

Directors

KOIDE Hiroko

Independent Outside

- Number of the Company's shares held: 4,076
- Number of other shares as stock-based remuneration not yet granted: 10,986

Chairperson of Board of Directors / Nomination Committee Member / Remuneration Committee Member		
Sep 1986	Joined J. Walter Thompson Japan K.K. (now VML Japan)	
May 1993	Joined Nippon Lever K.K. (now Unilever Japan K.K.)	
Apr 2001	Director	
Apr 2006	General Manager, Marketing Management Division, Masterfoods Ltd. (now Mars Japan Limited)	
Apr 2008	Chief Operating Officer	
Nov 2010	President and Representative Director, Parfums Christian Dior Japon K.K.	
Jan 2013	Outside Director, Kirin Co., Ltd.	
Apr 2013	Senior Vice President, Global Marketing, Newell Rubbermaid Incorporated (U.S.) (now Newell Brands Incorporated)	
Jun 2016	Outside Director, Mitsubishi Electric Corporation	
Apr 2018	Director, Vicela Japan Co., Ltd.	
Jun 2019	Outside Director, Honda Motor Co., Ltd.	
	Outside Director, J-Oil Mills, Inc.	
May 2021	Outside Director, J. Front Retailing Co., Ltd. (present)	
May 2024	Chairperson of Board of Directors (present)	
Jun 2024	External Member of the Board, Taisei Corporation (present)	

SAITO Kazuhiro

Independent Outside

- Number of the Company's shares held: 392

Chairperson of Audit Committee		
Apr 1979	Joined Suntory Limited	
Jan 1999	Senior General Manager, Beverage & Food Division	
Sep 2005	Deputy Division Chief Operating Officer, Beverage & Food Division	
Apr 2009	Executive Officer, Suntory Holdings Limited, and Managing Director, Suntory Beverage & Food Limited	
Jan 2011	Executive Vice President and Chief Operating Officer, Chinese Beverage & Food Division, Suntory (China) Holding Co., Ltd., and Chair and President, Suntory (Shanghai) Food Trading Co., Ltd.	
Apr 2014	President and Chief Operating Officer, Chinese Beer and Huangjiu Division, Suntory (China) Holding Co., Ltd.	
Apr 2015	Managing Executive Officer and in charge of Corporate Planning Division, Chief Operating Officer, Finance & Accounting Division, Suntory Beverage & Food Limited	
Apr 2016	Full-time Advisor, Suntory Beverage & Food Limited, and Chief Executive Officer, Suntory Beverage & Food Asia Pte. Ltd.	
Apr 2019	Representative Director, President & Chief Executive Officer, Suntory Beverage & Food Limited	
Apr 2023	Chair, ad-comm Co., Ltd.	
May 2025	Outside Director, J. Front Retailing Co., Ltd. (present)	
Jun 2025	Outside Director, Marusan Securities Co., Ltd. (present)	
Mar 2026	Independent Outside Director (Member of the Audit Committee), Kokuyo Co., Ltd. (present)	

OMURA Emi

Independent Outside

- Number of the Company's shares held: 534
- Number of other shares as stock-based remuneration not yet granted: 2,073

Audit Committee Member		
Oct 2002	Registered as attorney at law	
	Joined Minerva Law Office	
Mar 2007	Registered as attorney at law of New York State, U.S.A.	
Jul 2008	Partner, Athena Law Office	
Sep 2010	Associate Expert, International Labour Standards Department, International Labour Organization in Geneva, Switzerland	
Sep 2013	Partner, Athena Law Office	
Jan 2014	Director, Office of International Affairs, Japan Federation of Bar Associations	
Sep 2014	Outside Director, Digital Garage, Inc.	
Jun 2019	Counsel, Kamiyacho International Law Office	
Apr 2021	Counsel, CLS Hibiya Tokyo Law Office	
Nov 2021	Outside Director, Audit and Supervisory Committee Member, Valence Holdings Inc.	
Jan 2022	Partner, CLS Hibiya Tokyo Law Office (present)	
Dec 2022	External Director (Audit & Supervisory Committee Member), Food & Life Companies Ltd. (present)	
Jun 2023	Auditor, Japan Association for Women's Education (present)	
May 2024	Outside Director, J. Front Retailing Co., Ltd. (present)	
May 2025	Director, Parco Co., Ltd.	

YAMADA Yoshihito

Independent Outside

- Number of the Company's shares held: 392

Chairperson of Nomination Committee / Remuneration Committee Member		
Apr 1984	Joined Tateishi Electric Corporation (now Omron Corporation)	
Jun 2008	Executive Officer, Omron Corporation, and President and CEO, Omron Healthcare Co., Ltd.	
Mar 2010	Senior General Manager, Corporate Strategic Planning H.Q., Omron Corporation	
Jun 2010	Managing Executive Officer	
Jun 2011	Representative Director and President	
Jun 2013	Representative Director, President & CEO	
Jun 2023	Chairman of the Board of Directors (present)	
	Outside Director, NEC Corporation (present)	
May 2025	Outside Director, J. Front Retailing Co., Ltd. (present)	
Jun 2025	Outside Director, Mitsubishi UFJ Securities Holdings Co., Ltd. (present)	

SHIONO Noriko

New

Independent Outside

- Number of the Company's shares held: 0

Chairperson of Remuneration Committee / Nomination Committee Member		
Aug 1983	Joined Japan New Media Co., Ltd.	
Jan 1999	General Manager, Marketing Department, Federal Express Corporation	
Mar 2001	Joined The Walt Disney Company (Japan) Ltd.	
Oct 2002	Vice President of Marketing and Sales	
Feb 2006	Vice President of Corporate Marketing	
Apr 2008	General Manager, Marketing Division, SSP Co., Ltd.	
Mar 2010	President	
Jan 2012	Director and Vice President, Konami Sports & Life Co., Ltd. (now Konami Sports Co., Ltd.)	
Jan 2014	Representative Director and President	
May 2016	Director and Chairman	
Oct 2017	Representative Director and President, Widex Co., Ltd.	
Jun 2020	Non-executive Director, Kirin Holdings Company, Limited (present)	
Jan 2024	Advisor, Widex Co., Ltd.	
Jun 2024	Outside Director, Japan Post Holdings Co., Ltd. (present)	
	Outside Director, Bengo4.com, Inc. (present)	
May 2026	Outside Director, J. Front Retailing Co., Ltd. (present)	

OSAWA Eiko

New

Independent Outside

- Number of the Company's shares held: 1,000

Audit Committee Member		
Oct 1989	Joined Asahi Shinwa & Co. (now KPMG AZSA LLC)	
Jun 1993	Joined Showa Ota & Co. (now Ernst & Young ShinNihon LLC)	
Aug 1993	Registered as Certified Public Accountant	
Aug 2005	Seconded to Accounting Standards Board of Japan as Project Manager	
Oct 2006	Seconded to the International Accounting Standards Board as Visiting Fellow	
Jul 2008	Partner, Ernst & Young ShinNihon LLC (retired in Jun 2021)	
Jul 2021	Representative, Osawa Certified Public Accountant Office (present)	
Sep 2021	Registered as a tax accountant	
Nov 2021	Supervisory Director, Mitsui Fudosan Logistics Park Inc. (present)	
Jun 2023	Outside Statutory Auditor, Exeo Group, Inc. (present)	
Jun 2024	Outside Director (Audit and Supervisory Committee Member), Nintendo Co., Ltd. (present)	
May 2026	Outside Director, J. Front Retailing Co., Ltd. (present)	

YOSHIMOTO Tatsuya

- Number of the Company's shares held: 159,213
- Number of other shares as stock-based remuneration not yet granted: 10,768

Nomination Committee Member / Remuneration Committee Member		
Apr 1979	Joined The Daimaru, Inc. (now Daimaru Matsuzakaya Department Stores Co. Ltd.)	
Mar 2000	Senior Manager, Preparatory Office for Opening Sapporo Store, Planning Office for Sapporo Store, Head Office	
Jan 2008	General Manager, Tokyo Store	
May 2008	Corporate Officer and General Manager, Tokyo Store	
Jan 2010	Corporate Officer, General Manager, Sales Planning Promotion Division, and General Manager, Marketing Planning Promotion Division, Department Stores Coordination Division, J. Front Retailing Co., Ltd.	
Mar 2010	Corporate Officer and Senior General Manager, Management Planning Division, Daimaru Matsuzakaya Department Stores Co. Ltd.	
May 2012	Director and Corporate Officer	
Apr 2013	President and Representative Director	
	President and Representative Director, Daimaru Matsuzakaya Sales Associates Co. Ltd.	
May 2017	Director, J. Front Retailing Co., Ltd. (present)	
May 2013	Representative Managing Executive Officer	
May 2020	President and Representative Executive Officer	
Mar 2023	President and Representative Executive Officer and Senior Executive General Manager, CRE Strategy Unit	
Mar 2024	Executive Officer	

ONO Keiichi

- Number of the Company's shares held: 33,289

President and Representative Executive Officer		
Apr 1998	Joined The Daimaru, Inc. (now Daimaru Matsuzakaya Department Stores Co. Ltd.)	
Apr 2007	Planning Office for New Umeda Store, Department Store Business Division, Head Office	
Sep 2010	In charge of Sales Promotion and Advertising, Business Promotion Division, Daimaru Umeda Store, Daimaru Matsuzakaya Department Stores Co. Ltd.	
Nov 2012	Store Planning Department, Head Office, Parco Co., Ltd.	
Nov 2013	In charge of Inbound Business, Sales Planning Unit, Sales & Marketing Headquarters, Head Office, Daimaru Matsuzakaya Department Stores Co. Ltd.	
Sep 2015	General Manager of Inbound Business, Merchandising and Channel Development Division, Head Office	
Sep 2016	General Manager, Business Promotion Division, Daimaru Kyoto Store	
Mar 2018	Executive Officer, J. Front Retailing Co., Ltd.	
	President and Representative Director, Dimples' Co., Ltd.	
Oct 2020	Senior General Manager, Structural Reform Promotion Division, Financial Strategy Unit, J. Front Retailing Co., Ltd.	
Mar 2022	Managing Executive Officer, Senior Executive General Manager, Management Strategy Unit, and in charge of Risk Management	
May 2022	Director, Parco Co., Ltd.	
Mar 2024	President and Representative Executive Officer (present) and Senior Executive General Manager, CRE Strategy Unit, J. Front Retailing Co., Ltd.	
May 2024	Director (present)	

Executive Officers

ONO Keiichi

Director, President and Representative Executive Officer

NAGAMINE Takamasa

Director and Managing Executive Officer

Senior Executive General Manager, Financial Strategy Unit and CRE Strategy Unit
Managing Executive Officer and Senior Executive General Manager, Finance Headquarters, Daimaru Matsuzakaya Department Stores Co. Ltd.
Managing Executive Officer for Corporate Headquarters, Head of Financial Policy Department, Parco Co., Ltd.

TANAKA Tomoaki

Managing Executive Officer

Senior Executive General Manager, Management Strategy Unit, Senior General Manager, Fukuoka Tenjin Area Development Promotion Division, and Risk Management Manager
Director, Daimaru Matsuzakaya Department Stores Co. Ltd.
Director, Parco Co., Ltd.

SHIBATA Takeshi

Managing Executive Officer

Senior Executive General Manager, Human Resources Strategy Unit
Managing Executive Officer and Senior Executive General Manager, Human Resources Headquarters, Daimaru Matsuzakaya Department Stores Co. Ltd.
Managing Executive Officer for Corporate Headquarters, Head of HR Department, Parco Co., Ltd.

OZAWA Toshihiro

Managing Executive Officer

Senior Executive General Manager, IT Digital Unit
Managing Executive Officer and Senior Executive General Manager, IT Digital Headquarters, Daimaru Matsuzakaya Department Stores Co. Ltd.
Managing Executive Officer for Corporate Headquarters, Head of IT Department, Parco Co., Ltd.

KOMURO Takahiro

Executive Officer

Senior General Manager, Board of Directors Office

INAGAMI Hajime

Executive Officer

Senior General Manager, Corporate Communications Division

SAITO Takeshi

Executive Officer

Senior Executive General Manager, Business Promotion Division, and Compliance Manager

(As of May 28, 2026)
The Directors' shareholdings in the Company are as of February 28, 2026.

YOSHIKAWA Kiyoshi

New

- Number of the Company's shares held: 1,642

Audit Committee Member		
Apr 1988	Joined Matsuzakaya Co., Ltd. (now Daimaru Matsuzakaya Department Stores Co. Ltd.)	
Mar 2006	Senior Executive Manager in charge of Accounting, Cash Management and Credit and Accounts Receivable Management, Accounting Section, Finance and Accounting Division	
Jun 2006	In charge of Financial Policy, Financial Policy Office	
Nov 2007	Finance staff, J. Front Retailing Co., Ltd.	
Mar 2010	In charge of Financial Policy and Strategy, Finance Division, Administration Unit	
Mar 2016	In charge of Finance and Accounting, Financial Strategy Unit	
Mar 2017	In charge of Group Accounting and Management Support, Financial Strategy Unit	
Mar 2018	Manager in charge of Group Accounting and Management Support, Financial Strategy Unit	
Mar 2019	In charge of Board of Directors Secretariat	
Mar 2020	In charge of Audit Committee Secretariat	
May 2020	Head of Audit Committee Secretariat	
May 2023	Audit & Supervisory Board Member, Daimaru Matsuzakaya Department Stores Co. Ltd.	
May 2026	Director, J. Front Retailing Co., Ltd. (present)	

NAGAMINE Takamasa

New

- Number of the Company's shares held: 1,292

Managing Executive Officer		
Apr 1998	Joined Sumitomo Corporation	
Jun 2005	Sumitomo Corporation (China) Holding Ltd.	
Oct 2021	Vice President, Financial Department, Sumitomo Corporation of Americas	
Jun 2022	Vice President & Treasurer	
Oct 2023	Joined Raysum Co., Ltd., Operating Officer and Executive General Manager, President Office	
Oct 2024	Joined J. Front Retailing Co., Ltd., Dedicated Senior General Manager, Financing and Finance Policy Division, Financial Strategy Unit	
Mar 2025	Executive Officer and Senior Executive General Manager, Financial Strategy Unit	
May 2025	Director, Daimaru Matsuzakaya Department Stores Co. Ltd.	
Sep 2025	Senior Executive General Manager, Financial Strategy Unit and CRE Strategy Unit, J. Front Retailing Co., Ltd. (present)	
Mar 2026	Managing Executive Officer (present)	
Mar 2026	Managing Executive Officer and Senior Executive General Manager, Finance Headquarters, Daimaru Matsuzakaya Department Stores Co. Ltd. (present)	
	Managing Executive Officer for Corporate Headquarters, Head of Financial Policy Department, Parco Co., Ltd. (present)	
May 2026	Director, J. Front Retailing Co., Ltd. (present)	

HASHIMOTO Naoya

Executive Officer

Senior General Manager, Group Management Planning Division, Management Strategy Unit
Director, Daimaru Matsuzakaya Department Stores Co. Ltd.
Director, Parco Co., Ltd.

TOKUDA Wakako

Executive Officer

Senior General Manager, Group Business Development Division, Management Strategy Unit

SHIOYAMA Masato

Executive Officer

Nagoya Area Co-prosperity Manager, Management Strategy Unit
Executive Officer and Executive Store Manager, Matsuzakaya Nagoya, Daimaru Matsuzakaya Department Stores Co. Ltd.

YONEYAMA Yuki

Executive Officer

Shinsaibashi Area Co-prosperity Manager, Management Strategy Unit
Executive Officer and Executive Store Manager, Daimaru Osaka Shinsaibashi, Daimaru Matsuzakaya Department Stores Co. Ltd.

URAKI Hiroshi

Executive Officer

Senior General Manager, Group Financing and Finance Policy Division, Financial Strategy Unit

NOGUCHI Hideki

Executive Officer

Senior General Manager, Group Accounting and Tax Affairs Division, Financial Strategy Unit
President and Representative Director, J. Front One Partner Co., Ltd.

UMEBAYASHI Akira

Executive Officer

Senior General Manager, Group Human Resources Policy Division, Human Resources Strategy Unit
Executive Officer and Deputy Senior Executive General Manager, Human Resources Headquarters, Daimaru Matsuzakaya Department Stores Co. Ltd.

IMAZU Takako

Executive Officer

Senior General Manager, Group Human Resources Development Division, Human Resources Strategy Unit
Executive Officer and Deputy Senior Executive General Manager, Human Resources Headquarters, Daimaru Matsuzakaya Department Stores Co. Ltd.