



# 01

## INTRODUCTION

# Empower society, encourage progress

Forming the basis of people's day-to-day lives and the workings of economic activity is the constant movement of logistics. We believe that logistics is more than just storing and transporting goods; logistics represents a form of infrastructure that supports society and plays a role that leads to global evolution. Currently, a variety of problems are emerging in the world, and the question being asked is how people and the Earth can healthily coexist. As the world changes, logistics will be required to evolve, too. Responding to the needs of society, moving the world in a better direction, and realizing a spiritually enriching and sustainable society, we are active today with an eye toward the logistics of tomorrow.



# Upon Issuing Value Report 2024

The Mitsui-Soko Group believes that to create new value and increase corporate value, it is essential to communicate our medium- to long-term value creation capabilities to a wide range of stakeholders, including shareholders and investors, and to engage in constructive discussions. The Value Report is an important engagement tool that serves as a catalyst to achieve the above goals, and we are continuously working to improve its content.

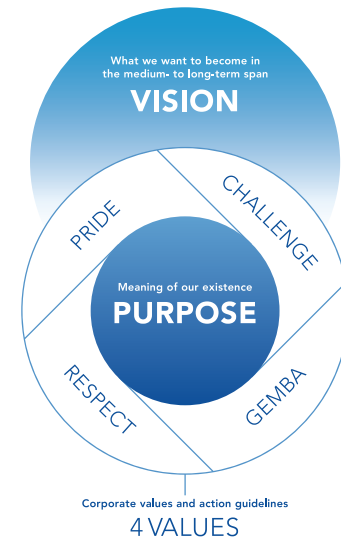
In the 2024 report, we want to highlight our materiality reforms and the redefinition of our business model. This report explains the series of processes and considerations, including the changes in customer and social needs that were set by backcasting from the desired state in 2050, and the identification of the Group's medium- to long-term opportunities and risks in response to these changes.

Value Report 2024 is issued in good faith with cooperation from each Mitsui-Soko department, and I confirm the legitimacy and accuracy of the creation process and its contents. We hope that this report will serve as a helpful resource for readers to gain a deeper understanding of our Group. Finally, to continue to enhance information disclosure and improve transparency, I would greatly appreciate your candid feedback.

October 2024

**Hirobumi Koga**

Representative Director, President and Group CEO  
Chairman of the Board of Directors



**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

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### Editorial Policy

In Value Report 2024, we comprehensively disclose information on ESG, business performance, financial information, etc., that forms the foundation of our management strategies and growth, referencing the Integrated Reporting Framework put forward by the IFRS Foundation, the Guidance for Collaborative Value Creation advocated by the Ministry of Economy, Trade, and Industry, and other relevant documents. The report's aim is to communicate the Group's medium- to long-term value creation capabilities to a wide range of stakeholders, including shareholders and investors.

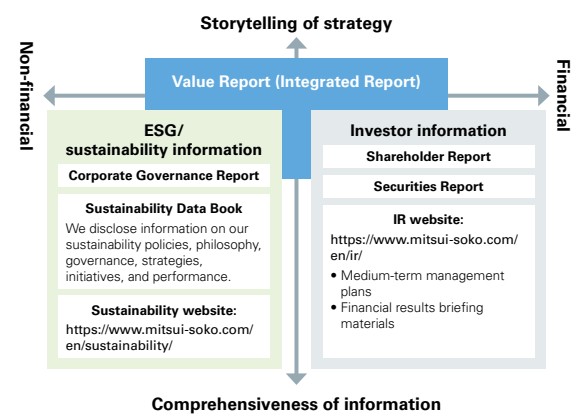
We also cover and post a variety of company information on our website. We hope that readers will deepen their understanding of the Company by looking at this report in conjunction with the website. In the years to come, we will work to edit the content of the report to meet the expectations of our readers.

### Scope of Reporting

Applicable period:  
April 2023 to March 2024 (some information from April 2024 onward included)

Scope:  
Activities of Group companies centered on MITSUI-SOKO HOLDINGS Co., Ltd. (In cases where the main subject companies are different for each field of activity, the scope of coverage is described.)

### Compartmentalization of Disclosure Media

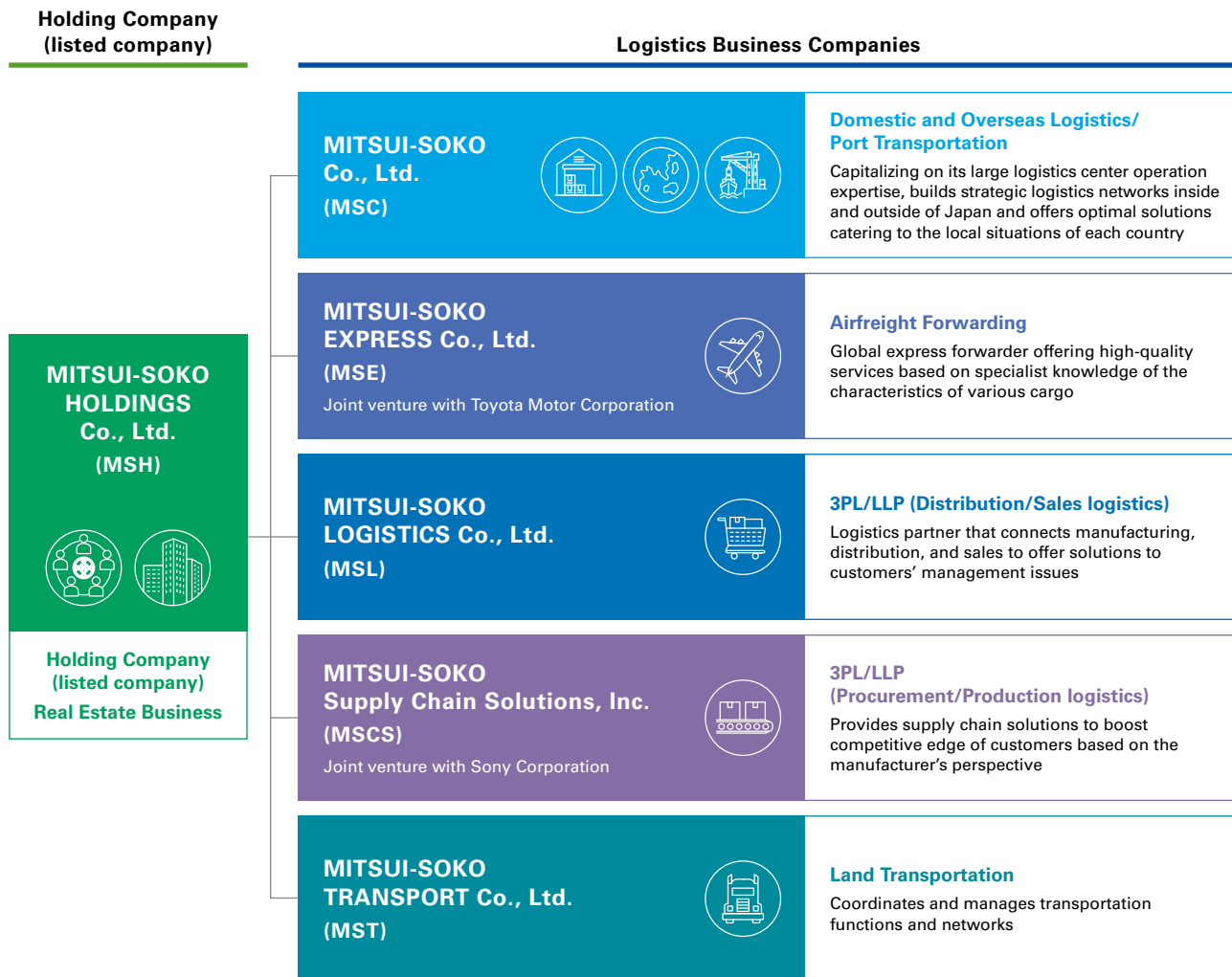


### Disclaimer Regarding Forward-Looking Statements

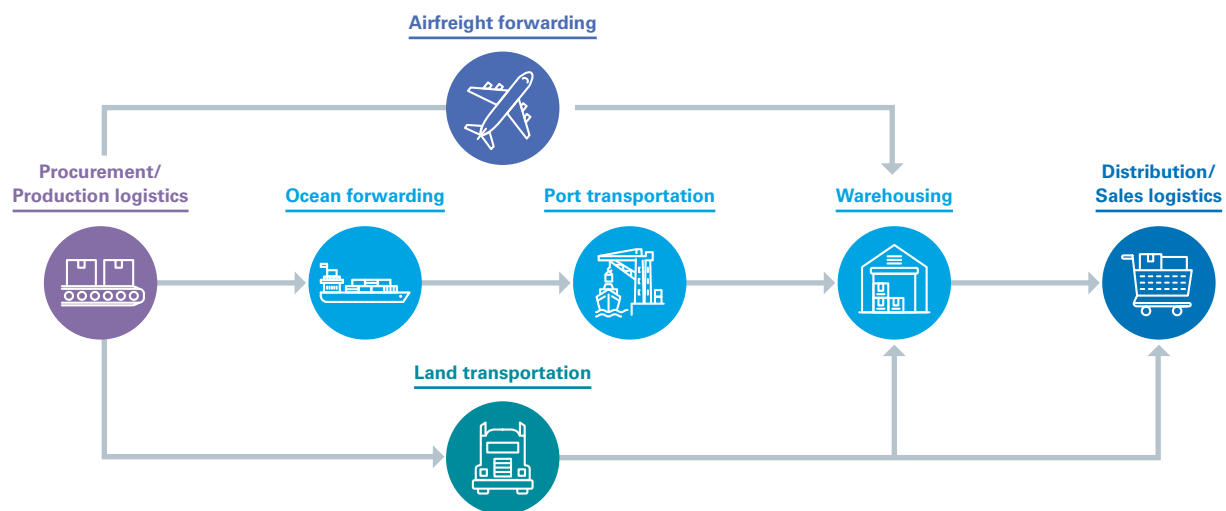
Business plans, strategies, prospects, and management-related initiatives regarding the Company's future performance described in this report that are not historical facts are forward-looking statements and as such are assumptions and judgments based on currently available information. Readers should be aware that actual results may differ from these due to a variety of factors, such as the economic conditions surrounding the Company, demand and product prices, the development and sales of new products, and fluctuations in raw material prices and exchange rates.

# At a Glance

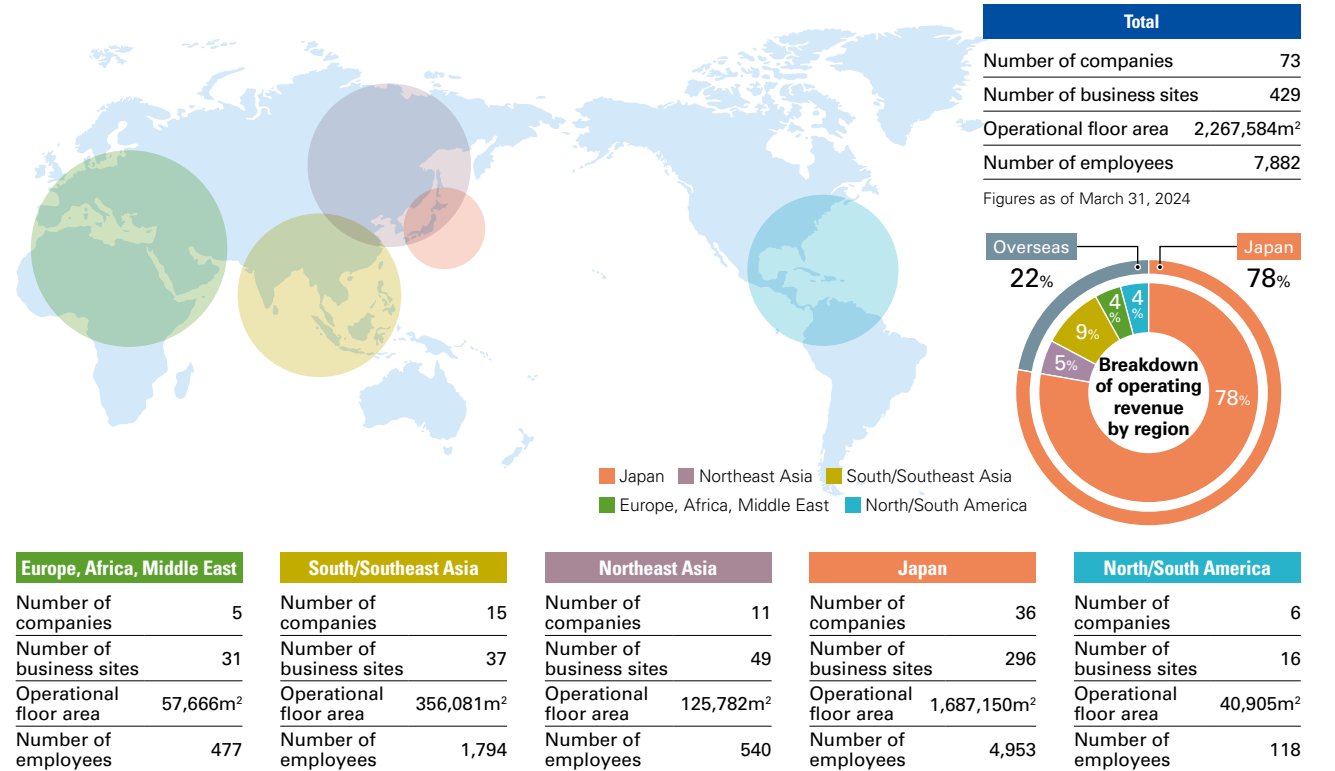
## Major Businesses



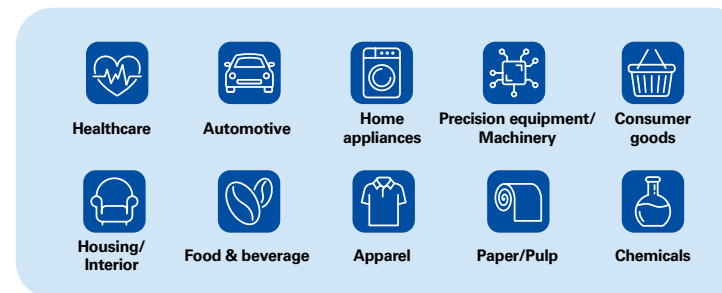
## Mitsui-Soko Group's Major Logistics Services



## Global Network



## Major Customers (By Industry)



Number of listed companies out of the top 100 companies in terms of sales in the Mitsui-Soko Group

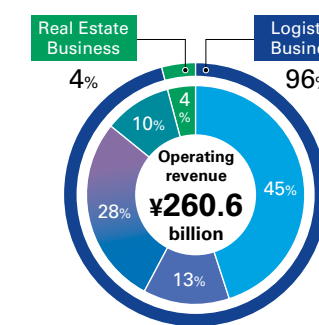
**74** companies

Provide logistic solutions to customers in a wide range of industries

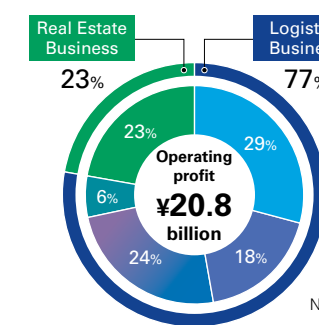
Note: Number of domestic or overseas companies whose own company or parent company is listed

## Key Numerical Data

### Breakdown of operating revenue (%)



### Breakdown of operating profit (%)



Legend: Logistics/Port transportation, Airfreight forwarding, 3PL/LLP, Land transportation, Real Estate Business

Note: The breakdown figures are rounded to the nearest whole number.

**ROE**  
**12%**

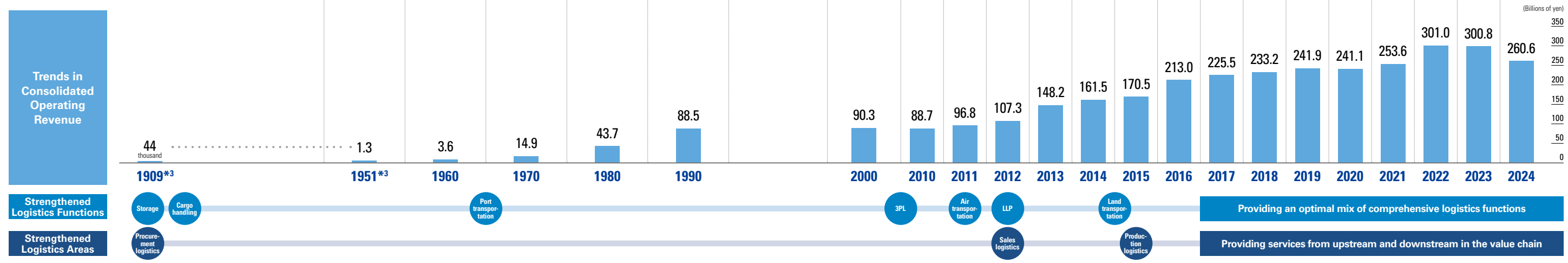
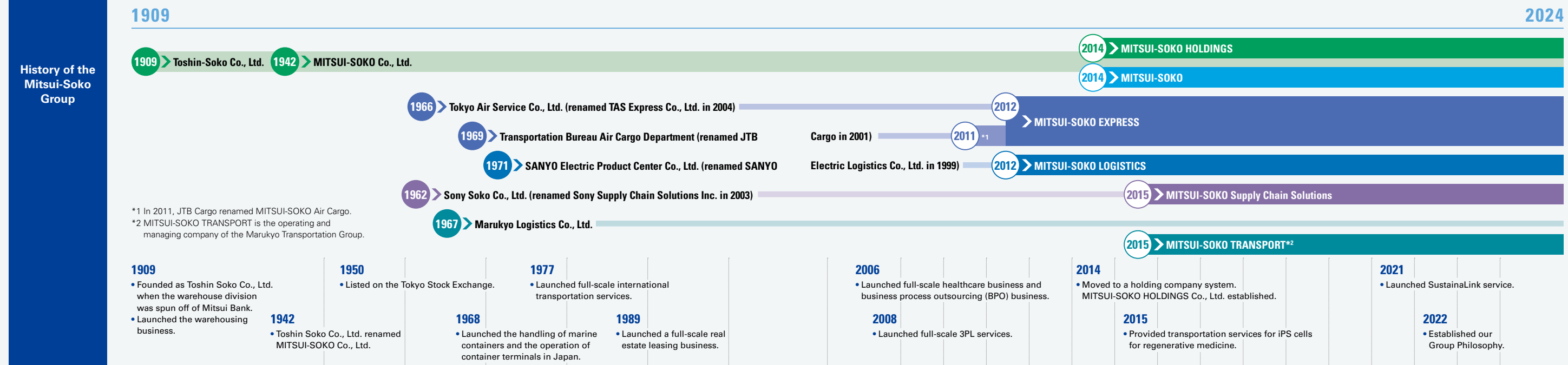
**D/E ratio**  
**0.76 times**

Note: Figures as of March 31, 2024



# Growth Trajectory of the Mitsui-Soko Group

For over 110 years since its founding, the Mitsui-Soko Group has been continuing to create a constant flow of goods at all times while embodying its PURPOSE of "Empower society, encourage progress." In recent years, we have brought together a wide range of expertise through M&A, transforming ourselves from a warehouse business that mainly focused on storage to a comprehensive logistics company. To lead to further evolution, we will create value from logistics by solving social issues.



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



## Strength of the Mitsui-Soko Group

The Mitsui-Soko Group's strength is its "ability to provide a sustainable supply chain by leveraging the Group's comprehensive strengths." This strength is unique to the Group, created by combining the 4 VALUES that symbolize our corporate culture and the capital we have built up over time.

### Strength of the Mitsui-Soko Group

Ability to provide a sustainable supply chain by leveraging the Group's comprehensive strengths

The components that make up our strength

## 4 VALUES

### PRIDE

**Responsibility and pride in empowering our society**

Although logistics changes form to adapt to the times, it has always been and will continue to be an indispensable part of people's lives. We have bravely faced and overcome logistics crises even amid the threats of supply chain disruptions caused by past natural disasters such as major earthquakes and typhoons, as well as COVID-19. No matter how advanced communication technology becomes, we cannot transport goods over the internet. Logistics is the lifeblood of society. We take pride and responsibility in being that bearer, and work to empower our society.

### GEMBA

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

We place great importance on field capabilities. We have the integrity to face up to difficulties in good faith, and an attitude to flexibly grasp and respond to various changes. Everyone working on the front lines of logistics embodies these qualities, and as we support our customers and see our daily tasks accumulate, significant challenges gradually become apparent. It is precisely because we are well-versed in the front lines (GEMBA) that we can propose logistics solutions that drastically transform our customers' supply chains. A place where we are not afraid to innovate ourselves in a rapidly changing society, and where the power to evolve is generated. That is "GEMBA," and it is a major value of ours.

### RESPECT

**Embrace diverse ideas, co-create new value**

Our journey began as a warehousing business in the Meiji era (1868–1912). With the aim of becoming a comprehensive logistics company that can flexibly respond to social changes and customer demands, we welcomed many companies as partners to establish the structure we have today. Each company possesses strengths in various logistics functions including warehousing and air and land transportation, and their talented personnel have also cultivated a varied sense of values and diverse experiences, etching their mark in history. A spirit of respect for the "diverse DNA" created by the combination of the Company and its people. A spirit of respect for "dialogue and co-creation" with customers and partners. Combining the strengths of diverse individuals will lead to the building of a new supply chain that contributes to the further development of society.

### CHALLENGE

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

As social issues are becoming ever more complex, such as driver shortages and increasingly severe natural disasters, the simple happiness of "getting what you need when you need it" is threatened. What can we contribute in these turbulent times? We are currently challenging ourselves through various co-creation initiatives both inside and outside the Company, with the aim of building a smooth and efficient next-generation logistics network. Through our connections with customers from a wide range of industries, we are confident that we can find solutions. As a comprehensive logistics company that acts as a bridge for people's lives and as a connection to the evolution of society, we will continue to act with an assertive attitude of inventiveness that is never satisfied with the status quo.

## Capital That We Have Cultivated

### Over 110 years of trust and achievements

For over 110 years, we have expanded our business to meet the needs of the times and contributed to the development of customers and society. Having long supported many leading customers in each industry, we have fostered a sense of trust in the Mitsui-Soko Group, which has led to the formation of an excellent customer base.

#### Particularly relevant capital | Social and relationship capital

Out of the top 100 companies in terms of sales

Number of listed companies  
**74** companies

Note: Number of domestic or overseas companies whose own company or parent company is listed.

Number of industrial classifications  
**38** classifications

Note: Classified by our Company with reference to the middle classification of the Japan Standard Industrial Classification

### Stable management foundation

We are building a stable revenue base through our warehouse business centered around port areas, which is our original business, and real estate business involving leasing office buildings and apartments. In recent years, we have been strengthening our earnings power and increased our ability to generate cash flow by providing services at inland locations in our focus areas of healthcare and B2B2C, and growth of LLP services to support customers' logistics strategies.

#### Particularly relevant capital | Financial capital

Operating cash flow  
**¥23.2** billion

D/E ratio  
**0.76** times

### An extensive end-to-end logistics network

We are building an end-to-end logistics network by refining up our ability to respond to a wide range of value chains by using our warehouse sites in Japan and overseas, as well as our comprehensive lineup of logistics functions for land, sea, and air transportation.

#### Particularly relevant capital | Service capital, Intellectual capital

Domestic and overseas network

Japan: **296** business sites  
Overseas: **133** business sites

Comprehensive lineup of logistics functions



Wide range of value chain logistics areas



### Proposal and field capabilities based on specialist know-how

Although logistics needs vary according to industry characteristics, our Group brings together companies with diverse backgrounds and has accumulated specialized know-how to cater to a wide range of customers. We possess the ability to make proposals to identify and solve our customers' core issues, along with high-quality and meticulous field capabilities.

#### Particularly relevant capital | Human/organizational capital, Intellectual capital

Number of entrants for the business improvement contest  
**110**/year

SustainaLink service  
Approx. **10** million cases  
(cumulative number of CO<sub>2</sub> calculations)

Note: The numerical data is as of the end of March 31, 2024.