


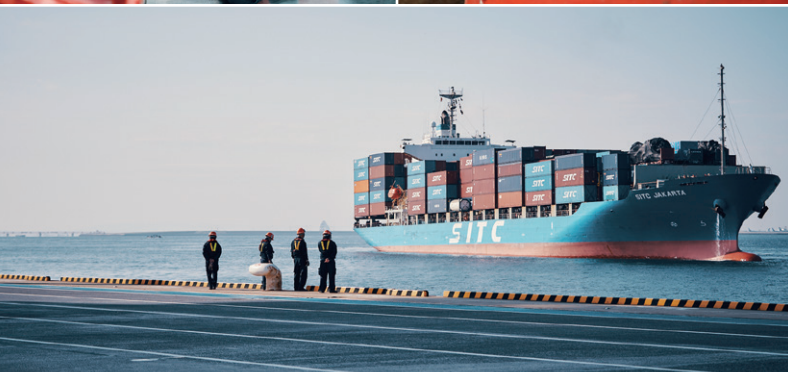
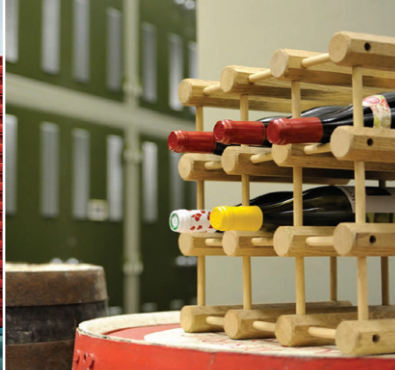
Value beyond Logistics

Aiming to remain a company that is truly needed by society



The Mitsui-Soko Group, for over 100 years since its founding, has been meeting customers' logistical issues sincerely in a wide range of business formats and regions and supporting the important social infrastructure called logistics. While engaging in transportation within the fields of land, sea, and air that is based on our inherent warehousing business, through M&A and facility investment in recent years, we have reached the point at which we can provide one-stop logistics services that enable us to meet the diversifying needs of our customers. We have received positive feedback from customers by maintaining high quality through our expertise and versatile facilities, particularly in the handling of cargo requiring specially controlled environments, such as pharmaceutical products and food ingredients.

The Mitsui-Soko Group promotes initiatives geared toward the creation of a sustainable society under the Group Vision of "Value beyond Logistics" and thereby create social value. At the same time, in our domestic and overseas corporate activities, we see things from our clients' perspectives and share value with them. Our aim is for Mitsui-Soko to evolve into a "first-call company," which is a company that is consulted first by any customer who has logistics improvement needs.



VISION

Value beyond Logistics

MISSION

To Become a
First-Call Company Trusted
by Customers



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The Mitsui-Soko Group publishes the Value Report for the purpose of informing all stakeholders, including shareholders and investors, about its medium- to long-term value creation. We have been moving beyond a conventional annual report since 2019; and this is the third issue of a Value Report.

Focusing on the progress of the five-year Medium-term Management Plan 2017: From Reversal to Sustainable Growth, the final year of which is the fiscal year ending March 31 2022, in this report we have endeavored to edit the Group's medium- to long-term value creation story in such a way that it will be easily understood by all stakeholders. To achieve sustainable growth by solving social issues through our business, in 2020 the Group positioned "Create new value as a company that supports logistics, an indispensable form of social infrastructure" as the most important factor in its business operations. To achieve simultaneous economic, social, and environmental value, the Group set as its materiality: provision of sustainable, resilient logistics services through co-creation; realization of safe, diverse and rewarding work environments; and contribution to a low-carbon, circular economy by actively reducing environmental impact. These will also contribute to the Sustainable Development Goals (SDGs), the international goals aimed at a sustainable and better world by 2030; these efforts are also covered in this report.

In preparing this report, reference was made to the Integrated Reporting Framework put forward by the Value Reporting Foundation (VRF), the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation advocated by the Ministry of Economy, Trade and Industry and other relevant documents. At the same time, having consolidated the cross-organizational ideas from the Mitsui-Soko Group, each department cooperated and prepared the report in good faith. I have confirmed that the preparation process was properly conducted and that the coverage is fair.

In the years to come, we will continue to utilize the Value Report, which systematically summarizes financial and non-financial information, as one of the engagement tools for promoting constructive dialogue with all our stakeholders. In addition to fulfilling its social responsibilities by continuing to contribute to the realization of a sustainable society through its business activities, the Mitsui-Soko Group would appreciate your understanding and support for its unchanging stance in continuing to pursue mutual sustainable development with society.

September 2021

Makoto Tawaraguchi

Chairman
Chairman of the Board of Directors

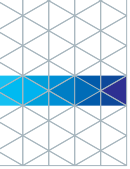
Editorial Policy

This report is a disclosure document that incorporates management strategies for medium- and long-term growth, ESG information that forms the foundation of growth, and information on business performance and financial information for the fiscal year under review. This report is primarily published for investors.

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

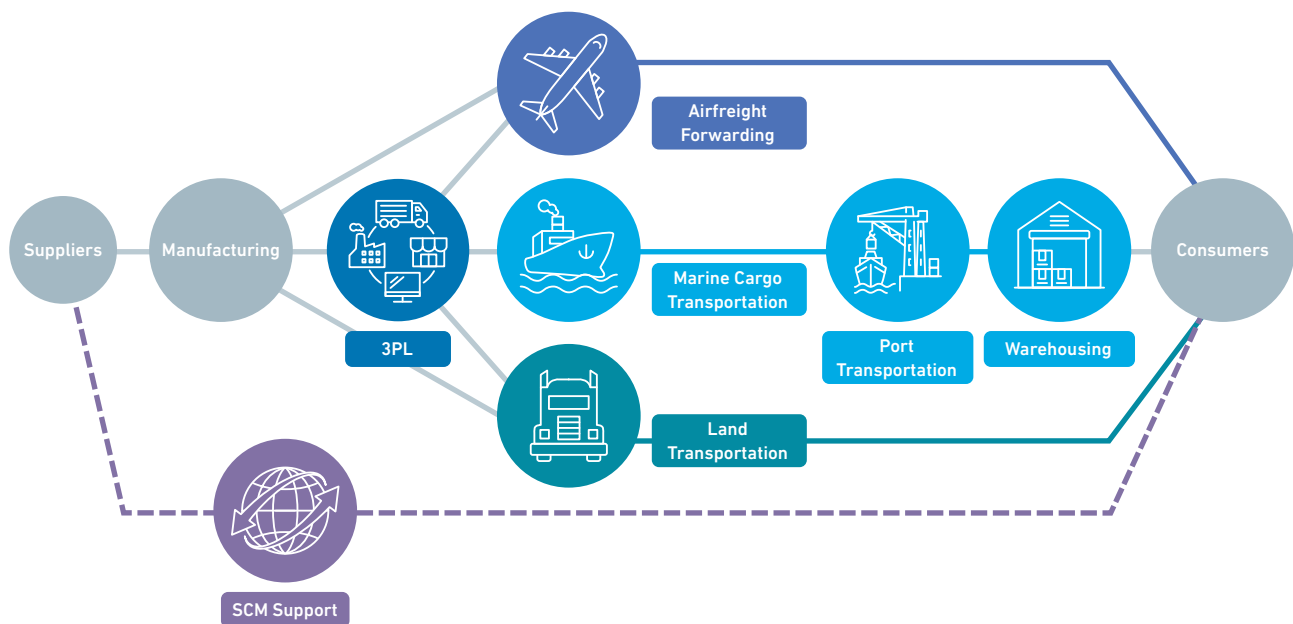
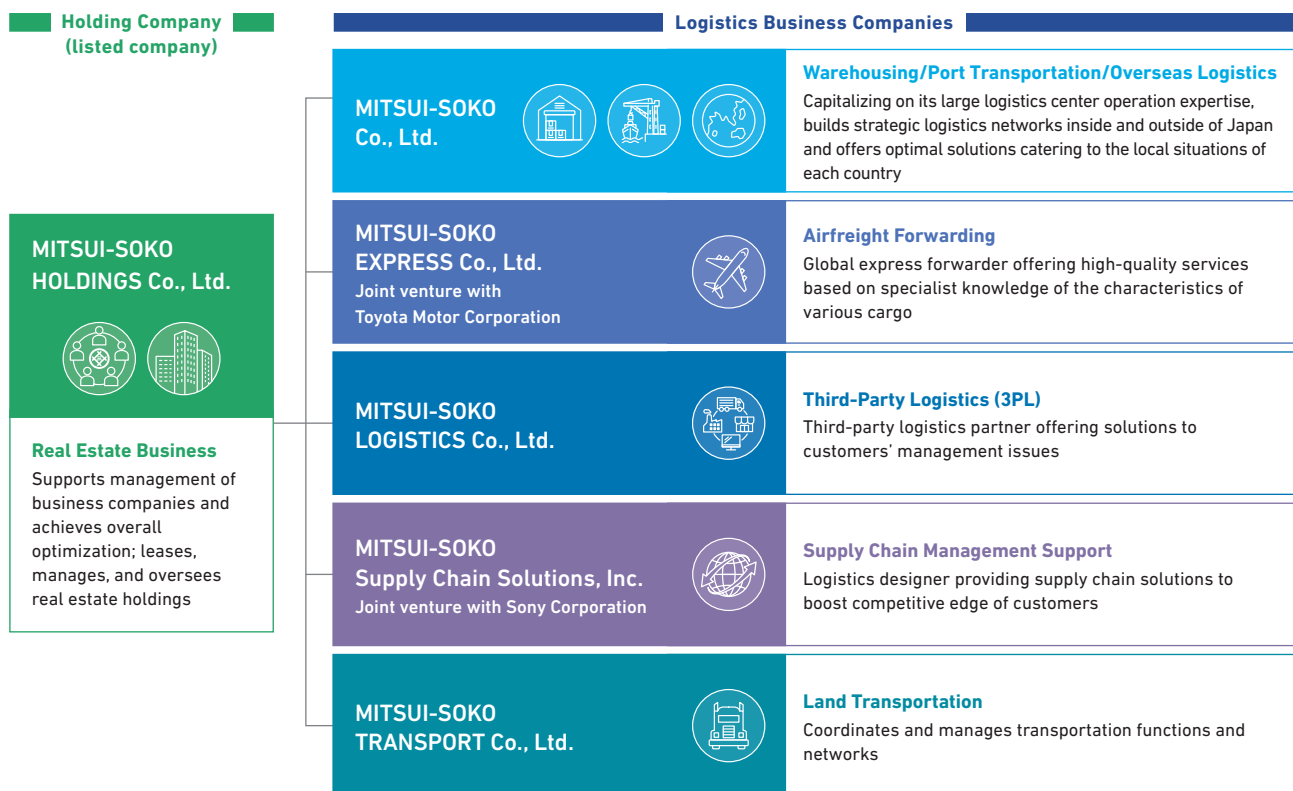
Disclaimer Regarding Forward-Looking Statements

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

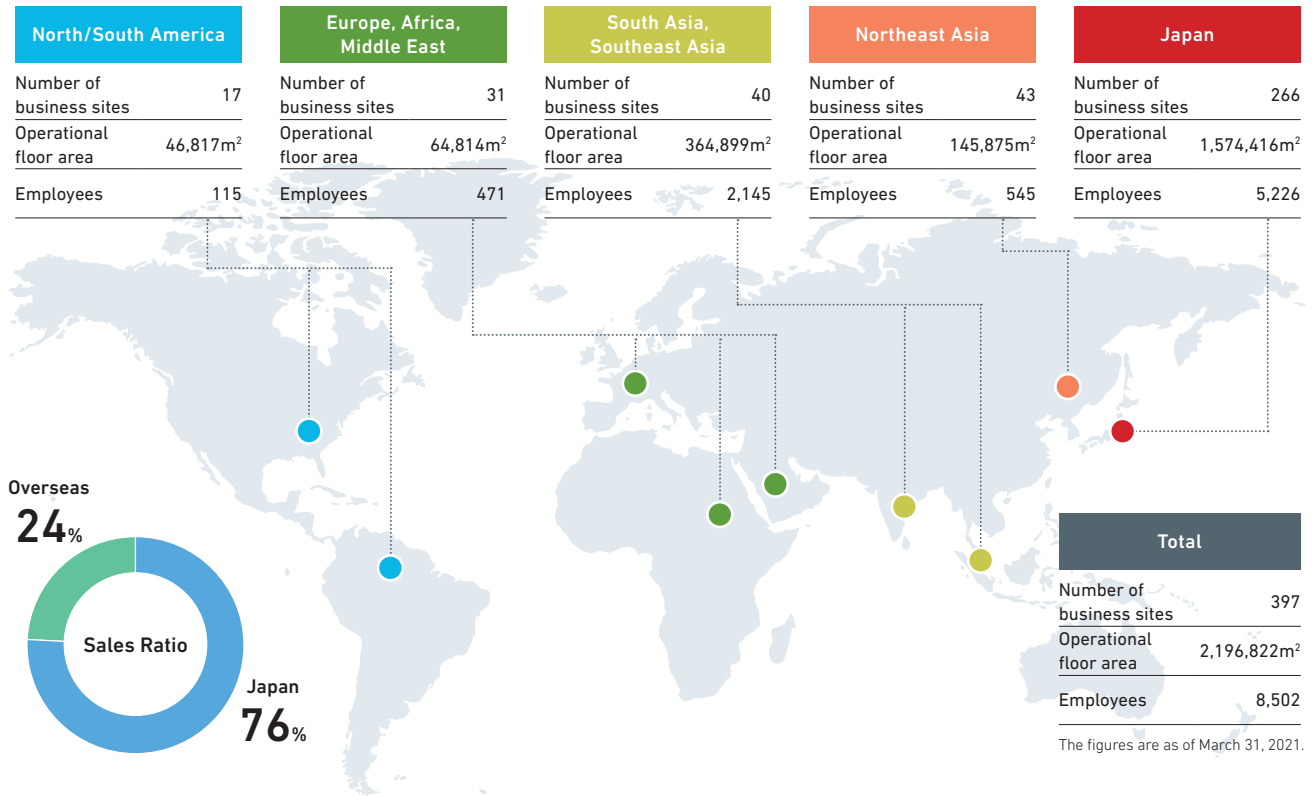


Logistics Services of a Group that Develops Integrated Solutions Based on Its High Level of Expertise

Logistics Value Chain Provided by the Mitsui-Soko Group



Global Networks



High-Quality Logistics Know-How that Leverages Specialist Skills

Healthcare Logistics

By obtaining various approvals, such as those for drug manufacturing and pharmaceutical wholesale sales businesses, we are able to provide high value-added logistics services for healthcare logistics, such as pharmaceuticals, medical devices, and investigational new drugs. Having at its disposal, highly functional and in-house logistics facilities that are in compliance with GDP¹, GMP² and Quality Management System, this service provides storage and transportation in each temperature setting: room temperature, constant temperature, refrigerated, frozen, and cryogenic.

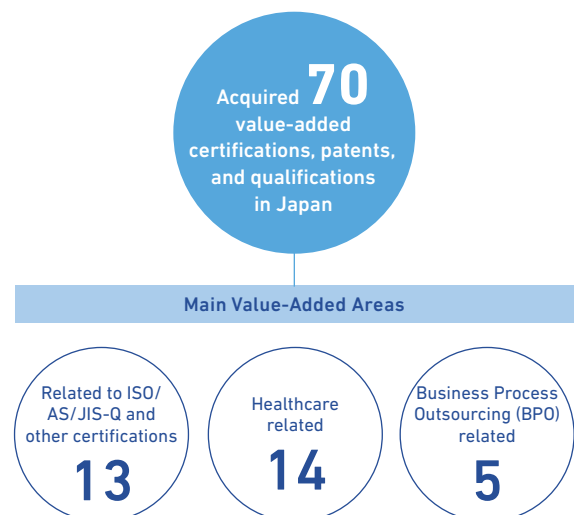
1 Good distribution practices: appropriate distribution standards for pharmaceutical

2 Good manufacturing practices: standards for the manufacture and quality control of pharmaceuticals, etc.

BPO Information Asset Management Service

Having obtained the ISO/IEC 27001 authentication standard and PrivacyMark® (P Mark) certification, we are conducting business based on a thorough information security management system. We handle important confidential documents in banks, insurance companies, and other financial institutions as well as for local governments, and also conduct information asset management and other tasks for institutions

that conduct clinical trials. We are also able to provide a one-stop service for the information life cycle, from the creation to disposal of documents, within the same facility.

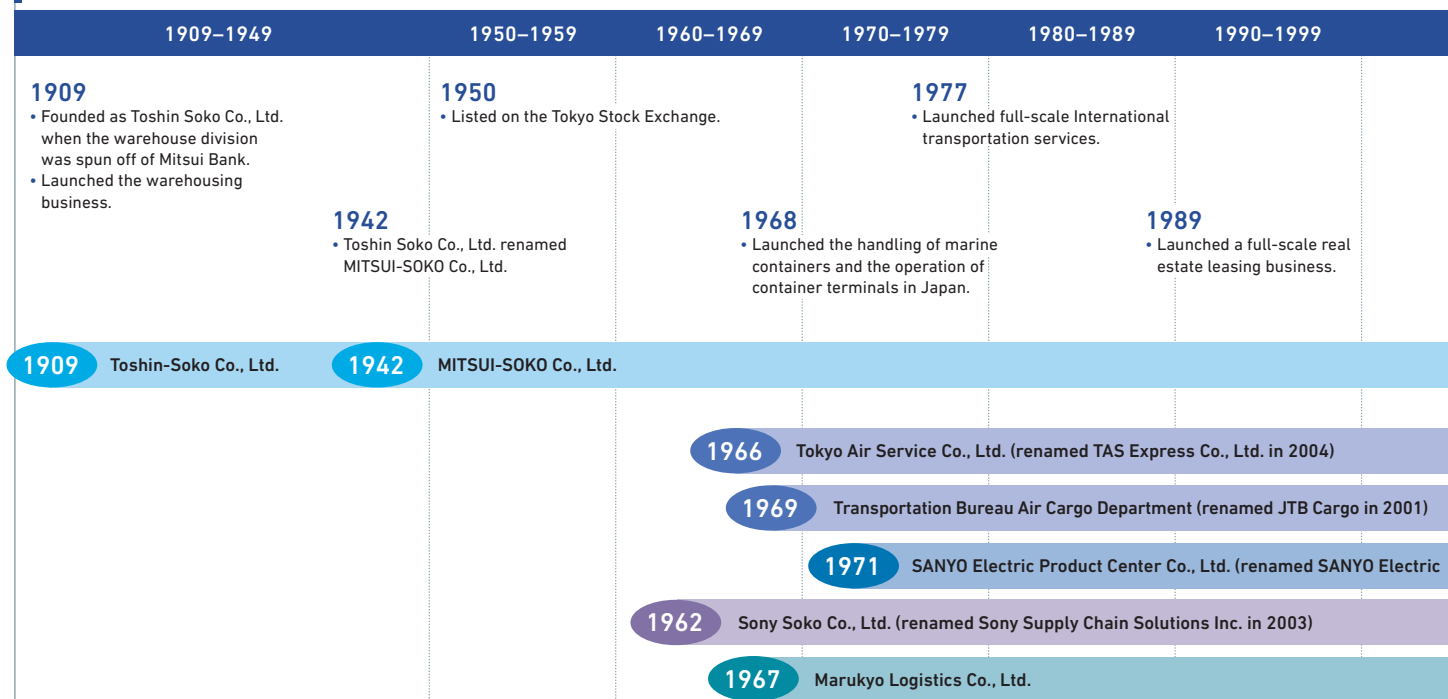


The figures are as of March 31, 2021.

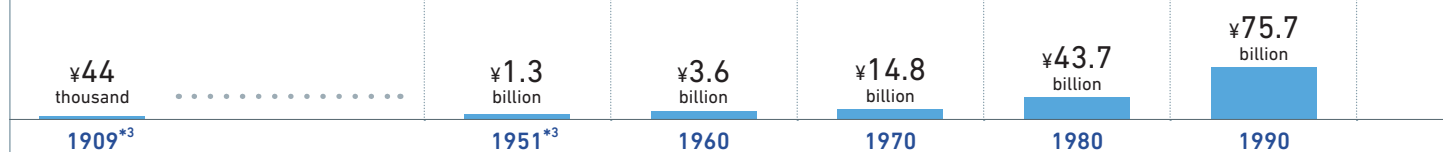


History of the Mitsui-Soko Group: Realizing a

Mitsui-Soko Group History



Trends in Consolidated Operating Revenue



*1 In 2011, JTB Cargo was renamed MITSUI-SOKO Air Cargo.

*2 MITSUI-SOKO TRANSPORT is the operating and managing company of the Marukyo Transportation Group.

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

Logistics History

1909–1959

Expansion of warehouse demand due to Japan's modernization

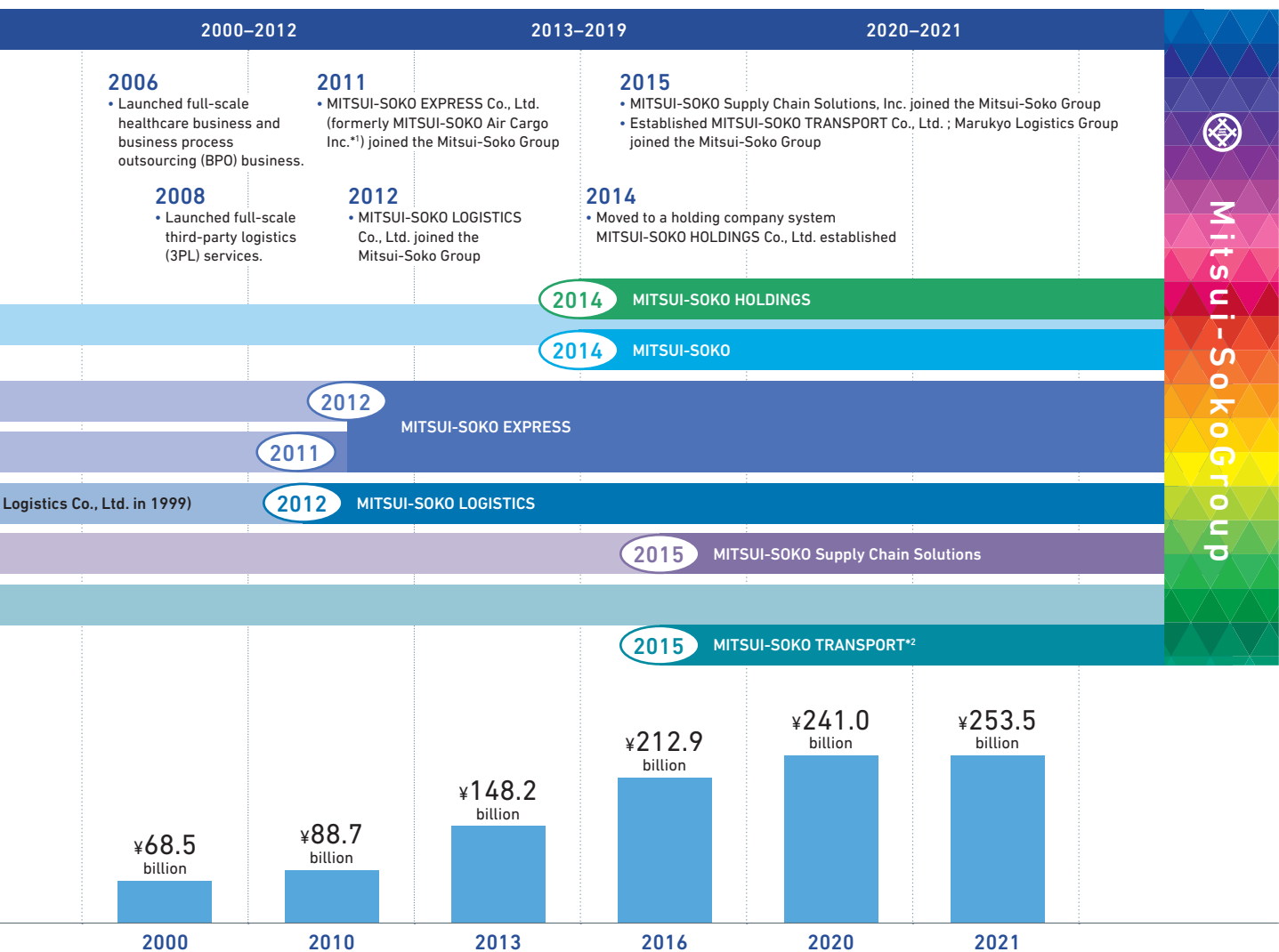
In the course of modernization, Japan witnessed the sudden rise of a range of industries, such as spinning and silk manufacturing, and there was burgeoning demand for warehousing, but Japan's industry was for the most part destroyed in the Pacific War. Subsequently, due to the effects of the special demand economy caused by the outbreak of the Korean War, Japan experienced full-scale post-Pacific War reconstruction and once again welcomed a period of expansion in warehouse demand, this time brought about by high economic growth.

1960–1990

Development of international multimodal transportation/airfreight due to internationalization

Since the 1960s, Japan had become active in international trade and distribution. In 1968, container ships were introduced on the U.S.-Japan route, and the era of logistics transformation by container transportation and international multimodal transportation had arrived. Following the entry into the market of jet airliners used for cargo, which first appeared in the United States, international airfreight transportation expanded rapidly from the 1970s onward.

Comprehensive Lineup of Logistics Services



1991–2014

Rise of 3PL companies due to diversification of logistics needs

Amid significant changes in social conditions, such as global technological innovation and the progress of globalization, including in Southeast Asia, the needs for import/export, storage, and transportation in logistics have diversified. Logistics companies specializing in third-party logistics (3PL), which plan and execute logistics strategies on behalf of shipper companies, were emerging.

2015 onward

Increasing importance of logistics in the era of sustainability

In addition to labor shortages in the logistics industry resulting from the rapid increase in demand for home delivery and an aging of the population, the impact of the global COVID-19 pandemic has exposed supply chain vulnerabilities and reaffirmed the importance of logistics. As an entity that supports social infrastructure, we realize just how vitally important it is to provide sustainable logistics.