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January 26, 2026

To whom it may concern

Company Name	MITSUI-SOKO HOLDINGS Co., Ltd.
Name of Representative	Hirobumi Koga, Representative Director and President, President Executive Officer (Code No. 9302; TSE Prime Market)
Contact	Hirofumi Yagita, Manager, Public Relations Team, Strategic Planning Division
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Notice of Decision on Candidates for Directors and New Group Management Structure

This is to inform you that candidates for Directors for election at the 178th Ordinary General Meeting of Shareholders to be held in June 2026 were decided at a Board of Directors meeting of MITSUI-SOKO HOLDINGS Co., Ltd. (the “Company”), held on January 26, 2026. We also inform you of the new group management structure from April 1, 2026, and after the Ordinary General Meeting of Shareholders.

Changes to Officers of the Company (as of June 25, 2026)

Candidates for Directors and Responsibilities

Name	New Position	Current Position (as of April 1, 2026)	Remarks
Hirobumi Koga	Representative Director and President President Executive Officer Group CEO	Same as left	Reelection
Nobuo Nakayama	Representative Director Senior Managing Executive Officer In charge of Finance and Accounting, Chief Financial Officer	Same as left	Reelection

Name	New Position	Current Position (as of April 1, 2026)	Remarks
Takeshi Gohara	Director Managing Executive Officer In charge of Legal and General Affairs, Risk Management, and Responsible for Compliance	Same as left	Reelection
Takeshi Nishimura	Director Managing Executive Officer In charge of Strategic Planning, Public Relations, ESG, and Operation Management	Same as left	Reelection
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	Same as left	Reelection

If the election of candidates for Directors is approved at the Ordinary General Meeting of Shareholders to be held in June 2026, 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.

(The new group management structure and organizational chart from April 1, 2026, and after the Ordinary General Meeting of Shareholders are provided on the following pages.)

End

1. MITSUI-SOKO HOLDINGS Co., Ltd.

(Underlined section: changes)

Name	After Ordinary General Meeting of Shareholders in June 2026		April 1, 2026		As of now (as of January 2026)	
	Position	Responsibility	Position	Responsibility	Position	Responsibility
Hirobumi Koga	Representative Director and President, President Executive Officer	Group CEO Chairman of the Board of Directors	Representative Director and President, President Executive Officer	Group CEO Chairman of the Board of Directors	Representative Director and President, President Executive Officer	Group CEO Chairman of the Board of Directors
		and Representative Director and Chairman of MITSUI-SOKO EXPRESS Co., Ltd.		and Representative Director and Chairman of MITSUI-SOKO EXPRESS Co., Ltd.		and Representative Director and Chairman of MITSUI-SOKO EXPRESS Co., Ltd.
Nobuo Nakayama	Representative Director Senior Managing Executive Officer	In charge of Finance and Accounting, Chief Financial Officer	Representative Director Senior Managing Executive Officer	In charge of Finance and Accounting, Chief Financial Officer	Representative Director Senior Managing Executive Officer	In charge of Finance and Accounting, Chief Financial Officer
		and Director of MITSUI-SOKO Co., Ltd.		and Director of MITSUI-SOKO Co., Ltd.		and Director of MITSUI-SOKO Co., Ltd.
		and Auditor of MITSUI-SOKO Supply Chain Solutions, Inc.		and Auditor of MITSUI-SOKO Supply Chain Solutions, Inc.		and Auditor of MITSUI-SOKO Supply Chain Solutions, Inc.
Takeshi Gohara	Director Managing Executive Officer	Auditor of MITSUI-SOKO TRANSPORT Co., Ltd.	Director Managing Executive Officer	Auditor of MITSUI-SOKO TRANSPORT Co., Ltd.	Director Managing Executive Officer	Auditor of MITSUI-SOKO TRANSPORT Co., Ltd.
		In charge of Legal and General Affairs, Risk Management, and Responsible for Compliance		In charge of Legal and General Affairs, Risk Management, and Responsible for Compliance		In charge of Legal and General Affairs, Risk Management, and Responsible for Compliance
Takeshi Nishimura	Director Managing Executive Officer	Auditor of MITSUI-SOKO EXPRESS Co., Ltd.	Director Managing Executive Officer	Auditor of MITSUI-SOKO EXPRESS Co., Ltd.	Director Managing Executive Officer	Auditor of MITSUI-SOKO EXPRESS Co., Ltd.
		In charge of Strategic Planning, Public Relations, ESG, and Operation Management		In charge of Strategic Planning, Public Relations, ESG, and Operation Management		In charge of Strategic Planning, Public Relations, ESG, and Operation Management
		and Director of MITSUI-SOKO Co., Ltd.		and Director of MITSUI-SOKO Co., Ltd.		and Director of MITSUI-SOKO Co., Ltd.
		and Director of MITSUI-SOKO LOGISTICS Co., Ltd.		and Director of MITSUI-SOKO LOGISTICS Co., Ltd.		and Director of MITSUI-SOKO LOGISTICS Co., Ltd.
Taizaburo Nakano	Outside Director		Outside Director		Outside Director	
Takashi Hirai	Outside Director		Outside Director		Outside Director	
Maoko Kikuchi	Outside Director		Outside Director		Outside Director	
Takashi Tsukioka	Outside Director		Outside Director		Outside Director	
Junko Kai	Outside Director		Outside Director		Outside Director	

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1. MITSUI-SOKO HOLDINGS Co., Ltd. (continued)

(Underlined section: changes)

Name	After Ordinary General Meeting of Shareholders in June 2026		April 1, 2026		As of now (as of January 2026)	
	Position	Responsibility	Position	Responsibility	Position	Responsibility
Tomoaki Kiriyaama	Managing Executive Officer	In charge of Strategic Sales, Business Development	Managing Executive Officer	In charge of Strategic Sales, Business Development	Managing Executive Officer	In charge of Strategic Sales, Business Development
		and Director of MITSUI-SOKO EXPRESS Co., Ltd.		and <u>Director of MITSUI-SOKO EXPRESS Co., Ltd.</u>		and <u>Director of MITSUI-SOKO Supply Chain Solutions, Inc.</u>
		and Director of MITSUI-SOKO TRANSPORT Co., Ltd.		and Director of MITSUI-SOKO TRANSPORT Co., Ltd.		and Director of MITSUI-SOKO TRANSPORT Co., Ltd.
Eisuke Tanaka	Managing Executive Officer	In charge of Personnel, Human Resource	Managing Executive Officer	In charge of Personnel, Human Resource	Managing Executive Officer	In charge of Personnel, Human Resource
		and Director of MITSUI-SOKO LOGISTICS Co., Ltd.		and Director of MITSUI-SOKO LOGISTICS Co., Ltd.		and Director of MITSUI-SOKO LOGISTICS Co., Ltd.
		and Director of MITSUI-SOKO TRANSPORT Co., Ltd.		and Director of MITSUI-SOKO TRANSPORT Co., Ltd.		and Director of MITSUI-SOKO TRANSPORT Co., Ltd.
Kosaku Sakurada	Senior Executive Officer	Officer Real Estate and General Manager of Real Estate Division	Senior Executive Officer	Officer Real Estate and General Manager of Real Estate Division	Senior Executive Officer	Officer Real Estate and General Manager of Real Estate Division
Naoto Sano	Senior Executive Officer	Officer IT System	Senior Executive Officer	Officer IT System	Senior Executive Officer	Officer IT System
Kazuhiro Hyakutome	Executive Officer	Officer Related Business	Executive Officer	Officer Related Business	Executive Officer	Officer Related Business
						and <u>Representative Director and President of Mitsui-Soko Business Partners Co., Ltd.</u>
Atsuhisa Sekino	Executive Officer	Officer Strategic Planning, Public Relations, ESG	Executive Officer	Officer Strategic Planning, Public Relations, ESG	Executive Officer	Officer Strategic Planning, Public Relations, ESG
<u>Takeshi Matsuki</u>	Executive Officer	Officer Finance and Accounting	<u>Executive Officer</u>	<u>Officer Finance and Accounting</u>	<u>(General Manager of Finance and Accounting Division, MITSUI-SOKO HOLDINGS Co., Ltd.)</u>	
Shinichiro Tomioka	—		<u>Resignation</u>		<u>Executive Officer</u>	<u>Officer Strategic Sales, Business Development</u>
Hiroshi Kino	Senior Audit & Supervisory Board Member	and Auditor of MITSUI-SOKO Co., Ltd.	Senior Standing Audit & Supervisory Board Member	and Auditor of MITSUI-SOKO Co., Ltd.	Senior Standing Audit & Supervisory Board Member	and Auditor of MITSUI-SOKO Co., Ltd.
Fumio Misuge	Audit & Supervisory Board Member	and Auditor of MITSUI-SOKO LOGISTICS Co., Ltd.	Standing Audit & Supervisory Board Member	and Auditor of MITSUI-SOKO LOGISTICS Co., Ltd.	Standing Audit & Supervisory Board Member	and Auditor of MITSUI-SOKO LOGISTICS Co., Ltd.
Hidetaka Miyake	Outside Audit & Supervisory Board Member		Outside Audit & Supervisory Board Member		Outside Audit & Supervisory Board Member	
Ken Kawamura	Outside Audit & Supervisory Board Member		Outside Audit & Supervisory Board Member		Outside Audit & Supervisory Board Member	
Masafumi Nakada	Outside Audit & Supervisory Board Member		Outside Audit & Supervisory Board Member		Outside Audit & Supervisory Board Member	

2. MITSUI-SOKO Co., Ltd.

(Underlined section: changes)

Name	After Ordinary General Meeting of Shareholders in June 2026		April 1, 2026		As of now (as of January 2026)	
	Position	Responsibility	Position	Responsibility	Position	Responsibility
Hiroshi Torii	Representative Director, President Executive Officer	Chief Executive Officer and Executive Officer Sales Promotion Headquarters	Representative Director, President Executive Officer	Chief Executive Officer <u>and Executive Officer Sales Promotion Headquarters</u>	Representative Director, President Executive Officer	Chief Executive Officer
Kazuyoshi Fujimaki	Director, Managing Executive Officer	Executive Officer Port Business Headquarters	<u>Director, Managing Executive Officer</u>	<u>Executive Officer Port Business Headquarters</u>	<u>Director, Senior Executive Officer</u>	<u>Officer Port Business</u>
Shigeki Kanai	Director, Senior Executive Officer	Executive Officer Overseas Logistics Business Headquarters	Director, Senior Executive Officer	Executive Officer Overseas Logistics Business Headquarters	Director, Senior Executive Officer	Executive Officer Overseas Logistics Business Headquarters
Toshiyuki Nakanishi	Director, Senior Executive Officer	Executive Officer Domestic Logistics Business Headquarters and Officer Operation Management	Director, Senior Executive Officer	Executive Officer Domestic Logistics Business Headquarters and Officer Operation Management	Director, Senior Executive Officer	Executive Officer Domestic Logistics Business Headquarters and Officer Operation Management
Nobuo Nakayama	Director		Director		Director	
Takeshi Nishimura	Director		Director		Director	
Takanobu Kubo	<u>Resignation</u>		<u>Director, Chairman</u>		<u>Representative Director, Chairman</u>	<u>and Director of MITSUI-SOKO EXPRESS Co., Ltd.</u>
Hideki Wakano	—		<u>Resignation</u>		<u>Director, Managing Executive Officer</u>	<u>Executive Officer Port Business Headquarters</u>
Maku Kitano	Senior Executive Officer	General Manager Kansai Branch	Senior Executive Officer	<u>General Manager Kansai Branch</u>	Senior Executive Officer	<u>Executive Officer Sales Promotion Headquarters</u>
Tomomitsu Ito	Senior Executive Officer	Officer Asia Pacific Business	Senior Executive Officer	Officer Asia Pacific Business	Senior Executive Officer	Officer Asia Pacific Business
Tomoaki Fukuda	Senior Executive Officer	General Manager Kanto Branch	<u>Senior Executive Officer</u>	<u>General Manager Kanto Branch</u>	<u>Executive Officer</u>	<u>General Manager Kansai Branch</u>
Kazutoyo Suzuki	Senior Executive Officer	Officer Sales Promotion	<u>Senior Executive Officer</u>	Officer Sales Promotion	<u>Executive Officer</u>	Officer Sales Promotion
Hideaki Yamashita	Executive Officer	Officer Europe Business and Officer Overseas Management and General Manager Overseas Management Division	Executive Officer	Officer Europe Business and Officer Overseas Management and General Manager Overseas Management Division	Executive Officer	Officer Europe Business and Officer Overseas Management and General Manager Overseas Management Division
Hiroyuki Hamano	Executive Officer	Officer Americas Business and General Manager Americas Business Division and Manager America Business	Executive Officer	Officer Americas Business and General Manager Americas Business Division and Manager America Business	Executive Officer	Officer Americas Business and General Manager Americas Business Division and Manager America Business
Hideki Kai	Executive Officer	Special Appointive Officer Sales Promotion	Executive Officer	Special Appointive Officer Sales Promotion	Executive Officer	Special Appointive Officer Sales Promotion
<u>Eri Miyamoto</u>	Executive Officer		<u>Executive Officer</u>		<u>(Director of MITSUI-SOKO BUSINESS PARTNERS Co., Ltd.)</u>	
		Representative Director and President of MITSUI-SOKO BUSINESS PARTNERS Co., Ltd.		<u>Representative Director and President of MITSUI-SOKO BUSINESS PARTNERS Co., Ltd.</u>		
Hiroshi Kino	Audit & Supervisory Board Member		Audit & Supervisory Board Member		Audit & Supervisory Board Member	

3. MITSUI-SOKO EXPRESS Co., Ltd.

(Underlined section: changes)

Name	After Ordinary General Meeting of Shareholders in June 2026		April 1, 2026		As of now (as of January 2026)	
	Position	Responsibility	Position	Responsibility	Position	Responsibility
Hirobumi Koga	Representative Director, Chairman		Representative Director, Chairman		Representative Director, Chairman	
Hisanari Ichiryu	Representative Director, President Executive Officer		Representative Director, President Executive Officer		Representative Director, President Executive Officer	
Hideo Takahashi	Director, Managing Executive Officer	In charge of Quality Control and in charge of Operation	Director, Managing Executive Officer	In charge of Quality Control and in charge of Operation	Director, Managing Executive Officer	In charge of Quality Control and in charge of Operation
Yoshihiko Tokumitsu	Director, Senior Executive Officer	In charge of Administration and in charge of Business Administration	Director, Senior Executive Officer	In charge of Administration and in charge of Business Administration	Director, Senior Executive Officer	In charge of Administration and in charge of Business Administration
Takanobu Kubo	—		<u>Resignation</u>		<u>Director</u>	
<u>Tomoaki Kiriya</u>	Director		<u>Director</u>		—	
Tadahisa Kurita	Executive Officer	Officer Operation Business and Officer Overseas Subsidiary and Officer America/Europe & Africa Region and General Manager of Chubu Operations Division	Executive Officer	Officer Operation Business and Officer Overseas Subsidiary and Officer America/Europe & Africa Region and General Manager of Chubu Operations Division	Executive Officer	Officer Operation Business and Officer Overseas Subsidiary and Officer America/Europe & Africa Region and General Manager of Chubu Operations Division
Satoshi Kimoto	Executive Officer	Officer Air Freight Procurement/Consolidation Business and Officer Customer Business and General Manager of Kanto Customer Service Division	Executive Officer	Officer Air Freight Procurement/Consolidation Business and Officer Customer Business and <u>General Manager of Kanto Customer Service Division</u>	Executive Officer	Officer Air Freight Procurement/Consolidation Business and Officer Customer Business and <u>General Manager of Kanto Sales Division</u>
Tatsuya Tsuruyama	Executive Officer	Officer China/Asia Region	Executive Officer	Officer China/Asia Region	Executive Officer	Officer China/Asia Region
		and Chairman of MSE CHINA (BEIJING) CO., LTD. (MSE Beijing)		and Chairman of MSE CHINA (BEIJING) CO., LTD. (MSE Beijing)		and Chairman of MSE CHINA (BEIJING) CO., LTD. (MSE Beijing)
Shinichi Okamoto	Executive Officer		Executive Officer		Executive Officer	<u>Officer Toyota Business</u>
		Vice Chairman and Deputy General Manager of MSE CHINA (BEIJING) CO., LTD. (MSE Beijing)		<u>Vice Chairman and Deputy General Manager of MSE CHINA (BEIJING) CO., LTD. (MSE Beijing)</u>		
<u>Shinichiro Maeda</u>	Executive Officer	Officer Toyota Business and General Manager of Logistics Division	<u>Executive Officer</u>	<u>Officer Toyota Business and General Manager of Logistics Division</u>	<u>(General Manager of Toyota Sales Division and General Manager of Logistics Division of MITSUI-SOKO EXPRESS Co., Ltd.)</u>	
Takeshi Gohara	Audit & Supervisory Board Member		Audit & Supervisory Board Member		Audit & Supervisory Board Member	
Ryuji Aiba	Audit & Supervisory Board Member		Audit & Supervisory Board Member		Audit & Supervisory Board Member	

4. MITSUI-SOKO LOGISTICS Co.,Ltd.

(Underlined section: changes)

Name	After Ordinary General Meeting of Shareholders in June 2026		April 1, 2026		As of now (as of January 2026)	
	Position	Responsibility	Position	Responsibility	Position	Responsibility
Teruo Ishikawa	Representative Director, President & Chief Executive Officer	Chief Executive Officer	Representative Director, President & Chief Executive Officer	Chief Executive Officer	Representative Director, President & Chief Executive Officer	Chief Executive Officer <u>and Director of Operation Management Headquarters</u>
Kenichi Matsukawa	Director, Senior Executive Officer	Director of Sales Headquarters and Business Solution Branch	Director, Senior Executive Officer	Director of Sales Headquarters and Business Solution Branch	Director, Senior Executive Officer	Director of Sales Headquarters and Business Solution Branch
Hiroyuki Miyajima	Director, Senior Executive Officer	Director of Business Administration Headquarters and General Manager of Business Administration Branch and General Manager of Corporate Planning Division	Director, Senior Executive Officer	Director of Business Administration Headquarters and General Manager of Business Administration Branch and General Manager of Corporate Planning Division	Director, Senior Executive Officer	Director of Business Administration Headquarters and General Manager of Business Administration Branch and General Manager of Corporate Planning Division
Eisuke Tanaka	Director		Director		Director	
Takeshi Nishimura	Director		Director		Director	
<u>Chikashi Sasaki</u>	Executive Officer	General Manager of Sales Branch and General Manager of Appliance Retail Logistics Sales Division	<u>Executive Officer</u>	General Manager of Sales Branch and General Manager of Appliance Retail Logistics Sales Division	<u>(General Manager of Sales Branch and General Manager of Appliance Retail Logistics Sales Division, MITSUI-SOKO LOGISTICS Co.,Ltd.)</u>	
<u>Kazunari Kaneko</u>	Executive Officer	Director of Operation Management Headquarters	<u>Executive Officer</u>	<u>Director of Operation Management Headquarters</u>	<u>(General Manager of Operation Promotion Division, MITSUI-SOKO LOGISTICS Co., Ltd.)</u>	
Fumio Misuge	Audit & Supervisory Board Member		Audit & Supervisory Board Member		Audit & Supervisory Board Member	

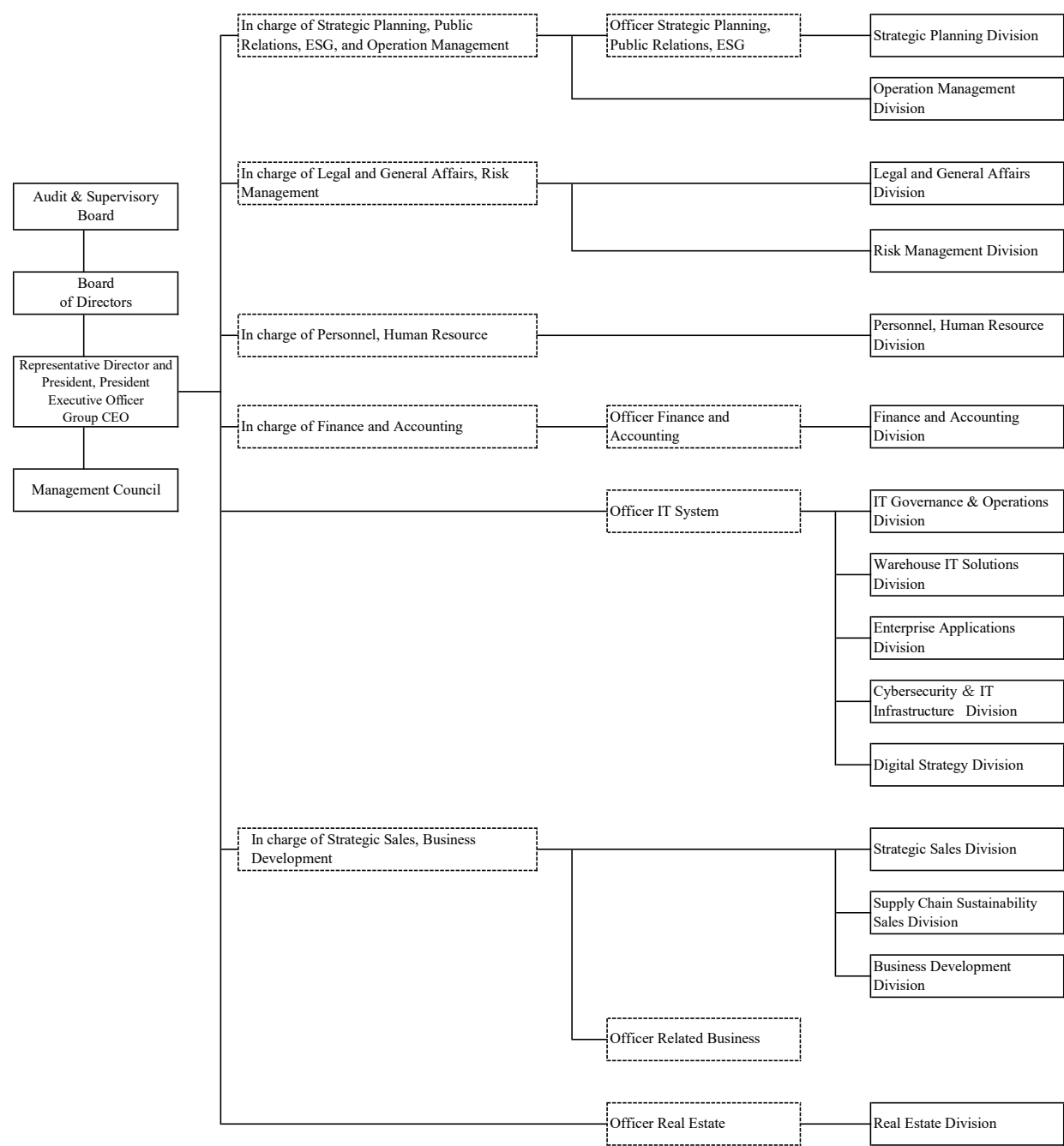
5. MITSUI-SOKO Supply Chain Solutions, Inc.

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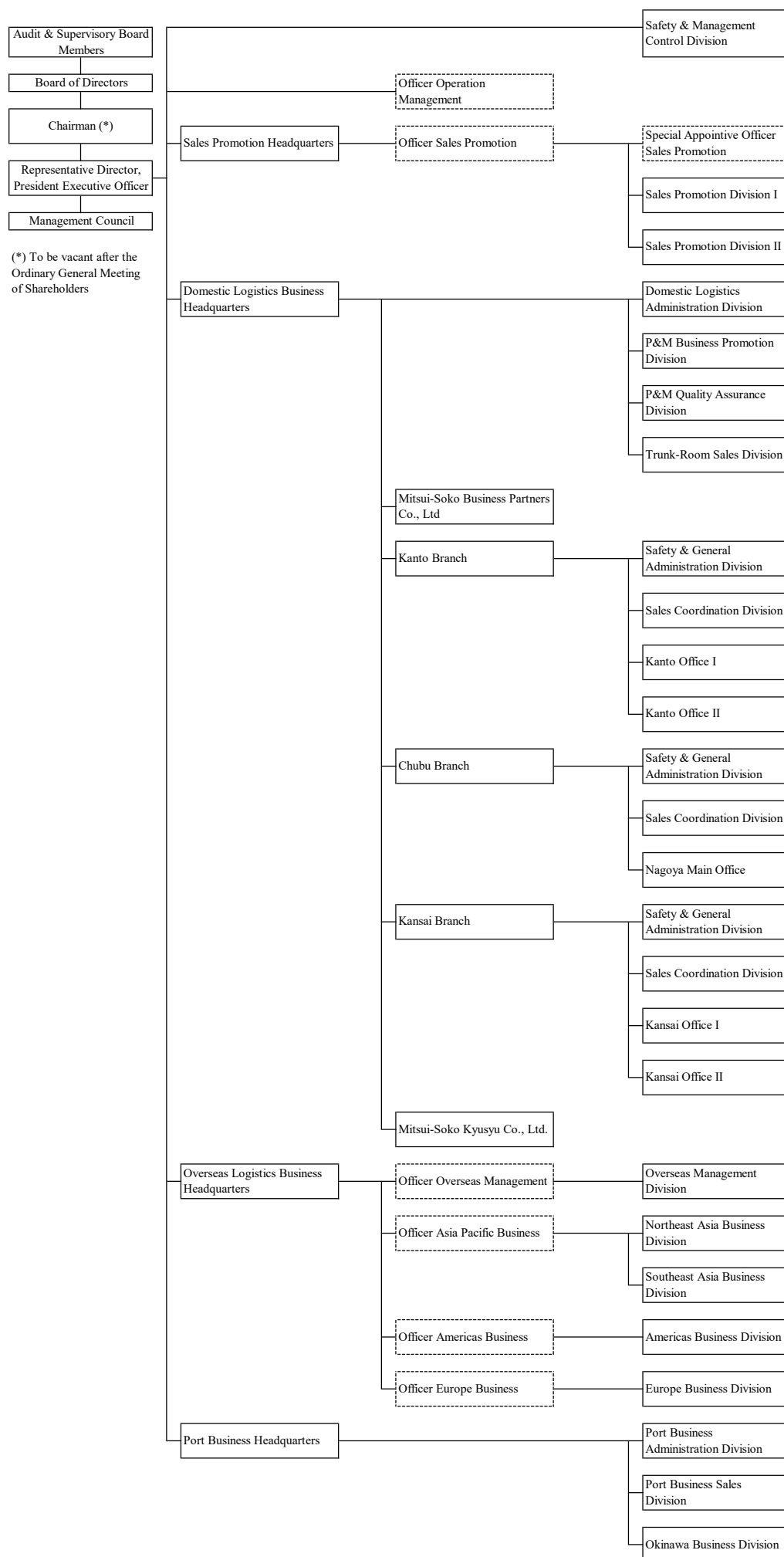
Name	Following Ordinary General Meeting of Shareholders in June 2026		April 1, 2026		As of now (as of January 2026)	
	Position	Responsibility	Position	Responsibility	Position	Responsibility
Takayuki Sekitori	Representative Director, Chairman		<u>Representative Director, Chairman</u>		<u>Representative Director, President Executive Officer</u>	
Takeharu Haga	Representative Director, President Executive Officer	and Officer Business	<u>Representative Director, President Executive Officer</u>	<u>and Officer Business</u>	<u>Managing Executive Officer</u>	<u>In charge of Business and Officer International Business/Business Development</u>
Akio Inamura	Director Senior Executive Officer	Officer Corporate and Officer Logistics Planning	Corporate Senior Executive Officer	<u>Officer Corporate and Officer Logistics Planning</u>	Director Senior Executive Officer	<u>In charge of Corporate and Officer Logistics Planning and Officer General Planning and Officer Human Resources & General Affairs Department</u>
Yuichi Oshima	Director		Director		Director	
Naoyuki Suto	Director		Director		Director	
Tomoaki Kiriyaama	—		<u>Resignation</u>		<u>Director</u>	
Naohiro Ohta	Senior Executive Officer	Representative Director, President and Executive Officer of Logistics Operation Service Co.,Ltd.	Senior Executive Officer	Representative Director, President and Executive Officer of Logistics Operation Service Co.,Ltd.	Senior Executive Officer	Representative Director, President and Executive Officer of Logistics Operation Service Co.,Ltd.
Isamu Takahashi	Executive Officer	MS Supply Chain Solutions (Malaysia) Sdn.Bhd. Managing Director	Executive Officer	MS Supply Chain Solutions (Malaysia) Sdn.Bhd. Managing Director	Executive Officer	MS Supply Chain Solutions (Malaysia) Sdn.Bhd. Managing Director
Jun Funatsu	Executive Officer	Officer Domestic Business	Executive Officer	Officer Domestic Business	Executive Officer	Officer Domestic Business
<u>Kenichi Narita</u>	Executive Officer	Officer International Business	<u>Executive Officer</u>	<u>Officer International Business</u>	<u>(Assistant to Officer, International Business/Business Development, MITSUI-SOKO Supply Chain Solutions, Inc.)</u>	
Nobuo Nakayama	Audit & Supervisory Board Member		Audit & Supervisory Board Member		Audit & Supervisory Board Member	

6. MITSUI-SOKO TRANSPORT Co., Ltd.

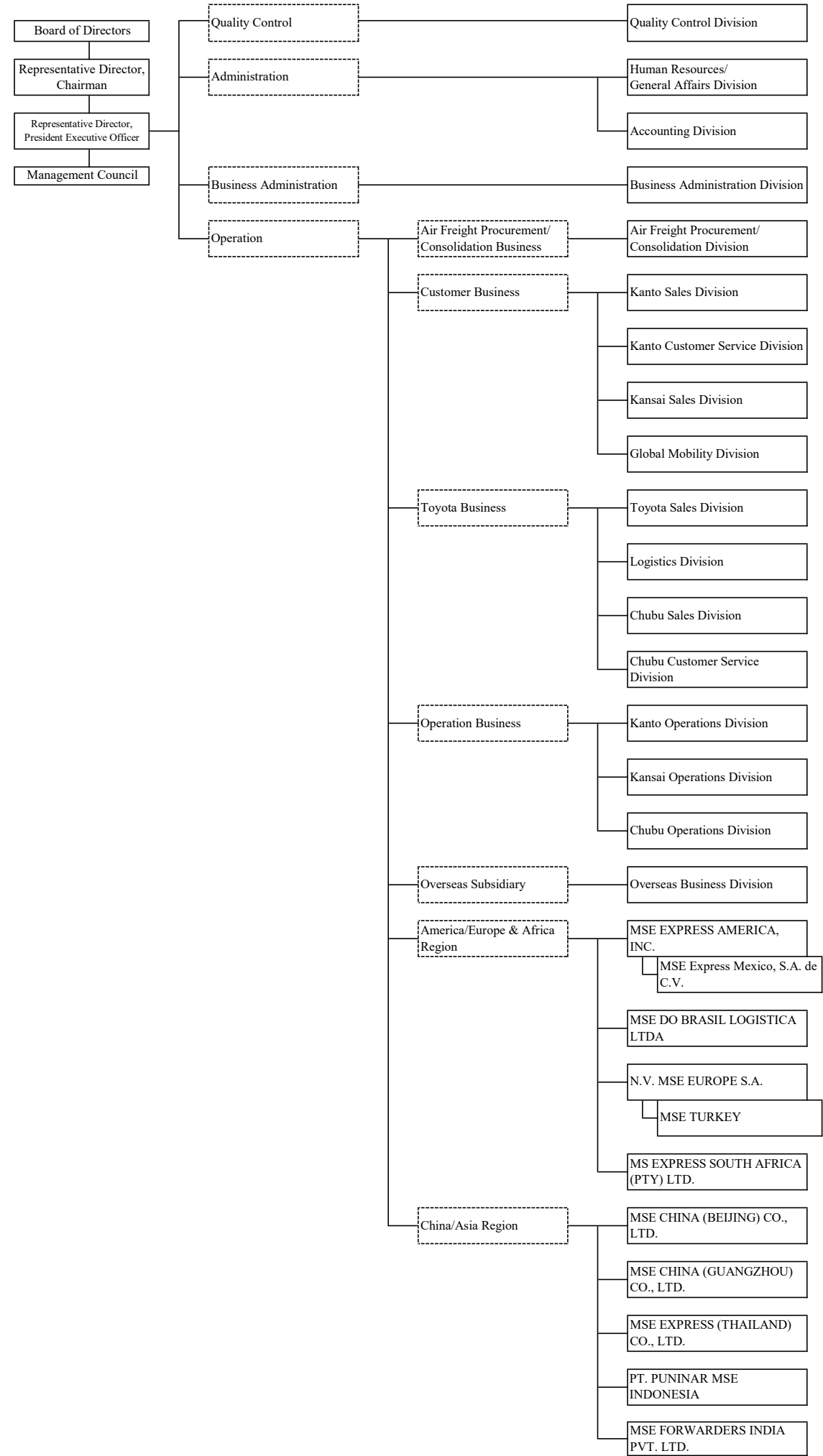
Name	After Ordinary General Meeting of Shareholders in June 2026		April 1, 2026		As of now (as of January 2026)	
	Position	Responsibility	Position	Responsibility	Position	Responsibility
Atsushi Shigemura	Representative Director, President		Representative Director, President		Representative Director, President	
Satoshi Watanabe	Executive Managing Director		Executive Managing Director		Executive Managing Director	
Takashi Watanabe	Director		Director		Director	
Tomoaki Kiriyaama	Director		Director		Director	
Eisuke Tanaka	Director		Director		Director	
Nobuo Nakayama	Audit & Supervisory Board Member		Audit & Supervisory Board Member		Audit & Supervisory Board Member	



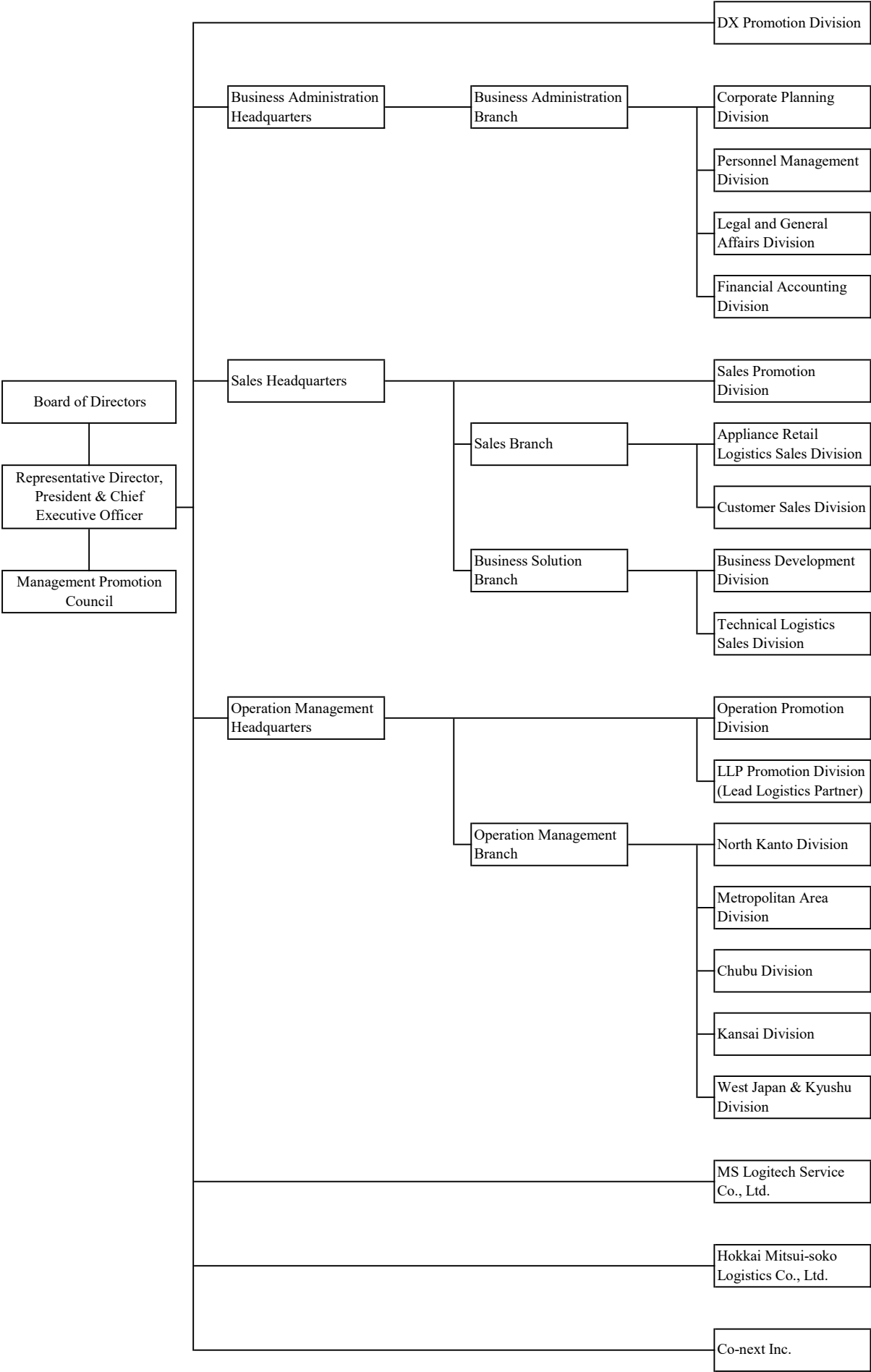
2. MITSUI-SOKO Co., Ltd. (As of April 1, 2026, and After the Ordinary General Meeting of Shareholders in 2026 <Planned>)



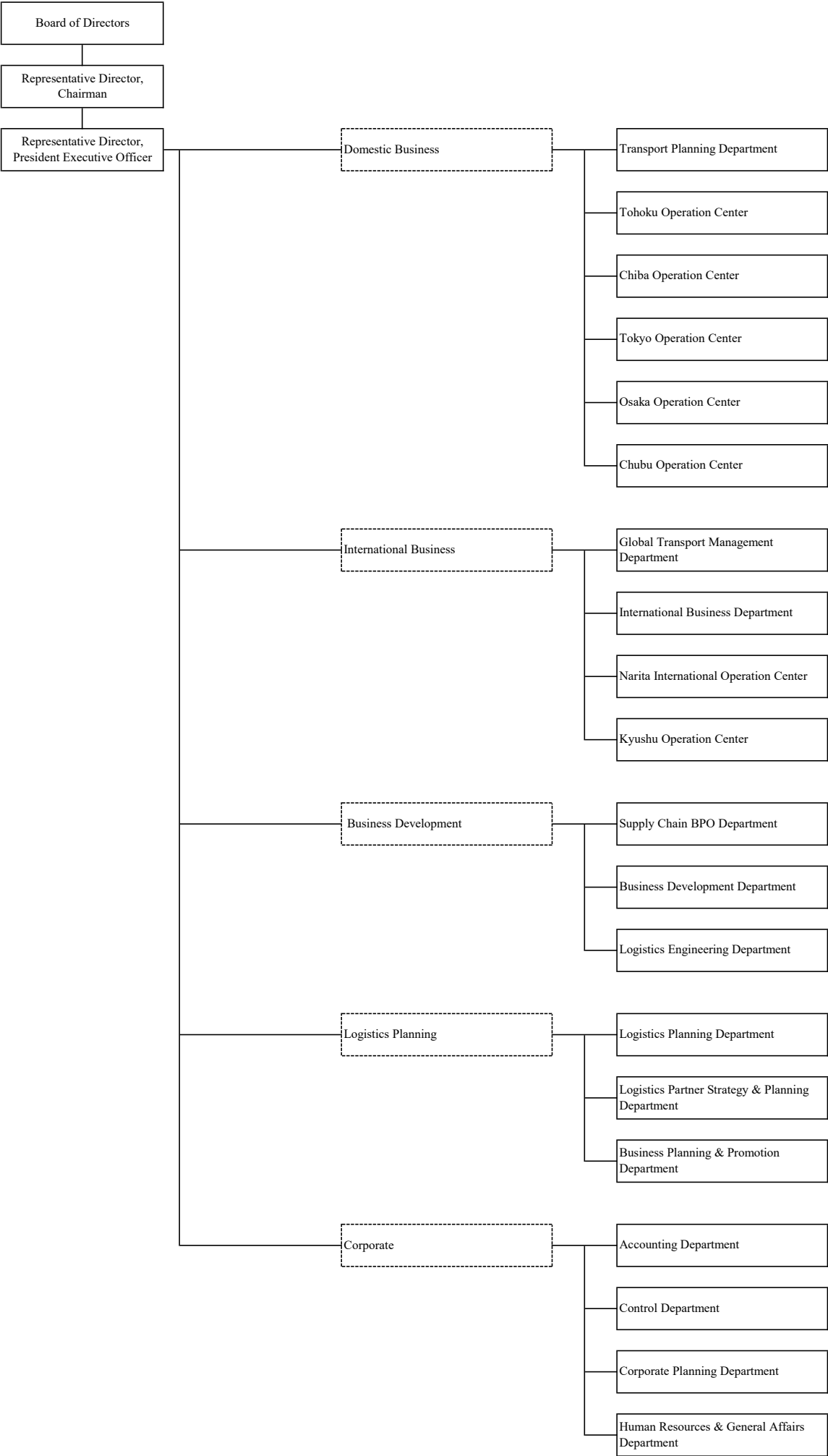
3. MITSUI-SOKO EXPRESS Co., Ltd. (As of April 1, 2026, and After the Ordinary General Meeting of Shareholders in 2026
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4. MITSUI-SOKO LOGISTICS Co., Ltd. (As of April 1, 2026, and After the Ordinary General Meeting of Shareholders in 2026 <Planned>)



5. MITSUI-SOKO Supply Chain Solutions, Inc. (As of April 1, 2026, and After the Ordinary General Meeting of Shareholders in 2026 <Planned>)



6. MITSUI-SOKO TRANSPORT Co., Ltd. (As of April 1, 2026, and After the Ordinary General Meeting of Shareholders in 2026 <Planned>)

