Information material for new investors

Date: 6 August 2026

Stock code: 9302

MITSUI-SOKO HOLDINGS Co., Ltd.

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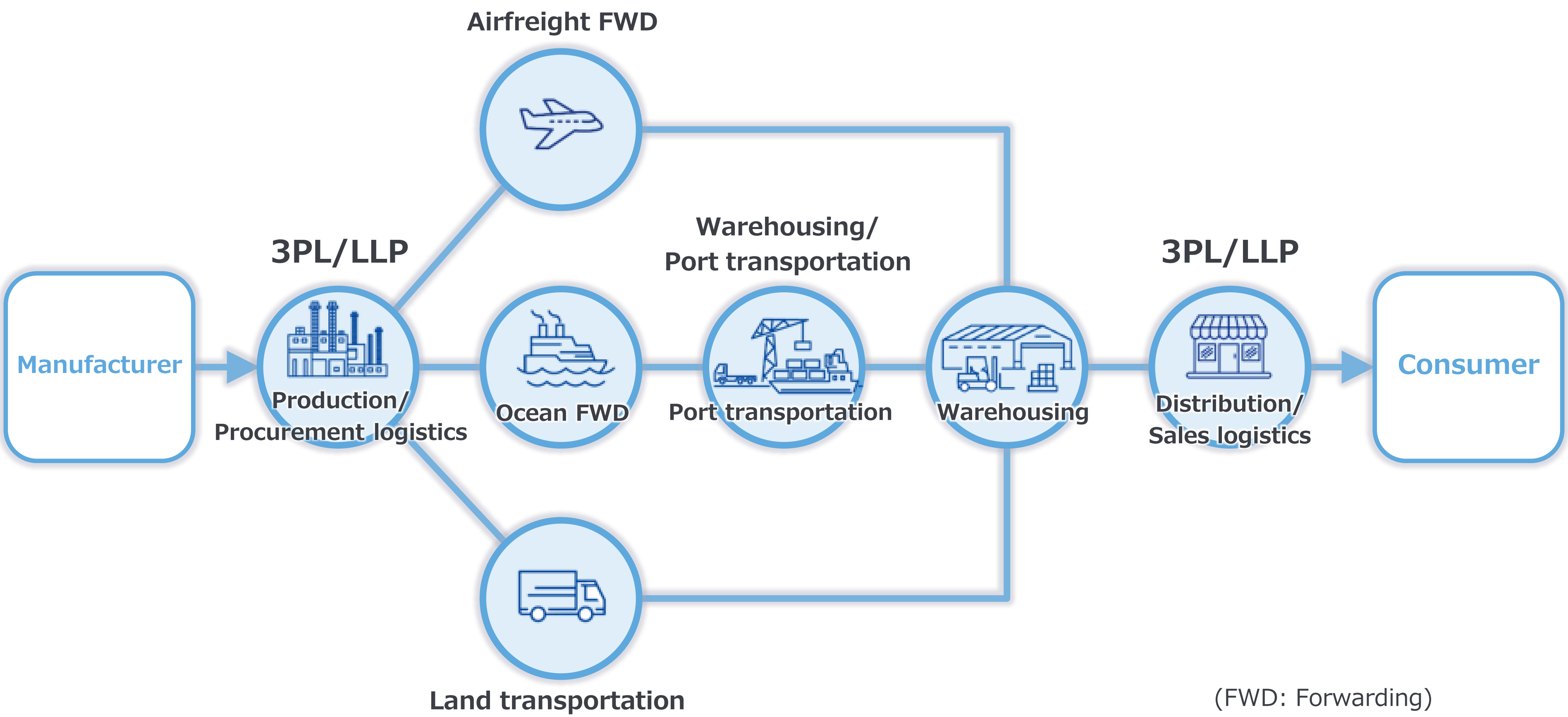
Business introduction

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

Mitsui-Soko Group value chain: Comprehensive end-to-end logistics services

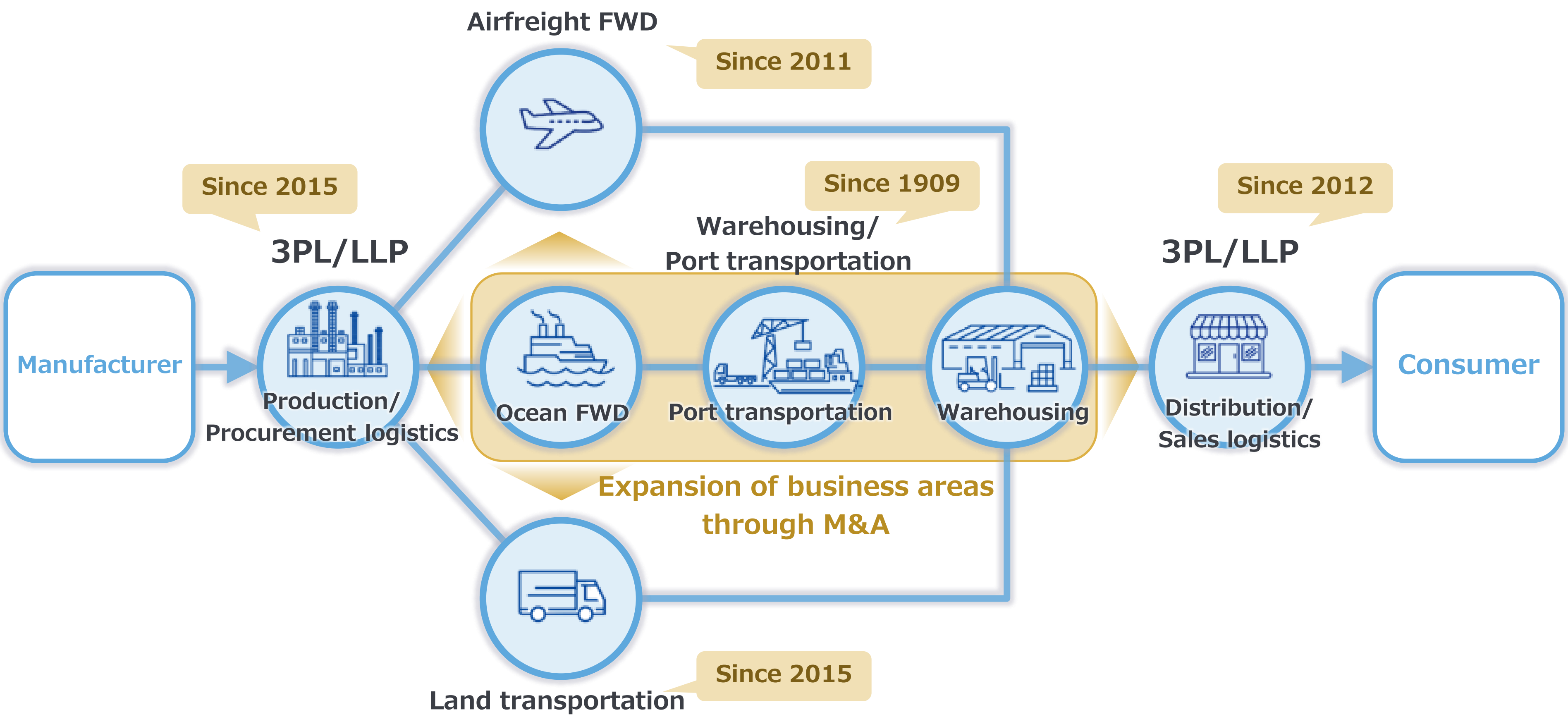


(FWD: Forwarding)

Business introduction

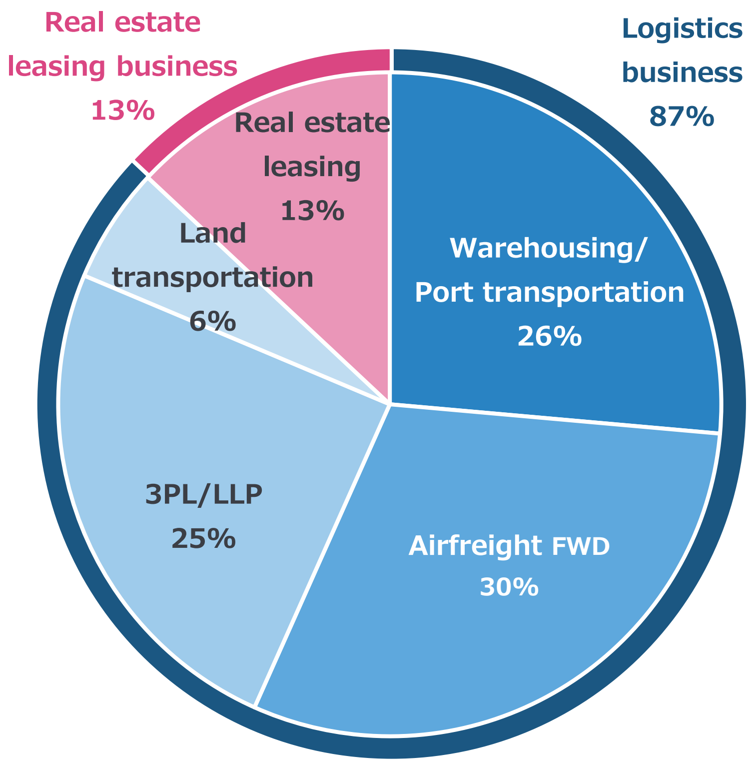
- After expanding business areas from warehousing business through M&A, our Group has grown into a comprehensive logistics company with multifaceted expertise
- With a comprehensive lineup of logistics service functions, our Group can provide end-to-end integrated logistic solution services

Expansion of business areas through M&A



Business introduction

Breakdown of operating profit by segment

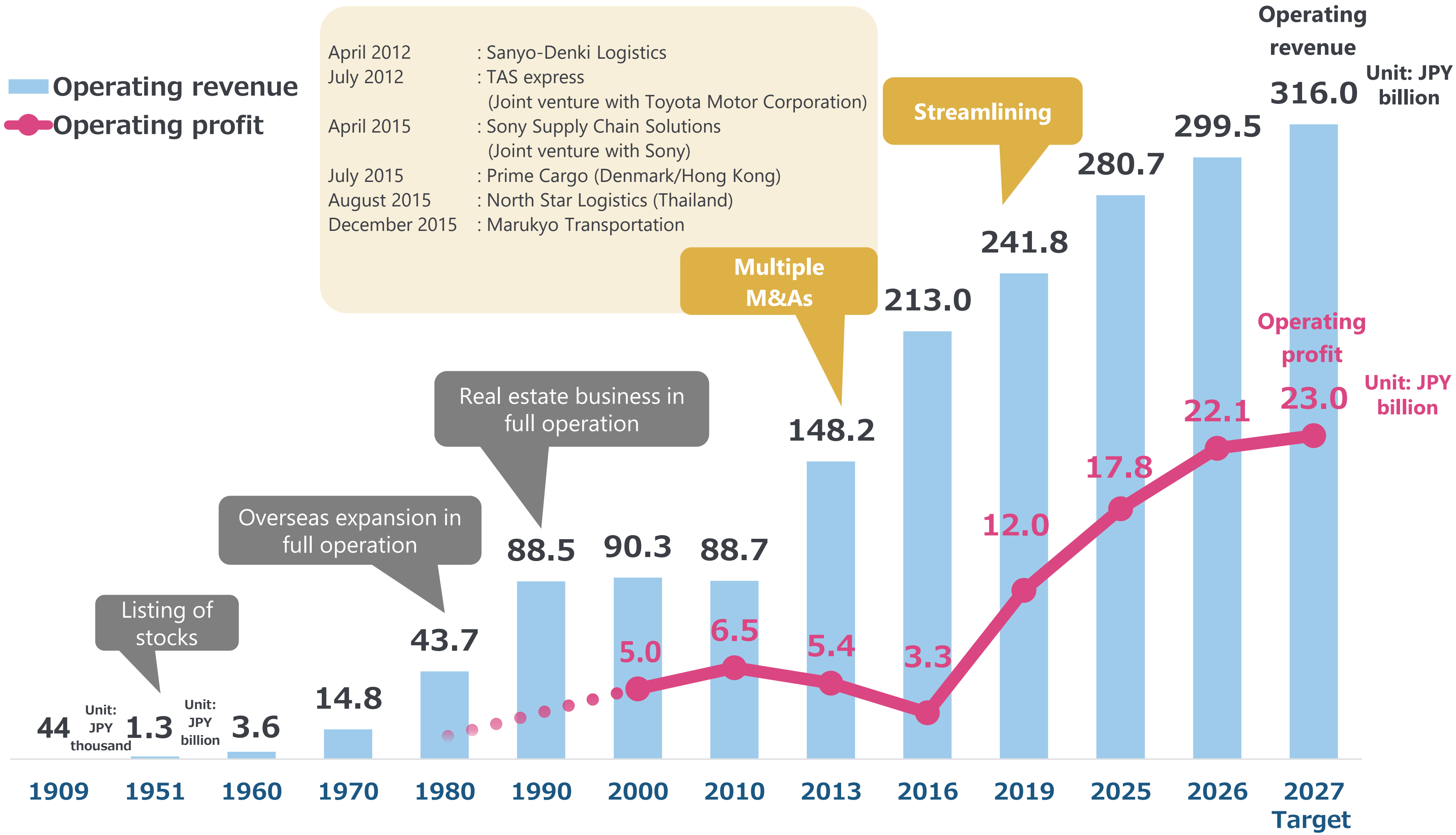


	Details of business segment	Main cargoes
Warehousing/ Port transportation	▪ Asset-type distribution that utilizes company-owned multifunctional logistics facilities	▪ Handling of food raw materials, pharmaceuticals and medical devices, and highly functional materials
Airfreight FWD	▪ Airfreight forwarding (joint venture with Toyota Motor Corporation)	▪ Handling of automotive parts, 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

The figures are as of March 31, 2026.

History of the Mitsui-Soko Group

Consolidated earnings



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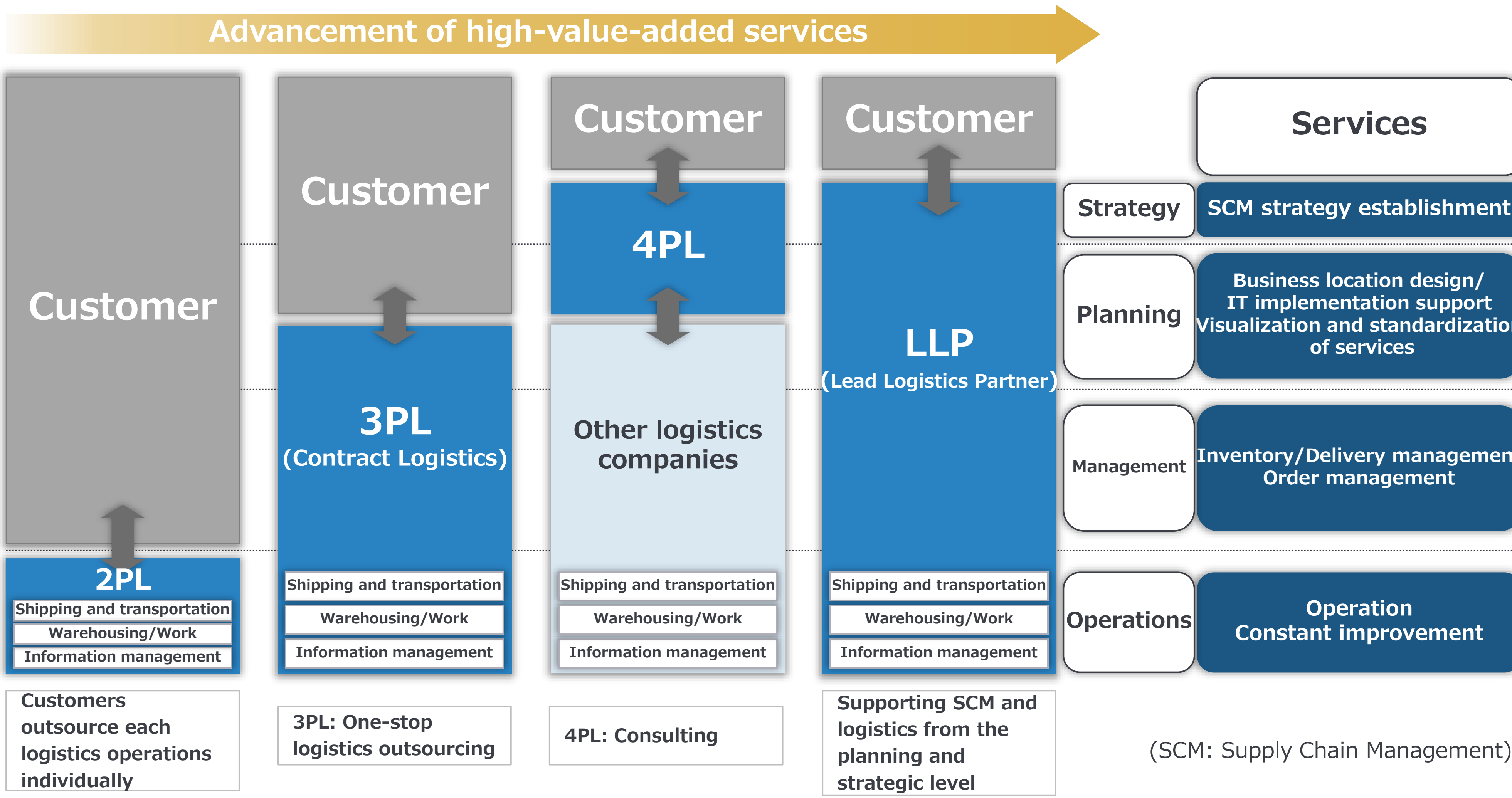
High-value-added logistics services

- Our Group offers 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

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

Main customers

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

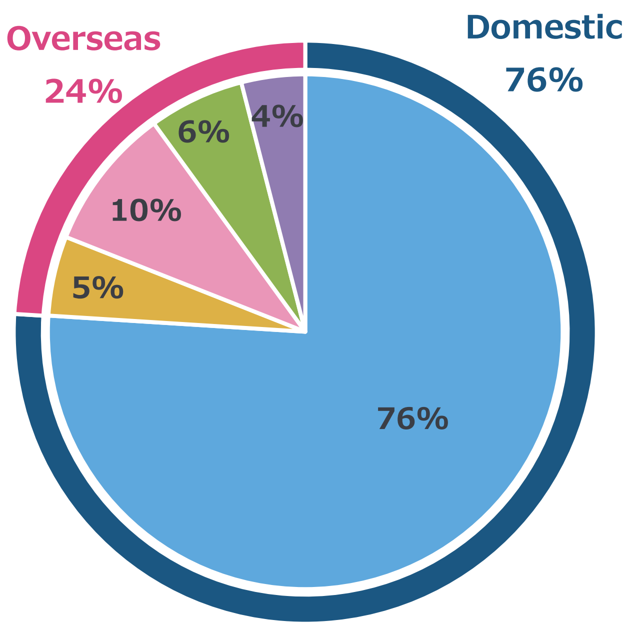
Of the top 100 customers, 73 are listed companies. Our Group has customers across 41 industries of the categories in the industrial classification

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

Customer base

- Our Group boasts a global network with about 296 offices in Japan and 424 offices all over the world, and the operational floor area of about 2.27 million square meters
- Our Group has expanded overseas business to 22 countries, mainly in Asia, and now about 24% of the operating revenue is attributable to our overseas businesses

Sales breakdown by region



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

	Europe/Africa/Middle East	South Asia/Southeast Asia	Northeast Asia	Americas	Japan	**Total**
Number of business locations	31	31	50	16	296	**424**
Operational floor area	54,039㎡	394,423㎡	121,922㎡	42,375㎡	1,659,364㎡	**2,272,123㎡**
Number of employees	545	1,735	579	117	4,948	**7,924**

The figures are as of March 31, 2025.

Strategic logistics center expansion in the mobility sector

Mobility

Leased

Newly opened a logistics center of approximately 19,000㎡ in Obu city, Aichi prefecture

- The aim of capturing increased volume for storage and air transport needs due to stricter vehicle certification tests

Owned

Full-scale operations of a new warehouse in Malaysia

- In Malaysia, a new warehouse of approximately 8,000㎡ commenced full-scale operations as a gate-front warehouse for a customer's manufacturing base, in response to the customer's production expansion

Company-owned multifunction logistics facilities for pharmaceutical products and medical devices

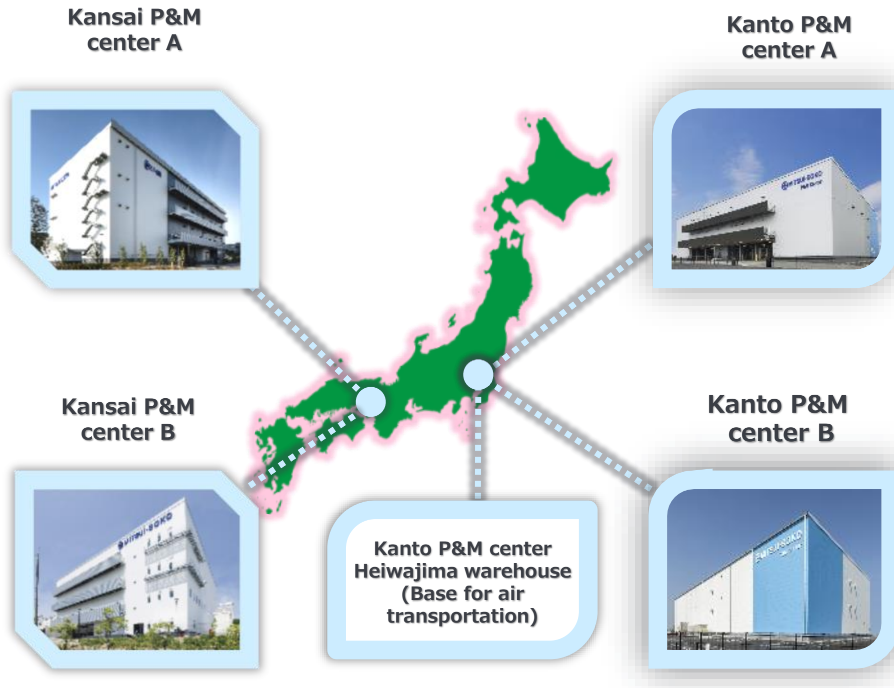
Healthcare

Owned

End-to-end logistics services for pharmaceutical products and medical devices enabled by our multifunction logistics facilities in Eastern and Western Japan

- Our logistics bases, located in Eastern and Western Japan, are designed to accommodate BCP needs of our clients.
- We also have air transportation centers to ensure next-day delivery across Japan.
- Operational structures are based on GMP*1/QMS*2.
- We are able to support the distribution processing and quality management of certain pharmaceutical products and medical devices based on our manufacturing licenses for these products.
- Existing facilities are already operating at full capacity, and we recognize that expanding capacity at our East and West locations, which will form the foundation of our revenue base starting with the next medium-term management plan, is an urgent priority.
- In anticipation of expanding demand amid an aging population and advances in medical technology, we are currently moving forward with new construction plans while securing land.

*1) Good Manufacturing Practice:
Standards for the manufacture and quality control of pharmaceuticals, etc.
*2) Quality Management System:
ISO9001 defines the QMS as a set of processes an organization should follow when leading and managing in-house quality control initiatives. It serves as guidelines for formulating and achieving quality management policies and goals.



Introduction of material handling equipment for automation and mechanization

BtoBtoC

Company-owned material handling equipment

Leased

Next-generation logistics warehouses furnished with material handling equipment for the purpose of automation/mechanization equipment, aimed at reducing personnel needs and enhancing storage and shipping efficiency

- We streamlined warehouse operations through the introduction of state-of-the-art material handling equipment.
- We implemented advanced logistics processes based on a centralized, IoT-powered management of store and e-commerce inventories, Automatic Guided Vehicle, logistics support system and AI. We also constructed logistics systems with significantly improved operational capacity.
- Risks associated with a shrinking labor force have been mitigated through improvements to rates of task automation.

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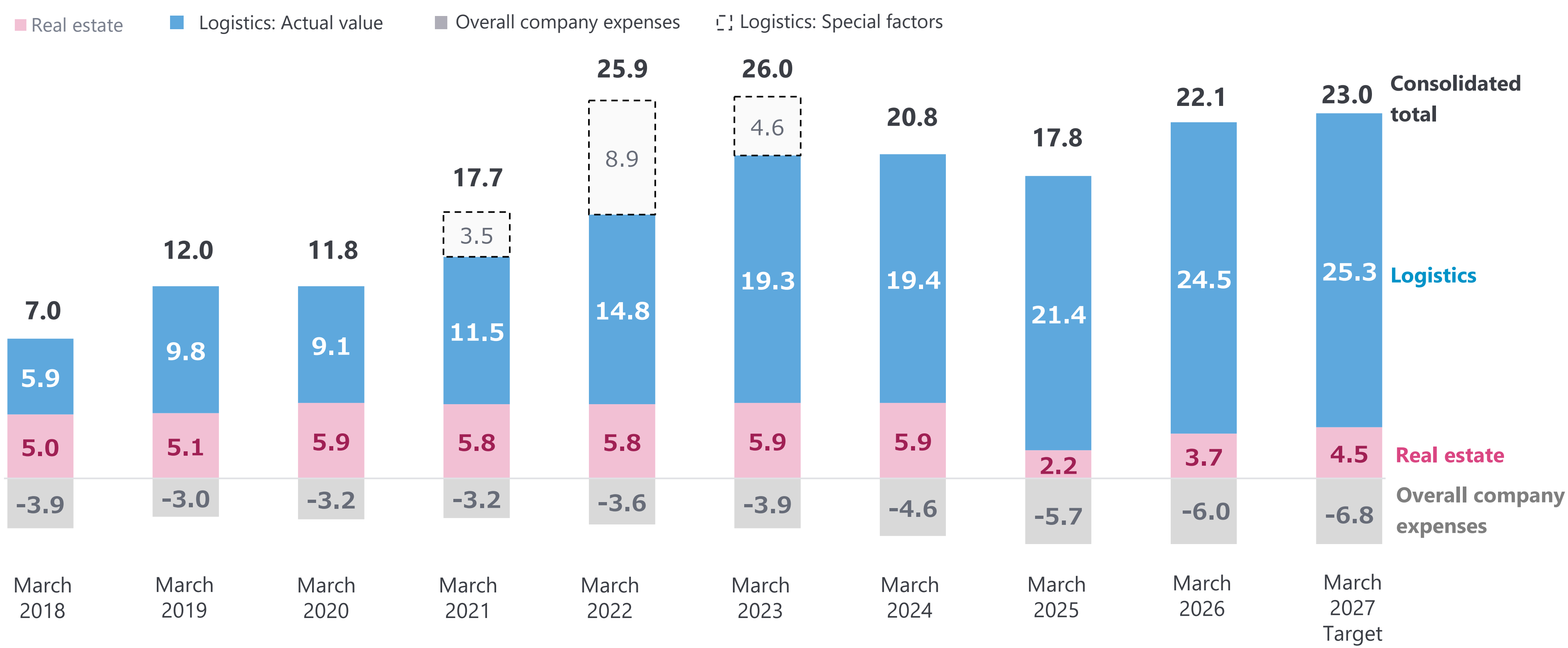
Organic growth

- **Our Group plans to grow our operating profit to JPY23 billion for FYE March 2027, the final year of the mid-term management plan**
- **Our Group aims to achieve this by increasing the handling of high-value-added freight relating to healthcare and orders for LLP solutions**

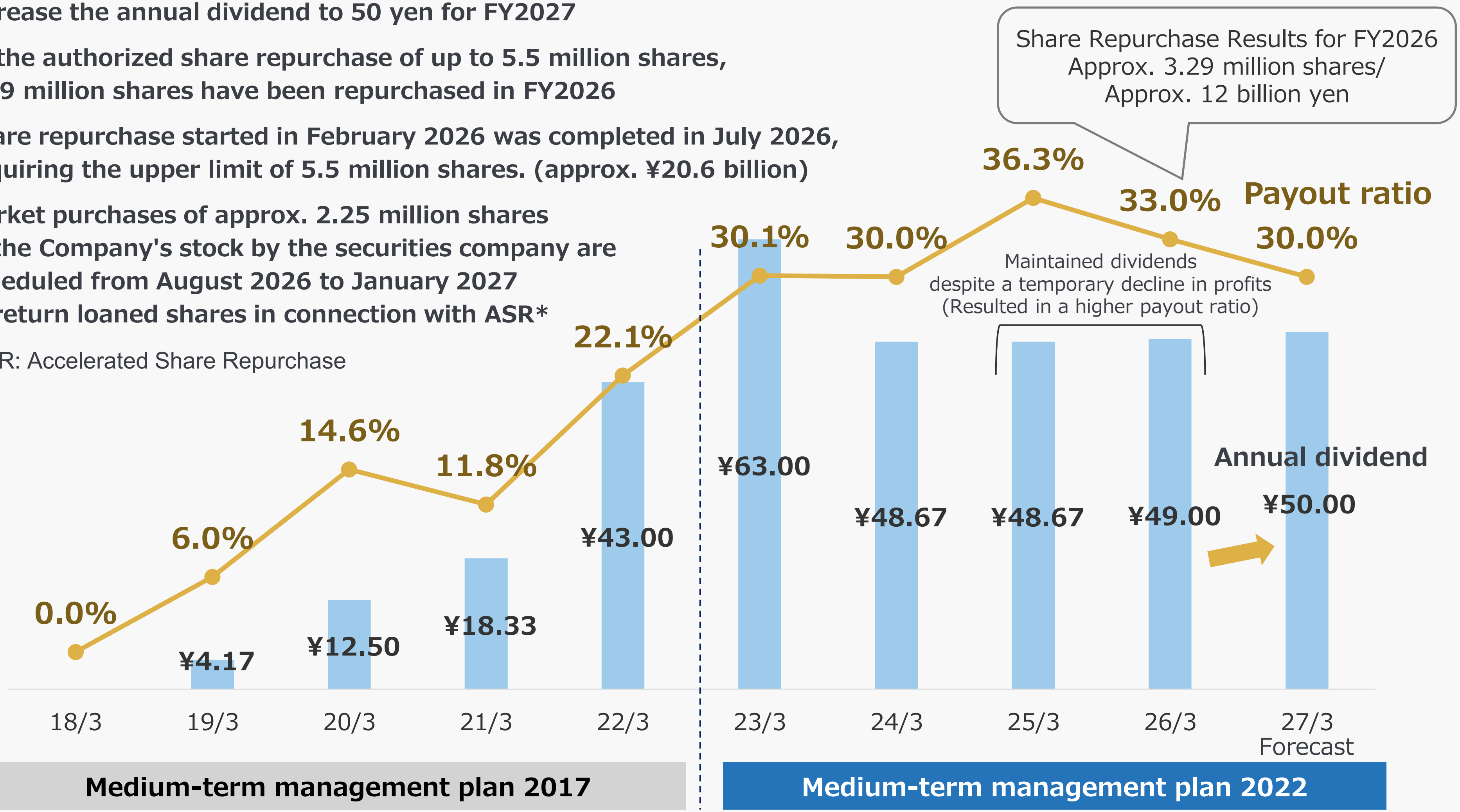
Growth of operating profit (Unit: JPY billion)



Shareholder returns

- Our Group continues to enhance shareholder returns by increasing dividends in line with profit growth and has established a policy of implementing flexible dividends linked to performance, with an annual dividend payout ratio of 30% as the standard
- Our Group maintains stable dividends during periods of temporary profit declines, considering dialogue with shareholders
- Under the dividend policy of a payout ratio of 30%, our Group is expected to increase the annual dividend to 50 yen for FY2027
- Of the authorized share repurchase of up to 5.5 million shares, 3.29 million shares have been repurchased in FY2026
- Share repurchase started in February 2026 was completed in July 2026, acquiring the upper limit of 5.5 million shares. (approx. ¥20.6 billion)
- Market purchases of approx. 2.25 million shares of the Company's stock by the securities company are scheduled from August 2026 to January 2027 to return loaned shares in connection with ASR*

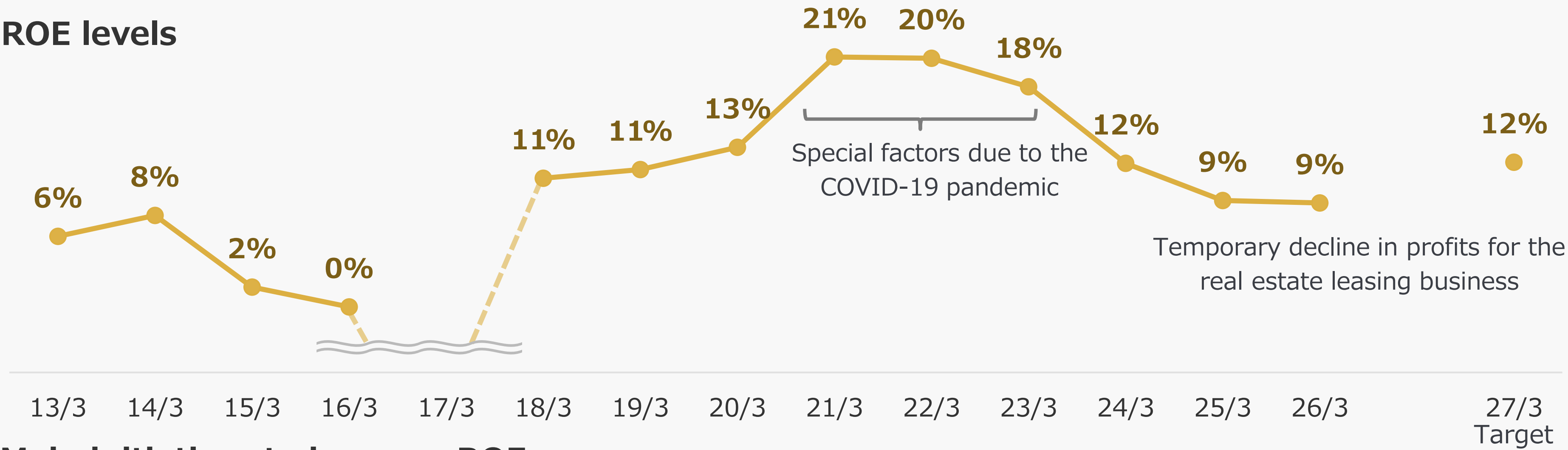
*ASR: Accelerated Share Repurchase



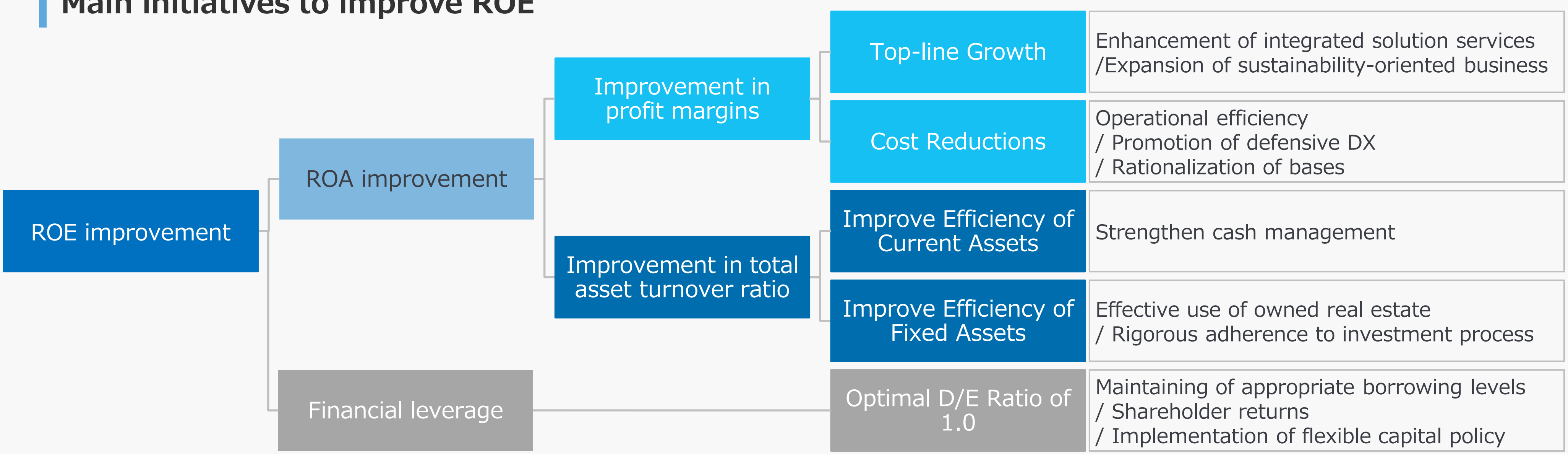
ROE Target

- Conducting business business management that emphasizes maintaining a high level of capital efficiency
- Our Group set an ROE target at 12% for the final year of the Medium-term Management Plan

ROE levels



Main initiatives to improve ROE



Market environment/growth strategies

Customers' situation: Facing rapid changes in business due to rapid environmental changes
Customers' issues : Establishment of logistics has not kept up with business changes

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

Industries especially with drastic environmental changes: Our Group's focus domain

Mobility
Building of new supply chains of batteries and semiconductors for electric vehicles

Healthcare
Market expansion of regenerative medicine and gene therapy due to more sophisticated medical treatment

B2B2C consumer goods
Change in distribution channels aimed at capturing synergies between store and e-commerce sales

Our strengths

Mobility
- Our specialist knowledge in logistics relating to parts of automobiles and electrical appliances due to its Toyota and Sony lineage
- Know-how to support the building of supply chains based on the manufacturer's perspective

Healthcare
- Providing high value-added logistics services from manufacturing to sales by having established a system in accordance with GMP* and obtaining business licenses (pharmaceutical manufacturing license, etc.) in-house under the Pharmaceutical and Medical Devices Act

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

B2B2C consumer goods
- Know-how in logistics design to optimize logistics operations for both stores and e-commerce
- Our experience in technical logistics, including operating home appliance distribution centers, the delivery, installation, and maintenance of home appliances

Sales growth performance

	FY2020	FY2026
Mobility	¥16.9 bn	¥57.1 bn
Healthcare	¥9.1 bn	¥16.0 bn
B2B2C consumer goods	¥36.5 bn	¥42.5 bn

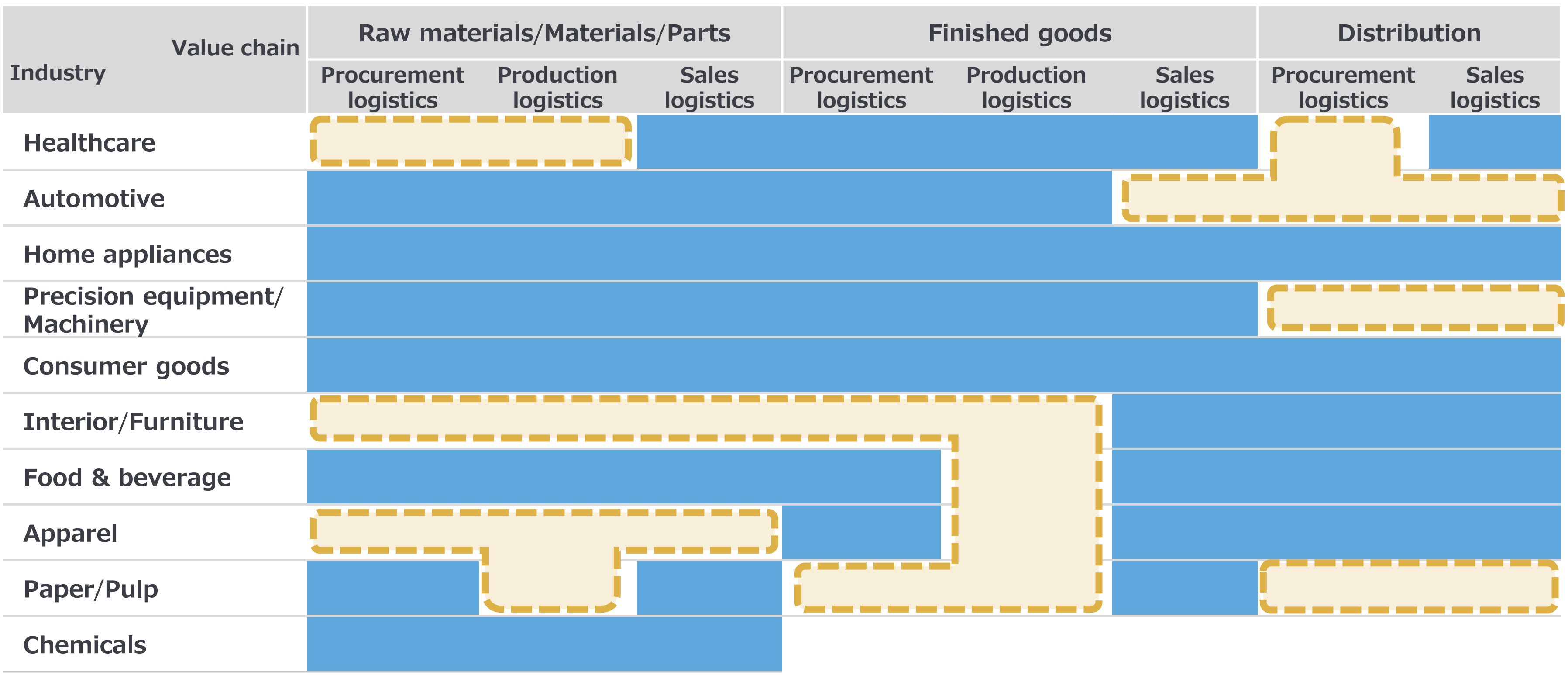
Strategic M&A and capital alliances

- Our Group is exploring business opportunities with customers in sectors it currently does not have existing transactions with, and is also assessing the potential for conducting M&As and forming capital alliances with the aim of securing competitive positions in logistics functions that we have yet to provide

Mitsui-Soko Group's major logistics areas

Areas with existing transactions

Areas with no transactions



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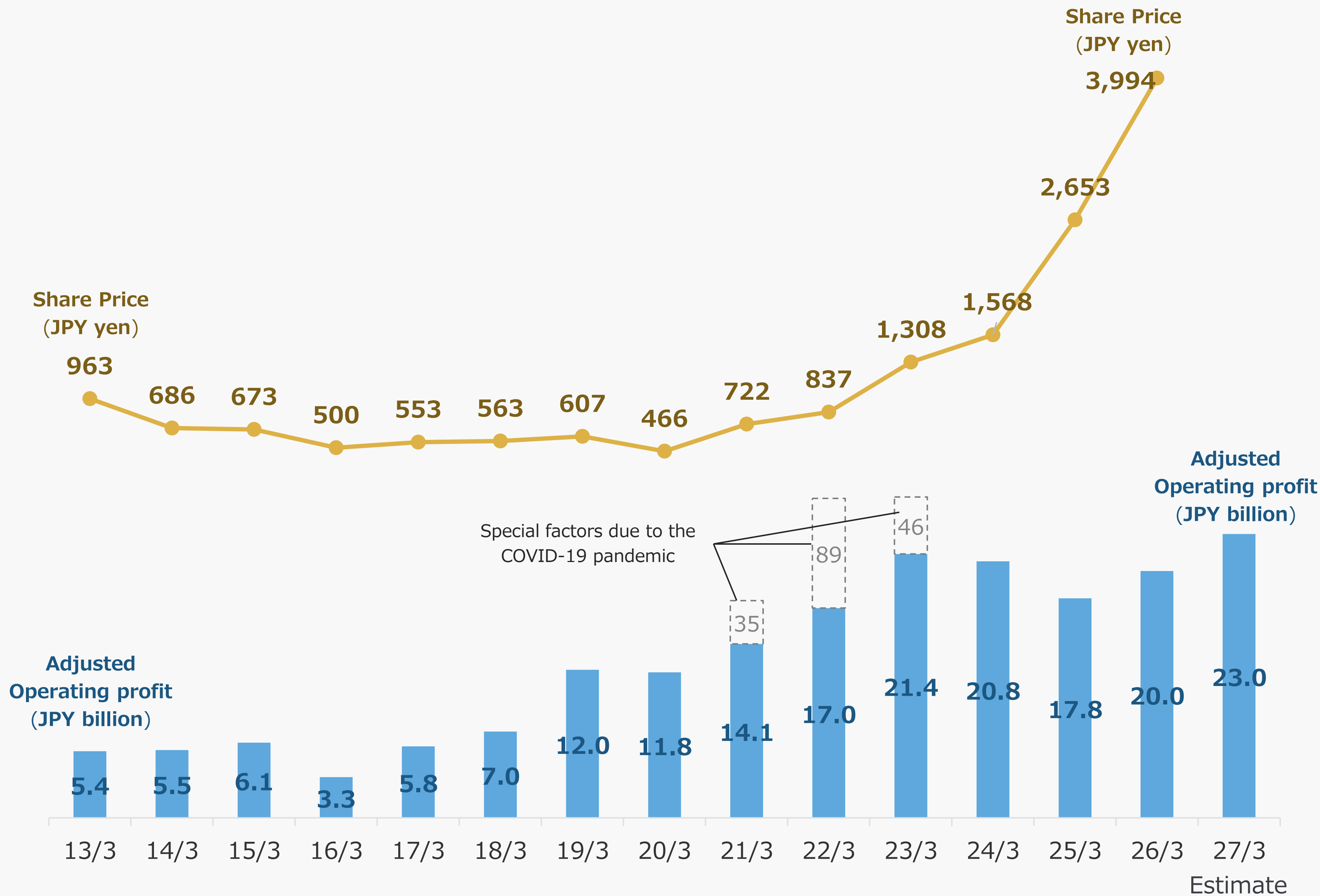
Share price and profit trends



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

Business performance by fiscal year

(Unit: 100 mil. yen, rounded off to the nearest integer)

Total Consolidated	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027 (Forecast)
Operating Revenue	2,255	2,332	2,419	2,411	2,536	3,010	3,008	2,606	2,807	2,995	3,160
Logistics business	2,168	2,248	2,334	2,320	2,446	2,922	2,920	2,518	2,751	2,920	3,070
Warehousing/Port transportation	1,164	1,139	1,174	1,143	1,152	1,255	1,383	1,229	1,373	1,392	1,430
Airfreight forwarding(FWD)	228	325	329	304	375	685	568	353	438	539	622
3PL/LLP	587	616	653	678	747	868	879	766	804	825	864
Land transportation	271	273	278	276	274	277	279	277	272	291	291
Elimination of intra-group transactions	-82	-105	-100	-82	-101	-163	-188	-107	-136	-127	-137
Real estate business	94	92	92	98	96	96	96	96	67	86	100
Eliminate/Corporate	-7	-8	-7	-7	-7	-8	-8	-8	-10	-11	-10
Operating Profit	58	70	120	118	177	259	260	208	178	221	230
Logistics business	45	59	98	91	150	237	239	194	214	245	253
Warehousing/Port transportation	20	27	42	37	51	66	89	73	74	75	85
Airfreight forwarding(FWD)	23	22	26	23	49	104	78	47	62	86	84
3PL/LLP	17	13	31	30	46	63	62	61	67	70	71
Land transportation	12	10	12	12	15	13	13	14	14	16	16
Consolidation adjustment, etc.	-27	-12	-12	-11	-11	-9	-2	-1	-3	-3	-3
Real estate business	50	50	51	59	58	58	59	59	22	37	45
Eliminate/Corporate	-37	-39	-30	-32	-32	-36	-39	-46	-57	-60	-68
Ordinary Profit	37	65	111	105	172	256	265	210	180	213	211
Profit attributed to owners of parent	-234	44	52	64	115	145	156	121	100	112	125

・The total and the sum of the breakdown, the cumulative total in the table may not match as the amount of each item is rounded to the nearest unit.

B/S and other index by fiscal year

(Unit: 100 mil. yen, rounded off to the nearest integer)

Total Consolidated	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Current Assets	739	684	648	578	634	774	765	736	832	1,006
Non-current Assets	1,938	1,948	1,873	1,815	1,750	1,809	1,822	1,900	1,971	2,101
Total Assets	2,677	2,632	2,521	2,393	2,384	2,583	2,587	2,635	2,804	3,107
Current Liabilities	659	755	636	672	637	654	542	612	565	565
Non-current Liabilities	1,600	1,393	1,362	1,173	1,061	1,042	1,004	816	942	971
Total Liabilities	2,259	2,148	1,998	1,845	1,698	1,697	1,546	1,427	1,506	1,536
Equity Capital	377	440	474	497	627	795	933	1,099	1,172	1,421
Non-controlling Interests	41	44	48	51	58	92	108	109	126	150
Total Net Assets	418	484	522	548	685	886	1,041	1,208	1,297	1,571
Total Liabilities and Net Assets	2,677	2,632	2,521	2,393	2,384	2,583	2,587	2,635	2,804	3,107
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	4.5	3.6	3.0	2.6	1.8	1.3	1.0	0.8	0.8	0.6
EPS(Unit: 1yen)	-314.4	59.1	69.7	85.8	155.0	194.7	209.4	162.1	134.3	148.3
BPS(Unit: 1yen)	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, the cumulative total in the table may not match as the amount of each item is rounded to the nearest unit.

- **Business expansion through our proprietary "SustainaLink" services to accommodate increasing needs for sustainability.**

Challenges facing companies

Environmental risks

- Calculation of logistics CO_2 emissions (Scope 3)
- Reduction of CO_2 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 CO_2 emission	Visualization of workload/ time required for transportation	Visualization of disaster risks for logistics
Step3: Improve	Reduction of CO_2 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

Revenue structure (real estate leasing business)

Our Group monetizes and manages land that is no longer suitable for logistics use due to changes in the surrounding environment as office/apartment buildings

- ## 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)

Our Group is renovating the MSH Nihonbashi Hakozaki Building into a multi-tenant office building and enhancing the property's value to strengthen the revenue base of its real estate business

- Conclusion of a multi-year lease contract with IBM Japan, the building's main tenant, for 10 floors of the building
- Strengthening of the revenue base for our group's real estate business by conducting value-enhancement work and renovating the building into a multi-tenant office building
- Renovation of the building to a multi-tenant office building since FY2025, and full utilization has been reached since Q4 FY2026

Stacking plan

Floor 25 ｜ Floor 16	IBM Japan (10 floors)
Floor 15 ｜ Floor 9	**Multi-tenant office (7 floors)**
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)**
Floor 2	
Floor 1	Entrance hall (1.5 floors)

- Previously, 25 floors were leased altogether. The leased space is reduced to 10 floors from FY2025
- **Leasing for new tenants has been completed**
- **Full utilization since Q4 FY2026**

- **Leasing for new tenants has been completed**
- **Full utilization since Q4 FY2026**

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

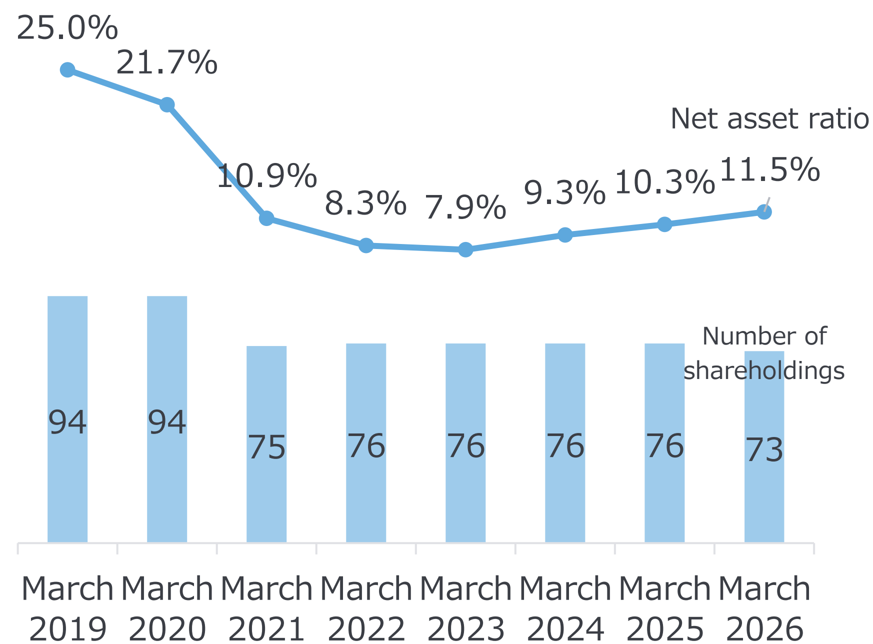
Policy regarding the reduction of cross-shareholdings

- **Cross-shareholdings will be reduced as necessary**

Reduction of cross-shareholdings

- The validity of owning respective cross-shareholdings will be assessed qualitatively and quantitatively in terms of its purpose and capital cost, and regularly reported to the board of directors every year.
- If, as a result of the assessment, it is determined that the ownership of certain shares is no longer required, such shares will be disposed of as necessary to minimize cross-shareholdings.
- Voting rights regarding cross-shareholdings should be exercised based on whether such shares will contribute to the improvement of corporate value on a mid to long-term basis.

Ratio of share holdings 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 are 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.

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

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