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Last Update: June 30, 2026
MITSUI-SOKO HOLDINGS CO., Ltd.

Hirobumi Koga, President & CEO

Contact: Risk Management Division
03-6775-3088

Securities code: 9302

<https://www.mitsui-soko.com/en/>

The corporate governance of MITSUI-SOKO HOLDINGS CO., Ltd. (the "Company") is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

(1) We aim to enhance our corporate value over the medium to long term based on the Group Philosophy of "PURPOSE (meaning of our existence) - Empower society, encourage progress," "VISION (what we want to become in the medium- to long-term span) - The co-creative logistics solutions partner. For every day, emergencies, and always will be," and "VALUES (corporate values and action guidelines) - 'PRIDE,' 'CHALLENGE,' 'GEMBA,' and 'RESPECT'."

(2) We will fulfill our corporate social responsibility by promoting management in compliance with laws and regulations and realizing fair and lawful business operations.

(3) We will rationally assess risks, make bold decisions, and constantly challenge new businesses.

(4) We will engage in appropriate collaboration with shareholders, employees, customers, business partners, and other stakeholders including the communities in which the Group operates.

(5) We will strengthen the function of the Board of Directors, the Audit and Supervisory Board and internal audits, etc. and, as a holding company, will develop and promote the Group's governance in order to appropriately control the management of each of the Group companies.

Regarding corporate governance, all directors, Audit and Supervisor Board members, executive officers and employees faithfully perform their duties in order to fully recognize the social mission of the Company and not to harm the interests of shareholders. The Company has established the Board of Directors, the Audit and Supervisory Board, the Management Council, the Sales Promotion Council, the Officers' Council, the Nomination and Remuneration Committee, the Sustainability Committee, the Compliance Committee, the Risk Management Committee, and the Information Security Committee. The Company has introduced the executive officer system that separates business execution and oversight functions and clarifies responsibilities of directors as well as authority for business execution and responsibilities of executive officers as part of its initiatives for strengthening its corporate governance.

In addition, the Risk Management Division strives to prevent the occurrence of risks, to detect them at an early stage, and to strengthen risk management by promoting standardization and documentation of operations, managing records, and introducing an internal reporting system.

Reasons for Non-compliance with the Principles of the Corporate Governance Code

The Company is implementing all the Principles of the Corporate Governance Code.

Disclosure Based on the Principles of the Corporate Governance Code

Updated

The Company implements the principles of the Corporate Governance Code. The status of implementation of the principles is disclosed in the form of the MITSUI-SOKO HOLDINGS Corporate Governance Guidelines (the "Company's Guidelines") and Related Documents, and is posted on the Company's website.

https://www.mitsui-soko.com/en/sustainability/governance/corporate_governance/

For matters to be disclosed pursuant to the Corporate Governance Code, please refer to the following descriptions and the Company's Guidelines and Related Documents mentioned below.

<Principle 1-4> Cross-Shareholdings

Please refer to Related Document "Policy on Cross-Shareholdings and Exercise of Voting Rights."

<Principle 1-7> Related Party Transactions

Please refer to the Company's Guidelines (Prevention of Related Party Transactions against Shareholders' Interests).

<Supplementary Principle 2-4(1)> Ensuring Diversity in Core Human Resources

Please refer to the Company's Guidelines (Ensuring Diversity, Including Active Participation of Women) and the Company's website.

<https://www.mitsui-soko.com/en/company/overview/women/>

<Principle 2-6> (Roles of Corporate Pension Funds as Asset Owners)

Please refer to the Company's Guidelines (Roles of Corporate Pension Funds as Asset Owners).

<Principle 3-1> Full Disclosure

Please refer to the Company's Guidelines: <Group's Basic Views and Policies on Corporate Governance>, <Policies and Procedures for Determining Candidates for Directors and Audit and Supervisory Board Members>, <Policies and Procedures for Determining Candidates for Directors and Audit and Supervisory Board Members> and <Explanation of Individual Nominations for Election and Dismissal of Candidates for Director or Audit and Supervisory Board Member>.

<Supplementary Principle 3-1(2)> Considering the ratio of overseas investors or shareholders, the Company will disclose and provide required information in English.

<Supplementary Principle 3-1(3)> Initiatives for Sustainability, etc.

Please refer to the Company's Guidelines: Disclosure of Information on Specific Initiatives; Disclosure of Information on Climate Change; "3. Measures to Ensure Due Respect for Stakeholders" in "III. Implementation of Measures Related to Shareholders and Other Stakeholders" of this Report; and the following descriptions.

Human capital is one of the most important assets of the Group, and we have positioned the expansion of investment in human capital as one of the most important initiatives in our mid-term management plan. We have defined the image of human resources we seek as "Design the new story and lead everyone," and are implementing various measures to recruit, train, and retain people who embody this image.

We are also working to enhance co-creation capabilities with the aim of becoming a strong organization where diverse human resources can play an active role and adapt to changes.

The Group has recognized that standardized operational know-how and procedures in the field of logistics are important intellectual capital and is working to strengthen GEMBA power and to promote digital transformation as the important measures in its management strategies. For details of key performance indicators (KPI) and initiatives related to sustainability, human capital, and intellectual property, please refer to the following:

The Company's website: <https://www.mitsui-soko.com/en/sustainability/>

Integrated Report (Value Report): https://www.mitsui-soko.com/en/ir/library/integrated_report/

Sustainability Data Book: https://www.mitsui-soko.com/en/ir/library/sustainability_report/

Furthermore, the Group believes that sustainable corporate growth cannot be achieved without a sustainable society, and views global environmental conservation as one of its critical management priorities.

<Initiatives on Climate Change>

The Company supports the TCFD recommendations. In addition to our existing initiatives, we are working to identify climate-related risks and opportunities and to strengthen and expand information disclosure, including our governance and management systems.

For details on these specific initiatives, please refer to the following:

The Company's website: https://www.mitsui-soko.com/en/sustainability/environment/tcf_disclosure/

In addition, with the aim of acquiring certification for Science Based Targets (SBT), greenhouse gas reduction targets aligned with the Paris Agreement, the Company submitted its commitment to the Science Based Targets initiative (SBTi), the certifying body, on March 19, 2026.

<Initiatives on Natural Capital>

Based on the TNFD recommendations, in addition to our existing initiatives, we are working to identify nature-related risks and opportunities—such as biodiversity and ecosystem services across the entire value chain, including both upstream and downstream operations—and to strengthen and expand information disclosure, including our governance and management systems.

For details on these specific initiatives, please refer to the following:

The Company's website: https://www.mitsui-soko.com/en/sustainability/environment/tnfd_disclosure/

<Principle 4-9> Independence Standards and Qualification for Independent Outside Directors

Please refer to Related Document "Independence Standards for Outside Officers."

<Supplementary Principle 4-10(1)> Involvement and Advice of Independent Outside Directors in Considering Nomination, Remuneration, etc. of Officers by Establishing Independent Advisory Committee

Please refer to the Company's Guidelines: <Policies and Procedures for Determining Candidates for Directors and Audit and Supervisory Board Members> and <Policies and Procedures for Determining Remuneration for Directors and Audit and Supervisory Board Members>.

All of the Company's Outside Directors qualify as Independent Outside Directors who meet the independence criteria.

<Supplementary Principle 4-11(1)> Views on Total Balance of Knowledge, Experience and Ability, Diversity and Size of Board of Directors, and Skill Matrix;

Please refer to the Company's Guidelines: (Preconditions for Ensuring the Effectiveness of the Board of Directors and the Audit & Supervisory Board) and <Policies and Procedures for Determining Candidates for Directors and Audit & Supervisory Board Members>.

Regarding the Skill Matrix, please refer to the following page on the Company's website:

The Company's website: <https://www.mitsui-soko.com/-/media/pdf/msh/officer/Skill-Matrix.pdf>

<Supplementary Principle 4-11(2)> Concurrent Positions Held by Directors and Audit and Supervisory Board Members

Significant concurrent positions held by Directors and Audit & Supervisory Board Members are disclosed in "Supplementary Explanation of Applicable Items" under "II.1. [Director-related Matters]" of this Report, as well as in the Reference Documents for the General Meeting of Shareholders, the Business Report, and the Securities Report (Yuka Shoken Hokokusho)

<Supplementary Principle 4-11(3)> Analysis and Self-Evaluation of Effectiveness of Board of Directors as a Whole

The Company conducts an evaluation and analysis of the effectiveness of the Board of Directors each year for the purpose of improving its functions and ultimately enhancing the corporate value of the Company. In addition, the Company endeavors to improve the effectiveness of the Board of Directors through the PDCA cycle by taking remedial measures for identified issues.

[Summary of the Evaluation Results for the Fiscal Year Ended March 31, 2026]

(1) Evaluation Method

For the evaluation of the fiscal year ended March 31, 2026, continuing from the previous fiscal year, we engaged a third-party organization to conduct a questionnaire survey targeting all Directors and Audit & Supervisory Board Members. The results of the questionnaire were compiled and analyzed by the third-party organization into a report, which was presented at the Board of Directors meeting held in May 2026, where future issues and other matters were discussed.

(2) Questionnaire Items

① Composition of the Board of Directors, ② Operation of the Board of Directors, ③ Management Strategy and Management Plan, ④ Internal Control and Risk Management, ⑤ Nomination and Remuneration, ⑥ Evaluation of the Nomination Committee and Remuneration Committee, ⑦ Support System for Directors and Audit & Supervisory Board Members, ⑧ Training, ⑨ Dialogue with Shareholders (Investors), ⑩ Self-Assessment of One's Own Initiatives, ⑪ Overall Summary

(3) Summary of Evaluation Results

The Company's Board of Directors evaluated that the effectiveness of the Board is ensured at a high level. Based on the challenges identified in the effectiveness evaluation for the fiscal year ended March 31, 2025 (such as the need for discussions on medium- to long-term management strategies and the enhancement of training for officers), the Board confirmed that its initiatives during the fiscal year ended March 31, 2026 received particularly high marks, especially regarding the following points:

[A] Well-balanced and Appropriate Composition of the Board of Directors: The composition of officers after the election at the Ordinary General Meeting of Shareholders in June 2025 is appropriate and ensures diversity in terms of the total number, the ratio of internal to outside directors, and the number/ratio of female directors.

[B] Improved and Enhanced Operation of the Board of Directors: The content of meeting materials has been further enhanced, and pre-meeting briefings and board operations are conducted appropriately.

[C] Progress in Discussions on Strategic Themes: Initiatives and deliberations are being carried out toward achieving management that is conscious of the cost of capital and stock price.

[D] Deeper Discussions on Nomination and Remuneration: The skill matrix was revised and the reasons for selection were disclosed, and the deliberations of the Nomination and Remuneration Committees were enhanced in both quality and quantity.

[E] Beneficial Support System: Initiatives such as conducting site visits, providing briefings on individual projects, holding exchange of opinions at off-site meetings for outside officers, and organizing study sessions have been implemented.

On the other hand, it was confirmed that there is still room for further improvement regarding discussions on medium- to long-term growth strategies and human resources strategies, the monitoring function of the Board of Directors, and discussions on nomination and remuneration. Based on this effectiveness evaluation, we will continue to advance initiatives to further enhance the functions of the Board of Directors.

<Supplementary Principle 4-14-(2)> Training Policy for Directors and Audit and Supervisory Board Members
Please refer to the Company's Guidelines (Training for Directors and Audit and Supervisory Board Members).

<Principle 5-1> Policy for Constructive Dialogue with Shareholders

Please refer to the Company's Guidelines (Policy on System Development and Initiatives to Promote Constructive Dialogue with Shareholders), related material "Basic Policy on Dialogue with Shareholders," and the following explanation.

[Implementation Status of Dialogue, etc. with Shareholders]

The Company holds Financial Results Briefings once a quarter, in which top management provides a direct briefing, including information on the medium-term management plan.

In addition, the Company conducts dialogue (engagement) from time to time through constructive individual interviews on cost of capital, information disclosure, and shareholder returns, etc. both domestically and internationally, regardless of the field of the counterparts. The main contents and the results of the dialogue are also disclosed in the financial results briefing materials for the fiscal year ended March 31, 2026.

The implementation status of dialogue in fiscal year ended March 31, 2026 is as follows:

- Financial Results Briefings: four (4) times for a total of 247 persons
- Individual IR interviews: a total of 146 interviews
- Institutional investors engagement: 12 companies

Officer in charge of IR provides feedback to the Board of Directors on the implementation status of dialogue and valuable opinions received during the dialogue to improve corporate value. Based on the results, the Company will communicate its management direction and business strategies, etc. with the shareholders in a proper manner, and strive for dialogue with them to ensure proper evaluation and understanding.

Financial Results Briefing Materials:

https://www.mitsui-soko.com/-/media/pdf/msh/ir/library/setsumeikai/2026/2026_4Q.pdf

Action to Implement Management That Is Conscious of Capital Cost and Stock Price

Description	Disclosure of initiatives (update)
Disclosure in English	Yes
Update Date	2026/6/30 Updated

Explanation for Applicable Items Updated

(1) Action to Implement Management That Is Conscious of Capital Cost

In practicing management that is conscious of the cost of capital, the Group has positioned ROE as one of its key performance indicators. In our Medium-term Management Plan 2022, we set a target of an ROE exceeding 12%, which stands above the cost of equity calculated by the Company using the CAPM. Furthermore, ROE has been adopted as one of the evaluation indicators for variable remuneration within the remuneration system for officers.

In terms of recent performance, ROE has trended at 8.8% for the fiscal year ended March 31, 2025, 8.6% for the fiscal year ended March 31, 2026, and is forecast at 8.8% for the fiscal year ending March 31, 2027.

Although perceptions vary among individual investors with whom we have engaged in dialogue, we understand that the cost of equity expected from the Company by investors averages around 7% to 8%. The ROE for the fiscal years ended March 31, 2025 and March 31, 2026 exceeded this level.

The status of the Company's dialogue with shareholders and investors regarding our cost of equity and ROE is also disclosed in the financial results briefing materials for the fiscal year ended March 31, 2026.

(2) Action to Implement Management That Is Conscious of Stock Price

The Board of Directors regularly holds discussions on PBR and PER and considers and implements measures aimed at obtaining appropriate external evaluation.

PBR as of fiscal year ended March 31, 2025 and March 31, 2026 were 1.69 times and 2.16 times respectively, exceeding the Tokyo Stock Exchange Prime Market average PBR of 1.5 times (as of the end of March, 2026).

Going forward, the Company will continue to strengthen dialogue and information disclosure with investors, aiming to enhance the evaluation of our medium- to long-term growth potential.

The details of the Company's initiatives to implement management that is conscious of capital cost are also disclosed in the Company's financial results briefing materials:

https://www.mitsui-soko.com/-/media/pdf/msh/ir/library/setsumeikai/2026/2026_4Q.pdf

2. Capital Structure

Foreign Shareholding Ratio	More than 30% Updated
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Status of Major Shareholders Updated

Name or Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,134,000	7.99
GOLDMAN SACHS INTERNATIONAL	5,513,291	7.18
Mitsui Fudosan Co., Ltd.	5,382,087	7.01
TAIJU LIFE INSURANCE COMPANY LIMITED	4,707,600	6.13
Mitsui Sumitomo Insurance Company, Limited	4,203,000	5.47
Custody Bank of Japan, Ltd. (Trust Account)	3,575,600	4.66
Sumitomo Mitsui Banking Corporation	2,090,850	2.72
MACQUARIE BANK LIMITED DBU AC	1,999,063	2.60
Mizuho Securities Co., Ltd.	1,920,500	2.50
Takenaka Corporation	1,739,400	2.26

Name of Controlling Shareholder, if applicable	---
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(excluding Parent Company)	
Name of Parent Company, if applicable	None

Supplementary Explanation

Updated

1. Percentage (of shares owned) is calculated excluding treasury shares (1,182,633 shares).

3. Corporate Attributes

Listed Stock Exchange and Market Segment	Tokyo Stock Exchange Prime Section
Fiscal Year-End	March
Business Sector	Warehousing & Harbor Transportation Services
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	More than 1000
Net Sales (Consolidated) as of the End of the Previous Fiscal Year	¥100 billion or more and less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	50 or more and less than 100

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

5. Other Special Circumstances which May have Material Impact on Corporate Governance

None

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Corporate Governance System	Company with Audit and Supervisory Board
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Directors

Number of Directors Stipulated in Articles of Incorporation	12
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President
Number of Directors	9
Election of Outside Directors	Elected
Number of Outside Directors	5
Number of Independent Directors	5

Outside Directors' Relationship with the Company (1)

Updated

Name	Attributes	Relationship with the Company [*]											
		a	b	c	d	e	f	g	h	i	j	k	
Taizaburo Nakano	From another company												
Takashi Hirai	From another company												
Maoko Kikuchi	From another company												
Takashi Tsukioka	From another company								△				
Junko Kai	Lawyer												

*Categories for “Relationship with the Company”.

(Use “○” when the director presently falls or has recently fallen under the category; “△” when the director fell under the category in the past; “●” when a close relative of the director presently falls or has recently fallen under the category; and “▲” when a close relative of the director fell under the category in the past.)

- a. Person who executes business of the Company or a subsidiary
- b. Person who executes business or a non-executive director of a parent company
- c. Person who executes business of a fellow subsidiary
- d. Person/entity for which the Company is a major client or a person who executes business for such person/entity
- e. Major client of the Company or a person who executes business for such client
- f. Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets in addition to director/Audit and Supervisory Board Member compensation from the Company
- g. Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business of the corporation)
- h. Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to self only)
- i. Person who executes business for another company holding cross-directorships/cross-auditor ships with the Company (applies to self only)
- j. Person who executes business for an entity receiving contributions from the Company (applies to self only)
- k. Other

Outside Directors' Relationship with the Company (2) Updated

Name	Independent Officer	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Taizaburo Nakano	○	Mr. Taizaburo Nakano is President and CEO of TIEUP Co., Ltd.	<p>He has served as a director at a beverage company for many years and has wide-ranging insights based on his rich experience as a corporate manager. Based on this experience, he has provided supervision and advice on the management policies of the Group from a manager's perspective, and we believe that he is qualified to serve as an outside director of the Company.</p> <p>In addition to the above, the Company has designated him as an independent officer because he meets the independence standards for outside officers set forth by the Company and poses no risk of having conflicts of interest with the Company's ordinary shareholders even in light of the Stock Exchange's judgment standards regarding independent officers.</p>
Takashi Hirai	○	Mr. Takashi Hirai is Professor at the Graduate School of Business Sciences of MBA Program in International Business, University of Tsukuba.	<p>In addition to his experience in business administration at various companies, he has provided consulting services in a wide range of industries. He has conducted research at graduate school on corporate strategies and business strategies, and considering his track record of providing supervision and advice particularly on the business strategies of the Group based on his extensive knowledge and deep insight, we believe that he is qualified to serve as an outside director of the Company.</p> <p>In addition to the above, the Company has</p>

			designated him as an independent officer because he meets the independence standards for outside officers set forth by the Company and poses no risk of having conflicts of interest with the Company's ordinary shareholders even in light of the Stock Exchange's judgment standards regarding independent officers.
Maoko Kikuchi	○	Ms. Maoko Kikuchi serves as an Outside Audit & Supervisory Board Member of Ryohin Keikaku Co., Ltd. and an Outside Director (Audit and Supervisory Committee Member) of Frontier Management Inc.	She is qualified to practice as a lawyer in Japan and New York State in the U.S. and was formerly engaged in corporate legal affairs while working at the Public Prosecutors Office and the Japan Fair Trade Commission. Considering her track record of providing valuable advice on corporate activities of the Group in general based on her rich experience and insight gained as a Standing Outside Audit and Supervisory Board Member of the Company, we believe that she is qualified to serve as an outside director of the Company. In addition to the above, the Company has designated her as an independent officer because she meets the independence standards for outside officers set forth by the Company and poses no risk of having conflicts of interest with the Company's ordinary shareholders even in light of the Stock Exchange's judgment standards regarding independent officers.
Takashi Tsukioka	○	Mr. Takashi Tsukioka is Outside Director of Mizuho Financial Group, Inc. and Honorary Advisor of Idemitsu Kosan Co., Ltd.	He has extensive experience as a corporate manager, having served for many years as a director, and as president and chairman, of an energy company. Considering his track record of providing supervision and advice on the management policies and business strategies of the Group based on his experience and wide-ranging knowledge, we believe that he is qualified to serve as an outside director of the Company. In addition to the above, the Company has designated him as an independent officer because he meets the independence standards for outside officers set forth by the Company and poses no risk of having conflicts of interest with the Company's ordinary shareholders even in light of the Stock Exchange's judgment standards regarding independent officers.
Junko Kai	○	Ms. Junko Kai is Partner Attorney at Hamani Takahashi Kai Law Office, Outside Director of NARITA INTERNATIONAL AIRPORT CORPORATION and Outside Director of THK CO., LTD.	She possesses broad insight as an attorney-at-law, as well as diverse experience at the Legal Training and Research Institute, the Tokyo Family Court, the Ministry of Justice, the Ministry of Health, Labour and Welfare, and the Ministry of Land, Infrastructure, Transport and Tourism, among others. The Company has determined that she is well-qualified to serve as an Outside Director based on her track record of providing a wide range of supervision and advice on the Group's business

			<p>strategies and sustainability initiatives leveraging her expert insight and extensive experience.</p> <p>In addition to the above, the Company has designated her as an Independent Officer because she meets the independence criteria for outside officers established by the Company, and there is no risk of a conflict of interest with general shareholders in light of the criteria for independent officers stipulated by the stock exchange.</p>
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Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Remuneration Committee	Established
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Status of Voluntarily Established Committee(s), Attributes of Members Constituting the Committee and the Committee Chair (Chairperson)

	Committee's Name	All Members	Full-time Members	Inside Directors	Outside Directors	Outside Experts	Other	Chairperson
Voluntarily Established Committee Equivalent to Nomination Committee	Nomination and Remuneration Committee	6	0	1	5	0	0	Outside Director
Voluntarily Established Committee Equivalent to Remuneration Committee	Nomination and Remuneration Committee	6	0	1	5	0	0	Outside Director

Supplementary Explanation

Updated

The Nomination and Remuneration Committee is composed of five (5) Outside Directors—Takashi Tsukioka, Taizaburo Nakano, Takashi Hirai, Maoko Kikuchi, and Junko Kai—and President & Group CEO Hirobumi Koga, with Outside Director Takashi Tsukioka serving as the Chairman. In addition, one (1) outside expert attends the Committee as an advisor. The frequency of the Nomination and Remuneration Committee meetings and the attendance status of its members during the fiscal year ended March 31, 2026, are as follows:

○ Frequency of the Nomination and Remuneration Committee Meetings

During the fiscal year ended March 31, 2026, the Committee held a total of six (6) meetings.

○ Attendance Status of Committee Members

Position at the end of the fiscal year ended March 31, 2026	Name	Attendance status
President & Group CEO	Hirobumi Koga	5/6 (83%)
Outside Director	Takashi Tsukioka	6/6 (100%)
Outside Director	Taizaburo Nakano	6/6 (100%)
Outside Director	Takashi Hirai	6/6 (100%)
Outside Director	Maoko Kikuchi	6/6 (100%)
Outside Director	Kai Junko*	3/3 (100%)

* Since Junko Kai assumed office upon the conclusion of the 177th Ordinary General Meeting of Shareholders held

on June 26, 2025, her attendance status after her assumption of office is disclosed.

○ Specific Deliberation Items of the Nomination and Remuneration Committee

During the fiscal year ended March 31, 2026, the Nomination and Remuneration Committee deliberated and reviewed matters such as the nomination of Directors and Audit & Supervisory Board Members, the determination of remuneration for Directors and Executive Officers (including the standard amount of officer remuneration, individual evaluations of each Director, and verification of the adequacy and appropriateness of performance-linked remuneration amounts), and the formulation and review of the officer remuneration system.

Audit and Supervisory Board Member

Establishment of Audit and Supervisory Board	Established
Number of Audit and Supervisory Board Members Stipulated in Articles of Incorporation	5
Number of Audit and Supervisory Board Members	5

Cooperation among Audit and Supervisory Board Members, Accounting Auditors and Internal Audit Departments

Updated

Audit & Supervisory Board Members meet regularly with the Accounting Auditor and the Internal Audit Department (Risk Management Department) to exchange information on audit plans and the status of audit implementation, thereby enhancing the effectiveness of audits. Furthermore, starting from the fiscal year ended March 31, 2026, we have also been holding Tripartite Audit Liaison Meetings to ensure even closer and more efficient information sharing among Audit & Supervisory Board Members, the Accounting Auditor, and the Internal Audit Department.

Appointment of Outside Audit and Supervisory Board Members	Elected
Number of Outside Audit and Supervisory Board Members	3
Number of Independent Audit and Supervisory Board Members	3

Outside Audit and Supervisory Board Members' Relationship with the Company (1)

Name	Attributes	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Hidetaka Miyake	Lawyer													
Ken Kawamura	CPA													
Masafumi Nakada	From another company													

*Categories for "Relationship with the Company".

(Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

- Person who executes business of the Company or a subsidiary
- A non-executive director or an accounting advisor of the Company or its subsidiaries
- Person who executes business or a non-executive director of a parent company
- An Audit and Supervisory Board Member of a parent company of the Company
- Person who executes business of a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for such person/entity
- Major client of the Company or a person who executes business for such client
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets in addition to director/Audit and Supervisory Board Member compensation from the Company
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business of the corporation)
- Person who executes business for a client of the Company (excluding persons categorized as any of f, g, or h above)

(applies to self only)

k. Person who executes business for another company holding cross-directorships/cross-auditorships with the Company

(applies to self only)

l. Person who executes business for an entity receiving contributions from the Company (applies to self only)

m. Other

Outside Audit and Supervisory Board Members' Relationship with the Company (2)

Updated

Name	Independent Officer	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Hidetaka Miyake	○	—	<p>He has wide-ranging knowledge as an attorney and extensive experience at the Public Prosecutors Office, the Securities and Exchange Surveillance Commission of the Financial Services Agency, and an auditing firm. We believe that he is qualified to serve as an Outside Audit and Supervisory Board Member from his track record in auditing the soundness and transparency of the Group's governance and improvement of compliance from the perspectives of law and risk management, and other areas.</p> <p>In addition to the above, the Company has designated him as an independent officer because he meets the independence standards for outside officers set forth by the Company and poses no risk of having conflicts of interest with the Company's ordinary shareholders even in light of the Stock Exchange's judgment standards regarding independent officers.</p>
Ken Kawamura	○	-	<p>He has extensive experience working in areas such as accounting, auditing, taxation, and deal advisory in addition to his extensive knowledge as a certified public accountant. Based on this experience and extensive knowledge, we believe that he is qualified to serve as an outside Audit and Supervisory Board member from his track record in auditing from the perspectives of finance, accounting, legal affairs, risk management, and other areas.</p> <p>In addition to the above, the Company has designated him as an independent officer because he meets the independence standards for outside officers set forth by the Company and poses no risk of having conflicts of interest with the Company's ordinary shareholders even in light of the Stock Exchange's judgment standards regarding independent officers.</p>
Masafumi Nakada	○	-	<p>He has served as the Representative Director of several financial institutions, possessing abundant experience as a corporate manager and a wide range of insight in fields such as finance, securities, and trade. The Company has determined that he is well-qualified to serve as an Outside Audit & Supervisory Board Member based on his track record of conducting audit operations from the perspectives of</p>

			<p>sales, marketing, finance, and accounting, leveraging this experience and extensive insight.</p> <p>In addition to the above, the Company has designated him as an Independent Officer because he meets the independence criteria for outside officers established by the Company, and there is no risk of a conflict of interest with general shareholders in light of the criteria for independent officers stipulated by the stock exchange.</p>
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Independent Officers

Number of Independent Directors and Independent Audit and Supervisory Board Members	8
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Other Matters concerning Independent Officers

The Company designates all outside officers who qualify as independent officers as Independent Officers.
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Incentives

Implementation Status of Measures related to Incentives Granted to Directors	Introduction of Performance-linked Remuneration Scheme, etc.
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Supplementary Explanation for Applicable Items
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<p>The current remuneration system for directors and officers stipulates that directors shall be paid remuneration for their supervision in a supervisory salary. In addition to it, a representative salary is paid to a director who also serves as a representative director and an executive salary is paid to a director who also serves as an executive officer, and that supervisory and representative salaries are fixed remuneration while executive salaries consist of fixed and variable remuneration determined according to the position, etc.</p> <p>Variable portion of the executive salary consists of monetary remuneration and non-monetary remuneration, of which, monetary remuneration is determined based on five (5) financial indicators linked to business performance and two (2) non-financial indicators. As the financial indicators, the Company adopts consolidated operating profit because it will motivate an increase in corporate value through the improvement of business performance. In addition to this, the Company uses consolidated profit before income taxes, in which the results of investment and loans are reflected, and ROE, which indicates management efficiency. As a non-financial indicator, the Company adopts the scores of ESG evaluation institutions specified by the Company to improve commitment to ESG initiatives, in addition to the individual evaluation of each director's performance of duties during the fiscal year. Based on these indicators, the Company evaluates the ratio of the target for the current fiscal year to the actual results thereof, the ratio to the actual results of the previous fiscal year, or differences from the figures designated by the Company, and so on, in accordance with a predetermined table, and calculates the payment rate in accordance with the score of each indicator. With respect to non-monetary compensation in the variable remuneration, the Company grants restricted stock in order to share the benefits and risks of fluctuations in the Company's share price with shareholders and to increase the motivation of directors and officers to contribute to share price appreciation and increase corporate value.</p>
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Persons Eligible for Stock Options	---
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Supplementary Explanation for Applicable Items
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Director Remuneration

Status of Disclosure of Individual Directors' Remuneration

Individual remuneration is not disclosed.

Supplementary Explanation for Applicable Items

Updated

The total amount is disclosed separately for internal directors and outside officers (including outside Audit and Supervisory Board members). 266 million yen (of which 154 million yen is fixed portion, 75 million yen is variable portion and 37 million yen is non-monetary remuneration), Remuneration for outside officers: 83 million yen (83 million yen is fixed portion only).

Policy on Determining Remuneration Amounts and the Calculation Methods Thereof

Established

Disclosure of Policy on Determining Remuneration Amounts and the Calculation Methods Thereof

The amount of the officer's remuneration is determined by the Nomination and Remuneration Committee, which is chaired by an outside director and composed of other outside directors and the President & Group CEO. This will ensure the appropriateness of individual remuneration amounts and the transparency of the decision-making process, and the Company follows the decision of the Committee.

Support System for Outside Directors and/or Outside Audit and Supervisory Board Members

Updated

- Full-time employees independent of Directors (Assistant Staff to the Audit & Supervisory Board) are assigned to the Audit & Supervisory Board to ensure the enhancement of audits.
- To facilitate constructive discussions and exchange of opinions at Board of Directors meetings, the Board of Directors Secretariat (Legal & General Affairs Department) distributes agenda materials in advance to Outside Directors and Outside Audit & Supervisory Board Members.
- In principle, matters for resolution by the Board of Directors are explained in advance at the immediately preceding Board of Directors meeting, and individual briefings are also provided depending on the nature of the case.
- To enable Outside Directors and Outside Audit & Supervisory Board Members to deepen their understanding of the Group's corporate philosophy, corporate culture, and business environment, we provide regular opportunities for them to visit operating companies and frontline offices of the Group. On these occasions, opportunities are also provided for direct exchange of opinions and dialogue with employees at these frontline offices.
- To facilitate shared understanding and exchange of opinions among Outside Directors and Outside Audit & Supervisory Board Members, as well as to deepen their understanding of the Group's businesses, we regularly hold off-site meetings exclusively for Outside Directors and Outside Audit & Supervisory Board Members. In organizing these off-site meetings, the Board of Directors Secretariat (Legal & General Affairs Department) interviews Outside Directors and Outside Audit & Supervisory Board Members regarding their requests and provides necessary information. During the fiscal year ended March 31, 2026, four (4) meetings were held, which included study sessions on the logistics industry led by external lecturers, information sharing with the officer in charge of DX, and exchanges of opinions with Internal Audit & Supervisory Board Members.

This support system for Outside Directors and Outside Audit & Supervisory Board Members has been highly evaluated in the evaluation of the effectiveness of the Board of Directors, and we will continue these initiatives while constantly reviewing them to make further improvements.

2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System) Updated

(1) Board of Directors

Chaired by Hirobumi Koga, President & Group CEO, the Board of Directors is composed of a total of nine (9) members: four (4) internal directors, including the chairperson, Nobuo Nakayama, Takeshi Gohara and Takeshi Nishimura, and five (5) outside directors, Taizaburo Nakano, Takashi Hirai, Maoko Kikuchi, Takashi Tsukioka and Junko Kai. As a general rule, the Board of Directors meets a total of 16 times a year, including 12 regular meetings each month and four (4) quarterly meetings for accounting settlement purposes. The Board of Directors makes important decision in accordance with laws and regulations, the Articles of Incorporation, and internal regulations, and supervises the execution of duties by executive directors.

The status of the Board of Directors' activities during the fiscal year ended March 31, 2026, is as follows:

○ Frequency of holding the Board of Directors Meetings

During the fiscal year ended March 31, 2026, the Board of Directors held a total of 16 meetings, consisting of 12 regular meetings and four (4) meetings for accounting settlement purposes. In addition, as a new initiative to further improve the effectiveness of the Board of Directors, we held four (4) off-site meetings during fiscal year 2025. These meetings, composed of Outside Directors and Outside Audit & Supervisory Board Members, served as a platform to exchange information and opinions, and to share mutual understanding.

○ Attendance Status of Directors and Audit & Supervisory Board Members

Position at the end of the fiscal year ended March 31, 2026	Name	Attendance status
President & Group CEO	Hirobumi Koga	16/16 (100%)
Representative Director	Nobuo Nakayama	16/16 (100%)
Director	Takeshi Gohara	16/16 (100%)
Director	Takeshi Nishimura*1	13/13 (100%)
Director	Tomoaki Kiriyaama*2	3/3 (100%)
Director	Yuji Itoi*2	3/3 (100%)
Outside Director	Taizaburo Nakano	16/16 (100%)
Outside Director	Takashi Hirai	16/16 (100%)
Outside Director	Maoko Kikuchi	16/16 (100%)
Outside Director	Takashi Tsukioka	16/16 (100%)
Outside Director	Junko Kai *1	13/13 (100%)
Senior Standing Audit and Supervisory Board Member	Hiroshi Kino	16/16 (100%)
Standing Audit and Supervisory Board Member	Fumio Misuge *1	13/13 (100%)
Senior Standing Audit and Supervisory Board Member	Yukio Ishida *2	3/3 (100%)
Outside Audit and Supervisory Board Member	Hidetaka Miyake	16/16 (100%)
Outside Audit and Supervisory Board Member	Ken Kawamura *1	13/13 (100%)
Outside Audit and Supervisory Board Member	Masafumi Nakata *1	13/13 (100%)
Outside Audit and Supervisory Board Member	Motohide Ozawa *2	3/3 (100%)

*1 Takeshi Nishimura, Junko Kai, Fumio Misuge, Ken Kawamura, and Masafumi Nakata assumed office upon the conclusion of the 177th Ordinary General Meeting of Shareholders held on June 26, 2025; therefore, their attendance status after their assumption of office is disclosed.

*2 Tomoaki Kiriyaama, Yuji Itoi, Yukio Ishida, and Motohide Ozawa retired upon the conclusion of the 177th Ordinary General Meeting of Shareholders held on June 26, 2025; therefore, their attendance status up to the time of their retirement is disclosed. The "Position at the end of the fiscal year ended March 31, 2026" above reflects their positions at the time of retirement.

○ Specific Deliberation Items of the Board of Directors

During the fiscal year ended March 31, 2026, the Board of Directors deliberated on whether the allocation of management resources maintained a balance between growth investments, shareholder returns, and financial soundness, aiming to achieve the five-year plan "Medium-term Management Plan 2022," which concludes in the fiscal year ending March 31, 2027. The Board also reviewed initiatives designed to build a solid foundation geared toward sustainable growth and the next medium-term management plan. Furthermore, the Board shared its awareness of challenges through the evaluation of

the Board of Directors' effectiveness, while engaging in free and open-minded discussions on the ideal role and function of the Board, thereby striving to enhance its overall effectiveness. In addition to the above, the Board considered matters as required by laws and regulations, the Articles of Incorporation, and internal regulations.

(2) Audit & Supervisory Board

The Audit & Supervisory Board is composed of a total of five (5) members: two (2) Standing Audit & Supervisory Board Members and three (3) Part-time Outside Audit & Supervisory Board Members—Hidetaka Miyake, Ken Kawamura, and Masafumi Nakata. The Company strives to enhance its audits by measures such as assigning full-time employees independent of Directors (Assistant Staff to the Audit & Supervisory Board) to the Audit & Supervisory Board. Audit & Supervisory Board Members attend meetings of the Board of Directors, the Officers' Council, and other important meetings to supervise the status of the execution of duties by Directors.

(3) Management Council

The Management Council is chaired by President Executive Officer Hirobumi Koga. In addition to the chairperson, it is composed of a total of 11 Management Committee members: five (5) Senior Managing Executive Officers or Managing Executive Officers (Nobuo Nakayama, Takeshi Gohara, Takeshi Nishimura, Tomoaki Kiriya, and Eisuke Tanaka) and five (5) Presidents or President Executive Officers who serve as Representative Directors of five operating companies (Hiroshi Torii, Hisanari Ichiryu, Teruo Ishikawa, Takeharu Haga, and Atsushi Shigemura). In addition, Hiroshi Kino, Standing Audit & Supervisory Board Member (Senior), attends the Council as an observer.

As a general rule, the Management Council meets regularly twice a month. With the aim of maximizing the value of the Group, the Council deliberates or makes resolutions on (i) matters to be submitted to the Board of Directors, (ii) important matters related to overall management, and (iii) matters execution of which has been delegated by the Board of Directors to the Management Council.

The frequency of the Management Council meetings and the attendance status of its members, etc., during the fiscal year ended March 31, 2026, are as follows:

○ Frequency of holding the Management Council meetings

During the fiscal year ended March 31, 2026, the Management Council held a total of 28 meetings.

○ Attendance status of Management Council members, etc.

Position at the end of the fiscal year ended March 31, 2026	Name	Attendance status
President & Representative Director, President Executive Officer	Hirobumi Koga	28/28 (100%)
Representative Director, Senior Managing Executive Officer	Nobuo Nakayama	28/28 (100%)
Director, Managing Executive Officer	Takeshi Gohara	28/28 (100%)
Director, Managing Executive Officer	Takeshi Nishimura	28/28 (100%)
Managing Executive Officer	Tomoaki Kiriya	28/28 (100%)
Managing Executive Officer	Eisuke Tanaka	28/28 (100%)
Director	Yuji Itoi *1	7/7 (100%)
Representative Director, President Executive Officer of MITSUI-SOKO Co., Ltd.	Hiroshi Torii	28/28 (100%)
Representative Director, President Executive Officer of MITSUI-SOKO EXPRESS Co., Ltd.	Hisanari Ichiryu	28/28 (100%)
Representative Director, President Executive Officer of MITSUI-SOKO LOGISTICS Co., Ltd.	Teruo Ishikawa	28/28 (100%)
Representative Director, President Executive Officer of MITSUI-SOKO Supply Chain Solutions, Inc.	Takayuki Sekitori	27/28 (96%)
Representative Director and President of MITSUI-SOKO TRANSPORT Co., Ltd.	Atsushi Shigemura	28/28 (100%)
Standing Audit & Supervisory Board Member (Senior) [Observer]	Hiroshi Kino *2	21/21 (100%)
Standing Audit & Supervisory Board Member (Senior) [Observer]	Yukio Ishida *3	7/7 (100%) *

*1 Yuji Itoi retired from his position as Director upon the conclusion of the 177th Ordinary General Meeting of Shareholders held on June 26, 2025, and concurrently stepped down as a Management Committee member; therefore, his attendance status as a Management Committee member up to the time of his retirement is disclosed. The "Position at the end of the

fiscal year ended March 31, 2026" above reflects his position at the time of retirement.

*2 Since Hiroshi Kino was selected as Standing Audit & Supervisory Board Member (Senior) at the Audit & Supervisory Board meeting held on June 26, 2025, his attendance status as an observer after his selection is disclosed.

*3 Yukio Ishida retired from his position as Audit & Supervisory Board Member upon the conclusion of the 177th Ordinary General Meeting of Shareholders held on June 26, 2025; therefore, his attendance status as an observer up to the time of his retirement is disclosed. The "Position at the end of the fiscal year ended March 31, 2026" above reflects his position at the time of retirement.

(4) Sales Promotion Council

The Sales Promotion Council is composed of President Executive Officer, Senior Managing Executive Officer, Managing Executive Officer, and presidents or president executive officers of five (5) operating companies, and persons in equivalent positions thereto designated by President Executive Officer, and meets periodically once a month to share information that contributes to monthly performance, quarterly forecasts, budget management, business expansion, and cross-business promotion.

(5) Officers' Council

The Officers' Council is composed of Directors, Audit & Supervisory Board Members, Executive Officers, and the Presidents or President Executive Officers of the five operating companies, as well as individuals in equivalent positions designated by the President Executive Officer. The Council meets four (4) times a year to disseminate important matters concerning the overall management of the Group and to exchange information to promote mutual understanding regarding the status of the Group.

(6) Nomination and Remuneration Committee

Please refer to Section II.1 [Status of Voluntarily Established Committee] and [Supplementary Explanation].

(7) Sustainability Committee

The Sustainability Committee is chaired by the President Executive Officer, and is composed of the Senior Managing Executive Officer, Managing Executive Officers, the Presidents or President Executive Officers of the five operating companies, and individuals designated by the Chairperson. In principle, the Committee meets once every six (6) months to enhance the Group's corporate value through policy formulation and execution management regarding sustainability (realizing a sustainable society by creating new value as a corporate group that supports logistics, which serves as a vital social infrastructure) within the Group. The status of the Sustainability Committee's activities during the fiscal year ended March 31, 2026, is as follows:

○ Frequency of holding the Sustainability Committee meetings

During the fiscal year ended March 31, 2026, the Committee held a total of two (2) meetings.

○ Attendance status of the Committee members, etc.

Position at the end of the fiscal year ended March 31, 2026	Name	Attendance status
President & Representative Director, President Executive Officer	Hirobumi Koga	2/2 (100%)
Representative Director, Senior Managing Executive Officer	Nobuo Nakayama	2/2 (100%)
Director, Managing Executive Officer	Takeshi Gohara	2/2 (100%)
Director, Managing Executive Officer	Takeshi Nishimura	2/2 (100%)
Director	Yuji Itoi *1	1/1 (100%)
Managing Executive Officer	Tomoaki Kiriya	2/2 (100%)
Managing Executive Officer	Eisuke Tanaka	2/2 (100%)
Representative Director, President Executive Officer of MITSUI-SOKO Co., Ltd.	Hiroshi Torii	2/2 (100%)
Representative Director, President Executive Officer of MITSUI-SOKO EXPRESS Co., Ltd.	Hisanari Ichiryu	2/2 (100%)
Representative Director, President Executive Officer of MITSUI-SOKO LOGISTICS Co., Ltd.	Teruo Ishikawa	2/2 (100%)
Representative Director, President Executive Officer of MITSUI-SOKO Supply Chain Solutions, Inc.	Takayuki Sekitori*2	2/2 (100%)

Representative Director and President of MITSUI-SOKO TRANSPORT Co., Ltd.	Atsushi Shigemura	2/2 (100%)
Director, Managing Executive Officer of MITSUI-SOKO Co., Ltd.	Hideki Wakano	2/2 (100%)
Director, Senior Executive Officer of MITSUI-SOKO Co., Ltd	Shigeki Kanai	2/2 (100%)

*1 Yuji Itoi retired from his position as Director upon the conclusion of the 177th Ordinary General Meeting of Shareholders held on June 26, 2025; therefore, his attendance status up to the time of his retirement is disclosed. The "Position at the end of the fiscal year ended March 31, 2026" above reflects his position at the time of retirement.

○ Specific considerations of the Sustainability Committee

Strengthening the materiality promotion structure, reports from each subcommittee, progress reports on ESG initiatives, SBT response, and TNFD response.

(8) Compliance Committee

Chaired by the President Executive Officer, the Compliance Committee meets once a quarter, in principle. The Committee discusses measures to be taken in the event of compliance violations or other issues affecting the Group's management, formulates the Code of Corporate Ethics that serves as the standard of conduct for officers and employees, and establishes compliance systems, thereby striving to promote compliance and prevent compliance violations.

(9) Risk Management Committee

Chaired by the officer in charge of risk management, the Risk Management Committee meets once a quarter, in principle, for the purpose of mitigating the Group's risks. To this end, the Committee ensures the appropriate recognition of risks in business activities, determines response policies for such risks, manages the progress and results of those policies, and prepares or updates response manuals to prevent and prepare for the occurrence of those risks.

(10) Information Security Committee

Chaired by the Executive Officer in charge of Information Systems, the Information Security Committee meets once a quarter, in principle. The Committee establishes structures related to the Group's information security management, and promotes and reviews relevant activities, thereby striving to protect personal and corporate information.

(11) Summary of Liability Limitation Agreements

The Company has entered into agreements with each of its Outside Directors and Outside Audit & Supervisory Board Members to limit their liability for damages under Article 427, Paragraph 1 of the Companies Act. Under these agreements, the maximum amount of liability for damages shall be 15 million yen or the minimum liability amount stipulated in each item of Article 425, Paragraph 1 of the Companies Act, whichever is higher, for Outside Directors, and 10 million yen or the minimum liability amount stipulated in each item of Article 425, Paragraph 1 of the Companies Act, whichever is higher, for Outside Audit & Supervisory Board Members.

3. Reasons for Adoption of Current Corporate Governance System

The Company has established the current corporate governance system to promote highly transparent management based on compliance, to pursue economic efficiency, and to fulfill its corporate social responsibility by realizing fair and lawful business operations. This system enables the separation of business execution and supervision, the strengthening of mutual checks and balances, and the checking of outside experts such as outside directors and outside Audit and Supervisory Board members. In addition, the Company has established a system in which Audit and Supervisory Board members, accounting auditors and internal auditors work closely together and conduct regular audits from their respective perspectives in order to prevent the occurrence of risks associated with its business and to identify problems and make improvements as early as possible.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Facilitate Exercise of Voting Rights

Updated	Supplementary Explanation
Early Posting of Notice of the General Shareholders Meeting	The notice of convocation will be sent out three (3) weeks prior to the date of the General Meeting of Shareholders to allow shareholders to have sufficient time to consider the proposals. The Notice of Convening the Ordinary General Meeting of Shareholders held on June 25, 2026 was sent out on June 4, three (3) weeks prior to the date of convocation after the start

	of electronic provision on May 28, four (4) weeks prior to the date of convocation.
Scheduling the General Meeting of Shareholders to Avoid Peak Days	While taking into consideration the time required for accounting closing processes and audits by the Accounting Auditor and the Audit & Supervisory Board, the Company strives to schedule its General Meeting of Shareholders to avoid peak days (the days when many companies hold their meetings). The 178th Ordinary General Meeting of Shareholders (for the fiscal year ended March 31, 2026) was held on Thursday, June 25, 2026.
Electronic Exercise of Voting Rights	The Company has introduced an electronic voting system that enables shareholders to exercise voting rights via the Internet on the voting website designated by the Company.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	The Company makes the Electronic Voting Platform operated by ICJ available for exercising voting rights.
Provision of Notice (or Summary of Notice) of the General Shareholders Meeting in English	The Company has prepared an English translation of the Notice of Convocation of the Ordinary General Meeting of Shareholders, etc., submitted it to the Tokyo Stock Exchange and posted it on the Company's website
Other	The Notice of Convocation of the General Meeting of Shareholders is posted on the Company's website.

2. Status of IR-related Activities

Updated

	Supplementary Explanation	Explanation by a representative director or a representative executive officer
Formulation and Publication of Disclosure Policies	Disclosure Policy is posted on the Company's website.	
Regular Briefings Held for Analysts and Institutional Investors	Promptly following the announcement of full-year and quarterly financial results, the Company holds briefings for analysts and institutional investors online. These briefings are conducted by the President & Representative Director, President Executive Officer; the Representative Director, Senior Managing Executive Officer in charge of IR; and the Director, Managing Executive Officer in charge of Corporate Planning. (Of these, briefings for the first and third quarters are conducted by the Representative Director, Senior Managing Executive Officer in charge of IR.)	Held
Online Disclosure of IR Information	The following IR materials are posted on the Company's website: <ul style="list-style-type: none"> ● Financial Results (Q1, Q2, Q3, and Full Year) [Available in English] ● Securities Report (Semi-annual Securities Report / Annual Securities Report) ● Financial Results Briefing Materials (Q1, Q2, Q3, and Full Year) [Available in English] ● Timely Disclosure Materials other than financial results, and the Status of Corporate Governance [Available in English] ● Business Report [Available in English] 	

	<ul style="list-style-type: none"> ● Integrated Report [Available in English] ● Sustainability Data Book [Available in English] ● Fact Sheet [Available in English] ● Briefing Materials for New Investors
Establishment of Department and/or Placement of a Manager in Charge of IR	<p>Officer in Charge of IR: Nobuo Nakayama, Representative Director, Senior Managing Executive Officer</p> <p>Department in Charge of IR: Finance & Accounting Department</p> <p>Contact for IR Inquiries: msc_ir_cacp@mitsui-soko.co.jp</p>

3. Status of Measures to Ensure Due Respect for Stakeholders

Updated

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	Based on the basic approach of "Aiming to help achieve a sustainable society and enhance our corporate value by creating new value as a corporate group that supports logistics, an indispensable form of social infrastructure," the Group strives to "maintain and develop sound and trustworthy relationships through engagement with all of our stakeholders" as mentioned in "Our Approach to Sustainability".
Implementation of Environmental Preservation Activities and CSR Activities, etc.	<p><Materiality of the Group></p> <p>Based on the Group Philosophy, the Group identifies materiality to implement management that pursues the sustainability of both the company and society over the medium to long term. We have organized the following eight themes as the materiality under two broad frameworks, "Creation of Corporate and Social Values" and "Maintenance and Reinforcement of the Foundation for Value Creation." By strengthening the management foundations (six materialities) and creating value (two materialities), we will contribute to the sustainable growth of the Group, our customers and society.</p> <p>"Creation of Corporate and Social Values"</p> <ul style="list-style-type: none"> ● Offering sustainable and resilient logistics infrastructure ● Creating services and businesses through co-creation that lead to solutions to social issues <p>"Maintenance and Reinforcement of the Foundation for Value Creation"</p> <p>(Foundations for Growth)</p> <ul style="list-style-type: none"> ● Advancing human capital management ● Promoting digital transformation (DX) ● Striving for secure and high-quality logistics operations <p>(Social Foundations)</p> <ul style="list-style-type: none"> ● Promoting climate change actions and resource circulation ● Respecting human rights <p>(Business Foundations)</p> <ul style="list-style-type: none"> ● Advancing corporate governance <p>Please refer to the following for related policies: The Company's website: https://www.mitsui-soko.com/en/sustainability/management/policy/</p> <p><Sustainability Promotion System></p> <p>The Sustainability Committee and other committees have been established to promote sustainability under the supervision of the Board of Directors. In line with the materiality, each relevant organization is responsible for examining sustainability-related strategies and policies, conducting risk</p>

	<p>management and implementing and managing each initiative, thereby establishing a highly effective governance system.</p> <p>The materiality related to “Creation of Corporate and Social Value” is discussed at the Management Council. Regarding the materiality related to growth and social infrastructures under the framework of “Maintenance and Reinforcement of the Foundation for Value Creation,” four (4) cross-group standing committees (Human Resources Subcommittee, DX Subcommittee, Safety and Quality Subcommittee, Environment and Human Rights Subcommittee) established under the Sustainability Committee are responsible for promoting the materiality. The materiality related to the business foundations under the framework of “Maintenance and Reinforcement of the Foundation for Value Creation” is promoted in meeting bodies and committees according to each theme related to corporate governance, such as compliance and information security.</p> <p>The Board of Directors manages the sustainability promotion system by receiving reports from each committee or meeting body and providing opinions and advice from a supervisory perspective.</p> <p>The Group has participated in the United Nations Global Compact (hereinafter “UNGC”) advocated by the United Nations. The Group has also joined the Global Compact Network Japan, which consists of Japanese companies and organizations that are signatories to the UNGC. The Group, including its consolidated subsidiaries, endorses the Ten Principles of the UNGC in the four areas of Human Rights, Labour, Environment, and Anti-corruption, and will continue its efforts to implement these principles with the commitment of the President & Group CEO himself.</p> <p>Please refer to the following for details of specific initiatives, quantitative ESG data, and numerical targets:</p> <p>The Company’s website: https://www.mitsui-soko.com/en/sustainability/ Integrated Report (Value Report): https://www.mitsui-soko.com/en/ir/library/integrated_report/ Sustainability Data Book : https://www.mitsui-soko.com/en/ir/library/sustainability_report/</p> <p><Evaluation for Sustainability of the Group></p> <p>Please refer to the following for information about external evaluation: The Company’s website: https://www.mitsui-soko.com/en/sustainability/evaluation/</p>
Formulation of Policies, etc. on Provision of Information to Stakeholders	<p>The Company emphasizes building relationships with stakeholders in its sustainability policy, “Our Approach to Sustainability,” and strives to enhance corporate transparency and improve accountability by proactively disclosing corporate information, including information disclosure in accordance with laws and regulations, in the Integrated Report (Value Report), on TDnet, and on its website.</p>
Other	<p>[Policy on Ensuring Diversity in Core Human Resources] (Basic Policy on Ensuring Diversity)</p> <p>The Group respects diversity and creates systems and environments where diverse talent can flourish regardless of personal attributes or values such as gender identity, age, nationality, physical or mental ability and needs, ideology, faith, culture, career, lifestyle or working style, based on the idea that creating safe, diverse and rewarding work environments for workers also creates value for the Group.</p> <p>(Company’s Policy on the Promotion of Women as Core Human Resources)</p> <p>The Group regards the promotion of women’s participation as a priority initiative in order to enrich the diversity of its members and strengthen its</p>

	<p>ability to respond to market changes.</p> <p>In addition to creating an employment environment in which women can play an active role, the Company has formulated an action plan so that women can have a sense of challenge, demonstrate their abilities in various fields, and develop their careers. The Company's efforts, related activities, quantitative results, and targets for active participation of women are posted on the Company's website.</p> <p>Page for Promotion of Active Participation of Women: https://www.mitsui-soko.com/en/company/overview/women/</p> <p>(Company's Policy on Appointment of Mid-career Hires and Foreign Nationals as Core Human Resources)</p> <p>From the viewpoint of ensuring diverse perspectives among core management human resources, the Group has set quantitative targets for the appointment and development of mid-career hires and foreign nationals as core human resources, and is working toward achieving these targets.</p> <p>The ratio of mid-career hires to regular employees in the Group (including the five core operating companies) stands at 31.5% (as of March 31, 2026). Going forward, we will strive to cultivate human resources in accordance with the medium- to long-term plans of the Group as a whole.</p>
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IV. Matters Concerning the Internal Control System

1. Basic Views on Internal Control System and Status of Development

	<p>(1) System to Ensure That Directors and Employees of Each Group Company Execute Their Duties in Compliance with Laws and Regulations and Articles of Incorporation</p> <p>Each Group company has adopted the Group's Corporate Ethics that covers compliance with laws and regulations, the Articles of Incorporation and social norms, elimination of anti-social forces, respect for human rights, environmental conservation efforts, information management, etc. The Group's Corporate Ethics is deemed as the code of conduct that all directors, executive officers and employees of each company in the Group must abide by. In order to raise the awareness of compliance throughout the entire Group, the Risk Management Division of the Company is in charge thereof across the Group and will conduct educational activities and training. The Risk Management Division also audits the Group's compliance. These activities shall be regularly reported to the Compliance Committee, the Board of Directors and the Audit and Supervisory Board. To quickly detect and rectify any violation of compliance, the Group has established MITSUI-SOKO Group Compliance Hotline as a whistleblowing system enabling employees to directly report on violations. The Group protects personal information of a whistleblower by outsourcing the contact point, which leads to separation of the information that can identify the whistleblower. In addition, a system is in place to prevent the whistleblower from being scrutinized and to prevent the whistleblower from being treated disadvantageously because of his/her reporting.</p> <p>(2) Matters concerning Retention and Management of Information on Directors' Execution of Duties of Each Group Company</p> <p>Each Group company records and retains information on the execution of duties by directors in writing or on electromagnetic media (hereinafter referred to as the "documents, etc.") in accordance with laws, regulations and internal regulations. Directors and audit and supervisory board members of each Group company are able to access these documents, etc. at all times.</p> <p>(3) Regulations and Other Systems concerning Management of Risk of Loss at Each Group Company</p> <p>The Risk Management Committee, consisting of risk management supervisors from the Company and major Group companies, is established within the Company to deliberate on the status of risk management for the entire Group and to formulate basic measures and policies. With regard to individual risks related to compliance, human rights, environment, disasters, quality, finance, accounting, information security, etc., the divisions in charge of risk management of each Group company are required to establish rules and guidelines, conduct training, and prepare and distribute manuals. The Risk Management Division of the Company is responsible for promoting cross-organizational risk</p>
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assessment and responses across the Group.

(4) System to Ensure Efficient Execution of Duties by Directors of Each Group Company

The Board of Directors of the Company formulates the Group's medium- to long-term basic business policies, and the Company centrally manages the Group's budget, fund procurement, fund management and other operations. Operating companies in the Group, which are responsible for business operations in each business domain, conduct business operations in accordance with their policies with the aim of achieving self-reliant growth, including the operation of their subsidiaries and affiliated companies. The Company receives regular reports from operating companies on progress and results and verifies the status of achievement.

(5) System to Ensure Appropriateness of Business Operations of Group's Companies

The Group complies with the Group's Corporate Ethics and fulfills its responsibilities as a member of society to achieve its goals. The Company gives the authority and responsibility for legal compliance and risk management to the directors and executive officers of each of the Group companies so that they will direct their staff in charge of each executive division to establish internal regulations and systems to ensure the appropriateness of the Group's operations. The Risk Management Division of the Company cross-organizationally promotes and manages these efforts. The Risk Management Division also audits Group companies. Matters relating to finance, funds, brands, intellectual properties, human resources, information assets, real estate, etc. within the Group are managed by the Company in an integrated manner to maintain a basic framework for business operations that meets the Group's objectives.

(6) System for Reporting Matters concerning Execution of Duties by Directors, Executive Officers, Employees, etc. of Subsidiaries to the Company

Having established a policy relating to the Group governance, the Company has clarified the responsibilities and authorities that each company in the Group should have. Important matters of each Group company are subject to approval of or a report to the Board of Directors of the Company. In addition, the Company receives periodic reports from the Group companies on the progress of their business operations and deliberates them at the Board of Directors meeting or other meetings.

(7) System to Ensure Reliability of Financial Reporting

In order to establish a system for ensuring the reliability of financial reporting, the Company has prepared basic documents concerning risk analysis and control of major operations, formulated appropriate procedures, and taken measures to prevent errors. Each Group company is required to periodically check the status of implementation of such procedures and measures, and correct any deficiencies found. In addition, the Risk Management Division of the Company cross-organizationally audits the Group companies and reviews the results of these checks and corrections.

(8) Matters to Ensure Independence of Assistants to Audit and Supervisory Board Members from Directors and Effectiveness of Instructions Given to Such Assistants

The Company appoints certain employees as dedicated staff assisting duties of Audit and Supervisory Board members independent from directors as necessary ("Assistant Staff of Audit and Supervisory Board"). Audit and Supervisory Board members and the Audit and Supervisory Board shall have the authority to command and order such Assistant Staff of Audit and Supervisory Board, and the appointment, dismissal, and performance evaluation of the Assistant Staff of Audit and Supervisory Board are decided by the officer in charge of human resources after consultation with Audit and Supervisory Board members, respecting the results of the consultation.

(9) System for Directors and Employees of Group Companies to Report to Audit and Supervisory Board Members

Directors, executive officers or employees of each Group company are required to report to their audit and supervisory board members or Audit and Supervisory Board members of the Company, matters that have a material impact on their company or the Group, the results of the internal audit, the status of notification via Mitsui-Soko Group Compliance Hotline and the details thereof, in addition to the statutory matters. A reporting person will not be treated disadvantageously by reason of reporting to their audit and supervisory board members or Audit and Supervisory Board members of the Company.

(10) System to Secure Expenses Required for Execution of Duties by Audit and Supervisory Board Members and to

Ensure that Audit and Supervisory Board Members Conduct Audits Effectively

If the Audit and Supervisory Board or Audit and Supervisory Board member intends to seek investigation, advice, etc. from outside experts in order to conduct an audit, the Company shall bear expenses as long as such expenses are reasonable. Audit and Supervisory Board members shall formulate an annual audit plan as much as possible in advance and notify each company or division in charge, while the company and division in charge shall cooperate with Audit and Supervisory Board members to ensure efficient audits. Based on the results of the audit, Audit and Supervisory Board members of the Company shall exchange opinions in a timely manner with representative directors, audit and supervisory board members, accounting auditors, and the internal audit division and related divisions of each Group company.

2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development

The Group's basic policy is to achieve fair and lawful business operations, fulfill its social responsibilities through its business activities, and aim for highly transparent corporate management that is committed to compliance. To achieve this, the Company has established the Group's Corporate Ethics as a basic code of conduct that all officers and employees must abide by.

(1) Approaches to Anti-Social Forces in the Group's Corporate Ethics

- 1 As a member of society, the Group resolutely confronts anti-social forces.
- 2 The Group never gives any benefits to anti-social forces and excludes them from the Group's business.
- 3 The Group strives to eliminate anti-social forces in cooperation with the industry and local communities it belongs to.
- 4 The Group acts in close cooperation with relevant administrative organs such as the police and lawyers.

(2) Development of Internal Systems

- 1 Division in charge of dealing with anti-social forces: Legal and General Affairs Division
- 2 Liaising with External Specialist Organizations: The Group strives to effectively eliminate special violence against the Group by maintaining a close relationship with the police station that has jurisdiction over the location of the headquarters and joining a local Special Violence Prevention Measures Council.
- 3 The Group makes efforts to collect and manage information on anti-social forces through participation in the regular meetings of the Special Violence Prevention Measures Council and monthly news distributed to its members and collects information to build a database. At the same time, the Group exchanges information on how to deal with special violence through regular meetings, etc. of a group composed of general affairs personnel from companies in the same industry to prevent damage through cooperation by sharing information.
- 4 Development of Manuals
The Company has prepared a manual for dealing with anti-social forces and has distributed and disseminated it throughout the Group.
- 5 Implementation of Training Activities
The Company promotes activities to raise awareness and efforts to eliminate violence among those in charge of dealing with anti-social forces by having them participate in regular training sessions, lectures, and roundtable discussions hosted by the Special Violence Prevention Measures Association within the jurisdiction of Tokyo Metropolitan Police Department.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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Supplementary Explanation for Applicable Items

The Company will respect three principles with regard to acquisitions that seek to acquire control of a company's management. These are:
"Principle of Corporate Value and Common Interests of Shareholders," which states that such acquisition shall be judged based on whether it will secure or enhance corporate value and/or the common interests of shareholders,
"Principle of Shareholders' Intent," which states that the Company shall rely on the reasonable intentions of its shareholders,
"Principle of Transparency," which states that the Company shall strive to eliminate information asymmetries between shareholders and the Company by providing useful information to help them make their decision, and secure transparency.

Therefore, the Board of Directors will give serious consideration to any sincere proposal by a person attempting to acquire based on the "Principle of Shareholders' Intent" and the "Principle of Transparency" as well as the "Principle of Corporate Value and Common Interests of Shareholders," and the Company has not established a policy for using countermeasures, etc. against takeover bids using the free allotment of stock acquisition rights ("Takeover Defense Policy").

On the other hand, there may be acquisitions that undermine corporate value and, in turn, the common interests of shareholders, such as those that do not provide shareholders with the information and time necessary for them to make a decision or are intended to provide unjustified benefits at the expense of the Company or its shareholders. Therefore, in the event of such a possible acquisition, the Company will establish a "Corporate Value Enhancement Committee" consisting solely of independent outside directors which will objectively evaluate the acquisition and make necessary recommendations to the Board of Directors as to what action should be taken, and the Board of Directors shall make decisions with the utmost respect for the judgment of the Committee.

2. Other Matters Concerning the Corporate Governance System

The Company's internal system for the timely disclosure of corporate information is as follows.

(1) Person and Division in charge of Timely Disclosures

Senior Managing Executive Officer Nobuo Nakayama has been appointed as the Responsible Person in charge of Timely Disclosures of the Company. Finance and Accounting Division is the department in charge of timely disclosures.

(2) The Responsible Person in charge of Timely Disclosures and the division in charge collect information on the status of the internal system on timely disclosures in cooperation with the Board of Directors and the Management Council, relevant divisions in the Company and each Group company, and disclose important corporate information in a timely and appropriate manner.

1 Information on decisions In accordance with laws and regulations, the Articles of Incorporation, corporate regulations, etc., the Company makes important management decisions at a regular meeting of the Board of Directors held once a month (extraordinary meetings of the Board of Directors are held as necessary) or at a meeting of the Management Council held twice a month. The Company promptly discloses important matters judged as needing timely disclosure as soon as they are determined.

2 Information on occurred facts

If there is an event that may fall under an important matter and requires timely disclosure at the Company or its subsidiaries companies, the information manager of each division of the Company who first learns of such event immediately notifies Senior Managing Executive Officer Nobuo Nakayama, who is the Responsible Person for Information Management, in accordance with the provisions of the MITSUI-SOKO Group Insider Trading Management Regulations. The Responsible Person for Information Management shall contact the information handling managers as well as the President & Group CEO, and related divisions to confirm the facts and consider countermeasures. At the same time, the Responsible Person in charge of Timely Disclosure determines whether it is an important matter that requires timely disclosure and, if confirmed, discloses the matter as soon as it is so confirmed.

The Risk Management Division conducts an internal audit to determine whether actions have been taken in accordance with predetermined rules, and if any point is found to require improvement, it will be immediately corrected.

3 The Company endeavors to disclose its financial results as soon as possible and currently releases the results in approximately 35 days from the end of the term.

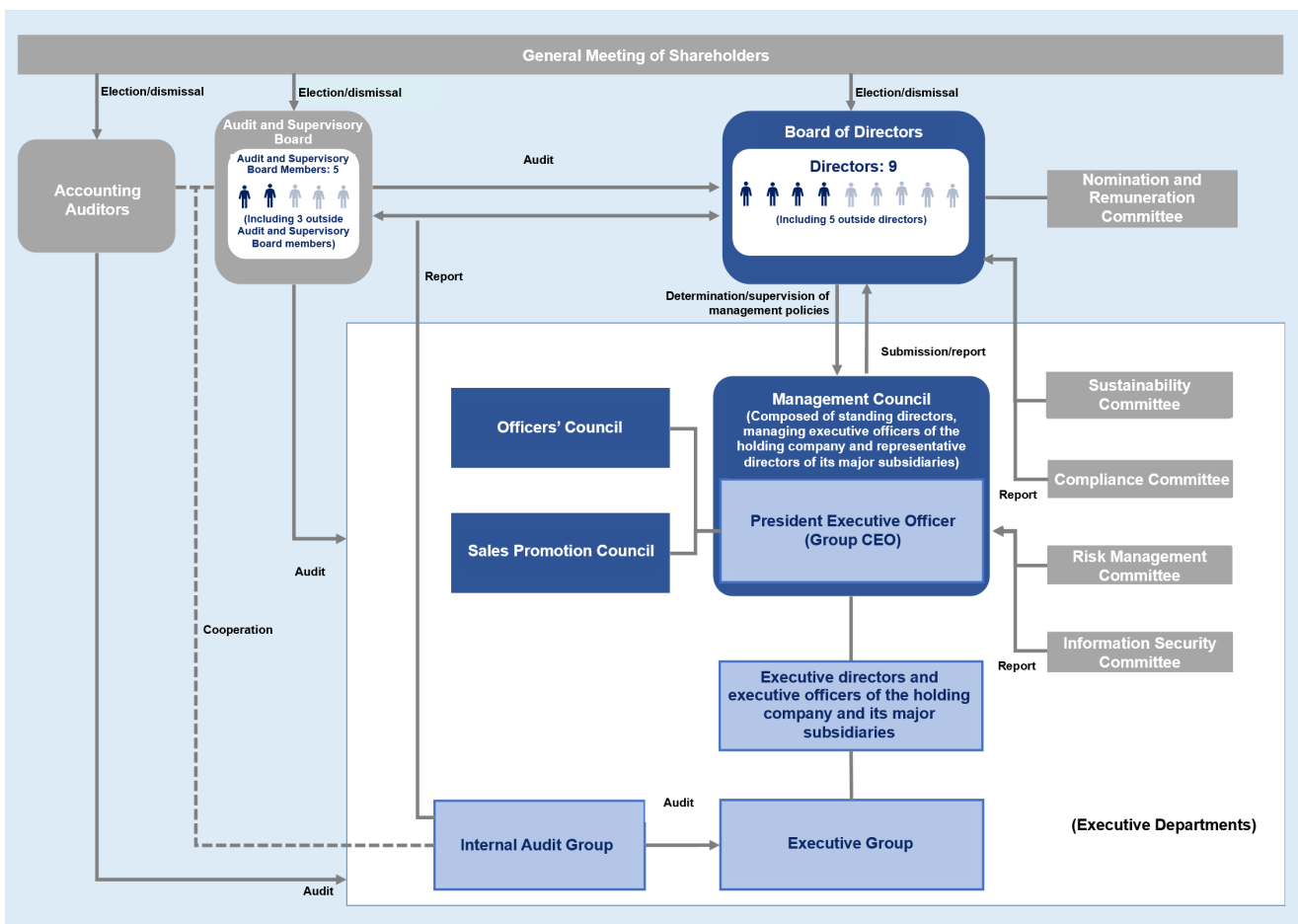
The Company collects necessary information from external parties, the Group companies, and each division of the Company, tabulates and scrutinizes it, and prepares financial results information. For this, the Company has established relevant procedures for collecting and scrutinizing information in advance, and requires attachment of supporting documents such as vouchers or receipts to enhance the accuracy and truthfulness of the information, as well as the speed and effectiveness of the scrutiny.

In addition, the Company has applied the same format of disclosure items in its Financial Reports as those specified in the Ordinance for Enforcement of the Companies Act, the Ordinance on Accounting of Companies, and the Ordinance on Consolidated Financial Statements under the Financial Instruments and Exchange Act. The financial statements, and major portions of its Securities Report (Semi-annual Report) are subject to audit by a certified public accountant prior to disclosure, thereby enhancing the legality and appropriateness of information on its Financial Reports. In addition, beginning in FY2024, the first and third quarter financial statements will be reviewed by an audit firm on a voluntary basis.

(3) Management of Important Corporate Information

The Company shall commence managing information as follows upon recognizing and confirming such information needs timely disclosure in accordance with the Insider Trading Management Regulations (hereinafter referred to as “important information”).

- 1 The Responsible Person for Information Management is responsible for the compilation and management of important information on financial results, corporate decisions and occurred facts.
- 2 Upon receiving advice from the General Manager of the Finance and Accounting Division, the Responsible Person in charge of Timely Disclosure judges whether it falls under the scope of corporate information requiring timely disclosure and reports the results to the President & Group CEO.
- 3 The Responsible Person for Information Management records the designated date, scheduled disclosure date and time of publication, etc. of the important information judged to require timely disclosure in the Important Information Management Ledger and manages it as important information thereafter.
(If the information does not fall under the category of corporate information that requires timely disclosure, the Responsible Person for Information Management shall record such fact in the management ledger and notify the relevant persons thereof.)
- 4 Officers and employees are prohibited from transmitting important information obtained in the course of business to others except when it is necessary in performing business. When it is necessary to transmit such information for business, the recipient of the information is informed that the information is important and is asked to strictly manage its confidentiality.
- 5 When the important information becomes no longer important owing to disclosure or other reason, the Responsible Person for Information Management notifies the relevant persons thereof and takes any other necessary measures.
- 6 The Company takes the same measures as those mentioned above with respect to other companies' important information.



END