Information Material for New Investors

Date: 16 September 2026

Stock code: 9302

MITSUI-SOKO HOLDINGS Co., Ltd.

Table of Contents

A) Company Overview

B) Our Business Model and Strengths

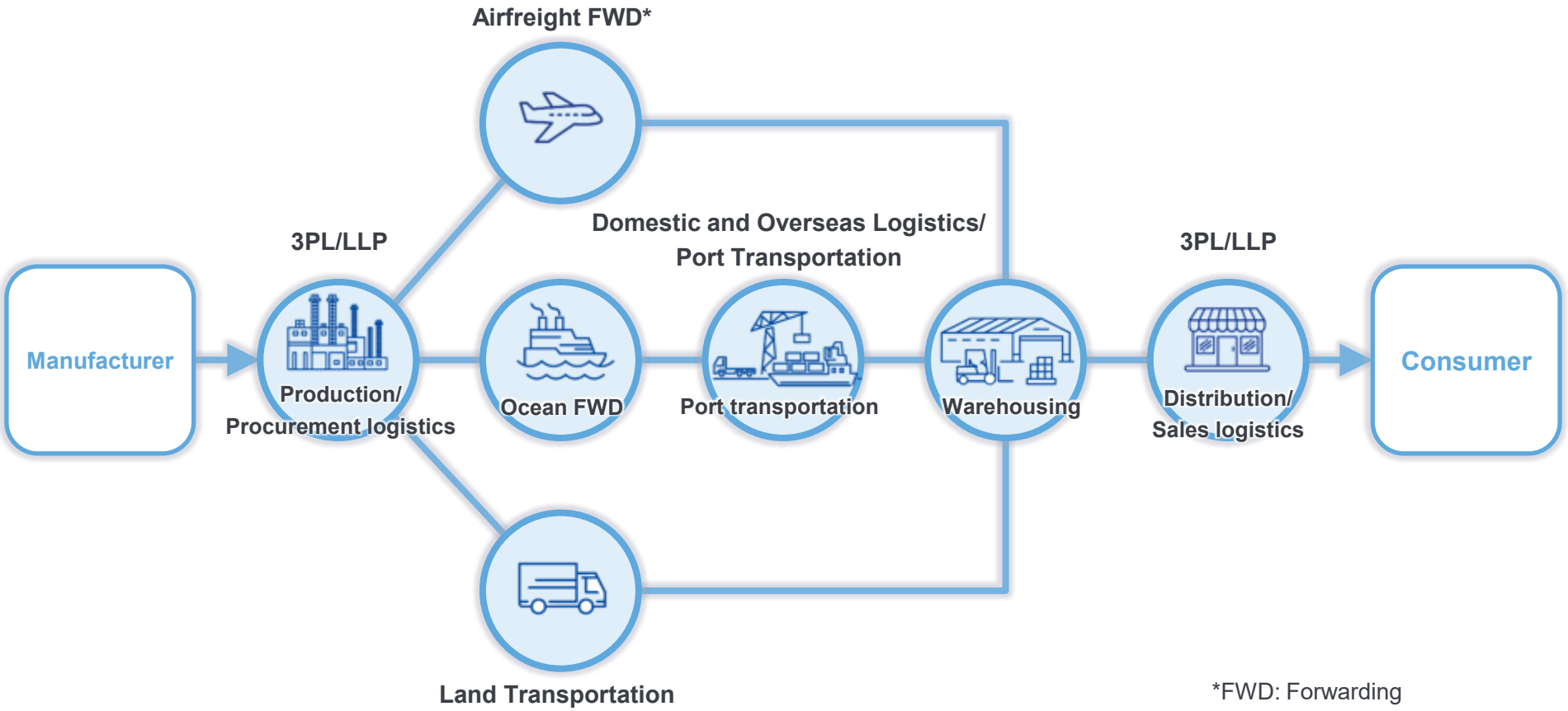
C) Strategies for Business Growth (Quantitative Targets/KPIs)

D) Appendices

Business introduction

- **Provide agile logistics services which cover the entire value chain – from upstream to downstream – by effectively combining a comprehensive lineup of logistics service functions across land, sea, and air with a wide range of expertise/know-how**

Mitsui-Soko Group Value Chain: Comprehensive end-to-end logistics services

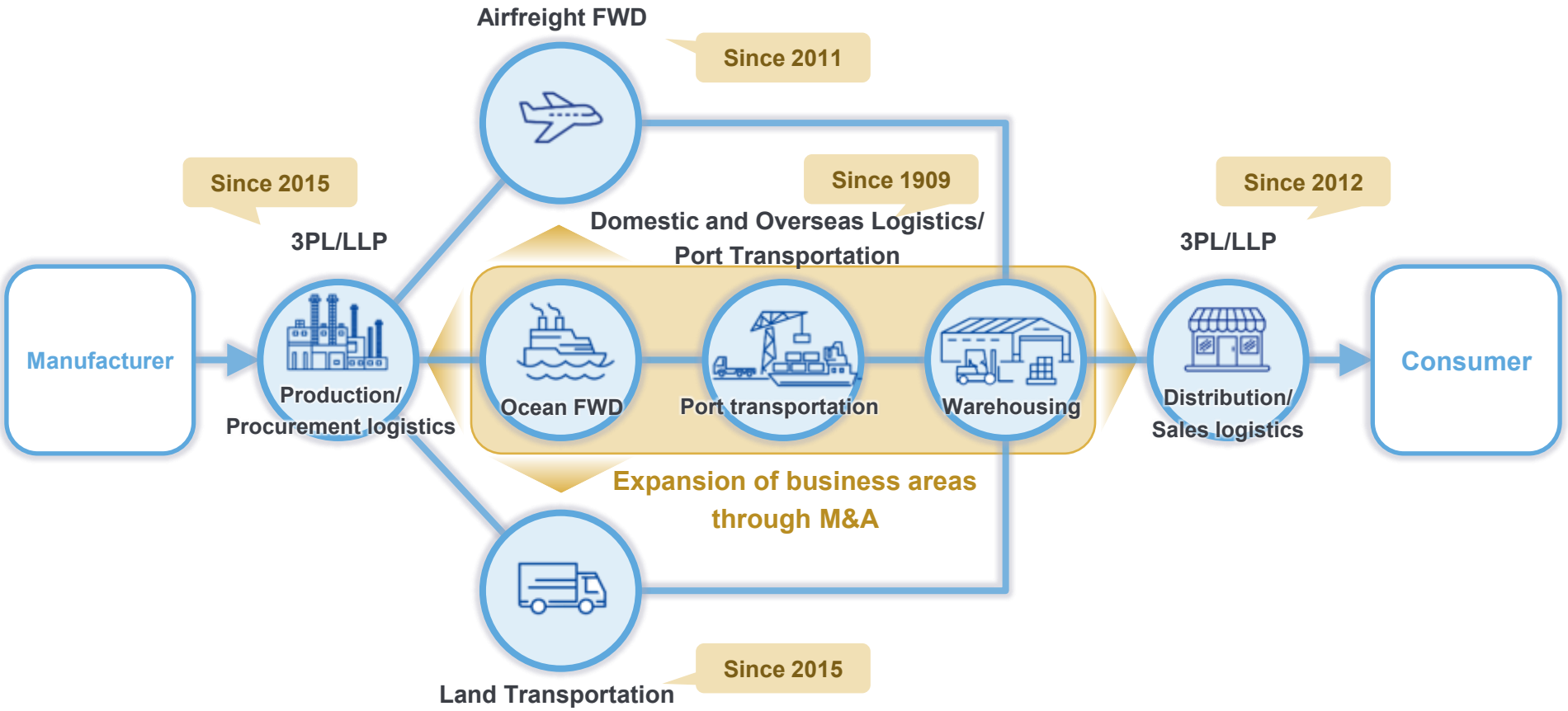


*FWD: Forwarding

Business introduction

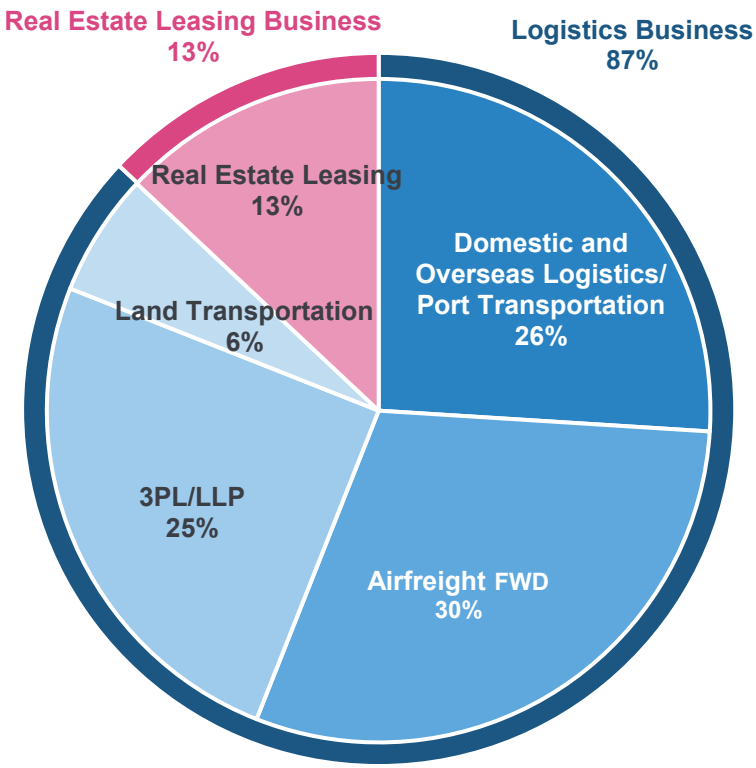
- Grow into a comprehensive logistics company with multifaceted expertise by expanding business areas from warehousing through M&A
- Provide end-to-end integrated logistics solution services with a comprehensive lineup of functions

Expansion of Business Areas through M&A



Business introduction

Operating Profit Breakdown by Segment



	Details of business segment	Main cargoes
Domestic and Overseas Logistics/ Port Transportation	▪ Asset-type distribution that utilizes company-owned multifunctional logistics facilities	▪ Handling of food raw materials, pharmaceuticals and medical devices, and highly functional materials
Airfreight FWD	▪ Airfreight forwarding (joint venture with Toyota Motor Corporation)	▪ Handling of automotive parts and chemicals
3PL/LLP	▪ Logistics consulting, operation/delivery at non-asset logistics centers (including joint venture with Sony)	▪ Handling of home appliances and precision equipment such as semiconductors
Land Transportation	▪ Truck transportation and operation of company-owned logistics centers	▪ Handling of daily necessities and non-prescription pharmaceuticals
Real Estate Leasing	▪ Leasing business with company-owned real estate	▪ Offices/Residences

History of the Mitsui-Soko Group

Consolidated Earnings

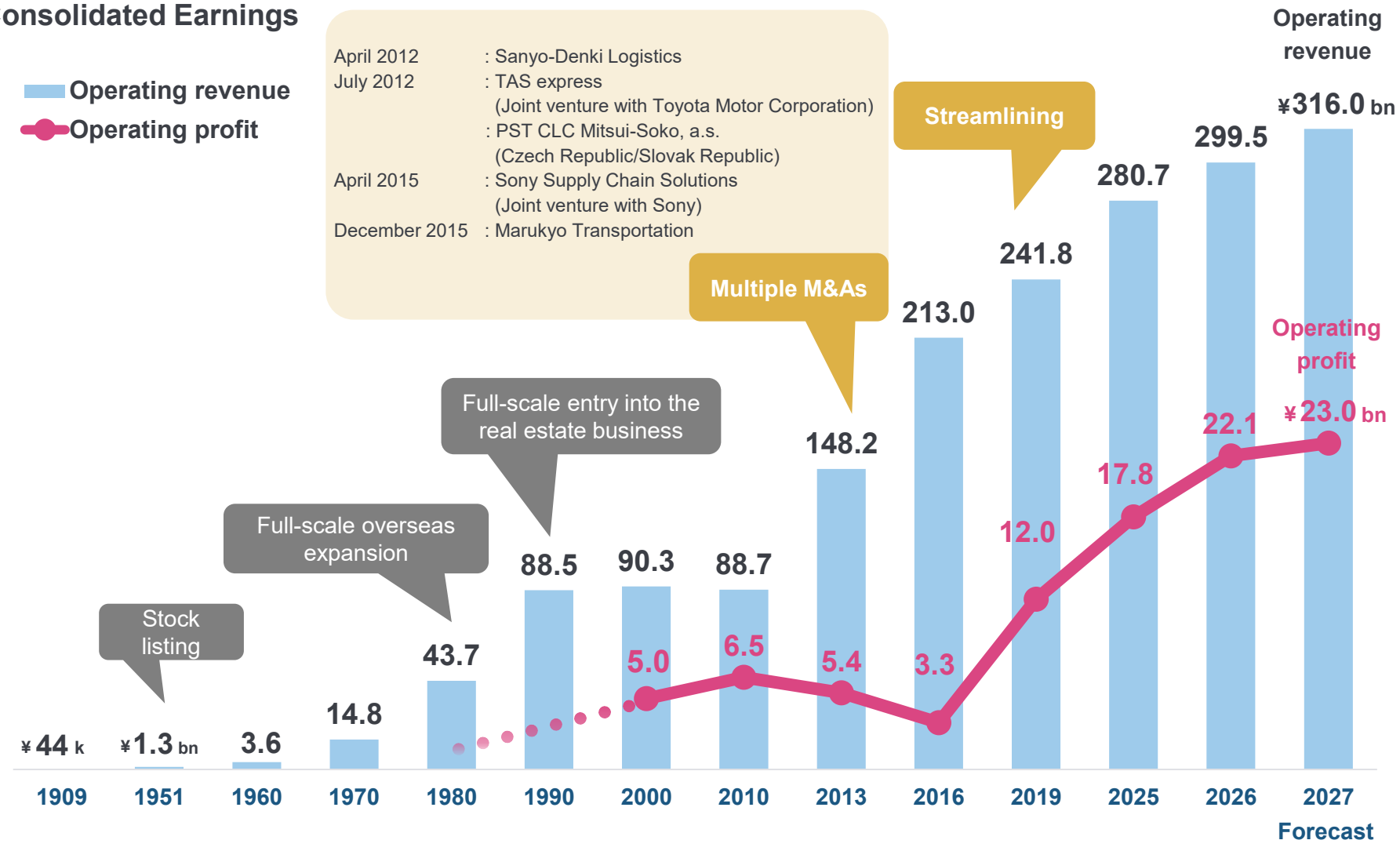


Table of Contents

A) Company Overview

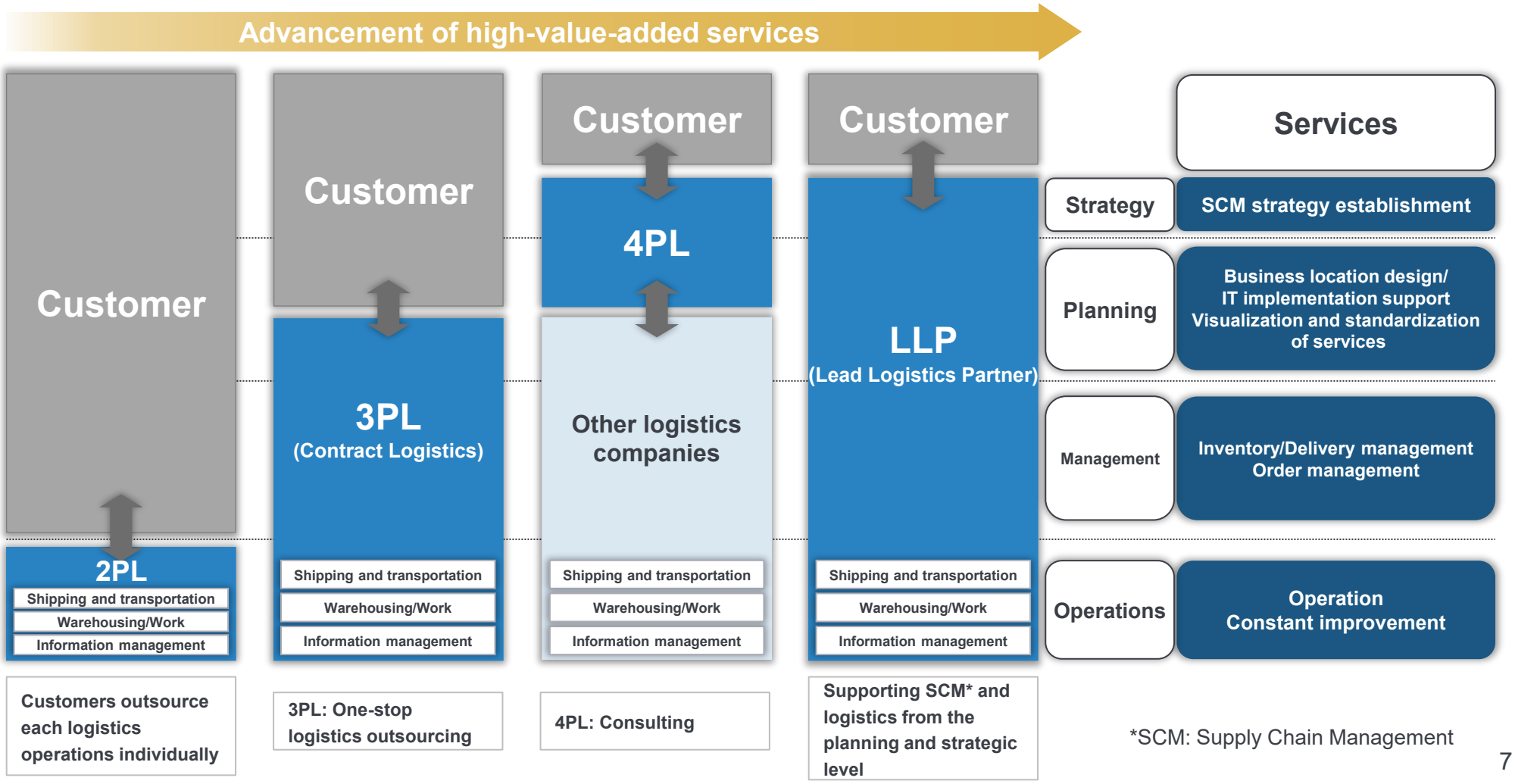
B) Our Business Model and Strengths

C) Strategies for Business Growth (Quantitative Targets/KPIs)

D) Appendices

High-value-added logistics services

- Offer one-stop 4PL/LLP solutions that provide support for a sustainable logistics infrastructure, whether it be planning customer-focused logistics strategies, strengthening planning/management, or providing operations



*SCM: Supply Chain Management

Customer base

- **Continue to support leading Japanese manufacturers such as Toyota and Sony with its high-quality services, and form an excellent domestic customer base that includes various companies of the Mitsui Group**

Main customers

Business segment	Ratio to operating revenue		
Domestic and Overseas Logistics/ Port transportation	**46%**	• Kao Corporation • Kyoritsu Seiyaku Corporation • Mitsui Chemicals, Inc.	• MITSUI & CO., LTD. • Nippon Becton Dickinson Company, Ltd. • Toray Industries, Inc. etc.
Airfreight FWD	**15%**	• DAIHATSU MOTOR CO., LTD. • Shin-Etsu Chemical Co., Ltd.	• TOYOTA MOTOR CORPORATION • Toyota Tsusho Corporation etc.
3PL/LLP	**27%**	• AQUA Co., Ltd. • Heating & Ventilation A/C Company, Panasonic Corporation • Joshin Corporation • MD Consumer Appliance (Thailand) Co., Ltd.	• Panasonic Commercial Equipment Systems Co., Ltd. • Sony Corporation • TCL Electronics (Thailand) Co., Ltd. • YAMADA DENKI Co.,LTD. etc.
Land transportation	**9%**	• Beverage manufacturers • Consumer goods manufacturers/wholesalers • Drugstores etc.	
Real estate leasing	**2%**	• IBM Japan, Ltd. • Tokyo Metro Co., Ltd. etc.	

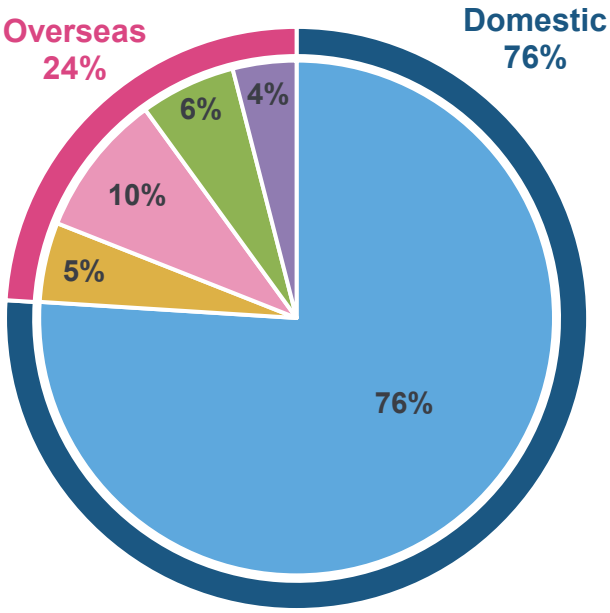
Of the top 100 customers, 73 are listed companies. Our Group has customers across 41 industries of the categories in the industrial classification.

The figures are as of March 31, 2025. Customer names are listed alphabetically.

Customer base

- **Boast a global network with about 296 offices in Japan and 424 offices all over the world, and an operational floor area of approximately 2.27 million square meters**
- **Expand overseas business to 22 countries, mainly in Asia, with approximately 24% of operating revenue now attributable to our overseas businesses**

Operating Revenue Breakdown by Region



	Japan	76%
	Northeast Asia	5%
	South Asia/Southeast Asia	10%
	Europe/Africa/Middle East	6%
	Americas	4%

Europe/Africa/Middle East	
Number of business locations	31
Operational floor area	54,039㎡
Number of employees	545

South Asia/Southeast Asia	
Number of business locations	31
Operational floor area	394,423㎡
Number of employees	1,735

Northeast Asia	
Number of business locations	50
Operational floor area	121,922㎡
Number of employees	579

Americas	
Number of business locations	16
Operational floor area	42,375㎡
Number of employees	117

Total	
Number of business locations	**424**
Operational floor area	**2,272,123㎡**
Number of employees	**7,924**

Japan	
Number of business locations	296
Operational floor area	1,659,364㎡
Number of employees	4,948

Figures: As of March 31, 2025

Strategic Logistics Center Expansion in Mobility Sector

Mobility

Leased

Opened New Approx. 19,000㎡ Logistics Hub in Obu, Aichi

- Captured rising storage and air cargo demands from stricter vehicle certification testing

Owned

Launched Full Operations at New Warehouse in Malaysia

- Supported client's production expansion with an approx. 8,000㎡ adjacent warehouse

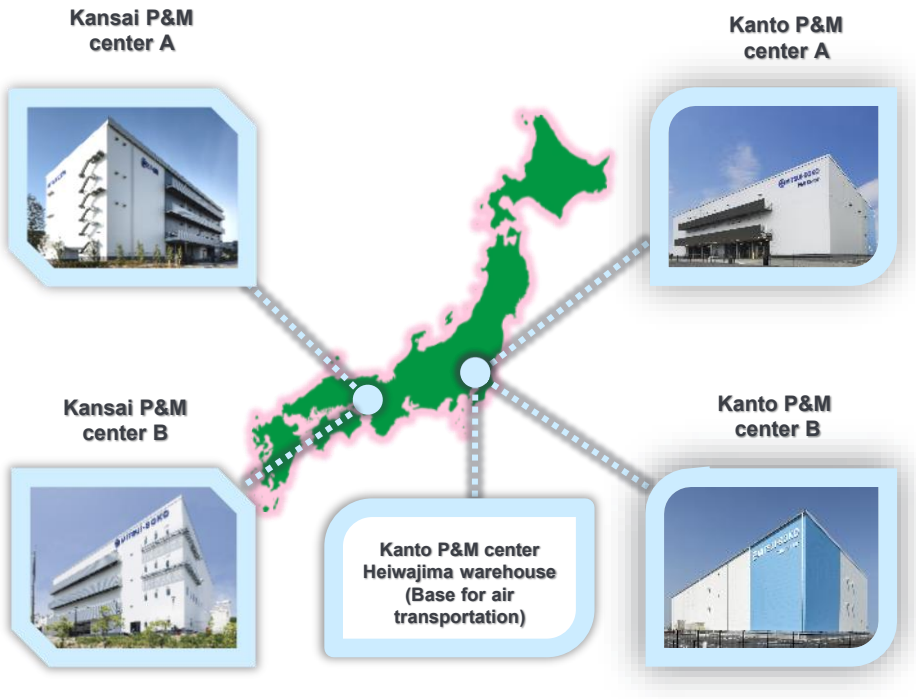
Multifunctional Logistics Facilities Dedicated to Pharmaceuticals and Medical Devices

Healthcare

Owned

Provide end-to-end domestic logistics services for pharmaceuticals and medical devices by leveraging multifunctional facilities in Eastern and Western Japan

- Deploy bases in both Eastern and Western Japan to meet customer BCP needs
- Establish an air freight hub enabling next-day delivery nationwide
- Maintain an operational framework compliant with GMP*1 and QMS*2
- Provide distribution processing and quality control as part of the manufacturing processes for pharmaceuticals and medical devices, enabled by obtaining manufacturing licenses
- Recognize the urgent need to expand capacity at both Eastern and Western bases to secure the earnings base for the next Medium-Term Management Plan and beyond, as existing facilities operate at full capacity
- Proceed with construction plans after securing sites, anticipating growing demand driven by an aging population and advancements in medical care



*1 Abbreviation for Good Manufacturing Practice;
standards for the manufacturing and quality control of pharmaceuticals, etc.

*2 Abbreviation for Quality Management System;
a concept conforming to ISO 9001, meaning a system that establishes policies and objectives, and achieves those objectives, to direct and control an organization with regard to quality

Material Handling Equipment to Drive Automation and Mechanization

BtoBtoC

Company-owned material handling equipment

Leased

Operate a next-generation logistics center to achieve labor savings, improved storage efficiency, and higher throughput

- Streamline warehouse operations by introducing state-of-the-art material handling equipment
- Build a logistics framework with significantly enhanced throughput by introducing advanced processes that utilize IoT, AGVs (automated guided vehicles), logistics support systems, and AI for centralized store and e-commerce inventory management
- Mitigate the risk of a declining working population by increasing the operational automation rate

Table of Contents

A) Company Overview

B) Our Business Model and Strengths

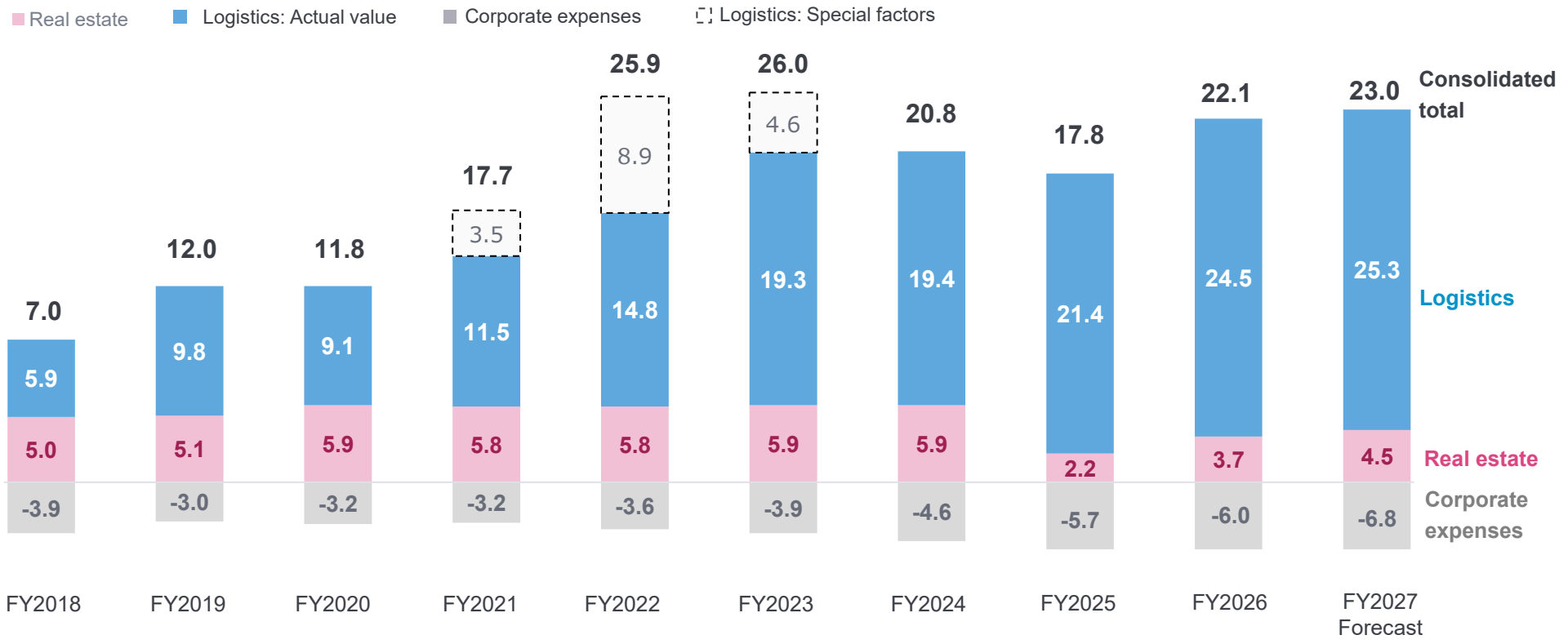
C) Strategies for Business Growth (Quantitative Targets/KPIs)

D) Appendices

Organic growth

- **Plan to grow operating profit to JPY 23.0 billion for FY2027, the final year of the Medium-Term Management Plan**
- **Drive growth by expanding high-value-added healthcare operations and securing more LLP solution contracts**

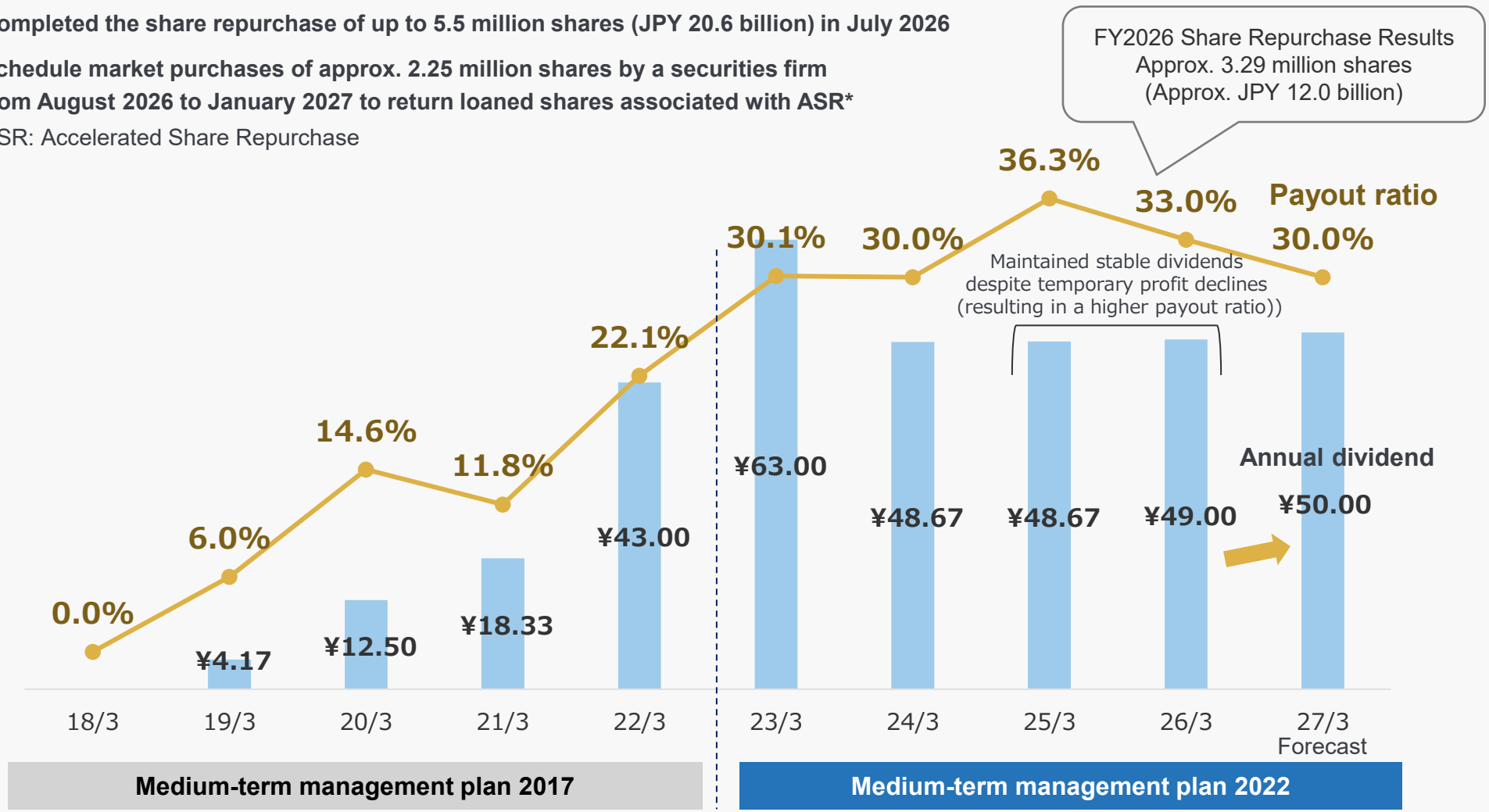
Growth of Operating Profit (billion yen)



Shareholder returns

- **Continue to enhance shareholder returns through profit-growth-linked dividend increases, implementing flexible, performance-linked dividends based on a 30% payout ratio target**
- **Maintain stable dividends even during temporary earnings declines, based on dialogue with shareholders**
- **Plan to increase the annual dividend to 50 yen per share for FY2027 in line with the 30% payout ratio policy**
- **Completed the share repurchase of up to 5.5 million shares (JPY 20.6 billion) in July 2026**
- **Schedule market purchases of approx. 2.25 million shares by a securities firm from August 2026 to January 2027 to return loaned shares associated with ASR***

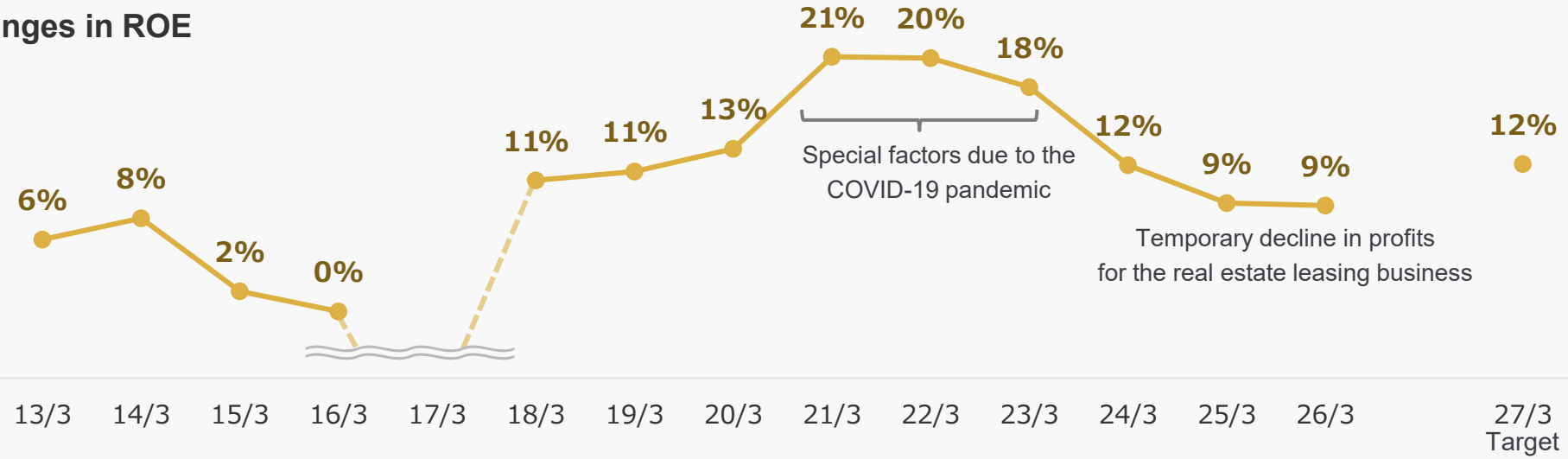
*ASR: Accelerated Share Repurchase



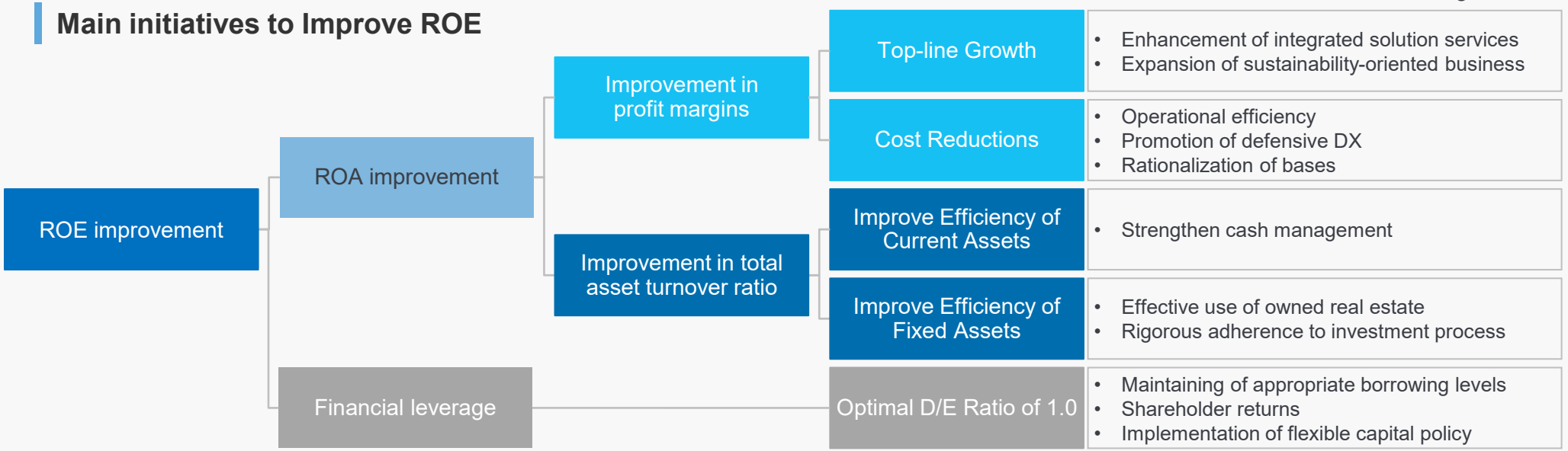
ROE Target

- Implement capital efficiency-focused management
- Set a ROE target of 12% for the final year of the Medium-Term Management Plan

Changes in ROE



Main initiatives to Improve ROE



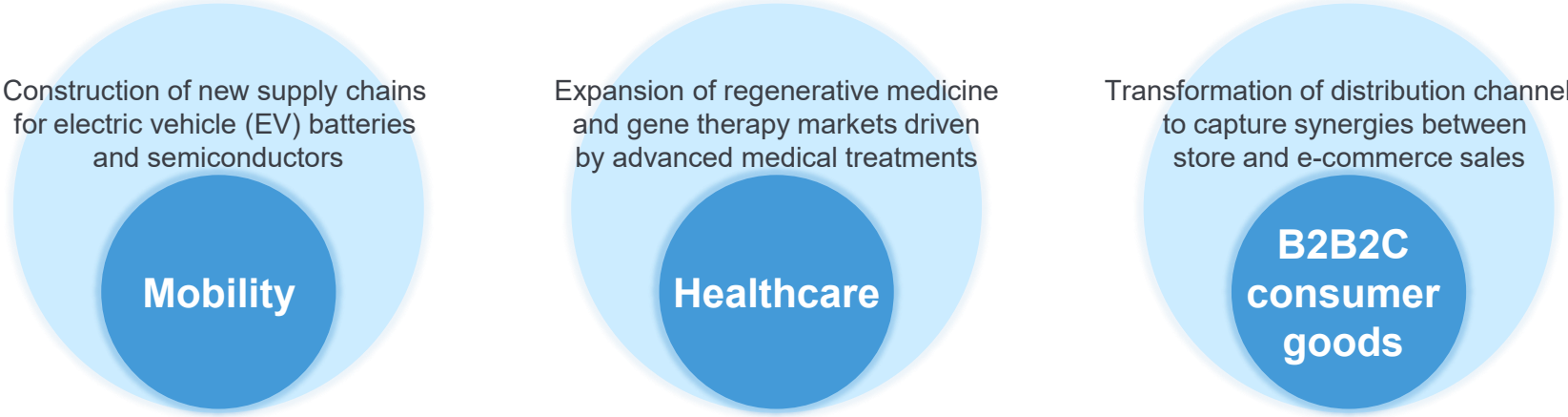
Market Environment/Growth Strategies

Customers' situation: Facing drastic business transformations driven by rapid environmental shifts

Customers' issues : Failing to establish logistics infrastructure that keeps pace with these business developments

✓ **The Mitsui-Soko Group, providing optimal logistics solutions, resolves customer issues.**

Industries Especially with Drastic Environmental Changes: Our Group's focus domain



Our Strengths

- Expertise in automotive and electronic component logistics, cultivated through long-standing partnerships with Toyota and Sony
- Know-how to support supply chain construction from a manufacturer's perspective

- High-value-added logistics services spanning from manufacturing to sales, backed by a GMP*-compliant framework and in-house business licenses (including pharmaceutical manufacturing license) obtained under the Pharmaceutical and Medical Devices Act

- Know-how in logistics design to optimize both store and e-commerce operations
- Track record in technical logistics for home appliances, spanning from distribution center operations to delivery, installation, and maintenance services

Track Record of Revenue Growth

FY2020 **¥16.9 bn** ▶ FY2026 **¥57.1 bn**	FY2020 **¥9.1 bn** ▶ FY2026 **¥16.0 bn**	FY2020 **¥36.5 bn** ▶ FY2026 **¥42.5 bn**

*Good Manufacturing Practice: Standards for the manufacture and quality control of pharmaceuticals, etc.

Strategic M&A and Capital Alliances

- **Explore business opportunities with customers in sectors with no existing transactions, and assess the potential for M&As and capital alliances to secure competitive advantages in new logistics functions**

Mitsui-Soko Group's Major Logistics Areas

Areas with existing transactions

Areas with no transactions

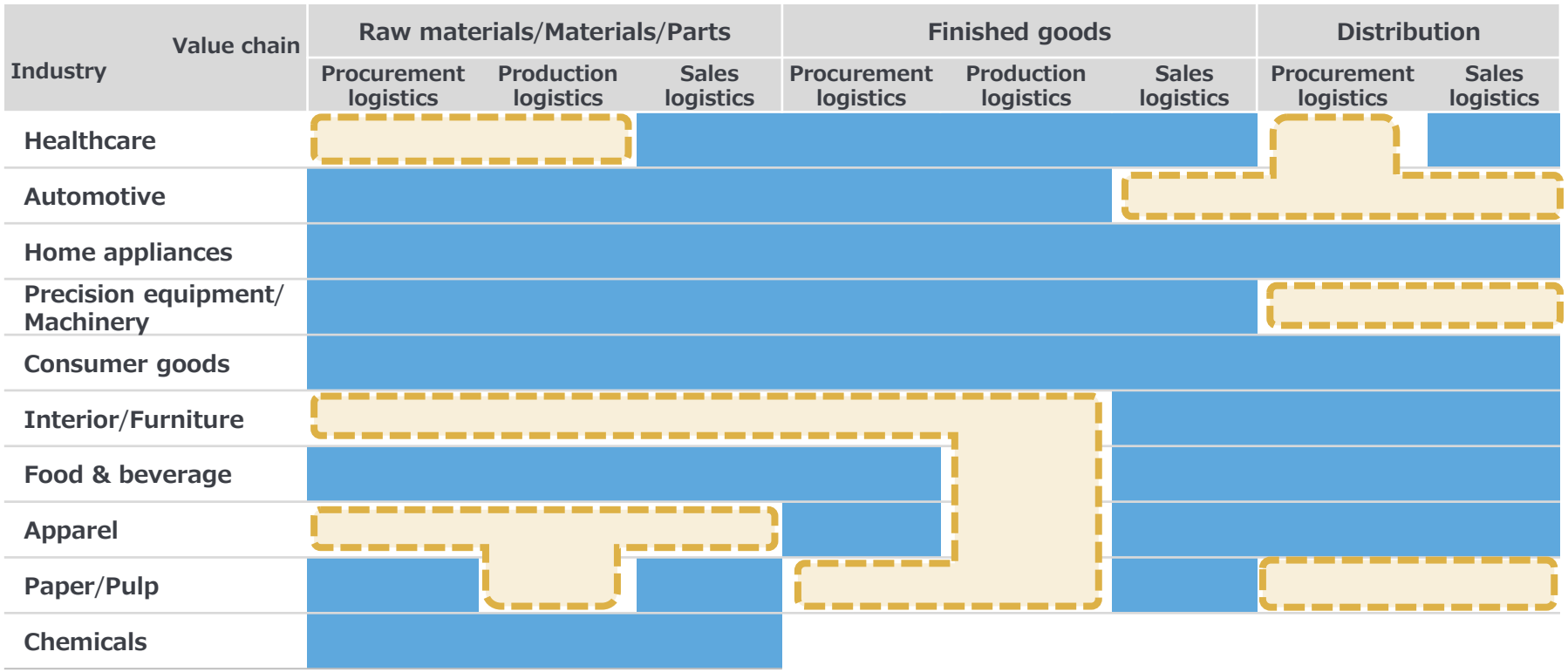


Table of Contents

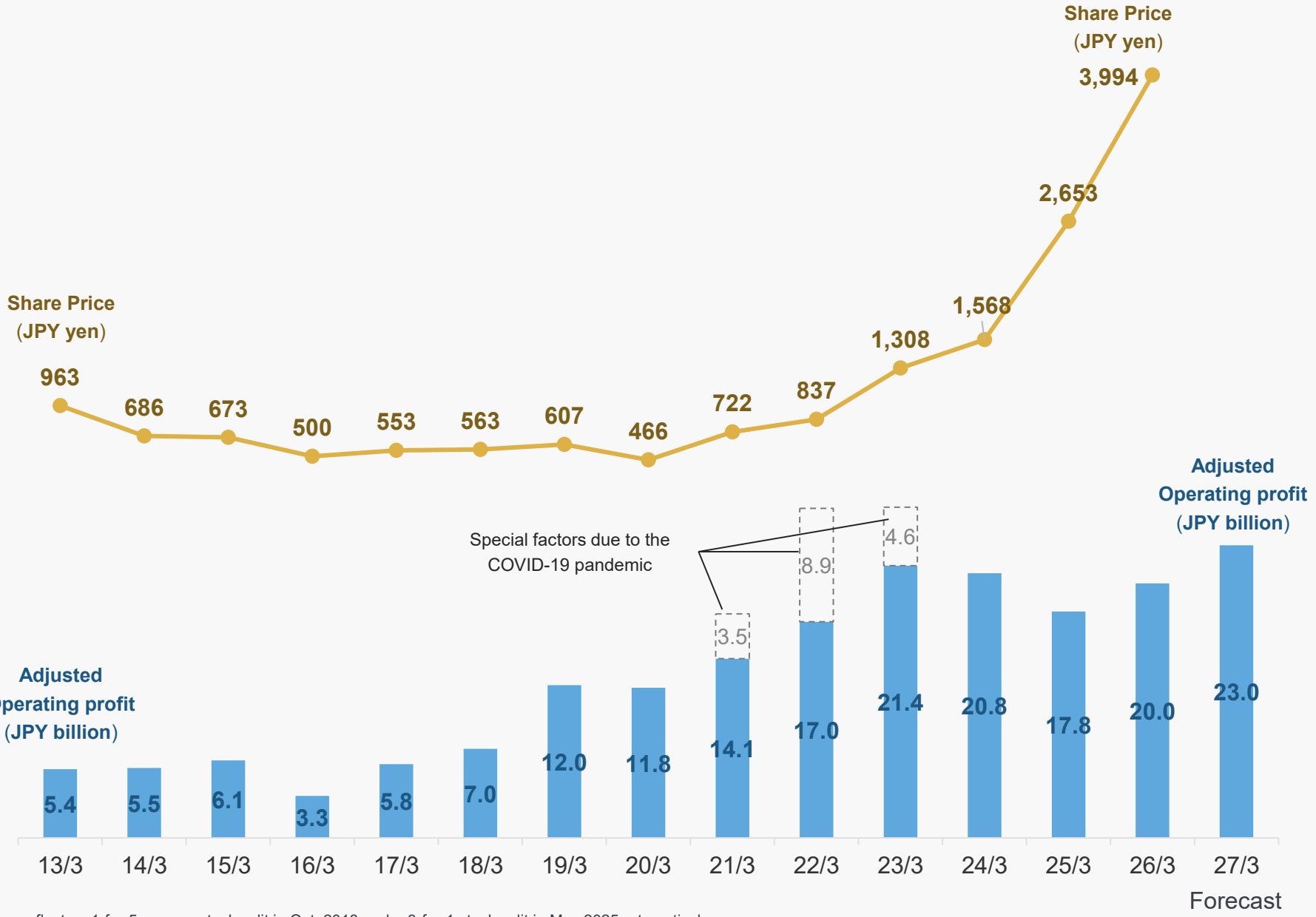
A) Company Overview

B) Our Business Model and Strengths

C) Strategies for Business Growth (Quantitative targets/KPIs)

D) Appendices

Share price and profit trends



- Share price reflects a 1-for-5 reverse stock split in Oct. 2018 and a 3-for-1 stock split in May 2025 retroactively.

Changes in Annual Business Performance

(Unit: billion yen, rounded off to one decimal place)

Total Consolidated	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27 Forecast
Operating revenue	225.5	233.2	241.9	241.1	253.6	301.0	300.8	260.6	280.7	299.5	316.0
Logistics Business	216.8	224.8	233.4	232.0	244.6	292.2	292.0	251.8	275.1	292.0	307.0
Domestic and Overseas Logistics/ Port Transportation	116.4	113.9	117.4	114.3	115.2	125.5	138.3	122.9	137.3	139.2	143.0
Airfreight Forwarding	22.8	32.5	32.9	30.4	37.5	68.5	56.8	35.3	43.8	53.9	62.2
3PL/LLP	58.7	61.6	65.3	67.8	74.7	86.8	87.9	76.6	80.4	82.5	86.4
Land Transportation	27.1	27.3	27.8	27.6	27.4	27.7	27.9	27.7	27.2	29.1	29.1
Elimination of Intra-Group Transactions	-8.2	-10.5	-10.0	-8.2	-10.1	-16.3	-18.8	-10.7	-13.6	-12.7	-13.7
Real Estate Business	9.4	9.2	9.2	9.8	9.6	9.6	9.6	9.6	6.7	8.6	10.0
Eliminations/Corporate	-0.7	-0.8	-0.7	-0.7	-0.7	-0.8	-0.8	-0.8	-1.0	-1.1	-1.0
Operating profit	5.8	7.0	12.0	11.8	17.7	25.9	26.0	20.8	17.8	22.1	23.0
Logistics Business	4.5	5.9	9.8	9.1	15.0	23.7	23.9	19.4	21.4	24.5	25.3
Domestic and Overseas Logistics/ Port Transportation	2.0	2.7	4.2	3.7	5.1	6.6	8.9	7.3	7.4	7.5	8.5
Airfreight Forwarding	2.3	2.2	2.6	2.3	4.9	10.4	7.8	4.7	6.2	8.6	8.4
3PL/LLP	1.7	1.3	3.1	3.0	4.6	6.3	6.2	6.1	6.7	7.0	7.1
Land Transportation	1.2	1.0	1.2	1.2	1.5	1.3	1.3	1.4	1.4	1.6	1.6
Elimination of Intra-Group Transactions	-2.7	-1.2	-1.2	-1.1	-1.1	-0.9	-0.2	-0.1	-0.3	-0.3	-0.3
Real Estate Business	5.0	5.0	5.1	5.9	5.8	5.8	5.9	5.9	2.2	3.7	4.5
Eliminations/Corporate	-3.7	-3.9	-3.0	-3.2	-3.2	-3.6	-3.9	-4.6	-5.7	-6.0	-6.8
Ordinary profit	3.7	6.5	11.1	10.5	17.2	25.6	26.5	21.0	18.0	21.3	21.1
Profit attributable to owners of parent	-23.4	4.4	5.2	6.4	11.5	14.5	15.6	12.1	10.0	11.2	12.5

・ The total and the sum of the breakdown in the table may not match due to rounding off to one decimal place.

Changes in Balance Sheet and Various Indicators

(Unit: billion yen, rounded off to one decimal place)

Total Consolidated	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Current assets	73.9	68.4	64.8	57.8	63.4	77.4	76.5	73.6	83.2	100.6
Non-current assets	193.8	194.8	187.3	181.5	175.0	180.9	182.2	190.0	197.1	210.1
Total assets	267.7	263.2	252.1	239.3	238.4	258.3	258.7	263.5	280.4	310.7
Current liabilities	65.9	75.5	63.6	67.2	63.7	65.4	54.2	61.2	56.5	56.5
Non-current liabilities	160.0	139.3	136.2	117.3	106.1	104.2	100.4	81.6	94.2	97.1
Total liabilities	225.9	214.8	199.8	184.5	169.8	169.7	154.6	142.7	150.6	153.6
Equity capital	37.7	44.0	47.4	49.7	62.7	79.5	93.3	109.9	117.2	142.1
Non-controlling interests	4.1	4.4	4.8	5.1	5.8	9.2	10.8	10.9	12.6	15.0
Total net assets	41.8	48.4	52.2	54.8	68.5	88.6	104.1	120.8	129.7	157.1
Total liabilities and net assets	267.7	263.2	252.1	239.3	238.4	258.3	258.7	263.5	280.4	310.7
Operating profit ratio	2.6%	3.0%	5.0%	4.9%	7.0%	8.6%	8.6%	8.0%	6.4%	7.4%
Total assets turnover ratio	0.8	0.9	0.9	1.0	1.1	1.2	1.2	1.0	1.0	1.0
Equity ratio	14.1%	16.7%	18.8%	20.8%	26.3%	30.8%	36.1%	41.7%	41.8%	45.7%
ROE	-47.1%	10.7%	11.4%	13.2%	20.5%	20.4%	18.1%	11.9%	8.8%	8.6%
D/E ratio (times)	4.5	3.6	3.0	2.6	1.8	1.3	1.0	0.8	0.8	0.6
EPS (Yen)	-314.4	59.1	69.7	85.8	155.0	194.7	209.4	162.1	134.3	148.3
BPS (Yen)	506.1	590.8	636.2	667.1	841.5	1,066.4	1,250.1	1,470.7	1,566.4	1,849.7
Payout ratio	-	-	6.0%	14.6%	11.8%	22.1%	30.1%	30.0%	36.3%	33.0%
DOE	1.3%	-	0.7%	1.9%	2.4%	4.5%	5.4%	3.6%	3.2%	2.9%

・ The total and the sum of the breakdown in the table may not match due to rounding off to one decimal place.

Market environment/Growth strategies

- **Expand business through the specialized "SustainaLink" service in response to rising sustainability demand**

Challenges facing companies

Environmental risks

- Calculation of logistics CO2 emissions (Scope 3)
- Reduction of CO2 emission

Labor risks

- Challenges for 2024*
- Increased logistics volume

Disaster risks

- Increasing intensity and frequency of natural disasters
- Creation of BCP scenarios

Visualize and mitigate risks facing logistics

New services to ensure the continuity of clients' business operations

SustainaLink

Supply-chain Sustainability

SustainaLink's approach to risk management	Environmental risks	Labor risks	Disaster risks
Step1: Identify	Laws/environmental regulations	Labor force conditions/ regulatory trends	Logistics disruption/ production suspension risks
Step2: Visualize	Visualization of the amount of CO2 emission	Visualization of workload/ time required for transportation	Visualization of disaster risks for logistics
Step3: Improve	Reduction of CO2 emission	Improvement of logistics efficiency	Establishment of robust logistics systems

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

Overview of Real Estate Leasing Business

Promote effective use of owned real estate through CRE strategy and enhance corporate value through optimal portfolio management

- Convert land that has become unsuitable for logistics use due to changes in the surrounding environment and manage it as profitable office and residential properties
- Utilize cash flow generated from the real estate business as a source of funding for mid-to-long-term growth investments in the logistics business to achieve sustainable corporate value enhancement

- **Property List by Use**

Use	Area	Property name	Floor area
Rental offices	Tokyo	MSH Nihonbashi Hakozaki Building	135,887㎡
		MSC Center Building	32,507㎡
		MSC Onarimon Building	10,516㎡
		MSC Fukagawa Building	14,199㎡
		MSC Fukagawa Building No. 2	22,046㎡
Total		Five properties	215,155㎡

Use	Area	Property name	Rental units
Rental apartments	Tokyo	Hakozaki River & Tower	99
		Park Axis Onarimon	52
	Osaka	Port Villa Utsubo Park	108
Total		Three properties	259

Reference: Mitsui-Soko Group real estate business introduction website
(only available in Japanese) URL https://www.mitsui-soko.com/company/overview/realestate/

Revenue structure (Real Estate Leasing Business)

Strengthened real estate revenue base through value-enhancement and multi-tenant conversion of MSH Nihonbashi Hakozaki Building

- Concluded a multi-year lease contract with IBM Japan, the building's main tenant, for 10 floors
- Strengthened the revenue base of the real estate business by having completed value-enhancement and converted the building into a multi-tenant office
- Operated at full occupancy since Q4 FY2026, following the transition to a multi-tenant office structure in FY2025

Stacking plan

Floor 25 | Floor 16	IBM Japan (10 floors)	• Previously, 25 floors were leased altogether; the leased space was reduced to 10 floors from FY2025
Floor 15 | Floor 9	**Multi-tenant office (7 floors)**	• **Leasing for new tenants has been completed** • **Full occupancy since Q4 FY2026**
Floor 6-8	Mitsui-Soko Group head office (3 floors)	
Floor 5	Common cafeteria/Meeting rooms	
Floor 3-4	**Multi-tenant office (2.5 floors)**	• **Leasing for new tenants has been completed** • **Full occupancy since Q4 FY2026**
Floor 2		
Floor 1	Entrance hall (1.5 floors)	

Address	19- 21 Nihonbashihakozaki-cho, Chuo-ku, Tokyo
Stories	25 stories above ground, 3 stories under ground
Floor area	135,887㎡（41,105 tsubo）
Standard floor areas	3,400㎡（1,029 tsubo）
Construction completed	March 1989

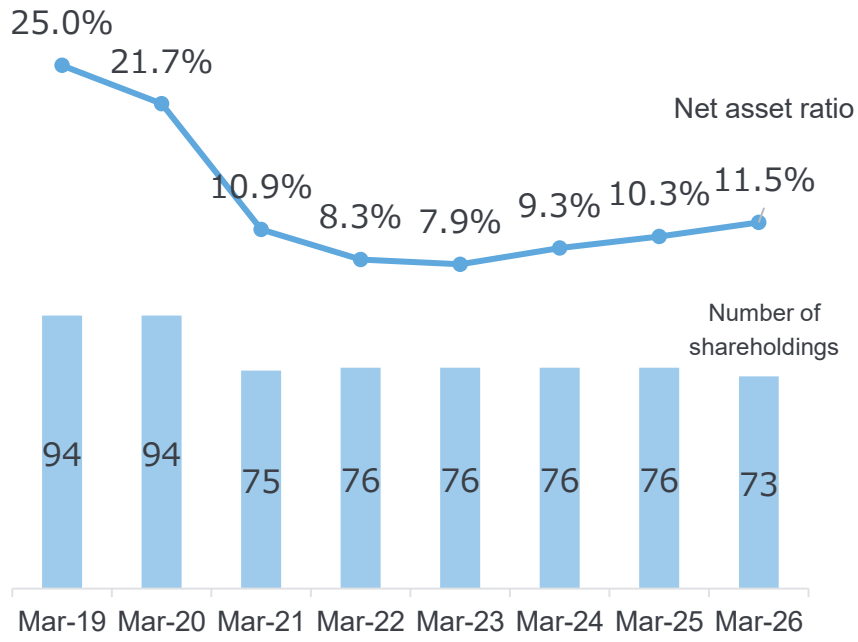
Policy regarding the reduction of cross-shareholdings

- **Reduce cross-shareholdings as appropriate**

Reduce Cross-Shareholdings

- Assess the rationale for holding cross-shareholdings individually from qualitative and quantitative perspectives, such as holding purpose and cost of capital, and report to the Board of Directors annually
- Proceed with the sale and reduction of shares deemed to have diminished rationale as a result of the assessment, as appropriate
- Exercise voting rights associated with cross-shareholdings appropriately, based on whether they contribute to enhancing corporate value over the medium to long term

Number of Cross-Shareholdings and Ratio to Consolidated Net Assets



Human Resources Strategy

Aims

Establish a personnel system to implement our management strategy
We aim to build a Group-wide personnel system based on our management strategy and business portfolio

Maximizing the value of human resources
In addition to developing and retaining human resources to realize our management strategy, we will improve the Group's corporate value by maximizing the capabilities of our human resources

Main Themes

1. **Strengthening human resources portfolio management to enhance the comprehensive strengths of the Group**
By visualizing our human resources portfolio, we will supplement and optimize the gap between present conditions and future goals both qualitatively and quantitatively

2. **Individual evolution**
Through the individual growth and evolution of our employees, we will improve the Group's corporate value and encourage sustainable growth

3. **Enhancing our co-creation ability**
We aim to build a strong organization in which diverse human resources can be successful and that responds flexibly to change

4. **Building environments for evolution and co-creation**
We will build an environment to act as a platform to create an organization to promote individual evolution and co-creation

Profile of Human Resources We Seek

Serving as our basic policy for recruiting and developing the human resources who will lead the future of the Mitsui-Soko Group, we formulated the profile of the human resources we seek as those who would "design the new story and lead everyone" in April 2023. In itself also the ideal image of the human resources we aim to have to embody our philosophy and management strategy in implementing our human resources strategy, this forms a given underlying concept.

Design the new story and lead everyone

Design the new story：

This means that employees not only envision their own futures but also those of our customers and society at large. Even in these uncertain times, as logistics specialists we will incorporate new technologies and ideas as we create the future with our high level of expertise and deep power of thought.

Lead everyone：

By not only taking the initiative but also continuing to involve and motivate others, our employees will become a driving force that moves society, exceeds customer expectations, and remains a presence that moves people's hearts.

Empower society, encourage progress

MITSUI-SOKO HOLDINGS CO., LTD.

Finance and Accounting Division（in charge of IR）

• Various inquiries, Application for IR interviews

E-mail : msc_ir_cacp@mitsui-soko.co.jp

WEB Form : https://www.mitsui-soko.com/en/contact/

• Various IR materials and Video distribution of financial results briefings

WEB : https://www.mitsui-soko.com/en/ir/

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

YouTube “Official MITSUI-SOKO GROUP Channel”

※ Please click the link below for our YouTube.

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

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

MITSUI-SOKO GROUP