

## ESG Management/Sustainability Promotion Framework

### Promotion of ESG Management for Realization of Sustainable Growth

The Group will promote dialogue and co-creation with its stakeholders, work to resolve social issues through the provision of its logistics services, and realize sustainable growth for society and the Group.

#### The Mitsui-Soko Group's ESG Management

Due to the globalization of client supply chains, the Mitsui-Soko Group is building a logistics services network at approximately 400 locations in 19 countries. As a corporate group that supports the indispensable form of social infrastructure called logistics, understanding and resolving not only the logistics issues and needs of our customers, but also social issues from the

perspectives of each country and region and from a global point of view, is important in order to remain a corporate group that is needed and selected by society. Promoting ESG management, the Group will contribute to the resolving of social issues by creating new value through our businesses and realize the sustainable growth of the Group and society.

#### Our Approach to Sustainability

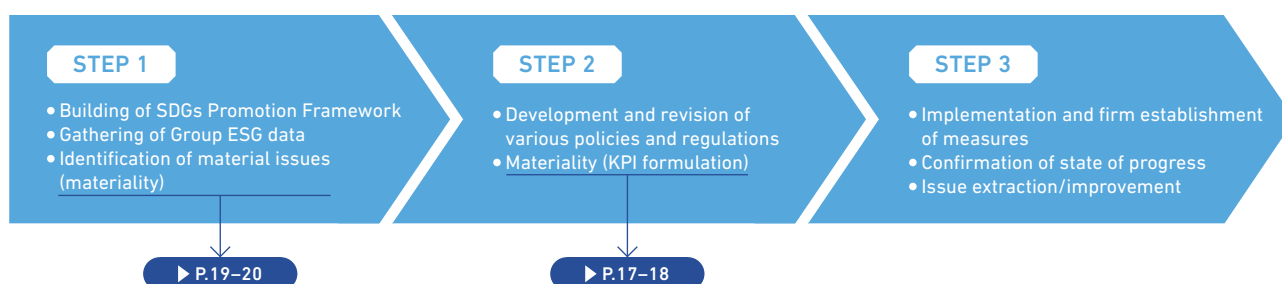
The Mitsui-Soko Group aims to help achieve a sustainable society and enhance our corporate value by creating new value as a company that supports logistics, an indispensable form of social infrastructure.

- We will reduce our environmental impact and address social issues such as human rights, occupational health and safety, and diversity through our business activities.
- We will engage in highly transparent corporate management in order to continue to be a corporate group trusted by society.
- We will maintain and develop sound and trustworthy relationships through engagement with all of our stakeholders.

#### ESG Management and Sustainability Promotion Roadmap

The Group identified materiality in the fiscal year ended March 31, 2020 to achieve simultaneous economic, social, and environmental value. In June 2021, we reviewed the various policies related to sustainability once again and newly established others and made revisions to further improve the three values. We also set KPIs for each of the economy, society, and the environment to accelerate our efforts toward materiality throughout the Group. These materiality efforts will also lead to

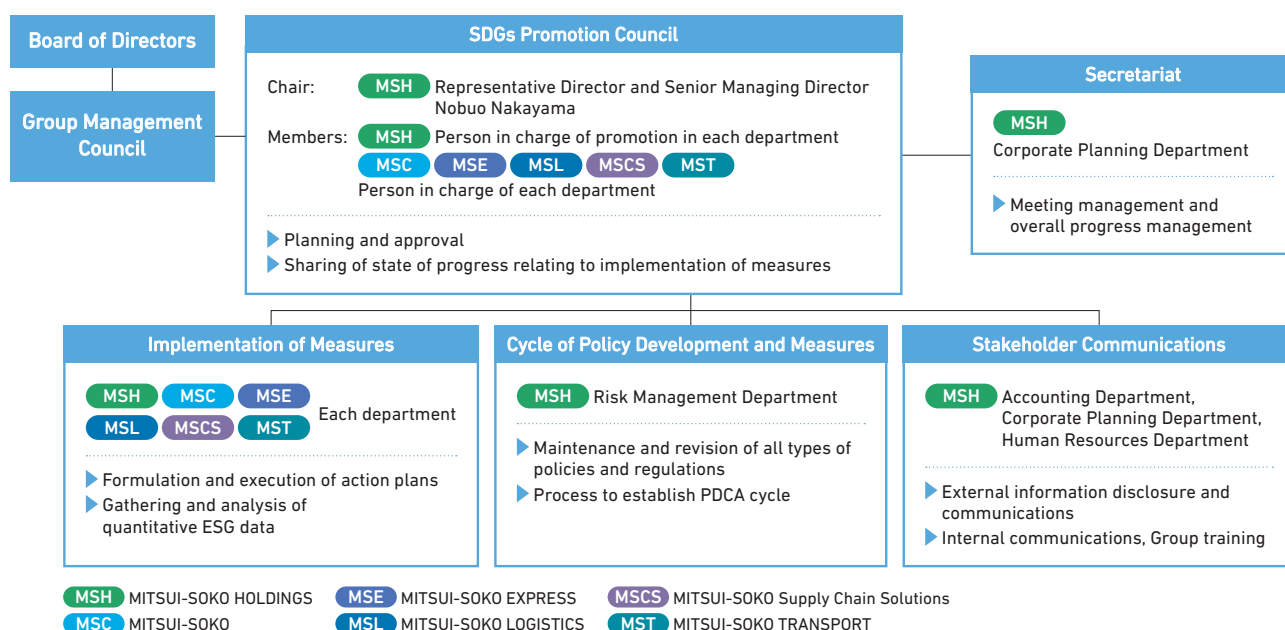
the achievement of the eight SDGs. In the years to come, we will formulate a variety of measures based on the set KPIs and proceed with efforts in line with a PDCA cycle process. Policies with regard to sustainability and matters concerning the KPIs are discussed and formulated by the Group Management Council (comprising holding company directors and representative directors of major operating companies) and the Board of Directors.



## Sustainability Promotion Framework

The Group has formed an SDGs Promotion Project led by Representative Director and Senior Managing Director of MITSUI-SOKO HOLDINGS, Nobuo Nakayama, with the aim of realizing a sustainable society and increasing the corporate value of the Group. A cross-Group initiative, this project holds SDGs promotion meetings on a regular basis. In the fiscal year ended March 31, 2021, we compiled progress reports and conducted

study sessions on the measures taken by each company and department. The important matters brought up at these meetings were reported to and discussed in Board of Directors' meetings. In April 2021, we established an ESG Promotion Office within the Corporate Planning Department to further strengthen ESG management and are planning to set up a Sustainability Committee in October.

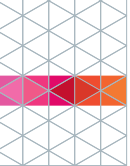


## Maintenance and Revision of All Types of Policies and Regulations

To strengthen ESG management and further promote sustainability, we conduct reviews of each policy that forms the Group's basic guidelines. Based on the changes in the social

environment surrounding the Group, we reviewed sustainability-related policies from the system, verified each policy and newly established or revised them.

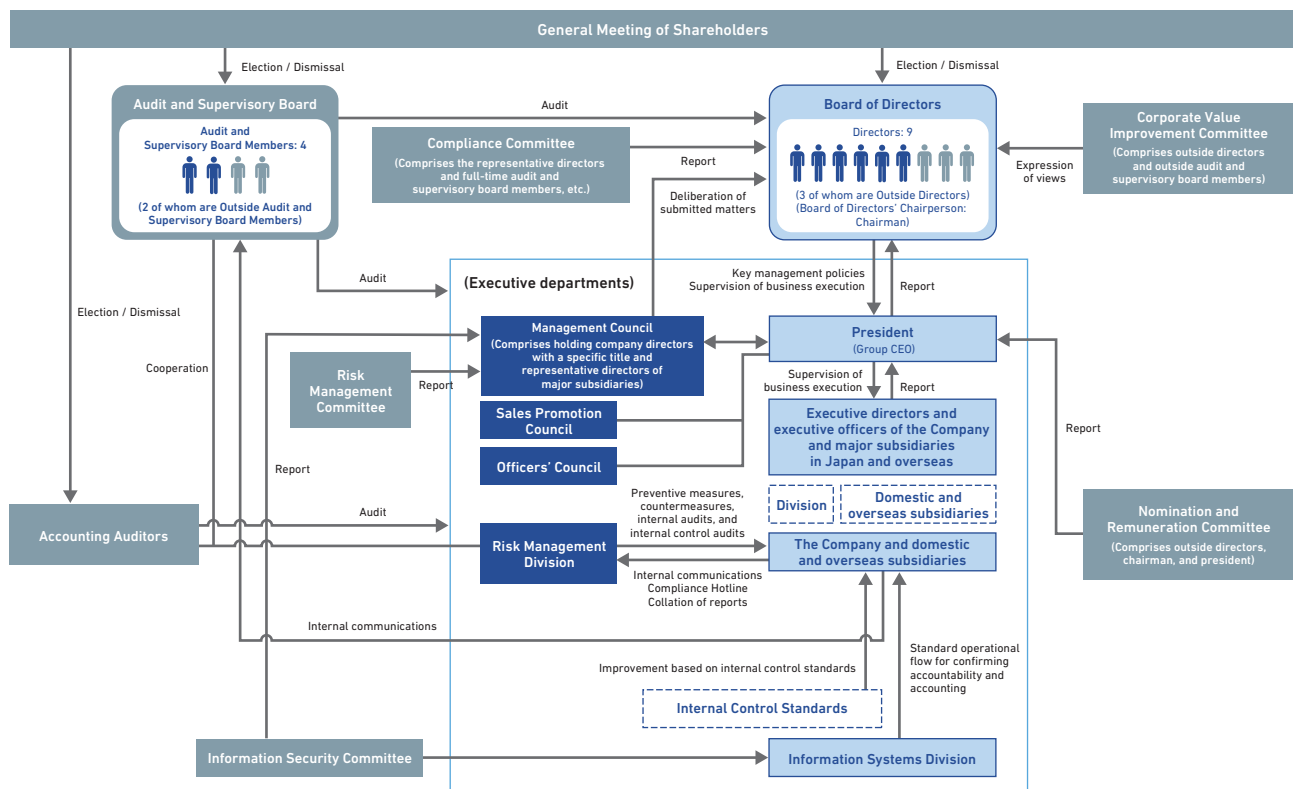
Name of Policy	Points of New Establishment / Revision
<b>Our Approach to Sustainability</b>	Positioned as a higher concept of each sustainability policy, clarified items required to improve corporate value through resolving of social issues
Mitsui-Soko Group Environmental Policy	<ul style="list-style-type: none"> <li>Clarification of direction in which the Group is aiming and of action items in respect of climate change</li> <li>Mentioned that the contribution to reducing the environmental impact being not only for the Group but also for the entire value chain</li> </ul>
Mitsui-Soko Group Diversity and Inclusion (D&I) Policy	<ul style="list-style-type: none"> <li>Clarified the Group's approach to D&amp;I and revised content as a whole</li> <li>Mentioned respecting diversity and improving the work environment and systems so that diverse human resources can play active roles</li> </ul>
Mitsui-Soko Group Occupational Health and Safety Policy	<ul style="list-style-type: none"> <li>Newly established as a policy to realize safe, diverse, and rewarding work environments</li> <li>Clarified that the Company will promote the creation of safe and clean work environments to ensure the health and safety of its employees, business partners, and related parties</li> </ul>
Mitsui-Soko Group Policy on Sustainable and Responsible Procurement	<ul style="list-style-type: none"> <li>Clarification with regard to what the Group does and the requests made of suppliers</li> <li>Items on legal compliance, fair trade, quality control, environmental protection, respect for human rights, and labor practices as well as health and safety newly established</li> </ul>



## Building a Governance Structure Aimed at Improving Corporate Value

Under the Group VISION of “Value beyond Logistics,” as a holding company MITSUI-SOKO HOLDINGS is aiming to improve its medium- to long-term corporate value by promoting Group governance to properly undertake the management of each subsidiary in the Group. The Company has thus established various organizational entities and introduced an executive officer system that separates business execution and oversight functions and clarifies responsibilities and authority for business execution by directors and executive officers as part of its initiatives for strengthening corporate governance.

Corporate Governance System (as of July 1, 2021)



<b>Board of Directors</b>	Determines basic management policies and important business execution, while overseeing the execution of duties by the representative director and president, and executive directors.
<b>Audit and Supervisory Board</b>	Striving to enhance audits, members of the Audit and Supervisory Board attend Board of Directors' meetings, the Officers' Council and other important meetings while overseeing the directors in the execution of their duties.
<b>Management Council</b>	Discusses or resolves matters to be submitted to the Board of Directors, important matters related to overall management, and matters delegated to the Management Council by the directors.
<b>Sales Promotion Council</b>	The members of the Council share information that assists in the compilation of monthly performance and quarterly forecasts, in budget management, and that helps in sales expansion and cross-sectional sales promotions.
<b>Officers' Council</b>	The members exchange information intended to ensure familiarity with important items covering the Group's management overall and to promote mutual understanding of the Group's conditions.
<b>Nomination and Remuneration Committee</b>	The Committee raises the objectivity and transparency of the process for selecting directors and enhances the objectivity and transparency of the directors' remuneration decision process, such as by considering the validity and appropriateness of performance-linked compensation.

<b>Risk Management Committee</b>	The Committee appropriately confirms risks in business activities, establishes measures to respond to relevant risks, manages the progress and results of those measures, and prepares and updates manuals to prevent and prepare for risks.
<b>Compliance Committee</b>	The Committee discusses compliance violations affecting the Group's management and ways of responding, establishes corporate codes of conduct, develops a compliance system, promotes respect for compliance and works to prevent compliance violations.
<b>Information Security Committee</b>	The Committee sets up a system related to the Group's information security management, promotes and reviews activities, and protects personal information and corporate information.
<b>Corporate Value Improvement Committee</b>	This is an independent organization that makes objective decisions to protect shareholders' joint interests in the event that a proposal to buy a large percentage of shares is made that could potentially damage the Company's and the Group's corporate value or shareholders' joint interest, and excludes the arbitrary judgments of the Board of Directors and also gives necessary advice to the Board of Directors.

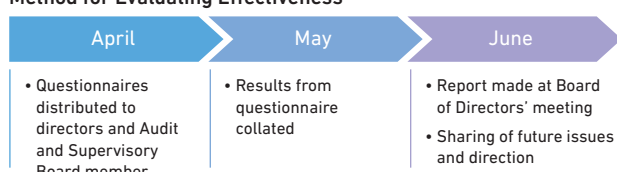
## Effectiveness of the Board of Directors

### Number of Times Principal Bodies Held Meetings and Attendance

Board of Directors	17 times
Attendance of outside directors at Board of Directors' meetings	100%
Attendance of outside audit and supervisory board members at Board of Directors' meetings	100%
Audit and Supervisory Board	16 times
Attendance of outside audit and supervisory board members at Audit and Supervisory Board meetings	97%

The Board of Directors' meetings in fiscal 2021 mainly discussed business strategy, business investment, and the retention policy for stockholdings. Having discussed these matters, the Board of Directors authorized capital expenditures in digitization at large bases for consumer electronics mass retailers and implemented the sale of stockholdings.

### Method for Evaluating Effectiveness



To work on the enhancement of the Board of Directors' functions and thereby improve corporate value over the medium- to long-term, we evaluate the Board of Directors by means of questionnaires and interviews between directors and Audit and Supervisory Board members and discuss the results at Board of Directors' meetings. In the years to come, we will make further improvements so that we can further expand discussions that contribute to medium- to long-term management strategies.

Main Content of Questionnaire
<ul style="list-style-type: none"> <li>• Structure and operational methods of Board of Directors</li> <li>• Discussions at Board of Directors' meetings</li> <li>• Officer compensation, election and dismissal, etc.</li> <li>• Formulation of next medium-term management plan</li> <li>• Content of agendas</li> <li>• Regular reports</li> </ul>



Result of Evaluation
<p>While praising the status of improvements at Board of Directors' meetings in recent years, the evaluation also pointed out that there is room for further improvement.</p> <p>The expansion of important projects by reviewing the agenda criteria is being planned, and henceforward in formulating the next medium-term management plan there is a necessity to expand discussions at Board of Directors' meetings.</p>

### Reasons for Appointing Outside Officers (as of July 1, 2021)

Category	Name	Reason for Appointing
Outside Directors	Taizaburo Nakano	Mr. Taizaburo Nakano has served as a director at a beverage company for many years. In light of the fitting advice he has given from wide-ranging insights, based on his rich experience as a corporate manager, he is appointed as an outside director.
	Takashi Hirai	Mr. Takashi Hirai has experience in practical business operations at various companies and consulting in a wide range of industries. He is currently conducting research in different graduate schools on corporate strategies and business strategies, and in expectation of the appropriate advice he will provide from his rich experience and insight, he is appointed as an outside director.
	Maoko Kikuchi	Ms. Maoko Kikuchi is qualified to practice as a lawyer in Japan and the U.S. state of New York, and was formerly engaged in corporate legal affairs while working at the Public Prosecutors Office and the Fair Trade Commission. We expect that she will provide valuable advice on the soundness and transparency of the Group's governance, leveraging the rich experience and insight gained as a standing Outside Audit and Supervisory Board member of the Company. We therefore nominate her as a candidate for outside director.
Outside Audit and Supervisory Board Members	Osamu Sudoh	Mr. Osamu Sudoh is a lawyer specializing in corporate transactions and other corporate law-related activities. With his history of providing meaningful advice with respect to the soundness and transparency of the Group's governance based on his insights, we have appointed him as an outside Audit and Supervisory Board member.
	Motohide Ozawa	Having been active on the frontlines as a certified public accountant for many years, Mr. Motohide Ozawa is appointed as an outside Audit and Supervisory Board member from his track record in having undertaken audit duties for the Group based on his special expertise in international accounting.

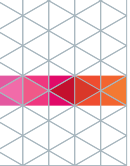
### Officer Remuneration (as of March 31, 2021)

The current officer remuneration system is based on the basic remuneration for each position plus a performance-linked portion. The indicators for the performance-linked evaluation include consolidated operating profit, for the purpose of motivating an increase of corporate value through the improvement of business performance and, added to this, we have established consolidated profit before income taxes, in which the results of investment and loans are reflected. The performance evaluation for the following fiscal year's performance-linked evaluation

#### The total amount of remuneration, etc., for each officer category, total amount by type of remuneration, and number of eligible officers

Officer category	Amount of remuneration, etc. (millions of yen)	Total amount by type of remuneration, etc. (millions of yen)		Number of eligible officers
		Fixed portion	Variable portion	
Directors (excluding outside directors)	263	158	105	6
Audit and Supervisory Board Members (excluding outside Audit and Supervisory Board Members)	57	57	—	2
Outside officers	46	46	—	5

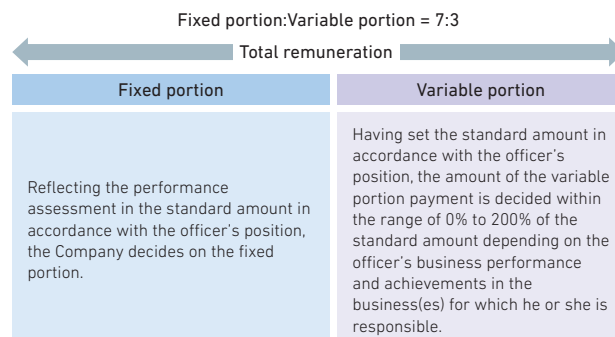
Note: The number of eligible officers is the total for the fiscal year.



is an arrangement that reflects the ratio of that fiscal year's target against the actual result for both indices, comparing the points scored on the basis of the table stipulated in the officer remuneration regulations with the previous fiscal year's results.

To further ensure the appropriateness of individual remuneration and the transparency of the decision process, remuneration amounts are decided at a Nomination and Remuneration Committee meeting—chaired by an outside director and comprising other outside directors as well as the President and Group CEO and the Chairman as its members—and paid in accordance with those decisions. Outside directors and Audit and Supervisory Board members receive fixed remuneration.

#### Officer Remuneration System (as of March 31, 2021)



## Stockholdings

Comprehensively considering the Group's business strategies and relationships with its business partners, the Company maintains a policy of holding strategic stockholdings when these are considered effective in improving corporate value over the medium- to long-term.

With regard to the verification of holdings of strategic stockholdings, we individually qualitatively and quantitatively verify them from perspectives that include the purpose of the holding and capital cost and report to the Board of Directors

every year. To further strengthen corporate governance in the fiscal year ended March 31, 2021, we decided to accelerate our reduction efforts and sold 22 listed stocks and one unlisted stock.

While assessing the management policy of the investee company, we exercise voting rights related to strategic stockholdings in an appropriate manner based on whether they will contribute to the improvement of corporate value over the medium- to long-term.

## ESG Management Governance System

Matters deemed important in promoting ESG management and sustainability are submitted to Board of Directors' meetings for discussion. We also hold ESG study sessions geared toward executives to improve their knowledge in the field of

sustainability, the environment of which undergoes drastic change. We are planning to set up a Sustainability Committee to further strengthen ESG management.

## Group Governance

Having established a policy relating to Group governance, the Company has clarified the responsibilities and authorities that each company in the Group should have.

In addition to discussing and resolving matters to be submitted to the Board of Directors, the Management Council

that meets twice a month discusses and reports on important matters relating to the management of each company, including business plans, large-scale projects, and the internal controls of each company, and thus the Company has in place a system to share information appropriately throughout the Group.

## Compliance

To devise ways to strengthen the legal compliance system, the Compliance Committee convenes every quarter. In addition to conducting compliance-related training programs to raise awareness of compliance issues throughout the Group, we are conducting annual compliance awareness surveys. We also investigate the status of legal compliance in an ongoing, comprehensive manner by striving to improve our legal compliance system by verifying the results of the activities and building a system to help prevent the risk of compliance violations for the next year.

To prevent or quickly detect major violations, such as legal noncompliance, malpractice, or harassment, we have established rules for the handling of internal reporting. The Mitsui-Soko Group Compliance Hotline has also been established for Group employees and others. An external point of contact in Japan has been outsourced to a third-party organization, which further strengthens the anonymity of the whistleblower and can also deal with reports in English and Chinese. By working to expand the whistleblowing system, we are preventing the potential for risks such as scandals.

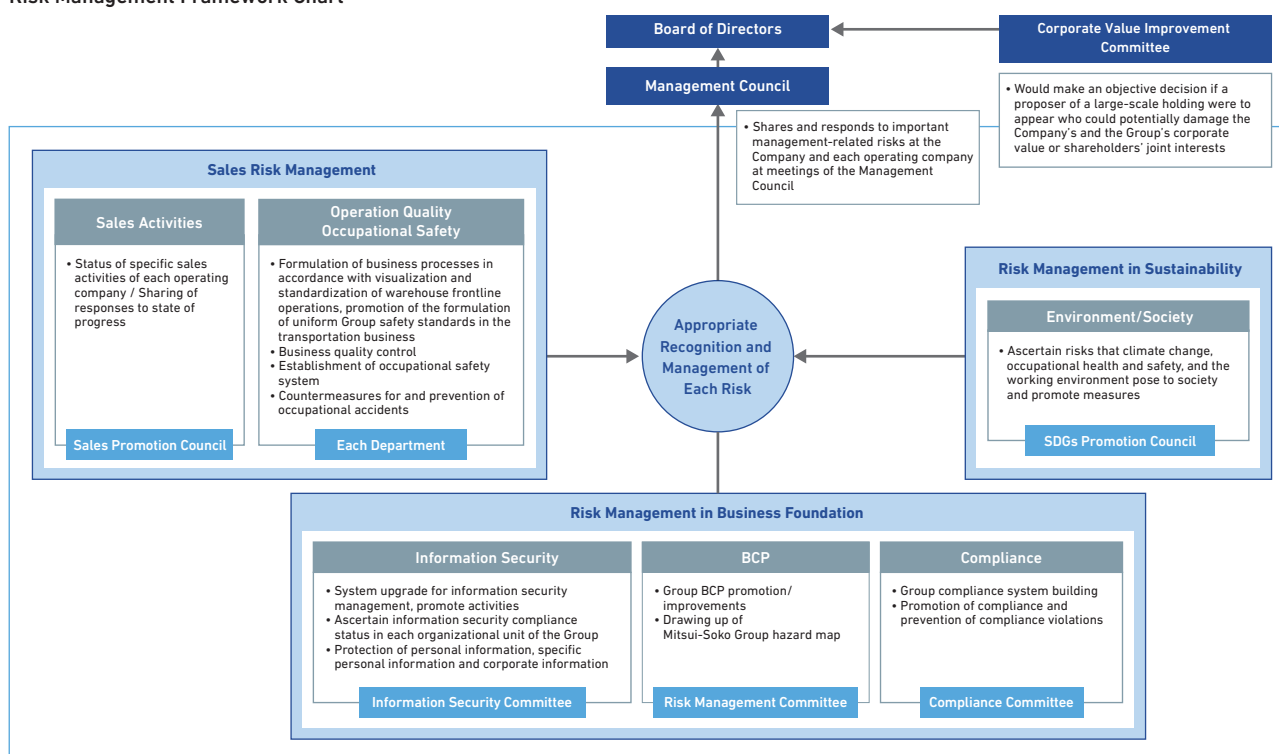
## Risk Management

Basic facts pertaining to the recognition of risks and their management in the Mitsui-Soko Group's business activities are defined in its Risk Management Regulations, and the Risk Management Committee convenes quarterly to improve and strengthen risk management. Comprising risk managers from the Company and major Group companies, the Risk Management Committee deliberates the status of risk management for the Group as a whole and establishes basic response items and policies. The department in charge of risk management for each Group company establishes rules and guidelines, conducts training programs and creates and distributes manuals about individual risks, such as those related to compliance, the environment, natural disasters, quality, finance, accounting, and information security. The Group's Risk Management Department is responsible for promoting Group-wide risk assessments and

responses.

Under the supervision of the director responsible for risk management, who is also responsible for compliance, the Risk Management Department (17 staff members, four of whom are dedicated to risk management) is working on corporate risk prevention, maintaining and updating the corresponding manuals in the unlikely case that an incident occurs, and striving to reduce corporate risk. Specifically, the Risk Management Department focuses on high-priority risks, which are determined by the Risk Management Committee from among the corporate risks listed in advance. Having prepared response manuals in cooperation with the relevant executive departments, we are verifying the implementation status of preventive measures and sharing the results throughout the Company, while constantly reviewing them.

**Risk Management Framework Chart**



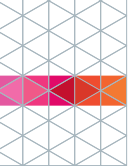
## Business and Other Risks

The Group conducts logistics business mainly in Japan, North America, Europe, Northeast Asia, and Southeast Asia, as well as real estate business in Japan. Matters that may have a significant influence on investors' investment decisions are as shown on the right. As the judgments made by the Group are those made at the annual securities report submission date (June 24, 2021), the Business and Other Risks listing does not state all risks relevant to the Group.

## Business and Other Risks Listing

- Changes in economic environment
- Changes in public regulations
- Changes in industry structure
- Exchange rate fluctuations
- Changes in interest rates
- Increasing importance of ESG
- Occurrence of disasters and damage to social infrastructure
- Potential risks from international activities and overseas expansion
- Information management of customers, etc.
- Dependence on specific customers
- Changes in market value of owned assets
- Retirement benefit obligation
- Impairment of fixed assets
- Financial covenants for debt cover





## Messages from Outside Directors

Taizaburo Nakano  
Outside Director



**The challenge for the Mitsui-Soko Group is to further improve the added value of its logistics services and strengthen its organizational capabilities.**

By giving thorough explanations in advance to outside directors, the Board of Directors is actively engaged in more strategic discussions based on the functional characteristics and profit structure of each Group company, and I evaluate that as leading to appropriate responses to fluctuating factors in business activities and speedy decision making. At the same time, I do feel that there is room for improvement in risk management at overseas subsidiaries of the Group. What I think will be required in the future is the building of a Group risk management system

Takashi Hirai  
Outside Director



**Two important elements are a focus on “the construction of overwhelming field capabilities” and a point of view that combines the capabilities of people and machines.**

I think that governance systems in general are being expanded from the perspective of diversity, such as increasing the number of outside directors and appointing female officers. In addition, not only gender but also the backgrounds of outside directors are diverse, and I think this is a desirable situation for governance in the Mitsui-Soko Group. To further improve effectiveness, it would be beneficial to engage in closer communication among the outside directors and between the outside directors and outside audit and supervisory board members to stimulate discussions on

Maoko Kikuchi  
Outside Director



**I will strive to strengthen and supervise both “defensive governance” and “offensive governance.”**

For the purpose of corporate governance, there is both “defensive governance,” which ensures the appropriateness of operations, such as compliance with laws and internal rules by companies and officers and employees, and “aggressive governance,” which enhances the competitiveness and profitability of a company and enhances its corporate value. In recent years, dealing with ESG has become an important issue for listed companies, but ESG support is not merely a topic as it should involve: (1) formulating a strategy; (2) reliably

that recognizes the risks of each local company while also recognizing the risks of the entire Group from a company-wide perspective.

With regard to sustainability efforts, as the results are not immediately apparent, what is important is to look to the future and respond from the top down. I would like to proceed while perceiving consistency between sustainability and management strategy.

Due to the effects of COVID-19, the speed at which society is changing is accelerating rapidly. From the traditional concept of cost, logistics is regarded as one function to increase the added value of products and services, but that position is being reviewed. The Mitsui-Soko Group needs to remain aware of this point and increase the added value of logistics services from a new perspective. To that end, I think it is important to

understand the relationships between each service, the characteristics of each base or operation, and to work to strengthen organizational capabilities to enable the Group to seamlessly propose them. In the meantime, the fiscal year ending March 31, 2022 is an important year for the formulation of the next medium-term management plan. We recognize that it is time to clarify the competitive advantages that only the Mitsui-Soko Group can offer. I think that each Group company has an advantage in that it has independence and conducts original business activities. I believe that utilizing the high level of expertise and diverse human resources of each Group company will lead to further improvement of corporate value by bringing together the collective strengths of the Group to work on the co-creation of new value.

growth strategies and organizational strategies within the Group. I think it is necessary to more broadly discuss and prepare for matters such as the management team succession plan that looks ahead with a medium- to long-term timespan.

With regard to the promotion of sustainable management, I believe that this is being steadily implemented in companies from the perspective of process management, such as by the clarification of priority items in SDGs goals according to business characteristics and by setting KPIs to steadily promote ESG initiatives. The Group is also in the process of establishing a system for further strengthening initiatives for the future, such as establishing an ESG Promotion Office, investing resources, committing to internal and external commitments, and improving the Company's presence. In the years to come, I think that steady activities, such as how to continuously support bottom-up

activities so that these activities will actually take root in the organizational culture and corporate climate, will hold the key.

For the Mitsui-Soko Group to grow, "building effective and high-quality frontline capabilities" will be extremely important as a source of competitiveness. I think that factors in effective and high-quality frontline capabilities include a set of abilities: the ability to recognize and exceed customer needs; to innovate; to create efficient, high-quality, stable services; and to demonstrate the synergies within the Group to the fullest extent. I think the Company should adhere to these in a thorough manner. The point is to attach importance to the perspective of how to combine people's capabilities with those of machines. While remaining constantly aware of the synergies between these two important elements, I will continue to be involved in the management of the Group.

implementing that strategy; (3) monitoring the results; and (4) incorporating those results into internal controls.

In the United States, climate issues and the diversity of boards of directors are of particular interest in ESG, and they are investigating errors in disclosure information related to ESG and deviations from the actual situation. In the EU, they also identify human rights as well as the environmental and governance risks to companies in their businesses and supply chains, and companies will be required to formulate a policy and plan for resolution, and be subjected to surcharges and fines, in the event that they violate the directive. In Japan, the Corporate Governance Code was revised in 2021 and now demands the disclosure of a company's own sustainability initiatives as a management strategy, and companies listed on the Prime Market in particular will be required to collect, analyze, and disclose their climate

change data (Supplementary Principles 3.1.3).

The Corporate Governance Code shows that sustainability has two aspects: risk and profit opportunities (Supplementary Principles 2.3.1 and 3.1.3). For the Mitsui-Soko Group to achieve further growth, from now on it will be necessary to bring about increases in profitability and improvements in corporate value by linking solutions to social problems to the competitive advantages the Company possesses.

As an outside director, I will utilize the knowledge gained through my legal qualifications obtained in Japan and the United States and my MBA and the experience of being involved in corporate legal affairs and management in doing my utmost to ensure that the Group can contribute to its stakeholders in a reliable manner through strengthening and supervising both its "defensive governance" and "offensive governance."



# Directors and Audit and Supervisory Board Members

As of July 1, 2021

## Directors

### Makoto Tawaraguchi

Chairman  
Chairman of the Board of Directors  
(Concurrently)  
Chairman of MITSUI-SOKO Co., Ltd.



Apr. 1974 Joined the Company  
June 2011 Executive Managing Director of the Company  
Oct. 2014 Senior Executive Managing Director of MITSUI-SOKO Co., Ltd.  
June 2017 Chairman and Director of the Company (to the present)

### Hirobumi Koga

Representative Director,  
President and Group CEO  
(Concurrently)  
Chairman of MITSUI-SOKO EXPRESS Co., Ltd.



Apr. 1981 Joined The Mitsui Bank, Limited  
(currently Sumitomo Mitsui Banking Corporation)  
Apr. 2013 Managing Executive Officer of Sumitomo Mitsui Banking Corporation  
May 2014 Joined the Company  
June 2016 Executive Managing Director of the Company  
June 2017 Representative Director, President and CEO of the Company (to the present)

### Nobuo Nakayama

Representative Director and  
Senior Managing Director  
Chief Financial Officer  
Responsible for Finance Headquarters,  
Real Estate Division  
(Concurrently)  
Director of MITSUI-SOKO Co., Ltd.  
(Concurrently)  
Director of MITSUI-SOKO  
Supply Chain Solutions, Inc.  
(Concurrently)  
Auditor of MITSUI-SOKO  
TRANSPORT Co., Ltd.



Apr. 1975 Joined The Mitsui Bank, Limited  
(currently Sumitomo Mitsui Banking Corporation)  
Apr. 2007 Joined the Company  
June 2015 Executive Managing Director of the Company  
June 2017 Representative Director and Senior Managing Director of the Company  
(to the present)

### Ryoji Ogawa

Executive Managing Director  
Responsible for Compliance,  
Legal and General Affairs,  
Risk Management  
(Concurrently)  
Director of MITSUI-SOKO  
LOGISTICS Co., Ltd.  
(Concurrently)  
Senior Vice President and  
Director of MITSUI-SOKO  
TRANSPORT Co., Ltd.



Apr. 1979 Joined the Company  
June 2014 Director, Senior Executive Officer of the Company  
Oct. 2014 Director of MITSUI-SOKO INTERNATIONAL PTE. LTD.  
June 2019 Executive Managing Director of the Company (to the present)

### Hiroshi Kino

Executive Managing Director  
Personnel / HR / IT Management  
(Concurrently)  
Director of MITSUI-SOKO  
LOGISTICS Co., Ltd.  
(Concurrently)  
Auditor of MITSUI-SOKO  
EXPRESS Co., Ltd.



Apr. 1984 Joined the Company  
Apr. 2015 Director, Senior Executive Officer of MITSUI-SOKO Co., Ltd.  
Apr. 2016 Representative Director and President of  
MITSUI-SOKO BUSINESS TRUST Co., Ltd.  
June 2017 Representative Director and President of MITSUI-SOKO Co., Ltd.  
June 2021 Director and Senior Executive Officer of the Company (to the present)

### Takeshi Gouhara

Director, Senior Executive Officer  
Responsible for Strategic Sales,  
Development Administration  
(Concurrently)  
Director of MITSUI-SOKO Co., Ltd.  
(Concurrently)  
Director of MITSUI-SOKO  
Supply Chain Solutions, Inc.



Apr. 1987 Joined the Company  
Apr. 2013 Representative Director and Senior Executive Managing Director of  
MITSUI-SOKO EXPRESS Co., Ltd.  
June 2017 Director, Senior Executive Officer of the Company (to the present)

Note: The "Company" as indicated in column "Career summary" refers to MITSUI-SOKO HOLDINGS Co., Ltd.  
(the corporate name before the change on October 1, 2014, was MITSUI-SOKO Co., Ltd.)

## Outside Directors

### Taizaburo Nakano

Outside Director



Apr. 1969	Joined The Mitsubishi Bank, Limited (currently MUFG Bank, Ltd.)
June 1973	Joined Tokyo Coca-Cola Bottling Co., Ltd. (currently Coca-Cola Bottlers Japan Inc.)
Mar. 2003	Representative Director & Vice President of the same company
Nov. 2013	President and CEO of TIEUP Co., Ltd. (to the present)
June 2018	Outside Director of the Company (to the present)

### Takashi Hirai

Outside Director



Apr. 1989	Joined Bain & Company Japan, Inc.
July 1997	Joined Dell Japan Inc.
Apr. 2001	Head of Corporate Planning Division/Officer of Starbucks Coffee Japan, Ltd.
Sept. 2003	Executive Officer and Senior Partner of Roland Berger Ltd.
Mar. 2017	Professor of Graduate School of Business Sciences of MBA Program in International Business, University of Tsukuba (to the present)
June 2017	Outside Director of KITO CORPORATION (to the present)
June 2019	Outside Director of the Company (to the present)

### Maoko Kikuchi

Outside Director



Apr. 1992	Joined Public Prosecutors Office of Ministry of Justice as a Public Prosecutor
Mar. 1999	Registered as an attorney at law in Japan and New York State, U.S. Joined Nagashima & Ohno (currently Nagashima Ohno & Tsunematsu)
Apr. 2004	Joined General Secretariat, Fair Trade Commission
May 2006	Executive Officer and CCO of Vodafone K.K. (currently SoftBank Corp.)
Apr. 2014	Executive Officer of Microsoft Japan Co., Ltd.
June 2016	Standing Outside Audit and Supervisory Board Member of the Company
June 2020	Outside Director of the Company (to the present)
June 2020	Audit and Supervisory Board Member (Part-time), KADOKAWA CORPORATION (to the present)
July 2020	Outside Director of Hitachi Construction Machinery Co., Ltd. (to the present)

## Audit and Supervisory Board Members

### Yukio Ishida

Senior Audit and Supervisory Board Member  
(Concurrently)  
Corporate Auditor of  
MITSUI-SOKO Co., Ltd.



Apr. 1982	Joined the Company
Apr. 2014	Representative Director and President & Chief Executive Officer of MITSUI-SOKO LOGISTICS Co., Ltd.
June 2019	Director, Senior Executive Officer of the Company
June 2021	Senior Audit and Supervisory Board Member (to the present)

### Norio Miyashita

Audit and Supervisory Board Member  
(Concurrently)  
External Auditor (Part-time) of  
MITSUI-SOKO LOGISTICS Co., Ltd.  
(Concurrently)  
External Auditor (Part-time) of  
MITSUI-SOKO Supply Chain Solutions, Inc.



Apr. 1980	Joined Japan Development Bank (currently Development Bank of Japan Inc.)
Apr. 2006	Joined the Company
Apr. 2015	General Manager of Business Administration Division, MITSUI-SOKO LOGISTICS Co., Ltd.
June 2016	Standing Audit and Supervisory Board Member of the Company (to the present)

## Outside Audit and Supervisory Board Members

### Osamu Sudoh

Outside Audit and Supervisory Board Member



Apr. 1980	Admitted to the bar in Japan; joined the Tokyo Yaeu Law Office
Apr. 1999	Founded Sudoh & Takai Law Office as a partner
June 2011	Outside Audit and Supervisory Board Member of the Company (to the present)
May 2016	Partner of Sudoh & Partners (to the present)

### Motohide Ozawa

Outside Audit and Supervisory Board Member



Oct. 1977	Joined Coopers & Lybrand Accounting Firm
Aug. 1996	Senior Partner of Chuo Audit Corporation
Sept. 2006	Senior Partner of Arata & Co.
June 2013	Outside Audit and Supervisory Board Member of the Company (to the present)