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November 7, 2025

Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP)

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 Listing: Tokyo Stock Exchange
 Securities code: 9302
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 Scheduled date to file semi-annual securities report: November 10, 2025
 Scheduled date to commence dividend payments: December 2, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for securities analysts and institutional investors)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	147,009	6.0	11,628	22.9	11,501	21.0	5,589	(4.4)
September 30, 2024	138,672	5.2	9,459	(20.1)	9,504	(22.1)	5,847	(18.6)

Note: Comprehensive income For the six months ended September 30, 2025: ¥10,848 million [45.9%]
 For the six months ended September 30, 2024: ¥7,435 million [(43.8)%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
September 30, 2025	74.69	—
September 30, 2024	78.21	—

Note: The Company conducted a 3-for-1 share split of common shares, effective May 1, 2025. Basic earnings per share is calculated as if the share split had taken place at the beginning of the fiscal year ended March 31, 2025.

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio
As of	Millions of yen	Millions of yen	%
September 30, 2025	294,269	137,227	42.2
March 31, 2025	280,374	129,749	41.8

Reference: Equity capital
 As of September 30, 2025: ¥124,182 million
 As of March 31, 2025: ¥117,178 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	73.00	—	73.00	146.00
Fiscal year ending March 31, 2026	—	24.50			
Fiscal year ending March 31, 2026 (Forecast)			—	24.50	49.00

Note: Revisions to the forecasts of cash dividends most recently announced: None

Note: The Company conducted a 3-for-1 share split of common shares, effective May 1, 2025. For the fiscal year ended March 31, 2025, the actual amounts of dividends before the share split are stated.

3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending March 31, 2026	294,000	4.7	21,500	20.6	20,500	13.7	10,500	4.6	140.31

Note: Revisions to the earnings forecasts most recently announced: Yes

*** Notes**

- (1) Significant changes in the scope of consolidation during the period: None
 Newly included: –
 Excluded: –
- (2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: None
- (3) Changes in accounting policies, changes in accounting estimates, and restatement
 (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
 (ii) Changes in accounting policies due to other reasons: None
 (iii) Changes in accounting estimates: None
 (iv) Restatement: None

(4) Number of issued shares (common shares)

- (i) Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2025	74,991,106 shares
As of March 31, 2025	74,953,206 shares

- (ii) Number of treasury shares at the end of the period

As of September 30, 2025	146,583 shares
As of March 31, 2025	146,286 shares

- (iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended September 30, 2025	74,825,625 shares
Six months ended September 30, 2024	74,770,050 shares

- * The Company conducted a 3-for-1 share split of common shares, effective May 1, 2025. Accordingly, the total number of issued shares at the end of the period, the number of treasury shares at the end of the period, and the average number of shares outstanding during the period are calculated as if the share split had taken place at the beginning of the fiscal year ended March 31, 2025.

- * Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

- * Proper use of earnings forecasts, and other special matters

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. Regarding earnings forecasts, please refer to “(3) Explanation of earnings forecasts and other forward-looking statements,” under “1. Qualitative information on semi-annual financial results,” on page 5 of the attached materials.

Attached Materials

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1. Qualitative information on semi-annual financial results

(1) Explanation of operating results

The overview of the financial results for the six months ended September 30, 2025 is as follows.

(Millions of yen)

Consolidated total amount	Six months ended September 30, 2024	Six months ended September 30, 2025	Year-on-year comparison	Changes
Operating revenue	138,672	147,009	8,336	6.0%
Operating profit	9,459	11,628	2,168	22.9%
Ordinary profit	9,504	11,501	1,996	21.0%
Profit attributable to owners of parent	5,847	5,589	(258)	(4.4)%

- Revenue, operating profit and ordinary profit increased year on year due to an increase mainly in airfreight forwarding in the Logistics Business and new tenant occupancy with respect to MSH Nihonbashi Hakozaki Building upon its conversion to a multi-tenant facility in the Real Estate Business.

Operating results by segment are as follows.

(a) Logistics Business

(Millions of yen)

Logistics Business	Six months ended September 30, 2024	Six months ended September 30, 2025	Year-on-year comparison	Changes
Operating revenue	136,169	143,646	7,476	5.5%
Operating profit	11,166	12,862	1,696	15.2%

Business environment: The business environment surrounding the Company is as follows.

- The inventory adjustment phase for raw materials, parts, and other materials experienced by client companies had run its course, and domestic cargo movements remained unchanged. On the other hand, air freight cargo movements were firm.
- Air freight rates and ocean freight rates have remained mostly unchanged.

Operating situation: The situation regarding the operating activities of the Company is as follows.

- Revenue and profit increased year on year due to an increase in airfreight forwarding.
- We focused on acquiring new businesses in the focus fields laid out in our medium-term management plan.
 - Full-year contribution of the logistics bases established in the previous fiscal year overseas (Europe)
 - Launch of new operations for the domestic distribution and retail industry, and new operations for healthcare

(b) Real Estate Business

(Millions of yen)

Real Estate Business	Six months ended September 30, 2024	Six months ended September 30, 2025	Year-on-year comparison	Changes
Operating revenue	2,934	3,960	1,026	35.0%
Operating profit	830	1,542	711	85.7%

Business environment: The business environment surrounding the Company is as follows.

- The average vacancy rates for existing office properties in the Tokyo business district decreased, while average rents increased slightly.

Operating situation: The situation regarding the operating activities of the Company is as follows.

- In the Real Estate Business, revenue and profit increased year on year due to new tenant occupancy with respect to MSH Nihonbashi Hakozaiki Building upon its conversion to a multi-tenant facility.

(2) Explanation of financial position

(i) Status of changes in financial position

(Millions of yen)

Consolidated total amount	As of March 31, 2025	As of September 30, 2025	Comparison from March 31, 2025	Changes
Equity capital	117,178	124,182	7,004	6.0%
Total assets	280,374	294,269	13,895	5.0%
Equity ratio	41.8%	42.2%	+0.4 pt	1.0%
Interest-bearing debt	87,615	89,478	1,863	2.1%
D/E ratio	0.75	0.72	(0.03)	(3.6)%

- The increase in equity capital was mainly due to the recording of profit attributable to owners of parent.
- The increase in total assets was due to an increase in cash and deposits as a result of deposits received related to customs duties paid, etc.
- The increase in interest-bearing debt was due to an increase in long-term borrowings in preparation for capital investment expenditure, etc.
- The D/E ratio is kept at below the financial discipline target of the 1.0 level in preparation for the implementation of strategic investment in the future.

(ii) Status of cash flows

(Millions of yen)

Consolidated total amount	Six months ended September 30, 2024	Six months ended September 30, 2025	Year-on-year comparison
Cash and cash equivalents at beginning of period	30,876	34,652	—
Net cash provided by (used in) operating activities	17,835	16,081	(1,754)
Net cash provided by (used in) investing activities	(7,041)	(6,315)	726
Net cash provided by (used in) financing activities	(2,564)	(1,975)	588
Cash and cash equivalents at end of period	38,562	43,066	—

The status of cash flows for the six months ended September 30, 2025 is as follows.

- The main items in cash flows from operating activities are profit before income taxes and cash reserves due to recording of depreciation.
- The main item in cash flows from investing activities is payments of construction costs for MSH Nihonbashi Hakozaki Building.
- The main items in cash flows from financing activities are long-term borrowings and payments of dividends.

(iii) Changes in cash flow-related indicators

	Fiscal year ended March 31, 2024	Six months ended September 30, 2024	Fiscal year ended March 31, 2025	Six months ended September 30, 2025
Equity ratio (%)	41.7	40.7	41.8	42.2
Equity ratio based on market value (%)	44.5	55.5	70.8	105.2
Interest-bearing debt to cash flow ratio	3.6	2.4	4.0	2.8
Interest coverage ratio	29.0	42.7	27.5	35.4

Notes: Equity ratio: Equity capital/Total assets

Equity ratio based on market value: Market capitalization/Total assets

Interest-bearing debt to cash flow ratio: Interest-bearing debt/Cash flow

Interest coverage ratio: Cash flow/Interest payments

1. Each of the above indicators is calculated based on consolidated financial figures.
2. Market capitalization is calculated as follows: Final stock price at the end of the period x Total number of issued shares at the end of the period (excluding treasury shares).
3. The figure used for cash flow is “Net cash provided by (used in) operating activities” on the consolidated statement of cash flows. Interest-bearing debt includes all liabilities recorded on the consolidated balance sheet on which interest is paid. Furthermore, regarding the interest payments, the figure for “Interest paid” on the consolidated statement of cash flows is used.
4. The ratio of interest-bearing debt to cash flow is calculated at 2 times for the period under review, since cash flow is converted to an annual amount.

(3) Explanation of earnings forecasts and other forward-looking statements

The earnings forecasts were revised because the anticipated airfreight forwarding volume is higher than originally forecasted as a result of increased handling volume of automobile-related cargo.

[Consolidated earnings forecasts for the fiscal year ending March 31, 2026 (April 1, 2025 to March 31, 2026)]

	Operating revenue	Operating profit	Ordinary profit	Profit attributable to owners of parent	Basic earnings per share
(i) Previously announced forecasts	Millions of yen 294,000	Millions of yen 21,000	Millions of yen 20,000	Millions of yen 10,300	Yen 137.64
(ii) Revised forecasts	294,000	21,500	20,500	10,500	140.31
(iii) Changes (ii) – (i)	0	500	500	200	–
(iv) Percentage changes (iii)/(i)	0.0%	2.4%	2.5%	1.9%	–
Reference: Results for the same period of the previous fiscal year (Fiscal year ended March 31, 2025)	280,742	17,831	18,037	10,040	134.25

Note: The Company conducted a 3-for-1 share split of common shares, effective May 1, 2025. Basic earnings per share is calculated as if the share split had taken place at the beginning of the fiscal year ended March 31, 2025.

2. Semi-annual consolidated financial statements and significant notes thereto

(1) Semi-annual consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	35,496	43,752
Notes and operation accounts receivable trade, and contract assets	35,686	39,434
Inventories	1,503	1,107
Other	10,610	9,814
Allowance for doubtful accounts	(55)	(65)
Total current assets	83,240	94,044
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	72,331	71,833
Land	57,692	57,758
Other, net	11,306	12,240
Total property, plant and equipment	141,331	141,832
Intangible assets		
Goodwill	2,335	2,273
Other	11,011	10,949
Total intangible assets	13,346	13,222
Investments and other assets		
Investment securities	17,148	20,651
Other	25,463	24,644
Allowance for doubtful accounts	(156)	(125)
Total investments and other assets	42,455	45,170
Total non-current assets	197,133	200,225
Total assets	280,374	294,269

(Millions of yen)

	As of March 31, 2025	As of September 30, 2025
Liabilities		
Current liabilities		
Trade notes and accounts payable	15,449	15,776
Short-term borrowings	6,470	550
Current portion of long-term borrowings	7,096	11,427
Income taxes payable	2,580	2,429
Provision for bonuses	3,997	4,203
Provision for loss on compensation for damage	650	–
Provision for loss on liquidation of subsidiaries and associates	348	63
Other	19,878	24,226
Total current liabilities	56,469	58,676
Non-current liabilities		
Bonds payable	16,000	16,000
Long-term borrowings	52,040	55,852
Retirement benefit liability	6,538	6,377
Other	19,576	20,135
Total non-current liabilities	94,155	98,365
Total liabilities	150,625	157,041
Net assets		
Shareholders' equity		
Share capital	11,282	11,357
Capital surplus	5,730	5,804
Retained earnings	78,024	81,793
Treasury shares	(105)	(106)
Total shareholders' equity	94,932	98,849
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	8,062	10,097
Deferred gains or losses on hedges	0	0
Foreign currency translation adjustment	9,406	10,692
Remeasurements of defined benefit plans	4,777	4,543
Total accumulated other comprehensive income	22,246	25,333
Non-controlling interests	12,570	13,044
Total net assets	129,749	137,227
Total liabilities and net assets	280,374	294,269

(2) Semi-annual consolidated statement of income and semi-annual consolidated statement of comprehensive income**Semi-annual consolidated statement of income**

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Operating revenue		
Warehousing fee income	19,735	19,846
Stevedoring income	18,876	20,548
Port terminal fee income	8,313	8,616
Transportation income	65,819	71,142
Real estate income	2,503	3,362
Other	23,424	23,492
Total operating revenue	138,672	147,009
Operating costs		
Direct operation expenses	62,928	67,421
Rent expenses	11,360	11,394
Depreciation	4,063	4,232
Salaries and allowances	19,926	20,216
Other	20,162	20,496
Total operating costs	118,441	123,760
Operating gross profit	20,231	23,248
Selling, general and administrative expenses	10,771	11,620
Operating profit	9,459	11,628
Non-operating income		
Interest income	298	228
Dividend income	251	362
Foreign exchange gains	49	—
Share of profit of entities accounted for using equity method	48	23
Other	211	269
Total non-operating income	860	883
Non-operating expenses		
Interest expenses	400	470
Foreign exchange losses	—	54
Commission expenses	46	63
Loss on retirement of non-current assets	69	137
Other	298	284
Total non-operating expenses	814	1,010
Ordinary profit	9,504	11,501
Extraordinary income		
Gain on step acquisitions	509	—
Total extraordinary income	509	—
Extraordinary losses		
Head office relocation expenses	—	780
Total extraordinary losses	—	780
Profit before income taxes	10,014	10,720
Income taxes	2,571	3,324
Profit	7,443	7,395
Profit attributable to non-controlling interests	1,596	1,806
Profit attributable to owners of parent	5,847	5,589

Semi-annual consolidated statement of comprehensive income

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Profit	7,443	7,395
Other comprehensive income		
Valuation difference on available-for-sale securities	436	2,034
Deferred gains or losses on hedges	(0)	0
Foreign currency translation adjustment	(73)	1,588
Remeasurements of defined benefit plans, net of tax	(222)	(220)
Share of other comprehensive income of entities accounted for using equity method	(147)	50
Total other comprehensive income	(8)	3,452
Comprehensive income	7,435	10,848
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	5,557	8,676
Comprehensive income attributable to non-controlling interests	1,878	2,171

(3) Semi-annual consolidated statement of cash flows

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Cash flows from operating activities		
Profit before income taxes	10,014	10,720
Depreciation	5,099	5,493
Amortization of goodwill	122	122
Loss (gain) on step acquisitions	(509)	–
Head office relocation expenses	–	780
Increase (decrease) in allowance for doubtful accounts	(10)	(25)
Increase (decrease) in provision for bonuses	282	205
Increase (decrease) in retirement benefit liability	45	(182)
Interest and dividend income	(550)	(590)
Interest expenses	400	470
Share of loss (profit) of entities accounted for using equity method	(48)	(23)
Loss (gain) on sale of property, plant and equipment	(34)	(37)
Loss on retirement of non-current assets	69	137
Decrease (increase) in accounts receivable - trade, and contract assets	(4,237)	(3,213)
Increase (decrease) in trade payables	(300)	181
Other, net	7,918	6,329
Subtotal	18,262	20,368
Payments of relocation expenses	–	(700)
Compensation paid for damage	–	(650)
Interest and dividends received	596	640
Interest paid	(418)	(453)
Income taxes paid	(606)	(3,123)
Net cash provided by (used in) operating activities	17,835	16,081
Cash flows from investing activities		
Purchase of property, plant and equipment	(3,854)	(5,467)
Proceeds from sale of property, plant and equipment	70	261
Purchase of intangible assets	(1,220)	(941)
Proceeds from sale of intangible assets	2	–
Purchase of investment securities	(13)	(515)
Loan advances	(12)	(11)
Proceeds from collection of loans receivable	16	12
Payments into time deposits	(573)	(322)
Proceeds from withdrawal of time deposits	787	494
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(440)	–
Other, net	(1,802)	173
Net cash provided by (used in) investing activities	(7,041)	(6,315)

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Cash flows from financing activities		
Proceeds from short-term borrowings	36,342	42,400
Repayments of short-term borrowings	(31,300)	(48,323)
Proceeds from long-term borrowings	–	10,700
Repayments of long-term borrowings	(2,672)	(2,636)
Dividends paid	(1,967)	(1,820)
Dividends paid to non-controlling interests	(2,525)	(1,863)
Other, net	(440)	(432)
Net cash provided by (used in) financing activities	(2,564)	(1,975)
Effect of exchange rate change on cash and cash equivalents	(543)	623
Net increase (decrease) in cash and cash equivalents	7,686	8,413
Cash and cash equivalents at beginning of period	30,876	34,652
Cash and cash equivalents at end of period	38,562	43,066

(4) Notes to semi-annual consolidated financial statements**Notes on premise of going concern**

Not applicable.

Notes when there are significant changes in amounts of shareholders' equity

Not applicable.

Notes on segment information, etc.

[Segment information]

I Six months ended September 30, 2024 (from April 1, 2024 to September 30, 2024)**1. Information on amounts of operating revenue and profit (loss) by reportable segment**

(Millions of yen)

	Reportable segment		Total	Adjustment (Note 1)	Amount recorded in the semi-annual consolidated statement of income (Note 2)
	Logistics Business	Real Estate Business			
Operating revenue					
(1) Operating revenue from external customers	136,169	2,503	138,672	—	138,672
(2) Intersegment revenue or transfers	—	430	430	(430)	—
Total	136,169	2,934	139,103	(430)	138,672
Segment operating profit	11,166	830	11,996	(2,537)	9,459

Notes: 1. Segment profit adjustment of ¥(2,537) million is expenses associated with the administrative department of the Company.

2. Segment operating profit is adjusted to operating profit in the semi-annual consolidated statement of income.

II Six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)**1. Information on amounts of operating revenue and profit (loss) by reportable segment**

(Millions of yen)

	Reportable segment		Total	Adjustment (Note 1)	Amount recorded in the semi-annual consolidated statement of income (Note 2)
	Logistics Business	Real Estate Business			
Operating revenue					
(1) Operating revenue from external customers	143,646	3,362	147,009	—	147,009
(2) Intersegment revenue or transfers	—	597	597	(597)	—
Total	143,646	3,960	147,607	(597)	147,009
Segment operating profit	12,862	1,542	14,404	(2,776)	11,628

Notes: 1. Segment profit adjustment of ¥(2,776) million is expenses associated with the administrative department of the Company.

2. Segment operating profit is adjusted to operating profit in the semi-annual consolidated statement of income.

3. Supplemental information

Reference materials on the financial results for the six months ended September 30, 2025

1. Overview of operating results (Consolidated) (Millions of yen)

	Six-month period (from April 1 to September 30)				Full year (from April 1 to March 31)			
	Fiscal year ended March 31, 2025	Fiscal year ending March 31, 2026	Changes		Results for the fiscal year ended March 31, 2025	Forecasts for the fiscal year ending March 31, 2026	Changes	
			Monetary amount	Percentage (%)			Monetary amount	Percentage (%)
Operating revenue	138,672	147,009	8,336	6.0	280,742	294,000	13,257	4.7
Operating profit	9,459	11,628	2,168	22.9	17,831	21,500	3,668	20.6
Ordinary profit	9,504	11,501	1,996	21.0	18,037	20,500	2,462	13.7
Profit attributable to owners of parent	5,847	5,589	(258)	(4.4)	10,040	10,500	459	4.6

2. Financial position (Consolidated) (Millions of yen)

	As of March 31, 2025	As of September 30, 2025	Changes	
			Monetary amount and others	Percentage (%)
Equity capital	117,178	124,182	7,004	6.0
Total assets	280,374	294,269	13,895	5.0
Equity ratio	41.8%	42.2%	+0.4 pt	1.0
D/E ratio	0.75	0.72	(0.03)	(3.6)

3. Status of depreciation (Consolidated) (Millions of yen)

	Same period of the previous fiscal year	Six months ended September 30, 2025	Changes	Fiscal year ended March 31, 2025
Depreciation	5,099	5,493	393	10,586

4. Balance of interest-bearing debt (Consolidated) (Millions of yen)

	As of March 31, 2025	As of September 30, 2025	Changes
Bonds payable	16,000	16,000	—
Borrowings	65,606	67,829	2,222
Lease liabilities	6,008	5,649	(358)
Total	87,615	89,478	1,863

5. Segment information (Consolidated)

<Operating revenue>

(Millions of yen)

	Results for the same period of the previous fiscal year	Results for the six months ended September 30, 2025	Forecasts for the fiscal year ending March 31, 2026	Results for the fiscal year ended March 31, 2025
Logistics Business	136,169	143,646	286,000	275,071
Real Estate Business	2,934	3,960	8,600	6,712
Total	139,103	147,607	294,600	281,784
Adjustment	(430)	(597)	(600)	(1,041)
Amount recorded in the consolidated statement of income	138,672	147,009	294,000	280,742

<Operating profit>

(Millions of yen)

	Results for the same period of the previous fiscal year	Results for the six months ended September 30, 2025	Forecasts for the fiscal year ending March 31, 2026	Results for the fiscal year ended March 31, 2025
Logistics Business	11,166	12,862	24,300	21,384
Real Estate Business	830	1,542	3,500	2,161
Total	11,996	14,404	27,800	23,546
Adjustment	(2,537)	(2,776)	(6,300)	(5,715)
Amount recorded in the consolidated statement of income	9,459	11,628	21,500	17,831

A breakdown of performance in the Logistics Business by business category is presented in the Fact Sheet on the Company's IR website.

The Company's IR website URL: <https://www.mitsui-soko.com/en/ir/library/information> (in English)