MITSUI-SOKO GROUP

August 7, 2026

Fiscal 2027 1st Quarter

Financial Results

MITSUI-SOKO HOLDINGS Co., Ltd

Securities code：9302

INDEX

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▶ Executive Summary

Q1 FY2027 Results

Increased operating revenue driven by strong cargo movements, including air freight volumes, despite a year-on-year decline in operating profit due to a reactionary drop in high-value-added transport demand in the previous fiscal year

Operating revenue	***¥80.7*** bn	YoY	***+9.6*** %
Operating profit	***¥5.7*** bn	YoY	***-10.8*** %

FY2027 Full-year Forecast

Progressing steadily with FY2027 performance in line with the plan, driven by increased handling volumes from cargo movement recovery and new business expansion in the logistics business, alongside the full-year contribution of major properties in the real estate business

Operating revenue	***¥316.0*** bn	Progress	***25.5*** %
Operating profit	***¥23.0*** bn	Progress	***24.8*** %

Shareholder Returns

【Dividends】

Maintaining performance-linked dividends based on a 30% payout ratio

Increasing the annual dividend to 50 yen for FY2027

Interim dividend (Forecast)	***¥25.0***		
Year-end dividend (Forecast)	***¥25.0***		
Annual dividend (Forecast)	***¥50.0***	Payout ratio (Forecast)	***30.0*** %

【Share repurchase】

Completed the share repurchase started in February 2026, acquiring the upper limit of 5.5 million shares in July 2026

INDEX

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▶Summary of Q1 FY2027 Financial Results

- **Increased revenue in the logistics business due to a recovery in cargo movements of imported goods such as food raw materials**
- **Consistently secured high profitability compared to typical years, despite a decrease in operating profit and ordinary profit due to a reactionary decline in high-value-added airfreight forwarding demand in the previous fiscal year**
- **Increased net income due to extraordinary gains from the sale of the insurance agency business**

(Unit: billion yen)

Total Consolidated	Q1 FY2026	Q1 FY2027	Change	Change %
Operating revenue	73.6	**80.7**	+7.1	+9.6%
Operating profit	6.4	**5.7**	-0.7	-10.8%
(Operating profit margin	8.7%	**7.1%**	-1.6pt	—)
Ordinary profit	6.5	**6.0**	-0.5	-7.8%
Profit attributable to owners of parent	3.3	**3.7**	+0.4	+12.9%

▶ Financial Results by Segment

(Unit: billion yen)

Segment	Q1 FY2026	Q1 FY2027	Change	Change %
Operating revenue	73.6	**80.7**	+7.1	+9.6%
Logistics Business	72.0	**78.4**	+6.4	+9.0%
Domestic and Overseas Logistics/ Port Transportation	34.4	**37.7**	+3.3	+9.6%
Airfreight Forwarding	13.6	**14.1**	+0.5	+3.6%
3PL/LLP	20.2	**22.5**	+2.3	+11.2%
Land Transportation	7.1	**7.6**	+0.5	+6.1%
Elimination of Intra-Group Transactions	-3.4	**-3.4**	-0.0	—
Real Estate Business	2.0	**2.5**	+0.5	+29.4%
Eliminations/Corporate	-0.3	**-0.3**	+0.0	—
Operating profit	6.4	**5.7**	-0.7	-10.8%
Logistics Business	6.9	**6.0**	-0.9	-12.7%
Domestic and Overseas Logistics/ Port Transportation	1.9	**2.1**	+0.2	+11.9%
Airfreight Forwarding	3.0	**1.8**	-1.2	-37.7%
3PL/LLP	1.7	**1.7**	-0.0	-1.6%
Land Transportation	0.5	**0.5**	+0.0	+0.8%
Elimination of Intra-Group Transactions	-0.1	**-0.1**	+0.0	—
Real Estate Business	0.8	**1.3**	+0.5	+62.8%
Eliminations/Corporate	-1.3	**-1.6**	-0.3	—

- Full-year contribution from healthcare logistics (Kansai region)

- Robust cargo movements of automotive parts

- Launch of new delivery and installation base (Chugoku-Shikoku region)

- Robust cargo movements of daily necessities

- Robust cargo movements of imported goods such as food raw materials
- Commencement of customs clearance and forwarding operations in Slovakia, Europe

- Consistently secured high profitability compared to typical years, despite a rebound decline in high-value-added transportation demand from the previous fiscal year

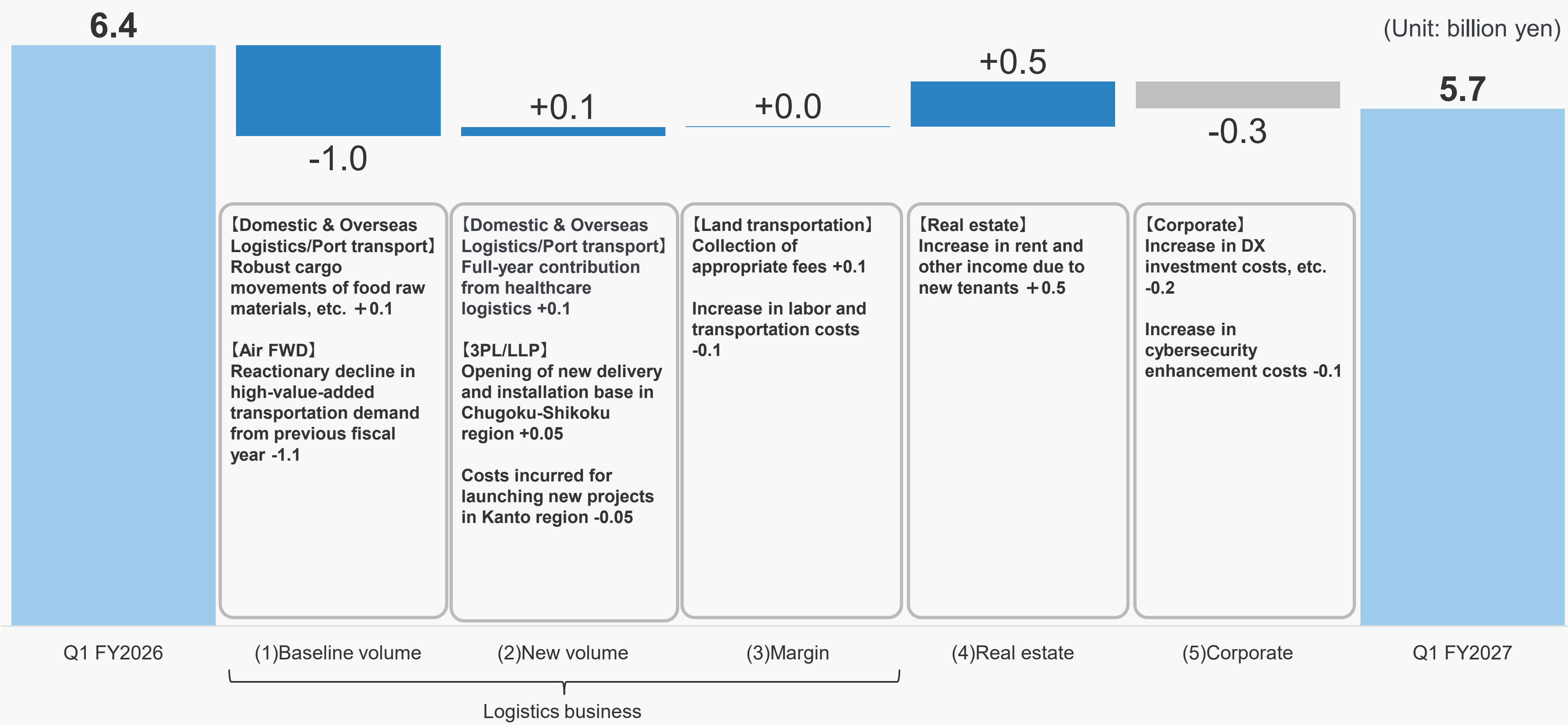
- Temporary cost increase due to launch of new projects (Kanto region)

- New tenants in major buildings

▶ Main Factors of Changes in Operating Profit

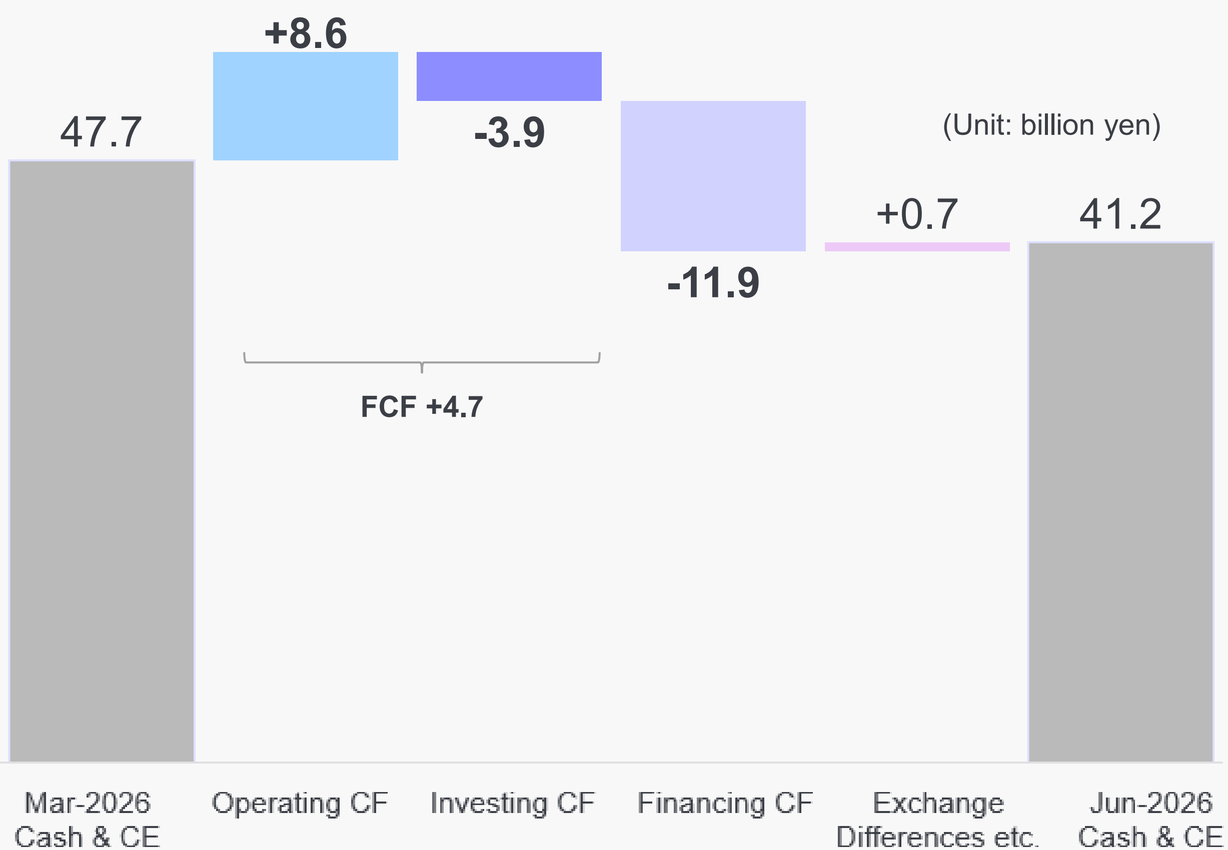
- Secured robust cargo movements of imported goods such as food raw materials and daily necessities, launched new operations for the retail sector, and benefited from the full-year contribution of healthcare cargo
- Faced a reactionary decline in airfreight forwarding following the high-value-added transport demand in the previous fiscal year
- Offset increases in labor and transportation costs through cost reduction measures and the collection of appropriate fees
- Increased profit due to new tenant move-ins at major buildings in the real estate business

(Unit: billion yen)



▶ Cash Flow Status

- Operating cash flow: Net cash inflow of ¥8.6 billion mainly due to the recording of net income
- Investing cash flow: Investment in new healthcare warehouses and a new warehouse at Busan New Port in South Korea, etc.
- Financing cash flow: Share repurchase, additional acquisition of subsidiary shares, and dividend payments



Major breakdown of cash flows

• **Operating CF**	**:**	**+8.6**
Profit before income taxes	:	+6.6
Depreciation/Amortization of goodwill	:	+3.0
Decrease (increase) in trade receivables/trade payables	:	-1.5
Income taxes paid	:	-2.6
• **Investing CF**	**:**	**-3.9**
Capital investment	:	-4.5
Software investment	:	-0.2
Sale of insurance agency business	:	+0.6
(Subtotal) Free cash flow	**:**	**+4.7**
• **Financing CF**	**:**	**-11.9**
Change in borrowings and bonds (Net)	:	+3.5
Dividends paid	:	-1.9
Share repurchase	:	-8.0
Additional acquisition of subsidiary shares	:	-3.5
• **Total of change in cash and cash equivalents**	**:**	**-6.5**

▶ Balance Sheet Status

- **Slightly decreased the equity ratio due to the share repurchase**
- **Kept the D/E ratio substantially flat**
- **Maintained a stable balance sheet in preparation for future investments in new warehouses, etc.**

(Unit: billion yen)

Total Consolidated	Balance as of Mar 31, 2026	Balance as of Jun 30, 2026	Change
Total assets	310.7	**312.2**	+1.5
Cash and deposits	48.0	**41.4**	-6.6
Trade receivables	39.5	**42.1**	+2.6
Tangible and intangible assets	157.4	**158.6**	+1.2
Interest-bearing debt (including lease obligations)	85.7	**89.1**	+3.4
Borrowings and bonds	79.7	**83.2**	+3.5
Lease obligations	6.0	**5.9**	-0.1
Equity capital	142.1	**136.3**	-5.8
Equity ratio	45.7%	**43.7%**	-2.0
D/E ratio	0.60	**0.65**	+0.05

- Increase in trade receivables driven by sales growth

- Increase in borrowings due to capital investment

- Main reasons for changes in equity capital
  Net income +¥3.7 bn
  Share repurchase -¥8.0 bn
  Dividends paid -¥1.9 bn

INDEX

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▶ Summary of FY2027 Financial Forecast

- **Progressed Q1 results as planned in line with the financial forecast**
- **Expecting full-year results to also be in line with the initial forecast**

(Unit: billion yen)

Total Consolidated	Q1 FY2027 Results	FY2027 Forecast	Progress
Operating revenue	80.7	**316.0**	25.5%
Operating profit	5.7	**23.0**	24.8%
Ordinary profit	6.0	**21.1**	28.4%
Profit attributable to owners of parent	3.7	**12.5**	29.6%

▶ Financial Forecast by Segment

(Unit: billion yen)

Segment	Q1 FY2027 Results	FY2027 Forecast	Progress
Operating revenue	80.7	**316.0**	25.5%
Logistics Business	78.4	**307.0**	25.6%
Domestic and Overseas Logistics/ Port Transportation	37.7	**143.0**	26.3%
Airfreight Forwarding	14.1	**62.2**	22.7%
3PL/LLP	22.5	**86.4**	26.0%
Land Transportation	7.6	**29.1**	26.0%
Elimination of Intra-Group Transactions	-3.4	**-13.7**	—
Real Estate Business	2.5	**10.0**	25.3%
Eliminations/Corporate	-0.3	**-1.0**	—
Operating profit	5.7	**23.0**	24.8%
Logistics Business	6.0	**25.3**	23.9%
Domestic and Overseas Logistics/ Port Transportation	2.1	**8.5**	24.8%
Airfreight Forwarding	1.8	**8.4**	21.9%
3PL/LLP	1.7	**7.1**	24.1%
Land Transportation	0.5	**1.6**	29.1%
Elimination of Intra-Group Transactions	-0.1	**-0.3**	—
Real Estate Business	1.3	**4.5**	28.1%
Eliminations/Corporate	-1.6	**-6.8**	—

- Robust cargo movements of automotive parts

- Launch of new operations and full-year contribution in domestic healthcare logistics, and increase in handling volume of food raw materials logistics

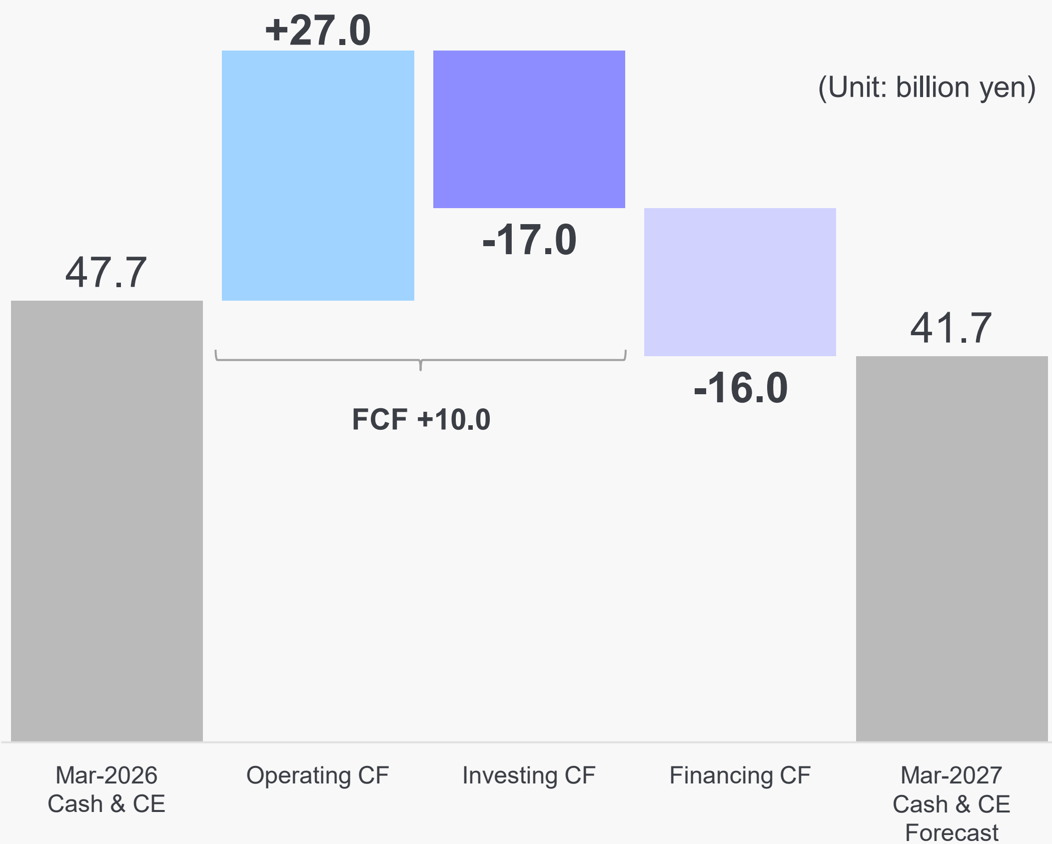
- Consistently secured high profitability compared to typical years
- Expected collection of appropriate fees despite a time lag in response to higher airfreight rates due to soaring fuel costs

- Launch of new operations for existing customers in home appliances and furniture

- Full-year contribution from new tenants at Hakozaki Building, Onarimon Building, etc.

▶ Cash Flow Forecast

- **Operating cash flow: Expected net cash inflow of ¥27.0 billion**
- **Investing cash flow: Expected investment in new healthcare warehouses and a new warehouse at Busan New Port in South Korea**
- **Financing cash flow: Including expenditures for share repurchase completed in July 2026**



Major breakdown of cash flows (Forecast)

• **Operating CF**	:	**+27.0**
Net income	:	+12.5
Depreciation/Amortization of goodwill	:	+12.5
• **Investing CF**	:	**-17.0**
Capital investment	:	-17.5
Software investment	:	-3.5
(Subtotal) Free cash flow	:	**+10.0**
• **Financing CF**	:	**-16.0**
Change in borrowings and bonds (Net)	:	+2.0
Dividends paid	:	-3.7
Share repurchase	:	-8.6
Additional acquisition of subsidiary shares	:	-3.5
• **Total of change in cash and cash equivalents**	:	**-6.0**

Balance Sheet Forecast

- **Maintaining flat equity capital due to dividends and the share repurchase, despite accumulated retained earnings**
- **Keeping the D/E ratio below 1.0x**
- **Expecting ROE to improve compared to FY2026 and remain at a level exceeding the cost of capital**

(Unit: billion yen)

Total Consolidated		Balance as of Mar 31, 2026 Results	Balance as of Mar 31, 2027 Forecast	Change
Total assets		310.7	**319.0**	+8.3
Interest-bearing debt (including lease obligations)		85.7	**88.0**	+2.3
Borrowings and bonds		79.7	**81.5**	+1.8
Lease obligations		6.0	**6.5**	+0.5
Equity capital		142.1	**144.0**	+1.9
Financial Soundness	Equity ratio	45.7%	**45.1%**	-0.6
	D/E ratio	0.60	**0.61**	+0.01
Capital Efficiency	ROE	8.6%	**8.7%**	+0.1

- Financing part of capital investment through borrowing
- Expected increase in interest-bearing debt

- Improvement of ROE due to increase in operating profit and net income

・D/E ratio＝Interest-bearing debt（including lease obligations）/ Equity capital

・ROE＝ Profit attributable to owners of parent / Equity capital （Average of fiscal year beginning and fiscal year end）

INDEX

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▶ Shareholder Returns

- **Annual dividend of ¥50 per share is planned for FY2027.**

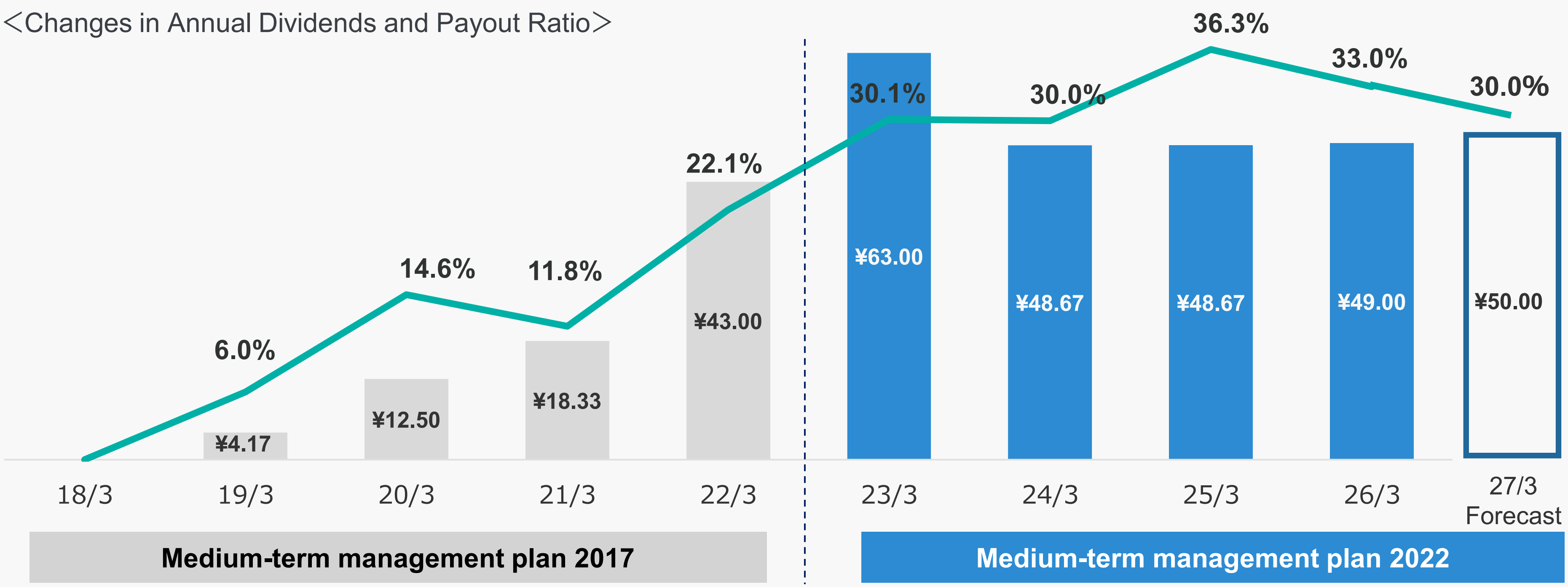
✓ **Dividend increase is expected in FY2027 under the dividend policy of "flexible dividends linked to performance based on a 30% payout ratio."**

✓ **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

＜Changes in Annual Dividends and Payout Ratio＞



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

INDEX

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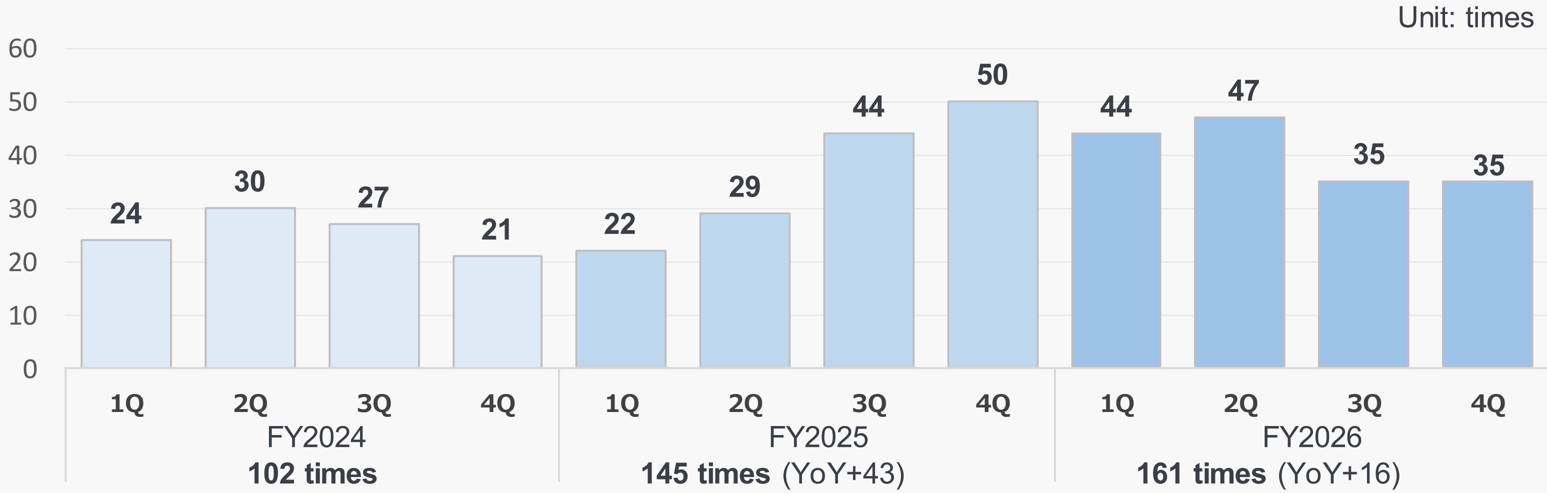
▶ Dialogue with Shareholders and Investors

Changes in number of IR interviews

- **Increasing number of IR interviews every fiscal year, and leveling off in FY2026 due to increase in regular interviews**



Implementation status of dialogue with shareholders and investors

Main themes	FY2024		FY2025		FY2026
Mid- to long-term questions (Management strategies/Plans, etc.)	11%	↘	9%	→	9%
Short-term questions (Financial results/Earnings plans, etc.)	34%	↘	33%	↘	28%
Business details (Revenue structure/Real estate, etc.)	22%	↗	27%	↗	28%
Financial strategies (Investments/Shareholder returns, etc.)	16%	↘	15%	↘	14%
Others (IR/Company profile/Disclosures, etc.)	13%	→	13%	↗	20%

Analysis

- Decrease in short-term questions
- Increase in questions on business details

→**Enabled dialogue with investors based on underlying business structure**, not just financial results, through disclosure by business segment

INDEX

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▶ Changes in Quarterly Business Performance

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

Total Consolidated	FY2026 1Q (Year-ago Quarter)	FY2026 2Q	FY2026 3Q	FY2026 4Q (Most Recent Quarter)	FY2026 Full-year	FY2027 1Q	YoY	QoQ
Operating revenue	73.6	73.4	78.8	73.6	299.5	**80.7**	+9.6%	+9.6%
Logistics Business	72.0	71.7	76.9	71.4	292.0	**78.4**	+9.0%	+9.8%
Domestic and Overseas Logistics/ Port Transportation	34.4	34.5	34.9	35.4	139.2	**37.7**	+9.6%	+6.2%
Airfreight Forwarding	13.6	12.2	16.2	11.9	53.9	**14.1**	+3.6%	+18.7%
3PL/LLP	20.2	21.0	21.1	20.1	82.5	**22.5**	+11.2%	+12.1%
Land Transportation	7.1	7.4	7.7	6.9	29.1	**7.6**	+6.1%	+9.6%
Elimination of Intra-Group Transactions	-3.4	-3.4	-3.0	-2.9	-12.7	**-3.4**	—	—
Real Estate Business	2.0	2.0	2.2	2.5	8.6	**2.5**	+29.4%	+2.6%
Eliminations/Corporate	-0.3	-0.3	-0.3	-0.3	-1.1	**-0.3**	—	—
Operating profit	6.4	5.2	6.3	4.1	22.1	**5.7**	-10.8%	+37.5%
Logistics Business	6.9	5.9	6.8	4.8	24.5	**6.0**	-12.7%	+25.9%
Domestic and Overseas Logistics/ Port Transportation	1.9	1.8	2.2	1.6	7.5	**2.1**	+11.9%	+29.6%
Airfreight Forwarding	3.0	1.9	2.3	1.5	8.6	**1.8**	-37.7%	+20.2%
3PL/LLP	1.7	1.9	2.0	1.4	7.0	**1.7**	-1.6%	+23.4%
Land Transportation	0.5	0.4	0.5	0.3	1.6	**0.5**	+0.8%	+58.3%
Elimination of Intra-Group Transactions	-0.1	-0.0	-0.1	-0.0	-0.3	**-0.1**	—	—
Real Estate Business	0.8	0.8	1.0	1.1	3.7	**1.3**	+62.8%	+10.8%
Eliminations/Corporate	-1.3	-1.5	-1.4	-1.8	-6.0	**-1.6**	—	—
Ordinary profit	6.5	5.0	6.1	3.6	21.3	**6.0**	-7.8%	+65.5%
Profit attributable to owners of parent	3.3	2.3	3.4	2.1	11.2	**3.7**	+12.9%	+74.7%

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

▶ 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.

▶ Consolidated Financial Results

(Unit: billion yen)

Total Consolidated	Q1 FY2026	Q1 FY2027	Change
Operating revenue	73.6	**80.7**	+7.1
Operating profit	6.4	**5.7**	-0.7
Non-operating profit (loss)	0.1	**0.3**	+0.2
Financial profit/loss	0.2	**0.3**	+0.1
Others	-0.1	**0.0**	+0.1
Ordinary profit	6.5	**6.0**	-0.5
Extraordinary gains	—	**0.6**	+0.6
Extraordinary losses	0.4	**—**	-0.4
Profit before income taxes	6.1	**6.6**	+0.5
Income taxes	1.7	**2.0**	+0.3
Profit attributable to non-controlling interests	1.1	**0.9**	-0.2
Profit attributable to owners of parent	3.3	**3.7**	+0.4

- Sale of insurance agency business +¥0.6 bn

▶ Consolidated Financial Forecast

(Unit: billion yen)

Total Consolidated	FY2026 Results	FY2027 Forecast	Change
Operating revenue	299.5	**316.0**	+16.5
Operating profit	22.1	**23.0**	+0.9
Non-operating profit (loss)	-0.8	**-1.9**	-1.1
Financial profit/loss	0.2	**-0.7**	-0.9
Others	-1.0	**-1.2**	-0.2
Ordinary profit	21.3	**21.1**	-0.2
Extraordinary gains	0.9	**1.5**	+0.6
Extraordinary losses	1.2	**—**	-1.2
Profit attributable to owners of parent	11.2	**12.5**	+1.3

- Expected increase in borrowings and rising interest rates -¥0.7 bn

- Temporary expenses related to disposal of fixed assets -¥0.5 bn

- Gain on sale of insurance agency business +¥0.6 bn
- Gain on sale of investment securities, etc.

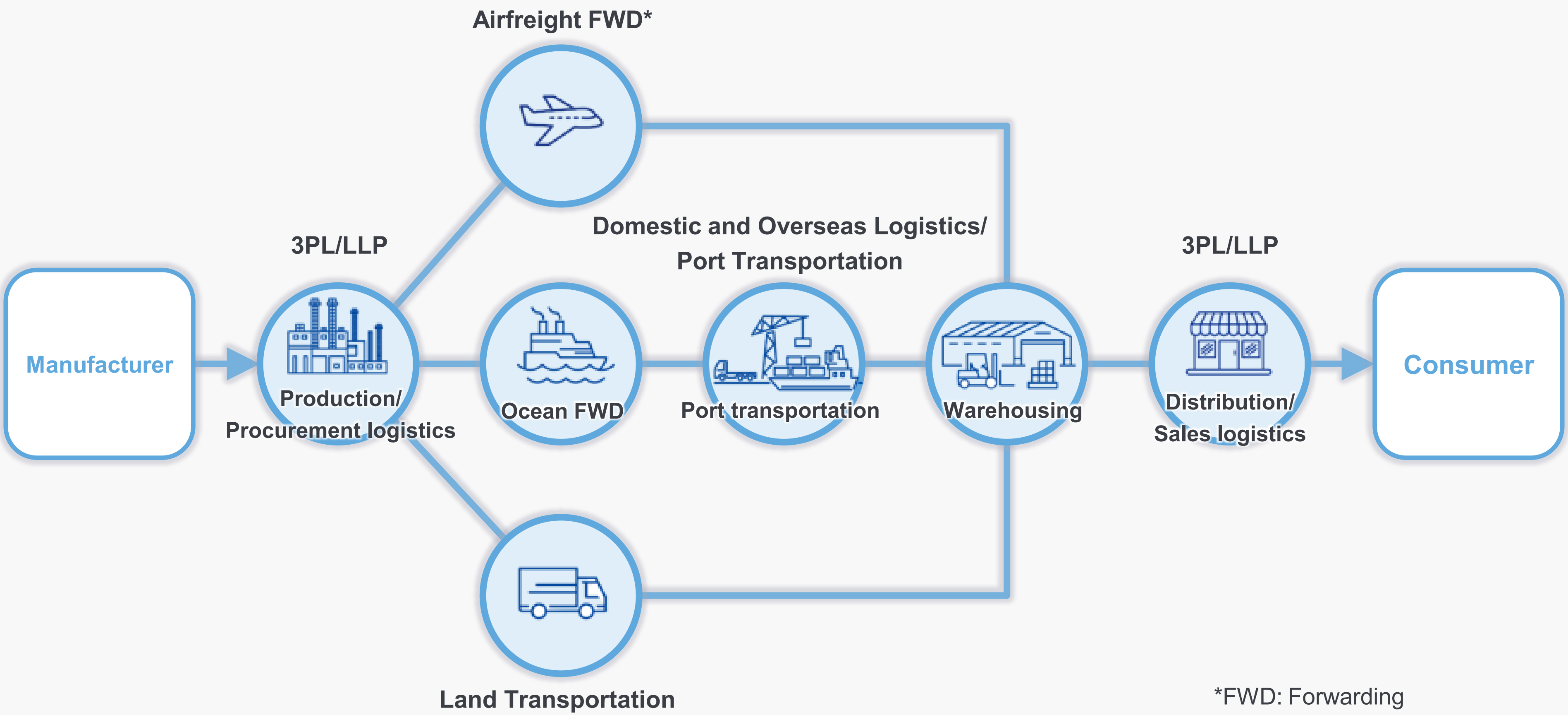
INDEX

MITSUI-SOKO GROUP
Empower society, encourage progress

▶ Business Introduction

- Providing 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

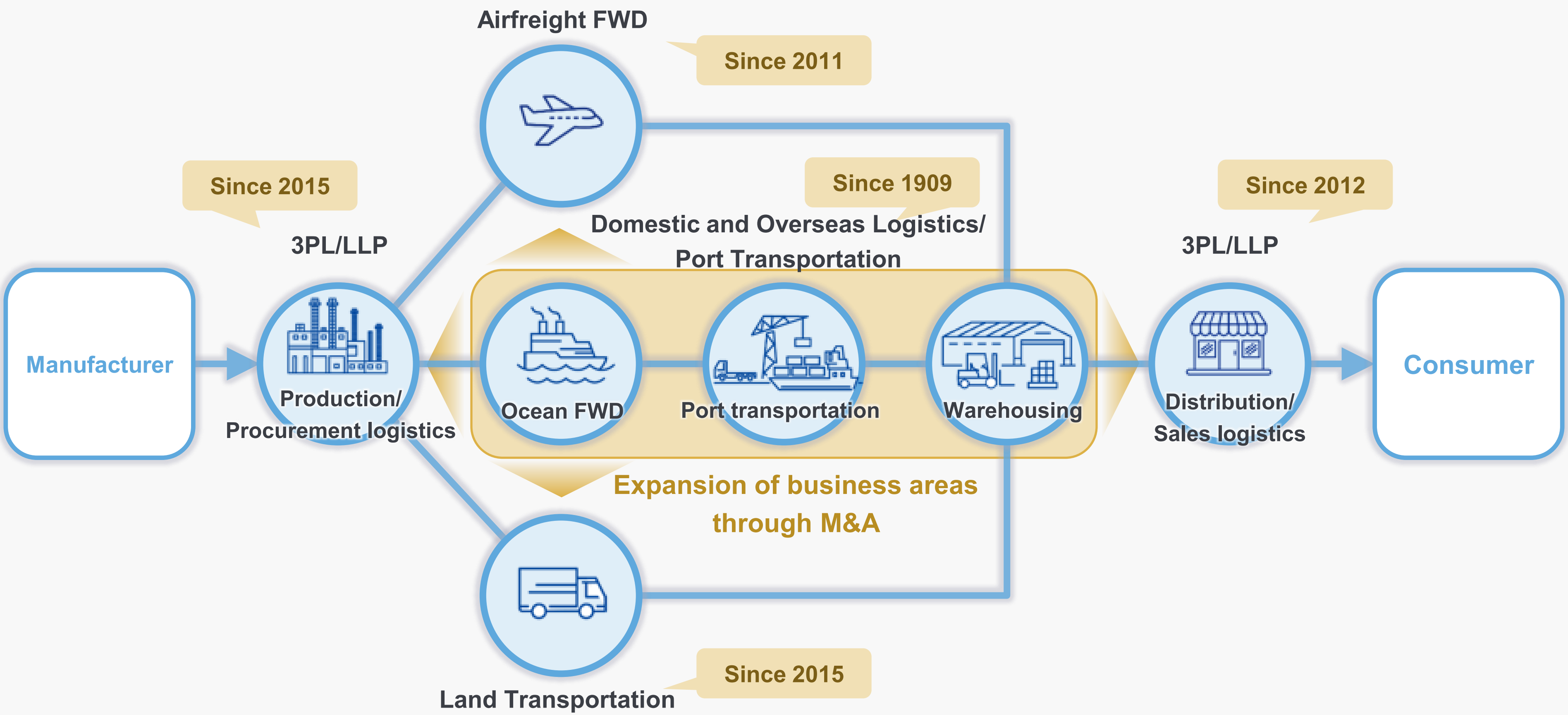


*FWD: Forwarding

▶ Business Introduction

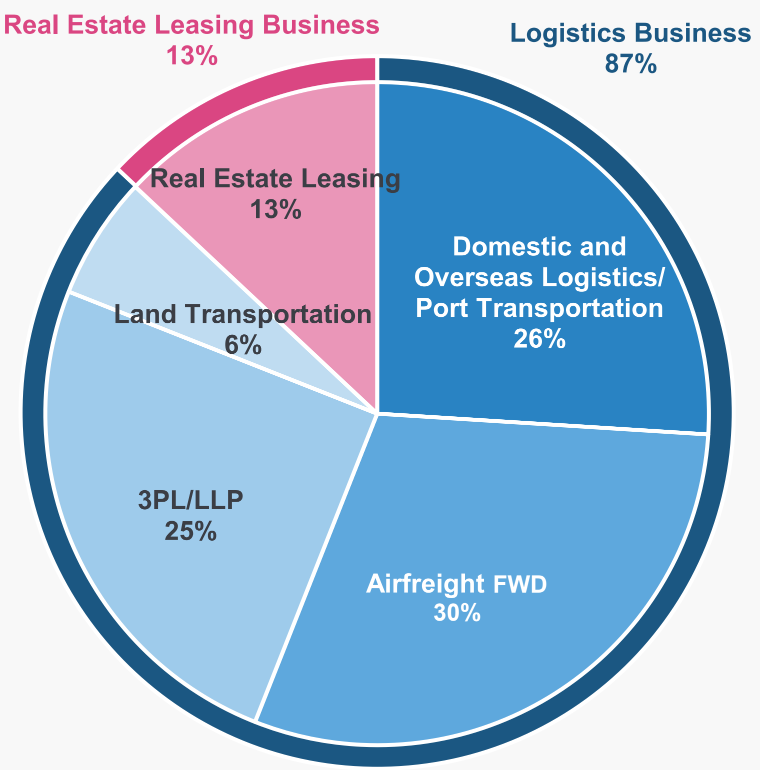
- Growing into a comprehensive logistics company with multifaceted expertise by expanding business areas from warehousing through M&A
- Providing end-to-end integrated logistic solution services with a comprehensive lineup of functions

Expansion of Business Areas through M&A



Business Introduction

Operating Profit Breakdown by Segment

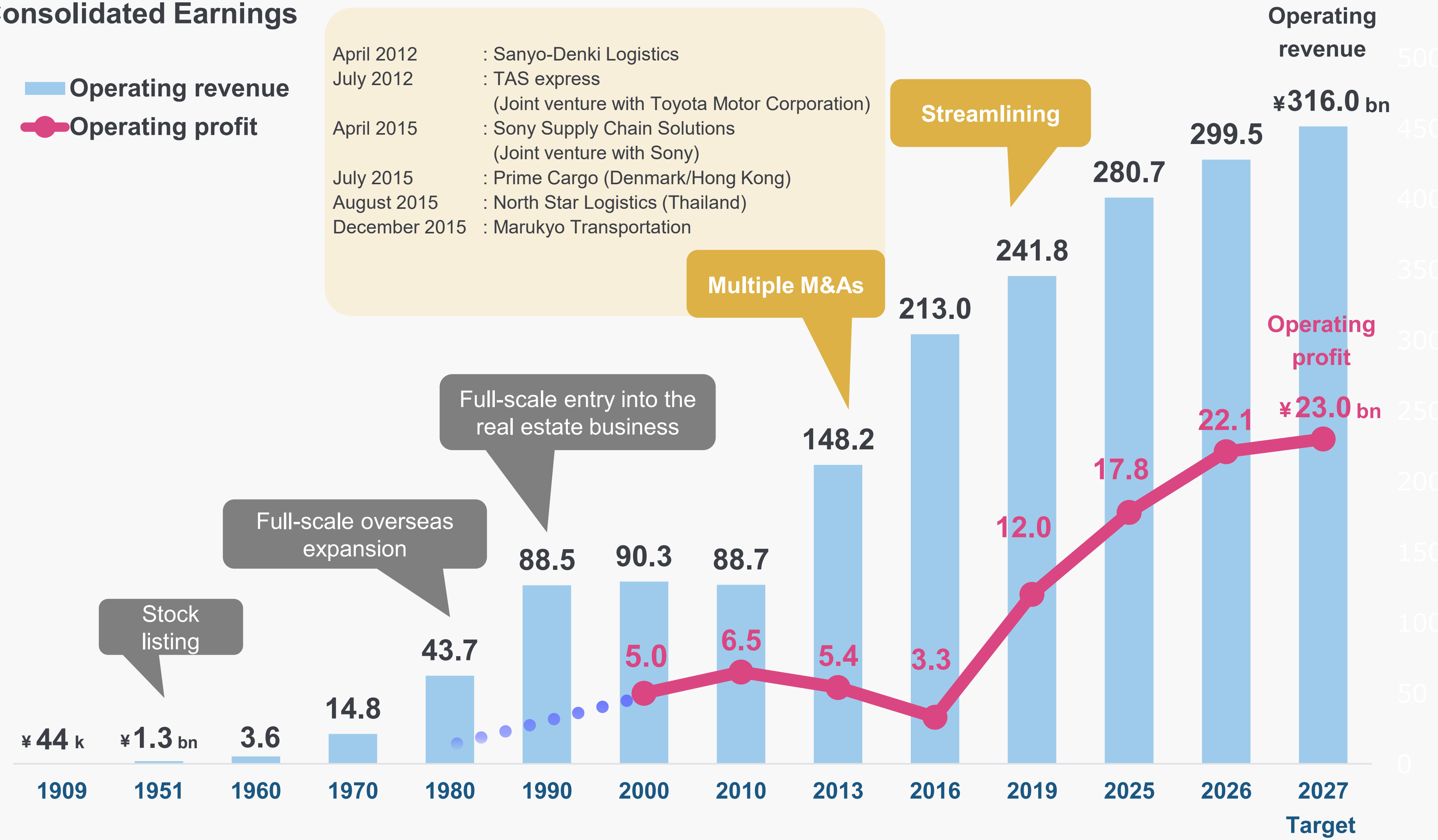


Figures: FY2026 actual results

	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
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

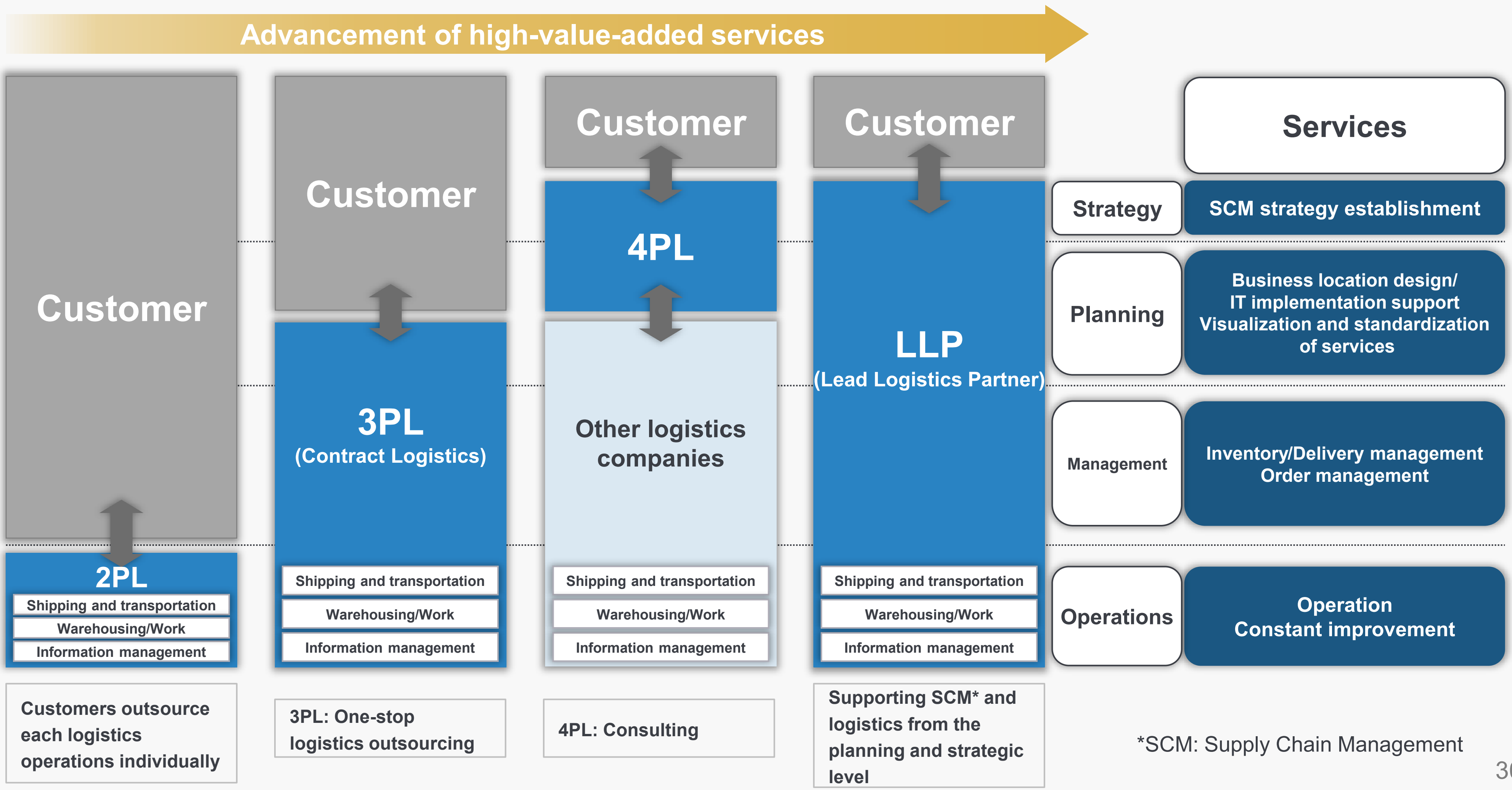
History of the Mitsui-Soko Group

Consolidated Earnings



▶ High-value-added Logistics Services

- Offering 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

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

Main Customers

Business segment	Ratio to operating profit	
Domestic and Overseas Logistics/ Port transportation	45%	General trading companies Textile/Chemical/Daily necessities/Glass/Apparel manufacturers Pharmaceutical/Medical device manufacturers
Airfreight FWD	17%	Automobile/Automotive parts manufacturers General trading companies Chemical manufacturers
3PL/LLP	26%	Electronic/Machine/Home appliance manufacturers Appliance and electronics mass retailers
Land transportation	9%	Consumer goods manufacturers/wholesalers Drugstores Beverage manufacturers
Real estate leasing	3%	IBM Japan, Ltd. etc.

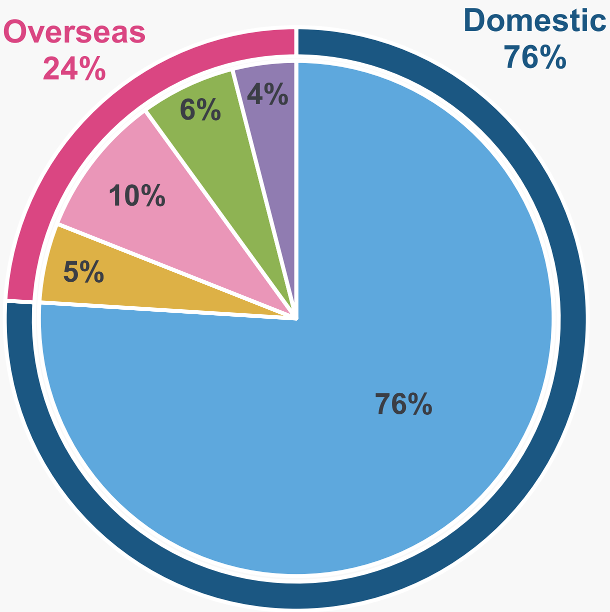
Of the top 100 customers, 71 are listed companies. Our Group has customers across 37 industries of the categories in the industrial classification.

Figures: FY2026 actual results

▶ Customer Base

- **Boasting a global network with about 296 offices in Japan and 424 offices all over the world, and an operational floor area of about 2.27 million square meters**
- **Expanding overseas business to 22 countries, mainly in Asia, with about 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**

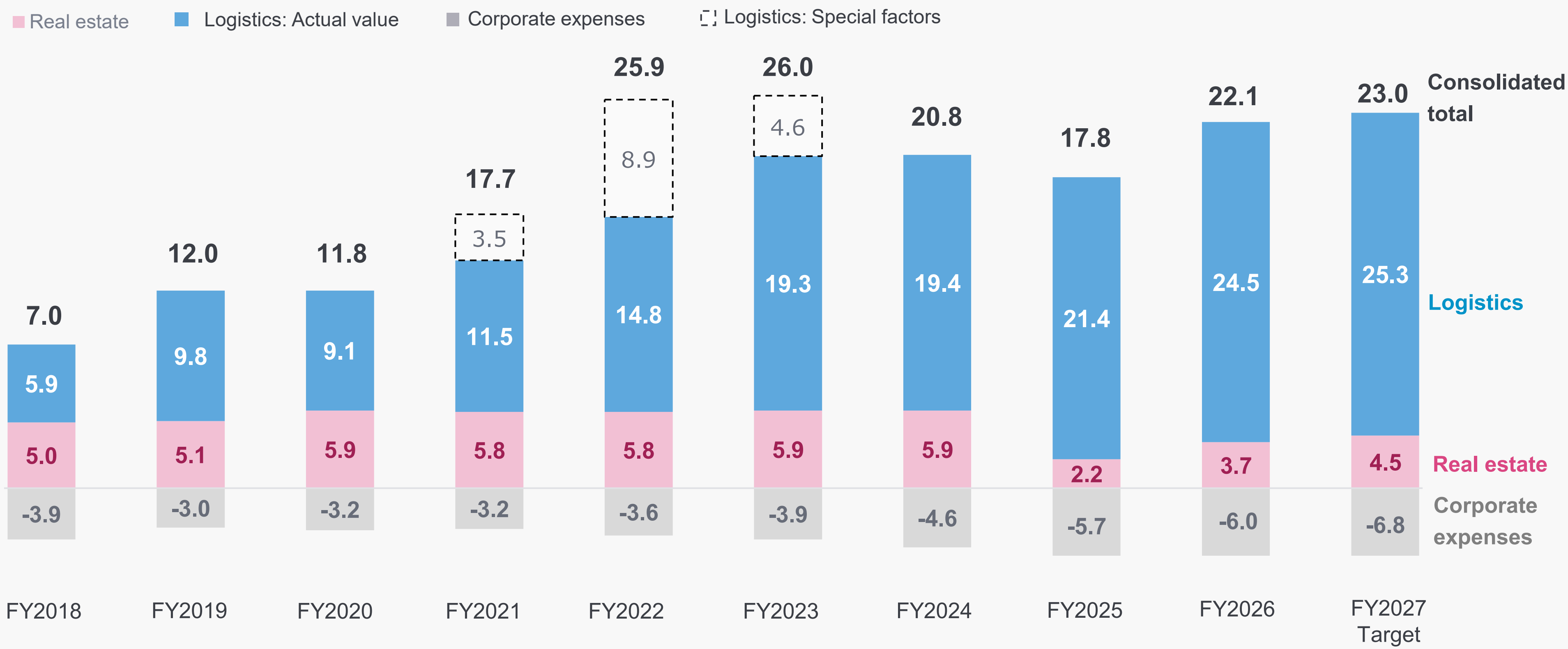
Japan	
Number of business locations	296
Operational floor area	1,659,364㎡
Number of employees	4,948

Figures: As of March 31, 2025

Organic Growth

- **Planning to grow operating profit to ¥23 billion for FY2027, the final year of the medium-term management plan**
- **Aiming to achieve this by increasing the handling of high-value-added freight relating to healthcare and orders for LLP solutions**

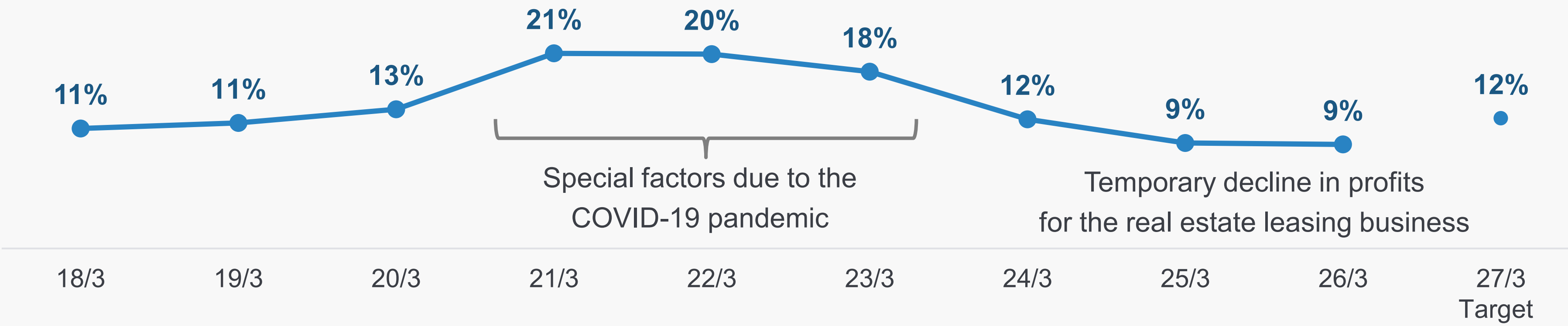
Growth of Operating Profit (billion yen)



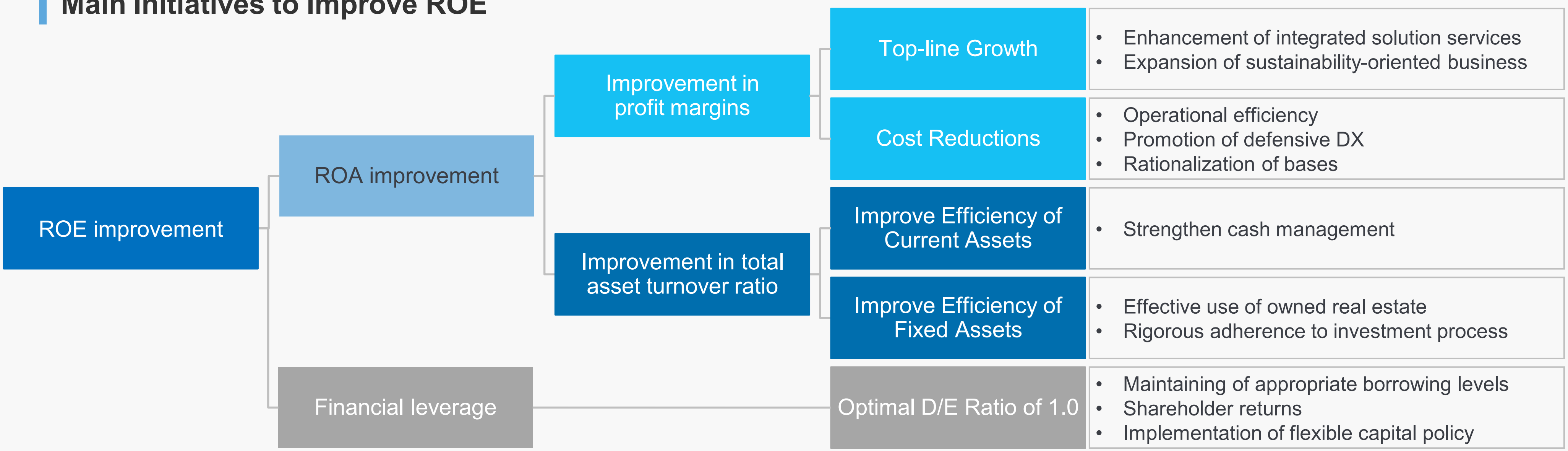
▶ Changes in ROE

- **Conducting business management that emphasizes maintaining a high level of capital efficiency**
- **Implementing various measures to improve long-term capital efficiency**

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

Mobility	Healthcare	B2B2C consumer goods
Construction of new supply chains for electric vehicle (EV) batteries and semiconductors	Expansion of regenerative medicine and gene therapy markets driven by advanced medical treatments	Transformation of distribution channels to capture synergies between store and e-commerce sales

Our Strengths

Mobility

- 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

Healthcare

- 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

B2B2C consumer goods

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

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

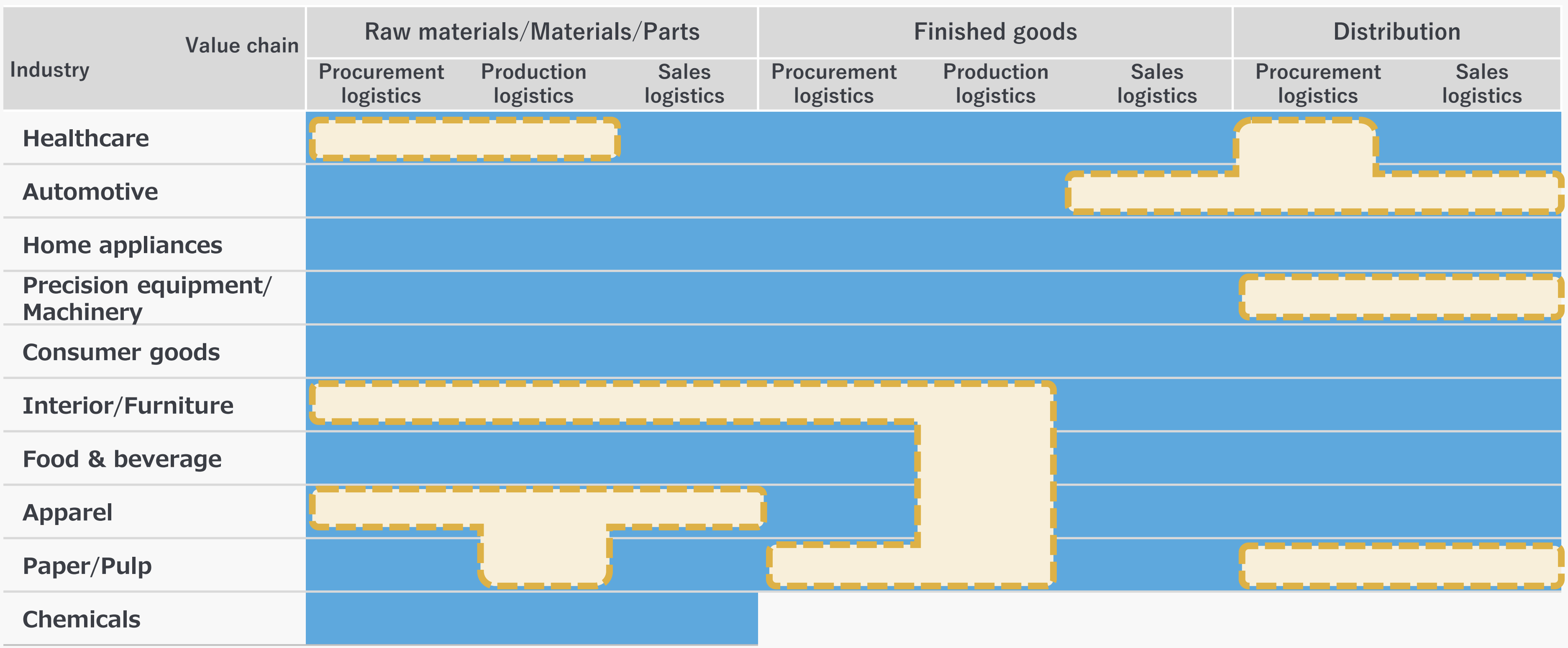
▶ Strategic M&A and Capital Alliances

- Exploring business opportunities with customers in sectors with no existing transactions, and assessing 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



▶ Overview of Real Estate Leasing Business

Promoting the effective use of owned real estate through CRE strategy and enhancing 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㎡

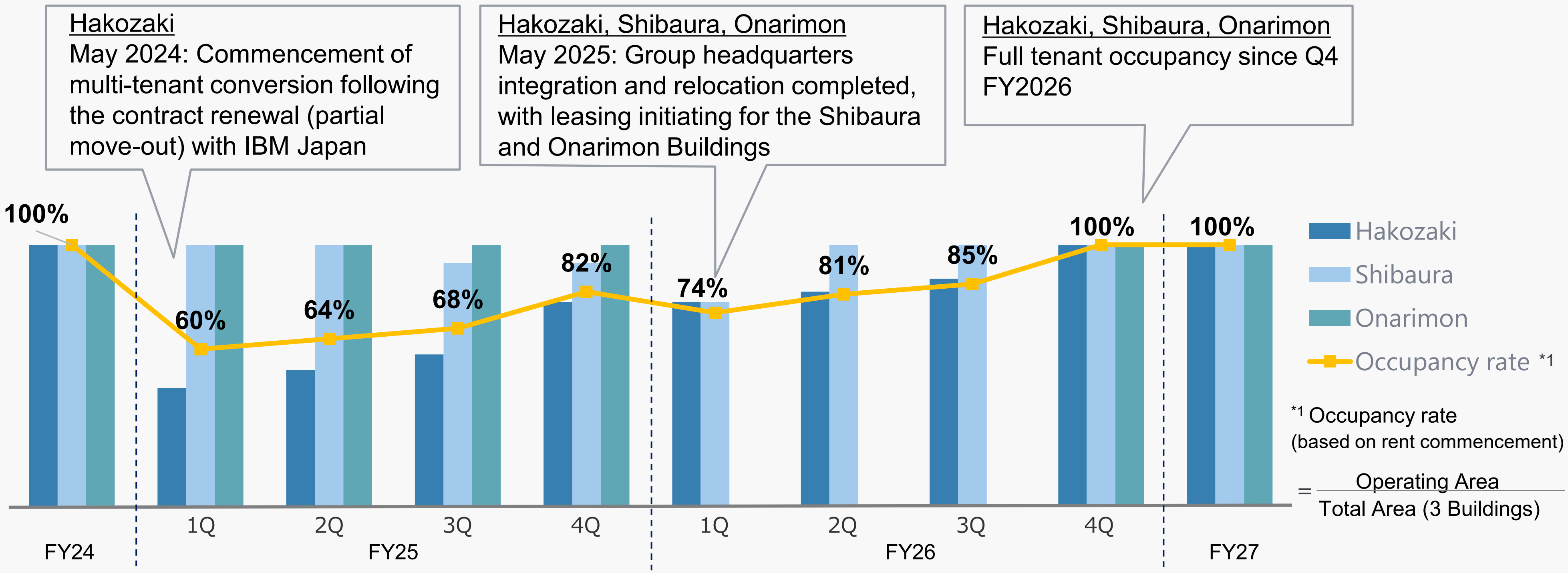
Use	Area	Property name	Rental units
Rental apartments	Tokyo	Hakozaki River & Tower	99
		Park Axis Onarimon	52
	Osaka	Port Villa Utsubo Park	108
Total		Three properties	259

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

▶ Occupancy Rate Trends in Real Estate Leasing Business

✓ Tenant secured across major buildings, leading to full tenant occupancy starting in Q4 FY2026

- Hakozaki Building: Full tenant occupancy since Q4 FY2026 ahead of schedule
- MSC Center Building (Shibaura)/Onarimon Building: While temporarily vacant following headquarters consolidation, tenants secured
- Consolidation of headquarters functions into the Hakozaki Building, promoting further group integration



MSH Nihonbashi Hakozaki Building

Location
19-21, Nihonbashi Hakozaki-cho, Chuo-ku, Tokyo

Leasing target area
Approx. 78,000㎡

MSC Center Building (Shibaura)

Location
3-22-33, Kaigan, Minato-ku, Tokyo

Leasing target area
Approx. 22,000㎡

MSC Onarimon Building

Location
3-20-1, Nishi-Shinbashi, Minato-ku, Tokyo

Leasing target area
Approx. 6,000㎡

▶ Leasing status of the MSH Nihonbashi Hakozaki Building (real estate)

Strengthening the real estate revenue base by conducting value-enhancement and multi-tenant conversion of the MSH Nihonbashi Hakozaki Building

- Concluding a multi-year lease contract with IBM Japan, the building's main tenant, for 10 floors
- Strengthening the revenue base of the real estate business by having completed value-enhancement and converted the building into a multi-tenant office
- Operating 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

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/

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- 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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"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

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