

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

**Meeting Materials for
the 177th Ordinary General Meeting of Shareholders**

**Items excluded from paper-based documents delivered in
response to a request for delivery of documents stating
items subject to measures for electronic provision**

**Share acquisition rights, etc. of the Company
System to ensure the properness of operations
Overview of operational status of system to ensure the properness of operations
Notes to the Consolidated Financial Statements
Notes to the Non-Consolidated Financial Statements
(From April 1, 2024 to March 31, 2025)**

MITSUI-SOKO HOLDINGS Co., Ltd.

In accordance with the provisions of laws and regulations and the Company's Articles of Incorporation, the above items are excluded from the paper-based documents delivered to shareholders who have made a request for delivery of such documents.

Share acquisition rights, etc. of the Company

Not applicable

System to ensure the properness of operations

The following provides an overview of matters that involve making decisions regarding the system for ensuring that the execution of duties by the directors conforms to applicable laws and regulations and the Articles of Incorporation, and other systems for ensuring the properness of corporate operations.

1. System to ensure that execution of duties by directors and employees of the Group companies conforms to laws and regulations and the Articles of Incorporation of such companies

Each of the Group companies has established its corporate code of conduct which serves as a code of conduct for its directors and employees regarding matters that include compliance with laws, regulations, articles of incorporation, and social norms, shunning involvement with antisocial forces, respect for human rights, initiatives to protect the environment, and information management.

The Company's Risk Management Division seeks to raise compliance awareness of the overall Group by providing oversight on a Group-wide basis and carrying out enlightenment and educational activities centered on the Risk Management Division. In addition, the Risk Management Division performs audits regarding the status of compliance within the Group. It periodically reports on such initiatives to the Compliance Committee, Board of Directors, and the audit & supervisory board members. In seeking to promptly detect and take remedial action with respect to questionable behavior from the perspective of compliance, the Company has established the Group-wide Mitsui-Soko Group Compliance Hotline, which serves as a direct means for employees of the Group to provide information.

The contact point is outsourced to an external provider to provide a system that separates information that can identify whistleblowers and protect whistleblowers' personal information, preventing their identification, while ensuring that whistleblowers are not subject to disadvantageous treatment.

2. Retention and management of information regarding the execution of duties by directors of the Group companies

Each of the Group companies records and retains in documents and electromagnetic media (the "Documentation") information on the execution of duties by its directors in accordance with applicable laws and regulations, and internal rules. Directors and audit & supervisory board members of each Group company are able to regularly access such Documentation.

3. Regulations and other systems for the management of risk of loss in the Group companies

The Company has established the Risk Management Committee within the Company, which consists of risk managers from the Company and major Group companies. The committee deliberates on the status of risk management for the Group as a whole and stipulates matters to be addressed and policies.

The departments of the Group companies in charge of risk management draw up rules and guidelines, conduct training programs, and prepare and distribute manuals about individual risks, such as those related to compliance, human rights, the environment, natural disasters, quality, finance, accounting, and information security. Meanwhile, the Company's Risk Management Division promotes Group-wide risk assessments and responses.

4. System to ensure efficient execution of duties by directors of the Group companies

The Company's Board of Directors draws up the Group's basic guidelines for business over the medium to long term, and the Company centrally handles operations that include the Group's budgetary control, financing, and cash management. Based on those guidelines, the Group companies (the operating companies) that handle business operations in respective fields of business engage in such business operations with their sights set on achieving self-sustaining growth encompassing operations of Group companies under their control. The operating companies periodically provide the Company with reports on matters that include their progress and achievements in that regard so that the Company is able to verify the status of their accomplishments.

5. System to ensure the properness of operations by the Group

The Group fulfills its responsibility as a member of society, which involves remaining in compliance with the Group's corporate code of conduct while setting its sights on meeting its objectives.

The Company grants directors and executive officers of the Group companies authority and responsibility for legal compliance and risk management, and furthermore directs people in charge of the respective executive headquarters to develop in-house rules and systems to ensure the properness of operations by the Group. Meanwhile, the Company's Risk Management Division promotes such initiatives on a Group-wide basis and furthermore performs audits of the Group companies. The Company maintains a basic framework for business operations suited to the Group's objectives by centrally managing aspects of operations that include financial affairs, capital, branding, intellectual property, human resources, information assets, and real estate.

6. System for reporting to the Company on matters related to execution of duties by subsidiaries' directors, executive officers, employees and others

The Company establishes policies on Group governance to articulate responsibilities and authority to be assumed by each company within the Group. Important matters of the Group companies must be approved by or reported to the Company's Board of Directors. In addition, the Group companies periodically furnish the Company with reports on the status of their respective business progress for discussion by the Board of Directors and other meeting forums of the Company.

7. System to ensure reliability of financial reporting

In seeking to develop a system to ensure reliability of its financial reporting, the Company accordingly engages in tasks that include preparing basic documents pertaining to risk analysis and control of major operations, drawing up appropriate procedures, and taking measures to prevent errors. In addition, the Group companies periodically take initiative in checking the status of implementing such procedures and measures, and accordingly correct any deficiencies that have been detected. Meanwhile, the Risk Management Division performs audits on a Group-wide basis and confirms results of such checking and corrections.

8. System concerning employees appointed to assist audit & supervisory board members upon request, ensuring independence of such employees from directors, and ensuring effectiveness of instructions provided to such employees

The Company appoints dedicated employees (assistants to audit & supervisory board members) who are independent of directors to assist in duties of audit & supervisory board members as necessary. The audit & supervisory board members and the Audit & Supervisory Board maintain the right to lead and instruct such assistants, and accordingly make decisions in a manner that involves respecting outcomes of discussions that have been carried out between directors in charge of personnel and audit & supervisory board members regarding appointment, dismissal, and personnel evaluations of such assistants.

9. System for having directors and employees of the Group companies report to the audit & supervisory board members

The directors, executive officers, and employees of the Group companies are to report to the audit & supervisory board members of relevant companies or the Company, regarding statutory matters, matters that may significantly affect relevant companies and the Group, results of internal audits, and the status and details of whistleblowing to the Compliance Hotline. Those reporting to the audit & supervisory board members are not to be given disadvantageous treatment due to making such reports.

10. System for covering costs incurred by audit & supervisory board members in carrying out their duties and for otherwise ensuring effective audits by audit & supervisory board members

The Company is to assume costs incurred when the Audit & Supervisory Board or audit & supervisory board members seek assistance particularly in the form of investigations and advice from outside experts

in order to perform an audit, so long as such costs are reasonable. The audit & supervisory board members are to draw up preliminary annual audit plans to the extent possible, and are to notify respective companies and departments subject to audit of such plans. Meanwhile, companies and departments which become subject to audit are to cooperate with the audit & supervisory board members to ensure that the proposed audits are performed effectively. On the basis of audit results, the Company's audit & supervisory board members are to exchange opinions in a timely manner with the Group companies' representative directors, audit & supervisory board members, accounting auditor, internal audit departments and other relevant departments.

Overview of operational status of system to ensure the properness of operations

The overall operational status of the system to ensure the properness of operations is as follows.

1. Overall system to ensure the properness of operations

In seeking to ensure that operations of the overall Group are carried out properly, the Company has established in-house rules encompassing the Group corporate code of conduct, drawn up the Group governance policy that articulates roles and responsibilities of its holding company and operating companies, and shares such policy within the Group.

In addition, the Company's Risk Management Division performs internal audits of the Group companies and effectively engages in monitoring aligned with Group management.

2. Compliance system

To devise ways to strengthen the legal compliance system, the Compliance Committee convenes every quarter. The Company strives to improve its legal compliance system, which includes focusing on compliance-related training programs to raise awareness of compliance issues at Group companies, investigating the status of legal compliance in an ongoing, comprehensive manner in part by conducting annual compliance awareness surveys, verifying the results of compliance activities, and building a system to help prevent compliance violations for the next year.

Meanwhile, in seeking to prevent and quickly detect instances of legal noncompliance, malpractice, and other violations, the Company has drawn up rules for handling whistleblowing and set up the Mitsui-Soko Group Compliance Hotline for Group employees and others. By outsourcing the contact point to an external provider, the Company is protecting whistleblowers' personal information and enhancing the internal reporting system.

3. Risk management system

The Company has developed systems necessary for crisis management, which involves establishing Risk Management Regulations that define basic matters pertaining to the recognition and control of risks inherent in the Group's business activities, and striving to improve and strengthen risk management by holding meetings of the Risk Management Committee on a quarterly basis.

The Company's Risk Management Headquarters takes measures to prevent risks from materializing by identifying, evaluating, and managing risks that hinder organizational goals comprehensively across the Group.

4. Execution of duties by directors

Having established Regulations of the Board of Directors along with basic regulations regarding administrative authority of the President & CEO and executive directors, the Company ensures that its directors fully comply with laws and regulations and the Articles of Incorporation. In addition, the Company has been strengthening the supervisory function by electing multiple outside directors and arranging opportunities for the outside directors to actively speak out through the Board of Directors and other such forums.

All of the Company's officers develop a shared awareness of the Group's managerial issues and other challenges through discussions at meetings of the Company's Board of Directors, which generally meets 16 times per year in accordance with the relevant annual plan. Moreover, the Company strengthens the supervisory function with respect to the Group companies by requiring that important matters in the Group companies be subject to Board of Directors' approval or reporting.

5. Execution of duties by audit & supervisory board members

The audit & supervisory board members, including several outside audit & supervisory board members, confirm the maintenance and operating status of internal controls through their respective attendance at meetings of the Board of Directors, as well as through attendance of the standing audit & supervisory

board members at meetings of the Management Council, and important meetings of other forums that include the Compliance Committee and the Risk Management Committee. They also conduct onsite inspections at Group companies, etc. In addition, the audit & supervisory board members engage in tasks that include periodically exchanging information with the accounting auditor and forums such as the Company's Risk Management Division, which is in charge of internal control functions, monitoring the Group's overall internal control system, as well as raising issues and making recommendations from the perspective of the audit & supervisory board members.

Notes to the Consolidated Financial Statements

Basis of Preparation of Consolidated Financial Statements

1. Scope of consolidation

- (1) Number of consolidated subsidiaries: 73

Names of major consolidated subsidiaries

MITSUI-SOKO Co., Ltd. (warehousing business, harbor transportation business, and overseas logistics services)

MITSUI-SOKO EXPRESS Co., Ltd. (air cargo transportation business)

MITSUI-SOKO LOGISTICS Co., Ltd. (third-party logistics business)

MITSUI-SOKO Supply Chain Solutions, Inc. (supply chain management support business)

MITSUI-SOKO TRANSPORT Co., Ltd. (land cargo transportation business)

Changes in scope of consolidation

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. Application of equity method

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

Names of major associates accounted for using equity method

Shanghai Jinjiang Mitsui-Soko International Logistics Co., Ltd.

Changes in scope of application of the equity method

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 subsidiaries 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. Accounting policies

(1) Valuation basis and methods for significant assets

(i) Securities

Available-for-sale securities

- 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)

- Shares with no market value, etc.

Stated at cost determined by the moving average method

(ii) Derivatives

Stated at fair value

(iii) 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

(i) 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, 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 to 50 years

Machinery, equipment and vehicles: 2 to 15 years

(ii) 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).

(iii) 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

(i) 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.

(ii) 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.

(iii) Allowance for loss on compensation for damages

To provide for payment of compensation for damages, etc., an amount based on the estimated loss is provided.

(iv) Allowance for loss on liquidation of subsidiaries and associates

The amount of the estimated loss to be incurred on the liquidation of consolidated subsidiaries is provided.

(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.

(i) 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.

(ii) 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 (three 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) 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.

- (10) 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 (ASBJ Guidance No. 28, October 28, 2022) has been applied from the fiscal year ended March 31, 2025, and the impact of these revisions on our consolidated financial statements is minimal.

Accounting Estimates

Impairment of non-current assets

In the consolidated balance sheet as of March 31, 2025, property, plant and equipment of ¥141,331 million and intangible assets of ¥13,346 million were recorded.

The Group classifies assets or groups of assets by cash generating unit for management accounting whose receipts and disbursements are monitored on an ongoing basis and which is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

When there is any indication of impairment due to a fall in fair value of non-current assets, a decline in profitability, etc., the Group is required to determine whether or not an impairment loss needs to be recognized, by comparing the total amount of undiscounted future cash flows gained from the asset group with the book value. If an impairment loss needs to be recognized as a result of the determination, the Group is to reduce the book value to the recoverable amount and record the reduction of the book value as an impairment loss.

Major assumptions used to calculate undiscounted future cash flows are forecasts of operating revenue and expenses, which incorporate data on past results, status of businesses, trends of major customers and others. Forecasts of operating revenue and expenses over remaining economic useful lives are

determined in consideration of budget approved by the Board of Directors, and growth for a period beyond the period for which the budget has been developed.

There are uncertainties in the above estimates and assumptions. If any change is made to conditions or assumptions that serve as the premises for the estimates due to changes in the status of businesses of each asset or asset group, consolidated financial statements for the following fiscal years may be significantly affected.

Notes to Consolidated Balance Sheet

1. Assets pledged as collateral and secured liabilities

(1) Assets pledged as collateral

Buildings and structures	¥1,982 million
Land	¥0 million
<hr/>	
Total	¥1,983 million

The maximum amount of revolving mortgages on the above assets was ¥3,000 million.

(2) Secured liabilities

Short-term borrowings	¥– million
Current portion of long-term borrowings	¥176 million
Long-term borrowings	¥1,975 million
<hr/>	
Total	¥2,152 million

2. Accumulated depreciation of property, plant and equipment ¥198,385 million

Accumulated depreciation includes accumulated impairment losses.

3. Contingent liabilities (Guarantee obligations)

(1) Guarantee obligations for bank borrowings by other companies, etc. ¥– million

(2) Guarantee obligations for housing loans of employees ¥9 million

4. Notes receivable endorsed and transferred ¥16 million

Notes to Consolidated Statement of Income

Impairment loss

1. Amount of impairment loss

In the fiscal year under review, the Group recognized impairment losses on the following assets.

Purpose	Category	Fair value (Millions of yen)
Logistics facilities, etc.	Buildings and structures	86
	Machinery, equipment and vehicles	177
	Other	234
Total		499

2. Method of asset grouping

In calculating impairment losses, assets are grouped based on the smallest unit that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

3. Outline and background of the asset groups on which the impairment losses were recorded

Impairment loss on business assets

(i) Outline of the asset groups on which the impairment losses were recorded

Location	Purpose	Category	Fair value (Millions of yen)
Ota-ku, Tokyo	Logistics facilities, etc.	Machinery, equipment and vehicles, etc.	499

(ii) Background leading to the recording of impairment losses

The book values of the above assets owned by the Company and MITSUI-SOKO Co., Ltd. in Ota-ku, Tokyo have been reduced to their respective recoverable amounts because the profitability of these assets has declined due to operating activities and is not expected to recover in the short term. The recoverable amount is measured by value in use, and the value in use is set at zero.

Loss on liquidation of subsidiaries and associates

The Company has made the decision to liquidate a consolidated subsidiary, MS North Star Logistics (Thailand) Co., Ltd. Accordingly, expenses related to the liquidation have been recorded. The breakdown comprised ¥346 million in provision of allowance for loss on liquidation of subsidiaries and associates and ¥141 million in other.

Notes to Consolidated Statement of Changes in Equity

1. Class and total number of issued shares at the end of the fiscal year

Common shares 24,984,402 shares

(Note) The Company conducted a 3-for-1 stock split of its common shares with May 1, 2025 as the effective date. The above is based on the number of shares before the split.

2. Dividends

(1) Dividends paid

Resolution	Class of shares	Total dividends	Dividend per share	Record date	Effective date
Board of Directors meeting held on May 10, 2024	Common shares	¥1,967 million	¥79.00	March 31, 2024	June 5, 2024
Board of Directors meeting held on November 8, 2024	Common shares	¥1,820 million	¥73.00	September 30, 2024	December 3, 2024
Total	—	¥3,788 million	—	—	—

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

At the Company's Board of Directors meeting held on May 9, 2025, matters concerning dividends on common shares were resolved as follows.

- (i) Total dividends ¥1,820 million
- (ii) Dividend per share ¥73.00
- (iii) Record date March 31, 2025
- (iv) Effective date June 6, 2025
- (v) Source of dividends Retained earnings

(Note) The Company conducted a 3-for-1 stock split of its common shares with May 1, 2025 as the effective date. The stated amount for dividends with March 31, 2025 as the record date is based on the number of shares before the stock split.

Financial Instruments

1. Status of financial instruments

(1) Policy on financial instruments

The Group limits its investment activities to short-term deposits, etc., and procures funds through borrowings from financial institutions such as banks and issuance of bonds.

(2) Description of financial instruments and their risks, and risk management system

For customers' credit risks with respect to notes and operation accounts receivable trade, the Group works to mitigate the risks by managing relevant due dates and credit balances for each counterparty.

Investment securities are principally shares and are exposed to the risk of market price fluctuations, but the Group assesses fair value on a quarterly basis for listed shares.

Borrowings and bonds payable are used for working capital (mainly short-term) and capital investment funds (long-term). Borrowings and bonds payable are exposed to the risk of fluctuations in market interest rates, and foreign currency borrowings are exposed to the risk of fluctuations in market interest rates and currency exchange rates. For certain long-term borrowings of them, interest rate swaps are used as hedging instruments to avoid these risks. Although these liabilities are exposed to the risk of not being able to make payments when due, i.e., liquidity risk, the Group avoids this risk by reviewing its cash management plan on a monthly basis as appropriate.

2. Fair values of financial instruments

Carrying amounts in the consolidated balance sheet, fair values and the differences between them as of March 31, 2025 were as follows:

(Millions of yen)			
	Carrying amount	Fair value	Difference
(1) Investment securities			
Available-for-sale securities	14,942	14,942	—
Total assets	14,942	14,942	—
(2) Long-term borrowings (including current portion)	59,136	57,148	(1,988)
(3) Bonds payable (including current portion)	16,000	15,472	(527)
Total liabilities	75,136	72,621	(2,515)

(Note) Since unlisted shares (carrying amount on the consolidated balance sheet: ¥2,129 million) and investments in investment business limited partnership (carrying amount on the consolidated balance sheet: ¥76 million) fall under the category of shares with no market value, etc., they are not included in “(1) Investment securities.” In addition, notes on “cash and deposits,” “trade notes and accounts receivable and contract assets,” “trade notes and accounts payable,” and “short-term borrowings” are omitted, because these accounts are settled in a short period of time and the fair value is nearly equal to the book value.

3. Components of fair values of financial instruments by level, etc.

Fair values of financial instruments are classified into the following three levels, depending on observability and significance of inputs for determining fair values.

Fair values of Level 1: Fair values determined based on quoted prices (unadjusted) in active markets for identical assets or liabilities

Fair values of Level 2: Fair values determined based on inputs other than Level 1 inputs that are observable, either directly or indirectly

Fair values of Level 3: Fair values determined based on significant unobservable inputs

If multiple inputs that have a significant influence on determination of fair value are used, the fair value is classified as the lowest priority level of fair value measurement of levels in which each input belongs.

(1) Financial instruments carried on the consolidated balance sheet at fair value

Category	Fair value (Millions of yen)			
	Level 1	Level 2	Level 3	Total
Investment securities				
Available-for-sale securities				
Shares	14,942	—	—	14,942
Total assets	14,942	—	—	14,942

(2) Financial instruments not carried on the consolidated balance sheet at fair value

Category	Fair value (Millions of yen)			
	Level 1	Level 2	Level 3	Total
Long-term borrowings (including current portion)	—	57,148	—	57,148
Bonds payable (including current portion)	—	15,472	—	15,472
Total liabilities	—	72,621	—	72,621

Investment securities

Listed shares are measured using the quoted market price. Since listed shares are traded in an active market, their fair value is classified as Level 1 fair value.

Long-term borrowings

Fair value of long-term borrowings is determined based on the total of principal and interest as well as the interest rate taking into account the remaining period and credit risk of the borrowings, using the discounted cash flow method, and is classified as Level 2 fair value.

The fair value of interest rate swaps that are accounted for using exceptional accounting, is included in that of corresponding long-term borrowings, since those interest rate swaps are treated as an adjustment to the long-term borrowings as hedged items.

Bonds payable

Fair value of bonds payable issued by the Company is determined based on the total of principal and interest as well as the interest rate taking into account the remaining period and credit risk of the bonds payable, using the discounted cash flow method, and is classified as Level 2 fair value.

Rental and Other Investment Properties

1. Status of rental and other investment properties

The Company and certain subsidiaries have office buildings and other properties (including land) for lease in Tokyo and other regions.

2. Fair values of rental and other investment properties

Carrying amount	Fair value
¥29,979 million	¥122,783 million

(Note 1) The carrying amount represents the amount of acquisition cost less accumulated depreciation.

(Note 2) The fair value as of March 31, 2025 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.

Revenue Recognition

1. Information on disaggregation of revenue from contracts with customers

Revenue of the Group is mainly revenue recognized from contracts with customers. The breakdown of its revenue disaggregated by type of services is as follows.

	Operating revenue (Millions of yen)
Logistics	
(Warehousing)	38,998
(Cargo handling)	38,519
(Port-related work)	16,548
(Transport)	133,581
(Other)	47,423
Revenue from contracts with customers	275,071
Other income	5,671
Operating revenue from external customers	280,742

2. Information forming the basis for understanding revenue

The Group provides comprehensive logistics services, such as warehousing, stevedoring, port-related work, inland transport and international transport, and real estate leasing services centered on building leases.

(1) Logistics Business

(i) Warehousing

The Group conducts operations for storing goods in warehouses for deposited goods. Therefore, the Group recognizes revenue, considering that performance obligations are satisfied upon a certain storage date, or at the time of dispatching from warehouse, from the time of offering a storage compartment for use.

(ii) Cargo handling

The Group conducts loading and unloading, and cargo handling operations for deposited goods. The Group considers that performing obligations are satisfied when the cargo handling is completed, and recognizes revenue at this point in time.

(iii) Port-related work

The Group operates container terminals that connect logistics at sea and on land, and mainly conducts operations such as shipment and discharge of cargoes and disposal of them. In addition, the Group conducts ship agency business including sole agency operations for overseas shipping companies and sub-agency business such as clearance inward and outward at each port of call and issuance of bills of landing, and recognizes revenue upon completion of providing services in each business.

(iv) Transport

The Group is engaged in land transportation, airfreight forwarding, and international transport NVOCC. For inland land transportation, because the period from shipment to delivery of cargo is a normal term, revenue is recognized at the time of shipment. For foreign land transportation, revenue is recognized at the time of arrival of cargo in principle. For international transport NVOCC and airfreight forwarding, the Group mainly makes arrangements for marine and air transport. Considering that performance obligations are satisfied at the time of arrival of cargo at the port of destination, the Group recognizes revenue at this point in time.

(v) Other

Logistics services other than the above include sales logistics between product centers and distributors, delivery and installation services, customs clearance services, and document imaging services, and revenue is recognized upon completion of each service. For certain transactions that the Group conducts as an agent, the transaction price is determined as the net amount calculated by deducting, from the amount of contribution received from the customer, the amount paid to other parties.

(2) Real estate

In real estate leasing, the Group provides real estate leasing services centered on building leases, and recognizes revenue for administrative services at the time when the provision of services is completed. Leasing services are not subject to revenue from contracts with customers.

3. Information about contract balances

Of revenue recognized during the current fiscal year, the amount included in the balance of contract liabilities as at the beginning of the year was not significant. In addition, the amount of revenue recognized from performance obligations that were satisfied (or partially satisfied) in past periods was not significant in the current fiscal year.

For contracts of which the transaction price is allocated to each performance obligation, contract liabilities are recorded in the case where the payment term is prepayment, and contract assets are recorded in the case of deferred payment.

4. Transaction price allocated to remaining performance obligations

Since there are no significant transactions with the individual expected contract period of over one year, information about remaining performance obligations is omitted.

Per Share Information

Net assets per share	¥1,566.41
Basic earnings per share	¥134.25

(Note) The Company conducted a 3-for-1 stock split of its common shares with May 1, 2025 as the effective date. Net assets per share and basic earnings per share were calculated assuming that the stock split was conducted at the beginning of the fiscal year ended March 31, 2025.

Significant Subsequent Events

The Company conducted a stock split effective May 1, 2025 based on the resolution passed at the Board of Directors meeting 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 to expand the investor base and increase the liquidity of the Company's stock by lowering the amount per investment unit of the stock.

(2) Overview of stock split

(i) Method of the stock split

With April 30, 2025 as the record date, the Company 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.

(ii) Number of shares increased by the stock split

- a) Total number of issued shares before the stock split: 24,984,402 shares
- b) Number of shares increased by the stock split: 49,968,804 shares
- c) Total number of issued shares after the stock split: 74,953,206 shares
- d) Total number of authorized shares after the stock split: 240,000,000 shares

(iii) Schedule of stock split

- a) Date of public notice of the record date: April 15, 2025
- b) Record date: April 30, 2025
- c) Effective date: May 1, 2025

(3) Impact on per share information

The impact of the stock split is described in "Per Share Information."

Partial amendment to the Articles of Incorporation in conjunction with the stock split

(1) Reason for amendment to the Articles of Incorporation

In conjunction with this stock split, the Company has amended Article 6 Total Number of Authorized Shares effective May 1, 2025 pursuant to the provision of Article 184, Paragraph 2 of the Companies Act.

(2) Details of the amendment to the Articles of Incorporation

The details of the amendment are as follows.

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

(3) Schedule of the amendment to the Articles of Incorporation

Effective date May 1, 2025

(Note) The indicated amounts stated in these notes to the consolidated financial statements are all rounded off to the nearest whole unit.

Notes to the Non-Consolidated Financial Statements

Significant Accounting Policies

1. Valuation basis and methods for securities

- (i) Shares of subsidiaries and associates

Stated at cost determined by the moving average method

- (ii) Available-for-sale 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

2. Valuation basis and methods for derivatives

Derivatives

Stated at fair value

3. Accounting methods for depreciation of non-current assets

- (i) 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) and facilities attached to buildings and structures acquired on or after April 1, 2016.

Major useful lives are as follows:

Buildings: 3 to 50 years

Structures: 2 to 50 years

Machinery, equipment and vehicles: 2 to 15 years

Tools, furniture and fixtures: 2 to 20 years

- (ii) 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).

- (iii) Leased assets

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.

4. Accounting methods for deferred assets

Bond issuance costs

Bond issuance costs are fully charged to expenses when incurred.

5. Accounting policy for provisions

(i) 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.

(ii) 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.

(iii) Provision for retirement benefits (prepaid pension costs)

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 in provision for retirement benefits or prepaid pension costs based on deemed either accrued or realized amount at the end of the fiscal year.

1) 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.

2) Method of amortizing actuarial gains and losses

Actuarial gains and losses are amortized using the straight-line method over the average remaining service years (13 to 15 years) of employees when incurred in each fiscal year, from the fiscal year following the accrual of each gain or loss.

(iv) Allowance for loss on liquidation of subsidiaries and associates

The amount of the estimated loss to be incurred on the liquidation of consolidated subsidiaries is provided.

6. Accounting for retirement benefits

The method of accounting for unsettled amounts of unrecognized actuarial gains and losses and the amount of unrecognized past service cost for retirement benefits differs from the method of accounting for these items in the consolidated financial statements.

7. Accounting policy for revenues and expenses

The Company provides system utilization services for consolidated subsidiaries and real estate leasing services centered on building leases. Performance obligations are satisfied at the time of completion of the provision of services, or according to the elapse of a period.

8. 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.

9. 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.

Accounting Estimates

Valuation of shares of subsidiaries and associates and investments in capital of subsidiaries and associates with no market prices

For unlisted shares, impairment is recognized if the net asset value has decreased by 50% or more and the recovery cannot be expected. Net asset value is calculated based on net assets per share, but in the event that these shares, etc. are acquired after reflecting excess earning power, net asset value is calculated after reflecting excess earning power based on future cash flows.

In the non-consolidated balance sheet as of March 31, 2025, ¥38,236 million of shares of subsidiaries and associates and ¥5,727 million of investments in capital of subsidiaries and associates were recorded. However, the possibility of recovery of net asset value will not become an issue in the current fiscal year as there are no shares of subsidiaries and associates and investments in capital of subsidiaries and associates with no market prices for which net asset value has declined 50% or more.

Notes to Non-consolidated Balance Sheet

1. Assets pledged as collateral

Buildings and structures	¥1,982 million
Land	¥0 million
<hr/>	
Total	¥1,983 million

The assets have been pledged as collateral for borrowings of MITSUI-SOKO Co., Ltd.
(balance at the end of the fiscal year ended March 31, 2025: ¥2,152 million).

2. Accumulated depreciation of property, plant and equipment ¥135,084 million

Accumulated depreciation includes accumulated impairment losses.

3. Contingent liabilities (Guarantee obligations)

(i) Guarantee obligations for bank borrowings by other companies, etc.	¥4,110 million
(ii) Guarantee obligations for housing loans of employees	¥9 million

4. Monetary claims and liabilities to subsidiaries and associates

Short-term monetary claims	¥2,225 million
Long-term monetary claims	¥13,325 million
Short-term monetary liabilities	¥32,930 million
Long-term monetary liabilities	¥20 million

Notes to Non-consolidated Statement of Income

1. In light of the Company's holding company functions, system usage fees received from subsidiaries and associates and facility charges received from subsidiaries and associates, which were recorded as group management income, and dividend income received from subsidiaries and associates, which was recorded as dividends from subsidiaries and associates, were included in operating revenue.

2. Transactions with subsidiaries and associates

(i) Amount of operating transactions	
Operating revenue	¥8,639 million
Operating expenses	¥348 million
(ii) Amount of non-operating transactions	¥455 million

3. Loss on liquidation of subsidiaries and associates

The Company has made the decision to liquidate a consolidated subsidiary, MS North Star Logistics (Thailand) Co., Ltd. Accordingly, expenses related to the liquidation have been recorded. The breakdown comprised ¥211 million in provision of allowance for loss on liquidation of subsidiaries and associates, ¥291 million in loss on valuation of shares of subsidiaries and associates and ¥44 million in provision of allowance for doubtful accounts.

Notes to Non-consolidated Statement of Changes in Equity

Class and number of treasury shares at the end of the fiscal year

Common shares 48,762 shares

(Note) The Company conducted a 3-for-1 stock split of its common shares with May 1, 2025 as the effective date. The above is based on the number of shares before the split.

Tax Effect Accounting

1. Major components of deferred tax assets and liabilities

(Deferred tax assets)	
Provision for retirement benefits	¥1,702 million
Provision for bonuses	¥379 million
Property, plant and equipment	¥336 million
Shares of subsidiaries and associates	¥9,534 million
Investment securities	¥99 million
Loss carryforwards	¥125 million
Other	¥349 million
Subtotal	¥12,527 million
Valuation allowance	¥(10,027) million
Total	¥2,500 million
(Deferred tax liabilities)	
Valuation difference on available-for-sale securities	¥(3,158) million
Gain on contribution of securities to retirement benefit trust	¥(1,042) million
Reserve for tax purpose reduction entry of non-current assets	¥(3,337) million
Gain on sale of shares of subsidiaries and associates	¥(341) million
Other	¥(22) million
Total	¥(7,901) million
Net deferred tax liabilities	¥(5,401) million

2. Major components of difference between the statutory effective tax rate and the actual effective rate of income taxes after application of deferred tax accounting

Statutory effective tax rate	30.6%
(Adjustments)	
Expenses not deductible permanently, such as entertainment expenses	1.90%
Income not taxable permanently, such as dividend income	(47.3)%
Inhabitant per capita taxes	0.1%
Valuation allowance	(4.8)%
Impact of tax rate changes	1.1%
Other	(0.4)%
Effective rate of income taxes after application of deferred tax accounting	(18.8)%

3. Accounting for corporate and local income taxes or tax effect accounting related to these taxes

The Company has transitioned from the non-consolidated taxation system to the group tax sharing system in the current fiscal year. Accordingly, the accounting treatment and disclosure of tax effect accounting

are in accordance with the “Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System” (Practical Issues Task Force No. 42, August 12, 2021).

4. Adjustment of deferred tax assets and deferred tax liabilities due to change in corporate income tax rate

Following the enactment of the Act for Partial Revision of the Income Tax Act, etc. (Act No. 13 of 2025) by the Diet on March 31, 2025, a special defense surtax will be levied on corporate income tax from fiscal years starting on and after April 1, 2026. Due to this, the effective statutory tax rate for calculating deferred tax assets and deferred tax liabilities relating to temporary differences expected to be eliminated from the fiscal year starting April 1, 2026 onward has been changed from 30.6% to 31.5%. The impact of this change in the tax rate will be immaterial.

Transactions with Related Party

Subsidiaries and associates, etc.

Category	Name of company	Percentage of voting rights holding (held)	Relationship with the related party	Transactions	Transaction amount (Millions of yen)	Accounts	Balance at end of period (Millions of yen)
Subsidiary	MITSUI-SOKO Co., Ltd.	100% (-)	Leasing of real state Provision of collateral Support of funds Procurement of funds Interlocking of officers Guarantee of obligation	Leasing of warehouses	3,950	Trade accounts receivable	167
				Provision of collateral	2,152	-	-
				Lending of funds	-	Long-term loans receivable	4,574
						Short-term loans receivable	370
				Reception of interest	43	Other current assets (accrued interest)	19
				Borrowing of funds	5,096 (*)	Short-term borrowings	5,180
				Payment of interest	2		
Subsidiary	MITSUI-SOKO EXPRESS Co., Ltd.	64% (-)	Procurement of funds Interlocking of officers	Borrowing of funds Payment of interest	12,244 (*) 13	Short-term borrowings	12,432
Subsidiary	MITSUI-SOKO LOGISTICS Co., Ltd.	100% (-)	Procurement of funds Interlocking of officers	Borrowing of funds Payment of interest	4,024 (*) 10	Short-term borrowings	3,452
Subsidiary	MITSUI-SOKO TRANSPORT Co., Ltd.	100% (-)	Support of funds Interlocking of officers	Lending of funds	-	Long-term loans receivable	8,537
				Reception of interest	65	Other current assets (accrued interest)	24
Subsidiary	MITSUI-SOKO (China) Investment Co., Ltd.	100% (-)	Procurement of funds	Borrowing of funds Payment of interest	2,368 (*) 83	Short-term borrowings	2,161
Subsidiary	Mits Logistics (Thailand) Co., Ltd.	100% (-)	Guarantee of obligation	Guarantee of obligation	1,958	-	-

(*) The transaction amount is based on the average balance during the period.

(Note) Transaction terms and policy for determination thereof, etc.

For lending and borrowing of funds, transaction terms are determined in view of market interest rates.

For leasing of warehouses, transaction terms are determined in view of actual expenses of depreciation, property tax, insurance premiums, etc.

Guarantee of obligation is for borrowings from financial institutions, etc.

For provision of collateral, the year-end balance of obligation on the collateral is shown in the transaction amount.

Revenue Recognition

Information forming the basis for understanding revenue is as stated in Revenue Recognition 2.

Information forming the basis for understanding revenue (2) Real Estate Business in the Notes to the Consolidated Financial Statements.

Per Share Information

Net assets per share ¥805.34

Basic earnings per share ¥88.96

(Note) The Company conducted a 3-for-1 stock split of its common shares with May 1, 2025 as the effective date. Net assets per share and basic earnings per share were calculated assuming that the stock split was conducted at the beginning of the fiscal year ended March 31, 2025.

Significant Subsequent Events

This has been omitted as it was included in “Significant Subsequent Events” in the Notes to the Consolidated Financial Statements.

(Note) The indicated amounts stated in these notes to the non-consolidated financial statements are all rounded off to the nearest whole unit.