

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



November 7, 2025

To whom it may concern,

Company Name	MITSUI-SOKO HOLDINGS Co., Ltd.
Name of Representative	Hirobumi Koga Representative Director and President, President Executive Officer (Code No. 9302; TSE Prime Market)
Inquiries	Takashi Suzuki General Manager, Legal and General Affairs Division (TEL. +81-3-6775-3101)

Notice Concerning Introduction of Restricted Share Incentive Plan for Employee Shareholding Association

MITSUI-SOKO HOLDINGS Co., Ltd. (hereinafter, the "Company") hereby announces that its Board of Directors approved a resolution at a meeting held today to introduce an incentive plan (herein after referred to as the "Plan") to grant restricted share (common stock subject to certain transfer restriction period, hereinafter referred to as the "Restricted Share") to our group employees through the MITSUI-SOKO Group Employee Shareholding Association (hereinafter referred to as the "Shareholding Association").

1. Purpose of introducing the Plan

By providing the employees of our group with an opportunity to acquire the Restricted Shares issued or disposed of by the Company through the Shareholding Association, the Plan aims to contribute to the building of assets for the employees, as well as to deepen the sharing of value with shareholders and to enhance motivation of the employees to contribute to the increase of share prices and the enhancement of corporate value over the medium to long term.

2. Outline of the Plan

(1) Allottees

Employees of our group who participate in the Shareholding Association who wish to receive the Restricted Shares and agree to the terms and conditions of the Plan separately determined by the Company (hereinafter referred to as the "Eligible Employees") will be eligible for the grant.

(2) Allocation Method

The Company or the Company's affiliates shall provide monetary compensation claims (hereinafter referred to as the "Special Incentive Fund") to the Eligible Employees as a special incentive for granting Restricted Shares. The Eligible Employees shall contribute the Special Incentive Fund to the Shareholding Association, who then makes a contribution in kind to the Company using the Special Incentive Fund contributed by the Eligible Employees. The Eligible Employee will be issued or disposed of the Company's common stocks as Restricted Share through the Shareholding Association. This will not result in a reduction in the wages of the Eligible Employees.

In addition, the amount to be paid in per share of the Company's common stock to be allotted under the Plan shall be calculated in a manner that eliminates arbitrariness, and shall be an amount that is not particularly favorable to the Eligible Employees.

If the Board of Directors of the Company determines the specific contents of the Plan (number of shares allotted, introduction date, transfer restriction period, etc.), the Company will promptly announce them.