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May 9, 2025

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Under Japanese GAAP)

Company name: MITSUI-SOKO HOLDINGS Co., Ltd.  
 Listing: Tokyo Stock Exchange  
 Securities code: 9302  
 URL: <https://www.mitsui-soko.com/en/>  
 Representative: Hirobumi Koga, Representative Director, President & CEO  
 Inquiries: Takeshi Matsuki, General Manager of Finance and Accounting Division  
 Telephone: +81-3-6775-3082  
 Scheduled date of ordinary general meeting of shareholders: June 26, 2025  
 Scheduled date to commence dividend payments: June 6, 2025  
 Scheduled date to file annual securities report: June 23, 2025  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes (for securities analysts and institutional investors)

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	280,742	7.7	17,831	(14.1)	18,037	(14.1)	10,040	(17.1)
March 31, 2024	260,593	(13.4)	20,754	(20.1)	21,010	(20.8)	12,107	(22.5)

Note: Comprehensive income For the fiscal year ended March 31, 2025: ¥14,384 million [(39.5)%]  
 For the fiscal year ended March 31, 2024: ¥23,782 million [11.5%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to operating revenue
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	134.25	—	8.8	6.6	6.4
March 31, 2024	162.07	—	11.9	8.0	8.0

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended March 31, 2025: ¥78 million  
 For the fiscal year ended March 31, 2024: ¥92 million

\* The Company conducted a 3-for-1 share split of common shares, effective May 1, 2025. Basic earnings per share is calculated as if the share split had taken place at the beginning of the fiscal year ended March 31, 2024.

## (2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	280,374	129,749	41.8	1,566.41
March 31, 2024	263,543	120,828	41.7	1,470.70

Reference: Equity capital

March 31, 2025

¥117,178 million

March 31, 2024

¥109,908 million

\* The Company conducted a 3-for-1 share split of common shares, effective May 1, 2025. Net assets per share is calculated as if the share split had taken place at the beginning of the fiscal year ended March 31, 2024.

## (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	21,901	(15,596)	(2,627)	34,652
March 31, 2024	23,176	(10,477)	(17,068)	30,876

## 2. Cash dividends

	Annual dividends per share					Total dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	—	67.00	—	79.00	146.00	3,636	30.0	3.6
Fiscal year ended March 31, 2025	—	73.00	—	73.00	146.00	3,640	36.3	3.2
Fiscal year ending March 31, 2026 (Forecast)	—	24.50	—	24.50	49.00		35.9	

\* The Company conducted a 3-for-1 share split of common shares, effective May 1, 2025. For the fiscal year ended March 31, 2024 and March 31, 2025, the actual amounts of dividends before the share split are stated.

## 3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2025	146,000	5.3	9,800	3.6	9,900	4.2	4,900	(16.2)	65.50
Fiscal year ending March 31, 2026	294,000	4.7	20,000	12.2	19,500	8.1	10,200	1.6	136.35

\* The Company conducted a 3-for-1 share split of common shares, effective May 1, 2025. The impact of the share split has been taken into account in calculating “Basic earnings per share” in the consolidated earnings forecasts for the fiscal year ending March 31, 2026.

#### 4. Non-consolidated earnings forecasts for the fiscal year ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2025	15,000	5.0	4,800	(13.5)	4,500	(18.0)	4,600	(23.2)	61.49
Fiscal year ending March 31, 2026	25,300	8.0	4,400	(14.0)	3,400	(29.9)	3,900	(41.4)	52.13

\* The Company conducted a 3-for-1 share split of common shares, effective May 1, 2025. The impact of the share split has been taken into account in calculating “Basic earnings per share” in the non-consolidated earnings forecasts for the fiscal year ending March 31, 2026.

#### \* Notes

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 1 company [Company name] MSE China (Beijing) Co., Ltd.

Excluded: —

Note: For details, please refer to “(5) Significant accounting policies for preparation of consolidated financial statements” under “5. Consolidated financial statements and significant notes thereto” on page 19 of the attached materials.

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

Note: For details, please refer to “(5) Notes on changes in accounting policies” under “5. Consolidated financial statements and significant notes thereto” on page 23 of the attached materials.

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025	74,953,206 shares
As of March 31, 2024	74,872,806 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2025	146,286 shares
As of March 31, 2024	140,940 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	74,789,364 shares
Fiscal year ended March 31, 2024	74,705,234 shares

\* The Company conducted a 3-for-1 share split of common shares, effective May 1, 2025. Accordingly, the total number of issued shares at the end of the period, the number of treasury shares at the end of the period, and the average number of shares outstanding during the period are calculated as if the share split had taken place at the beginning of the fiscal year ended March 31, 2024.

\* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

\* Proper use of earnings forecasts, and other special matters

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. Regarding earnings forecasts, please refer to “b. Outlook for the next fiscal year” of “(1) Analysis of operating results” under “1. Overview of operating results and others” on page 3.

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# 1. Overview of operating results and others

## (1) Analysis of operating results

### a. Overview of the fiscal year under review

#### (i) Overall summary

(Millions of yen)

Consolidated total amount	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Year-on-year comparison	Changes
Operating revenue	260,593	280,742	20,148	7.7%
Operating profit	20,754	17,831	(2,922)	(14.1)%
Ordinary profit	21,010	18,037	(2,972)	(14.1)%
Profit attributable to owners of parent	12,107	10,040	(2,067)	(17.1)%

- Revenue increased year on year, mainly due to firm volume in airfreight forwarding, as well as a full-scale contribution to revenue from the start of operations at new logistics bases.
- On the other hand, earnings declined year on year from temporary vacancies due to the conversion of a major building to a multi-tenant facility in the Real Estate Business.

#### (ii) Segment overview

##### i) Logistics Business

(Millions of yen)

Logistics Business	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Year-on-year comparison	Changes
Operating revenue	251,817	275,071	23,254	9.2%
Operating profit	19,422	21,384	1,962	10.1%

Business environment: The business environment surrounding the Company is as follows.

- In international transportation cargo movements, air transportation volume remained firm, centered on automobile-related cargo. In Japan, cargo movements were firm, mainly for electric appliance- and semiconductor-related cargo.
- Ocean freight rates remained at a high level compared with the previous fiscal year, mainly due to the protraction of the Red Sea crisis. Air freight rates remained generally unchanged year on year.

Operating situation: The situation regarding the operating activities of the Company is as follows.

- Automobile-related air transportation volume was firm, leading to an increase in handling volume.
- Handling volume has increased due to new operations such as automotive parts distribution overseas as well as high-fashion distribution, semiconductor distribution and EC distribution in Japan.
- In response to the rise in costs, we worked to improve loading efficiency in domestic truck transportation and also optimized fees.

##### ii) Real Estate Business

(Millions of yen)

Real Estate Business	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Year-on-year comparison	Changes
Operating revenue	9,592	6,712	(2,879)	(30.0)%
Operating profit	5,942	2,161	(3,780)	(63.6)%

Business environment: The business environment surrounding the Company is as follows.

- The average vacancy rates for existing office properties in the Tokyo business district decreased, while average rents increased slightly.

Operating situation: The situation regarding the operating activities of the Company is as follows.

- Revenues and earnings declined year on year from temporary vacancies due to the conversion of MSH Nihonbashi Hakozaiki Building to multi-tenant facilities.

b. Outlook for the next fiscal year

(i) Overall outlook

(Millions of yen)

Consolidated total amount	Results for the fiscal year ended March 31, 2025	Forecasts for the fiscal year ending March 31, 2026	Year-on-year comparison	Changes
Operating revenue	280,742	294,000	13,257	4.7%
Operating profit	17,831	20,000	2,168	12.2%
Ordinary profit	18,037	19,500	1,462	8.1%
Profit attributable to owners of parent	10,040	10,200	159	1.6%

(ii) Outlook for operating profit by segment

(Millions of yen)

Operating profit by segment	Results for the fiscal year ended March 31, 2025	Forecasts for the fiscal year ending March 31, 2026	Year-on-year comparison	Changes
Logistics Business	21,384	22,800	1,415	6.6%
Real Estate Business	2,161	3,500	1,338	61.9%
Corporate expenses and eliminations	(5,715)	(6,300)	(584)	—
Consolidated total amount	17,831	20,000	2,168	12.2%

- We plan for an increase in revenue in the Logistics Business, given the likelihood of gradual recovery in handling volume with cargo movements in that business having bottomed out, in addition to the prospect of expansion of new operations.
- We project firm volume in air transportation and anticipate that air freight rates will remain consistent and largely unchanged.
- Due to ongoing expectations for upward pressure on various costs against a backdrop of factors that include exchange rate volatility, labor shortages, and persistently high resource prices, the Company will work towards improving profitability by streamlining logistics base operations as well as transportation and delivery, improving operational efficiency, and ensuring appropriate fee.
- In the Real Estate Business, we anticipate revenue and profit growth primarily due to new tenant occupancy with respect to MSH Nihonbashi Hakozaiki Building upon its conversion to a multi-tenant facility.
- We expect to incur costs associated with DX investment and an increase in strategic expenses to invest in human capital as corporate expenses.
- Ramifications of United States tariff policies on the Company's financial results have not been factored into the earnings forecasts given difficulties inherent in estimating such effects at this point in time. Given that our earnings forecasts are subject to change depending on policy developments going forward, we will promptly disclose revisions should they become necessary.

**(2) Analysis of financial position****a. Overview of the fiscal year under review****(i) Status of changes in financial position**

(Millions of yen)

Consolidated total amount	As of March 31, 2024	As of March 31, 2025	Comparison from March 31, 2024	Changes
Equity capital	109,908	117,178	7,270	6.6%
Total assets	263,543	280,374	16,830	6.4%
Equity ratio	41.7%	41.8%	+0.1 pt	0.2%
Interest-bearing debt	83,265	87,615	4,349	5.2%
D/E ratio	0.76	0.75	(0.01)	(1.3)%

- The increase in equity capital was due to the recording of profit attributable to owners of parent and an increase in valuation difference on available-for-sale securities reflecting higher stock prices of shares held.
- The increase in total assets was mainly due to an increase in non-current assets associated with value enhancement work performed on MSH Nihonbashi Hakozaiki Building.
- The increase in interest-bearing debt was mainly due to a bank loan.
- The D/E ratio is below 1.0 in preparation for the implementation of strategic investment in the future.

**(ii) Status of cash flows**

(Millions of yen)

Consolidated total amount	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Year-on-year comparison
Cash and cash equivalents at beginning of period	33,417	30,876	—
Net cash provided by (used in) operating activities	23,176	21,901	(1,274)
Net cash provided by (used in) investing activities	(10,477)	(15,596)	(5,119)
Net cash provided by (used in) financing activities	(17,068)	(2,627)	14,441
Cash and cash equivalents at end of period	30,876	34,652	—

The status of cash flows for the fiscal year ended March 31, 2025 is as follows.

- The main items in cash flows from operating activities are profit before income taxes and cash reserves due to recording of depreciation.
- The main items in cash flows from investing activities are expenditure due to value enhancement work performed on MSH Nihonbashi Hakozaiki Building, software investment based on DX strategy, and investment to maintain and update existing logistics facilities.
- The main item in cash flows from financing activities is payments of dividends.

**b. Outlook for the next fiscal year**

The Company forecasts net cash provided by operating activities on par with that of the previous fiscal year and expects net cash used in investing activities to include expenditure related to the construction of a new warehouse in South Korea. Cash and cash equivalents as of March 31, 2026 are expected to be at the same level as at the end of the fiscal year under review.

## c. Changes in cash flow-related indicators

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Equity ratio (%)	30.8	36.1	41.7	41.8
Equity ratio based on market value (%)	24.1	37.7	44.5	70.8
Interest-bearing debt to cash flow ratio	4.3	2.9	3.6	4.0
Interest coverage ratio	27.1	37.1	29.0	27.5

Notes: Equity ratio: Equity capital/Total assets

Equity ratio based on market value: Market capitalization/Total assets

Interest-bearing debt to cash flow ratio: Interest-bearing debt/Cash flow

Interest coverage ratio: Cash flow/Interest payments

1. Each of the above indicators is calculated based on consolidated financial figures.
2. Market capitalization is calculated as follows: Final stock price at the end of the period x Total number of issued shares at the end of the period (excluding treasury shares).
3. The figure used for cash flow is “Net cash provided by (used in) operating activities” on the consolidated statement of cash flows. Interest-bearing debt includes all liabilities recorded on the consolidated balance sheet on which interest is paid. Furthermore, regarding the interest payments, the figure for “Interest paid” on the consolidated statement of cash flows is used.

### (3) Basic policy on profit distribution and cash dividends for the fiscal year under review and the next fiscal year

Under the Medium-term Management Plan 2022 (from the fiscal year ended March 31, 2023 to the fiscal year ending March 31, 2027), the Company’s basic policy on distribution of funds is to achieve both proactive investment and enhanced shareholder returns. For dividends, we have a policy of implementing flexible dividends linked to performance, with a consolidated dividend payout ratio of 30% as our standard.

With respect to the financial results for the fiscal year under review, whereas earnings declined due to factors such as temporary vacancies associated with tenant replacement of the MSH Nihonbashi Hakozaki Building in the Real Estate Business, the Company maintains a structurally solid revenue base and is steadily making progress in implementing measures to expand future earnings. Under these circumstances, for the dividend for the fiscal year under review, the Company has decided to pay a year-end dividend of ¥73 per share, combined with the interim dividend of ¥73 per share, the same amount as the previous fiscal year, for an annual dividend of ¥146 per share, emphasizing stable dividends based on dialogue with shareholders.

For the next fiscal year, the Company plans to pay an interim dividend of ¥24.5 and a year-end dividend of ¥24.5 for an annual dividend of ¥49 per share, the same level as the current fiscal year, again emphasizing stable dividends from the perspective of maintaining and increasing shareholder value.


The Company conducted a 3-for-1 stock split of its common shares, with an effective date of May 1, 2025. Dividend amounts for the next fiscal year have been stated taking into account effects of the stock split. Without adjusting for the stock split, dividends for the next fiscal year would amount to ¥73.5 for the interim and ¥73.5 for the year-end dividend, for an annual dividend of ¥147 per share, which represents an increase over the current fiscal year.



## 2. Status of the corporate group

The Group consists of the Company, 74 subsidiaries, and 7 associates. The Group's operations consist of the Logistics Business and the Real Estate Business. The Logistics Business organically and efficiently provides various logistics services to its customers, such that include warehousing and cargo handling, port-related work and transport, overseas logistics services, multimodal forwarding, airfreight forwarding, third-party logistics (3PL), supply chain management support, and land transportation. The Real Estate Business is centered on building leases.

The Company's consolidated financial statements encompass the results of 4 associates accounted for using equity method along with 73 consolidated subsidiaries, based on standards for determining materiality. The following depicts the corporate structure as it relates to the business segments.

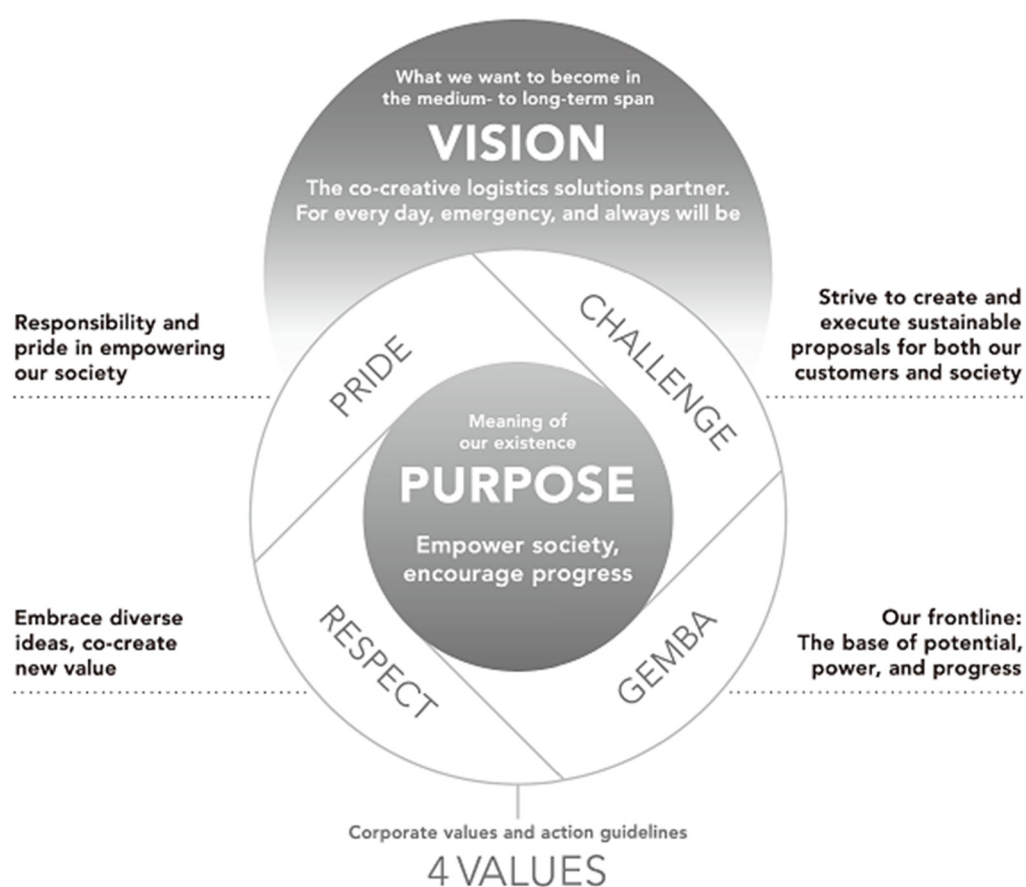
<b>MITSUI-SOKO Group</b> Domestic consolidated subsidiaries: 35, Foreign consolidated subsidiaries: 38, Associates accounted for using equity method: 4		Customers
		
Name of business	Provided services	Company name
Logistics Business	Warehousing, port transportation, and overseas logistics services	Business company: MITSUI-SOKO Co., Ltd. (Other consolidated subsidiaries) Mitsui-Soko Kyushu Co., Ltd., Mitsui-Soko Business Partners Co., Ltd., IM Express Co., Ltd., Sanso K.K., Toko Maruraku Transportation Co., Ltd., Sanso Kouun Co., Ltd., Sanko Trucking Co., Ltd., Sanei K.K., Mitsunori Corporation, Mitsui Warehouse Terminal Service Co., Ltd., Sanyu Service Co., Ltd., Kobe Sunso Koun Co., Ltd., Sun Transport Co., Ltd., MK Services Co., Ltd., Seiyu Koun Co., Ltd., Hakata Sanso-Butsuryu Co., Ltd., Naha International Container Terminal, Inc. Mitsui-Soko (China) Investment Co., Ltd., Mitsui-Soko International Pte. Ltd., Mitex Logistics (Shanghai) Co., Ltd., MSC Trading (Shanghai) Co., Ltd., Mitex Shenzhen Logistics Co., Ltd., Mitex International (Hong Kong) Ltd., Nantong Sinavico International Logistics Co., Ltd., Mitsui-Soko (Taiwan) Co., Ltd., Mitsui-Soko (Korea) Co., Ltd., Mitsui-Soko (Singapore) Pte. Ltd., Mitsui-Soko Vietnam Co. Ltd., Mitsui-Soko (Thailand) Co., Ltd., Mitsui-Soko (Chiangmai) Co., Ltd., Mits Logistics (Thailand) Co., Ltd., Mits Transport (Thailand) Co., Ltd., MS North Star Logistics Co., Ltd., Mitsui-Soko (Malaysia) Sdn. Bhd., Mitsui-Soko Agencies (Malaysia) Sdn. Bhd., Integrated Mits Sdn. Bhd., PT Mitsui-Soko Indonesia, Mitsui-Soko (U.S.A.) Inc., Mitsui-Soko (Americas) Inc., Mitsui-Soko Mexico S.A. de C.V., PST CLC Mitsui-Soko, a.s., PST Hungary Kft., Shanghai Marukyo Transportation Co., Ltd., Zhangjiagang Bonded Area Marukyo Transportation & Trade Co., Ltd. (Associates accounted for using equity method) Shanghai Jinjiang Mitsui-Soko International Logistics Co., Ltd., AW Rostamani Logistics LLC.
	Airfreight forwarding, multimodal forwarding	Business company: MITSUI-SOKO EXPRESS Co., Ltd. (Other consolidated subsidiaries) MSE CHINA (GUANGZHOU) CO., LTD., MSE EXPRESS AMERICA, INC., MSE EXPRESS MEXICO, S.A. DE C.V., MSE do Brasil Logistica Ltda., MSE EXPRESS (THAILAND) CO., LTD., N.V. MSE EUROPE S.A., MSE EUROPE TASIMACILIK, ORGANIZASYON, LOJISTIK LIMITED SIRKETI, MS EXPRESS SOUTH AFRICA (PTY) LTD., MSE CHINA (BEIJING) CO., LTD., (Associates accounted for using equity method) PT. PUNINAR MSE INDONESIA, MSE FORWARDERS INDIA PVT. LTD.
	3PL	Business company: MITSUI-SOKO LOGISTICS Co., Ltd. (Other consolidated subsidiaries) Hokkaimitsui-Soko Logistics Co., Ltd., MS Logitech Service Co., Ltd., Co-next Inc.
	Supply chain management support	Business company: MITSUI-SOKO Supply Chain Solutions, Inc. (Other consolidated subsidiaries) Logistics Operation Service Co., Ltd., MS Supply Chain Solutions (Thailand) Ltd., MS Supply Chain Solutions (Malaysia) Sdn. Bhd.
	Land transportation	Business company: MITSUI-SOKO TRANSPORT Co., Ltd. (Other consolidated subsidiaries) Marukyo Logistics Co., Ltd. (Osaka), Marukyo Logistics Co., Ltd. (Ehime), AMT Co., Ltd., Marukyo Transportation Co., Ltd. (Kyushu), Marukyo Group Cooperative, Swallow Logistics Co., Ltd., Marukyo Shokusan Co., Ltd., Kiwa General Service Co., Ltd.
	Others	Mitsui-Soko Bizport Co., Ltd.
Real Estate Business	Real estate leasing	Holding company (the Company): MITSUI-SOKO HOLDINGS Co., Ltd.
(Unconsolidated subsidiary: 1) Fukumitsu-Shouji Co., Ltd.		(Associates not accounted for using equity method: 3) American Terminal Service Co., Ltd. and others

### 3. Management policy

Having recognized a need to review its raison d'être as a corporate group in order to achieve a further leap forward and sustainable growth under a rapidly changing business environment, the Group has formulated a "Group Philosophy (Purpose, Vision, Values)" in May 2022. Moreover, with the Group having identified material issues (materiality) with the aim of creating new value and achieving sustainable growth with respect to the Group and society through its business activities, it accordingly formulated the Medium-term Management Plan 2022 (from the fiscal year ended March 31, 2023 to the fiscal year ending March 31, 2027) in alignment with such materiality.

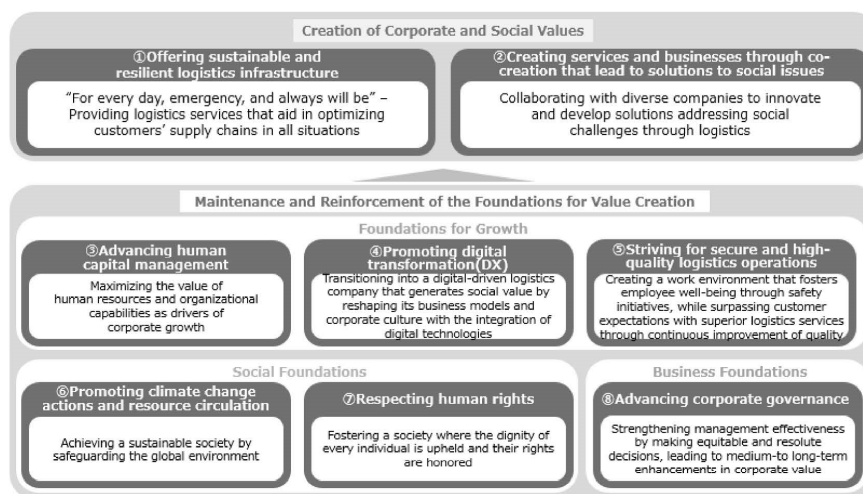
#### <Group Philosophy>

This Group Philosophy has been positioned as the Group's highest management concept. By taking on initiatives associated with the material issues identified under this philosophy and the medium-term management plan, we will work toward increasing corporate value over the medium to long term and building a sustainable society, thereby meeting the expectations of our stakeholders and society.



The Group's materiality is composed of eight materiality items (① through ⑧ in the figure on the next page), consisting of six based on "Maintenance and Reinforcement of the Foundations for Value Creation" and two based on realizing the "Creation of Corporate and Social Values" through the first six items.

In seeking to further increase corporate value by integrating sustainability promotion and management, we have set KPIs with respect to each identified materiality and accordingly promote such measures in each designated organizational unit under the supervision of the Board of Directors.



#### <Medium-term Management Plan 2022>

Under the Medium-term Management Plan 2022, we aim to achieve sustainable growth by extending efforts we have been engaging in thus far, particularly in the key areas of: Establishment of End-to-end Integrated Solution Services, Construction of Overwhelming Field Capabilities, and ESG Management. Over the five years of the Medium-term Management Plan 2022, as the first-call company that can be trusted by our customers, we are engaging in proactive investment while also strengthening shareholder returns under the following growth strategy pillars.

#### Growth Strategy

- a. **Top-line Growth by Mobilizing the Group’s Collective Strength**  
We will promote a deepening of our integrated solution services, which is our unique business model, expanding our sustainability-oriented business with our competitive abilities to make and execute proposals, and digging deeper into our inter-industry operations by making the most of the Group’s broad customer base and various logistics features.
- b. **Reinforcement of Operational Competitiveness**  
By deepening our efforts toward thorough standardization, we will realize our “overwhelming field capabilities” that combine the power of people with the power of technology. We also aim to secure a competitive advantage by improving the quality of our operations, and furthermore, to improve profitability by lowering the cost of operations.
- c. **Building Management Foundation to Support the Deepening**  
We will strengthen our management base in the following four aspects:

DX	Transformation of business models and reform of corporate culture
Co-creation	Creation of mechanisms to generate innovation and the strengthening of alliances with various platformers
Business Assets	Development of new office buildings and logistics facilities, enhancement of the asset value of existing facilities, and the improvement of the work environment
ESG	Reinforcement of efforts to realize a decarbonized society, an expansion of investment in human capital, and the enhancement of governance

#### Financial Strategy

- Make an investment of ¥130.0 billion in total.
  - ¥100.0 billion for strategic investment in growth areas, such as DX investment, investment in new equipment (physical distribution/real estate), and M&A
  - ¥30.0 billion for ordinary investment (investment in maintenance/renewal of existing facilities)
- Strengthen shareholder returns based on a payout ratio of 30%.
- Procure and operate based on the optimal debt-to-equity (D/E) ratio of 1.0.
- Set a target of return of equity (ROE) of over 12%, aiming to maintain a high level of capital efficiency.

#### Numerical Targets (As of March 31, 2027)

(Billions of yen)

Operating revenue	350.0
Operating profit	23.0
Operating cash flow	30.0

#### 4. Basic concept regarding selection of accounting standards

The Group has adopted Japanese GAAP for the time being, but has been considering the possibility of adopting the International Financial Reporting Standards (IFRS) in view of the trend toward adopting the IFRS in Japan.

## 5. Consolidated financial statements and significant notes thereto

### (1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	31,870	35,496
Notes and operation accounts receivable trade, and contract assets	30,262	35,686
Inventories	1,987	1,503
Other	9,496	10,610
Allowance for doubtful accounts	(56)	(55)
Total current assets	73,560	83,240
Non-current assets		
Property, plant and equipment		
Buildings and structures	220,440	229,791
Accumulated depreciation	*6 (152,065)	*6 (157,459)
Buildings and structures, net	*2 68,374	*2 72,331
Machinery, equipment and vehicles	30,939	32,435
Accumulated depreciation	*6 (24,479)	*6 (25,921)
Machinery, equipment and vehicles, net	6,459	6,514
Land	*2 57,718	*2 57,692
Construction in progress	2,396	741
Other	17,525	19,055
Accumulated depreciation	*6 (13,688)	*6 (15,004)
Other, net	3,836	4,051
Total property, plant and equipment	138,785	141,331
Intangible assets		
Goodwill	1,587	2,335
Other	10,823	11,011
Total intangible assets	12,411	13,346
Investments and other assets		
Investment securities	*1 15,393	*1 17,148
Long-term loans receivable	159	139
Deferred tax assets	2,239	2,331
Retirement benefit asset	8,111	8,988
Other	*1 13,270	*1 14,004
Allowance for doubtful accounts	(387)	(156)
Total investments and other assets	38,785	42,455
Total non-current assets	189,983	197,133
Total assets	263,543	280,374

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Trade notes and accounts payable	16,031	15,449
Current portion of bonds payable	14,000	—
Short-term borrowings	*2 716	*2 6,470
Current portion of long-term borrowings	*2 5,091	*2 7,096
Lease liabilities	1,467	1,560
Income taxes payable	2,118	2,580
Provision for bonuses	3,713	3,997
Provision for loss on compensation for damage	—	650
Provision for loss on liquidation of subsidiaries and associates	—	348
Other	18,013	18,317
Total current liabilities	61,152	56,469
Non-current liabilities		
Bonds payable	11,000	16,000
Long-term borrowings	*2 45,929	*2 52,040
Lease liabilities	5,059	4,447
Deferred tax liabilities	6,619	7,118
Retirement benefit liability	6,458	6,538
Other	6,495	8,010
Total non-current liabilities	81,562	94,155
Total liabilities	142,715	150,625
<b>Net assets</b>		
Shareholders' equity		
Share capital	11,219	11,282
Capital surplus	5,666	5,730
Retained earnings	71,772	78,024
Treasury shares	(104)	(105)
Total shareholders' equity	88,554	94,932
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	6,931	8,062
Deferred gains or losses on hedges	(0)	0
Foreign currency translation adjustment	9,975	9,406
Remeasurements of defined benefit plans	4,446	4,777
Total accumulated other comprehensive income	21,353	22,246
Non-controlling interests	10,920	12,570
Total net assets	120,828	129,749
Total liabilities and net assets	263,543	280,374

**(2) Consolidated statement of income and consolidated statement of comprehensive income**  
**Consolidated statement of income**

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Operating revenue		
Warehousing fee income	37,680	38,998
Stevedoring income	33,178	38,519
Port terminal fee income	16,854	16,548
Transportation income	119,707	133,581
Real estate income	8,776	5,671
Other	44,396	47,423
Total operating revenue	260,593	280,742
Operating costs		
Direct operation expenses	113,396	128,286
Rent expenses	21,458	22,818
Depreciation	8,030	8,371
Taxes and dues	2,293	2,306
Salaries and allowances	35,864	37,613
Provision for bonuses	2,047	1,904
Retirement benefit expenses	650	602
Other	36,524	38,781
Total operating costs	220,266	240,685
Operating gross profit	40,327	40,057
Selling, general and administrative expenses	19,572	22,225
Operating profit	20,754	17,831
Non-operating income		
Interest income	521	541
Dividend income	381	477
Foreign exchange gains	405	327
Share of profit of entities accounted for using equity method	92	78
Other	488	398
Total non-operating income	1,888	1,823
Non-operating expenses		
Interest expenses	787	777
Commission expenses	84	98
Loss on retirement of non-current assets	295	219
Other	465	521
Total non-operating expenses	1,632	1,617
Ordinary profit	21,010	18,037

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Extraordinary income		
Gain on reversal of asset retirement obligations	139	–
Gain on step acquisitions	–	509
Adjustment received	–	1,295
Total extraordinary income	139	1,805
Extraordinary losses		
Impairment losses	*1 210	*1 499
Provision of allowance for loss on compensation for damage	–	650
Loss on liquidation of subsidiaries and associates	–	*2 487
Total extraordinary losses	210	1,637
Profit before income taxes	20,939	18,206
Income taxes - current	5,768	5,418
Income taxes - deferred	814	(482)
Total income taxes	6,583	4,936
Profit	14,355	13,269
Profit attributable to non-controlling interests	2,248	3,229
Profit attributable to owners of parent	12,107	10,040



**Consolidated statement of comprehensive income**

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	14,355	13,269
Other comprehensive income		
Valuation difference on available-for-sale securities	2,635	1,130
Deferred gains or losses on hedges	0	0
Foreign currency translation adjustment	3,653	(224)
Remeasurements of defined benefit plans, net of tax	2,929	323
Share of other comprehensive income of entities accounted for using equity method	206	(116)
Total other comprehensive income	* 9,426	* 1,114
Comprehensive income	23,782	14,384
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	21,075	10,932
Comprehensive income attributable to non-controlling interests	2,706	3,451

**(3) Consolidated statement of changes in equity**

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	11,156	5,603	64,244	(103)	80,900
Changes during period					
Issuance of new shares	63	63			126
Dividends of surplus			(4,579)		(4,579)
Profit attributable to owners of parent			12,107		12,107
Purchase of treasury shares				(0)	(0)
Change in ownership interest of parent due to transactions with non-controlling interests		—			—
Net changes in items other than shareholders' equity					
Total changes during period	63	63	7,528	(0)	7,654
Balance at end of period	11,219	5,666	71,772	(104)	88,554

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	4,295	(0)	6,560	1,528	12,385	10,792	104,078
Changes during period							
Issuance of new shares							126
Dividends of surplus							(4,579)
Profit attributable to owners of parent							12,107
Purchase of treasury shares							(0)
Change in ownership interest of parent due to transactions with non-controlling interests							—
Net changes in items other than shareholders' equity	2,635	0	3,414	2,917	8,968	127	9,096
Total changes during period	2,635	0	3,414	2,917	8,968	127	16,750
Balance at end of period	6,931	(0)	9,975	4,446	21,353	10,920	120,828

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	11,219	5,666	71,772	(104)	88,554
Changes during period					
Issuance of new shares	63	63			126
Dividends of surplus			(3,788)		(3,788)
Profit attributable to owners of parent			10,040		10,040
Purchase of treasury shares				(0)	(0)
Change in ownership interest of parent due to transactions with non-controlling interests		—			—
Net changes in items other than shareholders' equity					
Total changes during period	63	63	6,252	(0)	6,377
Balance at end of period	11,282	5,730	78,024	(105)	94,932

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	6,931	(0)	9,975	4,446	21,353	10,920	120,828
Changes during period							
Issuance of new shares							126
Dividends of surplus							(3,788)
Profit attributable to owners of parent							10,040
Purchase of treasury shares							(0)
Change in ownership interest of parent due to transactions with non-controlling interests							—
Net changes in items other than shareholders' equity	1,130	0	(569)	330	892	1,650	2,542
Total changes during period	1,130	0	(569)	330	892	1,650	8,920
Balance at end of period	8,062	0	9,406	4,777	22,246	12,570	129,749

**(4) Consolidated statement of cash flows**

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
<b>Cash flows from operating activities</b>		
Profit before income taxes	20,939	18,206
Depreciation	9,707	10,586
Amortization of goodwill	148	247
Impairment losses	210	499
Gain on reversal of asset retirement obligations	(139)	–
Loss (gain) on step acquisitions	–	(509)
Provision of allowance for loss on compensation for damage	–	650
Provision of allowance for loss on liquidation of subsidiaries and associates	–	487
Increase (decrease) in allowance for doubtful accounts	(34)	(233)
Increase (decrease) in provision for bonuses	(211)	275
Increase (decrease) in retirement benefit liability	(40)	61
Interest and dividend income	(902)	(1,018)
Interest expenses	787	777
Share of loss (profit) of entities accounted for using equity method	(92)	(78)
Loss (gain) on sale of property, plant and equipment	(31)	(47)
Loss on retirement of non-current assets	295	219
Loss (gain) on sale of investment securities	(20)	–
Decrease (increase) in trade receivables	2,767	(5,369)
Increase (decrease) in trade payables	(1,309)	(621)
Other, net	(1,616)	1,005
Subtotal	30,457	25,137
Interest and dividends received	1,181	1,065
Interest paid	(799)	(795)
Income taxes paid	(7,663)	(3,505)
Net cash provided by (used in) operating activities	23,176	21,901
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(7,950)	(11,372)
Proceeds from sale of property, plant and equipment	541	145
Purchase of intangible assets	(3,516)	(2,390)
Proceeds from sale of intangible assets	144	2
Purchase of investment securities	(523)	(26)
Proceeds from sale of investment securities	70	–
Proceeds from liquidation of subsidiaries and associates	492	–
Loan advances	(25)	(25)
Proceeds from collection of loans receivable	168	34
Payments into time deposits	(465)	(1,107)
Proceeds from withdrawal of time deposits	586	1,284
Purchase of shares of subsidiaries resulting in change in scope of consolidation	–	(440)
Other, net	–	(1,701)
Net cash provided by (used in) investing activities	(10,477)	(15,596)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from financing activities		
Proceeds from short-term borrowings	62,000	69,543
Repayments of short-term borrowings	(62,000)	(63,800)
Proceeds from long-term borrowings	–	13,100
Repayments of long-term borrowings	(8,468)	(5,100)
Dividends paid	(4,579)	(3,788)
Proceeds from issuance of bonds	–	5,000
Redemption of bonds	–	(14,000)
Dividends paid to non-controlling interests	(2,766)	(2,525)
Other, net	(1,254)	(1,057)
Net cash provided by (used in) financing activities	(17,068)	(2,627)
Effect of exchange rate change on cash and cash equivalents	1,830	98
Net increase (decrease) in cash and cash equivalents	(2,540)	3,776
Cash and cash equivalents at beginning of period	33,417	30,876
Cash and cash equivalents at end of period	* 30,876	* 34,652

## **(5) Notes to consolidated financial statements**

### **Notes on premise of going concern**

Not applicable.

### **Significant accounting policies for preparation of consolidated financial statements**

#### **1. Disclosure of scope of consolidation**

##### **(1) Number of consolidated subsidiaries: 73**

Names of major consolidated subsidiaries are provided in “2. Status of the corporate group.”

MSE China (Beijing) Co., Ltd. was included in the scope of consolidation due to additional acquisition of interests.

##### **(2) Names, etc. of major non-consolidated subsidiaries**

Fukumitsu-Shouji Co., Ltd.

The non-consolidated subsidiary is excluded from the scope of consolidation, because it is small in its business scale, and any amount in terms of its total assets, operating revenue and profit or loss (amount corresponding to the Company’s ownership interest) as well as retained earnings (amount corresponding to the Company’s ownership interest) and others does not significantly affect the consolidated financial statements.

#### **2. Disclosure about application of equity method**

##### **(1) Number of associates accounted for using equity method: 4**

Names of major associates accounted for using equity method are provided in “2. Status of the corporate group.”

Since MSE China (Beijing) Co., Ltd. was included in the scope of consolidation due to additional acquisition of interests, it was excluded from the scope of application of the equity method.

##### **(2) Non-consolidated subsidiary not accounted for using the equity method (Fukumitsu-Shouji Co., Ltd.) and associates not accounted for using the equity method (American Terminal Service Co., Ltd. and two other companies) are excluded from the scope of application of the equity method, because such exclusion has only an immaterial effect on the consolidated financial statements in terms of each company’s profit or loss (amount corresponding to the Company’s ownership interest) and retained earnings (amount corresponding to the Company’s ownership interest), and they have no significance as a whole.**

#### **3. Disclosure about fiscal years, etc. of consolidated subsidiaries**

Of consolidated subsidiaries, 27 companies have fiscal year-ends different from the consolidated balance sheet date, or accounting periods different from the consolidated accounting period. Therefore, they are consolidated based on the financial statements provisionally prepared in accordance with regular year-end closing procedures as of the consolidated balance sheet date. Other consolidated subsidiaries’ fiscal year-end is the same as the consolidated balance sheet date.

#### **4. Disclosure of accounting policies**

##### **(1) Valuation basis and methods for significant assets**

###### **a. Securities**

###### **Other securities**

###### **1) Securities other than shares with no market value, etc.**

Stated at fair value (valuation differences are booked directly in a separate component of net assets, and cost of securities sold is determined by the moving average method)

###### **2) Shares with no market value, etc.**

Stated at cost determined by the moving average method

b. Derivatives

Stated at fair value

c. Inventories

Stated at cost determined by the moving average method (method of lowering book value based on a decline in profitability)

(2) Accounting methods for depreciation of significant depreciable assets

a. Property, plant and equipment (excluding leased assets)

The declining balance method is applied, while the straight-line method is applied for buildings acquired on or after April 1, 1998 (excluding facilities attached to buildings), facilities attached to buildings and structures acquired on or after April 1, 2016, and consolidated foreign subsidiaries.

Major useful lives are as follows:

Buildings and structures	3-50 years
Machinery equipment and vehicles	2-15 years

b. Intangible assets (excluding leased assets)

The straight-line method is applied, while software for internal use is amortized using the straight-line method over its useful life as internally determined (five years).

c. Leased assets

Leased assets related to finance lease transactions that transfer ownership

The same depreciation method applied to non-current assets owned by the Company is applied.

Leased assets related to finance lease transactions that do not transfer ownership

The straight-line method is applied assuming the lease period as the useful life without residual value.

(3) Accounting methods for significant deferred assets

Bond issuance costs

Bond issuance costs are fully charged to expenses when incurred.

(4) Accounting policy for significant provisions

a. Allowance for doubtful accounts

To prepare for credit losses on receivables, an estimated uncollectable amount is provided at the amount estimated by either using the historical rate of credit loss for general receivables, or based on individual consideration of collectability for specific receivables such as highly doubtful receivables.

b. Provision for bonuses

To provide for payment of bonuses to employees, of the estimated amount of bonuses to be paid in the future, the amount estimated to cover the bonus payment for services rendered by employees with respect to the relevant fiscal year is provided.

c. Provision for loss on compensation for damage

To prepare for payment of compensation for damages, etc., a provision for loss on compensation for damage is recorded based on the estimated amount of loss.

d. Provision for loss on liquidation of subsidiaries and associates

The estimated amount of loss likely to arise from liquidation of consolidated subsidiaries is recorded as a provision for loss on liquidation of subsidiaries and associates.

(5) Accounting methods for retirement benefits

To prepare for payment of retirement benefits payable to employees, projected retirement benefit obligations and plan assets at the end of the relevant fiscal year are recorded based on deemed either accrued or realized amount at the end of the fiscal year.

a. Method of attributing expected retirement benefits to periods

In the calculation of retirement benefit obligations, expected retirement benefits are attributed to the period up to the end of the fiscal year on a benefit formula basis.

b. Method of amortizing actuarial gains and losses and past service cost

Actuarial gains and losses are amortized using the straight-line method over the average remaining service years (3 to 15 years) of employees when incurred in each fiscal year, from the fiscal year following the accrual of each gain or loss.

Past service cost is amortized using the straight-line method over the average remaining service years (11 years) of employees when incurred.

(6) Accounting policy for significant revenues and expenses

The Group recognizes revenue based on the following five step approach.

- |         |  |
|---------|--|
| Step 1: | Identify the contract(s) with a customer   |
| Step 2: | Identify the performance obligations in the contract                               |
| Step 3: | Determine the transaction price  |
| Step 4: | Allocate the transaction price to separate performance obligations in the contract |
| Step 5: | Recognize revenue when (or as) the entity satisfies a performance obligation       |

The Group provides comprehensive logistics services, such as warehousing, cargo handling, port-related work, inland transport and international transport, and real estate leasing services centered on building leases. In determining a contract with a customer, the Group recognizes that existence of characteristics that contracts should have and economic substance are reflected in the contract, and at the same time, identifies goods or services promised to be transferred to the customer under the contract as well as performance obligations to be accounted for individually.

In calculating a transaction price, the Group measures it at an amount of consideration to which the entity expects to be entitled in exchange for the transfer of promised goods or services to the customer. Contracts with customers do not include any significant financial component.

For contracts of which the transaction price needs to be allocated to each performance obligation, revenue is recognized by allocating goods or services constituting each performance obligation based on the proportion of the standalone selling price.

As for revenue recognition, control over the underlying goods or services is recognized at a point in time or over a certain period of time, only if performance obligations meet the qualifications.



- (7) Accounting policy for translation of significant foreign currency assets or liabilities into Japanese yen

Monetary receivables and payables in foreign currencies are translated into Japanese yen at the spot exchange rate prevailing as of the consolidated balance sheet date, and translation differences are accounted for as profit or loss. Assets and liabilities of foreign subsidiaries, etc. are translated into Japanese yen at the spot exchange rate prevailing as of the consolidated balance sheet date, and their revenues and expenses are translated into Japanese yen at the average exchange rate during the period. Translation differences are included in foreign currency translation adjustment and non-controlling interests under net assets.

- (8) Accounting method and period for amortization of goodwill

Goodwill is amortized in equal amounts over the period in which its effects will be realized within 20 years.

- (9) Scope of cash and cash equivalents in consolidated statement of cash flows

Cash and cash equivalents in the consolidated statement of cash flows are comprised of cash in hand, demand deposits and short-term investments with maturities of three months or less from the acquisition date that are highly liquid, readily convertible into cash and are exposed to only an insignificant risk of fluctuations in value.

- (10) Accounting methods for hedging

In principle, the deferral hedge accounting is applied. Exceptional accounting method is applied to interest rate swaps that meet the requirements.

- (11) Methods for recognizing impairment of securities

For securities other than shares with no market value, etc., impairment is recognized if the share price at the end of the fiscal year has decreased by 30% or more against the historical cost. For shares with no market value, etc., impairment is recognized if the net asset value of the issuer has decreased by 50% or more against the historical cost and the recovery cannot be expected.

**Notes on changes in accounting policies****Application of Accounting Standard for Current Income Taxes**

The Company has applied the “Accounting Standard for Current Income Taxes” (Accounting Standards Board of Japan (ASBJ) Statement No. 27, October 28, 2022; the “Revised Accounting Standard of 2022”) and other relevant ASBJ regulations from the fiscal year ended March 31, 2025.

Previously, calculated amounts of corporate taxes, inhabitants taxes and enterprise taxes on earnings, etc. (“current income taxes”) were recorded in profit or loss in accordance with laws and regulations. Moving forward, current income taxes on earnings will be recorded in profit or loss, shareholders’ equity, or other comprehensive income according to the transaction, etc. from which those taxes were incurred. Concerning current income taxes recorded in accumulated other comprehensive income, when a transaction, etc., which is the reason for said current income taxes to be applied, is recorded in profit or loss, the corresponding amount of tax will be recorded in profit or loss. Additionally, if the transaction, etc. subject to taxation is related to shareholders’ equity or other comprehensive income in addition to profit or loss, and it is difficult to calculate the amount of current income taxes to be applied to shareholders’ equity or other comprehensive income, the amount of such taxes will be recorded in profit or loss.

Furthermore, regarding the temporary difference inherent in the consolidated financial statements associated with the monetary differences caused by changes in the parent company’s equity stake, where a capital surplus is recorded as deferred tax assets or deferred tax liabilities as a partner account, for the reversal of the deferred tax assets or deferred tax liabilities when the temporary difference is eliminated through the sale of the investment in the subsidiary in question, etc., the corresponding amount had previously been recorded as income taxes - deferred, but here the capital surplus has been reversed as a partner account.

Revisions to categories for recording current income taxes (taxation on other comprehensive income) conform to the transitional treatment in the proviso of paragraph 20-3 of the Revised Accounting Standard of 2022, and these revisions have no impact on our consolidated financial statements.

Furthermore, regarding the handling of the tax impact where the gain or loss on sales resulting from sales of shares of the Company’s subsidiaries among consolidated companies is deferred for tax purposes, in the financial statements of the company selling shares of the subsidiaries in question, where deferred tax assets or deferred tax liabilities are recorded on the temporary difference associated with the gain or loss on sale in question, in the past the Company has not revised the amount of the deferred tax assets or deferred tax liabilities associated with the temporary difference in question in the consolidated accounting procedures, however here the deferred tax assets or deferred tax liabilities associated with the temporary difference in question have been reversed.

Regarding the amendments related to revisions of the handling in the consolidated financial statements where the gain or loss on sales resulting from sales of shares of the Company’s subsidiaries among consolidated companies is deferred for tax purposes, the Guidance on Accounting Standard for Tax Effect Accounting has been applied from the fiscal year ended March 31, 2025, and the impact of these revisions on our consolidated financial statements is minimal.

# Consolidated balance sheet

- \*1 The amount to unconsolidated subsidiaries and associates accounted for using equity method are as follows:

	(Millions of yen)	
	As of March 31, 2024	As of March 31, 2025
Investment securities (shares)	659	705
Other (investments in capital)	4,446	4,182
Total	5,106	4,888

- \*2 Pledged assets and secured liabilities

Assets pledged as collateral are as follows:

	(Millions of yen)	
	As of March 31, 2024	As of March 31, 2025
Buildings and structures	2,171	1,982
Land	0	0
Total	2,172	1,983

The maximum amount of revolving mortgage associated with such assets in the previous fiscal year and the current fiscal year amounts to ¥3,000 million and ¥3,000 million, respectively.

Secured liabilities are as follows:

	(Millions of yen)	
	As of March 31, 2024	As of March 31, 2025
Short-term borrowings	—	—
Current portion of long-term borrowings	176	176
Long-term borrowings	2,152	1,975
Total	2,328	2,152

- 3 Contingent liabilities (Guarantee obligations)

The Company and its consolidated subsidiaries have provided guarantees for housing loans from banks to their employees as follows:

	(Millions of yen)	
	As of March 31, 2024	As of March 31, 2025
Guarantees for housing loans from banks to employees	13	9

- 4 Trade notes receivable transferred by endorsement

	(Millions of yen)	
	As of March 31, 2024	As of March 31, 2025
Trade notes receivable transferred by endorsement	13	16

- 5 The Company has entered into overdraft agreements with four banks (four banks as of the end of the previous fiscal year) and loan commitment agreements with three banks (three banks as of the end of the previous fiscal year) to efficiently procure working capital. The outstanding loan balances as of the end of the respective fiscal years based on such agreements are as follows:

	(Millions of yen)	
	As of March 31, 2024	As of March 31, 2025
Maximum amount of overdraft	22,500	22,500
Outstanding balance of overdraft	—	5,700
Unused amount	22,500	16,800
	As of March 31, 2024	As of March 31, 2025
Total line of credit	10,000	10,000
Outstanding balance of used line of credit	—	—
Unused amount	10,000	10,000

**\*6 Accumulated depreciation**

Accumulated depreciation of property, plant and equipment includes accumulated impairment losses.

**Consolidated statement of income****\*1 Impairment losses**

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

**1. Amount of impairment losses**

In the fiscal year ended March 31, 2024, the Group recorded impairment losses on the following assets.

(Millions of yen)		
Used for	Category	Amount
Logistics facilities, etc.	Buildings and structures	205
	Others	4
Total		210

**2. Method of grouping assets**

Calculating impairment loss involves grouping assets based on the smallest cash flow generating unit that is largely independent from cash flows of other assets and assets groups.

**3. Overview and circumstances of asset groups for which impairment loss has been recognized**

Impairment loss on business assets

**(i) Overview of asset groups for which impairment loss has been recognized**

(Millions of yen)			
Location	Used for	Category	Amount
Ichikawa-shi, Chiba, etc.	Logistics facilities, etc.	Buildings and structures, etc.	210

**(ii) Circumstances leading up to recognition of impairment loss**

The Company has recognized a decline in revenue from operating activities with respect to the aforementioned assets owned by MITSUI-SOKO Supply Chain Solutions, Inc. in Ichikawa-shi, Chiba Prefecture, etc. and has deemed short-term recovery unlikely. As such, the Company has accordingly reduced the carrying amounts of assets associated with the relevant asset groups to the respective recoverable amounts, and has recognized the amount of decrease under extraordinary losses as impairment losses. Meanwhile, the recoverable amounts have been measured in terms of value in use, which has been set to zero.

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

1. Amount of impairment losses

In the fiscal year ended March 31, 2025, the Group recorded impairment losses on the following assets.

(Millions of yen)

Used for	Category	Amount
Logistics facilities, etc.	Buildings and structures	86
	Machinery, equipment and vehicles	177
	Others	234
Total		499

2. Method of grouping assets

Calculating impairment loss involves grouping assets based on the smallest cash flow generating unit that is largely independent from cash flows of other assets and assets groups.

3. Overview and circumstances of asset groups for which impairment loss has been recognized

Impairment loss on business assets

(i) Overview of asset groups for which impairment loss has been recognized

(Millions of yen)

Location	Used for	Category	Amount
Ota-ku, Tokyo	Logistics facilities, etc.	Machinery, equipment and vehicles, etc.	499

(ii) Circumstances leading up to recognition of impairment loss

The Company has recognized a decline in revenue from operating activities with respect to the aforementioned assets owned by the Company and MITSUI-SOKO Co., Ltd. in Ota-ku, Tokyo, and has deemed short-term recovery unlikely. As such, the Company has accordingly reduced the carrying amounts of assets associated with the relevant asset groups to the respective recoverable amounts, and has recognized the amount of decrease under extraordinary losses as impairment losses. Meanwhile, the recoverable amounts have been measured in terms of value in use, which has been set to zero.

\*2 Loss on liquidation of subsidiaries and associates

A decision was made to liquidate consolidated subsidiary MS North Star Logistics (Thailand) Co., Ltd. The Company has accordingly recorded expenses related to the liquidation. This includes provision for loss on liquidation of subsidiaries and associates of ¥346 million and other of ¥141 million.

# Consolidated statement of comprehensive income

\* Notes regarding reclassification adjustments and tax effects relating to other comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Valuation difference on available-for-sale securities		
Amount arising during the year	3,837	1,784
Reclassification adjustments	(19)	—
Income taxes and before income tax effects	3,817	1,784
Income taxes and tax (expense) or benefit	(1,182)	(653)
Valuation difference on available-for-sale securities	2,635	1,130
Deferred gains or losses on hedges		
Amount arising during the year	0	0
Income taxes and tax (expense) or benefit	(0)	(0)
Deferred gains or losses on hedges	0	0
Foreign currency translation adjustment		
Amount arising during the year	3,783	(171)
Reclassification adjustments	(129)	(52)
Foreign currency translation adjustment	3,653	(224)
Remeasurements of defined benefit plans, net of tax		
Amount arising during the year	4,448	1,191
Reclassification adjustments	(226)	(641)
Income taxes and before income tax effects	4,221	550
Income taxes and tax (expense) or benefit	(1,292)	(226)
Remeasurements of defined benefit plans, net of tax	2,929	323
Share of other comprehensive income of entities accounted for using equity method		
Amount arising during the year	170	(116)
Reclassification adjustments	35	—
Share of other comprehensive income of entities accounted for using equity method	206	(116)
Total other comprehensive income	9,426	1,114

# Consolidated statement of changes in equity

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

1. Class and total number of issued shares, and class and number of treasury shares

	Number of shares at beginning of the fiscal year (Shares)	Increase (Shares)	Decrease (Shares)	Number of shares at end of the fiscal year (Shares)
Issued shares				
Common shares (Note 1)	24,921,802	35,800	—	24,957,602
Total	24,921,802	35,800	—	24,957,602
Treasury shares				
Common shares (Note 2)	46,808	172	—	46,980
Total	46,808	172	—	46,980

Notes: 1. The 35,800 increase in the number of issued common shares was due to the increase from the issuance of new shares as restricted share remuneration.

2. The increase of 172 treasury shares of common shares is the result of an increase of 172 shares due to purchase of less-than-one-unit shares.

## 2. Dividends

### (1) Dividends paid

Resolution	Classes of shares	Total amount of dividends (Millions of yen)	Dividend per share (Yen)	Record date	Effective date
Board of Directors meeting held on May 10, 2023	Common shares	2,910	117.00	March 31, 2023	June 5, 2023
Board of Directors meeting held on November 7, 2023	Common shares	1,669	67.00	September 30, 2023	December 4, 2023

### (2) Dividends whose effective date falls in the fiscal year following the fiscal year of the record date

Resolution	Classes of shares	Total amount of dividends (Millions of yen)	Source of dividend	Dividend per share (Yen)	Record date	Effective date
Board of Directors meeting held on May 10, 2024	Common shares	1,967	Retained earnings	79.00	March 31, 2024	June 5, 2024

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

### 1. Class and total number of issued shares, and class and number of treasury shares

	Number of shares at beginning of the fiscal year (Shares)	Increase (Shares)	Decrease (Shares)	Number of shares at end of the fiscal year (Shares)
Issued shares				
Common shares (Note 1)	24,957,602	26,800	—	24,984,402
Total	24,957,602	26,800	—	24,984,402
Treasury shares				
Common shares (Note 2)	46,980	1,782	—	48,762
Total	46,980	1,782	—	48,762

Notes: 1. The 26,800 increase in the number of issued common shares was due to the increase from the issuance of new shares as restricted share remuneration.

2. The increase of 1,782 treasury shares of common shares is the result of an increase of 149 shares due to purchase of less-than-one-unit shares and an increase of 1,633 shares due to acquisition of restricted shares without contribution.

3. The Company conducted a 3-for-1 stock split of its common shares, with an effective date of May 1, 2025. The numbers of shares prior to the stock split have been stated with respect to the aforementioned numbers of shares.

## 2. Dividends

### (1) Dividends paid

Resolution	Classes of shares	Total amount of dividends (Millions of yen)	Dividend per share (Yen)	Record date	Effective date
Board of Directors meeting held on May 10, 2024	Common shares	1,967	79.00	March 31, 2024	June 5, 2024
Board of Directors meeting held on November 8, 2024	Common shares	1,820	73.00	September 30, 2024	December 3, 2024

(2) Dividends whose effective date falls in the fiscal year following the fiscal year of the record date

Resolution	Classes of shares	Total amount of dividends (Millions of yen)	Source of dividend	Dividend per share (Yen)	Record date	Effective date
Board of Directors meeting held on May 9, 2025	Common shares	1,820	Retained earnings	73.00	March 31, 2025	June 6, 2025

Note: The Company conducted a 3-for-1 stock split of its common shares, with an effective date of May 1, 2025. The dividend per share amounts presented are actual dividend amounts prior to the stock split.

### Consolidated statement of cash flows

- \* Reconciliation of ending balance of cash and cash equivalents with account balances per consolidated balance sheet

(Millions of yen)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Cash and deposits	31,870	35,496
Time deposits with maturity over 3 months	(993)	(843)
Cash and cash equivalents	30,876	34,652

### Securities

1. Other securities

As of March 31, 2024

(Millions of yen)

Categories	Carrying amount	Acquisition cost	Difference
Items whose carrying amount exceeds acquisition cost			
Stocks	13,073	2,988	10,084
Subtotal	13,073	2,988	10,084
Items whose carrying amount does not exceed acquisition cost			
Stocks	83	96	(12)
Subtotal	83	96	(12)
Total	13,157	3,085	10,071

Note: "Acquisition cost" in the above table represents the carrying amount after impairment.

Unlisted shares (carrying amount on the consolidated balance sheet: ¥1,488 million) and investments in investment business limited partnership (carrying amount on the consolidated balance sheet: ¥87 million) are not included in "other securities" in the table above because they are shares with no market value, etc.

As of March 31, 2025

(Millions of yen)

Categories	Carrying amount	Acquisition cost	Difference
Items whose carrying amount exceeds acquisition cost			
Stocks	14,906	3,044	11,861
Subtotal	14,906	3,044	11,861
Items whose carrying amount does not exceed acquisition cost			
Stocks	36	41	(4)
Subtotal	36	41	(4)
Total	14,942	3,085	11,856



Note: “Acquisition cost” in the above table represents the carrying amount after impairment.

Unlisted shares (carrying amount on the consolidated balance sheet: ¥1,423 million) and investments in investment business limited partnership (carrying amount on the consolidated balance sheet: ¥76 million) are not included in “other securities” in the table above because they are shares with no market value, etc.

## 2. Other securities sold

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Millions of yen)

Category	Sale proceeds	Total gain on sale	Total loss on sale
Stocks	70	20	—
Total	70	20	—

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

Not applicable.

## Real estate for lease, etc.

The Company and some of the consolidated subsidiaries have rental office buildings, etc. (including land) in Tokyo and other regions. Rental income related to such rental properties and other real estate in the previous fiscal year amounts to ¥6,292 million (recorded in operating profit). Rental income related to such rental properties and other real estate in the current fiscal year amounts to ¥2,103 million (recorded in operating profit).

In addition, carrying amounts, increase (decrease) during fiscal period, and fair value of the rental properties and other real estate are as follows:

(Millions of yen)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Carrying amount		
Balance at beginning of period	29,304	28,093
Increase or decrease during period	(1,211)	1,885
Balance at end of period	28,093	29,979
Fair value at end of period	144,136	122,783

Notes: 1. The carrying amounts are calculated by subtracting accumulated depreciation from acquisition cost.

2. The main component of the decrease of the previous fiscal year was depreciation, and the main component of the increase of the current fiscal year was capital expenditures.

3. The fair value at the end of the period represents the amount based on real estate appraisal by external real estate appraisers for major properties, and the amount internally calculated by the income approach for other properties.

## Notes on segment information, etc.

[Segment information]

### 1. Description of reportable segments

The Group’s reportable segments are constituent units of the Group for which separate financial information is available and are subject to periodic review so that it is possible for the Board of Directors to make decisions on allocating management resources and to evaluate financial performance.

The Group consists of the Logistics Business that provides clients with various logistics services in an organic and efficient manner through operations that include warehousing and cargo handling, port-related work, inland transport and international transport, and the Real Estate Business that is centered on building leases. The Group’s reportable segments are comprised of the following two segments.

- Logistics Business: The segment provides various logistics services such as warehousing and cargo handling, port-related work and transport, overseas logistics services, multimodal forwarding, airfreight forwarding, third-party logistics (3PL), supply chain management support, and land transportation.
- Real Estate Business: The segment provides services centered on building lease.

2. Calculation methods for operating revenue, profit (loss), assets and other items by reportable segment

The accounting methods used for reportable segments are consistent with those presented under “Significant accounting policies for preparation of consolidated financial statements.”

Reportable segment profit figures are net amortization of goodwill.

Intersegment revenue and transfers are based on prevailing market prices.

3. Information on operating revenue, profit (loss), assets and other items by reportable segment

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Millions of yen)

	Reportable segment		Total	Adjustment (Note 1)	Amount on consolidated financial statements (Note 2)
	Logistics Business	Real Estate Business			
Operating revenue					
(1) Operating revenue from external customers	251,817	8,776	260,593	—	260,593
(2) Intersegment revenue or transfers	—	816	816	(816)	—
Total	251,817	9,592	261,410	(816)	260,593
Segment operating profit	19,422	5,942	25,365	(4,610)	20,754
Segment assets	174,595	35,169	209,765	53,778	263,543
Other items					
Depreciation	4,748	1,590	6,339	3,367	9,707
Investments in entities accounted for using equity method	5,088	—	5,088	—	5,088
Increase in property, plant and equipment and intangible assets	4,309	2,253	6,563	4,866	11,430

Notes: 1. Adjustments are as follows.

- (1) Segment profit adjustment of ¥(4,610) million is mainly expenses associated with the administrative department of the Company.
  - (2) Segment assets adjustment of ¥53,778 million is assets associated with the administrative department of the Company.
  - (3) Adjustment on increase in property, plant and equipment and intangible assets amounting to ¥4,866 million constitutes an increase associated with the administrative department of the Company.
2. Segment operating profit is adjusted to operating profit in the consolidated financial statements.

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segment		Total	Adjustment (Note 1)	Amount on consolidated financial statements (Note 2)
	Logistics Business	Real Estate Business			
Operating revenue					
(1) Operating revenue from external customers	275,071	5,671	280,742	–	280,742
(2) Intersegment revenue or transfers	–	1,041	1,041	(1,041)	–
Total	275,071	6,712	281,784	(1,041)	280,742
Segment operating profit	21,384	2,161	23,546	(5,715)	17,831
Segment assets	182,912	39,566	222,479	57,894	280,374
Other items					
Depreciation	5,053	1,669	6,722	3,863	10,586
Investments in entities accounted for using equity method	4,870	–	4,870	–	4,870
Increase in property, plant and equipment and intangible assets	4,512	5,015	9,528	4,457	13,986

Notes: 1. Adjustments are as follows.

- (1) Segment profit adjustment of ¥(5,715) million is mainly expenses associated with the administrative department of the Company.
  - (2) Segment assets adjustment of ¥57,894 million is assets associated with the administrative department of the Company.
  - (3) Adjustment on increase in property, plant and equipment and intangible assets amounting to ¥4,457 million constitutes an increase associated with the administrative department of the Company.
2. Segment operating profit is adjusted to operating profit in the consolidated financial statements.

[Related information]

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

1. Information for each product or service

Information for each product or service has been omitted because similar information has been disclosed under segment information.

2. Information for each region

(1) Operating revenue

(Millions of yen)

Japan	Other	Total
199,490	61,103	260,593

- Notes: 1. Operating revenue is categorized by country or region based on customer location.
2. Operating revenue associated with respective major countries and regions has been combined and presented under “Other” given the small sums thereof.
3. Major countries or regions included in “Other”:  
United States, China, Europe, Thailand and Malaysia

(2) Property, plant and equipment

(Millions of yen)

Japan	Other	Total
121,952	16,833	138,785

- Notes: 1. Property, plant and equipment is categorized by country or region based on customer location.
2. Property, plant and equipment associated with respective major countries and regions has been combined and presented under “Other” given the small sums thereof.
3. Major countries or regions included in “Other”:  
United States, China, Europe, Thailand, Indonesia, Malaysia and South Korea

## 3. Information for each of main customers

The information is omitted, because external operating revenue from a specific customer accounted for less than 10% of total operating revenue in the consolidated statement of income.

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

## 1. Information for each product or service

Information for each product or service has been omitted because similar information has been disclosed under segment information.

## 2. Information for each region

## (1) Operating revenue

(Millions of yen)

Japan	Other	Total
204,224	76,518	280,742

- Notes: 1. Operating revenue is categorized by country or region based on customer location.  
 2. Operating revenue associated with respective major countries and regions has been combined and presented under "Other" given the small sums thereof.  
 3. Major countries or regions included in "Other":  
 United States, China, Europe, Thailand and Malaysia

## (2) Property, plant and equipment

(Millions of yen)

Japan	Other	Total
124,911	16,419	141,331

- Notes: 1. Property, plant and equipment is categorized by country or region based on customer location.  
 2. Property, plant and equipment associated with respective major countries and regions has been combined and presented under "Other" given the small sums thereof.  
 3. Major countries or regions included in "Other":  
 United States, China, Europe, Thailand, Indonesia, Malaysia and South Korea

## 3. Information for each of main customers

The information is omitted, because external operating revenue from a specific customer accounted for less than 10% of total operating revenue in the consolidated statement of income.

[Information about impairment losses of non-current assets for each reportable segment]

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

The Logistics Business segment recorded impairment losses on non-current assets of ¥210 million.

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

The Logistics Business segment recorded impairment losses on non-current assets of ¥499 million.

[Information about amortization and unamortized balance of goodwill by reportable segment]

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Millions of yen)

	Logistics Business	Real Estate Business	Total
Amortization in the fiscal year	148	—	148
Balance at end of period	1,587	—	1,587

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Logistics Business	Real Estate Business	Total
Amortization in the fiscal year	247	–	247
Balance at end of period	2,335	–	2,335

[Information about gain on bargain purchase by reportable segment]

Not applicable.

**Notes on per share information**

(Yen)

Items	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Net assets per share	1,470.70	1,566.41
Basic earnings per share	162.07	134.25

Notes: 1. Diluted earnings per share have not been presented for the previous fiscal year or the current fiscal year because there are no potentially dilutive shares.

2. The Company conducted a 3-for-1 stock split of its common shares, with an effective date of May 1, 2025. Net assets per share and basic earnings per share have been calculated under the assumption that the stock split was conducted at the beginning of the previous fiscal year.

3. The bases for calculating basic earnings per share are as follows:

Items	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Profit attributable to owners of parent (Millions of yen)	12,107	10,040
Profit not attributable to common shareholders (Millions of yen)	–	–
Profit attributable to owners of parent pertaining to common shares (Millions of yen)	12,107	10,040
Average number of shares outstanding during the period (Shares)	74,705,234	74,789,364

**Business combinations****Business combination by acquisition**

The Company's consolidated subsidiary MITSUI-SOKO EXPRESS Co., Ltd. acquired an additional stake in equity method affiliated MSE China (Beijing) Co., Ltd., making it a consolidated subsidiary.

**1. Outline of business combination****(1) Name of acquired company and its business content**

Name of acquired company: MSE China (Beijing) Co., Ltd.

Description of business: Logistics business

**(2) Main reason for business combination**

We are working to further expand our air transportation business foundation in China to maximize Group profits.

**(3) Date of business combination**

April 1, 2024

**(4) Legal form of business combination**

Acquisition of interests in consideration for cash

(5) Name of company after business combination

No change

(6) Ratio of voting rights acquired

Ratio of voting rights before acquisition: 50.0%

Ratio of voting rights additionally acquired: 50.0%

Ratio of voting rights after acquisition: 100.0%

(7) Main reason for deciding the acquiring enterprise

The Company is the acquiring enterprise as its consolidated subsidiary acquired the interests in consideration for cash.

2. Period of results of the acquired company included in the consolidated statement of income

From April 1, 2024 to March 31, 2025

3. Acquisition cost for the acquired enterprise and breakdown by type of consideration

		(Millions of yen)
Consideration for acquisition	Fair value of the stake owned in the company being acquired immediately prior to acquisition on the date of the business combination	633
	Cash consideration of the stake in the company being acquired that was additionally acquired on the date of business combination	633
Acquisition cost		1,266

4. Description and amount of major acquisition-related expenses

Advisory fees, etc. ¥13 million

5. Difference between acquisition cost of acquired company and total acquisition cost of individual transactions leading to acquisition

Gain on step acquisitions ¥509 million

6. Amount of goodwill recognized, the reason for recognition, and the method and period of amortization

(1) Amount of goodwill recognized

¥944 million

(2) Reason for recognition

Because the acquisition cost exceeded the net amount allocated to the acquired assets and assumed debts, the portion in excess has been recorded as goodwill.

(3) Method and period of amortization

Straight-line method over ten years

7. Amounts and major components of assets acquired and liabilities assumed on the date of business combination

	(Millions of yen)
Current assets	508
Non-current assets	97
Total assets	605
Current liabilities	217
Non-current liabilities	65
Total liabilities	283

8. Estimated amount of business combination's impact on the consolidated statement of income for the current fiscal year assuming the business combination has been completed on the start date of the current fiscal year, and the calculation method thereof

There is no impact given that the acquisition date coincides with the beginning of the current fiscal year.

### Notes on significant subsequent events

On May 1, 2025, the Company conducted a stock split in accordance with a resolution at the meeting of its Board of Directors held on March 24, 2025.

#### Stock split

##### (1) Purpose of stock split

The purpose of the stock split is to create an environment that facilitates investors' making investment and to expand the investor base and increase the liquidity of the Company's shares by lowering the amount per investment unit of our stock.

##### (2) Overview of stock split

###### a. Method of the stock split

With April 30, 2025 as the record date, we conducted a 3-for-1 stock split of common shares owned by shareholders registered or recorded in the shareholder registry as of the end of the same date.

###### b. Number of shares to be increased by stock split

1) Total number of issued shares before the stock split	24,984,402 shares
2) Number of the shares to be increased by the stock split	49,968,804 shares
3) Total number of issued shares after the stock split	74,953,206 shares
4) Total number of authorized shares after the stock split	240,000,000 shares

###### c. Schedule of stock split

1) Date of public notice of the record date	April 15, 2025
2) Record date	April 30, 2025
3) Effective date	May 1, 2025

##### (3) Impact on per share information

The impact of the stock split on per share information is presented in "(5) Notes to consolidated financial statements, Notes on per share information."

#### Partial amendment to the Articles of Incorporation in accordance with the stock split

##### (1) Reason for amendment to the Articles of Incorporation

In accordance with this stock split, the total number of authorized shares under Article 6 of the Company's Articles of Incorporation was changed as of May 1, 2025, in accordance with the provisions of Article 184, paragraph (2) of the Companies Act.

##### (2) Particulars of amendment to the Articles of Incorporation

The particulars of amendment are as follows:

Before amendment	After amendment
Article 6 The total number of the Company's authorized shares shall be <u>eighty million (80,000,000)</u> shares.	Article 6 The total number of the Company's authorized shares shall be <u>two hundred and forty million (240,000,000)</u> shares.

##### (3) Schedule of Amendment to the Articles of Incorporation

Effective date              May 1, 2025

## 6. Non-consolidated financial statements

### (1) Non-consolidated balance sheet

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	3,439	4,523
Trade accounts receivable	430	927
Prepaid expenses	680	667
Income taxes refund receivable	1,451	102
Short-term loans receivable	2,290	1,140
Other	1,841	3,465
Total current assets	10,133	10,826
Non-current assets		
Property, plant and equipment		
Buildings	41,890	47,116
Structures	623	551
Machinery and equipment	651	895
Vehicles	9	19
Tools, furniture and fixtures	913	1,115
Land	36,752	36,752
Construction in progress	2,286	324
Total property, plant and equipment	83,126	86,774
Intangible assets		
Leasehold interests in land	2,212	2,324
Software	8,036	8,280
Other	11	11
Total intangible assets	10,260	10,615
Investments and other assets		
Investment securities	11,380	13,462
Shares of subsidiaries and associates	36,930	38,236
Investments in capital of subsidiaries and associates	5,727	5,727
Long-term loans receivable	16,992	13,417
Prepaid pension costs	1,733	2,090
Distressed receivables	–	44
Other	1,768	2,904
Allowance for doubtful accounts	(170)	(214)
Total investments and other assets	74,362	75,669
Total non-current assets	167,749	173,059
Total assets	177,883	183,886



(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Trade accounts payable	92	130
Current portion of bonds payable	14,000	—
Short-term borrowings	39,381	38,458
Current portion of long-term borrowings	4,619	6,679
Accounts payable - other	1,326	1,792
Advances received	426	596
Deposits received	109	131
Provision for bonuses	1,020	1,222
Other	505	461
Total current liabilities	61,483	49,474
Non-current liabilities		
Bonds payable	11,000	16,000
Long-term borrowings	41,767	48,187
Deferred tax liabilities	5,149	5,401
Provision for loss on liquidation of subsidiaries and associates	—	211
Provision for retirement benefits	49	45
Other	2,587	4,320
Total non-current liabilities	60,553	74,167
<b>Total liabilities</b>	<b>122,036</b>	<b>123,641</b>
<b>Net assets</b>		
Shareholders' equity		
Share capital	11,219	11,282
Capital surplus		
Legal capital surplus	5,681	5,745
Total capital surplus	5,681	5,745
Retained earnings		
Legal retained earnings	2,562	2,562
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	7,429	7,349
Retained earnings brought forward	23,403	26,348
Total retained earnings	33,395	36,259
Treasury shares	(104)	(105)
Total shareholders' equity	50,192	53,182
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	5,654	7,062
Total valuation and translation adjustments	5,654	7,062
<b>Total net assets</b>	<b>55,847</b>	<b>60,244</b>
<b>Total liabilities and net assets</b>	<b>177,883</b>	<b>183,886</b>

**(2) Non-consolidated statement of income**

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Operating revenue		
Group operating income	7,399	8,022
Dividends from subsidiaries and associates	10,084	8,651
Real estate income	9,239	6,136
Other	401	621
Total operating revenue	27,125	23,431
Operating costs		
Rent expenses	813	813
Depreciation	3,302	3,357
Salaries and allowances	174	175
Taxes and dues	1,442	1,453
Other	1,704	2,628
Total operating costs	7,438	8,429
Operating gross profit	19,686	15,002
Selling, general and administrative expenses	8,247	9,885
Operating profit	11,438	5,116
Non-operating income		
Interest and dividend income	473	603
Rental income from buildings	2	3
Foreign exchange gains	—	245
Other	110	110
Total non-operating income	586	962
Non-operating expenses		
Interest expenses	688	807
Loss on retirement of non-current assets	263	179
Other	149	242
Total non-operating expenses	1,101	1,229
Ordinary profit	10,924	4,850
Extraordinary income		
Adjustment received	—	1,295
Total extraordinary income	—	1,295
Extraordinary losses		
Loss on liquidation of subsidiaries and associates	—	547
Total extraordinary losses	—	547
Profit before income taxes	10,924	5,599
Income taxes - current	342	(554)
Income taxes - deferred	321	(498)
Total income taxes	663	(1,053)
Profit	10,260	6,652

### (3) Non-consolidated statement of changes in equity

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Millions of yen)

	Shareholders' equity								
	Share capital	Capital surplus		Retained earnings				Treasury shares	Total share-holders' equity
		Legal capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings		
					Reserve for tax purpose reduction entry of non-current assets	Retained earnings brought forward			
Balance at beginning of period	11,156	5,618	5,618	2,562	7,511	17,639	27,714	(103)	44,385
Changes during period									
Issuance of new shares	63	63	63						126
Dividends of surplus						(4,579)	(4,579)		(4,579)
Reversal of reserve for tax purpose reduction entry of non-current assets					(82)	82	—		—
Profit						10,260	10,260		10,260
Purchase of treasury shares								(0)	(0)
Net changes in items other than shareholders' equity									
Total changes during period	63	63	63	—	(82)	5,763	5,681	(0)	5,807
Balance at end of period	11,219	5,681	5,681	2,562	7,429	23,403	33,395	(104)	50,192

	Valuation and translation adjustments		Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	3,515	3,515	47,900
Changes during period			
Issuance of new shares			126
Dividends of surplus			(4,579)
Reversal of reserve for tax purpose reduction entry of non-current assets			—
Profit			10,260
Purchase of treasury shares			(0)
Net changes in items other than shareholders' equity	2,139	2,139	2,139
Total changes during period	2,139	2,139	7,946
Balance at end of period	5,654	5,654	55,847

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity								
	Share capital	Capital surplus		Retained earnings				Treasury shares	Total shareholders' equity
		Legal capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings		
					Reserve for tax purpose reduction entry of non-current assets	Retained earnings brought forward			
Balance at beginning of period	11,219	5,681	5,681	2,562	7,429	23,403	33,395	(104)	50,192
Changes during period									
Issuance of new shares	63	63	63						126
Dividends of surplus						(3,788)	(3,788)		(3,788)
Reversal of reserve for tax purpose reduction entry of non-current assets					(80)	80	—		—
Profit						6,652	6,652		6,652
Purchase of treasury shares								(0)	(0)
Net changes in items other than shareholders' equity									
Total changes during period	63	63	63	—	(80)	2,945	2,864	(0)	2,990
Balance at end of period	11,282	5,745	5,745	2,562	7,349	26,348	36,259	(105)	53,182

	Valuation and translation adjustments		Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	5,654	5,654	55,847
Changes during period			
Issuance of new shares			126
Dividends of surplus			(3,788)
Reversal of reserve for tax purpose reduction entry of non-current assets			—
Profit			6,652
Purchase of treasury shares			(0)
Net changes in items other than shareholders' equity	1,407	1,407	1,407
Total changes during period	1,407	1,407	4,397
Balance at end of period	7,062	7,062	60,244

## 7. Others

Reference materials on the financial results for the fiscal year ended March 31, 2025

### 1. Overview of operating results (Consolidated)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Changes	
			Monetary amount	Percentage (%)
Operating revenue	260,593	280,742	20,148	7.7
Operating profit	20,754	17,831	(2,922)	(14.1)
Ordinary profit	21,010	18,037	(2,972)	(14.1)
Profit attributable to owners of parent	12,107	10,040	(2,067)	(17.1)

### 2. Financial position (Consolidated)

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025	Changes	
			Monetary amount and others	Percentage (%)
Equity capital	109,908	117,178	7,270	6.6
Total assets	263,543	280,374	16,830	6.4
Equity ratio	41.7%	41.8%	+0.1 pt	0.2
D/E ratio	0.76	0.75	(0.01)	(1.3)

### 3. Status of depreciation (Consolidated)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Changes
Depreciation	9,707	10,586	878

### 4. Balance of interest-bearing debt (Consolidated)

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025	Changes
Bonds payable	25,000	16,000	(9,000)
Borrowings	51,738	65,606	13,868
Lease liabilities	6,526	6,008	(518)
Total	83,265	87,615	4,349

### 5. Segment information (Consolidated)

<Operating revenue>

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Logistics Business	251,817	275,071
Real Estate Business	9,592	6,712
Total	261,410	281,784
Adjustment	(816)	(1,041)
Amount recorded in the consolidated statement of income	260,593	280,742

<Operating profit>

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Logistics Business	19,422	21,384
Real Estate Business	5,942	2,161
Total	25,365	23,546
Adjustment	(4,610)	(5,715)
Amount recorded in the consolidated statement of income	20,754	17,831

- A breakdown of performance in the Logistics Business by business category is presented in the Fact Sheet on the Company's IR website.  
The Company's IR website URL: <https://www.mitsui-soko.com/en/ir/library/information> (in English)