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: 9882 May 30, 2023

To Our Shareholders:

Yasuo Horie, Representative Director and President **Yellow Hat Ltd.**1-7-4 Iwamoto-cho, Chiyoda-ku, Tokyo

Notice of the 65th Annual General Meeting of Shareholders

We would like to hereby inform you of the 65th Annual General Meeting of Shareholders (the "Meeting") of Yellow Hat Ltd. (the "Company") as described below.

When convening the Meeting, the Company takes measures for providing information including reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the Company's website. Please access the Company's website by using the Internet address shown below to review the information.

The Company's website:

https://www.yellowhat.jp/corp/ir/ (in Japanese)

(From the above website, select "IR News" to confirm.)

In addition to the Company's website mentioned above, the items subject to measures for electronic provision are also posted on the websites of the Tokyo Stock Exchange (TSE). Please confirm accessing the following URL.

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 "Yellow Hat" in "Issue name (company name)" or the Company's securities code "9882" 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].")

Shareholders may exercise voting rights either in writing (via mail) or via the Internet and other means. We kindly request you to read through the following Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 6 p.m. (JST) on Tuesday, June 20, 2023.

Exercising voting rights in writing (via mail)

Please indicate whether you are for or against each proposal on the voting form sent with this notice and return it to be received by 6 p.m. (JST) on Tuesday, June 20, 2023.

Exercising voting rights via the Internet

Please cast your vote by entering whether you are for or against each proposal on the Company's designated website for exercising voting rights (https://evote.tr.mufg.jp/) (in Japanese) by 6 p.m. (JST) on Tuesday, June 20, 2023.

Date and Time: Wednesday, June 21, 2023 at 10 a.m. (JST)
 Venue: The Green Hall, 2nd floor, Sunrise Bldg.

11-12 Nihonbashi-Tomizawa-cho, Chuo-ku, Tokyo

3. Purposes

Items to be reported:

- 1. Business Report and Consolidated Financial Statements for the 65th fiscal year (April 1, 2022 to March 31, 2023), and audit results of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board.
- 2. Non-consolidated Financial Statements for the 65th fiscal year (April 1, 2022 to March 31, 2023)

Items to be resolved:

Proposal No. 1 Amendment to the Articles of Incorporation

Proposal No. 2 Election of Seven Directors

4. Guidance on exercising voting rights

Please refer to "Guidance on exercising voting rights" on the page 3 (in Japanese only).

- When you exercise your voting rights in writing (via mail) and did not indicate if you are for or against the proposals on the voting form, it is regarded that you indicated that you are for.
- For those attending the Meeting on the day, please submit the voting form sent with this notice at the reception desk. In order to save resources, please bring this "Notice of the Meeting."
- Please give consideration to the status of spread of COVID-19 in Japan and your own health around the time of the Meeting, and consider taking infection prevention measures such as wearing a mask.
- If you exercise your voting rights by proxy, please have your proxy hand to the receptionist at the venue a written document that proves the authority to act on your behalf such as a letter of proxy along with the proxy's own voting form. (Pursuant to the Articles of Incorporation of the Company, such proxy must be another shareholder who is entitled to exercise voting rights at the Meeting.)
- Measures for electronic provision of informational materials for the general meeting of shareholders were introduced, however, no matter if we received a request for delivery of paper-based documents or not, the Company uniformly sends paper-based documents as before.
- Any revisions to the items subject to measures for electronic provision will be posted on the websites of the Company (https://www.yellowhat.jp/corp/ir/) (in Japanese) and the TSE website (https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show) (in Japanese).
- Among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations and Article 15 of the Articles of Incorporation of the Company, the following items are not provided in the paper-based documents delivered to shareholders who have made a request for delivery of such documents. Accordingly, the Consolidated Financial Statements and Non-Consolidated Financial Statements are part of the documents included in the scope of audits by the Audit & Supervisory Board Members and the Financial Auditor when they create their respective audit reports.
 - 1. Notes to the Consolidated Financial Statements
 - 2. Notes to the Non-consolidated Financial Statements

Reference Documents for the General Meeting of Shareholders

Proposal No. 1 Amendment to the Articles of Incorporation

1. Reasons for proposal

The Company proposes to add a business purpose to Article 2 (Purpose) of the current Articles of Incorporation in order to enhance storage service as an effective way to use the real estate that is managed and held by the Company.

2. Details of the amendments

The details of the amendments are as follows:

(Changes are underlined.)

	(<u>enunges are anaermiea.</u>)
Current Articles of Incorporation	Proposed amendments
Chapter I	Chapter I
General Provisions	General Provisions
(Purpose)	(Purpose)
Article 2	Article 2 (Unchanged)
The purpose of the Company shall be to engage in the	
following business activities:	
1 43. (Omitted)	1 43. (Unchanged)
(Newly established)	44. Warehouse business, packaging business and cargo
	handling contractor
<u>44.</u> (Omitted)	45. (Unchanged)
Article 3 - 45 (Omitted)	Article 3 - 45 (Unchanged)

Proposal No. 2 Election of Seven Directors

The terms of office of all six Directors will expire at the conclusion of the Meeting. In addition, Director Hidemitsu Minatani retired from office by resigning on December 7, 2022. In that regard, the Company proposes the election of seven Directors.

The candidates for Director are as follows:

Candidate No.	Name	Current positions and responsibilities	Attributes
1	Yasuo Horie	Representative Director and President	Reelection
2	Kazuyuki Sato	Senior Managing Director In charge of store operations, pit (car maintenance) technology promotion, sales management, branches, and subsidiaries (Yellow Hat business and wholesale business). Representative Director and Chairperson of Joyfull Co., Ltd.	Reelection
3	Tadasu Shiraishi	Senior Managing Director In charge of product procurement, logistics, sales promotion and advertising, and subsidiaries (excluding Yellow Hat business and wholesale business) Representative Director and Chairperson of 2Rinkan Yellow Hat Co., Ltd. Representative Director and President of Bike Kan Yellow Hat Co., Ltd.	Reelection
4	Akio Kimura	Director and Manager of Accounting Department In charge of finance, accounting, system, human resources and general affairs, store development, leasing business and internal audit	Reelection
5	Shiro Saito	Outside Director Tax accountant of Saito Shiro Tax Office	Reelection Outside Independent
6	Taeko Kubo	Outside Director	Reelection Outside Independent
7	Chiemi Kanda	Lawyer of Kasuga and Kunizuka Law Office	New election Outside Independent

New election: Candidate for Director to be newly elected Reelection: Candidate for Director to be reelected

Outside: Candidate for Outside Director

Independent: Independent officer as defined by the securities exchange

Oct. 1976 June 1997 Director and Manager of Sales Management Department Oct. 2000 Director, Deputy General Manager of Sales Division and Manager of Sales Management Department June 2001 Managing Director, General Manager of Sales Division and Manager of Sales Management Department June 2003 Managing Director, General Manager of Sales Division and Manager of Sales Management Department Managing Director, Senior Executive Officer and Deputy General Manager of Yellow Hat Business Division June 2004 Director, Senior Executive Officer and Head of Sales Management Office Apr. 2005 Director, Senior Executive Officer, General Manager of Business Administration Division and Manager of Wholesale Department July 2005 Director, Senior Executive Officer and Manager of Accounting Department Jan. 2008 Director and Senior Executive Officer in charge of accounting June 2008 Representative Director Sept. 2008 Representative Director Representative Director and President (current position)
[Significant concurrent positions outside the Company]

Reasons for nomination as candidate for Director

Yasuo Horie has experienced important positions in corporate management divisions over the years and made achievements to date since he assumed the position of the President of the Company in October 2008. The Company judges that his abundant knowledge and skills in overall corporate management are essential to the management of the Company and thus nominates him as candidate for Director.

Notes: 1. There is no special interest between Yasuo Horie and the Company.

2. The Company has concluded a directors and officers liability insurance ("the D&O insurance") policy provided for by Article 430-3, paragraph (1) of the Companies Act with an insurance company to cover damages incurred by the insured. The candidate will be the insured of the insurance policy. The Company plans to renew the policy with the same terms and conditions for the next policy renewal.

Candidate No.	Name (Date of birth)	Career su	Career summary and positions and responsibilities in the Company				
	Kazuyuki Sato (November 12, 1958) Reelection Attendance at Board of Directors meetings 14/14	Mar. 1979 Apr. 1997 June 2001 June 2002 Aug. 2005 Sept. 2005 June 2010 June 2014 June 2017 June 2018	Joined the Company Manager of Sendai Branch Director, Manager of Sendai Branch Executive Officer, Manager of Sendai Branch Resigned from the Company Joined Joyfull Co., Ltd. Representative Director of Joyfull Co., Ltd. Director of the Company Managing Director Senior Managing Director In charge of store operations, pit (car maintenance) technology promotion, sales	owned 33,100			
2			management, branches, and subsidiaries (Yellow Hat business and wholesale business). (current position) concurrent positions outside the Company] we Director and Chairperson of Joyfull Co., Ltd.				
	Reasons for nomination as candidate for Director Kazuyuki Sato has experienced important positions in sales divisions and has been responsible for the management of Joyfull Co., Ltd. over the years, and has knowledge of overall sales and corporate management. The Company judges he will be able to provide appropriate supervision of the Group and the businesses that he is in charge of and thus nominates him as candidate for Director. Notes: 1. There is no special interest between Kazuyuki Sato and the Company. 2. The Company has concluded a directors and officers liability insurance ("the D&O insurance") policy						

provided for by Article 430-3, paragraph (1) of the Companies Act with an insurance company to cover damages incurred by the insured. The candidate will be the insured of the insurance policy. The Company

plans to renew the policy with the same terms and conditions for the next policy renewal.

Candidate No.			Number of the Company's shares owned	
		Mar. 1982	Joined the Company	
		Feb. 2001	Head of Marketing Strategy Office	
		Apr. 2004	Senior Manager of Overseas Businesses	
		1	Department	
		June 2004	Executive Officer and Manager of Yellow Hat	
			Business Division	
		Apr. 2005	Executive Officer and Manager of Business	
			Administration Division	
		July 2005	Executive Officer and Deputy General Manager	
			of Business Administration Division	
	Tadasu Shiraishi	Apr. 2006	Executive Officer and General Manager of	
	(October 13, 1959)		Business Administration Division	
		June 2006	Director, Executive Officer, General Manager	
	Reelection		of Business Administration Division and	44,620
			Manager of Pit Operations Department	44,020
	Attendance at Board of	June 2008	Director	
	Directors meetings	June 2009	Managing Director	
	14/14	June 2011		
3			In charge of product procurement, logistics,	
			sales promotion and advertising and	
			subsidiaries (excluding Yellow Hat business	
			and wholesale business)	
			(current position)	
			concurrent positions outside the Company]	
		-	ve Director and Chairperson of 2Rinkan Yellow Hat	
		Co., Ltd.	D' 4 1.Cl ' CD'I IZ V.II	
		Hat Co., Ltd.	ve Director and Chairperson of Bike Kan Yellow	
	Reasons for nomination as cand			
		or itions in administration divisions over the years, and	the Company	
	udges he will be able to leverage			

udges he will be able to leverage his abundant experience and knowledge of business and thus nominates him as candidate for Director.

Notes: 1. There is no special interest between Tadasu Shiraishi and the Company.

2. The Company has concluded a directors and officers liability insurance ("the D&O insurance") policy provided for by Article 430-3, paragraph (1) of the Companies Act with an insurance company to cover damages incurred by the insured. The candidate will be the insured of the insurance policy. The Company plans to renew the policy with the same terms and conditions for the next policy renewal.

Candidate No.	Name (Date of birth)	Career su	Career summary and positions and responsibilities in the Company			
4	Akio Kimura (February 7, 1974) Reelection Attendance at Board of Directors meetings 10/10	Apr. 1996 Mar. 2011 Manager of Finance Section of Accounting Department Apr. 2012 Manager of Accounting Section of Accounting Department Apr. 2013 Manager of Planning Section of Accounting Department May 2017 Manager of Accounting Department June 2022 Director and Manager of Accounting Department In charge of finance, accounting, system, human resources and general affairs, store development, leasing business and internal audit (current position) [Significant concurrent positions outside the Company]		4,100		
	and the Company judges he will and thus nominates him as candid Notes: 1. There is no special in 2. The Company has comprovided for by Artic damages incurred by plans to renew the position. 3. Since he was newly seemed to the seemed to th	in management planning, internal control, accounting approvement of the Company's medium- and long-tentron.	rm corporate value arance") policy empany to cover icy. The Company al. Shareholders held			

provided.

Candidate No.	Name (Date of birth)	Career su	ammary and positions and responsibilities in the Company	Number of the Company's shares owned
	Shiro Saito (November 25, 1946) Independent Outside Reelection Attendance at Board of Directors meetings 14/14	- 0	Joined Kantoshinetsu Regional Taxation Bureau Deputy District Director of Totsuka Tax Office Special Examiner of First Large Enterprise Examination Department of Tokyo Regional Taxation Bureau Chief Examiner of Ninth Examination Section of Second Large Enterprise Examination Department District Director of Kamakura Tax Office Resigned from Kamakura Tax Office Registered as a certified tax accountant Established Saito Shiro Tax Office Outside Director of the Company (current position) concurrent positions outside the Company] Int of Saito Shiro Tax Office	0
	Reasons for nomination as candi Shiro Saito has never been invol	es he will		

Shiro Saito has never been involved in the management of a company. However, the Company judges he will sufficiently perform decision-making of important matters and supervise execution of business because he has abundant experience in and broad knowledge about the operations of tax administration. Accordingly, the Company nominates him as candidate for Outside Director. If he is re-elected, he will be engaged in selecting candidates for the Company's officers and decision-making on matters including officers' remuneration as a Nominating and Remuneration Committee member from an objective and neutral position.

Notes: 1. There is no special interest between Shiro Saito and the Company.

- 2. He is a candidate for Outside Director.
- 3. He is currently an Outside Director of the Company, and at the conclusion of the Meeting, his tenure will have been seven years.
- 4. The Company has entered into an agreement limiting liability for damages provided for by the provisions of Article 423, paragraph (1) of the Companies Act with him, pursuant to the provisions of Article 427, paragraph (1) of the same Act. The maximum amount of limited liability is the amount stipulated by the applicable laws and regulations, and if he is re-elected, the Company plans to renew the agreement with him
- 5. The Company has submitted notification to the TSE concerning his designation as an independent officer as stipulated in the rules of the TSE, and if he is re-elected, the Company will continue to designate him as an independent officer.
- 6. The Company has concluded a directors and officers liability insurance ("the D&O insurance") policy provided for by Article 430-3, paragraph (1) of the Companies Act with an insurance company to cover damages incurred by the insured. The candidate will be the insured of the insurance policy. The Company plans to renew the policy with the same terms and conditions for the next policy renewal.

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Candidate No.	Name (Date of birth)	Career su	mmary and positions and responsibilities in the Company	Number of the Company's shares owned	
	Taeko Kubo (April 25, 1953) Independent Outside Reelection Attendance at Board of Directors meetings 14/14	Apr. 1976 Feb. 1985 Apr. 1989 Oct. 1991 Apr. 2002 Apr. 2010 Mar. 2012 Apr. 2017 June 2017 Mar. 2021 June 2021 [Significant contents of the contents of	Kinki Land and Construction Industry Co., Ltd. (Design Department) First-class architect Research Associate of Nara Women's University Lecturer (full time) of Seibo Jogakuin Junior College Professor of Seibo Jogakuin Junior College Lecturer (part time) of Kyoto Tachibana University Resigned from Kyoto Tachibana University Project Professor of Konan Women's University Professor Emeritus of Kyoto Seibo Jogakuin Junior College Resigned from Konan Women's University Outside Director of the Company (current position) oncurrent positions outside the Company]	400	

Reasons for nomination as candidate for Outside Director and outline of the expected roles

Taeko Kubo has never been involved in the management of a company. However, as a university professor whose primary areas of research are living environment planning and interior design, she has broad expertise centering on the said areas. Furthermore, as a first-class architect and first-class interior architect, she has been engaged in architectural designing and has abundant experience and insight. Based on the aforementioned reasons, the Company judges she will sufficiently perform decision-making of important matters and supervise execution of business, and thus nominates her as candidate for Outside Director. If she is re-elected, she will be engaged in selecting candidates for the Company's officers and decision-making on matters including officers' remuneration as a Nominating and Remuneration Committee member from an objective and neutral position.

Notes: 1. There is no special interest between Taeko Kubo and the Company.

- 2. She is a candidate for Outside Director.
- 3. She is currently an Outside Director of the Company, and at the conclusion of the Meeting, her tenure will have been two years.
- 4. The Company has entered into an agreement limiting liability for damages provided for by the provisions of Article 423, paragraph (1) of the Companies Act with her, pursuant to the provisions of Article 427, paragraph (1) of the same Act. The maximum amount of limited liability is the amount stipulated by the applicable laws and regulations, and if she is re-elected, the Company plans to renew the agreement with her.
- 5. The Company has submitted notification to the TSE concerning her designation as an independent officer as stipulated in the rules of the TSE, and if she is re-elected, the Company will continue to designate her as an independent officer.
- 6. The Company has concluded a directors and officers liability insurance ("the D&O insurance") policy provided for by Article 430-3, paragraph (1) of the Companies Act with an insurance company to cover damages incurred by the insured. The candidate will be the insured of the insurance policy. The Company plans to renew the policy with the same terms and conditions for the next policy renewal.

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Candidate No.	Name (Date of birth)	Career su	Career summary and positions and responsibilities in the Company			
7	Chiemi Kanda (January 4, 1976) Independent Outside New election Attendance at Board of Directors meetings -/-	June 2000 Apr. 2005 Nov. 2008 Mar. 2010 Mar. 2010 Apr. 2012 Apr. 2013 Sept. 2014 Aug. 2017 Apr. 2020 Sept. 2020 Feb. 2022	Part-time doctor of Gunma University Hospital Entered Waseda Law School, Waseda University as a student Legal apprentice Registered as a lawyer Lawyer, Kasuga and Kunizuka Law Firm (current position) Teikyo University Medical Information and System Research Center Visiting Lecturer (current position) Part-time Lecturer of Faculty of Medicine Gunma University Resigned from Faculty of Medicine Gunma University Chairperson of Japan Medical Peer Support Association Heals (current position) Part-time Lecturer of Waseda Law School, Waseda University Resigned from Waseda Law School, Waseda University as a student Chairperson of Japan Association of Healthcare Mediators (current position) (current position)	owned		
		Lawyer of Ka	suga and Kunizuka Law Firm			

Reasons for nomination as candidate for Outside Director and outline of the expected roles

Chiemi Kanda has never been involved in the management of a company. However, the Company judges she will sufficiently perform decision-making of important matters and supervise execution of business from the viewpoint of the protection of general shareholders because she has abundant experience in and broad knowledge about law, economy and society as a lawyer. Accordingly, the Company nominates her as candidate for Outside Director. If she is elected, she will be engaged in selecting candidates for the Company's officers and decision-making on matters including officers' remuneration as a Nominating and Remuneration Committee member from an objective and neutral position.

Notes: 1. There is no special interest between Chiemi Kanda and the Company.

- 2. She is a candidate for Outside Director.
- 3. If her election is approved, the Company plans to enter into an agreement limiting liability for damages provided for by the provisions of Article 423, paragraph (1) of the Companies Act with her, pursuant to the provisions of Article 427, paragraph (1) of the same Act.
- 4. If her election is approved, the Company plans to designate her as an independent officer as stipulated in the rules of the TSE.
- 5. The Company has concluded a directors and officers liability insurance ("the D&O insurance") policy provided for by Article 430-3, paragraph (1) of the Companies Act with an insurance company to cover damages incurred by the insured. The candidate will be the insured of the insurance policy. The Company plans to renew the policy with the same terms and conditions for the next policy renewal.

Skill matrix of the Board of Directors after the Meeting (planned)

Note: The following is the skill matrix of the Board of Directors in the case that the candidates shown in this notice of the Meeting

are elected as proposed.

ure elected a	s proposea.								
Name	Positions in the Company (Planned)	Attributes	Corporate manage- ment	Sales	Product strategy Product manufac- turing	Marketing Store develop- ment	Sustain- ability ESG	Human resources /Labor Human resource develop- ment, Legal matters Risk manage- ment	Finance/ Account- ing Tax
Yasuo Horie	Representative Director and President		•	•		•	•	•	•
Kazuyuki Sato	Senior Managing Director		•	•	•	•		•	
Tadasu Shiraishi	Senior Managing Director		•	•	•		•	•	•
Akio Kimura	Director and Manager of Accounting Department			•			•		•
Shiro Saito	Director	Outside Independent						•	•
Taeko Kubo	Director	Outside Independent				•	•		
Chiemi Kanda	Director	Outside Independent					•	•	
Yoshikazu Irie	Audit & Supervisory Board Member		•	•				•	•
Yoshimi Kimura	Audit & Supervisory Board Member			•	•				
Hisao Hattori	Audit & Supervisory Board Member	Outside						•	•
Akira Tamura	Audit & Supervisory Board Member	Outside Independent	•	•	•				