



MITSUMI-SOKO GROUP

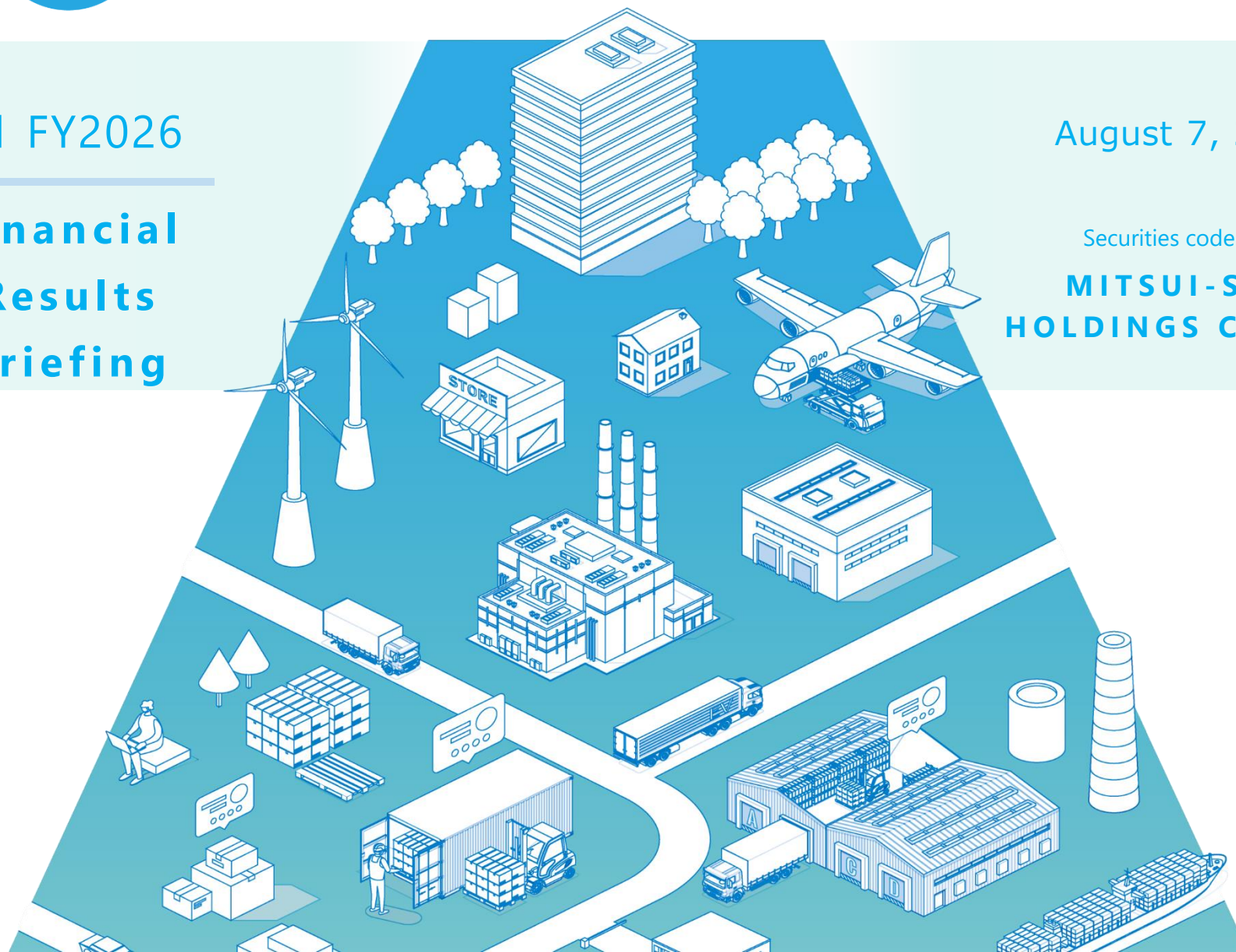
Q1 FY2026

August 7, 2025

Financial Results Briefing

Securities code : 9302

**MITSUMI-SOKO
HOLDINGS Co., Ltd.**





Contents

- ▶ **Executive Summary**
- Q1 FY2026 Financial Results
- FY2026 Financial Forecast
- Shareholder Returns
- Appendix.1 Detailed Financial Data
- Appendix.2 Company Profile

► Executive Summary

Q1 FY2026 Results

Both revenue and income increased

Logistics business : an increase in air freight forwarding handling, full-scale operation of an EC logistics base

Real estate business : new tenants moving into the MSH Nihonbashi Hakozaeki Building

Operating Revenue	73.6 bn yen	QoQ	+12.2%
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Operating Profit	6.4 bn yen	QoQ	+66.8%
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FY2026 Forecast

Upwardly revised operating income due to increase of air freight volume
Non-air transportation results progressed as planned

Operating Revenue	294.0 bn yen	Vs. Previous Forecast	—
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Operating Profit	21.0 bn yen	Vs. Previous Forecast	+5.0%
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Shareholder Returns

Basic policy is to pay dividends linked to business performance based on a payout ratio of 30%. FY26/3: Minimum dividend set at 49 yen, taking into account the progress of the medium-term management plan and dialogue with shareholders.

Interim dividend	24.5 yen (Forecast)
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Year-end dividend	24.5 yen (Forecast)
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Annual dividend	49.0 yen (Forecast)	Expected Payout Ratio	35.6%
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Contents

■ Executive Summary

▶ Q1 FY2026 Financial Results

- Summary of Q1 FY2026 Financial Results
- Financial Results by Segment
- Main Factors of Changes in Operating Profit
- Cash Flow Status
- Balance Sheet Status

■ FY2026 Financial Forecast

■ Shareholder Returns

■ Appendix.1 Detailed Financial Data

■ Appendix.2 Company Profile

▶ Summary of Q1 FY2026 Financial Results

- In the logistics business, both revenue and income increased due to an increase in air cargo transportation and full-scale operation of EC logistics bases, despite sluggish import-related large-volume cargo movements of food raw materials, etc.
- In the real estate business, both revenue and income increased due to new tenants moving into the MSH Nihonbashi Hakozaiki Building

(Unit: 100 mil. yen)

Total Consolidated	Q1 FY2025 (3 months)	Q1 FY2026 (3 months)	Change	Change(%)
Operating Revenue	656	736	+80	+12.2%
Operating Profit	38	64	+26	+66.8%
〔 Operating profit margin	5.8%	8.7%	+2.9pt	—
Ordinary Profit	40	65	+25	+63.5%
Profit attributed to owners of parent	30	33	+3	+10.0%

► Financial Results by Segment

(Unit: 100 mil. yen)

Segment	Q1 FY2025 (3 months)	Q1 FY2026 (3 months)	Change	Change(%)
Operating Revenue	656	736	+80	+12.2%
Logistics business	645	720	+75	+11.6%
Warehousing/Port transportation	320	344	+24	+7.6%
Airfreight forwarding(FWD)	90	136	+46	+51.4%
3PL/LLP	199	202	+3	+1.9%
Land transportation	67	71	+4	+7.1%
Elimination of intra-group transactions	-30	-34	-4	—
Real estate business	13	20	+7	+45.6%
Eliminate/Corporate	-2	-3	-1	—
Operating Profit	38	64	+26	+66.8%
Logistics business	46	69	+23	+49.5%
Warehousing/Port transportation	17	19	+2	+10.6%
Airfreight forwarding(FWD)	8	30	+22	+276.0%
3PL/LLP	18	17	-1	-2.0%
Land transportation	5	5	+0	+1.0%
Elimination of intra-group transactions	-1	-1	-0	—
Real estate business	4	8	+4	+121.4%
Eliminate/Corporate	-12	-13	-1	—

- Full-scale operation of EC logistics base in Kansai region
- Full-scale operation of the base opened in the previous fiscal year in Slovakia, Europe (new business)
- Increase in marine transportation

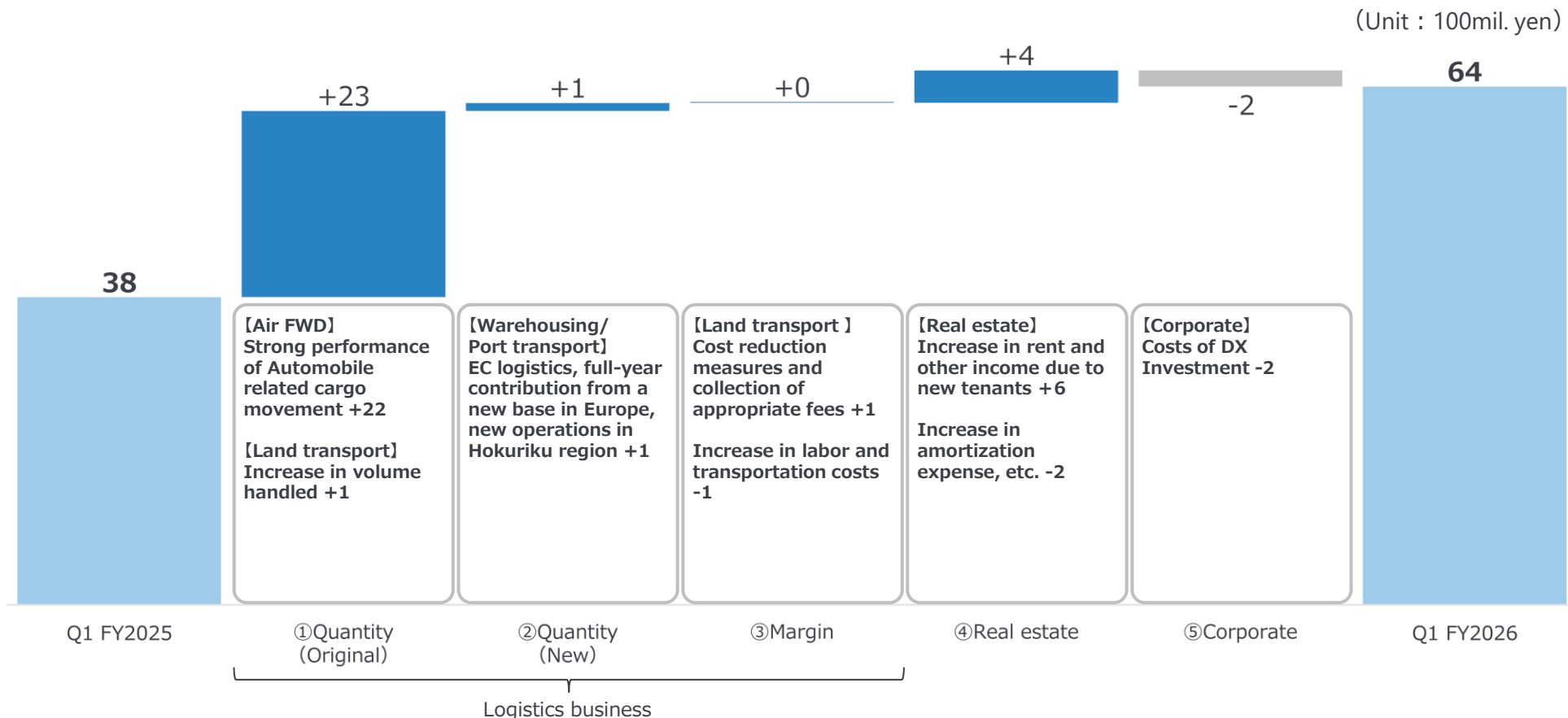
- Automotive-related cargo movement was strong

- Full-scale operation of new bases
- Started new business in Hokuriku region
- Increase in marine transportation

- New tenants in major buildings

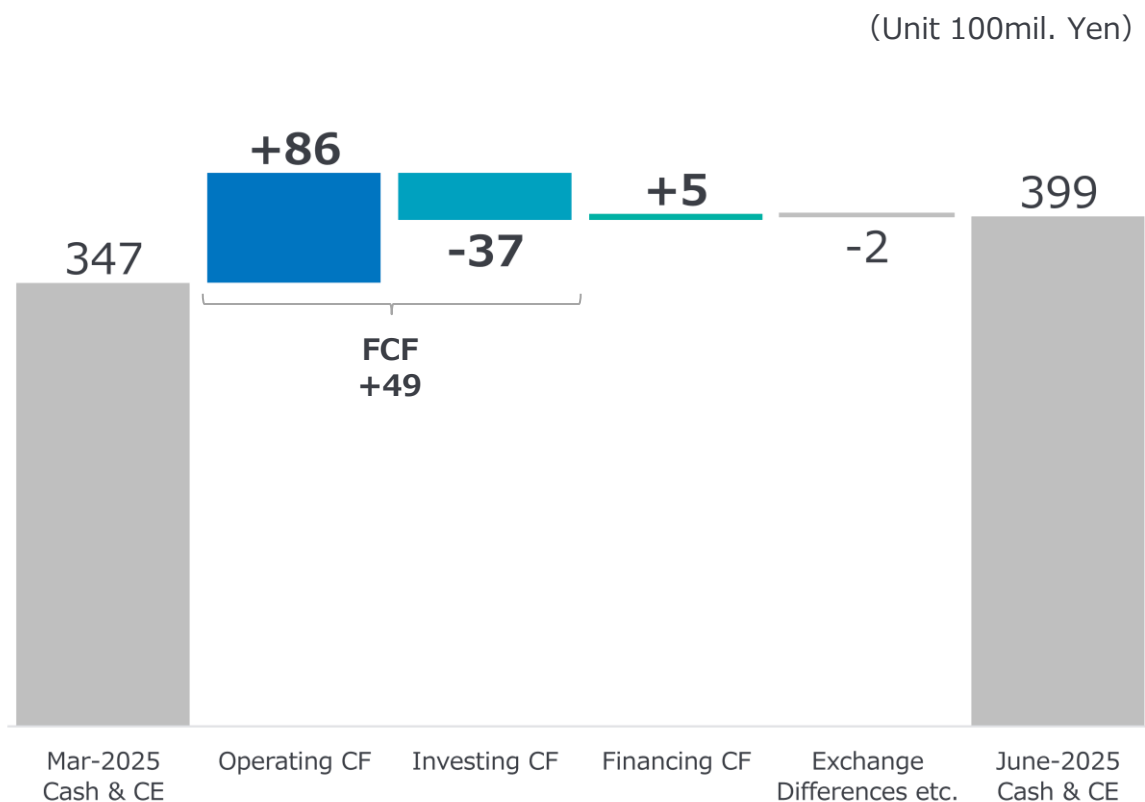
► Main Factors of Changes in Operating Profit

- Increased handling of automobile-related air freight forwarding and full-scale operation of e-commerce logistics bases
- Despite increases in labor and transportation costs, the Company responded by implementing cost reduction measures and collecting appropriate fees
- Airfreight rates remained flat, so the change in margins had no impact on earnings
- Increase due to new tenants move-in at MSH Nihonbashi Hakozaeki Building in real estate business



► Cash Flow Status

- Operating cash flow was a net cash inflow of 8.6 billion yen, mainly due to the recording of net income.
- Investment in the Hakozaki Building's multi-tenant construction project.



Major Breakdown of Cash Flows

• Operating CF	:	+86
Profit before income taxes	:	+61
Depreciation/Amortization of goodwill	:	+28
Decrease (increase) in trade receivables/trade payables	:	-14
Income taxes paid	:	-15
• Investing CF	:	-37
Capital investment	:	-37
Software investment	:	-4
(Subtotal) Free cash-flow	:	+51
• Financing CF	:	+5
Change in borrowings and bonds (Net)	:	+39
Dividends paid	:	-18
• Total of Change in Cash and Cash Equivalents	:	+52

► Balance Sheet Status

- D/E ratio remains flat
- Maintain a stable balance sheet with sufficient capacity for future strategic investments
- R&I rating changed from “A-” to “A”

(Unit: 100 mil. yen)

Total Consolidated	Balance as of Mar. 31, 2025	Balance as of June 30, 2025	Change
Total Assets	2,804	2,868	+64
Cash and deposits	355	405	+50
Trade receivables	357	375	+18
Tangible and Intangible assets	1,547	1,547	+0
Interest-bearing debt (including Lease obligations)	876	912	+36
Borrowings and Bonds	816	856	+40
Lease obligations	60	57	-3
Equity Capital	1,172	1,189	+17
Equity ratio	41.8%	41.4%	-0.4
D/E ratio	0.75	0.77	+0.02

- Increase in accounts receivable due to increased air cargo transportation +0.9 bn yen

- Temporary short-term borrowings for dividend payments and tax payments +4.0 bn yen

- Reasons for the change in equity capital:
 Net Income +3.2 bn yen
 Dividends -1.8 bn yen
 Valuation difference on available-for-sale securities etc. +0.3 bn yen



Contents

- Executive Summary
- Q1 FY2026 Financial Results
- ▶ **FY2026 Financial Forecast**
 - Summary of FY2026 Financial Forecast
 - Financial Forecast by Segment
 - Cash Flow Forecast
 - Balance Sheet Forecast
- Shareholder Returns
- Appendix.1 Detailed Financial Data
- Appendix.2 Company Profile

► Summary of FY2026 Financial Forecast

- Automobile-related airfreight handling increased more than expected
- Revised H1 forecast upward in light of Q1 results
- Full-year forecast reflects only H1 revisions (H2 outlook remains unchanged from initial forecast)

(Unit: 100 mil. yen)

Total Consolidated	Q1 FY2026 Actual	H1 FY2026 Previous Forecast	Progress	H1 FY2026 Revised Forecast	Vs. Previous Forecast	FY2026 Revised Forecast	Vs. Previous Forecast
Operating Revenue	736	1,460	50.4%	1,460	—	2,940	—
Operating Profit	64	98	65.2%	108	+10	210	+10
Ordinary Profit	65	99	66.0%	104	+5	200	+5
Profit attributed to owners of parent	33	49	66.8%	50	+1	103	+1

► Financial Forecast by Segment

(Unit: 100 mil. yen)

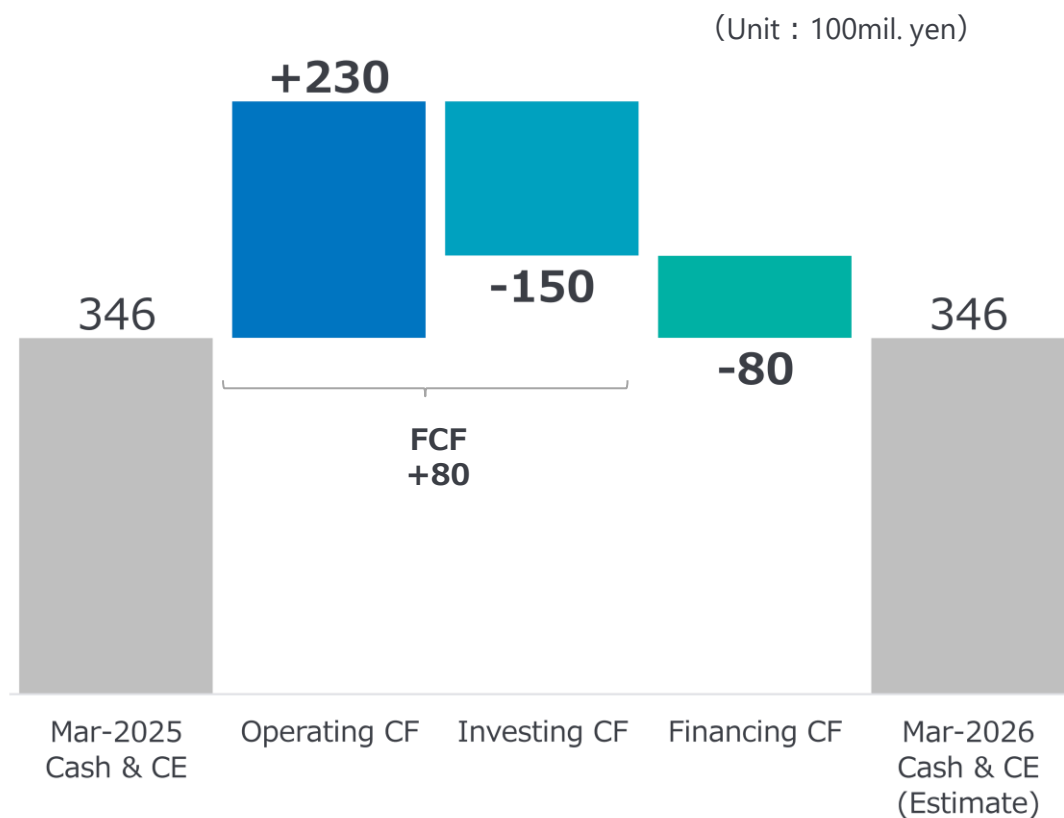
Segment	Q1 FY2026 Actual	H1 FY2026 Previous Forecast	Progress
Operating Revenue	736	1,460	50.4%
Logistics business	720	1,423	50.6%
Warehousing/Port transportation	344	710	48.4%
Airfreight forwarding(FWD)	136	235	57.9%
3PL/LLP	202	410	49.4%
Land transportation	71	140	51.0%
Elimination of intra-group transactions	-34	-72	—
Real estate business	20	40	48.9%
Eliminate/Corporate	-3	-3	—
Operating Profit	64	98	65.2%
Logistics business	69	113	61.3%
Warehousing/Port transportation	19	41	45.9%
Airfreight forwarding(FWD)	30	31	95.2%
3PL/LLP	17	34	51.1%
Land transportation	5	8	57.8%
Elimination of intra-group transactions	-1	-1	108.7%
Real estate business	8	14	55.6%
Eliminate/Corporate	-13	-29	45.4%

H1 FY2026 Revised Forecast	Vs. Previous Forecast	FY2026 Revised Forecast	Vs. Previous Forecast
1,460	—	2,940	—
1,423	—	2,860	—
710	—	1,455	—
235	—	459	—
410	—	825	—
140	—	275	—
-72	—	-154	—
40	—	86	—
-3	—	-6	—
108	+ 10	210	+ 10
123	+ 10	238	+ 10
41	—	89	—
41	+ 10	68	+ 10
34	—	68	—
8	—	15	—
-1	—	-2	—
14	—	35	—
-29	—	-63	—

- Increase in automobile-related cargo handling

► Cash Flow Forecast

- Operating cash flow is expected to be a cash inflow of 23.0 billion yen
- Cash flow from investment is expected to be used for the construction of a warehouse at the New Port of Busan, South Korea.



Major Breakdown of Cash Flows (Forecast)

• Operating CF	:	+230
Profit attributed to owners of parent	:	+103
Depreciation/Amortization of goodwill	:	+115
• Investing CF	:	-150
Capital investment	:	-110
Software investment	:	-40
(Subtotal) Free cash-flow	:	+80
• Financing CF	:	-80
Change in borrowings and bonds (Net)	:	-15
Dividends paid	:	-38
• Total of Change in Cash and Cash Equivalents	:	±0

► Balance Sheet Forecast

- **Maintain the D/E ratio below 1.0x**
Maintain sufficient investment capacity in preparation for further strategic investment
- **ROE in FY26/3 will remain largely unchanged due to one-time expenses incurred in connection with head office relocation, etc.**
In FY27/3, we aim to improve capital efficiency by eliminating one-time expenses, fully operating MSH Nihonbashi Hakozaeki Building, and growing profits in logistics business

(Unit: 100 mil. yen)

Total Consolidated		Balance as of Mar. 31, 2025 (Actual)	Balance as of Mar. 31, 2026 (Forecast)	Change
Total Assets		2,804	2,875	+71
Interest-bearing debt (including Lease obligations)		876	865	-11
Borrowings and Bonds		816	800	-16
Lease obligations		60	65	+5
Equity Capital		1,172	1,240	+68
Financial Soundness	Equity ratio	41.8%	43.1%	+1.3
	D/E ratio	0.75	0.70	-0.05
Capital Efficiency	ROE	8.8%	8.5%	-0.3

- Expect increase in tangible fixed assets due to construction of warehouse in Korea, etc.

- Capital expenditures will be made within free cash flow, and interest-bearing debt is expected to decrease

- Continued impact of the one-time decrease in profits resulting from the multi-tenancy of the MSH Nihonbashi Hakozaeki Building
- In addition, one-time costs associated with head office relocation
- One-time expenses are expected to be eliminated from FY27/3 onward, and MSH Nihonbashi Hakozaeki Building is expected to be fully occupied for the full year



Contents

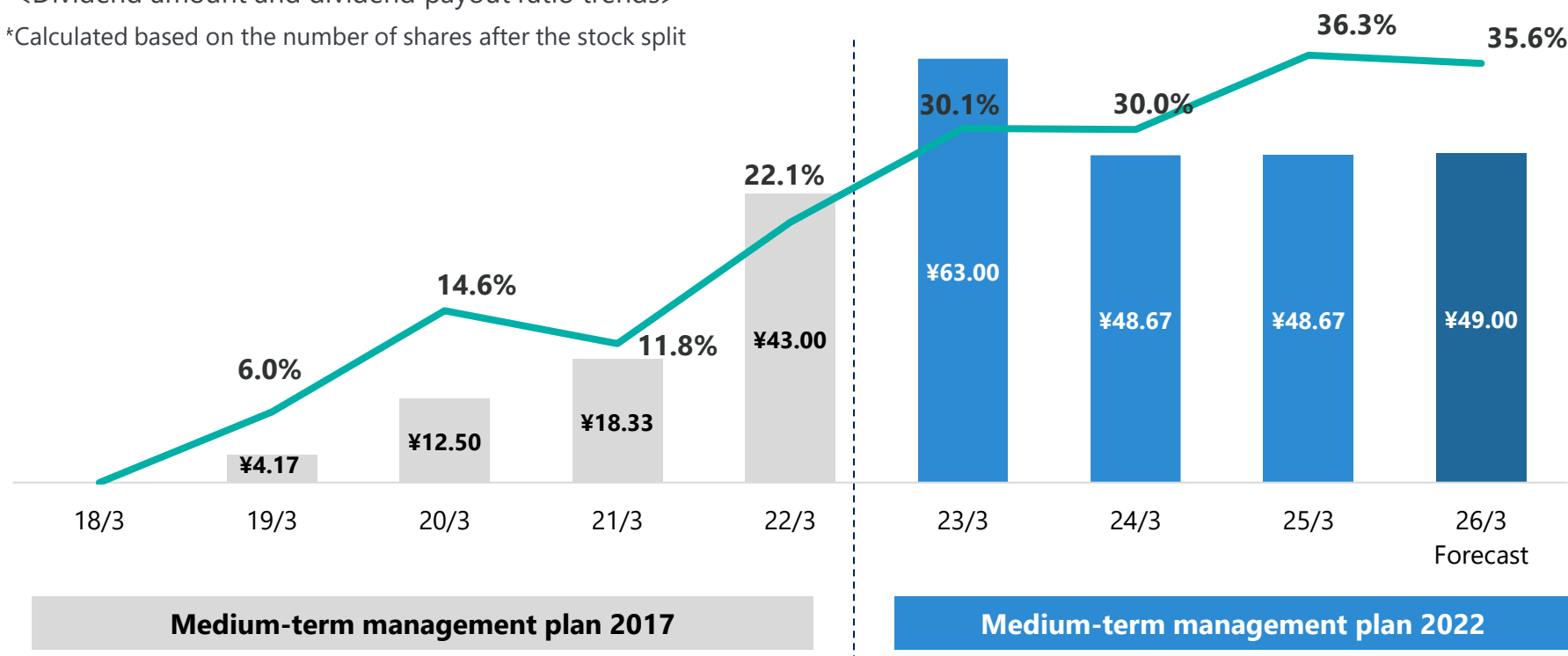
- Executive Summary
- Q1 FY2026 Financial Results
- FY2026 Financial Forecast
- ▶ **Shareholder Returns**
- Appendix.1 Detailed Financial Data
- Appendix.2 Company Profile

► Shareholder Returns

- ✓ A 3-for-1 stock split of our common shares to enhance share accessibility and broaden the investor base
- ✓ Maintain the dividend for FY2026 at the same level as for FY2025, taking into account the progress of the medium-term management plan and the viewpoint of stable dividend payment
- ✓ No change in dividend policy: Flexible dividends linked to our performance based on an annual dividend payout ratio of 30%

<Dividend amount and dividend payout ratio trends>

*Calculated based on the number of shares after the stock split





Contents

- Executive Summary
- Q1 FY2026 Financial Results
- FY2026 Financial Forecast
- Shareholder Returns
- ▶ **Appendix.1 Detailed Financial Data**
- Appendix.2 Company Profile

► Changes in Quarterly Business Performance

	Year-ago Quarter	Most Recent Quarter				(Unit: 100 mil. yen, rounded off to the nearest integer)		
	FY2025					FY2026		
Total Consolidated	Q1	Q2	Q3	Q4	Full-year	Q1	YoY	QoQ
Operating Revenue	656	731	733	687	2,807	736	+12.2%	+7.1%
Logistics business	645	717	717	672	2,751	720	+11.6%	+7.2%
Warehousing/Port transportation	320	353	362	338	1,373	344	+7.6%	+1.7%
Airfreight forwarding(FWD)	90	123	114	112	438	136	+51.4%	+21.1%
3PL/LLP	199	208	206	191	804	202	+1.9%	+6.0%
Land transportation	67	68	72	66	272	71	+7.1%	+8.7%
Elimination of intra-group transactions	-30	-35	-36	-35	-136	-34	+12.9%	-5.2%
Real estate business	13	16	18	20	67	20	+45.6%	-1.1%
Eliminate/Corporate	-2	-2	-2	-4	-10	-3	+49.4%	-18.8%
Operating Profit	38	56	55	29	178	64	+66.8%	+119.7%
Logistics business	46	65	62	40	214	69	+49.5%	+72.3%
Warehousing/Port transportation	17	21	23	14	74	19	+10.6%	+37.9%
Airfreight forwarding(FWD)	8	21	18	15	62	30	+276.0%	+98.1%
3PL/LLP	18	20	17	11	67	17	-2.0%	+51.3%
Land transportation	5	4	4	1	14	5	+1.0%	+384.6%
Consolidation adjustment, etc.	-1	-1	-1	-1	-3	-1	+26.5%	+36.3%
Real estate business	4	5	7	6	22	8	+121.4%	+31.5%
Eliminate/Corporate	-12	-14	-15	-17	-57	-13	+13.9%	-22.7%
Ordinary Profit	40	55	56	29	180	65	+63.5%	+122.4%
Profit attributed to owners of parent	30	29	31	11	100	33	+10.0%	+203.2%

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

► Changes in Annual Business Performance

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

Total Consolidated	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 (Forecast)
Operating Revenue	2,255	2,332	2,419	2,411	2,536	3,010	3,008	2,606	2,807	2,940
Logistics business	2,168	2,248	2,334	2,320	2,446	2,922	2,920	2,518	2,751	2,860
Warehousing/Port transportation	1,164	1,139	1,174	1,143	1,152	1,255	1,383	1,229	1,373	1,455
Airfreight forwarding(FWD)	228	325	329	304	375	685	568	353	438	459
3PL/LLP	587	616	653	678	747	868	879	766	804	825
Land transportation	271	273	278	276	274	277	279	277	272	275
Elimination of intra-group transactions	-82	-105	-100	-82	-101	-163	-188	-107	-136	-154
Real estate business	94	92	92	98	96	96	96	96	67	86
Eliminate/Corporate	-7	-8	-7	-7	-7	-8	-8	-8	-10	-6
Operating Profit	58	70	120	118	177	259	260	208	178	210
Logistics business	45	59	98	91	150	237	239	194	214	238
Warehousing/Port transportation	20	27	42	37	51	66	89	73	74	89
Airfreight forwarding(FWD)	23	22	26	23	49	104	78	47	62	68
3PL/LLP	17	13	31	30	46	63	62	61	67	68
Land transportation	12	10	12	12	15	13	13	14	14	15
Consolidation adjustment, etc.	-27	-12	-12	-11	-11	-9	-2	-1	-3	-2
Real estate business	50	50	51	59	58	58	59	59	22	35
Eliminate/Corporate	-37	-39	-30	-32	-32	-36	-39	-46	-57	-63
Ordinary Profit	37	65	111	105	172	256	265	210	180	200
Profit attributed to owners of parent	-234	44	52	64	115	145	156	121	100	103

• 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.

► Changes in Balance Sheet and Various Indicators

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

Total Consolidated	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Assets	739	684	648	578	634	774	765	736	832
Non-current Assets	1,938	1,948	1,873	1,815	1,750	1,809	1,822	1,900	1,971
Total Assets	2,677	2,632	2,521	2,393	2,384	2,583	2,587	2,635	2,804
Current Liabilities	659	755	636	672	637	654	542	612	565
Non-current Liabilities	1,600	1,393	1,362	1,173	1,061	1,042	1,004	816	942
Total Liabilities	2,259	2,148	1,998	1,845	1,698	1,697	1,546	1,427	1,506
Equity Capital	377	440	474	497	627	795	933	1,099	1,172
Non-controlling Interests	41	44	48	51	58	92	108	109	126
Total Net Assets	418	484	522	548	685	886	1,041	1,208	1,297
Total Liabilities and Net Assets	2,677	2,632	2,521	2,393	2,384	2,583	2,587	2,635	2,804
Operating Profit ratio	2.6%	3.0%	5.0%	4.9%	7.0%	8.6%	8.6%	8.0%	6.4%
Total Assets Turnover ratio	0.8	0.9	0.9	1.0	1.1	1.2	1.2	1.0	1.0
Equity ratio	14.1%	16.7%	18.8%	20.8%	26.3%	30.8%	36.1%	41.7%	41.8%
ROE	-47.1%	10.7%	11.4%	13.2%	20.5%	20.4%	18.1%	11.9%	8.8%
D/E ratio	4.5	3.6	3.0	2.6	1.8	1.3	1.0	0.8	0.8
EPS(Unit: 1yen)	-314.4	59.1	69.7	85.8	155.0	194.7	209.4	162.1	134.3
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
Payout ratio	-	-	6.0%	14.6%	11.8%	22.1%	30.1%	30.0%	36.3%
DOE	1.2%	-	0.7%	1.9%	2.4%	4.5%	5.4%	3.6%	3.2%

• 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.

► Consolidated Financial Results

(Unit: 100 mil. yen)

Total Consolidated	Q1 FY2025 (3 months)	Q1 FY2026 (3 months)	Change
Operating Revenue	656	736	+80
Operating Profit	38	64	+26
Non-operating Profit (Loss)	2	1	-1
Financial Profit/Loss	2	2	+0
Others	-0	-1	-1
Ordinary Profit	40	65	+25
Extraordinary Gains	5	—	-5
Extraordinary Losses	—	4	+4
Profit before income taxes	45	61	+16
Income taxes	9	17	+8
Profit attributable to non-controlling interests	6	11	+5
Profit attributed to owners of parent	30	33	+3

- Reactionary decrease in extraordinary gain on step acquisition of a Chinese joint venture company as a subsidiary through additional acquisition of its shares in the previous fiscal year -0.5 bn yen

- Expenses associated with relocation of head office +0.4 bn yen

► Consolidated Financial Forecast

(Unit: 100 mil. yen)

Total Consolidated	FY2025 Results (^{'24.4} - ^{'25.3})	FY2026 Forecast (^{'25.4} - ^{'26.3})	Change
Operating Revenue	2,807	2,940	+133
Operating Profit	178	210	+32
Non-operating Profit (Loss)	2	-10	-12
Financial Profit/Loss	2	-1	-3
Others	-0	-9	-9
Ordinary Profit	180	200	+20
Extraordinary Gains	18	—	-18
Extraordinary Losses	16	10	-6
Profit attributed to owners of parent	100	103	+3

- Interest rates are expected to rise

- Expect loss on disposal of fixed assets
- Eliminate positive impact of foreign exchange rates fluctuations

- Occurrence of one-time expenses associated with the head office relocation



Contents

- Executive Summary
- Q1 FY2026 Financial Results
- FY2026 Financial Forecast
- Shareholder Returns
- Appendix.1 Detailed Financial Data
- ▶ **Appendix.2 Company Profile**

► 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

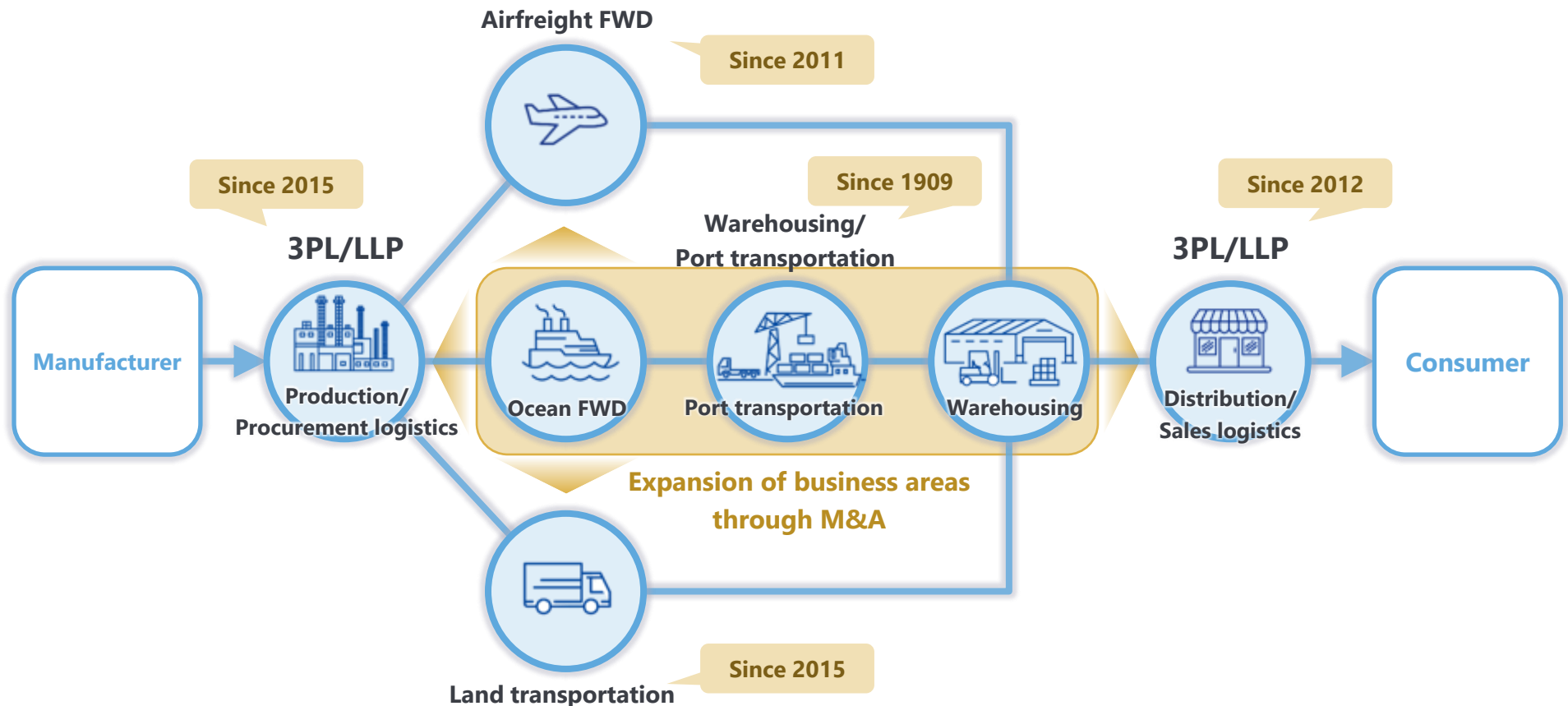
Mitsui-Soko Group value chain: Comprehensive end-to-end logistics services



► Business Introduction

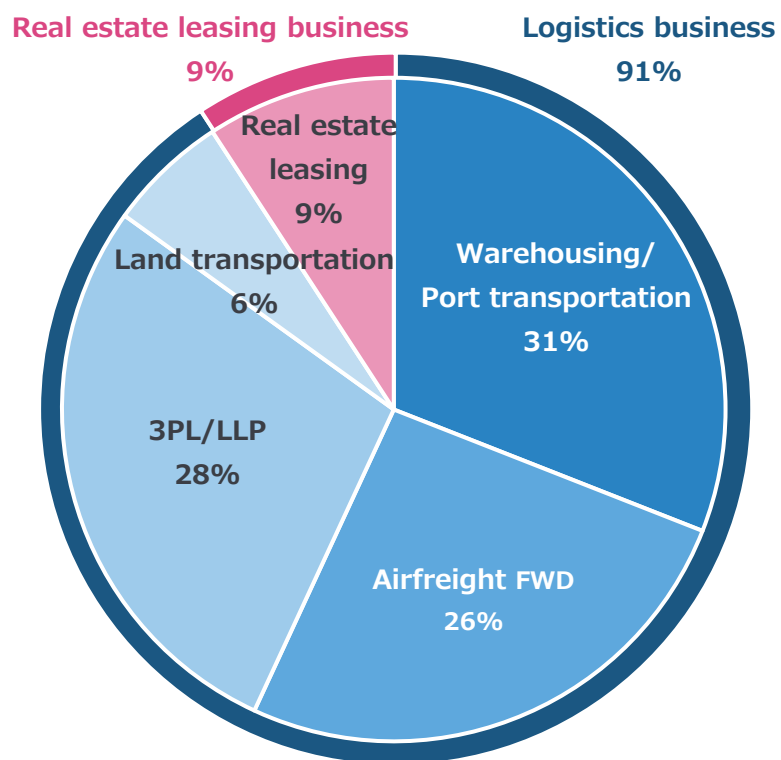
- After expanding business areas from warehousing business through M&A, our Group has grown into a comprehensive logistics company with multifaceted expertise
- With a comprehensive lineup of logistics service functions, our Group can provide end-to-end integrated logistic solution services

Expansion of business areas through M&A



► Business Introduction

Breakdown of operating profit by segment



Figures are actual results for the fiscal year ending March 31, 2025.

	Details of business segment	Main cargoes
Warehousing/Port transportation	<ul style="list-style-type: none"> Asset-type distribution that utilizes company-owned multifunctional logistics facilities 	<ul style="list-style-type: none"> Handling of food raw materials, pharmaceuticals and medical devices, and highly functional materials
Airfreight FWD	<ul style="list-style-type: none"> Airfreight forwarding (joint venture with Toyota Motor Corporation) 	<ul style="list-style-type: none"> Handling of automotive parts
3PL/LLP	<ul style="list-style-type: none"> Logistics consulting, operation/delivery at non-asset logistics centers (including joint venture with Sony) 	<ul style="list-style-type: none"> Handling of home appliances and precision equipment such as semiconductors
Land transportation	<ul style="list-style-type: none"> Truck transportation and operation of company-owned logistics centers 	<ul style="list-style-type: none"> Handling of daily necessities and non-prescription pharmaceuticals
Real estate leasing	<ul style="list-style-type: none"> Leasing business with company-owned real estate 	<ul style="list-style-type: none"> Offices/Residences

► History of the Mitsui-Soko Group

Consolidated earnings

Operating revenue

Operating profit

April 2012 : Sanyo-Denki Logistics
 July 2012 : TAS express
 (Joint venture with Toyota Motor Corporation)
 April 2015 : Sony Supply Chain Solutions
 (Joint venture with Sony)
 July 2015 : Prime Cargo (Denmark/Hong Kong)
 August 2015 : North Star Logistics (Thailand)
 December 2015 : Marukyo Transportation

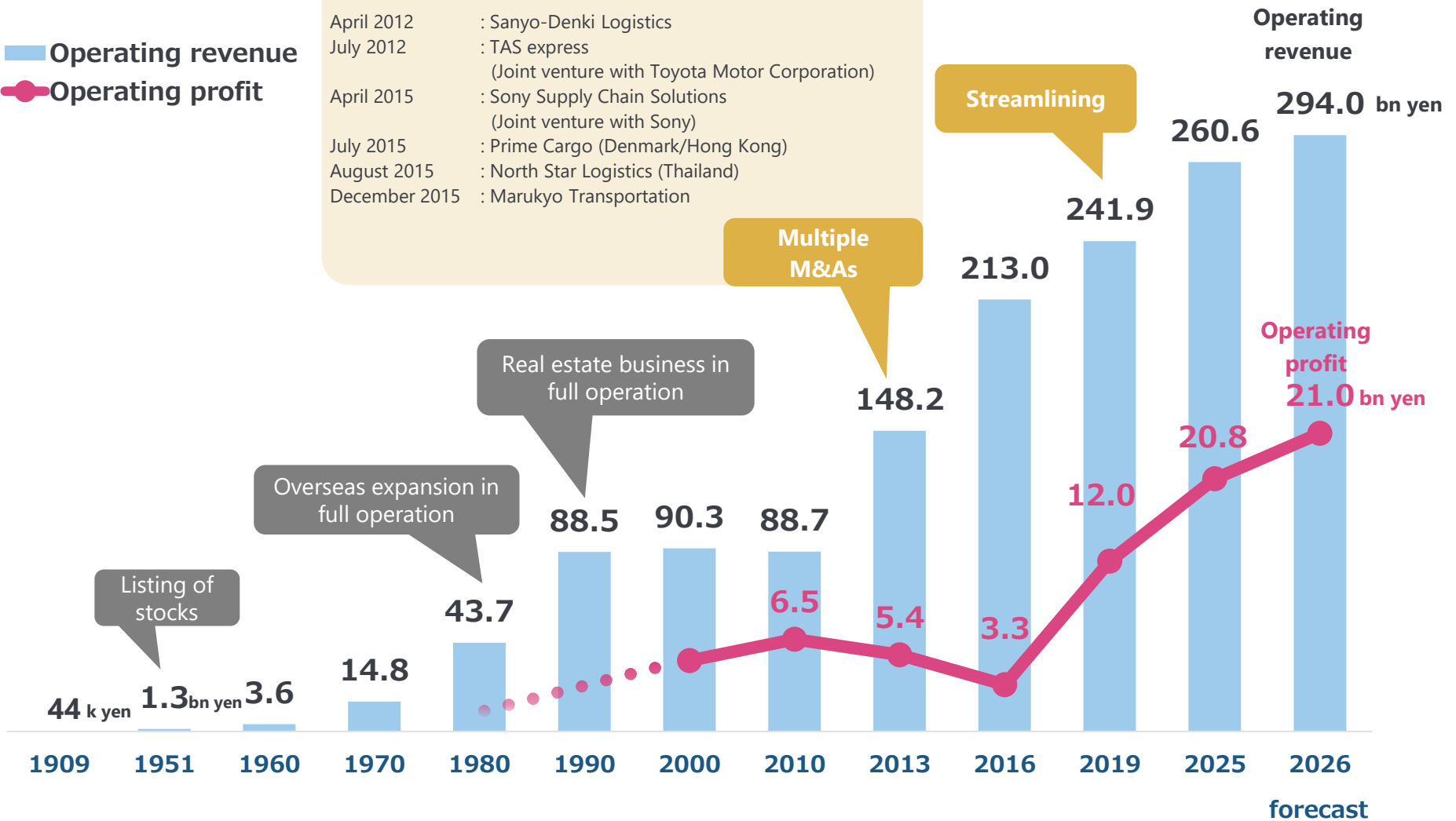
Streamlining

Multiple
M&As

Real estate business in
full operation

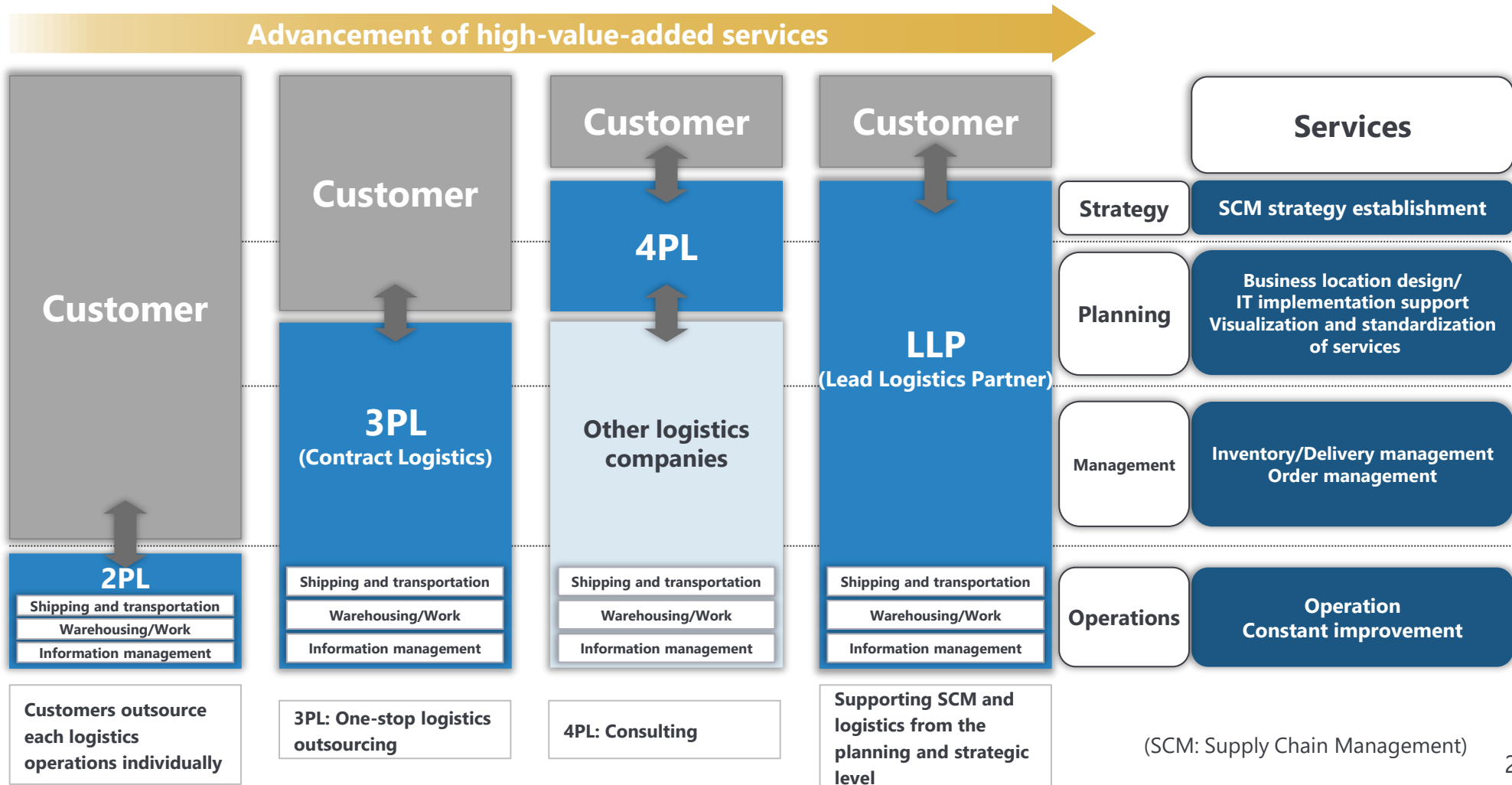
Overseas expansion in
full operation

Listing of
stocks



► 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



► 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

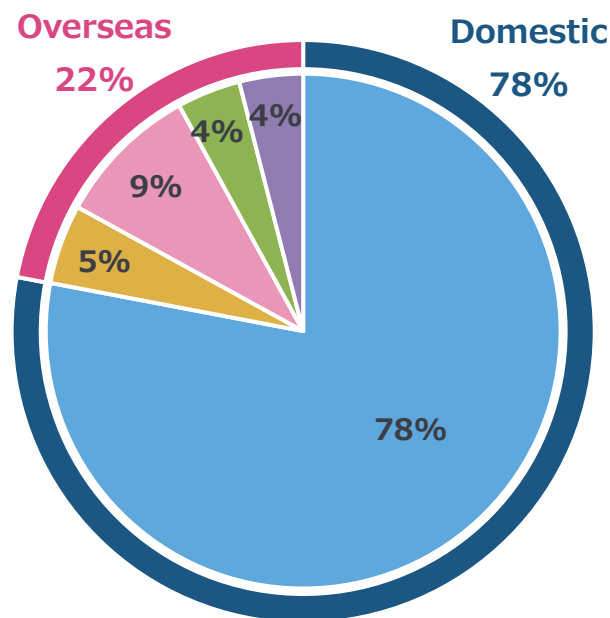
Business segment	Ratio to operating profit	
Warehousing/ Port transportation	46%	General trading companies Textile/Chemical/Daily necessities/Glass/Apparel manufacturers Pharmaceutical/Medical device manufacturers
Airfreight FWD	15%	Automobile/Automotive parts manufacturers General trading companies Chemical manufacturers
3PL/LLP	27%	Electronic/Machine/Home appliance manufacturers Appliance and electronics mass retailers
Land transportation	9%	Consumer goods manufacturers/wholesalers Drugstores Beverage manufacturers
Real estate leasing	2%	IBM Japan etc.

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

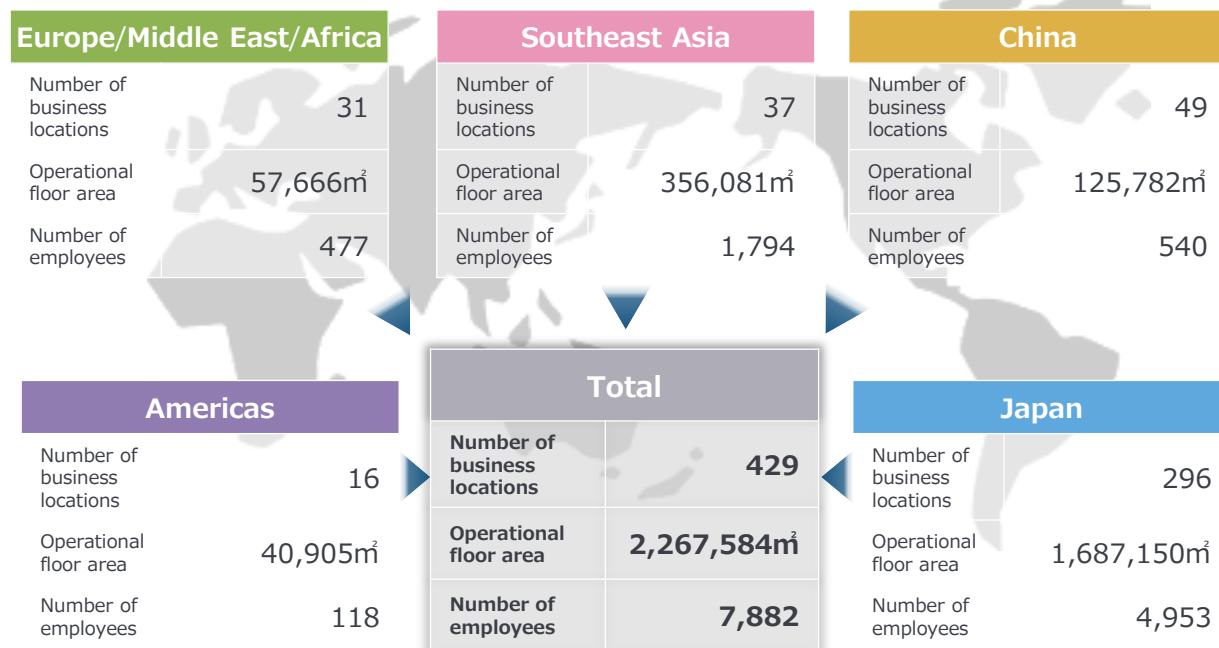
Figures are actual results for the fiscal year ending March 31, 2025.

► Customer Base

- Our Group boasts a global network with about 296 offices in Japan and about 400 offices all over the world, and the operational floor area of about 2.26 million square meters
- Our Group has expanded overseas business to 20 countries, mainly in Asia, and now about 22% of the operating revenue is attributable to our overseas businesses



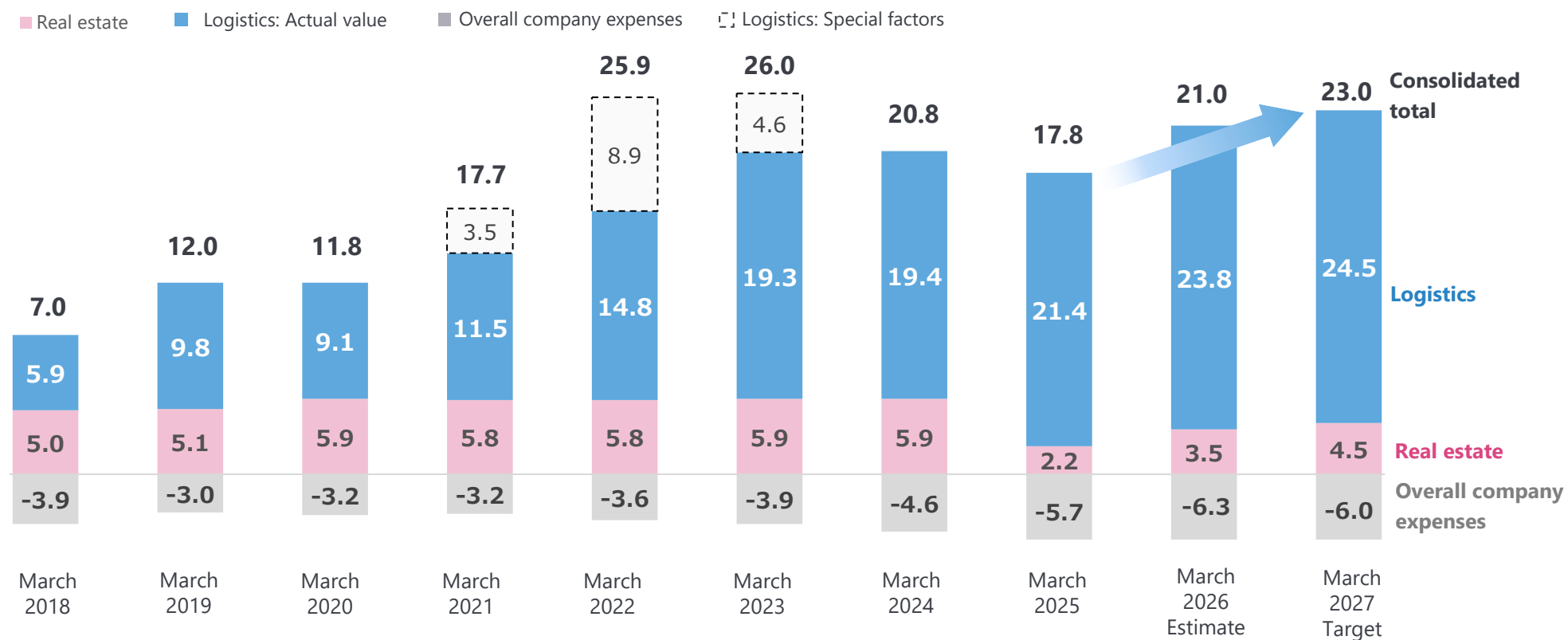
■	Japan	78%
■	China	5%
■	Southeast Asia	9%
■	Europe/Middle East/Africa	4%
■	Americas	4%



► Organic Growth

- Our Group plans to grow our operating profit to 23 billion yen for FY2027, the final year of medium-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

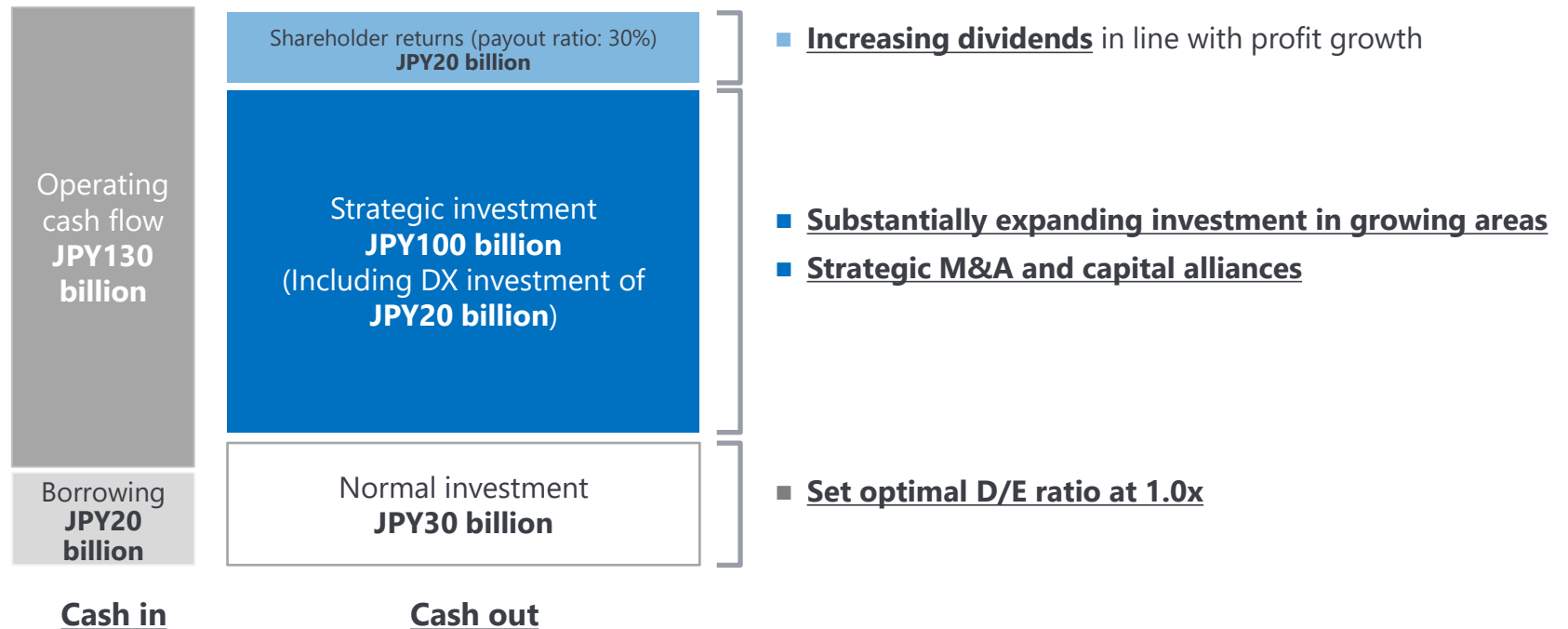
Growth of operating profit (JPY Bn)



► Funding and Allocation

- Our Group has adopted a cashflow/allocation policy that balances proactive investment and shareholder returns enhancement

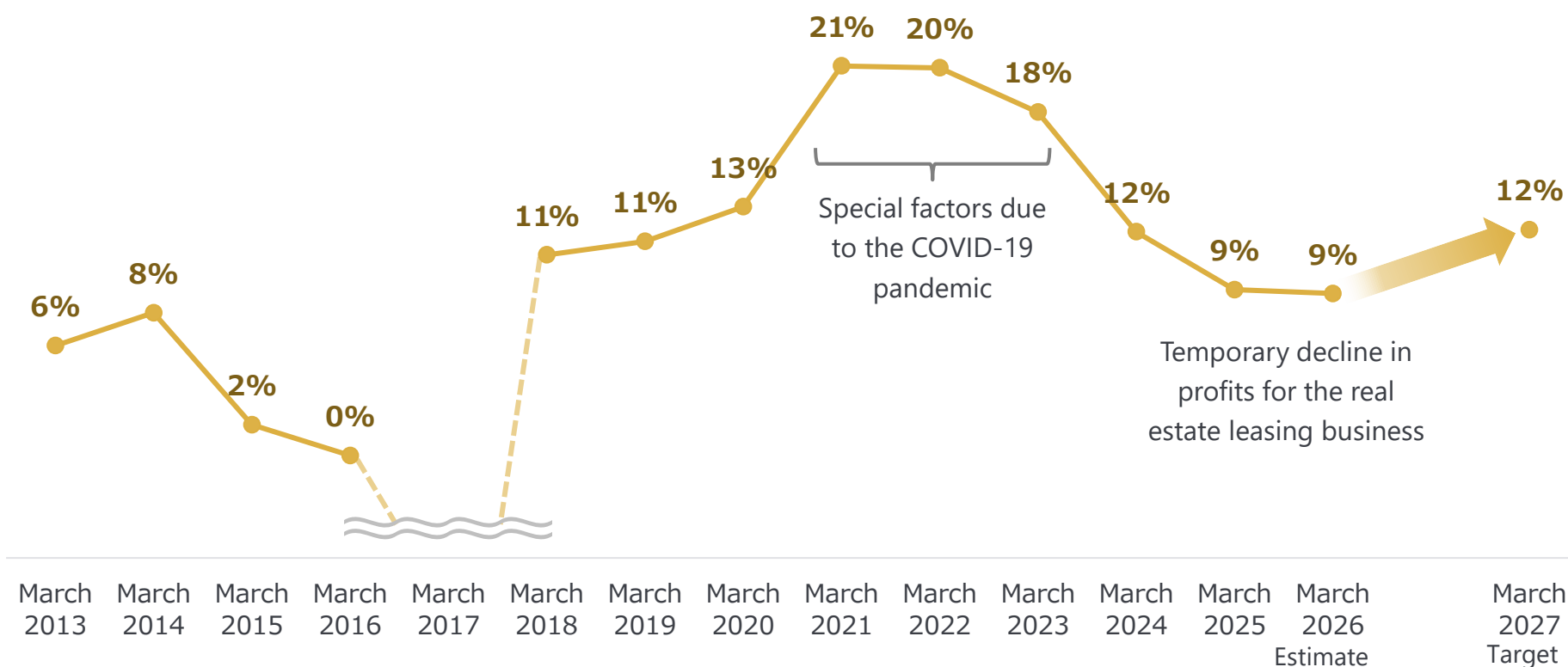
Funding and allocation (5-year cumulative total: FY2023 to FY2027)



► ROE Target (FY2027: 12%)

- Our Group conducts business management that emphasizes maintaining a high level of capital efficiency
- Our Group has set an ROE target of more than 12% for the final fiscal year of the medium-term management plan

ROE levels



► 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

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

Mobility

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

Healthcare

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

**B2B2C
consumer
goods**

Our strengths

- 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
- 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
- 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

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

► 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

Industry	Value chain	Raw materials/Materials/Parts			Finished goods			Distribution	
		Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Sales logistics
Healthcare									
Automotive									
Home appliances									
Precision equipment/ Machinery									
Consumer goods									
Interior/Furniture									
Food & beverage									
Apparel									
Paper/Pulp									
Chemicals									

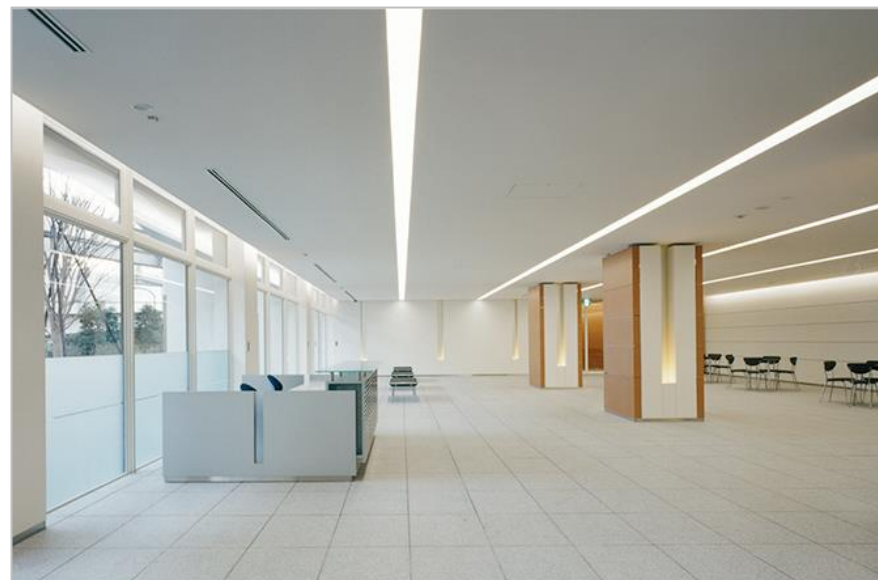
► Revenue Structure (real estate leasing business)

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 Hakozaiki Building	135,887m ²
		MSC Center Building	32,507m ²
		MSC Onarimon Building	10,516m ²
		MSC Fukagawa Building	14,199m ²
		MSC Fukagawa Building No. 2	22,046m ²
Total		Five properties	215,155m ²

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



► 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 is estimated to be reached during FY2027

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
- **The occupancy rate is expected to reach 100%**
- **Full utilization is estimated to be reached during FY2027**
- **The occupancy rate is expected to reach 100%**
- **Full utilization is estimated to be reached during FY2027**



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

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.

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.