

Business Overview

The Mitsui-Soko Group consists of MITSUI-SOKO HOLDINGS Co., Ltd., 73 consolidated subsidiaries, and 4 affiliates. The Group operates a logistics business, providing clients with a wide range of logistics services in an integrated and efficient manner, and a real estate business centered on building leases. (As of March 31, 2025)

The logistics business encompasses domestic and overseas logistics/port transportation, airfreight forwarding, 3PL/LLP, and land transportation. With an extensive network of warehouses in Japan and overseas, we possess a comprehensive range of logistics functions covering land, sea, and air forwarding. By integrating these bases and logistics functions, we optimize our customers' supply chains. We handle cargo from a wide variety of industries, including raw materials, pharmaceuticals, and home appliances, and provide extensive and flexible logistics services spanning upstream to downstream processes in procurement, production, and sales. As a result, we have built a stable revenue base that does not rely on any specific field or area.

Mitsui-Soko Group's Major Logistics Areas

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									
Housing/Interior									
Food & beverages									
Apparel									
Paper/Pulp									
Chemicals									

Highlights for the Fiscal Year Ended March 31, 2025

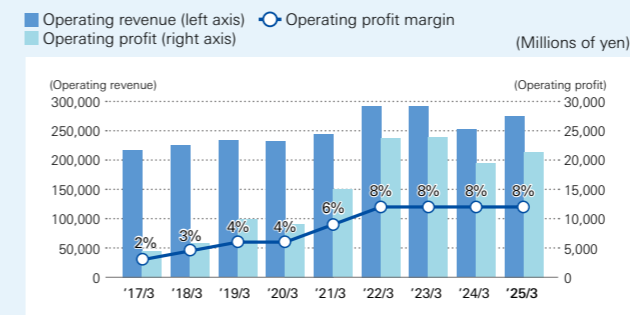
In the logistics business, operating revenue rose to ¥275,071 million (up ¥23,254 million from the previous fiscal year) and operating profit rose to ¥21,384 million (up ¥1,962 million from the previous fiscal year), due mainly to steady growth in airfreight forwarding volumes and earnings contributions from new business both in Japan and overseas.

Logistics Business

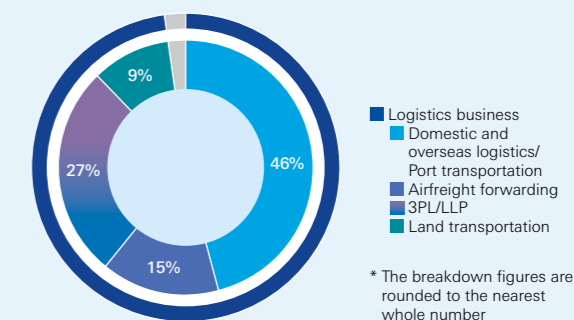
Business Portfolio

Aiming to grow as a comprehensive logistics company capable of providing diverse logistics services, the Group has expanded its business areas through M&A and strengthened its business portfolio. We now maintain a well-balanced portfolio consisting of a real estate business that secures stable revenue, a stock-type business from warehouse operations through our logistics business, and a flow-type business from our transportation services.

Operating Revenue, Operating Profit, and Operating Profit Margin

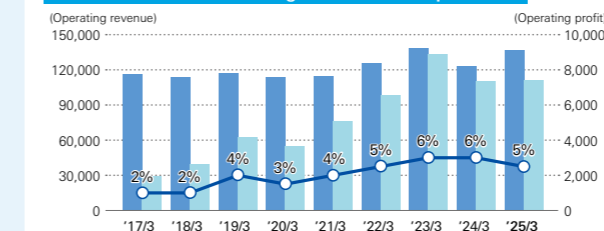


Breakdown of operating revenue for the fiscal year ended March 31, 2025: 98%

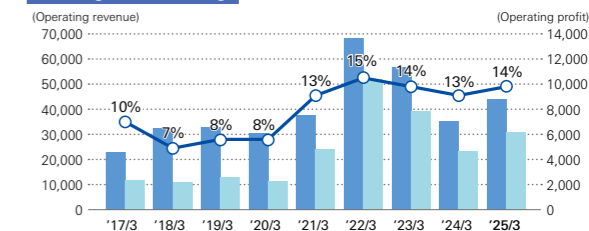


Logistics Business by Area

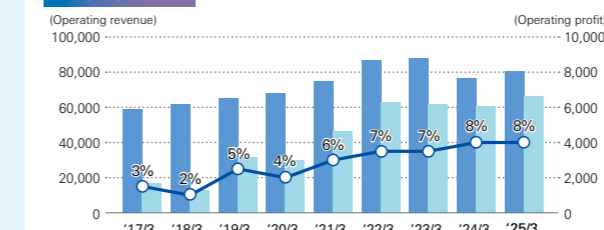
Domestic and overseas logistics/Port transportation



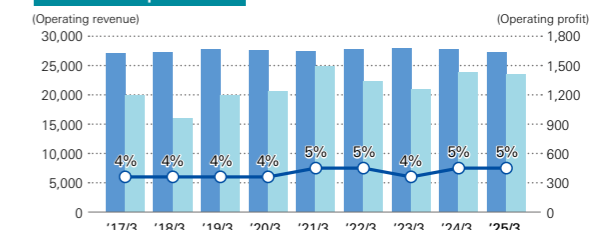
Airfreight forwarding



3PL/LLP



Land transportation



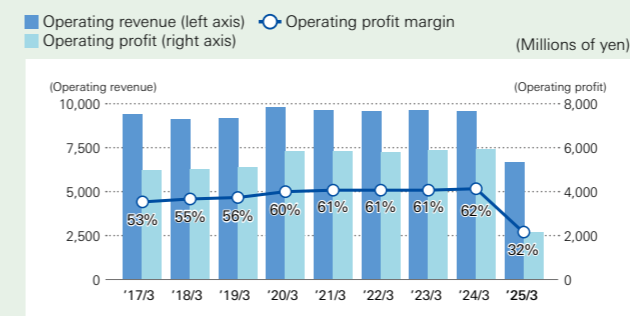
Our real estate business operates and manages office buildings as well as rental condominiums. For assets that are no longer suitable for logistics use due to changes in the surrounding environment, we consider profitability and convert them into real estate business. With a business management policy that ensures long-term, stable profits, the real estate business is working to secure quality tenants and maintain high occupancy rates through renewal work to address aging and deterioration, as well as value-enhancement work to meet the needs of the times.

Highlights for the Fiscal Year Ended March 31, 2025

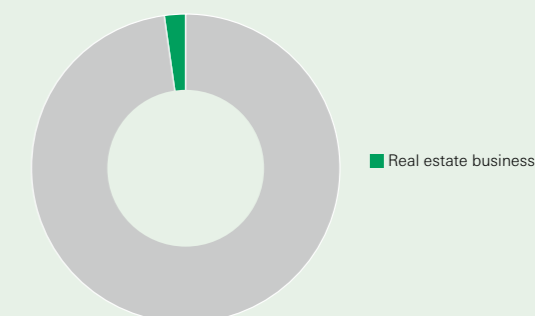
In the real estate business, temporary vacancies occurred due to the conversion of major owned buildings into multi-tenant properties. As a result, operating revenue decreased to ¥6,712 million (down ¥2,879 million from the previous fiscal year), and operating profit fell to ¥2,161 million (down ¥3,780 million from the previous fiscal year).

Real Estate Business

Operating Revenue, Operating Profit, and Operating Profit Margin



Breakdown of operating revenue for the fiscal year ended March 31, 2025: 2%



Domestic and overseas logistics/ Port transportation | Airfreight forwarding | 3PL/LLP | Land transportation | Real estate business

Domestic Logistics

Share of operating revenue: Domestic and overseas logistics/ Port transportation business **46%**

MITSUI-SOKO Co., Ltd.

For more details on the business, please visit: <https://www.mitsui-soko.com/en/company/group/msc/>

Hiroshi Torii

Representative Director,
President Executive Officer
MITSUI-SOKO Co., Ltd.



Building on our extensive know-how in domestic logistics, overseas logistics and port transportation, we respond flexibly to the evolving logistics environment. We design optimal solutions tailored to our customers' industries and challenges, providing stable and effective logistics services.

Business Details	
Main products handled	Food and raw materials, chemicals, pharmaceuticals and medical devices, artworks and valuables
Region	Japan
Major customers	General trading companies, food manufacturers, chemical manufacturers, machinery manufacturers, pharmaceutical and medical device manufacturers

In the Domestic Logistics Division, we provide a wide range of logistics services, including storage and cargo handling, transportation, and distribution processing. With logistics facilities across the country and over 100 years of know-how in storage and cargo handling, we are able to propose optimized logistics schemes for all types of businesses and products, from customs clearance to customer delivery.

Strengths and Market Environment Awareness

Strengths	Market Environment Awareness
<ul style="list-style-type: none"> ▶ Asset-based logistics network that utilizes facilities with high functionality and a nationwide base network ▶ Expertise in storage, cargo handling, and import/export customs clearance tailored to the characteristics of cargo across a wide range of industries ▶ Diverse and high-quality customer base spanning multiple fields 	<p>Our strengths lie in the Company's more than 100 years of experience in the warehousing business and in the expertise we have developed from providing logistics services to customers across a wide range of industries. We possess deep knowledge of import/export services, as well as storage and cargo handling expertise tailored to the various characteristics of cargo. In recent years, we have also accumulated specialized storage and delivery know-how in areas such as healthcare and high-performance materials.</p> <p>Amid increasing uncertainties in the logistics environment due to volatile global conditions, there are opportunities for business expansion by restructuring logistics systems with a focus on BCP measures and optimizing supply chains based on a deep understanding of our customers. In addition, there is a growing need for specialized logistics, such as complying with regulations and temperature-controlled handling. In the meantime, responding to the industrialization of equipment due to technological advancements, such as AI and robotics, has become a challenge.</p>

Main Logistics Areas

Industry	Value chain	Raw materials/Materials/Parts			Finished goods			Distribution		Main Services
		Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Sales logistics	
Healthcare										<ul style="list-style-type: none"> • Storage and cargo handling • Marine transportation • Import/export services • 3PL • Trunk room goods (artworks and valuables) • BPO services • Equipment transportation • Land transportation • Distribution processing
Automotive										
Home appliances										
Precision equipment/Machinery										
Consumer goods										
Food & beverages										
Apparel										
Paper/Pulp										
Chemicals										

We handle a wide range of cargo and provide storage, cargo handling, and import/export services tailored to the characteristics of each cargo. In the healthcare field, for pharmaceuticals, medical devices, and investigational new drugs, we have obtained various licenses, including in the drug manufacturing and wholesale businesses, enabling us to provide a one-stop logistics service that covers procurement, production, and sales.

Medium-term Management Plan 2022

Goal	Realization of integrated logistics services that start from warehouses		
	<h3>Basic Strategy 1</h3> <p>Secure stable revenue by leveraging warehouse assets</p>	<h3>Basic Strategy 2</h3> <p>Create growth opportunities by developing highly functional services that start from warehouses</p>	<h3>Basic Strategy 3</h3> <p>Realize overwhelming field capabilities</p>
Basic Strategies	<ul style="list-style-type: none"> • Secure stable revenue by realizing SCM logistics, such as consolidated exports to overseas subsidiaries and integrated door-to-door transportation services, starting from port warehouses • Expand our handling of goods in the automotive and electronic components sectors by providing SCM logistics in collaboration with Group companies • Maintenance and renewal of aging facilities to achieve sustainable logistics 	<ul style="list-style-type: none"> • Establish ourselves in the healthcare field as a "one-stop logistics player," handling everything from international logistics to storage and delivery • Create growth businesses, such as e-commerce logistics that leverage our know-how in logistics facilities and a wide range of industries nationwide, and high-value-added services such as SustainaLink 	<ul style="list-style-type: none"> • Harmonization of services and establishment of a culture of continuous improvement by codifying logistics know-how into explicit knowledge through formalization and standardization • Through the introduction of IT systems, work to accumulate logistics technologies and streamline services, while building a service system that fully contributes to understanding customer needs and implementing SCM logistics
Initiatives through '25/3	<ul style="list-style-type: none"> • Launch of operations for new shippers in the luxury brand sector • Expansion of service coverage in the regenerative medicine sector • Launch of a construction plan for a high-standard logistics facility aimed at further expansion of pharmaceutical logistics 		<ul style="list-style-type: none"> • Establishment of a systematic approach to enhance import/export processes in model offices • Introduction of material handling equipment (paperless multi-picking carts) in e-commerce operations
Future Outlook	<ul style="list-style-type: none"> • Acquire new customers through coordination with the MSH Strategic Sales Division and the Supply Chain Sustainability Sales Division • Maintain and renew existing facilities • Implement Company-wide sales activities 		<ul style="list-style-type: none"> • Leverage AI technologies to reduce labor and improve work quality • Introduce a berth reservation system at all domestic bases • Continue the rollout of initiatives at model offices

Domestic and overseas logistics/ Port transportation | Airfreight forwarding | 3PL/LLP | Land transportation | Real estate business

Overseas Logistics

Share of operating revenue: Domestic and overseas logistics/ Port transportation business **46%**

MITSUI-SOKO Co., Ltd.

For more details on the business, please visit: <https://www.mitsui-soko.com/en/company/group/msc/>



Business Details	
Main products handled	Chemicals, food raw materials, consumer goods
Regions	Northeast Asia, Southeast Asia, Europe, Americas, Middle East
Major customers	Chemical manufacturers, machinery manufacturers, consumer goods manufacturers, general trading companies

In the Overseas Logistics Division, we provide the same high-quality logistics services as in Japan, such as storage and cargo handling, transportation, and various other distribution processing services, to support the supply chains of customers expanding globally. Leveraging the overseas network we have developed in 15 countries and regions since our establishment in the United States in 1971, we provide solutions optimized for the local conditions of each market, contributing to our customers' global business.

Strengths and Market Environment Awareness

Strengths	<ul style="list-style-type: none"> ▶ Global network of approximately 100 bases in 15 countries and regions ▶ Flexibility in adapting to local laws, regulations, and regional characteristics ▶ Excellent customer base, primarily composed of major Japanese companies 	<p>With over 50 years of experience in the overseas logistics business and the global network we have built, we provide the same high-quality logistics services overseas as we do in Japan, leveraging our responsiveness backed by extensive experience.</p>
	<p>Opportunities and risks (external environment)</p> <ul style="list-style-type: none"> • Changes in global supply chains due to heightened geopolitical risks • Reevaluation of systems of production by companies due to U.S. tariff policies under the Trump administration • Diversification of logistics needs due to shifts in national policies and tighter regulations • Ongoing increase in labor costs <p>Challenges (internal environment)</p> <ul style="list-style-type: none"> • Expanding business scale through the growth of our base network (responding to changes in customers' supply chains) • Strengthening operational functions to provide comprehensive logistics services (service rollout and new service offerings) 	<p>In overseas logistics, heightened geopolitical risks and the impact of President Trump's tariffs are expected to transform global supply chains. By quickly understanding changes in conditions and their impact on logistics, we will identify needs through customer communication and continuously implement optimal supply chain designs and logistics solutions.</p>

Main Logistics Areas

Industry	Value chain	Raw materials/Materials/Parts			Finished goods			Distribution		Main Services
		Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Sales logistics	
Automotive										<ul style="list-style-type: none"> • Storage and cargo handling • Marine transportation • Import/export services • 3PL • Equipment transportation • Land transportation • Distribution processing
Home appliances										
Precision equipment/Machinery										
Consumer goods										
Food & beverages										
Paper/Pulp										
Chemicals										

As we handle large amounts of raw materials and resources, we are expanding our storage and cargo handling services as well as import/export operations at our overseas bases. We also handle on-site logistics operations for automotive and consumer goods and specialize in transporting equipment such as large-scale machinery.

Medium-term Management Plan 2022

Goal	Rebuild each base's network while providing logistics network services worldwide		
Basic Strategies	<p>Basic Strategy 1</p> <p>Strengthen the revenue base by expanding logistics services for existing customers</p> <ul style="list-style-type: none"> • Expand our service coverage to integrated logistics and SCM logistics by promoting solution-based sales that efficiently combine the Group's logistics functions • Develop new logistics offerings that anticipate customer needs, such as DX and sustainability, to acquire additional business from existing customers, roll out to new customers, and strengthen our revenue base 	<p>Basic Strategy 2</p> <p>Realize SCM logistics focused on automotive and electronic components</p> <ul style="list-style-type: none"> • Designate automotive and electronic components, where there is demand for supply chain transformation and active overseas expansion by Japanese companies, as key areas for SCM logistics sales • Expand business through approaches tailored to the characteristics of each area 	<p>Basic Strategy 3</p> <p>Rebuild the IT systems base</p> <ul style="list-style-type: none"> • Continue promoting operational standardization, efficiency, and cost reduction initiatives at each base • Review existing system functions and build systems that contribute to the provision of high-value-added logistics services to customers
	<p>Initiatives through '25/3</p> <ul style="list-style-type: none"> • Securing multiple large-scale projects, including equipment transportation handled through Group collaboration • Establishment of two branch offices in Slovakia • Promotion of enhanced operation quality led by local subsidiaries, including obtaining halal certification at four bases in Indonesia 	<ul style="list-style-type: none"> • Acquisition of new business and market share expansion in key focus areas such as healthcare products and EC cargo • Promotion of targeted sales activities by clearly defining focus areas, including high-demand domestic products in each market, electrical and electronic components, and next-generation industries such as storage batteries 	<ul style="list-style-type: none"> • Promoting efficiency through system implementation led by local subsidiaries, including in Europe
	<p>Future Outlook</p> <ul style="list-style-type: none"> • Develop value-added services originating from the second warehouse in Busan, South Korea (construction began in May 2025), leveraging the characteristics of a free trade zone • Consider measures to improve operational quality through the establishment of model offices and training centers • Establish a base in India and secure business early • Further business expansion of the Rotterdam and Slovakia branch offices in Europe 	<ul style="list-style-type: none"> • Continue expanding the handling of automotive and electronic components through collaboration with operating companies within the Group • In addition to the next-generation areas mentioned above, strengthen strategic initiatives to acquire new customers in key focus areas such as healthcare and the expanding circular economy field 	<ul style="list-style-type: none"> • Promote value enhancement of operations through warehouse management system improvements and reviews, as well as utilization of in-house developed systems • Introduce a new CRM platform and explore ways to streamline and consolidate information sharing

Domestic and overseas logistics/ Port transportation | Airfreight forwarding | 3PL/LLP | Land transportation | Real estate business

Port Transportation

Share of operating revenue: Domestic and overseas logistics/ Port transportation business **46%**

MITSUI-SOKO Co., Ltd.



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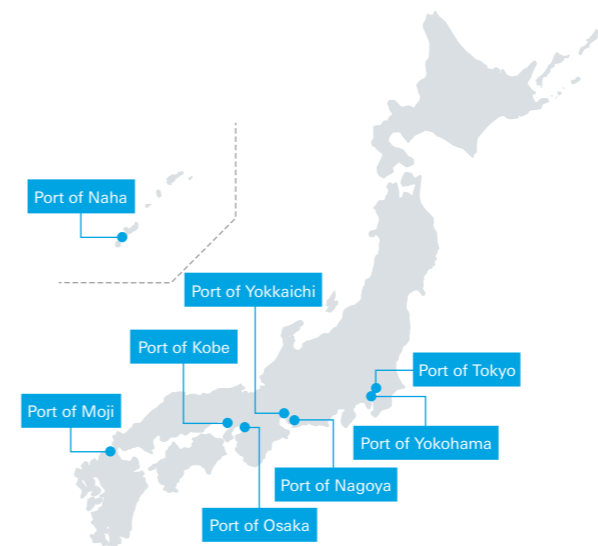
Business Details	
Main products handled	Operation of container terminals, conventional shipping, shipping agency services
Regions	Tokyo, Yokohama, Nagoya, Yokkaichi, Osaka, Kobe, Moji, Naha
Major customers	Shipping companies

The port transportation business is one of the Mitsui-Soko Group's founding businesses, managing container terminal and wharf operations at major domestic ports, which play a vital role in connecting maritime and inland logistics. We also provide a wide range of services, including cargo handling for conventional and automobile carriers, collection of import/export cargo, and shipping agency services such as port entry and departure procedures and issuance of bills of lading. Together, these services form an important form of infrastructure that supports people's lives and livelihoods.

Strengths and Market Environment Awareness

Strengths	Market Environment Awareness
<ul style="list-style-type: none"> Licensed operator of container terminals at major domestic ports Know-how in operational standardization and consolidation, cultivated through terminal and agency operations Unique sales capability for container cargo collection, with a focus on Japan, China, and nearby coastal regions 	<p>By operating container terminal facilities at major ports in Japan, we integrate a wide range of cargo handling equipment, advanced systems, and decades of accumulated know-how to develop streamlined, end-to-end operations.</p> <p>While container handling volumes are rising, some facilities and cargo handling equipment are aging, and various procurement costs are increasing. As a result, there is a need to review and reorganize container terminal operation procedures and make investments as needed. In addition, a key challenge is to develop and expand new core businesses following container terminal operations, by strengthening cooperation with other Mitsui-Soko Group companies.</p>
<p>Opportunities and risks (external environment)</p> <ul style="list-style-type: none"> Relative decline of Japanese ports due to expanded port capacity in neighboring countries such as China Increasing shortage of domestic dockworkers Stricter environmental regulations, including the Carbon Neutral Port initiative Advancement of digitalization through the development of comprehensive information systems <p>Challenges (internal environment)</p> <ul style="list-style-type: none"> Strengthening of facility and equipment management Streamlining of container terminal operations Expanding business areas 	

Logistics Business Bases



Container terminal operations

At container terminal facilities in each domestic port, we utilize advanced systems to efficiently carry out a series of operations, including loading and unloading container cargo to and from ships, handling containers, and managing inventory.

Conventional shipping services

For heavy cargoes such as large vehicles or construction equipment that cannot fit in containers, we develop precise stowage plans for conventional ships tailored to the cargo's characteristics and shape, and carry out high-quality cargo handling operations based on decades of accumulated know-how.


Shipping agency services

Acting as the main contact point in Japan for overseas shipping companies, we provide comprehensive agency services, including the handling of documentation services such as port arrival and departure applications and the issuance of bills of lading. We also conduct cargo collection services to ensure all goods are delivered safely and reliably.

Medium-term Management Plan 2022

Goal	Expansion of business through the integration of container terminal operations ("hard" aspect) and operational know-how ("soft" aspect), including related ancillary services		
	Basic Strategy 1	Basic Strategy 2	Basic Strategy 3
Basic Strategies	<p>Establish an operational foundation for container terminals to generate stable profits</p> <ul style="list-style-type: none"> Initiatives to collect appropriate fees and improve revenues through low-cost operations Build bases that leverage the characteristics of each port by analyzing and verifying operational models and appropriate scale Expansion of ancillary services by leveraging our facilities through information sharing and rollouts of measures across bases 	<p>Commercialize services by formalizing and improving business know-how</p> <ul style="list-style-type: none"> Collaborate with government authorities and other industries through active participation in demonstration projects and similar initiatives Develop tools to streamline operations for shipping companies and port administrators by leveraging operational know-how Consulting services for container terminal operations 	<p>Expand business areas utilizing port functions and the development of new bases</p> <ul style="list-style-type: none"> Attract non-container shipping services through collaboration within the Mitsui-Soko Group and other initiatives Develop new services that contribute to the SDGs and secure related work Expand our Okinawa business and enter wharf operations at new regional ports
Initiatives through '25/3	<ul style="list-style-type: none"> Business expansion through initiatives to encourage existing shipping companies to establish new routes and attract new shipping companies to expand into Japan Implementation of low-cost operations by enhancing support for the management and operation of affiliates Acquisition of new customers through comprehensive agency services Establishment of new bases and leveraging existing ones to handle hazardous goods in cooperation with tank container operators 	<ul style="list-style-type: none"> Continuous research and development work on "AI-based optimization of container warehousing planning," commissioned by the Ministry of Land, Infrastructure, Transport and Tourism and conducted in collaboration with Hitachi, Ltd. and MITSUI E&S Co., Ltd., providing operational know-how, testing sites, and the data necessary for technological development Promotion of Cyber Port through the digitization of container cargo procedures 	<ul style="list-style-type: none"> Strengthening sales by concluding cargo collection agency contracts with conventional shipping companies Expansion of cargo handling volumes through modal shifts using the services of existing conventional shipping companies Building a transportation service network in Okinawa Prefecture centered on the Port of Naha, shifting from domestic shipment handling to full import/export operations, and creating new cargo flows
Future Outlook	<ul style="list-style-type: none"> Continue with initiatives to encourage existing shipping companies to establish new routes and attract new shipping companies to expand into Japan Reduce costs through the renewal of terminal operation systems and the streamlining of operational processes 	<ul style="list-style-type: none"> Continue working on "AI-based optimization of container warehousing planning" commissioned by the Ministry of Land, Infrastructure, Transport and Tourism Establish unique services by digitizing and standardizing container cargo handling procedures 	<ul style="list-style-type: none"> Continue to attract non-container ships Develop new transportation services using inland vessels and barges to reduce CO₂ emissions Establish a public-private transportation scheme for the Okinawa business in collaboration with government authorities and local companies

Domestic and overseas logistics/ Port transportation | Airfreight forwarding | 3PL/LLP | Land transportation | Real estate business



Airfreight Forwarding

Share of operating revenue: Airfreight forwarding business **15%**

MITSUI-SOKO EXPRESS Co., Ltd.

For more details on the business, please visit: <https://www.mitsui-soko.com/en/company/group/mse>

Hisanari Ichiryu

Representative Director,
President Executive Officer
MITSUI-SOKO
EXPRESS Co., Ltd.



In a drastically changing business environment surrounding our customers, we deliver sustainable, high-quality logistics services by providing timely solutions that meet customer needs. We aim to remain the first-choice forwarding company, with customers saying, "Let's use MSE again next time."

Business Details

Main products handled	Automotive components, chemicals, pharmaceuticals, electronic components
Regions	Japan, Northeast Asia, Southeast Asia, South Asia, Europe, Americas, Africa, Middle East
Major customers	Automobile manufacturers, automotive components manufacturers, chemical manufacturers, consumer goods manufacturers, general trading companies, pharmaceutical manufacturers

MITSUI-SOKO EXPRESS was formed in July 2012 as a joint venture between MITSUI-SOKO HOLDINGS and Toyota Motor Corporation. We handle a wide range of products and services, such as automotive components, chemicals, pharmaceuticals, electronic components, apparel, and household relocation services. By leveraging our advanced and specialized knowledge in international transportation and combining it with our global network of bases, we provide high-quality, comprehensive forwarding services.

Strengths and Market Environment Awareness

Strengths	<ul style="list-style-type: none"> ▶ High-quality, comprehensive forwarding services, cultivated through experience in the automotive and electronic component industries ▶ Flexible and speedy response capability in emergency transportation situations ▶ Optimal logistics planning and construction capabilities by leveraging the functions of Mitsui-Soko Group companies and air forwarding 	<p>Our strengths lie in the high-quality logistics that have supported Toyota and in our ability to reliably meet customer needs, even during the supply chain disruptions caused by COVID-19. Also, with bases located worldwide, we collaborate with Mitsui-Soko Group companies and their respective functions to provide global SCM logistics.</p>
	<p>Opportunities and risks (external environment)</p> <ul style="list-style-type: none"> • Impact on the global supply chain caused by uncertainties in world affairs • Intensified competition and persistent pressure on prices in the air cargo market • Market fluctuations in the automotive and electronic component industries <p>Challenges (internal environment)</p> <ul style="list-style-type: none"> • Responding to changes in the air transportation market • Responding to changes in the automotive industry 	<p>Air transportation is an industry in which forecasting demand is difficult amid uncertainty in world affairs and is highly susceptible to economic fluctuations. Furthermore, for automotive-related products, which is our main cargo, industry structural changes are expected in the future, such as the ongoing shift to EVs.</p>

Main Logistics Areas


Industry	Value chain	Raw materials/Materials/Parts			Finished goods			Distribution		Main Services
		Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Sales logistics	
Healthcare										<ul style="list-style-type: none"> • Air transportation • Import/export • Hazardous goods transportation • Transportation of cold-storage products • International relocation
Automotive										
Precision equipment/Machinery										
Consumer goods										
Apparel										
Chemicals										

Primarily focusing on air transportation services, we handle large volumes of automotive cargo. For consumer goods, we provide targeted e-commerce logistics services, and for apparel, we handle shipments for select shops and international brands. We also provide transportation services for cargo requiring specialized know-how, such as hazardous goods or cold-storage products, which are subject to regulations that vary depending on the country, airline, and item.

Medium-term Management Plan 2022

Goal	To remain the first-choice forwarding company, working closely with customers while striving for efficient and sustainable growth		
Basic Strategies	<p>Basic Strategy 1</p> <p>Expand revenue by increasing cargo collection volumes within our existing businesses</p> <ul style="list-style-type: none"> • Secure reliable orders for transporting key EV components that require regulatory compliance, leveraging our proven expertise in hazardous goods transportation • Improve profitability by monitoring changes in industry trends, implementing solutions that anticipate customer needs, and promoting the overseas expansion of our services currently offered in Japan 	<p>Basic Strategy 2</p> <p>Improve the customer portfolio by nurturing new customers</p> <ul style="list-style-type: none"> • Acquire inter-industry sales by deepening cooperation within the Mitsui-Soko Group • Strengthen sales growth with customer segments that require expertise, such as functional chemicals (e.g., semiconductor materials) and pharmaceuticals • Develop services that anticipate sustainability requirements and industry trends 	<p>Basic Strategy 3</p> <p>Strengthen resource management to effectively respond to fluctuations in demand</p> <ul style="list-style-type: none"> • Build a system that can adapt to changing conditions, such as sudden high-volume transportation projects with short delivery times, and improve operational efficiency • Strengthen human resource development
	Initiatives through '25/3	<ul style="list-style-type: none"> • By forming internal working groups to monitor industry trends and customer needs, as well as conduct ongoing research on relevant laws and regulations, we secured orders for the transportation of EV-related products • Acquisition of the CEIV Lithium Batteries air transportation quality certification for LIBs, established by the International Air Transport Association • Strengthening our business foundation to enhance sales by expanding on-site logistics operations in Japan and through additional investments in northern China 	<ul style="list-style-type: none"> • Acquisition of new customers in the healthcare (medical devices) and high-end brand sectors through Group collaboration • Building an international shipping platform for regenerative medical products between Japan and the U.S. through co-creation with external partners, and securing orders for new projects in the healthcare sector • Proposing solutions to reduce CO₂ emissions and logistics costs by changing transportation routes and utilizing cold-storage packaging materials developed by the Company
Future Outlook	<ul style="list-style-type: none"> • Strengthen relationships with megasuppliers and general trading companies • Aim to provide integrated services covering all stages before and after transportation, while expanding our business scope through domestic and overseas collaboration • Enhance quality and productivity through the acquisition of transportation certifications and the development of DX services 	<ul style="list-style-type: none"> • Further promote Group collaboration • Accelerate new customer acquisition in the semiconductor and pharmaceutical sectors by establishing dedicated new sales departments • Develop new cold-storage packaging with high environmental burden reduction, and collaborate with carriers as well as propose to customers the introduction of sustainable aviation fuel 	<ul style="list-style-type: none"> • Promote operational efficiency using DX, aiming to further improve the accuracy of personnel allocation and maintain high productivity under the inter-base support system • Enhance management capabilities by applying learnings from the "Dojo" training system on the front lines, and strengthen the development of future overseas management personnel through the renewal of our overseas training system

Domestic and overseas logistics/ Port transportation | Airfreight forwarding | **3PL/LLP** | Land transportation | Real estate business



3PL/LLP
(Distribution/Sales Logistics)

Share of operating revenue: 3PL/LLP business **27%**

MITSUI-SOKO LOGISTICS Co., Ltd.



For more details on the business, please visit:
<https://www.mitsui-soko.com/en/company/group/msl>

Teruo Ishikawa

Representative Director,
President Executive Officer
MITSUI-SOKO
LOGISTICS Co., Ltd.



In addition to the logistics technologies we have cultivated over the years, we will continue to evolve and grow based on our track record in mechanization, systemization, and DX. We constantly think ahead and adapt to customer needs with creative originality.

Business Details

Main products handled	Home appliances, consumer goods, interior goods, medical devices, food and beverages
Region	Japan
Major customers	Home appliance retailers and manufacturers

Having started out as a company providing the logistics functions for home appliance manufacturers, MITSUI-SOKO LOGISTICS now focuses on providing 3PL services for both home appliance retailers and manufacturers, while also handling a wide variety of other products such as general goods, food, and commercial coffee machines. We are also strengthening our technical service businesses, including delivery, installation, and construction, as well as in repair, maintenance, and inspection for home appliances and furniture, in order to provide logistics solutions that resolve customer issues.

Strengths and Market Environment Awareness

Strengths	<ul style="list-style-type: none"> ▶ Extensive nationwide logistics network in the home appliance sector ▶ Provision of high-value-added solution services (business design, operational design, robotics, package solutions) 	<p>We provide “home appliance retailer center management” and “home appliance manufacturer logistics” based on our outstanding logistics technology that we cultivated during our time as a logistics function company for home appliance manufacturers. In addition, we provide “technical logistics,” including delivery, installation, construction, repair, maintenance, and inspection of products such as commercial coffee machines. Our strength lies in combining these services to propose logistics solutions that resolve our customers’ problems and challenges.</p>
	<p>Opportunities and risks (external environment)</p> <ul style="list-style-type: none"> • Market changes in the home appliance industry • Changes in business practices and logistics characteristics due to e-commerce expansion • New entrants from other industries due to advancements in the industrialization of equipment <p>Challenges (internal environment)</p> <ul style="list-style-type: none"> • High dependence on home appliance logistics • Further strengthening human resources in response to increased demand 	<p>Home appliance logistics account for the majority of our logistics services and are therefore affected by market conditions in the home appliance industry. At the same time, home appliance retailers are expanding their services beyond traditional in-store operations, including handling products other than home appliances and developing e-commerce. This is expected to drive an increase in related logistics demand.</p>

Main Logistics Areas

Industry	Value chain	Raw materials/Materials/Parts			Finished goods			Distribution		Main Services
		Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Sales logistics	
Home appliances										<ul style="list-style-type: none"> • 3PL • LLP • Storage/ cargo handling • BPO • Technical logistics (home delivery and installation, repairs, etc.)
Consumer goods										
Housing/Interior goods										
Food & beverages										

We mainly handle home appliances and provide end-to-end logistics services connecting home appliance manufacturers and retailers. We cover downstream logistics and provide LLP services that implement everything from logistics strategy planning to operations. We also provide technical logistics services such as home delivery, installation, and repair of home appliances. For housing and interior goods, we also provide services such as furniture installation.

Medium-term Management Plan 2022

Goal	Contribute to our customers through our outstanding logistics technology			
Basic Strategies	<p>Basic Strategy 1</p> <p>Deepen and stabilize the home appliance logistics business</p> <ul style="list-style-type: none"> • Aim to become a platformer in the home appliance logistics business by expanding our handling of not only home appliances but also furniture and daily necessities related to living, and strengthening logistics functions in the e-commerce field related to these products • Address labor shortages and improve working environments by optimizing center operating days and delivery frequency 	<p>Basic Strategy 2</p> <p>Pursue new business development and solution-oriented businesses</p> <ul style="list-style-type: none"> • Propose logistics strategies that optimize customers’ entire supply chains and establish competitive advantages by combining logistics services, such as technical logistics, thereby promoting the acquisition of new businesses and the expansion of existing ones • Consider building our own warehouse for the purpose of co-creation with client companies and nurturing the next generation of logistics talent 	<p>Basic Strategy 3</p> <p>Promote mechanization, systemization, and DX</p> <ul style="list-style-type: none"> • Robust promotion of mechanization, systemization, and DX to address labor shortages, improve work quality, and reduce the workload of cargo handling • Business reforms through the redefinition and standardization of operations • Active adoption of evolving new technologies and systems, such as automated guided vehicles (AGVs)*1, packing machines, and sorting machines <p><small>*1 AGVs: Unmanned transport vehicles and robots</small></p>	<p>Basic Strategy 4</p> <p>Develop sustainability initiatives and comfortable working environments</p> <ul style="list-style-type: none"> • Reduce CO₂ emissions across the entire supply chain by promoting LED lighting, introducing environmentally friendly packaging materials, and implementing joint delivery • Reduce truck waiting times through the introduction of a berth reservation system and create a more comfortable working environment by streamlining operations using DX
	<p>Initiatives through '25/3</p> <ul style="list-style-type: none"> • Full-scale operation of the Kanto area e-commerce base for home appliance retailers • Review of delivery frequency to stores • Strengthen the Gateway Center (GWC) function*2 <p><small>*2 GWC: A joint logistics platform that provides cargo handling and storage of home appliance manufacturer inventory at home appliance retailer logistics centers</small></p>	<ul style="list-style-type: none"> • Expansion of our know-how in home appliance retailer logistics to other industries • Strengthening LLP solution sales 	<ul style="list-style-type: none"> • Promotion of robotics, including the adoption of sorting robots and size-adjustable automatic packing machines • Introduction of BI and CRM tools 	<ul style="list-style-type: none"> • Creation of a circular business • Installation of air conditioning systems for work areas • Renovation of break rooms to improve employee engagement
	<p>Future Outlook</p> <ul style="list-style-type: none"> • Promote efficiency and labor reduction in e-commerce operations • Rebuild the logistics network in compliance with the revision of two key logistics laws 	<ul style="list-style-type: none"> • Acquire new customers through the expansion of technical logistics 	<ul style="list-style-type: none"> • Deepen the use of BI and CRM tools • Build a new warehouse management system 	<ul style="list-style-type: none"> • Deploy self-driving trucks for actual deliveries • Continue to explore the installation of solar panels at our warehouses

Domestic and overseas logistics/ Port transportation | Airfreight forwarding | **3PL/LLP** | Land transportation | Real estate business

3PL/LLP
(Procurement/Production Logistics)

Share of operating revenue: 3PL/LLP business **27%**

MITSUI-SOKO Supply Chain Solutions, Inc.

For more details on the business, please visit: <https://www.mitsui-soko.com/en/company/group/mscs>

Takayuki Sekitori
Representative Director,
President Executive Officer
MITSUI-SOKO
Supply Chain Solutions, Inc.

We consider and execute projects together with our customers and society based on a deep understanding of their needs, enabling us to grow together. These relationships and processes that we have cultivated are also reflected in the vision represented in our company name, "supply chains and solutions."

Business Details	
Main products handled	Precision equipment, home appliances
Regions	Japan, Southeast Asia
Major customers	Electrical manufacturers, machinery manufacturers

MITSUI-SOKO Supply Chain Solutions was established in April 2015 as a joint venture with Sony Corporation. Centered in Japan, Thailand, and Malaysia, we operate a logistics network that provides a wide range of services, such as procurement, factory, sales, and repair parts logistics. By combining these logistics functions, we help optimize our customers' supply chains.

Strengths and Market Environment Awareness

Strengths	Market Environment Awareness
<ul style="list-style-type: none"> ▶ Experience, knowledge, and talent well-versed in the global supply chain ▶ Frontline capabilities and improvement expertise cultivated through manufacturer logistics ▶ Supply chain proposal capabilities grounded in a manufacturer's perspective, with expertise in both planning and actual logistics operations 	<p>In addition to offering a wide range of logistics services, both domestically and overseas, our strength lies in our ability to propose logistics plans that contribute to our customers' business strategies. Leveraging the experience and knowledge gained through supporting Sony's logistics, we provide end-to-end logistics services by building and executing complete supply chains that extend globally, from upstream to downstream.</p> <p>Dramatic changes, including global uncertainty, rising geopolitical risks, and rapid technological innovation, are driving the electronics industry to rapidly review its products, production sites, and supply chains. As our logistics operations are heavily influenced by those of our customers, we must further strengthen our ability to respond to structural changes in the electronics industry, while also pursuing the acquisition and expansion of new business opportunities.</p>

Main Logistics Areas


Industry	Value chain	Raw materials/Materials/Parts			Finished goods			Distribution		Main Services
		Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Sales logistics	
Home appliances					■	■	■	■	■	<ul style="list-style-type: none"> • 3PL • LLP • Storage/ cargo handling • Import/ export services • International transportation • Moving services/ office relocation
Precision equipment/ Machinery		■	■	■	■	■	■	■	■	

We primarily handle precision equipment, machinery, and home appliances, providing end-to-end logistics services centered on manufacturers. We provide global LLP services from a manufacturer's perspective, covering everything from logistics planning that contributes to our customers' business strategies to executing logistics operations, such as factory and sales logistics.

Medium-term Management Plan 2022

Goal	The pursuit of supply chains and solutions, embodied in our company name		
	Basic Strategy 1	Basic Strategy 2	Basic Strategy 3
	Responding to change: Expanding and deepening existing business	Expanding new growth opportunities: Developing unique new businesses	Strengthening the foundation: Continuous evolution of human resources and operational quality
Basic Strategies	<ul style="list-style-type: none"> • As a supply chain partner for the Sony Group, one of our major clients, promote both global logistics planning tailored to customer needs and high-quality operational logistics services • Contribute to building optimal, complete supply chains in coordination with our logistics DX initiatives 	<ul style="list-style-type: none"> • Armed with our extensive track record and know-how in constructing a complete supply chain from a global manufacturer's perspective, develop a sales strategy focused on "selection and concentration" • Promote growth and expansion through the acquisition of new customers and new businesses 	<ul style="list-style-type: none"> • Enhance human resource recruitment and implement structured training programs to build high expertise and planning ability, while promoting the creation of comfortable working environments • Persistent improvement and enhancement of our operational quality by thoroughly implementing quality improvement activities and PDCA cycle management
Initiatives through '25/3	<ul style="list-style-type: none"> • Leveraging the semiconductor platform in Kyushu, expanding our scope of services beyond storage to include ancillary operations • Strengthening the integration of logistics planning and operational logistics to secure additional BPO services 	<ul style="list-style-type: none"> • Acquisition of new customers through sales activities led by overseas local subsidiaries • Expansion of services that combine SCM improvement and operational logistics to jointly build and improve customers' logistics as a partner • Aim to acquire new customers by obtaining IATA CEIV Lithium Batteries certification and establishing a highly specialized safe transportation system • Constructing a new warehouse in Malaysia to expand handling in the mobility sector 	<ul style="list-style-type: none"> • Implementation of frontline (on-site) showroom projects • Development of various engagement policies, including engagement training programs • Execution of quality improvement projects at each frontline office and promotion of automation measures
Future Outlook	<ul style="list-style-type: none"> • Deepen business through the collaboration of logistics planning and operational execution • Expand existing operations, including memory brand business and repair parts 	<ul style="list-style-type: none"> • Strengthen strategic sales focused on manufacturers and the semiconductor industry • Capture business opportunities arising from the need to review SCM 	<ul style="list-style-type: none"> • Continue base cost reduction and quality improvement projects across the entire Group • Organizational restructuring and fostering a company-wide sales mindset • Promote human resource development and networking within the Group with an eye on the next generation of employees • Further strengthen engagement improvement policies

Domestic and overseas logistics/ Port transportation | Airfreight forwarding | 3PL/LLP | **Land transportation** | Real estate business



Land Transportation

Share of operating revenue: Land transportation business **9%**

MITSUI-SOKO TRANSPORT Co., Ltd.



For more details on the business, please visit: <https://www.mitsui-soko.com/en/company/group/mst>

Atsushi Shigemura

Representative Director,
President
MITSUI-SOKO
TRANSPORT Co., Ltd.



To achieve the target figures of the Medium-term Management Plan 2022, we will respond to changes in social conditions and the management environment while focusing on strengthening our specialist services. We aim to build high-quality logistics services in Japan by organically connecting the transportation functions at the core of the Marukyo Transportation Group with the diverse logistics functions of the Mitsui-Soko Group.

Business Details

Main products handled	Consumer goods, beverages, interior/housing materials, non-prescription pharmaceuticals, paper products
Region	Japan
Major customers	Consumer goods manufacturers and wholesalers, drugstores, beverage manufacturers

MITSUI-SOKO TRANSPORT oversees and manages a transportation network, centered on Marukyo Logistics, which provides logistics services focused on transportation. Marukyo Logistics operates approximately 1,000 company-owned vehicles and 2,000 chartered vehicles, providing highly efficient logistics services through large-volume line-haul transportation, carefully coordinated regional joint deliveries, and asset-based 3PL solutions.

Strengths and Market Environment Awareness

Strengths	<ul style="list-style-type: none"> ▶ Asset-type operation owning approx. 1,000 vehicles and using about 2,000 chartered vehicles at 60 locations nationwide ▶ Completely in-house delivery network and joint delivery system covering the Chugoku and Shikoku areas ▶ Low-cost operation 	<p>Leveraging a transportation network built across Japan, especially in the Kansai, Chugoku, and Shikoku regions, we provide a wide range of services, including asset-based 3PL, joint deliveries, dedicated cargo transportation, and line-haul transportation. By combining these services, we deliver end-to-end logistics solutions that meet customers' needs.</p>
	<p>Opportunities and risks (external environment)</p> <ul style="list-style-type: none"> • Tighter regulations stemming from the 2024 problem (limiting total working hours) and environmental concerns • Rising labor costs due to soaring fuel prices and driver shortages • Growing need for joint deliveries and collaborative logistics <p>Challenges (internal environment)</p> <ul style="list-style-type: none"> • Addressing labor shortages • Contributing to ESG management 	<p>The transportation industry is facing a difficult environment, with labor shortages caused by a lack of truck drivers and an aging labor force, as well as expected rising costs due to the recent surge in fuel prices. Joint delivery services address both societal demands for sustainability and customer cost reductions, and demand for these is expected to increase in the future.</p>

Main Logistics Areas

Industry	Value chain	Raw materials/Materials/Parts			Finished goods			Distribution		Main Services
		Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Production logistics	Sales logistics	Procurement logistics	Sales logistics	
Healthcare										<ul style="list-style-type: none"> • Land transportation • 3PL • Storage/cargo handling
Home appliances										
Precision equipment/Machinery										
Consumer goods										
Housing/Interior goods										
Food & beverages										
Paper/Pulp										

We mainly provide land transportation services, handling sales logistics from upstream to downstream. For beverages, we also transport raw materials and concentrates between bases. For consumer goods, we provide integrated services that combine both transportation and storage operations.

Medium-term Management Plan 2022

Goal	Provide new value to our customers by integrating base (hub) logistics and transportation network logistics		
Basic Strategies	<p>Basic Strategy 1</p> <p>Expanding the transportation network in Western Japan</p> <ul style="list-style-type: none"> • Focusing on products for drugstores, build a transportation network across Western Japan by enhancing and extending our core joint delivery network in the Chugoku and Kyushu regions 	<p>Basic Strategy 2</p> <p>Improving financial performance by visualizing joint delivery operations</p> <ul style="list-style-type: none"> • In joint delivery operations, where consolidating multiple customers' products makes it difficult to determine actual costs per customer, we improve financial performance by promoting operational visibility and thoroughly managing income and expenditures. 	<p>Basic Strategy 3</p> <p>Improving service quality and reinforcing transportation safety management system</p> <ul style="list-style-type: none"> • Improve operational quality by standardizing operations through DX promotion and developing human resources capable of improving KPI management and frontline operations • Increase employee engagement through ongoing work-style reforms • Strengthen transportation safety management system by leading Group-wide initiatives, including the standardization of safety standards
	<p>Initiatives through '25/3</p> <ul style="list-style-type: none"> • Establishment of a distribution center in the Chugoku-Shikoku region for beverage wholesalers and vendors serving drugstore clients 	<ul style="list-style-type: none"> • Optimization of collection fees 	<ul style="list-style-type: none"> • Implementation of compliance measures in response to revisions of two key logistics laws • Trial introduction of RPA aimed at streamlining performance management • Application of heat-reflective roof coating to two facilities as a countermeasure for extreme heat and to improve work environments
Future Outlook	<ul style="list-style-type: none"> • Ensure stable operations of the distribution center in the Chugoku-Shikoku region for beverage wholesalers and vendors serving drugstore clients • Propose shared warehousing that accommodates both drugstore clients and vendors 	<ul style="list-style-type: none"> • Continue to optimize collection fees • Identify profitable businesses and improve financial performance 	<ul style="list-style-type: none"> • Implement labor-saving measures in warehouse operations through the use of material handling equipment • Continue compliance measures in response to revisions of two key logistics laws and other regulations • Organizational restructuring to achieve a sustainable transportation management system

Domestic and overseas logistics/Port transportation | Airfreight forwarding | 3PL/LLP | Land transportation | **Real estate business**



Real Estate Business

Share of operating revenue: Real estate business **2%**

MITSUI-SOKO HOLDINGS Co., Ltd.

For more details on the business, please visit:
<https://www.mitsui-soko.com/en/company/overview/realstate/> (in Japanese only)

Hirobumi Koga

Representative Director,
 President Executive Officer
 MITSUI-SOKO
 HOLDINGS Co., Ltd.



We aim to secure stable, long-term revenue and support the growth of the Group by managing and operating owned real estate while renewing and enhancing its value to meet market needs in line with current trends.

Business Details

We operate and manage office buildings, including the MSH Nihonbashi Hakozaki Building, MSC Center Building, and MSC Onarimon Building, as well as rental condominiums. While these properties host a variety of tenant companies and produce stable revenue, we are promoting corporate real estate (CRE) measures to further enhance corporate value through more effective use of our assets. We also support the management and operation of the Group's logistics real estate and focus on capital investments with an eye toward market competitiveness.

Major Properties under Management

Type	Region	Name	Total floor area (m ²)
Office	Tokyo	MSH Nihonbashi Hakozaki Building	135,887
		MSC Center Building	32,507
		MSC Fukagawa Building	14,199
		MSC Fukagawa Building No.2	22,046
		MSC Onarimon Building	10,516
Total		Five properties	215,155

Type	Region	Name	Rental units
Residence	Tokyo	River & Tower	99
		Park Axis Onarimon	52
	Osaka	Port Villa Utsubo Park	108
Total		Three properties	259

Group Network

As of July 31, 2025

MITSUI-SOKO Co., Ltd. Tokyo Domestic and Overseas Logistics/Port Transportation

MITSUI SOKO KYUSHU CO., LTD. Fukuoka	Zhangjiagang Bonded Area Marukyo Transportation & Trade Co., Ltd. China
MITSUI-SOKO BUSINESS PARTNERS CO., LTD. Tokyo	Mitex International (Hong Kong) Ltd. Hong Kong
IM EXPRESS CO., LTD. Tokyo	Mitsui-Soko (Taiwan) Co., Ltd. Taiwan
SANSO CO., LTD. Tokyo	Mitsui-Soko (Korea) Co., Ltd. Korea
TOKO MARURAKU TRANSPORTATION CO., LTD. Kanagawa	Mitsui-Soko International Pte. Ltd. Singapore
SANSO KOUUN CO., LTD. Aichi	Mitsui-Soko (Singapore) Pte. Ltd. Singapore
Sanko Trucking Co., Ltd. Aichi	Mitsui-Soko Vietnam Co., Ltd. Vietnam
SANEI Co., Ltd. Mie	MITSUI-SOKO (Thailand) Co., Ltd. Thailand
MITSUNORI CORPORATION Fukui	Mitsui-Soko (Chiangmai) Co., Ltd. Thailand
MITSUI WAREHOUSE TERMINAL SERVICE CO., LTD. Osaka	MITS Logistics (Thailand) Co., Ltd. Thailand
SANYU SERVICE Co., Ltd. Osaka	MITS Transport (Thailand) Co., Ltd. Thailand
KOBE SUNSO KOUN CO., LTD. Hyogo	Mitsui-Soko (Malaysia) Sdn. Bhd. Malaysia
SUN TRANSPORT CO., LTD. Hyogo	Mitsui-Soko Agencies (Malaysia) Sdn. Bhd. Malaysia
MK SERVICES CO., LTD. Hyogo	Integrated Mits Sdn. Bhd. Malaysia
Seiyu Koun Co., Ltd. Fukuoka	PT Mitsui-Soko Indonesia Indonesia
Hakata Sanso-Butsuryu Co., Ltd. Fukuoka	Mitsui-Soko (U.S.A.) Inc. U.S.A.
Naha International Container Terminal, Inc. Okinawa	Mitsui-Soko (Americas) Inc. U.S.A.
Mitsui-Soko (China) Investment Co., Ltd. China	Mitsui-Soko Mexico S.A. de C.V. Mexico
Mitex Logistics (Shanghai) Co., Ltd. China	PST CLC Mitsui-Soko, a.s. Czech Republic
MSC Trading (Shanghai) Co., Ltd. China	PST Hungary Kft. Hungary
Mitex Shenzhen Logistics Co., Ltd. China	Shanghai Jinjiang Mitsui-Soko International Logistics Co., Ltd.* China
Nantong Sinavico International Logistics Co., Ltd. China	AW Rostamani Logistics LLC* U.A.E.
Shanghai Marukyo Transportation Co., Ltd. China	

MITSUI-SOKO EXPRESS Co., Ltd. Tokyo Airfreight Forwarding

MSE CHINA (GUANGZHOU) CO., LTD. China	N.V. MSE EUROPE S.A. Belgium
MSE CHINA (BEIJING) CO., LTD. China	MSE EUROPE TASIMACILIK, ORGANIZASYON, LOJISTIK LIMITED SIRKETI Türkiye
MSE EXPRESS AMERICA, INC. U.S.A.	MS EXPRESS SOUTH AFRICA (PTY) LTD. South Africa
MSE EXPRESS MEXICO, S.A. DE C.V. Mexico	PT. PUNINAR MSE INDONESIA* Indonesia
MSE do Brasil Logistica Ltda. Brazil	MSE FORWARDERS INDIA PVT. LTD.* India
MSE EXPRESS (THAILAND) CO., LTD. Thailand	

MITSUI-SOKO LOGISTICS Co., Ltd. Tokyo 3PL/LLP (Distribution/Sales logistics)

Hokkaimitsui-Soko Logistics Co., Ltd. Hokkaido	Co-next Inc. Tokyo
MS Logitech Service Co., Ltd. Osaka	

MITSUI-SOKO Supply Chain Solutions, Inc. Tokyo 3PL/LLP (Procurement/Production logistics)

Logistics Operation Service Co., Ltd. Tokyo	MS Supply Chain Solutions (Malaysia) Sdn. Bhd. Malaysia
MS Supply Chain Solutions (Thailand) Ltd. Thailand	

MITSUI-SOKO TRANSPORT Co., Ltd. Osaka Land Transportation

Marukyo Logistics Co., Ltd. (Osaka) Osaka	Marukyo Group Cooperative Osaka
Marukyo Logistics Co., Ltd. (Ehime) Ehime	Swallow Logistics Co., Ltd. Wakayama
AMT Co., Ltd. Ehime	Marukyo Shokusan Co., Ltd. Osaka
Marukyo Logistics Co., Ltd. (Kyushu) Fukuoka	Kiwa General Service Co., Ltd. Wakayama

MITSUI-SOKO HOLDINGS Co., Ltd. Tokyo Holding Company, Real Estate Business

MITSUI-SOKO BIZPORT Co., Ltd. Tokyo
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* Companies accounted for using equity method

Medium-term Management Plan 2022

Goal Strengthen our revenue base by promoting multi-tenant occupancy of owned real estate, with a focus on tenant mix

	Basic Strategy 1	Basic Strategy 2
Basic Strategies	<p>Promote CRE measures</p> <ul style="list-style-type: none"> Explore a wide range of investments to make effective use of owned assets Through renovation to increase the value of the MSH Nihonbashi Hakozaki Building (hereinafter, Hakozaki Building), convert it into a multi-tenant office building, and strengthen the revenue base of the real estate business Transform into an environmentally friendly office building to achieve sustainability 	<p>Manage and support the Group's logistics real estate</p> <ul style="list-style-type: none"> Consider a wide range of investments in logistics facilities, including asset portfolio replacement Maintain and manage high-value-added logistics facilities, such as renewals of aging facilities and the design of dedicated facilities for cutting-edge medical products Pursue energy-saving measures and consider installing solar power generation equipment to build sustainable logistics facilities
Initiatives through '25/3	<ul style="list-style-type: none"> Renovation and value-enhancement work, along with conversion to a multi-tenant property, for the Hakozaki Building Promoting leasing of the Hakozaki Building's multi-tenant office, with contracts concluded for all floors (scheduled for full occupancy in the fiscal year ending March 31, 2027) 	<ul style="list-style-type: none"> Implementation of energy-saving measures through planned upgrades of LED lighting and air conditioning, as well as performing energy-saving diagnostics Consideration of installing solar power generation equipment at the Group companies
Future Outlook	<ul style="list-style-type: none"> Lease out the MSC Onarimon Building and the MSC Center Building Conduct value-enhancement work on the upper floors of the Hakozaki Building 	<ul style="list-style-type: none"> Implement energy-saving measures through planned upgrades of LED lighting and air conditioning Consider and implement solar power generation equipment installation at the Group companies