These documents have been translated from Japanese originals for reference purposes only.
In the event of any discrepancy between these translated documents and the Japanese originals, the originals shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translations.

Dear Shareholders,

We would like to express our appreciation for your continued support and patronage.
We hereby notify you of the 222nd Annual General Meeting of Shareholders of Mitsubishi Logistics Corporation (the "Company"), to be held on Friday, June 27, 2025.
Please refer to the explanation of the agenda and business overview, etc. of the General Meeting of Shareholders.

Hidechika Saito
Representative Director and President

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The Mitsubishi Logistics Group, according to its purpose, will make efforts across the Group to carry out our Sustainability Management Plan and our Business Plan with a view to making MLC2030 Vision a reality.

Purpose
Supporting Today, Innovating Tomorrow.

MLC2030 Vision
We will provide comprehensive logistics and urban development globally to support today in society and achieve dynamic growth.

(Securities Code 9301)
June 5, 2025
(Commencement date of electronic provision measures: May 29, 2025)

To Shareholders with Voting Rights:

Hidechika Saito
Representative Director and President
Mitsubishi Logistics Corporation
19-1, Nihonbashi, 1-chome,
Chuo-ku, Tokyo, Japan

NOTICE OF THE 222ND ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

We hereby notify you of the 222nd Annual General Meeting of Shareholders of Mitsubishi Logistics Corporation (the "Company"). The meeting will be held for the purposes as described below.

We have adopted measures for electronic provision for this General Meeting of Shareholders. The electronic provision measures matters are posted on the Company's website, shown below.

The Company's website
https://www.mitsubishi-logistics.co.jp/english/ir/stockholders_meeting.html

This information is also posted on the website of the Tokyo Stock Exchange. If you are unable to view it from the Company's website, please access the Tokyo Stock Exchange website, shown below. Enter the issue name "Mitsubishi Logistics" or code "9301" to search, then click on "Basic information" then "Documents for public inspection/PR information" to view the information.

Tokyo Stock Exchange website
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

If you are unable to attend the meeting, you can exercise your voting rights in writing or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders, and exercise your voting rights by no later than 5 p.m. Japan time on Thursday, June 26, 2025. (Please refer to the Guide to Exercising Voting Rights on page 4 for the detailed procedures for exercising voting rights, etc.)

We plan to present part of the proceedings of this General Meeting of Shareholders on the Company's website, shown above, after the meeting.

1. **Date and Time:** Friday, June 27, 2025 at 10 a.m. Japan time

2. **Place:** Nihonbashi Dia Building, Headquarters of the Company
19-1, Nihonbashi, 1-chome, Chuo-ku, Tokyo, Japan

3. **Meeting Agenda:**

Matters to be reported:

1. The Business Report, Consolidated Financial Statements for the Company's 222nd Fiscal Year (April 1, 2024 - March 31, 2025) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the Company's 222nd Fiscal Year (April 1, 2024 - March 31, 2025)

Proposals to be resolved:

Proposal No. 1: Appropriation of Surplus
Proposal No. 2: Partial Amendments to the Articles of Incorporation
Proposal No. 3: Election of Ten (10) Directors

4. Other Electronic Provision Measures of the 222nd Annual General Meeting of Shareholders (Items Excluded from Notice of the 222nd Annual General Meeting of Shareholders)

In accordance with the provisions of applicable laws, regulations and Article 15 of the Articles of Incorporation of the Company, the following items have been omitted from the documents sent to shareholders who have requested a written copy of the electronic provision measures matters. The following matters are part of the documents audited by the Audit & Supervisory Board Members and the Accounting Auditor.

(i) Company's Systems and Policies in the Business Report
(ii) Consolidated Statements of Changes in Net Assets and Notes to Consolidated Financial Statements in the Consolidated Financial Statements
(iii) Non-consolidated Statements of Changes in Net Assets and Notes to Non-consolidated Financial Statements in the Non-consolidated Financial Statements

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Guide to Exercising Voting Rights

Please exercise your voting rights by one of the following methods.

Exercising Voting Rights in Writing (by Mail)

Please indicate your vote for or against each proposal on the enclosed Voting Rights Exercise Form, and return your form to arrive before the deadline for exercising voting rights.

If you do not indicate a vote to a proposal on the Voting Rights Exercise Form, this will be treated as a vote in favor of that proposal.

Deadline for exercising voting rights: Arrive no later than **5:00 p.m. Japan time on Thursday, June 26, 2025**

Exercising Voting Rights via the Internet

Please follow the instructions on the next page to access the voting rights exercise website, and enter your vote for or against each proposal.

If you vote both in writing on the Voting Rights Exercise Form and via the Internet, only your vote placed via the Internet will be valid.

In addition, if you submit your vote multiple times via the Internet, only the last vote will be valid.

Deadline for exercising voting rights: 5:00 p.m. Japan time on Thursday, June 26, 2025

Exercising Voting Rights by Attending the Meeting in Person

Please submit the enclosed Voting Rights Exercise Form at the reception desk.

If you wish to exercise your voting rights by proxy, you can do so by appointing another shareholder with voting rights as proxy and submitting a document that attests the power of proxy.

Date and time: Friday, June 27, 2025 at 10:00 a.m. Japan time

Instructions for Voting via the Internet

Deadline for exercising voting rights: 5:00 p.m. Japan time on Thursday, June 26, 2025

By scanning the QR Code

You can exercise your voting rights without entering the "Login ID" or "temporary password."

1. Scan the QR Code printed on the tab of the Voting Rights Exercise Form (on the right).
* QR Code is a registered trademark of DENSO WAVE INCORPORATED.

2. Please vote for or against each proposal following the on-screen guidance.

By entering the "Login ID" and "Temporary password"

Voting rights exercise website: https://evote.tr.mufg.jp/

1. Access the voting rights exercise website.

2. Enter the "Login ID" and "Temporary password" printed on the Voting Rights Exercise Form and click "Login."

3. Please vote for or against each proposal following the on-screen guidance.

About the voting rights exercise website

(1) The website will be inactive between 2:30 a.m. and 4:30 a.m. each day.
(2) It may not be possible to use the website depending upon the Internet environment, the Internet service, or the model of device that you are using.
(3) Please note that the shareholder is solely responsible for any expenses (Internet connection fees, etc.) incurred while accessing the voting rights exercise website.
(4) If you have any questions, please contact the following:

Stock Transfer Agency Department (Help Desk), Mitsubishi UFJ Trust and Banking Corporation
Telephone: 0120-173-027 (Toll-free)
Business Hours: 9 a.m. – 9 p.m. (Japan time)

< For institutional investors>

Institutional investors may exercise their voting right using the voting platform operated by ICJ, Inc.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal No. 1: Appropriation of Surplus

Under the Management Plan (2022-2024), the final year of which is the fiscal year ended March 31, 2025, the Company positions shareholder returns as one of the most important management issues, and aims to further enhance shareholder returns. For dividends, the Company has adopted a policy of achieving stable and continuous dividends with a DOE of 2% or above, while taking into account the balance among corporate performance, growth investments, and capital efficiency.

For the fiscal year ended March 31, 2025, we propose the year-end dividend of 16 yen per share, taking into account such factors as the above basic policies, operating results for the year, and the retained earnings level, and giving consideration also to the five-for-one stock split of common shares conducted on November 1, 2024. As a result, in consideration of the stock split, the annual dividend, including 16 yen, the interim dividend, will be 32 yen per share, an increase of 8 yen compared to the previous fiscal year.

1. Type of dividend property
   Cash
2. Matters concerning the allotment of dividend property and its total amount
   16 yen per share of common stock of the Company
   The total amount: 5,763,643,936 yen
3. Effective date of the dividend of surplus
   June 30, 2025

Proposal No. 2: Partial Amendments to the Articles of Incorporation

1. Reasons for the Amendments
   In order to make effective use of land holdings to launch a grid storage battery business that helps to adjust power supply and demand, "Power generation and electricity supply business" will be added to the businesses the Company engages in as the Company's stated purpose.
2. Details of the Amendments
   The current Articles of Incorporation and proposed change is as follows.

(Underlines indicate amended sections)

Current Articles of Incorporation	Amended Articles of Incorporation
Article 3 The Company's stated purpose shall be to engage in the following businesses. (1) Warehousing business; (2) Port and harbor transportation business; (3) Overland transportation business; (4) Maritime transportation business; (5) Overland, maritime and air freight forwarding business and agency business; (6) Overland-maritime-air intermodal transportation business, the handling business and agency business thereof; (7) Customs brokerage business; (8) Packing and wrapping business; (9) Wrapping, labeling and storage business of pharmaceutical product, quasi-pharmaceutical product, cosmetics and medical device; (10) Sales, purchases and leasing business of transport and cargo-handling equipment, and agency business thereof; (11) Development, sales and operational management business of logistic information system; (12) Sales, purchases and leasing business of office equipment; (13) Sales, purchases, leasing, agency and management business of real estate; (14) Contracting, design and supervision business of construction work; (15) Sales, purchases and leasing business of equipment and appliance of air-conditioning, water supply and drainage, and kitchen equipment and instrument; (16) Management and leasing business of shopping center, sports and recreational facility and restaurant; (17) Parking lot business; (18) Non-life insurance agency business; (19) Worker dispatching business; (Newly Established) and <u>(20)</u> Businesses relating to those mentioned in the preceding items.	Article 3 The Company's stated purpose shall be to engage in the following businesses. (1) to (19) (No Amendments) <u>(20) Power generation and electricity supply business;</u> and <u>(21)</u> Businesses relating to those mentioned in the preceding items.

Proposal No. 3: Election of Ten (10) Directors

The terms of office of all ten (10) Directors will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, we nominate the following ten (10) candidates for Directors:

No.	Name	Gender		Current positions and responsibilities at the Company	Attendance at the Board of Directors meetings	Term of office as Director
1	Masao Fujikura	Male	[Reappointment]	Chairman	100% 12/12	9 years
2	Hidechika Saito	Male	[Reappointment]	Representative Director and President	100% 12/12	3 years
3	Munenori Kimura	Male	[Reappointment]	Director and Managing Executive Officer responsible for Corporate Planning, Risk Management, Overseas Business and International Transportation Business	100% 12/12	3 years
4	Akira Yamao	Male	[Reappointment]	Director and Managing Executive Officer responsible for Accounting & Financing, Information System and Corporate Real Estate	100% 12/12	6 years
5	Masanori Maekawa	Male	[Reappointment]	Representative Director and Managing Executive Officer responsible for General Affairs, Corporate Communications & Investor Relations, Human Resources, and Sustainability Promotion	100% 12/12	2 years
6	Tatsuo Wakabayashi	Male	[Reappointment] [Outside] [Independent]	Outside Director	100% 12/12	6 years
7	Toshifumi Kitazawa	Male	[Reappointment] [Outside] [Independent]	Outside Director	100% 12/12	6 years
8	Tadaaki Naito	Male	[Reappointment] [Outside] [Independent]	Outside Director	100% 12/12	5 years
9	Tetsuya Shoji	Male	[Reappointment] [Outside] [Independent]	Outside Director	92% 11/12	4 years
10	Kazuko Kimura	Female	[Reappointment] [Outside] [Independent]	Outside Director	100% 12/12	4 years

<The combination of each Director's expertise and experience (Skil Matrix)>

Name	Current positions at the Company	Expertise and Experience (Skill Matrix) (Relationship with materiality in sustainability goals (Note))							
		Corporate Management	Global	Finance and Accounting	Marketing	ESG and Sustainability	HR Strategy	Legal Affairs, Compliance and Risk Management	Technology
		(a)			(a)	(b)	(d)	(e) (f)	(a) (b) (c)
Masao Fujikura	Chairman	○	○	○	○	○	○	○	
Hidechika Saito	Representative Director and President	○	○	○	○	○	○	○	
Munenori Kimura	Director and Managing Executive Officer	○	○		○	○		○	
Akira Yamao	Director and Managing Executive Officer	○		○	○				○
Masanori Maekawa	Representative Director and Managing Executive Officer	○				○	○	○	
Tatsuo Wakabayashi	Outside Director	○	○	○		○	○	○	
Toshifumi Kitazawa	Outside Director	○	○	○		○	○	○	
Tadaaki Naito	Outside Director	○	○	○		○	○	○	
Tetsuya Shoji	Outside Director	○	○			○	○	○	○
Kazuko Kimura	Outside Director		○			○	○	○	○

(Note) Materiality in sustainability goals

(a) Provide social infrastructure services that are resistant to disasters, and are safe, secure and sustainable

(b) Reinforce measures to work on climate change and protect the environment

(c) Create innovation with the use of advanced technologies and through diverse partnerships

(d) Carry out human capital management for the social growth

(e) Ensure compliance rigidly and respect human rights

(f) Strengthen risk management

This table does not represent all the skills that each Director possesses.

<Reasons for selecting each item in the Skills Matrix>

Corporate Management	With “Supporting Today, Innovating Tomorrow” as the Company’s Purpose, extensive and in-depth knowledge and experience in corporate management are required in order to promote management plans to realize the MLC2030 Vision and continuously improve corporate value, and to oversee the effectiveness thereof.
Global	Experience in global corporate management and overseas business management, and knowledge and experience in the global business environment are required in order to expand overseas business in the Logistics and Real Estate businesses, and to oversee the effectiveness thereof.
Finance and Accounting	Extensive and in-depth knowledge and experience in finance, accounting, banking, and investment, etc. are required in order to formulate and execute a financial strategy that underpins a growth strategy and improve capital efficiency, and to oversee the effectiveness thereof.
Marketing	Extensive and in-depth knowledge and experience are required in business strategy, marketing, and sales in order to make significant advances with the Logistics Business and evolve the Real Estate Business, and to oversee the effectiveness thereof.
ESG and Sustainability	With “Supporting Today, Innovating Tomorrow” as the Company’s Purpose, extensive and in-depth knowledge and experience regarding sustainability management, such as Environment (including climate change), Social, and Governance, are required in order to promote sustainability goals to realize the MLC2030 Vision and continuously improve corporate value, and to oversee the effectiveness thereof.
HR Strategy	Extensive and in-depth knowledge and experience in education and human capital management are required in order to continuously improve corporate value and strengthen the Group management base by maximizing the individuality and potential of the human resources who are the source of value creation, and to oversee the effectiveness thereof.
Legal Affairs, Compliance and Risk Management	Extensive and in-depth knowledge and experience in legal affairs, compliance, and risk management are required in order to strengthen the Group management base by appropriately managing various risks, including compliance, natural disasters, and business risks, and to oversee the effectiveness thereof.
Technology	Extensive and in-depth knowledge and experience in DX and specialized areas are required in order to improve business processes and create new businesses through the use of cutting-edge technologies, and to oversee the effectiveness thereof.

<table>
<tr><th>No.</th><th>Name
Date of birth
(Age)</th><th colspan="2">Past experience, positions, and responsibilities</th><th></th></tr>
<tr><td rowspan="2">1</td><td>
Masao
Fujikura
March 20, 1959
(66 years old)

Reappointment</td><td>April 1982
June 2012
April 2015
June 2016
April 2017
April 2018
June 2021
June 2022
April 2023
June 2023

[Significant concurrent positions]
Chairman of The Japan Warehousing Association Inc.</td><td>Joined the Company
General Manager, International Business Coordination Chamber
General Manager, Osaka Branch
Director and General Manager, Osaka Branch
Managing Director; and General Manager, Osaka Branch
President
President and Chief Executive Officer
Representative Director and President
Representative Director and Chairman
Chairman (current position)</td><td>Number of shares of the Company held:
227,285

Term of office as Director:
9 years
(at the conclusion of this General Meeting of Shareholders)

Attendance at meetings of the Board of Directors:
100%
12/12</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Director]
Mr. Masao Fujikura had served as General Manager of International Business Coordination Chamber, etc. After his term of office as Managing Director and General Manager of Osaka Branch, he served as President, overseeing overall business operation as a chief executive of the Company from 2018 to 2023. He is currently serving as Chairman. He possesses a wealth of experience and professional knowledge for the Company’s business operation, therefore, the Company nominated him as Director.</td></tr>
<tr><td rowspan="2">2</td><td>
Hidechika Saito
July 5, 1964
(60 years old)

Reappointment</td><td>April 1987
April 2018
April 2020

June 2021

April 2022
June 2022
April 2023</td><td>Joined the Company
General Manager, Osaka Branch
General Manager, International Transportation Business Division
Executive Officer and General Manager, International Transportation Business Division
Managing Executive Officer
Representative Director and Managing Executive Officer
Representative Director and President (current position)</td><td>Number of shares of the Company held:
92,845

Term of office as Director:
3 years
(at the conclusion of this General Meeting of Shareholders)

Attendance at meetings of the Board of Directors:
100%
12/12</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Director]
Mr. Hidechika Saito had served as General Manager of Osaka Branch and International Transportation Business Division. After his term of office as Managing Executive Officer responsible for General Affairs, Corporate Communications, Human Resources, and Sustainability Promotion, he is currently serving as Representative Director and President and oversees overall business operation as a chief executive of the Company. He possesses a wealth of experience and professional knowledge for the Company’s business operation, therefore, the Company nominated him as Director.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
Date of birth
(Age)</th><th colspan="2">Past experience, positions, and responsibilities</th><th></th></tr>
<tr><td rowspan="2">3</td><td>
Munenori Kimura
June 14, 1964
(61 years old)

Reappointment</td><td>April 1987
April 2018
April 2020
June 2021

April 2022

June 2022

April 2023
November 2023

April 2025

<Responsibilities>
Responsible for Corporate Planning, Risk Management, Overseas Business and International Transportation Business</td><td>Joined the Company
General Manager, Yokohama Branch
General Manager, Planning & Business Coordination Division
Executive Officer and General Manager, Corporate Planning Division
Managing Executive Officer and General Manager, International Transportation Business Division
Director and Managing Executive Officer; and General Manager, International Transportation Business Division
Director and Managing Executive Officer
Director and Managing Executive Officer; and General Manager, Corporate Planning Division
Director and Managing Executive Officer (current position)</td><td>Number of shares of the Company held:
68,660

Term of office as Director:
3 years
(at the conclusion of this General Meeting of Shareholders)

Attendance at meetings of the Board of Directors:
100%
12/12</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Director]
Mr. Munenori Kimura had long served in the International Transportation Business division including overseas assignment in addition to his term of office as General Manager of Yokohama Branch, General Manager of Corporate Planning Division, etc. He is currently Director, serving as Managing Executive Officer responsible for Corporate Planning, Risk Management, Overseas Business and International Transportation Business. He possesses a wealth of experience and professional knowledge for the Company’s business operation, therefore, the Company nominated him as Director.</td></tr>
</table>

No.	Name Date of birth (Age)	Past experience, positions, and responsibilities	
4	 Akira Yamao June 13, 1960 (65 years old) Reappointment	April 1983 Joined the Company April 2015 General Manager, Planning & Business Coordination Division June 2019 Director and General Manager, Planning & Business Coordination Division April 2020 Director and General Manager, Osaka Branch June 2021 Director, Senior Executive Officer and General Manager, Osaka Branch April 2023 Director and Managing Executive Officer (current position) <Responsibilities> Responsible for Accounting & Financing, Information System and Corporate Real Estate	Number of shares of the Company held: 77,695 Term of office as Director: 6 years (at the conclusion of this General Meeting of Shareholders) Attendance at meetings of the Board of Directors: 100% 12/12
	[Reason for nomination as candidate for Director] Mr. Akira Yamao had long served in the Real Estate Business division in addition to the management division such as planning and his term of office as General Manager of Planning & Business Coordination Division and General Manager of Osaka Branch. He is currently Director, serving as Managing Executive Officer responsible for Accounting & Financing, Information System and Corporate Real Estate. He possesses a wealth of experience and professional knowledge for the Company's business operation, therefore, the Company nominated him as Director.		

<table>
<tr><td>No.</td><td>Name
Date of birth
(Age)</td><td colspan="2">Past experience, positions, and responsibilities</td><td></td></tr>
<tr><td rowspan="2">5</td><td>

Masanori Maekawa
April 13, 1962
(63 years old)

Reappointment</td><td colspan="2">April 1986 Joined the Company
April 2018 General Manager, General Affairs Division, Corporate Communications Chamber and Personnel Division
June 2020 Director and General Manager, General Affairs Division and Corporate Communications Chamber
June 2021 Senior Executive Officer and General Manager, General Affairs Division and Corporate Communications Chamber
April 2023 Managing Executive Officer and General Manager, General Affairs Division and Corporate Communications Chamber
June 2023 Representative Director, Managing Executive Officer and General Manager, General Affairs Division and Corporate Communications Chamber
April 2025 Representative Director and Managing Executive Officer (current position)

<Responsibilities>
Responsible for General Affairs, Corporate Communications & Investor Relations, Human Resources, and Sustainability Promotion</td><td>Number of shares of the Company held:
72,895

Term of office as Director:
2 years
(at the conclusion of this General Meeting of Shareholders)

Attendance at meetings of the Board of Directors:
100%
12/12</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Director]
Mr. Masanori Maekawa had long served in the Warehousing & Distribution Business Division in addition to his term of office as General Manager, General Affairs Division, Corporate Communications Chamber and Personnel Division. He is currently Representative Director, serving as Managing Executive Officer responsible for General Affairs, Corporate Communications & Investor Relations, Human Resources, and Sustainability Promotion. He possesses a wealth of experience and professional knowledge for the Company’s business operation, therefore, the Company nominated him as Director.</td></tr>
</table>

No.	Name Date of birth (Age)	Past experience, positions, and responsibilities	
6	 Tatsuo Wakabayashi September 29,1952 (72 years old) Reappointment Outside Independent	April 1977 Joined Mitsubishi Trust and Banking Corporation April 2012 President of Mitsubishi UFJ Trust and Banking Corporation April 2013 Deputy Chairman of Mitsubishi UFJ Financial Group, Inc. December 2013 President and Chairman of Mitsubishi UFJ Trust and Banking Corporation June 2015 Director; Deputy Chairman of Mitsubishi UFJ Financial Group, Inc. April 2016 Chairman of Mitsubishi UFJ Trust and Banking Corporation; Director of Mitsubishi UFJ Financial Group, Inc. June 2016 Retired from Director of Mitsubishi UFJ Financial Group, Inc. April 2020 Senior Advisor of Mitsubishi UFJ Trust and Banking Corporation (current position) June 2019 Outside Director of the Company (current position) [Significant concurrent positions] Senior Advisor of Mitsubishi UFJ Trust and Banking Corporation Outside Director of Mitsubishi Materials Corporation	Number of shares of the Company held: 0 Term of office as Director: 6 years (at the conclusion of this General Meeting of Shareholders) Attendance at meetings of the Board of Directors: 100% 12/12
	[Reason for nomination as candidate for Outside Director and a summary of expected roles] Mr. Tatsuo Wakabayashi has long been engaged in the corporate management of Mitsubishi UFJ Trust and Banking Corporation and holds abundant knowledge and experience relating to banking and finance, etc. The Company nominated him in the belief that reflecting his broad insight and invaluable advice in the Company's management is beneficial to the Company's growth and enhancement of corporate value and he is capable of supervising the Company's management and Directors effectively. He currently serves as the chair of the Nomination and Compensation Committee of the Company. In addition to his continuing contribution to ensuring and enhancing the objectivity and transparency of the procedures for determining the nomination and compensation of Directors as a member of the Committee, we expect his contribution to the Company's corporate governance through appropriate suggestions and recommendations from an objective standpoint independent of executive management. [Independence] Mr. Tatsuo Wakabayashi is a Senior Advisor of Mitsubishi UFJ Trust and Banking Corporation, which is a business partner of the Company. The Group has transactions with Mitsubishi UFJ Trust and Banking Corporation, including the entrustment, etc. of pension assets, as well as transactions such as logistics operation consignment, etc., and the amount of these transactions is less than 1% of the Company's consolidated revenue. Mr. Tatsuo Wakabayashi is a candidate for Outside Director. If his election as Director is approved, the Company plans to designate him as an Independent Director as stipulated by Tokyo Stock Exchange, Inc. and register him with the said Exchange.		

No.	Name Date of birth (Age)	Past experience, positions, and responsibilities	
7	 Toshifumi Kitazawa November 18, 1953 (71 years old) Reappointment Outside Independent	April 1977 Joined The Tokio Marine and Fire Insurance Co., Ltd. April 2016 President & Chief Executive Officer of Tokio Marine & Nichido Fire Insurance Co., Ltd. June 2016 Director of Tokio Marine Holdings, Inc. April 2019 Vice Chairman of the Board of Tokio Marine & Nichido Fire Insurance Co., Ltd. June 2019 Retired from Director of Tokio Marine Holdings, Inc. April 2022 Senior Executive Advisor of Tokio Marine & Nichido Fire Insurance Co., Ltd. (current position) June 2019 Outside Director of the Company (current position) [Significant concurrent positions] Senior Executive Advisor of Tokio Marine & Nichido Fire Insurance Co., Ltd. Outside Director of Sekisui House, Ltd.	Number of shares of the Company held: 0 Term of office as Director: 6 years (at the conclusion of this General Meeting of Shareholders) Attendance at meetings of the Board of Directors: 100% 12/12
	[Reason for nomination as candidate for Outside Director and a summary of expected roles] Mr. Toshifumi Kitazawa has long been engaged in the corporate management of Tokio Marine & Nichido Fire Insurance Co., Ltd. and holds abundant knowledge and experience relating to risk management, finance, etc. The Company nominated him in the belief that reflecting his broad insight and invaluable advice in the Company's management is beneficial to the Company's growth and enhancement of corporate value and he is capable of supervising the Company's management and Directors effectively. He currently serves as a member of the Nomination and Compensation Committee of the Company. In addition to his continuing contribution to ensuring and enhancing the objectivity and transparency of the procedures for determining the nomination and compensation of Directors as a member of the Committee, we expect his contribution to the Company's corporate governance through appropriate suggestions and recommendations from an objective standpoint independent of executive management. [Independence] Mr. Toshifumi Kitazawa is a Senior Executive Advisor of Tokio Marine & Nichido Fire Insurance Co., Ltd., which is a business partner and shareholder of the Company. The Group has transactions with Tokio Marine & Nichido Fire Insurance Co., Ltd., including insurance contracts, as well as transactions such as logistics operation consignment, etc., and the amount of these transactions is less than 1% of the Company's consolidated revenue. Mr. Toshifumi Kitazawa is a candidate for Outside Director. If his election as Director is approved, the Company plans to designate him as an Independent Director as stipulated by Tokyo Stock Exchange, Inc. and register him with the said Exchange.	

No.	Name Date of birth (Age)	Past experience, positions, and responsibilities	
8	 Tadaaki Naito September 30, 1955 (69 years old) Reappointment Outside Independent	April 1978 Joined Nippon Yusen Kabushiki Kaisha April 2015 President, Representative Director, President Corporate Officer of Nippon Yusen Kabushiki Kaisha June 2019 Chairman, Director, Chairman Corporate Officer of Nippon Yusen Kabushiki Kaisha June 2020 Chairman, Director, Chairman and Executive Officer of Nippon Yusen Kabushiki Kaisha April 2022 Chairman, Director of Nippon Yusen Kabushiki Kaisha April 2023 Director of Nippon Yusen Kabushiki Kaisha June 2023 Senior Advisor of Nippon Yusen Kabushiki Kaisha (current position) June 2020 Outside Director of the Company (current position) [Significant concurrent positions] Senior Advisor of Nippon Yusen Kabushiki Kaisha	Number of shares of the Company held: 0 Term of office as Director: 5 years (at the conclusion of this General Meeting of Shareholders) Attendance at meetings of the Board of Directors: 100% 12/12
	[Reason for nomination as candidate for Outside Director and a summary of expected roles] Mr. Tadaaki Naito has long been engaged in the corporate management of Nippon Yusen Kabushiki Kaisha and holds abundant knowledge and experience relating to logistics operations, etc. which is the Company's mainstay business. The Company nominated him in the belief that reflecting his broad insight and invaluable advice in the Company's management is beneficial to the Company's growth and enhancement of corporate value and he is capable of supervising the Company's management and Directors effectively. We expect his contribution to the Company's corporate governance through appropriate suggestions and recommendations from an objective standpoint independent of executive management. [Independence] Mr. Tadaaki Naito is a Senior Advisor of Nippon Yusen Kabushiki Kaisha, which is a business partner and shareholder of the Company. The Group has transactions with Nippon Yusen Kabushiki Kaisha, such as logistics operation consignment, etc., and the amount of these transactions is less than 1% of the Company's consolidated revenue. Mr. Tadaaki Naito is a candidate for Outside Director. If his election as Director is approved, the Company plans to designate him as an Independent Director as stipulated by Tokyo Stock Exchange, Inc. and register him with the said Exchange.		

No.	Name Date of birth (Age)	Past experience, positions, and responsibilities	
9	 Tetsuya Shoji February 28, 1954 (71 years old) Reappointment Outside Independent	April 1977 Joined Nippon Telegraph and Telephone Public Corporation June 2009 Director of the General Affairs Department of Nippon Telegraph and Telephone Corporation June 2012 Senior Executive Vice President of NTT Communications Corporation June 2015 President and CEO of NTT Communications Corporation June 2020 Corporate Advisor of NTT Communications Corporation (current position) June 2021 Outside Director of the Company (current position) [Significant concurrent positions] Corporate Advisor of NTT Communications Corporation Outside Director of Sapporo Holdings Limited Outside Director of Kanadevia Corporation Outside Director of Japan Tobacco Inc.	Number of shares of the Company held: 0 Term of office as Director: 4 years (at the conclusion of this General Meeting of Shareholders) Attendance at meetings of the Board of Directors: 92% 11/12
	[Reason for nomination as candidate for Outside Director and a summary of expected roles] Mr. Tetsuya Shoji has long been engaged in the corporate management of NTT Communications Corporation and holds abundant knowledge and experience relating to business operation innovation, etc. utilizing new digital technologies which the Company has been promoting. The Company nominated him in the belief that reflecting his broad insight and invaluable advice in the Company's management is beneficial to the Company's growth and enhancement of corporate value and he is capable of supervising the Company's management and Directors effectively. He currently serves as a member of the Nomination and Compensation Committee of the Company. In addition to his continuing contribution to ensuring and enhancing the objectivity and transparency of the procedures for determining the nomination and compensation of Directors as a member of the Committee, we expect his contribution to the Company's corporate governance through appropriate suggestions and recommendations from an objective standpoint independent of executive management. [Independence] Mr. Tetsuya Shoji is a Corporate Advisor of NTT Communications Corporation, which is a business partner of the Company. The Group has transactions with NTT Communications Corporation, such as real estate leasing, etc., and the amount of these transactions is less than 1% of the Company's consolidated revenue. Mr. Tetsuya Shoji is a candidate for Outside Director. If his election as Director is approved, the Company plans to designate him as an Independent Director as stipulated by Tokyo Stock Exchange, Inc. and register him with the said Exchange.	

No.	Name Date of birth (Age)	Past experience, positions, and responsibilities		
10	 Kazuko Kimura May 1, 1951 (74 years old) Reappointment Outside Independent	April 1976 July 1996 July 1999 April 2000 April 2017 October 2017 March 2023 June 2021 [Significant concurrent positions] Professor Emerita of National University Corporation Kanazawa University External Director of Takara Bio Inc. Representative Director of Medicines Security Workshop	Joined the Ministry of Health and Welfare Drug Management and Policy Department of World Health Organization (on secondment) Organization for Pharmaceutical Safety and Research (on secondment) Professor of Drug Management and Policy Department, Institute of Medical, Pharmaceutical and Health Sciences, Kanazawa University Professor Emerita of National University Corporation Kanazawa University (current position) Specially Appointed Professor of Graduate School of Medical Sciences of National University Corporation Kanazawa University Retired as Specially Appointed Professor of Graduate School of Medical Sciences of National University Corporation Kanazawa University Outside Director of the Company (current position)	Number of shares of the Company held: 0 Term of office as Director: 4 years (at the conclusion of this General Meeting of Shareholders) Attendance at meetings of the Board of Directors: 100% 12/12
	[Reason for nomination as candidate for Outside Director and a summary of expected roles] Ms. Kazuko Kimura, as a Ph.D. holder in pharmaceutical sciences, has served in prominent posts at external organizations such as the World Health Organization after working for the Ministry of Health and Welfare and as professor at National University Corporation Kanazawa University. In addition, she holds abundant knowledge and experience in the field of medical and health care, etc., which are the Company's core and focus areas. The Company nominated her in the belief that reflecting her broad insight and invaluable advice from the viewpoint of diversity in the Company's management is beneficial to the Company's growth and enhancement of corporate value and she is capable of supervising the Company's management and Directors effectively. We expect her contribution to the Company's corporate governance through appropriate suggestions and recommendations from an objective standpoint independent of executive management. Although she has not been involved in corporate management other than serving as an outside director in the past, the Company believes that she can appropriately perform her duties as Outside Director for the reasons described above. [Independence] Ms. Kazuko Kimura is a Professor Emerita of National University Corporation Kanazawa University, to which the Company makes donations. The Company has made a donation to National University Corporation Kanazawa University for the foundation of donated courses, but the amount is immaterial and has not exceeded an average of 1million yen per annum for the past three fiscal years. Ms. Kazuko Kimura is a candidate for Outside Director. If her election as Director is approved, the Company plans to designate her as an Independent Director as stipulated by Tokyo Stock Exchange, Inc. and register her with the said Exchange.			

(Notes)

1. There are no special interests between each candidate and the Company.
2. The Company has concluded a directors and officers liability insurance contract provided for in Article 430-3, Paragraph 1 of the Companies Act with an insurance company to insure Directors, Audit & Supervisory Board Members, and Executive Officers, etc., of the Company. The Company plans to renew the contract at expiration. The outline of the said insurance contract is as stated in the Electronic Provision Measures Matters section on page 38 of the Notice of the 222nd Annual General Meeting of Shareholders. If the election of each candidate for Director is approved, they will be insured under the said insurance contract.
3. Violation of laws and regulations, etc. at a company where a candidate for Outside Director concurrently holds office
   (1) Mr. Toshifumi Kitazawa
   - Tokio Marine & Nichido Fire Insurance Co., Ltd., where Mr. Toshifumi Kitazawa served as Director, was found to be engaged in acts that were considered to be in violation of the Antimonopoly Act and acts that were inappropriate in view of the intention of the Act, and organizational issues behind these acts were identified. In December 2023, the company was subject to a Business Improvement Order from the Financial Services Agency, based on the Insurance Business Act, and in November 2024, the company was subject to a Cease and Desist Order and a Surcharge Payment Order from the Japan Fair Trade Commission under the Antimonopoly Act for acts that were deemed to be in violation of the Antimonopoly Act (unfair trade practices). Furthermore, in March 2025, the company was subject to a Business Improvement Order from the Financial Services Agency, based on the Insurance Business Act, for acts that may violate the Act on the Protection of Personal Information, acts that are inappropriate in light of the intention of the Act, acts that may violate the Unfair Competition Protection Act, acts that are inappropriate in light of the intention of the Act, and issues with the underlying system.

- MUFG Bank, Ltd., where Mr. Toshifumi Kitazawa serves as Outside Director (Member of the Audit & Supervisory Committee), was subject to a Business Improvement Order from the Financial Services Agency in June 2024 for inappropriate sharing of customer information with securities companies and other entities in the MUFG Group to which the bank belongs, inadequate management of corporate information, and engagement in securities-related activities not permitted for banks.
  Although Mr. Kitazawa was not aware of the situation until he was informed of it, he spoke about the importance of compliance with laws and regulations at meetings of the Board of Directors, etc. In addition, after the situation came to light, Mr. Kitazawa fulfilled his duties by monitoring the response to issues pointed out at meetings of the Board of Directors, etc.

(2) Mr. Tetsuya Shoji

- Kanadevia Corporation, where Mr. Tetsuya Shoji serves as Outside Director, was discovered to have engaged in inappropriate conduct regarding fuel consumption and other matters related to marine engines manufactured by two of its subsidiaries. Kanadevia Corporation and its group companies were also discovered to have engaged in inappropriate conduct regarding some of their businesses and products, including combustible waste incineration facilities, human waste management facilities, and bridges.
  Although Mr. Shoji was not aware of this inappropriate conduct until it came to light, he had been calling for thorough compliance with laws and regulations and raising awareness at meetings of the Board of Directors, etc. After he became aware of the inappropriate conduct, Mr. Shoji fulfilled his duties by proposing measures to thoroughly comply with laws and regulations, including investigating causes and preventing recurrence.

[Reference] Initiatives to Reduce Cross-shareholdings

1. Policy concerning cross-shareholdings

   The Company's financial goal is to achieve an ROE of 10% or higher in the fiscal year ending March 31, 2031. We will continue to reduce equity investments held for purposes other than pure investment (cross-shareholdings) after verifying the rationality of such holdings, and utilize the funds generated from these sales for growth investments, replacement investments, and DX investments, and shareholder returns.

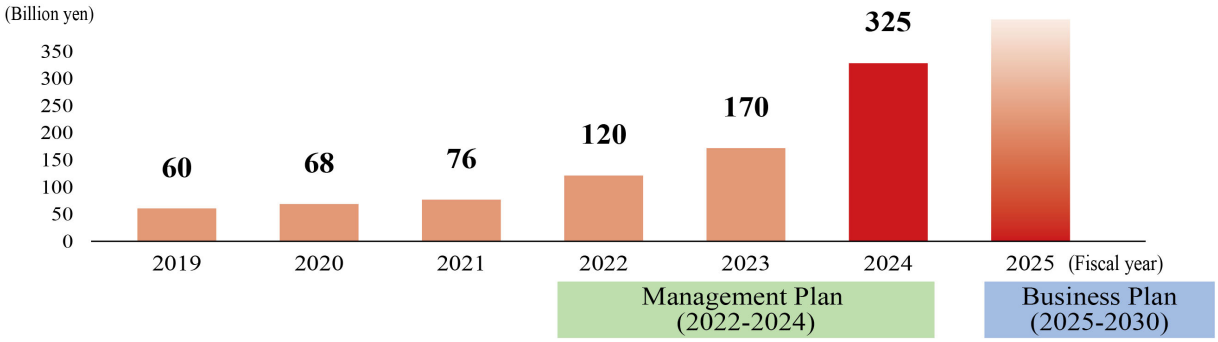
2. Status of cross-shareholdings

   Of cross-shareholdings totaling 168.6 billion yen at the end of the previous fiscal year, we have sold-down approximately 32.5 billion yen as of the end of the fiscal year under review (up by 15.5 billion yen from the previous fiscal year), an increase over the previous fiscal year. Consequently, the total value of cross-shareholdings was 115.5 billion yen at the end of the fiscal year under review, and the ratio of cross-shareholdings to net assets stood at 30.5%.

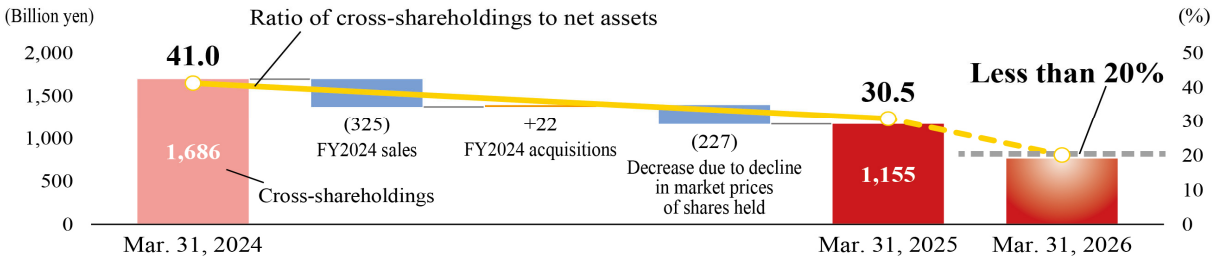
3. Plan for the reduction of cross-shareholdings

   During the term of the Management Plan (2022-2024), we sold down cross-shareholdings by approximately 61.5 billion yen, exceeding our initial plan (40.0 billion yen), including approximately 32.5 billion yen during the current fiscal year. For the fiscal year ending March 31, 2026, as disclosed on April 3, 2025, we have firstly decided to sell 1 stockholding in May through a tender offer, and expect to record a gain on sale of marketable securities and investments in securities of approximately 15.7 billion yen. Going forward, we plan to proceed with further sales, after engaging in dialogue with our investee companies, until we reduce the ratio of cross-shareholdings to net assets to below 20% by the end of the fiscal year ending March 31, 2026, and we will continue to reduce these shareholdings in the fiscal year ending March 31, 2027 and beyond.

[Trend in sales of cross-shareholdings]



[Value of cross-shareholdings and ratio to net assets]



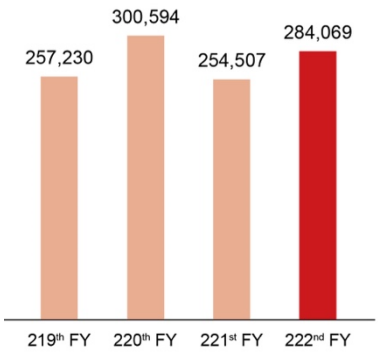
Business Report

(April 1, 2024 - March 31, 2025)

Consolidated Financial Highlights

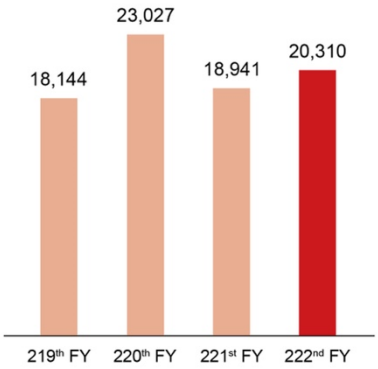
Revenue

(Unit: Millions of yen)



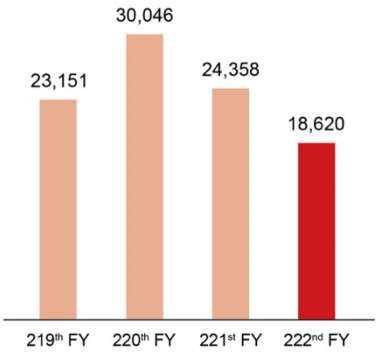
Operating income

(Unit: Millions of yen)

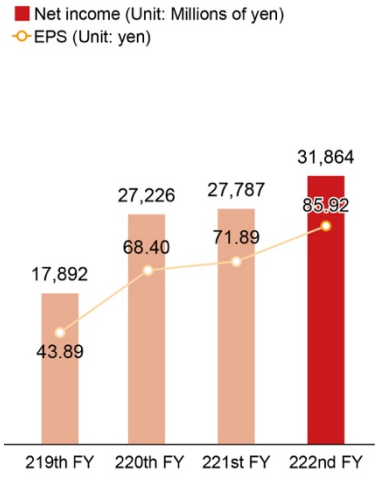


Ordinary income

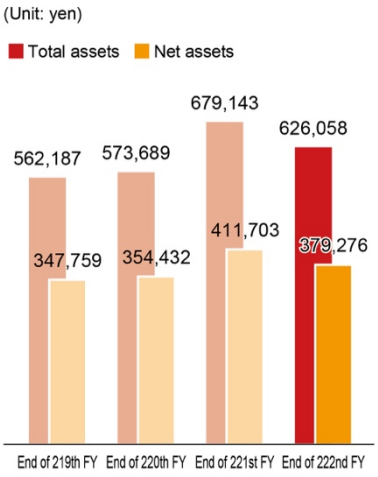
(Unit: Millions of yen)



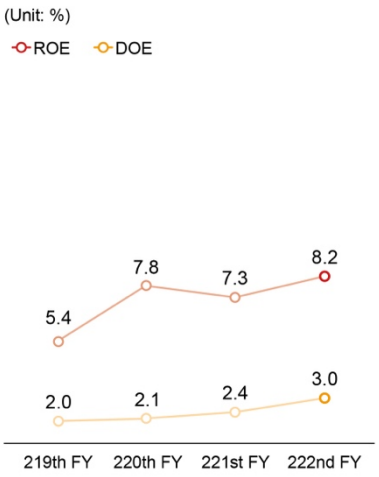
Profit attributable to owners of parent/ Basic earnings per share (EPS)



Total assets/Net assets

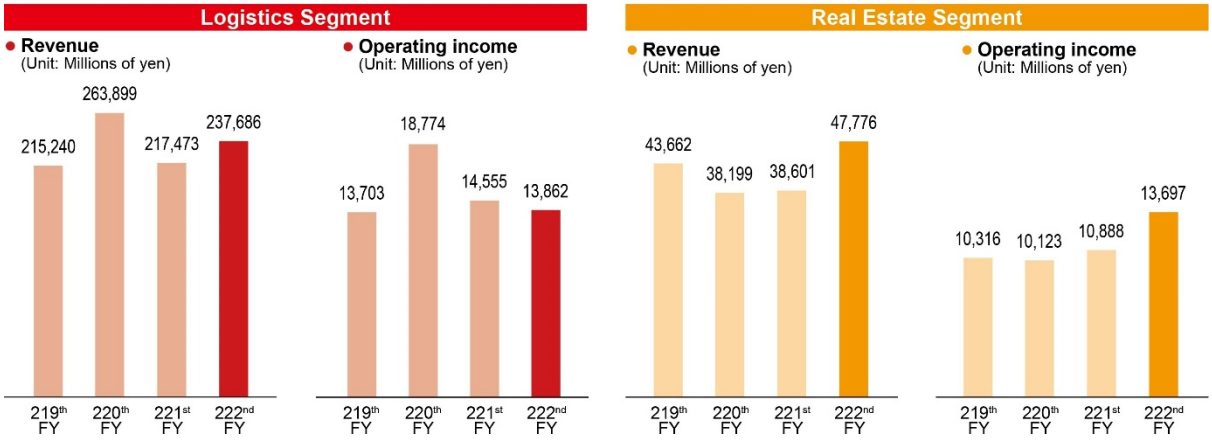


ROE (Return on equity)/ DOE (Dividend on equity)

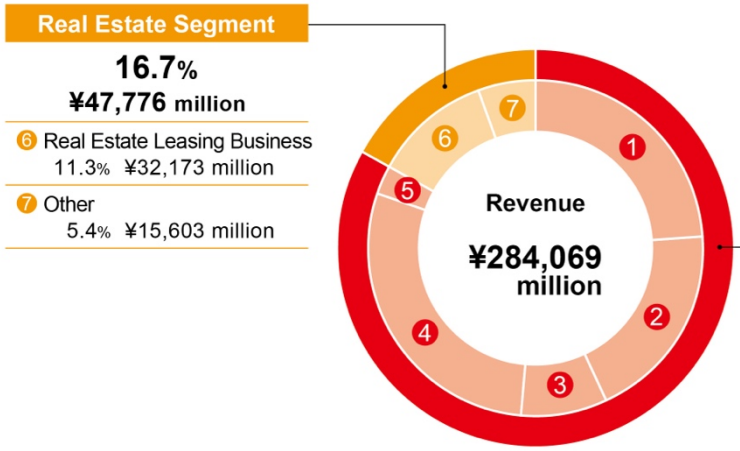


(Note) As a result of the five-for-one stock split conducted on November 1, 2024, basic earnings per share (EPS) are calculated assuming that the stock split was conducted at the beginning of the 219th fiscal year.

Performance by segment



Revenue by segment



Real Estate Segment

16.7%
¥47,776 million

- ⑥ Real Estate Leasing Business 11.3% ¥32,173 million
- ⑦ Other 5.4% ¥15,603 million

Logistics Segment

83.3%
¥237,686 million

- ① Warehousing and Distribution Business 24.0% ¥68,442 million
- ② Overland Transportation Business 19.3% ¥55,128 million
- ③ Port and Harbor Transportation Business 8.1% ¥22,997 million
- ④ International Transportation Business 28.9% ¥82,556 million
- ⑤ Other 3.0% ¥8,561 million

(Note) Composition ratios are based on values before adjustments such as intersegmental elimination(△¥1,393 million).

Principal Business

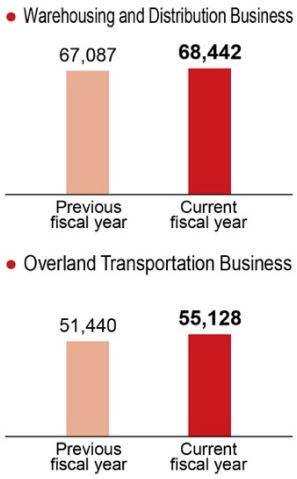
Logistics Segment

- Warehousing & Distribution Business: Business conducting storage and handling of incoming and outgoing cargo, etc. at warehouses containing consigned items
- Overland Transportation Business: Business conducting transport and usage transport, etc. by freight automobiles

In the Warehousing and Distribution Business and Overland Transportation Business, we support diverse product supply chains ranging from essential goods like food and pharmaceuticals to industrial raw materials and large machinery by providing logistics services tailored to customer needs, including warehouse storage, cargo handling, transportation, and distribution processing both in Japan and overseas. Also, through co-creation with partners, we are actively working toward the realization of a sustainable society. This includes reducing cargo waiting and work times at logistics facilities, enabling long-distance transportation using relay points, and reducing the environmental burden on supply chains and CO2 emissions by combining modal shifts in pharmaceutical logistics with the ML Chain data platform.

Overview of revenue
Revenue in the Warehousing & Distribution Business increased by 2.0% from the previous fiscal year, mainly due to the full-year contribution from the Cavalier Logistics Group and an increase in the handling of pharmaceuticals and foodstuffs. Revenue in the Overland Transportation Business increased by 7.2% from the previous fiscal year, mainly due to an increase in the handling of electrical equipment and pharmaceuticals.

Revenue (Unit: Millions of yen)



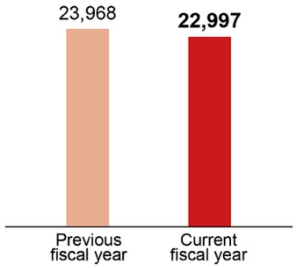
- Port and Harbor Transportation Business: Business conducting coastal cargo handling and onboard cargo handling, etc. at ports

In our Group's Port and Harbor Transportation Business, we offer highly detailed and high-quality logistics services to meet the full range of needs for our customers who use ports, including container terminal operations, cargo handling for conventional ships and car carriers, ship agency services, and more, at ports such as Tokyo, Yokohama, Nagoya, Osaka, Kobe, Moji, and Hakata. We also offer a wide range of other marine shipping-related services, such as importing/exporting of vessels, ship registration, and agency operations for special ships such as oil-drilling rigs.

Overview of revenue
Revenue in the Port and Harbor Transportation Business decreased by 4.1% from the previous fiscal year,

mainly due to a decrease in container freight handling volume.

Revenue (Unit: Millions of yen)

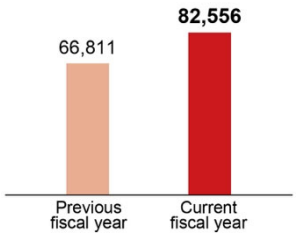


● International Transportation Business: Business conducting handling of international product transport, etc. (including handling domestic marine cargo transport)

We propose optimum international transportation routes door-to-door worldwide tailored to every customer's request by combining our global network with a variety of modes of transportation, such as vessels, aircraft, railways, and trucks. Overseas, we also provide a range of regional logistics services, including customs clearance, storage, and domestic delivery, supporting the optimization of the entire supply chain from procurement to sales for our customers.

Overview of revenue
Revenue in the International Transportation Business increased by 23.6% from the previous fiscal year, mainly due to the full-year contribution from the Cavalier Logistics Group and the increase in export and import freight handling.

Revenue (Unit: Millions of yen)

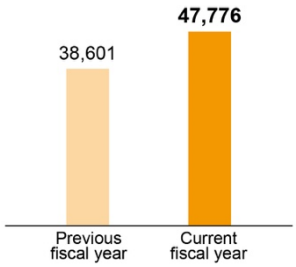


● Real Estate Segment: Business conducting purchase, leasing and management of real estate

We are involved in the Real Estate Business in all six major cities of Japan—Tokyo, Yokohama, Nagoya, Osaka, Kobe and Fukuoka. In addition to activities such as the optimum property redevelopment suited to each property's location and the leasing of approximately 50 real estate facilities (offices, retail facilities and residences), totaling almost 1 million m^2 of total floor space, we are involved in the sales of condominiums.
We are also active in developing Disaster-Resistant and Eco-Friendly Office Buildings, which meet business continuity needs and reduce environmental burden.

Overview of revenue
Revenue in the Real Estate Segment increased by 23.8% from the previous fiscal year due to an increase in revenue from real estate (condominium) sales and the opening of new facilities at Shibaura Dia Building and Kobe Suma Sea World.

Revenue (Unit: Millions of yen)



I. Overview of the Company Group

1. Business Progress and Results

(1) Business Conditions

During the fiscal year under review, despite signs of an economic slowdown in China and parts of Europe, the global economy on the whole improved due to continued economic expansion in the United States. The Japanese economy experienced a gradual recovery with uptrends in consumer spending, capital investment, and exports amid concerns regarding the continued impact of the rise in consumer prices on household budgets. However, the future outlook remains uncertain in all regions due to U.S. trade policies.

In these economic situations, the business environment surrounding Mitsubishi Logistics Corporation and its subsidiaries and affiliates (collectively, the "Group") saw the logistics industry experience the steady performance of export and import freight handling, although costs continued to rise against the backdrop of labor shortages and inflation. On the other hand, the real estate industry experienced a relatively strong business environment, partly due to the declining vacancy rate resulting from an improvement in the supply and demand of office buildings in lease.

Under these circumstances, the Group worked on DX in accordance with the Management Plan (2022-2024), combining our on-site capabilities, which are an accumulation of skills and expertise, with new methods that utilize cutting-edge technologies to improve operational efficiency and create added value for customers, while strengthening our sales structure and further promoting marketing activities, utilizing new approaches. In the Logistics Segment, we made efforts expanding operations such as distribution operations and increasing the volume of international freight, etc. In the Real Estate Segment, we focused our efforts on securing tenants, and maintaining and improving rent levels. Meanwhile, we endeavored to secure business performance through measures such as the collection of appropriate fees in line with cost increases, as well as further cost management.

In addition, in order to expand the pharmaceutical logistics business, we acquired shares in the Cavalier Logistics Group, which operates this business in the United States and the United Kingdom, in October 2023, and have included it in our consolidated financial statements from the end of the previous third quarter.

As a result, revenue for the fiscal year under review amounted to 284,069 million yen, an increase of 29,561 million yen, or 11.6% from the previous fiscal year, due to increased revenue in both the Logistics Segment and the Real Estate Segment. In addition, operating costs increased in both the Logistics Segment and the Real Estate Segment, resulting in an overall increase of 25,362 million yen, or 11.4% from the previous fiscal year to 247,633 million yen. Selling, general and administrative expenses increased 2,829 million, or 21.3% from the previous fiscal year to 16,124 million yen, mainly due to the amortization of customer-related assets and goodwill in the Cavalier Logistics Group.

Ordinary profit decreased in the Logistics Segment and increased in the Real Estate Segment, resulting in an overall increase of 1,369 million yen, or 7.2% from the previous fiscal year to 20,310 million yen.

Ordinary income decreased by 5,738 million yen, or 23.6% to 18,620 million yen, due to the recording of the entire unamortized balance equivalent to goodwill of ITL Corporation, an equity method affiliate that provides comprehensive logistics services in Vietnam, as a share of loss of entities accounted for using equity method, as well as a decrease in dividend income and an increase in interest expenses. Profit attributable to owners of parent increased by 4,077 million yen, or 14.7% from the previous fiscal year to 31,864 million yen. This was due to an increase in extraordinary income from gain on disposal of non-current assets and gain on sale of investment securities.

Performance by business segment of the Group was as follows.

1) Logistics Segment
   - Revenue in the Warehousing & Distribution Business increased by 2.0% from the previous fiscal year, mainly due to the full-year contribution from the Cavalier Logistics Group and increases in the handling of pharmaceuticals and foodstuffs
   - Revenue in the Overland Transportation Business increased by 7.2% from the previous fiscal year, mainly due to an increase in the handling of electrical equipment and pharmaceuticals
   - Revenue in the Harbor Transportation Business decreased by 4.1% from the previous fiscal year, mainly due to a decrease in container freight handling volume
   - Revenue in the International Transportation Business increased by 23.6% from the previous fiscal year, mainly due to the full-year contribution from the Cavalier Logistics Group and an increase in export and import freight handling

As a result, overall revenue in the Logistics Segment was 237,686 million yen, up 20,212 million yen, or 9.3% from the previous fiscal year. Also, operating expenses were up by 20,905 million yen, or 10.3%,

from the previous fiscal year to 223,823 million yen due to various expenses associated with the consolidation of the Cavalier Logistics Group into the Group, as well as an increase in personal expenses. As a result, operating income was 13,862 million yen, a decrease of 692 million yen, or 4.8% from the previous fiscal year, partly due to a decrease in operating gross profit in the International Transportation Business associated with the normalization of ocean freight rates.

2) Real Estate Segment

Revenue in the Real Estate Segment was 47,776 million yen, up 9,175 million yen, or 23.8% from the previous fiscal year, due to an increase in revenue from real estate (condominium) sales and the opening of new facilities at Shibaura Dia Building and Kobe Suma Sea World. Operating expenses were up by 6,366 million yen, or 23.0% from the previous fiscal year to 34,079 million yen due to an increase in real estate sales costs and the recording of one-off expenses such as real estate acquisition tax associated with newly opened facilities. As a result, operating income was 13,697 million yen, an increase of 2,808 million yen, or 25.8% from the previous fiscal year, partly due to an upturn in profit ratio in the condominium sales business.

Revenue by segment

(Millions of yen unless otherwise stated)

Categories	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Year-on-year change	
			Amount	Percentage (%)
Logistics Segment	217,473	237,686	20,212	9.3
[Warehousing & Distribution Business]	[67,087]	[68,442]	[1,354]	[2.0]
[Overland Transportation Business]	[51,440]	[55,128]	[3,687]	[7.2]
[Harbor Transportation Business]	[23,968]	[22,997]	[(971)]	[(4.1)]
[International Transportation Business]	[66,811]	[82,556]	[15,744]	[23.6]
[Other]	[8,164]	[8,561]	[397]	[4.9]
Real Estate Segment	38,601	47,776	9,175	23.8
[Real Estate Leasing Business]	[31,216]	[32,173]	[957]	[3.1]
[Other]	[7,385]	[15,603]	[8,218]	[111.3]
Elimination of inter-segment transactions	(1,566)	(1,393)	173	—
Total	254,507	284,069	29,561	11.6

(Note) Elimination of inter-segment transactions refers to the elimination of inter-segment transactions included in the revenue of the Logistics Segment and Real Estate Segment.

(2) Capital Investments

The Group made capital investments in the total amount of 18,881 million yen for construction of warehouses and facilities for lease, etc.

The main investments made during the fiscal year under review were as follows.

1) Completed facilities for lease

Tokyo: Shibaura Dia Building
[Completed in April 2024]
Rental building for data center
(9 stories, floor area of approx. 34,800 m^2)

Kobe: Suma Aqualife Park/Seaside Park Restructuring Project
(the Company's business ratio: 27.8%)
[Completed in May 2024]
Commercial facilities for lease (development area of approx. 101,900 m^2)

2) Facilities for lease for which major renovation has been completed

Yokohama: Yokohama Dia Building Kohoku Annex
[Power receiving and transforming equipment renewal completed in March 2025]
Data center-compatible building
(1 story below ground, 5 stories above ground, floor area of approx. 28,100 m^2)

3) Warehouse under construction

Malaysia: Kulim Logistics Center-2
[Scheduled for completion in September 2025]
Warehouse (Single-story building, floor area of approx. 16,300 m^2)

4) Facilities for lease under construction

Kobe: Kobe Sannomiya Kumoi 5-chome District Category 1 Urban Redevelopment Project
(the Company's business ratio for reserved floor area: 24.5%)
[Scheduled for completion in December 2027]
Offices and hotel for lease (3 stories below ground, 32 stories above ground, floor area of approx. 99,000 m^2)

(3) Financing

The capital investments and operating capital of the Group were funded by cash on hand and borrowings from financial institutions.

Additionally, the Company redeemed the 16th unsecured bonds (total face value 8.0 billion yen; issued December 8, 2017) on December 6, 2024.

(4) Future Outlook and Issues

In the future world economy, the economy in China is expected to continue to be at a standstill as the impact of U.S. trade policies spreads, while the recovery in Europe will weaken and the momentum of economic expansion in the United States may also weaken. In addition, the state of the Japanese economy is expected to continue a moderate recovery, partly owing to the effects of various policies, as the employment and income environment improves. However, there are concerns over the risk of an economic downturn due to the impact of U.S. trade policies.

In this economic climate, under the business environment surrounding the Group, costs are expected to continue rising against the backdrop of labor shortages and inflation in the logistics industry. In the real estate industry on the other hand, although the new supply of rental office buildings is expected to increase, demand for offices is projected to remain strong, and vacancies are expected to be filled smoothly.

Based on the Group Purpose, "Supporting Today, Innovating Tomorrow," which was formulated in the fiscal year ended March 31, 2025, the Group has set the goal of "providing comprehensive logistics and urban development globally to support today in society and achieve dynamic growth" as the vision in the MLC2030 Vision. To this end, the entire Group is promoting sustainability management and the business plan.

"Growth Strategy 1: Leap of the Logistics Business" targets sales growth and profit margin improvement through the strengthening of comprehensive logistics services, the promotion of category strategies, and functional and quality enhancement of logistics services.

"Growth Strategy 2: Evolution of the Real Estate Business" involves expanding the business into a

new asset class where synergy with the Logistics Business is anticipated, launching an asset management business, and enabling the asset turnover business to start full operation. We will also launch an overseas real estate business to achieve business expansion.

"Growth Strategy 3: Expansion of Overseas Business" identifies ASEAN, North America, and India as highest priority regions, and aims to accelerate business growth through partnership strategies with leading logistics business companies with the goal of increasing overseas sales in the fiscal year ending March 31, 2031 by twice or more compared to the fiscal year ended March 31, 2025.

"Growth Strategy 4: Improvement in Operation Processes and the Creation of New Businesses with the Use of Cutting-edge Technologies and Other Means" sets out to introduce cutting-edge technologies vigorously to address social issues through both the Logistics Business and the Real Estate Business and to achieve business growth.

"Growth Strategy 5: Strengthen the Group Management Foundation" sets out to construct a foundation for business promotion towards dynamic growth by promoting human capital management, stepping up public relations and investor relations operations, implementing group management, increasing the value of the Group's assets, and strengthening risk management.

Our financial strategies are to attain DOE of 4% or more by the fiscal year ending March 31, 2031, conduct flexible acquisitions of treasury shares, reduce cross-shareholdings, and keep net assets at an approximate level of 400.0 billion yen.

By promoting these strategies across the Group, we aim to achieve the following financial targets for the fiscal year ending March 31, 2031: business profit of around 63.0 billion yen, profit of around 41.0 billion yen, and ROE of 10% or more. (Business profit = operating income + equity in net income of affiliates + net income from the asset turnover business. Please refer to the following page for information on net income from the asset turnover business.)

In addition, in order to realize the Group Purpose, and to continue to provide sustainable value in terms of the economy, environment and society while adapting to changes in the business environment, we have revised our materialities as follows in order to promote sustainability management.

- Provide social infrastructure services that are resistant to disasters, and are safe, secure and sustainable
- Reinforce measures to work on climate change and protect the environment
- Create innovation with the use of advanced technologies and through diverse partnerships
- Carry out human capital management for the social growth
- Ensure compliance rigidly and respect human rights
- Strengthen risk management

We have redefined the measures, KPIs, and targets for each materiality with the aim of achieving them by the fiscal year ending March 31, 2031, the same year as the MLC2030 Vision. We will promote quality initiatives, led by the Sustainability Committee, through progress management, periodic inspection and replacement of measures, and expanding communication with internal and external stakeholders via the Integrated Report and the Group's official websites, etc.

The Group will aim for its sustainable growth by identifying growth opportunities for business as it strives to solve environmental and other social issues through infrastructural services in both the logistics and real estate segments.

Business Plan (2025-2030)

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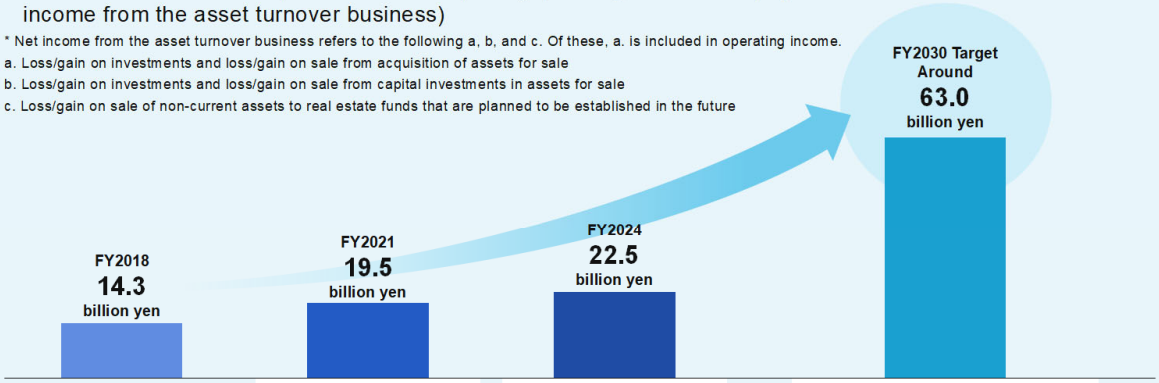
- Aim to achieve financial targets as the final phase of MLC2030 Vision
- Amounts shown below represent business profit (Operating income + equity in net income of affiliates + net income from the asset turnover business)

* Net income from the asset turnover business refers to the following a, b, and c. Of these, a. is included in operating income.
a. Loss/gain on investments and loss/gain on sale from acquisition of assets for sale
b. Loss/gain on investments and loss/gain on sale from capital investments in assets for sale
c. Loss/gain on sale of non-current assets to real estate funds that are planned to be established in the future



Business Plan (2019-2021)
Hop
- Development of Business Infrastructure in Priority Categories of Logistics Division

Business Plan (2022-2024)
Step
- Strengthening Profitability in Logistics Division
- Overseas Business Development

Business Plan (2025-2030)
Jump
- Growth in Logistics and Real Estate
- More Expansion of Overseas Business

*Amounts in FY2024 exclude lump-sum amortization of goodwill of Vietnam ITL

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- Carry out the five growth strategies and financial strategies with a view to attaining ROE of 10% or more in FY2030

Growth Strategy 1	Leap of the Logistics Business
Growth Strategy 2	Evolution of the Real Estate Business
Growth Strategy 3	Expansion of overseas business
Growth Strategy 4	Improvement in operation processes and the creation of new businesses with the use of cutting-edge technologies and other means
Growth Strategy 5	Strengthen the Group management foundation
Financial Strategy	Shareholder return policy, reduction of cross-shareholdings and stance on equity capital

Sales growth
Annual growth rate of 10% ore more, including M&A
Operating revenue of ¥630.0 billion or more

Profit margin improvement
Increase the operating income ratio to approx. 8.3%
(Fiscal year ending March 31, 2025 (forecast): 7.1%)

Effective use of assets
Set up a real estate fund
Carry out a CRE strategy*

Optimization of equity capital
Towards an equity ratio of approximately 45% while attaining growth in profits

ROE
10% or higher
Profit
Around
41.0 billion yen

*Corporate Real Estate (CRE) strategy is the concept of maximizing the efficiency of investment in Real Estate by reviewing Corporate Real Estate from a management strategy perspective from the viewpoint of "enhancing corporate value."

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For details, please refer to the Company's website:
https://www.mitsubishi-logistics.co.jp/english/ir/policy/pdf/Business_Plan_2025_2030.pdf

2. Trends in Assets and Income

(Millions of yen unless otherwise stated)

Item		The 219th fiscal year (April 1, 2021 - March 31, 2022)	The 220th fiscal year (April 1, 2022 - March 31, 2023)	The 221st fiscal year (April 1, 2023 - March 31, 2024)	Fiscal year under review (April 1, 2024 - March 31, 2025)
The Group	Revenue	257,230	300,594	254,507	284,069
	Operating income	18,144	23,027	18,941	20,310
	Ordinary income	23,151	30,046	24,358	18,620
	Profit attributable to owners of parent	17,892	27,226	27,787	31,864
	Basic earnings per share (yen)	43.89	68.40	71.89	85.92
	Total assets	562,187	573,689	679,143	626,058
	Total net assets	347,759	354,432	411,703	379,276
The Company	Revenue	184,137	200,601	162,100	177,332
	Operating income	12,046	14,832	12,263	14,346
	Ordinary income	17,952	21,853	19,078	21,944
	Net income	17,646	22,108	24,814	27,966
	Basic earnings per share (yen)	43.27	55.52	64.17	75.37
	Total assets	505,990	504,309	585,918	526,167
	Total net assets	317,611	317,847	366,406	326,311

(Notes)

1. As a result of the five-for-one stock split conducted on November 1, 2024, basic earnings per share of the Group and of the Company are calculated assuming that the stock split was conducted at the beginning of the 219th fiscal year.
2. The Group's ordinary income decreased in the fiscal year under review because we recorded the full amount of the unamortized balance equivalent to goodwill associated with ITL Corporation (an equity method affiliate in Vietnam) as share of loss of entities accounted for using equity method.
3. In the 221st fiscal year, the Group and the Company's revenue, operating income, and ordinary income decreased as a result of unit prices of ocean and air freight rates, which had remained at high levels for a period of time, returning to their pre-elevated levels, and the absence of factors that had contributed to significant increases in sales and profits in the 220th fiscal year.
4. Profit (attributable to owners of parent) and basic earnings per share of the Group and of the Company increased in the 221st fiscal year and in the fiscal year under review due to a higher gain on sale of investment securities associated with the reduction of cross-shareholdings. Total assets and net assets in the fiscal year under review decreased as a result of reductions in investments in securities and net unrealized holding gains on securities due to the above-mentioned reduction in cross-shareholdings and decline in the market price of listed shares, etc.
5. Basic earnings per share of the Group and of the Company are calculated based on the weighted-average number of shares issued during the relevant period and are rounded off to the second decimal place.

3. Material Subsidiaries

Company name	Capital (Millions of yen)	The Company's percentage of equity participation (%)	Principal business
Fuji Logistics Co., Ltd.	2,979	95.0	Warehousing & Distribution Business
Ryoso Transportation Co., Ltd.	360	100	Overland Transportation Business
Dia Buil-Tech Co., Ltd.	100	100	Real Estate Managing Business
Shinryo Koun Co., Ltd.	36	86.0	Port and Harbor Operation Business
Mitsubishi Logistics China Co., Ltd.	RMB250 million	100	Investment in Logistics Business in China and management of affiliate logistics companies
P.T. Mitsubishi Logistics Indonesia	IDR631,665 million	99.9	Warehousing & Distribution Business
Project Hermes Holding Company	USD10	100.0	Investment in the Cavalier Logistics Group and management thereof
Mitsubishi Logistics America Corporation	USD10,000 thousand	100	International Transportation Business
Mitsubishi Logistics Europe B.V.	EUR2,500 thousand	100	International Transportation Business

(Note) Project Hermes Holding Company and its three U.S. subsidiaries in the Cavalier Logistics Group merged to form Cavalier Logistics, Inc. as of January 1, 2025.

The number of the consolidated subsidiaries subject to consolidated accounting is 53 (a decrease of 1 company from the previous fiscal year), including 9 material subsidiaries shown above, while the number of affiliates subject to the equity method is 6 (an increase of 2 companies from the previous fiscal year). The majority of these companies are engaged in operations and transportation related to the Logistics Business and management of buildings related to the Real Estate Business.

4. Principal Business Locations

(1) The Company

Headquarters: Chuo-ku, Tokyo

Branches: Tokyo, Yokohama, Nagoya, Osaka, Kobe and Fukuoka

(2) Subsidiaries

1) Logistics Segment

Fuji Logistics Co., Ltd. (Minato-ku, Tokyo)
Ryoso Transportation Co., Ltd. (Koto-ku, Tokyo)
Shinryo Koun Co., Ltd. (Chuo-ku, Kobe)
Mitsubishi Logistics China Co., Ltd. (Shanghai, China)
P.T. Mitsubishi Logistics Indonesia (Jawa Barat, Indonesia)
Cavalier Logistics, Inc. (Dulles, State of Virginia, U.S.A.)
Mitsubishi Logistics America Corporation (New York City, State of New York, U.S.A)
Mitsubishi Logistics Europe B.V. (Ridderkerk, South Holland, The Netherlands)

2) Real Estate Segment

Dia Buil-Tech Co., Ltd. (Chuo-ku, Tokyo)

5. Employees

(1) Employees of the Group

Categories	Number of employees (Changes from previous fiscal year-end)
Logistics Segment	4,616 (increased 56)
Real Estate Segment	275 (increased 17)
Administrative segment, Headquarters of the Company	113 (increased 9)
Total	5,004 (increased 82)

(Notes)
1. The figures in the above table do not include 43 persons on leave and seconded outside of the Group.
2. Separate from the above, there are 1,215 temporary employees and 1,478 seconded and contracted employees from outside the Group.

(2) Employees of the Company

Number of employees (Changes from previous fiscal year-end)	Average age	Average years of service
1,009 (increased 33)	40 years, 8 months	16 years, 0 months

(Notes)
1. The figures in the above table do not include 122 persons on leave and seconded outside of the Company.
2. Separate from the above, there are 191 temporary employees and 614 seconded and contracted employees from within and outside of the Group.
3. Average age and average years of service are rounded down to the nearest month.

6. Material Lenders

Lender	Amount of borrowings (Millions of yen)
MUFG Bank, Ltd.	23,722
Syndicated loans	8,000
The Norinchukin Bank	5,930

(Note) Syndicated loans are co-financed by a group of 15 institutions (including MUFG Bank, Ltd., The Norinchukin Bank, and others) led by MUFG Bank, Ltd.

II. Status of Shares

1. Matters concerning Shares

(1) Authorized shares 1.1 billion shares (an increase of 880 million shares from the previous fiscal year-end)

(Note) Effective November 1, 2024, the Company conducted a five-for-one stock split and changed the total number of authorized shares from 220 million shares to 1.1 billion shares.

(2) Number of shares issued 388,197,695 shares (an increase of 306,236,956 shares from the previous fiscal year-end)

(Notes) 1. Number of shares issued includes 27,969,949 treasury shares.
2. The Company cancelled 2,376,500 treasury shares on April 12, 2024, conducted a five-for-one stock split on November 1, 2024 (increasing the number of shares by 318,336,956 shares), and cancelled 9,723,500 treasury shares on November 14, 2024.
3. The Company cancelled 9,315,400 treasury shares on April 14, 2025, bringing the total number of shares issued to 378,882,295 shares.

(3) Number of shareholders 17,087 persons (an increase of 9,658 persons from the previous fiscal year-end)

(4) Major shareholders

Shareholder name	Number of shares	Shareholding ratio
	Thousand shares	%
The Master Trust Bank of Japan, Ltd. (trust account)	67,098	18.6
Custody Bank of Japan, Ltd. (trust account)	32,437	9.0
Meiji Yasuda Life Insurance Company	25,768	7.2
MITSUBISHI ESTATE CO., LTD.	18,327	5.1
STATE STREET BANK AND TRUST COMPANY 505001	14,442	4.0
Tokio Marine & Nichido Fire Insurance Co., Ltd.	10,205	2.8
TAKENAKA CORPORATION	7,525	2.1
MUFG Bank, Ltd.	6,469	1.8
Mitsubishi Logistics Employee Shareholding Association	5,559	1.5
TODA CORPORATION	5,387	1.5

(Notes) 1. In addition to the above, the Company holds 27,969 thousand shares of treasury shares.
2. “Shareholding ratio” is calculated after excluding treasury shares (27,969,949 shares).

(5) Status of shares delivered to corporate executives as consideration for execution of their duties during the fiscal year under review

	Type and number of shares	Number of eligible officers
Directors (excluding Outside Directors)	Common stock of the Company 15,086 shares	5 persons

(Note) The number of shares stated is the number of shares delivered prior to the stock split effective November 1, 2024. Details of the Company’s stock compensation program are stated in the “Policy for determining details of compensation for each Director" from page 38 to page 39.

2. Company Officers

(1) Directors and Audit & Supervisory Board Members

Position	Name	Areas of responsibility or significant concurrent positions
Chairman	Masao Fujikura	Chairman, The Japan Warehousing Association, Inc.
Representative Director and President	Hidechika Saito	
Director Managing Executive Officer	Munenori Kimura	Responsible for Planning, International Transportation Business, and Overseas Business General Manager, Corporate Planning Division
Director Managing Executive Officer	Akira Yamao	Responsible for Accounting & Financing and Information System
Representative Director Managing Executive Officer	Masanori Maekawa	Responsible for General Affairs, Corporate Communications, Human Resources and Sustainability Promotion General Manager, General Affairs Division and Corporate Communications Chamber
Director	Tatsuo Wakabayashi	Senior Advisor, Mitsubishi UFJ Trust and Banking Corporation
Director	Toshifumi Kitazawa	Senior Executive Advisor, Tokio Marine & Nichido Fire Insurance Co., Ltd.
Director	Tadaaki Naito	Senior Advisor, Nippon Yusen Kabushiki Kaisha
Director	Tetsuya Shoji	Corporate Advisor, NTT Communications Corporation
Director	Kazuko Kimura	Professor Emerita, National University Corporation Kanazawa University
Senior Audit & Supervisory Board Member (Full-time)	Yasushi Saito	
Audit & Supervisory Board Member (Full-time)	Masanao Yamato	
Audit & Supervisory Board Member	Takao Sato	Certified Public Accountant
Audit & Supervisory Board Member	Yusaku Kurahashi	Lawyer
Audit & Supervisory Board Member	Jiro Kodaka	Full-time Corporate Auditor (Audit & Supervisory Board Member), Ryoso Transportation Co., Ltd.

(Notes) 1. Of Directors, Mr. Tatsuo Wakabayashi, Mr. Toshifumi Kitazawa, Mr. Tadaaki Naito, Mr. Tetsuya Shoji, and Ms. Kazuko Kimura are Outside Directors as stipulated by Article 2, item 15 of the Companies Act. The Company designated them as Independent Directors as stipulated by Tokyo Stock Exchange, Inc. and registered them with the said Exchange.

2. Of Audit & Supervisory Board Members, Mr. Masanao Yamato, Mr. Takao Sato and Mr. Yusaku Kurahashi are Outside Audit & Supervisory Board Members as stipulated by Article 2, item 16 of the Companies Act. The Company designated them as Independent Auditors as stipulated by Tokyo Stock Exchange, Inc. and registered them with the said Exchange.

3. Audit & Supervisory Board Member Mr. Takao Sato is a Certified Public Accountant and has a considerable knowledge regarding finance and accounting.

4. The Directors and the Audit & Supervisory Board Members who retired during the fiscal year under review were as follows:
(Retired on June 27, 2024)
Director Hitoshi Wakabayashi
Director Shinji Kimura
Audit & Supervisory Board Member Yohnosuke Yamada
Audit & Supervisory Board Member Junya Miura

[Reference] Executive Officers (As of April 1, 2025)

Position	Name	Responsibilities
* President	Hidechika Saito	
* Managing Executive Officer	Munenori Kimura	Responsible for Corporate Planning, Risk Management, Overseas Business and International Transportation Business
* Managing Executive Officer	Akira Yamao	Responsible for Accounting & Financing, Information System and Corporate Real Estate
* Managing Executive Officer	Masanori Maekawa	Responsible for General Affairs, Corporate Communications & Investor Relations, Human Resources, and Sustainability Promotion
Managing Executive Officer	Takashi Mukai	Responsible for Real Estate Business
Managing Executive Officer	Misao Kawamura	Responsible for Harbor Transportation Business
Managing Executive Officer	Eiichi Kato	Responsible for Logistics Service
Executive Officer	Manabu Kusuyama	General Manager, Information Systems Division
Executive Officer	Chikara Kurimata	Chairman, Cavalier Logistics, Inc.
Executive Officer	Takero Shimizu	General Manager, Logistics Business Division

(Note) * Executive Officers who hold concurrent position as Director

(2) Outline of the Directors and Officers Liability Insurance Contract

The Company has concluded a directors and officers liability insurance contract provided for in Article 430-3, Paragraph 1 of the Companies Act with an insurance company to insure Directors, Audit & Supervisory Board Members and Executive Officers, etc. The contract covers damages and litigation costs resulting from liability of the insured arising in the performance of their duties or claims received in the pursuit of such liability. However, measures are taken so that the properness of the performance of duties by the insured is not impaired by excluding the damages arising from the insured's criminal acts, acts committed with the knowledge that they violate laws, insider trading, and unlawful benefit and defining deductibles not to cover damages under specific amount.
The Company fully covers the insurance premiums.

(3) Compensation to Directors and Audit & Supervisory Board Members for the Fiscal Year under Review

1) Policy for determining details of compensation for each Director

The Company resolved the policy at the meeting of the Board of Directors based on suggestions from the Nomination and Compensation Committee upon consulting with the Committee.

(i) Policy for determining the amount of basic compensation for each Director, details of performance-based compensation and nonmonetary compensation and calculation method of their amount or figures (including policy for determining timing and conditions of providing compensation)

Compensation for Directors shall consist of basic compensation, performance-based compensation, and stock compensation at amounts based on their duties and the compensation level of society in general.

Basic compensation shall be paid according to the position of each Director as monthly fixed compensation within the limit of compensation determined at a general meeting of shareholders.

Performance-based compensation shall be bonuses for Directors excluding Outside Directors. Payment is to be made at a specific timing every year at an amount calculated based on the performance indicators of the previous fiscal year within the compensation limit that is common with basic compensation. Four performance indicators are used: operating income, which is considered an appropriate indicator of the results of the company's business activities; ROE (return on equity), which is considered appropriate as a capital efficiency indicator; the reduction rate of CO_2 emissions, which is used to evaluate environmental initiatives under the Initiatives by the Mitsubishi Logistics Group for ESG Management and the SDGs; and ratio of female managers, which is used to evaluate compliance, human rights, and gender. The amount of bonuses is calculated based on the performance indicators of the previous fiscal year, using a predetermined calculation table. A certain degree of addition or subtraction can be made in this calculation, based on the evaluation of initiatives for issues set for each individual.

Stock compensation is intended to incentivize recipients to sustainably increase the Company's corporate value and promote the further sharing of value with shareholders. Payment is to be made at a specific timing every year at an amount deemed reasonable in light of the purpose within the compensation limit that is common with basic compensation to Directors excluding Outside Directors as compensation for granting restricted stock. The stock cannot be disposed of until the recipient retires or resigns from the position of the Company's Director or other positions decided by the Company's Board of Directors. If it is difficult or inappropriate to provide stock compensation for reasons such as a Director residing outside of Japan, different treatment may be applied.

(ii) Policy for determining the ratio of monetary compensation, performance-based compensation, and nonmonetary compensation for each Director

The payment amount per type of compensation for each Director shall be determined so that the ratio per type of compensation for each Director will function as an appropriate incentive commensurate with the duties expected for each position.

To link compensation with medium- to long-term business performance, the Company's shares shall be acquired through the officer stock ownership plan using contributions from monthly compensation and bonuses at amounts not less than those set for each position. All the shares purchased shall be held throughout the service period and until one year after retirement.

(iii) Determination of details of compensation for each Director

Based on the above policy, matters such as the compensation limit to be submitted to the general meeting of shareholders, drafts of proposals regarding stock compensation, and allotment of each type of compensation for each individual shall be discussed by the Nomination and Compensation

Committee. The Committee was established as an advisory body to the Board of Directors mainly comprising independent Outside Directors to further enhance the objectivity and transparency of the procedures for determining the nomination and compensation of Directors. Based on the suggestions of the Committee, the Board of Directors shall discuss and resolve the matter at its meetings attended by Outside Directors and Outside Audit & Supervisory Board Members.

Details of compensation for each Director for the fiscal year under review are deemed to conform to the above policy because the Board of Directors determined them based on suggestions from the Nomination and Compensation Committee which deliberated on the matter according to the above policy.

2) Policy for determining the amount of compensation for Audit & Supervisory Board Members and its calculation method

Compensation for Audit & Supervisory Board Members is determined by discussion between Audit & Supervisory Board Members within the compensation limit resolved at a general meeting of shareholders.

3) Resolution of the general meeting of shareholders concerning compensation for Directors and Audit & Supervisory Board Members

The upper limit on total compensation for Directors is 600 million yen per year (of which, 100 million yen per year for Outside Directors; resolved at the 216th Annual General Meeting of Shareholders held on June 27, 2019; not including the portion of employees' salary for Directors who concurrently serve as employees), with 120 million yen per year for Audit & Supervisory Board Members (resolved at the 216th Annual General Meeting of Shareholders held on June 27, 2019). There were 15 Directors (including 4 Outside Directors) and 5 Audit & Supervisory Board Members at the conclusion of the 216th Annual General Meeting of Shareholders held on June 27, 2019.

Within the scope of compensation limit for Directors stated above, the Company provides monetary compensation for granting restricted stock to Directors excluding Outside Directors (150 million yen per year for up to 100 thousand shares of the Company's common stock; resolved at the 217th Annual General Meeting of Shareholders held on June 26, 2020). There were 11 Directors excluding Outside Directors at the conclusion of the 217th Annual General Meeting of Shareholders held on June 26, 2020.

4) Total amount of compensation for Directors and Audit & Supervisory Board Members, etc.

Category	Total amount of compensation (Millions of yen)	Total amount per type of compensation (Millions of yen)			Number of eligible executives (Persons)
		Basic compensation	Bonuses (performance-based compensation)	Restricted stock compensation (nonmonetary compensation)	
Directors [of which, Outside Directors]	434 [58]	293 [58]	56 [－]	84 [－]	12 [5]
Audit & Supervisory Board Members [of which, Outside Audit & Supervisory Board Members]	81 [44]	81 [44]	－ [－]	－ [－]	7 [4]

(Notes) 1. Bonuses are performance-based compensation paid to Directors, excluding Outside Directors, within the compensation limit that is common with basic compensation. As presented in "(i) Policy for determining the amount of basic compensation for each Director, details of performance-based compensation and nonmonetary compensation and calculation method of their amount or figures (including policy for determining timing and conditions of providing compensation)" on page 38, four performance indicators are used: operating income, ROE (return on equity), the reduction rate of CO_2 emissions, and the ratio of female managers. The amount of bonuses is calculated based on the performance indicators of the previous fiscal year. The amount of bonuses above represents the total amount expensed in the fiscal year under review for the bonuses paid in June 2024 (67 million yen) and the total amount expensed in the fiscal year under review for the bonuses to be paid in June 2025 (52 million yen).

The results of each performance indicator for calculating bonuses are shown below (a provisional figure is presented for reduction rate of CO_2 emissions, as more time is required for a precise calculation).

	Portion paid in June 2024	Portion to be paid in June 2025
Performance indicator	The 221st fiscal year (April 1, 2023–March 31, 2024)	The 222nd fiscal year (April 1, 2024–March 31, 2025)
Operating income (consolidated)	18,941 million yen	20,310 million yen
ROE (consolidated)	7.3%	8.2%
Reduction rate of CO_2 emissions	(18.4)%	(25.9)%
Ratio of female managers	4.7%	3.1%

2. The amount of the restricted stock compensation above is the amount expensed as restricted stock compensation for the fiscal year under review. Details of stock compensation and status of their delivery are as described in "1. Matters concerning Shares, (5) Status of shares delivered to corporate executives as consideration for execution of their duties during the fiscal year under review."
3. In addition to the above, the Company paid 4 million yen in retirement benefits (based on the "Final Payment of Retirement Benefits to Directors and Corporate Auditors upon the Abolition of the Directors' and Corporate Auditors' Retirement Benefits System," approved and resolved at the 203rd Annual General Meeting of Shareholders held on June 29, 2006), which is compensation other than performance-based compensation and nonmonetary compensation, to Audit & Supervisory Board Member Yohnosuke Yamada, who retired at the conclusion of the 221st Annual General Meeting of Shareholders held on June 27, 2024.

(4) Matters concerning Outside Directors

1) Significant concurrent positions at other corporations, etc.

Name	Company name	Title
Tatsuo Wakabayashi	Mitsubishi UFJ Trust and Banking Corporation	Senior Advisor
	Mitsubishi Materials Corporation	Outside Director
Toshifumi Kitazawa	Tokio Marine & Nichido Fire Insurance Co., Ltd.	Senior Executive Advisor
	MUFG Bank, Ltd.	Member of the Board of Directors (Outside Director) and Member of the Audit & Supervisory Committee
	Sekisui House, Ltd.	Outside Director
Tadaaki Naito	Nippon Yusen Kabushiki Kaisha	Senior Advisor
Tetsuya Shoji	NTT Communications Corporation	Corporate Advisor
	Sapporo Holdings Limited	Outside Director
	Kanadevia Corporation	Outside Director
	Japan Tobacco Inc.	Outside Director
	circlace Inc.	Outside Director
Kazuko Kimura	National University Corporation Kanazawa University	Professor Emerita
	Takara Bio Inc.	External Director
	Medicines Security Workshop	Representative Director

(Notes) 1. The Company has transactions such as logistics operation consignment, etc. with Mitsubishi Materials Corporation.
2. The Company has transactions such as loans and logistics operation consignment, etc. with MUFG Bank, Ltd.
3. The Company has transactions such as logistics operation consignment, etc. with Sekisui House, Ltd.
4. The Company has mutual transactions in logistics operation consignment, etc. with Japan Tobacco Inc.
5. The Company has transactions such as logistics operation consignment, etc. with Takara Bio Inc.
6. The Company has paid lecture fees to Medicines Security Workshop.

2) Main activities

Mr. Tatsuo Wakabayashi participated in all 12 meetings of the Board of Directors held during the fiscal year under review. He has adequately fulfilled his responsibilities as Director by expressing his opinions actively at the meetings of the Board of Directors from an independent and objective standpoint and striving to supervise the Company's management and Directors based on insight gained through having long been engaged in the corporate management of Mitsubishi UFJ Trust and Banking Corporation and his abundant knowledge and experience in banking and finance, etc.

As the chair of the Nomination and Compensation Committee, he participated in all 4 meetings of the Committee held during the fiscal year under review and contributed to maintaining and enhancing the objectivity and transparency of the procedures for determining the nomination and compensation of Directors.

Mr. Toshifumi Kitazawa participated in all 12 meetings of the Board of Directors held during the fiscal year under review. He has adequately fulfilled his responsibilities as Director by expressing his opinions actively at the meetings of the Board of Directors from an independent and objective standpoint and striving to supervise the Company's management and Directors based on insight gained through having long been engaged in the corporate management of Tokio Marine & Nichido Fire Insurance Co., Ltd. and his abundant knowledge and experience in risk management, finance, etc.

As a member of the Nomination and Compensation Committee, he participated in all 4 meetings of the Committee held during the fiscal year under review and contributed to maintaining and enhancing the objectivity and transparency of the procedures for determining the nomination and compensation of Directors.

Mr. Tadaaki Naito participated in all 12 meetings of the Board of Directors held during the fiscal year under review. He has adequately fulfilled his responsibilities as Director by expressing his opinions actively at the meetings of the Board of Directors from an independent and objective standpoint and striving to supervise the Company's management and Directors based on insight gained through having long been engaged in the corporate management of Nippon Yusen Kabushiki Kaisha and his abundant knowledge and experience in logistics operations, etc.

Mr. Tetsuya Shoji participated in 11 meetings out of 12 meetings of the Board of Directors held during the fiscal year under review. He has adequately fulfilled his responsibilities as Director by expressing his opinions actively at the meetings of the Board of Directors from an independent and objective standpoint and striving to supervise the Company's management and Directors based on insight gained through having long been engaged in the corporate management of NTT Communications Corporation and his abundant knowledge and experience in business operation innovation, etc., utilizing new digital technologies.

As a member of the Nomination and Compensation Committee, he participated in all 4 meetings of the Committee held during the fiscal year under review and contributed to maintaining and enhancing the objectivity and transparency of the procedures for determining the nomination and compensation of Directors.

Ms. Kazuko Kimura participated in all 12 meetings of the Board of Directors held during the fiscal year under review. She has adequately fulfilled her responsibilities as Director by expressing her opinions actively at the meetings of the Board of Directors from an independent and objective standpoint and striving to supervise the Company's management and Directors based on insight gained through having served in prominent posts at external organizations such as the World Health Organization after working for the Ministry of Health and Welfare and as professor at National University Corporation Kanazawa University, as someone who holds a Ph.D. holder in pharmaceutical sciences, and her abundant knowledge and experience in the field of medical and health care, etc.

(5) Matters concerning Outside Audit & Supervisory Board Members

1) Significant concurrent positions at other corporations, etc.

Name	Company name	Title
Takao Sato	IX Knowledge Inc.	Outside Director
Yusaku Kurahashi	Kanematsu Corporation	Outside Audit & Supervisory Board Member
	United Arrows Ltd.	Outside Director, Audit and Supervisory Committee Member
	Nissha Co., Ltd.	Independent Audit and Supervisory Board Member

(Notes)

1. The Company has transactions such as logistics operation consignment, etc. with Kanematsu Corporation.
2. The Company has transactions such as logistics operation consignment, etc. with Nissha Co., Ltd.

2) Main activities

During the fiscal year under review, the Company held 17 meetings of the Audit & Supervisory Board. Mr. Masanao Yamato participated in 17 meetings, Mr. Takao Sato in 17 meetings, and Mr. Yusaku Kurahashi in 12 meetings. During the fiscal year under review, the Company held 12 meetings of the Board of Directors. Mr. Masanao Yamato participated in 12 meetings, Mr. Takao Sato in 12 meetings, and Mr. Yusaku Kurahashi in 9 meetings. Each of Outside Audit & Supervisory Board Members stated invaluable opinions from an objective and professional standpoint backed by their accumulated experiences at trading companies, as a certified public accountant, and as a lawyer, respectively.

(Note) As Mr. Yusaku Kurahashi was elected as Audit & Supervisory Board Member at the 221st Annual General Meeting of Shareholders held on June 27, 2024, the numbers indicated are his attendance at the subsequent 12 meetings of the Audit & Supervisory Board and 9 meetings of the Board of Directors.

3. Accounting Auditor

(1) Accounting Auditor's Name

KPMG AZSA LLC

(2) Compensation for Audit Service Set Forth in Article 2, Paragraph 1 of the Certified Public Accountants Act

131 million yen

(Notes)

1. Upon confirming the content of the audit plan, the conditions of the execution status of the accounting audit, and the assumptions for calculating remuneration estimates, etc., of the Accounting Auditor, the Audit & Supervisory Board has given its approval under Article 399, Paragraph 1 of the Companies Act for the remuneration, etc., of the Accounting Auditor.
2. Under the audit agreement between the Company and its Accounting Auditor, compensation for audits pursuant to the Companies Act and audits pursuant to Financial Instruments and Exchange Law are not strictly separated, and otherwise cannot be separated. Consequently, the above amount reflects total compensation.

(3) Cash and Other Profits Payable by the Company or Its Subsidiaries to Accounting Auditor

149 million yen

(Note)

Of significant subsidiaries of the Company, Mitsubishi Logistics China Co., Ltd., P.T. Mitsubishi Logistics Indonesia, and Mitsubishi Logistics Europe B.V. receive audits (limited to stipulations of the Companies Act and the Financial Instruments and Exchange Act (including laws and regulations of other countries corresponding to these laws)) from accounting auditors (including entities possessing qualifications in other countries corresponding to these qualifications) separate from the Accounting Auditor of the Company.

(4) Policy Regarding Determination of Termination or Nonreappointment of Accounting Auditor

Aside from termination of the Accounting Auditor by the Audit & Supervisory Board as defined in Article 340 of the Companies Act, should the Accounting Auditor be deemed unable to execute its duties properly and the replacement of the Accounting Auditor be deemed necessary, the Company shall submit the proposal to terminate or not reappoint the Accounting Auditor to the General Meeting of Shareholders, based on a resolution of the Audit & Supervisory Board.

Unless otherwise stated, the content of the above report adheres to the following.
1. Monetary amounts and share numbers are rounded down.
2. Ratios are rounded to the first decimal place.
3. If the monetary amounts and number of shares or ratio is zero, it is presented as “-.”

Consolidated Balance Sheet

(As of March 31, 2025)

(Millions of yen)

Description	Amount	Description	Amount
(Assets)		**(Liabilities)**	
Current assets	**125,881**	**Current liabilities**	**93,158**
Cash and deposits	63,390	Trade notes and accounts payable	22,180
Notes receivable - trade	433	Short-term borrowings	35,580
Accounts receivable-operation	40,246	Income taxes payable	11,701
Investments in leases	8,964	Other	23,696
Real estate held for sale	3,970	**Non-current liabilities**	**153,623**
Other	8,917	Bonds payable	48,000
Allowance for doubtful accounts	(41)	Long-term borrowings	18,453
Non-current assets	**500,177**	Long-term deposits received	24,036
Property, plant and equipment	**281,711**	Deferred tax liabilities	46,479
Buildings and structures	132,622	Provision for retirement benefits for directors (and other officers)	32
Machinery, equipment and vehicles	5,210	Retirement benefit liability	7,225
Land	126,842	Lease liabilities	8,039
Right-of-use assets	9,241	Other	1,356
Construction in progress	1,580	**Total liabilities**	**246,782**
Other	6,212	**(Net assets)**	
Intangible assets	**40,345**	**Shareholders' equity**	**292,888**
Leasehold interests in land	7,722	Share capital	22,393
Goodwill	5,834	Capital surplus	19,113
Customer-related assets	21,635	Retained earnings	276,857
Other	5,152	Treasury shares	(25,477)
Investments and other assets	**178,120**	**Accumulated other comprehensive income**	**81,779**
Investments securities	163,716	Net unrealized holding gains on securities	69,758
Long-term loans receivable	147	Foreign currency translation adjustments	10,975
Retirement benefit asset	1,456	Remeasurements of defined benefit plans	1,046
Deferred tax assets	3,182	**Non-controlling interests**	**4,607**
Other	9,662	**Total net assets**	**379,276**
Allowance for doubtful accounts	(37)		
Allowance for investment loss	(7)		
Total assets	**626,058**	**Total liabilities and net assets**	**626,058**

(Figures are rounded down to the nearest million yen.)

Consolidated Statement of Income

(April 1, 2024 - March 31, 2025)

(Millions of yen)

Description	Breakdown	Amount
Revenue		
Warehousing fee income	33,207	
Stevedoring income	22,922	
Land transportation income	55,127	
Port and harbor stevedoring income	17,883	
International freight forwarding income	82,481	
Rent income on real estate	35,647	
Other	36,798	284,069
Operating costs		
Cost of work and transportation consignment	119,922	
Personal expenses	45,311	
Facility expenses	11,376	
Depreciation	16,151	
Other	54,871	247,633
Operating gross profit		**36,435**
Selling, general and administrative expenses		16,124
Operating profit		**20,310**
Non-operating income		
Interest income	480	
Dividend income	4,094	
Other	566	5,141
Non-operating expenses		
Interest expense	873	
Share of loss of entities accounted for using equity method	5,597	
Loss on investments in investment partnerships	179	
Other	181	6,831
Ordinary profit		**18,620**
Extraordinary income		
Gain on disposal of non-current assets	1,483	
Gain on sale of investment securities	29,999	
Indemnity income of exiting facilities for lease	14	
Subsidy income	110	31,607
Extraordinary losses		
Loss on disposal of non-current assets	805	
Impairment losses	87	
Loss on tax purpose reduction entry of non-current assets	110	1,004
Profit before income taxes		**49,224**
Income taxes - current	16,847	
Income taxes - deferred	153	17,001
Profit		**32,222**
Profit attributable to non-controlling interests		358
Profit attributable to owners of parent		**31,864**

(Figures are rounded down to the nearest million yen.)

Non-consolidated Balance Sheet

(As of March 31, 2025)

(Millions of yen)

Description	Amount	Description	Amount
(Assets)		**(Liabilities)**	
Current assets	**62,417**	**Current liabilities**	**74,646**
Cash and deposits	25,008	Accounts payable	12,377
Notes receivable - trade	121	Short-term borrowings	34,165
Accounts receivable-operation	21,137	Accounts payable - other	5,396
Investments in leases	8,888	Income taxes payable	10,715
Real estate held for sale	3,970	Advances received	9,834
Prepaid expenses	723	Deposits received	1,512
Short-term loans receivable	89	Other	644
Advances paid	1,217	**Non-current liabilities**	**125,209**
Other	1,268	Bonds payable	48,000
Allowance for doubtful accounts	(7)	Long-term borrowings	15,960
Non-current assets	**463,750**	Long-term deposits received	22,448
Property, plant and equipment	**239,798**	Deferred tax liabilities	38,432
Buildings	115,999	Retirement benefits	112
Structures	2,885	Other	255
Machinery, equipment and vehicles	3,385	**Total liabilities**	**199,855**
Transportation equipment	109	**(Net assets)**	
Tools, furniture and fixtures	1,389	**Shareholders' equity**	**258,031**
Land	112,136	**Share capital**	**22,393**
Leased assets	2,767	**Capital surplus**	**19,383**
Construction in progress	1,126	Legal capital surplus	19,383
Intangible assets	**11,001**	**Retained earnings**	**241,695**
Leasehold interests in land	7,665	Legal retained earnings	3,121
Software	2,259	Other retained earnings	238,574
Other	1,076	Reserve for private insurance	8,728
Investments and other assets	**212,949**	Reserve for reduction entry	35,605
Investments securities	117,262	Reserve for special depreciation	97
Investments in capital of subsidiaries and affiliates	86,501	General reserve	138,240
Long-term loans receivable	3,738	Retained earnings brought forward	55,902
Guarantee deposits	4,833	**Treasury shares**	**(25,440)**
Other	659	**Valuation and translation adjustments**	**68,280**
Allowance for doubtful accounts	(37)	**Net unrealized holding gains on securities**	**68,280**
Allowance for investment loss	(7)	**Total net assets**	**326,311**
Total assets	**526,167**	**Total liabilities and net assets**	**526,167**

(Figures are rounded down to the nearest million yen.)

Non-consolidated Statement of Income

(April 1, 2024- March 31, 2025)

(Millions of yen)

Description	Breakdown	Amount
Revenue		
Warehousing fee income	21,862	
Stevedoring income	11,182	
Land transportation income	24,633	
Port and harbor stevedoring income	16,229	
International freight forwarding income	41,716	
Rent income on real estate	32,574	
Other	29,133	177,332
Operating costs		
Cost of work and transportation consignment	78,980	
Personal expenses	14,301	
Facility expenses	7,801	
Depreciation	11,574	
Other	43,243	155,902
Operating gross profit		**21,430**
Selling, general and administrative expenses		7,083
Operating profit		**14,346**
Non-operating income		
Interest and dividend income	8,352	
Other	324	8,676
Non-operating expenses		
Interest expense	613	
Other	465	1,079
Ordinary profit		**21,944**
Extraordinary income		
Gain on disposal of non-current assets	1,458	
Gain on sale of investment securities	29,981	
Gain on liquidation of subsidiaries and affiliates	214	
Subsidy income	110	31,765
Extraordinary losses		
Loss on disposal of non-current assets	728	
Impairment losses	87	
Loss on tax purpose reduction entry of non-current assets	110	
Loss on valuation of shares of subsidiaries and affiliates	9,804	10,730
Income before income taxes		**42,978**
Income taxes - current	14,849	
Income taxes - deferred	162	15,012
Net income		**27,966**

(Figures are rounded down to the nearest million yen.)

Independent Auditor's Report

May 12, 2025

To the Board of Directors of Mitsubishi Logistics Corporation:

KPMG AZSA LLC
Tokyo Office, Japan

Hiroshi Tani
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Masaya Ariyoshi
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Nobutaka Ozeki
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the consolidated financial statements, which comprise the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in net assets and the related notes of Mitsubishi Logistics Corporation ("the Company") and its consolidated subsidiaries (collectively referred to as "the Group"), as at March 31, 2024 and for the year from April 1, 2023 to March 31, 2024 in accordance with Article 444-4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and the results of operations of the Group for the period, for which the consolidated financial statements were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Corporate Auditors and the Board of Corporate Auditors for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with corporate auditors and the board of corporate auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide corporate auditors and the board of corporate auditors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company and its subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:
The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act for the conveniences of the reader.

Independent Auditor's Report

May 12, 2025

To the Board of Directors of Mitsubishi Logistics Corporation:

KPMG AZSA LLC
Tokyo Office, Japan

Hiroshi Tani
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Masaya Ariyoshi
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Nobutaka Ozeki
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the financial statements, which comprise the balance sheet, the statement of income, the statement of changes in net assets and the related notes, and the accompanying supplementary schedules ("the financial statements and the accompanying supplementary schedules") of Mitsubishi Logistics Corporation ("the Company") as at March 31, 2024 and for the year from April 1, 2023 to March 31, 2024 in accordance with Article 436-2-1 of the Companies Act.

In our opinion, the financial statements and the accompanying supplementary schedules referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and the accompanying supplementary schedules were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance

with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules . Management is responsible for the preparation and presentation of the other information. Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the financial statements and the accompanying supplementary schedules does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and the accompanying supplementary schedules, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the accompanying supplementary schedules or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Corporate Auditors and the Board of Corporate Auditors for the Financial Statements and the Accompanying Supplementary Schedules

Management is responsible for the preparation and fair presentation of the financial statements and the accompanying supplementary schedules in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and the accompanying supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the accompanying supplementary schedules, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Company's

financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules

Our objectives are to obtain reasonable assurance about whether the financial statements and the accompanying supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and the accompanying supplementary schedules.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and the accompanying supplementary schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the accompanying supplementary schedules or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate whether the presentation and disclosures in the financial statements and the accompanying supplementary schedules are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and the accompanying supplementary schedules, including the disclosures, and whether the financial statements and the accompanying supplementary schedules represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with corporate auditors and the board of corporate auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide corporate auditors and the board of corporate auditors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:
This is an English translation of the Independent Auditor's Report as required by the Companies Act of Japan for the conveniences of the reader.

Audit Report

(English Translation)

Regarding the performance of duties by the Directors for the 222nd fiscal year from April 1, 2024 to March 31, 2025, the Audit & Supervisory Board hereby submits its audit report, which has been prepared upon careful consideration based on the audit report prepared by each Audit & Supervisory Board Member.

1. Summary of Auditing Methods by the Audit & Supervisory Board Members and Audit & Supervisory Board

(1) The Audit & Supervisory Board established auditing policies, audit plans and other relevant matters, and received reports from each Audit & Supervisory Board Member regarding his or her audits and results thereof, as well as received reports from the Directors, other relevant personnel and the Accounting Auditor regarding performance of their duties, and sought explanations as necessary.

(2) Each Audit & Supervisory Board Member complied with the auditing standards of the Audit & Supervisory Board Members established by the Audit & Supervisory Board, followed the auditing policies, audit plans and other relevant matters, communicated with Directors, the Internal Audit Department, other employees, and any other relevant personnel via the Internet, or other means, and made efforts to prepare the environment for information collection and audit, as well as conducted the audit through the methods described below.

1. We participated in meetings of the Board of Directors, the Executive Committee, and other important meetings, received reports from the Directors, employees and other relevant personnel regarding performance of their duties, sought explanations as necessary, examined important authorized documents and associated information, and studied the operations and financial positions at the headquarters and principal business offices. With respect to subsidiaries, we communicated and exchanged information with Directors and Audit & Supervisory Board Members of subsidiaries as well as received reports from subsidiaries by visiting them as necessary.
2. In addition, with respect to the system for ensuring that the performance of duties by the Directors as stated in the Business Report conforms to the related laws and regulations and the Articles of Incorporation, and the contents of the resolutions of the Board of Directors regarding preparation of other system to ensure the properness of operations of a group of enterprises consisting of a stock company and its subsidiaries as stipulated in Article 100, Paragraphs 1 and 3, of the Ordinance for Enforcement of the Companies Act and such other system prepared based on such resolutions (internal controls system), we received regular reports from Directors, employees and other relevant personnel regarding the development and the operation of the system, requested explanations as needed. With respect to internal control over Financial Reporting, we received reports from Directors and other relevant personnel as well as KPMG AZSA LLC regarding the status of evaluation and audit of the internal control, and requested explanations and expressed our opinions as needed.
3. We examined the details of the basic policies pursuant to Article 118, Item 3 a. of the Ordinance for Enforcement of the Companies Act set forth in the Business Report.
4. Furthermore, we monitored and verified whether the Accounting Auditor maintained its independence and implemented appropriate audits, as well as received reports from the Accounting Auditor regarding the performance of its duties and sought explanations as necessary. In addition, we received notice from the Accounting Auditor that “the system for ensuring that duties are performed properly” (matters set forth in each item of Article 131 of the Ordinance for Corporate Accounting) had been prepared in accordance with the Product Quality Management Standards Regarding Audits (issued by the Business Accounting Deliberation Council) and other relevant standards, and sought explanations as necessary.

Based on the above methods, we examined the Business Report and the supplementary schedules thereof, the non-consolidated financial statements (non-consolidated balance sheet, non-consolidated statement of income, non-consolidated statement of changes in net assets, and non-consolidated notes) and the supplementary schedules thereof, as well as the consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in net assets and consolidated notes) related to the relevant fiscal year.

2. Results of Audit

(1) Results of Audit of Business Report and Other Relevant Documents

1. In our opinion, the Business Report and the supplementary schedules are in accordance with the related laws and regulations, and the Articles of Incorporation, and fairly represent the Company's condition.
2. We have found no evidence of wrongful action or material violation of related laws and regulations, nor of any violation with respect to the Articles of Incorporation, related to performance of duties by the Directors.
3. In our opinion, the contents of the resolutions of the Board of Directors related to the internal control systems are fair and reasonable. In addition, we have found no matters on which to remark regarding the description in the Business Report and the performance of duties by the Directors related to such internal control systems, as well as internal control over Financial Reporting.
4. We have found no matters to point out with respect to the basic policies regarding the Company's control as described in the Business Report.

(2) Results of Audit of Non-consolidated Financial Statements and Supplementary Schedules

In our opinion, the methods and results employed and rendered by Accounting Auditor KPMG AZSA LLC are fair and reasonable.

(3) Results of Audit of Consolidated Financial Statements

In our opinion, the methods and results employed and rendered by Accounting Auditor KPMG AZSA LLC are fair and reasonable.

May 14, 2025

Audit & Supervisory Board, Mitsubishi Logistics Corporation

Senior Audit & Supervisory Board Member (Audit & Supervisory Board Member (Full-time))	Yasushi Saito
Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member (Full-time))	Masanao Yamato
Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)	Takao Sato
Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)	Yusaku Kurahashi
Audit & Supervisory Board Member	Jiro Kodaka

The 222nd Annual General Meeting of Shareholders

Other Electronic Provision Measures Matters

(Matters Omitted from Written Documents)

Company's Systems and Policies

Consolidated Statement of Changes in Net Assets

Notes to Consolidated Financial Statements

Non-consolidated Statement of Changes in Net Assets

Notes to Non-consolidated Financial Statements

(April 1, 2024 to March 31, 2025)

Mitsubishi Logistics Corporation

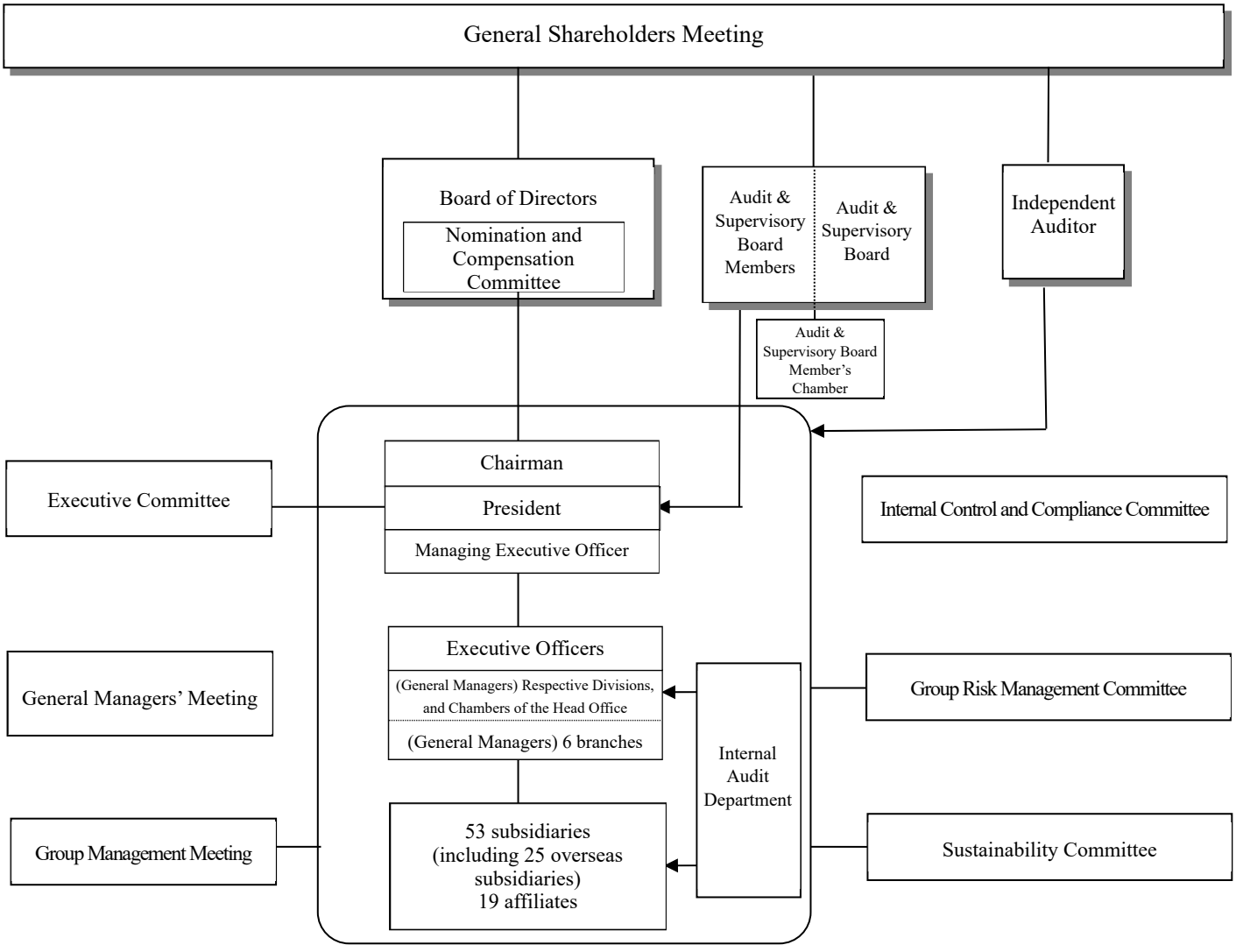
Company's Systems and Policies

1. System to ensure that Directors execute their duties in compliance with laws and regulations and the Articles of Incorporation and other systems to ensure proper business execution

As rules and a charter to be strictly followed by executives and employees during the course of executing duties, the Company has formulated a "Code of Conduct" as described below, and clearly states its position to actively work toward thorough compliance with related laws, in addition to environmental protection and social contribution, etc.

1) The Company will comply with laws and regulations and rules, and execute corporate activities sincerely and fairly so as not to disrupt societal norms.
2) The Company will disclose corporate information at appropriate times and in an appropriate way, and aim for broad communication with society.
3) The Company will continue to not have any relationships with anti-social forces that have a negative impact on the order and safety of civil society.
4) The Company will recognize the importance of environmental issues and cooperate with environmental protection activities.
5) While providing services that are safe, high quality, and socially effective, the Company will work toward societal contribution activities as a "good corporate citizen," placing harmony with regional societies and international society at the forefront.

<Chart of corporate governance system> (As of the end of the current fiscal year)



Under this Code of Conduct, the Company has formulated "Basic Policy Regarding Implementation of Internal Control Systems" as described below, in order to ensure the appropriate execution of duties by executives and employees and appropriateness of corporate operations.

(1) System to ensure that the Directors execute their duties in compliance with laws and regulations and the Articles of Incorporation

Important decision-making shall be deliberated upon and resolved at a meeting of the Board of Directors that is held once per month in principle in accordance with the Regulations on the Board of Directors, which clarifies agenda standards. Regarding execution of duties, responsibilities for Directors shall be defined, and each Director shall execute duties concerning their responsibilities, with accountability pursuant to laws and regulations and the Articles of Incorporation.

Audit & Supervisory Board Members shall inspect important decision-making documents, attend meetings of the Board of Directors, the Executive Committee, and General Managers' meetings, etc. to ascertain the status of important decision-making and the execution of duties, and shall provide opinions.

(2) System to ensure that the employees execute their duties in compliance with laws and regulations and the Articles of Incorporation

While ensuring thorough recognition of the Company's "Code of Conduct" and internal regulations, the Internal Audit Department shall audit compliance with laws and regulations and the status of the execution of duties based on the annual audit plan, report the results to the President, and evaluate the status of improvement of the audit results.

In order to prevent or promptly discover and correct actions that may infringe upon laws and regulations and the Articles of Incorporation, an Internal Reporting Hotline (Helpline) shall be established.

Furthermore, through establishment of the Internal Control and Compliance Committee, the implementation status of internal control functions and the compliance conditions shall be evaluated, aiming to enhance the internal controls and CSR compliance.

(3) System for storage and management of information related to the execution of duties of the Directors

Minutes for meetings of the Board of Directors and important documents, etc. regarding the execution of duties by Directors shall be appropriately stored and managed in accordance with laws and regulations and internal regulations.

(4) Regulations or any other systems for management of risk of loss

The Group has established Group Risk Management Regulations as well as a Group Risk Management Committee to maintain and improve the effectiveness of the Risk Management System across the Group in an effort to identify business risks in all directions and prepare for emergencies during times of normalcy. In the event that risk occurs, we have also established a Response Headquarters in accordance with our Basic Manual for Crisis Management to minimize losses and return to normal operations as quickly as possible through concentrated company-wide support and measures.

(5) System to ensure that the execution of duties of the Directors is efficient

We have introduced an executive officer system for the purpose of further strengthening corporate governance by strengthening management and supervisory functions as well as executive functions, and by improving management efficiency and accelerating decision making.

Directors and Executive Officers shall strictly maintain the efficiency and soundness of management while executing duties related to their responsibilities according to the management plan.

In addition, all Executive Directors and Executive Officers with a title of Managing Executive Officer or higher shall deliberate regarding the execution of important duties based on adequate documentation at the Executive Committee held about once per week (observed by Audit & Supervisory Board Members (Full-time)), while making resolutions or reporting on execution status at meetings of the Board of Directors.

(6) System to ensure proper business execution within the Company group consisting of the Company and its subsidiaries

- Executives shall be dispatched from the Company to subsidiaries. In addition to implementation of Codes of Conduct suited for the businesses of subsidiaries, they oversee the duties of Directors of subsidiaries to be executed efficiently in accordance with the management plan.
- The execution of important duties at subsidiaries shall be deliberated in advance with the Company

in accordance with the Regulations on Affiliate and Subsidiary Administration, and Executive Officers in charge, with a title of Managing Executive Officer or higher, shall receive reports from the subsidiaries periodically or as needed regarding the status of the execution of duties and financial conditions, etc. at subsidiaries.

- A Group Management Meeting, comprised of the Company and significant subsidiaries, shall be held about twice per year, ensuring the appropriateness of operations of the overall Group.
- The Sustainability Committee shall be established to perform examination and progress management of measures and target values of initiatives for sustainability management of the Group to discuss matters regarding the promotion of other initiatives.
- The Internal Audit Department shall audit compliance with laws and regulations and the status of the execution of duties at subsidiaries and report the results to the President. Audit & Supervisory Board Members, the Internal Audit Department of the Company and Audit & Supervisory Board Members of the subsidiaries shall cooperate and express their opinions regarding the optimization of operations of the overall Group as necessary.
- To prevent or promptly discover and correct actions that may infringe upon laws and regulations and the Articles of Incorporation, subsidiaries shall establish a common Internal Reporting Hotline (Helpline) jointly with the Company.
- Regarding risk of losses at subsidiaries, in addition to management according to the Group Risk Management Manual, etc., subsidiaries shall establish risk management structures according to their business types.
- Appropriate structures for internal controls shall be implemented and operated in order to secure the reliability of financial reporting.

(7) Employees to assist the duties of Audit & Supervisory Board Members

The Audit & Supervisory Board Member's Chamber shall be established as a department to assist the duties of Audit & Supervisory Board Members, and dedicated personnel shall be assigned.

(8) Independence of employees to assist the duties of Audit & Supervisory Board Members from Directors and matters concerning effectiveness of instructions toward said employees

By the nature of their post, personnel dedicated to the Audit & Supervisory Board Member's Chamber shall work directly for Audit & Supervisory Board Members, and deliberation shall be made with the Audit & Supervisory Board in advance regarding the selection of such personnel, etc.

(9) System for Directors and employees and executives and employees of subsidiaries (including parties receiving reports from these persons) to report to Audit & Supervisory Board Members and other systems for reporting to Audit & Supervisory Board Members

Directors and employees as well as executives and employees of subsidiaries (including parties receiving reports from these persons) shall report periodically to Audit & Supervisory Board Members regarding the status of the execution of duties and financial conditions, etc., and the Internal Audit Department shall report the results of internal audits to Audit & Supervisory Board Members.

Additionally, Directors and employees as well as executives and employees of subsidiaries (including parties receiving reports from these persons) shall report as required to Audit & Supervisory Board Members regarding matters that will have a significant effect on management.

(10) System to ensure that persons reporting to Audit & Supervisory Board Members do not receive unfavorable treatment with said report as rationale

Any unfavorable treatment shall not be incurred due to reporting to Audit & Supervisory Board Members including internal reporting.

(11) Policies for processing expenses or liabilities incurred regarding the execution of duties by Audit & Supervisory Board Members

Expenses or liabilities incurred regarding the execution of duties by Audit & Supervisory Board Members shall be processed appropriately in accordance with laws and regulations.

(12) Other systems to ensure the effectiveness of audits by Audit & Supervisory Board Members

Audit & Supervisory Board Members shall receive periodic reports from the Accounting Auditor regarding the status of audits, and shall conduct effective audits through internal audits by the Internal Audit Department.

During audits, Directors and employees shall cooperate with Audit & Supervisory Board Members to provide required information at the appropriate time.

2. Summary of the operational status of the system in 1. above

Based on the above "Basic Policy Regarding Implementation of Internal Control Systems," the Company has established and operated the internal control systems for the Company and subsidiaries.

A summary of the operational status of internal control systems for the fiscal year under review is as follows.

(1) Status of the execution of duties by Directors and employees

- Meetings of the Board of Directors were held 12 times, and the Board of Directors deliberated important matters and made resolutions, and Directors in charge provided reports on the status of execution of important duties.
- Meetings of the Executive Committee, comprised of the Chairman and Executive Officers having a title of Managing Executive Officer or higher chaired by the President, was held about once per week (observed by Audit & Supervisory Board Members (Full-time)), and deliberated on important matters regarding management.
- In light of deliberations at the Executive Committee, each Executive Officer with a title of Managing Executive Officer or higher executed duties responsibly, including measures based on the Management Plan (2022-2024), according to the division of duties.
- The General Managers' Meetings, comprised of General Managers of Branches, Directors, Executive Officers, Audit & Supervisory Board Members, Senior Assistant To Managing Executive Officers, and the General Managers of the Headquarters Department, were held about once per month for a total of 11 times, and the status of the execution of duties were reported and confirmed.
- Meetings of the Internal Control and Compliance Committee were held once, meetings of the Group Risk Management Committee were held twice, and meetings of the Sustainability Committee six times. The status of execution of duties companywide was evaluated from the independent viewpoints of each committee. In addition, the activities of each committee are regularly reported to the Board of Directors.
- To ensure thorough dissemination of the Code of Conduct and internal regulations of the Company, internal training has been conducted, and the status of compliance among executives and employees has been confirmed through surveys, etc.
- Minutes for meetings of the Board of Directors and important documents, etc. regarding the execution of duties by Directors have been managed by each responsible department according to the number of years required as defined by laws and regulations and internal regulations.

(2) Status of the Corporate Group, composed of the Company and subsidiaries

- To manage risk of losses arising at the Group, the Company has prepared a Group Risk Management Manual, and worked to disseminate it together with the Basic Risk Management Manual.
- Executives and employees of the Company are dispatched to subsidiaries and manage them by executing their duties and conducting audits and supervision at the subsidiaries.
- A department to manage subsidiaries were established, and the department discusses the execution of important duties with subsidiaries, receives periodic reports from subsidiaries regarding financial conditions, etc., and reports to Executive Officers in charge, with a title of Managing Executive Officer or higher, and Audit & Supervisory Board Members. Additionally, the Group Management Meeting, comprised of the Company and significant subsidiaries, was held twice, and business results and issues, etc. were reported and confirmed, including the progress status of measures based on the Management Plan (2022-2024).
- Concerning internal controls regarding financial reporting, effectiveness is evaluated based on the "Internal Control Evaluation Policy Book," which defines the Group's systems regarding operation and evaluation, and basic policies such as processes and methods.

(3) Status of Audit & Supervisory Board Members, internal audits, and internal reporting

- Aside from exchanging information with the Representative Director and President through periodic meetings, etc., Audit & Supervisory Board Members attended important meetings such as meetings of the Board of Directors, the Executive Committee, and General Managers' Meetings. In addition to the examination of important documents, etc. regarding the execution of duties by Directors such as decision-making documents, Audit & Supervisory Board Members have inspected the Company's audit and subsidiaries and conducted hearings with the Board of Directors, etc. based on the annual audit plan. Additionally, meetings of the Audit & Supervisory Board were

held 17 times, and information on the status of the Company and audit results, etc. have been shared.

- During the formulation and implementation, etc. of their respective annual audit plans, Audit & Supervisory Board Members, the Internal Audit Department, Accounting Auditor and Audit & Supervisory Board Members of subsidiaries have conducted periodic meetings and exchanged information as needed, executing duties effectively and efficiently.
- To support the execution of duties of Audit & Supervisory Board Members, an Audit & Supervisory Board Member's Chamber (two dedicated employees) was established at the headquarters. The dedicated staff member executed duties under the direction of Audit & Supervisory Board Members, and matters concerning related personnel, etc. were deliberated with the Audit & Supervisory Board in advance.
- Expenses or liabilities that arose during the course of the execution of duties of Audit & Supervisory Board Members were appropriately processed in accordance with laws and regulations upon request from Audit & Supervisory Board Members.
- Aside from establishing an Internal Audit Division (nine dedicated employees) at the headquarters as the Internal Audit Department, audit support employees (two persons) were assigned, and auditors (one each) and audit support employees (two each) were assigned at each branch. Audits were conducted at the Company and Group companies based on the annual audit plan. Audit results were reported to the President and Audit & Supervisory Board Members, and the status of improvement is evaluated on a quarterly basis.
- Including the Audit & Supervisory Board Member's Chamber, multiple common Internal Reporting Hotlines were established in the Group, and internal regulations stipulated the prohibition of unfavorable treatment to the person who made an internal report.

3. Basic policy regarding the Company's control

The Group's primary businesses are the Logistics Business with Warehousing & Distribution Business at its core, and the Real Estate Business, which focuses on the leasing of buildings.

Regarding the Logistics Business, the Group aims to organically and comprehensively operate each of the Overland Transportation, International Transportation and Harbor Transportation businesses centered on the Warehousing & Distribution Business by using DX and other new technologies. In the Real Estate Business, the Group aims to expand the leasing business primarily in office buildings and commercial facilities by effectively using the Group's proprietary lands.

Through fair operations of these businesses, which are both responsible for providing social infrastructure and supporting the country's economic activities, the Group will ensure appropriate profits and stable growth, provide returns to shareholders and employees, resolve social issues and protect society and customers' businesses by providing disaster-resistant, safe and secure infrastructure services and reducing environmental burden in business operations, and thus make a contribution to realizing a prosperous and sustainable society.

Due to the nature of both businesses, which requires us to secure land, building and facilities, etc. suited to the business, as well as formulate and implement business plans to utilize these assets, we will engage in securing and developing human resources, our human capital, and invest management resources including funds in a continuous and planned manner from a long-term standpoint with the aim of sustainably expanding and developing these businesses.

Although the Company does not unconditionally deny all intension of large-scale acquisition of the Company's shares, the Company believes that purchases in conflict with the above that damage corporate value or common interests of shareholders are inappropriate.

Currently, the Company has not recognized any parties that are attempting large-scale acquisitions of the Company's shares. However, the Company constantly monitors the trading status of the Company's shares, and in the event that a party attempting a large-scale acquisition of the Company's shares in conflict with these views appears, and if the purchase will not contribute to the Company's corporate value and common interests of shareholders, appropriate countermeasures will be considered, and the Company will prepare a system for the swift implementation of the countermeasures.

Consolidated Statement of Changes in Net Assets

(April 1, 2024 - March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance as of April 1, 2024	22,393	19,319	272,839	(22,192)	292,360
Changes of items during period					
Cash dividends			(11,249)		(11,259)
Profit attributable to owners of parent			31,864		31,864
Purchase of treasury shares				(20,002)	(20,002)
Disposal of treasury shares		31		75	107
Cancellation of treasury shares		(45)	(16,596)	16,642	-
Change in ownership interest of parent due to transactions with non-controlling interests		(191)			(191)
Changes other than to shareholders' equity, net					
Total changes of items during period	-	(205)	4,018	(3,284)	527
Balance as of March 31, 2025	22,393	19,113	276,857	(25,477)	292,888

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Net unrealized holding gains on securities	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance as of April 1, 2024	106,923	4,833	1,309	113,066	6,276	411,703
Changes of items during period						
Cash dividends						(11,249)
Profit attributable to owners of parent						31,864
Purchase of treasury shares						(20,002)
Disposal of treasury shares						107
Cancellation of treasury shares						-
Change in ownership interest of parent due to transactions with non-controlling interests						(191)
Changes other than to shareholders' equity, net	(37,165)	6,141	(263)	(31,286)	(1,668)	(32,955)
Total changes of items during period	(37,165)	6,141	(263)	(31,286)	(1,668)	(32,427)
Balance as of March 31, 2025	69,758	10,975	1,046	81,779	4,607	379,276

(Figures are rounded down to the nearest million yen.)

Notes to the Consolidated Financial Statements

Notes to the Basis for Preparation of Consolidated Financial Statements

1. Scope of consolidation

(1) Consolidated subsidiaries

Number of consolidated subsidiaries 53

Names of principal subsidiaries

Fuji Logistics Co., Ltd., Ryoso Transportation Co., Ltd., Dia Buil-Tech Co., Ltd., Shinryo Koun Co., Ltd., Mitsubishi Logistics China Co., Ltd., P.T. Mitsubishi Logistics Indonesia, Mitsubishi Logistics America Corporation, PROJECT HERMES HOLDING COMPANY and Mitsubishi Logistics Europe B.V.

Seiho Kaiun Kaisha, Ltd., which was a consolidated subsidiary in the previous fiscal year, was removed from the scope of consolidation from the current fiscal year because it has been liquidated.

(2) Non-consolidated subsidiaries

Names of principal non-consolidated subsidiary

Dia Logistics (M) Sdn. Bhd.

Non-consolidated subsidiaries are respectively small in scale, and the totals of total assets, revenue, profit attributable to owners of parent (proportional amount of equity), and retained earnings (proportional amount of equity), etc., each do not have a significant effect on the consolidated financial statements, thus these subsidiaries are excluded from the scope of consolidation.

2. Application of the equity method

(1) Non-consolidated subsidiaries and affiliates accounted for by the equity method

There are no non-consolidated subsidiaries accounted for by the equity method.

Number of affiliates subject to the equity method 6

Name of principal affiliate

MY Terminals Holdings, Limited, Kusatsu Soko Co., Ltd. and ITL Corporation

Due to the acquisition of an equity interest in Tajimi LLC and Chibakita LLC during the current fiscal year, these companies have been included in the scope of non-consolidated subsidiaries and affiliates accounted for by the equity method.

(2) Non-consolidated subsidiaries and affiliates not subject to the equity method

Name of principal non-consolidated subsidiary

Dia Logistics (M) Sdn. Bhd.

Name of principal affiliate

Nakatani Transportation Co., Ltd.

As non-consolidated subsidiaries and affiliates not subject to the equity method each of these companies has only an immaterial effect on profit attributable to owners of parent and retained earnings, etc. and is insignificant overall, these are excluded from application of the equity method.

3. Matters concerning the fiscal year, etc., of consolidated subsidiaries

All consolidated subsidiaries excluding 22 overseas subsidiaries, such as Mitsubishi Logistics America Corporation, and MLC Innovation First Limited Partnership end their fiscal years on the same day as the Company.

The last day of the fiscal year for 22 overseas subsidiaries, such as Mitsubishi Logistics America Corporation, and MLC Innovation First Limited Partnership is December 31. The financial statements as of December 31 are used in the consolidated financial statements, and if any material transactions incur during the period from December 31 to March 31, necessary adjustments are made on the consolidated financial statements.

4. Matters concerning accounting policies

(1) Standards and methods for valuation of important assets

A. Securities

Available-for-sale securities

Securities other than stocks, etc., without market price

Market value method

(Valuation difference is transferred directly to net assets. The cost of sales is calculated using the moving average method.)

Stocks, etc., without market price

Stated at cost using the moving-average method.

Investments in investment business limited partnerships and associations of a similar nature (investments deemed to be securities in accordance with Article 2, Paragraph 2 of the Financial Instruments and Exchange Act)

The net amount equivalent to equity based on the latest financial statements available in accordance with the financial reporting date stipulated in the partnership agreement is recorded.

B. Derivatives

Stated using the market value method.

C. Inventories (real estate held for sale)

Mainly stated at cost using the specific identification method.

(calculated by writing them down based on decline in profitability.)

(2) Depreciation and amortization method for important depreciable or amortizable assets

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

The declining-balance method is applied.

Warehouse facilities (actual buildings), commercial facilities for lease (actual buildings) and facilities and structures attached to buildings acquired on or after April 1, 2016 are calculated using the straight-line method.

Furthermore, useful lives are estimated according to stipulations of the Corporation Tax Act, and lives for commercial facilities for lease (actual buildings) are determined with a standard of 20 years, taking into account the lease agreement period, etc.

B. Intangible assets (excluding leased assets)

The straight-line method is applied.

Computer software for internal use is amortized over the estimated internal useful life (5 to 10 years) using the straight-line method. In addition, customer-related assets are amortized over the effective period (22 years) using the straight-line method.

C. Leased assets

Leased assets relating to finance lease transactions without the transfer of ownership

Leased assets are depreciated using the straight-line method with no residual value over the lease term of the leased assets.

(3) Important standards of accounting for reserves

A. Allowance for doubtful accounts

To provide for losses resulting from unrecoverable claims such as accounts and loans receivable, allowance for doubtful accounts is recorded based on the historical write-off rate for ordinary receivables, and based on expected uncollectable accounts individually for receivables.

B. Allowance for investment loss

To provide for losses resulting from a decline in the substantial price of stock and investment without

market price, allowance is recorded taking into account the possibility of recovery if total net assets of the issuing company fall below the book value.

C. Provision for retirement benefits for directors (and other officers)

To provide for payments of retirement benefits for directors at certain consolidated subsidiaries, amounts to be paid at the end of the consolidated fiscal year under review are recorded, based on entity's rules.

(4) Accounting treatment of retirement benefits

A. Method of attributing the estimated benefit obligation to periods

Upon calculating the retirement benefit obligation, the estimated benefit obligation is attributed to the period up until the consolidated fiscal year under review on a benefit formula basis.

B. Amortization method of actuarial calculation differences and prior service costs

Actuarial calculation differences are amortized using the straight-line method over a certain period (5 to 11 years) within the average remaining years of service of employees, beginning from the fiscal year following the incurred year. Prior service costs are recognized using the straight-line method over a certain period (11 years) within the average remaining years of service of employees, beginning from the incurred year.

(5) Standards of accounting for revenue and expenses

A. Logistics business

(i) Warehousing and distribution business

The main performance obligations are conducting storage and handling of incoming and outgoing cargo, etc., at warehouses containing consigned items. For storage, the Company deems that performance obligations are satisfied and recognizes revenue when a certain period of storage or provision of storage area for consigned items lapses. For the handling of incoming and outgoing cargo, the Company deems that performance obligations are satisfied and recognizes revenue when the cargo handling operations are completed.

(ii) Overland transportation business

The main performance obligations are conducting transport and usage transport, etc., by freight automobiles. The Company deems that performance obligations are satisfied and recognizes revenue when freight shipped or accepted is transported.

(iii) Port and harbor operation business

The main performance obligations are conducting coastal cargo handling and onboard cargo handling, etc., at ports. The Company deems that performance obligations are satisfied and recognizes revenue when the cargo handling operations are completed.

(iv) International transportation business

The main performance obligations are conducting handling of international product transport, etc., including handling marine cargo transport. For handling marine cargo, the Company deems that performance obligations are satisfied and recognizes revenue when import and export procedures such as customs clearance are completed. For the international cargo transport, the Company deems that performance obligations are satisfied and recognizes revenue when cargo loaded on vessels or aircraft are transported.

B. Real estate business

(i) Real estate leasing business

The business includes mainly real estate lease operations and real estate management operations. The real estate management operations are related to lease transactions and its revenue is from other sources than revenues from contracts with customers. The main performance obligations of real estate management operations are providing services such as maintenance, cleaning, and administration of the leased facilities, and the Company deems that performance obligations are satisfied and recognizes revenue when the entire process of services is provided.

(ii) Other

The main performance obligations are handover, etc., of real estate for sale and finance lease transactions. For the handover of real estate for sale, the Company deems that performance obligations are satisfied and recognizes revenue when real estate for sale is transferred to customers. For finance lease transactions, the Company records net sales and cost of sales when the lease fee is received.

(6) Amortization method and amortization period of goodwill

Goodwill is amortized over 5 to 10 years on a straight-line basis. Any immaterial amounts are fully recognized as expenses as incurred.

Notes to accounting estimates

The Company made accounting estimates at reasonable amounts calculated based on the information available at the time of preparing the consolidated financial statements.

Items of accounting estimates recorded in the consolidated financial statements for the current fiscal year that have the risk of significantly impacting the consolidated financial statements for the following fiscal year are as follows.

1. Valuation of goodwill and customer-related assets (Cavalier Logistics Group)

(1) Amount recognized in the consolidated financial statements for the consolidated fiscal year under review

	The consolidated fiscal year under review (Millions of yen)
Goodwill	5,834
Customer-related assets	21,635

(2) Other information relating to accounting estimates that will facilitate the understanding of the users of the consolidated financial statements

Goodwill and customer-related assets comprise goodwill of 5,834 million yen and customer-related assets of 21,635 million yen recorded by Project Hermes Holding Company, resulting from that company's acquisition of all outstanding shares of the Cavalier Logistics Group (Cavalier Logistics Management II, Inc., Cavalier International Air Freight, Inc., DC Dyna, Inc., and Cavalier Logistics U.K. Limited).

Project Hermes Holding Company applies U.S. GAAP. When valuating goodwill and customer-related assets, the Company conducts an impairment test if there are indications of impairment. If it deems that the results of the impairment test indicate that an impairment loss should be recognized, the book value is reduced to the fair value and the reduction in book value is recognized as an impairment loss. Although the Company has determined that there are no indications of impairment for customer-related assets and there are indications of impairment for goodwill, we have determined that the fair value exceeds the book value; therefore, we have not recognized any impairment loss.

In order to calculate the fair value of the reportable unit, including goodwill, the company estimates future cash flows based on the Cavalier Logistics Group's future business plans. These future business plans include assumptions about sales growth rates in light of the external environment in the U.S. and an expansion in the scale of sales through the establishment of new logistics warehouses, and since uncertainties cannot be ruled out, future developments may have a significant impact on the consolidated financial statements for the following fiscal year.

Notes to Changes in Accounting Policies

Previously, the revenue and expenses of overseas subsidiaries, etc. were converted into yen at the spot exchange rate on the closing date of the overseas subsidiary, etc. However, starting from the fiscal year under review, the Company has changed to a method of converting revenue and expenses at the average exchange rate for the period. Since the Group is promoting the expansion of overseas sales and global development, the importance

of overseas sales from overseas subsidiaries, etc. is expected to increase in the future. We have therefore determined that it is reasonable to adopt a method of converting the revenue and expenses of overseas subsidiaries, etc. to the average exchange rate for the period in order to mitigate the impact of temporary fluctuations in the exchange rate on gains and losses for the period and to more appropriately reflect the performance of overseas subsidiaries, etc. in the consolidated financial statements. As the impact of this change is immaterial, it has not been applied retroactively.

Notes to Changes in Presentation Method

Consolidated Balance Sheet

"Investments in leases" (48 million yen in the previous fiscal year), which was included in "Other" under "Current assets" in the previous fiscal year, is presented independently from the current fiscal year due to its increased materiality.

Additional Information

(Changes in amounts of deferred tax assets and liabilities due to changes in the tax rate of income taxes)

As a result of the enactment of the "Act on Partial Revision of the Income Tax Act" (Act No. 13 of 2025) by the Diet on March 31, 2025, the statutory effective tax rate used to calculate deferred tax assets and liabilities for the fiscal year under review has changed from 30.6% in the previous fiscal year to 31.5% for periods on or after April 1, 2026 in which recovery or payments are expected.

As a result, the amount of deferred tax liabilities (amount after deducting the amount of deferred tax assets) increased by 1,100 million yen, and the amount of income taxes - deferred adjustments recorded for the fiscal year under review increased by 191 million yen. Net unrealized holding gains on securities decreased by 895 million yen, and remeasurements of defined benefit plans decreased by 13 million yen.

Notes to Consolidated Balance Sheet

1. Accumulated depreciation of property, plant and equipment	361,103 million yen
2. Accumulated deferred tax reserves for non-current assets	6,689 million yen
3. Collateral assets	
Assets pledged as collateral	
Land	744 million yen
Obligations related to the above	
Long-term deposits received	1,000 million yen
4. Guarantee liability	
Liability guarantees for borrowings of other companies	382 million yen

Notes to Consolidated Statements of Income

1. Share of loss of entities accounted for using equity method

   The economic slowdown in Vietnam and other factors have led to a deterioration in the business performance of ITL Corporation. In addition, delays in obtaining investment permits and other licenses have led to a forecast of delays in the progress of the business plan. As a result, we have conservatively reconsidered the company's business plan and recorded the entire unamortized balance of 8,818 million yen equivalent to goodwill associated with investments as a share of loss of entities accounted for using equity method.

2. Impairment loss

During the fiscal year under review, the Group recorded an impairment loss for the following asset group.

Location	Use	Type	Amount (Million yen)
Osaka City, Osaka	Container terminal facilities	Structures, software	87

In calculating impairment loss, assets are grouped by the smallest level that generates a cash flow independent from other assets or asset groups.

The above asset group has been recognized to have reduced profitability from operating activities, and as short-term recovery is not expected, book values for assets related to said asset group have been reduced to the recoverable amounts, and the reduction of 87 million yen (37 million yen in structures, 24 million yen in software and 26 million yen in other expenses) has been recorded as impairment loss in extraordinary losses.

The recoverable amounts are measured based on value in use and value in use is considered to be zero since future cash flow cannot be expected.

Notes to Consolidated Statement of Changes in Net Assets

1. Type and number of shares issued

Total number of shares issued as of March 31, 2025: Common stock 388,197,695 shares

2. Dividends

(1) Dividend amount

Resolution	Type of stock	Total dividends (million yen)	Dividend per share (yen)	Record date	Effective date
General Meeting of Shareholders on June 27, 2024	Common stock	5,308	70	March 31, 2024	June 28, 2024
Meeting of the Board of Directors on October 31, 2024	Common stock	5,941	80	September 30, 2024	December 2, 2024

(2) Dividends whose record date is during this fiscal year, but whose effective date is after the end of this fiscal year

The following items are proposed at the General Meeting of Shareholders to be held on June 27, 2025.

(i) Total dividends 5,763 million yen

(ii) Source of dividends Retained earnings

(iii) Dividend per share 16 yen

(iv) Record date March 31, 2025

(v) Effective date June 30, 2025

(Note) The dividend per share with a record date of March 31, 2025 takes into account the five-for-one stock split of common shares effective November 1, 2024.

Notes to Financial Instruments

1. Status of Financial Instruments

The Group raises necessary funds mainly by bank loans or issuance of bonds. Temporary cash surplus, if any, is invested in highly secured deposits, public bonds and corporate bonds, etc.

Notes and accounts receivable are exposed to credit risk of customers. In order to reduce such credit risk, the Group controls on due date and balance for each customer in accordance with internal customer credit management rules.

Investments securities are mainly stocks issued by companies with which the Group has business relations. The Group ascertains the fair values of such stocks at regular intervals.

Short-term loans are used mainly for operating capital, while long-term borrowings are used mainly for capital expenditure. Interest rate swap contracts may be used as a hedging instrument for long-term borrowings with floating interest rates in order to avoid interest rate fluctuation risk. Derivatives are used based on actual demand only.

2. Current Value, etc. of Financial Instruments

The amounts posted on the consolidated balance sheet, the fair values, and the differences thereof as of March 31, 2025 are as follows.

(Millions of yen)

	Consolidated balance sheet amount	Fair value	Difference
(1) Investments securities Available for-sale securities (*2)	115,614	115,614	-
Total assets	115,614	115,614	-
(1) Bonds payable (*3)	48,000	44,150	(3,849)
(2) Long-term borrowings (*4)	24,144	23,937	(207)
(3) Long-term deposits received	24,036	22,133	(1,902)
Total liabilities	96,180	90,221	(5,959)

(*1) "Cash and deposits," "Notes receivable - trade," "Accounts receivable-operation," "Trade notes and accounts payable," and "Short-term bank loans" are omitted because they are cash and their fair values approximate their book values as the settlement term of these items are short.

(*2) Stocks, etc., without market price are not included in the "(1) Investments securities." The consolidated balance sheet amount of the said financial instruments is as follows.

Categories	The consolidated fiscal year under review (Millions of yen)
Unlisted securities and others	48,102

(*3) Including current portion of bonds payable.

(*4) Including current maturities of long-term debt.

3. Breakdown of Fair Values of the Financial Instruments by Appropriate Levels

The fair value of financial instruments is classified into the following three levels according to the observability and materiality of inputs used to measure fair value.

Level 1 fair value: Fair value measured using observable inputs, i.e., quoted prices in active markets for assets or liabilities that are the subject of the measurement.

Level 2 fair value: Fair value measured using observable inputs other than Level 1 inputs.

Level 3 fair value: Fair value measured using unobservable inputs.

If multiple inputs are used that are significant to the fair value measurement, the fair value measurement is categorized in its entirety in the level of the lowest level input that is significant to the entire measurement.

(1) Financial instruments and securities measured at fair value in the consolidated balance sheet

The fiscal year ended on March 31, 2025

Categories	Fair Value (Millions of yen)			
	Level 1	Level 2	Level 3	Total
Investments securities				
Available for-sale securities				
Stocks	115,614	-	-	115,614
Total assets	115,614	-	-	115,614

(2) Financial instruments and securities other than those measured at fair value in the consolidated balance sheet

The fiscal year ended on March 31, 2025

Categories	Fair Value (Millions of yen)			
	Level 1	Level 2	Level 3	Total
Bonds payable	-	44,150	-	44,150
Long-term borrowings	-	23,937	-	23,937
Long-term deposits received	-	-	22,133	22,889
Total liabilities	-	68,087	22,133	90,221

(Note) A description of the valuation techniques and inputs used in the fair value measurements

Investments securities

Listed shares are valued using quoted prices. As listed shares are traded in active markets, their fair value is classified as Level 1.

Bonds payable

Although the fair value of bonds payable issued by the Company is measured using market price, their fair value is classified as Level 2 as they are not traded in active markets.

Long-term borrowings

The fair value of long-term borrowings is measured using the discounted cash flow method based on the sum of principal and interest, remaining maturities, and an interest rate reflecting credit risk, and is classified as Level 2.

Long-term deposits received

The fair value of long-term deposits received is measured using the discounted cash flow method based on the future cash flows, estimated remaining maturities, and an interest rate reflecting credit risk, and is classified as Level 3.

Notes to Real Estates for Rent

The Company and some of its subsidiaries have some investments and rental property such as office buildings for rent (including land) in Tokyo and other regions.

(Millions of yen)

Amount on the consolidated balance sheet	Fair value
131,860	424,696

(Note 1) The amount on the consolidated balance sheet is the amount obtained by deducting accumulated depreciation from acquisition cost.

(Note 2) Fair value as of March 31, 2025 was the amount mainly based on appraisal by an external real estate appraiser.

Notes to Revenue Recognition

1. Disaggregation of revenue from contracts with customers

(Millions of yen)

	Segment		
	Logistics	Real Estate	Total
Revenue			
Warehousing fee income	33,206	-	33,206
Stevedoring income	22,923	-	22,923
Land transportation income	55,127	-	55,127
Port and harbor stevedoring income	17,883	-	17,883
International freight forwarding income	82,481	-	82,481
Rent income on real estate	254	7,635	7,889
Other	21,493	14,757	36,251
Revenue from contracts with customers	233,370	22,393	255,764
Revenue from other sources	3,725	24,579	28,304
Operating revenue to non-affiliated customers	237,096	46,972	284,069

(Note) Revenue from other sources represents income from rent of real estate, etc., included in "Accounting Standard for Lease Transactions."

2. Information in understanding the amount of revenue in the current fiscal year and the following fiscal year

(1) Balance of contract liabilities, etc.

(Millions of yen)

	The consolidated fiscal year under review
Receivables from contracts with customers (beginning balance)	41,227
Receivables from contracts with customers (ending balance)	40,679
Contract liabilities (beginning balance)	1,549
Contract liabilities (ending balance)	-

(Note 1) Contract liabilities are mainly related to advances received from customers of condominium sales in the real estate business. Contract liabilities are reversed upon recognition of revenue.

(Note 2) Contract liabilities are included in "Other" on the current liabilities in the consolidated balance sheet.

(2) Transaction price allocated to the remaining performance obligations

The Group has no significant contract whose terms are expected to be more than one year. In addition, consideration promised in contracts with customers does not have any significant amounts not included in the transaction price.

Notes to Per Share Information

1. Net assets per share 1,040.59 yen

2. Basic earnings per share 85.92 yen

(Note) As a result of the five-for-one stock split of common shares conducted on November 1, 2024, basic earnings per share have been calculated assuming that the stock split was conducted at the beginning of the current fiscal year.

Notes to Significant Subsequent Events

(Cancellation of treasury shares)

At the meeting of the Board of Directors held on October 31, 2024, the Company resolved to cancel treasury shares pursuant to the provisions of Article 178 of the Companies Act, and cancelled the said treasury shares on April 14, 2025.

1. Reasons for cancellation	To enhance shareholder returns and improve capital efficiency
2. Types of shares cancelled	Common stock of the Company
3. Total number of shares cancelled	9,315,400 shares
4. Date of cancellation	April 14, 2025
5. Total number of issued shares following cancellation	378,882,295 shares

(Sale of investments securities)

On April 3, 2025, the Company decided to accept a tender offer for the sale of a listed stock held by the Company. The tender offer ended on May 2, 2025, and all of the Company's tendered stock was purchased.

1. Reasons for sale of investments securities

In the Company's corporate governance report, we plan to reduce the ratio of cross-shareholdings to net assets to less than 20% by the end of the fiscal year ending March 31, 2026, and as part of this plan that we will promote reductions and improve capital efficiency.

2. Details of the sale of investments securities

(1) Investments securities sold	Mitsubishi Corporation
(2) Period of tender offer	April 4, 2025 to May 2, 2025
(Settlement start date)	May 28, 2025
(3) Sale price	16.0 billion yen
(4) Gain on sale of investment securities	15.7 billion yen

(Acquisition and cancellation of treasury shares)

At the meeting of the Board of Directors held on April 30, 2025, the Company resolved matters relating to the acquisition of treasury shares pursuant to the provisions of Article 156 of the Companies Act, which is applied by replacing certain terms pursuant to the provisions of Article 165, Paragraph 3 of the Companies Act, and resolved to cancel the treasury shares pursuant to the provisions of Article 178 of the Companies Act.

1. Reasons for acquisition and cancellation of treasury shares

To flexibly enhance shareholder returns and improve capital efficiency based on the shareholder return policy outlined in the Business Plan (2025–2030) announced on February 28, 2025.

2. Details of matters related to acquisition of treasury shares

(1) Type of shares to be acquired	Common stock of the Company
(2) Total number of shares to be purchased	33,000,000 shares (upper limit) (9.2% of the total number of issued shares (excluding treasury shares))
(3) Total acquisition cost	20,000 million yen (upper limit)
(4) Acquisition period	May 1, 2025 to March 19, 2026
(5) Acquisition method	Open-market purchases on the Tokyo Stock Exchange

3. Details of matters related to cancellation of treasury shares

(1) Type of shares to be cancelled	Common stock of the Company
(2) Total number of shares to be cancelled	All the treasury shares acquired in accordance with Section 2 above
(3) Scheduled cancellation date	March 31, 2026

Other Notes

(Business combinations, etc.)

Provisional accounting treatment was applied in the previous fiscal year for the business combination of Project Hermes Holding Company, a consolidated subsidiary of the Company, with Cavalier Logistics Management II, Inc., Cavalier International Air Freight, Inc., DC Dyna, Inc., and Cavalier Logistics U.K. Limited, which took place on October 2, 2023; however, this has been finalized in the fiscal year under review.

As a result, the provisionally calculated amount of goodwill of 6,804 million yen has been reduced by 260 million yen due to the finalization of the accounting treatment to 6,544 million yen.

Non-consolidated Statement of Changes in Net Assets

(April 1, 2024 - March 31, 2025)

(Millions of yen)

	Shareholders' equity					
		Capital surplus		Retained earnings		
					Other retained earnings	
	Share capital	Legal capital surplus	Other capital surplus	Legal retained earnings	Reserve for private insurance	Reserve for reduction entry
Balance as of April 1, 2024	22,393	19,383	14	3,121	8,728	36,147
Changes of items during period						
Cash dividends						
Net income						
Reversal of reserve for reduction entry						(542)
Reversal of reserve for special depreciation						
Provision of reserve for special depreciation						
Purchase of treasury shares						
Disposal of treasury shares			31			
Cancellation of treasury shares			(45)			
Changes other than to shareholders' equity, net						
Total changes of items during the period	-	-	(14)	-	-	(542)
Balance as of March 31, 2025	22,393	19,383	-	3,121	8,728	35,605

(Figures are rounded down to the nearest million yen.)

(Millions of yen)

	Shareholders' equity					Valuation and translation adjustments	Total net assets
	Retained earnings			Treasury shares	Total shareholders' equity	Net unrealized holding gains on securities	
	Other retained earnings						
	Reserve for special depreciation	General reserve	Retained earnings brought forward				
Balance as of April 1, 2024	105	138,240	55,233	(22,156)	261,210	105,195	366,406
Changes of items during period							
Cash dividends			(11,249)		(11,249)		(11,249)
Net income			27,966		27,966		27,966
Reversal of reserve for reduction entry			542		-		-
Reversal of reserve for special depreciation	(24)		24		-		-
Provision of reserve for special depreciation	17		(17)		-		-
Purchase of treasury shares				(20,002)	(20,002)		(20,002)
Disposal of treasury shares				75	107		107
Cancellation of treasury shares			(16,596)	16,642	-		-
Changes other than to shareholders' equity, net					-	(36,915)	(36,915)
Total changes of items during the period	(7)	-	669	(3,284)	(3,178)	(36,915)	(40,094)
Balance as of March 31, 2025	97	138,240	55,902	(25,440)	258,031	68,280	326,311

(Figures are rounded down to the nearest million yen.)

Notes to the Non-consolidated Financial Statements

Notes to Significant Accounting Policies

1. Standards and methods of valuation of securities

(1) Stocks of subsidiaries and affiliates

Stated at cost using the moving-average method.

(2) Available-for-sale securities

Securities other than stocks, etc., without market price

Market value method (Valuation difference is transferred directly to net assets. The cost of sales is calculated using the moving average method.)

Stocks, etc., without market price

Stated at cost using the moving-average method.

Investments in investment business limited partnerships and associations of a similar nature (investments deemed to be securities in accordance with Article 2, Paragraph 2 of the Financial Instruments and Exchange Act)

The net amount equivalent to equity based on the latest financial statements available in accordance with the financial reporting date stipulated in the partnership agreement is recorded.

2. Standards and methods of valuation of derivatives

Stated using the market value method.

3. Standards and methods of valuation of inventories

Valuation for real estate held for sale is recorded using the cost accounting method (method to reduce book values based on declines in profitability) on an individual basis.

4. Depreciation and amortization method for non-current assets

(1) Property, plant and equipment (excluding leased assets)

The declining-balance method is applied.

Warehouse facilities (actual buildings), commercial facilities for lease (actual buildings) and facilities and structures attached to buildings acquired on or after April 1, 2016 are calculated using the straight-line method.

Furthermore, useful lives are estimated according to stipulations of the Corporation Tax Act, and commercial facilities for lease (actual buildings) are determined with a standard of 20 years, with adjustments made for factors such as the lease agreement period, etc.

(2) Intangible assets (excluding leased assets)

The straight-line method is applied.

Computer software for internal use is amortized over the estimated internal useful life (5 to 10 years) using the straight-line method.

(3) Leased assets

Leased assets relating to finance lease transactions without the transfer of ownership

Leased assets are depreciated using the straight-line method with no residual value over the lease term of the leased assets.

5. Standards of accounting for reserves

Allowance for doubtful accounts

To provide for losses resulting from unrecoverable claims such as accounts and loans receivable, allowance for doubtful accounts is recorded based on the historical write-off rate for ordinary receivables, and based on expected uncollectable amounts individually for receivables.

Allowance for investment loss

To provide for losses resulting from a decline in the substantial price of stock and investment without

market price, allowance is recorded taking into account the possibility of recovery if total net assets of the issuing company fall below the book value.

Provision for retirement benefits

Provision for retirement benefits is provided based on the estimated benefit obligation and pension assets as of March 31, 2025.

1) Method of attributing the estimated benefit obligation to periods

Upon calculating the retirement benefit obligation, the estimated benefit obligation is attributed to the period up until the fiscal year under review on a benefit formula basis.

2) Amortization method of actuarial calculation differences

Actuarial calculation differences are amortized using the straight-line method over a certain period (5 years) within the average remaining years of service of employees, beginning from the fiscal year following the incurred year.

3) Accounting treatment of retirement benefits

The method of accounting treatment of unrecognized actuarial calculation differences on retirement benefits differs from the method of accounting for these in the consolidated financial statements.

6. Standards of accounting for revenue and expenses

(1) Logistics business

(i) Warehousing and distribution business

The main performance obligations are conducting storage and handling of incoming and outgoing cargo, etc., at warehouses containing consigned items. For storage, the Company deems that performance obligations are satisfied and recognizes revenue when a certain period of storage or provision of storage area for consigned items lapses. For the handling of incoming and outgoing cargo, the Company deems that performance obligations are satisfied and recognizes revenue when the cargo handling operations are completed.

(ii) Overland transportation business

The main performance obligations are conducting usage transport, etc., by freight automobiles. The Company deems that performance obligations are satisfied and recognizes revenue when freight shipped or accepted is transported.

(iii) Port and harbor operation business

The main performance obligations are conducting coastal cargo handling and onboard cargo handling, etc., at ports. The Company deems that performance obligations are satisfied and recognizes revenue when the cargo handling operations are completed.

(iv) International transportation business

The main performance obligations are conducting handling of international product transport, etc., including handling marine cargo transport. For handling marine cargo, the Company deems that performance obligations are satisfied and recognizes revenue when import and export procedures such as customs clearance are completed. For the international cargo transport, the Company deems that performance obligations are satisfied and recognizes revenue when cargo loaded on vessels or aircraft are transported.

(2) Real estate business

(i) Real estate leasing business

The business includes mainly real estate lease operations and real estate management operations. The real estate management operations are related to lease transactions and its revenue is from other sources than revenues from contracts with customers. The main performance obligations of real estate management operations are providing services such as maintenance, cleaning, and administration of the leased facilities, and the Company deems that performance obligations are satisfied and recognizes revenue when the entire process of services is provided.

(ii) Other

The main performance obligations are handover, etc., of real estate for sale and finance lease transactions. For the handover of real estate for sale, the Company deems that performance obligations are satisfied and recognizes revenue when real estate for sale is transferred to customers. For finance lease transactions, the Company records net sales and cost of sales when the lease fee is received.

Notes to accounting estimates

The Company made accounting estimates at reasonable amounts calculated based on the information available at the time of preparing the non-consolidated financial statements.

Items of accounting estimates recorded in the non-consolidated financial statements for the current fiscal year that have the risk of significantly impacting the non-consolidated financial statements for the following fiscal year are as follows.

1. Valuation of shares of subsidiaries and affiliates (Project Hermes Holding Company)

(1) Amount recognized in the non-consolidated financial statements for the fiscal year under review

Project Hermes Holding Company 25,354 million yen

(2) Other information relating to accounting estimates that will facilitate the understanding of the users of the non-consolidated financial statements

The stocks of subsidiaries and affiliates held by the Company are stocks without market price, and when the net asset value of the investee declines significantly due to deterioration in its financial position or reduction in excess earnings power, except when substantiated by proof of sufficient recoverability, a loss on valuation of shares of subsidiaries and affiliates is recorded.

For key details, please refer to “Notes to the Consolidated Financial Statements, (Notes to accounting estimates)” presented above.

Notes to Non-Consolidated Balance Sheet

1. Monetary receivables from and payables to affiliates

Short-term monetary asset	1,702 million yen	Long-term monetary asset	3,600 million yen
Short-term monetary liability	8,604 million yen	Long-term monetary liability	650 million yen

2. Accumulated depreciation of property, plant and equipment 322,727 million yen
3. Accumulated deferred tax reserves for non-current assets 6,689 million yen

4. Collateral assets

Assets pledged as collateral

Land	744 million yen

Obligations related to the above

Long-term deposits received	1,000 million yen

5. Guarantee liability

Liability guarantees for borrowings of other companies	1,382 million yen

Notes to Non-consolidated Statement of Income

1. Transactions with affiliates

Operating transactions	Revenue	14,170 million yen	Cost	46,031 million yen	
Transactions other than operating transactions		5,261 million yen			

2. Loss on valuation of shares of subsidiaries and affiliates

The economic slowdown in Vietnam and other factors have led to a deterioration in the business performance of ITL Corporation. In addition, delays in obtaining investment permits and other licenses have led to a forecast of delays in the progress of the business plan. As a result, we have conservatively reconsidered the company's business plan and recorded a loss on valuation of shares of subsidiaries and affiliates of 9,804 million yen.

Notes to Non-consolidated Statement of Changes in Net Assets

Number of treasury shares as of March 31, 2025

Common stock	27,969,949 shares

Notes to Tax Effect Accounting

1. Major factors for deferred tax assets and liabilities

[Deferred tax assets]	
Enterprise taxes payable	550 million yen
Allowance for investment loss	2 million yen
Accrued bonuses	578 million yen
Retirement benefits	35 million yen
Depreciation	6,964 million yen
Impairment loss	570 million yen
Loss on valuation of shares of subsidiaries and affiliates	3,460 million yen
Other	1,964 million yen
Deferred tax assets – subtotal	14,127 million yen
Valuation allowance	(5,244) million yen
Total deferred tax assets	8,882 million yen
[Deferred tax liabilities]	
Net unrealized holding gains on securities	(30,749) million yen
Reserve for reduction entry	(16,373) million yen
Reserve for special depreciation	(45) million yen
Other	(146) million yen
Total deferred tax liabilities	(47,314) million yen
Net deferred tax liabilities	(38,432) million yen

2. Amendments in amounts of deferred tax assets and liabilities due to changes in the tax rate of income taxes

As a result of the enactment of the "Act on Partial Revision of the Income Tax Act" (Act No. 13 of 2025) by the Diet on March 31, 2025, the statutory effective tax rate used to calculate deferred tax assets and liabilities for the fiscal year under review has changed from 30.6% in the previous fiscal year to 31.5% for periods on or after April 1, 2026 in which recovery or payments are expected.
As a result, the amount of deferred tax liabilities (amount after deducting the amount of deferred tax assets) increased by 1,141 million yen, and the amount of income tax adjustments recorded for the fiscal year under review increased by 262 million yen. Net unrealized holding gains on securities decreased by 878 million yen.

Notes to Per Share Information

1. Net assets per share 905.85 yen
2. Basic earnings per share 75.37 yen

(Note) As a result of the five-for-one stock split of common shares conducted on November 1, 2024, basic earnings per share have been calculated assuming that the stock split was conducted at the beginning of the current fiscal year.

Notes to Significant Subsequent Events

The notes are omitted because the same information is described in the Notes to Significant Subsequent Events in the Notes to the Consolidated Financial Statements.

Other Notes

(Business combinations, etc.)

Notes are omitted as they are stated in "Other Notes" of the Notes to the Consolidated Financial Statements.