



mitsui-soko **GROUP**

GROUP PROFILE
2025-2026

Keeping the logistics flowing. That's how we empower our society.

A frictionless world encourages progress for all of us and the world.

**We are one team, equipped to provide the full spectrum of logistics services,
from procurement of raw materials through to support for advanced medical
logistics. So that we may continue to serve your ever-changing
needs in this ever-diversifying world,**

we will continue to evolve through co-creation within our group.

You can count on the MITSUI-SOKO Group, now and in the future.

Empower society, encourage progress

**The co-creative logistics
solutions partner.
For every day, emergency,
and always will be**

mitsui-soko group

Logistics for Business

How can we increase efficiency while seamlessly connecting logistics?
This is an important challenge which must be addressed in
improving the efficiency of a business .
At MITSUI-SOKO Group, we support your business
by leveraging the unique know-how of logistics
we have built up through diverse logistics businesses.



Supply Chain & Solution



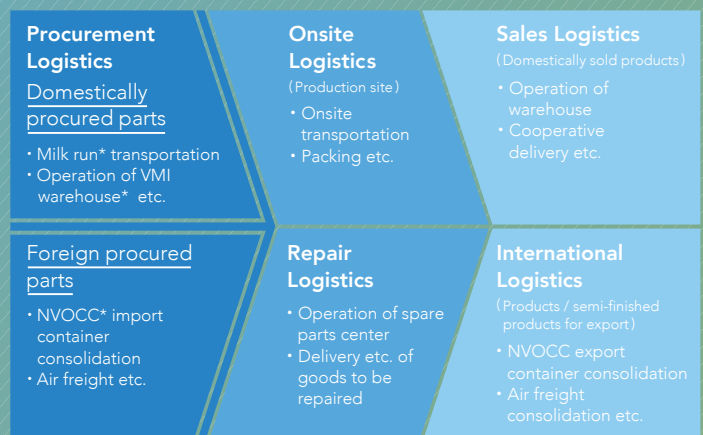
Contributing to improve the productivity within your factory through surveying the manufacturing process

“Onsite logistics service” is one of the special features that MITSUI-SOKO Group own.

We closely align ourselves with your production site, and we will support your total supply chain, including by controlling logistics costs, improving lead time (the time it takes for a product / service to be delivered once ordered), and optimizing stock inventory, all the while synchronizing your logistics planning with your production plan and sales plan.

By capitalizing on the substantial freight handling expertise we have built up through manufacturing logistics, we also offer safe custody for diverse products, parts, and raw materials, large and small, in a warehouse that meets your environmental specification. We contribute to improvement of your factory's productivity by streamlining all aspects of the logistics within your factory – including warehousing, supply to production line, and shipment of products – at your request, for example by processing products as part of the warehouse operation.

Example of support for production management centering on onsite logistics service

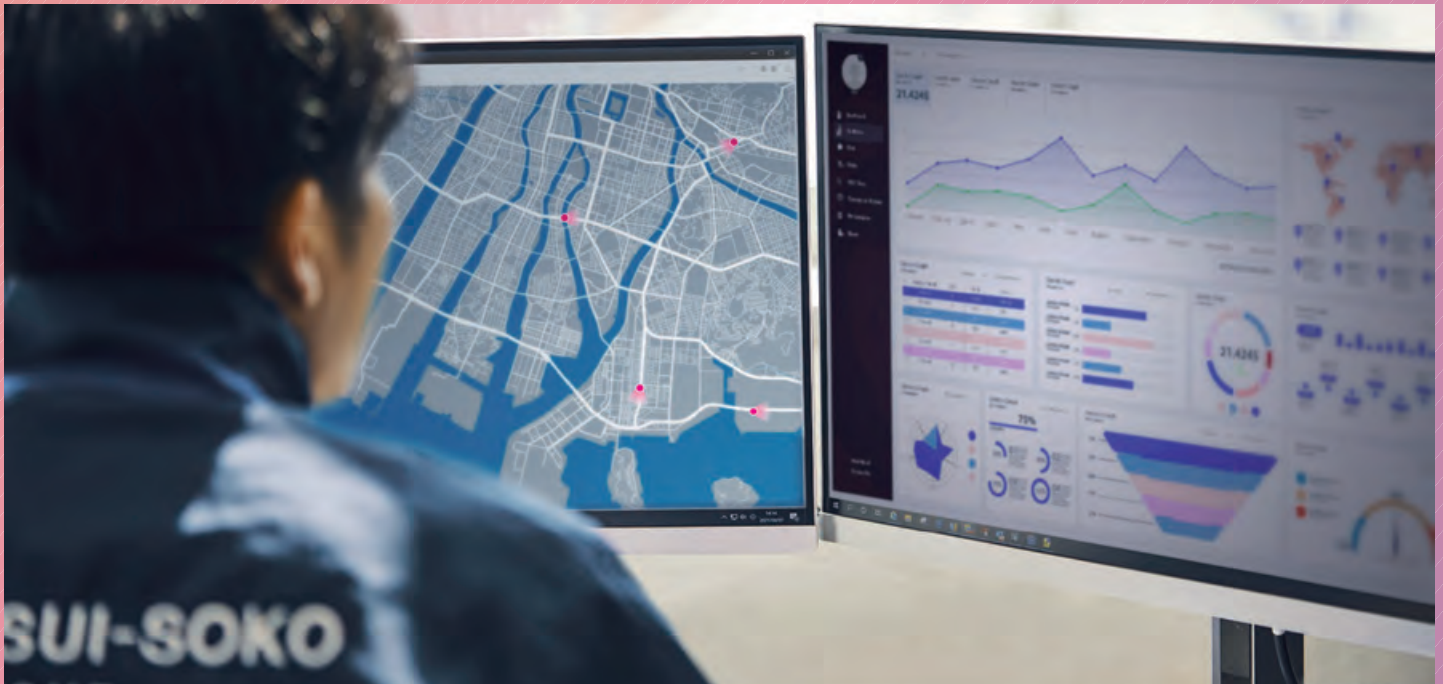


Technology-driven logistics improvement service

* Milk run: A delivery method whereby a single vehicle visits multiple suppliers to collect products or parts etc.

* VMI warehouse: VMI (Vendor Managed Inventory) is a system whereby the vendor proactively manages the inventory of stocks, and in a VMI warehouse, the procurer / purchaser receives appropriate quantity of stocks depending on the production status or sales status etc.

* NVOCC: Abbreviation of Non-Vessel Operating Common Carrier; a business which does not possess its own means of transportation such as vessels or airplanes, and acts as the prime contractor by subcontracting to a transportation company.

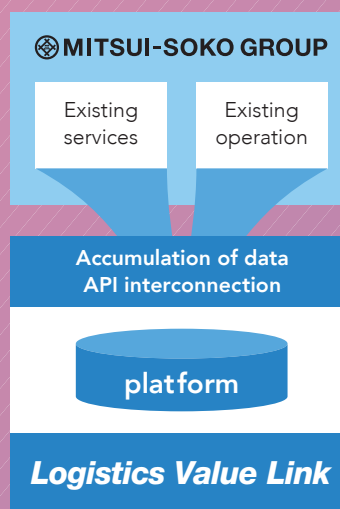


Driving the digital transformation (DX) of logistics business, and enabling your business to achieve even greater efficiency

E-commerce business is expected to continue growing. At MITSUI-SOKO Group, we will be promoting the rationalization of all aspects of the operation of logistics facilities – the backbone of e-commerce business – from a digital viewpoint.

At the outset, we have implemented smart logistics (logistics management which utilizes technologies such as AI, IoT*, and AGV*) at our state-of-the-art logistics facilities for brick-and-mortar stores as well as e-commerce, and in due course, we will also implement this in our other locations. Furthermore, through the digital platform Logistics Value Link, we will deploy “logistics DX” as a means of “offense” as well as “defense” at facilities where IT systems to reduce the complexity of business are built (see chart to the right).

We seek to rationalize/optimize the logistics of your business by capitalizing on these measures.



We share the data relating to existing services through collaboration among individual members of our group, and consolidate the diverse data gained into our own platform. This is “Logistics Value Link”.



Offensive DX

Visualization of stocks across multiple sites
Unified control through the platform of stocks throughout the supply chain

Compare and validate different scenario plans
Propose plans and conduct simulations when considering new businesses and route changes

Unified control of trade documentation
Manage trade documentation for each shipment and enable the person in charge to confirm their status in real time

Defensive DX

Automation of decisions
Achieve efficient production of staff assignment / storage location plans through introduction of AI

Automation / manpower reduction in business processes
Reduction in driver wait time through berth booking and automatic request processing Improving safety and countering manpower shortages by utilizing AGV for cargo handling / transport within the warehouse.

Digitalization of paperwork
Reduction in man-hours and human errors through digitalization

* IoT: “Internet of Things,” whereby cargo etc. connect to servers and the cloud through network connection, to exchange information with each other.

* AGV (Automated Guided Vehicle): A transportation vehicle which operates autonomously without a human driving it.

Logistics for Life

The image is a composite of two photographs. The top-left portion shows a close-up of a hand holding a branch of coffee cherries, which are bright red and clustered together. The background is a lush green coffee plant. The bottom-right portion shows a barista with dark hair and glasses, wearing a black apron over a black t-shirt. He is pouring coffee from a silver, rounded siphon-style pot into a white cup. The background is a blurred coffee shop interior with warm lighting. A thick, multi-colored wavy line, resembling a rainbow, separates the two images, running diagonally from the bottom left towards the top right.

With greater speed,
accuracy, and safety.
Let us introduce you to
MITSUI-SOKO Group's services
that support your comfortable
life through logistics.

Food Ingredients Logistics



One-stop solution for raw materials logistics backed by experience and achievements.

Food ingredients (prepared foodstuff and agricultural produce etc.) are indispensable to our diet. And the handling of food ingredients is what has the longest history within our group.

To take the import of coffee beans into Japan as an example, we provide precisely tailored services such as storage at the right temperature range in bonded warehouses* within domestic port districts, facilitation of sampling during storage, and so on.

Furthermore, our group acts as a one-stop provider of all services ranging from "sea freight" from the country of origin, "customs clearance," and "warehousing," through to "distribution and processing," "domestic land transportation," and "delivery."

This is a unique strength of the MITSUI-SOKO Group, built atop the experience and achievements gained through our long history.

One-stop service for raw materials logistics connecting the place of production and domestic manufacturers



* Bonded warehouse: A place where imported foreign cargo can be stored in a bonded state (with the levying of customs duties temporarily suspended). Storage of up to two years is possible.

Technical Logistics



A “life-connected” logistics service utilizing the know-how of home appliance logistics

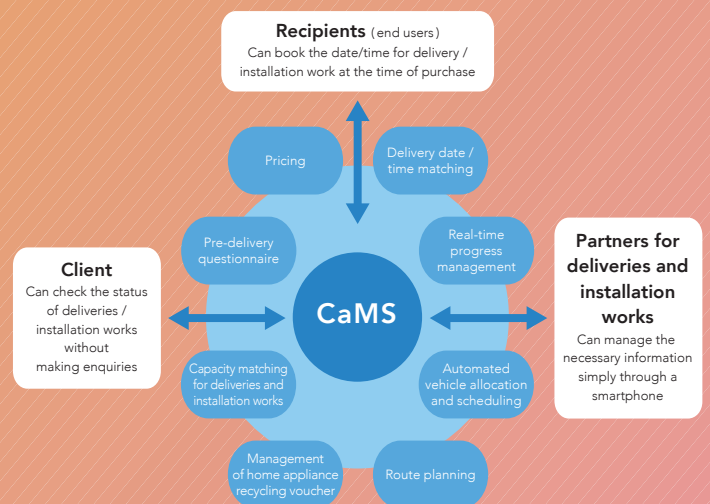
We operate domestic delivery service for home appliances, furniture, etc., including the installation and maintenance of PUDO Station, a delivery locker system that perfectly fits the busy, modern-day lifestyle.

Our group handles requests from all types of businesses through a single point of contact.

We support everyone's comfortable life through Technical Logistics Platform*, a unique business model which augments logistics with technology, and is based on a service network we have built together with partners in more than 150 locations within Japan.

Additionally, by utilizing Capacity Matching System (CaMS; see chart to the right), we can visualize in real time the capacity and operational status as pertains to deliveries and installation works. This in turn enables the matching between multiple clients and partners, and realizes the optimization of deliveries and installation works.

CaMS: Capacity Matching System



* CaMS is a logistics support system developed by MITSUI-SOKO LOGISTICS (Patent No. 6101847).

* Video introduction to Technical Logistics Platform can be viewed here → <https://youtu.be/92LqSWwCVoU>



Logistics for Society



How can we change the world?
How far can we go to make society better?
Let us introduce you to
MITSUI-SOKO Group's services that
address social issues.

Supply-chain Sustainability



Tackling social issues through SustainaLink

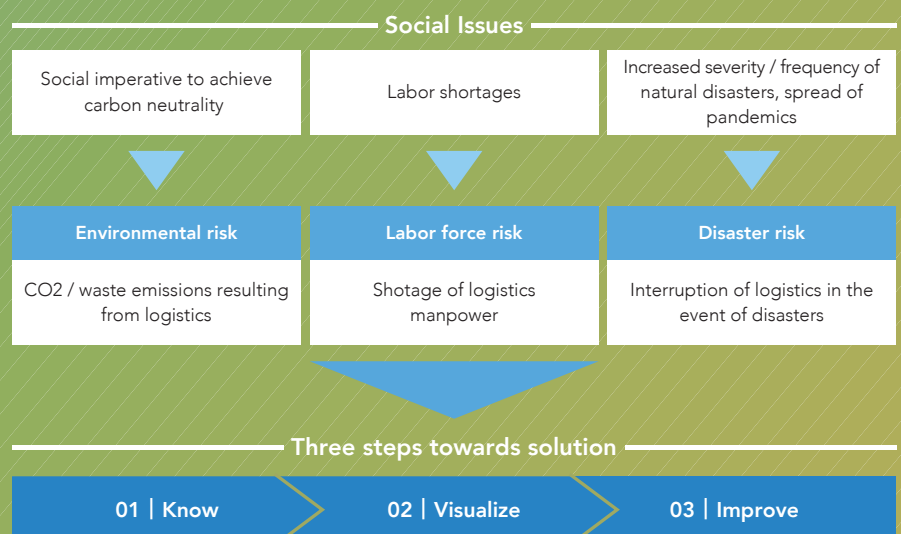
SustainaLink* is MITSUI-SOKO Group's service offering which supports sustainability in logistics. We reveal risks from the perspectives of three social issues in logistics, namely "environment," "labor force," and "disaster," and by taking a three-step approach to "know," "visualize," and "improve" each of them, we can support the realization of sustainability in your supply chain. For example, with respect to environmental risk, we can support your decarbonization efforts by calculating (visualizing) in accordance with the GLEC Framework* the CO2 emissions from international logistics that rely on different modes of transport such as sea/air, rail, and road, and proposing ways to reduce CO2 emissions through streamlining of logistics.

* SustainaLink has received validation from third-party verification agency in respect of the method it uses to calculate the CO2 emissions from international / domestic logistics.

* GLEC framework: An international guideline based on the GHG Protocol, which sets the international standard for CO2 accounting, with a specific focus on the calculation of CO2 emissions in logistics.

SustainaLink
Supply-chain Sustainability

Overview of SustainaLink



* Video introduction to SustainaLink can be viewed here → <https://youtube.be/2B5EfDOcFU>



Advanced Medical Logistics



Utilizing high-performance facilities to deliver advanced medical logistics

At MITSUI-SOKO Group, we can provide—through P&M Centers, our very own high performance GMP*-compliant facilities which hold various licenses such as those for the manufacture and distribution of pharmaceuticals—a one-stop solution for your diverse needs, including the manufacture and distribution of pharmaceuticals and medical devices, as well as the handling of biopharmaceuticals and investigational drugs that require strictly control.

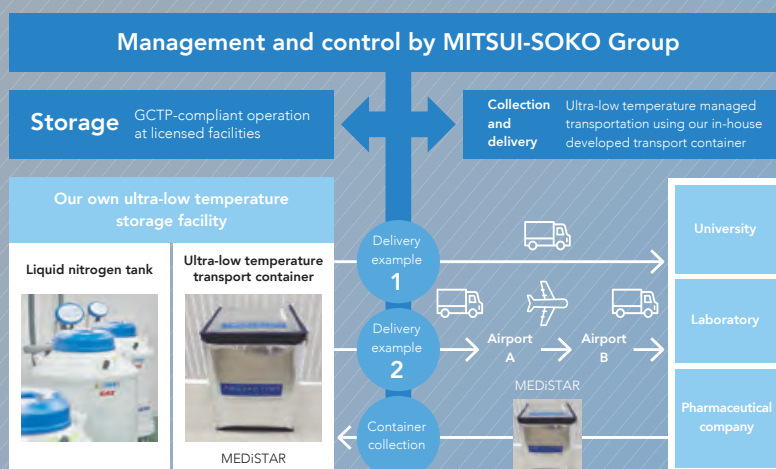
In particular, in the field of advanced medicine such as regenerative medicine, we have built a logistics service which can even handle ultra-low temperatures (-150°C), and through our GCTP*-compliant facilities, we provide logistics services which call for precision, such as comprehensive outsourced services for “domestic transport of patient samples” and “temporary storage / transport of foreign manufactured products,” all to a high standard of quality.

* GMP: Ministerial Ordinance on Standards for Manufacturing Control and Quality Control for Drugs and Quasi-drugs (Good Manufacturing Practice)

* GCTP: Ministerial Ordinance on Standards for Manufacturing Control and Quality Control for Regenerative Medicine Products etc. (Good Gene, Cellular, and Tissue-based Products Manufacturing Practice)



Service model for ultra-low temperature logistics in the field of advanced medicine



* Video introduction to Medical Logistics can be viewed here → <https://youtu.be/aZoCy9yvpfM>



Organizational Structure

MITSUI-SOKO HOLDINGS Co., Ltd.

Holding Company • Real Estate Business

Supports management of business companies and achieves overall optimization; leases, manages, and oversees real estate holdings



MITSUI-SOKO Co., Ltd.

Domestic and Overseas Logistics Port Transportation

Capitalizing on its large logistics center operation expertise, builds strategic logistics networks inside and outside of Japan and offers optimal solutions catering to the local situations of each country



MITSUI-SOKO EXPRESS Co., Ltd.

Airfreight Forwarding

Global express forwarder offering high-quality services based on specialist knowledge of the characteristics of various cargo * Joint venture with Toyota Motor Corporation



MITSUI-SOKO LOGISTICS Co., Ltd.

3PL/LLP (Distribution/Sales logistics)

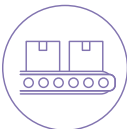
Logistics partner that connects manufacturing, distribution, and sales to offer solutions to customers' management issues



MITSUI-SOKO Supply Chain Solutions, Inc.

3PL/LLP (Procurement/Production logistics)

Provides supply chain solutions to boost competitive edge of customers based on the manufacturer's perspective



MITSUI-SOKO TRANSPORT Co., Ltd.

Land Transportation

Coordinates and manages transportation functions and networks

* Marukyo Logistics Co., Ltd. continues to operate as a member of the Group.
Marukyo Logistics is under the control and management of MITSUI-SOKO TRANSPORT.



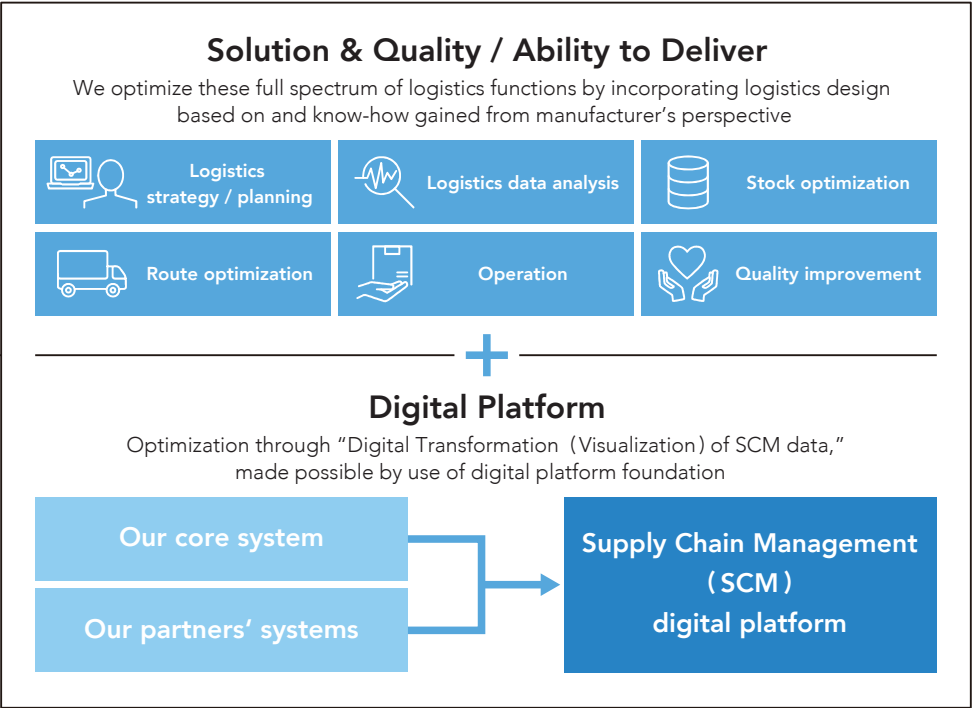
Integrated Solution Service



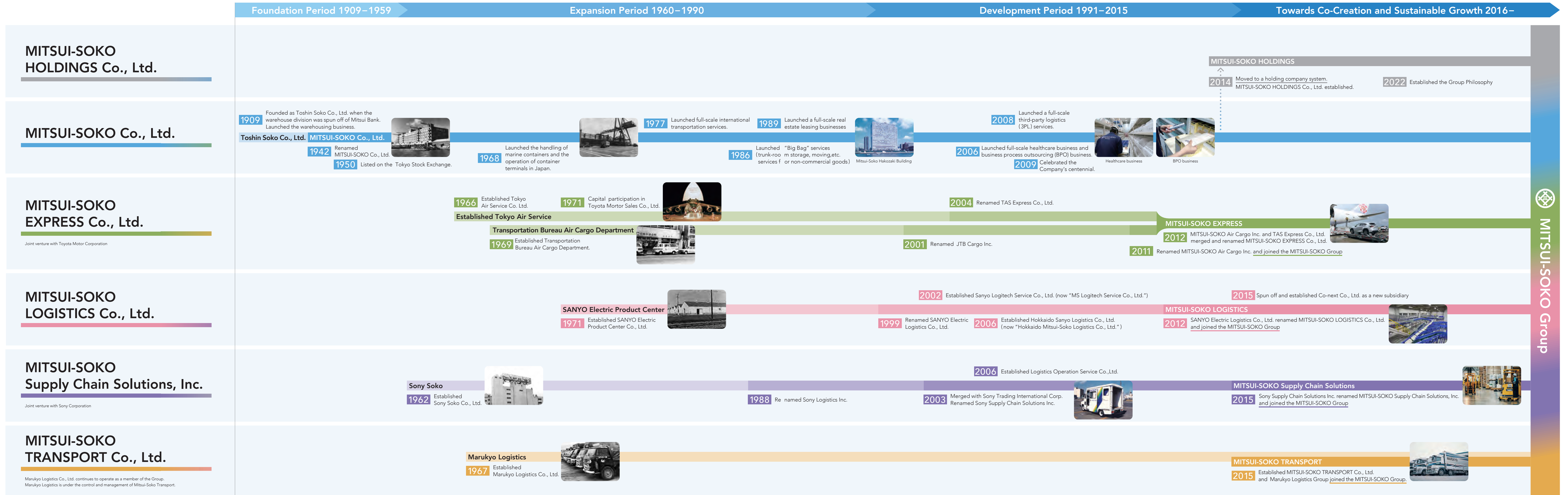
MITSUI-SOKO GROUP

MITSUI-SOKO Group inheriting DNA from multiple origins

Toshin Soko Co., Ltd., the predecessor of the MITSUI-SOKO Group, was established in 1909, at a time when Japan was rapidly developing modern industries. In the decades that followed, the company established bases throughout Japan, and in 1942, it was renamed MITSUI-SOKO Co., Ltd. After listing its shares on the Tokyo Stock Exchange in 1950, MITSUI-SOKO continued to expand the scope of its business operations. In 2012, the services offered by the MITSUI-SOKO Group were significantly enhanced with the addition of MITSUI-SOKO LOGISTICS Co., Ltd., which is involved in third-party logistics (3PL), and the airfreight forwarding company MITSUI-SOKO EXPRESS Co., Ltd. to the Group. In 2015, we added two new business companies, MITSUI-SOKO Supply Chain Solutions, Inc., which specializes primarily in factory and sales logistics, and MITSUI-SOKO TRANSPORT Co., Ltd., which coordinates and manages transportation networks. With these additions, our ability to offer a full spectrum of logistics services continues to be further enhanced. Our vision for the MITSUI-SOKO Group calls for the expansion of our logistics network to encompass key locations worldwide, and for the further growth and continual enhancement of the value that we provide.



Our History

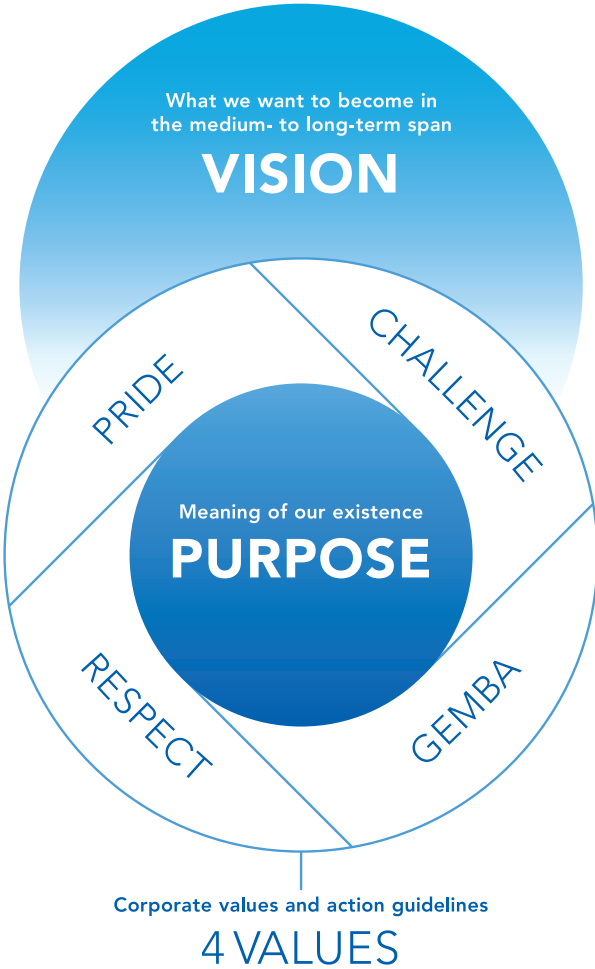


Group Philosophy



Three components of the Group's philosophy

The Group Philosophy is the highest management concept and consists of Purpose (meaning of our existence), Vision (what we want to become in the medium- to long-term span), and 4Values (corporate values and action guidelines).



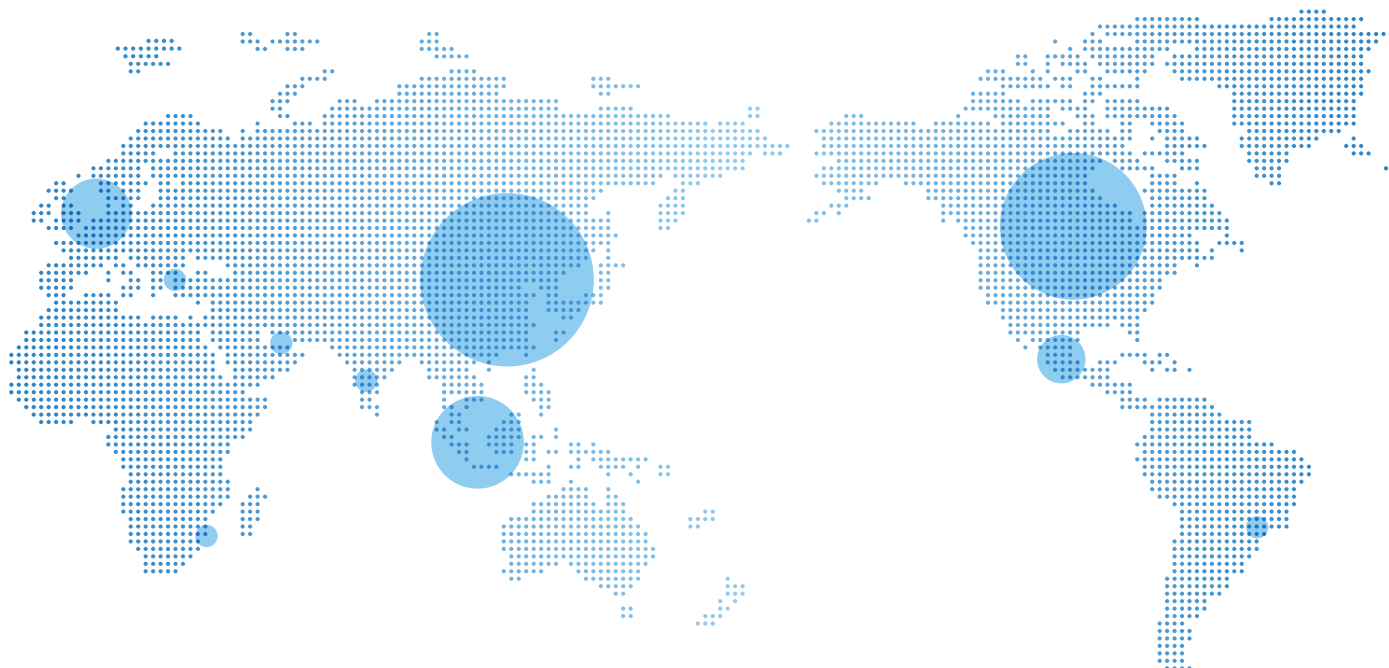
VISION What we want to become in the medium- to long-term span
The co-creative logistics solutions partner.
For every day, emergency, and always will be

PURPOSE Meaning of our existence
Empower society, encourage progress

- 4 VALUES** Corporate values and action guidelines
- PRIDE** Responsibility and pride in empowering our society
 - CHALLENGE** Strive to create and execute sustainable proposals for both our customers and society
 - GEMBA** Our frontline: The base of potential, power, and progress
 - RESPECT** Embrace diverse ideas, co-create new value

Corporate Overview

(As of June 30, 2025)



OUR WORLDWIDE NETWORK

Africa	Europe	Middle East	South Asia	Northeast Asia	Southeast Asia	North America / South America
South Africa	UK	Turkey	India	Japan	Vietnam	U.S.A.
	Belgium	UAE		China, Hong Kong, Taiwan	Thailand	Canada
	Czech Republic			Korea	Singapore	Mexico
	Hungary				Malaysia	Brazil
	Netherlands				Indonesia	
	Slovakia					

Profile of the Group holding company and location of head office

Corporate name	MITSUI-SOKO HOLDINGS Co., Ltd.
Established	October 11, 1909
Capital stock	11,282,840,474 JPY
Employees	1,029 (non-consolidated; including 751 assigned to business companies) 8,017 (consolidated)
Group business activities	Logistics Business, Real Estate Business
Head office address	19-21, Nihonbashi-hakozaki-cho, Chuo-Ku, Tokyo, Japan

Location of Group business companies

MITSUI-SOKO Co., Ltd. Head office address: 19-21, Nihonbashi-hakozaki-cho, Chuo-Ku, Tokyo, Japan
MITSUI-SOKO EXPRESS Co., Ltd. Head office address: 19-21, Nihonbashi-hakozaki-cho, Chuo-Ku, Tokyo, Japan
MITSUI-SOKO LOGISTICS Co., Ltd. Head office address: 19-21, Nihonbashi-hakozaki-cho, Chuo-Ku, Tokyo, Japan
MITSUI-SOKO Supply Chain Solutions, Inc. Head office address: 19-21, Nihonbashi-hakozaki-cho, Chuo-Ku, Tokyo, Japan
MITSUI-SOKO TRANSPORT Co., Ltd. Head office address: 4-9, Tosabori 2-chome, Nishi-ku, Osaka-shi, Osaka, Japan

For more details on corporate information please refer to the list of MITSUI-SOKO Group companies. (to web information)
<https://www.mitsui-soko.com/en/company/group/>



Please refer to the official Youtube of MITSUI-SOKO Group.
<https://www.youtube.com/@mitsuisokohd>



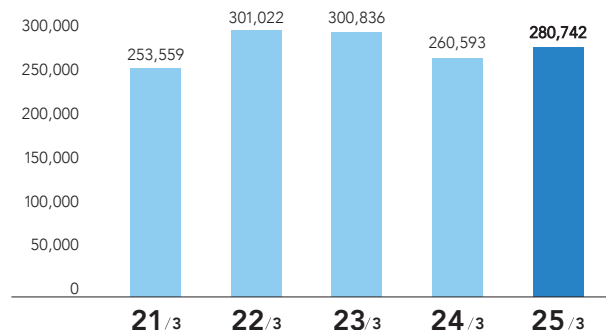
Group Management Structure (officers of holding company and business companies)

MITSUI-SOKO HOLDINGS Co., Ltd.			
• Representative Director, President Executive Officer & CEO	Hirobumi Koga	• Senior Audit & Supervisory Board Member	Hiroshi Kino
• Representative Director, Senior Managing Executive Officer & CFO	Nobuo Nakayama	• Audit & Supervisory Board Member	Fumio Misuge
• Director, Managing Executive Officer	Takeshi Gohara	• Outside Audit & Supervisory Board Member	Hidetaka Miyake
• Director, Managing Executive Officer	Takeshi Nishimura	• Outside Audit & Supervisory Board Member	Ken Kawamura
• Outside Director	Taizaburo Nakano	• Outside Audit & Supervisory Board Member	Masafumi Nakada
• Outside Director	Takashi Hirai		
• Outside Director	Maoko Kikuchi		
• Outside Director	Takashi Tsukioka		
• Outside Director	Junko Kai		
MITSUI-SOKO Co., Ltd.			
• Representative Director, Chairman	Takanobu Kubo	• Director	Nobuo Nakayama
• Representative Director, President Executive Officer	Hiroshi Torii	• Director	Takeshi Nishimura
• Director, Managing Executive Officer	Hideki Wakano	• Audit & Supervisory Board Member	Hiroshi Kino
• Director, Senior Executive Officer	Shigeki Kanai		
• Director, Senior Executive Officer	Toshiyuki Nakanishi		
• Director, Senior Executive Officer	Kazuyoshi Fujimaki		
MITSUI-SOKO EXPRESS Co., Ltd.		MITSUI-SOKO LOGISTICS Co.,Ltd.	
• Representative Director, Chairman	Hirobumi Koga	• Representative Director, President Executive Officer	Teruo Ishikawa
• Representative Director, President Executive Officer	Hisanari Ichiryu	• Director, Senior Executive Officer	Kenichi Matsukawa
• Director, Managing Executive Officer	Hideo Takahashi	• Director, Senior Executive Officer	Hiroyuki Miyajima
• Director, Senior Executive Officer	Yoshihiko Tokumitsu	• Director	Eisuke Tanaka
• Director	Takanobu Kubo	• Director	Takeshi Nishimura
• Audit & Supervisory Board Member	Takeshi Gohara	• Audit & Supervisory Board Member	Fumio Misuge
• Audit & Supervisory Board Member	Ryuji Aiba		
MITSUI-SOKO Supply Chain Solutions, Inc.		MITSUI-SOKO TRANSPORT Co.,Ltd.	
• Representative Director, President Executive Officer	Takayuki Sekitori	• Representative Director, President	Atsushi Shigemura
• Director, Senior Executive Officer	Akio Inamura	• Executive Managing Director	Satoshi Watanabe
• Director (part-time)	Tomoaki Kiriya	• Director	Takashi Watanabe
• Director (part-time)	Yuichi Oshima	• Director	Tomoaki Kiriya
• Director (part-time)	Naoyuki Suto	• Director	Eisuke Tanaka
• Audit & Supervisory Board Member (part time)	Nobuo Nakayama	• Audit & Supervisory Board Member	Nobuo Nakayama

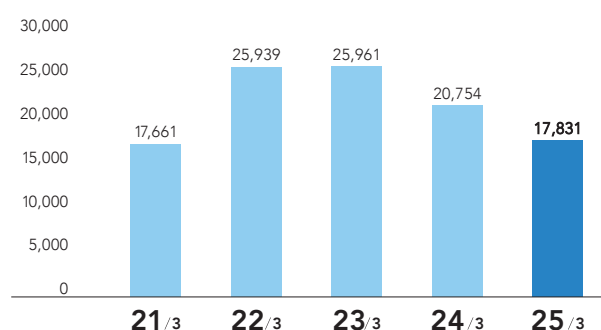
Financial Review

(As of March 31, 2025)

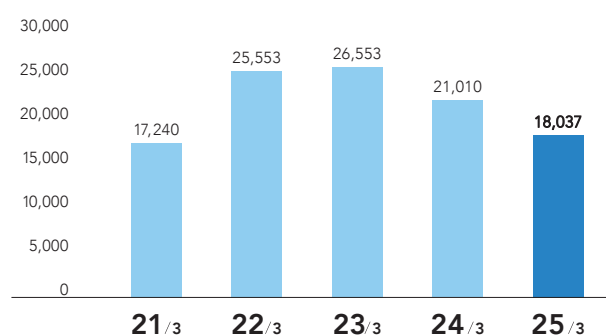
Operating revenue (Millions of yen)



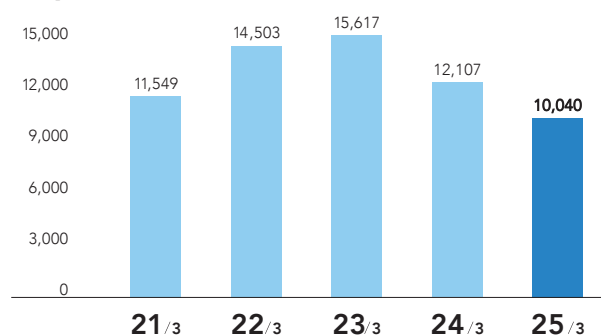
Operating profit (Millions of yen)



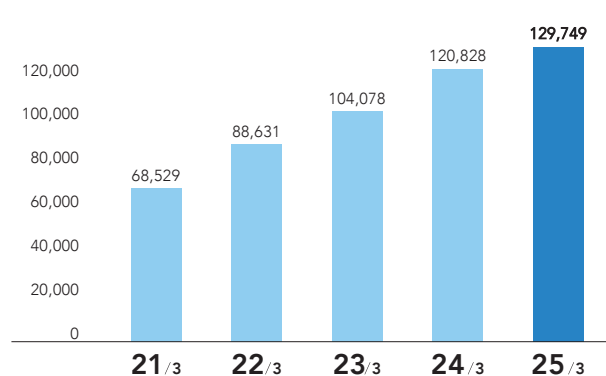
Ordinary profit (Millions of yen)



Profit attributable to owners of parent (Millions of yen)

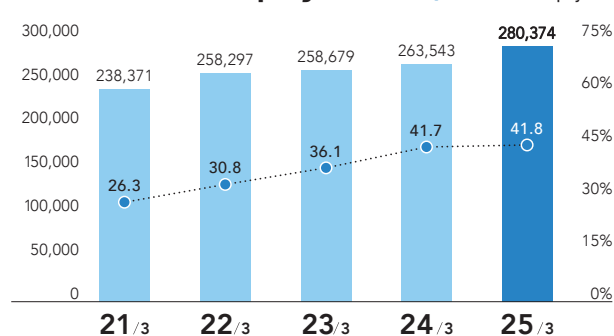


Net assets (Millions of yen)



Total assets (Millions of yen)

Shareholders' equity ratio



Note 1. Operating revenue includes intersegment revenue or transfers, and operating profit is the figure before adjustment for expenses associated with the administrative department.
 Note 2. Figures shown are rounded down to the nearest million yen.

For more details on financial information please refer to the Consolidated Financial Results, etc.
<https://www.mitsui-soko.com/en/ir/library/result/>



For more details on Non-financial information, etc., please refer to the Integrated Report (Value Report)
https://www.mitsui-soko.com/en/ir/library/integrated_report/





The paper on which this brochure is printed uses "banana paper," which protects people and wildlife from poverty and environmental issues, and is produced by One Planet Café which is Fair Trade guaranteed by the WFTO. The banana paper contains more than 20% banana fiber and it is also a climate positive paper which absorbs more CO₂ than it emits during its manufacturing process. Additionally, the paper on which this brochure is printed uses raw materials from FSC® certified forests and other appropriately managed sources, and the ink used for printing is a plant-based ink which contains less than 1% of petroleum-based solvent.



MITSUI-SOKO
GROUP