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Financial Summary

Financial Items

		FY2015 (year ended March 31, 2016) (actual results)	FY2016 (year ended March 31, 2017) (actual results)	FY2017 (year ended March 31, 2018) (actual results)	FY2018 (year ended March 31, 2019) (actual results)	FY2019 (year ended March 31, 2020) (actual results)	FY2020 (year ended March 31, 2021) (actual results)	FY2021 (year ended March 31, 2022) (actual results)	FY2022 (year ended March 31, 2023) (actual results)	FY2023 (year ended March 31, 2024) (actual results)	FY2024 (year ended March 31, 2025) (actual results)	FY2025 (year ending March 31, 2026) (forecast)
Operating revenue	(¥ million)	206,831	208,718	215,407	227,185	229,057	213,729	257,230	300,594	254,507	284,069	290,000
Logistics Business	(¥ million)	169,006	167,907	181,277	190,434	189,709	179,255	215,240	263,899	217,473	237,686	255,400
Real Estate Business	(¥ million)	39,876	42,894	36,025	38,679	41,199	36,153	43,662	38,199	38,601	47,776	36,200
Inter-segment transactions	(¥ million)	(2,051)	(2,083)	(1,895)	(1,928)	(1,851)	(1,679)	(1,672)	(1,504)	(1,566)	(1,393)	(1,600)
Operating profit	(¥ million)	11,309	12,748	12,421	12,660	12,195	11,735	18,144	23,027	18,941	20,310	20,000
Logistics Business	(¥ million)	5,579	6,661	7,662	7,609	7,184	7,232	13,703	18,774	14,555	13,862	17,000
Real Estate Business	(¥ million)	10,614	11,719	10,181	10,783	10,859	10,038	10,316	10,123	10,888	13,697	10,600
Company-wide expenses	(¥ million)	(4,885)	(5,633)	(5,422)	(5,731)	(5,847)	(5,535)	(5,875)	(5,869)	(6,502)	(7,249)	(7,600)
Non-operating income (loss)	(¥ million)	2,716	3,308	3,739	4,673	4,626	4,278	5,006	7,018	5,417	(1,690)	—
Business profit¹	(¥ million)	11,309	13,274	13,823	14,195	13,606	13,193	18,866	24,451	19,911	16,166	22,184
Ordinary profit	(¥ million)	14,025	16,056	16,160	17,333	16,822	16,013	23,151	30,046	24,358	18,620	24,400
Extraordinary income (loss)	(¥ million)	645	(260)	(790)	(541)	(84)	40,097	2,773	10,904	14,812	30,603	—
Profit before income taxes	(¥ million)	14,670	15,796	15,370	16,792	16,737	56,111	25,924	40,951	39,170	49,224	—
Profit attributable to owners of parent	(¥ million)	9,350	10,665	10,517	11,564	11,851	39,160	17,892	27,226	27,787	31,864	40,400
Amounts per share of profit attributable to owners of parent/Earnings per share	(¥)	53.37	60.88	120.07²	132.03	137.31	462.28	219.47	342.00	359.46	85.92⁴	115.41
Amounts per share of cash dividends applicable to the year/Annual dividend per share	(¥)	Interim 6 Term-end 6	Interim 6 Term-end 8	Interim 7 Term-end 14²	Interim 15 Term-end 30	Interim 30 Term-end 30	Interim 30 Term-end 30	Interim 39 Term-end 41	Interim 41 Term-end 49	Interim 50 Term-end 70	Interim 80 Term-end 16⁴	Interim 18 Term-end 18
Dividend on equity (DOE)	(%)	0.8	0.9	0.9	1.3	1.8	1.7	2.0	2.1	2.4	3.0	—
Dividend payout ratio	(%)	22.5	23.0	23.3	34.1	43.7	13.0	36.5	26.3	33.4	37.2	31.2
Total assets	(¥ million)	413,264	435,354	462,031³	482,575	468,243	535,761	562,187	573,689	679,143	626,058	—
Total liabilities	(¥ million)	155,740	158,484	167,480³	183,470	181,886	208,932	214,427	219,256	267,439	246,782	—
Total net assets	(¥ million)	257,524	276,870	294,550	299,104	286,356	326,829	347,759	354,432	411,703	379,276	—
Net assets per share	(¥)	1,455.06	1,565.27	3,330.71²	3,381.20	3,298.18	3,914.63	4,238.85	4,489.01	5,348.71	1,040.59⁴	—
Equity ratio	(%)	61.7	63.0	63.1³	61.4	60.5	60.4	61.2	61.1	59.7	59.8	—
Return on equity (ROE)	(%)	3.6	4.0	3.7	3.9	4.1	12.9	5.4	7.8	7.3	8.2	11.0
Return on assets (ROA)	(%)	2.2	2.5	2.3	2.4	2.5	7.8	3.3	4.8	4.4	4.9	—
Depreciation	(¥ million)	13,830	12,925	12,747	12,995	14,252	14,860	15,465	15,714	16,037	17,694	—
Increase in non-current assets (capital investment amount)	(¥ million)	8,841	27,336	21,582	18,036	26,387	38,817	42,383	16,487	53,795	18,881	—
Cash flows from operating activities	(¥ million)	17,246	21,466	21,481	23,352	17,624	40,176	36,216	40,488	41,768	29,622	—
Cash flows from investing activities	(¥ million)	(7,032)	(22,270)	(22,219)	(31,786)	(18,022)	(14,002)	(29,221)	(14,379)	(31,477)	15,500	—
Cash flows from financing activities	(¥ million)	(7,927)	(7,819)	3,419	12,066	(2,359)	(5,270)	(16,518)	(17,067)	(14,858)	(44,188)	—
Cash and cash equivalents at the end of the year	(¥ million)	45,658	36,921	39,580	42,972	40,541	61,367	52,505	62,297	58,444	61,006	—

1. Business profit = Operating profit + Equity-method investment gain/loss + Asset turnover business gain/loss 2. A reverse stock split was conducted on October 1, 2017 at a ratio of one share for every two shares of common stock.

3. The Company has applied "Partial Amendments to 'Accounting Standards for Tax Effect Accounting'" (Accounting Standards Board of Japan Statement No. 28, February 16, 2018) beginning from FY2018. The consolidated financial position for FY2017 has been retrospectively adjusted to reflect the application of the Standard, etc.

4. A stock split was conducted on November 1, 2024 at a ratio of five shares for every share of common stock.

ESG Data

Environment

		FY2022	FY2023	FY2024	Scope of aggregation
GHG emissions					
Total	(t-CO ₂ e)	1,388,825	1,095,505	1,109,925	Mitsubishi Logistics Corporation and its Group companies
Scope 1 + 2	(t-CO ₂ e)	76,621	69,862	62,760	
Scope 1	(t-CO ₂ e)	20,347	15,007	15,368	
Energy source: GHG	(t-CO ₂ e)	14,959	14,783	14,797	
HFCs	(t-CO ₂ e)	5,388	225	571	
Scope 2	(t-CO ₂ e)	56,274	54,855	47,392	
Scope 3	(t-CO ₂ e)	1,312,204	1,025,643	1,047,164	
Category 1	(t-CO ₂ e)	63,853	52,638	56,011	
Category 2	(t-CO ₂ e)	95,031	47,996	104,393	
Category 3	(t-CO ₂ e)	13,345	12,562	11,194	
Category 4	(t-CO ₂ e)	832,619	645,769	696,850	
Category 5	(t-CO ₂ e)	2,549	2,771	2,266	
Category 6	(t-CO ₂ e)	2,403	3,790	4,282	
Category 7	(t-CO ₂ e)	2,260	2,353	2,478	
Category 8	(t-CO ₂ e)	—	—	—	
Category 9	(t-CO ₂ e)	—	—	—	
Category 10	(t-CO ₂ e)	—	—	—	
Category 11	(t-CO ₂ e)	16,649	3,517	4,656	
Category 12	(t-CO ₂ e)	2,830	182	176	
Category 13	(t-CO ₂ e)	51,758	51,783	49,275	
Category 14	(t-CO ₂ e)	—	—	—	
Category 15	(t-CO ₂ e)	228,907	202,282	115,583	
Energy use					
Petroleum (gasoline)	(L)	783,039	363,454	350,481	Mitsubishi Logistics Corporation and its Group companies
Kerosene	(L)	152	2,926	3,309	
Diesel oil	(L)	4,273,896	4,616,684	4,646,737	
Heavy oil (Heavy oil A)	(L)	24,339	25,743	31,875	
LP (Liquefied Petroleum) gas	(kg)	145,075	118,308	102,441	
City gas	(m³)	800,210	703,117	698,471	
Renewable diesel	(L)	0	4,050	20,730	
Electricity	(kWh)	139,267,077	143,812,688	140,918,561	
Heated water	(GJ)	2,625	1,265	1,822	
Cold water	(GJ)	37,421	39,671	37,261	
Steam	(GJ)	4,087	3,957	4,259	
Total	(kWh)	204,608,684	218,153,255	214,822,829	
Total renewable energy consumption	(kWh)	10,074,092	24,444,941	40,425,568	
Water					
Tap water	(m³)	410,852	437,297	452,168	Mitsubishi Logistics Corporation
Rainwater	(m³)	50,416	54,512	54,668	
Water withdrawal	(m³)	461,268	491,809	506,836	
Water discharge	(m³)	461,268	491,809	506,836	
Waste					
Waste emissions	(tons)	7,466	7,066	6,861	Mitsubishi Logistics Corporation and its domestic Group companies
Waste final disposal amount	(tons)	6,601	6,311	5,518	
Recycled waste	(tons)	865	756	1,343	
Compliance with Environmental Law					
Fines/penalties related to the environment*	(¥)	—	0	0	Mitsubishi Logistics Corporation and its Group companies

* Aggregation began in FY2023.

Society

			FY2022	FY2023	FY2024
Human resources/diversity					
Number of Group employees	(Total)	(Persons)	4,708	4,922	5,004
Number of employees	(Men)	(Persons)	623	634	638
	(Women)	(Persons)	334	342	371
	(Total)	(Persons)	957	976	1,009
Number of temporary Group employees	(Total)	(Persons)	2,703	2,617	2,693
Ratio of female managers¹		(%)	2.6	4.7	3.1
Number of employees with disabilities²		(Persons)	17	16	20
Ratio of employees with disabilities²		(%)	2.05	1.86	2.09
Hiring/retention rate					
Number of new graduate recruits³	(Men)	(Persons)	19	22	20
	(Women)	(Persons)	12	8	15
	(Total)	(Persons)	31	30	35
Number of mid-career recruits⁴	(Men)	(Persons)	11	16	13
	(Women)	(Persons)	5	12	13
	(Total)	(Persons)	16	28	26
Ratio of mid-career recruits to regular employees⁵		(%)	28	47	41
Ratio of new employees retained after three years⁶	(Men)	(%)	89.7	92.0	83.3
	(Women)	(%)	95.5	100.0	100.0
	(Total)	(%)	92.2	94.9	89.5
Average length of service	(Men)	(Years)	16.8	15.2	15.5
	(Women)	(Years)	17.8	17.3	17.0
	(Total)	(Years)	17.1	15.9	16.0
Voluntary separation rate of full-time employees		(%)	—	—	2.08
Skill development					
Average number of hours attending training⁷		(Hours)	—	9.5	11.3
Average cost of education/training⁸		(¥ tens of thousands)	—	5.5	7.8
Industrial safety and health					
Number of occupational accidents⁹		(Cases)	11	17	21
Occupational accident frequency rate^{9,10}		(%)	0.90	1.41	1.75
Occupational accident intensity rate^{9,11}		(%)	0.02	0.03	0.03
Number of participants in new employee training/safety and health training		(Persons)	—	—	57
Well-being					
Monthly average overtime¹²		(Hours)	16.93	15.03	14.45
Ratio of employees taking paid leave¹³		(%)	65.3	66.2	69.9
Ratio of employees undergoing health checkups¹⁴		(%)	98.4	99.3	98.6
Ratio of employees undergoing stress checks¹⁵		(%)	81.1	81.7	85.1
Number of participants in health-related seminars and training		(Persons)	—	—	752
Number of employees taking child-care leave¹⁶	(Men)	(Persons)	13	11	12
	(Women)	(Persons)	10	13	15
	(Total)	(Persons)	23	24	27
Ratio of employees taking child-care leave¹⁶	(Men)	(%)	43	52	38
	(Women)	(%)	90	86	115
	(Total)	(%)	56	66	61

ESG Data

Society

		FY2022	FY2023	FY2024
Number of employees using reduced working hours system ¹⁷	(Persons)	17	38	43
Number of employees using nursing care leave system ¹⁷	(Persons)	1	0	0
Number of employees using general care leave system ¹⁷	(Persons)	35	44	61
Number of employees using family care leave system ¹⁷	(Persons)	21	14	22

1. As of the end of each fiscal year 2. As of June 1 each year 3. As of April 1 each year 4. Mid-career hires 5. According to the definition in the Act on Comprehensive Promotion of Labor Policies 6. The percentage of new graduate hires from three years prior who are still with the Company as of April 1 each fiscal year 7. The total training hours organized by Human Resources Division divided by the number of employees (as of the end of the fiscal year; excludes overseas training program for young employees), adjusted per person. Other self-development hours using company-provided online learning platforms or correspondence courses have been excluded 8. Total education/training costs divided by number of employees (as of the end of the fiscal year), adjusted per person 9. Mitsubishi Logistics Corporation and its domestic Group companies. 10. Number of fatalities and injuries due to occupational accidents (with at least one day of absence from work) per million total actual working hours. 11. Number of lost workdays per 1,000 total working hours 12. Overtime work outside statutory hours and work performed on days off 13. Includes contract employees 14. Calculated based on regular health checkup result reports 15. The percentage of employees who underwent checkups in March or September 16. As defined in the Act on Childcare Leave/Caregiver Leave 17. Only those employed as of March 31, excluding seconded employees

Governance

		FY2022	FY2023	FY2024
Board of Directors	(Times)	12	12	12
Board of Audit & Supervisory Board Members	(Times)	17	18	17
Number of directors [of which women]	(Persons)	13 [1]	12 [1]	10 [1]
Number of independent outside directors [of which women]	(Persons)	5 [1]	5 [1]	5 [1]
Ratio of independent outside directors	(%)	38	42	50
Number of Audit & Supervisory Board Members	(Persons)	5	5	5
Number of independent outside Audit & Supervisory Board Members	(Persons)	3	3	3
Ratio of independent outside Audit & Supervisory Board Members	(%)	60	60	60
Information Security				
Number of respondents to information security questionnaire ¹	(Persons)	3,512	3,503	3,135
Compliance				
Number of reports to the Corporate Ethics Helpline (Whistleblower and Consultation Mechanism) ¹	(Cases)	24	22	28
CSR and compliance awareness survey ^{1, 2}	(Persons)	3,574	3,748	3,911
Number of participants in the Code of Conduct questionnaire ¹	(Persons)	4,726	4,793	4,810
Number of participants in human rights training ³	(Persons)	39	655	50
Number of participants in compliance lecture for prevention of insider trading	(Persons)	109	94	116
Number of participants in compliance lecture for the Subcontract Act ¹	(Persons)	2,211	2,332	2,571
Anti-Corruption Related				
Political contributions ⁴	(¥)	500,000	500,000	500,000
Number of employees disciplined or terminated due to violations of anti-corruption policies ⁵	(Persons)	—	—	—
Fines, penalties, and settlement costs related to corruption ⁶	(¥)	—	—	—

1. Includes Group companies

2. Conducted under the name "compliance awareness survey" since FY2023

3. Implemented across the board in FY2023 to promote awareness of the Mitsubishi Logistics Group Human Rights Policy

4. Posted on the political fund balance reports (Ministry of Internal Affairs and Communications website)

5. No disciplinary actions or dismissals due to absence of violations

6. No fines, penalties, or settlements due to absence of violations

Stock Information

Status of stocks

Authorized shares (as of April 14, 2025) Common stock 1,100,000,000

Number of shares issued (as of April 14, 2025) Common stock 378,882,295

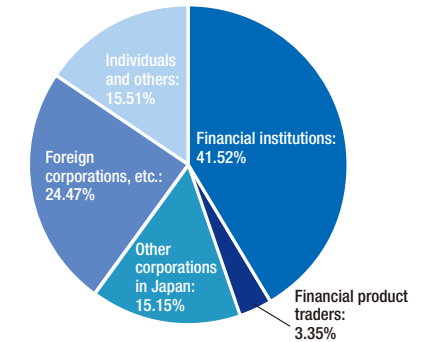
Number of shareholders (as of March 31, 2025) 17,087

Stock exchange listing PrimeMarketoftheTokyoStockExchange

Securities code 9301

Notes: 1. A stock split was conducted on November 1, 2024 at a ratio of five shares for every share and the number of authorized shares changed from 220.0 million to 1.1 billion.
2. The number of shares issued includes 27,969,949 treasury shares.
3. 2,376,500 treasury shares had been canceled as of April 12, 2024. After the stock split at a ratio of five shares for every share on November 1, 2024 (an increase of 318,336,956 shares), 9,723,500 treasury shares have been canceled as of November 14, 2024.
4. Since 9,315,400 treasury shares have been canceled as of April 14, 2025, the number of shares issued is 378,882,295.

Classification by types of shareholders



Notes: 1. The constituent percentages exclude fractional shares.
2. 27,969,000 of the treasury shares are included under "Individuals and others."

Major shareholders	Number of shares held (Thousands)	Shareholding ratio (%)
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 27,969,000 treasury shares.

2. The "Shareholding ratio" is calculated after excluding treasury shares (27,969,949 shares).

External Evaluations



2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)