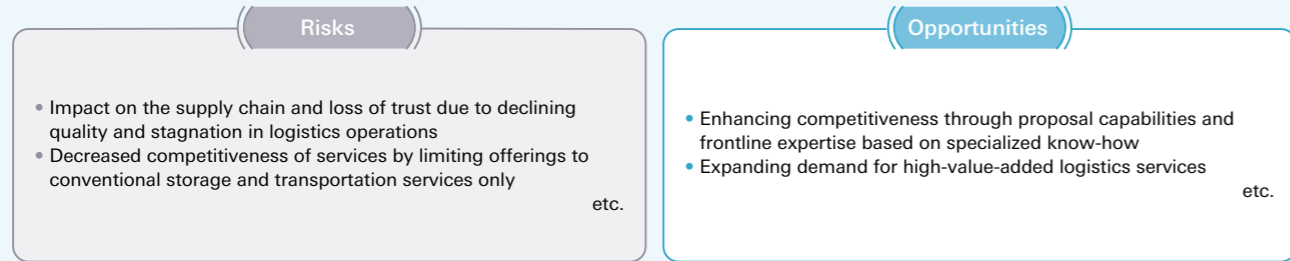


Offering Sustainable and Resilient Logistics Infrastructure

Positioning as Materiality

In a rapidly changing society, customer needs are also becoming increasingly diverse. "For every day, emergency, and always will be," our Group strives to provide logistics services that contribute to optimizing our customers' supply chains at all times. To achieve this, we have built an integrated logistics network that leverages our warehouse facilities both in Japan and abroad, along with full-spectrum land, sea, and air transportation capabilities, delivering a sustainable and resilient logistics infrastructure.



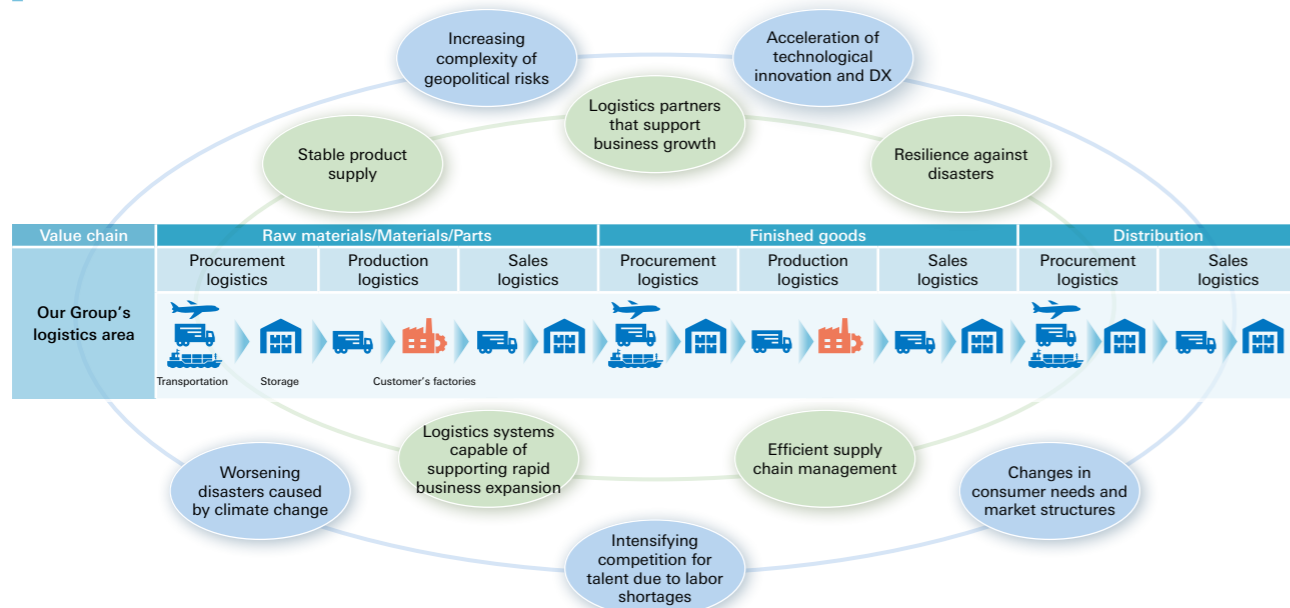
Background and Approach

Due to changes in the environment surrounding companies, the need for flexible adaptation and reconstruction of supply chains is increasing. At the same time, companies are expected to increasingly focus on their core operations. In such circumstances, logistics companies are required not only to have expertise in logistics but also to provide services based on an understanding of the customer's industry and business strategy.

Specifically, it is essential to manage the entire supply chain with a thorough understanding of the characteristics of the customer's products, relevant laws and regulations, and strategically important business sites. Our Group possesses extensive knowledge of industries and products, cultivated through relationships with numerous customers, as well as an international network that includes domestic and overseas logistics sites and partner companies. In addition, we maintain frontline operational capabilities backed by high-quality operations and continuous improvement activities. Based on these strengths, we thoroughly analyze and understand our customers' needs and propose and offer services that combine logistics and logistics-derived operations. For example, for customers experiencing rapid business growth that leads to increased import and export transactions, we can propose a restructured logistics system utilizing our overseas local subsidiaries for storage. For customers requiring urgent responses due to disasters or other emergencies, we can provide alternative transport route solutions tailored to their situation. Furthermore, to allow customers to focus on their core operations, we also provide logistics-derived services such as after-sales support, including product installation, maintenance, and inspection, as well as document storage and other BPO services.

Our Group reinforces its unique strengths and offers sustainable and resilient logistics infrastructure capable of supporting our customers under any circumstances.

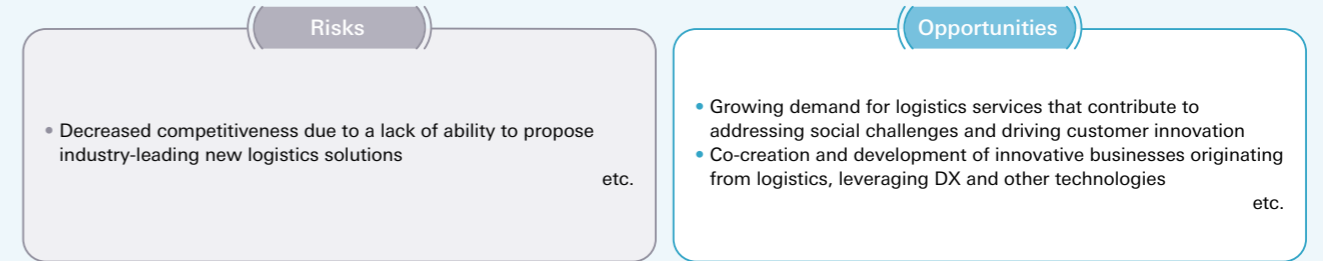
Customer Environment and Logistics Needs



Creating Services and Businesses through Co-Creation that Lead to Solutions to Social Issues

Positioning as Materiality

Our Group actively tackles social challenges through our logistics business, connecting these efforts to the sustainable growth of our Group, our customers, and society. By co-creating with diverse partners, we, as a Group, promote expansion into advanced areas through data integration and the development of a logistics ecosystem. We continuously strive to create business models that provide new value to our customers and contribute to the advancement of society.

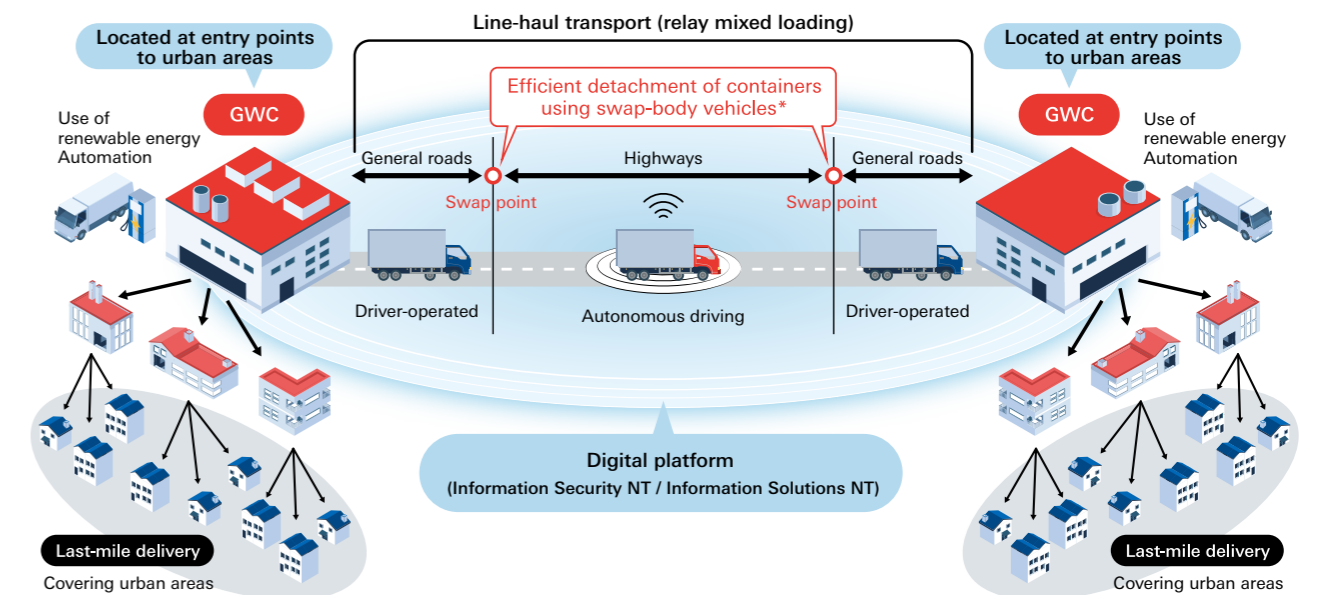


Background and Approach

The environment surrounding logistics is changing rapidly due to factors such as climate change and labor shortages, making it increasingly difficult to maintain a stable and efficient supply system. Our Group aims to build a sustainable transportation and delivery platform through co-creation with various companies.


We have launched Japan's first commercial operation in collaboration with T2 Inc., which aims to realize line-haul services using self-driving trucks. Additionally, we participated in DENSO CORPORATION's "SLOC" line-haul relay transportation project, conducting a demonstration experiment using swap-body containers that can be detached from trucks for relay transport. This service is now operational, with multiple companies utilizing it. In collaboration with NTT DATA Group Corporation, we have participated in desktop evaluations of optimization models for the "relay transport optimization platform." By building transport networks centered on warehouses acting as reloading centers, we aim to optimize relay transport matching, improve the multi-layer subcontracting structure, and maximize loading rates.

Looking ahead, our Group envisions a logistics platform in which multiple Gateway Centers (GWC) are connected via a digital-based transportation network, with our core GWC serving as the central hub. This platform will enable a stable logistics supply system, and we will continue to pursue various co-creation projects to realize this vision.



\* Swap-body vehicle: a vehicle that transports goods using a swap-body container

Maintenance and Reinforcement of the Foundations for Value Creation > Foundations for Growth

 Advancing Human Capital Management



**We will enhance our competitive advantage by drawing out the potential of our human resources, who are the source of our value creation, and reinforcing the Group's collective strengths.**

**Eisuke Tanaka**  
Managing Executive Officer  
In charge of Personnel and HR

As a comprehensive logistics company, the Mitsui-Soko Group believes that human resources are the source of its value creation and therefore adopted “advancing human capital management” as one of its material issues. Even in the logistics industry, where technologies such as AI and robotics are evolving, the factor that ultimately has most bearing on customer satisfaction remains people power. It is my belief that excellent personnel with advanced operational skills, problem-solving abilities, and customer service skills are what sets us apart from other companies. Conversely, an exodus of talent and a decline in motivation can lead to a loss of these skills and know-how and a reduction in competitiveness. It is for that very reason that, to improve service quality and ultimately gain the trust of customers, it is important to create environments in which each and every employee can be highly motivated and demonstrate their abilities to the fullest extent. I believe that human capital management, which puts these principles into practice, is an important management strategy for establishing a competitive advantage for our Group.

To hone our strengths as a company and reduce risk, we have established a human resources strategy that has been designed to advance human capital management. The strategy has the following as its four main themes: strengthening human resources portfolio management to enhance the comprehensive strengths of the Group; individual evolution; enhancing our co-creation ability; and building environments for evolution and co-creation.

To strengthen the human resources who will shoulder the responsibility for maintaining the Group's strengths far into the future, we are promoting the first theme—strengthening human resources portfolio management to enhance the comprehensive strengths of the Group—to optimize and present in visual form our human resources in terms of both quality and quantity. Since any definition of human resources will encompass a variety of aspects, we conduct Group-wide evaluations, taking into account any interrelationship with our management strategy. With regard to the second theme of individual evolution, which is linked to the quality of human resources, there are challenges in sharing and horizontally developing knowledge and skills among Group companies and employees. To overcome these challenges and lead to the enhancement of the Group's comprehensive strengths, we are promoting efforts to rebuild our Group-wide human resource development system and improve the abilities of individuals.

Amid the diverse values, working styles, generational

gaps, and differences in the cultures of each Group company, bringing together individual strengths and achieving great results is no easy task. In aiming to enhance our co-creation ability, the third theme, I am steadily working to instill our Group Philosophy, the unwavering guidelines that unite our diverse human resources.

Building environments for evolution and co-creation forms the foundation for furthering the other main themes. Because the relationship between the Company and its employees is an important element in building the foundation, we regularly conduct employee engagement surveys to ascertain the status of our relationship and use them to implement timely measures. These measures will not immediately result in dramatic changes to the scores, but we will steadily work to create environments in which employees can perform to their full potential and find fulfillment in their work.

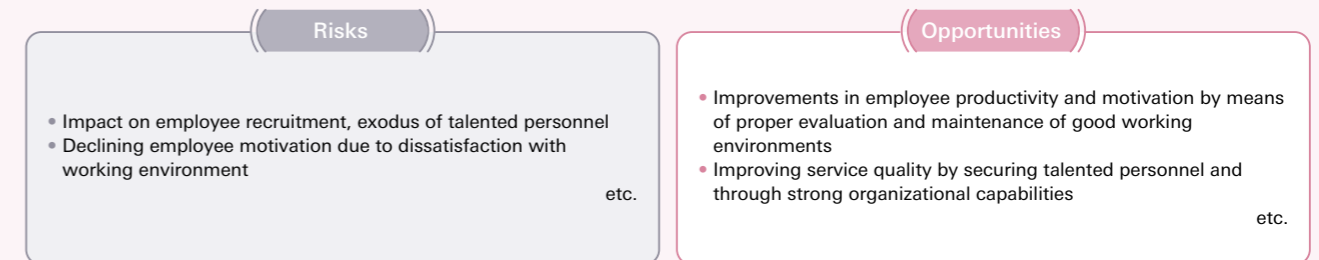
It is my responsibility to advance our human resources strategy and create an environment for this. At the same time, however, I expect our employees to be proactive rather than passive, taking the initiative and working proactively with those around them, as is reflected in the profile of the human resources we seek: “Design the new story and lead everyone.” Job satisfaction and motivation are not given to us by others, but are created through our own will and actions. It is up to the individual to make their work interesting and to discover what makes it fun. I would like to promote human capital management through the combined efforts of both individuals and the Company.

My policy is to “sincerely engage with people of all backgrounds, deepen understanding through dialogue, and build relationships.” In the fiscal year ended March 31, 2025, I visited frontline offices across the country and held town hall meetings as an opportunity to directly interact with employees and build relationships of trust with them. I explained the Company's policies and philosophy, and employees shared their honest opinions and raised issues, allowing me to exchange a wide range of opinions with around 300 people. I believe it is important to listen to the actual voices of those on the front line, to take immediate action on what is necessary, and to continue these efforts rather than treating them as a one-off.

Human resources are the source of value creation for the Mitsui-Soko Group and the key to increasing corporate value. Through human capital management, we will achieve sustainable growth for the entire Group.

**Positioning as Materiality**

For the Group, human resources are the source of its value creation. As a logistics company, the abilities of our human resources are essential in implementing solutions and conducting operations to provide a sustainable supply chain. Creating environments and putting in place systems that enable each and every employee to feel proud and fulfilled in their work and demonstrate their abilities to the fullest extent, we aim to maximize the value of our human resources and organizational capabilities.

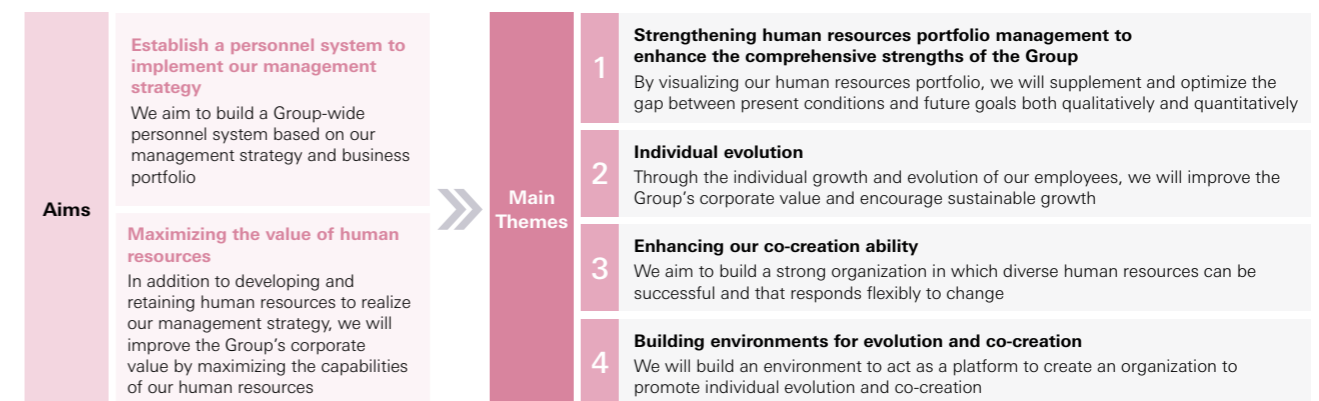


**Promotion System**

Under the supervision of the Board of Directors, the Group has established a Group-wide Human Resources Subcommittee (officer in charge of personnel and HR at MSH) under the Sustainability Committee to manage and hold discussions on human capital-related matters.

**Overview of Human Resources Strategy**

Regarding human resources as the source of value creation and aiming to achieve sustainable improvements in corporate value, we have identified “advancing human capital management” as a materiality. In the promotion of materiality, we have formulated a human resources strategy, which clarifies the connections between our management strategy and areas of focus, and are implementing initiatives in line with this strategy.



**Profile of Human Resources We Seek**

Serving as our basic policy for recruiting and developing the human resources who will lead the future of the Mitsui-Soko Group, we formulated the profile of the human resources we seek as those who would “design the new story and lead everyone” in April 2023. In itself also the ideal image of the human resources we aim to have to embody our philosophy and management strategy in implementing our human resources strategy, this forms a given underlying concept.



Advancing Human Capital Management

Status of Initiatives for Key Themes in the Human Resources Strategy

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

To realize our management strategy, it is essential to define the types of talent needed over the medium to long term, both in terms of quality and quantity, identify gaps with the current workforce, and implement human resource measures to close those gaps. By visualizing and managing our human resources portfolio, we aim to maximize human capital and enhance the overall strength of the Group.

▶ **Building a Human Resources Portfolio that Contributes to the Management Strategy**

During the Medium-term Management Plan 2022 period, we are focusing on securing the talent needed to provide optimal Group-wide functions and services, with an emphasis on one of our key growth pillars: “Top-line growth by mobilizing the Group’s collective strength.” Alongside initiatives such as the enhancement of our sales information infrastructure, we have implemented various human resource measures to promote talent development and optimal placement, thereby enhancing the value we deliver to our customers.

In addition to ensuring the short-term sufficiency of talent in both quality and quantity to achieve the goals of the Medium-term Management Plan 2022, we are also examining the design of our future human resources portfolio and related development and human resource systems with a view toward the next medium-term management plan. To support these efforts, we are rebuilding and redefining our human resources data infrastructure, advancing plans to establish a Group-wide common human resources data platform.



Mitsui-Soko College

KPI Progress Status

Main Themes	KPIs	2031/3 Targets	2023/3 Results	2024/3 Results	2025/3 Results
1 Strengthening human resources portfolio management to enhance the comprehensive strengths of the Group	Visualizing the human resources portfolio		—	Renewal of the human resources strategy	Introduction of the talent management system (MSH)
	Average annual training hours per person	20 hours	9.2 hours	10.9 hours	13.9 hours
2 Individual evolution	Average annual training cost per person	¥70,000	¥33,000	¥44,000	¥60,000
	Ratio of female managers	15%	9.3%	10.1%	10.4%
	Male childcare leave acquisition rate	100%	93.3%	78.0%	93.9%
	Facilitating interactions among Group companies		—	Implementation of Group internal training	Personnel exchanges between operating companies Organizing joint training programs by job level
3 Enhancing our co-creation ability	Philosophy penetration score	71 or higher	—	68	69
	Engagement score	71 or higher	65	66	68
4 Building environments for evolution and co-creation	Ratio of paid leave taken	70%	60.8%	66.8%	70.2%

**2 Individual Evolution**

For the sustainable growth of our Group, it is essential to enhance the capabilities of each and every employee who plays a diverse role within the organization. We are promoting talent development initiatives that take into account the environment surrounding our Group and our management strategies.

▶ **Revising the Human Resource Development System**

We have revised our human resource development system for MSH and the logistics operating companies, in line with the renewal of our human resources strategy. In this review, we clarified the roles expected at each job level within the Group companies and defined the specific behaviors required to fulfill those roles. We also reorganized the content of our development programs by identifying and realigning the fundamental business skills and management competencies common across the Group. Upon promotion, employees participate in Group-wide training programs designed to help them perform effectively in their new roles at an early stage, while also strengthening collaboration across the Group. Furthermore, to enhance overall capabilities and promote self-directed career development, we introduced an online training platform. This initiative not only expands the range of available programs and improves accessibility, allowing employees to learn anytime and anywhere, but also incorporates measures to boost learning motivation, thereby reinforcing the effectiveness of our talent development efforts.

▶ **Development of Management**

To cultivate leaders who will drive the Group’s future growth, we are strengthening the development of our management. In the fiscal year ended March 31, 2025, we launched the “Mitsui-Soko College,” a program designed to nurture the next generation of management. The program brings together management-level candidates from Group companies to engage in leadership lectures, group work, and exchanges of ideas with management. In the fiscal year ending March 31, 2026, the program will again be held for selected executive officers from Group companies, as we continue to advance the strategic and systematic development of management talent across the Group.

**3 Enhancing Our Co-Creation Ability**

To accurately understand social conditions and our customers’ business environments and provide optimal services, we need an organization that can adapt flexibly to change, incorporate new ideas and perspectives, and create new value. Regardless of age, gender, experience, or other personal attributes and backgrounds, we aim to foster the ability to engage in open dialogue, challenge ideas, and collectively move toward better outcomes.

▶ **Instillation of our Group Philosophy**

For individuals with different opinions and values to move in the same direction, a shared purpose and guiding principles are essential, which is embodied in our Group Philosophy. However, a survey conducted in the fiscal year ended March 31, 2025, among MSH and key operating companies revealed that, while the philosophy is generally recognized and supported, there are challenges in translating it into concrete actions.

To ensure that employees fully understand, accept, and act upon the Group Philosophy, we are implementing initiatives such as town hall meetings led by the officer in charge of personnel and HR and incorporating the philosophy into the personnel evaluation system.

▶ **Diversity Promotion**

In a society with a declining labor force, it is crucial to ensure that talented personnel, regardless of age, gender, experience, or values, can be recruited and fully utilize their abilities. To achieve this, it is important that the workplace is perceived as easy to work in and conducive to success. One key factor is the elimination of differences in ease of working and opportunities based on personal attributes or backgrounds. In the logistics industry and within our Group, the ratios of female employees and mid-career hires tend to be low. By moving beyond traditional standards and values and creating a workplace where these individuals can also thrive, we believe we can drive co-creation and generate new value.

**Examples of measures to promote women’s advancement**

- Mentoring system (officers serve as career support for female managers)
- Sponsorship system (superiors support female employees who are candidates for management positions)

**Example of a measure to support mid-career hires**

- Planning and implementation of onboarding training

**4 Building Environments for Evolution and Co-Creation**

To promote individual evolution and co-creation, it is essential to build a strong foundational environment that supports these efforts. By establishing systems and cultivating a corporate culture, we strive to maximize the impact of evolution and co-creation.

▶ **Employee Engagement**

To understand the morale of our employees and the state of the workplace environment, and to implement necessary initiatives, we conduct regular employee engagement surveys. The results of the survey for the fiscal year ended March 31, 2025, show an increase in the overall score compared with the previous fiscal year, with particularly high scores in areas related to workplace interactions. In addition, the score for the previously identified challenge of fostering a “culture of taking on challenges” has improved. We believe these improvements are the result of initiatives based on past survey results, such as strengthening supervisor-subordinate relationships through one-on-one meetings and conducting town hall meetings. We will continue to monitor engagement and implement targeted initiatives to address identified issues, thereby maintaining and further enhancing employee engagement.

**Engagement Survey Results**

**Survey Overview**

- Scope: MSH, logistics operating companies
- Number of respondents: 1,762 (response rate: 89.2%)

Main Survey		2024/3	2025/3
Overall score		66	68
Individual evolution	Career opportunities	67	69
	Growth opportunities	63	65
	Culture of taking on challenges	59	62
Co-creation ability	Empathizing with our Group Philosophy	68	69
	Acceptance of the Company’s policies and business strategies	67	69

▶ **Maintenance of Good Working Environments**

The promotion of initiatives related to human capital and the execution of our management strategy are possible only when employees are mentally and physically healthy. Our Group places a strong focus on health and productivity management, implementing measures such as creating a workplace environment that supports well-being and providing health support programs. In addition, to promote work-life balance, we have introduced flexible work arrangements, including telework and flextime systems, to enhance flexibility in how employees work.

Maintenance and Reinforcement of the Foundations for Value Creation > Foundations for Growth

Promoting Digital Transformation (DX)



Promoting a frontline-led DX strategy, we will realize improvements in operational efficiency and productivity. Through a Group-wide change in mindset, we aim to evolve into a digital logistics company.

**Naoto Sano**  
Senior Executive Officer  
In charge of IT System

Our DX Strategy that Simultaneously Achieves Sustainable Growth for the Mitsui-Soko Group and for Society

Our Group adopted the VISION of becoming “the co-creative logistics solutions partner. For every day, emergency, and always will be.” To achieve our VISION, under the Medium-term Management Plan 2022, we are working to achieve top-line growth, including the enhancement of integrated solution services, and to strengthen the competitiveness of our operations. The basis for vigorously promoting these initiatives is none other than our DX strategy.

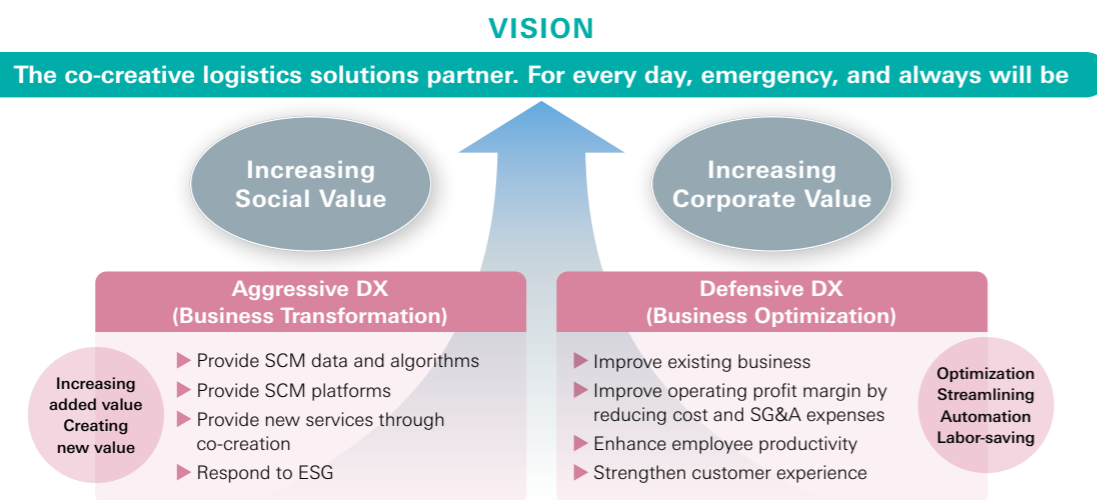
The logistics industry faces challenges such as labor shortages and aging legacy systems, and the use of digital technology is an unavoidable solution. First, as part of what is termed “defensive DX,” we are using the latest digital technologies to thoroughly streamline and enhance existing operations to solidify our business foundation. By doing so, we aim to strengthen our business foundation and ensure stable profitability that will support sustainable growth.

What we are also aiming for further beyond that is a true

transformation that goes beyond simply improving business efficiency and introducing IT. The essence of our DX is so-called “aggressive DX,” which involves creating new value and business models that have never been seen before through co-creation with customers.

The key players in this transformation are each and every employee on the front lines who interacts with customers on a daily basis. As the democratization of technologies such as generative AI advances, DX is moving from a management-led stage to a new phase where it is being driven autonomously by employees. Each and every individual will understand the essence of DX and use digital technology to raise the level of their work. We will search for solutions to our customers’ true problems and create unprecedented services and business systems. These efforts lie at the heart of our Group’s DX strategy.

Complete Picture of DX Strategy for Value Creation



Positioning as Materiality

The Group positions “promoting digital transformation (DX)” as an important growth foundation that supports the “Maintenance and Reinforcement of the Foundations for Value Creation.” We aim to transform into a company that can propose optimal solutions to our customers’ management challenges by utilizing digital technology, rather than by simply improving their operational efficiency. By having each and every employee who plays a key role in this process autonomously promote DX, we will achieve sustainable improvements in corporate value.

Risks

- Lack of awareness of the philosophy and purpose of DX leads to stagnation of transformation throughout the organization
- Delays in addressing the aging of existing systems make it difficult to respond quickly to rapidly changing market conditions, resulting in loss of competitive advantage
- Productivity declines due to a shortage of DX talent and delayed training, blocked efficiency improvements etc.

Opportunities

- Promotion of continuous innovation through a corporate culture in which each and every employee plays a leading role in promoting improvements
- Creation of new logistics services and solutions that meet customer needs by utilizing the latest technology to revamp systems etc.

Strengthening the Promotion System and Developing Human Resources to Accelerate Transformation

We are devising ways to strengthen both our organizational structure and human resources to instill our DX strategy throughout the Group and to promote transformation across the entire Company.

In terms of structure, a new DX Subcommittee (officer in charge of information systems at MSH; Secretariat: Digital Strategy Division at MSH) was established under the Sustainability Committee in July 2025, putting in place a system to promote DX with even greater speed and ability to execute. The DX Subcommittee manages the progress of DX promotion, including monitoring set KPIs and considering and implementing measures for improvement, and also holds medium- to long-term discussions, covering subjects that include DX strategy updates.

In terms of human resources, we have defined three DX human resource models to lead the transformation and are developing systematic training programs by designated department and position level. From training “business innovation personnel” for management-level employees to

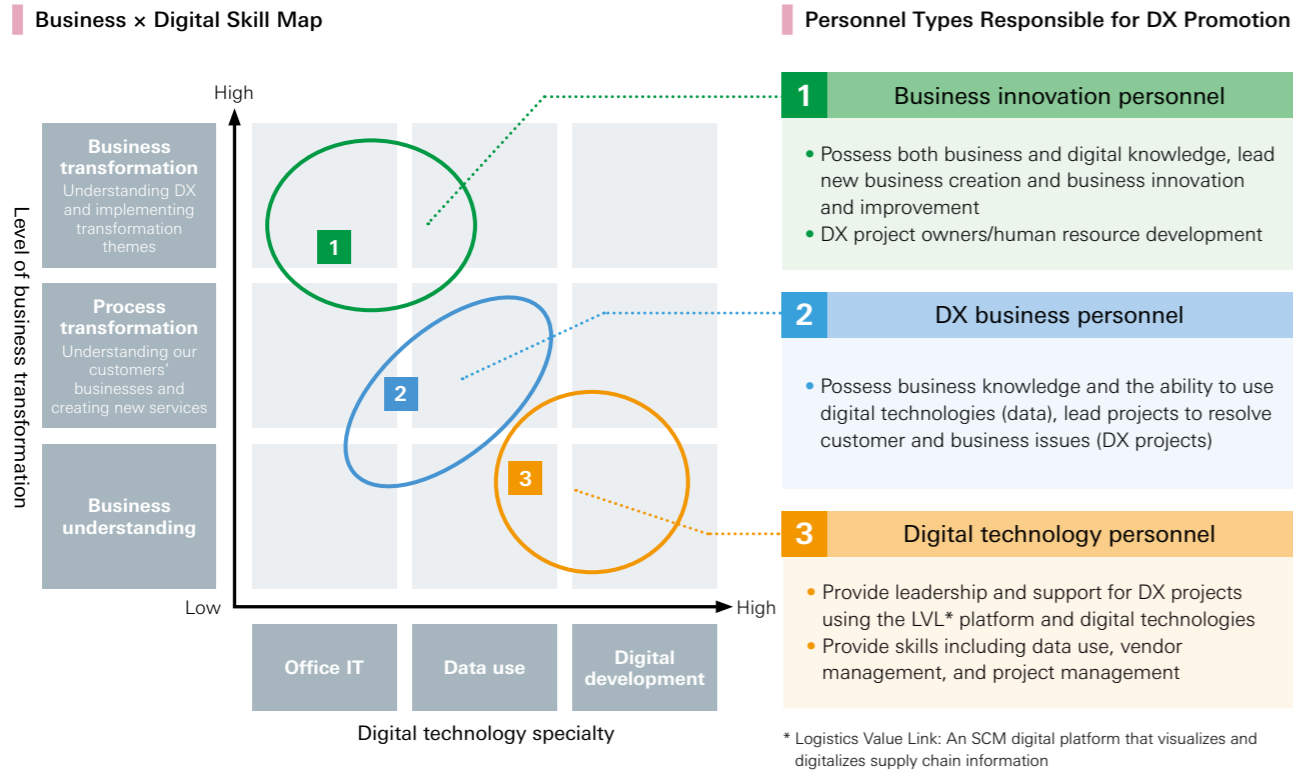
training “DX business personnel” and “digital technology personnel” who will play central roles on the front lines, the number of participants has already reached its initial target. The curriculum not only teaches DX-related knowledge and skills, but also places emphasis on workshops that focus on “DX from the customer’s perspective.” Specifically, the program incorporates systematic exercises designed to hone strategic planning skills that enable participants to deeply understand the potential challenges facing their customers as well as programs to develop design thinking and listening skills. We have also introduced a practical training program linked to the launch of actual projects so that the knowledge gained through classroom learning can be immediately applied to work situations. We are also offering online courses on the essentials of DX, which are aimed at raising the level of IT literacy across the Company, and as of April 2025, more than 1,800 people had taken the course. Through these efforts, we will foster an organizational culture that can proactively and autonomously promote DX.

Materiality KPIs

KPIs	Details	2025/3 Results
Number of DX-enabled systems	Number of systems that “change the way business and operations are carried out”	11 systems
Number of frontline-initiated DX projects	Number of DX projects in which initiators/promoters are in frontline departments	8 projects
Number of locations implementing robotic process automation (RPA) and robotics	Number of offices and departments at which automation and labor-saving technologies have been installed	• Number of locations implementing RPA: 6 • Number of locations implementing robotics: 5
Number of participants in DX talents training	Number of participants in DX Literacy Training and DX Promoter Training sessions	• Number of participants in DX Literacy Training: 925 • Number of participants in DX Promoter Training: 180

Maintenance and Reinforcement of the Foundations for Value Creation > Foundations for Growth

Promoting Digital Transformation (DX)



Building on a Century of Trust, Moving into a New Stage of Transformation

Our Group's strength lies in our meticulous work, grounded in the solid corporate culture we have inherited for over a century since our founding. As a comprehensive logistics company, we have built extensive experience not only in storage operations but also in logistics-related services such as distribution processing and rigorous quality inspections. Through these operations, we have provided optimal logistics solutions tailored to our customers' product characteristics across diverse fields, including mobility and healthcare. The advanced operational expertise cultivated through our relationships with customers is one of our most valuable assets.

Now, four years after formulating our DX strategy, we are leveraging this strength to shift from initiatives focused on improvement to initiatives focused on transformation. The next phase of DX will go beyond mere streamlining. By digitally reproducing and evolving our deep customer understanding and operational know-how—our core assets—we aim to create new services that help solve issues across our customers' entire supply chains.

Going forward, DX will be driven by each business division, which will establish its own KPIs for business contribution and take responsibility for achieving results. To make this approach a shared language and part of our corporate culture, we will enhance the visibility of investment effectiveness and renew our investment evaluation process.

We also recognize that generative AI and mathematical model AI are indispensable for innovation in logistics. At

present, we are improving productivity by providing a generative AI environment to all employees and supporting them through a dedicated technical team. We have also begun applying these technologies to specific tasks such as document review and product inspection. Looking ahead, we will promote the automation of logistics operations and ultimately aim to optimize the entire logistics process. Although the logistics industry continues to face challenges due to delays in digitalization caused by its multilayered structure, we are steadily advancing by conducting various proof-of-concept initiatives and working together with our customers and partner companies to build a data ecosystem step by step.

To make these transformations truly effective, the Digital Strategy Division at MSH is redefining its role from a "driver" of strategy to a "catalyst" that works closely with the front lines. Ideas originating from the business divisions, the true drivers of transformation, such as integrating siloed operational processes to achieve seamless operations, will be reflected in the next medium-term management plan and linked to Company-wide transformation.

The initiatives for our DX strategy in logistics operations may not be high-profile, but we are confident that combining our long-cultivated operational know-how with a culture that empowers those on the front lines, together with digital technology, and steadily building up results, is the surest path to sustainable growth.

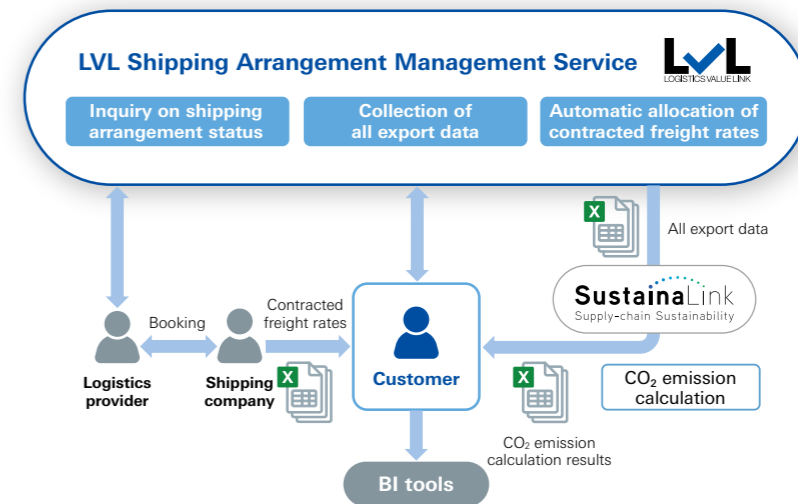
Examples of Initiatives

Strengthening the Foundation for DX Promotion

Our Group is promoting the IT Modernization Program with the goal of building a robust IT foundation that supports DX initiatives and enables sustainable growth. This program is built on three key pillars: renewal of operation systems, enhancement of security, and reform of IT management. In parallel with these efforts, the digital work environment on the front lines is steadily improving, and employees' awareness of DX has evolved significantly. This growing mindset serves as a vital driving force for digital work transformation, enabling us to fundamentally review and redesign operations while

mitigating risks associated with aging legacy systems. Through these efforts, we aim to achieve substantial reductions in workload and operating costs. Furthermore, we are also developing a foundation to strengthen digital collaboration with our customers. Our proprietary SCM digital platform, Logistics Value Link (LVL), enables seamless connectivity with customers, improving their operational efficiency and allowing real-time progress management. By leveraging LVL, we aim to deliver more sophisticated proposals and serve as a true partner in solving our customers' logistics challenges.

Overview of a Service Utilizing LVL



Labor-Saving through DX on the Logistics Front Lines

One example of how our Group has enhanced its strength in meticulous operations through digital technology is the introduction of AI-OCR (Optical Character Recognition) in shipment inspection tasks. This initiative was driven by challenges associated with relying on manual inspection for products that cannot use barcodes, including shipping errors, quality inconsistencies, reduced productivity, and dependence on individual operators. To address these issues, we implemented an AI-powered OCR system that automatically reads product codes and lot numbers

printed on packaging and instantly cross-checks them against the database. As a result, visual checks and complex manual data transcription are no longer required, improving both the accuracy and efficiency of inspections while reducing dependence on individual employees. Furthermore, we are advancing the automation of pallet-level product quantity verification using this system. Ultimately, we aim to establish a fully automated process from receipt to product item and quantity verification, further reducing labor at the logistics front lines and enhancing overall quality.

Maintenance and Reinforcement of the Foundations for Value Creation > Foundations for Growth

**Striving for Secure and High-Quality Logistics Operations**



**By unifying our awareness,  
we will work together as a company to  
pursue safety and quality,  
thereby increasing trust and corporate value.**

**Takeshi Nishimura**

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

Having adopted its VISION of becoming “the co-creative logistics solutions partner. For every day, emergency, and always will be,” the Mitsui-Soko Group is working on a raft of initiatives to create corporate and social value by addressing materiality. In particular, “striving for secure and high-quality logistics operations,” which forms the foundation of value creation, is an extremely important theme that is directly linked to trust, the cornerstone of our business. Neglecting daily safety precautions will lead to a loss of trust from employees and ultimately to employee turnover. Similarly, quality incidents will result in a loss of trust from customers and ultimately to a loss of business opportunities. Therefore, we, as management, must always be mindful of those facts, and ensuring that all Group employees share the same awareness is an essential condition for transforming safety and quality into a competitive advantage. Our Group also aims to create new value by realizing workplace environments in which employees can work with peace of mind and demonstrate their abilities to the fullest extent, and by providing high-quality logistics services that exceed customer expectations.

As a subordinate organization to the Sustainability Committee, the Group has established a Safety & Quality Subcommittee, which is responsible for managing and discussing safety and quality issues across the entire Group under the supervision of its Board of Directors. In terms of safety, we are working on establishing a PDCA cycle based on the framework of an occupational safety and health management system, identifying and evaluating occupational accident risks using Group-wide standards, and sharing near-miss and accident case studies within the Group to prevent recurrence. From the quality aspect, we manage quality incidents such as incorrect shipments and damage using quantitative indicators while working on improvements by setting achievement targets for the corresponding action plans as KPIs. As a bottom-up initiative, we have established a Safety & Quality Subcommittee Community Site on our internal portal site to ensure the thorough implementation of safety and quality policies, information sharing, and awareness

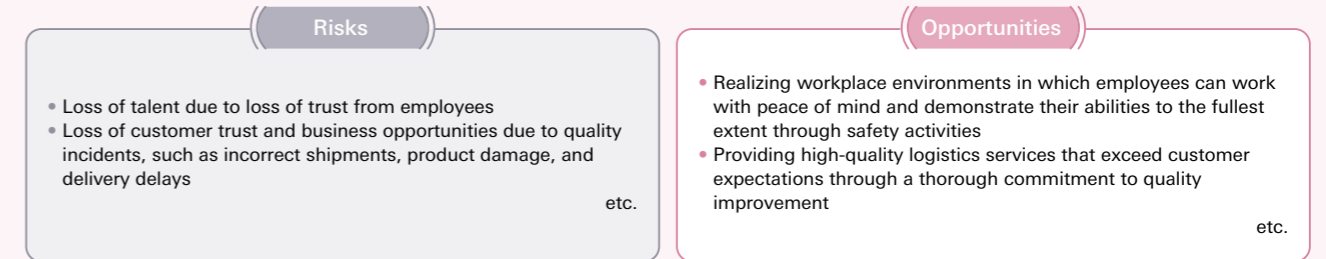
improvement throughout the Group.

In the current fiscal year, we will continue to aim for the achievement of the KPIs and year-on-year improvements. If, however, we treat KPIs merely as numerical targets, there is a high risk that the activities themselves will become meaningless due to a widespread feeling of being forced to do them. It goes without saying that KPIs are intermediate indicators that give visual form to the process of achieving organizational goals using numerical values and encouraging appropriate actions. Safety & quality are crucial aspects of our business, and I would like to continuously remind all employees of their importance. If the analysis of the root cause of an accident is weak, it will not lead to effective countermeasures, resulting in merely superficial activities and ultimately a vicious cycle where the number of accidents does not decrease. Looking ahead, we plan to continue monitoring the KPIs and, in the Safety & Quality Subcommittee, constantly verify the effectiveness of our activities, including root cause analyses, to further enhance the overall initiative. In addition to short-term initiatives, such as the monitoring of KPIs, we will take a long-term perspective, using a backcasting approach to pursue the ideal state of safety and quality activities that are consistent across the entire Group.

For our Group, which is responsible for a form of social infrastructure, safety and quality activities are integral to our management, and I believe that the strength of those activities can be said to be synonymous with the strength of the Company. To evolve safety and quality into true strengths, it is crucial that not only those on the operational front lines maintain a high level of awareness, but also that there is close collaboration between the various departments, such as sales, planning, and management. Working together as one, our Group will continue to promote ongoing safety and quality activities, closely linking them with other materiality, such as human capital management and DX promotion, to continue to earn the trust of all our stakeholders.

**Positioning as Materiality**

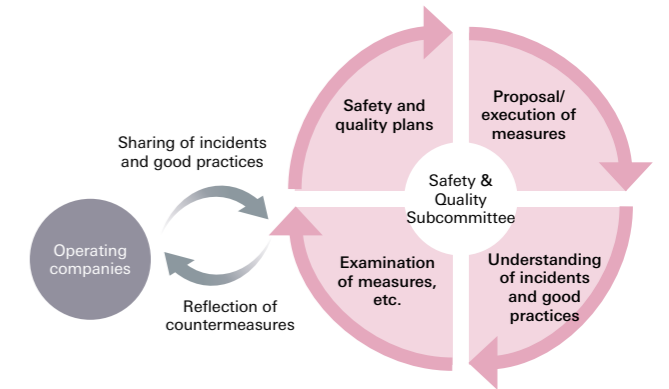
As a logistics company responsible for supporting a form of social infrastructure, the pursuit of safety and quality is a social mission of our Group and the foundation of all our business activities. We firmly believe that the trust from our employees, customers, and society is the source of our corporate value. Guided by this belief, we place safety and quality at the heart of our management and strive for sustainable growth.



**Promotion System**

Under the supervision of the Board of Directors, our Group’s Sustainability Committee is responsible for managing and discussing matters related to safety and quality. More detailed discussions, consideration of specific initiatives and management indicators, and progress management are carried out by the Safety & Quality Subcommittee, a Group-wide suborganization for safety and quality. The person in charge of the subcommittee (officer in charge of operation management at MSH) is responsible for reporting on progress and making recommendations to the Sustainability Committee. The Board of Directors receives reports on and oversees these safety and quality improvement initiatives via the Sustainability Committee.

**Safety & Quality Subcommittee Activity Cycle**



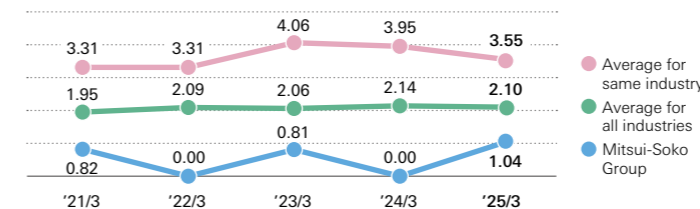
**Initiatives to Promote Safety and Quality Improvements**

Our Group aims to create safe and secure working environments in which employees can thrive through safety activities as well as provide logistics services that exceed customer expectations through initiatives to improve quality. To those ends, the Safety & Quality Subcommittee plans, develops, and manages the implementation of safety and quality measures for the Group as a whole.

In the fiscal year ended March 31, 2025, due to revisions to our materiality, discussions and reviews were conducted with regard to the revision of management indicators and our data acquisition methods, leading to further improvements in the effectiveness of our safety and quality management.

The reports from each company regarding the number of occupational accidents, near misses, and accident case studies are shared and discussed at Safety & Quality Subcommittee meetings, and Group-wide countermeasures considered. The best practices from each company are also shared, and discussions are held on improving logistics quality across the Group as a whole. We also conduct training and awareness-raising activities aimed at improving the safety and quality levels of the Group’s logistics business.

**Lost Time Injury Frequency Rate**



Notes:  
1. Lost time injury frequency rate: No. of casualties per 1 million working hours = (No. of casualties / Total work hours) x 1,000,000  
2. The same-industry (transportation and postal services) and all-industry averages are taken from the Ministry of Health, Labour and Welfare’s “Outline of the 2023 Survey on Industrial Accidents”



## Promoting Climate Change Actions and Resource Circulation



Regarding responses to climate change and respecting human rights as investments in the future, we will strive to improve the sustainability of society.

### Takeshi Gohara

Director, Managing Executive Officer  
In charge of Legal and General Affairs, Risk Management, and responsible for Compliance

The Mitsui-Soko Group has positioned “promoting climate change actions and resource circulation” and “respecting human rights” as key management priorities to contribute to the realization of a sustainable society. The Group operates its business by utilizing renewable energy and with the cooperation of its many employees and business partners. Therefore, we view initiatives related to environmental protection and respect for human rights not merely as risk management, but as an investment in the future aimed at enhancing corporate value, and we are promoting them accordingly.

### Promoting Climate Change Actions and Resource Circulation

Climate change is becoming increasingly serious, with rising average temperatures and extreme weather events such as localized heavy downpours. Thus, we recognize that addressing this social issue will become even more important in the years to come. Operating in the logistics industry, which is responsible for a significant amount of CO<sub>2</sub> emissions, we at the Mitsui-Soko Group believe it is necessary to approach climate change response with an even greater sense of responsibility. Committed to contributing to the realization of a carbon-neutral society, the Group has set targets to reduce its CO<sub>2</sub> emissions (Scope 1 + 2) by 50% (compared with FY2014) by the fiscal year ending March 31, 2031, and to achieve net-zero emissions by the fiscal year ending March 31, 2051. To achieve these targets, we have formulated a CO<sub>2</sub> reduction roadmap and are promoting specific measures such as energy conservation initiatives and the installation of solar panels. To accelerate our response to climate change, we are also preparing to obtain Science-Based Targets (SBT) certification. Currently prioritizing efforts to reduce Scope 1 and Scope 2 emissions, we are steadily implementing these measures. The majority of the Group’s Scope 3 emissions are accounted for by outsourced transportation via land, sea, and air, and we recognize that it will not be easy to bring these down. However, through our investigations aimed toward the obtaining of SBT certification, we will determine our future

course of action and strengthen our efforts. In addition to addressing Task Force on Climate-related Financial Disclosures (TCFD) recommendations, we tackled themes such as biodiversity and natural capital, and conducted examinations and disclosures based on the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations.

With regard to environmental issues, promoting resource recycling is a crucial topic, but I believe one that has not been touched upon within the logistics industry as there have not been many opportunities. As we are aiming for door-to-door integrated transportation under our Group’s ONE TEAM catchphrase, we are focusing on the packaging materials used in this process and exploring on a Group-wide basis whether we can recycle materials that are often discarded.

### Respecting Human Rights

Respect for human rights is a crucial element that forms the foundation of all business activities. Business activities that respect human rights reduce risks related to quality and labor, leading to the provision of stable services. By extending such initiatives not only within the Group but also along our entire supply chain, I also believe that we can contribute to building a robust logistics system for our customers. As a specific initiative, in addition to conducting human rights due diligence within the Group, we have also started conducting sustainability-related due diligence on the suppliers of our Group companies. We are also establishing a grievance mechanism to solicit a wide range of opinions from stakeholders and to ensure effective remedial action for any human rights violations.

Since ensuring sustainability along the supply chain is not something that can be achieved overnight, we will proceed steadily, carefully engaging in dialogue with all stakeholders.

With strong determination, we will continue to promote initiatives relating to the environment and human rights, so that we can be chosen as an indispensable logistics partner for our customers’ business expansion.

### Positioning as Materiality

The Group’s sustainable growth is only possible within a sustainable global environment. Our Group aims to minimize its negative impact on nature by reducing CO<sub>2</sub> emissions and waste generation, while building a resilient supply chain that minimizes the effects of natural disasters and other environmental challenges. In promoting these initiatives, we will also cooperate with all parties throughout the value chain, including our customers and business partners, to contribute to the realization of a decarbonized and resource-recycling society.

#### Risks

- Decrease in asset value and increase in costs due to nature-related regulations
- Damage to assets due to natural disasters
- Competitive disadvantage and negative reputation due to inadequate response

etc.

#### Opportunities

- Improving the resilience of supply chains, including our own
- Enhancing our ability to provide environmentally friendly logistics services

etc.

### Promotion System

Under the supervision of the Board of Directors, the Group has established the Environmental & Human Rights Subcommittee (officer in charge of risk management at MSH), a Group-wide suborganization under the Sustainability Committee to plan, develop, and manage environmental initiatives.

### Response to Climate Change

#### • Reduction of CO<sub>2</sub> emissions in our businesses

In domestic warehouse facilities and offices, the Group is promoting energy conservation by replacing and updating LED lighting, air conditioning equipment, and other fixtures, as well as the spread of renewable energy by installing solar power generation systems. In the transportation field, the Group is contributing to the reduction of CO<sub>2</sub> emissions by switching to fuel-efficient, low-emission models when replacing vehicles, as well as implementing driving techniques that show consideration for the environment and introducing EV trucks.

#### • Reduction of CO<sub>2</sub> emissions in the supply chain

The Group is also working to reduce CO<sub>2</sub> emissions (Scope 3) throughout its supply chain. A logistics service that solves customer problems by addressing social issues, SustainaLink provides services such as presenting customers’ CO<sub>2</sub> emissions in logistics in visual form and offering solutions for reducing them. We are thereby contributing to the reduction of CO<sub>2</sub> emissions by implementing logistics efficiency improvements such as modal shift and shared warehousing and distribution.

With regard to Category 1 under Scope 3, we are working to refine our calculation methods and striving to more accurately ascertain CO<sub>2</sub> emissions throughout the supply chain, thereby contributing to emission reductions.

### Reduction of Waste Emissions

The Group is committed to contributing to the creation of a circular economy by effectively utilizing limited resources and promoting initiatives to reduce waste generation, such as improving recycling rates.

As part of our Group-wide initiatives, we are promoting paperless operations by implementing electronic approval systems and encouraging the use of monitors for meetings in conjunction with efforts to improve operational efficiency. We are also using bio-based polyethylene film and recycled plastic pallets. As part of our customer-centered initiatives, we are not only utilizing recycled materials and reusable recycled packaging materials, but also developing and using logistics packaging that is both durable and suitable for material recycling. The utilization of these packaging materials also contributes to optimizing the transportation of our customers’ products and to reducing the costs of logistics.

### Addressing Biodiversity

The Group implements border security measures to prevent invasive alien species from entering its port areas as part of its compliance with laws and regulations and, when necessary, communicates its response to the relevant authorities. As part of further efforts toward biodiversity, we support the Keidanren Declaration for Biodiversity and Guideline, and aim for the conservation and sustainable use of biodiversity.

Maintenance and Reinforcement of the Foundations for Value Creation > Social Foundation

Promoting Climate Change Actions and Resource Circulation

Please see our website for details.  
<https://www.mitsui-soko.com/en/sustainability/environment/policy/>

Disclosures Based on TCFD/TNFD Recommendations

The Mitsui-Soko Group believes that its own sustainable growth cannot be achieved without a sustainable society. Recognizing the conservation of the global environment as a key management issue, the Group has identified “promoting climate change actions and resource circulation” as a materiality. In addition, as our Group operates globally across diverse industries with customers and business partners, we rely on a variety of ecosystem services throughout the value chain, and our activities have the potential to affect not only climate change but the broader environment.

In September 2021, the Group expressed its support for the TCFD recommendations and has been working to identify climate-related risks and opportunities, as well as to strengthen and expand related disclosures, including governance and management systems. Furthermore, starting in 2025, the Group is implementing the identification of nature-related dependencies, impacts, risks, and opportunities in accordance with the TNFD recommendations, further enhancing and expanding its disclosure practices.

Governance

In October 2021, the Group established the Sustainability Committee to strengthen its governance system for sustainability initiatives. The Committee is chaired by the President Executive Officer of MSH and is composed of senior managing executive officers, managing executive officers, the president and president executive officers of the five logistics operating companies, and additional members appointed by the Committee chair.

Under the supervision of the Board of Directors, the Sustainability Committee formulates policies and oversees their implementation, and it conducts discussions on identifying, analyzing, and evaluating nature-related dependencies, impacts, risks, and opportunities, including those related to climate change. The Committee also assesses the effects of these factors on the Group’s business and deliberates on appropriate response measures.

The Group recognizes that issues related to natural capital are also connected to human rights considerations. Under the Mitsui-Soko Group Human Rights Policy, the Sustainability Committee discusses and manages initiatives to respect human rights.

Specific initiatives, consideration of management indicators, and detailed discussions are conducted within the Environmental & Human Rights Subcommittee, a Group-wide suborganization of the Sustainability Committee. The responsible executive officer reports progress and makes recommendations to the Sustainability Committee.

Investments required to implement these initiatives are discussed and approved individually through the Management Council, Board of Directors, and other relevant bodies, in accordance with internal regulations.

Risk and Impact Management

The Group’s recognition and management of risks arising from business activities are defined in the Risk Management Regulations, with a system in place for each type of risk to ensure effective risk management. For risks and opportunities related to climate change and natural capital, the Sustainability Committee leads their identification, analysis, evaluation, and information

sharing across the Group. The Committee also issues instructions to relevant departments and reports to the Board of Directors, aiming to manage and minimize risks and reduce their impacts. Management of KPIs and data analysis is conducted by the Environmental & Human Rights Subcommittee, a Group-wide sub-organization of the Sustainability Committee.

Metrics and Targets

To appropriately identify and manage risks and opportunities and achieve the materiality of “promoting climate change actions and resource circulation,” the Group has established KPIs in the environmental field, including CO<sub>2</sub> emissions and waste recycling rates, and monitors progress against these targets.

Strategy (TCFD)

We identify risks and opportunities regarding the impacts of climate change on the Group’s value chain, evaluate the results, and consider appropriate measures to take, so that they can be reflected in our short-, medium-, and long-term business strategies to make our policies more effective.

(1) Scenario analyses using 1.5°C and 4°C scenarios

To assess the potential impact of climate change on our Group businesses, we perform scenario analyses using 1.5°C and 4°C scenarios.

(2) Evaluation of the scenario analysis results

In our quantitative calculations, carbon pricing (introduction of a carbon tax) under the 1.5°C scenario has the greatest impact on our Group. In general, however, the financial impact of climate change on our Group is small, and we consider ourselves resilient to these shifts.

For countermeasures against the emerging impact of carbon pricing, since measures to reduce emissions in cooperation with our customers and business partners are effective, we will promote these measures in addition to our own measures. In addition to the quantitative analysis items, we will also update and monitor information on qualitative analysis items to verify their impact on our business.

Metrics and Targets

KPI		Targets	
CO <sub>2</sub> emissions	Scope 1 + 2	2026/3	29% reduction (compared to 2014/3)
		2031/3	50% reduction (compared to 2014/3)
	2051/3	Achieve net zero	
Scope 3	Leading initiatives to decrease emissions across both our own and our customers’ supply chains		

KPI	Target
Waste recycling rate	To be increased by one point compared to the previous fiscal year

Scope: MITSUI-SOKO HOLDINGS Co., Ltd., MITSUI-SOKO Co., Ltd., MITSUI-SOKO EXPRESS Co., Ltd., MITSUI-SOKO LOGISTICS Co., Ltd., MITSUI-SOKO Supply Chain Solutions, Inc., MITSUI-SOKO TRANSPORT Co., Ltd., Marukyo Logistics Co., Ltd. (Osaka), and Marukyo Logistics Co., Ltd. (Ehime)

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

	Transition risks and opportunities	Financial impact		Timing	Response measures
		1.5°C	4°C		
Policy and legislation	<b>Tax and other regulations relating to reducing CO<sub>2</sub> emissions</b> (Risks) • Increased costs due to introduction and strengthening of carbon pricing – Use of fuel and electricity in transportation and logistics facilities (including subcontractors)	Low-medium	–	Medium term	<ul style="list-style-type: none"> <li>Improve transportation efficiency</li> <li>Introduce zero-emission vehicles</li> <li>Promote energy-saving in facilities and measures</li> <li>Promote lower-energy operations</li> <li>Encourage adoption of renewable energy</li> <li>Select partner companies</li> </ul>
	<b>Refrigerant regulation</b> (Risks) • Increased capital investment due to stricter regulation of alternative CFCs and other refrigerants – Adapting refrigeration equipment in logistics facilities	Low	Low	Medium term	
	<b>Other regulations</b> (Risks) • Increased costs due to introduction and strengthening of energy-saving and other regulations – Introduction of EVs and regulations such as bans on the sale of fossil fuel vehicles – Heat insulation and other energy-efficiency standards for buildings – Regulations on renewable energy procurement and share targets, etc.	–	–	Long term	
Market and reputation	<b>Energy transition by transportation subcontractors</b> (Risks) • Increased transportation consignment costs arising from switch to low-carbon and decarbonized fuels – Adoption of fuels with low environmental impact, such as sustainable aviation fuel	Low	Low	Short or medium term	
	<b>Customer trends (conditions)</b> (Risks, Opportunities) • Expansion of environmentally responsible practices – Monitoring and reduction of CO <sub>2</sub> emissions become conditions for contracts and orders	High	Low	Short term	
	<b>Customer trends (products handled)</b> (Risks, Opportunities) • Changes in the characteristics of products handled for customers – Changes in production volumes or regions, components produced, etc. – Emergence of new sustainable products	High	High	Medium or long term	

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

Legend  
 High/medium/low : Quantitative and qualitative assessments based on financial impact estimates  
 – : Potential risks not highly likely to occur by 2030 based on current information  
 Short term : About 3 years  
 Medium term : 2030  
 Long term : 2050–

Maintenance and Reinforcement of the Foundations for Value Creation > Social Foundation

Promoting Climate Change Actions and Resource Circulation

Disclosures Based on TCFD/TNFD Recommendations

Strategy (TNFD)

Using the LEAP approach\*1 recommended by the TNFD, the Group analyzes, evaluates, identifies, and prioritizes nature-related dependencies, impacts, risks, and opportunities across its key value chains.

(1) Nature-Related Dependencies and Impacts

We organized and assessed the Group's nature-related dependencies and impacts across direct operations, upstream, and downstream areas of the value chain\*2, using a five-point scale. In conducting the assessment, we first identified the main sectors related to our operations across the value chain, and then referred to ENCORE, a tool developed by the UNEP World Conservation Monitoring Centre (UNEP-WCMC), to assign ratings.

For direct operations, the overall dependence on ecosystem services tends to be low, although certain business activities were found to have high dependency. Similarly, the overall impact on nature is generally low; however, international transport activities, specifically maritime and airfreight forwarding, serve as key pathways for the unintended transport and spread of invasive alien species to non-native areas, and therefore have the potential to create a high impact on nature.

(2) Risks, Opportunities, and Response Measures

Based on the results of the analysis and evaluation of nature-related dependencies and impacts, we identified potential nature-related risks and opportunities, taking into consideration external factors such as international policy trends. We also organized our response approaches for each identified risk and opportunity (see table below).

Building on these findings and our existing initiatives, we will continue to promote and strengthen relevant measures across the Group

\*1 LEAP Approach

The LEAP approach, developed by the TNFD, is an integrated framework for assessing nature-related issues such as a company's interactions with nature, its dependencies and impacts, and the associated risks and opportunities. The approach consists of four stages: Locate, Evaluate, Assess, and Prepare.

\*2 Value Chain in the Group

- Direct operations: Storage, port transportation, forwarding, land freight transportation, and real estate leasing
- Upstream activities: Transportation-related activities (land, sea, and air), procurement of cargo handling equipment and other goods, and real estate construction
- Downstream activities: Industries of major customers (healthcare, automotive, home appliances, precision equipment and machinery, food and beverages, chemicals, etc.) and real estate demolition

Risks / Opportunities	Category	Major Dependencies / Impacts	Environmental Changes Caused by Dependencies and Impacts		Countermeasures	
			Potential Impacts on Our Group			
Physical Risks	Acute	Water resources Water flow regulation Rainfall pattern regulation	Water scarcity caused by changes in rainfall and weather patterns		<ul style="list-style-type: none"> <li>• Regular monitoring of nature-related impacts on the supply chains</li> <li>• Establishment of logistics solution services capable of flexibly responding to fluctuations in logistics volume and lead times</li> <li>• Advancement of initiatives aimed at achieving greenhouse gas reduction targets</li> <li>• Development and advocacy of measures to effectively prevent heatstroke</li> <li>• Enhancement of BCP and BCM measures</li> </ul>	
			<ul style="list-style-type: none"> <li>• Decline in revenue due to stagnation in overall logistics, including ocean freight, and instability in the logistics volume for customer products that depend on water resources</li> <li>• Rising transportation costs to be paid, resulting from price hikes imposed by suppliers</li> </ul>			
	Chronic	Climate regulation Storm mitigation Climate change	Escalation in the frequency and severity of extreme weather events driven by climate change			
			<ul style="list-style-type: none"> <li>• Decline in revenue due to stagnation in overall logistics and instability in the logistics volume for customer products, triggered by natural disasters</li> <li>• Surge in repair expenses and insurance premium rates</li> </ul>			
Risks	Policy	Land and ocean use Resource use Pollution/pollution removal	Persistent increases in temperature, alterations in ocean currents, and related phenomena		<ul style="list-style-type: none"> <li>• Regular monitoring of global trends and nature-related impacts on the supply chains</li> <li>• Establishment of logistics solution services capable of flexibly responding to fluctuations in logistics volume and lead times</li> <li>• Deployment of sustainable logistics services, featuring SustainaLink</li> <li>• Construction of facilities designed to comply with sustainability standards</li> <li>• Engagement in constructive dialogue with stakeholders, including investors, local communities, and suppliers</li> </ul>	
			<ul style="list-style-type: none"> <li>• Decline in revenue resulting from diminished yields of customer products and a decrease in suitable cultivation areas</li> <li>• Increase in facility maintenance costs linked to the installation of air conditioning systems</li> <li>• Disaster-related damage experienced by employees</li> </ul>			
	Market	Overall	Strengthening of international, national, and domestic regulatory frameworks			
			<ul style="list-style-type: none"> <li>• Decline in revenue due to stagnation in overall logistics due to changes in shipping routes, etc. and instability in the logistics volume for customer products driven by stricter regulations</li> <li>• Increase in costs associated with compliance with regulatory requirements</li> </ul>			
Transition Risks	Technology	Overall	Changes in customer preferences and market trends			
			<ul style="list-style-type: none"> <li>• Decline in revenue resulting from failure to adequately address customer needs</li> <li>• Deterioration of the financing environment stemming from persistent unresolved issues</li> </ul>			
	Reputational/Liability	Invasive alien species introduction Pollution/pollution removal	Technological innovations centered on decarbonization, water conservation, and additional sustainability initiatives			
<ul style="list-style-type: none"> <li>• Rising costs associated with adapting to innovations</li> </ul>						
Opportunities	Market Resource Efficiency Products and Services Capital Flow and Financing Reputational Capital	Overall	Introduction of invasive species linked to transportation and environmental contamination resulting from accidents		<ul style="list-style-type: none"> <li>• Regular monitoring of nature-related impacts on the supply chains</li> <li>• Deployment of sustainable logistics services, featuring SustainaLink</li> <li>• Transition and renovation to environmentally conscious real estate, including certification acquisition</li> </ul>	
			Shifts in the locations of freight supply and demand, as well as variations in the freight itself			
	<ul style="list-style-type: none"> <li>• Growth in revenue driven by the acquisition of new business opportunities and enhanced competitiveness</li> </ul>					
Sustainable Use of Natural Resources	Resource use and replenishment	Overall	Shifts in customer and market preferences favoring nature-positive business practices, leading to an enhanced reputation			
			<ul style="list-style-type: none"> <li>• Minimization of environmental costs, including carbon taxes, achieved through the delivery of highly efficient services</li> <li>• Strengthening of market competitiveness while fostering a favorable environment for financing and attracting talent, aligned with an enhanced corporate image</li> </ul>			
			Reduction of resource use by encouraging building renovation and reuse initiatives			
			<ul style="list-style-type: none"> <li>• Increase in asset value of owned facilities</li> </ul>			
			<ul style="list-style-type: none"> <li>• Strengthening of market competitiveness while fostering a favorable environment for financing, aligned with an enhanced corporate image</li> </ul>			

Respecting Human Rights

Positioning as Materiality

The sustainable growth of the Group is built upon a society where the dignity of all people is protected and their rights are respected. In the course of our business activities, the Group interacts with a wide range of people in society and is both directly and indirectly supported by them, which means our operations have the potential to impact human rights. We are committed to collaborating with all stakeholders to build a stable and human rights-respectful supply chain that extends beyond our own operations, thereby contributing to the realization of a sustainable society.



Promotion System

Under the supervision of the Board of Directors, the Group has established the Environmental & Human Rights Subcommittee (officer in charge of risk management at MSH), a Group-wide suborganization under the Sustainability Committee to plan and manage the implementation of human rights initiatives.

Identification of Key Human Rights Issues

In promoting efforts to respect human rights, we assessed the impact of our business activities on the human rights of our stakeholders and identified the following as key human rights issues: "prohibition of forced and child labor," "prohibition of all forms of discrimination," "prohibition of harassment," "provision of a safe working environment," "appropriate management of working hours," and "guarantee of rights of foreign workers." The process shown on the right is used to identify important human rights issues, and risk assessment is conducted focusing on the identified human rights issues. Since the situation surrounding human rights is constantly changing, we will review the key human rights issues based on continuous research and information gathering, as well as holding dialogues with stakeholders and external specialists.

Process for Identifying Key Human Rights Issues



Conducting Human Rights Due Diligence (DD)

The Mitsui-Soko Group conducts human rights DD to fulfill its responsibility to respect human rights. As a result of implementing human rights DD for Group companies in Japan and overseas (consolidated subsidiaries) in the fiscal year ended March 31, 2025, we did not find any company that had serious issues regarding human rights or that required immediate stakeholder relief at this time. Cases that fall under improvement recommendations and guidance have decreased due to feedback from last fiscal year's human rights DD and human rights education and training. In addition, we will consider implementing human rights DD not only within our Group but also for our business partners, with the aim of building a sustainable supply chain. The process and results of promoting human rights DD are also reported to the Board of Directors.

Remediation and Grievance Mechanism

If it becomes clear that the Group has caused, facilitated, or otherwise contributed to adverse human rights impacts, the Group will work to correct and relieve such adverse impacts using appropriate means. Furthermore, if concerns related to the human rights of our Group employees arise, anonymous access to a consultation desk is available. Finally, with the aim of respecting dialogue with all stakeholders, we will also establish a point of contact (grievance mechanism) to receive feedback from everyone in our supply chain, including customers and business partners. Moving forward, we will continue to engage in ongoing education and training regarding respect for human rights, as well building an effective relief system, in our efforts to address human rights issues.

Outside Director Roundtable Discussion



**Maoko Kikuchi**  
Outside Director



**Takashi Hirai**  
Outside Director



**Takashi Tsukioka**  
Outside Director



**Taizaburo Nakano**  
Outside Director

## Enhancing the effectiveness of governance and raising corporate value

The Mitsui-Soko Group has identified “advancing corporate governance” as one of its materiality under “Maintenance and Reinforcement of the Foundations for Value Creation,” and is promoting various initiatives in this area. We invited our outside directors, who have diverse expertise and experience, to discuss the challenges on our path to sustainable growth.

### Expectations toward Outside Directors

**Nakano:** Over seven years have passed since I became an outside director. My impression, based on observations over that period, is that the Group is evolving on all levels. The Group Philosophy has been steadily permeating the organization, and employees approach their work with a sense of pride based on their important role in society. Sales activities focused on growth areas, such as mobility and healthcare, are beginning to bear fruit, opening up new opportunities for growth. Governance has also been strengthened, and the diversity and independence of the Board of Directors has been firmly secured. In this context, the role of outside directors is to offer objective input, free from the influence of the corporate worldview or interpersonal dynamics within the Company. Even when our views differ from those within the Company, it is our responsibility to speak up, energize Board discussions, and contribute to better management decisions.

**Tsukioka:** I’ve seen significant evolution in governance in the two years since I joined the Board in 2023. I believe that the governance system will be further strengthened from the fiscal year ending March 31, 2026 onward, with outside directors holding over half of the Board seats. The Group is also making good progress in tackling its priorities under Medium-term Management Plan 2022, which is currently being implemented. That is precisely why it is so important to identify major priorities that can be developed into a growth strategy as we formulate the next medium-term management plan. I believe that my primary role is to contribute to this process from an objective standpoint. I also aim to engage in dialogue with the executive team and provide strategic guidance in relation to key issues that will influence the future value of the Group.

**Hirai:** I have approached corporate strategy from both practical and research perspectives. I see my role as leveraging that expertise to contribute to the formulation of strategies that will drive the Group’s growth and profitability. In Board and Officers’ Council\* meetings, my key focus is identifying which business domains are vital to the Group. This is because the choice of business domains determines 30 to 40 percent of a company’s growth and profitability potential. In my monitoring role, I remain conscious of the need to oversee and supervise operations from an independent perspective. I believe that one of the unique responsibilities of an outside director is to point out when the Group’s internal norms diverge from broader societal expectations, guided by the principle that common sense inside the Company may be nonsense outside of it.

\* Meetings at which directors, Audit and Supervisory Board members, executive officers of MITSUI-SOKO HOLDINGS, and officers of operating companies convene to share key management matters, such as business performance and strategy, with the aim of fostering mutual understanding across the Group.

**Kikuchi:** One of our key responsibilities as outside directors is to serve as a bridge by ensuring that the voices of various

stakeholders, including shareholders, employees, business partners, and local communities, are reflected in management decisions. As representatives of these stakeholders, we are expected to promote sustainable corporate growth from multiple perspectives, such as the pursuit of initiatives to enhance corporate value from a shareholder standpoint, and confirmation that the Company is providing a positive workplace environment for its employees. To fulfill this role, we need to listen not only to investor evaluations but also to the voices of employees as the Group’s human capital. Another critical priority, both for the Group and Japanese society as a whole, is to ensure that there is a supportive working environment for female employees.

### Views of Outside Directors on Priorities for Improving Corporate Value

**Nakano:** The Mitsui-Soko Group possesses powerful assets, including its brand, history, diverse customer base, and comprehensive range of logistics functions across land, sea, and air. We need to properly recognize the value of these strengths and actively leverage them. Since joining the Board, I have felt a sense of frustration that the Mitsui-Soko Group is not effectively utilizing its extensive arsenal of strategic assets. My conviction that the Group should be making better use of those assets has driven me to ask continually how their value can be further enhanced. In recent years, I have been encouraged to see that the Group’s employees are becoming more aware of the fact that their work plays a vital role in solving customers’ management challenges, and that this awareness is leading to the adoption of business styles that make optimal use of the Group’s strengths and assets in its business activities.

**Hirai:** It’s important to value tradition and have a serious corporate culture. However, to enhance corporate value by achieving further growth, we must also be willing to take up challenges beyond existing frameworks. Going forward, the Group may need to take on challenges that build the foundation for disruptive growth, such as pursuing bolder collaborations and integrations through both M&A and business operations. In that sense, I see the consolidation of the Group’s offices in the Tokyo area this spring at its founding site in Nihonbashi Hakozaeki as an opportunity to accelerate genuine co-creation and integration.

**Tsukioka:** “Challenge” is the key word. Inaction itself poses the greatest risk. The Group needs to embrace new initiatives without fear of failure. In particular, I see the deepening of inter-industry work across the Group as the path to future value creation. I hope that everyone will take on these challenges proactively.

### Challenges for the Mitsui-Soko Group, Expectations toward the Next Medium-term Management Plan

**Nakano:** I think that the first priority as the Group strives to achieve further growth should be to integrate the specialized



**We are able to engage in candid exchanges of views thanks to a relationship of constructive tension grounded in mutual trust.**

**Taizaburo Nakano**

capabilities of individual companies more closely to build comprehensive strengths for the Group as a whole. The fact that the operating companies are independent allows them to maintain an overwhelming advantage in their specialized fields. However, this strength can also be a weakness in the sense that it leads to a focus on optimization at the individual level. There are also inefficiencies due to the duplication of functions, such as HR and legal affairs, across companies. The formulation of the next medium-term management plan should be seen as an opportunity to integrate and consolidate these overlapping functions, in order to liberate management resources that can be reinvested in productivity improvements and growth areas through DX.

**Kikuchi:** That goal has long been under discussion. However, the integration of these functions may not necessarily lead to greater efficiency, since each operating company has its own culture and their target customers and operations differ. In fact, the separation of the companies fosters a healthy competitive environment, with each striving to innovate and expand sales and profits. That is a unique advantage of the holding company structure. From that perspective, it is important that each company becomes strongly focused on management indicators such as ROA and ROE, leading to further improvements in operational efficiency, while leveraging the benefits of the holding company model to enhance the overall quality of management.

**Hirai:** The key management challenge is to balance two elements: healthy competition among operating companies, and integration and collaboration across the Group. When formulating the next medium-term management plan, rather than simply aggregating each company's individual plans, I hope that management will reframe the question of what constitutes the full potential of the Group from a panoramic and deductive perspective focusing on the Group as a whole. By identifying that full potential, we can define a more fundamental growth strategy, including the need for M&A and new business development.

**Tsukioka:** I completely agree that this point is critical. When we reframe the current situation from the perspective of optimizing the Group as a whole, specific management challenges begin to

emerge. Management needs to consider how to leverage the capital of each operating company to improve capital efficiency across the entire Group, and to identify and address the priorities for this process. However, the Group's management style does not yet appear to have evolved that far. The relocation and integration of the Group's headquarters should be seen as a valuable opportunity. I hope that the leaders of each company will collaborate more closely and deepen discussions aimed at enhancing the corporate value of the entire Group. The goal of that process should not simply be the aggregation of individual companies' plans, but the formulation of truly integrated management priorities and strategies. I will closely monitor how leaders define the priorities and approach the development of the next medium-term management plan.

#### **Management of Board Meetings, Setting of Agendas, Discussion of Medium- to Long-term Strategies**

**Hirai:** The Board of Directors has fostered an atmosphere conducive to open and lively discussions, and, to some extent, a process for narrowing down agenda items is in place. There has also been progress toward the clarification of points of discussion about agenda items, including the summarization of documents and explicit identification of matters requiring approval. Building on this foundation, the Board should now deepen its deliberations on more fundamental themes, particularly medium- to long-term strategies. To create truly effective strategies, we may perhaps need to establish a dialogue process that involves not only directors but also people from various levels within the organization, such as next-generation leadership candidates and younger employees.

**Nakano:** I welcome the shifting focus in the Board's agenda from operational matters to medium- and long-term strategy, which was made possible by the delegation of authority to operating companies. Decision-making has also become significantly faster. Looking ahead, I think it will be necessary to deepen discussions on more fundamental and complex themes, such as the roles of the holding company and the operating companies, while making use of off-site meetings and other forums outside of the Board itself.

**Kikuchi:** I feel that there's scope for deeper discussions between outside directors and the executive departments on core management themes, such as the Group's ideal medium- to long-term direction and overall strategy, before these matters are put to the Board for approval. To make the Board a forum where diverse perspectives intersect, I think we should consider ways to increase opportunities for discussions with the presidents and executive teams of operating companies in various forums, such as the Officers' Council and off-site meetings. I also believe that outside directors should take a more active role in setting the Board agenda, including report items.

**Tsukioka:** I see the Board of Directors as currently in a transitional phase toward becoming a forum for more strategic discussions. While the delegation of authority has reduced the number of minor agenda items, my impression is that important issues are still being mixed with detailed matters, and that the usage of time is not yet fully optimized. This aspect has been the subject of ongoing discussions in off-site meetings, and as a consensus from the outside directors, we have communicated that the Board's agenda should be narrowed to genuinely important topics in order to enhance the quality of deliberations.

#### **Advancing Corporate Governance, Deliberations by the Nomination and Remuneration Committee**

**Nakano:** As of the fiscal year ending March 31, 2026, the Board of Directors consists of nine members, including five outside directors. Three of the five positions on the Audit and Supervisory Board are also held by outside members, while the Nomination and Remuneration Committee has five outside members out of a total of six. With outside officers now forming a majority in each of these bodies, a higher level of independence has been secured. The fact that these changes were made voluntarily rather than in response to investor pressure reflects a strong commitment to advancing corporate governance and is highly commendable. Moreover, a relationship of constructive tension grounded in mutual trust has developed between internal and external officers. This enables candid exchanges of views and has contributed to

more effective governance. This is something that we can report to investors with a sense of pride.

**Tsukioka:** The most important characteristic of corporate governance is not its formal structure, or institutional design, but its effectiveness in a real sense. The Mitsui-Soko Group is structured as a company with an Audit and Supervisory Board. Other governance models could be considered, but I'm confident that governance can function effectively as long as outside directors fulfill their role appropriately by providing supervision from an independent standpoint and engaging in constructive dialogue with management.

**Kikuchi:** I agree. Mr. Tsukioka referred to effectiveness. The Group has taken concrete action to ensure that by voluntarily establishing a Nomination and Remuneration Committee even though it is structured as a company with an Audit and Supervisory Board. This has contributed significantly to the strengthening of governance by enhancing the objectivity and transparency of Board nominations and remuneration decisions.

The attitude of management is also critically important for advancing corporate governance. I believe that the Company's management has consistently demonstrated a sincere commitment to governance reform. Steps have also been taken to strengthen collaboration with the Audit and Supervisory Board and enhance the effectiveness of supervision functions, including the reflection of input from outside officers, off-site meetings for outside directors, and opportunities for outside directors to interview Audit and Supervisory Board members. I believe these initiatives are leading to steady improvement in governance.

**Nakano:** The Group has recently undertaken a major overhaul of its executive role structure, resulting in a clear delineation between executive and supervisory roles. It has also adopted new KPIs, such as ROE and ESG scores, with the aim of transitioning to management focused on capital efficiency and the cost of capital. The remuneration system has also been redesigned so that the proportion of variable remuneration increases with rank. This has strengthened the link between performance, corporate value, and remuneration and made evaluations more transparent for stakeholders. By setting individual goals for each officer and

**I want to contribute to the formulation of a meaningful growth strategy based on a panoramic assessment of the full potential of the Group.**

**Takashi Hirai**



Outside Director Roundtable Discussion

incorporating a system for evaluating personal performance, I believe it has become possible to achieve a more neutral and objective evaluation process.

**Tsukioka:** I see the clear delineation between the supervision remuneration and executive remuneration for the new remuneration system as symbolic of the Company’s commitment to advancing corporate governance. It reflects management’s strong awareness of the need to separate supervision from executive functions, which I fully support. One of the fundamental principles of governance is that outside directors should have primary responsibility for supervision.

**Succession Planning to Ensure the Future Growth of the Group**

**Kikuchi:** Investors are keenly interested in a company’s approach to the training of the next-generation management team. The Group has voluntarily established a Nomination and Remuneration Committee, which plays a central role in objective and effective succession planning. The Committee follows a highly transparent and careful process that includes advice from the executive team and external organizations.

**Tsukioka:** The selection of successors and the process by which they are chosen will have a critical influence on the future growth of the Group. The views of young and mid-level employees, including those working for operating companies, need to be widely reflected in the next medium-term management plan, and the individuals best qualified to realize the vision in that plan should be selected as leaders. A commitment to the selection of leaders who can powerfully drive new growth is indispensable to the achievement of sustainable corporate growth.

**Hirai:** The medium-term management plan is a vital tool for ensuring business continuity and systematizing growth as the baton of leadership is passed to the next generation. To ensure a successful succession process, I believe that it is essential to avoid reliance on individual skills to drive initiatives that have delivered growth in the past, and instead to complete the development of a scalable, self-sustaining organizational framework.

**To Stakeholders**

**Kikuchi:** Before assuming my current role as an outside director, I served as an outside Audit and Supervisory Board member, so I have witnessed the evolution of the Group over a considerable period. Despite facing challenges, including substantial impairment losses, the Group has worked in unison to overcome adversity and build a position for itself as a leading comprehensive logistics company. I find that profoundly impressive. Building on its inherent strengths, including its long-standing track record as a warehousing company and its excellent customer base, Mitsui-Soko has welcomed a diverse range of companies to its Group and further enhanced its capabilities. I believe that by integrating these strengths, the Group can continue to deepen and expand its role as a comprehensive logistics company. As an outside director, I will do everything in my power to ensure sustainable growth by enabling timely and appropriate decision-making.

**Hirai:** The Mitsui-Soko Group has a solid business foundation and is well positioned to achieve sustainable growth. Its corporate culture emphasizes commitment and dependability. These qualities underpin its “overwhelming field capabilities,” which differentiates it from competitors. At the same time, the Group is uniquely flexible and actively pursues bold cross-industry co-creation initiatives. As a comprehensive logistics company with full-spectrum logistics capabilities, it has a significant role to play in shaping the future of the logistics industry. I will do my utmost to support that journey through my role as an outside director. I believe that shareholders and stakeholders can look forward to further significant achievements by the Group.

**Nakano:** As Mr. Hirai noted, the Group has a culture of commitment and dependability. Yet I also see it responding to unexpected change not by relying on past experience, but through flexible thinking and bold action. The revision of the materiality in 2024 is a prime example. I was very encouraged to observe the Group’s ability to read current trends and take decisive action. The present environment of uncertainty and rapid change is likely to persist, so I hope the Mitsui-Soko Group will continue to follow its own distinctive growth narrative without

The redesign of the remuneration system to provide a clear delineation between supervisory and executive roles is an indication of management’s commitment to advancing governance.

Takashi Tsukioka



losing its flexibility or foresight. As outside directors, we are committed to fulfilling our responsibilities and meeting the expectations of all stakeholders.

**Tsukioka:** With its solid foundation and core capabilities, the Group has the potential to enhance corporate value from every angle. Looking ahead, I hope that the Group will continue to take on bold challenges with a determination to lead the Japanese

logistics sector, guided by a higher-level perspective on what a leading logistics company should be. As outside directors, we recognize that we have been entrusted by stakeholders to play a supporting role in this journey. We will participate in management discussions from an objective standpoint and do our utmost to provide advice and support toward the enhancement of corporate value and the achievement of sustainable growth.

**Message from the Newly Appointed Outside Director**

I will use my diverse experience and specialized knowledge to contribute to the enhancement of corporate value from new perspectives



Junko Kai  
Outside Director

As an attorney with over 30 years of experience, I have been involved in resolving a wide range of disputes relating to real estate transactions, employment, transportation, and other areas. I have also engaged in preventive legal advisory work. Additionally, I have accumulated insights about risk management and compliance through my experience as an outside auditor at other companies. Given this background, I understand that my role as an outside director will be to provide supervision and advice, particularly from a legal perspective, on areas such as risk management and ESG. Rather than raising issues relating to matters of detail, I will focus on the processes leading to management decision-making. I will look in particular at the ways in which risks are identified, how countermeasures are developed, how risks are weighed against business benefits, and the rationale behind these decisions. By evaluating the soundness of decisions from multiple angles and overseeing the

validity of management’s decisions, I hope to contribute to the sustainable enhancement of corporate value. I will also prioritize the provision of fresh insights from an external perspective.

The Mitsui-Soko Group, with its long history and traditions, has played a vital role as part of the infrastructure on which society depends. I believe the COVID-19 pandemic prompted a renewed recognition of the importance of logistics in our social and economic activities and everyday lives. Amid these shifting currents, I am committed to supporting the healthy growth of the Group as a leader in the logistics industry. I am hopeful that the integration of Group offices in Nihonbashi Hakozaeki will foster increased interaction among employees across Group companies and spark new ideas and growth opportunities. During this transitional phase, I hope that I can help the Group to take up new challenges, while also contributing to the development of clear, stakeholder-aligned strategies that will foster further progress.

The Nomination and Remuneration Committee is playing a central role in the development of an objective and effective succession plan.

Maoko Kikuchi



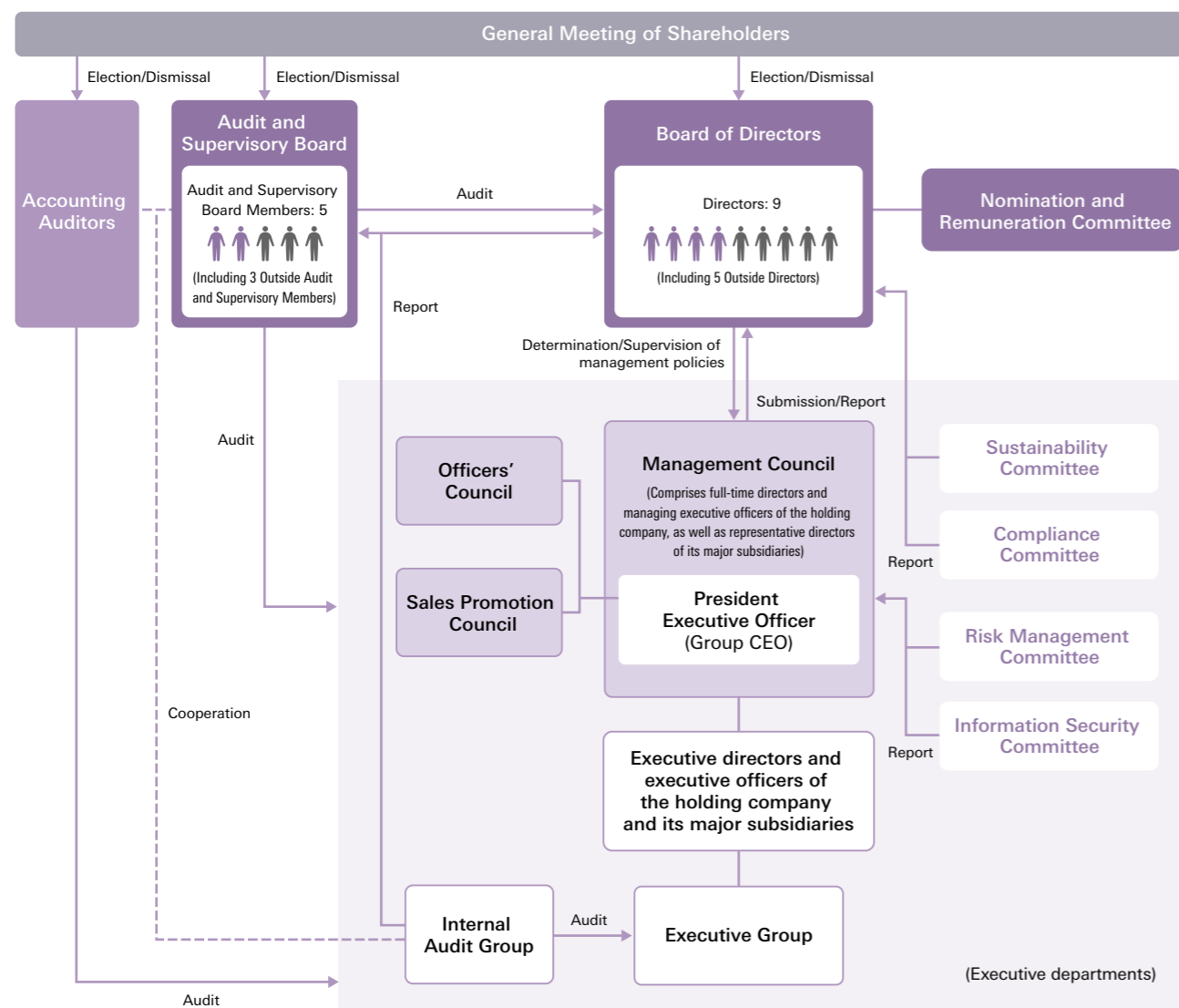
Maintenance and Reinforcement of the Foundations for Value Creation > Business Foundations

Advancing Corporate Governance

Based on the belief that strengthening governance as a business foundation is necessary to steadily implement our management strategies, we have adopted “advancing corporate governance” as one of our materiality. In terms of “advancing corporate governance,” we are implementing a variety of initiatives, including enhancing our governance system and ensuring thorough compliance, to strengthen management effectiveness by making equitable and resolute decisions, leading to medium- to long-term enhancements in corporate value. MITSUI-SOKO HOLDINGS realizes fast and appropriate decision-making through measures such as adopting a holding company structure to ensure appropriate business management of its Group subsidiaries, introducing an executive officer system to separate business execution and supervision, and establishing various committees. Furthermore, as a company with an audit and supervisory board, our Audit and Supervisory Board acts as an independent body from the Board of Directors to supervise the individual directors and the progress in the execution of duties by the Executive Group.

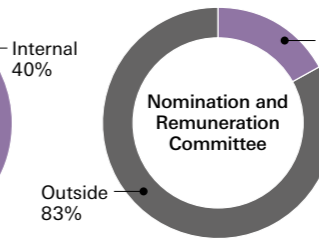
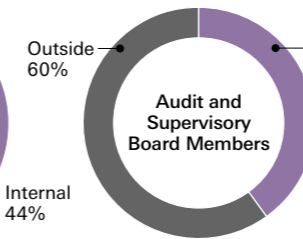
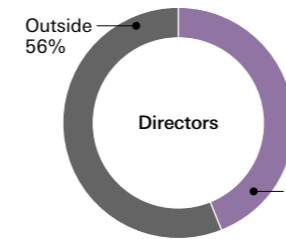
Risks	Opportunities
<ul style="list-style-type: none"> <li>• Increase in reputational and damage response costs due to insufficient addressing of issues, as well as impairment of corporate value etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining and improving trust from customers and stakeholders</li> <li>• Enhancing corporate value by promoting Group management etc.</li> </ul>

Corporate Governance System (As of July 1, 2025)

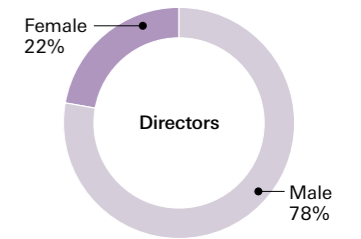


Composition of Directors and Audit and Supervisory Board Members (As of July 1, 2025)

Ratio of outside officers



Ratio of female directors



**Board of Directors**  
(Chair: Hirobumi Koga, President Executive Officer)

No. of times held in '25/3: 16  
Director attendance rate: 100.0%

The Board of Directors makes decisions on basic management policies, management strategies, and other important matters of business execution in accordance with regulations stipulated by law, the Articles of Incorporation, and internal rules, while also overseeing the execution of duties by executive directors.

Main Agenda Items for the Fiscal Year Ended March 31, 2025

- Projects for the Medium-term Management Plan 2022 growth strategy
- Evaluation of the effectiveness of the Board of Directors
- Dialogues with shareholders and evaluation of the Group by the market
- Verification of the significance of holding strategic stockholdings
- Revision of materiality
- Revision of the executive role structure and officer remuneration system
- Review of the standards for matters submitted to the Board of Directors

**Audit and Supervisory Board**

No. of times held in '25/3: 16  
Audit and Supervisory Board member attendance rate: 98.4%

In an effort to enhance audits, members of the Audit and Supervisory Board attend meetings of the Board of Directors, the Officers' Council, and other important meetings, while overseeing the directors' execution of their duties.

Main Agenda Items for the Fiscal Year Ended March 31, 2025

- Attendance at important meetings to hear the status of business execution and express opinions
- Collaboration with the accounting auditors and the Internal Audit Group
- On-site visits to Group companies and understanding of their operational status
- Verification of the establishment and operational status of systems that contribute to sustainable growth

**Nomination and Remuneration Committee**  
(Chair: Takashi Tsukioka\*, Outside Director)

No. of times held in '25/3: 2  
Committee member attendance rate: 100.0%

The Committee deliberates on the nomination of directors and Audit and Supervisory Board members, the determination of remuneration for directors and executive officers (including the standard amount of remuneration, individual evaluations of each director, and verification of the adequacy and appropriateness of performance-linked remuneration amounts), and the formulation and review of the officer remuneration system (including non-monetary remuneration such as stock-based remuneration) to enhance the objectivity, fairness, and transparency of each item.

Main Agenda Items for the Fiscal Year Ended March 31, 2025

- Determination of remuneration for directors and executive officers
- Appropriateness of candidates for directors and Audit and Supervisory Board members
- Revision of the officer system for directors and executive officers (executive role structure and remuneration)

\* Chair before the 2025 Ordinary General Meeting of Shareholders: Taizaburo Nakano

**Management Council**  
(Chair: Hirobumi Koga, President Executive Officer)

No. of times held in '25/3: 26  
Council member attendance rate: 100.0%

With the aim of maximizing the Group's corporate value, the Management Council discusses and resolves matters to be submitted to the Board of Directors, important matters related to overall management, as well as matters delegated to the Management Council by the Board.

**Sustainability Committee**  
(Chair: Hirobumi Koga, President Executive Officer)

No. of times held in '25/3: 2  
Committee member attendance rate: 100.0%

The Committee works to improve the Group's corporate value by discussing sustainability-related strategies and policies, as well as the implementation and management of initiatives addressing materiality and target KPIs.

**Compliance Committee**  
(Chair: Hirobumi Koga, President Executive Officer)

No. of times held in '25/3: 4  
Committee member attendance rate: 100.0%

The Committee discusses compliance violations and other issues affecting the Group's management, along with appropriate responses. It also establishes corporate codes of conduct to serve as behavioral standards for officers and employees and develops a compliance system to promote compliance and prevent violations.

Maintenance and Reinforcement of the Foundations for Value Creation > Business Foundations

Advancing Corporate Governance

Changes in Initiatives to Strengthen Corporate Governance

	2004-	2006-	2014-	2019	2020	2021	2022	2023	2024	2025
Separation of management and execution	2004 *Introduction of executive officer system	2006 *Establishment of Remuneration Committee	2016 *Reorganization of Remuneration Committee into Nomination and Remuneration Committee							2025 *Revision of executive role structure
Total no. of directors	9-12		8	9 (1 woman)				10 (1 woman)	9 (1 woman)	9 (2 women)
Outside directors		1-2	2	3				4		5
Outside Audit and Supervisory Board members	2-3		3	2						3
Officer remuneration		2006 *Start of a performance-linked officer remuneration system					2022 *Introduction of stock-based remuneration system			2025 *Revision of officer remuneration system
Evaluation of Board of Directors' effectiveness			2016 *Start of Board effectiveness evaluation (interviews and questionnaires)							2025 *Conducting an external evaluation of the effectiveness of the Board of Directors
Other			2014 *Transition to a holding company	2020 *Identification of materiality	2021 *Establishment of Sustainability Committee	2022 *Establishment of Group Philosophy	2024 *Revision of materiality		2025 *Appointment of a majority of outside directors	

Initiatives toward Enhancing the Management of the Board of Directors

At the Board of Directors' meetings, to improve our corporate value, we discuss medium- to long-term management issues and matters that significantly impact management. To enable meaningful and lively discussions, we are implementing the following initiatives.

**Ensuring sufficient discussion time**

- Formulation of plans with regard to the annual schedule and agenda items for Board of Directors' meetings
- Advance explanation of matters to be discussed at Board of Directors' meetings
- Review of the standards for matters submitted to the Board of Directors
- Clarification of the progress of discussions leading up to Board of Directors' meetings
- Delegation of authority regarding business operations to the Management Council, managing officers, and operating companies

**Providing information and support to outside directors**

- Providing advance briefings on important matters and individual explanations for urgent matters
- Regular briefings on operations and business strategies by each officer in charge of departments under the holding company and the representatives of operating companies
- Conducting on-site inspection tours
- Holding meetings of outside officers (outside directors and outside Audit and Supervisory Board members)

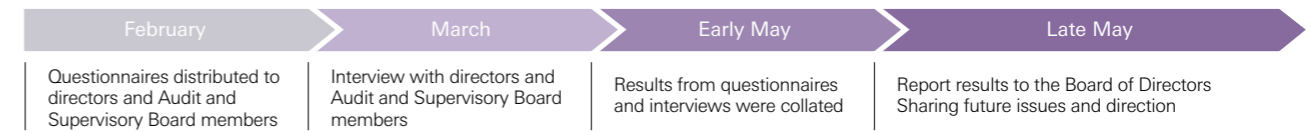
**Conducting On-Site Inspection Tours for Outside Directors and Audit and Supervisory Board Members**

In April and October of 2024, we conducted inspection tours of our business locations to promote a greater understanding of our businesses and front lines among outside officers. They toured a port warehouse hub, a logistics center that handles healthcare products, a delivery center that handles consumer goods, and terminals at the Port of Kobe and the Port of Naha, to gain a deeper understanding of our business.

Evaluation of the Effectiveness of the Board of Directors

To enhance the functions of the Board of Directors and thereby improve medium- to long-term corporate value, we evaluate the effectiveness of the Board of Directors through a third-party organization based on questionnaires and interviews with directors and Audit and Supervisory Board members. The results are then discussed at Board of Directors' meetings.

Effectiveness Evaluation Process



Issues Raised in the '24/3 Effectiveness Evaluation and Response Status

Issues	Response status
<ul style="list-style-type: none"> <li>Composition ratio of directors</li> <li>Improving the details of agenda items</li> <li>Discussion on management-level candidates</li> <li>Reviewing strategies and deepening discussions</li> <li>Sharing information on specific comments from analysts and on IR activities</li> </ul>	<ul style="list-style-type: none"> <li>Modifying the officer composition of the Board of Directors (with outside directors making up the majority)</li> <li>Reviewing the standards for matters submitted to the Board of Directors</li> <li>Implementing Mitsui-Soko College</li> <li>Reviewing the skills matrix</li> <li>Changing the system related to materiality</li> <li>Regular reporting to the Board of Directors on dialogues with investors</li> <li>Engaging a third-party organization for the evaluation of the effectiveness of the Board of Directors</li> </ul>

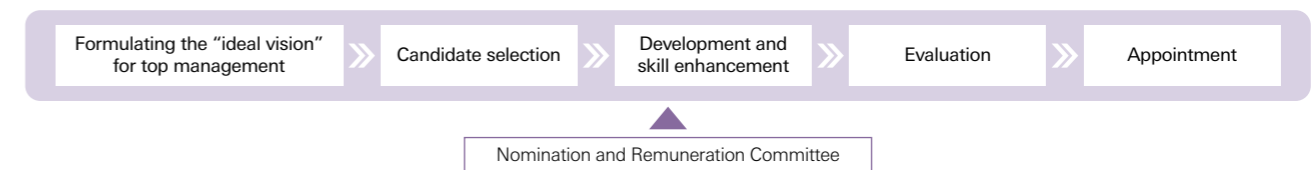
Evaluation of the Effectiveness of the Board of Directors for '25/3

Questionnaire topics	Issues identified	Issue response policy
<ul style="list-style-type: none"> <li>Composition, operation, and deliberations of the Board of Directors</li> <li>Monitoring function of the Board of Directors</li> <li>Support system for directors and Audit and Supervisory Board members</li> <li>Officer training</li> <li>Dialogue with shareholders (investors)</li> <li>Operation of the Nomination and Remuneration Committee</li> </ul>	<ul style="list-style-type: none"> <li>Improving deliberations at the Board of Directors</li> <li>Enhancing the operation of the Board of Directors</li> <li>Expanding development opportunities for officers</li> <li>Deliberation on officer succession plans</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing medium- to long-term strategic discussions, including DX and human resources</li> <li>Establishing a structured monitoring function</li> <li>Implementing study sessions for officers</li> <li>Expanding discussions on nominations at the Nomination and Remuneration Committee</li> </ul>

Succession Plan

Holding discussions on the election and dismissal of directors, including the representative director, and successor development, the Nomination and Remuneration Committee reports to the Board of Directors. Having positioned the representative director (Group CEO) succession plan as a particularly important agenda item, the Nomination and Remuneration Committee deliberates the status of the candidate pool and the appropriateness and rationality of the selection process, while utilizing advice from external specialists. The Group CEO and the Nomination and Remuneration Committee also work together to strengthen the development of candidates through tough assignments, including management positions, and officer training.

Process



Maintenance and Reinforcement of the Foundations for Value Creation > Business Foundations

Advancing Corporate Governance

Skills Matrix

In selecting directors and Audit and Supervisory Board members, we clarify the skills required to balance diversity and the appropriate organizational scale, as well as maintain a good overall balance of knowledge, experience, and capabilities, and disclose them in the form of a skills matrix. Having classified the skills we expect from our directors and Audit and Supervisory Board members from two perspectives—“the experience and capabilities necessary to achieve sustainable growth” and “the experience and capabilities that form the foundation of business management” necessary to achieve our Group Philosophy, medium- to long-term business strategies, and policies—we have selected the following eight items.

Name	Position	Skill							
		Corporate Management/ Group Strategy	Sales/ Marketing	Transformation/ Innovation	Safety/ Operation	ESG	Finance/ Accounting	Human Resource Management	Legal/Risk Management
Hirobumi Koga	Representative Director, President Executive Officer Group CEO, Chairman of the Board of Directors	●	●	●		●	●	●	●
Nobuo Nakayama	Representative Director, Senior Managing Executive Officer CFO	●		●		●	●		●
Takeshi Gohara	Director, Managing Executive Officer	●	●	●	●				●
Takeshi Nishimura	Director, Managing Executive Officer	●		●	●	●	●	●	
Taizaburo Nakano	Outside Director	●	●				●		
Takashi Hirai	Outside Director	●	●	●					
Maoko Kikuchi	Outside Director	●				●			●
Takashi Tsukioka	Outside Director	●				●	●	●	
Junko Kai	Outside Director					●			●
Hiroshi Kino	Senior Audit and Supervisory Board Member	●	●		●			●	
Fumio Misuge	Audit and Supervisory Board Member								●
Hidetaka Miyake	Outside Audit and Supervisory Board Member						●		●
Ken Kawamura	Outside Audit and Supervisory Board Member						●		●
Masafumi Nakada	Outside Audit and Supervisory Board Member		●				●		●

Note: The above list does not represent all the knowledge and experience possessed by the directors and Audit and Supervisory Board members.

Skill	Details	Reason for Selection
Corporate Management/ Group Strategy	The skills to leverage the Group's comprehensive strengths in planning and executing management strategies from a long-term perspective based on the Group Philosophy.	The knowledge and experience in corporate management required in implementing strategies that embody the Group Philosophy and will realize enhancements in corporate value.
Sales/Marketing	The skills to accurately ascertain the business practices, markets, and customer needs of each country and region from a global perspective, and to enhance the Group's competitiveness in the marketplace. Also, the skills to promote solution development and business development through co-creation.	Continuing to provide optimal logistics solutions to customers to lead to the strengthening of our earnings power.
Transformation/ Innovation	The skills to promote changes in corporate culture and strengthen the organization to enable us to respond more flexibly to environmental changes. The skills to transform business processes and models by utilizing digital technologies and IT.	Improving the value provided to customers in a rapidly changing business environment will necessitate the creation of an organization that is resilient to change and the optimization of business operations by combining people and technology.
Safety/Operation	The skills to utilize advanced technologies based on logistics-related expertise to encourage frontline improvements and streamlining, thereby promoting the provision of safer, higher-quality services.	The stable provision of safe, high-quality services and the creation of a working environment in which employees can work with peace of mind are necessary to enhance the Group's corporate value.
ESG	The skills to promote solutions to social issues that affect corporate value from environmental, social, and governance perspectives through business.	To continue embodying the Group Philosophy, it will be necessary to pursue both corporate and social sustainability and resolve social issues through business.
Finance/Accounting	Based on knowledge and experience in the fields of finance, accounting, and taxation, the skills to not only provide accurate financial reporting, but also to efficiently manage capital, formulate appropriate shareholder return policies, and implement strategies that contribute to promoting growth investments.	To enhance corporate value, it will be necessary to maintain and improve the stability and soundness of the financial base and capital efficiency by implementing appropriate financial strategies.
Human Resource Management	The skills to expand, through recruitment and capacity development, the human resources able to execute management strategies. Also, the skills needed to promote the development of an organization and corporate culture that can maximize the abilities and motivation of each and every individual.	Strategically securing, developing, and utilizing human resources, the most important capital for the Group, and improving organizational performance will lead to maximizing corporate value.
Legal/ Risk Management	Expertise relating to the laws and ethics of each country and region, as well as the skills to build a sound governance system through risk management while carrying out corporate management.	In a diversifying business environment, it is necessary to build and maintain a stronger business management foundation.

Officer Remuneration

Officer Remuneration Basic Policy

The Company's officer remuneration is set at levels that allow us to secure excellent human resources capable of realizing the Group Philosophy, and is designed based on the premise of ensuring transparency, fairness, and rationality from the standpoint of accountability to our stakeholders, including our shareholders. In addition to fixed remuneration, the remuneration system reflects both short-term performance and medium- to long-term enhancement of corporate value.

Remuneration Decision Process

The Board of Directors has adopted a decision-making policy for determining each director's remuneration details. To further ensure the appropriateness of individual remuneration and the transparency of the decision process, remuneration amounts are decided by the Nomination and Remuneration Committee, which is chaired by an outside director and includes other outside directors as well as the president. The Board of Directors entrusts the Nomination and Remuneration Committee with these decisions.

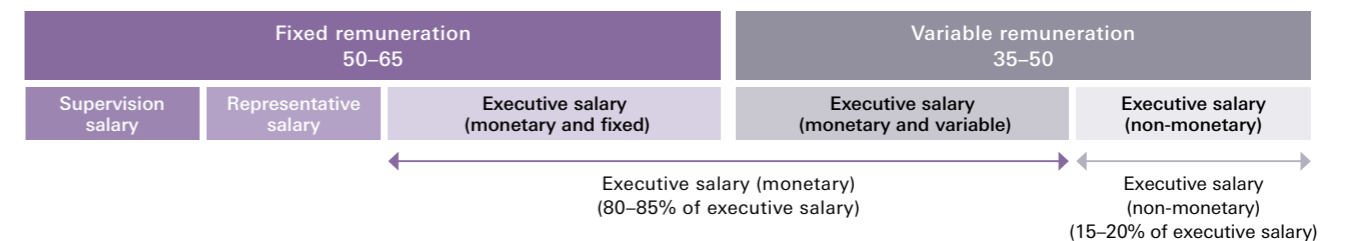
Composition of Officer Remuneration

Director remuneration is composed of fixed remuneration and variable remuneration. Fixed remuneration includes a supervision salary as remuneration for director supervision, a representative salary paid to a director who also serves as the representative director, and an executive salary portion paid to directors who also serve as executive officers. Variable remuneration consists of monetary and non-monetary remuneration as part of the executive salary. For outside directors, a supervision salary, which is fixed remuneration, is directly included in officer remuneration, whereas in the case of Audit and Supervisory Board members, this forms the fixed remuneration.

Officer Remuneration

Fixed remuneration	A portion of directors' remuneration for their supervision (supervision salary), additional remuneration for those who also serve as representative directors (representative salary), and additional remuneration for those who also serve as executive officers (executive salary) is paid as fixed remuneration. Fixed remuneration is generally targeted at 50–65% of total remuneration.
Variable remuneration	A portion of the executive salary is paid as variable remuneration. The base amount and composition ratio of the executive salary, before adjustments, are determined according to the officer's position. To motivate them to contribute to enhancing corporate value, the composition ratio of variable remuneration is generally set higher for higher-ranking positions.
Monetary remuneration	Monetary remuneration is determined based on five financial indicators linked to business performance and two non-financial indicators, and may fluctuate between 0 to 2.0 times the monetary remuneration before adjustments. For the financial indicators, the Company adopts consolidated operating profit (compared to target and previous fiscal year's actual results), which reflects business performance; consolidated profit before income taxes (compared to target and previous fiscal year's actual results), which reflects investment and loans; and ROE, which indicates management efficiency. For the non-financial indicators, the Company uses the scores from ESG evaluation institutions specified by the Company to improve commitment to ESG initiatives, as well as the individual evaluations of each director's performance of duties during the fiscal year.
Non-monetary remuneration	Restricted stock, equivalent to 15–20% of the executive salary depending on the officer's position, is paid as non-monetary remuneration with the aim of sharing the benefits and risks of stock price fluctuations with shareholders and motivating officers to contribute to increasing the stock price and enhancing corporate value.

Visualization of Officer Remuneration



Total Remuneration by Officer Category, by Remuneration Type, and Number of Officers Paid for the Fiscal Year Ended March 31, 2025

Officer category	Total remuneration (millions of yen)	Total remuneration by type (millions of yen)			No. of officers paid (persons)
		Fixed portion	Variable portion	Stock-based remuneration	
Directors (excluding outside directors)	268	182	61	24	6
Audit and Supervisory Board members (excluding outside Audit and Supervisory Board members)	62	62	—	—	3
Outside officers	55	55	—	—	6

Note: The number of officers paid represents the total count, counting each officer multiple times if applicable.

### Audit and Supervisory Board Members and Audit and Supervisory Board

To prevent business-related risks from occurring and to promptly identify and resolve problematic issues, the Audit and Supervisory Board members, accounting auditors, and the Internal Audit Division have a system in place for close coordination and providing regular audits from their respective perspectives.

As an organization independent from the Board of Directors, the Audit and Supervisory Board formulates the Group's audit policy and audit plan in accordance with applicable laws and our Articles of Incorporation, and audits both individual directors and the execution of duties by the Executive Group. To this end, the Audit and Supervisory Board members regularly attend important meetings, including Board of Directors' meetings, conduct hearings and on-site visits, and express opinions on the status of operations at Group companies. Job duties are divided among two standing Audit and Supervisory Board members and three non-standing Audit and Supervisory Board members.

#### Message from an Audit and Supervisory Board Member



**Hiroshi Kino**  
Senior Audit and Supervisory Board Member

I recognize that the role of the Audit and Supervisory Board members is to check on behalf of the Company's shareholders whether the directors are conducting business in an appropriate and proper manner in accordance with the Company's business objectives and societal rules, and whether they are bringing about the growth of the Company in a sound and sustainable manner.

The most unique characteristic of the Company's Audit and Supervisory Board is that we are working to strengthen corporate governance by adopting our policy, "regarding the selection of accounting auditors, recruiting from a large pool, including current accounting auditors, and conducting a review process by means of fair and appropriate procedures every seven years following their appointment." I believe that there are still very few companies that perform this kind of review at set periods, and that this is a leading initiative.

The key auditing themes in the previous fiscal year were the three questions: "Is the Group operating under an optimal and efficient business management system based on the Group Philosophy?"; "As we enter the third year of the Medium-term Management Plan 2022, is the Group operating under a system that can achieve sustainable growth by implementing growth strategies?"; and "Is the Group operating under a system that contributes to the strengthening of human capital?" From my independent position as an Audit and Supervisory Board member, I conducted a wide range of interviews with employees, from executives to non-managerial employees, and worked to verify the key themes.

Going forward, I will continue to fulfill my role in contributing to the sound management and enhanced governance of the Mitsui-Soko Group together with its directors.

### Group Governance

Having established a Group governance policy, the Company has clarified the responsibilities and authority of each Group company. Specifically, we have defined the consolidated subsidiaries managed by each of our major subsidiaries, partially delegated authority according to the scale of investment and the nature of each project, and distinguished between projects managed by subsidiaries and those managed directly by the Company.

The Management Council, which meets twice a month, discusses and resolves matters to be submitted to the Board of Directors, and deliberates and reports on important management matters, including business plans, large-scale investment projects, and internal controls, thereby establishing a system for sharing information across the Group.

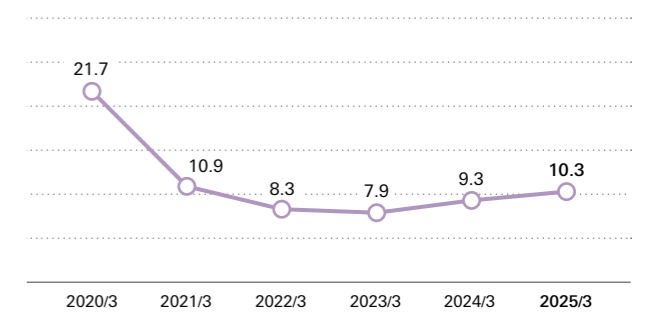
### Stockholdings

The Company maintains a policy of holding strategic stockholdings when these are deemed effective in improving corporate value over the medium to long term, taking into account the Group's business strategies and relationships with its business partners.

To verify these stockholdings, we conduct individual qualitative and quantitative assessments from perspectives that include the purpose of the holding and its capital cost, and we promote efforts to reduce holdings as appropriate. We also report regularly to the Board of Directors every year.

While assessing the management policies of investee companies, we exercise voting rights related to strategic stockholdings appropriately, based on whether they will contribute to the improvement of corporate value over the medium to long term.

Net Asset Ratio of Stockholdings\* (%)

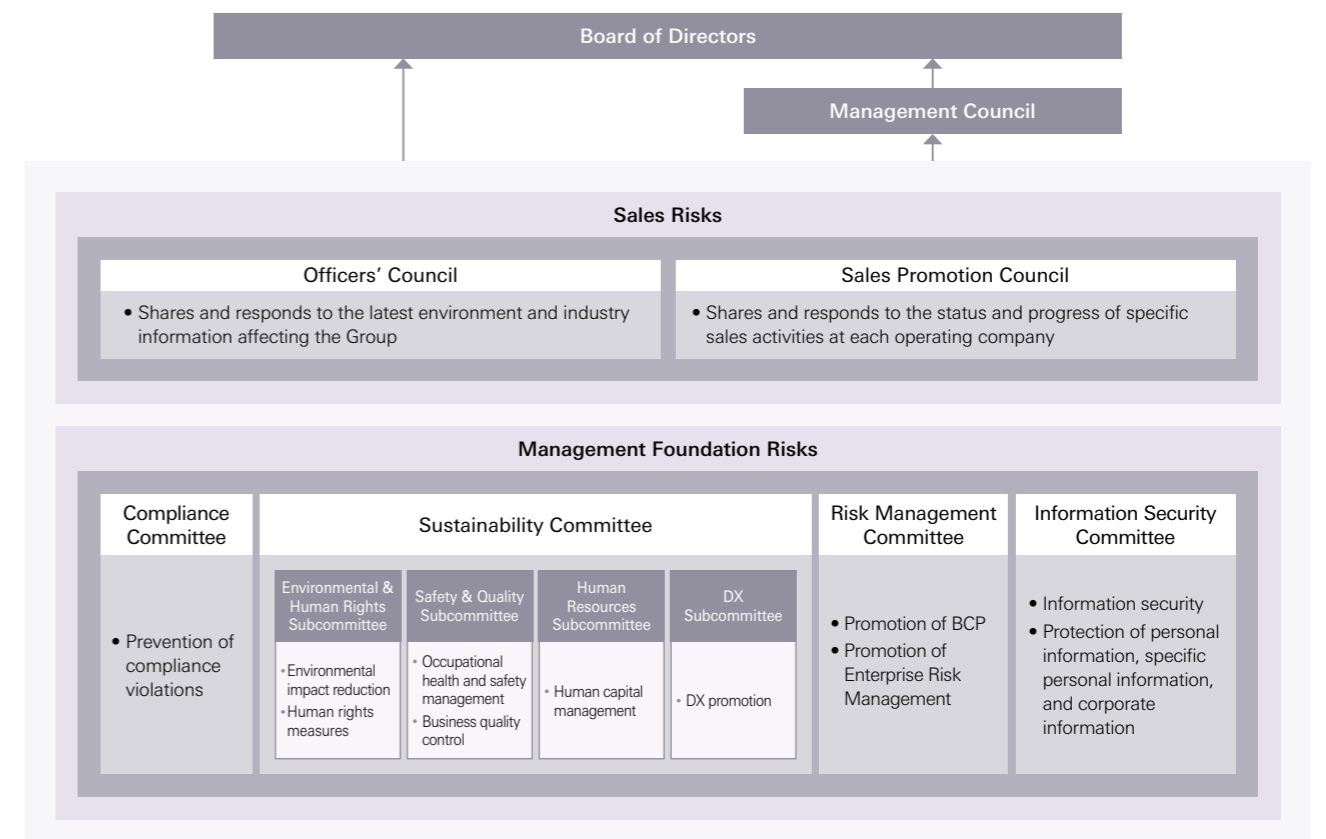


\* Ratio of consolidated net assets accounted for by market value of stockholdings

### Risk Management

Basic principles pertaining to the recognition and management of risks in the Group's business activities are defined in the Risk Management Regulations, and the Risk Management Committee convenes quarterly to improve and strengthen risk management. The Risk Management Committee also deliberates on the status of the Group's overall risk management and establishes basic response measures and policies. The risk management departments of each Group company are responsible for establishing rules and guidelines, conducting training programs, and creating and distributing manuals about individual risks, such as those related to compliance, human rights, the environment, natural disasters, quality, finance, accounting, and information security. The Risk Management Department of the holding company is responsible for promoting Group-wide risk assessments and responses. Furthermore, each committee grasps the status of individual risks and reports them to the Management Council or the Board of Directors.

#### Risk Management Framework



Maintenance and Reinforcement of the Foundations for Value Creation > Business Foundations

Advancing Corporate Governance

Business and Other Risks

The Group develops logistics business mainly in Japan, North America, Europe, Northeast Asia, and Southeast Asia, as well as a domestic real estate business in Japan. The key matters that may have a significant influence on investors' decisions are shown below.

Risk	Risk overview	Response/Initiatives	Responsible organization
Changes in the economic environment	Logistics business <ul style="list-style-type: none"> <li>Fluctuations in the movement of goods due to national economic trends and the destabilization of social conditions</li> <li>Reduced inventory, regional shipping, and international transportation due to economic downturns and shrinking demand</li> <li>Reduced collection fees in markets with intense price competition</li> <li>Soaring costs due to labor shortages</li> </ul>	<ul style="list-style-type: none"> <li>Build diverse customer portfolios without bias toward specific industries or regions</li> <li>Provide ancillary services and expand value-added services beyond storage and transportation logistics</li> <li>Monitor market trends, including cargo volume</li> </ul>	Management Council, Officers' Council, Sales Promotion Council
	Real estate business <ul style="list-style-type: none"> <li>Changes in the supply-demand balance and market trends in the Tokyo region rental office market</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the revenue base by converting properties to multi-tenant buildings</li> <li>Continuously implement value-enhancement work</li> <li>Monitor market trends, including rental rates</li> </ul>	
Changes in public regulations	<ul style="list-style-type: none"> <li>Increasing costs associated with responding to changes in national-level legal regulations, including business and investment permits, storage, operations, transportation, commerce, antitrust, taxation, foreign exchange management, climate change, the environment, and safety management regulations</li> </ul>	<ul style="list-style-type: none"> <li>Collect information through regular communication with outside experts</li> <li>Build trust with customers and collect the appropriate fees</li> <li>Aggressively hire personnel with specialized knowledge for full-time positions</li> </ul>	Management Council, Officers' Council, Sales Promotion Council
Changes in industry structure	<ul style="list-style-type: none"> <li>Increasing human resource shortages due to Japan's shrinking working population</li> <li>Entry of new players into different industries as digitization and industrialization of equipment lower barriers to entry</li> </ul>	<ul style="list-style-type: none"> <li>Build "overwhelming field capabilities" by improving logistics quality and enhancing efficiency through raising standards via the visualization and standardization of business processes</li> <li>Achieve labor and personnel savings through next-generation technologies such as IoT, AI, and robotics</li> <li>Propose solutions aimed at resolving customer supply chain issues by strengthening Group coordination within the Group</li> </ul>	Management Council, Officers' Council, Sales Promotion Council, Sustainability Committee
Increasing importance of ESG	<ul style="list-style-type: none"> <li>Delays in addressing human rights issues within the Company and its supply chain, as well as insufficient disclosure</li> <li>Delays in responding to climate change and insufficient disclosure</li> <li>Reputational damage and removal from investment consideration due to the above delays in response and insufficient disclosure</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of the Sustainability Committee and the ESG Team to understand societal trends and advance various initiatives</li> <li>Early response to disclosure frameworks</li> </ul>	Sustainability Committee
Occurrence of disasters and damage to social infrastructure	<ul style="list-style-type: none"> <li>Disruption of operations due to earthquakes, wind and water damage, and other disasters</li> <li>Information system shutdowns caused by malfunctions such as power outages and dead communication lines</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of regular inspections and maintenance, creation and updating of disaster response manuals, and advance training to minimize potential damage</li> </ul>	Risk Management Committee
Potential risks from international activities and overseas expansion	<p>In areas where we have overseas sales bases:</p> <ul style="list-style-type: none"> <li>Unexpected changes in laws or regulations</li> <li>Emergence of political or economic factors unfavorable to our business activities</li> <li>Insufficient social infrastructure</li> <li>Changes in taxation or related systems</li> <li>Social disorder caused by disasters, war, terrorism, infectious disease, or other factors</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation with trusted local partner companies</li> <li>Regular information collection by local staff on economic conditions, laws, and regulations</li> <li>Creation and dissemination of emergency response manuals, and building of communication and reporting systems between local subsidiaries and Japan</li> </ul>	Management Council, Officers' Council, Sales Promotion Council
System-related risks	<ul style="list-style-type: none"> <li>Information system shutdowns caused by cyberattacks</li> </ul>	<ul style="list-style-type: none"> <li>Established the Information Systems Division at our holding company as a dedicated organization responsible for system operations and management across the entire Group, aiming to prevent system malfunctions</li> <li>Build a comprehensive, multifaceted system operations framework to enable prompt recovery and minimize the impact of any malfunctions</li> </ul>	Information Security Committee
Information leakage risks	<ul style="list-style-type: none"> <li>Damages, fines, or penalties caused by improper external leaking of information, as well as reputational decline</li> </ul>	<ul style="list-style-type: none"> <li>Established the Information Security Committee to implement Company-wide policies aimed at preventing information leaks and unauthorized access via external networks</li> <li>Conduct regular, Group-wide inspections of all systems and implement policies to prevent information leaks</li> </ul>	Information Security Committee

For other items that are closely related to our financial statements, such as fluctuations in exchange rates, interest rates, market values of owned assets, and retirement benefit obligations, please refer to our securities reports (available in Japanese only).

Compliance

We have established the Compliance Committee, which convenes every quarter, to strengthen our compliance systems, including legal compliance. In addition, we conduct compliance-related training, as well as an annual compliance awareness survey, to raise awareness across all Group companies. We also monitor the status of legal compliance on an ongoing and comprehensive basis, striving to improve our legal compliance system by verifying the results of activities and building a system to help prevent the risk of compliance violations in the following year. For internal reporting, we have established Rules for the Handling of Internal Reporting to prevent and detect early violations, such as legal noncompliance, malpractice, or harassment. The Mitsui-Soko Group Compliance Hotline has also been established for Group employees and others. The contact point in Japan is outsourced to a third-party organization, which further ensures the anonymity of whistleblowers and can also handle cases in English and Chinese, helping to prevent the potential emergence of risks such as misconduct.

Stakeholder Engagement

The Group has conducted business activities across various regions and with people around the world for over 100 years since its founding. To build mutual trust with these diverse stakeholders, we place importance on proactive information disclosure and ongoing dialogue. By co-creating with our stakeholders, we aim to enhance our corporate value and realize a sustainable society.

Stakeholder	Relationship overview	Stakeholder expectations/interests	Means of communication
Shareholders/ Investors	We recognize that our shareholders and investors, as financial capital providers, are important partners supporting the Group's sustainable growth, and we engage in appropriate dialogue with them.	<ul style="list-style-type: none"> <li>Sustainable improvement of corporate value</li> <li>Increasing share price</li> <li>Timely and appropriate information disclosure</li> <li>Proper market evaluation</li> <li>Effective communication</li> </ul>	<ul style="list-style-type: none"> <li>General Meeting of Shareholders</li> <li>Financial results briefings</li> <li>Dissemination of information to investors and shareholders (VALUE REPORT, Sustainability Data Book, shareholder reports, annual securities reports, etc.)</li> <li>Small meetings, Individual IR/SR interviews</li> <li>Shareholder surveys</li> </ul>
Customers	We continuously strive to provide highly satisfactory services that earn our customers' trust, and through our business, realize a secure and comfortable society for people around the world.	<ul style="list-style-type: none"> <li>QCD and sustainability</li> <li>Provision of sustainable and resilient logistics infrastructure</li> <li>A logistics platform that supports customer evolution</li> <li>SCM</li> </ul>	<ul style="list-style-type: none"> <li>Daily sales and service activities, information on website (in Japanese and English)</li> <li>Handling of inquiries via website, email, and phone</li> <li>Series of logistics articles</li> <li>Business introduction videos on official YouTube channel</li> <li>Provision of corporate activity information using digital signage displays</li> <li>Participation in large-scale exhibitions and implementation of online seminars</li> </ul>
Employees	We respect each employee's human rights and promote communication and various measures to provide job satisfaction and growth opportunities.	<ul style="list-style-type: none"> <li>Respect for human rights</li> <li>Systems and evaluations that provide a sense of job satisfaction</li> <li>Safe and healthy work environments</li> <li>Provision of growth opportunities</li> <li>Diversity and inclusion</li> <li>Work-life management</li> </ul>	<ul style="list-style-type: none"> <li>Employee engagement surveys</li> <li>Establishment of human rights policy and implementation of due diligence</li> <li>Enhancement of training programs</li> <li>Creation of comfortable working environments</li> <li>Awards and contests</li> <li>Fair assessment system</li> <li>Promotion of occupational health, safety, and health and productivity management initiatives</li> <li>Stress checks</li> <li>Dissemination of information on the Company intranet, community activities, and in-house newsletters</li> <li>Compliance Hotline (multilingual support)</li> <li>Exchange of views with labor unions</li> </ul>
Business partners	We will build stable and high-quality logistics services by establishing deep relationships of mutual trust and strengthening cooperation through sound transactions based on fairness and honesty, as well as co-existence and co-prosperity.	<ul style="list-style-type: none"> <li>Fair business transactions</li> <li>Mutual growth</li> <li>Cooperation during disasters</li> </ul>	<ul style="list-style-type: none"> <li>Formulation and disclosure of basic policy on sustainable and responsible procurement</li> <li>Fair, open, and transparent transactions</li> <li>Cooperation in the event of a disaster</li> <li>Quality improvement initiatives</li> <li>Handling of inquiries via website, email, and phone</li> <li>Conducting sustainability-related due diligence</li> </ul>
Government/ Administration	We will conduct fair corporate activities in compliance with laws, regulations, and social norms, while engaging in dialogue and cooperation with government and industry groups to co-create a better future for the logistics industry.	<ul style="list-style-type: none"> <li>Fair corporate activities</li> <li>Collaboration on policies and initiatives, and support for their implementation</li> </ul>	<ul style="list-style-type: none"> <li>Legal and regulatory compliance</li> <li>Dialogue and collaboration with business and industry groups (Ministry of Land, Infrastructure, Transport and Tourism, The Japan Warehousing Association Inc., etc.)</li> </ul>
Communities/ Society	We strive to build good relationships with local communities, operate our business constructively as a trusted company, and aim to create a society in which diverse people can co-exist.	<ul style="list-style-type: none"> <li>Co-existence and co-prosperity with local communities</li> <li>Job creation</li> <li>Reduction of environmental impact</li> <li>Traffic safety</li> </ul>	<ul style="list-style-type: none"> <li>Approval of community initiatives</li> <li>Donation activities (medical, artistic, research fields, etc.)</li> <li>Lectures at universities</li> <li>Contribution to communities and society through volunteer activities</li> <li>Response to surveys and questionnaires</li> <li>Information dissemination via website, radio, and other channels</li> </ul>

Maintenance and Reinforcement of the Foundations for Value Creation > Business Foundations

Directors and Audit and Supervisory Board Members

As of July 1, 2025

Note: The "Company" as indicated in the career summary column refers to MITSUI-SOKO HOLDINGS Co., Ltd. (The corporate name before the change on October 1, 2014, was MITSUI-SOKO Co., Ltd.)

Directors

**Hirobumi Koga**



Representative Director, President Executive Officer  
Group CEO  
Chairman of the Board of Directors  
(Concurrently) Representative Director and Chairman of MITSUI-SOKO EXPRESS Co., Ltd.

- Apr. 1981 Joined The Mitsui Bank, Limited (currently Sumitomo Mitsui Banking Corporation)
- Apr. 2013 Managing Executive Officer of Sumitomo Mitsui Banking Corporation
- May 2014 Joined the Company
- June 2016 Executive Managing Director of the Company
- June 2017 Representative Director, President and CEO of the Company
- June 2025 Representative Director, President Executive Officer of the Company (to the present)


**Nobuo Nakayama**



Representative Director, Senior Managing Executive Officer  
In charge of Finance and Accounting  
CFO  
(Concurrently) Director, MITSUI-SOKO Co., Ltd.  
(Concurrently) Audit and Supervisory Board Member, MITSUI-SOKO Supply Chain Solutions, Inc.  
(Concurrently) Audit and Supervisory Board Member of MITSUI-SOKO TRANSPORT Co., Ltd.

- Apr. 1975 Joined The Mitsui Bank, Limited (currently Sumitomo Mitsui Banking Corporation)
- Apr. 2007 Joined the Company
- June 2015 Executive Managing Director of the Company
- June 2017 Representative Director and Senior Managing Director of the Company
- June 2025 Representative Director, Senior Managing Executive Officer of the Company (to the present)

**Takeshi Gohara**



Director  
Managing Executive Officer  
In charge of Legal and General Affairs, Risk Management, and responsible for Compliance  
(Concurrently) Audit and Supervisory Board Member of MITSUI-SOKO EXPRESS Co., Ltd.

- Apr. 1987 Joined the Company
- Apr. 2013 Representative Director and Senior Executive Managing Director of MITSUI-SOKO EXPRESS Co., Ltd.
- June 2017 Director, Senior Executive Officer of the Company
- June 2022 Executive Managing Director of the Company
- June 2025 Director, Managing Executive Officer of the Company (to the present)

**Takeshi Nishimura**



Director  
Managing Executive Officer  
In charge of Strategic Planning, Public Relations, ESG, and Operation Management  
(Concurrently) Director of MITSUI-SOKO Co., Ltd.  
(Concurrently) Director of MITSUI-SOKO LOGISTICS Co., Ltd.

- Apr. 1997 Joined the Company
- Apr. 2016 General Manager of the Corporate Planning Office of the Company
- Apr. 2018 Executive Officer of the Company
- Apr. 2022 Senior Executive Officer of the Company
- Apr. 2024 Managing Executive Officer of the Company
- June 2025 Director, Managing Executive Officer of the Company (to the present)

Audit and Supervisory Board Members

**Hiroshi Kino**



Senior Audit and Supervisory Board Member  
(Concurrently) Audit and Supervisory Board Member of MITSUI-SOKO Co., Ltd.

- Apr. 1984 Joined the Company
- Apr. 2015 Director, Senior Executive Officer of MITSUI-SOKO Co., Ltd.
- Apr. 2016 Representative Director and President of MITSUI-SOKO BUSINESS TRUST Co., Ltd.
- June 2017 Representative Director and President of MITSUI-SOKO Co., Ltd.
- June 2021 Executive Managing Director of the Company
- June 2024 Audit and Supervisory Board Member of the Company
- June 2025 Senior Audit and Supervisory Board Member of the Company (to the present)

**Fumio Misuge**



Audit and Supervisory Board Member  
(Concurrently) Audit and Supervisory Board Member of MITSUI-SOKO LOGISTICS Co., Ltd.

- Apr. 1985 Joined The Tokai Bank, Limited (currently MUFG Bank, Ltd.)
- Oct. 2010 Senior Auditor of the Business Audit Office, Internal Audit Division of the above bank
- Apr. 2015 Joined the Company
- Apr. 2017 General Manager of the Risk Management Division
- Apr. 2025 Audit and Supervisory Board Member of MITSUI-SOKO LOGISTICS Co., Ltd. (to the present)
- June 2025 Audit and Supervisory Board Member of the Company (to the present)

Outside Directors

**Taizaburo Nakano**



Outside Director

- Apr. 1969 Joined The Mitsubishi Bank, Limited (currently MUFG Bank, Ltd.)
- July 1997 Joined Dell Japan Inc.
- June 1973 Joined Tokyo Coca-Cola Bottling Co., Ltd. (currently Coca-Cola Bottlers Japan Inc.)
- Mar. 2003 Representative Director & Vice President of the above company
- Nov. 2013 Representative Director, President and CEO of TIEUP Co., Ltd. (to the present)
- June 2018 Outside Director of the Company (to the present)

**Takashi Hirai**



Outside Director

- Apr. 1989 Joined Bain & Company Japan, Inc.
- July 1997 Joined Dell Japan Inc.
- Apr. 2001 Head of Corporate Planning Division/Officer of Starbucks Coffee Japan, Ltd.
- Sept. 2003 Executive Officer and Senior Partner of Roland Berger Ltd.
- Mar. 2017 Professor of Graduate School of Business Sciences of MBA Program in International Business, University of Tsukuba (to the present)
- June 2017 Outside Director of KITO CORPORATION
- June 2019 Outside Director of the Company (to the present)

**Maoko Kikuchi**



Outside Director

- Apr. 1992 Joined Public Prosecutors Office of Ministry of Justice as a Public Prosecutor
- Mar. 1999 Registered as an attorney at law in Japan and New York State, U.S. Joined Nagashima & Ohno (currently Nagashima Ohno & Tsunematsu)
- Apr. 2004 Joined General Secretariat, Fair Trade Commission
- May 2006 Executive Officer and CCO of Vodafone K.K. (currently SoftBank Corp.)
- Apr. 2014 Executive Officer of Microsoft Japan Co., Ltd. Standing Outside Audit and Supervisory Board Member of the Company
- June 2016 Outside Director of the Company (to the present)
- June 2020 Outside Director of Hitachi Construction Machinery Co., Ltd.
- July 2020 Outside Director of Hitachi Construction Machinery Co., Ltd.
- Nov. 2023 Outside Corporate Auditor of Ryohin Keikaku Co., Ltd. (to the present)

**Takashi Tsukioka**



Outside Director

- Apr. 1975 Joined Idemitsu Kosan Co., Ltd.
- June 2009 Director of the above company
- June 2013 Representative Director & Chief Executive Officer of the above company
- Apr. 2018 Chairman & Representative Director of the above company
- June 2020 Special Advisor of the above company
- June 2021 Outside Director of Mizuho Financial Group, Inc. (to the present)
- July 2022 Honorary Advisor of Idemitsu Kosan Co., Ltd. (to the present)
- June 2023 Outside Director of the Company (to the present)

**Junko Kai**




Outside Director

- Apr. 1992 Registered as an attorney at law (Daini Tokyo Bar Association)
- Dec. 2002 Partner of HAMANI, TAKAHASHI, & KAI LAW OFFICE (to the present)
- June 2014 Committee Member of Pension Special Account Public Procurement Committee of Ministry of Health, Labour and Welfare (to the present)
- Oct. 2015 Special Member of Central Construction Work Disputes Committee of Ministry of Land, Infrastructure, Transport and Tourism (to the present)
- June 2017 Substitute Audit & Supervisory Board Member of Idemitsu Kosan Co., Ltd. (to the present)
- June 2019 Outside Director of NARITA INTERNATIONAL AIRPORT CORPORATION (to the present)
- June 2020 Substitute Audit and Supervisory Board Member of the Company
- June 2021 Outside Audit & Supervisory Board Member of JSR Corporation
- Mar. 2022 Outside Director of THK CO., LTD. (to the present)
- June 2025 Outside Director of the Company (to the present)

Outside Audit and Supervisory Board Members

**Hidetaka Miyake**



Outside Audit and Supervisory Board Member

- Apr. 2000 Joined Public Prosecutors Office of Ministry of Justice as a Public Prosecutor
- June 2004 Registered as an attorney at law; Joined Ashurst LLP, Tokyo Office\*
- Jan. 2010 Joined the Securities and Exchange Surveillance Commission, Financial Services Agency
- Jan. 2020 Partner at Anderson Mori & Tomotsune (to the present)
- June 2023 Outside Audit and Supervisory Board Member of the Company (to the present)

**Ken Kawamura**



Outside Audit and Supervisory Board Member

- Oct. 1991 Joined Aoyama Audit Corporation
- Oct. 2006 Joined PwC Advisory Co., Ltd.\*
- July 2019 CFO of PwC Advisory LLC
- July 2024 CRO of the above company
- June 2025 Outside Audit and Supervisory Board Member of the Company (to the present)

\* Currently PwC Advisory LLC

**Masafumi Nakada**



Outside Audit and Supervisory Board Member

- Apr. 1981 Joined Nomura Securities Co., Ltd.\*
- Apr. 2005 Executive Officer, CFO of Nomura Holdings, Inc.
- Apr. 2011 Representative Director and President of The Nomura Trust and Banking Co., Ltd.
- Apr. 2014 Representative Director and Chairman of Nomura Financial Products & Services, Inc.
- July 2024 Outside Audit & Supervisory Board Member of Global Kitchen Corporation (to the present)
- June 2025 Outside Audit and Supervisory Board Member of the Company (to the present)

\* Currently Nomura Holdings, Inc.

\* Currently Ashurst Horitsu Jimusho Gaikokuho Kyodo Jigyō