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January 27, 2025

To whom it may concern

Company Name: MITSUI-SOKO HOLDINGS Co., Ltd.
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President
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Notice of Initiatives to Strengthen Governance, Decision on Candidates for Directors and Audit & Supervisory Board Members, and New Group Management Structure

This is to inform you that candidates for Directors and Audit & Supervisory Board Members for election at the 177th Ordinary General Meeting of Shareholders to be held in June 2025 were decided at a Board of Directors meeting of MITSUI-SOKO HOLDINGS Co., Ltd. (the “Company”), held on January 27, 2025. In addition, the Company has reviewed the composition of its Board of Directors and the roles of its Group officers with the aim of strengthening corporate governance, and will therefore also inform you of the new group management structure from April 1, 2025, and after the Ordinary General Meeting of Shareholders.

1. Initiatives to Strengthen Corporate Governance

(1) Composition of the Board of Directors of the Company

We have revised the composition of the Board of Directors to ensure greater transparency and expertise as well as to diversify decision-making.

(2) Roles of Group Officers

We have clarified roles by designating “supervision” as the role of directors and “business execution” as the role of executive officers in order to strengthen the supervisory function of the Board of Directors and execute business operations quickly and flexibly. Directors may also serve concurrently as executive officers.

This review will be applied to MITSUI-SOKO HOLDINGS Co., Ltd. after the 2025 Ordinary General Meeting of Shareholders, and to other operating companies in the Group from April 1, 2025.

2. Changes to Officers of the Company (as of June 26, 2025)

(1) Candidates for Directors and Responsibilities

Name	New Position	Current Position (as of April 1, 2025)	Remarks
Hirobumi Koga	Representative Director President Executive Officer CEO of the Group	Representative Director President CEO of the Group	Reelection *
Nobuo Nakayama	Representative Director Senior Managing Executive Officer In charge of finance, accounting, and Chief Financial Officer	Representative Director Senior Managing Director In charge of finance, accounting, and Chief Financial Officer	Reelection *
Takeshi Gohara	Director Managing Executive Officer In charge of legal and general affairs, risk management, and responsible for compliance	Executive Managing Director In charge of legal and general affairs, risk management, and responsible for compliance	Reelection *
Takeshi Nishimura	Director Managing Executive Officer In charge of strategic planning, public relations, ESG, and operation management	Managing Executive Officer In charge of strategic planning, public relations, ESG, and operation management	New election
Taizaburo Nakano	Outside Director	Same as left	Reelection
Takashi Hirai	Outside Director	Same as left	Reelection
Maoko Kikuchi	Outside Director	Same as left	Reelection
Takashi Tsukioka	Outside Director	Same as left	Reelection
Junko Kai	Outside Director	Substitute Audit & Supervisory Board Member	New election

(2) Resigning Directors

Name	New Position	Current Position (as of April 1, 2025)	Remarks
Tomoaki Kiriya	Managing Executive Officer In charge of strategic sales and development administration	Director Senior Executive Officer In charge of strategic sales and development administration	Resignation
Yuji Itoi	—	Director Special mission for President	Resignation

(3) Candidates for Audit & Supervisory Board Members

Name	New Position	Current Position (as of April 1, 2025)	Remarks
Fumio Misuge	Audit & Supervisory Board Member	—	New election
Ken Kawamura	Outside Audit & Supervisory Board Member	—	New election
Masafumi Nakada	Outside Audit & Supervisory Board Member	—	New election

(4) Resigning Audit & Supervisory Board Members

Name	New Position	Current Position (as of April 1, 2025)	Remarks
Yukio Ishida	—	Senior Audit & Supervisory Board Member	Resignation
Motohide Ozawa	—	Outside Audit & Supervisory Board Member	Resignation

* Due to this review of officer roles

If the election of candidates for Directors and Audit & Supervisory Board Members is approved at the Ordinary General Meeting of Shareholders to be held in June 2025, the Company plans to file an independent officers notification designating Mr. Taizaburo Nakano, Mr. Takashi Hirai, Ms. Maoko Kikuchi, Mr. Takashi Tsukioka, Ms. Junko Kai, Mr. Hidetaka Miyake, Mr. Ken Kawamura, and Mr. Masafumi Nakada (all outside officers) as independent officers under the rules of the Tokyo Stock Exchange.

End