

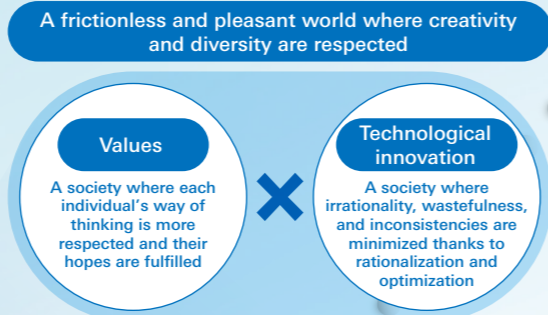
Desired Future Vision for 2050 and Vision for Society in 2035

For the Mitsui-Soko Group to steadfastly continue realizing its PURPOSE and achieve sustainable growth, we must implement our management strategy with a medium- to long-term perspective and pursue a balance between the sustainability of companies and society.

Even in an increasingly uncertain and complex era, we define the direction of our Group by implementing medium- to long-term management. In addition to the “forecasting approach” based on the present, we adopt a “backcasting approach,” creating the desired future vision for 2050 and identifying our societal vision and customer trends in 2035.

By appropriately identifying risks and opportunities, strengthening our business model, and executing our materiality and medium-term management plan, we will achieve sustainable development for both our Group and society.

Desired Future Vision for 2050



Vision for society and customers in 2035

Backcasting Approach based on the desired future vision

VISION

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

Forecasting Approach based on the present

Sustainable growth of the Mitsui-Soko Group

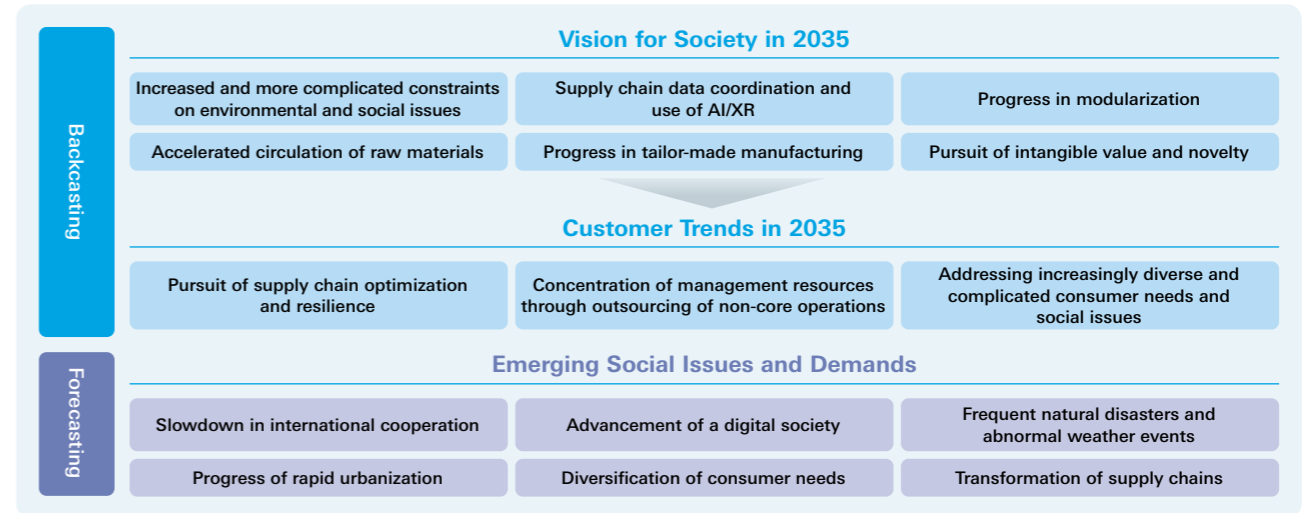
Backcasting Approach based on the vision for society and customers in 2035

As of 2025

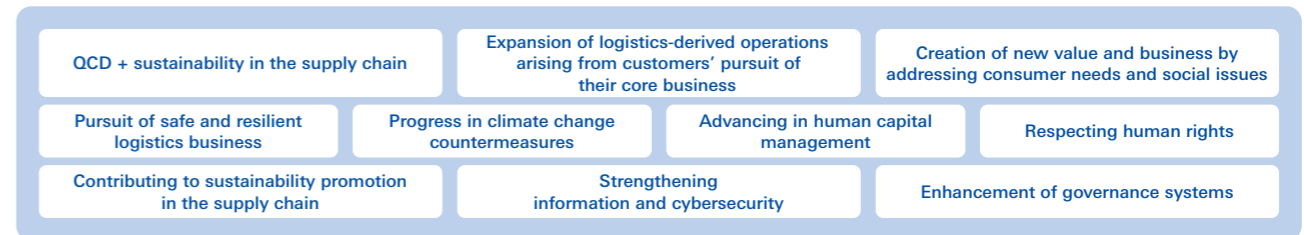
PURPOSE

Empower society, encourage progress

Environmental Changes, Social and Customer Needs



Keywords for Sustainable Growth



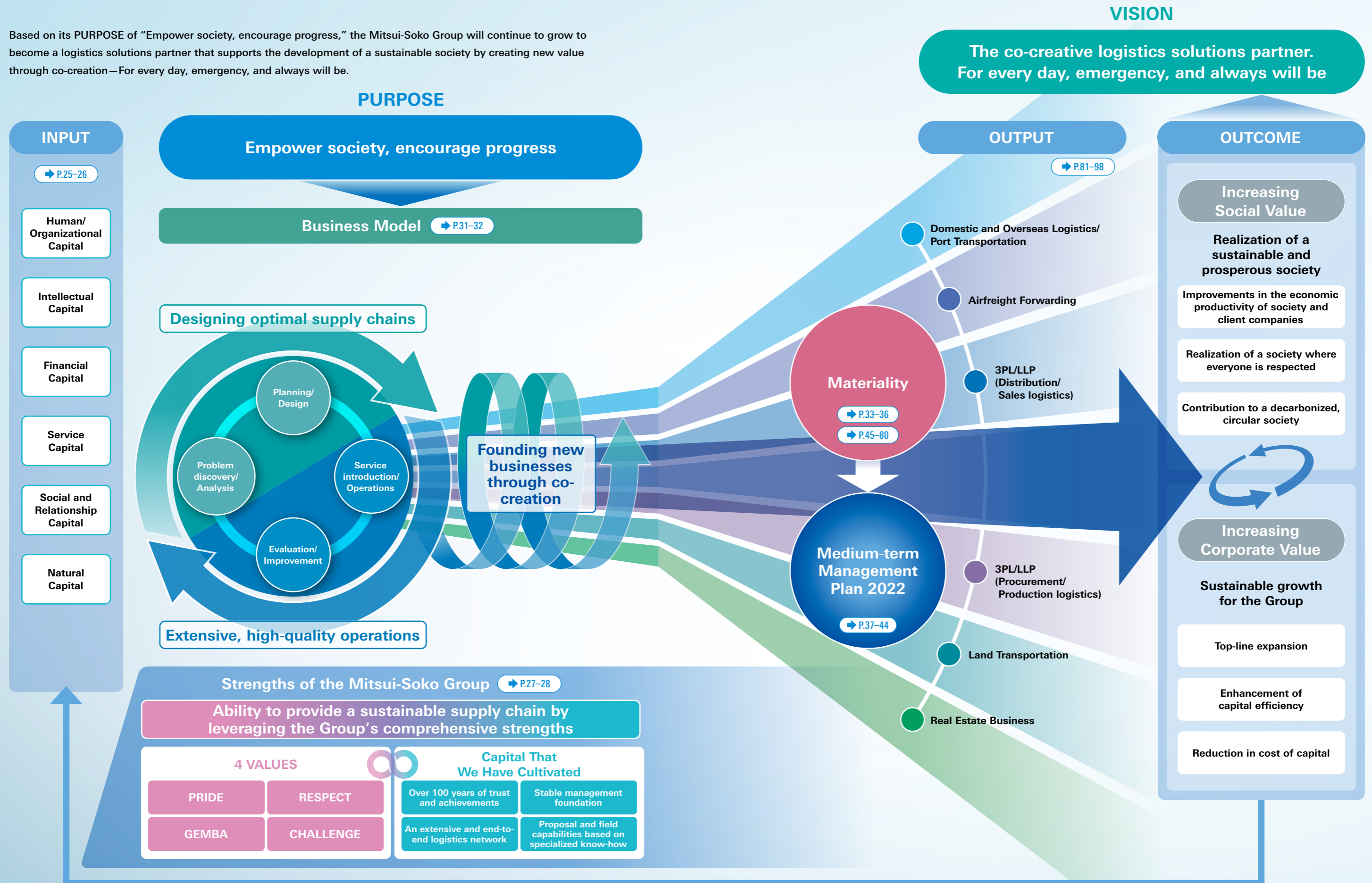
Risks and Opportunities

Keyword	Risk	Opportunity	
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			Long, medium
Creation of new value and business by addressing consumer needs and social issues			Long, medium
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 proactive initiatives and accumulated 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	Reputation damage and financial loss resulting from insufficient compliance with laws or customer requirements	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	
Enhancement of governance systems	Reputation damage, financial loss, and impairment of corporate value due to inadequate response	<ul style="list-style-type: none"> Maintaining and improving trust from customers and stakeholders Enhancing corporate value by promoting Group management 	







Note: The timeframes are as follows: Short term: approx. 3-5 years; Medium term: approx. 10 years; Long term: over 30 years

Value Creation Process

Based on its PURPOSE of “Empower society, encourage progress,” the Mitsui-Soko Group will continue to grow to become a logistics solutions partner that supports the development of a sustainable society by creating new value through co-creation—For every day, emergency, and always will be.



Management Capital

Capital		Ideal state	Input	Strategies to strengthen capital
 <p>Human/ Organizational Capital</p>	<p>Advancing human capital management to maximize the organization by enabling each and every employee to demonstrate their abilities to the fullest extent</p>	<p>To provide a sustainable supply chain as a logistics company, it is necessary to accurately identify social issues and customer needs, and then propose and implement solutions.</p> <p>While being accepting of diverse values and the ideas of each individual and fostering a spirit to take on challenges, we will work to improve the environment and enhance the system to promote the creation of rewarding work environments and strengthen the organization to realize these goals.</p>	<p>Consolidated number of employees</p> <p>7,924</p> <p>Consolidated subsidiaries</p> <p>Domestic 35 Overseas 38</p> <p>Personnel with expertise</p> <ul style="list-style-type: none"> SCM solution sales personnel Operational personnel to strengthen field capabilities Specialized personnel (IT professionals, pharmacists, etc.) 	<p>Organizational growth through the growth of each and every diverse employee, and realization of the Group's collective strengths</p> <ul style="list-style-type: none"> Instill our Group Philosophy Recruit, train, and retain in line with "profile of human resources we seek" Enhance employee engagement Promote diversity and inclusion to improve organizational capabilities Personnel training to raise SCM solutions and field capabilities
 <p>Intellectual Capital</p>	<p>Continuous development of new businesses and competitive services by enhancing logistics design capabilities and logistics quality that combine people's individual capabilities with technological capabilities</p>	<p>To further improve logistics quality, the Group is incorporating manufacturer-standard improvement methods into the logistics know-how accumulated over more than 100 years. In addition, by promoting DX, we are building a supply chain management (SCM) digital platform to deepen our integrated solution service.</p>	<p>Overwhelming field capabilities</p> <ul style="list-style-type: none"> Standardization method established by transforming know-how accumulated over many years into explicit knowledge High-quality logistics based on manufacturer standards <p>DX strategic investment</p> <ul style="list-style-type: none"> DX strategic investment: ¥20 billion (Medium-term Management Plan 2022 period) SCM digital platform 	<p>Enhance field capabilities through improvements and increase high-value-added services by promoting DX</p> <ul style="list-style-type: none"> Company-wide penetration of standardization methods Promote SCM using digital methods Promote smart logistics (robotics, etc.)
 <p>Financial Capital</p>	<p>Improve the ability to generate cash and build a sound financial base to invest in growth and realize stable returns to shareholders</p>	<p>The Group is committed to strategic financial operations and management to establish a business structure that is efficient and can secure healthy profits even in an increasingly uncertain business environment.</p>	<p>Operating cash flow</p> <p>¥21.9 billion</p> <p>Equity ratio</p> <p>41.8%</p> <p>ROE</p> <p>8.8%</p>	<p>Investment in growth strategies, management with an awareness for capital efficiency</p> <ul style="list-style-type: none"> Medium-term Management Plan 2022 financial strategy execution <ul style="list-style-type: none"> Investments: ¥130 billion Payout ratio: 30% D/E ratio: 1.0 times ROE: Over 12%
 <p>Service Capital</p>	<p>Expand into a wide range of regions to realize a stable logistics service and develop facilities and transportation networks that are suited to the characteristics of the handled cargo</p>	<p>To realize a stable logistics service that can withstand changes in social conditions and the environment, the Group has developed a global presence. The Group also has facilities that are suited to the characteristics of the handled cargo, such as dedicated healthcare facilities, and state-of-the-art facilities equipped with robotics, to support the provision of optimal supply chains for our customers.</p>	<p>Operating countries</p> <p>22</p> <p>Number of business sites</p> <p>Domestic 296 sites Overseas 128 sites</p>	<p>Maintain and reinforce logistics foundation</p> <ul style="list-style-type: none"> Build resilient distribution networks and logistics facilities Strengthen logistics services in focus areas Expand logistics facilities specialized in competitive areas
 <p>Social and Relationship Capital</p>	<p>Value co-creation with stakeholders based on relationships of trust</p>	<p>To be a company that continues to create long-term value through sound and transparent management activities, we will build strong relationships of trust and enhance the sustainability of value through proactive and constructive communication, as well as co-creation, with our shareholders, customers, and other stakeholders.</p>	<p>Engagement with stakeholders</p> <ul style="list-style-type: none"> Dialogue with investors <ul style="list-style-type: none"> Financial results briefings: Four times (251 participants in total) Individual IR coverage: 145 times SR interviews: 12 companies Board of Directors' feedback: Two times Co-creation with customers and business partners 	<p>Strengthen dialogue and relations with all stakeholders</p> <ul style="list-style-type: none"> Effective communication with investors and shareholders Increase customer satisfaction Build responsible supply chains
 <p>Natural Capital</p>	<p>Effective utilization of energy such as electricity and light oil, and contribution to a circular economy</p>	<p>To operate a logistics business, various energy resources are one of the Group's raw materials. Based on the idea that conservation of the global environment will lead to sustainable growth of society and companies, we will efficiently utilize energy and advance reductions in CO₂ and waste emissions.</p>	<p>Total energy usage</p> <p>988 TJ</p> <p>Renewable energy usage</p> <p>11,942 MWh</p>	<p>Effective use of limited resources</p> <ul style="list-style-type: none"> Reduce CO₂ emissions through promotion of energy-saving and expanded use of renewable energy Improve the waste recycling rate

Note: Figures are as of March 31, 2025.

Strengths 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 form the foundation of our corporate culture and the capital we have built up over time.

PRIDE

Responsibility and pride in empowering our society

Together with our customers, we have faced and overcome supply chain crises caused by disruptions in logistics, including major earthquakes, typhoons, and the COVID-19 pandemic. With a sense of responsibility and pride as a player in logistics, which serves as the lifeblood of society, we work to empower our society.

GEMBA

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

Our origin lies on the front lines of logistics. Each individual working there engages sincerely with customers, thinking and acting proactively, thereby creating the frontline capabilities that are the unshakable foundation of our business. The "frontline" is also the starting point of our evolution, where we directly sense the rapidly changing needs of society and continuously drive innovation. By making the "frontline" the foundation of all our activities, we will continue to create logistics that evolve together with society.

RESPECT

Embrace diverse ideas, co-create new value

Originating from the warehousing business, we have grown into a comprehensive logistics company by welcoming many companies as partners along the way. We value the spirit of respect for the "diverse DNA" created by the combination of the Company and its people, and the spirit of respect for "dialogue and co-creation" with customers and partners. By combining the strengths of diverse individuals, we contribute to solutions that help optimize our customers' supply chains and contribute to the further development of society.

CHALLENGE

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

Amid growing uncertainty in the business environment, where various social issues such as driver shortages and increasingly severe natural disasters are becoming ever more intertwined, we are taking on the "challenge" of building a smooth and efficient next-generation logistics network through co-creation within and outside the Company. As a logistics company that encourages progress of society, we will not be content with the status quo but will continue to take on challenges with creativity and a forward-looking mindset.



Over 100 years of trust and achievements

For over 100 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	Number of industrial classifications
71 companies	37 classifications

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

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 warehousing business centered around port areas, which represents our original business, and our real estate business involving the leasing of office buildings and apartments. In recent years, we have strengthened our earnings power and increased our ability to generate cash flow by providing services in our focus areas of mobility, healthcare and B2B2C, as well as through the growth of LLP services that support our customers' logistics strategies.

Particularly relevant capital | **Financial capital**

Operating cash flow	D/E ratio
¥21.9 billion	0.75 times

An extensive and end-to-end logistics network

We are building an end-to-end logistics network by refining 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, Natural Capital**

Extensive domestic and overseas network	Comprehensive lineup of logistics functions
Japan: 296 business sites Overseas: 128 business sites	

Wide range of value chain logistics areas

Procurement > Production > Sales

Proposal and field capabilities based on specialized 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**

No. of BPA* applications	SustainaLink service
227 /year	Approx. 25 million cases (cumulative number of CO ₂ calculations)

* Number of applications for the Best Practices Award in the sales solutions and operational improvement categories

Note: Figures are as of March 31, 2025.

Business Model and Materiality



With an unwavering focus, I will promote transformation that will increase both our corporate value and social value.

Takeshi Nishimura

Director, Managing Executive Officer
In charge of Strategic Planning, Public Relations, ESG, and Operation Management

The Mitsui-Soko Group operates its logistics business based on its PURPOSE of "Empower society, encourage progress." As a century-old company that is responsible for a form of social infrastructure, the Group is vigorously promoting sustainability management. Climate change, the rise of protectionism, an aging population with a declining birthrate, and other changes in the external environment are gaining pace. Furthermore, the business environment is changing rapidly due to technological innovations such as AI. Since there is a sense of crisis that if we were to continue to view things only from the perspective

of an extension of what we had done up until now, it would be difficult for us to remain a sustainable, value-creating company looking ahead to the next 100 years, we redefined our business model last year and revised our materiality.

Given this background, our specific identification process combines approaches from two time perspectives. One is the "forecasting" perspective, by which we used the present as a starting point to capture changes and trends in the business environment and analyze medium-term risks and opportunities. The other is a "backcasting" perspective by

which we identified a societal vision and customer trends in 2035 based on an "ideal society" in 2050 and built up a picture of the role that the Group should play. We then identified risks and opportunities, taking into consideration not only the impact that society and the environment have on the Group, but also the impact that the Group's business activities have on society and the environment.

By combining these two time frames, I believe that we have been able to develop a business model unique to our Group that goes beyond addressing immediate issues and will serve as an "unshakeable pillar" leading to increased corporate value and social value. I also believe we have been able to identify materiality for realizing this business model and creating medium- to long-term value. Above all, I believe that the greatest success was that we were able to foster a common understanding among management with regard to the strengths and future direction of our Group through repeated discussions on this matter at Sustainability Committee and Board of Directors' meetings.

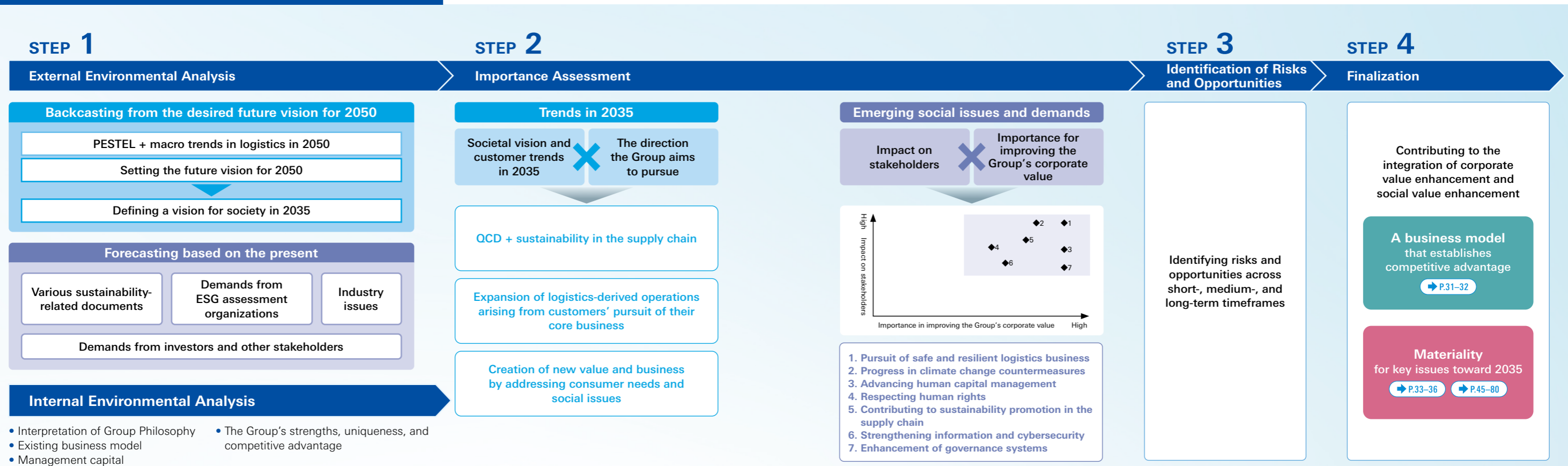
Now that the broad framework has been decided, we are moving on to the integration phase, where we will consider how to implement the business model specifically into individual strategies, measures, and daily operations. Our Group's materiality consists of a total of eight items: two related to the "Creation of Corporate and Social Values" and six relating to the "Maintenance and Reinforcement of the Foundations for Value Creation." For each of these, rather than

proceeding incrementally, I believe it is necessary to clarify our long-term vision and to strengthen the mechanisms for promoting each measure. We will then integrate each element into our next medium-term management plan.

In these uncertain times, it is becoming increasingly important to pursue both corporate value and social value and steer management in a balanced manner. To steadily implement our business model and materiality initiatives, which form the core of this effort, it is essential that each and every employee understands that and takes the initiative. In my management capacity, I will continue to encourage the transformation of our corporate culture, where all employees are aware of the challenges they face, such as "I want to be more useful to society," "I want to improve my skills to achieve this," and "I want to change the way we have done things up until now," and to put value creation into practice in their daily tasks.

Logistics is a form of social infrastructure that contributes to economic development and enriches people's lives. I believe that our activities themselves will lead to a sustainable society. The Mitsui-Soko Group's strength lies in its ability to provide a sustainable supply chain through the collective strengths of the Group. By integrating and utilizing diverse capital, such as human, intellectual, and asset capital, which constitute those strengths, we will promote sustainability management that contributes to improving corporate value and social value. By continuing to innovate with an "unshakeable pillar," we aim to become a unique leader in the logistics industry.

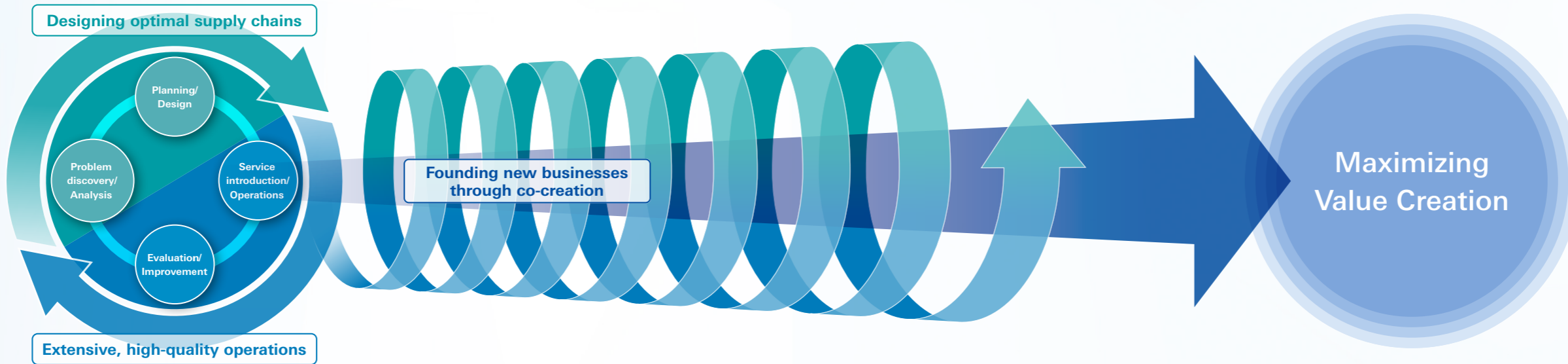
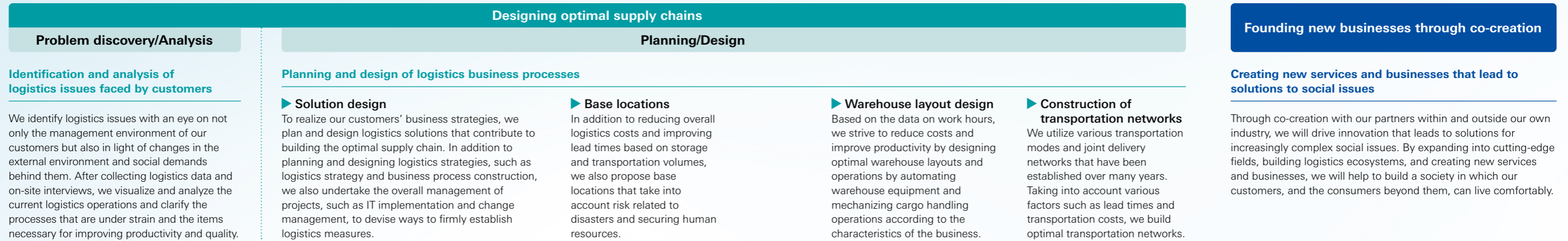
Process for Redefining the Business Model and Identifying Materiality



Business Model

The Mitsui-Soko Group is building a business model based on three pillars to make our customers' supply chains more resilient and sustainable. We focus on "designing optimal supply chains" to resolve our customers' problems, providing "extensive, high-quality operations" to put those supply chains into practice, and "founding new businesses through co-creation" to increase the sustainability of the industry and society as a whole. By deepening this business model, we

will strive to continually improve the quality of our services and contribute to the growth of our customers and the development of society.

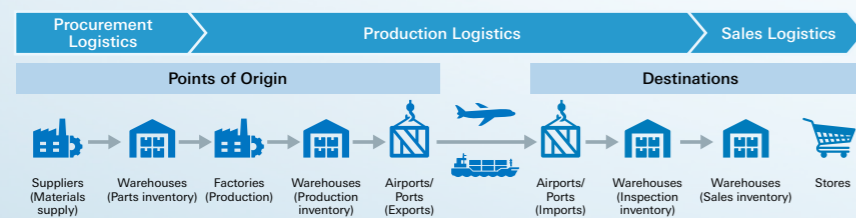


Extensive, high-quality operations

Provision of comprehensive, end-to-end, sustainable, and resilient logistics services from upstream to downstream

The Group has a large number of warehouses in Japan and overseas and a comprehensive lineup of logistics functions that cater to land, sea, and air forwarding. By combining these

various logistics functions and executing optimal and efficient operations, we provide a wide range of flexible logistics services from upstream to downstream.



Contracting derivative capabilities from logistics

The Group provides after-sales services, including logistics processing such as assembly and inspection, as well as equipment installation, maintenance, and detailed examinations. Furthermore, in addition to

document management and back-office BPO services, we provide BPO services for the value chain including procurement representation and sales management that allow our customers to focus on their core operations.

Value Chain	Procurement	Manufacturing	Sales	After-Sales Service
Operation	Purchase of materials	Assembly and processing Forming	Inspection and testing Marketing	Installation Maintenance Detailed examination Repair
Inventory management	Inventory, supply-demand, and shipment adjustment			

Enhancing logistics quality through continuous improvement activities

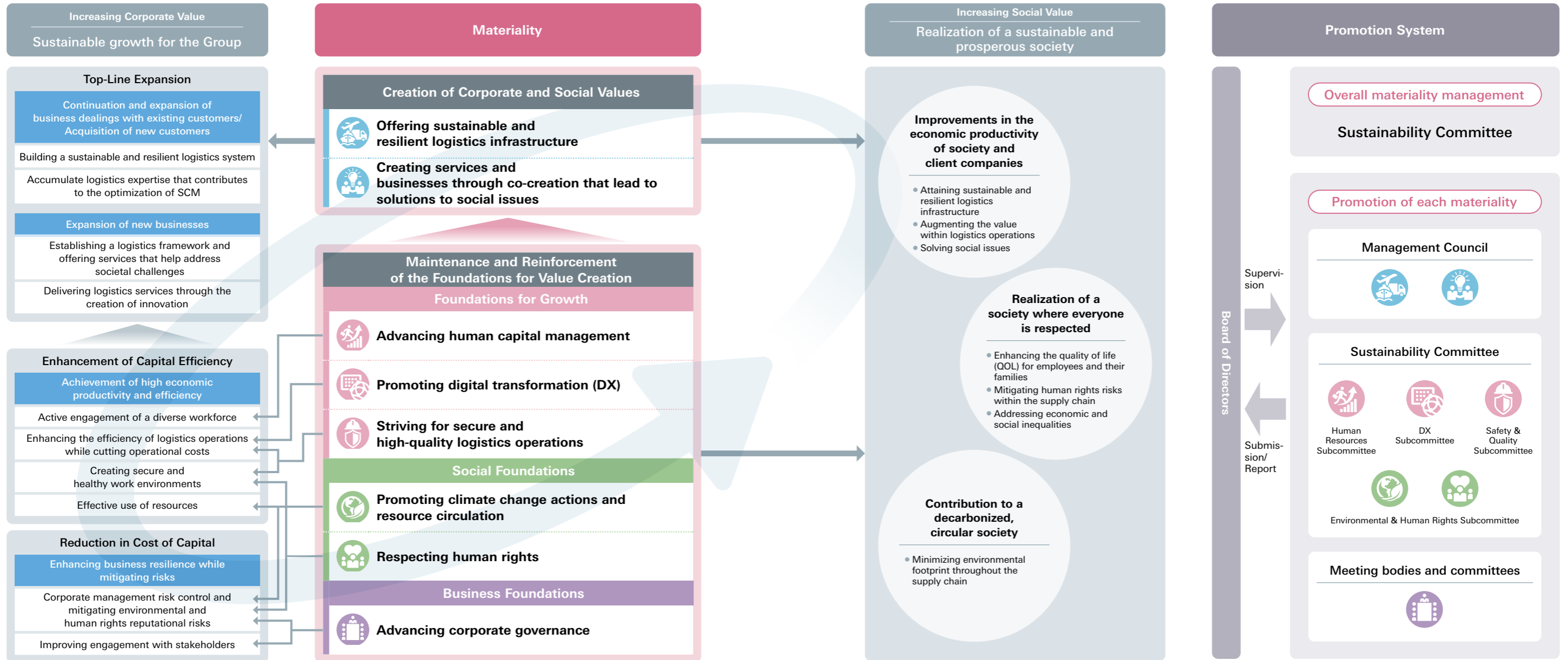
We verify the effectiveness of services after their introduction and carry out continuous improvement activities. By sharing information and providing education on cases of improvement within the Group, we are also aiming to further enhance efficiency and improve productivity and quality.

Materiality

The Mitsui-Soko Group seeks to realize our PURPOSE of “Empower society, encourage progress,” even amid uncertain and increasingly complex times. To do so, we recognize the need to promote management based on a medium- to long-term perspective and have identified our materiality accordingly. Our materiality is composed of eight material issues, including six based on “Maintenance and Reinforcement of the Foundations for Value Creation” and two based on realizing the “Creation of Corporate and Social Values” through the first six. The material issues identified are represented in the Group’s business activities themselves. Pursuing materiality leads to improvement in the Group’s corporate value, growth in our customers’ businesses, and helps realize the sustainable growth of society.

We promote materiality initiatives across the Group under the supervision of the Board of Directors and through a robust governance structure. Overall materiality management is overseen by the Sustainability Committee, which is responsible for

examining strategies and policies, as well as verifying their appropriateness. KPIs are set for each material issue, and progress is reported to the Board of Directors to enhance effectiveness. The promotion system is determined according to the nature of each material issue. Those that directly contribute to the Group’s profits, namely the “Creation of Corporate and Social Values,” are deliberated at the Management Council. For materiality related to the “Maintenance and Reinforcement of the Foundations for Value Creation,” specifically “Foundations for Growth” and “Social Foundations,” subcommittees have been established under the control of the Sustainability Committee. For the “Business Foundations” materiality, namely “advancing corporate governance,” initiatives are deepened through each meeting body and committee. We aim to further enhance corporate value by integrating sustainability promotion with management.



PDCA Management



List of Materiality

The Mitsui-Soko Group identifies materiality with the aim of creating new value and achieving sustainable growth for the Group and for society through its business activities. Our materiality is composed of eight material issues, including six based on “Maintenance and Reinforcement of the Foundations for Value Creation” and two based on realizing the “Creation of Corporate and Social Values” through the first six. We will promote initiatives for these material issues and realize the sustainable enhancement of the Group’s corporate value.

Materiality		Major Business Impact	Major Social Impact	KPI		2025/3 Results	Scope	Contribution to the SDGs	
Creation of Corporate and Social Values	<p>Offering sustainable and resilient logistics infrastructure</p>	<p>“For every day, emergency, and always will be” —Providing logistics services that aid in optimizing customers’ supply chains in all situations</p>	<p>[Top-Line Expansion]</p> <ul style="list-style-type: none"> Establishing a logistics framework that contributes to the optimization of supply chain management (SCM) Accumulating logistics expertise to meet customers’ QCD + sustainability needs 	<ul style="list-style-type: none"> Attaining sustainable and resilient logistics infrastructure 	<ul style="list-style-type: none"> Medium-term Management Plan 2022 	<ul style="list-style-type: none"> Operating revenue: ¥280.7 billion Operating profit: ¥17.8 billion 	<ul style="list-style-type: none"> Group (consolidated) 		
	<p>Creating services and businesses through co-creation that lead to solutions to social issues</p>	<p>Collaborating with diverse companies to innovate and develop solutions addressing social challenges through logistics</p>	<p>[Top-Line Expansion]</p> <ul style="list-style-type: none"> Establishing a logistics framework and offering services that help address societal challenges Delivering logistics services through the creation of innovation 	<ul style="list-style-type: none"> Attaining sustainable and resilient logistics infrastructure Augmenting the value within logistics operations Solving social issues 	<ul style="list-style-type: none"> Promote initiatives to create and expand new services and businesses 	<ul style="list-style-type: none"> Promoted SustainaLink Advanced co-creation projects 	<ul style="list-style-type: none"> Group (consolidated) 		
Foundations for Growth	<p>Advancing human capital management</p>	<p>Maximizing the value of human resources and organizational capabilities as drivers of corporate growth</p>	<p>[Top-Line Expansion]</p> <ul style="list-style-type: none"> Delivering optimal services through active engagement of a diverse workforce <p>[Enhancement of Capital Efficiency]</p> <ul style="list-style-type: none"> Strengthening organizational capabilities and increasing profit per capita through improved engagement Promoting labor productivity through enhanced health and productivity management 	<ul style="list-style-type: none"> Attaining sustainable and resilient logistics infrastructure Enhancing the quality of life (QOL) for employees and their families Addressing economic and social inequalities 	<ul style="list-style-type: none"> Visualizing the human resources portfolio 	<ul style="list-style-type: none"> Introduction of the talent management system 	<ul style="list-style-type: none"> MSH Logistics business companies 		
					<ul style="list-style-type: none"> Average annual training hours per person 	<ul style="list-style-type: none"> 20 hours*2 			<ul style="list-style-type: none"> 13.9 hours
					<ul style="list-style-type: none"> Average annual training cost per person 	<ul style="list-style-type: none"> ¥70,000*2 			<ul style="list-style-type: none"> ¥60,000
					<ul style="list-style-type: none"> Ratio of female managers 	<ul style="list-style-type: none"> 15%*2 			<ul style="list-style-type: none"> 10.4%
					<ul style="list-style-type: none"> Male childcare leave acquisition rate 	<ul style="list-style-type: none"> 100%*2 			<ul style="list-style-type: none"> 93.9%
Foundations for Growth	<p>Promoting digital transformation (DX)</p>	<p>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</p>	<p>[Top-Line Expansion]</p> <ul style="list-style-type: none"> Sophisticating services through the use of digital technology <p>[Enhancement of Capital Efficiency]</p> <ul style="list-style-type: none"> Improving operational efficiency and implementing business transformation through the introduction of robotics and digital technology 	<ul style="list-style-type: none"> Augmenting the value within logistics operations Enhancing the quality of life (QOL) for employees and their families 	<ul style="list-style-type: none"> Number of DX-enabled systems 	<ul style="list-style-type: none"> 11 	<ul style="list-style-type: none"> MSH Logistics business companies 		
					<ul style="list-style-type: none"> Number of locations implementing robotic process automation (RPA) and robotics 	<ul style="list-style-type: none"> 6 			<ul style="list-style-type: none"> Number of locations implementing RPA: 6 Number of locations implementing robotics: 5
					<ul style="list-style-type: none"> Number of frontline-initiated DX projects 	<ul style="list-style-type: none"> 8 			<ul style="list-style-type: none"> Number of participants in DX Literacy Training: 925 Number of participants in DX Promoter Training: 180
					<ul style="list-style-type: none"> Number of participants in DX talents training 	<ul style="list-style-type: none"> 925 			<ul style="list-style-type: none"> Number of participants in DX Promoter Training: 180
					<ul style="list-style-type: none"> Lost time injury frequency rate 	<ul style="list-style-type: none"> Improve from the previous fiscal year’s level 			<ul style="list-style-type: none"> 1.04 (up 1.04 points from the previous fiscal year)
Foundations for Growth	<p>Striving for secure and high-quality logistics operations</p>	<p>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</p>	<p>[Top-Line Expansion]</p> <ul style="list-style-type: none"> Achieving a competitive edge by enhancing the quality of logistics services <p>[Enhancement of Capital Efficiency]</p> <ul style="list-style-type: none"> Promoting labor productivity by creating secure and healthy work environments Enhancing the efficiency of logistics operations while cutting operational costs 	<ul style="list-style-type: none"> Attaining sustainable and resilient logistics infrastructure Enhancing the quality of life (QOL) for employees and their families 	<ul style="list-style-type: none"> Lost time injury frequency rate 	<ul style="list-style-type: none"> Improve from the previous fiscal year’s level 	<ul style="list-style-type: none"> MSH Logistics business companies 		
					<ul style="list-style-type: none"> Encouraging initiatives to reduce the parts per million (PPM) defective rate and prevent quality incidents 	<ul style="list-style-type: none"> Establishment of a system aimed at reducing the PPM defective rate and preventing quality incidents 			<ul style="list-style-type: none"> 1.04 (up 1.04 points from the previous fiscal year)
					<ul style="list-style-type: none"> CO₂ emissions: Scope 1 + 2 (compared to 2014/3) 	<ul style="list-style-type: none"> 2026/3: 29% reduction 2031/3: 50% reduction 2051/3: Net zero 			<ul style="list-style-type: none"> 52,558 t-CO₂ (25.3% reduction compared to 2014/3)
					<ul style="list-style-type: none"> CO₂ emissions: Scope 3 	<ul style="list-style-type: none"> Leading initiatives to decrease emissions across both our own and our customers’ supply chains 			<ul style="list-style-type: none"> Promotion of SustainaLink Promotion of modal shifts and supply chain optimization
					<ul style="list-style-type: none"> Waste recycling rate 	<ul style="list-style-type: none"> To be increased by 1 point compared to the previous fiscal year 			<ul style="list-style-type: none"> 9-point improvement
Social Foundations	<p>Promoting climate change actions and resource circulation</p>	<p>Achieving a sustainable society by safeguarding the global environment</p>	<p>[Enhancement of Capital Efficiency]</p> <ul style="list-style-type: none"> Reducing insurance premiums and repair costs by implementing climate change mitigation strategies Reducing costs through enhanced resource efficiency <p>[Reduction in Cost of Capital]</p> <ul style="list-style-type: none"> Enhancing business resilience by reducing disaster risks 	<ul style="list-style-type: none"> Minimizing environmental footprint throughout the supply chain 	<ul style="list-style-type: none"> CO₂ emissions: Scope 1 + 2 (compared to 2014/3) 	<ul style="list-style-type: none"> 2026/3: 29% reduction 2031/3: 50% reduction 2051/3: Net zero 	<ul style="list-style-type: none"> MSH Logistics business companies Marukyo Logistics (Osaka/Ehime) 		
					<ul style="list-style-type: none"> CO₂ emissions: Scope 3 	<ul style="list-style-type: none"> Leading initiatives to decrease emissions across both our own and our customers’ supply chains 			<ul style="list-style-type: none"> Promotion of SustainaLink Promotion of modal shifts and supply chain optimization
Social Foundations	<p>Respecting human rights</p>	<p>Fostering a society where the dignity of every individual is upheld and their rights are honored</p>	<p>[Enhancement of Capital Efficiency]</p> <ul style="list-style-type: none"> Promoting labor productivity by creating secure and healthy work environments <p>[Reduction in Cost of Capital]</p> <ul style="list-style-type: none"> Enhancing business resilience by addressing human rights risks 	<ul style="list-style-type: none"> Mitigating human rights risks within the supply chain Addressing economic and social inequalities 	<ul style="list-style-type: none"> Implementation rate of human rights due diligence (DD) in the Group 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> Group (consolidated) 		
					<ul style="list-style-type: none"> Improvement of education and training implementation rate 	<ul style="list-style-type: none"> 100% 			<ul style="list-style-type: none"> Conducted compliance training
Business Foundations	<p>Advancing corporate governance</p>	<p>Strengthening management effectiveness by making equitable and resolute decisions, leading to medium- to long-term enhancements in corporate value</p>	<p>[Reduction in Cost of Capital]</p> <ul style="list-style-type: none"> Enhancing business resilience through effective risk control Improving engagement with stakeholders 	<p>—</p>	<p>—</p>	<p>—</p>	<p>—</p>		

*1 Target achievement period is fiscal year ending March 31, 2027 *2 Target achievement period is fiscal year ending March 31, 2031

Medium-term Management Plan 2022

Medium-term Management Plan 2013–2015

MOVE 2013/MOVE 2015
2014/3 to 2017/3

Medium-term Management Plan 2017

From Reversal to Sustainable Growth
2018/3 to 2022/3

Medium-term Management Plan 2022

Be the First-Call Company “Going on the Aggressive by Deepening”
2023/3 to 2027/3

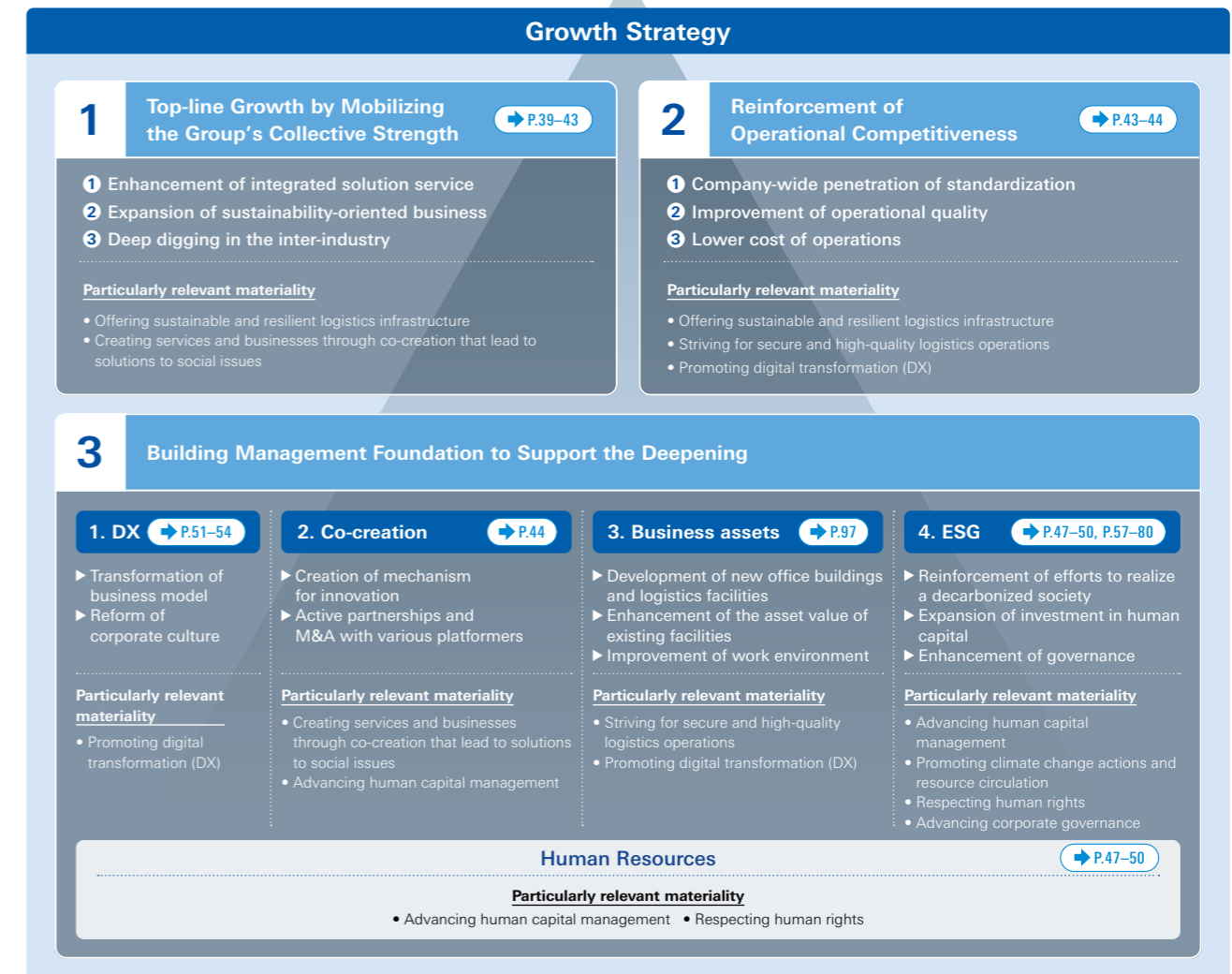
External Environment	Externalization of logistics underway																							
Important Strategies	<ul style="list-style-type: none"> • Optimization of asset portfolio • Creation of Group synergy and enhancement of productivity • Concentrated investment in growth areas in the Asia-Pacific region 																							
Targets and Results	<table border="1"> <thead> <tr> <th>Index</th> <th>Status</th> <th>Results</th> <th>Targets</th> </tr> </thead> <tbody> <tr> <td>Operating revenue</td> <td>X</td> <td>¥225.5 billion</td> <td>¥280.0 billion</td> </tr> <tr> <td>Operating profit</td> <td>X</td> <td>¥5.8 billion</td> <td>¥11.0 billion</td> </tr> <tr> <td>Operating cash flow</td> <td>X</td> <td>¥12.5 billion</td> <td>¥20.0 billion</td> </tr> <tr> <td>Balance of interest-bearing debt</td> <td>X</td> <td>¥168.9 billion</td> <td>¥160.0 billion or less</td> </tr> </tbody> </table>	Index	Status	Results	Targets	Operating revenue	X	¥225.5 billion	¥280.0 billion	Operating profit	X	¥5.8 billion	¥11.0 billion	Operating cash flow	X	¥12.5 billion	¥20.0 billion	Balance of interest-bearing debt	X	¥168.9 billion	¥160.0 billion or less			
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Measures	<p>[Expansion of business through M&A]</p> <ul style="list-style-type: none"> • Mitsui-Soko Supply Chain Solutions, which possesses strengths in manufacturer logistics, joined the Group • Marukyo Logistics joined the Group for the purpose of reinforcing our transportation function <p>[Expansion of business through capital investment]</p> <ul style="list-style-type: none"> • Established new warehouses in Bangkok and Jakarta to strengthen the Asian region • Established dedicated facility for healthcare, a growing field, in Kazo, Kanto region <p>To break away from a dependence on the real estate business, we actively conducted M&A and made capital investments in growth fields to expand our business. While functions as a comprehensive logistics company were established, interest-bearing debt increased as a result of those investments. In addition, profit level was sluggish, brought about by a slowdown in consumer activity and a lack of Group-wide measures. Following a review of the business plan, we posted goodwill impairment loss in the fiscal year ended March 31, 2017.</p>																							
Challenges	<ul style="list-style-type: none"> • Promoting PMI • Review of project-specific income and expense management and business portfolio • Early return to stable dividend 																							

External Environment	Increase in logistics costs Supply chain rebuilding due to the COVID-19 pandemic																							
Important Strategies	<p>[Reversal Period] 2018/3 to 2020/3</p> <ul style="list-style-type: none"> • Reinforcement of the fundamental earnings power of our businesses • Rebuilding of our financial base • Strengthening of Group management <p>[Sustainable Growth Period] 2021/3 to 2022/3</p> <ul style="list-style-type: none"> • Construction of overwhelming field capabilities • Establishment of integrated solution service • Promotion of ESG management • Reform of corporate culture 																							
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Measures	<p>[Reversal Period]</p> <ul style="list-style-type: none"> • Implement “Challenge 20,” which is to review costs with no exception and cut the Group’s overall costs • Curtail investments that are not necessary or urgent, and quickly return to stable dividend payments • Establishment of a new sales department with lateral Group functions within the holding company <p>[Sustainable Growth Period]</p> <ul style="list-style-type: none"> • Establishment of Operation Management Division to drive initiatives across businesses/regions • Strengthening sales of integrated solutions • Establish a new department to drive ESG issues, and identify materiality • HR system reforms/Changes in awareness/Improving employee engagement <p>In the first half, the Reversal Period, operating profit increased due to Group-wide cost reduction efforts and the optimization of collection fees. In the second half, the Sustainable Growth Period, we built a system that can ensure steady earnings by improving our field capabilities and strengthening our integrated solution service. Aiming to be a company that can create value over the medium to long term, we achieved all numerical targets even in a harsh business environment as a result of having promoted ESG management and corporate culture reforms.</p>																							
Challenges	<ul style="list-style-type: none"> • Continued profit growth • Improvement of market capitalization • Response to rapid environmental changes • Acceleration of ESG management • Construction and strengthening of overwhelming field capabilities 																							

In order to realize our VISION, “The co-creative logistics solutions partner. For every day, emergency, and always will be,” we are progressing with the Medium-term Management Plan 2022. Under the slogan, Be the First-Call Company “Going on the Aggressive by Deepening,” we will regard “top-line growth by mobilizing the Group’s collective strength,” “reinforcement of operational competitiveness,” and “building management foundation to support the deepening” as the three pillars of our growth strategy, while going on the aggressive with proactive investment.

VISION

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



Numerical Targets			Financial Strategies			
Operating Revenue	Operating Profit	Operating CF	Investments	Payout Ratio	D/E Ratio	ROE
¥350 billion (6% growth/year)	¥23 billion (6% growth/year)	¥30 billion (7% growth/year)	¥130 billion	30%	1.0 times	Over 12%

1 Top-line Growth by Mobilizing the Group's Collective Strength

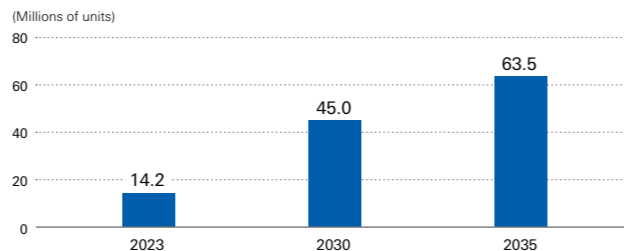
1 Enhancement of integrated solution service

Focus Area **Mobility**

Market Trends/Background

From an environmental and safety perspective, the automotive industry is entering a period of transformation, driven by vehicle electrification (EV adoption) and increasing intelligence. As vehicle electrification and intelligence advance, the importance of lithium-ion batteries (LIBs) and semiconductors is growing, and the distribution volume of parts and equipment that differ from conventional automobiles is expected to increase. Amid increasing global uncertainties, establishing a logistics service system that ensures the stable procurement of raw materials and components at all times has become essential.

Trend Forecast for Global EV Unit Sales (2023–2035)^(See Notes 1, 2)



Notes: 1. Estimates based on announced policy scenarios (scenarios that incorporate current plans of each country's government)
 2. Excluding motorcycles, tricycles, etc.
 Compiled independently by the Company based on IEA 2024; Global EV Outlook, <https://www.iea.org/reports/global-ev-outlook-2024/outlook-for-electric-mobility>, CC BY 4.0. This chart is not endorsed by the IEA.

Approach

With organizational origins in Toyota Motor Corporation and Sony Corporation, the Mitsui-Soko Group excels in logistics for automobiles and electrical appliances. Components such as LIBs and semiconductors, along with some of their raw materials, are classified as dangerous goods, and their storage and transportation require strict compliance with laws and regulations and specialist knowledge. Our Group is strengthening logistics responsiveness across the entire mobility-related supply chains by collaborating with partners who have strong expertise in the dangerous goods field and by obtaining domestic and international certifications and authorizations.

We are also working to capture demand in response to attracting semiconductor manufacturing bases to Japan, through initiatives such as establishing facilities for semiconductor-related products and developing logistics networks.

Examples of Specific Initiatives

The Group has obtained the "CEIV Lithium Batteries"^{*1} certification, an air transportation quality certification program, at Narita International Airport. Ensuring the safety of LIB transportation is a top priority. To achieve this, we have established a safety and quality management system that includes staff training, preparation of procedural manuals, and risk assessment, which ultimately enabled the Group to obtain this certification. This allows the Group to meet the increasingly sophisticated and diverse customer needs in LIB-related logistics, providing safe and high-quality transportation in compliance with global standards, both domestically and internationally, through a one-stop service.

^{*1} CEIV Lithium Batteries (Center of Excellence for Independent Validators in Lithium Batteries) is an air transportation quality certification program established by the International Air Transport Association. It aims to build a supply chain that maintains a high level of safety and quality in lithium battery transportation.

Focus Area **Healthcare**

Market Trends/Background

In the ethical pharmaceuticals market, treatment methods are commonly categorized into various product types, including small-molecule pharmaceuticals, medium- and high-molecular pharmaceuticals, as well as gene therapies and regenerative medicine. The markets for small-molecule and medium- to high-molecular pharmaceuticals are already of a certain scale, whereas the markets for gene therapies and regenerative medicine products are currently small, but are expected to grow rapidly in the future. Pharmaceutical logistics requires a high level of expertise, as temperature control and operational quality control standards differ depending on each field.

Classification of the Pharmaceutical Products Market and Market Scale Forecast

	Logistics Needs	Market Scale Forecast*
Small-molecule pharmaceutical products	Storage and transportation services that maintain operational quality in terms of volume zones	¥48.0 trillion → ¥55.0 trillion
Medium- and high-molecular pharmaceutical products	Services that provide bird's-eye view of supply chains and that ensure a high level of quality	¥26.0 trillion → ¥39.8 trillion
Gene therapies and regenerative medicine products	Developing new services to meet customer needs	¥0.6 trillion → ¥7.2 trillion

* Created by the Company based on Arthur D. Little Japan Co., Ltd. "Survey Report on Issues for Industrialization Related to Pharmaceuticals, Regenerative Medicine, Cell Therapy, and Gene Therapy and Efforts Necessary to Solve Issues for fiscal year ended March, 2021," project commissioned by Health and Medical Strategy Office, Cabinet Secretariat (2021)

Approach

Having established a system in accordance with GMP^{*1} and QMS^{*2} and obtained business licenses in-house under the Act on Pharmaceuticals and Medical Devices, the Group provides high-value-added logistics services capable of handling pharmaceuticals, medical devices, and investigational new drugs consistently from manufacturing through to sales. We have built "high-quality operations" for handling pharmaceuticals and medical devices under the supervision of numerous managing pharmacists and, with GDP^{*3} and BCP-compatible "highly functional facilities," we provide logistics services tailored to customers' diverse needs. In addition, for products in emerging fields such as gene therapy and regenerative medicine, where market growth is expected, we have established logistics systems for storage and transportation, aiming to actively support and integrate these advanced medical areas.

^{*1} Good manufacturing practice: standards for the manufacture and quality control of pharmaceuticals, and other products
^{*2} Quality management system: standards for the manufacture and quality control of medical devices and in vitro diagnostic pharmaceuticals
^{*3} Good distribution practice: appropriate distribution standards for pharmaceuticals

Examples of Specific Initiatives

The Group has obtained manufacturing licenses (for packaging, labeling, and storage)^{*1} in the regenerative medicine field at its two Company-owned facilities in eastern and western Japan (Tokyo and Hyogo Prefecture, respectively), and provides high-quality storage and transportation services in compliance with GCTP^{*2} standards. By offering logistics services through this east-west dual-hub system, we can respond flexibly to customer needs, including BCP requirements, and promote the optimization of supply chains to ensure efficient and stable delivery of regenerative medicine products as well as investigational products aiming for future regulatory approval.

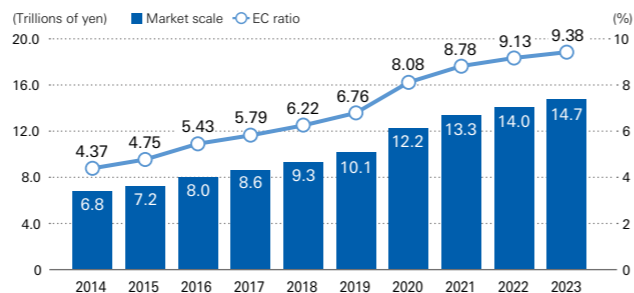
^{*1} Defined under the Regulation for Enforcement of the Act on Pharmaceuticals and Medical Device. Refers to a manufacturing license for regenerative medicine products that covers packaging, labeling, inspection, and storage processes. This type of license has a high acquisition threshold.
^{*2} Good Gene, Cellular, and Tissue-based Products Manufacturing Practice. It is the standard for manufacturing and quality management of regenerative medicine products, as stipulated by the Ministry of Health, Labour and Welfare.

Focus Area **B2B2C**

Market Trends/Background

The sales methods of manufacturers and retailers are changing due to the progress made with digitalization and changes in consumer preferences. Companies are strengthening sales strategies aimed at synergies between store and e-commerce (EC) sales, and logistics optimization is essential for these strategies. The issue of a shortage of drivers brought about by an increase in small-lot deliveries due to the spread of EC and a domestic labor shortage is also becoming more serious, making the establishment of a stable logistics network necessary. In the B2B2C field, logistics services must be provided from the perspectives of both capturing opportunities and reducing risks.

Changes in BtoC-EC Market Scale and EC Ratio over Time in Product Sales Field (Japan)



Compiled based on Market Research Report on Electronic Commerce for Fiscal 2023, Digital Economy Division, Commerce and Information Policy Bureau, Ministry of Economy, Trade and Industry

Approach

Centered on our logistics design capabilities, which have been cultivated through proposals to a wide variety of customers, and our experience in operating home appliance distribution centers, the Group has been providing optimal logistics solutions that connect manufacturers, retailers, and consumers. By leveraging this know-how, we provide comprehensive support from designing supply chains that align with customers' business strategies to delivering efficient day-to-day logistics operations. For instance, we provide a joint logistics platform that shares inventory from multiple manufacturers and mass retailers at the same logistics center, as well as technical services that undertake delivery, installation, and maintenance work for home appliances and furniture across Japan. In response to the increase in EC sales in recent years, we are working to optimize the logistics operations for both stores and EC by installing material handling equipment and building a support system that responds to logistics trends. We are also working to expand our handling in the B2B2C area to include daily necessities and fashion.

Examples of Specific Initiatives

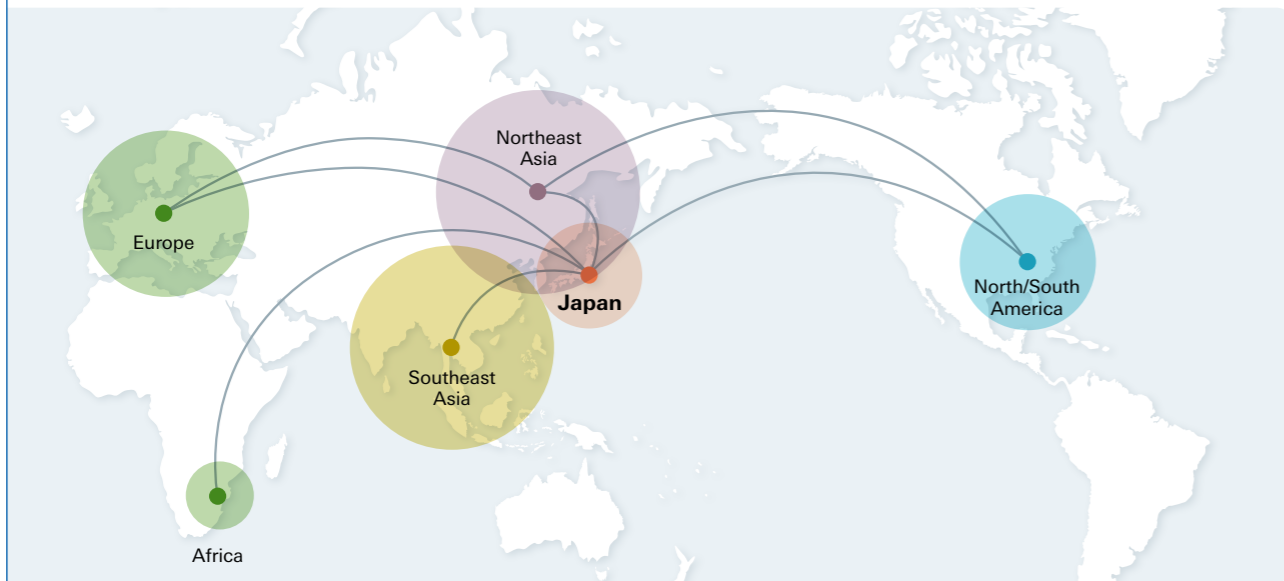
We support the growth of our customers' businesses by designing supply chains and promoting logistics operations tailored to each customer's business strategy. For a customer considering a shift in sales channels from distributors to EC, we proposed and implemented inventory optimization and operational reforms suited to EC logistics. Specifically, we established an east-west dual-hub system to shorten delivery lead times and strengthen capacity to handle shipment volumes, and introduced material handling equipment such as DPS^{*1}, along with designing optimal on-site operations based on product characteristics, volume, and product variety.

^{*1} Digital Picking System. A system designed to improve the efficiency of picking operations by using digital displays installed on each shelf to indicate picking instructions, enabling workers to perform the task regardless of their level of experience.

1 Top-line Growth by Mobilizing the Group's Collective Strength

1 Enhancement of integrated solution service

Focus Regions Japan, China, and Southeast Asia



Background

Interest in logistics has grown in recent years due to the supply chain disruptions caused by the COVID-19 pandemic. The need to review supply chains is also expected to rise due to geopolitical risks and the increasing severity of natural disasters.

Approach

The Mitsui-Soko Group has a global network that supports customers' global strategies by building a logistics network that

can flexibly respond to supply chain changes and optimization.

In addition to Japan, we are concentrating on China and Southeast Asia, where many Japanese-affiliated companies have entered the market and our Group has a number of bases, as we work to expand our business in these focus regions. By leveraging our global network and collaborating with Group companies, we will advance SCM logistics that optimize the entire supply chain in conjunction with our customers' production and sales planning.

Japan	China	Southeast Asia
<p>Promotion measures</p> <ul style="list-style-type: none"> • Deepen focus areas: mobility, healthcare, and B2B2C logistics • Promote the SustainaLink* service • Promote DX by building logistics platforms and introducing robotics and other technologies • Promote initiatives to reduce environmental impact, such as installing solar power generation equipment at logistics bases • Address driver shortages, including the 2024 problem of limits on crew overtime • Promote collaborative initiatives toward next-generation logistics, including the use of self-driving technology <p>* A logistics service that supports the sustainability of our customers' supply chains</p>	<p>Promotion measures</p> <ul style="list-style-type: none"> • Acquire additional equity in local joint venture company in anticipation of EV and HV market expansion (become wholly owned subsidiary) • Rationalize bases • Promote one-stop logistics proposals (storage, land, sea, and air transportation) through collaboration with Group companies • Expand the handling of goods in specialty areas (raw materials and products such as food and chemicals) • Promote the construction of transportation networks that can respond to geopolitical risks and strengthen NVOC*. • Promote buyers' consolidation* • Promote rail transport services between Europe and China <p>* A process by which retailers and other parties consolidate products purchased from multiple production bases into one location, consolidate them into containers, and transport them to their destinations</p>	<p>Promotion measures</p> <ul style="list-style-type: none"> • Begin plans to build a new warehouse in Malaysia • Promote one-stop logistics proposals (storage, land, sea, and air transportation) through collaboration with Group companies • Expand the handling of goods in specialty areas (raw materials and products such as food and chemicals) • Promote solution proposals toward the expansion of handling electronic components, automotive parts, and other related goods. • Promote the construction of transportation networks that can respond to geopolitical risks and strengthen NVOC*. • Promote initiatives to reduce environmental impact at logistics bases <p>* Non-Vessel Operating Common Carrier. Operators that do not own vessels, but instead use vessels of transportation operators to transport cargo for shippers. International intermodal transportation that enables the provision of door-to-door services that combine two or more means of transportation</p>

1 Top-line Growth by Mobilizing the Group's Collective Strength

2 Expansion of sustainability-oriented business

Sustainability-Oriented Business

Background

As social issues become more severe and the importance of sustainability continues to grow, logistics networks are being disrupted by factors such as natural disasters and labor shortages. As a result, building stable supply chains has become one of the key management challenges for companies.

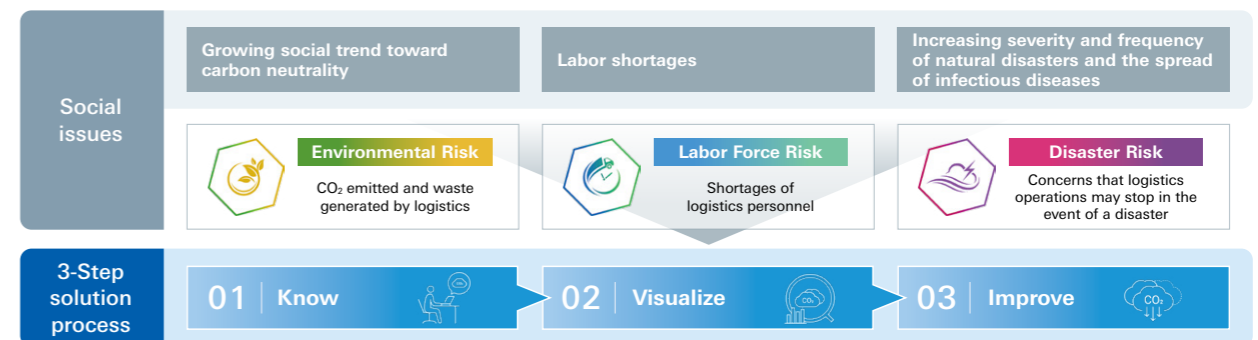
supports the sustainability of logistics. From the three perspectives of the environment, labor force, and disasters, we identify logistics risks and propose countermeasures through a three-step process: "Know → Visualize → Improve" to support our customers in achieving stable supply chains.

We will also aim to expand our handling of sustainability products, for which demand is expected to grow. Through services based on social issues, we will contribute to both our own growth and the realization of a sustainable society.

Approach

The Mitsui-Soko Group offers SustainaLink, a service that

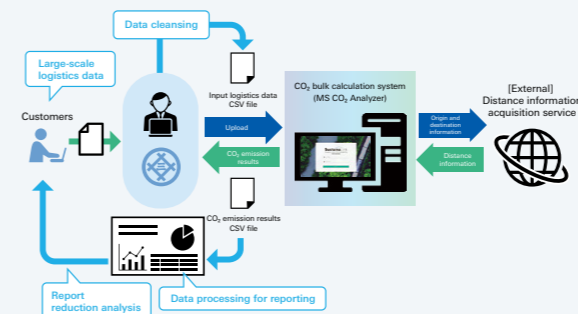
SustainaLink Service



Service Example Related to Environmental Risks

Logistics CO₂ Emissions Calculation Service MS CO₂ Analyzer

Our Group's proprietary calculation system, MS CO₂ Analyzer, enables precise measurement of CO₂ emissions (Scope 3, Categories 4 and 9) generated by our customers' logistics activities.



Features

- Supports domestic and international logistics
- Highly accurate calculation through compliance with ISO 14083:2023, the first Japanese logistics company to achieve this
- Provides support for logistics analysis

Cumulative Calculation Results

'23/3: 100,000 cases
'24/3: 10,000,000 cases
'25/3: 25,000,000 cases

Reduction of Logistics CO₂ Emissions through Efficiency Improvements Across the Entire Supply Chain

Our Group possesses a comprehensive logistics network, both domestically and internationally, spanning from upstream to downstream areas, and provides a wide range of logistics solutions capable of addressing our customers' environmental risks.

Main solutions

<p>Optimal placement of bases</p> <ul style="list-style-type: none"> • Selection of optimal bases to minimize ton-kilometers • Utilization of intermediary warehouses 	<p>Joint delivery</p> <ul style="list-style-type: none"> • Transport matching by area • Container round use
<p>Modal shift</p> <ul style="list-style-type: none"> • Switching to rail or marine transportation • Use of coastal vessels at regional ports 	<p>Load factor improvement</p> <ul style="list-style-type: none"> • Improved packaging • Optimization of delivery frequency • Selection of transportation vehicles
<p>Use of non-fossil energy</p> <ul style="list-style-type: none"> • Introduction of EV trucks powered by renewable energy • Adoption of sustainable aviation fuel • Introduction of renewable diesel* <p>* A biofuel made from used cooking oil or waste animal and vegetable oils</p>	

Medium-term Management Plan 2022

1 Top-line Growth by Mobilizing the Group's Collective Strength | 3 Deep digging in the inter-industry

Deep Digging in the Inter-Industry

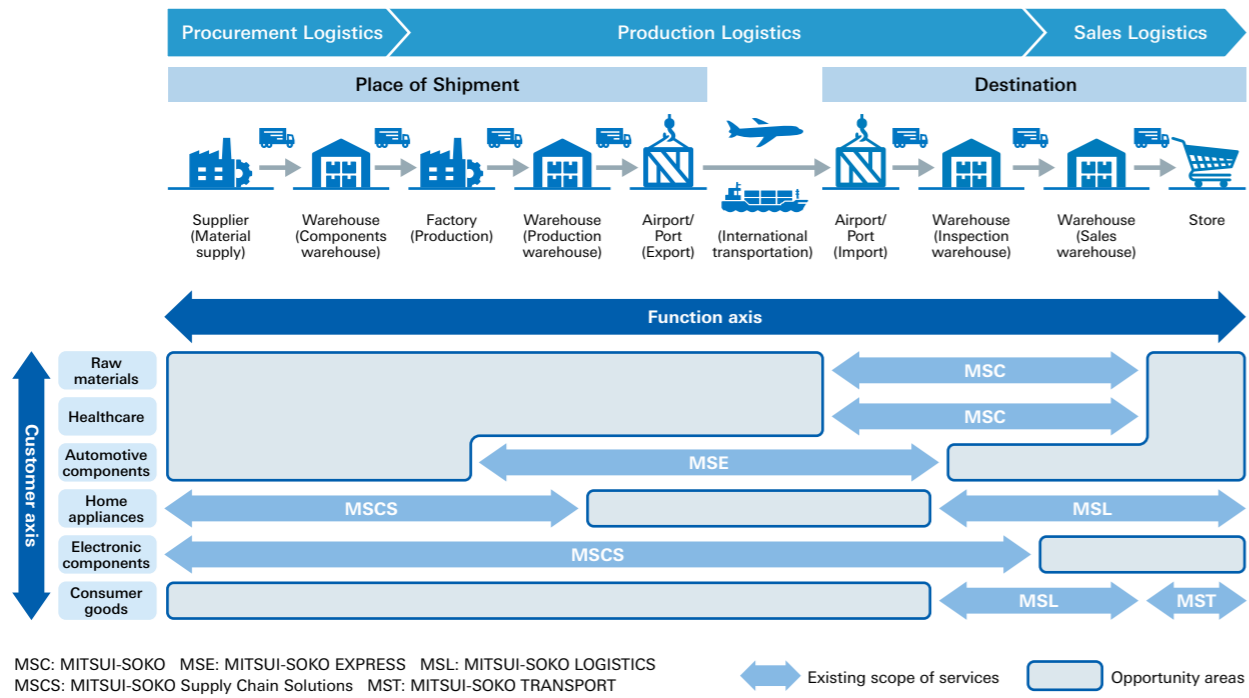
Background

Building on over 100 years of trust and proven performance, the Mitsui-Soko Group has established a strong customer base centered on leading companies across various industries. Furthermore, through continuous business expansion, including M&A, we have developed a global logistics network and comprehensive transportation capabilities across land, sea, and air. This enables us to provide diverse solutions that support every stage of our customers' value chains, from raw material procurement to production and sales.

Approach

Our Group promotes a cross-selling strategy called "deep digging in the inter-industry," leveraging our strong customer base and diverse solution capabilities to the fullest. This approach involves multidimensional analysis of existing customers (customer axis) and their supply chains (function axis) to identify opportunity areas—segments where our services have not yet been offered—and strategically deploying sales resources into those areas to maximize the value we provide to our customers.

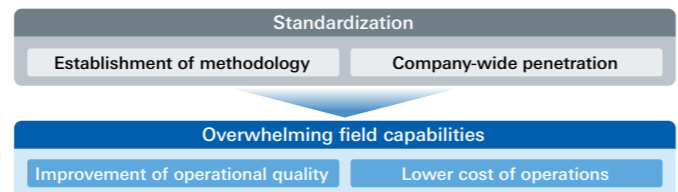
"Inter-industry" Illustration



2 Reinforcement of Operational Competitiveness

Background

To respond to our customers' increasingly sophisticated and diverse needs, as well as labor shortages such as those highlighted by the 2024 problem (new limits on crew overtime), we are enhancing the quality of our logistics operations while reducing costs through productivity improvements.



Approach

To achieve both "improvement of operational quality" and "lower cost of operations," we are taking initiatives from two perspectives: standardizing administrative processes of logistics operations and improving frontline work processes. In addition, we are implementing comprehensive risk management for operations to reduce accidents.

Standardization

By standardizing administrative operation procedures, we eliminate variations in quality and enable stable service delivery. In addition, by ensuring uniform quality, we can visualize workload and use this information to optimize workforce allocation and operational costs.

Frontline improvements

Through standardization, leveling, and DX of frontline operations, we aim to stabilize and improve work quality while maximizing efficiency. We also systematize initiatives to improve frontline processes for handling various products and goods, and share the resulting best practices across front lines.

Accident reduction

By thoroughly preventing accidents and recurrence, we provide our customers with stable and highly reliable logistics services. Suppressing accidents reduces both direct and indirect costs, such as accident-related expenses, insurance premiums, and the labor required for accident response, thereby contributing to lower operational costs. Furthermore, creating a safer workplace through accident reduction enhances employee trust and leads to improved individual performance.

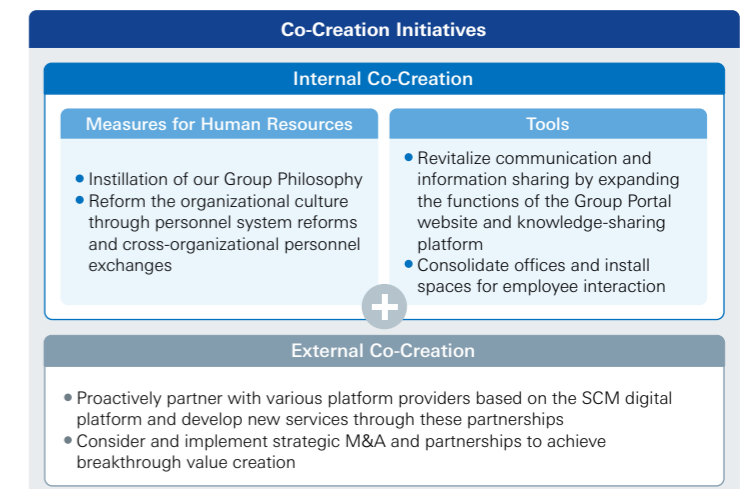
3 Building Management Foundation to Support the Deepening | Co-creation

The Mitsui-Soko Group promotes "internal co-creation," which aims to leverage diverse human resources and create systems that foster innovation, as well as "external co-creation," which includes M&A and partnerships that respond to increasingly diverse customer needs and drive further growth.

Background and Approach

Through M&A, our Group, which is enriched with diverse organizational DNA, aims to further evolve its existing comprehensive capabilities and continuously generate innovation. At the same time, the business environment faces complex changes, such as increasingly intricate social issues and heightened demands on supply chains, which are difficult to address alone.

To achieve sustainable growth in this context, we promote internal co-creation, which leverages diverse human resources to build systems for innovation, and external co-creation, which incorporates external expertise through M&A and partnerships. By strengthening partnerships both inside and outside the Company, we tackle challenging issues head-on.



Tokyo Headquarters Integration and Relocation

In May 2025, our Group integrated and relocated the headquarters functions of our holding company and Tokyo Group companies to the MSH Nihonbashi Hakozaeki Building. With the concept of "transformation through interaction and inspiration," we have created an office environment that encourages active communication and collaboration across operating companies. This promotes efficient Group management through faster decision-making, while aiming to reform the organizational culture and further enhance corporate value.

