Directors



YAMAMOTO Ryoichi

Number of the Company's shares held: 95,667 Chairperson of Board of Directors Nomination Committee Member Remuneration Committee Member

- Apr 1973 Joined The Daimaru, Inc. May 2003 President and COO and General Manager of Department Store Operations of Group Headquarters of the same company Sep 2007 Director and in charge of Sales Reform and Out-of-
- Store Sales Reform of J. Front Retailing Co., Ltd. Executive General Manager of Department Store Operations Headquarters and Executive General Manager of Planning Office for New Umeda Store of Head Office of The Daimaru Inc.
- Director of Matsuzakaya Co., Ltd. Mar 2008 Executive General Manager of Sales Headquarters of
- Head Office of The Daimaru, Inc. President and Representative Director of Daimaru Mar 2010
- Matsuzakaya Department Stores Co. Ltd. President and Representative Director of the same Sep 2012 company and President and Representative Director of
- Daimaru Matsuzakaya Sales Associates Co. Ltd. President and Representative Director of J. Front Apr 2013 Retailing Co., Ltd.
- May 2017 Director. President and Representative Executive Office
- of the same company May 2020 Director and Chairperson of Board of Directors of the same company (present)

YOSHIMOTO Tatsuya

Number of the Company's shares held: 75,004

Apr 1979 Joined The Daimaru, Inc.

Jan 2010

President and Representative Executive Officer

Apr 19/9 Joined the Damaru, Inc. Mar 2000 Senior Manager of Preparatory Office for Opening Sapporo Store of Planning Office for Sapporo Store of Head Office of the same company Jan 2008 General Manager of Tokyo Store of the same company

May 2008 Corporate Officer and General Manager of Tokyo Store

Planning Promotion Division of Department Stores Coordination Division of J. Front Retailing Co., Ltd. Mar 2010 Corporate Officer and Senior General Manager

Apr 2013 President and Representative Director of the same company and President and Representative Director of

Daimaru Matsuzakaya Sales Associates Co. Ltd. Director of J. Front Retailing Co., Ltd.

May 2017 Representative Managing Executive Officer of the same

company May 2020 President and Representative Executive Officer of the

*The numbers of the Company's shares held by

same company (present)

76 Directors are as of February 28, 2021.

of the same company Corporate Officer, General Manager of Sales Planning

Promotion Division and General Manager of Marketing

of Management Planning Division of Daimaru

Matsuzakaya Department Stores Co. Ltd. Director and Corporate Officer of the same company

Governance ► Management

Directors

Management (as of May 28, 2021)



Apr 1977

Apr 2004

Jun 2004

HAMADA Kazuko

Number of the Company's shares held: None Audit Committee Member

- Apr 1985 Joined Parco Co., Ltd. Sep 2000 General Manager of Marketing Department of Sales
- Management Division of the same company Mar 2002 Deputy General Manager of Kichijoji PARCO of the
- same company Mar 2005 General Manager of Kichijoji PARCO of the same Mar 2007 General Manager of Shintokorozawa PARCO of the
- same company Mar 2010 Executive Officer (Personnel) of the same company
- Mar 2013 Executive Officer (Administration and Personnel) of the
- same company Mar 2015 Executive Officer (Group Audit Office) of the same
- company May 2020 Auditor of the same company (present) May 2021 Director of J. Front Retailing Co., Ltd. (present)

 - Apr 2004 Director of the same company and Chairman of Ebara Precision Machinery Taiwan Inc. Jun 2005 Director of Ebara Corporation, President of Precision Machinery Apr 2006
 - Apr 2007 President and Representative Director of Ebara Corporation President and Representative Director and General Manager of Internal Control Promotion Department of the May 2007
 - same company Jul 2009 President and Representative Director and General Manager

Outside Director Number of the Company's shares held: 2,208

Chairperson of Nomination Committee

[Reasons for appointment] He has been involved in top-level company

ncial bases and in compliance management as well as highly specialized wledge of internal control and corporate governance. Accordingly, the

Company expects him to apply them to the management of the Group.

Joined Ebara Corporation

Jun 2002 Executive Officer of the same company

Director of Fbara Corporation

for many years and he has abundant experience in strengthening

Senior Executive Officer and Group Executive of Precision Machinery Group of the same company, Representative

Director and Chairman of Ebara Precision Machinery

Europe GmbH, Representative Director and Chairman of Ebara Technologies Inc. and Chairman of Ebara Precision Machinery Shanghai Inc.

Company and General Manager of Fujisawa Operation

Director and Managing Executive Officer of Ebara Corporation President of Precision Machinery Company

Remuneration Committee Member

- Chairman and Director of the same company Chairman and Director of the same company Representative Director of The Ebara Hatakeyama Apr 2013 Oct 2017 . Memorial Foundation (present) Mar 2019 Retired from the office of Chairman and Director of
- Jun 2019 Outside Director of Subaru Corporation (present)
- May 2020 Outside Director of J. Front Retailing Co., Ltd. (present) May 2021 Director of Parco Co., Ltd. (present)

HAKODA Junya

Outside Director Number of the Company's shares held: None Chairperson of Audit Committee

(Reasons for appointment) He was involved in accounting audits, nanagement consulting, and internal audits of auditing firms, etc for many ears and therefore has a high level of expertise in corporate governance and management auditing as well as corporate auditing. Accordingly, the Company expects him to apply them to the appropriate upervision of the management of the Group.

- Apr 1974 Joined Mitsubishi Ravon Co., Ltd. (present Mitsubishi Chemical Corporation) Nov 1980 Joined Pricewaterhouse CPA Office (Reorganized as Aoyama Audit Corporation in June 1983)
- Apr 1984 Registered as certified public accountant
- Apr 2000 Partner of ChuoAoyama Audit Corporation/PricewaterhouseCoopers Aug 2006 Representative of Arata Audit Corporation/Partner of PricewaterhouseCoopers
- Apr 2008 Eminent Professor of Graduate School of Keio University (internal audit theory) Sep 2009 Member of the Agreement Monitoring Committee of
- the Japan External Trade Organization Director of Japan Internal Control Research Association Outside Corporate Auditor of Schroder Investment Dec 2014
- Management (Japan) Limited (present) Mar 2015 Director of Institute of Corporate Governance, Japar
- Outside Corporate Auditor of Yamaha Corporation Jun 2015 Outside Director of Aeon Financial Service Co., Ltd.
- Jun 2017 Outside Director oral Chairpeson of the Audit Committee of Yamaha Corporation Sep 2019 Member of the Ethics Committee of the Japanese Institute of Certified Public Accountants (present)
- Aug 2020 Vice Chargerson of the Committee on Training and Research for Outside Officers (present) May 2021 Outside Director of J. Front Retailing Co., Ltd. (present)



WAKABAYASHI Hayato

- Apr 1981 Joined Parco Co., Ltd. Jun 2004 Department Manager of Sales Promotion Department Mar 2004 Executive Officer and Executive General Manager of
 - f Sales Planning & CS Promotion Division of Kobe Mar 2007 Store of the same company
 - Division Manager of Management Planning Division of Daimaru Matsuzakaya Department Stores Co. Ltd. Executive Store Manager of Daimaru Kobe of the same company Corporate Officer of the same company
- May 2012 Executive Store Manager of Daimaru Osaka Shinsaibashi of the same company Executive Store Manager of Daimaru Osaka Shinsaibashi
- Sep 2015 and Executive General Manager of Shinsaibashi New Store Planning Office of the same company

SAWADA Taro

Apr 1983 Joined The Daimaru, Inc.

Mar 2010

lan 2011

Number of the Company's shares held: 20.114

Senior Managing Executive Officer

- Executive General Manager of Management Planning Unit of the same company Jul 2016 Mar 2017 Executive General Manager of Management Planning Unit and Executive
- General Manager of Future Standard Laboratory of the same company May 2017 Director and Managing Executive Officer of the same company May 2018 Director and Managing Executive Officer, Senior Executive
- General Manager of Management Strategy Unit and in Carrier of Naka Management of J. Front Retailing Co., Ltd. Director of Daimaru Matsuzakaya Department Stores Co. Ltd. Director of Parco Co., Ltd.
- Mar 2019 Senior General Manager of New Business Division of J. Front Retailing
- May 2020 Director and Senior Managing Executive Officer of the same company (present) President and Representative Director of Daimaru
 - Matsuzakaya Department Stores Co. Ltd. (present) President and Representative Director of Daimaru Matsuzakaya Sales Associates Co. Ltd. (present)

- MAKIYAMA Kozo
- Number of the Company's shares held: 26,844 Senior Managing Executive Officer
- Store Operation Division of the same company Managing Executive Officer and Executive General
- Manager of Store Management Division of the same
- Senior Executive Officer, Senior Executive General Manager of Store Operation Headquarters and Executive General Manager of Store Management Mar 2008
- Division of the same compan May 2008 Director and Senior Executive Officer of the same
- company Mar 2009 Supervisor of Store Operation Division of the same
- company Mar 2010 In charge of Store Management of the same company Mar 2011 In charge of Business Management of the same
- company May 2011 Director, President and Representative Executive Officer
- of the same company May 2013 Director of J. Front Retailing Co., Ltd. (present) May 2017 Managing Executive Officer of the same the company
- Senior Managing Executive Officer of the same company (present)
- ntative Director. President and Executive Officer of Parco Co., Ltd. (present)
 - May 2018 Senior General Manager of Financing and Finance Policy Division of the same company
 - May 2020 Director of Parco Co., Ltd. (present)



UCHIDA Akira

Outside Director Number of the Company's shares held: 3,118 Number of other shares as stock-based remuneration not yet granted: 1,933

Chairperson of Remuneration Committee Nomination Committee Member

(Reasons for appointment)He has broad experience as the person responsible for a high level of expertise in the fields of corporate governance and ESG management and the Company expects him to apply them to the management of the Group.

- Apr 1975 Joined Toray Industries, Inc. Jun 1996 Executive Vice President of Toray Industries (America),
- Jun 2000 General Manager on Special Assignment of Corporate Strategic Planning Division 1, General Manager on
- Special Assignment of Corporate Communications partment of Toray Industries. Inc.
- Counsellor of Corporate Strategic Planning Division and Counsellor of Investor Relations Department of the Jun 2004 ime company
- Oct 2016 Outside Director of Dai-ichi Life Holdings, Inc. (Audit & Supervisory Committee Member (present) Supervisory Committee Member (present) May 2018 Outside Director of J. Front Retailing Co., Ltd. (present) May 2019 Director of Daimaru Matsuzakaya Department Stores lun 2005 Member of the Board, General Manager of Finance nd Controller's Division of the same company resident of Toray Holding (USA), Inc.
- Jun 2009 Senior Vice President (Member of the Board), General Manager of Finance and Controller's Division of Toray Industries, Inc resident of Toray Holding (USA). Inc.
- Jun 2012 Senior Vice President (Member of the Board) in charge of CSR; General Manager of General Administration and Legal Division, Investor Relations Department, Corporate Communications Department and Advertising Department; and General Manager of Tokyo Head Office of Toray Industries, Inc. Adviser of the same company Jun 2016
- Mar 2019 Retired from the office of Adviser of the same company
- May 2019 Outside Director of J. Front Retailing Co., Ltd. (present Jun 2019 Outside Director of Yokogawa Electric Corporatio (present)
- May 2020 Director of Daimaru Matsuzakava Department Store Co. Ltd. (present)

Executive Officers

YOSHIMOTO Tatsuya President and Representative Executive Officer

SAWADA Taro

SATO Rieko

Number of the Company's shares held: 1,777

Audit Committee Member

Apr 1984 Registered as attorney at law

Ajinomoto Co., Inc.

Company, Limited

Aug 1989 Shearman & Sterling LLP

Number of other shares as stock-based remuneration not yet granted: 3,866

[Reasons for appointment]She has abundant experience as an outside

director and outside audit & supervisory board member at other companies

in addition to having made a career in handling many cases with in-depth and specialized knowledge as an attorney at law specializing in corporate legal affairs

and the Company expects her to apply them to the management of the Group.

Jul 1998 Partner of Ishii Law Office (present) Jun 2004 External Audit & Supervisory Board Member of

Jun 2012 Outside Corporate Auditor of NTT Data Corporation

Mitsubishi Corporation (present)

Outside Director of The Dai-ichi Life Insurance

Co. Ltd. (present) Outside Director of NIT Data Corporation (Audit and Supervisory Committee member) (present) Outside Audit & Supervisory Board Member of

Outside Director

Jun 2015

Jun 2020

Senior Managing Executive Officer President and Representative Director of Daimaru Matsuzakava Department Stores Co. Ltd. President and Representative Director of Daimaru Matsuzakaya Sales Associates Co. Ltd.

Senior Executive General Manager of Human

Resources Strategy Unit and Administration

MATSUDA Hirokazu

Unit and in charge of Compliance

Managing Executive Officer

HIRANO Hidekazu

Managing Executive Officer Senior Executive General Manager of Management Strategy Unit and in charge of Risk Management Director of Daimaru Matsuzakava Department Stores Co. Ltd.

IWATA Yoshimi

Executive Office Senior General Manager of Accounting and Tax Affairs Division of Financial Strategy Unit

ONO Keiichi

Executive Office Senior General Manager of Structural Reform Promotion Division of Financial Strategy Unit

Apr 1985 Joined Matsushita Electric Industrial Co., Ltd. (present Panasonic Corporation) President of Panasonic Financial Center Malaysia Co., Apr 1998 Director and Chief Executive Officer of Matsushita Apr 2007

General Manager of Finance & IR Group of Corporate

Strategy Division and Finance Planning Team Leade

and Policy of Administration Unit of the same compar

Senior Executive General Manager of Financial Strategy Unit (present) and in charge of Finance Policy of the

In charge of Financing and Finance Policy of the same

Number of the Company's shares held: 12,165

Flectric (China) Finance Limited

(Director) of the same company

Feb 2009 Finance Planning Team Leader (Manager) of Headquarters Finance & IR Group of Panasonic

In charge of Finance Policy of Administration Unit of the same company Sep 2015 Executive Officer and in charge of Financial Strategy

Director of the same company (present)

May 2017 Managing Executive Officer of the same company

Managing Executive Officer

Corporation

May 2015 Joined J. Front Retailing Co., Ltd

same company

company

Jul 2013

Mar 2016

May 2016

Mar 2017



SEKI Tadayuki

Outside Director Number of the Company's shares held: 984 Audit Committee Member

[Reasons for appointment] He was involved in international business management and risk management at a general trading company for many years, and as CFO, he has both abundant experience and highly specialized knowledge in relation to finance and accounting. He also has wide-ranging insights derived from roles as Outside Director and Audit & Supervisory Board Member at multiple companies, including Parco Co., Ltd. and the Company expects him to apply them to the management of the Group

Apr 1973	Joined Itochu Corporation
Jun 1998	General Manager of Finance Division of Itochu International Inc. (Stationed in New York)
Jun 2004	Executive Officer and CFO of Food Company of Itochu Corporation
Apr 2007	Managing Executive Officer and General Manager of Finance Division of the same company
Jun 2009	Representative Director, Managing Director, Chief Officer for Finance, Accounting, Risk Management and CFO of the same company
Apr 2010	Representative Director and Senior Managing Executive Officer of the same company
May 2011	Representative Director, Senior Managing Executive Officer and CFO of the same company
Apr 2013	Representative Director, Executive Vice President and CFO of the same company
Apr 2014	Representative Director, Executive Vice President, Executive Advisory Officer, CFO and CAO of the same company
Apr 2015	Adviser of the same company
May 2016	External Director of Parco Co., Ltd.
Jun 2016	Outside Director of Nippon Valqua Industries, Ltd. (present Valqua, Ltd.) (present)
Apr 2017	Advisory Member of Itochu Corporation (present)
Jun 2017	Outside Director of JSR Corporation (present)
Jul 2017	Outside Statutory Auditor of Asahi Mutual Life Insurance Company (present)

May 2020 Outside Director of J. Front Retailing Co., Ltd. (present) Director of Parco Co., Ltd. (present)



Outside Director Number of the Company's shares held: None

Nomination Committee Member Remuneration Committee Member

[Reasons for appointment] She served as an officer at foreign companies for many years, also engaged in coprote management as the head of marketing at the head office of a U.S. company, and therefore has abundant experience in global management and knowledge based on her extensive experience in the marketing field. She also has wide-ranging insight as an outside director of multiple listed companies. Accordingly, the Company expects her to apply hem to the appropriate supervision of the management of the Group.

Sep 1986	Joined J. Walter Thompson Japan K.K. (present J. Walter Thompson Japan G.K.)
May 1993	Joined Nippon Lever K.K. (present Unilever Japan K.K.)
Apr 2001	Director of the same company
Apr 2006	General Manager of Marketing Management Division of Masterfoods Ltd. (present Mars Japan Limited)
Apr 2008	Chief Operating Officer of the same company
Nov 2010	President and Representative Director of Parfums Christian Dior Japon K.K.
Jan 2013	Outside Director of Kirin Co., Ltd.
Apr 2013	Senior Vice President of Global Marketing of Newell Rubbermaid Inc. (U.S.) (present Newell Brands Inc.)
Jun 2016	Outside Director of Mitsubishi Electric Corporation (present)
Apr 2018	Director of Vicela Japan Co., Ltd.
Jun 2019	Outside Director of Honda Motor Co., Ltd. (present) Outside Director of J-Oil Mills, Inc. (present)
May 2021	Outside Director of J. Front Retailing Co., Ltd. (present)

MAKIYAMA Kozo

Senior Managing Executive Officer Representative Director, President and Executive Officer of Parco Co., Ltd.

NAKAYAMA Takashi

Managing Executive Officer Senior Executive General Manager of Group Digital Strategy Unit

Director of Parco Co., Ltd.

WAKABAYASHI Hayato

Senior Executive General Manager of

IMAZU Takahiro

Managing Executive Officer

Financial Strategy Unit

Executive Officer

Senior General Manager of Management Planning Division and Group Communications Division of Management Strategy Unit

NINOBE Mamoru

Executive Officer President and Representative Director of JFR Card Co., Ltd.

KONDO Yasuhiko

Executive Officer

President and Representative Director of J. Front Design & Construction Co., Ltd.