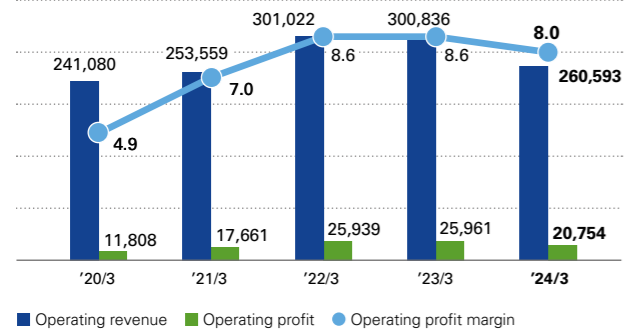


# Financial/Non-Financial Data Highlights

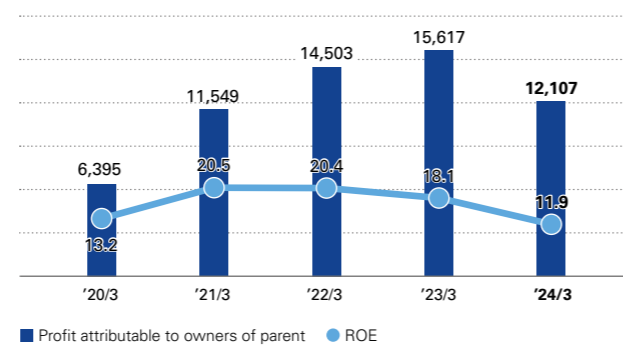
## Financial Data

Operating Revenue (Millions of yen)/Operating profit (Millions of yen)/ Operating Profit Margin (%)



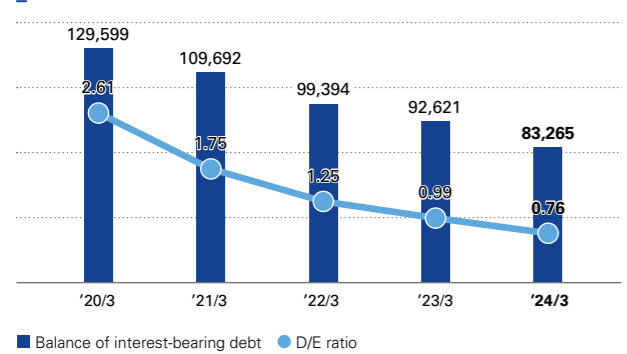
Cargo movement has been sluggish, resulting in a decrease in operating revenue and profit compared to the previous year. However, profits have remained steady due to promotion of initiatives to strengthen profitability such as operational efficiency and appropriate fee collection.

Profit Attributable to Owners of Parent (Millions of yen)/ROE (%)



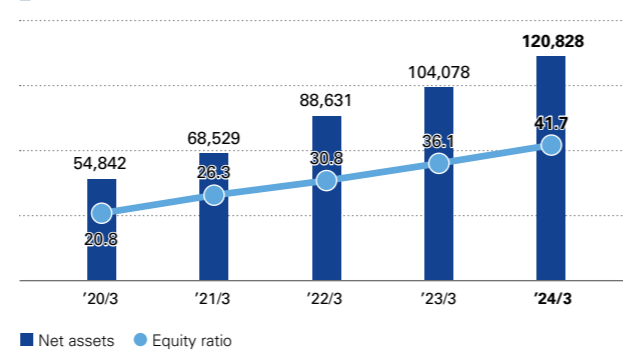
We are implementing management with an awareness of capital cost and stock price, positioning ROE as an important management indicator. We are steadily promoting the initiatives adopted in Medium-term Management Plan 2022 to ensure a high level of ROE.

Balance of Interest-Bearing Debt (Millions of yen)/D/E Ratio (Times)



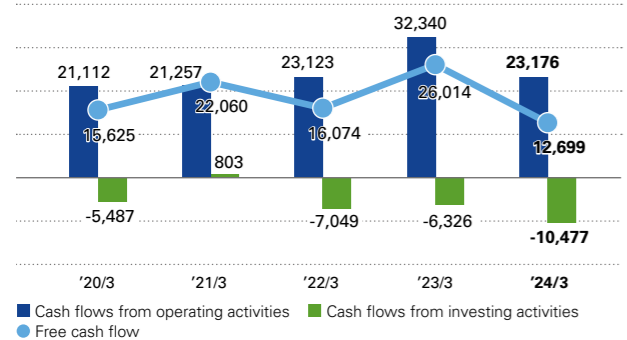
We improved the D/E ratio to 0.76 times due to steady accumulation of profit, and are realizing a stable balance sheet with sufficient capacity to execute future strategic investments.

Net Assets (Millions of yen)/Equity Ratio (%)



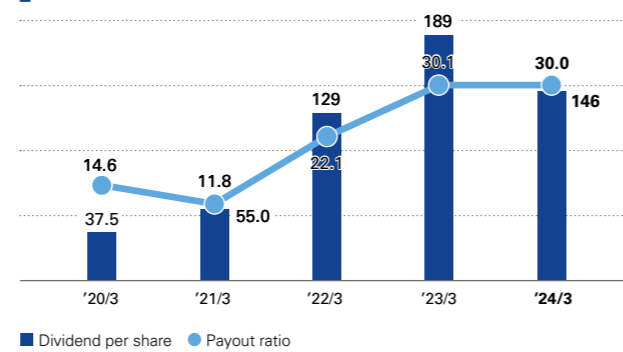
The equity ratio improved as a result of the steady accumulation of profit, and we are realizing a stable balance sheet.

CF from Operating Activities (Millions of yen)/CF from Investing Activities (Millions of yen)/FCF (Millions of yen)



CF from investing activities in the fiscal year ended March 31, 2024, is due to investing in the multi-tenanting of the MSH Nihonbashi Hakozaki Building, software based on the DX strategy, and a partner company.

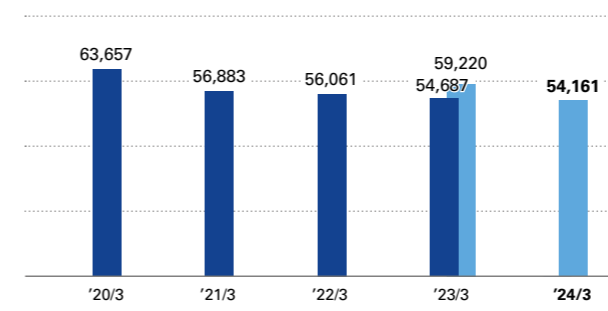
Dividend per Share (Yen)/Payout Ratio (%)



We have implemented a policy that pays flexible dividends linked to performance based on an annual dividend payout ratio of 30%. We paid an annual dividend payout ratio of 30% for the fiscal year ended March 31, 2024, and a dividend of ¥146 for the full year.

## Non-Financial Data

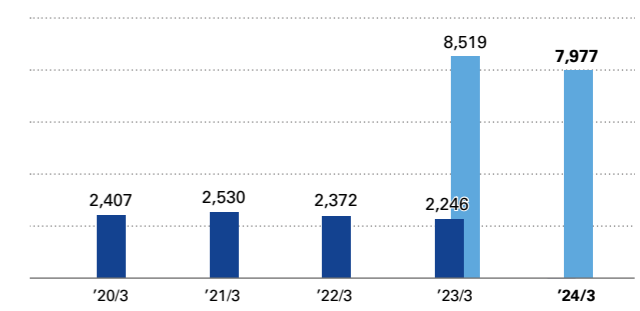
CO<sub>2</sub> Emissions (Scope 1 + 2) (t-CO<sub>2</sub>)



Scope of periodic reports under the Energy Conservation Law (Data for MSH, MSC, MSL, Marukyo Logistics Co., Ltd. [Osaka], and Marukyo Logistics Co., Ltd. [Ehime]). From the fiscal year ended March 31, 2023, the scope of coverage has been expanded to include MSH, MSC, MSE, MSL, MSCS, MST, Marukyo Logistics Co., Ltd. (Osaka), and Marukyo Logistics Co., Ltd. (Ehime).

In the fiscal year ended March 31, 2024, we reduced CO<sub>2</sub> emissions through the operation of solar power generation systems, the utilization of renewable energy electricity, and the purchase of non-fossil certificates for renewable energy.

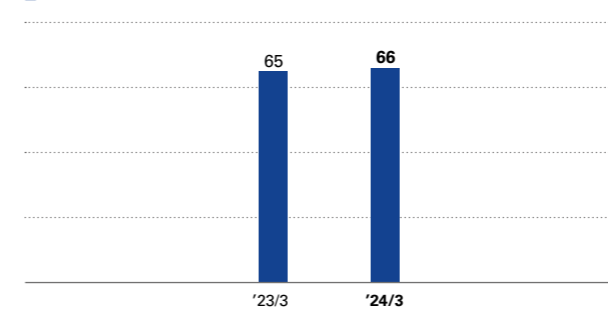
Waste Emissions (t)



MSC bases that have obtained green management certification From the fiscal year ended March 31, 2023, the scope of coverage has been expanded to include MSH, MSC, MSE, MSL, MSCS, MST, Marukyo Logistics Co., Ltd. (Osaka), and Marukyo Logistics Co., Ltd. (Ehime).

In the fiscal year ended March 31, 2024, we reduced waste emissions through the promotion of paperless initiatives, etc. We are also promoting the recycling of packing materials, etc., in order to improve recycling rates.

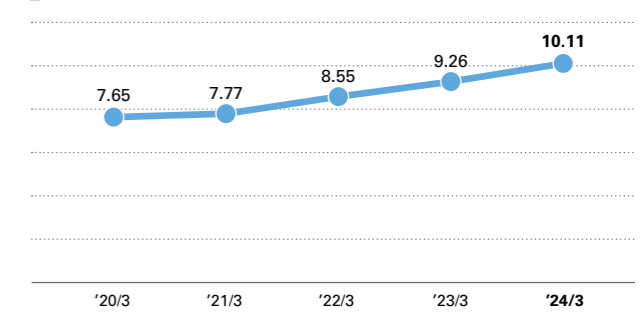
Employee Engagement Score (Points)



We are conducting engagement surveys with the aim of improving employee engagement, which is connected to enhancing corporate value. In the fiscal year ended March 31, 2024, we improved the employee engagement score by one point through management training focused on our philosophy and implementation of one-on-one meetings at every company.

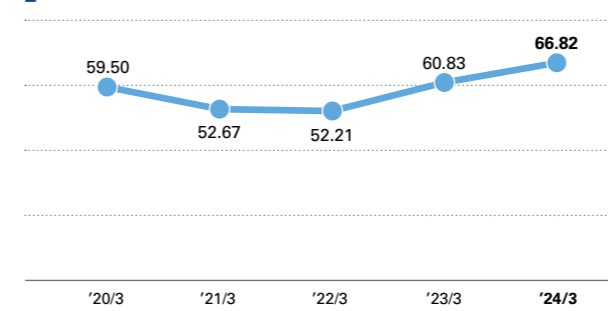
Note: Started from the fiscal year ended March 31, 2023

Ratio of Female Managers (%)



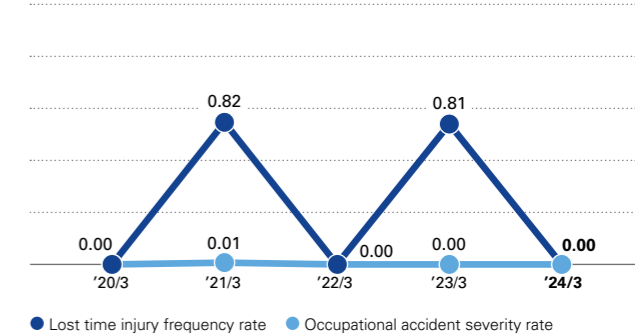
We are aiming to increase the ratio of female managers to build a resilient organization where diverse talent can play active roles. We are promoting training programs for female managers and initiatives to create comfortable working environments for both men and women.

Ratio of Paid Leave Taken (%)



We are advancing health management with the aim of raising the ratio of paid leave taken so that employees can work in good mental and physical health.

Lost Time Injury Frequency Rate/ Occupational Accident Severity Rate



Ensuring safety leads to rewarding work environments and improvements in logistics quality. We have established a Safety Subcommittee, a Group-wide organization, to promote unified Group initiatives.

## 11-Year Consolidated Financial Data

MITSUI-SOKO HOLDINGS Co., Ltd. and its Consolidated Subsidiaries

(Millions of yen)

	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
<b>Operating Results</b>											
Operating revenue	161,535	170,486	212,971	225,503	233,243	241,852	241,080	253,559	301,022	300,836	<b>260,593</b>
Logistics business	154,243	160,564	203,872	216,757	224,842	233,404	231,982	244,645	292,213	292,022	<b>251,817</b>
Real estate business	11,050	10,477	9,614	9,407	9,155	9,170	9,833	9,621	9,574	9,629	<b>9,592</b>
Intersegment transaction eliminations	(3,758)	(556)	(515)	(660)	(755)	(721)	(736)	(706)	(765)	(815)	<b>(816)</b>
Operating cost	141,703	150,232	187,816	198,694	206,071	211,513	211,058	218,094	256,743	256,142	<b>220,266</b>
Operating gross profit	19,832	20,253	25,155	26,809	27,171	30,339	30,022	35,465	44,278	44,694	<b>40,327</b>
Selling, general and administrative expenses	14,337	14,140	21,867	20,986	20,175	18,352	18,213	17,804	18,338	18,732	<b>19,572</b>
Operating profit	5,494	6,112	3,287	5,823	6,996	11,986	11,808	17,661	25,939	25,961	<b>20,754</b>
Profit (loss) before income taxes	8,076	4,376	2,814	(21,697)	8,142	9,848	10,973	19,040	25,553	27,029	<b>20,939</b>
Profit (loss) attributable to owners of parent	4,491	1,212	211	(23,427)	4,406	5,190	6,395	11,549	14,503	15,617	<b>12,107</b>
ROE (%)	7.7	1.9	0.3	(47.1)	10.7	11.4	13.2	20.5	20.4	18.1	<b>11.9</b>
<b>Financial Position</b>											
Net assets	65,936	72,980	66,681	41,820	48,396	52,243	54,842	68,529	88,631	104,078	<b>120,828</b>
Total assets	220,728	245,213	285,939	267,677	263,155	252,078	239,309	238,371	258,297	258,679	<b>263,543</b>
Balance of interest-bearing debt	111,564	126,396	163,035	171,022	159,214	144,197	129,599	109,692	99,394	92,621	<b>83,265</b>
D/E ratio (times)	1.78	1.85	2.64	4.54	3.62	3.04	2.61	1.75	1.25	0.99	<b>0.76</b>
Equity ratio (%)	28.4	27.8	21.6	14.1	16.7	18.8	20.8	26.3	30.8	36.1	<b>41.7</b>
<b>Cash Flows</b>											
Cash flows from operating activities	13,639	8,047	11,101	12,526	12,207	18,498	21,112	21,257	23,123	32,340	<b>23,176</b>
Cash flows from investing activities	(5,339)	(14,809)	(36,019)	(12,872)	(5,806)	(4,043)	(5,487)	803	(7,049)	(6,326)	<b>(10,477)</b>
Free cash flow	8,300	(6,762)	(24,918)	(346)	6,401	14,455	15,625	22,060	16,074	26,014	<b>12,699</b>
Cash flows from financing activities	(24,012)	12,835	28,826	6,042	(12,180)	(16,618)	(16,746)	(21,683)	(17,218)	(16,053)	<b>(17,068)</b>
<b>Per Share Information</b>											
Net income (loss) (yen)	180.84	48.81	8.52	(943.26)	177.42	208.99	257.50	465.01	583.98	628.08	<b>486.21</b>
Net assets (yen)	2,521.09	2,747.65	2,483.15	1,518.30	1,772.28	1,908.68	2,001.34	2,524.44	3,199.28	3,750.18	<b>4,412.10</b>
Dividend (yen)	45.0	47.5	50.0	25.0	—	12.5	37.5	55.0	129.0	189.0	<b>146.0</b>
Payout ratio (%)	25.0	97.3	588.2	—	0.0	6.0	14.6	11.8	22.1	30.1	<b>30.0</b>
<b>Stock Price-Related Information</b>											
Price/earnings ratio (times)	11.4	41.4	176.1	—	9.5	8.7	5.4	4.7	4.3	6.2	<b>9.7</b>

Notes:

- Operating revenue does not include consumption tax.
- The intersegment transaction eliminations in the fiscal year ended March 31, 2014, were calculated using a different calculation method than the figures from the fiscal year ended March 31, 2015, and later.
- Effective from the first quarter of the fiscal year ended March 31, 2022, the Company has applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, issued on March 31, 2020). The consolidated financial data for the fiscal year ended March 31, 2022, and thereafter are indicators after retroactive application of the said accounting standard.
- Interest-bearing debt figures include lease liabilities.
- On October 1, 2018, the Company conducted a reverse stock split at a ratio of five shares to one share of common stock. Net income per share, net assets per share, and dividend per share were calculated on the assumption that the share consolidation was conducted at the beginning of the fiscal year ended March 31, 2014.

## Five-Year Non-Financial Data

### Main Environmental Data

	2020/3	2021/3	2022/3	2023/3	2024/3
Total energy usage (GJ)	1,180,755	1,093,309	1,079,887	1,156,362	<b>1,009,168</b>
Electricity (1,000 kWh)	73,881	69,317	69,513	77,327	<b>72,581</b>
In-house renewable energy usage	—	—	416	2,714	<b>11,041</b>
Gasoline (kl)	175	151	124	171	<b>171</b>
Heavy oil (kl)	2	12	3	2	<b>13</b>
Kerosene (kl)	0	0	0	0	<b>0</b>
Light oil (kl)	10,161	9,472	9,229	9,315	<b>8,970</b>
Petroleum gas (kl)	94	68	52	33	<b>31</b>
City gas (1,000 m <sup>3</sup> )	418	333	341	343	<b>329</b>
Hot water (GJ)	1,829	1,710	3,898	1,734	<b>1,946</b>
Cold water (GJ)	47,826	32,946	29,072	30,768	<b>28,638</b>
CO <sub>2</sub> emissions (Scope 1 + 2) (t-CO <sub>2</sub> )	63,657	56,883	56,061	59,220	<b>54,161</b>
CO <sub>2</sub> emissions (Scope 1)	27,930	25,857	25,048	25,321	<b>24,446</b>
CO <sub>2</sub> emissions (Scope 2)	35,727	31,026	31,013	33,899	<b>29,714</b>
CO <sub>2</sub> emissions (Scope 3) (t-CO <sub>2</sub> )	—	—	1,188,920	1,275,057	<b>560,858</b>
Water usage (m <sup>3</sup> )	249,159	162,859	173,869	166,823	<b>138,220</b>
Water discharge (m <sup>3</sup> )	—	—	—	145,553	<b>134,418</b>
Waste emissions (t)	2,407	2,530	2,372	8,519	<b>7,977</b>
Recycled (in-house)	—	—	—	4,788	<b>4,251</b>
Non-recycled (in-house)	—	—	—	3,731	<b>3,726</b>

Notes: 1. From the fiscal year ended March 31, 2023, the scope of coverage for each data set has been expanded to include MSH, MSC, MSE, MSL, MSCS, MST, Marukyo Logistics Co., Ltd. (Osaka), and Marukyo Logistics Co., Ltd. (Ehime).  
2. The scope of coverage for figures up to the fiscal year ended March 31, 2022, is as follows:  
Total energy usage and CO<sub>2</sub> emissions: Companies that submit periodic reports under the Energy Conservation Law; Water usage: MSH and MSC; Waste emissions: MSC bases that have obtained green management certification.  
3. The amount of renewable energy usage in the fiscal year ending March 2024 includes figures that take into account the ratio of renewable energy usage by each power company.  
4. Scope 3: Data for the fiscal year ending March 2023 and earlier has been recalculated due to a review of the calculation method. For the fiscal year ending March 2024, some data in Category 1 has been refined (from monetary method to ton-kilometer method).  
5. With the exception of sewage systems, there are no outlets for wastewater discharge.

### Main Social Data

	2020/3	2021/3	2022/3	2023/3	2024/3
Employee engagement score (Points)	—	—	—	65	<b>66</b>
Number of employees (Number of temporary workers included) (Persons)	1,823	1,893	1,842	1,875	<b>1,933</b>
Total of new graduate hires (Persons)	62	50	49	52	<b>68</b>
Ratio of female managers (%)	7.65	7.77	8.55	9.26	<b>10.11</b>
Employment rate for persons with disabilities (%)	1.96	2.19	1.83	2.43	<b>2.21</b>
Ratio of employee overtime work (%)	16.99	16.35	18.31	17.36	<b>16.86</b>
Ratio of paid leave taken (%)	59.50	52.67	52.21	60.83	<b>66.82</b>
Ratio of employees taking childcare leave (Men) (%)	6.12	13.89	51.28	93.33	<b>78.05</b>
Ratio of employees taking childcare leave (Women) (%)	100.00	100.00	96.77	100.00	<b>96.00</b>
Ratio of employees returning to work after taking childcare leave (%)	96.67	100.00	97.56	100.00	<b>100.00</b>
Absentee rate (%)	0.38	0.37	0.13	0.17	<b>0.15</b>
Health checkup take-up rate (%)	90.84	92.2	96.20	99.44	<b>99.58</b>
Number of occupational accidents	1	4	1	3	<b>0</b>
Lost time injury frequency rate	0.00	0.82	0.00	0.81	<b>0.00</b>
Occupational accident severity rate	0.00	0.01	0.00	0.00	<b>0.00</b>

Notes: 1. The scope of the main data of the working environment is MSH, MSC, MSE, MSL, MSCS, and MST.  
2. The employee engagement score is the overall score from the engagement survey "Wevox" provided by Atrac, Inc.  
3. The number of occupational accidents, lost time injury frequency rate, and occupational accident severity rate exclude commuting accidents.

MSH: MITSUI-SOKO HOLDINGS, MSC: MITSUI-SOKO, MSE: MITSUI-SOKO EXPRESS, MSL: MITSUI-SOKO LOGISTICS, MSCS: MITSUI-SOKO Supply Chain Solutions, MST: MITSUI-SOKO TRANSPORT

## Group Network

As of July 31, 2024

MITSUI-SOKO Co., Ltd.	Tokyo	Domestic and Overseas Logistics/Port Transportation	
Mitsui-Soko Kyushu Co., Ltd.	Fukuoka	Mitex International (Hong Kong) Ltd.	Hong Kong
Mitsui-Soko Business Partners Co., Ltd.	Tokyo	Mitsui-Soko (Taiwan) Co., Ltd.	Taiwan
IM Express Co., Ltd.	Tokyo	Mitsui-Soko (Korea) Co., Ltd.	Korea
Sanso K.K.	Tokyo	Mitsui-Soko International Pte. Ltd.	Singapore
Toko Maruraku Transportation Co., Ltd.	Kanagawa	Mitsui-Soko (Singapore) Pte. Ltd.	Singapore
Sanso Kouun Co., Ltd.	Aichi	Mitsui-Soko Vietnam Co., Ltd.	Vietnam
Sanko Trucking Co., Ltd.	Aichi	Mitsui-Soko (Thailand) Co., Ltd.	Thailand
Sanei K.K.	Mie	Mitsui-Soko (Chiangmai) Co., Ltd.	Thailand
Mitsunori Corporation	Fukui	Mits Logistics (Thailand) Co., Ltd.	Thailand
Mitsui Warehouse Terminal Service Co., Ltd.	Osaka	Mits Transport (Thailand) Co., Ltd.	Thailand
Sanyu Service Co., Ltd.	Osaka	MS North Star Logistics Co., Ltd.	Thailand
Kobe Sunso Koun Co., Ltd.	Hyogo	Mitsui-Soko (Malaysia) Sdn. Bhd.	Malaysia
Sun Transport Co., Ltd.	Hyogo	Mitsui-Soko Agencies (Malaysia) Sdn. Bhd.	Malaysia
MK Services Co., Ltd.	Hyogo	Integrated Mits Sdn. Bhd.	Malaysia
Seiyu Koun Co., Ltd.	Fukuoka	PT Mitsui-Soko Indonesia	Indonesia
Hakata Sanso-Butsuryu Co., Ltd.	Fukuoka	Mitsui-Soko (U.S.A.) Inc.	U.S.A.
Naha International Container Terminal, Inc.	Okinawa	Mitsui-Soko (Americas) Inc.	U.S.A.
Mitsui-Soko (China) Investment Co., Ltd.	China	Mitsui-Soko Mexico S.A. de C.V.	Mexico
Mitex Logistics (Shanghai) Co., Ltd.	China	PST CLC Mitsui-Soko, a.s.	Czech Republic
MSC Trading (Shanghai) Co., Ltd.	China	PST Hungary Kft.	Hungary
Mitex Shenzhen Logistics Co., Ltd.	China	Shanghai Jinjiang Mitsui-Soko International Logistics Co., Ltd.*	China
Nantong Sinavico International Logistics Co., Ltd.	China	AW Rostamani Logistics LLC*	U.A.E
Shanghai Marukyo Transportation Co., Ltd.	China		
Zhangjiagang Bonded Area Marukyo Transportation & Trade Co., Ltd.	China		

MITSUI-SOKO EXPRESS Co., Ltd.	Tokyo	Airfreight Forwarding	
MSE CHINA (GUANGZHOU) CO., LTD.	China	N.V. MSE EUROPE S.A.	Belgium
MSE CHINA (BEIJING) CO., LTD.	China	MSE EUROPE TASIMACILIK, ORGANIZASYON,	
MSE EXPRESS AMERICA, INC.	U.S.A.	LOJISTIK LIMITED SIRKETI	Turkey
MSE EXPRESS MEXICO, S.A. DE C.V.	Mexico	MS EXPRESS SOUTH AFRICA (PTY) LTD.	South Africa
MSE do Brasil Logistica Ltda.	Brazil	PT. PUNINAR MSE INDONESIA*	Indonesia
MSE EXPRESS (THAILAND) CO., LTD.	Thailand	MSE FORWARDERS INDIA PVT. LTD.*	India

MITSUI-SOKO LOGISTICS Co., Ltd.	Tokyo	3PL/LLP (Distribution/Sales logistics)	
Hokkaimitsui-Soko Logistics Co., Ltd.	Hokkaido	Co-next Inc.	Tokyo
MS Logitech Service Co., Ltd.	Osaka		

MITSUI-SOKO Supply Chain Solutions, Inc.	Tokyo	3PL/LLP (Procurement/Production logistics)	
Logistics Operation Service Co., Ltd.	Tokyo	MS Supply Chain Solutions (Malaysia) Sdn. Bhd.	Malaysia
MS Supply Chain Solutions (Thailand) Ltd.	Thailand		

MITSUI-SOKO TRANSPORT Co., Ltd.	Osaka	Land Transportation	
Marukyo Logistics Co., Ltd. (Osaka)	Osaka	Marukyo Group Cooperative	Osaka
Marukyo Logistics Co., Ltd. (Ehime)	Ehime	Swallow Logistics Co., Ltd.	Wakayama
AMT Co., Ltd.	Ehime	Marukyo Shokusan Co., Ltd.	Osaka
Marukyo Logistics Co., Ltd. (Kyushu)	Fukuoka	Kiwa General Service Co., Ltd.	Wakayama

MITSUI-SOKO HOLDINGS Co., Ltd.	Tokyo	Holding Company, Real Estate Business
MITSUI-SOKO BIZPORT Co., Ltd.	Tokyo	

\*Companies accounted for using equity method

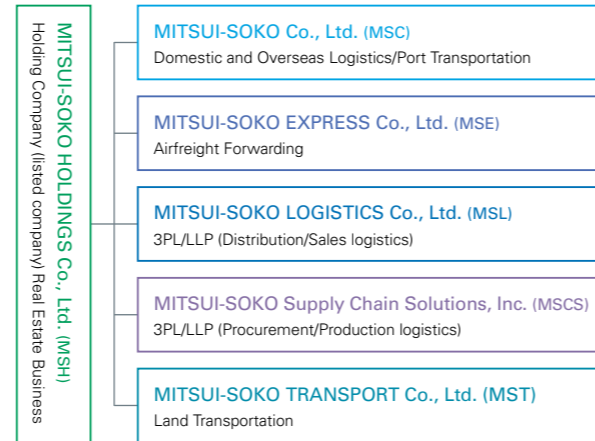
# Company Information/Investor Information

As of March 31, 2024

## Company Information

- **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
- **Paid-in capital** ¥11,219,525,474
- **Accounting period** From April 1 every year to March 31 the following year
- **Accounting auditors** KPMG AZSA LLC
- **Main business areas** Logistics business, real estate business
- **Companies for consolidated financial statements** Consolidated subsidiaries: 72  
Companies accounted for using equity method: 5
- **Number of employees** 7,882 (non-consolidated 974)
- **Websites** Corporate website <https://www.mitsui-soko.com/en>  
Investor Relations <https://www.mitsui-soko.com/en/ir/>

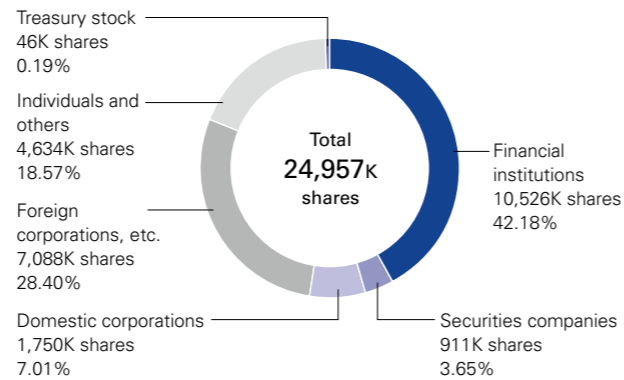
### Group structure



## Stock Information

- **Common stock authorized** 80,000,000 shares
- **Common stock issued** 24,957,602 shares
- **Number of shareholders** 12,735
- **Number of shares** 100 shares per trading unit
- **Stock exchange listing** Tokyo Stock Exchange
- **Securities code** 9302
- **Shareholder register agent** Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo

### Breakdown of shareholders



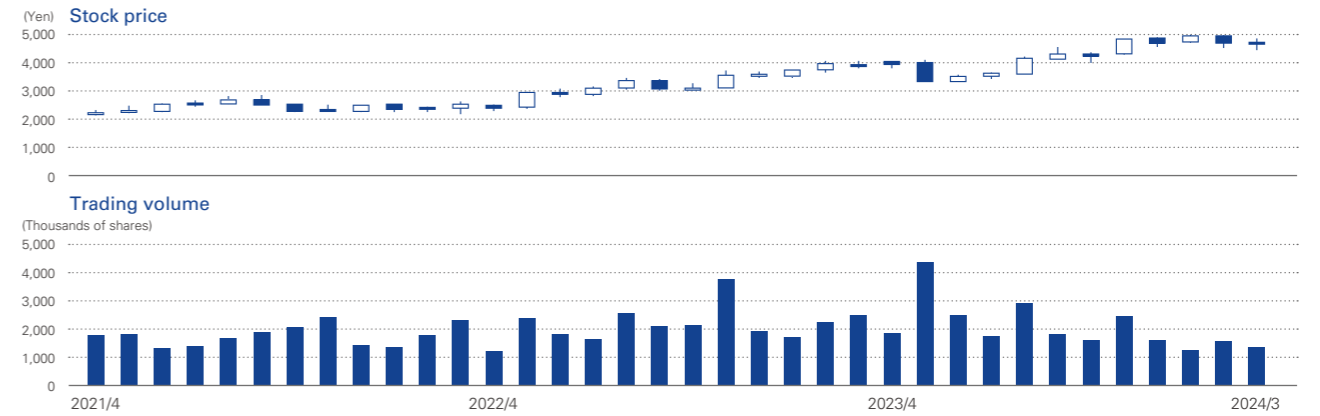
Note: The number of shares has been rounded down to the nearest thousand, while the ratio of the number of shares is rounded to the second decimal place.

### Major shareholders

Name	Number of shares held (in thousands)	Percentage of total shares held
The Master Trust Bank of Japan, Ltd. (Trust accounts)	2,901	11.64
Custody Bank of Japan, Ltd. (Trust accounts)	1,569	6.30
TAJU LIFE INSURANCE Co., Ltd.	1,569	6.29
Mitsui Sumitomo Insurance Co., Ltd.	1,401	5.62
Sumitomo Mitsui Banking Corporation	696	2.79
GOLDMAN SACHS INTERNATIONAL	586	2.35
Mizuho Securities Co., Ltd.	519	2.08
Mitsui-Soko Group Employee Shareholders	509	2.04
Takenaka Corporation	496	1.99
STATE STREET BANK AND TRUST COMPANY 505223	478	1.92

Note: The number of shares held has been rounded down to the nearest thousand. The percentage of total shares held is calculated by rounding to the second decimal place and subtracting treasury stock (46,980 shares).

## Stock Price and Trading Volume



## Total Shareholder Return (TSR)

	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
Year-end stock price (Yen)	1,821	1,399	2,168	2,511	3,925	<b>4,705</b>
Dividend per share (Yen)	—	37.5	55	129	189	<b>146</b>
Cumulative dividend per share (Yen)	—	37.5	92.5	221.5	410.5	<b>556.5</b>
TSR	—	78.9%	124.1%	150.1%	238.1%	<b>288.9%</b>
(Comparative index)	—	82.9%	110.6%	122.2%	146.8%	<b>188.8%</b>

Notes: 1. TSR is the value at the end of the fiscal year ended March 31, 2020, and later, when the investment was made at the closing price at the end of the fiscal year ended March 31, 2019.  
2. The comparative index for TSR is the Tokyo Stock Price Index (TOPIX) warehousing and transportation industry-related sector indices (including dividends).

## Ratings Information (As of August 31, 2024)

Rating organization	Long-term rating
Rating & Investment Information, Inc. (R&I)	A- (Positive)
Japan Credit Rating Agency (JCR)	A+ (Stable)

## ESG-Related External Evaluations (As of August 31, 2024)

<p>FTSE Blossom Japan Index</p>	<p>FTSE Blossom Japan Sector Relative Index</p>	<p>S&amp;P/JPX Carbon Efficient Index</p>
<p>MSCI Nihonkabu ESG Select Leaders Index</p> <p>2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX</p> <p>THE INCLUSION OF MITSUI-SOKO HOLDINGS Co., Ltd. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF MITSUI-SOKO HOLDINGS Co., Ltd. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.</p>	<p>Morningstar Japan ex-REIT Gender Diversity Tilt Index</p>	