GOVERNANCE

Management

Management (as of May 26, 2022)

Directors

ΥΑΜΑΜΟΤΟ Ryoichi



Number of the Company's shares held: 98.016

not yet granted: 10,037				
Chairperson of Board of Directors		Nomination Committee Member	Remuneration Committee Member	
Apr. 1973 May 2003	Presiden	Joined The Daimaru, Inc. 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.			
Mar. 2008	Director of Matsuzakaya Co., Ltd. Executive General Manager of Sales Headquarters of Head Office of The Daimary Inc.			

- Office of The Daimaru, Inc.
 Mar. 2010 President and Representative Director of Daimaru
 Matsuzakaya Department Stores Co. Ltd.
 Sep. 2012 President and Representative Director of Daimaru
 Matsuzakaya Sales Associates Co. Ltd.
 Apr. 2013 President and Representative Director of J. Front Retailing Co.,
 Id
- May 2017 . ector, President and Representative Executive Officer of the
- same company Director and Chairperson of Board of Directors of the same May 2020
- company (present) Outside Director of Daido Steel Co., Ltd. (present) Outside Director of Noritake Co., Limited (present) Jun. 2021



Outside Directo umber of the Company's shares held: 886

Chairperson of

Audit Committee

80

[Reasons for appointment] He was involved in accounting audits, management consulting, and internal audits of auditing firms, etc. as a certified public accountant for many years 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 supervision of the management of the Group.

- Apr. 1974 Joined Mitsubishi Rayon Co., Ltd. (present Mitsubishi Chemical
- Corporation) Joined Pricewaterhouse CPA Office (Reorganized as Aoyama Audit Corporation in June 1983) Registered as certified public accountant Partner of ChuoAoyama Audit Corporation/ Nov. 1980
- Apr. 1984 Apr. 2000

INTEGRATED REPORT 2022

- PricewaterhouseCoopers Representative of Arata Audit Corporation/Partner of Aug. 2006 PricewaterhouseCoopers Eminent Professor of Graduate School of Keio University (internal audit theory) Apr. 2008
- Sep. 2009
- Limited in the Magnetic Manual School of Neto Ontering Sing (International Magnetic Sep. 2010 Dec. 2014
- Mar. 2015 Jun. 2015 Jun. 2015 Jun. 2017
- Sep. 2019 Member of the Ethics Committee of the Japanese Institute of
- May 2021 Aug. 2021
- Certified Public Accountants (present) Outside Director of J. Front Retailing Co., Ltd. (present) Chairperson of the Committee on Training and Research for Outside Officers, Japanese Institute of Certified Public Accountants (present)



Number of the Company's shares held: 266

Joined Parco Co., Ltd.

Audit Committee

Apr. 1985 Sep. 2000

Mar. 2002

Mar. 2005 Mar. 2007

Mar. 2010 Mar 2013

Mar. 2015 May 2020 May 2021

Outside Director Number of the Company's shares held: 4,292 Number of other shares as stock-based remuneration not yet granted: 3,866

Chairperson of person of Nomination uneration Committee Committee Member

[Reasons for appointment] He has broad experience as the person responsible for management planning, IR and finance and accounting divisions. In addition, he possesses 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 Jun. 1996 Jun. 2000
- Joined Toray Industries, Inc. Executive Vice President of Toray Industries (America), Inc. General Manager on Special Assignment of Corporate Strategic Planning Division 1, General Manager on Special Assignment of Corporate Communications Department of Toray Industries, Inc. Counsellor of Corporate Strategic Planning Division and Counsellor of Investor Relations Department of the same Jun. 2004
 - Member of the Board, General Manager of Finance and

HAMADA

Kazuko

Joined Parco Co., Ltd. General Manager of Marketing Department of Sales Management Division of the same company Deputy General Manager of Kichijoji PARCO of the same company

company General Manager of Kichijoji PARCO of the same company

company Executive Officer (Personnel) of the same company Executive Officer (Administration and Personnel) of the same

company Executive Officer (Group Audit Office) of the same company Auditor of the same company

Auditor of the same company Director of J. Front Retailing Co., Ltd. (present)

General Manager of Shintokorozawa PARCO of the same

- Jun. 2005 Jun. 2009
- Iember of the board, ceneral Wanager of Finance and ontroller's Division of the same company resident of Toray Holding (USA), Inc. enior Vice President (Member of the Board), General Manager Finance and Controller's Division of Toray Industries, Inc. resident of Toray Holding (USA), Inc. enior Vice President (Member of the Board) in charge of CSR; Jun. 2012 General Manager of General Administration and Legal Divisi Investor Relations Department, Corporate Communications nent and
- Jun. 2016 Mar. 2019 May 2019
- Department and Advertising Department, and General Manager of Tokyo Head Office of Toray Industries, Inc. Adviser of the same company Retired from the office of Adviser of the same company Outside Director of J. Front Retailing Co., Ltd. (present) Outside Director of Yokogawa Electric Corporation (present) Director of Daimaru Matsuzakaya Department Stores Co. Ltd. (present) Jun. 2019 May 2020
- May 2022 Director of Parco Co., Ltd. (present)



utsida Diracto er of the Company's shares held: 4 557 s as stock-based lumber of other sha ineration not yet granted: 1,933

rson of Remuneration tion Committee Committee Member Chairperson of

[Reasons for appointment] He has been involved in top-level company management for many years and he has abundant experience in strengthening financial bases and in compliance management as well as highly specialized knowledge of internal control and corporate governance. Accordingly, the Company expects him to apply them to the management of the Group.

Apr. 1977 Jun. 2002 Apr. 2004

- Joined Ebara Corporation Executive Officer of the same company 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 Shanshai Ion
- Jun. 2005
- Inologies and a significant of the same company and Chairman of same Precision Machinery Taiwan Inc. irrector of Ebara Corporation resident of Precision Machinery Company and General resident of Precision Machinery Company and General febra Corpor scent of Precision Machinery Company and General ager of Fujisava Operation ctor and Managing Executive Officer of Ebara Corporation sident of Precision Machinery Company digent and Representative Director of Ebara Corporation sident and Representative Director and General Manager of mal Control Promotion Department of the same company sident and Representative Director and General Manager of mal Control Procentment of the same company sident and Representative Director and General Manager of mal Control Procentment of the same company sident and Representative Director and General Manager of mal Control Procentment of the same company difference of the same company and the same company of the same company and the same company difference of the same company matching the same company difference of the Apr. 2006
- Apr. 2007 May 2007
- Jul. 2009
- inal Control Department of the same company irman and Director of the same company resentative Director of The Ebara Hatakeyama Memorial Apr. 2013 Oct. 2017
- dation (present) ed from the office of Chairman and Director of Ebara Mar. 2019
- side Director of Subaru Corporation (pres
- Jun. 2019 May 2020 May 2021 Outside Director of J. Front Retailing Co., Ltd. (present) rector of Parco Co., Ltd.



Outside Director Number of the Company's shares held: 2,483 Number of other shares as stock-based remuneration not yet granted: 5,799

Audit Committee

Member

[Reasons for appointment]She has abundant experience as an outside director and outside audit & supervisory board member at other companie 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

- Registered as attorney at law Shearman & Sterling LLP Partner of Ishii Law Office (present) External Audit & Supervisory Board Member of Ajinomoto Co., Inc.
- Apr. 1984 Aug. 1989 Jul. 1998 Jun. 2004
- Outside Corporate Auditor of NTT Data Corporation Outside Director of The Dai-ichi Life Insurance Company, Jun. 2012 Jun. 2015
- Outside Director of Dai-ichi Life Holdings, Inc. (Audit & Oct. 2016
- May 2018 May 2019 Jun. 2020
- Supervisory Committee Member) (present) Dutside Director of J. Front Retailing Co., Ltd. (present) Director of Daimaru Matsuzakaya Department Stores Co. Ltd. Jutside Director of NTT Data Corporation (Audit and Supervisory Committee member) Outside Audit & Supervisory Board Member of Mitsubishi



her of the Company's shares held: 2 160 Number of other shares not yet granted: 1,933 s as stock-bas oratio

Audit Committee

[Reasons for appointment] He was involved in international business Intersorts for appointment, he was involved in international obsiness 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.

- Joined Itochu Corporation General Manager of Finance Division of Itochu International Inc. (Stationed in New York) Apr. 1973 Jun. 1998
- (Stationed in New York) Executive Officer and CFO of Food Company of Itochu Corporation Managing Executive Officer and General Manager of Finance Jun. 2004 Apr. 2007
- Division of the same company Representative Director, Managing Director, Chief Officer for Finance, Accounting, Risk Management and CFO of the same Jun. 2009
- Apr. 2010 tative Director and Senior Managing Executive Officer of the same con
- e company ative Director, Senior Managing Executive Officer and May 2011
- CFO of the same company Representative Director, Executive Vice President and CFO of Apr. 2013
- hepresentative Driver, Executive Vice President and CPU of the same company Representative Director, Executive Vice President, Executive Advisory Officer, CPD and CAO of the same company Adviser of the same company External Director of Parco Co., Ltd. Outside Director of Napon Valqua Industries, Ltd. Apr. 2014
- Apr. 2015 May 2016 Jun. 2016

- Apr. 2017 Jun. 2017 Jul. 2017
- May 2020
- Outside Director of Nuppon Valqua Induistries, Ltd. (present Valqua, Ltd.) (present) Advisory Member of Itachu Corporation (present) Outside Director of JSR Corporation (present) Outside Statutory Auditor of Asahi Mutual Life Insurance Company (present) Outside Director of J. Front Retailing Co., Ltd. (present) Director of Parco Co., Ltd. Director of Daimaru Matsuzakaya Department Stores Co. Ltd. (present) May 2022



Joined The Daimaru, Inc. Senior Manager of Preparatory Office for Opening Sapporo Store of Planning Office for Sapporo Store of Head Office of the same company General Manager of Tokyo Store of the same company Corporate Officer and General Manager of Tokyo Store of the

Compose officer and Serieral Manager of Toxyo Sione of the some compary of Promotion Division and General Manager of Marketing Promotion Division and General Manager of Marketing Planning Promotion Division of Department Stores Coordination Division of J. Front Retailing Co., Ltd. Corpare Officer and Senior General Manager of Management Planning Division of Daimary Matsuzakaya Department Stores

Co. Ltd. Director and Corporate Officer of the same company 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. (present) Representative Managing Executive Officer of the same

company President and Representative Executive Officer of the same

Number of the Company's shares held: 81,742

President and Representative

Co. Ltd.

ompany (present

Executive Officer

Jan. 2008 May 2008

Jan. 2010

Mar. 2010

May 2012 Apr. 2013

May 2013 May 2017

May 2020

*The numbers of the Company's shares held by Directors are as of February 28, 2022.

KOIDE Hiroko

Remuneration Committee Member

Outside Directo

of the Group.

Jun. 2016 Apr. 2018 Jun. 2019

May 2021

Managing Executive Officer

Apr. 1985

Apr. 1998 Apr. 2007

Feb. 2009

Jul. 2013

May 2015

Sep. 2015

Mar. 2016

May 2016 Mar. 2017

ttee Member

Number of the Company's shares held: 885

[Reasons for appointment] She served as an officer at foreign companies for many years, also engaged in corporate 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 them to the appropriate supervision of the management of the Group.

 or the erdoup.

 Sep. 1986
 Joined J. Walter Thompson Japan K.K. (present Wunderman Thompson Tokyo G.K.)

 May 1993
 Joined Nippon Lever K.K. (present Unilever Japan K.K.)

 Apr. 2001
 Director of the same company

 Apr. 2005
 General Manager of Marketing Management Division of Masterfoods Lid. (present Mars Japan Limited)

 Apr. 2008
 Chief Operating Officer of the same company

 Nov. 2010
 President and Representative Director of Parlums Christian Dior Japon K.K.

 Jan. 2013
 Outside Director of Kirin Co., Ltd.

 Apr. 2013
 Senior Vice President of Global Marketing of Newell Brands

Rubbermaid Incorporated (U.S.) (present Newell Brands

Rubbermain incorporates (C.S.) (present reveal Scalab Incorporated) Outside Director of Mitsubishi Electric Corporation (present) Director of Vicela Japan Co., Ltd. Outside Director of J-Oil Mills, Inc. (present) Outside Director of J-Oil Mills, Inc. (present)

WAKABAYASHI Hayato

Number of the Company's shares held:13,339

Joined Matsushita Electric Industrial Co., Ltd. (present

Panasonic Corporation) President of Panasonic Financial Center Malaysia Co., Ltd. Director and Chief Executive Officer of Matsushita Electric

Director and Chief Executive Officer of Matsushita Electric (China) Finance Limited Finance Planning Team Leader (Manager) of Headquarters Finance & IR Group of Panasonic Corporation General Manager of Finance & IR Group of Corporate Strategy Division and Finance Planning Team Leader (Director) of the same company Joined J. From Retailing Co., Ltd. In charge of Finance Policy of Administration Unit of the same company

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

company Director of the same company (present) In charge of Financing and Finance Policy of the same

May 2017 Managing Executive Officer of the same company (present) May 2018 Senior General Manager of Financing and Finance Policy Division of the same company May 2020 Director of Parco Co., Ltd. (present)

Executive Officers

YOSHIMOTO Tatsuya

President and Representative Executive Officer

WAKABAYASHI Hayato

Managing Executive Officer Senior Executive General Manager of Financial Strategy Unit Director of Parco Co., Ltd.

ONO Keiichi

Managing Executive Officer Senior Executive General Manager of Management Strategy Unit and in charge of Risk Manageme Director of Parco Co., Ltd.

HAYASHI Naotaka

Managing Executive Officer Senior Executive General Manager of Group Digital Unit

NAKAYAMA Takashi

Managing Executive Officer Senior Executive General Manager of Group System Unit Director of Daimaru Matsuzakaya Department Stores Co. Ltd.

MATSUDA Hirokazu

Managing Executive Officer Senior Executive General Manager of Human Resources Strategy Unit and Administration Unit and in charge of Compliance Director of Daimaru Matsuzakaya Department Stores Co. Ltd.

KAWASE Kenii

Executive Officer enior General Manager of Management Planning Division, Business Portfolio Transformation Promotion Division, and Group Communications Promotion Division of Management Strategy Unit

HIRAI Yuji

Executive Office Senior General Manager of CRE Planning Division of Management Strategy Unit Executive Officer of Parco Co., Ltd.

YAMAZAKI Shiro

Executive Officer Senior General Manager of System Planning Division of Group System Unit

NOGUCHI Hideki

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

UMEBAYASHI Akira

Executive Officer Senior General Manager of Group Human Resources Policy Division, Group Human Resources Development Division, and Group Welfare Division of Human Resources Strategy Unit