



Amid significant changes in society and in the Group starting in 2020, we recognized that it was essential to consider the nature of management from a more medium- to long-term perspective, and in 2024 we revised our materiality. In the process of revising our materiality, we are including the opinions of outside experts, considering risks and opportunities based on the timeline, and incorporating the perspective of contributing to the integration of improving sustainable social value and corporate value.

These contents were finalized through several rounds of discussions at the Board of Directors following discussions at the Sustainability Committee and Management Council.

Process for Reviewing Materiality*





























* For details, please refer to [P.19-22 and P.29-32 of VALUE REPORT 2024](#).
https://www.mitsui-soko.com/en/ir/library/integrated_report/







Sustainability Management

MITSUI-SOKO Group's Materiality*

* For details, please refer to [P.19-22 and P.29-32 of VALUE REPORT 2024](#). https://www.mitsui-soko.com/en/ir/library/integrated_report/

Materiality			KPIs	Scope	Contribution to the SDGs			
Creation of Corporate and Social Values		Offering sustainable and resilient logistics infrastructure	“For every day, emergency, and always will be”—Providing logistics services that aid in optimizing customers’ supply chains in all situations	● Medium-term Management Plan 2022 Targets for operating revenue and operating profit	● Group (consolidated)	 		
		Creating services and businesses through co-creation that lead to solutions to social issues	Collaborating with diverse companies to innovate and develop solutions addressing social challenges through logistics	● Medium-term Management Plan 2022 Targets for operating revenue and operating profit ● Driving efforts to create and expand new services and businesses	● Group (consolidated)	  		
Maintenance and Reinforcement of the Foundations for Value Creation	Foundations for Growth		Advancing human capital management	Maximizing the value of human resources and organizational capabilities as drivers of corporate growth	<ul style="list-style-type: none">● Visualizing the human resources portfolio● Average annual training hours per person: 20 hours● Average annual training cost per person: ¥70,000● Ratio of female managers: 15%● Male childcare leave acquisition rate: 100%	<ul style="list-style-type: none">● Facilitating interactions among Group companies● Philosophy penetration score: 71 or higher● Engagement score: 71 or higher● Ratio of paid leave taken: 70%* Achievement deadline is end of March 2031.	● MSH ● Major operating companies	  
			Promoting digital transformation (DX)	Transitioning into a digital-driven logistics company that generates social value by reshaping its business models and corporate culture with the integration of digital technologies	<ul style="list-style-type: none">● Number of systems compatible with digital transformation (DX)● Number of locations implementing robotic process automation (RPA) and robotics● Number of DX projects originating from Gemba (front lines)● Number of participants in DX talent training	● MSH ● Major operating companies		
			Striving for secure and high-quality logistics operations	Creating a work environment that fosters employee well-being through safety initiatives, while surpassing customer expectations with superior logistics services through continuous improvement of quality	<ul style="list-style-type: none">● Lost time injury frequency rate: improved from the previous fiscal year’s level● Encouraging initiatives to reduce the parts per million (PPM) defective rate and prevent quality incidents	● MSH ● Major operating companies	 	
	Social Foundations		Promoting climate change actions and resource circulation	Achieving a sustainable society by safeguarding the global environment	<ul style="list-style-type: none">● CO₂ emissions: Scope 1 and 2 (compared to 2014/3) 2026/3: 29% reduction 2031/3: 50% reduction 2051/3: Achieving net zero● CO₂ emissions: Scope 3 Leading initiatives to decrease emissions across both our own and our customers’ supply chains	<ul style="list-style-type: none">● Waste recycling rate: To be increased by one point compared to the previous fiscal year* For information regarding customer initiatives, please visit the following link (Japanese version only):  https://www.mitsui-soko.com/sustainlink/	● MSH ● Major operating companies ● Marukyo Logistics (Osaka/Ehime)	  
			Respecting human rights	Fostering a society where the dignity of every individual is upheld and their rights are honored	<ul style="list-style-type: none">● Implementation rate of human rights due diligence in the Group: 100%● Improvement of human rights education and training implementation rate	● Group (consolidated)	 	
	Business Foundations		Advancing corporate governance	Strengthening management effectiveness by making equitable and resolute decisions, leading to medium- to long-term enhancements in corporate value	—	—		

Reference: Former Materiality KPIs (2024/3 Results)

Materiality (Former)	KPIs (Former)	2024/3 Results	Link to Current Materiality
Economy	Provision of Sustainable, Resilient Logistics Services through Co-Creation <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Progress of SustainaLink <ul style="list-style-type: none"> Number of CO₂ calculations of customers (cumulative total): Approx. 10 million Compliance with ISO 14083:2023 Launch of a large-scale center using robotics Investments in building next-generation logistics systems 	  
Social	Realization of Safe, Diverse, and Rewarding Work Environments <ul style="list-style-type: none"> 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 manager ratio of 15%* 	<ul style="list-style-type: none"> Employee engagement: 66 (up one point) Number of occupational accidents: 0 Ratio of paid leave taken: 66.82% Absentee rate: 0.15% (up 0.02 points) Health checkup take-up rate: 99.58% Male childcare leave acquisition rate: 78.05% Female manager ratio: 10.11% 	 
Environment	Contribution to a Decarbonized, Circular Economy by Actively Reducing Environmental Impact <ul style="list-style-type: none"> Total CO₂ emissions (Scope 1 + 2): 50% reduction by 2031/3 (Compared to 2014/3) Net zero by 2051/3 Volume of waste emissions: reduced from the previous fiscal year's level 	<ul style="list-style-type: none"> Total CO₂ emissions (Scope 1 + 2): 54,161 t-CO₂ (23% reduction compared to 2014/3) Waste emissions: 7,977t (542t reduction) 	

* Achievement deadline is end of March 2026.

Sustainability Management

Reference: Unveiling STEP 3 Risks and Opportunities

	Item	Risk	Opportunity
Trends in 2035	QCD + sustainability in the supply chain	Decreased competitiveness due to being stuck using traditional warehousing and transportation methods	<ul style="list-style-type: none"> Improved competitiveness based on proposal and field capabilities based on specialized know-how Expanding need of high-value-added logistics services that lead to solving social issues and creating customer innovation Potential for co-creation and development of creative businesses utilizing DX, etc., with logistics as the starting point
	Expansion of logistics-derived operations scope in pursuit of customers' core operations		
	Creation of new value and business by addressing consumer needs and social issues		
Current social issues and demands	Pursuit of safe and resilient logistics business	Customer and employee attrition due to inability to address issues	Increased trust from our customers and improved business continuity for the Company through driven initiatives and results
	Progress in climate change countermeasures	Diminished competitiveness and damage to our reputation due to inability to address issues	<ul style="list-style-type: none"> Improved resilience of the supply chain including the Company Improved ability to provide environmentally responsible logistics services
	Advancing human capital management	Reduced employee hiring and motivation	Improving service quality by securing talented personnel and through strong organizational capabilities
	Respecting human rights	Damage to our reputation and increased cost of responding due to insufficient response to laws and regulations and customer requests	Improved resilience of the supply chain including the Company
	Contributing to sustainability promotion in the supply chain	Diminished competitiveness and damage to our reputation due to inability to address issues	Growing needs for sustainability promotion services
	Strengthening information and cybersecurity	Lost trust and competitiveness due to delayed customer response or security incidents	Differentiating ourselves from competitors through new service development and improved productivity
	Governance	Damage to our reputation, increased cost of responding, and damage to our corporate value due to insufficient addressing of issues	<ul style="list-style-type: none"> Maintaining and improving trust from customers and stakeholders Enhancing corporate value by promoting Group management

* Because "short-term" trends have been included in our current management, they have been excluded from our 2035 trend.

* Timelines—short term: 3-5 years, medium term: approx. 10 years, long term: 30+ years

Promotion Initiatives toward Materiality Throughout the Group

For materiality, it is necessary to promote activities throughout the Group based on appropriate governance. The Group considers materiality as an important component that contributes to management. We set KPIs for each revised materiality and promote measures in each organization under the supervision of the Board of Directors.

Our Sustainability Committee evaluates the validity of our materiality. Materialities related to the "Creation of Corporate and Social Values" and "Promoting digital transformation (DX)" are reflected in our sales policies and DX promotion policies and discussed at the Management Council. For KPIs related to "human capital," "safety and quality," and the "environment," we have positioned each subcommittee, which is a Group-wide organization, under the Sustainability Committee to formulate and implement measures. Regarding KPIs for "human rights," led by the Compliance Committee, we carry out initiatives to implement human rights due diligence.

	Materiality						
	All	Creation of Corporate and Social Values	Maintenance and Reinforcement of the Foundations for Value Creation				
Supervision/Approval	Board of Directors						
Meeting body	Sustainability Committee Chair: MSH President & CEO Members: MSH internal directors; MSH Managing Executive Officer; Presidents from each operating company; others	Management Council Chair: MSH President & CEO Members: MSH internal directors; Managing Executive Officers; Presidents from each operating company; others	Sustainability Committee Human Resource Subcommittee MSH Human Resource Division; Department in charge from each operating company	Management Council	Sustainability Committee Safety Subcommittee MSH Operation Management Division; Department in charge from each operating company	Sustainability Committee Environmental Subcommittee MSH Risk Management Division; Department in charge from each operating company	Compliance Committee Chair: MSH President & CEO Members: MSH Executive Officers in charge of HR, finance, legal, general affairs, risk management; others

MSH: MITSUI-SOKO HOLDINGS

Risk Management

We have established Risk Management Regulations detailing our awareness of risks and their management within our Group business activities, and have created systems to manage each type of risk.

For sustainability-related risks, the Sustainability Committee aims to respond to and minimize risk by leading identification, analysis and evaluation of risks and opportunities, sharing information within the Group, instructing relevant departments on how to respond, and reporting to the Board of Directors.

For details, please refer to **"Risk Management" (P.30)** in the Governance section.

Sustainability Management

Stakeholder Engagement

Stakeholder	Overview of Relationship	Means of Communication	
Shareholders/ Investors	Recognizing that shareholders and investors, as financial capital providers, are important partners who support the Group's sustainable growth, conduct appropriate dialogues with them.	<ul style="list-style-type: none"> • General Meeting of Shareholders • Financial results briefings • Dissemination of information to investors and shareholders (Value reports, sustainability data book, shareholder reports, annual securities reports, etc.) 	<ul style="list-style-type: none"> • Small meetings, Individual IR/SR interviews • Shareholder surveys
Customers	To continue to pursue highly satisfactory services that are trusted by our customers, and to realize a secure and comfortable society for people around the world through our logistics business.	<ul style="list-style-type: none"> • Daily sales and service activities, information on website (Japanese and English) • Online and phone consultation services • Series of logistics articles 	<ul style="list-style-type: none"> • Business introduction videos on official YouTube channel • Provision of corporate activity information using digital signage displays • Participation in large-scale exhibitions and implementation of online seminars
Employees	Respect each employee's human rights and promote communication and measures that provide job satisfaction and growth opportunities.	<ul style="list-style-type: none"> • Employee engagement surveys • Establishment of human rights policy and implementation of due diligence • Enhancement of training programs • Creation of comfortable working environments • Awards and contests • Fair assessment system 	<ul style="list-style-type: none"> • Promotion of occupational health and safety and "KENKO Investment for Health" • Stress checks • Dissemination of information on the company Intranet, community activities, and in-house newsletters • Compliance Hotline (multilingual support) • Exchange of views with labor unions
Business partners	To achieve stable and high-quality logistics services by building deep relationships of mutual trust and strengthening cooperation through sound transactions based on fairness and honesty, and co-existence and co-prosperity.	<ul style="list-style-type: none"> • Formulation and disclosure of basic policy on sustainable and responsible procurement • Fair, open, and transparent transactions • Cooperation in the event of a disaster 	<ul style="list-style-type: none"> • Quality improvement initiatives • Response to phone and e-mail inquiries
Government/ Administration	To co-create a better future for the logistics industry through dialogue and cooperation with government and industry groups, as well as conduct fair corporate activities in compliance with laws, regulations, and social norms.	<ul style="list-style-type: none"> • Legal and regulatory compliance • Dialogue and collaboration with business and industry groups (Ministry of Land, Infrastructure, Transport and Tourism, The Japan Warehousing Association Inc., etc.) 	
Communities/ Society	To build good relationships with local communities, operate constructive businesses as a trusted company, and aim to create a society in which diverse people can co-exist in harmony.	<ul style="list-style-type: none"> • Approval of community initiatives • Donation activities (medical, artistic, research fields, etc.) • Lectures at universities 	<ul style="list-style-type: none"> • Contribution to communities and society through volunteer activities • Response to surveys and questionnaires • Information dissemination through website, etc.

Sustainability Management

Sustainable Finance

As part of our ESG management efforts, our Group is implementing sustainable finance initiatives.

As an achievement, the Kanto P&M Center, Annex B, which is a logistics facility that takes into consideration the reduction of environmental impact, was completed in June 2021. The construction cost for this facility was procured through the issuance of green bonds.

Participation in Initiatives and External Organizations

The Group is actively participating in various initiatives both domestically and internationally.

External Initiatives and Affiliated Organizations	Participating Business Companies
United Nations Global Compact (UNGC) (2023)	MITSUI-SOKO HOLDINGS Co., Ltd.
Task Force on Climate-related Financial Disclosures (TCFD)	MITSUI-SOKO HOLDINGS Co., Ltd.
CDP	MITSUI-SOKO HOLDINGS Co., Ltd.
Keidanren Initiative for Biodiversity Conservation	MITSUI-SOKO HOLDINGS Co., Ltd.
SAF Flight Initiative	MITSUI-SOKO EXPRESS Co., Ltd. MITSUI-SOKO Supply Chain Solutions, Inc.
Male Leaders Coalition for Empowerment of Women (Cabinet Office, Government of Japan)	MITSUI-SOKO HOLDINGS Co., Ltd.
Human Capital Management Consortium	MITSUI-SOKO HOLDINGS Co., Ltd.
White Logistics Movement	MITSUI-SOKO Group
Green Logistics Partnership Conference	MITSUI-SOKO HOLDINGS Co., Ltd. MITSUI-SOKO Co., Ltd. MITSUI-SOKO LOGISTICS Co., Ltd.

Japan Institute of Logistics Systems (JILS)	MITSUI-SOKO Co., Ltd. MITSUI-SOKO LOGISTICS Co., Ltd. MITSUI-SOKO Supply Chain Solutions, Inc.
Japan Association for Logistics and Transport (JALoT)	MITSUI-SOKO Co., Ltd.
The Japan Warehousing Association Inc.	MITSUI-SOKO Co., Ltd.
The Japan Harbor Transportation Association	MITSUI-SOKO Co., Ltd.

External Evaluations

ESG Assessment/ESG Index

Our Group's sustainability efforts have received high evaluations from external rating agencies and the Company has been selected as a constituent of certain indices.

External Assessments	
MSCI ESG Rating	Rating: 'AA'
Nikkei SDGs Management Survey	Certified with '★★★' (3 stars)
FTSE Blossom Japan Index	Selected as a constituent of the index
FTSE Blossom Japan Sector Relative Index	Selected as a constituent of the index
Morningstar Japan ex-REIT Gender Diversity Tilt Index	Selected as a constituent of the index
MSCI Nihonkahu ESG Select Leaders Index	Selected as a constituent of the index
S&P/JPX Carbon Efficient Index	Selected as a constituent of the index

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Certification and Recognition

Our Group is actively pursuing certifications and recognition related to sustainability.

Certification and Recognition	Companies
DX Certification System (Ministry of Economy, Trade and Industry) DX Certified Business Certification	MITSUI-SOKO HOLDINGS Co., Ltd.
Nippon Kenko Kaigi/Ministry of Economy, Trade and Industry Health & Productivity Management Outstanding Organization 2024 (Large Enterprise Category) Certification	MITSUI-SOKO HOLDINGS Co., Ltd.
International Air Transport Association (IATA) CEIV Pharma Certification	MITSUI-SOKO EXPRESS Co., Ltd.
Eruboshi Certification (Ministry of Health, Labour and Welfare) Received the Highest Rating of 3 Stars Certification	MITSUI-SOKO HOLDINGS Co., Ltd. MITSUI-SOKO Supply Chain Solutions, Inc.
Kurumin Certification (Ministry of Health, Labour and Welfare) Obtained 2 stars	MITSUI-SOKO Supply Chain Solutions, Inc.
Aichi Josei Kagayaki Company Certification	MITSUI-SOKO Co., Ltd.

Commendation

Organizer/Award	Companies, etc.
Selected by GPIF's asset managers entrusted with domestic equity investment as one of the "most improved integrated reports" (FY2021, 2023, and 2024)	MITSUI-SOKO HOLDINGS Co., Ltd. VALUE REPORT
Overall Award in the Magazine/Newspaper Type Category at the Keidanren Recommended Internal Communication Contest 2024	MITSUI-SOKO HOLDINGS Co., Ltd. MITSUI-SOKO Group Group communication magazine MITSUI SOEN
Logistics Environment Award Special Prize of the Japan Association for Logistics and Transport (2024)	MITSUI-SOKO Co., Ltd.
Logistics Environment Award Advanced Technology Award of the Japan Association for Logistics and Transport (2023)	MITSUI-SOKO HOLDINGS Co., Ltd.
Logistics Environment Award Special Prize of the Japan Association for Logistics and Transport (2023)	MITSUI-SOKO Co., Ltd.
Grand Prize for the Excellent Business Entities Working on Modal Shift of the Japan Association for Logistics and Transport (2022)	MITSUI-SOKO HOLDINGS Co., Ltd.

* For further achievements, please refer to the following.

<https://www.mitsui-soko.com/en/sustainability/evaluation/>

Environmental Management

Policy

The Group believes that its sustainable growth cannot be realized without the sustainability of society. We consider the preservation of the global environment to be an important management issue. In accordance with the Group's Environmental Policy, we are committed to addressing climate change and lowering waste emissions, thereby reducing the environmental impact not only of the Group but also of our client companies and value chain.

MITSUI-SOKO Group Environmental Policy

MITSUI-SOKO Group aims to contribute to creating a decarbonized society and circular economy by proactively reducing environmental impact through logistics.

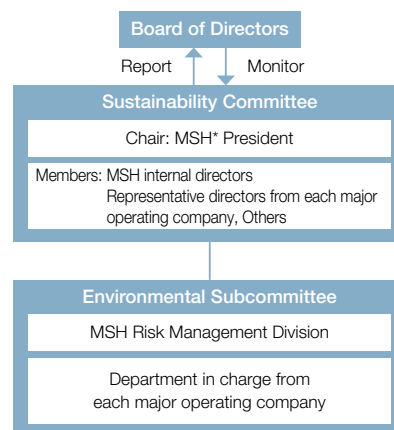
1. We comply with laws and social standards on environmental conservation.
2. In consideration of the impact our business activities have on the environment, we will implement the following initiatives to prevent environmental pollution and reduce our environmental impact.
 - Improve our energy efficiency to mitigate and adapt to climate change by performing inspections and maintenance on facilities and equipment, and by shifting to renewable energy and energy-saving equipment and vehicles
 - Promote reuse and recycling, and enforce waste reduction and appropriate disposal
 - Engage in procurement and product and service development that considers factors such as biodiversity, climate change, and environmental pollution
 - Promote partnership with regional communities and reduce environmental impact throughout the value chain as an environmentally responsible Company
3. We promote continuous improvement by assessing the status of our environmental initiatives and formulating action plans with targets, implementing, and reviewing the initiatives.

4. To support our initiatives, we will use environmental education programs and public relations to promote understanding and awareness among MITSUI-SOKO Group employees about reducing environmental impact in society and our business partners' value chain.

June 27, 2022
MITSUI-SOKO HOLDINGS Co., Ltd.

Governance

The Environmental Subcommittee has been established under the Sustainability Committee to promote environmental measures. The Subcommittee is led by the Risk Management Division of MITSUI-SOKO HOLDINGS and consists of relevant departments and environmental divisions from each operating company. This structure allows for the promotion of initiatives across the entire Group.



* MSH: MITSUI-SOKO HOLDINGS

Strategy

For details, please refer to ▶ **"MITSUI-SOKO Group's Materiality" (P.5)** in the Sustainability Management section.

Risk Management

For details, please refer to ▶ **"Risk Management" (P.6)** in the Sustainability Management section.

Metrics and Targets

Scope 1 + 2	<ul style="list-style-type: none"> • 29% reduction of CO₂ by 2026/3 (compared to 2014/3) • 50% reduction of CO₂ by 2031/3 (compared to 2014/3) • Net zero by 2051/3
Scope 3	<ul style="list-style-type: none"> • We work to reduce CO₂ emissions in our own and our customers' supply chains. The reduction of CO₂ emissions in customers' supply chains, facilitated by our supply chain sustainability support service SustainaLink, also contributes to the reduction of our Scope 3 emissions. Additionally, we will actively promote efforts to achieve a decarbonized society through our own services.
Waste recycling rate	<ul style="list-style-type: none"> • Increase by one point compared to the previous fiscal year

The targets are aimed at MITSUI-SOKO HOLDINGS and major Group companies*.

* MITSUI-SOKO, MITSUI-SOKO EXPRESS, MITSUI-SOKO LOGISTICS, MITSUI-SOKO Supply Chain Solutions, MITSUI-SOKO TRANSPORT, Marukyo Logistics (Osaka), and Marukyo Logistics (Ehime)

Please refer to the ESG data for historical emission data and other environment-related KPIs.

📄 <https://www.mitsui-soko.com/en/sustainability/esgdata/>

Collaboration with the International Community, Japanese Government, and Industry Associations on Climate Change

Our Group's environmental goals were formulated with reference to the 2015 Paris Agreement and the Japanese government's declaration of carbon neutrality.

With regard to public policies and regulations, we support the laws and regulations of each country, and in Japan we support the Act on Promotion of Global Warming Countermeasures*¹ and the Energy Conservation Law.*²

We also confirm that the Group's policies are consistent with the carbon neutral direction promoted by Keidanren (Japan Business Federation) and the decarbonization strategies of other industry associations. If the policies of these organizations are significantly weaker or contradict those of the Group, we will take appropriate measures such as prioritizing our own policies.

*¹ Laws concerning the promotion of global warming countermeasures

*² Laws concerning the rational use of energy and switch to non-fossil energy, etc.

Environmental Management

Initiatives and Performance

Compliance with Environmental Regulations

Global Warming Countermeasures Report and Plan based on Ordinance of Tokyo Metropolitan Government and Minato Ward

The Group publishes the Global Warming Countermeasures Report and the Global Warming Countermeasures Plan in accordance with the Tokyo Metropolitan Government's Ordinance on the Environment to Ensure the Health and Safety of the People of Tokyo. For details, please refer to our sustainability website.

<https://www.mitsui-soko.com/en/sustainability/environment/management/>

Status of Environment-Related*1 Fines and Penalties

(Unit: Yen)

	2020/3	2021/3	2022/3	2023/3	2024/3
Fines and Penalties	0	0	0	0	0

Scope: MITSUI-SOKO HOLDINGS and major operating companies*2 (domestic)

*1 "Environment-related" means violating laws and regulations related to water intake, wastewater, air quality, waste, and other environmental matters.

*2 Major operating companies: MITSUI-SOKO, MITSUI-SOKO EXPRESS, MITSUI-SOKO LOGISTICS, MITSUI-SOKO Supply Chain Solutions, and MITSUI-SOKO TRANSPORT

Sustainability Certifications and Others

Green Management Certification

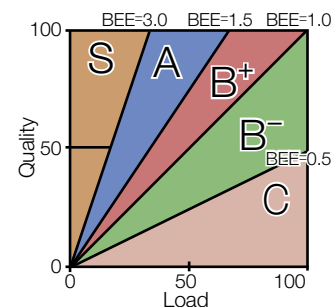
The Group has obtained Green Management Certification from the Foundation for Promoting Personal Mobility and Ecological Transportation at 11 locations in its trucking business and at 38 locations in its warehousing business. We have also received permanent registration business awards for locations that have been certified and registered consistently for 10 consecutive years from the initial registration date. This includes 11 locations in the trucking business and 36 locations in the warehousing business (as of June 28, 2024).



Comprehensive Assessment System for Built Environment Efficiency (CASBEE) A Rank

As of July 2024, four logistics facilities belonging to the MITSUI-SOKO Group have achieved A rank* evaluations, signifying their status as high-level sustainable buildings. These evaluations are based on various factors, including the use of energy-efficient and environment-friendly equipment, considerations for indoor comfort and landscape, and a comprehensive commitment to high environmental performance.

* CASBEE labels buildings with one of five overall environmental performance assessment ratings, ranging from C (poor) through B- (fairly poor), B+ (good), A (very good), and S (excellent).



Kanto P&M Center, Annex A



Minamihonmoku Warehouse



Ibaraki Record Center

* The Ibaraki Record Center has received a special award of excellence for environmental initiatives from the Japan Association for Logistics and Transport.

Climate Change Response

Disclosure Based on TCFD Recommendations

The Group recognizes climate change response as a key management issue. We believe that our efforts to reduce our greenhouse gas (GHG) emissions within our Group (Scope 1 + 2) and to contribute to the decarbonization of the entire supply chain, including our customers, will enhance the Group's corporate value. Based on this belief, we have identified "Promoting climate change actions and resource circulation" as one of our material issues.

Governance

Under the supervision of the Board of Directors, the Sustainability Committee takes the lead in identifying, analyzing, and evaluating risks and opportunities related to climate change. It facilitates discussions to understand the impact of climate change on our Group operations and devise corresponding strategies. The Environmental Subcommittee, a cross-organizational subsidiary of the Sustainability Committee, carries out more in-depth discussions, concrete initiatives, and considers management metrics. The director in charge reports progress and offers recommendations to the Sustainability Committee.

Investments necessary to address climate change are discussed and approved individually by the Management Council, the Board of Directors, and other bodies in accordance with internal regulations.

Strategies

We have conducted a scenario analysis of the impact of climate change on our Group's business using several climate scenarios (1.5°C scenario and 4°C scenario). Based on assumptions regarding the impact of climate change on our value chain, we have identified risks and opportunities. We have analyzed and evaluated them and are considering countermeasures. These countermeasures will be reflected in our short-, medium-, and long-term business strategies to enhance the effectiveness of our measures.

Scenario Analysis

The following assumptions were made for each scenario and analyzed for their possible financial impact as of 2030.

• Assumptions for Scenario Analysis

1.5°C Scenario

Policies and regulations will be strengthened, and carbon taxes will be introduced to achieve carbon neutrality in 2050. In addition, there will be an increased demand from consumers for decarbonization, which will put even more pressure on B2B firms to take action against climate change, such as reducing CO₂ emissions.

4°C Scenario

No carbon taxes will be introduced, and more emphasis will be placed on disaster prevention and business continuity plan (BCP) measures as natural disasters become more severe. Consumer behavior will not change significantly from the status quo, and corporate responses to climate change will remain at the current level.

* References: IEA-NZE, IPCC-1.5, IPCC AR6 SSP1-1.9, IPCC AR6 SSP3-7.0/SSP5-8.5, etc.

• Risks, Opportunities, and Financial Impact Related to Climate

Based on the assumed scenarios, we have examined the impact of climate change on the value chain for consumers, customers, our Group, and contractors. We have also estimated the timing of when risks and opportunities may arise, as well as their quantitative and qualitative impacts.

• Countermeasures

In our quantitative calculations, carbon pricing (carbon tax) under the 1.5°C scenario has the greatest impact on our Group. However, in general, the financial impact of climate change on our Group is minimal, and we believe we are resilient to its effects.

To address the emerging impact of carbon pricing (carbon tax), we will implement measures to reduce CO₂ emissions in collaboration with our customers and partners, as we have found them to be effective. Additionally, besides analyzing quantitative factors, we will also update and monitor information on qualitative factors to assess their impact on our business.

Climate Change Response

Details of Scenario Analyses and Evaluation Using 1.5°C and 4°C Scenarios

Transition Risks and Opportunities		Financial Impact		Timing	Response Measures
		1.5°C	4°C		
Policy and Legislation	Tax and other regulations relating to reducing CO₂ emissions Risks <ul style="list-style-type: none"> Increased costs due to introduction and strengthening of carbon pricing <ul style="list-style-type: none"> Use of fuel and electricity in transportation and logistics facilities (including subcontractors) 	Low-medium	—	Medium term	<ul style="list-style-type: none"> Improve transportation efficiency Introduce zero-emission vehicles Promote energy-saving in facilities and measures Promote lower-energy operations Encourage adoption of renewable energy Select partner companies
	Refrigerant regulation Risks <ul style="list-style-type: none"> Increased capital investment due to stricter regulation of alternative CFCs and other refrigerants <ul style="list-style-type: none"> Adapting refrigeration equipment in logistics facilities 	Low	Low	Medium term	
	Other regulations Risks <ul style="list-style-type: none"> Increased costs due to introduction and strengthening of energy-saving and other regulations <ul style="list-style-type: none"> Introduction of EVs and regulations such as bans on the sale of fossil fuel vehicles Heat insulation and other energy-efficiency standards for buildings Regulations on renewable energy procurement and share targets, etc. 	—	—	Long term	
	Energy transition by transportation subcontractors Risks <ul style="list-style-type: none"> Increased transportation consignment costs arising from switch to low-carbon and decarbonized fuels <ul style="list-style-type: none"> Adoption of fuels with low environmental impact, such as sustainable aviation fuel 	Low	Low	Short or medium term	
	Customer trends (conditions) Risks Opportunities <ul style="list-style-type: none"> Expansion of environmentally responsible practices <ul style="list-style-type: none"> Monitoring and reduction of CO₂ emissions become conditions for contracts and orders 	High	Low	Short term	
Market and Reputation	Customer trends (products handled) Risks Opportunities <ul style="list-style-type: none"> Changes in the characteristics of products handled for customers <ul style="list-style-type: none"> Changes in production volumes or regions, components produced, etc. Emergence of new sustainable products 	High	High	Medium or long term	<ul style="list-style-type: none"> Develop and promote logistics solution services, such as SustainaLink, that address societal issues based on the climate-related needs of existing and potential customers

Physical Risks		Financial Impact		Timing	Response Measures
		1.5°C	4°C		
Acute	Intensification of wind and flood damage (direct impact) Risks <ul style="list-style-type: none"> Damage to owned assets and greater insurance premiums and repair costs caused by increased frequency and scale of severe disasters 	Low	Low	Medium term	<ul style="list-style-type: none"> Incorporate impacts of climate change, such as severe wind and flood damage, into risk management Continuously implement BCP and BCM measures Provide safe working environments
	Reputation (indirect impact) Risks <ul style="list-style-type: none"> Loss of confidence due to insufficient assessment of wind and flood damage impact and BCP response 	Low	High	Short or medium term	
Chronic	Sea level rise Risks <ul style="list-style-type: none"> Damage to owned assets and greater insurance premiums and repair costs caused by increased flooding 	Low	Low	Long term	
	Temperature increase Risks <ul style="list-style-type: none"> Higher risk of heatstroke <ul style="list-style-type: none"> Greater health hazard for employees Fewer possible working hours Increased air conditioning costs due to higher average temperatures 	Low	Low	Medium term	

Legend High/Medium/Low: Quantitative and qualitative assessments based on financial impact estimates

— : Potential risks not highly likely to occur by 2030 based on current information Short term: About 3 years Medium term: 2030 Long term: 2050–

Risk Management

We establish the recognition and management of risks in the Group's business activities through the Risk Management Regulations. We have developed a system for each type of risk and implemented risk management strategies. In relation to risks and opportunities associated with climate change, the Sustainability Committee takes the lead in identifying, analyzing, and evaluating these risks and opportunities. They share relevant information within the Group, instruct relevant departments to take necessary actions, and report to the Board of Directors. The ultimate goal is to address and minimize these risks. The Environmental Subcommittee, which is a sub-organization of the Sustainability Committee, is responsible for KPI management and data analysis. They conduct these activities across the entire Group.

Metrics and Targets

For details, please refer to **“Metrics and Targets” (P.9)** in the Environmental Management section.

Climate Change Response

Initiatives and Performance

Initiatives to Reduce Environmental Impact at Warehouse Facilities

• Installation of Solar Panels

The Group has installed solar panels on the roofs of warehouses it has built to help reduce CO₂ emissions. In the Kanto P&M Center Annex B and Kagawa Logistics Center, we have installed a self-consumption type photovoltaic system.

	Actual Power Generation (MWh)	Projected Reduction Effect (t-CO ₂)
Kanto P&M Center, Annex A	427	187
Kanto P&M Center, Annex B*	570	249
Tobishima Terminal Center	281	123
Kansai P&M Center, Annex A	233	102
Kansai P&M Center, Annex B	379	166
Kagawa Logistics Center*	37	16

* Self-consumption type



Initiatives to Reduce Environmental Impact through Business

• SustainaLink

The Group offers SustainaLink, a service that helps customers achieve supply chain sustainability through logistics. This service focuses on the environment, labor force, and disasters in the logistics industry. Various issues in our customers' supply chains will be resolved through three steps: knowing, visualizing, and improving, utilizing our Group's extensive logistics expertise.



SustainaLink
Supply-chain Sustainability

For details, please refer to our dedicated
[SustainaLink website](https://www.mitsui-soko.com/sustainalink/) (Japanese version only).
<https://www.mitsui-soko.com/sustainalink/>

Solution Example

Reducing CO₂ and driver point-to-point times through changes to international integrated logistics schemes

Customer: Foster Electric Company, Limited

Won the Special Award at the FY2023 Excellent Green Logistics Commendation Program

Task assignments

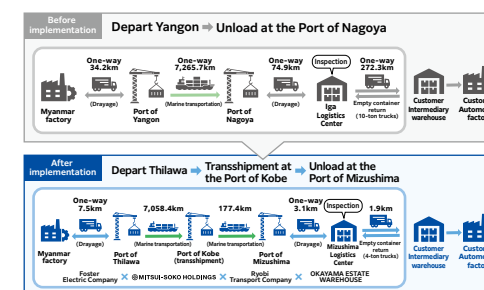
- Reducing CO₂ emissions from trucks
- Reducing the total hours spent working by drivers

Solution method

- Changing the port of export to one closer to the overseas plant
- Changing over from domestic land transportation to coastal vessel transportation
- Changing the domestic logistics center close to the port

Effect

- CO₂ emissions: 182.5t-CO₂ → 121.3t-CO₂ (34% reduction)
- Total hours spent working by drivers: Reduction impact 1,024 hours (approx. 80% reduction)



CO ₂ emissions	Total hours spent working by drivers	The increased frequency of deliveries has facilitated the standardization of inspection deadlines, reducing frontline workloads.
182.5 t-CO ₂	Reduction impact	
121.3 t-CO ₂ (34% reduction)	1,024 hours (80% reduction)	

For details, please refer to [VALUE REPORT 2024, P.50.](#)
https://www.mitsui-soko.com/en/ir/library/integrated_report/

Climate Change Response

Related Data

	2020/3	2021/3	2022/3	2023/3	2024/3
GHG reduction rate compared to base year	-7%	4%	5%	16%	23%
CO ₂ emissions (Scope 1 + 2) (t-CO ₂)	63,657	56,883	56,061	59,220	54,161
CO ₂ emissions (Scope 1)	27,930	25,857	25,048	25,321	24,446
CO ₂ emissions (Scope 2)	35,727	31,026	31,013	33,899	29,714
CO ₂ emissions (Scope 3) (t-CO ₂)	—	—	1,188,920	1,275,057	560,858
Total energy usage (GJ)	1,180,755	1,093,309	1,079,887	1,156,362	1,009,168
Electricity (1,000 kWh)	73,881	69,317	69,513	77,327	72,581
In-house renewable energy usage	—	—	416	2,714	11,041
Gasoline (kl)	175	151	124	171	171
Heavy oil (kl)	2	12	3	2	13
Kerosene (kl)	0	0	0	0	0
Light oil (kl)	10,161	9,472	9,229	9,315	8,970
Petroleum gas (kl)	94	68	52	33	31
City gas (1,000 m ³)	418	333	341	343	329
Hot water (GJ)	1,829	1,710	3,898	1,734	1,946
Cold water (GJ)	47,826	32,946	29,072	30,768	28,638

* Starting from the fiscal year ended March 31, 2023, the scope of the data has been expanded to include MITSUI-SOKO HOLDINGS, MITSUI-SOKO, MITSUI-SOKO EXPRESS, MITSUI-SOKO LOGISTICS, MITSUI-SOKO Supply Chain Solutions, MITSUI-SOKO TRANSPORT, Marukyo Logistics (Osaka), and Marukyo Logistics (Ehime).

* For data up to the fiscal year ended March 31, 2022, the scope is as follows:

Companies subject to the Energy Conservation Law: MITSUI-SOKO HOLDINGS, MITSUI-SOKO, MITSUI-SOKO LOGISTICS, Marukyo Logistics (Osaka), and Marukyo Logistics (Ehime).

* Starting from the fiscal year ended March 31, 2024, calculation methods for CO₂ emissions (Scope 3) and renewable energy usage have been partially revised.

* For data before the fiscal year ended March 31, 2023, data collection and calculations have been reviewed and recalculated.

2024/3 Scope 3 CO₂ Emissions Breakdown by Category

Category	Calculation target	Emissions (t-CO ₂)	Proportion
1	Outsourced transport, warehouse restorage, stationery, etc.	496,784	89%
2	Capital goods for warehouse construction	25,873	5%
3	Consumed electricity and fuel	9,558	2%
4	Transportation during procurement of stationery, etc.	—	—
5	Waste generated at own facilities	3,278	1%
6	Employee business travel	492	0%
7	Employee commuting	832	0%
8	Not applicable (leased assets, upstream)	—	—
9	Not applicable (transport and delivery, downstream)	—	—
10	Not applicable (processing of sold products)	—	—
11	Use of sold products	3,016	1%
12	Disposal of sold products	38	0%
13	Use of leased assets	20,988	4%
14	Not applicable (franchisees' Scope 1 and 2)	—	—
15	Not applicable (equity investments, debt investments, etc.)	—	—
Total Scope 3 emissions (t-CO ₂)		560,858	

* Scope 3 emissions surveyed for MITSUI-SOKO HOLDINGS, MITSUI-SOKO, MITSUI-SOKO EXPRESS, MITSUI-SOKO LOGISTICS, MITSUI-SOKO Supply Chain Solutions, MITSUI-SOKO TRANSPORT, Marukyo Logistics (Osaka) and Marukyo Logistics (Ehime).

* Category 4 emissions are included in Category 1 calculations.

Promotion of Resource Recycling and Contribution to a Nature-Friendly Society

Governance

For details, please refer to [▶“Governance” \(P.9\)](#) in the Environmental Management section.

Strategy

For details, please refer to [▶“MITSUI-SOKO Group’s Materiality” \(P.5\)](#) in the Sustainability Management section.

Risk Management

For details, please refer to [▶“Risk Management” \(P.6\)](#) in the Sustainability Management section.

Metrics and Targets

For details, please refer to [▶“Metrics and Targets” \(P.9\)](#) in the Environmental Management section.

Initiatives and Performance

Resource Reuse and Waste Reduction

Our Group actively promotes initiatives aimed at contributing to the establishment of a circular society by effectively utilizing finite resources and reducing waste emissions, such as by improving recycling rates.

As part of the Group’s internal efforts, we are promoting paperless operations by introducing electronic approval systems and encouraging the use of virtual meetings together with streamlining processes, as well as utilizing biomass-based polyethylene film (bio-polyethylene) and recycled resin pallets. As part of customer-focused efforts, we are involved in not only the use of recycled materials and packaging materials that can be reused multiple times, but also the development and utilization of logistics packaging that promotes material recycling while ensuring durability. Using these packaging materials contributes to optimizing the transportation of our customers’ parcels and reducing logistics costs.

Efficient Utilization of Water Resources and Prevention of Water Pollution

Our Group is committed to the responsible use of water and is dedicated to creating a circular society. In several of our office facilities, we have implemented water-saving management systems, actively working toward conserving water resources.

Initiatives for Biodiversity and Ecosystem Conservation

Our Group, as part of regulatory compliance in port areas, implements border measures against invasive species and, as necessary, conducts communication and coordination with relevant parties.

	2020/3	2021/3	2022/3	2023/3	2024/3
Waste emissions (t)	2,407	2,530	2,372	8,519	7,977
Of which, recycled	—	—	—	4,788	4,251
Of which, non-recycled	—	—	—	3,731	3,726
Hazardous waste discharge (t)	—	—	—	0	2
Water usage (m³)	249,159	162,859	173,869	166,823	138,220
Water discharge (m³)	—	—	—	145,553	134,418
NOx emissions (t)	—	—	—	—	34
SOx emissions (t)	—	—	—	—	0
PM emissions (t)	—	—	—	—	1
VOC emissions (t)	—	—	—	—	0

* Starting from the fiscal year ended March 31, 2023, the scope has been expanded, and the subject entities for each data category include MITSUI-SOKO HOLDINGS, MITSUI-SOKO, MITSUI-SOKO EXPRESS, MITSUI-SOKO LOGISTICS, MITSUI-SOKO Supply Chain Solutions, MITSUI-SOKO TRANSPORT, Marukyo Logistics (Osaka), and Marukyo Logistics (Ehime).

* For data up to the fiscal year ended March 31, 2022, the scope of coverage is as follows:

Water usage: MITSUI-SOKO HOLDINGS and MITSUI-SOKO; waste emissions: MITSUI-SOKO’s Green Management certified facilities.

* Regarding wastewater, there is no discharge destination except for the sewage system.

* Hazardous waste discharge is defined as discharge of specially controlled industrial waste in the Act on Waste Management and Public Cleansing.

* NOx emissions and PM emissions refer to emissions from commercial vehicles within the specified scope.

* SOx emissions refer to emissions from heavy oil use within the specified scope.

* VOC emissions refer to emissions from fumigation operations at the Group’s facilities within the specified scope.

Respecting Human Rights

Policy

The Group positions the preservation of the dignity of all individuals in society and the respectful recognition of their rights as a crucial foundational element for all business activities. Specifically, this includes efforts to respect the rights related to child labor and forced labor prohibition, the rights to freedom of association and collective bargaining, compliance with minimum wages in each country and the promotion of equal pay for equal work in living wages, and the elimination of all forms of discrimination related to race, nationality, ethnicity (including indigenous peoples), language, gender, and beliefs (including religion and sexual orientation). Through measures such as these, our Group strives to uphold human rights for all stakeholders, not just our workers.

Based on the aforementioned approach, the Group has organized our stance and efforts regarding respect for human rights, including those within our own operations as well as within our supply chain. We have formulated the MITSUI-SOKO Group Human Rights Policy (hereinafter referred to as “this Policy”), in accordance with the United Nations Guiding Principles on Business and Human Rights, as a declaration to society. This Policy is disseminated internally and externally through the Group’s official website. Under the principles of this Policy, the Group collaborates with various stakeholders to uphold the human rights of all stakeholders related to our business activities. In doing so, we fulfill our social mission and contribute to the realization of a sustainable society.

This Policy was developed based on advice from outside experts with expertise and practical experience in human rights, and was approved by the Board of Directors. We will continue to engage in discussions with stakeholders and outside experts on an ongoing basis, and will reflect the results of these conversations in this Policy and respect for human rights initiatives as necessary.

* In the Group’s efforts concerning human rights, we support and respect the International Bill of Human Rights, including the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights, as well as the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises. We promote these principles by following the framework of the United Nations Guiding Principles on Business and Human Rights.

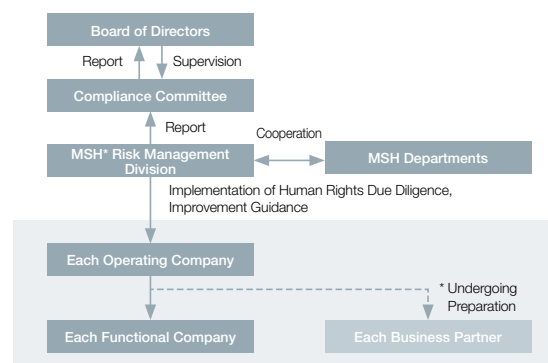
* The Group will adhere to all laws and regulations applicable in the countries and regions where we conduct business activities. When faced with conflicts between internationally recognized human rights norms and the laws and regulations of specific countries or regions, we will seek ways to prioritize the fullest possible respect for internationally recognized human rights norms. As outlined in the MITSUI-SOKO Group Human Rights Policy, this commitment forms the core of all our efforts related to human rights respect within our Group. It serves as an inherent premise in all individual initiatives aimed at human rights respect, including the prohibition of child labor, the prohibition of forced labor, prevention of excessive workloads, reduction of overtime work, and ensuring wages beyond the minimum wage to achieve living wages.

☞ “The MITSUI-SOKO Group Human Rights Policy” is available at the following link:
https://www.mitsui-soko.com/-/media/pdf/msh/sustainability/social/human_rights/human_rights_en.pdf

Governance

The Group, under the supervision of the Board of Directors, designates a director (officer in charge of risk management) to be responsible for promoting activities that respect human rights. The MITSUI-SOKO HOLDINGS Risk Management Division, headed by this director, serves as the responsible department to examine and manage the progress of specific initiatives and management metrics related to respecting human rights, including human rights due diligence.

The Board of Directors receives reports regarding these initiatives to respect human rights through the Compliance Committee, and supervises them.



* MSH: MITSUI-SOKO HOLDINGS

Strategy

For details, please refer to **“MITSUI-SOKO Group’s Materiality” (P.5)** in the Sustainability Management section.

Risk Management

Identification of Key Human Rights Issues

The Group assesses the impact of business activities on stakeholders’ human rights and has identified the following as significant human rights issues.

- Prohibition of forced labor and child labor
- Prohibition of all forms of discrimination
- Prohibition of harassment
- Provision of a safe working environment
- Appropriate management of working hours
- Guarantee of rights of foreign workers

As the landscape of human rights is constantly evolving, we regularly review significant human rights issues through ongoing research, information gathering, and dialogue with stakeholders and external experts.

Process for Identifying Key Human Rights Issues

- STEP 1** Illustrate the value chain of the Group for each major company and sort out relevant stakeholders and human rights issues.
- STEP 2** Examine and evaluate the extracted human rights issues qualitatively and quantitatively in terms of both “severity” and “likelihood of occurrence” in consultation with external experts.
- STEP 3** Identify priority human rights issues to be addressed among those examined and evaluated, taking into account their relevance to us.

Respecting Human Rights

Implementation of Human Rights Due Diligence

The Group has conducted human rights due diligence in order to fulfill its responsibility to respect human rights since 2022. Human rights due diligence is an ongoing process of investigation, remediation, disclosure, and dialogue with stakeholders to identify adverse human rights impacts in business activities including our supply chains and to prevent, mitigate, and address them. The Group conducts human rights due diligence on domestic and overseas Group companies and business partners, and strives to resolve human rights issues in conjunction with education and training related to respect for human rights and the establishment of an effective remedy system.

Human Rights Due Diligence



Progress of Human Rights Due Diligence

We continued to conduct human rights due diligence targeting both domestic and overseas consolidated companies in the fiscal year ended March 31, 2024. As a result, there were no companies with serious issues regarding human rights or that required immediate stakeholder relief at this time. Due to the response to feedback on the human rights due diligence conducted in the fiscal year ended March 31, 2023, the number of items that required improvement guidance and recommendations decreased significantly in the fiscal year ended March 31, 2024. In addition, we believe that the department in charge of human rights due diligence (MSH Risk Management Division), which develops materials for employee education, guidance and dissemination in advance and encourages each consolidated subsidiary to conduct training, has also contributed to improvements.

The MITSUI-SOKO HOLDINGS Risk Management Division has taken and will continue to take the lead in considering responses to initiatives that all group companies can undertake together to reduce human rights risks, thereby reducing the burden of individual responses by each company.

However, we have confirmed that individual responses are required for “responsible procurement.” This is because there are still business locations who have not engaged in dialogue with their business partners asking them to understand, observe, and implement the MITSUI-SOKO Group Policy on Sustainable and Responsible Procurement.

As a response related to this issue, we will disseminate this policy to business partners (suppliers, including sub-contractors, etc.) again to receive their understanding and cooperation. At the same time, we are preparing to conduct human rights due diligence on our business partners. We will create a system that works on improvements with the aim of reducing human rights risks not only within the Group but also throughout the entire supply chain.

Furthermore, we have analyzed the results based on the steps advised by external experts and confirmed that “prohibition of forced labor and child labor,” “prohibition of all forms of discrimination,” “prohibition of harassment,” “provision of a safe working environment,” “appropriate management of working hours,” and “guarantee of rights of foreign workers” continue to be significant human rights issues within our Group. These issues require ongoing attention and effort.

The process and results of promoting human rights due diligence are reported to the Board of Directors

* Human rights due diligence was conducted at all business locations under the jurisdiction of domestic and overseas Group companies, excluding dormant companies, etc. (100% of all business locations subject to human rights due diligence).

Countries, Areas, and Items Surveyed

Countries and areas surveyed	Japan, China, Thailand, Malaysia, Singapore, Hong Kong, Taiwan, Korea, Vietnam, Indonesia, United States, Brazil, Czech Republic, Hungary, Belgium, Turkey, South Africa
Items surveyed	Forced labor, child labor, adequate working hours, adequate wages, prohibition of discrimination, freedom of association and right to collective bargaining, occupational safety, emergency preparedness, occupational accidents and diseases, industrial hygiene, safety measures in the workplace, facility safety and hygiene, worker healthcare, safety of local residents, effective use of resources and waste management, privacy and personal information protection, responsible procurement, external expression of discrimination, contraband and trafficking in persons, anti-corruption, and improper benefit-sharing

Relief and Corrective Measures

If it becomes clear that the Group has caused, contributed to, or is otherwise involved in any adverse human rights impacts, the Group will work to correct and remedy the situation through appropriate means.

Human Rights Consultation Desk

All Group officers and employees (fellows, part-timers [including those seconded to other companies] and seconded employees, agency contractors, contract employees, subcontractor employees working at our Group companies and others) have anonymous access to the consultation desk* in the event of human rights-related concerns, such as harassment and lack of occupational health and safety. We will also establish a contact point to receive feedback from everyone in our supply chain, including our customers and business partners.

* For details, please refer to [Internal Reporting System \(Group Compliance Hotline\)](#) (P.29) in the Compliance section under the Governance chapter.

Metrics and Targets

* For details, please refer to [MITSUI-SOKO Group's Materiality](#) (P.5) in the Sustainability Management section.

Initiatives and Performance

Education and Training

With the aim of proactively avoiding and preventing the emergence of significant human rights issues such as child labor, forced labor, and overwork, and mitigating and minimizing their impact, the Group conducts human rights-related education and training*. Through these initiatives, we seek to enhance the understanding and reinforcement of this policy among all employees. In the fiscal year ended March 31, 2024, training targeting all employees, including executive officers and temporary workers conducted by responsible departments, involved human rights-related training. About 54% (among the employees of the holding company and domestic consolidated subsidiaries) of the staff participated in these sessions. Moving forward, we will continue to enhance the content of training, alongside establishing a remediation system, to actively address and resolve human rights issues effectively.

* For details, please refer to [Compliance Awareness Survey](#) and [Compliance Training](#) (P.29) in the Compliance section under the Governance chapter.

Respecting Human Rights

Addressing Various Human Rights Issues

• Initiatives toward Broad-Based Black Economic Empowerment (B-BBEE) in South Africa

The Group operates in the Republic of South Africa and is committed to initiatives aligned with the Broad-Based Black Economic Empowerment policy (B-BBEE^{*1}), which aims to promote economic development and employment generation in the country. Our local subsidiary, MS EXPRESS SOUTH AFRICA (PTY) LTD. operates in South Africa and has achieved a Level 4 rating in the B-BBEE assessment as of June 30, 2024.

The local subsidiary also establishes target setting and action plans based on the Employment Equity Act (EEA^{*2}) to ensure workplace diversity, fairness, and inclusivity. This action plan is reviewed annually, and progress is reported. Specific initiatives included in the target are the provision of post-entry training, support for the acquisition of qualifications and the acceptance of interns.

Furthermore, the local subsidiary also aligns its talent strategy with skills development objectives related to B-BBEE. Specifically, the company emphasizes continuous and systematic education and training for its employees, with a focus on hiring individuals from historically disadvantaged backgrounds in South Africa (HDSA^{*3}), particularly among the younger generation. This approach aims to cultivate a skilled workforce that can make long-term contributions. Currently, employees with HDSA backgrounds hold 19.2% of the management positions within the local subsidiary.

^{*1} B-BBEE: Abbreviation for Broad-Based Black Economic Empowerment. It involves scoring the efforts and contributions of companies and organizations toward B-BBEE, with levels ranging from the highest Level 1 to Level 8 and Non-Compliant.

^{*2} EEA: Abbreviation for Employment Equity Act. This is a regulation that stipulates the treatment of employees to ensure equality and fairness for all workers in the workplace.

^{*3} HDSA: Abbreviation for Historically Disadvantaged South Africans.

• Efforts to Support Children's Rights

The Group is a signatory to the 10 principles of the United Nations Global Compact, respects the rights of children, and is committed to ensuring that children's rights are not violated through its business activities. As a member of the Mitsui Group, we are participating in the Mitsui Group 350th Anniversary Project and its Junior Red Cross Collaboration Project, in which we collaborate with the Junior Red Cross to promote awareness through activities such as implementing international interaction programs, SDGs, and creating educational materials related to the environment and disaster prevention. Through these endeavors, we are contributing to respect for the rights of children who will shape the future and fostering the dissemination of education that empowers them with life skills.

• Commitment to Engagement or Framework in Labor Standards Initiative

As part of our commitment to engagement with initiatives or frameworks in labor standards, our Group is participating in domestic industry frameworks such as the "White Logistics" promotion campaign led by the Ministry of Land, Infrastructure, Transport and Tourism; the Ministry of Economy, Trade and Industry; and the Ministry of Agriculture, Forestry and Fisheries. On an international level, we have expressed our support by joining the United Nations Global Compact.

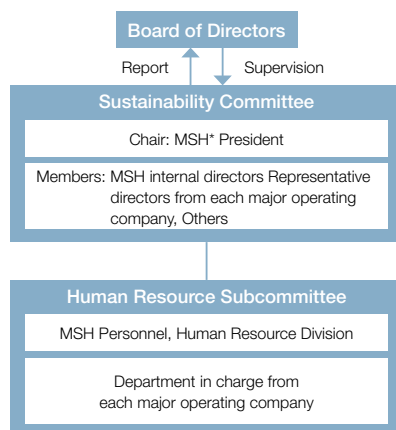
Advancing Human Capital Management

Approach

The Group aims to grow while evolving itself and wishes to be a presence that supports the realization of a prosperous and sustainable society. The driving force behind this endeavor is our talent, which serves as the wellspring of value creation. Each of the Group's diverse employees recognizes their own strengths and roles in supporting the growth of the organization and the Company. We will foster a corporate culture that encourages the Group's growth by creating an environment where each employee can continue to work vibrantly with pride and responsibility.

Governance

In our Group, we respect the autonomy of each business while striving to enhance human capital across the entire Group, in line with each individual company's personnel strategies. Regarding Group-wide initiatives, we have established the Human Resource Subcommittee (head: MITSUI-SOKO HOLDINGS Personnel Management Executive Officer) under the Sustainability Committee to promote these initiatives.



*MSH: MITSUI-SOKO HOLDINGS

Overview of Human Resources Strategy

Aim	Main Themes
Establish a Personnel System to Implement Our Management Strategy We aim to build a Group-wide personnel system based on our management strategy and business portfolio.	Strengthening Human Resources Portfolio Management to Enhance the Comprehensive Strengths of the Group By visualizing our human resources portfolio, we will supplement and optimize the gap between present conditions and future goals both qualitatively and quantitatively. <div>Profile of Human Resources We Seek</div>
Maximizing the Value of Human Resources In addition to developing and retaining human resources to realize our management strategy, we will improve the Group's corporate value by maximizing the capabilities of our human resources.	Individual Evolution Through the individual growth and evolution of our employees, we will improve the Group's corporate value and encourage sustainable growth. Enhancing Our Co-creation Ability We aim to build a strong organization in which diverse human resources can be successful and that responds flexibly to change.
	Building Environments for Evolution and Co-creation We will build an environment to act as a platform to create an organization to promote individual evolution and co-creation.

Strategy

- **Risks**
 - Inability to attract top talent
 - Decrease in employee motivation and talent attrition
- **Opportunities**
 - Improve service quality by attracting and developing top talent and organizational strengthening
 - Enhance employee motivation
 - Advance innovation through the creation of Group synergies
- **Strategies**
 - Aim to further improve Group corporate value and create social value by focusing on "establishing a personnel system to implement our management strategy" and "maximizing the value of human resources"
 - To establish a system to implement our management strategy, promote the visualization of the Group's human resources data and strategic human resource development and interaction based on this data, and strengthen our human resources portfolio management
 - To maximize the value of human resources, proactively implement support for employee development and growth, and strengthen organizational capabilities
- **Social Impact**
 - Attaining sustainable and resilient logistics infrastructure
- Enhancing the quality of life (QOL) for employees and their families
- Addressing economic and social inequalities
- **Related SDGs**
 - 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
 - 8.5 Achieve full and productive employment and decent work, equal pay for work of equal value
- **Business Impact**
 - **Top-Line Expansion**
 - Delivering optimal services through active engagement of a diverse workforce
 - **Enhancement of Capital Efficiency**
 - Strengthening organizational capabilities and increasing profit per capita through improved engagement
 - Promoting labor productivity through enhanced health and productivity management

Advancing Human Capital Management

Risk Management

For details, please refer to  **“Risk Management” (P.6)** in the Sustainability Management section.

Metrics and Targets

Main Theme	KPI		Goal	24/3 Achievement	Target Date
Strengthening human resources portfolio management to enhance the comprehensive strengths of the Group	Visualizing the human resources portfolio		Visualization	—	2031/3
Individual evolution	Creation of employee growth opportunities	Average annual training hours per person	20 hours	10.9 hours	2031/3
		Average annual training cost per person	¥70,000	¥44,000	2031/3
Enhancing our co-creation ability	Diversity and inclusion	Ratio of female managers	15%	10.1%	2031/3
		Male childcare leave acquisition rate	100%	78%	2031/3
	Philosophy penetration	Facilitating interactions among Group companies		—	2031/3
		Philosophy penetration score	71 or higher	68	2031/3
Building environments for evolution and co-creation	Employee engagement	Employee engagement score	71 or higher	66	2031/3
	Workplace environment and corporate culture improvement	Ratio of paid leave taken	70%	67%	2031/3

* Scope: MITSUI-SOKO HOLDINGS and major operating companies (MITSUI-SOKO, MITSUI-SOKO EXPRESS, MITSUI-SOKO LOGISTICS, MITSUI-SOKO Supply Chain Solutions, and MITSUI-SOKO TRANSPORT)

Initiatives and Performance

Strengthening Human Resources Portfolio Management to Enhance the Comprehensive Strengths of the Group

By visualizing the human resources portfolio, we aim to supplement and optimize the gap between present conditions and future goals both qualitatively and quantitatively.

MITSUI-SOKO HOLDINGS is planning to introduce a talent management system as a tool to centralize and visualize human resources information that leads to the effective use of human resources.

Furthermore, taking into account our business focus areas, we are working on cultivating human resources that can respond to a volatile external environment and building a human resources portfolio to realize our management strategy.

Individual Evolution

Building a Human Resource Development System

• Enhancement of Training System

Each Group company implements training tailored to career stages, such as leadership and team building, so that employees and the Company can grow together while pursuing duties and roles defined by rank. Targeted at young employees, the Group has also put in place an overseas practical training system covering, for example, the United States, China, and Southeast Asia. By having participants engage in tasks with local staff, we are developing global human resources who can learn unique overseas business practices and customs as well as work on problem solving from multiple perspectives.

Number of Training Hours and Cost for Developing Human Resources

	Annual Training Hours	Average Annual Training Hours per Person	Average Annual Training Cost per Person
2024/3 (Total)	21,044 hours	10.9 hours	¥44,424
By level	13,491 hours	—	—
Selective/Optional	1,421 hours	—	—
For target employees	4,680 hours	—	—
Health and safety-related training	234 hours	—	—
Others	1,218 hours	—	—

*The figures are based on the training implemented at MITSUI-SOKO HOLDINGS, MITSUI-SOKO, MITSUI-SOKO EXPRESS, MITSUI-SOKO LOGISTICS, MITSUI-SOKO Supply Chain Solutions, and MITSUI-SOKO TRANSPORT.

Training Menu

- **By level:** New employee training, OJT trainer training, new section manager training, etc.
- **Selective/Optional:** Next-generation leader development training/Next-generation Manager Development Training, etc.
- **For target employees:** Career design training (for middle to senior level), etc.

• Utilization of Internal Job Posting System

MITSUI-SOKO HOLDINGS has introduced an internal job posting system so that employees can take on the challenges of new careers of their own volition. Enabling employees to carve out autonomous careers is leading to improvements in motivation and realizing organizational revitalization.

• Introduction of Online Learning Platform


MITSUI-SOKO HOLDINGS has established a system enabling employees to acquire necessary skills independently, regardless of time or place, to support their autonomous learning.

Through this system, we aim to realize an organizational culture where employees can learn and grow independently.

Securing the Human Resources We Seek

In April 2023, the Group established the “profile of human resources we seek” as the fundamental policy for recruiting and nurturing talents who will shape the future of the Group. Based on this policy, we are recruiting and nurturing individuals who can resonate with our intended direction and desired image. For instance, we are recruiting and nurturing professionals with high expertise to provide optimal logistics solutions to our customers. We are also actively engaged in hiring and developing specialists, such as pharmacists for healthcare logistics, a focal area for our Group, and introducing an IT specialist system to drive our DX and IT strategy, promoting the recruitment and growth of DX and IT specialists.

* Please refer to the following link below for details on the profile of the human resources we seek (Japanese version only).

 <https://www.mitsui-soko.com/news/20230424>

Enhancing Our Co-creation Ability

Promoting Diversity and Inclusion

Based on our Diversity and Inclusion (D&I) Policy, the Group believes that enhancing diversity not only leads to job satisfaction for employees but also serves as a source of competitiveness to address the diverse needs of our customers.

MITSUI-SOKO Group Diversity and Inclusion (D&I) Policy

https://www.mitsui-soko.com/-/media/pdf/msh/sustainability/corporate-governance/diversity_inclusion_policy_en.pdf

Advancing Human Capital Management

• Active Participation of Women

The participation of diverse personnel in the decision-making process is essential for the promotion of diversity. With a particular focus on increasing the ratio of women in management positions, we work as a whole Group to promote the creation of a workplace where diverse human resources can fully demonstrate their abilities. At each Group company, diversity management training, leadership training for female employees, and a system for male employees to take childcare leave are among the initiatives being implemented.

Reference

* Please refer to the following links for information on the Group's efforts for active participation of women.

📄 **Active participation of women | MITSUI-SOKO HOLDINGS Co., Ltd., MITSUI-SOKO Co., Ltd., and MITSUI-SOKO TRANSPORT Co., Ltd.**
<https://www.mitsui-soko.com/en/company/overview/women/>

📄 **Active participation of women | MITSUI-SOKO EXPRESS Co., Ltd.**
<https://www.mitsui-soko.com/en/company/group/mse/profile/plan/>

📄 **Active participation of women | MITSUI-SOKO Supply Chain Solutions, Inc. (Japanese version only)**
https://www.mitsui-soko.com/company/group/mscs/womens_careers/

• Promotion of Diverse Human Resources

The Group is committed to creating a workplace that values diversity, irrespective of gender, nationality, disability status, age, race, religion, or sexual orientation.

In addition to hiring talented individuals from around the world and individuals with disabilities, we are promoting national staff to leadership positions in our overseas subsidiaries.

Promotion of Philosophy Penetration

• Implementing Philosophy Training

We have conducted training for managers as an opportunity to think and understand how to integrate and implement our Group Philosophy with daily operations (such as business and team building). The participating managers communicate the importance of this training to all workplace section staff, thereby nurturing awareness across the Company to encourage actions based on the Group Philosophy.

Strategic Inter-Group Human Resource Interaction

• Cross-Group Human Resource Assignments

Actively conducting human resource interaction between companies, as a comprehensive logistics company, we are cultivating human resources who can perceive things from multiple perspectives and propose a wide range of solutions.

• Group Seminars

We hold Group Seminars where employees serve and give lectures. With the objectives of information sharing, knowledge improvement, personnel interaction, and enhancement of a sense of unity, these seminars introduce the operations of each Group company and provide lectures for the horizontal sharing of logistics expertise. The corporate department also holds lectures on accounting, legal knowledge, and other topics, serving as a venue for acquiring the knowledge necessary for business.

• Holding Group Contests

We hold an annual contest in the Group to recognize outstanding cases of business. We establish divisions for Sales Solution and Operations Improvement and are deploying them on a global basis. Recently, there has been an increase in efforts related to Group integration solution services and sustainability. By recognizing and disseminating these good practices of our Group, we share knowledge throughout the Group and create an environment in which we can provide high-value-added services from an employee-driven perspective.

Building Environments for Evolution and Co-creation

Improvement of Employee Engagement

In a corporate Group where diverse individuals come together, it is important to create an environment that simultaneously enhances the sense of fulfillment for each employee and the growth of the Company in order to sustainably improve corporate value. By promoting mutual understanding between employees and the Company and working together to achieve the enhancement of corporate value, we conduct

an employee engagement survey. Visualizing engagement creates a positive cycle that leads to mutual growth of employees and the Group companies by identifying challenges and considering appropriate action plans.

• MSP Award

We have established the “Best Practices Award MSP* Category” to honor employees who consistently provide support to colleagues in their daily work, receive gratitude from numerous team members, and contribute to enhancing corporate value, as highlighted in internal nominations. In the fiscal year ended March 31, 2024, a total of six individuals were chosen for recognition with one representative each from MITSUI-SOKO HOLDINGS Co., Ltd. and Group operating companies.

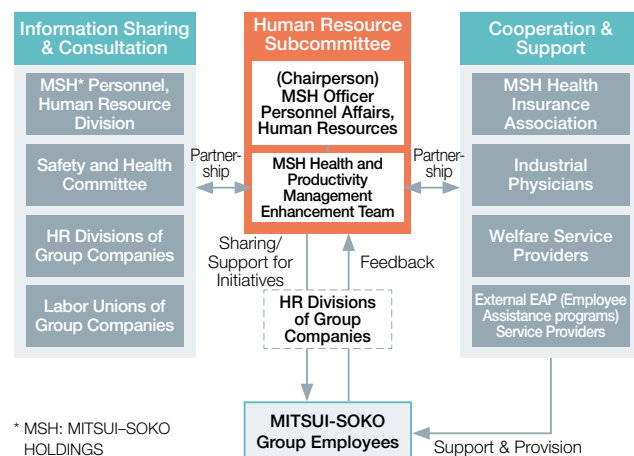
* Most Supportive Person

Promotion of Health and Productivity Management

In our Group, we consider the promotion of physical and mental health among our Group employees as crucial for the foundation of growth. We are actively advancing the establishment of a framework for health and productivity management across the entire Group. For physical health, we encourage employees to undergo health checkups and conduct e-learning programs aimed at improving health literacy. Additionally, we implement environmental measurements within our warehouses and take measures to prevent infectious diseases and heatstroke by utilizing tools such as cooling bands and air-conditioned clothing. Regarding mental health, we conduct stress assessments and have established a counseling service for mental healthcare provided by third-party organizations. We have created a system where employees can comfortably seek assistance and guidance, ensuring their peace of mind.

Advancing Human Capital Management

Health and Productivity Management Framework



* MSH: MITSUI-SOKO HOLDINGS

* For details on health and productivity management, please refer to the following link.
https://www.mitsui-soko.com/en/sustainability/social/human_capital/#anchor06

Declaration of Health and Productivity Management

We, the MITSUI-SOKO Group, believe that our mission is to guide our customers and communities towards enduring happiness through our PURPOSE: Empower society, encourage progress. In order to contribute to the creation of a spiritually enriching and sustainable society, it is essential for each employee to demonstrate their full potential. For the well-being of individuals, companies, and communities, we will actively support the health of our employees and their families so that all employees can work with vitality.

• Certified Health & Productivity Management Outstanding Organization

The Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi have certified the Company as a Health & Productivity Management Outstanding Organization 2024 (Large Enterprise Category) for its exceptional health

and productivity management practices. To ensure that all employees can work energetically, we have identified the following as key aspects in our health and productivity management, and actively support employee well-being through initiatives such as implementing regular medical exams, stress checks, health-related seminars, and health support events. We are also dedicated to cultivating a work environment that aligns with each employee's individual values and lifestyles, while striving to strike a balance between enhancing employee health and facilitating ease of work.

Key Aspects in Our Health and Productivity Management

- Establishing a healthy and productive work environment
- Promoting better work-life balance
- Improving health literacy
- Offering health support programs

• Infection Control Measures

We have many locations globally and implement measures to protect our employees from global health issues, such as tuberculosis, malaria, and HIV/AIDS. We inform expatriates posted overseas and their accompanying family members as well as overseas trainees to receive vaccinations recommended by government quarantine offices for each destination before traveling, provide medical consultation services, including hospital referrals, and ensure clean and safe housing in the destination country, thereby supporting their healthy and safe life there.

In addition, we offer influenza vaccinations.

Promotion of Work-Style Reforms

• Responding to Diverse Work Styles

Based on the belief that allowing every employee to fulfill their work-life balance and enabling them to work in a positive and energetic manner will lead to improvement in working productivity, we are promoting work styles tailored to individual values and lifestyles. The creation of what are said to be comfortable working environments necessitates the

promotion of both the so-called soft aspects by improving the systems and the hard aspects by improving the comfort of working in the office. As individual initiatives of each Group company, we have introduced a system that enables various work styles, such as the introduction of a flextime system, remote work, and staggered working hours. In addition to renovating aging offices, we are also improving the office environment by abolishing fixed seating at the head office building and other business sites and promoting activity-based working*, in which employees can freely choose, for example, their locations and desks. In this way, by creating a work environment that is conducive to diverse employees, we are implementing measures to reduce long working hours. Additionally, we are promoting the utilization of annual paid leave.

* A way of working in which you choose where you work, your desk, and other office equipment according to the nature of your work.

• Support for Balancing Work and Private Life

We promote the use of childcare leave and nursing care leave for both men and women, so that they can maximize their performance even when their life stage changes. Additionally, we have implemented programs such as the Comeback System for employees who had to resign for unavoidable reasons, the Pair Transfer Program*, as well as other initiatives to support the balance between work and personal life.

* A system designed to support employees who, due to various reasons such as marriage or their spouse's relocation, find it challenging to continue working in their current location, ensuring that their career progression remains uninterrupted by facilitating transfers to their preferred region (change in workplace location).

Advancing Human Capital Management

Related Data

	2020/3	2021/3	2022/3	2023/3	2024/3
Number of employees (temporary workers included) (persons)	1,823	1,893	1,842	1,875	1,933
Men (persons)	1,237	1,281	1,203	1,203	1,217
Women (persons)	586	612	639	672	716
Ratio of female managers	7.65%	7.77%	8.55%	9.26%	10.11%
New graduate turnover rate within 3 years	—	—	—	7.27%	4.76%
Overall employee turnover rate	—	—	—	3.76%	4.12%
Total number of new graduate hires (persons)	62	50	49	52	68
Men (persons)	32	23	23	20	29
Women (persons)	30	27	26	32	39
Ratio of female new graduate hires	48.39%	54.00%	53.06%	61.54%	57.35%
Total number of mid-career hires (persons)	—	—	—	71	80
Men (persons)	—	—	—	45	45
Women (persons)	—	—	—	26	35
Employment rate for persons with disabilities	1.96%	2.19%	1.83%	2.43%	2.21%
Number of reemployment program participants (persons)	—	—	—	79	19
Ratio of employees taking childcare leave (men)	6.12%	13.89%	51.28%	93.33%	78.05%
Ratio of employees taking childcare leave (women)	100.00%	100.00%	96.77%	100.00%	96.00%
Ratio of employees returning to work after taking childcare leave	96.67%	100.00%	97.56%	100.00%	100.00%
Number of employees on parental short-time work (persons)	—	—	—	82	83
Number of nursing care leave takers (persons)/reemployment rate	—	—	—	0/—	3/—
Employee engagement score (points)	—	—	—	65	66
Ratio of employee overtime work	16.99%	16.35%	18.31%	17.36%	16.86%
Ratio of paid leave taken	59.50%	52.67%	52.21%	60.83%	66.82%
Health checkup take-up rate	90.84%	92.20%	96.20%	99.44%	99.58%
Stress checkup rate	—	—	—	89.74%	88.92%

* The scope of related data is MITSUI-SOKO HOLDINGS, MITSUI-SOKO, MITSUI-SOKO EXPRESS, MITSUI-SOKO LOGISTICS, MITSUI-SOKO Supply Chain Solutions and MITSUI-SOKO TRANSPORT.

Striving for Secure and High-Quality Logistics Operations

Approach

Based on the concept that logistics quality stemming from safety and security is one of the sources of our corporate value, the Group strives to create a workplace environment where accidents do not occur.

Policy

MITSUI-SOKO Group Occupational Health and Safety Policy

MITSUI-SOKO Group recognizes that ensuring the health and safety of employees, business partners and other stakeholders is of great importance in our business activities, and promotes the creation of safe and healthy working environments.

1. We promote the creation of working environments that ensure health and safety, striving for two-way communication with employees, business partners and other stakeholders.
2. We comply with laws and regulations on occupational health and safety.
3. We set targets to enhance our health and safety initiatives and promote health and safety management, accident prevention and recurrence prevention to achieve them.

This includes the following:

- Identifying health and safety risks by investigating and analyzing near misses, and implementing measures to reduce them
- Raising awareness of health and safety through education and training
- Promoting continuous improvement

June 24, 2021
MITSUI-SOKO HOLDINGS Co., Ltd.

Governance

The Group's Sustainability Committee, under the supervision of the Board of Directors, manages and discusses safety and quality matters.

The Safety Subcommittee, a Group-wide organization under the Sustainability Committee concerned with safety and quality, conducts further detailed discussions, examines specific initiative measures and

management metrics, and manages their progress. The person in charge (MITSUI-SOKO HOLDINGS Operation Management Executive Officer) provides a progress report and makes recommendations to the Sustainability Committee. The Board of Directors receives reports on these safety and quality improvement initiatives through the Sustainability Committee, and monitors them.



*MSH: MITSUI-SOKO HOLDINGS

Strategies/Risk Management

For details, please refer to [▶“MITSUI-SOKO Group's Materiality” \(P.5\)](#) and [▶“Risk Management” \(P.6\)](#) in the Sustainability Management section.

Metrics and Targets

Toward our materiality, “Striving for secure and high-quality logistics operations,” we aim to improve the lost time injury frequency rate to the previous fiscal year's level. We are also striving to build a system that will enable us to quantify and improve the frequency of quality-related accidents such as shipping errors, delivery delays, product damage, out-of-stocks, and complaints.

For details, please refer to [▶“MITSUI-SOKO Group's Materiality” \(P.5\)](#) in the Sustainability Management section.

Initiatives and Performance

Initiatives to Promote Safety and Quality Improvement

We examine Group-wide initiatives related to safety and quality through the Safety Subcommittee. This is done to ensure the safety and health of all employees, business partners and stakeholders, and to provide value to our customers and society.

As part of the initiatives in the fiscal year ended March 31, 2024, we established a common Group definition of occupational accident levels and set up reporting lines to identify and evaluate safety and quality risks across the Group. The Safety Subcommittee shares and discusses reports of near misses, incidents, etc., from each company and the number of occupational accidents, and examines countermeasures across the Group. Good practices from each company are shared and discussions are held to improve logistics quality across the Group.

Moreover, in order to raise the level of safety and quality in our Group's logistics business, we implement consistent Group-wide training activities, in addition to the ones already conducted for each company.

Related Data

	2020/3	2021/3	2022/3	2023/3	2024/3
Number of occupational accidents	1	4	1	3	0
Lost time injury frequency rate	0.00	0.82	0.00	0.81	0.00
Occupational accident severity rate	0.00	0.01	0.00	0.00	0.00
Lost time injury frequency rate Industry (Transportation and Postal Services)	3.50	3.31	3.31	4.06	3.95
Occupational accident severity rate Industry (Transportation and Postal Services)	0.14	0.13	0.22	0.21	0.19
Absentee rate	0.38%	0.37%	0.13%	0.17%	0.15%

* The scope of related data is MITSUI-SOKO HOLDINGS, MITSUI-SOKO, MITSUI-SOKO EXPRESS, MITSUI-SOKO LOGISTICS, MITSUI-SOKO Supply Chain Solutions and MITSUI-SOKO TRANSPORT.

* The number of occupational accidents, lost time injury frequency rate, and occupational accident severity rate exclude commuting accidents.

Sustainable Supply Chain

Approach

The Group believes that achieving a truly valuable and sustainable society through its business activities requires concerted efforts across the entire supply chain. We endeavor to ensure that our suppliers and business partners understand and collaborate in line with the fundamental principles of responsible procurement. With the goal of realizing a sustainable society, we are committed to working toward fulfilling social responsibilities across the entirety of our supply chain.

Policy

MITSUI-SOKO Group Policy on Sustainable and Responsible Procurement

MITSUI-SOKO Group aims to fulfill its corporate social responsibility and engage in sustainable growth together with regional communities. To that end, we work on promoting highly transparent corporate management that is committed to compliance and operating our business in a fair and lawful manner, along with pursuing economy and efficiency. To procure responsibly, we also consider societal issues within our own Group procurement practices and strive to reduce environmental impacts and address labor issues within the supply chain.

- 1. Legal Compliance
 - We will comply with laws and social standards.
- 2. Fair Trade
 - We will provide our business partners in and outside Japan with opportunities for fair trade and build relationships of mutual trust and cooperation through honest and fair selection and trading.
 - We will prevent corruption, prohibit inappropriate provision of benefits, cut off relations with anti-social forces, and comply with antitrust and subcontracting laws.

- 3. Quality Management
 - We will seek optimal quality, appropriate cost and safety in products and services.
 - We will place customers first and handle requests related to our products and services sincerely.
- 4. Environmental Conservation
 - We will actively work to minimize environmental impacts through actions such as promoting energy conservation and increasing the use of renewable energy to lower greenhouse gas emissions and reducing waste.
 - We will work to minimize waste by actively promoting waste reduction and material reuse and recycling, and comply with laws and regulations on waste disposal.
 - We will work to use water efficiently, process wastewater appropriately, manage hazardous substances appropriately and prevent leakages, and engage in biodiversity conservation.
- 5. Respect for Human Rights and Labor Practices
 - We will comply with all laws and regulations on labor practices.
 - We will prohibit inhuman and unjust treatment of workers, including all types of discrimination, harassment and abuse.
 - We will prohibit child labor, forced labor, unfair reduction of wages and unreasonably long working hours.
 - We will respect workers' freedom of association and right to collective bargaining.
- 6. Health and Safety
 - We will comply with all laws and regulations on occupational safety and health.
 - We will work to ensure the safety and health of workers, and to provide and maintain appropriate working environments.
- 7. Information Management
 - We will appropriately protect and manage confidential information and personal data acquired in the course of business activities.

We will disseminate this policy internally and externally and will implement it around the Group as well as ask and encourage our business partners (suppliers, including subcontractors) to understand and implement the policy.

November 22, 2021
MITSUI-SOKO HOLDINGS Co., Ltd.

Initiatives and Performance

Education on Procurement Activities for Overseas Business

We conduct briefing sessions on risk management checklists related to overall operational management, including local procurement, for all department heads of our overseas subsidiaries (including national staff). Additionally, we provide guidance on key considerations for procurement. Moreover, we offer training opportunities to overseas assignees and trainees to ensure proper conduct in areas such as internal environmental risks associated with procurement irregularities, labor management during hiring, and other relevant topics, before their assignments.

Number of Management Checklist Briefing Sessions (2024/3)	9 sessions
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Engagement with the Local Community

Approach

To build good relationships with local communities, the Group operates constructive businesses as a trusted company, and aims to create a society in which diverse people can co-exist in harmony.

Initiatives and Performance

Community Investment

As part of its social contribution activities, MITSUI-SOKO HOLDINGS donates to various fields, including arts, medicine, and research. The social contribution expenses for the fiscal year ended March 31, 2024 were 16 million yen*.

* This amount does not include donations and volunteer activities made by employees on a personal basis, as well as political contributions.

Interaction with Local Communities

The Group participates in cleanup activities around our offices and logistics centers, as well as local events. The Group also provides lectures at universities, which aim to foster understanding of the logistics industry among the younger generation. We value our interactions with various aspects of the local community and incorporate them into our daily operations.



Community cleanup



Lectures at universities

Environmental Conservation Initiatives Through Tree-Planting Activities


The Group is engaged in mangrove tree-planting activities in Thailand with the goal of environmental conservation and reducing future CO₂ emissions.


This initiative is not only connected to providing sustainable nature for the next generation, but also serves as an opportunity to deepen employees' understanding of environmental conservation.



Free Provision of MS CO₂ Navigator for Logistics CO₂ Calculation

As part of our efforts toward a decarbonized society, we offer the MS CO₂ Navigator on our corporate website as a tool that allows customers to easily calculate CO₂ emissions per unit of one transportation for free. By simply entering three pieces of information regarding transportation (weight, mode of transportation, and origin/destination), customers can immediately determine the amount of CO₂ emissions and compare the results of calculations for each transportation mode. This tool handles not only domestic but also international transportation.

 **Try MS CO₂ Navigator for free** (Japanese version only)
https://www.mitsui-soko.com/sustainalink/emissions_calculator/

* For more information on calculating CO₂ emissions using large amounts of transportation data or finding solutions to reduce CO₂ emissions, please visit  **here** (Japanese version only).
<https://www.mitsui-soko.com/sustainalink/>

Corporate Governance

Approach

Under the Purpose of “Empower society, encourage progress,” the Group is committed to achieving sustainable growth and enhancing medium- to long-term corporate value. With a strong emphasis on Group governance as the foundation of our management, we are advancing the establishment of structures and various initiatives.

For fundamental principles and detailed information regarding Corporate Governance, please refer to the Corporate Governance Guidelines and the Corporate Governance Report.

Corporate Governance

https://www.mitsui-soko.com/en/sustainability/governance/corporate_governance

Framework

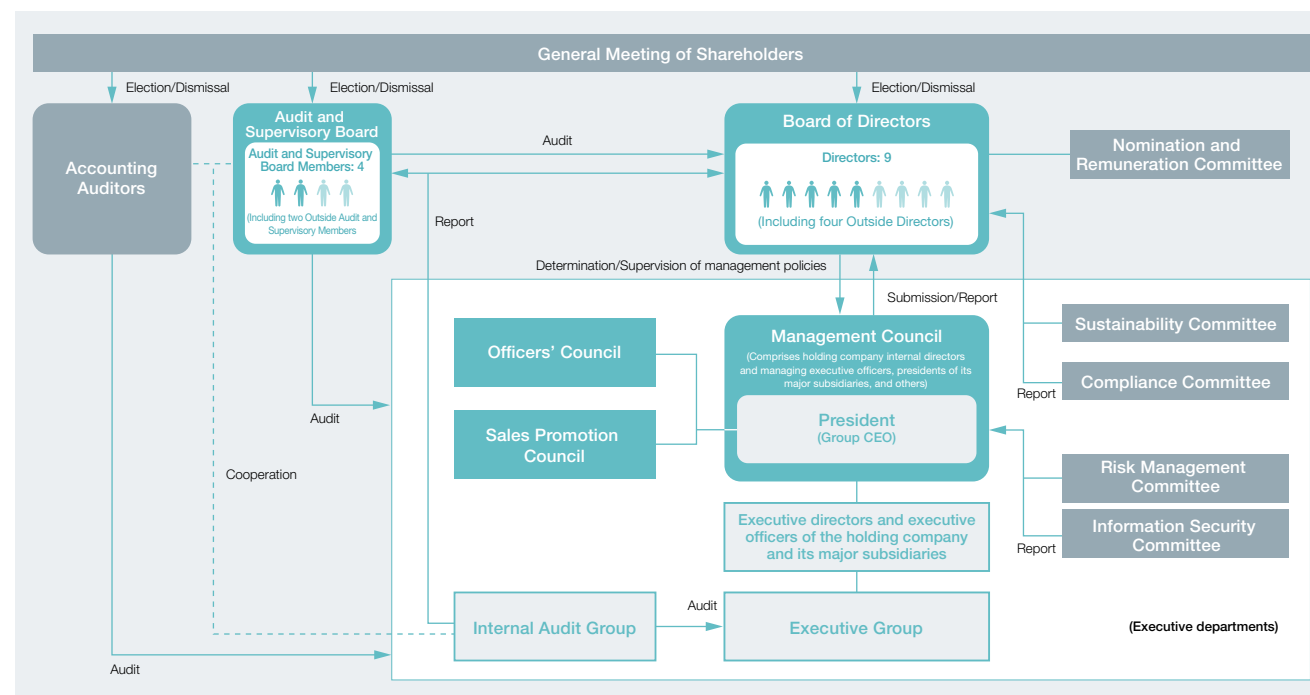
Corporate Governance System

MITSUI-SOKO HOLDINGS has established a policy regarding Group governance to properly oversee the management and control of each subsidiary within the Group as a holding company. By clearly defining the responsibilities and authorities that each company within our Group should undertake, we strive to strengthen the Group governance system and aim for sustainable enhancement of our corporate value in the medium and long term. We have also taken steps to enhance corporate governance by establishing various committees and introducing an executive officer system, which separates management oversight from business execution, thereby realizing quick and appropriate decision-making. Within the Board of Directors, we are committed to improving its functions, including promoting diversity that encompasses gender and skills.

In terms of internal controls, we have established a fundamental policy for internal controls and fostered collaboration between the Audit and Supervisory Board Members and departments responsible for internal auditing and internal controls to maintain an appropriate internal control system.

For more details, please refer to the right.

Corporate Governance System (as of July 1, 2024)



* For details, please refer to **P.75–76 of VALUE REPORT 2024**. https://www.mitsui-soko.com/en/ir/library/integrated_report/

Organizational Structure

	2021/3 ^{*1}	2022/3 ^{*1}	2023/3 ^{*1}	2024/3 ^{*1}	2024/7 ^{*2}
Organizational Structure	Companies with Auditors	Companies with Auditors	Companies with Auditors	Companies with Auditors	Companies with Auditors
Directors	9 persons	9 persons	9 persons	10 persons	9 persons
Among them, Outside Directors	3 persons	3 persons	3 persons	4 persons	4 persons
Among them, Independent Directors	3 persons	3 persons	3 persons	4 persons	4 persons
Among them, Female Directors	1 person	1 person	1 person	1 person	1 person
Director's Term	1 year	1 year	1 year	1 year	1 year

	2021/3 ^{*1}	2022/3 ^{*1}	2023/3 ^{*1}	2024/3 ^{*1}	2024/7 ^{*2}
Chairman of the Board of Directors	Chairman	Chairman	President	President	President
Auditors	4 persons	4 persons	4 persons	4 persons	4 persons
Among them, Outside Audit and Supervisory Board Members	2 persons	2 persons	2 persons	2 persons	2 persons
Among them, Independent Directors	2 persons	2 persons	2 persons	2 persons	2 persons
Among them, Female Auditors	—	—	—	—	—
Audit and Supervisory Board Member's Term	4 years	4 years	4 years	4 years	4 years

^{*1} As of March 31 for each year ^{*2} As of July 1

Corporate Governance

Status of Each Organizational Meeting

	2020/3	2021/3	2022/3	2023/3	2024/3
Board of Directors	16 times	17 times	16 times	16 times	16 times
Attendance Rate of Outside Directors at Board of Directors	100%	100%	100%	100%	100%
Audit and Supervisory Board	16 times	16 times	16 times	16 times	16 times
Attendance Rate of Standing Audit and Supervisory Board Members at Audit and Supervisory Board	100%	100%	100%	100%	100%
Attendance Rate of Outside Audit and Supervisory Board Members at Audit and Supervisory Board	98%	95%	100%	100%	100%
Nomination and Remuneration Committee	2 times	2 times	2 times	3 times	3 times
Management Council	24 times	24 times	25 times	26 times	27 times
Sustainability Committee	—	—	1 time	2 times	2 times
Compliance Committee	4 times	4 times	4 times	4 times	4 times
Risk Management Committee	4 times	4 times	4 times	4 times	4 times
Information Security Committee	2 times	4 times	4 times	4 times	2 times

Attendance at the Audit and Supervisory Board (2024/3)

Position	Name	Attendance
Senior Standing Audit and Supervisory Board Member	Yukio Ishida	16/16
Standing Audit and Supervisory Board Member	Norio Miyashita	16/16
Outside Audit and Supervisory Board Member	Osamu Sudoh	3/3*1
Outside Audit and Supervisory Board Member	Motohide Ozawa	16/16
Outside Audit and Supervisory Board Member	Hidetaka Miyake	13/13*2

*1 Attendance at the Ordinary General Meeting of Shareholders before resignation

*2 Attendance at the Ordinary General Meeting of Shareholders after appointment

Attendance at the Nomination and Remuneration Committee (2024/3)

Position	Name	Attendance
Representative Director, President and Group CEO	Hirobumi Koga	3/3
Outside Director	Taizaburo Nakano	3/3
Outside Director	Takashi Hirai	3/3
Outside Director	Maoko Kikuchi	3/3
Outside Director	Takashi Tsukioka	2/2*

* Attendance at the Ordinary General Meeting of Shareholders after appointment

Attendance at the Board of Directors (2024/3)

Position	Name	Attendance
Representative Director, President and Group CEO	Hirobumi Koga	16/16
Representative Director, Senior Managing Director	Nobuo Nakayama	16/16
Executive Managing Director	Hiroshi Kino	16/16
Executive Managing Director	Takeshi Gohara	16/16
Director, Senior Executive Officer	Yuji Itoi	16/16
Director, Senior Executive Officer	Tomoaki Kiriya	16/16
Outside Director	Taizaburo Nakano	16/16
Outside Director	Takashi Hirai	16/16
Outside Director	Maoko Kikuchi	16/16
Outside Director	Takashi Tsukioka	13/13*

*Attendance at the Ordinary General Meeting of Shareholders after appointment

Executive Remuneration

	2020/3	2021/3	2022/3	2023/3	2024/3
Director Remuneration (excluding outside directors) (Millions of yen)	9 persons	6 persons	7 persons	8 persons	6 persons
	278	263	307	356	356
Auditor Remuneration (excluding outside audit and supervisory board members) (Millions of yen)	2 persons	2 persons	3 persons	2 persons	2 persons
	55	57	60	63	64
Outside Officers (Millions of yen)	6 persons	5 persons	5 persons	5 persons	7 persons
	56	46	45	47	55

*The number of applicable officers is the cumulative total.

Skills Matrix (as of July 1, 2024)

Position	Name	Corporate Management	Sales/ Marketing	Global Business	DX/IT	Operation	ESG	Financial Accounting/ Finance	Human Resource Development/ Personnel	Legal/Risk Management
Representative Director, President and Group CEO, Chairman of the Board of Directors	Hirobumi Koga	○	○	○			○	○	○	○
Representative Director, Senior Managing Director, Chief Financial Officer, Responsible for Finance Headquarters	Nobuo Nakayama	○		○			○	○		○
Executive Managing Director, Responsible for Compliance, Legal and General Affairs, Risk Management	Takeshi Gohara	○	○			○				○
Director, Senior Executive Officer, Responsible for Information Systems	Yuji Itoi				○					
Director, Senior Executive Officer, Responsible for Strategic Sales, Development Administration	Tomoaki Kiriya		○			○				
Outside Director	Taizaburo Nakano	○	○	○						
Outside Director	Takashi Hirai		○	○	○					
Outside Director	Maoko Kikuchi			○			○			○
Outside Director	Takashi Tsukioka	○					○		○	

* The above list does not represent all the knowledge and experience possessed by the directors.

Compliance

Approach

The Group promotes transparent management with a strong commitment to compliance. We strive for economic and operational efficiency while ensuring fair and legal business practices. We fulfill our corporate social responsibility by adhering to a strict compliance framework, establishing the Corporate Code of Ethics, and actively promoting initiatives to prevent corruption and ensure fair transactions in compliance with laws and regulations. The Corporate Ethics Framework is available in both Japanese and English and is shared with directors, employees, and all relevant stakeholders.

* For more information on our Corporate Ethics Framework, please visit [here](https://www.mitsui-soko.com/en/sustainability/governance/compliance/).
<https://www.mitsui-soko.com/en/sustainability/governance/compliance/>

Governance/Risk Management

In order to practice a high level of transparency in our management, our Company has established the Compliance Committee with the aim of strengthening various compliance systems, including legal compliance. The committee meets quarterly and reports its findings to the Board of Directors. Within the Compliance Committee, we address compliance violations that may impact our business, discuss response measures in case of other issues, establish the Corporate Code of Ethics, and work toward building a robust compliance framework to prevent any potential violations.

Furthermore, we hold a monthly Compliance and Risk Management Liaison Meeting with the attendance of compliance and risk management personnel from each operating company. Through this meeting, we strive to maintain and improve our Group's compliance framework by thoroughly implementing Group policies and addressing any challenges that may arise.

Compliance Promotion Framework Chart



Initiatives and Performance

Corruption Prevention

Our Group has established the Corporate Code of Ethics and related guidelines that officers and employees, including directors, must adhere to. The Board of Directors oversees the implementation of these guidelines. They prohibit all forms of corruption and fraudulent activities, including bribery, personal benefits, illegal political contributions, money laundering, embezzlement, and others, in our relationships with business partners, including agents.

In the event of any violation of these standards, we will conduct a thorough investigation to identify the root causes and take measures to prevent recurrence. We are committed to promptly and accurately disclosing information to the public and fulfilling our accountability. We will enforce strict disciplinary actions while clearly defining authority and responsibility.

Furthermore, we strive to enhance training for our employees and establish an internal reporting system to effectively prevent and address corruption.

Regulation of Donations and Political Contributions

When making donations and contributions*, we adhere to the relevant laws and regulations, such as the Political Funds Control Act and the Public Offices Election Act, as well as internal rules, and take appropriate measures.

* The total amount of political contributions for the fiscal year ended March 31, 2024 was 0.5 million yen. The details are published in the Political Funds Income and Expenditure Report on the Ministry of Internal Affairs and Communications website.

Internal Reporting System (Group Compliance Hotline)

The Group has established Rules for the Handling of Internal Reporting to prevent and detect early violations of laws, corruption, fraudulent activities, harassment, and other misconduct. Additionally, the Group has implemented the MITSUI-SOKO Group Compliance Hotline to aid employees and others in reporting harassment and other misconduct promptly. The domestic hotline is outsourced to a third-party organization, guaranteeing the anonymity of whistleblowers. Moreover, the hotline is accessible in Japanese, English, and Chinese via phone or online platforms, expanding the reporting system and mitigating potential risks associated with misconduct.

Compliance Awareness Survey

Every year, we conduct a compliance awareness survey that targets all employees within the Group, and we share the survey results with the Group members. Based on the analysis of these results, we then discuss and evaluate the appropriate policies and training content for the following year within the Compliance Committee. Finally, we report these findings to the Board of Directors.

Compliance Training

We conduct annual compliance training for all employees within our domestic Group, with the aim of raising awareness of our anti-corruption policy and deepening their understanding of compliance. The training sessions are interactive and include various case studies and examples to facilitate comprehension.

Furthermore, at MITSUI-SOKO HOLDINGS, we have made the completion of harassment-related correspondence education a requirement for promotion to managerial positions. We take proactive measures to prevent harassment at all levels in our organization.

Number of compliance training participants (2024/3)	4,280 persons
Compliance training completion rate (2024/3)	54%*

* Employees (including temporary workers) of the holding company and domestic consolidated subsidiaries are eligible.

Related Data

Number of internal reports (2024/3)	32 cases
Among them, harassment-related	3 cases
Among them, child labor and forced labor	0 cases
Others	29 cases
Number of employees disciplined or terminated for non-compliance with anti-corruption policies (2024/3)	0 cases

* The scope of related data is MITSUI-SOKO HOLDINGS, MITSUI-SOKO, MITSUI-SOKO EXPRESS, MITSUI-SOKO LOGISTICS, MITSUI-SOKO Supply Chain Solutions and MITSUI-SOKO TRANSPORT. The number of internal reports includes domestic consolidated subsidiaries in addition to these companies.

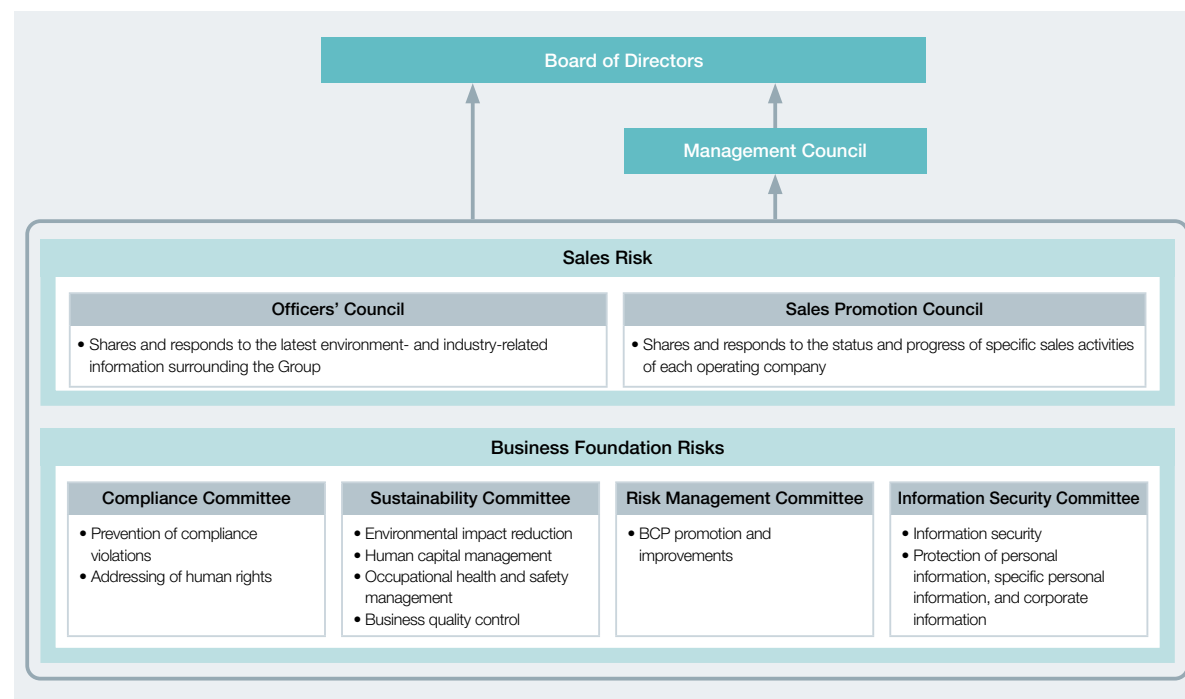
Risk Management

Approach

Basic facts pertaining to the recognition of risks and their management in the Group's business activities are defined in its Risk Management Regulations, and the Risk Management Committee convenes quarterly to improve and strengthen risk management. The Committee also deliberates the status of risk management for the Group as a whole and establishes basic response items and policies. The department in charge of risk management for each Group company establishes rules and guidelines, conducts training programs, and creates and distributes manuals about individual risks, such as those related to compliance, human rights, the environment, natural disasters, quality, finance, accounting, and information security. The Risk Management Department of MITSUI-SOKO HOLDINGS is responsible for promoting Group-wide risk assessments and responses. Furthermore, each Group committee and other organizational bodies grasp the situation of each risk and report them to the Management Council or the Board of Directors.

Framework

Risk Reporting Framework



Initiatives and Performance

Identification of Business and Other Risks

Our Group is primarily engaged in the logistics business, operating in Japan, North America, Europe, Northeast Asia, and Southeast Asia. Additionally, we conduct real estate business exclusively in Japan. The following are important factors that may significantly influence investors' investment decisions.

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> • Changes in the economic environment • Changes in public regulations • Changes in industry structure • Fluctuations in exchange rates • Fluctuations in interest rates • Increasing importance of ESG factors | <ul style="list-style-type: none"> • Occurrence of disasters or hindrances to social infrastructure • Potential risks associated with international activities and overseas expansion • Risks related to system vulnerabilities • Risks of information leakage | <ul style="list-style-type: none"> • Fluctuations in the market value of held assets • Pension obligations • Impairment of fixed assets • Financial restrictions imposed by debt covenants |
|---|--|--|

* The above is what our Group determined on the date of submitting the securities report (June 25, 2024), and does not list all the risks associated with the Group.

BCP Measures

The Group considers BCP as one of the crucial risk management measures in its business infrastructure, and each company conducts training from reviewing BCP-related documents under the leadership of the Risk Management Committee. We also promote and improve the BCP for the entire Group, including the formulation of the MITSUI-SOKO Group Hazard Map.

Information Security

The Group is strongly aware that private information, specific personal information, and corporate information are assets that should be protected, and is building an information security system. We have established the Information Security Committee, a Group-wide organization that is chaired by the director in charge of information systems at MITSUI-SOKO HOLDINGS (Chief Information Security Officer: CISO). The committee makes decisions and manages the progress of information security maintenance and corrective measures for deficiencies across the Group. The CISO, responsible for these information security initiatives, reports to the Management Council and the Board of Directors. Furthermore, in preparation for information security incidents, we are establishing a system that quickly handles recovery from an incident, promptly discloses it, and swiftly prevents its recurrence.

* For the MITSUI-SOKO Group Basic Policy for information Security, please visit [here](https://www.mitsui-soko.com/en/sustainability/governance/risk_management).
https://www.mitsui-soko.com/en/sustainability/governance/risk_management



URL: <https://www.mitsui-soko.com/en/>