(Stock Exchange Code 7513)
October 31, 2025

To Shareholders with Voting Rights:

Yuji Nakazawa
Representative Director and President
Kojima Co., Ltd.
2-1-8, Hoshigaoka, Utsunomiya-shi, Tochigi

NOTICE OF
THE 63RD ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

We are pleased to announce the 63rd Annual General Meeting of Shareholders of Kojima Co., Ltd. (the "Company"). The meeting will be held for the purposes described below.

In convening this general meeting of shareholders, the Company is acting to provide information in the form 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. This information will be posted on the Company website as the Notice of the 63rd Annual General Meeting of Shareholders. Please use the link provided below to access the Company website and to review the information.

Company website:
https://www.kojima.net/corporation/ir/call.html (in Japanese)

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

(Use the link provided above to access the TSE website. Enter "Kojima" in "Issue name (company name)" or the Company's securities code "7513" in "Code," then click "Search." 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].")

Website Containing Reference Materials for the Annual General Meeting of Shareholders:
https://d.sokai.jp/7513/teiji/ (in Japanese)

If you do not plan to attend the meeting in person, you may exercise your voting rights via the internet or in writing. Please review the Reference Documents for the General Meeting of Shareholders, which are posted to the Company website, and exercise your voting rights by 6 p.m. on Tuesday, November 18, 2025.

1. **Date and Time:** Wednesday, November 19, 2025, at 10:00 a.m. (JST)
2. **Venue:** Grand Hall, 1st Floor, Concere (Tochigi-ken Seinen Kaikan)
   1-1-6, Komanyu, Utsunomiya-shi, Tochigi
3. **Meeting Agenda:**

   Matters to be reported: The Business Report, Non-consolidated Financial Statements for the Company's 63rd Fiscal Year (September 1, 2024 - August 31, 2025)

   Matters to be resolved:

   Proposal 1: Appropriation of Surplus

   Proposal 2: Election of 6 Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

   Proposal 3: Election of 3 Directors Who Are Audit and Supervisory Committee Members

   Proposal 4: Election of 1 Substitute Director Who Is an Audit and Supervisory Committee Member

4. **Guidance on the Exercise of Voting Rights**

   Please refer to Guidance on the Exercise of Voting Rights on pages 3 to 5.

5. **Other Matters regarding This Notice of Convocation**

   To shareholders who have requested the delivery of these documents, a document stating the procedures for electronic access will be sent together with the documents. Note that "Major Business Offices," "Matters Related to Share Acquisition Rights, Etc. of the Company," "Items Related to the Accounting Auditor," "Systems for Ensuring Appropriate Business Operations and Operational Status Thereof" of the Business Report, "Non-consolidated Statement of Changes in Shareholders' Equity" and "Notes to Non-consolidated Financial Statements" of the Non-consolidated Financial Statements will be excluded from the documents provided, in accordance with laws and regulations and Article 15, paragraph 2 of the Company's Articles of Incorporation. Consequently, such documents are part of the documents audited by the Audit and Supervisory Committee and the Accounting Auditor in preparing the Audit Reports.

◎ If revisions are made in matters related to the measures for electronic provision, a notice of the revisions and the details of the matters before and after the revisions will be posted to each website and to the TSE website.

◎ Upon attending the meeting, please present the Voting Rights Exercise Form to the receptionist at the venue of the meeting.

Guidance on the Exercise of Voting Rights

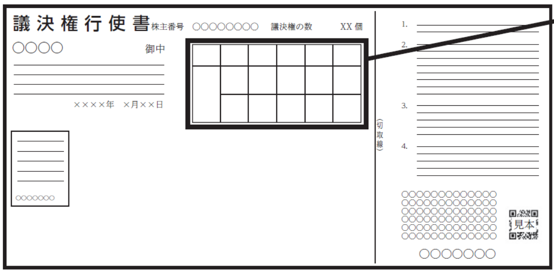
The right to vote at a shareholders' meeting is an important right for all shareholders.

We kindly ask you to review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights.

Voting rights can be exercised using the following three methods.

Exercising Your Voting Rights via the Internet	Exercising Voting Rights in Writing (via Postage)	Attending the General Meeting of Shareholders
Please enter your approval or disapproval according to the guidance on the next page.	Please indicate your votes of approval or disapproval for proposals on the Voting Rights Exercise Form and return the form to the Company.	Please present the Voting Rights Exercise Form to the receptionist at the venue of the meeting.
Deadline:	Deadline:	Date and Time:
Must be completed by Tuesday, November 18, 2025, at 6:00 p.m. (JST)	Must be received by Tuesday, November 18, 2025, at 6:00 p.m. (JST)	Wednesday, November 19, 2025, at 10:00 a.m. (JST) (Reception opens at 9:00 a.m.)

Guidance on Filling out Voting Rights Exercise Form



* The actual Voting Rights Exercise Form may differ from the image.

Please input your approval or disapproval of the proposals here.

Proposals 1 and 4

- If you approve >> Write a circle in the "Approve" column.
- If you disapprove >> Write a circle in the "Disapprove" column.

Proposals 2 and 3

- If you approve of all the candidates >> Write a circle in the "Approve" column.
- If you disapprove of all the candidates >> Write a circle in the "Disapprove" column.
- If you disapprove of some of the candidates >> Write a circle in the "Approve" column, and fill the candidate number of the candidate(s) you disapprove of.

- If shareholders exercise their voting rights both via the Internet and in writing (via postage), the exercise of voting rights via the Internet will be deemed valid. Moreover, if shareholders exercise their voting rights via the Internet multiple times, the last exercise of voting rights shall be deemed valid.
- If shareholders do not indicate their "approval" or "disapproval" on a proposal when exercising their voting rights in writing (postage), their vote will be considered as an "approval" for that proposal.

Guidance for Exercising Voting Rights via the Internet

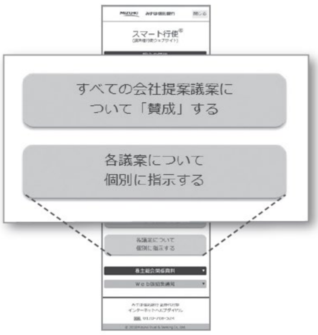
Scanning the login QR Code “Smart Vote” method

You can simply log in to the Website for Exercise of Voting Rights without entering your voting right exercise code and password.

1. Please scan QR Code provided at the bottom right of the Voting Rights Exercise Form.

* “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.

2. Please enter your approval or disapproval according to the guidance given on the screen.

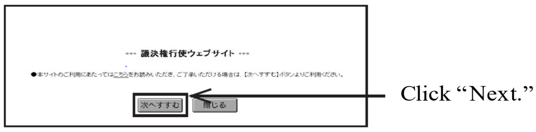


> Note that your voting rights can be exercised only **once** by using the “Smart Vote” method. If you need to make a correction to the content of your vote after you have exercised your voting rights, please access the website for personal computer and log in by entering the “voting right exercise code” and “password” printed on the Voting Rights Exercise Form, and exercise your voting rights again.
> * You can access the website for personal computer by scanning the QR Code again.

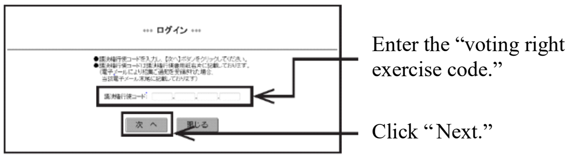
Entering the Voting Right Exercise Code and Password for Exercising Voting Rights

Website for Exercise of Voting Rights:
https://soukai.mizuho-tb.co.jp/ (in Japanese)

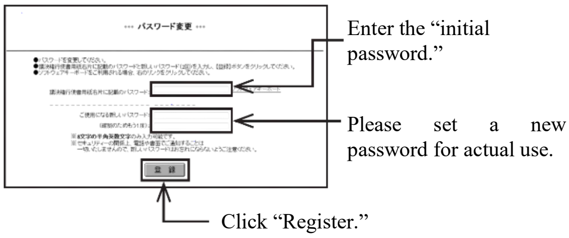
1. Please access the Website for Exercise of Voting Rights.



2. Please enter the “voting right exercise code” printed on the Voting Rights Exercise Form.



3. Please enter the “initial password” printed on the Voting Rights Exercise Form.



4. Please enter your approval or disapproval according to the guidance given on the screen.

* The actual screen displayed to you may differ from the image.

In case you need instructions for how to operate your computer, smartphone or mobile phone in order to exercise your voting rights via the Internet, please contact:	Mizuho Trust & Banking Co., Ltd., Stock Transfer Agency Department Internet Help Dial 0120-768-524 (Operating Hours: 9:00 a.m. through 9:00 p.m. (JST) excluding the year-end and New Year holidays, only in Japan)

The electronic platform for exercising voting rights operated by ICJ, Inc. is available to institutional investors.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The Company’s basic policy is to distribute profits for results that reflect the Company’s business performance, taking fully into account profitability with regard to its shareholders, company performance forecast going forward, the strengthening of the corporate profit base, etc.

Based on this policy, for the year-end dividend for the current fiscal year, we propose an increase of ¥2 from the dividend forecast from the beginning of the fiscal year, taking into consideration the business performance, etc., as well as a commemorative dividend of ¥2 per common share to celebrate the 70th anniversary of the Company’s founding, making for a total dividend of ¥22 per common share.

(1) Type of dividend property

Cash

(2) Matters concerning allocation of dividend property to shareholders and its total amount

The Company proposes to pay a dividend of ¥22 per common share of the Company.

(Ordinary dividend of ¥20/commemorative dividend of ¥2)

In this event, total dividends will be ¥1,700,740,976.

(3) Effective date of the distribution of surplus

November 20, 2025

Proposal 2: Election of 6 Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all 5 Directors (excluding Directors who are Audit and Supervisory Committee Members) will expire at the conclusion of this Annual General Meeting of Shareholders. In line with this, the Company seeks to increase the number of Directors by 1 in order to enhance the management structure, and proposes the election of 6 Directors.

The Audit and Supervisory Committee has expressed no opinion on this proposal.

The candidates for Director (excluding Director who is an Audit and Supervisory Committee Member) are as follows:

No.	Name	Position and responsibility in the Company	
1	Yuji Nakazawa	Representative Director and President President and Executive Officer	Reelection
2	Tadashi Arakawa	Representative Senior Managing Director, General Manager of Corporate Planning Division	Reelection
3	Ryuji Shito	Director Managing Executive Officer; General Manager of General Affairs and Human Resources Division, and in charge of Internal Control	Reelection
4	Kazufumi Kubota	Director Executive Officer; General Manager of Sales Division	Reelection
5	Toru Akiho	Director	Reelection
6	Kenji Matsuda		New election Outside Independent

Reelection	Candidate for Director to be reelected	New election	Candidate for Director to be newly elected	Outside	Candidate for Outside Director	Independent	Independent officer as defined by the securities exchange

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
1	Yuji Nakazawa (December 28, 1973) Reelection Number of years in office: five years (as of the conclusion of this General Meeting of Shareholders) Attendance at the Board of Directors meetings: 18/18	June 1995 Joined the Company July 2000 Store Manager, NEW Aobadai Store April 2010 Manager, Marketing Planning Office February 2012 Manager, Merchandising Department September 2014 Executive Officer; General Manager, Sales Planning Management Support Office, Sales Department of Sales Division September 2016 Executive Officer; General Manager, Sales Planning and Management Department of Sales Division September 2018 Managing Executive Officer; General Manager, Sales Planning and Management Department of Sales Division September 2020 President and Executive Officer November 2020 Representative Director and President; President and Executive Officer (to present) November 2020 Director, BIC CAMERA INC. (to present) June 2021 Outside Director, Tochigi Television Corporation (to present) [Reasons for nomination as a candidate for Director] Mr. Yuji Nakazawa has long served as a manager with responsibilities in the merchandise and sales realms, and as Representative Director and President of the Company since November 2020, he has been directing management of the Company by drawing on his leadership strengths. As such, we have nominated him as a candidate for Director, with expectations that he will draw particularly on the abundant experience, achievements, and expertise cultivated in the Company in taking on the task of management.	36,500
2	Tadashi Arakawa (August 4, 1969) Reelection Number of years in office: 12 years (as of the conclusion of this General Meeting of Shareholders) Attendance at the Board of Directors meetings: 18/18	October 1991 Joined the Company November 2009 General Manager of Information System Division October 2011 General Manager of Information System Division, and General Manager, Corporate Planning Office June 2012 Executive Officer; General Manager, Corporate Planning Office, and General Manager of Information System Division November 2012 Executive Officer; General Manager of Corporate Planning Division November 2013 Director and Executive Officer; General Manager of Corporate Planning Division September 2018 Director and Managing Executive Officer; General Manager of Corporate Planning Division September 2020 Representative Senior Managing Director, General Manager of Corporate Planning Division (to present) [Reasons for nomination as a candidate for Director] Mr. Tadashi Arakawa has long served as a manager with responsibilities in the systems and business management, and in the management strategy development realm. He has abundant experience, achievements, and expertise cultivated in the Company, having been involved in company management as Director of the Company from November 2013, and as Representative Director of the Company since September 2020. As such, we have nominated him as a candidate for Director, with expectations that he will draw particularly on such expertise in taking on the task of management.	37,500

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="12">3</td><td rowspan="12">Ryuji Shito
(September 17, 1976)

Reelection

Number of years in office: seven years (as of the conclusion of this General Meeting of Shareholders)

Attendance at the Board of Directors meetings: 18/18</td><td>April 1995</td><td>Joined the Company</td><td rowspan="12">19,100</td></tr>
<tr><td>November 2003</td><td>Store Manager, NEW Kawagoe Inter Store</td></tr>
<tr><td>June 2005</td><td>Store Manager, NEW Niiza Store</td></tr>
<tr><td>June 2008</td><td>Store Manager, NEW Kashiwa Store</td></tr>
<tr><td>October 2011</td><td>Store Manager, Seijo Store</td></tr>
<tr><td>April 2012</td><td>Block Manager, Sales Department of Sales Division</td></tr>
<tr><td>September 2013</td><td>Executive Officer; Block Manager, Sales Department of Sales Division</td></tr>
<tr><td>September 2018</td><td>Executive Officer; General Manager of General Affairs and Human Resources Division, and General Manager, Human Resources Department, and in charge of Internal Control</td></tr>
<tr><td>November 2018</td><td>Director and Executive Officer; General Manager of General Affairs and Human Resources Division, and General Manager, Human Resources Department, and in charge of Internal Control</td></tr>
<tr><td>September 2020</td><td>Director and Managing Executive Officer; General Manager of General Affairs and Human Resources Division, and General Manager, Human Resources Department, and in charge of Internal Control</td></tr>
<tr><td>September 2025</td><td>Director and Managing Executive Officer; General Manager of General Affairs and Human Resources Division, and in charge of Internal Control (to present)</td></tr>
<tr><td colspan="2">[Reasons for nomination as a candidate for Director]
Mr. Ryuji Shito has held many positions including that of manager in the realms of the general affairs and human resources after serving as block manager in the realm of sales, and has abundant experience, achievements, and expertise cultivated in the Company, having been involved in company management as Director of the Company from November 2018. As such, we have nominated him as a candidate for Director, with expectations that he will draw particularly on such expertise in taking on the task of management.</td></tr>
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<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="13">4</td><td rowspan="13">Kazufumi Kubota
(February 18, 1977)

Reelection

Number of years in office: five years (as of the conclusion of this General Meeting of Shareholders)

Attendance at the Board of Directors meetings: 18/18</td><td>April 1997</td><td>Joined the Company</td><td rowspan="13">20,300</td></tr>
<tr><td>October 2010</td><td>Store Manager, NEW Igusa Store</td></tr>
<tr><td>April 2012</td><td>Store Manager, NEW Takaido Higashi Store</td></tr>
<tr><td>February 2013</td><td>Sales Department of Sales Division</td></tr>
<tr><td>September 2015</td><td>General Manager, New Stores Preparation Office, Sales Department of Sales Division</td></tr>
<tr><td>May 2016</td><td>General Manager, Development Office, Sales Department of Sales Division</td></tr>
<tr><td>September 2017</td><td>General Manager, Development Department of Sales Division, and General Manager, Store Renovation Office</td></tr>
<tr><td>September 2018</td><td>Executive Officer; General Manager, Development Department of Sales Division, and General Manager, Store Renovation Office</td></tr>
<tr><td>September 2020</td><td>Executive Officer; General Manager of Sales Division, and General Manager, Development Department</td></tr>
<tr><td>November 2020</td><td>Director and Executive Officer; General Manager of Sales Division, and General Manager, Development Department</td></tr>
<tr><td>September 2025</td><td>Director and Executive Officer; General Manager of Sales Division (to present)</td></tr>
<tr><td colspan="2">[Reasons for nomination as a candidate for Director]
Mr. Kazufumi Kubota has held many positions including that of manager with responsibilities in the realms of development and sales, and has abundant experience, achievements, and expertise cultivated in the Company, having been involved in company management as Director of the Company from November 2020. As such, we have nominated him as a candidate for Director, with expectations that he will draw particularly on such expertise in taking on the task of management.</td></tr>
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<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="11">5</td><td rowspan="11">Toru Akiho
(December 11, 1974)

Reelection

Number of years in office: three years (as of the conclusion of this General Meeting of Shareholders)

Attendance at the Board of Directors meetings: 18/18</td><td>March 1997</td><td>Joined BIC CAMERA INC.</td><td rowspan="11">1,200</td></tr>
<tr><td>September 2012</td><td>Executive Officer; General Manager, Second Merchandise Department, BIC CAMERA INC.</td></tr>
<tr><td>October 2013</td><td>Executive Officer; General Manager, Merchandise Department, BIC CAMERA INC.</td></tr>
<tr><td>October 2015</td><td>Executive Officer; General Manager, EC Business Department, BIC CAMERA INC.</td></tr>
<tr><td>February 2017</td><td>Managing Director; Director General, EC Business, BIC CAMERA INC.</td></tr>
<tr><td>November 2018</td><td>Director and Managing Director; Director General, EC, BIC CAMERA INC.</td></tr>
<tr><td>August 2019</td><td>Director and Managing Director; Director General, Merchandise and EC, BIC CAMERA INC.</td></tr>
<tr><td>September 2020</td><td>Director and Senior Executive Officer; Supervising Business Promotion, Director General, Merchandise, BIC CAMERA INC.</td></tr>
<tr><td>December 2020</td><td>Director and Senior Executive Officer; Supervising Business Promotion, Director General, Marketing, BIC CAMERA INC.</td></tr>
<tr><td>September 2022</td><td>Representative Director and President; President Executive Officer, BIC CAMERA INC. (to present)</td></tr>
<tr><td>November 2022</td><td>Director, the Company (to present)</td></tr>
<tr><td></td><td></td><td colspan="2">[Reasons for nomination as a candidate for Director]
Mr. Toru Akiho has long served as a manager with responsibilities in the realms of merchandise procurement and EC at the Company’s parent, BIC CAMERA INC., and as he has also been serving as Representative Director and President of BIC CAMERA INC. since September 2022, he has abundant experience, achievements, and expertise cultivated in the company. As such, we have nominated him as a candidate for Director, with expectations that he will draw particularly on such expertise in taking on the task of management.</td><td></td></tr>
<tr><td rowspan="8">6</td><td rowspan="8">Kenji Matsuda
(August 31, 1959)

New election
Outside
Independent</td><td>April 1984</td><td>Joined Konishiroku Photo Industry Co., Ltd. (currently KONICA MINOLTA, INC.)</td><td rowspan="8">–</td></tr>
<tr><td>November 1998</td><td>Managing Director, Konica Hong Kong Ltd.</td></tr>
<tr><td>May 2009</td><td>Senior Vice President, Konica Minolta Medical Imaging U.S.A., Inc.</td></tr>
<tr><td>July 2010</td><td>CEO, Konica Minolta Medical & Graphic (Shanghai) Co., Ltd.</td></tr>
<tr><td>April 2019</td><td>President, Nichia Forging Co., Ltd. (to present)</td></tr>
<tr><td>April 2021</td><td>Representative Director and President, NIHON SEIMITSU SOKKI Co., Ltd.</td></tr>
<tr><td>June 2021</td><td>Representative Director and President, Nissei Holding Inc.</td></tr>
<tr><td colspan="2">[Reasons for nomination as a candidate for Outside Director and overview of expected roles]
Mr. Kenji Matsuda has extensive experience and wide-ranging expertise as a manager. As such, we have nominated him as a new candidate for Outside Director, with expectations that he will reflect this wealth of experience and expertise in the management of the Company by providing valuable insights for the management of the Company as an Outside Director and helping to maintain and strengthen governance.</td></tr>
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(Notes)

1. BIC CAMERA INC., where Mr. Toru Akiho serves as Representative Director and President and as President Executive Officer, is the Company’s parent. Even though the Company and BIC CAMERA INC. are competitors in the business regarding sales of home appliances, and have transactions such as outsourcing of product order business and outsourcing of payment business, there is no special interest between Mr. Toru Akiho and the Company.

2. Mr. Toru Akiho is an executive at the Company's parent, BIC CAMERA INC., and his positions and responsibilities at that company are as stated in the "Career summary, positions, responsibilities and significant concurrent positions."
3. There are no special interests between each candidate for Director and the Company other than the above.
4. Mr. Kenji Matsuda is a candidate for Outside Director.
5. Limitation of Liability Agreements with Directors (excluding executive Directors, etc.)
   Based on Article 427, paragraph 1 of the Companies Act and Article 30 of the Company's Articles of Incorporation, the Company has entered into an agreement with Mr. Toru Akiho to limit the liability for damages under Article 423, paragraph 1 of the Companies Act, to the minimum liability amount provided by laws and regulations. If he is reelected, the Company plans to have him serve as a Director who is not an executive Director and extend the above Limitation of Liability Agreement with him.
   Moreover, if Mr. Kenji Matsuda, who is a new candidate for Outside Director, is elected as a Director and assumes the office of Outside Director, the Company plans to enter into the above Limitation of Liability Agreement with him.
6. Overview of details of Directors and Officers Liability Insurance Policy, etc.
   The Company has entered into a Directors and Officers Liability Insurance Policy as provided for in Article 430-3, paragraph 1 of the Companies Act with an insurance company. Under the policy, all Directors and Executive Officers of the Company are included as insureds, and the insurance premiums will be fully borne by the Company. If each candidate is elected and assumes the office as Director, each candidate will be included in the policy as an insured. With regard to the overview of the contents of the policy, an insurance company covers the insureds under this insurance policy for their liability borne from performance of their duties or for their liability arising from claims in pursuit of that liability, and the policy will be renewed every year. When the policy is renewed, the Company plans to renew the policy with the same details.
7. Independent Officers
   With regard to Mr. Kenji Matsuda, who is a new candidate for Outside Director, if he is elected and assumes the office of Outside Director, the Company plans to register him as an independent officer pursuant to the provisions of the Tokyo Stock Exchange.

Proposal 3: Election of 3 Directors Who Are Audit and Supervisory Committee Members

The terms of office of Directors who are Audit and Supervisory Committee Members Sadao Mizunuma, Mitsue Aizawa and Mitsuru Doi will expire upon the conclusion of this Annual General Meeting of Shareholders. In this regard, the election of 3 Directors who are Audit and Supervisory Committee Members is proposed.

Furthermore, the Audit and Supervisory Committee has previously given its approval to this proposal.

The candidate for Director who is an Audit and Supervisory Committee Member is as follows:

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions		Number of shares of the Company held
1	Sadao Mizunuma (April 30, 1972) Reelection Number of years in office: eight years (as of the conclusion of this General Meeting of Shareholders) Attendance at the Board of Directors meetings: 18/18 Attendance at the Audit and Supervisory Committee meetings: 14/14	April 1993	Joined the Company	7,200
		March 1999	Store Manager, NEW Tarumi Store	
		September 2000	Store Manager, NEW Myodani Store	
		November 2002	Store Manager, NEW Sakai Store	
		May 2004	Manager, Sales Division, the Company	
		April 2010	Manager, Sales Support Office of Sales Division	
		November 2012	Manager, Human Resources Division, the Company	
		September 2014	General Manager, General Affairs and Human Resources Division, the Company	
		November 2017	Director (Full-Time Audit and Supervisory Committee Member), the Company (to present)	
		[Reasons for nomination as a candidate for Director] Mr. Sadao Mizunuma has served as manager responsible for the general affairs and human resources realms after serving as manager responsible for the sales realm. He brings with him extensive experience, achievements, and expertise cultivated within the Company. As such, we have nominated him as a candidate for Director who is an Audit and Supervisory Committee Member, with expectations that he will draw in particular on this expertise in tackling the task of strengthening the Company's monitoring system.		

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
2	Mitsue Aizawa (October 14, 1942) Reelection Outside Independent Number of years in office: ten years (as of the conclusion of this General Meeting of Shareholders) Attendance at the Board of Directors meetings: 18/18 Attendance at the Audit and Supervisory Committee meetings: 14/14	November 1976 Passed the national bar examination April 1979 Member of Tokyo Bar Association April 1981 Joined Miyake Imai Ikeda Law Office April 1985 Partner and Cofounder of the Shin-Tokyo Sohgoh Law Office June 2005 Outside Auditor, the Company October 2007 Managing Partner, Bingham Sakai Mimura Aizawa (Foreign Law Joint Enterprise) March 2012 Outside Auditor, ELGC Corporation (currently ELC Japan Corporation) April 2015 Partner, TMI Associates (to present) June 2015 Outside Director, OKAMOTO INDUSTRIES, INC. November 2015 Outside Director (Audit and Supervisory Committee Member), the Company (to present) June 2016 Outside Auditor, Prudential Holdings of Japan, Inc. [Reasons for nomination as a candidate for Outside Director and overview of expected roles] Ms. Mitsue Aizawa has long served as an attorney and has been deeply involved in matters of corporate law. In addition, she has served as an Outside Director and Outside Audit & Supervisory Board Member of other companies. As such, we have nominated her as a candidate for Outside Director who is an Audit and Supervisory Committee Member of the Company with expectations that she will draw on the above-mentioned experience and insight to contribute to strengthening the auditing systems of the Company without bias toward the interest of any corporate manager or particular party of interest while impartially recognizing the role the Company fulfills in society. She has never in the past been directly involved in the management of a company except as an outside officer. However, the Company judges she will appropriately fulfill her duties as an Outside Director who is an Audit and Supervisory Committee Member of the Company based on the above reasons.	7,100

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	Mitsuru Doi (July 1, 1947) Reelection Outside Independent Number of years in office: ten years (as of the conclusion of this General Meeting of Shareholders) Attendance at the Board of Directors meetings: 18/18 Attendance at the Audit and Supervisory Committee meetings: 13/14	March 1980 Started practicing as a Certified Public Accountant. March 1983 Registered as tax accountant June 2005 Outside Auditor, Japan Food & Liquor Alliance Inc. June 2009 Outside Auditor, the Company November 2015 Outside Director (Audit and Supervisory Committee Member), the Company (to present) February 2016 Outside Director (Audit and Supervisory Committee Member), Japan Food & Liquor Alliance Inc. June 2016 Outside Auditor, Kokusai Kogyo Holdings Co., Ltd. (to present) January 2021 Representative Member, Chuwa LLC Certified Public Accountants (to present) [Reasons for nomination as a candidate for Outside Director and overview of expected roles] Mr. Mitsuru Doi has specialized knowledge as certified public accountant and tax accountant. He has held numerous positions, including those of outside director and outside auditor at other listed companies. As such, we have nominated him as a candidate for Outside Director who is an Audit and Supervisory Committee Member of the Company with expectations that he will draw on the above-mentioned knowledge and broad experience to strengthen the Company's auditing system by providing appropriate advice on the Company's management and exercising supervisory functions from an independent perspective. He has never in the past been directly involved in the management of a company except as an outside officer. However, the Company judges he will appropriately fulfill his duties as an Outside Director who is an Audit and Supervisory Committee Member of the Company based on the above reasons.	7,300

(Notes)

1. All candidates are free of any conflicts regarding their duties as Director of the Company.
2. Ms. Mitsue Aizawa and Mr. Mitsuru Doi are candidates for Outside Director.
3. Ms. Mitsue Aizawa and Mr. Mitsuru Doi currently serve as Outside Directors who are Audit and Supervisory Committee Members. As of the conclusion of the meeting, their term of office as Outside Directors will have been ten years. They have previously served as non-executive officers (Auditors) of the Company.
4. Limitation of Liability Agreements with Directors (excluding executive Directors, etc.)
   Based on Article 427, paragraph 1 of the Companies Act and Article 30 of the Company's Articles of Incorporation, the Company has entered into agreements with Mr. Sadao Mizunuma, Ms. Mitsue Aizawa and Mr. Mitsuru Doi to limit their liability for damages under Article 423, paragraph 1 of the Companies Act, to the minimum liability amount provided by laws and regulations. If they are reelected, the Company plans to renew the above Limitation of Liability Agreement with them.
5. Overview of details of Directors and Officers Liability Insurance Policy, etc.
   The Company has entered into a Directors and Officers Liability Insurance Policy as provided for in Article 430-3, paragraph 1 of the Companies Act with an insurance company. Under the policy, all Directors and Executive Officers of the Company are included as insureds, and the insurance premiums will be fully borne by the Company. If each candidate is elected and assumes the office as Director, each candidate will be included in the policy as an insured. With regard to the overview of the contents of the policy, an insurance company covers the insureds under this insurance policy for their liability borne from performance of their duties or for their liability arising from claims in pursuit of that liability, and the policy will be renewed every year. When the policy is renewed, the Company plans to renew the policy with the same details.
6. Independent Officers
   The Company has designated Ms. Mitsue Aizawa and Mr. Mitsuru Doi as independent officers pursuant to the provisions of the Tokyo Stock Exchange and has registered them with the Tokyo Stock Exchange. If they assume the office of Director, the Company will extend their appointment as independent officers.

(Reference) Skills Matrix of Directors after the General Meeting of Shareholders

(Note) If the elections of the candidates proposed in this notice are approved, the skills matrix of Directors will be as follows:

<Skills Matrix>

					1	2	3	4	5	6	7	8	9	10
Execution of Business	Inde-pendent	Audit and Supervi-sory Committee Member	Name	Gender	Corporate Manage-ment	Legal and Risk	Finance and Accounting	Sales and Marketing	Merchan-dise Planning and Develop-ment	Store Develop-ment	Human Resources, Labor Management and Diversity	IT and Digital	Sustaina-bility	Shareholder Engage-ment
●	–	–	Yuji Nakazawa	Male	●			●	●	●		●	●	●
●	–	–	Tadashi Arakawa	Male	●		●					●	●	●
●	–	–	Ryuji Shito	Male		●		●			●		●	
●	–	–	Kazufumi Kubota	Male				●	●	●			●	
–	–	–	Toru Akiho	Male	●			●	●			●	●	●
–	●	–	Kenji Matsuda	Male	●			●					●	●
–	–	●	Sadao Mizunuma	Male		●	●				●		●	
–	●	●	Mitsue Aizawa	Female		●							●	●
–	●	●	Mitsuru Doi	Male			●						●	●
–	●	●	Akimitsu Takai	Male		●							●	●

Proposal 4: Election of 1 Substitute Director Who Is an Audit and Supervisory Committee Member

To prepare for a case in which the number of Directors who are Audit and Supervisory Committee Members falls short of the number provided by laws and regulations, the Company again proposes the election of Mr. Shinichiro Yamamiya as Substitute Director who is an Audit and Supervisory Committee Member.

The effectiveness of the election under this proposal may be cancelled on the basis of resolution of the Board of Directors with approval of the Audit and Supervisory Committee; provided, however, that it is only in a time before assuming office.

Furthermore, the Audit and Supervisory Committee has previously given its approval to this proposal.

The candidate for Substitute Director who is an Audit and Supervisory Committee Member is as follows:

Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions		Number of shares of the Company held
Shinichiro Yamamiya (February 4, 1970) Outside Independent	October 1992	Passed the national bar examination	–
	April 1995	Member of Tokyo Bar Association Joined Shin-Tokyo Sohgoh Law Office	
	January 2006	Partner, New Tokyo International	
	June 2006	Outside Audit & Supervisory Board Member, JAPAN ERI CO., LTD.	
	October 2007	Partner, Bingham McCutchen Murase, Sakai Mimura Aizawa-Foreign Law Joint Enterprise	
	December 2013	Outside Audit & Supervisory Board Member, ERI HOLDINGS CO., LTD.	
	April 2015	Partner, TMI Associates (to present)	
	June 2015	Outside Audit & Supervisory Board Member, Genki Sushi Co., Ltd.	
	August 2015	Outside Director, ERI HOLDINGS CO., LTD. (to present)	
	June 2023	Outside Auditor, Prudential Holdings of Japan, Inc. (to present)	
	[Reasons for nomination as a candidate for Substitute Outside Director and overview of expected roles] Mr. Shinichiro Yamamiya has long served as an attorney and has been deeply involved in matters including corporate law and business turnaround. In addition, he has served as an Outside Director and Outside Audit & Supervisory Board Member of other companies. As such, we have nominated him as a candidate for Substitute Outside Director who is an Audit and Supervisory Committee Member of the Company with expectations that he will draw on the above-mentioned experience and insight to contribute to strengthening the supervisory function for execution of business and offer proposals from a broad perspective. He has never in the past been directly involved in the management of a company except as an outside officer. However, the Company judges he will appropriately fulfill his duties as an Outside Director who is an Audit and Supervisory Committee Member of the Company based on the above reasons.		

(Notes)

1. There are no special interests between Mr. Shinichiro Yamamiya and the Company.
2. Mr. Shinichiro Yamamiya is a candidate for Substitute Outside Director.
3. Limitation of Liability Agreements with Directors (excluding executive Directors, etc.)
   If Mr. Shinichiro Yamamiya is elected and assumes the office of Outside Director, the Company plans to enter into an agreement with him to limit his liability for damages under Article 423, paragraph 1 of the Companies Act, based on Article 427, paragraph 1 of the Companies Act, and Article 30 of the Company's Articles of Incorporation. The maximum amount of liabilities under such agreement is the minimum liability amount as provided by applicable laws and regulations.
4. Overview of details of Directors and Officers Liability Insurance Policy, etc.
   The Company has entered into a Directors and Officers Liability Insurance Policy as provided for in Article 430-3, paragraph 1 of the Companies Act with an insurance company. Under the policy, all Directors and Executive Officers of the Company are included as insureds, and the insurance premiums will be fully borne by the Company. If Mr. Shinichiro Yamamiya is elected and assumes the office of Outside Director, he will be included in the policy as an insured. With regard to the overview of the contents of the policy, an insurance company covers the insureds under this insurance policy for their liability borne from performance of their duties or for their liability arising from claims in pursuit of that liability,

and the policy will be renewed every year. When the policy is renewed, the Company plans to renew the policy with the same details.

5. If Mr. Shinichiro Yamamiya assumes office as an Outside Director who is an Audit and Supervisory Committee Member, the Company plans to register him as an independent officer pursuant to the provisions of the Tokyo Stock Exchange.