



FY2024

Financial Results Briefing

May 17, 2024

Securities code : 9302

MITSUI-SOKO HOLDINGS Co., Ltd.

MITSUMI-SOKO GROUP



Contents

- Executive Summary**
- FY2024 Financial Results
- FY2025 Financial Forecast
- Action to Implement Management that is Conscious of Capital Cost and Stock Price
- Progress of Medium-term management plan 2022
- Appendix.1 Detailed Financial Data
- Appendix.2 Company Profile

FY2024 (Full-year) Results

Decrease in operating revenue and profit due to a reactionary drop in special factors and a fall in ocean and freight rates

Operating Revenue	¥260.6 billion	YoY	-13.4%
Operating Profit	¥20.8 billion	YoY	-20.1%

FY2025 (Full-year) Forecast

Although operating revenue in the logistics business is expected to increase due to a recovery of cargo movement from bottoming out, total consolidated profit is expected to temporarily decrease due to a one-time decline in operating profit in the real estate business.

Operating Revenue	¥275.0 billion	YoY	+5.5%
Operating Profit	¥15.0 billion	YoY	-27.7%

Shareholder Returns

As a result of higher-than-expected earnings, annual dividend of ¥146 per share for FY2024 (Up ¥4 from the previous forecast)

Continue to pay annual dividend of ¥146 for FY2025, taking into account the progress of the medium-term management plan and dialogue with shareholders

FY2024 (Actual)	146 yen	Payout Ratio	30.0%
FY2025 (Forecast)	146 yen	Expected Payout Ratio	42.8%

Contents

- Executive Summary
- FY2024 Financial Results**
 - Summary of FY2024 Financial Results
 - Financial Results by Segment
 - Main Factors of Changes in Operating Profit
 - Cash Flow Status
 - Balance Sheet Status
- FY2025 Financial Forecast
- Action to Implement Management that is Conscious of Capital Cost and Stock Price
- Progress of Medium-term management plan 2022
- Appendix.1 Detailed Financial Data
- Appendix.2 Company Profile

Summary of FY2024 Financial Results

- Decrease in operating revenue and profit due to a reactionary drop in special factors and a fall in ocean and freight rates
- Promoted the operational efficiency and appropriate collection fees in response to increase in cost of sales in Japan amid a difficult business environment with sluggish international cargo movement

(Unit: 100 mil. yen)

Total Consolidated	FY2023	FY2024	Change	Change(%)
Operating Revenue	3,008	2,606	-402	-13.4%
Operating Profit	260	208	-52	-20.1%
〔 Operating profit margin	8.6%	8.0%	-0.6pt	—
Ordinary Profit	265	210	-55	-20.8%
Profit attributed to owners of parent	156	121	-35	-22.5%

Financial Results by Segment

(Unit: 100 mil. yen)

Segment	FY2023	FY2024	Change	Change(%)
Operating Revenue	3,008	2,606	-402	-13.4%
Logistics business	2,920	2,518	-402	-13.8%
Warehousing/Port transportation	1,383	1,229	-154	-11.1%
Airfreight forwarding(FWD)	568	353	-215	-37.9%
3PL/LLP	879	766	-113	-12.8%
Land transportation	279	277	-2	-0.7%
Elimination of intra-group transactions	-189	-107	+82	—
Real estate business	96	96	-0	-0.4%
Eliminate/Corporate	-8	-8	-0	—
Operating Profit	260	208	-52	-20.1%
Logistics business	239	194	-45	-18.8%
Warehousing/Port transportation	89	73	-16	-17.2%
Airfreight forwarding(FWD)	78	47	-31	-40.1%
3PL/LLP	62	61	-1	-1.6%
Land transportation	13	14	+1	+13.9%
Elimination of intra-group transactions	-3	-1	+2	—
Real estate business	59	59	+0	+0.6%
Eliminate/Corporate	-38	-45	-7	—

- In addition to decrease in operating revenue due to lower ocean freight rates, cargo movements slowed down as a result of inventory adjustments
- Decrease in operating revenue and profit due to the absence of emergency transportation in the current fiscal year compared with the previous fiscal year when it had occurred mainly overseas due to supply chain disruptions

- 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

- Decrease in operating revenue and profit due to lower air freight rates (including the absence of "special factors" in the previous fiscal year)
- Sluggish cargo movement against a backdrop of inventory adjustment

- Domestic 3PL business remained steady
- Promoted efficiency improvement through introduction of material handling equipment

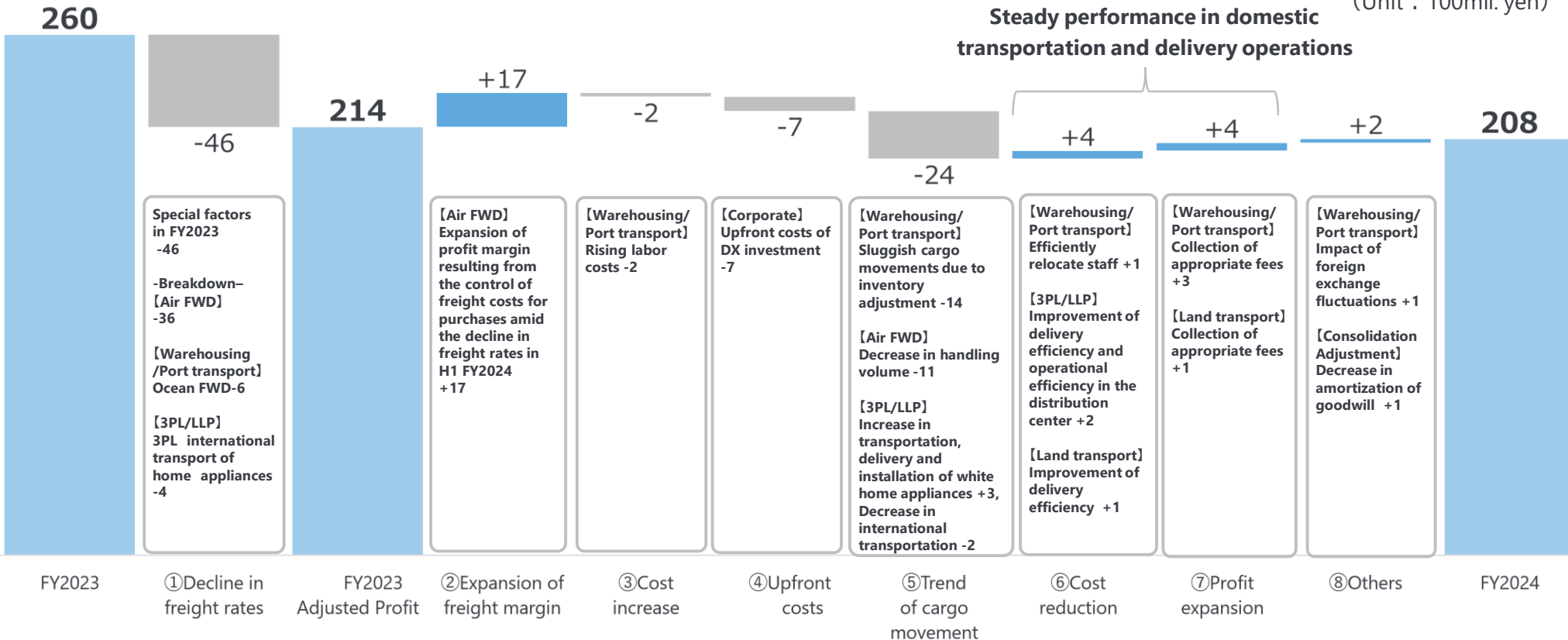
- Increase in operating profit due to the reduction in vehicle hiring costs by improving loading efficiency, and the promotion of efforts to collect appropriate fees

- Increase in upfront system-related expenses associated with DX investments

☑ Main Factors of Changes in Operating Profit

- Profit margins temporarily expanded in H1 FY2024 due to the control of freight costs for purchases in situations where ocean and air freight rates were falling.
- International transportation and trade cargo movement remained sluggish against a backdrop of inventory adjustments by companies.
- Higher profit margins and increased profits due to improvement of truck loading rates, efficiency of delivery operations in the distribution center, and collecting appropriate fees in the domestic transport business

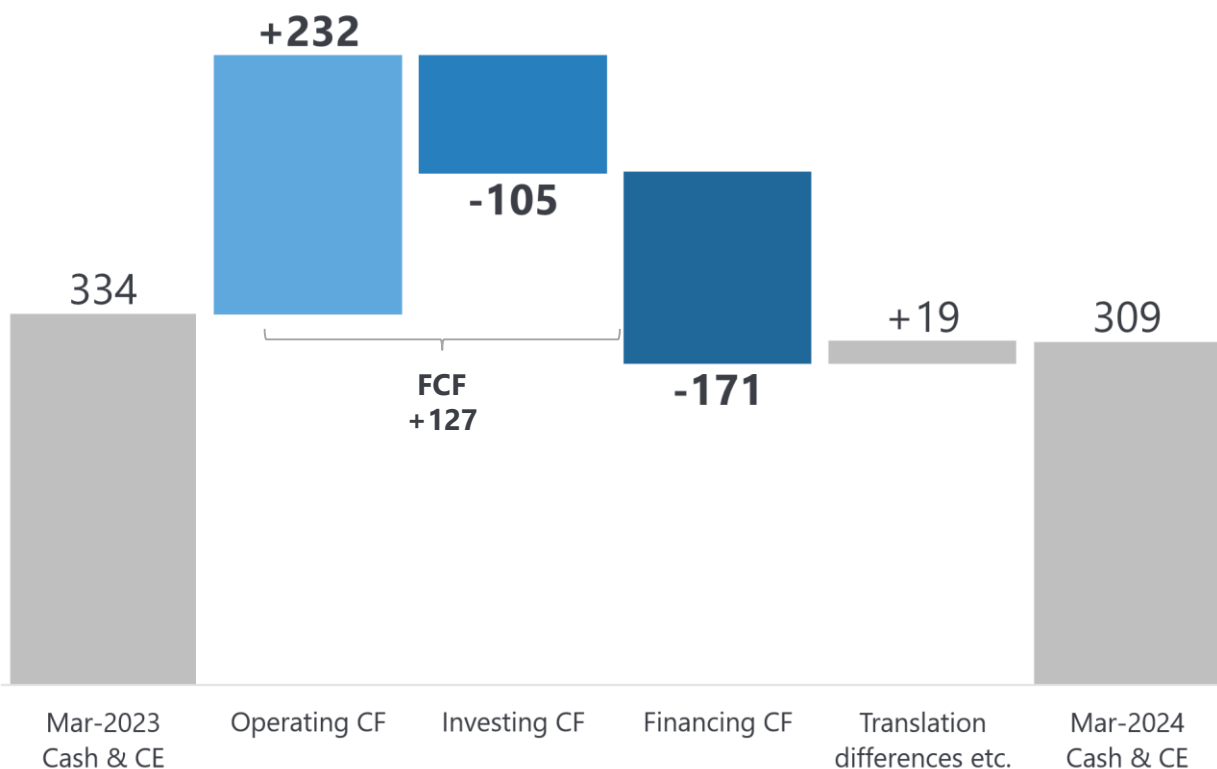
(Unit : 100mil.yen)



Cash Flow Status

- Operating cash flow (CF) resulted in a net cash inflow of ¥23.2 billion mainly due to net income.
- Decided to invest in the multi-tenanting of the Hakozaki Building, software based on DX strategy, and a partner company engaged in the commercialization of trunk route transportation services using self-driving trucks

(Unit : 100mil. yen)



Major Breakdown of Cash Flows

• Operating CF	: +232
Profit before income taxes	: +209
Depreciation/Amortization of goodwill	: +99
Decrease (increase) in trade receivables/ trade payables	: +15
Income taxes paid	: -77
• Investing CF	: -105
Capital investment	: -80
Software investment	: -35
Payment of investment in capital	: -5
(Subtotal) Free cash-flow	: +127
• Financing CF	: -171
Change in borrowings and bonds (Net)	: -85
Dividends paid	: -46
• Total of Change in Cash and Cash Equivalents	: -25

Balance Sheet Status

- Improved both equity ratio and D/E ratio due to steady accumulation of net income
- Stable balance sheet with sufficient capacity for future strategic investments

(Unit: 100 mil. yen)

Total Consolidated	Balance as of Mar. 31, 2023	Balance as of Mar. 31, 2024	Change
Total Assets	2,587	2,635	+48
Cash and deposits	345	319	-26
Trade receivables	323	303	-20
Tangible and Intangible assets	1,493	1,512	+19
Interest-bearing debt (including Lease obligations)	926	833	-93
Borrowings and Bonds	851	767	-84
Lease obligations	76	65	-11
Equity Capital	933	1,099	+166
Equity ratio	36.1%	41.7%	+5.6
D/E ratio	0.99	0.76	-0.23

- Increase in intangible assets due to software investment based on DX strategy (+¥1.9bln)
- Tangible assets remained unchanged due to the recording of construction in progress, despite the progress of depreciation (-¥0.1bln)

- Reasons for the change in equity capital: Net Income +¥12.1bln, Dividends -¥4.6bln, Exchange differences +¥3.4bln, Adjustment to accumulated retirement benefit +¥2.7bln, Unrealized gains on securities +¥2.6bln

Contents

- Executive Summary
- FY2024 Financial Results
- FY2025 Financial Forecast**
 - Summary of FY2025 Financial Forecast
 - Financial Forecast by Segment
 - Main Factors of Changes in Operating Profit Forecast
 - Cash Flow Forecast
 - Balance Sheet Forecast
- Action to Implement Management that is Conscious of Capital Cost and Stock Price
- Progress of Medium-term management plan 2022
- Appendix.1 Detailed Financial Data
- Appendix.2 Company Profile

Summary of FY2025 Financial Forecast

- Expect to increase in revenues of the logistics business due to a gradual recovery of cargo movements derived from them bottomed out
- On the other hand, expect to temporarily decrease in total consolidated profits due to a one-time decline in profit in the real estate business

(Unit: 100 mil. yen)

Total Consolidated	FY2024 Results (‘23.4-‘24.3)	FY2025 Forecast (‘24.4-‘25.3)	Change	Change
Operating Revenue	2,606	2,750	+144	+5.5%
Operating Profit	208	150	-58	-27.7%
Ordinary Profit	210	142	-68	-32.4%
Profit attributed to owners of parent	121	85	-36	-29.8%

Financial Forecast by Segment

(Unit: 100 mil. yen)

Segment	FY2024 Results ('23.4-'24.3)	FY2025 Forecast ('24.4-'25.3)	Change	Change
Operating Revenue	2,606	2,750	+ 144	+ 5.5%
Logistics business	2,518	2,689	+ 171	+ 6.8%
Warehousing/Port transportation	1,229	1,354	+125	+10.2%
Airfreight forwarding(FWD)	353	400	+47	+13.4%
3PL/LLP	766	782	+16	+2.1%
Land transportation	277	268	-9	-3.4%
Elimination of intra-group transactions	-107	-115	-8	—
Real estate business	96	66	-30	-31.2%
Eliminate/Corporate	-8	-5	+3	—
Operating Profit	208	150	-58	-27.7%
Logistics business	194	189	-5	-2.7%
Warehousing/Port transportation	73	78	+5	+6.1%
Airfreight forwarding(FWD)	47	35	-12	-25.5%
3PL/LLP	61	63	+2	+3.9%
Land transportation	14	15	+1	+5.0%
Elimination of intra-group transactions	-1	-2	-1	—
Real estate business	59	19	-40	-68.0%
Eliminate/Corporate	-45	-58	-13	—

- Cargo movements, mainly overseas, are expected to bottom out

- Cargo movements are expected to bottom out due to a completion of inventory adjustments
- Revenue is expected to increase due to additional acquisition of shares in a joint venture in China (Affiliate → Consolidated Subsidiary)

- Shrinking margins due to decline in freight costs compared to FY2024
- Freight costs had bottomed out in H2 FY2024

- Profit is expected to increase by promoting some productivity improvements such as streamlining of bases and improvement of transportation and delivery efficiency

- One-time decrease in profit due to the replacement of some tenants as a result of the multi-tenanting of the Hakozaki Building

- Increase in upfront system-related expenses associated with DX investments

☑ Supplement to Operating Performance Forecast in Real Estate Business

- Decrease in leasable floor area and increase in costs of common space burdened by the Company due to the multi-tenanting of the Hakozaki Building
- After the headquarters functions of group companies are consolidated in the Hakozaki Building, the Onarimon Building, the current headquarters, will be leased to gain income

Change in leasable floor area of each property

Use	Property name	FY2024	FY2025 Forecast	FY2026 Forecast	FY2027 Forecast	
Office buildings	MSH Nihonbashi Hakozaki Building	Single tenant (including common space)	19.5 floors: Lease			
			2.5 floors: Common space			
			3.0 floors: Internal use			
	MSC Center Building	5 floors: Lease 2 floors: Internal use			New customers(2 floors)	
MSC Onarimon Building	Internal use			New customers		
	Two other buildings	Multi tenant				
Rental apartment buildings	Three Buildings	Multi tenant				

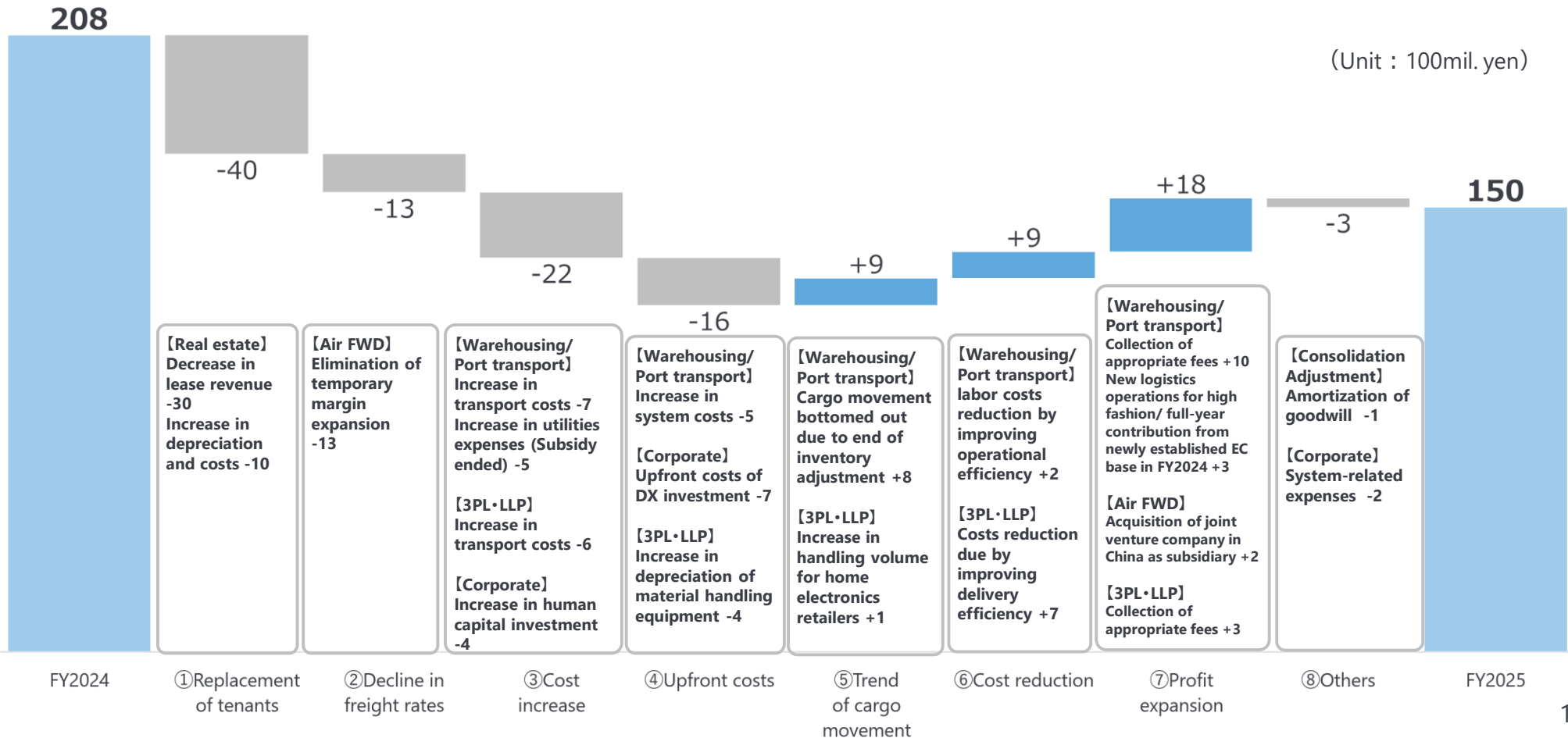
- Temporary increase in the number of floors used by the Company, resulting from a decrease in leasing revenue
- Increase in depreciation due to the construction of multi-tenanting

- After vacancy rates are gradually decreasing, all properties are expected to be fully occupied during FY2027.
- However, the leasable area of the Hakozaki Building, which was leased as a single property including common space, will decrease by the area of the common space compared to FY2024

• Please see Appendix page 43 for the total floor area of each property.

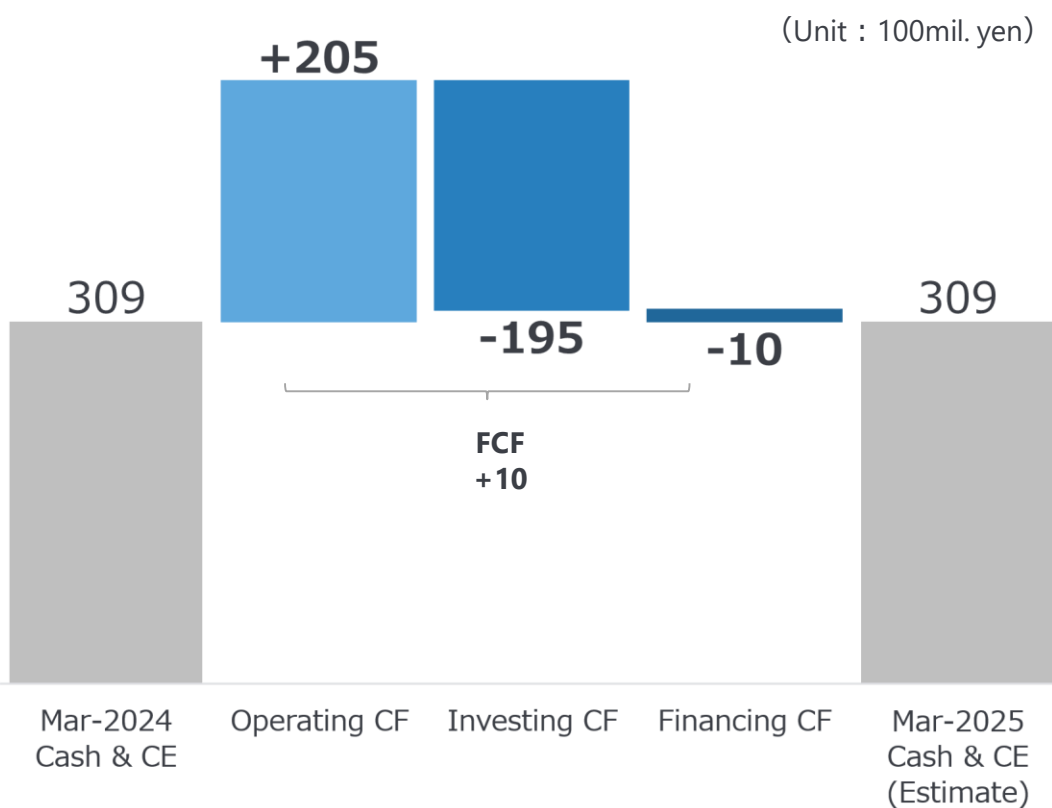
☑ Main Factors of Changes in Operating Profit Forecast

- Profit is expected to decrease due to a one-time decrease in revenues and increase in costs in the real estate business.
- Cargo movements in the logistics business have bottomed out and handling volumes are starting to improve, while costs, such as transportation expenses, are expected to rise.
- Improving profitability through various measures such as transportation and delivery efficiency and operational efficiency, and through efforts to collect appropriate fees, and driving organic growth through the launch of new operations, and furthermore, profit growth will be also realized through acquisition of shares (making it a subsidiary)



Cash Flow Forecast

- Expect Operating cash flow (CF) to be a net cash inflow of ¥20.5 billion
- In addition to DX investment and investment in maintenance and renewal of logistics facilities, the Company is scheduled to spend construction costs on the multi-tenanting of the Hakozaki Building.



Major Breakdown of Cash Flows (Forecast)

• Operating CF	:	+205
Depreciation/Amortization of goodwill	:	+110
• Investing CF	:	-195
Capital investment	:	-160
Software investment	:	-30
(Subtotal) Free cash-flow	:	+10
• Financing CF	:	-10
Change in borrowings and bonds (Net)	:	+58
Dividends paid	:	-38
Payment of lease obligations and others	:	-30
• Total of Change in Cash and Cash Equivalents	:	±0

Balance Sheet Forecast

- Despite an increase in interest-bearing debt, the D/E ratio is expected to remain below 1.0x
- Maintain sufficient investment capacity in preparation for further strategic investment

(Unit: 100 mil. yen)

Total Consolidated	Balance as of Mar. 31, 2024 (Results)	Balance as of Mar. 31, 2025 (Forecast)	Change
Total Assets	2,635	2,740	+ 105
Cash and deposits	319	315	-4
Trade receivables	303	305	+2
Tangible and Intangible assets	1,512	1,600	+88
Interest-bearing debt (including Lease obligations)	833	895	+62
Borrowings and Bonds	767	825	+58
Lease obligations	65	70	+5
Equity Capital	1,099	1,140	+41
Equity ratio	41.7%	41.6%	-0.1
D/E ratio	0.76	0.79	+0.03

- Expectation of an increase in tangible assets resulting from spending construction costs on the multi-tenanting of the Hakozaki Building

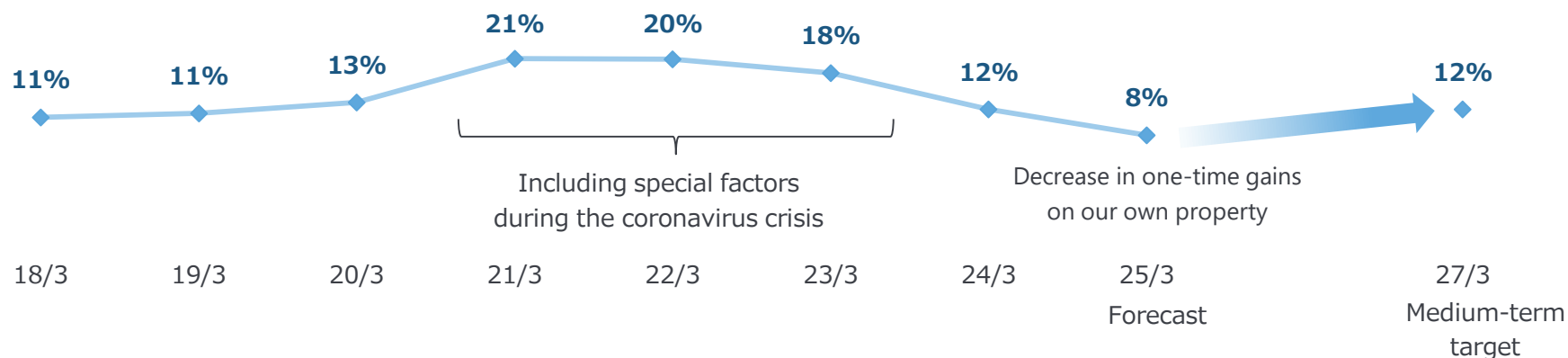
Contents

- Executive Summary
- FY2024 Financial Results
- FY2025 Financial Forecast
- Action to Implement Management that is Conscious of Capital Cost and Stock Price**
- Progress of Medium-term management plan 2022
- Appendix.1 Detailed Financial Data
- Appendix.2 Company Profile

Concerning Return on Equity (ROE)

- The Company has positioned ROE as one of the important management indicators in engaging in corporate management that is conscious of capital cost.
- Although ROE is expected to decline temporarily in FY2025, the Company aims to improve profitability to achieve ROE of 12%, that is the medium-term target, in FY2027.

Changes in Capital Profitability (ROE)



Status of dialogue with shareholders/ investors regarding the Company's cost of equity and capital profitability (ROE)

- Considering our most recent dialogue with shareholders and investors, the Company recognizes that ROE of 12%, the medium-term target, exceeds the cost of equity.
- Although each investor with whom the Company had dialogue had some gap in their recognition of expected rate of return, whose average was around 8.5%.
- Aiming to achieve ROE of 12% in FY2027, that is the final-year target of our medium-term management plan, the Company will work on various measures indicated in the medium-term management plan to improve capital profitability

✓ Action to Improve ROE

- Promoting various measures in the medium-term management plan to achieve ROE targets
- Allocating management resources based on a balance between growth investment, shareholder returns, and financial soundness

Major Initiatives in Improving ROE

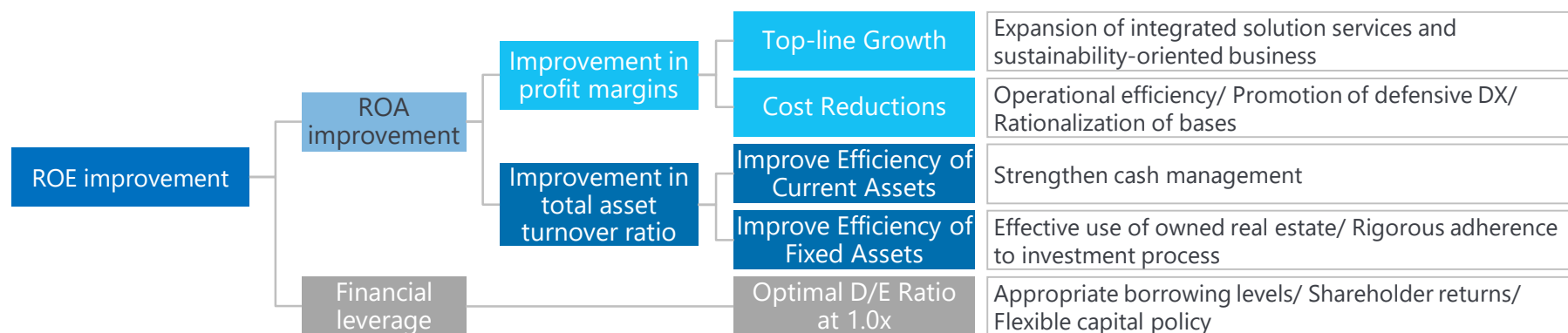
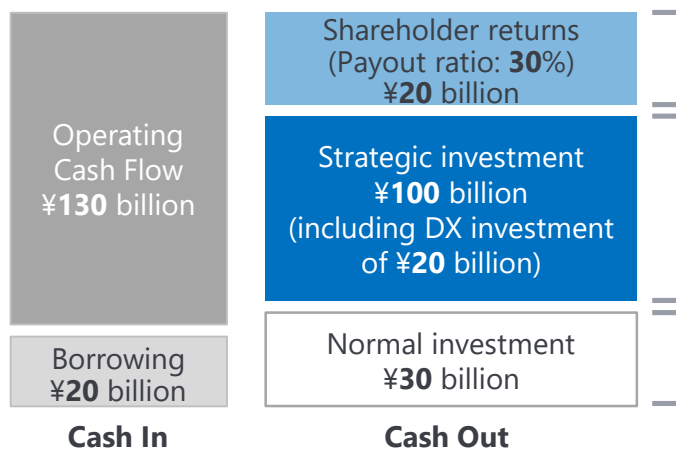


Image of Funding and Allocation (5-year cumulative total under medium-term management plan from FY2023 to FY2027)



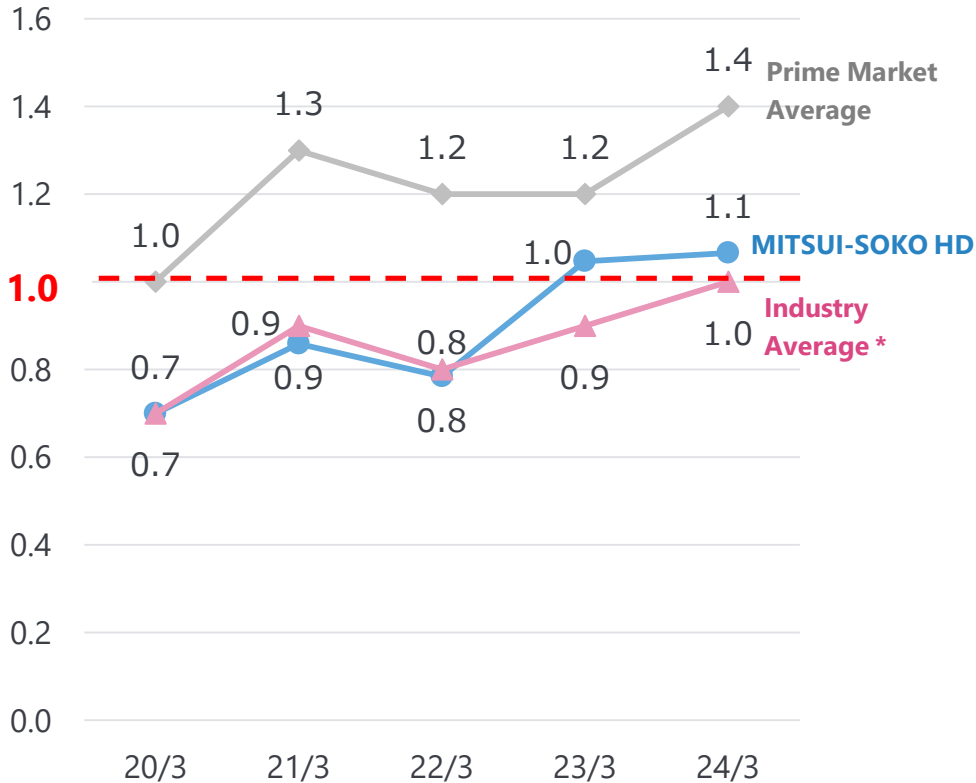
- Continue to strengthen shareholder returns by **increasing dividends** in line with profit growth.
- Consider **share buybacks** as a further measure to return profits to shareholders.
- Substantially expand **investment in growing areas** such as DX and new capital investment.
- Actively consider disciplined **strategic M&A and capital alliances** to realize co-creation.
- Expand investment in existing facilities from the perspective of increasing asset value and improving the work environment.
- Set **optimal D/E ratio at 1.0x** and utilize external loans.

Note: Interest-bearing debt includes lease obligations and does not deduct cash and cash equivalents on hand.

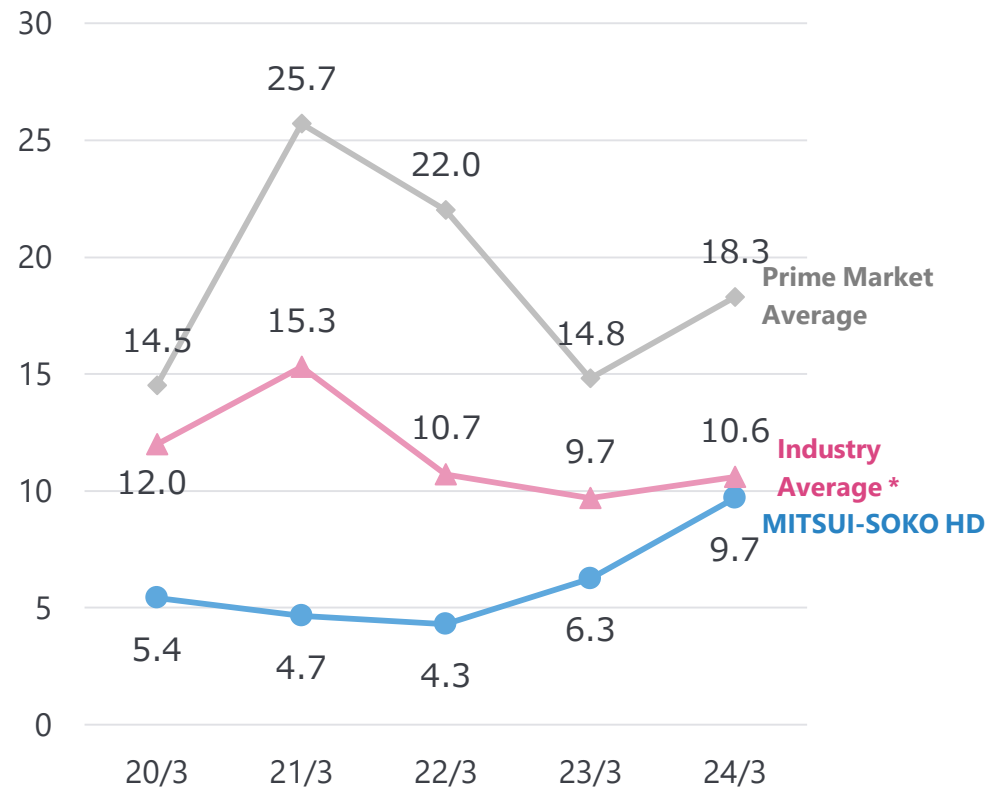
Concerning PBR/PER

- PBR has been improved over the past five years, progressing at 1.0x or more as of March 31, 2024
- Continuing to strengthen dialogue and information disclosure with investors, aiming for evaluation of our mid-and-long-term growth potential and further improvement of PER

Changes in PBR



Changes in PER



*Average of Warehousing, and Transportation Industries (Prime Market under Tokyo Stock Exchange)

☑ Dialogue with Shareholders and Investors

- Dialogues on the main themes such as cost of capital, information disclosure, and shareholder returns.
- Feedback obtained from the dialogues is shared with the Board of Directors to discuss on how shareholder returns should be achieved.

Main Topics of Dialogue with Shareholders and Investors

Main Theme	Main Dialogue	Main Action Based on Dialogue
Cost of Equity	<ul style="list-style-type: none"> • Our cost of equity (expected rate of return to the Company) and the basis for its calculation • Evaluation of ROE of 12%, the final-year target of mid-term plan 	<ul style="list-style-type: none"> • Confirmed that the ROE target of 12% exceeds the rate of return that investors expect from the Company (approximately 7% to 10%) • Continue to promote various measures to achieve targets
Information Disclosure	<ul style="list-style-type: none"> • Disclosure of Business Results by Segment and Revenue Structure • Medium-Term Management Plan Measures and Future Growth Strategies • Human Capital 	<ul style="list-style-type: none"> • Dialogue has been deepened to more essential content, such as management strategy and profit structure due to disclosure of business performance information as the basis for dialogue • Aggressive disclosure of information to improve evaluation of growth potential in the future
Shareholder Returns	<ul style="list-style-type: none"> • Volatility of Dividends per Share and Dividend Policy 	<ul style="list-style-type: none"> • Return to shareholders based on feedback from shareholders and investors who do not wish to see volatility in dividend per share • Continuing to consider the balance between growth investment, shareholder returns, and financial soundness
Others	<ul style="list-style-type: none"> • Macro environment, Investment Plans, Impact of the multi-tenanting of real estate, etc. 	

Implementation Status of Dialogue with Shareholders and Investors

Activities	Person in Charge	Number of Times
Financial Results Briefings	CEO, CFO, Each Executive Officer	4 times for a total of 195 companies
Individual IR interviews	CFO, Each Executive Officer, General Manager, Manager, IR and SR Personnel*	A total of 102 interviews
Institutional investors engagement	Each executive officer, general manager, Manager, IR and SR Personnel*	13 companies
Feedback to the Board of Directors	CFO provides feedback to the Board of Directors.	3 times

*Responding to shareholders' and investors' requests and themes of dialogue

Contents

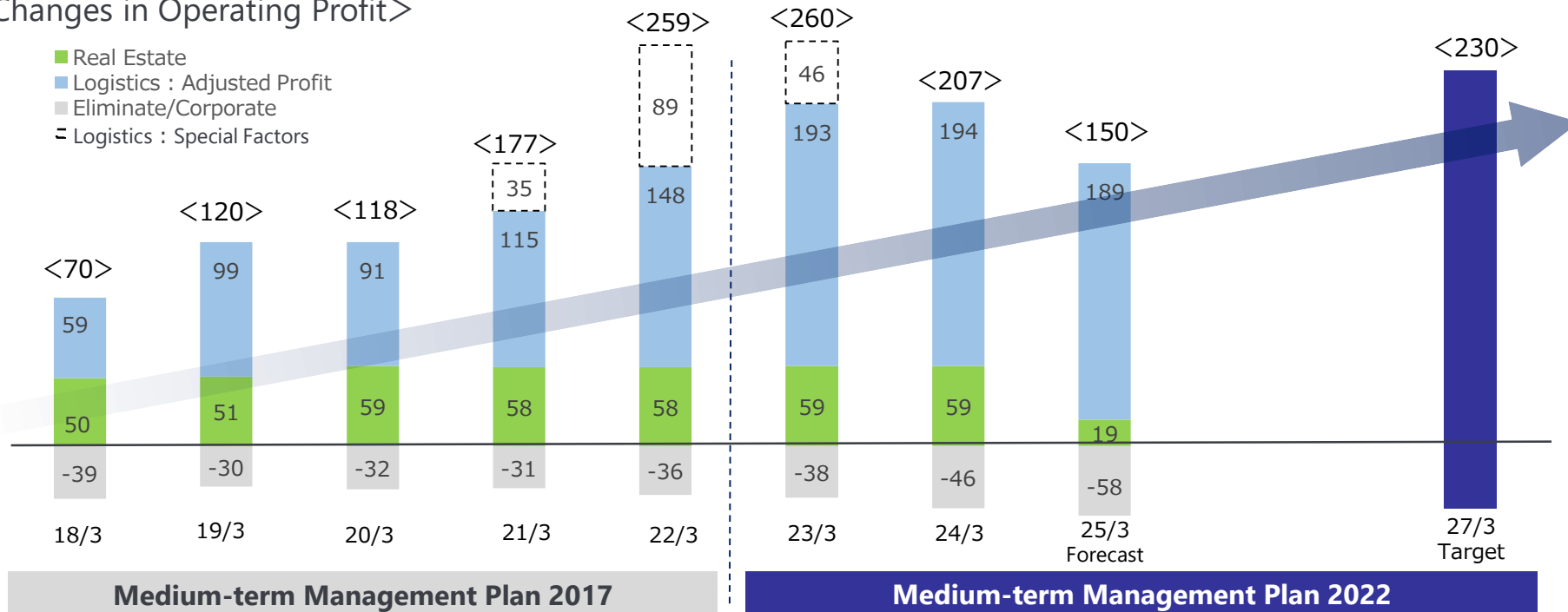
- Executive Summary
- FY2024 Financial Results
- FY2025 Financial Forecast
- Action to Implement Management that is Conscious of Capital Cost and Stock Price
- Progress of Medium-term management plan 2022**
- Appendix.1 Detailed Financial Data
- Appendix.2 Company Profile

Medium-Term Management Plan 2022 Progress Status

- ✓ Progress toward achieving numerical targets has been made within the expected range, including a one-time decrease in profit due to the replacement of some tenants in the real estate business.

(Unit : 100mil.yen)

<Changes in Operating Profit>



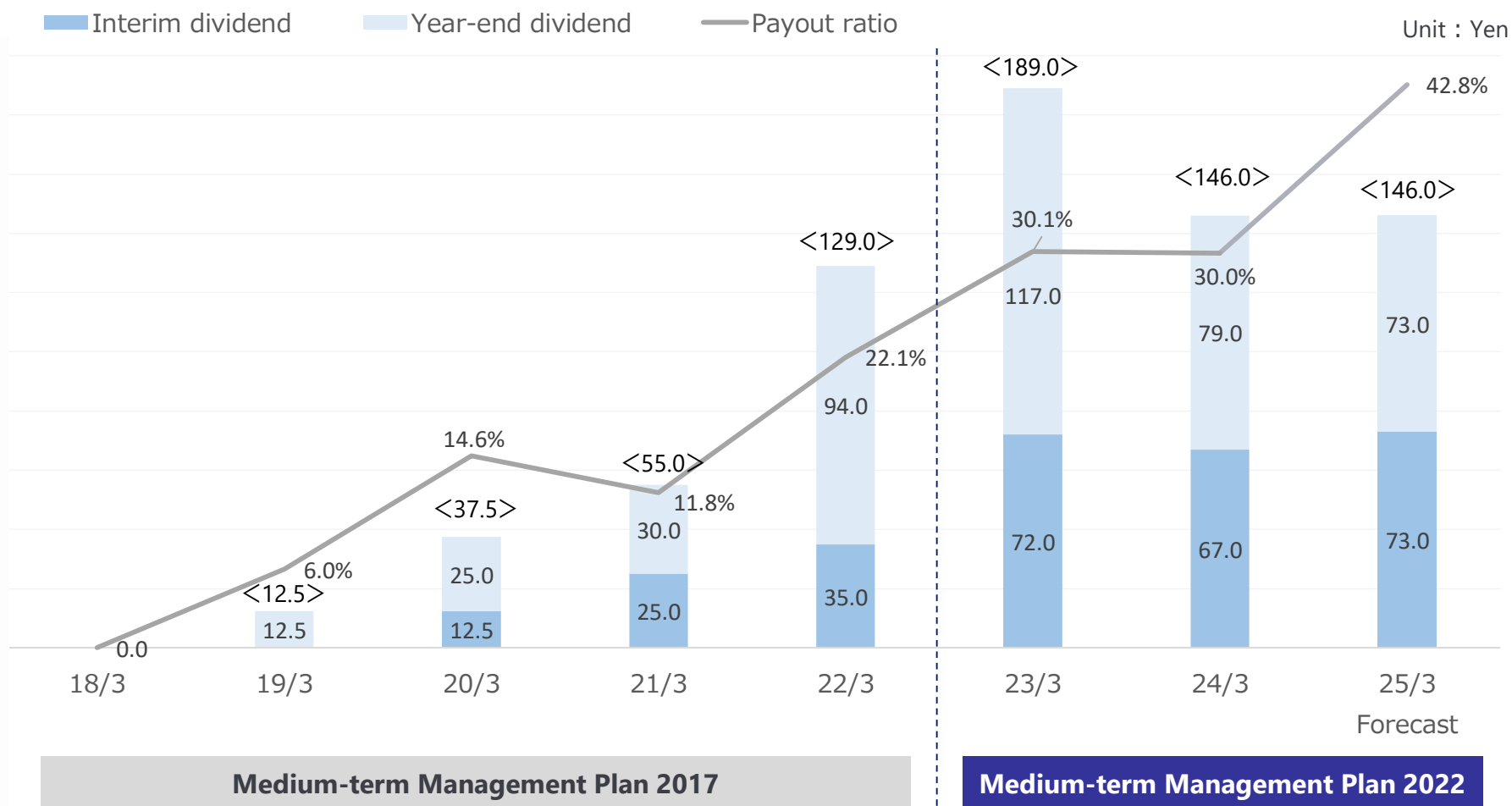
- In FY2025, base earnings will be maintained amid weak cargo movement of customers, but operating profit will a one-time decrease due to the replacement of some tenants in the real estate business.
- Plan to increase operating profit to 23 billion yen for the final year
 - Expansion of base earnings in the logistics business,
 - Implementation of strategic investments,
 - Progress in leasing of the real estate business,
 - Elimination of one-time expenses

Numerical Targets of Medium-Term Management Plan (FY2027)

Operating Revenue	¥350 billion
Operating Profit	¥23 billion
Operating CF	¥30 billion

Medium-Term Management Plan 2022 Shareholder Returns

- ✓ **Maintain the dividend for FY2025 at the same level as for FY2024, taking into account the decrease in operating profit in the real estate business due to one-time factors, the progress of the medium-term management plan as a whole, and the viewpoint of stable dividend payment**
- ✓ **No change in dividend policy: Flexible dividends linked to our performance based on an annual dividend payout ratio of 30%**



Medium-Term Management Plan 2022 Business Environment

World trends

- Geopolitical risks
- Increasing severity of natural disasters
- Becoming more aware about sustainability
- Advancement of next generation technology
- Emergence of labor shortage
- Rise of sharing/ circular economy

Changes in the external environment surrounding logistics

- Diversification /Multiple line
- Local production for local consumption
- Structural change caused by entry of different industries/ industry reorganization etc.
- Mechanization/Automation
- Stricter various laws and regulations
- Accelerating Collaboration

Improvement of the social value of logistics due to the opportunity for reviewing the supply chain increased

Increased sophistication of value proposition

Medium-Term Management Plan 2022 Be the First-Call Company "Going on the Aggressive by Deepening"

Growth Strategy

- **Top-line Growth by Mobilizing the Group's Collective Strength** 《 Focus Areas : Mobility・Healthcare・B2B2C 》
《 Enhancement of integrated solution service・Expansion of sustainability-oriented business・Deep digging in the inter-industry 》
- **Reinforcement of Operational Competitiveness**
《 Company-wide penetration of standardization・Improvement of operational quality・Lower cost of operations 》
- **Building Management Foundation to Support the Deepening** 《 DX・Co-creation・Business Assets・ESG × Human Capital 》

Financial Strategy

- Investments in a total of ¥130 billion / Strengthening shareholder returns based on a payout ratio of 30%
- Procurement and operation based on the optimal D/E ratio of 1.0x / Setting a target of ROE of over 12%, aiming to maintain a high level of capital efficiency

☑ Medium-Term Management Plan 2022 Specific Measures for FY2024

- ✓ Accelerate business expansions in focused areas for top-line growth by mobilizing the Group's collective strengths

Mobility

➤ Expansion and development of bases and systems to prepare for changes in the industry structure

- Acquired additional shares in a local joint venture company into a wholly-owned subsidiary, anticipating the expansion of the EV/HV market in China.
- Acquired new land near Chubu Centrair International Airport(Central Japan) to handle increased volume of automotive parts and prototypes.
- Started a plan to construct a new warehouse in Malaysia in response to an increase in the number of automotive parts-related customers handled overseas.



Healthcare

➤ Building a new platform and undertaking new business with our strict quality control in the regenerative medicine field.

- Developed a new service "PRIO PHARMA-QuickCare" to specialize in regenerative medicine products, which was the first time for a Japanese firm, in collaboration with ALL NIPPON AIRWAYS CO., LTD.
- Acquired a license to manufacture regenerative medicine products at the Kansai P&M Center. Services can now be provided at two locations in eastern and western Japan.
- New contract for domestic logistics operations related to an oncolytic adenovirus for cancer immunotherapy developed by Oncolys BioPharma Inc.



B2B2C

➤ Expanded operations with an increasing demand for e-commerce, New business gained in the field of high fashion

- Opened a large-scale logistics center integrated Transfer/ Distribution/ E-Commerce for consumer electronics retailers in the eastern Japan besides on the western Japan
- Aggressive investment in material handling systems at EC distribution centers
- Opened a distribution center in the Tokyo metropolitan area due to new business gained in the field of high fashion



✓ Promoting both expansion of sustainability-oriented business and establishment of a sustainable logistics system



➤ Expansion of sustainability-oriented business

- Launched the world's first service for measuring corporate GHG/CO2 emissions per component in the international distribution of automotive parts, jointly with Toyota Tsusho Corporation.
- Four Companies Jointly Receive "Special Award" for Green Logistics Partnership by achieving reduced logistics CO2 emissions and the drivers' hours of duty due to changes to an international intermodal scheme

➤ Acceleration of co-creation efforts to build next-generation logistics

- Trunk line transportation services using self-driving trucks × T2
- Demonstration experiment of main line broadcast transport service "SLOC" × DENSO etc.
- Operation verification on the platform of joint transportation and delivery × NEC/Kao etc.
- Development of technology to improve port terminal operations efficiency × Hitachi / MITSUI E&S



➤ Building overwhelming field capabilities

- DX × GEMBA KAIZEN(Improve the front lines) : Installation of reception/reservation system, progress in systematization/standardization efforts
- Action on 2024 problem : Visualization of waiting to be loaded/ handling time and measures against truck G-men* have already been done.
- Addressing the policy package for logistics innovation : Promoted collection of appropriate fees and revision of two logistics-related laws throughout the Group

*Team established under the Ministry of Land, Infrastructure, Transport and Tourism in Japan to oversee freight owners and subcontractors to improve the working conditions for truck drivers.

✓ **Enhance the value of MSH Nihonbashi Hakozaki Building by the multi-tenanting to reinforce the earnings base in the real estate business**

- Completed a multi-year contract with our major tenant, IBM Japan, Ltd., for 10 floors
- This is an opportunity to reinforce the earnings base in the real estate business by carry out construction to increase the value of Building to renovate it into a multi-tenant office building.
- The construction work has started since FY2024, and a total investment of approximately 10 billion yen is planned over the next several years.
- Three floors of the Company's offices will be relocated, aiming at integration of the Group(*)

< MSH Nihonbashi Hakozaki Building >



Address 19-12 Nihonbashi-Hakozakicho, Chuo-ku, Tokyo
 Floors 25 floors/ 3 basement floors
 Total Floor Area 135,887㎡ (41,105ft²)
 Standard Floor Area 3,400㎡ (1,029ft²)
 Completion March 1989

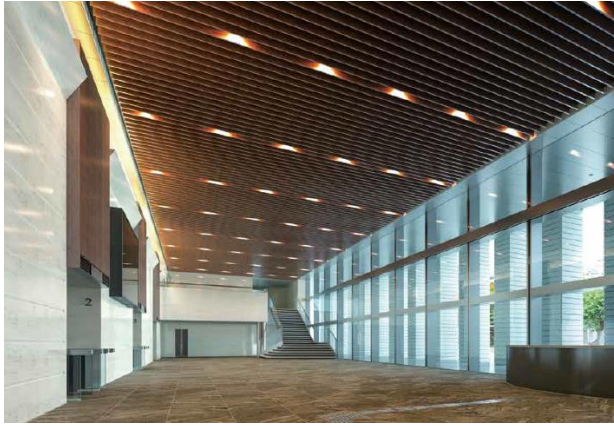
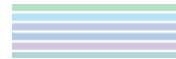


Image of Multi-Tenant Hakozaki Building

25F 16F	IBM Japan, Ltd. (10 floors)
15F 9F	Multi-Tenant Offices (7 floors)
8F 7F 6F	MITSUI-SOKO GROUP New Offices (3 floors)
5F	Common Cafeteria/Meeting Rooms
4F 3F	Multi-Tenant Offices (2.5 floors)
2F	
1F	Entrance Hall (1.5floors)

* Due to office relocation, the Company plans to lease MSC Onarimon Building and MSC Center Building (Shibaura), which are currently used as company-owned buildings. 27



✓ Group offices to be consolidated at MSH Nihonbashi Hakozaki Building, "the place of foundation"

- The Tokyo offices of five companies, including the holding company, MITSUI-SOKO HOLDINGS Co., Ltd., will be relocated to three floors of the Hakozaki Building. The relocation is scheduled for May 2025.

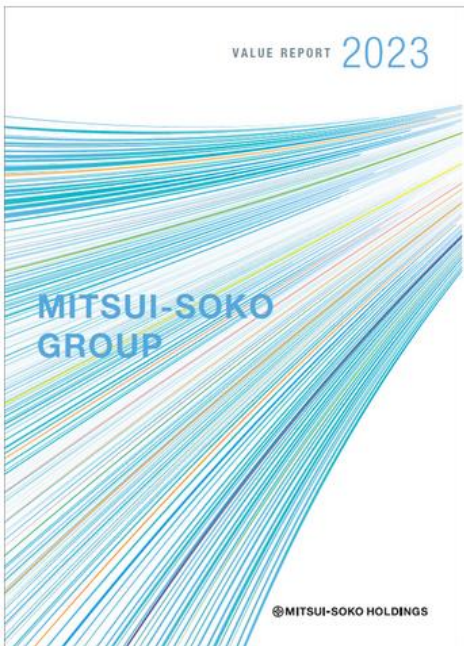
▶ Implementing various measures for the top line growth by promoting the Group's integration and corporate culture reforms

- Based on the concept of **"an office that encourages interaction and generates stimulation,"** an office space will be created with full of stimulation and interaction.
- Strive to transform our corporate culture into one in which the Group employees with diverse DNA can interact across organizational and business boundaries, and in which vigorous communication occurs spontaneously
- Accelerate co-creation efforts within the group to further expand new business development and integrated solution services





► Expansion of IR/SR disclosure and promotion of Increasing the recognition of the MITSUI-SOKO GROUP brand



- Our Group's Integrated Report VALUE REPORT 2023 selected for the second consecutive year as one of the highly improved integrated report by external asset managers entrusted with domestic equity investment of the GPIF (Government Pension Investment Fund)
- Renewed website and expanded disclosure information
- Published Sustainability Data Book
- Selected as a Constituent of the MSCI Nihonkabu ESG Select Leaders Index
- Expansion of Youtube contents and promotion of PR activities, such as the start of radio programs on TOKYO FM

► Strengthen human capital through improved employee engagement

- The Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi have certified us as a Health & Productivity Management Outstanding Organization 2024 (Large Enterprise Category) for our exceptional health and productivity management practices.
- Newly established "MSP (Most Supportive Person)," an in-house award system aimed at fostering a culture of mutual respect in the Group.



Empower society, encourage progress



MITSUMI-SOKO GROUP

Contents

- Executive Summary
- FY2024 Financial Results
- FY2025 Financial Forecast
- Action to Implement Management that is Conscious of Capital Cost and Stock Price
- Progress of Medium-term management plan 2022
- Appendix.1 Detailed Financial Data**
- Appendix.2 Company Profile

Changes in Quarterly Business Performance

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

Total Consolidated	FY2023			Year-ago Quarter	FY2024			Most Recent Quarter		YoY	QoQ
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Operating Revenue	786	787	771	665	660	659	656	631	-5.1%	-3.8%	
Logistics business	766	764	748	642	640	636	633	609	-5.2%	-3.9%	
Warehousing/Port transportation	366	361	349	307	307	313	306	303	-1.3%	-1.2%	
Airfreight forwarding(FWD)	156	143	154	114	105	88	81	80	-30.4%	-1.2%	
3PL/LLP	228	242	219	190	190	196	195	185	-2.2%	-5.1%	
Land transportation	69	72	73	65	69	70	72	66	+1.8%	-7.3%	
Elimination of intra-group transactions	-54	-53	-48	-34	-31	-31	-20	-25	-24.7%	+25.5%	
Real estate business	22	25	25	25	22	25	25	25	-0.8%	-0.0%	
Eliminate/Corporate	-2	-2	-2	-2	-2	-2	-2	-2	-1.3%	+0.8%	
Operating Profit	68	69	77	46	62	57	51	39	-16.5%	-23.6%	
Logistics business	63	62	71	43	59	53	47	35	-18.2%	-24.8%	
Warehousing/Port transportation	24	24	25	16	20	20	21	13	-17.8%	-36.9%	
Airfreight forwarding(FWD)	23	17	24	15	20	13	6	7	-54.3%	+3.0%	
3PL/LLP	15	18	18	10	15	17	16	13	+24.5%	-19.3%	
Land transportation	2	3	5	2	4	3	4	3	+9.4%	-32.4%	
Consolidation adjustment, etc.	-1	-0	-1	-0	-1	-0	-0	0	-115.0%	-109.4%	
Real estate business	13	16	16	15	13	15	16	16	+3.4%	+0.8%	
Eliminate/Corporate	-8	-9	-10	-12	-11	-12	-12	-12	+2.8%	+3.9%	
Ordinary Profit	71	73	77	44	65	57	52	36	-19.1%	-31.7%	
Profit attributed to owners of parent	48	44	40	24	38	34	28	21	-12.1%	-23.7%	

• The total and the sum of the breakdown, the cumulative total and each quarter in the table may not match as the amount of each item is rounded to the nearest unit.

Changes in Annual Business Performance

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

Total Consolidated	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 (Forecast)
Operating Revenue	2,255	2,332	2,419	2,411	2,536	3,010	3,008	2,606	2,750
Logistics business	2,168	2,248	2,334	2,320	2,446	2,922	2,920	2,518	2,689
Warehousing/Port transportation	1,164	1,139	1,174	1,143	1,152	1,255	1,383	1,229	1,354
Airfreight forwarding(FWD)	228	325	329	304	375	685	568	353	400
3PL/LLP	587	616	653	678	747	868	879	766	782
Land transportation	271	273	278	276	274	277	279	277	268
Elimination of intra-group transactions	-82	-105	-100	-82	-101	-163	-188	-107	-115
Real estate business	94	92	92	98	96	96	96	96	66
Eliminate/Corporate	-7	-8	-7	-7	-7	-8	-8	-8	-5
Operating Profit	58	70	120	118	177	259	260	208	150
Logistics business	45	59	98	91	150	237	239	194	189
Warehousing/Port transportation	20	27	42	37	51	66	89	73	78
Airfreight forwarding(FWD)	23	22	26	23	49	104	78	47	35
3PL/LLP	17	13	31	30	46	63	62	61	63
Land transportation	12	10	12	12	15	13	13	14	15
Consolidation adjustment, etc.	-27	-12	-12	-11	-11	-9	-2	-1	-2
Real estate business	50	50	51	59	58	58	59	59	19
Eliminate/Corporate	-37	-39	-30	-32	-32	-36	-39	-46	-58
Ordinary Profit	37	65	111	105	172	256	265	211	142
Profit attributed to owners of parent	-234	44	52	64	115	145	156	120	85

• The total and the sum of the breakdown, the cumulative total in the table may not match as the amount of each item is rounded to the nearest unit.

Consolidated Financial Results

(Unit: 100 mil. yen)

Total Consolidated	FY2023	FY2024	Change
Operating Revenue	3,008	2,606	-402
Operating Profit	260	208	-52
Non-operating Profit (Loss)	6	3	-3
Financial Profit/Loss	-2	1	+3
Others	8	1	-7
Ordinary Profit	265	210	-55
Extraordinary Gains	5	1	-4
Extraordinary Losses	—	2	+2
Profit before income taxes	270	209	-61
Income taxes	83	66	-17
Profit attributable to non-controlling interests	31	22	-9
Profit attributed to owners of parent	156	121	-35

- Improvement in financial account balance due to decrease in interest expenses (+¥0.1 bln) and increase in interest and dividend received (+¥0.2 bln)

- Decrease in equity in earnings of affiliates

- Record +¥0.5 bln as extraordinary gains due to the redemption of a part of retirement benefit trust assets overfunded in the previous fiscal year
- Record +¥0.1 bln as extraordinary gain on reversal of asset retirement obligations due to acquisition of an existing logistics facility (land interest) in the current fiscal year

- Impairment loss on fixed asset

Consolidated Financial Forecast

(Unit: 100 mil. yen)

Total Consolidated	FY2024 Results ('23.4-'24.3)	FY2025 Forecast ('24.4-'25.3)	Change
Operating Revenue	2,606	2,750	+144
Operating Profit	208	150	-58
Non-operating Profit (Loss)	3	-8	-11
Financial Profit/Loss	1	-2	-3
Others	1	-6	-7
Ordinary Profit	210	142	-68
Extraordinary Gains	1	4	+3
Extraordinary Losses	2	—	-2
Profit attributed to owners of parent	121	85	-36

- Expect to rise in interest rates and increase borrowings

- Elimination of positive impact of foreign exchange rates fluctuations
- Expect to incur loss on disposal of fixed assets

- Gain from step acquisitions is expected to occur as a result of additional acquisition of shares of a Chinese joint venture company to make it a subsidiary

Contents

- Executive Summary
- FY2024 Financial Results
- FY2025 Financial Forecast
- Action to Implement Management that is Conscious of Capital Cost and Stock Price
- Progress of Medium-term management plan 2022
- Appendix.1 Detailed Financial Data
- Appendix.2 Company Profile**

PURPOSE

Meaning of Our Existence



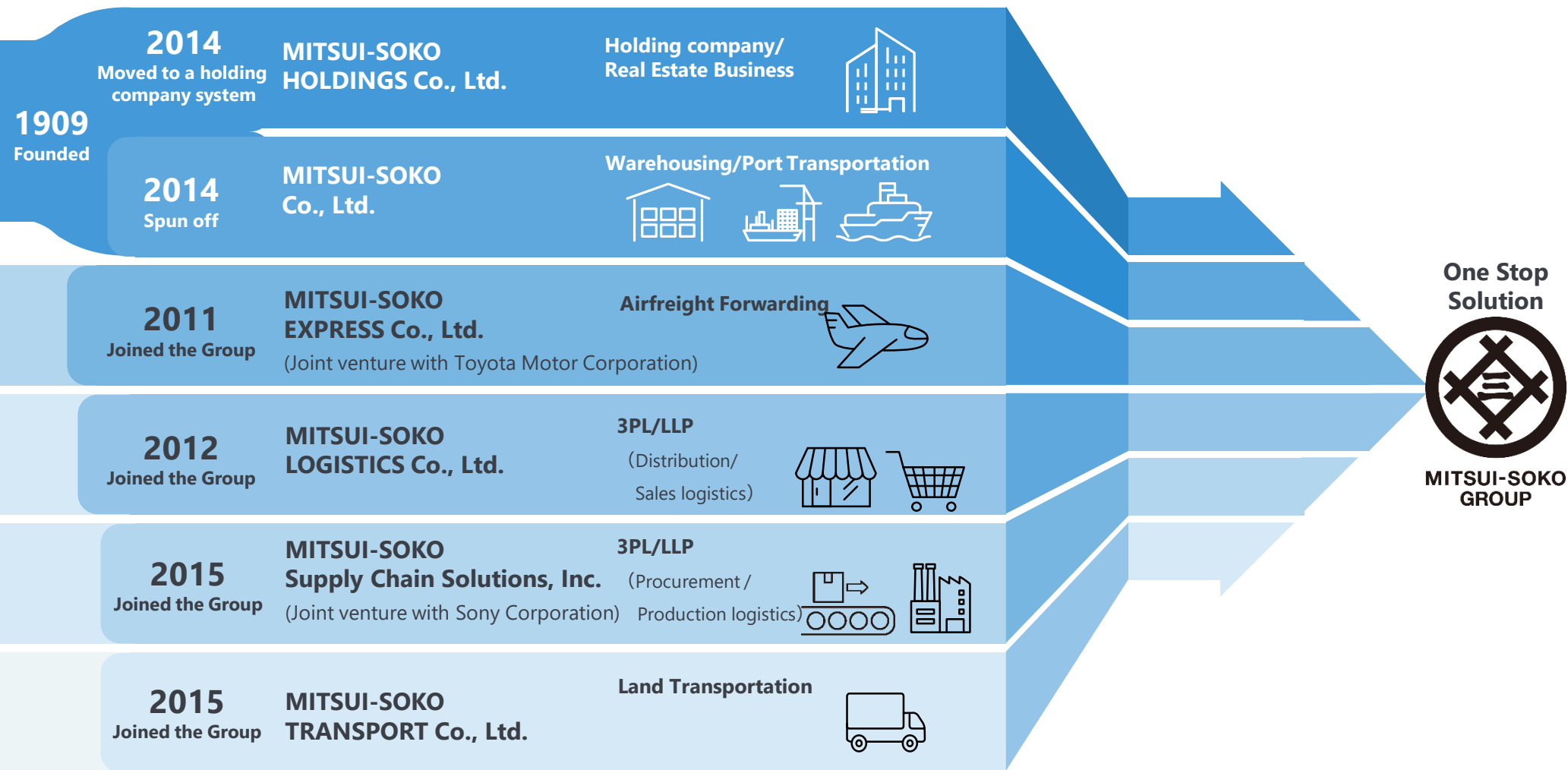
Empower society, encourage progress

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.



History · Group Management Structure

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



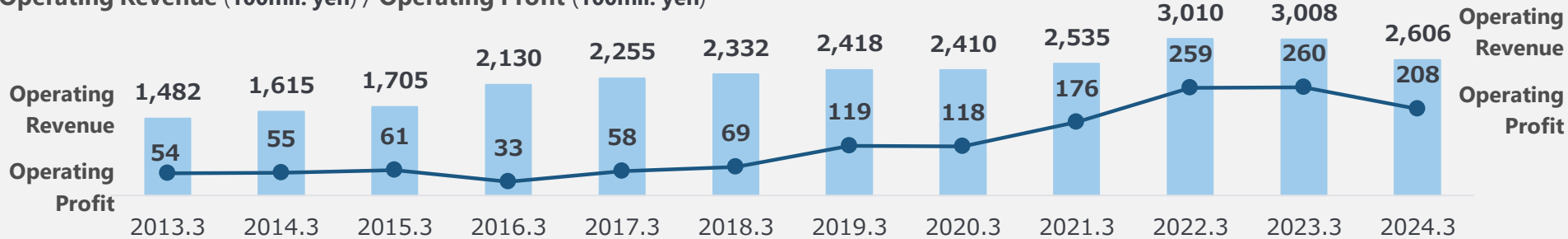
History · Changes in Financial Results

2013.3~2017.3 Business expansion through M&A and capital investment

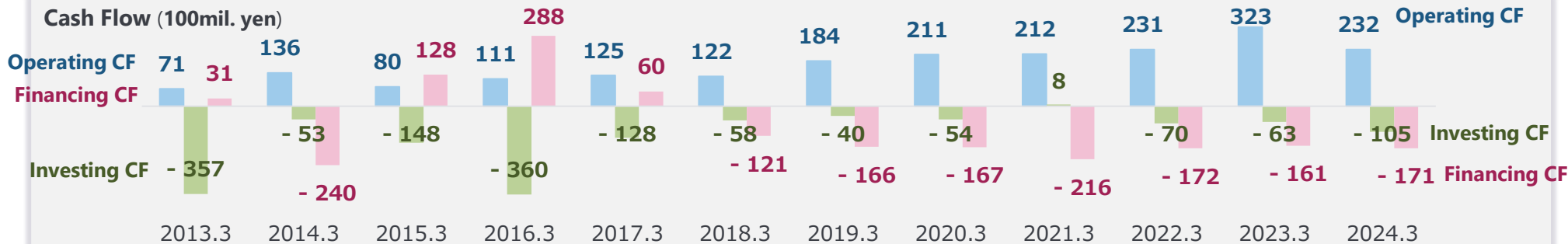
2018.3~2022.3 From Rebuilding financial foundation to Sustainable Growth

2023.3~ Going on the Offensive by Deepening

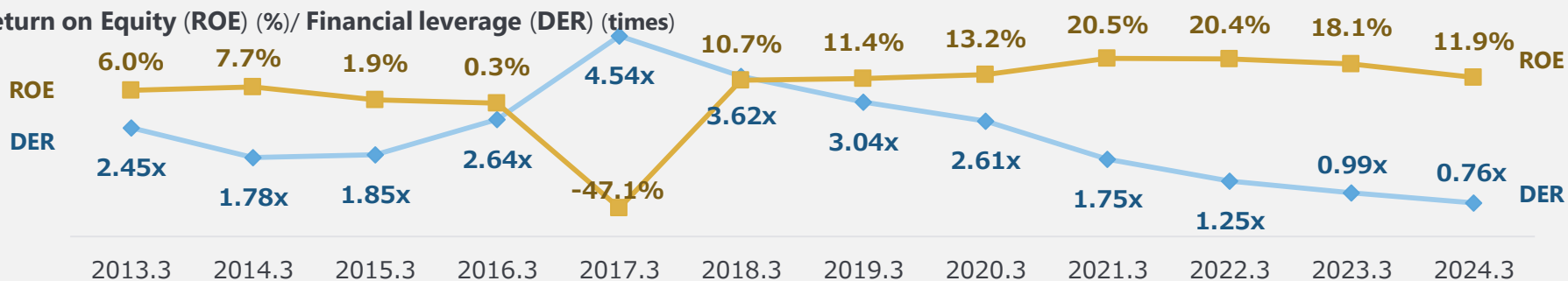
Operating Revenue (100mil. yen) / Operating Profit (100mil. yen)



Cash Flow (100mil. yen)



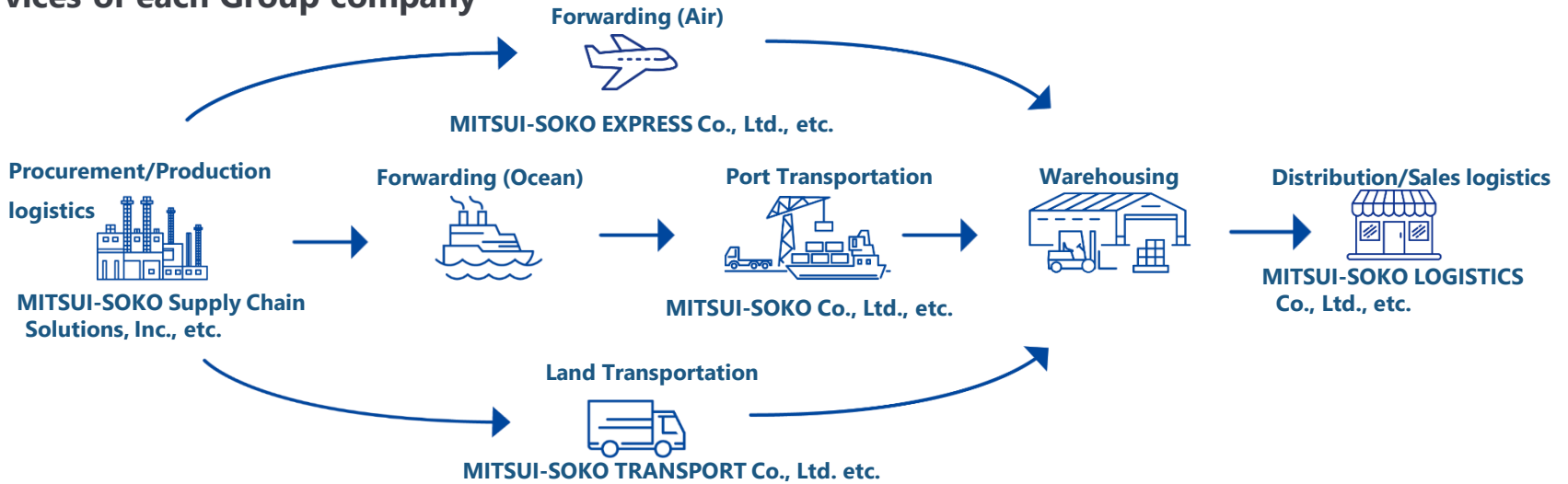
Return on Equity (ROE) (%) / Financial leverage (DER) (times)



Major Services

- Provide comprehensive end-to-end logistics services from upstream to downstream

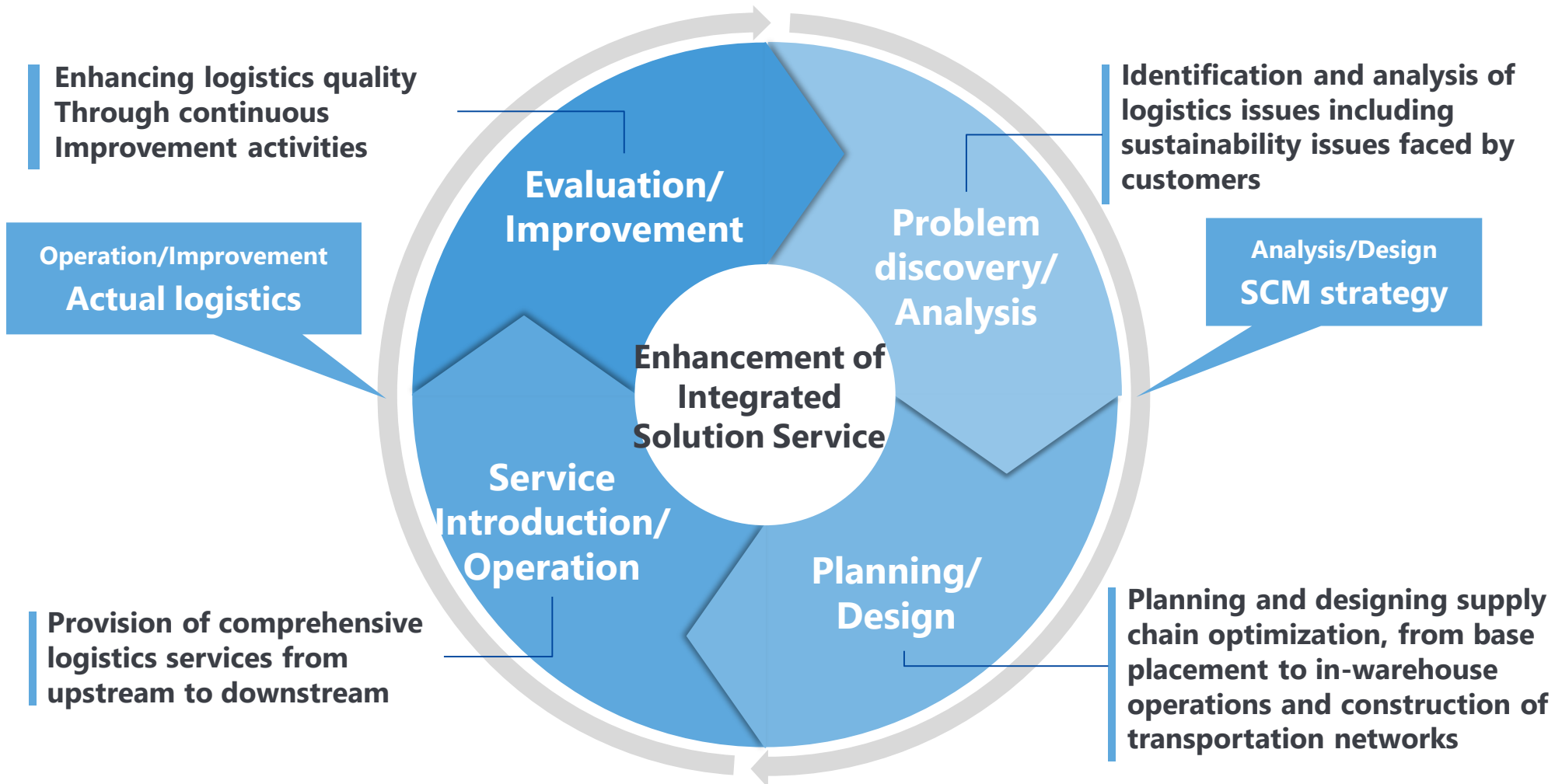
Major Services of each Group company



Major Logistics Area of the Mitsui-Soko Group

Industry	Value Chain	Raw materials/Materials/Parts			Finished goods			Distribution	
		Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Sales logistics
Healthcare									
Automotive									
Home appliances									
Precision equipment & machinery									
Consumer goods									
Interior/Furniture									
Food & beverages									
Clothing									
Paper/Pulp									
Chemicals									

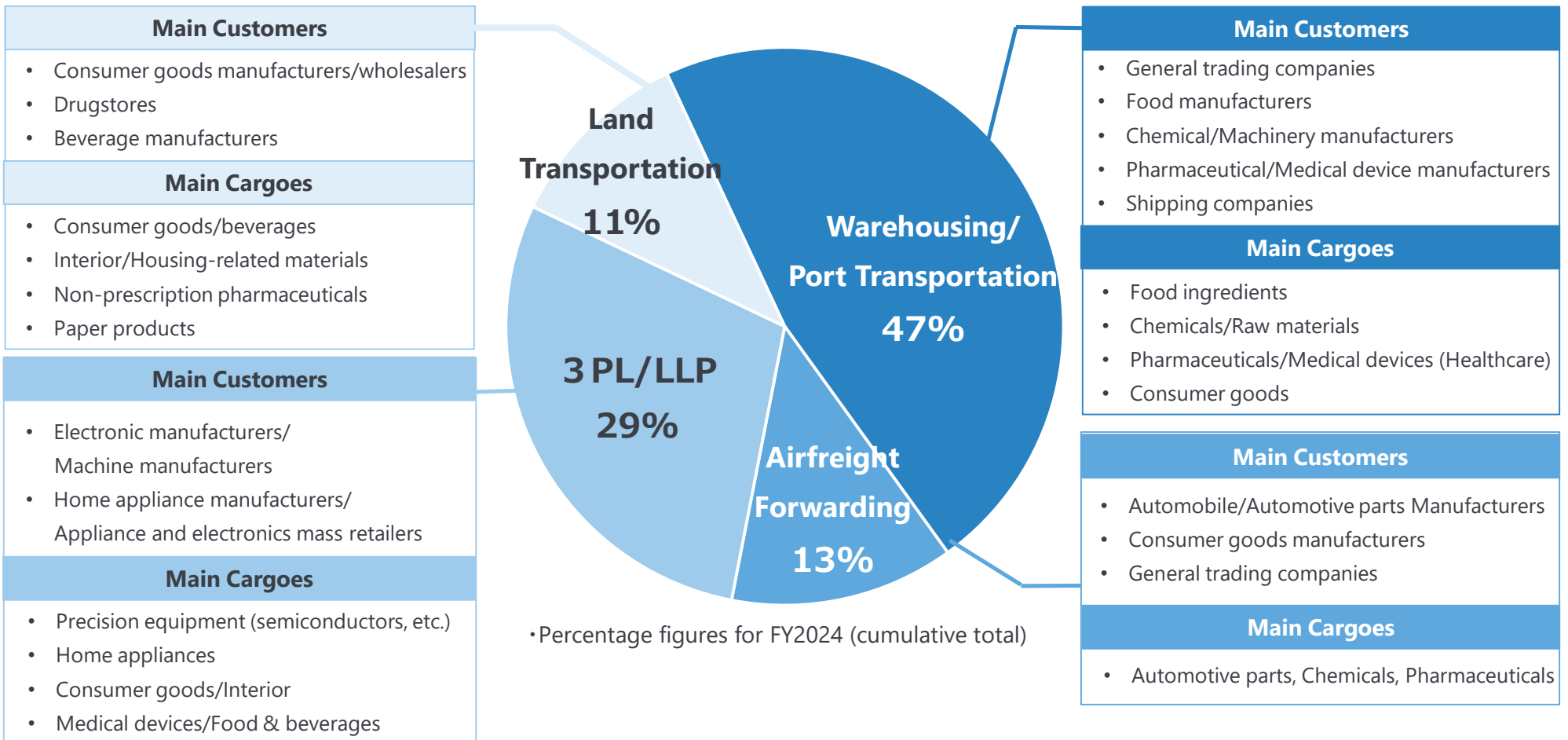
- Providing integrated solution services that realize optimal logistics across the entire supply chain for our customers



Revenue Structure (Logistics Business)

- 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



Revenue Structure (Real estate business)

- 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

Use	Area	Property name	Floor area
Rental office buildings	Tokyo	MITSUI-SOKO Nihonbashi Hakozaeki Building	135,887 m ²
		MSC Center Building	32,507 m ²
		MSC Onarimon Building	10,516 m ²
		MSC Fukagawa Building	14,199 m ²
		MSC Fukagawa Building No. 2	22,046 m ²
Total		Five Buildings	214,876 m ²

Use	Area	Property name	Rental units
Rental apartment buildings	Tokyo	Hakozaeki River & Tower	99
		Park Axis Onarimon	52
	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/>

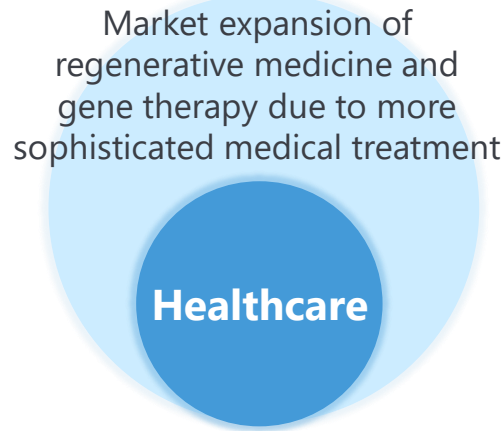
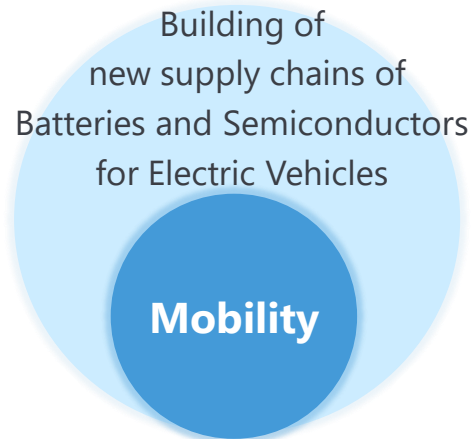
Market Environment · Growth Strategies

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



Our strength

- Our specialist knowledge in logistics relating to parts of automobiles and electrical appliances due to its Toyota and Sony lineage
- Know-how to support the building of supply chains based on the manufacturer's perspective
- Providing high value-added logistics services from manufacturing to sales by having established a system in accordance with GMP* and obtaining business licenses (pharmaceutical manufacturing license, etc.) in-house under the Pharmaceutical and Medical Devices Act
- Know-how in logistics design to optimize logistics operations for both stores and e-commerce
- Our experience in technical logistics, including operating home appliance distribution centers, the delivery, installation, and maintenance of home appliances

*Good manufacturing practice: standards for the manufacture and quality control of pharmaceuticals, etc.

Market Environment · Growth Strategies

- Expand the business with Sustainalink, a specialized service to meet the growing demand for sustainability

Challenges Faced by Companies

Environmental risks



- CO2 Calculation for Logistics (Scope3)
- CO2 reduction

Labor force risks



- 2024 problem*
- Increase in logistics handling volume

Disaster risks



- Severely and increasingly disasters
- Create a business continuity plan (BCP)

Improvement by visualizing and addressing the risks that logistics is facing

New service that does not stop customers' business

SustainaLink

Supply-chain Sustainability

Our Approach to Risk with "SustainaLink"

Step1 : Know

Response to environmental risks

Legal system/
Environmental regulations

Response to labor force risks

Status and regulatory trends of the labor force risks

Response to disaster risks

Risk of logistics disruptions and suspended production

Step2 : Visualize

Visualize CO2

Visualize man-hours for work and Transportation

Visualize logistics risks such as disasters

Step3 : Improve

Reduce CO2

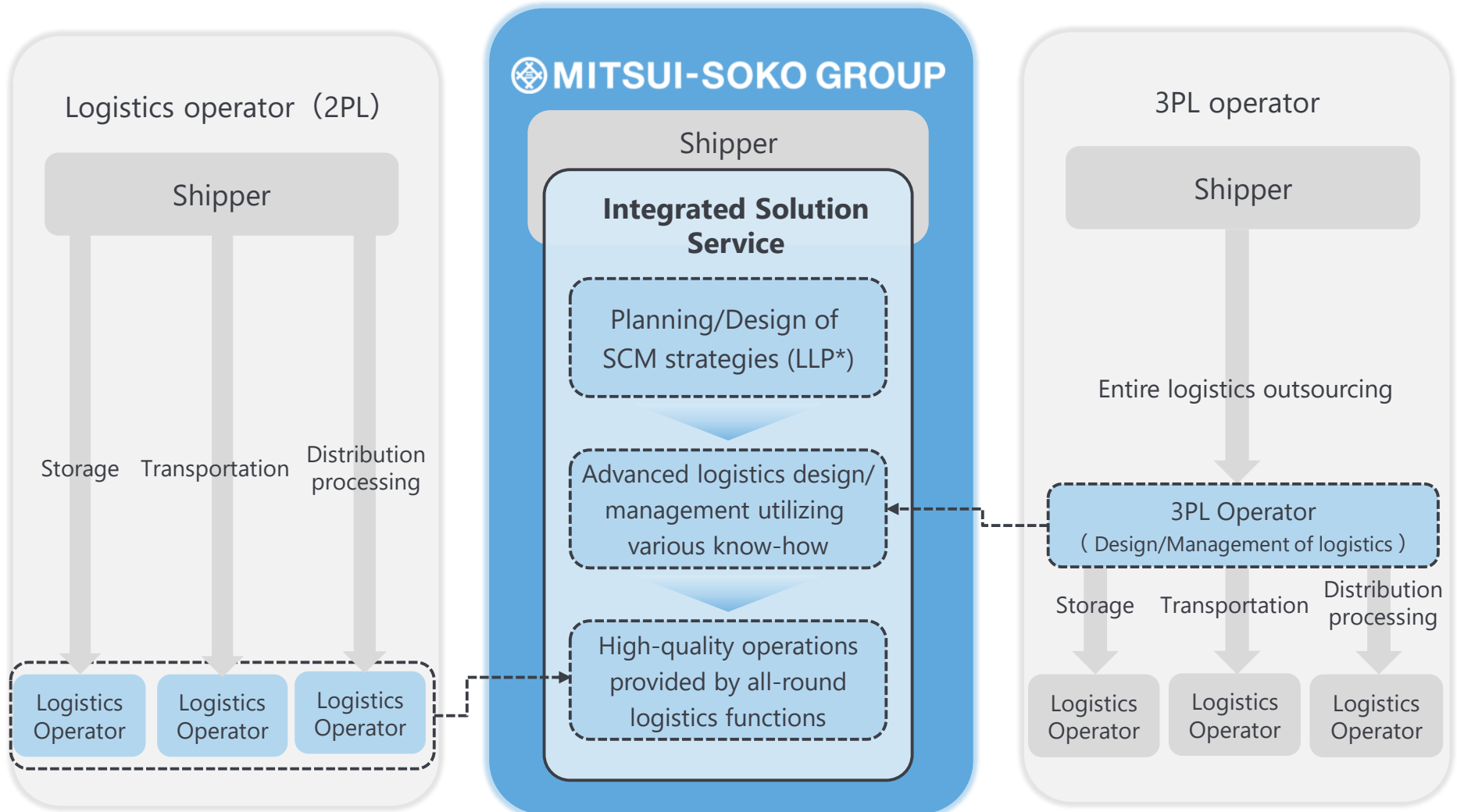
Logistics efficiency

Build a robust logistics system

*A series of predicted logistical issues in Japan such as potential disruption to delivery services and a decrease in delivery capacity

Competitive Environment

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

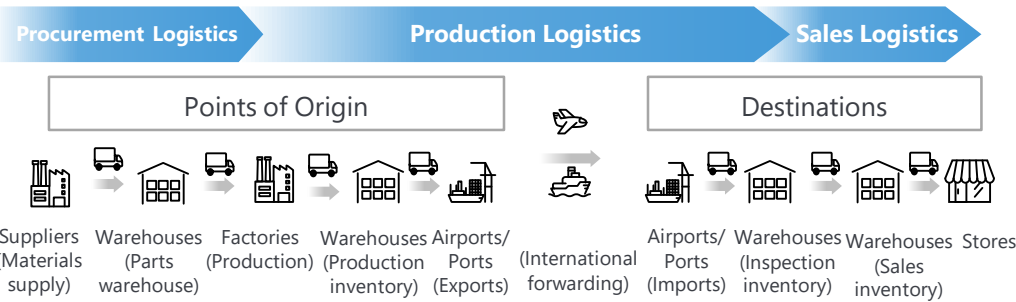


*LLP (Lead Logistics Provider/Partner) : Supporting customers' supply chain management(SCM) and logistics not only at the operational and management level, but also at the planning and strategic level

- 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



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

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 America	Europe, Africa, Middle East	South Asia, Southeast Asia
Number of business sites 16	Number of business sites 30	Number of business sites 38
Operational floor area 40,905m ²	Operational floor area 57,666m ²	Operational floor area 369,070m ²
Employees 118	Employees 470	Employees 1,985
Northeast Asia	Japan	Total
Number of business sites 52	Number of business sites 281	Number of business sites 417
Operational floor area 138,113m ²	Operational floor area 1,662,165m ²	Operational floor area 2,267,920m ²
Employees 528	Employees 4,956	Employees 8,057

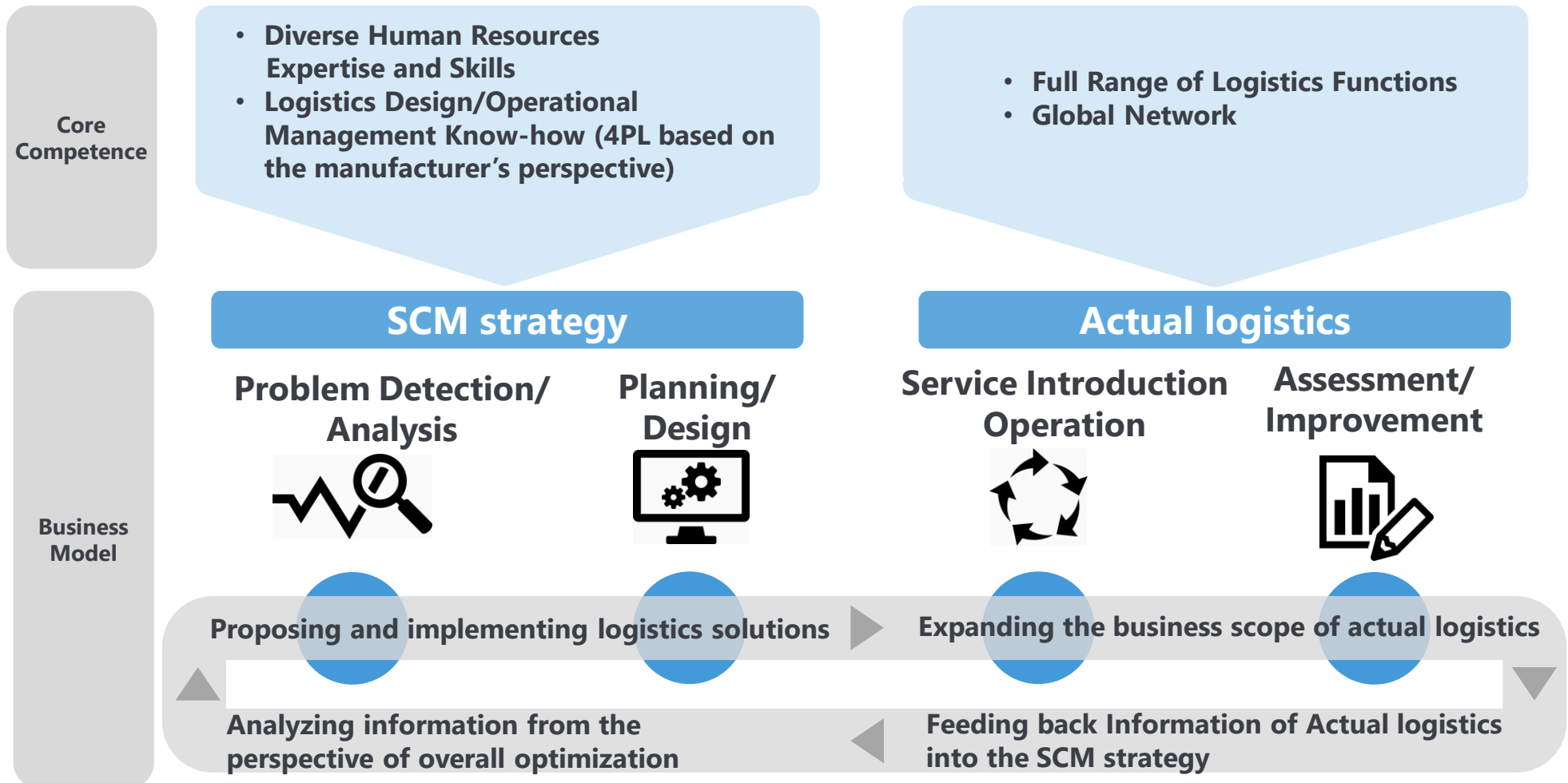
The figures are as of March 31, 2023.

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

Relationship between Business Model and Core Competence

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



Major External Evaluations/ Selection Index

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

ESG



Investment Index



Empower society, encourage progress

MITSUI-SOKO HOLDINGS CO., LTD.

Finance and Accounting Division (in charge of IR)

- Various inquiries, Application for IR interviews
 - E-mail : msc_ir_cacp@mitsui-soko.co.jp
 - WEB Form : <https://www.mitsui-soko.com/en/contact/>
- Various IR materials and Video distribution of financial results briefings
 - WEB : <https://www.mitsui-soko.com/en/ir/>

- This material is to provide information regarding our company, and are not intended as a solicitation for investment.
- Figures for the forecasts, outlooks, and targets described in this report that are not historical facts are calculated based on the currently available information and uncertain factors that may have an effect on future performance. The actual results may differ from the forecasts.

YouTube "Official MITSUI-SOKO GROUP Channel"

(※ Please click the link below for our YouTube)



<https://www.youtube.com/@mitsuisokohd>

- We distribute video content such as various services of the Group and introduction of the Company.