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(Stock Exchange Code 7513)

November 6, 2023

To Shareholders with Voting Rights:

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

**NOTICE OF
THE 61ST 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 61st 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 61st 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.htm> (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 Monday, November 20, 2023.

- 1. Date and Time:** Tuesday, November 21, 2023, 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 61st Fiscal Year (September 1, 2022 - August 31, 2023)
- Matters to be resolved:**
- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of 5 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 6.

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.

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- ◎ 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

You may exercise your voting rights using one of the following three methods.

Exercising Your Voting Rights via the Internet

Please follow the instructions on pages 4 to 5 to log into the Website for Exercising Voting Rights from your smartphone or computer and to input approval or disapproval for proposals.

Must be completed by Monday, November 20, 2023, at 6:00 p.m. (JST).

Exercising Voting Rights in Writing (via Postage)

Please indicate your votes of approval or disapproval for proposals on the Voting Rights Exercise Form and return the form to the Company. You do not need to affix a stamp.

Must be received by Monday, November 20, 2023, at 6:00 p.m. (JST).

Attending the General Meeting of Shareholders

Please present the Voting Rights Exercise Form to the receptionist at the venue of the meeting.

Tuesday, November 21, 2023, at 10:00 a.m. (JST) (Reception opens at 9:00 a.m.)

* If you exercise your voting right in duplicate via the Internet and in writing (via postage), the Company will recognize only the vote cast via the Internet.

* If you exercise your voting rights via the Internet, etc. more than once, the latest vote shall be accepted as the valid exercise of your voting rights.

Exercising Your Voting Rights via the Internet

Must be completed by Monday, November 20, 2023, at 6:00 p.m. (JST)

“Smart Vote” method Scanning the login QR Code

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.

The diagram shows a sample of the Voting Rights Exercise Form. At the top left, it says '議決権行使書' (Voting Rights Exercise Form) with fields for '株主番号' (Shareholder Number) and '議決権の数' (Number of Voting Rights). Below this are fields for '御中' (To) and a date '××××年 ×月××日'. A grid for voting is shown in the center. On the right, there are four numbered lines for comments. At the bottom right, there is a QR code labeled '見本' (Sample) and a box containing the text: 'スマートフォン用 議決権行使ウェブサイト ログインQRコード' (Smartphone Voting Rights Exercise Website Login QR Code). A hand is shown scanning the QR code on a smartphone.

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

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

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.



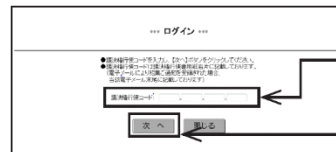
Entering the Voting Right Exercise Code and Password for Exercising Voting Rights

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

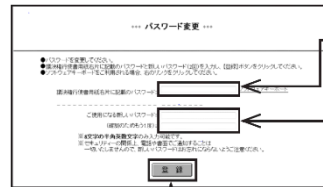
1. Please access the Website for Exercise of Voting Rights.



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



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



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

Click “Register.”

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

(Please note)

- The password (including the password changed by the shareholder) is valid only for this General Meeting of Shareholders. New passwords will be issued for the next General Meeting of Shareholders.
- The password is a tool to identify the person who is voting as the shareholder himself/herself. Please note that the Company will not contact shareholders regarding their passwords.
- If you enter an incorrect password more than a certain number of times, the password will be locked and become invalid. If it is locked, please follow the guidance on the screen.
- The cost for the Internet connection is to be borne by the shareholders.
- Depending on the Internet usage environment, etc. of your computer or smartphone, etc. you might not be able to use the Website for Exercise of Voting Rights.

<p>In case you need instructions for how to operate your computer, smartphone, etc. in order to exercise your voting rights via the Internet, please contact:</p>	<p>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)</p>
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The electronic platform for exercising voting rights operated by ICJ, Inc. is available to institutional investors.

Exercising Voting Rights in Writing (via Postage)

Please indicate your votes of approval or disapproval for proposals on the Voting Rights Exercise Form and return the form to the Company. You do not need to affix a stamp.

Must be received by Monday, November 20, 2023, at 6:00 p.m. (JST)

Guidance on Filling out Voting Rights Exercise Form

The image shows a sample of a Japanese Voting Rights Exercise Form (議決権行使書). The form includes fields for the shareholder's name (株主番号), the number of shares (議決権の数), and the date (××××年 ×月××日). It features a grid for voting on proposals (1-4) and a list of candidates (候補者名) with corresponding circles for marking approval or disapproval. An arrow points to the grid area, indicating where to input votes.

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 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.

* The absence of any indication of approval or disapproval on the Voting Rights Exercise Form for any proposal will be interpreted to indicate approval.

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 a payment of ¥14 per common share of the Company, as initially planned.

(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 ¥14 per common share of the Company.

In this event, total dividends will be ¥1,080,887,822.

(3) Effective date of the distribution of surplus

November 22, 2023

Proposal 2: Election of 5 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 that regard, the Company proposes the election of 5 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 Shitou	Director Managing Director; General Manager of General Affairs and Human Resources Division, and General Manager, Human Resources Department, and in charge of Internal Control	Reelection
4	Kazuhumi Kubota	Director Executive Officer; General Manager of Sales Division, and General Manager, Development Department	Reelection
5	Toru Akiho	Director	Reelection

Reelection

Candidate for
Director to be
relected

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	<p data-bbox="272 472 480 528">Yuji Nakazawa (December 28, 1973)</p> <p data-bbox="325 555 427 584">Reelection</p> <p data-bbox="272 611 480 775">Number of years in office: three years (as of the conclusion of this General Meeting of Shareholders)</p> <p data-bbox="272 801 480 882">Attendance at the Board of Directors meetings: 18/18</p>	<p data-bbox="501 286 1222 831"> 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 Director; 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) </p> <p data-bbox="501 857 1222 1064"> [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. </p>	11,200
2	<p data-bbox="272 1256 480 1312">Tadashi Arakawa (August 4, 1969)</p> <p data-bbox="325 1339 427 1368">Reelection</p> <p data-bbox="272 1395 480 1559">Number of years in office: ten years (as of the conclusion of this General Meeting of Shareholders)</p> <p data-bbox="272 1585 480 1666">Attendance at the Board of Directors meetings: 18/18</p>	<p data-bbox="501 1081 1222 1547"> 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 Director; General Manager of Corporate Planning Division September 2020 Representative Senior Managing Director, General Manager of Corporate Planning Division (to present) </p> <p data-bbox="501 1574 1222 1841"> [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. </p>	23,900

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	<p>Ryuji Shitou (September 17, 1976)</p> <p>Reelection</p> <p>Number of years in office: five years (as of the conclusion of this General Meeting of Shareholders)</p> <p>Attendance at the Board of Directors meetings: 18/18</p>	<p>April 1995 Joined the Company</p> <p>November 2003 Store Manager, NEW Kawagoe Inter Store</p> <p>June 2005 Store Manager, NEW Niiza Store</p> <p>June 2008 Store Manager, NEW Kashiwa Store</p> <p>October 2011 Store Manager, Seijo Store</p> <p>April 2012 Block Manager, Sales Department of Sales Division</p> <p>September 2013 Executive Officer; Block Manager, Sales Department of Sales Division</p> <p>September 2018 Executive Officer; General Manager of General Affairs and Human Resources Division, and General Manager, Human Resources Department, and in charge of Internal Control</p> <p>November 2018 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</p> <p>September 2020 Director and Managing Director; General Manager of General Affairs and Human Resources Division, and General Manager, Human Resources Department, and in charge of Internal Control (to present)</p> <p>[Reasons for nomination as a candidate for Director] Mr. Ryuji Shitou 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.</p>	7,100
4	<p>Kazuhumi Kubota (February 18, 1977)</p> <p>Reelection</p> <p>Number of years in office: three years (as of the conclusion of this General Meeting of Shareholders)</p> <p>Attendance at the Board of Directors meetings: 18/18</p>	<p>April 1997 Joined the Company</p> <p>October 2010 Store Manager, NEW Igusa Store</p> <p>April 2012 Store Manager, NEW Takaido Higashi Store</p> <p>February 2013 Sales Department of Sales Division</p> <p>September 2015 General Manager, New Stores Preparation Office, Sales Department of Sales Division</p> <p>May 2016 General Manager, Development Office, Sales Department of Sales Division</p> <p>September 2017 General Manager, Development Department of Sales Division, and General Manager, Store Renovation Office</p> <p>September 2018 Executive Officer; General Manager, Development Department of Sales Division, and General Manager, Store Renovation Office</p> <p>September 2020 Executive Officer; General Manager of Sales Division, and General Manager, Development Department</p> <p>November 2020 Director and Executive Officer; General Manager of Sales Division, and General Manager, Development Department (to present)</p> <p>[Reasons for nomination as a candidate for Director] Mr. Kazuhumi 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.</p>	7,900

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
5	Toru Akiho (December 11, 1974) Reelection Number of years in office: one year (as of the conclusion of this General Meeting of Shareholders) Attendance at the Board of Directors meetings: 14/14	<p>March 1997 Joined BIC CAMERA INC.</p> <p>September 2012 Executive Officer; General Manager, Second Merchandise Department, BIC CAMERA INC.</p> <p>October 2013 Executive Officer; General Manager, Merchandise Department, BIC CAMERA INC.</p> <p>October 2015 Executive Officer; General Manager, EC Business Department, BIC CAMERA INC.</p> <p>February 2017 Managing Director; Director General, EC Business, BIC CAMERA INC.</p> <p>November 2018 Director and Managing Director; Director General, EC, BIC CAMERA INC.</p> <p>August 2019 Director and Managing Director; Director General, Merchandise and EC, BIC CAMERA INC.</p> <p>September 2020 Director and Senior Executive Officer; Supervising Business Promotion, Director General, Merchandise, BIC CAMERA INC.</p> <p>December 2020 Director and Senior Executive Officer; Supervising Business Promotion, Director General, Marketing, BIC CAMERA INC.</p> <p>September 2022 Representative Director and President; President Executive Officer, BIC CAMERA INC. (to present)</p> <p>November 2022 Director, the Company (to present)</p> <p>[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.</p>	—

(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. 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 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.
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.

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 candidates for Director who is an Audit and Supervisory Committee Member are 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: six 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: 16/16	April 1993 Joined the Company 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 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.	4,600

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
2	<p>Mitsue Aizawa (October 14, 1942)</p> <p>Reelection Outside Independent</p> <p>Number of years in office: eight years (as of the conclusion of this General Meeting of Shareholders)</p> <p>Attendance at the Board of Directors meetings: 18/18</p> <p>Attendance at the Audit and Supervisory Committee meetings: 16/16</p>	<p>November 1976 Passed the national bar examination</p> <p>April 1979 Member of Tokyo Bar Association</p> <p>April 1981 Joined Miyake Imai Ikeda Law Office</p> <p>April 1985 Partner and Cofounder of the Shin-Tokyo Sohgo Law Office</p> <p>June 2005 Outside Auditor, the Company</p> <p>October 2007 Managing Partner, Bingham Sakai Mimura Aizawa (Foreign Law Joint Enterprise)</p> <p>March 2012 Outside Auditor, ELGC Corporation (currently ELC Japan Corporation)</p> <p>April 2015 Partner, TMI Associates (to present)</p> <p>June 2015 Outside Director, OKAMOTO INDUSTRIES, INC. (to present)</p> <p>November 2015 Outside Director (Audit and Supervisory Committee Member), the Company (to present)</p> <p>June 2016 Outside Auditor, Prudential Holdings of Japan, Inc.</p> <p>[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.</p>	6,600

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	<p>Mitsuru Doi (July 1, 1947)</p> <p>Reelection Outside Independent</p> <p>Number of years in office: eight years (as of the conclusion of this General Meeting of Shareholders)</p> <p>Attendance at the Board of Directors meetings: 17/18</p> <p>Attendance at the Audit and Supervisory Committee meetings: 16/16</p>	<p>March 1980 Started practicing as a Certified Public Accountant.</p> <p>March 1983 Registered as tax accountant</p> <p>June 2005 Outside Auditor, Japan Food & Liquor Alliance Inc.</p> <p>June 2009 Outside Auditor, the Company</p> <p>November 2015 Outside Director (Audit and Supervisory Committee Member), the Company (to present)</p> <p>February 2016 Outside Director (Audit and Supervisory Committee Member), Japan Food & Liquor Alliance Inc.</p> <p>June 2016 Outside Auditor, Kokusai Kogyo Holdings Co., Ltd. (to present)</p> <p>January 2021 Representative Member, Chuwa LLC Certified Public Accountants (to present)</p> <p>[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.</p>	6,000

(Notes)

- All candidates are free of any conflicts regarding their duties as Director of the Company.
- Ms. Mitsue Aizawa and Mr. Mitsuru Doi are candidates for Outside Director.
- 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 eight years. They have previously served as non-executive officers (Auditors) of the Company.
- 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.
- 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.
- 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	Independent	Audit and Supervisory Committee Member	Name	Gender	Corporate Management	Legal and Risk	Finance and Accounting	Sales and Marketing	Merchandise Planning and Development	Store Development	Human Resources, Labor Management and Diversity	IT and Digital	Sustainability	Shareholder Engagement
●	—	—	Yuji Nakazawa	Male	●			●	●	●		●	●	●
●	—	—	Tadashi Arakawa	Male	●		●					●	●	●
●	—	—	Ryuji Shitou	Male		●		●			●		●	
●	—	—	Kazuhumi Kubota	Male				●	●	●			●	
—	—	—	Toru Akiho	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) <div style="border: 1px solid black; padding: 2px; display: inline-block;">Outside</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Independent</div>	October 1992 April 1995 January 2006 June 2006 October 2007 December 2013 April 2015 June 2015 August 2015 June 2023	Passed the national bar examination Member of Tokyo Bar Association Joined Shin-Tokyo Sohgo Law Office Partner, New Tokyo International Outside Audit & Supervisory Board Member, JAPAN ERI CO., LTD. Partner, Bingham McCutchen Murase, Sakai Mimura Aizawa-Foreign Law Joint Enterprise Outside Audit & Supervisory Board Member, ERI HOLDINGS CO., LTD. Partner, TMI Associates (to present) Outside Audit & Supervisory Board Member, Genki Sushi Co., Ltd. Outside Director, ERI HOLDINGS CO., LTD. (to present) 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.