Q1 FY2024

Financial Results Briefing

MITSUI-SOKO HOLDINGS Co., Ltd. (Securities code: 9302)
August 8, 2023





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- FY2024 Results Forecast
- Shareholder Returns/Endeavor to Enhance Corporate Value
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Q1 FY2024 (3 months) Results Decrease in Operating Revenue and Operating Profit due to a reactionary drop in special factors in FY2023 and lower ocean and air freight rates

Operating Revenue ¥66.0 billion YoY -16.0%

Operating Profit ¥6.2 billion YoY -9.2%

FY2024 (Full-year) Forecast Despite of a decrease in Operating Revenue due to a larger than expected decline in ocean and air freight rates compared with the previous forecast, Operating Profit has been revised upwards due to an improved profit margin resulting from the control of freight costs for purchases

Operating Revenue **¥273.0** billion vs. Previous Forecast -2.5%

Operating Profit ¥21.5 billion vs. Previous Forecast +7.5%

Shareholder Returns Reflect upward revision of full-year results forecast in year-end dividend forecast and increased dividend

Interim dividend **67** yen (Forecast)

Year-end dividend 75 yen (Forecast) vs. Previous Forecast +8 yen

Annual dividend **142** yen (Forecast) Expected Payout Ratio **30.0**%

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- Despite of a decrease in operating revenue and operating profit mainly due to lower ocean and air freight rates, the operating profit margin improved as a result of cost control efforts
- Decrease in net income for Q1 FY2024 due to a reactionary decline in extraordinary gains in the previous fiscal year

Total Consolidated	Q1 FY2023 (3 months)	Q1 FY2024 (3 months)	Change	Change(%)
Operating Revenue	786	660	-126	-16.0%
Operating Profit	68	62	-6	-9.2%
Operating profit margin	8.6%	9.3%	+0.7pt	_)
Ordinary Profit	71	65	-6	-8.6%
Profit attributed to owners of parent	48	38	-10	-20.8%

Business Results by Segment



(Unit: 100 mil. yen)

Segment	Q1 FY2023 (3 months)	Q1 FY2024 (3 months)	Change	Change(%)
Operating Revenue	786	660	-126	-16.0%
Logistics business	766	640	-126	-16.4%
Warehousing/Port transportation	366	307	-59	-16.1%
Airfreight forwarding(FWD)	156	105	-51	-33.1%
3PL/LLP	228	190	-38	-16.7%
Land transportation	69	69	-0	-0.1%
Elimination of intra-group transactions	-53	-31	+22	
Real estate business	22	22	+0	+0.2%
Eliminate/Corporate	-2	-2	-0	_
Operating Profit	68	62	-6	-9.2%
Logistics business	63	59	-4	-5.8%
Warehousing/Port transportation	24	20	-4	-17.6%
Airfreight forwarding(FWD)	23	20	-3	-9.8%
3PL/LLP	15	15	+0	+2.4%
Land transportation	2	4	+2	+85.7%
Consolidation adjustment, etc.	-1	-0	+1	_
Real estate business	13	13	+0	+1.4%
Eliminate/Corporate	-8	-10	-2	

- Decrease in operating revenue due to lower ocean freight rates and sluggish cargo movements caused by inventory adjustments
- Decrease in operating revenue and operating profit due to the absence of emergency transportation operations in Q1 FY2024 caused by supply chain disruptions that had occurred mainly overseas in the Q1 FY2023
- Decrease in operating revenue due to the decline in freight rates per unit for ocean and air transportation of home appliances and precision equipment from producing countries to Japan
- Despite of a decrease in operating revenue and operating profit due to lower air freight rates (including the absence of "special factors" in Q1 FY2023), the operating profit margin improved due to flexible procurement
- Increase in operating profit due to the reduction of vehicle hiring costs as a result of improvement of the loading efficiency
- Increase in upfront system-related expenses associated with DX investments

Supplementary Explanation on Disclosure of Business Results by Segment

• The following supplemental information is provided for a better understanding of the breakdown of the logistics business results disclosed from Q1 FY2024.

Disclosure items	Listed page
Main Customers and Main Cargoes by Segment	Listed on page 29 of this material
Operating companies belonging to each segment	Listed on page 25 of this material
Trends in Quarterly Business Performance by Segment	Listed on page 19 of this material
Trends in Long-term Business Performance by Segment	Listed on page 20 of this material

- Supplementary Explanation: Here are some important notes regarding the breakdown of the logistics business results as below.
 - Ocean freight transportation (ocean freight forwarding) operations are mainly included in the Warehousing/Port Transportation segment.
 - However, we are also entrusted with air and ocean freight forwarding services as 3PL/LLP, and in such cases, we record those revenues in the 3PL/LLP segment.
 - Revenues in our focus area are mainly recorded in the following segments, respectively.

Mobility: Air Freight Forwarding

B2B2C: 3PL/LLP

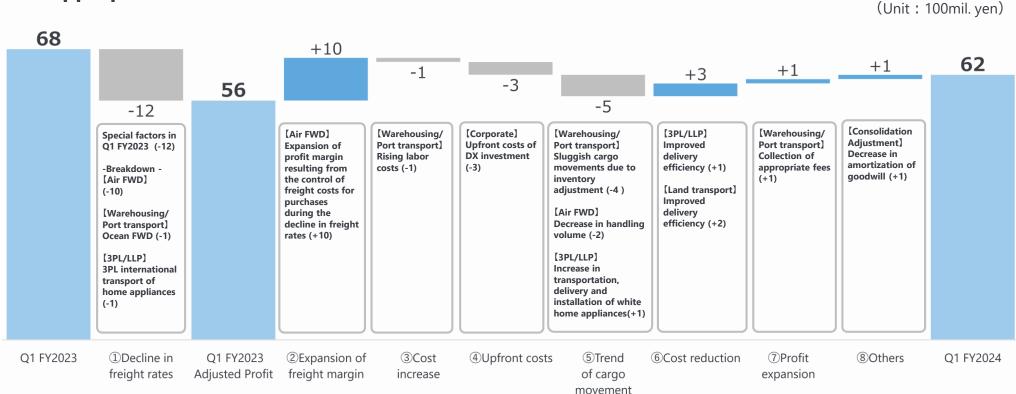
Healthcare: Warehousing/Port Transportation

However, as our group promotes integrated solution services in which each operating company provides logistics services in cooperative activities, revenues in each focus area are not limited to a specific business segment, but are recorded across multiple segments.

Main Changes in Operating Profit

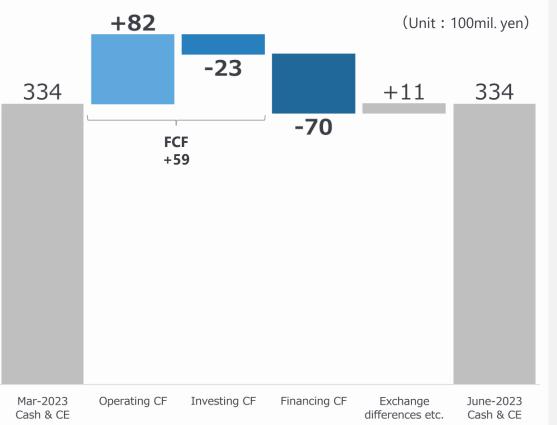


- Profit margins improved due to the control of freight costs for purchases, while ocean and air freight rates were falling.
- Inventory adjustments continued, mainly overseas, and cargo movement remained sluggish.
- Enhanced profitability even in a difficult business environment by improving efficiency of truck loading rates in domestic transportation and delivery operations, and efforts to collect appropriate fees.





- Operating cash flow (CF) resulted in a net cash inflow of ¥8.2 billion, mainly due to net income and collection of accounts receivable
- Carried out software investment based on DX strategy and investment in maintenance and renewal of logistics facilities
- Free cash-flow (FCF) was used for repayment of borrowings and shareholder returns



Major Breakdown of Cash Flows		
Operating CF	:	+82
Profit before income taxes	:	+67
Depreciation/Amortization of goodwill	:	+24
Decrease (increase) in trade receivables/trade payables	:	+6
Income taxes paid	:	-41
Investing CF	:	-23
Capital investment	:	-19
Software investment	:	-8
(Subtotal) Free cash-flow	:	+59
Financing CF	:	-70
Change in borrowings and bonds (Net)	:	-14
Dividends paid	:	-29
Total of Change in Cash and cash equivalents	:	±0



Improved both equity ratio and D/E ratio due to steady accumulation of net income

(Unit: 100 mil. yen)

Total Consolidated	Balance as of Mar. 31, 2023 June 30, 2023		Change
Total Assets	2,587	2,610	+23
Cash and deposits	345	341	-4
Trade receivables	323	309	-14
Tangible and Intangible assets	1,493	1,503	+10
Interest-bearing debt (including Lease obligations)	926	911	-15
Borrowings and Bonds	851	838	-13
Lease obligations	76	73	-3
Equity Capital	933	972	+39
Equity ratio	36.1%	37.2%	+1.2
D/E ratio	0.99	0.94	-0.05

 Increase in tangible and intangible assets due to investment in maintenance and renewal of existing facilities and in software based on DX strategy

Reasons for the change in equity capital:
 Net Income (+¥3.8bln),
 Dividends (-¥2.9bln),
 Exchange differences (+¥2.2bln),
 Unrealized gains on securities (+¥0.8bln)



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- Operating revenue is expected to decrease from the previous forecast due to a larger than expected decline in ocean and air freight rates.
- Revised upward operating profit in H1 FY2024 by improving profitability due to cost controls during the decline in freight rates (The first half revision is reflected in the full-year results forecast.)

Total Consolidated	H1 FY2024 ('23.4-9)	Change from the previous forecast	H2 FY2024 ('23.10-'24.3)	Change from the previous forecast	FY2024 ('23.4-'24.3)	Change from the previous forecast
Operating Revenue	1,330	-70	1,400	—	2,730	-70
Operating Profit	115	+15	100		215	+15
Ordinary Profit	112	+15	95		207	+15
Profit attributed to owners of parent	63	+8	55	—	118	+8



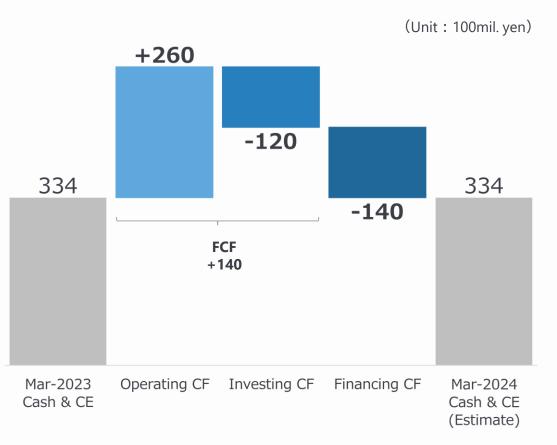
Segment	H1 FY2024 ('23.4-9)	Change from the previous forecast	H2 FY2024 ('23.10-'24.3)	Change from the previous forecast	FY2024 ('23.4-'24.3)	Change from the previous forecast
Operating Revenue	1,330	-70	1,400	_	2,730	-70
Logistics business	1,286	-70	1,354	_	2,640	-70
Warehousing/Port transportation	630	-30	710	_	1,340	-30
Airfreight forwarding(FWD)	205	-26	204	_	409	-26
3PL/LLP	385	-30	410	_	795	-30
Land transportation	140	-5	135	_	275	-5
Elimination of intra-group transactions	-74	+21	-105	_	-179	+21
Real estate business	47		49	_	96	_
Eliminate/Corporate	-3	_	-3	_	-6	_
Operating Profit	115	+15	100	_	215	+ 15
Logistics business	112	+13	99	_	211	+13
Warehousing/Port transportation	40	+1	41	_	81	+1
Airfreight forwarding(FWD)	35	+6	21	_	56	+6
3PL/LLP	30	+5	30	_	60	+5
Land transportation	8	+1	7	_	15	+1
Consolidation adjustment, etc.	-1	_	_	_	-1	_
Real estate business	27		30		57	—
Eliminate/Corporate	-24	+2	-29	_	-53	+2

• Lower ocean and air freight rates than expected

- Expansion of margins as a result of being able to keep purchase prices relatively lower than selling prices amid declining airfreight rates
- Revenues from domestic transportation and delivery of white home appliances have been better than expected
- In addition, successful cost control by improving loading efficiency
- Efforts to collect appropriate fees in response to rising costs have been progressing better than expected.



- Operating cash flow (CF) expects to be a net cash inflow of ¥26.0 billion
- Expect to carry out DX investment and investment in maintenance and renewal of logistics facilities



Operating CF	:	+260
•	:	+100
Depreciation/Amortization of goodwill		+100
• Investing CF	:	-120
Capital investment	:	-75
Software investment	:	-45
(Subtotal) Free cash-flow	:	+140
• Financing CF	:	-140
Change in borrowings and bonds (Net)	:	-65
Dividends paid	:	-45
 Total of Change in Cash and Cash Equivalents 		±0



- Expect to remain in D/E ratio less than 1.0x
- Secure investment capacity in preparation for the execution of strategic investments

Total Consolidated	Balance as of Mar. 31, 2023 (Actual)	Balance as of Mar. 31, 2024 (Estimate)	Change
Total Assets	2,587	2,625	+38
Cash and deposits	345	345	+0
Trade receivables	323	300	-23
Tangible and Intangible assets	1,493	1,515	+22
Interest-bearing debt (including Lease obligations)	926	860	-66
Borrowings and Bonds	851	785	-66
Lease obligations	76	75	-1
Equity Capital	933	1,035	+102
Equity ratio	36.1%	39.4%	+3.3
D/E ratio	0.99	0.83	-0.16

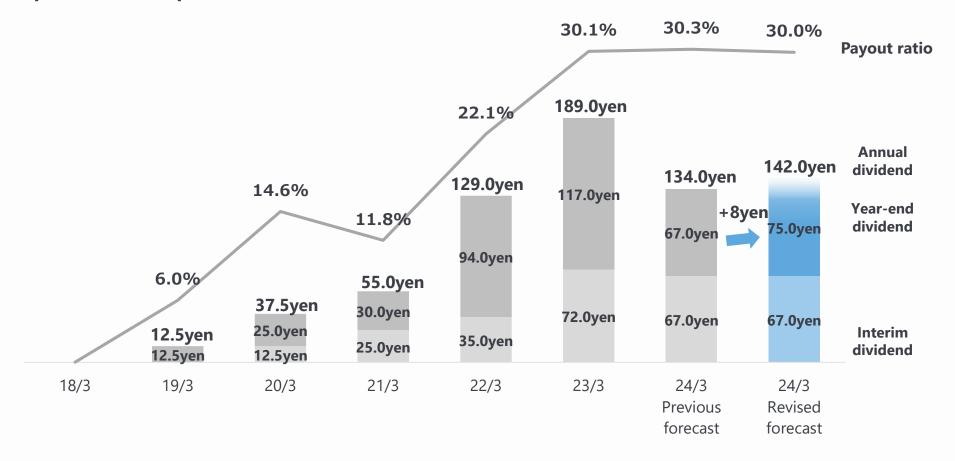
 Expect to increase in intangible assets, executing software investment based on DX strategy



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- Flexible dividends linked to our performance based on an annual dividend payout ratio of 30%
- Reflected on year-end dividend forecast due to the performance revised upward (increased by 8 yen compared with the previous forecast)



Endeavor to Enhance Corporate Value



- Aiming to improve corporate value, the Company implements management with an awareness of capital cost and stock price. The ROE target of our current Medium-term plan is 12%.
- Dialogues with shareholders are held as needed. Based on the status of dialogue, the Company has enhanced the disclosure of business performance from the current fiscal year.

Action to Implement Management That Is Conscious of Capital Cost

- The Group has positioned ROE as one of the important management indicators in engaging in corporate management that is conscious of capital cost.
- In our present Medium-term Management Plan 2022, the Company has set a target of ROE exceeding 12%, which exceeds the cost of equity calculated by CAPM in the Company.
- In terms of recent performance, the Company has exceeded its targets and will continue to strive to maintain a high level of capital efficiency. (See page 26 of Appendix for Changes in ROE results.)

Action to Implement Management That Is Conscious of Stock Price

- The Board of Directors regularly holds discussions on PBR and considers and implements measures aimed at obtaining appropriate external evaluation.
- While the Company worked to strengthen investor relations activities by revising the Company's website and conducting interviews with investors continuously, it has introduced a share-based remuneration plan for the purpose of management that is conscious of capital efficiency.
- Going forward, the Company will aim to further increase its stock value through expanded disclosure with an eye to sustainability and active dialogue with its shareholders.

Implementation Status of Dialogue, etc. with Shareholders and Investors

- The implementation status of dialogue in FY2022 is as follows:
 - Financial Results Briefings: four (4) times for a total of 191 companies
 - Individual IR interviews: A total of 74 interviews
 - Institutional investors engagement: 11 companies
- Officer in charge of IR provides feedback to the Board of Directors on the implementation status of dialogue and valuable opinions received during the dialogue in order to improve corporate value.
- Based on the status of the most recent dialogue, the Company has enhanced the disclosure of the breakdown of the performance of the logistics business, which is particularly in demand by investors, from the current fiscal year.



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Trends in Quarterly Business Performance

MITSUI-SOKO GROUP

	Year-ago Quarter FY2023			Most Recent Quarter	(Unit: 100 r	mil. yen, rounde	ed off to the nea	arest integer)
Total Consolidated	Q1	Q2	Q3	Q4	Full-year	Q1	YoY	QoQ
Operating Revenue	786	787	771	665	3,008	660	-16.0%	-0.8%
Logistics business	766	764	748	642	2,920	640	-16.4%	-0.3%
Warehousing/Port transportation	366	361	349	307	1,383	307	-16.1%	+0.1%
Airfreight forwarding(FWD)	156	143	154	114	568	105	-33.1%	-8.6%
3PL/LLP	228	242	219	190	879	190	-16.7%	+0.1%
Land transportation	69	72	73	65	279	69	-0.1%	+6.4%
Elimination of intra-group transactions	-54	-53	-48	-34	-188	-31	-42.8%	-8.6%
Real estate business	22	25	25	25	96	22	+0.2%	-12.6%
Eliminate/Corporate	-2	-2	-2	-2	-8	-2	+4.7%	-1.4%
Operating Profit	68	69	77	46	260	62	-9.2%	+33.2%
Logistics business	63	62	71	43	239	59	-5.8%	+37.6%
Warehousing/Port transportation	24	24	25	16	89	20	-17.6%	+24.4%
Airfreight forwarding(FWD)	23	17	24	15	78	20	-9.8%	+40.6%
3PL/LLP	15	18	18	10	62	15	+2.4%	+48.0%
Land transportation	2	3	5	2	13	4	+85.7%	+85.7%
Consolidation adjustment, etc.	-1	-0	-1	-0	-2	-1	-33.1%	+560.2%
Real estate business	13	16	16	15	59	13	+1.4%	-14.9%
Eliminate/Corporate	-8	-9	-10	-12	-39	-11	+35.4%	-12.0%
Ordinary Profit	71	73	77	44	265	65	-8.6%	+47.6%
Profit attributed to owners of parent	48	44	40	24	156	38	-20.8%	+55.8%

Trends in Annual Business Performance



(Unit: 100 mil. yen, rounded off to the nearest integer)

					(Unit: 100 m	ıı. yen, round	ea on to the	nearest integer)
Total Consolidated	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 (Forecast)
Operating Revenue	2,255	2,332	2,419	2,411	2,536	3,010	3,008	2,730
Logistics business	2,168	2,248	2,334	2,320	2,446	2,922	2,920	2,640
Warehousing/Port transportation	1,164	1,139	1,174	1,143	1,152	1,255	1,383	1,340
Airfreight forwarding(FWD)	228	325	329	304	375	685	568	409
3PL/LLP	587	616	653	678	747	868	879	795
Land transportation	271	273	278	276	274	277	279	275
Elimination of intra-group transactions	-82	-105	-100	-82	-101	-163	-188	-179
Real estate business	94	92	92	98	96	96	96	96
Eliminate/Corporate	-7	-8	-7	-7	-7	-8	-8	-6
Operating Profit	58	70	120	118	177	259	260	215
Logistics business	45	59	98	91	150	237	239	211
Warehousing/Port transportation	20	27	42	37	51	66	89	81
Airfreight forwarding(FWD)	23	22	26	23	49	104	78	56
3PL/LLP	17	13	31	30	46	63	62	60
Land transportation	12	10	12	12	15	13	13	15
Consolidation adjustment, etc.	-27	-12	-12	-11	-11	-9	-2	-1
Real estate business	50	50	51	59	58	58	59	57
Eliminate/Corporate	-37	-39	-30	-32	-32	-36	-39	-53
Ordinary Profit	37	65	111	105	172	256	265	207
Profit attributed to owners of parent	-234	44	52	64	115	145	156	118



(Unit:	100	mil.	ven)

Total Consolidated	Q1 FY2023	Q1 FY2024	Change
Operating Revenue	786	660	-126
Operating Profit	68	62	-6
Non-operating Profit (Loss)	3	4	+1
Financial Profit/Loss	0	1	+1
Others	3	2	-1
Ordinary Profit	71	65	-6
Extraordinary Gains	5	1	-4
Extraordinary Losses	_	_	_
Profit attributed to owners of parent	48	38	-10

- Interest expense at almost the same level as Q1 FY2023, while interest and dividend income increased (+¥0.1 bln), resulting in improvement in the financial Profit/Loss
- Record +¥0.5 bln as extraordinary gains due to the redemption of a part of retirement benefit trust assets overfunded in Q1 FY2023
- Record +¥0.1 bln as gain on reversal of asset retirement obligations due to acquisition of an existing logistics facility (land interest) in Q1 FY2024



Total Consolidated	FY2023 Actual	FY2024 Forecast	Change	
Operating Revenue	3,008	2,730	-278	
Operating Profit	260	215	-45	
Non-operating Profit (Loss)	6	-8	-14	
Financial Profit/Loss	-2	-3	-1	Removing positive imp foreign evaluation rates
Others	8	-5	-13	foreign exchange rates fluctuations (-¥0.3 bln)
Ordinary Profit	265	207	-58	• Decrease in equity in early of affiliates (-¥0.3 bln),
Extraordinary Gains	5	1	-4	Expect no extraordinar or losses after Q2 FY20
Extraordinary Losses	_	_	_	or losses after Q2 1120
Profit attributed to owners of parent	156	118	-38	



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 - History/Major Services/Business Model/Revenue Structure(Logistics Business/Real estate business)
 - Market Environment/Competitors
 - Core Competence
 - Major External Evaluation(ESG/Investment Index)

PURPOSE

Meaning of Our Existence

Empower society, encourage progress

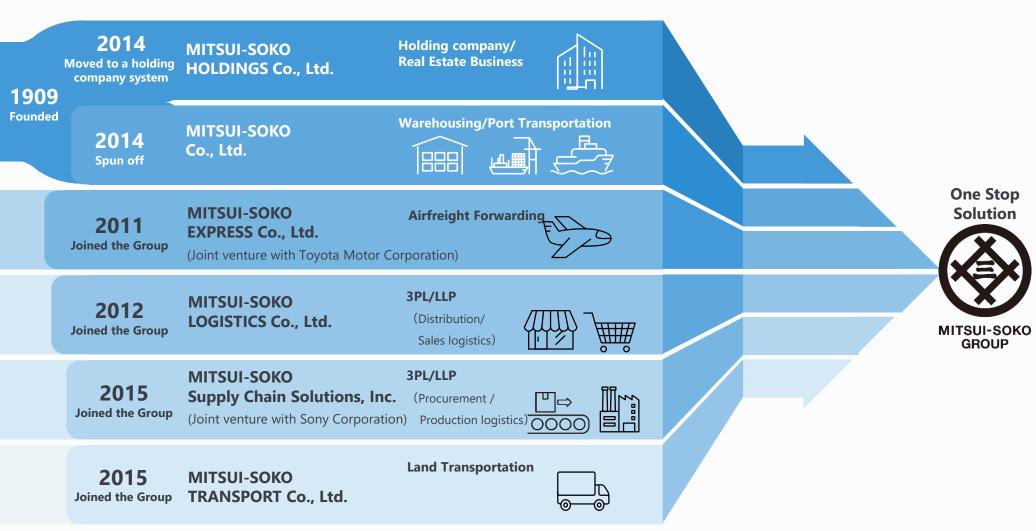
We believe that the role played by logistics goes beyond simply receiving and transporting goods. It is a significant pipeline that connects everything, such as people with people, industries with industries, as well as countries with countries, and plays an important role as infrastructure that forms the very foundation of modern society. And atop the solid foundation built by logistics are people's day-to-day lives, the workings of economic activity, and society's continued evolution as it repeatedly replaces the old with the new. Empower society, encourage progress—it is for this very purpose that the Mitsui-Soko Group exists. In the more than 100 years since our founding, we have expanded our business of logistics to meet the needs of the times and have been inextricably linked to the evolution of society. In the coming era of rapid change, the role played by logistics will be gaining in its importance. To move the world in a better direction and help to realize a mindful and sustainable society, we are today working with an eye toward the logistics of the future.

LLP: Lead Logistics Provider (Partner)

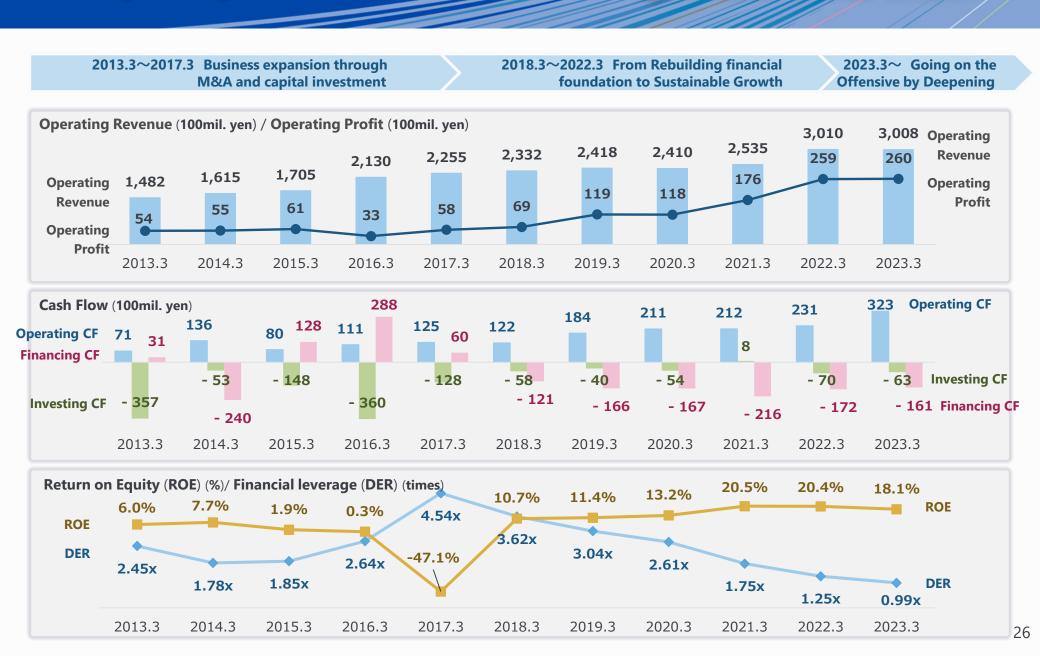
3PL: Third-Party Logistics



 After expanding business areas from warehousing business through M&A, the MITSUI-SOKO Group has realized a comprehensive lineup of logistics services

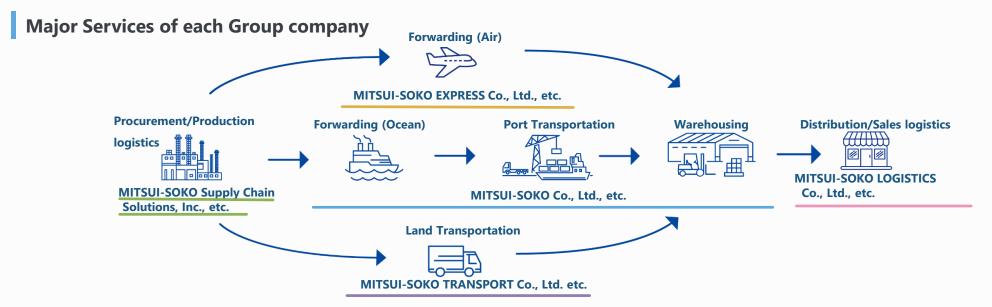


Please see page 32 regarding the definition of "LLP."





Provision of comprehensive end-to-end logistics services from upstream to downstream

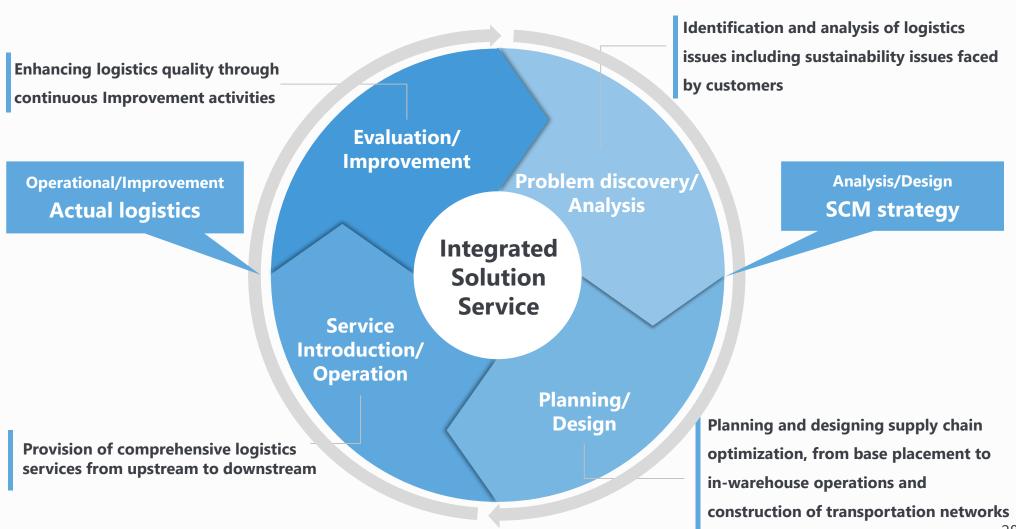


Major Logistics Area of the Mitsui-Soko Group

,	Value Chain	Raw materials/Materials/Parts		als/Parts	Finished goods			Distribution	
Industry	value Cham	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Sales logistics
Healthcare			_						
Automotive									
Home appliances									
Precision equipment & m	nachinery								
Consumer goods									
Interior/Furniture									
Food & beverages									
Clothing									
Paper/Pulp									
Chemicals									



 Providing integrated solution services that realize optimal logistics across the entire supply chain for our customers





- Providing logistics services to customers by combining a variety of services
- Stable revenue structure with diversified business categories and customer portfolio that are not dependent on a specific field.

Revenue composition and Major Customers by Business Category in Logistics Business

Main Customers

- Consumer goods manufacturers/wholesalers
- Drugstores
- Beverage manufacturers

Main Cargoes

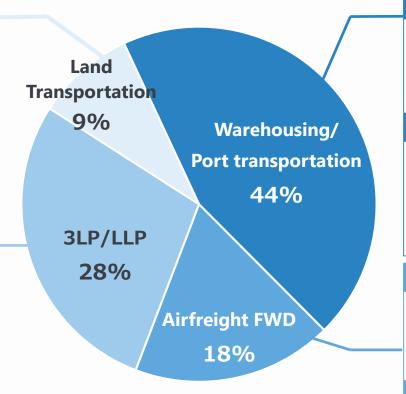
- Consumer goods/beverages
- Interior/Housing-related materials
- Non-prescription pharmaceuticals
- Paper products

Main Customers

- Electronic manufacturers/
 Machine manufacturers
- Home appliance manufacturers/
 Appliance and electronics mass retailers

Main Cargoes

- Precision equipment (semiconductors, etc.)
- · Home appliances
- Consumer goods/Interior
- Medical devices/Food & beverages



• Percentage figures for FY2023 (cumulative total)

Main Customers

- · General trading companies
- Food manufacturers
- Chemical/Machinery manufacturers
- Shipping companies

Main Cargoes

- Food ingredients
- · Chemicals/Raw materials
- Pharmaceuticals/Medical devices (Healthcare)
- · Consumer goods

Main Customers

- Automobile/Automotive parts
 Manufacturers
- Consumer goods manufacturers
- General trading companies

Main Cargoes

• Automotive parts, Chemicals, Pharmaceuticals



 Monetizing and managing land that is no longer suitable for logistics use due to changes in the surrounding environment as office/apartment buildings

Property List by Use

Area	Property name	Floor area
	MITSUI-SOKO Hakozaki Building	135,608 m ²
	MSC Center Building	32,507 m ²
Tokyo	MSC Onarimon Building	10,516 m ²
	MSC Fukagawa Building	14,199 m ²
	MSC Fukagawa Building No. 2	22,046 m ²
	Five Buildings	214,876 m ²
	-	MITSUI-SOKO Hakozaki Building MSC Center Building Tokyo MSC Onarimon Building MSC Fukagawa Building MSC Fukagawa Building No. 2

Use	Area	Property name	Rental units
Rental	Tolavo	Hakozaki River & Tower	99
apartment	Tokyo	Park Axis Onarimon	52
buildings	buildings Osaka	Port Villa Utsubo Park	108
Total		Three Buildings	259

(ref.) Introduction website of our real estate business (only available in Japanese) URL https://www.mitsui-soko.com/company/overview/realestate/



Customers' situation: Facing rapid changes in business due to rapid environmental changes

Customers' issues: Establishment of logistics has not kept up with business changes

✓ The Mitsui-Soko Group, providing optimal logistics solutions, resolves customer issues.

Industries especially with drastic environmental changes: the Group's focus domain

Building of a new supply chain for Electric Vehicle production

Mobility

Market expansion due to the advance of medical care and the aging population

Healthcare

Changes in distribution channels through expansion of EC and subscriptions

B2B2C Consumer goods

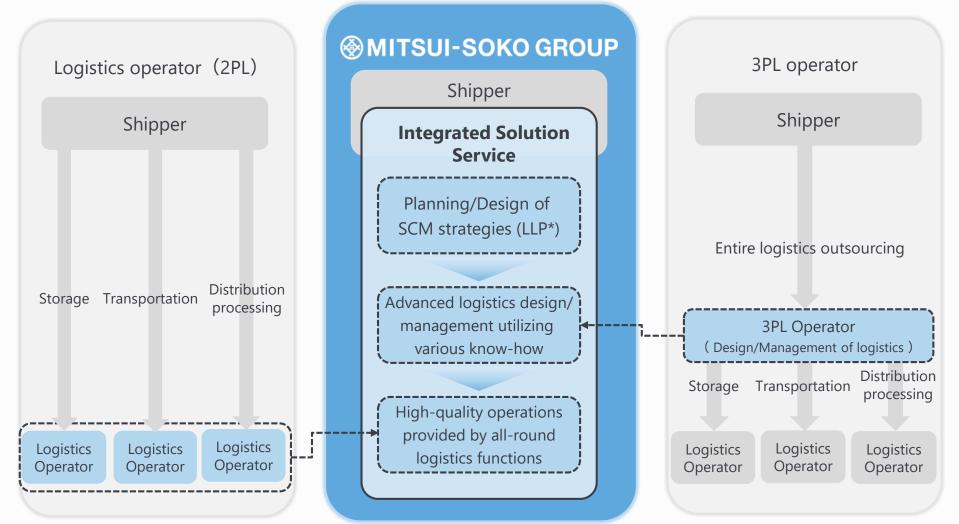
Our strength

- Expertise in handling automotive/ electronic components/home appliances
- Know-how to support the construction of a supply chain based on the manufacturer's perspective
- Performance of handling healthcare cargo and its quality with knowledge and license for advanced/regenerative medicine
- Performance of technical logistics including the operation of home appliance distribution centers, joint delivery, last one-mile delivery/ installation/maintenance/repair

Competitive Environment



 Differentiation strategy by realizing optimization of not only logistics but also overall supply chain by working together with shippers



^{*}LLP (Lead Logistics Provider/Partner): Supporting customers' supply chain management(SCM) and logistics not only at the operational and management level, but also at the planning and strategic level

Core Competence



 Response to social changes and customer needs by leveraging the Group's collective strength and advanced logistics know-how

1 Full Range of Logistics Functions

- Comprehensive lineup of land, sea, and air logistics functions
- Covering the entire supply chain from procurement and production processes to sales, a system capable of providing diversified customer needs

Production Logistics Points of Origin Destinations Suppliers Warehouses Factories (Materials supply) Warehouse) Production Logistics Destinations Airports/ Warehouses Warehouses Stores (International inventory) (Exports) forwarding) Airports/ Warehouses Warehouses Stores (Inspection (Sales inventory) inventory)

2 Global Network

- Boasting of global network with about 280 offices in Japan and about 400 offices
 all over the world and the operational floor area of about 2.32 million square meters
- Expanding overseas business to 20 countries, mainly in Asia, and now growing about 24% of the operating revenue

North/South Ameri	ca	Europe, Africa,	Middle East	South Asia, So	outheast Asia	
Number of business site	s 16	Number of busines	ss sites 31	Number of busin	ess sites 30	
Operational floor area 46,817m		Operational floor a	rea 53,007m	Operational floor area 421,478m		
Employees	111	Employees	490	Employees	2,032	
Northeast Asia		Japan		Total		
Number of business sites	s 41	Number of busines	ss sites 280	Number of busin	ess sites 398	
Operational floor area 1	37,426m²	Operational floor ar	rea 1,668,187m	Operational floor	area 2,326,915m	
Employees	533	Employees	5,006	Employees	8,172	

The figures are as of March 31, 2022.

3 Diverse Human Resources (Expertise/Skills)

- Expertise and skills in a wide range of cargo handling, from raw materials to finished products, from confidential information to pharmaceutical devices and investigational drugs
- Diversified expertise and skills from different backgrounds and cultures that joined the Group through M&A

4 Logistics Design and Operation Know-how

- SCM strategy and logistics design know-how cultivated through 4PL from manufacturers' perspectives
- High-quality and high-efficiency operations that have supported the logistics of the Toyota and the Sony Group for many years

Our core competence supporting a virtuous cycle of expanding the business scope

Core Competence

Business Model

- Diverse Human Resources Expertise and Skills
- Logistics Design/Operational Management Know-how (4PL based on the manufacturer's perspective)

- Full Range of Logistics Functions
- Global Network

SCM strategy

Problem Detection/ Analysis



Planning/ Design



Actual logistics

Service Introduction Operation



Assessment/
Improvement



Proposing and implementing logistics solutions

Expanding the business scope of actual logistics

Analyzing information from the perspective of overall optimization

Feeding back Information of Actual logistics into the SCM strategy



- Obtaining a variety of external evaluations and being selected as a constituent of the Investment Index
- ESG







Investment Index



JPX-NIKKEI 400



JPX-NIKKEI Mid Small

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MITSUI-SOKO GROUP

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