Note: This document has been translated from a part of 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.

Securities Code: 8011 May 11, 2023 Start date of measures for electronic provision: April 28, 2023

To our shareholders:

Shinji Oe, Representative Director and PresidentSANYO SHOKAI LTD.6-14 Yotsuyahonshio-cho, Shinjuku-ku, Tokyo

Notice of the 80th Annual General Meeting of Shareholders

We hereby inform you of the 80th Annual General Meeting of Shareholders of SANYO SHOKAI LTD. (the "Company"), which will be held as indicated below.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the following websites. Please access any of the websites by using the internet addresses shown below to review the information.

The Company's website: https://www.sanyo-shokai.co.jp/company/ir/notice.html (in Japanese)

Website for informational materials for the general meeting of shareholders: https://d.sokai.jp/8011/teiji/ (in Japanese)

TSE website (Listed Company Search): https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

Access the TSE website by using the internet address shown above, enter "SANYO SHOKAI" in "Issue name (company name)" or the Company's securities code "8011" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting]."

If you are unable to attend the meeting in person, you may exercise your voting rights via the Internet or in writing (by mail). Please review the Reference Documents for General Meeting of Shareholders and exercise your voting rights.

1. Date and Time: Tuesday, May 30, 2023, at 10:00 a.m. (JST) (Reception: from 9:00 a.m.)

Venue: Convention hall Ruri, Hotel Grand Hill Ichigaya (East Wing, third floor)
 4-1 Ichigaya Honmuracho, Shinjuku-ku, Tokyo

(Please note that as the venue is different from the previous General Meeting of Shareholders.)

3. Purpose of the Meeting

Matters to be reported:

- 1. The Business Report and the Consolidated Financial Statements for the 80th fiscal year (from March 1, 2022 to February 28, 2023), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
- 2. The Non-consolidated Financial Statements for the 80th fiscal year (from March 1, 2022 to February 28, 2023)

Matters to be resolved:

Proposal No. 1 Appropriation of Surplus

Proposal No. 2 Election of Seven Directors

4. Handling of votes

- (1) If a voting right is exercised both in writing and via the Internet or other means, the online vote shall be deemed effective.
- (2) If a voting right is exercised via the Internet more than once, the last vote shall be deemed effective.
- (3) If there is no indication of approval or disapproval to each proposal on the voting form, the Company will treat the vote as "approve."
- If you are attending the meeting in person, you are kindly requested to submit the voting form sent out with this notice at the reception desk.
- Shareholders who have requested delivery of paper-based documents will also receive a document stating the matters for which measures for providing information in electronic format are to be taken, but this document will exclude the following matters in accordance with the provisions of laws and regulations and Article 16, paragraph 2 of the Articles of Incorporation.
 (i) Notes to the Consolidated Financial Statements

(ii) Notes to the Non-consolidated Financial Statements

Accordingly, the Consolidated Financial Statements and Non-consolidated Financial Statements included in this document are part of the subject documents that were audited by the Financial Auditor in preparing the financial audit report and by the Audit & Supervisory Board Members in preparing their audit report.

- If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on the Company's website stated on the previous page, website for informational materials for the general meeting of shareholders and the TSE website.

Reference Documents for General Meeting of Shareholders

Proposal No. 1 Appropriation of Surplus

While strengthening our management structure, we consider return of profit to the shareholders to be one of the most important management matters. The Company's basic policy is to pay stable dividends on an ongoing basis, taking into full consideration the level of internal reserves necessary to strengthen our financial position, develop new brands, and improve information systems. Accordingly, with respect to return of profit to shareholders, the Company aims to pay a dividend of 2% of dividend on equity ratio (DOE), and proposes to pay a year-end dividend of ¥55 per share as follows.

Year-end dividends

- (1) Type of dividend property To be paid in cash.
- Allotment of dividend property to shareholders and the aggregate amount ¥55 per common share of the Company Total payment: ¥641,146,220
- (3) Effective date of distribution of surplus May 31, 2023

Proposal No. 2 Election of Seven Directors

The terms of office of all six Directors will expire at the conclusion of this meeting. In this regard, the Company proposes the election of seven Directors, increasing the number of Directors by one.

Candidate Name Current position, responsibility in the Company, etc. Category No. Representative Director and President & Chief Operating 1 Shinji Oe Reelection Officer Director, Senior Executive Managing Officer, General Manager 2 of Business Headquarters, and General Manager of Marketing & Ikuro Kato Reelection Digital Strategy Headquarters Reelection Motoyoshi Shiina Outside Director 3 Outside Independent Reelection 4 Chihiro Nihashi Outside Director Outside Independent Reelection 5 Ikuo Yasuda Outside Director Outside Independent New election 6 Osamu Nakamoto Outside Independent New election 7 Kayo Murakami Outside Independent

The candidates for Director are as follows.

Reelection: Candidate for Directors to be reelected

New election: Candidate for Director to be newly elected

Outside: Candidate for Outside Director

Independent: Independent Director as specified by Tokyo Stock Exchange, Inc.

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company owned					
1	Shinji Oe (August 27, 1947) Reelection Number of years in office as a Director: 3 years Attendance at meetings of the Board of Directors: 17/17 (100%)	Apr. 1971 July 1997 Apr. 2004 June 2007 Apr. 2010 Apr. 2014 June 2016 June 2018 Apr. 2020 May 2020	Joined Mitsui & Co., Ltd. General Manager of Textile Department 3, Head Office Administrative Officer, Deputy General Manager of Consumer Service Business Headquarters Director, Senior Managing Director and General Manager of Corporate Planning Headquarters of GOLDWIN INC. Director, Vice President, General Manager of Corporate Planning Headquarters and General Manager of Business Management Headquarters Director, Vice President and Assistant to the President Director and Advisor Advisor Senior Adviser Joined the Company, Executive Vice President Executive Vice President and General Manager of Corporate Management Headquarters Representative Director, President & Chief Operating Officer, and General Manager of	owned 25,633 shares			
		Mar. 2023	Corporate Management Headquarters Representative Director and President & Chief Operating Officer (current position)				
	extensive knowledge and experie track record of restructuring busin the medium-term management pl	nanagement of a nce in the appa nesses as a mar an for the Com		, he has a proven and execution of suitable			
		matters as a ma	anager. We expect him to continue to be a member of	-			

Candidate No.	Name (Date of birth)		mary, position and responsibility in the Company, ficant concurrent positions outside the Company	Number of the Company's shares owned				
		Apr. 1985 July 2008	Joined the Company General Manager of EVEX DIV, Women's Attire Second Business Department, Business					
		July 2010	Headquarters General Manager of First Planning DIV, Women's Attire Business Department, Business Headquarters					
		Jan. 2012	Managing Officer and General Manager of Women's Attire Planning Department, Private Product Management Business Department, Business Headquarters					
	Ikuro Kato (January 4, 1961)	July 2014	Managing Officer and General Manager of Business Development Department, Business Headquarters					
	Reelection Number of years in office as a	July 2016	Managing Officer and General Manager of Women's Attire Planning Department, Planning Management Business Department, Business					
	Director: 3 years	Jan. 2017	Headquarters Managing Officer and General Manager of Brand Business Department, Business	8,884 shares				
2	Attendance at meetings of the Board of Directors: 17/17 (100%)	Jan. 2019	Headquarters Managing Officer and General Manager of Second Business Headquarters					
	1//1/ (100/0)	Apr. 2020	Executive Managing Officer and General Manager of Business Headquarters					
		May 2020	Director, Executive Managing Officer, and General Manager of Business Headquarters					
		Apr. 2021	Director, Executive Managing Officer, General Manager of Business Headquarters, and General Manager of Digital Marketing Strategy Headquarters					
		Mar. 2022	Director, Senior Executive Managing Officer, General Manager of Business Headquarters, and General Manager of Marketing & Digital Strategy Headquarters (current position)					
	[Reasons for nomination as candidate for Director]							
	Since joining the Company, Ikuro product planning, production, and	o Kato has serv d technology o	ed in the planning department, and has been involve f the Company's major brands. He has the necessary	experience and				
	broad knowledge as a person in charge of the management of apparel companies. As the current Senior Executive Managing Officer, General Manager of Business Headquarters, and General Manager of Marketing & Digital Strategy Headquarters of the Company, he has led the business of the Company, such as the promotion of brand business and the							
		esponding to di	versified markets. The Company considers him a piv					

Candidate No.	Name (Date of birth)	Career sum and signif	Number of the Company's shares owned					
3	Motoyoshi Shiina (August 12, 1949) Reelection Outside Independent Number of years in office as an outside Director: 3 years Attendance at meetings of the Board of Directors: 17/17 (100%)	Apr. 1973 May 1999 Mar. 2003 Oct. 2005 Apr. 2006 Apr. 2008 Mar. 2009 Apr. 2014 Mar. 2017 Mar. 2019 May 2020	Joined Mitsui & Co., Ltd. General Manager of Textile & Fashion Division I, Textile & Fashion Unit President of Mitsui & Co. Italia S.p.A. Deputy Chief Operating Officer of Lifestyle Business Unit of Mitsui & Co., Ltd. Deputy Chief Operating Officer of Foods & Retail Business Unit Executive Managing Officer of Mikuni Coca- Cola Bottling Co., Ltd. Representative Director and President Trustee of Saitama Prefectural University Outside Director of the Company Retired from office as Outside Director Outside Director of the Company (current					
	position)[Reasons for nomination as candidate for outside Director and expected role, etc.]In addition to his knowledge of the apparel and retail industry, branding, and international business, Motoyoshi Shiinapossesses extensive experience in general management and corporate governance as Representative Director andPresident of a listed company. He has served as the Chairman of the Company's Board of Directors since 2020 and hascontributed to improving the transparency and objectivity of the Company's management, based on this experience.The Company has determined that he is an appropriate person as a supervisor of business execution. After his election,we expect him to appropriately perform his duties, such as making decisions on important management matters andsupervising the execution of business as an outside Director of the Company. We also expect him to continue to be theChairman of the Board of Directors and the Chairman of the Nomination and Compensation Committee (an optionalcommittee) after his election.							

Candidate No.	Name (Date of birth)	mary, position and responsibility in the Company, ficant concurrent positions outside the Company	Number of the Company's shares owned	
		Apr. 1976	Joined Isetan Co., Ltd.	
		June 2002	Executive Officer and General Manager in charge of women's attire sales, MD Administration Department, Department Store	
		June 2004	Business Planning & Operation Headquarters Executive Managing Officer and General Manager of MD Administration Department, Department Store Business Planning & Operation Headquarters	
		Feb. 2006	Senior Managing Executive Officer and General Manager of Department Store Business Planning & Operation Headquarters	
	Chihiro Nihashi (January 26, 1954)	June 2006	Director, Senior Managing Executive Officer and General Manager of Department Store Business Planning & Operation Headquarters	
	Reelection	Apr. 2008	Director of Isetan Mitsukoshi Holdings Ltd.	
	Outside Independent	June 2008	Representative Director, Senior Managing Executive Officer and General Manager of	
	Northan a Contraction of Contraction		Department Store Business Planning & Operation Headquarters of Isetan Co., Ltd.	-
	Number of years in office as an outside Director:	Jan. 2010	Senior Managing Executive Officer	
4	3 years Attendance at meetings of the	Jan. 2010	Representative Director and Executive President of TOKYU DEPARTMENT STORE	
	Board of Directors: 17/17 (100%)	Apr. 2011	CO., LTD. Senior Managing Executive Officer of Isetan Mitsukoshi Holdings Ltd.	
		Feb. 2018	Director and Chairman of TOKYU DEPARTMENT STORE CO., LTD.	
		Apr. 2019	Director and Advisor of TOKYU DEPARTMENT STORE CO., LTD.	
		Apr. 2020	Special Advisor of TOKYU DEPARTMENT STORE CO., LTD.	
		May 2020	Outside Director of the Company (current position)	
		Mar. 2021	Special Advisor of TimeAge Inc. (currently DiO Inc.) (current position)	
		Apr. 2022	Honorary Advisor of TOKYU DEPARTMENT STORE CO., LTD.	
	Chihiro Nihashi has been involve and retail industry. His extensive	d in departmer management e	e Director and expected role, etc.] at store management for many years and is well verse xperience in department stores and his vast knowled mpany's medium-term management plan. After his e	ge of branding and
	_	-	making decisions on important management matters	-

Candidate No.	Name (Date of birth)	Career sum and signif	Number of the Company's shares owned						
		Apr. 1977	Joined The Long-Term Credit Bank of Japan,						
			Limited						
		July 1998	Joined General Electric International Inc.						
		Jan. 2000	Representative of Lehman Brothers Japan Inc.						
		May 2003	Visiting Professor of Tama University						
			Renaissance Center						
		Sept. 2004	Established Pinnacle Inc., Representative						
			Director and Chairman						
	Ikuo Yasuda	May 2005	Director of TAY TWO., LTD.						
	(April 28, 1953)	Apr. 2006	Specially Appointed Professor of Kyushu						
			University						
	Reelection	Nov. 2009	Representative Director, Chairman and						
	Outside		President & CEO of Pinnacle Inc. (current						
	Independent		position)						
		Mar. 2012	Director of The Tokyo New Business						
	Number of years in office as an		Conference	_					
	outside Director:	Sept. 2015	Outside Director of HOUSE DO Co., Ltd.						
	3 years	Oct. 2017							
5			Inc.						
	Attendance at meetings of the	Apr. 2018	Senior Director of The Tokyo New Business						
	Board of Directors:		Conference (current position)						
	17/17 (100%)	Apr. 2018	Member of Japan Association of Corporate						
			Executives (current position)						
		Dec. 2018	Director and Chairman of Pinnacle TT Solution						
			Inc. (current position)						
		Mar. 2019	Advisor of TKP Corporation						
		May 2020	Outside Director of the Company (current						
			position)						
		Dec. 2020	Representative Director and President of						
·	MAfolova inc. (current position)								
	[Reasons for nomination as candidate for outside Director and expected role, etc.]								
	Ikuo Yasuda possesses extensive business experience in financial institutions in Japan and overseas. Drawing on his								
	financial knowledge, he specializes in M&A, business succession, and business restructuring. His knowledge in								
			realization of the Company's medium-term manager						
	business growth. After his election, we expect him to appropriately perform his duties, such as making decisions on								
	important management matters and supervising the execution of business. We also expect him to continue to be a member of the Nomination and Compensation Committee (an optional committee) after his election.								
	member of the Nomination and C	ompensation C	committee (an optional committee) after his election						

No.	Name (Date of birth)		mary, position and responsibility in the Company, ficant concurrent positions outside the Company	Number of the Company's share owned
		Mar. 1973	Joined Yagi Tsusho Limited	ownea
		June 1994	Head of Milan Office	
		July 1996	General Manager of Imported Clothing	
			Department	
	Osamu Nakamoto (October 16, 1950)	June 1999	General Representative for Europe and Head of Milan Office	
	New election Outside	Feb. 2004	General Manager of Brand Business Department and General Manager of Fashion	
	Independent		Resource Business Department	
	mdependent	June 2006	Officer, General Manager of Brand Business	
	Number of years in office as an		Department and General Manager of Fashion	
	outside Director:		Resource Business Department	
	– years	June 2007	Officer and Representative Director and Vice	
6	y care		Chairman of Mackintosh UK Ltd.	
-	Attendance at meetings of the	June 2009	Director and Representative Director and Vice	
	Board of Directors:		Chairman of Mackintosh UK Ltd.	
	/	June 2010	Director, in charge of Second Imported Clothing Department	
		Apr. 2012	Director, in charge of J&M Davidson Division	
		June 2015	Representative Director and Senior Managing	
			Officer of InterBridge Corporation e Director and expected role, etc.]	
	areas such as product planning, br medium-term management plan.	randing, and in After his electi	nd retail industry, and his extensive experience and b aternational business will be beneficial in realizing th on, we expect him to appropriately perform his dutie I supervising the execution of business.	e Company's
	decisions on important manageme			
i	Kavo Murakami			
	Kayo Murakami (September 16, 1967)	Sept. 1990	Joined AG Company	
	Kayo Murakami (September 16, 1967)	Sept. 1990 Dec. 1996	Joined AG Company Founded MK CONET Ltd.	
	-	Sept. 1990 Dec. 1996 May 2001	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation	
	(September 16, 1967)	Sept. 1990 Dec. 1996 May 2001 Mar. 2007	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd.	
	(September 16, 1967) New election	Sept. 1990 Dec. 1996 May 2001 Mar. 2007 Sept. 2012	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd. Joined Rakuten, Inc.	
	(September 16, 1967) New election Outside Independent	Sept. 1990 Dec. 1996 May 2001 Mar. 2007 Sept. 2012 Sept. 2013	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd. Joined Rakuten, Inc. Joined P.G.C.D. JAPAN, Inc.	
	(September 16, 1967) New election Outside Independent Number of years in office as an	Sept. 1990 Dec. 1996 May 2001 Mar. 2007 Sept. 2012	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd. Joined Rakuten, Inc.	
7	(September 16, 1967) New election Outside Independent Number of years in office as an outside Director:	Sept. 1990 Dec. 1996 May 2001 Mar. 2007 Sept. 2012 Sept. 2013 Oct. 2016	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd. Joined Rakuten, Inc. Joined P.G.C.D. JAPAN, Inc. Joined Synapse co., ltd.	
7	(September 16, 1967) New election Outside Independent Number of years in office as an	Sept. 1990 Dec. 1996 May 2001 Mar. 2007 Sept. 2012 Sept. 2013 Oct. 2016	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd. Joined Rakuten, Inc. Joined P.G.C.D. JAPAN, Inc. Joined Synapse co., ltd. Outside Director of en Japan Inc. (current	
7	(September 16, 1967) New election Outside Independent Number of years in office as an outside Director: – years	Sept. 1990 Dec. 1996 May 2001 Mar. 2007 Sept. 2012 Sept. 2013 Oct. 2016 June 2020	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd. Joined Rakuten, Inc. Joined P.G.C.D. JAPAN, Inc. Joined Synapse co., ltd. Outside Director of en Japan Inc. (current position)	
7	(September 16, 1967) New election Outside Independent Number of years in office as an outside Director: – years Attendance at meetings of the	Sept. 1990 Dec. 1996 May 2001 Mar. 2007 Sept. 2012 Sept. 2013 Oct. 2016 June 2020	 Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd. Joined Rakuten, Inc. Joined P.G.C.D. JAPAN, Inc. Joined Synapse co., ltd. Outside Director of en Japan Inc. (current position) Senior Partner and CEO of Kazu and Company LLC (current position) Advisory Fellow of IT Innovation and Strategy 	
7	(September 16, 1967) New election Outside Independent Number of years in office as an outside Director: – years	Sept. 1990 Dec. 1996 May 2001 Mar. 2007 Sept. 2012 Sept. 2013 Oct. 2016 June 2020 July 2020	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd. Joined Rakuten, Inc. Joined P.G.C.D. JAPAN, Inc. Joined Synapse co., ltd. Outside Director of en Japan Inc. (current position) Senior Partner and CEO of Kazu and Company LLC (current position)	
7	(September 16, 1967) New election Outside Independent Number of years in office as an outside Director: - years Attendance at meetings of the Board of Directors: -/- [Reasons for nomination as candi Kayo Murakami specializes in dia knowledge of marketing and EC After her election, we expect her	Sept. 1990 Dec. 1996 May 2001 Mar. 2007 Sept. 2012 Sept. 2013 Oct. 2016 June 2020 July 2020 Apr. 2023 date for outsid gital marketing will be benefic to appropriatel	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd. Joined Rakuten, Inc. Joined P.G.C.D. JAPAN, Inc. Joined Synapse co., ltd. Outside Director of en Japan Inc. (current position) Senior Partner and CEO of Kazu and Company LLC (current position) Advisory Fellow of IT Innovation and Strategy Center Okinawa (current position) e Director and expected role, etc.] g and digital transformation, and she is well versed in ial to the realization of the Company's medium-term y perform her duties, such as making decisions on in	n management plan
	(September 16, 1967) New election Outside Independent Number of years in office as an outside Director: – years Attendance at meetings of the Board of Directors: –/– [Reasons for nomination as candi Kayo Murakami specializes in dig knowledge of marketing and EC After her election, we expect her management matters and supervise	Sept. 1990 Dec. 1996 May 2001 Mar. 2007 Sept. 2012 Sept. 2013 Oct. 2016 June 2020 July 2020 Apr. 2023 date for outsid gital marketing will be benefic to appropriatel sing the execut	Joined AG Company Founded MK CONET Ltd. Joined Netyear Group Corporation Joined Culture Convenience Club Co.,Ltd. Joined Rakuten, Inc. Joined P.G.C.D. JAPAN, Inc. Joined Synapse co., ltd. Outside Director of en Japan Inc. (current position) Senior Partner and CEO of Kazu and Company LLC (current position) Advisory Fellow of IT Innovation and Strategy Center Okinawa (current position) e Director and expected role, etc.] g and digital transformation, and she is well versed in ial to the realization of the Company's medium-term y perform her duties, such as making decisions on ir ion of business.	n management plan
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6. Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act, the Company has entered into agreements with candidates Motoyoshi Shiina, Chihiro Nihashi and Ikuo Yasuda to limit their liability for damages as outside Directors

to the extent stipulated by laws and regulations. If their reelection is approved at this meeting, the Company plans to renew the respective agreements with each of them.

- 7. If the election of candidates Osamu Nakamoto and Kayo Murakami is approved at this meeting, pursuant to the provisions of Article 427, paragraph 1 of the Companies Act, the Company plans to enter into an agreement with them to limit their liability for damages as an outside Director to the extent stipulated by laws and regulations.
- 8. The Company has submitted notification to Tokyo Stock Exchange, Inc. that candidates Motoyoshi Shiina, Chihiro Nihashi and Ikuo Yasuda have been appointed as independent officers as provided for by the aforementioned exchange. If their reelection is approved at this meeting, the Company plans for their appointment as independent officers to continue.
- 9. If the election of the candidates Osamu Nakamoto and Kayo Murakami is approved at this meeting, the Company plans to submit notification to Tokyo Stock Exchange, Inc. concerning their appointment as an independent officer as provided for by the aforementioned exchange.
- 10. The Company has entered into a directors and officers liability insurance policy with Directors, Audit & Supervisory Board Members, executive officers and management employees of the Company and the Company's subsidiaries as the insureds. The policy covers losses that may arise from the insured's assumption of liability incurred in the course of their performance of duties or receipt of claims pertaining to the pursuit of such liability. If the respective candidates are appointed as Director, they are covered by this insurance policy, and the Company also plans to renew the insurance policy with the same details during their terms of office.

■ (Reference) Skill Matrix of the Directors (Scheduled) and Audit & Supervisory Board Members after the Annual General Meeting of Shareholders

<Skills Required for the Board of Directors>

The criteria for the appointment of a Director and an Audit & Supervisory Board Member of the Company stipulate that they must possess the appropriate character and knowledge for a Director and an Audit & Supervisory Board Member, sufficient experience and expertise to contribute to the continuous enhancement of corporate value, insight and ability to supervise management, and the ability to analyze and make judgments in an objective manner.

In addition, the current medium-term management plan (fiscal year ended February 28, 2023 to fiscal year ending February 28, 2025) will promote four growth strategies: brand strategy, channel strategy, marketing strategy, and e-commerce strategy, in order to shift from defense to offense, while continuing the structural reform measures implemented in the Revitalization Plan.

In order to accomplish this plan and at the same time maintain a high level of transparency in management, we believe that the composition of the Board of Directors should have the following skills

Corporate Management Experience	Management experience or knowledge and experience in corporate governance
Knowledge of the Industry and Retail in General	Knowledge of the apparel industry and business experience in retail such as department stores, company-operated stores, and outlets required to drive our channel strategy
Branding	Knowledge in the area of branding, including expressing brand philosophy and brand value enhancement necessary to promote our brand strategy, as well as business experience required to expand our licensing business
Product Planning Production and Technology	Knowledge in product planning and production to create high-quality, high-grade, high-value-added products (which is one of our strengths), as well as in the technology and quality control fields that support this planning and production
Marketing CRM	Extensive knowledge in marketing and CRM (Customer Relationship Management) expertise required to drive our marketing strategy
EC OMO	Extensive knowledge of the EC sector, cross-border EC, and inbound support necessary to establish a mutually complementary system between EC and brick-and-mortar stores (OMO: online and offline integration) in order to promote our EC strategy
International Experience Overseas Business	International experience and knowledge of overseas business (including the licensing business) necessary to consider future overseas business development
Financial Markets M&A	Expertise in financial markets necessary to manage a prime market listed company and knowledge of M&A as a tool of a future growth strategy
Legal Compliance	Expertise in the legal field or experience in a leadership role in the field
Finance Tax Accounting	Expertise in the financial, tax, or accounting field or experience in a leadership role in the field

<Definition of the selected skill>

The knowledge, experience and skills that the Directors (Scheduled) and Audit & Supervisory Board Members after the Ordinary General Meeting of Shareholders possess are as follows.

			Area of experience									
	Name	ame Category	Corporate Management Experience	Knowledge of the Industry and Retail in General	Branding	Product Planning Production and Technology	Marketing CRM	EC OMO	International Experience Overseas Business	Financial Markets M&A	Legal Compliance	Finance Tax Accounting
	Shinji Oe		\checkmark	√	\checkmark	√	\checkmark		\checkmark	√	\checkmark	√
	Ikuro Kato		\checkmark	\checkmark	\checkmark	√	\checkmark	>			~	
	Motoyoshi Shiina	Outside Indepen- dent	√	√	\checkmark				~			
Di	Chihiro Nihashi	Outside Indepen- dent	√	√	~		~					
Director	Ikuo Yasuda	Outside Indepen- dent	√						~	~		~
	Osamu Nakamoto	Outside Indepen- dent	√	√	\checkmark	√			~			
	Kayo Murakami	Outside Indepen- dent	√				~	~				
A	Rokuichi Ito			\checkmark							\checkmark	√
Audit & Supervisory Board Member	Somuku Iimura	Outside Indepen- dent									~	✓
ervisory mber	Atsushi Fukuda	Outside Indepen- dent	· 1 · L		1. 5. 1. 1		. 1 1				~	✓

* Somuku Iimura, as well as Rokuichi Ito and Atsushi Fukuda, were elected and assumed office as Audit & Supervisory Board Members at the 77th and 79th Annual General Meeting of Shareholders, respectively.

* The contents above do not represent all of the knowledge, experience, and skills of the Directors (candidates) and Audit & Supervisory Board Members.